



Half Year Results 2025/26

27 November 2025



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Susan Davy

Pennon Chief Executive Officer

Robust start to K8

Strong return to profitability for 2025/26

Operational successes – step change in wastewater performance

Momentum in capital investment maintained into the start of K8

Well positioned as the sector evolves

Strong return to profitability for 2025/26

Step change in EBITDA¹

£254m

(H1 2024/25: £164m)

More than doubling operating profit¹

£159m

(H1 2024/25: £70m)

On track for K8 RORE

7%

Robust funding position

c.£500m

new debt in H1 2025/26

Earnings per share²

14.0p

(H1 2024/25: (5.5p)³)

Dividend per share

9.26p

(H1 2024/25: 12.14p⁴)

**Underpinned by resilient balance sheet
with Water Group gearing at c.60%**



Operational successes – step change in performance

Building water resources, improving water quality



Resilient water resources

despite hot summer

Sector-leading

water quality

Tackling storm overflows and pollutions



c.50%¹ reduction
in pollutions

c.45%¹ reduction
in SO spills

Net neutral ODIs
in wastewater

Driving environmental gains



Biodiversity gains
– impactful peatland restoration

Progress on energy portfolio
– 2/4 sites complete

Supporting affordability, delivering for customers



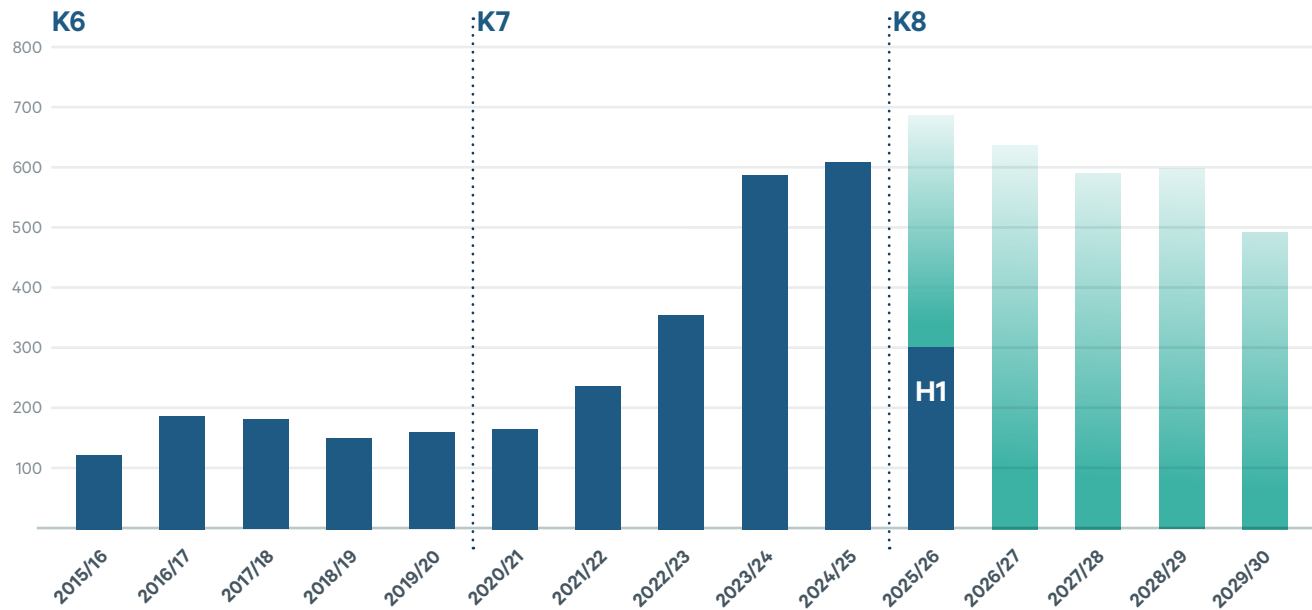
c.20%² increase
in customers on one or more of our support tariffs

‘Better Futures Fund’
launched

Delivered by our K7 investment

Momentum in capital investment maintained into the start of K8

Capital investment
(£m)



Over 60% of K8 PCD programme in delivery

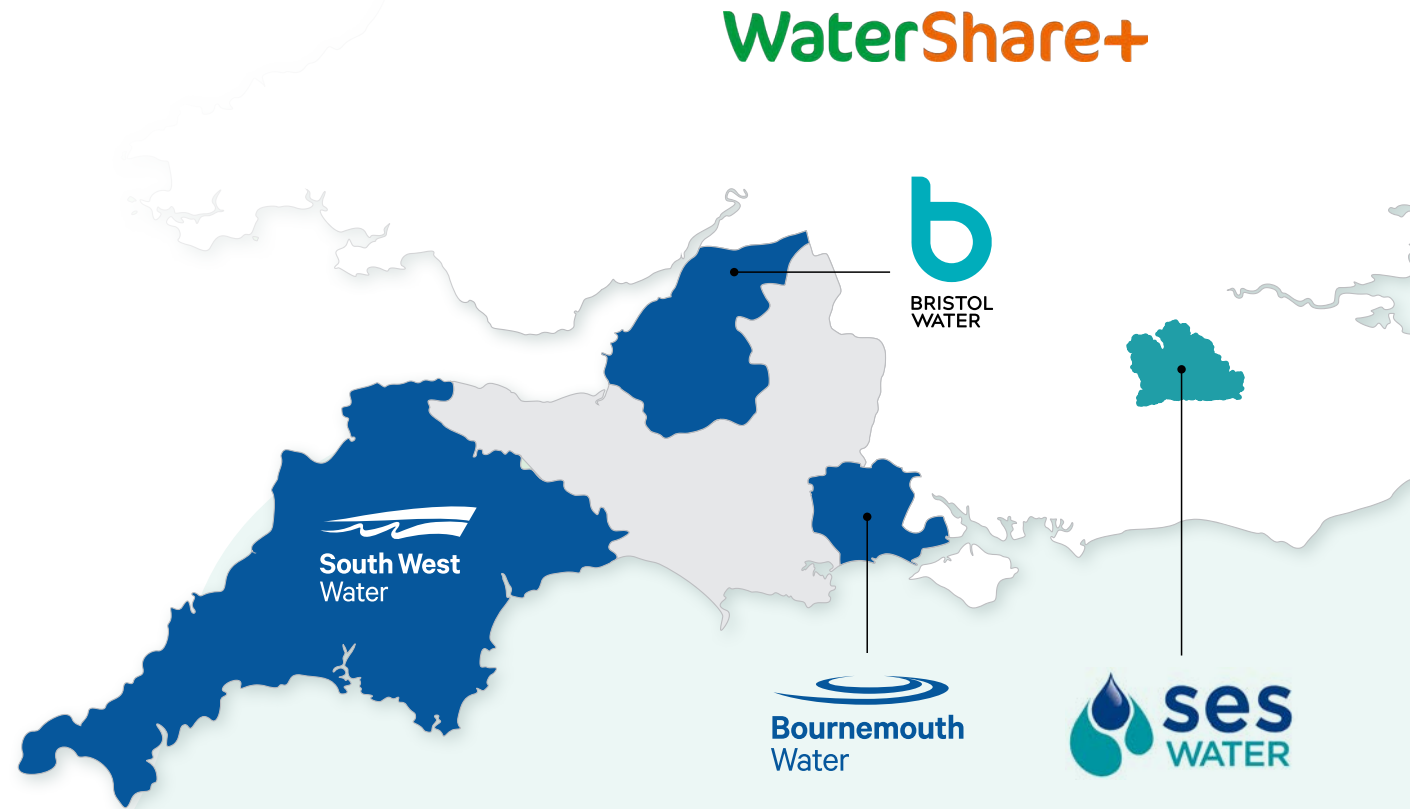
Well positioned for sector reform

Engaged in regulatory reform process and transition planning

We expect the reforms to deliver:

