

Sanctuary



affordable homes,
sustainable
communities

Investor Update

22 July 2021

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Presenters



Craig Moule
Group Chief Executive

- Craig was appointed Group Chief Executive on 1 January 2019, having worked at Sanctuary for 30 years
- During his time, he has overseen the growth of the group from less than 20,000 units to over 100,000
- Prior to this role, he was the Group's Chief Financial Officer, where he oversaw Sanctuary being the first housing association to implement a SAP enterprise solution, the development of the internal maintenance service, the formation of our Corporate Shared Service Centre, and the raising of in excess of £2bn of financing



Ed Lunt
Group Finance Director

- Ed joined Sanctuary in May 2019 as Group Finance Director and is also a co-opted member of the Group Board
- Ed is a Chartered Accountant and previously worked at Alliance Medical Limited, where he was the UK Finance Director
- Prior to this, Ed worked as UK Finance Director at National Express PLC and PWC for 15 years
- During his time at PWC, Ed worked closely with Sanctuary for over 10 years



Luigi Belli
Director - Treasury Services

- Luigi joined the housing sector in 2003 and has worked for Sanctuary since 2008. He is responsible for the leadership of the Group Treasury function
- Luigi started his career in banking and financial services, before moving to the RAC in 2001
- Luigi is a qualified accountant and a member of the Association of Corporate Treasurers

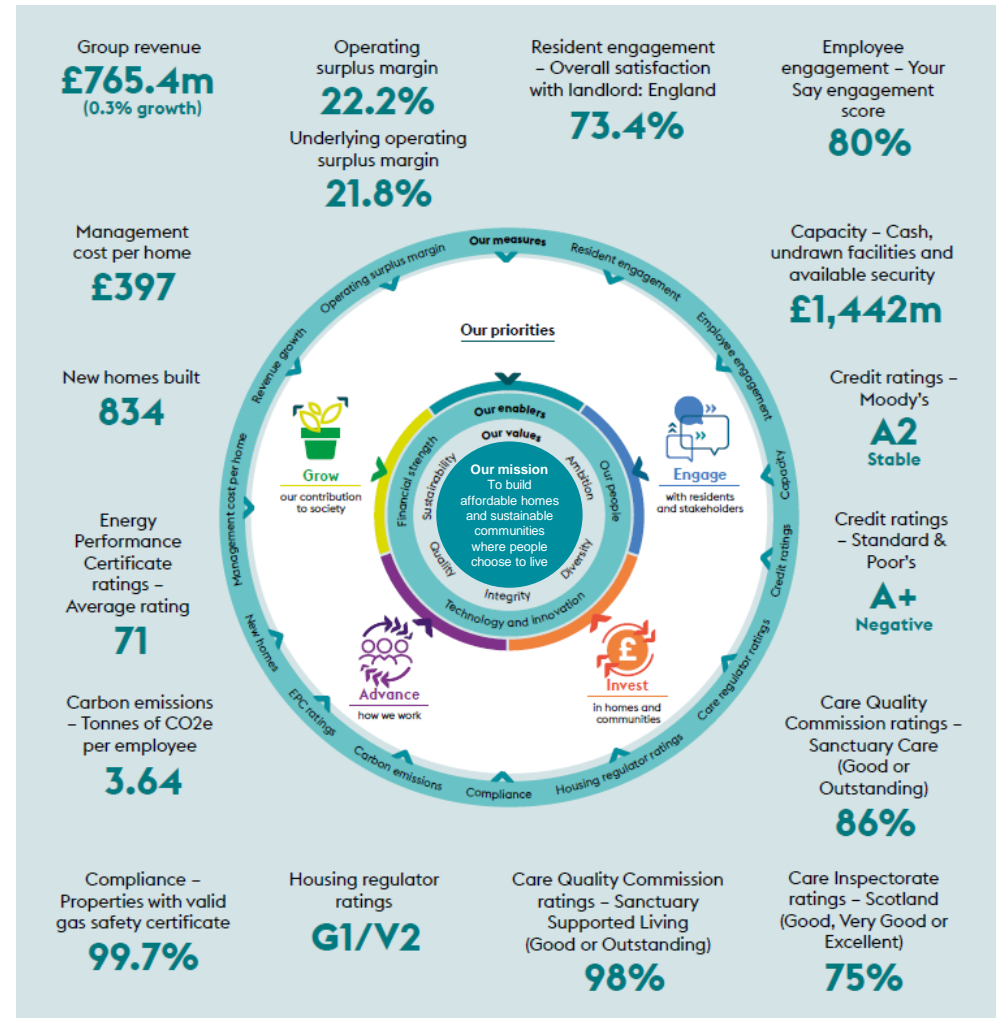
Introduction and Overview



About Sanctuary

Sanctuary is one of the largest housing associations in the UK, owning and managing over 105,000 properties nationwide

- **Geographic diversification**
- **Large asset base**
- **Strong operational performance**
- **Well balanced development programme**
- **ESG embedded across organisation**
- **Sector leading CQC scores**
- **Strong management and governance**
- **Employer of choice**
- **In house maintenance**
- **Limited building safety exposure**



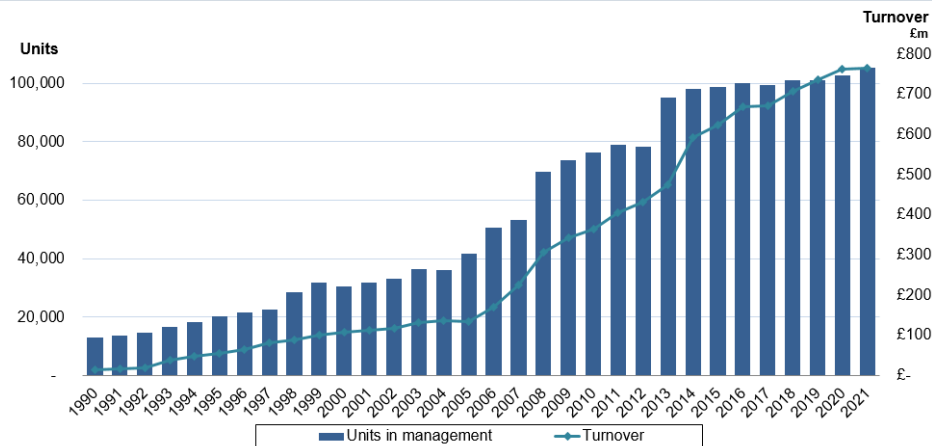
All figures based on FY 2020/21 Annual Report

What is Uniquely Positive About Sanctuary

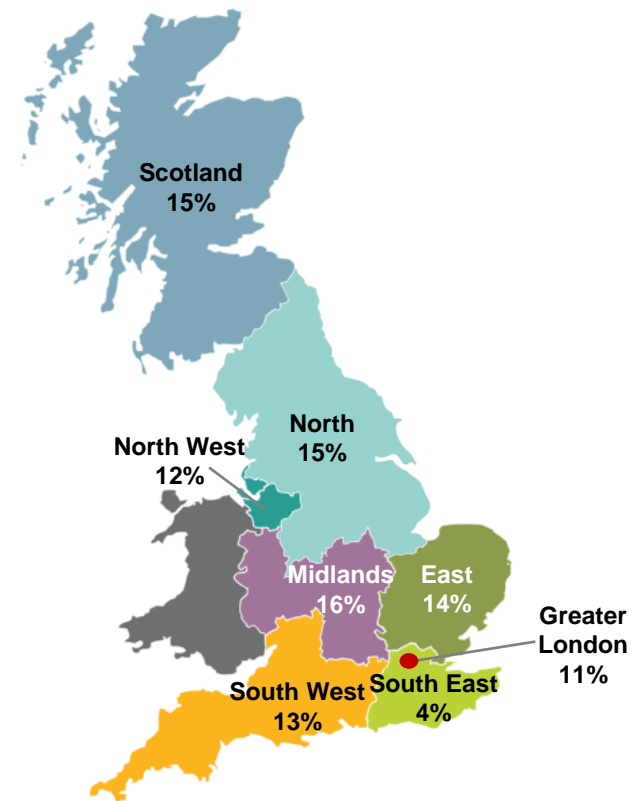
Sanctuary has grown significantly over the last 30 years, operating a geographically diversified portfolio of assets across England and Scotland

- Future growth is largely expected to be in Sanctuary's main geographic areas of operation, with limited development planned for London

