EST. UNITED KINGDOM
REGULATED · CQC FOCUSED

ARC Care & Development.

DELIVERING PROPERTY WITH PURPOSE

ASHURST RESIDENTIAL CARE DEVELOPMENT LTD

Institutional-Quality CQC Regulated Care Investments

EXECUTIVE SUMMARY

A specialist UK company delivering institutional-grade CQC-regulated care assets.

ARC Care & Development is a specialist UK care-led real estate development and investment company focused exclusively on the sourcing, acquisition, development and delivery of institutional-quality CQC regulated care assets.

We operate at the intersection of regulated healthcare infrastructure and real estate investment — combining property expertise with deep care sector knowledge to create assets that are professionally structured, operationally aligned and designed for long-term institutional ownership.

01

Why the sector exists

An ageing UK population, complex care requirements and structural under-supply of CQC-compliant accommodation continue to drive sustained, government-supported demand.

02

Who we are

A specialist UK care property company partnering with experienced CQC operators, leading legal advisers and sector experts to acquire, develop and deliver investment-grade care assets across the United Kingdom.

03

What makes ARC different

A demand-led, end-to-end delivery model — from acquisition through refurbishment, operator integration and SPV structuring — producing fully operational, income-producing assets.

ABOUT

About ARC Care & Development

ARC Care & Development helps global investors build financial wealth and stability through secure, regulated CQC specialist care properties. We specialise in the sourcing, acquisition, development and delivery of high-quality CQC-regulated care properties across the United Kingdom.

> *"Sourcing, developing and delivering institutional-quality CQC-regulated care assets — from acquisition through to investment completion."*

OUR RESPONSIBILITIES

01 Sourcing properties based on specific, care-led demand requirements

02 Identifying assets suitable for regulated care use and long-term operation

03 Coordinating acquisitions and full due diligence

04 Managing refurbishment and conversion works alongside the CQC operator

05 Delivering each asset to the required operational specification

06 Structuring each property within a dedicated Special Purpose Vehicle (SPV)

07 Preparing each opportunity to be transaction-ready for investors

08 Delivering fully operational, income-producing assets ready for sale

PARTNERS, APPOINTED COUNSEL & REGULATOR

APPOINTED SOLICITORS
Hutchins Law London

CQC OPERATOR
Ashurst Residential Care

REGULATOR
Care Quality Commission

SPECIALIST DELIVERY MODEL

End-to-end delivery — from acquisition to investor completion.

01

Demand Identification

Care-led sourcing aligned with local commissioning needs and operator demand.

02

Property Acquisition

Targeted acquisition of assets suitable for regulated, long-term care use.

03

Development & Refurbishment

Conversion to operational specification, managed end-to-end with the operator.

04

CQC Operator Integration

Operator on-boarding, governance and care-model alignment.

05

Operational Readiness

Compliance, staffing and care infrastructure prepared for live operation.

06

SPV Structuring

Each asset ring-fenced within a dedicated Special Purpose Vehicle.

07

Investor Completion

Fully operational, income-producing asset delivered to the investor.

→ *Each property is structured within its own dedicated Special Purpose Vehicle (SPV) and delivered transaction-ready to the investor.*

WHY INVEST

Why invest in CQC care property.

The UK regulated care sector benefits from strong structural fundamentals, including an ageing population, increasing government demand for specialist care, and a chronic shortage of suitable accommodation — creating a compelling long-term investment opportunity.

01

Demographic Tailwinds

A rapidly ageing UK population and rising prevalence of complex care needs creating sustained, non-discretionary demand.

02

Structural Supply Shortage

A chronic, regional shortage of CQC-compliant accommodation that continues to outstrip available supply across the UK.

03

Government & Local Authority Demand

Public-sector commissioning, NHS discharge pathways and community-care policy reinforcing long-term operator demand.

04

Long-Term Resilience

Essential, non-cyclical infrastructure underpinned by long-term care contracts and government-funded care packages.

