CAIRN

Built for Good

Annual Report 2024

At Cairn, it's not about what we build, it's about *why* we build...

Strategic Report

Corporate Governance

Financial Statements

The Company delivered a strong financial and operational performance in 2024, achieving significant growth in housing output and generating meaningful returns for our shareholders with a Return on Equity of 15.1%.

Financial Highlights

REVENUE
€859.9m
2023: €666.8m

GROSS PROFIT
€187.0m
2023: €147.6m

OPERATING PROFIT
€150.0m
2023: €113.4m

OPERATING MARGIN
17.4%
2023: 17.0%

WIP SPEND
€484.3m
2023: €439.9m

OPERATING CASHFLOW
€134.7m
2023: €107.0m

ROE[1]
15.1%
2023: 11.3%

DPS[2]
8.2 cent
2023: 6.3 cent

Operational Highlights

UNIT COMMENCEMENTS
4,100+
2023: 2,162

ACTIVE SITES
21
2023: 20

UNITS[3]
2,241
2023: 1,741

NEW SITE COMMENCEMENTS
10
2023: 4

1 ROE (Return on Equity) is defined as profit after tax divided by total equity at year end. Calculated as €114.6m/€758.2m (2023: €85.4m/€757.2m).
2 FY24 8.2 cent dividend per ordinary share represents a 3.8 cent interim dividend per ordinary share paid in October 2024 and 4.4 cent proposed final dividend per ordinary share.
3 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

We build communities

From local to national

2024 saw us scale our community building efforts in a significant way. Our **Home Together** initiative continues to expand to new developments. Our sponsorship of the **Cairn Community Games** has increased our impact with a €3 million investment over a four-year period to grow awareness and participation in an organisation that aligns perfectly with our commitment to building thriving communities.

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p22

160,000+

young people participating in the Cairn Community Games

Towards a common purpose

Collaboration and partnership are at the core of what we do. Building strong partnerships with supply chain partners, customers and landowners, working together to create quality homes and communities. Through collaboration, trust and shared expertise, we deliver sustainable, efficient solutions that meet housing needs and enhance the lives of residents and stakeholders.

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p18

c.2,150

new homes being delivered under forward-funded partnerships with State-supported counterparties

We build partnerships

We build foundations for future generations

Leading the way

We are accelerating our investment in the education and training of our team, our partners and the next generation of our industry. Our ongoing work with the Supply Chain Sustainability School Ireland, Children's Books Ireland , mentorships and transition year programmes are all examples of our leadership in this area. In 2024, we launched the **Cairn Apprenticeship Programme**, with a €10 million investment over five years, attracting more young people to our industry and training them to the highest standards of skill and innovation.

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€10 million
investment in the Cairn Apprenticeship Programme

It's about putting down a marker that will stand for generations to come. Creating new communities of connection and belonging for an Ireland where people can thrive. Building for people, progress, and potential.

A sustainable future

In 2024, we significantly increased our investment in Passive House standard commencements, with over 1,750 apartments under construction, setting new standards for energy efficiency with up to 55% less energy demand compared to average homes. This will increase to 2,750-3,000 new homes by the end of 2025. Our commitment to sustainable construction, habitat preservation and Biodiversity Net Gain all demonstrate our commitment to creating long-lasting positive impacts for communities and the environment.

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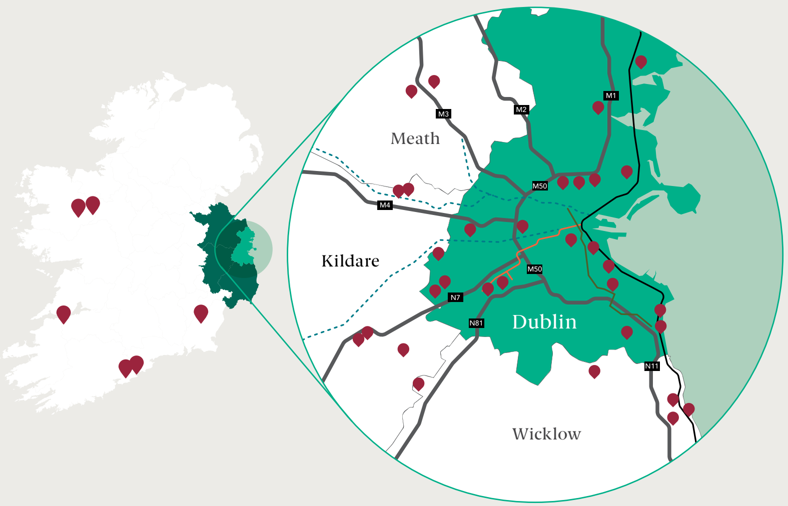
c.27,000

tonnes of CO_2 saved over four passive developments

When Cairn build, it's *Built For Good.*

What makes us different

Cairn is a home and community builder, leading the market in creating sustainable foundations upon which Ireland can thrive. Cairn delivers sustainable new homes, including houses, duplexes and apartments, to a broad customer base. These new communities are delivered from a scalable and efficient operating platform, with established supply chain partnerships on development sites across our historic low-cost landbank.



Total:
38 sites

High capacity public transport routes
Coastal commuter train
Commuter rail
Rapid city train red line
Rapid city train green line

Why invest in Cairn Homes?

Market Opportunity
Attractive market opportunity underpinned by a strong economy and supportive Government housing policies.

Low-cost Landbank
Own a c.16,150-unit low-cost landbank across 38 residential sites with over 90% located in the Greater Dublin Area with excellent public transport and infrastructure links.

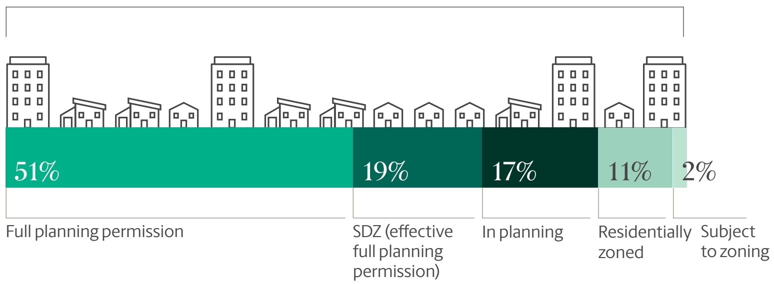
Scaled Operating Platform
Scaled and efficient operating platform with established supply chain partnerships, delivering housing and apartment developments at industry-leading pace, scale and value for money.

Leading Sustainably
Deliver high-quality, energy-efficient sustainable homes and communities, leveraging our position of leadership with an emphasis on innovation and sustainable construction.

Deliver for Shareholders
Proven track record of delivering sustainable growth and attractive returns for shareholders.

Landbank

TOTAL LANDBANK
c.16,150 units



Plot cost

HOUSING (c.11,700)
€28k

AVERAGE
€38k

APARTMENTS (c.4,450)
€64k

"We are committed to building thoughtfully designed, high-quality, sustainable homes for our customers."

JOHN REYNOLDS
CHAIRMAN OF THE BOARD

8.2c
2024 full year dividend

€335m+
Shareholder returns from 2021 to 2024

I am pleased to present the annual report for the year ended 31 December 2024.

This report highlights our strong performance over the past year and demonstrates how we are strategically positioned for sustained growth while creating significant value for our shareholders, employees, customers and broader stakeholders. Ambitions towards improving the sustainability of, and diversity within, our business are a reflection of our core values as a Company and our belief that they enhance our Company's financial prospects.

Our Commitment

At Cairn, our mission goes beyond building houses – we aim to create enduring homes and communities where people can thrive for generations. In 2024, we continued our efforts to create high-quality, energy-efficient homes designed to stand the test of time. As one of Ireland's leading homebuilders, we have delivered nearly 10,000 A-rated homes to date, with nearly 30,000 people now calling Cairn-built neighbourhoods home.

Our end-to-end operating platform, sustainable construction model and in-house expertise enable us to build homes that meet the growing demand for high-quality, energy-efficient and affordable housing in Ireland. As we continue to grow and evolve, we remain committed to addressing the evolving needs of Ireland's population.

Financial Performance

2024 marks another year of outstanding financial performance and value creation for Cairn, as we once again exceeded expectations across our key financial and operational metrics. This success reflects the dedication of our Board, management and employees in building and scaling our operating platform over the past decade. With 2,241 units and total revenue of €859.9 million in 2024, we achieved an operating profit of €150 million. We are also particularly pleased to have met our stated ambition of a 15.1% Return on Equity in 2024, underscoring our strong focus on value creation as the business continues to scale and mature.

Ireland remains one of the EU's strongest-performing economies, driven by population growth and rising disposable income. These favourable conditions, alongside supportive Government housing policies addressing the national housing shortage, have sustained strong demand for our homes, with our forward order book growing to 2,593 homes as at 26 February 2025.

Shareholder Returns

The Board remains committed to a disciplined approach to capital allocation, balancing reinvestment to drive business growth and meet housing demand with delivering consistent returns to shareholders. This includes maintaining a progressive annual dividend of 40-50% of profit after tax and returning surplus cash flow and capital to shareholders. In 2024, we returned over €115 million to shareholders through our progressive dividend policy and share buyback programmes. In October 2024, we paid an interim dividend of 3.8 cents per ordinary share. We are proposing a final dividend of 4.4 cents per ordinary share for 2024, subject to shareholder approval at our 2025 AGM, bringing the total proposed dividend to 8.2 cents per ordinary share – an increase of 1.9 cents over 2023. As part of our broader capital returns programme, we returned €70.6 million to shareholders through our share buyback programmes.

Sustainability and Diversity

Our commitment to build homes that are thoughtfully designed and built for good, and our sustainability agenda are integrated into every aspect of our business and culture. During 2024, we released our first Climate Transition Plan, we have four Passive House developments under construction, and we also sold our first EU Taxonomy-aligned development in 2024. In addition, more than half of our commencements in 2024 target Biodiversity Net Gain.

Chairman's Statement continued

We were delighted to launch the Cairn Apprenticeship Programme and the 'Women in Cairn Network' Employee Resource Group in 2024. While we have achieved appropriately strong gender diversity at Board level, we recognise that the pace of improvement in gender representation has been slower in senior leadership roles. We remain firmly committed to improving gender diversity across our organisation and in particular among the most senior roles. This priority has been embedded into our Executive Directors' incentives for the ongoing year.

Stakeholder Engagement

As a Board, we recognise the benefits of considering the views of all our stakeholders in our decision-making process.

Our employees are the driving force behind our success, and their dedication is key to our ambitious growth agenda. In 2024, Orla O'Gorman, the Non-Executive Director responsible for workforce engagement, continued to provide a valuable forum for the Board to hear employee views. Further detail on this engagement can be found on page 125.

Since our IPO, we have established a strong network of trusted subcontractors and suppliers, fostering long-term partnerships that enhance productivity, efficiency and resilience against build cost inflation. Following the roll out of our approach to responsible sourcing, initiated in 2022, we have continued to engage with our suppliers with a view to enhancing their approach to ethical, social and environmental issues in support of our sustainability objectives.

Aligned with our purpose of building long-lasting homes and communities, our commitment to customers extends beyond the point of sale. 2024 marks the third year of the Home Together initiative aimed at ensuring that our customers feel supported and connected to their communities.

The Board also recognises the importance of constructive dialogue with our investors, and we remain open to all feedback, which informs Board discussions and deliberations. As a Board, we consider regular and meaningful engagement with shareholders to be a cornerstone of strong corporate governance. In 2024, our Nomination Committee Chair, Julie Sinnamon, engaged with several shareholders to discuss our comprehensive approach to Board refreshment, which remains a critical topic as we approach our tenth anniversary.

Health & Safety

The Board, through the Audit & Risk Committee continues to monitor performance against our Environmental, Health & Safety agenda. We were pleased to note that despite significant year-on-year productivity increases, our overall accident frequency rates and lost time incidents reduced. The Board also visited sites several times during the year for health & safety focused site walks, underpinning our commitment to ensuring health & safety remains our number one priority. Further details on our health & safety strategy and performance can be found on page 20.

Board Refreshment and Chairman Succession

After serving on the Board since the Company's IPO and following a carefully planned succession process, I will be stepping down in April. Bernard Byrne, who joined the Board in January 2025, will succeed me as Chair. Bernard brings exceptional business acumen and extensive experience leading major private and public Irish companies. Since January, we have worked closely to ensure a seamless transition, and I am confident in Cairn's future under his and Michael's leadership.

As announced last year, Gary Britton stepped down from the Board at the end of 2024 having served since the IPO. In addition, having also served on the Board since the IPO, Giles Davies has informed the Board of his intention to step down at the end of the year. Giles has provided invaluable insight on a range of issues during his tenure, and we will continue to benefit from his expertise prior to his departure at the end of 2025.

Following Gary's departure, we were pleased to welcome Orla O'Connor as a new Board member in January 2025. Orla brings extensive legal and financial expertise, along with a strong track record in business development. With the appointments of Orla and Bernard, we continue to strengthen the Board's diversity, skills and experience as the Company enters its next phase of growth. I sincerely thank Gary for his invaluable contributions and extend my best wishes to Orla and Bernard in their new roles.

Board Evaluation

In 2024, we engaged Independent Audit Limited to conduct our triennial external Board evaluation. The assessment confirmed that both the Board and its sub-committees operate at a high standard and benefit from a strong composition. The evaluator noted that recent appointments have been valuable additions, particularly for the external perspectives that they bring to the Board. As the business and its environment continue to evolve, the evaluation also identified opportunities for further development, including enhancing our strategy-setting processes and evolving further our focus on people and culture to ensure Cairn's continued success.

Adoption of the Irish Corporate Governance Code

In September 2024, Euronext Dublin introduced its inaugural Irish Corporate Governance Code (Irish Code), building on the principles and provisions of the UK Code while tailoring them to the Irish market and broader EU regulatory framework. Following a thorough review, the Board has decided to adopt the Irish Code from 1 January 2025. As an Irish business with a primary listing on Euronext Dublin, this transition naturally aligns with our corporate identity and regulatory environment. We do not envisage any material changes to our governance framework as a result of reporting against the Irish Code. Instead, we will continue to abide by the view that Cairn's success is rooted in our commitment to the highest standards of governance, balanced with a recognition of the culture of the business we oversee, which form the foundation of our strategic decisions and our ability to consistently deliver value to both our shareholders and our wider stakeholders.

Looking Ahead

As we enter 2025, Cairn is stronger than ever. The maturity and scale of our end-to-end operating platform, combined with a strong Irish economy and the ongoing demand for high-quality, energy-efficient and affordable homes, position us well for sustained growth. We anticipate revenue growth of over 10% in 2025 and plan to significantly expand our investment in our construction activities, leveraging our operational strengths to drive long-term success while continuing to play a key role in addressing Ireland's housing challenges.

As I conclude my final statement as Chair, I would like to thank everyone at Cairn, as well as our subcontractors and supply chain partners for their hard work and commitment. It has been a privilege and a pleasure to participate in Cairn's development over its first decade.

JOHN REYNOLDS
CHAIRMAN OF THE BOARD

"Our operating platform continues to set us apart, delivering high-quality competitively priced homes to our customers."

MICHAEL STANLEY
CEO

30,000
Nearly 30,000 residents live in a Cairn built home

Record Performance Sets Foundation for Future Growth

2024 was an excellent year for Cairn as we grew our housing output by nearly 30%. This represents the biggest annual step-up in operational and volume growth since the Company was established almost a decade ago. Our operating platform continues to set us apart, delivering high-quality competitively priced homes to our customers. We continue to show leadership within our industry, delivering homes that set the industry standard for energy efficiency and sustainability. My colleagues and I are proud that nearly 30,000 residents live in a Cairn built home.

We expect 2025 will be another year of strong growth as we look to leverage our operational competitive advantages. Our scaled platform, strong balance sheet and approach to relentless re-investment in our business will support further growth in housing output in Ireland.

Our Strategy and 2024 Performance

Cairn's strategy is to deliver sustainable new homes to expanding, multiple markets at pace, scale and value for money. We build communities that serve Ireland's present and future needs. We deliver homes using our scaled operating platform, through established supply chain partnerships and our historic low-cost c.16,150 unit landbank across 38 residential development sites.

In 2024, we delivered a very strong performance, generating significant growth against the backdrop of continuing favourable market conditions. We delivered 2,241 units[1] representing a 29% increase year -on-year.

A combination of State supports for customers, a favourable mortgage market and the limited supply of competitively priced and well-located new starter homes continues to drive positive momentum for our First Time Buyers (FTB). The Company will increase sales to the core FTB market over a multi-year period and in H1 2025 we have 11 new private launches planned, including our first Croí Cónaithe approved apartment development for owner occupiers.

The demand from our State-supported partners for new homes is expected to remain strong in the coming years as the State continues to increase its ownership of permanent housing stock. The current level of State-owned stock remains relatively low at approximately 10% compared to some of our European peers at over 20% (Source: OECD).

We have delivered, or currently have under construction, over 6,200 homes to our State Partners since 2022. During 2024, we delivered homes to a number of State-supported counterparties, including Affordable Housing Bodies (AHBs), local authorities and the Land Development Agency (LDA). We also delivered homes under forward purchase transactions and entered into a number of forward fund transactions[2] with State supported counterparties. Forward fund transactions are enabling Cairn to materially increase our supply of social and affordable homes at competitive prices to the State.

We significantly invested in our construction activities during the year which positions us strongly for 2025 and beyond. We commenced over 4,100 new homes last year, including 10 new large-scale developments.

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.
2 Forward fund transactions involve Cairn delivering new homes under a contractual relationship where the land is sold up-front and the cost of delivering the new homes is paid on a phased basis.

Chief Executive Officer's Statement continued

We also evolved our land acquisition strategy to include subject to planning deals, options and potential joint ventures. These structures provide strategic optionality, allow us to leverage our operating platform and represent an efficient way to acquire land.

We will continue to deliver homes at a pace that is comfortably ahead of the industry average. Our industry-leading operating platform, construction efficiency and balance sheet strength enable us to play a role in addressing Ireland's housing needs through the delivery of high-quality and in-demand homes at attractive pricing.

Irish Economy and Housing Market Outlook

The newly elected Irish Government is committed to prioritising the delivery of housing as a mission-critical initiative to meet the needs of the population. Home delivery, across all tenures is the most pressing issue for the State and for society.

Ireland's economy continues to be one of the strongest performing economies in the EU, with modified domestic demand expected to grow by 4.1% in 2025. The economy is underpinned by a strong labour market that is near full employment, continued growth in disposable income and an increase in population to an estimated 5.38 million people.

These drivers have created significant demand for housing, which has failed to keep pace with the needs of the Irish economy. There remains a significant structural undersupply of new homes in the market and our objective is to continue to deliver high-quality, competitively priced homes which, in turn, will continue to drive positive momentum for our business.

Sustainability Leadership

Since our foundation, we have placed a priority on being a leader in sustainability which is embedded across our business, strategy and investment decision-making process.

This year, we also published our inaugural Climate Transition Plan. It details the actions and measures we have taken to achieve our emissions targets and places our operations and business model on a decarbonisation journey that aligns with climate science recommendations. Our commitment is to being a leader in sustainable construction with a focus on reducing emissions and protecting and restoring biodiversity to meet the needs of present and future communities in Ireland.

We continue to push our commitment with the implementation of Passive House standards on four of our apartment developments. Passive House is the world's leading energy performance-based building standard, ensuring high performance and low energy use for the lifetime of a building. This investment provides more value for our customers and future-proofs the long-term value of these apartments, many of which are for State-supported housing bodies. While the environmental benefits of these ultra-low energy homes are unparalleled, equally as important is the benefit to our customers, with Passive House units delivering a c.40% reduction in annual utility bills.

Capital Allocation Strategy

A key aspect of our growth has been our capital allocation strategy which has focused on delivering consistent returns to our shareholders. In 2024, we returned €115.3 million to shareholders through our progressive dividend policy and share buyback programmes. This brings our total shareholder returns over the last four financial years to over €335 million.

2025 Outlook

This is our tenth year in business and, over that time, Cairn has transformed into one of Ireland's leading businesses, which delivers value for all of our stakeholders and the communities in which we operate. I would like to thank all of my colleagues in Cairn – and all our industry partners for their hard work and dedication to help build Cairn into the business it is today.

Our Chair John Reynolds will be retiring from our Board at the end of April. John has served as Chair since our IPO in 2015 and has been an integral part of the Company's growth and success over the last decade. On behalf of everyone at Cairn, I would like to sincerely thank John for his invaluable contribution to Cairn's success.

We expect 2025 to be another strong year and the outlook for our business is positive. Our industry-leading operating platform, coupled with our cash generative capabilities, robust balance sheet and growth pipeline, leaves us positioned strongly to deliver long-term and sustainable value for all our stakeholders.

MICHAEL STANLEY
CEO

Demand underpinned by economic strength

Ireland's economy remains in a robust position, despite a year of geopolitical uncertainty. Modified domestic demand (MDD), a measure that captures Ireland's economic growth while excluding short-term fluctuations in multinational activity, grew by 2.7% in inflation-adjusted terms in 2024. Growth is predicted to accelerate to 4.1% in 2025.
(Source: CSO, ESRI)

That economic strength is reflected in the employment market, with total employment growing 2.6% to 2.78 million in 2024. Unemployment is at 3.9%, which the Central Bank of Ireland describes as 'full employment'.
(Source: CSO, CBI)

This strong economic performance comes alongside positive news for inflation. The Consumer Price Index rose by just 1.4% in 2024, below the European Central Bank's 2.0% target. Over time, this lower inflation environment will begin to ease cost-of-living pressures and boost consumer sentiment, indicated by the Irish League of Credit Unions' consumer sentiment index hitting a three-month high in October 2024.
(Source: CSO, ILCU)

Demographics

In May 2024, the independent Housing Commission reported that Ireland's housing deficit lies between 212,500 and 256,000 homes.
(Source: The Housing Commission)

Ireland's need for new homes continues to grow with the population, which increased by 98,700 in the year to April 2024, the largest annual increase since 2008. Immigration drove this increase, with net inward migration of 79,300 – the highest figure since 2007.
(Source: CSO)

Housing delivery in Ireland has risen rapidly, growing 59% from 20,495 in 2021 to 32,525 in 2023. However, growth stalled in 2024, with delivery falling by 6.7% to 30,330. Resuming housing's growth trajectory and reversing Ireland's housing deficit will require concerted support from central government, local authorities, approved housing bodies, and the private sector.
(Source: CSO)

Government's Continued Support for Housing

Housing remains the top national issue for voters, according to Ipsos polling conducted during the 2024 General Election.

The 2025 Programme for Government reiterates the State's support for housing delivery. It sets out a target of building 300,000 new homes by the end of 2030, averaging delivery of over 50,000 new homes per year. To support this, Government will implement planning reform, increase the quantum of zoned and serviced land, and support state agencies to deliver the infrastructure needed to support these new homes.

The Programme for Government also confirms continued support for a range of schemes to support housing delivery, such as Help to Buy, the First Home Scheme, and Croí Cónaithe.

Government retains the fiscal capacity to follow through on these promises. The Department of Finance predicts a cumulative €80 billion surplus from now until 2030, bolstered by windfall receipts such as the €13 billion in back taxes awarded by the European Court of Justice in 2024.
(Source: Department of Finance)

Commencement Acceleration

In 2023, Government waived development levies (c.€12,000 per home). In April 2024, they extended this waiver until the end of the year and gave homebuilders an additional 12 months to complete the homes, until December 2026. Rebates for water connection fees, worth around €5,000 per home, were in place for homes commenced by September 2024.

Both waivers have spurred on a rapid rise in residential commencements. Developers started work on 69,060 homes in 2024, more than double the previous year's 29,961.
(Source: CSO, Department of Housing, Local Government and Heritage)

Planning Reform

During 2024, the Irish Government adopted new planning legislation (Planning and Development Act 2024) and completed the National Planning Framework review. Transitional arrangements will be critical to ensure new housing delivery is not adversely impacted in the period between the expiry and adoption of new County and Local Area Plans, which dictate land zoning at a local level. The transition period for the implementation of both is expected to take up to 24 months. This interim period, before new legislation is fully implemented, is expected to create some uncertainty.

Mortgage Affordability

With inflation moderating worldwide, central banks have begun to loosen monetary policy. The European Central Bank (ECB) deposit rate reached its peak in September 2023, then started falling in June 2024 with four rate cuts by the end of the year. The ECB deposit rate was 2.5% as of March 2025, its lowest level since February 2023.
(Source: ECB)

Consequently, the average interest rate on new mortgages fell from 4.20% in Q1 of 2024 to 3.86% in Q4. We expect to see further falls in the cost of mortgages through 2025 and beyond.
(Source: CBI)

Households buying new homes will continue to benefit from lower mortgage rates on the most energy efficient homes. Mortgage lenders in Ireland offer preferential rates for homes with a high Building Energy Rating, with discounts as high as 150 basis points for some lenders. For a €300,000 mortgage, this discount equates to a €289 saving on monthly repayments.

Economic backdrop

RECORD EMPLOYMENT
2.78m
Number of people in employment in Q4 2024. A 2.6% increase on 2023. *(Source: CSO)*

POPULATION GROWTH
98,700
Ireland's population grew by 1.9% annually between 2023 and 2024. *(Source: CSO)*

COMPLETIONS
30,330
New homes completed in 2024. Down 6.7% on 2023. *(Source: CSO)*

HEALTHY PUBLIC FINANCES
€23.7bn
Government surplus forecast for 2024. *(Source: Dept. of Finance)*

HELP TO BUY SCHEME
35%
Annual increase in applications for the Help to Buy Scheme in 2024, rising to 24,140. *(Source: Revenue)*

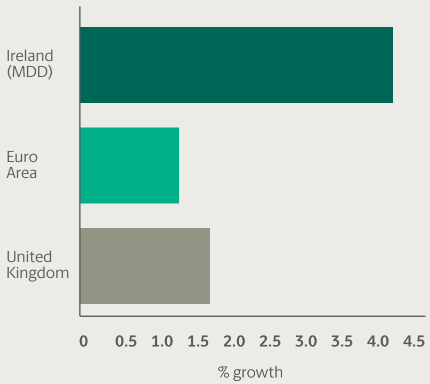
COMMENCEMENTS
69,060
New homes commenced in 2024. Up 130% on 2023. *(Source: Department of Housing, Local Government and Heritage)*

2025 FORECAST GROWTH
4.1%
The ESRI's forecast for modified domestic demand (MDD) growth. *(Source: ESRI)*

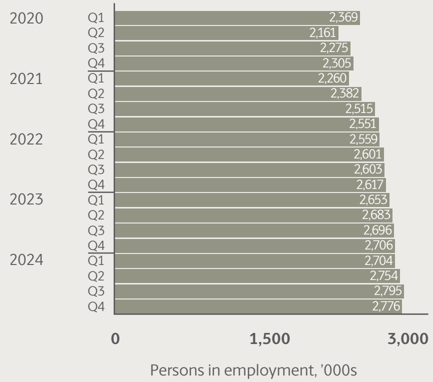
FTB MORTGAGE APPROVALS
€9.6bn
Total FTB mortgage approvals in 2024. Up 9.4% on 2023. *(Source: BPFI)*

APARTMENTS
8,763
New apartments completed in 2024. Down 24% on 2023. *(Source: CSO)*

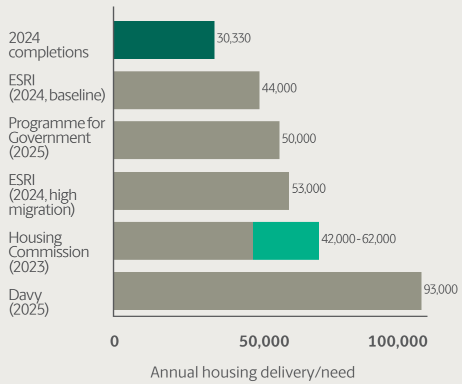
2025 FORECAST GROWTH



RECORD EMPLOYMENT



SUPPLY STILL BELOW FORECAST ANNUAL STRUCTURAL DEMAND



Creating long-term sustainable value for our stakeholders

Cairn's corporate strategy is to deliver sustainable new homes to our customers at pace, scale and value for money. We are building communities that serve our country's present and future needs. Cairn continues to invest in the capacity and capability of our business to support our growth strategy and to optimise our product delivery. Our strategy links back to our purpose, with each pillar aligning to one of the four component parts – People, Customers, Construction and Sustainable Communities.

People

Our people agenda is at the heart of everything we do. We are committed to driving employee engagement to continue to deliver a high-performance culture, in a rewarding working environment. Collaboration and innovation allow us to harness insights and knowledge from our talented team.

RANKED

Top 3

Ranked by Great Place To Work Ireland as third in the top 10 Best Large Workplaces in Ireland.

READ MORE: p15

Customers

With a focus on meeting the diverse needs of our customer base, we are dedicated to selling high-quality new homes to a broad mix of private individuals, State-supported counterparties and institutional buyers.

UNITS*

2,241

2024 saw us work in close partnership with our private customers and State-supported counterparties, as we delivered 2,241 units, a 29% increase on 2023.

READ MORE: p18

Construction

Cairn has a proven track record in delivering award-winning schemes to our broad customer base. We design and build high-quality, well-located, energy-efficient A-rated homes that people love living in.

COMMENCEMENTS IN 2024

4,100+

We significantly invested in our construction activities with over 4,100 new homes commencements (2023: 2,162) including 10 new large-scale developments.

READ MORE: p20

Sustainable Communities

We define high-level principles to achieve a well-designed, quality-built, vibrant and sustainable development with a network of public spaces that promote and enhance residents' health and wellbeing. We are committed to building homes in sustainable communities where people can thrive.

PASSIVE HOUSE COMMENCEMENTS

1,750+

We commenced more than 1,750 apartments to Passive House standard by the end of 2024. This will increase to 2,750-3,000 commencements to Passive House standard by the end of 2025.

READ MORE: p22

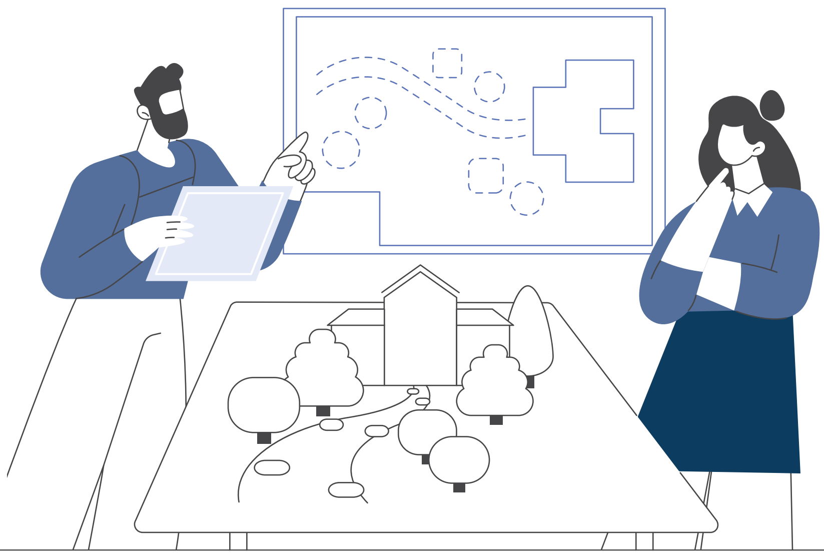
* This comprises both closed sales and equivalent units. Equivalent units related to forward fund transactions which are calculated on a percentage completion basis based on the contracted value of work completed divided by total estimated cost.

PILLAR 1

People

In 2024 we continued to scale and grow our business with the addition of 168 new employees. We received over 10,000 job applications which demonstrates the extensive reach of our brand in attracting diverse talent into Cairn.

Engagement sentiment among our new joiners is very strong, with 97% saying they are proud to work for Cairn. We also invested heavily in developing and progressing our existing talent to ensure Cairn continues to be recognised as an employer of choice, with 80% of our workforce engaged in training and development activity and 91 promotions awarded in 2024. People remained a key pillar of our remuneration framework in 2024, where we measured engagement, talent development and management capability.



Employee Engagement

We invested heavily in receiving feedback from employees throughout the year and actively worked to respond with targeted initiatives. We established a cross-functional Engagement Working Group to drive engagement activity and ensure that all new initiatives are inclusive and impactful. We use these data points from our employees together with best practice thinking to ensure we remain an employer of choice. Our eNPS (employee Net Promoter Score) was 58 this year, up from 42 in 2023. We also retained our Great Place to Work accreditation with an overall score of 82% which is closely aligned with the top ranked company from 2023.

We are committed to driving a high-performance culture and creating a rewarding environment where we harness insights and knowledge from our talented team. The impact of this investment is seen through our engagement feedback, with a 9% increase in our Reward category score in our Great Place to Work survey 2024. 83% of staff also indicated that they feel we have special and unique benefits in Cairn which supports our efforts in attracting and retaining top talent.

Diversity and Wellbeing

Our top priority for our Equality, Diversity, and Inclusion (EDI) agenda is to keep inclusivity at the heart of our culture, championed by our senior leaders. This is evidenced by our EDI scores, with positive sentiment among our more diverse employee groups increasing year on year. In addition to the Families in Cairn Employee Resource Group established in 2023, we launched the Women in Cairn Network to connect and empower our female employees. While we have had significant success in growing a more diverse workforce, with a 56% increase in the number of non-Irish employees, we recognise that our scaling efforts have impacted adversely on our Gender Pay Gap in 2024.

90%
of our employees felt that Cairn was an inclusive place to work.

88%
of employees feel good about the ways we contribute to the community.

94%
of employees believe that Cairn invests in and supports its employees.

83%
of employees believe we have special and unique benefits at Cairn.

PILLAR 1 CONTINUED

Attracting, Developing and Retaining Female Talent

As part of our investment in the next generation, we hosted 13 female participants across three groups of our transition year programme, providing them with the opportunity to experience working in construction.

We increased our market presence through participation in a number of industry awards either through sponsorship or being shortlisted ourselves. Additionally, some of our female colleagues sit on various industry panels and boards such as the Irish Planning Council, Royal Institute of Architects Ireland, Society of Chartered Surveyors Ireland and the 30% Club.

For our existing female employees, we focused heavily on facilitating exposure and development opportunities through our Women in Cairn Network. We also continued to invest in female talent through our graduate, mentoring and manager development programmes, and sponsored a number of female employees to complete a Professional Diploma in Women in Leadership, through University College Dublin. This support and investment has already resulted in meaningful progression for many of our female employees, with 29% of total promotions in 2024 being awarded to female employees (compared to 25% of our workforce overall being female).

97%

of new joiners are proud to tell others they work at Cairn

88%

of employees believe that Cairn is a great place to work

Enhancing Management Capability

We continue to invest in our people managers as the key cohort that impacts employee engagement and performance. While scaling at pace, the challenge has been to capture and communicate Cairn's values and how they align to our ways of working in order to onboard new managers efficiently and provide a consistent employee experience.

To support this, we established a new manager development framework and launched 'Manager Fundamentals' training, which covers the day-to-day operational toolkit for newly promoted managers and those new to Cairn. We also continued to run our existing leadership development modules for more experienced managers.

Priorities for 2025

Our ambition for 2025 is to drive collective ownership of our people and culture agenda. We will establish a People & Culture Steering Committee, empowering employees to enhance and promote the unique benefits and possibilities that distinguish us as an employer of choice.

Equality, Diversity & Inclusion

Our ambition is to become recognised both internally and externally as a leading driver of EDI within the construction industry in Ireland. We have now formalised our EDI strategy and moving into 2025 we will focus on driving collective responsibility for our ambition, continuing to attract and retain diverse talent, and expand our broader industry impact.

Guided by the People & Culture Steering Committee, we will deliver inclusive leadership and language training for managers and employees, and continue to focus on inclusive recruitment practices, policies and benefit offerings. We will also work closely with our Procurement and Marketing Teams to ensure our supply chain and community partners are aligned to our strategic focus in this area.

Communication and Recognition

We will enhance our communication channels to keep employees informed and engaged, expanding the Cairn Live platform and establishing regular feedback mechanisms. Additionally, we will focus on fostering a culture of recognition through a structured system for peer-to-peer recognition.

Manager Competency Framework

In 2025 we will continue to embed our manager competency framework and integrate it across the employee life cycle, from interview questions for new candidates to assessment criteria for the manager objective in our annual performance cycle. We believe that setting clear expectations for what good leadership looks like in Cairn and then continuing to provide managers with the tools to grow and develop is the best way to unlock their potential and increase the impact they have on employee performance.

CASE STUDY

Women in Cairn Network

We acknowledge female under-representation in our industry is a long-term challenge that can be corrected through genuine investment in our future talent pipeline. While we recognise that there are certain changes we can make in the short term, including female talent attraction at senior levels, we have equally focused our efforts this year on retaining and developing our existing female workforce.

Developing a sense of belonging is key to this effort and continues to be an ongoing challenge with female employees dispersed across multiple sites and locations. For this reason, the initiatives driven through the newly established Women in Cairn Network have all been underpinned by our Employee Value Proposition (EVP) – to *Connect, Develop and Inspire* our female workforce-driven by Jennifer O'Neill, the Chairperson of our Women in Cairn Network. We know from our engagement scores that these initiatives are reinforcing this Employee Value Proposition for our female employees, with scores for all three pillars increasing year on year.

Connect – these initiatives bring together our female employees as a community that support and empower each other to thrive and succeed. Examples of this include:

- setting up a dedicated **Cairn Live Space** to share information, events, articles and updates; and
- hosting a **networking event** attended by the majority of female employees focusing on cross-functional exposure at a group level, as well as 1:1 conversations allowing participants to connect on a personal level.

Develop – these initiatives aim to provide mentoring, networking and development opportunities that our female employees can tap into to support personal effectiveness and career growth. Examples of this include:

- introducing **IMAGE Business Club Subscriptions** for all female employees offering access to external networking events, coaching sessions, co-working days, and inspirational content via subscriptions and podcasts;
- delivering female specific **Soft Skills Masterclasses**, facilitated by an external coach. Over three sessions, we welcomed 39 females from various departments. These sessions focused on reframing limiting beliefs and leveraging liberating beliefs to help attendees grow in confidence; and
- actively supporting our female employees to identify development opportunities and career pathways through **Individual Development Plans.**

Inspire – these initiatives aim to expose our female employees to leading trends and insights on gender issues and share the successes and achievements of women within Cairn. Examples of this include:

- hosting our **International Women's Day 2024** event to mark the official launch of the network, featuring external guest speakers and female members of our Board for a panel discussion; and
- participating in the Irish Independent's **'Empowering Women at Work' media campaign** including contributions from three female employees to celebrate how Cairn is creating an environment where women feel valued, respected, and empowered.

Looking ahead to 2025 we will continue to prioritise the attraction, development and retention of female employees in Cairn. Our focus will be on embedding the network, including our male allies and managers in the journey and continuing to provide opportunities for exposure and discussion through female-focused events and initiatives.

39
participants in our Soft Skills Masterclasses

122
members of the Women in Cairn Network

29%
of total promotions awarded to female employees (who represent 25% of the total Cairn workforce)

PILLAR 2

Customers

2,241
Units[1]

96%
Cairn Customer Experience Rating

Our customer strategy is to build on our current partnerships and explore new opportunities with our customer base. Cairn now has an established track record of meeting, and exceeding, the needs of our broad and diverse customer base.

We continue to see exceptionally high levels of demand for our energy-efficient new homes across all buyer profiles. In 2024 we delivered 2,241[1] units to our private buyers and our partners in local authorities, Approved Housing Bodies (AHBs) and the Land Development Agency (LDA) – a 29% increase from 2023.

In our core first time buyer (FTB) market, State supports for our customers, a favourable mortgage market and the limited supply of competitively priced new starter homes are continuing to drive strong demand.

2024 saw us increase our offering to our State-supported partners, delivering homes under forward purchase transactions and also our first forward fund transactions.[2] These forward fund transactions have enabled us to materially increase our supply of social & affordable homes at competitive prices to our State-supported partners.

As a leader in sustainable construction, we are the first homebuilder to deliver new homes to the Passive House standard at scale in Ireland, having commenced more than 1,750 apartments to the Passive House standard. While the environmental benefits of these ultra-low energy homes are unparalleled, equally as important is the benefit to our customers, with Passive House units delivering a c.40% reduction in annual utility bills. Please refer to our Sustainability Statements, from page 50, for further detail on Passive House.

Creating sustainable communities where our customers can thrive and feel a sense of belonging is a central tenet of our customer offering. Through initiatives such as our Home Together programme and our newly launched Seven Mills Community Fund, we ensure a holistic approach to placemaking is taken with our customers at its heart. Please refer to our Sustainable Communities section, page 22, for further detail.

Customer Care

2024 was an exceptional year for Cairn Customer Care, with a number of processes, procedures and initiatives implemented allowing for a more targeted and effective approach to our customer journey across all tenure types, resulting in an overall Cairn Customer Experience rating of 96%. This metric is incorporated into our annual bonus plan, meaning that everyone in Cairn is responsible for contributing to our customers' experience.

In 2024, Customer Care and Aftercare became a functional objective pillar for our Construction & Operations Team, ensuring that our customers are at the heart of our unique end-to-end operating platform. Our Customer Team is there from the start of the customer journey, providing accurate and clear information about our homes, their features and relevant paths to ownership.

Our Aftercare Team ensures that our customers remain supported upon moving into their new Cairn home. While these teams are the touchpoint for our customers, customer care is a focus for all of our teams, ensuring that we understand, and most importantly, exceed our customers' needs across our business. Progress in 2024 included:

- appointment of an Aftercare Co-ordinator;
- vehicles and uniform branding – improving our visibility to Customers;
- post occupation reviews with our business customers and our partners in local authorities, AHBs and the LDA; and
- first full year operating on D365 (CRM tool) which has provided invaluable qualitative and quantitative data to aid informed data-led decision making.

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.
2 Forward fund transactions involve Cairn delivering new homes under a contractual relationship where the land is sold up-front and the cost of delivering the new homes is paid for on a phased basis.

Priorities for 2025

In 2025 we will meaningfully increase our sales to our core FTB market with 11 new private sale launches planned in H1 2025. We will continue to work closely with our State-supported partners ensuring the delivery of social & affordable new homes at pace, scale and value for money.

Our Customer and Aftercare Teams will look to build on the successes of 2024 in 2025 by:

- launching a customer portal for our business customers and our partners in local authorities, AHBs and the LDA;
- upgrading our existing private customer portal, including ongoing video uploads and the launch of detailed product warranties and maintenance schedules; and
- rolling out our D365 field service app to key subcontractor partners to facilitate the early intervention and resolution of any quality issues.

CASE STUDY

Sorrell Wood (Blessington) – Creating Communities

Located in Blessington Demesne, Sorrell Wood is a prime example of our commitment to not only delivering high quality, affordable new homes but also creating sustainable communities where people can thrive.

This 94 new home development comprises five two-bed, 71 three-bed and 18 four-bed houses for our core first time buyer (FTB) and trade-up/trade-down markets, with many of the new homes qualifying for FTBs to use the Help to Buy and First Home schemes.

In December 2024, we opened the first phase of Blessington town park and playground, in partnership with Wicklow County Council. This 16-acre park is a transformative addition to Blessington, offering a playing pitch, tennis courts, a bowling green and scenic walkways for all ages. It will serve as a focal point for the community and forms part of a larger 37-acre development, with ongoing work on a greenway to Glen Ding Woods. Cairn is proud to continue to create sustainable communities where people can thrive and we thank Wicklow County Council for their collaboration in delivering this invaluable amenity.

Building Thriving Communities

PILLAR 3

Construction

2024 was a transformational year for Cairn in which we grew our housing delivery by nearly 30%, and commenced over 4,100 new homes.

Operating Platform

Our continued investment in our business has created an efficient platform which will support further growth as we look to leverage our operational competitive advantages into the medium term. In 2024 we commenced over 4,100 new homes across 21 sites, a 90% increase from 2023. In 2024 we invested €484.3 million in construction work in progress (WIP). This will significantly increase again in 2025.

Innovation

Working with our partners, Cairn drives a culture of continuous improvement as we look to remain at the forefront of industry innovation. Key areas of progress and achievements in 2024 include:

- established the Cairn Innovation Test Centre at our Seven Mills development. This centralises innovation tests and acts as a research and development (R&D) centre where employees, subcontractors and suppliers collaborate on innovation projects. The centre is capable of testing over 15 separate initiatives simultaneously, with industry visits arranged for local authorities, insurance bodies, customers, and internal teams;
- launched the Cairn Drone Deploy Platform which provides detailed 3D mapping of all of our projects. This platform has significantly improved how we manage soil movements and groundworks and record site progress;
- developed new housing typologies including a modern townhouse as an alternative design to the standard Cairn duplex typology. This new design, which is included in some of our 2024 planning applications, drives operational efficiencies whilst delivering an excellent product for our customers; and
- launched the Cairn Technical Design Library to the wider business through a series of functional presentations and training. This library is a shared project design guide that refines the approach to standardisation which continuously allows us to increase productivity and enhance standardisation. We have presented the library at multiple industry events and to key stakeholders with the platform being seen as the most advanced in the industry.

Health and Safety

Operating and maintaining safe environments for our employees, subcontractors, suppliers, customers and the communities in which we live and work has always been our number one priority at Cairn. In 2024, we appointed an Environmental, Health & Safety (EHS) Director to ensure our EHS agenda remains industry leading and aligns fully with our strategic priorities.

The Company continued to invest heavily in health and safety during 2024 and retained our externally accredited Safe-T Cert Grade A. In the context of a year where output increased by nearly 30%, we commenced 10 new large-scale sites and began 11 new phases of existing sites our Accident Frequency Rate decreased by 27% and our Lost Time Incident Rate reduced by 9%. Please refer to our Sustainability Statements at page 50 for further detail on our Health and Safety agenda.

Procurement Efficiencies

As our operating platform continues to scale, our Group procurement team continues to see efficiencies. Enhanced standardisation throughout 2024 facilitated an increased number of framework agreements across key product categories – adding value, providing delivery certainty and de-risking our pipeline. Our proactive approach to engaging with our supply chain partners along with the security of multi-year, multi-project contracts awarded have enabled us to manage and mitigate inflationary pressures.

COMMENCEMENTS IN 2024

4,100+

NEW SITE COMMENCEMENTS IN 2024

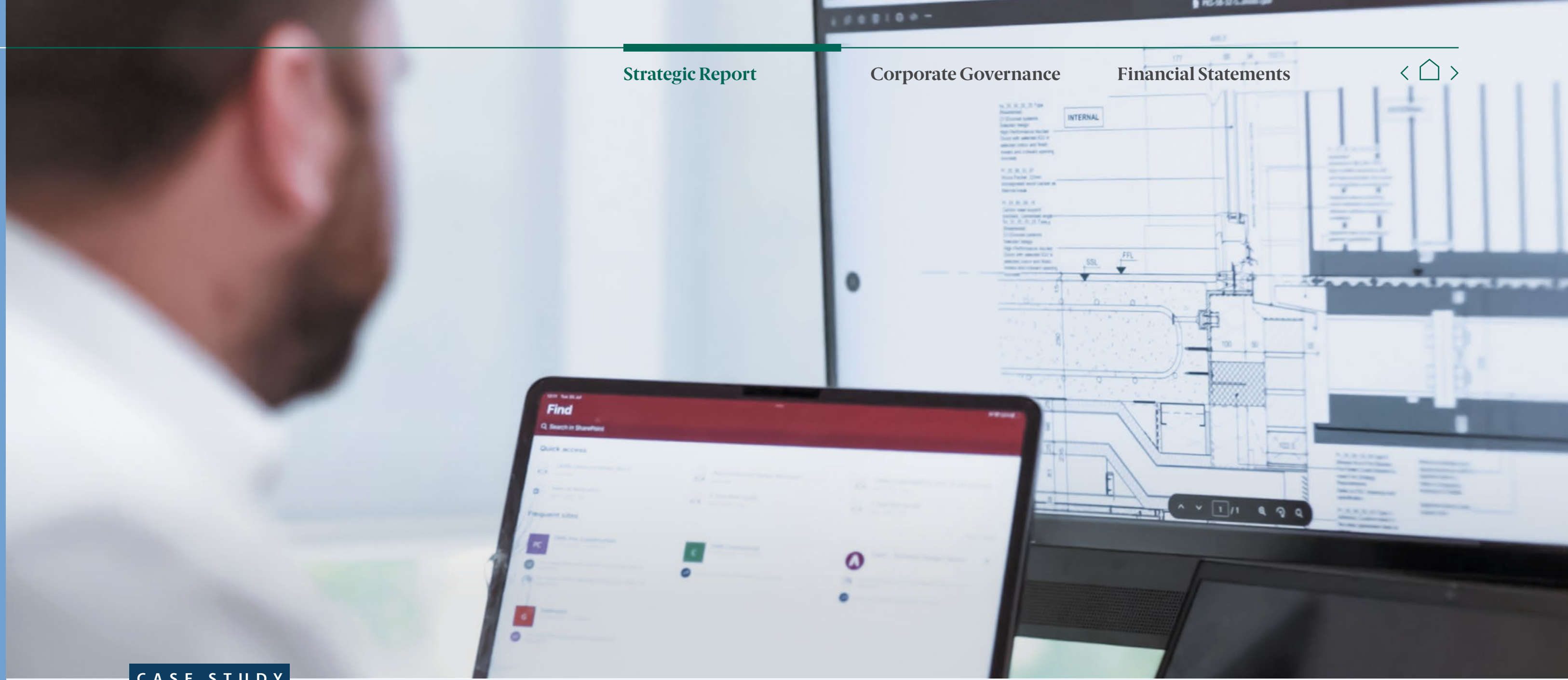
10

Priorities for 2025

We will significantly accelerate our investment in our construction activities in 2025, as we look to leverage our operational competitive advantages into the medium term. This will see us increase our WIP spend in 2025.

As we increase our capacity and output, we will continue to engage with our subcontractor base to ensure a collaborative approach to capacity planning and best practice environmental, health and safety standards are maintained. Key areas of focus to achieve this will be:

- building on the back-to-basics focus around our health and safety performance that has improved our already strong record in recent years;
- continuing to support our supply chain partners, through initiatives including our Apprenticeship Programme and the Supply Chain Sustainability School, as they scale and develop with us;
- ensuring we leverage our operating scale and competitive advantages into the medium term to deliver value-for-money, energy-efficient, high-quality new homes; and
- further integrating our sustainability agenda, which is a central tenet of our ambitious growth strategy, into our scaled operating platform.



CASE STUDY

Innovation

Digital Design Toolkit

Standardisation and repeatable design are key to successful residential development

Cairn has invested heavily in our design platform in order to create consistent quality homes. Previous innovation launches such as the Cairn Technical Design Library are a key part of this. In late 2024 we launched our Digital Design Toolkit project to further enhance this process. The system will house our design platform which will create design information using a step-by-step process, significantly increasing the quality of our design information. The platform will take full advantage of Building Information Modelling (BIM) and Revit software which will store a number of pre-completed Cairn standard template drawings. Key outcomes of this digitalisation project include:

- 25% design program saving on Cairn Standard Projects;
- reduced resource requirement for design information;
- consistent information to take advantage of quality on site benefits; and
- increased centralised control over what represents Cairn Standard Design.

Innovation Centre

A place to test, trial and train

In 2024, we developed and launched our Innovation Centre – a research and development facility where new ideas can thrive, and develop in a zero-risk environment. The centre has already facilitated significant innovative breakthroughs for us, with our industry-leading Passive House developments among the ideas tested in the Innovation Centre. Current projects being tested include PV Roof Tiles, Digital Homes and Upgrade Utility Pods. With over 15 separate innovation tests and working models completed in 2024 we have seen a 50% increase in idea conversion since establishing the test centre, allowing projects to move to production quicker.

With over 300 visitors to the centre since opening in September 2024, in 2025 we will look to expand the reach of the Innovation Centre as we move towards welcoming members of the wider industry and customers.

PILLAR 4

Sustainable communities

We believe that building homes is not just about buildings, but about fostering environments where people can thrive and feel a sense of belonging. Our vision is to create communities of connection and belonging, building towards an Ireland where everyone can prosper.

This is achieved by taking a holistic approach to placemaking through thoughtful planning, considered public spaces and public amenities. This is embodied in some of our initiatives such as the Seven Mills Community Fund, the Cairn Community Games and our Home Together programme.

Seven Mills Community Fund

We launched the Seven Mills Community Fund in November 2024. We committed €30,000 to support local organisations across Dublin 22 by funding seven community projects. This fund is designed to support clubs, community groups, and societies that are already making a real difference. By offering seven awards to support inspiring local projects, we aim to bring people together and make a positive impact in our communities.

Cairn Community Games

The Cairn Community Games is a cornerstone of our efforts to promote active, healthy lifestyles and ensure inclusivity. Our partnership with the Community Games throughout 2024 reflects our core values of equality, inclusion, and local impact.

Home Together Programme

Our Home Together programme, run in collaboration with Neighbourhood Network, is an ongoing and expanding programme that focuses on developing community initiatives that are sustainable in the long term. This approach ensures that our developments evolve and grow over time, catalysing a community cohesion that can otherwise take decades to achieve. In 2024, we concentrated on giving residents the tools, resources, and power to drive projects forward after the initial pilot schemes. Throughout the year we had a number of development graduations including Whitethorn, Donnybrook Gardens and Graydon – as developments completed the initial three-year programme and began to operate autonomously.

Priorities for 2025

We will continue our partnership with the Cairn Community Games as we look to expand the reach and impact to more communities across Ireland. Our aim is to increase participation in the Cairn Community Games by 10% (from a 2023 baseline) over the next three years, with a targeted 5% increase in non-sporting events.

Our Home Together initiative will remain central to building cohesive communities across our developments with the introduction of Home Together across three new developments.

We will integrate and streamline our placemaking efforts to create a more holistic approach and to deliver more tangible results for the communities we create and support.

c.€450 million
contributed to public infrastructure projects to date

600ha
of public realm, parks, pitches and green space created to date

CASE STUDY

Cairn Community Games

Our partnership with the Cairn Community Games is a testament to our commitment to creating communities where people can thrive. The Community Games have been a cornerstone of Irish communities for decades, involving over 160,000 children annually in 430 towns across the country. This initiative not only promotes active, healthy lifestyles but also ensures that every young person, regardless of their background or ability, can participate and excel.

Our investment of €3 million over four years aims to increase participation by 10% by 2027 and grow non-sports categories such as arts, culture, and music by 5%. The 'We're All In' campaign is at the heart of this effort, focusing on inclusivity and broadening the range of activities available to participants.

