Accent

Accent Group

Investor Presentation: Non-Deal Update

August 2026

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Contents

Your Presenters

Nick Apetroaie

Chief Executive and Board Co-optee

Kirsty Spark

Chief Financial Officer

As per Accent Group
Financial Statements 31 March 2026

Key Headlines

Building on Strong Foundations

22,468 homes
in management

V1/G1
(confirmed Dec 2025)

Operating Margin
19.7% (inc other sales)

EBITDA MRI
122%

86% Stock
condition data

85% of Homes at
EPC C or above

395 new homes delivered,
90% at EPC A

90% of development
pipeline targeting EPC A

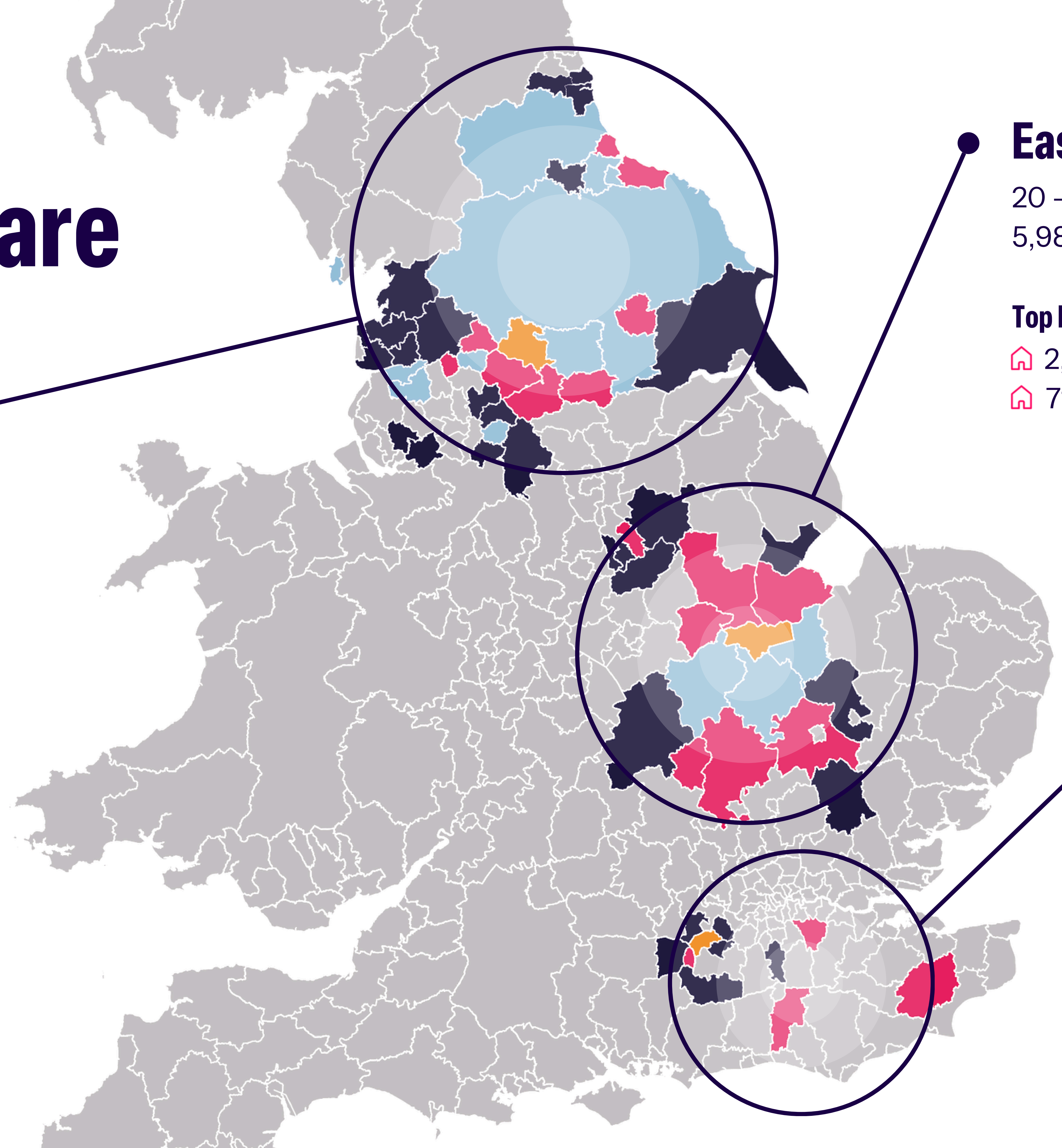
Homes England
Strategic Partner

Gearing
43%

S&P Rating
A Stable - Jul 26

£44.8m invested
in existing homes

Where we are



North *Region*

35 – Local Authorities
11,930 – Properties

Top Local Authority Areas

- 2,177 – Bradford
- 884 – South Ribble

East *Region*

20 – Local Authorities
5,986 – Properties

Top Local Authority Areas

- 2,039 – Peterborough
- 714 – Huntingdonshire

South *Region*

11 – Local Authorities
4,137 – Properties

Top Local Authority Areas

- 3,134 – Surrey Heath
- 248 – Runnymede

0 - 100 Homes
101 - 500 Homes
501 - 1,000 Homes
1,000+ Homes

Our Strategy *at Accent*

Building on Strong Foundations – *2024-2027*

Creating quality *homes for the future*

- Our asset management strategy sets out the foundation stones for preparing Accent to be both environmentally and financially sustainable in the long term, building and maintaining good quality assets that will provide larger numbers of better-quality homes for our customers that are loved and affordable to access and run
- We will deliver over 1,700 new homes
- We will complete a strategic asset management review to ensure we maximise the potential of our homes
- We will formalise our road map to achieve net zero by 2050

Driving excellence through *customer-influenced services*

- We will work with customers so they can help us to identify, shape and improve service delivery
- We will empower customers to effectively challenge our performance and hold us to account when we are not delivering on our promises
- We will enable customers to influence decision making at a local and national level

Building on Strong Foundations – *2024-2027*

Investing for *success*

- We will build an environment where everyone is valued, respected and appreciated for who they are and what they bring. We will create ‘moments that matter’ for our internal and external customers and colleagues every day
- We will deliver our new People Strategy, embedding our values and positioning Accent as an Employer of Choice
- We will implement a new digital strategy focusing on improving our customer and colleague experience
- We will drive organisational effectiveness and productivity through ways of working review and end to end process mapping ensuring we maximise the resources we have and provide added value to the services delivered to customers

Contributing to *lasting change*

- We will align with the key messages of our sector whilst presenting our own insight and expertise, utilising our customers’ lived experience to support our calls for long term, lasting change
- We will expand our reach and accelerate opportunities for our customers and the wider sector through lobbying and through leadership opportunities, underpinned by Accent-led forecasting, insight, and research
- We will strengthen our internal and external communications functions to resource proactive stakeholder and external relations, especially across sector bodies and local and central government
- We will enable lasting change and generate cost savings by embedding a robust change management framework

Governance *at Accent*

The Accent Group Board

31 July 2026

Nigel Wright

Chair of the Board

Helen Jaggar

Senior Independent Non-Executive Director

Nici Audhlam-Gardiner

Non-Executive Director

Michelle Gregg

Non-Executive Director

Gerraint Oakley

Non-Executive Director

Ilona Blue

Chair of ARC Non-Executive Director

Akshay Shah

Non-Executive Director

Simon Brooksbank

Chair of CEC Non-Executive Director

Ade Adebayo

Chair of CIC Non-Executive Director

The Accent Executive Team

Nick Apetroaie

Chief Executive and Board Co-optee

Kirsty Spark

Chief Financial Officer

Conan McKinley

Executive Director of Assets and Compliance

Dean Anderson

Executive Director of Customer Experience

Steve Morris

Executive Director of Development and Sales

Debbie Hinbest

Executive Director of People, Culture and Transformation

As per Accent Group management data 31 March 2026

Governance at Accent

G1/V1
rating

Customer voice
embedded in governance structure

Externally facilitated governance review
2026

Experienced Committee &
Board membership

20% of Board members are from
minority ethnic groups

Gender balance on the Board:
60% men, 40% women

NHF Code of
Governance

Board Trainees
appointed Feb 2026

RSH planned inspection
summer 2026

Our Existing *Homes*

As per Accent Group management data 31 March 2026

Our Existing Homes

99.99% of homes meet the *Decent Homes Standard*

Focus on planned/preventative maintenance 65%/35% *planned/responsive split (58%/42% for 2024/25)*

