Multiple routes to market

One path to growth



millerhomes

Miller Homes Group (Finco) plc
Annual Report and Financial Statements 2025

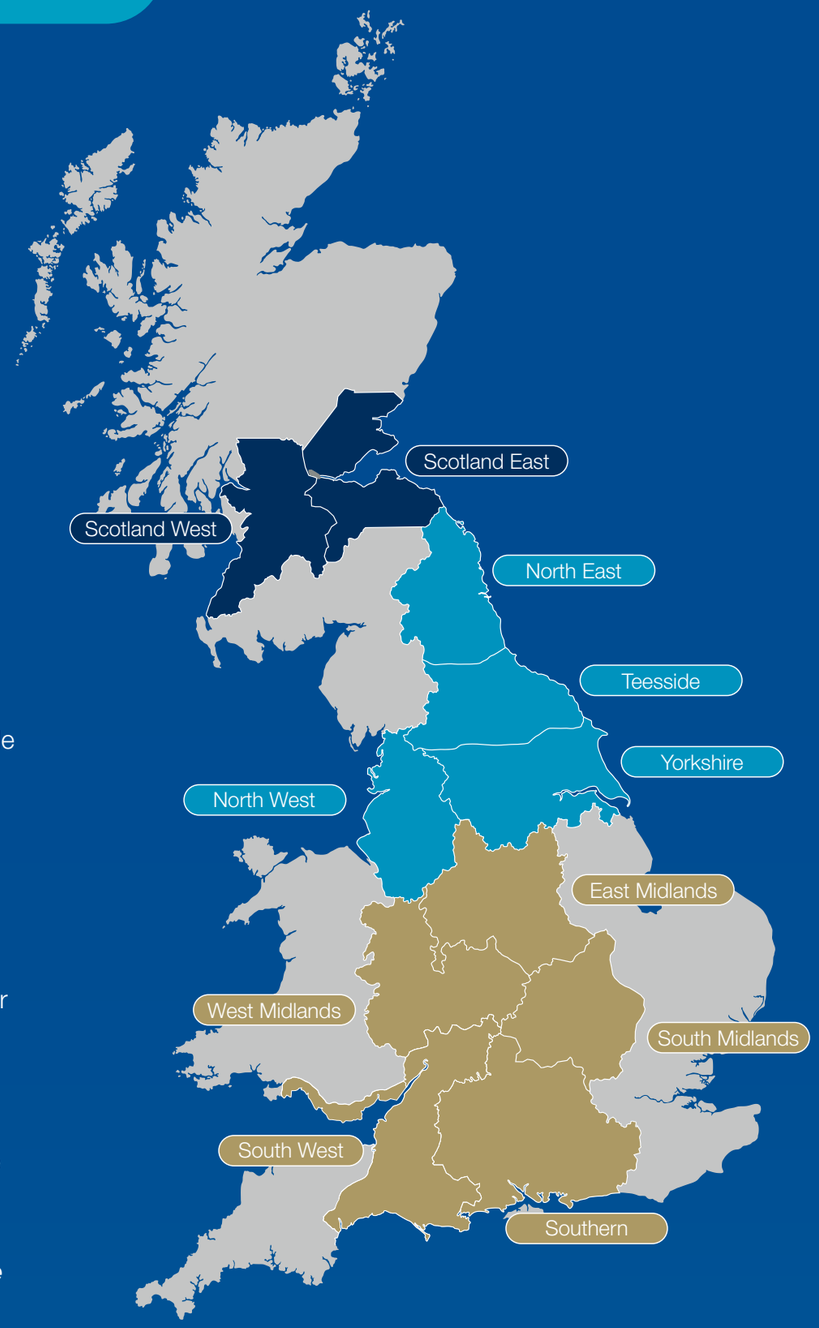
Welcome to

millerhomes

Miller Homes is the UK's largest, privately owned homebuilder. We build in attractive locations with a focus on constructing high-quality homes and designing developments that allow communities to flourish.

We understand that strong partnerships help us achieve our goals. Together, we are working towards a sustainable and exciting future for our business, people and customers. Strategically positioned across three UK divisions – Scotland, North, and Midlands & South – and 11 regional business units, we deliver homes through our private brands, Miller Homes and St. Modwen Homes, alongside our collaborations with registered providers of affordable homes and private rental institutions.

Our purpose is to create better places where people and planet prosper.



Financial and operational highlights

There has been significant improvement in our financial and operational highlights during the year following the success of the St. Modwen Homes acquisition and partnerships strategy rolled out in recent years.

Completions
4,931
+29%

Revenue
£1,425m
+34%

Operating profit
£204m
+37%

Adjusted operating profit
£219m
+40%

Free cashflow
£153m
+12%

Return on capital employed
29.9%
+7.0%

Sustainability highlights

Our sustainability highlights demonstrate continued progress towards reducing our environmental impact and supporting our people and communities.

HBF customer satisfaction
5 star
unchanged

Investors in People accreditation
Platinum
unchanged

Accident incident rate (AIR)
203
-11%

NHBC construction quality review compliance
96%
+2%

Scope 1 & 2 Carbon intensity (TCO_2e)
1.41
-2%

Waste diversion
99
unchanged

Front cover picture:
Thornly Park,
Paisley, Scotland West

Strategic Report

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Accreditations

NHBC Pride in the Job Awards 2025

HBF Home Builders Federation ★★★★★ Customer Satisfaction 2025

INVESTORS IN PEOPLE™ We invest in people Platinum

Trustpilot

Our Group at a glance

We focus on suburban locations to meet the demands for new homes in these regional markets. Land is secured in sought-after locations with good employment opportunities and schools, and which are accessible to major transport links. Our regional locations remain affordable when compared to London and the South East, and complement our three tenure sales model.

Our private brands: Miller Homes and St. Modwen Homes fuelling growth

Both brands offer customers distinct choices that are driven by design and aesthetic preference rather than price point. While the St. Modwen Homes brand is positioned at a similar price point to Miller Homes, it has been carefully developed to broaden customer choice by offering alternative external and internal styling. Miller Homes seeks to appeal to customers who value timeless, classic design, whereas St. Modwen's distinct architectural approach provides a differentiated option for those drawn to a more character-led look.

This differentiation extends beyond the core house designs into the customer journey. Miller Homes' customers select from a wide range of open choices, creating highly individual combinations, while the St. Modwen Homes range adopts a more curated approach, structured around cohesive themes, preselected colourways, and thoughtfully assembled packages. Despite these stylistic and experiential differences, both brands are delivered by the same teams and supply chain partners using the same systems and processes, ensuring that the same Miller quality ethos is consistently upheld across both.

Four differentiated routes to market delivering flexibility and sustained returns

Our four routes to market provide the flexibility needed to respond effectively to shifts in demand, mortgage conditions and local market dynamics. By optimising the mix of private higher Average Selling Price (ASP) homes with affordable and partnership homes, we can support larger land acquisitions without compromising capital efficiency, while enhancing site absorption rates in line with government objectives to increase housing delivery.

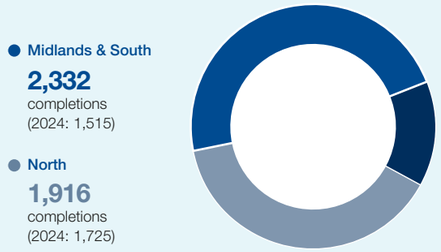
Diversified tenures delivering efficient growth from the same operating platform

Shared procurement, standardised house type ranges for each tenure, and unified systems underpin the operation of our diversified model across all regional business units. Supported by central Group functional teams, this integrated approach strengthens efficiency, consistency and scalability across the 11 regional business units.

The same Miller values and quality ethos...

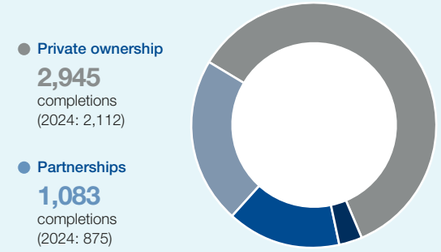
Three tenures	Private		Affordable	Partnerships
Four routes to market	Miller Homes	St. Modwen Homes		
% of completions	50%	11%	16%	23%
Average selling price	£353,200	£316,100	£179,200	£237,200
Average unit size (sq ft)	1,183	1,021	813	900

...delivered by the same Miller operational platform.



Completions by division

The Group is divided into three divisions. Midlands & South is the largest division with just under 50% of completions. This is a function of having five regional businesses in comparison to the North's four and Scotland's two. It also had the most immediate benefit from the St. Modwen Homes acquisition, with the Midlands & South division accounting for over 80% of its completions in 2025. Partnership homes continue to feature heavily in the North and Midlands & South, accounting for 18% and 32% of completions respectively. Investor appetite for partnership homes in Scotland continues to be muted due to rent controls, albeit with impending legislative changes it is hoped this will change in 2026.

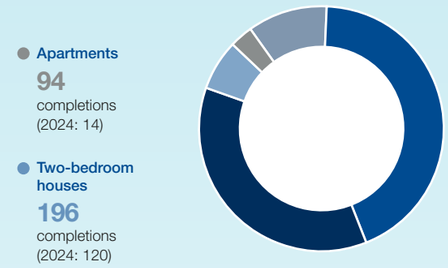


Completions by tenure

Private homes are sold to individuals of which 38% are first-time buyers. Affordable homes are dictated by the planning policy of each local authority. Other than in the case of Discounted Market Value homes which are sold directly to customers, affordable homes are sold to registered providers who have the direct relationship with home occupiers. Partnership homes are typically comprised of our smaller house types and are generally delivered on our larger developments. They are sold to either registered providers or private rented sector (PRS) institutions. The smaller unit size means their ASP of £237,000 is significantly lower than that of private homes (£347,000). In addition to these tenures, we also deliver homes through joint ventures.

Private completions by house type

We build and sell one-bed apartments through to five-bedroom executive homes across both our Miller Homes and St. Modwen Homes brands. Just over 80% of the homes we sell are three and four-bed family homes. This helps cover the spectrum of purchasers from first-time buyers (38% of all private completions) to cash buyers (12% of all private completions).





Pictured:
Bramshall Meadows,
Uttoxeter, East Midlands

Growth

through two private tenure brands

Read more on our growth ambition in the **Chief Executive Officer's Statement** on page 36

Complementary with clear points of differentiation

The acquisition of St. Modwen Homes introduces a second, complementary private brand that extends our market reach and proposition. Both brands operate within a similar price range with just under 75% of homes sold within the £250,000 to £500,000 bracket.

Each brand is clearly differentiated to meet customer preferences in both home design and buying experience.

Miller Homes combines timeless exteriors paired with contemporary interiors and open plan areas for family living. For St. Modwen Homes, "light and bright" is an established key proposition with larger windows and a distinctive architectural style. Offering these alternative styles for similar product types broadens customer choice and extends our reach across a wider range of customer preferences.

Customer expectations also differ in the level of personalisation they seek. Miller Homes caters to buyers who value extensive choice, while St. Modwen Homes provides curated options packages designed by interior experts for a more design-led, trend-focused offering that simplifies decision-making.

Collectively, these differentiated propositions increase demand and footfall, minimise competition between our brands and ultimately accelerate overall site absorption rates.

26%
Increase in private forward sales

50%
Planned increase in St. Modwen sales outlets by FY26

30%
Increase in sales outlets

Pictured:
St. Modwen Homes Homebuyer Hub
at Handley Place, Locking, South West



Pictured:
Typical St. Modwen Homes street scene



Pictured:
Typical Miller Homes street scene

Growth

through diversification

Read more in our **Business Model** on page 26

Four routes to market

Our diversified multi-tenure model, operating across three tenures and four routes to market, is a key driver of our sustainable growth.

Our private homes, delivered through the Miller Homes and St. Modwen Homes brands, offer differentiated design and aesthetics while still targeting our mid-market regional locations. Affordable homes required through planning policy are sold to registered providers, usually on capital-efficient monthly payment structures. Partnership homes support the growing demand for rental properties offering financially attractive deal structures and greater volume certainty. Our model enables us to serve diverse customer needs, price points and product types within each development, without creating internal competition, as each tenure targets a distinct market segment. This diversity broadens our customer base, supports performance through market cycles and enhances the stability of returns.

Because all tenures are delivered by the same regional teams and supply chain, we maintain consistent quality standards while maximising procurement and operational efficiencies.

Optimising the tenure mix and balancing higher ASP private homes with affordable and partnership homes allows us to respond effectively to changing demand, mortgage conditions and local market dynamics.

Our diversified tenure model acts as a growth engine, designed to perform reliably throughout the housing cycle and is aligned with government ambitions to increase housing supply.

1.18
Sales rate per site/ week for all tenures

40%
Increase in forward sales

7,000
Medium-term target for annual volumes



Pictured:
Greenway Chase,
Leckhampton,
West Midlands



Pictured:
Glan Llyn,
Newport, South West

Pictured:
Earl's Grange,
Priorslee,
West Midlands

Growth

through operational efficiency

Read more in our **Chief Financial Officer's review** on page 42

Consistency at the core

Our operating model provides efficiency at scale. By using the same systems, processes and supply chain partners across Miller Homes, St. Modwen Homes, and our partnership and affordable tenure homes, we streamline operations, strengthen consistency and increase operating margins. supporting long-term value creation.

Shared procurement, standard house-type ranges, and centrally coordinated regional resources enable us to capture the benefits of scale while upholding quality and maintaining tight cost control. Our ability to flex tenure mix and pace supports more predictable delivery, stronger cash returns and greater operational leverage irrespective of market conditions. Equally, it helps to ensure continuity of work for our supply chain partners.

Our single, integrated operating model drives higher productivity at site level and enhances the effective use of our regional teams, optimising our financial performance. It is fully embedded within our 11 regional business units, providing efficiency and scale across the growing Miller Homes Group.

15.4%
Adjusted operating margin

£153m
Free cashflow

29.9%
Return on Capital Employed



Pictured:
Rory Jackson, Land Trainee,
Nicola McCowan Hill,
Senior Land Manager,
Edinburgh, Scotland East

Pictured:
Crabhill at Kingsgrove,
Wantage, Southern



Pictured:
Liam Evans, Assistant Site Manager,
Richard Hughes, Senior Site Manager,
Glan Llyn, Newport, South West

Chair's statement



> "Acquiring St. Modwen Homes has added significant momentum to our growth strategy, enabling us to dual-brand sites and offer distinct choices to our customers."

Richard Akers
Chair

Introduction

I am delighted to be reporting yet another excellent year for Miller Homes, with the number of homes sold increasing by 29% to 4,931 homes and an adjusted operating profit of £219.4m, an increase of 40% on last year. Both are a record for the business.

The acquisition of St. Modwen Homes in January not only played a significant part in the growth achieved in 2025, but looking forward, enhances the growth trajectory of the business by providing a fourth route to market, with an additional private brand. I am especially proud that we have achieved these results during a time of sluggish growth in the UK and increasing global geopolitical uncertainty, which is affecting many businesses today.

Reflecting on our success, I would like to extend my thanks to our supply chain partners and, of course, our own people. This was a year of significant progress which was approached with energy. Several important opportunities for progress were met head-on and successfully addressed. The integration of St. Modwen Homes, in particular, was a multi-faceted project, involving various regional and Group teams across the business. This was accomplished with great accuracy and efficiency, and I am extremely grateful to all those who focused their expertise and energies on this vital milestone for the business.

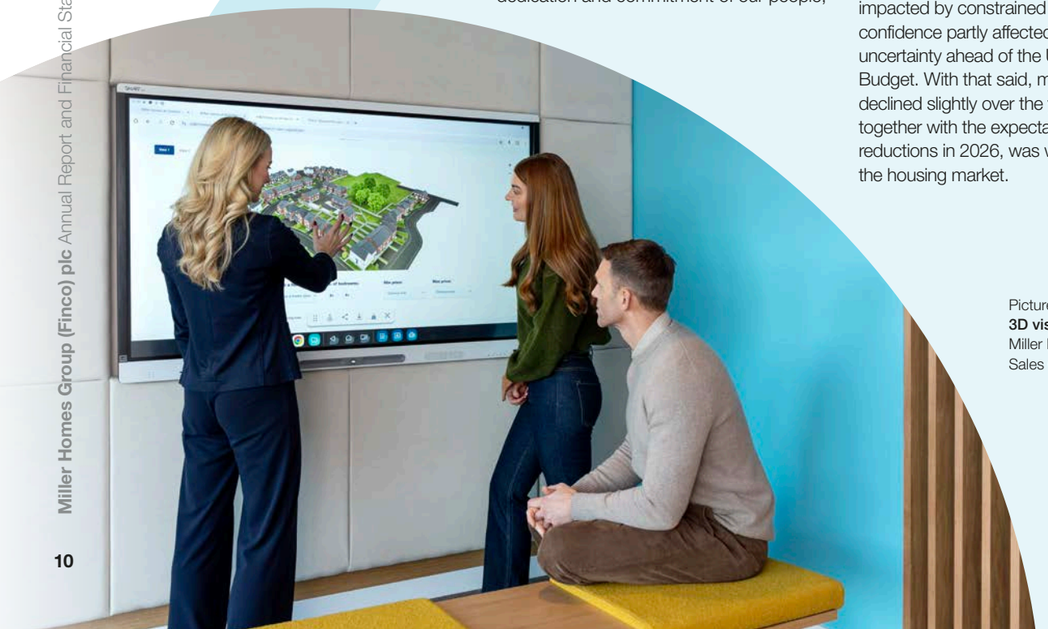
Our people-centred culture

While our business is centred on building homes, it is fundamentally about people. We would achieve nothing without the dedication and commitment of our people, who take pride in creating high-quality homes for our customers. Our people are dedicated not only in the quality and service provided, but also in their use of the technology and systems that enable them to work effectively and efficiently, both with their colleagues and with external stakeholders. In my view, it is a clear differentiator of this business.

As well as maintaining an emphasis on quality, our people work to develop homes that positively contribute to the environment and support biodiversity. Our people-centred culture underpins our commitment to both quality and sustainability, and we see this reflected in an enhanced customer journey and strong sales performance.

Market overview

Market conditions during 2025 were impacted by constrained consumer confidence partly affected by the uncertainty ahead of the UK Autumn Budget. With that said, mortgage rates declined slightly over the year which, together with the expectation of further reductions in 2026, was welcome news for the housing market.



Pictured:
3D visualisation,
Miller Homes
Sales Centre

I am confident in the underlying strength of the market over the medium and long term. An important influence on the market has been the UK Government's efforts to create growth in housing. While efforts might seem to have been rather restrained, the introduction of the Planning and Infrastructure Act, which was enacted in December 2025, has laudable aims of streamlining the planning system, reducing delays and accelerating the building of homes. I welcome these reforms, which should facilitate the pull-through of land held in our strategic landbank.

Strategy

Our story has been one of sustainable growth in our regional markets and therefore the St. Modwen Homes acquisition was very much aligned to this strategy, strengthening our position in existing regions as well as the creation of our eleventh region in the South West. Through further land investment supported by our strategic landbank, which now exceeds 50,000 plots, we plan to maximise volumes in our regional business units which collectively have an annual operational capacity of 7,000 homes. This represents a significant growth opportunity when compared to the near 5,000 homes sold in 2025.

Tenure diversification supplemented with a second private brand mitigates downside risk in more challenging market conditions, while widening land acquisition opportunities, particularly when the land market is more heated. We continue to believe in the virtues of mid-market homes between £250,000 and £500,000 in and around the regional markets in which we currently operate.

Sustainability

We focus on creating better places where people and planet prosper. Our sustainability strategy, A Better Place, creates positive outcomes for our people and communities, and ensures meaningful and measurable action on climate, resources and nature. Our systems of governance ensure that responsibility and sustainability are embedded in our approach to designing and building new communities across all tenures and all our operational regions, as illustrated by our sustainability key performance indicators on page 60.

Corporate governance

We have a rigorous system of internal controls that supports accurate forecasting, effective risk management and reliable financial reporting. Our digital systems play a central role in facilitating strong internal controls across the business. These systems are well established within our operations and are widely respected by employees, ensuring they are consistently and effectively used. We continue to invest strategically in our technology and infrastructure, to ensure our internal control systems are resilient and aligned with evolving business requirements.

The Board maintains high standards of governance and is supported by experienced committees and a strong Executive team, enabling it to discharge its responsibilities effectively, while maintaining clear accountability. Our corporate governance framework is supported by informed and engaged investors. Constructive involvement from investors contributes to disciplined decision-making and effective Board oversight, while allowing management to focus on executing the Group's strategy.

Board appointments and succession

There has been one change to the Board during the year. Julie Jackson, our General Counsel and Company Secretary, retired from the business at the end of 2025. During more than 20 years with the company, she has made an incredible contribution, for which I offer my sincere thanks.

Beth Ford joined the business at the end of 2025 and was appointed as Group Company Secretary on 1 January 2026. Beth is a Chartered Company Secretary and Chartered Governance Professional with broad experience in the housebuilding sector and in mergers and acquisitions. In particular, she took Redrow through the Barratt Redrow merger and I am sure her transactional expertise will prove highly valuable.

In terms of succession, after 25 years with the company, Ian Murdoch has decided to retire from his role as Chief Financial Officer later in 2026 and will transition into a Non-Executive Director role, which allows the Board to continue benefiting from Ian's vast experience and strategic guidance.

I am delighted that Graeme Gibson will join us in Q1 this year as successor to Ian as Chief Financial Officer. Graeme brings with him significant experience in long-term financial planning, forecasting, funding and capital investment and will be a valuable addition to the Board and Executive team. This demonstrates our ability to plan for the future, and I am excited about this new chapter for the business.

Looking to the future

[Looking ahead to 2026, our focus is on successfully opening all new sites planned for the year. Delivering these on time, safely and efficiently will be essential for our operational and financial performance.

Externally, we are encouraged by the improving interest rate environment, which we expect will continue to support improvements in customer confidence. We are also cautiously optimistic that progress in the planning environment will lead to more-timely planning decisions, which will allow us to build the homes needed across the country. A more efficient planning process will enable us to bring strategic land into our landbank, supporting the Group's longer-term growth.

Finally, from a personal perspective, I would like to say that, after my first full year at Miller Homes, I am extremely proud to be part of the business. Having previous experience in the sector, I have seen the strengths that set this business apart. I am delighted to be part of such a talented and committed team and look forward to contributing to the continued growth and success of Miller Homes.]

Richard Akers
Chair

[27] March 2026

Our strategy focuses on generating long-term sustainable value for all our stakeholders.

At the heart of our integrated strategy is a focus on sourcing land in areas of high demand, delivering exceptional customer experiences, developing talented and engaged people, and sustainable value creation for the long term, all reinforced by the components of our sustainability strategy – A Better Place.

We understand the importance of our culture, behaviour and forward-thinking mindset to ensuring success in achieving our strategic goals.

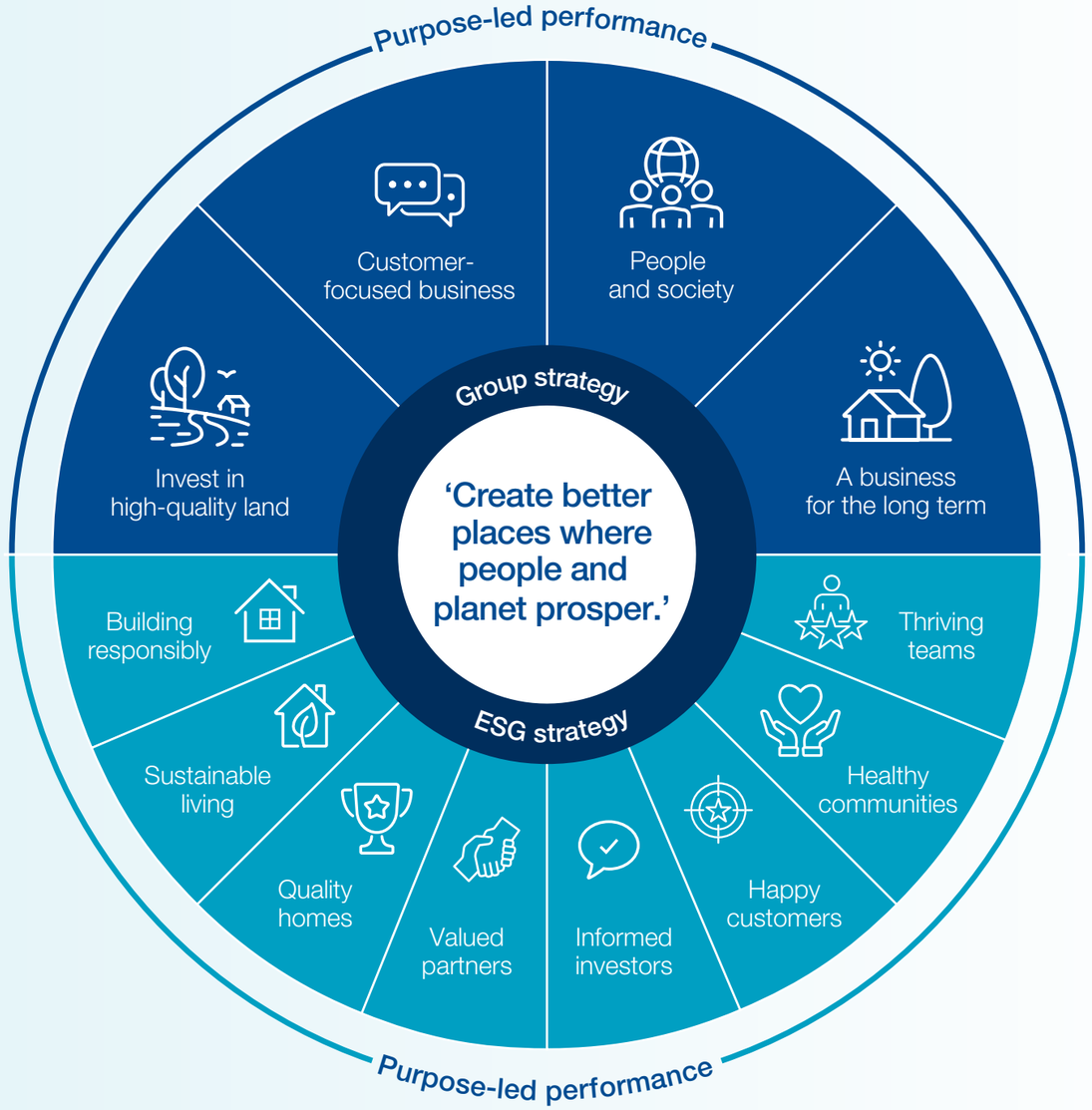
On the following pages we provide an overview of each of the four pillars of our strategy:

- Invest in high-quality land
- Customer-focused business
- People and society
- A business for the long term

We outline our performance, refer to specific KPIs and describe our planned activities for the period ahead.



Pictured:
Earl's Grange,
Priorslee,
West Midlands



Read about our **'A Better Place'** sustainability strategy on page 50

Our integrated Group strategy

Key to KPIs

1 Revenue
2 Average selling price
3 Adjusted gross margin
4 Adjusted operating margin
5 Return on capital employed
6 Free cash flow
7 Forward sales
8 Private sales rate
9 Consented landbank
10 Strategic landbank
11 Customer satisfaction
12 Health and safety

Invest in high-quality land

Description

Acquiring sufficient land – at the appropriate margins and on the right payment terms – is vitally important to supporting the Group's aspirations for profitable and sustainable growth. A key component of the Group's wider aim is strategic land, which provides the opportunity to acquire land at higher margins through option agreements, without being obliged to purchase.

Performance

The owned landbank increased by 14% to 13,969 plots (2024: 12,219 plots) through a combination of acquiring 20 sites (3,216 plots) and the St. Modwen Homes acquisition which added a further 3,290 plots across 18 sites. This resulted in 6,506 plots being added to the owned landbank, which is a record for the business. In addition, two new joint ventures were established during the year. The joint venture landbank increased to 886 plots (2024: 759 plots) across three different joint ventures and in total results in an owned landbank of 14,851 plots. Expressed as a multiple to current year completions, we have 3.0 years' land supply. This is lower than last year's 3.4 times but within our previous guidance of 3.0-3.5 times.

The St. Modwen Homes acquisition also included access to a well-located strategic landbank, which resulted in the strategic landbank increasing to 50,655 plots (2024: 43,317 plots).

Looking ahead

We plan to maintain an owned landbank of 3.0-3.5 times current year output. This is supplemented by a large strategic landbank with 20 planning applications due to be submitted in 2026 as we seek to take advantage of an improving planning landscape. There are 112 sites in the owned landbank at the end of 2025, with plans to increase this to •• by the end of 2026 through further investment during the year.

Link to KPIs 1 2 3 4 5 6 7 8 9 10

Customer-focused business

Description

The Group focuses on providing high-quality homes that our customers can personalise to meet their needs, within sustainable and enduring communities. At the same time, we interact with customers in a variety of ways to suit their preferences in an increasingly digital world.

Performance

Our quality and customer services metrics are independently assessed through the National House Building Council (NHBC) Construction Quality Reviews (CQR) and Home Builders Federation (HBF) Customer Satisfaction scores. All measures continued to improve, which reflects our ambition to provide the best in quality and customer experience. The CQR score increased to 4.9 (2024: 4.7) and the new HBF 5 star satisfaction measure across both the eight-week and nine-month surveys increased to 4.32 (2024: 4.18), ahead of the threshold of 4.15 for 5-star status.

Significant activity was also undertaken to design a new St. Modwen Homes website, ensuring those customers enjoy the same digital and face-to-face journeys as Miller Homes. The website launch also enabled the integration of our CRM systems in September 2025. Staff from St. Modwen Homes were retained, keeping continuity for the customers who were purchasers before the acquisition. The careful management of the customer journey during this time ensured that customers felt little change and sales performance was not affected. Our private sales rate per site per week was 0.64, largely unchanged on last year's 0.65.

Our ability to allow customers to select their home online continues to be well received, with 46% (2024: 51%) of 2025 private reservations initially made online for Miller Homes, and this functionality was also made available to customers of St. Modwen Homes in the latter half of the year.

Looking ahead

Looking ahead to 2026, we will continue to place customers at the centre, strengthening the consistency of customer experience across the enlarged Group, further improving build quality and aftercare, and using customer insight to continue improvement and engagement throughout the entire customer journey.

Link to KPIs 1 2 7 8 11

People and society

Description

We focus on creating a better place for all our people, by offering attractive health and wellbeing initiatives, putting safety first, being open and inclusive, and by helping people realise their full potential through training and development opportunities.

Performance

2025 saw significant investment in our people, resulting in a 19% increase in headcount, while the number of days of training per person was maintained at 4.1 days (2024: 4.1). We also built upon the momentum of our Early Talent programme with a further 30 entrants in the year, 42% of whom are female. In total, 5% of our workforce is now part of this scheme. We retained Investors in People accreditation at Platinum level, which we have held now since 2022, one of a select group of companies to do so.

We encourage our employees to take time to consider their financial futures, hosting live online sessions with pensions experts, and making resources available so our employees can become more pension-savvy. We continued to expand access to expert-led wellbeing resources through our partnership with Aviva. The Aviva Webinar Hub, offering flexible access to expert advice, provided our employees with an ever-growing library of live and on-demand sessions, covering topics such as child mental health, neurodiversity in the workplace, menopause, men's mental health, cancer, stress and resilience.

In 2025, we became an official Company Supporter of The Lighthouse Charity, an organisation that offers 24/7 holistic support to the construction industry. This partnership broadened the support available to our employees, including access to virtual courses, e-learning modules, and tailored training for managers and our 63 Mental Health First Aiders. In addition, we introduced Make It Visible site visits, bringing practical mental health awareness directly to our frontline construction teams.

Looking ahead

We will continue to conduct employee engagement surveys every two years, with the next survey scheduled for 2026, and we will use the results to inform plans for our people agenda and to make continual improvements. We will continue to focus on developing our people, strengthening our culture and making a positive social impact.

Link to KPIs 12

A business for the long term

Description

Our strategy is to operate a diversified multi-tenure sales model in mid-market regional locations to ensure the business is less susceptible to significant market movements. We aim to grow the business in a considered way, such that we can support organic growth by generating free cashflow, with targeted free cashflow of 50% of EBITDA over the medium term.

Performance

We further diversified our sales channels during the year, increasing partnership volumes by 24% and adding a second private brand in St. Modwen Homes. This not only underpins our sales strategy but also facilitates our land acquisition strategy by enabling larger site purchases to be considered without impacting our financial metrics. Our overall rate of sale in 2025 (inclusive of partnership and affordable homes) was 1.18 (2024: 1.06), which demonstrates the growth in output per site and alignment to the UK Government's aspiration to achieve its 300,000 annual target.

Free cashflow of £153m (2024: £137m) was generated, representing 68% (2024: 85%) of EBITDA, which is down on last year as a result of the £65m initial tranche of the St. Modwen Homes purchase consideration. Nonetheless, our year-end cash balance was £232m. It will need to remain at an elevated level to enable the second and final tranche of the £111m deferred consideration for the St. Modwen Homes acquisition to be settled in July 2027.

Looking ahead

We have the opportunity to continue to grow volumes from our existing 11 region footprint, which has an annual capacity of 7,000 homes, significantly higher than our 2025 volume of 4,931 homes. This will be executed in a careful and considered manner, with reference to both market demand and our land acquisition hurdle rates of 22% gross margin and 25% ROCE.

Link to KPIs 3 4 5 6 7 9 10 11 12

Invest in high-quality land

Maximising value through land investment

Our approach to acquiring land is central to our ability to achieve sustainable growth and meet a broad range of housing needs.

When land opportunities are identified, we adopt an evidence-based approach to determine our sales strategy to maximise value and allow us to be competitive in the land market. Where we consider that there is sufficient demand for private and rental homes, this can enable us to deploy both private brands and identify a suitable counterpart for partnership homes, as well as selling the stipulated number of affordable homes to a registered provider, allowing us to deliver four points of sale.

The Bramcote Hills Rise development in our East Midlands region was acquired in 2025 and is one of our larger purchases at 470 units. Historically, in order to meet our capital return criteria, it would have been necessary to sell a portion of a site of this size. However, after assessing local demand, a three-tenure approach with both private brands was considered to be the optimal strategy.

The development layout was designed to clearly delineate our two private brands, which consist of 176 private homes using the Miller Homes brand and a further 153 private homes under St. Modwen Homes brand. The development also features 85 partnership units to Kennedy Wilson and 56 affordable homes.

As all four routes to market are being constructed concurrently, on average 90 homes per year can be sold, allowing the development to be completed within a five-year period. In contrast, the more typical sales model of one private brand coupled with affordable homes would have resulted in the development life cycle being almost double this.

> “Our ability to deploy all tenures, in addition to both our private brands, provided us with the ability to acquire this site and accelerate annual output, to the benefit of the local community.”
>
> **Aaron Grainger**
> Land Director, East Midlands

£1.9m
Total planning gain contributions

90
Homes being delivered annually



Pictured:
Lance Hammond, Senior Engineer,
Lorraine Atkinson, Sales Manager,
Callum Smith, Quantity Surveyor, East Midlands

Customer-focused business

Improving quality standards in a growing business

To ensure all customers enjoyed a consistent pre- and post-sales experience, a key priority was the speedy integration of St. Modwen Homes onto the same platform used by Miller Homes.