Growth in Units: 1990 - 2021



Region	Number of units				Total
	Affordable housing	Care	Student & non social	Supported living	
Midlands	14,639	1,397	286	715	17,037
North	12,322	893	1,792	1,250	16,257
South West	11,971	608	468	820	13,867
East	11,722	234	1,021	1,712	14,689
Scotland	11,083	715	4,161	0	15,959
North West	9,108	427	2,213	465	12,213
Greater London	7,350	867	2,062	963	11,242
South East (Ex London)	2,914	60	229	752	3,955
TOTAL	81,109	5,201	12,232	6,677	105,219



What is Uniquely Positive About Sanctuary

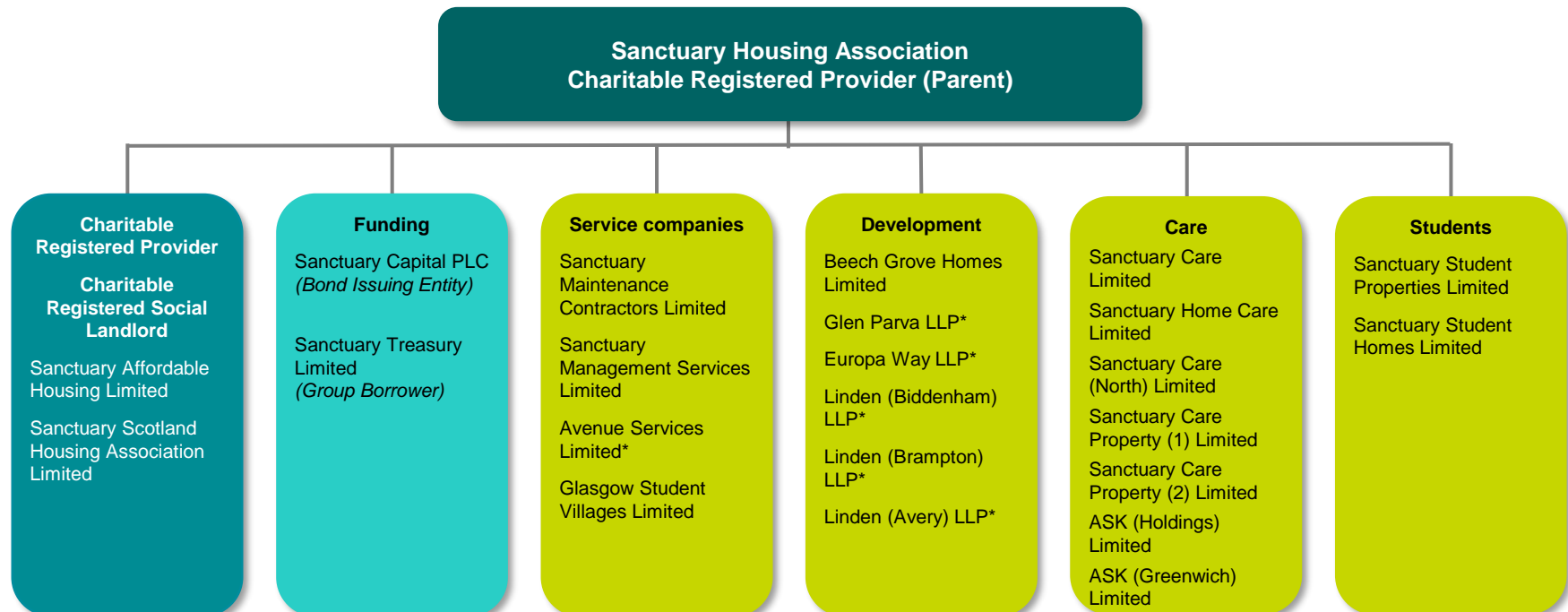
Sanctuary's single standardised operating model

- Sanctuary was the first in the sector to implement an **enterprise resource planning solution**, deploying SAP in 2015
- In a programme named **OneSanctuary**, the deployment of SAP achieved:
 - ✓ A standardised set of processes used around the Group
 - ✓ Group wide master data managed in a single core system
 - ✓ A strengthened controls environment giving Sanctuary greater visibility and management of roles, authorisations, segregation of duties, access and data requirements
 - ✓ Core systems strength and platform technologies (SAP and Microsoft) enabling the Group to modernise and create digital services for years to come
 - ✓ All employees using SAP as their core system of reference
- Sanctuary's Care operation has its own dedicated core management system that dovetails with the SAP solution which is utilised to deliver services across this area of the business
- Since then, the **Modern Workplace programme** has seen Sanctuary modernise desktop equipment and Microsoft platform (to M365) to further enable digital transformation, utilising the modern tools and core strengths from SAP
- Sanctuary has a **national centralised income team** in Banbury and maintenance call centre in Hull
- Sanctuary is in a strong position to deliver **future growth** and **further efficiencies** in our operating model



Governance & Organisational Structure

- Sanctuary Housing is a G1 / V2 rated organisation.
- Our Board has 11 members with a variety of skills and experiences comprising 4 females, 7 males and 2 ethnic minority members.
- The Group Board considers that the Group and its Registered Provider subsidiaries comply with the provisions of the National Housing Federation's Code of Governance 2015. In addition, all non-Registered Provider subsidiaries also comply with relevant provisions of the Code. The Group intends to adopt the National Housing Federation's Code of Governance 2020 following a period of transition.
- Our mean Gender Pay Gap is 18.2% and median is 19.9%. Sanctuary Group has robust processes in place to ensure that men and women are paid equally for doing equivalent roles.



Health and Safety

Limited exposure to high rise buildings

- Healthy & safety and building safety is an extremely important consideration for the Group Board. We have robust systems in place to ensure compliance testing is undertaken on all required assets and processes in place to resolve matters identified in the testing process
- We have established a new Building Safety team which reports into the Building Safety Committee. The Committee is comprised of key senior stakeholders across the Group whilst the team comprises:
 - fire technicians, all of whom have formerly worked in the Fire and Rescue Services, to provide expert advice and guidance to our operational teams;
 - building safety surveyors who are focusing on a risk review of our high risk residential buildings (all over 11m in height);
 - a programme team preparing our systems and processes for legislative changes expected in the Building Safety Bill.
- This is complemented by our Primary Authority Scheme partnership with Hampshire FRS, who review our policies, processes and provide assured advice.
- Our Group Head of Health and Safety is also a member of the executive of the National Social Housing Fire Strategy Group, and a member of the National Housing Federation's Building Safety Group.
- Sanctuary's property portfolio has a low level of risk exposure to future fire safety measures. The Group has only 57 buildings that are over 18 metres high, of which only one (Grenville Street) had any form of ACM cladding which has now been removed. We have not identified HPL cladding on any of our buildings over 18 metres high.

Country	Height	Number of buildings		
		Total	EWS	Require remediation
England	18M+	48	22	11
Scotland	18M+	9	5	3
		57	27	14



Health and Safety continued

Remediation of unsafe cladding

- Only three properties that the Group owns were identified as having ACM cladding:
 - Grenville Street Student accommodation (19 metres high) has had cladding removed and replaced
 - Artizan Court and Gallery Court are not high rise, but have some areas that are partially clad with ACM panels; remediation was delayed by Covid-19 restrictions and is expected to complete by August 2021
- Mar House also has ACM cladding and is over 18 metres high, but the Group only has leasehold interest in some of the properties in the block. The original freeholder is in administration and Sanctuary is now engaging positively with the new freeholder about the removal of the ACM cladding. A Building Safety Fund application is awaiting final confirmation.
- The estimated cost of remediating buildings over 18 metres high is £16 million. In certain circumstances we will seek repayment from leaseholders which will reduce the cost to the Group.
- The Group have also commenced surveying and assessing buildings which are between 11 and 18 metres high.
- The Group is committed to remediating it's properties in England that are greater than 11 metres high over the next 8 years.



Environmental, Social & Governance

Sanctuary



Bullwood Gardens, Hockley

ESG at Sanctuary

Maintaining and developing a sustainable portfolio, while delivering a positive social impact, is key for Sanctuary

- We aim to **create social value** across all of our operations by managing our social, environmental and economic impact. This means investing in communities, delivering value for money for our stakeholders and creating local employment opportunities
- Improving Sanctuary's sustainability goes hand in hand with our wider **corporate strategy**, contributing towards all four strategic priorities:
 - **Invest:** Making our homes more comfortable places to live
 - **Engage:** Working with customers and staff to lead change
 - **Advance:** Adapting the way we work to limit our environmental impact
 - **Grow:** Having a more positive impact on the society we live in



Invest in homes and communities



Advance how we work



Engage with residents and stakeholders



Grow our contribution to society

- In June 2021, Sanctuary published its **Environment and Climate Change Strategy 2021**¹ which outlines our current performance and objectives across data, people, assets and procurement
- Sanctuary has also joined up with four founding members (Abri, Home Group, Anchor Hanover and Hyde Group) to launch the **Greener Futures Partnership**, to work together to reduce fuel poverty and improve living conditions for more than 600,000 residents.



