

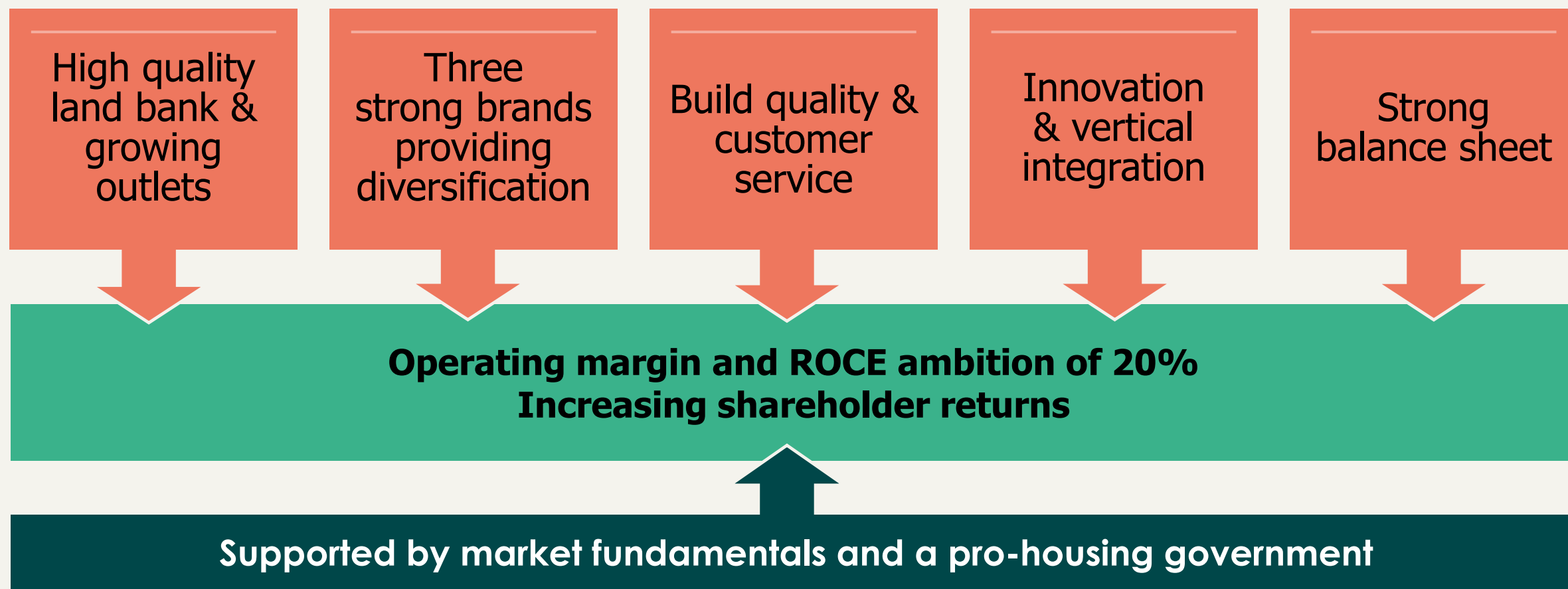
GROWTH TODAY; A STRONGER PLATFORM FOR TOMORROW

Half Year Results Presentation

6 August 2026



Our strategy continues to support medium-term value creation



Strong performance in a challenging market

Growing market share while building a platform for future growth

Underlying PBT

£170m

up 3%

Average outlets

273

2025: 272

Net private weekly sales

205

up 7%

Net private sales rate 0.75

Completions

5,189

up 13%

Customer satisfaction
and build quality

4.25

5-star HBF

Plots achieving detailed
planning approval

6,123

118% of completions

Owned and controlled
land bank

80,836

c.82k additional
strategic land plots

Current total forward
order book

£1.9bn

Private forward order book
£1.31bn, up 5%

DELIVERING GROWTH

Andrew Duxbury
Chief Financial Officer



Delivering further growth in a challenging market

	H1 2026	H1 2025	Change
New home completions	5,189	4,605	+13%
New housing revenue	£1,483m	£1,308m	+13%
Gross profit	£267.0m	£262.4m	+2%
Gross margin – New housing	18.0%	20.1%	(210)bps
Operating profit	£189.1m	£172.0m	+10%
Operating margin – New housing	12.8%	13.1%	(30)bps
Profit before tax	£170.1m	£164.9m	+3%
Earnings per share	38.0p	36.8p	+3%
12-month rolling ROCE	11.3%	11.2%	+10bps
Net asset value per share	£11.25	£10.88	+3%

All figures stated before exceptional items, goodwill impairment/amortisation and includes land creditors where applicable

Delivering homes at affordable prices

Completions:

