Green Square Accord

Investor Update

4 November 2026







Agenda

1. Presenters
2. Regulatory Update
3. Financial & Operating Performance
4. Treasury position
5. Key takeaways and Q&A



1 Presenters

Presenters



Ruth Cooke
Chief Executive Officer



Mona Shah
Deputy Chief Executive
and
Chief Finance and Investment Officer



Chris Bellamy
Director of Corporate Finance & Reporting



2 Regulatory Update

Regulatory update

Standard	Rating
Governance	G3
Financial Viability	V3
Consumer	C2

Themes Identified by RSH

- Financial governance and oversight
- Financial forecasting and resilience
- Risk management
- Internal controls
- Data quality and management information
- Limited evidence of sustainable embedded improvement.

GSA response

Overarching – New Service Improvement Plan and voluntary undertaking

Governance and Controls

- Enhanced financial reporting
- Internal controls maturity including a focus on Procurement controls
- Current regulatory Service Improvement Plan on track
- Strengthened Board and Committee oversight
- Governance effectiveness review completed.

Data and Assurance

- New Data Strategy
- Data quality improvement programme
- Automation of management reporting.

Financial Resilience

- Delivery of efficiency programme
- Improved covenant headroom
- Enhanced financial planning – reduced reliance on disposals
- Exit from LoCaL Homes and reduction in non-core activities.

Indicative timeline to return to compliance

Period	Milestone
H2 FY27	Embed governance, risk and control improvements
H2 FY27	Completion of key SIP actions
Q1-Q2 FY28	Independent validation and evidence gathering
Q2-Q3 FY28	Continued performance delivery and regulatory engagement



3 Financial and Operating Performance

Year end financial and operating performance

	FY26 £m	FY25 £m	YoY £m
Turnover	208.9	221.9	(13.0)
Operating costs	(177.8)	(172.3)	(5.5)
Cost of sales	(4.4)	(19.1)	14.7
Underlying operating surplus	26.7	30.5	(3.8)
Non-recurring costs	(3.9)	(14.0)	10.1
Gain on disposals	24.9	17.5	7.4
Operating surplus	**47.6**	**34.0**	**13.6**
Net interest payable	(48.3)	(51.5)	3.2
JV losses & other	(0.1)	(0.1)	-
Net deficit	**(0.7)**	**(17.6)**	**16.9**

Key Operational Highlights:

- Core social housing operations remained profitable and resilient despite inflationary pressures and increased investment in homes and services.
- Turnover of **£208.9m** generated an underlying operating surplus before disposals and non-recurring items of **£26.7m**.
- Reported operating surplus increased by £13.6m to **£47.6m**, supported by **£24.9m** of strategic property disposal gains (an increase of £7.3m).
- Significant investment in existing homes:
  - **£31.3m capital investment** in stock improvements
  - **£22.8m revenue spend** on planned and refurbishment works
  - Continued focus on fire safety, compliance and stock quality.
- Customer outcomes improved with:
  - LCRA satisfaction increasing to **66.8% (+8.6%)**
  - LCHO satisfaction increasing to **51.2% (+9.4%)**
  - 50% reduction in complaints

Six-month trading update

(September 2026)

	H1 2026 £m	H1 2025 £m	Change £m
Turnover	103.7	102.5	+1.1
Cost of sales	(1.5)	(5.3)	+3.8
Operating costs	(80.4)	(80.8)	+0.4
Surplus on property sales	11.2	9.7	+1.5
Operating surplus	**33.0**	**26.1**	**+6.9**
Interest receivable	2.0	1.6	+0.4
Interest payable & financing costs	(26.1)	(26.0)	(0.1)
JV deficit share	(0.1)	(0.0)	(0.1)
Surplus for the period	**8.9**	**1.7**	**+7.2**

Financial Performance

- Operating surplus increased from £26.1m to £33.0m.
- EBITDA MRI Interest Cover improved from 111% to 128%.
- EBITDA Interest Cover improved to 190%.
- Surplus after interest increased to £8.9m.

Operational Performance

- Current tenant arrears reduced from 5.02% to 4.56%.
- Property sales programme performing ahead of plan.
- £14.4m invested in existing homes.
- EPC C+ homes increased to 73%.



4 Treasury Position

Treasury update

Treasury Metric	Sept 2026	Sept 2025
Drawn Debt	£1,162m	£1,164m
Undrawn Committed Facilities	£128m	£230m
Cash Balances	£75m	£92m
Total Available Liquidity	£203m	£322m
Gearing	52%	51%
EBITDA Interest Cover	190%	151%
Liquidity Cover	36 months	48 months

Highlights:

- Strong treasury position maintained with **36 months of available liquidity**, comfortably above the Group's minimum treasury "golden rule" of 24 months
- Drawn debt remains stable at **£1.16bn**, reflecting disciplined funding management whilst supporting ongoing asset investment and development commitments.
- Liquidity remains robust with **£75m cash** and **£128m of committed undrawn facilities** available to support future investment requirements.
- Reduction in undrawn facilities reflects utilisation and optimisation of revolving credit facilities rather than any deterioration in funding capacity.
- The Group remains **fully compliant with all lender covenants** and continues to maintain strong financial resilience despite the recent regulatory downgrade.
- Treasury capacity remains sufficient to support delivery of the corporate plan, investment in existing homes and the approved development programme



5 Key Takeaways and Q&A

Key Takeaways

Improving Performance

- Stronger operating performance
- Improved interest cover
- Continued investment in homes and services

Regulatory Improvement

- G3/V3 findings accepted
- Significant actions already delivered
- Independent validation confirms progress

Financial Resilience

- Strong liquidity position
- Covenant compliance maintained
- Low refinancing risk

Outlook

Our focus is on demonstrating sustainable improvements and returning to compliant regulatory ratings whilst maintaining strong financial resilience and continuing to invest in customers and homes.

This presentation is provided for information purposes only. It contains management information that may be subject to change and should not be relied upon as a complete representation of the Group's financial position. Forward-looking statements are based on current expectations and assumptions and are subject to risks and uncertainties that may cause actual outcomes to differ materially. GreenSquareAccord accepts no liability for any loss arising from reliance on the information contained in this presentation.

Unless otherwise stated, information presented reflects management's current understanding of matters relating to the V3/G3 regulatory grading and associated improvement programme. Discussions with the Regulator of Social Housing remain ongoing and timings and outcomes may be subject to change.

Questions