The positive outcomes from the first year of our partnership are already evident. We have seen a 2.2% increase in overall participation and a 3% increase in non-sports categories. Additionally, our involvement has significantly improved trust and favourability metrics by 20%, and increased brand awareness and consideration. These results underscore the tangible benefits of our collaboration with the Community Games, not just for the participants but for the broader community as well.

The Cairn Community Games allows us to maintain and communicate a positive and inclusive company culture. This partnership is more than just a sponsorship; it reflects our dedication to building communities where everyone can thrive.

At the Heart of the Community

€3 million
investment over four years

+2.2%
increase in overall participation

+20%
increase in trust and favourability metrics

Adding value at every step

Our unique end-to-end scaled operating platform means we control our entire product life cycle and allows us to leverage our operational competitive advantages to deliver quality and value at every step.

Key Resources

Strategically Located and Low-Cost Landbank
We have a landbank of c.16,150 units (across 38 sites nationwide) located in areas with excellent public transport and infrastructure links, allowing communities to thrive.

Trusted Subcontractors and Suppliers
Our well-established subcontractor base and supply chain partners have grown their businesses with us, scaling and developing to meet our increased capacity while engaging with us to ensure a collaborative and forward-looking approach.

Scaled Operating Platform
We continue to invest in the capacity and capability of our business, driving growth and further leveraging our scaled and sustainable operating platform. This sustained investment in our operational platform underpins the Company's medium term growth ambitions.

People
The strength of our team is key to our success as we continue to invest in our people and extend our capacity and capability.

Our End-to-End Operating Platform

1. Land Acquisition
Our strategy centres on identifying sites that are complementary to our existing landbank, well-located and represent value accretive opportunities. In 2024, we evolved our land acquisition strategy to include subject to planning deals, options and potential joint ventures. These structures provide strategic optionality, allowing us to leverage our operating platform, and are an efficient way to acquire land.

2. Planning
We manage all of our planning applications, leading the full life cycle of the application process to ensure that commercial outcomes are maximised in a timely manner.

3. Pre-Construction
Our Pre-Construction Team operates in tandem with the planning process, allowing the Pre-Construction and Design Teams to mobilise in preparation to start on site as soon as we receive planning grants.

4. Construction
Our scaled operating platform allows our Construction Team to deliver at pace, scale and value for money. We continue to leverage our proven apartment capability as Ireland's largest self-build developer delivering much-needed apartments nationwide.

5. Sales and Customer Care
Understanding and exceeding the diverse needs of our broad customer pool is at the heart of our operating platform. Both our Sales and Customer Care Teams are dedicated to not only gathering but also acting on our customer insights and feedback, ensuring that we remain their partner of choice.

The Value We Create

For Our Customers
We deliver award-winning, value-for-money, energy-efficient new homes in sustainable communities where our customers can thrive.

For Our Supply Chain
Our long-standing supply chain partners have grown with us. Since our IPO in 2015, our top 20 subcontractors have accounted for 69% of all procurement since IPO (an average of c.€70 million each), working across an average of 22 developments each.

For the Construction Industry
Through initiatives such as our €10 million Cairn Apprenticeship Scheme, we are helping to attract and retain graduates in the construction sector in Ireland.

For the Environment
Having released our Climate Transition Plan and Passive House Position Paper in 2024 we continue to be a leader in sustainable construction in Ireland. This is evidenced by having commenced more than 1,750 apartments to Passive House standard which will increase to 2,750-3,000 units by the end of 2025.

For Employees
We focus heavily on facilitating exposure and development opportunities for our employees as we continue to invest in our capacity and capability. We retained our Great Place to Work accreditation in 2024, evidencing the value we continue to create for our employees.

For Shareholders
Proven track record of delivering sustainable growth and attractive returns for shareholders.

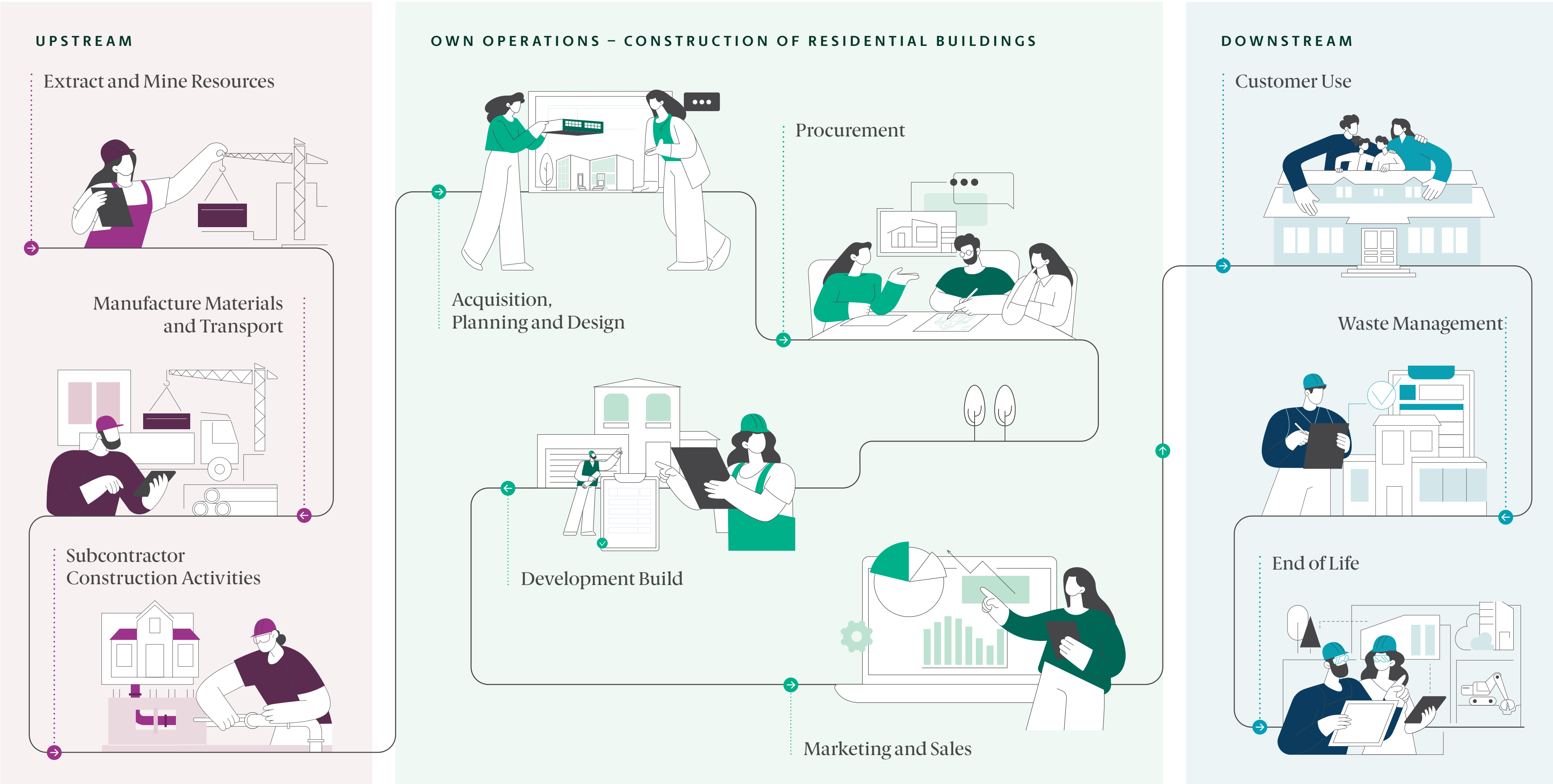
For Communities
We believe that building homes is not just about buildings, but also about fostering environments where people can thrive and feel a sense of belonging. Our communities of connection are embodied in our initiatives such as Home Together, the Cairn Community Games and our Seven Mills Community Fund.

Our Value Chain

We are committed to building sustainable communities where people can thrive. This is the driving force behind our commitment to quality, health and safety, sustainable building practices and respect for our people, our customers, and the world in which we live.

Location in the value chain

- Upstream
- Own Operations
- Downstream



Business Model & Value Chain continued

UPSTREAM

Extract and Mine Resources

Extracting natural resources in the construction industry can typically be categorised into two groupings: Plant-based raw materials obtained via forestry & logging and mined or quarried raw materials such as minerals and fossil fuels. At Cairn, we rely on resources such as wood, iron, sand, and limestone in the initial production phase of construction products. These construction products are then used to build our homes.

In this stage of our value chain we do not engage directly with extraction or mining companies. We engage with those in our supply chain who procure their products, ensuring they are aware of our expectation to demonstrate the same standards and due diligence that we display in conducting our business.

Materials Manufacture and Transport

Most raw materials extracted for use in the construction sector must be manufactured into construction products. Cairn is heavily reliant on these products to enable us to build our homes. It is essential that these products comply with Ireland's high safety, durability, and quality standards to ensure they contribute to the long-term viability of our homes.

We rely on the supply chain not only to manufacture these products but to also ensure the safe distribution, transport, and delivery of them to our sites. The majority of this distribution and transport takes place by sea or road, which results in a complex logistics system which must be managed efficiently.

Given the broad range of materials and products that are required to build our homes, this aspect of our value chain is critical to Cairn's success. We work with all our direct suppliers at this stage of our value chain to ensure they are aware of our materials and products requirements, particularly regarding the delivery of our sustainability objectives.

Subcontractor Construction Activities

Cairn has an established subcontractor base and proven operating platform on which we rely to ensure our continued delivery of energy-efficient homes at pace, scale, and value for money. This subcontractor base comprises a broad range of skills and disciplines across numerous trades. We also rely on our utilities providers to ensure the successful supply of utilities to our sites such as water and electricity, resulting in successful development completion.

We were active on 21 sites during 2024, supporting over 5,500 jobs with over 2,100 people accessing our sites daily. This level of activity requires a significant focus on health & safety, which remains our number one priority.

Our Responsible Sourcing Programme involves extensive engagement with our subcontractors to enable strong communication, while striving to improve the sustainability performance of our supply chain. Collaborating with our subcontractors to upskill and develop more sustainable practices is a strategic priority for Cairn.

OWN OPERATIONS – CONSTRUCTION OF RESIDENTIAL BUILDINGS

Acquisition, Planning and Design

Land acquisition is an integral part of our commitment to building sustainable communities where people can thrive. It is the first stage in our value chain where Cairn has direct control, and it is a critical part of our strategy that we identify and purchase sites that are complementary to our existing landbank, are in areas with excellent infrastructure and public transport links, and are viable and not subject to flooding or other environmental risks.

We lead and manage the design and submission of new development designs and planning applications to ensure key stakeholder objectives are achieved. Our experienced planning and design team work closely with external professionals including architects and ecologists, to ensure we consistently create vibrant and sustainable communities which have excellent amenities in a well-designed and planned environment that maximises the potential of every site.

This is supported by our Cairn Design Platform which includes the Cairn Technical Design Library, a repository of knowledge accessible to our consultants, which provides them with extensive industry knowledge and preferred methods of Cairn design specification and process. This allows us to eliminate design variations and inefficiencies, meaning we can deliver more efficiently and effectively for our customers.

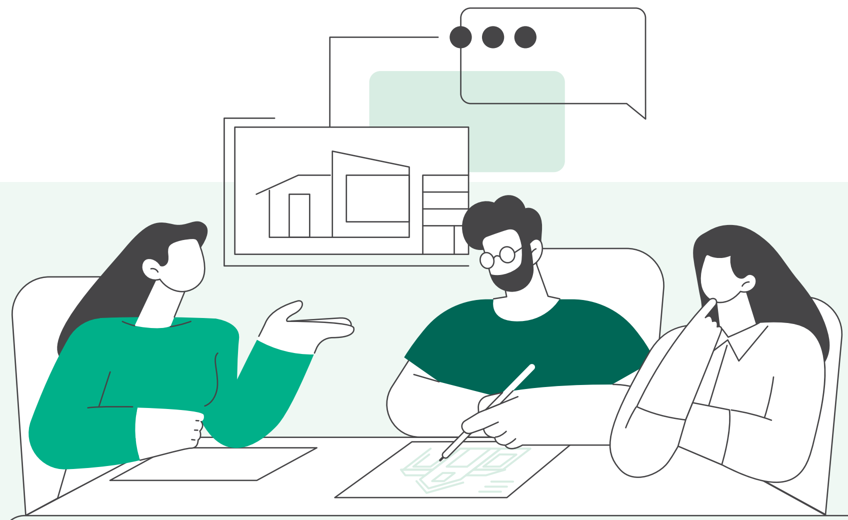
Procurement

To support our scaling business, we launched our Group Procurement function in 2023, enabling more effective and efficient procurement across our growing project pipeline.

Our focus on design efficiency and standardisation has enabled Group Procurement to establish strategic framework agreements across key product categories. This further enhances our supply chain relationships, provides delivery certainty, and de-risks our pipeline.

We recently published our new Supply Chain Procurement Policy which clearly sets out our expectations of our suppliers, subcontractors and service providers and the minimum standards they are required to meet.

Cairn is a proud Founding Partner of the Supply Chain Sustainability School in Ireland, a free educational resource established to support our supply chain partners with the upskilling needed to help deliver a sustainable built environment.



Business Model & Value Chain continued

OWN OPERATIONS CONTINUED

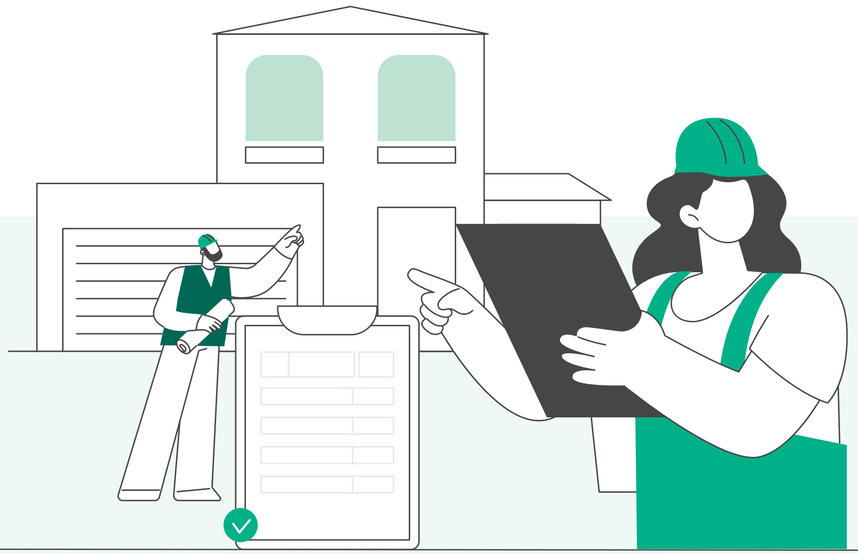
Development Build

The management and delivery of our build schedule is a critical element of our business. This is underpinned by the dedication of our site teams in ensuring we build safely and responsibly.

Innovation, quality, and professionalism are at the forefront of everything we do, with the diligence, hard work and dedication of our people driving Cairn's strong performance and growth.

Our expanding operating and delivery platform allows us to build award-winning developments in tandem with value for money.

We leverage our proven delivery capability to build partnerships with local authorities and state agencies, delivering energy-efficient, affordable homes at pace and scale.



Marketing and Sales

Our commitment to understanding our customers and their needs begins at land acquisition and remains at the core of our entire business model.

With a focus on meeting the diverse needs of a rapidly expanding customer base including private and state buyers, we engage with our customers through both our internal sales and marketing functions and external selling agents. Our marketing strategy has ensured that we reach our customers through an extensive out-of-home media campaign including TV, radio, social media, and billboard posters.

Our goal is to ensure a best-in-class experience for all buyers by providing support, guidance, and clear information. From the start of the customer journey, we focus on providing clear, accurate, and concise information around our homes, their features, and the relevant paths to ownership available to our customers such as the First Home Shared Equity Scheme and the Help to Buy initiative.

Our fully integrated customer relationship management system allows us to continuously learn and improve on every point of the customer journey from enquiry through to aftercare, feeding our customers' experiences back into the design and specification of future developments.

Business Model & Value Chain continued

DOWNSTREAM

Customer Use

We have always been committed to building high-quality, energy-efficient homes. Our homes are built for good and during their lifetime provide a healthy and comfortable home for our customers. During the lifetime of our homes and as part of their daily lives, our customers consume energy, water, and other resources and materials, while also producing waste and carbon emissions.

While we already build highly energy-efficient homes, as part of our evolution, we are pushing what it means to build to the highest possible standards by adopting the Passive House standard on our flagship developments, facilitating energy savings and reduced emissions through increased efficiencies. These initial projects are an investment in innovation, in ourselves and in Ireland's future.

Customer experience is at the centre of what we do. Our dedicated aftercare team works with all of our customers to ensure the highest possible levels of aftercare, which includes access to our customer portal. This portal contains a central repository for all the information our residents need to efficiently operate their new home.

Waste Management

We have identified waste management as a strategic part of our downstream value chain. Through activity in our own operations and customer use, the production of waste is unfortunately unavoidable. However, we are committed to reducing our waste production and increasing our level of recycling as much as possible.

We are continuing to target net-zero soil import and export by maximising on-site reuse of excavated material and managing any remaining surplus, further reducing what is sent to landfill. This approach lends itself to our initial foray into the world of circular economy, while we continue to upskill and investigate the adoption of circular design as part of our strategy.

Our Waste Working Group is working to transform our current waste management strategy into a more sustainable solution. This is a key strategic priority for Cairn.

End of Life

Currently, the built environment is designed around a linear model in which materials are sourced, used, and then disposed of as waste. This approach has contributed to the construction industry becoming one of the main consumers of natural resources and raw materials and a large producer of waste and carbon emissions.

When our homes reach their end of life and are deconstructed, some components can be reused and/or recycled. However, by adopting a circular economy approach, renewable materials are used where possible, energy is provided from renewable sources, and waste and negative impacts are designed out. This circular approach results in homes that are designed to enable maintenance, repair, and reuse at all life-cycle stages, most importantly at their end of life.

Cairn is committed to developing building designs and techniques that support circularity and waste reduction while maintaining our high-quality standards.

People

How did we engage?
Meaningful engagement with our workforce is central to our Employee Value Proposition (EVP) as we look to receive feedback and respond proactively with targeted and impactful initiatives. In 2024, we established a cross-functional Engagement Working Group to drive all engagement activity across our workforce, through surveys, workshops, steering groups, and committees.

What did we learn?
Recognition, culture, and reward are key insights from our surveys. We focused on creating a rewarding environment and enhancing our high-performance culture. The impact of this investment is seen through our engagement feedback, with a 9% increase in our Reward category score and significant improvements in areas such as Strategy & Direction (+6%), Innovation & Continuous Improvement (+5%) and Talent Management (+5%) in our Great Place to Work survey 2024.

Our focus for 2025
In 2025, we will enhance our communication channels to keep employees informed and engaged, expanding the Cairn Live platform and establishing regular feedback mechanisms.

We will continue to engage in formal feedback through surveys and workshops, while fostering a culture of peer-to-peer engagement through the newly established People & Culture Committee. All feedback and insights will be used in organisational and functional action plans to address focus areas and enhance existing ways of working. We will also focus on improving recognition through our management development training and team engagement feedback.

Our Performance
In 2024 we had exceptionally high levels of employee engagement in our two employee surveys – 93% in our summer survey and 97% in the Great Place to Work Survey. Employee sentiment remains high with our eNPS (employee Net Promoter Score) increasing from 42 in 2023, to 58 in 2024. We also retained our Great Place to Work accreditation with an overall score of 82%, 4% higher than our 2023 score.

Customers

How did we engage?
Our Customer Team is involved from the start of the customer journey, providing accurate and clear information about our homes, their features and relevant paths to ownership. Our Aftercare and Customer Care teams ensure that our customers remain supported upon moving into their new Cairn home.
We engage with our customers throughout their home buying process in a number of ways, including:
- customer surveys;
- our bespoke customer portal where our customers can log any queries they may have during the first year of moving into their new home. The portal also includes notifications of events and news about their new neighbourhood;
- post occupation surveys with our institutional customers and our partners in local authorities, Approved Housing Bodies (AHBs) and the Land Development Agency (LDA); and
- community initiatives such as our Home Together programme.

What did we learn?
Being supported and informed is what matters to our customers. Easy and quick access to a library of information, or where needed to our Customer and Aftercare Teams, is critical for our broad customer pool.

Our focus for 2025
In 2025 we will further enhance our customer journey by strengthening relationships, enhancing brand presence and utilising data-driven insights to deliver a seamless and engaging customer experience.
Key areas of focus will include:
- launching a customer portal for our institutional customers and our partners in local authorities, AHBs and the LDA;
- upgrading our existing customer portal to include helpful video uploads and the launch of detailed product warranties and maintenance schedules; and
- introducing the D365 field service app to our key subcontractor partners to facilitate the early intervention and resolution of any quality issues.

Our Performance
We measure success through four key pillars: the customer handover process, customer surveys, customer and aftercare experience, and post-occupation reviews. In 2024 we achieved a 96% Cairn Customer Experience Rating.

Stakeholder Engagement continued

Supply Chain

How did we engage?
We engage with our supply chain primarily through our established Supplier Relationship Management (SRM) programme. Much of the focus in 2024 involved regular communications with our supply chain to ensure there is capacity to meet our pipeline demands, while realising the collective commercial value our increasing scale generates.

2024 also saw increased engagement on sustainability-related topics, with Cairn being a Founding Partner of the Supply Chain Sustainability School (SCSS) Ireland, a free online training resource available to all within our industry and beyond. Critically, 2024 also saw further targeted and sustained engagement with our supply chain on health and safety strategy, focusing on specific growth areas for the supply chain, ensuring a collaborative drive towards continuous improvement of health and safety standards across our projects.

What did we learn?
We have a very well-established, innovative and scalable supply chain, with the average tenure of our top 20 supply chain partners being more than five years. Our Apprenticeship Programme supported 179 apprentices on Cairn sites in 2024 and this number will grow by 20% in 2025. Our annual Supply Chain Engagement Survey provided valuable insights from our supply chain, such as a desire for Cairn to continue to support them to transition to more sustainable practices.

Our focus for 2025
We continue to engage with our supply chain to ensure that a collaborative and forward-looking approach to capacity planning, cost management, and best practice environmental, health and safety standards are maintained as our output grows. With a strong appetite from our supply chain partners to contribute towards a more sustainable future, we will maintain our focus and investment in up-skilling, training, and educating our supply chain on how we collectively contribute to this shared objective.

Our Performance
Our 2024 Supply Chain Engagement Survey found that positive sentiment towards Cairn among our supply chain is at an all-time high, with a record Net Promoter Score (NPS) of 64 achieved in 2024, an increase from 53 in 2023.

Sustainable Communities

How did we engage?
We are committed to fostering sustainable communities that extend beyond just the homes we build. Over the past year, we have made strides in deepening our engagement with local communities and expanding our impact on a national scale.

Through our Home Together initiative, we furthered our commitment to sustainability within our developments. The Seven Mills Community Fund extended our impact into the wider community and surrounding areas, creating opportunities for collaboration and support.

However, it was our Cairn Community Games initiative that allowed us to bring our efforts to a national scale. This platform gave us the opportunity to engage with communities across the country, fostering a deeper sense of connection and showcasing the positive effects of sustainable living on a broader stage.

What did we learn?
Our work with the Cairn Community Games highlighted the significant impact of engaging with communities on a national scale. The feedback we've received from participants has demonstrated that national initiatives can have a far-reaching positive influence. Engaging with communities at this level reinforces Cairn's commitment to making a difference, both locally and nationally.

Our focus for 2025
A key priority for 2025 is to increase our involvement with the Cairn Community Games. We will focus on increasing staff participation, which will allow us to expand the scope of the initiative, drive greater community involvement, and further solidify Cairn's commitment to national engagement. We will also explore new ways to activate events and partnerships, deepening our connection with both our customers and the communities in which we operate.

Our Performance
We have set ambitious targets for the success of our Cairn Community Games, including a 10% increase in overall participation and a 5% increase in non-sports categories by 2027. Already in 2024, we have helped to achieve a 2% and 3% increase respectively.

Stakeholder Engagement continued

Shareholders

How did we engage?
Cairn recognises the importance of regular communication and interaction with shareholders, potential investors and the international financial and investment community. Executive Directors and the Investor Relations (IR) Team proactively engage with investors throughout the year through financial results, presentations, meetings, roadshows, conferences, site visits and conference calls.

We also engage via our regulatory reporting through our Annual Report, full year results, half year results, trading updates and our Annual General Meeting.

In 2024, we conducted our first Double Materiality Assessment (DMA). Conducting this assessment with a representative group of shareholders allows us to fully understand their salient Environmental, Social and Governance (ESG) issues, detailing both how they view Cairn's impact on the environment and society, and how Cairn is impacted by sustainability related factors. The results of this assessment identify our material Impacts, Risks and Opportunities (IROs) which we will utilise to inform our improved reporting of non-financial information going forward.

What did we learn?
Shareholders are valuing the importance of in-person meetings with both Executive Directors and the IR Team, in particular the opportunity to engage in site visits. Ad-hoc meeting requests significantly increased in 2024 as investors look for engagement outside of the traditional results-focused roadshows, with the IR Team participating in three non-results roadshows . We have also noticed an increased appetite for group meetings at conferences, notably as an opportunity for potential investors or newer shareholders to enhance their knowledge of Cairn.

Our focus for 2025
In 2025 we will look to increase our investor engagement by working with our corporate brokers to identify meaningful opportunities for engagement, be they conferences, roadshows, site visits or meetings.

Our Performance
We conducted a comprehensive programme of investor engagement throughout 2024, with over 120 investor engagements through meetings, conferences, roadshows and site visits.

Policymakers and Government

How did we engage?
'Housing for All' is a cross-department responsibility and as such we regularly engage with key government departments, permanent government officials, policymakers and state entities at local and national government level through proactive and transparent communication.

Cairn is in a unique and willing position to provide valuable and relevant insights into all aspects of the sector, including planning, housing delivery across mixed density, mixed tenure and critical infrastructure to help in meeting the objectives of 'Housing for All'.

What did we learn?
Our country faces a housing crisis. For Irish people, it's one of the most important concerns today. This isn't a new challenge. Government acknowledged the scale of the problem and took steps to accelerate housing delivery through positive policy and targeted measures.

While government policies are having a positive impact with committed capital funding for social and affordable homes delivery, we also know that currently these supports are sub-scale and need to be increased to have a more meaningful impact in addressing the housing crisis.

Our focus for 2025
We will continue to position Cairn as a leading business which plays a constructive and influential role in the delivery of quality homes for society and the State. The most recent Programme for Government, published in January 2025, recognised the role Cairn has played in housing delivery, planning and provision of infrastructure and included a call for the sector to "support the development of new transport orientated development towns as necessary, replicating the development of Clonburris (Seven Mills) and Adamstown".

Our Performance
As one of the country's leading homebuilders we understand the unique position we are in and take seriously our responsibility to proactively engage with and respond to policymakers and Government. To date we have contributed c.€450 million to public infrastructure projects and will deliver c.2,150 new homes under forward funded partnerships with State supported counterparties – both critical areas of focus for policymakers and government.

Our 2024 performance

2,241
units[1]

€150.0m
operating profit

15.1%
ROE[2]

160,000+
young people supported by the Cairn Community Games Sponsorship

168
new Cairn employees

88%
of employees believe Cairn is a great place to work

5,200
people moved into a Cairn home

4,100+
new homes commenced

5,500
people employed on Cairn sites

1,750+
apartment commencements to Passive House standard to date

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.
2 ROE (Return on Equity) is defined as profit after tax divided by total equity at year end. Calculated as €114.6m/€758.2m.

"2024 was another strong year for the Group as we delivered a 29% increase in revenue and output, and a 34% increase in profit after tax. Critically, our Return on Equity grew to 15.1% as we continue to invest in further growth."

RICHARD BALL
CHIEF FINANCIAL OFFICER

REVENUE
€859.9m

GROSS MARGIN
21.7%

OPERATING PROFIT
€150.0m

Revenue

The Group delivered a 29% increase in revenue as we comfortably broke through the 2,000 unit delivery mark in what was another strong year for our business. With 2,241 units[1] representing a 29% increase in output compared to 2023, the Group's revenues grew to €859.9 million, from €666.8 million in 2023. Of this, €838.5 million came from residential sales, compared to €649.9 million in 2023, while development site and other sales contributed €21.4 million, up from €16.9 million in 2023.

Gross Profit and Operating Profit

Gross profit for the year grew to €187.0 million, an increase from €147.6 million in 2023, resulting in a gross margin of 21.7%, down from 22.1% in the previous year. The reduction in gross margin was primarily due to the product mix during the year and reflective of a significant increase in the delivery of competitively priced affordable homes for State-supported counterparties. The Group continues to mitigate the effects of build cost inflation by focusing on our procurement strategy, driving further efficiencies in our construction activities as we continue to scale, and driving our innovation and digital construction agenda.

Operating profit for the year was €150.0 million, a 32% increase from the €113.4 million operating profit achieved in 2023, resulting in an operating margin of 17.4% (2023: 17.0%). Operating expenses were €37.0 million (2023: €34.2 million), reflecting the investment we are making in our people, systems and processes to support and underpin our continued operational growth.

Profit after Tax and Earnings per Share

Finance costs for the year were €15.1 million (2023: €14.1 million). In growing our revenue by 29%, there was an increase in our working capital investment during the year, leading to higher average drawings on our committed debt facilities.

Profit after tax grew significantly to €114.6 million (2023: €85.4 million), equating to basic earnings per share growth of 41% to 17.9 cent (2023: 12.7 cent).

Balance Sheet Efficiency

Total assets were €1,072.3 million at 31 December 2024 (2023: €1,039.9 million), with net assets of €758.2 million (2023: €757.2 million). In growing our profit after tax by 34% to €114.6 million, we delivered a return on equity (ROE)[2] of 15.1%, an increase of 380bps from 11.3% in 2023.

Our well-capitalised balance sheet included inventories totalling €862.1 million. This included €615.7 million in land held for development (31 December 2023: €609.2 million), and construction work in progress (WIP) of €246.4 million (31 December 2023: €334.3 million). The increase in land held for development followed the release of land costs from the 2,241 units in 2024, totalling €93.0 million, offset by land acquisitions during the year totalling €99.5 million. The €87.9 million decrease in WIP was primarily due to the release of costs associated with the sale of 2,241 units totalling €572.2 million, offset by an investment of €484.3 million in WIP during the year.

As at 31 December 2024, the Company had available liquidity, including cash and undrawn facilities, of €229.6 million, compared to €200.6 million as at 31 December 2023. Net debt[3] of €154.4 million, as at 31 December 2024, was similar to the net debt

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated as a percentage completion basis based on the constructed value of work completed divided by total estimated costs.
2 Return on Equity (ROE) is defined as profit after tax divided by total equity at year end. Calculated as €114.6m/€758.2m. (2023: €85.4m/€757.2m).
3 Consists of loans and borrowings €182.0 million less cash and cash equivalents of €27.6 million (2023: loans and borrowings of €173.8 million less cash and cash equivalents of €25.5 million).

Chief Financial Officer's Statement continued

of €148.3 million as at 31 December 2023. Our net debt to inventories (at historic cost) was 17.7% (2023: 17.0%), reflecting a lowly leveraged balance sheet.

Cash Flow

The Group generated operating cash flow of €134.7 million in the year (2023: €107.0 million), after spending €99.5 million (2023: €57.9 million) on strategic land acquisitions. We also returned a total of €115.3 million to our shareholders including €44.7 million through our progressive ordinary dividend policy.

Capital Allocation

Cairn remains in a period of significant operational and volume growth and is committed to both continually reinvesting in our business to fund sustainable multi-year growth and distributing surplus capital to shareholders. Our consistent and proven track record of paying dividends in line with our progressive dividend policy to shareholders will continue.

For the year ended 31 December 2024, we returned €115.3 million to shareholders. The Board proposed a final dividend of 4.4 cent per ordinary share, equivalent to €27.3 million which, when combined with the interim dividend of 3.8 cent per ordinary share, will represent a total dividend for the year of 8.2 cent per ordinary share.

During 2024, the Company spent €70.6 million in completing the remainder of our €75.0 million 2023 share buyback programme and the majority of our €45 million 2024 share buyback programme, acquiring 39.5 million shares at an average share price of €1.79.

Operating Review

In 2024, Cairn significantly invested in our construction activities with over 4,100 new homes commencements (2023: 2,162), including 10 new large-scale developments. This will see us significantly increase our construction work-in-progress (WIP) spend in 2025, following our highest ever total WIP spend of €484.3 million in 2024 (2023: €439.9 million). We were active on an average of 21 sites during the year.

We have evolved our land acquisition strategy to include subject to planning deals, options and potential joint ventures. These structures provide strategic optionality, allow us to leverage our operating platform, and are an efficient way to acquire land. Cairn spent €99.5 million on land acquisitions in 2024 (2023: €57.9 million), including buying a large strategic low density development site in Donabate (Co. Dublin) with full planning permission, adding to our established low cost landbank. Our 38 site low-cost landbank now includes 14 high-density apartment sites (c.4,450 units at an average historic site cost of c.€64k per unit) and 24 low-density housing sites (c.11,700 units at an average historic site cost of c.€28k per unit).

During 2024, we obtained seven new grants of planning permission comprising nearly 1,300 new homes (2023: nine new grants comprising over 2,350 new homes) through a combination of applications made under the traditional Section 34 planning route (a number of which were located within Strategic Development Zones) and under the LRD planning process. Approximately 70% of our c.16,150 unit landbank has effective full planning permission, underpinning our future growth.

Our supply chain strategy leverages our scaled operating platform including our planning capability, established supply chain partnerships, delivery platform, procurement and people. Our strategy is centred on securing, supplementing and where necessary, substituting across our supply chain. Our proactive approach to engaging with our supply chain partners through our group procurement function along with the security of multi-year, multi-project contracts awarded has enabled us to manage and mitigate inflationary pressures. We currently expect total build cost inflation (BCI) for FY25 to be c.2%.

In 2024, the Company delivered 2,241 units[1] at an average selling price, net of VAT (ASP) of €383,000[4] (2023: 1,741 units at an ASP of €389,000). The decrease in ASP was driven by product mix including a significant step-up in the delivery of competitively priced social and affordable homes for our State partners.

Market conditions remain very attractive with strong demand for our energy-efficient new homes across all buyer profiles. State supports for our customers, a favourable mortgage market and the limited supply of competitively priced and well-located new starter homes is continuing to drive positive momentum. Enquiry lists across all of our active selling sites remain at historic highs. The demand from private purchasers, across all price points, remains exceptionally strong and has continued into the early months of 2025.

Cairn continues to deliver homes at pace, scale and value for money for our partners across a number of State supported counterparties, including Affordable Housing Bodies (AHBs), local authorities and the Land Development Agency (LDA). In 2024, we delivered homes under forward purchase transactions and also entered into a number of forward fund transactions with State supported counterparties. Forward fund transactions are enabling Cairn to materially increase our supply of social & affordable homes at competitive prices and we are progressing a number of additional forward fund transactions which we expect to enter into in H2 2025.

Outlook

2024 was another successful year and we continue to look forward with confidence. 2025 will be our tenth year in business and is expected to be another strong year for Cairn as we look to leverage our operational competitive advantages into the medium-term. Reflecting the positive business environment, the Company will continue to expand our investment in our construction activities this year whilst distributing surplus capital to our shareholders.

BASIC EARNINGS PER SHARE
17.9 cents
2023: 12.7 cents

DIVIDENDS PER SHARE
8.2 cents
2023: 6.3 cents

OPERATING CASH FLOW
€134.7m
2023: €107.0m

NET DEBT
€154.4m
2023: €148.3m

TOTAL EQUITY
€758.2m
2023: €757.2m

ROE
15.1%
2023: 11.3%

4 ASP of €383,000 (2023: €389,000) excludes commercial units and associated revenue.

Encouraging a sustainable risk approach to underpin our purpose

Cairn's commitment to the sustainable delivery of housing in Ireland is supported by an approach to risk management that embeds the understanding and identification of risk throughout every stage of a Cairn project. Our risk management process continues to be refined to ensure it supports our purpose and overall strategy, so we can be confident of the impact of what we do, the risks that affect us, and how we mitigate against them.

Risk Governance

Cairn's approach to risk management is designed to ensure that the identification, assessment, management and monitoring of risk is both effective and sustainable. To achieve this, our risk management framework aligns with accepted risk management standards, Cairn's overall risk appetite, our strategic objectives, operational practices and evolving delivery systems. The upward reporting of risks and opportunities is a core part of the risk management framework, as is the approval and oversight of mitigation plans by management and the Senior Leadership Team, who also determine the strategic approach to risk and the establishment of our structure for risk management. They are also responsible for ensuring the most significant risks for Cairn's business are identified, understood, and effectively managed.

Board of Directors

The Board retains responsibility for ensuring the level of risk to which Cairn is exposed is appropriate to its strategic objectives and overall risk profile; it is also responsible for setting Cairn's appetite for risk and overseeing the effectiveness of the process for identifying, assessing and managing risk.

Audit & Risk Committee (ARC)

The ARC monitors the effectiveness of Cairn's risk management framework and its implementation, on behalf of the Board, and maintains oversight of the Group's risk register. This includes ensuring the Group's principal risks and uncertainties are identified, assessed and controlled, and that the potential impact of risks on the Group's strategy are appropriately mitigated. The ARC receives from management a comprehensive risk report at each of its meetings, where it also reviews and considers the Group's risk register.

RISK STRATEGY

Senior Leadership Team

Identify principal risks
—
Approve mitigation plans

Management

Identify risks
—
Define mitigation plans

Process Delivery Teams

Identify risks
—
Implement mitigation plans

RISK FRAMEWORK

The Risk Management Process

To help ensure the sustainability of Cairn's risk management process, it is integrated into process delivery systems so risk can be identified wherever it arises, and managed accordingly. The process is supported by expertise and resources that help ensure it is optimised to Cairn's strategic, operational, and financial objectives, and applied in a consistent way.

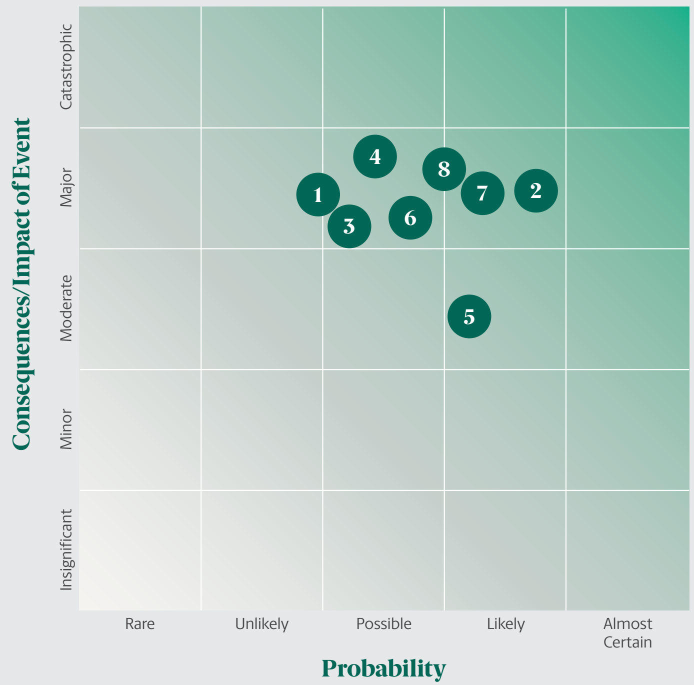
To ensure our risk management process remains meaningful, relevant and effective, the fundamental assumptions on which it is based are subject to persistent rigorous review.

1. Facilitated by professional risk advisors, all levels of the business support risk identification and evaluation. This includes process delivery teams, who are tasked with identifying risks that could impact strategic goals and operational activities. The Senior Leadership Team actively engages in this process and meets formally throughout the year to review risks identified by functional management, augment those risks with risks identified by them, and ensure new and emerging risks are identified and managed.
2. Once a risk is identified, it is aligned to a principal risk area to validate the risk and help identify emerging principal risks and uncertainties. We also align our risks to macro-risk factors, such as inflation. These are risks we cannot control, but which give rise to a range of specific consequences that we can anticipate in the context of the macro-risk and then specifically manage.
3. Our assessment of risk first requires us to consider how likely it is the risk will occur, and then the impact of the risk on Cairn should it occur (having regard to controls we have already effectively implemented). This assessment supports decisions on how we apply Cairn's risk appetite to each risk.
4. The risk management process and the risks it identifies are fundamental to the development of Cairn's strategy, the ongoing monitoring of that strategy, and its persistent review. The risks associated with the Group's business are deeply understood by management and the opportunities they present are reflected in how Cairn has developed and grown its business. In turn, the process of developing the Group's strategy informs how the management of risks, and opportunities, should be adjusted to ensure success.
5. Our risk management framework requires our risks to be actively managed in line with our risk appetite. All risks are assigned to risk owners, who are responsible for ensuring the risk is appropriately managed. Supported by a comprehensive risk register, plans for managing risks are monitored for implementation and progress by the Senior Leadership Team. The management of Cairn's principal risks is overseen by the Audit & Risk Committee on behalf of the Board.

Principal Risks and Uncertainties

Cairn's risk management process has identified eight principal risks. These are risks that, should they arise, could have a material impact on the Group's ability to meet its strategic and financial objectives.

These risks are described in further detail from page 39 but are summarised below, together with a risk heat map showing each principal risk's likelihood and impact weighting.



Principal Risks

1 Economic
Economic conditions, including mortgage availability and affordability, may adversely affect house prices and sales rates.

2 Policy
Local and national policy or regulation in respect of residential property development adversely impacts Cairn.

3 Brand
Brand reputation is damaged through Cairn's failures or the failures of its supply chain.

4 Financial
Cairn substantively fails to meet financial targets or obligations, suffers unexpected financial loss, or misstates its financial position.

5 Development
Developments fail to meet the operational or financial targets set for them.

6 Compliance
Cairn fails to meet its legal and regulatory obligations (such as health & safety or data protection).

7 People
Cairn fails to recruit, engage, and retain the right employees, in the right positions, to deliver its strategy.

8 Climate
Cairn fails to anticipate and address the strategic, market, regulatory, and operational impacts of climate change.

Risk Report continued

The Irish Macroeconomic Landscape

Building a long-term sustainable business requires Cairn to identify and respond to the risks that are inherent in the overall environment in which we operate. So, as we continue to expand our capacity to meet the demands of the Irish market, we are aware that the impact of external risks can be amplified.

The principal factors underpinning the demand for new homes remain housing availability, the overall state of the Irish economy and housing affordability. As we look forward to 2025 and beyond, we remain vigilant of the global ramifications of the rapidly emerging and evolving trade and economic policies of the United States and other geopolitical risks. This must be viewed in the context of the current strength of the Irish economy, which continues to support strong demand for new homes across all buyer profiles. This demand supported by a growing mortgage market (+4% in 2024 to €12.6 billion), upwardly revised Government targets for new housing growth (average of 50,000 new homes annually to 2030), and Government policy changes to facilitate and encourage the construction of new homes.

Economic environment

We are continuously evaluating the likely impacts on the global and Irish economy of the policy decisions of the current United States administration, and this will continue to inform our objectives and longer-term strategy. However, we believe that any such impacts, should they arise, will be offset by a resilient Irish economy. This is underpinned by predicted economic growth (modified domestic demand) exceeding 3% in both 2025 and 2026, annual general Government balance surpluses predicted until 2030, and expectations of continued employment growth.

Market demand

Demand for housing in Ireland remains exceptionally strong across all buyer profiles, driven by a growing population, continued employment growth, and ongoing undersupply. This market demand, coupled with Ireland's strong economic growth, is supported by strong consumer savings (the household savings rate grew to 14.1% in Q3 2024), and a supportive mortgage market with €7.8 billion in first time buyer drawdowns in 2024, the highest annual level since 2007.

Having regard to the current demand for housing and the capacity of the industry to deliver new housing within the Irish market, we do not anticipate any fundamental risks to our business model arising from a shift in market demand in the near to medium-term. This is further underpinned by our ability to address the needs of individual buyer pools including first and next time private buyers, the State as a purchaser of social and affordable housing, and the institutional market, so mitigating our exposure to any single market sector.

Housing policy

The Government continues to prioritise its focus on increasing the number of new homes delivered to the Irish market and ensuring the affordability of those homes for buyers and occupiers. As well as increasing housing delivery targets to 300,000 new homes by 2030 across all tenures (social, affordable and private rental and ownership), the Government has also adopted new planning legislation through the Planning and Development Act 2024, and completed the National Planning Framework review.

However, the resulting new planning environment has given rise to some uncertainties in the planning process, in particular flowing from the transition period between the expiry and adoption of new County and Local Area Plans. These uncertainties can be challenging in preparing existing sites for development, and potentially increases the costs associated with that process. Cairn has invested heavily in building its capability both to bring owned sites through planning and to identify suitable acquisition sites for development and manage the associated planning issues, meaning it is able to manage these uncertainties effectively, ensuring its pipeline of potential developments is maintained. However, there remains a heightened risk that issues may arise in respect of specific sites that will require close management or changes in the scheduling of our expected development pipeline.

Macroeconomic Backdrop

GNI*/ CAPITA
€54,637

GDP/ CAPITA
€99,148

HOUSEHOLD SAVINGS RATE
14.1%

HOUSEHOLD DEBT AS % OF DEPOSITS
69.2%

NET CONSUMER EQUITY
€43.53bn

GENERAL GOVERNMENT BALANCE
+4.9%
of GDP. Forecast at +1.6% in 2025 and 2026

GENERAL GOVERNMENT SURPLUS
€23.7bn

GENERAL GOVERNMENT DEBT BURDEN
69.1%

CORPORATION TAX
35%
of total tax receipts

IRISH MORTGAGE MARKET
€86bn
Peak 2008 - €127bn

Sources: CSO, Department of Finance, Central Bank of Ireland, Banking and Payments Federation Ireland, ESRI

Risk trend key: Risk increased; Risk decreased; Risk unchanged

Strategy key: People; Customers; Construction; Sustainable communities

Principal Risk: Economic

Economic conditions, including mortgage availability and affordability, may adversely affect house prices and sales rates.

Risk landscape

The Irish domestic economy grew by 2.7% in 2024, with headline inflation remaining low, and sustained employment growth and consumer confidence. Irish public finances are expected to remain strong, and under the 2025 Programme for Government the housing delivery target has been revised upwards to 300,000 new homes by 2030 (average of 50,000 per annum) across all tenures to relieve chronic under-supply.

First-time buyer demand remains high, supported by a growing mortgage market with net lending increasing by 4% in 2024. A new Starter Home programme has been announced, underpinned by an expanded First Home Scheme and Help to Buy (both extended until 2030) in addition to other schemes to support and deliver 15,000 starter homes per year.

Ireland remains exposed to broader geopolitical risks amid rising international trade tensions which may affect the level of foreign direct investment in Ireland, and by extension employment and exchequer returns. While the underlying risks within the Economic area remain unchanged or have improved, management is taking a conservative approach in considering this Principal risk as being stable.

Appetite

Economic conditions and other macro factors that affect house prices and sales rates are monitored and Cairn continuously reviews its plans to ensure the adverse impacts of changing economic conditions are minimised.

Risk factor

Demand for Cairn's product may be impacted by economic/policy changes. This could impact the saleability of current or planned schemes and/or limit the scope for future schemes.

Response

Cairn closely monitors the demand for new homes across all of our buyer cohorts. It also continues to actively manage its developments and corporate strategy to ensure it can meet the relative demand of this diverse customer base. This approach mitigates against over exposure to any particular market and takes account of national supply, where new home completions fell 6.7% in 2024.

Risk trend

The demand for Cairn's developments continues to be strong from its diverse customer base. Cairn's product mix mitigates the risk of it being exposed to specific economic or policy factors impacting any particular market.

Strategic priority:

Risk owner:
Chief Investment Officer

Risk factor

Economic factors, including inflation, rising interest rates, adverse mortgage conditions, or falling employment, may negatively impact affordability and the demand for housing.

Response

Anticipating the impact of current and future economic factors is a key driver of Cairn's strategy, as well as how it deploys its capital in delivering its diverse product mix. This is based on Cairn's deep understanding of the Irish new homes market and the factors that influence it. Cairn continually monitors the economic landscape and responses from policymakers and other key stakeholders such as the CBI (Central Bank of Ireland), mortgage market participants and its diverse customer base.

Risk trend

Reducing interest rates, high employment and increasing mortgage availability is continuing to support the demand for homes. This is reflected in house price inflation during 2024. Notwithstanding the current environment, 2025 is forecast to be another year of Irish economic growth, underpinned by a strong labour market, and lower inflation. This is expected to provide continued strong demand for the new homes Cairn builds.

Strategic priority:

Risk owner:
Chief Financial Officer

Risk factor

Land value reductions adversely impact the Group's balance sheet and its current land cost advantage in respect of planned developments.

Response

The Group actively manages the short, medium and long-term activation and monetisation of its landbank and associated carrying value to ensure that at all times the landbank does not exceed the requirements of its development strategy, and the scale of investment does not expose the Group to carrying value risks.

Risk trend

The demand for development land, in particular land with the benefit of full planning permission, and for new homes across all markets, continues to support the cost value of development land values on Cairn's balance sheet.

Strategic priority:

Risk owner:
Chief Financial Officer

Risk trend key: Risk increased · Risk decreased · Risk unchanged

Strategy key: People · Customers · Construction · Sustainable communities

Principal Risk: Policy

National policy, regulation and legislation in respect of residential property development adversely impacts the Group.

Risk landscape

During 2024, the Irish Government adopted new planning legislation (Planning and Development Act 2024), and completed the National Planning Framework review. Transitional arrangements will be critical to ensure new housing delivery is not adversely impacted in the period between the expiry and adoption of new County and Local Area Plans, which dictate land zoning at a local level. The transition period for the implementation of both is expected to take up to 24 months.

However, it is expected that continued housing demand, coupled with Government commitments on housing delivery which were further reinforced in the January 2025 Programme for Government, should promote a consistent approach between national policy and planning outcomes.

The underlying risks within the Policy area remain unchanged, however when management reviewed Policy risk on a holistic basis, taking into consideration the macro environment and until such time as the impacts of changes to the Policy landscape are fully understood, we felt it was prudent to consider this Principal risk as increasing.

New home completions fell 6.7% in 2024 to 30,330 new homes (2023: 32,525), including a 14.5% drop in Q4 2024. This highlights the critical role which housing policy plays in increasing supply over the coming years to meet Government housing targets.

Appetite

Cairn will always adhere to legislation, policy and regulation. As a community homebuilder it seeks to positively address, as well as ensure it is always prepared for, policy and regulatory change.

Risk factor

Planning applications, can be adversely affected by planning delays, objections, appeals, undetermined applications or judicial reviews. This can lead to delayed starts on sites and the potential for increased development costs.

Response

The Group operates a highly rigorous and detailed process for identifying, evaluating and mitigating planning risks associated with a development at the earliest possible stages of its design process to ensure planning potential is maximised.

It collaborates and engages early with the relevant planning authority, local authority and community to ensure all concerns are effectively addressed to mitigate against the possibility of delays or refusals.

Risk trend

The Large-scale Residential Development (LRD) planning process is now Cairn's main route for all planning applications. While more streamlined, it remains subject to judicial review risk. A number of Local Area Plans that were left to lapse have given rise to a small number of adverse LRD planning decisions. The interim period, before new legislation is fully implemented, is expected to create some uncertainty.

Future planning risks are increasingly being mitigated through Cairn's acquisition of development sites that already benefit from full planning permission.

Strategic priority:

Risk owner:
Chief Operating Officer

Risk factor

Housing policy changes impact Cairn's fundamental business model.

Response

Cairn's core market remains first time buyers, other private buyers and State-supported counterparties.

Cairn ensures the manner in which it delivers its new homes directly addresses the current and expected future demands of these customers.

The Company actively and regularly engages with key stakeholders and policymakers to ensure potential future policy requirements are fully understood, and furthermore that any potential policy changes can be considered as it progresses its plans on future developments.

Risk trend

Government continues to support the development of new social and affordable homes as a key component of its Housing for All strategy, in addition to significant supports for first time buyers. Government's investment in social and affordable homes in collaboration with the private sector is likely to continue, as evidenced by the January 2025 Programme for Government.

Strategic priority:

Risk owner:
Chief Executive Officer

Principal Risk: Brand

Cairn's reputation could be impacted in a number of ways through failures in the quality of the new homes being delivered or failures of its supply chain.

Risk landscape

As Cairn increases the pace and scale at which it develops and completes its new homes, it seeks to ensure the potential for failures in the end-to-end development process reduces or if Cairn's supply chain proportionately decreases.

By doing so, Cairn seeks to both build to the highest standard and meet the highest expectations of its home buyers, addressing not just the finished product, but also the quality and sustainability of its materials, how its developments are built and the level of aftercare services provided following the legal completion of each new home sale.

Cairn has maintained its ISO 9001 (Quality Management System) accreditation and continues to invest in its customer care processes to capture and resolve any issues which may arise, as well as identify quality trends that should be addressed.

Housing remains the number one societal issue in Ireland with significant political focus on increasing the supply of new homes. As Cairn continues to deliver annual volume growth across different buyer cohorts, it is critically important that it maintains its quality and customer service standards.

Appetite

Cairn has a limited appetite for risks that may adversely affect its brand and its ability to engage with key stakeholders or markets or sell its homes. It manages these risks accordingly.

Risk trend key: Risk increased; Risk decreased; Risk unchanged

Strategy key: People; Customers; Construction; Sustainable communities

Risk factor

A failure in the quality of designs, materials, supplies and construction can have an adverse impact on the Cairn brand and the strength of its position in the market.

Response

Cairn continues to embed dedicated and standardised quality management controls throughout its delivery processes to ensure the highest quality standards are met and any issues are identified and remediated. The integration of construction activity, supply chain quality management and customer care experience is fundamental to this and continues to support ongoing quality improvements.

Supply chain standards are maintained through rigorous materials and supplier qualification, as well as internal quality verification processes. This has been supported by various supply chain quality initiatives, aimed at quality maintenance and improvement.

Risk trend

Identifying, preventing and managing issues that could affect the quality of its new homes delivery remains a core fundamental of Cairn's commitments and strategy. This drives continuous improvement activities which promote quality performance at a time when the business continues to scale and increase output.

Strategic priority:

Risk owner:
Chief Operating Officer

Risk factor

Failures in the supply chain lead to Cairn not meeting its commitments relating to respect for human rights and labour standards.

Response

Key policies and their stringent processes support the assessment and management of risks associated with exploitative, unlawful and unfair work practices. This includes our internal Code of Conduct and external Supplier Code of Conduct which set the standards for Cairn's employees, subcontractors and suppliers to meet, as well as the means by which issues can be identified, reported and managed.

