

Bellway



Bellway p.l.c.
Annual Report and Accounts 2026



Bellway has a new brand.

**Same name, same high standards,
but with a new focus on what customers
want. More than ever before, we make
buying a home as easy and enjoyable as
possible. Homes with character, homes
designed with passion, homes built with
love. Homes sold with love. Homes for life.**

A place that feels like home.



Feels like **home.**

Welcome



Strategic Report

2026 Highlights	3
Celebrating 80 years of Bellway	4
Chair's Statement	5
Key Performance Indicators (KPIs)	6
Business at a Glance	8
Why Invest in Bellway	9
Additional Performance Measures	10
Chief Executive's Market and Operational Review	11
Chief Financial Officer's Review	15
Chief Commercial Officer's Review	18
Responsible Business	20
The Marketplace	21
Business Model	24
Our Responsible Business strategy	29
2026 progress	30
Creating communities including Taskforce on Nature-related Financial Disclosures (TNFD)	31
Building sustainable homes including Task Force on Climate-related Financial Disclosures (TCFD)	36
Valuing people	49
Risk Management	50
Principal Risks	53
Viability Statement	57

Governance

Chair's Statement on Corporate Governance	60
Board of Directors and Company Secretary	62
Leadership and Culture	67
Board Activities and Decisions	68
Section 172 Statement and Stakeholder Engagement	70
Engaging with Key Stakeholders	72
Governance Framework	78
Composition, Succession and Evaluation	84
Nomination Committee Report	86
Audit Committee Report	90
Remuneration Report	104
Sustainability Committee Report	125
Executive Committee Report	127
Directors' Report	130
Independent Auditor's Report to the Members of Bellway p.l.c.	134

The footnotes below are used throughout this Annual Report

- All figures relating to completions, order book, reservations, cancellations and average selling price exclude the Group's share of its joint ventures unless otherwise stated.
 - Comparatives are for the year ended 31 July 2025 or as at 31 July 2025 (2025), unless otherwise stated.
1. Bellway uses a range of statutory performance measures and alternatives performance measures when reviewing the performance of the Group against its strategy. Definitions of the alternative performance measures, and a reconciliation to statutory performance measures, are included in note 26 of the Group Financial Statements.
 2. Underlying refers to any statutory performance measure or alternative performance measure before net legacy building safety expense and other exceptional items (note 2 of the Group Financial Statements).
 3. Includes the Group's share of land owned and controlled through joint venture partners comprising 674 plots (2025: 760 plots).
 4. As measured by the Home Builders Federation (HBF) using the eight-week NHBC Customer Satisfaction survey.
 5. A positive planning status for strategic land is defined as plots being allocated in a local plan, a planning application has been submitted, or both.

Accounts

Group Financial Statements	144
Accounting Policies	149
Notes to the Group Financial Statements	150
Company Financial Statements	177
Accounting Policies	179
Notes to the Company Financial Statements	179
Subsidiaries, Associates and Joint Ventures	184

Other Information

Five-year Record	195
Non-Financial and Sustainability Information Statement (NFSIS)	196
Glossary	197
Advisers and Company Secretary	199
Financial Calendar	200

2026 Highlights

Revenue drivers

Total completions

9,695 homes

2025: 8,749 homes
+10.8%

Average selling price

£324,404

2025: £316,412
+2.5%

Financial highlights

Revenue

£3,162.2m

2025: £2,782.8m
+13.6%

Underlying operating profit ^R

£320.6m^{1,2}

2025: £303.5m
+5.6%

Underlying operating margin ^R

10.1%^{1,2}

2025: 10.9%
-80bps

Profit before taxation

£270.2m

2025: £221.9m
+21.8%

Underlying profit before taxation

£305.7m^{1,2}

2025: £289.1m
+5.7%

Earnings per ordinary share

166.1p

2025: 132.8p
+25.1%

Underlying pre-tax return on equity (RoE) ^R

8.7%^{1,2}

2025: 8.2%
+50bps

Adjusted operating cashflow ^R

£868.6m^{1,2}

2025: £638.9m
+36.0%

Proposed total dividend per ordinary share

75.0p

2025: 70.0p
+7.1%

Operational highlights

Owned and controlled

46,666 plots³

2025: 47,904 plots
-2.6%

Strategic land bank

48,000 plots

2025: 47,800 plots
+0.4%

Total land bank

94,666 plots³

2025: 95,704 plots
-1.1%

Average trading outlets

238

2025: 246
-3.3%

Celebrating 80 Years of Bellway

The oak represents 80 years of strength, resilience and steady growth.

In 1946, John T. Bell & Sons Limited was incorporated, laying the foundations for the business that would grow into the Bellway we know today.

Our 80th anniversary year has already been one of transformation, with the launch of our refreshed brand and the introduction of our Company values. We are proud that Bellway has remained true to its family-focused values, building connected communities. When John Bell and his sons established their business in Newcastle, 80 years ago, they could hardly have imagined that it would grow into one of the UK's leading homebuilders, building and selling more than 240,000 homes across the UK. Reaching 80 years is an achievement made possible by the generations of colleagues who have helped to shape Bellway's success.



Chair's Statement



John Tutte
Chair

Introduction

Bellway delivered a resilient performance in a year marked by continued challenges for our industry. A strong opening order book helped to mitigate the impact of market uncertainty, supporting higher volume output and profit, and a 6.3% increase in underlying earnings per share (EPS) to 187.8p (2025: 176.7p).

These results reflect the strength of the Group, the quality of our operations and the commitment of our colleagues, subcontractors and supply chain partners. On behalf of the Board, I would like to thank all those whose dedication and hard work made this performance possible.

Shareholder returns

Our capital allocation framework supports long-term value creation by balancing investment for growth, financial strength and the return of surplus capital to shareholders.

Improved capital efficiency contributed to significant growth in adjusted operating cash flow during FY26 and supported selective investment in attractive land opportunities, alongside the £150m share buyback programme announced in October 2025. This completed in August 2026, and a further £150m programme is underway for execution during FY27. Since 2022, we have reduced the issued share capital of the Group by 8.5%, driving underlying improvements in

both our net asset value (NAV) per share and EPS. Subject to market conditions and the Group's capital requirements, the Board intends to continue returning surplus capital to shareholders in future years.

The ordinary dividend remains a core component of shareholder returns, with the Group maintaining its policy of underlying dividend cover of 2.5 times^{1,2}. For FY26, the Board has recommended a final dividend of 52.0p per share (2025: 49.0p), bringing the total dividend for the year to 75.0p per share (2025: 70.0p), an increase of 7.1%.

Together, dividends and share buybacks are expected to return around £450m to shareholders across FY26 and FY27, reflecting the Board's confidence in Bellway's financial strength and cash-generation capabilities, and its commitment to delivering long-term shareholder value.

Board changes

Gill Barr joined the Board in September 2025 as an independent Non-Executive Director and as a member of the Audit, Nomination and Remuneration Committees. In April 2026, she succeeded Jill Caseberry as Chair of the Remuneration Committee, ahead of Jill's retirement from the Board in September 2026. Gill brings significant executive leadership experience and more than 20 years' experience in non-executive roles, including within the construction sector. Her extensive knowledge and expertise are already proving valuable to the Board.

Philip Harrison joined the Board on 1 July 2026 as an independent Non-Executive Director and as a member of the Audit, Nomination and Remuneration Committees. He will succeed Ian McHoul as Chair of the Audit Committee when Ian retires from the Board at the AGM in November 2026. Philip brings extensive financial leadership and strategic experience across several sectors, including construction. His breadth of experience and financial expertise within listed companies will be of great benefit to Bellway, and we are delighted to welcome him to the Board.

On behalf of the Board, I would also like to thank Jill and Ian for their considerable contributions to Bellway. Jill has provided valuable insight and counsel during her tenure and has led the Remuneration Committee with diligence and sound judgement. Ian has served Bellway with dedication throughout his nine-year tenure and made a significant contribution as Chair of the Audit Committee. We wish them both well for the future.

The future

Bellway's strong balance sheet, high-quality land bank and operational capacity provide a solid platform for long-term value creation. Our strategic priorities remain focused on delivering sustainable volume growth over time, improving return on equity and managing our business responsibly through a disciplined focus on quality, safety and our people.

The near-term outlook remains uncertain, with economic challenges, mortgage affordability and delays in planning continuing to constrain housing delivery. Against this backdrop, the Government's proposed Your First Home scheme is a welcome development and has the potential to provide significant support for first-time buyers. We look forward to further detail on its design and implementation. Alongside continued progress on planning reform, Your First Home could help more people access home ownership and accelerate the delivery of much-needed new homes.

Bellway benefits from an experienced leadership team and deep operational expertise across the organisation. We remain committed to building high-quality homes and sustainable communities, delivering against our strategic priorities and creating long-term value for shareholders and our wider stakeholders.

John Tutte
Chair

12 October 2026

Bellway delivered a resilient performance.

Key Performance Indicators (KPIs)

The Group has 12 principal financial and operational KPIs, and four non-financial KPIs linked to our Responsible Business strategy and monitored by the Board, which are shown below.

Additional performance measures, which support these KPIs, are shown on page 10.

Financial and operational KPIs

Total home completions (homes)

9,695 homes

+10.8%



2026	9,695
2025	8,749
2024	7,654

This is a useful indicator of how the Group's business model is able to support its strategy of delivering volume growth.

Operating profit (£m)

£299.1m

+19.3%



2026	299.1
2025	250.7
2024	212.8

This indicator measures how efficiently the business is being operated and the profitability of the Group's core business.

Operating margin (%)¹

9.5%

+50bps



2026	9.5
2025	9.0
2024	8.9

This metric demonstrates the operational efficiency of the business.

Return on capital employed (RoCE)(%)^{1,a}

8.6%

+150bps



2026	8.6
2025	7.1
2024	6.3

RoCE is a key indicator of how we are delivering our strategy of building shareholder value through capital efficiency, which is reliant on land acquisition and the subsequent performance of our developments.

Proposed total dividend per ordinary share (p)

75.0p

+7.1%



2026	75.0
2025	70.0
2024	54.0

A useful indicator of how the Directors are delivering the strategy of generating shareholder value. Note that the 2026 final dividend figure is proposed.

Underlying operating profit (£m)^{1,2}

£320.6m

+5.6%



2026	320.6
2025	303.5
2024	238.1

This metric demonstrates the operational efficiency of the business.

Underlying operating margin (%)^{1,2}

10.1%

-80bps



2026	10.1
2025	10.9
2024	10.0

Underlying operating margin is before net legacy building safety expense and other exceptional items.

Underlying RoCE (%)^{1,2,a}

9.2%

+50bps



2026	9.2
2025	8.7
2024	7.1

Underlying RoCE uses the underlying operating profit as set out to the left.

a. In 2025 the definition of capital employed was updated to deduct net cash.

Key

 Link to remuneration – see pages 106 to 124.

Strategic priorities

-  Drive a long-term improvement in underlying pre-tax RoE.
-  Deliver long-term volume growth.
-  Operate responsibly and sustainably through our Responsible Business strategy.

Non-financial KPIs

Pre-tax return on equity (RoE)(%)¹

7.6%

+130bps



2026	7.6
2025	6.3
2024	5.3

This is calculated as profit for the year divided by the average of the opening, half-year and closing net assets. The Directors consider this to be a good indicator of the operating efficiency of the Group.

Adjusted operating cashflow (p)^{1,2}

£868.6m

+36.0%



2026	868.6
2025	638.9
2024	425.2

The Director's consider this as an indicator of how effective the Group is at generating cash to invest in future growth and drive long-term value creation for shareholders.

Carbon Reduction Scope 1 and 2 emissions (tonnes)

-1.8%

Target 46% below 25,715

2026	13,052
2025	13,293
2024	14,227

Demonstrates how the Group is working towards reducing our carbon emissions, in line with our pledge to reduce Scope 1 and 2 emissions by 46% by July 2030.

Building Quality Homes, Safely RIDDOR incidents

+9.1%

Target below 186.17

2026	182.03
2025	166.88
2024	170.99

This KPI measures the annual number of RIDDOR seven-day reportable incidents per 100,000 site operatives against a three-year rolling average.

Underlying pre-tax RoE (%)^{1,2}

8.7%

+50bps



2026	8.7
2025	8.2
2024	6.5

This is calculated as profit for the year before net legacy building safety expense and other exceptional items, divided by the average of the opening, half-year and closing net assets. The Directors consider this to be a good indicator of operating efficiency.

Earnings per ordinary share (p)

166.1p

+25.1%



2026	166.1
2025	132.8
2024	109.8

EPS is a useful measure of how profitable Bellway is year on year.

Carbon Reduction Scope 3 emissions (tonnes)

-7.7%

Target 55% below 1.53

2026	1.32
2025	1.43
2024	1.40

The Group is committed to reducing Scope 3 GHG emissions by 55% per square metre of completed floor area by July 2030, against the FY19 baseline of 1.53 tonnes.

HBF 9-month Survey

Target 4.15

2026	4.19
------	------

The scoring methodology for the HBF survey was revised in 2026 and no comparable prior-year data is available. However, we achieved 5-star homebuilder⁴ status in 2024 and 2025.

At Bellway, we build homes to be proud of with customers at the heart of everything we do, this is reflected in our HBF 5-star homebuilder status, which we have achieved for the tenth consecutive year.

Business at a Glance

The homes we create are as diverse as the Great British public. They are built for friends sharing the living room and families sharing the dining table. They are built for now, and the future. Whether it is a five-bedroom family home in Northumberland or an apartment in London, here at Bellway, we build with the same care and attention, laying the foundations for communities that can grow.

Our brand



With the introduction of our refreshed Bellway brand, we reviewed the role of Ashberry within our brand portfolio. To support a more streamlined and efficient approach to marketing and brand investment, Ashberry will be phased out over the next three to four years.

Our purpose

At Bellway, we build sustainable homes, shaped around you, styled for life.

Our principles

Caring

Thoughtful in every detail, genuinely warm in every interaction

Uplifting

Celebrating moments, brightening every step

Pragmatic

Refreshingly honest, beautifully simple

Our strategic priorities

- Drive a long-term improvement in underlying pre-tax RoE.
- Deliver long-term volume growth.
- Operate responsibly and sustainably through our Responsible Business strategy.

Divisional operations

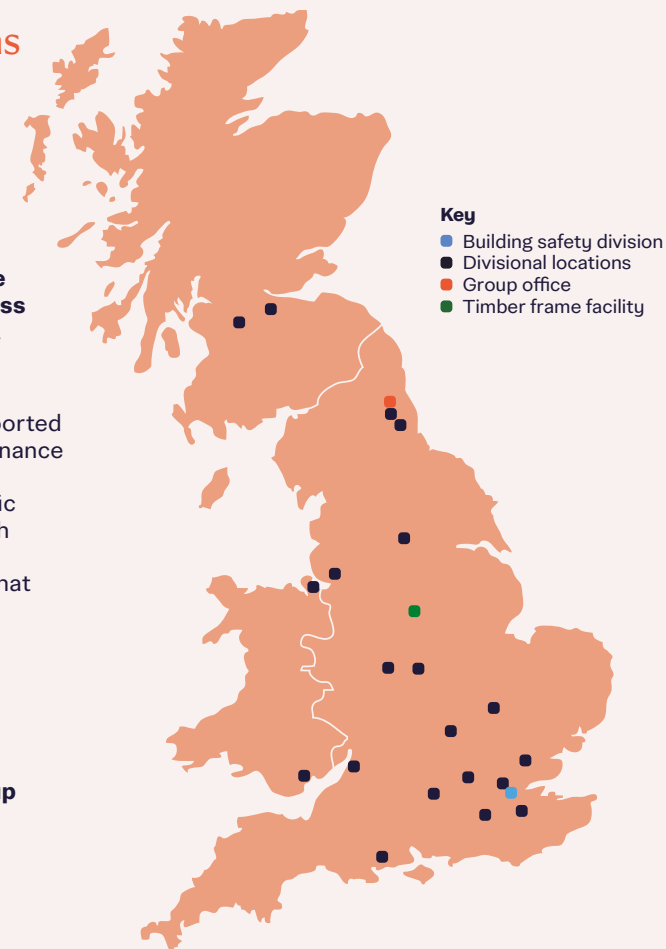
20

trading divisions covering the main population centres across England, Scotland and Wales.

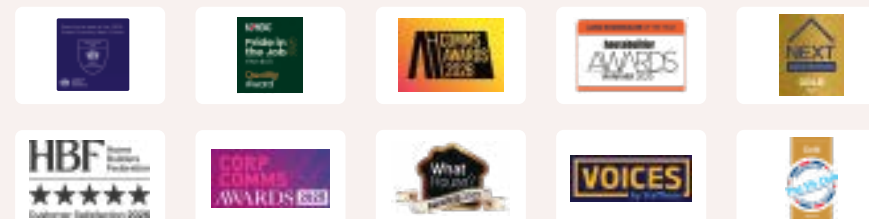
The divisional structure allows local management teams, supported by Regional Chairs, Regional Finance Directors and specialist Group functions, to respond to specific needs in their area and, through their detailed local expertise, acquire land and build homes that meet regulatory requirements and stakeholder expectations.

2,847

people employed by the Group on average in 2026.



Our awards and accreditations



Why Invest in Bellway

We are well placed to continue our volume growth, drive enhanced capital efficiency and shareholder returns.

A well-capitalised balance sheet

We aim to maintain financial resilience, which is central to our long-term strategy. With our focus on increasing pre-tax RoE, a robust, efficient balance sheet enables agile responses to land opportunities and that will support our ambition to deliver multi-year growth in volume output and returns.

A high-quality land bank

Our disciplined investment strategy and rigorous approval processes ensure land acquisitions deliver high financial returns. We have 48,000 plots in desirable locations that will support sustainable growth and enhance long-term shareholder value.

A new brand proposition

A strong and trusted brand is an important driver of commercial success. Our refreshed brand enhances the way we present Bellway to customers, providing a clear and consistent identity that supports customer engagement and helps differentiate us in the market.


[Read more on page 13](#)

Strong leadership and divisional structure

A national presence with 20 trading divisions across the UK, offers geographical diversity and the ability to tailor our offering to meet local needs and demands.

Clear strategic priorities

We have a strategy to deliver long-term volume growth, deliver long-term improvements in underlying pre-tax RoE and operate responsibly through our new Responsible Business strategy.


[Read more about our Responsible Business strategy on pages 29 to 49](#)



Additional Performance Measures

1

Select the right land



	2026	2025
Land bank plots with detailed planning permission (DPP) (plots)	27,092	30,544
Bellway owned and controlled land bank (plots)	45,992	47,144
Strategic land bank (plots)	48,000	47,800
Underlying gross margin (%) ^{1,2}	15.7	16.4
Gross margin (%) ¹	15.1	15.1

2

Manage the planning process



	2026	2025
Number of plots in the pipeline (plots)	18,900	16,600
Number of plots converted from medium-term pipeline (plots)	5,762	7,082
Number of plots in strategic land bank – positive planning (plots)	25,583	14,500
Number of plots in strategic land bank – longer-term interests (plots)	22,417	33,300

3

Design and construct high-quality homes



	2026	2025
Pride in the Job Awards	47	47
Near-miss incidents reported	5,802	11,070

4

Sell homes and deliver excellent customer service



	2026	2025
Order book value (£m) ¹	1,197.2	1,519.4
NHBC overall score (out of 5) ^b	4.38	–
Private reservation rate (excluding bulk sales) (homes per site, per week)	0.49	0.52

b. The scoring methodology for the NHBC survey was revised in 2026 and no comparable prior-year data is available.

Chief Executive's Market and Operational Review



Jason Honeyman
 Chief Executive

Delivering our strategy, building stakeholder confidence.

Market

Customer demand during the autumn of 2025 was affected by uncertainty ahead of the Government's Budget, consistent with the pattern experienced in the prior financial year. Trading improved during the early part of the spring selling season but moderated from April as increased economic uncertainty and the conflict in the Middle East drove further inflationary pressures and higher mortgage rates, which weighed on consumer confidence and affordability.

To support affordability and maintain sales momentum in a more challenging market, the use of targeted incentives increased to average around 5% (2025: 4.1%), resulting in some moderation in underlying selling prices. These pressures are more pronounced in the South of England, where higher house prices and mortgage requirements increase customer sensitivity to borrowing costs.

The private reservation rate decreased by 5.8% to an average of 131 per week (2025: 139). In line with our strategy, bulk sales made a good contribution during the year, with the private reservation rate per outlet per week at 0.55 (2025: 0.57). The private reservation rate excluding bulk sales was 0.49 (2025: 0.52). The overall reservation rate, including social homes, was 3.5% lower at 165 per week (2025: 171) and the cancellation rate remained low at 12% (2025: 13%).

“The strength and depth of the Group's land bank support our long-term growth plans.”

The availability of competitively priced mortgage products provided some support to customer demand during the year, although interest rate volatility affected buyer confidence and affordability remained constrained, particularly for customers requiring higher loan-to-value mortgages. Against this backdrop, we welcome the Government's proposed Your First Home scheme, which has the potential to provide substantial support for first-time buyers and help address the deposit and affordability constraints faced by many prospective homeowners. We look forward to further detail on the scope, design and timing of its introduction.

Our strategic priorities



Drive a long-term improvement in underlying pre-tax RoE.



Deliver long-term volume growth.



Operate responsibly and sustainably through the Responsible Business strategy.

Chief Executive's Market and Operational Review (continued)

	31 July 2026 Plots	31 July 2025 Plots
DPP: plots with implementable detailed planning permission	27,092	30,544
Pipeline: plots pending an implementable DPP	18,900	16,600
Bellway owned and controlled plots	45,992	47,144
Bellway share of land owned and controlled by joint ventures	674	760
Total owned and controlled plots³	46,666	47,904
Strategic land holdings	48,000	47,800
Total land bank³	94,666	95,704

Land bank

The strength and depth of the Group's land bank support our long-term growth plans and enable us to maintain a broadly replacement-only approach to land acquisition. The table above shows the Group's land holdings.

Bellway's owned and controlled land bank comprises 45,992 plots (2025: 47,144 plots), including 27,092 plots (2025: 30,544 plots) with an implementable detailed planning permission (DPP) and 18,900 pipeline plots (2025: 16,600 plots). This represents a land bank length of 4.7 years (2025: 5.4 years) based on the last 12 months' legal completions.

Land investment has remained controlled and highly selective, with capital directed towards opportunities offering the most attractive returns and supported by resilient underlying customer demand. In FY26, 78% (2025: 66%) of the plots contracted were located in our Northern divisions, reflecting the strength of opportunities identified across those markets.

During the year, the Group contracted to purchase 8,578 owned and controlled plots (2025: 8,120 plots) across 35 sites (2025: 51 sites) with a total contract value of £505.1m (2025: £566.8m). This included a large site comprising around 1,900 plots converted from our strategic land bank in the Dunfermline Strategic Development Area, which will act as an anchor site to support growth for our two Scotland divisions. Our owned and controlled land bank remains well diversified across the UK, with 56% located in the North and 44% in the South, supporting future delivery across a broad range of markets.



8,578

plots contracted to purchase (plots)

The Group traded from an average of 238 outlets (2025: 246), in line with our expectations, with a closing position of 253 outlets at 31 July 2026 (2025: 249). While we have good visibility on around 40 new outlet openings in FY27, the timing of these openings, together with the planned completion of existing sites and continued delays in planning, means that we expect to operate from an average of around 230 outlets during the year.

Our strategic land bank provides a valuable pipeline of future development opportunities secured with a relatively low initial capital outlay. During the year, we continued to invest selectively, entering into option agreements to buy 24 sites (2025: 30 sites). The strategic land bank comprises 48,000 plots, over half of which have a positive planning status. Increasing the proportion of completions delivered from strategically sourced land to more than 20% over the medium term (2026: 15%) remains an important part of our plans to improve margins and returns.

Production and cost control

Build cost inflation was at low single-digit levels during the first half of the financial year but increased in the second half, principally reflecting greater pressure on material and energy costs amid heightened geopolitical and supply chain uncertainty.

The Group has received price increase requests from suppliers and subcontractors but has continued to negotiate robustly, limiting the impact on agreed rates. Product availability across the Group is currently good, and our procurement arrangements retain flexibility to benefit from any reduction in input costs.

Looking ahead, ongoing volatility in global energy prices and the risk of supply chain disruption could lead to further cost increases. While the extent of any impact remains uncertain, we currently anticipate overall build cost inflation of around 3% to 4% in FY27.



238

Average trading outlets

We are strengthening cost control and operational efficiency through greater Group-wide standardisation. During the year, we finalised the Bellway Collection, our new portfolio of standard house types, which accommodates both traditional and timber-frame construction methods and provides the flexibility to meet the requirements of the Future Homes Standard. Supported by centralised design, procurement and site layout reviews, the Bellway Collection will improve consistency, simplify delivery and help mitigate build cost pressures.

As part of our long-term growth strategy, we are increasing the use of sustainably sourced timber frame construction.

The Group is targeting an increase in timber frame use to around 30% of housing output by 2030 (2026: 20%). This will deliver operational, financial and environmental benefits through shorter build times, improved work-in-progress (WIP) efficiency and lower supply chain carbon emissions.

Bellway Home Space, our proprietary timber frame manufacturing facility, opened in January 2026 and began supplying frames to our divisions for housing completions from the second half of FY26. The planned increase in timber frame output will be delivered primarily through this facility. We are confident that this investment will support sustainable volume growth, improve capital efficiency and contribute to a higher underlying RoE.

Bellway Home Space



In January 2026, we opened our new state of the art timber frame facility, Bellway Home Space, located in Sutton-in-Ashfield, Mansfield. The facility is fitted with state-of-the-art robotic machinery.

Refresh of the Bellway brand

Our consistent focus on providing high-quality homes and service for our customers has resulted in Bellway retaining its position as a 5-star⁴ homebuilder for the tenth consecutive year. Positive customer recognition is key to our ongoing success and, as reflected by the investment in our new range of house types, we are improving the design of our homes to meet the changing needs and expectations of our customers.

To support our strategic priorities of driving growth and efficiencies across the business, we have also refreshed the Bellway brand. The redesigned brand has been successfully launched with a new digital-first approach to simplify the customer journey, attract a broader range of buyers to our outlets and enhance revenue opportunities, including customer options and upgrades.

As part of the brand refresh process, and following a detailed review, we decided to phase out the Ashberry brand. Following the introduction of our refreshed Bellway brand, new Bellway Collection house types and enhanced digital customer experience, maintaining an additional brand representing a relatively small proportion of Group output is no longer the most efficient use of resources. We do not anticipate any impact on our plans for outlet growth over the medium term, with the transition to be phased over the next three to four years as existing and new outlets gradually become part of the main Bellway brand.



Energy House 2.0 Heating Report



Results continue to be produced from our groundbreaking Energy House 2.0 project with the University of Salford. The report shows that, on a typical winter's day, our approach of a Monobloc ASHP, underfloor heating and upstairs radiators can reduce customers' heating costs.



Read more about our Responsible Business strategy on pages 29 to 49



Download our Responsible Business Report: bellwayplc.co.uk/sustainability



Chief Executive's Market and Operational Review (continued)

“Our focus on disciplined cost control and operational efficiency will help mitigate current pressures.”

Recent trading and outlook

Since the start of the new financial year, the subdued trading conditions experienced from late spring have continued. Customer demand remains constrained by affordability pressures, with mortgage interest rates above prior-year levels, while wider economic uncertainty continues to affect homebuyer decision making. While the Government's proposed Your First Home scheme has the potential to provide meaningful support for first-time buyer demand, the period ahead of its launch may influence the timing of purchasing decisions among some prospective customers.

In the nine weeks since 1 August, the private reservation rate per outlet per week, including bulk sales, was 0.50 (1 August to 5 October 2025: 0.51). The private reservation rate excluding bulk sales was 0.45 (2025: 0.48).

Reflecting recent trading and completions in the period, the forward order book at 2 October 2026 comprised 4,981 homes (5 October 2025: 5,285 homes) with a value of £1,437.6m¹ (5 October 2025: £1,526.9m).

Given the lower opening order book and continued affordability pressures, volume output is expected to reduce in FY27, and the Group is targeting total completions of between 9,000 and 9,400 homes (2026: 9,695). This will include an increased contribution from bulk sales (2026: 615 homes) to support volume delivery and cash generation, while maintaining financial discipline.

Build cost inflation, elevated sales incentives and a higher proportion of bulk sale completions are expected to result in a further reduction in the underlying operating margin in FY27. Management actions are underway to further strengthen cost control and operational efficiency, although these will not fully offset the near-term margin pressures.



Notwithstanding current industry headwinds, Bellway's strong balance sheet, high-quality land bank and operational capabilities provide the resilience to navigate near-term uncertainty. Our focus on disciplined cost control and operational efficiency will help mitigate current pressures, while selective land investment and the accelerated trade-out of lower-margin sites provide a strong platform for improving margins and returns beyond FY27. With a nationwide divisional presence and significant operational capacity, the Group is well-positioned to increase volume output and deliver higher profits over the medium term as market conditions improve.

Jason Honeyman
Chief Executive

12 October 2026

4,981
homes in our order book
at 2 October 2026

Chief Financial Officer's Review



Shane Doherty
 Chief Financial Officer

Driving higher cash generation and sustainable shareholder returns.

Trading performance

The Group delivered growth in housing revenue of 13.6% to £3,145.1m (2025: £2,768.3m), which was supported by a strengthened order book at the start of the financial year. Other revenue was £17.1m (2025: £14.5m) and comprises ancillary items including land and commercial sales, and management fee income earned on our joint venture schemes. Total revenue was 13.6% higher at £3,162.2m (2025: £2,782.8m).

The table below shows the number and average selling price of homes completed in the year, analysed between private and social homes, and against the prior-year comparative.

Total housing completions increased by 10.8% to 9,695 homes (2025: 8,749). Private completions rose by 10.2% to 7,631 homes (2025: 6,924), including an increased contribution from bulk sales to 615 homes (2025: 308). There was a 13.1% increase in social housing output to 2,064 homes (2025: 1,825), and the proportion of social completions was broadly in line with the prior year at 21.3% of the total (2025: 20.9%). We have good visibility on our near-term build programmes, and we expect social housing completions to be a similar proportion of the total in FY27.

The overall average selling price increased to £324,404 (2025: £316,412), in line with our expectations. The movement principally reflected changes in geographic and product mix, with no underlying house price inflation. Incentive usage increased to average around 5% (2025: 4.1%) given ongoing affordability pressures and more subdued customer demand. We currently expect the overall average selling price for FY27 to be similar to the FY26 level at around £325,000.

“Our focus remains on disciplined capital allocation, strengthening cash generation and driving further improvements in operational and capital efficiency.”

	2026		2025		Variance (%)	
	No. of Homes	ASP (£000)	No. of Homes	ASP (£000)	Homes	ASP
Private	7,631	358.2	6,924	350.4	10.2%	2.2%
Social	2,064	199.6	1,825	187.3	13.1%	6.6%
Total	9,695	324.4	8,749	316.4	10.8%	2.5%

Chief Financial Officer's Review (continued)

“Adjusted operating cashflow increased by 36.0% to £868.6m^{1,2} (2025: £638.9m).”

Underlying operating performance

The Group's strong commercial disciplines and proactive management of site-based overheads helped mitigate pressure on profitability. However, the effects of residual build cost inflation, extended site durations and the absence of underlying house price inflation resulted in a 70bps reduction in underlying gross margin to 15.7%^{1,2} (2025: 16.4%). Higher revenue more than offset the margin movement, resulting in a 9.0% increase in underlying gross profit to £497.8m^{1,2} (2025: £456.8m).

Other operating income and expenses, which net to an expense of £4.4m (2025: £1.3m), relate to the running of our part-exchange programme. Part-exchange is an important selling tool in a slower housing market, although its use remains selective and tightly controlled. It supported 8.4% of private completions during the year (2025: 4.8%), with a balance sheet investment of £57.6m at 31 July 2026 (2025: £25.3m). The Group has the financial capacity to increase its use further, selectively and within established controls, if required by market conditions.

The underlying administrative expense rose to £172.8m^{1,2} (2025: £152.0m), in line with previous guidance, and reflected investment to strengthen the Group's operations and support long-term efficiency. This included Bellway Home Space, our new timber frame manufacturing facility, together with enhancements to IT, and our commercial and finance capabilities. It also included the cost of maintaining competitive reward packages to attract and retain high-quality people. Together, these investments have strengthened the organisational capacity required to deliver our strategic priorities.

Given sustained sector headwinds and the challenging near-term outlook, cost control remains a key priority. Management actions are already underway, including procurement savings, efficiencies from the Bellway Collection, a broader review of overheads and operational efficiency, and an assessment of how emerging technologies, including AI, can support further productivity gains across the business. While these measures will help mitigate cost pressures, they will not fully offset the near-term effects of build cost inflation, elevated sales incentives and a higher proportion of bulk sale completions.

The underlying operating margin reduced to 10.1%^{1,2} (2025: 10.9%), primarily reflecting the lower underlying gross margin, and is expected to reduce further in FY27. The improving mix of the land bank, supported by selective investment and the accelerated trade-out of lower-margin sites, provides a platform for margin improvement over the medium term.

Over time, volume growth, improved overhead recovery and a greater contribution from higher-margin strategic land should support a progressive recovery in margin. With stable housing market conditions, the Board is confident that both an underlying operating margin and underlying pre-tax RoE in the mid-teens^{1,2} are achievable and sustainable over the longer term.

Adjusting item: Net legacy building safety expense

Bellway has allocated and committed significant resource and funding to remediate its legacy apartment buildings, and we continue to make good progress on addressing legacy building safety issues. We have completed assessments for all relevant buildings in England and Wales in accordance with the Joint Plan, developed remediation designs and progressed the appointment of subcontractors.

During the year, the Group recognised a net adjusting expense of £35.2m (2025: £51.8m) in relation to legacy building safety. This included a net charge of £21.2m (2025: £37.4m) through cost of sales, comprising a £31.2m increase in overall cost estimates (2025: £37.6m), partly offset by recoveries of £10.0m (2025: £0.2m) across several sites. An exceptional SRT expense of £0.8m in 2026 (2025: £nil) has also been included in the Group's share of result of joint ventures in relation to a provision recognised in a joint venture during the year.

The adjusting finance expense in the year was £13.2m (2025: £14.4m) and related to the unwinding of the discount on both the SRT and associated review provision and the structural defects provision. This is a non-cash interest unwind, which was in line with previous guidance. The adjusting finance expense is subject to a range of assumptions, and based on the 31 July 2026 forward-looking discount rate, we currently anticipate an adjusting finance expense of around £17m in FY27.

The total amount Bellway has set aside for legacy buildings in England, Scotland and Wales since 2017 is £751.9m. Demonstrating our ongoing commitment to deliver appropriate solutions for legacy buildings, the Group has spent £232.0m since the start of the remediation programme, with a remaining provision of £519.9m at 31 July 2026.

Our experienced site remediation teams remain focused on completing works as promptly and efficiently as possible. As at 31 July 2026, and including those buildings that have been granted funding approval by the Building Safety Fund or ACM Funds, 59% of Bellway's legacy buildings (2025: 33%) have work either complete or underway.

Net underlying finance expense

The net underlying finance expense was £15.1m^{1,2} (2025: £12.9m). This included a non-cash interest expense of £13.4m (2025: £14.9m) on land acquired on deferred terms, with the decrease reflecting lower land creditors.

Other net underlying finance expense, including net bank interest, was £1.7m (2025: income of £2.0m), reflecting lower cash balances and modestly higher borrowings during the year. The Group remains well capitalised, with low average net debt in FY26 of £95.5m (2025: £49.2m).

We will continue to maintain an efficient capital structure, with the flexibility to operate with a modest level of average net debt while retaining low year-end adjusted gearing¹ (2026: 3.0%). Based on prevailing interest rates, the net underlying finance expense for FY27 is expected to be around £20m^{1,2}.

Profit for the year

Including our share of underlying net profit from joint ventures of £0.2m^{1,2} (2025: loss of £1.5m), underlying profit before taxation increased to £305.7m^{1,2} (2025: £289.1m). Reported profit before taxation was £270.2m (2025: £221.9m).

The income tax expense was £76.8m (2025: £64.4m), reflecting an effective tax rate of 28.4% (2025: 29.0%). The effective tax rate reflects the standard rate of UK corporation tax of 25% and also includes the Residential Property Developer Tax (RPDT), which is charged at a rate of 4% of relevant taxable profits.

The underlying profit for the year was £218.7m^{1,2} (2025: £209.7m) and basic underlying EPS was 187.8p^{1,2} (2025: 176.7p). After considering the adjusting items, reported profit for the year was £193.4m (2025: £157.5m) and basic EPS was 166.1p (2025: 132.8p).

Strong balance sheet and financial position

In line with our strategy, Bellway has made strong progress in reducing the capital invested in land and WIP, supporting improved cash generation and capital efficiency. Total inventories reduced by £224.1m to £4,614.0m (2025: £4,838.1m), with the combined value of land and WIP decreasing by £254.8m.

The carrying value of land reduced by 6.1% to £2,350.6m (2025: £2,502.9m), reflecting our disciplined approach to land investment, while WIP decreased by 4.7% to £2,062.5m (2025: £2,165.0m). With the number of sales outlets broadly stable, the value of show homes was similar to the prior year at £143.3m (2025: £144.9m). The value of part-exchange properties rose to £57.6m (2025: £25.3m), reflecting the greater use of part-exchange as a controlled selling tool in a slower housing market.

The Group ended the year with net cash of £157.7m¹ (2025: £41.8m), after dividends and share buyback cash expenditure totalling £223.7m (2025: £70.0m). Land expenditure, including payment of land creditors, was £496m (2025: £472m), and principally related to contracts approved in previous financial years. Committed land obligations reduced to £265.0m (2025: £337.6m) and adjusted gearing, including land creditors, remained low at 3.0%¹ (2025: 8.3%).

Capital allocation and delivering value for shareholders

Our capital allocation framework is centred on maintaining balance sheet strength and low gearing, while improving capital efficiency to enhance cash generation. This provides the flexibility to balance the investment requirements of the business with sustainable returns to shareholders.

Our refreshed approach to capital efficiency has been embedded across the Group and is delivering positive results, with adjusted operating cashflow increasing by 36.0% to £868.6m^{1,2} (2025: £638.9m). We will continue to drive efficiencies for strong cash generation, enabling the Group to meet its operational requirements and legacy building safety obligations while funding regular dividends and additional shareholder returns.

The £150m share buyback launched on 14 October 2025 completed in August 2026. The Board intends to return a further £150m to shareholders through a share buyback programme during FY27, the first tranche of which was launched on 1 September 2026. The Board has today increased the size of the first tranche from £50m to £75m (subject to the same terms and otherwise on the same basis and for the same purpose as set out in Bellway's announcement on 1 September 2026). The remaining £75m of the £150m FY27 programme is expected to be executed in one or more further tranches, which will be announced in due course. The ordinary dividend also remains a core component of shareholder returns. The proposed total dividend has increased to 75.0p per share (2025: 70.0p) reflecting underlying dividend cover of 2.5 times^{1,2}.

Net assets reduced slightly to £3,520.8m (2025: £3,556.2m), with the key drivers being profitability in the year offset by dividend payments of £83.9m, and accounting for the £150.9m irrevocable share buyback programme announced in October 2025. The positive effect of the share buybacks undertaken during the year supported a 4.2% increase in NAV per share to 3,116p¹ (2025: 2,989p). Improved asset turn drove further progress in returns, with underlying RoCE increasing to 9.2%^{1,2} (2025: 8.7%), despite the lower underlying operating margin. Underlying pre-tax RoE also increased by 50bps to 8.7%^{1,2} (2025: 8.2%).

Our focus remains on disciplined capital allocation, strengthening cash generation and driving further improvements in operational and capital efficiency. Together with our strong balance sheet, these priorities provide the resilience and flexibility to navigate near-term market challenges, while supporting shareholder returns through the cycle and a recovery in RoE as market conditions improve.

Shane Doherty
Chief Financial Officer

12 October 2026

Chief Commercial Officer's Review



Simon Scougall
 Chief Commercial Officer

“We are proud that 91% of employees consider Bellway as ‘a great place to work’ demonstrating the strength of our culture.”

Land

The strength and depth of our land bank supports our growth plans and we have remained disciplined, and highly selective, with our land investments. We have contracted to purchase 8,578 plots (FY25: 8,120) across 35 sites (FY25: 51) during the year. 78% of these plots were contracted in our Northern divisions, supporting volume in stronger sales markets.

The strategic land bank has been further strengthened to support our longer-term growth ambitions and, during the year, we entered into option agreements to buy 24 sites (FY25: 30).

Our strategic land bank comprises around 48,000 plots (FY25: 47,800) and we remain focused on delivering a growing proportion of our volume output from strategically sourced land, with a target of over 20% in the medium term. As at 31 July 2026, we had 83 live planning applications running, amounting to around 14,600 plots.

48,000

strategic land bank plots (2025: 47,800)

Bellway Home Space

In January 2026, we officially opened Bellway Home Space, a cutting edge 135,000 square foot timber frame facility in Sutton-in-Ashfield, marking a major milestone in Bellway's commitment to building more sustainably, efficiently and responsibly. This facility has been developed in partnership with Donaldson's Timber Systems, is equipped with advanced robotic machinery from Randek, and the factory showcases innovation in modern construction.

Bellway Home Space has already produced 228 timber frame kits for our developments, with a target to be producing 3,000 homes per year by 2030.

Health and safety

As our number one priority, we always promote all aspects of health and safety, throughout all of our operations, in the interests of employees, subcontractors, suppliers, customers and visitors to our sites and premises. This is further supported by our Responsible Business strategy and the Building sustainable homes pillar.

During the year we implemented multiple health and safety initiatives including a national occupational health surveillance strategy as well as introduced a behavioural safety training course for forklift drivers. We launched a monthly Health and Safety Focus update on our intranet, providing employees with regular communications on key health and safety matters across the business, including topics such as fire prevention. The Board receives external advice and training from specialist advisers on both the Directors' and the Company's regulatory obligations. Health and safety issues are considered at each Board meeting and are addressed in the Strategic Report, and on the corporate website www.bellwayplc.co.uk/sustainability.

During the year, a contractor sadly lost their life following an incident at one of our sites operated by a third party principal contractor, in Durham. The Board extends its sincere condolences to the individual's family, friends and colleagues. The Group remains committed to maintaining the highest standards of health and safety and has fully cooperated with the relevant authorities and will continue to do so in their investigations of the incident.

 [Read more about health and safety on page 49](#)

Building safety

Bellway has continued to be proactive towards building safety and to delivering our remediation works, having set aside a significant provision for legacy building safety improvements since 2017. We have a standalone Building Safety division, dedicated to the remediation of buildings, over 11 metres in height, where life-critical fire safety issues have been identified. All buildings in England and Wales within our legacy portfolio were fully assessed by the end of the year and the team are now focussed on procurement and starting works.

 [Read more on page 23](#)

Future talent

We have continued to expand our future talent and social mobility initiatives, reflecting our commitment to widening access to the housebuilding industry.

During the year, 85 new apprentices joined Bellway (FY25: 71). In September 2025, we welcomed 23 new graduates (FY25: 23) onto the Good Foundations programme

and seven internal candidates joined the programme, having been identified as emerging leaders. We are currently in the process of reviewing and refreshing our graduate programme offering for a new implementation and intake during 2027.

We currently have 169 apprentices and 35 trainees who are supported via our various future talent programmes. We are proud to be members of the 5% club, demonstrating our commitment to creating high-quality earn-and-learn opportunities and supporting the development of future talent.

Our ongoing partnerships with Regeneration Brainersy and Percy Hedley Foundation, help support our increased engagement with young people. These initiatives complement our graduate, apprentice, and trainee programmes, ensuring a strong and diverse pipeline of talent for the future, and we are pleased to report that 8.0% (FY25: 7.2%) of our workforce are currently engaged in 'earn and learn' roles, reflecting our commitment to continuous development and inclusive career pathways.

In FY26, through our partnership with Leonard Cheshire, we have provided 13 three-month work placements as part of the Change 100 programme (FY25: 11). We have also supported 5 Access Intern placements through Variety, the children's charity (FY25: 4).

We have continued our support for the HBF's Women in Home Building programme. In November 2025, we supported a further 11 placements. We are continuing our efforts to increase female representation in site-based roles and building a more diverse workforce as a whole for the future.

Learning and development

During the year, we continued to invest in the development of our people, enhancing skills and strengthening capability across the business. This ensured our teams were well equipped to deliver operational excellence and support the successful delivery of strategic and transformational initiatives.

Our leadership pipeline has continued to grow, and be strengthened, through a suite of structured programmes, aligned to both career-stage and organisational needs.

Our programmes include our Good Foundations programme which supports graduates and emerging leaders. Our CMI-accredited middle management course, Elevate, has 77 middle managers currently participating, with another 51 participants having already completed the programme.

Architecture, another CMI-accredited programme, focuses on senior leadership capability and 37 of our senior leaders are completing the programme.

We also launched our partnership with Henley Business School development programme in January 2026 which has been designed to support individuals identified through our succession planning framework as having potential to progress to Managing Director level. Currently 11 leaders have completed the executive-level learning programme.

Collectively, these programmes provide a clear and progressive leadership pathway, building capability at all levels and ensuring alignment with Bellway's values, behavioural expectations, and long-term succession planning. We are proud that 91% of employees consider Bellway a 'great place to work', demonstrating the strength of our culture and our commitment to creating a positive employee experience.

We also have a number of strategic learning and development initiatives, which were delivered or progressed during the year, including:

- Career Pathways: the development and rollout supporting career clarity and internal mobility in partnership with Skills Builder UK;
- Future Homes Standard training: building capability for evolving regulatory requirements including Timber Frame and Air Source Heat Pumps;
- Knowledge Explorer for Construction: enhancing access to technical knowledge in partnership with NHBC to ensure training was targeted to individual needs and specific skills gaps rather than generically;
- Customer Care development: investment in vulnerable customer and complaints handling training; and
- Values and behavioural framework: introduction of our new Bellway values and the revised behavioural expectations across all roles. See page 67 for more details on our Bellway values.

These initiatives are supported by a blended learning approach, focused on embedding learning through practical, on-the-job, experience.

Simon Scougall
Chief Commercial Officer

12 October 2026

Responsible Business



Jason Honeyman
 Chief Executive

Operating responsibly is fundamental to Bellway's long-term success. Our Responsible Business framework brings together the priorities most important to the resilience and sustainable growth of the business, including build quality, customer satisfaction, our people, environmental performance and strong governance. By focusing on these areas, we strengthen operational performance, manage risk effectively and create long-term value for our stakeholders.



Recent progress across our key Responsible Business priorities is outlined below.

Creating communities

Delivering high-quality homes and excellent customer service is central to our operating model. Strong customer outcomes support our reputation, help maintain demand for our homes and reduce operational and commercial risk.

Bellway retained its position as a 5-star homebuilder⁴ for the tenth consecutive year in the HBF Customer Satisfaction Survey. Our focus on construction quality was reflected in a further improvement in our NHBC Construction Quality Review score of 93.6% (2025: 92.9%), while 47 site managers received NHBC Pride in the Job Awards.

Our contribution to the communities in which we operate remained an important priority. During the year, our colleagues surpassed our target of 4,000 volunteering hours, Bellway's fundraising for Cancer Research UK surpassed £5m and we launched a new national partnership with Variety to support children's mobility and inclusion.

Building sustainable homes

Reducing the environmental impact of our operations and homes supports operational efficiency, helps manage evolving regulatory requirements and ensures our products remain aligned with customer expectations.

Good progress was made against our carbon reduction targets, which have been validated by the Science Based Targets initiative (SBTi). Scope 1 and Scope 2 carbon emissions have reduced by 49.2% since our 2019 base year, tracking ahead of our target of a 46% reduction by 2030. During the year, we also published our first Climate Transition Plan, setting out the actions required to achieve our ambition of reaching net zero by 2045.

This progress was recognised externally, with Bellway ranked as the leading national housebuilder in the NextGeneration sustainability benchmark and receiving a Gold award. Bellway also qualified for the London Stock Exchange's Green Economy Mark for the first time.

Valuing people

Attracting, developing and retaining talented employees is critical to maintaining operational excellence and supporting long-term growth. Our priorities include employee engagement, skills development, health and safety and fostering an inclusive workplace culture.

Employee engagement remained strong, with 91% of colleagues (2025: 91%) stating that they would recommend Bellway as 'a great place to work'. As a fully accredited Living Wage Employer, covering both directly employed and subcontracted labour, Bellway invests in apprenticeships and graduate development programmes to strengthen our talent pipeline and help address skills shortages across the construction industry. Maintaining a skilled, engaged and motivated workforce is critical to operational performance, customer outcomes and the sustainable growth of the Group.

Further information on our Responsible Business priorities, performance and stakeholder engagement is available on our website.

Jason Honeyman
 Chief Executive

12 October 2026

The Marketplace

UK housing sector

While the underlying fundamentals of our industry continue to be strong, the short-term outlook for UK housing remains challenging, particularly for first-time buyers who face affordability and demand-side constraints.

We recognise the Government's commitment to increasing housebuilding, but continue to urge them to do more through accelerated planning and supply-side reforms. Bellway remains well positioned to capitalise on the longer-term opportunities to deliver much needed high-quality and affordable new homes.

Strategic priorities key

-  Drive a long-term improvement in underlying pre-tax RoE.
-  Deliver long-term volume growth.
-  Operate responsibly and sustainably through our Responsible Business strategy.

Principal risks key

- 1 Climate change and sustainability
- 2 Construction quality and innovation
- 3 Economic and political outlook
- 4 Health, safety and environment
- 5 IT resilience and security
- 6 Land and planning
- 7 Legal compliance and building safety regulatory compliance
- 8 Supply chain resilience
- 9 Talent management

Economic backdrop and housing affordability

Link to strategic priorities



Link to principal risks

3

Recent UK economic growth has been low, with GDP in the quarter to 30 June 2026 increasing by 1.4% compared with the same quarter in 2025, and by 0.5% compared to the quarter to 31 March 2026.

The pace of future economic growth is expected to remain modest, with the Bank of England's September 2026 projections implying annual GDP growth will be around 1.2% and market consensus including the IMF of a 1.2% rise in 2026. The ONS estimated UK unemployment rate increased by 0.2 percentage points in the year to July 2026, but decreased by 0.1 percentage points to 4.9% in the quarter, still at the highest level since early 2021. Against this backdrop, and with further uncertainty about potential tax rises in the Government's autumn Budget, overall consumer confidence remains fragile.

UK inflation has fallen significantly from the highs of circa 11% in 2022, allowing the Bank of England to lower the base rate over the year to August 2026 to 3.75%, down from 4.0%. However, the rate of reduction has slowed considerably reflecting global instability; there was no reduction between December 2025 and September 2026 and at the September MPC three of the nine Committee members voted for a 0.25% increase.



The Bank of England's interest rate decisions and financial market expectations on the future path of interest rates both have a direct impact on mortgage affordability and fixed-rate mortgage costs increased to reflect heightened inflationary risks, given the resumption of hostilities in the Middle East.

Overall, mortgage interest rates were relatively stable through FY26 and, together with ongoing wage rises and limited house price inflation, this led to a gradual improvement in affordability. Data released in early August by HMRC showed just under 1.2 million housing transactions in the year to June 2026; however, Bank of England data showed net mortgage approvals for house purchases fell to 56,053 in July down 15% year on year.

1.1%
increase in GDP
(year to June 2026)

3.75%
Bank of England base rate
(September 2026)

The Marketplace (continued)

Planning system and housing delivery

Link to strategic priorities



Link to principal risks

3 6

The Government's overhaul of the planning system to support its ambitions to deliver 1.5 million new homes in England – equivalent to 300,000 new homes per annum – made very slow progress in the year, and we continue to experience delays to planning decisions as local authorities take time to adopt new local plans and the updated National Planning Policy Framework.

This was reflected in the low growth in planning approvals granted for new residential units. According to data from the Home Builders Federation, planning approvals in England rose by 2% to circa 114,000 units in the first six months of 2026. However, the number of residential units approved dropped by 18% during the second quarter of 2026 and was 8% lower than a year ago.

In the years ahead, we continue to believe that our industry should benefit from planning reforms, including the reintroduction of mandatory housing targets. However, to complement these supply-side measures and long-term funding for social and affordable homes, and to meet its ambitious housing targets, the Government also needs to address first-time buyer demand-side constraints.



Labour and material costs



Link to strategic priorities



Link to principal risks

2 3 8

During the year, overall build cost inflation remained relatively steady and was running in the low single digits. Reflecting the industry-wide decline in construction activity and the fall in energy costs since their peak in 2022, there are presently good levels of materials availability across the Group and modest overall material cost inflation on new tenders.

Bellway's outlet opening programme has provided good visibility on pipeline work for subcontractors and remains beneficial when negotiating new labour contracts and pricing. Requests for subcontract price increases remain low for most trades and typical minimum fixed-price periods of 12 months are being secured.

Our experienced procurement teams continue to work closely with our wide range of supply chain partners to ensure we are prepared for our targeted increase in volume output in the current financial year and beyond.

4.9%

**UK unemployment rate
in the quarter April – June
2026 (ONS)**

Legal and regulatory changes

Future Homes Standard (FHS)

Link to strategic priorities



Link to principal risks



The UK's FHS is an incoming regulatory requirement to drive improvements in energy efficiency and a reduction in the carbon emissions of new homes. Under the Government's proposed regulations, the FHS will require new homes to produce between 75% and 80% less carbon emissions than homes built to standards applicable through to 2022.

The FHS is part of the Government's ambition to achieve net zero carbon emissions by 2050, and will come into force on 24 March 2027.

Our climate transition plan

In response to the challenge of climate change, we have made carbon reduction a central business priority within our long-term strategy.

During the year, we published our first Climate Transition Plan structured around the three pillars of the Transition Plan Taskforce (TPT): Ambition, Action and Accountability. It outlines how we will achieve our ambitious goal of reaching net zero by 2045, informed by the recommendations of the TPT. We also carried out a gap-analysis against the 19 sub-sections of the TPT, to identify where we can improve in future.

This was a significant milestone for Bellway, as we set out how we will deliver long-term environmental responsibility and prepare for the future.



Building Safety Act

Link to strategic priorities



Link to principal risks



Bellway continues to act responsibly with regards to building and resident safety, and this is reflected by the significant resource and funding the Group has committed to remediate its legacy apartments since the Grenfell tragedy in 2017.

Government guidance and regulations in relation to legacy building safety have evolved since 2017. In April 2022, Bellway signed the Government's Building Safety Pledge and, in March 2023, the Self-Remediation Terms, both of which form part of an industry commitment to address building safety defects.

In December 2024, following a period of industry-wide delays in obtaining building access licences, developers and the Government committed to working together, through the joint plan, to accelerate developer-led remediation. Our dedicated Building Safety division and experienced site remediation teams remain focused on completing works as promptly and efficiently as possible.

Business Model

Building homes that last

From selecting the right land to managing the planning process, and from design to construction, we carefully manage each stage of the housebuilding process to safely deliver high-quality homes. We provide five-star customer service, putting customers at the heart of everything we do.

Our Responsible Business strategy

-  **Creating communities**
-  **Building sustainable homes**
-  **Valuing people**


[For more information on our Responsible Business strategy, see pages 29 to 49](#)

Creating long-term value



1 Select the right land



Link to Responsible Business strategy



Read more on pages 29 to 49

Selecting the right land

- We are highly selective in our land investments, concentrating on areas with customer demand. This allows us to maintain a strong land bank and leverage compelling financial returns.
- Using longstanding relationships and localised expertise, we can select land that offers favourable opportunities and strategic pipelines for continued growth.
- We tightly control the number of large, long-term sites to avoid having excess capital tied up.

How we assess

- Viability assessments and appraisals prepared at a local level are assessed at all levels of the business.
- Executive Directors provide final approval to purchase a site, with full Board approval required on certain sites depending on the nature and value of the proposal.
- Land opportunities are considered where they meet, or exceed, both financial and non-financial acquisition criteria.
- Investing in sustainable sites is an important criterion, to provide customers with access to infrastructure, nature, and sustainability.
- Consider social and environmental risks such as flood risks and climate change risks.
- Biodiversity Net Gain (BNG) is an increasingly key factor in site selection, and is now assessed before sites are contractually secured.

How we measure performance

A robust strategic land bank is vital for Bellway to achieve strategic volume growth targets. We link part of the Executive Directors' bonuses to the delivery of a sufficient land bank to meet our growth aspirations. We also monitor the following KPIs and performance measures:

- short-term land bank;
- strategic land bank;
- sufficient land bank plots with DPP;
- gross margin; **KPI**
- underlying gross margin; and **KPI**
- RoCE. **KPI**

Read more on page 10

Risks identified

- Inability to source suitable land at appropriate gross margins and RoCE.
- Delays and complexity in the planning process.

How we manage risk

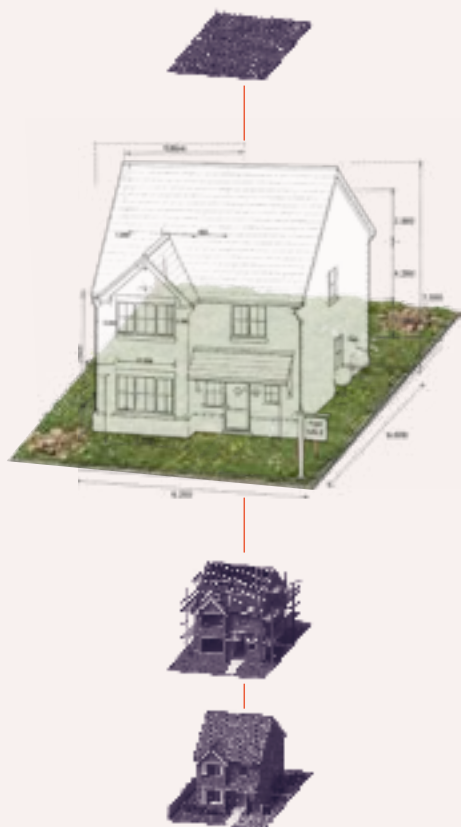
Through a strong balance sheet, cash resources and long-term committed debt financing arrangements, the Group has been able to continue its disciplined approach to land acquisition.

Read more on page 55



Business Model (continued)

2 Managing the planning process



Link to Responsible Business strategy



[Read more on page 29 to 49](#)

Managing the planning process

- Divisional and Group planning teams work closely with local authorities and communities to obtain DPP to construct homes that reflect local planning requirements.
- We progress a combination of medium-term pipeline sites and land from the strategic land bank through the planning system to ensure a steady supply of sites.

How we assess

- We have continued to embrace BNG requirements by committing to designing schemes that deliver more than the minimum 10% gains through the Bellway BNG+ promise. This applies to all new sites submitted to planning from September 2024.
- We consult local residents during the planning process to help us build homes customers desire locally.
- We make contributions to local communities through Section 106 (England and Wales) and Section 75 (Scotland) contributions, Community Infrastructure Levy payments (CIL), and through the provision of the New Homes Bonus.

How we measure performance

We monitor the following KPIs and performance measures:

- number of plots in the pipeline;
- number of plots in strategic land bank – positive planning;
- number of plots in strategic land bank – longer-term interests; and
- number of plots acquired with DPP.

[Read more on page 10](#)

Risks identified

- Delays, increasing complexity and cost in the planning process.
- Delay or failure to obtain planning permission if any application is not 10% BNG compliant.

How we manage risk

- Planning teams build collaborative relationships with local authorities, communities and interest groups.
- The expertise in the land and planning teams reduces risks, adds value and enables higher returns.

[Read more on page 55](#)



3 Design and construct high-quality homes



Link to Responsible Business strategy



Read more on pages 29 to 49

Design and construct high-quality homes

- By securing high-quality building materials at competitive prices, we can deliver developments on time, and within budget to support margin resilience and enhance customer satisfaction.
- Through our Bellway Collection of standard house types, we can streamline build processes and reduce costs, while meeting regional planning requirements.
- Through the Build Right programme we ensure customers only move into their new home when it is ready.
- We are strengthening partnerships with subcontractors, consultants, suppliers, and manufacturers to build a more sustainable and integrated value chain.
- We have constructed several exemplar homes on a trial basis. These pilot projects provide valuable insights into emerging regulatory requirements and evolving customer expectations, positioning us to lead in sustainable development.



How we assess

- We ensure compliance with technical, health and safety, and other regulatory requirements, and internal high-quality standards.
- We regularly monitor and review the health, safety and wellbeing of employees, subcontractors and visitors to developments.
- We maintain long-term working relationships with subcontractors and supply chain partners to reduce health and safety risks and to ensure commercial availability and quality of materials and labour.
- We ensure build rates are consistent with sales rates to avoid unnecessary capital inefficiencies.

How we measure performance

We monitor the following KPIs and performance measures:

- RIDDOR;
- Pride in the Job Awards;
- near-miss incidents reported; and
- total home completions.

Read more on page 10

Risks identified

- Shortages of building materials and appropriately skilled subcontractors at competitive prices.
- A serious health and safety or environmental breach and/or incident occurs.

How we manage risk

- We employ individuals with construction experience who maintain strong relationships with skilled subcontractors and consultants.
- Regular reviews of health and safety procedures are carried out to ensure alignment with industry best practices, including mandatory site inductions, toolbox talks and workshops.

Read more on pages 56



Business Model (continued)

4 Sell homes and deliver excellent customer service



Link to Responsible Business strategy




[Read more on pages 29 to 49](#)

Sell homes and deliver excellent customer service

- The recent rollout of digital sales offices provides customers with a personalised and streamlined experience, enhanced convenience and engagement.
- Each division is supported by dedicated customer care teams, supported by the Customer Care Director (Group Office), ensuring consistent service and rapid response.
- The Customer First initiative remains a key driver of continuous improvement in build quality and service delivery across all touchpoints.
- Commitment to excellence is reflected in achieving the HBF 5-star homebuilder status for the tenth consecutive year.

- The subcontractor portal enables efficient management of customer-reported issues, improving resolution times and accountability.
- As a member of the New Homes Quality Board (NHQB), customers benefit from the protections offered by the New Homes Quality Code (NHQC) and the New Homes Ombudsman Service.
- Customer handover packs contain information on sustainable travel, local recycling centres, and energy efficiency advice.

How we assess

- We proactively seek feedback through Trustpilot to monitor performance and identify opportunities for improvement.
- We regularly assess the post-completion service for customers to ensure compliant and effective processes and procedures.
- Through the Responsible Business strategy, we monitor and review a range of KPIs and targets to ensure we meet customer demand and expectations.



How we measure performance

We monitor the following KPIs and performance measures:

- total home completions;
- order book value;
- NHBC overall score; and
- total reservation rate.


[Read more on page 10](#)

Risks identified

- Changes in the external environment (including, but not limited to, house price inflation, interest rates, mortgage availability, unemployment, and government policy) reduce the affordability of new homes, resulting in reduced sales rates.
- Failure to be responsive to customer demands and feedback.
- Reputational risk if customer service is inadequate.
- Failure to meet local customer needs and preferences.
- Failure to comply with regulatory requirements.

How we manage risk

We provide regular training to all disciplines within the business to ensure all functions have the necessary skills and knowledge to deliver the highest levels of customer service. All employees are required to complete annual training on the NHQB requirements.


[Read more on page 54](#)

Our Responsible Business strategy



“Responsible business is part of how the business plans, builds, sells and supports homes and communities.”

Shane Doherty
Chief Financial Officer

Our approach to responsible business explains how we deliver homes and communities in a way that supports customers, communities, employees, partners and the long-term resilience of the business.

Responsible business is not a separate programme sitting outside Bellway's strategy. It is part of how the business plans, builds, sells and supports homes and communities. This new architecture helps focus Board and management attention on the issues of greatest strategic and financial materiality, while continuing to support a broader programme of operational activity across the business.