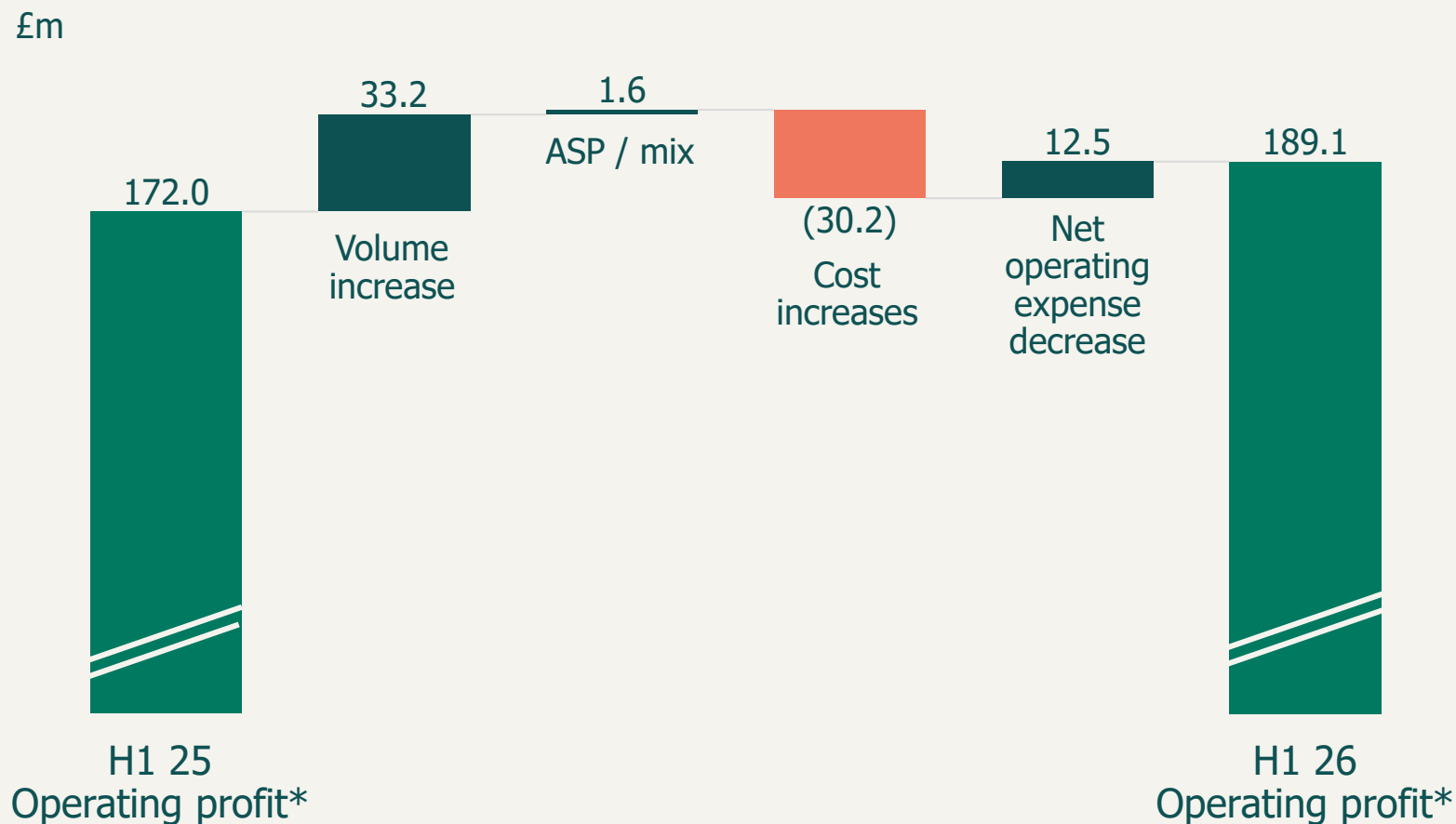
- 7% increase in private completions
- Persimmon Homes private completions up 5% including 548 BTR (2025: 586)
- 36% of private completions to first-time buyers (2025: 34%)
- 25% increase in Charles Church completions

Average selling price:

- Private ASP growth of 3%
- Persimmon Homes private ASP c.15% lower than new build national average
- 51% of private sales were below £300k
- Incentive usage on completions of 5%

	H1 2026	H1 2025	Change
Legal completions			
Private – PH	3,706	3,543	+5%
Private – CC	555	444	+25%
Total Private	4,261	3,987	+7%
Partnerships	928	618	+50%
Total	5,189	4,605	+13%
Average selling price			
Private – PH	£291,932	£286,896	+2%
Private – CC	£434,213	£426,809	+2%
Total Private	£310,464	£302,476	+3%
Partnerships	£172,286	£165,154	+4%
Group	£285,752	£284,047	+1%

Volume growth driving operating profit



- Volume growth driven by increase in outlets and sales rate
- Operating margin 12.8% (2025: 13.1%)
- Margin impacted by increased HA mix, cost inflation and incentives at 5%
- Disciplined control of operating expenses
- Volume growth has mitigated cost increases and led to operating profit improvement
- Operating leverage supports medium-term ambition

* Stated before net exceptional charge (H1 2026: £nil, H1 2025: £16.2m) and goodwill impairment/amortisation (H1 2026: £2.1m, H1 2025: £2.0m)

A strong balance sheet for growth

	Jun 2026	Jun 2025	Change	Dec 2025	Change
Land	£2,528m	£2,289m	+£239m	£2,592m	£(64)m
Work in progress	£1,847m	£1,695m	+£152m	£1,634m	+£213m
Land creditors	£(497)m	£(401)m	£(96)m	£(623)m	+£126m
Net (debt)/cash	£(165)m	£123m	£(288)m	£117m	£(282)m
Legacy buildings provision	£(206)m	£(208)m	+£2m	£(226)m	+£20m
Other	£106m	£(13)m	+£119m	£120m	£(14)m
Net assets	£3,613m	£3,485m	+£128m	£3,614m	£(1)m
NAV per share	£11.25	£10.88	+37p	£11.27	(2)p
12m ROCE ¹	11.3%	11.2%	+10bps	11.7%	(40)bps

