



## Investor Update

**bpha Limited**

**August 2025**

**Quality homes. Connected communities.**



We are ambitious



We are better together



We show empathy



We take responsibility

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# 1. Overview

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Julian Pearce  
Chief Financial Officer



Aisling Coles  
Head of Finance

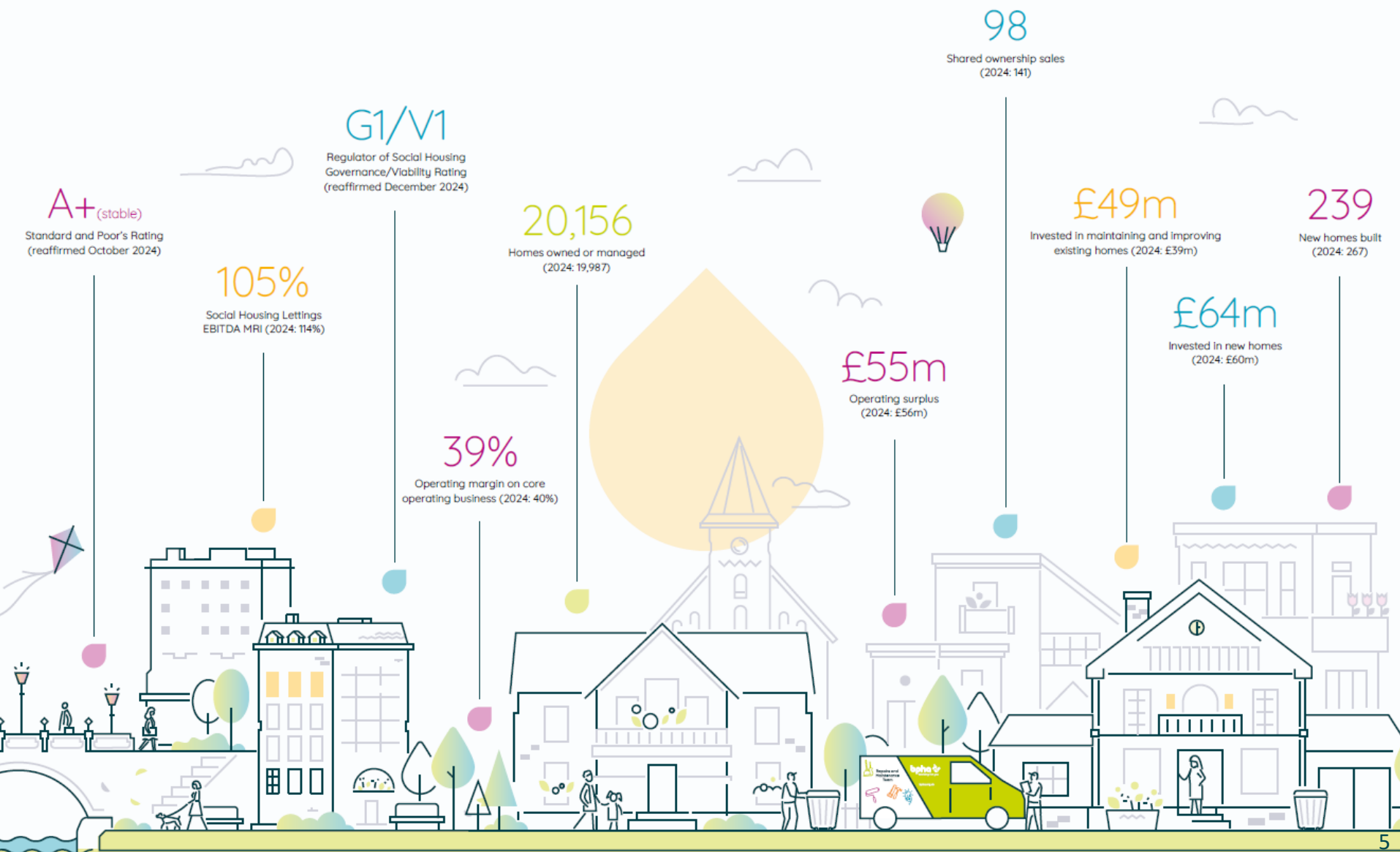


Leonie Moore  
Treasury Manager



Andy Munro  
Group Treasurer

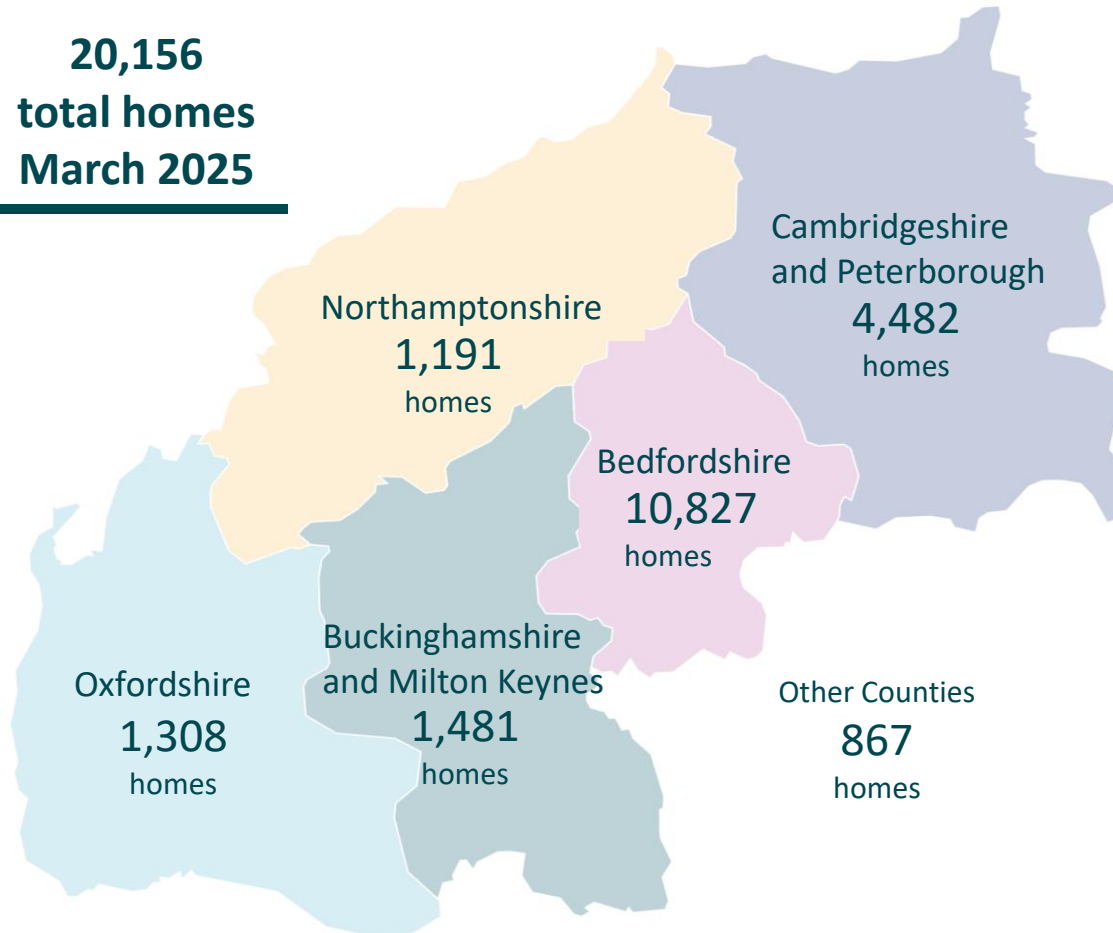
# Financial highlights- March 2025



# bpha- core operating area

## Oxford to Cambridge Arc

**20,156**  
total homes  
**March 2025**



**91%**

of our homes are  
EPC rating C or  
above

**93%**

of our homes have  
had a stock condition  
survey within the last  
5 years

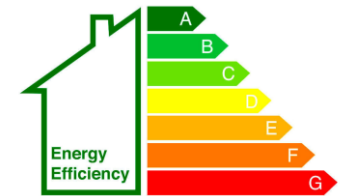
# Strategic context

## Risks... and opportunities?

- **New Government priorities**- launch of 10 year, £39bn Social and Affordable Homes Programme
- **Economic uncertainty**- US protectionist trade policies, volatility within markets and BoE reactive policy
- Investment in **key growth areas** – e.g. Oxford to Cambridge arc received renewed government backing in 2025
- **Universal Studios**- significant investment in Bedford and surrounding areas
- **Environmental** agenda and role of the housing providers
- Continued advancement of **technology** – brings both opportunities and risks (e.g. AI)
- Tighter **regulation**- increasing safety concerns, tenant rights and quality standards
- **Stock rationalisation** across sector- opportunities for bpha



