



Presentation to Fixed Income Investors

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Presentation team

Elizabeth Froude, Group Chief Executive

Elizabeth joined Platform Housing as Group Chief Executive in July 2019. She has 14 years' experience in the social housing sector. This includes being Deputy Chief Executive and Executive Director of Resources at Genesis Housing Association (now part of Notting Hill Genesis) from 2011 to 2018. She was also involved in the creation of Radian via the only 3-way merger in social housing to this day. Prior to the housing association sector, Elizabeth gained extensive business change experience working for a variety of large FTSE companies both in UK and across Europe, mostly in operationally focussed roles involving process improvement, mergers and buy outs, including Carlton Communications, Kingfisher and Diageo.

Rosemary Farrar, Chief Finance Officer

Rosemary joined Platform Housing as Chief Finance Officer in March 2020. She has 35 years' experience in the social housing sector. This includes being Group Finance Director and Resources Director of Notting Hill Housing Trust (now part of Notting Hill Genesis), Circle Anglia (now part of Clarion Housing), Watford Community Housing Trust and Southern Housing Group between 1991 and 2016. Immediately prior to joining Platform, she spent four years primarily in various interim chief financial officer roles, including for Riverside and Southern Housing Group.

Contents

1. Key credit strengths page 5
2. Platform Housing overview page 6
3. Strategy, leadership & governance page 12
4. Operational performance page 16
5. Development page 24
6. Financial performance page 31
7. Funding and treasury page 37
8. Conclusion page 42
9. Appendices page 44

Key credit strengths

Deep regional focus with significant scale

Exclusive Midlands focus, largest RP builder of social housing in England for last 2 years, over 45,000 quality homes

Low risk social housing focused model

84% of turnover from social housing letting activities

Established developer with ambition to do more

1,449 units completed 2019/20 and 2,000 p.a. target by 2023

Transformed leadership and governance

Proven leadership team, mix of commercial and sector skills and transformed governance

Sector leading financial strength

Strong margins, robust and predictable cash flows backed by supportive regulation and low gearing

Strong external endorsement

A+ (stable) S&P credit rating; G1/V1 regulatory grading; one of the larger Homes England strategic partners

>45,000

Homes
owned

42.1%

Social housing
lettings margin

2.0x

EBITDA-MRI
interest cover

43.5%

Gearing

A+ (stable)

S&P credit
rating

G1 / V1

Regulatory
grading

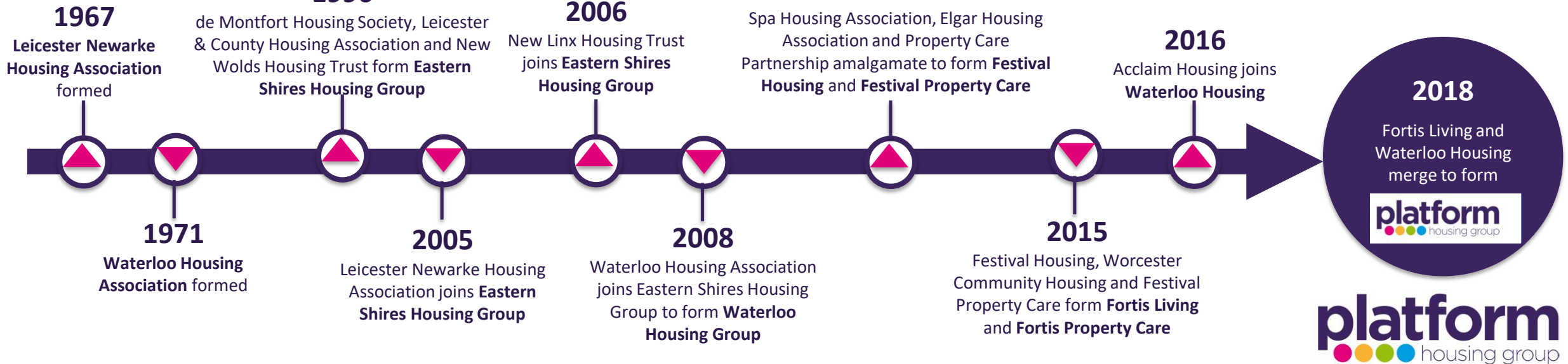


Platform Housing overview

Deep regional focus with significant scale

- Exclusive Midlands focus and largest RP builder of social housing in England in recent years
- Over 45,000 homes owned across broad range of demographic areas
- Making a difference across the Midlands for over 50 years
- Largest landlord in the Midlands, bringing significant regional influence
- Density enables differentiated local knowledge and sector leading cost position

Key events in development of Platform Housing Group



Recent merger of highly complementary businesses

- Waterloo and Fortis merged in October 2018
 - Successful history of integrating merged businesses, group traces its origins back to 1967
- Both focused on social housing exclusively in the Midlands
 - Waterloo (26,000 homes East Midlands focus); Fortis (18,000 homes West Midlands focus)
- Strongly aligned vision and culture with desire to actively invest in affordable housing delivery to address the regional housing crisis
- Merger complete structurally; single infrastructure platform; full benefits to come

Merger rationale

Create a stronger and more influential organisation

Drive efficiencies to reinvest in home building and better services

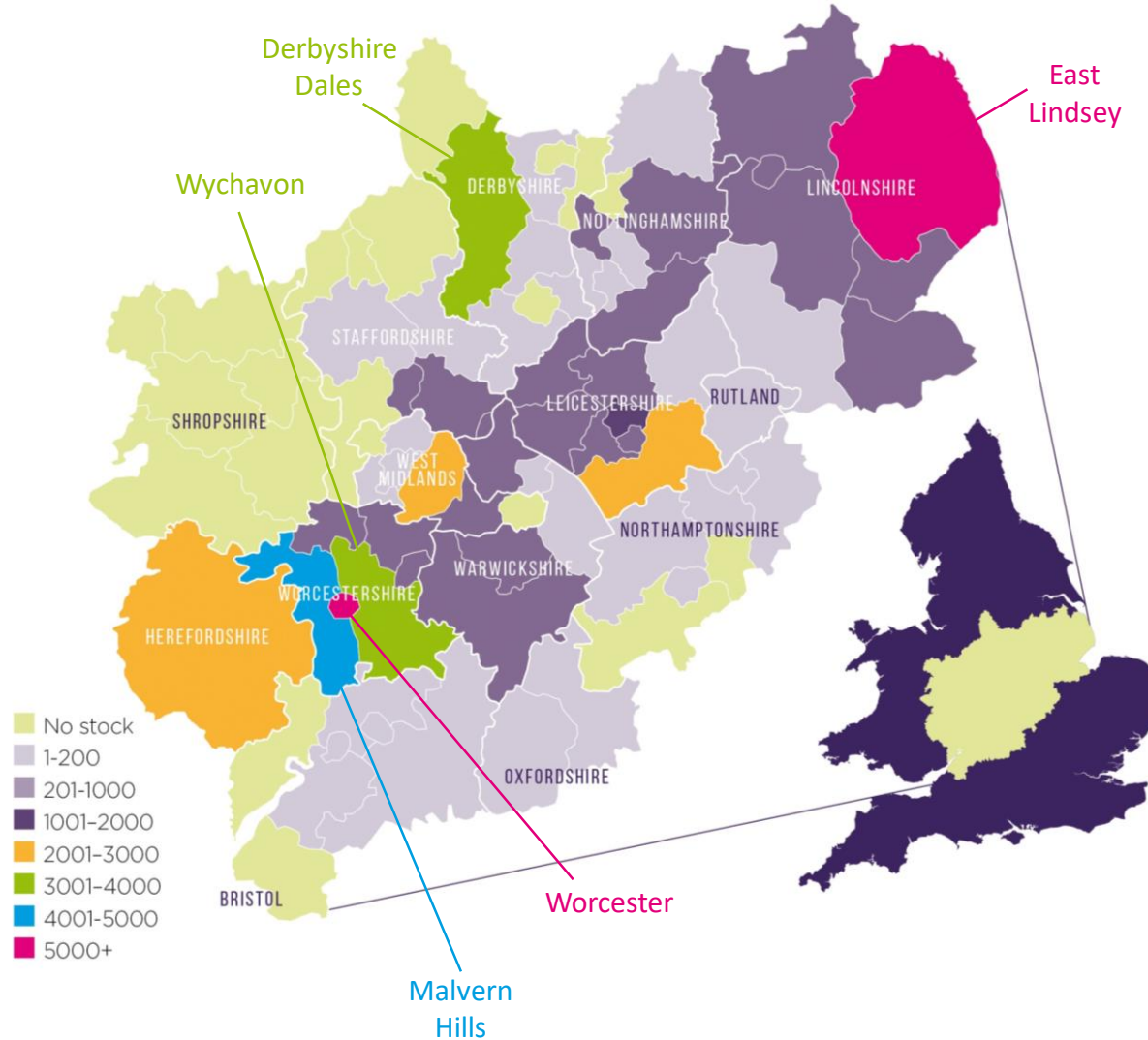
Enhance customer service

Insourcing more maintenance via Platform Property Care

Digitisation

Range of demographics with high affordable housing demand

Platform's operational area including top 5 markets



Strong portfolio density with over 50% of homes in top 5 geographic markets

Operating across full spectrum of areas from deprivation to significant affluence

Delivering strong social dividend with rent materially (~50%) below market average

