## FULL YEAR 2017/18 RESULTS

23 MAY 2018

WONDERFUL ON TAP



## DISCLAIMERS

#### **Cautionary statement regarding forward-looking statements**

This document contains statements that are, or may be deemed to be, 'forward-looking statements' with respect to Severn Trent's financial condition, results of operations and business and certain of Severn Trent's plans and objectives with respect to these items.

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## LIV GARFIELD CHIEF EXECUTIVE



## 2017/18 KEY HIGHLIGHTS

11.5%	Strongest Return on Regulated Equity (RoRE) performance to date				
£80m	Customer ODI <sup>(1)</sup> net outperformance payments despite the harsh winter		and a	A	
£870m	Forecast AMP6 totex <sup>(2)</sup> efficiencies. Additional £100m announced since half-year				A CAR
£100m	Additional £100m reinvested into the business, on top of £120m previously announced		K		
PR19	Progressing well, with clear opportunities for companies who deliver for customers				
OUR VISION	By 2020 to be the most trusted water com delivering an outstanding customer exper	• •	le service an	d environmen	tal leadership

## JAMES BOWLING CHIEF FINANCIAL OFFICER



## 2017/18 FINANCIAL HIGHLIGHTS

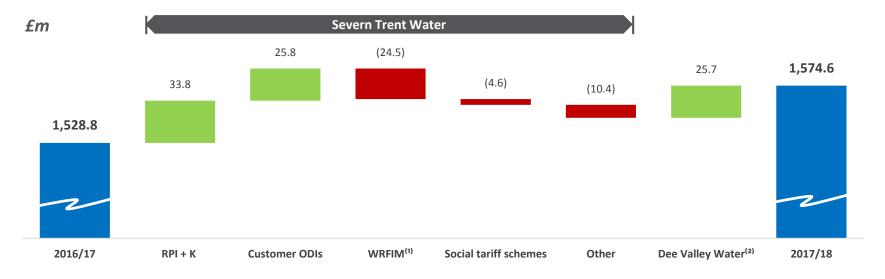
Group turnover <sup>(1)</sup> <b>£1,694.1m</b> +3.4%	Underlying PBIT <sup>(1,2)</sup> <b>£541.0m</b> +4.0%	Effective interest rate 4.5% +10 bps		
Net customer ODI <sup>(3)</sup> outperformance payments	Underlying basic EPS <sup>(1,4)</sup>	Return on Regulated Equity (RoRE) <sup>(5)</sup>		
£80m	<b>121.0 pence</b> +4.6%	<b>11.5%</b> +150bps		

#### Full-year 2017/18 dividend: 86.55p

- 1. Comparative restated to exclude discontinued operations
- 2. Underlying PBIT = Profit Before Interest, Tax and exceptional items. Reported PBIT of £528.4m (2016/17: £536.7m) includes an exceptional charge of £12.6m (2016/17: credit of £16.6m)
- 3. Customer Outcome Delivery Incentives. Overall pre-tax outperformance payments at 2012/13 prices
- 4. Underlying EPS = Earnings Per Share before exceptional items, net gains/losses on financial instruments, current tax on exceptional items and on financial instruments, exceptional current tax and deferred tax. Reported basic EPS from continuing operations of 102.2p (2016/17: 136.8p)
- 5. Reported using Ofwat's RoRE methodology. Under our previously reported methodology, RoRE for 2017/18 was 10.6% (2016/17: 11.0%)

## **REGULATED WATER AND WASTE WATER**

	a full year of
<b>£1,574.6m</b> Revenue uplift from 2015/16 customer ODI rewards offset by WRFIM <sup>(1)</sup> adjustment same year	ent for the



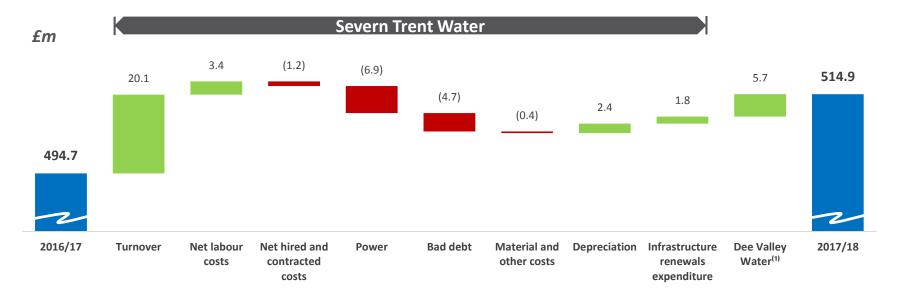
1. WRFIM = Wholesale Revenue Forecasting Incentive Mechanism

2. This movement compares 12 months of revenue for Dee Valley in 2017/18, to two months in 2016/17, as we did not own the company until February 2017.