£26m capital investment

86% fully surveyed *stock condition data*

100% fully surveyed communal *stock condition data*

85% of homes at *EPC C or above*

As per Accent Group management data 31 March 2026

Our Existing Homes

Small housing patches
intensive housing management.
Average 312 properties

100% compliance - Fire and Building
Safety Risk Assessments & minimal expsoure to safety works

Building safety
proactive approach to new legislation. Utilising Cladding Safety Scheme -one medium risk property

First time fix of
84% for repairs

£16K in food and utility vouchers
issued to customers in crisis

Pro-active approach to tackling
damp and mould

Two dedicated customer service hubs
technical repairs and housing – 84% satisfaction – 155,000 calls

Specialist Housing Team –
tailored services for older people

Low expsoure to high -mid rise
withonly 3 high and 3 mid rise

As per Accent Group management data 31 March 2026

Our Customers

Customer Influence
Framework

Connected and
visible service

Centralised
complaints function

Customer
Engagement Strategy

Positive
TSM shift - 4.5% improvement in satisfaction

Community development and
inclusion strategy launched

Customer Champions – Lived experience
Finalists in national awards

Big conversation – customer
engagement event

Awarded £120k from Social Housing Innovation Fund
Customer Led Initiative

Case Study

Customer-led innovation *& digital inclusion*

Accent customers take the lead and secure *£120k* for their communities

Accent Housing's Independent Living Group has successfully secured £120,000 from the Ministry of Housing, Communities and Local Government through the Social Housing Innovation Fund, recognising Accent's commitment to customer-led innovation and meaningful community engagement.

The funding bid was developed and led by members of Accent's Independent Living Group to support a project aimed at strengthening communication and inclusion within independent living communities. Selected as one of 20 organisations nationally from 183 applications, the award reflects the strength of the customer-driven proposal and its potential for wide-reaching impact.

This investment will enable the installation of digital screens across Accent's independent living communities nationwide. The screens will provide customers with timely access to local events, community activities, housing updates and services, while also creating new opportunities for feedback and resident influence.

This initiative will support stronger connections, improved access to information, and greater inclusion for older customers.

The successful bid was led by Accent customers Lyn and Chris, whose idea was developed in partnership with Accent colleagues. As part of the process, they presented their proposal directly to Accent's Board and Executive team, demonstrating the value of co-production and customer leadership in shaping services.

Accent's independent living schemes support customers aged 55 and over, offering the independence of a self-contained home alongside accessible design, communal facilities, and opportunities to connect. The introduction of digital screens further enhances this offer by strengthening communication and supporting vibrant, engaged communities.

Installation of the digital screens is expected to begin in the coming months, with learning from the project informing future approaches to customer engagement across Accent's independent living portfolio.

Environmental,
& Social Impact

As per Accent Group management data 31 March 2026

Environment at Accent

We are committed to minimising our environmental footprint and are mindful of supporting customers with energy and thermal efficient homes.

85% of existing homes
are at EPC C or above

£1.6m grant funding received from SHDF and WYCA, benefitting 177 homes
with improved energy efficiency

Silver Shift Accreditation

Carbon Footprint*

Scope 1	Scope 2	Scope 3
2,370 t/CO2e	*965 t/CO2e*	*37,000 t/CO2e*

*2024/2025 figures – 2025/26 accreditation underway

90% of new homes
delivered at EPC A

Flagship regeneration
scheme at Ripleyville delivered to operational net zero

24/25 tCO2e intensity ratio
183.27 kgCO2e per home managed (exl offices)

£280m Net Zero investment included in 2026 Business Plan

As per Accent Group management data 31 March 2026

Social Impact At Accent

4% improvement in overall customer satisfaction
(TSM perception survey result Nov 25)

Implementation of HACT dashboard -
Estimated £39.98m in social value generated

Big Conversation
we knocked on 5,671 doors and had conversations with 1,951 customers

91.7% of properties let at a social rent –
high levels of affordability

Lightning Reach Platform
free platform to providing financial support for customers

Customer Champions
appointed to amplify the voice of the customer in our decision making and service improvement iniitiatives

£300k additional income *for customers raised by Financial Inclusion team*

Case Study

Partnership working *& community investment*

Working with partners who share our *social values* is extremely important for us.

We continue to build and nurture partnerships with organisations whose values align with our own, working collaboratively to deliver high-quality, sustainable and affordable housing, alongside the wider support our customers need to thrive.

A recent example of this approach is our partnership with Shine, a community-based charity in West Bowling, Bradford. Shine delivers a broad range of accessible, community-led services in response to local need, including a weekly food pantry, digital inclusion support, and advice on everyday living. They also provide targeted interventions such as Own My Life for individuals in controlling relationships, and ReCreate workshops for those experiencing social isolation or poor mental health.

In addition, Shine supports families with essential items such as school uniforms and clothing, and offers advice and guidance to individuals experiencing housing insecurity, financial hardship, or poor health, helping to stabilise circumstances and improve overall wellbeing. Through a successful funding bid to the Northern Procurement Alliance, we secured £5,739 to invest in this partnership. This funding is being reinvested directly into the local community, supporting the development of a strengthened community hub model that enables both Accent customers and the wider community to access coordinated, place-based support.

Over the next six months and beyond, this investment will enable us to work with Shine to expand and enhance service provision, including:

- Increasing Food Pantry capacity to meet rising demand
- Developing educational and employment opportunities
- Strengthening financial support, advice, and referral pathways
- Improving signposting for vulnerable individuals impacted by reduced care and support services
- Supporting customers to right-size their homes where their current accommodation no longer meets their needs

This partnership reflects our commitment to reinvesting funding into communities in a way that builds long-term resilience rather than short-term solutions. By supporting the development of a community hub, we are creating a sustainable model that brings services together, empowers customers, and enables communities to become more self-reliant and connected.

As our first partnership of this kind, this model will be used as a blueprint for future delivery across other Accent communities. By working collaboratively with trusted local organisations, we can maximise social value, extend our reach, and play a key role in creating sustainable communities where customers and neighbourhoods can thrive.

Case Study

Customer Richard's 35 years *with Accent Housing*

As Accent marks 60 years of providing homes and building communities, customers like Richard Wilkinson bring that story to life.

Now 72, Richard has been an Accent customer for 35 years and was the organisation's only customer Board member, ensuring customer voices were heard at the highest level. His relationship with Accent goes beyond tenancy, reflecting a lifelong commitment to fairness, community and improving the social housing sector.

Richard grew up in Bradford in cramped housing conditions, experiences that shaped his understanding of dignity and opportunity.

After a long career in education, teaching for 36 years and retiring as a Deputy Head, Richard found stability and support through his Accent home at Easthorpe Court, which he initially shared with his mother and later held in his own name.

Following a difficult period in his life, Richard became actively involved in Accent's customer engagement work, contributing to scrutiny panels, committees and forums. Accent's commitment to customer voice gave him the opportunity to turn lived experience into meaningful influence.

In 2018, Richard was appointed as Accent's customer Board member, securing one of just two places from over 120 applicants. Over six years, he brought insight, challenge and honesty to Board discussions, helping ensure customer impact remained central to strategic decision-making.

