# Southern Housing

AUGUST 2026

SOUTHERN HOUSING

CREATING
COMMUNITIES
**TOGETHER**

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# Contents

SOUTHERN HOUSING

# 1 Highlights

# Key Credit Highlights

Operating margin social housing
**22%**
(2024/25 16%)

EBITDA MRI Interest Cover Golden Rule
**48%**
(2024/25 28%)

Properties EPC C or better
**77%**
(2024/25 75%)

New homes completed
**937**
(2024/25 807)

On track towards our target of **100%** EBITDA MRI Interest Cover Golden Rule by 2029

Efficiencies delivered
**£14m**
(2022 - 2025 £11m)

Debt repayable in next 5yrs
**24%**
(2024/25 21%)

Surplus after interest
**£16m**
(2024/25 £10m)

Undrawn committed funding
**£539m**
(2024/25 £592m)

Capital commitments
**£220m**
(2024/25 £343m)

*Note: Figures are shown on a Group basis as at 31 March 2026 throughout the presentation unless otherwise stated*

# 2 Overview

# Strategic plan 2026-30 Reliable Repairs

*Delivering a repairs service residents can trust*

SOUTHERN HOUSING

RELIABLE REPAIRS

To deliver a repairs service that is highly rated by our residents and efficiently delivered by Southern Housing and our contractors. Our repairs process will be smoother and more responsive to residents' needs, with more repairs right first time.

**5%**
Repairs work in progress (over 90 days)
By 2028/29

**95%**
Satisfied with last repair completed
By 2028/29

**ZERO**
HRBs with outstanding external wall remediations
By 2028/29

**75%**
Satisfied with repairs service over the last 12 months
By 2028/29

**MORE**
Repairs fixed first time

**100%**
Homes meeting Decent Homes Standard

**100%**
Homes with EPC Band C
By 2039

# Strategic plan 2026-30 Professional Services

*Providing smooth, responsive and resident-focused services*

SOUTHERN HOUSING

PROFESSIONAL SERVICES

To provide smooth, professional and responsive services to residents, from initial letting through service charges, tenancy matters, rents, estate management and wider communication. Our services will be easier for residents to navigate. Residents will be able to access information about their properties, and our improved communication will ensure residents are kept up to date and fully informed

**C1**

Achieve the top Grading at our next regulatory inspection

**71%**
Satisfied with overall service LCRA
By 2028/29

**37%**
Satisfied with overall service LCHO
By 2028/29

**FEWER**
Stage 1 Complaints upheld

**77%**
Satisfied that we do what we say we will do
By 2028/29

**MORE**
Colleagues satisfied overall with Southern Housing as an employer

**FEWER**
Complaints escalated to the Ombudsman

# Strategic plan 2026-30 Efficient Business

*Building financial strength to invest in homes and services*

SOUTHERN HOUSING

EFFICIENT BUSINESS

To be an efficient and high-performing organisation which is resilient, confidently able to deliver for residents and which builds capacity for investment into new social homes to help more people in the future