## **REGULATED WATER AND WASTE WATER**

#### Underlying PBIT £514.9m

- Up 4.1% driven by higher turnover, good control of our underlying cost base, and a full year of Dee Valley
- Operating costs are up 1.7%, excluding Dee Valley, following previously guided rises in power pass through costs and business rates, and an increase in our bad debt provision

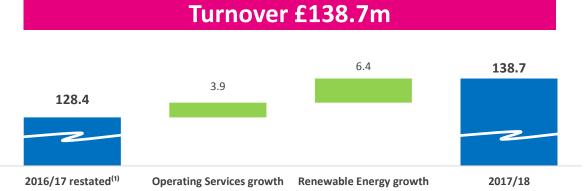


1. The movement compares 12 months of underlying PBIT for Dee Valley in 2017/18, to two months in 2016/17, as we did not own the company until February 2017. Please see the Regulated Water and Waste Water section of the CFO Review for details

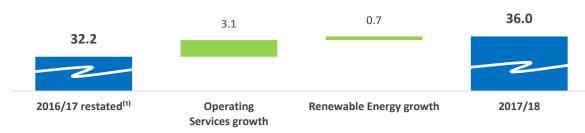
### **BUSINESS SERVICES**



- Top and bottom line growth in both our Operating Services and Renewable Energy businesses
- Growth in long term contracts and higher commission income in Operating Services
- Renewables revenue up 11.9%, PBIT growth held back by new food waste plant set up costs
- Now generating 38% of our power needs, hedging group exposure to price increases



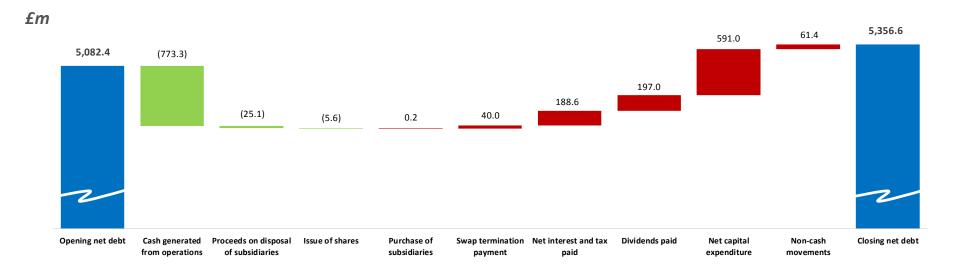
#### Underlying PBIT £36.0m



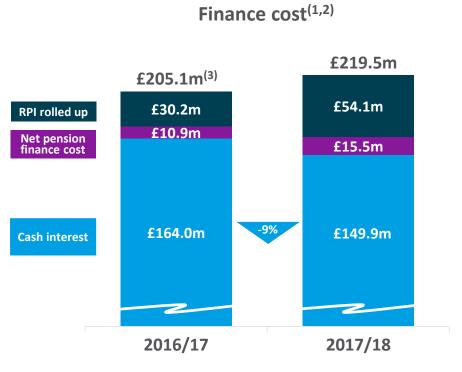
1. Excludes our Operating Services activities in the USA and Italy, which have been reclassified as discontinued operations, as detailed in the RNS announcement dated 19 July 2017 – "Trading update for the period 1 April to 19 July 2017"