Cairn's promotion of the Supply Chain Sustainability School Ireland is an important element of this work.

Risk trend

Cairn is committed to ongoing investment in its systems to monitor and manage its supply chain and promote lawful and sustainable practices.

Strategic priority:

Risk owner:
Chief Operating Officer

Risk Report continued

Risk trend key: Risk increased / Risk decreased / Risk unchanged

Strategy key: People / Customers / Construction / Sustainable communities

Principal Risk: Financial

Cairn substantively fails to meet financial targets or obligations, suffers unexpected financial loss, or misstates its financial position.

Risk landscape

The Group was active on 21 sites during 2024 building low, medium and high-density developments, including ten new sites which commenced in the year. All new site commencements are governed by our multi-stage Gateway Process which sets out our standardised and established quality checkpoints across planning, design, construction, product delivery and sales. This established process ensures our investment in these sites is adequately forecasted with review and oversight controls at each stage, and all benchmarked against established internal KPIs. This supports broader liquidity management.

All active development sites are subject to a monthly commercial and executive review process where all costs, timelines and budgeted profit levels are discussed and reviewed.

These operational processes are overlaid with a stringent financial management framework, which supports an established budgeting and forecasting process performed by experienced and knowledgeable personnel, with performance against budget continuously monitored.

Appetite

Cairn has no appetite for a failure of this nature and implements stringent controls and processes to ensure financial risk is identified and controlled.

Risk factor

The credit and funding arrangements of the Group do not meet Cairn's strategic or operating needs or prevailing trading conditions.

Response

The Group's committed credit facilities, which were negotiated and renewed in early 2025 on terms that were favourable and without adverse conditions, are expected to continue to match Cairn's working capital requirements, growth ambitions and projected operational performance into the medium-term.

The Group regularly reviews the appropriateness and maturity of its credit facilities in the context of its growth ambitions, and engages with its lending partners on a regular basis to discuss its strategic objectives.

Risk trend

Cairn's financial and operational performance exceeds the covenant conditions of its credit facilities. Appetite from Cairn's funding partners remains strong.

Strategic priority:

Risk owner:
Chief Financial Officer

Risk factor

A failure of internal financial controls could lead to potential financial misstatement, impairment, undetected fraud or financial loss.

Response

A robust financial controls framework continues to be maintained by the Group. This is accompanied by rigorous cost oversight and controls, including external and independent assessment of the progress and cost management of certain projects.

This is supported by an outsourced internal audit function which provides independent and objective assurance that internal control processes are operating effectively.

This is all overseen by the Audit & Risk Committee of the Board and is subject to regular audit, which supports an ongoing programme of feedback, review, and improvement.

Risk trend

The Group continues to review and refine its financial controls, based on changing operational risks for the business as it scales, anticipated changes to standards, and overall effectiveness.

Strategic priority:

Risk owner:
Chief Financial Officer

Risk trend key: Risk increased · Risk decreased · Risk unchanged

Strategy key: People · Customers · Construction · Sustainable communities

Principal Risk: Development

Developments fail to meet the operational or financial targets set for them.

Risk landscape

Build cost inflation and supply chain concerns have moderated. However, an increase in residential construction in Ireland, together with unexpected events that have a macro-economic impact, could have an adverse effect on supply chain efficiency and costs, which could impact Cairn's margins and productivity levels. Cairn's ongoing investment in our new home designs, construction methodologies and supply chain management anticipate such events and is intended to underpin Cairn's resilience.

Appetite

There is inherent risk associated with the planning, delivery, and sale of any development. Cairn is willing to accept levels of financial or operational risk that are consistent with the planned outcomes of its developments but will always seek to minimise those risks accordingly.

Risk factor

Failure to meet development milestones and schedules, and/or release developments to the market in line with the Group's commitments, can adversely affect development costs, the ability to meet development targets, and the maintenance of appropriate levels of cashflow and liquidity.

Response

Cairn continues to refine its integrated methodology so that development launches, construction scheduling and supply chain capacity management are at all times fully aligned, ensuring on-time and on-target completion of developments.

Production controls and the construction planning team act independently of site teams, and report into the Construction Production Director who oversees the timely and efficient delivery of our projects. Construction programmes are subject to ongoing and regular review, with any programme risks reported and mitigated on an ongoing basis.

This integrated methodology is supported by an increased use of innovative technology and systems, increased data-driven insights, and the continued adoption of the most up-to-date construction methodologies and materials.

Risk trend

Cairn's operations continue to scale, meaning this is a dynamic risk that reflects variations in product mix and an overall increase in output.

Strategic priority: Construction, Customers, People

Risk owner:
Chief Operating Officer

Risk factor

Availability of materials and supplies, or supply chain disruption, causes development delays or an unexpected increase in development costs.

Response

Cairn's operations rely on an effective and rigorously managed supply chain to ensure development targets and forecast delivery dates can always be met.

Our supply chain is actively managed on a strategic and tactical basis by Cairn's commercial function, which adopts best industry practices to ensure materials and supplies are always available, whilst ensuring Cairn is regarded as a preferred partner with its supplier base. This includes developing supply chain partnerships focused on advancing productivity, efficiencies, sustainability, quality and continuous product development.

Risk trend

While competition for labour and materials may intensify in the medium-term, Cairn expects to be able to overcome the associated risks through the effectiveness of its supply chain management strategies and the visibility and certainty provided on its medium-term development pipeline.

Strategic priority: Construction, Customers

Risk owner:
Chief Operating Officer

Risk trend key: Risk increased | Risk decreased | Risk unchanged

Strategy key: People | Customers | Construction | Sustainable communities

Principal Risk: Development (continued)

Developments fail to meet the operational or financial targets set for them.

Risk factor
Build cost inflation (including materials, supplies and labour cost) adversely impact the Group's margin and profitability.

Response
The Group commercial function is tasked with implementing best industry practice to effectively monitor, anticipate and manage supply chain costs. This is reflected in Cairn's procurement strategy, which includes forward procurement, its supporting business processes, and its input into the design of Cairn's developments.

In addition to category management, operating efficiencies are actively identified to reduce unmitigated costs in product utilisation, logistics and construction activity.

Risk trend
Although build cost inflation has slowed, there remains price volatility in specific materials. Cairn will continue its close management of all input costs and the drive for productivity gains to mitigate any cost increases.

Strategic priority: Construction

Risk owner:
Chief Operating Officer

Risk factor
Delivering an increasing number of developments to a consistent quality and costs standard, requires greater standardisation of product and delivery.

Response
The ability to ensure consistency and deliverability at scale through standardised, repeatable design and construction methodology is central to Cairn's delivery model.

Cairn's delivery methodologies and supporting processes are constantly challenged and reviewed to ensure they are always capable of meeting Cairn's commitments, whilst addressing requirements for sustainability, efficiency, and effectiveness.

This includes ensuring our management and quality structures are adequate to deliver our existing and future development pipeline, whilst ensuring adequate resources and support are in place.

Risk trend
The Group's design and development methodologies are embedded in Cairn's delivery model. As Cairn scales, these standards will continue to be tested, reviewed and modified on a regular basis.

Strategic priority: Construction

Risk owner:
Chief Operating Officer

Risk factor
Utility companies (water, drainage, electricity) are unable to provide sufficient connections, supply or capacity for proposed developments.

Response
Active engagement with utility providers is a continuous process to ensure communication and awareness of Cairn's current and future requirements and the effective identification and management of specific utility supply risks.

The operational risk process facilitates the management of development-specific utility risks, which are mitigated through a variety of measures, including alternative supply solutions and the dynamic management of construction planning schedules.

Risk trend
The delivery of local and strategic infrastructure required to maintain housing outputs remains a challenge. By fostering positive relationships with utility providers, Cairn has been able to effectively manage this risk in respect of all its developments.

Strategic priority: Construction, Sustainable communities

Risk owner:
Chief Operating Officer

Risk trend key: Risk increased · Risk decreased · Risk unchanged

Strategy key: People · Customers · Construction · Sustainable communities

Principal Risk: Compliance

Cairn fails to meet its legal and regulatory obligations (such as health & safety or data protection).

Risk landscape

Cairn's sustainability principles, and its commitment to its people and its values are reflected in Cairn's management of the safety of its employees, subcontractors, suppliers, and customers as a number one priority. That means that although Cairn's safety performance continues to improve, the health & safety agenda remains committed to ensuring an ongoing rigorous and disciplined approach to the management and mitigation of health & safety risks.

While the regulatory environment in which Cairn operates is becoming more complex, Cairn will continue to address its obligations positively and in a way that benefits all stakeholders.

Appetite

Cairn has no appetite for failures that give rise to injury or loss of life. Cairn will manage legal and regulatory risks in a manner that is consistent with good practice.

Risk factor

A failure by Cairn to meet the requirements of health & safety legislation or best practice, giving rise to death or personal injury in the workplace for which Cairn is responsible.

Response

Cairn's health & safety system and supporting framework aligns with ISO 45001 (Occupational Health, Safety and Welfare Management), and with an AA rating accreditation from Safe-T-Cert Safety Management Certification System, Cairn exceeds the legal standards that apply to its activities.

The Board oversees health & safety performance whilst the Senior Leadership Team ensure Cairn's response to health & safety risks remain robust and effective in the context of continually scaling operations. A newly appointed Environmental, Health & Safety Director provides operational leadership across Cairn's operations and shared ownership and responsibility across its supply chain.

Risk trend

Cairn's health & safety performance continues to improve. However, maintaining, delivering and constantly improving the Group's health & safety system remains central to our activities.

Strategic priority: People, Sustainable communities

Risk owner:
Chief Operating Officer

Risk factor

A failure of the business to meet its data protection obligations arising under Irish and EU data protection laws.

Response

An accountability framework managed by the Company Secretary supported by an independent Data Protection Officer supports the processing of personal data in accordance with data protection laws.

The framework is periodically assessed against established standards.

Risk trend

Data protection and privacy regulation remains a business risk. The accountability framework is actively managed and an ongoing improvement plan is in place.

Strategic priority: Customers, People

Risk owner:
Company Secretary

Risk factor

A failure or loss of any of the Group's key systems or corporate data as a consequence of a successful cyber-attack.

Response

The protection of the confidentiality, integrity and availability of Cairn's data is a core part of Cairn's overall IT strategy. Cairn continues to review and invest in measures to protect its systems and data from external and internal cyber-threats and associated risks.

The effectiveness of these measures is tested and reviewed periodically to ensure they adequately address current risk trends and emerging vulnerabilities.

Risk trend

Cyber-risks generally, and their associated threats, remain frequent and sophisticated, with potentially high impacts.

Strategic priority: People, Construction

Risk owner:
Chief Financial Officer

Risk Report continued

Risk trend key: Risk increased · Risk decreased · Risk unchanged

Strategy key: People · Customers · Construction · Sustainable communities

Principal Risk: People

Cairn fails to recruit, engage, and retain the right employees, in the right positions, to deliver its strategy.

Risk landscape

Cairn's strategy relies on ensuring it is able to attract, recruit and retain the right people to deliver its strategic objectives. Ireland remains close to full employment and there is an expectation the construction sector will continue to suffer from a shortage of talent with the requisite skills and experience. However, Cairn's commitment to its people strategy has allowed it to be regarded as an employer of choice in the industry, so helping Cairn build its talent pool and competencies.

Appetite

Cairn's appetite for people risk is limited with a view to ensuring that the overall strategy can be delivered by the wider Cairn team.

Risk factor

A lack of skilled and/or professionally qualified entrants to the construction industry creates a shortage of skills available in the supply chain which are required to facilitate Cairn's development plans, scaling goals and succession planning strategies.

Response

Cairn actively promotes participation in the construction industry through a variety of programmes, including its Apprenticeship Academy which in 2024 placed over 150 apprentices into Cairn's supply chain. Cairn's support of workers in the supply chain in respect of their mental health, healthcare and financial wellbeing further supports this aim.

Risk trend (Risk unchanged)

As Cairn scales, and housebuilding in Ireland accelerates, it is expected that current skills shortages will be exacerbated. Cairn has anticipated the consequent shortfall between demand and capacity and, through its various programmes, is actively managing this risk.

Strategic priority: People, Construction

Risk owner:
Chief People Officer

Risk factor

The Group fails to retain top talent and build from within, and/or acquire top talent, reducing its ability to meet its goals and objectives, and/or maintain a pool of talent to meet its succession plans.

Response

The success of Cairn, the promotion of the Cairn brand, and its people strategy positively supports recruitment and retention. Recruitment is supported by the deployment of a wide range of targeted recruiting tools and strategies.

A continued focus on graduate recruitment and apprenticeships, with an accompanying learning and development scheme, also facilitates the development of a talent pipeline.

Risk trend (Risk unchanged)

Competition for candidates in operational and professional roles is not expected to improve during 2025, but Cairn is well placed to address this challenge positively.

Strategic priority: People, Construction

Risk owner:
Chief People Officer

Risk factor

The Group's people engagement fails to engender or facilitate the optimal performance of its employees, so that people performance does not match its potential.

Response

Reflecting the importance of its people to Cairn's success, the Group has adopted a wide-ranging People Strategy to ensure optimal performance.

As well as competitive remuneration and reward policies, initiatives include wellbeing, supportive learning and development, and clear progression pathways.

Risk trend (Risk unchanged)

The Group's people strategy continues to be successful in delivering effective employee engagement, low staff turnover and a high net promoter score, helping underpin Cairn's continued ability to perform.

Strategic priority: People, Construction

Risk owner:
Chief Executive Officer

Risk Report continued

Risk trend key: Risk increased / Risk decreased / Risk unchanged

Strategy key: People / Customers / Construction / Sustainable communities

Principal Risk: Climate

Cairn fails to anticipate the strategic, market, regulatory, and operational impacts of climate change.

Risk landscape

In 2024, the continuing impact of climate change saw a growing occurrence of the physical risks associated with climate change, brought about by increasing temperatures and periods of more extreme weather. Cairn continues to invest in limiting its impact on the environment and responding to the impact of climate change on Cairn's business model and strategy, be it from transitional risks or physical risks. Further details of our Climate Transition Plan are available on our website.

Appetite

Identifying and proactively responding to the challenges of climate change are core to Cairn's purpose and strategy. Cairn will proactively identify and manage risks associated with climate change in a way that ensures it can continue to deliver on its mission.

Risk factor

Cairn fails to reduce the negative impacts of construction on the environment, increasing the relative environmental impacts of Cairn's developments and reducing demand for its homes.

Response

To ensure Cairn is able to address its environmental and sustainability targets, Cairn has completed an assessment of how it addresses key issues (climate action, biodiversity and responsible sourcing and procurement). Using this assessment, Cairn has implemented, and continues to develop, ways to reduce its environmental impacts.

As set out in its Climate-Related Financial Disclosures (see pages 58 to 63), Cairn has submitted targets for reducing its Scope 1, 2 and 3 greenhouse gas emissions, taken action to reduce those emissions and identified strategic priorities for continued progress.

Risk trend

Cairn is committed to reducing the impact of its activities on the environment, and meeting its emission reduction targets is a strategic priority.

Strategic priority:

Risk owner:
Chief Operating Officer

Risk factor

Planning approvals for developments require a greater number of environmental-related planning conditions to ensure climate-related targets can be met, impacting on development costs and development times.

Response

Responding to environmental factors and Cairn's sustainability targets are key elements of each stage of Cairn's planning and construction process. Environmental-related planning conditions are expected, and so acknowledged, accepted, planned for, and managed as an integral part of the development process.

Risk trend

Environmental-related planning conditions are increasingly a core aspect of planning approvals received by Cairn.

Strategic priority:

Risk owner:
Chief Operating Office

Risk Report continued

Going Concern

The Group delivered our strongest ever performance in 2024 with a year-on-year growth of 29% in both revenue and units and a 34% increase in profit after tax. With 2,241 units and total revenue of €859.9 million in the year, the Group generated €134.7 million in operational cash flow, a significant increase from the €107.0 million generated in 2023, and started 2025 with a multi-year forward sales pipeline of 2,361 new homes with a net sales value of c.€910 million.

The Group has a growth strategy that focuses on minimising financial risk and maintaining financial flexibility to ensure we have a strong, sustainable and long-term business. The business has strong liquidity, a significant investment in construction work-in-progress underpinned by a significant forward order book, a robust balance sheet and committed, lowly leveraged debt facilities.

To mitigate liquidity risk, the Group applies a prudent cash management policy ensuring our construction activities in the near and medium-term are focused on forward sold inventories, including lower average selling price starter homes for our core first time buyer market and scaled apartment developments with multi-year delivery timelines.

The Group had a total committed debt facility of €385.0 million at the start of 2025. This increased to €460.0 million in February 2025, of which €402.5 million is a syndicate facility comprising a sustainability-linked term loan and revolving credit facility with Allied Irish Banks, Bank of Ireland, and Home Building Finance Ireland (HBFI), maturing in June 2029 with a one-year extension option at our discretion. HBFI joined our syndicate during 2024. Four sustainability performance targets underpin these green facilities which are linked directly to key elements of our sustainability strategy.

Net debt was €154.4 million as at 31 December 2024 (31 December 2023: €148.3 million). The Company had available liquidity (cash and undrawn facilities) at 31 December 2024 of €229.6 million (31 December 2023: €200.6 million), including €27.6 million of cash (31 December 2023: €25.5 million).

The Group invested €484.3 million in our construction activities during 2024, including commencing construction on ten large-scale, multi-year, new developments. The Group continues to focus our new site commencements on our core starter homes market and large apartment developments for State-supported counterparties. During the period, the Group entered into a number of forward fund transactions which benefit the business from a liquidity perspective and support our continued and ambitious growth plans.

The Group is also encouraged by the sustained level of underlying demand for new homes in the market as evidenced by the size of its forward sales pipeline, with strong demand continuing into the early months of 2025. Enquiry lists across all of our active selling sites remain high with particularly strong interest in our starter home developments. The Group's closed and forward sales pipeline increased to 2,593 new homes with a net sales value of €989 million as at 26 February 2025. Of these, over 1,600 new homes are expected to close in 2025.

The Directors have carried out a detailed assessment of the principal risks facing the Group and have considered the impact of these risks on the going concern of the business. In making this assessment, consideration has been given to the uncertainty inherent in financial forecasting including future market conditions such as sales prices. Where appropriate, severe but plausible downside-sensitivities have been applied to the key factors affecting the future financial performance of the Group.

Having considered the Group's forecasts and outlook including the strength of its forward order book, the Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they are satisfied that it is appropriate to continue to adopt the going concern basis in preparing the consolidated financial statements.

Viability Statement

In accordance with the UK Corporate Governance Code Provision 31, the Directors have assessed the prospects of the business and its ability to meet its liabilities as they fall due over the medium-term. The Directors have concluded that three years is an appropriate period for assessment as this constitutes the Group's rolling strategic planning horizon.

The Group has developed a financial forecasting model as part of our three-year plan, which is updated at least annually and is regularly tested and assessed by the Board. Progress against the three-year plan is regularly reviewed by the Board through presentations from senior management on the performance of the business.

The Group's Principal Risks and Uncertainties aggregate the risks identified, as well as the mitigation plans implemented as part of this process. They include the risks that may have short-term impacts as well as those which may threaten the long-term viability of the Group. The Directors have made a considered assessment of the potential impact that these risks may have on the Group's business model, future performance, solvency and liquidity.

The three-year plan has been tested for a range of scenarios which assess the potential impact of severe but plausible downside-sensitivities to the long-term viability of the Group. These scenarios included the stress testing of the Group's business model assuming that a combination of events result in a continued reduction in sales over the three-year period from 2025 to 2027, with a deterioration in employment levels and consumer confidence, coupled with a reduced bank risk appetite, leading to a material reduction in credit availability in the mortgage market in addition to reduced demand for scaled apartment developments from State-supported agencies. In assessing these severe downside scenarios, it is assumed that there is a considerable slowdown in construction and sales activities including a sudden decline in demand compared to the Group's forecasts, leading to reduced sales volumes and a reduction in sales prices, followed by a gradual recovery. In these scenarios, the Directors assumed they would take appropriate actions to ensure that the overall financial risk was minimised through this cycle, including:

- reducing capital returns to shareholders;
- disposing of non-core sites;
- reducing planned construction work-in-progress spend; and
- deferring or not proceeding with planned site acquisitions and commencements.

Having reviewed the three-year plan and considered the above stress testing, the Directors confirm that they have a reasonable expectation that the Group will continue to operate and meet its liabilities as they fall due over the three-year period from 2025 to 2027.

Sustainability Statements

Cairn is committed to continuously improving our sustainability reporting, seeking to always report transparently.

In this section:

Improving our Sustainability Reporting

At Cairn, we are continuously working to improve the way in which we collect and report non-financial information, in particular, information relating to our environmental and social impacts.

Our goal is to ensure the reader gets a clear picture of the initiatives and ambitions the Company delivers upon year after year, in a transparent, comparable and accurate way. This is evident in the evolution of our sustainability reporting from our first stand-alone Sustainability Report for FY21, to the most recent release of our Climate Transition Plan.

Our previous disclosures were aligned to the standards and definitions set out by the IFRS Sustainable Accounting Standards Board (SASB) Standards, the Global Reporting initiative (GRI), and the Task Force on Climate Related Financial Disclosures (TCFD). Additionally, we report annually in line with Ireland's Gender Pay Gap (GPG) Information Act 2021. We have included updated disclosures for FY24 in line with each of these frameworks in this report.

Whilst we have been diligently preparing to report under the Corporate Sustainability Reporting Directive (CSRD), which applied to the Company from 1 January 2025, we are closely monitoring the impacts of the recent Omnibus proposal, to see how this may affect our current in-scope position. Regardless of the outcome of this proposal, we remain committed to utilising the results of our Double Materiality Assessment (DMA), incorporating our stakeholders' views into our reporting, and ensuring we minimise our impact on environmental and social issues, whilst continuously improving our sustainability reporting.

As part of our preparation for alignment with the CSRD, we have taken the decision to proceed with voluntarily aligning with the new Sustainability Statements format for our 2024 Annual Report. We have prepared the Sustainability Statements with reference to the European Sustainability Reporting Standards (ESRS) topics, and we have aimed to implement as much of the fundamental structure as possible. This voluntary introduction of the Sustainability Statements' structure allows us to develop and refine our reporting capabilities and build on our previous Environmental, Social and Governance (ESG) reporting.

READ MORE →
TCFD p58, SASB p89, GRI p94

Key highlights

- Our 2024 reporting follows European Sustainability Reporting Standards (ESRS) structure but no compliance to all aspects of ESRS yet.
- Double Materiality Assessment conducted in 2024.
- Policies and actions are disclosed for sustainability matters to the extent currently available .
- Near-term greenhouse gas (GHG) emission reduction targets validated by SBTi.
- Scope 1 & 2 emissions reduction target exceeded by 19%.
- Scope 3 emissions performing in line with reduction targets .
- Long-term net-zero GHG emission reduction targets submitted for validation.

Our Sustainability reporting timeline

2015 Cairn established and successfully listed on the Stock Exchange

2016-19 Transition from CSR agenda to ESG

2020 First Materiality Assessment undertaken to understand our material impacts

2021 Published our inaugural Sustainability Report, including our first TCFD disclosure. Measured our Scope 1, 2, and 3 baseline

2022 Submitted our near-term emission reduction targets to the Science Based Targets initiative (SBTi). Expanded our TCFD and GRI Disclosures

2023 Alignment with United Nations' Sustainable Development Goals (SDGs)

2024 Conducted our first CSRD-aligned Double Materiality Assessment

NEXT YEAR

2025 Improved sustainability reporting, informed by our Double Materiality Assessment results

Double Materiality Assessment

The first step in improving our sustainability reporting was to conduct a Double Materiality Assessment (DMA) to identify our material sustainability impacts and issues. Double Materiality requires us to investigate the relationship between Cairn and the environment and society, considering both 'Impact Materiality' and 'Financial Materiality'.

Impact materiality deals with Cairn's actual or potential impacts on people and planet, while financial materiality addresses the financial effects (risks and opportunities) sustainability topics may have on Cairn.

We conducted our first DMA in 2024, which was aligned with guidance from the European Financial Reporting Advisory Group (EFRAG). While we are still finalising the results of our DMA, we are committed to reviewing our results annually to ensure their ongoing validity. We are also committed to undertaking a full revision of the DMA process should there be significant change to our organisational structure or any external factors that could impact the relevance of standards, topics, or disclosures.

Methodology, Assumptions and Process

Methodology and Assumptions

Scope

Our DMA followed a five-step process that involved mapping our business activities and value chain, identifying potential material topics and associated impacts, risks, and opportunities (IROs), engaging with stakeholders on our performance, assessing the significance of our IROs, and determining our material standards and topics for reporting.

Given that all Cairn sites are located in Ireland, and our operational strategy is streamlined with broadly the same homebuilding activities occurring on each site, the identification and analysis of IRO's at a company level rather than a site level was appropriate for this exercise.

Where possible, primary data was used to inform the DMA, largely related to our own operations. In the case of value chain activities and business relationships, sector-level sources were deemed appropriate where primary data was unavailable.

Stakeholder Engagement

We engaged with various key stakeholder groups to determine material topics for reporting. These included affected stakeholders such as employees and customers, and business relationships including financial institutions, suppliers, and industry associations to understand how they each may be impacted by our business activities.

As part of our People Strategy, we conduct regular employee engagement throughout the year, and this is sufficient to evaluate for our DMA. Our other stakeholder groups were engaged via survey or interview.

While all our stakeholders are important, not all stakeholders were targeted for direct engagement in this process. As an alternative, we have included insights from representative bodies who through their interaction have a valid overview of stakeholder interests and views.

Scoring

Impacts

In scoring the severity of our actual impacts we have used the prescribed parameters of 'Scale', 'Scope' and 'Irremediable Character'.

- **Scale** – Assessment of how great the impact is, positive and negative, on the environment and people.
- **Scope** – Assessment of the reach of the impact in the environment, e.g. area, and on people, e.g. number of people/% of select group.
- **Irremediable Character** – Assessment of the difficulty to reverse any damage caused.

For potential impacts we also considered the 'Likelihood' of an impact occurring. 'Likelihood' ratings are aligned to our existing Risk Management Framework (see page 37 for more detail).

Risks and Opportunities

In scoring our risks and opportunities we assessed the potential 'Financial Magnitude' and the 'Likelihood of Occurrence' of each risk/opportunity.

- **Financial Magnitude** – Assessment of how significant the financial effect is should the risk/opportunity occur. These were assessed as being Insignificant, Minor, Moderate, Major, Catastrophic.
- **Likelihood of Occurrence** – Assessment of the probability of the risk/opportunity occurring. These were assessed as being Rare, Unlikely, Possible, Likely, Almost Certain.

Based on these scores and with reference to our risk matrix, our risks and opportunities are then rated as being Low, Medium, High, or Extreme. This methodology is aligned to our existing Risk Management Framework where sustainability-related risks are given equal priority to all other business-related risks.

Thresholds

Impacts

When determining thresholds for impacts, different criteria must be considered, resulting in different thresholds being applicable depending on the impact classification.

For actual impacts, a threshold of 'Significant' or above was set, with impacts scoring above this threshold deemed material for reporting.

For potential impacts, a threshold of 'Significant' and 'Possible' or above was set, with impacts scoring above this threshold deemed material for reporting.

Risks and Opportunities

When the Risk and Opportunities scoring process is complete, they can have a potential maximum significance score of 25. A threshold of 10 or above was set for materiality to ensure alignment with our existing Risk Management Framework and inclusion of all risks rated 'High' or above by management.

Double materiality approach

Sustainability Statements: Introduction continued

1 Business Context and Scope

To fully comprehend the context and scope of our business and set our assessment boundaries we completed the following:

- mapped our business model and full value chain including our own operations and the upstream and downstream activities to which we are connected;
- identified the affected stakeholder groups and business relationships associated with each of these business activities;
- identified our procured products with the highest environmental impacts, e.g. steel, timber and cement, in line with our due diligence responsibility, and reviewed the geographic origins of these materials (where known) to identify heightened risks of adverse impacts; and
- mapped our dependencies on resources and relationships, categorising these according to types of capital, including financial, manufacturing, natural, intellectual, human and social.

2 Identify Long List of Topics and Preliminary Impacts, Risks and Opportunities

The inclusion of a long list of topics and preliminary impacts, risks and opportunities (IROs) is a crucial component of the double materiality assessment. To create our initial long-listing of IROs we:

- used sectoral screening to establish a long list of potentially material topics focusing on topics most relevant to our sector and value chain;
- compared the topics raised to the list of topics and sub-topics within ESRS 1, adding any additional entity-specific topics;
- preliminary IROs were identified in relation to each topic, ensuring the findings of our previous materiality assessments were considered;
- impacts were categorised by positive/negative, actual/potential, and were considered in relation to their position in value chain, relevant stakeholder and time horizon; and
- Risks and Opportunities were reviewed against our dependencies, our existing Risk Register and our previous risk reporting under CDP and TCFD. They were also assessed in line with our existing Risk Management Framework by our Sustainability Team and Group Risk Advisor to establish their financial significance and likelihood ratings.

3 Stakeholder Engagement

Engaging with key stakeholders, including subject matter experts to understand what topics and related IROs they believe are most relevant to the business, what information they expect to be reported and how they are affected by the identified IROs underpins the validity of the DMA. Our Stakeholder Engagement process includes:

- identifying Cairn's affected stakeholder groups and business relationships during step 1 of our DMA process;
- identifying key stakeholder groups to be engaged. A representative selection of contacts in each group was agreed;
- agreeing the appropriate engagement method for each group: online survey or interview;
- attributing weightings to each stakeholder group per topic. The perspectives of those most affected by a topic were given higher priority; and
- analysing the responses and calculating scores per stakeholder group, and then as an overall stakeholder score taking the stakeholder weightings into account.

4 Assess Significance and Prioritise

Each IRO must be assessed and scored. This scoring then assists with determining materiality. Our scoring methodology follows these steps:

- the scale, scope, irremediability and likelihood of each impact is assessed to generate a combined score;
- the preliminary likelihood and financial magnitude ratings of risks and opportunities are validated by the individual topic owners. Any changes are considered by the Sustainability Team and Risk Advisor and a final determination made;
- stakeholder engagement scores are integrated based on agreed weightings and compound significance is calculated;
- Final Assessment of each impact, risk and opportunity is then produced; and
- threshold is agreed with IROs scoring above this threshold deemed material for reporting. Those below the threshold are deemed immaterial for reporting.

5 Analysis and Preparation for Reporting

Topics associated with the impacts, risks and opportunities determined to be above the threshold are identified with a final listing of material standards and topics for reporting in line with ESRS requirements produced.

We are currently reviewing the outcome of our DMA and mapping it against previous materiality assessments to ensure consistency.

Our sustainability reporting will continue to evolve throughout 2025 and beyond to ensure we are reporting our non-financial information transparently and accurately.

To achieve this, we will fully utilise the results of our Double Materiality Assessment, incorporating our stakeholder's views into our reporting, while ensuring we minimise our impact on environmental and social issues.

Environment

Our ambition is to create sustainable communities in Ireland, always mindful of our position of leadership, investing in innovation and in Ireland's future.

In this section:

Our sustainability strategy ensures we address environmental issues both in our direct operations and throughout our value chain.

Foreword

At Cairn, we are working to develop a new, more sustainable way to deliver housing in Ireland. We are aware of the potential impacts we can have on the environment through our construction activity and are striving to reduce any negative impact. We aim to take a prominent role in promoting sustainable building in Ireland. By adapting how we do things and transitioning towards a decarbonisation strategy that aligns with climate science recommendations, we hope to achieve our vision for a more sustainable built environment in Ireland.

Due to our size and scale, we have a unique position in the market, allowing us to investigate low-carbon and modern methods of construction such as Passive House and promote them within the industry. We are very much aware that our plans for growth will only be truly successful if sustainability is embedded in all that we do.

Our sustainability strategy ensures we make meaningful improvements in the areas material to our business while managing and addressing environmental issues both in our direct operations and throughout our value chain. In 2024, we conducted our first Double Materiality Assessment (DMA) to determine our material impacts, risks and opportunities (IROs), with which we will align our objectives and focus our efforts.

In 2023, we aligned ourselves to the United Nations Sustainable Development Goals (SDGs). The 17 UN SDGs provide a blueprint to achieve a more sustainable future, against which we have reviewed and mapped our strategy. We analysed each SDG against the topics identified in our 2022 materiality assessment and carefully selected the SDG's listed below under the E pillar to align our environmental activities. These act as a guide in developing new initiatives and strategies to address environmental issues and will assist us in reducing our impact on the planet.

We recognise this will continue to evolve over time as our material topics become evident and we improve and advance our sustainability reporting.

In September 2024, we published our Climate Transition Plan outlining the actions and measures we have implemented to 1) transition our operations and business model to a decarbonisation trajectory that aligns with climate science recommendations, and 2) assist us in achieving our emissions reduction targets.

UN 17 SDG STRATEGIC PILLARS

Climate Change

Cairn's broad climate change objective is to deliver high-quality, energy-efficient homes at scale, with a focus on reducing emissions and protecting and restoring biodiversity to meet the needs of present and future communities in Ireland. To begin our journey to achieving this, we submitted our near-term company-wide Science Based Targets in 2022, and these were approved in 2023.

OUR TARGETS

46.2%
Scope 1 & 2 combined target of absolute reduction by 2030 from a 2019 baseline

61%
Scope 3 intensity reduction by 2030

Our Approach and Policies

To ensure we can fulfil our climate change objective, Cairn commits to actively addressing climate change by:

- supporting the transition to a net-zero economy; and
- building homes and creating places that are resilient to the impacts of climate change.

We commit to reduce absolute Scope 1 & 2 GHG emissions by 46.2% by 2030 from a 2019 baseline year. We also commit to reduce Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, use of the sold products and end-of-life treatment of the sold products by 61% per total floor area sold within the same timeframe.

These targets are supported by our Sustainability Strategy, and our Environmental Climate Action policies.

Our Actions

Scope 1 & 2

We have taken immediate action which has helped us exceed our 2030 Scope 1 & 2 reduction target, resulting in these emissions being reduced by 65.2% to date from a 2019 baseline.

The primary driver of the reduction in our Scope 1 & 2 emissions has been our switch to hydrotreated vegetable oil (HVO) fuels across our sites which we initiated towards the end of 2022. Despite the increase in the scale of our operations, this has had a significant impact on reducing our Scope 1 emissions, with 100% of the fuel used to power our on-site machinery during 2024 being HVO.

During 2024, we continued to expand our operations across Ireland with active sites now in Cork, Galway, Kilkenny and Limerick. With this expansion has come the need for additional hires, increased fleet requirements and increased levels of travel, resulting in our vehicle fleet consuming more fuel than in previous years. While our overall Scope 1 emissions are still decreasing, we are mindful of any emissions increase, and are committed to taking action. We have invested in our aftercare fleet, which are hybrid vehicles, but have found it difficult to procure suitable electric vehicles that meet the needs of the business.

We are continuing our move to 100% renewable energy across our operations to reduce our Scope 2 emissions as much as possible.

Scope 3

We are constantly updating our build methodologies, systems, materials, and processes where appropriate, to reduce waste and carbon, and increase safety and efficiency on site. We use timber frames in our houses, and modular balconies and bathroom pods in our apartments as standard. We have also developed a timber-framed construction methodology to substantially reduce the embodied carbon of low-rise apartment units and duplexes.

However, we know that to meaningfully reduce the embodied carbon of our homes and achieve our Scope 3 reduction targets, we will need to collaborate with our supply chain partners over the coming years and be ambitious in our search for innovative low-carbon products and construction methods. Our Innovation Framework is well-established in Cairn with more than 50 innovation solutions focused on sustainability and modern methods of construction currently being evaluated.

Furthermore, we understand the critical importance of planning for the transition to a net-zero economy and are developing an action-orientated strategy to achieve net-zero emissions across our value chain by 2050 and ensure our business model is fully adapted to suit. We have submitted our 2050 Net Zero Targets to SBTi and are awaiting validation.

CASE STUDY

Leading on Decarbonisation

We have immediately initiated design changes to reduce the operational (in-use) carbon of several projects by adopting the Passive House standard for a number of flagship developments.

Developed in Germany in the 1990s, the Passive House building standard is designed to minimise the need for space heating and cooling – reducing both carbon emissions and utility bills – while ensuring high levels of comfort and indoor air quality.

By adopting this approach, we seek to demonstrate the significant benefits that can be secured by scale housebuilders. We will use our leading position in the Irish construction industry to show that this world-class building standard is achievable using existing supply chains and can become the norm, accelerating decarbonisation across our sector.

Passive House delivers outstanding levels of energy efficiency, typically requiring half the heating energy of a building regulations-compliant, new-build home. Applying this rigorous standard to our flagship developments will reduce Cairn's Scope 3 emissions by an estimated 27,000 tonnes of carbon compared with standard building regulations, equivalent to 13% of our entire 2019 baseline footprint.

As well as reducing carbon emissions, reducing energy consumption by adopting these measures results in reduced demand on our energy infrastructure. This reduced energy demand supports the resilience of the national grid, which is likely to come under increasing pressure as heating, transport and other sectors decarbonise and drive demand for renewable energy.

As an established standard, Passive House allows benefits to be secured in the short term, contributing to the achievement of national net-zero goals. In the longer term, the 'fabric first' approach that reduces reliance on technologies that may become obsolete, also helps to 'future proof' buildings.

Our Passive House Position Paper outlines our commitment to building energy-efficient homes that significantly reduce environmental impact while enhancing comfort and cost savings for residents.

27,000

estimated tonnes of carbon reduced compared to standard building regulations

c.1,750

Passive Homes under commencement

Task Force on Climate-Related Financial Disclosures (TCFD)

As a principal risk for Cairn, identifying and proactively responding to the challenges of climate change is core to Cairn's purpose and strategy.

Reflecting Cairn's work in this area, our expanded TCFD response addresses potential future changes to our business, operations, and business model arising from climate-related risks and the transition to a lower-carbon economy.

We have evaluated these risks to our business model and strategy and continually strive to minimise risk and maximise opportunity in these areas.

Governance

The Board is ultimately responsible for sustainability at Cairn while the Executive Directors maintain full strategic and operational oversight of the sustainability agenda. In 2024, the Board established a new role to facilitate more oversight and support for Cairn's sustainability agenda.

The Director Responsible for Sustainability and Environmental Impact:

- oversees operational workstreams, engages and interacts with various personnel across key functions, who are responsible for sustainability matters such as carbon reduction, waste management and biodiversity; and
- reports their findings, recommendations, and any other pertinent information that is relevant to the Board.

Cairn's sustainability agenda addresses our response to the transition risks associated with the shift to a lower-carbon economy, and the physical risks it faces in respect of climate change.

Governance and Strategy

At each Board meeting (approximately seven per year), progress towards our strategic objectives is discussed, together with factors that are affecting or may affect those objectives and our strategy. Climate-related issues are a key lever in our strategic objectives and, consequently, form an integral part not only of the strategic reporting cycle, but also the annual strategic review.

The Chief Executive Officer retains responsibility for defining the strategic direction of the business and Cairn's climate-related performance.

Governance and Risk Management

The Audit & Risk Committee maintains oversight of the risk register, monitors our response to risk, and has identified the impacts of climate change as a principal risk. Cairn's risk management framework supports and promotes the identification and management of climate-related issues on a business-wide basis, managed through our embedded risk management process.

This is reflected in the inclusion of sustainability-related metrics within our remuneration frameworks (approved by the Remuneration Committee), including our annual bonus plans, long-term incentive plans and our sustainability-linked financing facilities. This ensures that the business's targets as well as the individual goals and objectives of our employees, including Executive Directors, are fully aligned.

Operationally, Cairn's Sustainability Steering Group (SSG) directs the management of climate risks and opportunities. Separately, the Chief Financial Officer is responsible for ensuring the financial impacts of climate-related issues are fully understood and reflected in Company budgets.

The SSG is a decision-making body with responsibility for driving and determining Cairn's sustainability strategy and roadmap. The SSG is supported by the Senior Review Team (SRT), who are responsible for integrating sustainability considerations into day-to-day operations and decision making, including through the gateway process.

For sustainability considerations to be fully embedded in the business, the SSG and SLT have responsibility for engaging managers, employees and workers and clearly communicating the role of each team and individual in achieving Cairn's sustainability goals. In addition to communicating the roadmap and progress to managers, employees, and workers, the SSG reports on progress to the Board, who provide oversight.

All employees at Cairn, regardless of seniority, are responsible for supporting the delivery of goals and objectives, identifying, and managing risks, and promoting the Company values. Through our People Strategy, the Chief People Officer ensures that climate-related issues, and our response to them, are both communicated and incorporated into employees' annual objectives and associated incentives. The Chief People Officer is also responsible for ensuring the Company's resources and capabilities match its climate-related responses.

Our disclosure is in line with latest TCFD guidance, recommendations, and publications. As we continue to improve our reporting of non-financial information, we will continue to review our TCFD disclosure and update our response where necessary.

Strategy

Our Risk Management Framework, which has identified climate-related issues as a principal risk and uncertainty, considers all risks based on three horizons.

The climate-related risks and opportunities presented on pages 60 to 61 were identified through our climate-related scenario analysis.

These risks and opportunities were also considered during our Double Materiality Assessment and were included during the identification of our preliminary IRO's (see page 52).

Scenario Analysis

In 2024, we undertook a more detailed and robust scenario analysis than completed previously, utilising two different, science-based, physical scenarios as well as a bespoke scenario relevant to our industry. This scenario analysis was completed using our 2022 scenario analysis as the foundation, with quantitative measures used to assess climate-related risk and opportunity impacts.

The first scenario was a physical scenario in line with a 4°C[1] world based on climate modelling from EPA Ireland. This showed Ireland's climate from 2041-2060 modelled with the IPCC Representative Concentration Pathway (RCP) SSP5-8.5 scenario.

The second scenario was a physical scenario in line with a 2°C[2] world based on climate modelling from EPA Ireland. This showed Ireland's climate from 2041-2060 modelled with the IPCC Representative Concentration Pathway (RCP) SSP2-4.5 scenario.

The third and final scenario was a transitional scenario in line with a 1.5°C[3] world which included inputs from Ireland's Climate Action Plan 2021, International Energy Authority (IEA) Net Zero by 2050 Scenario, the London Energy Transformation Initiative (LETI), the Irish Green Building Council (IGBC) and Network for Greening the Financial System (NGFS).

This climate-related scenario analysis helped to identify material risks and opportunities, as well as inform Cairn's strategy for managing these risks. Where possible, we have estimated the potential financial impact of climate-related risks and opportunities. We are continuously striving for improved accuracy of our scenario analyses and are working towards fully disclosing the numeric financial significance of our climate risks and opportunities in the coming years.

Impact on Business Strategy of Risks and Opportunities

The transitional and physical climate risks and opportunities of our strategy directly influence our financial planning through three key processes:

1. Risks and opportunities influence financial planning through ongoing cost benefit analysis of new technologies and options for more sustainable construction or green building. The known and material environmental benefits of new technologies are considered and addressed in a qualitative manner in this analysis while financial impacts on costs and revenues are recorded in monetary terms.
2. Project-level financial appraisal that accounts for the additional costs associated with mitigating known risks as well as savings or increased revenues associated with climate opportunities. This includes a tender assessment for each element procured. The total cost of all known inputs then forms the budget for the project.
3. Strategic cost planning for the business as a whole is undertaken annually and is based on projections of costs and revenues for future developments and operations including those associated with climate risks and opportunities. This process covers an eight-year time horizon.

We recognise that climate change represents a principal risk and uncertainty to our strategic intent. Consequently, our process for identifying and reviewing that strategic intent incorporates a comprehensive analysis and understanding of the climate-related risks and opportunities presented by our purpose and our vision.

This informs our strategy and goals creating a positive feedback process in which climate risks and opportunities play a fundamental role in defining strategy, with goals and objectives to mitigate or capitalise on opportunities having budgeted cost and margin impacts.

Following our commitment to the Science Based Targets initiative (SBTi) for our Scope 1, 2 and 3 emissions, our targets were approved and validated in September 2023, and our resulting strategy is aligned to the goal of the Paris Agreement to limit the rise of global mean surface temperatures to 1.5°C above pre-industrial levels.

While completing this process we modelled various emissions reduction targets on current and future developments. This exercise has allowed us to understand the potential changes that will be required operationally from the business and the resulting outcomes. We have linked our resulting emissions reduction commitments to a sustainability-linked loan to ensure action. This includes, but is not limited to, key Scope 1, 2 and 3 emission reduction targets which must be achieved and independently verified each year.

In September 2024, we published our Climate Transition Plan, outlining the actions and measures we have implemented to 1) transition our operations and business model to a decarbonisation trajectory that aligns with climate science recommendations, and 2) assist us in achieving our emissions targets mentioned above.

In December 2024 we submitted our net-zero target proposal to SBTi. We are currently awaiting validation of this net-zero target; however, this commitment will further influence and inform our strategy as we look to move towards a net-zero carbon future.

1 4°C world – This scenario refers to a high-emissions trajectory in which global mean surface temperatures rise by approximately 4 degree Celsius above pre-industrial levels.
2 2°C world – This scenario refers to a moderate-emissions trajectory in which global mean surface temperatures rise by approximately 2 degree Celsius above pre-industrial levels.
3 1.5°C world – This scenario refers to a pathway in which the goals of the Paris Agreement have been achieved and the global mean surface temperature risk has been limited to 1.5 degrees Celsius above pre-industrial levels.

Strategy continued

Our Risk Management Framework, which has identified climate-related issues as a principal risk and uncertainty, considers all risks based on three horizons as detailed below.

The climate-related risks and opportunities presented here were identified through our climate-related scenario analysis.

These risks and opportunities were also considered during our Double Materiality Assessment and were included during the identification of our preliminary IRO's (see page 52).

Risk Time Horizon Explained

Here and now
Risks to the immediate term (one year or less) goals and objectives of the business

Medium-term
Risks with a horizon of between 1 year and 4 years

Long-term
Risks with a horizon of more than 4 years

Climate-related risks are categorised into: 'transitional risks', being the risks related to the transition to a lower carbon economy, and 'physical risks', being risks arising from the physical effects of climate change.

Climate-Related Risks and Opportunities

	TCFD RISK/ OPPORTUNITY TYPE	DESCRIPTION	TIME HORIZON	RESPONSE
Transitional Risk	**Technology**	There is a risk that Cairn may be unable to transition to low-carbon products at the pace needed. For example, there are often public/local authority obstacles to using reused materials within Cairn sites. Where these obstacles are overcome, there may be issues with securing a reliable supply of those materials on a large scale. Some targets for reduction would require timber frame in apartments, which is not normal practice in Ireland. There is also a consideration that financiers may not lend to potential customers if units are not built to certain specifications, e.g. no brick and clad.	Long-Term	Our Technical Team continues to review low-carbon products, systems and processes for our house types. We are members of the Irish Green Building Council and actively participate in the Healthy Homes Ireland Forum with the aim of delivering greener healthier homes.
Transitional Risk	**Emerging Regulation**	Future regulation may lead to restrictions on what Cairn is able to build, increased costs, or longer build times, or affect the ability to gain permits. For example, carbon pricing may lead to an increase in material costs as manufacturers face higher input costs, in addition to increased costs associated with excavated materials disposal. Energy efficiency requirements may increase costs and reduce build options. An increasing focus on retrofitting existing homes and quotas on new builds in net-zero scenarios for Ireland may limit capacity for new build. Broader planning conditions are expected to include greater environmental mitigation, specifically related to biodiversity, water and climate resilience.	Medium-Term	We submitted a Science Based Target in line with a 1.5°C pathway in December 2022, which was verified in September 2023 by the Science Based Targets initiative (SBTi). In December 2023 we committed to the SBTi net-zero standard and submitted our net-zero Target for validation in December 2024. These commitments guide our internal strategy towards the same goals as national and EU regulation to keep in line with the Paris Agreement and mitigate risk from emerging regulation.
Transitional Opportunities	**Products and Services**	Scenarios to keep in line with national climate reduction targets show all new builds should be A rated and have heat pumps as a heating source. This demand may come from any or all parts of our customer base including individual homebuyers and institutional buyers, particularly government agencies.	Medium-Term	All of our new houses have heat pumps by default and all of our homes have a BER rating of A3 or above. We have commenced construction on four Passive House developments in 2024, further reducing the energy demand in the homes we build.
Transitional Opportunities	**Market**	In the chosen scenarios, more sustainable-focused policies will lead to an increased onus on the financial sector to facilitate the transition to net zero. An outcome of this is financing at lower rates for companies with strong ESG performance.	Medium-Term	As part of the business's refinancing in 2022, Cairn availed of a sustainability-linked loan (SLL). Cairn have successfully achieved the associated performance targets each year. These are externally assured to ensure transparency.

Strategy continued

Climate-related Risks and Opportunities continued

	TCFD RISK/ OPPORTUNITY TYPE	DESCRIPTION	TIME HORIZON	RESPONSE
Physical Risk	Chronic Physical	There is expected to be an increase in temperatures overall in Ireland, and in extreme scenarios increased heatwaves. Homes sold by Cairn need to be able to withstand these rising temperatures and not overheat whilst also accounting for increasing rainfall intensity. Additionally, increased heatwaves or intense periods of rainfall may result in reduced outdoor labour productivity due to unsafe working conditions. An increase in dry periods may also lead to increased dust levels on site. Excess dust exiting the site can result in a work stoppage, or site closure by the EPA, county councils or the HSA. A decrease in rain in the summer may also lead to stress on water systems. Increased rainfall may require changes to construction practices and methods to ensure output can be maintained without impacting on safety or quality.	Long-Term	Our Technical, Construction and Environmental Teams are analysing the impact of shifts in climate patterns such as prolonged increasing temperatures on our house types. As an ongoing project they are assessing mitigating overheating in our homes through altering our home designs. We closely monitor weather forecasts to ensure worker safety, and make preparations or adjust build schedules where needed. Remediations are designed on a site-by-site basis, informed by a pre-commencement risk assessment and responsive mitigation plan.
Physical Risk	Acute Physical	Rising sea levels and increased rainfall in winter are expected to lead to a higher risk of flooding in Ireland. This may pose an issue for Cairn if potential customers face challenges when looking for mortgage approval or home insurance due to changing flood plains. For example, where homes are built on areas that were not deemed to be flood plains during development but are expected to become floodplains in the future in a >3°C scenario.	Long-Term	The impacts of severe weather events and extreme conditions are actively monitored and evaluated by the Group's Technical, Construction and Environmental Teams on a site-by-site basis with remediations developed to respond to site-specific risk and mitigate the cost impact. Flood risk assessments are a key part of our land appraisals.

Risk Time Horizon Explained

Here and now
Risks to the immediate term (one year or less) goals and objectives of the business

Medium-term
Risks with a horizon of between 1 year and 4 years

Long-term
Risks with a horizon of more than 4 years

Climate-related risks are categorised into: 'transitional risks', being the risks related to the transition to a lower carbon economy, and 'physical risks', being risks arising from the physical effects of climate change.

Risk Management and Identification

Our Risk Management Framework assesses climate risks and opportunities, through engagement at all levels of the business to ensure comprehensive identification and evaluation. We consider the likelihood of the risk occurring, and the impact of the risk should it occur (having regard to controls we have already effectively implemented). This assessment supports decisions on how we apply Cairn's risk appetite to each risk and informs the materiality of the risk (or associated opportunity).

The purpose of the risk management process is to: establish a process to consider risks and opportunities in the context of Cairn's risk appetite; help define strategies, including controls, to mitigate risks, or capitalise on the opportunities they may present; and ensure risks, mitigating controls and responsibilities for managing risk and opportunities are recorded and monitored.

Risk Identification

Risk management is an important tool, and we take a business-wide approach, allowing us to consider the potential impact and opportunity presented by all types of risk affecting our business, including climate risks. When considering climate risks, we seek to identify and consider all existing and emerging material factors relevant to our core activities:

- Policy risks: how government policy in respect of climate may impact on our business model, for example through planning policies or economic policies;
- Brand risks: how our brand is impacted by our response to climate-related risk, for example if our developments do not meet customer requirements;
- Economic risks: how climate-led factors impact economic conditions, such as increases in supply chain costs;
- Development risks: how climate-related issues impact on our ability to deliver developments, including through local development plans; and
- Compliance risks: such as how the Company complies with regulatory constraints on what and how we build.

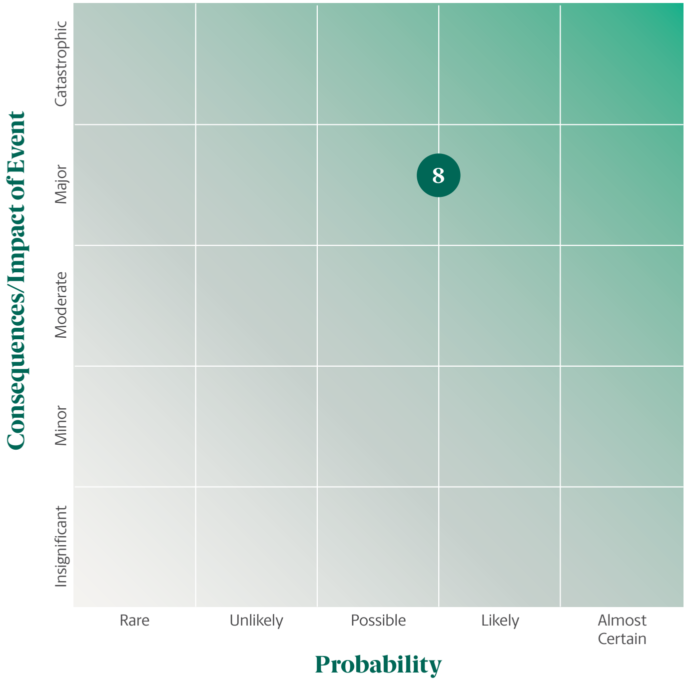
This is Cairn's fourth year disclosing against the TCFD framework and recommendations, with our disclosures evolving and becoming more transparent each year. As we continue to improve our reporting of non-financial information, we may initially shift our focus to address our material climate risks and opportunities that are identified through the Double Materiality Assessment (DMA) Process.

However, our intention is not to simply abandon the climate risks and opportunities we have previously identified and addressed through our TCFD disclosures to date. Ultimately, our goal is to become more comprehensive in our approach, ensuring cohesiveness and transparency, and in time incorporate any additional risks and opportunities identified through our DMA in our TCFD disclosures.

