



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

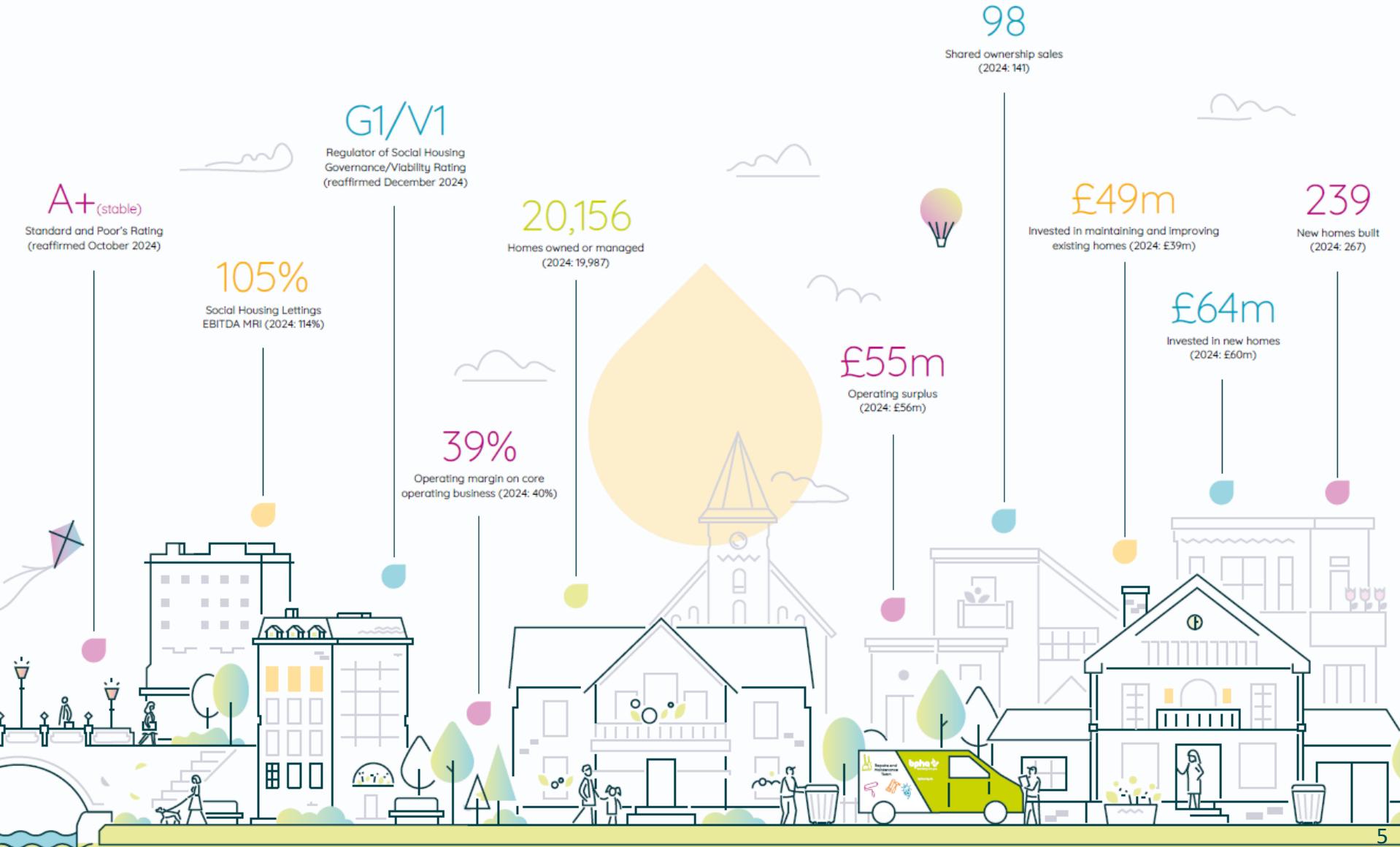


Leonie Moore
Treasury Manager



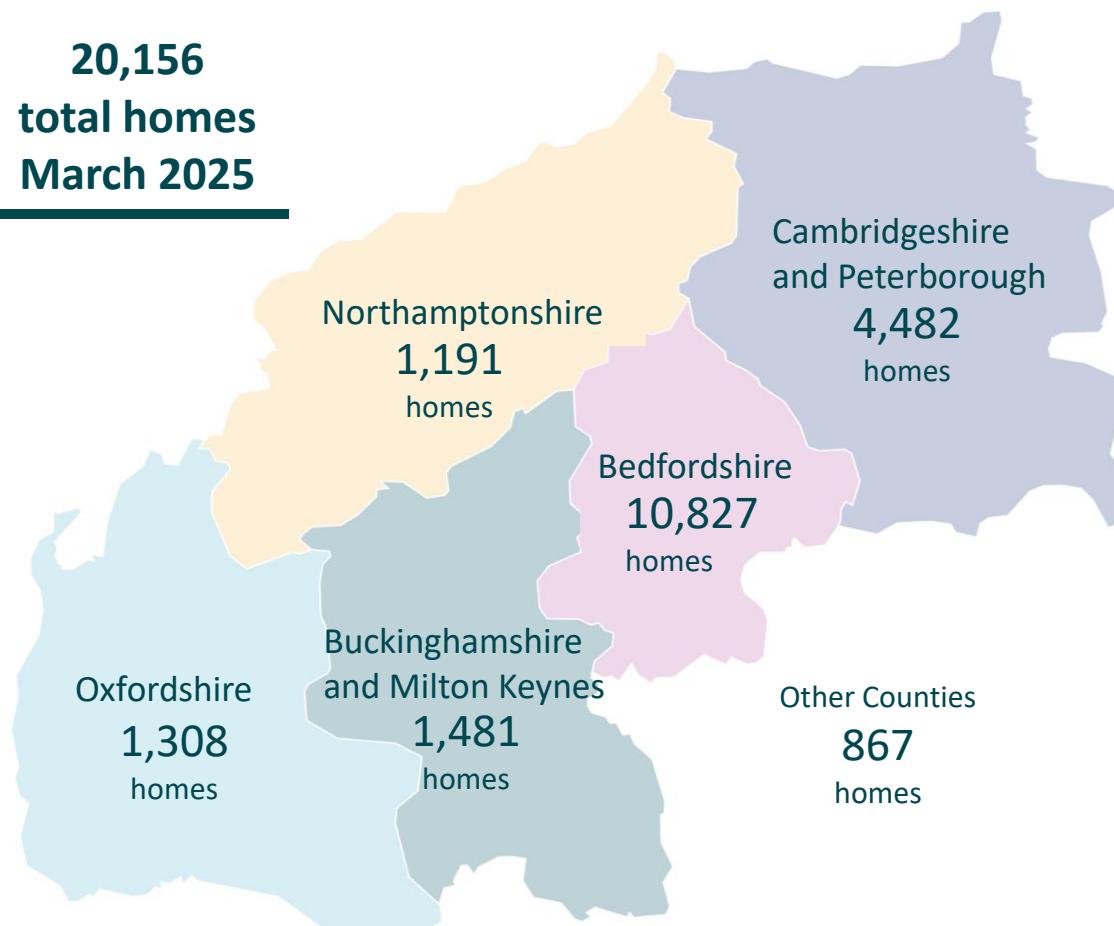
Andy Munro
Group Treasurer

Financial highlights- March 2025



bpha- core operating area

Oxford to Cambridge Arc



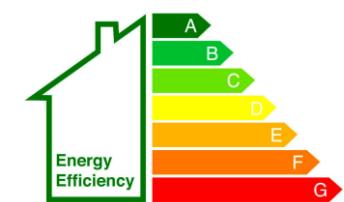
91%
of our homes are
EPC rating C or
above

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