**Housing**  
Ombudsman Service





# Our strategic commitments

## Performance against our strategic commitments

### Deliver quality and value to customers



- Ambitious new four-year Customer Strategy
- All Tenant Satisfaction Measures increased, other than overall shared owner satisfaction
- 77% Customer Communication Centre queries resolved at first point of contact
- 80% repairs completed at first visit.

### Help make places and build local communities



- Providing opportunities for people to live in new, quality, sustainable homes has remained a priority
- Community Hubs giving access to services and training opportunities to bpha customers and wider community
- New Complex Case Team has enabled housing officers to focus more on customers and the community
- Continue to support local youth charity- Bedford Giving



# Our strategic commitments

## Performance against our strategic commitments

### Create a sustainable future



- 93% of our homes have had a stock condition survey over the past five years, plan to increase this to 95% next year
- Upgraded 283 homes to at least Band C during the year – to get to 91%
- Intelligent components improving service and enhancing long-term efficiencies

### Put people at the heart of bpha



- Service Improvement Panel represent a collective customer voice to challenge and scrutinise bpha
- Resolve - Complaints Scrutiny group who review complaint themes, trends and check code compliance
- Digital Services - ongoing development of our customer portal giving more choice on how and when we interact
- The Place - online engagement platform including surveys, quick polls whilst providing digital content

## 2. Financial Results

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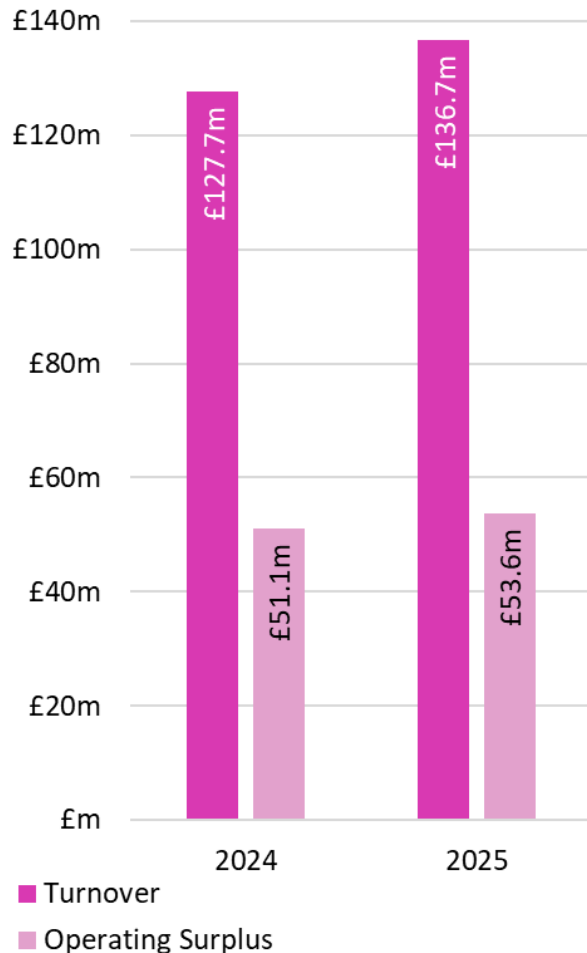
# bpha financial results

	2024 £'m	2025 £'m
<b>Turnover</b>		
Core operating business	127.7	136.7
Development and sales business	32.6	28.3
	<b>160.3</b>	<b>165.0</b>
<b>Operating surplus</b>		
Core operating business	51.1	53.6
Development and sales business	5.2	2.3
Fair value adjustments on investment properties	(0.3)	(1.0)
	<b>56.0</b>	<b>54.9</b>
Net interest	(34.7)	(34.0)
<b>Surplus before tax</b>	<b>21.3</b>	<b>20.9</b>

