



Business Plan 24/25

Business Plan Governance



- Approval of Ubico's Business Plan is a reserved matter for our eight shareholders
- Approval of the Business Plan by shareholders demonstrates control over Ubico as part of retaining our Teckal exemption
- All shareholders have an equal vote
- Majority decision, but consensus is sought among all shareholders



Business Plan Timeline

June – November

- Develop proposed business plan themes, including board strategy evaluation

December - January

- Shareholder engagement

February

- Final draft shared with shareholder representatives and Ubico's board for final comment

March- April

- Formal Shareholder approval sought via written resolution





Evaluation



Ubico's board routinely evaluate validity of our 5-year vision and plan

- They evaluate:
 - Key risks
 - Opportunities

Outcome:

- Pillars are sound
- Right plan
- Evaluate value proposition
- Focus on People pillar
- Drive value

Vision and Pillars



Our Five-Year Vision

Recognised by our customers and employees as a quality provider of sustainable services for our local communities, delivering best value and reliability

People



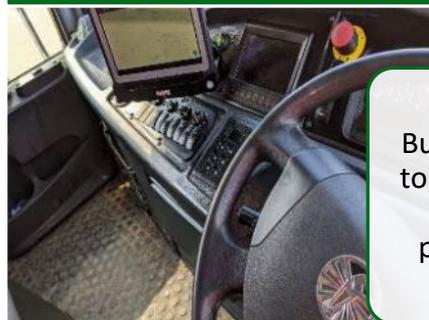
Engaged colleagues in the right roles with the right skills

Operational Excellence



Deliver quality, add value, maintain high standards

Business Development



Build capability to deliver value to our partnerships

Climate



Minimise our environmental impact and support our shareholders to meet their carbon neutral targets





Attract, Retain, Recognise

- Complete terms and conditions review and deliver agreed changes
- Promote the company to attract strong candidates
- Broaden recruitment routes for new employees, providing local employment opportunities
- Investment in, and in-housing of, HR leadership team