24,000 homes in top 5 areas with local authority housing waiting lists of over 10,000

Social housing tenure focused portfolio

Total properties owned **45,510**

28,062

General needs housing

6,645

Affordable rent

5,321

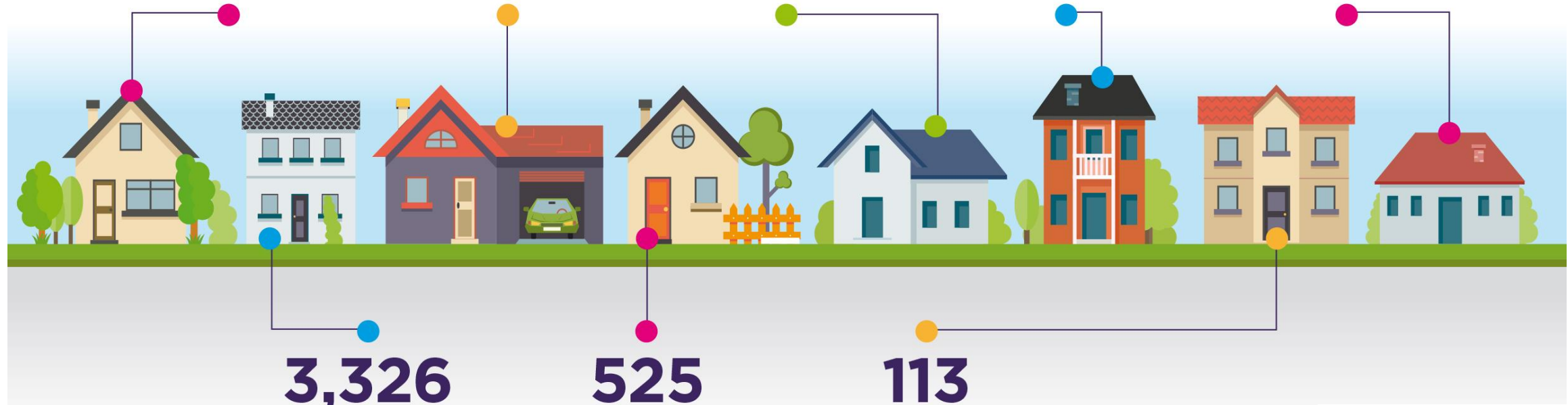
Shared Ownership

1,100

Leasehold in management

418

Non social leased



3,326

Supported housing and housing for older people

525

Intermediate rent

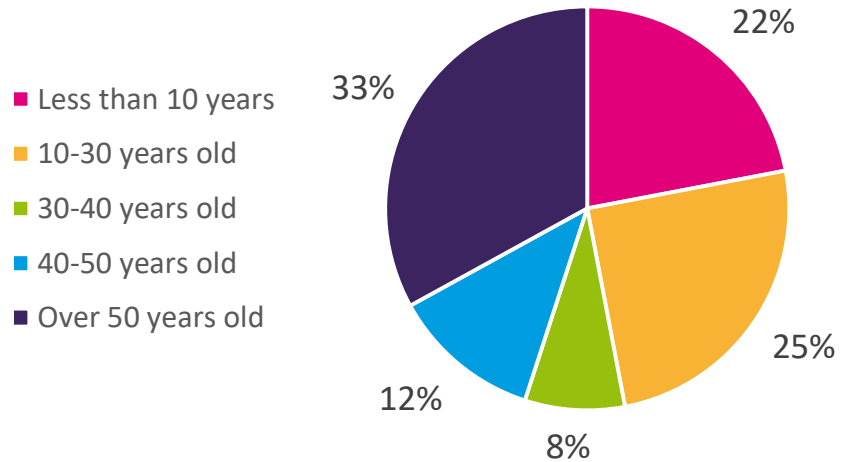
113

Non Social rented

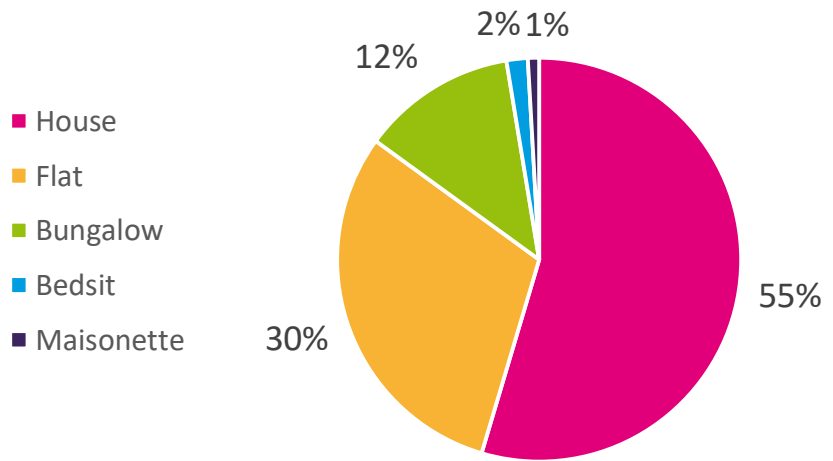


We also have a well invested modern portfolio

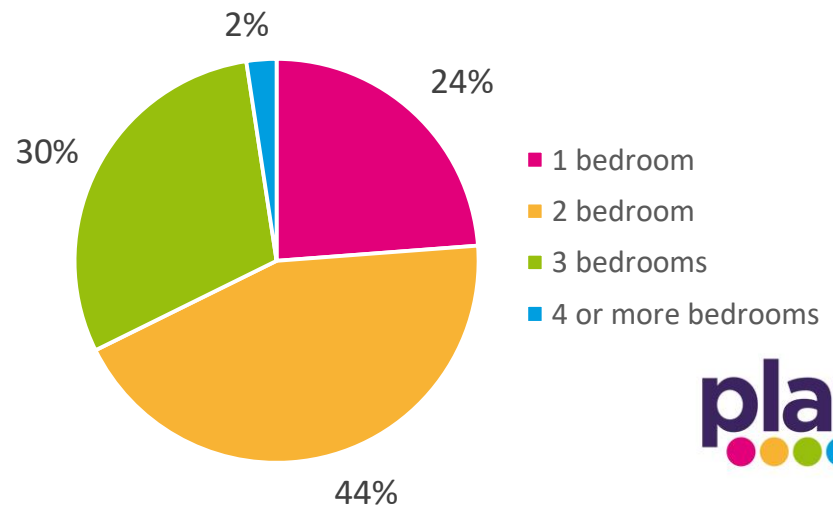
Modern stock: 37 year average age



High share of houses - easy to maintain



75% of homes have at least 2 bedrooms



See page 51 for notes, sources and defined terms





Strategy, leadership and governance

Building 'A truly modern housing association'

Building strong foundations

Creating contemporary governance and strengthened risk management

Embracing digitization

Exploiting new technologies to enable multi-channel service access choices for customers

Optimising customer experience

Modernising data management to understand better our customers

Optimising asset management

Insource activities where that enhances quality and efficiency

Lifecycle asset optimisation

Clear quality focus on existing and new homes with efficient asset management, modern methods of construction & greener technology

Enhancing efficiency

Enhancing treasury management to optimize asset utilisation and build more homes

Building more homes

Controlling quality of our developments by concentrating on land-led schemes

Engaging and motivating our team

Modernising our ways of working and contract with employees

Transformed leadership and governance

- Identical PHGL and PHL boards comprising Group Chief Executive and non-executives
- Significant board refresh, enhancing effectiveness and delivering key skill sets
- 4 directors appointed with demonstrable strong commercial skills in other sectors
- New board committee structure and terms of reference completed in 2020
- New resident-led customer experience panel
- Also refreshed Executive Team and established new executive committees

