



Investor Update

24 February 2025

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Group Snapshot and Integration

A reminder of Riverside



>**140,000** customers served across over **170** local authorities in the UK



Top 10 Registered Provider by number of social housing units managed



>**1,475** new homes built in FY24; strategic partner for Homes England & GLA



Significant progress made with the **integration of One Housing Group**



Business underpinned by **traditional social housing activities** and supported by a **well-defined regulatory framework**



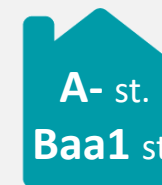
Homes Owned
and Managed

FY24 Turnover



FY24 Operating
Surplus

Assets

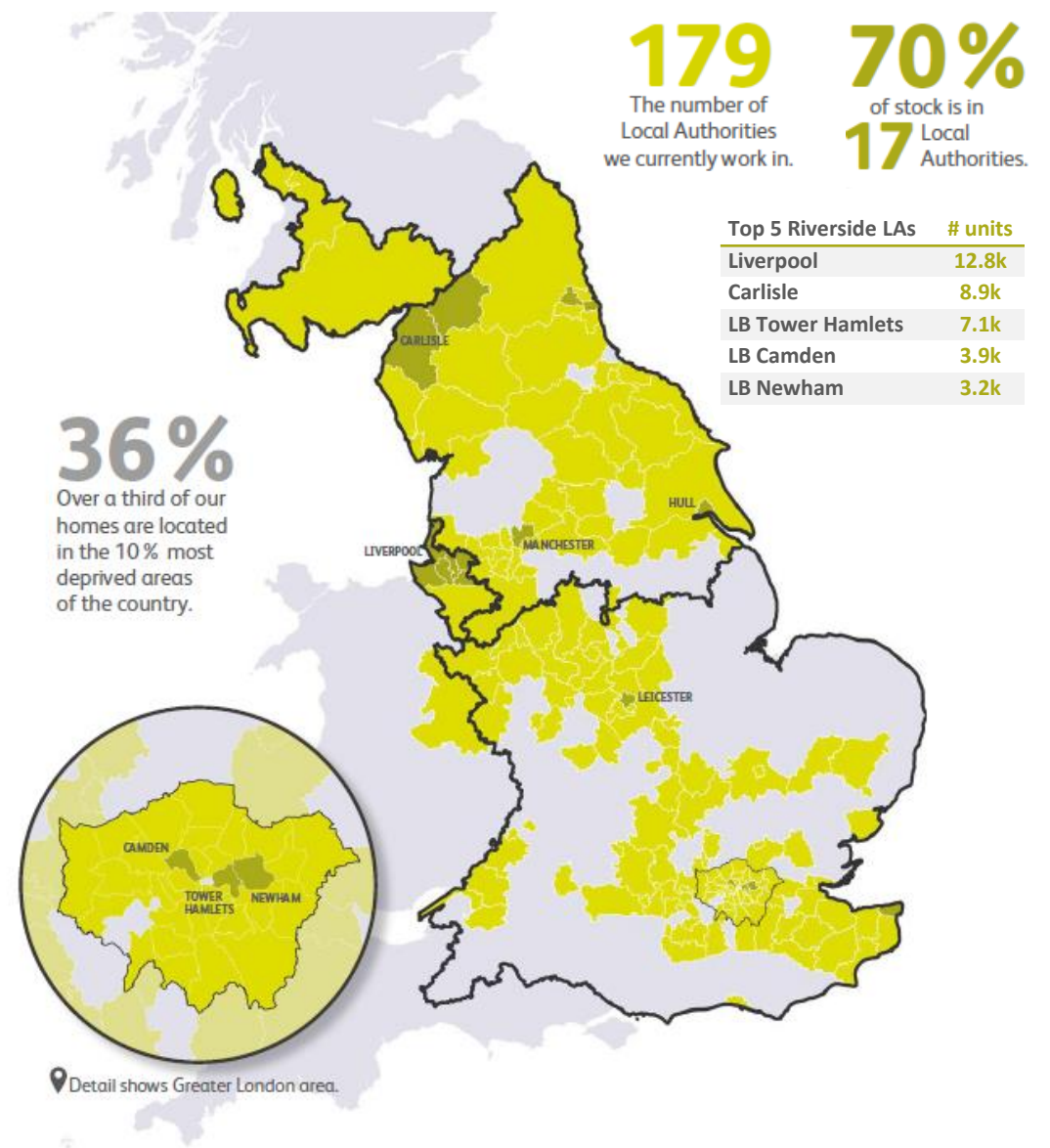
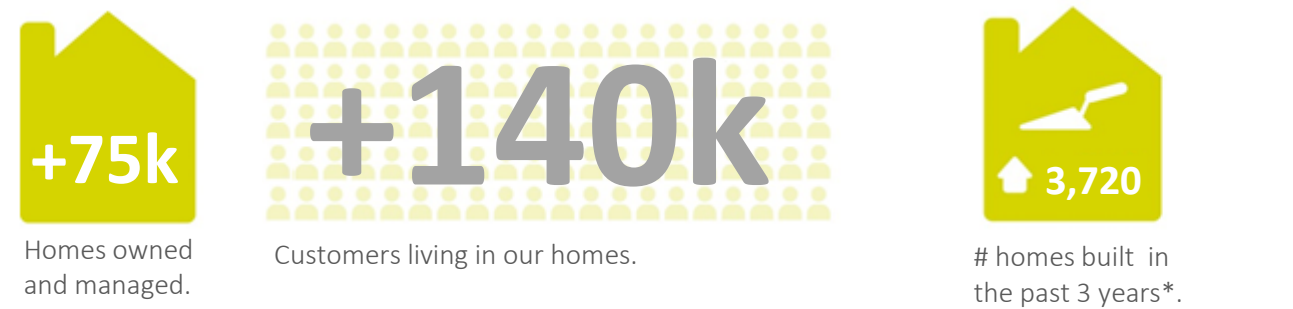


Fitch / Moody's
Credit Ratings

Current Regulatory
Gradings*

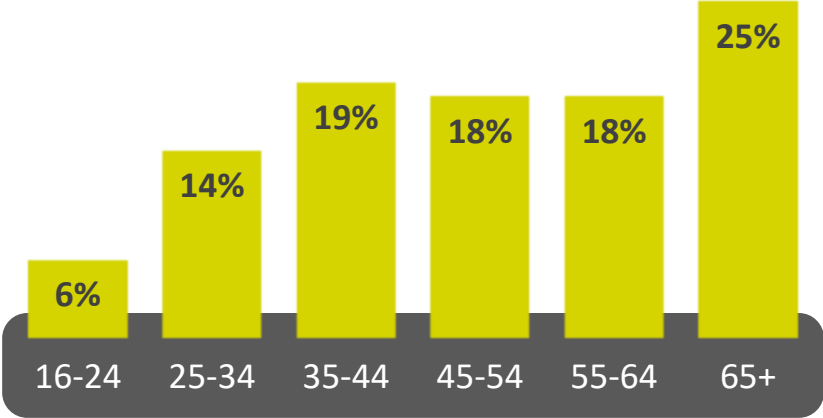


Our footprint



* Does not include acquisitions / disposals made by OHG prior to merger
**LCHO = Low cost home ownership (7.6%). Other = Private rented sector (3.4%) and care homes (<1%)

Our customers



Age profile of our customers.