As his Board term draws to a close in September 2026, Richard plans to remain actively involved, supporting recruitment, procurement and future decision-making. Reflecting on Accent's growth, he notes that while the organisation has expanded nationally, it has "never lost its heart."

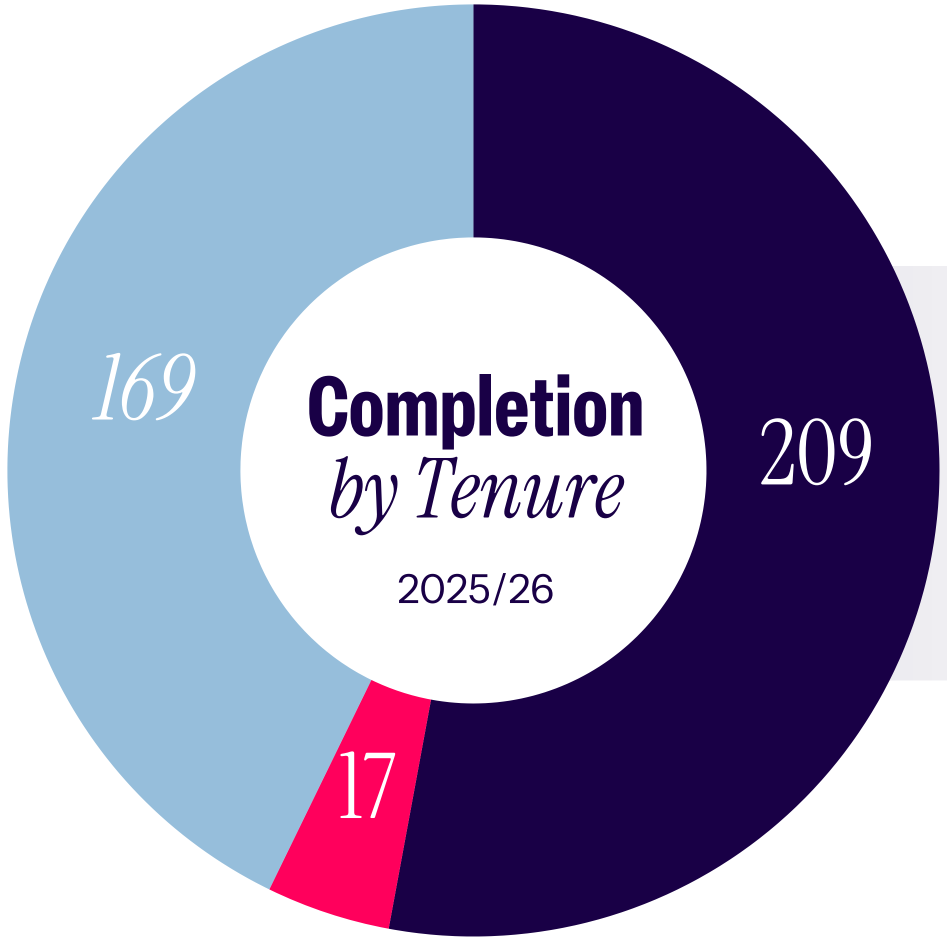
Living at Easthorpe Court with his husband, Wojciech, Richard remains deeply connected to his community. His story is a powerful reminder that social housing is about more than bricks and mortar — it is about people, voice and belonging.

Our New *Homes*

Development *Overview*

- In 2025/26 we delivered 395 new homes
- We made a start on the delivery of 378 new homes
- In contract to deliver a total of 1,005 homes on 28 sites, with a further 226 approved homes across five sites
- 354 EPC A rated homes delivered in 2025/26
- 455 new homes to be started in 2026/27 – will deliver AHL full Strategic Partnership allocation for 2021-26
- Handover of 602 new homes – 405 for rent and 197 for shared ownership
- 972 homes under construction – 99% of these to be constructed at EPC A
- Sales of £19m with 184 properties sold
- No development in London region

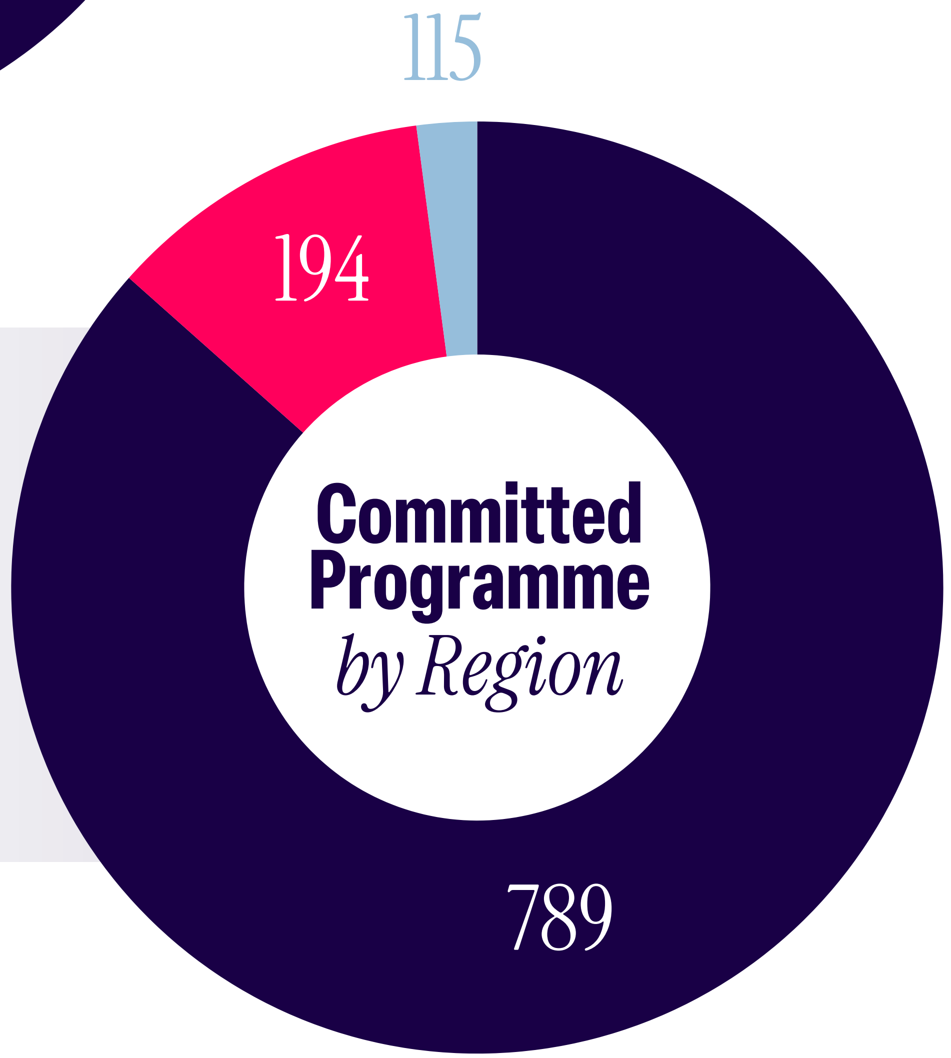
As per Accent Group management data 31 March 2026



395 completions by Tenure

Affordable Rent	**209**
Social Rent	**17**
Shared Ownership	**169**

	Committed and on site	Committed not yet on site	**Total**
East	743	46	**789**
North	**114**	80	**194**
South	**115**	0	**115**
Total	**972**	126	**1,098**



As per Accent Group management data 31 March 2026

Shared Ownership Sales

We sold 183 new build shared ownership homes in 2025/26 generating a *first tranche sales receipt of £19m*

The average share purchased was *33% with a value of £103k, 57% were sold to first time buyers*

Majority of purchasers *were privately renting or living with friends/family*

Homes marketed via website *www.homemade homes.com*

4.4 Trustpilot *rating*

No private sale homes in *programme or planned in the immediate future*

At the end of March 2026, Accent had 91 homes available of which 50 had been sold subject to contract

