

# Trading update

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# Full year highlights



G1/V1

Regulatory ratings<sup>a</sup>



A+/A2

Credit ratings  
- affirmed March 2025



82,000

Homes owned  
and/or managed<sup>b</sup>



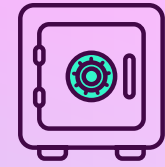
1,770

New homes  
delivered



£113m

Capital investment in  
our existing homes<sup>c</sup>



£607m

Turnover



81%

Social housing lettings  
contribution to total  
turnover



£214m

Operating surplus  
(including asset sales)<sup>d</sup>



33%

Operating margin on  
social housing lettings



40%

Asset gearing



1.64x

EBITDA MRI  
interest cover



2.5x

Liquidity ratio

a. Latest regulatory ratings assigned  
to Bromford Flagship Limited

b. To the nearest thousand

c. Net of grant

d. Excluding share of profit in  
joint ventures of c.£1m

# CEO introduction

**80%**

Overall customer satisfaction

**G1/V1**

Regulatory ratings

**1.64x**

EBITDA MRI interest cover

**1,704**

Affordable homes completed

**Robert Nettleton**

Chief Executive Officer

I'm very pleased to introduce the 2024-25 Trading Update for Bromford Flagship and pleased that we are reporting a strong set of results in what has continued to be a challenging environment.

We completed the merger of Bromford and Flagship on 28 February 2025, bringing together two housing associations to create one of the leading and strongest housing associations in the country.

I'm pleased to be able to report that overall customer satisfaction (as per the Regulator of Social Housing's Tenant Satisfaction Measure) for the year was 80%, which places us in the top quartile when compared to the latest available results from the rest of the housing sector.

In 2024-25 we completed 1,770 new homes, 1,704 of which were affordable and 519 being for social rent.

The operating environment continued to have challenges over the year. Most notably a continuation of elevated levels of repairs for the first six months of the year. Through increased investment, we ended 2024-25 with our lowest level of repairs work in progress for three years and despite this, broadly maintained our EBITDA MRI interest cover and improved our overall operating margin.

We continued to see reports of condensation, damp and mould and, as expected, saw an increase in the second half of the financial year. We are also seeing a small number of return cases and are reviewing some of our investment activity in this area.

Pleasingly, despite ongoing cost-of-living challenges, we saw arrears reduce year-on-year. We will continue to work proactively with our customers in this area.

Looking externally, we are pleased that key stakeholders have recognised the strength of Bromford Flagship, which provides a good platform for the years ahead. Moody's and Standard and Poor's confirmed the Bromford pre-merger ratings of A2 stable and A+ stable respectively for Bromford Flagship. Likewise, the Regulator of Social Housing has provided Bromford Flagship with a G1 V1 rating.

Looking ahead we expect there to be continued uncertainty and volatility which will continue to have some direct and indirect impacts on Bromford Flagship.

Despite this, our focus will remain on the delivery of services and our customer journey across all our geography, with a goal of improving our customer satisfaction levels further; focusing on integration and, in particular, creating great single support teams and one technological platform; and focus on the deployment plans for the additional capacity that we've created through the merger. This is likely to be deployed to deliver more new homes recognising the enormous need, but importantly we will be working further on how regeneration can transform current places. Finally, we will be focussing on other key elements of the Bromford Flagship Business Case, including further work on implementing place based teams and the production of a new Bromford Flagship strategy in 2026.

I'd like to finish my introduction by thanking all colleagues at Bromford Flagship for the tremendous work to ultimately enable many customers to thrive.

# Financial performance

**81%**

Social housing lettings contribution to total turnover

**33%**

Operating margin on social housing lettings

**A+/A2**

Credit ratings

**2.5x**

Liquidity ratio



**Paul Walsh**  
Chief Finance Officer

I'm pleased to report another strong set of financial results especially given the challenging financial conditions that prevail. These results are presented on a fully combined basis.

Our overall operating margin and social housing operating margin have both increased year on year. Total turnover was £607m, up 7% from the previous year, with 81% from our core activity of social housing. Operating surplus excluding asset sales rose by 10% as a result of our focus on value for money and driving efficiencies across our business which enables us to invest in areas such as driving down repairs volumes and focussing on reducing condensation, damp and mould. Despite increases in our cost of funding and record levels of investment in our existing homes, EBITDA MRI interest cover remained broadly stable at 1.64x.