- Clear long-term direction for UK water
- New single regulator and supervisory regime
- Customer focused
- Clear plans for improving water quality
- Securing water resilience
- A fair deal for investors, balancing risk and reward

Established regional model for Pennon through WaterShare+ customer panels



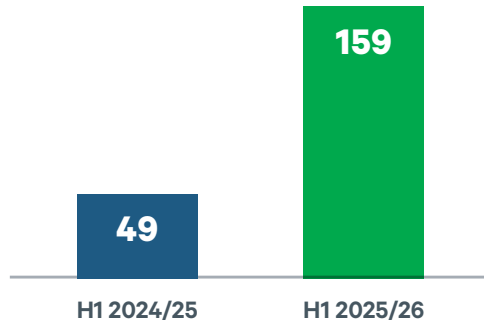


Laura Flowerdew
Group Chief Financial Officer

Strong return to profitability – K8 inflection point

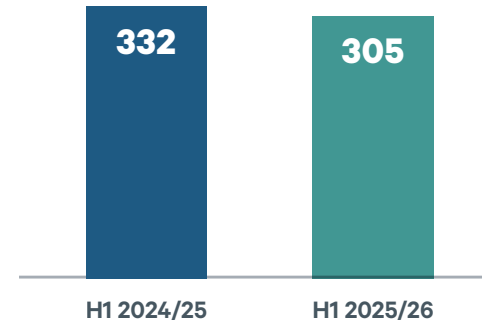
Step change in profitability

Statutory operating profit
(£m)



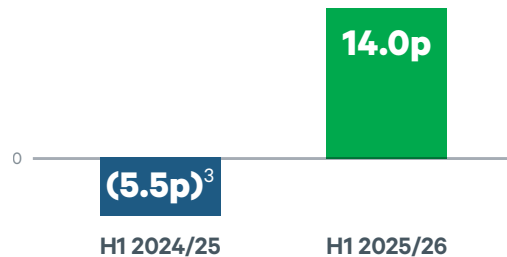
Ongoing investment at start of K8 cycle

Group Capex
(£m)



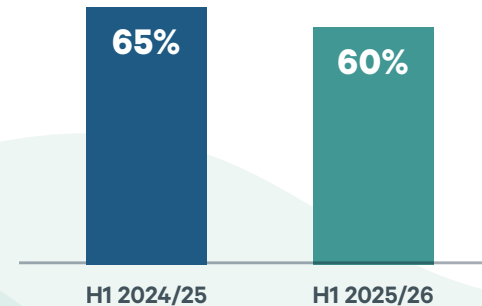
Benefitting earnings per share²

Group earnings per share
(p)



Gearing to supportive of K8 growth

Water Group gearing¹
(%)



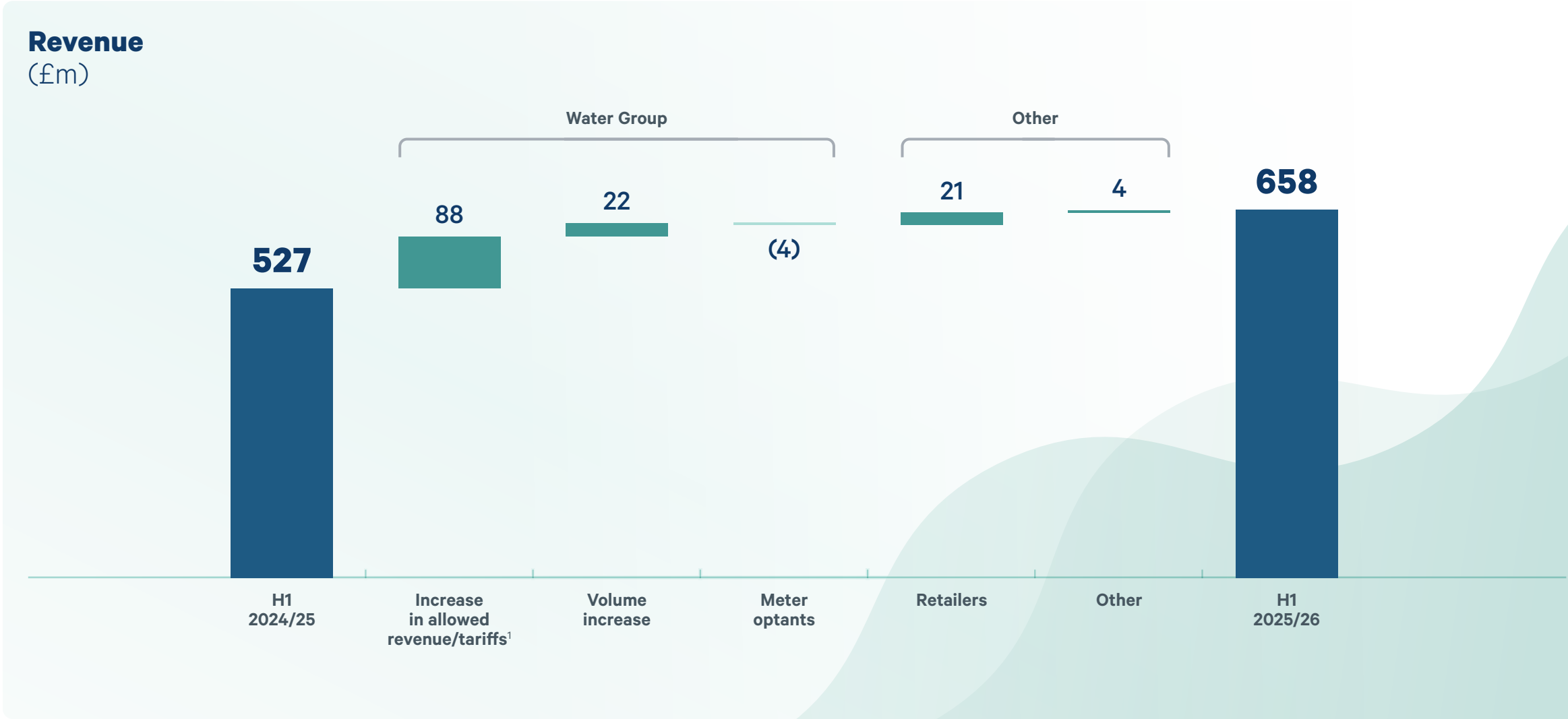
Step change in H1 financial performance

- **Strong return to profitability**
- **25% increase in revenues**
- **Operating profit more than doubling year on year**
- **Financing costs driving strong regulatory returns**