Environmental Performance & Strategy

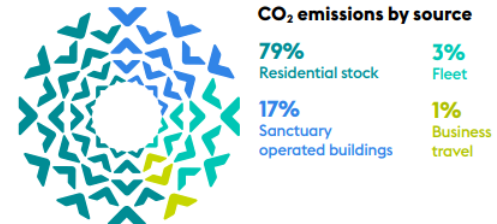
Sanctuary recognises the climate emergency and is committed to reducing its environmental impact

Energy Efficiency

- Our average SAP rating on the portfolio is 71 (EPC Band C)
- 59% of our properties now estimated at an EPC of C or above and 92% at EPC D or above
- We are committed to ensuring that all of our homes reach at least EPC C by 2028 to ensure we meet the Government's Fuel Poverty Strategy
- We also strive to reach net zero homes by 2050
- To achieve this Sanctuary has a significant investment programme for our homes including upgrading heating systems, increasing insulation, using air source heat pumps and the replacement of windows and doors (see case study)
- Estimated spend of £7,000 - £13,000 per property on energy efficiency improvements on our homes over the next 30 years, encompassing works to as many as 65,000 properties
- When developing new homes, we will use smart technology to minimise energy costs for customers and reduce or minimise overall carbon emissions

Environmental Performance

- Sanctuary has worked with the Carbon Trust to identify our Scope 1 and 2 Carbon usage and working on assessing Scope 3 emissions data
- During 2021/22, we will use our data to set a new benchmark for Sanctuary's carbon emissions
- We are taking meaningful actions to reduce our carbon as well as other environmental impacts such as pollution and biodiversity.
- In October 2021 Sanctuary will switch to a 100% renewable energy electricity tariff across all of our operations.



CASE STUDY: Whole Home Retrofit Programme



- Sanctuary has conducted bespoke packages of retrofit works (including insulation, window and door replacement and heating system upgrades) improving the energy efficiency of 1,000 homes
- The current six year programme will see us roll out this approach to a further 28,986 properties, following which all properties are upgraded to a minimum of Band C

Social Impact

- We are committed to running our business in an ethical and sustainable manner so that our operations have a positive impact on society. Our social impact work is focused around Community investment
- Each year we **invest £1.4 million** in hundreds of local community-led initiatives. The goal of our investment is to build resilience and connection for our customers and their communities sustainably. We work in partnership and invest through a network of trusted local community groups aiming to:
 - Support people to create conditions in which they can thrive, increasing their ability to adapt to adversity in a positive way
 - Support people to maintain and build relationships, increasing connection to others, knowing their community and feeling part of it
 - Support community groups to access funding, advice, peer networks and training to build resilience and connection in our communities in a sustainable way

2020/2021 highlights – Year at a glance



Operational Update

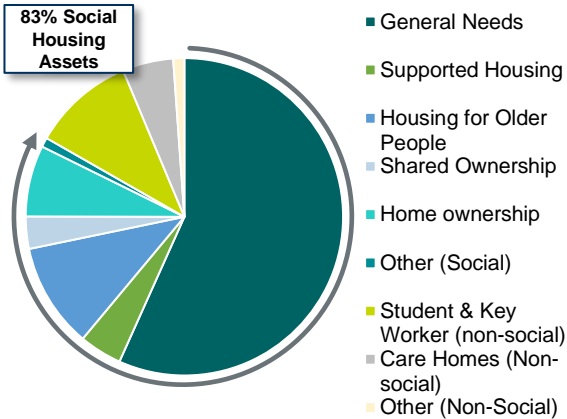
Sanctuary



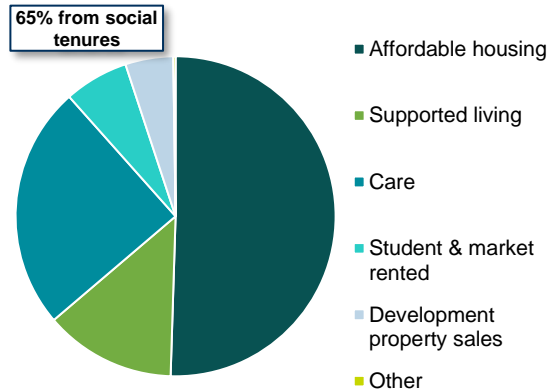
Rose Manor, Telford

Stock and Tenant Profile

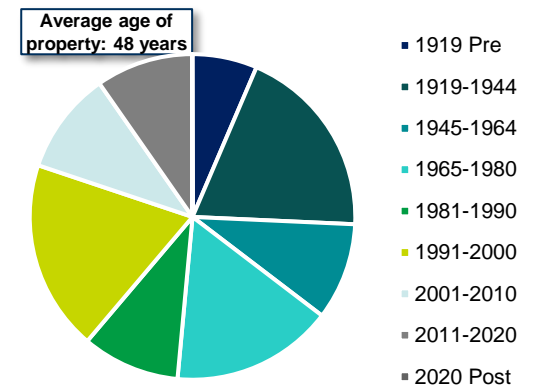
Stock Split by Tenure Type (Units)



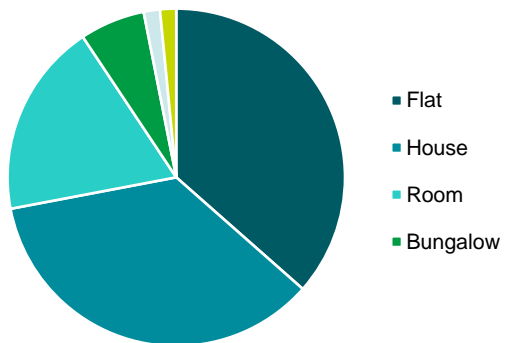
Revenue Split by Tenure



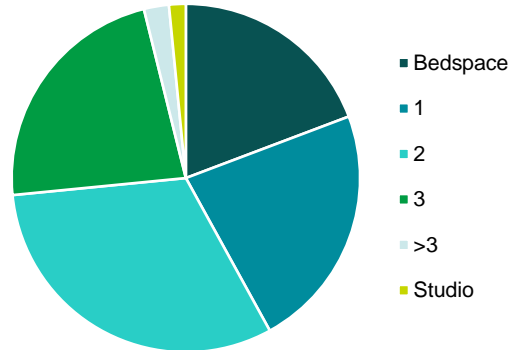
Stock Split by Property Age



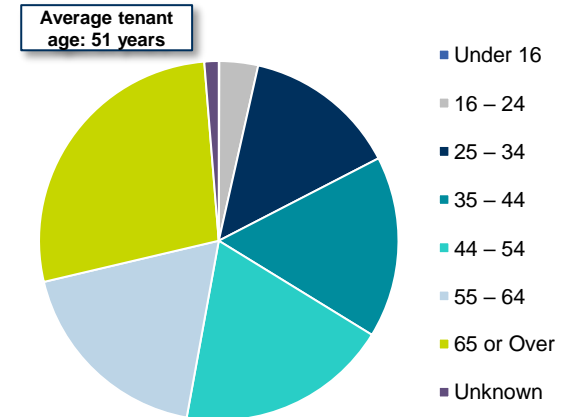
Stock by Property Type



No. of Bedrooms



Tenant Age Profile



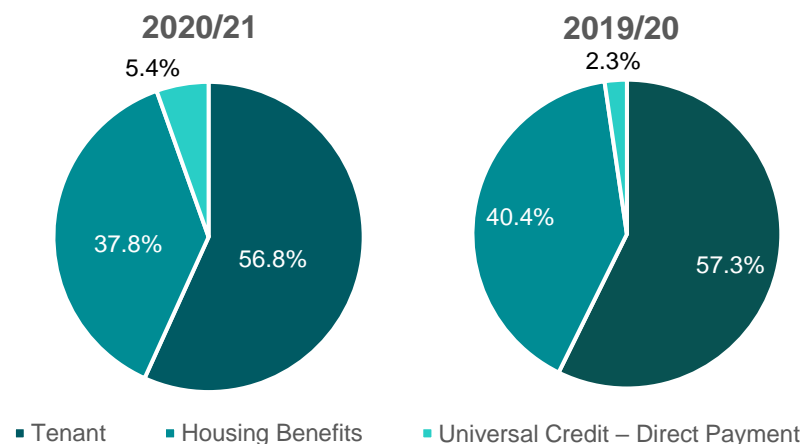
Rent Collection, Welfare Reform and Stock Management

Sanctuary has robust processes and systems in place to monitor our income and stock performance

- At 31 March 2021, 20,084 tenants were in receipt of universal credits (UC), up from 13,032 at FY 2019/20.
- Despite this increase, and the impact of COVID-19, rent arrears fell for the fourth consecutive year.
- The arrears performance is particularly strong considering the low number of evictions in 2020/21; 30 compared to approximately 400 in a typical year.
- Re-let days did increase year-on-year due to delays carrying out void maintenance as a result of the pandemic.
- Voids have increased in 2021 due to the pandemic, though remain relatively close to prior years.
- Any long-term voids are regularly reviewed with options recommended to the Executive Committee/Group Chief Executive for approval.