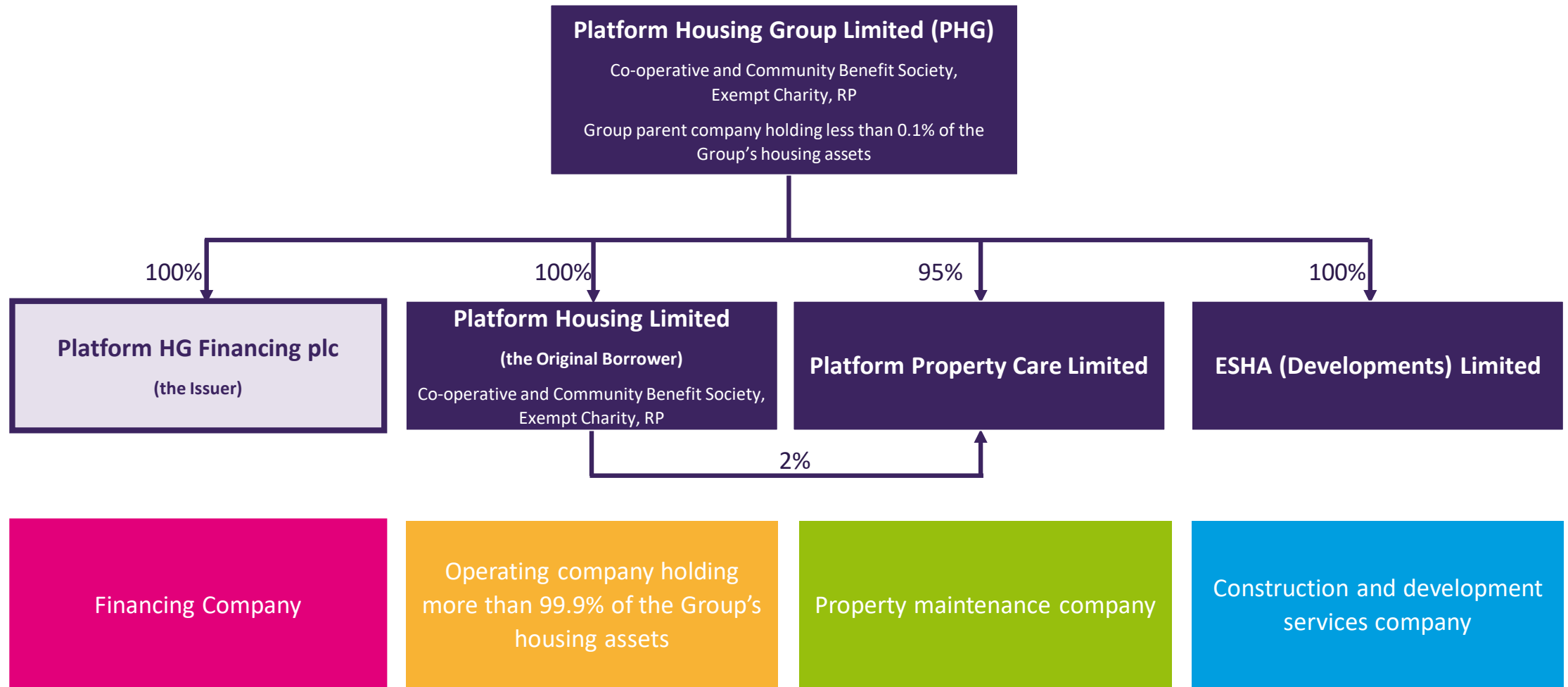
Recent Director Appointments

- **John Weguelin**, chair and former CEO of Zenith Bank
- **Paula Smith**, CFO of Plusnet
- **Sebastian Bull**, MD of ABP Property Management and former CFO of ABP
- **Heena Prajapat**, Global Vice President and Chief Information Officer, Harsco Corporation

Refreshed Executive Team

- **Elizabeth Froude**, Group Chief Executive, appointed July 2019
- **Rosemary Farrar**, Chief Finance Officer, appointed March 2020
- **Gerraint Oakley**, Executive Director (Growth & development), appointed June 2020

Platform's simple corporate structure





Operational performance

Efficient asset management is a key differentiator

- Maintain stock quality and enhance customer experience with effective asset management
- One of post-merger key priorities was driving quality and efficiency through insourcing of maintenance to Platform Property Care (PPC)
- PPC's over 300 strong workforce recruited from and work in their local communities
- Created a keen focus on decarbonizing our portfolio and tackling fuel poverty

Insourced further 65% of maintenance work by 31 March 2020

85% of maintenance contracts insourced by 31 March 2021

£60m invested across routine and major works maintenance in 2019/20

All emergency and safety work continued during COVID-19 lockdown

ISO 9001 (quality management system), **14001** (environmental management system) & **45001** (occupational health and safety) accreditation

Building safety

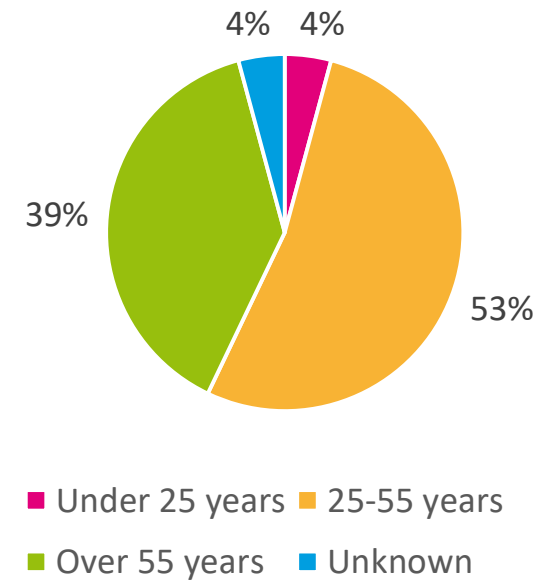
- Health and safety is key – significant resources allocated to enable compliance & initiatives
 - Current ~£5m annual health and safety spend primarily on fire safety
- Very limited exposure to high rise and timber frame buildings
 - Only 6 buildings of 6 storeys or over. No exposure to ACM or HPL cladding. All high risk building issues mitigated
 - 1,487 fire risk assessments in place with 100% compliance
- 100% of stock at Decent Homes Standard
 - Board commitment to maintain high standard with a £34k per home spend over 30 years
- Achieved 99.6% gas safety compliance at 31 March 2020
 - Target 100% expected to be achieved during 2020/21 with current shortfall due predominantly to COVID-19
 - Significant proportion of stock serviced by own engineers, supported by extensive third party audit

Understanding our customers

- Cleansed customer data to better understand their needs and then tailor our service geographically and locally
- We know how all tenants pay so can support those in difficulty
- Implementing more direct satisfaction measurements to pinpoint improvement areas
- More commercial performance measurement introduced
- Committed to listening to customers – established a Customer Experience Panel, chaired by a resident – the customer voice heard by the Board. Attended by Executive/Board members
- Customer involvement in all policy development so service delivery is tailored to need
- Complaints policy in line with Ombudsman guidance and publicise learning



Customer profile by age



Strong environmental commitment (ESG)

- 74% of homes have SAP rating of 'C' or above; 96% at 'D' or above
- Ground and air source heat pumps replacing electric, gas and solid fuel in 1,771 homes
- Wall insulation fitted to 64 solid wall properties
- Programme of installing of solar PV panels
- £18m energy efficiency investment in last 5 years with £7-8m planned for 2021/22

- Consolidation of office space and increased home working reducing carbon emissions

- Strong Board support to extend environmental ambition in new strategy by end of 2020

Case study: DeMontfort House, Leicester



- Combined heat and power conversion of tower block combined with rooftop PV and battery storage
- CHP designed to operate on gas and hydrogen mix
- £2.7m project supported by 40% 'green' grant funding
- Expected to reduce energy consumption by 30%

Other ESG activities

Social

- Active support to tenants through Welfare and Tenancy Sustainment Team including provision of welfare benefits, home energy, employment and debt/budgeting advice to customers
- Active support during COVID-19 lockdown with £150k Welfare Fund
- Investment in staff training including award-winning apprentice scheme
- Active local employment
- Diversity and inclusion strategy focusing on data collection to reflect communities we work in

Governance

- Commitment to excellence and transparency in governance
- Transformation of Board and Executive with core skills recruited
- Significant board refresh post-merger, enhancing effectiveness and delivering key skill sets
- Effective committee structure ensures oversight of key areas including development, financial planning and health and safety
- Customer focus supported by Customer Experience Panel
- Rated G1 by Regulator of Social Housing

Well managed transition through welfare reform

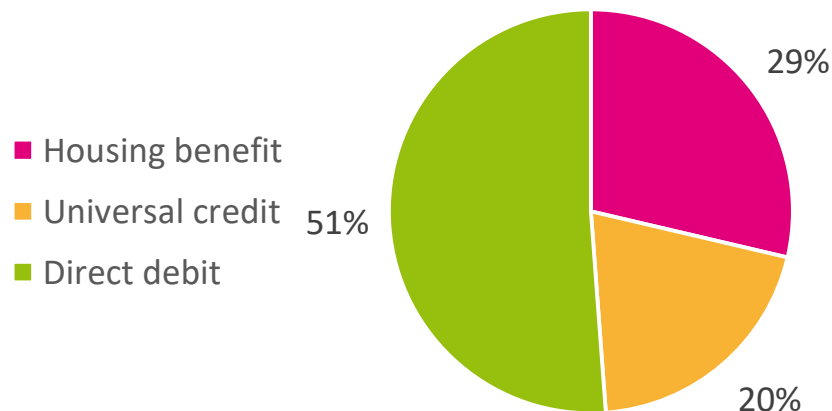
Background

- While lower than sector average, a high proportion of Platform's customers rely on welfare benefits to meet rent payments
- Comprehensive welfare benefit changes, including to housing benefit, introduced since 2013
- In particular, Universal Credit, a single benefit replacing multiple benefits, often reducing overall incomes, increases risk arrears
- Universal Credit phased roll-out from 2016 to 2023
- Benefit cap and under occupancy also relevant

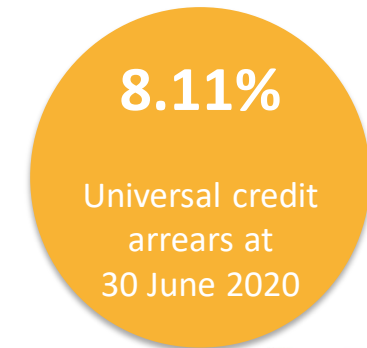
Platform's position

- Committed to helping customers manage welfare reform
- A single Platform team dedicated to welfare reform issues
- Key teams under single leadership for income management, money advice, employability and digital inclusion
- Accelerating digital strategy to provide greater clarity and responsiveness for business and multi-channel communication and payment options for customers
- Impacts modelled and stress tested – business plan robust and current performance on target

