CHAIR'S STATEMENT

GREG FITZGERALD
Executive Chair and CEO

DEAR SHAREHOLDER,

2024 was a challenging year for Vistry Group. Cost forecasting issues arising in our South Division and a greater level of market uncertainty led to the Group's full year profits being significantly below our expectations at the start of the year.

The Group responded quickly to these challenges and implemented changes to the divisional structure at the year end. Importantly, the three Divisional Executive Chairs appointed, all have strong Partnerships backgrounds.

There have also been changes at the Executive Leadership level with the removal of the Chief Operating Officer role, resulting in reduced reporting lines and allowing me to have greater proximity to the business. As a result, Earl Sibley left the Group at the end of the year. We thank Earl for his significant contribution and commitment to Vistry over the past seven years.

Following both an independent review and an in-depth internal review process of the issues arising in the South Division, we have implemented new requirements around processes and controls across the Group.

Further details of these reviews are on pages 113 to 114.

BUILDING IN PARTNERSHIP

The Group remains confident in its Partnerships strategy and continues to see a huge opportunity for the development of mixed tenure housing across the UK.

The Group is targeting average revenue growth of 5% to 8% p.a. in the medium return and has the capacity within its existing infrastructure to deliver more than 20,000 units each year.

We are focused on a returns-based model, and are targeting a 40% return on capital employed and a 12%+ adjusted operating margin in the medium term.

Our highly valued partners are critical to the work we do, and on behalf of the Board, I would like to thank them for their support during 2024. We look forward to continuing to build on these relationships and develop new ones during 2025.

RESPONSIBLE DEVELOPER

Vistry is a responsible developer with a strong social purpose. Working in partnership, the Group is committed to delivering sustainable new homes and communities where people love to live.

The health and safety of our people is paramount and I am pleased to report that we have seen further improvements across our Safety, Health and Environmental performance levels in the year. Our Accident Incident Rate (AIR) sat well below the industry benchmark at the end of 2024 at 210, compared to the HSE industry average of 341.

In 2024, the Group generated £118m of local and social economic value, and as a leading provider of affordable homes, delivered one in six of the country's affordable homes. We completed more than 700 zero carbon ready (regulated energy) homes and have a clear plan to reduce our future carbon emissions across the Group.

Training and people development remain a key priority and in 2024, we opened four new Vistry Skills Academies and delivered 1,907 training weeks.

Biodiversity and minimising the negative impact of our operations on the local ecosystems are very important to us. We are continually introducing new initiatives, and as an example, every Vistry development must now have a bird-nesting brick or box installed for every new home built, as well as hedgehog highways as standard.

GOVERNANCE

I have held the combined role of Executive Chair and CEO since the 2024 Annual General Meeting held in May. The Board acknowledges the requirement of the Corporate Governance Code to keep these roles separate, and the decision to combine these roles was taken after much consideration and is believed to be in the best interests of the Group at this time.

In May 2024, Rob Woodward was appointed as a Non-Executive Director and Senior Independent Director of the Group. Rob has taken on enhanced responsibilities in this role, which the Chair would ordinarily carry out.

An independent Board Performance Review was conducted between July and October 2024.

Further details on this and other Board changes during the year are included in the Chair's governance letter to shareholders on pages 80 to 81.

CAPITAL ALLOCATION

The Board has reviewed its capital allocation policy and maintaining a strong balance sheet remains the top priority. With indebtedness higher than expected in 2024, the Group's priority in FY25 is cash generation and the reduction of net borrowings. The Group will continue to invest in new land and development opportunities during 2025 to replenish its Partnerships landbank in line with its growth forecasts.

The Group will complete the £55m ordinary distribution in respect of the H1 24 adjusted earnings and the £75m special distribution, both announced in September 2024, via share buyback. Given the poor financial performance in 2024 and the prioritising of balance sheet strength, the Group is not proposing any final ordinary distribution in respect of the 2024 adjusted earnings. Future ordinary distributions will be considered by the Board, and communicated to shareholders, in due course

Further details on capital allocation are on page 12.