- Our operating surplus reduced slightly to £54.9m
- The reduction was driven by a £2.9m drop in the more cyclical development and sales business with the core operating business continuing to perform strongly
- Increased capital investment meant that operating cashflow net of capital repairs and maintenance contributed a reduced cash surplus of £2.0m
- Our core operating margin remains high within the sector, falling slightly due to the increase in repairs costs

# bpha financial results

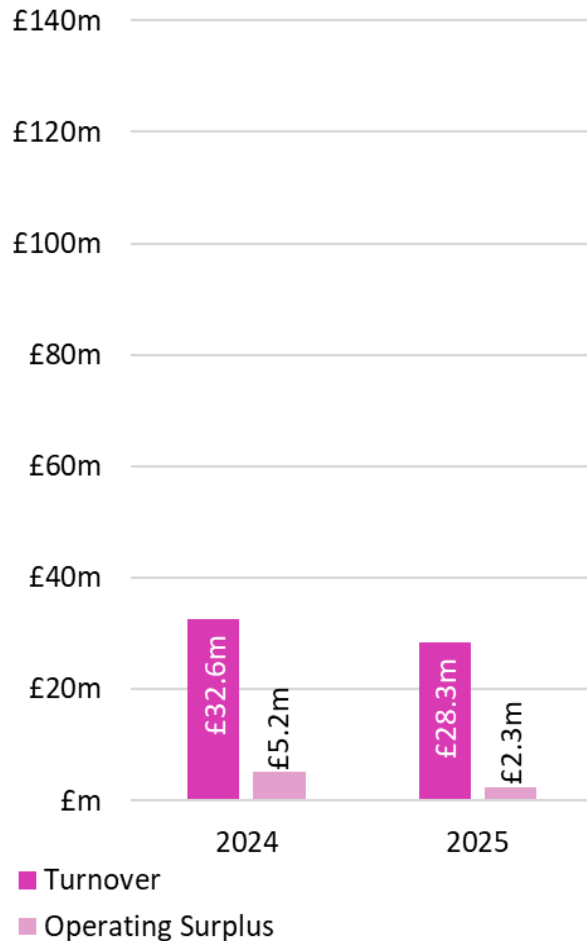
## The core operating business



- Our core operating business continued to perform strongly as turnover increased to £136.7m from £127.7m due to the 7.7% increase in rents
- Our strong core operating margin reduced slightly to 39%, below our 40% target due to increased repairs volumes during the year
- Our core operating surplus continues to cover our net interest costs demonstrating that we are not dependent upon sales and asset disposals to cover our underlying costs

