

Annual Review

S&P Global

23rd January 2026

Thrive
Homes



Introduction and Agenda

- Introduction – Paul Richmond
- Governance & Risk Management – Paul Richmond
- Customer & Asset Management – Jo Barrett
- Development – Barry Wears
- Financial Performance – Barry Wears
- Treasury Strategy – Barry Wears
- Project West – Paul Richmond



Executive Summary

Solid Foundation with a new emphasis on Customer and Engagement

- New CEO and additions to the Executive Team during 2025/26
- Existing strategy remains robust, but pivot to focus on Customer and Engagement
- Key achievements in 2025/26 include
 - Moving all loan covenants to EBITDA only in Q1 2025/26 – significant improvement in resilience
 - Repairs WIP effectively managed at <1,000 throughout the year
 - TSM performance in line with sector both for LCRA and Shared Ownership
 - Remodelled governance structure to provide active focus on Customer through dedicated Committee
 - Significant Strategic site delivery with Lyndhurst (186 Homes) and Abbey Barn (131 Homes)
 - New engagement activities being undertaken including an Open Door Day (involved 15% of our customer being door knocked on a single day)
 - Awaab's Law Compliance high following first 4 months of legislation being live.
 - Compliance / Building Safety position both providing high assurance (both internal and external assurance can evidence this)
 - Fully funded Capital Improvement Plan including EPC C by 2030 supported by external assurance
 - High levels of staff engagement (87%), particularly during challenging time with high levels of change and uncertainty.

Introduction

Thrive at a Glance



Established provider of social and affordable homes in the Northern Home Counties

- **Established in 2008** with a large-scale voluntary transfer from Three Rivers District Council, currently with 5931 units.
- **Strong financial performance: Interest cover ratio remains significantly above covenant**, and overall operating margin is close to sector median, despite the one off £2.3m IT impairment in 2024/25.
- **Good governance:** Extensive combined experience in both the social housing and commercial sectors.
- **Strong regulatory standing:** Consistently **G1 rated**, with **V2** in line with other developing associations.
- **Well shaped treasury portfolio:** Strong liquidity position and long dated fixed rate debt provide a flexible treasury portfolio to support operations. Recent fundraising confirms our **strong access to markets**.
- **Strong organic growth pipeline: 151 new homes** delivered in 2024/25.
- **Investment in existing stock: £5.4m** invested in maintaining stock with 87% of homes rated EPC C or above.
- **Customer baseline: 74.8% customer satisfaction** LCRA (low cost rented accommodation), and 72.8% combined customer satisfaction.
- **People and purpose:** Charitable RP employing 179 colleagues, **93.8%** of whom agree Thrive is a **great place to work**. Focused on providing good quality homes and services for customers across a range of tenures, whilst contributing to the **wellbeing** of the communities we work in.

FY25 Overview*

£406m Historical cost of properties	£58m Turnover	68% Social Housing Revenue
1.07x EBITDA MRI Interest Cover	17.2% Operating Margin	64.2% Historic Cost Gearing

Focused regional operator: Large provider of social housing in the Northern Home Counties with **5,931 total homes**.



*March 2025 position

Financial Performance

Strong turnover and operating profit versus budget in 2025/26

Turnover and operating surplus are on track, both with small positive variances.

- Underlying performance has deteriorated by 10%, masked by depreciation and amortised grant uplifts.
- Adverse movements driven by non-recurring and responsive investment in our customers and homes (repairs, WIP management and Awaab's Law) and one-off merger due diligence costs.
- In-house maintenance capacity is being expanded to reduce contractor reliance and improve future resilience.
- **EBITDA** perspective:
 - **EBITDA - Interest Cover:** 13.5% adverse, as per above drivers.
 - **EBITDA MRI - Interest Cover:** 10.2% adverse, as per above drivers.

Key YTD Variances

- **Repairs & voids:** £907k (38.5%) adverse due to increased contractor use for high-risk cases and compliance with Awaab's Law; resourcing issues.
- **First tranche sales:** £393k (46.3%) adverse due to higher sales & marketing costs despite sales ahead of budget and accelerated new builds.
- **Gains on disposal:** £766k (57.6%) adverse due to delayed major sales; partially offset by RTB and staircasing surpluses.

Other Key Cash Drivers:

- **MRI:** Budget at £7.5m
- **Development:** Budget at £75m

Income and Expenditure 2025/26 (£'000)	Forecast Full Year Outturn	Annual Budget	Variance	Variance %
Turnover	43,444	43,205	239	0.6% ▲
Operating Expenditure	(32,545)	(31,925)	(620)	1.9% ▼
Operating Surplus of Social Housing Lettings	10,899	11,280	(381)	(3.4%) ▼
Operating Surplus before Disposals	12,841	13,317	(476)	(3.6%) ▼
Operating Surplus	15,200	15,176	24	0.2% ▲
<i>Operating Surplus Margin</i>	26.6%	27.0%	(0.4%)	- ▼
Finance Costs	(9,705)	(9,605)	(100)	1.0% ▼
Surplus Before Taxation	5,495	5,571	(76)	(1.4%) ▼
Net Surplus	5,236	5,571	(335)	(6.0%) ▼
<i>Net Surplus Margin</i>	9.6%	9.9%	(0.3%)	- ▼
Total Capital Expenditure	(79,013)	(85,137)	6,124	(7.2%) ▼
<i>VfM Operating Margin</i>	22.5%	23.7%	(1.2%)	- ▼
<i>EBITDA - Interest Cover</i>	190.4%	203.9%	(13.5%)	- ▼
<i>EBITDA MRI - Interest Cover</i>	99.0%	109.2%	(10.2%)	- ▼

Performance Overview

Year 3 sub-strategic plan

Resilient with a strong financial base

On
target

- **Maintaining financial covenants and golden rules with headroom.**
- Strong turnover of £58.4m FY25 (£46.5m FY24).
- Movement to EBITDA only covenants in 2025/26 ensuring significant growth in covenant resilience, evidenced by stress testing
- Refreshed the Asset Appraisal Model and delivering key AMS strategies.
- IT system improvement work being undertaken with WCH to ensure “best of breed” solution identified for merged entity.

Fair deal for customers

On
target

- Continued to deliver safe compliant homes and a responsive repairs service.
 - 45% of customers have joined Thrive Customer Voice to have their say on our services.
 - Invested [£5.25m pa/in FY25] in our existing stock.
 - Ongoing investment in technology will ensure that we continue to be accessible to our customers.

Growth

On
target

- We are a key delivery partner for the Accent Strategic Partnership. Our [£20m] initial allocation of Homes England funding will support schemes starting on site before March 2026.
- Delivered [285] new-build properties in FY 24/25, with [256] homes due to be completed over the next [2 years].
- Refurbished and converted [112] properties since [23/24] for shared ownership, making the best use of assets to generate return on investment to help us grow the business.

Great place to work

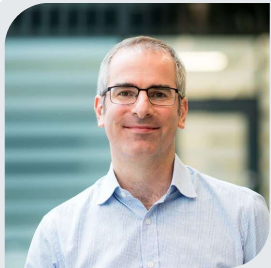
On
target

- Retained Investors in People ‘We invest in people’ gold accreditation and have been awarded ‘We invest in wellbeing’ gold accreditation.
- Our ‘smart working’ approach, uses technology to provide greater flexibility in our working practices.
- Provide a wide range of benefits and incentives focused on the health and wellbeing of colleagues.
- 87% staff engagement score remains upper quartile performance and represents significant engagement during period of change and uncertainty
- Volunteering opportunities.

Governance and Risk Management

Executive Team

Significant combined experience in both social housing and commercial sectors



Paul Richmond
Chief Executive

Prior to joining Thrive, Paul was Deputy Chief Executive and Director of Finance & Resources at Watford Community Housing. With 20+ years in housing and insurance, he brings extensive executive and non-executive leadership experience.



Jo Barrett
Executive Director – Operations

MRICS MARLA

Jo has worked in the housing sector for 36 years. She brings extensive experience of strategic asset management, day-to-day repairs and maintenance and a focus on customer experience.



Alix Green
Executive Director – Growth & Investment

Alix has vast experience in real estate, development, and investment. She has built her reputation advising on and attracting investment in new growth areas – incl. Build-to-Rent (BTR) and affordable housing.



Barry Wears
Interim Executive Director – Finance

Barry brings over 20 years of senior financial leadership experience across the housing and infrastructure sectors. His experience includes a recent appointment as Interim Director of Finance at Phoenix Community Housing.



Helen Evans
Interim Executive Director Strategy & Change

Helen brings extensive leadership experience from across the social housing, local government, health, and charity sectors, and is currently leading strategic planning and organisational change during the merger negotiations.