[For more information see our Responsible Business Report at \[bellwayplc.co.uk/sustainability\]\(https://bellwayplc.co.uk/sustainability\)](#)

Our purpose

At Bellway, we build sustainable homes, shaped around you, styled for life.

Our approach to Responsible Business

Creating communities



We build **places** where people can thrive

-  **Placemaking and Community engagement**
-  **Charitable support**
-  **Nature**

Building sustainable homes



We deliver **homes** the right way

-  **Customer experience**
-  **Building compliance and quality**
-  **Climate change**
-  **Resource efficiency**
-  **Responsible sourcing**

Valuing people



We support and encourage **people** to reach their potential

-  **Employer of choice**
-  **Training and skills development**
-  **Health and safety**

Responsible Business strategy (continued)

2026 progress

Highlights

Pride in the Job Awards in FY26

47

Overall Combined HBF Score

4.38

Average BNG on newly secured sites (%)

12.10%

Cancer Research UK fundraising total

£5.33m

CDP Climate Score

A-

Green Economy Mark 2026

Bellway has been included in the 2026 Green Economy Mark cohort, following an event to open the market, attended by Simon Park, our Head of Sustainability, celebrating the latest organisations driving progress across the green economy.

The Green Economy Mark, awarded through the London Stock Exchange, recognises companies and funds that are contributing meaningfully to environmental sustainability and supporting

the transition to a low-carbon economy. As part of this year's cohort, Bellway is among a group of organisations helping to shape the future of sustainable growth.

Being part of the Green Economy Mark cohort reinforces our commitment to delivering more sustainable low-carbon homes and reducing the environmental impact of our operations. It also places the business alongside leading organisations that are actively contributing to the UK's transition to agreener economy.



Creating communities

We build places where people can thrive. This pillar brings together Bellway's activity on place making, community engagement, charitable support and nature, showing how responsible development contributes to attractive, resilient and connected communities.



Placemaking and Community engagement

We launched our Placemaking Policy with our divisions. This details best practice when it comes to creating communities, and will support our planning applications.

We also developed a complementary Community Engagement Procedure, which will help to ensure the views of key local stakeholders are reflected in the developments we create.

We met our target for each division to engage with two secondary schools, engaging with 684,049 students at 634 schools across Bellway in FY26.


[Read our Responsible Business Report at bellwayplc.co.uk/sustainability](https://bellwayplc.co.uk/sustainability)



KPI


Customers and Communities
HBF 9-month survey (out of 5)

4.19

Target 4.15

2026 **4.19**

The scoring methodology for the HBF survey was revised in 2026 and no comparable prior-year data is available.

£2.1bn

contributed to gross value add through housebuilding activities



Charitable support

In December 2025 we exceeded our long-term fundraising goal of £5m for Cancer Research UK, by reaching £5.2m. In 2026 we widened our charity partnerships, now also working with Variety, the Children's Charity. As at July 2026, we had raised £266,742 for Variety, which is used to support young people with illness.

In FY26 we also started our partnership with Neighbourly, the volunteering platform. This partnership has delivered a step-change in volunteering across Bellway, removing barriers and enabling us to reach over 4,115 hours of staff time dedicated to good causes. We are excited to continue our partnership with Neighbourly into FY27.

The launch of our new national charity partnership with Variety, The Children's Charity, in February 2026.



KPI


Charitable engagement
Cancer Research UK fundraising total (£m)

£5.33m

(as at 31 July 2026)

2026 **5.33**

2025 4.57

2024 3.76

Colleagues from our Group Office and North East division volunteering for the charity, Cash for Kids.



Responsible Business strategy (continued)

Creating communities (continued)

Taskforce on Nature-related Financial Disclosures (TNFD)



Nature

Bellway's approach to nature and biodiversity supports responsible land development, planning readiness and long-term stewardship of communities and natural assets.

Biodiversity Net Gain (BNG)

Bellway continued to drive the housing sectors' approach to BNG. During FY26, we delivered an average gain of +12.10% per site. In situations where onsite BNG delivery was not achievable we continue to work with our trusted network of high-integrity offsite habitat banks to provide the best solutions for our customers.

Plantlife update

FY26 saw us continue our partnership with the charity Plantlife. This is aimed at helping us amplify the benefits of nature, both to our internal colleagues and to our customers. Following the success of our pilot 'at home with nature' show garden in FY25, we completed a comprehensive review of this approach and will be using this learning to inform the design of future nature-positive show home gardens into the next financial year.

Homes for Nature

As a signatory of the Homes for Nature pledge, we are committed to installing wildlife features across all our new developments, starting from FY24. This includes Hedgehog Highways, Bat Boxes and Swift Bricks. In total, we reported 7,473 features installed across Bellway developments.

“Our collaboration with Bellway makes the most of our combined expertise, supporting knowledge exchange and working towards better places for people and nature.”

Sam Braine,
Head of Consultancy, Plantlife.

KPI



Nature

Average BNG on newly secured sites (%)

12.10%

Target 10%

2026	12.10
2025	12.30



[Read our Responsible Business Report at bellwayplc.co.uk/sustainability](https://bellwayplc.co.uk/sustainability)



Following our initial TNFD-aligned disclosure in FY25, we have worked to improve our knowledge of nature-related risks and opportunities and made progress against all areas of our voluntary TNFD-aligned disclosures. We updated our FY25 Physical Climate Risk Analysis of 100+ Bellway locations, with nature-specific impact markers. We also looked at three key materials; timber, bricks and steel lintels, to assess how their nature-related impacts affect our business, see page 35.

Governance: biodiversity is embedded into our new Responsible Business strategy. The Board is accountable for the strategy and is supported by the Responsible Business Steering Group, Business Sponsors and Leadership Team.

Strategy: we recognise that our success depends on nature, from healthy biodiversity to sustainable timber and water resources, all of which are vital to housebuilding and the ongoing needs of our customers. We embed BNG into the planning process for all our sites, acting as a fundamental requirement for responsible development.

Risk and impact management: our TNFD reporting continues to evolve. In FY26, we strengthened how we identify, monitor, and manage nature-related risks across our value chain, including tracking progress against our BNG+ commitment, wildlife friendly fittings, and supply chain impacts.

Metrics and targets: Bellway tracks nature-related performance through metrics on BNG, ecological enhancement, and the installation of nature-positive features. Our main target is to deliver the Bellway BNG+ promise on all new sites.

Key

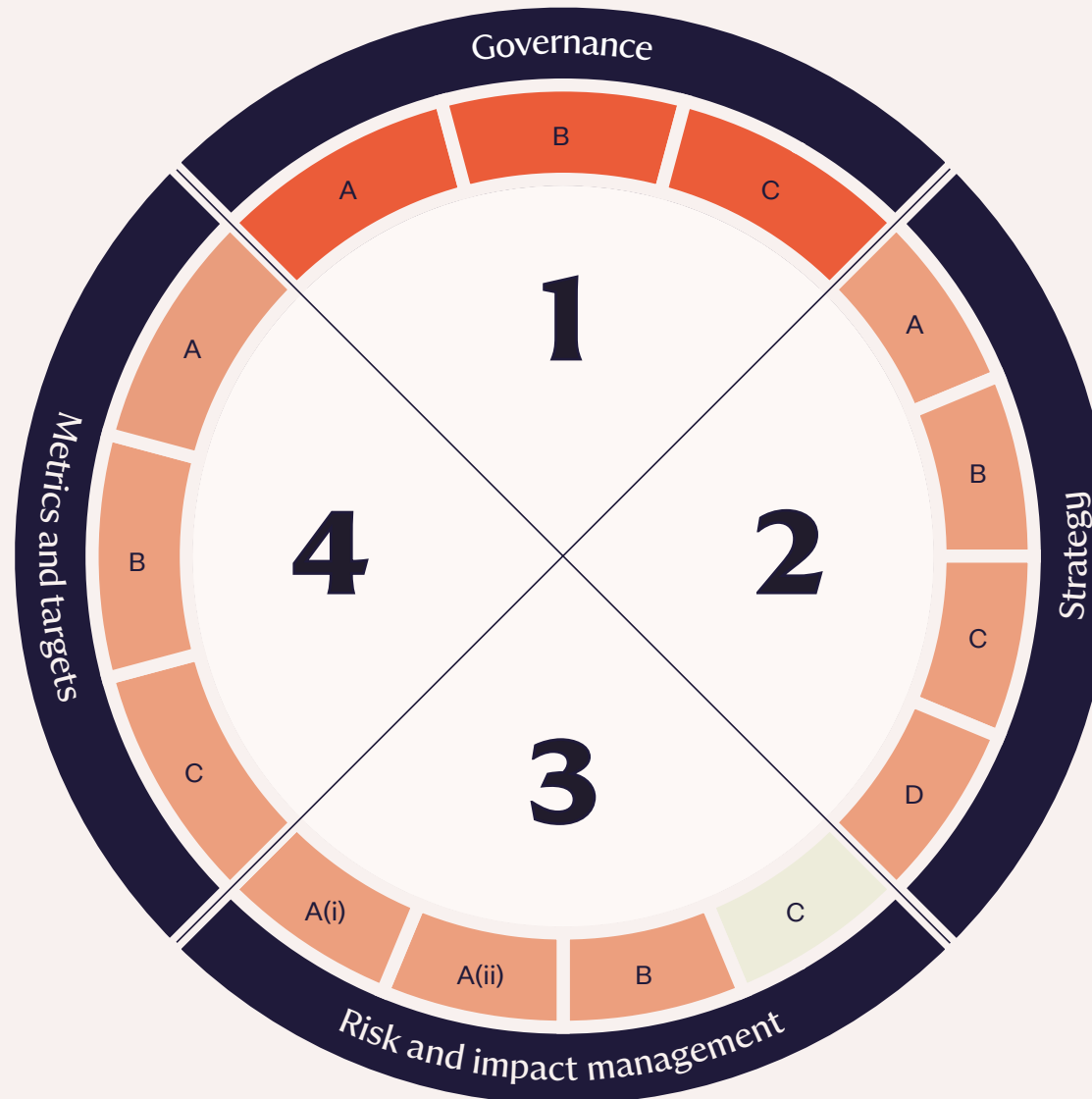
- Alignment
- Partially aligned
- Pending alignment

1

We embedded nature into our new Responsible Business strategy, ensuring that it continues to be a central and positive theme in our business activity.

4

We actively transitioned towards prioritising the purchase of offsite BNG units from habitat banks which demonstrate both value for money and a high degree of ecological integrity, securing our biodiversity legacy into the future.



2

We refined the process of front-loading assessment of nature-risk as a fundamental part of our land acquisition process, ensuring the financial implications of factors such as BNG and nutrient neutrality are fully understood before a new site is contractually secured.

3

We proactively engaged with a range of business-critical suppliers to understand their approach to TNFD and the potential nature-based impacts from their business activity.

Responsible Business strategy (continued)

Creating communities (continued)

Taskforce on Nature-related Financial Disclosures (TNFD) (continued)

TNFD recommended disclosures	Bellway disclosures
Governance	
Disclose the organisation's governance of nature-related dependencies, impacts, risks and opportunities.	Nature is embedded in our new Responsible Business strategy. The Board is responsible for, and approves, key policies, including the Environmental Sustainability, Anti-Slavery and Human Rights, and Sustainable Procurement policies. Our BNG+ promise, which exceeds the statutory minimum requirement of a 10% gain, is sector leading. Oversight of the strategy includes reviewing key policies, supply chain training, nature initiatives, and nature-based risk escalations. The Steering Group coordinates nature-based updates to the Board, while Business Sponsors embed the strategy across our procurement, land acquisition, and construction functions in day-to-day activities. The Leadership Team coordinates regular progress reviews, tracking KPIs and assigning responsibilities. The Group Head of Nature and Biodiversity directs the Company's strategic interaction with nature and the delivery against key legislation and internal KPIs. Bellway respects human rights across its value chain through our Anti-Slavery and Human Rights Policy, which is applied in supply chain assessments. Bellway currently operates in regions with no identified Indigenous Peoples affected. As part of our Responsible Business strategy, Customers are a core business priority. We are focused on strengthening the engagement process and embedding best practice in placemaking across our developments.
Strategy	
Disclose the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material.	Bellway recognises business success depends on nature providing many of the resources, vital to housebuilding and the ongoing needs of our customers. We embed nature into the planning process for all our sites. We continue to evolve our processes to capture nature-related dependencies, impacts, risks, and opportunities, we actively manage key risks such as construction resources, land and planning, and regulatory compliance through our established risk management framework. Nature initiatives are integrated into financial planning and processes. Our ISO 14001-certified Environmental Management System embeds sustainability into business processes, covering Nature, carbon, waste, and resource use, and underpins the Responsible Business strategy. These considerations play a central role in shaping our strategy reflected in our headline nature performance indicator, the Bellway BNG+ Promise. Bellway has a Group Head of Nature and Biodiversity who directs all our nature-based interactions. We have built an approved network of contractors to carry out BNG assessments and introduced Nature Champions across all divisions to drive best practice at a local level. Where the BNG+ Promise looks unfeasible, we have partnered with a range of high-integrity offsite habitat banks to deliver our BNG unit needs. Bellway's land bank spans sites across Great Britain. All English sites are screened for BNG compliance and ecological sensitivity, and we follow a similarly robust process for sites located in Scotland and Wales.

TNFD recommended disclosures

Bellway disclosures

Risk management

Describe the processes used by the organisation to identify, assess, prioritise and monitor nature-related dependencies, impacts, risks and opportunities.

Our TNFD reporting continues to evolve. In FY26, we strengthened how we identify risks across our value chain. Our nature-based risk and impact management is directed by our Group Head of Nature and Biodiversity, supported by approved contractors who conduct assessments across our business. Upstream, our Responsible Sourcing Policy and supplier assessments address timber, emissions, and human rights, with engagement through the Supply Chain Sustainability School. Downstream, in collaboration with our partner Plantlife and our Resident Management Companies, we are embedding nature through:

- robust ecological survey and assessment;
- our BNG+ promise and design code; and
- developing our compliance with the Homes for Nature Pledge.

In FY26 we created our Bellway Climate and Nature Report. This sector-leading approach consolidates our previous Climate risk report and now considers the potential financial risk from both nature decline and climate change equally. A fundamental aim of this report was to consider the nature-based impact of Bellway's key supply chain network, and to work with our suppliers to understand potential combined nature impacts.

The principal risks to Bellway's financial performance include; restriction on construction resources, land planning, and regulatory compliance. They are reviewed at Board level and linked to broader financial and governance considerations to ensure adaptive risk prioritisation. We will continue to engage directly with our customers through our new At Home with Nature show home gardens project, focused on native planting, along with the supporting information provided to all Bellway customers to help them create spaces for nature in their gardens.

Metrics and targets

Disclose the metrics and targets used to assess and manage material nature-related dependencies, impacts, risks and opportunities.

Bellway tracks nature-related performance through metrics on BNG, ecological enhancement, and the installation of nature positive features. Our main target is to deliver the Bellway BNG+ promise on all new sites. Progress is tracked by the Head of Nature and Biodiversity and reported to the Board. Where onsite BNG delivery is not possible, we have developed relationships with a range of high-integrity offsite habitat banks to deliver our BNG needs.

Key targets:

- deliver our BNG+ promise where practicable;
- delivery in line with the Homes for Nature pledge;
- direct positive engagement with customers; and
- establish community woodlands at strategic locations across the UK by 2030.

Responsible Business strategy (continued)

Building sustainable homes

We deliver homes the right way. This pillar explains how Bellway manages the quality, safety, efficiency and environmental performance of its homes and operations, including customer experience, building safety and quality, climate change, resource efficiency and responsible sourcing.



Customer experience

Bellway is delighted to have been awarded HBF 5-star homebuilder⁴ for the tenth year in a row. With a combined score of 4.38, we placed second in the quality league, above all other listed homebuilders.



4.38

Overall Combined HBF Score



Building safety & quality

Customer trust, building safety and product quality are core to Bellway's licence to operate and to the long-term value of its homes and brand.

We continued our excellent performance at the Pride in the Job Awards, winning 47 in FY26.

In FY26, our Group Health, Safety & Environmental team audited all 20 Bellway divisions for compliance against both the Building Safety Act and Construction (Design and Management) Regulations.

47

Pride in the Job Awards in FY26

For more about Pride in the Job go to <https://www.nhbc.co.uk/awards-and-events/pride-in-the-job>



Task Force on Climate-related Financial Disclosures (TCFD)

Climate change

FY26 saw continued progress made with the publication of our first ever Climate Transition Plan (CTP). Aligned with the sector-wide Future Homes Hub New Homes Sector Transition Plan, and produced with support from Radley Yeldar, Lloyds Bank and the Carbon Trust, the CTP makes clear our net zero ambitions, ahead of our centenary, and prepares us for the incoming UK Sustainability Reporting Standard S2.

We continued to improve our CDP Climate performance, reaching an A-, up from a B in FY25.

Our greenhouse gas (GHG) emissions continue to reduce ahead of the near-term target date of 2035. Scope 1 and 2 emissions are now 49.24% below the FY19 baseline, while our combined Scope 3 emissions are now 16.35% below the FY23 baseline.

 Our GHG emissions data is assured by the Carbon Trust, read more on page 46

 Download our Climate Transition Plan from bellwayplc.co.uk/sustainability

49.24%

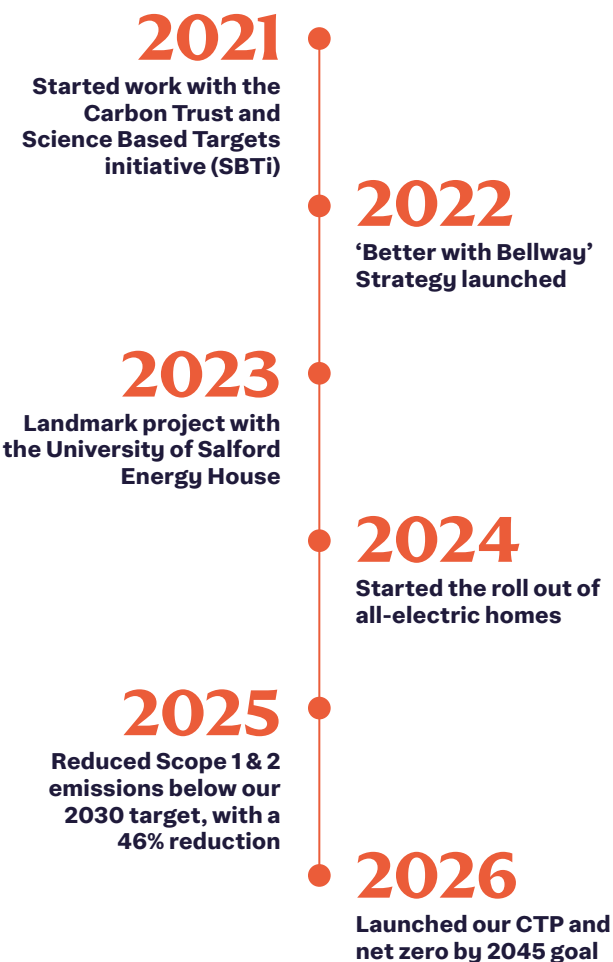
reduction in Scope 1 and 2 emissions from FY19 baseline

16.35%

reduction in combined Scope 3 emissions from FY23 baseline



Climate transition timeline



Responsible Business strategy (continued)

Building sustainable homes (continued)

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

In accordance with the UK Listing Rules, we confirm that Bellway has made disclosures consistent with the 11 TCFD recommended disclosures.

In FY26, we continued to quantify climate-related risks across our business, including deeper analysis of risks associated with a selection of key materials. Our refreshed Responsible Business strategy is designed to help realise identified opportunities, while managing climate-related risks through strategic and financial planning. Further detail is included in the Responsible Business section of our Annual Report and in our Responsible Business Report.

Our disclosure is structured around the four TCFD pillars: Governance, Strategy, Risk management, and Metrics and targets. Further detail on each area is provided in the sections referenced below.

- Governance – see page 38.
- Strategy – see page 38.
- Risk management – see page 46.
- Metrics and targets – see page 46.

This disclosure should be read alongside Bellway's separate Climate Transition Plan, which provides further detail on our climate targets, actions and governance arrangements. We continue to monitor the development of UK sustainability reporting requirements, including standards based on IFRS S1 and IFRS S2, and will consider how future reporting changes apply to Bellway.

Governance

Climate change is treated as a principal risk for Bellway and is overseen through our established governance framework. The Board retains overall responsibility for climate-related matters, including approval

of climate-related targets and oversight of progress against the Climate Transition Plan. Management oversight is provided by the CFO-led Responsible Business Steering Group (RBSG), which oversees implementation and performance of the Responsible Business strategy and reports to the Board three times a year.

Strategy

We have formalised our climate strategy in Bellway's first Climate Transition Plan, published at the end of FY26. The CTP was developed following our project with the Carbon Trust to develop a long-term net zero target, and sets out the actions we plan to take to reduce emissions across Scopes 1, 2 and 3, support business resilience and manage the transition to lower-carbon homes.

As approximately two-thirds of our Scope 3 emissions relate to the operation of homes after their sale, confirmation of the Future Homes Standard in 2026 was an important development. The FHS is a key dependency on our sector's path to net zero, and supporting the transition to all-electric homes is a key short-term focus of our strategy.

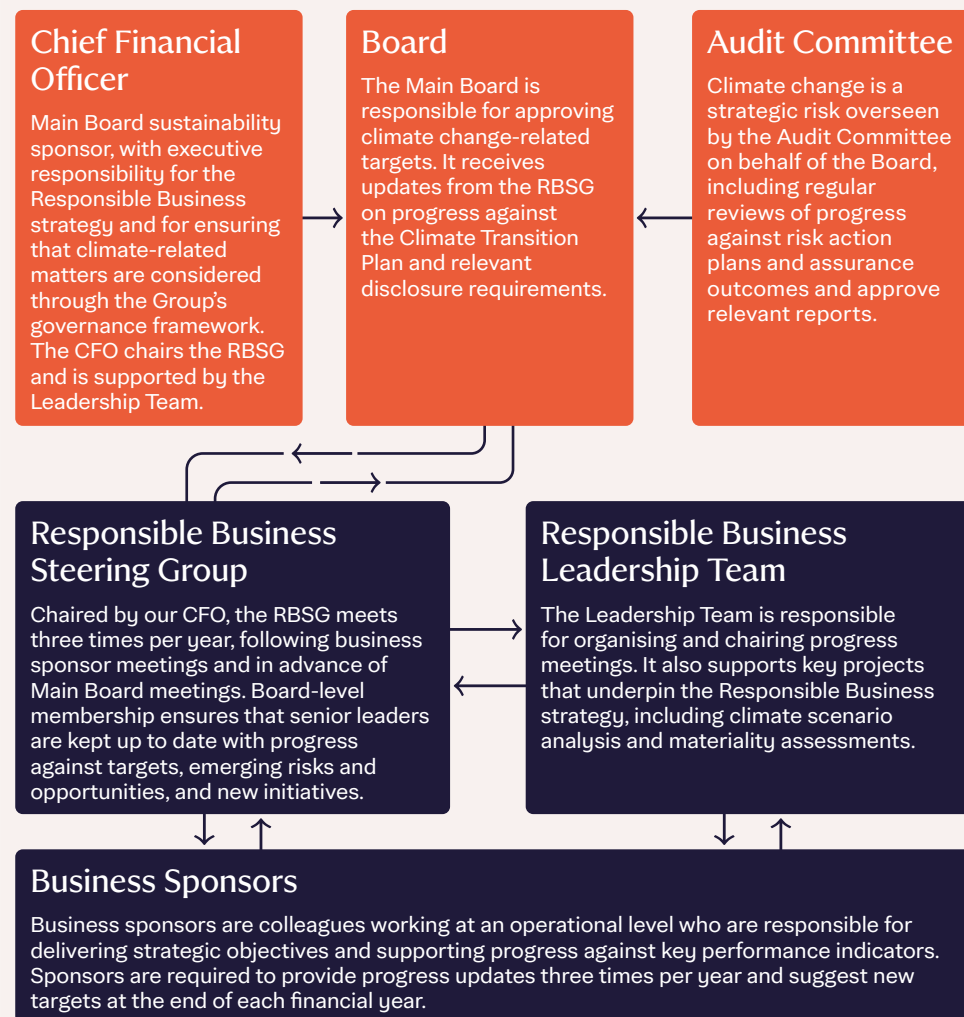
In FY26, we also conducted a Double Materiality Assessment and Sustainability Strategic Review, which resulted in a refresh of our overall sustainability strategy. This included moving from the previous eight-pillar 'Better with Bellway' framework to a more streamlined three-pillar Responsible Business strategy.

Our progress since initially setting science-based targets in 2022 is reflected in our improving CDP Climate score, which rose from C in FY23 to A- in FY26.


[Read more about the decision to discontinue the Sustainability Committee on page 126](#)

Governance framework

Our FY26 Sustainability Strategic Review also considered governance. From FY27, we are operating a more streamlined governance framework, with reporting directly to the Board and management oversight provided by the CFO-led RBSG:



Climate scenario analysis

In summer 2026, parts of the UK experienced conditions consistent with the physical impacts expected under climate change scenarios. The Met Office reported that England and Wales experienced the driest July since records began in 1836⁶. Southern England was particularly affected, recording only 1.9mm of rainfall, 3% of the long-term average for the month.

We are starting to see conditions reflected in climate scenario analysis, including drier summers and wetter winters. These trends may affect construction site activity and the performance of our homes.

In FY26 we worked again with our consultancy partner to update our physical climate scenario analysis. The FY26 project also assessed risks in our supply chain, with a focus on timber, bricks and blocks, and steel lintels. We included nature risks for the first time, creating a joint climate and nature risk report for Bellway.

Our climate scenario analysis covered 105 different sites, including 62 developments, 22 offices, one timber frame facility and 20 strategic land sites. We used the same locations to assess nature-related risks.

The analysis aimed to identify potential physical risks associated with climate change, including heatwaves, rising mean temperatures, flooding, water stress, sea level rise and wildfires. The nature risk assessment identified proximity to protected locations.

The map shows the sites included in the analysis.

Following the initial presentation of the findings, a climate and nature risk workshop was held with representatives from Group Office functions. The objective of the workshop was to review the findings and assess current control measures. Bellway has already implemented a range of mitigation strategies aimed at managing the identified risks.

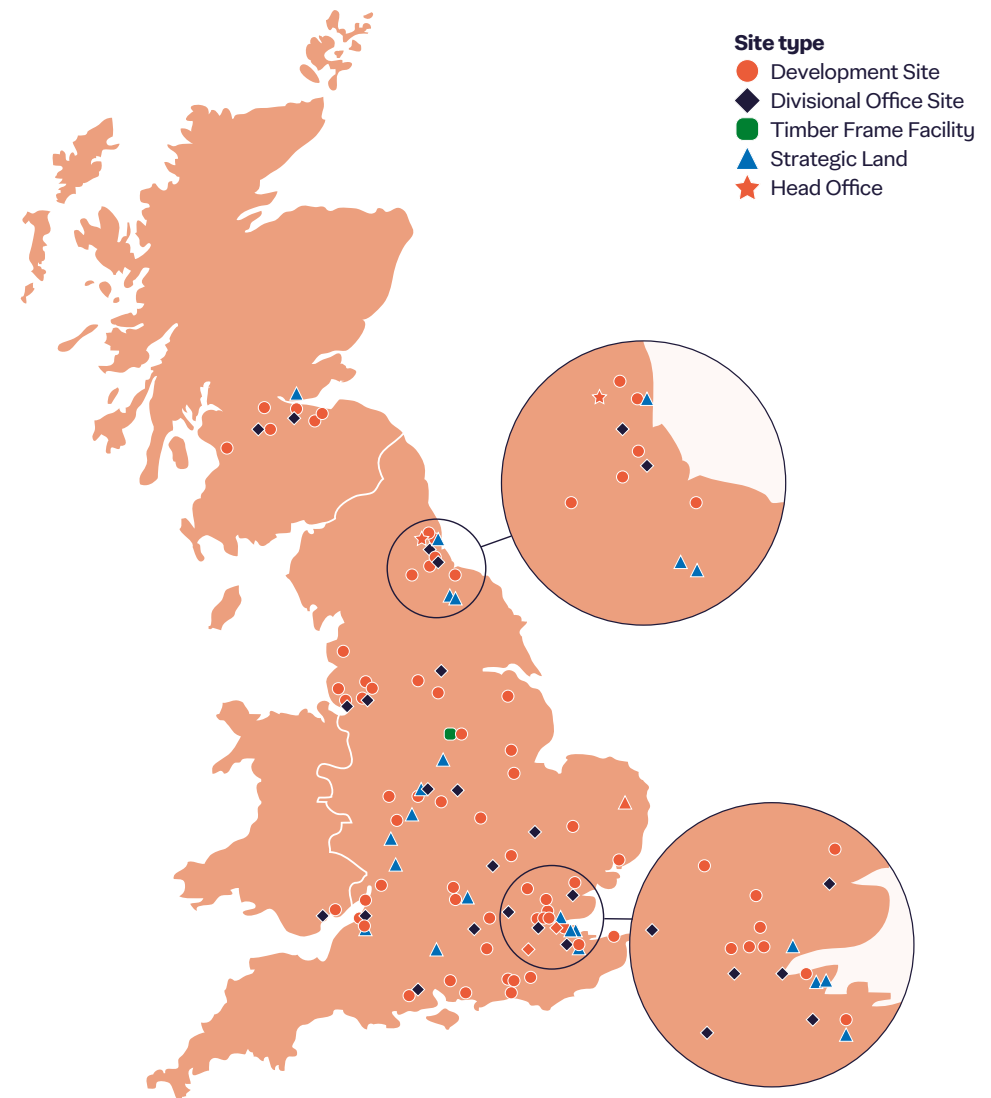
The climate models and transition scenario assumptions used for our updated FY26 analysis draw on data and assumptions from the following sources:

- Intergovernmental Panel on Climate Change;
- Representative Concentration Pathways (RCP);
- International Energy Agency's World Energy Model; and
- Network for Greening the Financial System.

Timeframe	Year(s)	Rationale
Short-term	2025–2040	The short-term timeframe supports the prioritisation of risks and opportunities that may need to be reflected in operational, financial and capital planning.
Medium-term	2041–2060	The medium-term allows changes in physical risk impacts to be monitored between the short and long-term timeframes. The datasets show clear changes between these periods.
Long-term	2061–2080	The long-term ensures that the average lifespan of homes, which by industry guidance is typically up to 60 years, is accounted for.

RCPs were used to inform physical climate risk analysis, while NGFS transition pathways were used to inform transition risks and opportunities. The reactive transition scenario was informed by the NGFS Delayed Transition pathway, which reflects delayed and more abrupt policy action.

c. www.metoffice.gov.uk/about-us/news-and-media/media-centre/weather-and-climate-news/2026/historic-july-sees-record-dryness-unprecedented-sunshine-and-exceptional-warmth



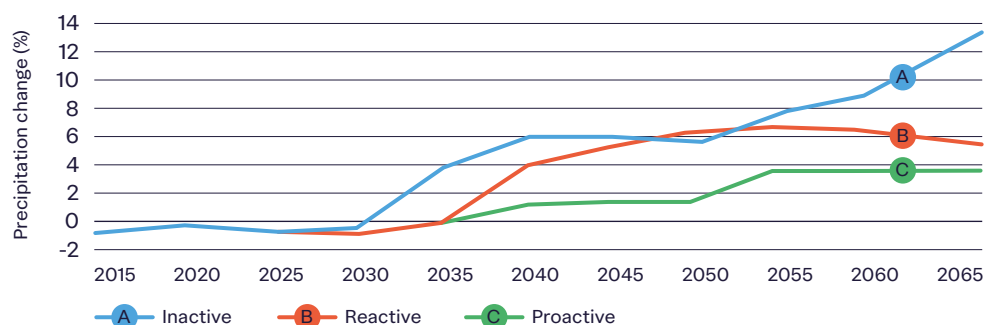
Responsible Business strategy (continued)

Building sustainable homes (continued)

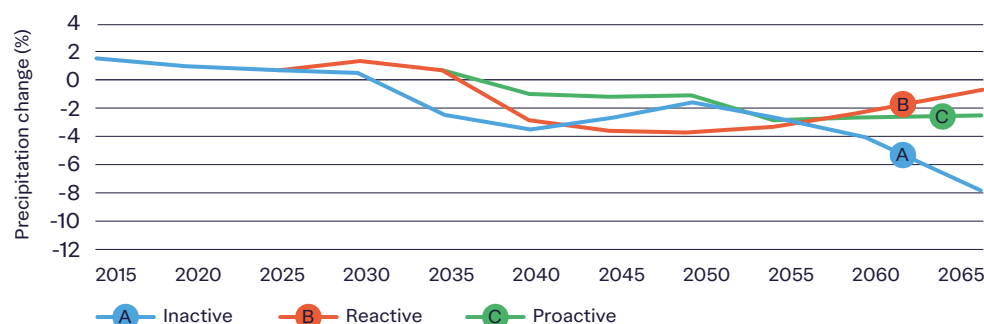
Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Climate scenarios	Description
Proactive scenario (<2°C, RCP 2.6)	Low-emissions pathway where global temperatures are kept well below 2°C from pre-industrial levels.
Reactive scenario (2–3°C, RCP 4.5)	Disorderly transition pathway, where global temperatures rise to between 2 and 3°C from pre-industrial levels.
Inactive scenario (>3°C, RCP 8.5)	High-emission pathway where global temperatures rise above 3°C from pre-industrial levels.

UK winter precipitation change (%)



UK summer precipitation change (%)



We modelled physical climate risks across three climate scenarios (RCP 2.6, 4.5 and 8.5) to support our assessment of climate resilience in line with TCFD recommendations. We used RCP 4.5 as the central case for detailed physical risk quantification, while sensitivity analysis across RCP 2.6 and RCP 8.5 helps us understand the implications of lower and higher-warming pathways.

The results highlight exposure to climate-related hazards such as flooding, heat stress and extreme weather events, with potential implications for build costs, programme delivery and asset durability. Sensitivity analysis across the full scenario range indicates that risks would be lower under a Paris-aligned pathway (RCP 2.6) and materially higher under a more severe warming trajectory (RCP 8.5), particularly in relation to acute weather events. This multi-scenario approach provides confidence that the business has been assessed against a range of plausible futures, while focusing detailed financial modelling on the most relevant central case.

For transition risks and opportunities, we have used the NGFS 'delayed transition' pathway, which reflects a scenario where climate policy action is delayed, and then accelerated, resulting in an uneven transition to a lower-carbon economy.

Our financial impact scores are indicative and are intended to support comparison between risks and opportunities. They are based on potential impacts on Bellway's underlying operating profit, using available internal data, external benchmarks and scenario analysis outputs, where appropriate. The scores should be read as relative indicators rather than forecasts and do not represent expected financial outcomes.

The risk scores reflect the potential gross financial impact before the full effect of existing or future control measures, unless otherwise stated. Mitigations and controls are considered separately through our climate-related risk management process.

Physical risks

Category	Identified climate risk	Actual and financial impact	Short-term	Medium-term	Long-term
Acute	Heatwaves	Under the reactive scenario, the percentage of developments assessed with a risk of experiencing heatwaves increases across the three timeframes, although the financial impact stays within the boundaries of the score 3 threshold. For modelling purposes, we have used an indicative maintenance and repair assumption equivalent to around 1% of property value.			
Chronic	Rising mean temperatures	Increased build costs could arise from the wider application of heatwave adaptation measures, including triple glazing and mechanical ventilation with heat recovery. We have experience of building homes compliant with Building Regulations Part O, including overheating assessments, ventilation measures and building fabric amendments.			
Acute	Increased severity of flooding	Under the reactive scenario, we estimate that 8% of developments are at risk of flooding in the short term, increasing to 47% by 2080. Potential financial impacts include remediation costs, programme delay, additional drainage or flood-resilience measures, and possible effects on sales timing where disruption occurs. We assess flood-risk prior to purchasing land, and our strategy is to avoid the most exposed locations. In addition, our developments will deliver an improvement in surface water run-off compared to the initial situation.			
Chronic	Water stress	Using the WRI Aqueduct system, we identified that a consistent 16% of developments will be in areas of high-water stress across all timeframes. We modelled the financial impact using the cost per unit of a development-wide rainwater harvesting scheme delivered by one of our southern divisions in FY25.			
Chronic	Sea level rise	Homes exposed to sea level rise sell for approximately 7% less than observably equivalent unexposed properties equidistant from the beach. This discount has grown over time and may reflect increasing buyer and community awareness of climate-related risks. Under the reactive scenario, 18% of development sites could be impacted by sea level rise in the long term.			
Acute	Increased frequency of wildfires	In areas affected by wildfires, construction timelines may be delayed if homes or infrastructure are damaged, or if firefighting efforts and emergency responses take precedence. This could affect programme delivery and result in lost revenue or higher costs. Wildfire risk increases steadily across the three timeframes, from 0% of developments in the short term to 65% by 2080.			

Key: Impact on Bellway's operating profit

	Less than 2.5%		Between 2.5% and 5%		Between 5% and 10%		More than 10%
--	----------------	--	---------------------	--	--------------------	--	---------------

Responsible Business strategy (continued)

Building sustainable homes (continued)

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Transition risks

Category	Identified climate risk	Actual and financial impact	Short-term	Medium-term	Long-term
Policy and legal	Increased energy and carbon requirements for new build homes.	Coming into force from March 2027, the Future Homes Standard will end the installation of gas boilers in new homes, with homes instead heated by air source heat pumps or district heating schemes.			
		We have included provision for FHS compliance for all new schemes starting from FY25 onwards.			
	Introduction of mandatory carbon pricing for large organisations.	If a carbon tax were introduced in line with the EU ETS, Bellway could be required to pay a fee per tonne of CO ₂ e emitted. We have modelled this potential charge using Scope 1 and 2 emissions only in the short term, with Scope 3 emissions included from the medium term to reflect the reactive nature of this scenario.			
		We have ambitious carbon reduction targets and have reduced emissions across all scopes since 2019. We are aiming for net zero by 2045, with significant reductions by 2035.			
Technology	Insufficient availability of energy efficient products.	Insufficient availability of higher efficiency products and technologies to deliver low-carbon homes.			
		Availability may be affected by delivery (owing to geopolitical and climatic challenges across the various geographies where products and technologies are supplied) and/or the future scaling up of technologies and products.			
		Our Group Procurement Team run our supplier engagement programme, which covers our key materials suppliers. We strengthened our understanding of supply chain climate and nature risks, with our FY26 project.			
Market	Supply chain challenges resulting in exhaustion of resources and decreased availability of building materials.	Increased production costs due to changing input prices (e.g. associated with building materials and abrupt and unexpected shifts in energy costs) and output requirements (e.g. waste treatment) resulting in construction delays.			
		Potential financial impacts include higher input costs, longer lead times, delays to programme delivery and additional resource required to engage suppliers or identify alternative products.			
		The impact of this risk has been reflected in our Sustainable Supply Chain strategy, metrics and targets as part of the Responsible Business strategy, see page 48.			
	Inability to attract the number and quality of appropriately skilled construction staff.	Inability to attract the number and quality of appropriately skilled construction staff owing to a green skills workforce shortage.			
		This risk is addressed through our Responsible Business strategy and Employer of Choice business priority. We are also increasing the proportion of our homes built using Modern Methods of Construction (MMC), and we opened our timber frame facility in January 2026.			

Key: Impact on Bellway's operating profit

 Less than 2.5%
  Between 2.5% and 5%
  Between 5% and 10%
  More than 10%

Transition risks (continued)

Category	Identified climate risk	Actual and financial impact	Short-term	Medium-term	Long-term
Reputation	Customers and communities do not perceive that Bellway has responded appropriately to the transition to low carbon.	Customers and communities may not perceive that Bellway has responded appropriately or sufficiently to the transition to a lower-carbon economy. We have continued to develop our approach to climate transition, publishing our Climate Transition Plan in FY26 and including climate as a Board-level target in our updated Responsible Business strategy.			
	Potential climate-related litigation or regulatory action relating to misleading green claims, inadequate disclosure, or failure to plan effectively for climate-related impacts.	Potential claims or regulatory action could arise from investors, insurers, public interest organisations or regulators in relation to misleading green claims or inadequate disclosure. For modelling purposes, we have assumed a potential fine equivalent to 1% of turnover. We have worked with the Carbon Trust since FY23 to audit our carbon footprint in line with the ISO 14064 standard.			
	Failure to embed sustainability leads to the business becoming unattractive to staff, potential investors and shareholders.	Failure to embed sustainability in the business, including within staff training and development processes, may make the business less attractive to staff, potential investors and existing shareholders as sustainability and ESG performance are increasingly incorporated into employment and investment decisions. Our Responsible Business framework ensures that our strategy is embedded across our business. Our environmental management system also ensures consistency of application, as each division is covered in our audit schedule.			

Key: Impact on Bellway's operating profit



Responsible Business strategy (continued)

Building sustainable homes (continued)

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Opportunities

Category	Identified climate opportunity	Business impact	Short-term	Medium-term	Long-term
(Acute) Flood risk	Reduced operational costs through reviewing and optimising flood alleviation designs.	Reduced capital costs and Scope 3 carbon emissions could be achieved through optimised designs and reduced concrete use. We engage early in the construction process, at land pack stage, and work with consultants to review and value engineer designs.			
(Chronic) Overheating	Further optimising building design to comply with overheating regulations, and to improve thermal comfort for customers.	Opportunity to offer customers an upgrade that allows cooling from an ASHP system where this is not already required for building regulations. Research published in 2026 by Energy House 2.0 shows that operating an air source heat pump in cooling mode can help reduce indoor temperatures in a Bellway house.			
Low-carbon tech research	Optimising air source heat pump heating designs through research projects and collaboration with suppliers.	Optimised designs could reduce Bellway's capital costs and deliver a more efficient heating system for customers. Through our work at Energy House 2.0, we have optimised air source heat pump designs to reduce installation costs and improve system performance. This research has informed designs delivered across our business.			
Energy efficient equipment	Roll out energy efficient equipment for our construction sites, including battery technology and solar PV.	Reduced energy consumption and lower operating costs in construction site compounds. We have successfully trialled 'hybrid' generators, which incorporate battery technology. We have found they can reduce generator run time by over 70%.			
Modern methods of construction	Increase the proportion of homes built with modern methods of construction, specifically timber frame.	Bellway Home Space, our timber frame facility, opened in FY26. It has the potential to reduce onsite waste, improve build quality, speed up build time and deliver savings in preliminary costs.			

Key: Impact on Bellway's operating profit

 Less than 2.5%	 Between 2.5% to 5%	 Between 5% to 10%	 More than 10%
--	--	---	--

Opportunities (continued)

Category	Identified climate opportunity	Business impact	Short-term	Medium-term	Long-term
Demand side response	Offer equipment, including battery storage and demand-side response systems to customers.	With the Future Homes Standard requiring larger Solar PV systems, there is potential to offer batteries and demand-side response equipment to customers as optional additions, increasing revenue per home.			
Leader in low-carbon homes	Bellway's experience in delivering low-carbon homes could provide a competitive advantage when the Future Homes Standard comes into force.	Bellway's experience in designing and installing air source heat pump technology may support customer confidence and provide a competitive advantage as the market transitions to lower-carbon homes. Our work at Energy House 2.0, and our experience of delivering over 1,000 all-electric homes, may support our position as the market transitions under the Future Homes Standard.			
Local communities and stakeholders	Bellway's sustainability credentials may make communities and stakeholders more likely to support or partner with us.	Strong sustainability credentials may support more positive engagement with communities and stakeholders, which could help to inform the planning process and support customer confidence.			

Key: Impact on Bellway's operating profit



Responsible Business strategy (continued)

Building sustainable homes (continued)

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Risk management

Climate-related risks are integrated into Bellway's established Group-wide risk management framework, overseen by the Audit Committee. Our Risk Management Policy supports the identification and assessment of current and emerging climate-related risks and opportunities, including transition and physical risks. This process considers internal and external uncertainties which, if they occur, could have a significant impact on our business.

Our internal TCFD risk and opportunity register captures climate-related risks and opportunities, their associated business and financial impacts, the relevant time horizons, and the controls or mitigation actions in place or planned. The register supports the identification, assessment, management and monitoring of climate-related impacts on the business, with the same approach applied to opportunities.

Following quantification, the most significant climate-related risks and opportunities are integrated into Bellway's company-wide strategic risk register. The register is reviewed annually by the Board, with high or significant risks monitored quarterly by the Audit Committee to support timely mitigation and oversight.

Metrics and targets

In FY26, we received approval from the SBTi for updated near and long-term targets aligned with the SBTi Buildings Sector guidance. The updated guidance reclassified construction product emissions within Scope 3 and required separate targets for embodied carbon and other Scope 3 emissions. Our assessment of FLAG emissions confirmed they were not material.

We achieved our FY30 Scope 1 and 2 target ahead of schedule, delivering a 49.24% reduction in FY26 against our 2019 baseline.

Key metrics and targets relevant to TCFD include:

In FY26, we published our first Climate Transition Plan, aligned with the Transition Plan Taskforce recommendations. It sets out our targets, implementation and engagement plans, governance arrangements and accountability mechanisms.

Our key climate-related targets and metrics are:

- Achieve net zero carbon emissions across Scopes 1, 2 and 3 by 2045.
- Reduce Scope 1 and 2 emissions by 72% from a 2019 baseline by 2035, approved by SBTi.
- Reduce Scope 3 'embodied' carbon emissions by 69% per m² from a 2023 baseline by 2035, approved by SBTi.
- Reduce Scope 3 'other' emissions by 66% per m² from a 2023 baseline by 2035, approved by SBTi.
- Commit to not installing any fossil fuel equipment by the end of 2030.
- A reduction in waste per plot, down to 5.7 tonnes by 2030.
- 10% reduction in construction water use in m³/100m² by 2030 from a FY25 baseline of 343.2m³/100m² by July 2030.
- Completion of 868 all-electric plots in FY26, up from 714 in FY25.

Streamlined Energy and Carbon Reporting (SECR)

In line with the Companies Act 2006 and SECR regulations, we disclose our GHG emissions in the Strategic Report, aligned with our financial year and including prior-year comparisons.

Scope 1 covers emissions from fuel use and facility operations (e.g. diesel in generators, fuel in company cars, and gas heating), while Scope 2 includes purchased electricity.

We report Scope 2 emissions using both location-based and market-based methods to reflect renewable electricity use.

The methodology used follows UK Government Environmental Reporting Guidelines (2013) and uses 2025 GHG Conversion Factors. We report all material emission sources, excluding:

- gas from part-exchange properties 0.85% of total Scope 1 and 2 emissions);
- air conditioning emissions in FY19 due to data limitations (included from FY23); and
- site-based CHP units not under our control.

Estimates are used for:

- diesel on contractor-managed sites (based on forklift usage); and
- divisional offices with landlord-managed utilities (based on floor space).

Verification:

- FY19 Scope 1 and 2: Zeco Energy, reasonable assurance (ISO 14064-3);
- FY25 and FY26 Scope 1, 2, and 3: Carbon Trust, limited assurance (ISO 14064-3); and
- FY19 Scope 3: calculated with Carbon Trust for SBT submission (not verified).



Greenhouse gas emissions (GHG) (tonnes of CO₂)^{a,e}

	2026	2025	2019 (base year)
Scope 1: combustion of fuel and operation of facilities (including diesel and petrol used on-site and in company cars on Group business)	12,787	12,855	20,560
Scope 2: electricity purchased for our own use (market-method) ^(b)	265	438	5,155
Total market-method Scope 1 and 2 GHG emissions	13,052	13,293	25,715
GHG intensity (market-method) per Bellway home sold	1.4	1.5	2.4
GHG intensity (market-method) per Bellway employee ^(c)	4.6	4.8	8.6
Scope 1: combustion of fuel and operation of facilities (including diesel and petrol used on-site and in company cars on Group business)	12,787	12,855	20,560
Scope 2: electricity purchased for our own use (location-method) ^(d)	4,581	4,738	5,518
Total location-method Scope 1 and 2 GHG emissions^(d)	17,368	17,593	26,078
GHG intensity (location-method) per Bellway home sold	1.8	2.0	2.4
GHG intensity (location-method) per Bellway employee ^(c)	6.1	6.4	8.8
Out of scope emissions ^(e)	2,538	1,991	–
Energy consumption used to calculate above emissions (kWh)	94,152,787	89,375,853	109,622,315

	2026	2025 ^(g)	2023 (base year) ^(h)
Scope 3 (Category 1a: Purchased goods and services – product)	–	329,488	–
Scope 3 (Category 1b: Purchased goods and services – non-product)	15,020	14,650	15,934
Scope 3 (Category 2: Capital goods)	464,915	7,809	539,754
Scope 3 (Category 3: Fuel and energy-related activities)	4,961	5,132	5,044
Scope 3 (Category 4: Upstream transportation and distribution)	–	72,435	–
Scope 3 (Category 5: Waste generated in operations)	6	852	–
Scope 3 (Category 6: Business travel)	3,134	2,582	2,653
Scope 3 (Category 7: Employee commuting)	1,583	1,362	1,489
Scope 3 (Category 11a: Use of sold products – direct)	705,611	704,144	1,016,538
Scope 3 (Category 12: End-of-life treatment of sold products)	16,950	16,135	21,832
Scope 3 (Category 15: Joint venture developments emission)	–	–	–
Total Scope 3^(f)	1,212,180	1,154,589	1,603,245
Scope 3: GHG intensity (tonnes CO ₂ e per m ² of completed floor area)	1.32	1.43	1.58

Notes:

- Carbon dioxide equivalent as per the meaning given in section 93(2) of the Climate Change Act 2008.
- Scope 2 emissions reported using the market-based method to account for electricity supplies purchased under REGO contracts.
- Based on the average number of employees during the year.
- Scope 2 emissions reported using the location-based method for total electricity used, which does not account for the zero-carbon nature of electricity supplies purchased under REGO contracts.
- 'Out of Scope' biogenic emissions arising from our consumption of HVO biodiesel.
- Total Scope 3 emissions are reported in line with our Scope 3 science-based target and so exclude category 11b (use of sold products – indirect). We have separately calculated these category 11b emissions as part of our carbon lifecycle analysis as 68,275 tonnes of CO₂e (2025: 54,716, 2019: 88,663). Categories 8, 9, 10, 14 and 15 are not relevant to the Group.
- FY25 reported emissions remain unchanged from the previous year's Annual Report and Accounts for FY25.
- In FY26, we reported in accordance with the SBTi Buildings Sector Guidance, and we updated our FY23 baseline accordingly.

Responsible Business strategy (continued)

Building sustainable homes (continued)

Resource efficiency

We achieved a key milestone under the Resource Efficiency workstream with the opening of our Bellway Home Space timber frame facility in January 2026. Our aim is to build 30% of our homes using timber frame by the end of FY30, and at the end of FY26 we were at 20.2%.

We continued our work to reduce waste on our construction sites, with the FY30 target of achieving below 5.7 tonnes per completed unit. We finished FY26 on 5.5 tonnes and achieved an overall landfill diversion rate of 99.26% for all waste against our FY30 target of 95%.

With a changing climate, water efficiency is becoming increasingly important. In FY26, we reported water use of 39.50m³/100m² of delivered floor area, against our FY30 goal of 30.80m³/100m².

KPI

 **Resource efficiency**
Waste per home built (tonnes)

5.49 tonnes

2026	5.49
2025	5.7
2024	7.1

99.26%
overall landfill diversion rate



Responsible sourcing

Our approach to responsible sourcing supports our goals of building sustainably, and of valuing people.

In FY26, we continued to progress our Supplier Engagement Programme, mapping impacts of our 40 largest Group suppliers against the five CDP categories, including climate, forests and water. We engaged with 23 companies, helping to understand how our key suppliers can support our 2035 Embodied Carbon goals.

We continued to work in partnership with the Supply Chain Sustainability School; from our Group suppliers we have 102 who have either Gold membership with SCSS or Ecovadis, 4 Silver and 9 Bronze. With our subcontractors, we can report 384 active members of the SCSS, progress made against our target of 500.

In the 2025 CDP Assessment, we scored an A- for Supplier Engagement.

A-

CDP Assessment score
for Supplier Engagement



KPI

 **Sustainable supply chain**
Supplier discovery meetings held (number)

23 meetings

2026	23
2025	50
2024	50

Supplier meetings have reduced as we now have a more focused engagement programme, the target for FY26 was to speak with 20.

Responsible Business strategy (continued)

Valuing people

We support and encourage people to reach their potential. This pillar covers Bellway’s role as an employer and partner, including workforce engagement, training and skills development, health and safety, and the capability needed to deliver the business strategy.

To complement the launch of our new brand, we launched our enhanced Bellway values:

- **Integrity: we do what’s right.**
- **Care: we put people first.**
- **Ownership: we own what we do.**
- **Collaboration: we work together.**


For more information on our Bellway values see Leadership and Culture on page 67

Employer of choice

We are pleased to report that the ‘engagement’ score in our 2026 Annual Staff Survey improved to 94%. Our high engagement score is also reflected in our voluntary staff turnover level of 13.4% (FY25: 14.8%), against our target of less than 15%.

We are also on track to double the number of female staff in site-based roles by the end of FY28, reporting a 17.5% increase at the end of FY26, versus FY25.

94%

2026 Annual Staff Survey score

(FY25: 93%)

KPI

Employer of choice

Employees who would recommend Bellway as ‘a great place to work’ (%)

91.0%

		Target 90%
2026	91.0	
2025	91.0	
2024	90.0	

Health & safety

Safe delivery is a strategic responsible business issue for a housebuilder, linking legal compliance, operational resilience, culture and care for employees, contractors and partners.

We met our headline target to reduce our RIDDOR rate below the three-year average of 186.17. At the end of FY26 RIDDOR was 182.03.

We are also pleased to report we have maintained our level of Mental Health First Aiders at 10% and 298 colleagues are Mental Health Advocates.



182.03

2026 RIDDOR Rate

(FY25: 166.88)

Training & skills development

We welcomed 23 graduates and 85 apprentices into the business, finishing the year with 8.0% of colleagues in earn-and-learn roles.

Our CMI-accredited middle management course, Elevate, currently has 77 middle managers participating. Working in partnership with NHBC, Knowledge Explorer for Construction enhances access to technical knowledge and training targeted to individual needs and specific skills gaps.



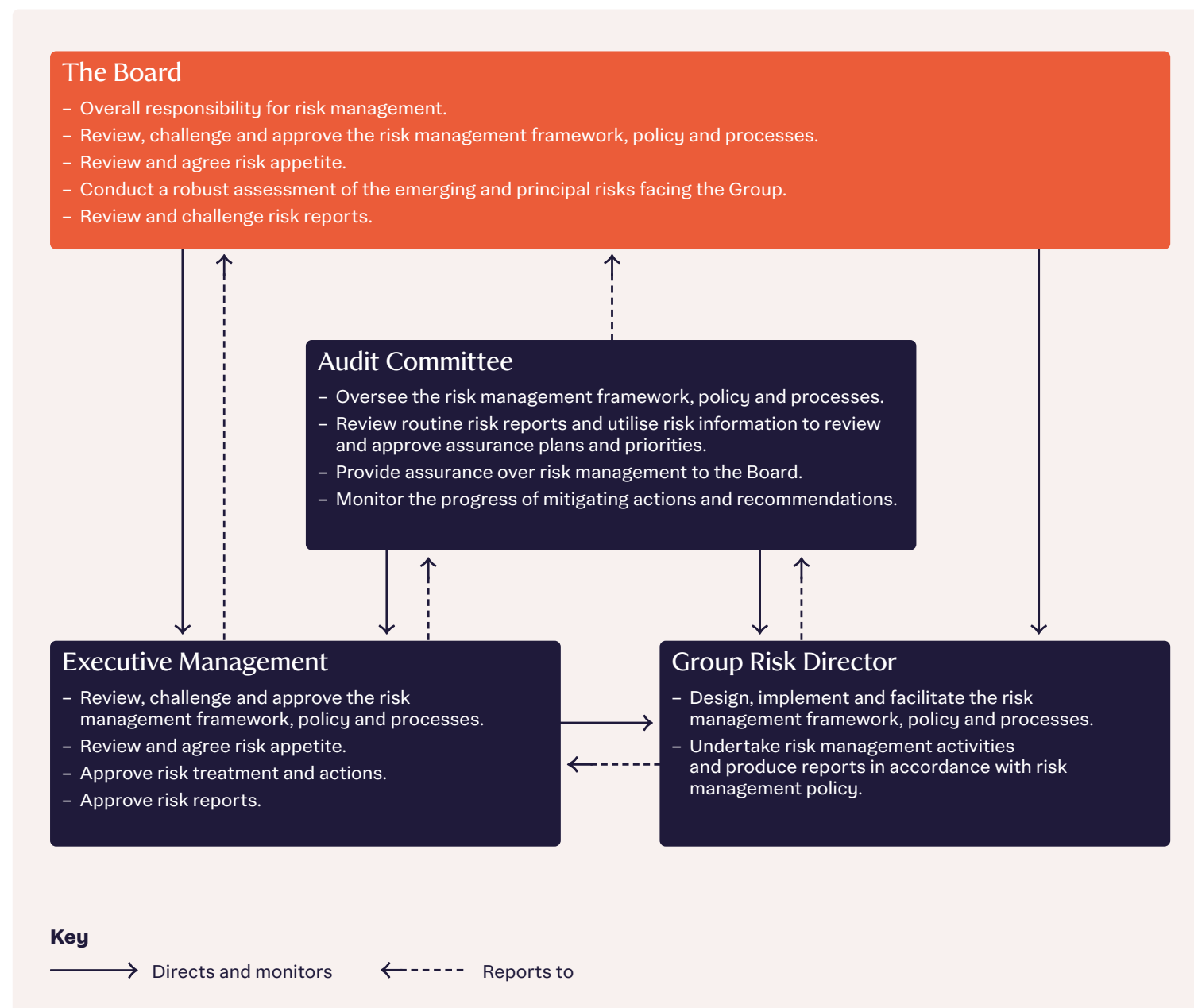
Risk Management

Our established framework for managing risk remained in place across the Group throughout the financial year, with responsibility for implementing the Board's policies on risk management and internal control residing with management.

Our risk management objectives continue to be:

- assessing emerging and principal risks against an agreed risk appetite, which is reviewed at least annually;
- improving the balance of risk and return through developing and maintaining a proactive, risk-aware culture;
- ensuring there is a consistent approach for the identification, assessment, monitoring and reporting of risks;
- developing and implementing action plans to ensure risks are mitigated within our agreed risk appetite and that improvements are made to our control environment; and
- ensuring the approach to risk management meets the needs of the business, senior management and all key stakeholders.

Risk management framework



Risk management roles and responsibilities

In all businesses, day-to-day management of risk is the responsibility of every employee. In undertaking their roles, employees assist in identifying, assessing and managing risk. Specific roles and responsibilities, as defined in our risk management framework and policy, are set out in the diagram on the previous page.

Risk management process

A strategic risk register is maintained detailing all potential risks and our risk management processes ensure that all aspects of the Group are considered, from strategy through to operational execution, which includes any specialist business areas.

Risks, severity and any required mitigating actions are regularly reviewed. The severity of risk is determined based on a defined scoring system assessing risk impact and likelihood.

A summary of risks is reported to the Executive Committee, Audit Committee and Board, which is mainly, but not exclusively, comprised of risks considered to have a residually high severity and, therefore, outside our risk appetite. This summary is reviewed throughout the year, with the Board systematically considering the risks and any changes that have occurred. Once a year, via the Audit Committee, the Board determines whether the risk management framework is appropriately designed and operating effectively.

The Directors confirm that they have conducted a robust assessment of the principal risks facing the Group.

More information on risk management and internal controls is included within the Audit Committee Report on pages 90 to 103.

Financial risk management

The Group's financial instruments comprise cash, fixed-rate sterling USPP notes and various items such as trade receivables and trade payables that arise directly from its operations.

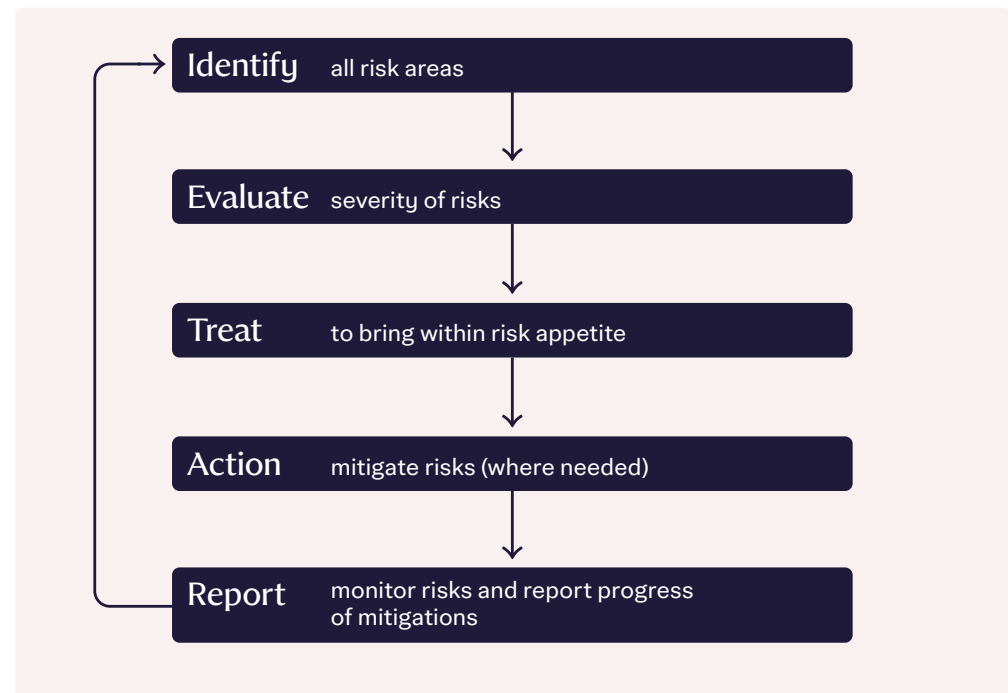
The main objective of the Group's policy towards financial instruments is to maximise returns on the Group's cash balances, manage the Group's working capital requirements, and finance the Group's ongoing operations.

Capital management

The Board's policy is to maintain a strong capital base to underpin the future development of the business in order to deliver value to shareholders. The Group finances its operations through reinvested profits, bank facilities, fixed-rate sterling USPP notes, cash in hand, where appropriate, and the management of working capital.

The dividend is determined following careful consideration of capital requirements, as well as the Group's operational capability to deliver further long-term volume growth. If the final dividend is approved, the total dividend will be covered by total underlying earnings by 2.5 times^{1,2} (2025: 2.5 times).

Risk management process



Risk Management (continued)

Management of financial risk

The main risks associated with the Group's financial instruments held during the year have been identified as credit risk, liquidity risk, interest rate risk and housing market risk. The Board is responsible for managing these risks and the policies adopted, which have remained unchanged during the year and are set out as follows.

Credit risk

The Group's exposure to credit risk is largely mitigated as the vast majority of the Group's sales are made on completion of a legal contract, at which point monies are received in exchange for transfer of legal title.

Concentration of credit risk in respect of home sales is low, as the exposure is spread over a number of customers. Where the Group has entered into a contract for multiple completed dwellings with a housing association or investor, the Group ensures appropriate security is put in place to minimise credit risk.