SECTION 172(1) STATEMENT

The Board of Directors, both collectively and individually, confirm that during the year under review, it has acted to promote the long-term success of the Company for the benefit of its members as a whole and other stakeholders. The Board understands all of its duties under the Articles of Association and those codified in law namely section 171 to 177 Companies Act 2006 and, in particular, has due regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 (Section 172(1)). This Section 172(1) statement should be read in conjunction with pages 98 to 101 of the Governance report.

LOOKING FORWARD

As a Board, we are committed to Vistry consolidating its position as one of the country's leading homebuilders. The Group's strong capability and track record of delivering mixed tenure developments uniquely places us to work alongside the Government and our partners to help address the country's acute housing need. We are focused on ensuring the Group operates effectively and efficiently and delivers attractive returns to its shareholders.

GREG FITZGERALD
Executive Chair and CEO

25 March 2025

ZERO CARBON READY HOMES

Gwel Bassett, Tolgus, Cornwall consists of 185 zero-carbon ready (regulated energy) homes built to support Cornwall Council affordable homes provision.

They all have an EPC A rating and are built using timber frame and feature air source heat pumps with underfloor heating, central mechanical extract ventilation and solar PV panels. The development also includes well designed green public spaces, new planting, and cycleways to connect with neighbouring communities in a sustainable way.

WILTON GATE SKILLS ACADEMY

The Skills Academy in Salisbury opened in November 2024 and is affiliated with the Wilton Gate site in our Bristol region and operates in partnership with Building Heroes.

The academy delivers a comprehensive five-week training programme designed to equip learners with essential construction skills. The curriculum includes a Level 1 City & Guilds in Construction, a Level 1 Award in Health & Safety, and the CSCS Green Card. The academy can train up to 75 learners each year, and, as our third Building Heroes academy, highlights our ongoing commitment to supporting armed forces personnel in transitioning into successful careers within the construction industry.

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CHIEF EXECUTIVE'S REVIEW

2024 OVERVIEW

Vistry's financial performance in 2024 was significantly below our expectations at the start of the year, with the Group reporting adjusted profit before tax of £263.5m (2023 restated: £407.3m). The Group's profitability in the year was significantly reduced by cost forecasting issues in its South Division, with the impact on 2024 adjusted profit before tax totalling £91.5m. The performance was also impacted by some delays to concluding agreements with our Partners and other commercial transactions at the end of the year.

There has been an extensive review process across the Group to fully understand the cost forecasting issues, with a clear set of immediate priorities and actions for the business. Organisational and leadership changes have also been implemented to best position the Group going forward.

I want to thank all our employees and partners for their hard work and commitment during what has been a challenging period.

In the year, the Group delivered a 7% increase in total units to 17,225 (2023: 16,118), confirming Vistry's position as the country's largest homebuilder by volume, and adjusted revenues increased by 7% to £4.3bn (2023: £4.0bn). The mix of total units was 73% Partner Funded and 27% Open Market, and the Group's sales rate averaged 1.07 (2023: 0.96) sales per site per week, up 11% on 2023.

As a responsible developer, we work in partnership to deliver sustainable homes, communities and social value, leaving a lasting legacy of places people love. We are supportive of the Government's ambitions to address the country's acute housing crisis, and the Group's Partnerships model and mixed tenure delivery, positions us well to help deliver a significant step up in much needed new homes across the country, in particular affordable homes.

The Government's recent announcement of a £2 billion injection of new affordable homes grant funding is very positive, and alongside the £800m of top-up funding previously announced, will drive investment momentum across the affordable housing sector ahead of the launch of the 2026 Affordable Homes Programme. As a strategic partner to Homes England, Vistry will apply for an allocation of this top-up affordable housing grant.

The Government has made good progress in addressing the supply side initiatives to support a significant step up in the delivery of new homes across the country, including the restoration of mandatory housing targets, and changes to the planning and infrastructure regulatory framework. We are pleased to see the Government address the issue of skills shortages within the construction industry through the establishment of the Construction Skills Mission Board and allocation of a £600m funding package, targeted to provide training for 60,000 construction workers by 2029.

PARTNER FUNDED DEMAND

We saw a reasonable level of demand from our partners in 2024, signing more than 220 new agreements with over 70 partners including registered providers (RPs), local authorities (LAs) and private rented sector (PRS) providers.

Partner Funded units increased by 18% in 2024 to 12,633 (2023: 10,722), demonstrating the resilience of the Partner Funded market. Our Partner Funded ASP increased to £236k (2023: £222k), reflecting changes in mix.