As per Accent Group management data 31 March 2026

Homes England Strategic Partnership

The headline figures for Accent 2021-26 agreement :

Total home starts to date

1,691 (85%) out of 1,979

Qualifying spend reported to date

2022/23	2023/24	2024/25	2025/26
£12.3m	£52.3m	£125.4m	£112.4m

Total home completions to date

737 out of 1,979

Cumulative total spend reported to date

£325.0m

Total grant paid to date

£110.0m from a total allocation of £165.4m (ave £84k per home)

IT, Cyber & *Transformation*

IT Strategy

Hybrid IT Estate

Co-Location Data Centre (Wallsend)

- Active Directory
- Active-H
- UNIT4
- Proval & Sequel
- Brixx

HR

Strong Foundations

4 Year Journey

- Customer and User-Centric Design
- Modern Applications, Devices and IoT
- Data Quality & Data Governance
- Cloud-first & Secure Infrastructure

- Rent Account
- CRM & Case
- Asset Mgt
- Data Lake-house

Fit for the Future

Cyber Security Approach

Business Risk Based
Prioritised by Business Impact
Focused on highest-risk exposure

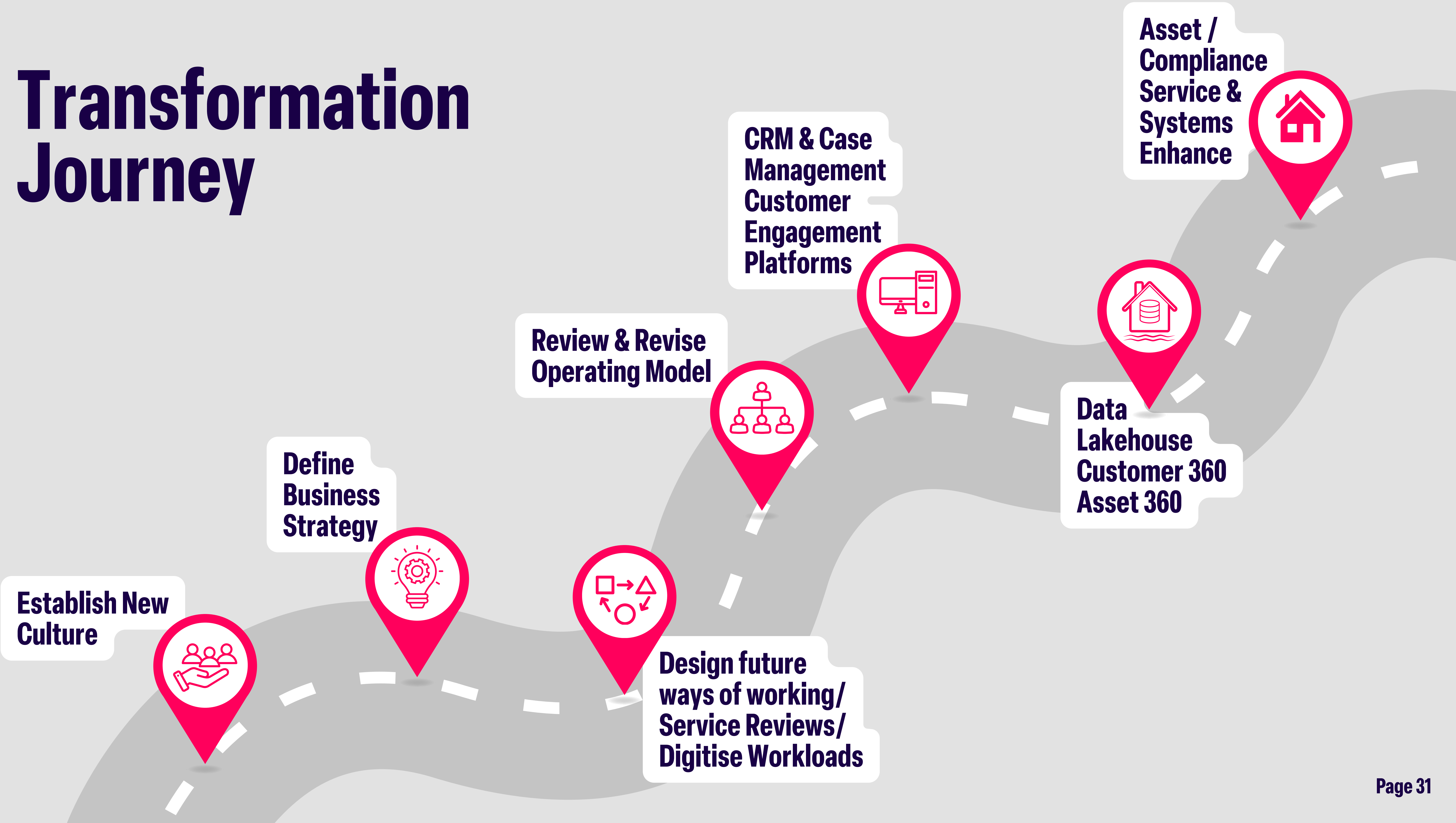
Independent Assurance
Annual Security Audits
Annual Penetration Testing
Cyber Essentials Plus Certification

Aligned to Industry Standards
NIST Framework
CIS Controls

Continuous Improvements
Privileged Access Management
Moving to Manage, Detect & Respond (MDR) Solution
Firewall Intrusion Detection & Protection

Beyond Sector Comparison
Wider Market Insight
External Security Partnership

Transformation Journey



Our Financial *Performance*

As per Accent Grp Financial Statements 31 March 2026

Our Financial Performance

Peer group consists of 14 similar sized organisations (unit numbers), data extracted from RSH 2025 global accounts

	Published 25/26	Peer Group
Operating Margin overall (RSH - excl asset sales)	*18%*	*15.3%*
Gearing (RSH)	*43%*	*48.6%*
Social Housing T/O	*£133.8m*	*£142.4m*
EBITDA MRI	*122%*	*86.6%*
Debt to EBITDA (nsa)	*31.0*	*21.14*

Positive outurn despite *exceptional reinvestment costs and start of transformation programme*

Significant continued *investment in existing properties - £44.8m*

Development programme delivered 395 new homes, of *which 226 for rent and 169 for affordable homeownership*