## **GROUP CASH FLOW AND NET DEBT**





## FINANCING PERFORMANCE



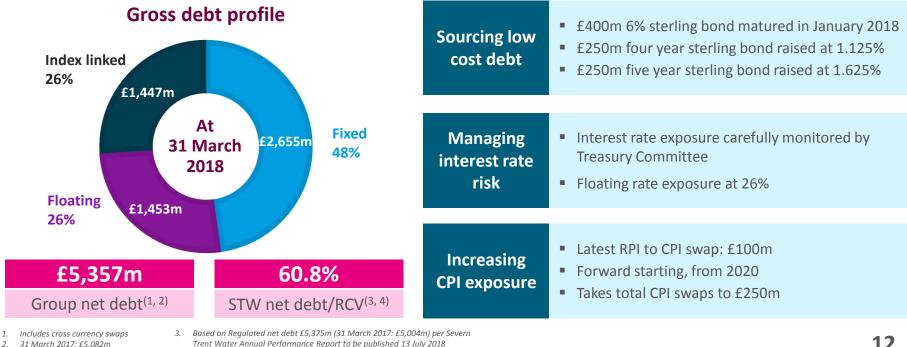


- **£14.1m reduction** in cash interest cost
- Refinancing of legacy £400m high cost debt at current low rates, will drive future outperformance
- The benefits of higher RPI on revenue and our RCV more than offset the impact on RPI-linked debt
- Outperformed Ofwat's allowed cost of debt by £79m

- 1. Average inflation applied to index linked debt 2017/18: 4.1% (2016/17: 2.5%)
- 2. After deducting capitalised interest
- 3. Comparative restated to exclude discontinued operations
- 4. Effective cash interest cost (before net pension finance costs and RPI rolled up)

## **A BALANCED DEBT PORTFOLIO**

#### **Responding to changing market conditions...**



#### ...but maintaining flexibility as we move towards AMP7

Trent Water Annual Performance Report to be published 13 July 2018 4. Estimated Regulatory Capital Value (RCV) at 31 March 2018 for Severn Trent Water £8,740m and Dee Valley Water £99m (31 March 2017: £8,244m)

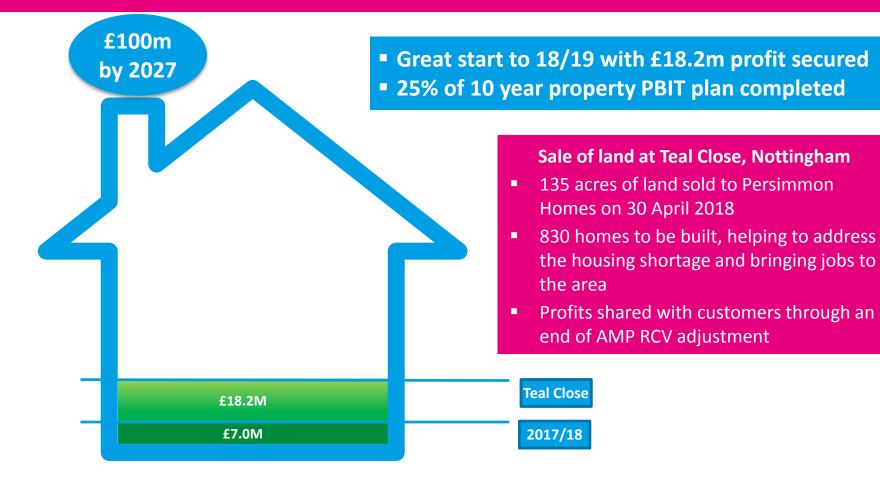
## RETURN ON REGULATED EQUITY (RoRE)<sup>(1)</sup>

11.5%	For 2017/18, our highest RoRE to date		9.3%	AMP6 cumulative RoRE
RoRE Out- performance	6.3%	10.0%	11.5% 2.3% 0.8% 2.8%	CUSTOMER ODIs • £80m of ODI reward from strong performance in most key metrics TOTEX/RETAIL • Continued delivery of totex efficiencies
Base return <sup>(2)</sup>			5.6%	<ul><li>FINANCING</li><li>Effective balanced debt strategy</li><li>Benefiting from high RPI in 2017/18</li></ul>
	2015/16	2016/17	2017/18	

ODI outperformance capping, £220m totex reinvestment and forecasted falling RPI limit future RoRE outperformance in AMP6

2. 2016/17 onwards adjusted to exclude the non-household retail return now being earned by Water Plus

## **PROPERTY PROFITS**



#### BIORESOURCES GETTING READY FOR COMPETITION



Moved Bioresources business into Business Services, effective from 1 April 2018

Early actions taken to ready ourselves for competition:

- Created regional treatment hubs six regions to deliver optimised treatment routes
- Streamlined logistics rationalised tanker bases, reducing miles travelled
- **Optimised treatment strategy** advanced treatment techniques, offering economies of scale and greater gas generation
- Rationalised sites least efficient sites identified for closure

Resulting in a £17m accelerated depreciation and £4m other restructuring costs - included as exceptional costs this year