Statement of comprehensive income	31 Mar 25	31 Mar 24
Turnover from social housing lettings <sup>1</sup>	£492m	£450m
Turnover	£607m	£567m
Operating surplus (excluding asset sales) <sup>2</sup>	£181m	£165m
Surplus after tax <sup>3</sup>	£135m	£123m

Margins	31 Mar 25	31 Mar 24
Operating margin on social housing lettings <sup>4</sup>	33%	32%
Overall operating margin (excluding asset sales) <sup>5</sup>	30%	29%
Overall operating margin (including asset sales) <sup>5</sup>	35%	35%
Operating margin on shared ownership (first tranche) <sup>6</sup>	25%	26%
Operating margin on outright sales <sup>7</sup>	16%	23%

Our strong levels of liquidity at 2.5x and strong interest cover all continue to support our financial viability and sector-leading credit ratings which remain A+ and A2 from S&P and Moody's respectively.

We need to obtain diverse sources of funding and since the merger have been delighted to secure an additional £100m revolving credit facility with a new lender and a £75m private placement with a range of new and existing investors, giving us further financial flexibility. These follow on from both a £200m term loan and a new bank facility of £50m arranged in June 2024 and some issuances from retained bonds to raise funds or refinance existing loans. As a predominant builder of affordable homes we will remain active in the funding markets to deliver our ambitions.

Key financial ratios	31 Mar 25	31 Mar 24
EBITDA MRI interest cover <sup>8</sup>	1.64x	1.67x
EBITDA interest cover (funder covenant) <sup>9</sup>	3.2x	3.3x
Social housing interest cover <sup>10</sup>	1.7x	1.7x
Asset gearing <sup>11</sup>	40%	40%

Liquidity	31 Mar 25
18 month liquidity requirement <sup>12</sup>	£377m
Cash and undrawn facilities	£949m
Liquidity ratio <sup>13</sup>	2.5x
Unencumbered stock (number of homes) <sup>14</sup>	20,061
Unencumbered stock (debt capacity)	£1.85bn

# Customer experience



Bromford:	Flagship:
• Net arrears <sup>15</sup> : 3.7% (FY24: 4.9%)	• Net arrears <sup>15</sup> : 2.4% (FY24: 3.7%)
• Void loss <sup>16</sup> : 1.2% (FY24: 1.3%)	• Void loss <sup>16</sup> : 0.6% (FY24: 1.2%)
• Relet days <sup>17</sup> : 49 (FY24: 65) <sup>17</sup>	• Relet days <sup>17</sup> : 42 (FY24: 48)

a. All TSM performance is reported for low cost rental accommodation (LCRA). The peer data is taken from the Housemark TSM financial year 2023-24 year-end results. Peer group consisted of 221 landlords choosing to submit year-end TSM results for the period April 2023 to March 2024.

