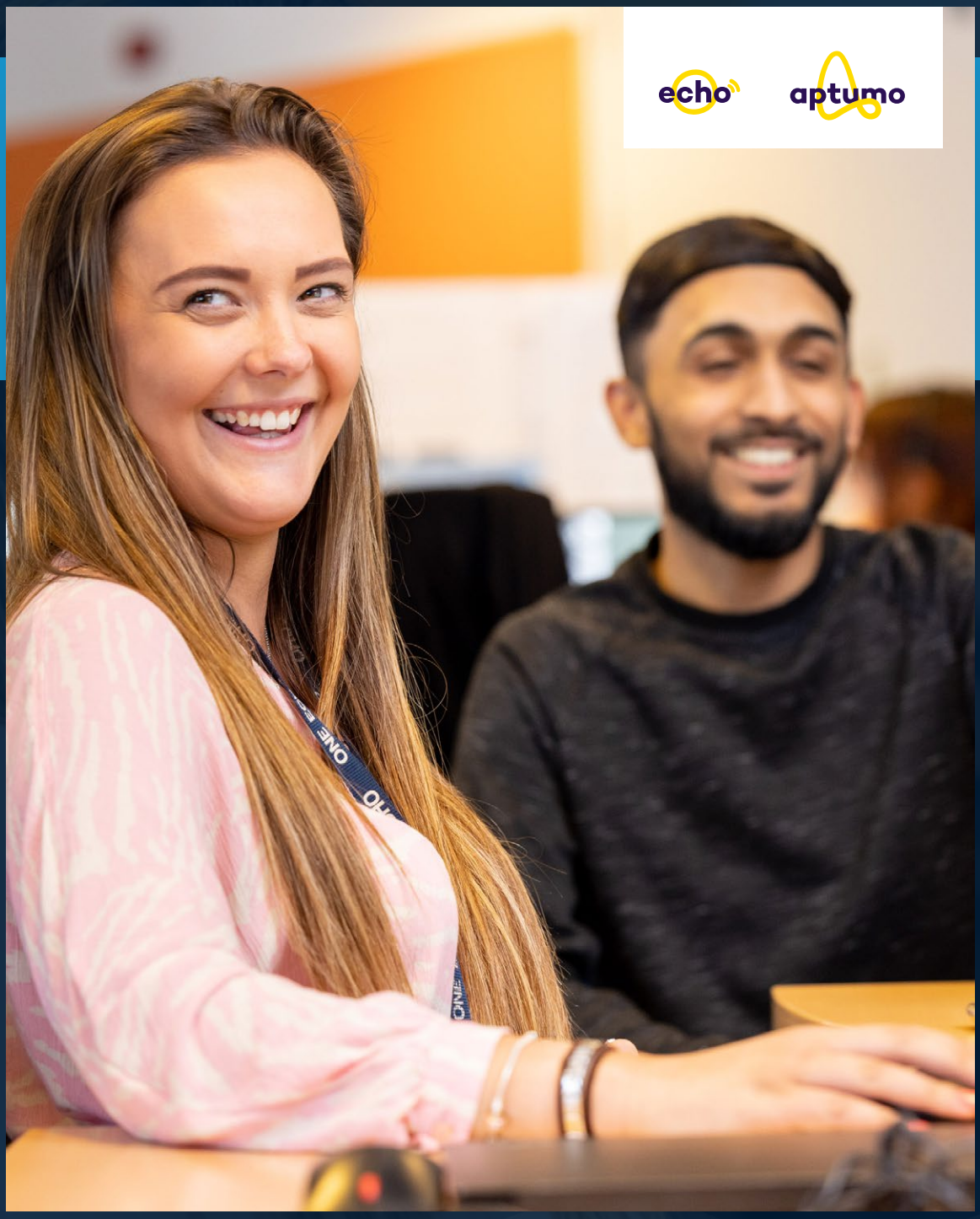

Service and Software

Echo has been established for almost 25 years delivering customer service and software solutions to water utilities across the United Kingdom and Australia, with active expansion underway in the United States. The business supports and enhances customer operations through outsourced customer services and the development, implementation and support of billing and customer management software, including Aptumo, Echo's Salesforce native billing and CRM platform.

Market conditions during 2025/26 remained complex but opportunity rich. In the United Kingdom, the sector continued to respond to affordability pressures affecting customers, with increased volumes of customer contact and continued focus on revenue collection and efficiency. At the same time, utilities maintained strong momentum in transformation programmes, particularly in preparation for the current regulatory period, with renewed emphasis on data quality, customer insight and consistent service outcomes.

In Australia, the market remained active, with utilities seeking more packaged, predictable approaches to customer and billing system modernisation. Regulatory focus on customer centric service models continued to intensify, reinforcing demand for platforms that support digital engagement and integrated customer experiences.

In the United States, utilities continued to explore alternatives to ageing, on premise billing systems, with increasing appetite for cloud based solutions that provide flexibility, security and improved customer interaction. Across all regions, these conditions continued to support Echo's focus on modern billing platforms and specialist sector expertise.



Strategic direction

Echo has a strong reputation as a trusted service and software partner to water utilities, underpinned by long standing relationships and deep sector knowledge. The strategic direction of the business remains focused on growth across the United Kingdom, Australia and the United States, with Aptumo acting as the primary growth engine.

During 2025/26, the strategic emphasis shifted from opportunity creation to strengthening the foundations required for sustainable, international growth. This included a renewed focus on delivery confidence, product readiness and the scalability of Echo's operating model.

Customer service delivery continued to play a critical role in the business, supporting essential customer operations for utilities operating in challenging affordability and regulatory environments. Echo remained focused on service resilience, performance management and customer experience outcomes, while adapting to evolving service measures within the sector.