We saw a step up in demand from PRS providers in the year with PRS sales representing 21% of total unit sales, up from 13% in 2023. S106 affordable housing represented 27% of total units in 2024 (2023: 28%) and additional affordable was 25% (2023: 26%) of total units.

The need to invest in the maintenance and remediation of existing housing stock continued to impact the demand for new housing from some traditional RPs, particularly in London in the year, and we worked closely with our partners to ensure Vistry remains their partner of choice for their new housing investment. For profit registered providers are less impacted by these issues and continued to be a growth subsector of this market.

Demand from affordable housing partners slowed somewhat in Q3 2024 ahead of the outcome of the Autumn Budget at the end of October. Whilst the additional £500m affordable housing grant announced with this budget, and the further £300m announced in February 2025 were positively received, ongoing uncertainty around the timing and quantum of future Government funding for affordable housing, led to subdued levels of partner demand in Q4 2024 and Q1 2025.

OPEN MARKET DEMAND

Open Market sales decreased by 15% to 4,592 (2023: 5,396) units in 2024, with our Open Market sales performance in the year below our expectations at the start of 2024.

The expected interest rate cuts during 2024 did not materialise, and the open market remained constrained reflecting ongoing mortgage affordability challenges, particularly for first time buyers. The Group's Open Market average sales price remained firm at £385k (2023: £390k), with our Open Market sales programme supported with incentives of up to c. 5% of the Open Market sales price.

FORECAST COST ISSUES WITHIN THE GROUP'S SOUTH DIVISION

On 8 October 2024, the Group reported it had become aware of the underestimation of the total full-life cost projections to complete several of its developments in its South Division. The South Division was one of the Group's six divisions and consisted of four regional business units. The issues were predominantly on developments which formed part of the Group's former Housebuilding business and where there was also a high concentration of former Housebuilding management.

Group management acted promptly and an extensive programme of independent and internal reviews was initiated to verify the nature and scope of the issues, confirm the impact, and determine any resultant actions required. Changes to the Division's management team were also implemented.

The independent review was carried out over four weeks by the forensics team of a large accounting firm and reported to the Chair of the Audit Committee. The scope of the review was primarily focused on the cost reporting process, culture and management in the South Division. It also included a wider review across the Group to ascertain if similar issues existed in other parts of the business.

In addition to the work undertaken by the independent reviews, additional internal investigations and review processes were conducted which included deep-dive reviews of all four regions in the South Division, mandated detailed Cost Value Reconciliations (CVRs), and balance sheet reviews for all other regions.

The reviews concluded that the significant issues were found to be confined to the South Division and were attributed to insufficient management capability, non-compliant commercial forecasting processes and poor divisional culture. The management team of the South Division and the four regional businesses were all from the Group's former Housebuilding business and the independent review highlighted pressure being felt from organisational change as a fundamental driver underlying the issues in the South Division. The independent review found little evidence of similar issues to those identified in the South Division in other divisions.

A total of 18 sites in the South Division required adjustments to their full-life costs of more than £1m, with five large, multi-phase sites accounting for 60% of the full-life costs movements. The understated costs in the CVRs were found to be from a wide range of cost types and symptomatic of general control issues, rather than any one particular cost type. The issues in the South Division resulted in a total of £165m of costs adjustments including a £91.5m impact to adjusted profit before tax in 2024 and a £53m impact in future years.

EXECUTIVE LEADERSHIP TEAM (ELT)

The Group operates through its Board of Directors with day-to-day management and operation delegated to the Chief Executive Officer (CEO) and the ELT. The CEO leads, and is a member of, the ELT.

1. GREG FITZGERALD
Executive Chair & Chief Executive Officer

2. TIM LAWLOR
Chief Financial Officer

3. CLARE BATES
Chief People Officer & General Counsel

4. MICHAEL STIRROP
Chief Commercial Officer

5. STEPHEN TEAGLE
CEO Partnerships & Regeneration

6. MIKE WOOLLISCROFT
Chief Strategy Officer

7. JAMES WARRINGTON
Executive Chair- North, South Midlands & East

8. ADAM DANIELS
Executive Chair- Yorkshire, North Midlands & West

ELT biographies are available at **www.vistrygroup.co.uk/about-us/leadership/executive-leadership-team.**

Strawberry Grange, Bridgwater

In addition, there were a number of small value adjustments from the detailed CVR and other reviews carried out across the other 22 regions, which in aggregate resulted in a reduction to the Group's adjusted profit before tax in 2024 of £8m.