In respect of trade and other receivables, the amounts presented in the balance sheet are measured at amortised cost less a loss allowance for expected credit losses, which are assessed on the basis of an average weighting of the risk of default (see note 8 to the Group Financial Statements). For this purpose, a default is determined to have occurred if the Group becomes aware of evidence that it will not receive all contractual cash flows that are due. The Group had £49.3m (2025: £54.0m) of financial assets relating to loans made by Bellway to equity accounted joint arrangements (see note 12 to the Group Financial Statements). The counterparties to these loans are expected to make a profit and, therefore, repay the loans in full.

The Group, therefore, considers the risk of default to be minimal.

In respect of cash and cash equivalents, the maximum credit risk associated with a financial institution in respect of short-term cash deposits is £148.9m (2025: £95.6m). The credit risk is deemed to be minimal.

No credit limits were exceeded during the reporting period, or subsequently, and the Group does not anticipate any losses from non-performance by these counterparties.

The Board considers the Group's exposure to credit risk to be acceptable and normal for an entity of its size, in the industry in which it operates.

Liquidity risk

The Group finances its operations through a mixture of equity (comprising share capital, reserves and reinvested profit) and debt (comprising bank borrowings and fixed-rate sterling USPP notes). The Group manages its liquidity risk by monitoring existing facilities and cash flows against forecast requirements based on a three-year rolling cash forecast.

The Group's Treasury Policy has, as its principal objective, the maintenance of flexible debt facilities in order to meet anticipated borrowing requirements. The Group's banking arrangements, as outlined in note 17 to the Group Financial Statements are considered to be adequate in terms of flexibility and liquidity for its medium-term cash flow needs. Relationships with banks and fixed-rate sterling USPP noteholders are coordinated centrally, as is overall cash management. The Group is operating well within its financial covenants and available debt facilities.

Short-term cash surpluses are placed on deposit at competitive rates with high-quality counterparties. Other than those disclosed, there are no financial instruments or derivative contracts. The Board, therefore, considers the Group's liquidity risk to be mitigated.

In relation to land payables, certain payables are secured on the respective land asset held (see note 9 to the Group Financial Statements). No other security is held against any other financial assets of the Group.

Interest rate risk

Interest rate risk reflects the Group's exposure to fluctuations in interest rates. The risk arises because the Group's overdraft and floating rate bank loans, fully undrawn at year-end, bear interest based on SONIA.

The Group's attitude to interest rate risk and forecast debt is influenced by the existing and forecast conditions prevailing at the time that each new interest-bearing instrument is entered into. This will determine, among other things, the term and whether a fixed or floating interest rate is obtained.

During the year ended 31 July 2026, it is estimated that an increase of 1% in interest rates applying to the full year would have decreased the Group's profit before taxation by £1.0m (2025: £0.5m decrease to profit).

Housing 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.

While it is not possible for the Group to fully mitigate housing 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.

Principal Risks

The Board has completed its assessment of the Group's emerging and principal risks. Nine principal risks have been identified and are detailed on pages 54 to 56.

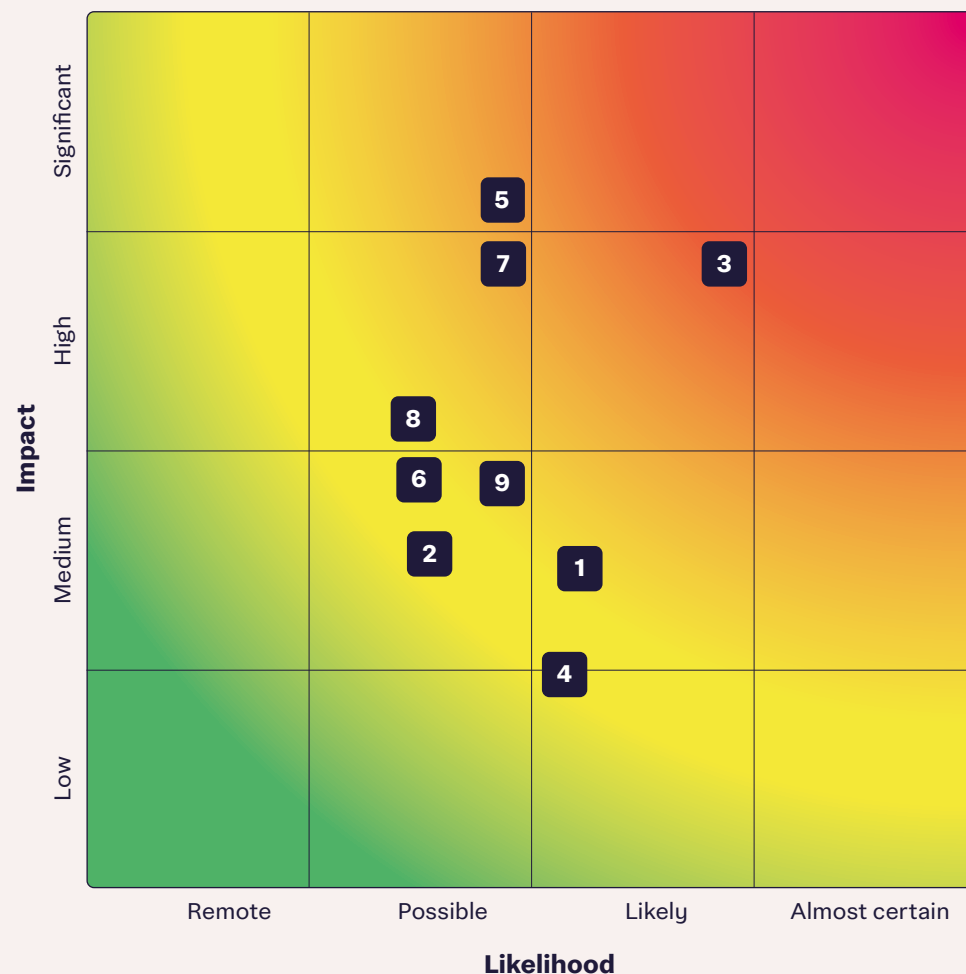
The Group also considers emerging risks (and associated opportunities) that have the potential to impact the achievement of our strategy in future, but which cannot yet be fully defined

and assessed given the uncertainty of a number of variables that could change the nature of the risk over time. These are reviewed as part of our established risk management framework, discussed regularly by the Executive Committee, Audit Committee and Board, and elevated to principal risks (either as new risks or

an extension of existing risks) at the appropriate time. Use of artificial intelligence (AI) is considered an emerging risk to the Group and is being specifically monitored, with potential impacts under regular review.

An overview of the Group's nine principal risks is set out below.

Risk heat map



Principal risks	Risk appetite	Residual risk rating	Risk movement in year
1 Climate change and sustainability	Averse	M	↓
2 Construction quality and innovation	Cautious	M	↔
3 Economic and political outlook	Averse	H	↑
4 Health, safety and environment (HSE)	Averse	M/L	↔
5 IT resilience and security	Averse	H	↑
6 Land and planning	Open	M	↔
7 Legal compliance and building safety	Averse	M	↓
8 Supply chain resilience	Cautious	M	↔
9 Talent management	Open	M	↔

Key

Risk appetite

- Averse** Limited tolerance to risk exposure, which is minimised as far as practically possible.
- Cautious** Balanced acceptance of risk with the aim of realising some related benefits or efficiencies.
- Open** Receptive to higher levels of calculated risk in pursuit of increased rewards such as growth, enhanced operational performance or achievement of strategic objectives.

Risk movement

- ↓ Residual risk is reducing/improving
- ↔ Residual risk is stable/constant
- ↑ Residual risk is increasing/deteriorating

Principal Risks (continued)

1 Climate change and sustainability

Failure to respond appropriately to the physical impacts of climate change, such as extreme weather events, and the challenges associated with transitioning to a lower-carbon, more sustainable economy could result in disruption to construction programmes, misalignment with consumer demands and planning difficulties, limiting our ability to attract investment.

Link to Responsible Business priorities



Risk owner: Group Production Managing Director

Risk appetite: Averse
Residual risk rating: M **Risk movement:** ↓

Mitigations

- Board approval and monitoring of the Group's Responsible Business strategy.
- Dedicated sustainability, innovations and biodiversity resources in place to assess risks, monitor performance and drive improvement.
- Use of specialist external advisers and subject matter experts (e.g. sustainability consultants).
- Carbon reduction is a key priority, with verified science-based targets in place.
- Regular review of the design and features of new homes, along with construction methods and the sustainability of materials.
- ISO 14001 accreditation and CDP A- score for climate change.

Link to KPIs

- Tonnes of carbon emissions per legal completion
- Percentage of renewable electricity
- Tonnes of waste per home built
- Percentage of waste diverted from landfill
- BNG

2 Construction quality and innovation

Failure to build homes to a high standard or to develop and successfully implement new, innovative construction methods, could lead to quality issues, increased rectification costs and reputational damage, reducing future sales and returns.

Link to Responsible Business priorities



Risk owner: Group Production Managing Director

Risk appetite: Cautious
Residual risk rating: M **Risk movement:** ↔

Mitigations

- Robust quality assurance processes and sign-offs are built into construction programmes.
- Standard 'customer first' journey operates Group-wide with key metrics regularly monitored and reported.
- Regular review of the design and features of new homes, along with construction methods and the sustainability of materials.

Link to KPIs

- Number of homes sold
- Operating profit^d
- Operating margin^d
- RoCE^d
- EPS
- Gross margin^d
- Reservation rate
- Order book value
- Average selling price
- National new homes customer satisfaction survey results
- HBF star rating scheme

3 Economic and political outlook

Changes in the external environment (such as inflation, interest rates, mortgage availability, unemployment, governments, government policy or unforeseen significant events) could impact the affordability of new homes, resulting in reduced sales rates and returns.

Link to Responsible Business priorities



Risk owner: Main Board

Risk appetite: Averse
Residual risk rating: H **Risk movement:** ↑

Mitigations

- Board-level monitoring of the housing market, wider economy and political environment, alongside key business metrics, leading to development of action plans as necessary.
- Experienced and well-established Senior Management team.
- Disciplined operating framework, strong balance sheet and low financial gearing.
- Financial stress testing and sensitivity analysis performed.
- Product range and pricing strategy based on market conditions.
- Regular engagement with industry peers, representative bodies, and new-build mortgage lenders.
- Use of sales incentives to encourage the selling process.
- Quarterly site valuations and monthly budget reviews based on latest market data.
- Business continuity and crisis management protocols in place and regularly tested.

Link to KPIs

- Number of homes sold
- Operating profit^d
- Operating margin^d
- RoCE^d
- EPS
- Gross margin^d
- Reservation rate
- Order book value
- Average selling price

4 Health, safety and environment (HSE)

Failure to build in a safe and responsible way could lead to serious injury, loss of life or environmental damage, resulting in operational delays, financial penalties and negative reputational impacts.

Link to Responsible Business priorities



Risk owner: Group Health, Safety and Environmental Director

Risk appetite: Averse
Residual risk rating: M / L
Risk movement: ↔

Mitigations

- Clearly defined roles and responsibilities for HSE.
- Group HSE Policy and procedures in place, supported by targeted training.
- Regular visits to sites by both our Group Health and Safety function (independent of divisions) and external specialist consultants to monitor standards and performance.
- Monthly dashboard reporting containing key compliance themes and good practice.
- The Board considers HSE matters at each meeting.
- Employers' liability and public liability insurance policies in place.

Link to KPIs

- Number of RIDDOR seven-day reportable incidents per 100,000 site operatives
- Health and safety incident rates
- Number of near-miss incidents reported
- Number of NHBC Pride in the Job Awards
- HSE audit outcomes

5 IT resilience and security

Poor performance of our IT systems or a material security breach, such as a cyber-attack, could result in disruption to operational activity, data leakage, financial losses, regulatory fines and reputational damage.

Link to Responsible Business priorities



Risk owner: Group IT Director

Risk appetite: Averse
Residual risk rating: H
Risk movement: ↑

Mitigations

- Continued investment in our Group IT function, infrastructure and systems.
- Systems are centrally controlled with support from a specialist outsourced provider.
- IT security policy and procedures in place with regular Group-wide training.
- Regular review and testing of our IT security measures, contingency plans and policies, including penetration testing and phishing simulations.
- Cyber KPIs reported at each meeting of the Executive Committee and Board.
- IT incidents and near-misses reviewed quarterly by Security Committee.
- Cyber insurance policy in place.

Link to KPIs

- Operating profit^d
- Operating margin^d
- RoCE^d
- RoE^d
- EPS
- Gross margin^d

6 Land and planning

Insufficient land at suitable margins and RoCE, onerous planning conditions or a failure to obtain planning approval within appropriate timescales would exacerbate the challenge of developing new homes, restrict our ability to deliver volume growth targets and impact future returns.

Link to Responsible Business priorities



Risk owner: Main Board

Risk appetite: Open
Residual risk rating: M
Risk movement: ↔

Mitigations

- Continued development of our Group Strategic Land function and implementation of our land strategy.
- Balanced investment in land and more sites with DPP.
- Regular review by Group and divisions of the quantity, location, and planning status of land against growth targets to ensure our land bank supports immediate, medium-term, and strategic requirements.
- Formal land acquisition process in place for the appraisal and approval of all land purchases, including pre-purchase due diligence and Group-level challenge of viability assumptions.
- Group and divisional planning specialists in place to support the securing of implementable planning permissions.
- Strong working relationships with local authorities, land agents and promoters.

Link to KPIs

- Number of homes sold
- Operating profit^d
- Operating margin^d
- RoCE^d
- EPS
- Gross margin^d
- Number of plots in owned and controlled land bank with DPP
- RoE^d
- Number of plots in the pipeline
- Number of plots in the strategic land bank

Viability Statement

Going concern statement

After conducting a full review, the Directors have a reasonable expectation that the Group has adequate resources to fund its operations for at least the period to 31 July 2028, aligning with the first year-end after the minimum 12-month assessment period. For this reason, the Directors continue to adopt the going concern basis in preparing the financial statements, as discussed further on pages 149 and 150.

Viability statement

In accordance with provision 31 of the UK Corporate Governance Code, the Directors have assessed the viability of the Group over the period to 31 July 2030, which is longer than required by the going concern assumption. This period is consistent with the Group's detailed bottom-up forecasts, which assess future profitability, cash flows and the land bank, and are overlaid with prudent Group-level assumptions.

In assessing the Group's forecasts and long-term viability, the following factors are considered:

Factor	Consideration
Group's latest performance	This considers the trading performance in both the year ended 31 July 2026 and in the first nine weeks of the new financial year including any changes to selling prices. In addition, any relevant external factors that may affect Bellway, such as any changes to government policies, regulations and mortgages, were considered.
Group's current financial position	This considers the latest net cash/debt held by the Group and the expiry date of existing debt financing. Furthermore, consideration is given to the land and work-in-progress held on the balance sheet at 31 July 2026.
Group's strategy	Whether the base forecast is consistent with the Group's strategy, both financial and non-financial.
Principal and emerging risks	Whether the principal and emerging risks associated with achieving the Group's strategy, particularly those that would have a significant effect on Bellway's ability to meet its liabilities over the period of the viability assessment, are incorporated.

Group forecast methodology

The Group's bottom-up forecasts are updated on at least a monthly basis by the 20 trading divisions and are subject to review by the divisional management team, Regional Chairs, Regional Finance Directors and Group management.

The forecasts consider the profitability, balance sheet, cash flows, capital allocation, debt covenants, land bank and other financial and non-financial metrics over the period. These forecasts also incorporate anticipated costs arising from adopting the Future Homes Standard, which is linked to the environment and climate change risk. The viability assessment has not been materially affected by climate change considerations.

The main assumptions used in preparing the forecasts are as follows:

- The number, timing and selling price of legal completions.
- Production volumes and the associated build costs.
- The quantity and timing of land spend.
- The quantity and timing of spend following the signing of the Self-Remediation Terms.
- Working capital requirements.
- Dividend payments.
- Corporation tax and residential property developer tax.

Viability assessment

The viability assessment is based on the Group's current position and the potential effect of the principal risks facing the Group, which are summarised on pages 54 to 56. The principal risk that has been identified as the most severe and plausible scenario is:

Factor	Consideration
Economic and political outlook including housing demand, mortgage affordability and Government housing policy	A reduction in private completions and private ASP due to a decline in demand.

Viability Statement (continued)

The most severe but plausible downside scenario is a severe recession. It includes the following principal assumptions:

- private completions in H1 FY27 are supported by the forward order book. In the 12 months to 31 January 2028, private completions reduce by around 50% compared to the 12-month pre-stress peak achieved in FY22. This is followed by a gradual recovery based on the lower base position; and
- private average selling price in H1 FY27 remains in line with internal forecasts due to the forward order book position. In the 12 months to 31 January 2028, the private average selling price reduces by 10% compared to the latest achieved pricing. This is followed by a gradual recovery based on the lower base position.
- These assumptions reflect the Group's experience in the 2008–09 Global Financial Crisis.

A number of prudent mitigating actions within the Directors' control were incorporated into the plausible but severe downside scenario, including:

- plots in the land bank only being replaced at the same rate that they are utilised;
- construction spend reducing in line with housing revenue; and
- dividends reducing in line with earnings.

The sensitivity analysis was modelled over the period to 31 July 2028 for the going concern assessment, but extended to 31 July 2030 for the Directors' viability assessment. In the severe but plausible scenario the Group had significant headroom in both its financial debt covenants and existing debt facilities and met its liabilities as they fall due. In addition to the above, several additional mitigating measures remain available to management that were not included in the scenario. These include withholding discretionary land spend and instead trading out of the substantial existing land holdings.

The Directors have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the period to 31 July 2030.

Approval of the Strategic Report

This Strategic Report on pages 3 to 58 was approved by the Board and signed on its behalf by

Jason Honeyman
 Chief Executive

12 October 2026

Governance

In this section

Chair's Statement on Corporate Governance	60
Board of Directors and Company Secretary	62
Leadership and Culture	67
Board Activities and Decisions	68
Section 172 Statement and Stakeholder Engagement	70
Engaging with Key Stakeholders	72
Governance Framework	78
Composition, Succession and Evaluation	84
Nomination Committee Report	86
Audit Committee Report	90
Remuneration Report	104
Sustainability Committee Report	125
Executive Committee	127
Directors' Report	130
Independent Auditor's Report to the Members of Bellway p.l.c.	134

Chair's Statement on Corporate Governance



“We are committed to fostering strong relationships with shareholders, employees and customers, and the wider communities in which we operate.”

John Tutte
Chair

In this Governance Report

Board leadership

The Board is the principal decision-making body of the Group and is collectively responsible for promoting the long-term sustainable success of the Group.

✚ For more information see page 78

Board activities and decisions

Throughout the year, the Board has made a number of key decisions and engaged in a wide range of activities.

✚ See Board Activities and Decisions on pages 68 to 69

Division of responsibilities

The Board put in place an effective structure, which allows it to delegate authority for operational matters.

✚ For more information see pages 79 to 81

Composition, succession and evaluation

The Nomination Committee ensures there is the appropriate balance of diversity, skill, knowledge and experience on the Board.

✚ For more information see pages 84 to 85

Dear shareholder,

The Directors and I are committed to applying effective corporate governance and promoting the highest standards of behaviour and values throughout the Company.

As Chair of Bellway, I am pleased to introduce this year's Corporate Governance Report.

Corporate Governance Statement

During the year, the Board continued to progress the long-term strategy of the Group. Effective governance arrangements underpin the Board's activities, supporting informed decision making and enabling effective oversight of the Company's key risks and opportunities.

I am pleased to confirm that, following the implementation of the FRC's 2024 Corporate Governance Code on 1 August 2025, the Board considers that it has complied with the provisions of the Code throughout the year. During the year, we reviewed our governance framework to assess the impact of the revised requirements and implemented the enhancements necessary to support ongoing compliance.

This report sets out the Board's key activities and achievements during the year, providing shareholders and stakeholders with the necessary information to evaluate how the principles and provisions have been applied.

Strategy

Throughout the year, the Board maintained a strong focus on ESG matters, initially through the Better with Bellway framework and subsequently through the development and launch of our new Responsible Business strategy.

Our approach to sustainability management and oversight matured over the year and the Board agreed that, the benefits of maintaining a separate Committee structure had diminished and would be better served under the direct remit of the Board.

We believe this will allow a deeper integration of sustainability considerations into strategic business decisions; direct involvement of all Directors in sustainability oversight; and streamlining of governance to enable more efficient decision making.

✚ For more information on the Board's sustainability work, see pages 125 to 126

Stakeholder engagement – employees

The Non-Executive Director for Workforce Engagement, Cecily Davis, has led on the second National Employee Listening Group.

✚ For more information see page 74

Stakeholder engagement – investors and analysts

The Board recognises engagement with investors is essential to building trust, supporting long-term value creation and contributing to the wider society.

✚ For more information see page 75

Committee reports

Each of the Board Committees play a vital role in the success of the business. For more information on each of the Committees, and what they do.

✚ For more information see pages 86 to 129

Audit, risk and internal controls

The Audit Committee ensures the integrity of the Group's financial statements and effectiveness of audit, risk management and internal controls with the support from external auditors.

✚ For more information see pages 90 to 103

The Board has regular engagement with stakeholders to understand their perspective and incorporate their feedback into decision-making processes. We are committed to fostering strong relationships with shareholders, employees and customers, and the wider communities in which we operate.

 For more information on how the Board has engaged with stakeholders during the year, see pages 72 to 77

Board composition and succession

We were pleased to welcome two new Independent Non-Executive Directors to the Board during the year. Gill Barr joined on 15 September 2025, bringing wide experience as an executive and over 20 years in non-executive roles, including in the construction sector, as well as experience chairing remuneration committees. In April 2026, Gill assumed the role of Remuneration Committee Chair at Bellway following Jill Caseberry's retirement from that position.

Philip Harrison joined the Board on 1 July 2026, bringing strong board-level financial expertise in the listed company environment, alongside extensive finance leadership and strategy experience across several sectors, including construction. Philip will assume the role of Audit Committee Chair ahead of Ian McHoul's retirement from the Board after this year's Annual General Meeting (AGM).

We would like to take this opportunity to thank Jill and Ian for their commitment and contribution to the Board.

In addition to the changes to the Board, we were pleased to announce the appointment of Phil Hope as Group Finance Director and Company Secretary in August 2025. As part of this appointment, Phil assumed the role of Company Secretary from Simon Scougall, who was appointed Chief Commercial Officer in 2024.

Board effectiveness and evaluation

In line with the Code, we undertake a formal and rigorous annual evaluation of the Board's performance, and that of the Committees and individual Directors. Following last year's internal evaluation led by the Chair of the Board, this year an external review was conducted by Sam Allen Associates.

Overall, the review found the Board to be highly effective, with strong governance, constructive challenge, good-quality decision making, and a positive, cohesive Board culture. It described the Board as benefitting from a complementary mix of skills and experience, effective leadership from the Chair, and a constructive working relationship with the executive team.

The output of the review provides a series of observations and considerations, which the Chair and the Board will use to help further enhance its performance in a challenging economic environment.

 Details of this year's external evaluation can be found on pages 84 to 85

Diversity

Becoming an Employer of Choice is a pillar of our new Responsible Business strategy (more information can be found on pages 29 to 49). We are committed to providing a great working environment, which recognises that people from different backgrounds, experiences and abilities can bring fresh ideas and innovation to improve the business.

We continue to have a strong commitment to increasing the number of females in the construction industry. Throughout the year, we have participated in the Women into Home Building Programme, led by the HBF, to attract more women into site management roles. Our commitment to get women into home building was celebrated when North East Mayor, Kim McGuinness visited one of our developments in the North East, where she met with women working in construction and learned more about our commitment to building sustainable homes.

Board meetings

The Board meets formally at least six times each year, with meetings held across a combination of Head Office, divisional office and offsite locations. This approach provides Directors with opportunities to engage directly with colleagues across the business and gain first-hand insight into the Group's operations. During the year, the Board visited Bellway Home Space, our recently opened timber frame facility, to deepen its understanding of this important area of the business. Such engagement helps the Board to see how decisions taken in the boardroom are implemented in practice and to better understand the opportunities and challenges experienced across the Group. In addition, each Non-Executive Director undertook individual site visits during the year, meeting operational management teams and gaining further insight into the delivery of our developments.

AGM

The 2026 AGM will be held on 26 November 2026 at Woolsington House, Newcastle, and we hope that shareholders are supportive of the proposed resolutions. Full details can be found in the Notice of Meeting.

Following our 2025 AGM, women represented 44% of the Board. However, following our 2026 AGM, this proportion will only reach 37.5%, falling short of the FCA listing rule requirement that at least 40% of Board members are women. The Board notes that the separate requirement for at least one senior Board position to be held by a woman continues to be met, with the role of Senior Independent Director being held by Sarah Whitney. The Board remains committed to diversity in the broadest sense and across all levels of the business, and gender diversity will be an important consideration in future Board recruitment.

John Tutte
Chair

12 October 2026

Board of Directors and Company Secretary



The Board is the principal decision-making body of the Group and, collectively, is responsible for establishing a clear purpose and setting the strategic direction of Bellway. The Board promotes the long-term sustainable success of the Group, for the benefit of our shareholders and the wider society.

Key

- A** Audit Committee
- NR** Board Committee on Non-Executive Directors' Remuneration
- S** Sustainability Committee (dissolved in 2026 see page 126)

- W** Non-Executive Director for Workforce Engagement
- R** Remuneration Committee
- N** Nomination Committee
- E** Executive Committee
- *** Denotes Committee Chair

1. John Tutte Chair



Appointed

1 March 2022

Background and experience

John was appointed as Non-Executive Chair Designate, succeeding Paul Hampden Smith as Non-Executive Chair. He is qualified in civil engineering and has held positions such as Group Chief Executive, Executive Chair, and then Non-Executive Chair.

John was also a Non-Executive Director of the Home Builders Federation until June 2025 and Chairman of the Home Building Skills Partnership until 2020.

What John brings to the Board

John brings over 40 years of industry experience with extensive leadership skills.

2. Jason Honeyman

Chief Executive



Appointed

1 September 2017

Background and experience

Jason has over four decades of experience in the housebuilding industry, having started his career as a surveyor. Before joining Bellway in 2005, Jason held senior positions at several other housebuilders, including Fairclough Homes and Barratt Homes. Jason's first role at Bellway was as Managing Director of the Thames Gateway division, before taking the role of Southern Regional Chair in 2011. He was appointed to the Board in September 2017 as Chief Operating Officer and promoted a year later, in August 2018, to Chief Executive Officer.

What Jason brings to the Board

Jason's exceptional leadership and extensive experience bring an invaluable insight to the Board, making him a well-respected and trusted leader.

3. Shane Doherty

Chief Financial Officer



Appointed

2 December 2024

Background and experience

Shane, a Chartered Accountant, has significant experience in the housebuilding sector, having spent over four years at Cairn Homes. Shane held a number of senior finance roles, such as Chief Financial Officer at Morgan McKinley and European Finance Director at Flutter Entertainment PLC.

What Shane brings to the Board

Shane brings extensive leadership and board experience with a record of delivering financial and operational growth across several industries.

4. Simon Scougall

Chief Commercial Officer



Appointed

1 August 2024

Background and experience

Simon joined Bellway in March 2011. Prior to this, he was a solicitor specialising in development advice for clients in private practice. Simon has held several senior positions within the Group, including as Group Commercial Director, before being appointed as Group General Counsel and Company Secretary, in February 2016. Simon joined the Board as Chief Commercial Officer on 1 August 2024.

What Simon brings to the Board

Simon brings a broad and in-depth knowledge of the business and the housebuilding industry, together with strong commercial acumen, which provides an invaluable skill set to the Board.

Board of Directors and Company Secretary (continued)

Non-Executive Directors

5. Sarah Whitney

Senior Independent
Non-Executive Director



Appointed

1 September 2022

Background and experience

Sarah has over 30 years' experience in the corporate finance, investment, and real estate sectors. The majority of her career was spent as a Corporate Finance Partner at PricewaterhouseCoopers, and in other senior executive roles at DTZ Holdings Plc and CBRE.

What Sarah brings to the Board

Sarah's depth of knowledge from her extensive experience in property and finance plays a vital role within the Board.

Other appointments

- JP Morgan Global Growth & Income plc: Non-Executive Director, Chair of the Remuneration Committee and Nomination Committee and a member of the Audit and Management Engagement Committees.
- Regional REIT Limited: Non-Executive Director, a member of the Audit, Remuneration and Nomination and Management Engagement Committees.
- University College London: Member of the Council and Chair of the Audit Committee.
- Nuffield College, University of Oxford: Member of the Investment Committee.
- International Public Partnerships: Non-Executive Director and Chair, Member of Audit and Risk Committee, Management Engagement Committee, ESG Committee, and Nomination Committee and Remuneration Committee.
- Trustee of Cancer Research UK.

6. Gill Barr

Independent Non-Executive Director



Appointed

15 September 2025

Background and experience

Gill brings extensive strategy, marketing and general management experience across a broad range of industries. She has served in Non-Executive Director roles since 2004, with previous board roles at Morgan Sindall Group Plc, PayPoint plc, Wincanton plc, N Brown Group plc, and McCarthy & Stone plc, as well as Trustee Director at Willis Towers Watson.

She is an experienced Chair of remuneration committees and has held positions as Senior Independent Director and Employee Engagement Director.

Gill's earlier career was spent in multi-site retail organisations including Kingfisher Plc, The Co-operative Group, and John Lewis. She holds an MBA from the London Business School.

What Gill brings to the Board

Gill's wide experience and expertise as an executive, combined with over 20 years in non-executive roles, including in the construction sector, is invaluable to the Board.

Other appointments

- DFS Furniture plc: Non-Executive Director, Chair of the Remuneration Committee and a member of the Audit, Nomination and Sustainability Committees.

7. Ian McHoul

Independent Non-Executive Director



Appointed

1 February 2018 (Ian will retire from the Board on 26 November 2026).

Background and experience

Ian, a Chartered Accountant, was appointed to the Board as a Non-Executive Director on 1 February 2018 and appointed as Chair of the Audit Committee on 12 December 2018. He was Finance & Strategy Director of the Innpreneur Pub Company Limited from 1995 to 1998, and then served at Scottish & Newcastle plc from 1998 to 2008, first as Finance Director of Scottish Courage and later as Group Finance Director of Scottish & Newcastle plc. From 2008 to 2017, he was Chief Financial Officer of Amec Foster Wheeler plc. Ian has also previously served as a Non-Executive Director of Premier Foods plc, Britvic plc, Young & Co's Brewery P.L.C., and Videndum plc.

What Ian brings to the Board

Ian's financial background and board-level experience brought extensive knowledge to the Board, and the Audit Committee as its Chair.

Other appointments

No other appointments.

8. Cecily Davis

Independent Non-Executive Director



Appointed

1 May 2024

Background and experience

Cecily, a qualified solicitor, was appointed to the Board as a Non-Executive Director on 1 May 2024. Cecily has extensive legal experience in the construction and infrastructure sector, combined with a wealth of senior executive experience and general management experience. She was a Partner at DLA Piper from 2005 to 2012, and has since served at Fieldfisher as Partner, Head of Construction and Engineering and Co-Head of the Africa Group. She has recently been appointed as Bellway's Non-Executive Director for Workforce Engagement.

What Cecily brings to the Board

Cecily's experience brings an invaluable insight to the Board due to her legal background as well as her senior executive experience and general management experience.

Other appointments

- Fieldfisher LLP : Partner, Head of Construction and Engineering and Co-Head of the Africa Group.

9. Philip Harrison

Independent Non-Executive Director



Appointed

1 July 2026

Background and experience

Philip joins the Board having been the Chief Financial Officer of Balfour Beatty plc for more than ten years before stepping down from its Board on 7 May 2026. Philip was also a Non-Executive Director at the Dowlais Group plc, from February 2023 to February 2026, where he was chair of the Audit Committee and a member of the Nomination and Remuneration Committees. Prior roles include three years as group Finance Director at both Hogg Robinson Group plc and VT Group plc.

What Philip brings to the Board

A strong breadth of experience, including board-level financial expertise in the listed company environment, listed company boards and board committees, combined with extensive finance leadership and strategy experience from across several sectors, including construction.

Other appointments

No other appointments.

10. Phil Hope

Group Finance Director and Company Secretary



Appointed

Company Secretary on 12 August 2025

Background and experience

Phil, a chartered accountant, joined Bellway in 2010 and has held various senior finance positions within the Group, including that of Group Financial Controller.

In his 16 years at Bellway, Phil has played a key role in strengthening the Group's financial management and governance frameworks, contributing to its continued growth and resilience in the UK housebuilding sector.

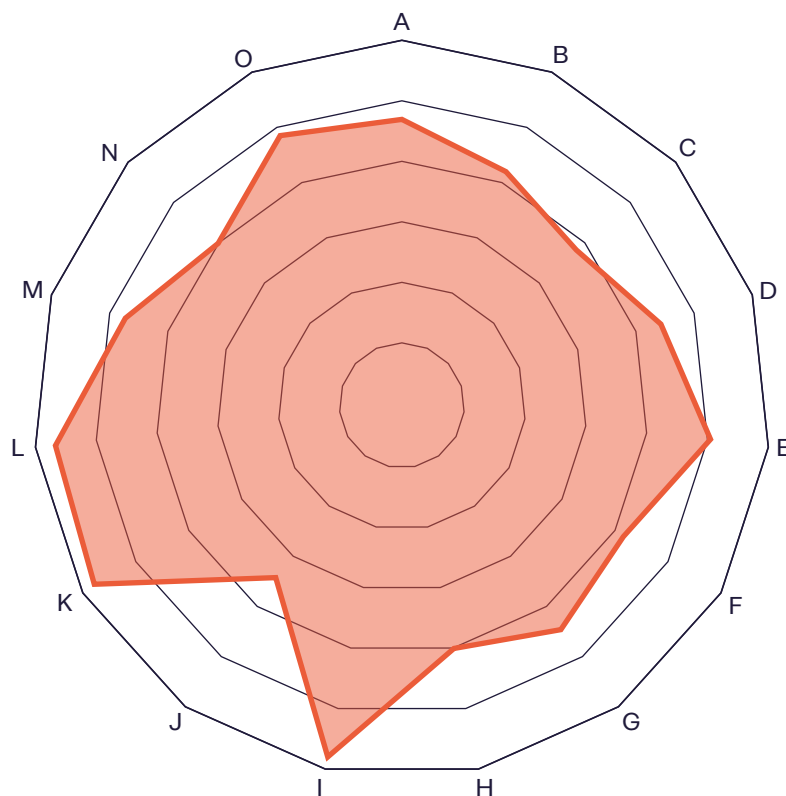
Prior to joining Bellway, Phil was an Audit Manager at KPMG, where he gained valuable insight into financial reporting, corporate governance and regulatory compliance across a range of sectors.

Directors who served during FY26

Jill Caseberry stepped down from her position as Chair of the Remuneration Committee in April 2026 and retired from the Board as independent Non-Executive Director on 30 September 2026.

Board of Directors and Company Secretary (continued)

Skills matrix

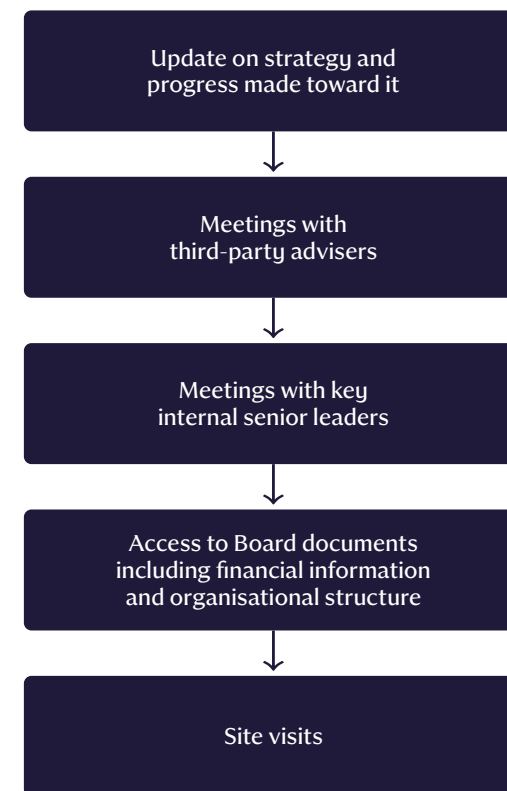


Key

- | | |
|--|--|
| A Housebuilding & Construction | I People & Culture |
| B Land Acquisition & Strategic Land | J Cybersecurity & Digital |
| C Planning & Development | K Strategy & Corporate Development |
| D Financial/Accounting | L Listed Company Governance |
| E Risk Management & Internal Controls | M Sales, Marketing & Market Insight |
| F Health, Safety & Building Safety | N Supply Chain & Procurement |
| G Customer & Consumer Experience | O Regulatory & Government Relations |
| H ESG & Sustainability | |

Board induction packs

Directors receive access to key information and attend introductory meetings as appropriate, including the following:



Leadership and Culture

The Board is responsible for establishing, embedding, and routinely assessing, the leadership and culture of the Group. The leadership activities of the Board, Board Committees, and management, are covered within the Division of Responsibilities section on pages 79 to 81.

Our culture

We promote a supportive culture that enables our employees to develop their talents and skills. The Board assesses the Group's corporate culture through various interactions with senior management and the wider workforce, including Board presentations, divisional visits, and the employee awards. The Board is satisfied that the Group maintains a strong and positive culture, which is reflected in employee feedback, engagement levels and the behaviours demonstrated across the business.

We develop, enhance, and assess the embedding of our culture through a variety of activities, including monitoring market best practice and regulatory requirements, frequently reviewing and updating our policies, procedures and training as well as extensive employee engagement.

 For more information on how we engage with our employees, see page 74

Our values

During the year, supported by an external partner and aligned with the development of the Bellway brand, we formally introduced our new Bellway values. The values were shaped through extensive employee engagement, including an all-employee survey and employee listening groups, ensuring they reflect the culture, behaviours and aspirations of our people, while incorporating relevant market best practice.

- Integrity: we do what's right.
- Care: we put people first.
- Ownership: we own what we do.
- Collaboration: we work together.

Our values guide the way we lead, collaborate and make decisions across the business, helping us create and develop an enhanced culture where everyone feels respected, supported and able to do their best work.

Our National Employee Listening Group

We continued with our National Employee Listening Group, chaired by Cecily Davis, Non-Executive Director for Workforce Engagement, in recognition of the importance of employee engagement to the Board in line with the UK Corporate Governance Code.

This listening group continued to support the Board in its understanding of the views of employees and in ensuring they are considered in Board discussions and decision making. Cecily continued to champion the employee voice in the boardroom, and to strengthen the link between the Board and employees.

Our Regional Employee Listening Groups

We continued with our Regional Employee Listening Groups, which were put in place to support our employee voice strategy. These groups continue to play a vital part in ensuring that employee views are heard at all levels of the organisation.

They are instrumental in identifying ideas, concerns and feedback, and have been a driver of a number of key initiatives.

Our Employee Engagement survey

We carry out an annual Employee Engagement survey, which offers every employee the opportunity to share their feedback confidentially. The insights gathered are presented to the Board, and the Executive Committee, by the Group HR Director and external partner, and help us better understand the experiences of our employees.

Our June 2026 annual Employee Engagement Survey results show 82% of employees (FY25: 82%) participating in the survey, and 91% of the participating employees (FY25: 91%) would recommend Bellway as 'a great place to work'.

Our diversity and inclusion

The Group's policies and procedures are designed to ensure fair treatment for all employees, irrespective of age, gender, ethnicity, disability, religion, or background. We also provide full and fair consideration to the employment needs of disabled persons and comply with all relevant legislation as a Disability Confident Employer.

We continued to work on improving diversity and inclusion across the Group, taking into account various external recommendations, and regulatory requirements.

Bellway's 'Balance Network' is an employee-led diversity and inclusion (D&I) network and its aim is to support and promote our D&I initiatives, raise awareness, and contribute to creating an inclusive workplace.

Bellway's Inclusion Steering Committee comprises senior leaders across the business. The Committee is responsible for driving progress towards the Group's diversity and inclusion commitments, including specifically to increase the gender and ethnic diversity of the workforce, including on site and at a senior level.

Mandatory diversity and inclusivity training, via e-learning, continues to be issued to all new joiners and, during FY26, 85.2% of new joiners completed this training within three months of joining Bellway (FY25: 87.1%).

Board Activities and Decisions

For more information on how the Board has considered and engaged with key stakeholders, see the Engaging with Key Stakeholders section on pages 72 to 77.

Responsible Business priorities key

-  Placemaking and Community engagement – see page 31.
-  Charitable support – see page 31.
-  Nature – see page 32.
-  Customer experience – see page 36.
-  Building compliance and quality – see page 36.
-  Climate change – see page 37.
-  Resource efficiency – see page 48.
-  Responsible sourcing – see page 48.
-  Employer of Choice – see page 49.
-  Training and skills development – see page 49.
-  Health and safety – see page 49.

How the Board spent its time

Strategic

- Reviewed our Capital Allocation Strategy, with a focus on assessing capital efficiency and optimising the deployment of resources.
- Managed the launch of our new timber frame facility, Bellway Home Space and members of the Board attended its opening in January.
- Received reports on investor engagements, housing market trends and sector outlook.
- Kept informed of building safety-related matters through regular management reports.
- Launched Responsible Business strategy.
- Periodic updates on strategic land matters and evolving market conditions.
- Conducted the Annual Board Strategy Meeting including a broker presentation and allowing for discussion of both the short and long-term strategy of the business.

Link to strategic priority



Link to Responsible Business priorities



Strategic priorities key



Drive a long-term improvement in underlying pre-tax RoE.



Deliver long-term volume growth.



Operate responsibly and sustainably through our Responsible Business strategy.

People

- Received updates from Cecily Davis on our National Employee Listening Groups.
- Employee Engagement survey results were presented to the Board, and the Board agreed actions to improve its results.
- Received regular reports from our Group HR Director relating to culture and colleague engagement.
- Approved and launched the new Bellway values.
- Cecily Davis and other members of the Board attended the Bellway Employee Awards in April 2026.

Link to strategic priority



Link to Responsible Business priorities



Financial

- Approved and maintained oversight of the share buyback programme announced on 14 October 2025, monitoring its ongoing implementation and progress.
- Regularly reviewed and assessed the Company's cash flow performance.
- Reviewed the Companies debt and capital structure.
- Approved our Tax Strategy.
- Reviewed insurance arrangements as part of the annual renewal process.
- Approved the proposed final dividend for FY25 and interim dividend for FY26, having considered the financial strength of the balance sheet.
- Received Investor Relations reports, including feedback from shareholders and analysts in connection with the 2025 full-year results and the 2026 interim results.

Link to strategic priority



Link to Responsible Business priorities

None

Governance, Compliance and Risk

- Approved the appointment of Gill Barr and Philip Harrison as Non-Executive Directors.
- Approved the appointment of Phil Hope as Group Company Secretary.
- Undertook and considered an external evaluation of the Board and each of the Committee's effectiveness.
- Received reports and approved recommendations from the Nomination, Audit, Remuneration and Sustainability Committees.
- Oversaw the dissolution of the Sustainability Committee and the transition of the Committee's responsibilities to now fall within the remit of the Board.
- Reviewed and updated each Committee's Terms of Reference to ensure they remained effective and aligned with governance requirements.
- Reviewed the Company's compliance with the 2018 Code and monitored and implemented initiatives supporting compliance with the 2024 Code.
- Received the Company's risk appetite to ensure it remained aligned with the Company's strategic objectives and operating environment.

Link to strategic priority



Link to Responsible Business priorities



Standing agenda items for scheduled Board meetings:

Chief Executive's Report

The Chief Executive's Report provides the Board with an overall update on the Group's current operations, highlighting key points that require the Board's attention. This includes updates on the current market, key performance indicators, sales, health and safety, and customer satisfaction.

Chief Financial Officer's Report

This report gives the Board an overview of the Group's actual and forecast financial position and performance. This includes an investor relations update, capital allocation and cyber KPIs.

Chief Commercial Officer's Report

Gives the Board an update on both immediate and strategic land progress as well as HR, Building Safety and Bellway Home Space matters. It also includes any regulatory and legal updates, and gives any details of commercial matters that the Board needs to be informed about.

Company Secretary's Report

This report gives the Board an update on corporate governance matters, policy reviews and updates on any whistleblowing matters.

Other matters reserved for the Board

In addition to the Board's standing agenda items, there is also a number of other matters that are reserved for the Board that are discussed periodically in the Board's calendar. These include, but are not limited to, Responsible Business strategy updates, gender pay gap report review, Board objectives review, a health and safety review and update.

Section 172 Statement and Stakeholder Engagement

Section 172(1) statement and stakeholder engagement

The Board remains committed to acting in a way that promotes the long-term success of the Group for the benefit of its members as a whole, in accordance with Section 172(1) of the Companies Act 2006. In doing so, the Board has given careful consideration of the interests of stakeholders and the broader impact of their decisions on the environment, community, and reputation of the Group.

Throughout the financial year ended 31 July 2026, the Directors have actively engaged with stakeholders to understand their views, needs, and concerns. This engagement has informed strategic decision making and helped ensure that the Group continues to operate responsibly, sustainably, and in alignment with its values.

Section 172 principles

A. The likely consequences of any decision in the long term

- Business Model pages 24 to 28
- Responsible Business strategy pages 29 to 49
- Stakeholder Engagement pages 72 to 77
- Principal Risks pages 53 to 56

B. The interests of the Group's employees

- Responsible Business strategy pages 29 to 49
- Stakeholder Engagement pages 72 to 77
- Nomination Committee pages 86 to 89

C. The need to foster the Group's business relationships with suppliers, customers and others

- Business Model pages 24 to 28
- Responsible Business strategy pages 29 to 49
- Stakeholder Engagement pages 72 to 77

D. The impact of the Group's operations on the community and the environment

- Business Model pages 24 to 28
- Responsible Business strategy pages 29 to 49

E. The desirability of the Group maintaining a reputation for high standards of business conduct

- Business Model pages 24 to 28
- Responsible Business strategy pages 29 to 49
- Stakeholder Engagement pages 72 to 77
- Risk Management pages 50 to 52

F. The need to act fairly between members of the Group

- Stakeholder Engagement – Employees page 74
- Remuneration Report pages 104 to 124

How our Directors fulfill their Section 172 duty

Board report

Throughout the year, the Board received detailed reports and in-person updates from various members of the Executive Committee and Board-delegated committees on all aspects of the Company. This is an opportunity for the Board to challenge and debate the topics brought to their attention. Updates on the progress of previous Board decision implementation are provided. This allows the Board to monitor, review and amend where appropriate, as situations evolve.

 For a more in-depth look into each committee see the Committee reports on pages 86 to 129

Board discussion and decisions

All Directors are expected to contribute, engage, and constructively challenge discussions, ensuring each Director is offering a different perspective. This gives the opportunity for a comprehensive evaluation to take place and ensure every Board decision is in the best interest of the members, and promotes the long-term success of the Company.

 See pages 68 to 69 for key decisions and activities made by the Board throughout year

Governance framework

The Executive Committee lead on the day-to-day running of the business, members of the Executive Committee then report to the relevant committees with the Board having overall oversight of the Committee.

Each Board Committee has a robust substantive agenda and Terms of Reference that set out their responsibilities and duties.

Knowledge and experience

Across the Board, there is an extensive range of knowledge and experience ranging from legal and financial to marketing and sales. A comprehensive skills matrix is performed annually to ensure the Board has all the relevant and necessary skills to ensure they are in the best possible position to make the decisions required of the Board.

The Board also have access to the Group Finance Director and Company Secretary, who is able to advise the Board on all governance matters they may require.

 For more information see page 79

Major decisions and activities of the Board

Share buyback



In October 2025, the Group announced the Board had approved a return of surplus capital of £150m to shareholders to be implemented through a share buyback programme. The buyback programme commenced on 14 October 2025 with an initial tranche of £75m, which ended in April 2026.

Bellway entered into a new arrangement for the second £75m tranche of the share buyback programme; this completed in August 2026.

In August 2026, the Board approved an initial £50m tranche of the second buyback programme, which was subsequently increased to £75m in October 2026 as part of the £150m programme of shareholder returns intended for FY27. The second buyback programme commenced on 1 September 2026. All ordinary shares repurchased by the Group under the share buyback programme will be cancelled.

New Responsible Business strategy



In November 2025, a Sustainability Strategic Review, delivered by Bellway and our advisers Sodali & Co, assessed the 'Better with Bellway' strategy and identified a future approach, which led to the creation of our new Responsible Business strategy.

The Company's sustainability governance framework has developed considerably since the launch of the 'Better with Bellway' strategy in 2022 and the creation of the Sustainability Committee in 2023. As part of the Sustainability Strategic Review, the Committee carefully considered the advantages and disadvantages of maintaining a dedicated Board committee to oversee the development and execution of the new Responsible Business strategy. Having weighed these carefully, and reflecting the maturity the governance framework has now reached, the Committee concluded that its responsibilities should transfer to the full Board.

Elevating oversight to the full Board will ensure the direct involvement of all Directors in sustainability oversight and stronger integration of responsible business considerations into strategic decision making. The streamlining of governance structures is also expected to enable more efficient decision making.

New brand



In March 2026, we announced our new branding. Our customers are changing, and so are we.

The refreshed brand gives us more flexibility to connect with customers across digital channels and ensures our brand looks and feels modern, consistent and reflective of our Company culture.

The brand update is grounded in extensive customer and colleague research; this simplified, single brand approach enables us to achieve simplification, efficiencies, reinvestment and growth.

The decision was made to sunset the Ashberry brand over the next three to four years, meaning existing and new developments will gradually transition to the main Bellway brand, creating a simpler and clearer experience for customers and colleagues.

This update supports a more digital-first approach, creating a simpler and more joined up journey for customers, particularly online. It helps make it easier to engage with us, while ensuring we continue to deliver the same high-quality homes and service people expect from Bellway.

Engaging with Key Stakeholders

A clear approach to understanding stakeholder needs

As a FTSE 250 housebuilder, the Group recognises its long-term success depends on maintaining transparent and responsible relationships with a broad range of stakeholders.

During the year, the Group strengthened its approach to stakeholder engagement, including undertaking its most extensive external engagement to date as part of its brand project. The findings were used to inform the Group's evolving brand positioning and strategic approach.

Significant internal engagement took place for the brand project, to support the development of the Group's new values, and the implementation of Workday, our new HR and payroll system.

In FY26 to refresh our sustainability strategy, we also conducted a comprehensive DMA, to understand the topics we should focus our strategy on.

Through in-depth interviews and higher-level surveys, we sought the views of key stakeholders, including Executive Committee Members, Non-Executive Directors, supply chain partners, industry representatives, Bellway colleagues, and customers.

The results of the DMA created a priority list of topics, which then fed into our comprehensive sustainability strategic review, and the resulting move away from 'Better with Bellway' to the new Responsible Business strategy.

This section outlines the Group's key stakeholders, how we engage with them, and how stakeholder feedback informs our governance and business strategy. For further details on Board activities during the year, and how stakeholder views have been considered, see pages 68 to 69.

Key stakeholder	Page
Customers	 Read more on page 73
Employees	 Read more on page 74
Investors, analysts and advisers	 Read more on page 75
Partners and supply chain	 Read more on page 75
Local communities and the environment	 Read more on page 76
Government and regulators	 Read more on page 77

Customers

Why we engage

Engaging directly with customers enables the Group to understand the challenges they face, ensuring products, services and communications continue to evolve in line with customer expectations.

How we engage

- Research and insight
- Digital channels and social media
- Your Bellway customer portal
- Post-completion customer care
- Customer satisfaction surveys and third-party reviews
- Meet the Builder and Pre-Plaster meetings
- Building Safety through Resident Liaison Officers and digital channels

Key topics raised

- Brand positioning and industry positioning
- Customer service and communication
- Build quality and customer care
- Sustainability and energy efficiency
- Innovation and digital tools
- Affordability and mortgage availability

Engagement outcomes

A new brand positioning strategy was developed, following stakeholder feedback, leading to an enhanced customer experience strategy being launched and implemented.

Enhancing the digital customer journey remained a key focus. We implemented the new brand across all digital touchpoints, including our websites, Welcome Centre digital displays, email marketing, and digital advertising channels.

Our customer websites were further developed to offer detailed, plot-level information, enhancing transparency and enabling customers to make more informed purchasing decisions.

We also introduced online appointment booking, creating a more seamless and convenient experience for customers to book appointments with our sales teams.

Alongside this, we achieved an ‘Excellent’ Trustpilot rating, highlighting the strength of our customer reviews, which also plays an increasingly important role in visibility across AI-driven and search-led digital channels.

We also improved access to information, including guidance on new technologies ahead of the Future Home Building Regulations introduction in 2027.

Ongoing improvements to customer care processes, transparency and board reporting resulted in the highest customer satisfaction scores among volume listed homebuilders. We achieved 5-star homebuilder⁴ status for the tenth year running.

We further strengthened our resident and leaseholder engagement on building safety and remediation with the roll-out of development-specific communications portals, and digital Resident Remediation Packs.



Performance overview

4.19

HBF 9-month survey score

5.7k

customer and prospective customer participants in Bellway brand research

22,658

Users registered on Your Bellway (FY25: 14,278)

47

Pride in the Job Awards (FY25: 47)

Board-level engagement

The Board receives regular updates on customer satisfaction performance through the Home Builders’ Federation (HBF) Customer Satisfaction survey data, through complaints monitoring and key initiatives, with particular focus on feedback from customer surveys and building safety remediation activity.

The Group Customer Experience and Marketing Director and Group Construction Director regularly report to the Board on key company metrics relating to customer initiatives and construction quality scores.

Impact of Board decision making

Customer insight continues to play a central role in shaping strategy, particularly in relation to quality, customer experience and digital transformation.

Our new brand roll-out is designed specifically around the Customer Experience and this project has received significant Board scrutiny and approval on an ongoing basis, with continued Board governance as the project roadmap is implemented.

Engaging with Key Stakeholders (continued)

Employees

Why we engage

As a responsible business, the Group is committed to being an employer of choice and recognises that engaging with our colleagues is essential to building a high-performing, and inclusive, culture.

How we engage

- Annual Employee Engagement Survey
- Pathway employee experience app and intranet
- Regional and National Employee Listening Groups
- Mi Experience, performance management platform
- Health and wellbeing surveys
- Training and development programmes
- Webinars and town halls

Key topics raised

- New brand strategy
- Defining our values
- Internal communications
- Performance management and development
- Improving performance conversations
- Wellbeing and work-life balance
- Diversity and inclusion
- Career progression
- Improvement in technology for site-based colleagues



Our 2025 Graduate cohort during their induction.

Engagement outcomes

There was extensive colleague involvement in the development of the Group's new brand strategy and enhanced values, and an All-Company town hall for their launch.

Development of Pathway and employee communications continued and new tools were adopted to broaden channels to engage colleagues.

We launched clearer, more structured, career pathways with an increased focus on performance conversations and development planning.

We delivered engagement activity to support the design and implementation of the Workday HR and payroll management system.

Board-level engagement

The Board receives regular updates from the Group HR Director, including detailed analysis of engagement survey results, and feedback from Listening Groups.

There was Board-level oversight of the development and implementation of our values across the Group.

A Non-Executive Director chairs National Listening Group meetings.

Each Non-Executive Director undertakes individual divisional visits and joins the Board on formal site visits.

Impact of Board decision making

The Board spent significant time reviewing the Employee Engagement Survey results and ongoing feedback from national and regional Listening Groups.

Employee feedback helped shape key initiatives during the year, including: the rollout of our new brand; Workday implementation; and the development of the Group's values.

Performance overview

82%

Employee Engagement Survey response rate
(FY25: 82%)

91%

Colleagues registered on Pathway
(FY25: 92%)

298

Mental health advocates
(FY25: 290)

Investors and analysts

Why we engage

We provide timely and transparent information on the Group's performance and strategy to support informed decision making, build trust and maintain investor confidence.

How we engage

- Trading updates, interim and full-year results announcements
- Results presentations and investor roadshows
- Site visits and investor events
- One-to-one meetings
- Annual General Meeting (AGM)
- Targeted engagement on key strategic developments, including our Responsible Business strategy, brand launch and refreshed values

Key topics raised

- Market conditions and consumer confidence
- Capital allocation and shareholder returns
- Executive remuneration
- Building safety remediation
- ESG and responsible business

Engagement outcomes

Regular engagement on strategy, trading performance and responsible business initiatives continued to support strong relationships with investors and analysts. Feedback from this is used to shape future communications, ensuring messaging aligns with investor expectations and priorities.

Regular updates on the remediation of legacy developments enables us to demonstrate our prudent and responsible approach to building safety.

Performance overview

91.1m

votes cast at the 2025 AGM

Representing

77.5%

of the Company's issued share capital
(2024: 92.5m votes; 77.7%).
All resolutions were passed.

Following the launch of our refreshed brand, we relaunched the corporate website, which serves as the primary digital hub for shareholders and analysts.

Information about the November 2026 AGM can be found in the Notice of Meeting which is available on the corporate website: www.bellwayplc.co.uk/investor-centre.

Board-level engagement

The Board receives regular updates from the Group IR Director on shareholder engagement, including feedback from trading updates, results presentations and the AGM, ensuring investor perspectives are considered in Board discussions.

Impact of Board decision making

Investor feedback informs the Board's approach to communication, capital allocation and long-term value creation, which has helped shape the development and ongoing refinement of our Responsible Business strategy.

Partners and supply chain

Why we engage

Partners and the supply chain are fundamental to our success. We maintain long-standing, sustainable partnerships, which have proven valuable during periods of supply chain disruption, inflationary pressures, and the transition towards net zero. These pressures have been heightened due to the ongoing conflict in the Middle East and the impact it has had on global supply chains.

We work closely with partners to deliver more sustainable products at the scale required for a volume housebuilder.

How we engage

- Ongoing supply chain dialogue
- Supplier Engagement Programme covering five key areas of the Carbon Disclosure Project (CDP)
- Supply Chain Sustainability School
- Supplier engagement through our Future Home at Energy House 2.0 at The University of Salford
- Bellway Home Space timber frame facility
- Health and safety
- Modern Slavery compliance

Key topics raised

- Supply chain inflation and disruption
- Energy cost inflation
- Skills shortage
- Upskilling ahead of Future Home Building Standards in 2027
- Health and safety
- Sustainability
- Cyber security
- Modern slavery
- Carbon reduction

Engagement outcomes

We work with subcontractors and suppliers to ensure they manage the risk of modern slavery occurring and have measures in place to ensure partner compliance.

We undertook a third controlled research project of heating at Energy House 2.0, driving learnings that can be shared with the supply chain and SMEs. Supplier and industry visits to the Energy House 2.0 project help drive awareness and provide education on how to deliver the low-carbon homes of the future. We worked with key supply chain partners on the commissioning and launch of Bellway Home Space which hosts our Future Home timber frame house and is used to educate and inform supply chain partners.

We work closely with our key partners to reduce embodied carbon in the supply chain and minimise waste.

Board-level engagement

The Board maintains active oversight of our partners and supply chain, receiving regular updates and reports on key matters including our sustainability supply chain targets. The commercial and technical teams ensure ongoing communication with the Board. These updates include detailed assessments and strategic recommendations, ensuring alignment with our corporate strategy.

Impact of Board decision making

The Board carefully considers the impact of its decisions on partners. The effectiveness of the sustainability strategy depends on their active collaboration and support. This strategic, partnership-led approach ensures that decisions are made with a clear focus on mutual benefit and positive outcomes for all stakeholders involved.

Engaging with Key Stakeholders (continued)

Local communities and the environment

Why we engage

Bellway's commitment to local communities goes beyond building high-quality homes and desirable communities in areas of housing need. We actively cultivate relationships with local suppliers and subcontractors, supporting job creation and contributing to the regeneration and development of local infrastructure.

Our community outreach includes partnerships with schools, charitable organisations, and other key local stakeholders. Through these initiatives, we aim to make a lasting, positive impact in the communities where we operate.

How we engage

- Public consultations throughout the planning process
- Gather feedback from community engagement
- Section 106 and Section 75, Community Infrastructure Levy and affordable housing contributions
- Engage with environmental consultants and community groups
- School outreach programmes
- Volunteering with local and national causes
- Partnerships
- Local, regional and social media

Key topics raised

- Affordability and supply of housing
- Planning and community engagement
- Biodiversity
- Home efficiency and sustainability
- Environmental issues
- Impact on existing communities and infrastructure

Engagement outcomes

The feedback we gather through community engagement directly informs the development of our schemes, helping us to create a place through the design of our homes and public realm that meet local needs.

Affordable housing is integral to our developments and working together with affordable housing providers and local authorities. In FY26, we delivered 2,064 affordable homes, representing 21.3% of total housing completions.

Our developments generate significant investment in local communities, with funds allocated to improve or build schools, healthcare facilities, roads, recreational spaces, and other essential services. These contributions, managed by local authorities, help ensure that infrastructure keeps pace with housing growth.

We worked with our partner, Plantlife, to promote native-focused gardening in our show homes through a scheme designed to promote biodiversity.

We launched a dedicated volunteering platform, with Neighbourly, to help us achieve our target of 4,000 volunteer hours per financial year.

Jason Honeyman and Laurence Guinness, Chief Executive of Variety, the Children's charity handing over the first Bellway and Variety Sunshine coach.



Performance overview

£59.5m

paid through contributions to the planning process

21.3%

of completions were social housing

4,115

hours of volunteering were undertaken by Bellway colleagues

Board-level engagement

The Board fully supports engagement with national and local charities and local community organisations, recognising them as integral to our sustainability strategy. This strategy has received the Board's full endorsement, highlighting our commitment to making a positive impact beyond our core operations.

The Board also actively supports the introduction of new initiatives that encourage colleague participation in charity and community activities.

Impact of Board decision making

Community feedback on planned developments plays a vital role in the Board's decision-making process, particularly when assessing the feasibility of a project before moving forward. This input helps us understand local sentiment and ensure our developments align with community needs and expectations.

Community engagement, charitable fundraising and volunteering initiatives are key components of our sustainability strategy. These efforts are regularly reported to the Board and actively shape our future strategies and direction.

Government and regulators

Why we engage

We maintain regular and constructive engagement with government departments, opposition parties and regulatory bodies, recognising the important role they play in shaping the legal and regulatory environment in which we operate.

Local government is also critical to our business, particularly through the planning system and regional policy decisions that influence our developments. In addition, we work closely with industry bodies, such as the HBF, to help address shared challenges and contribute to the development of housing policy and best practice.

How we engage

- We engage directly with policymakers to support a policy environment that enables sustainable growth.
- At a local level, we work closely with authorities and other stakeholders to ensure our developments reflect regional priorities and respond to local housing needs.
- Our engagement is supported by a coordinated approach to communication with Members of Parliament, the Welsh Assembly and Scottish Parliament, as well as key stakeholders, alongside continued investment in communities through Section 106, Section 75 and Community Infrastructure Levy (CIL) contributions.
- We actively engaged with the Competition and Marketing Authority (CMA) during its investigation into seven UK housebuilders.

- We share insights from our Future Homes projects as part of our membership of the Future Homes Hub.
- We work with industry bodies to maintain compliance with the New Homes Quality Code, and hold regular meetings with UK Government MHCLG officials and devolved governments on building remediation activities.

Key topics raised

- Customer service
- Digital transformation
- Build quality and customer care
- Future Homes Building Standards
- Sustainability
- Innovation
- Mortgage availability and interest rates
- Legacy building safety improvement

Engagement outcomes

Our customer care teams actively monitor compliance with the NHQC. When complaints are escalated to the NHQB, we take prompt action to address any areas of non-compliance. These matters are regularly reported to the Board to ensure accountability and continuous improvement.

The Group has actively participated in the CMA investigation into possible anti-competitive conduct by seven housebuilders, including Bellway, and in October 2025, signed an industry agreement to bring the investigation to a close.