**LOWER**
Social Housing Management Cost Per Unit

**100%**
EBITDA-MRI Cash Interest Cover (excluding sales)
By 2029

**LOWER**
Void rent loss

**£30m** Efficiency Target delivered
By 2029

**LESS**
Rent arrears

**MORE**
Build handovers

**MORE**
Sales income

# Executive Team

**Paul Hackett CBE**
Chief Executive

**Tom Paul**
Chief Financial Officer

**Richard White**
Executive Director of Development

**Karin Stockerl**
Executive Director for Assets Management & Sustainability

**Troy Francis**
Executive Director of Operations

# Board Members

**Trudi Elliott CBE**
Board Chair

**Janet Collier**
Board Vice Chair

**Paul Hackett CBE**
Chief Executive of Southern Housing

**Geanna Bray**
Resident Experience Committee Vice Chair
Remuneration & Nominations Committee Chair

**Damien Règent**
Audit & Risk Committee Chair

**Mark Everard**
Asset Management Committee Chair

**Alex Ashby**
Treasury Committee Chair

**Robert Clark**
Development Committee Chair

**Billy Brown**
**Resident Member**
Resident Experience Committee Chair

**Daisy Armstrong**
**Resident Member**

**Phil Blume**
**Resident Member**

**Ian Wilson**
**Resident Member**

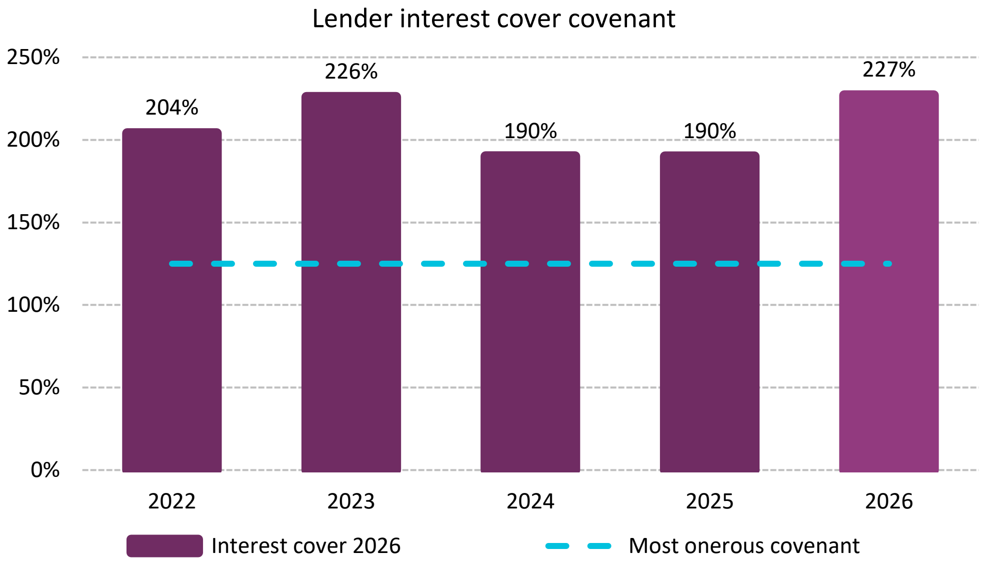
# Tenant Satisfaction Measures

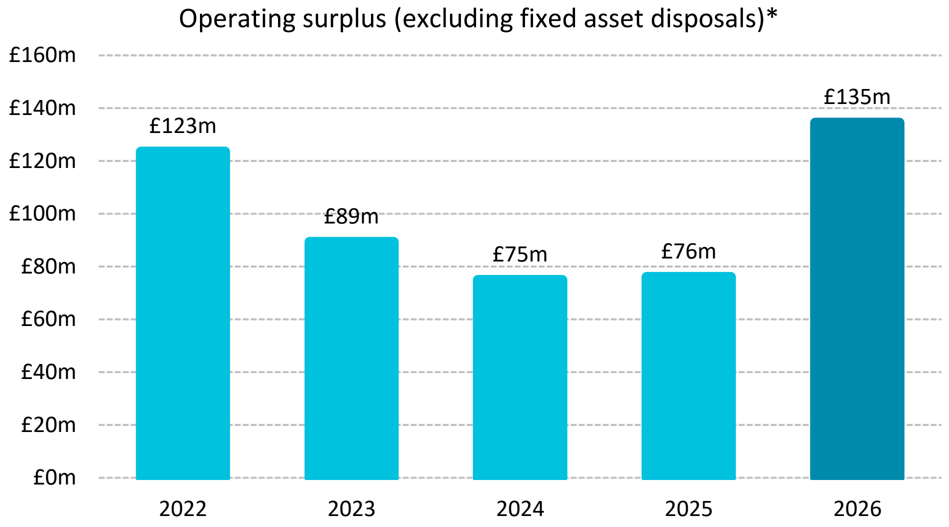
| Results 2025-26 - Rented | Southern | G15 Housing Associations | | | | | | | | | | Non-G15 Housing Associations | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Overall satisfaction | 67% | 60% | 66% | 68% | 66% | 57% | **70%** | 53% | 59% | 68% | 65% | 63% | 45% | 73% | 84% | 70% | 73% | **84%** | 71% |
| Satisfaction with repairs | 67% | 62% | 66% | 71% | 71% | 66% | 73% | 58% | 64% | **73%** | 70% | 65% | 51% | 70% | 78% | 73% | 78% | **86%** | 71% |
| Satisfaction with time taken to complete most recent repair | 64% | 59% | 65% | 70% | **72%** | 60% | 70% | 57% | 61% | 70% | 63% | 58% | 44% | 66% | 73% | 68% | 77% | **79%** | 69% |
| Satisfaction that the home is well maintained | **74%** | 65% | 63% | 71% | 69% | 61% | 71% | 57% | 63% | 69% | 68% | 65% | 45% | 73% | 83% | 71% | 74% | **87%** | 75% |
| Satisfaction that the home is safe | **80%** | 69% | 73% | 76% | 73% | 68% | 77% | 66% | 70% | 74% | 77% | 73% | 54% | 87% | 91% | 80% | 79% | **92%** | 81% |
| Satisfaction that we listen to tenant views and act upon them | 63% | 53% | 60% | 61% | **67%** | 48% | 58% | 47% | 51% | 59% | 56% | 54% | 37% | 66% | 79% | 60% | 65% | **73%** | 64% |
| Satisfaction that we keep residents informed about things that matter to them | **80%** | 64% | 69% | 72% | 71% | 58% | 68% | 62% | 69% | 69% | 72% | 63% | 44% | 73% | 83% | 69% | 73% | **88%** | 76% |
| Agreement that we treat residents fairly and with respect | **82%** | 69% | 75% | 76% | 74% | 71% | 77% | 64% | 68% | 74% | 75% | 75% | 53% | 80% | **92%** | 76% | 79% | 87% | 81% |
| Satisfaction with our approach to handling complaints | 35% | 32% | 26% | 33% | 34% | 28% | **41%** | 26% | 26% | 34% | 30% | 30% | 16% | 31% | 40% | 40% | 37% | **43%** | 36% |
| Satisfaction that we keep communal areas clean and well maintained | 71% | 65% | 61% | 70% | 63% | 60% | **72%** | 56% | 65% | 63% | 64% | 70% | 49% | 50% | 74% | 64% | 69% | **90%** | 64% |
| Satisfaction that we make a positive contribution to neighbourhoods | **76%** | 58% | 63% | 66% | 59% | 52% | 65% | 55% | 62% | 60% | 63% | 58% | 36% | 44% | 78% | 62% | 68% | **84%** | 70% |
| Satisfaction with our approach to handling anti-social behaviour | **62%** | 57% | 59% | 63% | 60% | 53% | 57% | 57% | 56% | 58% | 54% | 57% | 39% | 37% | 70% | 58% | 57% | **75%** | 62% |

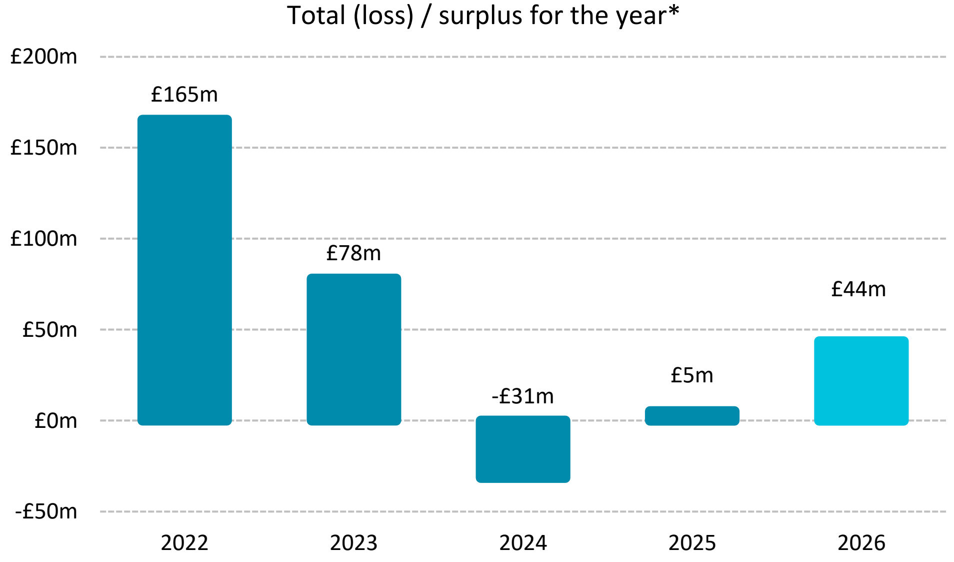
*31 March 2026 results as published by Housing Associations at 17 August 2026*