53%

of our customers live alone.*



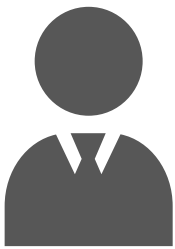
21%

of our customers identify as BAME.



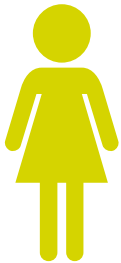
59%

The proportion of customers receiving benefits to support their housing costs



55%

More than half of working age customers are in employment.

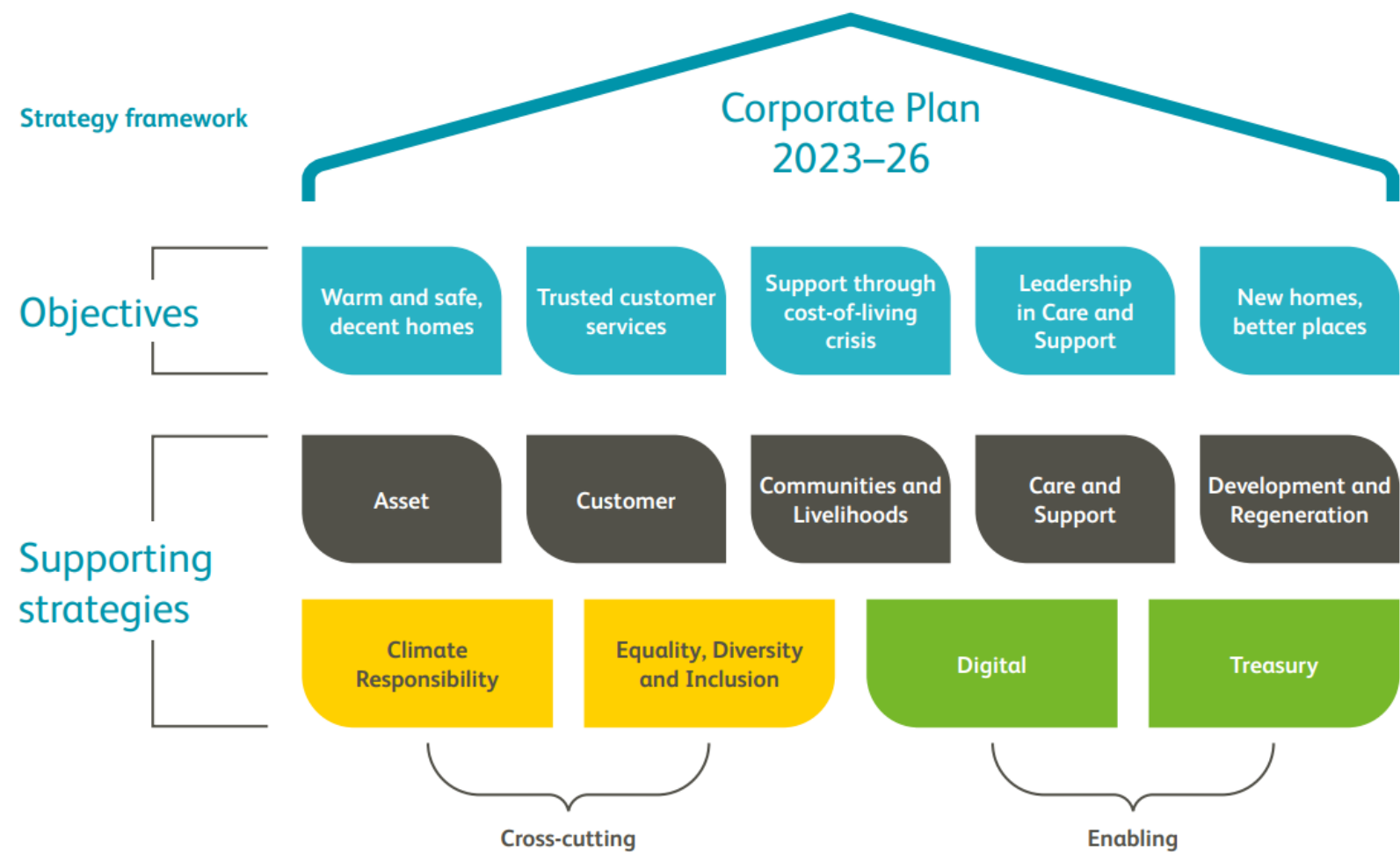


57%

of lead customers are female



Forward Together : Riverside Corporate Plan, 2023-2026



Riverside’s Corporate plan acts as the starting point for all activity across the group and is accompanied by nine supporting strategies that will drive delivery over the next three years

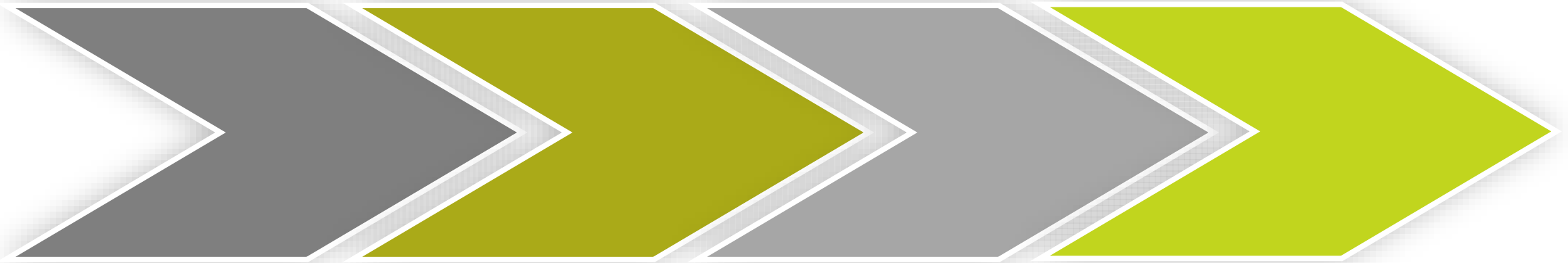
- Our plan is also underpinned by four cross-cutting themes, which are:
- Value for money
 - Equality, diversity and inclusion
 - People
 - Data and information

Integration of One Housing Group

Further significant progress

The first customer facing change was made in August 2023 when repairs in One Housing moved in-house from Mears. The senior management of One Housing was fully under Riverside control by September 2023