	2021	2020	2019	2018	2017
Void Loss (%)	1.58%	1.12%	1.30%	1.40%	1.40%
Rent Arrears (%)	3.16%	3.68%	3.80%	4.31%	4.95%
Re-Let Days (England)	38	24	25	30	34
Re-Let Days (Scotland)	39	22	24	20	30
Vacant Stock (Available)	703	619	393	447	428

Sources of Payment



Affordable Housing Divisional Overview

Listening to our tenants to deliver a quality service supported by standardised, centralised, efficient back office functions

- Our Affordable Housing margin is amongst the best in the sector due to our scale coupled with our centralised operating model and local presence
- Improved divisional revenue and EBITDA is driven by higher rents, together with additional revenue from new developments and acquired properties
- We received 947 general needs homes and 786 factored properties through a transfer of assets from Thistle Housing Association to Sanctuary Scotland on 1 March 2021
- The maintenance division slightly declined during the year due to COVID-19 restrictions limiting repairs to emergency only for much of the year

Affordable Housing	2021	2020
Revenue (£m)	386.5	377.1
Divisional EBITDA (£m)	209.9	199.1
Divisional EBITDA (%)	54.3	52.8
VFM Operating Surplus (%)	38.4	37.4
Capital Investment (£m)	44.4	58.4
Units in Management	81,109	78,724
Resident Satisfaction (Services)*	73%	80%
Resident Satisfaction (Maintenance)*	95%	92%



Supported Living Divisional Overview

Consistently high quality working practices

- Sanctuary Supported Living delivers services to five key groups:
 - older people (Sanctuary Retirement Living, which includes Extra Care and Home Care)
 - people with disabilities
 - people with mental health issues
 - homeless people
 - young people
- The division has seen year on year growth from successful tenders, acquisitions and the realisation of efficiencies due to the increased scale of the business
- The acquisition of over 800 properties from Notting Hill Genesis on 30 March 2020, of which 460 were supported housing properties, has delivered new contract wins in line with the business plan
- On 15 March 2021, we purchased 24 supported homes from Accent Group, largely in the North West, North East, Yorkshire and the Humber
- Capital investment increased significantly due to the remodelling of services

Supported Living	2021	2020
Revenue (£m)	101.6	91.7
Divisional EBITDA (£m)	8.3	6.2
<i>Divisional EBITDA (%)</i>	8.2	6.8
Capital investment (£m)	6.7	1.6
Units in management	6,677	6,421
Care Quality Commission rating (%)	98	100



Care Divisional Overview

Growth in technology supports high quality care provision

- Sanctuary Care has been delivering care to older people for 22 years and manages 99 care homes across England and Scotland
- 86% of all services in England are rated as 'Good' or 'Outstanding' and 75% of services in Scotland*, one of the highest in the sector
- The entire industry was severely impacted by Covid-19 with significant declines in occupancy that have not yet recovered.
- Whilst the Government provided additional funding, this was not sufficient to prevent a decline in margin. However, unlike many other providers, Sanctuary Care generated a surplus in 2020/21 with occupancy remaining above the industry average.
- We have well-established recruitment and development schemes, attracting staff from the UK and overseas, and are rolling out new technologies to support our operations

Care	2021	2020
Revenue (£m)	188.7	194.1
Divisional EBITDA (£m)	10.1	21.7
Divisional EBITDA (%)	5.4	11.2
CQC Rating (England) %	86	84
Care Inspectorate Rating (Scotland)%	75	88
Average weekly rates (£)	840	807
Occupancy (%) – average for the year	83	92
Capital investment (£m)	10.7	12.1
Number of bed spaces in management	5,201	5,201



Student and Market Rented Divisional Overview

Embedded strategy to maximise operating efficiencies

- Sanctuary's student division has remained resilient through the pandemic
- Even though most universities closed their campuses, 79% of Sanctuary's student accommodation continued to be let with greater UK domestic bookings offsetting lower international demand for London properties
- We did not give rent refunds during the pandemic and, although arrears have increased, our exposure is significantly lower than it would have been with full or partial refunds
- Despite universities investing in online learning, the consensus among students is that it cannot replace the on-campus experience
- While uncertainties remain about each institution's approach to face-to-face teaching, it is expected that more than 50% of over 18 to 21-year-olds in the UK will continue to go into higher education

Student & Market Rented	2021	2020
Revenue (£m)	49.8	56.7
Divisional EBITDA (£m)	21.5	29.1
Divisional EBITDA (%)	43.2	51.3
Occupancy - Student (%)	79	94
Capital investment (£m)	3.2	8.2
Units in management	12,232	12,340



Development Strategy

Sanctuary



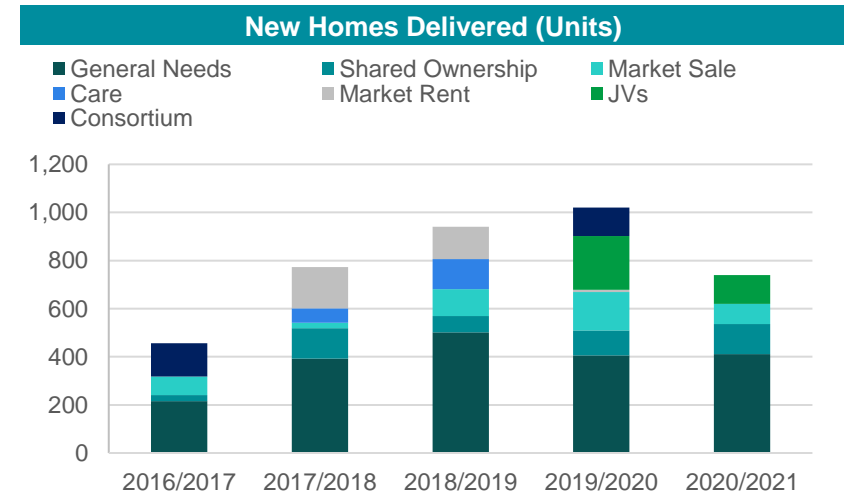
Defoe Court, Epsom

Development Track Record

Despite delays in construction, development sales provide meaningful contribution to Group revenue

- During 2020/21 a total of 620 new units were completed, of which 114 were for shared ownership and 71 outright sales, contributing 4.8% to Group revenue. A further 120 units were completed alongside our JV partners
- At the start of 2021/22 we forward sold 40% of our intended sales for the year; a record for us in recent years
- The year end stock position saw a slight increase year on year from £9.3 million (48 units) to £9.6 million (50 units); of the 50 units in stock 34 are reserved or exchanged
- This year has also seen an increase in our use of MMC with 1,346 properties under construction using these techniques
- We also saw the successful launch of high-profile sites such as Bullwood Gardens, Hockley, and Watling Gate, Sittingbourne

Development Sales	2021	2020
Revenue (£m)	37.0	40.4
Cost of sales (£m)	(30.0)	(29.7)
Divisional EBITDA (£m)	7.0	10.7
Gross Margin (%)	18.9	26.5
Units Completed in the Year	620	604
Units On-Site and In-Development	5,120	5,642
Funding for Development		
Expenditure Contracted (£m)	365.2	317.0
Authorised expenditure not contracted (£m)	258.1	463.8
Total (£m)	623.3	780.8