Building on our commitments to building safety, Bellway continues to engage constructively with the English, Scottish and Welsh Governments and have contributed to ongoing dialogue with government on addressing delays to undertaking remediation activity, caused by ongoing delays to approvals through the Building Safety Regulator.

Board-level engagement

The Board has remained fully engaged with the key challenges facing the housebuilding sector throughout the year. In particular, it has closely monitored the evolving macroeconomic environment, including ongoing geopolitical instability in the Middle East.

Recognising the potential implications for delivery, affordability and customer demand, the Board has maintained this as a priority area of focus, ensuring that appropriate mitigations are in place to support operational resilience and the continued supply of new homes.

Despite making significant progress, building safety remediation remains one of our most significant operational priorities. The Board has continued to oversee progress closely, with a clear emphasis on accelerating delivery to ensure affected buildings are remediated as quickly and safely as possible.

Impact of Board decision making

Housing strategy remains inherently linked to the political and regulatory environment, with shifts in government policy and broader economic conditions continuing to shape the outlook for the housebuilding sector.

The Board remains focused on evaluating the implications of evolving policy, carefully considering both the opportunities and risks that may arise.

Governance Framework

Board leadership

The Board, and its Board Committees, provide the over-arching governance to the Group, and the Board is the principal decision-making body responsible for ensuring the adequacy of the Group's governance. The Executive Directors, and the Executive Committee (a management committee), are responsible for ensuring the business leadership are fully informed of the Board, and Board Committee, governance requirements. This framework is detailed as follows.



Commitment to Governance

The Board is committed to maintaining high standards of corporate governance and promoting a positive, inclusive and ethical culture throughout the Group.

Bellway applies the principles of good governance in accordance with the Code. Further detail on how it applies the Code is provided as follows and in the Board Committee Reports.

Leadership

The Board is collectively responsible to shareholders for promoting the long-term sustainable success of the Group. It sets the strategic direction, oversees management performance, ensures the availability of adequate resources, defines the Group's values and culture, and ensures the business meets its legal, ethical and stakeholder obligations.

At the date of this report, the Board comprises nine Directors: three Executive and six Independent Non-Executive Directors, including the Chair. Details of the Directors and their responsibilities are set out on pages 62 to 66.

To support effective oversight, and decision making, the Board has established a clear governance framework and delegation structure, supported by prudent and effective systems of internal control and risk management.

Role	Responsibilities	
Chair John Tutte 	– Leading the Board and ensuring its overall effectiveness. – Promoting the highest standards of integrity, probity and corporate governance. – Ensuring that the correct cultural tone is set from the top. – Ensuring that the Group complies with the requirements of the Code and adheres to the highest standards of governance. – Setting the Board's agenda. – Ensuring the Directors receive accurate, timely and clear information. – Ensuring effective communication with shareholders. – Ensuring the productive conduct of Board meetings and facilitating the effective contribution of all Directors, and the Group Finance Director and Company Secretary.	
Chief Executive Jason Honeyman 	– Implementing the strategy agreed by the Board. – Leading the Executive Directors, Group Finance Director and Company Secretary and the Senior Management team in the day-to-day running of the Group. – Ensuring the effective implementation of Board decisions. – Reviewing the Group's organisational structure and recommending changes as appropriate. – Supervising the activities of the Regional Chairs and divisional senior management, overseeing their development and succession planning.	– Leading the Board's performance evaluation, its Board Committees, its individual Directors, and the Group Finance Director and Company Secretary. – Overseeing the induction of newly appointed Board Directors and the development of existing Board Directors. – Ensuring the views of shareholders are communicated to the Board as a whole. – Encouraging constructive relations between the Executive and Non-Executive Directors, and the Group Finance Director and Company Secretary. – Approving land purchases over specified limits in conjunction with the wider Board. – Overseeing Group operations. – Overseeing the activities of the Group's subsidiary companies. – Overseeing divisional expansion plans. – Together with the Chair, providing coherent leadership of the Group, including representing the Group to customers, suppliers, government, shareholders, financial institutions, employees, the media, the community and the general public. – Keeping the Chair informed of all important matters. – Overseeing the sales and marketing, public relations, and technical, commercial and Health and Safety departments.

Governance Framework (continued)

Role	Responsibilities	
Chief Financial Officer Shane Doherty 	– Supporting the Chief Executive in fulfilling his duties. – Devising and implementing the financial strategy and policies of the Group, including treasury and tax. – Ensuring a robust financial control across the Group. – Developing budgets and financial plans. – Leading the Group's investor relations activities.	
Chief Commercial Officer Simon Scougall 	– Supporting the Chief Executive in fulfilling his duties. – Approving land purchases, within specified limits. – Keeping the Board regularly updated on land, legal, regulatory, commercial and human resource matters. – Leading the legal compliance throughout the Group, including ensuring policies and procedures are maintained and updated on a regular basis.	– Approving land purchases within specified limits. – Delivering the Board-agreed sustainability and ESG strategy with the Chief Commercial Officer. – Developing an IT strategy and cyber security, which remains fit for purpose in the evolving world.
Senior Independent Non-Executive Director Sarah Whitney 	– Acting as a sounding board for the Chair, Executive Directors, and the Group Finance Director and Company Secretary. – Being available to shareholders. – Leading the annual appraisal of the Chair. – Holding meetings with the Non-Executive Directors without the Chair present.	
Non-Executive Director for Workforce Engagement Cecily Davis 	– Chairing the Bellway Group's 'National Employee Listening Group'. – Reporting to the Board on key employee concerns to support the Board in gaining an understanding of the views of the workforce. – Providing feedback to employees and explaining actions taken in response to their concerns. – Challenging the Executive team on the Group's approach to workforce engagement and ensuring concerns raised by employees are addressed.	

Role	Responsibilities	
Independent Non-Executive Directors Gill Barr  Ian McHoul  Philip Harrison 	– Constructively challenging management. – Contributing to the development of the Group's strategy. – Scrutinising the performance of management. – Ensuring the integrity of financial information and financial controls. – Ensuring systems of governance and risk management are robust. – Ensuring the integrity of cyber security controls and that systems are robust. – Determining appropriate levels of remuneration for the Executive Directors, Group Finance Director and Company Secretary, Regional Chairs, and Executive Committee. – Appointing and removing Executive Directors and succession planning. – Serving on the Board Committees.	
Group Finance Director and Company Secretary Phil Hope 	– Supporting the Chair and Chief Executive in fulfilling their duties, including the facilitation of the Board, and its Board Committees, annual performance review and Director inductions. – Keeping the Board regularly updated on corporate governance matters and best practice, and ensuring the Board has the policies, processes, information, time and resources it needs to function effectively and efficiently. – Being available to all Directors for advice and support, individually and collectively. – Attending meetings and maintaining a record of the matters discussed at the Board, and the Board Committees, and ensuring good information flows within the Board, its Board Committees, the Executive Committee and Senior Management. – Assessing and advising the Board on compliance with the Listing, Prospectus, Disclosure Guidance and Transparency Rules, the Corporate Governance Code and the Companies Act, and arranging any required training. – Overseeing the Company secretarial, financial reporting, commercial finance, treasury and tax departments. – Supporting the Chief Financial Officer in implementing and delivering the Group's financial strategy and policies.	
Executive Committee	– Recommending the objectives and strategy of the Group to the Board for its approval. – Overseeing the implementation of the objectives and strategy as approved by the Board. – Ensuring the identification, management and monitoring of risks and the implementation of effective internal controls. – Overseeing the day-to-day management of the Group in accordance with the approved objectives and strategies. – Reviewing the performance, development and succession planning of senior management.	
Head Office Senior Management team	– The Head Office Senior Management team consists of the Group's Directors and heads of department, who meet on a bi-monthly basis, to provide updates and collaborate on projects.	

Governance Framework (continued)

Board effectiveness

All Directors have access to the advice and services of the Group Finance Director and Company Secretary, and the Company secretarial department. All Directors may take independent professional advice at the Group's expense where they judge it necessary to discharge their responsibilities as Directors.

In accordance with the Code, all Directors will retire from the Board and, if applicable, offer themselves for re-election at the forthcoming Annual General Meeting (AGM). None of the Executive Directors hold external directorships.

The Board, its Board Committees, and its individual Directors, are subject to annual performance evaluation, and all Directors are subject to annual re-election by the shareholders. The Board regularly reviews the Directors' other interests and appointments to ensure that there are no conflicts of interest.

The Chair is responsible for leading the Board and ensuring it operates effectively. The Directors possess an appropriate balance of skills, knowledge and experience to meet the requirements of the business.

The Board recognises the value of both gender and ethnic diversity as well as the recommendations of the Parker Review, the FTSE Women Leaders Review, and the FCA disclosure rules. These are taken into careful consideration when addressing Board succession.

The Chair and Executive Directors attended the opening of Bellway Home Space, our new timber frame facility.



Conflicts of interest

Pursuant to the provisions of the Companies Act 2006, relating to conflicts of interest, the Board has put in place a register to deal with the notification, authorisation, recording and monitoring of Directors' interests and how these procedures have operated throughout the year, which is reviewed at each Board meeting.

Board activity during the year

The Board meets formally and informally during the year to consider strategy, performance, risk, major land acquisitions, potential conflicts of interest and reports from senior employees and external advisers.

One meeting a year is devoted entirely to the consideration of strategy where the Board agrees the medium and long-term business plan and ensures that the necessary financial, human, land and other resources are in place to meet its objectives.

The following strategic priorities were focused on during the most recent strategy day:

- Drive a long-term improvement in underlying pre-tax RoE.
- Deliver long-term volume growth.
- Operate responsibly and sustainably through the Responsible Business strategy.

Informal Board dinners take place where senior management meet members of the Board. The Chair meets with Executive Management and individual Directors on a regular basis outside of Board meetings. This process allows for two-way discussion, enabling the Chair to act as necessary to deal with any issues relating to Board effectiveness.

Membership and meeting attendance

Director	Date appointed to the Board	Number of meetings attended during the year
Jason Honeyman	1 September 2017	8/8
Shane Doherty	2 December 2024	8/8
Simon Scougall	1 August 2024	8/8
Sarah Whitney	1 September 2022	8/8
Ian McHoul	1 February 2018	8/8
Gill Barr	15 September 2025	8/8
Cecily Davis	1 May 2024	7/8*
Philip Harrison	1 July 2026	3/3**
Jill Caseberry	1 October 2017	8/8

* Due to illness, Cecily Davis could not attend the July Board meeting.

** Philip Harrison joined the Board on 1 July 2026.

The Executive Directors, and the Group Finance Director and Company Secretary, regularly meet with the divisions during the year. The Board also receives presentations from the external advisers, Regional Chairs and certain Group Functional Heads, with an update on their operating area including the opportunities and challenges they face.

Meetings with operational management ensure that the Board's standards and values for integrity and honesty are disseminated.

Each division has its own management team and staff who manage and take pride in the success of their own operational business within the strategy set by the Board. This creates a culture that motivates and rewards all Bellway employees.

Bellway promotes a supportive culture that enables its employees to develop their talents and skills. The Board assesses the Group's corporate culture through various interactions with senior management and the wider workforce, including Board presentations, divisional visits, Board dinners and employee awards. Therefore, the Board has concluded that the corporate culture of the Group is of a high standard.

Matters Reserved for the Board

The Board has adopted a schedule of matters that are specifically reserved for its decision, which includes strategy and management, structure and capital, financial reporting and controls, internal controls covering both financial and operational areas of the business, land acquisition above specified limits, contracts and agreements, communication, Board membership and other appointments, remuneration, delegation of authority, corporate governance matters, Group policies and other miscellaneous items.

In addition, a series of matters are dealt with at regular Board meetings including:

- the operational and strategic review;
- financial review;
- major land acquisitions;
- major projects;
- risk;
- health and safety;
- sales and customer care;
- human resources;
- reporting requirements; and
- corporate governance and internal control, including any whistleblowing issues.

In between Board meetings, the Directors receive updates from the Chair, the Executives, and the Group Finance Director and Company Secretary, to advise them of any significant matters affecting the Group or its performance.

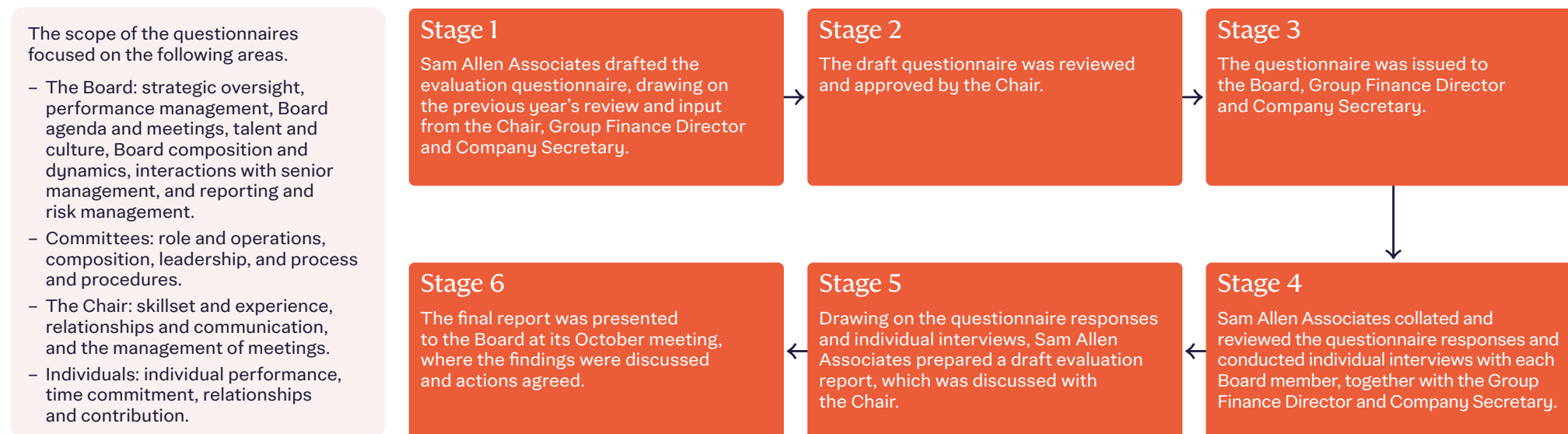


Composition, Succession and Evaluation

Board evaluation

In line with best practice, the effectiveness of the Board, its Committees and individual Directors is assessed on an annual basis. At least every three years, the Board undertakes an externally facilitated evaluation. The FY26 evaluation was externally facilitated by Sam Allen Associates.

Board and Committee evaluation scope and process



Progress on FY25 evaluation

As reported in last year's Annual Report, the FY25 Board and Committee effectiveness review was internally facilitated, in line with the Code. This review highlighted a high level of diversity of thought and experience, with no key action areas noted for either the Board or Committees.

FY26 Board and Committee effectiveness outcomes

The evaluation concluded that the Board and each Committee continue to operate effectively, ensuring strong governance. The Board has a strong focus on the Group's strategic priorities and risk, with the Chair ensuring meetings focus on the most critical and value-creating topics. The Chair and the Chief Executive Officer have an open, trust-based relationship and there is regular dialogue between them.

The evaluation participants overall confirmed that the Board and Committees operate well, fostering a collaborative approach, with good engagement and level of challenge. The Directors are well prepared for meetings. It was confirmed that the Committees have the required skills, knowledge and experience, with the respective Chairs being effective.

Some areas of further improvement were identified during this process, with the Board or relevant Committee identifying the following action plans.

Key findings for the Board

Action point from FY26 review	Planned action for FY27
More structured communications outside of Board meetings	Diarise discussions between Board meetings and structured business updates provided.
Increase the Board's awareness of technology, AI and cyber risks	Additional training will continue to be provided with support from both internal and external experts.
Increase breadth of perspective and diversity of experience within senior leadership	Development opportunities will be provided for individuals identified through the senior succession planning framework.
Increase the structure and rigour of succession planning	Work has already started in this area and will be built upon.

Key findings for the Committees

Committee	Action point from FY26 review	Planned action for FY27
Audit Committee	Preparedness for Provision 29	Implementation is well underway using a clear framework and continues to be monitored at each meeting by the Committee. The work remains in progress ahead of the reporting requirement, including a dry run at 31 July 2026.
Nomination Committee	Succession planning and internal talent pipeline	Tailored development opportunities will be provided for individuals identified through the senior succession planning framework. Internal talent pipelines are being strengthened through phase 2 of Career Pathways.
Remuneration Committee	Considering the role of the Committee in wider people and wellbeing matters	The Committee will consider its role and remit for wider people matters during the year.

Evaluation of individual Directors

The evaluation included specific assessments of both the Chair and the Senior Independent Director through the questionnaire and interview process. The feedback confirmed that both continue to perform their respective roles effectively and make a significant contribution to the effectiveness of the Board.

The Chair was recognised for providing strong leadership to the Board, fostering constructive relationships between Executive and Non-Executive Directors and bringing considerable sector knowledge and experience. Feedback highlighted the value of the Chair's support, challenge and oversight, while identifying opportunities to increase engagement with Non-Executive Directors between meetings.

The Senior Independent Director was considered to fulfil the role effectively, providing an independent sounding board to the Chair and making a positive contribution to Board effectiveness.

Feedback highlighted an open communication style and a constructive approach to supporting both the Board and individual Directors.

Nomination Committee Report



“We ensure appointments and succession plans are based on merit, objective criteria and promote diversity.”

John Tutte
Chair of the Nomination Committee

Membership and meeting attendance



Sarah Whitney



Philip Harrison



Ian McHoul



Cecily Davis



Gill Barr

In line with the Code, the Committee is comprised of independent Non-Executive Directors. As at 31 July 2026, the members were:

Director	Date appointed to the Board	Number of meetings attended during the year
John Tutte (Chair)	1 March 2022; appointed Committee Chair on 1 April 2022	3/3
Jill Caseberry	1 October 2017	3/3
Ian McHoul	1 February 2018	3/3
Sarah Whitney	1 September 2022	3/3
Cecily Davis	1 May 2024	3/3
Gill Barr	15 September 2025	3/3

The Group HR Director and external advisers are invited to attend meetings when appropriate.

Director	Date appointed to the Board	Number of meetings attended during the year
Philip Harrison	1 July 2026	n/a ^e

e. Philip Harrison was appointed to the Committee on 1 July 2026, after this year's meetings were held.

Key focus areas during FY26

- Oversaw the recruitment and recommended the appointment of Gill Barr, Non-Executive Director and Philip Harrison, Non-Executive Director.
- Reviewed the composition, skills, structure and size of the Board.
- Reviewed succession plans both at and below Board level, including the Executive Committee and Senior Leadership team, with a particular focus on accelerating development of underrepresented groups.
- Continued to focus on succession planning both generally and with regard to specific roles, to ensure that we remain well positioned for the future.
- Supported cultural and leadership development by engaging with high-potential talent and continuing to strengthen internal development pathways.
- Received updates on the Group's approach to diversity, equality and inclusion.
- Approved the process for the externally facilitated Board evaluation.

Statement from the Chair of the Nomination Committee

On behalf of the Board, I am pleased to present the Nomination Committee Report for the year ended 31 July 2026. The Nomination Committee plays a fundamental role in ensuring Bellway appoint suitably strong candidates to the Board. The Committee monitors the balance of skills, experience, independence, knowledge and diversity of the Board and its Committees, with any changes recommended to the Board for its review and approval. The Committee is also responsible for succession planning and overseeing the development of a diverse pipeline.

The Committee meets at least twice a year and operates under its own Terms

of Reference. These have been approved by the Board and are available at: www.bellwayplc.co.uk/investor-centre/governance/committees.

Committee activities during the year

The Committee oversaw the recruitment process of the successors of Jill Caseberry, Remuneration Committee Chair, and Ian McHoul, Audit Committee Chair, who are both due to retire from the Board in FY27 after nine years of service. Following a rigorous external search process, Gill Barr was appointed on 15 September 2025 and Philip Harrison was appointed on 1 July 2026.

Gill was appointed as a member of the Audit, Nomination, and Remuneration Committees with effect from the same date. Gill became Chair of the Remuneration Committee in April 2026 when Jill Caseberry stepped down from this role, before retiring from the Board later in September 2026.

Philip was appointed as a member of the Audit, Nomination and Remuneration Committees with effect from the same date. Philip will become Audit Committee Chair ahead of Ian McHoul retiring from the Board after this year's Annual General Meeting in November.

The Committee continued to review the succession planning of both the Board and the Executive Committee to ensure appointments and succession plans are based on merit and objective criteria and promote diversity.

A focus of the Committee this year, was to continue to develop the succession plan for those immediately below Board level and Executive Committee with the support from the Executive Management team and Group HR Director. This included the launch of the Henley Business School development programme, which launched in January 2026, and has been specifically designed

to support individuals identified through our succession planning framework as having the potential to progress to Managing Director level, reinforcing the direct link between succession planning and targeted investment in leadership development.

During the year, the Senior Leaders and Middle Managers programmes continued to be delivered across the business, supported by an external provider and the Group HR team. The programmes are designed to enhance leadership capability, support career development and help build a strong pipeline of future talent.

This year has marked a significant step forward in Bellway's approach to succession planning. Through the completion of a structured internal assessment, Chair-led conversations and the launch of the Henley Business School programme, we have moved from a foundation-setting phase to active pipeline development. We are confident that we have a robust and credible framework in place, one that is both disciplined in its structure and responsive to the dynamic nature of leadership succession.

Diversity and inclusion

We continued to work on improving diversity and inclusion across the Group, taking into account the various recommendations from the Parker Reviews, the FCA Diversity and Inclusion Policy Statement and the FTSE Women Leader Review.

Succession planning for roles below Board and Executive Committee level remains a key focus, with diversity and inclusion embedded in the process.

At 31 July 2026, female Board representation stood at 40% but will fall to 37.5% following the changes to the Board composition set out above. The Board remains committed to diversity in the broadest sense and across all levels of the business, and gender diversity will be an important consideration in future Board recruitment.

We continue to look for the opportunities to recruit and promote female and ethnically diverse candidates, which helps drive diversity within Bellway and provides possible leaders of the future.

Key initiatives that support the work of the Committee are carried out by the Group HR function including:

- mandatory equality, diversity and inclusion e-learning, which continues to be issued to employees. 85.2% of employees completed this training within three months of joining Bellway;
- external partnerships with organisations including Leonard Cheshire Change 100 and Variety Interns to support disabled and underrepresented talent;
- talent and succession planning training for senior leaders and line-managers, focused on developing graduates and higher apprentices; and
- targeted development programmes in partnership with Regional Chairs and Managing Directors, with a strong focus on improving retention and career pathways for diverse talent.

➔ Further information on the Group's efforts to improve diversity can be found on page 67

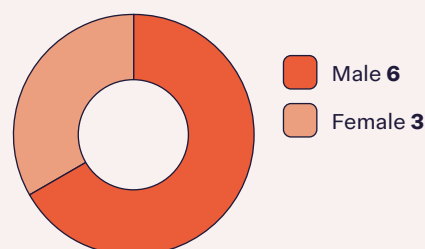
Director election and re-election

In accordance with the Code, all eligible Directors will stand for election or re-election at the 2026 AGM. The Committee reviewed the contribution and time commitment of each Director and are satisfied that they continue to bring independent judgment and add value to the Board's discussions and decision-making process.

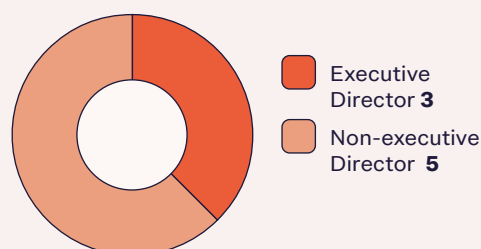
Board composition and succession

The below data shows the Board composition as at 12 October 2026.

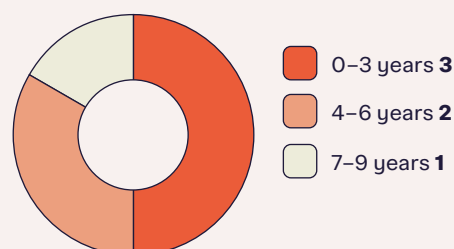
Gender split on the Board



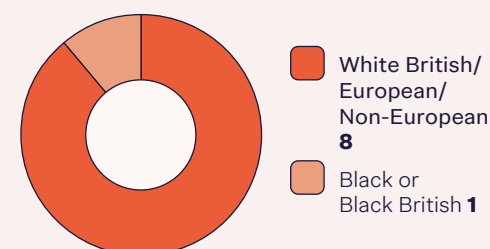
Independence (excluding the Chair)



Tenure of Non-Executive Directors (including the Chair)



Ethnicity



Nomination Committee Report (continued)

Balance of skills, knowledge and experience

The Directors have wide-ranging experience as senior business people, with in-depth strength across all key disciplines including strategic planning, organisational growth and change, and corporate governance.

Committee evaluation

The Committee's performance was externally reviewed as part of the annual Board evaluation. The results confirmed that the Committee and its members have performed their role effectively.

Opportunities were identified to:

- develop the Board's succession planning; and
- develop the internal talent pipeline.

In response we are working to develop a more structured approach to succession planning for the CEO, Executive Directors and wider senior leadership. We are also looking at ways to provide greater visibility of development actions and progress for potential internal successors, including readiness and capability gaps.

I will continue to encourage full participation and constructive contribution from all members of the Committee.

FCA UK Listing Rule 6.6.6R(9) – diversity reporting

In compliance with FCA UK Listing Rule 6.6.6R(9) the Company reports the following diversity information as at 31 July 2026:

FCA UK Listing Rule target	Outcome at 31 July 2026	Explanation at 31 July 2026	Outcome at 12 October 2026	Update at 12 October 2026
At least 40% of Board Directors are women	Target Achieved	Following the appointment of Gill Barr and Philip Harrison, 40% of the then Board Directors were women	Target not Achieved	Following the retirement of Jill Caseberry from the Board, 33% of current Board Directors are women
At least one senior Board position ^f held by a woman	Target Achieved	Sarah Whitney holds the position of Senior Independent Director	Target Achieved	At least one senior Board position ^g is held by a woman The FTSE Women Leaders target has been achieved
At least one Board Director from a minority ethnic background	Target Achieved	One Board Director is from a minority ethnic background	Target Achieved	One Board Director from a minority ethnic background The Parker Review target has been achieved

f. Chair, Chief Executive, Senior Independent Director or Chief Financial Officer.

Key focus areas for FY27

- Ensure that Board and senior appointments reflect the skills, knowledge and experience required to support the Group's long-term success.
- Continue to focus on succession planning both generally and with regard to specific roles, to ensure that we remain well positioned for the future.
- Support cultural and leadership development, by engaging with high-potential talent and continuing to strengthen internal development pathways.
- Monitor progress against diversity and inclusion goals, including gender and ethnic diversity in senior roles, ensuring continued alignment with external best practice frameworks.
- Review succession plans below the Board and Executive Committee, with a particular focus on accelerating development of underrepresented groups.

Director and employee profile

In accordance with the UK Listing Rules, the following tables show the gender and ethnicity split in the Group as at 31 July 2026.

	Male No.	Male %	Female No.	Female %	Total No.	Total %
Board of Directors	6	60.0	4	40.0	10	<1
Executive Committee and direct reports	48	79.0	13	21.0	61	2
Senior managers	112	74.2	39	25.8	151	6
Other employees	1,620	63.1	948	36.9	2,568	92
Total	1,786	64.0	1,004	36.0	2,790	100

	Asian or Asian British	Black or Black British	Mixed/ Multiple Ethnicity	Other Ethnic/Arab	White British/ European/ Non-European	Any other ethnic group	Prefer not to say
Board of Directors	–	1	–	–	9	–	–
Executive Committee and direct reports	3	–	2	–	56	–	–
Senior managers	2	–	3	–	146	–	–
Other employees	64	68	35	6	2,375	–	20
Total	69	69	40	6	2,586	–	20

John Tutte

Nomination Committee Chair

12 October 2026

Audit Committee Report



“The Committee supports the Board in achieving the objectives of the corporate governance framework.”

Ian McHoul
Chair of the Audit Committee

Membership and meeting attendance



Sarah Whitney



Philip Harrison



Cecily Davis



Gill Barr

The Committee comprises independent Non-Executive Directors, in line with the UK Corporate Governance Code. As at 31 July 2026, the members were:

Director	Date appointed to the Board	Number of meetings attended during the year
Ian McHoul (Chair)	1 February 2018 appointed Committee Chair on 12 December 2018	4/4
Jill Caseberry	1 October 2017	4/4
Sarah Whitney	1 September 2022	4/4
Cecily Davis ^g	1 May 2024	3/4
Gill Barr	15 September 2025	4/4
Philip Harrison ^h	1 July 2026	1/1

The Chair of the Board, the Executive Directors, Group Finance Director and Company Secretary, and Group Risk Director, as well as the external auditors, attend meetings by invitation. The Group Financial Controller and Group IT Director attended parts of certain meetings. The Committee is supported by the Deputy Group Company Secretary who acts as Secretary to the Committee.

Statement from the Chair of the Audit Committee

I am pleased to present the Audit Committee Report for the year ended 31 July 2026. This report provides an overview of how the Committee operates, the Committee's activities during the year and its role in ensuring the integrity of the Group's financial statements and effectiveness of audit, risk management and internal controls.

We have worked closely with the finance, risk and internal audit teams, along with Ernst & Young LLP (EY), our external auditor, throughout the year.

There were four meetings of the Committee during the year and the attendance by Committee members can be seen to the left.

Committee purpose and responsibilities

The Committee supports the Board in achieving the objectives of the corporate governance framework, with its principal activities focused on:

- the integrity of financial and non-financial reporting;
- the quality of narrative reporting;
- the quality and effectiveness of internal controls and risk management framework;
- procedures relating to the prevention and detection of fraud, bribery and other compliance;
- risk and internal audit; and
- external audit.

A comprehensive version of the Committee's Terms of Reference is available on the Group's website at: www.bellwayplc.co.uk/investor-centre/governance/committees.

The Terms of Reference were reviewed during the year and were determined to remain appropriate, aligned with best practice and reflective of the Committee's responsibilities under both the Code and other regulations.

Key areas of focus during the year

As detailed in last year's report, I set out our focus areas for this year, and I'm pleased to provide an update on these:

- UK Corporate Governance Code (Provision 29) project – material controls were defined and agreed during the year and an assurance programme was designed in preparation for the Board's declaration of effectiveness, which applies for the financial year ending 31 July 2027. A practice run of the assurance programme was completed for the year ended 31 July 2026, and no significant findings were identified. The project will continue up to the declaration date and beyond to refine the assurance programme and identify any control improvements required. The Committee will oversee the implementation of this programme and address any required improvement actions.

g. Due to illness, Cecily Davis could not attend the July Audit Committee meeting.

h. Philip Harrison joined the Board and Committee on 1 July 2026.

- Principal risk reporting – the Group's principal risk reporting in the Annual Report and Accounts 2026 has been updated to ensure alignment with current best practices and evolving stakeholder expectations. The presentation of the Group's principal risks has been updated, including descriptions, agreed appetite, residual ratings and movement during the year. This was reviewed and approved by the Committee.
- Sustainability reporting – the climate-related and sustainability disclosures in the 2026 Annual Report and Accounts have been reviewed by management and an update presented to the Committee. This included consideration of evolving reporting requirements, including IFRS S1 and IFRS S2, and progress against the Group's sustainability reporting roadmap.
- New Chair of the Audit Committee – I will be stepping down as a Non-Executive Director on 26 November, and Philip Harrison has been identified as successor for Chair of the Audit Committee. The Committee has focused on onboarding the new Chair of the Audit Committee.
- EY audit partner transition – Simon O'Neill led the audit for the first time during the year ended 31 July 2026. The Committee worked with EY and management to ensure an effective audit process following the transition to the new engagement partner.

In addition, the Committee continued to support the finance leadership team and monitored the effectiveness of financial reporting, governance and control processes during the year.

Anticipated key areas of focus for the year ahead

- UK Corporate Governance Code (Provision 29) project – we will monitor progress made by management against the ongoing material controls assurance programme and any remediation actions identified, supporting the Board in preparing for its declaration of effectiveness for the financial year ending 31 July 2027. This will include refining the assurance programme for assessing material control operation, identifying and remediating areas for improvement, developing regular effectiveness reporting for the Audit Committee, and preparing the attestation for inclusion in next year's Annual Report and Accounts.
- Business Continuity and Cybersecurity – we will review the Group's Business Continuity and Cybersecurity controls and processes. An annual assurance framework for business continuity is being developed which includes simulation-based exercises that cover both IT and non-IT incidents. Relevant staff will be trained and supported to fully understand their responsibilities and clear metrics will be developed to articulate who is involved and when.
- Sustainability reporting – we will review the Group's sustainability disclosures in the Annual Report and Accounts 2027 and ensure the Group is prepared for compliance with IFRS S1 and IFRS S2, when adopted in the year ending 31 July 2028.
- Audit Committee Chair succession – Philip Harrison has been appointed as successor for Chair of the Audit Committee, and the Committee will support the new Chair to ensure a smooth transition.

Committee governance and competence

The Committee currently comprises five independent Non-Executive Directors. Throughout the period the Committee members had significant and diverse experience, and I believe that between us we have an appropriate and relevant combination of experience and knowledge.

The Board considers that I have recent and relevant financial experience as required by the Code.

Further information on the experience and knowledge of the Committee members is included in the Directors' biographies on pages 62 to 65.

As part of the effectiveness review, the Nomination Committee has also confirmed that it is confident that the collective and broad experience of the members enables us to act effectively as an Audit Committee.

Representatives of EY attended all the meetings during the year and they, along with the Group Risk Director, also met with the Committee independently of management. Any matters raised during discussions with the external auditors and the Committee were discussed appropriately with executive management. I also had further discussions, independently of each other, with the Chief Financial Officer, Group Risk Director and external auditor and reported relevant information to other members of the Committee.

Detailed papers are prepared and circulated in advance of Committee meetings by both management and the external auditor, thereby allowing informed discussions, challenge, and decision making to take place.

Committee evaluation and effectiveness

During the year, the Committee assessed both its own performance and that of its individual members. This was externally facilitated and no major areas of improvement were identified.

Following a review of these results, I consider the Committee to be effective, and that it provides a robust and independent oversight over all of its principal activities. The Committee has an appropriate and complementary set of skills and experience that enables it to deliver the aforementioned activities.

Audit quality review

During the year, the Committee was informed of the outcome of the FRC's Audit Quality Assessment of our external auditor's audit of the Annual Report and Accounts for the year ended 31 July 2025. The Committee was pleased to note that the FRC identified no key or other findings arising from its inspection. Further details of the assessment are set out on page 103.

Minimum standard

The FRC's 'Audit Committees and the External Audit: Minimum Standard' (the 'Minimum Standard') was published in May 2023. The Audit Committee considers that it has met the Minimum Standard.

Committee activities during the year and post year end

The activities undertaken at the October 2026 meeting concluded the Committee's activities in relation to the Group's financial reporting for the year ended 31 July 2026.

The main activities performed by the Committee at these meetings are described on pages 92 to 95.

Audit Committee Report (continued)

Financial and narrative reporting

Activity/review	October 2025	January 2026	March 2026	July 2026	Post year-end meeting
					October 2026
Reviewed the final draft of the Annual Report and Accounts, together with the final audit report produced by EY. The Committee recommended the Annual Report and Accounts to the Board for approval.	✓				✓
Reviewed the final draft of the Interim Announcement.			✓		
Received a paper on significant judgemental areas prepared by management including notable one-off items, both those separately disclosed on the face of the income statement or otherwise, that affected profit during the period.	✓		✓		✓
Considered and challenged a paper produced by management setting out the accounting approach used for the SRT and associated review provision, and the structural defects provision and related net legacy building safety expense.	✓		✓		✓
Considered and challenged management on the use of APMs and whether they were appropriate or whether GAAP measures would be more relevant.	✓		✓		✓
Approved a change to the calculation of the APMs for the year ended 31 July 2025; Return on capital employed (RoCE), and underlying return on capital employed (underlying RoCE).	✓				
Approved the rationalisation of APMs to ensure they remain relevant to the users of the accounts.				✓	
Reviewed and approved the appropriateness of the treatment and disclosure of the Class Action suit filed against seven housebuilders, including Bellway.					✓
Reviewed, discussed, and challenged a paper produced by management setting out the rationale for preparing the Annual Report and Accounts and the Interim Announcement on a going concern basis.	✓		✓		✓
Reviewed and approved the appropriateness of disclosures in relation to the CMA Market Investigation.	✓				
Concluded that the Annual Report and Accounts presented a fair, balanced and understandable assessment of the Group's position and prospects.	✓				✓
Reviewed and approved the draft viability statement to appear in the Annual Report and Accounts.	✓				✓
Reviewed and approved a response to a request for information letter from the FRC in relation to the 31 July 2025 Annual Report and Accounts.			✓		
Reviewed and approved a clarification to the accounting policy for Inventories (see note 7) and Revenue (see note 1).				✓	

Internal control and risk management framework

Activity/review	October 2025	January 2026	March 2026	July 2026	Post year-end meeting October 2026
Reviewed compliance with Group policies in the period.	✓		✓		✓
Reviewed a paper setting out the effectiveness of the internal control and risk management framework during the year.	✓				✓
Received an update on progress with the UK Corporate Governance Code (Provision 29) project.	✓	✓		✓	✓
Reviewed and approved the Slavery and Human Trafficking Statement.	✓				✓
Reviewed and approved the Group's Whistleblowing Policy and Procedure.			✓		
Reviewed and approved the Group's Data Protection Policy.			✓		
Reviewed and approved an updated Group Approvals Matrix and Delegation of Authorities.			✓		
Received an update on business continuity and incident response (including cyber security).			✓	✓	

Audit Committee Report (continued)

Prevention and detection of fraud and bribery

Activity/review	October 2025	January 2026	March 2026	July 2026	Post year-end meeting October 2026
Reviewed a paper produced by management setting out the main controls for preventing and detecting fraud.	✓		✓		✓
Reviewed the Group's policies and procedures in relation to Anti-Fraud, Bribery and Corruption.			✓		
Reviewed the Group's policies and procedures in relation to Anti-Money Laundering.			✓		
Reviewed and approved the Group's Anti-Slavery and Human Rights Policy.			✓		
Reviewed and approved the Group's Failure to Prevent Facilitation of Tax Evasion Policy			✓		

Risk and internal audit

Activity/review	October 2025	January 2026	March 2026	July 2026	Post year-end meeting October 2026
Reviewed a risk management update.	✓		✓		✓
Reviewed an internal audit update.	✓	✓	✓	✓	✓
Considered whether the interaction between the Group risk and audit function (internal audit) and external auditor during the period had been appropriate.	✓				✓
Reviewed and considered the effectiveness of the Group risk and audit function.		✓			✓
Held a one-to-one meeting with the Group Risk Director.	✓	✓	✓	✓	✓
Reviewed and approved the Risk Management Policy.		✓			
Reviewed and approved the Internal Audit Charter and 2026 Internal Audit Plan.		✓			
Received an update from the Group Risk Director, Group IT Director and external specialist on IT disaster recovery and cyber risk.		✓			
Reviewed the fraud risk register.	✓		✓		✓

External audit

Activity/review	October 2025	January 2026	March 2026	July 2026	Post year-end meeting October 2026
Assessed the performance of the external auditor, including consideration of the FRC's Annual Review of Audit Quality results.		✓			
Approved EY's audit plan, including the proposed Group, subsidiary, and divisional materiality for the FY26 audit.			✓		
Reviewed the EY engagement letter and approved the audit fee for FY26.			✓		
Approved the Independent Auditor Policy.			✓		
Approved the Recruitment of Auditor Staff Policy.			✓		
Held a private meeting with EY.	✓	✓	✓	✓	✓
Received a report on the outcomes of the FRC's Audit Quality Review of EY's 2025 audit of the Company and noted the findings.					✓

Governance

Activity/review	October 2025	January 2026	March 2026	July 2026	Post year-end meeting October 2026
Considered the findings of the performance evaluation of the Committee.	✓				✓
Reviewed the Terms of Reference of the Committee, number of meetings, and skills and experience of the Committee. No items were identified that needed to be updated.		✓			

Audit Committee Report (continued)

Integrity of financial reporting

Significant financial reporting matters

The table below sets out the matters considered, and the action performed, by the Committee during the year in relation to the significant financial reporting matters of the Group.

Key financial matters	Matter considered	Information provided by management	External auditor	Committee assessment and conclusion
Revenue recognition	Revenue of £3,162.2m has been recognised in the year. The majority of housing revenue is recognised on a point in time basis either i) when the completed dwelling is legally transferred to the customer; or ii) when the home is build complete and all material contractual obligations have been satisfied. For a small number of contracts, revenue is recognised over time from the point that the land is irrevocably transferred to the customer.	Management outlined the existing systems and controls surrounding revenue recognition. The Committee discussed these controls, challenging management where appropriate.	The external auditor explained to the Committee that, amongst other procedures, they had: – reviewed the appropriateness of the Group's revenue recognition accounting policy; – used data analytics to identify any anomalies, which were investigated; – reviewed work performed by Group Finance in relation to sales cut-off; – agreed a sample of legal completions to source documentation; – reviewed manual journals selected using risk criteria.	The Committee understood the Group's revenue recognition policy. The Committee also reviewed a summary prepared by EY explaining the findings from their work assessing the design of the Group's systems and controls pertaining to revenue recognition. Following enquiries with management and the external auditor, the Committee concluded that there are appropriate systems and internal controls in place to ensure revenue is recognised appropriately, and that the Group's revenue recognition policy has been properly applied in these financial statements.
Cost of sales (before net legacy building safety expense) recognition	Cost of sales (before net legacy building safety expense) of £2,664.4m has been recognised. Cost of sales for completed housing sales is recognised based on the latest whole site/phase margin, which is derived as part of the site/phase valuation process. These valuations are updated frequently throughout the life of the site/phase and include both actual and forecast selling prices, land costs and construction costs. The forecast costs and revenues are estimates and are inherently uncertain due to potential changes in market conditions.	Management outlined the existing systems and controls surrounding gross profit recognition and the valuation process. The Committee discussed these controls, challenging management where appropriate.	The external auditor explained to the Committee that, amongst other procedures, they had: – reviewed the appropriateness of the Group's margin recognition accounting policy; – attended valuation meetings; and – performed Group-wide analytical reviews; challenged assumptions in relation to forecast selling prices and costs; – assessed the historical accuracy of management's forecasting; and – considered the outcome of completed developments and post year-end margin movements when evaluating the reasonableness of margins recognised.	The Committee understood the Group's margin recognition accounting policy. The Committee also reviewed a summary prepared by EY explaining the findings from their work assessing the design of the Group's systems and controls pertaining to the valuation process. Following enquiries with management and the external auditor, the Committee concluded that there are appropriate systems and internal controls in place to assess and quantify both actual and forecast selling prices and costs, and that the Group's margin recognition policy is appropriate and has been properly applied in these financial statements.

Key financial matters	Matter considered	Information provided by management	External auditor	Committee assessment and conclusion
Carrying amount of land and work in progress	Land and work in progress are the most significant assets on the Group's balance sheet and at 31 July 2026 had a book value of £4,413.1m. The carrying value of land and work in progress is affected by both the revenue recognition and gross profit recognition policies of the Group. In addition, all inventory is held at the lower of cost and net realisable value, which is determined by the whole site/phase margin as set out in the 'cost of sales recognition' section. The risk for any site/phase, currently trading or not, is that the whole site/phase margin may be negative resulting in a net realisable value that is below cost. Divisional management review all sites/phases to ensure any with a negative forecasted whole site/phase margin have an appropriate provision, and this has been reassessed at regular intervals during the year.	Management set out details of the land and work in progress impairment review process and the outcome of this. Management provided a summary of this work which was considered by the Committee.	The external auditor explained to the Committee that, amongst other procedures, they had: – reviewed land with either internal or external impairment indicators and discussed these with management; – focused on the Group's pipeline and strategic land interests and challenged management on their assessment of the recoverable amount; and – performed enquiries with management. This included the procedures identified in relation to profit recognition and a review of a risk based sample of the latest site/phase valuation for sites/phases active during the year and those that are yet to commence production.	The Committee reviewed and understood the Group's methodology in reviewing the carrying value of the Group's land and work in progress and the surrounding controls. Following enquiries with management and the external auditor, the Committee concluded that there are appropriate systems and internal controls in place to assess the carrying value of the Group's land and work in progress, and that the carrying value of these assets in the financial statements is appropriate.
Going concern	The financial statements have been prepared on a going concern basis. If the financial statements were not prepared on this basis, significant adjustments and presentational changes would be required to the financial statements.	Management produced a paper setting out detailed forecasts and adverse scenarios compared to a base case forecast. These were then compared against the Group's banking facilities to show the expected headroom and bank covenant compliance. This showed that the Group could continue to meet its liabilities as they fall due during the review period.	The external auditor explained to the Committee that, amongst other procedures, they had: – reviewed and challenged the Group's assessment of going concern and obtained an understanding of significant assumptions; – challenged the Group's downside and reverse stress testing scenarios; – reviewed the effect of the various scenarios on debt headroom and covenants; – recalculated debt covenants; and – considered the accuracy of previous forecasts.	Following a review of this paper and challenge of both management and the external auditor, the Committee concluded that the going concern basis of preparation continues to be appropriate in the context of the Group's expected funding and liquidity position. Further details in relation to the Group's going concern and viability assessment can be found on pages 57 to 58.

Audit Committee Report (continued)

Key financial matters	Matter considered	Information provided by management	External auditor	Committee assessment and conclusion
Legacy building safety improvement provision	Legacy building safety improvement provision totalling £519.9m was recognised in the balance sheet as at 31 July 2026.	There are two components of the provision as set out below: SRT and associated review The Committee reviewed a paper setting out the IAS 37 requirements for recognising a provision. The paper set out the approach taken in identifying apartment blocks dating back to April 1992 that could fall within the scope of the SRT, cost estimates applied, inflation and discounting assumptions along with ensuring the associated disclosures are clear and understandable. Structural defects The Committee reviewed a paper setting out the background of the issue, how the risk has been quantified, inflation and discounting assumptions along with ensuring the associated disclosures are clear and understandable.	SRT and associated review The external auditor explained to the Committee that, amongst other procedures, they had: – reviewed the completeness of the Group’s model capturing the potential developments that fall under the scope of the SRT; – reviewed the detailed cost estimates; – challenged assumptions relating to cost inflation, timing of spend and the discount rate; and – reviewed the disclosures in relation to the SRT and associated review provision. Structural defects The external auditor explained to the Committee that, amongst other procedures, they had: – reviewed the detailed cost estimates; – challenged assumptions relating to cost inflation, timing of spend and the discount rate; and – reviewed the disclosures in relation to the structural defects provision.	Overall The Committee challenged management’s cost and inflation assumptions, and, after considering a sensitivity paper, concluded that management’s proposed assumptions are appropriate. Following a review of these papers and challenge of management and the external auditor, the Committee concluded that the legacy building safety improvement provision consisting of (i) the SRT and associated review; and (ii) the structural defects, held in the balance sheet and the associated disclosures are appropriate.

Key financial matters	Matter considered	Information provided by management	External auditor	Committee assessment and conclusion
Net legacy building safety and other exceptional items expense disclosure	A pre-tax net adjusting items expense of £35.5m has been recognised in the year. This has two component parts (i) net legacy building safety expense of £35.2m; and (ii) CMA market investigation expense of £0.3m. Separate disclosure is required on the face of the income statement when, in the opinion of the Board, a transaction is material by size or nature and of such significance that it is necessary to give a proper understanding of the results.	Management produced a paper setting out the accounting and presentational requirements of IFRSs relating to the separate disclosure of material items of income or expense that could affect decisions made by the primary users of the Annual Report and Accounts. This paper used the above framework, which set out the treatment and reasons why the net legacy building safety expense and CMA market investigation expense should be disclosed separately. The paper ensured, where relevant, the principles agreed in the previous year had been consistently applied.	The external auditor explained to the Committee that, amongst other procedures, they had: – reviewed the disclosures in relation to the legacy building safety improvement and other exceptional items expense.	The Committee provided careful consideration to the judgements made in the presentation and disclosure of the net legacy building safety expense and CMA market investigation expense, ensuring the Annual Report and Accounts as a whole provide a balanced view, including the presentation of GAAP measures and APMs. Following enquiries with management and the external auditor, the Committee concluded that the net legacy building safety expense and CMA market investigation expense are appropriately presented and disclosed in the financial statements.

The Committee did not specifically ask EY to focus on any particular areas during the audit as they considered the key financial matters and audit scope to be appropriate and had no specific concerns in relation to other areas of the Group.

Financial Reporting Council (FRC) letter

During the year, the Committee reviewed a request for information letter received from the FRC's Corporate Reporting Review (CRR) team following their routine review of the Company's Annual Report and Accounts for the year ended 31 July 2025. The FRC requested additional information regarding the accounting of financial contributions made to the planning process, as well as a small number of observations for our attention. The Committee reviewed and approved the formal response to the FRC. The Committee welcomed the review by the FRC and whilst the FRC review has concluded and did not require any changes to the accounts, to further enhance the transparency of our reporting the Committee approved a clarification in the Inventory accounting policy in this year's accounts. This change provides clarity to the users of the

accounts that financial contributions made to the planning process are included within the cost of inventories, set out on page 157.

The Committee notes that the FRC review is based on the Annual Report and Accounts and does not benefit from detailed knowledge of the business or underlying transactions entered into and therefore provides no assurance that the Annual Report and Accounts are correct in all material respects, as the FRC's role is to consider compliance with reporting requirements. The FRC accepts no liability for reliance on it by the Company or any third party, including but not limited to investors and shareholders.

Other financial reporting matters

ESG and climate risk considerations

ESG and climate risks are considered by the Board due to their importance, although the associated disclosure requirements, processes and controls are separately reviewed by the Committee. The Committee is aware of the increasing significance of ESG reporting matters with the Group having established a road map for climate

risk disclosures relating to its Annual Report and Accounts. This, along with updates from EY throughout the year, has enabled the Committee to review and assess the disclosures included in the 2026 Annual Report and Accounts. The Committee concluded that climate change and the associated risks are appropriately included and disclosed in the financial statements.

Although it is not considered a key audit matter, EY utilise some of their audit effort to consider the impact of potential climate-related risks on the Group's Annual Report and Accounts, both quantitatively in the financial statements and narratively elsewhere in the wider report, including in relation to going concern and the long-term viability statement. A specific climate-related risk considered during the audit was in relation to the effect on the valuation of inventory arising from the requirements of the Future Homes Standard, and whether the necessary future costs were included in site margin, itself being a key audit matter. No issues were identified as part of this work.

Long-term viability statement

In accordance with provision 31 of the Code and the FRC guidance on Risk Management, Internal Control and Related Financial and Business Reporting, the Committee challenged management on the assumptions, methodology and timespan that the viability statement covers.

The Committee considered a paper prepared by management that assessed the Group's resilience under various adverse scenarios arising from its emerging and principal risks and uncertainties. These scenarios included a reduction in both the total number of legal completions and private average selling price, with both sales and administrative overheads, land spend, and construction spend reducing accordingly. The results were then compared to the Group's financing facilities to ensure sufficient headroom exists and compliance with debt covenants, and to determine whether the Group could continue to meet its liabilities as they fall due.

The paper concluded that the viability statement and going concern basis of preparation are appropriate. This was then recommended to the Board for approval.

Audit Committee Report (continued)

Quality of narrative reporting

2026 Annual Report and Accounts: fair, balanced and understandable

The Group Risk Director provided a paper to the Committee to assist them in concluding whether the 2026 Annual Report and Accounts are fair, balanced, and understandable. This independent review of the Annual Report and Accounts ensured the various components satisfied the requirements when read as a whole. This review also considered whether feedback provided by shareholders in respect of the 2026 Annual Report and Accounts has been reflected.

In addition, the Committee performed a comprehensive review of the Annual Report and Accounts considering items such as:

Fair	Balanced	Understandable
The Annual Report and Accounts provide a comprehensive review of the Group's strategy and activities during the year which is consistent with the business model.	The Annual Report and Accounts provide a balanced view of the performance and position of the Group, with both significant positive and negative points disclosed.	The Annual Report and Accounts are clear and understandable and have consistent messaging throughout.
The narrative section is both consistent throughout and also with the financial results and performance.	The key accounting judgments considered by the Committee are appropriately disclosed and are consistent with those considered by EY.	There are clear links between the strategy and KPIs.
Market conditions are clearly described, and the emerging and principal risks and uncertainties are both accurate and complete.	The Annual Report and Accounts provide a balance between statutory and adjusted performance measures.	The KPIs and APMs have been reviewed to ensure they remain relevant to the users of the accounts and certain APMs have been removed where they are no longer used by the Directors when reviewing the performance of the Group. Other APMs remain consistent, there has been no changes in methodology, and they are reconciled to statutory measures where appropriate.
All material transactions and issues faced by the Group are included within the financial statements and disclosed where required.		The Annual Report and Accounts provide a clear and consistent theme and tone with the Group's other external reporting requirements.
The Group has sufficient distributable reserves when compared to the proposed dividend.		

The Committee concluded that the 2026 Annual Report and Accounts:

- when taken as a whole, are fair, balanced and understandable; and
- provide the necessary information for shareholders to assess the Group's position, performance, business model and strategy.

Quality and effectiveness of internal controls and risk management framework

The Committee is responsible for reviewing and assessing the Group's internal controls and risk management framework and providing guidance on these to the Board. The Board is responsible for reviewing the effectiveness of the system of internal controls.

Throughout the year the risk register for the Group has been reviewed and updated by management on a quarterly basis. This review includes ensuring the completeness of risks, assessing their likelihood and impact, and reviewing the effectiveness of the control environment to mitigate the risks.

Risk is considered by the Board with a full review of the strategic risks and risk appetite taking place at least annually. The internal control and risk management process only reduces the risk of material misstatement or loss and does not eliminate this risk completely.

The emerging and principal risks facing the Group, which are described in the Strategic Report on pages 53 to 56, are regularly reviewed and cover all aspects of Bellway's operations including land acquisition, planning, construction, health and safety, sales, HR, IT, legal and regulatory compliance, and climate change.

The continuing role of the Board is, on a systematic and ongoing basis, to review the key emerging and principal risks inherent in the business, the operation of the systems and controls necessary to manage such risks and their effectiveness, and to satisfy itself that all reasonable steps are being taken to mitigate these risks.

Key areas of control

Area	Control description
Key risk identification	The Board has agreed a list of key risks affecting the Group which are reviewed throughout the year and has considered the extent to which the measures taken by the Group mitigate those risks.
Land acquisition	The acquisition of land and land interests is initiated by divisional management and reviewed by the appropriate Regional Chair prior to submission to Group for approval. All land acquisitions must achieve minimum financial acquisition criteria and are subject to approval by the Executive Directors and in certain circumstances, by the Board.
Annual budget and monthly forecasting	A comprehensive monitoring and reporting system is in place, including annual budgets, monthly forecasting, and management reporting, incorporating variance analysis and commentary. This is produced by divisional management and reviewed at a regional level by the Regional Chairs and Regional Finance Directors and at a Group level by functional heads. Summaries are also provided to the Executive Directors and the Board.
Monthly divisional board meetings	Monthly divisional board meetings are held to review divisional performance, which are attended by the Regional Chairs and Regional Finance Directors. The Executive Directors attend divisional board meetings on a rolling basis, and this is supplemented with Non-Executive Director visits to divisions.
Site valuations	Site/phase valuations are produced periodically throughout the life of a site/phase, with a summary of the actual and forecast costs and revenues produced at a divisional level prior to review by the divisional and regional management team and Group.
Executive Committee	The Executive Committee comprises Executive Directors, Regional Chairs and other senior Group management. This Committee focuses on key strategic and operational matters affecting the Group. The minutes from these meetings are provided to the Board for review.
Health and safety visits	Regular visits to sites by in-house health and safety teams and external consultants to monitor health and safety standards and performance.
Central treasury function	A central treasury function operates at Group level, ensuring the appropriate financing is obtained for the Group as a whole.
Centralised approach	A number of the Group's key functions are dealt with centrally. These include taxation, pensions, insurance, IT, legal, HR, regulatory compliance and Company secretarial functions. This centralisation ensures a consistent approach and the appropriate range of skills to manage these specialised areas.

Audit Committee Report (continued)

Throughout the year, the Committee received reports from the Group Risk and Audit team on the following areas of focus:

Review	Focus and outcomes
Divisional compliance 19 reviews	These reviews assessed whether the design and operation of finance, commercial, construction and technical processes in trading divisions is compliant with the requirements of key Group policies. Findings and recommendations have resulted in policy improvement, updated procedural guidance, and focused training for divisional management.
Follow up of actions from previous audit reports (half-year and year-end)	Testing of progress made with respect to previously raised actions in audit reports was performed at the half-year and year-end, demonstrating timely and appropriate responses from management.
Cyber penetration testing Four reviews	Various third parties have performed external, internal and wireless infrastructure penetration testing. The testing aims to identify security weaknesses that may be exploited by an attacker or malicious user that has authenticated access to the infrastructure. The reviews have identified some areas where the Group's already robust IT control environment could be further improved. Any findings identified were addressed before the subsequent review.
Customer complaints	This review assessed compliance with the Group's customer complaints procedure and the effectiveness of complaint management processes across the Group. The report provided assurance that an appropriate process is in place, while highlighting opportunities to enhance consistency, documentation standards and training through a number of recommendations.
Land and planning	This review assessed the Group's land and planning appraisal process, with particular focus on the new land viability system. The report identified opportunities to improve standardisation and data quality via enhanced controls.
Customer care records	This review assessed customer care inspection records and related management reporting. The review identified opportunities to improve data quality, inspection record completion and reporting controls.
Modern slavery – subcontractors 15 site visits	This work included an audit of trades at 15 sites. The work provided positive assurance that the Group is fulfilling its obligations in relation to modern slavery and raised minor recommendations, which have further enhanced third-party onboarding and induction processes.
Future Homes Standard	This review assessed the Group's readiness for the Future Homes Standard and the implementation of updated design specifications. The review identified scope for clearer communication and guidance to support consistent adoption of the new requirements across divisions.
Bellway Home Space operations	This review assessed the operational controls supporting Bellway Home Space, including production planning, systems governance, supplier management and health and safety arrangements. The review identified minor opportunities to strengthen processes and governance to support resilience, scalability and continued growth.

Where any control recommendations are made by the external auditors, these are considered, and where relevant are implemented to further strengthen the control environment.

Procedures relating to the prevention and detection of fraud and bribery and other compliance

Whistleblowing

The Group's Whistleblowing Policy is well publicised at all locations and allows all employees and members of the supply chain to raise concerns in confidence to either the Group Finance Director and Company Secretary, Group Risk Director, Group HR Director or, alternatively, an independent third party. The Group encourages employees and members of the supply chain to raise any concerns in an open and honest way. These concerns could be in relation to possible wrongdoing in financial reporting, breaches of Group policies and procedures, or other matters such as harassment, bullying, money laundering, modern slavery, or discrimination.

All whistleblowing reports are reviewed and confidentially investigated by senior, independent personnel and the findings are reported to the Board.

During the year the Committee approved the Whistleblowing Policy.

Bribery Act

The Group's Anti-Bribery and Corruption Policy and procedures are circulated throughout the Group and are included on the Group's intranet.

During the year, the Committee approved the Anti-Bribery and Corruption Policy.

Prevention and detection of fraud

Testing of processes, which help the Group prevent and detect fraud, is undertaken as part of a rolling programme throughout the year by the Group Risk and Audit function and is focused in the following areas: bank reconciliations, employee expenses, payments, journal transactions, sales completions, site valuations and supplier bank details.

Risk and internal audit

The Group risk and audit function performs internal audit reviews. The Group Risk Director has a direct reporting line into both the Chief Financial Officer and myself. During the year, the Group Risk and Audit function undertook a number of internal audit reviews, utilising specialists from within relevant functions where appropriate. The Group Risk Director provided the Committee with a summary of the findings, together with recommendations to further enhance the control environment. A register is maintained centrally, which monitors progress against any system and control enhancements to ensure they are implemented appropriately and in a timely and controlled manner.

External audit

Audit performance and effectiveness

The external auditor of the Group is EY. EY continues to provide robust challenge to management and provides its independent view to the Committee on specific financial reporting judgments and the control environment across the Group.

EY's performance is regularly reviewed by both management and the Committee, and this is done formally on an annual basis.

The Committee considered a paper produced by management, which used the FRC practice aid Audit Quality – Practice aid for Audit Committees as a basis.

The review consisted of:

- considering the robustness and appropriateness of EY's approach to auditing the significant risk areas facing the Group;
- considering whether EY's materiality proposal for the previous financial year, which was the most up-to-date information held at the date of review, was set at an appropriate level for the component parts of the Group;

- discussions with management who were involved in the financial reporting processes;
- an understanding of the findings of the Annual Review of Audit Quality 2025 results that were published by the FRC on 15 July 2025, following their inspection of audit firms including EY. This included understanding whether any of the findings would have affected the Bellway audit;
- an understanding of the Audit Quality Review (AQR) and internal EY quality review findings, specifically in relation to the engagement partner for the year ended 31 July 2025, Mark Morritt, and the incoming engagement partner for the year ended 31 July 2026, Simon O'Neill;
- considering EY's independence, objectivity, and professional scepticism;
- reviewing the performance of EY against their audit strategy for FY25, the most recent completed audit cycle, and their interaction with the Committee during the process; and
- considering where EY have added value and demonstrated proactivity.

Following this review, the Committee recommended to the Board, which is in turn recommending to the shareholders, that EY be reappointed as auditor of the Group.

Auditor rotation

The Committee acknowledges the provisions contained in the Code. In respect of audit tendering in accordance with these requirements, Bellway will be required to tender the external audit no later than for the 2031 financial year end.

Audit quality review

The Group's FY25 audit was selected by the FRC for Audit Quality inspection, with the assessment focusing primarily on: revenue recognition; cost of sales recognition and valuation of work-in-progress and land on sites under development; valuation of land on sites not yet under development; and,

measurement of the legacy building safety improvement provision. The Committee received and reviewed the final report from the Audit Quality Review team and were pleased to note the report contained no key or other findings. The Committee discussed the outcome of the inspection with the external auditor.

Auditor independence and non-audit fees

The Independent Auditor Policy, which seeks to preserve the independence of the external auditor by defining those non-audit services which the external auditor may and may not provide, was reviewed during the year.

Any engagement with the external auditor needs to be approved, in advance, by the Chair of the Audit Committee, and retrospectively by the Audit Committee.

The Group's external auditor is only engaged to provide statutory audit services

For an analysis of fees paid to EY see note 4 to the accounts.

The ratio of non-audit fees for the year to the external audit fee was 0:1.

Following the conclusion of the audit for the year ended 31 July 2025, Mark Morritt completed five years out of the normal maximum of five years as EY engagement partner. A new engagement partner, Simon O'Neill, led the audit for the year ended 31 July 2026. The Committee worked alongside EY to ensure processes were in place to enable a smooth transition.

The Committee considers EY to be independent and EY, in accordance with professional ethical standards, provided the Committee with written confirmation of its independence throughout the year. The Committee monitors all fees paid to the external auditor at each Committee meeting.

The Group has a policy which includes certain restrictions on the recruitment of employees from the external auditor.

The Committee confirms there are no independence issues in relation to the external auditor and that these policies have been adhered to throughout the year.

Compliance with the Competition and Markets Authority Order

The Company confirms that, during the period under review, it has complied with the provisions of The Statutory Audit Services for Large Companies Market Investigation (Mandatory Use of Competitive Tender Processes and Audit Committee Responsibilities) Order 2014.