Already active in the market, completing our first trial trade

## FY2018/19 TECHNICAL GUIDANCE

Regulated Water and Waste Wate	er	FY 17/18	Year-on- Year
Turnover	£1.62 billion to £1.65 billion	£1.57bn	
Opex	Higher year-on-year as upward cost pressures of EA licence fees and continued higher energy pass-through costs offset ongoing efficiency programmes	£604m	<b>A</b>
IRE	£135 million to £155 million	£135m	
Customer ODIs <sup>(1)</sup>	Expected to outturn in a net neutral position as only £7m of Waste cap remains, which we expect to hit in 2018/19	£80m	▼
Business Services			
Turnover	Higher year-on-year	£139m	
PBIT	Marginally higher year-on-year, impacted by new plant start up costs	£36m	
Group			
Property PBIT	Around £20 million, including the sale of Teal Close	£7m	<b>A</b>
Interest charge	Down year-on-year due to lower interest rates on new and replacement debt and lower forecast RPI	£220m	▼
Tax rate	Total tax rate expected to be around 19% and the underlying effective current tax rate between 11% and 13% due to higher capital allowances from increased capex	12.7%	▼
Group capex	£650 million to £750 million	£591m	
Dividend	Annual dividend growth of at least RPI+4% until March 2020. 2018/19 dividend set at 93.37p <sup>(2)</sup>	86.55p	<b>A</b>

2. 2018/19 dividend growth is based on November 2017 RPI of 3.88% plus 4%

## LIV GARFIELD CHIEF EXECUTIVE



## **OUR STRATEGY**

Our vision is to be the most trusted water company by 2020: delivering an outstanding customer experience, the best value service and environmental leadership



#### EMBEDDING CUSTOMERS AT THE HEART OF ALL WE DO

#### Improvements in customer experience...

- Upper quartile ranking in UKCSI<sup>(1)</sup> for utilities for 2017/18
- 17% reduction in written complaints
- Easier to contact: 24/7 service for all queries and up to nine different communication channels

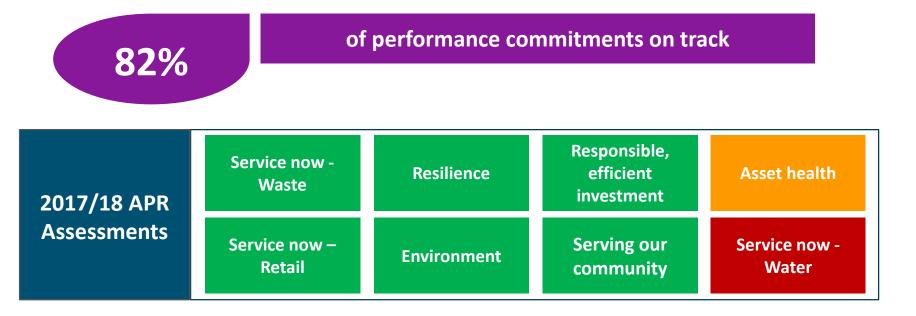
#### ...with a strong focus on affordability

- Affordability is top of our agenda
  - Supporting over 50,000 vulnerable customers
  - Deferring ODI reward to future periods to manage bill profile
  - Lowest combined bills in Britain<sup>(2)</sup>
  - People of Birmingham pay just over half the amount of those in Berlin<sup>(3)</sup>
- Our Care and Assistance team has been actively engaging with other organisations, such as housing associations and Citizens Advice

<sup>1.</sup> UK CSI = UK Customer Service Index

<sup>2.</sup> Severn Trent 2018/19 bill of £348, compared to average in England and Wales of £405, and £363 in Scotland

#### OPERATIONAL EXCELLENCE THROUGH THE REGULATOR'S LENS



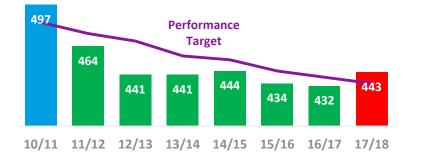
31 out of 38 performance commitments on track in the year