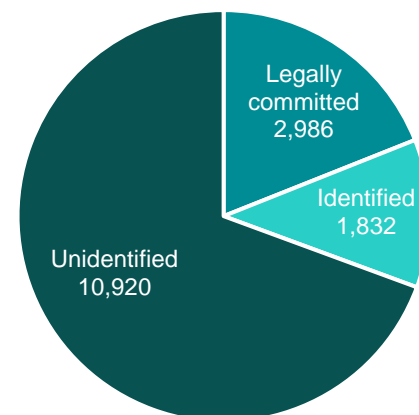
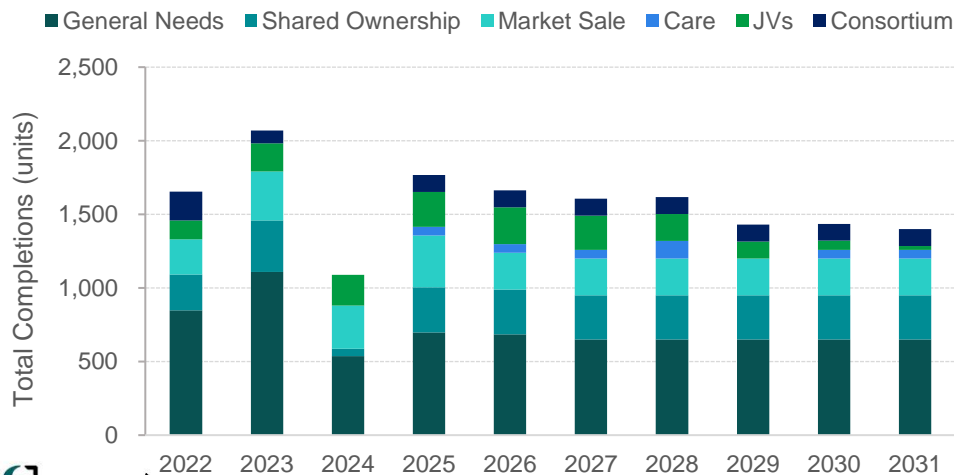


Development Pipeline

Our aim is to sustainably deliver 15,000 new homes between 2020-2028, focussing on affordable tenures

- Two years into our current 15,000-unit, 10- year programme, we have identified approximately 5,000 plots and, as we near the end of the 2016-2021 Affordable Homes Programme, we have submitted a bid to become a Wave 2 Strategic Partner which, if successful would result in a further 2,000 new homes from 2023-28 (760 social / affordable rent, 1,000 shared ownership, 240 extra care)
- We will also continue to deliver more affordable homes within our Scottish development programme, which has delivered 1,510 affordable homes over the past five years. Starting the construction of the first phase of our flagship Victoria Hospital site based in Glasgow was a highlight of 2020, delivering 135 new affordable homes
- Our legally committed expenditure over the life of the development plan is £342 million. We expect to receive around £35 million in future grant receipts to support the development of these committed units, in addition to an expected £372 million of sales income
- Our market sales tenure remains a small proportion of our development pipeline (less than 20%) through to 2031
- All new development projects are appraised by reference to a robust set of internally agreed appraisal metrics, agreed by the Group's Development Committee, considered by the Group Executive and ultimately approved by Group Board

Development Programme*



Financial Performance

Sanctuary



Wimborne House,
Gravesend

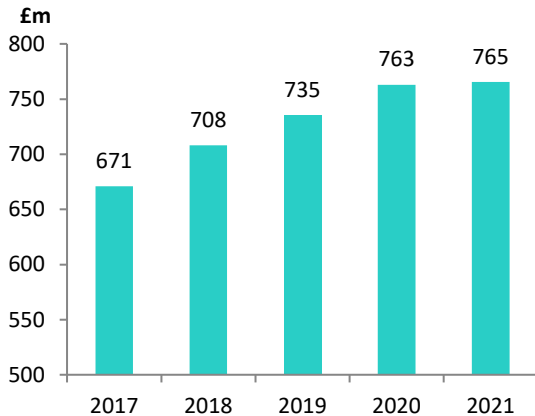
Summary Financial & Operational Metrics

Strong RSH social housing operating margin

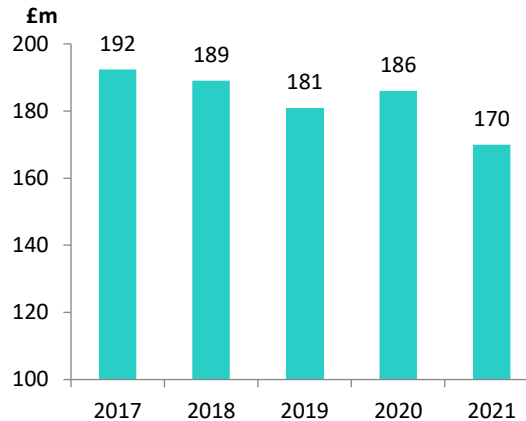
	2020/21	2019/20	2018/19	2017/18	2016/17
Revenue (£m)	765	763	735	708	671
Operating Surplus* (£m)	165	180	181	189	192
RSH Operating Margin (Social) (%)	38.4	37.4	38.5	40.1	41.8
RSH Operating Margin (Overall) (%)	21.3	23.0	24.2	26.7	28.7
Interest Cover (x)	1.95	2.09	2.15	2.07	1.94
RSH EBITDA-MRI Interest Cover (x)	1.34	1.19	1.21	1.28	1.21
Total Loans & Borrowings (£m)	3,377	3,106	2,811	2,729	2,586
Gearing (%)	49.6	50.6	49.3	49.9	47.3
Housing Units Completed	620	604	941	773	456
Homes on Site & In Development	5,130	5,642	6,002	6,019	4,686
Total Assets (£m)	4,817	4,460	4,088	3,943	3,770

