

TelecomPlus

# Strategy



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Our strategy is to progressively increase our share of the markets in which we operate, primarily through organic growth, in order to build a robust, sustainable and increasingly profitable business.

We will achieve this by increasing the number of active Partners that act as advocates of our business, and who, by doing so, are earning a growing and sustainable income through UW.

At the heart of this strategy is the clear objective of making it easier for our Partners to promote UW more effectively: we maintain a relentless focus on delivering best-in-class service and support to our customers, always treating them fairly, and investing in our systems and staff to achieve this. Equally importantly, we continually seek to simplify and, where possible, further improve the competitiveness of our services, encouraging our Partners and existing customers to talk about the unique benefits we offer to their friends and families.

To improve the way we deliver this, we have made a significant investment over the last 18 months in building a multi-disciplinary marketing function, resulting in the brand refresh we initiated in March this year; this aims to simplify our core messaging to customers and Partners

alike, with a clear and consistent presentation across all the media and tools we use.

The coming decade is likely to provide a number of exciting opportunities to build upon our existing strong relationship with our customers, giving them both a better experience and better value on services they currently obtain from other suppliers, whilst also delivering a satisfactory return for our shareholders. These include:

- expanding our current range of services into related areas - recent successful examples include launching Home Insurance, establishing a nationwide boiler installation business and introducing our Boiler & Home Care policy;
- expanding the capability of UW Home Services to install smart meters for other retail suppliers;
- leveraging the national smart meter programme and shift to smart energy services such as 'demand side response' programmes through the installation of EV chargers, solar panels, air source heat pumps, and in-home battery storage solutions through our nationwide team of engineers; and
- relaunching our SME B2B proposition.

We will also be looking at opportunities for replicating our business model in other countries whose utility markets have been opened to competition; this clearly offers significant upside, with limited downside risk due to our infrastructure-light business model and effective route to market.



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