Board

Led by a multi-skilled and highly experienced Board



Kate Still
Chair
*Chief Customer
Officer at Clarion*



Rachel Hatfield
Vice Chair
*International finance
and corporate lawyer*



Craig O'Donnell
Non-executive
*PropTech, Innovation
& Strategy*



Jessica Friend
Non-executive
*Chief Financial Officer
at PA Housing*



David Dahan
Non-executive
*Strategic Advisor in
investment &
environmental
sustainability*



James Invine
Non-executive
Equity analyst



John Osborn
Non-executive
*Real estate fund
management
specialist*



Matthew Peak
Non-executive
*Exec Director Finance
in charity sector*



John Tibbitts
Non-executive
*Strategic
development,
investment & asset
management
consultant*



Graeme Snell
Non-executive
*Marketing Director
and organisational
change*



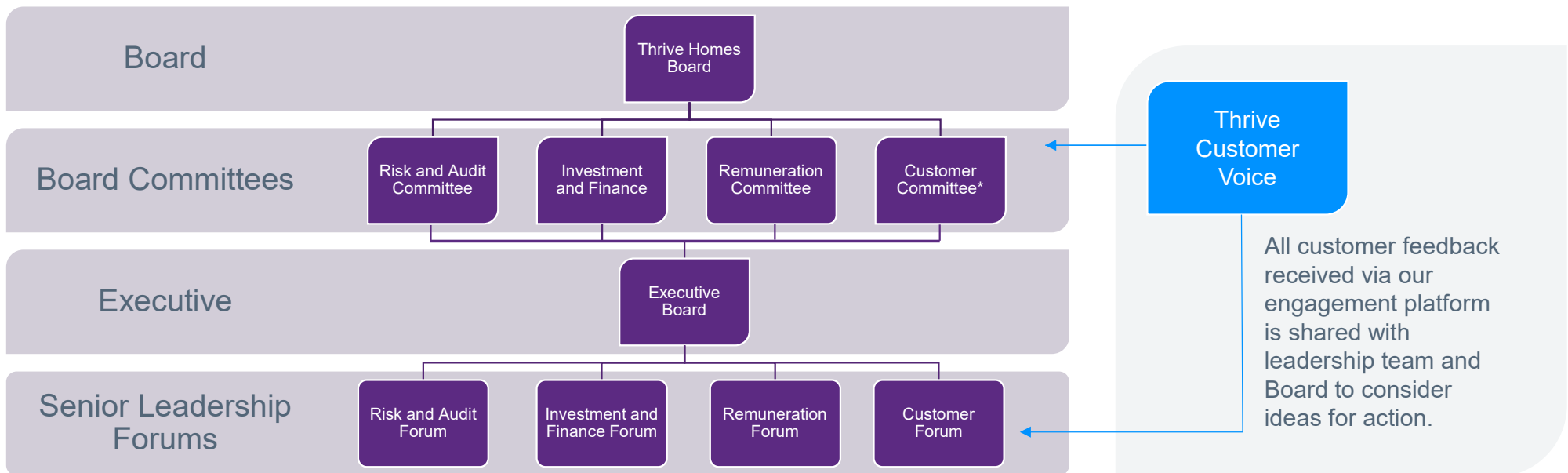
Robert Abraham
**Associate Board
Member**
*CEO at Supermarket
Income REIT*



Yvonne Luu-Martins
Associate Board Member
*Director Strategy &
Communications at a Public
Relations and
Communications Company*

Governance

Governance restructured to strengthen focus on customers

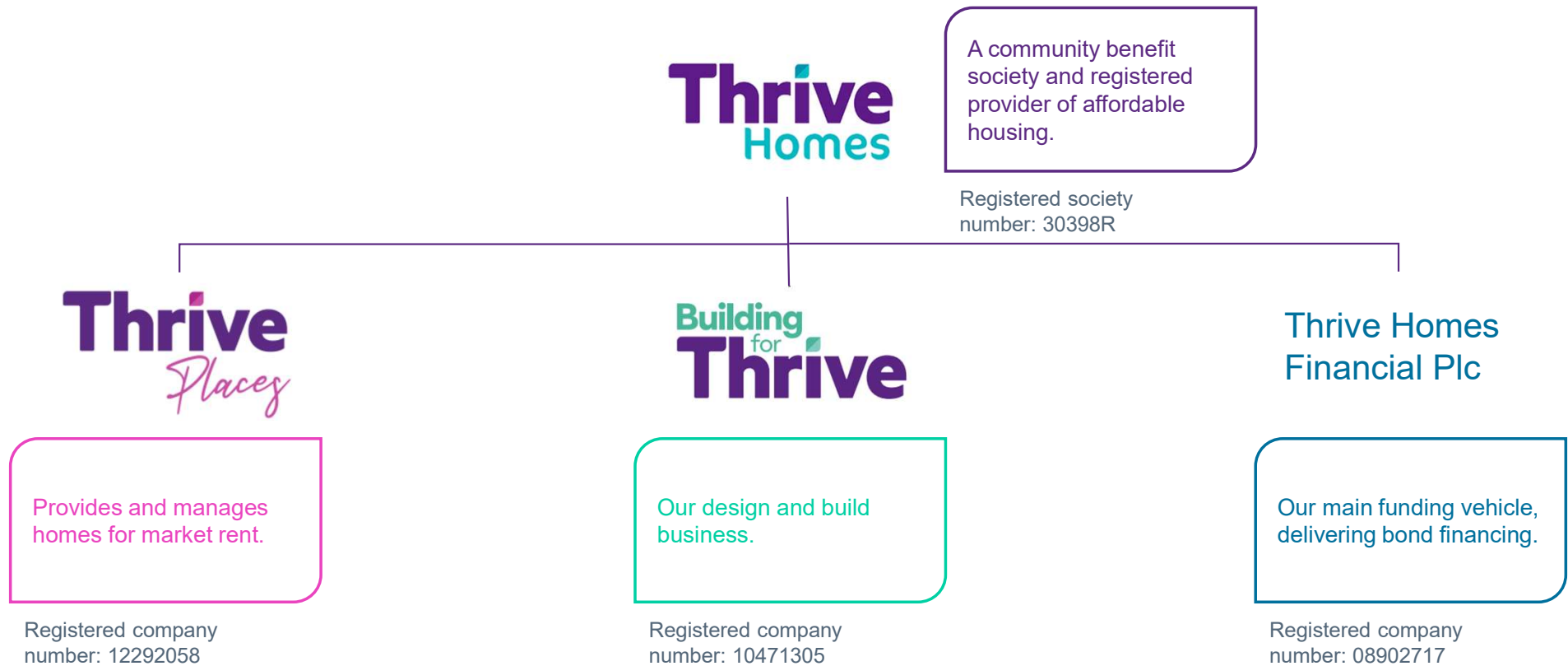


* The Chair of Customer Committee is the Board's Member Responsible for Complaints (MRC)

Group Structure



Non-complex group structure for operational and tax efficiency



Business Risk Register

Business risks ahead of target risk status

- Risk and Assurance Framework signed off annually by Board: 9th December 2025.
- Reports provided to every Risk & Audit Committee and Board meeting.
- Monitored Monthly by Executive.
- Risk Management Audit completed – Substantial Assurance.

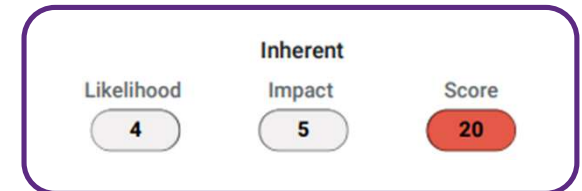


Risk	Residual Risk Status	Target Risk Status
Health & Safety	4	4
Compliance (Legal & Regulatory)	4	4
Corporate Governance Risk	4	6
Strategic Enablers/Partners	9	9
Business Plan & Funding	9	9
Thrive People	4	9
Assets Risk	6	6
Customer Service & Experience	12	9
IT Infrastructure & Cyber Security	9	6
Portfolio Growth	9	12
Development & Sales	6	9
Merger & Business Transformation	9	6
Data Governance & Quality	12	9

Cyber Risk Register

Cyber risk after mitigation is amber, in line with target

- **Annual Risk Review:** Our annual risk review has been completed, with the Cyber Risk Deep Dive completed for R&A Committee.
- **Independent External Review:** BCP audit completed with no actions required. Beevers & Struthers audit actions identified, and recommendations reviewed.
- **Cyber Essentials:** We are currently conducting a Gap Analysis for Cyber Essentials (and *Cyber Essentials+*) accreditation, looking to be in a position in Q1/2 2026 to achieve full accreditation.
- **Cyber Security Questionnaire:** Due to the proposed merger and subsequent standstill agreement, no additional technologies will be adopted at this stage to monitor third party risk. Manual cyber risk assessments will be conducted on newly appointed suppliers.
- **Mandatory Cyber Training:** All new starters are required to complete Cyber training as part of induction which is repeated annually for all colleagues, in addition to regular phishing simulations.

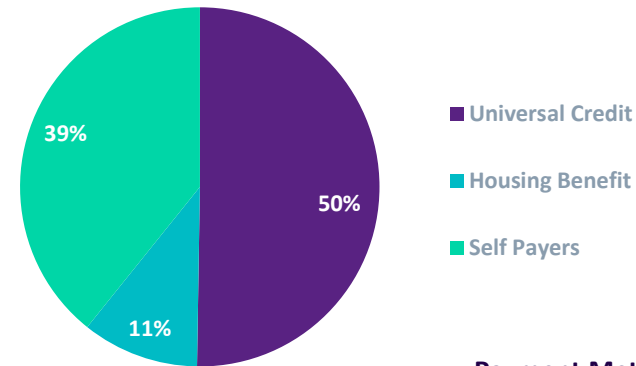


Rent Collection

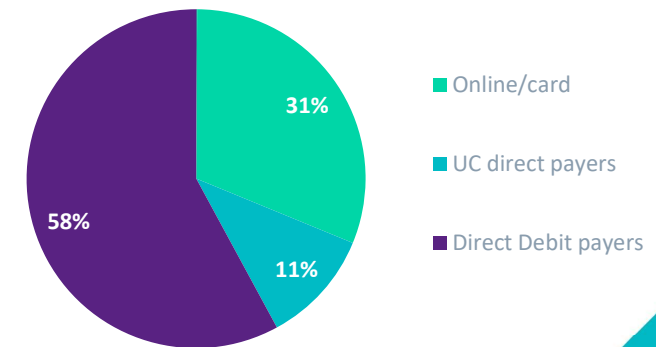
Arrears, payment methods and sources

	Annual Void Loss	Arrears
2025/26 to date	1.26%	3.13%
2024/25	0.82%	2.63%
2023/24	0.74%	2.63%
2022/23	0.81%	3.38%

Payment Source



Payment Methods



- Rent and service charges collection is 99.71% (Dec-25)
- Customer arrears is 3.13% (Dec-25)
- Stable occupancy rates between 98% - 99% since FY23; 99% occupancy (FY26 to date)
- Voids as a % of turnover is 1.28% (Nov-25)

Rent Convergence

Upside not currently modelled in business plan

- **We fully support a convergence of £2 per week** and would advocate an even greater convergence to minimise the time this process would take. Currently nothing is incorporated into the business plan for rent convergence.
- The **shortfall** we currently **experience is £4m** due to our rents being below target rent. We fully support £2 convergence, as even with this policy the gap will take **12 years to close**.
- There is significant investment and improvement we can make in our homes with this annual investment, the current shortfall below target rent accounts for about **50% of annual investment in our stock**.
- This additional income could be **focussed on delivering**:
 - our cost base;
 - responsive repairs costs, and;
 - minimum investment needs.
- **Impact on customers affordable**: Our analysis indicates that single people under the age of 25 on benefits are most likely to be impacted by the increase as the it will directly impact their disposable income. At £2 per week, we estimate this will reduce monthly disposable income by 2.5%. We believe this is **affordable**.