Our Performance

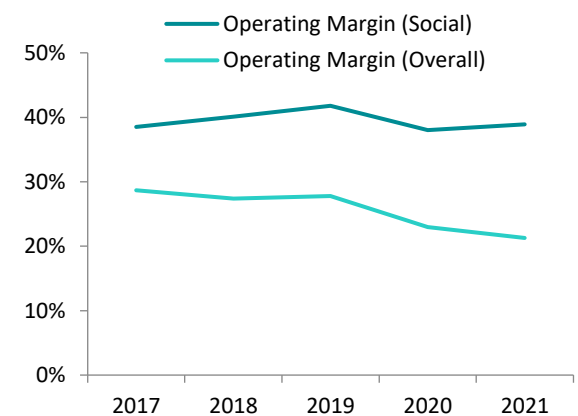
Revenue



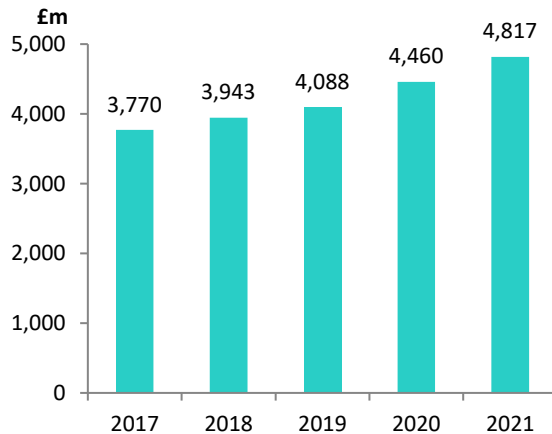
Operating Surplus*



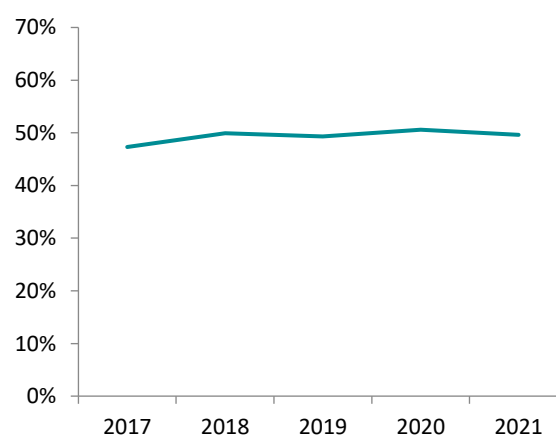
Operating Margin**



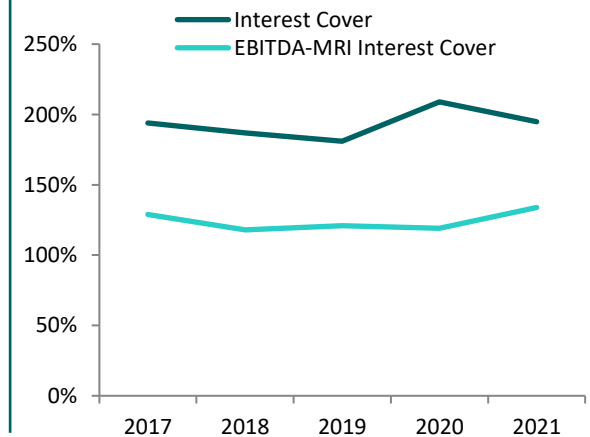
Total Assets



Gearing



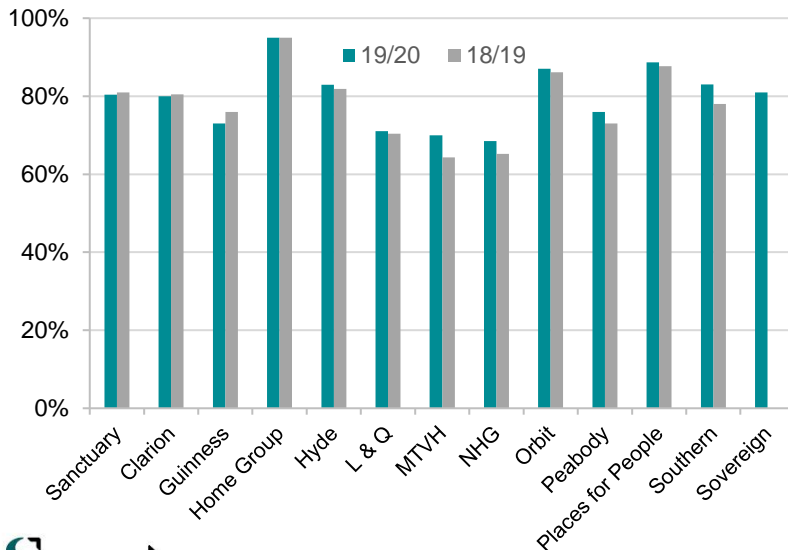
Interest Cover



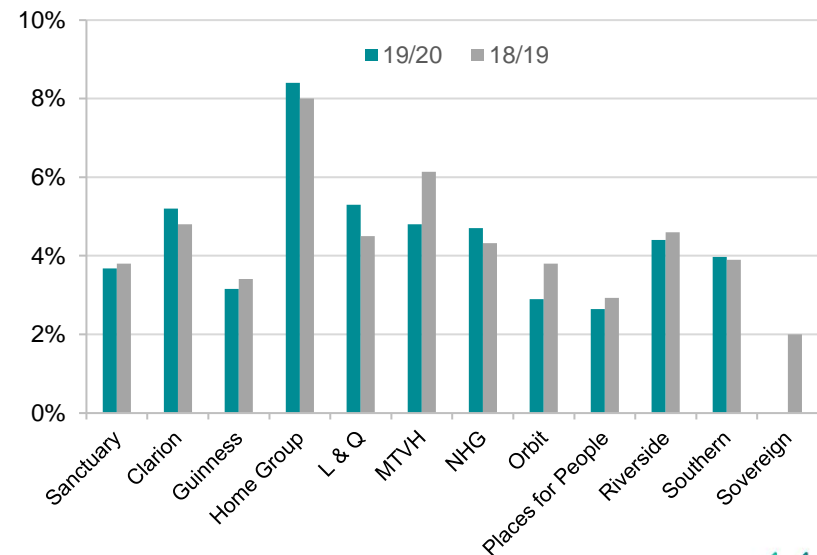
Peer Benchmarking

	Key Metrics*			
	Group (FY 2021)		Benchmarking (FY 2020)	
	2021	Group	Peers	Sector
Reinvestment	3.6%	4.0%	6.7%	7.2%
New supply social	0.6%	0.6%	2.3%	1.5%
New supply non-social	0.1%	0.1%	0.3%	0.0%
Gearing	51.6%	53.1%	48.8%	44.0%
EBITDA MRI Interest Cover	134.6%	119.3%	138.9%	170.3%
Headline SH CPU	4,210	4,499	4,311	3,835
Operating margin SHL	38.4%	37.4%	31.1%	25.7%
Operating margin overall	21.2%	23.0%	23.1%	23.1%
ROCE	2.7%	3.1%	3.2%	3.4%

% Overall Satisfaction with Landlord

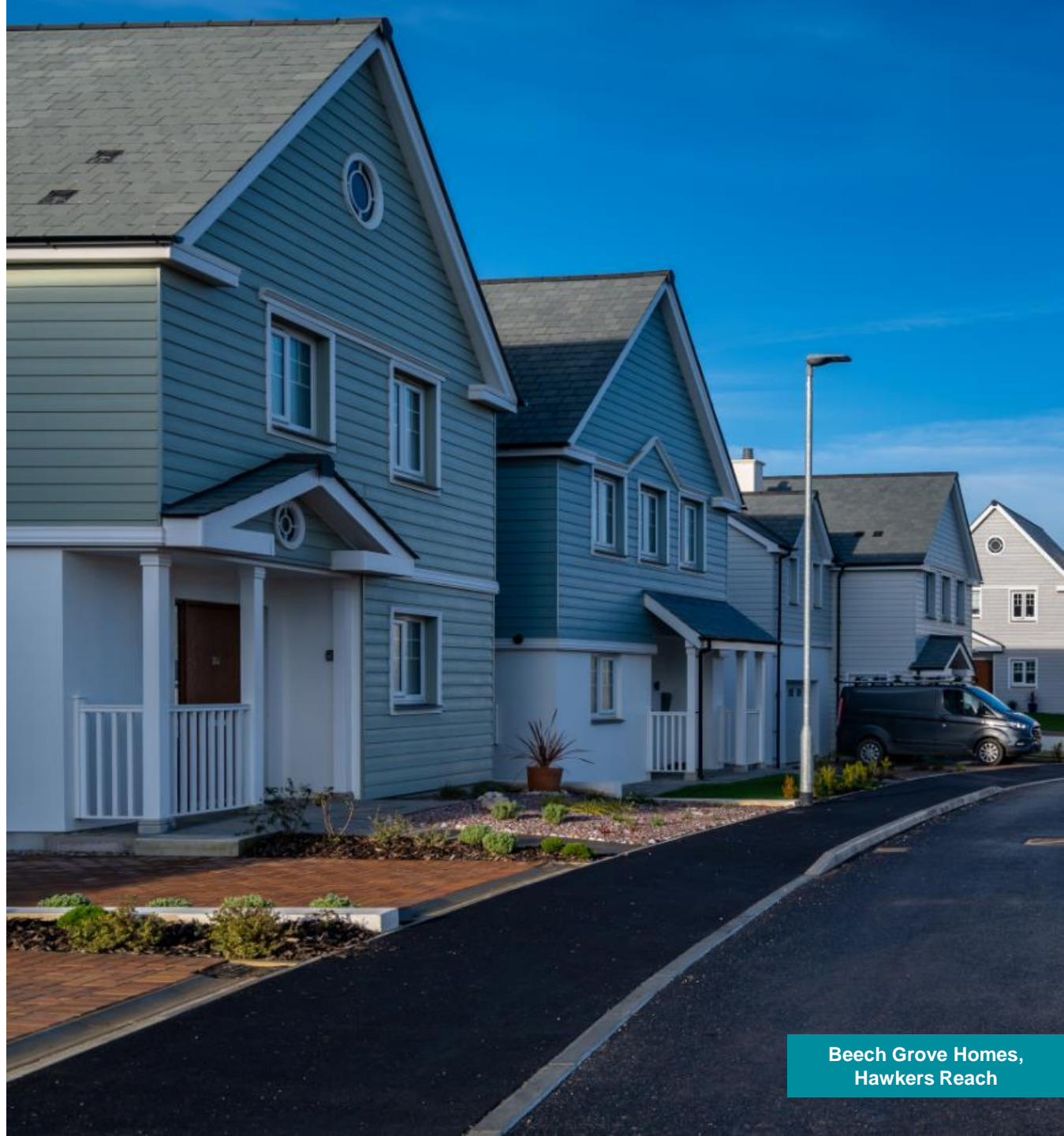


Year End - % Current Tenant Arrears



Treasury

Sanctuary



Beech Grove Homes,
Hawkers Reach

Our Risk Appetite

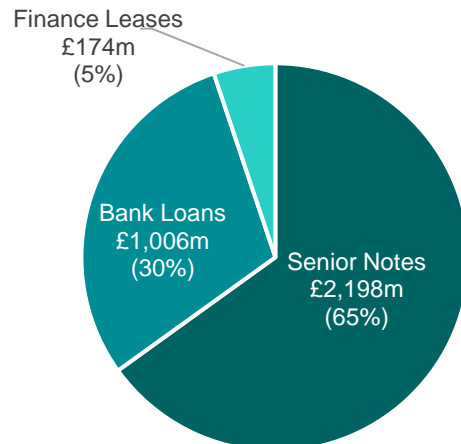
The Group Board monitors a number of risk appetite metrics