Managing Climate Risk

Our approach to the assessment of risk is consistently applied based on the probability of the risk arising, and the consequences of the risk (which includes a materiality assessment based on a range of financial and non-financial factors). Our response to the risk is then dependent on the overall risk rating (low, medium, high, or extreme) and the Company's appetite for the risk.

Risk management process



8 Climate
Cairn fails to anticipate and address the strategic, market, regulatory, and operational impacts of climate change.

Metrics and Targets

For the 2024 reporting period we are disclosing the metrics to assess and manage climate risks and opportunities as set out within the 'Disclosures and Policies' section.

As a homebuilder, we operate in an energy-intensive industry. Emissions are the key driver of global temperature rise and result in many of the regulatory changes we are now facing. Measuring our carbon emissions allows us to gain a full and thorough understanding of the emissions we produce directly and indirectly. Our Scope 1 & 2 emissions are reported under GRI 305-1 and GRI 305-2. Our Scope 3 emissions are reported under GRI 305-3.

Measurable Impact

This year we solidified our commitments to change for the better at Cairn and lead the way for our industry by:

- becoming Ireland's first large-scale developer to adopt Passive House principles at scale, thereby mitigating climate change by dramatically reducing the amount of energy required to heat our homes and, by default, the carbon emissions produced;
- releasing our Climate Transition Plan, which describes the targets, actions, and resources addressing climate mitigation and risk management that will support our transition to a low-carbon economy; and
- submitting our Net Zero by 2050 Targets to the Science Based Targets initiative (SBTi).

We have taken our commitments further by incorporating sustainability into our remuneration frameworks. This demonstrates the importance we place on accountability for our sustainability commitments. We have:

- incorporated environmental metrics on Biodiversity Net Gain into our long-term incentive plan;
- incorporated environmental metrics on climate-related targets into our long-term incentive plan; and
- incorporated social metrics, including our customer and people framework with a health & safety underpin, into our short-term incentive plan.

All metrics and targets are reported in line with appropriate standards including GRI, SASB (page 89) and Industry (page 93) standards.

155 tCO_2e
Scope 1 reduction from 2023

65.2%
Scope 1 & 2 reduction from 2019 baseline

1,957 tonnes
Total waste reduction from 2023

Metrics and Targets

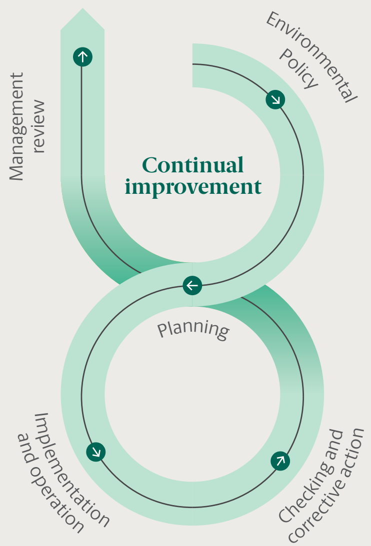
KPI	CODE	2024	2023	2022	2021
Gross direct (Scope 1) GHG emissions	GRI305-1	638 tCO_2e	793 tCO_2e	1,680 tCO_2e	1,522 tCO_2e
Gross market-based energy indirect (Scope 2) GHG emissions	GRI305-2	240 tCO_2e	241 tCO_2e	299 tCO_2e	695 tCO_2e
Gross other indirect (Scope 3) GHG emissions by category (including embodied carbon)	GRI305-3	326,369 tCO_2e[1] (1.79 per square metre)	259,393 tCO_2e (1.60 per square metre)	237,132 tCO_2e (1.59 per square metre)	177,138 tCO_2e (1.49 per square metre)
Total energy consumption within the organisation	GRI302-1	15,260,678 kWh	13,050,001 kWh	10,647,906 kWh	10,211,304 kWh
Total weight of waste generated including breakdown by disposal route	GRI306-3, GRI306-4	10,250 tonnes 2.8% sent to landfill (286t) 97.2% recycled or recovered (1,599t recycled and 8,365t recovered)	12,207 tonnes 3.6% sent to landfill (443t) 96.4% recycled or recovered (1,869t recycled and 9,895t recovered)	12,810 tonnes 3.9% sent to landfill (495t) 96% recycled or recovered (1,096t recycled and 11,219t recovered)	6,810.7 tonnes 4.0% sent to landfill (272t) 96% recycled or recovered (538t recycled and 6,001t recovered)
Percentage of sites with biodiversity impact assessments	Industry	100% of our developments meet this standard	100% of our developments meet this standard	100% of our developments meet this standard	100% of our developments meet this standard

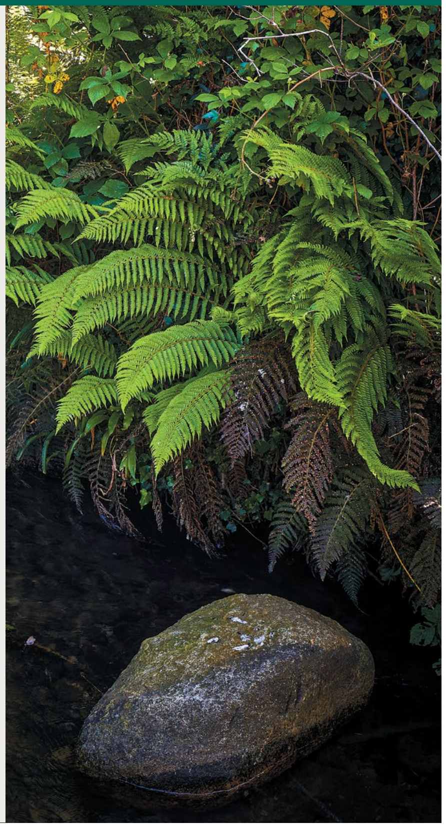
1 Please see page 97 for further information in relation to our FY24 Scope 3 emissions.

Pollution

While we are aware construction activities have the potential to cause water, air, and soil pollution, particularly through the extraction, processing, and transportation of raw materials, we do not consider Cairn to be a major polluter largely due to the mitigation efforts we employ as standard on all our sites.

The EMS Continual Improvement Loop





Our Approach and Policies

Cairn is committed to building high-quality, sustainable homes at scale. To help us achieve this, we have created an Environmental Management System (EMS) which outlines how we address and manage environmental issues, and identifies the actions we are taking to minimise our potential impact on the environment during the construction phase of all Cairn developments.

Cairn strives to implement best practice environmental management on all sites which enables continuous improvement and growth as the business scales.

We actively manage the potential impacts from pollution through our own operations through our ISO 14001 accreditation which we achieved in 2023. ISO 14001 is the internationally recognised standard for environmental management systems (EMS). By adhering to this standard, we can ensure we are taking proactive measures to minimise our pollutant emissions. This is also supported by our Environmental Policy.

Despite this proactive approach and mitigation efforts in our own operations, we are aware of the potential impacts in relation to pollution in our wider value chain, specifically in our upstream value chain.

Understanding where potential water, air, and soil pollutants may arise in our upstream operations is vital in addressing the potential negative impacts that may occur particularly for people and local biodiversity. This is supported by our Supplier Code of Conduct.

Our Actions

Cairn has established, implemented and maintained a process which identifies and records the environmental aspects and impacts of activities under our control. An Environmental Aspects and Impacts Register has been created for all Cairn sites. As part of this register the following are considered:

- Emissions to water
- Emissions to air
- Emissions to soil

These environmental aspects are then assessed under the following criteria to identify the probability and significance of potential impacts:

- Frequency
- Legislation
- Environmental Impacts
- Control

As previously disclosed through TCFD, we monitor dust and particle levels on all our sites ensuring water, air and soil pollution is minimised. We implement a robust dust minimisation plan across our sites with regular water suppression of site roads, dust fogging systems, and systematic dust suppression.

Water and Marine Resources

Across our sites and central office, Cairn is not currently, nor has ever been, an intensive consumer of water. Additionally, we do not build or operate in regions with high or extremely high baseline water stress. However, as the construction of new homes necessitates the consumption of water, it is important that we consider our indirect impact on water consumption throughout our value chain.

Our Approach and Policies

Water is a natural resource that we are dependent on in our upstream operations for the extraction, processing, and transportation of construction materials, and through the use of water in the homes we build throughout their lifetime in our downstream operations.

The construction of new homes necessitates the consumption of water and it is important we take a leading role in developing innovative methods to help conserve water throughout the construction process.

Our approach to effective water management is reflected in our work from the design phase right through to when our homes are occupied by our customers, ensuring the responsible consumption of water throughout our value chain.

Our Actions

Water Efficiency at Cairn

Design Phase

We engage with external consultants to incorporate water conservation measures into the design of our homes. These measures come as standard and include:

- rainwater swales that capture and divert excess rainwater to adjacent green areas/treelines and hedgerows to enable further growth;
- we incorporate permeable pavement & Sustainable Urban Drainage Systems (SuDS) into the design of our schemes; and
- attenuation tanks that ensure that storm events do not lead to an overburden of storm sewer networks which can lead to localised flooding.

During Construction Phase

We incorporate stringent environmental mitigation measures as needed, to ensure there is no runoff into adjacent watercourses, and carry out regular turbidity monitoring at adjacent streams measuring water clarity. Additionally, we collect and reuse surface water for dust suppression using water bunds on our sites.

None of our homes are within flood zones. Where part of a site is within a potential flood zone, this area is incorporated in the open space design to ensure no risk to property.

All of our developments incorporate Sustainable Urban Drainage systems (SuDS) designed to accommodate once-in-100-year flood events.

Post-Construction Phase

From the design stage we also consider how new homes can use water as efficiently as possible once they are occupied.

All our homes are fitted with water fixtures that aim to minimise the amount of water used by the homeowner and their performance is rated by the Dwelling Energy Assessment Procedure (DEAP), which is used for assessing the energy performance of homes in Ireland. These flow-restricting fittings ensure that not only is water conserved but also that the heating of such water is minimised.

To fully understand our potential impact in our upstream value chain, we will commence engagement with our key supply chain partners in 2025, developing our understanding of water use in our upstream value chain, and where necessary using our position to encourage action.

Biodiversity and Ecosystems

We depend on diverse, healthy ecosystems to survive and we are committed to reducing our impact on these ecosystems as much as possible.

70%
of unit commencements in 2024 on Biodiversity Net Gain sites

34,888
Trees planted in 2024

87,000+
Trees planted to date

Our Approach and Policies

Our biodiversity key mission is to advance efforts towards our ultimate goal to halt and reverse nature loss. As a construction company, we are aware of the potentially devastating impact we could have on nature and our local biodiversity.

We depend on diverse, healthy ecosystems to survive, and we are committed to reducing our impact on these ecosystems as much as possible. We are currently assessing our full nature-related dependencies, impacts, risks, and opportunities to ensure our Biodiversity strategy is evidence based and minimises our impacts as much as possible.

Biodiversity has previously been identified as a material issue for both Cairn and our stakeholders, and we are confident it will remain so. We are committed to reviewing and updating our Biodiversity Policy to reflect our continued growth and understanding of our impacts, and the changing reporting landscape.

Our Actions

Currently all Cairn sites are subject to a pre-commencement comprehensive Ecological Impact Assessment (EIA), which assesses and records;
- the existing flora and fauna of the site;
- the existing habitat created by the present biodiversity; and
- the contribution of the site biodiversity to the local environment.

These EIAs are used to identify the impacts development will have on the site and its immediate environs. The EIA also identifies whether the potential impacts are negative, neutral, or positive.

In response to the outcomes of the EIA, mitigation efforts are identified and incorporated into the design, construction and subsequent management of all developments. This process is designed to mitigate Cairn's impacts on the biodiversity of our landbank and local environment, while also supporting the achievement of our biodiversity targets and objectives.

In addition to EIAs, bat surveys are also undertaken on all sites. We incorporate bat boxes and bird boxes into public open space on our developments and ensure the use of bat-sensitive lighting.

To reduce our direct impact on nature loss, we have targeted Biodiversity Net Gain (BNG) on increasing numbers of sites, in addition to linking the achievement of these BNG targets to Executive remuneration since 2022. This ensures biodiversity remains front and centre in our corporate actions.

We are currently reviewing our Biodiversity Strategy to ensure we are considering all our potential impacts and acknowledging our environmental responsibilities, enabling us to set new, meaningful, and realistic targets.

Through this strategy, we will mitigate the direct impact on local biodiversity of each Cairn development, regardless of type, size, or location. This will be achieved through a development-specific biodiversity programme that replaces or improves the local biodiversity of each new Cairn development, or otherwise contributes to the improvement of Ireland's biodiversity.

CASE STUDY

Protecting Biodiversity

As a developer Cairn can have a profound impact on the lands we develop for new housing and communities. It is incumbent on Cairn as Ireland's leading home builder to ensure that our developments have a minimal impact on the existing biodiversity of our sites and where possible augment and enhance local biodiversity within the new communities we develop.

We recognise the opportunities biodiversity conservation and enhancement brings to creating developments with distinctive identity and sense of place. In embracing these opportunities, we can create high-quality environments for our residents, giving them the opportunity to explore and grow in proximity to nature.

Each Cairn development incorporates a range of biodiversity measures to protect and enhance local biodiversity and raise awareness and knowledge of local flora and fauna amongst our residents. Biodiversity action begins with the planning and design of a development, starting with a thorough appraisal of existing site features and scope for incorporating existing habitats, water courses, woodland, hedgerows and trees into the new neighbourhoods. Well-considered retention of trees and hedgerows within green spaces provides a wonderful opportunity to deliver a neighbourhood with a unique sense of place and character.

Cairn has been recognised as a Pollinator Friendly Business since 2018 in recognition of the multiple measures taken to support pollinators across all our developments. Cairn has a proud record of planting approximately nine trees for each residential unit and we have provided our customers with packets of pollinator-friendly bulbs in customer welcome packs since 2017. We have also collaborated with Birdwatch Ireland on several nesting box projects including erecting nesting boxes for rarer species such as Barn Owls, Woodpeckers and Dippers.

Cairn and Biodiversity

Cairn has been targeting a Biodiversity Net Gain approach to the design and planning of our residential developments since 2022. Biodiversity Net Gain is a well-established approach used in the UK and is covered by legislation and metrics for measurement (Natural England Metric). By applying an established and recognised methodology Cairn can give confidence to customers and investors that best practice is being applied and that all biodiversity measures are implemented. Where Biodiversity Net Gain cannot be achieved, Cairn is committed to ensuring no Biodiversity Net Loss occurs.

What is Biodiversity Net Gain?

Biodiversity Net Gain (BNG) is a way of creating and improving natural habitats. BNG ensures that development has as measurably positive impact (net gain) on biodiversity, compared to what was there before development. BNG operates based on units of terrestrial habitat such as parkland, woodland, open water and green roofs that can be measured and their conditions assessed and translated into a quantity of habitat units.

There are many approaches to measuring Biodiversity Net Gain across the world. The preferred methodology for Cairn is the Natural England Metric. It is amongst the better-established methodologies and one in frequent use by peer house builders in England and Wales, where terrestrial ecology and development models are broadly similar to Ireland.

For a development to be deemed Biodiversity Net Gain, there must be a) a minimum 10% increase in habitat units, and b) certainty of habitat creation remaining in place for 30+ years.

Our Targets and Progress

In 2022 Cairn set ambitious annual BNG targets, which have been achieved and exceeded each year since. Our 2024 target was 50% and we achieved BNG on 70% of our FY24 commencements. Additionally, we have tied achieving our BNG targets to Executive remuneration, ensuring it remains front and centre of our strategic actions. These targets are reviewed and updated in line with our remuneration cycle.

CASE STUDY CONTINUED

Biodiversity Maintenance and Management

Under the Biodiversity Net Gain approach habitats retained and created must be managed appropriately in perpetuity. Thus, new habitats will typically be areas to be managed by an owner's management company or a local authority. However, it is important that the following items be considered in the design of the development and where required the aftercare specifications and owners' manuals are amended to address the same:

General:

- The design team needs to carefully consider the maintenance and access requirements for the safe and effective maintenance of all habitat areas; in particular where access is required for maintenance vehicles and machinery.
- All green roof and soft landscape areas require some watering during an establishment period (years 1 - 3). The design team should carefully consider where access to water can be provided to allow for the safe watering of green roofs and planting.

Green Roofs:

- Green roofs require periodic maintenance and must be accessible for safe maintenance.
- Extensive and biodiverse green roofs require less intensive maintenance and can be maintained utilising handheld equipment, and appropriate access must be provided.
- Prior to appointing contractors to maintain the green roofs, the contractor must provide a detailed method statement for the safe execution of the maintenance works.

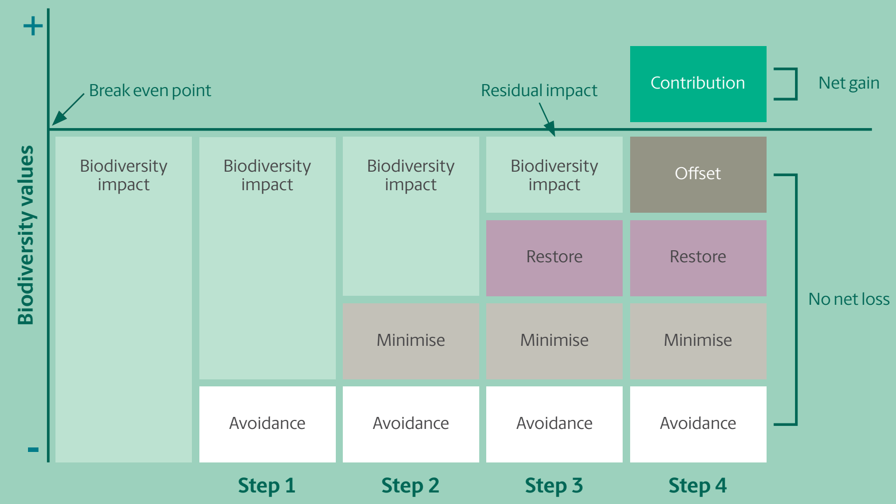
Bird Nesting Season:

- Pruning works to hedges, hedgerows and woodlands should only be undertaken outside of the bird nesting season.

Grassland and Meadows:

- Areas of meadow (wildflower) grassland should be cut during late August or early September, and the arisings removed as hay or to a green waste recycling facility. Where possible the arisings should be left for 1 - 2 weeks to maximise the seed drop from the cuttings.

Mitigation Hierarchy



Biodiversity loss mitigation hierarchy

Extensive Green Roof

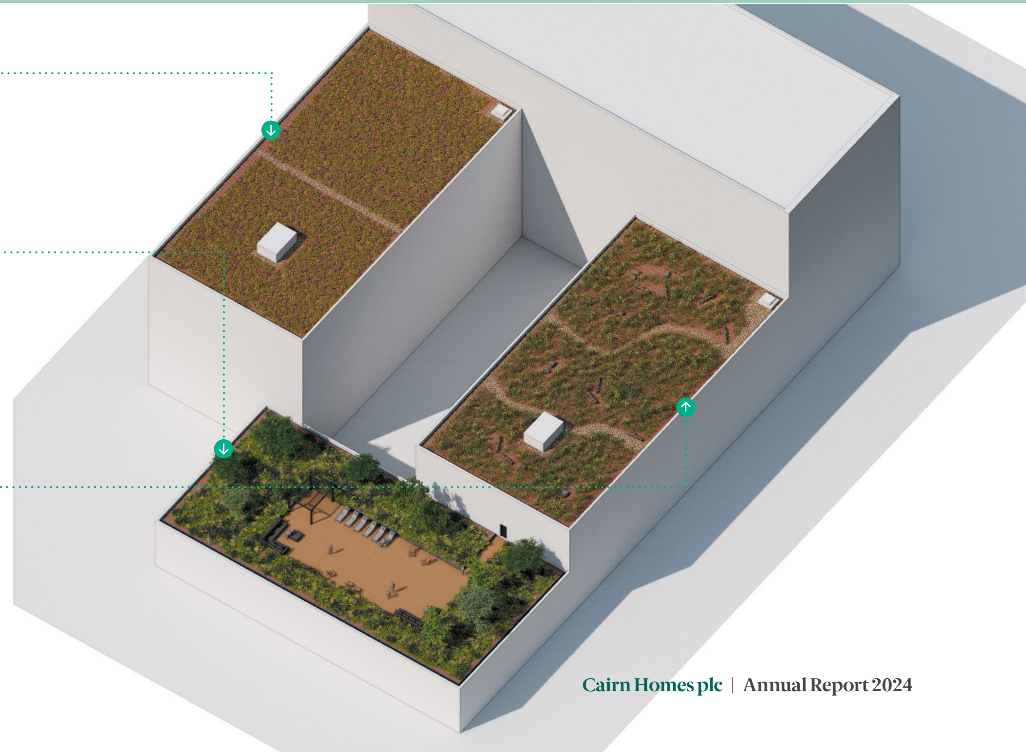
- Sedum mix
- 80mm thick growing medium
- Habitat units 1,000 sqm: 0.22 units approx

Intensive Green Roof

- Multiple layers of vegetation types
- 200-900mm thick growing medium
- Habitat units 1,000 sqm: 0.57 units approx. for 'Good' condition; 70% soft landscape coverage. 50% of roof area under wildflowers

Biodiverse Green Roof

- 40 species of Sedum, native grasses and wildflowers
- 80-150mm thick growing medium, min 50% at 150mm
- Area of open gravel/grit and log piles for insects
- 1,000 sqm: 0.67 units approx



Resource Use and Circular Economy

We have been disclosing our waste consumption for the past number of years under both TCFD and GRI disclosures. During 2024, however, we have focused our efforts on understanding not only the volume and type of waste we produce but also our disposal methods and how they impact the planet.

1,957t
Total waste reduction from 2023

97.2%
of Cairn's waste is recycled or recovered

Our Approach and Policies

Currently the built environment is designed around a linear model in which materials are sourced, used, and then disposed of as waste. This approach has contributed to the construction industry becoming one of the main consumers of natural resources and raw materials and a large producer of waste and carbon emissions. A different approach to this linear model is needed to support our transition to a more sustainable built environment to deliver the homes and infrastructure needed.

Transitioning to more circularity in construction is already supported through recent national policies including Ireland's Climate Action Plan and the National Development Plan and on a wider front through EU plans such as the Waste Framework Directive and the Circular Economy Plan.

Cairn is still in the early stages of our circular economy journey, investigating how best we introduce circularity to our business model, building designs and supply chain. We strongly believe there are wide-ranging benefits in transitioning to more circularity in our industry, including economic gains in material savings, increased resilience both in terms of costs and security of supply, and new job creation, especially in design.

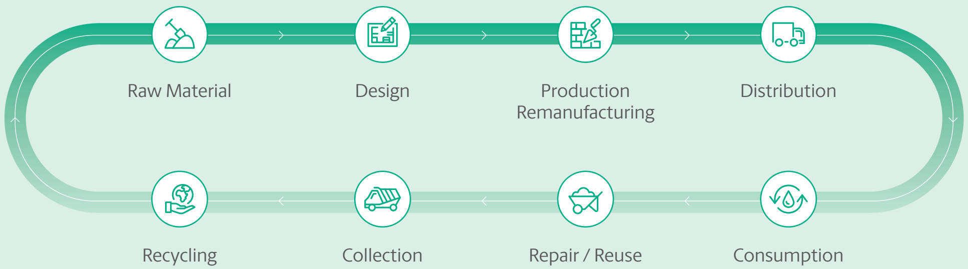
Our Actions

As part of our efforts to understand our waste consumption and production, we have set up a Waste Working Group, who have been tasked with auditing our current waste processes, developing a new waste strategy and policy, and setting waste targets including increasing our recycling rates and reducing waste overall. Our Waste Working Group meets monthly ensuring continuous momentum and focus.

While we have made great strides in our waste processes over the past number of years, we know we must improve by reducing the amount of waste we generate and improving our segregation on site. We are committed to driving change within our business and value chain to achieve these ambitions.

During 2024, Cairn successfully diverted and reused over 66% of the soil and stone waste generated across the company through the Article 27 process. The reuse of this soil and stone material supports Cairn's strategic objective to reduce the carbon footprint of our developments while moving away from a linear economy model.

Circular economy



CASE STUDY

Soil and Stone Recovery

Construction Waste

14 million tonnes[1] of waste are generated in Ireland every year through our homes, work and leisure activities. The drive to reduce waste across the construction industry has led all companies and organisations into multiple different avenues regarding reuse and recycling of material through innovation and use of different engineering processes.

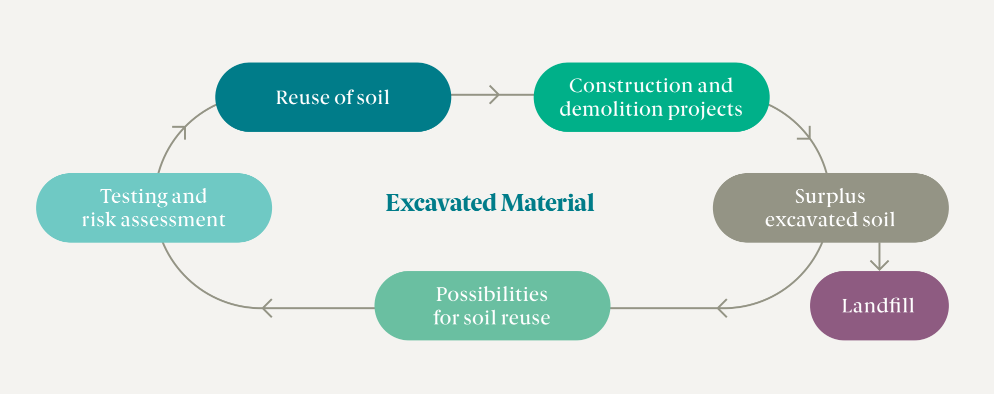
Historically, soil and stone have been the main source of waste generated in the construction industry. 82% of all waste generated in construction was attributed to soil and stone, and the need to implement a more circular approach to soil generation is more pressing than ever. As reported by the Environmental Protection Agency (EPA), 8.3 million tonnes of waste were generated in the construction industry in 2022, which includes 6.8 million tonnes of soil and stone waste. This figure is projected to grow as the construction industry and its output continues to grow.

Ireland's Circular Economy programme (2021-2027) identifies that as a country, Ireland must utilise fewer natural resources and prevent waste production to achieve more sustainable economic growth. Demonstrating leadership in this area, Cairn has continuously developed and improved its construction methods in all aspects, influenced by reducing their potential environmental impacts. As part of this strategy Cairn in collaboration with the EPA and local councils has employed the use of the Article 27 process.

What is Article 27?

The Article 27 process in line with the Waste Action Plan for Circular Economy seeks to reduce the environmental and health impacts of waste and improve resource efficiency. The fundamental goal is to achieve a circular economy that avoids unnecessary waste generation and allows for the use of materials as a resource, wherever possible. This in turn minimises the requirement for the extraction of additional natural resources. By-products can play a key role in achieving this. By-products are residues from a production process which have been demonstrated as meeting the conditions of Regulation 27(1) of the European Union (Waste Directive) Regulations 2011-2020 (the Regulations/ Regulation 27). By-products are not classified as waste.

The concept of a by-product was established by the European Waste Framework Directive (WFD), and this concept has been transposed into Irish law through Regulation 27 of the European Communities (Waste Directive) Regulations 2011.



1 Source; Environmental Protection Agency (EPA)

Only a production residue can be considered a potential by-product. The notification of a potential by-product gives industry an opportunity to demonstrate, with an appropriate level of rigour, that:

- the material can have a further use and will not be defined as waste;
- the material can be used as a secondary resource in place of and fulfilling the same role as a non-waste derived or virgin 'primary' resource; and
- the material can be used without causing overall adverse impacts to the environment or human health.

Initiative Implementation

During 2024, Cairn successfully diverted and reused over 66% of the soil and stone waste generated across the company through the Article 27 process. The reuse of this soil and stone material supports Cairn's strategic objective to reduce the carbon footprint of our developments while moving away from a linear economy model.

Reducing the import of virgin quarried material and export of excavated site material by reusing the material in this way, significantly reduces the number of vehicle movements in and out of our sites, thus reducing the associated transport and export emissions.

Cairn has also begun engaging with our supply chain partners to utilise the soil generated through construction as a natural resource to replace virgin stone which is currently quarried, creating an alternative structural fill composed of Class 9B cement material. The implementation of this type of structural fill will significantly reduce the need for Clause 804[1] or Clause 808[2] from the construction process. These quarried virgin materials are becoming a finite resource due to the level of quarrying being undertaken and an alternative solution must be realised.

This alternative structural fill material promotes the reuse of site-won soil, which if not utilised in this way would have to be disposed of as waste off site. This initiative contributes to the fulfilment of the Circular Economy goals as outlined in the Waste Action Plan for Circular Economy 2020 and the Climate Action Plan 2019, published by the Department of the Environment, Climate and Communications.

The implementation of this initiative across the construction industry would significantly reduce both the amount of waste produced to landfill, and the requirement for virgin quarried materials. Furthermore, this would result in savings on cost, energy consumption, and carbon emissions, enabling the establishment of a circular economy within the industry.

DURING 2024

66%

of soil and stone waste generated across the business was successfully re-used

INITIATIVE IMPACTS

- Reduced biodiversity loss due to reduced reliance on quarried material
- c. 2,500 tCO_2 saved
- 66% excavated material diverted from landfill

1 Clause 804: Crushed stone used for binding and levelling on top of Clause 808 stone.
2 Clause 808: Structural stone used in infrastructure and road construction.

Social

At Cairn, it's not about what we build, it's about why we build.

In this section:

Cairn is a home and community builder, leading the market in creating sustainable foundations upon which Ireland can thrive.

Foreword

Our social impacts are centred on the people we employ both directly and indirectly, the customers we build homes and create places for, and the communities we impact through our construction activities across our value chain.

Housing is currently the most pressing need across all areas of Irish society. We are committed to delivering high-quality, energy-efficient homes, to help address this need. This is supported by our skilled and engaged workforce and supply chain, thus ensuring the communities we develop thrive, and benefit from the significant contribution we make to the vital infrastructure that is required. These infrastructure projects, include bridges, roads, cycle routes, schools, crèches, parks and access to public transport, improve the quality of life of the wider community around our developments.

We aim to create a workplace where people love to work and reach their full potential. Attracting and retaining our employees is a key priority for Cairn. Their health & safety is our number one priority and remains at the forefront of the business strategy. We firmly believe that a diverse and inclusive team leads to greater success, and we are committed to ensuring an inclusive environment for all.

We encourage all employees to help us drive change and contribute in a way that fosters a sense of purpose for the employee and also supports Cairn's sustainability agenda for all stakeholders. Everyone working for or with Cairn is expected to support Cairn's sustainability objectives actively and positively in what they say and do.

Building our early careers pipeline has become an increasingly important objective for Cairn. Ensuring future pipelines of workers and addressing the significant skill shortage is a key focus area for Cairn, demonstrating our leadership and commitment to the future of the construction industry.

Cairn recognises that communities thrive not just within the walls of homes but in the spaces between them. Our placemaking framework places a strong emphasis on providing amenities that encourage community bonding and interaction, while also attracting the wider local community. This commitment to placemaking ensures we create vibrant and cohesive communities that will stand the test of time.

UN 17 SDG STRATEGIC PILLARS

Own Workforce

At the core of Cairn is our exceptional team, who are highly skilled and committed to ensuring our future success. In 2024 we continued to grow our business with the addition of 168 new employees. In recognition of this rapid growth and as part of our strategy, Cairn is committed to continuing to invest in our employee value proposition – to connect, develop and inspire our workforce.

9%
reduction in Lost Time Incidents

27%
reduction in AFR

Grade A
Safe-T Certificate

ISO 45001
Occupational Health & Safety Management

Health & Safety

Our Approach and Policies

Central to Cairn's philosophy is the integration of Health & Safety (H&S) into every aspect of our developments, from planning and logistics to execution and oversight.

Despite significant year-on-year productivity level increases, Health & Safety remains at the forefront of the business strategy and continues to be our number one priority. This is demonstrated by a 27% reduction in our Accident Frequency Rate (AFR) and 9% reduction in our Lost Time Incident (LTI' Rate in 2024, while our output increased by nearly 30% for the same period.

As Cairn continues to scale, we recognise the increased requirement for maintaining our industry-leading Environmental, Health and Safety Agenda. To ensure this agenda continues to align fully with our strategic priorities, we appointed an Environmental Health & Safety Director in 2024.

Our approach to Health & Safety is holistic, involving regular site audits, comprehensive training programmes, and rigorous standards. This approach is managed through our H&S Management system which is accredited to Safe-T Certificate[1] Grade A, ISO 9001, ISO 14001, and ISO 45001. Our H&S Management System is also audited externally each year, ensuring continuous review and awareness.

1 Safe-T-Cert certification http://www.safe-t-cert.ie is based on the International Labour Office (ILO) 'Guidelines on Occupational Safety and Health Management Systems'. Safe-T-Cert is recognised by the Government Construction Contracts Committee (GCCC) in Ireland as meeting the requirements for public procurement and is accredited by Safety Schemes in Procurement (SSIP) Forum in the UK.

Our Actions

Our commitment to Health & Safety is demonstrated by our key principles:

- planning and logistics are key, engineering out risks. We ensure that site infrastructure, access, walkways, exclusion zones, storage areas and site facilities are in place in advance of each project phase;
- regular interrogation and challenging of project programmes to ensure timelines are realistic – Safety always comes before productivity.
- empowering the site team to 'Stop and Reset' all project timelines and programmes to ensure the planned work and planned logistics can be achieved;
- establishing our safety baseline – ensuring everyone working with us is aware of our expectations around risk control, planning and logistics;
- providing a H&S resource, supported by a senior H&S manager on all projects.
- ensuring we have appropriate levels of oversight from our site safety team, to our Leadership Safety Committee, to our Board;
- investment in our H&S function. In 2024 we appointed an Environmental, Health & Safety Director, who will continue to grow and upskill both our H&S team and our supply chain; and
- setting our standards and expectations of our supply chain, so their Health & Safety culture aligns with that of Cairn.

Wellbeing at Cairn

Our Approach and Policies

At Cairn, we are deeply committed to nurturing the wellbeing of our employees. We provide various supports that empower them to cultivate a healthy lifestyle and offer benefits that prioritise their personal wellbeing needs. Our dedication to delivering an industry-leading health and wellness programme for all employees remains unwavering.

Our Workplace Wellbeing Policy sets out how Cairn promotes the wellbeing of our employees by creating a safe and positive environment. We are committed to to creating a more open and inclusive workplace culture, through implementing initiatives and policies that are underpinned by workplace practices and support services.

As part of our commitment to the continuous development of our Mental Health Strategy we continue to partner with The Lighthouse Charity, a charity dedicated to helping construction industry workers and their families. For the past 18 months, one of our Senior Health & Safety Officers has been embedded in the Lighthouse Committee, actively promoting their work across our sites.

We have extended our Mental Health Awareness sessions to our Black Hats[1], identifying that they are in the unique position to spot the signs and symptoms of those who may be struggling with their mental health before our Mental Health First Aiders (MHFAs) and the importance of early intervention.

1 "Black Hats" at Cairn refer to supervisors on site within our subcontractors who are responsible for, and oversee, our health and safety practices. These supervisors are supplied with black hard hats so that their presence on site is visible, leading to greater compliance with expected safety standards.

Our Actions

We support our employees' health and wellbeing through our holistic wellness programme, which reflects the wellness pillars of Equality, Diversity & Inclusion, and Mental, Emotional, and Physical Health.

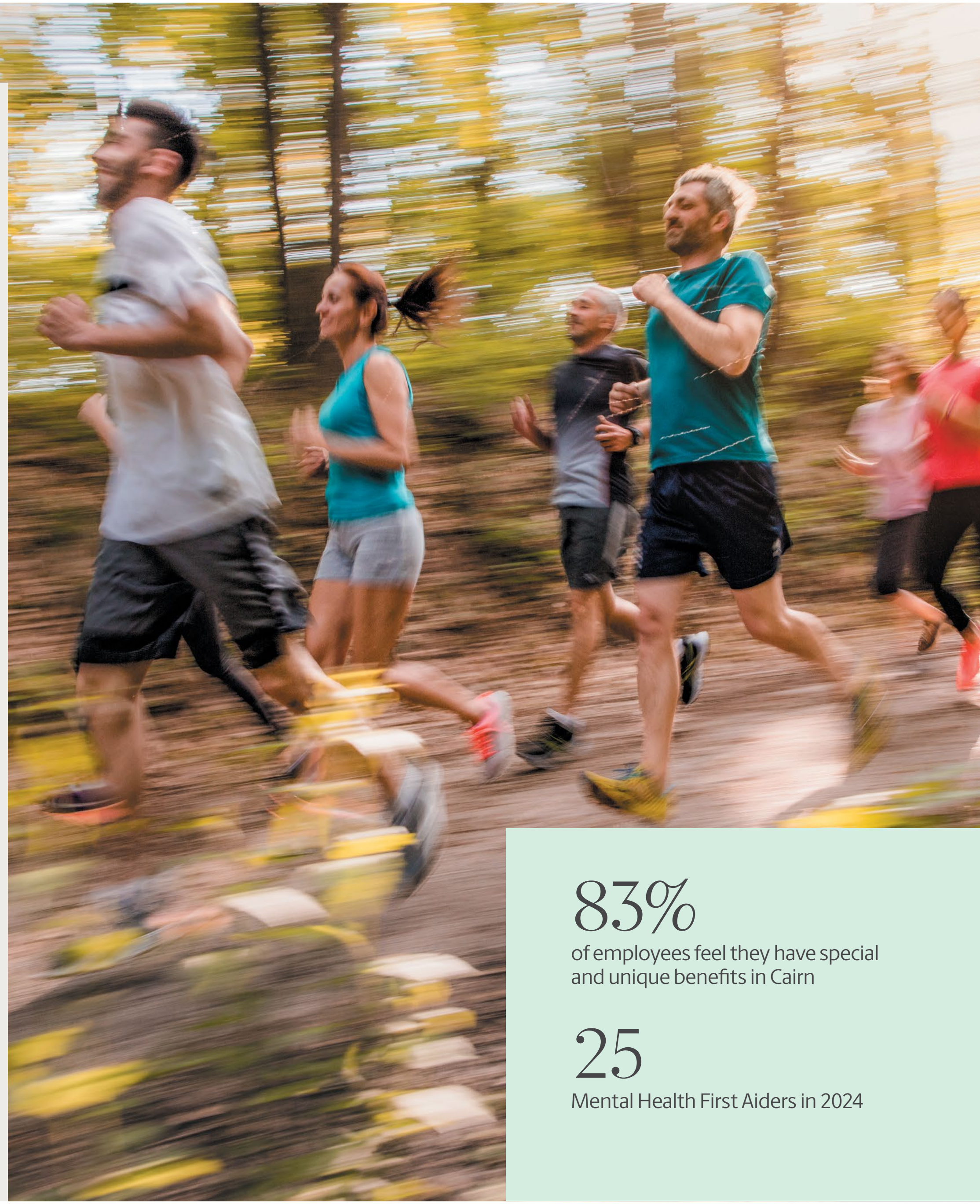
Wellness Resources
Ongoing programmes and events held with Irish Life and the Wellness Crew such as 'Building Resilience' and 'Managing Stress at Work'.

Healthcare and Life Insurance
In 2024 we enhanced our health insurance offering, now offering alternative plan choices. Our death in service benefit scheme, provides four times the employee's base salary.

Employee Assistance Programme (EAP)
Our EAP provides a wide range of benefits and services available 24 hours a day, 365 days a year to our employee's and their family members.

Health & Wellbeing Allowance
Cairn provides €200 every October to all staff for wellness-related expenses. This allowance is designed to support employees' wellbeing, helping them to invest in activities and resources that promote their physical, mental, and emotional health.

Cairn Running Club
Launched in 2024, the club provides a supportive and motivating environment for individuals of all fitness levels to get active.



83%
of employees feel they have special and unique benefits in Cairn

25
Mental Health First Aiders in 2024

Equality, Diversity & Inclusion

Our Approach and Policies

We bring together individuals who share common values yet come from diverse backgrounds and possess a wide range of expertise. Inclusivity is ingrained in our company culture and is promoted from the highest levels.

Our approach to Equality, Diversity and Inclusion (EDI) is underpinned by our EDI policy which sets out our intentions and ambition for our diverse workforce. We are committed to providing an inclusive working environment which respects diversity of characteristics, provides equality of opportunities, promotes an integrated way of working and avoids all forms of discrimination.

Our EDI policy is supported by additional policies such as our Maternity, Paternity and Adoptive Leave Policies, Carers Leave Policy, Parental Leave Policy, and our Dignity at Work Policy. In 2024 we also introduced two new policies, Domestic Violence Leave Policy and Medical Care Leave Policy, ensuring vulnerable employees are protected.

Our Equality, Diversity, and Inclusion aims are simple. We want to:
- ensure everyone feels a sense of belonging at work;
- ensure equal treatment and representation across our business;
- attract diverse talent to the business, creating a welcoming and supportive workplace for all; and
- look beyond our immediate environment, lead our industry, and inspire others.

Our Actions

We have formalised our EDI Strategy and our top priority for our EDI agenda is to keep inclusivity at the heart of our culture, championed by our senior leaders. While we have had significant success in growing a more diverse workforce with a 56% increase in the number of non-Irish employees during 2024, we recognise that we do have a significant under-representation of females in senior and higher paying roles, a challenge which is common in our industry, and which has impacted adversely on our Gender Pay Gap in 2024 (see page 126).

With our inclusive culture at the forefront, we began to build our Employee Resource Group (ERG) Programme in 2023 beginning with our 'Families in Cairn' Network which was a great success. In 2024 we continued to build this programme and launched our 'Women in Cairn Network' focusing heavily on facilitating exposure and development opportunities for our female employees. Please see page 17 for more detail on our Women in Cairn Network.

We also continued to invest in our female talent through our female-focused Learning and Development programme which sponsored a number of female employees to complete a Professional Diploma in Women in Leadership through University College Dublin (UCD).

These targeted supports have resulted in meaningful progression for many of our female employees, with 29% of promotions in 2024 being awarded to females. This is in comparison to 25% of our workforce overall being female.

Building our early careers pipeline has become an increasingly important objective for Cairn. It is imperative that we attract and retain the best people to help fulfil our vision of building an Ireland where everyone can thrive. To achieve this, we are unwavering in our commitment to the future of our industry, and in 2024 hosted 13 female students across our Transition Year programme.

90%
of our employees feel Cairn is an inclusive place to work

93%
of our employees feel people are treated fairly in Cairn regardless of their race

29%
of promotions in 2024 awarded to female employees

Learning & Development

Our Approach and Policies

At Cairn, our Learning & Development (L&D) Strategy supports the continued learning, development and education of our people, empowering them to take ownership of their career progression. This strategy incorporates all role types in Cairn, beginning with New Starter Orientations, right through to People Management Development, and is supported by our Learning & Development Policy.

We believe that supporting our employees to develop existing and new skills, knowledge, and behaviour, improves their performance, enhances their career prospects, increases employee satisfaction and engagements, and ultimately increases the organisation's capacity to grow.

At Cairn we have adopted the 70:20:10 learning model, which deems 70% of our learning and development comes through experience, 20% comes from working with others, and 10% comes from formal training.

15,000+
hours of CPD completed

96%
orientation learning experience rating

14%
of new hires in 2024 were graduates

Our Actions

We redesigned our orientation experience for new hires in 2024, ensuring we are providing all new starters with a more engaging, hybrid learning experience. Our orientation is now delivered in two parts: 1) Pre-read document, which provides a holistic overview of Cairn's functions and helps build a deeper understanding of how we operate structurally as an organisation; 2) In-person workshop, including an introduction from a Leadership Team member, followed by an overview of Cairn's brand, culture and values.

We also focused on expanding our Graduate Programme during 2024 to facilitate our largest intake of graduates to date, with 24 graduates being hired in 2024. We have implemented several key changes to our Graduate Programme based on learnings from previous years. We have:

- new formal and informal touchpoints in the business through buddies, managers, and senior sponsors;
- provided managers and graduates with role specific milestone checklists to encourage consistent on-the-job learning; and
- provided certified technical training through our Construction Training Calendar and the option of further education funding for those pursuing learning externally.

Our new Construction Training Calendar has been fully implemented and rolled out across the business during 2024. This calendar sets out the role-specific training focus areas and rhythm targeted at our high-volume site delivery roles.

To develop this, we partnered with functional leads and senior managers to determine the specific skill or knowledge need and then collaborated with external providers for any specialised technical training or with internal champions to capture learning related to our Cairn ways of working and shared internal knowledge.

Workers in the Value Chain

At Cairn we are deeply committed to our supply chain partnerships which have been built through strong communication and trust, with the average tenure of our top 20 supply chain partnerships being six years, and through which, Cairn supports over 5,500 jobs.

Our commitment to building sustainable communities where people can thrive, includes conducting our business in a sustainable, responsible, and ethical manner – values we expect our supply chain partners to demonstrate while conducting their business. Our Supplier Code of Conduct summarises the minimum standards we require from our supply chain partnerships, covering a broad range of issues including Health & Safety, human rights and labour practices, environmental requirements and confidential reporting.

2 million
hours worked on Cairn sites to date

5,500
jobs supported by Cairn

2,100+
workers on Cairn sites on any given day

Health & Safety

Our Approach and Policies

The Health & Safety initiatives implemented on site and discussed under 'Own Workforce' and their associated policies are also applicable to all value chain workers on Cairn sites. There are typically 2,100+ workers who are not part of our day-to-day supervision but who are working on our sites on any given day. Cairn does not underestimate the responsibility of providing a safe working environment and ensuring every individual finishes their day's work safely.

Our Supplier Code of Conduct sets out our standards and expectations of our supply chain, so that their Health & Safety culture aligns with that of Cairn. Our requirement for our supply chain partners to provide a healthy and safe working environment for their workers is unequivocal.

Our Actions

Cairn regularly engages with all subcontractors to discuss safety, health and welfare at work, and to share relevant data and findings from both scheduled data capture and audits which help those firms improve and refine the ways in which they manage safety across their operations.

In conjunction with the Construction Industry Federation (CIF) we implemented the 'Critical Risk' review and management across all Cairn sites for the second year running. We reinforced the safety messaging around the key hazards of the construction industry (Working at Height, People and Plant Interface and Mental Health) along with reinforcing the safety management system that is in place.

Through our partnership with The Lighthouse Charity, (see page 79 for more information), twenty of our supply chain companies have now partnered with the charity, recognising their vital supports and Cairn's leadership in this space.

As we improve our reporting capabilities, we will work closely with our supply chain to ensure the workers in our value chain are protected and have access to a safe working environment.

CASE STUDY

Creating a Safe Environment

Operating and maintaining safe environments for our employees, subcontractors, suppliers, customers and the communities in which we live and work has always been our number one priority at Cairn.

Typically, there are 2,100+ workers who are not under our day-to-day supervision, but who are working on Cairn sites. During 2024, there were 5,500 people employed on Cairn sites through our supply chain. We take the responsibility for the safety of these workers extremely seriously; it is our number one priority that every worker on a Cairn site returns home safely. In 2024 we appointed an Environmental, Health & Safety (EHS) Director to ensure our EHS agenda remains industry leading and aligns fully with our strategic priorities.

Managing Safety with our Supply Chain Partners

In the context of a year where output increased by over 30%, we commenced ten new large-scale sites and began eleven new phases of existing sites, our Accident Frequency Rate decreased by 27% and our Lost Time Incident Rate reduced by 9%. To ensure Health & Safety remained a focus throughout the year, we implemented multiple site stand downs to ensure best practice and encourage contractors to make fundamental changes to manage and improve safety across their businesses. We are working in partnership with the supply chain to continue to implement our collective ownership principles across our sites.

Critical Risk Review and Management

In conjunction with the Construction Industry Federation (CIF) we implemented the 'Critical Risk' review and management across all Cairn sites for the second year. The management of 'Critical Risk' across each function was drilled down into for each contractor. Cairn reinforced the safety messaging around the key hazards of the construction industry including Working at Height, People and Place Interface, and Mental Health, along with reinforcing the safety management system that is in place to create a safe working environment for everyone on a Cairn site.

The Lighthouse Charity Partnership

Our continued partnership with The Lighthouse Charity highlights the importance we place on integrating our mental health strategy throughout our business, for both Cairn employees and workers in our value chain. We facilitated multiple Lighthouse roadshows across our sites featuring prominent guest speakers who raised awareness of various mental health issues.

AFR REDUCED BY

27%

INCREASED OUTPUT

c.30%

Responsible Sourcing

Our Approach and Policies

We cannot deliver high-quality, sustainable homes at scale, without strong, long-term relationships with our subcontractors and suppliers, built on collaboration, trust and transparency.

In 2022, we began a Responsible Sourcing programme which is designed to ensure our supply chain partnerships support the delivery of our sustainability objectives. In alignment with our sustainability priorities, the key areas of focus in our Responsible Sourcing programme include emissions reductions, energy and resource efficiency, sustainable materials, biodiversity, health & safety, human and labour rights, and design and innovation.

This workstream is ongoing and is underpinned by our Supplier Code of Conduct which requires that products, materials and services should be sourced in a way that supports environmental stewardship and respects human rights and social responsibility.

Our Actions

Cairn is a Founding Partner of the Supply Chain Sustainability School (SCSS) Ireland, a free virtual learning platform for our supply chain partners, which supports them with the upskilling they need to deliver a sustainable built environment.

Cairn holds multiple off-site engagement and strategy days with our subcontractors each year. We use these opportunities to review the performance of both Cairn and our subcontractors, enabling clarity around performance expectations and identifying areas for change and improvement.

Over 100 subcontractor relationship management meetings take place each year to allow for personal review of the subcontractor performance across the Commercial function from Health & Safety to Procurement.

CASE STUDY

Cairn Apprenticeship Programme

Following the 'Analysis of Skills for Residential Construction & Retrofitting' report released in 2023, which found there would a significant apprentice shortfall by 2025 in the construction industry, Cairn developed a strategic framework in partnership with our existing supply chain members to tackle the barriers contributing to the skills shortage. As part of this framework, the Cairn Apprenticeship Programme was launched in 2024.

The Government has identified increasing the number of construction apprentices across the residential sector as a crucial component of its Housing for All strategy. As an industry leader, Cairn is committed to collaborating with the Government to address the challenges in housing supply.

Our €10 million investment over five years in our Cairn Apprenticeship Programme is designed to attract and retain apprentices, thereby supporting our supply chain and the broader industry.

For more information on the Cairn Apprenticeship Programme, please refer to our Sustainability Report.

Modern Slavery, Human Rights & Labour Practices

Our Approach and Policies

Our Supplier Code of Conduct sets out the minimum standards that our supply chain partners are required to meet in order to become a trusted partner with Cairn.

We require our supply chain partners to uphold human rights and fair labour practices within all business activities and condemn all forms of exploitation. This includes but is not limited to the following:

- comply with all applicable labour and human rights laws, including the Sectoral Employment Order (Construction) and laws regarding legal working age;
- prohibition of modern slavery, including: child labour, forced and compulsory labour, servitude, slavery, and trafficking; and,
- respecting Freedom of Association, Diversity, and Inclusion: respect freedom of association and provide an inclusive working environment which respects diversity of characteristics including but not limited to sexual orientation, age, gender, race, ethnicity, disability, civil status, personality, thinking style and religious beliefs.

Our Actions

Our Anti-Slavery Policy clearly sets out Cairn's stance on modern slavery and the actions we take to identify all potential risks of modern slavery related to our business. We continue to put in place steps aimed at ensuring there is no slavery or human trafficking within our contractors or supply chain.

We shall continue to identify and implement practices designed to eliminate the risk of modern slavery in any way being engaged in Cairn's activities, whether through its contractors or supply chain.

As we deepen our understanding of our value chain, its associated workers, and the impacts we may have on them, we will re-evaluate our current policies and initiatives, using our leadership position to positively impact where possible.

Affected Communities

We believe the local communities living beside or around our developments are just as important as the communities we are building.

We aim to leave a positive legacy in the areas we build, ensuring we consider and understand the needs and requirements of the existing community such as infrastructure and amenities.

88%
of employees surveyed feel good about the ways we contribute to the community

600ha
of public realm, parks pitches and green space created to date

€30,000
Seven Mills Community Fund

Our Approach and Policies

Cairn recognises that communities thrive not just within the walls of homes but in the spaces between them. Our placemaking framework places a strong emphasis on providing amenities that encourage community bonding and interaction, while also attracting the wider local community. This commitment has led to significant placemaking projects such as greenways, and parks with state-of-the-art sporting facilities for the enjoyment of the whole community.

We believe that the local communities living beside or around our developments are just as important as the communities we are building. We facilitate regular meetings with the existing communities around our developments under construction, keeping them informed of our plans, project timelines, works that may impact the local area and how these will be managed to reduce disruption.

Our Supplier Code of Conduct and Sustainable Procurement Policy support our approach to affected communities in our supply chain, ensuring Cairn's Responsible Sourcing policies and procedures are adopted by our supply chain partners.

Our Actions

We continue to support our local communities through providing infrastructure and recreational spaces, and initiatives such as our national and community funding commitments and our educational interactions with local schools.

The Cairn Community Games is a testament to our commitment of creating communities where people can thrive, while promoting active, healthy lifestyles.

Our investment in this partnership reflects our core values of equality, inclusion, and local impact. Through this investment we aim to increase participation in the games by 10% with our first year of partnership already seeing a 2.2% increase in overall participation. Please see page 23 for more information on Cairn Community Games.

All employees are encouraged to use their volunteer days in conjunction with our community initiatives to increase our direct positive impact.

CASE STUDY

Sustainable Communities

Our commitment to creating sustainable communities is at the heart of everything we do.

We believe that building homes is not just about buildings, but about fostering environments where people can thrive and feel a sense of belonging. This is achieved through thoughtful planning, considered public realm and shared spaces and amenities and a holistic approach to placemaking.

Our vision is to create new communities of connection and belonging, building towards an Ireland where everyone can prosper. This is embodied in our most recently launched initiative, the Seven Mills Community Fund. We have committed up to €30,000 to support organisations which are local to our Seven Mills development in Dublin 22.

This fund is designed to support pre-existing clubs, community groups, and societies that are already making a difference in their communities. By offering seven rewards to support seven inspiring local projects, we aim to make a positive impact in the existing community in which we are building.

Consumers and End Users

Our commitment to understanding our customers begins at land acquisition and remains at the core of our entire business model. Our dedication to customer insights and feedback, at all stages, allows us to be partner of choice and deliver new homes that exceed the expectations of our customers.