£2 per
week

Reduce
£4m
shortfall

12
Years

Customer & Asset Management

Asset Strategy 2025-28

Serving our customers well through operational efficiency

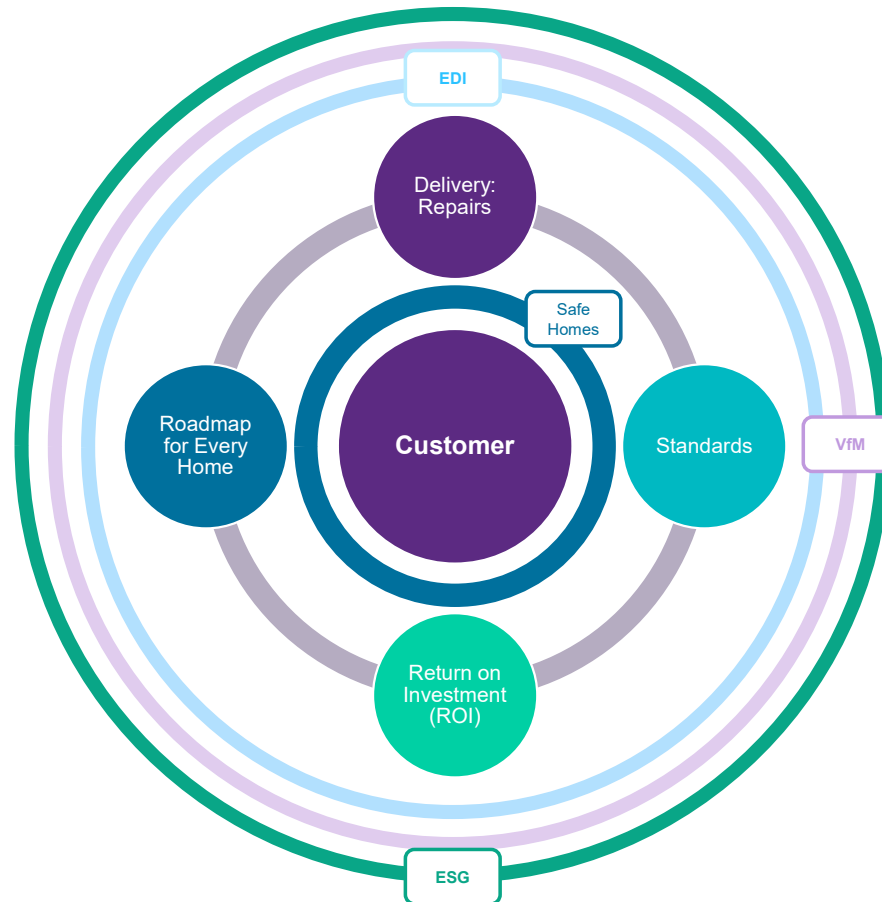
Bounded by our responsibility to the environment and our social purpose

Customer

- Now central to strategy:
- Communication
 - Listening and shaping services
 - Keeping our promises

Safe Homes

- Fundamental to our offer:
- Beyond the 'Big 6'
 - Responding proactively to changing legislation
 - Awaab and HHSRS



Delivery: Repairs

- Timely delivery, delivered right first time works for customers and Thrive:
- Not all repairs created equal
 - Operating efficiency

Standards

- The changing strategic landscape (e.g., DHS2), safety:
- Newbuilds – Lifecycle costs
 - Thrive's own standards

ROI

- Knowing our homes and investing into them effectively:
- Data, data and more data
 - Procuring well
 - Invest into components

Roadmap for Every Home

Shaping our portfolio for the future

Delivering Asset Management Strategy

Actions to deliver sustainable and efficient assets

Keep data accurate using stock condition and energy surveys

Make Every Visit Count: using other visits to gather key property information, highlighting D&M early

Stock condition survey on target to be greater than 90% complete by end of 25/26

Delivering the Decent Homes Plus

Planned cyclical and major works programmes

Deliver responsive repairs, primarily through Thrive Homes Services (THS)

Damp and mould policy in place, called HHSRS

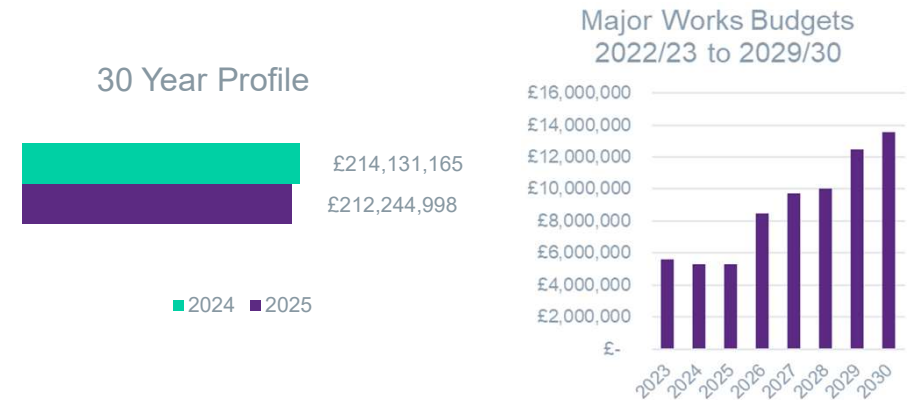
Investment journey, Roadmap for every home, including energy efficiency improvements

KPI's reported to the Board, DHS, EPC-C, investment delivery

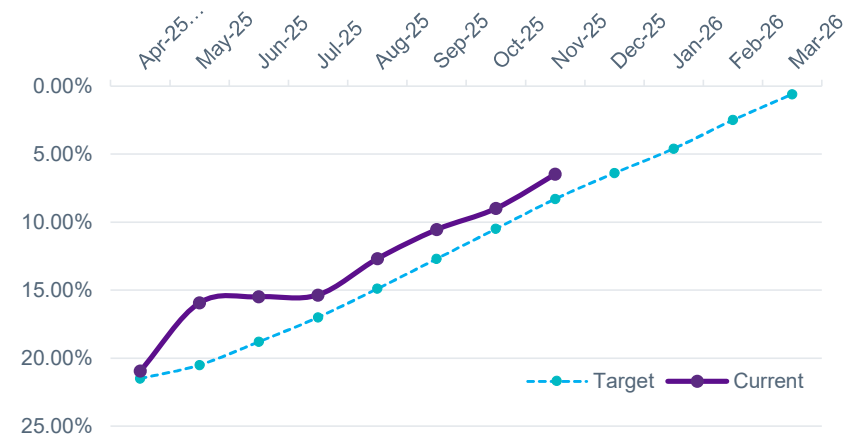
Asset Management

Significant investment to improve energy performance of our homes

- Reliable and extensive stock condition surveys:**
 - 84.1% coverage, 1,022 surveys completed YTD.
 - In-house surveys (with external validation).
 - We are aiming to have 100% of the stock surveyed within the past 5 years by the end of March 2026.
 - The programme is rolling. Approx. 900 surveys are programmed for 26-27 and will be delivered by in-house and contractor resources.
 - Ensures our investment forecasts within the plan are based off accurate data.
- Decent Homes Standard:** remain on track to meet 100% compliance and in-year performance is ahead of target at 93.5% compliance.
- Higher MRI spend:** significant MRI spend in major works budget to 2029/30, reflecting improvements to existing stock and delivery of EPC targets, resulting in pressures on key margins.
- Fully funded:** The 30-year MRI requirement is fully costed within the business plan.
- Asset management spend 30 Year Profile,** based on stock condition surveys, shows no material change: £1.9M or 0.9% over 30 years.
- Roadmap for every home:** Comprehensive portfolio review has been undertaken to identify underperforming or non-core assets for potential disposal or redevelopment. **Limited opportunities** prior to **merger decision.**



Non-Decent Homes Actual beating Target:



Damp & Mould

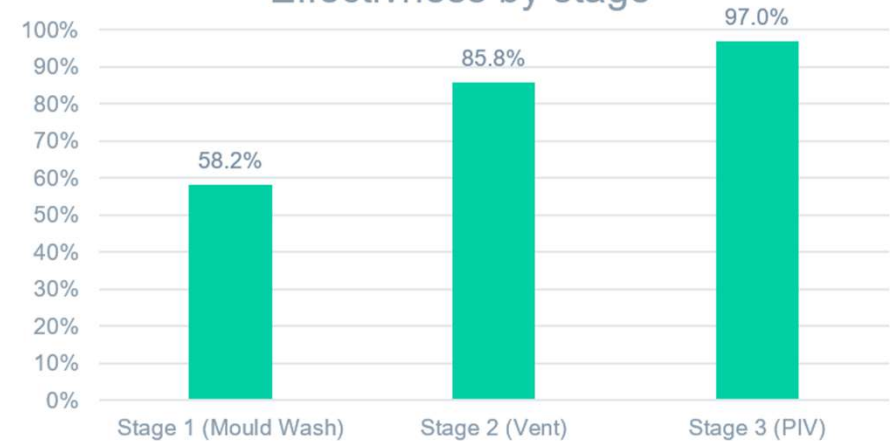
A proactive approach

- **Performance:**
 - 98.5% compliance with Awaab’s Law (Dec-25).
- **Organisation-wide:**
 - Surveyors, operatives, stock condition surveys, satisfaction surveys and colleague home visits all used to capture D&M (as well as customer reporting).
- **Scale:**
 - 1,830 homes through D&M process to date.
 - 68 cases within scope since October 25.
 - 450 to date with enhanced remedials (upgraded fans/ventilation).
 - £1.8m forecast over the next 2 years, factored into the business plan.

- **Towards a proactive approach:**
 - Dataset and repairs histories analysed to:
 - Understand risk within the portfolio at asset level.
 - Understand efficacy of remedial measures and optimal treatments.
 - In progress (54% confidence) but sufficient to support programming of proactive programme.