First tranche sales *of £19.0m delivering profit of £1.4m*

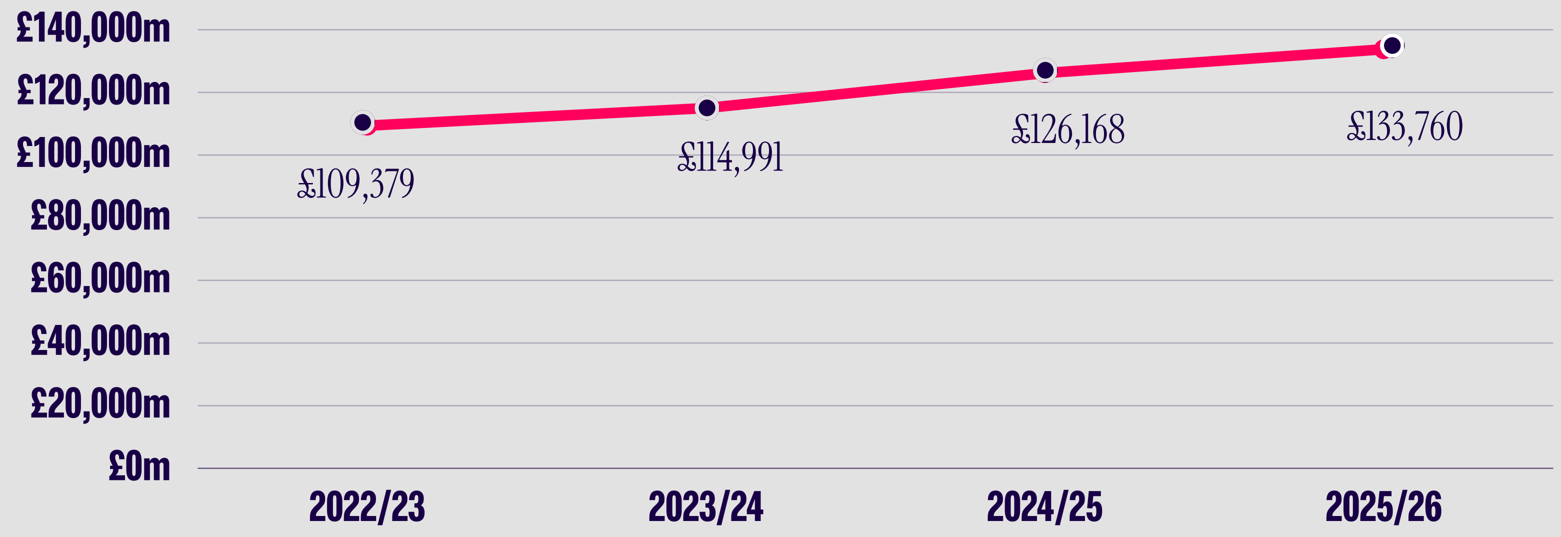
Voids of £2.5m *(1.9% of SL turnover)*

Arrears of £1.5m *(1.1%) reduction of £0.2m on prior year*

As per Accent Grp Financial Statements 31 March 2026

Our Performance

Social Housing Turnover (£m)



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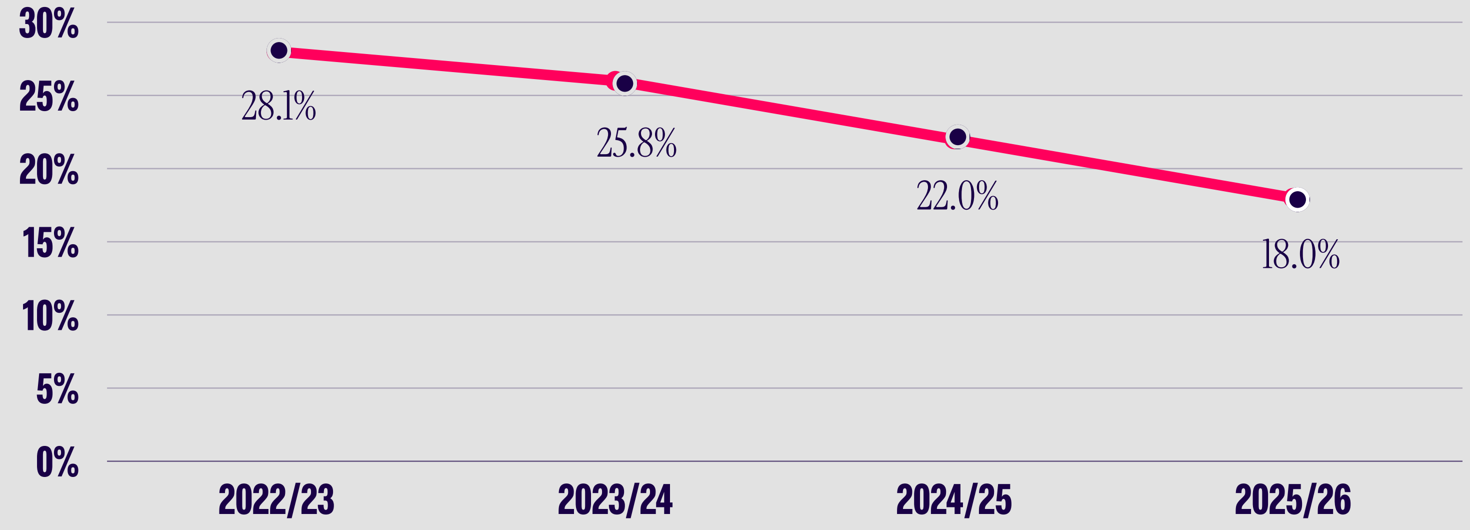
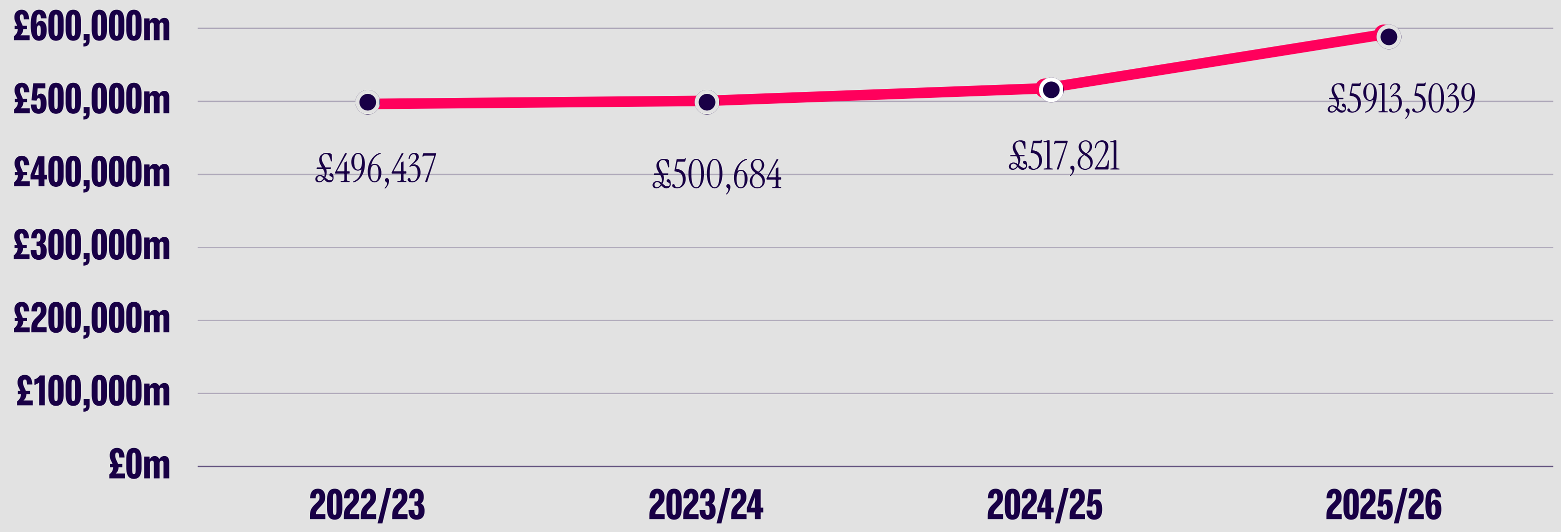
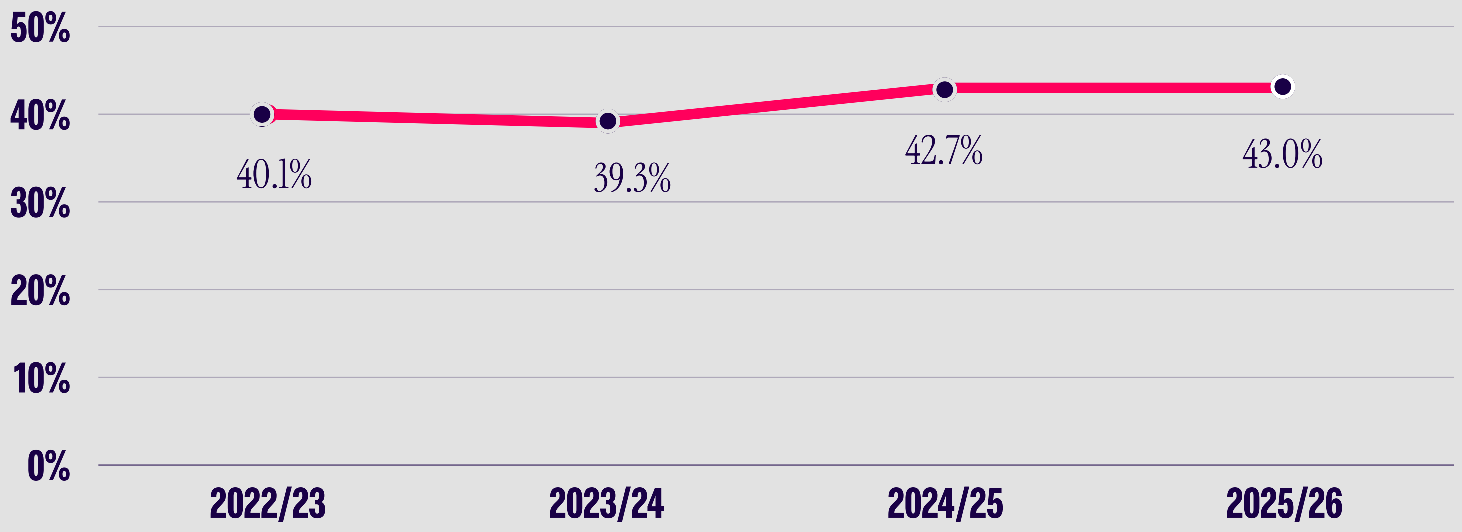
Operating Margin (%) RSH basis