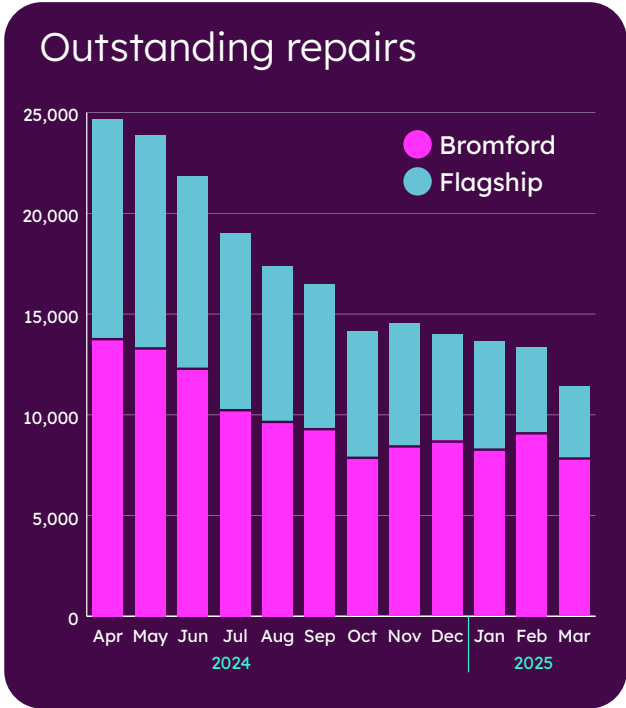
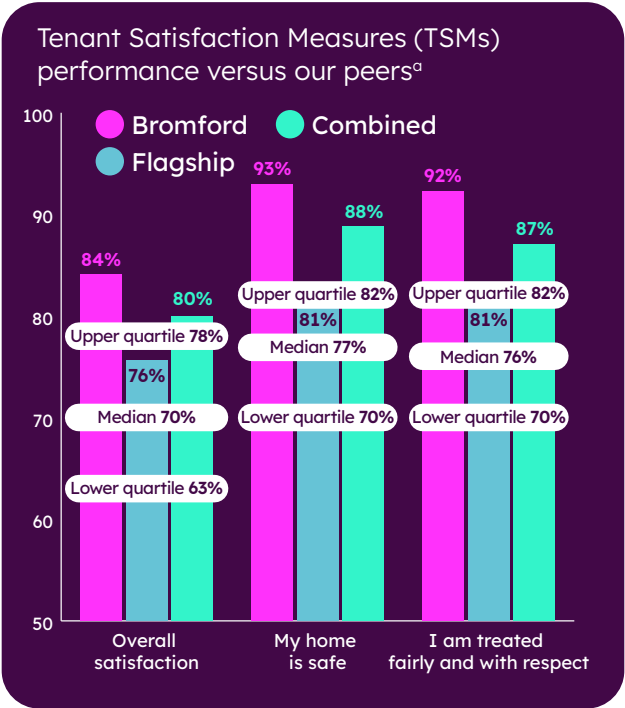
Our purpose is to enable people to thrive and our customers are at the heart of everything we do. Our neighbourhood coaching model ensures we have close contact and relationships with customers to truly understand their needs and aspirations.

This approach provides us with a great platform to deliver sector leading figures on customer advocacy; across the combined group we scored 88% for having a safe home, 87% for customers feeling they are treated fairly and 80% for overall satisfaction.

Our place standard will transform streets into vibrant neighbourhoods where people want to live. Our investment in technology will continue to strengthen our customer service and our training academy will provide new opportunities for customers and colleagues.

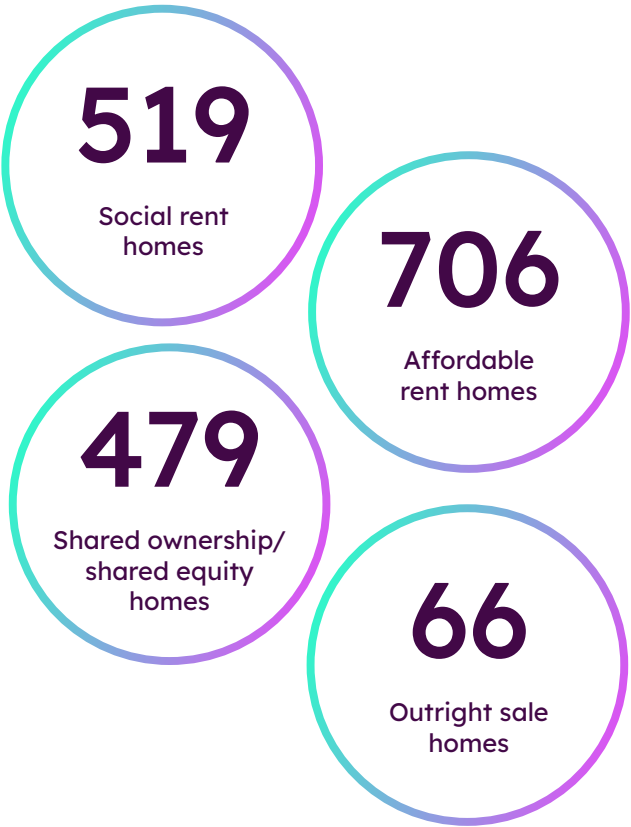
We've made progress this year in reducing net arrears, voids and reletting times and next year the focus will be on strengthening customer journeys.

We continue to embed our new asset management system in Bromford to improve data on our homes and enable more proactive maintenance. There is always more to do and we continue to closely monitor complaints. During the last year there have been extensive demands for repairs and we have proactively addressed these, as shown by the significantly reduced levels of outstanding repairs. Similarly we continue to focus on reducing condensation, damp and mould across our homes.