OVER
25,000
people now living in a Cairn home

3,600
residents reached through Home Together programme in 2024

96%
Customer experience rating

Our Approach and Policies

Our customer strategy is to build on our current partnerships and explore new opportunities with our customer base. Over 80% of Cairn's starter homes are available to our customers at prices which are below state-support pricing caps, allowing more of our prospective customers to qualify for impactful initiatives such as the Help To Buy (HTB) and First Home Equity Scheme.

The quality of our homes is pivotal to the long-term success of our business. We build high-quality A-rated new homes which comply with all relevant regulatory requirements and consistently exceed our customer expectations.

The next step in our journey is to demonstrate the positive impact building better can have. By adopting the Passive House standard for flagship developments we are showing how we can make a difference at a national scale.

We are determined to leave a legacy that ensures our developments evolve and grow over time, catalysing community cohesion and a sense of belonging for all our residents.

Our Actions

During 2024, Customer and Aftercare became a functional objective pillar for our Constructions and Operations Team, ensuring our customers are at the heart of our unique end-to-end operating platform. The team implemented a number of processes, procedures, and initiatives allowing for a more targeted approach to our customer journey. Our Aftercare and Customer Team ensures that our customers remain supported upon moving into their new Cairn home, which has resulted in our Aftercare cases being at an all-time low, thus strengthening customer trust and relationships.

In 2024 we created a dedicated Advice Hub, a six-part podcast series in partnership with MyHome – How to Buy a Home: The Ultimate Guide to Home Ownership. Our aim in creating this Advice Hub is to raise awareness of government support schemes and the different routes to home ownership for our customers.

As a leader in sustainable construction, we are the first homebuilder to deliver new homes to Passive House standard at scale in Ireland, having commenced more than 1,750 units during 2024. We see this evolution as an investment in our customers and the residents who will live in the homes we build, enabling them to experience a better quality of life with increased comfort and reduced utility bills.

Our Home Together programme, run in collaboration with Neighbourhood Network, is an ongoing and expanding programme that focuses on developing communities that are sustainable in the long term. This approach ensures that our developments evolve and grow over time, giving residents the power to drive actions and initiatives that fulfil their needs.

Home Together

By the close of 2024, the Home Together team successfully implemented neighbourliness programmes across 10 Cairn Home Together estates, fostering community connections among residents in over 2,300 homes since its inception. More than 1,000 adults and children met each other during 2024 at gatherings in Graydon, Whitethorn, Archers Wood, Donnybrook Gardens, Parkleigh, Harpur Lane and Sorrel Wood estates.

TOTAL OF
1,500
households

REACHING OVER
3,600
residents

44%
of all residents are now directly connected and actively engaged with Home Together

OVER
600
households continue to directly engage with Home Together through WhatsApps, emails and events

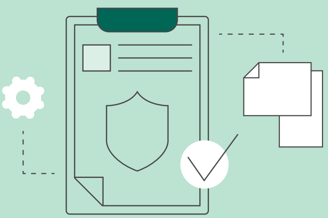
> "The best aspects of my neighbourhood after participating in Home Together are the sense of community and collaboration it fostered. It gave neighbours an opportunity to connect on a deeper level, work together on common goals, and create a welcoming environment. Events like group activities, shared meals, and discussions brought everyone closer, making the neighbourhood feel like a supportive and inclusive space. The initiative highlighted the importance of teamwork, mutual respect, and the joy of building a stronger, more connected community."

GRAYDON RESIDENT

Sustainability Governance

Our continued emphasis on the highest standards of corporate governance has provided the platform for the business to focus on building sustainable communities, where people can thrive.

In this section:



Embedding ethical practices in all we do supports the long-term sustainability of our business.

Foreword

Our commitment to strong governance underpins our strategic decision making, and our ability to create value for our stakeholders.

It drives ethical behaviours, informs sound decision making, enables the effective running of our business and ultimately builds trust internally and externally across our stakeholders. As a publicly listed company subject to national, UK, and European regulation, we manage our business with integrity and transparency, ensuring we minimise operational risk. The strength of our leadership and the breadth of skills and experience on our Board enables us to make sound and balanced decisions for the long-term benefit of our shareholders and stakeholders.

As an increasingly mature and sustainable business, we are proud of our ability to continue to deliver homes at scale, supported by a strong macroeconomic backdrop in Ireland. The Board is collectively responsible for promoting the long-term sustainable success of the Group, generating value for shareholders as a whole and contributing to wider society by fulfilling its purpose. In exercising this responsibility, the Board considers all relevant stakeholders including customers, employees, suppliers, shareholders, regulators and government and the effect of the activities of the Group on the environment.

In 2024 the Board established a new role to facilitate more oversight and support for Cairn's sustainability agenda. The Director Responsible for Sustainability and Environmental Impact oversees operational workstreams, engages and interacts with various personnel across key functions who are responsible for sustainability matters, and reports their findings, recommendations and any other pertinent information to the Board.

Additionally in 2024, Cairn created a Sustainability Steering Group (SSG) which is supported by Cairn's Senior Review Team (SRT) and Sustainability Reporting Team. The SSG is a decision making body with responsibility for driving and determining Cairn's sustainability strategy and roadmap, reporting its progress to the Board.

The SRT are responsible for integrating sustainability considerations into day-to-day operations and decision making, including through the gateway process. To ensure sustainability considerations are fully embedded in the business, the SSG and SRT have responsibility for engaging managers, employees, and workers, and clearly communicating the role of each team and individual in achieving Cairn's sustainability goals.

Cairn's Sustainability Reporting Team are responsible for ensuring the accurate and transparent reporting of Cairn's progress against, and impacts on, sustainability matters. This includes our continued focus on improving how we collect and report our non-financial information, in particular, information relating to our environmental and social impacts.

Operationally there are numerous working groups with input into each function of the business which support Cairn's Sustainability Strategy, including our Waste Working Group, Carbon Working Group, Engagement Working Group and Employee Resource Groups.

FURTHER DETAILS RELATING TO GOVERNANCE AT CAIRN ARE PRESENTED
in our Corporate Governance report (p110).

GOVERNANCE STRUCTURE

Our Board
Oversight and Ultimate Responsibility

Audit & Risk Committee
Oversight of the Group's risk profile and health and safety strategy

Remuneration Committee
Oversight of the remuneration elements of our employee value proposition

Nomination Committee
Oversight of the diversity and inclusion strategy and employee engagement initiatives

Sustainability Steering Group (SSG)

Senior Review Team (SRT)

Sustainability Reporting Team

Sustainability Working Groups

FOR DETAILED INFORMATION ON OUR SUSTAINABILITY GOVERNANCE STRUCTURE
please see our TCFD disclosure (p58)

Business Conduct

Our continued emphasis on the highest standards of corporate governance has provided the platform for the business to focus on building sustainable communities where people can thrive. This includes conducting our business in a sustainable, responsible, and ethical manner, and we expect our Suppliers, Subcontractors and Service Providers (Our 'Supply Chain) to conduct their business in the same way.

€2Billion+
Procured since 2015

64
Current Peak Net Promoter Score

Our Approach & Policies

At the heart of good governance is corporate culture and business conduct. Our purpose, values, and culture define us and ensure we can build sustainable communities where people can thrive. To create the best outcomes for our customers and stakeholders, we endeavour to ensure our colleagues feel valued, respected, and recognised, allowing them to feel empowered in their role and thus have a positive impact on our stakeholders.

Our Company Code of Conduct provides a framework which ensures we consistently strive to maintain a healthy corporate culture, providing guidance to all employees on the behaviours and standards that everyone, without exception, must understand and meet. This Code applies to all staff and addresses topics such as conflicts of interest, bribery, gifts and entertainment, and our commitment to sustainability.

Our Confidential Reporting Policy details how concerns or issues in relation to misconduct, financial malpractice or fraud, and breaches in regulation may be reported confidentially. This Policy applies to all our business activities and encourages employees, suppliers, and contractors to report genuine issues and concerns through our confidential reporting platform as soon as they arise so they can be investigated thoroughly.

To ensure risks associated with bribery and corruption are avoided, our Anti-Bribery and Corruption Policy describes in detail the key rules which must always be followed in respect of the giving and receiving of gifts. There are value limits placed on all gifts and hospitality and these may only be exceeded with the prior authorisation of the Company Secretary and Chief Financial Officer. To support this, each business function is required to maintain a Gift and Hospitality register which is overseen by the Company Secretary.

Our Actions

All our policies form part of our employee induction training and are readily accessible online through our information management system. Employees must also confirm they have read, understood and agree to adhere to the Group's policies.

Policies relating to business conduct are also publicly available on our website for our Supply Chain Partners to access. Our Supplier Code of Conduct applies to all our Suppliers, Subcontractors and Service Providers, and is provided during the tender process in addition to being publicly available on our website.

Management of Suppliers

Whilst we require our Supply Chain to conduct their business appropriately, we recognise we are reliant on them to operate.

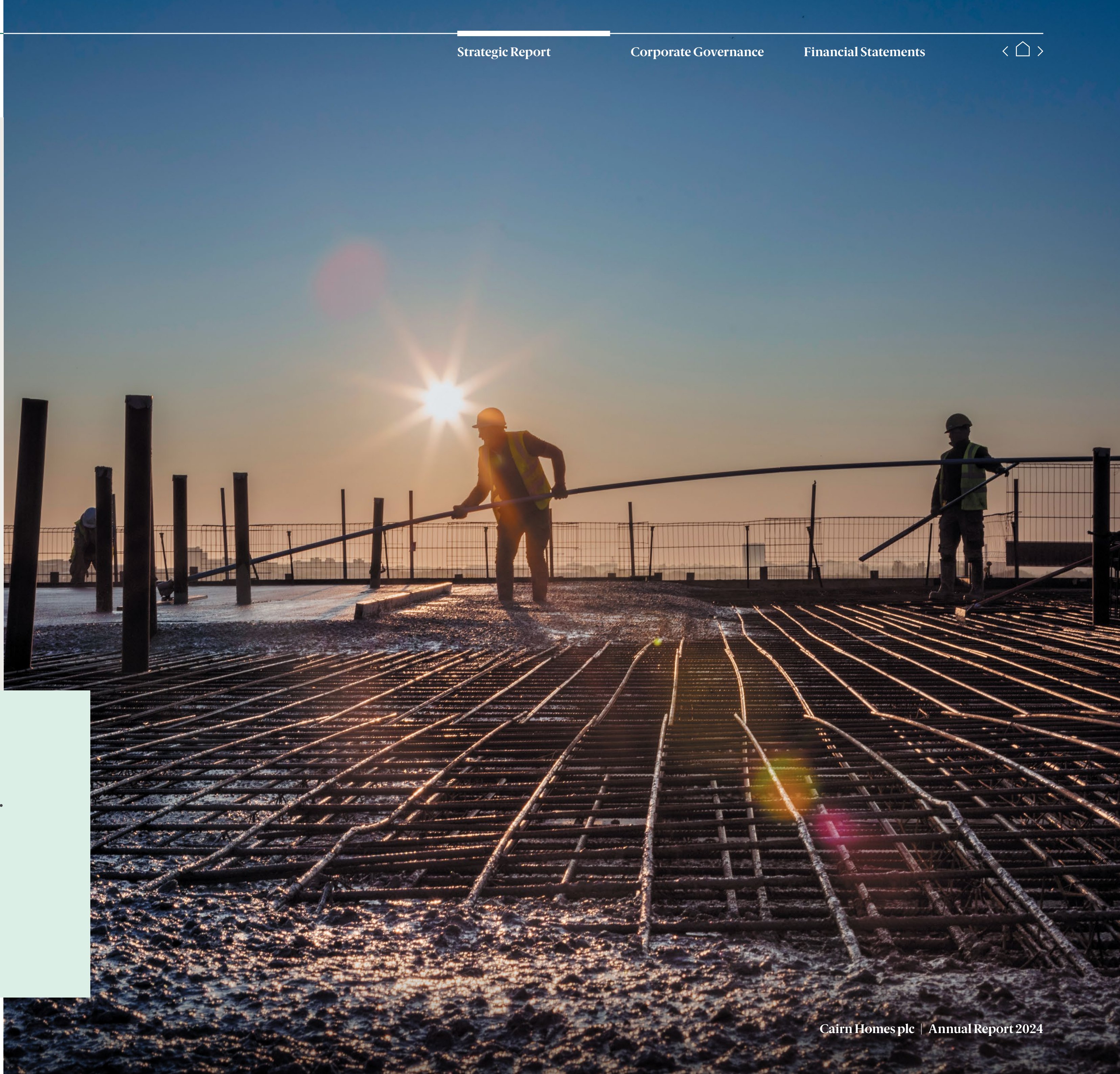
We provide fair, transparent, and timely payment terms, allowing us to maintain relationships with existing suppliers and attract new ones. These prompt payment practices and how we manage them, offer our supply chain a clear understanding of when they will be paid, which allows them to manage their cash flow accordingly. This is especially beneficial to the SMEs we have in our supply chain. Embedding these ethical practices in all we do supports the long-term sustainability of our business.

We are proud of the commitments we have made to our supply chain and the relationships and reputation we have cultivated through our business conduct. Our commitment to these relationships is demonstrated by the current average tenure of our Top 20 Subcontractors being 6 years. We believe collaboration with our Supply Chain partners is paramount to achieving our decarbonisation and sustainability goals, and we are committed to maintaining strong communication channels.

Our Supplier Code of Conduct, which we introduced in 2024, is the next phase of this commitment and is an integral part of our strategy to improve our supply chain's adherence to our environmental, social and governance expectations.

"Cairn is an absolute leader in terms of work management, quality and final product output. Communication is excellent and the work is smooth, safe and well organised."

2024 SUBCONTRACTOR SURVEY RESPONSE



Sustainability Disclosures

Through our disclosures we aim to transparently communicate our performance and impacts on a wide range of sustainability topics, spanning environmental, social and governance parameters.

In this section:

To ensure we report accurately and transparently, we are continuously developing and improving our processes for non-financial data collection and reporting.

Disclosures continued

Our current disclosures are aligned to the standards and definitions set out by the IFRS Sustainability Accounting Standards Board (SASB)[1], the Global Reporting Initiative (GRI), and the Task Force on Climate Related Financial Disclosures (TCFD). We also report in line with Ireland's Gender Pay Gap (GPG) Information Act 2021. Whilst we have been diligently preparing to report under the Corporate Sustainability Reporting Directive (CSRD), which applied to the Company from 1 January 2025, we are closely monitoring the impacts from the recent Omnibus proposal, to see how this may affect our current in-scope position. Regardless of the outcome of this proposal, we remain committed to continuously working to improve the way in which we collect and report non-financial information.

SASB Standards Index

The activity metrics are reported as of the last day of the fiscal year, as per SASB[1] guidelines.

TOPIC	SASB CRITERIA	CODE	2024 DISCLOSURE
Activity Metrics	Number of controlled lots	IF-HB-000.A	15,523
	Number of homes delivered	IF-HB-000.B	2,241[2] units sold during 2024 including 51 commercial units
	Number of active selling communities	IF-HB-000.C	There were new homes sales at 21 developments in 2024.
Land Use and Ecological Impacts	Number of (1) lots and (2) homes delivered on redevelopment sites	IF-HB-160a.1	Cairn had 2,728 lots contractually available on redevelopment sites as at the end of 2024 (c.17% of our total landbank). The total number of lots available is an estimate based on the expected future development potential of the landbank. In 2024, 847 (38%) of the 2,241 units sold were on redevelopment sites.
	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress	IF-HB-160a.2	No homes or lots in regions with High or Extremely High Baseline Water Stress.
	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	IF-HB-160a.3	No losses were recorded (unchanged from 2023).

1 Homebuilders Sustainability Accounting Standard, Industry Standard | Version 2023-12, December 2023
2 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

Disclosures continued

TOPIC	SASB CRITERIA	CODE	2024 DISCLOSURE
Land Use and Ecological Impacts (continued)	Discussion of process to integrate environmental considerations into site selection, site design, and site development and construction	IF-HB-160a.4	**Site Selection** Prior to acquisition all candidate sites are subject to a rigorous due diligence process which includes scoping of environmental and ecological sensitivities and constraints. The process is led by our multi-disciplinary Planning Team with additional support from our Environmental Health and Safety Team. We obtain additional expert scientific and engineering input on environmental issues that arise. As part of this process all candidate sites are assessed under a number of environmental and sustainability criteria such as proximity to public transport networks; access to schools, childcare and community facilities; greenfield or brownfield condition; known contamination; flood risk; and other environmental impacts. **Site Design** At the commencement of site design all projects are scoped for Environmental Impacts. This process is led by our in-house Planning Team with assistance from planning and environmental consultants. This establishes whether a full Environmental Impact Assessment Report (EIAR) is required or a series of focussed impact assessments on key issues. The Impact Assessment is fully integrated with the design process and our baseline studies and early impact assessment feeds back into the developed design. The EIAR is co-ordinated by the Planning Consultants who attend all design team meetings to ensure full co-ordination and consideration of all issues. Once the planning application for a project is submitted, the Cairn Environmental Team review all applicable environmental planning compliance documents. This includes the Environmental Impact Assessment Report, Construction Environmental Management Plan (CEMP), Bat Report, Appropriate Assessments, Ecological Impact Assessment, and others as appropriate. Once all environmental planning compliance documents are reviewed, the Cairn Environmental Team engage with the site project manager to ensure all environmental mitigation measures are addressed at the earliest stages of a project and monitored on an ongoing basis. **Site Development and Construction** Site-specific CEMP and a waste management plan are drafted by the Cairn Environmental Team for all sites and these address all environmental risks associated with that site. The CEMP will outline the environmental risks and detail best practice environmental management which will enable the site to proceed while limiting its environmental impact. The waste management plan summarises how waste will be managed, stating the responsibilities within the site team, and includes estimates of expected waste, and reusability of soil under Article 27 of the European Communities (Waste Directive) Regulations 2011. The CEMP provides both the site team and Cairn Environmental Team a platform to work from and ensures all environmental risks are managed and reduced. All environmental concerns raised by the public and/or any third-party regulatory body will be dealt with in a timely manner and addressed immediately throughout the construction phase of a project. Any environmental planning condition issued by the local authority will be addressed prior to works commencing. Cairn will engage with third-party environmental consultants to ensure compliance with a site's environmental planning conditions. All necessary environmental monitoring will be adhered to with all consultant reports saved and recorded for future reference.

TOPIC	SASB CRITERIA	CODE	2024 DISCLOSURE
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-HB-320a.1	1) TRIR = 2.18 2) There were no fatalities in 2024 nor were there any fatalities in previous years. Despite increasing our unit delivery by 179% from 804 in 2018 to 2,241[1] units in 2024, first aid and accident events across our sites have declined: from 241 in 2018 to 120 in 2024. 2024 Health & Safety Incidents are as follows: Direct employees: 13 work-related health & safety incidents were recorded in 2024, of which 5 were first aid treated and 8 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Contractor incidents on our sites: 107 work-related health & safety incidents recorded in 2024, of which 64 were first aid treated, 28 counted as accidents and 15 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Total: 120 incidents of which 72 were categorised as first aid, 28 counted as accidents and 20 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations.
Design for Resource Efficiency	(1) Number of homes that obtained a certified residential energy efficiency rating and (2) average rating	IF-HB-410a.1	In Ireland, all homes are subject to our Building Energy Ratings (BER) assessment. (1) All our homes sold in 2024 are BER rated (2) A rating is our average, with all homes rated A2 or A3: BER ratings range from A1, most efficient, to G.
	Percentage of installed water fixtures certified to a water efficiency standard	IF-HB-410a.2	We ensure that all of our homes are fitted with water fixtures that aim to minimise the amount of water used by the homeowner, and their performance is rated by the DEAP software used in the BER assessments (See above).
	Number of homes delivered certified to a third-party multi-attribute green building standard	IF-HB-410a.3	To date, we certify our homes to the BER standard and all of our homes are A rated. Additionally, our homes are NZEB compliant and meet strict energy use and resource efficiency standards. During 2022 we began assessing homes on new sites in line with the Home Performance Index, a multi-attribute green building certification explicitly designed for homes that are available in Ireland. This practice is now standard for all new site activations.
	Description of risks and opportunities related to incorporating resource efficiency into home design, and how benefits are communicated to customers	IF-HB-410a.4	Ireland has one of the most rigorous energy standards for new homes in Europe, and we design the homes to build to meet or exceed these standards, as well as other efficiency standards defined by planning authorities and Government, as well as EU regulation. Homebuyers are increasingly demanding greater resource efficiency, driven by climate-related concerns, rising energy costs, sustainability demands and lender preferences. This creates a dynamic landscape for home design which can give rise to increasing development costs and, where expectations are not met, adverse impacts on the value of the homes we build. This gives rise to a variety of development, financial and compliance risks, as well as opportunities. As part of Cairn's sustainability commitments, we constantly seek new ways to improve the resource efficiency of the homes we build. This ensures we remain at the forefront of sustainable home design, so meeting the demands of our target market. This means developing homes that use more sustainable building materials such as timber frames in our houses, always meeting a Building Energy Rating of A or above and researching new materials to pilot through our employee Innovation Forum who are tasked with reviewing and improving current ways of working as well as testing modern methods of construction to ensure we remain at the forefront of sustainable innovations in construction. The building energy rating of the homes we build is one of the core benefits to our home buyers and is communicated through all marketing materials for our developments. Our Annual and Sustainability Reports are available to the public such that key information is available to all interested stakeholders. Additionally, our corporate social media accounts are used to communicate with a broad range of stakeholders on innovation and change at Cairn.

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

Disclosures continued

TOPIC	SASB CRITERIA	CODE	2024 DISCLOSURE
Community Impacts of New Developments	Description of how proximity and access to infrastructure, services, and economic centres affect site selection and development decisions	IF-HB-410b.1	Proximity to services and public transport is a central tenet of our sustainable development model and is a strategic consideration in site selection. Prior to acquisition all candidate sites are subject to a rigorous due diligence process which includes scoping of environmental and ecological sensitivities and constraints. The process is led by our multi-disciplinary Planning Team with additional support from our Environmental Health and Safety Team. We obtain additional expert scientific and engineering input on environmental issues that arise. Our Corporate Development Team evaluate the local amenities and transport links available to our prospective customers. As part of this process all candidate sites are assessed under a number of criteria including proximity to public transport networks; access to schools, childcare and community facilities; greenfield or brownfield condition; known contamination; and other environmental impacts. We build quality homes in great locations; in practice this means that we build close to existing public transport nodes and urban centres. A map showing the locations of our developments is available on page 6, demonstrating our strategic commitment to this priority. 100% of all active developments are within 1km of a public transport node and many are connected to road and rail as well as sustainable transport options such as cycleways. We provided 33 acres of new public parks and green infrastructure in 2024, contributing to the 133 acres of open space provided since the company was founded.
	Number of (1) lots and (2) homes delivered on infill sites	IF-HB-410b.2	1) Cairn had 1,720 lots contractually available on infill sites as at the end of 2024 (c.11% of our total landbank). The total number of lots available is an estimate based on the expected future development potential of the landbank. 2) In 2024, 588 (26%) of the 2,241[1] units sold were on infill sites.
	(1) Number of homes delivered in compact developments and (2) average density	IF-HB-410b.3	1) Cairn had c.15,500 lots contractually available on compact developments as at the end of 2024. The total number of lots available is an estimate based on the expected future development potential of the landbank. In 2024, 2,241 (100%) of units sold were on compact developments. 2) The average density for Cairn developments planned in 2024 is • Future Sites (planned for development but not commenced in the reporting period): 80 units per Hectare; • Active Sites (where construction is under way): 78 units per Hectare; and • Sales Sites (where construction is complete and sales are ongoing): 71 units per Hectare.
Climate Change Adaptation	Number of lots located in 100-year flood zones	IF-HB-420a.1	None of our homes are within flood zones. Where part of a site is within a potential flood zone this area is incorporated in the open space design to ensure no risk to property. 100% of our developments incorporate Sustainable Urban Drainage Systems designed to accommodate once-in-100-year flood events.
	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-HB-420a.2	Climate change risk is considered on the basis of risks associated with its exposure to the transition to a carbon-neutral economy, and physical risks affecting construction activity and developments. When considering climate change risks, we seek to identify and consider all material existing and emerging factors relevant to the business's core activities, including policy risk, brand risk, economic risks, development risks, and compliance risks. Risks are assessed for likelihood and materiality based on a range of financial and non-financial factors. All risks (other than low risks) are managed and alleviated unless they are accepted by the business, with high risks being tolerable only with the approval of the Board, and extreme risks not being tolerated in any circumstances. In line with our risk management framework, decisions on how risks are to be managed are determined on a case-by-case basis, informed by a range of factors that are considered in the context of the specific risk and its wider business impact. Please see our TCFD disclosures on pages 58 to 63 for further information.

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

Disclosures continued

ADDITIONAL INDICATORS	DEFINITION/CRITERIA	FRAMEWORK	2024 RESULTS AND PROGRESS COMPARED TO 2023
	Gender Pay Gap	GPG Information Act 2021	Our mean Gender Pay Gap is 30%. Our median Gender Pay Gap is 29%. Please see page 126 for more information. We report our Gender Pay Gap in line with Irish legislation and a full report detailing our pay gap, and the actions we are taking to close it, is available on our website.
	Number of graduates/apprentices/ trainees enrolled in reporting year	Industry	19 Interns and 24 Graduates hired during 2024.
	Percentage of sites with biodiversity impact assessments in place.	Industry	100% of our developments meet this standard.

GRI Index

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GENERAL DISCLOSURES		
GRI 2: GENERAL DISCLOSURES		
THE ORGANISATION & ITS REPORTING PRACTICES		
Organisational details	2.1	Cairn Homes PLC, 45 Mespil Road, Dublin 4, Ireland, D04 W2F1 Cairn operates only in Ireland
Entities included in organisation's sustainability reporting	2.2	**Entities within the Group** (see table below)
Reporting period, frequency and contact point	2.3	Our reporting period is the calendar year for 2024 and this aligns to our financial reporting period. Our preliminary financial results were published on 27 February 2025.
Restatements of information	2.4	To ensure we report accurately and transparently, we are continuously developing and improving our processes for non-financial data collection and reporting. Following improvements made during 2024 in both areas, and at the recommendation of our external advisors who assist us in the data collection and reporting landscape, we are restating our 2023 disclosures made under GRI 305-3 and 305-4 to ensure we continue to follow best practice and guidance.
External assurance	2.5	We have undertaken assurance readiness assessments annually, since 2021. The results of these assessments guide our approach to determining our policies and processes, as well as our data collection, verification, and testing methods. Additionally, we obtain external assurance on several KPIs annually, in conjunction with our sustainability-linked loan (SLL).

Entities within the Group

Group Company	Principal Activity	Company's Holding Direct	Company's Holding Indirect
Cairn Homes Holdings Limited	Holding company	100%	–
Cairn Homes Properties Limited	Holding of property	–	100%
Cairn Homes Construction Limited	Construction company	–	100%
Cairn Homes Butterly Limited	No activity in period	100%	–
Cairn Homes Galway Limited	Holding of property	100%	–
Cairn Homes Killiney Limited	No activity in period	100%	–
Cairn Homes Finance Designated Activity Company	Financing activities	100%	–
Cairn Homes Montrose Limited	Holding of property	100%	–
Balgriffin Investment No.2 HoldCo Designated Activity Company	Holding company	100%	–
Cairn Homes Property Holdco Limited	Holding company	–	100%
Cairn Homes Property Holding Three Limited	No activity in period	–	100%
Balgriffin Investment No.2 Designated Activity Company	No activity in period	–	100%

Disclosures continued

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
ACTIVITIES & WORKERS		
Activities, value chain and other business relationships	2.6	Cairn is an Irish homebuilder. Our activities primarily comprise the building of houses, duplexes, and apartments. Commercial buildings and infrastructure comprise a smaller share of our activities where needed, to support a new housing development or the existing community in which we are building. Cairn operates only in Ireland, predominantly in the greater Dublin area.
Employees	2.7	**Diversity by Gender and Age** (see tables below)
Workers who are not employees	2.8	This data is not collected centrally at present. We have 400 direct employees. Typically, we also have c.200 employees who are contracted to work for Cairn and are under our direct supervision. This quantum can vary depending on the stage of development, time of year, and other factors. There are typically an additional c.2,100 employees who are not part of our day-to-day supervision but who are working on our sites on any given day. This supports 5,500 jobs in total.
GOVERNANCE		
Governance structure and composition	2.9	Please see page 106 and 107.
Nomination and selection of the highest governance body	2.10	Please see page 124.
Chair of the highest governance body	2.11	Chairman of the Board, John Reynolds.
Delegation of responsibility for managing impacts	2.13	Please see pages 58 to 63, and 85.
Role of the highest governance body in sustainability reporting	2.14	Please see page 85.
Conflicts of Interest	2.15	Please see page 114.
Communication of critical concerns	2.16	Please see page 86.
Collective knowledge of the highest governance body	2.17	Please see page 126.
Remuneration policies	2.19	Please see pages 128 to 144.
Process to determine remuneration	2.20	Please see pages 128 to 129.
Annual total compensation ratio	2.21	Please see pages 133.

Diversity by Gender and Age

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**400**	**69**	**272**	**59**	341	56	237	48
Female	**99**	**16**	**75**	**8**	87	13	69	5
Male	**301**	**53**	**197**	**51**	254	43	168	43

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**100%**	**18%**	**68%**	**15%**	100%	16%	70%	14%
Female	**25%**	**23%**	**28%**	**14%**	26%	23%	29%	10%
Male	**75%**	**77%**	**72%**	**86%**	74%	77%	71%	90%

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
STRATEGY, POLICIES AND PRACTICES		
Statement on sustainable development strategy	2.22	Please see pages 10 & 11 of the Cairn Homes PLC 2023 Sustainability Report.
Compliance with laws and regulations	2.27	There were no significant instances of non-compliance to report in the period. Significant instances would include those where legal action is taken, and would not include simple fines for minor breaches.
STAKEHOLDER ENGAGEMENT		
Approach to stakeholder engagement	2.29	Please see pages 30 to 32.
MATERIAL TOPICS		
GRI 3: MATERIAL TOPICS		
Process to determining material topics	3.1	Please see pages 52 & 53.
List of material topics	3.2	Please see page 14 of the Cairn Homes PLC 2022 Sustainability Report. These will be updated in our 2025 reporting with the results of our Double Materiality Assessment.
Management of material topics	3.3	Please see page 14 of the Cairn Homes PLC 2022 Sustainability Report. These will be updated in our 2025 reporting with the results of our Double Materiality Assessment.
GRI 201: ECONOMIC PERFORMANCE		
Financial implications and other risks and opportunities due to climate change	201-2	Please see pages 58 to 63 where our TCFD disclosures are set out.
Financial assistance received from the Government	201-4	The Group did not avail of any subsidies or tax credits during the period and has not done so since the company was founded in 2015.
GRI 205: ANTI CORRUPTION		
Operations assessed for risks related to corruption	205-1	Please see page 86 and the Company's Anti-Bribery & Corruption Policy available on our website.
GRI 206: ANTI COMPETITIVE BEHAVIOUR		
Legal actions for anti-competitive behaviours, anti-trust and monopoly practices	206-1	There were no legal actions relating to anti-competitive behaviour and violations of anti-trust and monopoly legislation.
GRI 302: ENERGY		
Topic management	3.3	Please see our Climate Action Policy.
Total energy consumption within the organisation	302-1	15,260,678 is the total absolute kWh for FY24 including gas, electricity, diesel and petrol purchased by Cairn. (2023: 13,050,001, 2022: 10,647,906)
Energy intensity ratio for the organisation	302-3	15,260,678 is the total absolute kWh for FY24 including gas, electricity, diesel and petrol purchased by Cairn. The intensity value reflects kWh per home sold in FY24 of 6,810 kWh per completion (there were 2,241[2] units sold in the year). The number of sqm sold was 182,159 so our intensity = 83.78 kWh per sqm sold in FY24[1].
Reduction of energy consumption	302-4	Although the total quantum of energy purchased has increased from 13,050,001 kWh in 2023 to 15,260,678 kWh in 2024, we have increased the share of renewable energy sources, thereby reducing total emissions from that energy use.

1 It is important to note that these intensity values do not reflect the energy in use of a Cairn-built home, rather it is a means of assessing the energy used by Cairn over 12 months for a given level of output. This allows like-for-like comparisons to be made year on year as we scale the business and increase output.
2 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

Disclosures continued

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 303: WATER AND EFFLUENTS		
Topic management	3.3	Please see our Environmental Policy.
Interactions with water as a shared resource	303-1	Cairn's main use of water is for dust suppression during the construction phase, and for module cleaning in the operations phase of our projects. Various water sources are used in different locations including groundwater and potable water from municipal water networks.
Management of water discharge-related impacts	303-2	Cairn liaises with all relevant authorities where any water discharge from sites is required. All licencing requirements are incorporated into the planning of sites. Cairn also liaises with the water services provider to ensure that all water discharges are compliant with their requirements. All by-products are assessed, and based on this assessment, mitigation requirements will vary. For example: surface water discharge is managed through the use of silt tanks.
Water withdrawal	303-3	This data is not currently available in a consolidated format.
Water discharge	303-4	This data is not currently available in a consolidated format.
Water consumption	303-5	This data is not currently available in a consolidated format.
GRI 304: BIODIVERSITY		
Topic management	3.3	Please see page 66-68 and our Biodiversity Policy.
Habitats protected or restored	304-3	Please see page 66-68.
GRI 305: GHG EMISSIONS		
Topic management	3.3	Please see our Climate Action Policy.
Gross direct (Scope 1) GHG emissions	305-1	638 tCO_2 e (2023: 793; 2022: 1,680; 2021: 1,522; 2020: 1,741; 2019: 1,664).
Gross location and market-based energy indirect (Scope 2) GHG emissions	305-2	240 tCO_2 e (2023: 241; 2022: 299; 2021: 695; 2020: 626; 2019: 862).
Other indirect (Scope 3) GHG emissions by category (including embodied carbon)	305-3	326,369 tCO_2 e (2023: 259,393; 2022: 237,132; 2021: 177,138; 2020: 130,235; 2019: 217,711) 1.79 tCO_2 e per sqm (2023: 1.60; 2022: 1.59; 2021: 1.49; 2020: 1.54; 2019: 1.73).
GHG emissions intensity	305-4	327,246 is the total emissions tCO_2 e for FY24 for Scope 1, Scope 2 and Scope 3. The intensity value reflects tCO_2 e per unit sold in FY24 of 146 tCO_2 e per completion (there were 2,241[1] units sold in the year). The number of sqm sold was 182,159 so our intensity = 1.80 tCO_2 e per sqm sold in FY24.

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

2024 Emissions Increase Disclosure.

Cairn has taken immediate action which has helped us exceed our 2030 Scope 1 & 2 reduction target, resulting in our emissions being reduced by 65.2% to date from a 2019 baseline. We also committed to a 61% Scope 3 intensity reduction by 2030. Our 2024 Scope 3 emissions intensity increased by 3.8% on our 2019 baseline. This increase is largely due to a change in the unit mix for 2024 which saw more apartment units being completed than houses, and as these high-density units require greater quantities of concrete and steel, they are currently more carbon-intensive than our timber-framed houses. We fully expect that as the concrete and steel industries decarbonise, and alternative structural solutions including mass timber are approved for use in multi-storey buildings in Ireland in the coming years, this will reverse, and in conjunction with other initiatives Cairn will drive over the next number of years, will assist us in achieving our Scope 3 reduction targets.

One of these initiatives introduced during 2024 was the commencement of 1,750+ units built to the Passive House standard, 515 of which are included in our 2024 emissions calculations. Due to change in the unit recognition methodology in the business in 2024, and to ensure we continue to measure our carbon emissions on a consistent basis with how the business recognises units, we have only recognised a portion of the units commenced to the Passive standard in our 2024 calculations.

Having completed detailed analysis of our Scope 3 emissions calculations, the application of the Passive House standard to these 515 units reduced our Scope 3 emissions intensity by 5.4%. We look forward to recognising the emissions savings associated with the remaining Passive units in the near term.

Disclosures continued

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 306: EFFLUENTS AND WASTE		
Topic management	3.3	Please see our Environmental Policy.
Total weight of waste generated including breakdown by disposal route	306-3,306-4	10,250 tonnes of general waste was generated in 2024 (12,207 tonnes in 2023). 2.8%, 286 tonnes was sent to landfill (3.6% or 443 tonnes in 2023). 97.2% was either recycled or recovered (96.4% in 2023), of which 1,599 tonnes were recycled (1,869 tonnes in 2023) and 8,365 tonnes were recovered (9,895 tonnes in 2023).
GRI 307: ENVIRONMENTAL COMPLIANCE		
Topic management	3.3	Please see pages 56 to 57.
Environmental non-compliance	307-1	There were no significant instances of non-compliance to report in the period. Significant instances would include those where legal action is taken, and would not include simple fines for minor breaches.
GRI 401: EMPLOYMENT		
Topic management	3.3	Please see page 74 to 77.
New employee hires and employee turnover	401-1	The employee turnover for the period was 65 employees or 16% of our average headcount for the year.
Total number and rate of new employee hires	401-1	See tables below.
Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	Benefits including life insurance, health care, and parental leave are available to all employees. Pension coverage is available to all employees; however, employer contributions for Fixed Term Contract employees are dependent on the length of the contract. All employees were awarded the maximum Benefit in Kind (BIK) exemption of €1,000 in line with the Budget 2024 through prepaid gift cards. This benefit is dependent on start date conditions, where employees must be employed in Cairn for between 1 to 3 months to be eligible. Cairn has one significant location of operation: Ireland.

Turnover by Gender and Age

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**16%**	**31%**	**13%**	**12%**	23%	58%	16%	19%
Female	**12%**	**12%**	**13%**	**0%**	27%	38%	22%	60%
Male	**18%**	**37%**	**13%**	**14%**	22%	64%	14%	14%

Hiring by Gender and Age

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**168**	**67**	**91**	**10**	93	35	49	9
Female	**41**	**18**	**20**	**3**	22	5	14	3
Male	**127**	**49**	**71**	**7**	71	30	35	6

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**100%**	**40%**	**54%**	**6%**	100%	38%	53%	10%
Female	**24%**	**27%**	**22%**	**30%**	24%	14%	29%	33%
Male	**76%**	**73%**	**78%**	**70%**	76%	86%	71%	67%

Disclosures continued

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 401: EMPLOYMENT CONTINUED		
Parental Leave	401-3	Parents in Ireland are entitled to both Parental leave and Parents' leave, two categories of unpaid leave protected under Irish legislation. Parental leave consists of an entitlement to 26 weeks of unpaid leave available to be used until a child turns 12 while Parents' leave comprises nine weeks and is available until the child turns 2. Parental leave is fully unpaid, Parents Leave is paid by the Government Department for Social Protection. Separately, parents are entitled to either Maternity or Paternity leave following the birth of a child of 26 weeks ordinary and an additional 16 weeks unpaid Maternity leave and 2 weeks' Paternity leave respectively, again this is protected under Irish legislation. At Cairn, we offer the mandatory Parental and Parents' leave entitlements along with enhanced Maternity and Paternity benefits: employees can access 26 weeks of paid maternity leave and 2 weeks of paid paternity leave after 1 year's tenure. This leave is available only to full time permanent employees. Below 1 year's tenure, employees receive state benefit only. The number of employees entitled to such leave can only be estimated by those who self-report becoming parents or being parents of older children. There may be employees who are parents but who have not made this known to Cairn despite the range of benefits on offer. 14 female employees and 25 male employees were entitled to some form of Parental Leave as described above in 2024.

Parental Leave Tables

	Employees that took Leave		Employees that returned to work		Return Rate 2024	
Leave Type	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Maternity	0	3	0	2		67%
Paternity	18	1	18	1	100%	100%
Parental	4	7	4	7	100%	100%
Parents'	9	7	9	7	100%	100%

Retention Rates, all parental leave types	Male	Female
Returned from leave in 2023	12	6
Remained employed 12 months later	9	4
Retention rate	75%	67%

Disclosures continued

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 403: OCCUPATIONAL HEALTH & SAFETY		
Topic management	3.3	Please see page 74.
Occupational health and safety	403-1	In compliance with current and new legislation and regulatory requirements, we currently work to an 'A' rating Safe-T-Cert accreditation. This management system and structure enables us to manage all interactions from pre-construction to turn-key product completion. Our safety management system is aligned to ISO 45001 and we achieved ISO certification in 2023 following completion of Stage 1 and Stage 2 audits which were performed without any non-conformances. Our Health & Safety policy and systems enable us to manage and co-ordinate all aspects of safety, health and welfare of all personnel (both direct staff and subcontractors). Our structure allows us to engage with all personnel, provide training and supervision and collaborate with all contractor principles to review and streamline the safety culture across the business. We ensure that consultation takes place between management, employees, contractors and others on all health & safety-related matters and employees are encouraged to notify management of identified hazards in the workplace. All employees have the responsibility to co-operate with supervisors and management to achieve a healthy and safe workplace and to take reasonable care of themselves and others. We are committed to the following policy objectives to ensure: • continuous improvement in the safe systems of work adapted through all aspects of the organisation; • continuous improvement and development of the Safety Culture within the company; • continuous development of employees through CPD training; • continuous communication of workplace hazards and information across all sites and departments; and • continuous review and provision of information to contractors through site meetings safety bulletins.
Worker training on occupational health and safety	403-5	Please see page 74.
Prevention and mitigation of occupational health and safety impact	403-7	Please see page 74, as well as our Health & Safety Policy.
Work-related injuries	403-9	Despite increasing our unit delivery by 179% from 804 in 2018 to 2,241[1] units in 2024, first aid and accident events across our sites have declined: from 241 in 2018 to 120 in 2024. There were no fatalities in 2024 nor were there any fatalities in previous years. 2024 Health & Safety Incidents are as follows: Direct employees: 13 work-related health & safety incidents were recorded in 2024, of which 5 were first aid treated and 8 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Contractor incidents on our sites: 107 work-related health & safety incidents recorded in 2024, of which 64 were first aid treated, 28 counted as accidents and 15 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Total: 120 work-related health & safety incidents, of which 72 were categorised as first aid, 28 counted as accidents and 20 were reported to the Health & Safety Authority of Ireland in line with our statutory obligations. Total Recordable Incident Rate (TRIR) = 2.18.
GRI 404: EDUCATION & TRAINING		
Topic management	3.3	Please see page 77.
Percentage of employees receiving regular performance career development reviews	404-3	100% of employees received a regular performance and career development review.

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

Disclosures continued

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 405: DIVERSITY & EQUAL OPPORTUNITY		
Topic management	3.3	Please see page 76 and our policies on Board Diversity.
Percentage of women on the board and in management (diversity of governance bodies and employees)	405-1	There are 3 women on our Board of 9 (33.3% female), while our Senior Leadership Team is comprised of 8 men and 2 women i.e. 20% women, 25% of the average headcount of 400 employees over the course of 2024 were women.

Diversity by Gender and Age

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**400**	**69**	**272**	**59**	341	56	237	48
Female	**99**	**16**	**75**	**8**	87	13	69	5
Male	**301**	**53**	**197**	**51**	254	43	168	43

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**100%**	**18%**	**68%**	**15%**	100%	16%	70%	14%
Female	**25%**	**23%**	**28%**	**14%**	26%	23%	29%	10%
Male	**75%**	**77%**	**72%**	**26%**	74%	77%	71%	90%

Turnover by Gender and Age

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**16%**	**31%**	**13%**	**12%**	23%	58%	16%	19%
Female	**12%**	**12%**	**13%**	**0%**	27%	38%	22%	60%
Male	**18%**	**37%**	**13%**	**14%**	22%	64%	14%	14%

Hiring by Gender and Age

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**168**	**67**	**91**	**10**	93	35	49	9
Female	**41**	**18**	**20**	**3**	22	5	14	3
Male	**127**	**49**	**71**	**7**	71	30	35	6

	2024				2023			
	All	**0-30**	**30-50**	**50+**	**All**	**0-30**	**30-50**	**50+**
All	**100%**	**40%**	**54%**	**6%**	100%	38%	53%	10%
Female	**24%**	**27%**	**22%**	**30%**	24%	14%	29%	33%
Male	**76%**	**73%**	**78%**	**70%**	76%	86%	71%	67%

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
Ratio of basic salary and remuneration of women to men	405-2	Our mean Gender Pay Gap is 30%. Our median Gender Pay Gap is 29%. Please see page 126 for more information. We report our Gender Pay Gap in line with Irish legislation and a full report detailing our pay gap, and the actions we are taking to close it, are shared in the report, which is available on our website.

Disclosures continued

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 406: NON-DISCRIMINATION		
Topic management	3.3	Please see our policies on Dignity at Work and Equality, Diversity, & Inclusion.
Incidents of discrimination and corrective actions taken	406-1	There were no incidents of discrimination across our operations in the reporting period.
GRI 411: RIGHTS OF INDIGENOUS PEOPLE		
Incidents of violations involving rights of indigenous peoples	411-1	This is not relevant in our jurisdiction, Ireland.
GRI 413: LOCAL COMMUNITIES		
Topic management	3.3	Please see page 81 to 83.
Operations with local community engagement, impact assessments, and development programs	413-1	100% of operations with implemented local community engagement, impact assessments and/or development programmes.
Operations with significant actual and potential negative impacts on local communities	413-2	Please see page 81 to 83.
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
New suppliers that were screened using social criteria	414-1	We have not reached the stage where we screen our suppliers based on social criteria; however, we are careful to work with reputable subcontractors and suppliers, ensuring we continue to build on the high standards we have set to date. In 2022, we commenced a programme to address Responsible Sourcing. Through the programme we engaged with our supply chain to determine their maturity and to understand the most appropriate and necessary policies and screening criteria to use going forward. Additionally in 2023 we became a Founding Partners of the Supply Chain Sustainability School (SCSS) Ireland. For further information, please see page 79.
GRI 416: CUSTOMER HEALTH & SAFETY		
Incidents of non-compliance concerning health & safety of products and services	416-2	Cairn received no Health & Safety warnings in 2024. Where inspections of sites have been carried out, reports on Health & Safety performance and activity have been issued to the Audit & Risk Committee.

To find out more about our policies visit: www.cairnhomes.com/about/our-policies

Environment

- Sustainability
- Environmental
- Biodiversity
- Sustainable Procurement
- Climate Action

Social

- Anti-Slavery
- Health and Safety
- Dignity at Work
- Gender Pay Gap Report
- Equality, Diversity and Inclusion
- Supplier Code of Conduct

Governance

- Anti-bribery
- Board Diversity
- Anti-trust
- Confidential Reporting
- Business Continuity
- Conflicts of Interest Policy

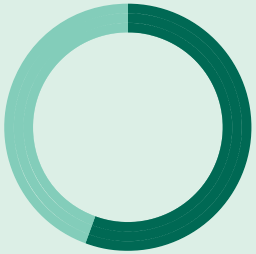
Corporate Governance

In this section:

Our Year in Review

The Board defines the Company's purpose and sets a strategy to deliver it, underpinned by the values and behaviours that shape its culture and the way it conducts its business.

BOARD GENDER DIVERSITY AT 1 JANUARY 2025



Male	5
Female	4

BOARD AND COMMITTEE MEETINGS

11
Board Meetings

8
Nomination Committee Meetings

6
Audit & Risk Committee Meetings

5
Remuneration Committee Meetings

Site Walks

- Health & Safety focused site walks with Audit & Risk Committee members.
- Sustainability site walk (focused on Passive building, biodiversity and waste) by Director responsible for Sustainability and Environmental Impact.
- Board site walk focused on sustainability, scale and programme management.
- Tour of 'the Rig', our mobile training centre.

Workforce Engagement Director

Several employee engagement meetings with various groups of employees focused on key areas from employee engagement survey responses. Read more about this on page 125.

Shareholder Engagement

Nomination Committee Chair met with several shareholders to discuss Board succession planning and diversity at Board and senior leadership levels

Passive Position Paper

Attendance of the Chairman and a Non-Executive Director at the launch of Cairn's Passive House Position Paper on the 10th of September 2024.

External Board Evaluation

Process conducted, questionnaires and interviews with group feedback session. Read more about this on page 112.

Community Initiatives

Attendance of several Board members at the launch of Cairn Community Games in January 2024. Read more about this on page 23.

Board of Directors

John Reynolds (66)
Chairman

Appointed: 28 April 2015

Skills and experience:
John Reynolds was previously Chief Executive Officer of KBC Bank Ireland plc (2009 to 2013) and President of the Irish Banking Federation (2012 to 2013), during which time he was also a board member of the European Banking Federation. John was also formerly a Non-Executive Director of the National Concert Hall and Business in the Community Ireland. John is a Chartered Director, an Economics graduate of Trinity College Dublin, and holds a Master's degree in Banking and Finance from University College Dublin.

Other current appointments:
President of the Institute of Directors Ireland, Non-Executive Director of Computershare Investor Services (Ireland) Limited, and Senior Advisor in Alantra Credit Portfolio Advisors Ireland.

Michael Stanley (59)
Chief Executive Officer (CEO)

Appointed: 12 November 2014

Skills and experience:
Michael Stanley co-founded Cairn Homes plc and was appointed CEO prior to the IPO in June 2015. Michael has a strong pedigree in residential development and the broader property industry. He was previously CEO of Stanley Holdings, a large Irish homebuilder and real estate investment company. Michael also has extensive experience in the packaging, energy, agritech and healthcare sectors.

Other current appointments:
Board Member of IBEC Ireland.

Richard Ball (47)
Chief Financial Officer (CFO)

Appointed: 10 April 2024

Skills and experience:
Richard was previously Partner in Urbeo Residential, one of Ireland's leading residential property businesses. Prior to that, he was Chief Investment Officer at Hibernia REIT plc, an Irish real estate company, for a period of five years from its IPO. Richard also held several corporate finance roles at various organisations including at commercial property company, Clancourt Group.

Other current appointments:
None.

Julie Sinnamon (66)
Non-Executive Director

Appointed: 15 September 2021

Skills and experience:
Julie Sinnamon brings deep experience in assisting Irish businesses to grow and scale having had a highly successful career at Enterprise Ireland where she held a number of senior roles including the position of CEO from 2013 until her retirement in 2021. Julie is a business graduate of the University of Ulster, holds a Master's in International Business from Fordham University, USA and is a graduate of the Stanford Executive Programme, USA.

Other current appointments:
Chair of European Movement Ireland and APC Ltd, Director of PwC Ireland Public Interest Body, Insurance Ireland, The Agricultural Trust and The Young Scientist & Technology Exhibition. Julie is also Chair of the Implementation Oversight Group for the Commission on the Defence Forces and a member of the External Oversight Body of the Defence Forces.

Committee Membership:
Chair of the Nomination Committee and member of the Audit & Risk Committee.

Linda Hickey (63)
Non-Executive Director

Appointed: 12 April 2019

Skills and experience:
Linda Hickey is a highly experienced non-executive director. She was previously Head of Corporate Broking at Goodbody Stockbrokers, where she worked for 15 years, and where she advised clients on a range of capital markets and corporate governance matters. Prior to this, Linda worked at both NCB Stockbrokers in Dublin and Merrill Lynch in New York. Linda also has a degree in Business Studies from Trinity College Dublin. Linda was also formerly Chair of the Irish Blood Transfusion Service.

Other current appointments:
Non-Executive Director at Kingspan Group plc and Greencore Group plc; and Member of the Investment Committee of the Irish Strategic Investment Fund.

Committee Membership:
Senior Independent Director, Chair of Remuneration Committee and member of Audit & Risk Committee.

Orla O'Gorman (52)
Non-Executive Director

Appointed: 10 November 2021

Skills and experience:
Orla O'Gorman spent seven years at the Irish Stock Exchange (ISE), where she was Head of Equity. She was centrally involved in the sale of the ISE to Euronext in 2018 and, following that transaction, was appointed as Head of Listing for UK and Ireland. Prior to joining the ISE, Orla founded OR Associates, and previously held senior management positions at Eurologic Systems, ABN AMRO and PwC. Orla is a Chartered Accountant, holds a Bachelor of Commerce from University College Dublin and a Master of Accounting from UCD Smurfit School.

Other current appointments:
Non-Executive Director of Mincon Group plc, Bons Secours Hospital System CLG and Elite SpA. Member of Scale Ireland Steering Group, Chartered Accountants Ireland Ethics and Governance Committee and Sustainability Expert Working Group.

Committee Membership:
Chair of the Audit & Risk Committee (from 1 January 2025), member of the Nomination Committee and Director responsible for Workforce Engagement.

Giles Davies (56)
Non-Executive Director

Appointed: 28 April 2015

Skills and experience:
Giles Davies qualified as a Chartered Accountant with PwC in London and spent five years in management consultancy in London and New York. He went on to establish Conservation Capital, a leading international practice in the emerging field of conservation enterprise, ESG and related investment financing. He previously served as Non-Executive Chairman of Wilderness Scotland and Capital Management & Investment plc, and as a non-executive director of Algeco Scotsman Group.

Other current appointments:
None.

Committee Membership:
Member of the Nomination Committee and the Remuneration Committee, and Director responsible for Sustainability & Environmental Impact.

Bernard Byrne (56)
Non-Executive Director and Chair-Designate

Appointed: 1 January 2025

Skills and experience:
Bernard most recently served as CEO of J+E Davy, Ireland's largest independent stockbroking and wealth management business, and led the subsequent sale of the business and its integration into the Bank of Ireland Group plc. Prior to this, Bernard served as CEO of AIB Group plc leading the successful rationalisation and IPO of the bank. Before joining AIB Group, Bernard was Group Finance and Commercial Director at ESB, Deputy CEO and Finance Director of IWP International plc and Commercial Director of ESB International. Bernard is a Chartered Accountant, having qualified with PwC, and also a Certified Bank Director.

Other current appointments:
Co-Chair of Balance for Better Business and Chairman of SOAR.

Orla O'Connor (55)
Non-Executive Director

Appointed: 1 January 2025

Skills and experience:
Orla is the Chair of Arthur Cox LLP, one of Ireland's leading law firms, and a Financial Services Partner. She was appointed as Chair of Arthur Cox in 2019 for a term running until 2025 and previously served on the firm's Management Committee for five years. Orla has over 25 years' experience in financing and restructuring transactions across the financial services, property, and private equity sectors. Orla has an LLB degree from Trinity College and a BCL degree from Oxford University.

Other current appointments:
Chair and Partner of Arthur Cox LLP, Member of Electoral Committee Football Association of Ireland, Director of AsIAm and Focus Ireland, and Council Member of Chartered Accountants Ireland.

Committee Membership:
Member of the Audit & Risk Committee and the Remuneration Committee.