# 3 Financial Performance

# Income & Expenditure




To improve our financial performance we've:

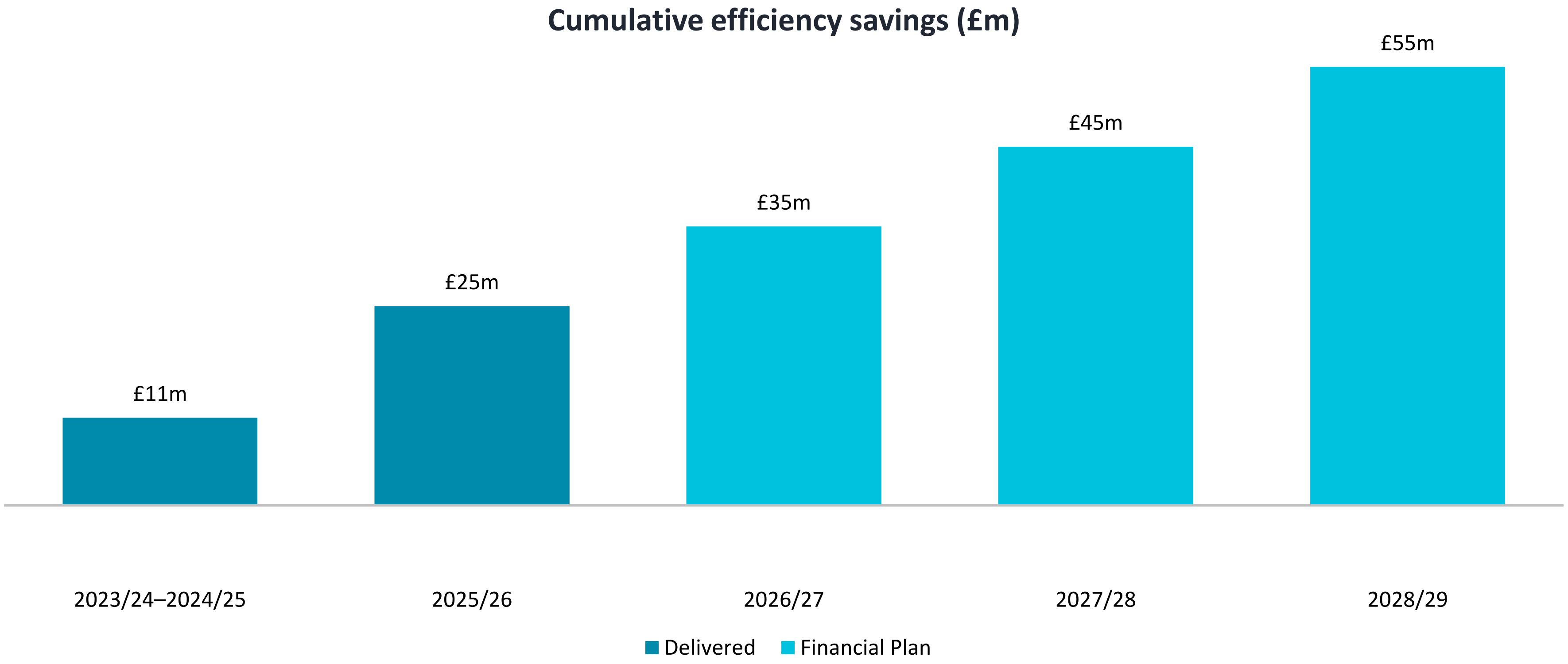
- Paused new developments
- Delivered efficiency savings
- Strengthened our asset disposal programme

These combined have improved our financial metrics

*prior to building safety

# Efficiencies

*£25m delivered to date; a further £30m Board-approved programme is embedded in our Financial Plan*




£25m efficiencies delivered since merger, Including £14m delivered during 2025/26. With a further £30m board approved over the next three years

*Southern unaudited internal management information as at 31 March 2026*

# Cost per unit – management & other costs

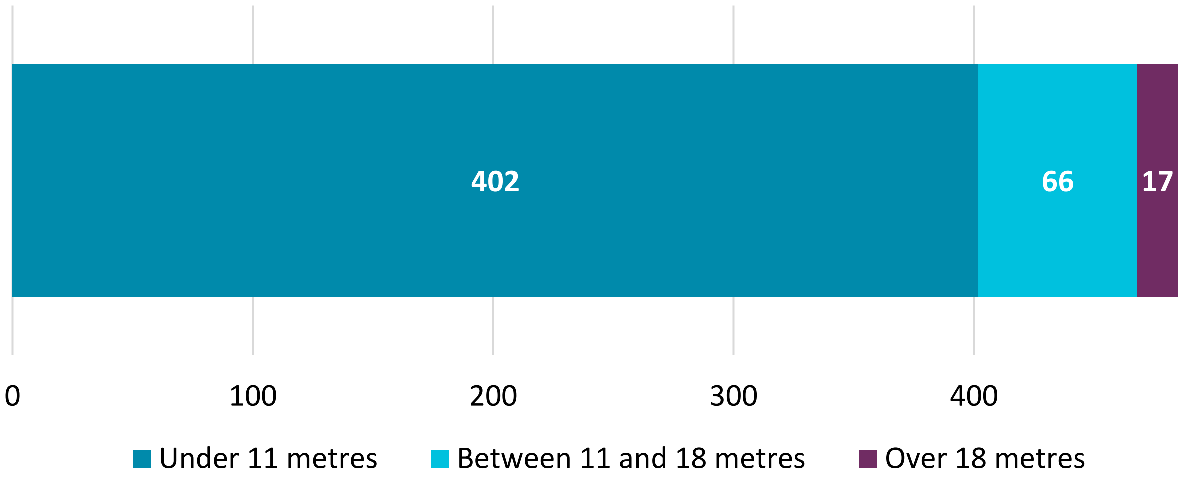
# Cost per unit – property costs

# 4 Asset Management

# Building Safety

*A managed programme with low overall risk*

Blocks requiring remediation




Most remaining remediation relates to lower-rise buildings, with high-risk buildings already progressing through targeted remediation

**Progress to date**

- 65 buildings fully remediated
- 18 buildings currently in remediation, of which 12 are 11-18m and 6 are under 11m
- Targeted programme prioritised by risk
- All works fully funded in our Financial Plan