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



bpha financial results

Turnover

	2024 £'m	2025 £'m
Core operating business	127.7	136.7
Development and sales business	32.6	28.3
	160.3	165.0

Operating surplus

	2024 £'m	2025 £'m
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)
	56.0	54.9

Net interest

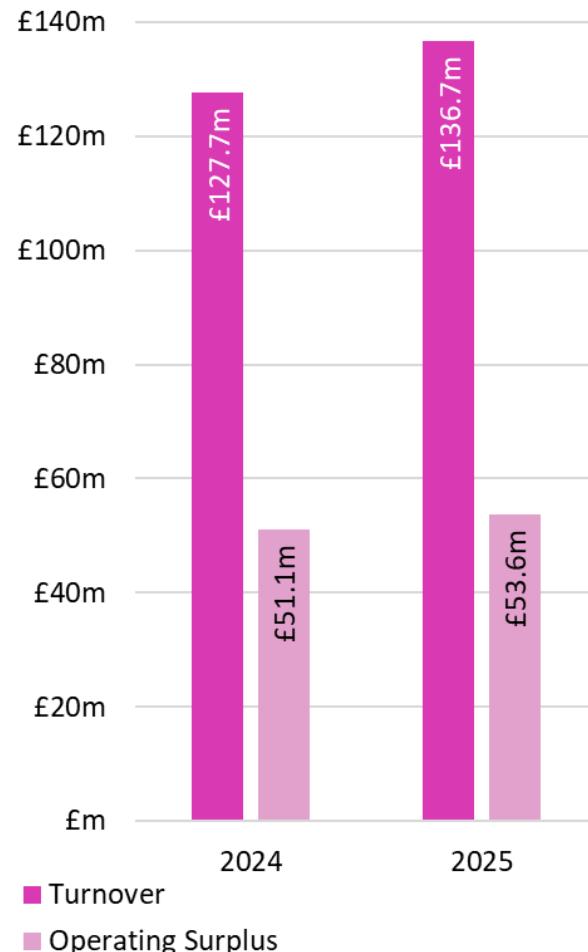
	2024 £'m	2025 £'m
	(34.7)	(34.0)