Senior Leadership Team

Michael Stanley
Chief Executive Officer (CEO)

FOR FULL BIOGRAPHY, SEE PAGE 106

Richard Ball
Chief Financial Officer (CFO)

FOR FULL BIOGRAPHY, SEE PAGE 106

Maura Winston
Chief People Officer

Maura joined Cairn in June 2019. Formerly Director of Innovation and Change at Federal Court of Australia, Maura spent 10 years with Accenture specialising in Organisational Development.

Gavin Whelan
Chief Operating Officer

Gavin joined Cairn in January 2021. Previously Managing Director and founder of Bailey Brothers Construction Management Services, Gavin also held senior roles in Skanska and Laing O'Rourke. Most notably Gavin acted as Construction Delivery Lead on the £1.7bn mixed use Battersea Power Station redevelopment.

Tara Grimley
Company Secretary & Head of Sustainability

Tara joined Cairn in March 2018. Previously Deputy Company Secretary & Head of Group Integration at UDG Healthcare plc. Member of the Chartered Governance Institute.

Fergus McMahon
Director of Commercial & Procurement

Fergus joined Cairn in April 2016. Previously Cairn Group Managing Surveyor responsible for our team of quantity surveyors. Formerly an Associate Director of McInerney Homes Ltd.

Gerald Hoare
Chief Investment Officer

Gerald joined Cairn in June 2017. Previously Director of Business Development and Group Pre-Construction Manager. Formerly worked with leading Main Contractors in the UK specialising in residential developments.

Stephen Kane
Director of Corporate Finance & Investor Relations

Stephen joined Cairn in October 2023. Previously Director of Corporate Finance in Goodbody Stockbrokers. Prior to this, Stephen worked in investment banking in London.

Declan Murray
Head of Finance & Treasury

Declan joined Cairn in February 2016. Previously Director, Structured Solutions at Royal Bank of Scotland plc. Formerly held management positions in two domestic banks.

James Benson
Director of Strategic Delivery & Policy

James joined Cairn in August 2022 from the Irish House Builders' Association (IHBA) where he was Director of Housing, Planning and Development. James is a qualified engineer and quantity surveyor.

"Upholding high governance standards for the benefit of shareholders and society."

JOHN REYNOLDS
CHAIRMAN OF THE BOARD

Dear Shareholder,

I am pleased to present my final Corporate Governance Report as Cairn's Chairman, offering an opportunity to reflect on the Company's governance journey since I assumed the role at the time of our IPO in June 2015. This report outlines how the Board operates and oversees management, strategy and operations at Cairn. Our Board is responsible for the leadership of the business and our role is to promote the long-term sustainable success of the Company, generating value for shareholders and contributing to wider society. I am proud of the exceptional progress we have overseen since the Board was established in 2015 and am deeply grateful to all past and current Directors for their contributions to the Company's success. 2024 marks another milestone, with record-breaking financial performance and value creation, underscoring the collective efforts of our Board, management and employees in building and scaling our operating platform over the past decade.

Having served on the Board since the Company's IPO, and following a well-considered succession planning process, I will be stepping down from the Board in April. Bernard Byrne, who joined the Board in January, will succeed me as Chairman of the Board with effect from 1 May 2025. Bernard brings outstanding business acumen and extensive experience leading large private and public Irish companies. Since January, we have worked closely to ensure a smooth transition of Chairman responsibilities, and I am confident in Cairn's future under his and Michael's leadership.

As Gary Britton stepped down from the Board at the end of last year, having also served since the IPO, we were delighted to welcome Orla O'Connor as a new Board member. Orla brings deep legal and financial expertise, complemented by a strong track record in business development. With the appointments of Orla and Bernard, we continue to enhance the diversity, skills, and experience of the Board as the Company embarks on its next phase of growth. I would like to express my heartfelt thanks to Gary for his invaluable contributions to the Board and extend my best wishes to both Orla and Bernard in their new roles. Further details on Board changes can be found within the Nomination Committee Report.

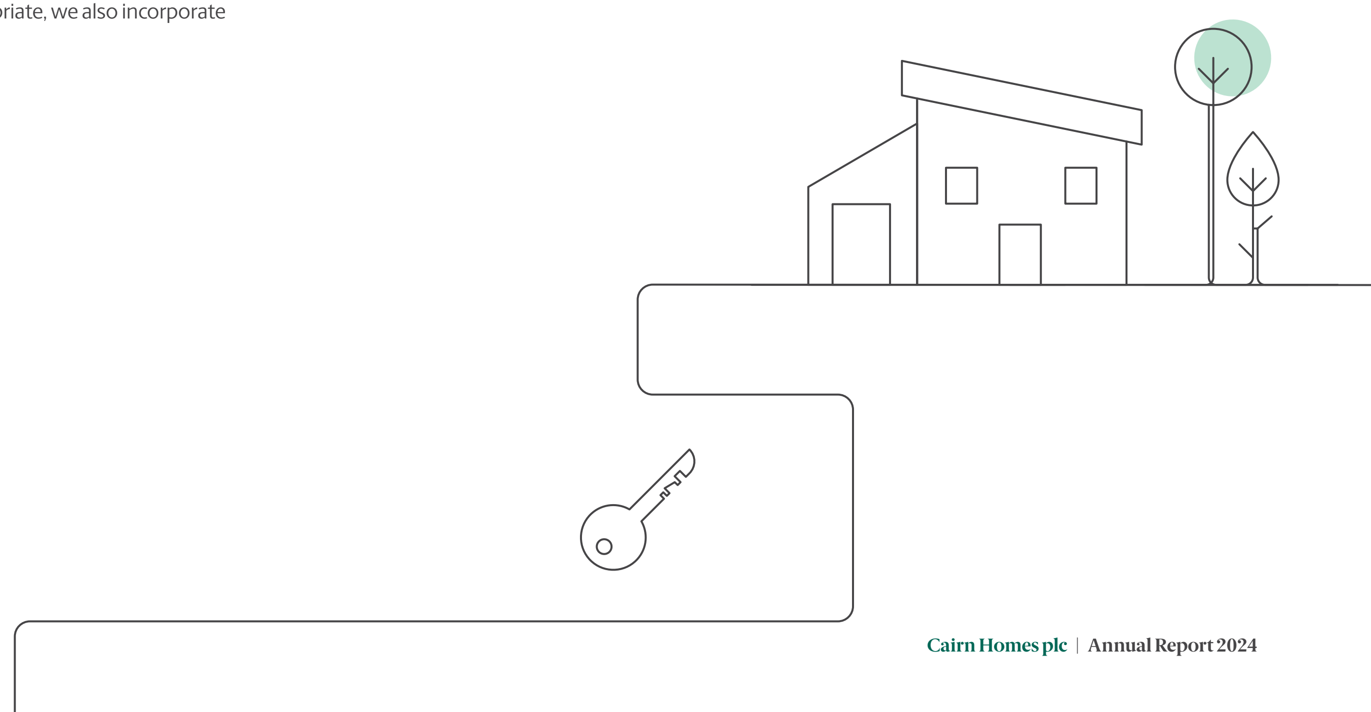
During the year under review, Cairn reported for the last time against the provisions of the 2018 UK Corporate Governance Code (the 'UK Code) and the Irish Corporate Governance Annex. This report outlines how we have applied the corresponding principles and provisions throughout the year. In 2024, the Board confirms that the Company complied with all provisions except for Provision 38 of the UK Code, which relates to the alignment of Executive Director pension contributions with those of the wider workforce. The Remuneration Committee has made significant progress in this area, reducing Executive Director pension contributions from 25% of salary in 2019 to 10% in 2024, and considers 10% to be an appropriate rate for Executive Directors. Further details can be found in the Directors' Remuneration Report.

In September 2024, Euronext Dublin introduced its inaugural Irish Corporate Governance Code (the 'Irish Code), which builds upon the principles and provisions of the UK Code while being tailored to the Irish market and broader EU regulatory framework. The Irish Code applies to Irish-incorporated companies with an equity listing on Euronext Dublin for financial years beginning on or after 1 January 2025. As a company listed in both Ireland and the UK, Cairn has the option to follow either the Irish Code or the UK Code. After a thorough review, the Board has decided to adopt the Irish Code starting 1 January 2025. As an Irish business with a primary listing on Euronext Dublin, transitioning to the Irish Code aligns naturally with our corporate identity and regulatory environment.

However, while the Irish and UK Codes are closely aligned, our Board recognises that the Irish Code offers more flexibility in certain areas. Cairn's Board has consistently sought to not only meet regulatory requirements but go beyond them, underpinning our commitment to adhering to the highest standards of corporate governance. As a Board, we do this by ensuring that, where appropriate, we also incorporate shareholder expectations into our governance and reporting. As a result, we do not envisage any material changes being implemented to our governance framework due to our reporting against the Irish Code. Instead, we will continue to abide by the view that Cairn's success is rooted in our commitment to high standards of governance, balanced with a recognition of the culture of the business we oversee, which form the foundation of our strategic decisions and our ability to consistently deliver value to both our shareholders and our wider stakeholders.

Once again, I would like to thank everyone at Cairn for their input, support and commitment over what has been a fulfilling ten years.

JOHN REYNOLDS
CHAIRMAN OF THE BOARD



Corporate Governance Report continued

Board Evaluation and Effectiveness

During 2024, we commissioned Independent Audit Limited (IAL) to conduct our triennial external Board evaluation. IAL is a signatory to the Code of Practice for independent board reviewers and the Company had no prior connection with IAL, with this being the first time that IAL has undertaken an external board evaluation for Cairn.

External evaluations are extremely insightful, allowing the Board and its members to reflect on what works well or could be improved. The expertise, oversight and independence of the external evaluator is a core part of us getting the most from the exercise. IAL reviewed Board and Committee papers and interviewed Board members, as well as members of the Senior Leadership Team and external partners and advisors. IAL also attended a board meeting to discuss the outcomes of the review and answer directors' questions.

The findings of the evaluation pointed to the Board and its sub-Committees having a number of important strengths, and each were deemed to be benefitting from strong composition.

More recent appointments were considered strong additions and the external perspectives they bring to the business are particularly valued. As the business and its environment continue to evolve, the evaluator identified areas where the Board could challenge itself to develop further and set Cairn up for continued success, including its processes with regard to strategy setting and risk management, and retaining its focus on people and culture.

Employee Engagement

The work carried out by Orla O'Gorman in her capacity as Non-Executive Director with responsibility for workforce engagement continued to provide a valuable forum for the Board to hear employee views in 2024. Orla held several meetings with employees at all levels of the organisation, across functions and with a mix of tenures, to ensure a comprehensive level of feedback was provided. The importance of employee engagement has increased recently, particularly against the backdrop of cost-of-living challenges for our colleagues, and the initiatives we have taken in response were appreciated by employees.

While inflation in Ireland decreased in 2024, we have continued to closely monitor the financial wellbeing of our employees and to support them throughout the year. Employees have welcomed the opportunity to meet with a Non-Executive Director and appreciated the value of the roundtable discussions, which presented an opportunity to share information directly with Board members. Further details on Orla's activities during 2024 are set out in the Nomination Committee Report.

Sustainability

Our commitment is to build homes that are thoughtfully designed and built for good, and our sustainability agenda is woven into every aspect of our business and culture. During 2024, we continued to put words into action. We published our first Climate Transition Plan, illustrating the actions and measures we have implemented to achieve our emissions targets (validated by SBTi in 2023) and transitioned our operations and business model to a decarbonisation trajectory that aligns with climate science recommendations.

As well as decarbonisation initiatives, these actions included formalisation of Board oversight of sustainability matters, robust climate risk management, and a comprehensive stakeholder engagement approach. Contributing to our environmental objectives, we have four Passive House developments under construction, representing c.1,750 units; we sold our first EU Taxonomy aligned development in H1 2024; and more than half of units commenced in 2024 target Biodiversity Net Gain.

Outside of environmental efforts, we were delighted to launch the Cairn Apprenticeship Programme and the 'Women in Cairn' Employee Resource Group in 2024. We also continue to be placed in the top 20 of Best Workplaces in Ireland in the Large Category, while maintaining our Great Place to Work Certification for 2024, reflecting our efforts across the broad spectrum of sustainability considerations.

During the year, we also commenced our Double Materiality Assessment as prescribed by the EU's Corporate Sustainability Reporting Directive (CSRD) and published a new Supply Chain and Procurement Policy.

Corporate Governance Report continued

Board Leadership and Company Purpose

Role of the Board

The Board is collectively responsible for promoting the long-term sustainable success of the Group, generating value for shareholders as a whole and contributing to wider society by fulfilling its purpose. In exercising this responsibility, the Board takes into account all relevant stakeholders including customers, employees, suppliers, shareholders, regulators and Government and the effect of the activities of the Group on the environment. The Board provides effective leadership by setting the strategic priorities of the Group and overseeing management's execution of the strategy in a way that enables sustainable long-term growth, while maintaining a balanced approach to risk within a framework of prudent and effective controls.

Our Purpose

Our purpose is building homes and creating communities where people can thrive, and our sustainability priorities help us to achieve this purpose in a tangible way. Developing a business based on strong, sustainable foundations, and where our employees have the opportunity to achieve their full potential, provides the platform for our continued success. We recognise that this success is dependent upon strong engagement with, and delivery for, all of our stakeholders.

Our Values

The Board and Senior Leadership Team aim to ensure that our values are lived within the business and integrated into decision making at all levels. Where behaviour is not aligned with these values, the Board and Senior Leadership Team seek to ensure that appropriate action is taken.

Agile & Innovative

We are creative and open to new ideas, ready to implement change when required. We are prepared and able to adapt to changing market conditions and customer requirements.

Honest & Straight Talking

Maintaining an open and transparent dialogue. Saying what needs to be said and not just what people want to hear. Being open and transparent, means that we can get to a better solution quicker.

Collaboration

Collaboration is at the core of our homebuilding. Projects involve hundreds of people from varied disciplines and professions working together to achieve a clear common goal – to build great homes.

Commercially Minded

Being sector aware. Knowing the customer. Seeking value and making savings. As well as building great and competitively priced new homes, we are building sustainable long-term value for our stakeholders.

Committed & Engaged

We are all in. We will be there to deliver on stakeholder needs throughout their journey with us, sharing our knowledge, our insights and our expertise to guide, support and reassure.

Division of Responsibilities

Roles and Responsibilities

The Board has a formal schedule of matters reserved for its decision which includes the approval of significant acquisitions or disposals, significant capital expenditures, financial statements and budgets, risk management processes and the Principal Risks and Uncertainties, and, the approval of the Terms of Reference for each of the Committees of the Board.

Certain governance responsibilities have been delegated by the Board to Board Committees, to ensure that there is independent oversight of internal control and risk management and to assist the Board with carrying out its responsibilities. Three Committees have been established which are the Audit & Risk Committee, the Nomination Committee and the Remuneration Committee. Each of the Board Committees are comprised of independent Non-Executive Directors. Each individual Committee's Chair reports to the Board on matters discussed at Committee meetings and highlights any significant issue that requires Board attention. There are also two additional Non-Executive Board roles; Workforce Engagement Director and Director Responsible for Sustainability and Environmental Impact. Both roles have an approved remit delegated by the Board and each role reports back to the Board at least once per year. The roles of Chairman and Chief Executive Officer are set out in writing, clearly defined and approved by the Board. Day-to-day management responsibility rests with the Senior Leadership Team, the members of which are listed on page 108.

Chairman

John Reynolds

Responsible for leadership of the Board and ensuring effectiveness in all aspects of its role. He is responsible for setting the Board's agenda and ensuring adequate time is available for discussion of all agenda items, including strategic issues. He is responsible for encouraging and facilitating active engagement by and between all Directors, drawing on their skills, knowledge and experience. He was independent when appointed to the role in 2015 and will retire at the end of April 2025.

Chief Executive Officer

Michael Stanley

Specific responsibility for recommending the Group's strategy to the Board and for delivering the strategy once approved. In undertaking such responsibilities, the Chief Executive Officer takes advice from, and is provided with support by, his Senior Leadership Team and all Board colleagues.

Together with the Chief Financial Officer, the Chief Executive Officer monitors the Group's operating and financial results and directs the day-to-day business of the Group. The Chief Executive Officer is also responsible for recruitment, leadership and development of the Group's Senior Leadership Team below Board level.

Corporate Governance Report continued

Senior Independent Director

Linda Hickey

Linda Hickey succeeded Giles Davies as Senior Independent Director during the first quarter of 2024. She acted as a sounding board for the Chairman and as an intermediary for the other Directors when necessary. She is responsible for evaluating the performance of the Chairman in consultation with the other Non- Executive Directors. Linda held informal discussions with each Board member in the latter months of 2024 in order to complete this evaluation.

Linda is also available to address shareholders' concerns that have not been resolved through the normal channels of communication with the Chairman, Chief Executive Officer or Chief Financial Officer.

Non-Executive Directors

The Non-Executive Directors provide an external perspective, sound judgement and objectivity to the Board's deliberations and decision making. With their diverse range of skills and expertise, they support and constructively challenge the Executive Directors and monitor and scrutinise the Group's performance against agreed goals and objectives. The Non-Executive Directors are also responsible for determining appropriate levels of executive remuneration, appointing and removing Executive Directors, and succession planning through their membership of the Remuneration and Nomination Committees. The Non-Executive Directors together with the Chairman meet regularly and informally without any Executive Directors being present.

Company Secretary

Tara Grimley

Supports and works closely with the Chairman, the Chief Executive Officer and the Chairs of the Board Committees in setting agendas for meetings of the Board and its Committees. She supports accurate, timely and clear information flows to and from the Board and the Board Committees, and between Directors and senior management. In addition, she supports the Chairman in designing and delivering Directors' induction programmes and the Board and Committee performance evaluations. She also advises the Board on corporate governance matters and Board procedures and is responsible for administering the Share Dealing Code and General Meetings.

Conflicts of Interest

The Board reviews potential conflicts of interest as a standing agenda item at each Board meeting. Directors have continuing obligations to update the Board on any changes to these conflicts.

Induction and Training

The induction programme for new Board members, which was established in early 2019, was further enhanced in 2024. The formal induction process is designed to provide new Board members with an in-depth understanding of their role, a background to the business and an introduction to key individuals within the organisation. The programme includes dedicated time with the Executive Directors, Non-Executive Board members and senior management, along with scheduled site visits and the provision of necessary resources to enhance their understanding of the business and their role. The Board considers on an ongoing basis the need for additional training in respect of any matters relevant to the development and operation of the Board or any of its Committees.

D&O Insurance

The Company maintains appropriate Directors' and Officers' liability insurance cover in respect of legal action against Directors, the level of which is reviewed annually. Subject to the provisions of, and so far as may be permitted by the Companies Act 2014 and the Company's Constitution, every Director, Secretary or other officer of the Company is entitled to be indemnified by the Company against all costs, charges, losses, expenses and liabilities incurred by them in the execution and discharge of their duties.

Commitment and External Appointments

As part of the Board evaluation process, the Board has considered the individual Directors' attendance, their contribution, and their external appointments, and is satisfied that each of the Directors is able to allocate sufficient time to the Group to discharge his or her responsibilities effectively. As evidenced by the attendance table below, the Directors have maintained the ability to devote sufficient time to their roles and the Company. Contracts and letters of appointment with Directors are made available at the Annual General Meeting or upon request.

Executive Directors are permitted to take up non-executive positions on the boards of other listed companies so long as this is not deemed to interfere with the business of the Group. Executive Directors' appointments to such positions are subject to the approval of the Board which considers, amongst other things, the time commitment required. In line with the Code, Non-Executive Directors are also encouraged to seek Board approval prior to taking on any additional external appointments.

Board Meetings in 2024

The Board meets regularly and would typically hold seven scheduled meetings during the year, including a strategy day. The Board met 11 times for Board meetings during 2024. Generally, each formal Board meeting follows a carefully tailored agenda agreed in advance by the Chairman, Chief Executive Officer, Chief Financial Officer and Company Secretary. A typical meeting will comprise reports on current trading and financial performance from the Chief Executive Officer and Chief Financial Officer, sustainability, risk, governance, health & safety and investor relations updates and 'deep dives' into areas of particular strategic importance.

Attendance Table

Director	No. of Meetings Attended/Held	Board Tenure
John Reynolds (Chairman)[1]	10/11	10 years
Richard Ball[2]	7/7	<1 year
Gary Britton	11/11	10 years
Giles Davies	9/11	10 years
Shane Doherty[3]	3/4	5 years
Linda Hickey	11/11	6 years
Alan McIntosh[4]	1/1	10 years
Orla O'Gorman	11/11	3 years
Julie Sinnamon	11/11	3 years
Michael Stanley	11/11	10 years

1 John Reynolds abstained from one meeting where his tenure and succession planning had been tabled, and in his absence, Linda Hickey chaired this meeting as Senior Independent Director.
2 Richard Ball was appointed as a Director at the AGM on 10 May 2024.
3 Shane Doherty retired as a Director with effect from 10 May 2024.
4 Alan McIntosh retired as a Director with effect from 25 January 2024.

Corporate Governance Report continued

Directors' Terms of Appointment

The Executive Directors have service agreements with the Company which have notice periods of 12 months or less. The Non-Executive Directors have Letters of Appointment which set out their terms of appointment. The initial period of appointment is three years, and any term renewal is subject to the approval of the Board and appointments are terminable on one month's notice. Under the Company's Constitution, one third of all Directors must retire by rotation at each Annual General Meeting and may seek re-election. However, in keeping with best corporate governance practice, the Board has decided that all Directors will seek re-election annually. Accordingly, all Directors will retire at the Annual General Meeting on 8 May 2025 and, being eligible, each will offer themselves for re-election, with the exception of John Reynolds who will retire at the end of April. The Board is satisfied that the Company benefits greatly from the services of all Directors and accordingly, the Board recommends the re-election of all of the Directors.

Information and Support

All members of the Board are supplied with appropriate, clear and accurate information in a timely manner covering matters which are to be considered at forthcoming Board or Committee meetings. The papers for each meeting are made available via an electronic Board portal along with a wealth of supporting and reference material. Should Directors judge it necessary to seek independent legal advice about the performance of their duties with the Group, they are entitled to do so at the Group's expense.

Directors also have access to the advice and services of the Company Secretary, who is responsible for advising the Board on all governance matters and ensuring that Board procedures are complied with.

The appointment and removal of the Company Secretary is a matter requiring Board approval.

Independence

As is done annually, the independence of the Non-Executive Directors was reviewed during 2024. In doing so, the Board considered factors such as length of tenure and relationships or circumstances that are likely to affect, or appear to affect, the Directors' judgement, in determining whether they remain independent. Following this year's review, all of the Non-Executive Directors are considered independent in character and judgement and are free from any business or other relationships that could materially affect the exercise of their judgement. The Chairman of the Board was deemed independent on appointment.

In assessing the independence of Linda Hickey, the Board had due regard for her position on the Board of Kingspan Group plc (Kingspan), one of the Company's suppliers. The Board concluded that Ms Hickey was fully independent having taken into consideration the total value of purchases from Kingspan during 2024. The procurement of products purchased from Kingspan remains subject to the Company's strict procurement procedures and were not material for a business of Kingspan's size.

In assessing the independence of Gary Britton and Giles Davies, the Board had due regard for the fact that their tenure on the Board reached nine years during 2024. The Board was satisfied that both Gary and Giles continued to be fully independent, underpinned by their continued contributions and challenge at Board and Committee meetings. As announced in January 2024, Gary Britton stepped down as a Non-Executive Director at the end of 2024. Giles Davies will also be stepping down from the Board at the end of 2025.

In considering the independence of Orla O'Connor (appointed from 1 January 2025), the Committee had particular regard for her position as Chair and Partner of Arthur Cox LLP, one of the Company's legal advisors. The Committee concluded that Ms O'Connor was fully independent, taking into account the following material factors:

- A&L Goodbody solicitors remain the Company's corporate lawyers advising on all matters pertaining to governance and corporate affairs;
- all fees paid to Arthur Cox LLP relate to specific property transactions including conveyancing. All work undertaken by Arthur Cox LLP for the Company is managed by other employees within the firm;
- Ms O'Connor does not have, and has not had, any involvement in advising the Company on any legal matters;
- Ms O'Connor has on no occasion acted as an advisor in any capacity to the Company;
- the fees paid to Arthur Cox LLP during 2024 were c.€215k (2023: c.€100k) and account for less than 5% of Arthur Cox LLP annual revenues; and
- she has no role in the selection or retention of legal advisors to the Company.

Ms O'Connor is an experienced and accomplished corporate lawyer and adds important legal and regulatory experience to the Board, alongside her financial expertise and business development track record. Based on the foregoing, and the fact that Ms O'Connor will be stepping down as Chair of Arthur Cox LLP in 2025, the Board concluded that there was no material relationship, financial or otherwise, which might directly or indirectly influence her judgement. We will continue to closely monitor the level of fees paid to Arthur Cox LLP in the coming year, and the Board will continue to be guided by the terms of the Company's Conflicts of Interest Policy.

Board Appointment Process

When making Board appointments, the Nomination Committee reviews and approves an outline brief and role specification and appoints an external search consultancy for the assignment. The Chairman of the Board (except in relation to his own succession) alongside representation from the Nomination Committee, the Chief Executive Officer, Chief People Officer and Company Secretary, meet to discuss the specification and search parameters, as well as the Group's need for enhancing diversity. An external search consultancy is appointed and prepares an initial long list of candidates from which the Nomination Committee assembles a shortlist. Interviews are held with the Chairman, Chief Executive Officer and a selection of Non-Executive Directors, supported by the Chief People Officer.

The Nomination Committee then makes a recommendation to the Board for its consideration. Following Board approval, the appointment is announced in line with requirements of the rules applying to public companies. In the event that a candidate is identified through an alternative channel, the suitability of the candidate's profile is assessed through the same process, against the role specification and through the interview process .

Diversity and Inclusion

In 2019, the Board adopted a formal Diversity and Equality Policy applicable to the Company, which is available on our website. The Board and management continue to recognise the benefits of diversity and the recommendations of the Balance for Better Business and Parker reviews, and recognise the clear benefits of increasing diversity at all levels of the organisation.

Corporate Governance Report continued

At 31 December 2024, female employees made up 25% of our total workforce, while 25% of the Senior Leadership Team (excluding Executive Directors) were female. Many of the Company's employee base are also from varying backgrounds of nationality, ethnicity, and religion. Further details on diversity within the Company can be found on pages 76 and 127.

Audit, Risk and Internal Controls

Internal Control

The Board has overall responsibility for the Company's system of internal control, for reviewing its effectiveness and for confirming that there is an ongoing process in place for identifying, evaluating and managing the significant risks facing the Company. The process was in place throughout the year under review and up to the date of approval of the Annual Report and Financial Statements. The Board has reviewed the effectiveness of the Company's risk management and internal control systems, with the assistance of the Audit & Risk Committee. Effective risk management is critical to the achievement of the Company's strategic objectives. Risk management controls are in place across the business. The Company's risk framework continues to evolve, and the Company will continue to monitor and improve its risk management framework. Further details are available in the Risk Report on pages 36 to 48.

The Company has documented its financial policies, processes and controls which will be reviewed and updated on an ongoing basis. The key elements of the system of internal control include the following:

- clearly defined organisation structure and lines of authority;
- company policies for financial reporting, treasury management, information technology and security and project appraisal;
- annual budgets and business plans; and
- monitoring performance against budget.

The preparation and issuance of financial reports is managed by the finance function. The financial reporting process is controlled using the Company's accounting policies and reporting system. The financial information is reviewed by the Chief Financial Officer and the Chief Executive Officer. The interim and preliminary results and the Annual Report and Financial Statements are reviewed by the Audit & Risk Committee who recommend their approval to the Board.

Risk Management

The Company considers risk management to be of paramount importance. The Board, together with Senior Leadership Team, deals with risk management on behalf of the Company as part of its regular monitoring of the business. The Board and the Audit & Risk Committee have put in place procedures designed to ensure that all applicable risks pertaining to the Company can be identified, monitored and managed at all times. Further information on the principal risks applicable to the Company is given in the Risk Report on pages 39 to 47.

Financial Risk Management

The financial risk management objectives and policies of the Company are set out in Note 29 to the consolidated financial statements.

Health and Safety Policy

It is the policy of the Company and its subsidiaries to comply with the following legislation as a minimum standard for all work activities:

- Safety, Health and Welfare at Work Act, 2005;
- the Safety, Health and Welfare at Work (General Application) Regulations, 2007–2016;
- the Safety, Health and Welfare at Work (Construction) Regulations, 2013 and all amendments to date; and
- all codes of practice applicable to the work undertaken by the Company or its subsidiaries.

In complying with the statutory requirements and implementing our safety management system the Company ensures, so far as reasonably practicable, the safety, health and welfare of all employees whilst at work and provides such information, training and supervision as is required for this purpose. It is the policy of the Company to protect, so far as is reasonably practicable, persons not employed by the Group who may be affected by our activities.

It is the policy of the Company to ensure that adequate consultation takes place between management, employees, sub-contractors and others on all health & safety related matters and employees are encouraged to notify management of identified hazards in the workplace. All employees have the responsibility to co-operate with supervisors and management to achieve a healthy and safe workplace and to take reasonable care of themselves and others.

The Health & Safety Policy is available at all work locations for consultation and review by all employees. The Policy is kept up to date and amended as necessary to meet changes in the nature and size of the business. The Policy is communicated to employees at the commencement of their employment and on an annual basis thereafter as the safety statement review is carried out.

The Company continues to strive to work for the ongoing integration of health & safety into all of its activities, with the objective of retaining high standards of health & safety performance. The Company seeks the full co-operation of all concerned in the carrying through of its commitment. Health & safety has also been integrated into the remuneration arrangements for the Executive Directors, with pay opportunity reduced in the event of unsatisfactory health & safety performance.

General Meetings

The Company holds a general meeting each year as its Annual General Meeting in addition to any other meeting in that year. Not more than 15 months shall elapse between the date of one Annual General Meeting and that of the next. The Board is responsible for the convening of general meetings.

The 2025 Annual General Meeting of the Company is scheduled to be held at The Merrion Hotel, Merrion Street Upper, Dublin 2, D02 KF79 at 12 noon on 8 May 2025. The 2024 Annual Report and 2025 Notice of the Annual General Meeting will be circulated at least 20 working days prior to the meeting and will be available to download from the Company's website. The Notice contains a description of the business to be transacted at the Annual General Meeting. The Chairman, Chief Executive Officer, Chief Financial Officer and Non-Executive Directors will be available at the Annual General Meeting to answer shareholder questions. Every shareholder has the right to attend and vote at the Annual General Meeting and to ask questions related to the items on the agenda of the Annual General Meeting.

Voting Rights

(a) *Votes of Members:* Votes may be given either personally or by proxy. Subject to any rights or restrictions for the time being attached to any class or classes of shares, on a show of hands every member present in person and every proxy shall have one vote, so, however, that no individual shall have more than one vote, and on a poll every member shall have one vote for every share carrying voting rights of which they are the holder. The Chairman shall be entitled to a casting vote where there is an equality of votes.

Corporate Governance Report continued

(b) *Resolutions:* Resolutions are categorised as either ordinary or special resolutions. The essential difference between an ordinary resolution and a special resolution is that a bare majority of more than 50% of the votes cast by members voting on the relevant resolution is required for the passing of an ordinary resolution, whereas a qualified majority of 75% or more of the votes cast by members voting on the relevant resolution is required in order to pass a special resolution. Matters requiring a special resolution include for example:
- altering the Objects of the Company;
- altering the Constitution of the Company; and
- approving a change of the Company's name.

Communication with Shareholders

The Company attaches considerable importance to shareholder communication. There is regular dialogue with institutional shareholders, including detailed presentations and roadshows after the announcement of interim and preliminary results. The Executive Directors meet with institutional investors during the year and participate in broker/investor conferences.

The Chairman has overall responsibility for ensuring that the views of our shareholders are communicated to the Board. In addition to being available to answer any questions shareholders may have at the Company's Annual General Meeting, the Chairman remains available to all shareholders should they wish to engage throughout the year. The Executive Directors also report regularly to the Board on their engagement with shareholders. The Board also regularly receives analysts' reports on the Company. The Company's website www.cairnhomes.com provides the full text of all announcements including the interim and preliminary results and investor presentations.

During 2024, Julie Sinnamon, in her capacity as Chair of the Nomination Committee, met with several of the top ten shareholders of the Company, to discuss items including succession planning and diversity. Further details are available on page 123.

Other

The Company discloses information to the market as required by the Listing Rules of Euronext Dublin and the Listing Rules of the London Stock Exchange and Financial Conduct Authority, including inter alia:
- periodic financial information such as interim and preliminary results;
- price sensitive information, which for example, might be a significant change in the Company's financial position or outlook, unless there is a reason not to disclose such information (e.g., prejudicing commercial negotiations);
- information regarding major developments in the Company's activities;
- information regarding dividend decisions;
- any changes to the Board once a decision has been made, and
- information in relation to any significant changes notified to the Company of shares held by a substantial shareholder.

The Company will make an announcement if it has reason to believe that a leak may have occurred about any ongoing negotiations of a price sensitive nature. Any decisions by the Board which might influence the share price must be announced as soon as possible and in any event before the start of trading the next day. Information relayed at a shareholders' meeting, which could be price sensitive, must be announced no later than the time the information is delivered at the meeting. In relation to any uncertainty regarding the communication of a particular matter, advice will be sought from the Company's sponsors and/or legal advisor(s).

Remuneration

Details on the Company's compliance with the provisions of the UK Corporate Governance Code in relation to remuneration are set out in the Directors' Remuneration Report.

"Ensuring accountability for sustainable growth."

ORLA O'GORMAN
CHAIR OF THE AUDIT & RISK COMMITTEE

Committee Member	Meeting Attendance	Committee Tenure
Gary Britton (Chair to 31 December 2024)	6/6	10 years
Linda Hickey	6/6	6 years
Orla O'Gorman (Chair from 1 January 2025)	6/6	3 years
Julie Sinnamon	6/6	3 years
Orla O'Connor (Appointed 1 January 2025)	n/a	n/a

Dear Shareholder,

I am pleased to present my first report as Chair of the Audit & Risk Committee (the Committee). Following the announcement in early 2024 that Gary Britton would retire from the Board at the end of the year, I had the benefit of shadowing him in his final year as the Committee Chair before commencing in the role from 1 January 2025. I would like to thank Gary for all of his guidance in supporting a smooth transition.

The Committee has fulfilled its responsibilities during the year under its Terms of Reference (which are available on our website) and under the relevant requirements of the UK Corporate Governance Code and Irish Corporate Governance Annex (together 'the Code).

The Committee is satisfied that its role and authority include those matters envisaged by the UK Corporate Governance Code that should fall within its remit and that the Board has delegated authority to the Committee to address those tasks for which it has responsibility.

Audit & Risk Committee Report continued

Committee Membership

The Committee currently comprises four Non-Executive Directors. All members of the Committee are determined by the Board to be independent Non-Executive Directors in accordance with provision 24 of the UK Corporate Governance Code with several members deemed to have recent and relevant financial experience. The biographical details on pages 106 and 107 demonstrate that members of the Committee have a wide range of financial, capital markets, commercial and business experience relevant to the sector in which the Group operates. The Committee met six times during the year and the attendance of each member is laid out in the table. Meetings are attended by members of the Committee and others being principally the Chairman, the Company Secretary, the Chief Financial Officer, representatives from the finance function, the Director of Commercial and Procurement, the Health & Safety Manager, our Risk Management Consultant, and representatives of the External Auditor as well as the outsourced Internal Audit function who also attend by invitation. Other members of management may be invited to attend to provide insight or expertise in relation to specific matters.

The Committee also met privately with the External Auditor and representatives of the outsourced Internal Audit function without management present at least once during the year.

The Chair of the Committee reports to the Board following each meeting, on the work of the Committee and on its findings and recommendations.

Key Duties

- Monitoring the integrity of the Group's financial statements and announcements relating to the Group's performance.
- Advising the Board on whether the Annual Report and Financial Statements, taken as a whole, are fair, balanced and understandable, and whether they provide the information necessary for shareholders to assess the Group's performance, business model and strategy.
- Monitoring the effectiveness of the external audit process and making recommendations to the Board in relation to the appointment, re-appointment and remuneration of the External Auditor.
- Overseeing the relationship between the Group and the External Auditor including the terms of engagement and the scope of audit.
- Reviewing the scope, resourcing, findings and effectiveness of the Internal Audit function.
- Monitoring and reviewing the overall effectiveness of the Group's risk management systems, and overseeing its strategic response to risk, in particular, the principal and emerging risks to its strategic objectives.
- Reviewing the adequacy and effectiveness of the Group's systems and controls for risks associated with health & safety, bribery and fraud, and the use of personal data.
- Reporting to the Board on how the Committee has discharged its responsibilities.

Key Areas of Activity During 2024

A summary of the key activities of the Committee during the year is set out below.

Financial Reporting

The Committee reviewed the draft trading updates, draft preliminary results, draft annual report and draft interim results before recommending their approval to the Board. The Committee considered the appropriateness of the relevant accounting policies and significant judgements and key estimates adopted in the preparation of the financial statements. The Committee also considered the views of the External Auditors in making these assessments. The significant issues in relation to the financial statements considered by the Committee and how these were addressed are set out on pages 120 and 121. The Committee also reviewed the observations on internal control prepared by the External Auditor as part of the audit process.

In accordance with the reporting requirements of the Code, the Committee confirms to the Board that, in our view, the Annual Report, taken as a whole, is fair, balanced and understandable, and provides the information necessary for shareholders to assess the Group's position and performance, business model and strategy.

Risk Management and Internal Control

Responsibility for monitoring the effectiveness of the Group's system of risk management and internal control is delegated to the Committee by the Board. The Committee is satisfied with the procedures established for identifying, assessing and managing key risks, and will continue to evaluate those procedures against best practice for the industry. Further information on the Group's risk management process is outlined in the Risk Report on pages 36 to 48.

Corporate Sustainability Reporting Directive (CSRD)

Whilst we have been diligently preparing to report under the Corporate Sustainability Reporting Directive (CSRD), which applied to the Company from 1 January 2025, we are closely monitoring the impacts of the recent Omnibus proposal, to see how this may affect our current in-scope position.

As part of our preparation for alignment with the CSRD, the Committee undertook a training and development session early in the year, supported by our external auditors. An additional session was also held with the CSRD Manager, to discuss the ongoing Double Materiality Assessment Process, the output of which will inform our material topics to be reported against, from 1 January 2025.

Regardless of the outcome of the recent Omnibus proposal, we remain committed to utilising the results of our Double Materiality Assessment (DMA), incorporating our stakeholders' views into our reporting, and ensuring we minimise our impact on environmental and social issues, whilst continuously improving our sustainability reporting.

Health & Safety

The Committee met with the Group's Health & Safety Manager and Director of Commercial and Procurement on a number of occasions during the year. These meetings included reviewing key health & safety statistics, monitoring resourcing requirements for the function, reviewing the findings and recommendations from four targeted audits (conducted during the year by an independent, specialist external audit firm), and overseeing the achievement of key objectives during 2024 which were set at the beginning of the year. The Committee also undertook site walks with members of the health & safety team. The Chair of the Committee also frequently engaged with the Health & Safety Manager outside of meetings.

Audit & Risk Committee Report continued

Data Protection
The Committee has engaged with the Company Secretary who has overall responsibility for the Group's lawful use of personal data in accordance with Irish and European data protection laws, including Regulation (EU) 2016/679 (the General Data Protection Regulation) (GDPR). The Group has designated an independent Data Protection Officer who has access to the Committee, advises the Company Secretary and carries out the tasks mandated by the GDPR.

Throughout 2024, the Committee continued to monitor the progress and effectiveness of the Group's data protection programme, consistent with the data protection risks faced by the Group.

Cyber-Security
The Group relies heavily on information technology and systems to support the management of its operations and reporting. A failure of these systems or the loss of corporate data is a risk which is actively managed by a dedicated team in line with CIS and NIS2 standards, monitored by the Senior Leadership Team. All Cairn employees receive information security training at least quarterly, as well as monthly cyber-security assessments. The status of this risk is reported regularly to the Committee, with a formal report to the Board at least annually. To date, Cairn have not had an information security breach. Further detail on our risk disclosures is contained within our Risk Report.

Going Concern, Viability and Directors' Compliance Statements
The Committee reviewed the draft Going Concern Statement, Viability Statement and Directors' Compliance Statement prior to recommending them to the Board for its review and approval. The Going Concern Statement and the Viability Statement are on page 48. The Directors' Compliance Statement is included in the Directors' Report on page 148.

Internal Audit
The Group's Internal Audit function is outsourced, however the Committee continues to maintain oversight of and responsibility for the function's effectiveness. The Internal Audit function completed four Internal Audit reviews during the year;
(1) Waste Management
(2) Development Bonds
(3) Construction Accounting
(4) Budgeting & Forecasting

The Committee considered reports and updates from the Internal Audit function for each of these reviews which summarised the work undertaken, findings, recommendations and management responses to audits conducted during the year. A register is maintained internally which monitors progress against any recommended process and control enhancements to ensure that they are implemented appropriately and in a timely and controlled manner.

The Committee considered and approved the programme of work to be undertaken by the Internal Audit function in 2024 and the planned programme of work for 2025. The Committee also met with the members of the Internal Audit function privately without management present.

External Auditor
Our External Auditor, KPMG, was appointed in 2015. In accordance with S.1548 of the Companies Act 2014, KPMG's tenure as the statutory auditor for a public interest entity will reach its maximum duration at the end of the 2024 reporting cycle. Consequently, KPMG will relinquish its role as the auditor of the Company following the completion of the audit for the fiscal year ending on 31 December 2024.

The Company announced during 2024 that the Board had approved the appointment of Ernst & Young Chartered Accountants as the Company's auditor for the financial year ending 31 December 2025 following the conclusion of a competitive tender process led by the Company's Audit & Risk Committee. This appointment is subject to approval by the Company's shareholders at the Annual General Meeting to be held in 2025.

The Committee reviewed the External Auditor's overall audit plan for the 2024 audit and approved the remuneration and terms of engagement of the External Auditor. The Committee also considered the quality and effectiveness of the external audit process and the independence and objectivity of the External Auditor.

In order to ensure the independence of the External Auditor, the Committee received confirmation from the External Auditors that they are independent of the Group under the requirements of the Irish Auditing & Accounting Supervisory Authority (IAASA) Ethical Standard for Auditors (Ireland). The External Auditors also confirmed that they were not aware of any relationships between the firm and the Group or between the firm and persons in financial reporting oversight roles in the Group that may affect its independence. The Committee considered and was satisfied that the relationships between the External Auditor and the Group including those relating to the provision of non-audit services did not impair the External Auditor's judgement or independence.

Non-Audit Services
The Committee reviews the engagement of the External Auditor to provide non-audit services on an ongoing basis and in line with our non-audit services policy. In considering any proposal for the provision of non-audit services by the External Auditor, the Committee considered several matters including:
- threats to independence and objectivity resulting from the provision of such services and any safeguards in place to eliminate or reduce these threats to a level where they would not compromise the External Auditor's integrity and objectivity;
- the nature of the non-audit services;
- whether the skills and experience of the external audit firm make it the most suitable supplier of the non-audit services;
- the fees incurred, or to be incurred, for non-audit services both for individual services and in aggregate, relative to the audit fee; and
- any relevant legislation.

The External Auditor will not be engaged for any non-audit services without the approval of the Committee. The External Auditor is precluded from providing certain services under Regulation (EU) No 537/2014 or from providing any non-audit services that have the potential to compromise its independence or judgement.

Details of the audit and non-audit services provided by the External Auditor for 2024 and their related fees are disclosed in Note 9 to the consolidated financial statements. The Committee has undertaken a review of non-audit services provided during 2024 and is satisfied that these services were efficiently provided by the External Auditor with the benefit of their knowledge of the business and did not prejudice their independence or objectivity.

In line with EU audit regulations, the Group's non-audit fees for 2024 were less than 70% of the average of the audit fees over the previous three-year period.

Confidential Reporting and Anti-Bribery & Corruption
The Group's Confidential Reporting and Anti-Bribery & Corruption Policies were reviewed during the year. The policies are published on the Group's website and intranet, and employees are required to confirm they have read them. The Committee continues to monitor and review any breaches to these policies.

The Company also has a Confidential Reporting platform available to employees and subcontractors to raise any concerns. No reports were raised during the period.

Audit & Risk Committee Report continued

Estimates and Judgements

The Committee reviewed in detail the areas of significant judgement, complexity and estimation in connection with the financial statements for 2024. The Committee considered a report from the External Auditors on the audit work undertaken and conclusions reached as set out in their audit report on pages 152 to 159. The Committee also had an in-depth discussion on these matters with the External Auditors. These significant areas were revenue recognition in relation to forward fund transactions and the carrying value of inventories and profit recognition.

Revenue Recognition in Relation to Forward Fund Transactions

During the year, the Group entered into a number of forward fund transactions with State-supported counterparties. The accounting treatment for revenue is assessed based on the specific terms of the contractual arrangements for each transaction. The forward fund transactions in the financial year involve the Group delivering new homes under a contractual relationship where land is sold up-front to the State-supported counterparties and the cost of delivering the new homes is paid by the State-supported counterparties to the Group on a phased basis. Where these contractual arrangements exist, there is a judgement as to whether the sale of land and the delivery of residential units are a single performance obligation or separate performance obligations for the purposes of revenue recognition. Based on the facts and circumstances, it was determined that for these transactions, the delivery of land and residential units were highly interrelated and formed a single performance obligation to be delivered over time. The Committee has reviewed the revenue recognition in relation to forward fund transactions during the year and are satisfied that the treatment reflects the specific terms of the transactions.

Carrying Value of Inventories and Profit Recognition

The scale and mix of each development and associated planning permission involve assumptions on new or amended planning permission applications. This judgement then feeds into the process of forecasting expected profitability by development which is used to determine the profit that the Group is able to recognise on its developments in each reporting period and the net realisable value of inventories.

As the business continues to scale its construction activities, the Group has been investing capital in developing its landbank and construction work in progress. As a result, the carrying value of inventories is a crucial area for management and audit judgement. In 2024, the Group conducted a detailed annual impairment test with input from relevant internal and external stakeholders to ensure that the investment in development land and related construction work in progress was not impaired. The annual impairment test examined the performance of each site individually to determine its net realisable value, including an assessment of the number of units that could be achieved on each site and a full evaluation of the likely sales prices of those units, which were then compared to actual sales prices achieved to date.

All costs related to individual sites are regularly evaluated and updated based on new information and actual experience. If the net realisable value of a site is found to be lower than its cost, it is considered impaired, and its value is written down to its net realisable value. This process is subject to review by management and is thoroughly tested during the annual audit process.

The annual impairment test did not show any evidence of impairment on a site-by-site basis. The Group calculates its gross profit for each sale by considering the specific unit sold and its associated total cost. Since the construction cost of a site can span multiple reporting periods, determining the cost of sale for each unit sold relies on current cost forecasts and anticipated profit margins for the entire project. There is a possibility that some or all of the assumptions used in these forecasts may be incorrect, which could affect the carrying value of inventories or the amount of profit recognised. To manage this risk, the Group regularly updates its site profitability forecasts and makes any necessary adjustments in the appropriate reporting period.

The Committee considered the evidence from impairment reviews and profit forecasting models across the various sites and discussed the results with management and is satisfied with the carrying values of inventories (development land and construction work in progress) and with the methodology for the release of costs on the sale of individual units.

Conclusion

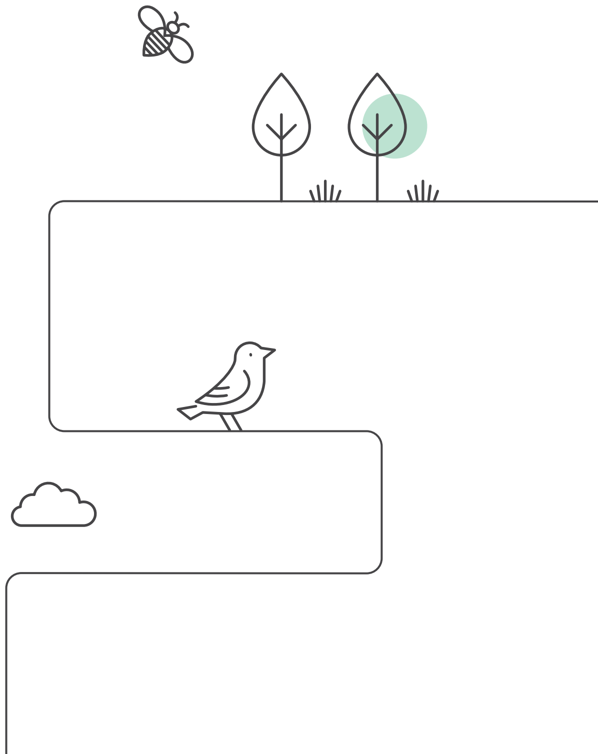
Since I have commenced in the role as Chair of the Committee on 1 January 2025, I have engaged with the Company Secretary, the Chief Financial Officer, Director of Construction and Operations, the Environmental Health and Safety Director, representatives from the finance function, the Internal Audit function, the Risk Management Consultant, and the External Auditor as part of my onboarding and induction programme. I look forward to continuing to engage with key stakeholders within the business in preparation for upcoming meetings and continuing the supportive and constructive relationship my predecessor had with the management team.

The Committee will continue to focus on key areas of financial reporting processes, risk management, internal controls and health & safety in 2025. The Committee will also take a proactive approach in anticipating and preparing for upcoming legislative and regulatory changes, particularly in the area of climate change and sustainability.

I also attend the Annual General Meeting and am available to respond to any questions that shareholders may have concerning the activities of the Committee.

On behalf of the Committee and the Board, I wish also to sincerely thank KPMG and all of their team members, who have worked on the Company's external audit over the past ten years as they now pass the baton over to EY.

ORLA O'GORMAN
CHAIR OF THE AUDIT & RISK COMMITTEE



"Refreshing the Board as the business continues to grow."

JULIE SINNAMON
CHAIR OF THE NOMINATION COMMITTEE

Dear Shareholder,

I am pleased to present the Nomination Committee (the Committee) report, detailing the work undertaken by the Committee during 2024. This marks my first report as Committee Chair, a role I assumed in January 2024, succeeding Giles Davies. Having joined the Board in September 2021 and the Committee in November of the same year, I have had the opportunity of gaining a deep understanding of the business, its people, and its processes ahead of my appointment as Committee Chair. I would like to express my gratitude to Giles for his leadership of the Committee from 2019 to 2023 and for his invaluable guidance during this transition. I am also grateful for his continued input as a Committee member.

Our Committee is responsible for reviewing the structure, size, and composition of the Board, ensuring it maintains an appropriate balance of skills, experience, and diversity of thought to effectively support the long-term growth of the business.

The Committee understands the importance of succession planning in achieving the Company's strategy and in developing a diverse pipeline of talent. Succession planning for the Board and senior management is reviewed by the Committee, with regular succession and talent updates being delivered by the Chief People Officer and Group HR Director. All succession plans are based on merit and objective criteria, reviewed against the needs of the business, and the skills and experience needed to strengthen the Board. Within this context, the Committee seeks to ensure that appointments promote all aspects of diversity, with a particular focus on gender, social mobility and ethnicity.

In crafting Board succession plans, the Committee also carefully considers the importance of achieving a healthy balance between longer-serving Non-Executive Directors and those with shorter tenures.

Nomination Committee Report continued

In terms of management succession planning, the Committee seeks to ensure that emphasis is placed on preparing for planned and unplanned departures, with a number of contingency plans considering internal and external talent pipelines. Within these considerations, the Committee is keenly aware of the benefits of ensuring that future plans recognise the importance of developing a diverse and deep internal and external talent pipeline.

In keeping with the aims around Board refreshment set out above, there were a number of changes to Board composition announced in 2024. With several Directors having served since the IPO in June 2015, the continued refreshment and orderly succession of the Board remained a key priority for the Committee. To this end, we were pleased to identify and secure the appointments of two highly regarded candidates, Bernard Byrne and Orla O'Connor, to further strengthen our Board. Bernard joined the Board on 1 January 2025 as a Non-Executive Director and Chair-Designate. He will assume the role of Board Chairman at the end of April when our current Chairman, John Reynolds, retires after serving on the Board since the Company's IPO. Bernard brings extensive financial and commercial expertise alongside a distinguished record of leading large private and public Irish companies. Since January 2025, Bernard and John have worked closely to ensure a smooth and seamless transition of Board leadership.

Orla O'Connor also joined the Board on 1 January 2025, following the departure of Gary Britton, the former Chairman of our Audit & Risk Committee, who had served on the Board since the Company's IPO. Gary was succeeded as Committee Chair by financial expert Orla O'Gorman.

Orla O'Connor brings a wealth of financial and legal expertise, along with a strong track record in business development. In addition to her Board appointment, Orla has also joined our Audit & Risk Committee and our Remuneration Committee. With the appointments of Orla O'Connor and Bernard Byrne, we are further enhancing the diversity, skills, and experience of the Board as the Company enters its next phase of growth.

As part of our considerations, and in light of recent refreshment of the Board's composition, Giles Davies has been reappointed to the Board, subject to shareholder approval at the 2025 AGM. Giles is the last Non-Executive Director to have been a member of the Board since our IPO in 2015, and will focus on further embedding oversight of our sustainability strategy ahead of stepping down from the Board at the end of 2025. The ongoing balance of continuity and newer appointments at Board level will continue to encourage the exchange of diverse perspectives, fresh ideas and innovative business strategies.

In terms of executive appointments, following a comprehensive recruitment process led by the Committee, Richard Ball succeeded Shane Doherty as Cairn's Chief Financial Officer in April 2024 and was subsequently appointed to the Board at the May 2024 AGM. After announcing his decision to step down in October 2023, Shane agreed to extend his tenure beyond the expiration of his six-month notice period, remaining with Cairn until the end of October 2024. This extension allowed for an orderly transition of responsibilities to Richard. We are deeply grateful to both Shane and Richard for their collaboration and commitment, ensuring a smooth and effective handover.

During 2024, in my capacity of Chair of the Committee, I also met with two of our major shareholders, to discuss Board refreshment and diversity, as well as the steps the Company is taking to enhance the diversity of our talent pipeline. These engagements were highly insightful, and I appreciated shareholder feedback on how they evaluate Nomination Committee performance at their investee companies. The feedback provided was particularly helpful as we take steps to improve diversity, build out plans around future Board successions and to most effectively communicate decisions in our annual reporting. The Board as a whole recognises the value of direct engagement with shareholders and I hope to continue to hear from shareholders in the years ahead.