Closing statement

After close to nine years on the Board, this will be my final report as Chair of the Committee. I look forward to attending the AGM and, as always, to meeting shareholders and responding to any questions they may have on the Committee's work. As previously announced, I will be retiring from the Board in November, when Philip Harrison will assume the role of chair of the Committee. Philip joined the Board in July and has been an active member of the Committee since his appointment, which has allowed for a natural and effective handover of responsibilities. He brings considerable leadership experience and financial expertise in the listed company environment, and I leave the role confident that the Committee is in excellent hands. I would like to close by thanking my fellow Committee members, the external and internal auditors, and management for their support and engagement throughout my tenure.

Ian McHoul
 Chair of the Audit Committee

12 October 2026

Remuneration Report



“ The Committee continues to operate a remuneration structure which aligns the Company’s business strategy and shareholder interests.”

Gill Barr
Remuneration Committee

Membership and attendance



John Tutte



Sarah Whitney



Ian McHoul



Cecily Davis



Philip Harrison

The Committee is comprised of independent Non-Executive Directors, in line with the UK Corporate Governance Code. As at 31 July 2026, the members were:

Director	Date appointed to the Committee	No. of meetings attended during the year	Achievement (% of maximum)
Gill Barr (Chair)	15 September 2025 (appointed as Committee Chair on 1 April 2026)	6/6	100.0%
John Tutte	1 March 2022	6/6	100.0%
Ian McHoul	1 February 2018	6/6	100.0%
Sarah Whitney	1 September 2022	6/6	100.0%
Cecily Davis ⁱ	1 May 2024	5/6	83.0%
Jill Caseberry	1 October 2017; Committee Chair from 13 December 2017 to 31 March 2026; resigned 30 September 2026	6/6	100.0%
Philip Harrison ^j	1 July 2026	1/1	100.0%

Key focus areas for FY26

- Review and determine the remuneration packages for the Executive Directors, and the Executive Committee members.
- Review of the long-term incentive awards vesting levels for the 2025/26 year for the Executive Directors and senior management.
- Approve the 2024/25 financial year bonus payments for the Executive Directors and senior management.
- Approve the 2024/25 Remuneration Report.
- Make awards under the long-term incentive plan (LTIP).
- Engage with employees on Executive remuneration through the Employee Listening Groups.

Annual statement

Dear shareholder

I am pleased to present the Report of the Remuneration Committee (the Committee), my first as Chair of the Committee.

This Report is divided into three sections: my statement, our annual report on remuneration for the 2025/26 financial year and how it will operate in FY26/27, and a summary of the Directors’ Remuneration Policy (the Policy or the Remuneration Policy) which was approved by the shareholders at the 2025 AGM.

The Committee continues to operate a remuneration structure which aligns the Company’s business strategy and shareholder interests.

Performance in 2025/26

The Group has delivered a robust performance in FY26 against a challenging backdrop.

Despite continued affordability pressures, economic uncertainty and planning delays, management delivered double-digit growth in volume output and housing revenue, while maintaining strong operation discipline and significantly improving adjusted operating cash and capital efficiency.

The Committee recognises the actions taken by management to navigate these market headwinds while continuing to invest selectively in land to support future growth, strengthen the balance sheet and enhance shareholder returns. The Group’s high-quality land bank, strong financial position and operational capability provide a solid platform for sustainable volume growth and improving underlying RoE.

2025/26 Remuneration outcome

During the financial year, the Committee continued to operate a remuneration structure based on the three core elements of: basic salary; annual cash bonus (subject to the deferral policy); and a performance-based LTIP, which it considers closely aligns management interests with those of stakeholders.

The 2025/26 annual bonus was subject to underlying operating profit, adjusted cashflow, land delivery and Responsible Business measures. The Committee is conscious that the housebuilding sector is highly cyclical, and in recognition sets bonus targets by reference to a combination of market consensus forecasts, the stretching goals set in the annual business plan and internal forecasts for the year.

The Committee has set stretching bonus targets for 2026/27 that reflect the Group’s strategic priorities, current market conditions and continued focus on profitability, adjusted operating cash generation, capital efficiency and long-term value creation.

Based on performance across the year, the committee has awarded the Executive Directors a bonus payment of 113.0% of basic salary (FY25: 146.32%).

- i. Due to illness, Cecily Davis could not attend the July Committee meeting.
j. Philip Harrison joined the Board and Committee on 1 July 2026.

The Committee is comfortable that the formulaic outcome of the bonus reflects wider business performance, and as a result, no discretion has been applied. In line with the Policy in place for 2025/26, 25.0% of the bonus will be deferred into shares and held for three years. As a result, 28.25% of salary will be deferred (FY25: 36.6%).

The 2023/24 LTIP awards are eligible to vest based on performance over the three financial years to 31 July 2026. Performance was based on relative Total Shareholder Return (TSR) versus a bespoke peer group of housebuilders and relative TSR versus the FTSE 350 (excluding financial services and investment trusts), underlying return on adjusted capital employed, underlying operating margin, strategic land planning and ESG targets.

Based on performance over the period, 65.0% of the award will vest. The Committee believes that this outcome is appropriate as it is reflective of the business performance delivered, and no discretion has been applied.

The Committee is comfortable that actions taken on pay during the year across the Company were appropriate and balanced the interests of all stakeholders, and that the Policy operated as intended.

Directors' Remuneration Policy implementation during 2026/27

Following the 2025 AGM shareholder approval, the new policy was implemented during the year providing a greater focus on the efficiency of the Group's balance sheet, and pre-tax return on equity, by aiming to reduce the capital employed in the business, generate higher adjusted cash and deliver a higher pre-tax return on equity, all aimed at improving investor returns.

The salaries and benefits of our Executive Directors are under constant review to ensure they are in line with the market and take into account shareholder feedback.

There will be a 3% increase to the CEO's salary in 2026/27 which is in line with the level of the average increase to the workforce in general. Recognising their development in role since appointment in December 2024 and August 2024 of the CFO and CCO respectively, their salaries will be increased. The CFO's increase will be 5% and the CCO's increase will be 6%. The higher increase for the CCO reflects the additional responsibilities he has assumed during the year. The salaries of both of these Directors will still be below the mid-market level following their increases.

All other benefits remain unchanged.

The Committee has reviewed the suitability of each of the Bonus measures for the Executive Directors' annual bonus plan and, to reflect our strategy of generating significantly higher adjusted operating cash from operations, the weighting on adjusted operating cash flow has been increased to equal that for underlying operating profit. This change increases the weighting on financial measures to nearly three quarters this year from two thirds. We have also made some less material changes to the non-financial measures we will be using including reducing the weighting to just over a quarter. We have also made some less material changes to the non-financial measures we will be using. See page 115 for further details.

As with the bonus measures, the performance measures for the LTIP grants have remained clear and simple and are closely linked to the targets that demonstrate delivery against the wider business objectives.

Annual grants are 200% of salary for the Executive Directors.

The performance metrics for grants to be made in the year ahead are:

- Underlying pre-tax return on equity (50% weighting) with a range of 7.5% to 11% for FY29.

- Cumulative underlying profit after taxation (25% weighting) with a range of £450 million to £575 million for a three-year period; and
- TSR (25% weighting) with a range of Median to Upper Quartile against the Housebuilding sector.

Whilst these outcomes do not assume significant volume or profit growth, they require the delivery of a resilient financial performance, strong cash generation and sustained returns to shareholders against a demanding market backdrop.

These targets achieve a balance between stretching management to deliver more for shareholders and providing an opportunity for partial vesting if the housing market recovery is delayed. The Committee will retain the normal flexibility to make adjustments in the event of mergers and acquisitions, exceptional circumstances and windfall gains to ensure that the formulaic outcomes are reflective of overall performance.

Committee evaluation

The Committee's performance was externally reviewed as part of the annual Board evaluation. The results confirmed that the Committee and its members have performed their role effectively.

Opportunities were identified to:

- improve the time available to Committee members to review proposed changes; and
- clarify the scope of the external adviser's role.

I am working with the other Committee members to address both of these areas.

Going forward, we will also consider whether the Committee's remit should extend to selected wellbeing matters as part of a more holistic approach to attraction and retention.

Other considerations during the year

Wider workforce engagement

We continued to engage with our employees through the annual Employee Engagement Survey, and through national and regional employee listening groups. During FY25, we successfully launched the National Employee Listening Group, chaired by Cecily Davis, the Non-Executive Director for Workforce Engagement.

The National Employee Listening Group continued to develop positively, and the main Board remained fully apprised of listening group outcomes with regular updates.

Board changes

I joined Bellway on 15 September 2025, as an Independent Non-Executive Director, and am a member of the Audit, Nomination and Remuneration Committees, succeeding Jill Caseberry as Chair of the Remuneration Committee in April 2026. The time I spent on the Committee, before taking over as its Chair, has been very helpful in gaining an understanding of the history and context of remuneration at Bellway.

Concluding remarks

The Committee continues to monitor the industry and the FTSE 250 to ensure the remuneration practices remain in line with best practice and any changes to the corporate governance frameworks.

Gill Barr

Chair of the Remuneration Committee

12 October 2026

Remuneration Report (continued)

Remuneration at a glance

How remuneration links to our strategy

(See pages 6 to 7 for details of our performance).

Strategic objective	Link to remuneration	Metric	Performance against metric
Earnings growth and driving down costs	Annual bonus and vesting LTIP	Underlying operating profit	Partially achieved
Focus on capital employed	Annual bonus and vesting LTIP	Underlying return on adjusted capital employed and adjusted operating cash	Partially achieved
Land delivery	Annual bonus	Outlet openings and DPP in BRICs	Partially achieved
ESG	Annual bonus and vesting LTIP	Retain 5-star ⁵ homebuilder status, results of Employee Engagement Survey, customer satisfaction and carbon reduction	Achieved
Value creation through capital and dividend growth	Vesting LTIP	Relative TSR against two comparator groups	Partially achieved

The Committee set ambitious targets, which have been challenging to achieve in a tough economic environment, which has impacted all elements of the business, this is reflected in the outcomes highlighted above.

Bonus outcomes – see page 108

The 2025/26 bonus was based on financial and strategic targets.

Strategic objective	Weighting (% of maximum)	Achievement (% of maximum)
Underlying operating profit	53.4%	61.9%
Adjusted operating cash	13.3%	88.0%
Land delivery	20.0%	86.0%
Responsible Business measures	13.3%	100.0%
Total	100.0%	75.3%

LTIP outcomes – see page 110

The PSP awards granted in 2023/24 were based on the performance conditions set out below.

Strategic objective		Weighting (% of maximum)	Achievement (% of maximum)
Relative TSR	vs housebuilders	25.0%	100.0%
	vs FTSE 350 (excl. Financial services and investment trust)	25.0%	0.0%
Margin Protection	Underlying return on adjusted capital employed in FY26	10.0%	0.0%
	Strategic land in the DPP land bank in FY26	10.0%	100.0%
	Underlying operating margin	10.0%	100.0%
Sustainability	Timber house construction	10.0%	100.0%
	Customer satisfaction score	10.0%	100.0%
		100.0%	65.0%

Annual Report on Remuneration

Committee membership and activity

The Committee met six times during the year and attendances are set out in the table below.

Director	Date appointed to the Committee	Number of meetings attended during the year	Achievement (% of maximum)
Gill Barr (Chair)	15 September 2025 (appointed as Committee Chair on 1 April 2026)	6/6	100.0%
John Tutte	1 March 2022	6/6	100.0%
Ian McHoul	1 February 2018	6/6	100.0%
Sarah Whitney	1 September 2022	6/6	100.0%
Cecily Davis	1 May 2024	5/6*	83.0%
Jill Caseberry	1 October 2017 (appointed as Committee Chair on 13 December 2017, resigned 30 September 2026)	6/6	100.0%
Philip Harrison	1 July 2026	1/1**	100.0%

* Cecily Davis attendance record reflects one absence during the year due to illness.

** Philip Harrison was appointed on 1 July 2026, so only attended the July Remuneration Committee meeting.

The Committee is comprised of independent Non-Executive Directors, in line with the UK Corporate Governance Code.

The Chair of the Board, Executive Directors, Group Finance Director and Company Secretary, Group HR Director and Deputy HR Director attend meetings by invitation. Furthermore, the Group Health & Safety and Environment Director attended parts of certain meetings. The Committee is supported by the Deputy Group Company Secretary who acts as Secretary to the Committee.

The operation of the Committee is conducted by reference to its Terms of Reference, which has been prepared to comply with relevant statutory, regulatory and corporate governance requirements, and best practice, and is available at: www.bellwayplc.co.uk/investor-centre/governance/committees.

Remuneration Report (continued)

None of the Committee members have a personal financial interest, other than as shareholders, in the matters to be decided. There are no conflicts of interest arising from cross-directorships and no day-to-day involvement in running the business.

The Committee appointed Korn Ferry as independent external advisers, following a competitive tender process, on 1 January 2019. Korn Ferry does not provide any other services to the Company other than to the Remuneration Committee and the Board Committee on Non-Executive Directors' Remuneration. They are members of the Remuneration Consultants Group and abide by its Code of Conduct. The Committee is satisfied that Korn Ferry are independent.

The total fee paid to Korn Ferry for advice to the Committee during FY26 was £92,614 (2025: £134,283), which was charged on a time and materials basis. The Committee also benefited from advice received from the Chief Financial Officer, the Group HR Director and Deputy HR Director, and Group Finance Director and Company Secretary, on issues other than those relating to their own remuneration.

The remuneration of the Non-Executive Directors (apart from the Chair) is determined by the Board Committee on Non-Executive Directors' Remuneration, which comprises the Executive Directors.

Implementation of Remuneration Policy in 2025/26

The auditor is required to report on the information contained in the following part of this report, as noted on the relevant sections.

Salary for the year ended 31 July 2026

For 2025/26, Jason Honeyman received a salary of £823,808, Shane Doherty received a salary of £494,400 and Simon Scougall received a salary of £457,320.

Annual bonus for the year ended 31 July 2026

The annual bonus is payable in October 2026 for performance during the year ended 31 July 2026. The performance targets for the 2025/26 bonus comprised underlying operating profit, operating cash flow, and strategic targets.

The actual bonus payment against objectives was determined on the following basis:

Objective	Weighting (% of salary)	Threshold (25% pays out)	Maximum value (100% pays out)	Actual	Payment (% of maximum)	Payment (% of salary)
Underlying operating profit ^{1,2}	80%	£295.0m	£347.0m	£320.6m	61.9%	49.5%
Adjusted operating cash flow ¹	20%	£700.0m	£900.0m	£868.6m	88.0%	17.6%
Land delivery	30%			See below	86.0%	25.8%
Responsible Business	20%			See below	100.0%	20.0%
Total	150%				75.3%	113.0%

The basis for payment of the actual bonus against the strategic measures is set out below:

Strategic pillar	Weighting (% of salary)	Objectives	Performance	Achievement (% of max)
Land bank	30%	This is in two parts: – Sales outlet openings to ensure that we have the ability to meet our sales ambitions and have secured sufficient detailed planning consents. A threshold payment of 7.5% of salary is triggered for 45 outlet openings up to a maximum of 15% of salary for 55 openings. – Availability of plots^(a) with DPP (available for completion in the following financial year) to ensure our sales ambitions are not frustrated by land shortages in future years.	Achieved: 59 outlets were opened in 2025/26, exceeding the maximum target. Partially achieved: the land bank targets are commercially sensitive and will be disclosed one year in arrears ^a .	86%
Sustainability – 5-star ⁵ homebuilder	7%	Retaining 5-star ⁴ homebuilder status (as measured by the HBF) and achieve a score of at least 90%.	Achieved: we retained our 5-star ⁴ homebuilder status. The Group's score in 2026 was 4.38.	100%
Sustainability – Employee Engagement	6%	A threshold payment of 3% of salary is triggered for a score of 80% with an additional bonus opportunity on a straight-line basis for further improvement in score, up to a maximum of 6% of salary for a score of at least 85%. Based on the average score to four questions on the survey.	Achieved: the score was 86% so the maximum target was exceeded.	100%
Sustainability – Carbon Reduction	7%	Number of timber frame kits produced by Bellway Home Space. Threshold payment of 3% of salary is triggered for 175 homes produced up to a maximum of 7% of salary for 225 homes.	Achieved: 228 homes were produced by Bellway Home Space.	100%

Note:

a. The 2024/25 base target was set at 8,500 plots with a maximum target of 9,500 plots. The actual performance achieved was 9,488 plots.

Health and safety performance is taken into account by the Committee as part of its overall assessment of the bonus payment, and the Committee has discretion to reduce the overall bonus payment if it considers that health and safety standards have been unsatisfactory. The Committee is satisfied with the health and safety standards during the year under review, and is comfortable that the formulaic outcome under the bonus is in line with wider business performance. Therefore, the Committee has not applied discretion.

The bonus outcome for the Executive Directors is set out below.

Executive Directors	Outcome
Jason Honeyman	£930,904
Shane Doherty	£558,672
Simon Scougall	£516,772

In line with the Policy, 25% of the bonus will be deferred into shares and held for three years.

Remuneration Report (continued)

Long-term incentives vesting in respect of the performance period ended 31 July 2026

LTIP awards granted on 24 October 2023 to Jason Honeyman and Simon Scougall were based on performance to 31 July 2026. The performance targets for these awards and actual performance against those targets are set out below.

Performance measure	Weighting (% of maximum)	Threshold (25% of maximum)	Maximum (100% of maximum)	Actual	Vesting (% of maximum)
Relative TSR vs peer housebuilders ^a	25%	Median	Median +7.5% p.a.	Above median +7.5% p.a.	100%
Relative TSR vs FTSE 350 ^b	25%	Median	Upper quartile	Below median	0%
Underlying return on capital employed ^{2,c}	10%	10.0%	13.0%	9.2 %	0%
Underlying operating margin ^{1,2}	10%	9.1%	9.6%	10.1 %	100%
Strategic land in the land bank	10%	2,700 plots	3,000 plots	>3,000 plots	100%
Nine-month customer engagement score	10%	79%	82%	88.89 %	100%
Timber house construction ^d	10%	See below	See below	See below	100%
Total	100%				65.0%

Notes:

- The initial peer group included: Barratt Developments plc, The Berkeley Group plc, Crest Nicholson Holdings plc, Persimmon plc, Redrow plc, Taylor Wimpey plc and Vistry Group plc. Redrow delisted following its merger in August 2024 with Barratt Developments and has now been excluded from the peer group.
- Excludes financial services companies and investment trusts.
- Calculated by adding back land creditors to capital employed.
- The target set was the successful redesign of the Artisan house types to accommodate a timber frame construction methodology. This was fully achieved.

Based on performance over the period, 65.0% of the award will vest. The Committee is comfortable that the formulaic outcome of the LTIP reflects wider business performance and so no discretion has been applied.

The awards will vest on 24 October 2026. The vesting details for the Executive Directors are set out below.

Executive Directors	Vesting date	Number of shares granted	Dividend equivalent shares	Number of shares to lapse ^c	Number of shares to vest ^c	Decrease in value as a result of share price movement between grant and vesting ^a £000	Dividend equivalent on shares to vest £000	Estimated value ^b £000
Jason Honeyman	24 October 2026	75,036	7,851	29,011	53,876	£75.2	£149.2	£1,023.9
Simon Scougall	24 October 2026	18,210	1,905	7,041	13,074	£18.3	£36.2	£248.5

Notes:

- The share price used to calculate the value of the awards on grant was £20.40.
- The estimated value is calculated applying a share price based on an average over the three-month period ended 31 July 2026 of £19.00.
- This includes the dividend equivalent shares.

Shane Doherty currently has no vesting awards as he joined the Board on 2 December 2024.

Single figure of total remuneration (audited)

		Salary and fees £	Taxable benefits ^c £	Pension ^d £	Annual bonus £	Sub-total £	Long-term incentives ^e £	Other items ^f £	Total £	Total fixed remuneration £
Non-Executive Chair										
John Tutte	2026	325,000	–	–	–	325,000	–	–	325,000	325,000
	2025	281,212	–	–	–	281,212	–	–	281,212	281,212
Executive Directors										
Jason Honeyman	2026	823,809	46,616	82,381	930,904	1,883,710	1,023,856	–	2,907,566	952,806
	2025	799,814	46,832	79,981	1,170,304	2,096,931	1,171,393	–	3,268,324	926,627
Simon Scougall	2026	457,320	44,490	45,732	516,772	1,064,314	248,458	–	1,312,772	547,542
	2025	444,000	39,256	76,942	649,670	1,209,868	274,723	–	1,484,591	560,198
Shane Doherty ^a	2026	494,400	114,971	24,720	558,672	1,192,763	–	7,625	1,200,388	634,091
	2025	320,000	72,133	14,000	465,665	871,798	–	–	871,798	406,133
Non-Executive Directors										
Sarah Whitney	2026	84,626	–	–	–	84,626	–	–	84,626	84,626
	2025	80,307	–	–	–	80,307	–	–	80,307	80,307
Jill Caseberry	2026	81,294	–	–	–	81,294	–	–	81,294	81,294
	2025	82,200	–	–	–	82,200	–	–	82,200	82,200
Ian McHoul	2026	87,126	–	–	–	87,126	–	–	87,126	87,126
	2025	82,200	–	–	–	82,200	–	–	82,200	82,200
Cecily Davis	2026	77,626	–	–	–	77,626	–	–	77,626	77,626
	2025	67,600	–	–	–	67,600	–	–	67,600	67,600
Gill Barr ^b	2026	67,021	–	–	–	67,021	–	–	67,021	67,021
Philip Harrison ^b	2026	5,802	–	–	–	5,802	–	–	5,802	5,802
Total	2026	2,504,024	206,077	152,833	2,006,348	4,869,282	1,272,314	7,625	6,149,221	2,862,934
	2025	2,157,333	158,221	170,923	2,285,639	4,772,116	1,446,116	–	6,218,232	2,486,477

Notes:

- Shane Doherty was appointed Chief Financial Officer on 2 December 2024.
- Gill Barr was appointed to the Board on 15 September 2025 and Philip Harrison was appointed to the Board on 1 July 2026.
- Taxable benefits include car allowance/benefit, health insurance and hotel and travel costs.
- Jason Honeyman's pension allowance is 10% of salary and Shane Doherty's is 5% of salary reflecting his shorter service. Due to an administrative error, Simon Scougall continued to be paid his pension allowance at the rate applicable before he was appointed as a director, rather than the 10% rate he should have been earning from the date of his appointment to the Board. The overpayments in the 2025 and 2026 financial years amounted to £32,542 and £11,433 respectively. Simon Scougall has agreed to receive a reduced pension allowance, from when the error was identified in FY26 to when the over payment has been fully offset, which is expected to be during FY27. None of the Directors are members of the Group's defined benefit scheme.
- The 2025 figures for Jason Honeyman and Simon Scougall have been adjusted to reflect the actual share prices at the dates of vesting, which took place after the publication of last year's report.
- Other items refer to the discount on the awards, during the year stated, under the Group's all-employee savings-related share option scheme.

Remuneration Report (continued)

Directors' share-based rewards and options (audited)

Details of all Directors' interests in the Company share-based reward schemes are shown below.

Jason Honeyman

Scheme	Awards/options held at 1 August 2025	Granted/awarded during the year	Exercised during the year	Lapsed during the year	Awards/options held at 31 July 2026	Exercise price/ market price at date of award (p)	Date of grant/award	Exercisable/ capable of vesting from
PSP	64,901	–	41,940	22,961	–	1,937.0	11.11.2022	11.11.2025
2013 SRSOS ^e	1,935	–	–	–	1,935	1,550.0	07.12.2022	01.02.2028
PSP ^a	75,036	–	–	–	75,036	2,040.0	24.10.2023	24.10.2026
RSP ^b	32,064	–	–	–	32,064	2,494.0	16.12.2024	16.12.2027
PSP ^c	–	59,956	–	–	59,956	2,748.0	27.11.2025	27.11.2028
Total	173,936	59,956	41,940	22,961	168,991			

Simon Scougall

Scheme	Awards/options held at 1 August 2025	Granted/awarded during the year	Exercised during the year	Lapsed during the year	Awards/options held at 31 July 2026	Exercise price/ market price at date of award (p)	Date of grant/award	Exercisable/ capable of vesting from
PSP	15,221	–	9,836	5,385	–	1,937	11.11.2022	11.11.2025
2013 SRSOS ^e	1,935	–	–	–	1,935	1,550	07.12.2022	01.02.2028
PSP ^a	18,210	–	–	–	18,210	2,040	24.10.2023	24.10.2026
RSP ^b	17,800	–	–	–	17,800	2,494	16.12.2024	16.12.2027
PSP ^c	–	33,283	–	–	33,283	2,748	27.11.2025	27.11.2028
Total	53,166	33,283	9,836	5,385	71,228			

Shane Doherty

Scheme	Awards/options held at 1 August 2025	Granted/awarded during the year	Exercised during the year	Lapsed during the year	Awards/options held at 31 July 2026	Exercise price/ market price at date of award (p)	Date of grant/award	Exercisable/ capable of vesting from
RSP ^b	19,243	–	–	–	19,243	2,494	16.12.2024	16.12.2027
PSP ^c	–	35,982	–	–	35,982	2,748	27.11.2025	27.11.2028
2013 SRSOS ^e	–	1,458	–	1,458	–	2,108	28.11.2025	01.02.2031
2013 SRSOS ^e	–	1,911	–	–	1,911	1,598	13.05.2026	01.07.2031
Total	19,243	39,351	–	1,458	57,136			

Notes:

- The performance period is 1 August 2023–31 July 2026. The awards are subject to the following conditions: Relative TSR vs a bespoke peer group of housebuilders (25%), Relative TSR vs FTSE 350 excluding financial services companies and investment trust (25%), margin protection metrics (30%) and sustainability (20%). These awards are subject to clawback provisions.
- The restricted share awards were granted under the LTIP to Jason, Shane and Simon equal to 100% of their respective salaries on grant. The awards are subject to a performance underpin. Awards will only be eligible to vest subject to the Committee being satisfied that the Company's overall performance is in line with the Company's long-term strategic plan (the performance underpin). In assessing the underpin, the Committee will consider the Group's overall performance, including financial and non-financial performance over the course of the vesting period and any material factors identified. To ensure that pay aligns with performance, the Committee may reduce vesting levels (including to zero) if they are not satisfied that the underpin has been met. These awards are subject to clawback provisions.
- On 27 November 2025, awards were granted under the LTIP to Jason, Simon and Shane equal to 200% of their respective salaries on grant. The performance period is 1 August 2025–31 July 2028. The awards are subject to the following conditions: Group's underlying pre-tax return on equity for the final financial year (50%), Group's cumulative underlying profit after taxation for the three financial years (25%), Relative TSR vs a bespoke peer group of housebuilders (25%). These awards are subject to clawback provisions. Further details are set out in last year's annual report.
- All of the above awards set out in notes a–c were granted for nil consideration and have a nil exercise price.
- Further details of the 2013 SRSOS are shown in the summary of outstanding share options in note 23 to the Group Financial Statements.
- The market price of the ordinary shares at 31 July 2026 was 1,988p and the closing range during the year was 1,715p to 2,848p.

Payments for loss of Office and to past Directors (audited)

Leaving arrangements for Keith Adey

The only payments made to Keith Adey in relation to his role as Group Finance Director since his retirement are those detailed on page 133 of our 2025 Annual Report and Accounts in respect of his participation in incentive schemes up to his leaving date.

In line with those terms, 16,238 shares in respect of his 2023 LTIP award will vest on 24 October 2026, incorporating the performance assessment of 65.0% of maximum (see page 110 for details), and time pro-rating of 0.55 to reflect the proportion of the performance period that he worked. Consistent with the terms of this award, in addition he will receive 1,699 dividend equivalent shares.

Keith exercised share options under the Company's SRSOS, which were pro-rated to Keith's length of service; Keith acquired 1,032 ordinary shares.

No further payments were made to past Directors. All payments are in line with the Remuneration Policy.

Remuneration Report (continued)

Statement of Directors' shareholdings and share interests (audited)

The Directors' interests (including family interests) in the ordinary share capital of the Company are set out below.

Scheme	Beneficially owned at 31 July 2026 ^{c,e}	% basic salary held by Executive Directors in shares ^{a,b}	Shareholding target of 300% of basic salary met?	Beneficially owned at 31 July 2025 ^c	Outstanding and unvested PSP awards ^d – with performance conditions	Outstanding and unvested share awards/ options – without performance conditions	Vested unexercised options	Share options exercised in the year
Jason Honeyman	67,487	191%	In progress	39,460	134,992	33,999	–	41,940
Simon Scougall	16,374	84%	In progress	7,979	51,493	19,735	–	9,836
Shane Doherty	2,021	10%	In progress	–	35,982	21,154	–	–
John Tutte	20,000	N/A	N/A	20,000	N/A	N/A	N/A	N/A
Sarah Whitney	1,131	N/A	N/A	1,131	N/A	N/A	N/A	N/A
Cecily Davis	–	N/A	N/A	–	N/A	N/A	N/A	N/A
Gill Barr	1,284	N/A	N/A	–	N/A	N/A	N/A	N/A
Jill Caseberry	470	N/A	N/A	470	N/A	N/A	N/A	N/A
Ian McHoul	2,000	N/A	N/A	2,000	N/A	N/A	N/A	N/A
Philip Harrison	2,019	N/A	N/A	–	N/A	N/A	N/A	N/A

Notes:

- For 2024/25, Executive Directors were required to accumulate a minimum shareholding equivalent to 200% of basic salary. Within a period of three months of appointment an Executive Director must acquire a minimum of 1,000 ordinary shares in the Company and must retain at least 50% of any shares vesting under the LTIP, after allowance for paying tax, until the requisite number of shares has been accumulated. As agreed with the Company, Shane Doherty used part of his FY25 bonus to acquire the required amount of shares.
- The percentage of shareholding is based on salaries as at 31 July 2026 using the average share price for the year of 2337p.
- Includes shares owned by partner.
- All awards are structured in the form of nil-cost options.
- Each of the Executive Directors' holdings will increase as a result of the part of their bonuses that will be invested in Bellway shares through the deferral of the annual bonus set out on page 108.

There has been no change in any of the above interests between 31 July 2026 and the date of this report.

The following section of this Report is not required to be audited.

Implementation of Remuneration Policy in 2026/27

This section sets out how the Company will implement the Remuneration Policy for the 2026/27 financial year. Full details of how each element will operate are set out in the Remuneration Policy table.

The Committee will take into account the remuneration and related policies for the rest of the workforce generally and is engaging with the workforce through the Employee Listening Groups when setting the 2026/27 targets for the Executive Directors.

Basic salaries

The Committee has awarded Jason Honeyman, Shane Doherty and Simon Scougall salary increases of 3%, 5% and 6% respectively. Therefore, from 1 August 2026, Jason's salary was increased to £848,522 per annum, Shane's salary was increased to £519,120 per annum and Simon's salary was increased to £484,759 per annum.

Annual bonus

The bonus opportunity will be in line with the existing Remuneration Policy maximum of 150% of basic salary.

The 2026/27 bonus will be subject to underlying operating profit (55%), adjusted operating cash flow (55%) and Responsible Business measures (40%).

For the financial measures, the payout at threshold will be limited to 25% of maximum. The actual annual bonus performance targets are considered to be commercially sensitive at this time, and the Committee will disclose these retrospectively in next year's annual report on remuneration, provided they are no longer commercially sensitive.

The bonus remains subject to a health and safety underpin. The Committee will have the discretion to adjust the formulaic outcome of the bonus to reflect wider business performance including satisfactory health and safety performance. A quarter of any bonus earned must be deferred into shares for three years.

Long-term incentives

Performance shares will be granted under the LTIP with a face value equivalent to up to 200% of salary to the Executive Directors. Awards will vest to the Executive Directors after three years, subject to the achievement of performance conditions with any shares vesting subject to a two-year holding period.

Regardless of the vesting outcome, the Committee may adjust the level of vesting (including to nil) to such extent as it considers appropriate to ensure the level of vesting is a true reflection of the overall performance of the Company over the performance period, or whether there has been a windfall gain as a result of share price movements from the date of grant.

Metric (weighting)	Performance condition	Threshold target	Stretch target
Underlying pre-tax return on equity (50%)	In FY29.	7.5% (25% vests)	11.0% (100% vests)
Cumulative underlying profit after taxation (25%)	Aggregate level over the three year performance period.	£450m (25% vests)	£575m (100% vests)
Relative total shareholder return (25%)	Measured against the companies within the Housebuilding sector.	Median (25% vests)	Upper Quartile (100% vests)

No vesting occurs for performance below the threshold target and straight-line vesting takes place between the above targets. The Committee will consider the quality of the Group's performance that has delivered the underlying profit after taxation and underlying pre-tax return on equity and the extent to which it is supported by the non-financial performance (e.g. ensuring the Group has sufficient land in place and with work-in-progress at suitable stages of development).

Non-Executive Director fees

The Company's approach to Non-Executive Directors' remuneration is set by the Board (other than the Board Chair, which is set by the Committee), with account taken of the time and responsibility involved in each role, including, where applicable, the chairing of Board Committees.

With effect from 1 August 2026, an increase of 3% to the Non-Executive Director base fees was approved by the Non-Executive Committee on Remuneration in line with the increase for the wider workforce. The fees for additional NED responsibilities, including for the Senior Independent Director and Committee chairing, will remain unchanged.

Metric (weighting)	Fee from 1 August 2025 £	% increase	Fee from 1 August 2026 £
Non-Executive Chair fee	325,000	3%	335,000
Non-Executive Director fee	69,626	3%	71,715
Senior Independent Non-Executive Director	15,000	0%	15,000
Audit and Remuneration Committee Chair fees	17,500	0%	17,500
Non-Executive Director of Workplace Engagement fee	8,000	0%	8,000

Remuneration Report (continued)

Performance graph and table

The graph shows the TSR performance over the past ten years of the Company, the FTSE 250 Index and the bespoke Housebuilders' Index (as defined in note a on page 113). The FTSE 250 Index has been selected as the most appropriate 'broad equity market index' as the Company has been a constituent of the FTSE 250 Index over this period. The bespoke Housebuilders' Index has been selected as these companies have been used for the Company's long-term incentive plans.

This graph shows the value, as at 31 July 2026, of £100 invested in Bellway on 31 July 2016 compared with the value of £100 invested in the FTSE 250 Index and £100 invested equally in each of the other housebuilders, who form part of the Housebuilders Index. The other points plotted are the values at intervening financial year-ends.



Chief Executive total remuneration

The table below sets out the total remuneration for the Chief Executive over the same ten-year period as for the chart overleaf, together with the percentage of annual bonus paid and the vesting of long-term incentives as a percentage of the maximum (relating to the performance periods ending in that year).

Scheme	2017	2018 ^a	2019 ^b	2020	2021	2022	2023	2024	2025	2026
Total remuneration (£000)	3,468	1,737	1,220	1,110	1,998	1,738	1,089	1,715	3,232	2,908
Annual bonus paid (as % of maximum)	93.8%	0.0%	76.7%	0.0%	99.5%	98.6%	20.9%	90.0%	97.5%	75.3%
PSP vesting (as a % of maximum)	100.0%	99.8%	30.6%	47.7%	28.7%	0%	0%	0%	56.4%	65.0%

Notes:
a. Ted Ayres was absent during the 2017/18 financial year due to ill health and so the figures shown are lower than would normally be expected if he had been at work during the year.
b. Jason Honeyman was appointed as Chief Executive on 1 August 2018.

CEO pay ratio

We are publishing our CEO pay ratio figures for the financial years 2018/19, to 2025/26. Over time, ten-year ratios will eventually be disclosed.

Financial year	Method	Upper quartile			Median			Lower quartile		
		Pay ratio	Total pay and benefits £	Salary component £	Pay ratio	Total pay and benefits £	Salary component £	Pay ratio	Total pay and benefits £	Salary component £
2018/19	A	19:1	62,168	50,200	28:1	42,845	22,647	40:1	29,858	23,305
2019/20	A	18:1	60,675	24,400	27:1	40,415	22,000	43:1	25,580	25,200
2020/21	A	31:1	65,866	52,279	45:1	44,865	40,556	68:1	29,886	24,750
2021/22	A	25:1	70,036	62,311	36:1	48,662	29,438	54:1	32,148	24,562
2022/23	A	15:1	74,421	55,000	22:1	49,903	40,215	34:1	32,422	26,462
2023/24	A	23:1	75,809	59,076	34:1	51,128	44,504	49:1	35,040	27,565
2024/25	A	41:1	78,948	64,913	61:1	53,362	46,784	88:1	36,737	30,261
2025/26	A	35:1	82,906	71,537	53:1	54,707	48,855	77:1	37,603	29,250

The pay ratios have been calculated as at 31 July 2026 using Option A of the Regulations, that is, the full-time equivalent pay and benefits for all of our employees to identify those employees on the quartiles. Option A has been selected as it is the most statistically accurate method of calculation. Employee benefits include company car, car allowance, private medical, employer pension contributions and share option gains. All payments are included on a cash basis, with the exception of the annual bonus. The annual bonus earned during the 2025/26 financial year, which is expected to be paid in October 2026, has been approved.

The CEO pay ratio has increased this year due to a proposed payout under the LTIP scheme. A similar impact can be seen in FY21 and FY25. The pay ratios reflect how remuneration arrangements differ as accountability increases for more senior roles within the Group. In particular, the ratios reflect the weighting towards variable pay for the CEO, which provides a strong link between pay and performance and alignment with shareholder interests.

We are satisfied that the median pay ratio reported this year is consistent with our wider pay, reward and progression policies for employees. The median reference employee has the opportunity for annual pay increases, annual performance payments and career progression and development opportunities save for their opportunity to participate in an LTIP scheme.

Remuneration Report (continued)

Importance of remuneration relative to dividends and Section 106 and CIL payments

The table below shows the relative expenditure of the Group in respect of employee remuneration, dividends and Section 106 and CIL payments, together with the percentage change in each, for the financial years ended 31 July 2025 and 31 July 2026. The Directors have chosen dividends and Section 106 and CIL payments as comparators to employee costs as they consider that these demonstrate the relative importance of the remuneration of its employees to the returns the Group generates to shareholders and the contribution it makes to developing communities through Section 106 and CIL payments.

	2026 £m	2025 £m	% change
Employee costs ^a	197.0	182.6	+7.9%
Dividends ^b	84.8	83.0	+2.2%
Share buyback ^c	139.8	–	+100.0%
Section 106 and CIL payments ^d	59.5	84.0	-29.2%

Notes:

- a. Employee costs are calculated as wages and salaries, bonus and taxable benefits (including the Directors) (See note 21 to the Group Financial Statements).
- b. The dividend figures shown are the interim and final dividends paid or payable for the relevant financial year less forfeited dividends (see note 20 to the Group Financial Statements).
- c. The share buyback costs include all associated transaction costs, including any applicable professional fees and stamp duty charges.
- d. The Section 106 and CIL payments figures are calculated from invoices received for these payments, this figure includes Section 75 and Section 78 obligations in Scotland.

Statement of voting at AGMs

The votes cast by proxy at AGMs in relation to resolutions regarding Directors' remuneration are set out in the table below

Financial year ending 31 July 2025	Directors' Remuneration Policy (binding vote at AGM on 27 November 2025)		Remuneration Report (advisory vote at AGM on 27 November 2025)	
	Number of votes	% of votes cast	Number of votes	% of votes cast
For	88,268,442	96.90	87,998,028	96.60
Against	2,823,307	3.10	3,097,308	3.40
Total votes cast (excluding votes withheld)	91,091,749	100.00	91,095,336	100.00

At the AGM on 26 November 2026, the Company's shareholders will have an advisory vote on the Remuneration Report.

Directors' Remuneration Policy

This part of the remuneration report provides a summary of the Directors' Remuneration Policy, which was approved by shareholders at the AGM on 27 November 2025. Factual data has been updated where appropriate (e.g. details of service contracts). A full version of the policy, as approved by shareholders, can be found in the Annual Report and Accounts for 2025 on the Company's website.

Objectives of Remuneration Policy

The aim of the Committee is to ensure that the Company has competitive remuneration packages in place that will promote the long-term success of the Company and motivate Executive Directors in the overall interests of shareholders, the Group, its employees and its customers.

The Committee has a policy of paying a level of remuneration comparable with that of a peer group of similar UK housebuilding businesses, subject to experience and performance.

The Committee uses this comparative approach to benchmarking with caution, recognising the relatively few direct housebuilding comparatives, their differing size and the risk of an upward ratchet effect with any peer-based analysis. The structure of the package has been designed to ensure that the performance-related elements of remuneration constitute a significant proportion of an executive's potential total remuneration package but are only receivable if the stretch performance targets are achieved.

The structure of the performance conditions for annual bonus has been designed to provide a strong link to the Group's performance, namely a focus on maximising profit in a sustainable fashion and producing superior shareholder returns, thereby generating a strong alignment of interest between senior executives and shareholders. The two-year post-vesting holding period, which applies to the long-term incentive plan (which also applies to good leavers) reinforces that alignment.

Decision-making process

The Committee is responsible for the determination of the Remuneration Policy and how it is implemented. In addressing this responsibility, the Committee works with management and external advisers to develop proposals and recommendations. The Committee considers the source of information presented to it, analyses the detail and ensures that independent judgment is exercised when making decisions. Information is independently verified where there are conflicts of interest and no individual is present when their remuneration is being discussed. The Remuneration Committee works alongside other Board Committees as needed; for example, the Audit Committee confirms incentive plan performance results.

When setting the Remuneration Policy, the Committee considered the Company's strategic objectives over both the short and the long term, the external environment and market best practice. In addition, the Committee also considered the alignment across the business as well as stakeholder views.

Remuneration Policy

This section of the Report describes the key components of each element of the remuneration arrangements for Executive and Non-Executive Directors.

Component and link to strategy	Operation	Maximum opportunity	Framework to assess performance
Salary			
To be market competitive and, therefore, assist in recruiting, retaining and motivating high-quality executives. Reflects individual role and experience.	Salaries are normally reviewed in July each year and changes normally take effect from 1 August. They are typically determined by reference to market levels of a peer group of similar UK housebuilding businesses, taking account of salaries at other companies of a similar size, and by taking account of the role, performance, and experience of the individual, Company performance, salary increases throughout the rest of the business and economic conditions. Where salaries of new Executive Directors are positioned below market levels, the Committee's policy is to progress these over time, with increases potentially higher than for the general workforce, as experience is gained, subject to performance.	No prescribed maximum. Increases are normally in line with the average for the workforce generally. Increases may be below or above this, e.g. due to promotion, change in responsibility or experience, role change or a significant change, in the size, value and/or complexity of the Company. Salaries are set out in the Annual Report on Remuneration.	In addition to the reviews by the Chair, as part of the annual Board evaluation, the performance of the Executives and the Company is kept under continuous review by the Board.

Remuneration Report (continued)

Component and link to strategy	Operation	Maximum opportunity	Framework to assess performance
Pension			
To provide a structure and value that is market competitive.	Pension contributions into the Company's Group Self Invested Personal Pension Plan and/or a salary supplement in lieu of pension contributions.	The rate for current Directors will be no higher than that of the majority of the workforce (currently 10% of salary, except Shane Doherty who is currently at 5% (see footnote on page 111)).	Not applicable.
Benefits			
To provide a range and value that is market competitive.	Typically comprises car or car allowance, life assurance and health insurance. Other benefits may be provided where appropriate. Any expenses incurred in carrying out duties will be fully reimbursed by the Company, including any personal taxation associated with such expenses.	Not applicable.	Not applicable.
Annual bonus			
To reward achievement with a combination of financial and non-financial operational-based performance targets in accordance with Group KPIs.	Annual bonuses are normally payable in October following the year-end on 31 July, subject to the achievement of performance targets that were set at the start of the financial year. The Company operates a recovery mechanism, which allows the Company to clawback some, or all, of the payments made under the variable components of an individual's remuneration, in the following circumstances: i. material misstatement of results; ii. error in assessing a performance condition; iii. gross misconduct by the individual; iv. in the case of corporate failure; or v. in the case of material reputational damage. A maximum of 75% of the bonus will be paid in cash. Deferral of the remainder into shares will be achieved by applying the net amount of the bonus to purchase shares that must normally be held for three years.	150% of basic salary maximum.	The bonus may be based on a combination of financial and strategic objectives, with financial performance accounting for a majority of the overall bonus opportunity. The Committee determines the choice of measure(s) and their weighting for each year to ensure alignment with the Board's priorities and Company strategy over the short to medium term. The level of pay-out at threshold for financial metrics will not be more than 25% of maximum and varies for non-financial metrics. Full vesting will take place for equalling or exceeding maximum, subject to the health and safety underpin. The Committee has discretion to adjust the payment outcome to ensure it reflects the individual's contribution and/or the overall performance of the Company over the performance period. Details of the performance measures used are set out in the Annual Report on Remuneration.

Component and link to strategy	Operation	Maximum opportunity	Framework to assess performance
Share ownership guideline for Executive Directors			
To align Executive Directors' interests with those of shareholders.	Executive Directors are required to accumulate a minimum shareholding equivalent to 300% of basic salary. Executive Directors are also required to retain shares for two years following their departure from the Board, at the lower of 200% of their salary and their shareholding at the time of departure. An Executive Director must retain at least 50% of any shares vesting under the incentive arrangements, after allowance for paying tax, until the requisite number of shares has been accumulated. If personal circumstances make this difficult, the Committee would exercise discretion.	Not applicable.	Not applicable.
Long-term incentives			
To encourage long-term value creation, aid retention, encourage shareholding and promote alignment of interests with shareholders.	The Company grants Performance Share Awards as its primary long-term incentive. Annual awards of nil-cost options or conditional awards may be made under the LTIP to the Executive Directors, at the discretion of the Committee. Awards normally vest three years after grant, subject to the achievement of stretching performance targets. Dividend equivalents (normally awarded in shares) may be payable and will only accrue during the vesting and holding period on awards that ultimately vest. The Company operates recovery and withholding mechanisms, which allow the Company, in exceptional circumstances, to clawback some, or all, of the payments made, or recover unvested awards, in the following circumstances: i. material misstatement of results; ii. error in assessing a performance condition; iii. misconduct by the individual; iv. in the case of corporate failure; or v. in the case of material reputational damage. A minimum holding period of two years applies to awards post vesting.	200% of basic salary in respect of a financial year.	Awards will be subject to a combination of long-term measures, which are aligned to the shareholder experience and may include financial metrics, shareholder value metrics and ESG or strategic measures. At least half of the award will be subject to financial and/or shareholder return measures. The Committee will have discretion to set different measures and weightings for awards in future years to best support the strategy of the business at that time. No more than 25% of a part of an award will vest at threshold with full vesting taking place for equalling or exceeding maximum targets set. The Committee has discretion to adjust the vesting outcome in exceptional circumstances to ensure it is a true reflection of the overall performance of the Company over the period.

Remuneration Report (continued)

Component and link to strategy	Operation	Maximum opportunity	Framework to assess performance
All-employee share schemes			
To encourage employees to build a stake in the future of the Company.	The Executive Directors can participate in any HMRC-approved all-employee plans operated by the Company.	Subject to prevailing HMRC limits.	Not applicable.
Chair and Non-Executive Directors			
To set appropriate fees in light of the time commitment, responsibilities, wider market and best practice.	Chair's fee is determined by the Remuneration Committee. The remuneration of the Non-Executive Directors (NED) is determined by the Board Committee on Non-Executive Directors' Remuneration, which comprises the Executive Directors. Fee levels are normally reviewed annually, taking into account the time commitment and responsibilities of the roles including membership or chairmanship of Board Committees and the level of fees for similar positions in comparable companies. Non-Executive Directors are not normally entitled to any taxable benefits or pension. They do not participate in any bonus or long-term incentive plans, and they are not entitled to compensation on termination of their arrangements, other than normal notice provisions of three months given by either party. Travel, accommodation and other related expenses incurred in carrying out the role will be paid by the Company including any personal taxation associated with such expenses.	The aggregate of NED fees as set out in the Articles of Association. This is currently £1m.	The performance of the Non-Executive Directors is assessed by the Chair. The Senior Independent Non-Executive Director reviews the performance of the Chair in conjunction with the Directors.

Clawback/malus

The time period over which clawback/malus will apply to bonuses is at any time before the third anniversary of payment of bonus or vesting of an LTIP award, as relevant. The Committee is satisfied that any circumstances that would give rise to a potential clawback/malus scenario would be likely to be identified during these time periods. No potential circumstances were identified and there was no exercise of clawback/malus under the Policy during the year.

Service contracts

The details of the Executive Directors' service contracts are as follows:

Executive Director	First appointed as a Director	Current contract commencement date	Notice period from employer	Notice period from Executive
Jason Honeyman	1 September 2017	1 August 2018	12 months	12 months
Simon Scougall	1 August 2024	1 August 2024	12 months	12 months
Shane Doherty	2 December 2024	1 December 2024	12 months	12 months

Contracts are available for inspection at the Company's registered office.

Our policy is that notice periods for Executive Directors should be no longer than 12 months.

The Executive Directors may accept external appointments provided that such appointments do not, in any way, prejudice their ability to perform their duties as Executive Directors of the Company. The extent to which any Executive Director is allowed to retain any fees payable in respect of such appointments, or whether such fees are remitted to the Company, will be assessed on a case-by-case basis. None of the Executive Directors currently hold any outside appointments.

Our policy is that notice periods for Non-Executive Directors should be no longer than three months, save in the case of the Chair, whose notice period may extend to six months.

Currently, all Non-Executive Directors (including the Chair) have letters of appointment with the Company for no more than three years, subject to annual reappointment at the AGM, with a three-month notice period by either side. The appointment letters for the Chair and Non-Executive Directors provide that no compensation is payable on termination, other than fees accrued and expenses.

Non-Executive Director	First appointed as a Director	Current letter of appointment commencement date	Current letter of appointment end date
Jill Caseberry (resigned from the Board on 30 September 2026)	1 October 2017	N/A	N/A
Ian McHoul	1 February 2018	1 February 2024	31 January 2027
John Tutte	1 March 2022	1 April 2025	30 March 2028
Sarah Whitney	1 September 2022	1 September 2025	31 August 2028
Cecily Davies	1 May 2024	1 May 2024	30 April 2027
Gill Barr	15 September 2025	15 September 2025	14 September 2028
Philip Harrison	1 July 2026	1 July 2026	30 June 2029

The overriding principle for payments on loss of Office will be to honour contractual remuneration entitlements. The Committee would determine, on an equitable basis, the appropriate treatment of performance-linked elements of the package, taking account of the circumstances, in accordance with the rules of each respective plan. Failure will not be rewarded.

The Company may pay statutory claims. Reasonable costs of legal expenses incurred by the Director may be reimbursed by the Company by making direct payment to the professional adviser.

Element	Bad leaver ^a	Departure on agreed terms ^b	Good leaver ^c
Salary, pension and benefits (after cessation of employment)	Nil.	Up to 12 months' basic salary, benefits and pension. Payments may be phased and subject to offsetting against alternative income from elsewhere during the notice period. The Company may pay in lieu of notice an amount equivalent to 12 months' salary, pension and benefits.	Apart from death, the Company may pay up to 12 months' basic salary, benefits and pension, less any period of notice worked. Payments may be phased and subject to offsetting against alternative income from elsewhere during the notice period. The Company may pay in lieu of notice an amount equivalent to 12 months' salary, pension and benefits. The Executive Director will normally have a duty to seek alternative employment, and any outstanding payments will be subject to offset against earnings from any new role.
Annual bonus	No bonus payable.	For the proportion of the financial year worked, bonus may be payable pro-rata, subject to performance, at the discretion of the Committee. There will be no bonus payment in respect of any period of notice not worked.	For the proportion of the financial year worked, bonus may be payable pro-rata, subject to performance, at the discretion of the Committee. There will be no bonus payment in respect of any period of notice not worked.

Remuneration Report (continued)

Element	Bad leaver ^a	Departure on agreed terms ^b	Good leaver ^c
Performance share awards and legacy restricted share awards	All awards, including those that have vested but are unexercised will lapse immediately upon cessation of employment.	Awards will lapse upon cessation of employment, unless the Committee decides otherwise, in which case awards may vest. Where employment ends before the vesting date, awards may vest at the normal time (other than by exception) to the extent that the performance conditions/performance underpin have been satisfied. The level of vested award will be reduced, pro-rata, based upon the period of time after the start of the financial year of grant and ending on the date of cessation of employment, relative to the three-year performance period/vesting period unless the Committee, acting fairly and reasonably, decides that such a scaling back is inappropriate in any particular case.	Awards may be exercised within 12 months of the vesting date. Where employment ends before the vesting date, awards may be exercised at the normal vesting time (other than by exception) and only to the extent that the performance conditions/performance underpin have been satisfied. The level of vested award will be reduced, pro-rata, based upon the period of time after the start of the financial year of grant and ending on the date of cessation of employment, relative to the three-year performance period/vesting period unless the Committee, acting fairly and reasonably, decides that such a scaling back is inappropriate in any particular case.
Other payments	Nil.	Depending upon circumstances, the Committee may consider payments in respect of an unfair dismissal award, outplacement support and assistance with legal fees.	The Company may pay for outplacement support and assistance with legal fees.

Notes:

- a. For example, normal resignation from the Company or termination for cause (e.g. disciplinary issues).
- b. This may cover a range of circumstances such as business reorganisation, changes in reporting structure, change in requirements for the role, termination as a result of a failure to be re-elected at an AGM, etc.
- c. Leaver for compassionate reasons such as death, injury, disability or retirement, with the agreement of the employer.

Change of control

On a change of control, Executive Directors' incentive awards will be treated in accordance with the rules of the relevant plans. In summary:

- bonus payments will consider the extent to which the performance measures have been satisfied between the start of the performance period and the date of the change of control, and the value will normally be pro-rated to reflect the same period; and
- long-term incentive awards will generally vest on the date of a change of control, taking into account the extent to which any performance condition or underpin has been satisfied at that point. Time pro-rating will normally apply unless the Committee determines otherwise.

The Committee are very grateful for the strong support shown by shareholders for the Directors' Remuneration Policy, which can be found in full within the 2025 Annual Report and Accounts on our website: <https://www.bellwayplc.co.uk/investor-centre/financial-performance/results-reports-presentations>

Gill Barr

Chair of the Remuneration Committee

12 October 2026

Sustainability Committee Report



“The Company’s sustainability governance framework has developed considerably since the launch of the ‘Better with Bellway’ sustainability strategy in 2022.”

John Tutte
Chair of the Sustainability Committee

Membership and meeting attendance



Simon Scougall



Shane Doherty

As at 31 July 2026, before the dissolution of the Committee on 1 August 2026 the members were:

Director	Date appointed to the Board	Number of meetings attended during the year ^k
John Tutte (Chair)	18 May 2023	3/3
Simon Scougall	11 March 2025	3/3
Shane Doherty	11 March 2025	3/3

k. The Non-Executive Directors were invited to attend.

The Group Production Managing Director and Head of Sustainability (Group Office) also attended each Committee meeting.

Statement from the Chair of the Sustainability Committee

I am pleased to present the final Sustainability Committee Report due to the dissolution of the Committee following the implementation of our new Responsible Business strategy. From August 2026, the Committee’s responsibilities will now fall under the remit of the Board.

The Sustainability Committee (the Committee) played a vital role in guiding Bellway’s commitment to operating responsibly and sustainably.

The Committee was responsible for overseeing ‘Better with Bellway’ and the transition to our new Responsible Business strategy and ensuring that sustainability is embedded across all operations including land acquisition, construction, sales, community engagement and climate resilience.

By aligning our practices with long-term value creation and stakeholder expectations, the Committee supported Bellway’s ambition to build high-quality homes and create a more sustainable future.

Key focus areas during FY26

- Continued to oversee the progress of the ‘Better with Bellway’ strategy.
- Monitored progress with the Climate Transition Plan and net zero targets.
- Oversaw the double materiality assessment, and ensured the results were reflected in an updated ‘Better with Bellway’ strategy.
- Oversaw the transition of ‘Better with Bellway’ to our new Responsible Business approach.
- Approved the Responsible Business targets and KPIs for FY26 and FY27, ensuring they support the delivery of the overall Responsible Business strategy.

Key responsibilities

The key responsibilities of the Committee during the year were as follows.

- Debate, review and scrutinise the ‘Better with Bellway’ strategy and implementation plan and make recommendations to the Board for approval.
- Monitor, challenge and review the objectives, KPIs and targets set in relation to the implementation of the ‘Better with Bellway’ strategy.
- Oversee the activities of, and receive report from, the ‘Better with Bellway’ Steering Group.
- Identify, debate, review and scrutinise the business response to environment and social risks with specific focus on climate risks and opportunities.
- Work and liaise as necessary with other Board Committees, ensuring the interaction on sustainability matters between Committees and with the Board is reviewed regularly.

The Committee met at least three times during the year and operated under its own Terms of Reference. These were agreed by the Board.

Sustainability Committee Report (continued)

Committee activities during the year

- Oversaw the delivery of a Sustainability Strategic Review project, which assessed the 'Better with Bellway' strategy and identified a future approach, which defined a new narrative and architecture creating our new Responsible Business strategy.
- Received regular updates from the Head of Sustainability (Group Office) and Group Production Managing Director on the progress of our 'Better with Bellway' KPIs and initiatives.
- Approved the transition from 'Better with Bellway' to our new Responsible Business strategy.
- Approved the updated and amended Responsible Business performance framework.

Committee evaluation

As the Committee was being dissolved it was not considered as part of the annual evaluation process.

Transition from 'Better with Bellway' to Responsible Business

In November 2025, the Committee agreed a Sustainability Strategic Review, delivered by Bellway and our advisers Sodali & Co, which assessed the 'Better with Bellway' strategy and identified a future approach, which defined new narrative and architecture creating our new Responsible Business approach.

In March 2026, the Committee approved the transition from 'Better with Bellway' to Responsible Business.

 See pages 29 to 49 for more information on our Responsible Business approach

Future of the Committee

The Company's sustainability governance framework has developed considerably since the launch of the 'Better with Bellway' sustainability strategy in 2022 and the creation of the Sustainability Committee in 2023. As the Company's approach to sustainability management and oversight has matured, the incremental benefits of maintaining a separate Committee structure have diminished.

The Committee's responsibilities will now fall under the remit of the Board as this will provide for a deeper integration of sustainability considerations into strategic business decisions; direct involvement of all Directors in sustainability oversight; and streamlining of governance structures to enable more efficient decision making.

In addition, to further support the full integration of the new Responsible Business strategy into core business operation, the Responsible Business Steering Group has recently been strengthened, with the CFO now assuming the role of Chair and membership expanded to include the Chief Commercial Officer, Group Finance Director and Company Secretary, Group HR Director and the Group Sales and Customer Experience Director. The Responsible Business Steering Group will meet three times per year, and provide cross-functional oversight and accountability.

John Tutte

Chair of the Sustainability Committee

12 October 2026

Executive Committee Report



Executive Committee

The Executive Committee is a management committee that oversees the strategic direction of the Group, making key decisions on operations, performance, and long-term planning, while also supporting and reporting to the Board on strategic decision making. The Executive Committee comprises of Executive Directors and senior management, including the Regional Chairs and certain Group Directors.

1. Jason Honeyman

Chief Executive

2. Shane Doherty

Chief Financial Officer

3. Simon Scougall

Chief Commercial Officer

4. Phil Hope

**Group Finance Director and
Company Secretary**

5. Steve Brown

Scotland and West Regional Chair

6. Ian Gorst

**London and South-East
Regional Chair**

7. Stuart Gray

Northern Regional Chair

8. Tony Atkin

Group Production Managing Director

9. Stefan Briddon

**Group Strategic Land
Managing Director**

10. Matt Grayson

**Group Customer Experience
and Sales Director**

11. Gavin Jago

Group Investor Relations Director

12. Heidi Khoshtaghaza-Hay

Group HR Director

13. Lyndsey O'Leary

Group Risk Director

Executive Committee Report (continued)



“The Executive Committee plays a vital role in supporting the Board, and senior management, in the achievement of the Group’s planning and strategy.”

Jason Honeyman
Chair of the Executive Committee

Membership and meeting attendance

Director	Date appointed to the Committee ^l	Number of meetings attended during the year
Jason Honeyman (Chair)	9 January 2024	6/6
Shane Doherty	2 December 2024	6/6
Simon Scougall	9 January 2024	6/6
Phil Hope	1 August 2024	6/6
Steven Brown	9 January 2024	6/6
Ian Gorst	9 January 2024	6/6
Stuart Gray	9 January 2024	6/6
Jonathan Underwood ^m	9 January 2024	5/5
Stefan Briddon	1 August 2025	6/6
Matt Grayson	1 February 2025	6/6
Gavin Jago	9 January 2024	5/6
Heidi Khoshtaghaza-Hay	9 January 2024	5/6
Lyndsey O’Leary	1 August 2025	6/6
Tony Atkin	9 January 2024	6/6

l. The Committee was constituted on 9 January 2024.
m. Jonathan Underwood left the business in June 2026.

Statement from the Chair of the Executive Committee

I am pleased to present the Executive Committee Report for the year ended 31 July 2026. This report details the key focus areas, key responsibilities and the main activities undertaken by the committee throughout the year.

The Executive Committee (the Committee) plays a vital role in supporting the Board, and senior management, in the achievement of the Group’s planning and strategy, daily operating activities, risk and internal control, and people management activities. The Committee is responsible for the day-to-day operations of the Company, and acts as an extension of the Board.

The Committee receives reports at each meeting from the Chief Executive, Chief Commercial Officer and Chief Financial Officer, as well as reports and updates from members of the senior management team.

The Executive Committee comprises of Executive Directors and senior management, including the Regional Chairs and certain Group Directors.

Key focus areas for FY26

- Oversaw the opening of Bellway Home Space, our new timber frame facility.
- Launched our new Company values.
- Conducted a major brand review and coordinated the launch of our new brand.
- Oversaw the transition from the ‘Better with Bellway’ strategy to the new Responsible Business strategy.

Key responsibilities

The key responsibilities of the Committee are as follows:

- Recommending objectives and strategy for the Board’s approval; as well as optimising the allocation and adequacy of the Group’s resources.
- Overseeing the implementation of the Board-approved objectives and strategy.
- Managing performance on a day-to-day basis in accordance with the approved objectives and strategy.
- Monitoring the performance against KPIs, budgets and the achievement of the approved strategy.
- Ensuring the identification, management and monitoring of risks and the implementation of effective internal controls.
- Reviewing the performance, development and succession planning of senior management.
- Monitoring the people agenda across the Group, including diversity and inclusivity, and the Group’s culture, to ensure alignment with the Group’s values, purpose and strategy, and regulatory requirements.

The Committee meets at least six times a financial year and operates under its own, Board-approved, Terms of Reference.

Committee activities during the year

- Received regular updates and monitor the annual risk appetite assessment.
- Monitor business performance including sales rates, margin and cash metrics.
- Received regular updates on return on capital employed including cost control, margin improvement and land management.
- Monitored the brand review process and helped drive the implementation of the new brand.
- Received updates on the progress of Bellway Home Space and attended the opening in January 2026.
- Routinely monitor and assess the risks and controls of the Company including the monitoring of cyber and IT related risks and mitigating controls including the increasing use of AI.
- Implemented the launch of a new enhanced Anti-Money Laundering (AML) system across the Company.
- Received updates on the results of our National Employee Listening Groups.
- Received updates on the results of our Employee Engagement Survey.
- Oversaw the development of IT equipment and systems in support of the Company's future needs.
- Oversaw the development of cyber-related training for the Board.
- Monitored legal and compliance matters and oversaw the implementation of actions required to maintain the Company's compliance with applicable laws, regulations and governance requirements.
- Received regular updates on health and safety performance across the business, including key metrics, incidents and emerging risks.

Our new brand

In preparation for our new brand launching in March 2026, the Committee received regular updates from the Group Customer Experience & Sales Director.

The Committee monitored the progress of the brand launch, offering guidance and recommendations on key strategic and operational considerations to support the effective execution of the launch.