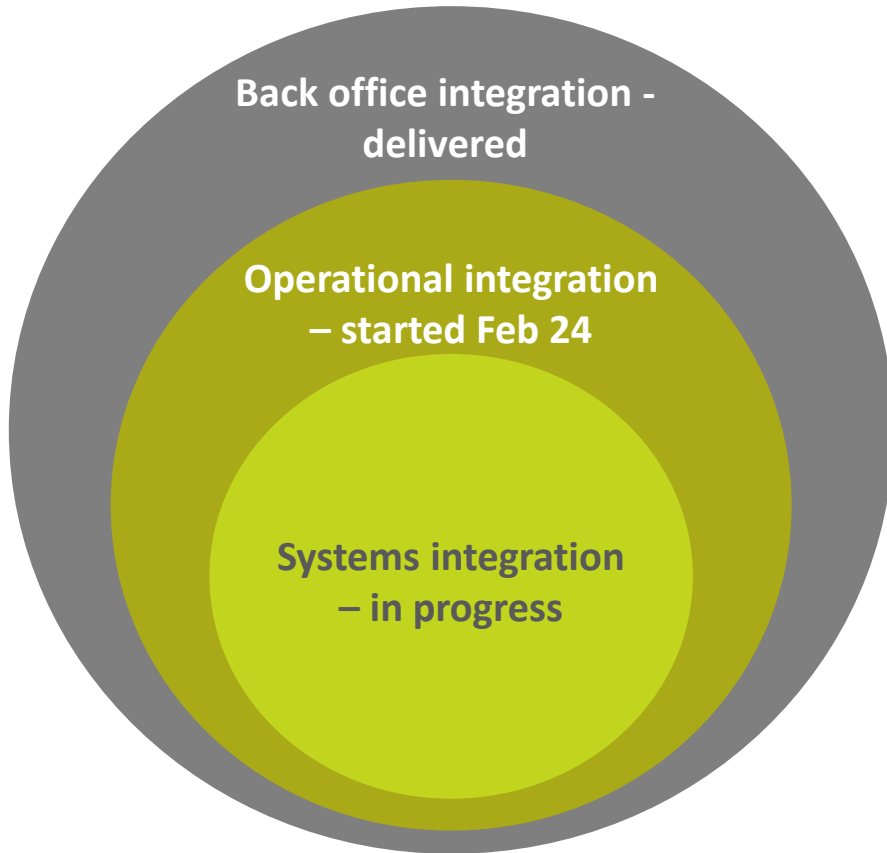
*The final OHG Board was held in March 2024. In the same month, Riverside had our **G1** Governance rating reinstated following an In-Depth Assessment by the Regulator of Social Housing*



We accelerated when Care and Support was integrated for the benefit of our customers and this completed in 2024, resulting in a fully integrated Care and Support function being led by sector leading professionals within Riverside. In addition, the financial risk from the Baycroft care homes was mitigated by April 2024

The remaining customer facing teams were integrated later in 2024 meaning that people change within the organisation is essentially complete. Focus continues on the integration of systems and processes to ensure colleagues have the right tools available to provide the best level of service to our customers

Integration plan update

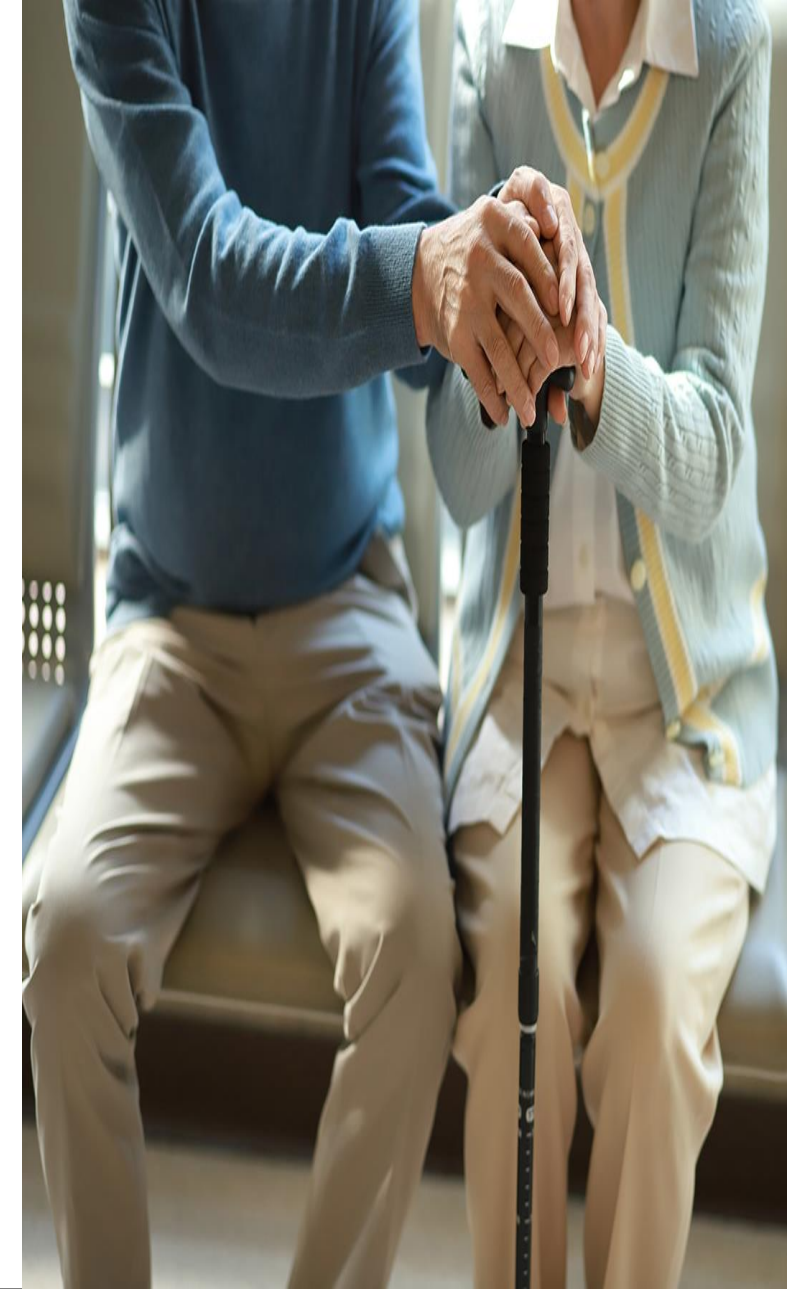


- We continue to push the simplification of our structure post merger, with a strong focus on integration; this includes core IT systems to improve operational efficiency
- OHG staff have moved on to Riverside payroll and HR systems, completing the people integration
- Back office functions are largely integrated, with small pockets to complete once operational integration has been finalised
- The data and networking systems integration finished in March 24, giving all staff access to the same platforms. Further integration of systems and processes within the business will ensure all staff have access to the tools they need
- Over £7m p.a. savings have been realised by integration work to date, with this expected to increase to over £10m p.a. from 2025-26. Some of this has been reinvested, for example to extend the £3m damp and mould budget for another two years (making four years in total)



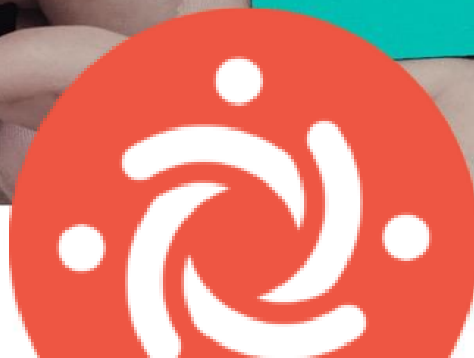
Baycroft update

- In April 2024 operational responsibility for the last of the Baycroft Care Homes transferred to Country Court Care
- By transferring the operational responsibility for the homes, as previously discussed, this also maximised the mitigation of the financial impact on Operating Surplus of care homes inherited from One Housing Group
- During the year to 31 March 2024, the overall loss to the Group from this business stream had been £12.6m, which would have been a recurring loss in the short term to medium term until all of the homes were fully occupied
- Country Court Care specialise in high end care facilities and therefore are far better placed to manage these in an efficient and successful manner
- Reversion risk remains for the time being if Country Court Care default on their sublease