41 out of 45 forecast by the end of the AMP

## WATER PERFORMANCE IN FOCUS

#### A mixed performance year with promising long-term improvement

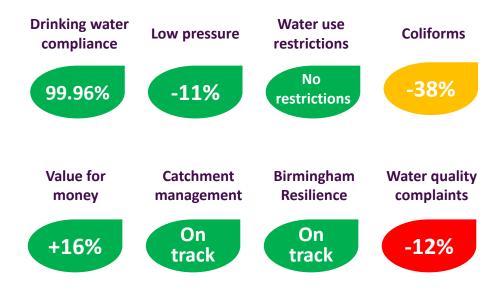
#### Leakage: first miss in seven years



#### Supply interruptions: bad year bucks trend



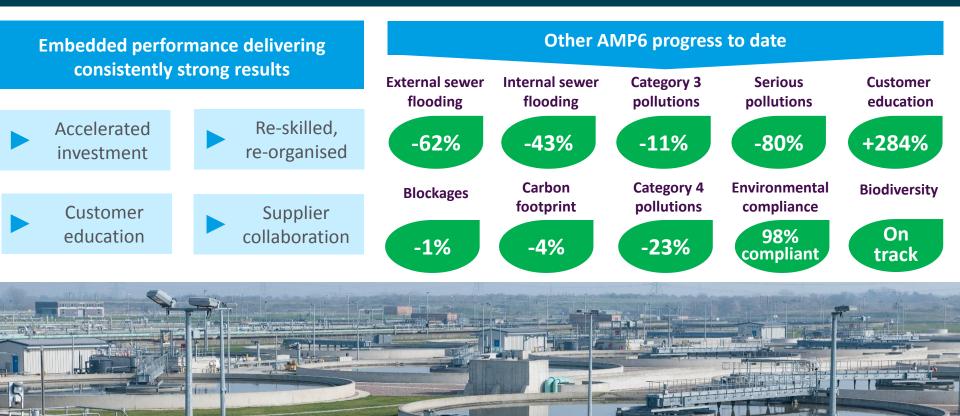
#### Other AMP6 progress to date



1. No specific targets for AMP5 supply interruptions

### WASTE PERFORMANCE IN FOCUS

#### Continued outstanding performance. Only £7m left of AMP6 cap



## **STRONG ENVIRONMENTAL PERFORMANCE**





Expect to receive 4\* rating for second time in three years



#### On track to meet our end of AMP performance commitments

Improvements in river water quality against WFD criteria

On track to reduce our impact on the environment by more than our  $\mathsf{WFD}^{(1)}$  commitment

**Catchment management** 

Expect to exceed commitment to improve 12 catchment areas

Biodiversity

On track to improve 75 hectares of land by 2020.

#### INVESTING RESPONSIBLY – TOTEX EFFICIENCIES



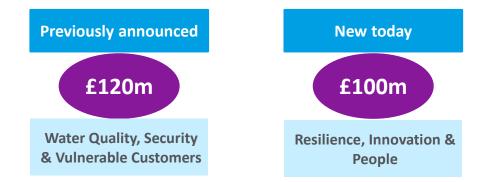
## £870m

#### Forecast AMP6 Totex efficiencies

of which an additional **£100m** announced today

#### £220m Re-invested

Sharing outperformance with our customers through investing in service improvement



### **INVESTING £100M FOR A FAST START IN AMP 7**



#### AMP 7 Strategic Criteria

- Reduce leakage by 15%
- Get to upper quartile position on **supply interruptions**
- Continue to drive water quality improvement plan
- Combat impact of rising energy pass through costs
- People with best in class technical competency

#### **Benefits to customers**

Impact on performance commitments



Smart data

Proactive asset management

People

#### 200 ideas

## **PR19 PREPARATIONS**

## Getting the balance right

"We have an obligation to build a sustainable business, that satisfies the goals of a broad cross-section of stakeholders in a socially responsible manner"

#### PR19 plan built with extensive customer engagement

- Applied new approaches including an online community, Tap Chat
- Targeted 17,000 customers, analysed 1.9 million customer contacts and seven million social media conversations

#### A focus on financial resilience and sustainability

- Ofwat's April 2018 consultation gave clear view of concerns
- Governance and financial model aligned with Ofwat goals

#### Investing in the long term future

- Cost adjustment claims submitted for OFWAT consideration as part of PR19
- Number of schemes to meet environmental obligations, balancing future supply and demand and resilience

## **CREATING AN AWESOME PLACE TO WORK**

Our people's engagement, safety and wellbeing is of primary importance

Our people are our

most valuable assets

BEVERN TRENT WATER

- 23% improvement on LTI's. Our best ever year
- Six percentage point increase in engagement scores
- Leading on important well-being topics including mental health and the menopause