	2024 £'m	2025 £'m
Surplus before tax	21.3	20.9

- 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

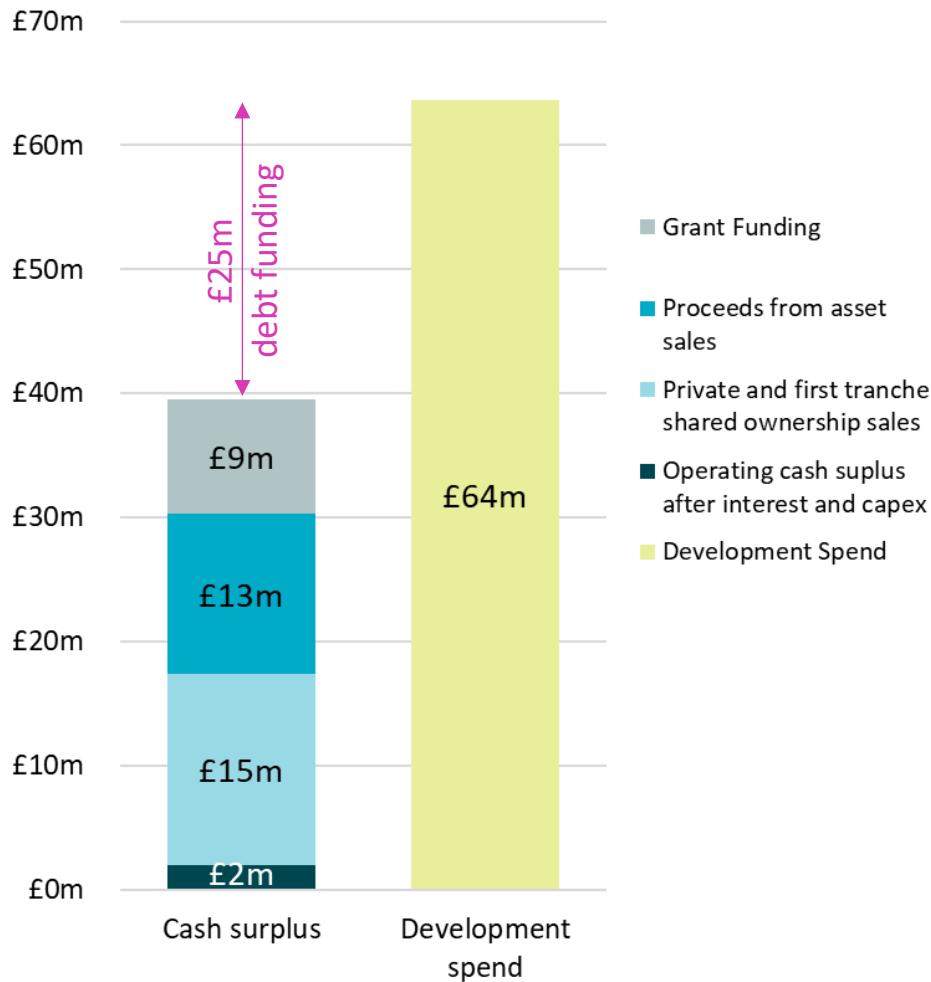
Strong cash generation and no reliance on sales