Governance and Sustainability



Governance

Board with right mix of skills and experience



Terrie Alafat CBE
Group Chair



Sandy Murray
Group Vice Chair



Paul Dolan
Co-Optee
(Appointed 1 May 2024)



Fenella Edge
(Appointed 1 January 2024)



Kel-Retta Farrell
(Appointed 1 December 2023)



Pauline Ford
(Appointed 1 May 2024)



Nigel Holland



Olwen Lintott



Erfana Mahmood



Sam Scott



Mona Shah
(Appointed 27 November 2023)



Richard Williams
(Appointed 1 April 2024)

Oversight of Group Board meetings conducted by a Riverside customer observer



Jules Jackson
Board Observer

Governance

Riverside's core Executive Team



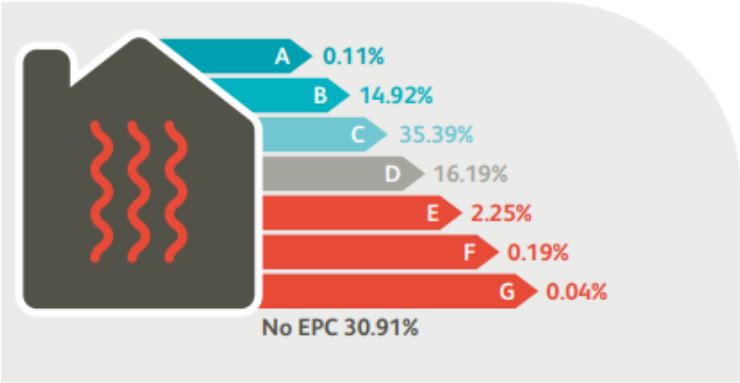
Tony Blows CIO	John Glenton Care and Support	Paul Dolan CEO	Patrick New* Customer Services	Cris McGuinness CFO	Sara Shanab Corporate Services and General Counsel
	Ian Gregg Asset Services		Jehan Weerasinghe Managing Director, One Housing		

- We have a dedicated and knowledgeable Executive Team, all of whom show impressive leadership, especially during the more challenging times
- We are often complimented by a range of stakeholders on our standout management team, many of whom are sector leading specialists in their own right
- This is most obviously evidenced in the difficult Care and Support sector, where for example, John Glenton leads on homelessness for the National Housing Federation
- We also remain key influencers within the sector, with our voice now having further reach than ever before; Riverside is now a key member of the G15 following the transaction with One Housing

Climate work update

Measured Partly Measured	New Homes development	Existing Homes & Neighbourhoods (inc managed properties)	Operations & Corporate Services
Scope 1 Direct Emissions from Riverside Group	No categories measured	Communal Gas Supply	Offices & Hubs Gas Supply Maintenance Fleet
Scope 2 Indirect Emissions from Riverside Group	No categories measured	Communal Electric supply	Offices & Hubs Electric supply
Scope 3 Indirect Emissions upstream and downstream activities from Riverside Group	No categories measured	Property Emissions	Business Travel Private Vehicle Business Travel Rail Business Travel Air Staff Commuting Water Usage & Waste Water

Riverside Stock by EPC*



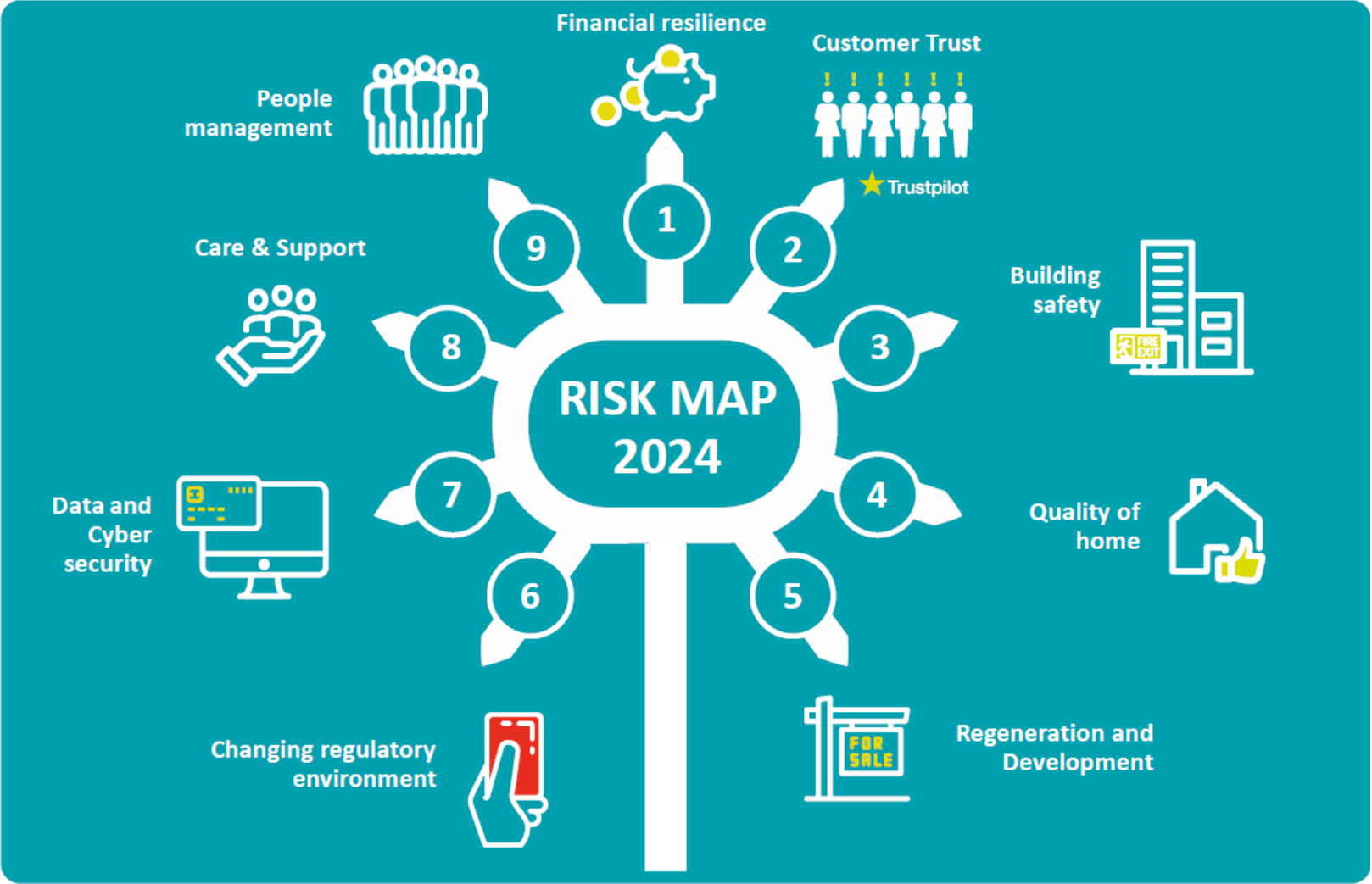
- Where customers are telling us they have a concern about damp or mould in their home we are responding, completing over 10,000 inspections and 4,446 repairs during 2023-24. We have also invested in the creation of specialist teams to manage the most complex damp repair works.
- We continue to invest in Switchee sensor technology with over 3000 devices installed nationally. These assist customers to manage the heat and humidity levels in their home and alert us to properties that have a high risk of developing mould or excessive heat and where customers may be in fuel poverty. We are also developing our ability to use the data from individual devices collectively, across localities or estates, to inform our future asset investment plans.
- We continue to work in partnership with other organisations and specialists to develop and share best practice, these include Greater Manchester Housing Providers, Future Homes Consortium and various forums.