The management team and Board considered the findings of all the review work performed and outlined actions to address the issues and enhance the control environment across the Group. Below is an update on each.

Leadership and structure – With a focus on reducing the length of reporting lines and ensuring closer proximity of the CEO to the business, the Chief Operating Officer role was removed from the organisational structure. In addition, the Group's divisional structure has been consolidated from six divisions into three divisions, each with an Executive Chair with extensive Partnerships experience reporting to the CEO. The four regional businesses in the former South Division have been separated across two of the three new divisions, with two regional businesses in each. Our priority is to establish strength and breadth of management excellence in each, and we are making progress.

Commercial assurance – Vistry has carried out a root and branch review of its commercial procedures and controls to ensure opportunities for further cost reporting inaccuracies does not exist. Some changes were implemented and became effective from January. Assurance is provided by regional, divisional and Group participation in monthly cost and value reviews for all live projects.

The Executive Leadership Team ("ELT") met with each regional board during January 2025 and set out expectations for standardisation and adherence to policy and procedure. The implementation of the changes to the Life of Site processes are being closely monitored, and internal audit will be reviewing compliance across the business during the year.

Training and support – Training of Vistry colleagues that contribute to the commercial management of projects has taken place and support is provided on a monthly basis through additional expertise attending each site cost and value review.

Culture and whistle-blowing – A new Vistry Culture Book was launched in the second half of the year, which presented and promoted behaviours to help all employees act in line with our purpose, ethos and values. Internal communications have been issued which reemphasised the importance of our ethos of 'Do the Right Thing' along with our 'Speak Up' service, enabling our people to report on any concerns confidentially. The ELT has worked with our leadership teams across the business to ensure we are creating psychologically safe working environments where employees can raise concerns that are dealt with constructively. More in depth culture and behaviour sessions are being rolled out across the business.

BUILD AND VISTRY WORKS

The Group operated from an average of 367 (2023: c. 350) build outlets during 2024 which included 203 (2023: 223) active sales outlets. Build outlets includes sites which are not currently selling to the Open Market either because Open Market sales are yet to commence or have already been completed, and sites which are 100% Partner Funded and therefore have no Open Market sales.

Overall, the Group saw good availability of build materials during 2024. The Group secures c.90% of its materials centrally through its highly experienced group commercial team, with supply contracts typically for 12 to 24 months. The Group managed to mitigate underlying build cost inflation in 2024 through its benefits of scale, visibility of revenues and efficiency gains, resulting in neutral build cost inflation for the Group in the year. We are starting to see some build cost pressure and whilst we will continue to mitigate this where possible, the Group is expecting low single digit build cost inflation in 2025.

Timber frame construction is at the core of Vistry's operational and sustainability strategy. Compared to traditional brick and block construction, timber frame enables a faster build time of approximately six weeks and is shown to reduce embodied carbon by c. 30% over a 60-year timeframe. The increased use of timber frame will also reduce the Group's dependency on labour over the medium term.

The Group's operations manufactured 2,900 timber frame units in 2024 (2023: 2,500) and floor joists for 2,650 units. The manufacture of roof trusses was added to the production line towards the end of the year. The Group expects to increase this output in 2025 to 4,000 to 5,000 timber frame units, floor joists for c. 5,000 units and roof trusses for c. 6,000 units.

We are increasing annual capacity from our existing three facilities to between 10,000 to 12,000 timber frame units, roof trusses for 10,000 units and floor joists for 6,000 units in 2026 and beyond.

With the new Vistry placemaking and plotting guidance in place to ensure the places we create remain characterful, attractive places people love, the Group has been working hard on standardising product and the new Vistry Collection of 60 standard house types. This product standardisation will drive manufacturing efficiencies.

SECURING HIGH QUALITY PARTNERSHIP OPPORTUNITIES

During 2024, the Group secured a strong pipeline of attractive new land and development opportunities totalling 16,508 (2023: 15,288) mixed tenure units across 62 sites. The Group is well positioned to secure land through both public procurement and the purchase of private land.