- 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



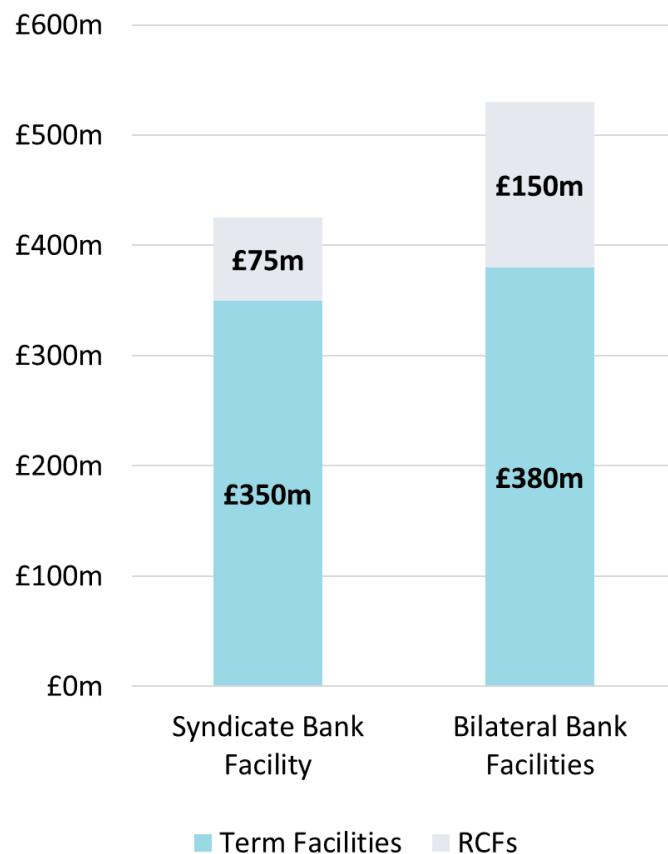
- New development opportunities resulted in spend of £64m, an additional £4m above last year
- Our positive strong operating cashflow combined with grant and sales proceeds covered over half of this development spend
- The remaining £25m was borrowed from utilising our new banking facilities