Members of the Executive Committee were involved in the internal launch of the brand including the Chief Executive, Group Customer Experience & Sales Director as well as the Group HR Director who at the same time launched the new Bellway Values.

Composition of the Committee

The Committee comprises of the Chief Executive, Chief Financial Officer and Chief Commercial Officer and other Senior Executives as the Chief Executive may determine. The Group Deputy Company Secretary or their nominee acts as Secretary to the Committee and attends all meetings.

In August 2026, Lyndsey O'Leary, Group Risk Director and Stefan Briddon, Group Strategic Land Managing Director joined the Committee.

Committee evaluation

The Executive Committee effectiveness review, which was conducted internally by the Deputy Group Company Secretary, concluded that the Committee and its members continue to operate effectively and provide a valuable forum for the consideration of strategic and operational matters. As the Committee continues to mature, members recognised its important role in supporting robust decision-making and ensuring appropriate matters are considered before onward approval to the Board.

The review also identified opportunities to further strengthen the Committee's effectiveness. In particular, focus will be given to developing a more substantive annual programme of business to support forward planning and ensuring sufficient time is allocated for discussion, debate and challenge of key matters before they are progressed to the Board.

These enhancements will support the Committee's continued development as an effective part of the Group's governance framework.

Jason Honeyman

Chair of the Executive Committee

12 October 2026

Directors’ Report



“The Directors have proposed a final ordinary dividend for the year ended 31 July 2026 of 52.0p per share.”

Phil Hope
Group Finance Director and Company Secretary

Topic	Pages
Directors	62 to 65
Appointment and replacement of Directors	61 and in the Articles
Directors’ interests	114
Future developments	14 of the Strategic Report
Group undertakings	184
Environmental issues	29 to 49 of the Strategic Report
Section 172 statement	70 to 71 of the Strategic Report
Greenhouse gas emissions	47 of the Strategic Report
Whistleblowing	102
Financial risk management	50 to 52 of the Strategic Report
Going concern	57 of the Strategic Report
Post balance sheet events	Note 27 on page 176

The Directors of Bellway p.l.c. present their report in accordance with section 415 of the Companies Act 2006. Bellway p.l.c. is the holding company of the Bellway group of companies and is a UK publicly listed company whose shares are traded on the London Stock Exchange. The main trading company is Bellway Homes Limited and this, and all other subsidiaries and joint arrangements of the Group, are listed in the Subsidiaries, Associates and Joint Ventures section of the accounts.

The table on the left sets out where information can be found, which is required to be reported on in the Directors’ Report but has been included elsewhere in the Annual Report and Accounts and is cross-referenced here to avoid repetition.

Results and dividends

The profit for the year attributable to equity holders of the parent company amounts to £193.4m (2025: £157.5m).

The Directors have proposed a final ordinary dividend for the year ended 31 July 2026 of 52.0p per share (2025: 49.0p). This has not been included within creditors as it was not approved by shareholders before the end of the financial year. The Directors recommend payment of the final dividend on Wednesday 13 January 2027 to shareholders on the Register of Members at the close of business on Friday 4 December 2026.

Dividends paid during the year comprise the final dividend of 49.0p per share in respect of the year ended 31 July 2025, together with an interim dividend in respect of the year ended 31 July 2026 of 23.0p per share.

Directors’ indemnities and Directors’ and officers’ liability insurance

The Company carries appropriate insurance cover in respect of possible legal action being taken against its Directors, Officers and senior employees. The Articles provide the Directors and Officers with further protection against liability to third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third-party indemnity provisions remain in force as at the date of this report.

Post balance sheet events

The Board has approved a return of £75m surplus capital to shareholders, through the initial tranche of the Second Share Buyback Programme, with contract terms agreed on 1 September 2026 and amended solely to increase the size from £50m to £75m, on 12 October 2026. As set out in the Chair's Statement, the full value of the Second Share Buyback Programme, which will cover FY27, is £150m.

The Group acquired 100% of both the ordinary and preference share capital of Llanmoor Development Co. Limited on 30 September 2026 for consideration of

£40.4m, payable over three years. As this transaction was very recent the acquisition accounting has not yet been completed. In line with IFRS 3 'Business Combinations', the acquisition accounting will be finalised within 12 months of the acquisition date.

Major interests in shares

As at 31 July 2026, or as at 6 October 2026, the latest practicable date prior to the publication of this report, the Company is aware from analyst reports and notifications received from shareholders of the following interests, amounting to 3% or more of the voting rights in the issued ordinary share capital of the Company:

	As at 31 July 2026		As at 6 October 2026	
	Number of shares with voting rights	% total voting rights	Number of shares with voting rights	% total voting rights
Man GLG	6,732,561	5.87	6,732,561	5.87
BlackRock	6,696,237	5.63	6,696,237	5.63
J.P. Morgan Asset Management	Below 5%		Below 5%	
Dimensional Fund Advisors	6,148,373	4.99	6,148,373	4.99
FMR LLC	5,795,938	4.88	5,795,938	4.88
Credit Suisse Securities (Europe) Ltd	3,890,282	3.38	3,890,282	3.38

At 6 October 2026, no further notifications had been received under the DTRs in relation to interests in the Company's shares.

Information on those third parties with which the Company has contracts or arrangements essential to its business.

The Company is party to a number of debt agreements with major clearing banks. The withdrawal of such facilities could have a material effect on the financing of the business. There are no other arrangements that the Group considers to be critical to the performance of the business.

Takeovers directive and change of control

The Company is party to a number of debt agreements that may be terminable in the event of a change of control of the Company. On a change of control, any outstanding options and awards granted under the Group's share schemes would become exercisable, subject to any performance conditions being met.

Share capital

The Company's total issued share capital, as at 31 July 2026, consisted of 112,974,385 ordinary shares of 12.5p each.

Details of all the shares bought and cancelled under the share buyback programme can be found in note 18 of the Group Financial Statements.

The rights and obligations attaching to the ordinary shares in the Company are set out in the Articles. Copies of the Articles can be obtained from Companies House or by writing to the Group Finance Director and Company Secretary at the Company's registered office.

Restrictions on the transfer of shares

The restrictions on the transfer of shares are set out in the Articles. In compliance with the Company's Share Dealing Code, Company approval is required for Directors, certain employees and those persons closely associated with them to deal in the Company's ordinary shares. No person has special rights of control over the Company's share capital. There have been no amendments to these procedures during the year.

Rights in relation to the shares held in the employee benefit trust

The voting rights on shares held in the Bellway Employee Share Trust (1992) in relation to the Company's employee share schemes are exercisable by the trustees.

Restrictions on voting rights

Details of the deadlines for exercising voting rights are set out in the Articles. The Directors are not aware of any agreements between shareholders that may result in restrictions on the transfer of securities or on voting rights.

Amendments to the Articles

The Company may amend its Articles by passing a special resolution at a general meeting of its shareholders.

Powers of the Board

The business and affairs of the Company are managed by the Directors, who may exercise all such powers of the Company as are, not by law or by the Articles, required to be exercised by the Company in general meetings. Subject to the provisions of the Articles, all powers of the Directors are exercised at meetings of the Directors, which have been validly convened and at which a quorum is present.

Allotment of shares

During the year, 316,825 new ordinary shares were issued to satisfy awards made under the Company's employee share schemes. The Directors have authority to allot shares within limits agreed by shareholders. Details of the renewal of this authority, including the resolutions, which seek to renew this authority, are set out in the Notice of Meeting.

UK Listing Rules

Details of long-term incentive schemes as required by UK Listing Rule 9.3.3R are located in the Directors' Remuneration Report on pages 104 to 124. There is no further information required to be disclosed under UK Listing Rule 6.6.1R.

Directors' Report (continued)

Accountability and audit

The Going Concern Statement, Long-term Viability Statement and the Statement of Directors' Responsibilities in respect of the Annual Report and Accounts are shown on pages 57, 99 and 132 respectively.

The Audit Committee, whose role is detailed on page 90 to 103, has meetings at least twice a year with the Company's auditor, Ernst & Young LLP.

Auditor

In accordance with section 489 of the Companies Act 2006, a resolution for the reappointment of Ernst & Young LLP as auditor of the Company will be proposed at the forthcoming AGM.

AGM – special business

Four resolutions will be proposed as special business at the AGM to be held on Thursday 26 November 2026. Explanatory notes on these resolutions are set out in the Notice.

Shareholder authority for purchase of own shares

At the Company's AGM held on 27 November 2025, shareholders authorised the Company to buy back up to an aggregate of 11,899,426 ordinary shares of 12.5 pence each (representing approximately 10% of the Company's issued share capital).

This authority is valid until the end of the 2026 AGM (at which a renewal of that authority will be sought) or, if earlier, until the close of business on 29 March 2027. Under the authority, there is a minimum and maximum price to be paid for such shares.

Any shares that are bought back may be held as treasury shares or, if not so held, will be cancelled immediately upon completion of the purchase, thereby reducing the Company's issued share capital.

On 14 October 2025 the Company launched a £150m Initial Share Buyback Programme with its intention to return excess capital to its shareholders over the following twelve months. Following this announcement the Company purchased 6,852,847 ordinary shares of 12.5 pence for a total consideration of £149,999,879, excluding costs by 31 July 2026.

All shares purchased under the share buyback will be cancelled.

On 1 September 2026, the Company launched an initial £50m tranche of the Second Share Buyback Programme. As at 6 October 2026 (the latest practicable date prior to the date of this document), the Company had purchased 637,308 ordinary shares of 12.5 pence, for a total consideration of £13,175,490.

Approach to tax and tax governance

For all taxes, it is the Group's aim to ensure it accurately calculates and pays the tax that is due at the correct time. Whilst the Group does seek to manage its tax liabilities through legitimate routine tax structuring, it does not participate in aggressive tax planning schemes. The Group also seeks to be transparent in its dealings with HMRC and has regular dialogue with its representatives to discuss both developments in the business and the ongoing tax position. In accordance with UK legislation, we have published details of our tax strategy, and this can be found <https://www.bellwayplc.co.uk/investor-centre/governance/statements>.

The Chief Financial Officer retains overall responsibility for oversight of the tax affairs of the Group. Shane Doherty, Chief Financial Officer, is the Senior Accounting Officer throughout the year ended 31 July 2026. The Senior Accounting Officer receives regular updates on tax matters. In addition, tax management and strategy are reviewed at least annually by the Audit Committee and Board, with no material changes for the year ended 31 July 2026.

Class action

On 30 October 2025 the Competition and Markets Authority (CMA) made a decision to close its investigation into information sharing practices in the sector following binding commitments from certain housebuilders and a requirement for the housebuilders to work with industry bodies to develop and publish industry-wide UK competition law guidance for the wider sector. The CMA did not find that the Competition Act 1998 had been infringed, and the acceptance of commitments did not involve any admission of wrongdoing by the housebuilders.

An application to commence a proposed collective class action was filed in the Competition Appeal Tribunal on 24 June 2026 against seven major housebuilders, including Bellway. The application alleges that exchanges of competitively sensitive information breached competition law, affected competition and resulted in higher prices for certain purchasers of new-build homes. The application states it is informed by the CMA decision referred to above. The proposed collective action remains at a very early stage and, as a result, it is not yet possible to assess the likely outcome. Accordingly, no provision has been recognised in respect of the proposed action.

Disclosure of all relevant information to the auditor

The Directors who held Office at the date of this report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware and that each Director has taken all the steps that they ought to have taken as a Director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information. This confirmation is given, and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

Statement of Directors' responsibilities in respect of the financial statements

The Directors are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable United Kingdom law and regulations.

Company law requires the Directors to prepare Financial Statements for each financial year. Under that law, the Directors have elected to prepare the Group Financial Statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 and the Company Financial Statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 'Reduced Disclosure Framework' and applicable law).

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 the Company and of the profit or loss of the Group and the Company for that period.

Under the Financial Conduct Authority's Disclosure Guidance and Transparency Rules, Group Financial Statements are required to be prepared in accordance with international financial reporting standards (IFRS) as adopted by the UK.

In preparing these Financial Statements the Directors are required to:

- select suitable accounting policies in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures, when compliance with the specific requirements in IFRS is insufficient, to enable users to understand the impact of particular transactions, other events and conditions on the Group and Company financial position and financial performance;
- in respect of the Group Financial Statements, state whether international accounting standards in conformity with the requirements of the Companies Act 2006 and IFRSs as adopted by the UK have been followed, subject to any material departures disclosed and explained in the Financial Statements;
- in respect of the Company Financial Statements, state whether United Kingdom Accounting Standards, comprising FRS 101 have been followed, subject to any material departures disclosed and explained in the Financial Statements; and
- prepare the Financial Statements on the going concern basis, unless it is appropriate to presume that the Company and/or the Group will not continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Company and the Group and enable them to ensure that the Company and the Group Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and parent company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Under applicable law and regulations, the Directors are also responsible for preparing a Strategic Report, Directors' Report, Directors' Remuneration Report and Corporate Governance Statement that comply with that law and those regulations. The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website.

The Board consider the Annual Report and Accounts, taken as a whole, is fair, balanced, and understandable, and provides the information necessary for shareholders to assess the Company's position, performance, business model and strategy.

Directors' responsibility statement (DTR 4.1)

The Directors confirm, to the best of their knowledge:

- that the consolidated Financial Statements, prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 and IFRSs as adopted by the UK, give a true and fair view of the assets, liabilities, financial position and profit of the parent company and undertakings included in the consolidation taken as a whole; that the Annual Report, including the Strategic Report, includes a fair review of the development and performance of the business and the position of the Company and undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face; and that they consider the Annual Report, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's position, performance, business model and strategy.

By order of the Board

Phil Hope

Group Finance Director and Company Secretary

12 October 2026

Independent Auditor's Report to the Members of Bellway p.l.c.

Opinion

In our opinion:

- Bellway p.l.c.'s Group financial statements and Parent Company financial statements (the "financial statements") give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 31 July 2026 and of the Group's profit for the year then ended;
- the Group financial statements have been properly prepared in accordance with UK adopted international accounting standards;
- the Parent Company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Bellway p.l.c. (the 'Parent Company') and its subsidiaries (the 'Group') for the year ended 31 July 2026 which comprise:

Group	Parent Company
Group Income Statement for the year then ended	Company Balance Sheet as at 31 July 2026
Group Statement of Comprehensive Income for the year then ended	Company Statement of Changes in Equity as at 31 July 2026
Group Statement of Changes in Equity as at 31 July 2026	Related Company accounting policies and notes to the financial statements.
Group Balance Sheet as at 31 July 2026	
Group Cash Flow Statement for the year then ended	
Related Group accounting policies, notes to the financial statements and information relating to the subsidiaries, associates and joint ventures.	

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and UK adopted international accounting standards. The financial reporting framework that has been applied in the preparation of the Parent Company financial statements is applicable law and United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and Parent in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Group or the Parent Company and we remain independent of the Group and the Parent Company in conducting the audit.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the Group and Parent Company's ability to continue to adopt the going concern basis of accounting included:

- In conjunction with our walkthrough of the Group's financial close process, obtaining an understanding of management's going concern assessment process and challenging management to ensure key factors were considered in their assessment.
- Assessing the appropriateness of the duration of the going concern assessment period to 31 July 2028 and considering the existence of any significant events or conditions beyond this period based on our procedures on the Group's business plan, cash flow forecasts and from knowledge arising from other areas of the audit.
- Obtaining management's going concern assessment, including the cash forecast, for the going concern period through to 31 July 2028 and testing the forecast for arithmetical accuracy. We obtained an understanding of each of management's modelled scenarios, including the base case, severe but plausible downside case and reverse stress test case. The reverse stress test case had been prepared by management to demonstrate the point at which the Group would extinguish cash reserves.
- Assessing the historical accuracy of forecasting and challenging the appropriateness of key assumptions in management's forecasts, including the impact of housing completions and average selling price on revenue generation. We also assessed these against information from the Office of National Statistics, with consideration to trends in respect of house price inflation, noting no contradictory indicators. We considered the appropriateness of the methods used to calculate the cash flow forecasts and determined through inspection and testing of the methodology and calculations that the methods utilised were appropriate for the assessment of going concern.

- Verifying the inputs into the cash flow forecasts, the debt facility terms, and reconciling the liquidity position as at 31 July 2026. We further reviewed the Group's borrowing facilities to both verify their availability to the Group aligned with their underlying contractual terms and to validate the financial covenants in relation to the available facilities.
- Assessing the plausibility of the downside scenario and reverse stress test prepared by management. We did this by challenging the assumptions made and considering indicators of contradictory evidence.
- Considering any mitigating factors included in the downside scenarios that are within control of the Group. This includes assessment of the Group's operating and non-operating cash outflows relating to uncommitted land and work in progress spend, discretionary bonus payments, share buybacks and dividend payments and evaluating the Group's ability to control these outflows as mitigating actions if required.
- Assessing management's consideration of material climate change impacts in the going concern period, including incorporation of the expected costs of applying the Future Homes Standard during the going concern period.
- Reviewing the Group's going concern disclosures included in the Annual Report and Accounts in order to assess whether the disclosures appropriately described the assessment management performed and the key judgements taken.

Key observation

We observed that the Group exceeded the forecasts that it was targeting in FY26. We observed the significant liquidity that the Group has at its disposal that can be utilised if the modelled severe but plausible downside was to materialise. The Group has the facilities disclosed in note 17 which includes details of the maturities of those facilities. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and Parent Company's ability to continue as a going concern for the period to 31 July 2028.

In relation to the Group and Parent Company's reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the directors' statement in the financial statements about whether the directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group's ability to continue as a going concern.

Overview of our audit approach

Audit scope	– We performed an audit of the complete financial information of Bellway p.l.c. and its components. – The components where we performed full scope audit procedures accounted for 100% of profit before taxation, 99% of revenue and 99% of total assets.
Key audit matters	– Risk of inappropriate revenue recognition arising from sales transactions being recorded ahead of performance obligations being satisfied; – Risk of inappropriate cost of sales recognition; and – Risk of inappropriate measurement of the legacy building safety improvements provision.
Materiality	– Overall Group materiality of £15.3m which represents 5% of Group underlying profit before taxation.

An overview of the scope of the Parent Company and Group audits

Tailoring the scope

We have followed a risk-based approach when developing our audit approach to obtain sufficient appropriate audit evidence on which to base our audit opinion. We performed risk assessment procedures, to identify and assess risks of material misstatement of the Group financial statements and identified significant accounts and disclosures. When identifying components at which audit work needed to be performed to respond to the identified risks of material misstatement of the Group financial statements, we considered our understanding of the Group and its business environment, the potential impact of climate change, the applicable financial framework, the Group's system of internal control at the entity level, the existence of centralised processes, applications and any relevant internal audit results.

Bellway Homes Limited is the primary trading entity within the Bellway Group, holding 98% of the Group's live developments. Bellway Homes Limited accounts for approximately 99% of the revenue and assets, and 99% of the profit of the Group. As such, we identified two components (Bellway Homes Limited and the Bellway p.l.c. Parent Company entity) as individually relevant to the Group due to relevant events and conditions underlying the identified risks of material misstatement of the Group financial statements being associated with the reporting components.

Independent Auditor's Report to the Members of Bellway p.l.c. (continued)

For those individually relevant components, we identified the significant accounts where audit work needed to be performed at these components by applying professional judgement, having considered the Group significant accounts on which centralised procedures will be performed, the reasons for identifying the financial reporting component as an individually relevant component and the size of the component's account balance relative to the Group significant financial statement account balance.

We then considered whether the remaining Group significant account balances not yet subject to audit procedures, in aggregate, could give rise to a risk of material misstatement of the Group financial statements. We selected no additional components of the Group to include in our audit scope to address these risks, however, have performed analytical procedures over these components to ensure there was no material misstatement. In addition, we have tested consolidation journals and intercompany eliminations.

Having identified the components for which work will be performed, we determined the scope to assign to each component.

Of the two components selected, we designed and performed audit procedures on the entire financial information for both components ("full scope components").

Our scoping to address the risk of material misstatement for each key audit matter is set out in the key audit matters section of our report.

Involvement with component teams

All audit work performed for the purposes of the audit was undertaken by the Group audit team.

Climate change

Stakeholders are increasingly interested in how climate change will impact Bellway p.l.c. The Group has determined that the most significant future impacts from climate change on their operations will be from evolving legal and regulatory requirements (e.g. the Future Homes Standard) and the availability of more efficient products and technologies to deliver climate-resilient homes. These are explained on pages 37 to 48 in the required Task Force on Climate-related Financial Disclosures and on page 54 in the principal risks and uncertainties. They have also explained their climate commitments on pages 29 to 49. All of these disclosures form part of the "Other information," rather than the audited financial statements. Our procedures on these unaudited disclosures therefore consisted solely of considering whether they are materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appear to be materially misstated, in line with our responsibilities on "Other information".

In planning and performing our audit we assessed the potential impacts of climate change on the Group's business and any consequential material impact on its financial statements.

The Group has explained in the Basis of Preparation note on page 149 how they have reflected the impact of climate change in their financial statements and how they have considered the impact of climate change, specifically providing an assessment of inventories and how they could be affected by measures taken to address additional requirements

included in the Future Homes Standard. Management concluded in this assessment that no issues were identified that would have a material impact on the carrying value of the Group's assets or liabilities or have any other material impact on the financial statements.

Our audit effort in considering the impact of climate change on the financial statements was focused on evaluating management's assessment of the impact of climate risk, physical and transition, their climate commitments and the effects of material climate risks disclosed on page 54. We also understood the Group's strategy to address these risks that may affect the financial statements and our audit.

As part of this evaluation, we performed our own risk assessment, supported by our climate change specialists, to determine the risks of material misstatement in the financial statements from climate change which needed to be considered in our audit. We identified the specific impact of climate change risks relating to the valuation of land not under development and land and work-in progress under development arising from the requirements of the Future Homes Standard. For land not under development, we considered the impact of physical climate risks, with consideration to land bank at flood risk locations, for a sample of items. We considered the timing and nature of future cost assumptions underpinning the valuation of land and work-in-progress under development. We did this by understanding how future cost estimates were included within the site margin calculation in respect of the costs of applying the Future Homes Standard, required to be applied to all units without foundations constructed prior to its implementation.

We also evaluated the Directors' considerations of climate change risks in their assessment of going concern and viability and associated disclosures. Where considerations of climate change were relevant to our assessment of going concern, these are described above.

We read the climate related information within the Annual Report, which included the Group's Task Force on Climate-related Financial Disclosures and considered consistency with the financial statements and our audit knowledge.

As described above, we considered the impact of climate change on the financial statements to impact the cost of sales margin recognition key audit matter. Details of our procedures and related findings are included in our key audit matters below.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in our opinion thereon, and we do not provide a separate opinion on these matters.

Risk	Our response to the risk	Key observations communicated to the Audit Committee	How we scoped our audit to respond to the risk
Inappropriate Revenue Recognition Refer to the Audit Committee Report (page 96); Accounting policies (page 149); and Note 1 of the Group Financial Statements (pages 150 and 151). The Group has reported revenues of £3,162.2m (2025: £2,782.8m), with total housing revenue of £3,145.1m (2025: £2,768.3m). Revenue is predominantly recognised when the performance obligation is satisfied. We identified a specific risk of fraud or error that management may recognise revenue before legal or practical completion of a plot sale, through inappropriate cut-off or manual postings that record revenue in an earlier period than appropriate. Included within Group revenue is £123.0m (2025: £10.7m) of revenue recognised over time, relating to a small number of bulk sale arrangements. There is a risk that management incorrectly applies over-time revenue recognition criteria to these contracts. We focused our procedures on the occurrence of revenue. Although the underlying risk remains unchanged, the increase in over time revenue during the year led us to place greater audit focus on whether the relevant contracts met the criteria for recognition over time.	Walkthrough and controls – We performed walkthroughs of each significant class of revenue transaction which consist of private sales, bulk sales, and housing association sales. As part of these procedures, we assessed the design effectiveness of key transaction controls. Timing of revenue recognition – We applied data analytics which allowed us to evaluate full populations of housing revenue transactions to focus on any anomalies and unusual trends in respect of timing. This work has also enabled us to obtain assurance through a 3-way correlation between sales, accounts receivables (including payments on account) and cash postings. We tested this correlation through a sample of revenue transactions from cash entries to source documentation. We also searched for associated identification of transactions which were processed outside of the expected transaction flow. – We performed test of details in relation to unit sales at year end. We agreed a sample of transactions pre-year end and post-year end to legal completion statements and evidence of cash receipts for private sales, and practical completion statements and underlying agreements for housing association sales. We selected these transactions randomly to incorporate unpredictability within our testing. We confirmed that revenue recognition is appropriate based on the performance obligation being satisfied when legal or practical completion takes place. – We reviewed contracts for bulk sale arrangements to assess the appropriateness revenue recognition under IFRS 15, including evaluating key contractual terms, agreeing sales or stage of completion to third-party evidence and assessing whether revenue was recognised at the appropriate stage of completion. Management Override – We performed inquiries of management at Group and divisions regarding awareness of instances of fraud. We extended these inquiries beyond the finance team and inquired with Internal Audit, the Chief Commercial Officer, Finance Director and Company Secretary, Regional Chairs, Regional Finance Directors and the Divisional Director teams. – We performed specific procedures in relation to manual journals impacting revenue. We focused on entries with specific characteristics, such as journals from outside normal revenue patterns and those with unusual descriptions.	Based on our audit procedures, we did not identify any evidence of material misstatement in revenue recognised in the year.	We performed testing over this risk area in full scope components, which represented 99% of the risk amount.

Independent Auditor's Report to the Members of Bellway p.l.c. (continued)

Risk	Our response to the risk	Key observations communicated to the Audit Committee	How we scoped our audit to respond to the risk
Inappropriate cost of sales recognition Refer to the Audit Committee Report (page 96); Accounting policies (page 149); and Note 3 and 7 of the Group Financial Statements (pages 154 and 157). The Group has reported - Cost of sales before net legacy building safety expense of £2,664.4m (2025: £2,326.0m) - Land of £2,350.6m (2025: £2,502.9m) - Work-in-progress of £2,062.5m (2025: £2,165.0m). - Showhomes of £143.3m (2025: £144.9m). The site margin applied to determine cost of sales relates to plot sales requires assumptions regarding forecast revenue and costs to be made which are subject to estimation uncertainty. There is a risk that costs of sales and margin recognised in the financial statements and resulting valuation of work in progress (including land in respect of sites under development) may be misstated if the site margin is incorrectly determined, whether arising from fraud or error. Macro-economic conditions remain challenging and therefore there continues to be a risk of manipulation of margin assumptions. We have simplified our naming of the audit risk for the 2026 audit. However, our planned procedures are largely consistent with the prior year.	Walkthrough and controls - We performed a walkthrough of management's transaction controls in place covering the monitoring and updating of site valuations to assess design effectiveness. - We attended and observed the valuation meetings at 7 divisions held closest to year end. As part of this, we observed the level of review applied by management in evaluating assumptions within site valuations. - We confirmed that management action logs were reviewed at the valuation meetings attended. This included ensuring the process which is undertaken to challenge the margin, forecast costs to complete and any other factors that could impact on the margin was followed in accordance with the Group Commercial Policy. Testing appropriateness of assumptions underpinning site margin We utilised data analytics in order to identify higher risk sites based on certain risk indicators. We identified certain sites for testing and performed the following procedures where appropriate: - We assessed management's inputs into projected future selling prices by developing an expectation of revenue at a plot level, utilising historical sales experience and considering the impact of house price inflation based on third party data. We assessed this using the average selling price on sold plots, based on house types and square footage. Where necessary we further corroborated exceptions to advertised plot release prices and/or selling prices recorded in the Bellway sales system. - We assessed management's inputs into projected costs on a site by site basis. We did this by performing a detailed review of the cost estimate and sampling key elements to supporting documentation including subcontractor orders, quotations, tender documentation and invoices. We also obtained supporting correspondence with suppliers in respect of price increases and variations where relevant. Our audit procedures focused on the completeness and accuracy of the most significant cost to complete categories and on assessing whether forecast costs were consistent with the underlying contracted positions and supporting evidence. - We enquired of management regarding their assessment of the impact of climate change on the forecast costs to complete. In order to assess the reasonableness of their assumptions, for a selection of the sites in our sample, we specifically assessed whether the site would fall into the scope of the Future Homes Standard based on the build timeline. For impacted sites, we considered whether the application of future homes cost assumptions were appropriately reflected within the valuations. - We assessed the historical accuracy of Group forecasting by comparing estimated site margins from the prior year to the latest valuation. We looked at the total margin movement over the past two years and considered whether this provided contra-evidence on the reliability of the forecasts. - We performed specific procedures to assess whether there were material movements recorded in the final stages of site completion. - We tested a sample of developments where the last plot was sold during FY26 and compared the final site margin to the previous quarterly valuation to assess whether the previous quarterly valuation was reasonable. - We performed specific procedures to assess whether there have been any material movements in the site margins post-year end. Where we identified sites with margin adjustments, we considered whether the impact should be reflected in the year end financial statements. - We performed inquiries of Internal Audit, Regional Chairs and the Divisional Director teams to further understand whether there are any other specific issues requiring evaluation. Other procedures We performed analytical procedures to assess the total cost of sales balance based on margin expectations disaggregated by trading division and individual sites.	Based on our audit procedures, we are satisfied the cost of sales recognition is appropriate.	We performed testing over this risk area in full scope components, which represented 99% of the risk amount.

Risk	Our response to the risk	Key observations communicated to the Audit Committee	How we scoped our audit to respond to the risk
Inappropriate recognition of the legacy building safety improvements provision Refer to the Audit Committee Report (page 98); Accounting policies (page 149); and Notes 2 and 10 of the Consolidated Financial Statements (pages 151 to 153 and 159 to 160). The Group has reported: – Net Self Remediation Terms ('SRT') and associated review provision of £489.7m (2025: £482.8m) – Structural defects provision of £28.0m (2025: £33.5m) – Net legacy building safety expense of £35.2m (2025: £51.8m). There is estimation uncertainty in determining the most likely costs which will be required in order to remediate affected properties based on the progress of the remediation programme. There is no change in our risk assessment from the prior year.	Walkthrough and controls – We performed a walkthrough of management's transaction controls in place over monitoring and updating the legacy building safety improvements provision to assess design effectiveness. – We attended the valuation meeting closest to year end for the Building Safety division. As part of this, we observed the level of review applied by management in evaluating the status of live and pending projects (known claims) and challenging assumptions. Testing appropriateness of the valuation of land – We obtained management's provision schedules showing the brought forward provisions, amounts spent and recovered, amounts further provided or released, additional amounts recognised and the final year end provisions, and understood and assessed significant movements. We also performed procedures to verify arithmetical accuracy and completeness. – We performed procedures on sites with known claims. We tested movements in the year, agreeing significant costs and recoveries to supporting documentation and agreed assumptions to third party support where available. – We tested a sample of items of cash spend incurred in the year in excess of our testing threshold to supporting invoices, contractor certification or payment applications. – We obtained an understanding of the methodology used within cost estimates, through discussion with the Group's Building Safety Division. This was in order to understand and challenge the basis of estimates made and to discuss the status of the most material provisions. – We performed sensitivity analysis on outstanding costs in order to establish whether these could give rise to material variances. – We assessed management's calculation of discounting the provision based on comparison to third party sources and assessed the timing of cash flows. – We tested recoveries to supporting agreements and the cash receipts to confirm appropriately recognised. – We further made inquiries of the Finance Director and Company Secretary and the Chief Commercial Officer. We did not identify any further known or potential issues to be included in management's provision calculation. Disclosures within the financial statements – We assessed the appropriateness of the disclosures included within the Financial Statements in relation to provisions, including the disclosure of the assumptions and associated sensitivities in relation to the key sources of estimation uncertainty.	Based on the procedures performed, including testing of key movements, we are satisfied that the resultant income statement expense and year end provision are fairly stated.	We performed testing over this risk area in full scope components, which represented 100% of the risk amount.

Independent Auditor's Report to the Members of Bellway p.l.c. (continued)

In the prior year, our auditor's report included a key audit matter in relation to inappropriate valuation of land on sites not yet under development. In the current year, we consider that the level of risk of land impairment has reduced compared to when this matter was first identified as a key audit matter, primarily as a result of changes in UK Government planning policy. Accordingly, we no longer considered this matter to be a key audit matter.

Our application of materiality

We apply the concept of materiality in planning and performing the audit, in evaluating the effect of identified misstatements on the audit and in forming our audit opinion.

Materiality

The magnitude of an omission or misstatement that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of the financial statements. Materiality provides a basis for determining the nature and extent of our audit procedures.

We determined materiality for the Group to be £15.3 million (2025: £14.5 million), which is 5% (2025: 5%) of underlying profit before taxation (2025: underlying profit before taxation). We consider that underlying profit before taxation provides us with an appropriate basis for materiality and is the most relevant for stakeholders, as it is a focus of both management and investors and represents the operating performance for the business, excluding net legacy building safety expense and other exceptional items.

We determined materiality for the Parent Company to be £3.3 million (2025: £3.2 million), which is 0.5% (2025: 0.5%) of total assets. As the Parent Company is a holding company with no trading of its own, we consider total assets the most appropriate basis to determine materiality as the profits or revenues are not key performance indicators for the entity.

Performance materiality

The application of materiality at the individual account or balance level. It is set at an amount to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality.

On the basis of our risk assessments, together with our assessment of the Group's overall control environment, our judgement was that performance materiality was 75% (2025: 75%) of our planning materiality, namely £11.5 million (2025: £10.9 million). We have set performance materiality at this percentage due to the level of misstatements identified in prior years being low.

Audit work at component locations for the purpose of obtaining audit coverage over significant financial statement accounts is undertaken based on a percentage of total performance materiality. The performance materiality set for each component is based on the relative scale and risk of the component to the Group as a whole and our assessment of the risk of misstatement at that component. In the current year, the range of performance materiality allocated to components was £2.3 million to £10.7 million (2025: £2.1 million to £9.8 million).

Reporting threshold

An amount below which identified misstatements are considered as being clearly trivial.

We agreed with the Audit Committee that we would report to them all uncorrected audit differences in excess of £0.8 million (2025: £0.7 million), which is set at 5% of planning materiality, as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds.

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations in forming our opinion.

Other information

The other information comprises the information included in the annual report set out on pages 1 to 133, including the Strategic Report and Governance section (including the Directors' Report) set out on pages 1 to 133, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, the part of the directors' remuneration report to be audited has been properly prepared in accordance with the Companies Act 2006.

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and those reports have been prepared in accordance with applicable legal requirements;
- the information about internal control and risk management systems in relation to financial reporting processes and about share capital structures, given in compliance with rules 7.2.5 and 7.2.6 in the Disclosure Rules and Transparency Rules sourcebook made by the Financial Conduct Authority (the FCA Rules), is consistent with the financial statements and has been prepared in accordance with applicable legal requirements; and
- information about the company's corporate governance statement and practices and about its administrative, management and supervisory bodies and their committees complies with rules 7.2.2, 7.2.3 and 7.2.7 of the FCA Rules.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the Parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in:

- the Strategic Report or the Directors' Report; or
- the information about internal control and risk management systems in relation to financial reporting processes and about share capital structures, given in compliance with rules 7.2.5 and 7.2.6 of the FCA Rules.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Company financial statements and the part of the Directors' Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- a Corporate Governance Statement has not been prepared by the company.

Corporate Governance Statement

We have reviewed the directors' statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the Group and company's compliance with the provisions of the UK Corporate Governance Code specified for our review by the UK Listing Rules.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements or our knowledge obtained during the audit:

- Directors' statement with regards to the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 57;
- Directors' explanation as to its assessment of the Company's prospects, the period this assessment covers and why the period is appropriate set out on page 57;
- Directors' statement on whether it has a reasonable expectation that the Group will be able to continue in operation and meets its liabilities set out on page 132;
- Directors' statement on fair, balanced and understandable set out on page 133;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on pages 53 to 56;
- The section of the annual report that describes the review of effectiveness of risk management and internal control systems set out on page 101; and
- The section describing the work of the Audit Committee set out on pages 90 to 103.

Responsibilities of directors

As explained more fully in the Statement of Directors' responsibilities set out on page 132, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group and Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Parent Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the company and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and determined that the most significant are those that relate to the reporting framework (UK adopted international accounting standards, the Companies Act 2006 and UK Corporate Governance Code), tax legislation, competition law, employment law, health and safety legislation, environmental regulations and the Self-Remediation Terms with the Ministry of Housing, Communities and Local Government in relation to historical fire safety issues across the sector as well as equivalent commitments in Wales and Scotland.

Independent Auditor's Report to the Members of Bellway p.l.c. (continued)

- We understood how the Group is complying with those frameworks by making inquiries with management, internal audit, those responsible for legal and compliance procedures, the Chief Commercial Officer and, where necessary, the Group's external legal counsel. We corroborated our enquiries through our review of Board minutes and review of Group compliance with policies and processes. We reviewed internal audit reports and whistleblowing log reports for any indicators of non-compliance. We obtained and reviewed legal correspondence to support our audit procedures and to assess management positions reported in respect of legacy building safety improvements and the proposed class action filed in the Competition Appeal Tribunal, against seven housebuilders including Bellway p.l.c.
- We assessed the susceptibility of the Group's financial statements to material misstatement, including how fraud might occur by meeting with management from various parts of the business to understand where it was considered there was a susceptibility to fraud. We also considered performance targets and their propensity to influence efforts made by management to manage earnings. We considered the programmes and controls that the Group has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included testing manual journals and were designed to provide reasonable assurance that the financial statements were free from fraud and error.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved journal entry testing, with a focus on manual consolidation journals, and journals indicating large or unusual transactions based on our understanding of the business; enquiries of Group management and internal audit; and focused testing, as referred to in the key audit matters section above. In addition, we completed procedures to conclude on the compliance of the disclosures in the Annual Report and Accounts with the requirements of the relevant accounting standards, UK legislation and the UK Corporate Governance Code 2024.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Other matters we are required to address

- Following the recommendation from the Audit Committee, we were appointed by the company on 11 December 2020 to audit the financial statements for the year ending 31 July 2021 and subsequent financial periods.
The period of total uninterrupted engagement including previous renewals and reappointments is 6 years, covering the years ending 31 July 2021 to 31 July 2026.
- The audit opinion is consistent with the additional report to the Audit Committee.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Simon O'Neill (Senior statutory auditor)

For and on behalf of Ernst & Young LLP, Statutory Auditor
Newcastle upon Tyne

12 October 2026

Accounts

In this section

Group Financial Statements	144
Accounting Policies	149
Notes to the Group Financial Statements	150
Company Financial Statements	177
Accounting Policies	179
Notes to the Company Financial Statements	179
Subsidiaries, Associates and Joint Ventures	184

Key to financial statement icons

Throughout the financial statements the below icons are used and they represent the following:

 **Accounting policy** – The accounting policies set out within the financial statements have, unless otherwise stated, been applied consistently to all periods presented in these consolidated financial statements.

 **Accounting estimate** – The Directors consider these areas to be the major sources of estimation that have been made in these financial statements.

 **Accounting judgement** – The Directors consider these to be the major judgements that could have a significant effect on the financial statements when applying the Group's accounting policies.

Group Income Statement

for the year ended 31 July 2026

	Note	2026 £m	2025 £m
Revenue	1	3,162.2	2,782.8
Cost of sales	3	(2,685.6)	(2,363.4)
Analysed as:			
Underlying cost of sales		(2,664.4)	(2,326.0)
Adjusting item: net legacy building safety expense	2	(21.2)	(37.4)
Gross profit		476.6	419.4
Other operating income	4a	126.3	69.3
Other operating expenses	4a	(130.7)	(70.6)
Administrative expenses		(173.1)	(167.4)
Analysed as:			
Underlying administrative expenses		(172.8)	(152.0)
Adjusting item: other exceptional items	2	(0.3)	(15.4)
Operating profit	4b	299.1	250.7
Finance income	16	8.4	9.6
Finance expenses	16	(36.7)	(36.9)
Analysed as:			
Underlying finance expenses		(23.5)	(22.5)
Adjusting item: net legacy building safety expense	2	(13.2)	(14.4)
Share of result of joint ventures	13	(0.6)	(1.5)
Analysed as:			
Underlying share of result of joint ventures		0.2	(1.5)
Adjusting item: share of joint venture net legacy building safety expense	2	(0.8)	–
Profit before taxation		270.2	221.9
Income tax expense	6	(76.8)	(64.4)
Profit for the year*		193.4	157.5
Earnings per ordinary share – Basic	5	166.1p	132.8p
Earnings per ordinary share – Diluted	5	164.6p	131.8p

* All attributable to equity holders of the parent.

Adjusting items

	Note	2026 £m	2025 £m
Gross profit			
Gross profit per the Group Income Statement		476.6	419.4
Adjusting item: net legacy building safety expense	2	21.2	37.4
Underlying gross profit		497.8	456.8
Operating profit			
Operating profit per the Group Income Statement		299.1	250.7
Adjusting item: net legacy building safety expense	2	21.2	37.4
Adjusting item: other exceptional items	2	0.3	15.4
Underlying operating profit		320.6	303.5
Profit before taxation			
Profit before taxation per the Group Income Statement		270.2	221.9
Adjusting item: net legacy building safety expense	2	35.2	51.8
Adjusting item: other exceptional items	2	0.3	15.4
Underlying profit before taxation		305.7	289.1
Profit for the year			
Profit for the year per the Group Income Statement		193.4	157.5
Adjusting item: net legacy building safety expense	2	35.2	51.8
Adjusting item: other exceptional items	2	0.3	15.4
Adjusting item: income tax on exceptional items	2	(10.2)	(15.0)
Underlying profit for the year		218.7	209.7

Group Statement of Comprehensive Income

for the year ended 31 July 2026

	Note	2026 £m	2025 £m
Profit for the year		193.4	157.5
Other comprehensive income			
Items that will not be recycled to the income statement:			
Remeasurement gains on defined benefit pension plans	22	1.5	–
Income tax on other comprehensive income	6	(0.4)	–
Other comprehensive income for the year, net of income tax		1.1	–
Total comprehensive income for the year*		194.5	157.5

* All attributable to equity holders of the parent.

Group Statement of Changes in Equity

at 31 July 2026

Group	Note	Issued capital £m	Share premium £m	Capital redemption reserve £m	Other reserves £m	Retained earnings £m	Total equity £m
Balance at 1 August 2024		14.8	183.2	20.6	1.5	3,245.3	3,465.4
Total comprehensive income for the year							
Profit for the year		–	–	–	–	157.5	157.5
Other comprehensive income*		–	–	–	–	–	–
Total comprehensive income for the year		–	–	–	–	157.5	157.5
Transactions with shareholders recorded directly in equity:							
Dividends on equity shares	20	–	–	–	–	(70.0)	(70.0)
Purchase of own shares		–	–	–	–	(1.0)	(1.0)
Shares issued		–	0.3	–	–	–	0.3
Credit in relation to share options and tax thereon	6,23	–	–	–	–	4.0	4.0
Total contributions by and distributions to shareholders		–	0.3	–	–	(67.0)	(66.7)
Balance at 31 July 2025		14.8	183.5	20.6	1.5	3,335.8	3,556.2
Total comprehensive income for the year							
Profit for the year		–	–	–	–	193.4	193.4
Other comprehensive income*		–	–	–	–	1.1	1.1
Total comprehensive income for the year		–	–	–	–	194.5	194.5
Transactions with shareholders recorded directly in equity:							
Dividends on equity shares	20	–	–	–	–	(83.9)	(83.9)
Purchase of own shares		–	–	–	–	(5.7)	(5.7)
Shares issued		–	4.9	–	–	–	4.9
Credit in relation to share options and tax thereon	6,23	–	–	–	–	5.7	5.7
Share buyback programme and cancellation of shares	18,19	(0.8)	–	0.8	–	(150.9)	(150.9)
Total contributions by and distributions to shareholders		(0.8)	4.9	0.8	–	(234.8)	(229.9)
Balance at 31 July 2026		14.0	188.4	21.4	1.5	3,295.5	3,520.8

* An additional breakdown is provided in the Group Statement of Comprehensive Income.

Group Balance Sheet

at 31 July 2026

	Note	2026 £m	2025 £m
ASSETS			
Non-current assets			
Property, plant and equipment	11	48.7	45.5
Financial assets	12	49.3	54.0
Equity accounted joint arrangements	12	–	0.1
Deferred tax assets	6	1.2	2.7
Retirement benefit assets	22	2.5	0.9
		101.7	103.2
Current assets			
Inventories	7	4,614.0	4,838.1
Trade and other receivables	8	80.1	81.0
Corporation tax receivable		10.6	0.4
Cash and cash equivalents	15	287.7	171.8
		4,992.4	5,091.3
Total assets		5,094.1	5,194.5
LIABILITIES			
Non-current liabilities			
Interest-bearing loans and borrowings	15	130.0	130.0
Trade and other payables	9	79.0	90.5
Provisions	10	381.1	350.5
		590.1	571.0
Current liabilities			
Trade and other payables	9	844.4	901.4
Provisions	10	138.8	165.9
		983.2	1,067.3
Total liabilities		1,573.3	1,638.3
Net assets		3,520.8	3,556.2

	Note	2026 £m	2025 £m
EQUITY			
Issued capital	18	14.0	14.8
Share premium	19	188.4	183.5
Capital redemption reserve	19	21.4	20.6
Other reserves		1.5	1.5
Retained earnings		3,295.5	3,335.8
Total equity		3,520.8	3,556.2

Approved by the Board of Directors on 12 October 2026 and signed on its behalf by:

John Tutte
Director

Shane Doherty
Director

Registered number 1372603

Group Cash Flow Statement

for the year ended 31 July 2026

	Note	2026 £m	2025 £m
Cash flows from operating activities			
Profit for the year		193.4	157.5
Depreciation charge	11	5.9	5.5
Finance income	16	(8.4)	(9.6)
Finance expenses	16	36.7	36.9
Share-based payment expense	23	5.7	4.6
Share of post-tax result of joint ventures	13	0.6	1.5
Income tax expense	6	76.8	64.4
Decrease/(increase) in inventories		224.1	(101.9)
Decrease/(increase) in trade and other receivables		3.0	(4.4)
(Decrease)/increase in trade and other payables		(94.8)	74.7
Decrease in provisions		(9.7)	(7.2)
Cash from operations		433.3	222.0
Interest paid		(10.9)	(6.7)
Income tax paid		(85.3)	(76.1)
Net cash inflow from operating activities		337.1	139.2
Cash flows from investing activities			
Acquisition of subsidiary, net of cash acquired		–	(4.6)
Acquisition of property, plant and equipment		(6.3)	(11.9)
Proceeds from sale of property, plant and equipment		0.1	–
Increase in loans to joint ventures		(1.0)	(6.5)
Repayment of loans by joint ventures		11.1	3.3
Dividends from joint ventures	12	–	3.1
Interest received		3.2	3.7
Net cash inflow/(outflow) from investing activities		7.1	(12.9)
Cash flows from financing activities			

	Note	2026 £m	2025 £m
Payment of lease liabilities	17	(3.8)	(3.3)
Proceeds from the issue of share capital on exercise of share options		4.9	0.3
Purchase of own shares		(5.7)	(1.0)
Share buyback programme	18	(139.8)	–
Dividends paid	20	(83.9)	(70.0)
Net cash outflow from financing activities		(228.3)	(74.0)
Net increase in cash and cash equivalents	15	115.9	52.3
Cash and cash equivalents at beginning of year	15	171.8	119.5
Cash and cash equivalents at end of year	15	287.7	171.8

Accounting Policies

Basis of preparation

Bellway p.l.c. (the Company) is a company incorporated in England and Wales.

Basis of consolidation



The Group financial statements incorporate the financial statements of the Company and entities controlled by the Company made up to 31 July. The Company 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. In assessing control, potential voting rights that are currently exercisable or convertible are taken into account. The financial statements of these entities are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Joint arrangements are those entities over whose activities the Group has joint control, established by contractual agreement. A joint arrangement can take two forms:

- (i) Joint venture – these entities are included in the Group financial statements using the equity method of accounting.
- (ii) Joint operation – the Group's share of the assets, liabilities and transactions of such entities are accounted for directly as if they were assets, liabilities and transactions of the Group.

The Group financial statements have been prepared and approved by the Directors in accordance with UK adopted International Accounting Standards (IAS) and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards.

Information related to the Group undertakings are set out in the Subsidiaries, associates and joint ventures section of the financial statements.

Other financial statement considerations



In preparing the Group financial statements, management has considered the impact of climate change, and the possible impact of climate-related and other emerging business risks. A rigorous assessment of the impact of climate-related risks has been performed, and disclosed in the Strategic Report, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures. This included an assessment of inventories and how they could be affected by measures taken to address global warming. No issues were identified that would materially impact the carrying values of either the Group's assets or liabilities, or have any other material impact on the financial statements.

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The accounting policies set out within the notes to the financial statements have been applied consistently to all periods presented in these consolidated financial statements.

Going concern



The Group's business activities, together with the factors likely to affect its future development, performance and position, are set out in the Chief Executive's Market and Operational Review on pages 11 to 14. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are described in the Chief Financial Officer's Review on pages 15 to 17 and the Directors' Report on pages 130 to 133. The Risk Management section on pages 50 to 52 sets out the Group's policies and processes for managing its capital, financial risk, and its exposure to credit, liquidity, interest rate and housing market risk.

The Group's activities are financed principally by a combination of ordinary shares and cash in hand less debt. At 31 July 2026, Bellway had net cash of £157.7 million² (note 15), having generated a net increase in cash and cash equivalents of £115.9 million (note 15) during the year, including £433.3 million of cash from operations.

The Group had bank facilities of £400 million at 31 July 2026, which expire in December 2030. Furthermore, in February 2021 the Group issued sterling US Private Placement (USPP) for a total amount of £130.0 million, as part of its ordinary course of business financing arrangements, which has maturity dates in 2028 and 2031. In aggregate, the Group had committed debt lines of £530 million at 31 July 2026, of which £400 million are undrawn. The Group has operated within all its debt covenants throughout the year, and covenant compliance was considered as part of the going concern assessment period to 31 July 2028.

Including committed debt lines and cash, Bellway had access to total funds of £687.7 million, along with net current assets (excluding cash) of £3,721.5 million at 31 July 2026, providing the Group with appropriate liquidity to meet its current liabilities as they fall due.

The Group's internal forecasts have been regularly updated, incorporating our actual experience along with our expected future outturn including announced returns to shareholders. In relation to climate risks, and in particular the requirement of the Group to reduce carbon emissions, the going concern assessment is not considered to be materially affected by the Future Homes Standard. The latest available base forecast has been sensitised, setting out the Group's resilience to the principal risks and uncertainties in the most severe but plausible scenario.

This sensitivity includes the following principal assumptions:

- Private completions in H1 FY27 are supported by the forward order book. In the 12 months to 31 January 2028, private completions reduce by around 50% compared to the 12 month pre-stress peak. For this scenario, we have used the peak volumes achieved in FY22. This is followed by a gradual recovery based on the lower base position.
- Private average selling price in H1 FY27 remains in line with internal forecasts due to the forward order book position. In the 12 months to 31 January 2028, the private average selling price reduces by 10% compared to the latest achieved pricing. This is followed by a gradual recovery based on the lower base position.
- These assumptions reflect the Group's experience in the 2008–09 Global Financial Crisis.

Notes to the Group Financial Statements

Basis of preparation

Going concern (continued)

A number of prudent mitigating actions within the Directors' control were incorporated into the plausible but severe downside scenario, including:

- Plots in the land bank only being replaced at the same rate that they are utilised.
- Construction spend reducing in line with housing revenue.
- Dividends reducing in line with earnings.



The sensitivity analysis was modelled over the period to 31 July 2028 for the going concern assessment, but extended to 31 July 2030 for the Directors' long-term viability assessment. In the severe but plausible scenario, the Group had significant headroom in both its financial debt covenants and existing debt facilities and met its liabilities as they fall due. In addition to the above, several additional mitigating measures remain available to management that were not included in the scenario. These include withholding discretionary land spend and instead trading out of the substantial existing land holdings.

The Directors consider that the Group is well placed to manage business and financial risks in the current economic environment. Consequently, the Directors are confident that the Group and Company will have sufficient funds to continue to meet its liabilities as they fall due for the period to 31 July 2028, aligning with the first year end after the minimum 12 month assessment period, and have therefore prepared the financial statements on a going concern basis.

Effect of new standards and amendments effective for the first time

The Group adopted and applied the following amendment in the year, which did not have a material effect on the financial statements:

- IAS 21 'The Effects of Changes in Foreign Exchange Rates' (amendments) – lack of exchangeability.

Standards and amendments in issue but not yet effective

At the date of authorisation of these financial statements there were a number of standards and amendments which were in issue but not yet effective. These have not been applied in these financial statements and are not expected to have a material effect when adopted.

In April 2024, the IASB issued IFRS 18 'Presentation and Disclosure in Financial Statements', which is effective for reporting periods beginning on or after 1 January 2027. The standard sets out new requirements for:

- Classification: Categorising income and expenses into operating, investing, financing, income taxes, and discontinued operations.
- Management-Defined Performance Measures (MPMs): Requiring specific disclosures for certain non-GAAP measures presented outside the financial statements.
- Aggregation and Disaggregation: Enhanced principles for grouping information in both the primary statements and the notes.

The Group has performed an initial impact assessment of IFRS 18. Given the Group's existing presentation structure and KPIs, the initial application of the standard is not expected to have a material quantitative impact on the consolidated financial statements. The primary impacts will be qualitative, resulting in reclassifications within the Statement of Profit or Loss to meet the new mandatory subtotal requirements and additional narrative disclosures within the notes.

Performance for the year

1. Revenue



Revenue recognition

Revenue is measured at the fair value of consideration received or receivable, net of incentives.

Revenue from housing sales and land sales

Revenue is recognised in the income statement at a point in time when the performance obligation, being the transfer of a completed dwelling or land to a customer, has been satisfied. This is when legal title is transferred.

The Group enters into contracts for multiple completed dwellings with housing association and investor customers. The Group reviews these contracts on a contract-by-contract basis and determines the appropriate revenue recognition based on the specific terms of each contract.

Where a contract transfers both land and housing on legal completion (turnkey and plot sale contracts' which typically represents around one third of multiple dwelling contracts) there is one performance obligation and revenue is recognised in the income statement at a point in time when the homes are build complete and all material contractual obligations have been fulfilled. This is when legal title is transferred.

Where a contract transfers legal title of land once foundations are in place (design and build' contracts) and separately transfers the housing dwellings when they are build complete, there is a judgement as to whether the sale of land is a separate performance obligation for the purposes of revenue recognition and consequentially whether revenue should be recognised over time or on a point in time basis for the units. Based on the contractual terms in the majority of such contracts, notably those that enable the Group to retain control over the land regardless of the transfer of title, the Group has determined that these contracts include one performance obligation which is appropriately recognised at a point in time, when the homes are build complete and all material contractual obligations have been fulfilled.

Notes to the Group Financial Statements (continued)

1. Revenue (continued)

Revenue recognised over time

The Group recognises revenue in the income statement over time for contracts where the control of land is irrevocably transferred to the customer before or during construction. Revenue is recognised from the point that control is irrevocably transferred to the customer.

Where revenue is recognised over time and the outcome of the contract can be estimated reliably, it is recognised based on the stage of completion of the contract at the balance sheet date. This is usually by reference to surveys of work performed to the balance sheet date. Variations to such contracts are included in revenue to the extent that they have been agreed with the customer. Where the outcome of such a contract cannot be measured reliably, revenue is recognised to the extent of costs incurred.

Incentives

Sales incentives are substantially cash in nature. Cash incentives are recognised as a reduction in housing revenue by the cost to the Group of providing the incentive.

Segmental analysis

The Executive Board (the Chief Operating Decision Maker as defined in IFRS 8 'Operating Segments') regularly reviews the Group's performance and balance sheet position at both a consolidated and divisional level. Each division is an operating segment as defined by IFRS 8 in that the Executive Board assesses performance and allocates resources at this level. All of the divisions have been aggregated in to one reporting segment on the basis that they share similar economic characteristics including:

- National supply agreements are in place for key inputs including materials.
- Debt is raised centrally and the cost of capital is the same at each division.
- Sales demand at each division is subject to the same macroeconomic factors, such as mortgage availability and government policy.

Additional information on average selling prices and the unit sales split between private and social has been included in the Chief Financial Officer's Review on pages 15 to 17. The Board does not, however, consider these categories to be separate reportable segments as they review the entire operations at a consolidated and divisional level when assessing performance and making decisions about the allocation of resources.

Revenue from contracts with customers

An analysis of the Group's revenue is as follows:

	Housing completions		Revenue	
	2026 Number	2025 Number	2026 £m	2025 £m
Housing – private	7,631	6,924	2,733.2	2,426.4
Housing – social	2,064	1,825	411.9	341.9
Total housing	9,695	8,749	3,145.1	2,768.3
Non-housing revenue	–	–	17.1	14.5
Total	9,695	8,749	3,162.2	2,782.8

Included within Group revenue is £123.0 million (2025: £10.7 million) of revenue from construction contracts where revenue is recognised over time. Where revenue is recognised over time, the related completion numbers are stated on an equivalent-unit basis, reflecting the proportion of total contract revenue recognised in the year.

2. Net legacy building safety expense and other exceptional items

Exceptional items are those which, in the opinion of the Board, are material by size or nature and of such significance that they require separate disclosure on the face of the income statement.

Exceptional items

A major judgement which the Directors consider could have a significant effect on the financial statements when applying the Group's accounting policies is whether items should be treated as adjusting and disclosed separately on the face of the primary statements. The Directors assessed each possible exceptional item against a framework incorporating the Group's accounting policy and the accounting requirements of IAS 1 'Presentation of Financial Statements' relating to the separate disclosure of material items of income or expense.

The Directors considered that the net legacy building safety expense and other exceptional items satisfied the requirements to be separately disclosed on the face of the income statement.

Notes to the Group Financial Statements (continued)

2. Net legacy building safety expense and other exceptional items (continued)

Profit before taxation for the years ended 31 July 2026 and 31 July 2025 has been arrived at after recognising the following items in the income statement:

	2026				
	SRT and associated review £m	Structural defects £m	Total net legacy building safety expense £m	Other exceptional items £m	Total adjusting items £m
Provisions (note 10)	37.4	(6.2)	31.2	–	31.2
Reimbursement assets (note 10)	(10.0)	–	(10.0)	–	(10.0)
Net cost of sales	27.4	(6.2)	21.2	–	21.2
Administrative expenses	–	–	–	0.3	0.3
Finance expenses (notes 10, 16)	12.0	1.2	13.2	–	13.2
Share of joint venture net legacy building safety expense (note 13)	0.8	–	0.8	–	0.8
Total net legacy building safety expense and other exceptional items	40.2	(5.0)	35.2	0.3	35.5

	2025				
	SRT and associated review £m	Structural defects £m	Total net legacy building safety expense £m	Other exceptional items £m	Total adjusting items £m
Provisions	50.9	(13.3)	37.6	–	37.6
Reimbursement assets	(0.2)	–	(0.2)	–	(0.2)
Net cost of sales	50.7	(13.3)	37.4	–	37.4
Administrative expenses	–	–	–	15.4	15.4
Finance expenses (note 16)	12.6	1.8	14.4	–	14.4
Total net legacy building safety expense and other exceptional items	63.3	(11.5)	51.8	15.4	67.2

The income tax rate applied to the exceptional items in the income statement is the Group's standard rate of 29.0% (2025: 29.0%), inclusive of corporation tax and Residential Property Developer Tax (RPDT), adjusted for the impact of non-deductible items.

SRT and associated review

Bellway continues to act responsibly with regards to building and resident safety, and this is reflected by the significant resource and funding the Group has committed to remediate its legacy apartments.

In March 2023 the Group signed the SRT with MHCLG. Under the terms of the SRT, developers have agreed to identify and remediate, life-critical fire safety defects in residential buildings over 11 metres in height that they have developed or refurbished since April 1992. The Group contractually committed to remediate its legacy buildings in both Wales and Scotland by signing the Pact with The Welsh Ministers (the 'Pact') in May 2023 and the Scottish Safer Buildings Accord in July 2023.

Signing the SRT has led to improved clarity on the standards required for internal and external remediation, including Publicly Available Specification (PAS) 9980:2022, which is the code of practice for Fire Risk Appraisals of External Wall construction (FRAEW). Buildings are deemed to be assessed under the requirements of the SRT when a qualifying assessment has been approved by the MHCLG. This requires the completion of both a FRAEW and a Fire Safety Assessment (FSA).

In total, for the year ended 31 July 2026 Bellway set aside a net exceptional pre-tax expense of £40.2 million (2025: £63.3 million), in relation to the SRT and associated review. Of this expense, a net £27.4 million (2025: £50.7 million) is recognised in cost of sales, £0.8 million (2025: nil) is recognised in the share of result of joint ventures and an adjusting finance expense of £12.0 million (2025: £12.6 million) in relation to the unwinding of the discount of the provision to present value. The net expense recognised in cost of sales includes an expense of £83.4 million (2025: £81.6 million) relating to cost estimate increases, which is offset by provision releases of £39.8 million (2025: £30.9 million) and £6.2 million credit (2025: £0.2 million expense) following an increase (2025: decrease) in discount rates during the year (note 10). The net exceptional cost of sales expense includes cost recoveries of £10.0 million (2025: £0.2 million), across several sites, which have been pursued for several years.

The total amount Bellway has set aside in relation to the SRT and associated review since 2017 is £722.6 million (2025: £673.2 million). Costs have been provided regardless of whether Bellway still retains ownership of the freehold interest in the building or whether warranty providers have a responsibility to carry out remedial works.

Cost estimates have been reviewed and updated in the year based on the latest scopes following surveys undertaken, tendered works and progress with remediation. These cost estimates are based on our extensive experience to date, using analysis of previously tendered works, costs to date on similar developments and prudent, professional estimates based on knowledge of known issues.

Notes to the Group Financial Statements (continued)

2. Net legacy building safety expense and other exceptional items (continued)

The provision calculation uses the expected timings of cash outflows which are adjusted for future estimated cost inflation in accordance with the Build Cost Information Service (BCIS) index, a leading provider of cost and price information to the construction industry. The provision is discounted back to a present value using UK gilt rates with maturities which reflect the expected timing of cash outflows. The unwinding of this discount is charged through the income statement as an adjusting finance expense. The majority of the cash outflow is expected to be over the next five years, although there will be some residual expenditure beyond this. The anticipated timing reflects the complex issues around remediation including identifying the works required, design and planning obligations, interpretation of the PAS 9980:2022, liaison and negotiations with building owners, appointment of contractors and time taken to obtain access licences.

As at 31 July 2026, and including those buildings that have been awarded an application by the Building Safety Fund or ACM Funds, 59% of Bellway's legacy buildings (2025: 33%) have work either complete or underway.

Total recoveries recognised since 2017 are £90.5 million (2025: £80.5 million). Reimbursement assets of £2.2 million (2025: £0.1 million) remained outstanding at the year end (note 8).

Structural defects

The Building Safety Act 2022 introduced an amendment to the limitation period applicable to claims under the Defective Premises Act 1972 retrospectively increasing the liability period for structural defects in all dwellings built prior to 28 June 2022 from 6 years to 30 years.

Due to the change in legislation establishing a retrospective legal obligation for structural defects in dwellings, this is seen as a highly unusual event and is the primary reason the structural defects provision should be treated as an adjusting item.

As previously reported, the Group has identified a structural defect relating to the reinforced concrete frame at an historical high-rise apartment scheme in Greenwich, London and a mid-rise apartment scheme in Slough.

The increase in the limitation period means Bellway has a legal obligation for undertaking the remedial works at both the Greenwich and Slough sites.