UK REGULATED CARE MARKET

Key metrics underpinning the long-term investment case.

01

£30bn+

Annual UK adult social care expenditure

02

1.7m+

People employed in the UK adult social care sector

03

165k+

Adult social care vacancies across England

04

+30%

Projected growth in 65+ population by 2045

GOVERNMENT-SUPPORTED DEMAND FUNDAMENTALS

£32bn+

Annual gross expenditure on adult social care in England.

80%+

Of adult social care spending is publicly funded through local authorities & NHS commissioning.

£14bn+

Annual local authority expenditure on adult social care services.

ICS

Integrated Care Systems increasingly direct funding toward community-based and specialist care settings.

INSTITUTIONAL PERSPECTIVE

Unlike many real estate sectors that rely primarily on consumer demand, specialist care property is underpinned by essential service requirements and significant public sector funding commitments – providing long-term structural support for occupancy and income generation.

The UK regulated care sector is supported by enduring demographic and governmental drivers, creating a structural imbalance between demand and the availability of suitable accommodation — underpinning a compelling long-term investment case for professionally structured CQC-regulated care assets.

PUBLIC SECTOR FUNDING & INVESTOR RETURNS

How public sector funding supports investor returns.

Specialist care property sits at the intersection of essential public services and institutional real estate. Public expenditure flows through a clearly defined chain – converting government commitments into long-dated, contractual income for property owners.

HM Treasury

NHS

01

UK Government

HM Treasury allocates ring-fenced funding to social care via the Department of Health & Social Care (DHSC).

02

NHS & Local Authorities

Funding is distributed to NHS Integrated Care Systems and 152 Local Authorities responsible for commissioning care.

03

CQC-Regulated Operators

Care providers contract with commissioners under long-term fee arrangements to deliver essential specialist care.

04

Operators Occupy ARC Assets

Operators take new 25-year Full Repairing & Insuring (FRI) leases on ARC-delivered, purpose-fit care properties.

05

Long-Lease Rent to Investors

Contracted, index-linked rental income flows directly from the operator to the property owner / investor.

06

Defensive, Institutional Returns

Investors receive long-duration cash flow underpinned by public expenditure and demographic demand.

A DEFENSIVE INVESTMENT SECTOR

Income underwritten by essential services, not consumer cycles.

UK regulated care is structurally insulated from discretionary consumer spending. Demand is non-elective, demographically driven, and predominantly funded by the state – providing one of the most defensive income profiles available within real estate.

80%+

PUBLICLY FUNDED

Of UK adult social care expenditure is publicly funded via local authorities & NHS commissioning.

£30bn+

ANNUAL SECTOR SPEND

Government commitment to adult social care provides a deep, durable funding floor.

+30%

DEMOGRAPHIC TAILWIND

65+ population projected to grow over 30% by 2045 – a multi-decade demand driver.

25 yrs

LEASE DURATION

Long-dated FRI leases with index-linked uplifts produce predictable, bond-like cash flow.

Non-Cyclical

RECESSION-RESILIENT

Sector performance proven through the 2008 GFC and the COVID-19 pandemic.

Essential

NON-DISCRETIONARY USE

Care services are mandated under the Care Act 2014 – providing structural occupancy support.

The result: an asset class where rental income is contractually delivered by private operators but ultimately underwritten by the United Kingdom's enduring commitment to social care.

SOURCES / ONS – UK Population Projections / HM Treasury – Spending Review / DHSC – Adult Social Care Expenditure / NHS England – ICS Commissioning / Care Quality Commission / LaingBuisson – UK Care Market Reviews

MARKET OPPORTUNITY

Demand continues to substantially outstrip supply.

The UK care sector faces a significant and growing shortage of suitable accommodation capable of meeting modern care standards. Demand exceeds available supply across much of the United Kingdom.