Following John's retirement, the Board will achieve gender parity, with an equal representation of men and women. Notably, the Senior Independent Director and all Committee Chair positions will be held by women, reflecting the Committee and Board's strong commitment to diversity. However, despite this progress at the Board level, we acknowledge that the pace of improvement in gender representation has been slower in senior leadership roles. Over the next year, addressing this imbalance will be a key focus for the Committee. Additionally, we recognise the importance of broadening our approach to diversity to include other areas, such as ethnicity. While demographic shifts in Ireland are underway, we acknowledge the challenges in achieving greater gender and ethnic diversity at senior management and Board levels. Enhancing gender and ethnic diversity will continue to be part of our consideration in all future Board and senior leadership appointments.

JULIE SINNAMON
CHAIR OF THE NOMINATION COMMITTEE

Role of the Committee

The Committee is responsible for Board recruitment and conducts regular assessments of the Board's composition against the Company's strategic priorities and the main trends and factors affecting the long-term success and future viability of the Company. The Committee's key objective is to ensure that the Board comprises individuals with the necessary skills, knowledge, experience and diversity to ensure that the Board is effective in discharging its responsibilities.

Committee Member	Meeting Attendance	Committee Tenure
Julie Sinnamon (Chair)	8/8	3 years
Giles Davies	7/8	10 years
Orla O'Gorman	8/8	3 years

All members of the Committee are independent Non-Executive Directors. Members of the Senior Leadership Team, primarily the Chief People Officer, and the Board Chairman John Reynolds, are invited to attend meetings. The Company Secretary Tara Grimley also acts as Secretary to the Committee. The Committee met eight times during the year and after each meeting, the Board was apprised of key issues discussed during our meetings.

Nomination Committee Report continued

Key Areas of Activity in 2024

- Considered the composition of the Board and Committees and the succession of Non-Executive Directors with reference to skills, knowledge, experience, diversity and attributes required of current and future Non-Executive Directors. In considering Board succession, the Committee considered the length of tenure of the Non-Executive Directors and the importance of the progressive refreshing of Board membership.
- Led the nomination process leading to the appointment of Bernard Byrne as independent Non-Executive Director and Chair-Designate.
- Led the nomination process leading to the appointment of Orla O'Connor as an independent Non-Executive Director.
- Oversight of the succession plans in place for the Senior Leadership Team, with consideration of the Group's talent development programmes and the requirements to build technical and leadership capability.
- Led the recruitment process leading to the appointment of Richard Ball as Chief Financial Officer. The Committee also oversaw the execution of the agreed succession strategy and the effective transition of responsibilities from Shane Doherty to Richard Ball.
- Oversight of the external Board evaluation process and discussion of the feedback, observations and recommendations from the review of the Board and Committees, including the action plan for approval by the Board. Details of the Board evaluation process are set out in the Corporate Governance report on pages 110 to 117.
- Continued application of the Board Diversity Policy and initiatives, and reviewed progress made against the agreed objectives set out in the Board Diversity Policy.
- Incorporated feedback from the Board's workforce engagement outreaches, which provides important insight into employees' expectations and needs.

Board & Committee Changes

The continued reorganisation and orderly succession of the Board has been a key focus of the Committee during 2024. In evaluating Board composition and plans for new appointments, the Committee assesses the balance of skills, knowledge, tenure, experience and diversity, against Cairn's long-term strategy, with consideration of the operating context of the business. While not exhaustive, the skills matrix set out on page 126 details certain attributes the Committee looks at when evaluating Board composition and appointments.

In January 2024, Alan McIntosh stepped down from the Board while Gary Britton announced his intention to step down at the end of the year.

Our former CFO, Shane Doherty announced his intention to step down from the Board in October 2023 after serving more than four years in his role. Following the announcement of Shane's departure, the Board, led by the Committee and supported by external advisors, immediately commenced a recruitment process for his replacement. That comprehensive process resulted in the appointment of Richard Ball. Richard joined Cairn on 10 April and was appointed to the Board as an Executive Director following the 2024 AGM. While Shane stepped down from the Board at the 2024 AGM, as part of ensuring an effective transition of responsibilities to his successor, he stayed on to support Richard until the end of October 2024.

In August 2024, Cairn announced the appointment of Bernard Byrne as an independent Non-Executive Director and Chair-Designate, effective 1 January 2025. Bernard will succeed the current Chairman, John Reynolds, who will retire at the end of April 2025, having served as Non-Executive Chairman since Cairn's IPO in 2015. The appointment of Bernard represents a very strong addition to our Board. From a chartered accountancy background, he brings a wealth of leadership, finance and commercial experience to Cairn, as well as a deep understanding of the Irish market and economy. Most recently, he served as CEO of Davy, Ireland's largest independent stockbroking and wealth management business, and led the subsequent sale of the business and its integration into the Bank of Ireland Group. Bernard has excellent credentials and is well suited to succeed John as Cairn's Chairman. Bernard left Davy at the end of June 2024. As a Board, we were conscious of John Reynolds' tenure exceeding nine years following the conclusion of the 2024 AGM and the Committee was made aware of the availability of Bernard, an exceptionally high calibre candidate in the Irish market. While we did not employ an external consultant/search firm or advertise the position publicly, the Committee followed its standard nomination process. After an interview process with the Chair of the Committee, the CEO and the Chief People Officer, the Committee considered his background, skills, knowledge and experience against objective criteria, including our skills matrix and business strategy; assessed his fit within the overall Board; and his potential as future Board Chairman. This process led us to conclude that he was the right profile for the role, and we recommended his appointment to our fellow Board members, who unanimously approved it.

During 2025, led by the Nomination Committee, the Board will review the existing skills matrix to ensure it continues to align with the evolution of strategy, business priorities, stakeholder expectations and our external operating environment. The Committee will provide an update on the matrix in the 2025 Annual Report.

In November 2024, Cairn announced the appointment of Orla O'Connor as an independent Non-Executive Director, effective 1 January 2025. Orla is the Chair of Arthur Cox LLP, one of Ireland's leading law firms, and a Partner in their Financial Services department. She was appointed as Chair of Arthur Cox in 2019 for a term running until mid-2025, when she will step down from her role, and previously served on the firm's Management Committee for five years. She brings over 25 years' experience in financial transactions across the finance, property, and private equity sectors to the Board. The appointment of Orla is another step in ensuring the orderly succession of the Board to support the business in its next stage of growth and followed a comprehensive recruitment process, led by the Committee and supported by external advisors.

To ensure the Board and its Committees continue to operate at a high standard, particularly in the context of significant reorganisation and change, the composition of the Audit & Risk Committee and of the Remuneration Committee were refreshed in January 2025. Orla O'Connor became a member of both committees and Orla O'Gorman succeeded Gary Britton as the Chair of the Audit & Risk Committee. Similar to Gary, both Orla O'Gorman and Orla O'Connor have strong financial expertise.

Nomination Committee Report continued

Employee Engagement

We are proud of how committed Cairn's employees are to the long-term success of the business and we regularly seek feedback from engagement with employees. The direct link between the Board and the employee voice through the Workforce Engagement Director Orla O'Gorman, provides an enhanced and interactive understanding of employee sentiment. Each year, the programme of work of Cairn's Workforce Engagement Director is set out with the support of our Chief People Officer, Maura Winston. The Board is regularly updated on employee remuneration and value proposition proposals, the welfare of employees, employee initiatives, which include learning and development programmes, and the detailed results of the employee engagement survey that is conducted on an annual basis. While we are fully aware that these surveys do not represent a full engagement strategy, they provide key insights into employee satisfaction and are part of the Committee and the Board's tools in monitoring culture. The success of this role is measured in action, where the employee voice is consistently represented in these engagements and provides important views and insights into colleagues' opinions and difficulties that feature and contribute to Board and executive management discussions.

The Workforce Engagement Director uses the outputs of this survey to conduct engagement directly with employees focusing on what we do well and where we could improve across a number of key areas. Over the last year, Orla carried out meetings with teams in the Newcastle and Seven Mills sites as well as in our Central Office. These meetings were attended by 23 employees (13 female and 10 male), with varying tenures within the organisation, providing cross function representation. We were pleased with the results of this assessment, where participants continued to show a strong sense of belonging and alignment with the Cairn culture, a topic that is of importance to Cairn. While employees noted they feel valued at Cairn and are satisfied with the Company's strong recruitment process, they also highlighted a desire to extend support programmes for all new starters, not just graduates, and increase the frequency of team-building activities. Several initiatives have also commenced based on the feedback shared during these sessions, including the establishment of various employee resource groups and several remuneration-related benefits such as tax-free gift cards and wellbeing allowances.

We have also maintained our focus on engaging our female employees, by facilitating exposure and development opportunities through our Women in Cairn Network. During 2024, various networking events, skills masterclasses and other initiatives were facilitated by the Women in Cairn Network, reinforcing our Employee Value Proposition for our female employees.

Nomination Committee Report continued

Succession, Talent Capability and Development

The Senior Leadership Team plays a central role in delivering Cairn's strategy, the ongoing development of our talent pipeline and in fostering the culture and values required to continue to deliver on our strategy. The Committee consistently reviews its approach to executive management development and succession planning, over the short, medium, and longer term. The aim of these reviews is to ensure the Company is in a strong position in the event of any planned or unplanned departures, including ensuring that senior executives and wider employees are receiving the appropriate training and development opportunities in line with the challenges and opportunities of the business.

Succession for senior leadership roles, and our strategy to support talent development by building capability for the future, is overseen by the Committee with support from the Chief People Officer, with formal updates considered at least once a year. On succession, at least annually, the Committee reviews the existing internal pipeline of candidates for immediate and medium- to longer-term movement into key leadership and functional roles. This is subject to routine challenge to ensure understanding of the breadth of internal potential and experience represented by external talent pools. The Committee is also regularly apprised on how talent is benchmarking externally, and on specific initiatives to encourage more gender and ethnic diversity into senior leadership talent pipelines.

Board Diversity, Skills and Expertise

The topic of diversity, equality and inclusion remains a key priority for Cairn across all levels of the business. The Committee is of the view that diversity and inclusion are key drivers of business success, as they promote balanced decision-making, with consideration of the wider strategy of the business and its impact on stakeholders. All Board appointments are made on an objective and shared understanding of merit, in line with required competencies relevant to the Company as identified by the Committee, and consistent with the Board's Diversity Policy. We are also conscious that diversity extends beyond gender and ethnicity to include age, disability and cognitive behaviour among other characteristics that significantly enrich Board-level deliberations.

The Committee will continue to identify suitable candidates based on merit against objective criteria and with due regard for the benefits of diversity on the Board including social and ethnic background, cognitive and personal strengths as well as diversity of gender.

We are pleased to report that at the end of 2024, women represented 37.5% of Board members, and, following changes to the Board announced in January 2025, this number increased to 44%, exceeding the new target of 40% set by the Balance for Better Business Review and our Board will reach gender parity following the succession of the Chairman of the Board in April 2025. As things stand, 25% of the Senior Leadership Team are women (excluding Executive Directors). The Committee is aware of the new 40% target set by Balance for Better Business and over the course of 2025, as part of wider succession plans for senior positions, the Committee – together with input from the Chief People Officer – will continue its work to attempt to increase diversity in senior leadership.

Skills Matrix

Skillset	Number of Board members
Leadership, Strategy & Commercial	7
Financial & Risk Management	7
Policy & Government Engagement	5
Sustainability	5
Capital Markets	4
Industry-Relevant Background	4

Despite the differences in demographics in Ireland compared to the UK, the Committee is also aware of the importance of widening considerations around diversity and is seeking ways to promote greater ethnic diversity at the Board and throughout the organisation. Reflecting on the evolution of our customer base in recent years, there has been a growing emphasis on the importance of improving ethnic diversity on the Board. To successfully achieve our mission of creating thriving communities, the Board and the Committee are mindful of the significance in ensuring that ethnic and cultural diversity is also reflected at the highest level of the organisation. While we have not set formal targets in this regard, the Committee will continue to take steps to ensure that such considerations are integrated into succession planning and recruitment efforts.

Gender Pay Gap

The Company's Gender Pay Gap Reports are available in the reports and presentations section on our website at www.cairnhomes.com and details are included on page 101 of this report. The mean Gender Pay Gap for the Group in 2024 was 30% (2023: 19.6%). The median Gender Pay Gap was 29% in 2024 (2023: 23.6%). As at 31 December 2024, the gender balance of the Group was 29% female and 71% male. While the Group's Gender Pay Gap is, in part, driven by the shape of our workforce and the limited female representation in the construction industry generally, the Board and senior management are taking proactive steps that we believe will begin to address the gap over the long term.

Specifically, the Company has set objectives around greater female representation in senior roles, where the impact on any Gender Pay Gap will be most pronounced. As part of those steps, the Nomination Committee worked closely with the Remuneration Committee to include a gender diversity measure in the annual bonus plan, which sets the requirement of doubling female representation in senior positions within the organisation by the end of 2025. As the Company and management drives progress towards achieving these targets, it is anticipated that our Gender Pay Gap will reduce over time. In the years ahead, the Committee will continue to focus on reducing the gap through meaningful action and clearly communicate these steps to shareholders.

Nomination Committee Report continued

Diversity Representation

The following tables set out the information required to be disclosed under UK Listing Rule 14.3.30, as of 31 December, 2024. For the purposes of these tables, Executive management is defined as being the Senior Leadership Team or the most senior executive or managerial body below the Board (or where there is no such formal committee or body, the most senior level of managers reporting to the Chief Executive), including the Company Secretary but excluding administrative and support staff. For Cairn, this is the Senior Leadership Team.

As set out previously in this report, following the changes in Board composition that took place in January 2025, 44% of the Board are now women. The Committee is aware of the UK listing rules expectations for greater ethnic diversity on Boards and in senior positions. While the Company has not met the expectation of the listing rules at the date of the publication of this report, it notes that Cairn's operations are solely focused in Ireland, where the demographics are different to the UK's.

Nonetheless, as we continue to develop succession plans for senior management and the Board, the Committee will continue to emphasise the benefits of diversity beyond gender to include ethnicity in recruitment and candidate identification processes.

The Committee has a diverse range of skills and backgrounds, and it keeps its own and the Board's membership under review. As we become increasingly aware of the impact of our business strategy on both the environment and the communities in which we operate, ensuring that the skills, experience and knowledge of individuals reflect the changing demands of the business has become a fundamental requirement to operate.

Board Composition at 31 December 2024

Name	Role	Independence Classification	Tenure (Years)	Gender
Michael Stanley	CEO	No	10	M
Richard Ball	CFO	No	<1	M
John Reynolds	Chairman	N/A (Yes – on appointment)	10	M
Linda Hickey	Senior Independent Director	Yes	6	F
Gary Britton	Non-Executive Director	Yes	10	M
Giles Davies	Non-Executive Director	Yes	10	M
Orla O'Gorman	Non-Executive Director	Yes	3	F
Julie Sinnamon	Non-Executive Director	Yes	3	F
		71.4%	**6.5**	**37.5% F 62.5% M**

Board Composition from 1 January 2025

Name	Role	Independence Classification	Tenure (Years)	Gender
Michael Stanley	CEO	No	10	M
Richard Ball	CFO	No	<1	M
John Reynolds	Chairman	N/A (Yes – on appointment)	10	M
Linda Hickey	Senior Independent Director	Yes	6	F
Bernard Byrne	Non-Executive Director & Chair Designate	Yes	<1	M
Giles Davies	Non-Executive Director	Yes	10	M
Orla O'Connor	Non-Executive Director	Yes	<1	F
Orla O'Gorman	Non-Executive Director	Yes	3	F
Julie Sinnamon	Non-Executive Director	Yes	3	F
		75.0%	**4.7**	**44.4% F 55.6% M**

INDEPENDENCE

71.4%

75.0%

AVERAGE NED TENURE

6.5 years

4.7 years

● At 31 December 2024 ● From 1 January 2025

GENDER DIVERSITY FROM 1 JANUARY 2025

Number of Board Members

Number in Leadership Team*

% of Board

% of Leadership Team*

* excluding Executive Directors

Number of senior positions on the Board

● Male ● Female

Chairman, SID, CEO, CFO, Committee Chairs

"Continuing to ensure our remuneration arrangements support the business's growth and expansion."

LINDA HICKEY
CHAIR OF THE REMUNERATION COMMITTEE

Dear Shareholder,

On behalf of the Remuneration Committee (the Committee) and the Board, I am pleased to present our Directors' Remuneration Report to shareholders. Following the approval of our Remuneration Policy by 99.6% of shareholders at the 2024 AGM, the focus of the Committee has been on the implementation of this policy.

Remuneration Philosophy

The Committee and the Board ensure that our Remuneration Policy stays aligned with market practices, supports our corporate strategy and, where appropriate, reflects shareholder feedback. The policy aims to align the interests of Executive Directors and senior management with those of shareholders. It focuses on long-term, performance-based incentives and encourages share ownership, fostering an 'ownership mindset' within the Company's performance-orientated culture.

The main goal of the policy is to support the Company's long-term success by effectively linking pay to business results and individual contributions, including sustainability objectives, creating long-term value for shareholders.

Performance during FY2024

As detailed throughout the Annual Report, Cairn delivered another year of strong growth in volumes, revenue and profitability. The business achieved record housing output, combined with strong earnings and a disciplined approach to balance sheet management. We are pleased that the business achieved our stated ambition of 15% Return on Equity (ROE) in 2024, reflecting the focus placed on value creation by the Board and management as our business continues to scale and mature. The business also remains highly cash generative, with over €70m returned to shareholders through share buyback programmes and total dividend payments of 8.2c per share (FY2024 interim and final dividends).

Directors' Remuneration Report continued

Our financial performance has been matched by continued progress on key sustainability measures, including the central objectives of reducing our carbon footprint, evidenced by having commenced more than 1,750 apartments to Passive House standard in 2024 which will increase to 2,750 - 3,000 units by the end of 2025, and enhancing biodiversity across our sites and developments.

Annual Bonus Outcomes

The Executive Directors were awarded a bonus at 97.5% of maximum for FY2024. The annual bonus award is determined based on performance against a range of key financial, ESG/sustainability and personal and strategic performance targets, each of which is designed to incentivise the delivery of our strategy. Ahead of 2024, the Committee made certain adjustments to the weighting of the performance measures under the bonus plan, designed to place a greater emphasis on financial performance, while maintaining a clear focus on quantifiable stakeholder-related measures. The weighting for the EBIT measure was increased from 60% to 70% of overall opportunity, with a corresponding decrease in the weighting of personal and strategic objectives. The Committee is satisfied that the outcome of the bonus plan appropriately reflects another year of exceptional performance against the measures employed under the bonus scheme and across financial and stakeholder indicators generally. Further details of performance under the bonus plan are set out on pages 131 to 135.

Long-term Incentive Outcomes

Awards under the Long-Term Incentive Plan (LTIP) will vest at 97.2% of total opportunity for the CEO, which the Committee believes is an accurate reflection of the strength of Company performance, both financially and on the quantifiable sustainability measures employed for the 2022 award, over the three-year vesting period. Further details of performance against the targets associated with the awards made in 2022 under the LTIP are set out on page 136. There was no LTIP eligible to vest for the CFO as he was appointed in 2024.

Employee Engagement and Workforce Remuneration

The Committee is fundamentally aware of its responsibility to review workforce remuneration and ensure a level of understanding amongst the workforce on how executive remuneration aligns with wider Company pay strategies. Throughout 2024, the Committee received regular updates from the Chief People Officer, detailing key initiatives throughout the workforce and the development of those in senior leadership roles. This included feedback received directly from employees through anonymous employee engagement surveys on remuneration-related strategies and our overall employee value proposition. The Committee also ensures that management present the annual bonus plan metrics and targets to all employees as part of our performance management programme, and details of the LTIP awards to select recipients, ensuring employees understand the link between Executive remuneration, our Remuneration Policy and the remuneration of the wider workforce.

In November 2024, the Workforce Engagement Director, Orla O'Gorman also shared her findings with the Board from her most recent meetings with the workforce, which are set out in further detail in the Nomination Committee report on page 125. That process highlighted Cairn's pay conditions as a key factor contributing to the attraction of new workers, as well as employees' appreciation of the tax-free gifts cards received in 2024. During the year an inflationary increase of 5% was awarded to all employees (excluding Executive Directors). While inflationary pressures have decreased in Ireland, we remain committed to supporting employees in 2025. Employees who receive a base salary below a fixed threshold will receive a salary increase of €1,500 per annum. In addition, all employees will also receive tax-free gift cards worth €1,500, which is an increase from the €1,000 gift cards and €200 wellbeing allowance in 2024.

Board Changes

Richard Ball succeeded Shane Doherty as our Chief Financial Officer in April 2024 and joined the Board at the May 2024 AGM. Having announced his decision to step down from his role in October 2023, Shane agreed to extend his six-month notice period and stay with Cairn until the end of October 2024 to ensure an orderly transition of responsibility to his successor. As detailed in the 2023 Annual Report, in recognition of Shane's decision to stay on past his notice period, the Committee determined he would be treated as a good leaver. The Committee was satisfied that this considered approach to succession planning for the CFO was a clear positive for the business, with Shane representing a valuable resource to Richard as he established himself as CFO. Full details of Richard and Shane's remuneration for 2024 are detailed throughout this report.

Bernard Byrne joined the Board as a Non-Executive Director on 1 January 2025 and will succeed our current Chairman, John Reynolds, on 1 May 2025. As detailed in last year's Annual Report, the fee levels for the Non-Executive Directors were reviewed during January 2024. Bernard will receive the same annual fee of €180,000 as John. Fees for the Chairman role will be paid on a pro-rata basis to Bernard and John based on time spent in the role in 2025. As announced during 2024, we also welcomed Orla O'Connor to the Board as an independent Non-Executive Director on 1 January 2025. Orla has also joined the Committee, replacing Gary Britton.

Implementation of Policy in FY2025

Looking ahead to 2025, the Committee has continued to review the operation of our incentive plans and remuneration policy, including the performance measures and targets used. After consideration, the Committee determined the approach used in FY2024 remained broadly fit for purpose, with only two minor changes to the implementation of the policy for the coming year. To ensure continued progress towards delivering against our KPIs, we have included gender diversity targets under the people component of the annual bonus plan. Within the LTIP, the Biodiversity Net Gain measure will remain; however, it will be calculated on a portfolio-wide basis, which supports a more holistic evaluation of our impact on biodiversity and nature. Further details are contained on page 140. The Executive Directors will not receive an increase in salary for 2025.

Conclusion

The Company continued to deliver record profit growth across key measures in 2024, while notably achieving our stated ambition of 15% ROE – reflecting our disciplined approach to capital allocation under a critical KPI for our business and shareholders. In 2024, we also progressed our sustainability objectives of reducing our carbon footprint and enhancing biodiversity across our sites and developments. All these KPIs are embedded in our short- and long-term incentive structures and we are satisfied that these measures continue to play a central role in the growth and performance of the business.

As a Committee, we continue to receive feedback from key stakeholders, particularly employees and shareholders, on the approach to remuneration for executives and other colleagues. On behalf of the Committee, I would like to thank shareholders, employees, and our other stakeholders for their continued support following another exciting year of progress for Cairn.

LINDA HICKEY
CHAIR OF THE REMUNERATION COMMITTEE

Directors' Remuneration Report continued

Committee Governance

Role of the Remuneration Committee

The Committee's role is to determine and agree the Remuneration Policy for Executive Directors and senior management and to monitor and report on it. The Committee's responsibilities, delegated by the Board as set out in its Terms of Reference, are to:

- determine the remuneration packages of the Chairman, Chief Executive Officer and Chief Financial Officer and oversee the remuneration structures for other senior managers, including salary, annual incentive, pension contributions and compensation payments, and oversee any major changes in employees benefits structures throughout the Company;
- nominate Executive Directors and management for inclusion in the LTIP, to grant awards under the LTIP, to determine whether the criteria for the vesting of awards have been met and to make any necessary amendments to the rules of the LTIP;
- ensure that contractual terms on termination or redundancy, and any payments made, are fair to the individual and the Company; and
- be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the Terms of Reference for any consultants who advise the Committee.

Key Responsibilities and Activities in 2024

An overview of the Committee's activities during 2024 is outlined below:

- Reviewed annual performance of the Executive Directors.
- Determined fixed and variable remuneration for Executive Directors and senior management.
- Set 2024 LTIP and Annual Bonus targets.
- Determined performance outcomes for the 2022 LTIP award.
- Assessed efficacy and stretch of LTIP targets through all in-flight awards.
- Reviewed and made progress against the remuneration strategy agreed to execute the Remuneration Policy.
- Confirmed final pay arrangements for the exiting CFO.
- Determined the remuneration arrangements for the incoming CFO.
- Worked with the Committee's consultants during 2024 to ensure rigour of Committee analysis and decisions as well as reviewing remuneration trends, extensive benchmarking reports and reviews of evolving market practices.
- Considered and approved the Directors' Remuneration Report and remuneration disclosure requirements.
- Alongside the broader review of the effectiveness of the Board, evaluated the Committee's effectiveness.
- Reviewed and approved its annual agenda and Terms of Reference.

Committee Membership

The Committee currently consists of three Non-Executive Directors whose collective role includes ensuring that the Group's remuneration arrangements are aligned with the Group's strategic priorities. The Terms of Reference of the Committee include the determination of the remuneration packages for Executive Directors, the Company Secretary and other members of the senior management team. The Chairman and the Executive Directors determine the fees for the Non-Executive Directors. The Terms of Reference for the Committee are reviewed annually, are updated as appropriate and are available on the Group's website, www.cairnhomes.com.

The Company Secretary acts as Secretary to the Committee. During the year, the Chairman of the Board, the Chief Executive Officer, Chief Financial Officer and the Chief People Officer attended meetings on an ad hoc basis at the invitation of the Committee and provided information and support as requested. No individual was present when their own remuneration was being discussed.

The below table sets out the Committee membership during FY2024 including their attendance and tenure:

Committee Member	Meeting Attendance	Committee Tenure
Linda Hickey (Chair)	5/5	6 years
Gary Britton*	5/5	10 years
Giles Davies	5/5	10 years

* Gary stepped down from the Board at the end of 2024. He was replaced on the Committee by Orla O'Connor, who joined the Board and Committee on 1 January 2025.

Remuneration at a Glance

The purpose of this section is to provide an overview of the Group's performance in 2024 as well as the remuneration of our Executive Directors during the year and for the year ahead.

2024

Fixed Pay

BASE SALARY

€425,000 (CEO)

€271,635* (CFO)

PENSION CONTRIBUTIONS

10% of base salary

BENEFITS

Health insurance and car allowance

Annual Bonus

ANNUAL BONUS EARNED

€621,562 (CEO)

€304,203* (CFO)

ANNUAL BONUS OUTCOME

Measure	Weighting	Outcome
EBIT	70%	70%
Stakeholder: People & Customer Experience Health & Safety Underpin	20%	20%
Personal/Strategic	10%	7.5%
Overall	**100%**	**97.5%**

BONUS DELIVERY

	CEO	CFO
Outcome	97.5%	97.5%
Total Bonus Earned	€621,562	€304,203
Cash	€416,447	€203,816
Delivered in Shares	€205,115	€100,387

Long Term Incentive Plan

LTIP GRANT

€637,500 (CEO)

€750,000* (CFO)

PERFORMANCE CONDITIONS

Measures	Weighting	Threshold	Max
Cumulative Basic EPS	55%	51c	57c
ROE (in FY2026)	25%	14%	16%
Biodiversity Net Gain	10%	49%	55%
Passive Housing/ Energy Efficiency	10%	24%	30%

Former CFO Shane Doherty received an annual base salary of €375,000 pro-rated to his exit date of 31 October 2024. Mr. Doherty also received a bonus outcome of €468,750 representing the pro-rated element of his bonus to 31 October 2024. As Mr. Doherty exited the business on 31 October 2024, bonus deferral requirements for Executive Directors were not applied. There was also no LTIP award made to Mr. Doherty in 2024.

* The annual base salary for Richard Ball, CFO, is €375,000. The figure above represents a pro-rated amount from when he commenced employment on 10 April 2024. The bonus earned by Mr. Ball has also been pro-rated from 10 April 2024. Mr. Ball received a joining LTIP award of 200% of base salary, to reflect awards forfeited at his previous employer. From 2025, his award levels will revert to the normal maximum under the LTIP, being 150% of base salary.

2025

Fixed Pay

BASE SALARY

€425,000 (CEO)

€375,000 (CFO)

PENSION CONTRIBUTIONS

10% of base salary

BENEFITS

Health insurance and car allowance

Annual Bonus

% OF BASE SALARY

150% (CEO)

115% (CFO)

ANNUAL BONUS FRAMEWORK

Measure	Weighting
EBIT	70%
Stakeholder: People & Customer Experience Health & Safety Underpin	20%
Personal/Strategic	10%
Total	**100%**

BONUS DEFERRAL

33%

of total bonus paid to be deferred into shares for CEO and CFO.

Long Term Incentive Plan

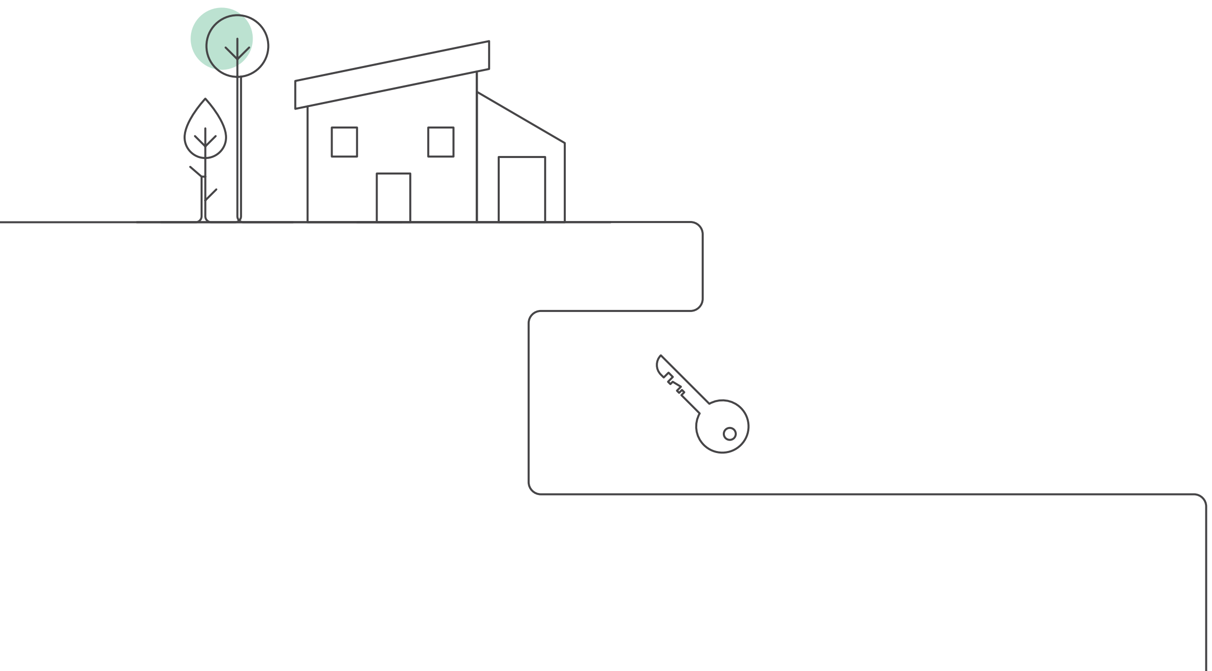
AWARDS % OF BASE SALARY

150% (CEO)

150% (CFO)

PERFORMANCE CONDITIONS

Measures	Weighting	Threshold	Max
Cumulative Basic EPS	55%	59.0c	65.6c
ROE (in FY2027)	25%	15.5%	17%
Biodiversity Net Gain	10%	25%	30%
Passive Housing/ Energy Efficiency	10%	24%	30%



IMPLEMENTATION OF THE REMUNERATION POLICY IN 2024

Single Total Figure of Remuneration

Remuneration Outcomes for Executive Directors for the Year Ended 31 December 2024

The table below sets out the details of the remuneration paid to the Executive Directors for the year ended 31 December 2024, with comparatives for the prior year ended 31 December 2023.

	Salary		Pension		Benefits		Total Fixed		Annual Bonus		LTIP		Total Variable		Total Pay		Ratio of Fixed to Variable	
Executive Director	2024 €'000	2023 €'000	2024 €'000	2023 €'000	2024 €'000	2023 €'000	2024 €'000	2023 €'000	2024 €'000	2023 €'000	2024 €'000	2023 €'000	2024 €'000	2023 €'000	2024 €'000	2023 €'000	2024	2023
Michael Stanley	425	425	43	53	10	10	478	488	622	631	1,176	1,056	1,798	1,687	2,276	2,175	21/79	22/78
Richard Ball [1]	241	–	24	–	11	–	276	–	270	–	–	–	270	–	546	–	51/49	–
Shane Doherty [2]	313	375	39	47	13	15	365	437	469	557	980	932	1,449	1,489	1,814	1,926	20/80	23/77

1 Richard Ball joined the business on 10 April 2024 and became an Executive Director on 10 May 2024. The remuneration in the above table is reflective of his tenure from 10 May 2024. Between 10 April 2024 and 10 May 2024, Richard received €35,000 in salary, pension and benefits, and a recruitment bonus of €35,000, prior to becoming an Executive Director. In addition, €34,000 of the total annual bonus earned of €304,203 has been attributed pro-rata to the period of employment prior to 10 May 2024.

2 Shane Doherty resigned from the Board with effect from 10 May 2024 and left the business on 31 October 2024. The remuneration in the table above includes all remuneration received to 31 October 2024.

The LTIP values for 2024 represent an estimate of the value of the 2022 awards, which are due to vest in April 2025, and were valued at the average share price for the three months ended 31 December 2024 (€2.16), plus dividend equivalents. The LTIP values for 2023 represent the final value of the 2021 LTIP awards, plus dividend equivalents, which vested in April 2024.

Pension

The maximum pension contribution for Cairn's Executive Directors has been reduced to 10% of salary, effective from 2024. This final adjustment to pension contributions for Cairn's Executive Directors was carried out in line with the wider review of Cairn's executive remuneration policy and in line with shareholder expectations.

2024 Annual Bonus

The maximum bonus opportunity for 2024 was 150% of salary for the Chief Executive Officer and 115% for the Chief Financial Officer. It was 150% for the former Chief Financial Officer. The bonuses paid to the incoming and the former CFO were pro-rated based on the time they spent with Cairn in 2024. Annual incentives were based on a mix of financial and non-financial objectives. The financial measure employed was EBIT (70% of maximum), the non-financial stakeholder measures (20% of maximum) related to people and customer metrics with a health & safety underpin, with personal and strategic objectives (10% of maximum) relating to strategy and leadership for the CEO, and strategy, leadership, financial frameworks and governance for the CFO. There was full achievement under each component of the bonus however, in recognition of the lack of progress on gender representation at senior levels within the business, the Committee applied a 2.5% adjustment to the payout level under personal and strategic, from 10% to 7.5%. The Committee considers the final 2024 Annual Bonus outcome to be aligned with strong financial performance and a fair outcome for Executive Directors and broader stakeholders. Further details are set out below:

	Measure	Weighting	Threshold (25%)	Max (100%)	2024 Performance	Payout
Financial	EBIT	70%	€130m	€150m	€150m	70%
Non-Financial	Customer Experience (10%) People Engagement & Development (10%) (Health & Safety underpin)	20%	N/A	N/A	See overleaf	20%
	Personal & Strategic	10%	N/A	N/A	See overleaf	7.5%
Total		**100%**				**97.5%**

Bonus Deferral

For 2024, 33% of bonus paid to the CEO and the CFO will be deferred into shares. Shane Doherty, former CFO left the business on 31 October 2024 and as such, bonus deferral requirements were not applied. The following was the resulting breakdown of the payout for 2024:

Name	Maximum Bonus (% of salary)	Payout (% of salary)	Actual Bonus Awarded	Value of Bonus Paid in Cash	Value of Bonus Deferred into Shares
Michael Stanley (CEO)	150%	146.25%	€621,562	€416,447	€205,115
Richard Ball (CFO)*	115%	112.125%	€304,203	€203,816	€100,387

* The CFO's bonus has been pro-rated from his start date on 10 April 2024.

Stakeholder

The Stakeholder measures, targets and associated performance for 2024 are detailed below:

Measure	Pillar	Objective	Target	Performance
People	Engagement & Employee Satisfaction Investment in our People Development	• Measure employee satisfaction through anonymous engagement survey • Upskill employees through continued career development and continuous learning • Deliver top talent and manager development programmes	• Retain employee engagement scores within 10% range of prior year. • Retain Great Place to Work Certification • Drive top talent programme with focus on female talent development • At least 20% of workforce to complete training and development programme	• 84% employee engagement index • Great Place to Work Certified for 2024 • 60% of females through talent development programme • 68% of workforce enrolled in training and development programme
Customer	Customer Experience	• Measure success of customer experience through customer surveys and handover process. Ensure aftercare experience is best in class with focus on post-occupation experience.	• 85% customer satisfaction	• 96% achieved

The stakeholder measures for **People** focused on retaining our strong engagement scores and our Great Place to Work certification to ensure we continued embedding a culture of wellbeing. We also were keen to drive success through top talent programmes internally with a focus on female talent development and recruitment within our graduate programme, our mentoring programme, people manager training and further education funding. Further training and development opportunities which were delivered during 2024 included bespoke health and safety training, sustainability and Passive House build training and communication skills and excel skills workshops.

The stakeholder measures for **Customer** focused on ensuring the various stages of our customer journey are captured, measured, and improved upon year-on-year to ensure a best-in-class service and experience. In relation to the handover process, we ensure our customers are well informed and armed with all of the details they need to own, manage and maintain their properties. We are also keen to ensure we understand what is important to our customers, what went well and what could be improved upon from feedback obtained through our survey process to improve our customer offering. There is also focus on ensuring our customer and aftercare experience is best in class and our post-occupation check in with all of our customers ensures we are capturing the sentiment of our customers and their residents.

Health & Safety Underpin

The above measures were also subject to a health & safety underpin, performance of which was determined by the Audit & Risk Committee and a recommendation on achievement made to the Remuneration Committee. The Audit & Risk Committee determined that the underpin for 2024 had been successfully met, by reference to the achievement of the 2024 annual objectives which included measuring increased engagement of the supply chain and improvement of their Environmental, Health & Safety KPIs, a reduction in waste and increase in recycled waste and ensuring the Health and wellbeing strategy is promoted and understood.

Directors' Remuneration Report continued

Personal/Strategic

During the past year, exemplified by the strong financial performance of the Company, the below personal and strategic measures were achieved:

Chief Executive Officer – Michael Stanley

Area & Weighting	Outcome	Aims and Measures	Performance Review
Strategy (5%)	5%	• Identify & Influence market opportunities across differing customer cohorts. • Management of existing landbank to balance market demand and deliver unit targets. • Drive Cairn sustainability strategy & support framework implementation.	• Continued the successful pivot towards the forward funding opportunity with State-supported entities. Led the development of the five year strategic plan to address all customer cohorts through identifying land requirements for the broader markets, including a greater focus on our low density product and first-time buyer market. Embedded the three year business plan covering capital structure, capital allocation and driving shareholder value, evidenced by EPS performance and progressive ROE growth to 15% over the period. • Led the company to transact on over 4,300 units, creating a significant committed forward order book and capital allocation opportunity for the business. Successfully acquired multiple capital efficient and strategic land options, adding high value sites to our landbank with existing planning to facilitate a continued pipeline for our delivery platform. • Significant work underway on defining and refining the Sustainability strategy and focussed initiatives under the pillars of 'E' and 'S' to set the long-term ambition for the business towards 2030 and 2050, including the roll out of Passive build standard across c.1,700 units.
Leadership (5%)	5%	• Risk balanced approach and best in class governance. • Leadership in supporting corporate reputation, brand and position within the external market. • Develop leadership team to drive further effectiveness & support delivery of targets and strengthen future succession.	• Continued to prioritise and balance investment in business with other capital allocation strategies to ensure position for sustainable growth. Led business in continuing to prioritise best in class approach to H&S and quality control. • Engaged with various government stakeholders on policy and support frameworks to address current challenges in the State's delivery of housing. Promoted Cairn's brand and reputation externally through a number of advisory interactions with key stakeholders, and sponsorship opportunities including Cairn Community Games. • Successfully transitioned leadership structures ensuring pipeline of talent into senior positions in the business, further bolstering succession planning.

Chief Financial Officer – Richard Ball

Area & Weighting	Outcome	Aims and Measures	Performance Review
Strategy & Leadership (5%)	5%	• Support the CEO in the definition and leadership of strategy to grow and scale the business	• Alongside the CEO, set the three year plan, budget and capital structure and allocation strategy, supporting further shareholder value creation, evidenced by ROE performance • Provided support and guidance for the business to execute on several forward funding deals during the year. • Developed relationships with existing shareholders, while continuing to build out the investor relations programme.
Financial Frameworks/ Governance (5%)	5%	• Ensure excellence in all matters pertaining to the Board, governance, and reporting. • Provide the financial frameworks and roadmap to create an environment that supports profit and cash maximisation. • Drive commercial decision making across all functions to align outcomes/performance with Company targets.	• Provided improved clarity on KPIs, impact and alignment of financial methodologies with delivery of returns. • Financial oversight of budgeting and cash management throughout the year.

Whilst the Remuneration Committee determined that each of the personal and strategic objectives set at the beginning of the year had been achieved in full, on reflection and considering the lack of gender diversity and female representation within the business, a 2.5% adjustment to payout for members of the Senior Leadership Team (including Executive Directors) was made in 2024.

Former Chief Financial Officer – Shane Doherty

Area & Weighting	Outcome	Aims and Measures	Performance Review
Orderly succession & transition (10%)	10%	• Smooth transition of CFO area/Support to CEO	• Developed and supported an extensive transition plan for the new CFO, to include: – Financial planning workshops on approach to setting challenging and robust financial metrics – Extensive overview of the three year plan – Board and Committee agendas education with associated rhythm and prerequisites – Updates on the Finance, IT & Investor Relations teams to include succession considerations and capabilities review

The bonus paid to Shane Doherty was pro-rated to his exit date of 31 October 2024.

Vesting of Long Term Incentive Plan Awards

Awards granted in 2022 will vest on 4 April 2025 and are related to the three-year performance period ended 31 December 2024. Both the CEO and the former CFO received an LTIP award in 2022. The value of shares awarded to the CEO in May 2022 was €637,500, or 514,113 shares. The value of shares awarded to the former CFO in May 2022 was €562,500, or 453,629 shares. The share price at the date of grant was €1.24. As at 31 December 2024, the value of the shares that are due to vest to the CEO and former CFO, were €1,161,844 and €968,203, respectively, based on a vesting outcome of 97.2%, a closing share price of €2.325 and after pro-rating of the former CFO's award .

At the time of vesting of all LTIP awards, the Committee reviews the shareholder experience over the performance period in confirming final vesting levels. Having reviewed the share prices at grant, during the performance period, and at its conclusion in December 2024, the Committee is satisfied that strong performance under each measure had been achieved and remained aligned to the overall stakeholder experience. In particular, the Committee was satisfied that management had directly contributed to performance under each of the LTIP measures, which had played a key role in delivering superior returns to shareholders over the performance period. The performance criteria and resulting outcomes are detailed below:

Metric	Weighting	Threshold (25% of vesting)	Maximum (100% vesting)	Actual	Payout
Cumulative Basic EPS	60%	28.4c	40.1c	39.4c	57.2%
Return on Equity	20%	13%	15%	15.1%	20%
Biodiversity Net Gain	20%	25%	40%	59%	20%
TOTAL:					**97.2%**

The 2022 LTIP awards were also eligible for dividend equivalents. The total dividends paid over the performance period 1 January 2022 to 31 December 2024 were 19c per share. Each recipient will receive an equivalent value in the form of additional shares, following the vesting of the award in April 2025.

Awards Granted During the Past Year

LTIP

On 10 April 2024, the following conditional share awards were granted under the LTIP to Michael Stanley, CEO and Richard Ball, CFO:

Director	Number of Shares Granted	Share Price at Grant	Face Value at Date of Grant
Michael Stanley (CEO)	401,448	€1.588	€637,500
Richard Ball (CFO)	472,292	€1.588	€750,000

The vesting of the 2024 LTIP awards will be determined by performance against the following metrics:

Metric	Weighting	Threshold (25%)	Max (100%)
Cumulative Basic EPS	55%	51c	57c
ROE (in FY2026)	25%	14%	16%
Biodiversity Net Gain	10%	49%	55%
Passive Housing/Energy Efficiency	10%	24%	30%

The primary measure for these awards, cumulative EPS over the three-year performance period ending 31 December 2026, provides an easily understandable and transparent framework for all stakeholders and is designed to motivate participants to deliver Cairn's strategy over the performance period. The ROE target, a key metric for the business and our shareholders, is calculated based on performance in FY2026 and will incentivise strong returns on equity for the three-year period. Cairn has a clear commitment to responsible business practices, as it continues to work towards reducing its carbon footprint while enhancing the biodiversity across its sites. The biodiversity measure will continue to be based on independent ecologists' reports that will verify whether sites will achieve Biodiversity Net Gain. The Passive Housing measure will be determined by the proportion of passive units commenced relative to the total number of units commenced. Both metrics are measured cumulatively over the performance period.

Stretch CEO LTIP

At the EGM held on 31 August 2023, shareholders approved an additional long-term incentive plan, the Stretch CEO LTIP. The plan was designed to ensure that the CEO is not only incentivised to increase business growth through upscaled new homes delivery resulting in ambitious profitability and return on equity targets, but also to maximise performance and shareholder value throughout the full performance period and beyond it, as shares vest in years three and four from the original date of grant, with a two-year hold period. The Stretch CEO LTIP is a one-off arrangement granted in two tranches (in 2023 and 2024) to the CEO, relating to two equal numbers of ordinary shares in the capital of the Company. The 2023 award was made over 3,158,844 shares and will be subject to a three-year performance period (FY2023 - FY2025). The 2024 award was made over an identical number of shares and subject to a four-year performance period (FY2023 - FY2026), ensuring that the achievement of targets becomes more challenging for the second tranche. As part of the award, the CEO has agreed to hold at least 5.5 million shares (representing approximately 25% of his total shareholding at the time of grant) for the six-year duration of the plan.

No other employee of the Company or any of its subsidiaries will be eligible for an award under the Stretch CEO LTIP. The Stretch CEO LTIP operates outside of the Company's Remuneration Policy (which was approved at the 2024 AGM) and the existing Long Term Incentive Plan (which was approved by shareholders in 2017). The vesting of these awards will be determined by performance against profit after tax and return on equity.

75% of the awards will be tied to the Company's compound annual growth rate in reported (unadjusted) profit after tax:

Award	Performance Period	Threshold 25% vesting	Stretch* 85% vesting	Maximum 100% vesting	Profit growth from base for maximum payout
Award 1 (2023)	FY 2023 - FY 2025 inclusive	7.5% CAGR	10% CAGR	12.5% CAGR	42%
Award 2 (2024)	FY 2023 - FY 2026 inclusive	7.5% CAGR	10% CAGR	12.5% CAGR	60%

* Straight-line vesting will apply between threshold and stretch, and stretch and maximum.

25% of the award will be based on Return of Equity (ROE) performance during the final year of each performance period:

Award	Performance Period	Threshold 25% vesting	Stretch* 85% vesting	Maximum 100% vesting
Award 1 (2023)	FY 2023 - FY 2025 inclusive	14%	15.5%	17%
Award 2 (2024)	FY 2023 - FY 2026 inclusive	14%	15.5%	17%

* Straight-line vesting will apply between threshold and stretch, and stretch and maximum.

Cessation of Employment

Cessation of employment during the performance period will generally result in the awards lapsing, save for in exceptional circumstances or if the CEO is treated as a 'good leaver'. For the purpose of the Plan, the CEO will be deemed to be a 'good leaver' if he ceases to be employed by the Company and its subsidiaries (the Group) for health reasons, redundancy, voluntary severance, the transfer or sale of the entity that employs him or the part of the business in which he works outside the Group, or any other reasons where the Remuneration Committee determines that exceptional circumstances apply. If the CEO is a good leaver after an award has been granted and prior to the vesting of the award, the Remuneration Committee will have discretion to allow him to continue to hold any unvested award until it vests or lapses in accordance with the rules of the Plan, subject to the achievement of the established performance conditions. In normal circumstances, awards will be pro-rated for time served relative to the applicable performance period. The Remuneration Committee has discretion to pro-rata the award and to determine the rate of vesting. If the CEO dies after the grant of an award and prior to its vesting, the Remuneration Committee has discretion to determine whether the whole or a specified percentage of the award vests.

Malus and Clawback

The Remuneration Committee can recalculate the number of shares comprised in an award under the Stretch CEO LTIP prior to vesting where:

- there is a material misstatement of the Group's published accounts; or
- any Group company suffers any business or reputational damage arising from a criminal offence, serious misconduct or gross negligence by the CEO; or
- there is material breach of applicable health & safety regulations by the CEO.

Similarly, if any of the above circumstances apply at any time prior to the second anniversary after the date on which an award vests, there may be a clawback of some or all of the shares, or a cash payment, on a basis determined by the Remuneration Committee in accordance with the rules of the Plan. This two-year period may be extended if the CEO, the Company or any other member of the Group or relevant business unit is under investigation by a regulatory authority and such investigation is not expected to be concluded by the end of the two-year period.

Directors' Remuneration Report continued

Non-Executive Directors' Remuneration Details

As detailed in last year's Annual Report, during January 2024, the fee levels for the Non-Executive Directors were reviewed, to ensure they continued to reflect the demands on the time of Directors and their respective roles. The Remuneration Committee reviewed the fee of the Chairman, while the Board as a whole reviewed the fees for Non-Executive Directors and those with additional responsibilities. Following a comprehensive review of the time commitments of each Director, and incorporating external data as a reference point, changes to the Non-Executive Directors' fees have been implemented for 2024. The Board is fully satisfied that the revised fees are reflective of the increased time commitment expected of Directors to fulfil their role since the last review of fees, implemented in 2018. The fees paid to Non-Executive Directors in respect of the year ended 31 December 2024, with comparatives for the year ended 31 December 2023, are detailed in the table below:

	Base Fee		Committee Chair Fee		SID Fee		Other Roles		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
John Reynolds	180	150	–	–	–	–	–	–	180	150
Gary Britton	70	60	15	15	–	–	–	–	85	75
Giles Davies	70	60	–	12	–	10	10[1]	–	80	82
Linda Hickey	70	60	15	12	10	–	–	–	95	72
Alan McIntosh[3]	10	60	–	–	–	–	–	–	10	60
Orla O'Gorman	70	60	–	–	–	–	10[2]	–	80	60
Julie Sinnamon	70	60	15	–	–	–	–	–	85	60

1 Giles Davies was appointed as Director Responsible for Sustainability & Environmental Impact for 2024
2 Orla O'Gorman continued as Workforce Engagement Director for 2024
3 Alan McIntosh stepped down from the Board on 25 January 2024

Payments for Loss of Office

There were no payments for loss of office paid during 2024.

Payments to Former Directors

Details of remuneration for Shane Doherty, from 10 May 2024 (when he ceased to be an Executive Director) until 31 October 2024 (when he ceased to be an employee) are contained within the Single Total Figure of Remuneration table on page 133.

IMPLEMENTATION OF THE REMUNERATION POLICY IN 2025

This section provides an overview of the how the Committee is proposing to implement the Remuneration Policy in 2025.

Base Salary

Base salary will remain unchanged for the Executive Directors. As part of the implementation of the Stretch CEO LTIP, approved at the EGM in August 2023, the Committee detailed its commitment not to adjust the CEO's fixed pay during the lifetime of the plan. The Company's approach to remuneration is built on a commitment to restrained fixed salaries, supplemented with significant 'at-risk' variable pay, designed to incentivise superior performance and alignment with shareholder interests.

Executive Director	Base Salary
Michael Stanley (Chief Executive Officer)	€425,000
Richard Ball (Chief Financial Officer)	€375,000

Pension and Benefits

The Chief Executive Officer and Chief Financial Officer will receive a pension contribution worth 10% of base salary in 2025.

Annual Bonus

The maximum annual bonus opportunity will remain at 150% of base salary for the Chief Executive Officer and 115% for the Chief Financial Officer. 33% of any bonus payout will be deferred into shares for a two-year period. The annual bonus for 2024 for Executive Directors will be based on the following criteria:

Measure	Percentage of Max Opportunity
Earnings Before Interest and Tax (EBIT)	70%
Stakeholder Measures: Customer & People	20%
Personal and Strategic Objectives	10%

The selection of measures and targets reflects the strategic priorities of the Company.

The bonus plan will continue to include a focus on stakeholder measures through i) Customer satisfaction and ii) People measures, each weighted equally at 10% of the bonus. With the underlying and overarching role of health & safety considerations across all our operations, the stakeholder measures will continue to be subject to a health & safety underpin. The achievement of the underpin will only be confirmed following a review by the Audit & Risk Committee based on all key health & safety priorities throughout the year.

Long-Term Incentives

In April 2025, awards will be made at 150% of base salary for the CEO and the CFO. Awards will vest subject to the criteria set out below over a three-year performance period up to 31 December 2027 and will be subject to a two-year holding period following vesting. Vesting will continue to be determined by Cumulative EPS performance weighted at 55%, with ROE weighted at 25% and calculated in the final year of performance, and with an ESG component weighted at 20% of the total award. The ESG metric will be split into two equally weighted metrics, being 10% for Biodiversity Net Gain performance and 10% for carbon reduction/Passive Housing/energy efficiency performance.

Measure	Percentage of Max Opportunity	Threshold (25%)	Max (100%)
Cumulative Basic EPS	55%	59c	65.6c
Return on Equity (ROE) FY 2027	25%	15.5%	17%
Biodiversity Net Gain	10%	25%	30%
Passive Housing/Energy Efficiency	10%	24%	30%
Total	**100%**		

Ensuring the appropriateness and stretch of our targets has always been a priority for the Committee, as the business continues to deliver superior and sustainable growth. As set out previously, return on equity is a key metric for the business, as it is for shareholders' ability to understand the Company's financial performance and long-term prospects.

In 2021, Cairn identified Biodiversity Net Gain as a key focus area, undertaking two pilot studies in 2022 and expanding to a ten-site roll out by 2024. We are now updating our biodiversity target to expand calculations to cover all sites within our portfolio.

When implementing Biodiversity Net Gain at a site level, we experienced certain difficulties in achieving the requirements on a site-by-site basis as the business grows and we aim to deliver housing at scale, with achievement fundamentally not feasible at particular sites. In addition, the regulatory environment and lack of a Biodiversity Net Gain framework in Ireland made off-site habitat creation challenging. During this time the regulation at an EU level has also changed, with the EU Directive on Nature Restoration mandating that by 2030 all developments must achieve No Net Biodiversity Loss. Our biodiversity targets were set with reference to emerging regulation in the UK, however a lack of a consistent regulatory framework in Ireland made achieving Biodiversity Net Gain at a site level challenging.