Periods of change can place additional demands on people, processes and supply chains. Aligning different systems and quality expectations takes time and focus, and there is an inherent risk that quality performance may be affected.

In 2025, we successfully navigated this challenge. Despite completing an acquisition and its subsequent integration, we improved the joint Quality Common Scoring (QCS) score for Miller Homes and St. Modwen Homes to 4.3 from 3.9 in the previous year.

This outcome reflects the strength of our operating model and the commitment of our teams to improve build quality and keep customers informed and reassured, even while managing significant organisational change.

Key to the integration of St. Modwen Homes was consistency in our approach to quality and customer experience. A strong focus on quality governance, early alignment of build standards and detailed oversight of live developments played a critical role. Group teams worked closely with St. Modwen Homes’ teams to embed our quality framework, systems and processes.

Internal quality controls were further enhanced through the addition of inspections prior to plastering and painting, strengthening quality assurance at earlier, critical milestones in the build process. These enhanced checks ensure potential issues are identified and addressed well before the later stages of construction.

In addition to aligning build standards, a seamless customer journey, sales processes and aftercare were unified across developments.

> “We would definitely recommend St. Modwen Homes, the build quality is first class, and the customer service we’ve received has been excellent.”
>
> **Alex and Jordan-Lea**
> Glan Llyn, Newport, South West

4.3
NHBC Quality Common Scoring score

4.7
Miller Homes’ Truspilot rating



Pictured:
Glan Llyn,
Newport,
South West

People and society

Investing in infrastructure that supports growing neighbourhoods

As part of our commitment to create sustainable, thriving neighbourhoods, we make significant financial contributions towards infrastructure that supports the communities where we build.

We add value and improve the neighbourhoods being developed through investment in essential services, such as transport links, schools, healthcare facilities and public open space, ensuring that we help communities to grow in a sustainable way.

At Minerva Heights, Chichester, the planning approval required a new primary school to be developed to meet the increased demand from increased housing numbers.

Jessie Younghusband Primary School relocated from its former location to the new, state-of-the-art building in September 2025.

The new building allows the primary to increase pupil numbers from 210 at its previous building to 420 in the future.

The wider Minerva Heights residential development comprises 1,600 homes in total, 750 of which are provided by Miller Homes, with the new school accommodating the additional places needed for the growing community.

The school is accompanied by other infrastructure investments, including sports facilities, allotments and play areas, and a local centre with retail, healthcare services and a community centre, all of which form a lasting legacy for the local community.

The development features extensive public open spaces, with a 40-acre country park where wildlife is able to flourish.

> “The move marks the beginning of an exciting new chapter, offering enhanced facilities, more space for learning and a modern environment that enables pupils to thrive academically, socially and creatively.”

Luke Hanna
Headteacher

£18.5m
Contributions to improve education facilities for our communities in 2025

£780,000
Contribution to public open space and environmental improvements in 2025



Pictured:
Jessie Younghusband Primary School at Minerva Heights, Chichester, Southern

A business for the long term

Strengthening our workforce

In 2025, our Early Talent programme entered its second year and is playing a central role in introducing much-needed new talent to the sector, and ultimately supporting the long-term sustainability of our business.

We established the programme to address industry-wide skills shortages, strengthen succession planning, and ensure we are developing the capabilities required to support future growth. As the programme matures, it is already bringing tangible outcomes, both for our people and the business.

The programme provides a structured route into the housebuilding sector, combining technical training, personal development and hands-on experience. This approach is helping to create a pipeline of capable, confident individuals who are equipped to contribute effectively to live projects at an early stage in their careers.

By providing a consistent framework for training and development, the programme helps to reduce skills risk across the business. Standardised learning, mentoring and performance review processes ensure we develop Early Talent employees to the same high levels, supporting consistent standards of work and reducing reliance on a limited external talent pool.

Line managers report that participants bring enthusiasm, fresh perspectives and a strong willingness to learn, often taking on responsibility more quickly than anticipated. Members of the first cohort are now progressing into more-senior roles, demonstrating that the programme is not only attracting talent, but retaining and developing it.

> “Being part of the Early Talent programme has shown me what a long-term career as a quantity surveyor can look like and given me the foundation to work towards it.”

Ruby Willock Pickering
Trainee Quantity Surveyor, West Midlands

2,515
Training days for Early Talent employees in 2025

42%
of employees joining the Early Talent programme in 2025 were female



Pictured:
Early Talent employees on the programme’s outward bound training course

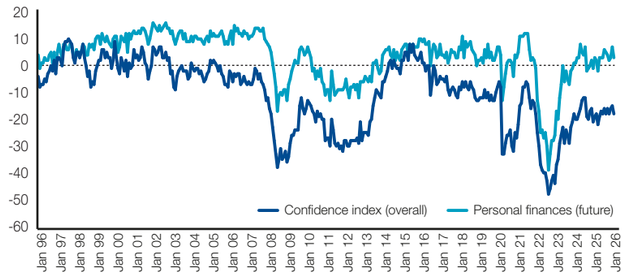
In 2025, the market for new homes was again supported by strong pent-up demand from first-time buyers but still lacked sustained growth.

Lower interest rates and improved mortgage availability helped to enhance affordability, and allowed new entrants to step onto the housing ladder. However, weaker levels of consumer confidence, influenced by global political uncertainty, slowed decision-making and reduced momentum among potential buyers.

Consumer confidence

UK consumer confidence fluctuated in 2025, dipping to a low of -23 in April, with moderate improvement in the second half of the year, ending on -17 in December. The slight stabilisation at the end of the year reflected early signs of easing inflation, increased mortgage availability at lower rates, and some restored confidence among prospective home buyers.

UK consumer confidence



Source: GFK

Potential impact

Consumer confidence and economic stability are important cornerstones of a fully functioning housing market, both in relation to transaction volumes and also prices.

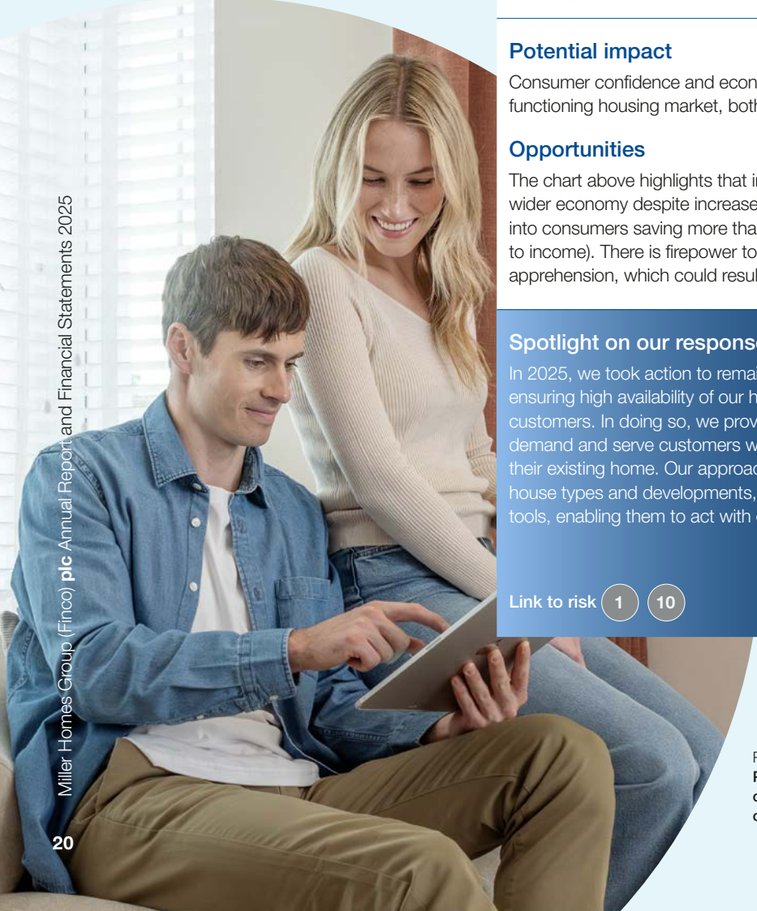
Opportunities

The chart above highlights that in recent years consumer nervousness continues in the wider economy despite increased optimism in their own finances. This is translating into consumers saving more than usual with their debt at a 20-year low (relative to income). There is firepower to feed improved confidence, or even just reduced apprehension, which could result in increased demand for new homes.

Spotlight on our response

In 2025, we took action to remain competitive, continuing our focus on forward selling, ensuring high availability of our homes and enhancing marketing activity to attract new customers. In doing so, we provided home-buying opportunities to satisfy immediate demand and serve customers who needed more time to save for a deposit or to sell their existing home. Our approach included the introduction of 3D visualisation for our house types and developments, providing customers with industry-leading interactive tools, enabling them to act with confidence when buying a new home off plan.

Link to risk 1 10

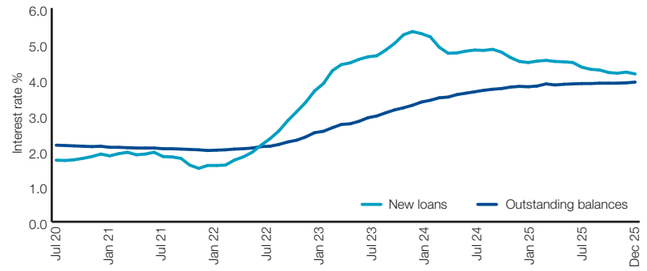


Pictured:
Personalisation using our website's interactive options visualiser

Mortgage rates and affordability

The Bank of England base rate started the year at 4.25% and with two interest rate cuts ended the year at 3.75%, the first time it has dropped below 4% since February 2023. In 2025 the Financial Conduct Authority (FCA) announced a series of reforms aimed at simplifying the mortgage market, increasing flexibility for customers and reflecting their assessment that the lending market had raised their standards since the financial crisis in 2008.

UK average mortgage rates (%)



Source: Bank of England

Potential impact

The reduction in the Bank of England base rate, lower gilt rates and increased competition in the mortgage market, all combined to aid lower mortgage rates in 2025.

Opportunities

The mortgage market experienced a strong start to 2026, with many lenders lowering their rates in response to the Bank of England's base rate cut in December 2025, and importantly, there was a 20% increase in the number of available mortgage products compared to January 2025. (Moneyfacts)

Spotlight on our response

Through national marketing and advertising campaigns, we encouraged customers to explore the extensive range of offers available to them when buying a new home in 2025. We also offer customers introductions to independent new-home mortgage brokers for advice and support in obtaining the right mortgage for their circumstances. We strengthened our digital tools to support customers comparing mortgage options, including enhanced affordability calculators, clearer product comparison guides and improved online journeys, giving buyers greater confidence in navigating a rapidly changing mortgage market.

Link to risk 1 10



Pictured:
Mill Chase Park, Bordon, Southern.

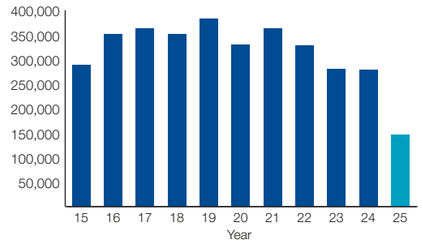
Key to risk

1 Economic conditions, mortgage supply and rates
2 Land availability
3 Availability and cost of materials and subcontractors
4 Government regulation
5 Fire safety
6 Safety, health and environment (SHE)
7 Reputation
8 Attract and retain employees
9 IT
10 Availability of finance
11 Fraud
12 Pensions

Government regulations and housebuilding policies

The UK Government continues to place housing and planning reform towards the top of their agenda for growth, emphasising the need for further changes to speed up delivery if its objective of delivering 1.5 million new homes in England is to be achieved. In December 2025 the Government issued a Consultation Draft for the National Planning Policy Framework (NPPF). The revisions to the NPPF as proposed represent a full-scale redraft, which seeks to "back the builders and not the blockers".

UK residential planning approvals



Source: HBF Housing Pipeline Report

Potential impact

The changes to the NPPF are welcomed, although will take time to have a positive effect. For context, planning approvals in 2025 amounted to around half the level required to ensure there is adequate land supply to meet the 1.5 million target.

Opportunities

We are ready to play an active and positive role in helping to meet housing needs across the UK, by delivering market, affordable and partnership homes, and through the development of sustainable sites.

Spotlight on our response

As a business with a strategic landbank of more than 50,000 plots, we are well-placed to take advantage of an improved planning environment and we are actively looking at opportunities to promote all of our controlled land. We are planning to submit 20 planning applications on sites in our strategic landbank in 2026, compared to the eight submitted in 2025.

Link to risk 2 4

Energy-efficient homes

Higher energy costs in recent years have brought the importance of energy efficiency to the fore for home buyers. Research released by the Home Builders Federation (HBF) in February 2026 found that in the 12 months prior, 87% of new-build properties achieved an A or B EPC rating, making them considerably cheaper to run than older properties with a rating of D or above (HBF Watt a Save Report).

Potential impact

In England, changes planned through Future Homes Standard (FHS) are expected to come into full effect in 2027/2028. When implemented, the FHS will require all new homes to be zero carbon ready, cutting emissions by 75%-80% in comparison to 2013 building regulations. These homes will feature more efficient building fabric, air-tightness, and low-carbon non-fossil fuel burning heating sources, such as heat pumps.

In Scotland, the Passivhaus Equivalent standard remains under development. The strategic direction has been agreed, initial consultations completed, and detailed performance criteria and compliance pathways are being defined, with the goal of making it mandatory for all new buildings by approximately 2028.

Opportunities

We welcome the progress that has been made in the implementation of the FHS and Scottish standards which, once fully implemented, should further the appeal of new-build homes for customers who view energy efficiency as a key priority. We value the early adoption opportunities that have allowed us to integrate the FHS principles into selected projects ahead of schedule.

Spotlight on our response

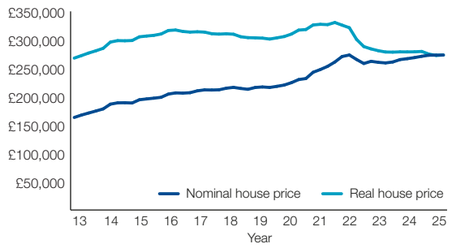
Through active engagement with the Future Homes Hub (an independent organisation established to facilitate collaboration within the construction industry to meet the UK Government's net zero and environmental targets), we can anticipate the FHS impacts early and shape our response accordingly. This proactive approach ensures we remain compliant while continuing to deliver high-quality, customer-focused homes that meet the expectations of both regulators and the communities we serve.

Link to risk 4

House prices

In 2025, house price increases were modest in comparison to inflation, with Halifax reporting a 0.3% annual increase and Nationwide 0.6% higher. Inflation continued to run above the Bank of England's 2% target in 2025, finishing the year at 3.4%, driven in part by wage growth.

UK house prices



Source: Nationwide

Potential impact

Muted house price growth combined with cost inflation negatively impacts our gross margins. Despite this, we maintained healthy margin levels and continued to have confidence to invest in land, securing a strong pipeline of developments ready for a more favourable outlook currently predicted by
key indicators.

Opportunities

Despite small nominal increases in recent years, real house prices (after adjusting for inflation) are at their lowest level since 2013. Together with interest rate reductions, affordability levels continue to improve and provide an opportunity for new entrants to the new-build market.

House prices remained strongest in regions in the North of England and Scotland. With steady growth in house prices expected to continue in 2026, our focus on resilient mid-market regional locations, which remain attractive to home buyers, should deliver positive results.

Spotlight on our response

We continue to have conviction in the strength and depth of our mid-market regional footprint. This strength has been reinforced by the St. Modwen Homes acquisition with developments located and priced similarly to those of Miller Homes.

Link to risk 1 2 10

Skills and labour

In 2025, the construction industry continued to face a persistent shortage of skilled labour, with the Construction Industry Training Board estimating that 61,000 new workers will be required each year, if the Government is to reach its target of 1.5 million new homes by 2030.

Potential impact

In 2025, we focused on integrating St. Modwen Homes employees and subcontractors into the business. Recognising the need to support the industry's (and our own) talent pipeline, we continued to expand our Early Talent programme, supporting our trainees and apprentices to develop the skills required for a career in construction.

Opportunities

Following the acquisition of St. Modwen Homes, our staffing levels increased, with around 1,500 people now employed directly by the Group. Extensive work was required across all departments to onboard new team members and align processes and procedures. This also provided an opportunity to review our internal skills needs and diversify our supply chain, ensuring that we have the right staffing levels and suppliers in place to support our continued and planned volume growth.

Spotlight on our response

In 2025, we welcomed 30 new trainees and apprentices through our Early Talent programme, a structured development programme designed to tackle the industry-wide skills shortage and build a sustainable pipeline of future leaders for the business. The three-year scheme combines professional training, mentoring, departmental rotations and personal development, ensuring participants gain both technical expertise and the leadership skills needed to thrive in a fast-changing sector.

Link to risk 3 8

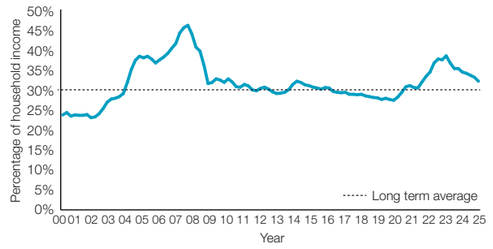


Pictured:
Dalhousie Gate,
Bonnyrigg, Scotland East

Renting vs buying

While many people on low-to-middle incomes continue to rely on the rental market for accommodation, improved mortgage affordability made it possible for more renters to purchase their first home in 2025. However, demand for rentals continued to outpace supply, with Rightmove reporting an average of ten enquiries for every available rental home in 2025 (Rightmove Rental Trends Tracker Q4 2025).

UK first-time buyer mortgage payments as a % of household income



Source: Nationwide

Potential impact

Mortgage lenders forwarded a record £83bn of mortgage debt to 390,000 first-time buyers in the year to September 2025 (Savills), with this group accounting for 39% of all sales and nearly half (49%) of all new mortgages for home purchase in the year to October 2025 (Zoopla).

Opportunities

Buying with a low-deposit mortgage is now cheaper than renting in most major cities outside of London (Lloyds). We are well placed to meet increasing buyer demand with a range of properties that appeal to a wide range of buyer groups. In addition, our smaller house types are more suited to first-time buyers and the rental market, and our route to market can be flexed depending upon demand in both markets.

Spotlight on our response

In 2025, we met increased demand from first-time buyers, who accounted for 38% of all private completions, compared to 32% in 2024. We also delivered a 24% increase in partnership homes as the institutional partners we work with increased their share of the rental market.

Link to risk 1 4 10

Housing supply

Despite steps taken by the UK Government to improve the planning system, and in turn increase housing supply, planning approvals for the year ending June 2025 were 266,400, a reduction of 5% on the prior year (UK Government statistics).

In Scotland, new-build completions and starts were down for the first nine months of 2025, with 18,347 homes completed (-8% YoY), and 14,846 homes started (-5% YoY).

Potential impact

A fully functioning housing market has significant social and economic benefits. The construction industry and its supply chain create significant employment opportunities in the UK. Low housing delivery results in a less mobile labour market, making it harder for companies to recruit and hindering wider economic growth.

Opportunities

We continue to play an active and positive role in helping to meet housing needs across the UK. Through the development of sustainable developments, we deliver market and affordable housing, and increasingly housing for the private rental sector. Our developments deliver social and economic benefits in addition to the delivery of housing through the provision of hard infrastructure, such as schools, road improvements and publicly accessible green spaces, as well as employment opportunities and apprenticeships.

Spotlight on our response

We have the capacity to deliver 7,000 homes annually. In 2025, we made substantial progress towards this target, delivering 4,931 homes, a 29% increase on the 3,813 homes completed in 2024. This significant increase was facilitated through the acquisition of St. Modwen Homes and our increased output of partnership homes.

Link to risk 2 3 4 8

Customer case study

Buyers take their first step on the property ladder with Miller Homes

When a couple set out to buy their first home, they were uncertain what property type they were looking for. After viewing some second-hand homes, they decided to explore new builds.

A search for new-build developments in their local area led them to Lunts Heath Rise and a meeting where our sales team explained the home-buying process in detail. Impressed with the development and the information our team provided, the couple decided to reserve a three-bedroom Ingleton home.

The couple said: "As first-time buyers, we were excited about the prospect of moving into a brand new home. Having complete confidence in the integrity of its construction meant that we could focus on bringing our own ideas to transform this blank canvas into a home."

The couple reserved their home in January 2025 and used our interactive options visualiser to select fittings and flooring for their kitchen and bathroom, before moving in October.

"The Miller Homes team have been amazing, nothing's been too much to ask. All the ladies in the sales centre have been great; they've supported us at every stage, keeping us updated throughout the build process.

"The customer service team have also been great in fixing any minor issues that have come up and really going above and beyond. I think what sets Miller Homes apart is that they are professional but also welcoming, which is a great balance to have and not something that you experience everywhere.

> "From our experience, Miller Homes' properties are completed to an extremely high standard, the staff take pride in what they do, and it really does feel like they put the customer first."

Blythe and Scott
First-time buyers



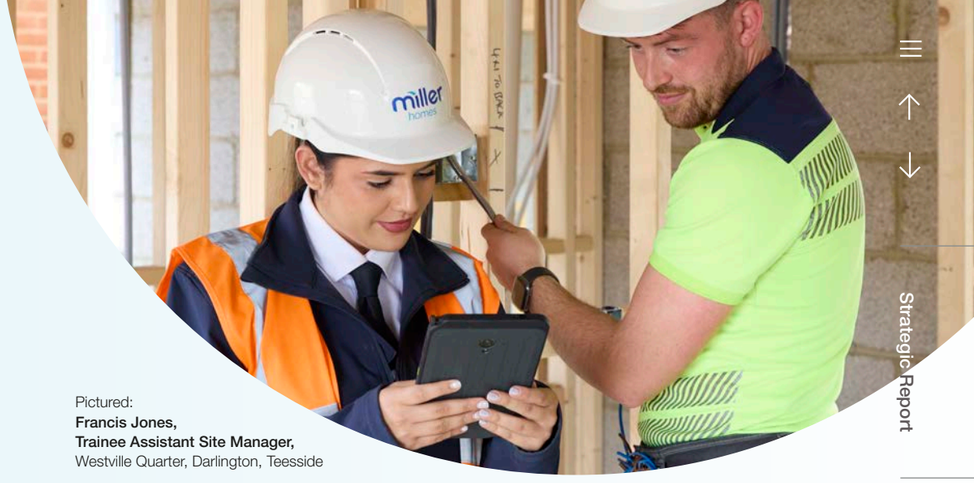
38%
of private completions in 2025 were first-time buyers

390,000
annual first-time buyer mortgage transactions in the year to September 2025

Pictured:
First-time buyers Blythe and Scott,
Lunts Heath Rise, Widnes, North West

Our business model

On the following six pages, we articulate how our business model generates value for our stakeholders and what makes us different as an organisation within our marketplace.



Pictured:
Francis Jones,
Trainee Assistant Site Manager,
Westville Quarter, Darlington, Teesside

Inputs and key resources

People

To achieve our strategic objectives, the support of committed employees alongside skilled, loyal subcontractors is essential. Our business supports around 5,000 people daily, through a combination of 1,500 directly employed staff and 3,500 subcontractors.

Expertise, know-how and track record

Miller Homes has been building homes for over 90 years, and has an established record of satisfying customers and creating enduring communities. We have inherent knowledge and expertise in the best techniques and materials for creating desirable, high-quality homes. With an emphasis on placemaking, and an understanding of our customers' needs, we design homes and developments that meet and exceed expectations. Digital technologies facilitate informed operational decision-making and a consistent approach across our 11 regional businesses. We have an award-winning personalised customer service experience.

Multi-tenure sales channels

We have a three-tenure approach to sales: private, partnership and affordable homes. We provide private homes through two brands, Miller Homes and St. Modwen Homes. We believe that this diversified sales strategy has two benefits. Firstly, it enables increased output per site, while reducing reliance on the more cyclical private sales market. Secondly, it widens the envelope of land acquisition opportunities by enabling the purchase of larger sites that can accommodate all three tenures and both private brands, without affecting financial returns.

Landbank

We have two principal land sources: land acquired on the open market and strategic land secured initially through an option agreement, and in turn promoted through the planning system. Around 70% of our land is sourced from the open market, with the 30% balance being former strategic land we have purchased following the receipt of planning. Land is acquired with at least an outline planning consent and 88% of our owned landbank has an implementable planning consent, with the remainder having an outline planning consent.

Relationships

We work with a variety of stakeholders, including local communities, local authorities, landowners, joint venture partners, suppliers, investors, subcontractors, employees and, ultimately, our customers for all three tenures. Therefore, we work hard to establish, maintain and nurture effective relationships with all stakeholders to ensure we understand their needs and concerns, and build strong and lasting relationships. We review our policies, processes and procedures regularly to meet our stakeholders' needs and construct high-quality new homes.

What we do

Land

What we do

We identify opportunities in popular locations suitable primarily for family homes. When acquiring land, we have both gross margin and Return on Capital Employed (ROCE) targets. Site location is important in ensuring there will be sufficient customer demand from our creation of sustainable communities to achieve our required selling prices, sales rate and financial returns.

How we add value

We add value to land both before and after purchase, using innovative layouts. We enhance margins through our strategic landbank, which provides us with security of land supply, allowing a more selective approach to purchasing land on the open market.

Planning, design and innovation

What we do

We work with local communities to design high-quality homes in sustainable developments, resulting in successful planning outcomes. We use standard house types across the Group for both private brands, partnership homes and affordable homes. These are tailored externally to suit each location, with further differentiation in the interior of our private brands. Our in-house design team develop these house types, which in 2025 accounted for 93% of private completions.

How we add value

Our developments create direct and indirect jobs, provide affordable homes, make improvements to local road networks, and create or contribute towards new education and community facilities. Our portfolio of house types provides flexible layouts that we can adapt to our customers' needs across all three tenures, and we have created distinct house types for each of our two private brands.

Procurement

What we do

Our central procurement team sources the vast majority of our housebuilding materials from 116 national suppliers across 60 product groups, ensuring consistency, quality and cost efficiency.

How we add value

Centralised purchasing ensures optimum prices and product standardisation, while also helping our suppliers manage quality and delivery times effectively.

Production

What we do

Suitably qualified employees manage our construction sites, with construction activities typically outsourced to local contractors. We adopt a partnership approach with our subcontractors, many of whom have worked with us for several years. The use of standard house types not only provides cost certainty, but also increases building familiarity for our construction teams.

How we add value

We have a well-defined quality-assurance process, which is underpinned by key stage inspections carried out by the NHBC on every home constructed. In addition, we are enrolled into the NHBC Construction Quality Review (CQR) scheme which ensures supplementary quality check are carried out on all developments. The standards driven by these quality check measures are demonstrated through the results of HBF Customer Satisfaction Surveys.

Sales

What we do

Our sales and marketing managers focus on lead generation, securing reservations and exchanging contracts before private homes are completed. Increased use of digital marketing has allowed a more analytical and targeted approach to sales, and also enables customers to reserve their homes and select optional upgrades online.

How we add value

We regularly adapt our sales platforms and customer journey to ensure we remain relevant and satisfy the demands of our customers. We were the first major homebuilder to create a digital platform to facilitate the reservation of home purchases online and the selection and purchase of optional upgrades. In 2025, 47% of Miller Homes' customers initially reserved online and 68% of all customers purchased optional upgrades at an average value of £8,900.

Customer service

What we do

We have customer service teams that include a Customer relationship manager specifically assigned to each customer before the home is handed over, and who carries on as the contact, with various check-ins with the customer once they have moved in. This helps build trust between us, our customers and our site teams. It also improves communication and helps ensure we meet customers' needs.

How we add value

We believe excellent levels of customer service enhance our brand value, sales rates and selling prices. The significant investment in customer service in recent years has led to an increase in customer satisfaction.

What differentiates us

Multi-tenure sales model

We have four routes to market, our two private brands of Miller Homes and St. Modwen Homes, supplemented by our affordable and partnership tenures.

Our private brands are sufficiently distinctive to widen customer choice and demand, and our other tenures provide more volume predictability. With a significant strategic land pipeline and the prospect of an improving planning landscape, the ability to deploy two private brands at a large scale – as well as our affordable and partnership tenures across all our regional business units – not only provides greater resilience, but is an enabler of future growth through increased site absorption rates.

Before its acquisition, the St. Modwen Homes brand was predominantly based in its Midlands heartland. Our confidence in the popularity of the brand is such that we intend to expand its reach to all our regional businesses during 2026. This is already underway, with three St. Modwen Homes developments being launched in the latter half of 2025 in our North East region. The Miller Homes brand has an established presence in 10 of our 11 regions, with plans to launch Miller Homes developments in the last remaining region, South West, in 2026.

The expansion of the St. Modwen Homes brand will result in the number of dual-brand developments increasing, from three at the start of 2026 to 15 by the end of the year. In our view, this diversified philosophy creates a broader, more resilient platform for long-term growth.

The same Miller values and quality ethos...

Three tenures	Private		Affordable	Partnerships
Four routes to market	Miller Homes	St. Modwen Homes		
% of completions	50%	11%	16%	23%
Average selling price	£353,200	£316,100	£179,200	£237,200
Average unit size (sq ft)	1,183	1,021	813	900

...delivered by the same Miller operational platform.

Diversification

Our regional network provides a platform for creating 7,000 homes a year, subject to market demand and land supply. Diversification helps us achieve this target.

- **Regional diversification:** Each regional business is capable of building between 600 and 750 homes a year, with regional output flexed depending upon the strength of the partnership market.
- **Tenure diversification:** We have expanded our partnership model with the aim of it achieving around 25% of overall Group volumes. This reduces reliance on private homes, which are expected to account for around 60% with affordable homes making up the balance. We believe this strikes the right risk/reward balance through a typical housing cycle.
- **Customer diversification:** We offer a broad range of private homes on our developments, typically from two to five bedrooms, supplemented by a small proportion of apartments. Three and four-bedroom homes account for around 80% of our private completions. Our private brands cover the spectrum of purchasers, from first-time buyers (38% of all private completions) to cash buyers (12% of all private completions).

Consistent business processes

There is a high degree of consistency in how we run our regional businesses. St. Modwen Homes was integrated into existing Miller Homes systems so both businesses are operating from the same digital platform, ensuring we do not dilute the consistent approach developed over the years.

- **Land:** A bespoke land appraisal system, with all acquisitions approved by the CEO, CFO and General Counsel.
- **Planning:** A standard house type portfolio for each brand and tenure provides design and cost certainty, as well as build familiarity.
- **Procurement:** Centralised purchasing ensures brand consistency, product quality and optimum prices.
- **Production:** A well-defined quality assurance process, supported by NHBC reviews.
- **Sales:** A digital CRM system to record all aspects of the customer journey and ensure a consistent approach to lead management.
- **Customer service:** With dashboards monitoring compliance with the NHQB Code of Conduct.

Agility

We recognise there are cycles to the housing market, and we have a number of levers that allow us to adapt to changes in market conditions.

- **Land purchases:** Strategic land agreements provide flexibility and security of supply, but without the obligation to purchase, and at a value to be agreed at the point of purchase, rather than when entering the option agreement itself.
- **Outsourced subcontractor model:** Our in-house production team manages our developments using regional subcontractors, ensuring a low fixed-cost base, with labour and materials both flexed to meet demand.
- **Sales incentivisation:** We can deploy a tailored range of incentives, such as part exchange and stamp duty support, to enhance private sales rates if required, in contrast to the second-hand market.

Pictured:
Crabhill at Kingsgrove,
Wantage, Southern



How we do business

Environmental, Social and Governance (ESG)

We are a purpose-led organisation focused on long-term success – creating better places where people and planet prosper.

Our sustainability strategy, A Better Place, facilitates a culture across the Group that encourages working towards a sustainable future (E), for the benefit of everyone (S), done the right way (G).

We are focused on doing the right things and making the right choices across the whole organisation. There are ongoing initiatives that minimise the environmental impact of our operations and support the supply chain in acting responsibly and taking action to reduce their impacts. We are developing more energy-efficient homes for our customers and improving the habitats, biodiversity and local environments of our developments.

This approach to the way we conduct ourselves further builds our brand and our reputation, and provides us with an additional competitive advantage.

a better place

A Better Place is our ESG strategy. It's how we create better places, where people and planet prosper.

Read more on page 50



Pictured:
Mill Chase Park,
Bordon, Southern

The value we create

Society

We go beyond simply building homes. We help create communities with the infrastructure that will support local needs for years to come, including good access to open spaces, amenities, transport connections, schools and workplaces. We contribute to government finances both indirectly and directly through tax contributions.

£122m
Contribution to government finances

Shareholders

We provide investors with timely and relevant information through quarterly results updates, to allow speedy and informed decision-making. We seek to achieve regular, stable and predictable returns for our investors.

£219m
Adjusted operating profit

Supply chain

We support our subcontractors and supply chain partners, so they too have sustainable businesses, adopt safe working practices and invest for the future. Our visible order book and significant land pipeline help plan capacity. We collaborate on continuous improvement initiatives, and pay promptly.

£920m
Payments made to supply chain

Customers

We hand our customers the keys to homes built to the highest standards, customised to their needs and in the area they want to live. Our various house types provide homes at price points accessible to first-time buyers and families with a need for more space.

4.32
HBF 5* rating for customer satisfaction

Employees

Our employees receive fair pay, benefits, professional development opportunities and a clear career path. We aim for a positive work environment, with equal opportunities throughout the organisation. Recognising and acknowledging employees' achievements, both big and small, reinforces a positive culture of appreciation.

31,140
Hours of training completed

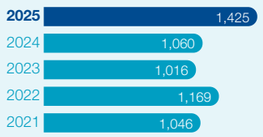
Key performance indicators

The Group consistently reports against a suite of financial and non-financial metrics.

1 Revenue (£m)

F

£1,425m
+34%



Definition

This represents revenue that is predominantly generated through the sale of new private, affordable and partnership homes and, to a lesser extent, revenue from the sale of land, where it is capital-efficient to sell a portion of larger sites, and revenue from external sales generated by Walker Timber.

Performance

Revenue increased by 34% in 2025. This was mainly due to a 29% rise in core completions and a 4% increase in ASP. With private sales rates being largely unchanged year on year, the rise in completions was driven by increased sales outlets largely attributed to the St. Modwen Homes acquisition.

Link to strategy

2 Average selling price (£000)

F

£295,500
+4%



Definition

This represents revenue from new home sales, divided by the total number of core completions. In line with standard accounting practice, this excludes revenue from homes sold through joint ventures, the profit on which is shown within "share of result in joint ventures". It measures movements in revenue per home completion caused by house price inflation, location or mix changes.

Performance

ASP increased by 4% to £295,500 (2024: £282,900), which reflected an increase in the proportion of higher-value private home completions to 62% (2024: 57%). Private ASP was largely unchanged at £346,700 (2024: £346,500), which reflected a 3% increase in the selling price per square foot, offset by a 3% reduction in the average unit size as a result of the St. Modwen Homes acquisition. The ASPs of partnership and affordable homes increased to £237,200 (2024: £221,600) and £179,200 (2024: £169,200) respectively, which reflected the location of homes sold in the year.