# Building new homes



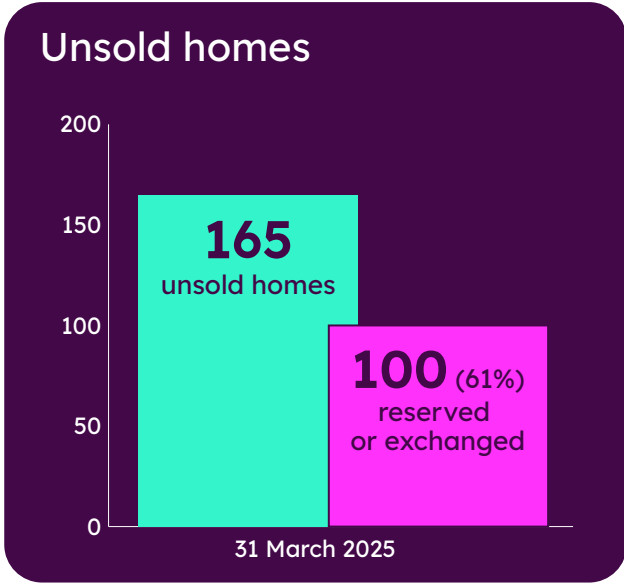
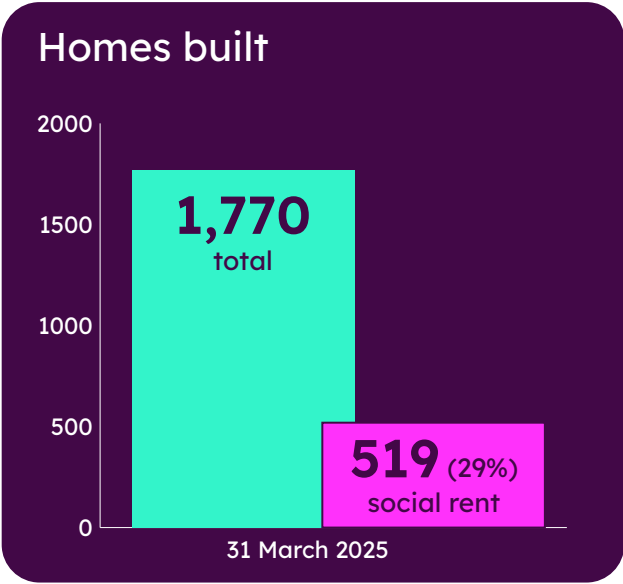
During the year and despite a challenging economic backdrop, we have had a successful year of delivering new homes in all of our regions with 1,770 homes delivered in total. These included 1,704 affordable tenure homes with 66 open market sales homes and included 519 social rented homes as we strive to focus on the most affordable homes for our customers.

Both Bromford and Flagship have been recognised for their activities in the year. Bromford has consistently been in the top two developers of social rented housing for the last few years and was announced as the eighth largest developer of social rented housing over the last 10 years by Inside Housing last year. In addition Flagship has received a gold award for customer satisfaction for the third year running.

We continue to increase the amount of new homes built through our wholly-owned construction company. We will continue to purchase land and pursue in-house delivery at greater volumes moving forward. Development is well underway on a number of sites where we are investing at scale.

The Bromford Flagship group has strategic partnerships with Homes England, which are a core component of our development framework. In total we have over £330m of grant funding secured under the programme. In the year, there were 37 new schemes commencing or where approval to enter a build contract was granted, 20 of which qualify for grants under our strategic partnership. These 20 schemes are expected to deliver 1,008 new homes over the coming years. In addition, we exchanged contracts on more sites in the year which will provide further grant funded homes as part of our strategic partnership and schemes are progressing to achieve a number of new starts in the next year.

Looking forward, Bromford Flagship’s ambition is to build around 2,000 homes a year with an increasing number constructed through land led schemes using our in-house construction teams. We continue to receive sufficient new opportunities in all our regions to deliver our future programme requirements as we transition to Bromford Flagship.



# Sustainability



a. Excludes 66 homes for outright sale

b. Of the 50 complaints reviewed there were 38 maladministration findings and 3 severe maladministration findings

c. From the Regulator of Social Housing

d. Subject to finalisation and external assurance

e. As per published 2023-24 Annual Report and Accounts

f. These are internal measures of customer satisfaction and the reporting methodologies are different for Bromford and Flagship

While we are actively working on the new group sustainability strategy as part of the new Bromford Flagship corporate strategy to be launched in 2026, we continue to work to deliver the individual Bromford and Flagship strategies given the similarities.