Software delivery and implementation activity continued to grow in importance as Aptumo adoption expanded. Recognising the complexity of large scale billing and customer platform transformations, Echo prioritised improvements in delivery discipline, governance and repeatability. This work is central to reducing delivery risk, accelerating time to value and protecting long term margin.

Internationally, Echo continued to deepen its presence in Australia and progress structured entry into the United States. In the US, the business pursued a partner led market entry strategy designed to build credibility, augment local capability and de risk early delivery as localisation matures.

Echo India remained a key enabler of the strategy, providing access to skilled talent, delivery support and operational efficiency. The offshore operation continued to evolve as a global delivery backbone, supporting both service quality and scalability.

Throughout the year, Echo continued to invest in people, leadership capability and a culture of operational excellence. The business recognises that future growth depends on disciplined execution, data led decision making and empowered teams operating within clear, repeatable processes.



Looking to the future

The long term outlook for Echo remains positive. Across all target markets, water utilities continue to invest in modern billing and customer platforms to support digital transformation, operational efficiency and improved customer outcomes. Drivers such as regulatory change, ageing infrastructure, smart metering and rising customer expectations are expected to sustain demand for cloud based billing solutions.

Looking ahead, Echo remains focused on executing its growth strategy through:

- strengthening delivery predictability through repeatable delivery models
- continuing to enhance Aptumo's readiness for international scale
- refining commercial models to support sustainable, recurring revenue
- establishing a credible and scalable presence in the United States
- expanding Echo India's role as the global delivery and support backbone

While affordability pressures, delivery complexity and competitive labour markets are expected to persist, Echo believes its sector focus, delivery experience and increasingly scalable operating model position the business well for the next phase of growth.

Innovation remains central to Echo's future thinking. The continued evolution of cloud platforms, data and automation presents opportunities to further enhance billing, customer engagement and revenue management across the water sector. Echo remains committed to supporting utilities as a professional, trusted and long term partner, helping them deliver essential services in an increasingly challenging environment.

Want to read more?

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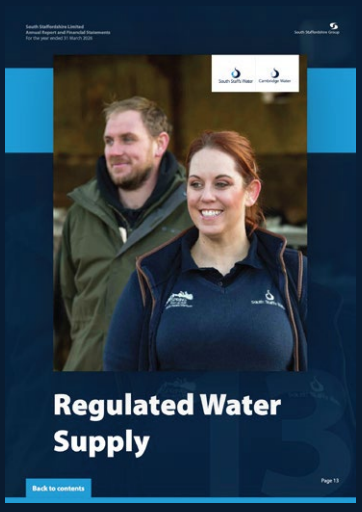

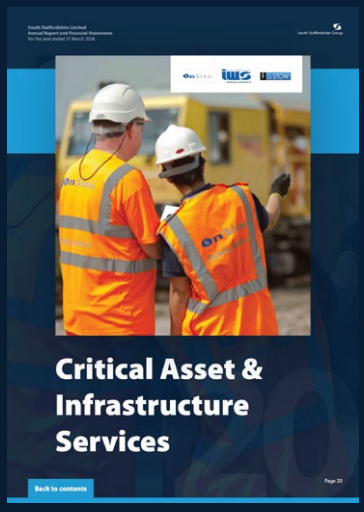

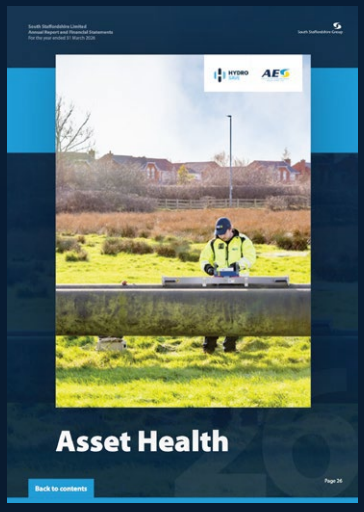

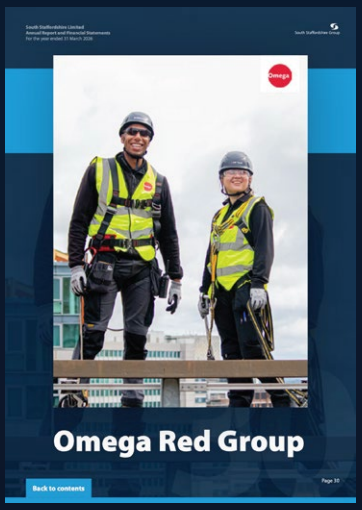

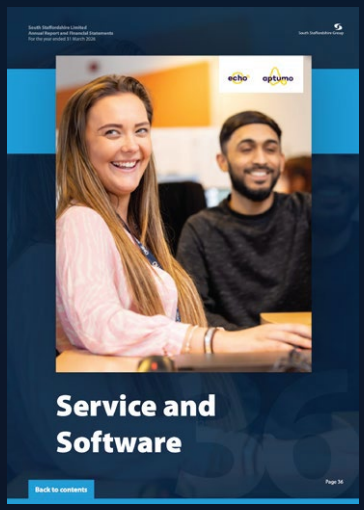





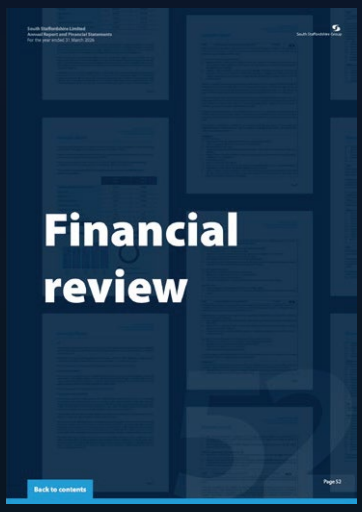

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