* - A number of Riverside units are currently not required to have an EPC, for example as they have not been relet since the rules were introduced



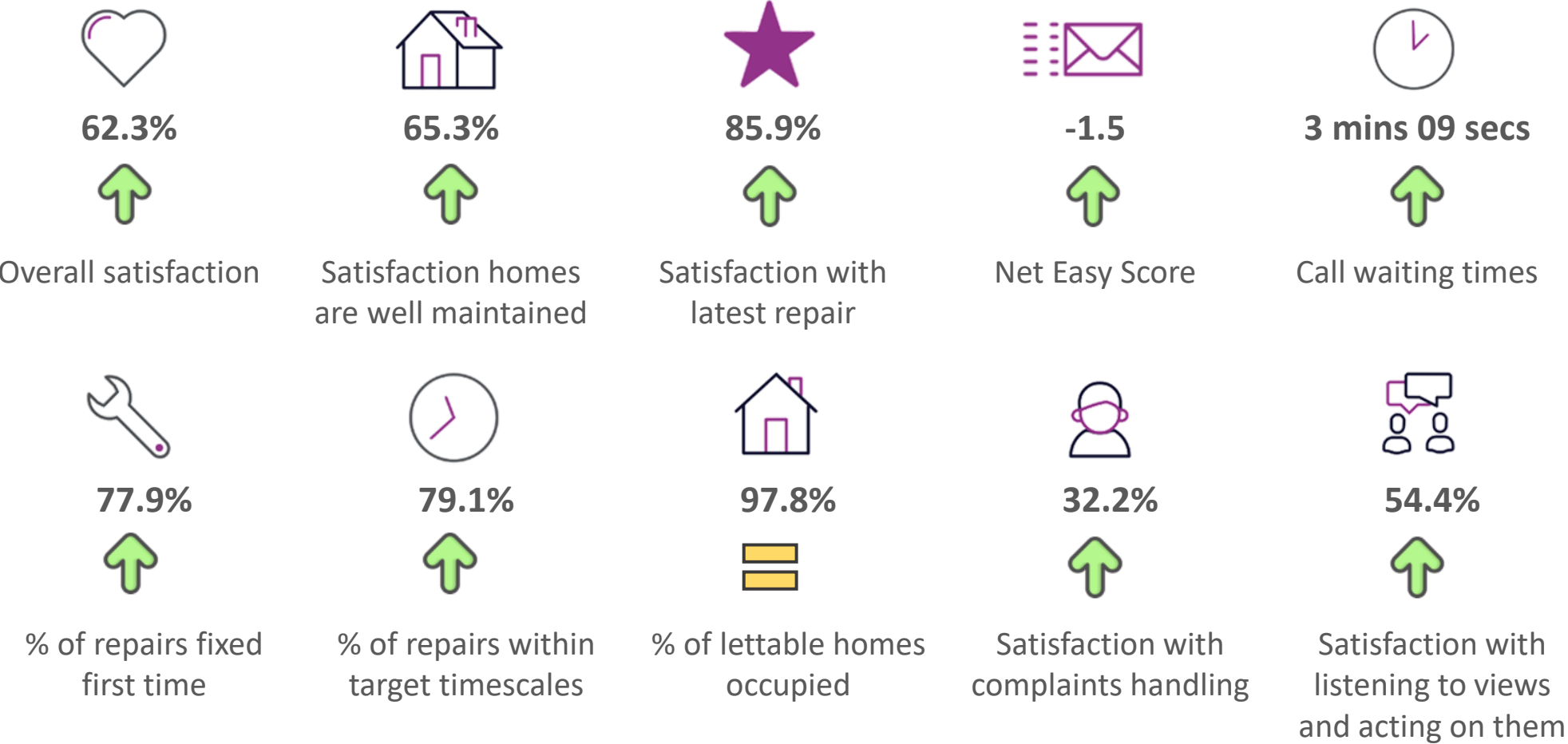
Operational Update

Risk map 2024



Customer satisfaction – Combined KPIs

As at 31 December 2024 and compared with the previous month



- Given the size and scale of Riverside, operationally we perform well compared to peers (and even some smaller RPs)
- Although we have diverse operations, we manage them well

Value for Money – Regulatory metrics

Value for money mandatory metrics	Group				
	2023/24 Result	2023/24 Target	2022/23 Result	2022/23 Benchmark	2024/25 Target
Efficiency					
Reinvestment %	6.7	9.8	8.0	7.0	7.0
New supply delivered (social housing units) %	1.7	2.0	1.2	1.7	0.8
New supply delivered (non-social housing units) %	0.05	0.1	0.1	0.07	0.1
Gearing %	58.1	55.0	57.3	46.6	60.7
Headline social housing cost per unit (CPU)	£7,574	£7,542	£7,330	£4,627	£8,792
EBITDA MRI Interest cover % ⁽¹⁾	52	51	42	118	15
Operating margin (social housing lettings) %	8.2	6.8	5.3	23.1	3.7
Operating margin (overall) % ⁽²⁾	8.6	12.2	5.1	16.9	12.0
Return on capital employed %	1.8	2.5	1.2	2.7	2.3
Value for money additional metrics (Riverside only)					
Warm and safe, decent homes					
Customer satisfaction that the home is well-maintained %	61.5	60.9	N/A		62.6
Trusted customer services					
Overall customer satisfaction %	61.4	61.9	N/A		65.9
Support through cost-of-living crisis					
Number of customers supported through all advice and support services	10,792	N/A	N/A		N/A
Leadership in Care and Support					
Customer satisfaction with Care and Support services %	72.8	72.0	N/A		75.6
New homes, better places					
Number of new homes started	964	1,580	N/A		1,233



[1] EBITDA MRI Interest Cover % - Excluding £87m capitalised major repairs from the calculation of the 2023/24 outcome would increase cover to 137%

[2] Operating margin % - This metric definition excludes profit from sale of fixed assets