Link to strategy

3 Adjusted gross margin (%)

F

21.6%
–



Definition

This represents gross profit, excluding exceptional items, divided by revenue. It measures the Group's underlying profitability before administrative expenses.

Performance

Despite the negative impact of cost inflation which was not capable of being offset by house price inflation, which was largely flat, gross margin remained in line with the prior year. This was due to the positive impact of higher site margins from sites acquired in the last two years.

Link to strategy

4 Adjusted operating margin (%)

F

15.4%
+0.6%



Definition

This represents operating profit, excluding exceptional items, divided by revenue. It measures the Group's underlying profitability after administrative expenses.

Performance

The increase in 2025 principally reflects improved recoveries of administrative expenses, which as a percentage of revenue reduced to 6.4% (2024: 7.1%) with gross margin unchanged.

Link to strategy

5 Return on capital employed (%)

F

29.9%
+7.0%



Definition

This represents adjusted operating profit expressed as a percentage of average tangible capital employed, which is the average of the opening and closing balances of tangible capital employed for each financial year.

Tangible capital employed of £777.5m (2024: £690.1m) represents net assets of £701.6m (2024: £627.8m) excluding loans and borrowings of £823.1m (2024: £787.4m), cash of £232.2m (2024: £234.3m), lease liabilities of £7.5m (2024: £8.4m), a foreign-exchange swap asset of £13.8m (2024: liability of £9.5m), intangible assets of £551.7m (2024: £551.7m) and deferred tax on intangible assets of £43.0m (2024: £43.0m).

Performance

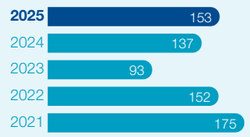
The improvement from last year reflects the 40% increase in adjusted operating profit combined with the favourable financing terms for the St. Modwen Homes acquisition, with over 60% of the purchase consideration deferred for 30 months.

Link to strategy

6 Free cash flow (£m)

F

£153m
+12%



Definition

This represents the net cash outflow in the year of £2.1m, excluding cash flows from financing activities of £3.4m, investing activities (other than transactions with joint ventures of £70.1m, corporation tax paid of £14.6m and interest paid of £67.4m.

Performance

Free cash generated in the year equated to an EBITDA conversion ratio of 68%, which is lower than the Group's medium-term target of 50% as a result of the accelerated land investment arising from the St. Modwen Homes acquisition.

Link to strategy

Key to strategic priorities

- Invest in high-quality land
- Customer-focused business
- People and society
- A business for the long term

Key to KPI type

- F Financial
- NF Non-financial

1 2022 figures are based on 12-month proforma results as opposed to nine-month statutory results to aid comparability. A reconciliation of the proforma Income Statement is provided on page 33 of the 2023 financial statements

2 Figures for 2021 are for Miller Homes Group Limited, which was acquired by the Group in March 2022

Key performance indicators

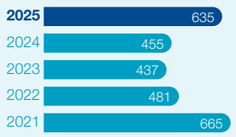
continued

7 Forward sales (£m)

F

£635m

+40%



Definition

This represents the value of new home reservations and contracts exchanged at each financial year end for all three tenures, which are anticipated to result in core and joint venture completions in the following 12-month period.

Performance

Forward sales increased by 40% to £635m (2024: £455m). This reflected a combination of a 33% increase in units combined with a 32% increase in ASP. Approximately 50% of the unit increase is due to the St. Modwen Homes acquisition, which took place on 31 January 2025.

Link to strategy

8 Private sales rate (per site per week)

F

0.64

-2%



Definition

This represents the number of reservations (net of cancellations) for private homes (including those sold via joint ventures), divided by the average number of sales outlets and further divided by the number of weeks in each financial year.

Performance

The private sales rate fell marginally by 2% in 2025 to 0.64, which is still in line with the average sales rate for the previous decade. It is also considered a commendable performance in light of the increased number of new development launches in 2025, which typically experience a lower sales rate prior to showhome opening.

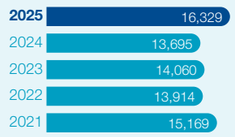
Link to strategy

9 Consented landbank (plots)

NF

16,329

+19%



Definition

This represents land from the Group's owned and controlled landbanks. All land in the consented landbank benefits from at least an outline planning consent, or a resolution to grant planning consent.

Performance

The owned landbank rose by 14% to 13,969 plots (2024: 12,219 plots) through a combination of acquiring 20 sites (3,216 plots) and the St. Modwen Homes acquisition which added a further 3,290 plots across 18 sites. This resulted in 6,506 plots being added to the owned landbank. The controlled landbank increased to 2,360 plots (2024: 1,476 plots) leading to an overall consented landbank of 16,329 plots (2024: 13,695 plots).

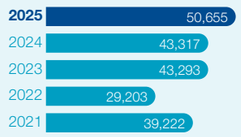
Link to strategy

10 Strategic landbank (plots)

NF

50,655

+17%



Definition

This represents land the Group has secured via either an option to purchase at a future date or a promotion agreement triggered on receipt of an implementable planning consent. The land currently does not benefit from a planning consent, although it may have been allocated for residential development in the relevant local plan.

Performance

The strategic landbank increased to 50,655 plots (2024: 43,317 plots), primarily due to the plots added from the St. Modwen Homes acquisition.

Link to strategy

11 Customer satisfaction (%)

NF

95%

–



Definition

This represents an external assessment performed by the National House Building Council (NHBC) on behalf of the Home Builders Federation (HBF) and measures our customers' overall satisfaction after eight weeks from home purchase. This represents the combined performance of both Miller Homes and St. Modwen Homes for 2025, whereas the prior year comparative solely relates to Miller Homes.

Performance

The Miller Homes-only score improved to 96%, with the combined Group score including St. Modwen Homes unchanged on last year at 95%.

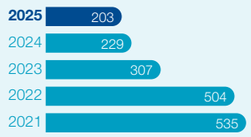
Link to strategy

12 Health and safety (AIR)

NF

203

-11%



Definition

This represents the total number of accidents reportable (AIR) under RIDDOR, as expressed by 100,000 employees and subcontractors.

Performance

There was an 11% improvement on the AIR score in the year. This reflected an increased number of employees and subcontractors due to a greater number of sites, with the overall number of reportable accidents increasing marginally from eight to nine.

Link to strategy

Key to strategic priorities

- Invest in high-quality land
- Customer-focused business
- People and society
- A business for the long term

Key to KPI type

- F Financial
- NF Non-financial

1 2022 figures are based on 12-month proforma results as opposed to nine-month statutory results to aid comparability. A reconciliation of the proforma Income Statement is provided on page 33 of the 2023 financial statements

2 Figures for 2021 are for Miller Homes Group Limited, which was acquired by the Group in March 2022

Chief Executive Officer's statement



"2025 was a transformative year for the business. With an increased landbank, our multi-tenure model leaves us well-positioned for future profitable growth towards our new 7,000 homes target."

Stewart Lynes
Chief Executive Officer

Summary of performance

2025 was a milestone year for Miller Homes. The business achieved significant and profitable volume growth despite a flatlining economy. This result was primarily achieved through the acquisition of St. Modwen Homes in January, allied with organic land investment made in recent years.

Volumes increased by 29% to 4,931 homes (2024: 3,813). A large part of this increase was due to the St. Modwen Homes acquisition, which contributed 779 homes and therefore 70% of the overall increase in the year. Adjusted operating profit benefited from the higher volumes and resulting improved overhead efficiencies, increasing by 40% to £219.4m (2024: £156.6m).

St. Modwen Homes

The acquisition of St. Modwen Homes not only added to both our consented and strategic landbanks, it welcomed new people into the Miller Homes family, while also creating a new brand within the business, something we felt was an option once we understood the alignment in quality and people between both businesses. It also enabled us to establish our eleventh region in the South West of England, based in Bristol.

The St. Modwen Homes brand offers a product at a similar price point as Miller Homes but has been developed to enhance choice for customers with different external and internal aesthetics. In addition, the choice of customer options in each brand has been nuanced to create points of differentiation.

Miller Homes customers choose their combinations from a wide selection of open choices, with the direction of "Live a new Adventure". The St. Modwen Homes range is more curated and follows themes of preselected colourways and selected packages with the signature strapline "Designed for You".

The internal specification has been matched to that aesthetic, so even homes of a similar size will offer a different floor plan and design. The two brands offer customers a distinct choice but both have the same quality and offer customers a tailored experience.

In the latter half of the year, three dual-brand developments launched in the North-East of England, a region where the St. Modwen Homes brand had until now not been available. The early results are very encouraging with strong uptake for both brands. Customer feedback supports our view that the two brands are sufficiently distinctive to widen customer appeal and therefore minimise direct competition.

A key objective at the start of the year was the integration of the St. Modwen Homes business into our existing system-driven operations, including all our core systems and platforms. This involved 15 separate system integration projects lasting eight months from the acquisition in January, culminating in the launch of the new St. Modwen Homes website at the end of September, a significant highlight of the year.

The housing market

Supported by increased political and economic stability following the previous year's general election, the housing market started the year strongly, with private sales rates 10% ahead by the end of the first quarter. In the spring, there were signs that the wider UK economy was slowing down, due initially to the uncertainty created by the imposition of higher US tariffs. As the year progressed, uncertainty remained heightened, in part due to the ongoing speculation exacerbated by the delayed UK Budget. As a result, increases made in the first quarter were reversed and we ended the year with our private sales rate broadly in line with the previous year.

£295,500
ASP

21.6%
Adjusted gross margin

£635m
Forward sales

Another year of real wage growth with modest house price inflation combined to mean that real house prices are now at their lowest level since 2013. Mortgage availability remained strong throughout the year, with lenders easing previous restrictions around the percentage of higher LTV mortgages. At the same time, however, consumer confidence stayed subdued as consumers adopted a cautious approach to spending, evidenced by savings levels being at a ten-year high.

On the supply side, the UK Government demonstrated its support for the sector in the shape of the record £39 billion ten-year affordable housing programme and the new national housing bank due to be launched in 2026. However, the improvement in the planning system, despite recent reforms, has yet to materialise into an increase in the number and speed of planning approvals. Therefore, the target of building 1.5 million homes feels out of reach until a step change in the planning system is delivered.

Strategic direction

The strategic direction of the business is governed by our four key pillars, which have been well embedded now for a number of years, namely: investment in high-quality land, an unwavering focus on our customers, prioritisation of our people, and a commitment to long-term sustainable and profitable growth. This strategy, alongside its operational execution, has played out very positively, particularly considering the challenging economic conditions in recent years.

Our medium-term target was to deliver 6,000 home completions a year. In 2025, significant strides were made towards this figure, with just under 5,000 homes delivered. The creation of a new South West region during the year and the ability to fully deploy our diversified multi-tenure model aided by our two private brands, provides the confidence to increase our volume target from 6,000 to 7,000 homes. With stable market conditions and an improving planning environment to unlock the potential of the 50,655 plots in our strategic landbank, this should enable our new volume target to be achieved by 2030.

Operational highlights

St.Modwen Homes integration in line with our original timetable, ensuring both brands are now operating from the same platform and using consistent business processes.

Consented landbank increased by 19% to 16,329 plots (2024: 13,695) fuelled by 6,506 plots added to the owned landbank through organic site acquisitions and the St. Modwen Homes acquisition.

Accident Incident Rate reduced by 11%, our fourth consecutive year of improvement which was reassuring given the influx of new staff members following the St. Modwen Homes acquisition.



Pictured:
Miller Homes Sales Centre
options for personalising a new home

Invest in high-quality land

We had a dual focus to land investment in 2025, through a combination of our traditional route of organic land acquisitions, supplemented by M&A in the form of the St. Modwen Homes acquisition. The valuation of the St. Modwen Homes landbank was identical to our disciplined approach taken on individual site purchases. Our ability to manage our cash resources provided us with the financial firepower, and indeed confidence, to invest £228m with a further £65m cashflowed in relation to the St. Modwen Homes acquisition.

The St. Modwen Homes acquisition adds a second private brand to the Miller Homes stable and provides us with four routes to market. This is allowing us to consider larger site purchases on which all four sales channels can be deployed. Moving forward we will be more focused on the number of plots than the number of sites acquired in the year as the key land buying metric. A further benefit of the St. Modwen Homes acquisition is that it enables us to be more selective in the land market, particularly in those regional businesses that have gained the most from the acquisition, namely our West and East Midlands regions.

Consented landbank

All land within our consented landbank has at least an outline planning consent, meaning the principle of residential development and the number of units is known. The consented landbank stood at 16,329 plots (2024: 13,695), with the owned element growing to 13,969 plots (2024: 12,219). The remaining 2,360 plots (2024: 1,476) are under our control through exchanged contracts or option agreements. Our preference remains to acquire land with detailed planning permission, with 88% (2024: 84%) of the year-end owned landbank having this status. The average selling price (ASP) of the owned landbank increased to £323,300 (2024: £314,500) while the average plot cost fell to £42,900 (2024: £46,300), resulting in it representing 13.3% (2024: 14.7%) of ASP.



Pictured:
Silver Willows, Leamington Spa, West Midlands

Strategic landbank

Our strategic landbank is land held via option or promotion agreements. We actively promote these sites through the planning system, acquiring them at an average 15% discount to market value, contingent upon obtaining planning consent. These sites are in turn transferred into our owned landbank. We have a long-established track record of converting strategic options with 30% (2024: 37%) of the Miller Homes element of the owned landbank originating from strategic land. The total strategic landbank is 50,655 plots (2024: 43,317), with the increase in the year due largely to land which came from the St. Modwen Homes acquisition. The year-end balance sheet valuation of £30.2m reflects only the initial agreement costs and planning promotion expenses, and is therefore relatively low compared to the potential market value of these sites once acquired.

Customer-focused business

Our focus in 2025 was to launch new consumer websites for both Miller Homes and St. Modwen Homes, alongside fully integrating St. Modwen Homes onto the same industry-leading digital platforms we have used and developed over many years now. These systems continue to be maintained, managed and enhanced by our internal teams. The diligence and determination of our Sales and Marketing and IT teams, to not only make the requisite changes while meeting challenging deadlines, was a major highlight of the year and speaks to the strength of our in-house capabilities.

In addition, we introduced a number of initiatives designed to enhance the customer experience, streamline processes for our teams and strengthen overall business effectiveness. These included the rollout of a subcontractor portal to improve post occupation customer interactions and the introduction of further internal quality control procedures. We also surveyed both our production teams and subcontractors to identify further opportunities for improvement.

Customer satisfaction

The HBF 5 star measure has changed this year to provide a more meaningful assessment of Build Quality and Service at both eight weeks and nine months after home purchase. The 5 star benchmark threshold is 4.15 out of 5, and it was therefore pleasing to have achieved a score of 4.32 (2024: 4.18).

We have continued to outrank the majority of our competitors on Trustpilot, with Miller Homes scoring 4.7 out of 5, rated as Excellent, based on over 5,500 independent reviews.

Digital technology

Our digital platforms allow customers to start their home reservations online, with 47% (2024: 51%) of private reservations by Miller Homes customers made this way. This was also offered to St. Modwen Homes customers from October and the take-up rate is now at comparable levels to Miller Homes. We have believed for some time that despite being a volume housebuilder, it is important to allow customers to personalise their home. We are able to achieve this as our digital production system is integrated with our website, which determines those optional extras still available to a customer depending upon the build stage of their home at the point of reservation. In 2025, 68% (2024: 71%) of customers opted for personalisation, with an average additional spend of £8,900 (2024: £8,900).

The new Miller Homes website seeks to attract early-stage customers through an Inspiration Hub, designed to bring their home aspirations to life; explain the process of buying a home in a helpful and interactive way; and reflects the way ideas and trends are shared on social media. The Hub features videos, photography and blogs, with fresh content added regularly to encourage visitors to return again – something over 4,000 visitors have already done.

Quality homes with broad customer appeal

Our in-house product development team focused on key initiatives that were aligned to our strategic goals of enhancing product quality, ensuring regulatory compliance, and embedding environmental responsibility into everything we do. At the heart of each initiative is a clear commitment to deliver homes that meet the needs of our customers and communities.

One of our major priorities was the creation of a new house-type range for St. Modwen Homes across England, Scotland and Wales. This resulted in a more streamlined set of house types, designed to reflect customer preferences, meet regulatory standards, and deliver cost-efficient design to ensure competitiveness is maintained in the land market.

Supporting our commitment to biodiversity and placemaking, we developed a range of technical resources to help deliver on our Homes for Nature commitments, including the integration of swift brick locations into all working drawing packs.

People and society

We have invested significantly in our employees during the year, as witnessed by increased headcount of 19% and training provision being maintained at 4.1 days on average per employee. We were also re-accredited with Investors in People (IIP) at the Platinum level. This is the highest standard of recognition awarded by IIP and one that only a small percentage of organisations achieve. We first reached Platinum status in 2022, having previously held Gold, and retaining this prestigious accreditation reflects our ongoing commitment to creating an outstanding workplace.

I also want to thank all our people for their work throughout this year. We quite simply could not do what we do without them and indeed the subcontractors, suppliers, agents and consultants we work with. We set out to create a business culture that engenders an enthusiasm and pride to work for Miller Homes, which in turn attracts people towards our developments rather than those of our competitors, whether customers, employees or partners.

Safety, health and environment (SHE)

Ensuring the safety of our employees, subcontractors, and the public remains our foremost priority. We continued to make progress in the cultural shift in health and safety, from being one which is proactive rather than reactive and compliance based. This is monitored at our monthly SHE meetings which I chair, and I am pleased to report that while our reportable accidents were flat year on year, the significant increase in headcount has led to an 11% reduction in our Accident Incident Rate (AIR) to 203 (2024: 229). This is the fourth consecutive year of improvement and is a tremendous achievement given the level of growth and integration of new people experienced in 2025.

Training and development

In 2024, we launched our Early Talent programme, a structured programme designed to tackle the industry-wide skills shortage and build a sustainable pipeline of future leaders. In our second year, we recruited 30 talented individuals to Site Management, Technical, Commercial, Land, Sales, Finance, SHE, Procurement, Human Resources and other Group functions.

The scheme has already achieved real impact. We are proud that 42% of this year's participants are female, helping to increase diversity in a sector that has historically been male-dominated. Participants have acted as ambassadors for the business and the wider industry, including presenting their experiences to MPs at the Houses of Parliament. Feedback has been overwhelmingly positive, with our teams reporting increased confidence, clearer career pathways and a stronger sense of belonging.



Pictured:
Launching a new walk-to-school route linking Strathmartine Park
with Strathmartine Primary School, Scotland East



Pictured:
Presenting a charity donation to Sands, our East Midlands region's chosen charity for 2025

Charitable giving

The charity sub-committee oversees the charitable activity of the Group, including the Community Fund. During the year, Groundwork was chosen as our national charity partner. Groundwork takes practical action to support local communities in creating a fair and green future in which people, places and nature thrive, and we believe their work aligns with our values and approach through A Better Place. As well as financial support, we are looking forward to working with Groundwork on volunteering opportunities.

In 2025, we donated an impressive £395,000 to charities and good causes, part of which was given via our Community Fund, which provided donations amounting to £125,000 to 132 local groups and organisations specifically in the areas of education, sport and wellbeing. Our regional offices each choose a local charity every year to support, and raised £146,000 by participating in numerous activities, including our annual event, Active April, running marathons and climbing mountains. Employee fundraising efforts were supplemented by £124,000 corporate match funding.

A business for the long term

Our strategy is grounded in developing a business model which has an "all-weather" platform to best manage any prevailing headwinds from economic cycles. At its heart is diligent and considered land investment, in turn supported by operational excellence to ensure we execute on the assumptions made at land acquisition stage, and in turn underpin the significant cash-generative capabilities stemming from our landbank.

Diversified multi-tenure model

We made significant strides in 2025 to further diversify our routes to market through the introduction of a second private brand in St. Modwen Homes and broadening the depth of our partnership counterparties. Of the 1,083 partnership completions in 2025, these were achieved from 39 developments and 26 distinct parties. At the same time, our reputation for the on-time delivery of high-quality homes is meaning that just under 50% of all partnership customers in 2025 have agreements on two or more developments with us.

Supply chain

Our relationships with our supply-chain partners, both subcontractors and national suppliers, are critical to our long-term success. We engage regularly with our supply chain, with our production management teams providing feedback on national supplier performance, and we undertook an annual subcontractor survey for the first time in 2025. We engaged with St. Modwen Homes' national suppliers to understand their service proposition and offer. This led to many positive discussions, with a number of these suppliers onboarded in line with our targets to mitigate risks and create branding differentiation between Miller Homes and St. Modwen Homes on customer-facing products.

A Better Place – our ESG strategy

In 2025, we established a new operational audit process, ensuring implementation of sustainability measures on our developments while also collecting best-practice examples for sharing among our teams across the business. We also developed and launched our new regional sustainability dashboard to provide feedback to our regions on their progress with waste reduction, fuel use, supply chain engagement and nature on site. The dashboards provide insights and set out priority action areas, but we also hope they will increase discussion, further engagement and engender pride in how we are progressing sustainability.

Outlook

[The acquisition of St. Modwen Homes, the addition of an eleventh region, and the successful trajectory of our partnerships business has brought a scaled and more robust operating platform from which we can meet and exceed our medium-term annual volume target of 7,000 homes. With mortgage pricing improving and real house prices at their lowest level since 2013, this provides a more supportive backdrop to the potential for increased transaction levels and improved pricing. Through our own efforts in successfully positioning the business and with the hope of some external tailwinds, I am optimistic about our prospects in 2026 for further profitable growth.]

Stewart Lynes
Chief Executive Officer

[27] March 2026

St. Modwen Homes integration timeline



January
Acquisition
Bringing 3,300 owned plots, 7,700 strategic land plots, and 18 live sites into the expanded business.

May
Integration of people
Employee consultation and business reorganisation completed, providing consistent and efficient team structures.

September
New website launched
Complemented by an app, introducing an evolved brand style and new 'Designed for you' concept for customer selections.





April
Transfer of financial and commercial data onto existing Miller Homes systems
Engagement and onboarding of suppliers and subcontractors, and alignment of core business platforms.



August
New house type designs
Consolidation of the portfolio for both brands with a streamlined set of housetypes, designed to meet varying customer preferences.

October
First dual-brand sites launched
Three St. Modwen Homes developments launched on existing Miller Homes developments in our North East region, followed rapidly by Teesside.

Key investment highlights

- £176m acquisition cost, with £111m of the consideration deferred until July 2027, enhancing ROCE.
- Margin accretive at both gross margin and operating margin level – owned sites acquired at a 23% gross margin.
- 3,300 owned landbank and 7,700 strategic landbank, the majority of which are in our Midlands regions.
- Creation of a new region in the South West, enabling low-risk geographic expansion.
- A second private brand, still aligned to our mid-market strategy, enabling dual branding on both Miller Homes and St. Modwen Homes sites in excess of 250 units.

Pictured:
Orchard Mill,
Ditton, Southern





"The significant increase in EBITDA combined with secured net debt being relatively unchanged in the year, has resulted in a material reduction in net secured leverage from 3.7x to 2.7x"

Ian Murdoch
Chief Financial Officer

Financial performance

Revenue was 34% higher at £1,424.5m (2024: £1,060.2m), with new home revenue similarly increasing by 35% to £1,412.4m (2024: £1,046.2m) and other revenue falling to £12.1m (2024: £14.0m). The increase in revenue from new home sales reflected a 29% increase in core completions to 4,779 homes (2024: 3,698) combined with a 5% increase in ASP.

Private completions increased by 39% to 2,945 homes (2024: 2,112), with a 24% rise in partnership homes to 1,083 (2024: 875) and affordable homes 6% higher at 751 homes (2024: 711). Completions from St. Modwen Homes amounted to 779 homes and accounted for approximately three-quarters of the overall increase in core completions in the year. The reduction in other revenue reflected declining external revenue from Walker Timber of £3.1m (2024: £6.1m) in line with our strategy to increase internal supplies, offset by a modest increase in revenue from land sales to £9.0m (2024: £7.9m).

Core ASP increased by 5% to £295,500 (2024: £282,900). Approximately half of this increase is due to the proportion of higher-value private home completions increasing to 62% (2024: 57%) of core completions, with the balance due to higher ASPs in partnership and affordable homes which reflected the location of homes sold in the year.

Private ASP was unchanged in the year despite a 3% reduction in average unit size to 1,154 sq ft (2024: 1,187 sq ft). The reduction in the unit size of private homes was a direct consequence of St. Modwen Homes, which had a smaller average unit size of 1,021 sq ft in comparison to 1,183 sq ft for Miller Homes. The average private ASP for Miller Homes was £353,000, 2% ahead of last year.

Gross profit adjusted for exceptional items increased by 34% to £307.0m (2024: £228.6m), representing an adjusted gross margin of 21.6% (2024: 21.6%). Gross margin from site completions was slightly ahead of last year, with this being negated from losses on completed sites.

We experienced cost inflation of around 2%, with house price inflation being flat. The HPI/CPI dynamic had a negative impact on site margins, which was offset by higher margins from sites acquired in the last 12 months, including St. Modwen Homes.

Gross profit, including exceptional items, was £303.9m (2024: £224.7m). The current year's exceptional charge of £3.1m (2024: £3.9m) relates to increased costs associated with fire-safety remedial works.

Completions and ASP	2025 Units No.	ASP £000	2024 Units No.	ASP £000
Private	**2,945**	**347**	2,112	347
Affordable	**751**	**179**	711	169
Partnership	**1,083**	**237**	875	222
Core	**4,779**	**296**	3,698	283
JV	**152**	**332**	115	348
Total	**4,931**	**297**	3,813	285

15.4%
Adjusted operating margin

29.9%
ROCE

£232m
Cash

Net other operating income of £3.6m (2024: £1.4m) reflects management fee income earned on joint ventures and, to a lesser extent, the net profit on the resale of part exchange properties. This increase is due to higher management fees from increased joint-venture activity. Administrative expenses increased to £103.5m (2024: £78.9m), which included an exceptional item for restructuring costs associated with the St. Modwen Homes acquisition of £12.0m. As a percentage of revenue, administrative expenses excluding exceptional items have decreased to 6.4% (2024: 7.1%), which is largely attributed to improved overhead absorption following the St. Modwen Homes acquisition.

The Group's share of joint-venture profit fell to £0.3m (2024: £2.0m), despite an increase in completions to 152 units (2024: 115 units), and was mainly caused by higher interest costs and management fees on early stage joint ventures that are not yet contributing volumes.

Operating profit adjusted for exceptional items increased to £219.4m (2024: £156.6m). This represented an adjusted operating margin of 15.4% (2024: 14.8%) due to the aforementioned improvement in overhead absorption. The St. Modwen Homes acquisition made a significant contribution of £44.0m to adjusted operating profit and £32.0m to operating profit. After exceptional items, operating profit increased by 37% to £204.3m (2024: £149.2m).

Finance costs and income

The net finance cost increased by £9.8m to £95.3m (2024: £85.5m), which is largely explained by the following items:

- a £6.7m charge (2024: £nil) arising from imputed interest on the deferred consideration for the St. Modwen Homes acquisition
- a £3.9m decrease in bank interest to £3.2m (2024: £7.1m) receivable, reflecting lower cash on deposit and lower interest rates
- a £3.7m increased charge on the senior secured notes (inclusive of amortised deferred financing costs and non-utilisation fees) to £86.2m (2024: £82.5m), due to the accelerated write-off from deferred financing fees following the refinancing during the year, partly offset by lower interest rates

Financial growth highlights

Gross margin maintained at 21.6%, despite inflationary headwinds and absence of house price inflation, demonstrates the positive impact of our land investment strategy in introducing higher-margin new developments.

Improved capital turn of 1.9x (2024: 1.5x), combined with an improvement in adjusted operating margin to 15.4% (2024: 14.8%) resulted in a significant expansion in ROCE to 29.9% (2024: 22.9%).

Net inventory increased by 26% to £1,030m (2024: £817m), reflecting significant investment in the year, both organic and through the St. Modwen Homes acquisition, leading to an increased owned landbank of 13,969 plots (2024: 12,219 plots).



Pictured:
Greenway Chase, Leckhampton, West Midlands



Pictured:
Lunts Heath Rise,
Widnes, North West

- a £0.5m increase in imputed interest on land payables to £7.7m (2024: £7.2m), with increased land investment leading to higher land payables

offset by:

- a £5.3m swing in exchange movements with a £3.3m gain in the year on the swap contract, which hedges currency risk on the Euribor floating rate notes (2024: £2.0m foreign exchange loss).

Taxation

The tax charge in the year was £35.7m (2024: £21.2m), which comprised £20.8m (2024: £18.5m) of corporation tax and a £14.9m deferred tax charge (2024: £2.7m). The Group has a deferred tax asset of £12.4m (2024: liability of £42.2m), with the movement in the year largely reflecting the acquisition of St. Modwen Homes at a price significantly below its base cost for tax purposes.

The deferred tax asset comprises £33.0m (2024: £nil) of losses arising from the St. Modwen Homes acquisition, a £24.6m (2024: £1.4m) corporate interest restriction due to the impact of the St. Modwen Homes losses on the Group's interest capacity and £1.3m (2024: £2.6m) of other temporary differences. This is offset by liabilities of £43.0m (2024: £43.0m) in respect of the intangible brand asset and £3.5m (2024: £3.2m) in respect of the retirement benefit surplus.

The total contribution to the UK and Scottish Government's finances in 2025, directly through taxes borne by the Group itself and indirectly by payroll and other taxes we collect on behalf of both Governments, was £121.8m (2024: £104.4m).

The total amount of tax is significantly greater than the tax charge shown in our accounts and is an indication of our wider financial contribution to the UK economy. The Group is committed to maintaining its status with HMRC as a low-risk business. The Group's tax strategy can be found on our website and is based on an open and collaborative approach with HMRC, with a low tolerance towards tax risk and undertaking not to engage in artificial tax arrangements.

Cashflow and debt

The Group continued to generate significant levels of free cash. Free cashflow in the year was £153.4m (2024: £137.0m), which equated to a cash conversion from EBITDA ratio of 68% (2024: 85%).

The Group's cash balance at year end was £232.2m (2024: £234.3m) with net indebtedness of £584.6m (2024: £571.0m), the components of which are set out below:

- £425.0m (2024: £425.0m) 7.0% senior secured notes due 2029
- €475.0m (2024: €465.0m) Euribor plus 4.25% senior secured floating rate notes due 2030 converted at a year-end closing rate of €1.146 (2024: €1.20) to a sterling equivalent of £414.5m (2024: £385.9m)
- lease liabilities of £7.5m (2024: £8.4m)

offset by:

- a cash balance of £232.2m (2024: £234.3m)
- a swap contract asset of £13.8m (2024: £9.5m liability)
- deferred financing costs of £16.4m (2024: £23.5m), with the movement reflecting the accelerated expensing of costs from the 2022 refinancing offset by the capitalisation of costs related to the refinancing during the year.

In addition, the Group continues to have access to a revolving credit facility (RCF), which increased to £211m (2024: £194m) during the year. There are no financial covenants in relation to either the senior secured notes or the RCF. The drawn balance on the RCF is limited to 50% of net inventory.

The significant increase in adjusted EBITDA in 2025 has resulted in the Group's net secured leverage, as measured by net secured indebtedness (excluding deferred financing costs) of £601.0m (2024: £594.5m) divided by adjusted EBITDA of £224.4m (2024: £160.7m), falling to 2.7x (2024: 3.7x).

Balance sheet

A high-quality landbank continues to underpin the Group's balance sheet. The Group's net assets increased to £701.6m (2024: £627.8m). Tangible capital employed increased by £87.4m to £777.5m (2024: £690.1m).

Net inventory represents inventory net of land payables and increased to £1,029.5m (2024: £817.0m). This reflected an increase in inventory to £1,238.3m (2024: £986.6m) offset by an increase in land payables to £208.8m (2024: £169.6m).

The land inventory balance increased by 8% to £640.8m (2024: £593.4m), due primarily to a 14% increase in the owned and unconditional landbank to 13,969 plots (2024: 12,219 plots) offset by a 6% reduction in the average plot cost to £43,600 (2024: £46,300). The increase in landbank plots is due to the St. Modwen Homes acquisition, with 3,290 plots being added in January 2025. The reduction in average plot cost is also a function of St. Modwen Homes and consequently, as a percentage of ASP, the plot cost is slightly lower than last year at 13.5% (2024: 14.7%). Work in progress has increased by 52% to £569.1m (2024: £373.8m), which largely reflected an increase in the number of sites during the year. Part-exchange inventory increased to £28.4m (2024: £19.4m). The use of part exchange as a percentage of private reservations was increased marginally to 11% (2024: 10%), with the increase in part exchange stock due to an increase in the number of sales outlets in the year.

Land payables represent creditors due in respect of land acquired on deferred terms, and occasionally where contracts have been exchanged and the conditions have been satisfied. They have increased to £208.8m (2024: £169.6m), although the amount payable in the next 12 months has fallen to £100.2m (2024: £117.3m). Land contracts that have been exchanged, and where the conditions have yet to be satisfied, represent off-balance sheet contractual obligations to make certain payments if the conditions were satisfied. The estimated value of these contracts is £101.7m (2024: £26.9m), of which £50.6m is likely to be paid in the next 12 months.

Creditors greater than one year have increased by £154.7m to £216.5m (2024: £61.8m). The increase is due to the deferred consideration on the St. Modwen Homes acquisition (£98.5m) which is payable in July 2027, contingent consideration of £9.4m and land payables, which are £56.3m higher at £108.6m (2024: £52.3m). The foreign exchange swap which was a liability of £9.5m is now an asset.

Pensions

The defined benefit scheme was closed to new entrants in 1997 and to future accrual in 2010. The scheme's surplus increased to £14.2m (2024: £12.8m), which reflected interest income of £0.7m and net actuarial movements of £0.7m. The actuarial movement arises due to assumption changes with scheme liabilities having benefited from a 0.3% reduction in inflation. Offsetting this, liabilities have increased due to experience adjustments and higher life expectancy.

In order to preserve the current favourable funding position, the scheme maintained an interest rate hedge of 95% during the year. No further contributions are payable while the scheme remains in surplus on the technical provisions basis, assuming a discount rate of gilts plus 0.25%.

We now provide pension arrangements for the Group's employees through a defined contribution scheme, with the annual cost reflected in the income statement amounting to £5.8m (2024: £4.6m).

Risk management

The Board maintains a risk register to identify and manage key business risks. Under IFRS 9, the Group is required to disclose the main risks associated with its financial instruments, namely credit risk, liquidity risk and market risk. These are set out in note 23 of the financial statements. In addition to the adequacy of financial resources, the key financial risks are the valuation of inventory, retirement benefit obligations, provisions and intangible assets, as set out in note 27.

Ian Murdoch
Chief Financial Officer

27 March 2026



Pictured:
Miller Homes Sales Centre,
Saddler's Chase, Doncaster, Yorkshire

Section 172 statement

In accordance with Section 172(1) of the Companies Act 2006, the Directors of the Company have continued to act in a way which they consider would most likely promote the success of the Company for the benefit of its members as a whole. In doing so, the Directors had to regard a number of key matters which are outlined below.