In the year, 35% of the land plots secured were from public land sources and 61% from the private market.

Strategic land is an important source of development opportunities and the Group's strategic land bank totalled 76,219 plots (31 December 2023: 70,780) as at 31 December 2024. With a more favourable planning environment, the Group expects to increase the pull through from its strategic landbank over the medium term.

The Government has continued to reform the planning system with updates to the National Planning Policy Framework (NPPF) in December 2024 and corresponding updates to the Planning Policy Guidance (PPG) at the same time and early this year. These changes are generally more permissive and positive towards development and reintroduce targets, with decisions more in favour of permitting sustainable development.

The Group is well positioned for land in 2025 with c. 95% of the land secured for targeted 2025 completions.

HIGH QUALITY HOUSING

Delivering high quality homes and excellent customer service is paramount and we expect the Group to be awarded a 5-star HBF Customer Satisfaction rating for the sixth consecutive year in 2025. The Group's HBF 8-week Customer Satisfaction score for 2024 was 94.5% (2023: 91.6%), with the 9-month score increasing to 83.6% (2023: 78.3%).

Vistry employees were awarded more than 70 quality awards during 2024, including 42 NHBC Pride in the Job awards, 13 Premier Guarantee awards and 8 LABC awards. The Group's Construction Quality Review score averaged 4.5 (2023: 4.5) in 2024, with the Average Reportable Items per inspection at 0.20 (2023: 0.21).

Monument View, Wellington

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Timber Frame - The Pavillions, Kenilworth, Nottingham

OUR PEOPLE

Our people strategy is focused on attracting, retaining and developing the best people. We were pleased to see an increase in our Peakon employee engagement score in November to 8.2 (November 2023: 7.6 and June 2024: 8.1), 0.5 ahead of the Peakon benchmark. Voluntary turnover has remained low at 15.4% at the year-end (Dec 2023: 15.9%) and our stability index (employees with over one year service) has increased from 78.1% in December 2023 to 82.3% in December 2024.

For the third year running, we received our Top Employer certification through the Top Employer Institute, increasing our overall score by 3.1% to 94.6% (January 2023: 84.5% and January 2024: 91.5%), 9.6% ahead of the TEI benchmark. We also achieved fifth position in the top 50 Inspiring Workplaces of UK and Ireland (Global position: 64), with well-being and employee voice recognised as the strongest elements.

We continue to develop our people through our leadership development programmes and 132 employees completed a programme during 2024. This number includes 45 females completing our externally run Women in Leadership programme which consists of three sessions with an external coach and access to an internal mentor.

In November 2024, we were proud to retain our gold accreditation membership with the 5% Club. This recognises our significant contribution to the continued development of all our employees through Earn & Learn schemes such as apprenticeships, graduate schemes and sponsored student course placements.

In 2024, we welcomed 17 new RISE Trainees and 26 new graduates to our 2024/25 cohorts. The RISE trainees will follow a Level 4 higher apprenticeship before advancing to a degree apprenticeship, and the graduates will follow one of four career pathways: Construction, Commercial, Design & Technical, and Real Estate. In addition, we have supported over 200 learners through formal qualifications which include existing employees enhancing their skills though apprenticeships, professional qualifications and other educational sponsorship.

HEALTH AND SAFETY

In July 2023, we changed how we measure Safety, Health and Environmental (SHE) performance across our premises and sites. The objective was to improve the behavioural culture and drive continued improvement to reduce work-related injuries. The metrics used to score performance became more stringent and gave us better trend analysis. We are proud to report that improvements continue to manifest across our sites, and we are currently reporting performance levels that far exceedthe Group's targets.

Our Accident Incident Rate (AIR) demonstrates our commitment to continually improving standards across our sites and we do everything we can to mitigate or at least reduce work-related injury. In line with previous years, it still sat well below the industry benchmark at the end of 2024 at 210, compared to the HSE industry average (341).

Damage to buried utility services remains an industry challenge and we continue to work closely with our peers via the Home Builders Federation (HBF) to seek new technology and initiatives to reduce the risk of injury. Our service strike incident rate was 342 at the end of 2024 compared to 349 at the end of 2023, which showed a slight improvement. We remain committed to working with our people to adopt better and safer practices leading to a future reduction.