STRUCTURAL DEMAND DRIVERS

- Rapidly ageing population
- Increasing demand for specialist and supported-living provision
- Chronic shortage of CQC-compliant accommodation
- Significant local authority demand for additional placements
- Government policy supporting community-based care
- Long waiting lists in many regions
- Pressure on local authorities and NHS discharge pathways
- Rising demand for specialist adult care needs

ILLUSTRATIVE · UK CQC ACCOMMODATION

A structural supply-demand imbalance.

Illustrative representation of sustained, multi-regional under-supply of CQC-compliant care accommodation across the United Kingdom.

INVESTMENT PROPOSITION

The Benefits of Investing in Institutional-Grade CQC Care Assets

By investing in fully operational CQC-regulated properties, investors benefit from passive ownership of a specialist healthcare asset class combining secure, asset-backed investment with the predictable income characteristics of long-term, professionally operated regulated care facilities.

01

Fully Operational Assets

Income-producing from day of completion.

02

Long-Term Income

Regulated leases with experienced CQC operators.

03

CPI-Linked Growth

Annual inflation-linked income escalation.

04

Hands-Off Ownership

No day-to-day operational involvement.

05

Freehold Assets

Tangible, asset-backed real estate ownership.

06

No Voids

No void periods or reletting risk.

07

No Tenant Management

No residential tenant or maintenance handling.

08

Diversified Exposure

Specialist, non-cyclical healthcare infrastructure.

INVESTMENT STRUCTURE

How capital flows from investor to operational asset.

Each opportunity is delivered within a clearly defined legal, operational and contractual structure — designed to ring-fence the asset, align incentives and provide investors with institutional-grade governance and reporting.

CAPITAL & INCOME FLOW

01

Investor

Acquires shares of the SPV holding the freehold asset.

→

02

Special Purpose Vehicle

Dedicated SPV owns the freehold; ring-fenced from other assets.

→

03

Long-Term Lease

SPV grants a regulated, CPI-linked lease to the CQC operator.

→

04

CQC Operator

Ashurst Residential Care delivers regulated services on-site.

→

05

Care Income

Local authority & government-funded care fees support operator rent.

Operator pays CPI-linked rent to the SPV → distributed as income to the investor.

Ring-Fenced Ownership

Asset isolated within a dedicated SPV; no co-mingling of risk.

Aligned Counterparties

Long-term lease to a single experienced CQC operator.

Indexed Income

CPI-linked annual escalations support purchasing-power preservation.

Institutional Governance

Hutchins Law-led structuring, investor reporting and protections.

Care delivered within the framework of the Care Quality Commission.

OUR CQC PARTNER

Ashurst Residential Care

Established specialist UK care operator.

Ashurst Residential Care is an established specialist care provider with over 20 years of operational experience within the UK care sector, delivering high-quality residential care and supported-living services to adults with complex care needs.

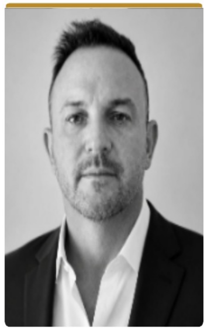
Operating within the framework of the Care Quality Commission, Ashurst is committed to maintaining the highest standards of care, governance, safeguarding and operational excellence — consistently achieving strong CQC inspection outcomes.

KEY STRENGTHS

- ✓ 20+ years of operational experience
- ✓ Strong CQC inspection record
- ✓ Experienced management & operational team
- ✓ Specialist care expertise
- ✓ Long-term, regulated operator partner

LEADERSHIP

A senior team with deep sector, transactional and operational expertise.



Barry Irvine

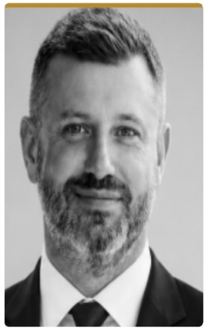
Director & Head of Partnerships

Over 25 years of UK and international real estate experience. Over the past decade, Barry has specialised in the social housing and CQC-regulated care sectors, building an extensive network of investors, operators and strategic partners. He oversees deal origination, transaction structuring and stakeholder alignment – acting as the conduit between investors, operators and delivery partners.