Address	Damp?	Archetype	Age Band	SAP Rating	Occupancy Status	Household vulnerability?	Heating Type	Roof Type	Wall Type	Loft Insulation	Non-trad?	Detailed Construction	Predicted Damp Probability	Risk Tier
10 Millbrook Close	Damp	Flat	1974-2005	81	Over Occupied	No	Storage system						93.58%	High
7 Alwin Place	Damp	Flat	Post 2005	77	Over Occupied	No	Storage system						93.44%	High
292 Micklefield Road	Damp	Flat	1974-2005	79	Over Occupied	Yes	Storage system			250mm		Traditional	93.13%	High
24 Rugwood Road	Damp	House	1945-1964	80	Normal	Yes	Radiator system	Concrete	Cavity	300mm			92.66%	High
178 Muirfield Road	Damp	Flat	1965-1974	75	Normal	No	Radiator system	Tile		100mm		Traditional	91.50%	High
24 Temple Gate	Damp	Flat	1974-2005	81	Over Occupied	No	Radiator system						91.74%	High
16 Ellesborough Close	Damp	Flat	1945-1964	74	Normal	Yes	Radiator system			270mm		Traditional	91.64%	High
6 Capell Way	Damp	House	Pre 1945	55	Over Occupied	No	Radiator system	Concrete	Cavity	200mm		Traditional	91.33%	High
74 Romilly Drive	Damp	Flat	1945-1964	75	Normal	No	Radiator system	Tile		100mm		Traditional	91.08%	High
24 Anthony Close	Damp	Flat	1945-1964	75	Normal	No	Radiator system			100mm		Traditional	91.08%	High
34 Parsonage Close	Damp	Flat	1965-1974	74	Normal	No	Radiator system			100mm		Traditional	90.55%	High
54 Beech Road	Non-Damp	Flat	1974-2005	79	Over Occupied	Yes	Radiator system						90.78%	High
5 Frogmoor Court	Non-Damp	Flat	1965-1974	74	Normal	Yes	Radiator system			270mm		Traditional	90.66%	High

Effectiveness by stage



Asset Management & Compliance

Thrive sits in the top 10% of Registered Providers

Building Safety

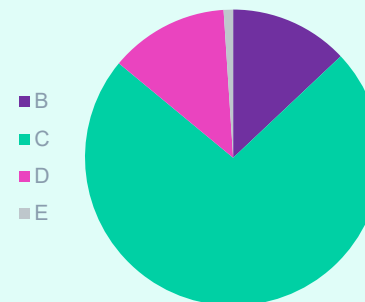
- **100%** of fire doors have been inspected as a requirement of the **Fire Safety Act**.
- **100%** of homes that require an in-date **Fire Risk Assessment** have them.
- **100%** of **fire safety** equipment inspected.
- **99.9%** of homes have an in-date **gas safety** check (three homes overdue are going through the legal process).
- **99.5%** of homes have a **valid electrical safety** certificate (all 24 overdue are either booked in or undertaking legal action).
- **100%** of communal areas have received **asbestos, lift and water safety checks**.
- Our **two buildings** over 18m are registered with the **Building Safety Regulator**.

EPC C

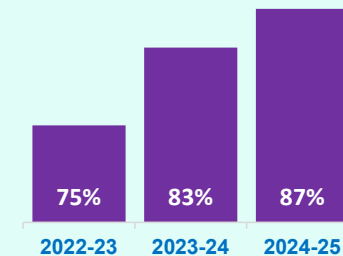
- EPC C coverage of 88.11% (Dec-25), with 560 properties remaining. We aim to **achieve EPC C by 2030**.
- **Fully funded** programme included within the business plan to 2030.
- This includes future investment and **maximising grant funding** to ensure our housing stock is improved.

EPC C Grant Funding (£'000)	2024-25	2025-26	2026-27
SHDF/Warmer Homes	687	120	385
HACT Retrofit	-	60	12
GBIS	-	310	-
Annual Total	687	490	397

EPC Ratings 2024/25



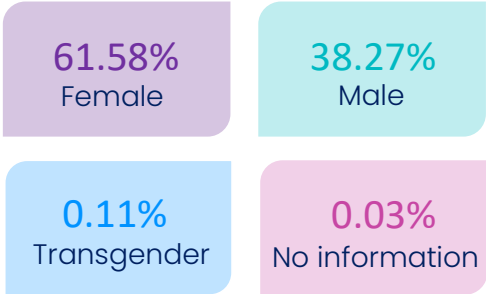
% of Homes at EPC C or Above



Who lives in our homes

Gender

99.97% of data held



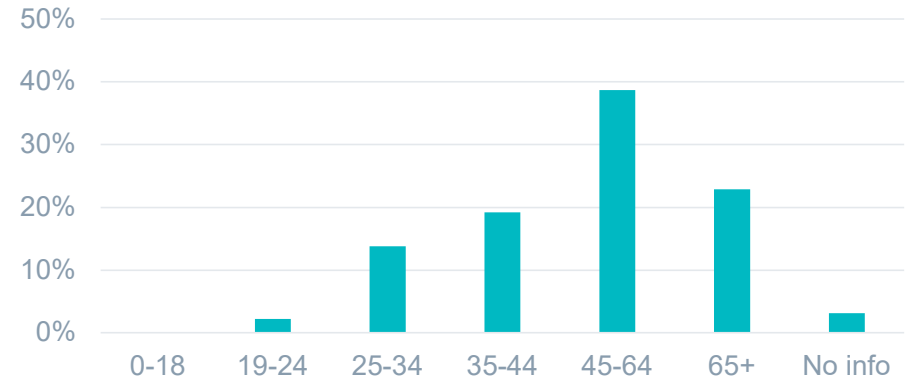
Disability

40.32% of data held

	2025
Vision Disability	0.56%
Mental Disability	2.95%
Physical Disability	5.06%
Other Disability	8.67%
No Disability	20.94%
No information	59.68%
Prefer not to say	2.15%

Age

96.85% of data held



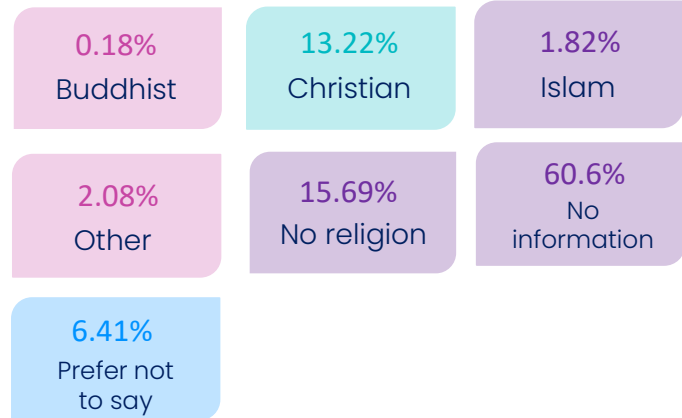
Ethnicity

68% of data held

Asian	2.88%
Black	3.54%
Mixed	1.47%
White	58.80%
No information	31.54%
Other	0.57%
Prefer not to say	1.2%

Religion

39.4% of data held



Sexual orientation

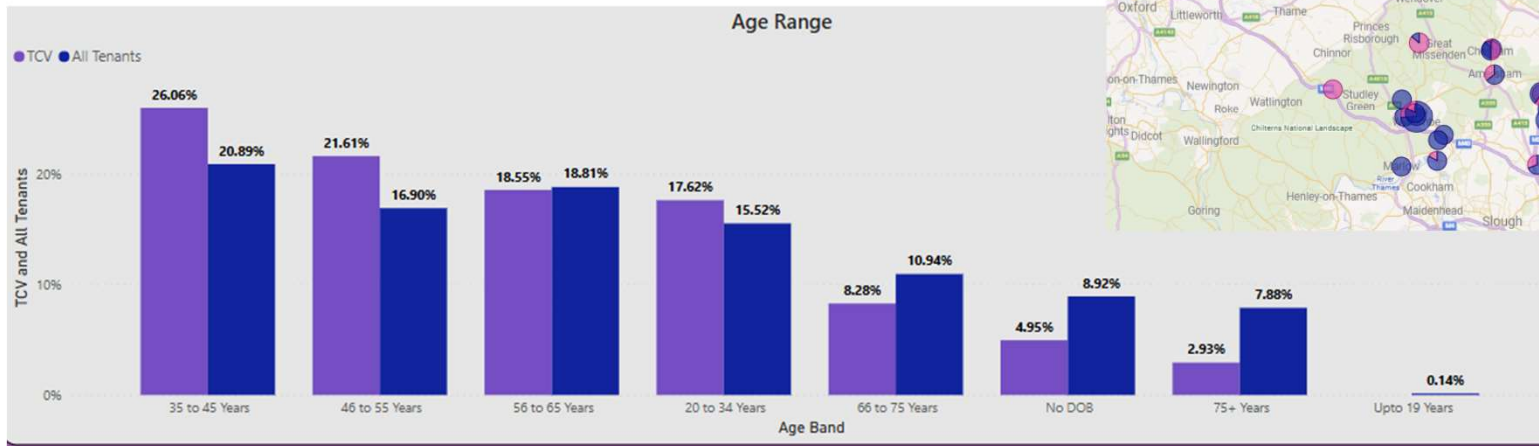
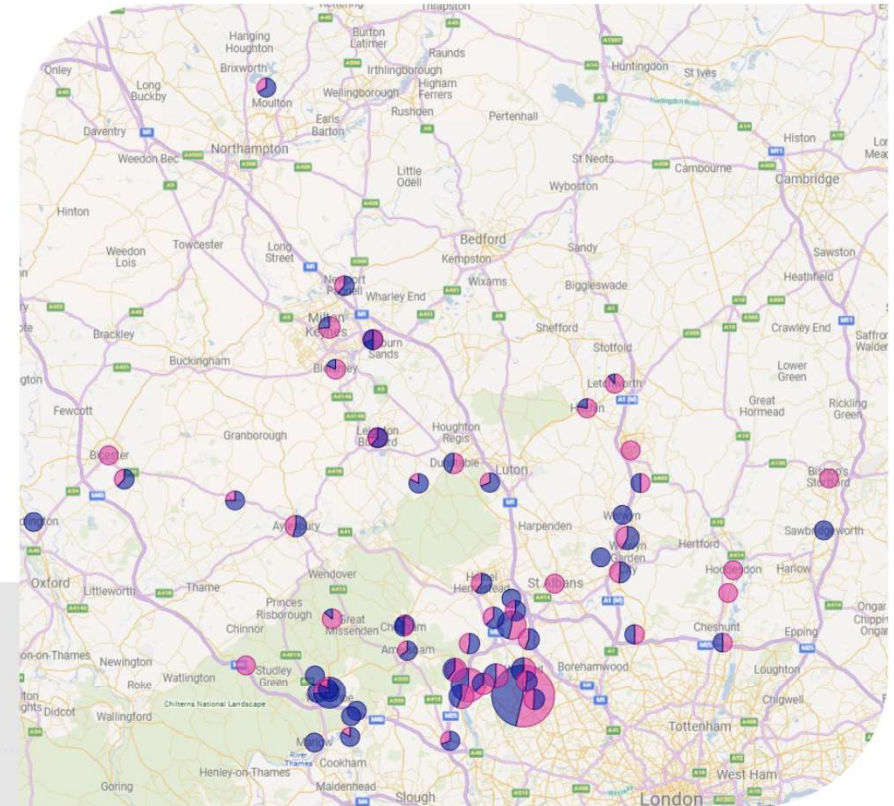
40.33% of data held