Customer rent payment methods



Universal credit presents a manageable arrears challenge



COVID-19 update

Operational

- Core services maintained throughout lockdown – ensured continuity of health & safety compliance, emergency repairs & estate management
- Offices closed and 350 impacted staff furloughed, particularly in PPC
- Staff supported throughout furlough period and expected largely to return to work by end of July 2020
- Non-furloughed staff seamlessly transitioned to working from home enabled by existing remote working practices and PlatformONE

Social

- Core to our mission to support our residents & staff during difficult period
- Stayed close to residents to support access to welfare support systems
- £150k welfare grants to tenants and charitable organisations
- Approximately 120,000 welfare checks
- Housing provided to homeless, creating sustainable tenancies for 92 households
- Furloughed staff volunteered in their neighbourhoods to positively impact communities

Financial

- Strengthened liquidity from reduced development and £100m of CCFF
- Completed revised budget to reflect impacted environment
- Development paused in April/May but now back on site
- Void turnarounds and re-lets slowed
- Lower property completions and SO sales at 31 March 2020; SO sales 77% of budget in Q1 2020/21
- Rent arrears initially rose from 2.87% at 31 March to 3.01% at 30 June with stability since May
- Lower maintenance costs

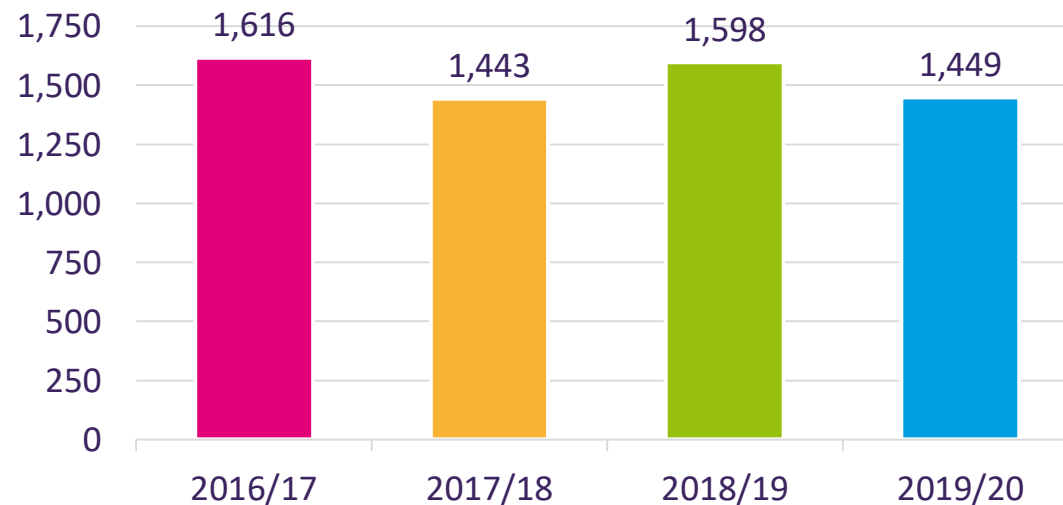


Development

Platform's development activities

- Over 50 years' experience of developing social housing across the Midlands
- Delivered 4,500 homes over last 3 years
- Strong focus on social housing tenures – largest registered provider builder of social and affordable housing in England for last 2 years
- Diversified development partnerships – largest single developer is 8% but typically no more than 3-5% of programme with any one developer
- Key strategic partner to Homes England with £72 million grant to deliver 1,800 homes

Consistently delivering ~1,500 new homes a year

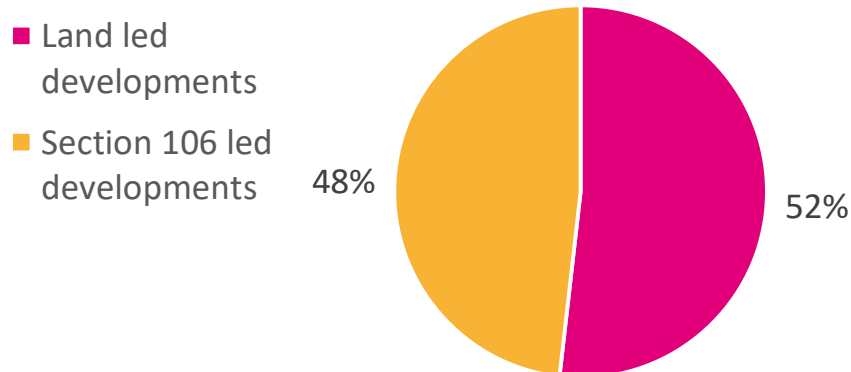


See page 51 for notes, sources and defined terms

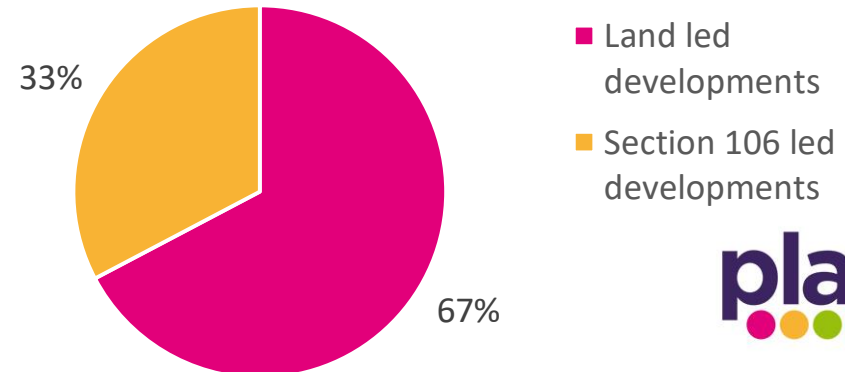
Gaining better delivery control via land-led development

- Acquire new sites and build a land pipeline focused on secondary and tertiary land markets
- Focus on acquiring sites with either full planning consent or on a subject-to-planning basis
- Seek sites with tenure flexibility to address market fluctuations and grant availability
- Identify opportunities to redevelop existing estates and land holding
- Partnership and joint venture projects will be used where practical and appropriate
- Increased use of modern methods of construction to support carbon reduction and improve consistency and quality of homes
- Identify land to promote through planning and ultimately secure planning permission

s106 v land led development (2019 - 2021)
(numbers of units)



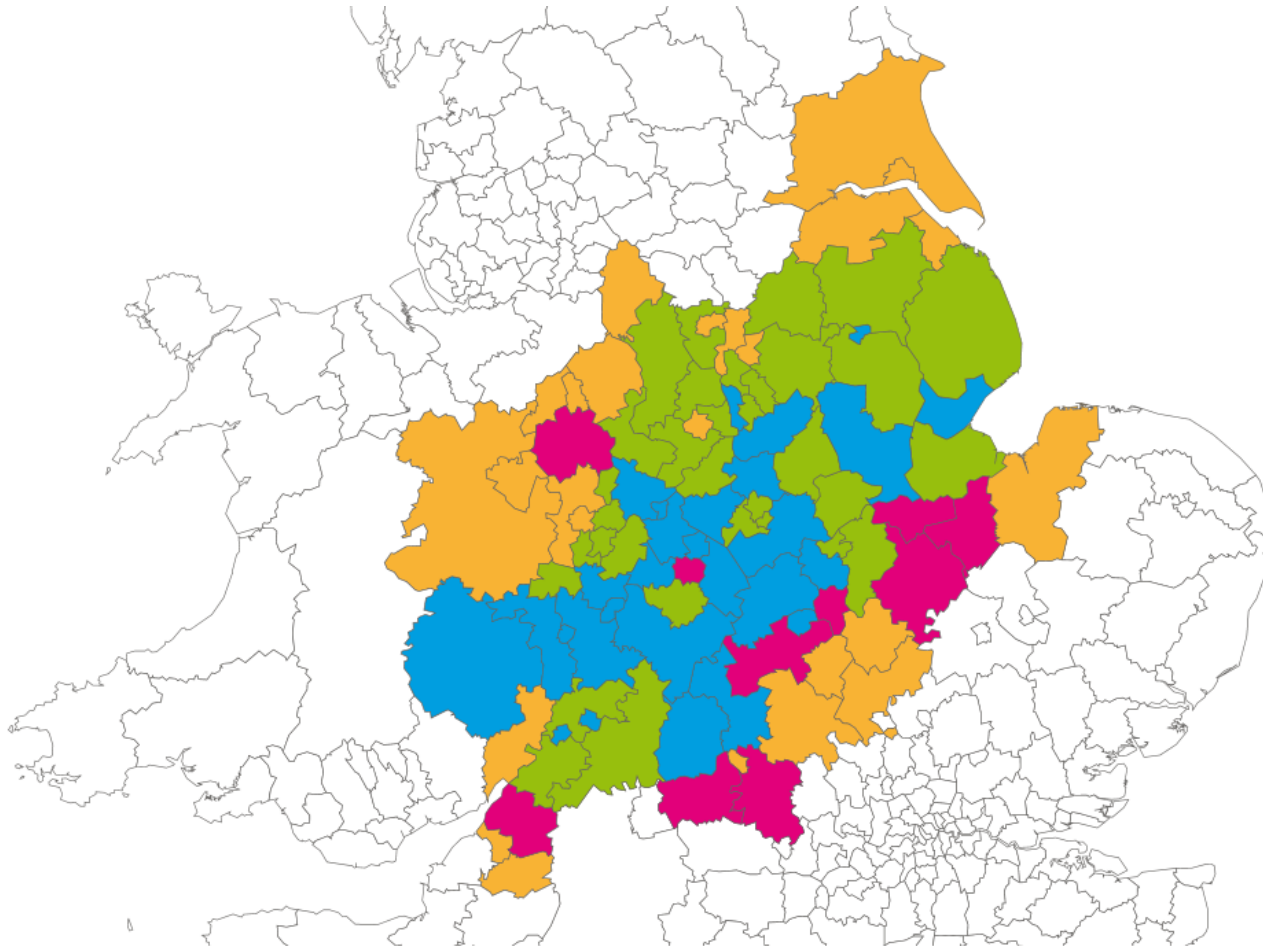
s106 v land led development (2022 - 2024)
(numbers of units)