Skye Levitas

Director of Property & Care Development

Over 20 years of UK property experience across acquisition, development and asset management, with the last decade dedicated to specialist care and social impact housing. Skye specialises in sourcing and delivering care-led real estate opportunities, working closely with operators to create investment-grade assets that meet growing demand across the UK care sector.



Oliver Barton

Chief Strategy Officer

Over 25 years of experience in business development, strategy and operations across the UK public and private sectors. Senior roles at Serco, Veolia and CBRE, leading high-value projects and grant-funded programmes exceeding £500 million. Significant experience in M&A, technology, renewable energy and social housing.

Geoff Walker

Senior Advisor — Care Governance & Compliance

Over 40 years of experience in social care, including senior roles in local government and 27 years as CEO of the multi-award-winning Sandwell Community Caring Trust. Has advised the UK and European Parliament on social care policy, helped shape the Social Enterprise model and is a respected international speaker.

Richard Lowe

Head of International Sales & Distribution

Originally from Oxford, Richard has spent the last 33 years living and working across Asia, including more than three decades in Singapore. Senior roles with JLL, One Global, IP Global, IPIN Global and Prudential, specialising in B2B and B2C distribution across Southeast Asia.

LEGAL & CORPORATE GOVERNANCE

Hutchins Law London

Appointed Solicitors & Legal Counsel.

Hutchins Law London acts as the appointed legal partner and counsel to ARC Care & Development, providing strategic legal oversight across all property acquisitions, corporate structuring and investment transactions.

Led by Managing Partner Aliosman Halil, the firm has an extensive track record advising international developers, high-net-worth investors, property companies and corporate clients on complex real estate and commercial transactions.

AREAS OF EXPERTISE

- ✓ Extensive transactional track record
- ✓ International developer expertise
- ✓ High-net-worth investor experience
- ✓ Corporate structuring & SPV expertise
- ✓ Governance & investor protection

MANAGING PARTNER

Aliosman Halil

Hutchins Law London · Appointed Legal Counsel to ARC

LONDON BRANCH

Hutchins Law · TP Legal Ltd

16 Prescott Street, London, United Kingdom

Tel. 020 8986 3911

WHY ARC

A specialist, end-to-end delivery platform.

Specialist CQC focus

Singular focus on regulated UK care assets.

Demand-led acquisitions

Sourcing aligned with operator and commissioning need.

Institutional asset creation

Built to investment-grade standards.

End-to-end delivery

Acquisition through to investor completion.

Experienced operators

Long-term partnerships with established CQC providers.

Investor alignment

SPV structuring, governance and transparency.

Demographic tailwinds

Underwritten by long-term structural demand.

Professionally structured

Robust legal framework and corporate governance.

Delivering institutional-quality care infrastructure that creates both social impact and long-term investor value.

DELIVERING PROPERTY WITH PURPOSE

ASHURST RESIDENTIAL CARE DEVELOPMENT LTD

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IMPORTANT INFORMATION

Disclaimer & Investor Notice

01

Purpose of this Document

This document has been prepared by ARC Care & Development Ltd for information purposes only and is intended for distribution to professional, institutional, qualified and high-net-worth investors. It does not constitute an offer to sell, a solicitation of an offer to buy, or a recommendation in relation to any securities, interests, financial instruments or investment products.

02

Investment Risk

Past performance and forward-looking statements are not a reliable indicator of future results. Investment in real estate and regulated care assets involves risk, including possible loss of capital, illiquidity, regulatory change, operational risk and concentration risk. Prospective investors should not subscribe to any investment without first seeking independent legal, tax and financial advice.

03

Regulatory Status

ARC Care & Development Ltd is not authorised or regulated by the Financial Conduct Authority. Information in this document is communicated only to persons reasonably believed to be of a kind to whom such communication may lawfully be made under the Financial Services and Markets Act 2000 and applicable regulations.

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