S.172 Factor	Relevant disclosures
The likely consequences of any decision in the long term	Business model – page 26 Chair's statement – page 10 Principal risks and uncertainties – page 78 Our ESG strategy – page 50
The interests of employees	Stakeholder engagement – page 48 Social – page 55
The need to foster business relationships with suppliers, customers and others	Business model – page 26 Stakeholder engagement – page 48
The impact of operations on the community and environment	Our ESG Strategy – page 50
The desirability of maintaining a reputation for high standards of business conduct	Business model – page 26 Principal risks and uncertainties – page 78
The need to act fairly between members of the Company	Corporate Governance Statement – page 88

In carrying out the Section 172 duties, the Company seeks to maintain strong relationships with its key stakeholders outlined opposite. There is regular communication with key stakeholders to ensure that we understand what matters the most to them, with those priorities then being carefully considered during decisions of the Board and management.



Stakeholder engagement case study

Gaining insights from subcontractors to drive improvement

Strong relationships with our subcontractors are fundamental to the delivery of high-quality homes.

To strengthen engagement and ensure we continue to be a trusted partner, we launched an anonymised subcontractor survey in early 2025 to capture open and honest feedback on the day-to-day experience of working with us.

The survey focused on the areas that matter most to our subcontractors, including health and safety standards, collaboration with our site and commercial teams, the tendering process, and the quality of construction site environments. By inviting feedback anonymously, we encouraged candid responses that would help us identify both strengths and opportunities for improvement.

The survey reached over 38 different trades, with around 5,000 staff employed across nearly 100 sites.

We achieved a response rate of 64%, demonstrating strong engagement across our supply chain. The findings of the survey were insightful and helped pinpoint the areas where we were performing strongly, along with areas that could be further enhanced to strengthen our subcontractor experience.

The insights gained are being used to inform targeted actions, including enhancing communication during tendering and around technical design and specification, resulting in further collaboration. We continue to engage with subcontractors regularly to track progress and ensure our working relationships remain collaborative, efficient and rewarding for all parties.

> "Engaging with our subcontractors helps us improve how we work together, strengthening safety and collaboration, and delivering better outcomes for everyone involved."

Brian Johnson
Group Development Director



290
Businesses taking part in the survey

91%
Agree or strongly agree that we have a focus on delivering quality homes for customers

Pictured:
Dalhousie Gate,
Bonnyrigg, Scotland East

Stakeholder engagement

We regularly and proactively engage with our stakeholders.

Employees

How we engaged

- We actively consulted with employees in Sales ahead of changes to reward packages, ensuring views were heard while maintaining a clear strategic direction. This included a listening group to capture feedback, ideas and opinions directly from Development Sales Managers.
- We engaged with site management teams through a questionnaire for business improvement purposes prior to rolling out proposals which aimed to make it easier for them to do their jobs effectively.
- We facilitated engagement with our new HR system through face-to-face training in every region, recognising the value of personal interaction as an engagement opportunity, not just a training exercise.
- We altered our approach to Leadership and Management training towards practical, in-person delivery to increase interaction and engagement. Four out of five leadership programmes are now delivered face-to-face, with Stepping into Management delivered via a blended approach.

What that means

- We are actively enhancing the employee experience by encouraging and acting on employee feedback.
- Early engagement of employees in the development and testing of new initiatives results in more robust solutions, faster adoption and smoother implementation.
- Employees value the opportunity to contribute to business planning and decision-making, which enhances engagement across the business.
- Initiatives are more effective and relevant when shaped by employee insight.
- Our training and awareness programmes continue to evolve, ensuring they remain current and reflect the needs of our people.



Customers

How we engaged

- We launched new websites for Miller Homes and St. Modwen Homes, enhancing experience and engagement while expanding our digital offering to customers through the increased use of visualisation tools.
- We established unique brand and product propositions for Miller Homes and St. Modwen Homes, helping customers to select an offering which meets their requirements.
- We reviewed and aligned the customer journeys for both brands to ensure consistently high standards and full compliance with the New Homes Quality Code.
- We strengthened customer support by reviewing the Development Sales Manager role, ensuring they can dedicate more time to engage directly with customers.
- Additional quality inspections were introduced earlier in the construction of customers' new homes, enabling us to uphold higher standards in our construction processes.

What that means

- We provide customers with consistent, clear and informative advice, ensuring they are fully supported and confident in their purchase decisions.
- We regularly review and act on customer feedback, ensuring our customer journey continually evolves to meet their needs and preferences.
- Our digital offering provides an industry-leading experience, including the opportunity to pre-reserve online, access free mortgage and affordability calculators, and use interactive tools to personalise their new home.
- Customers feel reassured that our products and processes comply with the latest industry consumer standards.



Shareholders

How we engaged

- Executive directors met with shareholders at formal Board meetings in person four times throughout the year, and at regular Committee meetings.
- Executives, Non-Executive Directors and shareholders joined weekly virtual meetings and monthly operational meetings.
- Members of the senior management team were invited to Board meetings throughout the year to present on their respective areas of responsibility.
- Shareholders were provided with weekly operational sales dashboards.

What that means

- The structure of quarterly Board meetings provides a consistent framework for shareholders and Directors to review strategy, performance and risk.
- The weekly virtual and monthly operational meetings between shareholders and the Executive team enables timely communication on business performance and key developments.
- Inviting members of the senior team to present directly to the shareholders provides detailed insight into operations and strategy execution.
- Shareholders have real-time information to allow speedy and informed decision-making.

Pictured (L-R):
Site meeting, Shawfair, Edinburgh, Scotland East

Miller Homes Sales Centre customer options

Community engagement event, Thorley Glade, Timperley, North West

Photovoltaic panel installation, Dalhousie Gate, Bonnyrigg, Scotland East

Communities

How we engaged

- Regional teams actively engaged with communities by selecting and fundraising for charities that matter most to them.
- We became a corporate charity partner of Groundwork, supporting its "Wellies in the Woods" programme, which encourages children to enjoy outdoor play while developing literacy skills.
- We added a cohort of ambassadors in the South West region to our employee-driven Community Fund, supporting more local organisations to promote education, sport, wellbeing and the environment.
- We worked closely with schools, delivering construction site safety awareness sessions and supporting safe walking to school.
- We offered engagement and public consultation events in the communities where we build, ensuring local voices are heard and informed.

What that means

- Understanding what matters most to people within our communities enables us to design developments that are sensitive and responsive to local needs.
- Fostering strong relationships with local residents, businesses, organisations and schools ensures our teams make a meaningful impact in the communities where we operate.
- Our teams raised £270,000 for charities through their fundraising efforts and corporate match funding, providing essential support for causes that matter to our communities.
- The Community Fund distributed grants totalling £125,000 across our regions during two funding rounds.



Supply chain

How we engaged

- We strengthened our supply chain engagement following the acquisition of St. Modwen Homes, enabling us to agree terms with a broader supplier base.
- We sought insight from subcontractors through a national survey on their experiences of working with us, identifying areas that worked well, as well as areas for improvement and enhancement.
- We recognised the contribution and value of the businesses we partner with through our quarterly Contractor Performance Awards.
- We became members of the Supply Chain Sustainability School.

What that means

- Engaging with suppliers to understand their service proposition helps us strengthen collaboration, optimise value and ensure continuity.
- Regular engagement equips our supply chain with the information needed to meet production requirements and maintain the standards we expect.
- Strong relationships and a diverse supplier network help mitigate risks associated with market demand fluctuations and global supply challenges.
- We are able to support our suppliers with training and guidance through our partnership with the Supply Chain Sustainability School.



Banks and funders

How we engaged

- We publish quarterly financial results on our website.
- We hold quarterly financial result calls between the CEO, CFO and bondholders.
- We publish key announcements via The International Stock Exchange in line with the Qualified Investor Bond Market Listing Rules.
- The CFO maintains regular contact with key relationship banks.

What that means

- Maintaining transparent and regular dialogue with bondholders allows us to remain aware of emerging issues and to build strong investor relationships.
- Through regular communications with key relationship banks we enhance our awareness of mortgage products coming to the market and our ability to participate early where possible.

Regulators and Government

How we engaged

- We meet with UK Government departments throughout the year, including Homes England and the Ministry of Housing, Communities and Local Government.
- We hold an advisory position on fire safety matters with the Scottish Government.
- We are members of the New Homes Quality Code Council.

What that means

- We maintain good working relationships with governments and regulators to monitor policy developments and ensure compliance with relevant regulations.
- We actively participate in industry working groups and contribute to consultations to help shape emerging legislation.
- Through participation in the New Homes Quality Code Council, we are able to advise on the impact of new regulation as industry representatives.

a better place

Our ESG strategy

We create better places, where people and planet prosper. This comes to life through our environmental initiatives, the investments we make and support we provide for the communities where we operate, and a strong commitment to investing in our people.

Environment
A sustainable future

Sustainable living
We started using an element of timber frame construction in England, supporting our wider sustainability objectives and aligning with the UK Government's 2050 net-zero ambition. To strengthen our commitment to biodiversity and placemaking, we developed a suite of technical resources to equip our teams to meet our Homes for Nature commitments. Through ongoing work with regulatory and industry bodies, we continued to stay ahead of emerging standards, ensuring compliance while continuing to build high-quality, customer-focused homes.

Building responsibly
A comprehensive assessment of the primary sources of embodied carbon in our business enabled us to quantify emissions and identify practical, high-impact opportunities for reducing it. Our draft Carbon Transition Plan set out a clear and structured roadmap for further consultation, identifying the critical levers, actions and dependencies that will guide our progress on decarbonisation. We also continued to prioritise waste reduction, extending our Waste Incentive scheme to additional site teams.



Social
For the benefit of everyone

Thriving teams
Following an in-depth assessment by Investors in People, including interviews with colleagues from across the business, we were delighted to have retained our Platinum status – an achievement that reflects our commitment to our people. Our continued investment in learning and skills development continued to make a real impact, with employees benefitting from an average of 4.1 training days each.

Healthy communities
In its fourth year, our Community Fund welcomed applications in two funding rounds, distributing £125,000 in grants to 132 charities and community groups. In addition, we raised £270,000 for causes that matter deeply to our employees, including our national charity partner, Groundwork, through employee fundraising and corporate matching.

Happy customers
We were proud to receive the British Business Awards' Customer Satisfaction Award, recognising our commitment to providing exceptional service and the best possible experience for our customers.

Quality homes
We strengthened our quality-control processes during the year, including the introduction of inspections ahead of key milestone quality checks to enhance efficiency and ensure greater consistency in our build quality. We also trialled real-time appointment tracking through an app, giving customers clearer visibility of technician and contractor visits during the initial weeks of moving into their new home.

Valued partners
Our quarterly regional Contractor Performance Awards recognised the vital contribution of our contractor partners, and reinforced our shared commitment to quality and continuous improvement. We introduced a new Contractor Portal to streamline communication and interactions, creating a more efficient and collaborative working environment.

Informed investors
Our ESG Committee remained focused on advancing our A Better Place strategy and upholding our commitment to keeping investors well informed through transparent, timely reporting to our Board and investors. We also worked with the Future Homes Hub to develop a set of metrics for our sector, which will allow genuine comparison of performance between businesses.

Governance
Done the right way

Our 2025 achievements

Total funds donated to good causes
£395,000
Link to

Electricity supplies from renewable sources
92%
Link to

Contributions to improve our communities
£45.8m
Link to

Developments on which we have committed to provide more Homes for Nature
100%
Link to

Employees joining our Early Talent programme
30
Link to

Training days per employee
4.1days
Link to

Homes provided as affordable homes
38%
Link to

Female employees in our workforce
30%
Link to

Recycling rate
88%
Link to

Reduction in waste
13%
Link to

Diversion from landfill rate
99%
Link to

Hours of training completed
31,140
Link to

Environment (E)
A sustainable future

Our commitment to sustainable operations, carbon reduction and enhancing biodiversity



Pictured:
Lunts Heath Rise, Widnes, North West

Developing our Carbon Transition Plan

Building on our work to establish science-based targets in 2024, in 2025 we began developing our first Carbon Transition Plan, setting out a structured pathway for the decarbonisation of our business. The plan identifies the key levers, actions and dependencies that will guide our journey towards becoming a net zero carbon organisation. An outline view of the activities that will support decarbonisation in our business is included in our Task Force on Climate-Related Financial Disclosures (TCFD) disclosure on page 62.

Further internal consultation will take place in 2026 to finalise our plan and ensure alignment with our business strategy.

Our Carbon Transition Plan is broadly aligned with the Future Homes Hub Net Zero Transition Plan, to which Miller Homes is a signatory. This alignment supports a consistent, industry-recognised approach to decarbonisation, while reflecting the specific operational realities of our organisation.

Embodied carbon strategy development

Reducing carbon emissions across our business requires a strong focus on embodied carbon. These are emissions generated through the extraction, processing, manufacture and transportation of construction materials, as well as in their delivery to site. This includes emissions associated with materials such as cement, bricks and other components used in the construction of our homes.

As homes transition to clean electricity and the use of gas for heating decreases, embodied carbon is expected to become the primary source of carbon emissions associated with residential development.

In 2025, we completed a detailed assessment of the main sources of embodied carbon within our business, covering both traditional construction and timber-frame building methods. Through this work, we have quantified the embodied carbon emissions associated with the homes we build, and identified some practical opportunities to reduce them. Tackling embodied carbon is a complex and challenging workstream, and we will continue to work with suppliers, our sector and our internal teams to further develop our strategy in this area.

Integrating St. Modwen Homes

Following the acquisition of St. Modwen Homes in early 2025, we integrated its sustainability data to create a unified dataset, providing a single, consolidated view of our environmental impacts. As part of this process, we completed a 2024 greenhouse gas inventory covering both businesses, enabling us to understand the impact of the acquisition on our overall carbon footprint.

This integration allows us to apply consistent sustainability programmes and standards throughout the expanded business. It also provides a platform for identifying opportunities to reduce emissions, improve resource efficiency and align St. Modwen Homes with our wider ESG and net-zero commitments. We plan to formally incorporate St. Modwen Homes in our Science Based Target in 2026.

Supply Chain Sustainability School

During the year we became a partner of the Supply Chain Sustainability School (SCSS), an industry-led initiative providing sustainability lessons for the built environment sector in England, Scotland and Wales.

The partnership supports our work with the subcontractor supply chain by providing access to training on environmental, social and economic sustainability, alongside key enabling topics such as procurement, digital transformation and modern construction methods. It also enables our teams to access high-quality e-learning resources.

Our Sustainability and Procurement teams have already utilised SCSS training on sourcing sustainable hydrotreated vegetable oil (HVO) fuel and improved their understanding of supply chain risks associated with solar panels, helping to support informed decision-making and risk management in the business.

30%
Increase in hydrotreated vegetable oil fuel use

13%
Reduction in tonnes of waste per EUB

581
Swift nest bricks installed

Case study

Reducing the carbon impact of Walker Timber

Our Walker Timber business is acting on its carbon impact, integrating sustainability into governance, operations and culture.

A significant milestone in 2025 was achieving ISO 14001:2015 certification for Walker Timber's Environmental Management System. This provides a rigorous framework for environmental governance, compliance and continuous improvement, ensuring we manage environmental performance as rigorously as quality and safety.

Plans for installing a biomass boiler were also approved during the year. Using waste dust and timber offcuts from manufacturing, this flagship initiative will replace carbon-intensive fuel heaters, improve the factory working environment and reduce Walker Timber's carbon emissions by an estimated 25%, alongside a 2.5% reduction for the business as a whole.

We have also prioritised energy efficiency, installing an energy monitoring system with support from the electricity provider. This enables real-time visibility of electricity use and identification of inefficiencies. In parallel, an extensive LED lighting upgrade has reduced energy consumption, lowered costs and improved lighting quality.

To help grow sustainability awareness and culture, all factory supervisory staff attended sustainability strategy briefings in 2025. A new cross-functional sustainability team, chaired by the Managing Director, now oversees ISO 14001 management reviews and initiatives such as pre-cut materials to reduce waste and assessments of low-carbon fuels for vehicles and machinery, shaping Walker Timber's long-term climate action roadmap.

> "Sustainability is now central to how Walker Timber operates, driving smarter use of resources, lower carbon emissions and continuous improvement across every part of our business."
>
> **Jim Gibson**
> Managing Director, Walker Timber

Link to strategy

Link to A Better Place



Pictured:
Timber-frame house kit manufacture,
Walker Timber, Bo'ness

£1.4m
Investment in premises, plant and machinery

823
Timber-frame house kits supplied

Environment
continued

Waste reduction

We continued to prioritise waste reduction across our operations, extending our Waste Incentive scheme to more site teams. Through the scheme, operatives and telehandler operators are rewarded for meeting waste-reduction targets by improving waste segregation and ensuring correct handling of materials on site. We introduced new PPE for our Waste Champions, who played a key role in promoting best practice and encouraging greater participation in the scheme during its second year.

The scheme achieved strong results during the year, with production waste further reduced, by 13% to 5.15 tonnes per EUB, and more than 75% of sites achieving the required standards to receive the incentive payment. This approach has helped establish good waste-management practices at site level, while reinforcing shared accountability for reducing waste.

Alongside this, we continued to work with our supply chain to reduce waste at source. In partnership with our timber frame manufacturer, Walker Timber, we began reducing on-site timber waste by supplying pre-cut strapping to subcontractor joinery teams. In England, we also continued to promote the use of standard plasterboard lengths on ground floors, further reducing material waste and improving efficiency.

HVO fuel use

The proportion of hydrotreated vegetable oil (HVO) used in our operations increased to 30% in 2025, from 1% in 2024. All regions have now incorporated HVO into their fuel use, exceeding our 2026 target of 25%.

To support the effective and responsible use of HVO, we introduced new standards for energy-efficient site accommodation and generators. While these measures were already in place on some sites, the introduction of formal standards ensures that energy efficiency becomes standard practice at all developments.

We also began working with our groundwork contractors to improve reporting of fuel use on our sites. This data is critical to strengthening the accuracy of our carbon reporting, and will support the development of future strategies to reduce fuel-related emissions from our supply chain.

Trial of Lightfoot technology in company vans

We took steps to reduce carbon emissions from vans driven by our customer service operatives, by trialling Lightfoot driver engagement technology. The Lightfoot device, fitted to the cab, provides real-time prompts to encourage smoother acceleration, braking and cornering. This not only improves driver safety but also helps reduce fuel consumption and associated emissions.

Following the success of the trial, we are exploring how to expand the use of Lightfoot technology in a larger number of vehicles, further embedding fuel-efficient driving practices within our fleet operations.

Homes for Nature

2025 marked our first full year of the *Homes for Nature* scheme, developed by the industry-led On-Site Nature Measures Working Group, convened by the Future Homes Hub. We anticipated a lag in the scheme as new sites went through the planning process, but are delighted to have begun nine new developments that will meet the *Homes for Nature* commitment. To date, on these sites, we have installed 63 swift nest bricks and all nine will incorporate hedgehog highway routes.

We also welcomed planning conditions that secured the installation of a further 518 nest bricks and 20 hedgehog routes.

As well as the work on site, we continued to work with industry partners to promote nature-positive development. In November, we contributed to a Future Homes Hub conference panel on *Nature on Developments*, and promoted the *Homes for Nature* commitment at the Local Swift Action Network event at Lancaster University.

We supported the National Hedgehog Monitoring Programme by facilitating permission for a camera trap to be installed within the public open space at Arden Fields, one of our mature developments in Warwickshire. This initiative supports ongoing research into how public open spaces can be better managed to enhance biodiversity and support nature.



Pictured:
Installing homes for nature with Rainford Brook Lodge Primary School, Rainford, North West

Social (S)
For the benefit of everyone

Ensuring positive impacts for our employees and in the communities where we operate



Pictured:
Ronan Montgomery, Trainee Assistant Site Manager on the Early Talent programme, Scotland East

Community Fund

We have completed two rounds of our Community Fund in 2025, continuing the strong momentum of the initiative and reinforcing our commitment to supporting communities.

The Community Fund welcomes applications from groups and charities that run projects spanning education, wellbeing, environmental improvement and sports participation, offering individual grants of between £250 and £2,000.

A key highlight of the year was the introduction of a new cohort of employee ambassadors in our South West region. They joined our established network of regional ambassadors, bringing local insight to the awards process. We awarded grants totalling £125,000 to groups and charities throughout the year.



Pictured:
Community Fund grant recipients, 3rd Timperley Scout Group, North West

Supporting charity

As well as our support for Groundwork at a national level, our regional business units each choose a charity to support. In 2025, we provided £270,000 collectively to Groundwork and our 12 chosen regional charities. This support was a combination of employee fundraising and corporate match funding.

Our annual Active April initiative brought strong participation from employees. Over four weeks employees were encouraged to accumulate steps, with every mile completed generating a £1 donation to charity. By the end of the challenge, employees had collectively covered more than 87,000 miles, which played a significant role in reaching the £270,000 total.

Fundraising continued throughout the year, with teams organising local events and challenges, often providing support to a range of charities beyond those we had chosen to focus on.

Employee engagement

In 2024, we conducted a comprehensive engagement survey to better understand the views and experiences of employees. We built on these insights in 2025, working closely with our regions and Group functions to develop tailored action plans.

These plans focused on addressing areas identified for improvement, while continuing to nurture and strengthen the aspects of our culture that employees value most. The action plans were shared with employees at our regional events, creating open forums for transparency, dialogue and feedback.

We have monitored progress on each action plan throughout the year, ensuring we translate insights into meaningful actions. This approach has reinforced our commitment to listening to our people.

132
Good causes supported by our Community Fund

22%
Vacancies filled by internal promotions

51%
Employees engaged in charity fundraising activities



Pictured:
Employees on the Leadership Accelerator Programme

Health and wellbeing

We remained committed to supporting the health, wellbeing and resilience of our employees. We continued to invest in our offering, including new resources on menopause, and for employees balancing caring responsibilities with work.

We also encouraged employees to take a role in planning their financial futures, and hosted online sessions with pensions experts.

Through our ongoing partnership with Aviva, we continued to provide access to a growing library of expert-led wellbeing resources.

By becoming a company supporter of the Lighthouse Charity, an organisation dedicated to mental health support in the construction industry, we brought more awareness and support directly to our site teams.

Alongside mental health initiatives, we continued to invest in physical wellbeing. One of our activities with the highest engagement has been health-check machine visits to regional offices, providing employees with convenient access to key personal health information.

Enhancing training and development

We strive to provide strong training and development opportunities that help employees realise their full potential. In 2025, each employee received an average of 4.1 days of training.

Programmes are led by our in-house experts and supported by trusted external partners, ensuring our people have access to high-quality, relevant development opportunities.

We enhanced the way we gather and analyse training data, enabling more-accurate reporting and greater insight into skills development. This improved visibility has allowed us to identify gaps, track participation and outcomes more effectively, and take targeted action where additional training is needed.

Leadership and management development

In 2024, we launched our Inspirational Leadership Programme to strengthen leadership capability in the business. In 2025, 14 employees were involved in the programme, benefitting from a blend of external training, internal masterclasses, workshops, coaching and leadership profiling.

Building on this, we introduced a new Leadership Accelerator Programme in 2025. Designed for 14 aspiring Directors identified through succession planning, it focuses on developing the skills, knowledge and behaviour required to lead the business successfully through its next phase of growth.

Alongside these programmes, we continued to take a more segmented approach to management development, ensuring learning is tailored to different levels of responsibility and aligned with specific needs.

Fleet management

By reviewing how our fleet is managed and identifying improvement, we aim to deliver better service for users while reducing our environmental impact.

In July 2025, we outsourced our fleet management to a leading provider. This transition has significantly improved the support available to fleet users and strengthened our ability to report on emissions and electric vehicle adoption.

Over time, the partnership is expected to play a key role in reducing the environmental footprint of our fleet. By promoting the uptake of electric vehicles through both our company car and salary sacrifice schemes, we are supporting the transition to lower-emission transport in the business.

Peer-recognition initiative

We introduced a new peer-recognition initiative, enabling employees to acknowledge the work of colleagues. The programme, called Kudos, was inspired by a suggestion received when we asked employees for business improvement initiatives.

The initiative encourages a culture of appreciation, collaboration and recognition, reinforcing behaviour that reflects our values. By asking employees to recognise their peers, we are fostering stronger engagement and a more positive workplace culture.

Case study

Walking together for wellbeing and charity

Active April is our annual, month-long step count challenge, designed to encourage healthier habits, strengthen connections in our teams and support our chosen charities.

Open to everyone, whether working on-site or in the office, the initiative brings colleagues together around the shared goals of moving more and making a positive impact.

During Active April, employees track their steps and log the miles they walk throughout the month. For every mile recorded, the business contributes £1 to our annual charity donation, turning everyday movement into meaningful support for good causes.

The challenge is deliberately inclusive, recognising that walking is one of the simplest and most effective ways to stay active.

The benefits are wide-ranging. Participants report improvements in physical health, increased energy levels and a noticeable boost in mood. Beyond individual wellbeing, Active April fosters strong team spirit, with colleagues motivating one another, celebrating milestones and challenging themselves to reach new personal bests.

In 2025, we set an ambitious collective target of 75,000 miles. Thanks to exceptional engagement, encouragement and teamwork, employees exceeded expectations by clocking up an impressive 87,000 miles.

Combined with additional fundraising activities and corporate match funding, Active April played a significant role in helping us achieve an overall charity donation of £270,000.

This accessible, shared activity has enabled us to deliver lasting benefits for our people, our culture and the communities we support.

> “This isn’t just about steps; it’s about team spirit in action. From pre-work group strolls to weekend walks, collaboration has shone brightly, and the encouragement between colleagues has been the true heartbeat of this challenge.”

Tania Donnelly
Group HR Director

Link to strategy

Link to A Better Place



Pictured:
Employees on a lunch-time walk during Active April, Scotland West

87,000
Miles clocked up by employees

51%
Employees engaged in Active April

Governance (G)
Done the right way

Ensuring accountability, effective risk management and responsible decision-making



Pictured: **Glan Llyn,** Newport, South West

Sustainability dashboards

We strengthened our governance framework by launching regional sustainability dashboards, which have also proved vital in accelerating the post-acquisition integration of St. Modwen Homes. By providing a consistent, transparent view of sustainability performance, the dashboards have supported alignment across regions and embedded common standards.

The dashboards track key performance indicators that can be directly influenced at a regional level, including pre-cut materials usage, waste reduction, machinery idle time, ecology measures, operational audit actions, pallet returns and fuel use.

Regional management teams review these metrics quarterly, ensuring sustainability performance is part of our key business processes. This structure builds clear accountability, enabling teams to identify issues early, make targeted improvements, and demonstrate the positive outcomes of what they do.

The dashboards have also created a forum for discussion and raising awareness, and will evolve to reflect emerging risks and opportunities, further strengthening sustainability governance across our business.

Operational audits of policies and procedures

We introduced new operational audit processes to strengthen on-site implementation of sustainability measures, while systematically recording best practices and informing our teams, to support continuous improvement.

Task Force on Climate-related Financial Disclosures review

We undertook a review of our Taskforce on Climate-related Financial Disclosures (TCFD) assessment and disclosures to reflect the acquisition of St. Modwen Homes, ensuring we consistently identify, assess and manage climate-related risks and opportunities throughout the enlarged Group.

This review incorporated our expanded operational footprint and risk profile resulting from the acquisition, providing a comprehensive understanding of our exposure to climate-related financial impacts.

Improving health and safety

Our SHE management system has continued to evolve and strengthen.

During the year, the SHE team consolidated existing policies and procedures into clearer, more accessible guidance, simplifying requirements while reinforcing consistent standards at sites. These enhanced policies include management arrangements for telehandler standards, working near buried and overhead services, site access and traffic management.

Our SHE Awards remained a cornerstone of our approach to keeping safety, health and environment at the heart of on-site operations, while continuously improving standards. Each year, sites are assessed against clear criteria and key performance indicators, with regional winners progressing through divisional stages to compete for the national award.

As our business has grown and the scale and complexity of our sites have evolved, we reviewed the awards to better reflect these changes and recognise the distinct challenges faced by site teams. This led to an enhancement of the selection criteria and the introduction of two new final-stage categories: Medium Site and Large Site.

This update has ensured the awards remain relevant and impactful, reinforcing our focus on health and safety excellence and supporting the continued improvement of standards.

4.9
Construction Quality Review (CQR) score

74%
CQR scores in the ‘very good’ or ‘outstanding’ categories

11%
Reduction in accident incident rate (AIR)

Case study

Platform and data consolidation

Following the acquisition of St. Modwen Homes, a strategic priority was to consolidate all IT systems and data into a single, secure environment.

Consolidation would deliver cost savings but, more importantly, allow both the Miller Homes and St. Modwen Homes brands to run on one set of systems and processes.

Operating two brands from a single dataset required a “single source of the truth” and this was achieved via our dashboards and reporting platform. The project created operational efficiency by creating a single business view of all areas, allowing senior management to run both brands in exactly the same way.

A controlled transition programme standardised and integrated core systems across sales, customer service, finance and HR, removing duplication and embedding common data structures.

A clear roadmap governed scope, sequencing and risk, ensuring the secure migration of data, applications and infrastructure into Miller Homes’ established platform with minimal disruption.

The outcome was a simplified, unified core platform of systems underpinned by trusted, consolidated data. This reduced complexity and improved collaboration delivered estimated cost savings of £3m, while establishing a scalable and resilient foundation to support future growth.

> “By unifying our platforms without disrupting operations, we ensured common business processes across the enlarged business, strengthened security, reduced complexity, and established an optimised infrastructure that delivers lasting efficiency and long-term value.”

Graeme Stirling
Group IT Director

Link to strategy

Link to A Better Place



Pictured:
Ben Graham, Head of DevOps Site & SHE, Roddy McCall, Associate Director IT,
Edinburgh, Scotland East

£3m
Cost savings

50+
Systems retired

We are committed to publishing our ESG targets and our progress on an annual basis. In the table below you will find outlined our ESG commitments, the targets we have put in place, the timescales we are working to, and our progress to date.

Environment (E)

Target[1]	By when	2023 progress	2024 progress	2025 progress[2]	Progress
Building Responsibly					
Reduce absolute scope 1 and 2 Greenhouse gas emissions by 51.4%* vs 2022	By 2032	–	Target approved by SBTi	33% reduction[3]	▲
Reduce Scope 3 Greenhouse gas emissions by 58.2% per square metre* vs 2022	By 2032	–	Target approved by SBTi	21% reduction[3]	▲
Net Zero Greenhouse gas emissions	By 2045	–	Target approved by SBTi	Ongoing	▲
Diversion of waste from landfill of 98%	By 2025	Achieved 98%	Achieved 99%	Achieved 99%	◂▸
Diversion of waste from landfill of 100%	By 2030	Achieved 98%	Achieved 99%	Achieved 99%	◂▸
Recycling rate of 75%	By 2025	Achieved 83%	Achieved 86%	Achieved 88%	▲
Recycling rate of 85%	By 2030	Achieved 83%	Achieved 86%	Achieved 88%	▲
Reduction in waste – tonnes per EBU	Annual	6.9	5.9	5.2	▲
Sustainable Living					
100% of our directly contracted electricity supplies for the Group from renewable sources	Annual	Achieved 90%	Achieved 96%	Achieved 92%	▼
100% timber obtained from sustainable sources (either holding Programme for the Endorsement of Forest Certification or Forest Stewardship Council Certification)[4]	Annual	100% of Group Suppliers	100% of Group Suppliers	96%	▼

Social (S)

Target	By when	2023 progress	2024 progress	2025 progress	Progress
Healthy Communities					
To increase engagement in local communities through enhanced charity funding and employee interest	Annual	Over 40% of employees engaged in activities	Over 55% of employees engaged in activities	Over 51% of employees engaged in activities	▼
Target of annual donations of £200,000 per annum (including company and employee raised funds)	Annual	Donated £240,000	Donated £231,000	Donated £270,000	▲
To increase year on year the number of homes that are affordable to the customers in their markets	Annual	30%	43%	38%	▼
Enhanced measures for nature (Homes for Nature (HFN) commitment and planning condition (P) delivery)	Annual	Commitment to one extra measure per plot	Ongoing	HFN developments started: 9 / Hedgehog highways committed to: 9 (HFN), 20 (P) / Swift bricks installed: 63 (HFN), 518 (P)	◂▸

Social (S)

Target	By when	2023 progress	2024 progress	2025 progress	Progress
Happy Customers					
Achieve higher than 90% in HBF Customer Satisfaction Survey	Annual	92%	95%	95%	◂▸
Thriving Teams					
Safety first / Reduction in AIR	Annual	307	229	203	▲
ISO 45001 and ISO 14001 accreditation*	Annual	On track for renewal in 2024	Certifications renewed	Certifications renewed	▲
Improve health and wellbeing of all staff over a five-year period	Annual	Ongoing	Refreshed the strategy during 2024	Ongoing	◂▸
Wholesale review of employee benefits	By 2025	Ongoing	Not achieved	Not achieved	▼
Number of skills training days to increase to four days per employee	Annual	3.1 days	4.1 days	4.1 days	◂▸
Attain IIP Platinum status*	Annual	Full employee engagement survey in 2024	Achieved	Achieved	▲
Increase the percentage of female employees	Annual	31%	30%	30%	◂▸

Governance (G)

Target	By when	2023 progress	2024 progress	2025 progress	Progress
Quality Homes					
To achieve an annual Construction Quality Rate of 4.2	Annual	4.6	4.7	4.9	▲
Informed Investors					
Commitment to publish annual ESG targets and progress against targets	Annual	Achieved	Achieved	Achieved	◂▸
Valued Partners					
Responsible supplier and subcontractor policies	Annual	Policies published	Ongoing	Ongoing	◂▸

* Miller Homes only score

1 Some of the KPIs reported this year will be revised in 2026. The current values are presented using the 2025 methodology to maintain consistency and comparability for the reporting year

2 During the reporting year, the Company acquired St. Modwen Homes. St. Modwen Homes data has been incorporated into the 2025 progress scoring, except where it was not possible to do so due to data availability. Combined ESG scores will be reported next year across all metrics following full data integration

3 In line with the Company's approved science-based targets, greenhouse gas emissions from St. Modwen Homes have not been included in reported emissions or performance against the 2022 baseline. These emissions will be incorporated in our science based target at the point of formal re-baselining in accordance with SBTi requirements. Figures are reported on a market basis. Combined Scope 1, 2 and 3 emissions have been calculated for both St. Modwen Homes and Miller Homes for 2025 to support re-baselining of our target

4 One supplier is currently undergoing re-certification. An annual timber audit of supplies into our business has been completed and we are working to improve response rates year on year

Task Force on Climate-related Financial Disclosures (TCFD)

Task Force on Climate-related Financial Disclosures (TCFD)

Our response to the TCFD recommendations

Climate change is a global and urgent challenge. Its potential effects on our business are diverse in nature, timing and magnitude, requiring tailored mitigation approaches so that our business, as well as the environments and communities in which we operate, can continue to thrive. We are committed to identifying, monitoring and transparently reporting our material climate-related risks and opportunities to support stakeholder decision-making. Responding to climate change is a core pillar of our three-year Sustainability Strategy launched in October 2024. Our strategy sets out how we plan to reduce operational carbon emissions and the climate impact of the homes we build to achieve net zero across our entire organisation by 2045.