See page 51 for notes, sources and defined terms

Evolving our geographic footprint

Future Operational Area



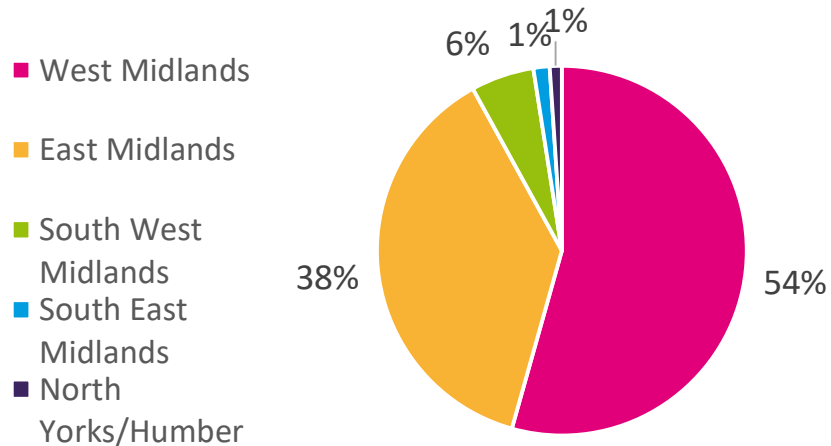
- Existing and Opportunity Led Growth Only
- Existing and Priority Growth Area
- New and Opportunity Led Growth Only
- New and Priority Growth Area

Development strategy

- Gradually increase from current 1,500 to 2,000 homes p.a., delivering 18,000 new homes in 10 years post the 2018 merger
- Social and affordable housing remains priority with modest increase in non-social tenures
 - Shared ownership a key tenure for low cost home ownership for key workers
- Committed development expenditure is ~£200m, around 1 year of spend, reflecting nature of Group's markets

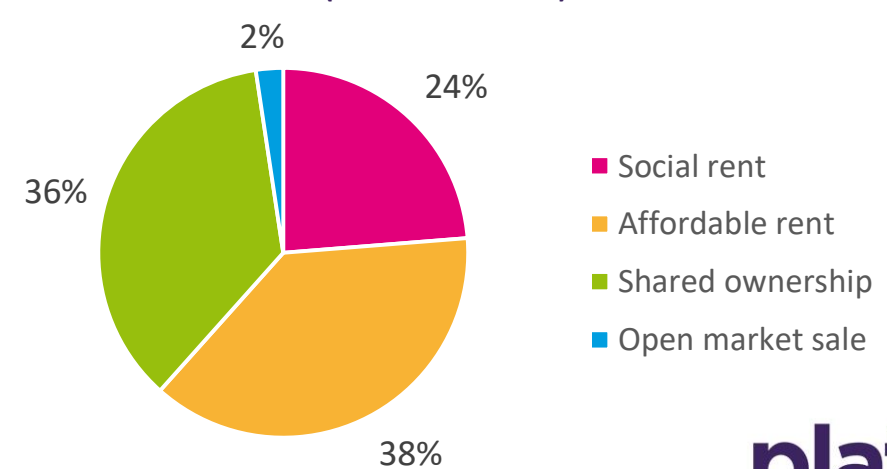
Development focused on core markets

(numbers of units)



Social housing focused tenures

(numbers of units)



Case study – Europa Way, Warwick

- Planning permission for 375 homes on site between Warwick and Leamington Spa
 - Platform to own 185 homes – development partner, Galliford Try, building all and selling balance
 - 131 have to be affordable; further 54 grant funded shared ownership units being developed
- Overall scheme to include place making facilities with Platform responsible for housing only
- Work due to complete in phases through to March 2023 with £29m scheme cost



Robust governance oversight of development activities

Board

- Ultimate responsibility for effective governance of the Group including its development activity
 - Sets strategic direction, approves major projects (in excess of £30 million)
- Delegates detailed development governance oversight to its Asset & Development Committee

Asset & Development Committee

- Meets at least 4 times annually; members include experienced development practitioners
 - Incoming chair with significant expertise
- Reviews and recommends the Group's development strategy and related 5 year development programme
- Approves within delegated limits and recommends to the Board any projects outside agreed delegations

Executive Development Committee

- EDC reviews proposed annual development programme of properties for sale and rent prior to consideration by the Board
 - It also has delegated authority to review and approve all schemes costing £2-5 million
 - EDC also reviews potential new operating areas and makes recommendations on these to Boards

External oversight

- Homes England Compliance Audit Report
- Annual business plan shared with Regulator of Social Housing (RSH)
 - RSH governance and viability assessments



Financial performance

Financial profile

- Turnover: very strong focus on core social housing lettings, 84% of total turnover
- Margins: Robust revenue and cost model underpins leading operating margins and consistent reinvestment in existing and new stock
- Opportunity to capture further efficiencies in line with merger business case
- Strong credit metrics: EBITDA-MRI interest cover reflects strong margins and low debt costs
- Cash generative £115m – all reinvested in housing stock
- Low gearing 43.5% – capacity for growth