- £1bn committed banking facilities
- Adjusted gearing 18%
- Investment in land and WIP to drive growth in 2026 and 2027
- PX stock of £168m at 30 June; 67% reserved
- Net assets up 4%
- ROCE up 10bps
- Returns greater than cost of capital

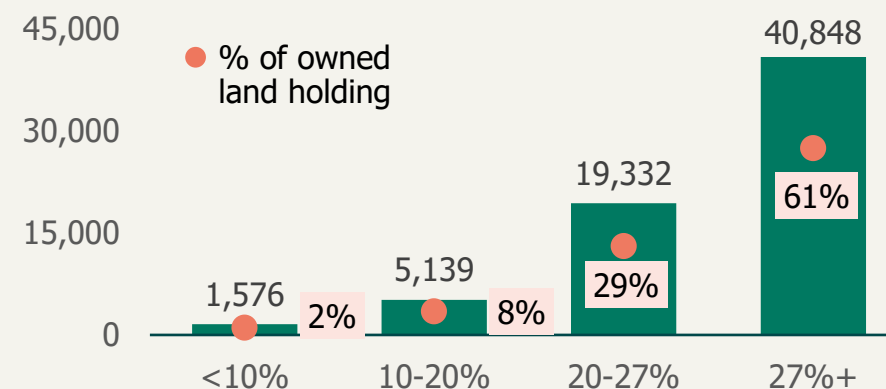
1. 12 month rolling average calculated on operating profit before net exceptional charge and goodwill impairment/amortisation and total capital employed. Capital employed being the Group's net assets less cash and cash equivalents plus land creditors and debt

Land bank gives growth visibility and confidence in medium-term margin recovery

	Number of plots	Assumed average revenue ¹	Average plot cost	Cost to assumed revenue ¹
Plots owned with detailed planning	39,113	£294,151	£39,243	13.3%
Plots owned proceeding to planning	27,782	£302,360	£37,195	12.3%
Total owned	66,895	£297,560	£38,392	12.9%
Plots under control	13,941	£290,478	£35,995	12.4%
Total owned and under control June 2026	80,836	£296,339	£37,979	12.8%
Total owned and under control December 2025	84,879	£292,419	£37,597	12.9%

- Strategic land bank c.82k plots; +5% since December
- Strong land bank provides pipeline of future outlet openings
- Land cost to anticipated revenue remains stable; provides confidence in medium-term ambition
- Embedded site margin at c.27%; incorporates short-term impact of increased BCI
- Majority of 2026 and 2027 delivery on land acquired before 2024

Land plots by site gross margin (as at 30 June 2026)



Estimated weighted average site gross margin - based on assumed revenues and costs at 30 June 2026

1. Based on ASP assumed as at 30 June 2026

Good progress on building safety

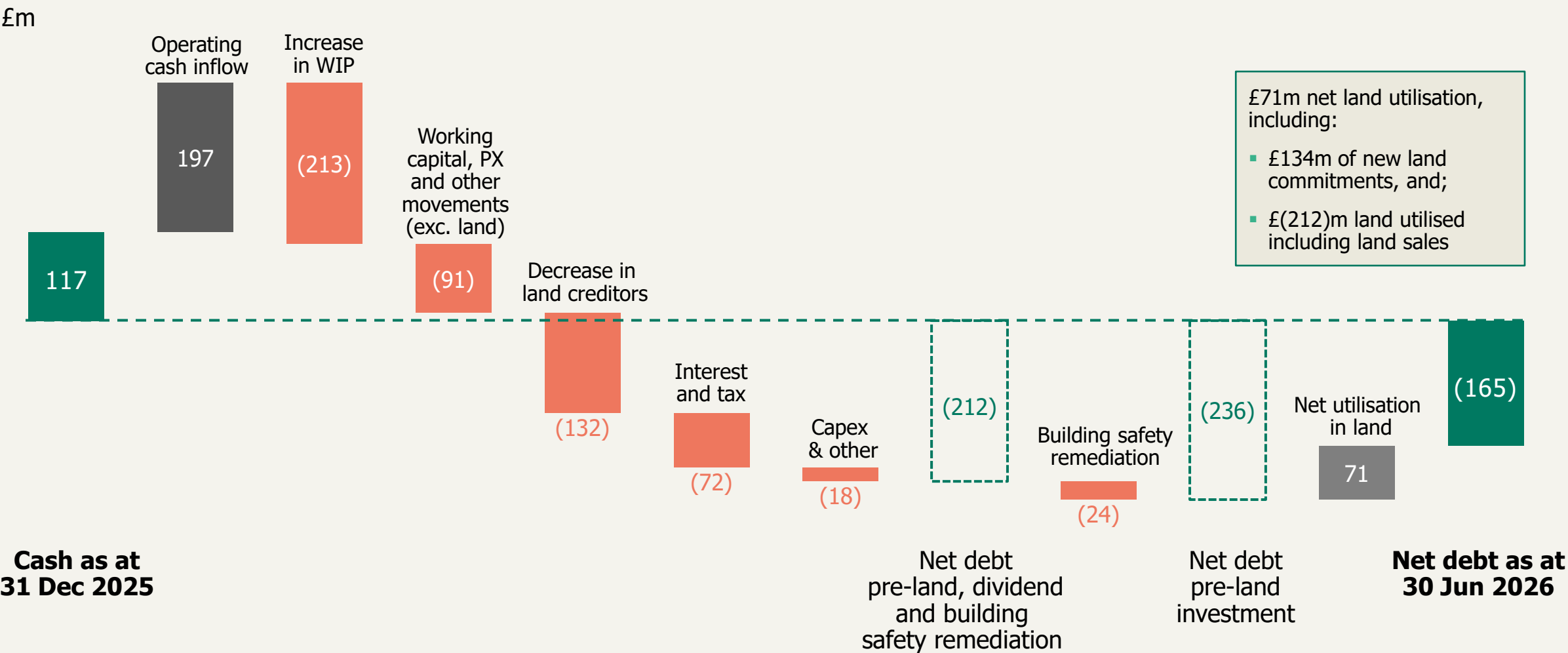
Identified developments	30 Jun 2026	31 Dec 2025
Recently made aware and under investigation	-	1
Pre-tender preparation on-going	4	4
Live tender process	-	3
Sub-total: progressing through tender	4	8
Progressing to contract	11	8
Contracted but works yet to start	3	4
Sub-total: pre-works starting	18	20
Currently on site	26	24
Sub-total: to complete	44	44
Completed developments	43	43
Total identified developments	87	87