This statement has been prepared in accordance with the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 and the TCFD recommendations, and applies to the entirety of the Miller Homes Group. Our progress against the TCFD recommendations can be seen below.

TCFD Pillar	TCFD Recommendation	Our response	Future focus
Governance	Describe the Board's oversight of climate-related risks and opportunities.	The Main Board has ultimate responsibility for the oversight of climate change issues. Our Executive Board (the "Board") has reviewed and approved our list of material climate-related risks and opportunities each year since 2023.	The Board will continue to conduct at least an annual review of climate-related risks and opportunities, and will determine any updates to our processes for reviewing progress toward climate-related targets.
	Describe management's role in assessing and managing climate-related risks and opportunities.	The ESG Committee was established in January 2022. The Committee meets every two months and has responsibility for managing ESG issues (including climate issues), discussing and reviewing our TCFD report and developing our validated Science Based Targets initiative (SBTi) targets.	Climate change related matters, including relevant risks and opportunities, will continue to be reviewed as a standing agenda item for the ESG Committee. Topics as required are escalated to the Board.
Risk management	Describe the organisation's processes for identifying and assessing climate-related risks.	A climate-related risk assessment, including scenario analysis, was conducted in the year to identify our relevant climate-related risks and opportunities. Interviews were then conducted to discuss and prioritise climate-related risks and opportunities (see page 67).	We will continue to identify and assess climate-related risks and opportunities at least annually, and conduct formal climate-related risk assessment and scenario analysis refreshes as required by changes in the business model.
	Describe the organisation's processes for managing climate-related risks.	The ESG Committee has ultimate responsibility for the management and monitoring of the relevant risks and opportunities. The Audit Committee continues to review climate-related risks.	We will develop risk management plans in line with risk mitigation objectives and key risk indicators.
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	We have a formal climate risk register, which is reviewed at least annually by the ESG Committee. Our enterprise risk register also includes relevant climate-related risks such as new and emerging housing regulations.	Through ongoing monitoring, we will be able to identify risks that may have material financial impacts above a certain threshold, which can then be integrated into the enterprise risk register.
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Material climate-related risks and opportunities have been identified and disclosed, including emerging risks and opportunities. Time horizons used in our analysis this year are aligned with our strategies and timelines for targets (see pages 65-72).	We will continue to review our climate-related risks and opportunities at least annually.
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning.	Scenario analysis was undertaken this year to refresh our understanding of the likelihood and impact of material risks on our business. There have been no material changes to our evaluation since 2024. Last year, we conducted a desktop study on the transition plans of our core suppliers (see pages 65-72).	Decarbonisation plans and activity within our supply chain remain a core focus. We will need to build on work completed in 2025 to assess embodied and whole life carbon in our product, by identifying further opportunities to reduce upfront embodied carbon.
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	We assessed the resilience of our business strategy and model across three different scenarios, based on the nature of the climate-related risk, and likelihood and potential impacts of material climate risks. There have been no material changes to our assessment (see pages 71-72).	We will continue to monitor the climate risks and opportunities identified and will factor them into business strategy and financial planning, where appropriate.
Metrics and targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Metrics relating to net zero, waste and biodiversity were developed in 2024. These metrics are in alignment with our SBTi validated target (see page 72). In 2025 we also worked with the Future Homes Hub and our peers to develop a KPI framework for our sector to allow robust benchmarking of performance.	We will continue to develop a suite of metrics to address material climate-related risks and opportunities as appropriate and in line with our 2024 Environmental Sustainability Strategy. These will include tracking our transition to increased use of hydrotreated vegetable oil (HVO) delivery and the resulting impacts on our carbon footprint.
	Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks.	Scope 1, 2 and 3 emissions are disclosed in the SECR disclosure (see pages 73-75).	We continue to seek improvements in the comprehensiveness, accuracy and reliability of our Scope 3 emissions data. Work done in 2025 to obtain better data from subcontractors and to assess upfront embodied carbon will continue into 2026 and beyond.
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	We developed a comprehensive set of targets in 2024 as part of our Environmental Sustainability Strategy. These targets are included in the Strategy, which will enable us to reach zero emissions by 2045 (see page 74).	We will continue to monitor our progress against our targets and incorporate any new ones as appropriate.

Task Force on Climate-related Financial Disclosures (TCFD)

continued

Governance

Board oversight

The highest level of governance (the "Main Board"), made up of Executive and Non-Executive Directors, has ultimate responsibility for oversight of climate change issues and Miller Homes' performance against key sustainability metrics and targets. At an operational level, the Executive Board (the "Board") has responsibility to ensure the performance of the business against key sustainability metrics and targets. The Main Board and the Board have reviewed and approved the assessment of climate-related risks and opportunities in this statement.

The Company Secretary is the Board member responsible for Environmental, Social and Governance (ESG), including climate change and our Environmental Sustainability Strategy, and chairs the ESG Committee. See pages 86 and 92 for further details on this role and how it relates to ESG and climate-related matters. Climate change is discussed at least annually by the Board, and other ESG matters are on the agenda for all Board meetings.

Climate-related risks and opportunities were discussed, reviewed, and approved by both the ESG Committee and the Board in 2025. Additionally, climate-related issues have been discussed by the Main Board, where strategic topics in CEO reports incorporate climate change themes. Examples of these issues include updates to building regulations and our progress against our SBTi validated targets.

The Main Board delegates responsibility to the three Board Committees – Land, Audit and Remuneration – which are responsible for various climate-related initiatives related to the scope of the Committee's responsibilities.

The Audit Committee reviews the risk registers and considers the impact of climate risk on financial reporting where these are deemed material to current and short-term operations. The climate risk register is reviewed by the ESG Committee at least annually, which provides updates as required to the Audit Committee, in line with materialilty thresholds.

The Land Committee addresses environmental issues within agenda items for meetings, including changing environmental regulation, biodiversity, water and air quality.

The Remuneration Committee is responsible for reviewing remuneration and reward, and will oversee any opportunities to link remuneration to ESG targets which may arise in the future.

The Board approves and reviews all ESG metrics and progress towards targets. The Board includes the Chief Executive Officer, the Company Secretary and the Chief Financial Officer, as well as the Executive Managing Directors. As they are also company officers, they take an active role in the leadership of the Group and are responsible for the development of Miller Homes' overall strategy. Moreover, the ESG Committee also plays an important role with regards to sustainability related matters. The SBTi targets and metrics were developed in 2024 by the ESG Committee, and were approved by the Board.

Role of management

The ESG Committee was established in 2022, to which the Board has delegated the responsibility of considering and managing climate-related issues and opportunities. The Committee meets every two months, with topics discussed on rotation. The Committee reviews progress against ESG targets in their meetings, such as the targets on waste and carbon reduction.

In 2024, we launched our Environmental Sustainability Strategy, with the Associate Environmental Sustainability Director conducting briefings and training sessions across all regions to ensure effective implementation. These sessions increased awareness of, and engagement with, climate-related risks and opportunities within our business. In 2025, we have made progress against our strategy through establishment of regional sustainability dashboards and through approval of energy efficiency standards for site cabins and generators.

Information is regularly shared between the Land Committee and the ESG Committee, which comprises operational Directors who identify interlinkages between land planning permissions and our Sustainability Strategy. Decisions made by the ESG Committee are ratified by the Board. Operational initiatives arising from ESG Committee decisions, for example the transition of our car fleet, are actioned by smaller working groups. Regional Boards also implement climate-related initiatives and policies and share best practice, raising issues for escalation directly with management through regular management meetings.

All regional Managing Directors and their Commercial, Production and Technical Directors have received briefings this year on the new regional sustainability dashboards and their progress on climate-related activity, including the impact of building regulations on their carbon emissions.

See page 65 for a diagram outlining the governance structure of ESG and climate-related matters, including flow of information and support.

Risk management

Identification and prioritisation

We recognise that effective risk identification, assessment and management is essential to delivering on our strategic goals. We continue to review and reassess the relevant climate-related risks and opportunities for our business, engaging third party ESG and Sustainability consultants (RSM) to support this process. The list of relevant risks and opportunities was developed considering (but not limited to) the following:

- Direct operations, purchases within the supply chain, customers, and sales.
- Existing and emerging climate regulatory requirements, such as government building regulations (existing) and carbon pricing (emerging).
- Potential climate outcomes, such as changes to precipitation and heat stress, resulting from varying levels of global warming based on latest available Intergovernmental Panel on Climate Change (IPCC) data.

We identified relevant climate-related physical and transition risks and opportunities with the potential to impact our operations, business model and strategy. Our screening process to identify priority risks and opportunities consisted of physical risk-mapping and cross-functional stakeholder interviews to discuss the likelihood and financial, operational and strategic impacts of each risk and opportunity. The most material risks and opportunities identified through this process are disclosed here, having been discussed and approved by the ESG Committee and the Board.

We are committed to conducting a formal review of risks and opportunities annually, but also acknowledge that climate change is an ongoing issue, and the associated risks and opportunities are evolving. As such, the ESG Committee will continue to identify and assess these on an ongoing basis. Any additional material risks or opportunities that may arise throughout the year, for example due to changes in legislation, will be reported to the Risk Committee and the Board for review.

The diagram below outlines our risk identification, prioritisation and assessment process.

Management and integration

The management and integration of our material risks and opportunities will help us create and safeguard business value. Responsibility for the management of the material risks and opportunities lies with the ESG Committee. This management includes ongoing monitoring of potential impacts, and integration of climate risks into the enterprise risk register where they a) have a potential financial impact above a certain materiality threshold; and b) have an impact timeframe that is within the enterprise risk register timeframe.

The Environmental Sustainability Strategy sets out how we are planning to address the environmental sustainability issues for our business and outlines our purpose. It focuses on our strategic activity through to the end of 2027 and will evolve as we progress against our commitments. A key focus in 2025 was the completion of whole life carbon assessments on a selection of our timber frame and masonry build homes. This work was coupled with a series of interviews with key material suppliers to understand how they plan to decarbonise their products. We intend to build on this work to develop a detailed programme for reducing embodied carbon in our homes in the coming years.

Climate risk identification, prioritisation and assessment



Strategy

By understanding the impacts of the material physical and transition climate risks and opportunities on our business, we are more equipped to increase our resilience to the impacts of climate change. Physical risks refer to the adverse physical consequences of climate change, such as flooding or wildfires. Transition risks refer to policy, legal, market and technological changes that occur as part of the transition to a low-carbon economy. We used the following timeframes to assess climate risks and opportunities:

Timeframe	Years	Reason
Short term	2 years **2027**	Aligns with the time horizon used for the Corporate Business and Environmental Strategy.
Medium term	7 years **2032**	Aligns with our SBTi interim target for 2032.
Long term	20 years **2045**	Aligns with our Net Zero target of 2045. Additionally, we are headquartered in Scotland, which also has a Net Zero target of 2045.

Scenario analysis: Methodology

In collaboration with our third party ESG and Sustainability consultants (RSM), we conducted scenario analysis in 2025 to assess the potential impacts of climate-related risks and opportunities on our business across the short, medium and long term.

We used climate scenarios depicting contrasting climate change pathways to understand the associated likelihood and impacts of these risks and opportunities (refer to the table below). The assessment was mostly qualitative, with some quantitative assessment in relation to carbon pricing where data was readily available.

In 2025, we reperformed physical risk hazard mapping across our sites, including newly acquired St. Modwen Homes sites, to identify exposure across the UK. While we cannot predict the exact locations of our future landbank, this regional dataset will inform future planning based on the climate pathway that materialises.

Scenario used	Temperature rise post-2050	Description
Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathway (SSP) 1 and Representative Concentration Pathway (RCP) 2.6	Below 2°C	A significant reduction in emissions, aiming to limit global warming to below 2°C by 2100. This is achieved through early, ambitious climate policy with gradual intensification of carbon taxes over time, and increased use of sustainable energy sources.
IPCC SSP2 and RCP 4.5	2°C to 3°C	A middle-of-the-road scenario in which emissions remain around current levels until the middle of the century, and warming is between 2°C to 3°C by 2100. Climate change policies to reach net zero are introduced after a significant delay, resulting in the need for more drastic and disorderly policies measures.
IPCC SSP5 and RCP 8.5	Above 4°C	The continuation of current emissions trends without significant mitigation efforts. This is a future with very high greenhouse gas emissions, leading to severe temperature rises to above 4°C by 2100.

Physical risks manifest most significantly in higher warming scenarios, while transition risks are anticipated to occur in lower warming scenarios. Therefore, physical risks were assessed in the SSP2-4.5 and SSP5-8.5 scenarios, and transition risks were assessed in the SSP1-2.6 and SSP2-4.5 scenarios.

Scenario analysis: Results

Physical risks

The table below provides qualitative assessments of our material physical risks under two different scenarios, to support our understanding of the potential impacts of various climate outcomes on Miller Homes. Each risk has been assigned an overall risk rating, based on the likelihood of occurrence, potential impact and the mitigations and controls that Miller Homes has in place. Scenario-specific impact ratings are also provided to show how these factors vary under different climate pathways.

Physical risks

Risk	Risk rating	Risk description	SSP2-4.5 (2°C to 3°C)	SSP5-8.5 (Above 4°C)	Our response
Subsidence **Impact timeframe: Long term**	Medium	Changes in temperature and rainfall impact soil volume due to moisture changes in the ground, leading to subsidence.	There is some increased risk of subsidence in South East England. Regulations come into effect in the longer term to manage the impact of physical risks that contribute to subsidence. **Low impact**	Higher risk of subsidence in South East England in the medium term and the long term due to more intense and frequent extreme precipitation events and consecutive dry days. **Medium impact**	We have a diversified portfolio across the UK, with operations in Scotland (which is at lower risk of subsidence due to predominant soil types) through to Southern England. We conduct ongoing monitoring and research across our English sites and have measures in place post-design and during construction, ensuring that design can be adapted as required. We always assess piling requirements and enhanced foundations at applicable developments, and ensure alignment with regulatory standards. The associated financial impacts of these additional works continue to be minimal.
Extreme weather events **Impact timeframe: Long term**	Medium	Changes in frequency and severity of extreme weather events. This includes flooding, storms and wildfire. Such events may cause infrastructure damage, operational delays and disruptions to the supply chain.	Our sites and suppliers will face some exposure to adverse weather events, but impacts remain at a manageable level. Manufacturing and logistics are able to continue without much disruption. **Low impact**	Sites and suppliers will be exposed to increased extreme precipitation events, flooding, air temperature and extreme heat in the long run, which could affect productivity and cause some supply chain disruptions. **Medium impact**	Our planning and modelling captures flooding considerations and patterns. We consult flood mapping tools and incorporate resilience structures, such as basins and containers, into the planning process. We have an agile supply chain, and can switch suppliers and sourcing regions in the event of supply chain disruptions. We have identified particularly vulnerable raw materials and manufactured elements for key products, such as solar PV, as they are sourced almost entirely from specific geographies.

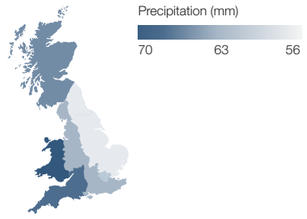
Scenario analysis was performed to assess the likelihood of increased adverse weather in the UK under the two contrasting scenarios. The weather events assessed were heat stress, storms, extreme precipitation, flooding and wildfire. Below are the analysis results of two indicators, which support our assessment of physical risks.

The analysis showed that, overall, physical risk likelihood is a long-term risk that increases in impact in the higher warming scenario. The impact of increased physical risks will largely occur in the South East of England, and the majority of our current business operations are not in this region. Physical risks have therefore been deemed most material to our operations in the long term, with low to medium impacts across the two scenarios. We have not experienced material disruptions due to adverse physical risk events in 2025.

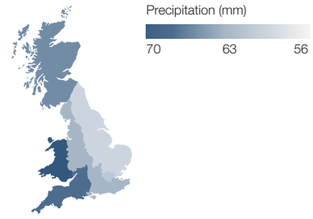
Strategy

Maximum five-day precipitation

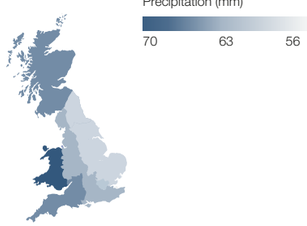
Maximum five-day precipitation: SSP2-4.5 (2032)



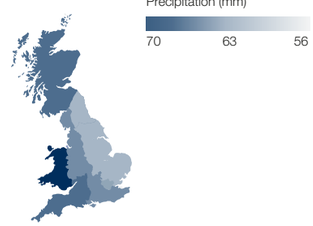
Maximum five-day precipitation: SSP2-4.5 (2045)



Maximum five-day precipitation: SSP5-8.5 (2032)



Maximum five-day precipitation: SSP5-8.5 (2045)

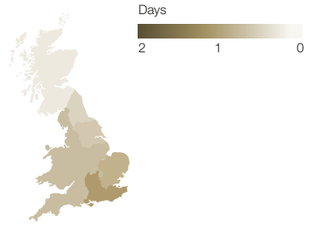


Maximum five-day precipitation shows the absolute value in mm of rain that can be expected from extreme 5-day rainfall events, across each time horizon and scenario. This was used as one of several indicators to assess flood risk, as well as risk of subsidence.

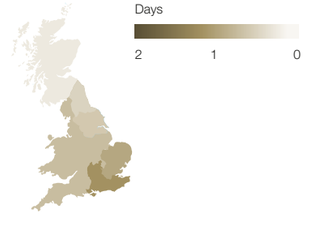
Wales, South West England and Scotland are projected to have the highest amounts of precipitation from these events. However, our assessment also analysed the relative changes in this climate indicator, being the % change relevant to 2025 values across the regions. The largest % changes were 6.9% increases in the West Midlands and East Midlands regions in 2045 under SSP5-8.5. As noted above, our mitigation measures in place are deemed adequate to keep this risk at manageable levels. We will continue to monitor it going forward.

Days with maximum temperature above 35°C

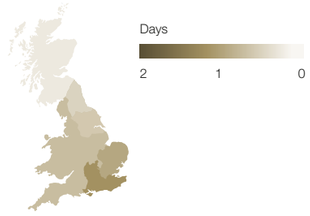
Number of days with maximum temperature above 35°C: SSP2-4.5 (2032)



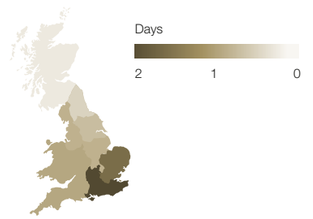
Number of days with maximum temperature above 35°C: SSP2-4.5 (2045)



Number of days with maximum temperature above 35°C: SSP2-8.5 (2032)



Number of days with maximum temperature above 35°C: SSP2-8.5 (2045)



This climate indicator assessed which of our sites, grouped within relevant regions, are projected to experience at least one day in which the maximum temperature exceeds 35°C.

The analysis shows that impacted sites are concentrated in South East England, which covers our Southern regional operations. Nine individual sites are projected to experience at least one 35°C+ day in 2032, rising to 11 sites by 2045 under the middle-of-the-road scenario (SSP2-4.5). Under the high warming scenario (SSP5-8.5), this increases significantly to 45 sites by 2045. Based on this analysis, increases in extreme temperatures are most likely to affect our operations in the longer term.

Transition risks

The table below provides qualitative assessments of our material transition risks under two scenarios, with the associated risk and impact ratings. Quantitative carbon pricing analysis conducted in 2023 has informed this assessment and identified the materials in our supply chain most exposed to carbon pricing. In line with our near-term validated SBTi target, we are developing an embodied carbon strategy to guide supply chain decisions and carbon reduction efforts. Our 2025 assessment found no significant changes to transition risk scenarios compared to 2024, though the risk rating for unforeseen regulatory or policy change has decreased from high to medium due to enhanced mitigation measures.

Risk	Risk rating	Risk description	SSP-2.6 (Below 2°C)	SSP2-4.5 (2°C-3°C)	Our response
Unforeseen regulatory or policy change **Impact timeframe:** Short to long term	Medium	Rapid emergence of new regulatory position which cannot be adequately planned for, including energy efficiency standards, expansion of mandatory climate reporting, and increased planning requirements.	Rapid implementation of regulations may require uplift costs in the short term to comply. Continued efforts to meet Scottish government Net Zero by 2045 targets will result in financial impacts across all timeframes. **Medium impact**	The disorderly introduction of regulations will result in sudden changes to the business being required, such as upskilling workers or sourcing sustainable technologies for homes. **Medium impact**	Housing regulations are built into our early-stage financial modelling for sites and purchasing decisions, and we have experience in delivering changes in response to housing regulations. We conduct ongoing reviews of emerging issues and potential changes in legislation.
Carbon pricing **Impact timeframe:** Short to long term	High	Policy on carbon price designed to reduce emissions. Increased costs due to carbon levies affecting upstream supply chain, causing higher material costs and administrative costs to comply.	Carbon pricing will gradually increase the cost of raw materials if our sourcing mix of materials remains similar to the current mix, leading to high financial impacts in the long term. **High impact**	The delayed carbon tax would result in sharp increased costs in the medium term (when the tax is introduced) and a higher overall cost to the business in the long term than in an early action scenario. **High impact**	We have an agile supply chain and continue to engage with suppliers to understand any potential impacts on supply of carbon intensive materials. However, this is an emerging risk as regulation and changes to the UK emissions trading scheme come into effect. A focus in 2025 was on developing a strategy to reduce embodied carbon, working with suppliers to reduce Scope 3 emissions per square metre, in line with our validated SBTi target.

Strategy

Additional risks

Additional risks were identified but assessed as non-material to Miller Homes in the current year. However, the risks are emerging, and we will continue to monitor them and assess the adequacy of our internal mitigation measures. The table below lists these risks alongside a rationale for their non-material classification.

Risk	Description	Rationale for assessment as non-material
Drought **Risk type:** Physical **Risk rating:** Low **Impact timeframe:** Medium to long term	Changes in temperature and rainfall impact that can lead to significant water shortages. Drought can affect water-reliant activities and delay projects. Additionally, there is a risk of increasing requirements for water efficiency in homes.	The risk of drought is being monitored, but there is no imminent risk of water shortages affecting our operations. Due to the increased risk of drought in the medium to long term in areas of England, we may be required to consider greywater reuse systems in future. The cost impacts of these reuse systems may need to be considered in the next decade in response to this risk.
Reputational damage **Risk type:** Transition **Risk rating:** Low **Impact timeframe:** Medium to long term	Failure to respond adequately to climate change and align with industry standards, resulting in failure to achieve planning approvals, loss of stakeholder confidence or adverse media reaction.	We are currently aligned with industry expectations. We have strong governance and risk management processes in place that we believe will allow us to respond to future impacts of climate change, including regulation, changes in planning permission or a single event that could cause an adverse media reaction. If industry expectations on climate are rapidly enhanced in the future, we will monitor and respond to this.
Skill capacity shortages and supply chain technologies – transitioning to new technologies **Risk type:** Transition **Risk rating:** Low **Impact timeframe:** Medium term	Implementation of new technologies in homes and modern methods of construction, which can require a high capital investment and upskilling of labour, as well as risk of supply chain shortages.	We have already begun to implement low-carbon technology into some of our homes, and have an adaptable workforce with skills to understand implementation of this technology. When sourcing this technology, we assess suppliers and sub-contractors to understand lead times, their business continuity plans to ensure continuation of supply, and their capabilities to deliver. Additionally, we anticipate that the transition periods for any regulatory implementation of technology will provide adequate timeframes to allow trades to adjust to new technology demands.

Pictured:
Air Source Heat Pump,
Greenway Chase, Leckhampton, West Midlands



Opportunities

We reassessed our climate-related opportunities in 2025 and have removed two opportunities from our list of material opportunities: green finance and Modern Methods of Construction (MMC) skills. While sustainability-linked loans and green mortgages are offered by lenders, uptake remains low and the financial benefit to Miller Homes is unclear as financing decisions ultimately rest with providers. Similarly, we have not identified near-term opportunities to financially capitalise on our MMC skills base, and policy direction in this area has been limited. We continue to monitor developments in both areas for subsequent assessments. Material climate-related opportunities to Miller Homes are presented below, alongside our responding activities to capitalise on these.

Opportunity	Description	Our response
Consumer demand for energy-efficient and low-running-cost homes Opportunity rating: **Medium**	Energy efficiency and sustainable technology, such as renewable energy technology and EV charging points, are now key considerations for many house buyers.	All our homes are built in line with modern building regulations and achieve at least a B EPC rating. Use of technologies, such as PV, EV charging and air source heat pumps (ASHPs), are already part of our energy strategy, as guided by local authorities and regulatory bodies.
Resource efficiency Opportunity rating: **Medium**	Resource efficiency, such as waste reduction, fuel use optimisation and energy efficiency in compounds, could deliver both a reduction in carbon emissions and cost savings.	Owing to the success of our waste reduction projects in 2023 and 2024, we continued the waste reduction project in 2025. Site compound efficiency measures under the ESOS scheme are also being explored. We have identified diesel fuel as a significant source of emissions and are currently exploring hybrid generator solutions for diesel reduction, and telemetry systems for fuel use monitoring. Additionally, we have considered relevant risks, such as carbon pricing and drought, which may increase the opportunity for waste reduction measures related to material and water consumption.
Increased reputation for building sustainable housing and 'green developments' Opportunity rating: Low	Sustainability performance has been proven useful in securing positive relationships on premium deals with local stakeholders, including landowners, housing associations and planning authorities.	This opportunity captures the public procurement opportunities and partnerships that we may be able to secure through demonstrating positive action and proactivity on climate. This also extends to workforce stability, as employees are increasingly seeking greener employers. We have regular communications with landowners and planning authorities to understand shifting needs and sentiments, and we are continually upskilling our workforce to capitalise upon opportunities.

Strategic impact and resilience

Impact on strategy if warming is kept below 2°C

In this scenario, transition risks will be the predominant risks facing our business model and strategy, specifically the increased cost of raw materials due to stringent carbon pricing and transition costs, (e.g. investment in low carbon heat) in our supply chain. We have begun developing a strategy for embodied carbon in 2025, including conducting a full life cycle assessment on materials used during the construction process. This work is helping us explore alternatives to carbon intensive materials, such as the use of recycled concrete blocks which reduce the need for virgin materials. In turn this could help us limit our exposure to the financial impacts of carbon taxation.

However, finding low-carbon alternatives for these materials will prove challenging, particularly in a low warming scenario where demand for these materials would be very high and supply may not match demand. There may, therefore, be some residual exposure, and increased spend on materials may need to be incorporated into our own product and service costing.

Housing regulations continue to be built into early-stage financial modelling for our sites. Our in-house teams work with planning authorities and conduct ongoing reviews to understand and integrate regulatory requirements, re-configuring our standard house types accordingly.

Task Force on Climate-related Financial Disclosures (TCFD)

continued

Strategy

Impact on strategy if warming reaches 3.3°C and higher

The most material risks in this scenario will be physical risks in the long term. However, scenario analysis continues to show that physical risk impacts will largely be low across the UK, particularly in the short to medium term. Flooding and storms do have the potential to be disruptive in some regions in the longer term. However, our diversified portfolio across the UK means that our business model will not be severely impacted by these risks. We will monitor these risks and can adapt our land acquisition strategy accordingly.

Physical risks could also affect our suppliers. We have supplier assessment processes through which we assess supplier lead times and business continuity plans, which can help us understand our exposure to supply chain disruption resulting from unforeseen regulatory or physical climate risks.

Our supply chain will in part be exposed to physical risks through Tier 2 suppliers who are not based in the UK. While the focus for 2025 was on updating the physical risk assessment for our operational footprint, we will continue to monitor for potential physical impacts on the global supply chain. We recognise that this is an area that could see growing risk, as we secure new low-carbon technologies from an increasingly global supply chain.

Metrics and targets

We developed a comprehensive set of metrics and targets as part of our Environmental Sustainability Strategy development. These targets and metrics are included in the strategy, which will enable us to reach net zero emissions by 2045. Our targets for reaching net zero greenhouse gas emissions were developed by the ESG Committee and approved by the Board. See pages 73 and 74 for an update on our progress towards reducing our Scope 1, 2 and 3 carbon emissions.

Our targets have also been validated by the SBTi. Working towards these targets will increase our business resilience to risks across all timeframes. In line with SBTi requirements, during the year we have developed processes to report progress on all three scopes of emissions in this year's annual report. We will continue to improve our data collection and collation processes in relation to emissions reporting, particularly around Scope 3 emissions.

To help reduce carbon emissions, we have set a renewable energy target of sourcing 100% directly contracted electricity from Renewable Energy Guarantees of Origin (REGO) backed supplies by the end of 2032. We have gradually transitioned our directly contracted supplies to REGO-backed contracts, with 97% of all supplies for Miller Homes, excluding unmetered supplies, now being renewable as of 2025. Around 19% of St. Modwen Homes supplies are still to be transitioned to renewable energy tariffs. We expect to achieve 100% across both elements of the business by the end of 2027. We have also developed a target of year on year reduction of waste per 100sq m of homes built and have seen good progress against this metric in 2025.

All of our completed homes currently achieve at least a B EPC rating. This mitigates the risk of "unforeseen regulatory or policy change", as well as taking advantage of the opportunity to provide our customers with energy-efficient and low running cost homes. In Scotland we are already moving away from gas boilers in line with building standards.

To mitigate physical risks, we conduct extensive research before land purchase to inform our buying process, including research into sustainability issues. Sites in England that are exposed to higher precipitation risk will be monitored and assessed ongoingly. Most of our Tier 1 suppliers are in the UK, which means that we can also maintain visibility of how climate change is affecting their sites and plan accordingly. We conducted a desktop study on the transition plans of our core suppliers in 2024 to understand how our key suppliers are planning to decarbonise their businesses. We have a process for assessing our suppliers' climate-related activities, including requesting details of renewable energy use and carbon reduction targets from our Group suppliers.

We have been developing our procurement strategy for HVO use. We are gradually increasing the use of HVO in our business, on a transitional basis to cut emissions from our telehandlers, as we await the development of technologies that can fully meet our decarbonisation needs. This year, we implemented a target-led transition to HVO fuels and measure the impacts on our carbon emissions.

Greenhouse gas (GHG) emissions

Streamlined Energy and Carbon Reporting (SECR)

	Emissions (TCO_2e)		
Location-based Carbon Emissions (TCO_2e) (MH and SMH combined)	**2025**	**2024**	**2023**
Scope 1	6,543	5,234	5,640
Scope 2	1,443	1,415	1,021
Total	**7,987**	**6,649**	**6,661**
Miller Homes Intensity Measure (TCO_2e per 100sq m)	1.67	1.78	1.86

	Emissions (TCO_2e)		
Market-based Carbon Emissions (TCO_2e) (MH and SMH combined)	**2025**	**2024**	**2023**
Scope 1	6,543	5,234	5,640
Scope 2	187	143	199
Total	**6,730**	**5,377**	**5,839**
Miller Homes Intensity Measure (TCO_2e per 100sq m)	1.41	1.45	1.63

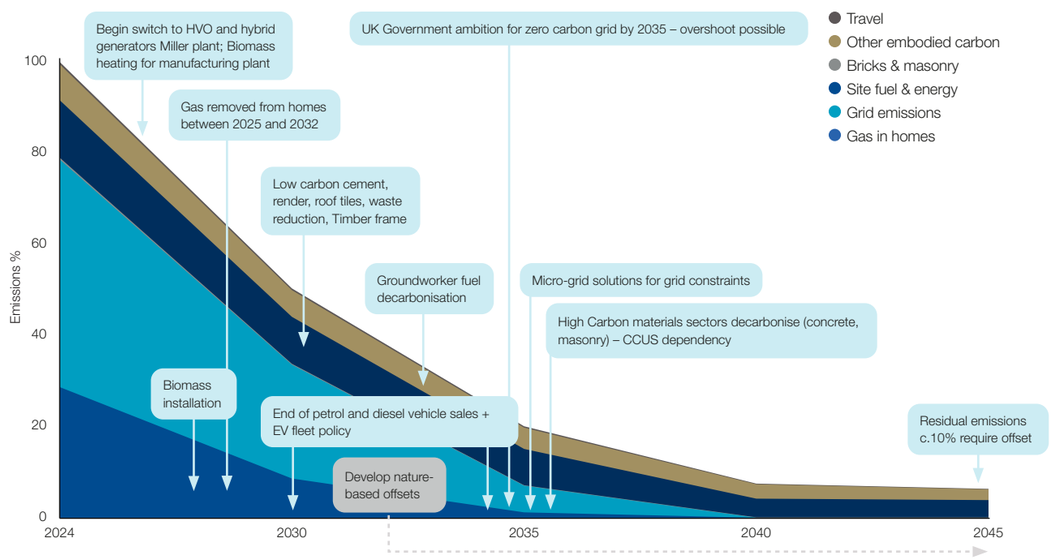
Group Intensity Measure (MH, SMH and Walker Timber combined)	**2025**	**2024**	**2023**
Location-based reporting (TCO_2e per £100k revenue)	0.61	0.70	0.70
Market-based reporting (TCO_2e per £100k revenue)	0.51	0.56	0.60

Street lighting is not included in our SECR report

Decarbonisation roadmap

The graph below illustrates when we expect key levers for decarbonisation to come into effect between 2025 and 2045, our net zero target year.

Decarbonisation profile – key levers



Decarbonisation actions

Our key actions to drive decarbonisation are set out in the tables below. These actions will be added to and will evolve over time. The roadmap timelines reflect those set out in our current sustainability strategy (2024 – 2027), and our science-based target milestone dates. Dependencies include the National Grid decarbonisation rate being aligned to the UK Government's 2035 target.