Remediation complete
**65**

Remediation in progress
**18**

*Southern unaudited internal management information as at 31 March 2026*

# Building Safety

*2029 Target | 2025/26 £48.7m Fire Safety Provision*

### Our Building Safety Plan

We've committed, through the Government's Remediation Acceleration Plan, to:

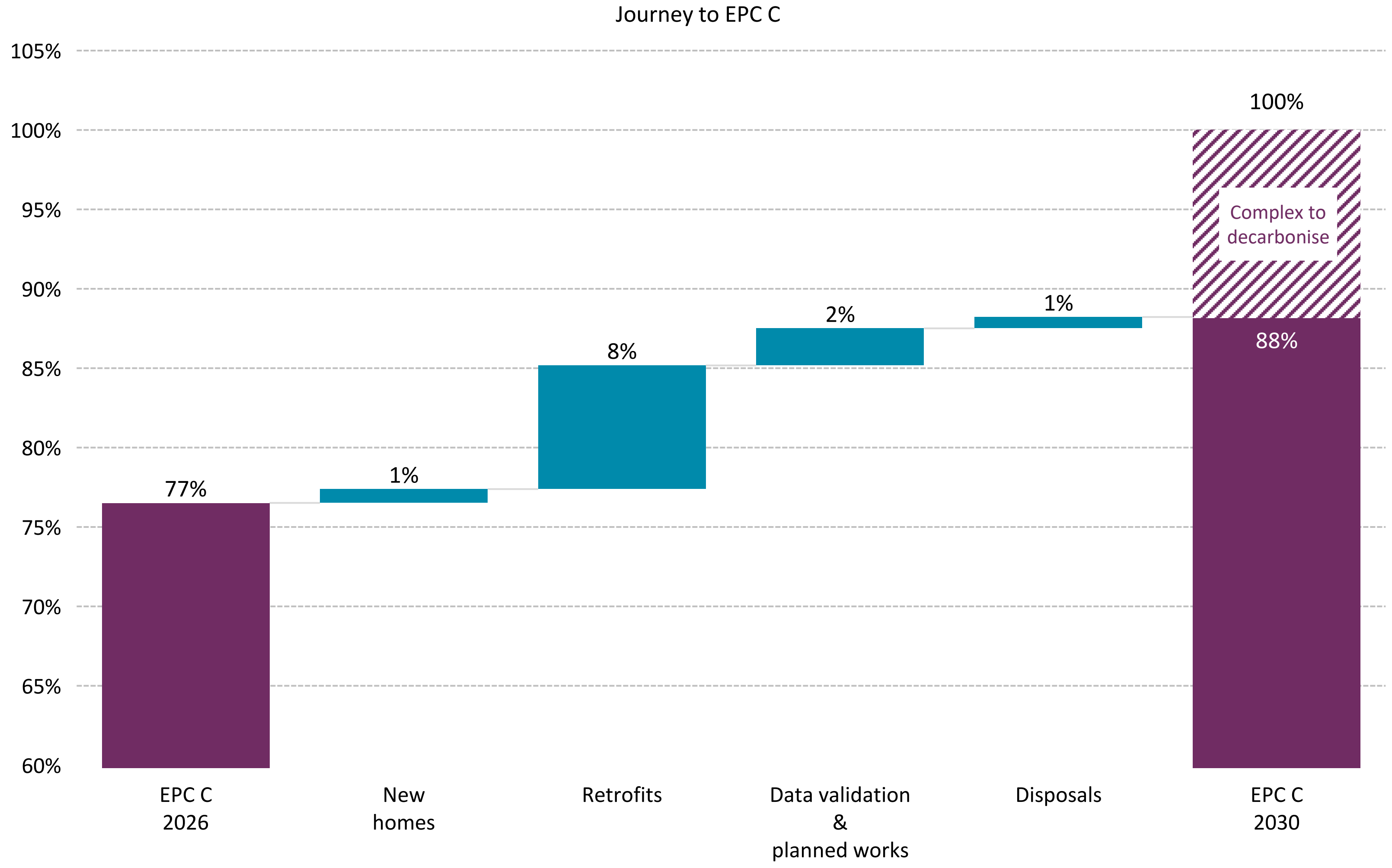
- Remediate all buildings over 18 metres by 2029.
- Complete, or have clear remediation plans in place for all buildings over 11 metres by 2029

Our survey programme is on track to complete in 2026/27

### Fire Safety Provision

- Provision recognised in **2025/26: £48.7m**
- This is a **non-cash accounting provision** made under FRS 102.
- The provision reflects future fire safety revenue works where homes are over 11m and there is sufficient certainty over the costs relating to:
  - Shared ownership homes
  - Leaseholder homes
- Our commitment to the Remediation Acceleration Plan created a **Constructive Obligation** under the accounting standard, requiring recognition of the expected future costs
- The provision will unwind in the coming years as fire safety works are undertaken