Highly regarded graduate and apprentice programmes

- Investment in technical training
- Mean gender pay gap of just 2.4%

Our people can be proud to work for Severn Trent

- Raising awareness to help eradicate modern slavery
- Outstanding Training Academy plans
- More than 25 years of supporting Water Aid

## 2017/18 IN SUMMARY

£541m	<b>121.0</b> p
underlying PBIT, up 4.0%	underlying EPS, up 4.6%
£80m	£870m
Net outperformance payments from customer ODIs	Forecast AMP6 efficiencies, with a further £100m of reinvestment
11.5%	86.55 pence
Return on Regulated Equity (RoRE)	2017/18 dividend, up 6.2%
	28





Liv Garfield Chief Executive



Sarah Bentley Chief Customer Officer



Martin Kane Chief Engineer



Neil Morrison Director, Human Resources



Helen Miles Group Capital & Commercial Director



James Bowling Chief Financial Officer



James Jesic Production Director



Andy Smith Managing Director, Business Services



Bronagh Kennedy Group General Counsel and Company Secretary



**Tony Ballance** Director, Strategy & Regulation

## APPENDIX

## **RETURN ON REGULATORY EQUITY**

<b>5.6%</b> <sup>(1)</sup>	Base allowed return
ODIs 2.3%	<ul> <li>Overall pre-tax reward of £80.2m, using the relevant tax rate for FY2019/20 of 19%</li> <li>Post-tax reward of £65.0m</li> <li>£7m left of waste cap</li> </ul>
TOTEX 0.8%	<ul> <li>Actual FY2017/18 wholesale totex (2012/13 prices) of £1,084m<sup>(2)</sup> vs. FD allowance of £1,124m = £40m<sup>(3)</sup> of outperformance, £17m<sup>(3)</sup> after customer sharing and tax</li> <li>Actual retail household costs of £86m vs. £97m of FD allowed expenditure = £11m outperformance. Post-tax outperformance = £8m</li> </ul>
FINANCING 2.8%	<ul> <li>Actual financing costs of £25m<sup>(4)</sup> (12/13 prices) vs. FD allowance of £123m = £98m of financing outperformance, post-tax outperformance of £79m</li> <li>Significant outperformance driven by high inflation and continued low interest rates</li> </ul>
11.5%	FY2017/18 RoRE <sup>(5)</sup>

2. Adjusted for the re-profiling of expenditure within the AMP

1

3. Includes company share of interest on over/underspent totex and RCV run off rate adjustment

4. Based on Ofwat's methodology of calculating financing performance using the actual real cost of debt multiplied by notional average regulated debt. Net interest cost excluding pension income and capitalised interest.

5. Based on notional gearing of 62.5%, using Ofwat Final Determination average RCV for 2017/18 of £7,587m. Our own measure of RoRE used for LTIPs uses a different definition for financing performance which results in a RoRE of 10.6%.

## **PR19 TIMETABLE**

Key dates				
3 September 2018	Companies <b>submit business plans</b> to Ofwat			
Late January 2019	Ofwat published initial assessment of business plans			
March/April 2019	Draft determinations published for exceptional and fast track plans			
July 2019	Draft determinations published for slow track and significant scrutiny plans			
December 2019	Final Determinations published			
Early 2020	Announcement of AMP7 dividend policy			

#### UNDERLYING EBITDA<sup>(1)</sup> YEAR ENDED 31 MARCH 2018

2018	Variance	Variance
£m	£m	%
835.4	23.9	2.9
44.4	5.2	13.3
(9.6)	(3.7)	(62.7)
(0.5)	0.5	50.0
869.7	25.9	3.1
-	£m 835.4 44.4 (9.6) (0.5)	fm         835.4       23.9         44.4       5.2         (9.6)       (3.7)         (0.5)       0.5

1. Earnings from continuing operations before interest, tax, depreciation and amortisation and exceptional items

2. Comparative restated to exclude discontinued operations

### DEPRECIATION<sup>(1)</sup> YEAR ENDED 31 MARCH 2018

2017 <sup>(2)</sup> (restated)		2018	Variance	Variance
£m		£m	£m	%
316.8	Regulated Water and Waste Water	320.5	3.7	1.2
7.0	Business Services	8.4	1.4	20.0
0.1	Corporate and Other	0.1	-	-
(0.2)	Eliminations	(0.3)	(0.1)	(50.0)
323.7	Severn Trent Group	328.7	5.0	1.5