37 year

Average age of
homes

42.1%

Social housing
lettings margin

9.2%

Reinvestment
rate

3.8%

Average cost
of debt

2.0x

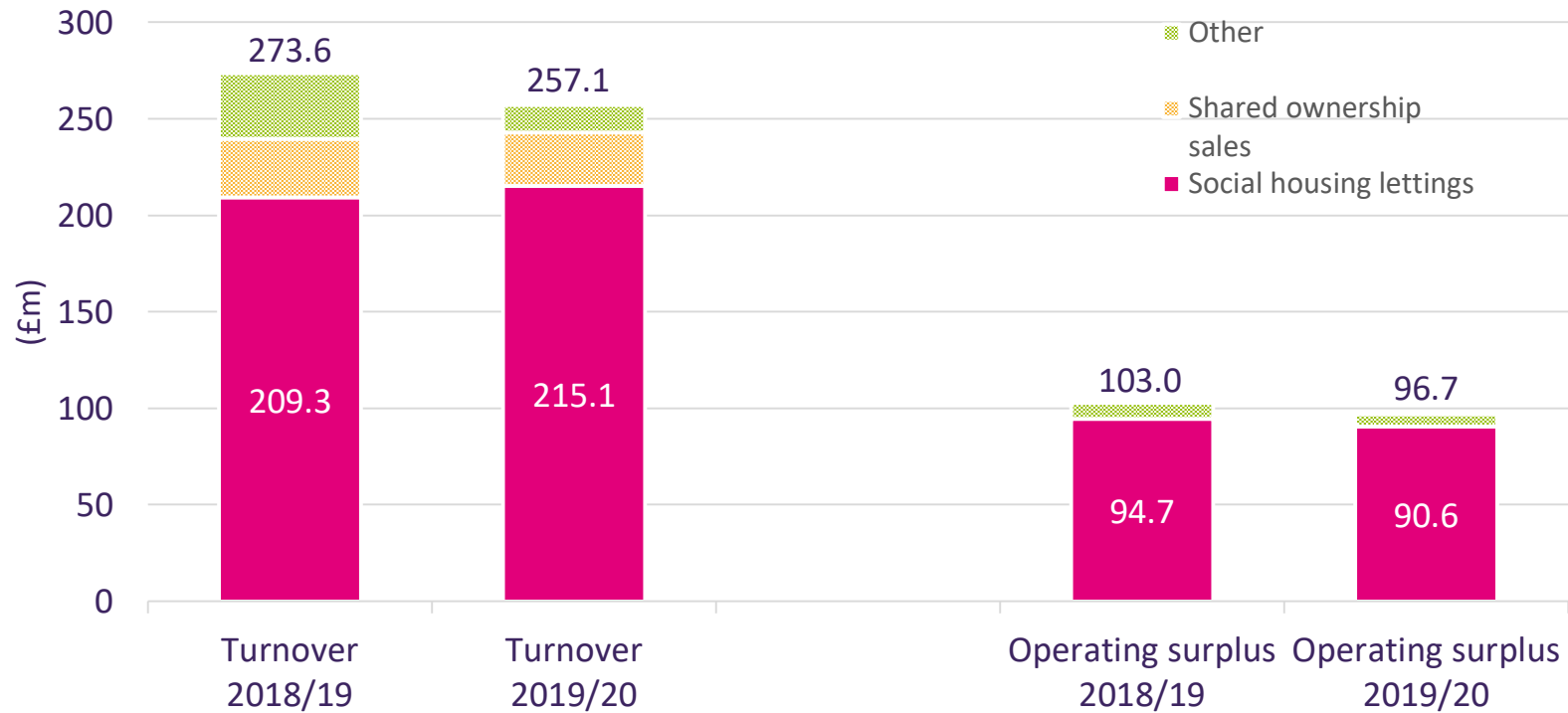
EBITDA-MRI
interest cover

4.3%

Return on
capital
employed

Significant business with strong recent performance

Strong social housing lettings performance



£2.5bn
Housing properties

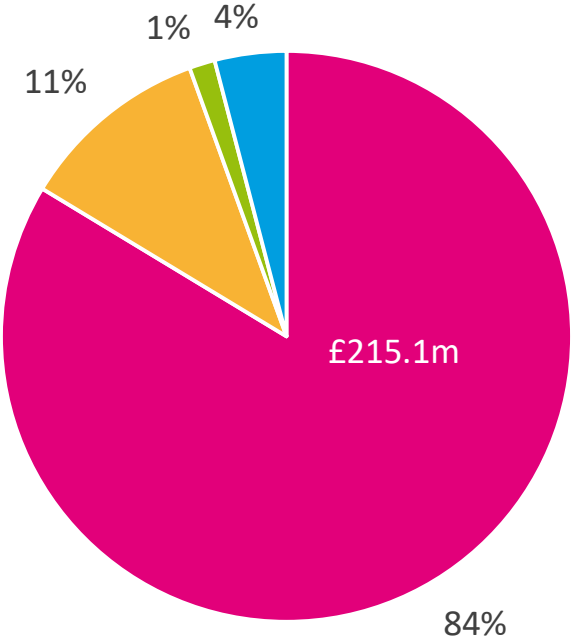
£925m
Reserves

£1.2bn
Net debt

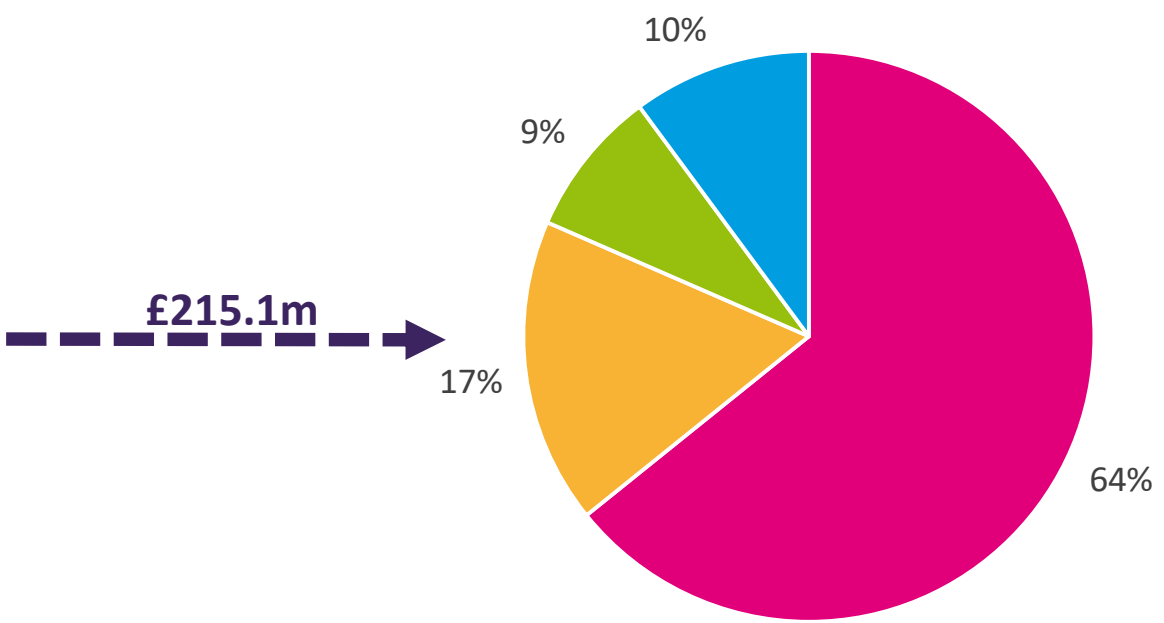
£208m
Investment in homes

Social housing letting is our core business

2019/20 total turnover (£257.1m)



2019/20 social housing lettings turnover



- Social housing lettings
- Sale of first tranche shared ownership
- General needs
- Affordable
- Other social housing
- Non-social housing activities
- Shared ownership
- Supported housing & other



See page 51 for notes, sources and defined terms

How does Platform compare with others?

Metric	2018/19	2018/19	2018/19	2019/20
	RSH Global Accounts	Benchmark	Platform	Platform
	Upper quartile	Average		
Social housing cost per unit	£2,910	£4,369	£2,360	£2,449
Operating margin – social housing	39.5%	31.7%	45.2%	42.1%
Operating margin – overall	35.6%	24.4%	37.6%	37.6%
Gearing	23.6%	47.6%	43.5%	43.5%
Reinvestment	11.4%	5.9%	9.4%	9.2%
New supply social housing	3.2%	1.6%	3.6%	3.2%
EBITDA-MRI interest cover	281%	136%	239%	203%

Our financial framework

- Operate within a disciplined financial framework that underpins delivery of our strategy and our strong investment grade credit rating and regulatory ratings
- Only consider future business combinations that do not dilute the financial and governance strength of the business

Metric	Target	2019/20 actual
Operating margin – social housing	At least 40.0%	42.1%
Proportion of turnover from shared ownership and open market sales <i>(of which open market sales)</i>	No more than 25.0% <i>(No more than 10.0%)</i>	11.3% <0.1%
EBITDA-MRI interest cover	At least 1.5x	2.0x
Gearing	Less than 50.0%	43.5%
Liquidity horizon (committed and forecast cash flows)	At least 18 months	25 months



Funding and Treasury

Treasury overview

- Sector leading A+ (stable) credit rating from Standard & Poor's
- Diverse funding: £1,556m gross debt: £1,199m from 10 banks, £277m bonds and £80m PP
- One of sector's longest dated debt portfolios with low debt costs
- Liquidity horizon currently extends to April 2022
- No standalone derivatives

203%

EBITDA-MRI
interest cover

43.5%

Gearing

19 years

Average life of
debt portfolio

3.8%

Average cost
of debt

78%/22%

Fixed/floating
debt mix

Treasury strategy

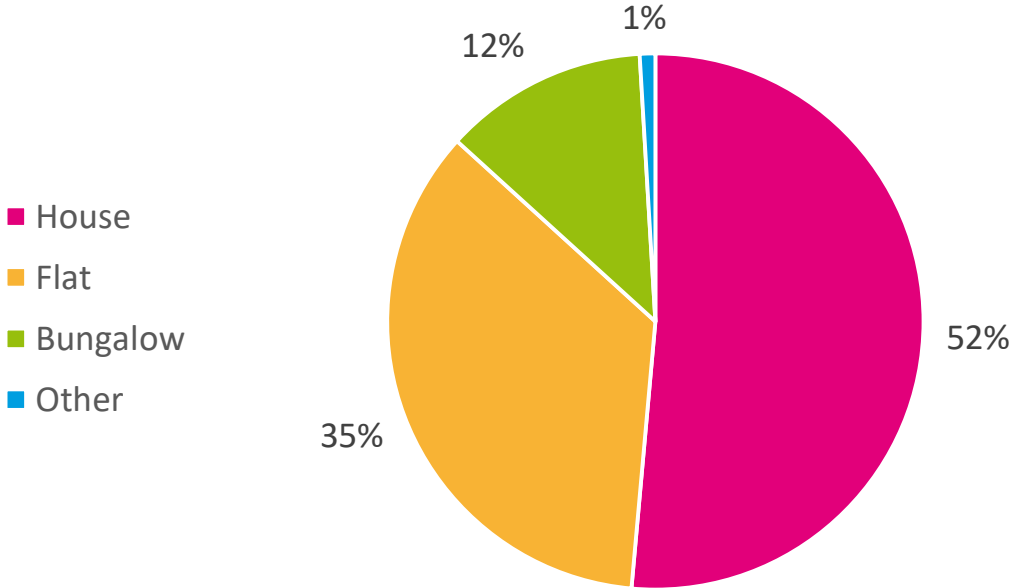
- Further diversify funding sources
- Become repeat debt capital markets issuer
- Commitment to sustained active investor engagement
- Refinance high cost legacy debt as opportunities arise
- Optimise and harmonise bank facility covenants and security arrangements
- Enhance efficiency of property security portfolio
- Maintain comprehensive treasury policies reflecting Group's risk appetite

Risk	Current treasury policy
Liquidity	Minimum 18 month liquidity horizon from cash and undrawn committed financing
Interest rates	Minimum and maximum fixed and floating rate debt
Refinancing	No more than 25% of total drawn debt maturing in any 12 month period
Covenants	Maintain headroom to interest cover, gearing and asset cover covenants
Counterparty credit	Minimum deposit, lending and derivative counterparty credit ratings