Asset Management and Development



Building safety update

- The Group currently monitors 301 tall buildings, of which we have responsibility for remediating 175:
 - Of the 175 buildings, only 65 still require work*
 - 3 buildings are currently on site being remediated, with a further 9 buildings contracted and at the design stage
 - A procurement strategy is in place for the other 53 buildings, which we expect to let across 34 building contracts, starting in early 2025
- Most buildings still to be remediated fall into Phase Two of our buildings works programmes, which were those identified as lower risk. Phase One comprised the highest risk buildings and is almost complete
- The total cost for Phase Two is expected to be £262m, with around £142m of that cost potentially being covered by grant from two funding programmes. The work is expected to carry on through to 2028. Whilst we are seeking to finalise works as quickly as possible, the availability of contractors will set the final timeline for completion.
- Interest cover carve outs are currently in place for revenue costs expected to arise in the years to 31 March 2026 inclusive; as we have no EBITDA-MRI covenants, capital carve outs are not required. These are mainly a safety net to ensure the programme can continue unhindered if there are any further unexpected shocks in the wider economy that affect the sector or Riverside

Development to 31 March 2024

Supply Volume Summary	1 April 2023					31 March 2024		
	Opening Unsold Units	Affordable Homes for Riverside	Affordable Homes for other RP's	Shared Ownership Homes	Market Sale Homes	Section 106	Closing Unsold Units	Total Delivered
Riverside	–	657	–	600	–	–	–	1,257
Prospect	–	–	6	–	30	–	4	40
Compendium	–	–	–	–	27	–	5	32
Stanton Cross	(16)	–	–	–	148	17	1	150
Total	(16)	657	6	600	205	17	10	1,479

New supply delivered – social housing units (VfM mandatory metric 2a)	1,257
New supply delivered – non-social housing units (VfM mandatory metric 2b)	34
Other	188
Total	1,479

 **Riverside**
Home Ownership

 **prospect.**
HOMES

STANTON CROSS
WELLINGBOROUGH

 **CompendiumLiving™**
CREATING A REAL SENSE OF PLACE

- In addition, as at 31 December 2024, the Group only has 262 unsold units. Of these, 99 are reserved, leaving 163 unsold and unreserved units. Of those 163 units, 99 have been available for more than six months. As such, sales risk to the group remains moderately low



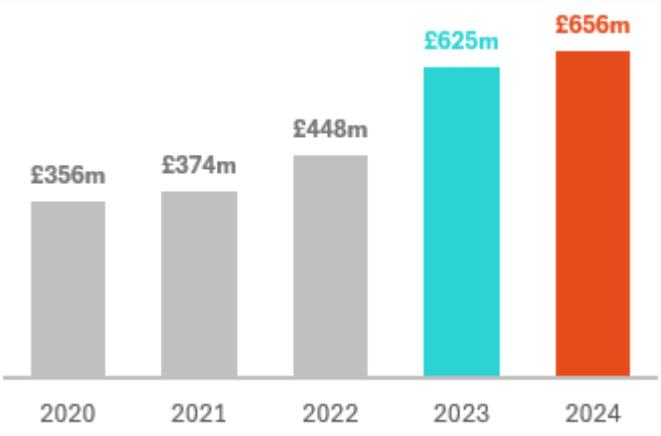
Cholleford, Northumberland

Financial Performance and Treasury

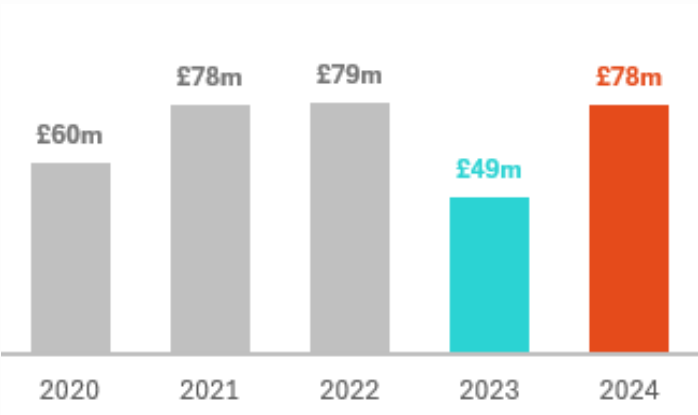
Summary Financials

(years ending 31 March 2020 - 2024)