Gay or Lesbian	0.38%
Heterosexual or Straight	33.83%
Bisexual	0.29%
No information	59.67%
Other	0.29%
Prefer not to say	5.54%

*This total number of customers includes primary and joint tenants for rented and shared ownership homes

Thrive Customer Voice

- 2,648 households have at least one member signed up (total members 2997).
- 36 offline members.
- 10 activities have taken place with 346 unique customers taking part, some took part in multiple activities.
- Good diversity representation dipping slightly after 65yrs and more significantly after 75yrs.

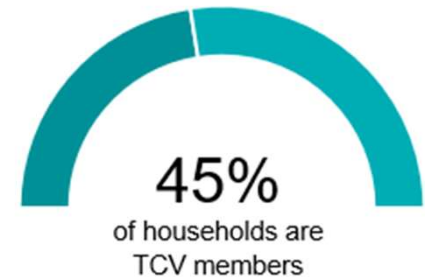


The Voice of the Customer

Working with customers to make things right

In 2024/25 members of Thrive Customer Voice (TCV) directly influenced:

- the **procurement of cleaning and grounds maintenance contracts**
- selection of the **contractor for our major door entry upgrade project**, after the project was moved forward a year as a result of customer feedback
- a review of our **neighbourhood management and downsizing policies**
- content for the **Annual Report for Tenants**
- the **recruitment of our new Chief Executive!**



Annual Tenant Satisfaction Measures (1/2)

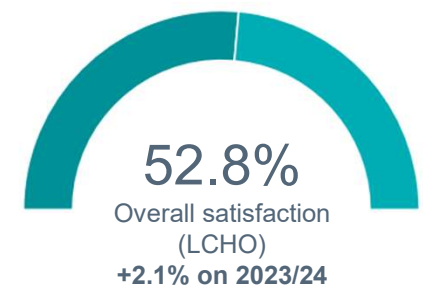
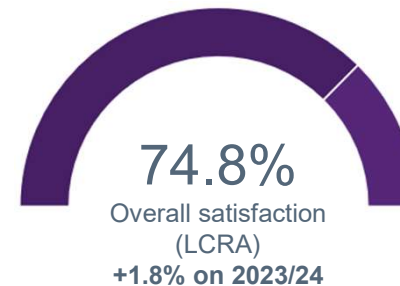
Working with customers to make things right

- Over the year we have continued to see improvements with customer satisfaction.
- Continue to have challenges around cleaning & gm, complaints and repairs.

Full results will be available to read in our

Annual TSM Report

www.thrivehomes.org.uk/TSM



Annual Tenant Satisfaction Measures (2/2)

How do you feel about...	Tenants LCRA		Homeowners LCHO	
	Mar. 2024	Mar 2025	Mar. 2024	Mar. 2025
Overall Satisfaction	73.0%	74.8%	52.8%	54.9%
Overall repairs service	71.7%	75.0%		
Time taken for repairs	67.0%	71.2%		
A home that is well maintained	70.0%	71.9%		
A home that is safe	77.0%	79.0%	74.5%	68.1%
Listens to your views and acts on them	61.9%	61.9%	42.7%	39.7%
Keeps you informed	72.8%	74.4%	64.8%	57.3%
Treats you fairly and with respect	79.6%	81.2%	71.0%	67.7%
Approach to complaints handling	37.0%	38.4%	11.7%	10.3%
Keeps communal areas clean and well maintained	61.7%	58.8%	49.0%	37.2%
Positive contribution to your neighbourhood	62.3%	64.9%	52.0%	40.9%
Approach to handling anti-social behaviour	60.0%	62.5%	40.6%	34.3%



Customer Feedback

Working with customers to make things right

At Thrive, we believe every complaint is a chance to learn and improve. In 2024/25, customer feedback has helped us make some important changes, including:

- Setting up a **central complaints team** to make sure issues are handled fairly and quickly
- **Hiring more repair engineers** – which has reduced overdue repairs and wait times by 55.5%
- Bringing in **new cleaning and maintenance contractors** to meet our communal standards across our estates.

990

Total complaints in 2024/25 (including dissatisfaction)

8

Referred to Housing Ombudsman pending determination

85%

Responded to within timeframes, including extensions (LCRA only)

38.4%

Satisfaction with complaints handling

Development

Development and Investment Strategy

Ambitious but risk managed approach across a range of delivery options

Growth

- **Multiple growth routes:** land-led development, organic growth, acquisitions, management and partnerships.
- Combination of **land-led and s106 opportunities** within the programme.
- Several landbanked sites progressing through **design and planning**; non-core sites disposed following review.

Funding

- Thrive's **landbank** gives Board the ability to both secure and control the future development programme.
- Committed development programme **fully funded** via RCF / Cash and fixed facilities.
- Consortium partner of the Accent Strategic Partnership, facilitating access to Homes England **Grant Funding**.

Risk

- Financial and planning risk reduced via **partnerships with developers**.
- Selective **engagement with 5*, financially robust partners** (e.g. Berkeley, Hill).
- **No exposure** to private sales.

Governance

- Development procedures **independently audited**, Substantial Assurance achieved with **no recommendations**.
- Tighter **approval controls** and resolution of legacy issues.
- **Employer's Requirements** subject to ongoing review and refinement.

Delivery

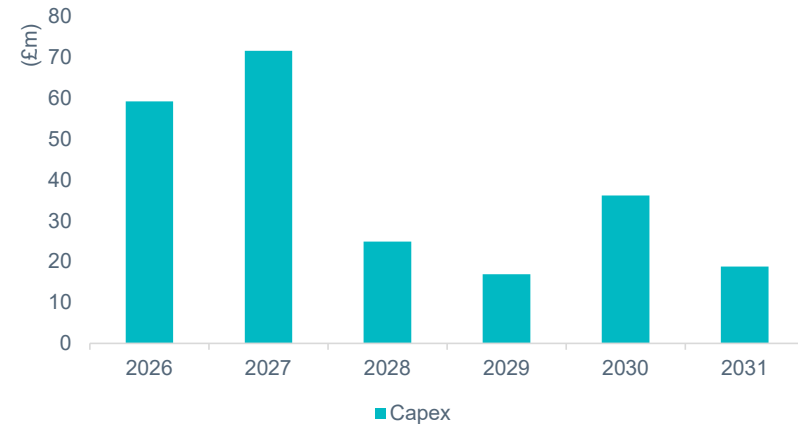
- Focused sales and branding strategy driving **strong off-plan sales**.
- **Award-winning delivery** ("Best Shared Ownership Development – Urban").
- **Successful asset disposals** following strategic review.

Development Strategy

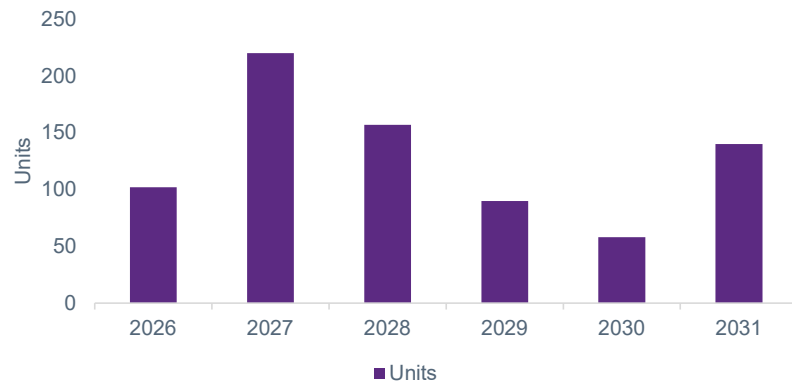
Healthy pipeline of schemes with phased delivery

- Development expenditure has reduced in FY25 due to timing, though significant spend remains in the pipeline.
- 151 units were delivered in 2024/25, with 74 units under construction at year-end, consistent with the business plan and development cycle.
- In the next five years from 2026 we forecast to:
 - Invest £210m in our development programme.
 - Deliver 767 new homes.
- Over the next three years, 72% of our development programme is committed (3yr Avg.), providing some flexibility on a major cash flow.
- Alongside use of the landbank, Thrive continues to review S106 opportunities, broader growth options, and current sector risks.