Scope 1 and 2 emissions	2025 – 2032		By 2045
Our carbon reduction targets[1]	50.4 reduction in absolute scope 1 and 2 GHG emissions by 2032 vs 2022		90% reduction in absolute scope 1 and 2 GHG emissions by 2045 vs 2032
	2025 – 2027 (current strategy period)	**2028 – 2032**	**2033 – 2045**
Key action areas – operations	100% REGO-backed electricity (including UMS)	100% REGO-backed electricity	100% REGO-backed electricity
	Increase HVO in Miller Homes plant to c40%	100% HVO in all Miller Homes plants Electric/hydrogen plant introduced	Electric and hydrogen plant greater proportion than HVO plant
	Group standard developed for energy-efficient accommodation	Energy-efficient accommodation on all sites	
	HVO assessment completed at WTL	Diesel reduction plan implemented	
	Lightfoot fuel saving trial undertaken Lightfoot in all company vans	Electric and hydrogen opportunities for vans and HGVs explored	
	Biomass plant decision	Heating decarbonisation at WTL in place	
	Group standard for hybrid and battery-supported generators developed and implemented		
	Group standard for solar-backed ancillary equipment (e.g. CCTV) developed and in place		
	EV fleet policy promoted, including site-charging strategy EV target for 2032 agreed		
Dependencies	Grid decarbonisation rate aligned with 2035 UK Government target Sustainable HVO fuel/batteries available Plant suitability for HVO at WTL	Grid decarbonisation on track for 2035 target Sustainable HVO fuel/batteries available Availability of electric or hydrogen plant	Grid decarbonisation target met Sustainable fuel/batteries available Availability of electric or hydrogen plant

[1] The targets shown here are the SBTi targets approved for Miller Homes. St. Modwen Homes also have approved similar targets. A new target will be calculated which combines data from both organisations in 2026/2027. For the immediate future, the actions identified in the plan can be expected to achieve both St. Modwen Homes' and Miller Homes' targets in parallel

Scope 3 emissions	2025 – 2032		By 2045
Our carbon reduction targets[1]	58.2% reduction in GHG emissions per square metre by 2032 vs 2022		97% reduction in GHG emissions per square metre by 2045 vs 2032
	2025 – 2027 (current strategy period)	**2028 – 2032**	**2033 – 2045**
Key action areas – homes in use	All plots built to Part L 2022 reducing emissions by up to 31%	Future Homes Standard implementation	Potential further action on thermal insulation
	New Build Heat Standard implemented in Scotland	All gas heating removed from plots	
	>2,000 ASHPs installed		
	Customer engagement on low carbon homes and energy efficiency		
	Heat network and microgrid developments learning		
Key action areas – supply chain	Improve understanding of subcontract impacts	Subcontractor strategy developed and implemented	
	Improve embodied carbon data and measurement through greater use of EPDs and materials data	Continue to improve measurement of embodied carbon through EPDs	
	Whole Life Carbon (WLC) assessment for homes updated		
	Embodied Carbon strategy and target developed		
	Engage key suppliers on market-ready solutions and waste		
	Compliance with 2,300mm plasterboard England Ground Floor		
	Timber waste reduction Scotland		
	Pallet repatriation		
	Use of thin leading edge (TLE) roof tiles		
	Use of GGBS (recycled content) blocks		
	Lower carbon concrete specifications assessed		
	Assess potential for more timber frame construction and design-led reductions in embodied carbon		
Dependencies	Grid decarbonisation rate aligned with 2035 UK Government target Availability of technologies and skills for low carbon homes Supply chain developing EPDs for materials	Grid decarbonisation on track for 2035 Timber industry climate resilient Supply chain decarbonisation underway Alternative and low carbon materials available and cost-effective	Clean electricity available through grid Supply chain decarbonisation Net Zero aligned

Group non-financial and sustainability information statement

In line with Sections 414CA and 414CB of the Companies Act 2006, the table below sets out where key non-financial and sustainability information can be found within this report:

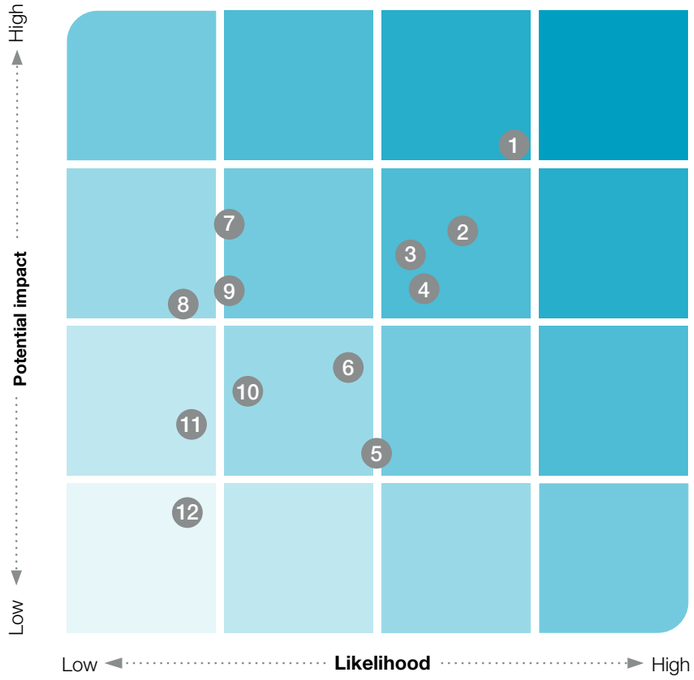
Subject matter	Page reference	Relevant policies
Environmental matters		
Sustainability strategy	50	Safety, Health and Environment Policy Sustainability Policy
Nature	54	
Energy efficiency	54	
Waste reduction	54	
Climate-related disclosures		
Task Force on Climate-related Disclosures	62	Sustainability Policy
Social matters (including employees)		
Employee experience	55	Ethics Policy Equalities Policy Health and Wellbeing Policy
Charities	55 and 57	
Communities	55	
Training and development	56	
Diversity and inclusion	15, 39, 94	
Mental health and wellbeing	56	
Human rights		
Code of conduct	89	Ethics Policy Code of Conduct
Anti-corruption and anti-bribery matters		
Anti-Bribery Policy	89	Anti-Bribery Policy Whistleblowing Policy Money Laundering Prevention Policy
Whistleblowing Policy	89	
Business model	26	
Principal risks	78	
Non-financial KPIs	34	



Pictured:
Trinity Green,
Pelton, North East

Principal risks and uncertainties

The Board identifies, evaluates and manages the principal risks to enable the Group to achieve its strategic objectives.



Key to risks

1. Economic conditions, mortgage supply and rates
2. Land availability
3. Availability and cost of materials and subcontractors
4. Government regulation
5. Fire safety
6. Safety, health and environment (SHE)
7. Reputation
8. Attract and retain employees
9. IT
10. Availability of finance
11. Fraud
12. Pensions

Approach to identifying and managing risk

There is a defined approach to identifying and managing our key business risks. The Group has a Risk Committee which meets four times a year to review all material risks affecting the business and to update the Risk Register. The Risk Committee reports to the Executive Board and, in turn, submits the Risk Register to the Audit Committee. This process ensures that material risks are regularly assessed and appropriately managed across the organisation.

Overview of principal risks

The heat map above illustrates our principal residual risks from an impact and likelihood perspective. A description of each risk, including controls, mitigating actions and a commentary on developments in 2025, is set out on pages 79 to 84.

1 Economic conditions, mortgage supply and rates

Risk description

Demand and selling prices for new homes are inextricably linked to consumer confidence, which is principally affected by employment prospects, disposable incomes and the availability and cost of mortgages, particularly those with a higher loan-to-value in excess of 80%.

Controls and mitigation

Sales rates, cancellation levels, visitor levels, leads and prices are monitored weekly, informing timely decision-making.

Our land acquisition diligence considers local employment, income levels and affordability, which, in turn, is informed by current trading experience.

Relationships are maintained with mortgage lenders and government agencies to ensure we use all available products and are involved in initiatives aimed at the new-build sector.

2025 commentary and change in the year

After encouraging growth in the first quarter of 2025, the UK economy flatlined for the remainder of the year. Increased competition among lenders, four 25bps interest rate reductions and further planned rate reductions in 2026, led to five-year mortgage rates being 50bps lower at the end than the start of the year.

Our private sales rate was broadly unchanged on the previous year, with gains in Quarter 1 being eroded over the remainder of the year. House prices remained resilient with house price inflation proving elusive.

Change in year →

Risk owner Chief Executive Officer

2 Land availability

Risk description

The ability to secure the amount of consented and strategic land in the appropriate locations, and on terms that enable the Group to achieve its business plan.

Controls and mitigation

There are established land acquisition hurdle rates for gross margin and ROCE, which are aligned to our business plan. Deferred acquisition terms are an important part of our overall land purchase strategy, as well as a focus on strategic land pull through from options.

The Group has dedicated locally based land teams for both current and strategic land in each of our regions. Regional land bid success rates are reviewed at Group level to critically analyse the number of bids submitted, together with the reasons for unsuccessful offers.

The Chief Executive Officer visits all sites prior to acquisition to ensure each fits within the Group's land strategy, with all land acquisitions and new strategic land options being approved by the Executive Board.

2025 commentary and change in the year

The Group acquired 6,453 plots during the year through a combination of the St. Modwen Homes acquisition (3,290 plots) and 20 site purchases (3,163 plots). Taking account of 4,744 core completions in the year, this led to the owned landbank increasing to 13,969 plots (2024: 12,219 plots). The number of sites in the owned landbank rose to 112 (2024: 92), of which 91 were live sales outlets.

Change in year →

Risk owner Chief Executive Officer

Change in year key

↑ Risk increased → No change ↓ Risk decreased

3 Availability and cost of materials and subcontractors

Risk description

The ability to procure sufficient materials and skilled labour to ensure we maintain build-quality standards, complete homes in line with build programmes, to deliver high-quality homes cost-effectively.

Controls and mitigation

The central procurement team is responsible for the negotiations of terms on 60 product groups with 116 national suppliers, which covers around 95% of house-build materials. This ensures cost certainty over a fixed period and continuity of supply, with lead times and quality of materials monitored.

We assess competencies to ensure both the appropriate quality and reliability of supply, with feedback received from our construction team via a supplier-assessment app, developed by our in-house IT team.

Subcontractors are managed at a regional level, with many relationships well-established and long-standing. This helps mitigate the impact of labour and skill shortages when industry output increases in the future. Contracts are tendered to maintain price competition, with higher-value orders requiring the approval of Regional Managing Directors.

2025 commentary and change in the year

The cost landscape for both materials and subcontract labour returned to pre-COVID-19 levels of c2% per annum with availability of materials and labour both strong, albeit there were some isolated instances of supply chain insolvencies which were managed by our teams.

Change in year ↑

Risk owner Chief Executive Officer

4 Government regulation

Risk description

The risk associated with compliance in increased legislation and regulation from both the UK and Scottish Governments over the last few years, directly and indirectly impacting on the housebuilding industry.

Controls and mitigation

The Group understands the importance of being aware of emerging issues and potential regulation, to enable advance preparation and to ensure implementation within the necessary timescales and any cost impact is factored into land investment decision-making in a timely manner. We participate in various industry working groups to both shape new legislation and understand the perspective of government. This is a multi-disciplinary approach, with the key functions in recent years being legal, technical, production and customer service.

2025 commentary and change in the year

There continued to be significant regulatory activity during 2025, including:

- Refinements to the New Homes Quality Code
- The enactment of the Planning and Infrastructure Act 2025
- Consultation on the revisions of the National Planning Policy Framework
- Detailed discussions with the Scottish Government on proposals for Cladding Remediation in Scotland and the commencement of The Housing (Cladding Remediation) (Scotland) Act 2024
- Consultations on the Building Safety Levy in England and in Scotland
- Ongoing consultation in respect of the Future Homes Standard
- Increases in sustainability reporting requirements

Change in year →

Risk owner Chief Executive Officer

5 Fire safety

Risk description

The risk associated with high rise buildings (exceeding 11m in height) built by the Group or companies subsequently acquired by the Group within the last 30 years, having fire-safety defects and must be remediated by virtue of the contractual obligations to UK Government for England, and with a similar contract and legislation for Scotland still to be put in place.

Controls and mitigation

The Group has developed a relatively low number of properties above 11 metres over the last 30 years, but has accepted responsibility for properties built by entities which were subsequently acquired through M&A activity.

A review of historic developments has been carried out to determine which of those exceeded 11 metres and are potentially in scope from a fire safety perspective. We have carried out fire risk assessments to determine the extent of remediation works for each development of building. The remediation programme is managed by a dedicated resource overseen by the Group Technical Director, supported by external specialists in fire risk assessment management and cost consultants. Each year the provision for the estimated costs of remediation is reviewed by Gleeds costs consultants.

2025 commentary and change in the year

During 2025, one additional building was identified as being within scope due to its height. Fire risk assessments were carried out by external fire engineer specialists on all buildings in England, achieving the first target milestone set by the UK Government. In Scotland, preliminary fire risk assessments have been undertaken, which will be followed up post finalisation of the Scottish fire safety standards.

Our remediation programme is well underway, with a number of remediation projects designed, tendered and commenced in 2025. The next target milestone set by the UK Government is to commence works on 80% of buildings in England by July 2026, and we are pleased to have exceeded this milestone having commenced works on 84% to date. As remediation works are well underway, there is greater visibility on costs and, where works are not yet tendered, cost estimates have been reviewed in 2025 by Gleeds based on their knowledge of industry benchmarks.

Change in year →

Risk owner Company Secretary

6 Safety, health and environment (SHE)

Risk description

Breaches of SHE legislation can result in workplace injuries, environmental damage or physical damage to property. This could result in harm to individuals, financial penalties, reputational damage and delays to site-related activities.

Controls and mitigation

The in-house SHE team consists of 15 qualified professionals. The team is managed independently from the regional operational businesses, under the guidance of our Group SHE Director, who, in turn, reports directly to the Chief Executive Officer.

The Group has a stand-alone SHE Committee with cross-disciplinary attendance, which monitors, among other things, the progress towards annual targets set on 12 performance indicators.

Site operations are subject to monthly audits, and SHE awareness toolbox talks are regularly communicated, both to staff and subcontractors. There is external assurance and verification of our systems and processes via a quality audit every two years. Our internal awards initiative recognises and rewards the importance of SHE across the business.

Protection of the environment during construction is built into our operating methods, as we see increasing focus on conservation and the enhancement of the natural environment.

2025 commentary and change in the year

We maintained the momentum experienced over the last several years, with the key focus being on improving the SHE culture within the business with a focus on recognising success and good behaviour. In 2025, reportable accidents increased marginally to nine (2024: eight), but a significant increase in site numbers and hours worked led to a fall in our Accident Incident Rate to 203 (2024: 229).

Change in year →

Risk owner Chief Executive Officer

Change in year key

↑ Risk increased → No change ↓ Risk decreased

7 Reputation

Risk description

There is a risk that actions taken, decisions made, failures to act by the Group, or adverse developments affecting the wider housebuilding sector, result in damage to the Group's reputation. Such damage could arise from perceived deficiencies in build quality, customer service, safety performance, ESG matters, or the Group's response to sector-wide issues, including regulatory and remediation obligations. A material deterioration in reputation could lead to reduced customer trust, increased regulatory and stakeholder scrutiny, adverse media coverage, delays to operations, and ultimately have a negative impact on sales, profitability, access to funding and long-term brand value.

Controls and mitigation

Maintaining high standards of build quality and customer satisfaction is fundamental to protecting the Group's reputation. Accordingly, the Group places significant emphasis on ensuring that the customer journey, customer service and build quality are consistently delivered to a high standard and are supported by appropriate resources

Reputational risk is regularly reviewed through the ESG, Quality and SHE Committees, with oversight ultimately provided by the Executive Board and the Holding Company Board. Both proactive management and effective crisis response are recognised as critical to mitigating reputational risk. Responsibility for crisis management sits with the Group Company Secretary.

2025 commentary and change in the year

During 2025, build quality metrics and customer satisfaction scores have improved. There was no significant media coverage across the sector on issues relating to customer satisfaction and build quality. There remains ongoing media scrutiny across the sector regarding the pace of Cladding Remediation. This issue is closely monitored by the Group, with guidance and support provided by the Group's external public relations advisers.

Change in year →

Risk owner Chief Executive Officer

8 Attract and retain employees

Risk description

We recognise the importance of being able to retain and attract high-calibre and diverse employees, to achieve all aspects of our strategy.

Controls and mitigation

The Group's HR strategy focuses on all aspects of reward, retention, training and development, as well as on performance management. Salary and benefits benchmarking is undertaken annually.

We have had targets to improve physical mental and financial wellbeing of all of our employees, to increase the number of females in the business year on year, and to deliver four days' training per annum per employee.

Staff roadshows, led by the Executive Board, are undertaken annually, supported with bi-annual regional briefings by each Regional Managing Director. Staff engagement surveys and an independent review by Investors in People (IIP), are undertaken every three years.

Succession-planning for all Regional and Group Director positions is supplemented by a leadership-development programme.

2025 commentary and change in the year

IIP Platinum status was retained during the year, a status conferred to a small percentage of all IIP-accredited companies. The Early Talent initiative launched in 2024, saw a further 29 entrants to the programme with trainees and graduates representing 5% of the workforce. We held a number of employee engagement activities during the year on a variety of financial and wellbeing topical areas, which were well received.

Change in year →

Risk owner Chief Executive Officer

9 IT

Risk description

The key IT risks relate to the failure of any of the Group's key systems, particularly those for financial and customer information, surveying and valuation, through a successful cyber-attack or lack of investment leading to outdated systems. Any major failure could result in both financial and reputational damage and disrupt progress in delivering strategic priorities.

Controls and mitigation

The greatest IT risks relate to cyber events and security breaches. An annual cybersecurity plan is approved by the Executive Board. Our cyber plans and investments are becoming increasingly important in today's digital world. As technology continues to evolve, so do the risks associated with it. We continue to work with specialist companies who help us keep abreast of the latest cyber threats and implement mitigating solutions.

The Group strives to ensure the latest software is installed for its critical systems, to protect against the latest detected vulnerabilities and facilitate access to these systems for staff who are becoming increasingly mobile. In addition, software is deployed to support threat detection, compliance and security incident management.

Security reviews are performed by external cyber specialists throughout the year.

2025 commentary and change in the year

Internal awareness was promoted through the use of internally generated phishing emails, with follow-up training provided where required. Increased prevention measures were implemented in relation to hardware, and KPIs for software patching updates introduced to ensure protection from the latest detected vulnerabilities.

Change in year ↑

Risk owner Chief Financial Officer

10 Availability of finance

Risk description

The Group requires access to adequate financial resources to meet its existing commitments and to achieve its strategic plan.

Controls and mitigation

Cash is managed by a combination of weekly and quarterly forecasts. The business plan covers a five-year period and is updated at least annually, and supported by sensitivity analysis to provide a basis for longer-term investment decisions. Additional downside sensitivity scenarios are prepared to stress test liquidity.

The secured notes do not have any financial covenants. The only financial condition is that the drawn balance of the Revolving Credit Facility (RCF) is limited to 50% of net inventory.

2025 commentary and change in the year

The Group's cash balance at 31 December 2025 was £232m, further supplemented by a Revolving Credit Facility of £211m that remained undrawn (other than in respect of a working capital facility for an aggregate amount of £0.4m and letters of credit of £6.8m). The floating rate notes were refinanced in April 2025, with the twin objectives achieved of extending maturity by two years to 2030 and securing a reduced coupon of 100bps.

Change in year →

Risk owner Chief Financial Officer

Change in year key

↑ Risk increased → No change ↓ Risk decreased

11 Fraud

Risk description
The risk associated with fraudulent activity. The greatest potential fraud risks are considered to be customer fraud through money laundering, attempts to divert supplier payments and on-site theft of materials.

Controls and mitigation
The Group has a Risk Committee that has a specific remit for reviewing its approach.

We audit our compliance with Anti Money Laundering procedures and verify all changes to supplier payment details.

2025 commentary and change in the year
We continued to be vigilant to fraud attempts and adapted our procedures in some areas during the year.

Change in year →

Risk owner Chief Financial Officer

12 Pensions

Risk description
The Group's defined benefit scheme was closed to new entrants in 1997, and to future accrual in 2010. The surplus could fluctuate due to changes in longevity assumptions, bond yields or asset values.

Controls and mitigation
An investment strategy has been agreed with the scheme trustees that reduces volatility in the asset base. This is regularly reviewed in light of market conditions.

2025 commentary and change in the year
In order to preserve the current favourable funding position, the scheme maintained an interest rate hedge of 95% during the year and has also continued to unwind its illiquid asset position. The Government's announcement regarding retrospective s37 actuarial confirmations is a positive development that provides additional certainty.

Change in year ↓

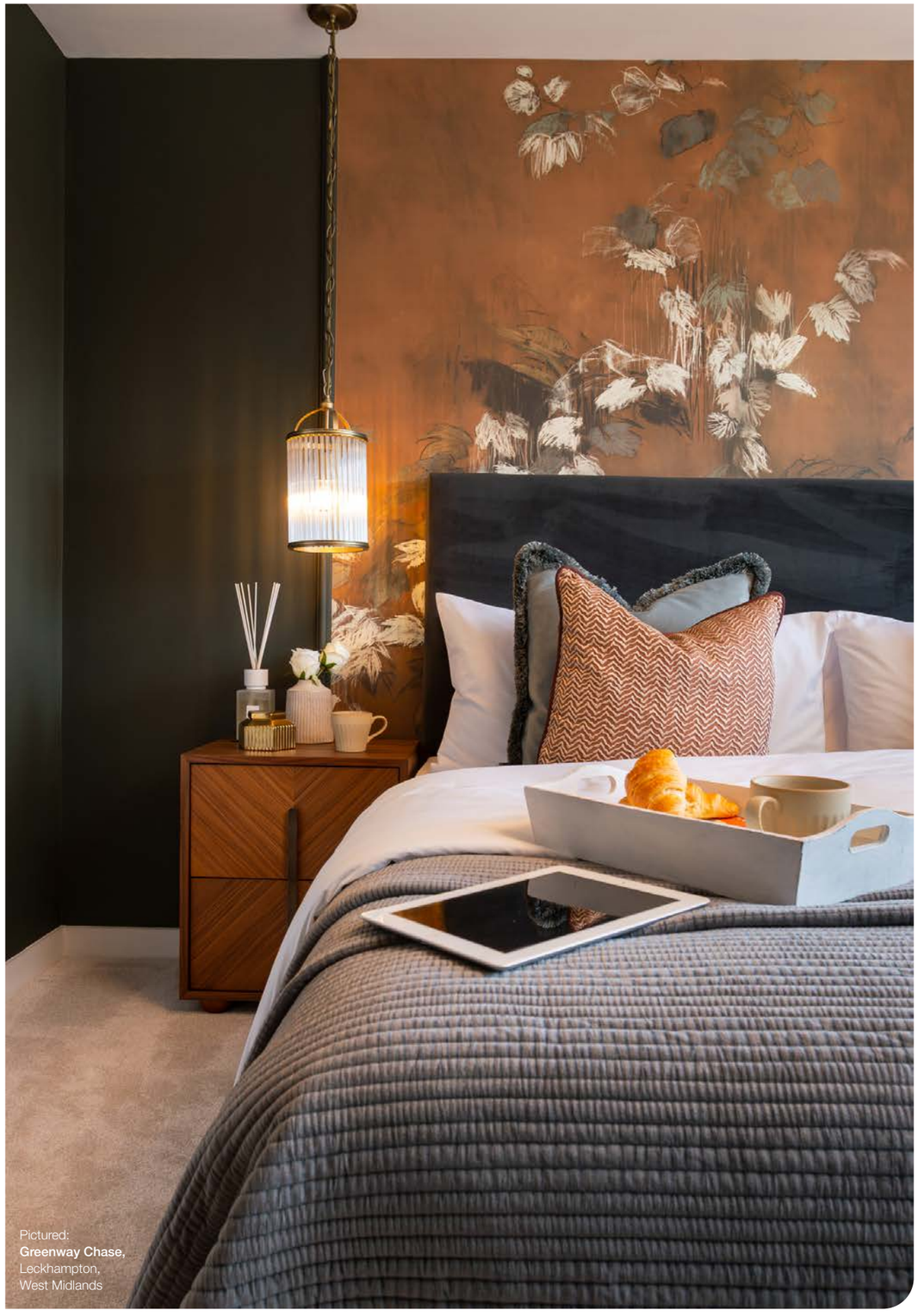
Risk owner Chief Financial Officer

Strategic Report approval
The Strategic Report outlined on pages 01 to 85 was approved by the Board of Directors on [27] March 2026 and was signed on its behalf by:

Stewart Lynes
Director

Change in year key

↑ Risk increased → No change ↓ Risk decreased



Pictured:
Greenway Chase,
Leckhampton,
West Midlands

Board of Directors



Richard Akers
Chair

Profile

Richard joined Miller Homes as Chair in January 2025. He has spent his career in the property and land acquisition industry, including 20 years with Land Securities, and another nine years in Non-Executive Director roles with Barratt Developments PLC. Richard is currently the Chair of Ibstock Plc, the Senior Independent Director at Shaftesbury Capital PLC and was the Chair of Redrow PLC until its merger with Barratt Developments PLC completed in October 2024. He has also served as a Non-Executive Director for Unite Group PLC and Emaar Malls in Dubai, and on the advisory Board for the Battersea Power Station development.



Stewart Lynes
Chief Executive Officer

Profile

Stewart is a qualified quantity surveyor with over 20 years' experience in the sector. He joined the Group in 2008 and was promoted to Managing Director for Scotland in 2013, before expanding his role in 2018 and assuming responsibility for the North of England division. In 2019, Stewart was promoted to Chief Operating Officer and then to Chief Executive Officer in 2022. Stewart takes a keen interest in attracting and developing the best people, delivering high levels of customer service, driving innovation across the business, and influencing our land strategy to support growth.



Ian Murdoch
Chief Financial Officer

Profile

Ian is a chartered accountant, having trained with KPMG where he worked for nine years. He joined Miller Homes in 2005, having previously spent four years at the Miller Group as Group Financial Controller. Ian was appointed as Finance Director in 2011 and Chief Financial Officer in 2017. He has broad experience covering both financial and operational aspects of the Group. In addition to his mainstream finance role, Ian also has responsibility for tax, treasury and the Group's defined benefit pension scheme.



Beth Ford
Company Secretary

Profile

Beth joined Miller Homes in 2025 from her role as Group Company Secretary at Redrow, bringing more than eight years' experience in the housebuilding sector. She has a strong track record of enhancing governance frameworks, driving compliance and promoting high standards of corporate conduct. At Miller Homes, Beth is responsible for governance, compliance and ESG matters. She is a Chartered Company Secretary, Chartered Governance Professional and a Fellow of the Chartered Governance Institute.



Stephen Stone
Independent Director

Profile

Stephen has been in the housebuilding industry for more than 40 years, including as an Operating Partner to Apollo since 2021. He recently co-founded Flint Housing, a private provider of affordable and shared ownership homes in England. He was the CEO of Crest Nicholson from 2005 to 2018 and prior to that worked at Countryside Properties. Stephen was Chair of the board for Keepmoat from 2019 to 2021, he also serves or has served as non-executive director on the boards of the NHBC, Orbit Group, the HBF and Ilke Homes. He is a Chartered Architect.



Peter Sinensky
Non-Executive Director (shareholder appointed)

Profile

Peter is a Partner at Apollo in the Private Equity business based in New York. Prior to joining Apollo in 2011, he was at J.P. Morgan in the Mergers and Acquisitions Investment Banking team. In addition to his involvement with Miller Homes, Peter serves or has served on the Board of Directors of The New Home, Novolex, OneMain Holdings, Lumileds, Vacuumshmelze and Vectra. He holds a BSc in Finance and Accounting from the Kelley School of Business at Indiana University.



Edward Jones
Non-Executive Director (shareholder appointed)

Profile

Edward is a Partner in Apollo's European Asset-Backed Finance team and is primarily responsible for leading the sourcing and execution of direct and indirect special situations real estate transactions and asset-backed credit investments across Europe. Prior to joining Apollo in 2010, he was a member of the Real Estate Private Equity group at Citi, where he focussed on European Opportunistic and Core Plus real estate investments. Previously, Edward was an Associate in the Investment Team at Curzon Global Partners / AEW Europe. He currently serves on the Board of Directors of Miller Homes, Apollo Credit Management International, Lapithus Management and sits on the Apollo European Core Plus and CRE Debt Investment Committees.



Rajesh Jegadeesh
Non-Executive Director (shareholder appointed)

Profile

Rajesh is a Managing Director on the Private Equity team at Apollo based in New York. Since joining Apollo, Rajesh has been involved in various transactions, including Allwyn, Double Eagle III, Vistra (formerly known as TXU), General Electric EFS, CPV Fairview and Caledonia Power. Prior to joining Apollo, Rajesh was in the Mergers and Acquisitions Group at Lazard, based in New York. Rajesh graduated with highest distinction and Most Outstanding Academic Achievement from the Goizueta Business School at Emory University. He attended the university as a full Emory Scholar.

Key to committee membership

- Member of the Main Board
- Member of the Miller Homes Group (Finco) plc Board
- Member of the Operational Executive Board

Corporate governance statement

Apollo

Miller Homes is a private company that is backed by private equity investment, with ultimate control held by funds managed by affiliates of Apollo Global Management Inc. This ownership model is reflected in the Company's Board composition, reporting and decision-making structures, ensuring that both shareholder value and robust corporate governance principles are upheld.

Apollo is a high-growth, global alternative-asset manager which seeks to provide an excess return at every point along the risk-reward spectrum, from investment grade to private equity, focusing on three business strategies: yield, hybrid and opportunistic.

Through its investment activity across a fully integrated platform, it serves its clients' retirement-income and financial-return needs and offers innovative capital solutions to businesses.

As of 31 December 2025, Apollo had approximately $938 billion in assets under management.

Company Board

The Board of Directors of Miller Homes Group (Finco) plc is comprised of the Chief Executive Officer Stewart Lynes; Chief Financial Officer Ian Murdoch; and Non-Executive Investor Directors Peter Sinensky and Rajesh Jegadeesh.

Main Board

The Main Board represents the holding company, Castle-Builder Topco Limited, a company registered in Jersey. Richard Akers chairs the Main Board as Non-Executive Chairman of the Group. The role of the Main Board is to deliver value to all of its stakeholders and to promote the long-term sustainable success of the company.

The Main Board has Executive representation from Stewart Lynes, CEO, and Ian Murdoch, CFO.

The Non-Executive Investor Directors on the Main Board are Peter Sinensky, Edward Jones and Rajesh Jegadeesh. Stephen Stone, an experienced former CEO and Chairman in the housing industry, is an Independent Non-Executive Director of the Main Board.

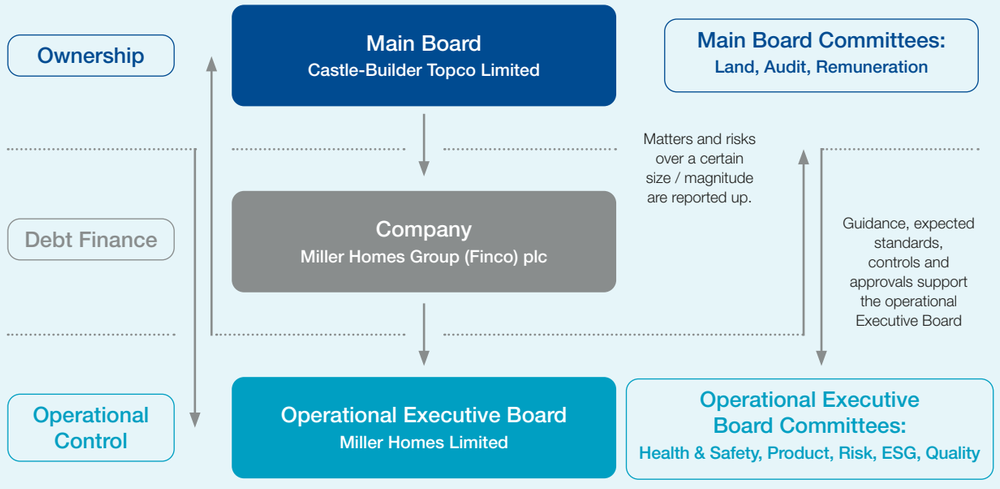
The Group considers these individuals to possess the necessary experience and detailed industry knowledge to discharge their duties as Directors.

This Board formally meets four times a year, but also has separate meetings, both on strategy and to hear presentations directly from other operational and functional Directors within the business. The Main Board holds weekly virtual meetings to discuss performance and key developments within the business, as well as holding more in-depth monthly operational updates, with all Directors present virtually.

The Directors have the necessary contact with employees and are appraised of matters affecting employees to allow them to discharge their duties effectively under the Companies Act.

The Main Board has oversight of the Company and is responsible for its long-term success. It sets the long-term strategic aims and objectives, structure, key management decisions and financial reporting, as well as approving both significant capital expenditure and land acquisition over a certain level.

Company structure



The Directors recognise the importance of good corporate governance and operate in a manner that reflects the size, risks and complexities of the business in accordance with its values.

Skill	Number of Directors
Housebuilding	●●●●
Land	●●●●●
Finance and Accounting	●●●●
Mergers and Acquisitions	●●●●●●●

Operational Executive Board

The Board of Directors of Miller Homes Limited is responsible for the management, direction and performance of the business. The statutory Directors are the Chief Executive Officer, Stewart Lynes; the Chief Financial Officer, Ian Murdoch; and the Executive Managing Directors, Benjamin Massey and David McGrath.

Miller Homes Limited is the legal entity through which the Operational Executive Board operates. The Operational Executive Board brings together the statutory Directors and other senior leaders, ensuring that executive decision-making reflects the breadth of the Group's responsibilities. It is chaired by the Chief Executive Officer, and its attendees include the Chief Financial Officer, the Executive Managing Directors, Group Company Secretary, General Counsel. The HR Director also attends to discuss people-related matters.

The Executive Managing Directors joined the Operational Executive Board during the year to enhance operational leadership and strengthen regional insight within executive decision-making and strategy development.

The Operational Executive Board is supported by sub-committees (outlined in the structure chart opposite) focused on key operational areas and meets monthly to review the Group's financial and operating performance.

Its principal responsibilities include financial management, governance controls, risk management, compliance, people, reputation and cultural direction.

The Operational Executive Board has a regular agenda that ensures its responsibilities are fulfilled, with updates to the agenda being made as appropriate. Papers are compiled and issued in advance of meetings to allow for meaningful discussion and decision-making, and written minutes are circulated by the Group Company Secretary.

The Group operates within a framework of policies available to all staff members on its internal website. Its principal policies include Anti-Bribery; Modern Slavery; Equality; Fraud Prevention; Data Protection; Sustainability Strategy; Safety, Health and Environment; Code of Conduct; and Whistleblowing.

The Group Company Secretary holds registers of compliance with the policies, and training is provided to enhance employee awareness.

Additionally, the Operational Executive Board is responsible for evaluating significant risks to the business. A rigorous evaluation process is carried out twice yearly and is specifically supported by the Risk Committee, which meets on a quarterly basis. An overview of the principal risks, controls and mitigations, together with movement during the year, can be found on pages 78 to 84.



Pictured:
Roman Croft, Telford, West Midlands

Governance and Committees

Board Committees: Castle-Builder Topco Limited

Remuneration Committee



Peter Sinensky
Non-Executive Director

T

Committee members

Stephen Stone
Investor Director
Chair

Committee remit

The Remuneration Committee meets twice a year or as needed by the business.

Peter Sinensky chairs this Committee. The Remuneration Committee is responsible for determining the Group's policy on executive remuneration, bonus recommendations, benefits, succession planning, management incentive arrangements and other senior employee-related matters.

During the year consideration was given to succession planning for the Executive Directors as well as a review of incentive arrangements.

Total number of meetings this year

2

Audit Committee



Rajesh Jegadeesh
Non-Executive Director

T

Committee members

Stephen Stone
Investor Director
Investor Director

Committee remit

The Audit Committee considers and makes recommendations regarding the integrity of the financial statements of the Group, the effectiveness of internal controls, risk management, and the internal and external audit process, including financial, operational and compliance controls and overseeing the effectiveness of the external auditor.

The Audit Partner from EY and the Executive Directors and Chair are invited to attend these meetings, which take place twice yearly and all Executive Directors and the Chair took up this invitation. Separate meetings take place between the Chair of the Audit Committee, the CFO and the external auditors.