Provision at period end	£206m	£226m
Spend in period¹	£24m	£61m

- All known buildings assessed; over 95% of developments tendered
- We are on site or have completed 79% of known developments
- £24m total spend in the period; over £200m total spend to date
- Balance sheet provision reduced to £206m
- Actively pursuing supply chain recoveries

1. 30 June 2026 figure for 6-month period; 31 Dec 2025 figure for 12-month period

Disciplined investment to support future growth



Capital allocation to drive value

The Group generates return on capital greater than its cost of capital providing opportunity to drive value by reinvesting for growth



Strong balance sheet and low leverage

- Maintain strong balance sheet through the cycle
- Prioritise building safety remediation



Investment in value accretive growth

- Investment in business capabilities
- Disciplined replenishment of land bank
- M&A only where meets strict financial criteria



Sustainable annual capital returns

- Minimum 60p annual returns, currently paid as dividends
- Well covered by profits over the cycle



Return of excess cash

- Expect to generate surplus cash over the medium term
- Use to accelerate growth or boost returns via dividends or buybacks

Financial outlook

Continued growth; completions expected to be at upper end of guidance

	2025	2026
New home completions	11,905	c.12,500
Net finance cost	£26.5m	£35-45m
Underlying profit before tax	£445.6m	In line with market expectations ¹
Tax rate	28.1%	29%
Net land spend ²	£541.3m	£450m-£600m
Building safety remediation spend	£61.1m	up to £100m
Net cash/(debt)	£117.0m	£(100)m-£100m
Land creditors	£623.4m	£550m-£650m

- Guidance assumes market conditions remain stable
- Margin recovery continues to be impacted by embedded inflation, affordability constraints and increasing industry-wide costs
- 2026 build cost inflation expected to be c.3-4%; impact being mitigated where possible
- Underlying profit before tax in line with current market expectations¹

1. Company compiled full year 2026 consensus as at 2 August of 12,242 homes, underlying operating profit of £491m and underlying profit before tax of £454m

2. Net cash spend on land in the year

GROWTH TODAY; A STRONGER PLATFORM FOR TOMORROW

Dean Finch
Group Chief Executive



Delivering growth now and positioning for future growth

Value drivers	H1 2026 delivery	Future growth
High-quality land bank & growing outlets	 Completions +13%; growing market share; 273 average outlets	 Supporting market share growth & operating leverage: planning success & good pipeline visibility; on-track for 300 outlets
Diversification through three strong brands, all well-positioned at the value end of their respective markets	 All three brands grew: Persimmon +7% ¹ , Charles Church +26% ¹ , Westbury +22%	 Broadening reach and routes to market: complementary brands driving sales and land opportunities
Consistently strong build quality and customer service	 Improved quality maintained; Trustpilot 'Excellent' & HBF 5-star	 Sustainable growth: quality underpinning brand strength, customer trust and sales resilience
Investing in vertical integration and innovation	 Greater factory utilisation; Brickworks +13%, Space4 timber frame +30%; AI pilots underway	 Improved efficiency and cost control supporting margins and returns: most cost-efficient volume builder
Strong balance sheet	 Highly disciplined investment; building safety remediation progress	 Resilience and flexibility to invest through the cycle, driving shareholder returns; £1bn committed facilities