# bpha financial results

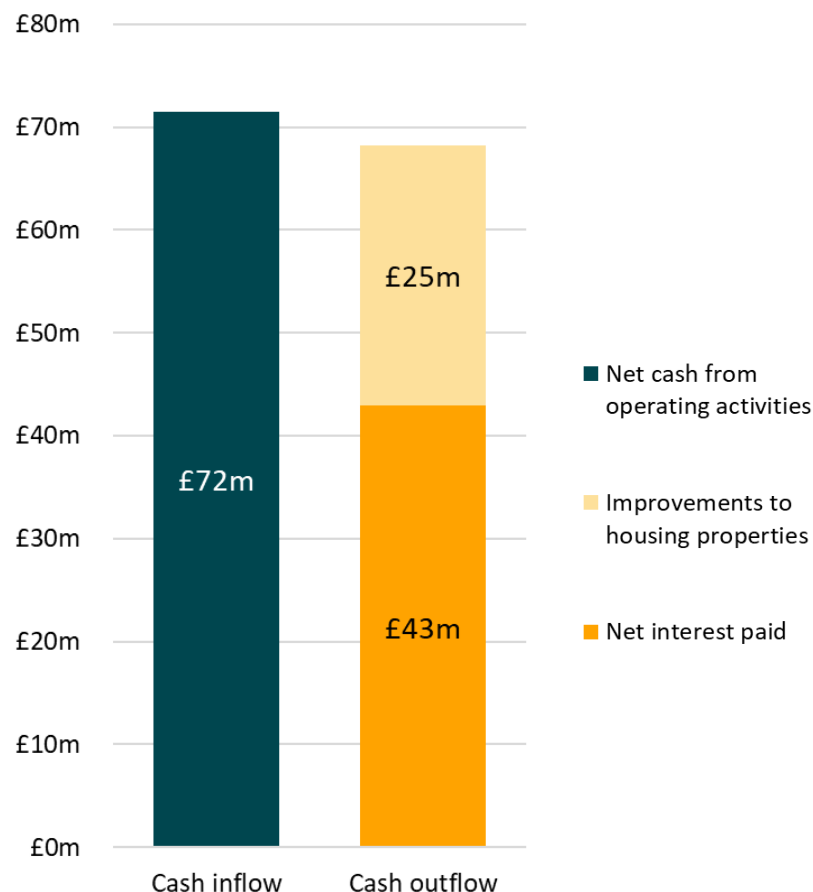
## The development and sales business



- The number of first tranche shared ownership units sold during the year fell from 141 to 98
- However, our income on disposal of fixed assets increased by £2.0m showing a resilient stream of income
- The development and sales business was impacted by a £2.5m impairment charge resulting in a £2.9m reduction in surplus for the business area
- We continue to closely monitor and manage our growing development programme along with other opportunities in our area

# bpha financial results

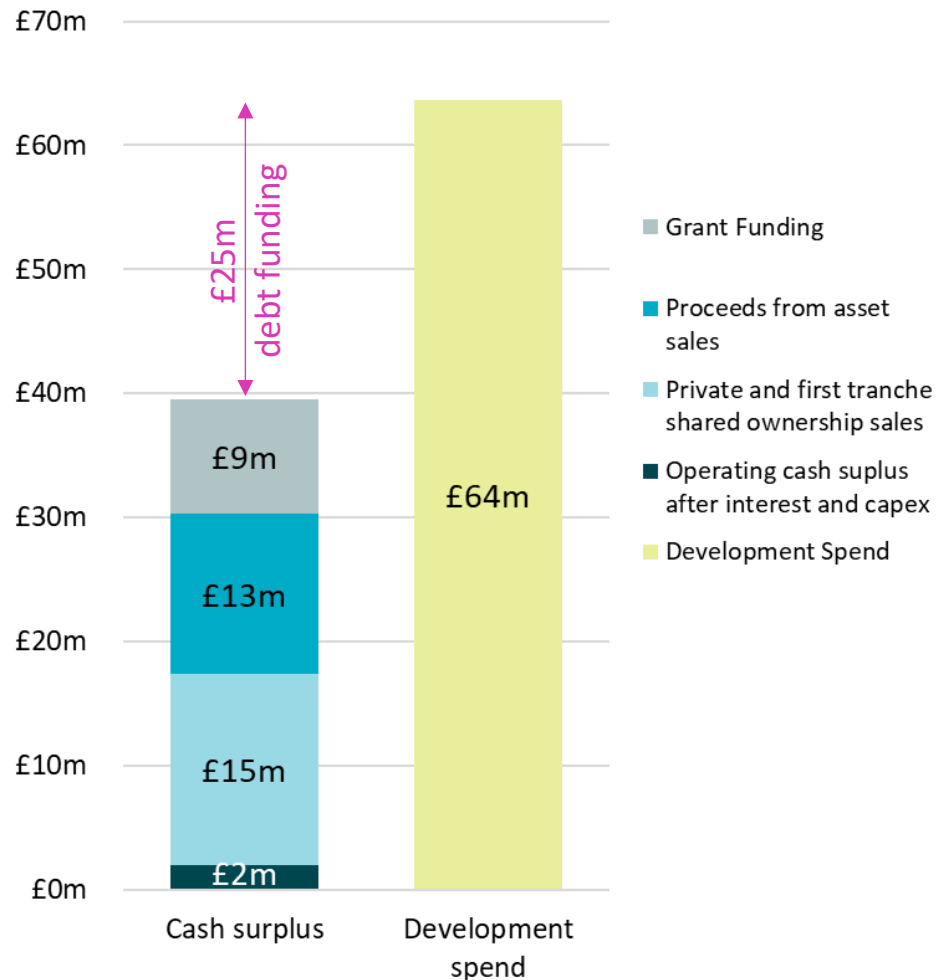
## Strong cash generation and no reliance on sales