BUILDING SAFETY

The Group's building safety provision recognises the Group's commitment to playing its part in delivering a lasting industry solution to building safety and the Group's obligations under the Developer Remediation Contract signed by Vistry in March 2023.

Over the past six months, management has re-evaluated the appropriate level of building safety provision. As a result, the Group has increased its building safety provision by £117.1m in 2024, with a total provision of £324.4m as at 31 December 2024 (31 December 2023: £289.0m). We expect the net annual cash costs of Building Safety in 2025 to be c. £65m.

This increase reflects a rise in third party claims due to the implementation of regulatory changes, which has broadened the types of issues that are now considered a risk to occupant safety, as well as an increase in the historical time period for which the developer has a responsibility. The Group has identified an additional 41 buildings requiring remediation. In addition, there has been an increase in the costs of remediating buildings resulting from increased scope of work and some cost inflation. The Group continues to seek recoveries from third parties where possible and recovered £27.2m in 2024.

CMA INQUIRY

On 26 February 2024, the CMA launched an investigation into suspected breaches of competition law, relating to the exchange of competitively sensitive information by eight housebuilders, including Vistry. On 10 January 2025, the CMA announced that its investigation would be extended by five months to May 2025 to allow further investigation including additional evidence gathering and CMA analysis and review. The CMA has not reached a view as to whether there is sufficient evidence of an infringement or infringements of competition law for it to issue a statement of objections to any party under investigation. We continue to co-operate with the CMA in their investigation and evidence gathering process.

INDEBTEDNESS

The Group had a net debt position of £180.7m as at 31 December 2024 (31 December 2023: £88.8m). This compares to our expectation at the start of the year of a net cash position, the difference reflecting the reduced profit performance of the Group in the year and a build-up of working capital and stock. The Group's average daily net debt in 2024 was £698.1m (2023: £586.0m).

The Group had significant headroom against its borrowing covenants (Gearing, Tangible Net Worth and Interest Cover) in the year, and maintained a comfortable amount of headroom against its borrowing facilities, which total £1,130m.


Rivers Edge, Warrington


Watermark, Maidenhead, Vistry West London

Through our focus on cash generation, we are targeting a steady reduction in the Group's average net borrowings through 2025, a year-on-year reduction in the Group's net debt as at 31 December 2025 and a net cash position as at 31 December 2026.

PRIORITIES FOR 2025

The Group has a clear set of priorities for 2025 focused on ensuring Vistry is best positioned to drive the business forward in the medium term.

Cash generation – the Group had higher than expected working capital levels at the end of last year reflecting a slower Open Market sales rate in 2024 and a resulting build up in stock. The Group is targeting releasing excess stock and WIP of c. £200m in 2025 and work in progress controls linked to site stock positions have been introduced and are monitored weekly at an Executive level.

The housebuilding landbank release has been slower than anticipated reflecting more constrained market conditions than expected. Site by site strategies are being reviewed and options including bulk sales and discounting are under consideration to accelerate the roll-off and cash generation.

Embed leadership – a new divisional structure was introduced at the start of 2025, moving from six divisions to three. Each division is led by an Executive Chair with extensive Partnerships experience who sits on the Executive Leadership Team and reports directly to the CEO. This structure has reduced layers and shortened reporting lines, creating greater transparency and agility in decision making. There will be some savings resulting from headcount reduction across the business actioned in Q1 2025.

Standardise and enhance control environment – the Group updated its life of site process in H2 2024, ensuring standardisation across all regions. This has been followed up with a clear message of compliance to all regions which will continue to be closely monitored throughout the year.

In addition, incremental commercial expertise has been embedded into the process through the appointment of Commercial Directors at a Divisional level, and the appointment of Commercial Compliance Managers within the Group Commercial team.

A new Investment Committee has been launched which oversees the approval of land acquisitions and disposals, partner agreements, and other investment and commercial decisions.

CAPITAL ALLOCATION

The Board has reviewed its capital allocation policy and its view on capital allocation hierarchy remains unchanged. Maintaining a strong balance sheet remains is the top priority and improving cash generation and reducing the Group's net borrowings is the Group's focus for 2025.