Growth delivered today; a stronger platform for tomorrow's returns

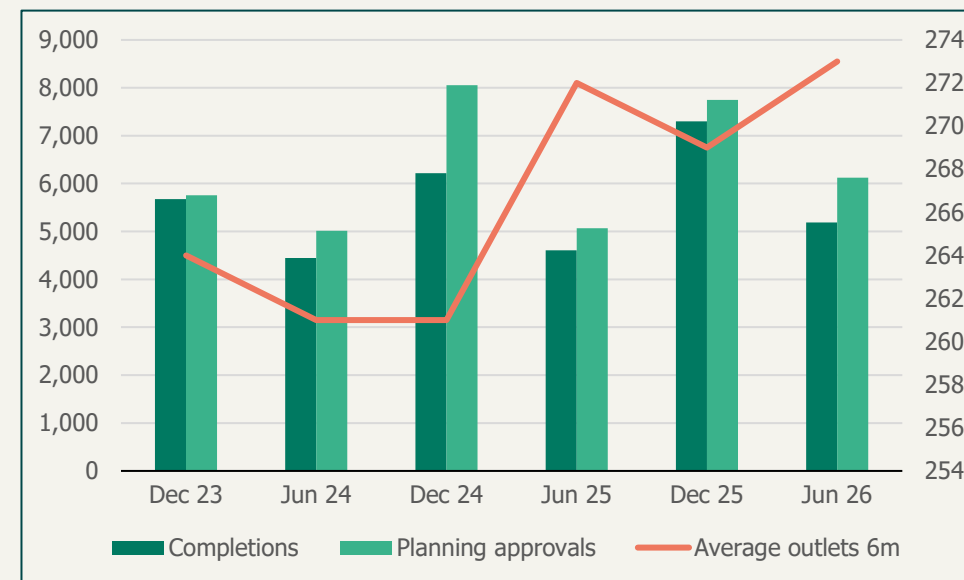
1. Excluding bulk

Growing outlets and strengthening pipeline

Driving growth from strong planning performance

- Disciplined land investment
 - Attractive land opportunities pursued
 - Cost focus and improved payment terms
 - New land commitments of £134m (2025: £193m)
- Growing nationwide outlet network, 273 ave. outlets (2025: 272)
 - c.100 gross to open this year; on-track for 300 outlets
- 6,123 plots achieved detailed or reserved matters planning approval
 - c.118% of completions
 - Up 21% on H1 2025
- Strategic land strengthened further
 - c.6,100 potential plots added; c.82k potential plots in total
 - Endurance Estates acquisition complements Lone Star
 - With promoters, strategic landbank is c.93k potential plots

Growing our outlet base through land investment and enhanced planning

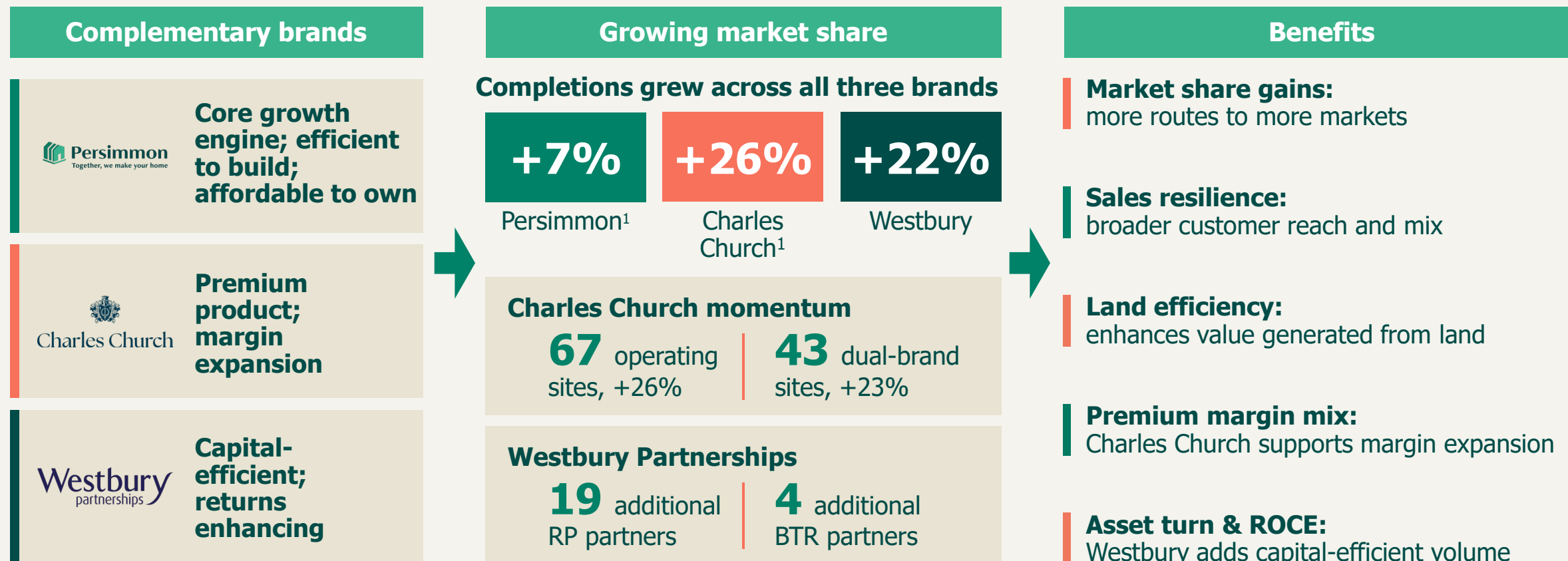


A platform for growth

- Strong and growing land pipeline; investment made today drives delivery tomorrow
- Planning reforms provide opportunities for acceleration
- Strategic land typically higher gross margin than open market

Three brands strengthen returns

More routes to market, better land use and enhance resilience



Together: broader reach + better sales mix + more efficient land use → improving medium-term margins and returns