Debt (£m)

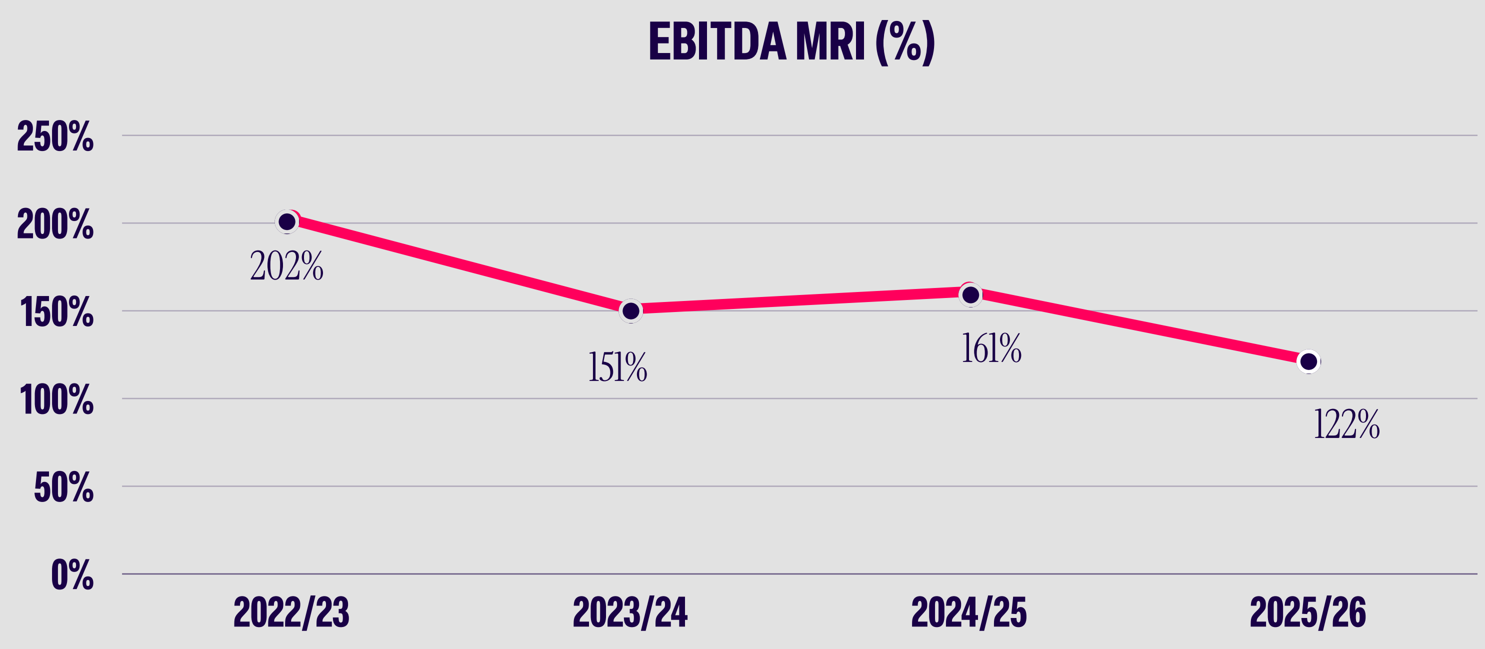


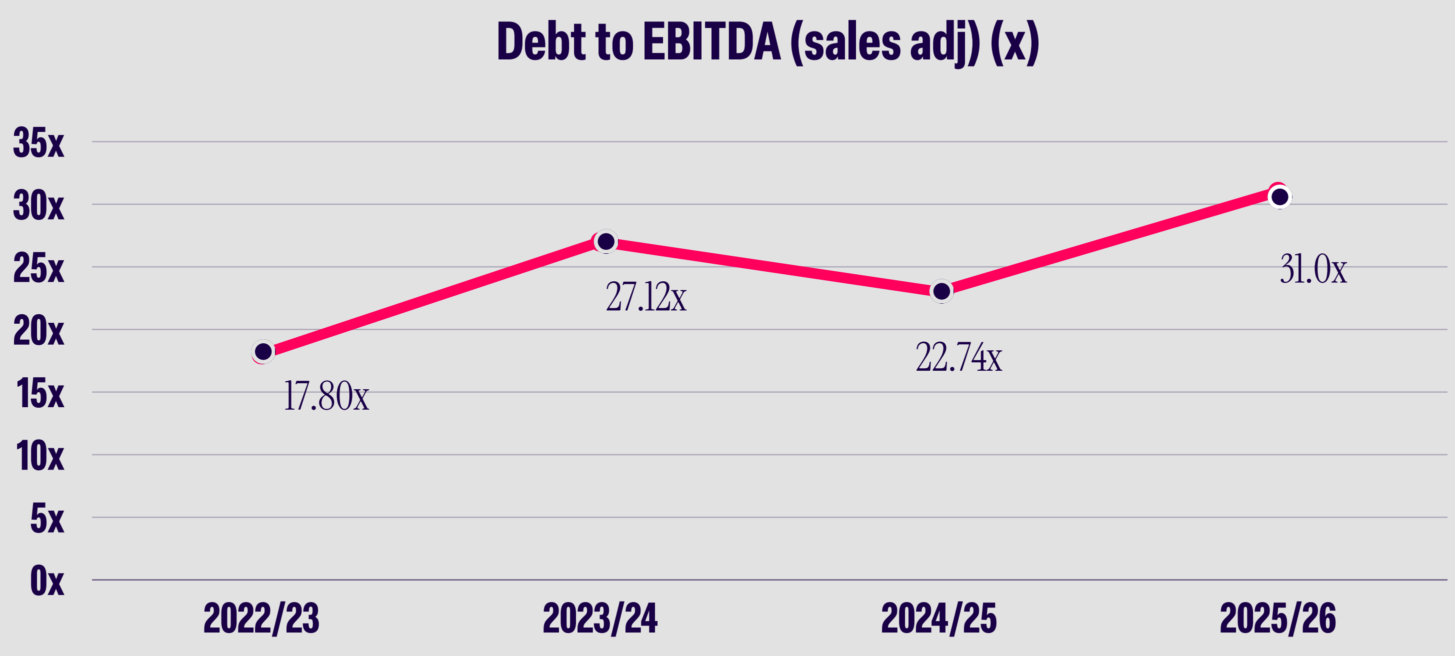
Gearing (%) RSH basis