3. Treasury



Syndicate Refinancing

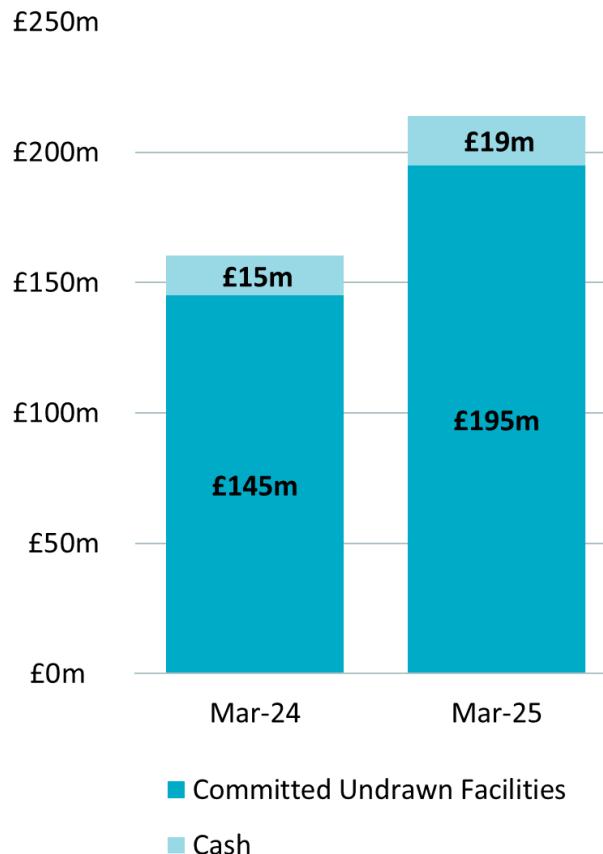
Syndicate Restructure



- 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

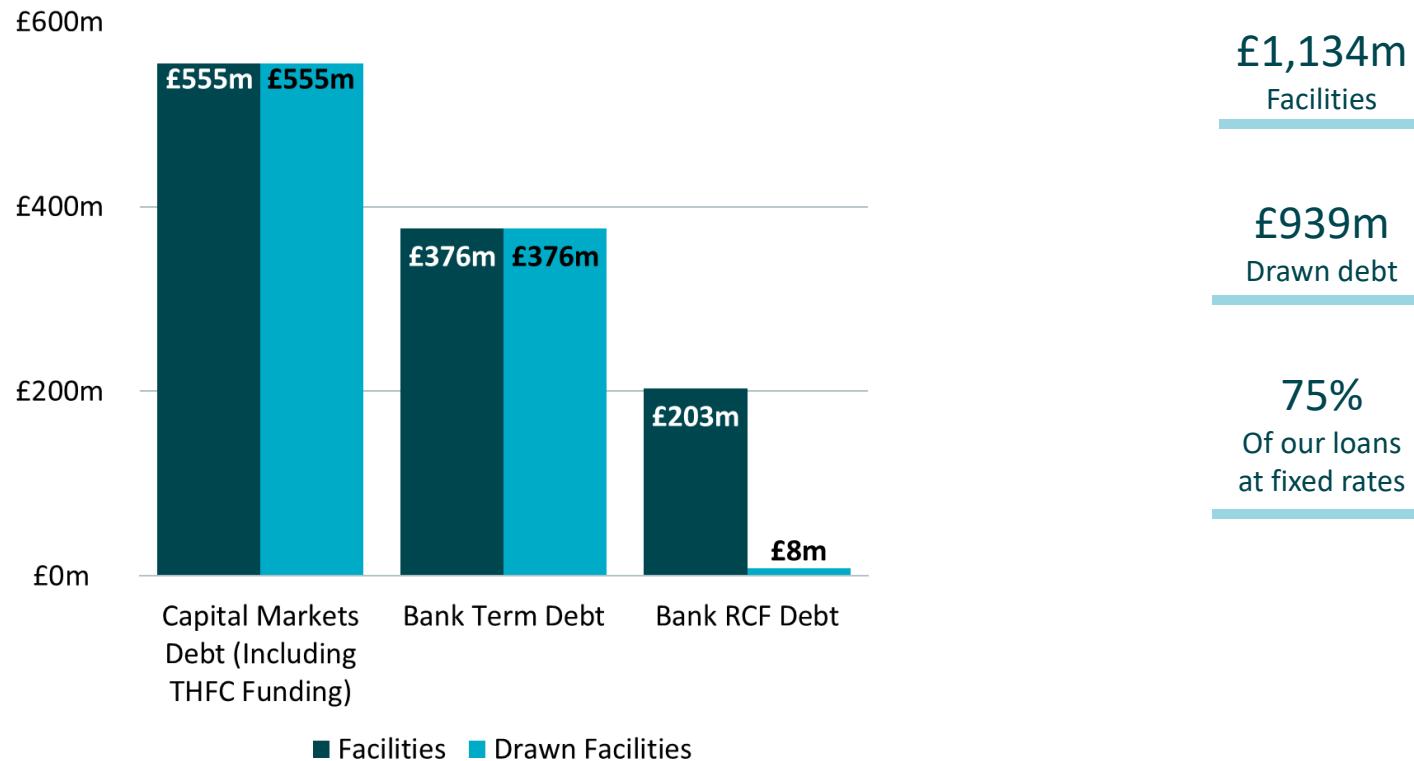
Liquidity Headroom



- £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



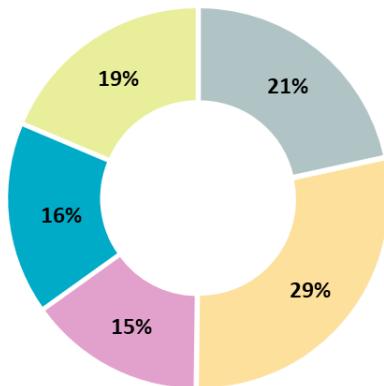
- During the year we reviewed our interest rate management strategy and ensured our fixed rate debt remained stable at 75%

4. Assets



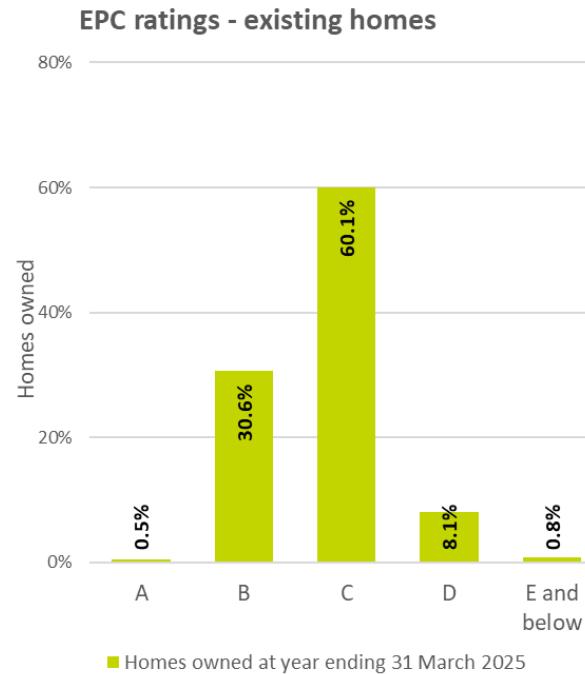
Asset strength & sustainability

Age profile of homes



0 - 10 years	21%
11 - 20 years	29%
21 - 40 years	15%
41 - 60 years	16%
61+ years	19%

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



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



Summary

Customers at the heart

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

Strong liquidity

- Funding restructure increased liquidity
- Committed pipeline fully funded

Investing in our homes

- Ensuring asset value
- Maintaining compliance

Partnership working

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

If you have any questions, please email investors@bpha.org.uk



investors@bpha.org.uk