We continue to invest in our homes to reduce the impact on the environment and lower home running costs. Through further investment, an increasing percentage of both Bromford and Flagship homes are now at EPC C or above. This is reflected in a reduction in the carbon emissions intensity as part of our plans for existing homes investment. At the same time we continue to build affordable homes and maintain a 49% market-social rent differential.

We aim to incorporate the best features from both Bromford and Flagship and to establish a culture and values to create a great place to work. We are pleased to see either an improved gender pay gap in absolute terms or have a favourable position relative to peers and that this ratio is reflected in the board and executive teams as well.

## Bromford Flagship combined


Social	31 Mar 25
Market-social rent differential <sup>18</sup>	49%
Number of affordable homes completed <sup>a</sup>	1,704
of which social rent homes	519
Average live repairs <sup>19</sup>	17,031
Governance	
Board and Executive male:female ratio	13:6
Complaints reviewed by Ombudsman <sup>b</sup>	50
Adverse regulatory findings <sup>c</sup>	0

We have continued to support customers into employment and training. Following the success of three pilots, a total of 47 customers have been coached into work or training. Through our neighbourhood coaches, text analytics and website referrals, we are also actively working with 200+ customers for employability support. We intend to continue to grow our partnerships and offerings for our customers, as well as providing employment opportunities ourselves for people who live in our places.

	Bromford		Flagship	
Environmental	31 Mar 25	31 Mar 24	31 Mar 25	31 Mar 24
Scope 1, 2 and 3 emissions intensity <sup>20</sup>	29.73 <sup>d</sup> kg/m <sup>2</sup>	30.42 <sup>e</sup> kg/m <sup>2</sup>	N/A	N/A
Homes at EPC C or above <sup>21</sup>	90%	89%	68%	62%
Social				
Customer advocacy/satisfaction <sup>f</sup>	90%	91%	84%	80%
Customers coached into employment or training <sup>22</sup>	47	25	N/A	N/A
Governance				
Gender pay gap <sup>23</sup>	5.0%	3.8%	-7.8% Gasway: 34.4%	8.8% Gasway: 35.3%
Ethnicity pay gap <sup>24</sup>	2.6%	3.9%	7.0%	0%
Colleague sick days <sup>25</sup>	7.8	8.7	8.2	6.6
Landlord compliance:				
Gas safety	100%	100%	99.8%	98.8%
Fire safety	100%	100%	96.0%	98.4%
Decent homes	99.9%	99.98%	99.6%	97.6%





# Sustainability golden metrics




49%

Market-social rent differential<sup>18</sup>




519

New social rent homes



17,031

Average live repairs<sup>19</sup>



47

Customers coached into employment or training<sup>22</sup>

13:6





Board and executive male:female ratio





50

Complaints reviewed by Ombudsman

0

Adverse regulatory findings



	Bromford	Flagship
Homes at EPC C or above <sup>21</sup>	90%	 68%
Scope 1, 2 and 3 emissions intensity <sup>20</sup>	29.73km/m <sup>2</sup> <sup>a</sup>	Not reported
Customer advocacy/satisfaction <sup>b</sup>	 90%	84%
Gender pay gap <sup>23</sup>	 5.0%	-7.8% (Gasway: 34.4%)
Ethnicity pay gap <sup>24</sup>	2.6%	7.0%
Colleague sick days <sup>25</sup>	 7.8	8.2
Decent Homes Standard	99.9%	99.6%
Gas safety	100%	99.8%
Fire safety	100%	96.0%

a. Subject to finalisation and external assurance

b. These are internal measures of customer satisfaction and the reporting methodologies are different for Bromford and Flagship

Sustainability Linked Loans:













For the year to 31 March 2025 performance against the SLL KPIs will be measured separately for Bromford and Flagship for the purpose of reporting to banks. Where possible the combined figure is presented here to show the position for the combined organisation.

## Case study

# Environmental: Greener places and lower emissions across our communities

As a group, we are committed to reducing our environmental impact while creating greener, more sustainable places for our customers. From cutting carbon emissions to boosting local biodiversity, our work is focused on both immediate action and long-term progress.