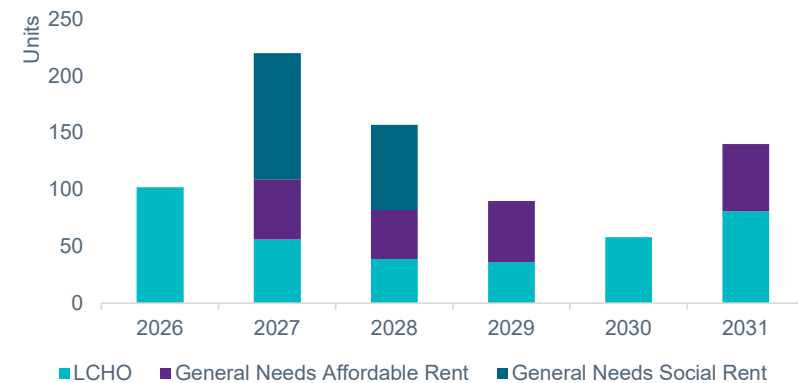
Development Pipeline - Capex



Development Pipeline - Units



Development Pipeline –Tenure Type



Sales Performance

Demand remains strong, sales and margins are in line with expectations

Abbey Barn

- Initial appraisal assumed *no* off-plan sales; however:
 - 87% reserved off-plan** ahead of Practical Completion (PC) for Phase 1.
 - 100% reserved within one month** of PC for Phase 1.
 - 100% reserved off-plan** for Phase 2 homes completing in **February**.
- Sales completions currently show **23% profit on sale**.
- First-tranche sales revenue is **on track to exceed budget**:

FTS Revenue
YTD

£8.39m

FTS Revenue
Budget

£10.38m

Forecast to
Exceed Budget by

March
2026

£9.65m

Total YTD sales revenue achieved across all schemes.

91%

Codicote reserved off-plan ahead of PC, despite no off-plan activity included in initial approvals.

204

Lyndhurst Farm registered leads, indicating strong pre-market demand – launch planned for summer.

Development Future Plans

Driving scalable growth through strategic development

Scaled, Secure & Funded Growth

- Focus on larger, high-quality schemes that provide optimum scale and long-term programme certainty.
- Prioritise grant-funded opportunities that secure delivery and affordability outcomes.
- Increase delivery through partnerships and consortiums, leveraging local authority reform.

Commercial Discipline, Value & Risk Control

- Maximise return on management time through efficient contracting and scaled delivery.
- Lock in value by fixing delivery at today's prices and assumed rates.
- Apply rigorous deal structures to minimise third-party, planning and construction risk.

Quality, Place-Making & Sustainability

- Provide a balanced mix of housing types and tenures, including regeneration schemes.
- Embed ongoing review of sustainability objectives, including carbon reduction and net zero targets.
- Build on strong, long-standing Local Authority relationships within Thrive's core operating area.

Financial Performance

Updates to Business Plan

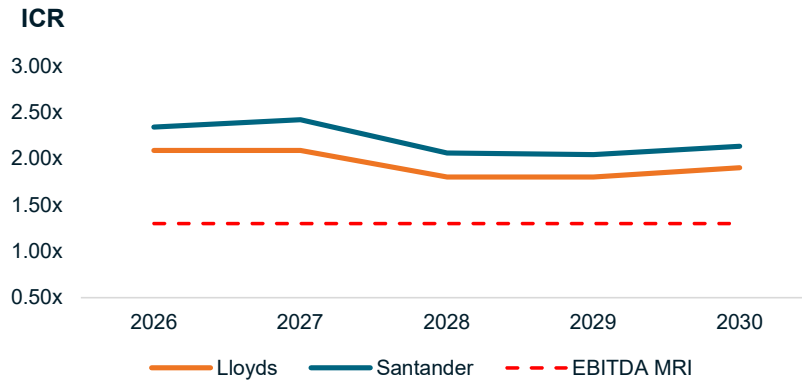
No material changes to the FY25 plan submitted to S&P for our March 2025 credit rating

- The business plan remains the same as the FY25 plan provided to S&P for the March 2025 rating.
- All **efficiencies have now been incorporated** into the individual lines from which they will be delivered.
- The key not material updates that will occur to the plan the plan are detailed in the table to the right.
- All economic assumptions are based on information from our Treasury Advisors, Centrus, and sense checked against market assumptions.
- In summary; the metrics and assumptions support the revised development program, key VFM metrics comply with all banking covenants, and the 2025 FFR is financially robust and resilient.

	High level Summary
Rental Income	<ul style="list-style-type: none">• Base plan follows Sep 24 CPI with a 1% escalator.• Other tenures (SO etc) per tenure agreement.
Development	<ul style="list-style-type: none">• Live schemes: 205 units.• Approved schemes: Lyndhurst.• Not yet contracted: 597 units.• Shared ownership conversions FY 25/26 – 10 units, with emphasis on surplus, rather than outright sales. No further thereafter.• B&Q asset disposal, surplus of £1.05m.
Sales Income	67 Shared Ownership in live schemes and potentially 392 in total specific schemes.
Efficiency Savings	£0.5m pa, with expectations these will commence from 26/27.

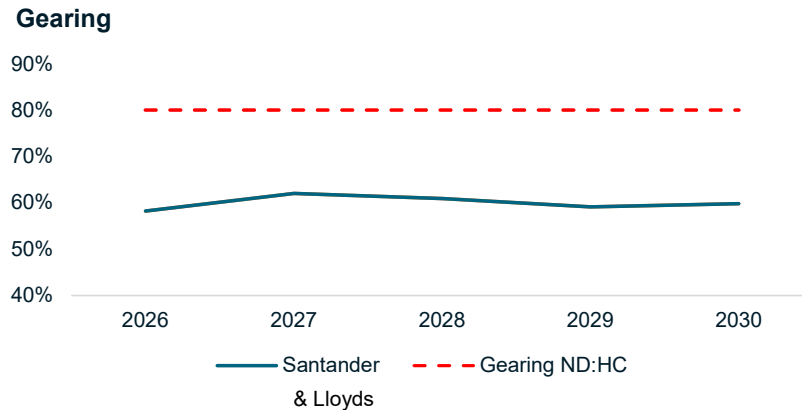
Covenant Performance

Interest cover and gearing are performing well versus covenants



Interest Cover: Strong with ample headroom

- EBITDA only interest cover covenants are aligned across both bank lenders at EBITDA 130%.
- **Thrive's position remains strong with no forecast breaches.**



Gearing: Strong with ample headroom

Both bank lenders contain a net debt to historic cost gearing covenant; at 80% (Lloyds) and 85% (Santander).

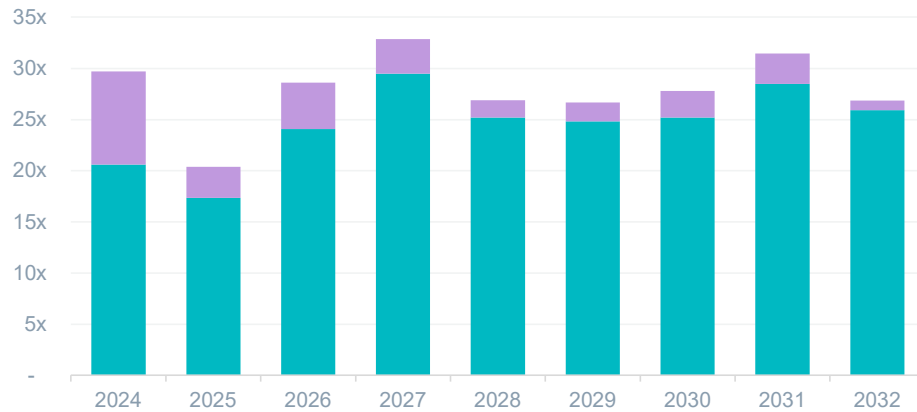
- This threshold sits above the c.65% market norm but is necessary given Thrive's low stock transfer values.
- **Thrive are not overly** geared and have previously secured approval for a favourable historic cost ratio threshold.

Business Plan Forecast

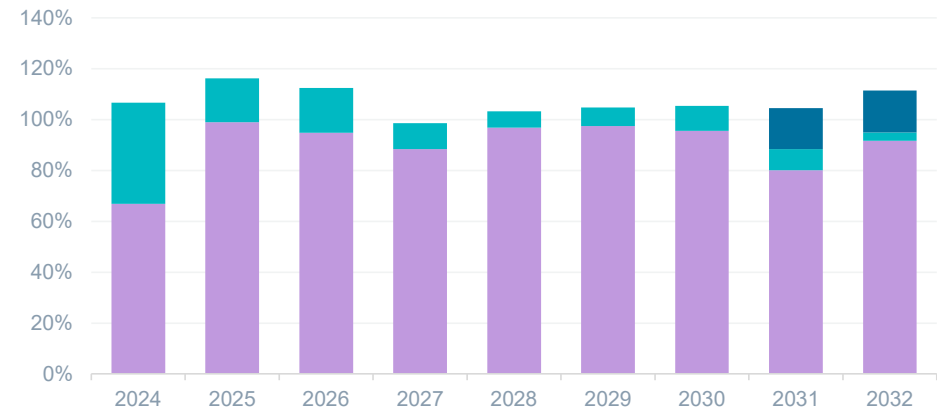
Business plan forecasts against S&P key metrics

■ Non-Sales
 ■ FTSO Included
 ■ Net 0 Excluded

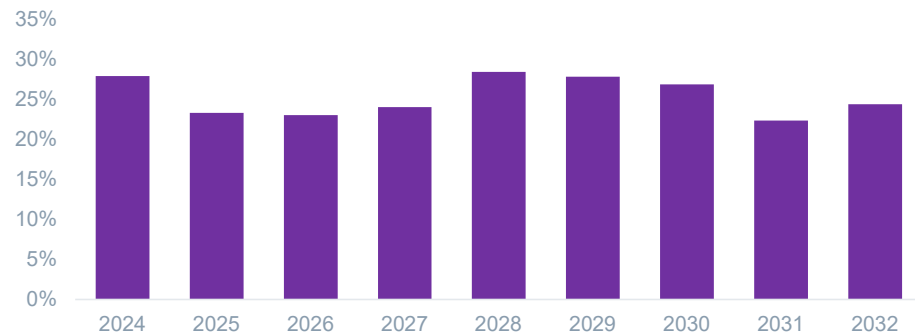
Debt to Non-Sales Adjusted EBITDA MRI



Non-Sales Adjusted EBITDA MRI to Interest



EBITDA MRI Margin



- Our business remains **highly profitable**.
- MRI based metrics have reduced in recent years due to stock investment needs, but programme is **fully costed** within the business plan.
- **Interest cover metrics once sales are included (which remain strong) remains robust.**
- **Liquidity is stable** and strong, with **good access to funding markets**, as shown by the recent RCF and Term loan negotiations.