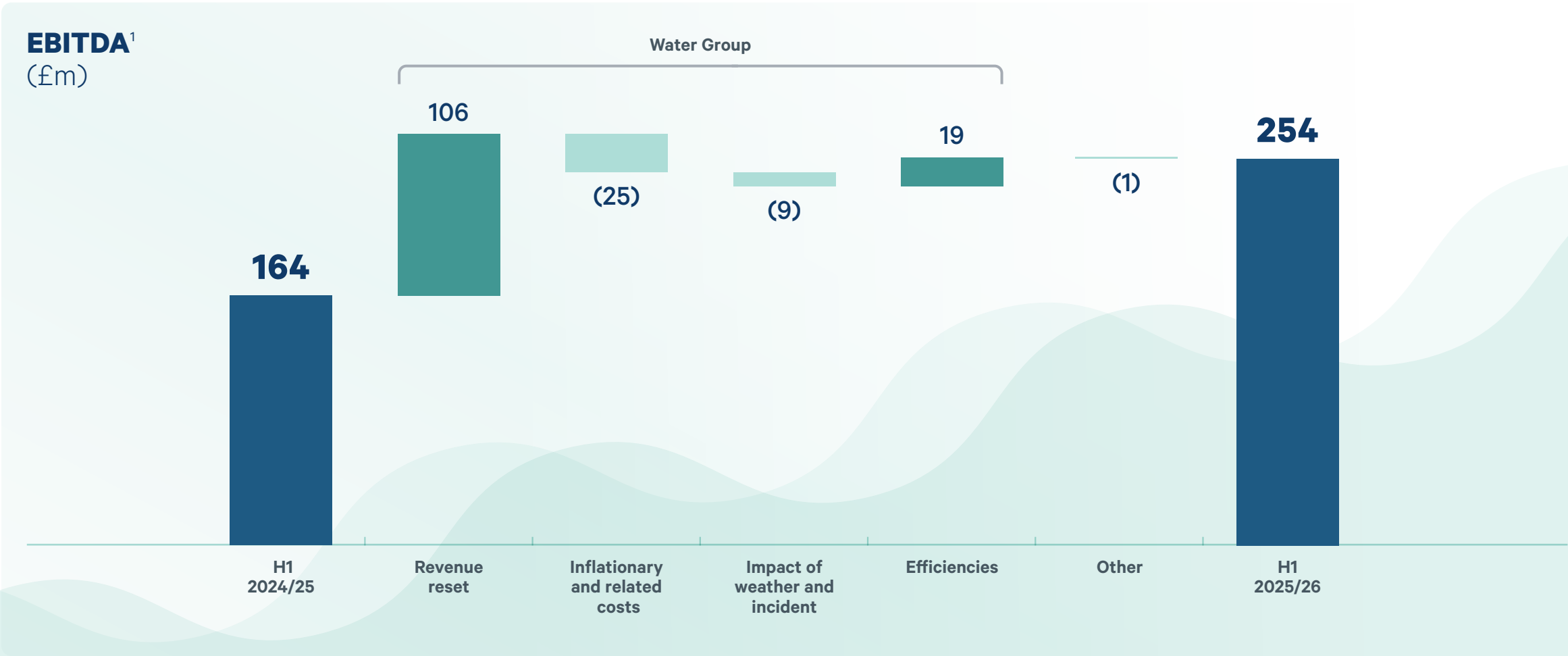
Underlying¹
(£m unless otherwise stated)

	H1 2025/26	H1 2024/25
Revenue	658.1	527.2
EBITDA	254.4	163.5
Operating profit	158.6	69.5
Net finance costs	(93.4)	(88.6)
JV PAT	0.7	0.5
Profit/(loss) before tax – underlying	65.9	(18.6)
Non-underlying items before tax ²	-	(20.2)
Profit/(loss) before tax	65.9	(38.8)
Tax ³ (charge)/credit – current and deferred	(8.6)	8.8
Profit/(loss) after tax	57.3	(30.0)
Basic earnings/(loss) per share (p)	12.1	(8.8) ⁶
Adjusted basic earnings/(loss) per share (p) ⁴	14.0	(5.5) ⁶
Dividend per share (p) ⁵	9.26	12.14 ⁷

25% increase in Group revenues



Revenue and disciplined cost management driving EBITDA growth



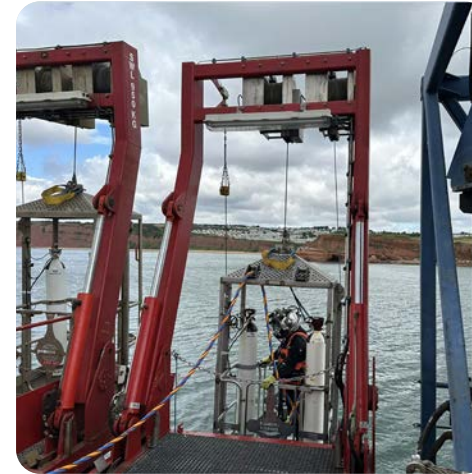
Investment continues to deliver our customers' priorities

Group capital investment

(£m)

	H1 2025/26	H1 2024/25
Clean water	154.2	185.0
Wastewater	125.0	130.8
Pennon Power	25.2	13.4
Other	0.4	2.6
Total Group	304.8	331.8

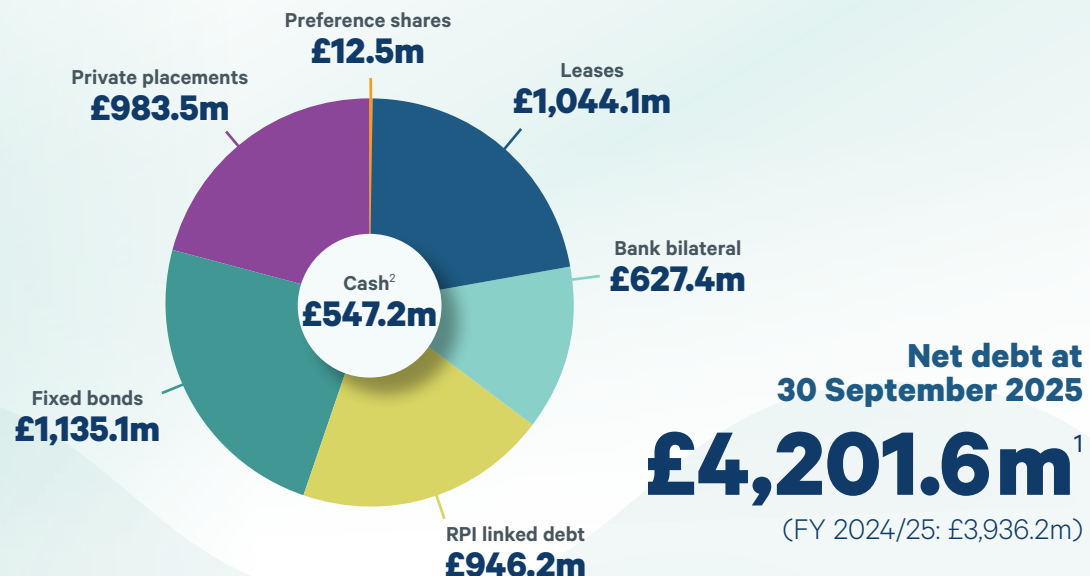
- **Record £3.2bn capital programme over K8**
- **On track to deliver Year-1 Price Control Deliverables**
- **1,000+ deliverables mobilised – shaped by our customers**
- **Strong efficiencies being secured**



Clockwise, from top left
Diffuser installation at Exmouth long-sea outfall, Storm tank construction in Dawlish,
Alderney Water Treatment Works, Manganese investment in St Cleer