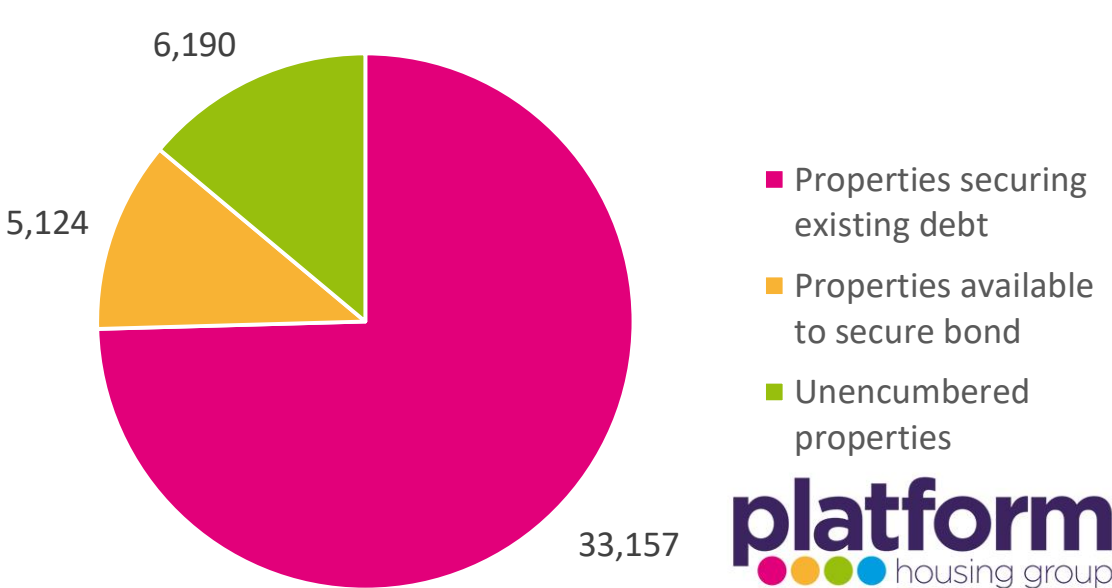
Security for this bond issue

- Up to 5,124 homes available to secure bond issue with following indicative value
 - 3,216 properties valued on MV-ST basis – value £253m
 - 1,783 properties valued on EUV-SH basis – value £108m
 - 125 properties ascribed nil value
 - Total indicative value – £361m
- Breakdown of available portfolio by property type
 - 2,635 houses; 1,810 flats; 631 bungalows; 21 bedsits; 25 maisonettes

Bond security by property type



Day one security allocation



See page 51 for notes, sources and defined terms

Transaction overview

Issuer	Platform HG Financing plc
Original Borrower	Platform Housing Limited
Rating	A+ (stable) by Standard & Poor's
Format	Fixed rate, senior, secured, Reg S, Bearer, NGN
Currency / size	GBP benchmark expected to include an additional retained element
Tenor	Long-dated (30-35 years) sterling tranche
Repayment	Bullet
Asset Cover Covenant	1.05x EUV-SH, 1.15x MV-ST (plus charged cash)
Use of proceeds	Advanced by the Issuer to the Original Borrower to be applied in accordance with its constitutional documents (including repayment of existing indebtedness)
Bookrunners	Barclays, Lloyds Bank Corporate Markets, NatWest Markets
Listing	International Securities Market of London Stock Exchange
Documentation	Preliminary Admission Particulars dated 27 July 2020

Conclusion

Key credit strengths

Deep regional focus with significant scale

Exclusive Midlands focus, largest RP builder of social housing in England for last 2 years, over 45,000 quality homes

Low risk social housing focused model

84% of turnover from social housing letting activities

Established developer with ambition to do more

1,449 units completed 2019/20 and 2,000 p.a. target by 2023

Transformed leadership and governance

Proven leadership team, mix of commercial and sector skills and transformed governance

Sector leading financial strength

Strong margins, robust and predictable cash flows backed by supportive regulation and low gearing

Strong external endorsement

A+ (stable) S&P credit rating; G1/V1 regulatory grading; one of the larger Homes England strategic partners

>45,000

Homes
owned

42.1%

Social housing
lettings margin

2.0x

EBITDA-MRI
interest cover

43.5%

Gearing

A+ (stable)

S&P credit
rating

G1 / V1

Regulatory
grading

Appendices

1. Comparison of PHGL and PHL

<i>As at or for year ending 31 March</i>	Platform Housing Group Limited		Platform Housing Limited	
	2019	2020	2019	2020
Turnover (£m)	273.6	257.1	267.1	250.7
Operating surplus (£m)	109.2	107.4	109.4	108.5
Operating margin	39.9%	41.8%	41.0%	43.3%
EBITDA interest cover	2.8x	2.3x	2.7x	2.3x
EBITDA-MRI interest cover*	2.4x	2.0x	2.4x	2.0x
Gearing ratio*	43.5%	43.5%	43.4%	43.4%
Housing & other net assets (£m)	2,493.8	2,507.6	2,499.2	2,514.3
New homes completed	1,598	1,449	1,598	1,449
New homes investment (£m)	201	208	201	209
Reinvestment*	9.4%	9.2%	9.4%	9.2%
Void rent loss/turnover	1.3%	1.2%	1.0%	1.2%
Bad debts/turnover	0.8%	1.1%	0.8%	1.1%

2. Board biographies

Board member	Background and experience
<p>John Weguelin Chair Chair of Finance Committee (interim) and member of Asset and Development Committee and People and Governance Committee</p>	<p>John has a background in the banking sector and has more than 30 years' experience in financial services. He has been involved in the housing sector for over nine years and brings in excess of 15 years' board experience to Platform.</p> <p>John is passionate about the role that housing associations play in today's society. He passionately believes they have a responsibility to address the acute shortage of housing and recognises the importance of building and maintaining communities, listening to customers and residents and providing exceptional customer service.</p> <p>In addition to his role at Platform, John is a board member of the Longleigh Foundation, a charitable trust set up to 'transform the lives of people in need'.</p>
<p>Sebastian Bull Non-Executive Director Chair of Group Audit and Risk Committee</p>	<p>Sebastian has extensive experience in property, infrastructure and transport. He is currently managing director of property development at Associated British Ports, having previously been their Chief Financial Officer.</p> <p>Having been Finance Director of several companies over the past 20 years, Sebastian has a strong background in overseeing risk management and detailed experience of largescale financing transactions for property and infrastructure companies.</p>
<p>Steve Dyson Non-Executive Director Member of People and Governance Committee</p>	<p>Steve is a leading media consultant, trainer and journalist. His training ranges from basic grammar to good writing skills, and from broadcast classes to crisis media management. He also creates and delivers numerous courses for the National Council for the Training of Journalists.</p> <p>He is a former editor of the <i>Birmingham Mail</i>, the <i>Evening Gazette</i>, <i>Teesside</i>, and <i>BQ West Midlands</i>, a business magazine. He has also presented daily BBC radio shows, has created many BBC HARDtalk interview programmes and presents the 'Aston means business' podcast for Aston Business School.</p> <p>Away from his media work, Steve has been a trustee of The Gap Youth Charity since 2015.</p>
<p>Elizabeth Froude Group Chief Executive Member of Asset and Development Committee and Finance Committee</p>	<p>Elizabeth joined Platform Housing as group chief executive in July 2019. She has 14 years' experience in the social housing sector. This includes being Deputy Chief Executive and Executive Director of Resources at Genesis Housing Association (now part of Notting Hill Genesis) from 2011 to 2018. She was also involved in the creation of Radian via the only 3-way merger in social housing to this day. Prior to the housing association sector, Elizabeth gained extensive business change experience working for a variety of large FTSE companies both in UK and across Europe, mostly in operationally focussed roles involving process improvement, mergers and buy outs, including Carlton Communications, Kingfisher and Diageo.</p>

2. Board biographies (continued)

Board member	Background and experience
<p>Heena Prajapat Non-Executive Director</p>	<p>Heena has nearly 20 years experience in leading and delivering innovative IT strategies and digital business change in diverse major global organisations particularly in the engineering and business services industries. She is currently Global Vice President and Chief Information Officer at Harsco Environmental and prior to that was Global Programme Delivery and PMO Director at Rolls-Royce and Global Solutions and Delivery Director at G4S.</p>
<p>Paula Smith Non-Executive Director Member of Finance Committee</p>	<p>Paula is a chartered accountant with extensive finance leadership and board experience gained within the energy and telecoms sectors. She has a wealth of transformation and change experience and has particular interests in driving customer experience and operational effectiveness improvements in changing environments. Paula cares about the role of local communities and facilities particularly as we become more digital, and how this impacts future generations and equal opportunities. She is currently Chief Financial Officer of Plusnet.</p>
<p>Helen Southwell Non-Executive Director Chair of People and Governance Committee</p>	<p>Helen has over 25 years' NHS experience in general management and senior commissioning roles across South Birmingham, and more recently as deputy director of Primary Care in Worcestershire. She has senior level board experience working across a range of healthcare and community providers and is currently working in a national role for the Stroke Association.</p> <p>Helen is an experienced professional with interests in strategy and service integration and embedding transformational change across organisations. Her housing experience started as former board trustee for a Birmingham-based housing association and she is a co-opted board member for Amica 24, a telecare partnership subsidiary of The Community Housing Group in Worcestershire.</p>
<p>Jennifer Wood Non-Executive Director Chair of Asset and Development Committee</p>	<p>Jennifer is a chartered civil engineer and a member of the Association for Project Management. Her career has spanned over 40 years during which she has led development projects and programmes both in the UK and overseas, as well as acting in advisory roles for organisations in the UK and Hong Kong. More recently Jennifer has led the estates directorates of Oxford and Wolverhampton Universities through periods of organisational transformation and major capital development programmes.</p> <p>Jennifer has significant board experience gained from parliamentary programmes and a public sector property management company. She has been a member of the Platform board since 2012 and sits on the board of Platform Property Care.</p>