Treasury Strategy

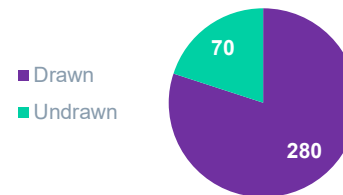
Treasury Management Strategy

Vanilla portfolio with strong characteristics

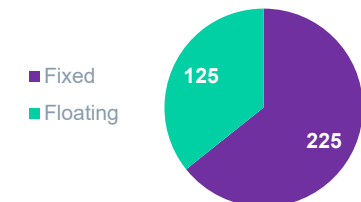
- **Simple portfolio** structure with:
 - **Low interest-rate risk** with fixed facilities
 - **Good longevity** with a WAL of 15 years, and
 - **Strong pricing** with a drawn WACC of 3.90%.
- **Successful recent fundraising** of competitively priced short-term bank debt, within the past year, showing strong access to markets and demand for our debt.
- **Well balanced portfolio:** short dated banking portfolio and low-cost longer term capital funding.
- **Covenant risk is low**, with significant headroom over EBITDA/interest.
- Ample properties available for **charging as security**: Thrive has 5,619 chargeable properties, 4,223 of which are charged to existing lenders.

Counterparty	Facility (£m)	Drawn (£m)	Margin	Fixed Rate	WAL (yr)
Lloyds – Term	25	25	0.95%	4.901%	5
Lloyds – RCF	25	0	0.95%	-	5
Santander - RCF	75	30	1.00%	-	4
Total Banks	125	55			4.6
MORhomes	25	25	-	3.590 %	12
Thrive – Initial Issue	125	125	-	4.680 %	19
Thrive – ASI	45	45	-	2.36 %	25
Thrive – PIC	30	30	-	2.23 %	25
Total DCM	225	225			20.6
Total Portfolio	350	280		3.90%	14.9

Drawn vs Undrawn £m



Fixed Floating Split £m

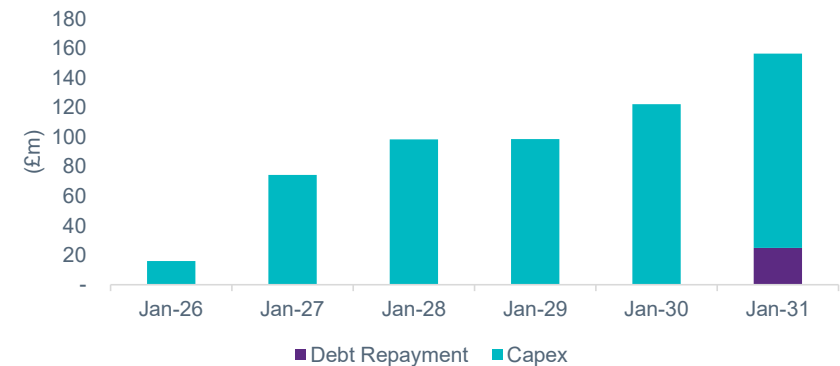


Liquidity Risk Management

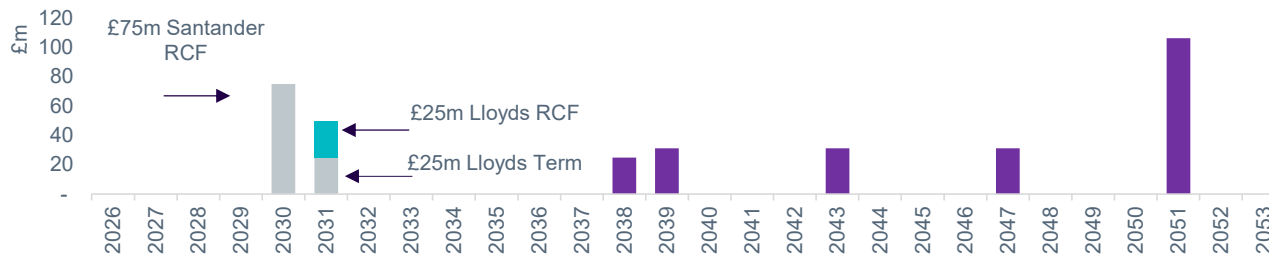
Ample liquidity to meet current committed development needs

- **Liquidity:** maintaining high levels of liquidity remains a key priority to support our development & investment programmes.
- **Committed Facilities** of £70m undrawn RCF and £21m cash balance enough to cover short term funding requirements (12 months liquidity cover ratio of 1.33x).
- **New funding requirement,** £100m of further drawn debt is forecast over the next 24 months, 83% of which relates to committed development and is covered by undrawn facilities and cash.
- **Merger Impact:** No fundraising currently underway due to ongoing merger (which will be positive to our liquidity position). However, Board approved strategy is ready to be enacted in any event the merger does not go ahead – this will ensure our strong liquidity levels are maintained.

Cummulative New Funding Requirement - Largely driven by the development programme



Existing Facility Amortisation Profile – Limited in the short term, with none until 2030



Golden Rules

Key Golden Rules are all met with ample headroom

18 months

Minimum forward cash commitment

Policy compliant until Mar-27.

£5m

Minimum cash holding

Policy met with cash and cash equivalents of £21m.

<80%

Maximum gearing

Policy met with ND:HC gearing of 64%.

60%

Minimum fixed debt

Policy met with fixed debt proportion of 93%.

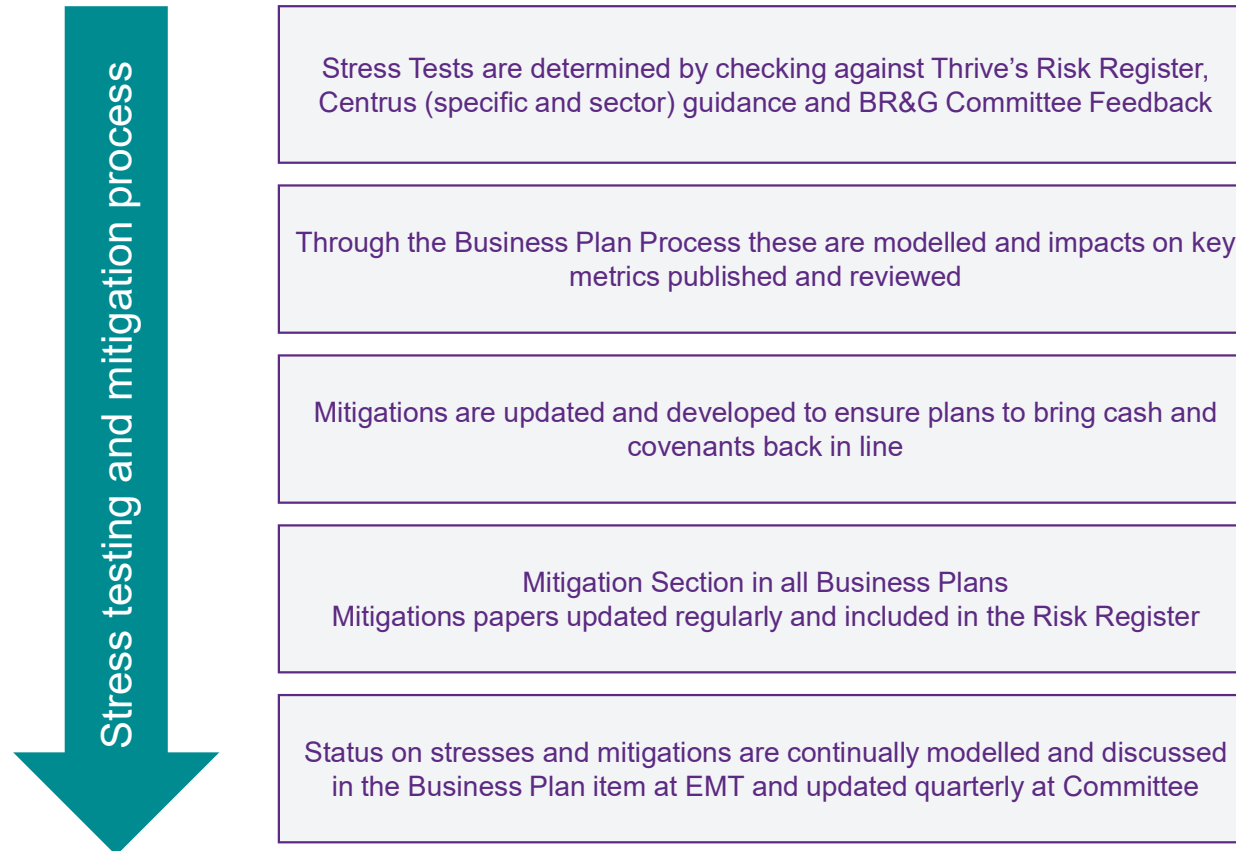
20%

Minimum margin above key banking covenants

Policy met; gearing 64% (FYE 25) and ICR 1.72x (year to 31/10/25).