Balance sheet set for K8 delivery

Diversified debt portfolio



Efficient financing costs

Water Group
effective
interest rate

5.6%

Responsible gearing

Water
Group
gearing

c.60%

Strong liquidity and funding position

Debt raised
H1 2025/26

c.£500m³

Available
liquidity

c.£1bn

Sustainable
Financing
Framework

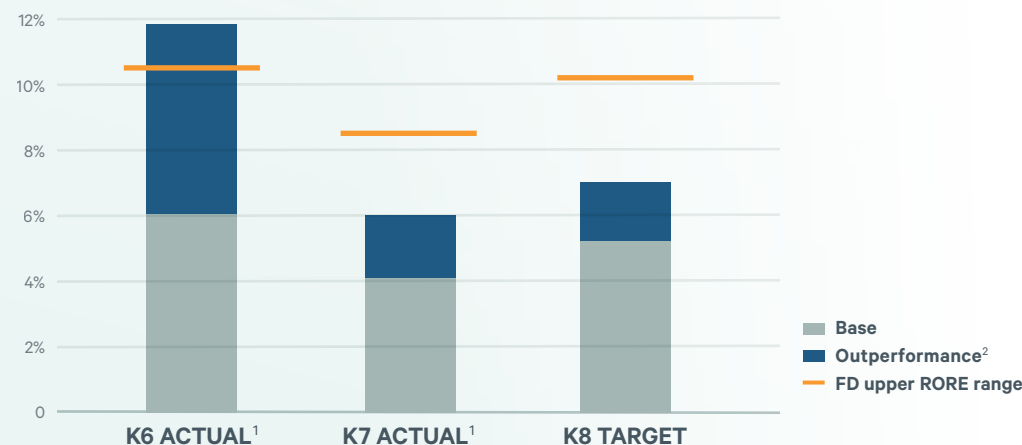
100%⁴

Average
maturity

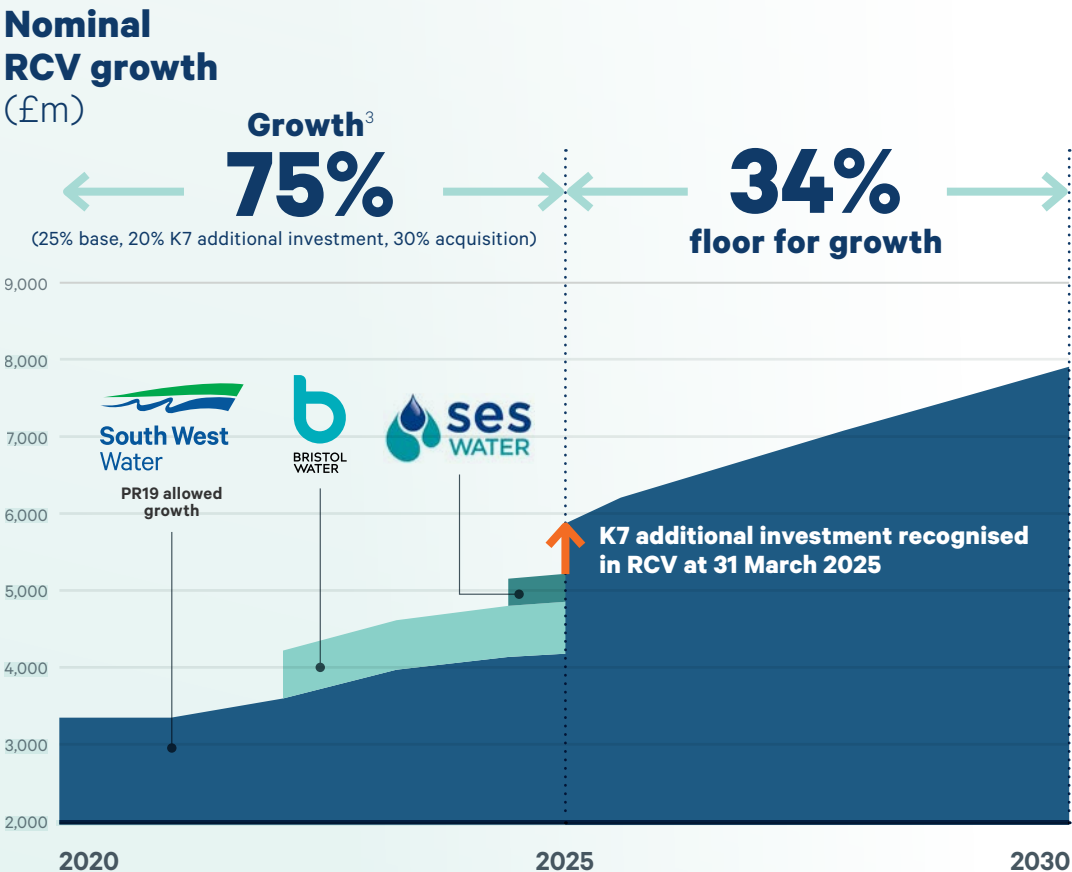
12 years

Transformative growth delivering long-term value

On track to deliver 7% RORE target for K8



Transformative growth, long-term value



Outlook 2025/26 – Strong return to profitability

Revenue



- Regulated Water Group revenue increasing by £185-210m
- Non-household retailers revenue increase in line with sector-wide tariff increases
- Pennon Power first revenues in H2 2025/26, following energisation

EBITDA



- Water Group EBITDA materially improving due to higher revenues
- Stable Water Group cost base, benefitting from efficiency programmes despite inflationary pressures and H1 one-off costs
- Non-household wholesale costs increasing in line with revenue
- c.60% increase in Group EBITDA year on year¹

Group capital expenditure



- £710-740m Group wide capital investment
- Front loaded Water Group investment over K8 to deliver early benefits
- Ongoing construction for Pennon Power projects

Group financing costs (net)



- Financing costs (net) increase with new debt offset by lower inflation and interest rates

RORE



- 7% RORE target over K8 (including 30bps uplift for enhanced K8 Business Plan)
- Driving totex efficiency to offset impact of ODIs over 2025/26
- On track for RORE in FY 2025/26 supported by financing outperformance

Robust start to K8

Strong return to profitability for 2025/26

Operational successes – step change in wastewater performance

Momentum in capital investment maintained into the start of K8

Well positioned as the sector evolves

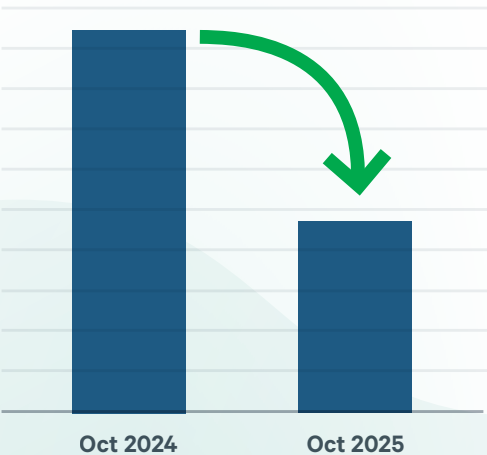
Appendix



Driving step change in wastewater performance

Pollution incident reduction a key focus

c.50% reduction in Cat 1-3 pollutions



c.75% reduction in repeat pollutions down as a result of our proactive approach

Driving spills down through interventions

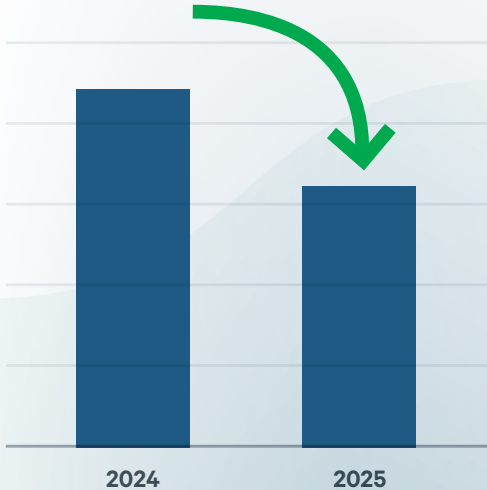
c.45% reductions in storm overflow spills year to date



c.6,000 spills avoided due to interventions (c.20,000 over the last 18 months¹)