This year, Bromford set a new target to reduce the carbon intensity of its operations by 10% over four years. This means cutting emissions from 30.42kg to 27.35kg of CO<sub>2</sub> per square metre by March 2028. The target spans everything from the way we build new homes to how we heat and maintain our existing ones. It's designed to support our wider net zero ambitions, while making homes warmer and more efficient for customers.

We're already seeing results. Across Bromford and Flagship, 4,800 homes received energy efficiency upgrades in the year, including better insulation, new windows and low-carbon heating. These changes are helping to reduce energy use and lower bills. We're also making progress on our wider environmental footprint by investing in a cleaner vehicle fleet and embedding sustainability into day-to-day operations.

Flagship's work is focused on both carbon and biodiversity. A recent campaign saw 12,000 flower bulbs planted across the East of England to support pollinators and bring more colour to local communities.

Thirty-six neighbourhoods took part, with bulbs chosen specifically to attract bees, butterflies and other insects. Local schools, community groups and Flagship colleagues all played a role in planting, helping connect people with nature and encouraging pride in shared spaces.

The project forms part of a wider place-based approach to climate action. It's not just about cutting emissions; it's about creating neighbourhoods that are more resilient, more biodiverse and better places to live.

Together, these projects show our commitment to environmental change through practical action, long-term investment and local partnerships.

# 4,800

Homes received  
energy efficiency  
upgrades



## Case study

# Social: Tackling stigma and building stronger communities

We believe everyone deserves to feel safe, respected and proud of where they live. Across the group, we're working with customers and communities to tackle social housing stigma and unlock the potential of neighbourhoods through local partnerships and a more personal approach to service.

At Flagship, we led an in-depth study into how people living in social housing experience stigma. The findings were clear: too many people feel judged or excluded simply because of where they live. Our Breaking Barriers report found that 45% of social housing residents had experienced stigma, often from media portrayals or through personal interactions. Some said it affected their mental health or made them feel ashamed of their home.

This isn't just a housing issue, it's a social one. That's why we're acting on what we've learned. We're delivering staff training, challenging bias and working to ensure that every home we build, whether for social rent, shared ownership or sale, is built to the same high standards. Because good design shouldn't depend on someone's income.

At Bromford, we've pioneered a place-based model that's rooted in relationships. Instead of a one-size-fits-all service, we've built small local teams that get to know customers and respond to what really matters to them. These teams support people in everything from health and wellbeing to employment, creating a more connected, personalised experience.

It's already making a difference. Thousands of Bromford customers now receive support through this approach, which has helped reduce tenancy failure and led to improved satisfaction and trust. Our colleagues also feel more empowered, able to make decisions that reflect the needs of the communities they work in.

Together, these efforts are helping to shift perceptions, build stronger relationships and create places where people feel listened to, respected and supported.



# 45%

of social housing  
residents experience  
stigma

## Case study

# Governance: Leading with purpose and investing in people

Good governance isn't just about compliance, it's about doing the right thing by our people, staying true to our values and building a culture that supports long-term success. Across the group, we're creating opportunities for colleagues to grow, lead and make a difference.

At Bromford, we've been recognised with Silver membership in the 5% Club's Employer Audit Scheme for 2024-25. Flagship are also a member of the 5% Club with the number of apprentices equating to 5.3% of the workforce. The award celebrates employers who invest in earn and learn opportunities, helping people develop skills through apprenticeships, graduate schemes and training programmes.

Over the past year, we have supported 164 apprentices across the business, alongside 50 colleagues who are upskilling through further apprenticeships. We've also welcomed eight graduate roles, three of which have already progressed into permanent positions. And we're not standing still. New roles are opening in areas like technology, giving people a hands-on way into future-focused careers.

Our commitment to development is about more than skills. It's about making sure people at every level feel valued, supported and set up to succeed.

That commitment extends to those with military experience. Flagship has recently signed the Armed Forces Covenant and were recently awarded Bronze status in the Defence Employer Recognition Scheme. This recognises the work we're doing to support veterans, reservists and their families from dedicated recruitment programmes to practical help like paid leave and flexible working.

We've also launched our own Armed Forces Network, which brings together colleagues with shared experience or a passion for support. It's another way we're putting values into action and creating space for people to connect, contribute and lead.

Together, these efforts show what governance means to us, not just policies and structures, but building an organisation where people feel seen, supported and proud to be part of the journey.