Stress Testing

A consistent process completed on an annual basis by our Treasury Advisor, Centrus



Stress Testing ICR Covenant Definition

Covenant breaches under only most severe multivariant test – overall position resilient

ICR – Covenant Definition	2026	2027	2028	2029	2030	2031	2032	2033
<i>Base</i>	2.2x	2.2x	1.8x	1.8x	1.9x	2.0x	2.0x	2.0x
<i>Single Tests</i>								
S1 - Interest Rates Increase	2.2x	2.1x	1.7x	1.6x	1.6x	1.7x	1.7x	1.6x
S2 - Rental Inflation	2.2x	1.9x	1.6x	1.8x	1.8x	2.0x	2.0x	2.0x
S3 - Operational Performance (Bad Debts & Voids)	2.2x	2.1x	1.8x	1.7x	1.9x	2.0x	2.0x	2.0x
S4 - Rent Increase	2.2x	2.1x	1.7x	1.6x	1.6x	1.8x	1.8x	1.8x
S5 - Repairs, Maintenance & Build Costs	2.2x	2.1x	1.8x	1.8x	1.8x	2.0x	2.0x	2.0x
S6 - Revenue Cost Shock	2.2x	2.2x	1.8x	1.8x	1.9x	2.0x	2.0x	2.0x
S7 -Capital Cost Shock	2.2x	2.2x	1.8x	1.8x	1.8x	2.0x	2.0x	2.0x
<i>Multi - Variant Tests</i>								
Multi - Variant 1	2.2x	1.6x	1.4x	1.7x	1.9x	2.0x	2.0x	2.0x
Multi - Variant 2	2.2x	2.0x	1.7x	1.7x	1.8x	1.9x	1.9x	1.9x
Multi - Variant 3	2.2x	1.5x	1.1x	1.1x	1.0x	1.1x	1.1x	1.1x
Multi - Variant 4	2.2x	1.8x	1.5x	1.4x	1.4x	1.4x	1.4x	1.3x

1.6x> Golden Rule 1.3x> Covenant

Thrive
Homes



Project West Watford Potential Merger

Project West

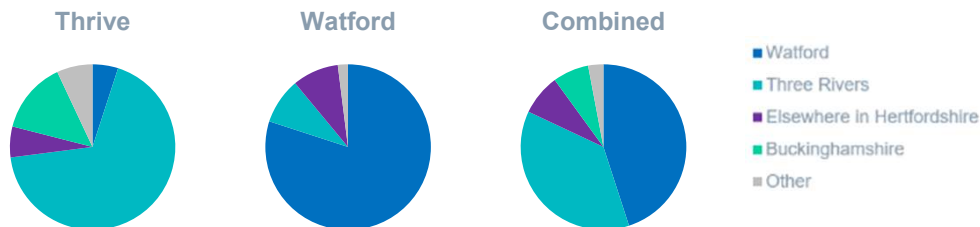
Project West Overview

Proposed merger with Watford will deliver a range of benefits

What

- **Merger of Equals:** Thrive Homes and Watford Community Housing are combining to form a stronger, unified housing provider in southwest Hertfordshire.
- **Structure:** Transaction will take the form of a Transfer of Engagements from Thrive to Watford.
- **Scale & Reach:** Together, we will manage over 13,000 homes, creating a significant regional presence.
- **Future opportunities:** Desire to see increased development over time, but merger plan not based on this at this point, no additional development or material changes to assets.

Alignment of Geographic Location of Units:



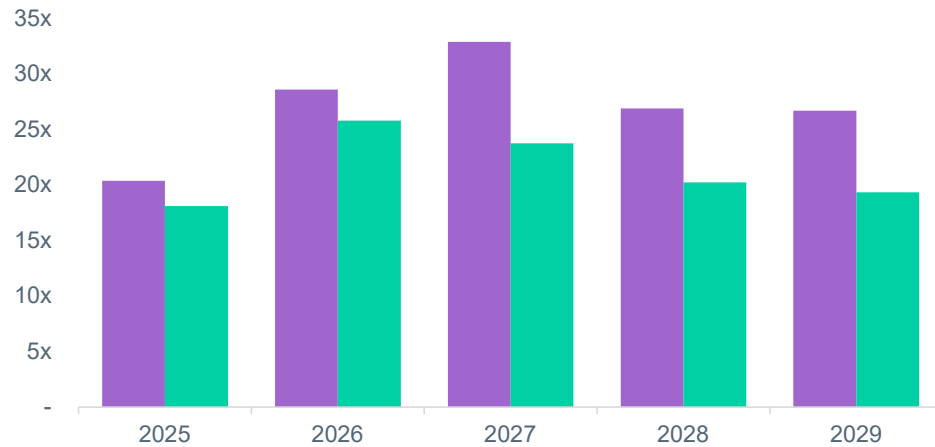
Why: benefits

- **Efficiency & Resilience:**
 - Up to £2m annual savings through shared boards, management teams, and overheads – However none are assumed within the combined plan at this stage.
 - Greater financial strength and resilience to economic and political uncertainty.
- **Better Outcomes for Residents:**
 - Enhanced community-focused services and stronger customer engagement.
 - Create a larger community gateway organisation.
- **Strategic Growth:**
 - Ability to deliver more homes and respond effectively to local government changes.
 - A consolidated voice for partnerships and funding opportunities.

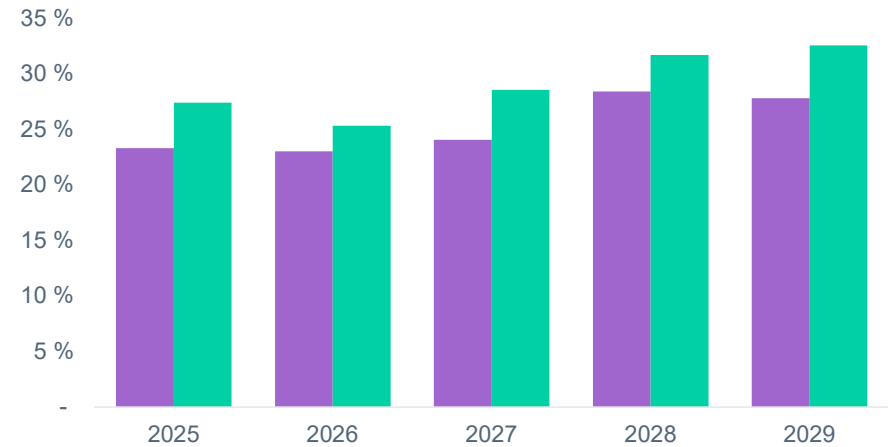
Watford Financial Performance

Merged group results in improved key metrics across the board

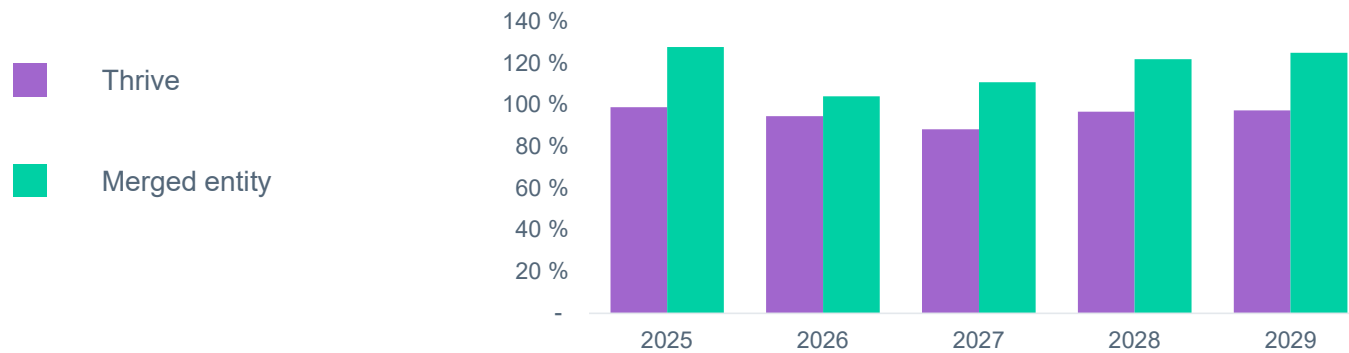
Debt to Non-Sales Adjusted EBITDA MRI



EBITDA MRI Margin

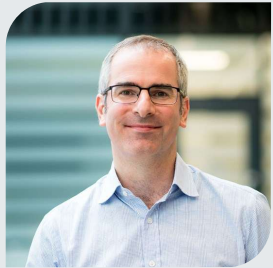


Non-Sales Adjusted EBITDA MRI to Interest



Combined Entity Executive Team

Significant combined experience in both social housing and commercial sectors



Paul Richmond
Chief Executive

Prior to joining Thrive, Paul was Deputy Chief Executive and Director of Finance & Resources at Watford Community Housing. With 20+ years in housing and insurance, he brings extensive executive and non-executive leadership experience.



Greg Whelan
Chief Financial Officer

Greg is currently Chief Financial Officer of Watford Community Housing. A qualified accountant and treasurer, Greg has 20 years' experience in the social housing sector.



James Ross
Group Director of Assets & Compliance

James is an accomplished leader with over two decades in housing and management consultancy, James applies a data-driven approach to strategic assurance.



Nick Wright
Group Director of Development

With 35 years' experience in the affordable housing sector, Nick has extensive expertise leading development teams and delivering sustainable growth in the East of England region.

Executive Director of Operations
[TBC – To be recruited in Feb-26]

Merger Summary and Timeline

Final merger decision due March; public announcement planned for April 2026

- Merger creates a **stronger, more resilient** organisation with 13,000+ homes.
- Enhances **investment capacity, customer engagement** and **service quality**.
- Strengthens **strategic influence** and supports delivery of more homes.
- Leadership structure agreed and **ready for transition**.
- If the merger does not proceed, Thrive will go to market for funding: strong track record; successful fundraise last year with competitive offers; no concerns expected.

Merger Timeline	
Date	
In progress	Initial lender responses and cosents
w/c 9 February 2026	Agreed terms
w/c 23 February 2026	Credit committee approval to be completed by
23 rd March 2026	Board decisions
w/c 23 March 2026	Completion of consent letters and any CP
April 2026	Public announcement
1 st June 2026	Transfer of engagements



Summary



Clear mission to provide quality, safe and affordable homes where people can thrive



Strong leadership and governance framework supported by highly skilled executive team



G1/V2 – with strong access to markets



Clear development strategy with a defined and deliverable pipeline



Re-investment into homes a key strategic priority & fully costed into our 30 year plan



Merger timeline on track and will provide material benefits including increased financial strength and resilience

Appendix

Business Plan Assumptions

Inflation and cost assumptions

Measure	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2037 Onwards
RPI	2.75%	2.75%	2.75%	2.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
CPI	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Rent Setting (Social & Market Rents)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
General Inflation	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Payroll Inflation	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Repairs Inflation	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%
Major Repairs Inflation	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%
Development Build & Land Inflation	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%	CPI+1%
SONIA	3.94%	3.54%	3.50%	3.48%	3.49%	3.50%	3.64%	3.72%	3.85%	3.95%	4.09%	4.00%
Floating Rate New Debt Margin on Sonia	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%