- Our operating cashflow continues to cover our capital maintenance expenditure and interest costs with a cash surplus of £2m
- We invested £25m in properties, £6m more than last year

# bpha financial results

## Funding our development spend



- New development opportunities resulted in spend of £64m, an additional £4m above last year
- Our positive strong operating cashflow combined with grant and sales proceeds covered over half of this development spend
- The remaining £25m was borrowed from utilising our new banking facilities



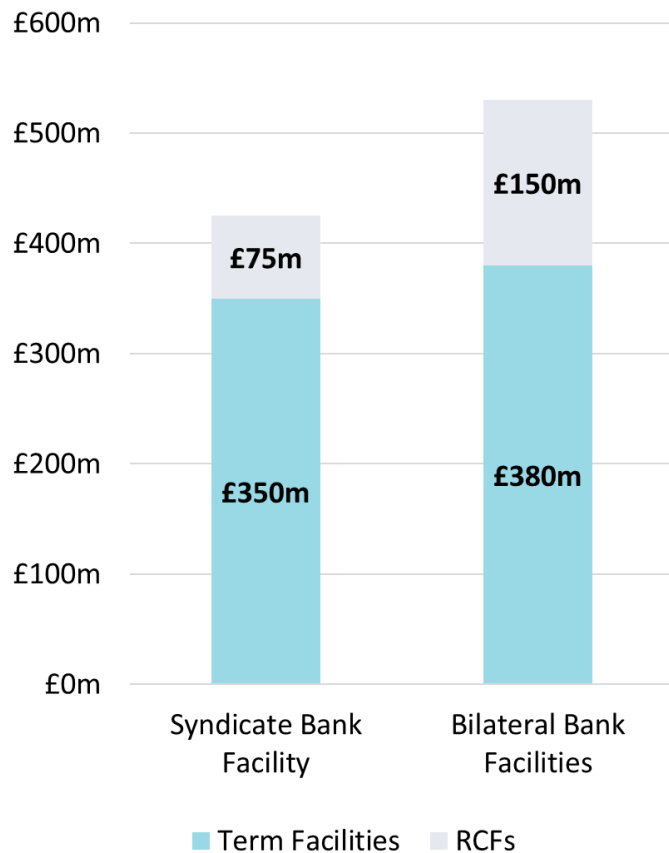
# 3. Treasury

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# Syndicate Refinancing

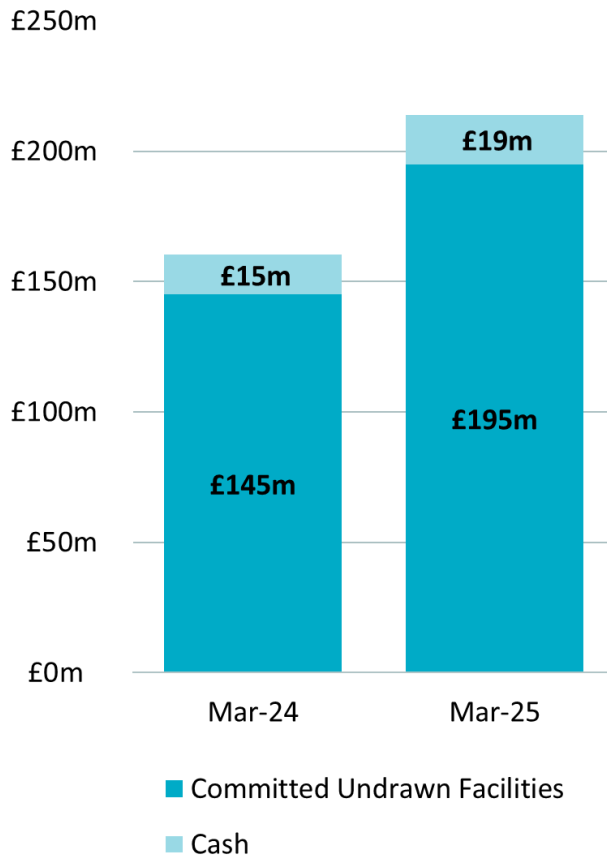
## Syndicate Restructure



- In July 2024 we completed our syndicate refinancing, replacing our main syndicate with a series of bilateral bank facilities
- Increased facilities by £105m, from £425m to £530m of bilateral facilities
- Modernised covenant suite to ensure they continue to support business over the longer term