Focus on bathing waters

100%² water quality – fifth year in a row

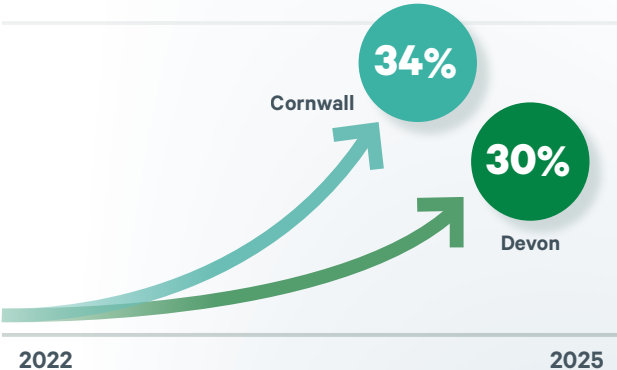


c.25% reduction in spill durations

Resilient water resources, industry leading water quality

Resilient reservoir levels despite a hot, dry summer

Supplemented resources (%)

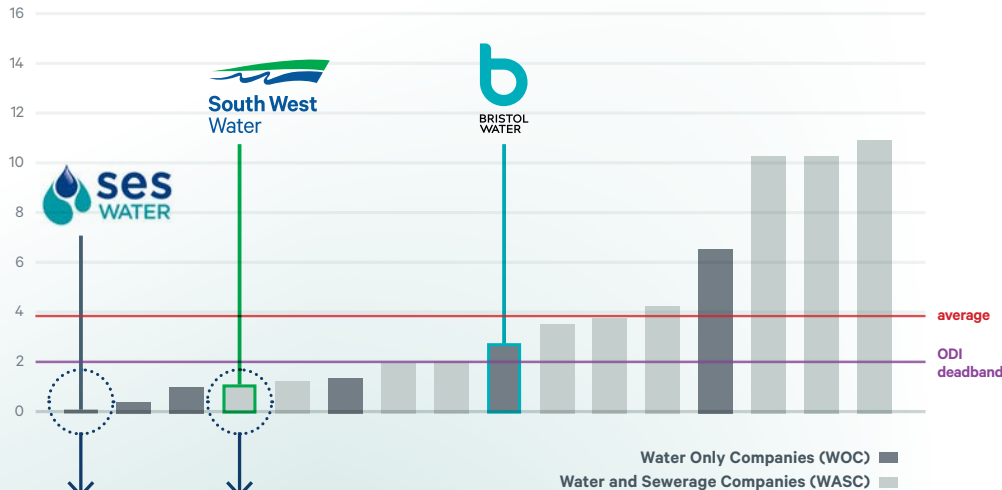


100%
Supply Demand
Balance index

No restrictions
to customers across
all our regions

Industry leading water quality

CRI score¹



**Top industry
performers**

Quality First
approach delivering results



Underpinned by our investment



Driving environmental gains

Commitment to Net Zero



2
solar sites
fully constructed

4 sites – 40%¹
of Group energy requirements by 2030

Aberdeenshire site energised

Contributing to **50%¹**
total renewable energy generation

Enhancing biodiversity



Peatland Programme delivering impactful restoration and engagement during H1

350+
volunteer hours
contributed to vegetation and invertebrate monitoring

50
stakeholders events
engaging partners, volunteers, students and regulators

300
hectares
of planned restoration, involving 15+ stakeholders

Supporting our customers through increased support

Significant support packages, supporting vulnerable customers



**Priority Services
Register
industry
leader**

c.20%

increase in customers
benefitting from one of more
of our support tariffs¹



- Investing in customer experience platform
- Business wide focus on customer service
- Using AI to support customer experience

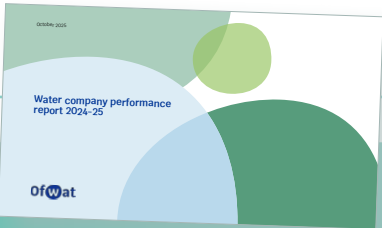
Working with our local communities



**290 drop-in
sessions**
engaging over 5,000 customers

**£5m Better Futures
Fund**
benefitting over 55,000 people

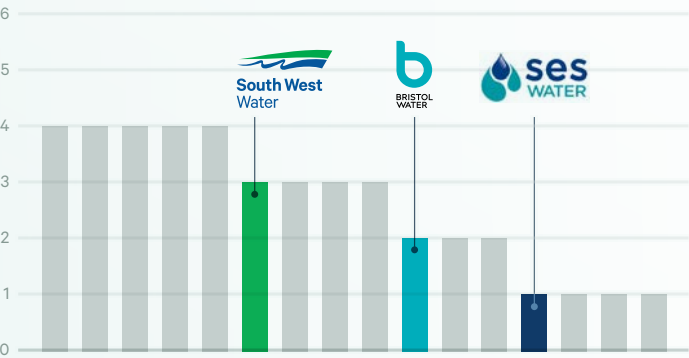
Delivering on our commitments



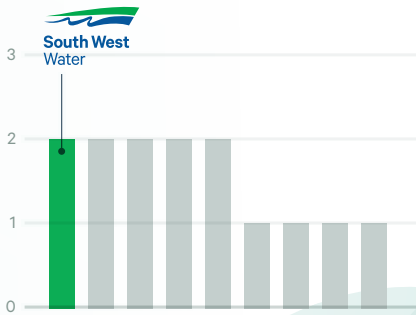
Ofwat 2024/25 Water Company Performance Report¹

Company categorisation	2023/24	2024/25	2025/26
Leading			
Average			
			
			
Lagging	One off event		Return to in-line performance

Water performance



Wastewater performance



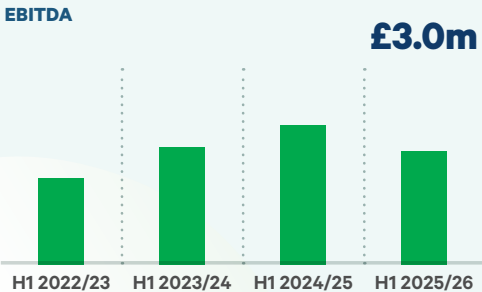
Upper quartile performance in common ODIs

 • Water quality	 • C-MeX	 • Internal sewer flooding • Water quality • Bathing water quality • Biodiversity
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Sector-leading retailers



80% ownership

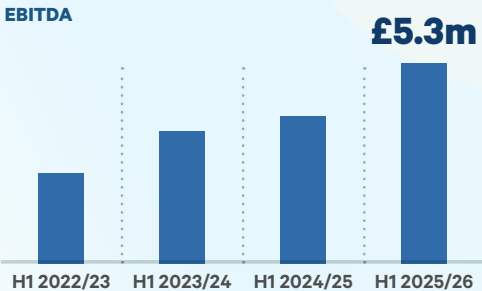


4.9
★ Trustpilot

“Refreshing.
Very professional
approach -
clear, precise
and informative.”