# Decarbonisation & Sustainability




**Complex to decarbonise includes:**

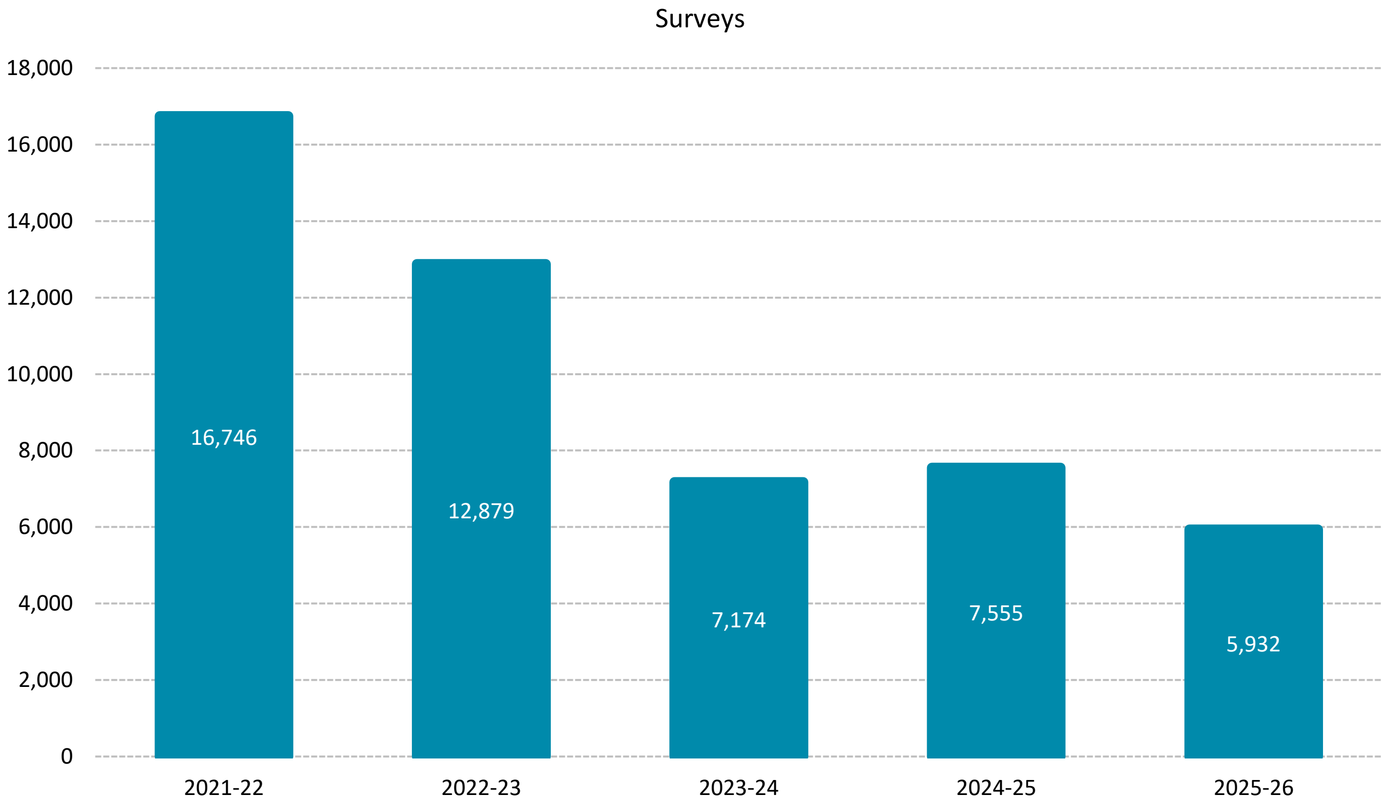
- £10,000 spend cap exemptions
- Conservation areas & listed buildings
- High rises
- Blocks with Leaseholders
- Access challenges with residents
- Devaluation – where measures would significantly reduce the value of a property
- Health and building safety risks from retrofit measures
- Technical infeasibility



*Southern unaudited internal management information as at 31 March 2026, subject to change as EPC regulation is confirmed*

# Stock condition surveys

*85% of our stock has been surveyed in the last 5 years*




| Assurance Level | Homes | % |
|---|---|---|
| Level 1 – Surveyed in last 5yrs | 51,066 | 84% |
| Level 2 – partial survey or surveyed 5-10yrs ago | 9,891 | 16% |
| Level 3 – Unable to access homes | 91 | 0% |
| Total | 61,048 | 100% |

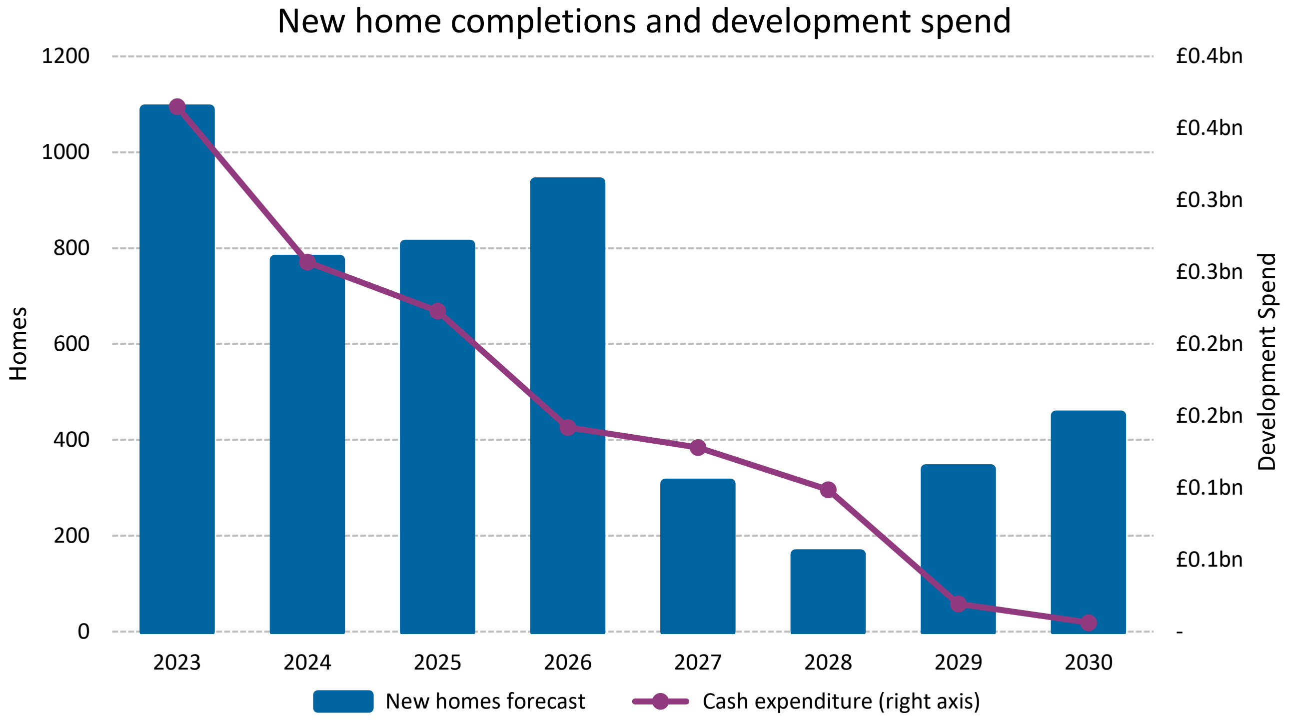
Homes meeting Decent Homes Standard
2025/26 **99.6%**
(2024/25: 99.6%)

*Southern unaudited internal management information as at 31 March 2026*

SOUTHERN HOUSING

# 5 Development, Sales & Asset Disposals

# Building out our existing development programme




We've submitted a bid to the Greater London Authority's Social and Affordable Homes Programme 2026-36