- Presented to Executive Committee monthly and Group Board if a trigger is breached

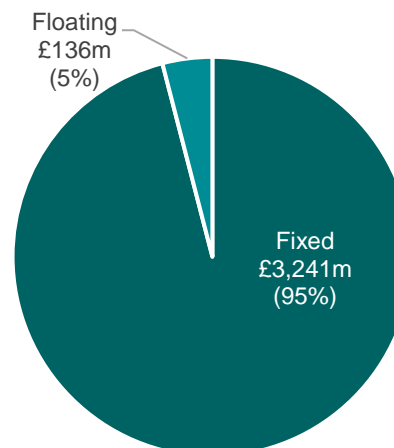
Golden Rule	Hurdle		Trigger Point		31 March 2021
All outright sales revenue not to be greater than 30% of Group total sales revenue	30.0%	✓	20.0%	✓	4.8%
Value of lending to Beech Grove Homes - the maximum amount we are prepared to lend into our development and construction business at any time	£350m	✓	£300m	✓	£79.1m
Existing cash and available facilities cover at least 18 months of future committed spending requirements	18 months	✓	20 months	✓	32 months
All income test funder covenants are exceeded and this continues to be the case for the life of the latest projections/business plan (statutory entity specific)	Pass	✓	Covenant forecast within 10%	✓	Tightest interest cover is 153.0% against a covenant of 125.0%
All balance sheet funder covenants are met and this continues to be the case for the life of the latest projections/business plan (statutory entity specific)	Pass	✓	£100m debt headroom	✓	Tightest gearing covenant has headroom of £278m
Capacity in the form of cash, undrawn facilities and available unencumbered property security that could be used to raise financing exceeds £500 million	£500m	✓	£600m	✓	£1,442m
EBITDA MRI interest cover (Group level) - the amount we can cover our interest expense from our earnings after deducting capital reinvestment spend*	100.0%	✓	110.0%	✓	134.2%
Operating margin (Group level)*	18.0%	✓	20.0%	✓	21.5%