30% ownership¹



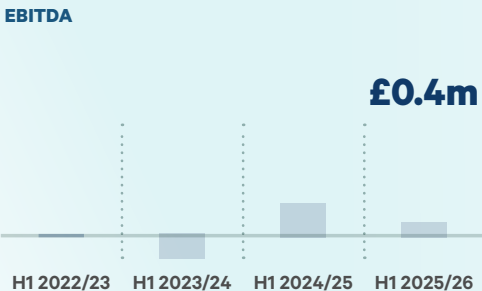
4.9
★ Trustpilot

“Excellent
service
and extremely
efficient.”

JPMorganChase



100% ownership



4.5
★ Trustpilot

“Customer
service was above
and beyond.”



Delivering through our colleagues

**c.3,600
brilliant colleagues**

– delivering for customers
and the environment



**Supporting
2,000
jobs across our region**

**Confident
in delivery**

– working with innovative
supply chain

amplify

MMB
MOTT MACDONALD
BENTLEY



Clancy

Tilbury Douglas

MWH
TREATMENT

**Network
Plusenvolve**



'GLASSDOOR'

external assessments
tracking towards
best-in-class levels

**680
graduates &
apprentices**



Embedding innovation in our delivery

Centre for Resilience in Environment, Water and Waste



University
of Exeter



South West
Water



State-of-the-art microplastics lab, focused on three main areas

Microplastics in sewage sludge

- Investigating techniques and optimisation opportunities for the measurement of microplastics in final sludge

Toxicology of microplastics in soil

- Understanding what the potential 'safe' or 'acceptable' levels of microplastics for UK habitats are and how the activities of the water sector are contributing

Future fibres – plastics in the fashion industry

- Studying the development of real time, digital monitoring tools to track microfibres and textiles waste through the wastewater system

Using AI in bid to make water network lead free

Lead replacement is a challenge across the whole UK water sector

CREWW is developing a new model to improve the accuracy of lead pipe location prediction:

- Bringing together South West Water's existing records with new data sources and applying machine learning techniques to allow it to improve as more information is gathered from the field
- Helping to remove up to 40,000 lead pipes over K8
- Supporting the commitment to be lead-free by 2050

Financial framework over K8

RORE

7%¹ target returns

160 bps outperformance, 30 bps reward

Capital investment

£3.2bn investment programme

RCV growth

34% to 2030

Dividend policy

Growing in line with CPIH

Resilient balance sheet

55-65% gearing policy for Water Group

Investment grade credit ratings

Moody's: **Baa1**

FitchRatings: **BBB+**

Delivering efficient performance

Bristol Water integration



- Integration synergies achieved in full

2024/25

£20m



c.£20m



Fully delivered

TARGETED K8 RUN RATE

c.£86m
targeted K8
run rate
annualised
savings

Reshaping the business



- Improved how we work, being more efficient
- Reshaped the business to right size and right source
- Aligned to delivery of our strategic priorities

£55m



c.£55m



Fully delivered

SES Water integration



- Deployment of integration experience from Bristol Water and Bournemouth Water

£11m



c.£11m



Fully delivered

£86m

Pennon Power



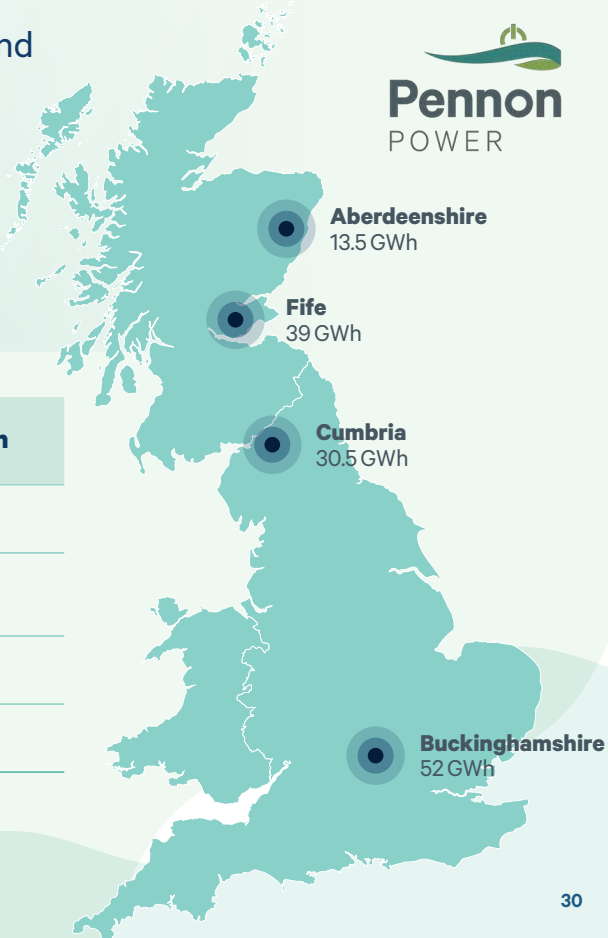
Strategic rationale

- Equity returns in the range of 11-15%¹
- Consistent with our 2030 Net Zero strategy
- Provides natural hedge against significant¹ energy costs
- Targeting c.40%² of Group energy requirements

Standalone, debt-funded plan to complete

- Remaining funding until completion will be via debt
- We will review and optimise ownership and financing closer to or at completion

Site name	Total capital expenditure	Peak output	Annual generation	Battery storage	Status	PV infrastructure complete	Energisation
Aberdeenshire	£12m	15 MWp	13.5 GWh		Energised	Complete	Complete
Fife	£62m	45 MWp	39 GWh	60 MWh (2 hrs)	Currently being energised	Complete	Dec 2025
Cumbria	£27m	34 MWp	30.5 GWh		In construction	2025/26	2025/26
Buckinghamshire	£44m	50 MWp	52 GWh		In construction	2026/27	2026/27
Total	£145m		135 GWh	60 MWh			



Bristol Water and SES – acquisitions driving growth



BRISTOL
WATER

Acquisition
June 2021

**Merger
completion**
February 2023



c.1.2m
population
served



**280m
litres**
of drinking
water per day

Merging our water operations and investment

- Sharing control room capability and incident management practises
- Water resources teams with integrated action plans – WRMP24 submissions managed together
- Water Quality First approach rolled out to Bristol operations
- New capital delivery alliance mobilised across all regions
- Workshops across billing teams, to understand and adopt ‘best of both’ processes and customer experience