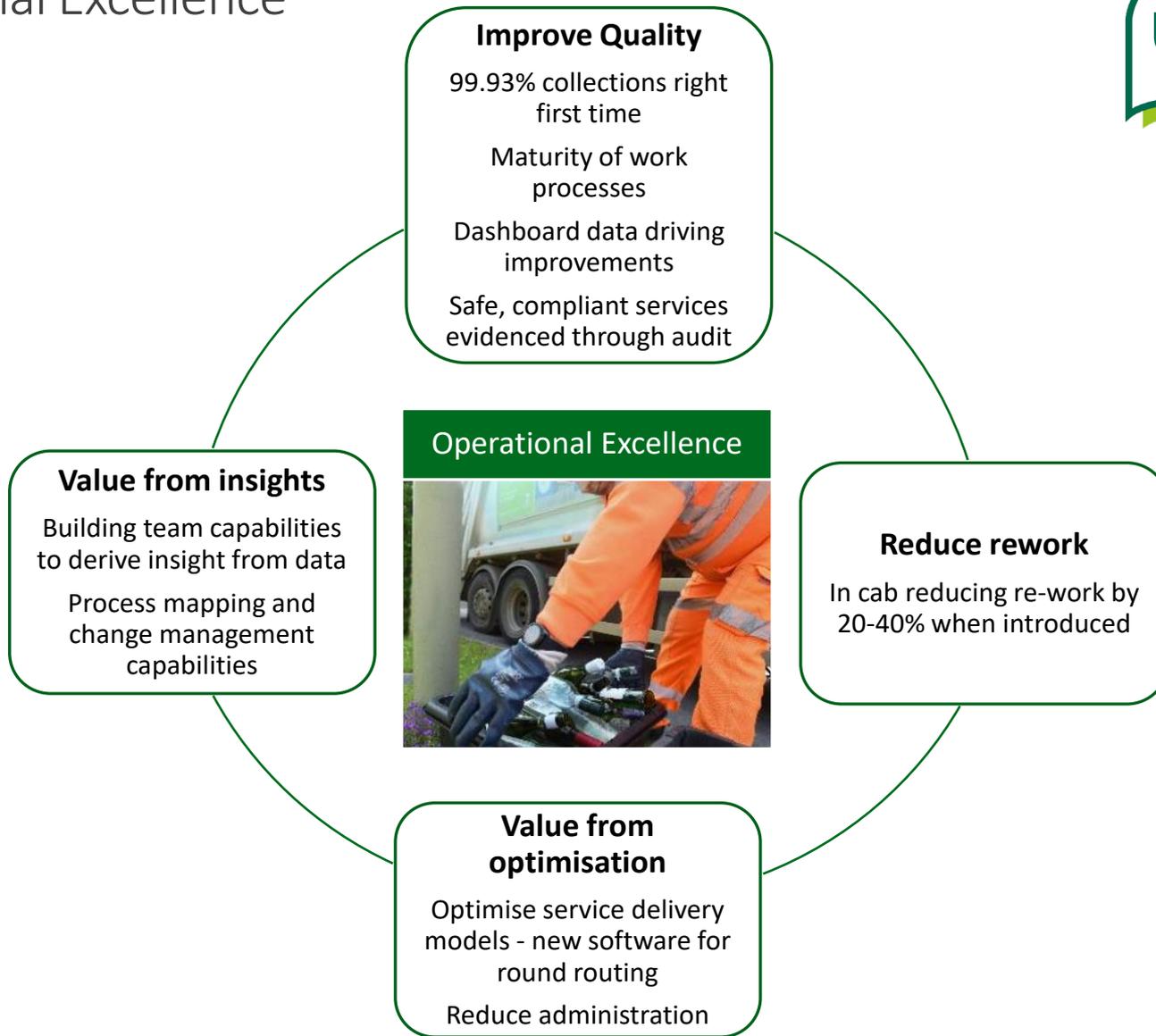
Upskill

- Extend skills assessment pilot to include management roles
- Assess requirement for learning management system



Employee Satisfaction

- “You said, we did” evaluation from employee engagement
- Repeat employee engagement