During the year, an independent design was received for the Slough scheme. The design included modelling which indicated that the structural defect is limited to a single area of the building. As a result, the remediation strategy is now expected to be significantly less invasive than previously anticipated, leading to a reduction in the estimated cost. The revised cost estimate is based on a third-party tender and reflects management's expected scope of works.

In total, for the year ended 31 July 2026 Bellway recognised an exceptional pre-tax credit of £5.0 million (2025: £11.5 million), in relation to the structural defects. Of this, a credit of £6.2 million (2025: £13.3 million) is recognised in cost of sales and an adjusting finance expense of £1.2 million (2025: £1.8 million) in relation to the unwinding of the discount of the provision to present value. The amount recognised in cost of sales includes a credit of £5.8 million (2025: £19.5 million) relating to provisions releases and £0.4 million (2025: £0.2 million expense) following an increase (2025: decrease) in discount rates during the year (note 10).

Cost estimates are based on expert third-party reports and reflects management's expected scope of works.

The provision calculation uses the expected timings of cash outflows which are adjusted for future estimated cost inflation in accordance with the BCIS index. The provision is discounted back to a present value using UK gilt rates with maturities which reflect the expected timing of cash outflows. The unwinding of this discount is charged through the income statement as an adjusting finance expense.

We are actively seeking recoveries in relation to the structural defects identified, but as these are not virtually certain at the balance sheet date, no reimbursement assets have been recognised.

The cash outflow is expected to be over the next three years.

Other exceptional items

In the current year, there is an expense of £0.3 million (2025: £15.4 million) for the final costs incurred relating to the CMA market investigation. These costs have been classified as exceptional given their size and nature and for consistency of presentation with costs in the prior year. The amount recognised in the year ended 31 July 2025 included a voluntary commitment to the CMA which was paid during the year ended 31 July 2026.

Notes to the Group Financial Statements (continued)

3. Cost of sales recognition



Cost of sales recognition

Cost of sales is recognised for completed house sales as an allocation of the latest whole site/phase gross margin which is an output of the site/phase valuation. These valuations, which are updated at frequent intervals throughout the life of the site/phase, use actual and forecast selling prices, land costs and construction costs and are sensitive to future movements in both the estimated cost to complete and expected selling prices. Forecast selling prices are inherently uncertain due to changes in market conditions. This is a key estimate made in the financial statements.

To determine the amount of cost of sales that the Group should recognise on its sites/ phases in the year, the Group needs to allocate site/phase wide costs between all plots, both those already sold, and those plots to be sold in future periods. The Group generally allocates site/phase wide costs based on expected total revenue unless this does not reflect an appropriate apportionment of the costs. It is also necessary to estimate costs to complete on such sites/phases. In addition, the Group makes estimates in relation to future sales prices on the site/phase. The Group has a number of internal controls to assess and review the reasonableness of estimates made. If housing gross margin decreased by 200 basis points, it is estimated that the quantum of housing cost of sales would increase by around 2.4%.

4. Operating profit



4a. Part-exchange properties

Part-exchange properties

The purchase and subsequent sale of part-exchange properties is an activity undertaken in order to achieve the sale of a new property. The original sale of private housing is recognised at the fair value of the part-exchange property plus the cash received or receivable (note 1). The fair value of the part-exchange property is equal to the amount assessed by external valuers. The onward sale of a part-exchange property is recognised at the fair value of consideration received or receivable.

As it is not considered a principal activity of the Group the income and expenses associated with this are recognised in other operating income and other operating expenses. Income is recognised in the income statement at a point in time when the performance obligations have been satisfied. This is when legal title is transferred.

All other operating income relates to the sale of part-exchange properties and all other operating expenses relate to the associated fair value of the part-exchange properties less costs to sell.

4b. Operating profit is stated after charging

	2026 £m	2025 £m
Employee costs (including Directors) (note 21)	234.2	214.7
Depreciation of owned property, plant and equipment (note 11)	2.8	2.2
Depreciation of right-of-use assets (note 11)	3.1	3.3
Expenses related to short-term and low value leases	12.5	12.6

4c. Auditor's remuneration

The remuneration paid to Ernst & Young LLP, the Group's external auditor, is as follows:

	2026 £000	2025 £000
Fee payable for the audit of the Company and consolidated financial statements	107	93
Amounts receivable by the auditor and its associates in respect of:		
Fees payable for the audit of the Company's subsidiaries	609	517
Fees payable for the pension scheme audit	26	25
Additional audit fees agreed in relation to FY25	95	–
Total audit fees	837	635
Non-audit related fees	–	99
Total fees related to the Company and its subsidiaries	837	734

Non-audit related fees in the prior year comprise services relating to the aborted acquisition of Crest Nicholson Holdings plc.

Details of the Group's policy on the use of the Company's auditor for non-audit services and auditor independence are set out in the Audit Committee Report on pages 90 to 103.

In addition to the remuneration paid to the Company's auditor for services related to the Company and its subsidiaries, the auditor received the following remuneration from joint ventures in which the Group participates:

	2026 £000	2025 £000
Fees payable for the audit of the Group's joint ventures pursuant to legislation	54	37
Total fees related to joint ventures	54	37

Notes to the Group Financial Statements (continued)

5. Earnings per ordinary share

Basic earnings per ordinary share is calculated by dividing profit for the year by the weighted average number of ordinary shares in issue during the year (excluding the weighted average number of ordinary shares held by the Company or Trust which are treated as cancelled).

Diluted earnings per ordinary share uses the same profit for the year figure as the basic calculation. The weighted average number of shares has been adjusted to reflect the dilutive effect of outstanding share options allocated under employee share schemes where the market value exceeds the option price. Diluted earnings per ordinary share is calculated by dividing profit for the year by the diluted weighted average number of ordinary shares.

Reconciliations of the profit for the year and weighted average number of shares used in the calculations are outlined below:

	Profit for the year 2026 £m	Weighted average number of ordinary shares 2026 Number	Earnings per share 2026 p	Profit for the year 2025 £m	Weighted average number of ordinary shares 2025 Number	Earnings per share 2025 p
For basic earnings per ordinary share	193.4	116,447,219	166.1	157.5	118,644,063	132.8
Dilutive effect of options and awards		1,054,191	(1.5)		889,652	(1.0)
For diluted earnings per ordinary share	193.4	117,501,410	164.6	157.5	119,533,715	131.8

Underlying basic and underlying diluted earnings per share exclude the effect of adjusting items and any associated net tax amounts. Reconciliations of these are outlined below:

	Underlying profit for the year 2026 £m	Weighted average number of ordinary shares 2026 Number	Underlying earnings per share 2026 p	Underlying profit for the year 2025 £m	Weighted average number of ordinary shares 2025 Number	Underlying earnings per share 2025 p
For basic underlying earnings per ordinary share	218.7	116,447,219	187.8	209.7	118,644,063	176.7
Dilutive effect of options and awards		1,054,191	(1.7)		889,652	(1.3)
For diluted underlying earnings per ordinary share	218.7	117,501,410	186.1	209.7	119,533,715	175.4

6. Taxation

Taxation

The charge for taxation is based on the result for the year and takes into account current and deferred taxation. The charge is recognised in the income statement except to the extent that it relates to either items recognised in equity in which case it is recognised in equity or other comprehensive income or expense in which case it is recognised in other comprehensive income or expense.

Deferred taxation

Deferred taxation is provided for all temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases. 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 asset can be utilised. Deferred tax assets are reviewed at each balance sheet date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Notes to the Group Financial Statements (continued)

6. Taxation (continued)

6a. Income tax recognised in the income statement

	2026 £m	2025 £m
Current tax expense/(income):		
UK corporation tax	67.6	62.1
Residential property developer tax	10.6	9.1
Adjustments in respect of prior years	(2.5)	(2.8)
	75.7	68.4
Deferred tax expense/(income):		
Origination and reversal of temporary differences	0.8	(4.2)
Adjustments in respect of prior years	0.3	0.2
	1.1	(4.0)
Total income tax expense in the income statement	76.8	64.4

6b. Factors affecting the income tax charge for the year

The effective tax expense is 28.4% of profit before taxation (2025: 29.0%). Both the standard tax rate and effective tax rate include RPDT. The differences between the effective tax rate and the standard tax rate are explained below:

	2026 %	2026 £m	2025 %	2025 £m
Reconciliation of effective tax rate:				
Profit before taxation		270.2		221.9
Tax calculated at UK income tax rate	29.0	78.4	29.0	64.4
Non-taxable income and enhanced deductions	0.2	0.6	1.2	2.6
Adjustments in respect of prior years – current tax	(0.9)	(2.5)	(1.3)	(2.8)
Adjustments in respect of prior years – deferred tax	0.1	0.3	0.1	0.2
Effective tax rate and tax expense for the year	28.4	76.8	29.0	64.4

It is currently expected that the Group's standard rate of tax, including RPDT, for the year ending 31 July 2027 will be 29%.

6c. Tax recognised in equity and other comprehensive expense

	2026 £m	2025 £m
Deferred tax recognised directly in equity and other comprehensive expense:		
Expense relating to remeasurements on the defined benefit pension scheme	(0.4)	–
Expense relating to equity-settled transactions	–	(0.6)

6d. Deferred Taxation

The following are the deferred tax assets/(liabilities) recognised by the Group and the movements thereon during the current and prior year:

	Capital allowances £m	Retirement benefit assets £m	Share-based payments £m	Inventory £m	Unutilised tax losses £m	Total £m
At 1 August 2024	(1.6)	(0.2)	1.8	(3.4)	2.7	(0.7)
Income statement credit/(expense)	0.3	(0.1)	1.5	1.5	0.8	4.0
Expense to equity	–	–	(0.6)	–	–	(0.6)
At 31 July 2025	(1.3)	(0.3)	2.7	(1.9)	3.5	2.7
Income statement (expense)/credit	(0.5)	–	(0.4)	0.6	(0.8)	(1.1)
Expense to other comprehensive income	–	(0.4)	–	–	–	(0.4)
At 31 July 2026	(1.8)	(0.7)	2.3	(1.3)	2.7	1.2

The carrying amount of the gross deferred tax assets are reviewed at each balance sheet date and are recognised to the extent that there will be sufficient taxable profits to allow the asset to be recovered.

The deferred tax assets/(liabilities) held by the Group are valued at the substantively enacted corporation tax and RPDT rates totalling 29% that will be effective when they are expected to be realised.

Notes to the Group Financial Statements (continued)

7. Inventories

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost, in relation to work-in-progress and showhomes, comprises direct materials and, where applicable, direct labour costs and those overheads, not including any general administrative overheads, that have been incurred in bringing the inventories to their present location and condition. Overhead costs include, but are not limited to, roads and other infrastructure costs required for a site and local contributions, physical works required under planning permissions granted for our developments and associated professional fees. Net realisable value represents the estimated selling price less all estimated costs of completion and overheads.

Land comprises: land held for development; options purchased in respect of land; investments in land without the benefit of planning consent; and promotion agreements in respect of land without the benefit of planning consent.

Land held for development, including land in the course of development until legal completion of the sale of the asset, is initially recorded at cost. Regular reviews are carried out to identify any impairment in the value of the land by comparing the total estimated selling prices less estimated selling expenses against the book cost of the land plus estimated costs to complete. A provision is made for any irrecoverable amounts. Where, through deferred payment terms, the fair value of land purchased differs from the amount that will subsequently be paid in settling the liability, the difference is charged as a finance expense in the income statement over the period to settlement.

Options purchased in respect of land are capitalised initially at cost. Regular reviews are carried out for impairment in the value of these options and provisions made accordingly to reflect loss of value. The impairment reviews consider the period elapsed since the date of purchase of the option given that the option contract has not been exercised at the review date. Further, the impairment reviews consider the remaining life of the option, taking account of any concerns over whether the remaining time available will allow a successful exercise of the option. The carrying cost of the option at the date of exercise is included within the cost of land purchased as a result of the option exercise.

Investments in land without the benefit of planning consent, either through the purchase of land or non-refundable deposits paid on land purchase contracts subject to planning consent, are included initially at cost. Regular reviews are carried out for impairment in the values of these investments and provision made to reflect any irrecoverable element. The impairment reviews consider the existing use value of the land and assess the likelihood of achieving planning consent and the value thereof.

Promotion agreements in respect of land without the benefit of planning consent comprise initial costs of entering into the agreements. These costs are capitalised initially at cost. Regular reviews are carried out for impairment in the values of these costs incurred and provisions made accordingly to reflect loss of value. The impairment reviews consider the likelihood of securing planning permission, the successful marketing of the site and the remaining life of the promotion agreement.



Carrying amount of land held for development and work-in-progress

Inventories are carried at the lower of cost and net realisable value. Net realisable value represents the estimated selling price (in the ordinary course of business) less all estimated costs of completion and overheads. Valuations of site/phase work-in-progress are carried out at regular intervals and estimates of the cost to complete a site/phase and estimates of anticipated revenues are required to enable a development profit to be determined. Management are required to employ judgement in estimating the profitability of a site/phase and in assessing any impairment provisions which may be required. If a 10% increase was applied to the inventories net realisable provision, this would not have a material effect on the carrying value of work-in-progress and land held for development at the year end.

For both the years ended 31 July 2026 and 31 July 2025, a full review of inventories has been performed and write downs have been made where cost exceeds net realisable value. Estimated selling prices have been reviewed on a site by site/phase by phase basis and have been amended based on local management and the Board's assessment of current market conditions.

	2026 £m	2025 £m
Land	2,350.6	2,502.9
Work-in-progress	2,062.5	2,165.0
Showhomes	143.3	144.9
Part-exchange properties	57.6	25.3
	4,614.0	4,838.1

Inventories of £2,596.1 million were expensed in the year (2025: £2,264.0 million).

In the ordinary course of business, inventories have been written down by a net £6.6 million in the year (2025: £1.2 million).

Land with a carrying value of £185.4 million (2025: £241.6 million) was used as security for land payables (note 9).

Land includes £1,750.9 million (2025: £1,893.2 million) which is owned or unconditionally contracted by the Group and where there is an implementable detailed planning permission.

The anticipated costs relating to the adoption of the Future Homes Standard in 2027 are included within the carrying value of inventories as at 31 July 2026 and 31 July 2025 where appropriate.

The Directors consider all inventories to be essentially current in nature although the Group's operational cycle is such that a proportion of inventories will not be realised within 12 months. It is not possible to determine with accuracy when specific inventory will be realised as this is subject to a number of factors including consumer demand and planning permission delays.

Notes to the Group Financial Statements (continued)

8. Trade and other receivables

Trade and other receivables

Trade and other receivables are stated at their fair value at the date of initial recognition and subsequently at amortised cost less allowances for impairment. Amounts recoverable on certain social housing contracts where revenue is recognised over time are included in trade receivables to the extent that they have been invoiced, or if not they are included within prepayments and accrued income, and are stated as the amount due less any foreseeable losses, equal to the lifetime expected credit loss.

	2026 £m	2025 £m
Current receivables		
Trade receivables	28.9	26.3
Other receivables	31.9	39.5
Prepayments and accrued income	19.3	15.2
	80.1	81.0

The Group assesses the ageing of trade receivables in accordance with the policy on page 52. None of the trade receivables are past their due dates (2025: £nil), and are therefore all rated as low risk.

Other receivables includes £9.7 million (2025: £24.2 million) in relation to VAT recoverable and £2.2 million (2025: £0.1 million) in relation to reimbursement assets (notes 2, 10).

The Group has assessed expected credit losses and the loss allowance for trade and other receivables as immaterial.

9. 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 deferred terms, most notably in relation to land purchases, are recorded initially at the fair value of all expected future payments. The discount to nominal value is amortised over the period to settlement and charged to finance expenses.

Leases

The lease liability is initially measured at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rate. 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. Subsequently, the lease liability is measured by increasing the carrying amount to reflect interest on the lease liability, and reducing it by the lease payments made. The lease liability is remeasured 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, plus any initial direct costs and an estimate of asset retirement obligations, less any lease incentives. Subsequently, right-of-use assets are measured at cost, less any accumulated depreciation and any accumulated impairment losses, and are adjusted for certain remeasurements 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 in property, plant and equipment on the balance sheet and lease liabilities are shown on the balance sheet in trade and other payables in current liabilities and non-current liabilities.

Payments on account

Payments on account, measured at amortised cost, are recorded as a liability on receipt and are released to the income statement when revenue is recognised in accordance with the Group's revenue recognition policy.

	2026 £m	2025 £m
Non-current liabilities		
Land payables	62.1	73.3
Lease liabilities	16.9	17.2
	79.0	90.5

Land payables of £47.0 million (2025: £67.3 million) are secured on the land to which they relate.

The carrying value of the land used for security is £44.7 million (2025: £62.8 million).

Notes to the Group Financial Statements (continued)

9. Trade and other payables (continued)

Current liabilities	2026 £m	2025 £m
Trade payables	339.2	306.2
Land payables	202.9	264.3
Social security and other taxes	8.1	6.8
Other payables	1.3	1.5
Lease liabilities	2.8	2.9
Accruals	187.0	163.1
Payments on account	92.0	156.6
Share buyback obligation	11.1	–
	844.4	901.4

Land payables of £150.9 million (2025: £188.8 million) are secured on the land to which they relate.

The carrying value of the land used for security is £140.7 million (2025: £178.8 million). During the year, the Group entered into a £12.9 million promissory note in connection with the acquisition of land. The Group's contractual obligation and maturity date are unchanged irrespective of whether the vendor elects to receive early payment from a third party bank, and the amount is due for settlement within one year. Land payables outside the arrangement are primarily due within one to five years. At 31 July 2026, liabilities of £12.4 million relating to the arrangement were included within land payables. This amount has been paid to the supplier by the third party bank.

Payments on account comprises deposits received in advance which are contract liabilities. Deposits received in advance are typically held for up to 18 months before the associated performance obligations are satisfied and the revenue is recognised. The majority of these contract liabilities as at 31 July 2025 have been recognised as revenue in the current year. The approximate transaction value allocated to the performance obligations that are unsatisfied at 31 July 2026 is £1,197.2 million¹ (2025: £1,519.4 million), the majority of which is expected to be recognised as revenue during the next financial year.

Accruals includes £nil (2025: £13.5 million) of other exceptional items (see note 2).

On 2 April 2026, the Group entered into a share buyback programme to purchase up to £75.0 million of shares as part of Tranche 2 of the initial share buyback programme. The remaining share buyback of £11.1 million outstanding at 31 July 2026 was recognised as a financial liability as the agreement was irrevocable at the year end. The share buyback obligation was fully satisfied by 28 August 2026.

10. Provisions and reimbursement assets



Provisions

A provision is recognised when the Group has a present legal or constructive obligation as a result of a past transaction or event, and it is probable that the Group will be required to settle that obligation either due to known data or based on historical data and a weighting of possible outcomes against their associated probabilities. Provisions are measured at the Directors best estimate of the expenditure required to settle the obligation at the balance sheet date and are discounted to the present value using a UK risk free discount rate reflecting the period of the expected cashflow, where the effect is material.



SRT and associated review

The Directors consider that their assessment and judgement of the SRT and associated review provision, in accordance with the Group's accounting policies, could have a significant effect on the Group's financial statements.

The Directors have established whether any remedial works are required to be performed on certain sites and if so, have then assessed whether there is a legal or constructive obligation at the balance sheet date. A legal obligation, assessed on a site-by-site basis, is present if the building was constructed within a specified time period and there are life critical defects as set out in the SRT, Pact or Accord. A constructive obligation is present if Bellway has communicated to the involved parties (such as residents and building owners) that it will undertake the remedial works. If the Group has identified that it has a legal or constructive obligation then a provision has been recognised for the latest estimated cost of the remedial works.

This is a highly complex area with judgements in respect of the extent of those properties within the scope of Bellway's SRT and associated review provision, the scope of the works and the provision could change should the scope of the SRT or latest interpretation of government guidance further evolve.



SRT and associated review

The SRT and associated review provision has been established to carry out remedial corrective works on a number of schemes. Management have estimated the cost of the corrective works for the current anticipated scope, but this is inherently uncertain as further investigative works are still to be undertaken across the portfolio of sites within the scope of the SRT and associated review. These estimates may change over time as further information is assessed, building works progress and the interpretation of the scope of the SRT or fire safety regulations further evolve.

If:

- cost estimates increase by 5%, the provision at 31 July 2026 would increase by around £25 million.
- the discount rate increases by 100 bps, the provision at 31 July 2026 would decrease by around £13 million.

Notes to the Group Financial Statements (continued)

10. Provisions and reimbursement assets (continued)

	SRT and associated review				Structural defects		Total legacy building safety improvements		
	Provision £m	Reimbursement assets £m	Total £m	Provision £m	Reimbursement assets £m	Total £m	Provision £m	Reimbursement assets £m	Total £m
At 1 August 2025	(482.9)	0.1	(482.8)	(33.5)	–	(33.5)	(516.4)	0.1	(516.3)
Adjusting item – cost of sales (note 2)	(37.4)	10.0	(27.4)	6.2	–	6.2	(31.2)	10.0	(21.2)
Analysed as:									
Additions	(83.4)	10.0	(73.4)	–	–	–	(83.4)	10.0	(73.4)
Released	39.8	–	39.8	5.8	–	5.8	45.6	–	45.6
Change in discount rate	6.2	–	6.2	0.4	–	0.4	6.6	–	6.6
Utilised/(received)	40.4	(7.9)	32.5	0.5	–	0.5	40.9	(7.9)	33.0
Unwinding of discount (notes 2,16)	(12.0)	–	(12.0)	(1.2)	–	(1.2)	(13.2)	–	(13.2)
At 31 July 2026	(491.9)	2.2	(489.7)	(28.0)	–	(28.0)	(519.9)	2.2	(517.7)

The provision is classified as follows:

	SRT and associated review £m	Structural defects £m	Total legacy building safety improvements £m
Current	138.1	0.7	138.8
Non-current	353.8	27.3	381.1
Total	491.9	28.0	519.9

The Group has established a provision for the cost of performing fire remedial works on a number of legacy developments and structural defects relating to historical apartment schemes (note 2).

Notes to the Group Financial Statements (continued)

11. Property, plant and equipment



Property, plant and equipment

Items are stated at cost less accumulated depreciation and impairment losses. Items are held in assets under construction and not depreciated until they are available for use, at which point they are transferred to the relevant category. Depreciation on property, plant and equipment is charged to the income statement on a straight-line basis over their estimated useful lives over the following number of years:

- Plant, fixtures and fittings – 3 to 15 years.
- Freehold buildings – 40 years.

Freehold land is not depreciated.

Right-of-use assets

The accounting policy for leases is included in note 9.

	Owned			Right-of-use assets		
	Land and property £m	Plant, fixtures and fittings £m	Asset under construction £m	Land and property £m	Plant, fixtures and fittings £m	Total £m
Cost						
At 1 August 2024	18.3	15.9	–	22.4	3.1	59.7
Additions	–	1.9	10.6	8.5	–	21.0
Disposals	–	(1.4)	–	(0.4)	(1.1)	(2.9)
At 1 August 2025	18.3	16.4	10.6	30.5	2.0	77.8
Additions	–	6.3	–	2.9	–	9.2
Disposals	–	(2.1)	–	–	(1.5)	(3.6)
Transfers	–	10.6	(10.6)	–	–	–
At 31 July 2026	18.3	31.2	–	33.4	0.5	83.4
Depreciation						
At 1 August 2024	4.2	12.1	–	11.3	1.9	29.5
Charge for year	0.5	1.7	–	2.6	0.7	5.5
On disposals	–	(1.3)	–	(0.3)	(1.1)	(2.7)
At 1 August 2025	4.7	12.5	–	13.6	1.5	32.3
Charge for year	0.5	2.3	–	2.8	0.3	5.9
On disposals	–	(2.0)	–	–	(1.5)	(3.5)
At 31 July 2026	5.2	12.8	–	16.4	0.3	34.7
Net book value						
At 31 July 2026	13.1	18.4	–	17.0	0.2	48.7
At 31 July 2025	13.6	3.9	10.6	16.9	0.5	45.5

At 31 July 2026, the market capitalisation of the Group was below the carrying value of its net assets. The Group has assessed property, plant and equipment for impairment at 31 July 2026 and no impairment charge was recognised in the year (2025: £nil).

Notes to the Group Financial Statements (continued)

12. Financial assets and equity accounted joint arrangements

The Group had the following investments or financial assets in joint arrangements at 31 July:

	2026 £m	2025 £m
Financial assets – loan to joint ventures	49.3	54.0
Interest in joint ventures – equity	–	0.1
	49.3	54.1

The Group has made loans of £49.3 million (2025: £54.0 million) to its joint ventures. This comprises: £42.6 million (2025: £48.3 million) to Bellway Latimer Cherry Hinton LLP that bears interest at 5% above Bank of England base rate per annum and is repayable on demand when the LLP has surplus funds and must be fully repaid by the completion of the development; and £6.7 million (2025: £5.7 million) to Lambeth Regeneration LLP that is non-interest bearing and repayable on demand.

The movement on both the equity accounted joint ventures and related financial assets during the year is as follows:

	2026 £m	2025 £m
At the start of the year	54.1	57.5
Net (decrease)/increase in loans to joint ventures	(4.9)	8.5
Dividends received from equity accounted joint ventures	–	(3.1)
Share of result of joint ventures (note 13)	(0.6)	(1.5)
Transfer to accruals (note 13)	0.7	–
Derecognition of interest in Fradley Residential LLP	–	(7.3)
At the end of the year	49.3	54.1

There are no losses in any of the Group's joint ventures that have not been recognised by the Group.

13. Joint arrangements

Cramlington Developments Limited and Leebell Developments Limited are classified as joint operations as the shareholders have substantially all of the economic benefit of the assets and fund the liabilities of the entities.

Ponton Road LLP, Lambeth Regeneration LLP, Bellway Latimer Cherry Hinton LLP and Langley Sustainable Urban Extension Limited are classified as joint ventures as the Group has rights to the net assets of the arrangements rather than the individual assets and liabilities.

None of the joint ventures are considered individually material to the Group.

The Group's share of the joint ventures' net assets and income are made up as follows:

	2026 £m	2025 £m
Current assets	58.5	62.5
Current liabilities	(70.0)	(73.7)
Share of net (liabilities)/assets of joint ventures	(11.5)	(11.2)
Joint venture losses recognised against loan to joint ventures	11.5	11.3
Interest in joint ventures – equity	–	0.1
Revenue	35.2	25.5
Costs	(30.7)	(21.5)
Operating profit	4.5	4.0
Interest	(5.1)	(5.5)
Share of result of joint ventures	(0.6)	(1.5)
Analysed as:		
Underlying share of result of joint ventures	0.2	(1.5)
Adjusting item: share of joint venture net legacy building safety expense (note 2)	(0.8)	–
Share of dividends paid to joint venture partners	–	(3.1)

As the net assets of Ponton Road LLP are negative and there is no corresponding loan, a liability of £0.7m has been recognised in accruals as the Group has an obligation to fund the joint venture. The LLP is funded by Bellway and the JV partner in equal proportions and members are committed to provide such funding as may be required by the LLP.

The Group has assessed expected credit losses and the loss allowance for joint venture financial assets as immaterial.

14. Commitments

	2026 £m	2025 £m
Capital commitments		
Contracted not provided	0.1	3.5
Authorised not contracted	–	–

Notes to the Group Financial Statements (continued)

15. Net cash/(debt)

Cash and cash equivalents

Cash and cash equivalents are defined as cash balances in hand and in the bank (including short-term cash deposits). The Group has bank overdraft facilities, which are repayable on demand, as part of its cash management policy. As a consequence, bank overdrafts are included as a component of net cash and cash equivalents within the cash flow statement.

Interest-bearing loans and borrowings

Interest-bearing loans and borrowings are stated at their fair value at the date of initial recognition and subsequently at amortised cost.

15a. Reconciliation of net cash flow to net cash/(debt)

	2026 £m	2025 £m
Increase in net cash and cash equivalents	115.9	52.3
Increase in net cash from cash flows	115.9	52.3
Net cash/(debt) at 1 August	41.8	(10.5)
Net cash at 31 July	157.7	41.8

15b. Analysis of net cash/(debt)

	At 1 August 2025 £m	Cash flows £m	At 31 July 2026 £m
Cash and cash equivalents	171.8	115.9	287.7
Fixed rate sterling USPP notes	(130.0)	–	(130.0)
Net cash	41.8	115.9	157.7

Through its primary banking provider, the Group operates a single joint account arrangement covering the Parent and its subsidiary entities. Under this arrangement, the Group manages all funds through a single joint MASS (Memorandum Account Statement System) account on behalf of all participating entities, whilst the individual entities have memorandum accounts which are reflected in the header MASS account. All memorandum balances are grouped together in the single MASS account for the purposes of applying interest from a Group perspective, but each entity records its own memorandum balance in its individual financial statements. The entities participating in the joint account arrangement provide a cross-guarantee for all participants in relation to all indebtedness owed to the bank and all participants are jointly and severally liable with the rest of the Group in the event of a default.

As at 31 July 2026, the joint MASS account had an overall net cash balance of £148.9 million (2025: £95.6 million). While the Group has a right of set-off across our memorandum accounts as part of the joint account arrangement, each Group entity reflects their own individual cash position. The MASS account gross balances comprises positive balances of £178.3 million and overdraft balances of £29.4 million (2025: positive balances of £115.3 million and overdraft balances of £19.7 million).

16. Finance income and expenses

Finance income and expenses

Finance income includes interest receivable on bank deposits, loans to joint ventures and other receivables.

Finance expenses includes interest on bank borrowings and fixed rate sterling USPP notes. The discounting of both the deferred payments for land purchases and provisions produces a notional interest payable amount and this is also charged to finance expenses.

	2026 £m	2025 £m
Interest receivable on short-term bank deposits	3.2	3.8
Net interest on retirement benefit assets	0.1	–
Other interest receivable	5.1	5.8
Finance income	8.4	9.6
	2026 £m	2025 £m
Interest payable on bank loans	5.8	3.4
Interest payable on fixed rate sterling USPP notes (note 17)	3.4	3.4
Interest on deferred term land payables	13.4	14.9
Unwinding of the discount on the legacy building safety improvements provision (notes 2, 10)	13.2	14.4
Interest payable on leases (note 17)	0.9	0.8
Finance expenses	36.7	36.9

The unwinding of the discount on the legacy building safety improvements provision is an adjusting item (note 2).

Notes to the Group Financial Statements (continued)

17. Financial instruments



Financial instruments

Financial assets and financial liabilities are recognised on the balance sheet when the Group becomes a party to the contractual provisions of the instrument.

Financial assets are derecognised when the rights to receive cash flows from the asset have expired, or when the Group has transferred those rights and substantially all the risks and rewards of the asset. Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled or expired.



Land purchased on deferred terms

The Group sometimes acquires land on deferred payment terms. In accordance with IFRS 9 'Financial Instruments' the creditor is initially recorded at fair value, being the price paid for the land discounted to present day, and subsequently at amortised cost. The difference between the nominal value and the initial fair value is amortised over the deferred term to finance expenses, 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 amounts due on land creditors at the balance sheet date is as follows:

	Balance at 31 July £m	Total contracted cash payment £m	Within 1 year or on demand £m	1–2 years £m	2–5 years £m	More than 5 years £m
At 31 July 2026	265.0	276.6	206.4	34.2	36.0	–
At 31 July 2025	337.6	347.4	268.7	70.8	7.9	–

The maturity profile of the total contracted payments in respect of financial liabilities (excluding amounts due on land creditors shown separately above) is as follows:

	Balance at 31 July £m	Total contracted cash payment £m	Within 1 year or on demand £m	1–2 years £m	2–5 years £m	More than 5 years £m
Trade and other payables (excluding lease liabilities)	527.5	527.5	527.5	–	–	–
Fixed rate sterling USPP notes	130.0	139.4	3.4	82.5	53.5	–
Lease liabilities	19.7	23.1	3.6	2.9	7.5	9.1
Share buyback obligation	11.1	11.1	11.1	–	–	–
At 31 July 2026	688.3	701.1	545.6	85.4	61.0	9.1

Trade and other payables (excluding lease liabilities)	470.8	470.8	470.8	–	–	–
Fixed rate sterling USPP notes	130.0	142.9	3.4	3.4	85.3	50.8
Lease liabilities	20.1	24.6	3.9	3.2	7.0	10.5
At 31 July 2025	620.9	638.3	478.1	6.6	92.3	61.3

The imputed interest rate on land payables reflects market interest rates available to the Group on floating rate bank loans at the time of acquiring the land.

At the year end, the Group had £400.0 million (2025: £400.0 million) of undrawn bank facilities available.

Cash and cash equivalents

This comprises cash held by the Group and short-term bank deposits with a maturity date of less than one month.

The amount of cash and cash equivalents for the years ended 31 July 2026 and 31 July 2025 for the Group are shown in note 15.

The average interest rate earned on the cash and cash equivalents balance as at 31 July 2026, excluding joint ventures, was 3.47% (2025: 4.21%).

Notes to the Group Financial Statements (continued)

17. Financial instruments (continued)

Fair values

The carrying values of financial assets and liabilities reasonably approximate their fair values.

Financial assets and liabilities by category

The carrying values and fair values of the financial assets and liabilities of the Group are as follows:

	2026 £m	2025 £m
Loans and receivables	110.1	119.8
Cash and cash equivalents	287.7	171.8
Financial liabilities at amortised cost	(953.3)	(958.5)
	(555.5)	(666.9)

Reconciliation of liabilities arising from financing activities

	At 1 August £m	Net cash flows £m	New leases £m	Share buyback programme £m	Disposals £m	Interest £m	At 31 July £m
Fixed rate sterling USPP notes	130.0	(3.4)	–	–	–	3.4	130.0
Lease liabilities	20.1	(3.8)	2.9	–	(0.4)	0.9	19.7
Share buyback obligation	–	(139.8)	–	150.9	–	–	11.1
At 31 July 2026	150.1	(147.0)	2.9	150.0	(0.4)	4.3	160.8

Fixed rate sterling USPP notes	130.0	(3.4)	–	–	–	3.4	130.0
Lease liabilities	14.1	(3.3)	8.5	–	–	0.8	20.1
At 31 July 2025	144.1	(6.7)	8.5	–	–	4.2	150.1

Cash flows relating to interest are included within interest paid in cash flows from operating activities, within the cash flow statement.

Bank facilities

The Group had bank facilities of £400.0 million as at 31 July 2026 (2025: £400.0 million) which, as at the year end, were due to expire during the course of the following financial years:

	2026 £m	2025 £m
By 31 July 2027	–	150.0
By 31 July 2028	–	150.0
By 31 July 2029	–	50.0
By 31 July 2030	–	50.0
By 31 July 2031	400.0	–
	400.0	400.0

During the year, the Group refinanced its bank facilities into a £400.0 million club facility expiring in December 2030. The facility contains financial covenants based on interest cover, gearing and net worth, which are tested semi-annually.

Fixed rate sterling USPP notes

During 2021, the Group entered a contractual arrangement to issue fixed rate sterling USPP notes for a total amount of £130.0 million, as part of its ordinary course of business financing arrangements. This USPP debt has a weighted average fixed coupon of 2.7%, is fully drawn down at year end and expires during the course of the following financial years:

	2026 £m	2025 £m
By 31 July 2028	80.0	80.0
By 31 July 2031	50.0	50.0
	130.0	130.0

The fixed rate sterling USPP notes contain financial covenants based on interest cover, gearing and net worth, which are tested semi-annually.

Capital management

The Group is financed through the proceeds of issued ordinary shares, reinvested profits and cash in hand less debt. The following table analyses the capital structure:

	2026 £m	2025 £m
Equity	3,520.8	3,556.2
Net cash (note 15)	(157.7)	(41.8)
Capital employed	3,363.1	3,514.4

Risks

Details of the risks relating to financial instruments are set out in the Risk Management section on page 52.

Notes to the Group Financial Statements (continued)

Shareholder capital

18. Issued capital

Classification of equity instruments and financial liabilities issued by the Group

Equity instruments issued by the Group are treated as equity only to the extent that they meet the following two conditions:

- (a) they include no contractual obligations upon the Company (or Group as the case may be) to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Company (or Group); and
- (b) where the instrument will or may be settled in the Company's own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the Company's own equity instruments or is a derivative that will be settled by the Company's exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments.

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the Company's own shares, the amounts presented in these financial statements for called up share capital and share premium exclude amounts in relation to those shares.

	2026 Number 000	2026 £m	2025 Number 000	2025 £m
Allotted, called up and fully paid 12.5p ordinary shares				
At start of year	118,992	14.8	118,980	14.8
Issued on exercise of options	316	–	12	–
Buyback and cancellation of shares	(6,334)	(0.8)	–	–
At end of year	112,974	14.0	118,992	14.8

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

During the year, the Group purchased 6,334,139 of its own ordinary shares for a total consideration of £139.8 million, including transaction costs of £0.9 million, as part of the initial £150.0 million share buyback programme entered into on 14 October 2025 and completed on 28 August 2026. During the year, 6,334,139 shares were cancelled and nil were held in treasury by the Company. As the programme was irrevocable at 31 July 2026, £11.1 million of the total remaining consideration was recognised as a financial liability.

19. Reserves

Own shares held by ESOP trust

The purchase of shares in the Company by the trust are charged directly to equity.

Share premium

This reserve is not distributable.

Own shares held

Bellway p.l.c. holds shares within the Bellway Employee Share Trust (1992) (the Trust), on which dividends have been waived, for participants of certain share-based payment schemes as outlined in note 23. The cost of these is charged to retained earnings.

	2026 Number	2025 Number
At start of year	370,097	326,114
Transferred to employees or Directors	(124,993)	(1,000)
Shares purchased	218,893	44,983
At end of year	463,997	370,097

	2026 £m	2025 £m
Cost of shares held in the Trust	12.0	9.8
Market value of shares held in the Trust	9.2	9.2

Capital redemption reserve

On 7 April 2014 Bellway p.l.c. redeemed 20,000,000 £1 preference shares, being all of the preference shares in issue. An amount of £20.0 million, equivalent to the nominal value of the shares redeemed, was transferred to a capital redemption reserve on the same date.

Over the course of the calendar year 2023, the Group purchased 4,560,057 of its own shares which it cancelled. On cancellation of the shares, the aggregate nominal value of £0.6 million was transferred from issued capital to the capital redemption reserve.

During FY26, the Company purchased 6,334,139 of its own shares as part of the initial share buyback programme, which were cancelled. On cancellation of the shares, the aggregate nominal value of £0.8 million was transferred from issued share capital to the capital redemption reserve.

This reserve is not distributable.

	2026 £m	2025 £m
At start of year	20.6	20.6
Amounts transferred in respect of own shares purchased and cancelled during the year	0.8	–
At end of year	21.4	20.6

Notes to the Group Financial Statements (continued)

20. Dividends on equity shares



Dividends

Dividends on equity shares are recognised as a liability in the period in which they are approved by the shareholders. Interim dividends are recognised when paid.

	2026 £m	2025 £m
Amounts recognised as distributions to equity holders in the year:		
Final dividend for the year ended 31 July 2025 of 49.0p per share (2024: 38.0p)	57.6	45.1
Interim dividend for the year ended 31 July 2026 of 23.0p per share (2025: 21.0p)	26.3	24.9
	83.9	70.0
Proposed final dividend for the year ended 31 July 2026 of 52.0p per share (2025: 49.0p)	58.5	58.1

The 2026 proposed final dividend is subject to approval by shareholders at the Annual General Meeting on 26 November 2026 and, in accordance with IAS 10 'Events after the Reporting Period', has not been included as a liability in these financial statements. In relation to shares held by the Bellway Employee Share Trust (1992) (the Trust) dividends have been waived (see note 19).

The level of distributable reserves are sufficient in comparison to the proposed dividend.

Directors and employees

21. Employee information

Employment costs, including directors, comprised:

	2026 £m	2025 £m
Wages and salaries	197.0	182.6
Social security	21.8	18.4
Pension costs (note 22)	9.7	9.1
Share-based payments (note 23)	5.7	4.6
	234.2	214.7

The average number of persons employed, including Directors, during the year was:

	2026 Number	2025 Number
Administrative	1,238	1,112
Production and others employed in housebuilding and associated trading activities	1,609	1,634
	2,847	2,746

The emoluments of the Executive Directors are disclosed in the Report of the Board on Directors' Remuneration on pages 104 to 124.

Key management personnel remuneration, including directors, comprised:

	2026 £m	2025 £m
Salaries and fees (including pension compensation)	5.6	5.4
Social security	1.8	1.5
Taxable benefits	0.4	0.4
Annual cash bonus	3.8	5.1
Pension costs	0.3	0.3
Share-based payments	2.3	2.5
	14.2	15.2

Key management personnel, as disclosed under IAS 24 'Related party disclosures', comprises the Directors and other senior operational management.

Notes to the Group Financial Statements (continued)

22. Retirement benefit asset



Employee benefits – retirement benefit costs

The net defined benefit scheme asset or liability is the fair value of scheme assets less the present value of the defined benefit obligation at the balance sheet date. The calculation is performed by a qualified actuary using the projected unit credit method. All remeasurement gains and losses are recognised immediately in the Statement of Comprehensive Income (SOCI). Net interest income/(cost) is calculated on the defined benefit asset/(liability) for the period by applying the discount rate used to measure the defined benefit liability at the start of the year. Return on plan assets in excess of the amounts included in the net interest cost are recognised in the SOCI.

A net pension asset for the refund of a surplus is recognised as the company has an unconditional right to a refund of a surplus, such as when all member benefits have been paid.

Defined contribution pension costs are charged to the income statement in the period for which contributions are payable.

(a) Retirement benefit assets

The Group sponsors the Bellway plc 1972 Pension Scheme (the Scheme) which has a funded final salary defined benefit arrangement which is closed to new members and to future service accrual. The Group also sponsors the Bellway plc 2008 Group Self Invested Personal Pension Plan (GSIPP) which is a defined contribution contract-based arrangement.

Contributions of £9.7 million (2025: £9.1 million) were charged to the income statement for the GSIPP.

(b) Role of Trustees

The Scheme is managed by the Trustees, who are appointed by either the Company or the members. The role of the Trustees is to manage the Scheme in line with the Scheme trust deed and rules, to act prudently, responsibly and honestly, impartially and in the interests of all beneficiaries. The main responsibilities of the Trustees are to agree with the employer the level of contributions to the Scheme and to make sure these are paid, to decide how the Scheme's assets are invested so the Scheme is able to meet its liabilities, and to oversee that the payment of benefits, record keeping and administration of the Scheme complies with the Scheme trust deed and rules and legislation.

(c) Funding

UK legislation requires that pension schemes are funded prudently (i.e. to a level in excess of the current expected cost of providing benefits). The last full actuarial valuation of the Scheme was carried out by a qualified independent actuary as at 31 July 2023 and updated on an approximate basis to 31 July 2026.

With regard to the Scheme, regular contributions made by the employer over the financial year were £nil (2025: £nil). The employer paid no special contributions (2025: £nil) and reimbursed the pension fund £nil (2025: £nil) for expenses incurred by the fund.

The Group is expected to make no regular contributions during the year ending 31 July 2027.

(d) Regulation

The UK pensions market is regulated by the Pensions Regulator whose key statutory objectives in relation to UK defined benefit plans are:

- to protect the benefits of members of occupational pension schemes;
- to promote, and to improve understanding of the good administration of work-based pension schemes;
- to reduce the risk of situations arising which may lead to compensation being payable from the Pension Protection Fund, and
- to maximise employer compliance with employer duties and the employment safeguards introduced by the Pensions Act 2008.

(e) Risk

The Scheme exposes the Group to a number of risks, the most significant are:

Risk	Description
Asset volatility	The Scheme's defined benefit obligation is calculated using a discount rate set with reference to corporate bond yields. However, a significant proportion of the Scheme's assets are invested in growth assets, such as equities, that would be expected to outperform corporate bonds in the long-term but create volatility and risk in the short-term. This scheme mitigates this volatility risk through the use of diversified growth funds and liability driven instruments.
Inflation risk	A significant proportion of the Scheme's defined benefit obligation is linked to inflation, with higher inflation increasing the liabilities. However, there are caps of either a 3% (CPI) or 5% p.a. (RPI) increase in place to limit the effect of higher inflation.
Life expectancy	The majority of the Scheme's liabilities are to provide a pension for the life of the member, with any increase in life expectancy also increasing the Scheme's defined benefit obligation.

The Group and Trustees have agreed a long-term strategy for reducing investment risk as and when appropriate. This includes liability driven investment funds which invest in assets such as gilts, swaps and repurchase agreements. The purpose of the liability driven investment funds is to significantly reduce the volatility of the Plan's funding level by mitigating inflation and interest rate risks, as the liability driven investment funds match the movements in interest rates and inflation closely.

Notes to the Group Financial Statements (continued)

22. Retirement benefit asset (continued)

High Court rules on amendments to contracted out defined benefit schemes

The Group is monitoring recent legal developments that may have implications for the governance and historical amendments of its defined benefit pension scheme.

In June 2023, the High Court handed down a decision (Virgin Media Limited v NTL Pension Trustees II Limited and others) which potentially has implications for the validity of amendments made by pension schemes, including the Scheme, which were contracted-out on a salary-related basis between 6 April 1997 and the abolition of contracting-out in 2016. The Pension Schemes Act 2026, which received Royal Assent on 29 April 2026 helps to address issues potentially arising from the case. The provisions set out how retrospective validation may be obtained so trustees who want to take action can assess whether to search for historical confirmations or obtain retrospective confirmations.

In a 2023 High Court ruling (BBC v BBC Pension Trustee Limited and Christina Burns), the judge found a rule in the trust deed which forbids alterations that adversely affect members' 'interests' would prevent any modifications that reduce future benefits. In 2025 the Court of Appeal subsequently confirmed the High Court ruling.

In response to these two cases, the Scheme Trustees are in the process of conducting a thorough legal review and investigation of the scheme rules, amendments, and wider documents. Once that review has been completed, the Group will be in a position to consider what, if any, effect there will be on the Scheme.

Movements in net defined benefit assets

	Defined benefit obligation		Fair value of Scheme assets		Net defined benefit asset	
	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m
Balance at 1 August	(38.9)	(42.3)	39.8	43.2	0.9	0.9
Included in the income statement						
Interest (expense) /income	(2.1)	(2.1)	2.2	2.1	0.1	–
	(2.1)	(2.1)	2.2	2.1	0.1	–
Included in other comprehensive income/(expense)						
Remeasurement gain arising from:						
– Change in demographic and financial assumptions	2.6	3.1	–	–	2.6	3.1
– Experience adjustments	(0.4)	0.2	–	–	(0.4)	0.2
Return on plan assets excluding interest income	–	–	(0.7)	(3.3)	(0.7)	(3.3)
	2.2	3.3	(0.7)	(3.3)	1.5	–
Other						
Benefits paid	2.3	2.2	(2.3)	(2.2)	–	–
	2.3	2.2	(2.3)	(2.2)	–	–
Balance at 31 July	(36.5)	(38.9)	39.0	39.8	2.5	0.9

The weighted average duration of the defined benefit obligation at the end of the reporting period is 11 years (2025: 11 years).

Notes to the Group Financial Statements (continued)

22. Retirement benefit asset (continued)

Scheme assets

The fair value of the Scheme assets is:

	2026 £m	2025 £m
Diversified growth fund	12.9	13.0
Corporate bonds	4.5	5.1
Liability driven instruments	16.5	16.7
Insurance policies annuities	4.4	4.5
Cash and cash equivalents	0.7	0.5
Total	39.0	39.8

Diversified growth funds are pooled funds invested across a diversified range of assets with the aim of giving long-term investment growth with lower short-term volatility than equities. Liability driven instruments are a portfolio of funds designed to hedge the majority of the interest rate and inflation risks associated with the schemes' obligations.

Actuarial assumptions

The following are the principal actuarial assumptions at the reporting date:

	2026 % per annum	2025 % per annum
Discount rate	6.40	5.60
Future salary increases	3.50	3.40
Allowance for pension in payment increases of RPI or 5% p.a. if less	2.80	2.70
Allowance for deferred pension increases of 3% p.a.	3.00	3.00
Allowance for commutation of pension for cash at retirement	15% of pension	15% of pension

The mortality assumptions adopted at 31 July 2026 are based on the S3PxA tables and allow for future improvement in mortality. The tables used imply the following life expectancies at age 65:

Male retiring in 2026	22.9 years
Female retiring in 2026	24.6 years
Male retiring in 2046	24.2 years
Female retiring in 2046	26.1 years

The mortality assumptions adopted at 31 July 2025 were based on the S3PxA tables and allow for future improvement in mortality. The tables used imply the following life expectancies at age 65:

Male retiring in 2025	22.7 years
Female retiring in 2025	24.4 years
Male retiring in 2045	24.0 years
Female retiring in 2045	25.9 years

Sensitivities

The calculation of the defined benefit obligation is sensitive to the assumptions set out above. The following table summarises the effect on the defined benefit obligation at the end of the reporting period if different assumptions were used:

Assumption	Change in assumption	Change in liabilities (%)
Discount rate	+0.10% p.a.	Decrease by 1.0%
Inflation	+0.10% p.a.	Increase by 0.8%
Mortality	+1 year life expectancy	Increase by 3.1%

The calculations for the sensitivity analysis are not as accurate as a full valuation carried out using these assumptions. Each assumption change is considered in isolation, which in practice is unlikely to occur, as changes in some of the assumptions are correlated.

Notes to the Group Financial Statements (continued)

23. Share based payments

Employee benefits – share-based payments

The fair value of equity settled share options granted is recognised as an employee expense with a corresponding increase in equity. The fair value is measured as at the date the options are granted and the charge is only amended if vesting does not take place due to non-market conditions not being met. Various option pricing models are used according to the terms of the option scheme under which the options were granted. The fair value is spread over the period during which the employees become unconditionally entitled to the options. At the balance sheet date, if it is expected that non-market conditions will not be satisfied, the cumulative expense recognised in relation to the relevant options is reversed.

With respect to share-based payments, a deferred tax asset is recognised on the relevant tax base. The tax base is then compared to the cumulative share-based payment expense recognised in the income statement. Deferred tax arising on the excess of the tax base over the cumulative share-based payment expense recognised in the income statement has been recognised directly in equity outside the SOCI as share-based payments are considered to be transactions with shareholders.

The Group operates a long-term incentive plan (LTIP), a deferred bonus plan (DBP), an employee share option scheme and Savings Related Share Option Schemes (SRSOS), all of which are detailed below.

Awards under the LTIP have been made to Executive Directors and senior employees, with awards under the DBP also made to senior employees. The awards take the form of ordinary shares in the Company.

Options issued under the SRSOS are offered to all employees including the Executive Directors.

An outline of the performance conditions in relation to the LTIP is detailed under the long-term incentive scheme section on pages 110 to 115F within the Remuneration Report.

Share-based payments have been valued by an external third party using various models detailed below, based on publicly available market data at the time of the grant, which the Directors consider to be the most appropriate method of determining their fair value.

The number and weighted average exercise price of share-based payments is as follows:

LTIP, DBP

	2026 Weighted average exercise price p	2026 Number of options No.	2025 Weighted average exercise price p	2025 Number of options No.
Outstanding at the beginning of the year	–	596,715	–	597,279
Granted during the year	–	615,185	–	159,958
Lapsed during the year	–	(126,117)	–	(159,522)
Exercised during the year	–	(115,542)	–	(1,000)
Outstanding at the end of the year	–	970,241	–	596,715
Exercisable at the end of the year	–	–	–	–

The options outstanding at 31 July 2026 have a weighted average contractual life of 1.7 years (2025: 1.2 years). The weighted average share price at the date of exercise for share options exercised during the year was 2,810.5p (2025: 2,666.0p).

SRSOS

	2026 Weighted average exercise price p	2026 Number of options No.	2025 Weighted average exercise price p	2025 Number of options No.
Outstanding at the beginning of the year	1,702.1	754,811	1,625.5	770,162
Granted during the year	1,781.0	772,826	2,513.0	96,317
Forfeited during the year	2,125.3	(349,170)	1,813.0	(100,206)
Exercised during the year	1,556.9	(316,825)	2,397.0	(11,462)
Outstanding at the end of the year	1,654.8	861,642	1,702.1	754,811
Exercisable at the end of the year	1,664.9	11,899	2,534.0	17,157

The options outstanding at 31 July 2026 have an exercise price in the range of 1,550p to 2,535p (2025: 1,550.0p to 2,535.0p) and have a weighted average contractual life of 2.9 years (2025: 1.9 years). The weighted average share price at the date of exercise for share options exercised during the year was 2,608.0p (2025: 2,659.8p).

Notes to the Group Financial Statements (continued)

23. Share based payments (continued)

The fair value of services received in return for share options granted is measured by reference to the fair value of the share options granted. The inputs into the models for the various grants in the current and previous year were as follows:

	November 2025	November 2025	November 2025	January 2026	May 2026	May 2026	May 2026	May 2026	May 2026	May 2026
							3 Year 2024 SRSOS modified*	5 Year 2024 SRSOS modified*	3 Year 2025 SRSOS modified*	5 Year 2025 SRSOS modified*
Scheme description	LTIP	3 Year SRSOS	5 Year SRSOS	LTIP	3 Year SRSOS	5 Year SRSOS				
Valuation model	n/a	Black Scholes	Black Scholes	n/a	Black Scholes	Black Scholes	Black Scholes	Black Scholes	Black Scholes	Black Scholes
Grant date	27-Nov-25	28-Nov-25	28-Nov-25	27-Jan-26	13-May-26	13-May-26	13-May-26	13-May-26	13-May-26	13-May-26
Risk free interest rate	0.0%	3.71%	3.94%	0.0%	4.42%	4.59%	4.36%	4.46%	4.40%	4.54%
Exercise price	–	2,108p	2,108p	–	1,598p	1,598p	2,513p	2,513p	2,108p	2,108p
Share price at date of grant	2,808p	2,858p	2,858p	2,720p	1,917p	1,917p	1,917p	1,917p	1,917p	1,917p
Expected dividend yield	0.0%	2.47%	2.47%	0.0%	3.76%	3.76%	3.76%	3.76%	3.76%	3.76%
Expected life	3 years	3 years 2 months	5 years 2 months	3 years	3 years 2 months	5 years 2 months	3 years 2 months	5 years 2 months	3 years 2 months	5 years 2 months
Vesting date	27-Nov-28	01-Feb-29	01-Feb-31	27-Jan-29	01-Jul-29	01-Jul-31	01-Jul-29	01-Jul-31	01-Jul-29	01-Jul-31
Expected volatility	N/A	31%	31%	N/A	32%	32%	32%	32%	32%	32%
Fair value of option	2,808p	973p	1,062p	2,808p	527p	579p	153p	269p	318p	406p
Incremental fair value of option	–	–	–	–	–	–	374p	310p	209p	173p

* In the current year, there has been a modification to the SRSOS schemes relating to employees cancelling awards from December 2024 and November 2025 in substitution for awards granted under an additional scheme in May 2026. Employees were invited to invest in a new grant with the option to cancel their contributions to the 2024 and 2025 grants to maximise their investment in the replacement grant. Options cancelled and reinvested into the replacement grant within the investment window to the grant date were accounted for on a modification basis. Shares cancelled but not replaced were treated as cancellations. The incremental fair value is the difference between the fair value of the May 2026 options and the fair value of the repriced previous awards, estimated at the date of modification. The fair value of the original modified award will be recognised over the remainder of the original vesting period, whilst the incremental fair value is recognised over the new vesting period.

Notes to the Group Financial Statements (continued)

23. Share based payments (continued)

	2025				
	October 2024	December 2024	November 2024	December 2024	December 2024
Scheme description	LTIP	LTIP	DBP	3 Year SRSOS	5 Year SRSOS
Valuation model	n/a	n/a	n/a	Black Scholes	Black Scholes
Grant date	25-Oct-24	16-Dec-24	18-Dec-24	15-Nov-24	15-Nov-24
Risk free interest rate	0.0%	0.0%	0.0%	4.2%	4.2%
Exercise price	–	–	–	2,513p	2,513p
Share price at date of grant	3,050p	2,426p	2,424p	2,548p	2,548p
Expected dividend yield	0.0%	0.0%	2.2%	2.1%	2.1%
Expected life	3 years	3 years	3 years	3 years 2 months	5 years 2 months
Vesting date	25-Oct-27	16-Dec-27	18-Dec-27	01-Feb-28	01-Feb-30
Expected volatility	35%	35%	35%	35%	35%
Fair value of option	3,040p	2,147p	2,267p	677p	816p

In the case of the DBP and LTIP awards, there are no market-related performance conditions and awards will be eligible to vest upon reaching a date set out in the Deed of the award. For the LTIP scheme, participants are entitled to dividend equivalents and as such the fair value has not been discounted and is therefore equal to the share price at the date of the grant. As dividends are not reinvested in the DBP scheme, the fair value of these awards is equal to the share price at the date of the grant, discounted for the fair value of dividends. The valuations of both schemes have also been adjusted for any post-vesting holding period with the adjustment calculated using Ghaidarov's adjustments to Finnerty's Average Strike Option Marketability Discount Model to calculate the loss of marketability discount factor.

The expected volatility for all models was determined by considering the volatility levels historically for the Group. Volatility levels for more recent years were considered to have more relevance than earlier years for the period reviewed.

The Group recognised a total expense of £5.7 million (2025: £4.6 million) in relation to equity-settled share-based payment transactions.

Notes to the Group Financial Statements (continued)

Contingencies, related parties and subsidiaries

24. Contingent liabilities



Contingent liabilities

Contingent liabilities of the Group are disclosed unless the possibility of an outflow in settlement is remote.

On 30 October 2025 the Competition and Markets Authority (CMA) made a decision to close its investigation into information sharing practices in the sector following binding commitments from certain housebuilders and a requirement for the housebuilders to work with industry bodies to develop and publish industry-wide UK competition law guidance for the wider sector. The CMA did not find that the Competition Act 1998 had been infringed, and the acceptance of commitments did not involve any admission of wrongdoing by the housebuilders.

An application to commence a proposed collective class action was filed in the Competition Appeal Tribunal on 24 June 2026 against seven major housebuilders, including Bellway. The application alleges that exchanges of competitively sensitive information breached competition law, affected competition and resulted in higher prices for certain purchasers of new-build homes. The application states it is informed by the CMA decision referred to above. The proposed collective action remains at a very early stage and, as a result, it is not yet possible to assess the likely outcome. Accordingly, no provision has been recognised in respect of the proposed action.

25. Related party transactions

The Board and certain members of senior management are related parties within the definition of IAS 24 'Related Party Disclosures'. Summary information of the transactions with key management personnel is provided in note 21. Detailed disclosure of individual remuneration of Board members is included in the Remuneration Report on pages 104 to 124.

Transactions between fellow subsidiaries, which are related parties, have been eliminated on consolidation and are not disclosed.

During the year the Group entered into the following related party transactions with its joint arrangements:

	2026 £m	2025 £m
Invoiced to joint arrangements in respect of accounting, management fees, interest on loans, land purchases and infrastructure works	49.4	33.3
Amounts owed to joint arrangements in respect of land purchases and management fees at the year end	(3.1)	(3.1)
Amounts owed by joint arrangements in respect of accounting, management fees, interest, land purchases and infrastructure works	67.9	71.1

Other information

26. Alternative performance measures

Bellway uses a variety of alternative performance measures (APMs) which, although financial measures of either historical or future performance, financial position or cash flows, are not defined or specified by IFRSs. They may not be directly comparable with other companies' alternative performance measures, and are not intended to be a substitute for any IFRS measures of performance, but are considered to be key measures used for assessing the performance of the business. The Directors use a combination of APMs and IFRS measures when reviewing the performance, position and cash of the Group.

Certain APMs previously presented by the Group have been removed as they are no longer used by the Directors when reviewing the performance of the Group. The APMs that have not been continued are: Capital invested in land, net of land creditors, and work-in-progress; Total growth in value per ordinary share (over 3 years); Annualised accounting return in NAV and dividends paid since 31 July 2022 (3-year return); Annualised accounting return in NAV and dividends paid since 31 July 2015 (10-year return); Underlying capital growth in the period; Capital growth in the period; and, Cash generated from operations before investment in land, net of land creditors, and work-in-progress.

The APMs used by the Group are defined below:

- **Underlying** – Underlying refers to any performance measure before net legacy building safety expense and other exceptional items. The Directors consider that the removal of the net legacy building safety expense and other exceptional items provides a useful understanding of the underlying performance of the Group when reviewed alongside statutory measures.
- **Administrative expenses as a percentage of revenue** – This is calculated as the total administrative expenses divided by total revenue. The Directors consider this to be an important indicator of how efficiently the Group is managing its administrative overhead base.
- **Net finance expense** – This is finance expenses less finance income. The Directors consider this to be an important measure when assessing whether the Group is using the most cost effective source of finance.
- **Dividend cover** – This is calculated as earnings per ordinary share for the period divided by the dividend per ordinary share relating to that period. At the half year the dividend per ordinary share is the proposed interim ordinary dividend, and for the full year it is the interim dividend paid plus the proposed final dividend. The Directors consider this an important indicator of the proportion of earnings paid to shareholders and reinvested in the business.

Notes to the Group Financial Statements (continued)

26. Alternative performance measures (continued)

- **Net asset value per ordinary share (NAV)** – This is calculated as total net assets divided by the number of ordinary shares in issue at the end of each period (see note 18). The Directors consider this to be a proxy when reviewing whether value, on a share by share basis, has increased or decreased in the period.
- **Return on capital employed (RoCE)** – This is calculated as operating profit divided by the average capital employed. Capital employed is defined as the total of equity plus net debt or less net cash. Average capital employed is calculated based on opening, half year and closing capital employed. RoCE is also calculated using capital employed including land creditors. The Directors believe that land creditors are a source of long-term finance so this provides an alternative indicator of the financial stability of the Group. The calculation is shown in the table below. The Directors consider this to be an important indicator of whether the Group is achieving a sufficient return on its investments.

	2026 Capital employed £m	2026 Land creditors £m	2026 Capital employed including land creditors £m	2025 Capital employed £m	2025 Land creditors £m	2025 Capital employed including land creditors £m
Underlying operating profit	320.6		320.6	303.5		303.5
Operating profit	299.1		299.1	250.7		250.7
Capital employed/land creditors:						
Opening	3,514.4	337.6	3,852.0	3,475.9	225.3	3,701.2
Half year	3,594.9	289.6	3,884.5	3,530.4	289.7	3,820.1
Closing	3,363.1	265.0	3,628.1	3,514.4	337.6	3,852.0
Average	3,490.8	297.4	3,788.2	3,506.9	284.2	3,791.1
Underlying return on capital employed	9.2%		8.5%	8.7%		8.0%
Return on capital employed	8.6%		7.9%	7.1%		6.6%

- **Asset turn** – Asset turn is calculated as revenue divided by the average capital employed. Average capital employed is calculated based on opening, half year and closing capital employed. The Directors consider this to be an important indicator of how efficiently the Group is using its assets to generate revenue.

	2026 £m	2025 £m
Revenue	3,162.2	2,782.8
Average capital employed	3,490.8	3,506.9
Asset turn	0.91	0.79

- **Pre-tax return on equity (RoE)** – This is calculated as profit before taxation divided by the average of the opening, half year and closing net assets. The Directors consider this to be a good indicator of the operating efficiency of the Group.

	2026 £m	2025 £m
Underlying profit before taxation	305.7	289.1
Profit before taxation	270.2	221.9
Net assets:		
Opening	3,556.2	3,465.4
Half year	3,522.9	3,522.4
Closing	3,520.8	3,556.2
Average	3,533.3	3,514.7
Underlying pre-tax return on equity	8.7%	8.2%
Pre-tax return on equity	7.6%	6.3%

- **Post-tax return on equity** – This is calculated as profit for the year divided by the average of the opening, half year and closing net assets. The Directors consider this to be a good indicator of the operating efficiency of the Group.