Integrating our systems and processes

- IT programme underway
- Procurement buying power and processes delivering benefits
- Assurance and governance consistently applied – ISO standards and assurance being rolled-out

c.£20m annualised benefits achieved



Acquisition
January 2024

**Merger
completion**
June 2024



c. 750,000
population
served

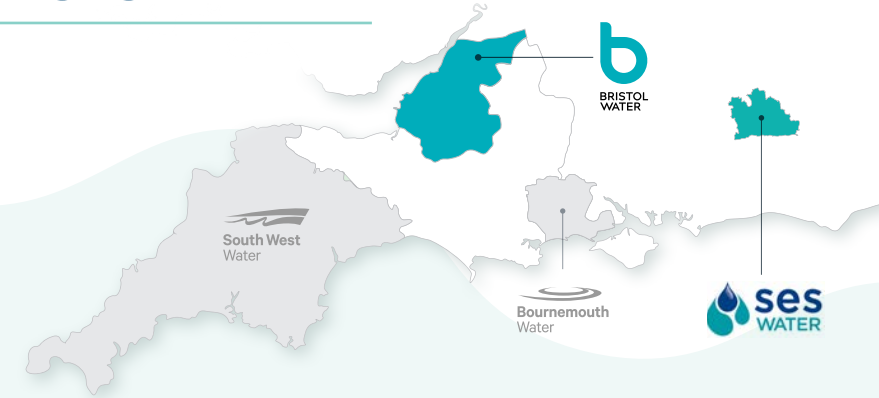


**160m
litres**
of drinking
water per day

Integration ongoing

- Builds on Pennon’s existing water operations through the acquisition of another high-quality, water-only business
- Experienced and talented management team and proven integration framework
- SES Water’s customers will be offered opportunity to participate in Pennon’s unique WaterShare+ customer shareholding scheme
- Incident management support across regions

c.£11m annualised benefits achieved



Outcome Delivery Incentives

Measures	 South West Water	 BRISTOL WATER	 ses WATER
Unplanned outage	✓	✓	✓
Internal sewer flooding	✓	n/a	n/a
Bathing water quality	✓	n/a	n/a
Biodiversity	✓	✓	✓
Water supply interruptions	✓	✓	✓
Compliance risk index	✓	⦿	✓
C-MeX	⦿	✓	⦿
Leakage	✓	✓	✓
Repairs to burst mains	✓	✓	✓
Customer contacts about water quality	✓	✓	⦿
D-MeX	✓	✓	⦿
External sewer flooding	✓	n/a	n/a
Sewer collapses	✓	n/a	n/a
Discharge permit compliance	✓	✓	✓
Serious pollution incidents	⦿	✓	✓
Per Capita Consumption	✓	⦿	⦿
Total pollution incidents	⦿	✓	✓

New measures

- ✓ Embodied greenhouse gas emissions – bespoke
- ✓ Operational greenhouse gas emissions (water)
- ✓ Operational greenhouse gas emissions (wastewater)
- ✓ River water quality (phosphorus)
- ⦿ Storm overflows
- ✓ Business demand
- ⦿ BR-MeX

- ✓ Met in at least one year in K7
- ✓ Industry upper quartile in 2024/25
- ✓ On track
- ⦿ Area of focus

Supported by our comprehensive financing package

Key pillars of our approach

Portfolio

- Driving an efficient cost base, already targeting £86 million of annual benefits from reshaping the business, and realising acquisition cost synergies
- Pennon Power: remaining investment to be fully debt funded – continuing to review and optimise value

Debt & Gearing

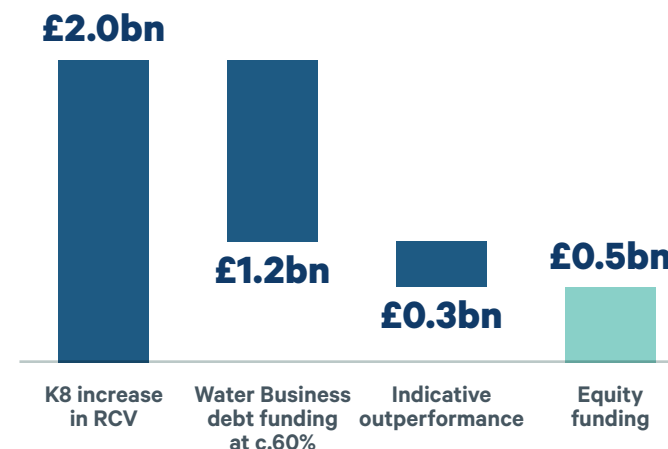
- Anticipated water business gearing for K8 of 60-65%, consistent with our long-term gearing policy of 55-65% debt to RCV – strong investment grade credit rating profile
- Group leverage¹ expected to be a few percentage points higher than the water businesses – unlikely to exceed c.5%
- Flexible and diversified debt portfolio

Equity

- c.£490m Rights Issue
- Approach to funding in line with Ofwat Framework
- WaterShare+ customer shareholders to benefit from Rights Issue via forthcoming top-up issuance

Dividend

- Maintaining the total dividend in absolute terms, dividend per share rebased to reflect the Rights Issue
- Rebased DPS then targeted to grow in line with CPIH to 2030



Prudent and sustainable leverage over K8

Flexible funding strategy

Group debt

at 30 September 2025
(£m)

	Gross debt	Net debt
Pennon Group plc	347.0	298.7
Water Group	4,347.2	3,870.5
SWW ¹	4,076.0	3,652.9
SES Water	271.2	217.6
Other Group companies	212.3	190.1
Intercompany borrowing eliminations ²	(157.7)	(157.7)
Total adjusted Group (excluding FV and hedging)	4,748.8	4,201.6
Non cash indebtedness ³	137.7	137.7
Total Group	4,886.5	4,339.3

Funding strategy

- Maintain two strong investment grade credit ratings
- Continued use of our diverse portfolio assessing the best options to support the business and our customers
- New fixed rate debt to align to iBoxx indices

Financing considerations

- £515m raised in FY 2025/26 to date
- £2.5bn EMTN programme established for SWW to further diversify portfolio – £950million raised under the programme to date with £300million raised in September 2025
- Continued use of fixed index-linked and floating rate debt

Pennon Balance sheet – diversified funding portfolio

Balance at 30 September 2025 (£m)	Pennon Group	Water Business	South West Water
Leases	1,044.1	1,038.4	1,037.1
Bank bilaterals	627.4	520.1	520.1
RPI linked debt	946.2	946.2	715.1
Fixed bonds	1,135.1	1,135.1	1,135.1
Private placements	983.5	694.9	656.1
Preference shares	12.5	12.5	12.5
Total	4,748.8	4,347.2	4,076.0
Cash	(547.2)	(476.7)	(423.1)
Net debt¹	4,201.6	3,870.5	3,652.9

Penon Balance sheet – Pensions

Pensions (£m)	As at 30 September 2025	As at 31 March 2025
Pension schemes' assets	604	704
Pension schemes' liabilities	(584)	(673)
Net pension schemes' assets	20	31
Deferred tax	(1)	(4)
Net of tax pension schemes' assets	19	27

Main PGPS scheme

- Triennial valuation for 31 March 2025 complete
- Scheme in surplus
- No deficit recovery contributions