We're progressing long term regeneration of the Four Courts, 1960s-era tower blocks with 400 rented homes in Hastings which came to us through a transfer from the Local Authority in the 1990s. We anticipate submitting planning later this year to re-home residents, demolish, and rebuild 500+ new rented social housing homes

New homes started **39** (2024/25 127)

New homes completed **937** (2024/25 807)

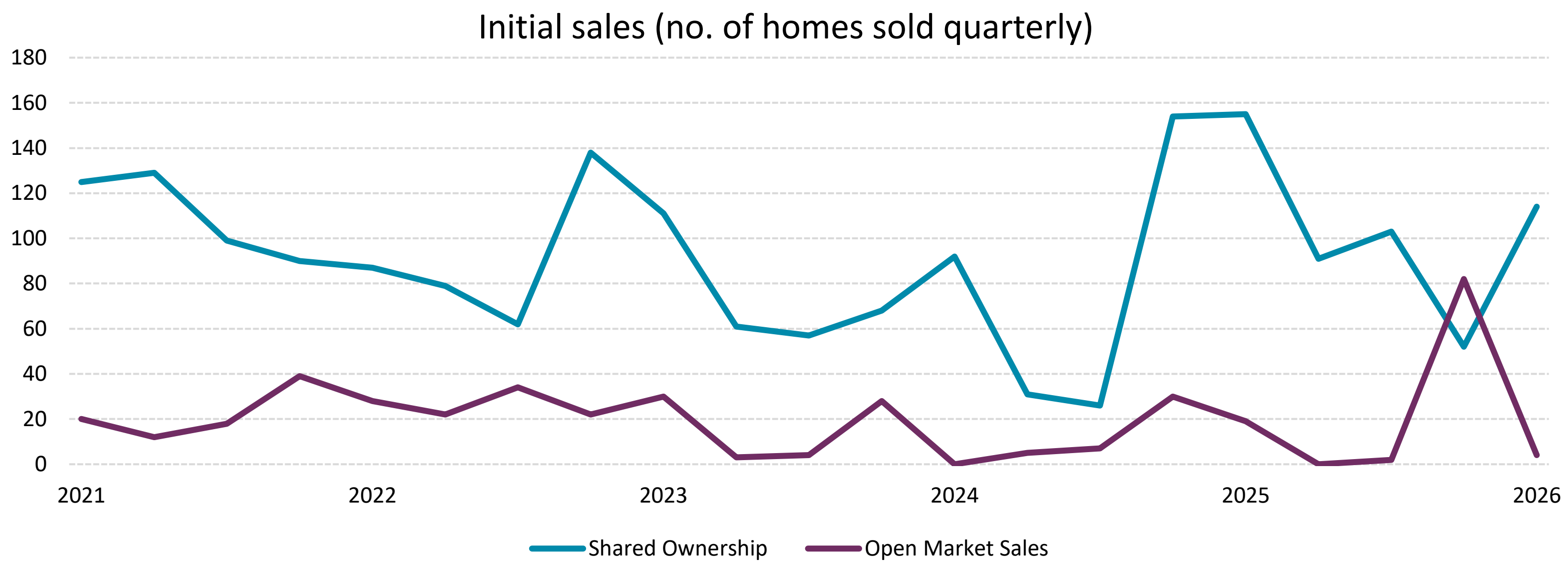
Homes in development programme **1,746** (2024/25 2,609)

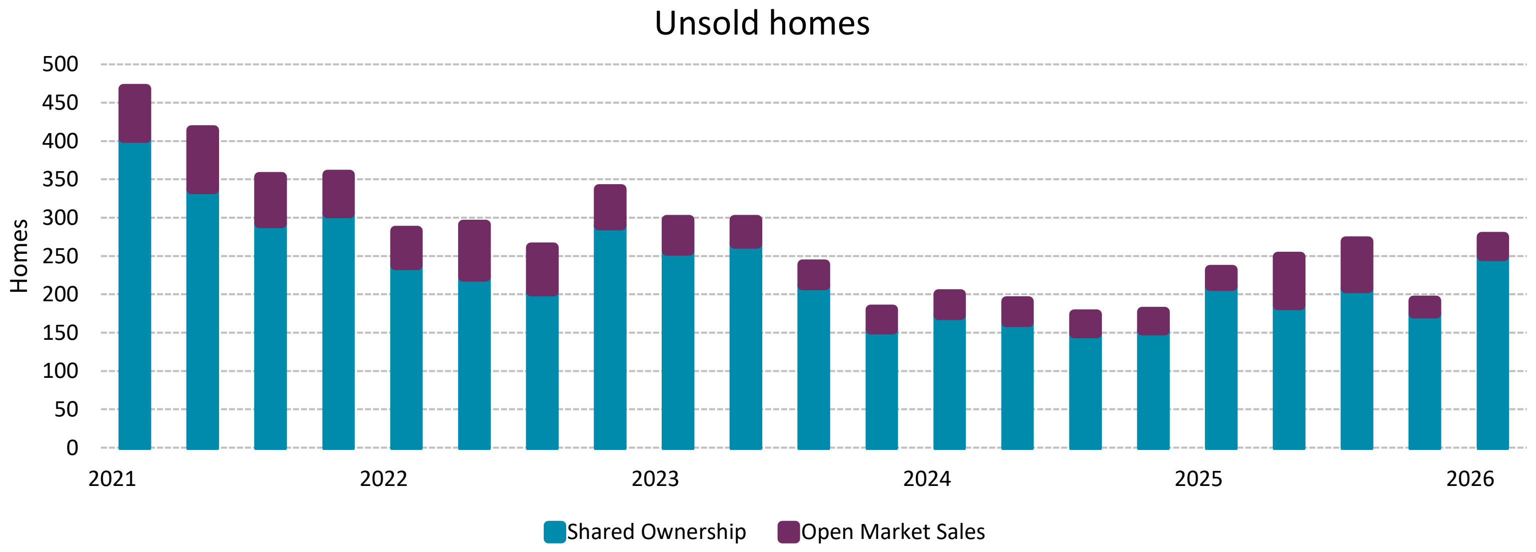
Committed spend in programme* **£220m** (2024/25 £343m)

**More information available in note 29 of our financial statements*

*Estimates and projections reflect various assumptions concerning anticipated results and have been included solely for illustrative purposes. No representations are made as to the accuracy of such statements, estimates or projections*