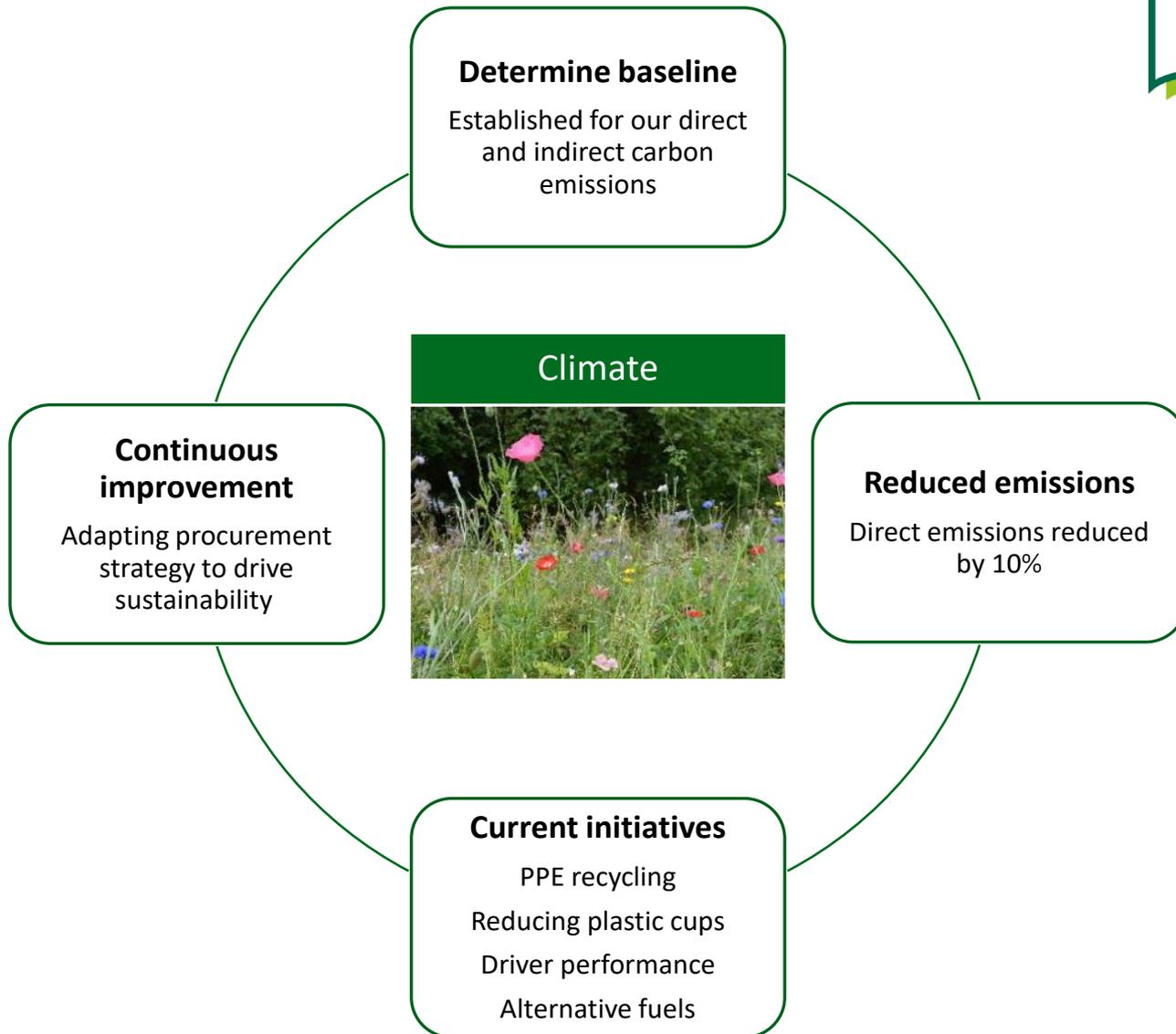
Performance

- Extend 'in cab' technology system into street cleaning and grounds maintenance services
- Further digitise our fleet workshop processes
- Mobilise and deliver waste, recycling and street cleaning services for Forest of Dean
- Ensure procurement plan is delivered to support service delivery



Safety, compliance and quality

- Safety remains a key focus. Particular focus this year on reducing vehicle accidents
- Continue to develop our in-house training offer to best support our people
- Continue development of longer-term strategic cost projections for each partner, aligning them across partners where possible
- Build on our strategic plans and monitor their delivery, consider next five to ten years