	2026 £m	2025 £m
Underlying profit for the year	218.7	209.7
Profit for the year	193.4	157.5
Net assets:		
Opening	3,556.2	3,465.4
Half year	3,522.9	3,522.4
Closing	3,520.8	3,556.2
Average	3,533.3	3,514.7
Underlying post-tax return on equity	6.2%	6.0%
Post-tax return on equity	5.5%	4.5%

Notes to the Group Financial Statements (continued)

26. Alternative performance measures (continued)

- **Net cash/(debt)** – This is the cash and cash equivalents less bank debt and fixed rate sterling USPP notes. Net cash/(debt) does not include lease liabilities, which are reported within trade and other payables on the balance sheet. The Directors consider this to be a good indicator of the financing position of the Group. This is reconciled in note 15.
- **Average net cash/(debt)** – This is calculated by averaging the net cash/(debt) position at 1 August and each month end during the year. The Directors consider this to be a good indicator of the financing position of the Group throughout the year.
- **Adjusted operating cashflow (before land spend, legacy building safety spend, shareholder returns and changes in debt borrowings)** – This is calculated as the net change in cash and cash equivalents, adding back cashflows relating to land spend, the utilisation of the legacy building safety provision, net of reimbursement asset, shareholder returns and changes in debt borrowings. Land spend is cashflows related to the acquisition of land in the period. Shareholder returns include payments to shareholders through dividends and share buyback programmes. The Directors consider this as an indicator of how effective the Group is at generating cash to invest in future growth and drive long term value creation for shareholders.

	2026 £m	2025 £m
Net increase/(decrease) in cash and cash equivalents	115.9	52.3
Add back:		
Land spend	496.0	472.0
Utilisation of total legacy building safety improvements provision	33.0	44.6
Dividends paid	83.9	70.0
Share buyback programme	139.8	–
Adjusted operating cashflow (before land spend, legacy building safety spend, shareholder returns and changes in debt borrowings)	868.6	638.9

- **Adjusted gearing** – This is calculated as the total of net cash/(debt) and land creditors divided by total equity. The Directors believe that land creditors are a source of long-term finance so this provides an alternative indicator of the financial stability of the Group.

	2026 £m	2025 £m
Net cash/(debt)	157.7	41.8
Land creditors	(265.0)	(337.6)
	(107.3)	(295.8)
Total equity	(3,520.8)	(3,556.2)
Adjusted gearing	3.0%	8.3%

- **Gearing** – This is calculated as net debt divided by total equity. The Directors consider this to be a good indicator of the financial stability of the Group.

	2026 £m	2025 £m
Net cash/(debt)	157.7	41.8
Total equity	(3,520.8)	(3,556.2)
Gearing	–	–

- **Order book** – This is calculated as the total expected sales value of current reservations that have not legally completed. The Directors consider this to be an important indicator of the likely future operating performance of the Group.

27. Post balance sheet events

Share buyback

The Board has approved a return of £75 million surplus capital to shareholders, through the initial tranche of the Second Share Buyback Programme, with contract terms agreed on 1 September 2026 and amended solely to increase the size from £50 million to £75 million, on 12 October 2026. As set out in the Chair's Statement, the full value of the Second Share Buyback Programme, which will cover FY27, is £150 million..

Acquisition of Llanmoor Development Co. Limited

The Group acquired 100% of both the ordinary and preference share capital of Llanmoor Development Co. Limited on 30 September 2026 for consideration of £40.4 million, payable over 3 years. As this transaction was very recent the acquisition accounting has not yet been completed. In line with IFRS 3 'Business Combinations', the acquisition accounting will be finalised within 12 months of the acquisition date.

Company Balance Sheet

	Note	2026 £m	2025 £m
ASSETS			
Non-current assets			
Investments in subsidiaries	2	57.7	54.5
Trade and other receivables	3	402.5	419.4
		460.2	473.9
Current assets			
Trade and other receivables	3	88.2	85.6
Cash and cash equivalents		99.3	86.7
		187.5	172.3
Total assets		647.7	646.2
LIABILITIES			
Current liabilities			
Corporation tax payable		0.4	6.1
Trade and other payables	4	18.0	20.9
		18.4	27.0
Total liabilities		18.4	27.0
Net assets		629.3	619.2
EQUITY			
Issued capital	6	14.0	14.8
Share premium	7	188.4	183.5
Capital redemption reserve	7	21.4	20.6
Other reserves		2.1	2.1
Retained earnings		403.4	398.2
Total equity		629.3	619.2

Approved by the Board of Directors on 12 October 2026 and signed on its behalf by:

John Tutte
 Director

Shane Doherty
 Director

Registered number 1372603

Parent Company Income Statement

In accordance with the provisions of section 408 of the Companies Act 2006, a separate Income Statement for the Company has not been presented. The Company's profit for the year was £240.0 million (2025: £68.0 million).

Company Statement of Changes in Equity

	Note	Issued capital £m	Share premium £m	Capital redemption reserve £m	Other reserves £m	Retained earnings £m	Total equity £m
Company							
Balance at 1 August 2024		14.8	183.2	20.6	2.1	396.6	617.3
Total comprehensive income for the year							
Profit for the year		–	–	–	–	68.0	68.0
Total comprehensive income for the year		–	–	–	–	68.0	68.0
Transactions with shareholders recorded directly in equity:							
Dividends on equity shares	8	–	–	–	–	(70.0)	(70.0)
Purchase of own shares		–	–	–	–	(1.0)	(1.0)
Shares issued		–	0.3	–	–	–	0.3
Credit in relation to share options	6	–	–	–	–	4.6	4.6
Total contributions by and distributions to shareholders		–	0.3	–	–	(66.4)	(66.1)
Balance at 31 July 2025		14.8	183.5	20.6	2.1	398.2	619.2
Total comprehensive income for the year							
Profit for the year		–	–	–	–	240.0	240.0
Total comprehensive income for the year		–	–	–	–	240.0	240.0
Transactions with shareholders recorded directly in equity:							
Dividends on equity shares	8	–	–	–	–	(83.9)	(83.9)
Purchase of own shares		–	–	–	–	(5.7)	(5.7)
Shares issued	6	–	4.9	–	–	–	4.9
Credit in relation to share options and tax thereon		–	–	–	–	5.7	5.7
Share buyback programme and cancellation of shares	6,7	(0.8)	–	0.8	–	(150.9)	(150.9)
Total contributions by and distributions to shareholders		(0.8)	4.9	0.8	–	(234.8)	(229.9)
Balance at 31 July 2026		14.0	188.4	21.4	2.1	403.4	629.3

Notes to the Company Financial Statements

Accounting Policies

Basis of preparation

The separate company financial statements are prepared in accordance with Financial Reporting Standard 101, 'Reduced Disclosure Framework' (FRS 101). The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets and liabilities, and in accordance with the Companies Act 2006.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of International Financial Reporting Standards as adopted by the UK (UK-adopted international accounting standards) but makes amendments where necessary in order to comply with the Companies Act 2006 and to take advantage of FRS 101 disclosure exemptions.

The following exemptions from the requirements of IFRS have been applied in the preparation of these financial statements, in accordance with FRS 101:

- Paragraphs 45(b) and 46 to 52 of IFRS 2, 'Share-based payment' (details of the number and weighted-average exercise prices of share options, and how the fair value of goods or services received was determined).
- IFRS 7, 'Financial Instruments: Disclosures'.
- Paragraph 91 to 99 of IFRS 13, 'Fair value measurement' (disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities).
- The following paragraphs of IAS 1, 'Presentation of financial statements':
 - 10(d) (statement of cash flows),
 - 16 (statement of compliance with all IFRS),
 - 38A (requirement for minimum of two primary statements, including cash flow statements),
 - 38B-D (additional comparative information),
 - 40A-D (requirements for a third statement of financial position).
 - 111 (statement of cash flows information), and
 - 134-136 (capital management disclosures).
- IAS 7, 'Statement of cash flows'.
- Paragraph 30 and 31 of IAS 8, 'Accounting policies, changes in accounting estimates and errors' (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective).
- The requirements in IAS 24, 'Related party disclosures' to disclose related party transactions entered into between two or more members of a group.
- The requirements in IAS 36, 'Impairment of asset' to disclose valuation technique and assumptions used in determining recoverable amount.

On publishing the Company financial statements here together with the Group financial statements, which were approved for issue on 12 October 2026, the Company is taking advantage of the exemption in section 408 of the Companies Act 2006 not to present its individual income statement and related notes that form a part of these financial statements.

Other financial statement considerations

In preparing the Company financial statements, management has considered the impact of climate change, and the possible impact of climate-related and other emerging business risks. A rigorous assessment of the impact of climate-related risks has been performed, and disclosed in the Strategic Report, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures. No issues were identified that would materially impact the carrying values of either the Company's assets or liabilities, or have any other material impact on the financial statements.

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The accounting policies set out within the notes to the financial statements have been applied consistently to all periods presented in these financial statements, unless otherwise stated.

Critical accounting judgements and key sources of estimation uncertainty

Management has not made any individual accounting judgements that are material to the Company and does not consider there to be any key sources of material estimation uncertainty.

Going concern

The Group, which the Company heads, has prepared forecasts, including certain sensitivities, on pages 170. Having considered these forecasts, the Directors consider that the Group the Company heads is well placed to manage business and financial risks in the current economic environment. Consequently, the Directors are confident that the Group and Company will have sufficient funds to continue to meet its liabilities as they fall due for the period to 31 July 2028, and have therefore prepared the financial statements on a going concern basis.

Notes to the Company Financial Statements (continued)

1. Employee information

Employee benefits – share-based payments

The fair value of equity settled share options granted is recognised as an employee expense with a corresponding increase in equity. The fair value is measured as at the date the options are granted and the charge is only amended if vesting does not take place due to non-market conditions not being met. Various option pricing models are used according to the terms of the option scheme under which the options were granted. The fair value is spread over the period during which the employees become unconditionally entitled to the options. At the balance sheet date, if it is expected that non-market conditions will not be satisfied, the cumulative expense recognised in relation to the relevant options is reversed.

With respect to share-based payments, a deferred tax asset is recognised on the relevant tax base. The tax base is then compared to the cumulative share-based payment expense recognised in the income statement. Deferred tax arising on the excess of the tax base over the cumulative share-based payment expense recognised in the income statement has been recognised directly in equity outside the SOCI as share-based payments are considered to be transactions with shareholders.

Where the Company grants options over its own shares to employees of its subsidiaries it recognises, in its individual financial statements, an increase in the cost of investment in its subsidiaries equivalent to the equity settled share-based payment charge recognised in its consolidated financial statements, with the corresponding credit being recognised in equity.

Employment costs, including directors, comprised:

	2026 £m	2025 £m
Wages and salaries	13.5	11.0
Social security	1.4	1.4
Pension costs	0.4	0.3
Share-based payments	2.4	2.4
	17.7	15.1

The average number of persons employed, including Directors, during the year was:

	2026 Number	2025 Number
Administrative	52	38
	52	38

The majority of the costs of the Company's employees are charged to the other Group companies.

2. Investments in subsidiaries

Investments in subsidiaries

Interests in subsidiary undertakings are valued in the Company financial statements at cost less impairment, which is reviewed annually.

The subsidiary undertakings in which the Company has interests are incorporated in England and Wales. In each case their principal activity is related to housebuilding. Further details are included in Subsidiaries, associates and joint ventures.

Where Bellway owns 100% of the voting rights of a business, the company is considered to be controlled by Bellway and is treated as a subsidiary.

The Company had the following investments in subsidiaries at 31 July:

	2026 £m	2025 £m
Subsidiary undertakings		
Interest in subsidiary undertakings' shares at cost	57.7	54.5
	57.7	54.5

The increase in interest in subsidiary undertakings in the year is related to share-based payments. The Directors believe that the carrying value of the investments is supported by their underlying net assets.

At the balance sheet date, the Company had no interests in joint ventures.

3. Trade and other receivables

Trade and other receivables

Trade and other receivables are stated at their fair value at the date of initial recognition and subsequently at amortised cost less allowances for impairment. The loss allowance for amounts owed by subsidiary undertakings is equal to the 12-month expected credit loss unless there has been a significant increase in credit risk since the date of initial recognition, in which case the loss allowance is equal to the lifetime expected credit loss. A significant increase in credit risk is deemed to have occurred if a review of available information indicates an increased probability of default.

	2026 £m	2025 £m
Non-current receivables		
Amounts due from subsidiary undertakings	402.5	419.4
	402.5	419.4

Notes to the Company Financial Statements (continued)

3. Trade and other receivables (continued)

	2026 £m	2025 £m
Current receivables		
Amounts due from subsidiary undertakings	87.2	84.8
Prepayments and accrued income	1.0	0.8
	88.2	85.6

Amounts due from Group undertakings are unsecured, repayable on demand and are interest bearing. Amounts expected to be repaid within the next 12 months are shown as current.

The Company has assessed expected credit losses and the loss allowance for amounts due from subsidiary undertakings as immaterial.

4. 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.

	2026 £m	2025 £m
Current liabilities		
Social security and other taxes	0.7	0.8
Other payables	0.2	0.3
Accruals	6.0	19.8
Share buyback obligation	11.1	–
	18.0	20.9

On 2 April 2026, the Company entered into a share buyback programme to purchase up to £75.0 million of shares as part of Tranche 2 of the initial share buyback programme. The remaining share buyback of £11.1 million outstanding at 31 July 2026 was recognised as a financial liability as the agreement was irrevocable at the year end. The share buyback obligation was fully satisfied by 28 August 2026.

5. Contingent liabilities and commitments



Contingent liabilities of the Company are disclosed unless the possibility of an outflow in settlement is remote.

Where the Company enters into financial guarantee contracts to guarantee the indebtedness of joint arrangements and other companies within the Group, the Company has elected to account for these by applying IFRS 9.

On 30 October 2025 the Competition and Markets Authority (CMA) made a decision to close its investigation into information sharing practices in the sector following binding commitments from certain housebuilders and a requirement for the housebuilders to work with industry bodies to develop and publish industry-wide UK competition law guidance for the wider sector. The CMA did not find that the Competition Act 1998 had been infringed, and the acceptance of commitments did not involve any admission of wrongdoing by the housebuilders.

An application to commence a proposed collective class action was filed in the Competition Appeal Tribunal on 24 June 2026 against seven major housebuilders, including Bellway. The application alleges that exchanges of competitively sensitive information breached competition law, affected competition and resulted in higher prices for certain purchasers of new-build homes. The application states it is informed by the CMA decision referred to above. The proposed collective action remains at a very early stage and, as a result, it is not yet possible to assess the likely outcome. Accordingly, no provision has been recognised in respect of the proposed action.

Guarantees relating to subsidiaries

The Company is a guarantor to bank and USPP indebtedness of other companies within the Group. Based on the liquidity and expected cash generation of these other companies, the fair value of these guarantees, as at 31 July 2026 is immaterial (2025: immaterial).

Subsidiary audit exemption

For the year ended 31 July 2026, the Group has chosen to take advantage of the audit exemption for the following subsidiary undertakings by virtue of a parent company guarantee under Section 479A of the Companies Act 2006.

Subsidiary	Company number
Bellway Properties Limited	01781361
Bellway Joint Ventures Limited	16299911
Litrose Investments Limited	00897216

The subsidiaries are 100% owned, either directly or indirectly, by Bellway p.l.c. which has provided a statutory guarantee under Section 479C of the Companies Act 2006, guaranteeing all outstanding liabilities to which the subsidiary is subject at the end of the financial year until they are satisfied in full.

Commitments

The Company has no outstanding commitments.

Notes to the Company Financial Statements (continued)

6. Issued capital

Classification of equity instruments and financial liabilities issued by the Company

Equity instruments issued by the Company are treated as equity only to the extent that they meet the following two conditions:

- (a) they include no contractual obligations upon the Company to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Company; and
- (b) where the instrument will or may be settled in the Company's own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the Company's own equity instruments or is a derivative that will be settled by the Company's exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments.

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the Company's own shares, the amounts presented in these financial statements for called up share capital and share premium exclude amounts in relation to those shares.

	2026 Number 000	2026 £m	2025 Number 000	2025 £m
Allotted, called up and fully paid 12.5p ordinary shares				
At start of year	118,992	14.8	118,980	14.8
Issued on exercise of options	316	–	12	–
Buyback and cancellation of shares	(6,334)	(0.8)	–	–
At end of year	112,974	14.0	118,992	14.8

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

During the year, the Company purchased 6,334,139 of its own ordinary shares for a total consideration of £139.8 million, including transaction costs of £0.9 million, as part of the £150.0 million initial share buyback programme entered into on 14 October 2025 and completed on 28 August 2026. During the year 6,334,139 shares were cancelled and nil were held in treasury by the Company. As the programme was irrevocable at 31 July 2026, £11.1 million of the remaining total consideration was recognised as a financial liability.

7. Reserves

Own shares held by ESOP trust

The purchase of shares in the Company by the trust are charged directly to equity.

Share premium

This reserve is not distributable.

Own shares held

The Company holds shares within the Bellway Employee Share Trust (1992) (the Trust), on which dividends have been waived, for participants of certain share-based payment schemes as outlined in note 23 in the Group financial statements. The cost of these is charged to retained earnings.

	2026 Number	2025 Number
At start of year	370,097	326,114
Transferred to employees or Directors	(124,993)	(1,000)
Shares purchased	218,893	44,983
At end of year	463,997	370,097

	2026 £m	2025 £m
Cost of shares held in the Trust	12.0	9.8
Market value of shares held in the Trust	9.2	9.2

Capital redemption reserve

On 7 April 2014 the Company redeemed 20,000,000 £1 preference shares, being all of the preference shares in issue. An amount of £20.0 million, equivalent to the nominal value of the shares redeemed, was transferred to a capital redemption reserve on the same date.

Over the course of the calendar year 2023 the Company purchased 4,560,057 of its own shares which it cancelled. On cancellation of the shares, the aggregate nominal value of £0.6 million was transferred from issued capital to the capital redemption reserve.

During FY26, the Company purchased 6,334,139 of its own shares as part of the initial share buyback programme, which were cancelled. On cancellation of the shares, the aggregate nominal value of £0.8 million was transferred from issued share capital to the capital redemption reserve.

This reserve is not distributable.

	2026 £m	2025 £m
At start of year	20.6	20.6
Amounts transferred in respect of own shares purchased and cancelled during the year	0.8	–
At end of year	21.4	20.6

Notes to the Company Financial Statements (continued)

8. Dividends on equity shares



Dividends

Dividends on equity shares are recognised as a liability in the period in which they are approved by the shareholders. Interim dividends are recognised when paid.

	2026 £m	2025 £m
Amounts recognised as distributions to equity holders in the year:		
Final dividend for the year ended 31 July 2025 of 49.0p per share (2024: 38.0p)	57.6	45.1
Interim dividend for the year ended 31 July 2026 of 23.0p per share (2025: 21.0p)	26.3	24.9
	83.9	70.0
Proposed final dividend for the year ended 31 July 2026 of 52.0p per share (2025: 49.0p)	58.5	58.1

The 2026 proposed final dividend is subject to approval by shareholders at the Annual General Meeting on 26 November 2026 and, in accordance with IAS 10 'Events after the Reporting Period', has not been included as a liability in these financial statements. In relation to shares held by the Bellway Employee Share Trust (1992) (the Trust) dividends have been waived (see note 7).

The level of distributable reserves are sufficient in comparison to the proposed dividend.

9. Post balance sheet events

Share buyback

The Board has approved a return of £75 million surplus capital to shareholders, through the initial tranche of the Second Share Buyback Programme, with contract terms agreed on 1 September 2026 and amended solely to increase the size from £50 million to £75 million, on 12 October 2026. As set out in the Chair's Statement, the full value of the Second Share Buyback Programme, which will cover FY27, is £150 million.

Acquisition of Llanmoor Development Co. Limited

The Group acquired 100% of both the ordinary and preference share capital of Llanmoor Development Co. Limited on 30 September 2026 for consideration of £40.4 million, payable over 3 years. As this transaction was very recent the acquisition accounting has not yet been completed. In line with IFRS 3 'Business Combinations', the acquisition accounting will be finalised within 12 months of the acquisition date.

Subsidiaries, associates and joint ventures

Group undertakings

The Directors set out below information relating to the Group undertakings (excluding resident management companies) as at 31 July 2026. All of these Group undertakings are registered in England and Wales unless otherwise stated. They are engaged in housebuilding and associated activities, have coterminous year ends with the Group, 100% of their ordinary share capital is held by the Company and the registered address is the same as the Company (unless otherwise stated).

Where Bellway owns 100% of the voting rights of a business, the company is considered to be controlled by Bellway and is treated as a subsidiary.

Subsidiaries – trading

Bellway Homes Limited
 Bellway Housing Trust Limited
 Bellway Properties Limited
 Bellway (Services) Limited
 Litrose Investments Limited
 Bellway Home Space Limited
 Woolsington One Limited**
 Ashberry Strategic Land Limited**
 Bellway Joint Ventures Limited**
 Fradley Residential LLP**

Joint arrangements

Cramlington Developments Limited (50% owned, year end of 30 June)**^a
 Leebell Developments Limited (50% owned, year end of 30 June)**^a
 Ponton Road LLP (50% owned)**
 Lambeth Regeneration LLP (50% owned)**
 Bellway Latimer Cherry Hinton LLP (50% owned)**
 Langley Sustainable Urban Extension Limited (33% owned)**^b

Subsidiaries – dormant*

Ashberry Homes Limited
 Bellway (Builders) Limited
 Bellway Financial Services Limited
 Bellway London Limited
 Bellway Trustee Company Limited
 Bulldog Premium Growth I Limited
 George Blackett Limited
 Homes2Let Limited
 J. T. B. (Chapel Farm) Estates Limited
 J. T. B. Estates Limited
 John T. Bell & Sons (1976) Limited
 Nixons Kitchens Limited
 Seaton GR SPV 13 Limited
 Seaton GR SPV 14 Limited
 Seaton Thirteen Limited

Other entities

Artex Axcell (Guernsey) PCC Limited (formerly Artex Insurance (Guernsey) PCC Limited)^c

Notes:

* Dormant

** These shares are held indirectly.

a Registered address is Persimmon House, Fulford, York, YO19 4FE

b Registered address is One Eleven, Edmund Street, Birmingham, B3 2HJ

c Registered address is PO Box 230, Heritage Hall, Le Marchant Street, St Peter Port, Guernsey, GY1 4JH

Subsidiaries, associates and joint ventures (continued)

Resident management companies

The Directors set out below information relating to resident management companies which are currently held by the Group as at 31 July 2026.

Control is exercised by the Group's power to appoint directors and the Group's voting rights in these companies. All the resident management companies listed below are limited by guarantee, unless otherwise indicated, without share capital and are incorporated in the UK.

The capital, reserves and profit or loss for the year have not been stated for the resident management companies listed below as the beneficial interest in any assets or liabilities of these companies is held by the residents. The Group does not have exposure, or rights to variable returns from these companies and therefore they are not included in the consolidated financial statements. They are temporary members of the Group and will be handed over to residents in due course.

For each address listed below the following resident management companies are registered at said address.

Cheviot House, Beaminster Way East,
Newcastle Upon Tyne, England, NE3 2ER

- Meadow Rise (Heighington) Management Company Limited
- Wellfield Rise Residents Management Company Limited
- Abbey Heights Residents Management Company Limited
- Burdon Rise Residents Management Company Limited
- St Mary's Stannington Management Company Limited
- The Grange (Fenham) Resident Management Company Limited
- Woodgreen (Blyth) Residents Management Company Limited
- Modello Residents Management Company Limited
- Whitworth View Residents Management Company Limited
- Barton Meadows Residents Management Company Limited
- Clarence Gate Residents Management Company Limited
- East Middle Callerton Residents Management Company Limited
- Jameson Manor Residents Management Company Limited
- The Avenue (Medburn) Residents Management Company Limited
- Falcon Grove Management Company Limited
- Castlegate (Skelton) Management Company Limited

1 Bow Churchyard, London,
United Kingdom, EC4M 9DQ

- Broadleaf Management Company Limited
- Broadleaf Ashby Management Company Limited
- Waltham Heights Resident's Management Company Limited
- Clavering Park Management Company Limited

1 Cunard Square, Chelmsford,
Essex CM1 1AQ

- Larks Place Apartments Management Company Limited
- Maplewood Grove (Dunmow) Management Company Limited

10 Queen Street Place, London,
United Kingdom, EC4R 1AG

- The Green (Solihull) Management Company Limited

137 Newhall Street, Birmingham,
England, B3 1SF

- Lakeside Park Management Company Limited
- Foxmill Gardens (Willand) Management Company Limited

13a, Building Two, Canonbury Yard, 190 New North Road,
London, England, N1 7BJ

- Redlands Grove Management Limited
- Lavender Rise Management Company Limited
- Libbets Grange Management Company Limited
- Flowers Hill (Brislington) Management Company Limited

19 Highfield Road, Edgbaston, Birmingham,
England, B15 3BH

- Meridian South Block E Management Limited

1st Floor, 2540 The Quadrant Aztec West, Almondsbury,
Bristol, England, BS32 4AQ

- Mead Fields (Phase 2) Weston Parklands Management Company Limited
- Berwick Green Bristol Management Company Limited

Subsidiaries, associates and joint ventures (continued)

Resident management companies (continued)

For each address listed below the following resident management companies are registered at said address.

2 Centro Place, Pride Park, Derby, Derbyshire, United Kingdom, DE24 8RF	59 Coton Road, Nuneaton, England, CV11 5TS
– Hartside View (Hartlepool) Residents Management Company Limited – Hazelrigg Residents Management Company Limited – Roman Fields (Corbridge) Management Company Limited – Forster Park (Stevenage) Residents Management Company Ltd – Boorley Gardens Residents Management Company Limited	– Forest Oak Management Company Limited
23 Mark Road, Hemel Hempstead, Hertfordshire, England, HP2 7DN	7 Bohemia Place, Fordham, Cambridgeshire, CB7 5XJ
– Ebbsfleet Cross (Phase 2) Management Company Limited	– Bassingbourn Fields Management Company Limited
25 Carfax, Horsham, West Sussex, RH12 1EE	8 Hemmells, Basildon, Essex, England, SS15 6ED
– Solomon's Seal (Horsham) Management Company Limited	– Dunton Fields (Laindon) Management Company Limited – Renovo (West Thurrock) Management Company Limited
3 Romulus Court Meridian Business Park, Braunstone Town, Leicester, United Kingdom, LE19 1YG	80 Mount Street, Nottingham, Nottinghamshire, England, NG1 6HH
– The Foresters Management Company Limited	– The Coppice Heights & Amber Rise Management Company Limited – Roman Gate (Melton Mowbray) Management Company Limited – The Abbey Fields Grange Management Company Limited – The Gateford Quarter Management Company Limited
30 Tower View, Kings Hill, West Malling, Kent, ME19 4UY	8th Floor Holborn Tower, 137–144 High Holborn, London, United Kingdom, WC1V 6PL
– Navigators Walk Management Company Limited – Wakeley Meadow (Rainham) Residents Management Company Limited – Wodbury Manor Management Company Limited – De Havilland Place (Kings Hill) Management Company Limited – Porters Grove (St. Leonards) Management Company Limited – Willowbrook (Iwade) Management Company Limited	– Fielders Quarter Phase 3 (209A) Management Company Limited – Fielders Quarter Phase 4 (209B) Management Company Limited – Fielders Quarter Phase 5 (208A) Management Company Limited – Marconi (Chelmsford) Management Company Limited – Fielders Crescent Management Company Limited – Beckton Parkside Management Company Limited – Copperhouse Green Management Company Limited – Crossways Quarter Management Company Limited – Eastside Quarter Management Company Limited – Legacy Wharf Management Company Limited – The Residence (Phase 2) Management Company Limited – Maybrey Works Management Company Limited – The Residence (Nine Elms) Management Company Limited – Eastbrook Village East Phase 2 (Site H) Management Company Limited
33 Station Road, Rainham, Gillingham, England, ME8 7RS	
– Sixty Three Management Company Limited	
406a Birmingham Road, Sutton Coldfield, England, B72 1YJ	
Chalfont Drive Residents Management Company Limited	
506 Premier Block Management Centennial Avenue, Elstree, Borehamwood, England, WD6 3FG	
The Foundry (Hemel Hempstead) Management Company Limited	

Subsidiaries, associates and joint ventures (continued)

Resident management companies (continued)

For each address listed below the following resident management companies are registered at said address.

95 London Road, Croydon, Surrey, England, CR0 2RF	Bellway Homes Limited Alexander House, Rainton Bridge Business Park, Houghton Le Spring, United Kingdom, DH4 5RA
– Ladden Garden Village Pl 24–27 (Leasehold Apartments) Management Company Limited – Digby Court (Birmingham) Management Company Limited – Meridian South Blocks A & B Management Limited – Mulberry Park Apartments (Management Company) Limited – Weavers Meadow (Trowbridge) Management Company Limited	– Baydale Village Residents Management Company Limited – The Old Foundry Residents Management Company Limited
A5 Optimum Business Park, Unit A5, Swadlincote, Derbyshire, United Kingdom, DE11 0WT	Bellway Homes Limited (Thames Valley) Imperium, Imperial Way, Reading, United Kingdom, RG2 0TD
– Empress Gardens (Tiverton) Management Company Limited	– Montem Square Management Company Limited
Bellway Homes Limited (East Midlands) Romulus Court, Meridian East, Leicester, United Kingdom, LE19 1YG	Bellway Homes Limited (West Midlands) 1 Centurion Court, Centurion Way, Wilnecote, Tamworth, Staffordshire, United Kingdom, B77 5PN
– Willow Rise Management Company Limited – Hugglescote Grange Management Company Limited – The Wickets Management Company Limited – Ashlands and Brierley View Management Company Limited – Swinfen Vale Management Company Limited – Echelon Management Company Limited – Treetops, Cossington Management Company Limited	– Astley Management Company Limited – Arden Glade Residents Management Company Limited
Bellway Homes Limited (South West), First Floor, 2540 Aztec West, Bristol, United Kingdom, BS32 4AQ	Bellway Homes Limited (Yorkshire Division) First Floor, Unit 2150, Century Way, Leeds, United Kingdom, LS15 8ZB
– Malvern Chase (Tewkesbury) Management Company Limited – Tigermoth Fields Management Company Limited – Lock Keeper Gardens Management Company Limited – Celtic Gardens Management Company Limited	– Woodland Walk Hoyland Management Company Limited
Bellway Homes Limited (North East) Bellway House, Kings Park, Kingsway North, Gateshead, Tyne And Wear, United Kingdom, NE11 0JH	Building 5 Caldecotte Lake, Caldecotte, Milton Keynes, United Kingdom, MK7 8LE
– DH1 Resident Management Company Limited – Western Grange Residents Management Company Limited – Autumn Ford Management Company Limited	– Brook Meadows Wixams Residents Management Company Limited
	C/O Bellway Homes Limited (South London) 1st Floor, Regent House, 1–3 Queensway, Redhill, Surrey, United Kingdom, RH1 1QT
	– Fallow Wood View (Burgess Hill) Residents Management Company Limited – Elizabeth Square (Durrington) Residents Management Company Limited – Perceval Grange Management Company Limited
	C/O Gateway Property Management Limited Gateway House, 10 Coopers Way, Southend-On-Sea, Essex, United Kingdom, SS2 5TE
	– Bluebell Walk (Harrietsham) Management Company Ltd – Crown Fields (Chatham) Management Company Ltd – West End Quarter (Folkestone) Management Company Limited – Gloster Chase Management Company Limited – Westland Place Management Company Limited – Lion Wharf (Isleworth) Management Company Limited – Millworks, K Langley Management Company Limited – St James Park (Parcels B and C) Management Company Limited – St James Park (Parcel G) Management Company Limited

Subsidiaries, associates and joint ventures (continued)

Resident management companies (continued)

For each address listed below the following resident management companies are registered at said address.

C/O Mlm Property Management 2nd Floor, Premiere House, Elstree Way, Borehamwood, United Kingdom, WD6 1JH – Whitehill Gardens Residential Management Company Limited – The Vickers (Witchford) Residents Management Company Limited – Cortlands Management Company Limited – Stilton Gate Management Company Limited – Pinewood Grange (Stowmarket) Management Company Limited – Elder Brook Residential Management Company Limited – Ivy Hill Residential Management Company Limited – Primrose Grove Management Company Limited – Pinchbeck Fields Management Company Limited – The Willows Residential Management Company Limited – Barleywoods Residential Management Limited
C/O Rmg House, Essex Road, Hoddesdon, United Kingdom, EN11 ODR – Barton Quarter (Horwich) Residents Management Company Limited – Old Brook View Residents Management Company Limited – Royal Bowland Park Residents Management Company Limited – The Brackens Residents Management Company Limited – Trilogy Residents Management Company Limited – Alderstone Park And Oakview Quarter (Great Ecclestone) Management Company Limited – Dalesway (Harrogate) Management Company Limited – Tranby Park Residential Management Company Limited
Unit 7 Portal Business Park, Eaton Lane, Tarporley, England, CW6 9DL – Heathlands Rmc Limited – Snelsmoor Village Management Company Limited – Greystone Meadows (Undy) Management Company Limited – Mill Fields (Wingerworth) Management Company Limited – Blenheim Green Management Company Limited – Hopwood Meadows Residents Management Company Limited – Harvino Residents Management Company Limited – Kingsfleet Park (Trimley St. Martin) Management Company Limited – Bicknor Wood Ltd

Unit 7 Portal Business Park, Eaton Lane, Tarporley, England, CW6 9DL – Parsonage Place (Otham) Management Company Limited – Oxenden Park (Thornden Wood) Management Company Limited – Pirton Fields (Churchdown) Management Company Limited – Phase 1A Parc Mawr (Penllergaer) Management Company Limited – Coed Derw Management Company Limited – Forest Walk (Lydney) Management Company Limited – Hawthorn Park (Hempsted) Management Company Limited – Northdene Residents Management Company Limited – Centurion Chase Management Company Limited – Elemore Resident Management Company Limited – Brackley Village Residents Management Company Limited – Park Gate Village Residents Management Company Limited – Weaver Green Residents Management Company Limited – Maes Y Rhedyn Fern Meadow Residents Management Company Limited – Rose Meadow (Northwich) Residents Management Company Limited – Cotton Woods (Preston) Residents Management Company Limited – St Wilfrid's Place (Litherland) Residents Management Company Limited – Somerford Gate (Congleton) Residents Management Company Limited – Arrowe Brook Park (Greasby) Residents Management Company Limited – Jellicoe Gardens (Moreton) Residents Management Company Limited – Plummers Meadow (Halewood) Residents Management Company Limited – Summers Bridge (SAB) Management Limited – Summers Bridge Residents Management Company Limited – Lydiate Gate Residents Management Company Limited – Halewood Oaks Resident Management Company Limited – Lathom Pastures Residents Management Company Limited – Imperial Gardens (Howden) Management Company Limited – Millstone Park Residents Management Company Limited – Lancaster Gardens Boroughbridge management Company Limited

Subsidiaries, associates and joint ventures (continued)

Resident management companies (continued)

For each address listed below the following resident management companies are registered at said address.

Fisher House, 84 Fisherton Street,
Salisbury, England, SP2 7QY

- Bower Place Management Company Limited
- The Furrows (Warboys) Residents Management Company Limited
- Eve Meadows (Haughley) Management Company Limited
- The Oaks (Witham) Management Company Limited
- New Gimsons Place (Witham) Management Company Limited
- Riddleys Orchard (Whitton) Management Company Limited
- Lockwood Place (Bramford) Management Company Limited
- Sapphire Fields & Beaumont Park Management Company Limited
- Great Dunmow Grange Management Company Limited
- Francis Gardens (Silver End) Management Company Limited
- Rectory Fields (Witham) Management Company Limited
- Fonnereau (Estate) Management Company Limited
- Westerfield Grove Management Company Limited
- Liberty Quarter Management Company Limited
- Abbotswood Park Management Company Limited
- Amen Corner (Binfield) Management Company Limited
- Rosedale Park Management Company Limited
- Kingsreach (Slough) Management Company Limited
- Bridleway Grange Residents Management Company Limited
- Copperfields Residents Management Company Limited
- Hazel Fold Residents Management Company Limited
- High Point Residents Management Company Limited
- Westminster Road Management Company Limited
- Neptune Residents Management Company Limited
- St Oswald's Place Residents Management Company Limited
- The Academy Residents Management Company Limited
- The Mount Prestwich Residents Management Company Limited
- Rainbow Fields (Waddicar) Management Company Limited

- Earlsfield Park (Knowsley) Management Company Limited
- New Cardington Hangars Block Residents Management Company Limited
- New Cardington Hangars Estate Residents Management Company Limited
- Chestnut Vale Residents Management Company Limited
- Elmfield Green (Billingshurst) Management Company Limited
- Renaissance (Reading) Management Company Limited
- Huntercombe Walk (Taplow) Management Company Limited
- Belmont Park (Maidenhead) Management Company Limited
- Sky Plaza (Farnborough) Management Company Limited
- Bellway at Rosewood Management Company Limited
- Cathedral Park (Chichester) Management Company Limited
- Windgreen Gardens Management Company Limited
- St Mary's Hill (Blandford) Management Company Limited
- Rookery Park Management Company Limited
- Barley Fields (Tamworth) Management Company Limited
- Baswich Grange Management Company Limited
- The Spinney (Oteley Road) Management Company Limited

One Eleven, Edmund Street,
Birmingham, United Kingdom, B3 2HJ

- Mousley Park Hilton Management Company Limited
- Curzon Park (Residents) Management Company Limited
- Cuttle Brook Management Company Ltd
- The Vale (Bottesford) Management Company Limited
- Stoughton Park Management Company Limited
- Elements Residents Management Company Limited
- Grey Gables Farm Residents Management Company Limited
- Sandstone Brook Residents Management Company Limited

Subsidiaries, associates and joint ventures (continued)

Resident management companies (continued)

For each address listed below the following resident management companies are registered at said address.

Queensway House, 11 Queensway, New Milton,
Hampshire, England, BH25 5NR

- Kingswood Heath (Colchester) Management Company Limited
- Aspen Apartments (Colchester) Management Company Limited
- Buckland Rise (Peters Village) Management Company Ltd
- Lysander Fields Management Company Limited
- Oakley Park (Edenbridge) Management Company Limited
- Kingfisher Green (Rainham) Management Company Limited
- Dacres Wood Court Management Company Limited
- St. James Mews (Charfield) Management Company Limited
- Wavendon View Residents Management Company Limited
- Helliars Lane (Cheddar) Management Company Limited
- Quantock Heights (Banwell) Management Company Limited
- Mead Fields Phase 2 (Leasehold Apartments) Management Company Limited
- Marlborough Road Wroughton (Swindon) Management Company Limited
- Brambleside Management Company Limited
- Foxlow Grange Berryfields Management Company Limited
- Walton Park Management Company Limited
- Kingsland Gate Management Company Limited
- Chestnut Grove (Ash Green) Management Company Limited
- Woodcroft Park Management Company Limited
- Sovereign Place (Horley) Management Company Limited
- Ebbsfleet Cross Management Company Limited
- Victoria Gardens (Peters Village) Management Company Limited
- The Alders (Wolverhampton) Management Company Limited
- Dove Manor Management Company Limited
- Mallard Walk Management Company Limited
- The Oaks (Parsons Hill) Management Company Limited
- The Pastures (Telford) Management Company Limited
- The Long Shoot Management Company Limited

Unit 14 Portal Business Park, Eaton Lane,
Tarporey, Cheshire, United Kingdom, CW6 9DL

- Old R Chace Management Company Limited
- K George's Vale (Cuffley) Management Company Limited
- Euxton Heights Residents Management Company Limited
- The Landings Residents Management Company Limited
- Q Gate and Jubilee Place Management Company Limited
- Staverton Lodge Residents Management Company Limited
- Barleycorn Way Residents Management Company Limited
- Parsons Croft Management Company Limited
- Penny Way Snaith Management Company Limited

Vantage Point, 23 Mark Road, Hemel Hempstead,
Hertfordshire, England, HP2 7DN

- The Orchards (Colchester) Management Company Limited
- The Furlongs (Gt/ Leighs) Management Company Limited
- Henderson Park (Thorpe le Soken) Management Company Limited
- Saxon Heath (Marham Park) Management Company Limited
- Willow Park (Halstead) Management Company Limited
- Aspen Walk (Eight Ash Green) Management Company Limited
- Oakfields Park (Halstead) Management Company Limited
- Hollytree Walk (Colchester) Management Company Limited
- Beaulieu Grange (Chelmsford) Management Company Limited
- Alkerden Heights (Parcel 5a) Management Company Limited
- Whitehouse Park Residents Management Company Limited
- Badbury Reach Management Company Limited
- Brookvale Management Company Limited
- Hawthorne Rise Management Company Limited
- Poppy View (Saffron Walden) Management Company Limited
- Helios Park Management Company Limited
- Linmere Management Company Limited
- Tattenhoe Park (Parcel 4) Management Company Limited
- Linmere Gateway Management Company Limited

Subsidiaries, associates and joint ventures (continued)

Resident management companies (continued)

For each address listed below the following resident management companies are registered at said address.

Vantage Point, 23 Mark Road, Hemel Hempstead,
Hertfordshire, England, HP2 7DN

- Moreton Fields (Buckingham) Residents Management Company Limited
- Wellington Gardens (Aldershot) Management Company Limited
- The Ridgeway (Chinnor) Management Company Limited**
- Hampden Gardens (Thame) Management Company Limited
- Langford Park Management Company Limited
- Keephatch Gardens (Wokingham) Management Company Limited
- Chailey Gardens Management Limited
- Fairfields (Calcot) Management Company Limited
- Forest Chase Management Company Ltd
- Greensands Management Company Limited
- Old Forest Road (Winnersh) Management Company Limited
- Yew Tree Gardens (Cholsey) Management Company Limited
- The Printworks (Reading) Residents Management Company Limited
- Long Acre (Shinfield) Management Company Limited
- Poppy Fields (Cholsey) Management Company Limited
- Wildflower Meadow Limited
- Silkmakers Court Management Company Limited
- Phoenix Park (Thame) Management Company Limited
- Yellowfields Phase 3B Management Company Limited
- Cooper Square (Maidenhead) Management Company Limited
- Poppy Fields (Cholsey) Flats Management Company Limited
- Chilsey Grange Phase 2 Management Company Limited
- Spires View (Old Marston) Management Company Limited
- Carters Caversham Management Company Reading Limited
- Watchman's Place Management Company Limited
- The Atrium Residents Management Company Limited
- Devonshire Place (Grays) Management Company Limited
- Harbour Village (Ebbsfleet) Management Company Limited

- Highlands Grange Management Company Limited
- Maple Creek Management Company Limited
- Roe Wood Park Management Company Limited
- St. George's Park Management Company Limited
- St. George's Park (Phase 2) Management Company Limited
- Westcombe Park (Heybridge) Management Company Limited
- Azalea (Medstead) Management Company Limited
- Cornelia Gardens Management Limited
- Fellows Gardens Management Limited
- Halyards Residents Limited
- Holmwood Residents Limited
- Latitude Residents Limited
- Longwood Copse Residents Limited
- Montague Green (Rowland's Castle) Management Company Limited
- Pipits Residents Limited
- Roman Walk Residents Limited
- The Chase Residents Limited
- The Haven (Emsworth) Management Company Limited
- Harnham Park Management Company Limited
- Longfield Place (Sherfield) Management Company Limited
- Corallian Heights Management Company Limited
- Spindrifft Park (Pagham) Residents Management Company Limited
- Kingsmere Park (West Parley) Management Company Limited
- Spirewood Grange (Rowbarrow) Management Company Limited

Woolsington House International Drive, Woolsington,
Newcastle Upon Tyne, England, NE13 8BF

- Summerhill View Management Company Limited
- The Withers (Netherton) Residents Management Company Limited
- Narrowboat View Residents Management Company Limited

Subsidiaries, associates and joint ventures (continued)

Resident management companies (continued)

For each address listed below the following resident management companies are registered at said address.

North Point Stafford Drive, Battlefield Enterprise Park,
Shrewsbury, Shropshire, UK, SY1 3BF

- Merchants Gate Cottingham Limited
- Rowley Fields Residents Management Company Limited
- Wellington Grange (Pocklington) Management Limited
- Goodsyard (No 1) Management Company Limited
- Waterside At Riverwell (Block E) Management Company Limited
- Furlong Park Residents Management Company Limited
- St John's View (Menston) Management Company Limited
- Longholme Park Residents Management Company Limited
- Poppy Field Residents Management Company Limited
- Wolds View Residents Management Company Limited
- Long Lane (Beverley) Management Company Limited
- Clifford Gardens (Skipton) Management Company Limited
- Buttercross Meadows (Brigg) Management Company Limited

Cumberland Court, 80 Mount Street, Nottingham
Nottinghamshire, United Kingdom, NG1 6HH

- Darwins Edge Management Company Limited
- Victoria Gate and Place Management Company Limited
- Yew Tree Park Management Company Limited
- Penmire Rise Management Company Limited
- Rolleston Manor Management Company Limited
- Sheasby Park Management Company Limited
- Tidbury Heights Management Company Limited
- Cecilly Mills Management Company Limited
- Copthorne Keep Management Company Limited
- Lucas Green Management Company Limited
- Hardintone Court Management Company Limited
- Barton Manor (Barton) Management Company Limited
- Cherry Orchard (Bevere) Management Company Limited
- Sandwell College Management Company Limited
- Dickens Manor Management Company Limited
- Chamberlains Bridge Management Company Limited

- Farriers Court Residents Management Company Limited
- Sharnbrook Park Residents Management Company Limited
- Hartshorne Residents Management Company Limited
- Hawksley Grange Management Company Limited
- Chamberlains Heath Residents Management Company Limited
- Linmere Mews Residents Management Company Limited

One, Station Approach, Harlow,
Essex, England, CM20 2FB

- Scholars Place Management Company Limited
- Linkside (Burton) Management Company Limited
- North Abingdon Management Company Limited
- Cherry Meadow & Hatton Court Management Company Limited
- Steeple Chase (Frisby) Management Company Limited
- Lockharts Rmc Limited
- The Woodlands (Watnall) Management Company Limited

C/O Pod Group Services Limited First Floor, Unit 1, Elstree Gate, Elstree Way, Borehamwood,
Hertfordshire, United Kingdom, WD6 1JD

- Hatfield Grove (Hatfield Peverel) Management Company Limited
- QE2 (Welwyn Garden City) Management Company Limited
- Hellingly (Hailsham) Management Company Limited
- Priory Grange (Hatfield Peverel) Management Company Limited
- Hall Road (Rochford) Management Company Limited
- Novello Management Company Limited

Address: Castleman Business Centre, Embankment Way,
Ringwood, England, BH24 1EU

- Pasture Walk Management Company Limited
- Meridian South Blocks C and D Management Limited
- Meridian South Block H Management Limited

Regent House, 1–3 Queensway,
Redhill, United Kingdom, RH1 1QT

- Oakhill Meadow Management Company Limited
- Highwoods View Management Company Ltd

Subsidiaries, associates and joint ventures (continued)

For each address listed below the following resident management companies are registered at said address.

Dulce Domum Alma Road, Eton Wick, Windsor, Berkshire, United Kingdom, SL4 6JZ	New Kings Court Tollgate, Chandler's Ford, Eastleigh, Hampshire, United Kingdom, SO53 3LG
– Cavendish Grove (Raynes Park) Residents Management Company Limited – Riverbrook Place (Crawley) Management Company Limited – Indigo Park (Chichester) Management Company Limited – Abingworth Meadows Management Company Limited	– Latitude Residents No 3 Limited – Oxlease Residents Limited
The Estate Office, 5 Brunel Business Court, Bury St. Edmunds, Suffolk, England, IP32 7AJ	C/O Green Agent Management, Bartle House, 9 Oxford Court, Manchester, England, M2 3WQ
– Bluebells (Witham) Management Company Limited – Bourne View (Ipswich) Management Company Limited	– Holtvale Residents Management Company Limited – Mountain View Residents Management Company Limited
C/O Rendall & Rittner Limited, 13b St. George Wharf, London, England, SW8 2LE	Woodland Place Wickford Business Park, Hurricane Way, Wickford, England, SS11 8YB
– Nightingale Rise (Hoo) Management Company Limited	– Seaford Grange (Newlands) Management Company Limited
The Walbrook Building, 25 Walbrook, London, United Kingdom, EC4N 8AF	Iv Property Management Ltd 3rd Floor, 86–90 Paul Street, London, England, EC2A 4NE
– Cornfield's Residents Management Company Limited	– Tylman Place (Faversham) Management Company Limited
Citygate, St. James Boulevard, Newcastle Upon Tyne, NE1 4JE	Jfm Block Management Limited, College Road, Harrow, Greater London, England, HA1 1BQ
– Wellesley Residents Trust Limited	– Eastbrook Village East Phase 1 (Site H) Management Company Limited – Wickfields (Longwick) Management Company Limited
Homer House, 8 Homer Road, Solihull, West Midlands, England, B91 3QQ	Sutherland House, 1759 London Road, Leigh On Sea, Essex, United Kingdom, SwS9 2RZ
– Amblehurst Green (Billingshurst) Management Company Limited	– Ikon (Croydon) Management Company Limited – Sandstone Court (Merstham) Management Company Limited
Imperium, Imperial Way, Reading, Berkshire, United Kingdom, RG2 0TD	Rh Seel & Co Limited, 8, Cathedral Road, Cardiff, South Glamorgan,
– Chilsey Grange Management Company Limited – The Meadows Residents Management Company Limited	– St Lythans Park (Culverhouse Cross) Management Company Limited
Gateway House, 10 Coopers Way, Southend-On-Sea, Essex, England, SS2 5TE	C/O Realty Management Ground Floor, Discovery House, Crossley Road, Stockport, United Kingdom, SK4 5BH
– Bluenote Apartments Management Company Limited – Westbrook Moorings Management Company Limited	– Langmead Place (Angmering) Management Company Limited

* Company is a 50/50 joint venture

** Company limited by shares wholly owned by Bellway Homes

*** Company limited by shares.

Other Information

In this section

Five Year Record	195
Non-Financial and Sustainability Information Statement	196
Glossary	197
Advisers and Company Secretary	199
Financial Calendar	200

Five Year Record

	2022 £m	2023 £m	2024 £m	2025 £m	2026 £m
Income statement					
Revenue	3,536.8	3,406.6	2,380.2	2,782.8	3,162.2
Operating profit ^{1,2}	653.2	543.9	238.1	303.5	320.6
Net finance expenses ^{1,2}	(12.1)	(9.9)	(9.7)	(12.9)	(15.1)
Share of results of joint ventures ^{1,2}	9.3	(1.4)	(2.3)	(1.5)	0.2
Profit before taxation ^{1,2}	650.4	532.6	226.1	289.1	305.7
Income tax expense ²	(131.9)	(130.4)	(65.5)	(79.4)	(87.0)
Profit for the year ^{*1,2}	518.5	402.2	160.6	209.7	218.7
Balance sheet					
ASSETS					
Non-current assets	71.6	79.4	88.6	103.2	101.7
Current assets	4,913.5	5,034.7	4,911.1	5,091.3	4,992.4
LIABILITIES					
Non-current liabilities	(646.3)	(647.0)	(600.8)	(571.0)	(590.1)
Current liabilities	(971.0)	(1,005.5)	(933.5)	(1,067.3)	(983.2)
EQUITY					
Total equity	3,367.8	3,461.6	3,465.4	3,556.2	3,520.8

	2022 £m	2023 £m	2024 £m	2025 £m	2026 £m
Statistics					
Number of homes sold	11,198	10,945	7,654	8,749	9,695
Average price of new homes	£314.4k	£310.3k	£307.9k	£316.4k	£324.4k
Underlying gross margin ^{1,2}	22.3%	20.2%	16.0%	16.4%	15.7%
Gross margin	12.5%	19.0%	15.2%	15.1%	15.1%
Underlying operating margin ^{1,2}	18.5%	16.0%	10.0%	10.9%	10.1%
Operating margin	8.7%	14.8%	8.9%	9.0%	9.5%
Basic earnings per ordinary share	196.9p	297.7p	109.8p	132.8p	166.1p
Total dividend per ordinary share	140.0p	140.0p	54.0p	70.0p	75.0p^a
Underlying return on capital employed ^{1,2}	21.0% [^]	17.1% [^]	7.1% [^]	8.7%	9.2%
Return on capital employed ¹	10.0% [^]	15.9% [^]	6.3% [^]	7.1%	8.6%
Gearing ¹	–	–	0.3%	–	–
Net asset value per ordinary share ¹	2,727p	2,871p	2,913p	2,989p	3,116p
Land portfolio – plots with implementable DPP	32,344	32,229	30,787	30,544	27,092
Weighted average number of ordinary shares	123,227,544	122,593,350	118,830,821	118,644,063	116,447,219
Number of ordinary shares in issue at end of year	123,486,260	120,558,573	118,980,237	118,991,699	112,974,385

Notes:

* All attributable to equity holders of the parent

a. The total dividend for 2026 includes the proposed final dividend of 52.0p.

[^] Restated in 2025

Non-Financial and Sustainability Information Statement

The table below constitutes Bellway p.l.c.'s non-financial and sustainability information statement as required by sections 414CA and 414CB of the Companies Act 2006. In addition, our website www.bellway.co.uk contains a wide range of non-financial information, including actions we take to manage our environmental and social impact. The due diligence carried out for each policy is contained within each respective policy's documentation. Policies are available on our website.

Reporting requirement	Relevant policies and documents that govern our approach	Where to find more information and outcomes	Starting on page	Reporting requirement	Relevant policies and documents that govern our approach	Where to find more information and outcomes	Starting on page
Environmental matters	Responsible Business strategy	Responsible Business strategy:		Respect for human rights	Data protection policy	Responsible Business strategy:	
	Climate Change Policy	– Nature	32		Maternity and Paternity leave policies	– Employer of choice	49
	Carbon Reduction Strategy	– Climate Change	37		Anti-slavery and human rights policy	Engaging with key stakeholders	72
	Waste Management Strategy	– TNFD	32		Anti-fraud, bribery and corruption policy and procedure	Audit Committee report	90
	Future Homes Standard	– TCFD	37				
Employees		Responsible Business strategy:		How we manage risk		Risk management	50
	Equality, Diversity and Inclusion Policy	– Building sustainable homes	36			Principal risks	53
	Safeguarding Policy	– Employer of choice	49	Business model		Business Model	24
	Agile Working Policy	– Health and safety	49	Non-financial key performance indicators		KPIs	6
	Health and Safety Policy	– Training and skills development	49			TCFD	37
Social matters		Engaging with key stakeholders:				TNFD	32
	Volunteering Policy	– Employees	74				
	Responsible Business strategy	Business model	24				
		The Marketplace	21				
		Chief Executive's market and operational review	11				
		Responsible Business strategy	29				
		Engaging with key stakeholders	72				

Glossary

Affordable housing

Social rented and intermediate housing provided to specified eligible households whose needs are not met by the market, at a cost low enough for them to afford, determined with regard to local incomes and local house prices. It is generally provided by councils and not-for-profit organisations such as housing associations.

Articles of Association (Articles)

The Company's Articles of Association adopted on 11 December 2020 and as revised from time to time.

Average selling price

Calculated by dividing the total price of homes sold by the number of homes sold.

Biodiversity Net Gain (BNG)

Is an approach to development and land management, that aims to leave the natural environment in a measurably better state than it was beforehand.

Brownfield

Land which has been previously used for other purposes.

Cancellation Rate

The rate at which customers withdraw from a house purchase after paying the reservation fee, but before contracts are exchanged, usually due to difficulties in obtaining mortgage finance. Reservation fees are refunded in accordance with the Consumer Code for Home Builders.

Community Infrastructure Levy (CIL)

The CIL is a tool for local authorities in England and Wales to help deliver infrastructure to support the development of the area.

DEFRA

Department for Environment, Food and Rural Affairs.

Earnings per share (EPS)

Profit attributable to ordinary equity shareholders divided by the weighted average number of ordinary shares in issue during the financial year, excluding the weighted average number of ordinary shares held by the Group or Bellway Employee Trust (1992) which are treated as cancelled.

Energy Savings Opportunity Scheme (ESOS)

The ESOS is a mandatory energy assessment scheme for large organisations in the UK.

Executive Board

The Executive Board is made up of the Executive Directors of Bellway p.l.c.

Greenhouse gas (GHG)

GHGs are gases that contribute to the greenhouse effect by absorbing infrared radiation. Carbon dioxide and chlorofluorocarbons are examples of greenhouse gases.

Home Builders Federation (HBF)

The HBF is an industry body representing the homebuilding industry in England and Wales. It represents member interests on a national and regional level to create the best possible environment in which to deliver new homes.

Land bank

The land bank is comprised of three tiers: i) owned or unconditionally contracted land with an implementable detailed planning permission (DPP); ii) medium-term 'pipeline' land owned or controlled by the Group, pending an implementable DPP; iii) strategic long-term plots which currently have a positive planning status and are typically held under option.

Legacy Building Safety Improvements Provision

Included within this provision, there are two components (i) SRT and associated review, and (ii) Structural defects provision.

MHCLG

Ministry for Housing, Communities and Local Government formerly Department for Levelling up, Housing and Communities ('DLUHC').

Mortgage Market Review (MMR)

The MMR was a comprehensive review of the mortgage market which introduced reforms to deliver a mortgage market that is sustainable and works better for consumers.

National Planning Policy Framework (NPPF)

The NPPF sets out the government's planning policies for England and how these are expected to be applied. It provides a framework within the local people and their accountable councils can produce their own distinctive local and neighbourhood plans, which reflect the needs and priorities of their communities.

National Housebuilding Council (NHBC)

The NHBC is the leading warranty insurance provider and body responsible for setting standards of construction for UK housebuilding for new and newly constructed homes.

Net legacy building safety expense

This contains the income statement movements in relation to the legacy building safety provision and any associated reimbursement assets.

New Homes Bonus (NHB)

The NHB was introduced in 2011 by the coalition government with the aim of encouraging local authorities in England to grant planning permissions for the building of new houses in return for additional revenue. Under the scheme, the government has been matching the council tax raised on each new home built in England.

New Homes Ombudsman Service (NHOS)

Has been introduced with the aim to provide dispute resolution for, and determine complaints by, buyers of new build homes.

Glossary (continued)

New Homes Quality Board (NHQB)

An independent not-for-profit body which was established for the purpose of developing a new framework to oversee reforms in the build quality of new homes and the customer service provided by developers.

New Homes Quality Code (NHQC)

An industry code of practice that lays out a mandatory set of requirements which must be adopted and observed by all registered developers.

Pipeline

Plots which are either owned or contracted by the Group, pending an implementable detailed planning permission, with development generally expected to commence within the next three years.

Planning permission

Usually granted by the local planning authority, this permission allows a plot of land to be built on, change its use or for an existing building to be redeveloped or altered. Permission is either 'outline' when detailed plans are still to be approved, or 'detailed' when detailed plans have been approved.

Residential Property Developer Tax (RPDT)

RPDT is a tax, introduced in April 2022, which is charged at a rate of 4% on certain profits of companies carrying out residential property development.

REGO

Renewable Energy Guarantees of Origin.

RIDDOR

RIDDOR refers to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. The Regulations require an employer to report any absence by an employee of seven days or more caused by an accident at work to the Health and Safety Executive.

Science Based Target initiative (SBTi)

Science-based targets provide companies and financial institutions with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse gas emissions.

Section 75 and Section 106 planning agreements

These are legally binding agreements or planning obligations entered between a landowner and a local planning authority. These arrangements are a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms.

Self-Remediation Terms (SRT)

Is a commitment to remediate buildings over 11 metres in height with identified life critical fire safety issues, which were constructed in England and Wales since 5 April 1992.

Site/Phase

A site is a concise area of land on which homes are being constructed. Larger sites may be divided into a number of phases which are developed at different times.

Social housing

Housing that is let at low rents and on a secure basis to people in housing need. It is generally provided by councils and not-for-profit organisations such as housing associations.

Strategic land holdings

These are plots which currently have a positive planning status and are typically held under option.

Sustainability Accounting Standards Board (SASB)

SASB have developed a set of industry standards which identify the minimal set of financially material sustainability topics and their associated metrics for the typical company in an industry to report against.

Task Force on Climate-related Financial Disclosures (TCFD)

TCFD was created by the Financial Stability Board to develop consistent climate related financial risk disclosures.

Taskforce on Nature-related Financial Disclosures (TNFD)

A market-led, science-based and government-backed initiative providing organisations with the tools to act on evolving nature-related issues.

Total shareholder return (TSR)

The total return of a stock to an investor, or the capital gain plus dividends.

The 5% Club

Members of the 5% club aspire to achieve 5% of their workforce in 'earn and learn' positions (including apprentices, sponsored students and graduates on formalised training schemes) within five years of joining.

Underlying

Throughout the Annual Report and Accounts, underlying refers to any statutory performance measure or alternative performance measure which is before net legacy building safety expenses and other exceptional items. The Group believes that underlying metrics are useful for investors as these measures are closely monitored by the Directors in assessing Bellway's operating performance, thereby allowing investors to understand and evaluate performance on the same basis as management.

See also Alternative Performance Measures section on pages 174–176.

United Nations Sustainable Development Goals (UN SDGs)

The SDGs are a collection of 17 interlinked global goals designed to be a shared blueprint for peace and prosperity for people and the planet, now and into the future.

Advisers and Company Secretary

Group Finance Director and Company Secretary and Registered Office

Phil Hope

Bellway p.l.c.
Woolsington House
Woolsington
Newcastle Upon
Tyne NE13 8BF

Registered number 1372603

Registrars, Transfer Office and Shareholder Queries

MUFG Corporate Markets,
Central Square
29 Wellington Street
Leeds
LS1 4DL

Email: shareholderenquiries@cm.mpms.mufg.com

Investor Centre: uk.investorcentre.mpms.mufg.com

Tel +44(0)3716640300 Calls are charged at the standard geographic rate and will vary by provider. Calls outside the United Kingdom are charged at the applicable international rate. Lines are open 9.00am – 5.30pm Monday to Friday excluding bank holidays in England and Wales.

Financial Adviser

Citigroup Global Markets Limited

Stockbrokers

Citigroup Global Markets Limited
Deutsche Bank AG

Bankers

Barclays Bank PLC
HSBC Holdings plc
Lloyds Banking Group plc
National Westminster Bank plc
Santander UK plc
Svenska Handelsbanken AB

Auditor

Ernst & Young LLP

Solicitor

Slaughter and May

Financial Calendar

AGM	26 November 2026
Final 2025/26 dividend – ex-dividend date	03 December 2026
Final 2025/26 dividend – Record date	04 December 2026
Final 2025/26 dividend – DRIP election date	18 December 2026
Final 2025/26 dividend – payment date	13 January 2027
Announcement of 2026/27 interim results	23 March 2027

**Designed and produced by
Radley Yeldar www.ry.com**

Bellway p.l.c. are committed to caring for the environment and looking for sustainable ways to minimise our impact on it.

Printed by Park Communications who are a certified ISO company.

Manufactured in accordance with ISO certified standards for environmental, quality and energy management.

Carbon Balanced.

ISO 14001. A pattern of control for an environmental management system against which an organisation can be accredited by a third party.

This report is printed on Revive Coated,
an FSC® certified recycled paper.

The FSC® label on this report ensures responsible
use of the world's forest resources.





Bellway p.l.c.

Woolsington House, Woolsington
Newcastle upon Tyne, NE13 8BF

Tel: (0191) 217 0717

www.bellwayplc.co.uk