# Sales Performance




Unsold Market Sale homes year end
**25**

Unsold Shared Ownership homes year end
**250**

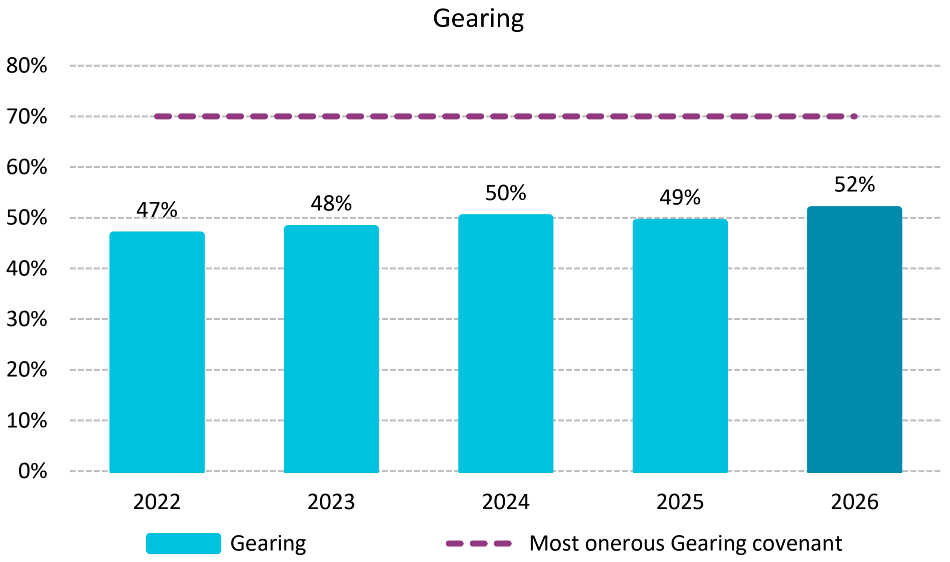
*Southern unaudited internal management information as at 31 March 2026*

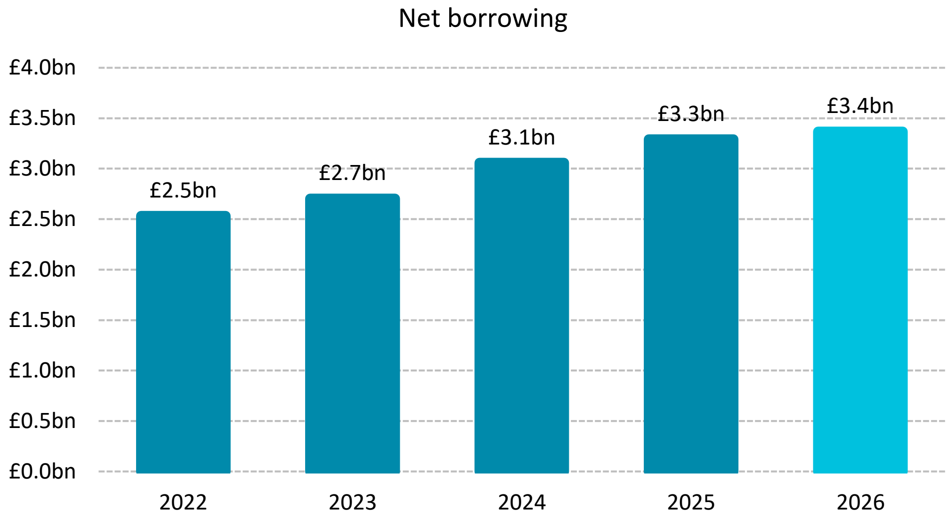
# 6

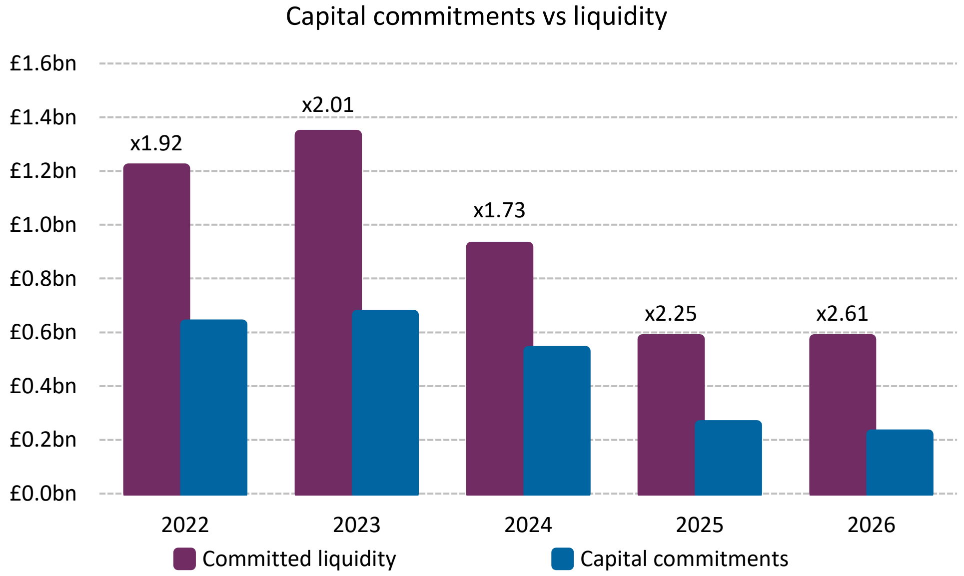
# Funding & Stress Testing

SOUTHERN HOUSING

# Balance sheet




Total debt
**£3,405m**
(2024/25
£3,375m)

Housing assets at cost
**£6,387m**
(2024/25
£6,235m)