Bristol Water scheme buy out completed

- Wind up progressing as planned

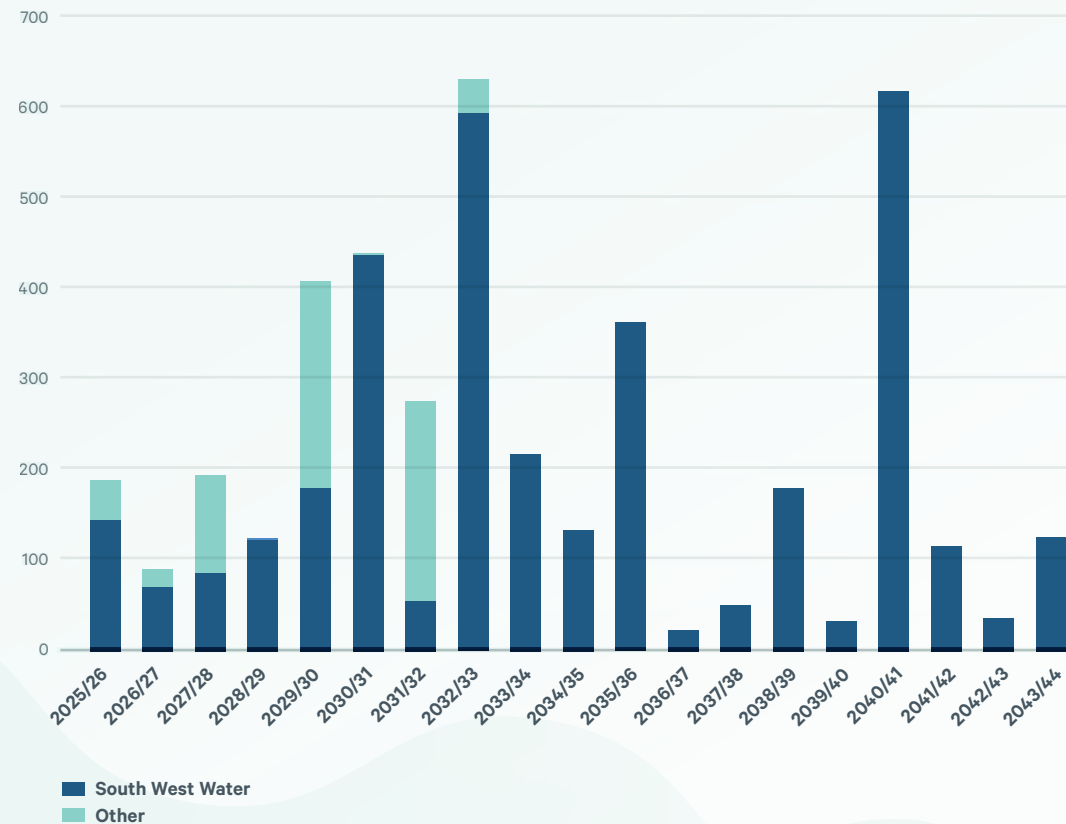
SES Water acquisition

- Net surplus of c.£3million acquired
– liabilities fully insured

Pennon Debt maturity profile

Group debt maturity profile

(£m)



Liquidity position

At 30 September 2025, Pennon Group had access to undrawn committed funds and cash and cash deposits totalling c.£1,050million, including cash and other short-term deposits of £547.2million and £560million of undrawn facilities.

- In 2025/26 we have raised £365million for South West Water.
- South West Water's gross debt at 30 September 2025 was £4,076million excluding adjustments for non cash.

The debt has a maturity profile of up to 32 years.

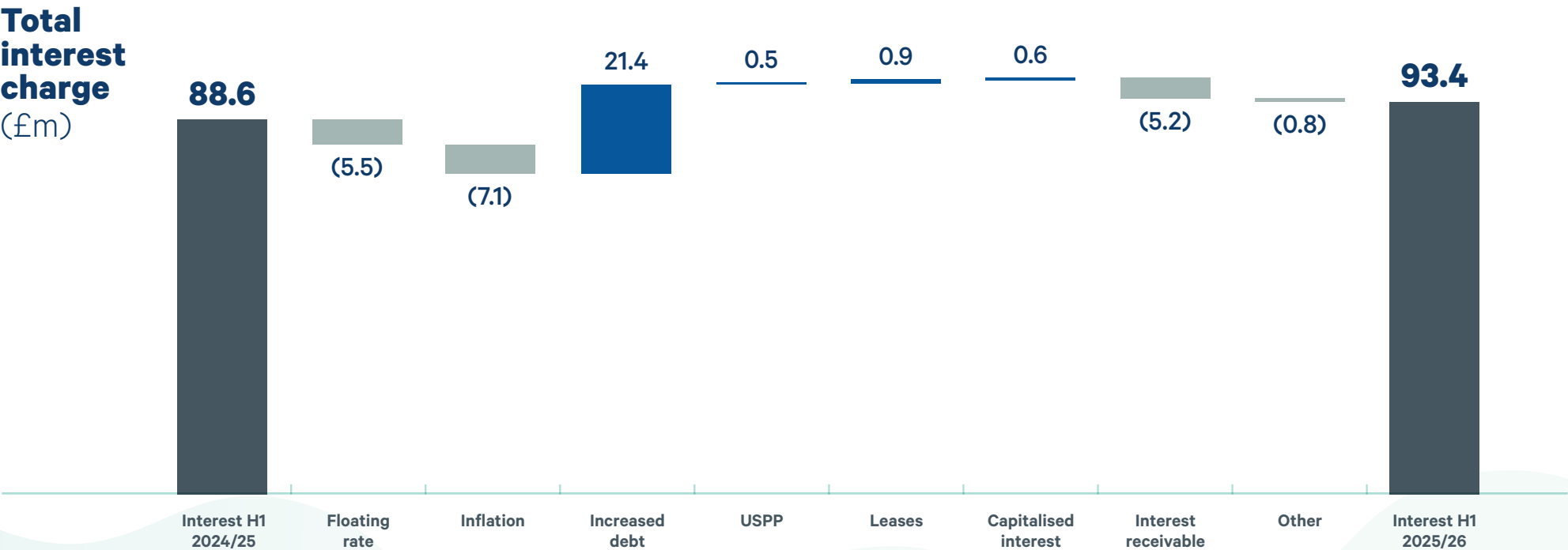
- Weighted average maturity of 12 years.

Pennon Net debt movements

Pennon Group – summarised net debt flow (£m)	H1 2025/26 flows	H1 2024/25 flows
<i>Net debt excluding other non-cash indebtedness uplifts 1 April</i>	(3,936.2)	(3,684.8)
Opening balance 1 April	(4,078.2)	(3,844.8)
Cash generated from operations	261.5	125.4
Corporation tax received	1.0	3.0
Net interest paid	(95.4)	(60.5)
Capital investment	(285.4)	(355.9)
Share Issue transaction costs net of share forfeitures	(3.8)	-
Ordinary dividends paid	(133.7)	(126.9)
Proceeds from dividend forfeiture	1.7	-
Non-cash index-linked accretion	(6.6)	(7.1)
Other movements	(0.4)	-
Closing balance 30 September	(4,339.3)	(4,266.8)²
<i>Net debt excluding other non-cash indebtedness uplifts 30 September</i>	(4,201.6) ¹	(4,117.2)

Pennon Financing costs

- Stabilisation in inflation and rates increased by new debt to fund the ongoing investment programme
- SWW effective interest rate 5.5%



Pennon Net interest analysis

	Water Group		South West Water	
(£m unless otherwise stated)	H1 2025/26	H1 2024/25	H1 2025/26	H1 2024/25 restated
Underlying net interest charge	(94.6)	(89.9)	(86.3)	(80.2)
Less: pensions net interest	(1.1)	(0.8)	(0.9)	(0.6)
Non-debt related interest	(1.1)	0.8	(1.1)	0.8
Add: capitalised interest	(9.7)	(10.3)	(9.6)	(10.2)
Net interest for average rate calculation	(106.5)	(100.2)	(97.9)	(90.2)
Split between:				
Interest payable	(107.6)	(95.9)	(96.9)	(84.0)
Capitalised interest payable	(9.7)	(10.3)	(9.6)	(10.2)
Other finance income	10.8	6.0	8.6	4.0
Net interest payable	(106.5)	(100.2)	(97.9)	(90.2)
Effective interest rate (%) ¹	5.6%	5.4%	5.5%	5.3%