# Debt portfolio- March 2025

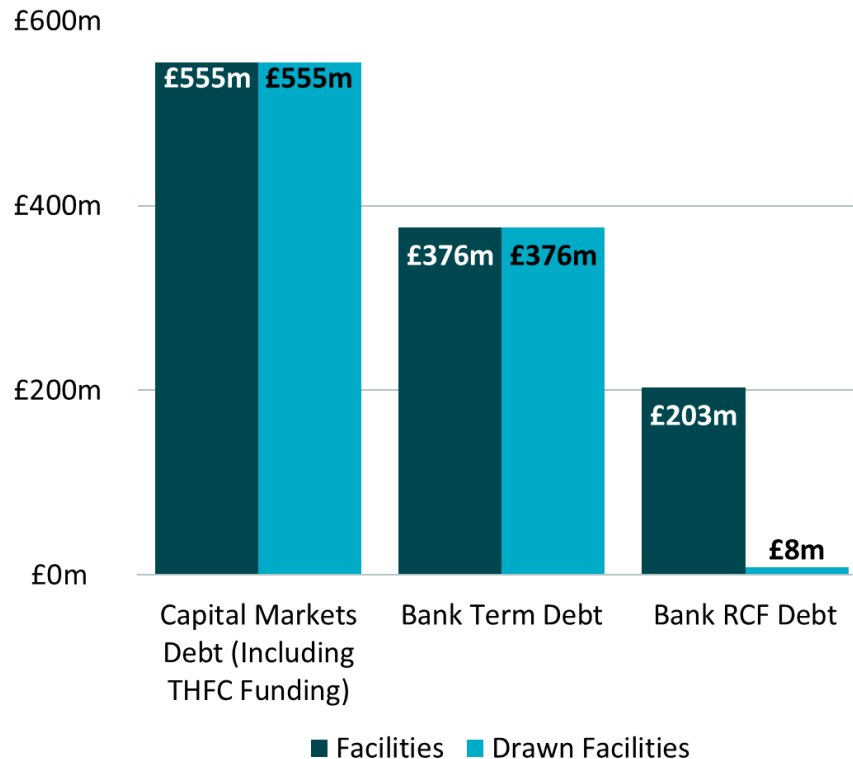
## Liquidity Headroom



- £214m liquidity headroom at March 2025
- 27 months until our minimum liquidity headroom target breached
- All future committed developments can be funded from existing facilities

# Debt portfolio- March 2025

## Debt Facilities



**£1,134m**  
Facilities

**£939m**  
Drawn debt

**75%**  
Of our loans  
at fixed rates

- During the year we reviewed our interest rate management strategy and ensured our fixed rate debt remained stable at 75%