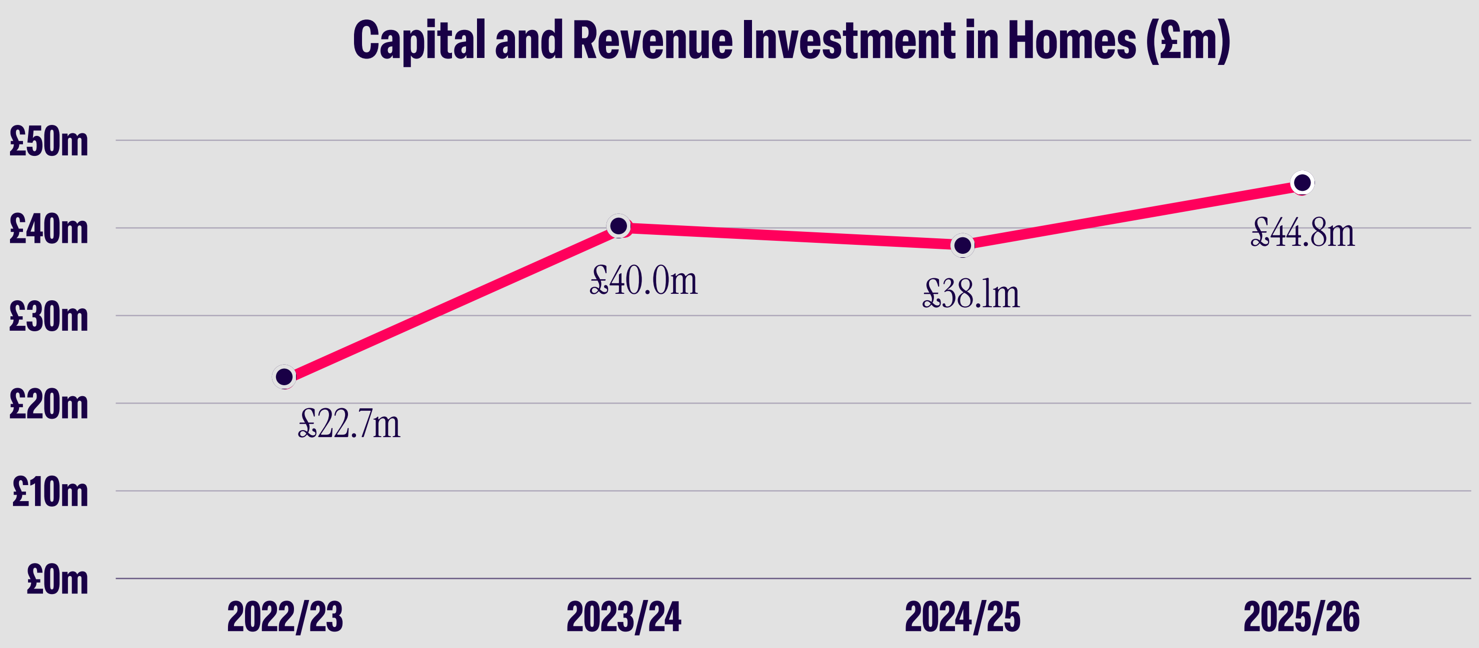


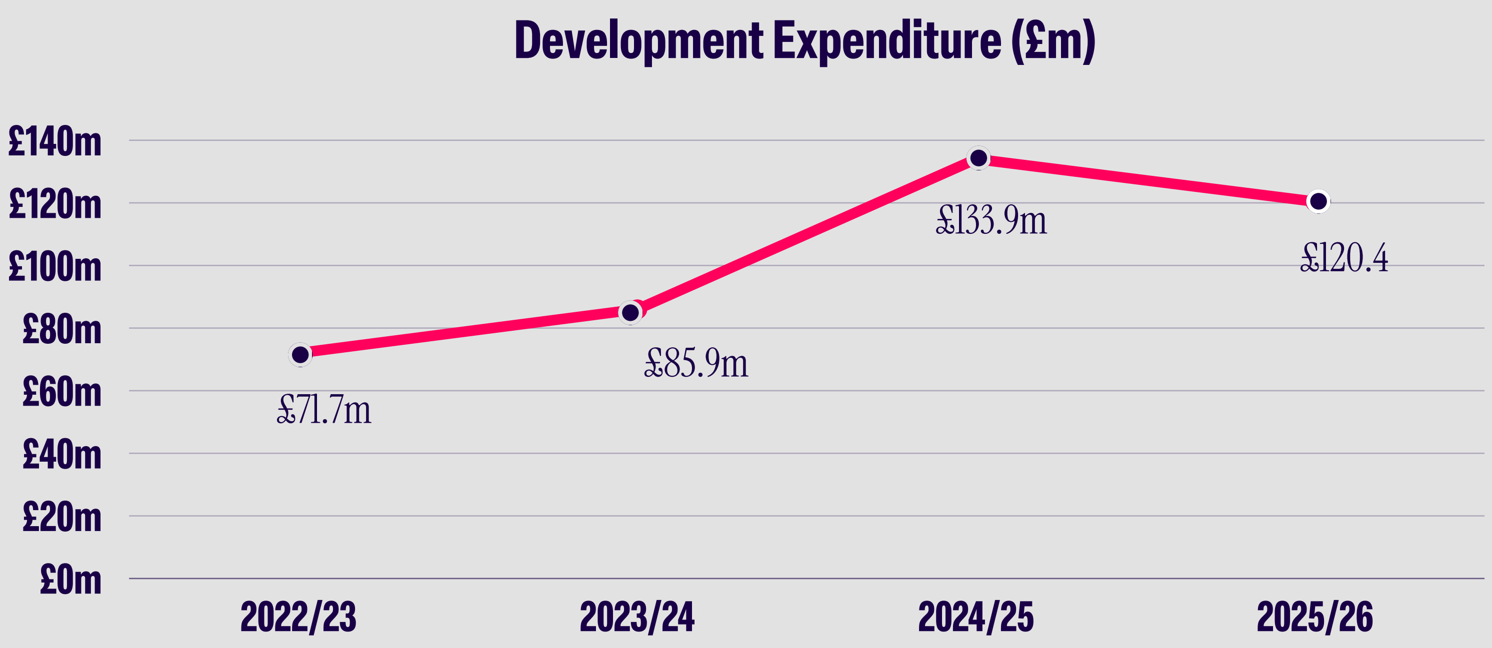
As per Accent Grp Financial Statements 31 March 2026