1. Excluding bulk

Growth while high standards maintained

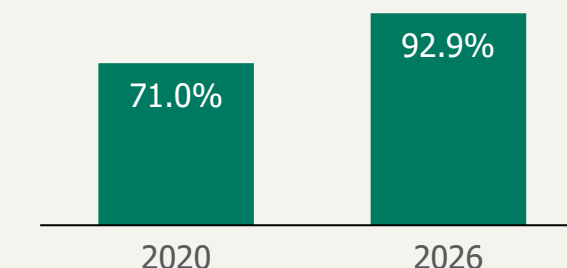
Quality and service are embedded

- Sustained customer service:
 - Five-star HBF for the fifth year in a row
 - Persimmon Homes and Charles Church Trustpilot both 'Excellent'
 - Dec 2021: PH rated 'Average'; CC rated 'Poor'
- Sustained improvement in quality:
 - Further improvement in CQR score to 92.9%
 - RIs 0.25
- Sustained internal investment:
 - The Charles Church Way and The Westbury Way
 - Sales training and mystery shopping

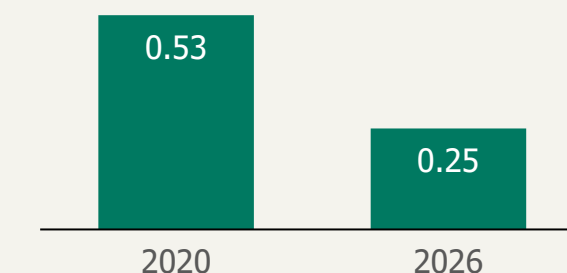
A platform for growth

- Consistent quality and service bedrock in competitive market
- Growth and value engineering are not at the expense of quality
- Culture that strives for excellence and improvement established
- Efficiency benefits from Build Right, First Time, Every Time

CQR score



RIs



Driving industry-leading build cost efficiency

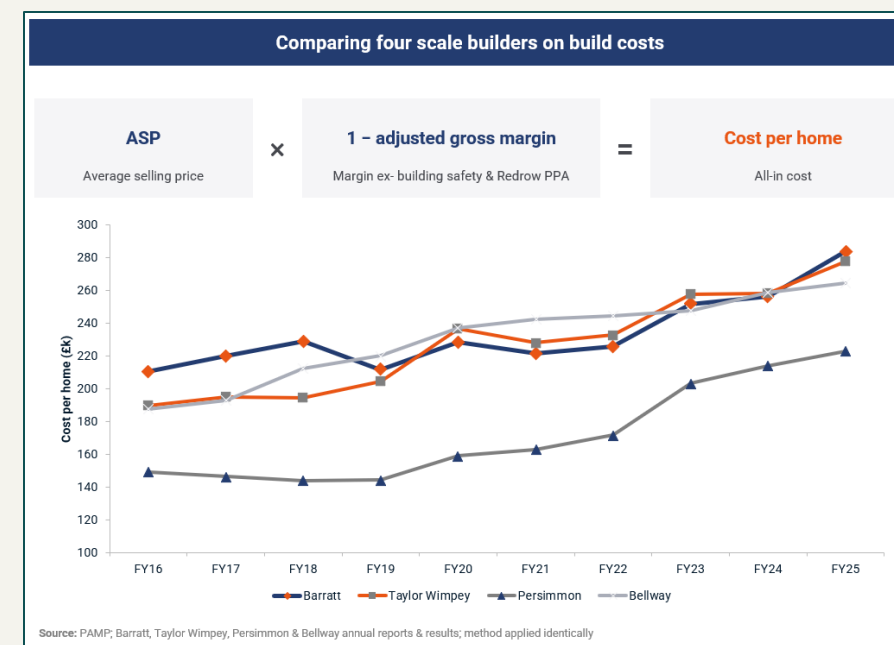
Leveraging innovation and deeper vertical integration

- Increased use of factories' product, crucial to volume growth and margin resilience:
 - Brickworks: deliveries up 13%; new production line expected in 2027
 - Tileworks: 5.6m tiles delivered; remains the number one product choice
 - Space4: timber frame deliveries up 30%; roof truss delivery commenced; four additional regions using product
- AI prioritised on key business processes to drive operational performance and efficiency
 - Land appraisal tool being piloted in three regions
 - New CRM system with AI capabilities
 - Commercial cost controls

A platform for sustained competitive advantage

- Increased build speed and efficiency
- Reduced exposure to build cost inflation and supply constraints
- Off-site manufacture enabling a step change in volume growth

Phoenix Asset Management analysis



Self help overcoming market challenges

Disciplined actions support long-term value creation

Market challenge	Self-help response
Build cost inflation	c.£40-50m headwind from Middle East conflict over next 18 months. Actions to mitigate at least half of 2027 impact identified, with programme on-going. Expect to fully mitigate impact by 2028.
Affordability challenges	Affordable positioning, sales and marketing investment, disciplined incentives and first-time-buyer support; 14% increase in sales to FTBs in H1.
Market constraints	Strong land position, diversified customer base from three brand reach, flexible model and robust forward order book.
Planning barriers	Sustained planning outperformance and strategic land investment; approvals achieved in H1 were 118% of completions.
Building safety	>95% of known developments tendered; on-site progress and supply-chain recoveries pursued.
Growth execution	Investment in capability, quality systems, customer service and training while maintaining five-star status.