# 164

Apprentices supported



# Notes

These results for 31 March 2025 are currently unaudited. They are reported prior to receipt and finalisation of all pension scheme positions and fair value adjustments which may lead to further adjustments to operating and financial results. The 31 March 2024 comparators are provided on a like-for-like basis and are also currently unaudited.

1. Social housing lettings operating surplus/social housing lettings turnover.
2. Operating surplus excluding asset sales and excluding share of profit in joint ventures of c.£1m.
3. Surplus after tax excluding fair value gains.
4. Social housing lettings turnover/total turnover.
5. Operating margin including assets sales = operating surplus (excluding share of profit in joint ventures of c.£1m)/turnover. Operating margin excluding assets sales = operating surplus (excluding share of profit in joint ventures of c.£1m) - gain or loss on disposal of assets/turnover.
6. Operating surplus on first tranche shared ownership sales/turnover from first tranche shared ownership sales.
7. Operating surplus on outright sales/turnover from outright sales.
8. (Operating surplus excluding asset sales + gain on disposals + depreciation on housing properties + major repairs through the SOCI - amortisation of government grant)/net interest payable (excluding capitalised interest). Operating surplus excludes share of profit in joint ventures of c.£1m.
9. (Operating surplus excluding asset sales + gain on disposals + depreciation on housing properties + major repairs through the SOCI - amortisation of government grant)/net interest payable (excluding capitalised interest). Operating surplus excludes share of profit in joint ventures of c.£1m.
10. Operating surplus from social housing lettings/net cash interest paid.
11. Net debt/housing assets at historic cost.
12. 18 month cashflow requirement - 20% of sales income.
13. Cash and undrawn facilities/18 month liquidity requirement.
14. These are completed homes which are chargeable and not yet charged to a facility as at 31 March 2025. Nil value homes are excluded from the figure.
15. Arrears for all general needs and housing for older people stock rented tenancies net of any housing benefit due, as a percentage of the annual rent and service charge debit. Bromford's arrears figure is at a point in time at 31 March 2025. Flagship's arrears figure uses the lowest point rent debt in March 2025, calculated by adding each tenant's lowest debt point during the month.
16. Void loss from social housing lettings/turnover from social housing lettings.
17. Relet days: general needs and housing for older people lets; minor & major works voids combined.
18. The average social rent of our homes in our most recent (2023-24) SDRs across our geographies. This is expressed as a percentage difference from the average market rent across our geographies taken from ONS data for the year to 31 March 2024, (private rent and house prices uk - private rent for local areas - Office for National Statistics (ons.gov.uk)) per the March 2025 iteration of the month report.
19. The total average number of outstanding repair jobs calculated as the average of each of the 12 month end positions up to and including 31 March 2025 (including, but not limited to, repairs relating to condensation, damp and mould) which Bromford Flagship has agreed to carry out on its properties but which remain outstanding.
20. Total carbon emissions (scope 1, 2 and 3) in kilograms, measured across the 12 month period to the reporting date, divided by the total floorspace of our homes in metres squared, measured at the reporting date.
21. Including both existing and new homes.
22. The number of unemployed residents of Bromford Flagship properties who entered either employed work or substantive, career-enhancing training as a result of a Bromford Flagship-led coaching programme during the reporting period, as supported by a signed customer testimonial.
23. Difference between the median hourly pay of male and female colleagues reported on the Gender Pay Gap Service at a snapshot date of 5 April 2024. Gender pay gap is presented on a median basis aligned to one of the Group's SLL KPIs. A negative figure indicates that the middle female individual receives higher remuneration than the middle male individual.
24. Difference between the median hourly pay of white and ethnic minority colleagues reported internally at a snapshot date of 5 April 2024.
25. The mean number of days of sickness leave taken per employee of Bromford Flagship in the reporting period.

This trading update contains certain forward looking statements about the future outlook for Bromford Flagship. These have been prepared and reviewed by Bromford Flagship only and are unaudited. Forward looking statements inherently involve a number of uncertainties and assumptions. Although the directors believe that these statements are based upon reasonable assumptions on the publication date, any such statements should be treated with caution as future outlook may be influenced by factors that could cause actual and audited outcomes and results to be materially different. Additionally, the information in this statement should not be construed as solicitation or recommendation to invest in Bromford Flagship's bonds.





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**[bromford-flagship.co.uk/invest-with-us](https://bromford-flagship.co.uk/invest-with-us)**

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