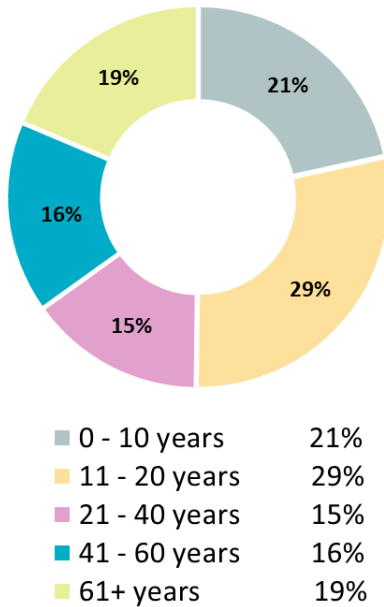
## 4. Assets

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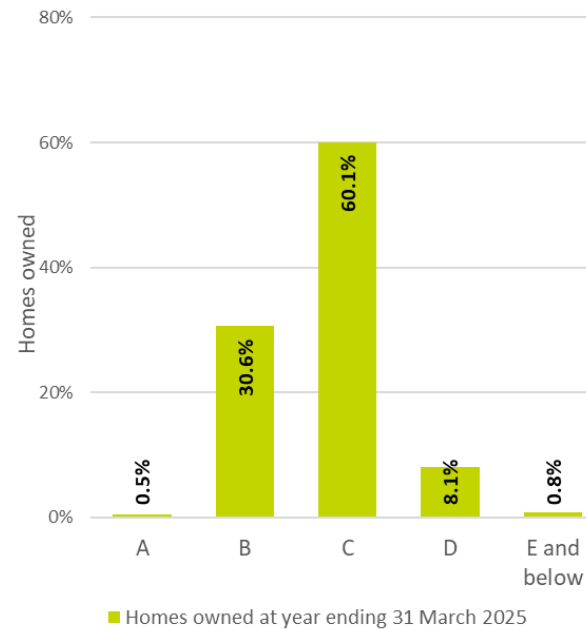
# Asset strength & sustainability

Age profile of homes



91% stock EPC rating C or above  
(2024: 89%)

EPC ratings - existing homes



*bpha's full  
Sustainability  
Report will be  
published in  
October 2025*

Our environmental strategy sets out to:

- Reduce the carbon footprint of our homes, protect our green spaces and increase biodiversity
- Managing and reducing water use
- Awarded grant funding of £3.4m to improve energy efficiency in c.400 homes over the next 3 years

# Inhouse Maintenance Service

- The Small Works team are having positive impact on Responsive Repairs lead-times by removing the larger, more complex repairs from day-to-day diaries
- Management of contractor-delivered repairs now within the IHMS Small Works team, alongside introduction of a dedicated Contracts Manager and Quantity Surveyor we're seeing greatly improved performance from our contracting partners
- Launch of repairs portal enabling customers to self-serve repairs and further engagement planned as part of 'The Big Listen'
- Appointment of a dedicated Project Manager to ensure readiness of CRM Damp and Mould module in preparation for Awaab's Law later this year
- Looking to grow and develop our IHMS with the introduction of trade apprentice roles

**93%**

customer  
satisfactions for  
IHMS

**80%**

repairs  
completed  
"right first time"

**94%**

emergency repairs  
completed within Target  
timeframe





# Project Vista

## Bury Court (90 flats) – Project 2

- Bury Court was completed in May 2025 after over 2 years on site, Main façade sub-contractor ceased trading and needed to be replaced
- The block was officially opened on 19 June by Mayor Tom Wooton and bpha Chairman Jeff Halliwell
- Works have provided 150mm external wall insulation behind new rainscreen cladding with new high performing aluminium windows
- Internal areas have also been improved with new sprinkler systems, fire alarms, ventilation, door entry and CCTV systems



# 5. Development and Sales Update



# Development and sales update

## Development and Sales Performance 2024/2025

- 239 new affordable homes delivered during 2024/25 (233 built, 6 acquired)
- New opportunities secured and accommodated within the business plan in a continuing favorable market for bpha
- 98 Shared Ownership homes sold against a budget of 83
- Shared Ownership sales performance has remained strong across our operating area
- Staircasing sales have exceeded expectations



# Development and sales update

## Progress Investment Partnership

- A strategic partnership to work with Hill Group on a programme of development and regeneration schemes
- A 50/50 LLP, sharing risk and reward – returning a credible return on investment
- Utilising Hill's skills and experience, including regeneration, to complement our own
- A strategic rather than transactional relationship (though not exclusive), to better manage development risk, achieve efficiencies in development and to deliver at scale, pace and quality
- Focus on accelerating the delivery of >1,000 new, sustainable homes across bpha's operating areas
- Enabling further benefits beyond 'Bricks and Mortar' e.g. training, employment, health and wellbeing initiatives



A united vision from bpha and The Hill Group





# 6. Summary

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# Summary

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## Customers at the heart

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- New Customer Strategy
- Service improvement panel
- Investment in systems

## Strong liquidity

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- Funding restructure increased liquidity
- Committed pipeline fully funded

## Investing in our homes

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- Ensuring asset value
- Maintaining compliance

## Partnership working

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- Sharing skills and risks
- Unlocking development potential
- Place building

If you have any questions, please email [investors@bpha.org.uk](mailto:investors@bpha.org.uk)



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