Our proven strategy has delivered

- Completions +22% over the last 3 years
- Underlying operating profit +24% over the last 3 years
- Outlets +6% since December 2023 vs. industry decline of 6%

Current trading and outlook

Total forward order book remains strong

Current total forward order book
(including completions post 30 June)

	Units	ASP	Revenue
2 August 2026	8,200	£233,341	£1,913m
3 August 2025	8,098	£230,143	£1,864m
Movement v 2025	+1%	+1%	+3%

Current private forward order book
(including completions post 30 June)

	Units	ASP	Revenue
2 August 2026	4,345	£301,987	£1,312m
3 August 2025	4,276	£292,775	£1,252m
Movement v 2025	+2%	+3%	+5%

- Total forward order book up 3%
- Private sales including bulk up in first 5 weeks of H2:
 - Sales rate per week at 0.72, up 6% (2025: 0.68)
- Recent market has softened slightly impacting private sales excluding bulk:
 - Sales rate per week at 0.59, down 3% (2025: 0.61)
- Private forward order book strong, up 5% to £1.3bn:
 - ASP up 3%
 - c.80% secured for 2026 delivery
- Affordable order book at £0.6bn:
 - Fully secured for 2026 delivery

A platform for growth

- Expect 2026 completions to be around 12,500 homes, at the top end of previous guidance

A strong framework for medium-term value creation

Underpinned by disciplined self-help and growth

Current pressures

Embedded inflation in land bank

Industry cost inflation

Affordability constraints

Medium-term strategic drivers

- | | |
|--|--|
| 1 Strong and growing landbank; replenishing at higher margins | 2 Planning momentum, growing outlets |
| 3 Persimmon core growth engine | 4 Charles Church margin expansion |
| 5 Westbury returns enhancing growth | 6 Vertical integration efficiencies |
| 7 Efficiency programme, incl. house-type review supporting margin protection | 8 Balance sheet: strong liquidity and disciplined capital allocation |

VALUE-CREATION FRAMEWORK

- 1 300+ outlets**
Outlet growth platform
- 2 20% margin ambition**
Margin recovery and efficiency
- 3 20% ROCE ambition**
Disciplined capital returns
- 4 Sustainable cash returns**
Long-term shareholder value

Better gross margins

Volume growth and overhead leverage

Capital efficient growth

Increasing scale and faster asset turn

Better sales mix

Strengthening cost competitiveness

Executing our disciplined strategy to deliver improving returns

Appendices



1. Underlying trading performance
2. Underlying trading per plot
3. Trading performance – Brand
4. Completions mix
5. Balance sheet – key items
6. Cash flow – movement in net (debt)/cash
7. Forward order book

Underlying trading performance

New housing	H1 2026		H1 2025	
	Total	% of revenue	Total	% of revenue
Revenue	£1,482.8m		£1,308.0m	
Cost of sales:				
land cost	£(174.5)m	(11.8)%	£(155.6)m	(11.9)%
build and other direct costs	£(1,041.3)m	(70.2)%	£(890.0)m	(68.0)%
Total cost of sales	£(1,215.8)m	(82.0)%	£(1,045.6)m	(79.9)%
Underlying gross profit	£267.0m	18.0%	£262.4m	20.1%
Operating expenses	£(94.4)m	(6.3)%	£(96.5)m	(7.4)%
Other operating income	£16.5m	1.1%	£6.1m	0.4%
Underlying operating profit	£189.1m	12.8%	£172.0m	13.1%
Finance income	£5.0m		£6.2m	
Finance costs	£(24.0)m		£(13.3)m	
Underlying pre-tax profit	£170.1m		£164.9m	+3%
Net exceptional charge	-		£(16.2)m	
Goodwill impairment/amortisation	£(2.1)m		£(2.0)m	
Reported pre-tax profit	£168.0m		£146.7m	+15%

Underlying trading per plot

New housing per plot	H1 2026	H1 2025	Change	H1 2026	H1 2025	Change
Revenue	£285,752	£284,047	+0.6%	100.0%	100.0%	
Land costs	£(33,630)	£(33,800)	(0.5)%	(11.8)%	(11.9)%	+10bps
Build and other direct costs	£(200,666)	£(193,274)	+3.8%	(70.2)%	(68.0)%	(220)bps
Gross profit / margin	£51,456	£56,973	(9.7)%	18.0%	20.1%	(210)bps
Operating expenses	£(18,201)	£(20,966)	(13.2)%	(6.3)%	(7.4)%	+110bps
Other operating income	£3,186	£1,329	+139.7%	1.1%	0.4%	+70bps
Operating profit¹ / margin	£36,441	£37,336	(2.4)%	12.8%	13.1%	(30)bps

1. Stated before net exceptional charge (H1 2026: £nil, H1 2025: £16.2m) and goodwill impairment/amortisation (H1 2026: £2.1m, H1 2025: £2.0m)

Trading performance - Brand

New housing		H1 2026	H1 2025	Change
		No.	No.	
Units	Persimmon	3,706	3,543	+5%
	Charles Church	555	444	+25%
	Partnerships	928	618	+50%
	Total	5,189	4,605	+13%
		£	£	
Average Selling Price	Persimmon	291,932	286,896	+2%
	Charles Church	434,213	426,809	+2%
	Partnerships	172,286	165,154	+4%
	Group	285,752	284,047	+1%
		£m	£m	
Revenue	Persimmon	1,081.9	1,016.5	+6%
	Charles Church	241.0	189.5	+27%
	Partnerships	159.9	102.0	+57%
	Total	1,482.8	1,308.0	+13%

New housing		H1 2026	H1 2025	Change
		£m	£m	
Gross Profit	Persimmon	194.6	202.4	(4)%
	Charles Church	46.7	43.3	+8%
	Partnerships	25.7	16.7	+54%
	Group	267.0	262.4	+2%
Gross Margin ¹	Persimmon	18.0%	19.9%	(190)bps
	Charles Church	19.4%	22.8%	(340)bps
	Partnerships	16.1%	16.4%	(30)bps
	Total	18.0%	20.1%	(210)bps