Our Performance

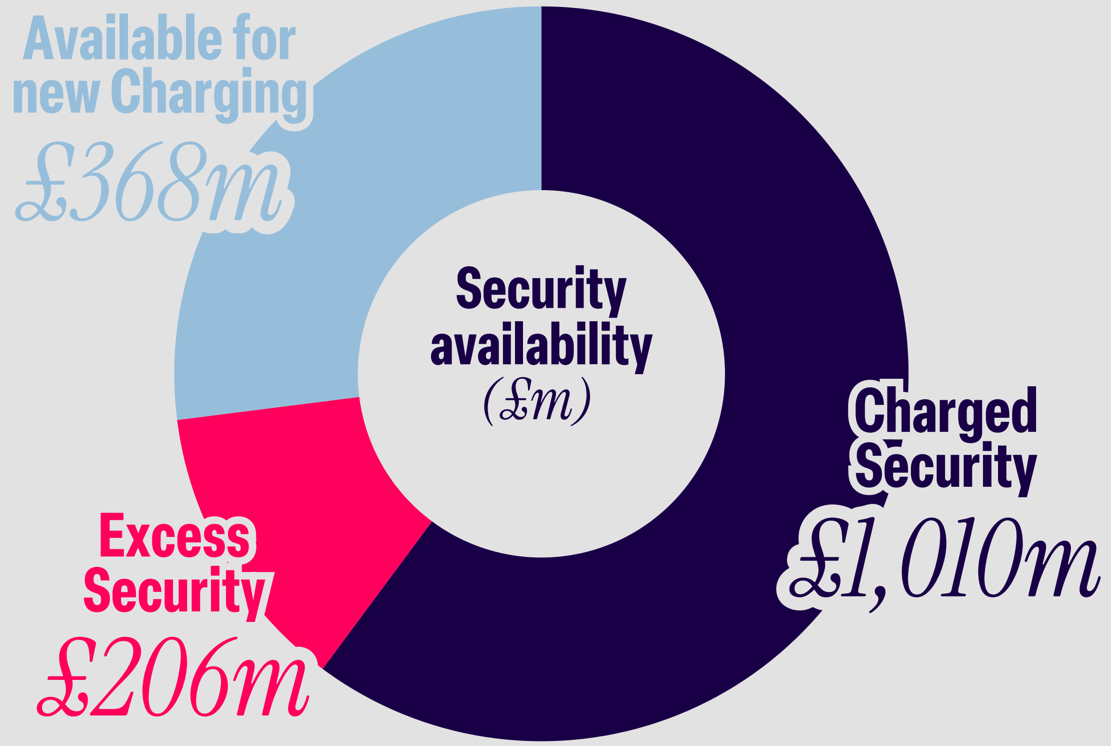


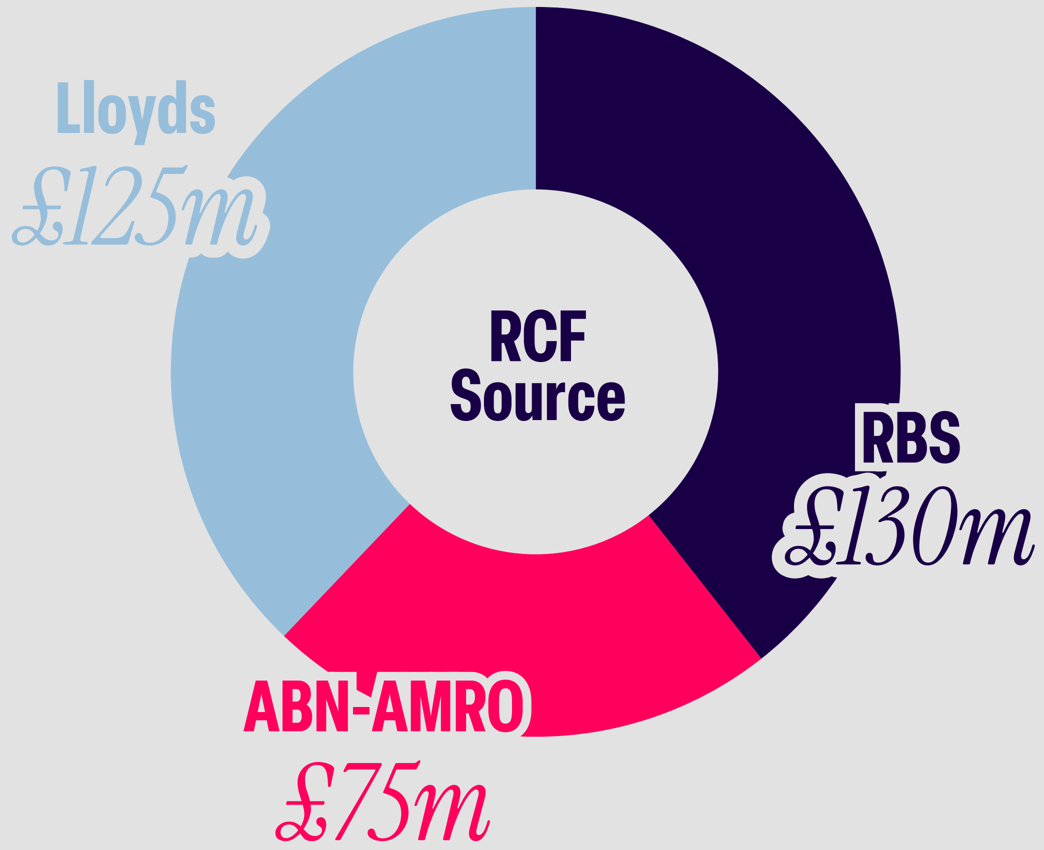


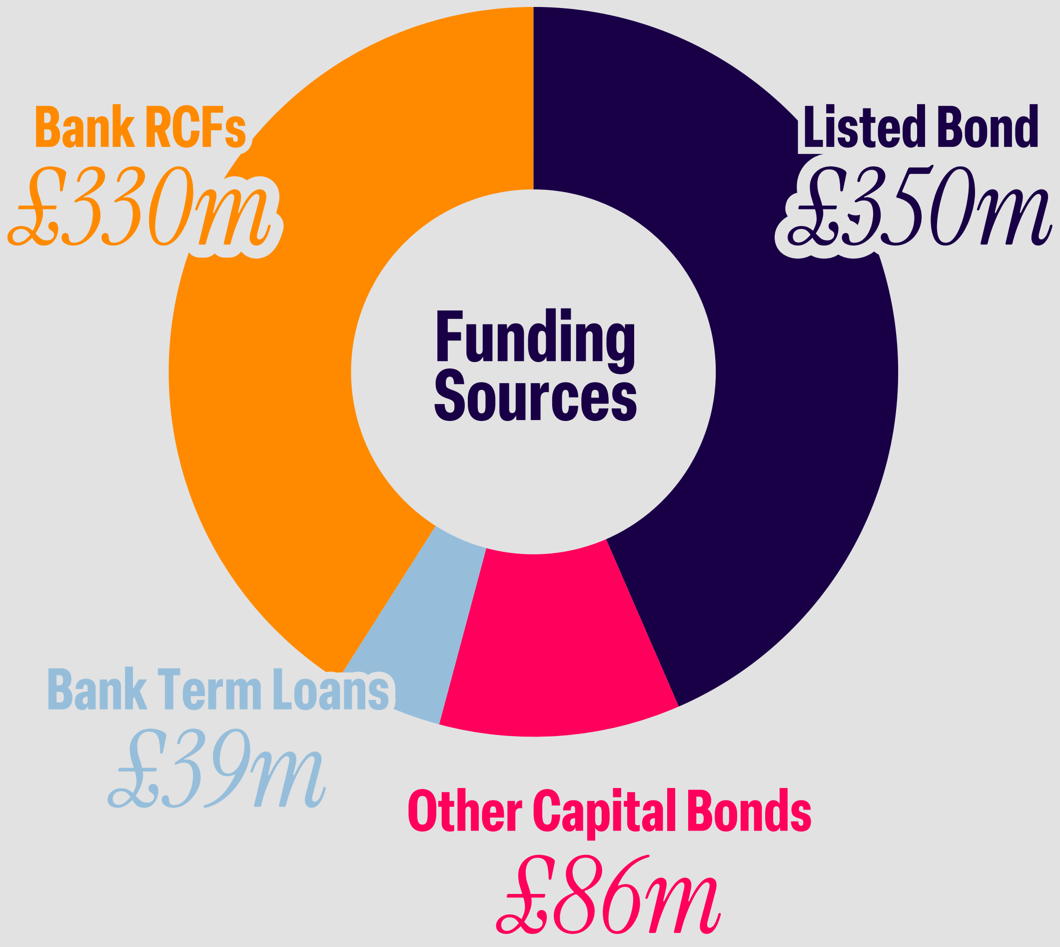




Treasury







76.5% fixed / 23.5% variable	No stand-alone swaps	WACOD below 3.5%	Drawn debt £592m	£213m RCF availability at 31 March

As per Accent Grp Financial Statements 31 March 2026

Summary

Continued strong performance in challenging environment

V1 G1 with strong
governance *framework*

Strong liquidity and practice management
£88m cash and £213m in undrawn facilities at 31 March

Operating margin of 18% (RSH)
at 31 March 2026

S&P A stable rating
reaffirmed July 2026

Strong headroom
on covenants

Focus on customer
and value for money

Award Winning
organisation

Refreshed Asset and Development Strategies

Strong development pipeline
SAHP 2027-36 bid pending

Accent