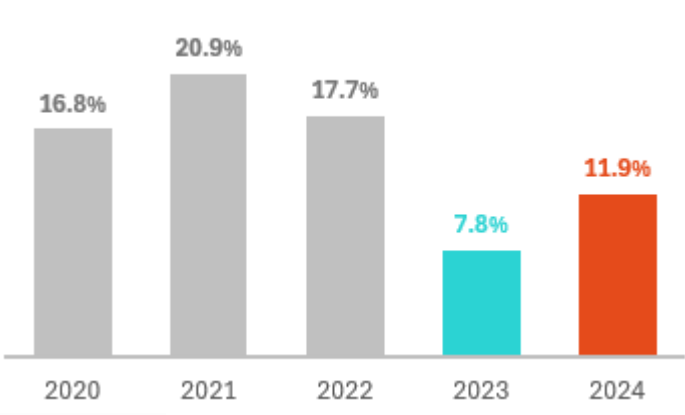
Turnover



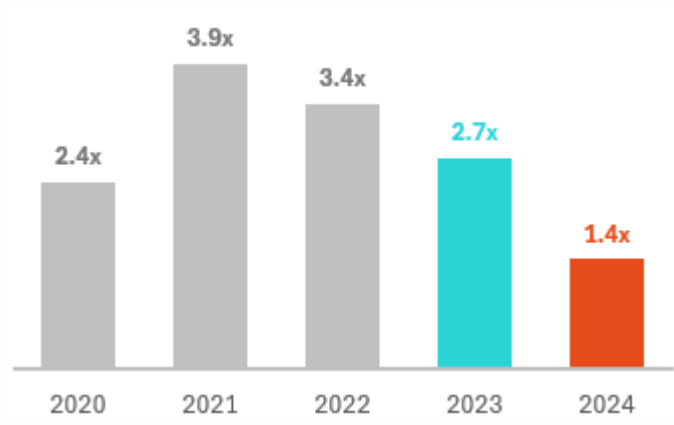
Operating Surplus



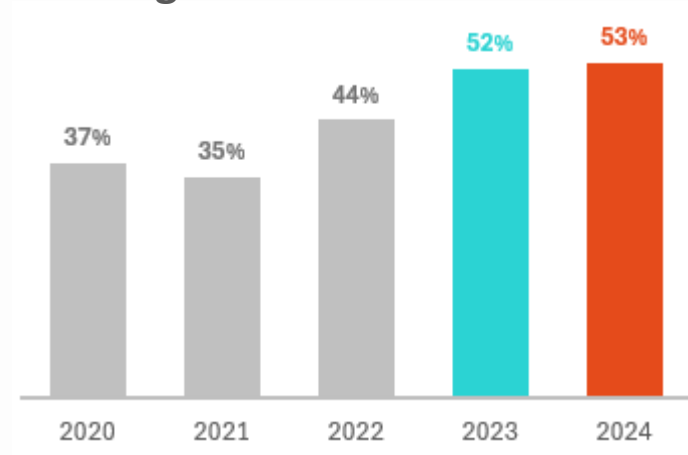
Operating Margin



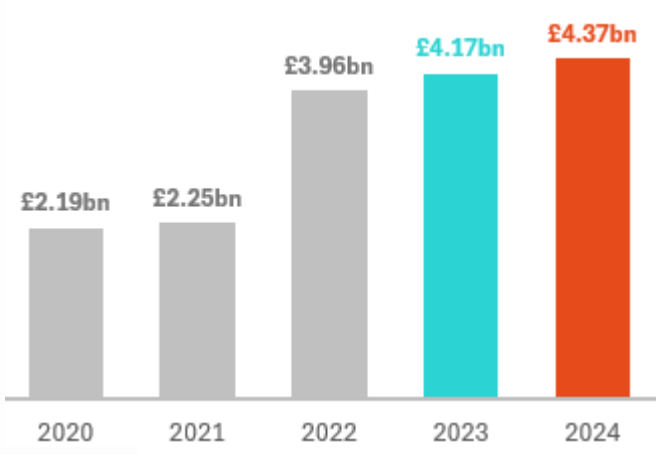
Interest Cover – Association¹



Gearing – Association²



Tangible and Intangible Assets



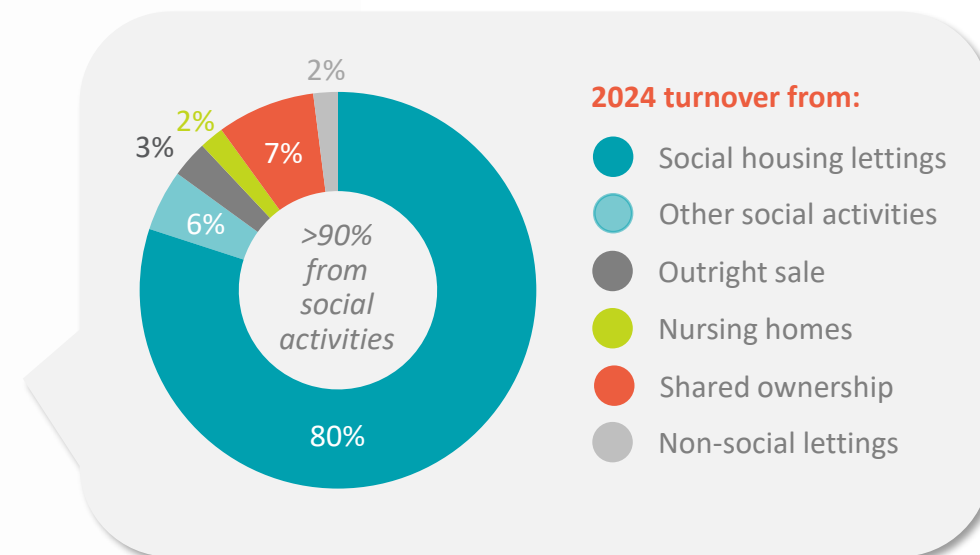
[1] Operating surplus plus surplus on sale of property, property depreciation, amortisation and grant divided by net interest payable. UK GAAP accounting applied regarding Transfer of Engagements from One Housing to Riverside

[2] VfM metric definition (Association Gearing)

Summary Financial Performance

31 March 2024 Results

For the year ended 31 March (£m)	2022	2023* Restated	2024
Group turnover	448.1	625.4	656.3
Operating costs	(390.1)	(593.6)	(599.6)
Surplus on sale of property	21.1	9.8	21.3
Operating surplus	79.2	41.6	78.0
Net interest payable	(42.8)	(62.7)	(94.5)
Share of operating profit in JVs	6.4	(4.0)	8.9
Other movements	659.9*	12.3	1.7
Surplus for the year before tax	702.7	(12.8)	(4.9)
Other comprehensive income and tax	(20.8)	10.7	(14.2)
Total comprehensive income	723.5	(2.1)	(19.1)
Operating margin	17.7%	7.8%	11.9%



- Turnover from social housing lettings continues to comprise the majority of Group total; 93% (including Shared Ownership)
- 2024 was a challenging year financially, with mixed pressures from capped rents and significant capital investment, being delivered in a high interest rate, high inflation economic environment
- However, Riverside weathered the storm and is well on the path to better results in future periods

Balance Sheet

For the year ended 31 March (£m)	2022	2023* Restated	2024
Fixed assets and investments	4,250.8	4,452.3	4,671.9
Debtors receivable after more than one year	75.9	85.0	67.9
Net current (liabilities) / assets	43.1	22.4	87.0
Total assets less current liabilities	4,369.8	4,474.7	4,759.0
Creditors falling due after more than one year	3,037.8	3,103.0	3,398.7
Reserves	1,332.0	1,348.7	1,329.7
Debt per unit (£'000)	28.4	30.7	33.0
Gearing**	54.5%	57.3%	58.1%

- Balance sheet remains strong; net book value of housing properties in excess of £4,250m
- The increase in Group gearing vs. pre-merger levels was anticipated whilst integration work continues and the fire safety programme is financed. Association gearing, where the covenants lie, is lower and has strong headroom



Financial Golden Rules

- Our 2024/2025 Business Plan, includes a number of Financial Golden Rules which are set to drive Riverside’s operational and financial performance for the next three years and beyond. These are shown in the table below
- These were set in May 2023, following the Transfer of Engagements from OHGL to TRGL on 31 March 2023 and reaffirmed by Group Board in May 2024 on approval of the new business plan

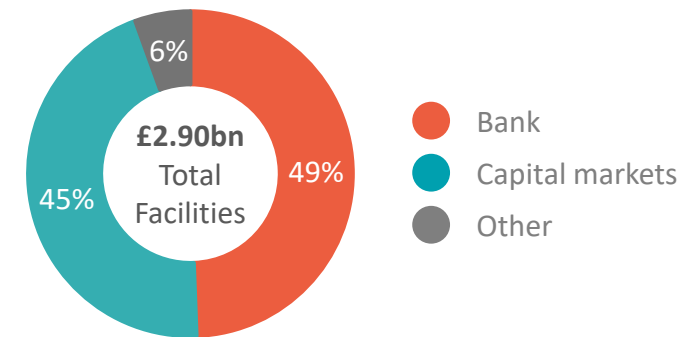
Golden Rule	Calculation
Operating Margin (Group)	>15% (year 1 to year 4) >18% (year 5 onwards)
Liquidity (Group)	>18 months cash
Interest Cover (Association)	>135% (year 1 to year 4) >145% (year 5 onwards)
Gearing (Association)	<55%



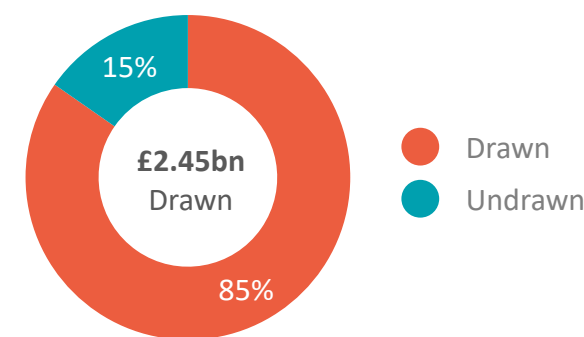
Treasury Snapshot

As at 31 December 2024

Funding sources (total facilities)