Total number of meetings this year

2

Operational Committees: Miller Homes Limited

Land Committee



Richard Akers
Chair

T

Committee members

Chief Executive Officer
Stephen Stone
Investor Director
Investor Director

Committee remit

The Land Approval Committee has delegated authority from the Board to approve land acquisitions above a certain value or higher-risk acquisitions based on the planning status. Richard Akers chairs this Committee. A comprehensive paper setting out the financial metrics, market assessment and build risk is prepared by the Executive Managing Director for the relevant region to inform the decision making of the Committee.

Total number of meetings this year

6

Risk Committee



Ian Murdoch
Chief Financial Officer

F

Committee members

Group Company Secretary
General Counsel
Group IT Director
Finance Director – Taxation & Group Finance

Committee remit

The Group has a well-established risk register detailing assessment of risk and management controls. The register is updated twice yearly and presented to the Audit Committee. The Risk Committee reviews the Group's risk management and controls on a continuous basis and makes recommendations to the Executive Board.

During 2025, the Committee reviewed the risk register and internal control framework, with a particular focus on cybersecurity. The Committee also reviewed the procurement supply arrangements for the enlarged Group and the emergency incident response procedures. Additionally, the Committee supported the business with its insurance renewal.

Total number of meetings this year

4

Key to committee membership

F Miller Homes Group (Finco) plc

T Castle-Builder Topco Limited

Operational Committees: Miller Homes Limited

ESG Committee



Beth Ford
Group Company Secretary

F

Committee members

Chief Financial Officer
Executive Managing Directors
Group HR Director
Associate Environmental Sustainability Director
Group Development Director
Group Managing Director – Strategic Land

Committee remit

This Committee has responsibility for implementation of the Group's sustainability strategy and how the business is approaching environmental sustainability issues. The Committee considers and approves individual projects to meet its ESG targets. A Better Place strategy has 19 KPIs which are promoted, monitored and reported on through this Committee and can be found on pages 50 to 61.

This year the Committee supported the business in partnering with the Supply Chain Sustainability School to improve governance and engagement across our supply chain. The Committee also approved the renewal of the waste incentive scheme and considered further improvements to the employee wellbeing and engagement strategy, environmental strategy and community engagement programme.

Total number of meetings this year

5

Beth Ford now chairs the ESG Committee, which was chaired in 2025 by Julie Jackson.

Health and Safety Committee



Stewart Lynes
Chief Executive Officer

F

Committee members

Chief Financial Officer
Group Company Secretary
General Counsel
Group SHE Director
Executive Managing Directors
Group Development Director
Group HR Director

Committee remit

The Committee has responsibility to improve the overall working conditions and ensure the health and safety of all of our employees, subcontractors and any visitors to our sites or other premises. The Committee promotes a safety-first culture across the whole business on a proactive basis.

The Committee reviews monthly reports from the SHE director and ensures best practice and acts upon recommendations from the Health and Safety Director. Direction is provided for corrective actions and training.

During 2025, there was a continued focus on regional ownership of health and safety matters, promoting a safety culture and individual responsibility. The Committee also supported the consolidation of existing health and safety policies and procedures into clearer, more accessible guidance whilst reinforcing consistent standards across sites.

Total number of meetings this year

12

Quality Committee



Stewart Lynes
Chief Executive Officer

F

Committee members

Chief Financial Officer
Group Company Secretary
General Counsel
Group Development Director
Group Customer Services Director
Group HR Director
Group Sales and Marketing Director
Executive Managing Directors

Committee remit

The purpose of the Quality Committee is to oversee and to monitor quality standards to ensure the delivery of high quality services and product, identifying areas for improvement and recommending actions to address any quality issues.

During 2025, the Committee continued to refine compliance with the New Homes Quality Code, delivering continuous improvement of the customer journey. There was a focus on further improving quality across the lifecycle of our developments and enhancing the handling of customer complaints to ensure that a great customer experience is provided at each stage of the journey.

Total number of meetings this year

5

Product Committee



Stewart Lynes
Chief Executive Officer

F

Committee members

Chief Financial Officer
Executive Managing Directors
Group Technical Director
Group Sales and Marketing Director
Group Procurement Director
Group Commercial Director

Committee remit

The Product Committee reports on regulatory change and develops standard product design, placemaking guidance/layout design, product specification and product maintenance. The Committee's primary role is to influence and develop a product range that our customers want to purchase, meets regulatory requirements, allows us to remain competitive in the land market and delivers a quality product for our customers.

In 2025, the Committee reviewed and approved the revised St. Modwen Homes portfolio and delivered guidance to the business on the dual outlet delivery strategy. The Committee continued to work on solutions for the Future Homes Standard, as well as continuing to develop and improve product design.

Total number of meetings this year

3

Key to committee membership

F Miller Homes Group (Finco) plc

T Castle-Builder Topco Limited

Directors' report

The Directors of Miller Homes Group (Finco) plc have pleasure in presenting their report and the audited financial statements for the year ended 31 December 2025.

Principal activities

The Company is a Holding Company. The principal business of the Group is residential housebuilding.

Business review and results

The operations of the Group and its principal risks and uncertainties, and relevant key performance indicators, are reviewed in detail in the Strategic report.

The Group profit after taxation for the financial year amounted to £73.3m (2024: £42.5m). No dividend will be paid.

Going concern

Despite some of the external challenges faced by the wider UK economy and consumer uncertainty levels due to the delayed UK budget, we did see mortgage rates decline over the year, along with real wage growth during the year and the Group has remained profitable and cash generative. The consolidated balance sheet as at 31 December 2025 shows a net asset position of £701.6m and a cash position of £232.2m.

The Directors have prepared cashflow forecasts for 12 months from the date of approval of these financial statements that indicate that, based on its financial resources and taking account of severe but reasonably possible downside assumptions regarding sales rates and house prices, the Group and Company will have sufficient funds to meet their liabilities as they fall due for that period.

These projections take into account the funding facilities available to the Company and the Group, including £425.0m of fixed rate senior secured notes, repayable in May 2029 and €475.0m of floating rate notes, repayable in May 2030. In addition, the Group has a £211.0m revolving credit facility, of which £198m is committed until 15 February 2029, with the balance committed until September 2027. This was undrawn at the year end, other than in respect of £7.4m of non-cash ancillary facilities. The secured notes do not have any financial covenants. The only financial condition is that the drawn balance of the revolving credit facility (RCF) is limited to 50% of net inventory.

After making appropriate enquiries, the Directors have a reasonable expectation that the Company and the Group have adequate resources to continue in operational existence for the foreseeable future. Accordingly, the Directors continue to adopt the going concern basis in preparing the Annual Report and the financial statements.

Directors

The Directors who held office during the year and at the date of this report are as follows:

- Stewart Lynes
- Ian Murdoch
- Rajesh Jegadeesh
- Peter Sinensky

Control

The Company was ultimately controlled by Apollo Global Management Inc.

Corporate governance

The Directors recognise the importance of good corporate governance and operate on a basis that reflects the size, risks and complexities of the business, in accordance with its values as described in this annual report.

Employees and diversity

It is recognised that the culture of the business is extremely important in attracting high-calibre individuals. Equal opportunities and diversity are promoted throughout the business to ensure all employees are treated in a non-discriminatory manner at all stages of their employment, including recruitment and selection, rewards, training and career development. The Equality and Diversity Policy ensures that all employees are treated equally and fairly with no discrimination in respect of age, disability, religious belief, sexual orientation, race, colour, marital status, political belief or nationality. Female employees represented 32% (2024: 30%) of total employees and 20% (2024: 19%) of Directors and senior management.

Supplier payment policy

It is Group policy to abide by the agreed terms of payment with suppliers, where the goods and services have been supplied in accordance with the relevant terms and conditions of contract. We also subscribe to the Prompt Payment Code.

Guidelines for disclosure and transparency in private equity

The Directors consider that the Annual Report and the financial statements have been prepared in accordance with the Guidelines for Disclosure and Transparency in Private Equity.

Disclosure of information to auditor

The Directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information the Group's auditor is unaware of, and each Director has taken all the steps they ought to have taken as a Director to make themselves aware of any relevant audit information, and to establish that the Group's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Ernst & Young LLP will therefore continue in office.

By order of the Board

Beth Ford
Group Company Secretary

[27] March 2026

Statement of Directors' responsibilities

in respect of the Annual Report and the financial statements

The Directors are responsible for preparing the Annual Report and the Group and parent company financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare Group and parent company financial statements for each financial year. Under that law the Directors have elected to prepare the Group financial statements in accordance with UK adopted International Accounting Standards and applicable law and they have elected to prepare the parent Company financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 "Reduced Disclosure Framework".

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and parent Company and of the Group's profit or loss for that period. In preparing each of the Group and parent Company financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable, relevant, reliable and prudent;
- for the Group financial statements, state whether they have been prepared in accordance with UK adopted International Accounting Standards;
- for the parent Company financial statements, state whether applicable UK accounting standards have been followed, subject to any material departures disclosed or explained in the financial statements;
- assess the Group and parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting, unless they either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the parent Company's transactions, and disclose with reasonable accuracy at any time the financial position of the parent Company and enable them to ensure that its financial statements comply with the Companies Act 2006.

They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

Under applicable law and regulations, the Directors are also responsible for preparing a Strategic report and a Directors' report that comply with that law and those regulations.

This Responsibility Statement is signed by order of the Board.

Stewart Lynes
Chief Executive

[27] March 2026

Pictured:
Carberry Grange, Whitecraig, Scotland East



Independent auditor's report

Consolidated income statement
for the year ended 31 December 2025

	Note	Pre-exceptional items 2025 £m	Exceptional items (note 2) 2025 £m	Total 2025 £m	Pre-exceptional items 2024 £m	Exceptional items (note 2) 2024 £m	Total 2024 £m
Revenue	4	**1,424.5**	**–**	**1,424.5**	1,060.2	–	1,060.2
Cost of sales		**(1,117.5)**	**(3.1)**	**(1,120.6)**	(831.6)	(3.9)	(835.5)
Gross profit		**307.0**	**(3.1)**	**303.9**	228.6	(3.9)	224.7
Administrative expenses		**(91.5)**	**(12.0)**	**(103.5)**	(75.4)	(3.5)	(78.9)
Other operating income	4	**64.8**	**–**	**64.8**	41.3	–	41.3
Other operating expenses	4	**(61.2)**	**–**	**(61.2)**	(39.9)	–	(39.9)
Group operating profit		**219.1**	**(15.1)**	**204.0**	154.6	(7.4)	147.2
Share of profit in joint ventures	13	**0.3**	**–**	**0.3**	2.0	–	2.0
Operating profit	2	**219.4**	**(15.1)**	**204.3**	156.6	(7.4)	149.2
Finance costs	7	**(103.1)**	**–**	**(103.1)**	(94.0)	–	(94.0)
Finance income	8	**7.8**	**–**	**7.8**	8.5	–	8.5
Net finance costs		**(95.3)**	**–**	**(95.3)**	(85.5)	–	(85.5)
Profit before taxation		**124.1**	**(15.1)**	**109.0**	71.1	(7.4)	63.7
Income taxes	9	**(39.9)**	**4.2**	**(35.7)**	(22.3)	1.1	(21.2)
Profit for the year		**84.2**	**(10.9)**	**73.3**	48.8	(6.3)	42.5

Consolidated statement of comprehensive income
for the year ended 31 December 2025

	2025 £m	2024 £m
Profit for the year	**73.3**	42.5
Items that will not be reclassified to profit or loss:		
Actuarial gain/(loss) on retirement benefit surplus	**0.7**	(2.7)
Deferred tax (charge)/credit on actuarial gain/loss	**(0.2)**	2.2
Total comprehensive income for the year attributable to owners of the parent	**73.8**	42.0

The notes on pages 108 to 129 form part of these financial statements.

Consolidated statement of changes in equity
for the year ended 31 December 2025

	Share capital £m	Retained earnings £m	Total £m
Balance at 31 December 2023	527.9	57.9	585.8
Profit for the year	–	42.5	42.5
Actuarial loss on retirement benefit surplus (net of deferred tax)	–	(0.5)	(0.5)
Balance at 31 December 2024	527.9	99.9	627.8
Profit for the year	–	73.3	73.3
Actuarial gain on retirement benefit surplus (net of deferred tax)	–	0.5	0.5
Balance at 31 December 2025	**527.9**	**173.7**	**701.6**

Company statement of changes in equity
for the year ended 31 December 2025

	Share capital £m	Retained earnings £m	Total £m
Balance at 31 December 2023	527.9	(44.6)	483.3
Loss for the year	–	(34.4)	(34.4)
Balance at 31 December 2024	527.9	(79.0)	448.9
Loss for the year	–	(34.7)	(34.7)
Balance at 31 December 2025	**527.9**	**(113.7)**	**414.2**

The notes on pages 108 to 129 form part of these financial statements.

Statements of financial position

for the year ended 31 December 2025

	Note	Group 2025 £m	Company 2025 £m	Group 2024 £m	Company 2024 £m
Assets					
Non-current assets					
Intangible assets	11	**551.7**	**–**	551.7	–
Property, plant and equipment	12	**12.6**	**–**	9.5	–
Right-of-use asset	21	**6.8**	**–**	7.9	–
Investments	13	**18.2**	**527.9**	22.6	527.9
Shared equity receivables	14	**1.1**	**–**	1.9	–
Trade and other receivables	16	**27.7**	**1,024.6**	–	944.7
Deferred tax	19	**12.4**	**–**	–	–
Retirement benefit surplus	30	**14.2**	**–**	12.8	–
		644.7	**1,552.5**	606.4	1,472.6
Current assets					
Inventories	15	**1,238.3**	**–**	986.6	–
Trade and other receivables	16	**74.4**	**0.1**	39.6	0.1
Cash and cash equivalents	25	**232.2**	**–**	234.3	–
		1,544.9	**0.1**	1,260.5	0.1
Total assets		**2,189.6**	**1,552.6**	1,866.9	1,472.7
Liabilities					
Non-current liabilities					
Loans and borrowings	18	**(823.1)**	**(823.1)**	(787.4)	(787.4)
Trade and other payables	17	**(216.5)**	**–**	(61.8)	(9.5)
Lease liabilities	21	**(5.1)**	**–**	(6.0)	–
Provisions	20	**(49.2)**	**–**	(47.5)	–
Deferred tax	19	**–**	**–**	(42.2)	–
		(1,093.9)	**(823.1)**	(944.9)	(796.9)
Current liabilities					
Trade and other payables	17	**(391.7)**	**(315.3)**	(291.8)	(226.9)
Lease liabilities	21	**(2.4)**	**–**	(2.4)	–
		(394.1)	**(315.3)**	(294.2)	(226.9)
Total liabilities		**(1,488.0)**	**(1,138.4)**	(1,239.1)	(1,023.8)
Net assets		**701.6**	**414.2**	627.8	448.9
Equity					
Share capital	22	**527.9**	**527.9**	527.9	527.9
Retained earnings		**173.7**	**(113.7)**	99.9	(79.0)
Total equity attributable to owners of the parent		**701.6**	**414.2**	627.8	448.9

The notes on pages 108 to 129 form part of these financial statements. These financial statements were approved by the Board of Directors on •• March 2026 and were signed on its behalf by:

Ian Murdoch
Director

Stewart Lynes
Director

Company registered number: 13862650

Consolidated cashflow statement

for the year ended 31 December 2025

	Note	2025 £m	2024 £m
Cash flows from operating activities			
Profit for the year		**73.3**	42.5
Adjustments for:			
Provisions		**3.1**	3.9
Depreciation		**5.0**	4.1
Finance income		**(7.8)**	(8.5)
Finance cost		**103.1**	94.0
Share of post tax result from joint ventures		**(0.3)**	(2.0)
Taxation		**35.7**	21.2
Operating profit before changes in working capital and non-cash items		**212.1**	155.2
Working capital movements:			
Movement in trade and other receivables		**(43.8)**	(0.6)
Movement in inventories		**(82.6)**	(104.2)
Movement in trade and other payables		**63.0**	94.0
Cash generated from operations		**148.7**	144.4
Interest paid		**(71.2)**	(76.0)
Interest received		**3.8**	7.7
Corporation tax paid		**(14.6)**	(22.7)
Net cash inflow from operating activities		**66.7**	53.4
Cash flows from investing activities			
Acquisition of St Modwen Homes		**(64.9)**	–
Acquisition of property, plant and equipment		**(5.2)**	(2.8)
Loans to joint ventures		**(10.9)**	(15.0)
Loans repaid by joint ventures		**14.3**	7.1
Distributions from joint ventures		**1.3**	0.5
Net cash outflow from investing activities		**(65.4)**	(10.2)
Cash flows from financing activities			
Issue of senior secured notes (net of £8.8m of financing costs)		**389.1**	–
Repayment of senior secured notes		**(389.3)**	–
Lease payments		**(3.2)**	(3.1)
Net cash outflow from financing activities	25	**(3.4)**	(3.1)
Net (decrease)/increase in cash and cash equivalents	25	**(2.1)**	40.1
Cash and cash equivalents at beginning of year		**234.3**	194.2
Cash and cash equivalents at end of year		**232.2**	234.3

The notes on pages 108 to 129 form part of these financial statements.

1 Accounting policies

Miller Homes Group (Finco) plc (the "Company") is a public company incorporated, domiciled and registered in England in the United Kingdom. The registered number is 13862650 and the registered address is 2 Centro Place, Pride Park, Derby, Derbyshire, England, DE24 8RF.

The Group financial statements have been prepared and approved by the Directors in accordance with UK adopted International Accounting Standards. The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements. The parent company financial statements have been prepared in accordance with UK accounting standards including FRS 101 Reduced Disclosure Framework. In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of International Financial Reporting Standards, but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken:

- A cashflow statement and related notes;
- Comparative period reconciliations;
- Disclosures in respect of transactions with wholly owned subsidiaries;
- Disclosures in respect of capital management;
- The effects of new but not yet effective IFRSs;
- Disclosures in respect of the compensation of key management personnel; and
- Disclosures of transactions with a management entity that provides key management personnel services to the Company.

Judgements made by the Directors in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in note 27.

As permitted by Section 408 of the Companies Act 2006 the income statement of the parent company is not presented.

1.1 Measurement convention

The financial statements are prepared on the historical cost basis as modified by the revaluation of shared equity loan receivables and derivative financial instruments.

1.2 Basis of consolidation

The consolidated financial statements include the financial statements of the parent company and all its subsidiary undertakings at the reporting date. The results of subsidiary undertakings acquired or disposed of during the year are included in the financial statements from or to the effective date of acquisition or disposal. Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated.

Subsidiaries are entities controlled by the Group. The Group 'controls' an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Inter-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated in the consolidated accounts.

1.3 Going concern

Despite some of the external challenges we faced as a sector including cost of living pressures, elevated mortgage rates, low levels of consumer confidence and reduced sales rates, the Group has remained profitable and cash generative. The consolidated balance sheet as at 31 December 2025 shows a net asset position of £702m and a cash position of £232m.

The Directors have prepared cashflow forecasts for 12 months from the date of approval of these financial statements that indicate that, based on its financial resources and taking account of severe but reasonably possible downside assumptions regarding sales rates and house prices, the Group and Company will have sufficient funds to meet their liabilities as they fall due for that period.

These projections take into account the funding facilities available to the Company and the Group including £425m of fixed rate senior secured notes, repayable in May 2029 and €475m of floating rate notes, repayable in October 2030. In addition the Group has a £211m revolving credit facility ('RCF'), £13m of which is committed until 30 September 2027 and £198m of which is committed until February 2029. The RCF was undrawn other than in respect of £6.8m of bond guarantees and £0.4m of ancillary facilities. The secured notes do not have any financial covenants. The only financial condition is that the drawn balance of the revolving credit facility ("RCF") is limited to 50% of net inventory.

Consequently, the Directors are confident that the Group and Company will have sufficient funds to continue to meet their liabilities as they fall due for 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

1 Accounting policies continued

1.4 Jointly controlled entities (equity accounted investees)

Jointly controlled entities are those entities over whose activities the Group has joint control, established by contractual agreement and require unanimous consent for strategic financial and operating decisions. Jointly controlled entities are accounted for using the equity method (equity accounted investees) and are initially recognised at cost. The consolidated financial information includes the Group's share of the total comprehensive income and equity movements of equity accounted investees, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. When the Group's share of losses exceeds its interest in an equity accounted investee, the Group's carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of an investee.

1.5 Non-derivative financial instruments

Non-derivative financial instruments comprise investments in equity and debt securities, trade and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables.

Trade and other receivables

Trade and other receivables are recognised initially at fair value. Subsequent to initial recognition, they are measured at amortised cost less allowances for impairment and expected credit losses. Contract work in progress is shown within trade and other receivables as amounts recoverable on contracts and is stated at cost incurred plus attributable profit, less amounts transferred to the income statement, after deducting foreseeable losses and payments on account not matched with revenue. Where payments on account exceed the value of work certified at the balance sheet date this is shown within trade and other payables.

Trade and other payables

Trade and other payables on normal terms are not interest bearing and are stated at their nominal value. Trade payables on extended terms, particularly in respect of land payables, are recorded at their fair value at the date of acquisition of the asset to which they relate. The discount to nominal value is amortised over the period of the credit term and charged to finance costs.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses. The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

1.6 Intangible assets

Goodwill

Goodwill is stated at cost less any accumulated impairment losses. Goodwill is allocated to cash-generating units and is not amortised but is tested annually for impairment.

Other intangible assets

Expenditure on internally generated goodwill and brands is recognised in the income statement as an expense as incurred.

Other intangible assets that are acquired by the Group are stated at cost less accumulated amortisation and less accumulated impairment losses.

Amortisation

Amortisation is charged to the income statement on a straight-line basis over the estimated useful lives of intangible assets unless such lives are indefinite. Intangible assets with an indefinite useful life and goodwill are systematically tested for impairment at each balance sheet date. Other intangible assets are amortised from the date they are available for use. The estimated useful lives are as follows:

- Brand value: indefinite life

The fair value on acquisition has been calculated based on an external valuation of the brand.

1.7 Investments in subsidiaries

Investments in subsidiaries are measured at cost less impairment.

1.8 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

1 Accounting policies continued

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Depreciation is charged to the income statement on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Land is not depreciated. The estimated useful lives are as follows:

- Plant and equipment: 3 to 10 years
- Property: 25 years

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date.

1.9 Business combinations

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group.

The Group measures goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

Costs related to the acquisition, other than those associated with the issue of debt or equity securities, are expensed as incurred.

Any contingent consideration payable is recognised at fair value at the acquisition date. If the contingent consideration is classified as equity, it is not re-measured and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in profit or loss.

1.10 Inventories

Inventories, including land options and promotion agreements, are stated at the lower of cost and net realisable value. Net realisable value in relation to land and work in progress is assessed by taking account of estimated selling price less all estimated costs of completion. Land purchased on deferred payment terms is recorded at fair value. Any difference between fair value and the amount that will ultimately be paid is charged as a finance cost in the income statement over the deferral period.

The purchase and subsequent sale of part exchange properties is an activity undertaken in order to achieve the sale of a new property. As such, the activity is regarded as a mechanism for selling.

Accordingly, impairments and gains and losses on the sale of part exchange properties are classified as other operating income, with the sales proceeds of part exchange properties not being included in revenue.

1.11 Shared equity loan receivables

Receivables on extended terms granted as part of a sales transaction are secured by way of a legal charge on the relevant property, categorised as shared equity loan receivables and are stated at fair value. Gains and losses arising from changes in fair value are recognised directly in the income statement.

1.12 Foreign exchange

Balances denominated in foreign currencies are translated at the prevailing year end rate with exchange gains/losses recognised as finance income or costs. Foreign exchange swaps are stated at fair value. Gains and losses arising from changes in fair value are recognised directly in the income statement as finance income or costs.

1.13 Impairment of goodwill and intangibles

For goodwill, and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each year. For other assets including investments in subsidiaries, the recoverable amount is determined if there is an indication of impairment.

The recoverable amount is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit"). The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to cash-generating units, or CGUs.

For the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment is tested reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

1 Accounting policies continued

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

1.14 Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

The Group participates in The Miller Group Limited Group Personal Pension Plan, a defined contribution pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The amount charged to the income statement represents the contributions payable to the scheme in respect of the accounting period.

Defined benefit plans

The Group operates a pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Group. Pension scheme assets are measured using market values. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability. The pension scheme surplus (to the extent that it is expected to be recoverable by the employer) or deficit is recognised in full. The movement in the scheme surplus/deficit is split between operating charges, finance items and, in the statement of comprehensive income, actuarial gains and losses. The scheme was closed to future accrual in 2010.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

1.15 Provisions

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are measured at fair value with any difference between fair value and the amount that will be ultimately paid charged as a finance cost over the deferral period.

1.16 Revenue and profit recognition

Revenue principally represents the amounts (excluding value added tax) derived from the sale of new homes, affordable and Partnership housing contracts, land and timber kits. Revenue from new home sales represents the selling price for the home, net of any cash incentives, and is recognised on legal completion and receipt of cash. Profit is recognised on a per completion basis, by reference to the remaining margin forecast across the development (see note 27). Revenue from affordable and partnership housing contracts is recognised, either in line with the stage of completion determined by an independently verified valuation, or on physical completion depending upon contract terms. Revenue from land sales is recognised on legal completion. Timber kit revenue is recognised on the supply of goods or by reference to the stage of completion if the contract includes erection.

1.17 Expenses

Leases

The Group applies IFRS 16 'Leases' using the modified retrospective approach allowed under the standard.

The Group assesses at inception whether the contract is, or contains, a lease. A lease exists if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group assessment includes whether:

- the contract involves the use of an identified asset;
- the Group has the right to obtain substantially all of the economic benefits from the use of the asset throughout the contract period; and
- the Group has the right to direct the use of the asset.

At the commencement of a lease, the Group recognises a right-of-use asset along with a corresponding lease liability.

1 Accounting policies continued

The lease liability is initially measured at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rate or the interest rate inherent in the lease. The lease term comprises the non-cancellable period of the contract, together with periods covered by an option to extend the lease where the Group is reasonably certain to exercise that option based on operational needs and contractual terms. Subsequently, the lease liability is measured at amortised cost by increasing the carrying amount to reflect interest on the lease liability and reducing it by the lease payments made. The lease liability is re-measured when the Group changes its assessment of whether it will exercise an extension or termination option.

Right-of-use assets are initially measured at cost, comprising the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date, estimated asset retirement obligations, lease incentives received and initial direct costs. Subsequently, right-of-use assets are measured at cost, less any accumulated depreciation and any accumulated impairment losses, and are adjusted for certain re-measurements of the lease liability. Depreciation is calculated on a straight-line basis over the length of the lease.

The Group has elected to apply exemptions for short-term leases and leases for which the underlying asset is of low value. For these leases, payments are charged to the income statement on a straight-line basis over the term of the relevant lease.

Right-of-use assets are presented within non-current assets on the face of the balance sheet, and lease liabilities are shown separately on the balance sheet in current liabilities and non-current liabilities depending on the length of the lease term.

The Group did not act as a lessor under any arrangement in the current or prior year.

Finance income and cost

Finance costs comprise interest payable on senior secured notes, bank loans, the unwinding of the discount from nominal to present day value of trade payables on extended terms (land payables and deferred consideration), imputed interest on leases and provisions, and net foreign exchange losses. Finance income comprises bank deposit interest, the unwind of the discount from nominal to present day value of trade receivables on extended terms (land debtors), interest on loans to joint ventures, net foreign exchange gains and interest on retirement benefit obligations.

Interest income and interest payable is recognised in profit or loss as it accrues. Dividend income is recognised in the income statement on the date the entity's right to receive payments is established.

1.18 Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: the initial recognition of goodwill; the initial recognition of assets or liabilities that affect neither accounting nor taxable profit other than in a business combination, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

1.19 Segmental reporting

The Group has only one reportable operating segment, being housebuilding within the UK, under the control of the Executive Board. The Executive Board has been identified as the Chief Operating Decision Maker as defined under IFRS 8 Operating Segments.

1.20 Exceptional items

Exceptional items are those that, in the opinion of the Directors, are material by size or nature, non-recurring, outside the normal course of business and of such significance that they require separate disclosure.

1.21 Adopted IFRS not yet applied

During the year ended 31 December 2025 no new accounting standards were adopted which had a material impact on the Group's consolidated financial statements.

There are no new or amended standards expected to have a significant impact on the Group's consolidated financial statements in the year commencing 1 January 2026.

2 Operating profit

Operating profit is stated after charging the following:

	2025 £m	2024 £m
Depreciation:		
Depreciation on owned assets	**2.1**	1.4
Right-of-use asset depreciation	**2.9**	2.7
	5.0	4.1
Exceptional items:		
Acquisition and transitional costs (charged to administrative expenses)	**12.0**	3.5
Fire safety costs (charged to cost of sales)	**3.1**	3.9
	15.1	7.4

Exceptional items represent expected fire safety costs in relation to a small number of legacy high rise apartment scheme developments (see note 20) together with costs incurred in relation to the acquisition and rationalisation of St. Modwen Homes Limited, that was acquired on 31 January 2025.

	2025 £000	2024 £000
Auditor's remuneration:		
Audit of the Group's financial statements	68	36
Audit of financial statements of subsidiaries pursuant to legislation	408	358
Audit of joint ventures	16	15
Other services relating to transaction services	160	20

3 Acquisition of business

On 31st January 2025, the Group acquired 100% of the issued share capital of St Modwen Homes Limited a UK housebuilder, for £166.1m satisfied in cash and deferred consideration. In the year to 31 December 2025 the business contributed £22.8m to net profit. If the acquisition had occurred on 1st January 2025, consolidated revenue of the group would have been £1,434.2m and net profit would have been £73.1m. In determining these amounts, management has assumed that the fair value adjustments that arose on the date of acquisition would have been the same if the acquisition occurred on 1st January 2025.

Effect of acquisition

The acquisition had the following effect on the Company's assets and liabilities.

	Recognised values on acquisition £m
Acquiree's net assets at the acquisition date:	
Inventories	172.3
Trade and other receivables	7.0
Trade and other payables	(82.9)
Deferred tax asset	69.7
Net identifiable assets and liabilities	**166.1**
Consideration paid:	
Initial cash price paid	64.9
Deferred consideration	91.8
Contingent consideration	9.4
Total consideration (including discount of £19.5m to reflect fair value)	**166.1**
Goodwill on acquisition	–

Inventories have been stated at fair value. The carrying value of land and work in progress has been written down by £193.8m which reflects a 23% blended margin, being the hurdle rate at which land would normally be sold in the open market between a willing purchaser and seller. Fixed assets have been written down by £3.5m to reflect their value to the business. Trade and other payables have been uplifted by £8.4m to reflect additional costs to come on completed sites, additional maintenance provision and contingency on future infrastructure costs. A deferred tax asset of £69.7m has been recognised representing existing deferred tax liabilities of the acquired business (£0.2m), the recognition of tax losses relating to prior years (£10.2m) and deferred tax on fair value adjustments described above (£59.5m).

3 Acquisition of business continued

The fair value of purchase consideration is expected to be around £166.1m of which £64.9m was paid on completion with the balance of deferred consideration due on 31 July 2027. Consideration of up to £20m may be payable depending upon the outcome of future events over the next 6 years. The value of contingent consideration, expected to be £9.4m based on the likelihood of these events crystallising, is included within the fair value of purchase consideration shown above.

4 Revenue and other operating income

The Group generates revenue primarily from the sale of new build homes. Other sources of revenue are land sales and timber kit sales.

	2025 £m	2024 £m
Major product lines		
Sale of new build homes	**1,412.4**	1,046.2
Land sales	**9.0**	7.9
Timber kit	**3.1**	6.1
	1,424.5	1,060.2
Timing of revenue recognition		
Products transferred at a point in time	**1,071.1**	766.6
Products transferred over time (see note 1.16)	**353.4**	293.6
	1,424.5	1,060.2

The following table provides information about balances arising from contracts with customers.

	2025 £m	2024 £m
Receivables included in trade receivables	**45.5**	27.6
Payables included within other creditors	**(15.2)**	(11.1)

Amounts included in trade receivables relate to work billed but not paid on housing association, partnership and timber kit contracts. Amounts included within other creditors represent advance consideration received from customers on housing association and partnership contracts and customer deposits.

The following table shows revenue expected to be recognised in the future related to performance obligations that are unsatisfied at the reporting date:

	2026 £m	2027 £m	2028 £m	2029 onwards £m
Future performance obligations	**309.2**	**161.6**	**41.8**	**0.3**

No information is provided about remaining performance obligations at 31 December 2025 that is part of a contract that had an original expected duration of one year or less, as allowed by IFRS 15.

Other operating income

	2025 £m	2024 £m
Part exchange sales	**61.5**	40.1
Management fees from joint ventures	**3.3**	1.2
	64.8	41.3

Other operating expenses

	2025 £m	2024 £m
Part exchange cost of sales	**(61.2)**	(39.9)

5 Staff numbers and costs

The average number of persons employed by the Group (including Directors) during the year was as follows:

	2025	2024
	1,484	1,231

The aggregate payroll costs of these persons were as follows:

	2025 £m	2024 £m
Wages and salaries	**108.7**	79.2
Social security costs	**13.8**	9.3
Pension costs	**5.8**	4.8
	128.3	93.3

6 Remuneration of key management

The nine (2024: nine) members of key management comprise the Executive Board Directors, the Divisional Managing Directors, the Human Resources Director and the Company Secretary as they are considered to have the authority and responsibility for planning, directing and controlling the activities of the Group. Retirement benefits accrued to nine (2024: nine) members of key management under money purchase schemes. Key management remuneration, including Directors, comprised:

	2025 £m	2024 £m
Salary and other benefits	**2.7**	2.8
Annual bonus	**2.4**	2.3
Other pension costs	**0.1**	0.1
	5.2	5.2

In respect of the Directors who held office during the year, Directors' remuneration comprised:

	2025 £m	2024 £m
Salary and other benefits	**1.3**	1.2
Annual bonus	**1.0**	1.0
Other pension costs	**–**	–
	2.3	2.2

The aggregate emoluments of the highest paid Director were £1,052,000 (2024: £1,021,000) and contributions of £10,000 (2024: £10,000) were paid to a money purchase scheme on his behalf. Retirement benefits are accruing to three (2024: three) Directors under money purchase schemes.

7 Finance costs

	2025 £m	2024 £m
Interest payable on senior secured notes, loans and overdrafts	**86.2**	82.5
Exchange loss (including unrealised swap loss of £19.5m in the prior year)	**–**	2.0
Imputed interest on land payables on deferred terms	**7.7**	7.2
Imputed interest on St. Modwen Homes deferred consideration	**6.7**	–
Imputed interest on provisions	**2.0**	1.8
Imputed interest on lease liabilities	**0.5**	0.5
	103.1	94.0

8 Finance income

	2025 £m	2024 £m
Bank interest	**3.2**	7.1
Exchange gain (including unrealised swap gain of £23.3m)	**3.3**	–
Imputed interest on land sale debtors	**–**	0.1
Finance income related to retirement benefit obligations	**0.7**	0.7
Interest on loans to joint ventures	**0.4**	0.4
Other interest	**0.2**	0.2
	7.8	8.5

9 Income taxes

	2025 £m	2024 £m
Current tax charge:		
Current year	**(20.8)**	(20.4)
Prior year	**–**	1.9
Deferred tax credit:		
Current year	**(15.2)**	(1.0)
Prior year	**0.3**	(1.7)
Total tax charge for the year	**(35.7)**	(21.2)
Reconciliation of effective tax rate:		
Profit before tax	**109.0**	63.7
Tax using the UK corporate tax rate of 25% (2024: 25%)	**(27.2)**	(15.9)
Effects of:		
Residential Property Development Tax 'RPDT'	**(6.7)**	(4.5)
Permanent differences	**(2.1)**	(1.0)
Change of rate	**–**	(0.2)
Adjustment in respect of joint ventures	**–**	0.2
Prior year credit	**0.3**	0.2
Total tax charge for the year	**(35.7)**	(21.2)

A rate of 25% or 29% is applied to deferred tax, depending upon whether RPDT is expected to apply to the reversal of temporary differences.