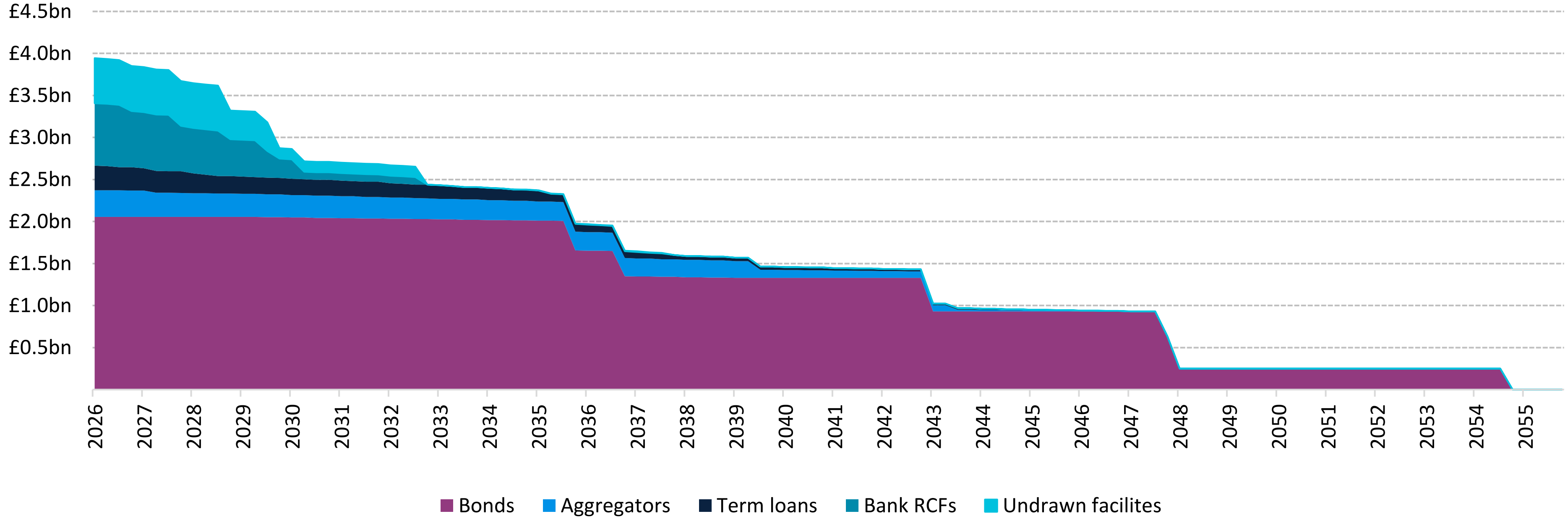
# Portfolio Overview

Debt repayable in next 5yrs **24%** (2024/25 21%)

Average interest rate **4.18%** (2024/25 4.21%)

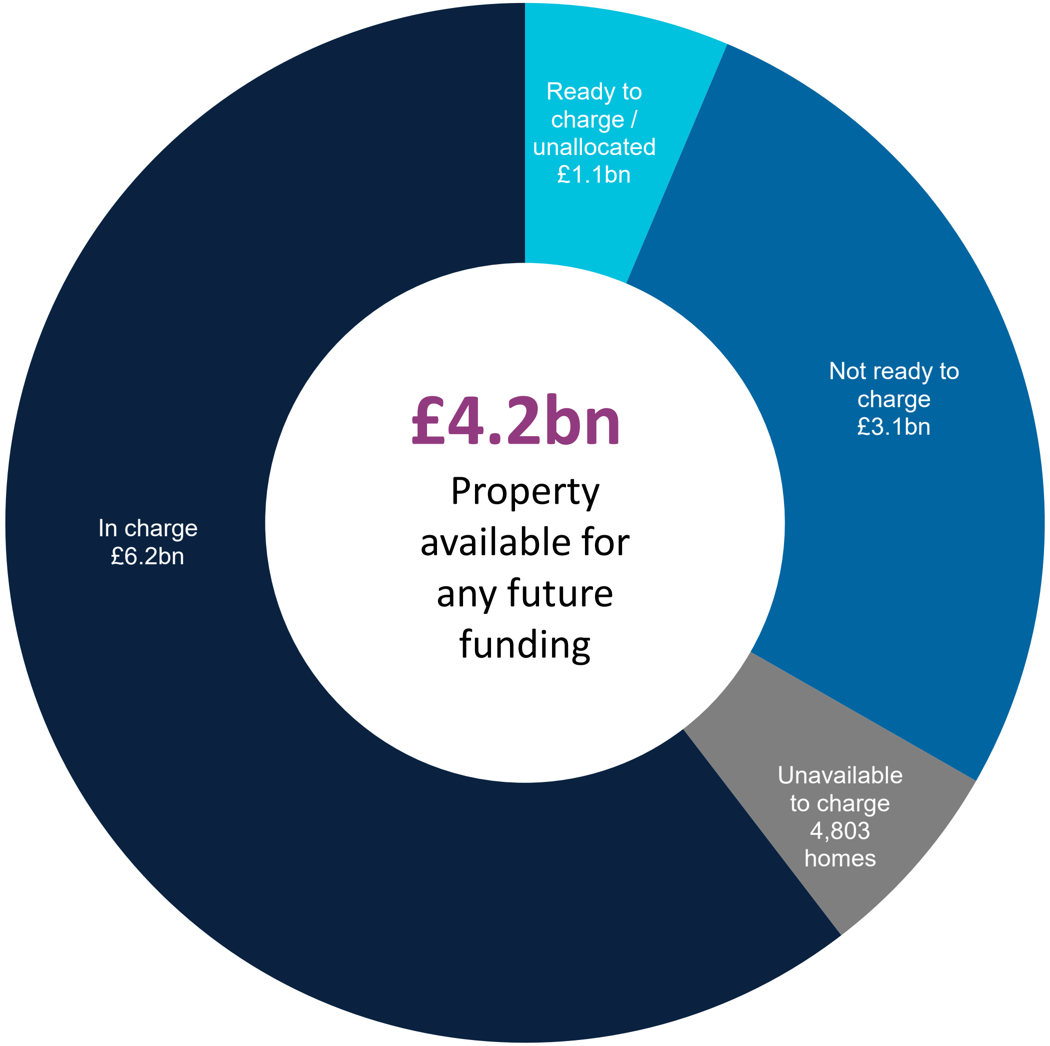
Undrawn committed funding **£539m** (2024/25 £592m)

Drawn debt maturity profile




*As at 31 March 2026*

# Property Charging




*As at 31 March 2026*

# 7 Concluding Remarks

# Summary

SOUTHERN HOUSING

Sustained improvement in underlying financial performance

We prioritised resident satisfaction and have seen improvement in our results

Our new strategic plan will ensure our efficiencies and direction of travel continue to strengthen

Robust stress testing and risk management

Addressing the challenges of building safety, decarbonisation, and stock condition

Strong balance sheet and significant liquidity cover in place