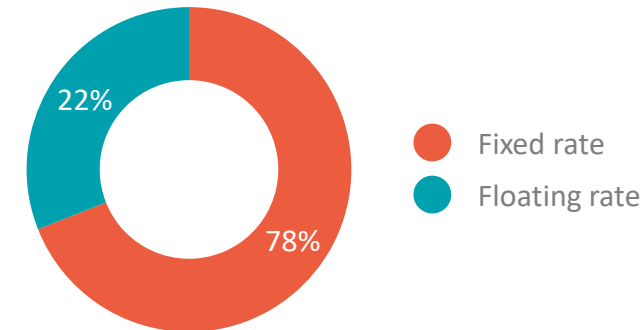


Drawn vs. Undrawn

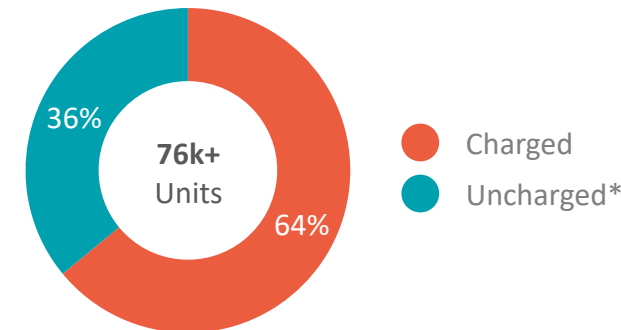


- Over £440m of liquidity in undrawn RCFs
- New facilities arranged in the year to both boost liquidity and improve fixed debt proportions, including both a small PP and a good sized (£150m) RCF
- Some additional small tranches of debt have been repaid early to continue the process of rationalising the portfolio following the OHG Transfer of Engagements

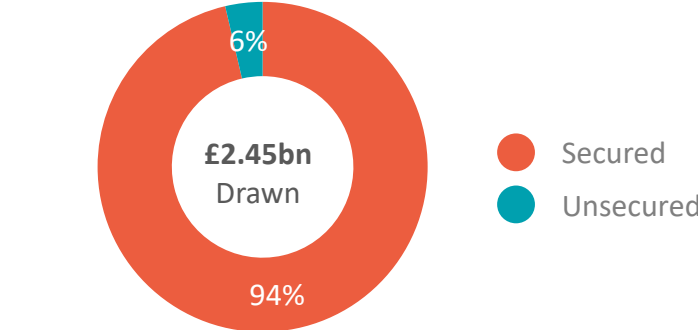
Fixed vs floating mix (drawn debt)



Group security position (% of stock)



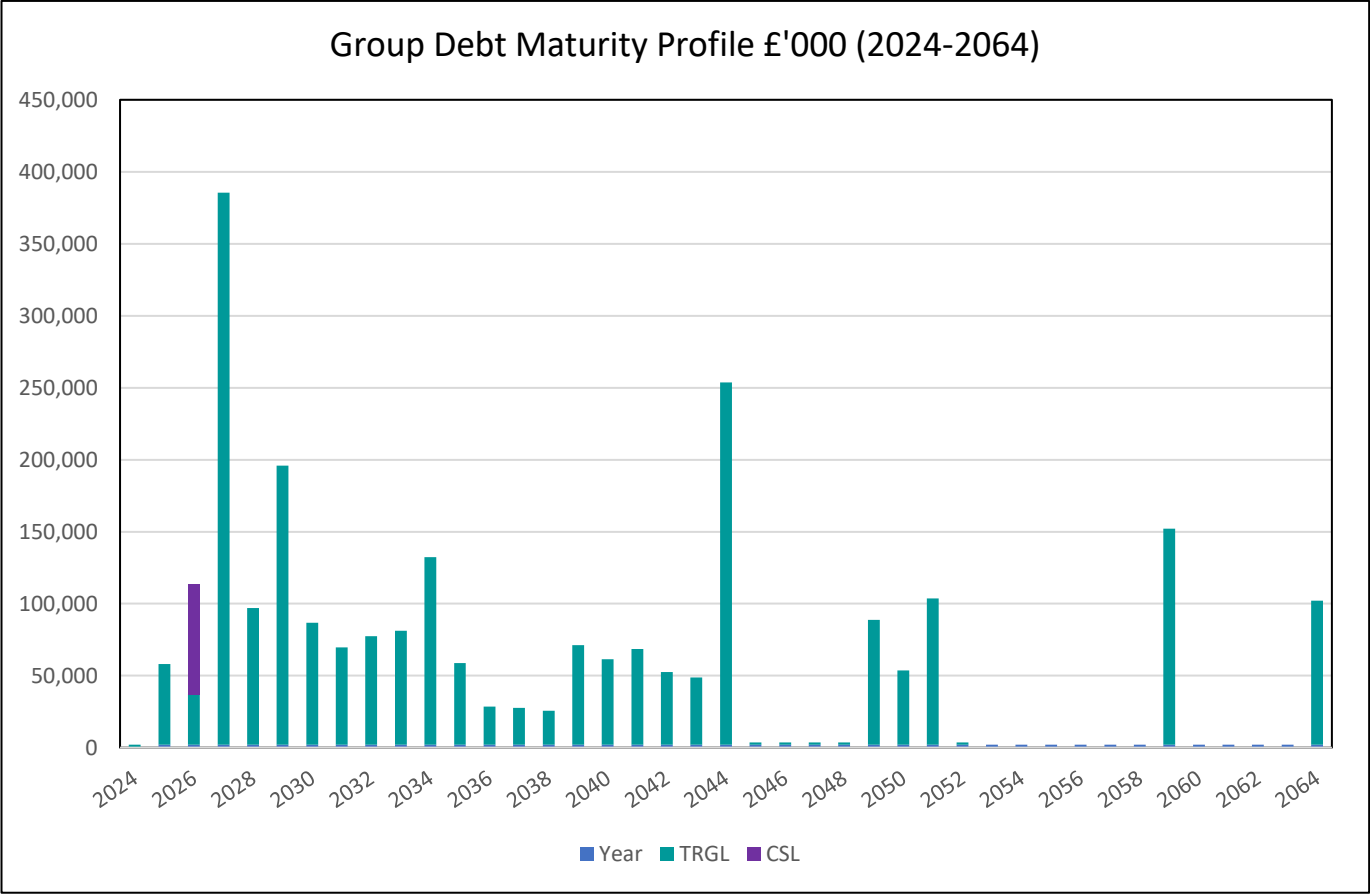
Secured vs unsecured mix (drawn debt)



28 * - Uncharged stock also includes units that support unsecured debt (where required) and units that are potentially not capable of being charged and / or are in the process of being disposed

Treasury – Debt and Liquidity

Group drawn debt maturity profile – as at 31 December 2024



Treasury updates – correct as at 31 Dec 24

- Group WACB 5.03%; if all debt was to be drawn, this would increase to 5.14%
- RCFs with key lenders extended
- Legacy OHG facility terms aligned with Riverside terms; improvements in all cases
- **10,754** unencumbered units available to charge, (c.12% of total units); a further 8,941 units (c10%) are being worked on by the team and with seconded support from our lawyers to address various title issues to bring them back to chargeable status.