1. Based on new housing revenue

Completions mix

	H1 2026		
	Open market	Westbury	Total
	No.	No.	No.
Persimmon	3,158	548	3,706
Charles Church	555	-	555
Total Private	3,713	548	4,261
Partnerships	-	928	928
Total	3,713	1,476	5,189

	H1 2025		
	Open market	Westbury	Total
	No.	No.	No.
Persimmon	2,957	586	3,543
Charles Church	440	4	444
Total Private	3,397	590	3,987
Partnerships	-	618	618
Total	3,397	1,208	4,605

	Change		
	Open market	Westbury	Total
	%	%	%
Persimmon	+7%	(6)%	+5%
Charles Church	+26%	(100)%	+25%
Total Private	+9%	(7)%	+7%
Partnerships	-	+50%	+50%
Total	+9%	+22%	+13%

Balance sheet – key items

	Jun 2026	Jun 2025	Change	Dec 2025
Work in progress	£1,846.7m	£1,694.7m	+£152.0m	£1,634.0m
Land	£2,527.6m	£2,289.2m	+£238.4m	£2,592.0m
Land creditors	£(497.3)m	£(401.1)m	£(96.2)m	£(623.4)m
Part exchange	£167.6m	£163.8m	+£3.8m	£198.8m
Legacy buildings provision	£(205.6)m	£(207.6)m	+£2.0m	£(226.0)m
Net (debt)/cash	£(165.0)m	£123.0m	£(288.0)m	£117.0m
Other	£(61.4)m	£(177.0)m	+£115.6m	£(78.3)m
Shareholders' funds	£3,612.6m	£3,485.0m	+£127.6m	£3,614.1m
Capital employed	£3,777.6m	£3,362.0m	+£415.6m	£3,497.1m
Capital employed (inc. land creditors)	£4,274.9m	£3,763.1m	+£511.8m	£4,120.5m
Net asset value per share	£11.25	£10.88	+37p	£11.27
Capital Returns (paid)	£0.0m	£0.0m	-	£192.1m
Value per share	-	-	-	60p

Cash flow – movement in net (debt)/cash

£m	H1 2026	H1 2025
Operating cash generated (before working capital movements)	196.6	182.9
Movement in working capital:		
Decrease / (increase) in gross land	70.6	(23.0)
Decrease in land creditors	(132.1)	(26.6)
Net land movement	(61.5)	(49.6)
Increase in WIP, part exchange and showhouses	(184.0)	(284.2)
Other working capital movements	(143.9)	90.7
Cash flow absorbed from operations	(192.8)	(60.2)
Net interest and similar charges paid	(7.0)	(2.1)
Tax paid	(64.8)	(44.2)
Acquisition of a subsidiary	(2.0)	-
Net capital expenditure	(11.6)	(25.2)
Cash flow before dividends, share transactions and financing	(278.2)	(131.7)
Net share transactions	-	(1.5)
Capital return paid to Group shareholders	-	-
Cash flow before financing	(278.2)	(133.2)
Lease capital payments	(2.6)	(2.4)
Bank fees paid	(1.2)	-
Decrease in net (debt)/cash	(282.0)	(135.6)

Forward order book

	30 June 2026			30 June 2025			Variance		
Forward order book	Units	ASP	Revenue	Units	ASP	Revenue	Units	ASP	Revenue
Private	3,374	£303,660	£1,024m	3,338	£291,514	£973m	+1.1%	+4.2%	+5.3%
Housing Association	3,701	£156,102	£578m	3,667	£158,816	£582m	+0.9%	(1.7)%	(0.8)%
Total	7,075	£226,471	£1,602m	7,005	£222,049	£1,555m	+1.0%	+2.0%	+3.0%

	2 August 2026			3 August 2025			Variance		
Current forward order book (including completions post 30 June)	Units	ASP	Revenue	Units	ASP	Revenue	Units	ASP	Revenue
Private	4,345	£301,987	£1,312m	4,276	£292,775	£1,252m	+1.6%	+3.1%	+4.8%
Housing Association	3,855	£155,969	£601m	3,822	£160,073	£612m	+0.9%	(2.6)%	(1.7)%
Total	8,200	£233,341	£1,913m	8,098	£230,143	£1,864m	+1.3%	+1.4%	+2.7%

Disclaimer

Important Notice

Some of the information in this document may contain projections or other forward-looking statements regarding future events or the future financial performance of Persimmon Plc and its subsidiaries (the Group). You can identify forward-looking statements by the terms such as “expect”, “believe”, “anticipate”, “estimate”, “intend”, “will”, “could”, “may” or “might”, the negative of such terms or similar expressions. Persimmon Plc (the Company) wishes to caution you that these statements are only predictions and that actual events or results may differ materially and as such undue reliance should not be placed on these statements. The Company does not intend to update these statements to reflect events and circumstances occurring after the date hereof or to reflect the occurrence of unanticipated events. Many factors could cause the actual results to differ materially from those contained in projections or forward-looking statements of the Group, including among others, general economic conditions, the competitive environment as well as many other risks specifically related to the Group and its operations. Past performance of the Group cannot be relied on as a guide to future performance.

Please see the most recent Annual Report and Accounts of Persimmon plc and other disclosures through the Regulatory News Service (“RNS”) for further details of risks, uncertainties and other factors relevant to the business and its securities.