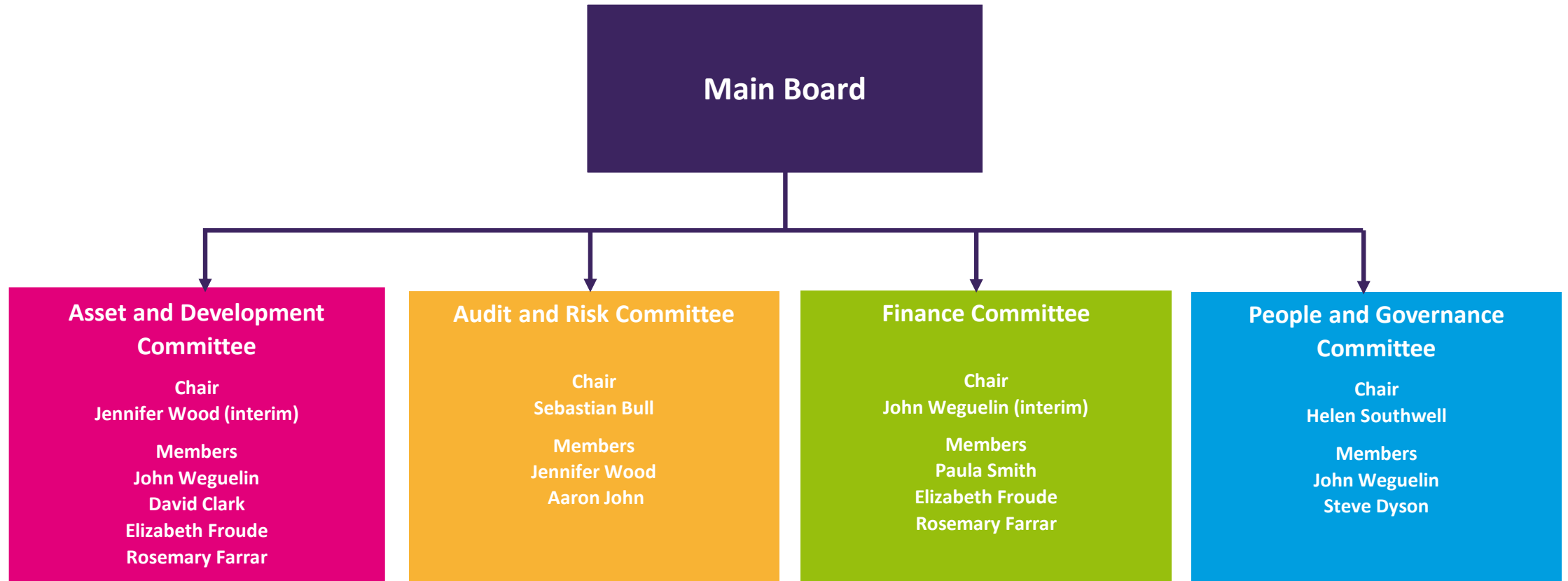
3. Executive team biographies

Executive team member	Background and experience
<p>Elizabeth Froude Group Chief Executive</p>	<p>Elizabeth joined Platform Housing as Group Chief Executive in July 2019. She has 14 years' experience in the social housing sector. This includes being Deputy Chief Executive and Executive Director of Resources at Genesis Housing Association (now part of Notting Hill Genesis) from 2011 to 2018. She was also involved in the creation of Radian via the only 3-way merger in social housing to this day. Prior to the housing association sector, Elizabeth gained extensive business change experience working for a variety of large FTSE companies both in UK and across Europe, mostly in operationally focussed roles involving process improvement, mergers and buy outs, including Carlton Communications, Kingfisher and Diageo.</p>
<p>Jon Cocker Chief Information Officer</p>	<p>Jon originally joined Platform Housing in 2011 as Director of Business Technology at Waterloo Housing. He is responsible for IT, performance reporting and project management.</p>
<p>Marion Duffy Chief Operations Officer</p>	<p>Marion originally joined the Platform Housing in 1996 as Director of Operations at Waterloo Housing. She is responsible for all tenures of housing, the customer contact centre and income management.</p>
<p>Clare Durnin Executive Director (Corporate Resources)</p>	<p>Clare originally joined Platform Housing in 2009 as Human Resources and Business Services Director at Waterloo Housing. She is responsible for human resources, governance, business improvement and customer experience.</p>
<p>Dennis Evans Executive Director (Property Management)</p>	<p>Dennis joined Platform Housing in October 2018 and is managing director of Platform Property Care Limited. Dennis leads all Platform's activity relating to existing properties including maintenance, investment and compliance. He has extensive experience in property maintenance and assurance and planning roles principally in the social housing sector, having previously worked in senior roles in these areas at London & Quadrant Housing Trust, Guinness Partnership, Sanctuary and Places for People.</p>

3. Executive team biographies (continued)

Executive team member	Background and experience
<p>Rosemary Farrar Chief Finance Officer</p>	<p>Rosemary joined Platform Housing as Chief Finance Officer in March 2020. She has 35 years’ experience in the social housing sector. This includes being Group Finance Director and Resources Director of Notting Hill Housing Trust (now part of Notting Hill Genesis), Circle Anglia (now part of Clarion Housing), Watford Community Housing Trust and Southern Housing Group between 1991 and 2016. Immediately prior to joining Platform, she spent four years primarily in various interim chief financial officer roles, including for Riverside and Southern Housing Group.</p>
<p>Gerraint Oakley Executive Director (Growth & Development)</p>	<p>Gerraint joined Platform Housing in June 2020 as Executive Director (Growth & Development). He has over 30 years’ experience in property, estate and asset management, development and urban regeneration across both the social housing and private sectors and as both an executive and non-executive director. He leads all Platform’s development activity and works to increase the number of homes we deliver and expand our capability across tenures. He is also a Non-Executive Director of Linc Cymru Housing Association Limited.</p>

4. Platform's board committee structure



Notes, sources and defined terms

Page number Comments

Financial data throughout this document relates to Platform Housing Group Limited and is as at or for the year ended 31 March 2020 unless otherwise stated

Page 5 and 43	Source for 'largest registered provider builder of social housing in England for last 2 years' is 'Inside Housing'; social housing lettings margin is operating surplus on social housing letting divided by total social housing lettings turnover; EBITDA-MRI interest cover excluding one-off break cost on prepaying loan was 2.3x; gearing is net debt (derived from financial statements) divided by net book value of housing properties.
Page 11	Source: Platform Housing Group 2020 Regulatory Statistical Data Return
Page 15	The remaining 3% shareholding in Platform Property Care Limited is held by Rooftop Housing Association, an organisation otherwise unrelated to the Group; excludes dormant company, Waterloo Homes Limited
Page 18	ACM: Aluminium Composite Material; HPL: High Pressure Laminate
Page 22	Payment method data is in respect of general needs and shared ownership tenants only
Page 23	PPC: Platform Property Care; CCF: COVID Corporate Financing Facility; SO: Shared Ownership; arrears amongst current social housing tenants
Page 25	See note to page 5 above regarding largest registered provider builder of social housing in England
Page 26	s106: an agreement entered into under Section 106 of the Town & Country Planning Act 1990 with a local authority related to the development or use of land
Page 28	West Midlands includes Herefordshire, Staffordshire, Warwickshire, West Midlands and Worcestershire; East Midlands includes Derbyshire, Leicestershire, Lincolnshire (excluding North Lincolnshire), Nottinghamshire; South West Midlands includes Gloucestershire and Oxfordshire; South East Midlands includes Cambridgeshire and Northamptonshire; North Yorks/Humber includes North Lincolnshire. Numbers of units in charts are for the 5 years ending 31 March 2025
Page 32	The reinvestment rate is additions to tangible fixed assets relating to new housing properties plus additions to tangible fixed assets related to existing properties plus capitalised interest divided by the total net book value of housing properties at the end of the relevant period. Figures are as at or for the year ended 31 March 2020. See note to note 5 above for definition of social housing lettings margin and comment on EBITDA-MRI interest cover
Page 34	Note on left hand chart: Non-social housing activities turnover includes turnover from developments for sale, student accommodation, market rents and other; Note on right hand chart: Supported housing and other turnover includes housing for older people and intermediate rent
Page 35	Metrics taken from sector global accounts 2018/19 published by the Regulator for Social Housing. Benchmark is social housing providers with >30,000 homes
Page 38	Debt figures are as at 31 March 2020; £100m 1 year Coronavirus Corporate Financing Facility accessed since that date; DCM debt of £277m primarily consists of £180m via bLEND Funding and £77m via Affordable Housing Finance. Liquidity horizon takes into account £394m in committed undrawn debt facilities at 31 March 2020 and all committed and uncommitted business plan cash flows from that date
Page 40	Total home numbers in right hand chart are as at 30 June 2020 and excludes approximately 1,500 leasehold homes; the missing 2 units on the property breakdown to secure the bond are commercial units
Page 45	PHGL: Platform Housing Group Limited; PHL: Platform Housing Limited; metrics marked with an asterisk are calculated in accordance with Sector Scorecard/VFM metrics methodology