1. Including amortisation of intangible assets

2. Comparative restated to exclude discontinued operations

#### POWER YEAR ENDED 31 MARCH 2018

		2017 <sup>(1)</sup>				2018
Segmental analysis	Self generation	Group		Segmental analysis	Self generation	Group
£m	£m	£m		£m	£m	£m
			Turnover			
54.0	(18.6)	35.4	Business Services	60.4	(19.0)	41.4
			Costs			
(86.8)	18.1	(68.7)	Regulated Water and Waste Water <sup>(2)</sup>	(95.9)	18.5	(77.4)
(2.2)	0.5	(1.7)	Business Services	(2.3)	0.5	(1.8)
		(70.4)	Severn Trent Group			(79.2)

2. Includes both Severn Trent Water and Dee Valley

#### NET FINANCE COSTS YEAR ENDED 31 MARCH 2018

Income statement charge <sup>(1)</sup> 2017 £m	Capitalised interest 2017 £m	Gross interest incurred 2017 £m		Income statement charge 2018 £m	Capitalised interest 2018 £m	Gross interest incurred 2018 £m
164.0	18.6	182.6	"Cash" interest (including accruals)	149.9	26.2	176.1
10.9	_	10.9	Net pension interest costs	15.5	-	15.5
30.2	_	30.2	RPI interest	54.1	-	54.1
205.1	18.6	223.7		219.5	26.2	245.7

#### UNDERLYING EARNINGS PER SHARE YEAR ENDED 31 MARCH 2018

2017 <sup>(1)</sup> (restated)		2018	Variance	Variance	
£m		£m	£m	%	
520.1	Underlying profit before interest and tax 541.0 2				
(205.1)	Net finance costs	(219.5)	(14.4)	(7.0)	
315.0	Underlying profit before tax	321.5	6.5	2.1	
(52.3)	Tax at the underlying effective rate of 12.7% (2016/17: 16.6%)	(40.8)	11.5	22.0	
11.0	Current tax in respect of prior years (excluding exceptional tax)	3.9	(7.1)	(64.5)	
(1.8)	Share of net profit/(loss) of joint ventures	0.2	2.0	111.1	
271.9	Earnings for the purpose of underlying basic and diluted earnings per share	284.8	12.9	4.7	
235.0	Weighted average number of ordinary shares for basic earnings per share	235.3	0.3	0.1	
115.7	Underlying basic EPS from continuing operations	121.0	5.3	4.6	

#### GROUP BALANCE SHEET AT 31 MARCH 2018

31 March 2017 £m		31 March 2018 £m	Variance £m	Variance %
8,278.3	Property, plant and equipment; intangible assets and goodwill	8,622.5	344.2	4.2
37.4	Joint ventures, associates and other investments	37.6	0.2	0.5
41.7	Working capital	72.5	30.8	73.9
(965.8)	Deferred income	(1,023.9)	(58.1)	(6.0)
(574.6)	Net retirement benefit obligations	(519.8)	54.8	9.5
(33.8)	Provisions	(51.3)	(17.5)	(51.8)
7.3	Current tax	(8.6)	(15.9)	(217.8)
(623.7)	Deferred tax	(674.4)	(50.7)	(8.1)
(161.1)	Other derivative financial instruments	(104.3)	56.8	35.3
6,005.7	Capital employed	6,350.3	344.6	5.7
923.3	Equity	993.7	70.4	7.6
5,082.4	Net debt	5,356.6	274.2	5.4
6,005.7		6,350.3	344.6	5.7

#### CAPITAL EXPENDITURE (NET CASH)<sup>(1)</sup> YEAR ENDED 31 MARCH 2018

2017 £m		2018 £m	Variance £m	Variance %
453.6	Regulated Water and Waste Water	582.4	128.8	28.4
55.0	Business Services	11.0	(44.0)	(80.0)
0.1	Corporate and Other	(0.1)	(0.2)	(200.0)
(7.4)	Eliminations	(2.3)	5.1	68.9
501.3	Severn Trent Group	591.0	89.7	17.9

1. Including purchases of property, plant and equipment, intangible assets, proceeds on disposal of property, plant and equipment and contributions and grants received