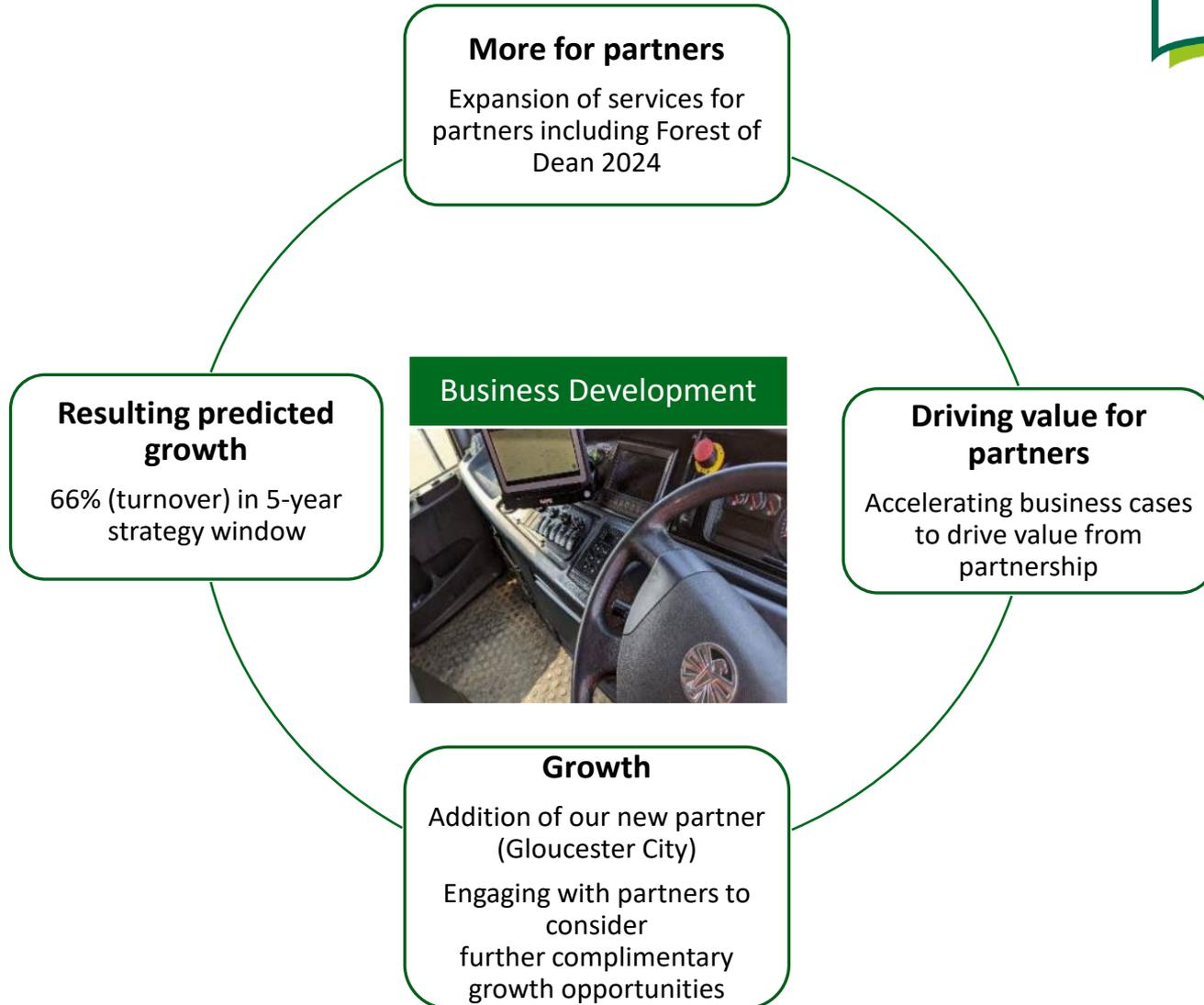
Our Environmental Impact

- Design a programme of activity to continue to reduce our carbon impacts
- Work closely with our suppliers to support us in achieving more detailed scope 3 emissions data
- Ensure that climate implications are built into our project initiation processes



Supporting Partners with their Impact

- Work closely with our partners to identify and action joint carbon reduction schemes
- Evaluate alternative fuel options for fleet and reviewing infrastructure requirements they may bring





Innovation & Evolution, Build

- Continue centralised fleet ownership project
- Evaluate further cross-boundary opportunities
- Begin discussions around contract renewal in 2027 with relevant partners
- Support partners on service design and innovation projects
- Explore opportunities for expansion of services for our existing partners
- Evaluate tactical opportunities for innovation or growth

Summary



People

- Continue to support and develop our excellent people
- Remain an attractive employer



Operational Excellence

- Continue developing and innovating our business processes



Climate

- Putting a focus on the environment
- Working closely with partners



Business Development

- Building capability
- Growing at a strong rate
- Evaluating opportunities



Any Questions?