Treasury Management

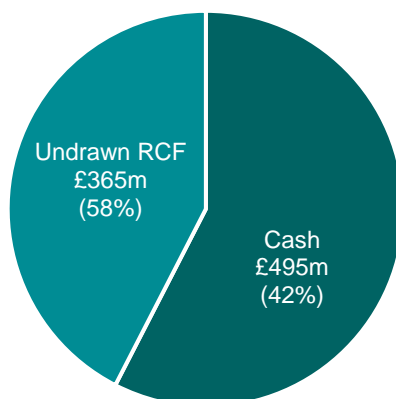
Group Total Debt - £3.4bn



Fixed vs Floating Debt

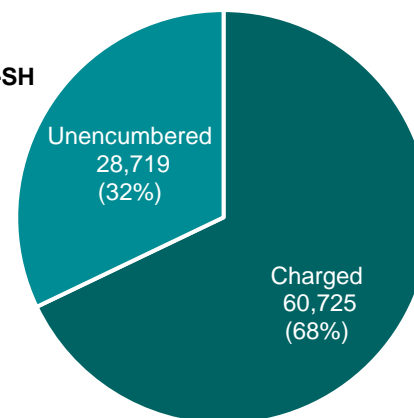


Available Liquidity - £860m



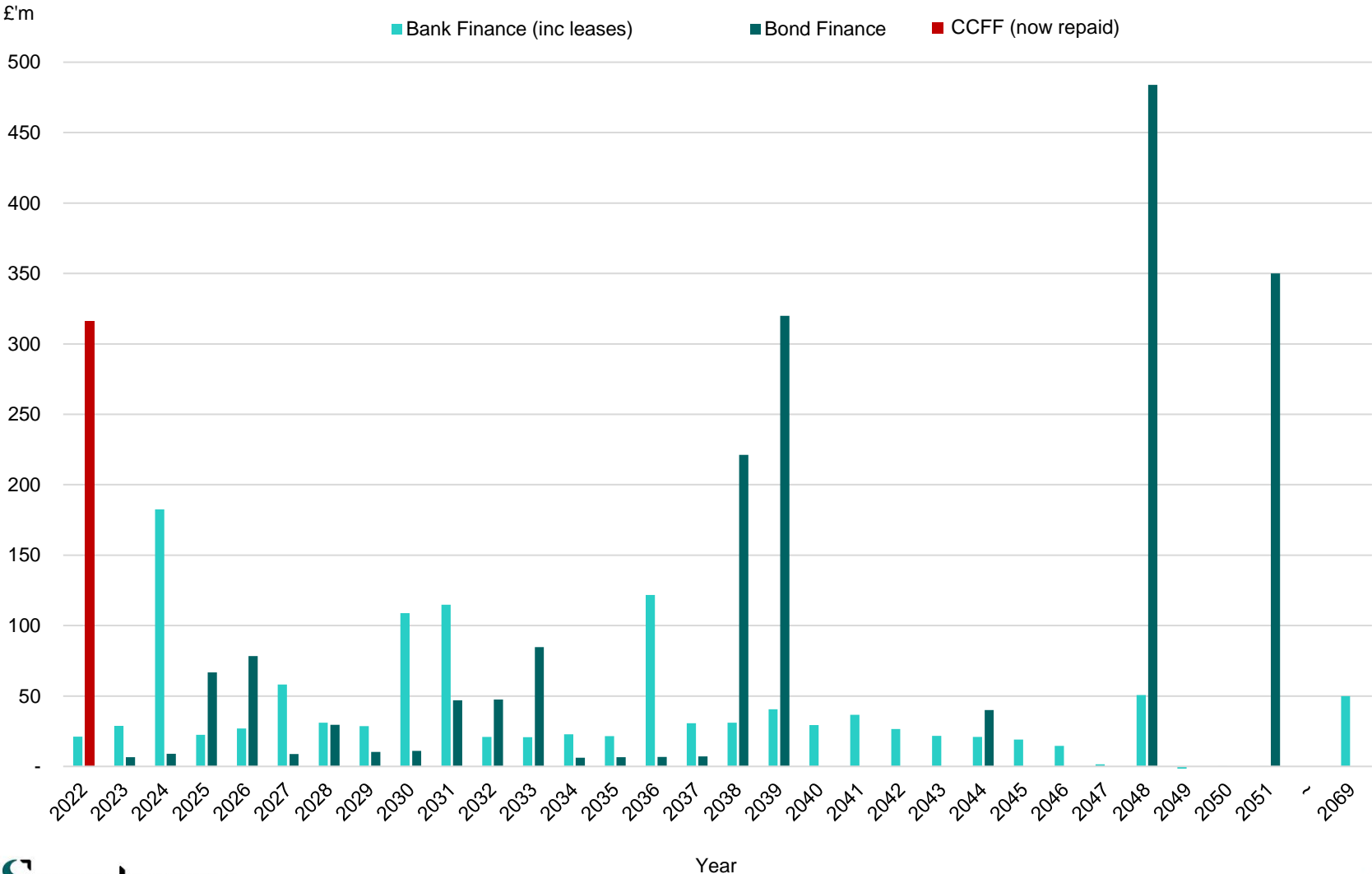
Group Security Position

Estimated EUV-SH
of £1.6bn



Debt Maturity Profile

COVID-19 Corporate Financing Facility repaid in 2022



Appendix

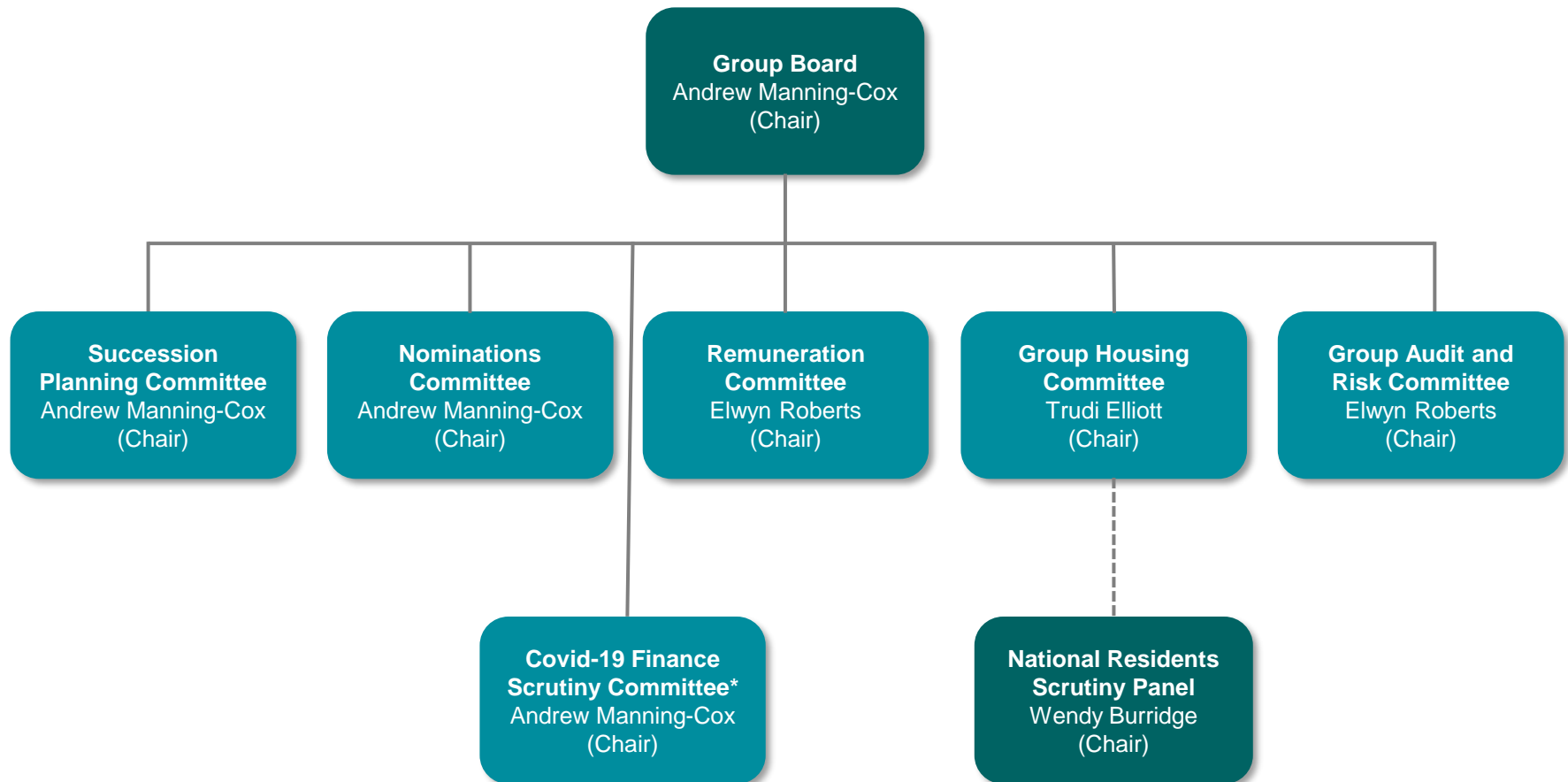


History

Sanctuary has provided over 50 years of housing, care and support

- | | |
|------|---|
| 1969 | • Sanctuary was founded under the name World of Property Housing Trust |
| 1986 | • Officially became Sanctuary Housing Association |
| 1989 | • Sanctuary and New Spiral underwent the largest ever merger of two associations, at that time (13,000 combined homes) |
| 1995 | • Sanctuary Care was formed to provide high-quality care services for older people and Sanctuary Scotland was created |
| 2008 | • Six further organisations were added to the ever growing Group including: Rochford Housing, Banbury Homes and Kingsmead Homes in London, bringing the Group's homes under management to over 70,000 |
| 2013 | • At the request of the Regulator, Sanctuary stepped in to secure the future of Cosmopolitan Housing Group (13,500 homes) which was in serious financial difficulties, marking the largest rescue deal the sector had ever seen |
| 2016 | • Sanctuary merged its three Scottish housing associations to make Sanctuary Scotland (over 6,500 homes) |
| 2017 | • Sanctuary acquired 35 care homes and a supported housing scheme from Embrace, bringing its total number to over 100 |
| 2020 | • Sanctuary's care home business continued to grow with the acquisition of seven care homes from Lorimer and purchase over 800 units of social housing from Notting Hill Genesis |
| 2021 | • Almost 2,000 owner and managed units were added to the Group from Thistle Housing Association and 289 properties were purchased from Accent Housing |

Governance Structure



Non-Executive Board Members

Andrew Manning-Cox, Group Chair



- Chair of the Nominations and Succession Planning Committees
- Retired as Senior Litigation Partner from Gowling WLG (UK) LLP in 2018 after 40 years at the organisation
- Andrew is now in practice as an Arbitrator, Mediator and a Notary Public

James Thallon, Group Board Member



- Experienced senior NHS clinical leader and a practising GP
- James has worked in clinical commissioning since 2003, eventually becoming Medical Director for Kent, Surrey, and Sussex for NHS England
- Previous experience at Crossways Community

Trudi Elliott, Group Vice Chair & Chair of Group Housing Committee



- Chartered Town Planner and formerly a lawyer
- Chair of the Planning Inspectorate for England & Wales
- Visiting Professor in planning and land economy at Henley Business School and a Fellow of the Academy of Social Sciences

Denise Plumpton, Group Board Member



- Non-executive of CSW Sport and Chair of its Audit and Governance Committee
- Was a non-executive director within NHS primary care for 11 years (2007 to 2018) and chaired the Finance Committee
- Since 2010 worked as an Independent Strategic Consultant

Elwyn Roberts, Chair of Group Audit & Risk Committee



- Engineering graduate and qualified Chartered Accountant
- Retired in 2011 as a Partner in the audit and assurance business of PwC where he worked from 1990
- Developed the PwC's housing association portfolio in Wales and the South West

Ian Chisholm, Group Board Member



- Ian Chisholm has over thirty years of executive experience in finance and treasury roles in large and complex organisations
- Currently Group Treasurer of Grosvenor Group, the international property management and development company

Alok Bhalla, Group Board Member



- Career in the private sector with over 30 years of diverse experience in senior roles at financial institutions across multiple locations
- Alok helps Private Equity owned entities and Private Equity/Venture Capital Funds raise structured debt from public and private markets

Arvinda Gohil, Group Board Member



- Experienced CEO and non-executive director in not-for-profit sectors and has set up and run housing associations
- Regulatory experience while at the Housing Corporation
- Developed new Code of Governance while Membership Services Director at the National Housing Federation

Executive Team

Craig Moule, Group Chief Executive*



- Lead Officer on Group Board, the Nominations, Remuneration and Succession Planning Committees, and a member of the Group Board
- Appointed Group Chief Executive on 1 January 2019, having worked at Sanctuary for 30 years
- Prior to this role, he was the Group's Chief Financial Officer

Ed Lunt, Group Finance Director*



- Lead officer on the Group Audit & Risk Committee
- Joined Sanctuary in May 2019 as Group Finance Director and is also a co-opted member of the Group Board
- Chartered Accountant and previously worked at Alliance Medical Limited, where he was the UK Finance Director

Nicole Seymour, Group Director – Corporate Services*



- Responsible for a number of key areas including human resources, public relations, customer services, health & safety and governance
- Co-opted member of the Board and company secretary
- Joined Sanctuary on the graduate programme in 2014

Nathan Warren, Group Director – Commercial



- Responsible for developing commercial opportunities and new business development
- Previously at Rolls-Royce, Grant Thornton and Halliburton
- Named the Institute of Directors' New Chartered Director of the Year

Kevin Heslop, Group Director - Technology



- Director of Technology since 2014
- He joined Sanctuary in March 2010, working initially as System Development and Support Manager
- Prior to this, he worked in technology consultancy

Simon Clark, Group Director - Housing



- Responsibility for the Group's landlord, supported living and student operations across England and Scotland
- Started career with Sanctuary as Managing Director of Rochford Housing, before taking on a variety of national roles leading on customer services

Peter Martin, Group Director – Development



- Responsible for leading the Development and Construction teams
- Prior to this role, worked as Senior Development Manager for Sanctuary Scotland, following 25 years working in the housing sector

Sarah Clarke-Kuehn, Group Director - Care



- Sarah is Group Director – Care. Since joining in 2011 as Head of Finance - Housing & Communities, she undertook a number of roles including Director of Housing Operations and Operations Director for Sanctuary Supported Living
- Qualified management accountant, who started career at London International Group (FMCG)