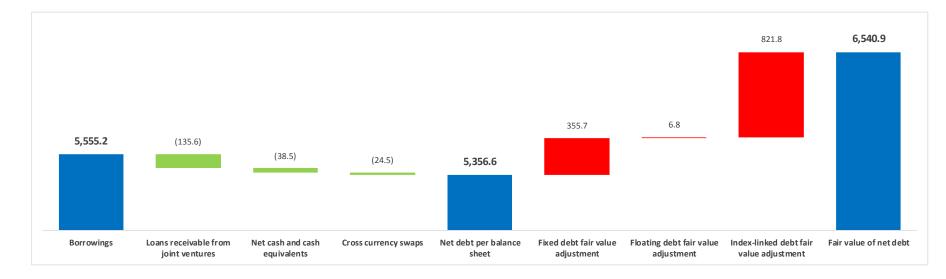
#### NET DEBT AT 31 MARCH 2018

2017 £m		2018 £m	Variance £m	Variance %
44.6	Net cash and cash equivalents	38.5	(6.1)	(13.7)
(1,073.3)	Bank loans	(1,217.4)	(144.1)	(13.4)
(4,090.0)	Other loans	(4,223.9)	(133.9)	(3.3)
(115.7)	Finance leases	(113.9)	1.8	1.6
108.6	Loans receivable from joint ventures	135.6	27.0	24.9
43.4	Cross currency swaps	24.5	(18.9)	(43.5)
(5,082.4)	Net debt	(5,356.6)	(274.2)	(5.4)

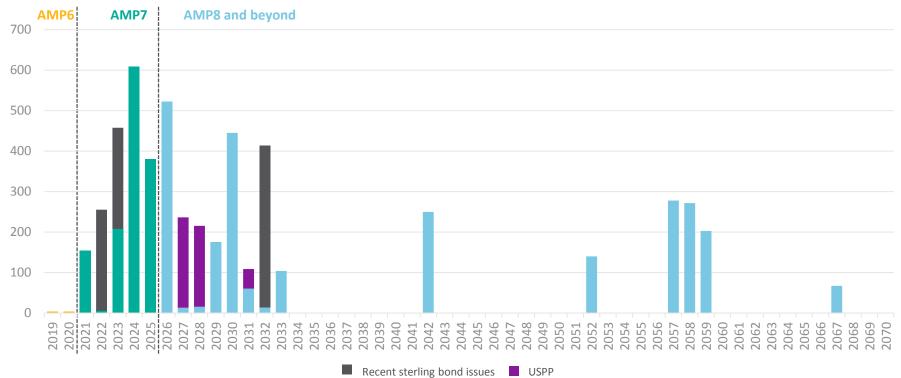
#### FAIR VALUE OF NET DEBT AT 31 MARCH 2018

2017 £m		2018 £m	Variance £m	Variance %	
(978.5)	Floating rate debt	(1,109.8)	(131.3)	(13.4)	
(3,467.4)	Fixed rate debt	Fixed rate debt (3,360.6)			
(2,277.1)	Index-linked debt (2,269.1)			0.4	
(6,723.0)		(6,739.5)	(16.5)	(0.2)	
44.6	Net cash and cash equivalents	38.5	(6.1)	(13.7)	
108.6	Loans receivable from joint ventures and associates	135.6	27.0	24.9	
43.4	Cross currency swaps	24.5	(18.9)	(43.5)	
(6,526.4)	Fair value of net debt	(6,540.9)	(14.5)	(0.2)	
(5,082.4)	Net debt (previous slide)	(5,356.6)	(274.2)	(5.4)	
(1,444.0)	Difference	(1,184.3)	259.7	18.0	

#### ANALYSIS OF BORROWINGS & NET DEBT AT 31 MARCH 2018



#### DEBT MATURITY AT 31 MARCH 2018



#### GEARING & CREDIT RATINGS AT 31 MARCH 2018

# CEARING 2017 Net Debt/RCV<sup>(1)</sup> 2018 61.6% Severn Trent Group <sup>(2)</sup> 60.6% 60.7% Severn Trent Water Group<sup>(3)</sup> 60.8%

#### **CREDIT RATINGS**

	2017				2018
Severn Trent Water	Severn Trent Plc		Severn Trent Water	Severn Trent Plc	Outlook
A3	Baa1	Moody's	A3	Baa1	Negative
BBB+	BBB-	Standard and Poor's	BBB+	BBB	Stable

1. Estimated RCV at 31 March 2018

2. Based on statutory net debt of £5,357m (2017: £5,082m)

3. Based on Severn Trent Water regulated net debt of £5,375m (2017: £5,004m)