Investing in our Partnerships business to deliver sustainable growth and maximise the significant market opportunity we see over the medium term is the most attractive use of capital and the business has and continues to invest in, high-quality development opportunities which replenish the Partnerships land bank in line with its growth forecasts.

In September 2024, the Group announced a total capital distribution of £130m comprising a £55m ordinary distribution in respect of the H1 2024 earnings and a £75m as a special distribution. The Group has completed £38m to date and expects to complete the remaining £92m via share buyback, to be concluded in H1 2026.

Reflecting the performance in 2024, the Group is not proposing any final ordinary distribution in respect of the 2024 adjusted earnings. Future distributions will be made in accordance with Group's capital allocation policy.

BOARD CHANGES

The Company announces that Helen Owers has informed the Board of her intention to resign her position as an independent Non-Executive Director. Helen will remain on the Board until the earlier of an appointment of a replacement independent Non-Executive director or by the end of 2025. A further announcement concerning the date of Helen's resignation will be made as soon as it is decided. This announcement is made pursuant to Listing Rule 6.4.6R.

CURRENT TRADING AND FY25 OUTLOOK

The Group's forward order book totals £4.4bn (14 March 2024: £4.6bn), with 65% (2024: 65%) of forecast 2025 units secured. The Group sales rate of 0.59 (2024: 0.81) sales per site per week for the year to date is down on prior year reflecting a low volume of Partner Funded transactions in the first quarter.

The Group's Partnership model is closely aligned to the Government's housing ambitions and we are working closely with our partners to ensure we are well positioned to deliver.

Following the Government's recent announcement of an additional £2bn of affordable housing funding to the existing affordable homes programme, we expect Partner Funded activity to step-up during the year, resulting in a greater H2 weighting of Partner Funded delivery for the Group in 2025. Overall, we are expecting our Partner Funded volumes in 2025 to be at a similar level to 2024, with strong momentum going into 2026.

In the Open Market, we have seen some uptick in our sales in the past four weeks and expect this to continue to improve. Whilst our sales outlets will continue to reduce as we roll-off former Housebuilding sites, we expect to maintain Open Market volumes at a similar level to 2024 in 2025.

We are seeing some upward pressure on build costs and whilst we will continue to try and mitigate this where possible, we expect to see low single digit build cost inflation in 2025

The Group continues to expect to make year-on-year progress in profit in 2025, with profits being more H2 weighted than in prior years. H1 margins will reflect a greater proportion of delivery from lower margin sites, and some impact on profit from actions being taken to accelerate cash generation. We expect H2 margin recovery to be driven by the commencement of new higher margin developments and the benefit of operating leverage from higher volumes in the second half.

The Group's focus on cash performance, including the management of work in progress and the reduction of the housebuilding landbank, is expected to result in a year-on-year reduction in the Group's net debt as at 31 December 2025.

STRATEGY AND MEDIUM-TERM OUTLOOK

The Group remains confident in its Partnerships strategy and committed to its capital light, high returns business model. There remains an acute need for affordable and mixed tenure housing across the country. Addressing this housing crisis sits at the heart of the Government's agenda, with new housing targets set last autumn aiming to more than double the supply of affordable homes nationwide and continue growth of the private rental sector.

With its capability and track record in Partnership housing and mixed tenure delivery, Vistry is uniquely positioned to play a key role in supporting the Government to deliver its plans.

Over the medium term, the Group expects to see a strong increase in demand for mixed tenure housing driven by both a step up in Partner investment supported by Government policy, and a recovery in the Open Market.

Whilst volumes in 2025 are expected to be similar to 2024, the Group is targeting average revenue growth of 5% to 8% p.a. over the medium term, driven by an increase in unit delivery. Vistry retains a national operational footprint and will continue to evolve operational capacity and capability to suit local demand and market conditions.

The Group is focused on a returns-based model and is targeting a 40% return on capital employed. The roll-off of the former Housebuilding landbank will be a key driver of the improvement in the Group ROCE. The Group is targeting an adjusted operating margin of 12%+ which reflects a blended site margin across its mixed tenure delivery. The Group's land acquisition hurdle rates at a 40% ROCE and 12% adjusted operating margin are aligned to these targets.

GREG FITZGERALD
Executive Chair and CEO

25 March 2025