10 Dividends

There were no distributions to equity shareholders in the year ended 31 December 2025 (2024: £nil).

11 Intangible assets

Group	Goodwill £m	Brand value £m	Total £m
Cost and net book value			
Balance at 31 December 2024	379.7	172.0	551.7
Balance at 31 December 2025	**379.7**	**172.0**	**551.7**

Amortisation and impairment

Intangible assets, including the Miller Homes brand value, are deemed to have an indefinite economic life and therefore are not amortised. The factors that result in the durability of the intangible assets are that there are no material legal, regulatory, contractual, competitive, economic or other factors that limit their useful life. Their carrying values are tested for impairment at least annually. The latest impairment review was performed at December 2025. The recoverable amount is determined using a 'value in use' calculation for the entire business with key assumptions being discount rate, sales rate, selling prices, projected gross margin and growth rate. A pre-tax discount rate of 14.6% (2024: 16.5%) is used reflecting the Group's risk adjusted WACC. Other assumptions are based upon expectations of future performance, which have been informed by past experience, but include an allowance for a lower than usual sales rates in the early years and modest ASP growth, with cost inflation exceeding the increase in selling prices. The values used are consistent with the forecasts for 2026–30 after which a terminal growth rate of 1.5% (2024: 1.7%) has been applied. The Directors believe these assumptions are appropriate and sensitivity analysis including the application of a higher discount rate and a lower terminal growth rate indicates that changes in the key assumptions would maintain a reasonable amount of headroom over the carrying value. The base model shows £1,560m (2024: £1,001m) of headroom and a 1% increase in WACC would reduce headroom by £155m (2024: £104m).

12 Property, plant and equipment

Group	Property £m	Plant and equipment £m	Total £m
Cost			
Balance at 31 December 2023	4.8	10.6	15.4
Additions	–	2.8	2.8
Balance at 31 December 2024	4.8	13.4	18.2
Additions	0.7	4.5	5.2
Disposals	–	(1.5)	(1.5)
Balance at 31 December 2025	**5.5**	**16.4**	**21.9**
Accumulated depreciation			
Balance at 31 December 2023	0.1	7.2	7.3
Charge for the year	0.1	1.3	1.4
Balance at 31 December 2024	0.2	8.5	8.7
Charge for the year	0.1	2.0	2.1
Disposals	–	(1.5)	(1.5)
Balance at 31 December 2025	**0.3**	**9.0**	**9.3**
Net book value			
Balance at 31 December 2025	**5.2**	**7.4**	**12.6**
Balance at 31 December 2024	4.6	4.9	9.5

13 Investments

	Group 2025 £m	Company 2025 £m	Group 2024 £m	Company 2024 £m
Investment in joint ventures	**18.2**	**–**	22.6	–
Investment in subsidiaries	**–**	**527.9**	–	527.9
	18.2	**527.9**	22.6	527.9

Where an indication of impairment exists, investments are tested for impairment applying a similar methodology to that applied to intangible assets (see note 11).

Group	2025 £m	2024 £m
Joint ventures:		
At start of year	22.6	13.2
Share of results of joint ventures	0.3	2.0
Distributions	(1.3)	(0.5)
Movement in shareholder loans	(3.4)	7.9
At end of year	**18.2**	22.6

The Group has an interest in six active joint ventures: Mill View JV LLP, Cow Dyke Farm Harrogate LLP, Miller Wates (Oakley) LLP, Miller Wates (Farnham) LLP, Miller M2 (Maddiston) Limited and Miller M2 (Kirkcaldy) Limited. It owns 50% of each and all are registered in the United Kingdom and engage in the principal activity of residential housebuilding. The Group's share of assets and liabilities of joint ventures is shown below:

	2025 £m	2024 £m
Current assets	**14.2**	14.4
Current liabilities	**(12.7)**	(11.9)
Loans provided to joint ventures	**16.7**	20.1
	18.2	22.6

13 Investments continued

The Group's share of the joint ventures income and expenses during the year (before tax) is shown below:

	2025 £m	2024 £m
Income	**25.2**	20.0
Expenses	**(23.4)**	(17.6)
	1.8	2.4

Company	2025 £m	2024 £m
Subsidiaries:		
At start and end of year	**527.9**	527.9

The subsidiary undertakings that are significant to the Group and traded during the year are set out below:

	Nature of business
Castle UK Bidco Limited	Holding Company
Miller Homes Group Limited	Holding Company
Miller Homes Holdings Limited	Holding Company
Miller Homes Limited	Residential housebuilding
St Modwen Homes Limited	Residential housebuilding
Walker Timber Limited	Timber frame construction

Each is incorporated in the United Kingdom and the Group owns 100% of the ordinary share capital.

14 Shared equity loan receivables

Group	2025 £m	2024 £m
At start of year	1.9	2.8
Redemptions (net of fair value movements)	(0.8)	(0.9)
At end of year	**1.1**	1.9

15 Inventories

Group	2025 £m	2024 £m
Land	**640.8**	593.4
Work in progress	**569.1**	373.8
Part exchange properties	**28.4**	19.4
	1,238.3	986.6

Land and work in progress recognised as cost of sales amounted to £1,025.4m (2024: £826.5m).

The directors consider all inventories to be current in nature, as they are expected to be realised within the Group's normal operational cycle, which is not fixed but typically spans from the intial purchase of land to the sale of the final plot.

16 Trade and other receivables

	Group 2025 £m	Company 2025 £m	Group 2024 £m	Company 2024 £m
Current:				
Trade receivables	**70.1**	**–**	29.4	–
Corporation tax recoverable	**–**	**–**	2.9	–
Other receivables	**1.1**	**–**	4.8	–
Prepayments and accrued income	**2.7**	**–**	2.3	–
Amounts owed by parent undertakings	**0.5**	**0.1**	0.2	0.1
	74.4	**0.1**	39.6	0.1
Non-current:				
Amounts owed by subsidiary undertakings	**–**	**1,010.8**	–	944.7
Trade receivables	**13.9**	**–**	–	–
Foreign exchange swap asset (note 23)	**13.8**	**13.8**	–	–
	27.7	**1,024.6**	–	944.7

Amounts owed by subsidiary undertakings are repayable in May 2029. Interest is charged at 7%.

17 Trade and other payables

	Group 2025 £m	Company 2025 £m	Group 2024 £m	Company 2024 £m
Current:				
Trade payables	**182.5**	**–**	107.4	–
Other payables	**20.1**	**–**	14.8	–
Land payables	**100.2**	**–**	117.3	–
Corporation tax	**3.3**	**–**	–	–
Accruals and deferred income	**85.6**	**8.8**	52.3	9.6
Amounts owed to subsidiary undertakings	**–**	**306.5**	–	217.3
	391.7	**315.3**	291.8	226.9
Non-current:				
Foreign exchange swaps	**–**	**–**	9.5	9.5
Deferred consideration	**107.9**	**–**	–	–
Land payables	**108.6**	**–**	52.3	–
	216.5	**–**	61.8	9.5

The Group undertakes land purchases on deferred terms. The deferred creditor is reduced for imputed interest so represents the price to be paid for the land discounted to the present day. The difference between the nominal and initial fair value is amortised over the deferred period to finance costs, increasing the land creditor to its full cash settlement value on the payment date. The maturity profile of the total contracted cash payments in respect of land creditors is as follows:

	Balance £m	Total contracted cash payment £m	Due less than 1 year £m	Due between 1 and 2 years £m	Due between 2 and 5 years £m
Land creditors	208.8	217.4	100.2	96.0	21.2
Deferred consideration	107.9	120.7	-	111.3	9.4
As at 31 December 2025	**316.7**	**338.1**	**100.2**	**207.3**	**30.6**
Land creditors	169.6	182.8	117.3	48.2	17.3
As at 31 December 2024	169.6	182.8	117.3	48.2	17.3

	Group 2025 £m	Company 2025 £m	Group 2024 £m	Company 2024 £m
Non-current:				
Senior secured notes	**823.1**	**823.1**	787.4	787.4

18 Interest bearing loans and other borrowings

Senior secured notes

Analysis of debt:

	2025 £m	2024 £m
Senior secured floating rate notes at Euribor plus 4.25% (2024: Euribor plus 5.25%) due Oct 2030 (2024: due May 2028)	**414.5**	385.9
Senior secured notes at 7.0% due May 2029	**425.0**	425.0
Debt arrangement fees	**(16.4)**	(23.5)
	823.1	787.4

The secured notes do not have any financial covenants and are secured by a floating charge over assets of the Group and a pledge over the shares of certain subsidiaries. The Euro denominated notes are converted at the year-end spot rate of €1.146 (2024: €1.205). Interest is paid bi-monthly (GBP denominated) or quarterly (Euro denominated).

The Group has an RCF facility of £211m (2024: £194m) of which £198m is committed until February 2029 and £13m is committed to September 2027. There are no cash drawings on the RCF, with £7.2m utilised for bond guarantees and ancillary facilities.

19 Deferred tax

Group	Retirement benefit obligations £m	Capital allowances £m	Other temporary differences £m	Losses £m	Corporate Interest Restriction £m	Brand value £m	Total £m
At 31 December 2023	(5.2)	(0.1)	6.6	–	–	(43.0)	(41.7)
Other comprehensive income credit	2.2	–	–	–	–	–	2.2
Income statement charge	(0.2)	(0.6)	(3.3)	–	1.4	–	(2.7)
At 31 December 2024	(3.2)	(0.7)	3.3	–	1.4	(43.0)	(42.2)
Acquisition	–	–	(0.2)	69.9	–	–	69.7
Other comprehensive income credit	(0.2)	–	–	–	–	–	(0.2)
Income statement charge	(0.1)	–	(1.1)	(36.9)	23.2	–	(14.9)
At 31 December 2025	**(3.5)**	**(0.7)**	**2.0**	**33.0**	**24.6**	**(43.0)**	**12.4**

Losses on acquisition include the tax effect of fair value adjustments which have subsequently become taxable losses following the hive-across of the trade and assets of St. Modwen Homes to Miller Homes Limited.

20 Provisions

Group	Fire safety £m	Property £m	Other £m	Total £m
At start of year	44.2	1.7	1.6	47.5
Utilised in year	(3.4)	–	–	(3.4)
Created in year	3.1	–	–	3.1
Imputed interest	2.0	–	–	2.0
At end of year	**45.9**	**1.7**	**1.6**	**49.2**

In March 2023 the Group signed the Self Remediation Contract with the Secretary of State for the Department of Levelling Up, Housing and Communities, which sets out the detailed terms of developers' responsibilities to identify buildings which are above 11 metres in England, to assess the risk of fire safety defects within these buildings and, where necessary and in accordance with the terms of the contract, to remediate those buildings.

The Group has reviewed and identified the population of buildings that may require remediation under its contractual obligations to the UK Government, the Building Safety Act and the Cladding Remediation Scotland Act. That process included searches and consideration of the Group's records, insurance records, and all relevant information received from third parties. Whilst that process is complete there remains a residual risk that new information comes to light in the future that might extend the known population of buildings that may require remediation.

20 Provisions continued

Fire risk assessments to the required regulatory standards determining the extent of works required have been completed on all buildings in England and c50% of buildings in Scotland. Costs for these works have been determined by actual costs incurred, and estimates provided by external cost consultants with current experience of fire safety remediation projects.

An exceptional charge of £3.1m (2024: £3.9m) was booked to cover additional costs of remedial work identified resulting from extensions of liability identified during the year. Together with amounts provided in prior years, less amounts utilised during the year, a total fire safety provision of £45.9m is recorded in the balance sheet at 31 December 2025.

The amounts provided reflect the current best estimate of the extent and future costs of work required and reflects a discount rate of 4.5% (2024: 4.5%). However, these estimates may change as work progresses. Consequently, the ultimate cost of remediation and the range of possible estimates of these are uncertain and may differ from the Group's current best estimate.

The property provision covers the estimated costs to make good dilapidations on occupied properties. Other provisions represent legal and constructive obligations.

Provisions are expected to be utilised over the next three years.

21 Leases

The Group's leases consist primarily of office premises and equipment. Information about leases for which the Group is a lessee is presented below.

Group *Right-of-use assets*	Office premises £m	Equipment £m	Total £m
At 31 December 2023	3.3	3.9	7.2
Additions	2.9	0.8	3.7
Disposals	(0.3)	–	(0.3)
Depreciation	(1.0)	(1.7)	(2.7)
At 31 December 2024	4.9	3.0	7.9
Additions	0.6	1.2	1.8
Depreciation	(1.0)	(1.9)	(2.9)
At 31 December 2025	**4.5**	**2.3**	**6.8**

Group *Lease liabilities*	Office premises £m	Equipment £m	Total £m
At 31 December 2023	3.5	4.1	7.6
Additions	2.9	0.8	3.7
Disposals	(0.3)	–	(0.3)
Lease payments	(1.1)	(2.0)	(3.1)
Imputed interest	0.3	0.2	0.5
At 31 December 2024	5.3	3.1	8.4
Additions	0.6	1.2	1.8
Lease payments	(1.1)	(2.1)	(3.2)
Imputed interest	0.2	0.3	0.5
At 31 December 2025	**5.0**	**2.5**	**7.5**

Maturity:	2025 £m	2024 £m
Current	**2.4**	2.4
Non-current	**5.1**	6.0

The total cash outflow for leases during the year was £3.2m (2024: £3.1m), including £0.5m (2024: £0.5m) of interest.

22 Share capital

	2025 £m	2024 £m
Allotted, called up and fully paid		
527,939,635 ordinary shares of £1 each	**527.9**	527.9

23 Financial instruments

The Group's financial instruments comprise cash, other loans, trade and other receivables (including foreign exchange swaps), other financial assets and trade and other payables. The main purpose of these financial instruments is to finance the Group's operations.

Measurement of fair values

The fair value of financial assets and liabilities is set out in the table below. There is no difference between the fair value and carrying value of any financial assets and financial liabilities.

	Group 2025 £m	Company 2025 £m	Group 2024 £m	Company 2024 £m
Financial assets/(liabilities) measured at fair value:				
Foreign exchange swaps	**13.8**	**13.8**	(9.5)	(9.5)
Shared equity loan receivables	**1.1**	**1.1**	1.9	–
Financial assets not measured at fair value:				
Trade and other receivables	**88.3**	**1,010.9**	39.6	944.8
Cash and cash equivalents	**232.2**	**–**	234.3	–
Financial liabilities not measured at fair value:				
Trade and other payables (excluding land payables)	**291.6**	**315.3**	174.5	226.9
Land payables	**208.7**	**–**	169.6	–
Deferred consideration	**107.9**	**–**	–	–
Interest bearing loans and other borrowings	**823.1**	**823.1**	787.4	787.4
Lease liabilities	**7.5**	**–**	8.4	–

The following table provides an analysis of financial assets/(liabilities) that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

	Level 1 £m	Level 2 £m	Level 3 £m	Total £m
Foreign exchange swaps	–	13.8	–	13.8
Shared equity receivables	–	–	1.1	1.1
As at 31 December 2025	**–**	**13.8**	**1.1**	**14.9**
As at 31 December 2024	–	(9.5)	1.9	(7.6)

Level 1: fair value measurements derived from quoted prices (unadjusted) in active markets to identical assets;

Level 2: fair value measurements derived from inputs other than quoted prices included within Level 1 that are observable for the asset, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

Level 3: fair value measurements derived from valuation techniques that include inputs for the asset/liability that are not based on observable market data (unobservable inputs).

Financial risk

The main risks associated with the Group's financial instruments are credit risk, liquidity risk, market risk, interest rate risk and exchange rate risk. The Board is responsible for managing these risks and the policies adopted are set out below.

(i) Credit risk

The Group's exposure to credit risk is limited by the fact that the Group generally receives cash at the point of legal completion of its sales. There are certain categories of revenue where this is not the case; for instance housing association and partnership revenues or land sales where management considers that the ratings of these various debtors are good and therefore credit risk is low. The Group has £1.1m (2024: £1.9m) of shared equity receivables which exposes it to credit risk although this asset is spread over a large number of properties. As such, the Group has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers.

23 Financial instruments continued

(ii) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The day to day working capital requirements of the Group are provided through its senior secured bond facility and a £211m RCF. The only financial condition of the RCF is that the drawn balance is limited to 50% of net inventory. The Group manages its funding requirements by monitoring cash flows against forecast requirements on a monthly basis.

(iii) Market risk

The Group is affected by movements in UK house prices. These in turn are affected by factors such as credit availability, employment levels, interest rates, consumer confidence and supply of land with planning. Whilst it is not possible for the Group to fully mitigate market risk on a national macroeconomic basis, the Group does continually monitor its geographical spread within the UK, seeking to balance investment in areas offering the best immediate returns with a long-term spread of its operations throughout the UK to minimise the effect of local microeconomic fluctuations.

(iv) Interest rate risk

Interest rate risk reflects the Group's exposure to interest rates in the market. The Group's senior secured bond facility is partly subject to floating interest rates based on Euribor. The Group has reduced its exposure to interest rate movements through the issue of fixed rate bonds. In total £425m of debt is fixed at a cost of funds of 7%. It is estimated that an increase of 1% in interest rates would increase the Group's net finance costs by £4.0m. The maturity of the financial liabilities has been disclosed in note 18.

(v) Exchange rate risk

Exchange rate risk reflects the Group's exposure to exchange rates in the market. The Group's senior secured bond facility includes €475m that is Euro denominated. The Group has reduced its exposure to exchange rate movements through entering into exchange rate swaps totalling €475m that mature between February 2026 (€59m) and February 2027 (€416m) at a fixed rate of €1.19, compared to a year end rate of €1.146. Following the year end a new €59m swap, that matures in February 2027, was entered into to replace an expiring swap.

Capital management

The Board's policy is to maintain a strong balance sheet so as to promote shareholder, customer and creditor confidence and to sustain the future development of the business. The Group is currently financed by a combination of equity share capital and senior secured bonds.

Management of cash and cash equivalents and net debt

The management of cash and net debt, and the ability to service and repay debt, remains a principal focus of the Directors. The Directors have considered the forecasts of future profitability and cash generation and consider that these forecasts support the going concern assertion.

24 Reconciliation of net cash flow to net debt

	2025 £m	2024 £m
Movement in cash and cash equivalents	**(2.1)**	40.1
Movement in senior secured notes	**(35.7)**	10.9
Movement in foreign exchange swap asset	**23.3**	(19.6)
Movement in lease liabilities	**0.9**	(0.8)
	(13.6)	30.6
Net debt at beginning of year	**(571.0)**	(601.6)
Net debt at end of year	**(584.6)**	(571.0)

25 Analysis of net debt

	At 31 Dec 2023 £m	Cash flow £m	Non cash movement £m	At 31 Dec 2024 £m	Cash flow £m	Non cash movement £m	At 31 Dec 2025 £m
Cash and cash equivalents	194.2	40.1	–	234.3	**(2.1)**	**–**	**232.2**
Senior secured notes	(798.3)	–	10.9	(787.4)	**0.2**	**(35.9)**	**(823.1)**
Foreign exchange swap asset	10.1	–	(19.6)	(9.5)	**–**	**23.3**	**13.8**
Lease liability	(7.6)	3.1	(3.9)	(8.4)	**3.2**	**(2.3)**	**(7.5)**
Net debt	(601.6)	43.2	(12.6)	(571.0)	**1.3**	**(14.9)**	**(584.6)**

26 Contingent liabilities

The Company and certain subsidiaries have contingent liabilities in relation to indemnities provided for performance bonds and guarantees of performance obligations. These relate to contracting or development agreements entered in the ordinary course of business. The Group's senior secured noteholders have a debenture and floating charge over the assets of the Company and certain of its principal subsidiaries.

27 Accounting estimates and judgements

Carrying value of inventories and cost of sales

Inventories of land and development work in progress are stated at the lower of cost and net realisable value ("NRV"). Due to the nature of development activity and, in particular, the length of the development cycle, the Group allocates site wide development costs such as infrastructure between units being built and/or completed in the current year and those for future years. These estimates are reflected in the margin recognised on developments where unsold plots remain, and in the carrying value of land and work in progress. There is a degree of uncertainty in making such estimates. Inventories were stated at fair value at the date of acquisition, which involved the exercise of judgement. This included determining the uplift to value to reflect the sales status of plots at the date of acquisition. Land options were assessed based on the value of the option, the likelihood of it being exercised and the time to exercise.

The Group has established internal controls that are designed to ensure an effective assessment is made of inventory carrying values and the costs to complete developments. The Group reviews the carrying value of its inventories on a quarterly basis with these reviews performed on a site-by-site basis using forecast sales prices and anticipated costs to complete based on a combination of the specific trading conditions of each site in addition to future anticipated general market conditions. NRV represents the estimated selling price of units less all estimated costs of completions including an appropriate allocation of overheads.

Acquisition accounting

During the year the group acquired the St. Modwen Homes business. An exercise was undertaken to determine the fair values of the assets and liabilities acquired. Further details of the estimates and judgements made are given in note 3.

Retirement benefit obligations

The value of the defined benefit plan liabilities is determined by using various long term actuarial assumptions, including future rates of inflation, growth, yields, returns on investments and mortality rates. As actual changes in inflation, growth, yields and investment returns may differ from those assumed, this is a key source of estimation uncertainty within the financial statements. Changes in these assumptions over time and differences to the actual outcome will be reflected in the statement of comprehensive income. Note 30 details the main assumptions in accounting for the Group's defined benefit pension scheme along with sensitivities of the liabilities to changes in these assumptions.

Intangible assets

Intangible assets are deemed to have an indefinite economic life and are tested for impairment as described in note 11.

Provisions

Provisions include the cost of remedial work on a number of legacy properties. As explained in note 20 the ultimate cost of this is uncertain.

28 Related party transactions

Transactions with related parties, not disclosed elsewhere within the Financial Statements, are as follows:

	2025 £m	2024 £m
Amounts owed by joint ventures	**16.7**	20.1
Interest receivable on loans to joint ventures	**0.4**	0.4

During the year a member of key management acquired shares in the parent company of the Group which was funded by a loan from the Group. The loan of £276,000 remains outstanding at the year end. Interest is charged at the official HMRC rate.

29 Ultimate parent company

At 31 December 2025, the Company was an immediate subsidiary undertaking of Castle UK Midco 2 Limited. The ultimate parent Company registered in the United Kingdom is Castle UK Midco 1 Limited. The address of the immediate and ultimate UK registered parent Companies is 2 Centro Place, Derby, DE24 8RF. The Company heads the largest UK group in which the results of this Company are consolidated.

The ultimate parent Company was AP Castle Holdings SCSp, which has its registered office address at 7, Rue de la Chapelle, L – 1325, Luxembourg. The largest and smallest group in which the results of this Company are consolidated is that headed by Castle-Builder Topco Limited, which has its registered office at PO Box 536, 13-14 Esplanade, St. Helier, Jersey, JE4 5UR. The consolidated financial statements of this Group are not available to the public.

At the date of approval of these financial statements, the Company was ultimately controlled by funds controlled by Apollo Global Management Inc, whose address is 9 West 57th Street, 42nd Floor, New York, NY 10019.

30 Retirement benefit surplus

The Group operates defined contribution and defined benefit pension schemes.

Defined contribution schemes

	2025 £m	2024 £m
Group defined contribution schemes consolidated income statement charge	**5.8**	4.8

Defined benefit scheme

Miller Homes Limited, the Group's main subsidiary, is the principal employer of The Miller Group Limited Pension Scheme. This is a defined benefit scheme that is closed to future accrual. The assets of the scheme have been calculated at net asset value or fair (bid) value using the latest available prices. The liabilities of the scheme have been calculated at the balance sheet date by rolling forward the June 2022 funding liability and restating it using the following assumptions:

Principal actuarial assumptions	2025	2024
Weighted average assumptions to determine benefit obligations		
Discount rate	**5.40%**	5.35%
Rate of price inflation (RPI)	**3.00%**	3.40%
Weighted average assumptions to determine net cost		
Discount rate	**5.35%**	4.50%
Rate of price inflation (RPI)	**3.40%**	3.25%
Rate of price inflation (CPI)	**2.80%**	2.55%

Members are assumed to exchange 25% of their pension for cash on retirement. The assumptions have been chosen by the Group following advice from the Group's actuarial advisers.

The following table illustrates the life expectancy for an average member on reaching age 65, according to the mortality assumptions used to calculate the scheme liabilities:

Assumptions

Retired member aged 65 (male/female life expectancy at age 65)	**21.5/23.7 years**
Non retired member aged 45 (male/female life expectancy age 65)	**22.3/24.6 years**

The base mortality assumptions are based upon the CMI 2024 model. Allowance for future increases in life expectancy is made with an annual rate of improvement in mortality of 1.0% assumed.

30 Retirement benefit surplus continued

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Assumptions	Change in assumption	Movement in scheme liabilities
Discount rate	Decrease by 0.1%	£1.1m (1.1%) increase
	Increase by 0.1%	£1.0m (1.0%) decrease
Rate of inflation	Increase by 0.1%	£0.6m (0.6%) increase
	Decrease by 0.1%	£0.6m (0.6%) decrease
Mortality	-1 year age rating	£3.2m (3.2%) increase

The amounts recognised in the consolidated income statement were as follows:

	2025 £m	2024 £m
Interest cost	**(5.2)**	(5.0)
Interest income	**5.9**	5.7
Total recognised in finance income in the consolidated income statement	**0.7**	0.7

The amounts recognised in the consolidated statement of comprehensive income were as follows:

	2025 £m	2024 £m
Loss on scheme assets excluding interest income	**(0.1)**	(13.5)
Actuarial gain arising from changes in financial assumptions	**2.0**	8.9
Experience adjustment	**(0.4)**	(0.2)
Demographic assumptions	**(0.8)**	2.1
Total pension credit/(cost) recognised in the consolidated statement of comprehensive income	**0.7**	(2.7)

The asset included in the consolidated statement of financial position is as follows:

	2025 £m	2024 £m
Present value of funded obligations	**(98.2)**	(101.0)
Fair value of scheme assets	**112.4**	113.8
	14.2	12.8

	2025 £m	2024 £m
Defined benefit surplus at start of year	**12.8**	14.8
Income recognised in the consolidated income statement	**0.7**	0.7
Amounts recognised in the consolidated statement of comprehensive income	**0.7**	(2.7)
Defined benefit surplus at the end of year	**14.2**	12.8

Deferred tax is provided on the surplus at a rate of 25% (2024: 25%).

Movements in the present value of defined benefit obligations were as follows:

	2025 £m	2024 £m
Present value of defined benefit obligations at start of year	**(101.0)**	(114.8)
Interest cost	**(5.2)**	(5.0)
Actuarial gain arising from changes in assumptions	**2.0**	8.9
Experience adjustment	**(0.4)**	(0.2)
Demographic assumptions	**(0.8)**	2.1
Benefits paid from scheme	**7.2**	8.0
Present value of defined benefit obligations at the end of year	**(98.2)**	(101.0)

30 Retirement benefit surplus continued

Movements in the fair value of scheme assets were as follows:

	2025 £m	2024 £m
Fair value of scheme assets at start of year	**113.8**	129.6
Interest income	**5.9**	5.7
Actuarial loss on scheme assets	**(0.1)**	(13.5)
Benefits paid from scheme	**(7.2)**	(8.0)
Fair value of scheme assets at end of year	**112.4**	113.8

The analysis of scheme assets at the balance sheet date are as follows:

	2025	2024
Debt type securities and unleveraged gilts*	**90.6%**	89.0%
Liability driven investments	**8.8%**	8.6%
Cash	**0.6%**	2.4%
Total	**100.0%**	100.0%

* Split 86.2% (2024: 80.9%) which is valued based on a quoted market price in an active market and 4.4% (2024:8.1%) not in an active market

Funding

The scheme is subject to the funding legislation outlined in the Pensions Act 2004. This, together with the documents issued by the Pensions Regulator and Guidance Notes adopted by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension plans in the UK. The funding of the scheme is based on a separate actuarial valuation for funding purposes for which the assumptions may differ from the assumptions used in the financial statements. The latest full actuarial valuation carried out at 30 June 2022, by a qualified independent actuary, showed a deficit of £0.7m.

In line with the requirements noted above, the actuarial valuation is agreed between the Group and the trustees and is calculated using prudent, as opposed to best estimate, actuarial assumptions. Following the completion of the triennial actuarial valuation, it has been agreed that no further contributions are required to meet the recovery plan. Consequently, the expected employer contribution to the scheme in the year ending 31 December 2026 is £nil. Benefit payments by the scheme of £6.7m are expected in 2026.

Virgin Media legal decision

On 16 June 2023 the High Court in England issued a ruling in respect of Virgin Media v NTL Pension Trustees II Limited calling into question the validity of rule amendments made to defined benefit pension schemes contracted-out between 6 April 1997 and 5 April 2016. Amendments over this time required confirmation from the Scheme Actuary that the 'Reference Scheme Test' would continue to be met. In the absence of such a confirmation, the Rule amendment would be void. This ruling could have wide ranging implications for many UK pension schemes.

The Miller Group Limited Pension Scheme was contracted-out and the Trustees, with the assistance of the scheme's legal advisors, have reviewed benefit changes during the period impacted. Contemporary evidence exists showing that the proper procedures were followed at the time the benefit changes were made. In addition, the UK Government has announced that it will legislate to allow retrospective actuarial certification of benefit changes. Consequently, the Virgin Media High Court ruling is not expected to have a significant impact on the Miller Group Limited Pension Scheme.

31 Group companies

In accordance with Section 409 of the Companies Act 2006 a full list of subsidiaries, associates and joint ventures and the effective percentage of equity owned as at 31 December 2025 are disclosed below. All companies are incorporated in the United Kingdom, engaged in housebuilding and associated activities and are owned directly by Miller Homes Holdings Limited unless indicated as follows:

Fully owned subsidiaries

Trading	
Castle UK Bidco Limited (xii) – B	Miller Homes Group Holdings Limited (viii) – B
Miller Homes Holdings Limited (vii) – A	Miller Houghton Conquest Limited – B
Miller Homes Limited – A	Walker Timber Limited – A
Miller Residential Development Services Limited – A	Miller Homes Group Limited (xi) – B

Dormant	
Birch Limited – B	Fairclough Homes Limited – B
Birch Homes Limited (i) – B	MF Development Company UK Limited – B
Cussins Homes (Yorks) Limited – B	MF Development Funding Company UK Limited – B
Highfields Developments Limited – B	Miller Fairclough UK Limited (iv) – B
James Miller & Partners Limited – A	Miller Houghton Conquest Limited – D
Lemmington Estates Limited – B	MF Strategic Land Limited (iii) – B
MHL (Mancos) Limited – A	MH Pension Trustees Limited – A
Miller (Cobblers Hall) Limited – B	Miller Fairclough Management Services Limited (iii) – B
Miller East Kilbride Limited – A	Land & City Properties (Bollington) Limited (iv) – A
Miller Airdrie Limited – B	Lowland Plaid Limited – D
Miller Homes (Yorkshire) Limited – A	Miller (Telford South) Limited (ii) – A
Miller Homes Cambridge Limited – B	Miller Framwellgate Limited – B
Miller Homes Cambuslang Limited – A	Wallace Land Investment and Management Limited (vi) – A
Miller Homes Special Projects Portfolio Limited – A	Miller Homes Streethay Limited – B
Miller (Eccles) Limited (ii) – B	St Modwen Homes Limited – B
Miller Midco 1 Limited (x) – B	Branston Properties Limited (xiii) – B
Miller Midco 2 Limited (ix) – B	St Modwen Developments (Longbridge East Works) Limited (xiii) – F
Miller Homes St Neots Limited – A	St Modwen Homes (Lease-holding entity) Limited (xiii) – B
Miller Homes Two Limited – A	St Modwen Homes (Wates) Limited (xiii) – B
Miller Maidenhead Limited – B	Uttoxeter Estates Limited (xiii) – B
Miller Residential (Northern) Limited – B	St Modwen Developments (Longbridge) Limited (xiii) – B

Joint ventures (all 50%)

Trading	*Dormant*
Miller Wates (Farnham) LLP – B	Miller Wates (Southwater) Limited – B
Miller Wates (Oakley) LLP – B	Miller Wates (Chalgrove) Limited – B
Miller M2 (Kirkcaldy) Limited – A	Miller M2 (Maddiston) Limited – A
Mill View JV LLP (v) – B	Mount Park Developments Limited (vi) – A
Cow Dyke Farm Harrogate LLP – B	Perth Land and Estates Limited (vi) – A
VSM Estates (Ashchurch) Limited (xiii)	College Street Residential Developments Limited (vi) – A
	Lancefield Quay Limited – A
	Scotmid-Miller (Great Junction Street) Limited – A
	St Andrews Brae Developments Limited – E
	Iliad Miller (No 2) Limited (vi) – A
	Iliad Miller Limited (vi) – A
	Miller Wates (Wallingford) Limited – B
	Miller Wates (Bracklesham) Limited – B
	Miller Wates (Didcot) Limited – B
	Canniesburn Limited – C

The letter following the name of each company identifies the address of its registered office as follows:

31 Group companies continued

A – 2 Lochside View, Edinburgh	(i) Held via Birch Limited
B – 2 Centro Place, Derby	(ii) Held via Miller Homes Special Projects Portfolio Limited
C – 52-54 Rose Street, Aberdeen	(iii) Held via Miller Fairclough UK Limited
D – 18 Bothwell Street, Glasgow	(iv) Held via Miller Residential Development Services Limited
E – 14-17 Market Street, London	(v) Held via Miller Houghton Conquest Limited
F – 47 Esplanade, St Helier	(vi) Held via Miller Homes Limited
	(vii) Held via Miller Homes Group Holdings Limited
	(viii) Held via Miller Midco 2 Limited
	(ix) Held via Miller Midco 1 Limited
	(x) Held via Miller Homes Group Limited
	(xi) Held via Castle UK Bidco Limited
	(xii) Held via Miller Homes Group (Finco) plc
	(xiii) Held via St Modwen Homes Limited

Subsidiaries exempt from audit under S479A of Companies Act 2006

Miller Residential Development Services Limited	SC207758
Wallace Land Investment and Management Limited	SC362683
Miller Homes Holdings Limited	SC255430
Miller Homes Group Holdings Limited	10854458
Castle UK Bidco Limited	13787225
Land & City Properties (Bollington) Limited	SC213825
Miller Houghton Conquest Limited	15150536
Fairclough Homes Limited	01987689
MF Development Company UK Limited	03720116
MF Development Funding Company UK Limited	04167358
Miller Fairclough UK Limited	03720262

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