We are now updating our approach to evaluating biodiversity as a result of those challenges and to ensure our remuneration measures are aligned with our strategy and the realities of our operations.

Our biodiversity LTIP targets will now evaluate performance at a portfolio level. By assessing biodiversity performance at a portfolio level, we believe we are developing a strategy which is more aligned with the nature of our business and includes targets that can be influenced by management, while increasing our level of ambition for biodiversity. By implementing a new framework for measuring our impact on biodiversity, we are widening the scope of our target, considering all sites rather than just those where Biodiversity Net Gain is feasible. We believe that this change allows us to view biodiversity more holistically, aiming to ensure the business as a whole has a net positive impact on biodiversity, rather than simply doing so at a portion of the sites we operate on.

The new target recognises the potential opportunity to create a significant Biodiversity Net Gain at some sites, while balancing this with the challenges in achieving biodiversity enhancements elsewhere. We believe these changes include greater ambition than our previous goal, as all sites are incorporated within the target and associated calculations.

In addition to the changes to the methodology detailed above, the Committee is confident that the Passive Housing measure includes greater stretch for the coming three-year period, given the larger number of units management are expected to commence.

Overall, the targets set for the 2025 award are no less challenging than those set previously and do not include any change in our level of ambition in delivering Biodiversity Net Gain across our portfolio.

Directors' Remuneration Report continued

ADDITIONAL INFORMATION

Directors' & Secretary's Interests in the Long Term Incentive Plan (LTIP)

Details of outstanding nil cost share awards granted to the Directors' and the Company Secretary under the LTIP are set out below:

	Number of Shares Under Award								
	At 1 January 2024	Granted During the Year	Exercised During the Year	Lapsed During the Year	At 31 December 2024	Market Price at Date of Award €	Market Price at Date of Vesting €	Date of Award	Vesting Date
Michael Stanley (Chief Executive Officer)	612,981	–	606,851	6,130	–	1.04	1.594	18.05.21	04.04.24
	514,113	–	–	–	514,113*	1.24	N/A	04.04.22	04.04.25
	615,347	–	–	–	615,347	1.036	N/A	04.04.23	04.04.26
	–	401,448	–	–	401,448	1.588	N/A	10.04.24	10.04.27
	1,742,441				**1,530,908**				
Richard Ball (Chief Financial Officer)	–	472,292	–	–	472,292	1.588	N/A	10.04.24	10.04.27
	–				**472,292**				
Shane Doherty (Former Chief Financial Officer)	540,865	–	535,456	5,409	–	1.04	1.594	18.05.21	04.04.24
	453,629	–	–	–	453,629*	1.24	N/A	04.04.22	04.04.25
	542,953	–	–	–	542,953	1.036	N/A	04.04.23	04.04.26
	1,537,447				**996,582**				
Tara Grimley (Company Secretary)	103,486	–	102,451	1,035	–	1.04	1.594	18.05.21	04.04.24
	91,134	–	–	–	91,134*	1.24	N/A	04.04.22	04.04.25
	119,449	–	–	–	119,449	1.036	N/A	04.04.23	04.04.26
	–	94,458	–	–	94,458	1.588	N/A	10.04.24	10.04.27
	314,069				**305,041**				

* these awards will vest at 97.2% in April 2025.

Directors' & Secretary's Interests in Other Share Plans

Michael Stanley also had outstanding nil cost share awards under the Stretch CEO LTIP of 6,317,690 shares at 31 December 2024. 50% of these shares vest, subject to performance conditions in each of April 2026 and April 2027, with a two year hold period to the end of 2028 and 2029 respectively.

Richard Ball and Tara Grimley held options at 31 December 2024 to acquire 12,587 shares through the Company's Save as You Earn (SAYE) scheme in December 2027. The SAYE scheme is a Revenue approved savings plan where participants are granted a right to acquire discounted shares in the Company following a three-year savings period.

Directors' & Secretary's Interests in Ordinary Share Capital

The interests of the Directors and Company Secretary who held office at 31 December 2024 in the issued ordinary share capital of the Company are set out in the table below. The interests disclosed below include both direct and indirect interests in shares.

Director	No. of Ordinary Shares at 31 December 2024	No. of Ordinary Shares at 31 December 2023
John Reynolds (Chairman)	129,174	129,174
Michael Stanley (Chief Executive Officer)	14,354,751	21,746,063
Richard Ball (Chief Financial Officer)	–	–
Gary Britton (Non-Executive Director)[1]	130,000	130,000
Giles Davies (Non-Executive Director)	50,000	50,000
Linda Hickey (Non-Executive Director)	75,000	75,000
Orla O'Gorman (Non-Executive Director)	–	–
Julie Sinnamon (Non-Executive Director)	–	–
Tara Grimley (Company Secretary)	104,291	231,721

1 Retired on 31 December 2024

All of the interests noted above are beneficially owned.

There were no changes in the above Directors' and Secretary's interests between 31 December 2024 and 12 March 2025 with the exception of Richard Ball and Tara Grimley, who each purchased 5,921 shares on 4 March 2025 under the Cairn Homes plc Approved Profit Sharing Plan. The Company's Register of Directors' Interests (which is open to inspection) contains full details of Directors' shareholdings and other interests. The Company has a policy on dealing in shares that applies to all Directors. Under this policy, Directors are required to obtain clearance from the Company before dealing in Company shares. Directors are restricted from dealing during designated close periods and at any other time when they are in possession of Inside Information (as defined by the Market Abuse Regulation).

Change in Remuneration of the Directors Compared to the Average Employee

The table below shows the annual percentage change in remuneration paid to the Executive and Non-Executive Directors in comparison to the average overall percentage change for employees (excluding Executive Directors) across the Group (on a full-time equivalent basis) over the past eight years.

Director	2017 v 2016	2018 v 2017	2019 v 2018	2020 v 2019	2021 v 2020	2022 v 2021	2023 v 2022	2024 v 2023	2024 €'000
John Reynolds (Chairman)	25%	20%	0%	0%	0%	0%	0%	20%	180
Michael Stanley (Chief Executive Officer)	-14%	15%	5%	-46%	119%	-1%	93%	5%	2,276
Richard Ball (Chief Financial Officer)[1]	–	–	–	–	–	–	–	N/A	546
Shane Doherty (Former Chief Financial Officer)[2]	–	–	–	N/A	72%	103%	9%	-6%	1,814
Andrew Bernhardt (Former Non-Executive Director)[3]	18%	15%	0%	0%	0%	-100%	N/A	N/A	–
Gary Britton (Non-Executive Director)[4]	8%	7%	0%	0%	0%	0%	0%	13%	85
Giles Davies (Non-Executive Director)	18%	15%	0%	0%	0%	0%	0%	-2%	80
Linda Hickey (Non-Executive Director)[5]	–	–	N/A	47%	0%	0%	0%	32%	95
Jayne McGivern (Former Non-Executive Director)[5]	–	–	N/A	20%	-32%	-100%	N/A	N/A	–
Alan McIntosh (Non-Executive Director)[6]	-13%	-55%	-75%	0%	0%	0%	0%	-83%	10
David O'Beirne (Former Non-Executive Director)[5]	–	–	N/A	20%	0%	-62%	-100%	N/A	–
Orla O'Gorman (Non-Executive Director)[7]	–	–	–	–	N/A	609%	0%	33%	80
Julie Sinnamon (Non-Executive Director)[7]	–	–	–	–	N/A	247%	0%	42%	85
Tim Kenny (Former Finance Director)[8]	N/A	218%	5%	-100%	N/A	N/A	N/A	N/A	–
Group Performance									
Profit Before Tax	312%	530%	56%	-75%	240%	86%	6%	36%	134,872
Average Remuneration on a full-time equivalent basis of employees									
Employees of the Group	-5%	-2%	15%	2%	2%	-1%	9%	-1%	102

1 Mr Ball was appointed on 10 April 2024 and was appointed as an Executive Director on 10 May 2024. The figures above for 2024 are inclusive of remuneration earned from 10 May 2024.
2 Mr Doherty was appointed as Executive Director on 13 April 2020 and resigned as Director on 10 May 2024. Mr Doherty ceased employment with the Company effective 31 October 2024. The figures in the above table for 2024 are reflective of time served to 31 October 2024.
3 Mr Bernhardt retired as a Director on 31 December 2021.
4 Mr Britton resigned as Non-Executive Director on 31 December 2024.
5 Ms Hickey, Ms McGivern and Mr O'Beirne were appointed as Non-Executive Directors on 12 April 2019, 1 March 2019 and 1 March 2019 respectively. Ms McGivern resigned as a Director on 3 September 2021 and David O'Beirne retired in May 2022.
6 Mr McIntosh stepped down as an Executive Director in August 2018 and retired as a Non-Executive Director on 25 January 2024.
7 Ms O'Gorman and Ms Sinnamon were appointed on 10 November 2021 and 17 September 2021 respectively.
8 Mr Kenny was appointed as an Executive Director on 22 August 2017 and resigned effective 7 January 2020.

Relative Importance of Spend on Pay

The table below shows total employee remuneration (excluding LTIP awards) and distributions to shareholders, in respect of 2024 and 2023.

	2024	2023	2022
Total Employee Remuneration	€42.8m	€38.0m	€32.6m
Distributions to Shareholders*	€115.3m	€84.6m	€115.8m

* Dividends and buybacks of own shares in 2024 and 2023.

Directors' Shareholding as Percentage of Salary

The table below sets out the percentage of base salary held in shares in the Company by the Executive Directors, as at 31 December 2024, based on the closing share price of €2.325

Name	Base Salary	No. of Shares Held	Percentage of Salary Held
Michael Stanley (Chief Executive Officer)	€425,000	14,354,751	7,853%
Richard Ball (Chief Financial Officer)	€375,000	–	0%

Statement of Shareholder Voting

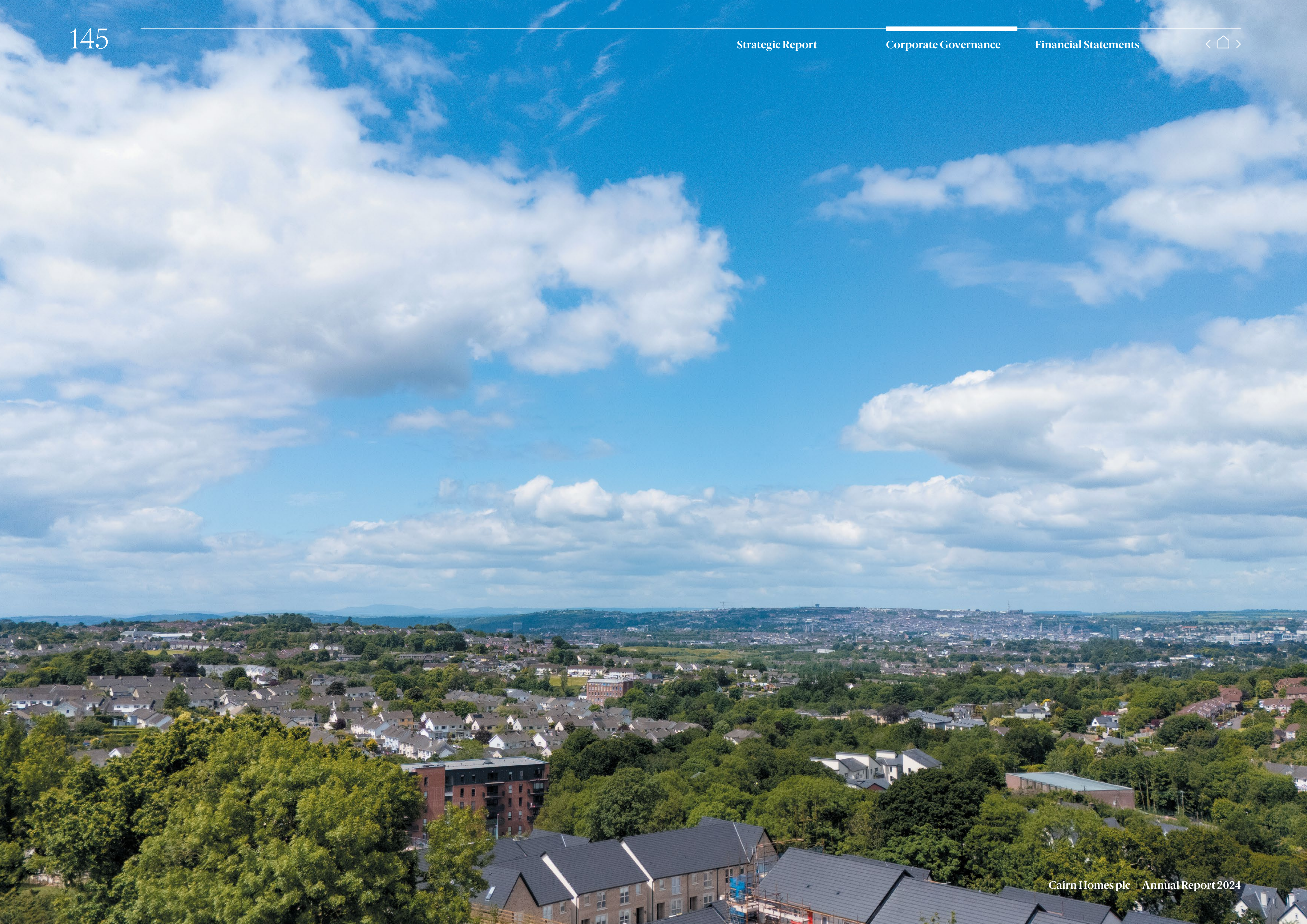
The Company is committed to ongoing shareholder dialogue and takes shareholder views into consideration when formulating remuneration policy and practice. The following table sets out the actual votes at the 2024 Annual General Meeting in respect of the Directors' Remuneration Report.

Directors' Remuneration Report	For	Against	Withheld*
Number of Votes	386,097,162	27,973,377	7,678,020
Percentage	93.24%	6.76%	–

* A vote withheld is not a vote in law and is therefore excluded from the calculation of votes for and against the resolution.

Advisors

The Committee relied on ad hoc advisory support during the year from FTI Consulting (FTI), engaged by the Company to provide independent advisory corporate governance support to the Board, as well as both the Nomination and Remuneration Committees. The Committee also engaged Korn Ferry for remuneration related advices and benchmarking analysis. The Committee is satisfied that the engagement with both Korn Ferry and FTI was objective and independent and neither firm has any connection with Cairn that may impair their independence.



Directors' Report

The Directors present their report to the shareholders together with the audited financial statements for the year ended 31 December 2024.

Principal Activities, Business Review and Future Developments

Cairn Homes plc is one of Ireland's leading homebuilders, constructing high quality new homes with an emphasis on design, innovation and customer service. At 31 December 2024, the Group consisted of the Company, Cairn Homes plc, and a number of subsidiaries, which are detailed in Note 27 to the consolidated financial statements. Shareholders are referred to the Chairman's Statement, Chief Executive Officer's Statement and Chief Financial Officer's Statement which contain a review of operations and the financial performance of the Group for 2024, the outlook for 2025 and the key performance indicators used to assess the performance of the Group. These are deemed to be incorporated in the Directors' Report.

Results for the Year

The Consolidated Statement of Profit or Loss and Other Comprehensive Income for the year ended 31 December 2024 and the Consolidated Statement of Financial Position at that date are set out on pages 160 and 161 respectively. The Group's profit for the year ended 31 December 2024 was €114.6 million (2023: €85.4 million).

Accounting Records

The Directors are responsible for ensuring that adequate accounting records are maintained by the Group as required by Sections 281 - 285 of the Companies Act, 2014. The Directors believe that they have complied with this requirement through the employment of suitably qualified accounting personnel and the maintenance of appropriate accounting systems. The accounting records of the Company are maintained at the registered office:
45 Mespil Road, Dublin 4, D04 W2F1.

Dividends

The Company paid a final 2023 dividend of 3.2 cent per ordinary share on 17 May 2024 and an interim dividend of 3.8 cent per ordinary share on 4 October 2024. The Board has also proposed a final dividend of 4.4 cent per ordinary share for the year ended 31 December 2024. Subject to shareholder approval at the Company's Annual General Meeting on 8 May 2025, the proposed final dividend of 4.4 cent per ordinary share will be paid on 16 May 2025 to ordinary shareholders on the Company's register at 5.00 p.m. on 25 April 2025.

Directors

The names of the Directors and a biographical note on each appear on pages 106 and 107. In accordance with the provisions contained in the UK Corporate Governance Code (the 'Code), all Directors at that time retired at the Annual General Meeting of the Company on 10 May 2024 and, being eligible, offered themselves for re-election except for Shane Doherty, who retired as a Director on 10 May 2024. Richard Ball was appointed as a Director on 10 May 2024. Gary Britton retired as a Director on 31 December 2024.

Any Director appointed to the Board by the Directors will be subject to election by the shareholders at the first Annual General Meeting held following their appointment. Furthermore, under the Company's Constitution, one third of all Directors must retire by rotation at each Annual General Meeting and may seek re-election. However, in accordance with the provisions of the Code, the Board has decided that all Directors should retire at the 2025 Annual General Meeting and offer themselves for re-election, with the exception of John Reynolds who has announced his intention to step down from his role as Chairman on 30 April 2025. Bernard Byrne and Orla O'Connor who were appointed as Non-Executive Directors with effect from 1 January 2025 will also be proposed for election at the upcoming Annual General Meeting.

Directors' and Company Secretary's Interests

Details of the Directors' and Company Secretary's share interests and interests in unvested share awards of the Company are set out in the Directors' Remuneration Report on pages 128 to 144.

Share Dealing

The Company has in place a Share Dealing Code which gives guidance to the Directors and certain employees of the Company to be followed when dealing in the shares of the Company or any other type of securities issued by or related to the Company. It is designed to ensure that these individuals neither abuse, nor set themselves under suspicion of abusing, information about the Company which is not in the public domain. It is also designed to ensure compliance with the EU Market Abuse Regulation (596/2014) which came into effect on 3 July 2016. A copy of the Share Dealing Code is available on the Company's website at www.cairnhomes.com.

Directors' Report continued

Share Capital

The Company has one authorised class of Ordinary shares. As at 31 December 2024 and 14 March 2025, the Company had 621,051,046 and 620,247,107 Ordinary Shares in issue respectively, each with a nominal value of €0.001.
The Company had no other shares in issue at those dates.
Further information on the Company's share capital, including the rights attached to the shares, is set out in Note 19 to the consolidated financial statements.

The Company has two long-term incentive plans (2017 Long Term Incentive Plan and Stretch CEO LTIP) and a Save As You Earn plan, the details of which are set out in the Directors' Remuneration Report and Note 20 of the consolidated financial statements.

Substantial Shareholdings

As at 31 December 2024 and 12 March 2025, the Company had been notified of the following details of interests of over 3% in the ordinary share capital of the Company.

Except as disclosed below, the Company has not been notified as at 12 March 2025, the latest practicable date prior to approval of this report, of any interest of 3% or more in its ordinary share capital, nor is it aware of any person who directly or indirectly, jointly or severally, exercises or could exercise control over the Company.

Shareholder	Notified Holding 12 March 2025	%	Notified Holding 31 December 2024	%
Fidelity Investments Limited	72,554,015	11.70	72,554,015	11.68
JP Morgan Asset Management (UK) Limited	40,300,505	6.50	39,742,037	6.40
Abrdn plc	38,831,607	6.26	38,831,607	6.25
Fidelity Management & Research Company	37,564,981	6.06	44,072,061	7.10
The Capital Group Companies, Inc.	37,233,255	6.00	23,951,430	3.86
Ameriprise Financial	31,591,441	5.09	31,591,441	5.09
Blackrock, Inc.	24,266,659	3.91	29,164,370	4.70
Ninety One UK Ltd	21,543,668	3.47	21,543,668	3.47
Drumcliffe Fund	18,725,000	3.02	18,725,000	3.02
T. Rowe Price Associates, Inc	18,149,838	Less than 3%	25,435,483	4.10
Lansdowne Partners International Ltd	17,734,560	Less than 3%	22,195,707	3.57
Total Shares in Issuance	**620,247,107**		**621,051,046**	

Principal Risks and Uncertainties

Under Irish company law, the Group is required to give a description of the Principal Risks and Uncertainties which it faces. These Principal Risks and Uncertainties are set out in the Risk Report on pages 36 to 47 and are deemed to be incorporated in the Directors' Report.

Subsidiaries

Information on the Company's subsidiaries is set out in Note 27 to the consolidated financial statements.

Political Contributions

No political contributions were made by the Group during the year that require disclosure in accordance with the Electoral Acts 1997 to 2002 and the Electoral Political Funding Act 2012.

Takeover Regulations 2006

For the purposes of Regulation 21 of Statutory Instrument 255/2006 'European Communities (Takeover Bids (Directive 2004/25/EC)) Regulations 2006', the details provided on share capital in note 19 to the consolidated financial statements, substantial shareholdings above, and the disclosures on Directors' remuneration and interests in the Directors' Remuneration Report on pages 128 to 144 are deemed to be incorporated in this section of the Directors' Report.

Transparency Regulations 2007

For the purposes of information required by Statutory Instrument 277/2007 'Transparency (Directive 2004/109/EC) Regulations 2007' concerning the development and performance of the Group, the following sections of this Annual Report shall be treated as forming part of this Directors' Report:

1. The Chairman's Statement on pages 8 and 9, the Chief Executive Officer's Statement on pages 10 and 11, and the Chief Financial Officer's Statement on pages 34 and 35.
2. The Corporate Governance Report on pages 110 to 117.
3. The Principal Risks and Uncertainties on pages 36 to 47.
4. Details of Earnings Per Share in Note 28 of the consolidated financial statements.
5. Details of the Capital Structure of the Company in Note 19 of the consolidated financial statements.

Corporate Governance Regulations

As required by company law, the Directors have prepared a Corporate Governance Report which is set out on pages 110 to 117 and which, for the purposes of Section 1373 of the Companies Act 2014, is deemed to be incorporated in this part of the Directors' Report. Details of the capital structure and employee share schemes are included in notes 19 and 20 to the consolidated financial statements respectively.

Directors' Compliance Statement

The Directors, in accordance with Section 225(2) of the Companies Act 2014, acknowledge that they are responsible for securing the Company's compliance with certain obligations specified in that section arising from the Companies Act 2014, the Market Abuse (Directive 2003/6/EC) Regulations 2005, the Prospectus (Directive 2003/71/EC) Regulations 2005, the Transparency (Directive 2004/109/EC) Regulations 2007, and Tax laws (relevant obligations).

The Directors confirm that:

- a compliance policy statement has been drawn up setting out the Group's policies that in their opinion are appropriate with regard to such compliance;
- appropriate arrangements and structures have been put in place that, in their opinion, are designed to provide reasonable assurance of compliance in all material respects with those relevant obligations; and
- a review has been conducted, during the financial year, of those arrangements and structures.

Going Concern and Longer-Term Viability

The Directors' statements on going concern and longer-term viability are included on page 48.

Post-Balance Sheet Events

Information in respect of events since the year end is contained in Note 32 to the consolidated financial statements.

Audit & Risk Committee

The Group has an established Audit & Risk Committee comprising of four independent Non-Executive Directors. Details of the Committee and its activities are set out on pages 118 to 121.

Directors' Report continued

Non-Financial Information Statement

The Group aims to comply with the requirements of the Non-Financial Reporting Directive (SI 360/2017) and these requirements are addressed throughout the Strategic Report and Corporate Governance Section. The following non-financial information constitutes our Non-Financial Information Statement, pursuant to the EU Directive 2014/95/EU and covers the requirements in respect of the environment, people, social and community issues, human rights, anti-bribery & corruption, and is intended to help stakeholders understand our position on these non-financial matters. Certain of the non-financial information required pursuant to the EU Directive 2014/95/EU is also provided by reference to the following locations:

Non-Financial	Information Section	Pages
Description of our Business Model	Business Model	Pages 24 to 29
Environmental, Social & Employee Matters	Sustainability Statements	Pages 54 to 83
Human Rights, Bribery & Corruption	Sustainability Statements	Pages 80 and 86
Our Policies	Company Website	https://www.cairnhomes.com/about/our-policies/
Principal Risks	Risk Report	Pages 39 to 48
Non-Financial Key Performance Indicators	Our Strategy, TCFD, SASB, GRI and Gender Pay Gap	Pages 14 to 33 and 58 to 63 and 88 to 103

Our Annual Report collectively contains a range of non-financial information. We have a variety of policies and guidance that support our key outcomes for all our stakeholders. Policies, guidance and statements of intent are in place to ensure consistent governance and are available to view on our website at www.cairnhomes.com.

External Auditor

KPMG, Chartered Accountants, were appointed statutory auditor on 10 June 2015. The Company announced in 2024 that the Board had approved the appointment of Ernst & Young Chartered Accountants as the Company's auditor for the financial year ending 31 December 2025 following the conclusion of a competitive tender process led by the Company's Audit & Risk Committee. This appointment is subject to approval by the Company's shareholders at the Annual General Meeting to be held in May 2025. A resolution authorising the Directors to fix the remuneration of Ernst & Young Chartered Accountants as external auditor for the year ending 31 December 2025 will be proposed at the forthcoming 2025 Annual General Meeting.

KPMG will relinquish its role as the auditor of the Company following the completion of the audit for the year ended 31 December 2024.

Disclosure of Information to the External Auditor

Each of the Directors who held office at the date of approval of the Directors' Report confirms that:

- so far as they are aware, there is no relevant audit information of which the External Auditor is unaware; and
- they have taken all steps that they ought to have taken as a Director to make themselves aware of any relevant audit information and to establish that the External Auditor is aware of such information.

Approval of Financial Statements

The Financial Statements were approved by the Board on 14 March 2025.

Signed on behalf of the Board

MICHAEL STANLEY
DIRECTOR

RICHARD BALL
DIRECTOR

Financial Statements

In this section:

Passive Housing

Commenced our fourth scaled energy efficient Passive House development and are currently building nearly 1,750 apartments to this internationally recognised building standard which reduces energy demand by over 40% when compared to Near Zero Energy Building (nZEB) standards. We will have commenced 2,750-3,000 new homes to Passive House standard by the end of 2025.

Statement of Directors' Responsibilities
In Respect of the Annual Report and the Financial Statements

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare Group and Company financial statements for each financial year. Under that law, the directors are required to prepare the Group financial statements in accordance with IFRS as adopted by the European Union and applicable law including Article 4 of the IAS Regulation. The directors have elected to prepare the Company financial statements in accordance with IFRS as adopted by the European Union as applied in accordance with the provisions of Companies Act 2014.

Under company law the directors must not approve the Group and Company financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Group and Company and of the Group's profit or loss for that year. In preparing the Group and Company financial statements, the directors are required to:
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Group's and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Group or Company or to cease operations, or have no realistic alternative but to do so.

The directors are also required by the Transparency (Directive 2004/109/EC) Regulations 2007 and the Transparency Rules of the Central Bank of Ireland to include a management report containing a fair review of the business and a description of the principal risks and uncertainties facing the Group.

The directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position and profit or loss of the Company and which enable them to ensure that the financial statements are prepared in accordance with the applicable accounting framework and comply with the provision of the Companies Act 2014. The directors are also responsible for taking all reasonable steps to ensure such records are kept by its subsidiaries which enable them to ensure that the financial statements of the Group comply with the provisions of the Companies Act 2014 including Article 4 of the IAS Regulation. They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for safeguarding the assets of the Group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are also responsible for preparing a directors' report that complies with the requirements of the Companies Act 2014.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group's and Company's website www.cairnhomes.com. Legislation in the Republic of Ireland concerning the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Responsibility Statement as required by the Transparency Directive and UK Corporate Governance Code

Each of the Directors, whose names and functions are listed on pages 106 to 107 of this annual report, confirm that, to the best of each person's knowledge and belief:
- the Group financial statements, prepared in accordance with IFRS as adopted by the European Union and the Company financial statements prepared in accordance with IFRS as adopted by the European Union as applied in accordance with the provisions of Companies Act 2014, give a true and fair view of the assets, liabilities, and financial position of the Group and Company at 31 December 2024 and of the profit or loss of the Group for the year then ended;
- the Directors' report contained in the annual report includes a fair review of the development and performance of the business and the position of the Group and Company, together with a description of the principal risk and uncertainties that they face; and
- the annual report and financial statements, taken as a whole, provides the information necessary to assess the Group's performance, business model and strategy and is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's position and performance, business model and strategy.

On behalf of the board

MICHAEL STANLEY
DIRECTOR
14 MARCH 2025

RICHARD BALL
DIRECTOR

Independent Auditor's Report
To the members of Cairn Homes plc

Report on the audit of the financial statements
Opinion
We have audited the financial statements of Cairn Homes plc (the Company) and its consolidated undertakings (the Group) for the year ended 31 December 2024 set out on pages 160 to 216, contained within the reporting package 635400DPX6WP2KKDOA83-2024-12-31-0-en.zip, which comprise the consolidated statement of profit or loss and other comprehensive income, the consolidated and company statements of financial position, the consolidated and company statements of changes in equity, the consolidated and company statements of cash flows and related notes, including the material accounting policies set out in note 3 for the Group and Note 1 for the Company.

The financial reporting framework that has been applied in their preparation is Irish Law, including the Commission Delegated Regulation 2019/815 regarding the single electronic reporting format (ESEF) and International Financial Reporting Standards (IFRS) as adopted by the European Union and, as regards the Company financial statements, as applied in accordance with the provisions of the Companies Act 2014.

In our opinion:
- the financial statements give a true and fair view of the assets, liabilities and financial position of the Group and Company as at 31 December 2024 and of the Group's profit for the year then ended;
- the Group consolidated financial statements have been properly prepared in accordance with IFRS as adopted by the European Union;
- the Company financial statements have been properly prepared in accordance with IFRS as adopted by the European Union, as applied in accordance with the provisions of the Companies Act 2014; and
- the Group consolidated financial statements and Company financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014 and, as regards the Group financial statements, Article 4 of the IAS Regulation.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities section of our report. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion. Our audit opinion is consistent with our report to the Audit and Risk Committee.

We were appointed as auditor by the Directors on 10 June 2015. The period of total uninterrupted engagement is the ten years ended 31 December 2024. We have fulfilled our ethical responsibilities under, and we remained independent of the Group in accordance with, ethical requirements applicable in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA) as applied to public interest entities. No non-audit services prohibited by that standard were provided.

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. In our evaluation of the directors' assessment of the Group's and Company's ability to continue to adopt the going concern basis of accounting we considered the inherent risks to the Group's and Company's business model and analysed how those risks might affect the Group's and Company's financial resources or ability to continue operations over the going concern period.

The risks that we considered most likely to adversely affect the Group's and Company's available financial resources over this period were currently unforeseen factors leading to one or a combination of the following: material reductions in sales arising from a deterioration in employment levels and consumer confidence; material reduction in credit availability in the mortgage market; and reduced demand for apartment developments from State-supported agencies.

Our evaluation of the directors' assessment of the Group's and Company's ability to continue to adopt the going concern basis of accounting included:
- considering the cash and undrawn bank loan facilities available to the Group and the related covenants in the facility agreement which are currently applicable in the going concern period;
- analysing the base-case scenario cashflow projections prepared by management showing forecast available liquidity and considering the reasonableness of the underlying assumptions; and
- analysing downside scenario cashflow projections prepared by management illustrating the impact of materially reduced sales compared to the base-case scenario and examining the reasonableness of management's conclusion that liquidity would be maintained throughout the going concern period in this scenario.

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's or the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Independent Auditor's Report continued

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

In relation to the Group's and the Company's reporting on how they have applied the UK Corporate Governance Code and the Irish Corporate Governance Annex, 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.

Detecting irregularities including fraud

We identified the areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements and risks of material misstatement due to fraud, using our understanding of the entity's industry, regulatory environment and other external factors and inquiry with the directors. In addition, our risk assessment procedures included:

- Inquiring with the directors and other management as to the Group's policies and procedures regarding compliance with laws and regulations, identifying, evaluating and accounting for litigation and claims, as well as whether they have knowledge of non-compliance or instances of litigation or claims.
- Inquiring of directors, the Audit and Risk Committee and internal audit as to the Group's policies and procedures to prevent and detect fraud, including the internal audit function, and the Group's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Inquiring of directors, the Audit and Risk Committee and internal audit regarding their assessment of the risk that the financial statements may be materially misstated due to irregularities, including fraud.
- Inspecting the Group's regulatory and legal correspondence.
- Reading Board, Audit and Risk Committee and Remuneration Committee minutes.
- Considering remuneration incentive schemes and performance targets for Directors and other management.
- Performing planning analytical procedures to identify any usual or unexpected relationships.

We discussed identified laws and regulations, fraud risk factors and the need to remain alert among the audit team.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including companies and financial reporting legislation. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items, including assessing the financial statement disclosures and agreeing them to supporting documentation when necessary.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, employment law, environmental law. Auditing standards limit the required audit procedures to identify non-compliance with these non-direct laws and regulations to inquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. These limited procedures did not identify actual or suspected non-compliance.

We assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. As required by auditing standards, we performed procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition. We identified a fraud risk in relation to the existence of revenue. We also identified a fraud risk relating to the completeness and accuracy of the allocation of development costs to cost of sales of completed residential units.

Further detail in respect of these fraud risks is set out in the relevant key audit matter disclosures in this report.

In response to the fraud risks, we also performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation.
- Assessing significant accounting estimates for bias.
- Assessing the disclosures in the financial statements.

As the Group is regulated, our assessment of risks involved obtaining an understanding of the legal and regulatory framework that the Group operates in and gaining an understanding of the control environment including the entity's procedures for complying with regulatory requirements.

Independent Auditor's Report continued

Report on the audit of the financial statements continued

Detecting irregularities including fraud continued

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Key audit matters: our assessment of risks of material misstatement

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including 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 forming our opinion thereon, and we do not provide a separate opinion on these matters.

In arriving at our audit opinion above, the key audit matters, in decreasing order of audit significance (unchanged from 2023), were as follows:

Group key audit matters

Group: Carrying values of inventories €862.1 million (2023: €943.4 million) and profit recognition

Refer to page 121 (Audit and Risk Committee Report), pages 171 to 172 (accounting policy for inventories) and Note 16 to the consolidated financial statements (financial disclosures – inventories)

The key audit matter

Inventories consist of the costs of land, materials, design and related production and site development costs to date, less amounts recognised as cost of sales. The carrying value of development land and work in progress depends on key assumptions relating to forecast selling prices for houses or apartments, site planning (including planning consent), build costs and other direct cost recoveries, all of which contain an element of uncertainty.

The Group recognises profit on each sale, based on the particular unit or units sold, by reference to the overall expected site margin. As site development and the resulting sale of residential units can take place over a number of reporting periods the determination of profit is dependent on the accuracy of the key assumptions used in the forecasts about future selling prices, build costs and other direct costs. There is a risk that one or all of the above key assumptions may be inaccurate with a resulting impact on the carrying value of inventories or the amount of profit recognised.

The key audit matter relates to:
- profit recognition on sites with material sales during the year; and
- the net realisable value of inventories relating to sites assessed to be at a higher risk of potential impairment.

How the matter was addressed in our audit

Our audit procedures included, among others:

a) We documented our understanding of the processes, and tested the design and implementation of relevant controls, over the accuracy and completeness of the data inputs and key assumptions made in the Group's financial models which support the carrying value of development land and work in progress, and the allocation of costs to residential units.

b) We applied judgement in identifying sites at a higher risk of impairment based on their location, results to date, results from previous phases on the same site where applicable, and newly acquired sites. For these higher risk sites, we inspected management's detailed year-end assessments of the net realisable value of development sites. These calculations were primarily based on residual value calculations whereby the estimated total costs of the development were deducted from total forecast sales proceeds. We challenged the key data inputs and key assumptions in the following ways, among others:
   - inspecting forecast residential unit sales prices for consistency with sales prices achieved for similar properties;
   - for sites not yet in development, considering the consistency of estimates for the major cost categories with the estimates for sites in development;
   - evaluating the key assumptions in relation to forecast numbers of units to be constructed based on appropriate documentary support;
   - enquiring of management as to whether there were any site-specific factors which may indicate that an individual site could be impaired; and
   - considering wider market evidence relating to the demand for housing in Ireland which in our judgement was relevant to the key data inputs and key assumptions

c) For sites with sales in the current and prior year, we compared actual revenues and costs to estimates to assess whether net realisable values were updated and that the overall expected sales margins were adjusted accordingly. We evaluated the sensitivity of margins on these sites to changes in sales prices and costs and considered whether this indicated a risk of impairment of the inventories balance.
d) For sites with sales in the year, we tested the completeness and accuracy of the release from inventories to cost of sales recorded in the general ledger for consistency with the financial cost models for the relevant sites. For sites which commenced sales in the year we agreed a sample of forecast costs to supplier agreements or other relevant documentation from third parties.
e) For significant new development land acquisitions in the year, we inspected purchase contracts and other supporting documentation to agree the costs of acquisition, including related direct purchase costs and we agreed amounts paid to corroborating documentary evidence.
f) We agreed a sample of additions to construction work in progress during the period to invoices/payment certificates and examined whether these additions were construction related and had been appropriately recorded as part of the costs of the relevant site.

Based on evidence obtained, we found that the Group had appropriate processes in place to regularly update forecasts of development site profitability to take account of costs incurred, updated forecast costs to complete and estimated sales prices. We found that the profit margins recognised on sales during the year appropriately reflected the costs attributable to units sold based on the Group's financial models.

We found that, for sites not yet in development that were assessed as having a higher risk of potential impairment, the key assumptions for numbers and mix of units to be built were supported by appropriate documentation, and the estimates of sales prices and costs used in the assessment of the net realisable value of these sites were reasonable compared to similar sites in development.

Our audit procedures on the key assumptions underpinning the year-end assessments of the net realisable value of development sites, and the related sensitivity analysis, did not identify any misstatements in relation to the Group's conclusion that inventories are stated at the lower of cost and net realisable value and therefore are not impaired.

We found that the costs of new development site acquisitions during the year, and of the sample of additions to construction work in progress inspected, were appropriately recorded. We also found that the disclosures in the financial statements relating to inventories are adequate to provide an understanding of the accounting policy and key assumptions relating to the Group's inventories and profit recognition

Group: Revenue recognition €859.9 million (2023: €666.8 million)

Refer to page 121 (Audit and Risk Committee Report), page 171 (accounting policy for revenue) and Note 6 to the consolidated financial statements (financial disclosures – revenue)

The key audit matter

A relatively high proportion of total revenue was recorded in the latter part of the year, which required particular emphasis on the recognition of revenue in the correct accounting period. The fraud risk relates to the existence of revenue i.e. the risk that sales may have been inappropriately accelerated and recorded in the wrong period.

Also, as well as sales of residential units to private individuals, the Group has other types of contractual arrangements with certain customers for the sale of multiple units. These require particular consideration in relation to the application of the relevant accounting standard, in order to determine whether revenue recognition should be applied to sales on "a point in time" or "over time" basis.

For the reasons outlined above the engagement team determine this matter to be a key audit matter.

How the matter was addressed in our audit

Our audit procedures included, among others:

a) We documented our understanding of the processes in relation to revenue recognition. We tested the design and implementation of relevant controls over the existence of revenue for individual and multiple-unit sales, and the completeness and accuracy of multiple-unit sales.
b) We agreed a sample of sales of individual residential units to private customers and sales of residential sites to signed contracts and cash proceeds and examined whether there was appropriate evidence that control over those properties had transferred to customers prior to the year-end, and hence that revenue had been recognised in the correct accounting period.

Independent Auditor's Report continued

Key audit matters: our assessment of risks of material misstatement continued

Group: Revenue recognition €859.9 million (2023: €666.8 million) continued

How the matter was addressed in our audit continued

c) We evaluated the approach adopted by management in relation to the timing and amount of revenue to be recognised in accordance with the relevant accounting standard from all contracts with customers for the sale of multiple units. In this regard, we independently inspected the related contract documentation and considered the appropriate application of the revenue recognition model in the relevant accounting standard, including whether revenue should be recognised (i) at a point in time or (ii) over time.

d) The Group entered into several forward funding arrangements with State-supported agencies in 2024, whereby there is a contract for sale of the land at inception and a development agreement for multiple units on the site. We examined the accounting for all forward fund transactions, with reference to the underlying contracts and detailed accounting papers prepared by management which contained their rationale for revenue being recognised on an "over time" basis, in order to evaluate whether revenue was recognised in the correct period and on the correct basis under the relevant accounting standard.

e) We agreed all other multiple unit sales, which had been recorded on a point in time basis, to signed contracts and cash proceeds and we examined whether there was appropriate evidence that control over those properties had transferred to customers prior to the year-end, and hence that revenue had been recognised in the correct accounting period.

We found that the Group had appropriate processes in place in relation to the recording of revenue.

Appropriate documentary evidence was available for all of the sample of sales of individual residential units and residential sites that we tested and as a result we found that revenue had been accurately recorded for those sales in the year.

We found that the approach taken in the financial statements by the Group for the recognition of revenue from forward funding arrangements, whereby the revenue in the year was recognised over time on a percentage completion basis, was consistent with the requirements of the relevant accounting standard.

We found that the approach taken in the financial statements by the Group for the recognition of revenue from contracts for other sales of multiple units, whereby the revenue in the year was recognised at a point in time on legal completion of those particular sales, was consistent with the requirements of the relevant accounting standard.

Company key audit matter

Company: Amounts due from subsidiary undertakings €360.2 million (2023: €401.4 million)

Refer to Note 6 to the Company financial statements (financial disclosures – Amounts due from Subsidiary Undertakings)

The key audit matter

The Company financial statements include material amounts due from subsidiary undertakings. Due to the financial position of the Group, this was not considered to give rise to a significant risk of material misstatement. However, due to the materiality of the amounts due from subsidiary undertakings in the context of the Company financial statements, the recoverability of these balances is considered to be the area that had the greatest focus of our overall audit of the Company financial statements.

For the reasons outlined above the engagement team determine this matter to be a key audit matter.

How the matter was addressed in our audit

Our audit procedures included among others:

a) We agreed the amounts due from each subsidiary to the counterparty balance as included in the matrix of intercompany balances prepared for the purposes of elimination on consolidation.

b) We inspected the financial position of each subsidiary undertaking using our judgement to independently assess recoverability of intercompany balances.

c) We considered the results of management's assessment of the recoverability of intercompany balances and the rationale for their conclusion that an expected credit loss provision of €4.77 million was required as at 31 December 2024.

We found management's assessment of the carrying value of the amounts due from subsidiary undertakings to be appropriate .

Our application of materiality and an overview of the scope of our audit

The materiality for the consolidated financial statements as a whole was set at €6.5 million (2023: €5.0 million).

This has been calculated with reference to a benchmark of profit before taxation, which is a benchmark typically applied for listed groups which have reached a mature stage. Materiality represents approximately 4.8% (2023: 5.0%) of this benchmark, which we consider to be one of the principal considerations for members of the Company in assessing the financial performance of the Group. In applying our judgement in determining the percentage to be applied to the benchmark, the following qualitative factors, had the most significant impact, increasing our assessment of materiality:

- the Group is a well established business in a well established sector of economy; and
- the business is well capitalised and has a relatively low level of borrowings compared to total assets.

Performance materiality for the Group financial statements as a whole was set at €4.88 million (2023: €3.75 million) determined with reference to materiality of which it represents 75% (2023: 75%).

We reported to the Audit and Risk Committee any corrected and uncorrected misstatements we identified through our audit with a value in excess of €0.325 million (2023: €0.25 million), in addition to any other audit misstatements below that threshold that warranted reporting on qualitative grounds.

Materiality for the Company financial statements as a whole was set at €1.6 million (2023: €1.6 million), determined with reference to a benchmark of total assets, of which it represents 0.54% (2023: 0.36%). Performance materiality for the Company financial statements as a whole was set at €1.2 million (2023: €1.2 million) determined with reference to materiality of which it represents 75% (2023: 75%).

We used materiality to assist us to determine what risks were significant risks and to determine the audit procedures to be performed including those discussed above.

Our audit was undertaken to the materiality and performance materiality level specified above and was all performed by a single Group engagement team.

Other information

The directors are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the Strategic Report and the Corporate Governance Statement (which includes the directors' report).

The financial statements and our auditor's report thereon do not comprise part of the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Based solely on our work on the other information undertaken during the course of the audit, we report that:

- we have not identified material misstatements in the directors' report;
- in our opinion, the information given in the directors' report is consistent with the financial statements;
- in our opinion, those parts of the directors' report specified for our review, which does not include sustainability reporting when required by Part 28 of the Companies Act 2014, have been prepared in accordance with the Companies Act 2014.

Corporate governance statement

We have reviewed the directors' statements in relation to going concern, longer-term viability, and that part of the Corporate Governance Statement relating to the Company's compliance with the provisions of the UK Corporate Governance Code and the Irish Corporate Governance Annex specified for our review by the Listing Rules of Euronext Dublin and the UK Listing Authority.

Our application of materiality and an overview of the scope of our audit continued

Corporate governance statement continued

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 and our knowledge obtained during the audit:

- directors' statement with regards the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified;
- directors' explanation as to their assessment of the Group's prospects, the period this assessment covers and why the period is appropriate;
- directors' statement on whether they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities;
- directors' statement on fair, balanced and understandable and the information necessary for shareholders to assess the Group's position and performance, business model and strategy;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks and the disclosures in the annual report that describe the principal risks and the procedures in place to identify emerging risks and explain how they are being managed or mitigated;
- section of the annual report that describes the review of effectiveness of risk management and internal control systems; and;
- section describing the work of the Audit and Risk Committee.

The Listing Rules of Euronext Dublin also requires us to review certain elements of disclosures in the report to shareholders by the Remuneration Committee of the Board of Directors. We have nothing to report in this regard.

In addition as required by the Companies Act 2014, we report, in relation to information given in the Corporate Governance Statement, that:

- based on the work undertaken for our audit, in our opinion, the description of the main features of internal control and risk management systems in relation to the financial reporting process and information relating to voting rights and other matters required by the European Communities (Takeover Bids (Directive 2004/EC) Regulations 2006 and specified for our consideration, is consistent with the financial statements and has been prepared in accordance with the Act;
- based on our knowledge and understanding of the Company and its environment obtained in the course of our audit, we have not identified any material misstatements in that information; and
- the Corporate Governance Statement contains the information required by the European Union (Disclosure of Non-Financial and Diversity Information by certain large undertakings and groups) Regulations 2017.

We also report that, based on work undertaken for our audit, the information required by the Act is contained in the Corporate Governance Statement.

Our opinions on other matters prescribed by the Companies Act 2014 are unmodified

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

We have nothing to report on other matters on which we are required to report by exception

The Companies Act 2014 requires us to report to you if, in our opinion:

- the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made;
- the Company has not provided the information required by Section 1110N in relation to its remuneration report for the financial year 31 December 2023.

We have nothing to report in this regard.

Respective responsibilities and restrictions on use

Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 151, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group's and 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 they either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Independent Auditor's Report continued

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 (Ireland) 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.

A fuller description of our responsibilities is provided on IAASA's website at https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements/.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. 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.

RYAN MCCARTHY
FOR AND ON BEHALF OF
KPMG
CHARTERED ACCOUNTANTS, STATUTORY AUDIT FIRM
1 STOKES PLACE
ST. STEPHEN'S GREEN
DUBLIN 2
D02 DE03

14 March 2025

Consolidated Statement of Profit or Loss and Other Comprehensive Income
For the year ended 31 December 2024

	Note	2024 €'000	2023 €'000
Continuing operations			
Revenue	6	**859,871**	666,807
Cost of sales		**(672,910)**	(519,189)
Gross profit		**186,961**	147,618
Administrative expenses	7	**(36,954)**	(34,229)
Operating profit		**150,007**	113,389
Finance costs	8	**(15,095)**	(14,118)
Share of (loss)/profit of equity-accounted investee, net of tax	15	**(203)**	152
Finance income		**163**	–
Profit before taxation		**134,872**	99,423
Tax charge	10	**(20,300)**	(13,991)
Profit for the year attributable to owners of the Company		**114,572**	85,432
Other comprehensive loss			
Fair value movement on cashflow hedges		**124**	(331)
Cashflow hedges reclassified to profit and loss		**(455)**	(80)
	14	**(331)**	(411)
Total comprehensive income for the year attributable to owners of the Company		**114,241**	85,021
Basic earnings per share	28	**17.9 cent**	12.7 cent
Diluted earnings per share	28	**17.8 cent**	12.6 cent

Consolidated Statement of Financial Position
At 31 December 2024

	Note	2024 €'000	2023 €'000
Assets			
Non-current assets			
Property, plant and equipment	11	**7,170**	6,120
Right of use assets	12	**5,592**	5,557
Intangible assets	13	**4,423**	4,211
Derivatives	14	**–**	436
Equity-accounted investee	15	**34**	237
Trade and other receivables	17	**10,788**	–
		28,007	16,561
Current assets			
Inventories	16	**862,124**	943,417
Trade and other receivables	17	**141,532**	54,057
Current taxation		**12,892**	312
Cash and cash equivalents	18	**27,623**	25,553
Derivatives	14	**105**	–
		1,044,276	1,023,339
Total assets		**1,072,283**	1,039,900
Equity			
Share capital	19	**621**	655
Share premium	19	**201,894**	201,100
Other undenominated capital	19	**222**	183
Treasury shares	20	**(8,202)**	(3,196)
Share-based payment reserve	20	**14,721**	13,588
Cashflow hedge reserve	14	**105**	436
Retained earnings		**548,847**	544,396
Total equity		**758,208**	757,162

Consolidated Statement of Financial Position continued

	Note	2024 €'000	2023 €'000
Liabilities			
Non-current liabilities			
Loans and borrowings	21	**167,054**	158,836
Lease liabilities	12	**5,191**	5,490
Deferred taxation	23	**3,090**	3,139
		175,335	167,465
Current liabilities			
Loans and borrowings	21	**14,992**	14,992
Lease liabilities	12	**1,254**	937
Trade and other payables	24	**107,453**	99,344
Current taxation		**15,041**	–
		138,740	115,273
Total liabilities		**314,075**	282,738
Total equity and liabilities		**1,072,283**	1,039,900

On behalf of the Board

MICHAEL STANLEY
DIRECTOR

RICHARD BALL
DIRECTOR

Consolidated Statement of Changes in Equity
For the year ended 31 December 2024

	Attributable to owners of the company							
	Ordinary shares €'000	Share premium €'000	Other undenominated capital €'000	Treasury shares €'000	Share-based payment reserve €'000	Cashflow hedge reserve €'000	Retained earnings €'000	Total €'000
As at 1 January 2024	**655**	**201,100**	**183**	**(3,196)**	**13,588**	**436**	**544,396**	**757,162**
Total comprehensive income for the year								
Profit for the year	–	–	–	–	–	–	114,572	114,572
Fair value movement on cashflow hedges	–	–	–	–	–	124	–	124
Cashflow hedges reclassified to profit and loss	–	–	–	–	–	(455)	–	(455)
	–	**–**	**–**	**–**	**–**	**(331)**	**114,572**	**114,241**
Transactions with owners of the Company								
Purchase of own shares – share buybacks (Note 19)	–	–	–	(70,591)	–	–	–	(70,591)
Cancellation of repurchased shares	(39)	–	39	70,591	–	–	(70,591)	–
Purchase of own shares – held in trust (Note 20)	–	–	–	(5,006)	–	–	–	(5,006)
Equity-settled share – based payments (Note 20)	–	–	–	–	6,942	–	–	6,942
Settlement of dividend equivalents (Note 20)	–	–	–	–	(619)	–	–	(619)
Shares issued on vesting/exercise of share awards and options (Note 20)	5	794	–	–	–	–	–	799
Transfer from share-based payment reserve to retained earnings in relation to vesting/exercise or lapsing of share awards and options (Note 20)	–	–	–	–	(5,190)	–	5,190	–
Dividends paid to shareholders (Note 25)	–	–	–	–	–	–	(44,720)	(44,720)
	(34)	**794**	**39**	**(5,006)**	**1,133**	**–**	**(110,121)**	**(113,195)**
As at 31 December 2024	**621**	**201,894**	**222**	**(8,202)**	**14,721**	**105**	**548,847**	**758,208**

Consolidated Statement of Changes in Equity continued

	Attributable to owners of the company									
	Share Capital									
	Ordinary shares €'000	Deferred shares €'000	Founder shares €'000	Share premium €'000	Other undenominated capital €'000	Treasury shares €'000	Share-based payment reserve €'000	Cashflow hedge reserve €'000	Retained earnings €'000	Total €'000
As at 1 January 2023	**686**	**20**	**19**	**199,616**	**105**	**–**	**11,809**	**847**	**538,720**	**751,822**
Total comprehensive income for the year										
Profit for the year	–	–	–	–	–	–	–	–	85,432	85,432
Fair value movement on cashflow hedges	–	–	–	–	–	–	–	(331)	–	(331)
Cashflow hedges reclassified to profit and loss	–	–	–	–	–	–	–	(80)	–	(80)
	–	**–**	**–**	**–**	**–**	**–**	**–**	**(411)**	**85,432**	**85,021**
Transactions with owners of the Company										
Purchase of own shares – share buybacks (Note 19)	–	–	–	–	–	(42,697)	–	–	–	(42,697)
Cancellation of repurchased shares	(39)	–	–	–	39	42,697	–	–	(42,697)	–
Cancellation of founder and deferred shares (Note 19)	–	(20)	(19)	–	39	–	–	–	–	–
Purchase of own shares – held in trust (Note 20)	–	–	–	–	–	(3,196)	–	–	–	(3,196)
Equity-settled share – based payments (Note 20)	–	–	–	–	–	–	7,075	–	–	7,075
Settlement of dividend equivalents (Note 20)	–	–	–	–	–	–	(459)	–	–	(459)
Shares issued on vesting/exercise of share awards and options (Note 20)	8	–	–	1,484	–	–	–	–	–	1,492
Transfer from share- based payment reserve to retained earnings in relation to vesting/exercise or lapsing of share awards and options (Note 20)	–	–	–	–	–	–	(4,837)	–	4,837	–
Dividends paid to shareholders (Note 25)	–	–	–	–	–	–	–	–	(41,896)	(41,896)
	(31)	**(20)**	**(19)**	**1,484**	**78**	**(3,196)**	**1,779**	**–**	**(79,756)**	**(79,681)**
As at 31 December 2023	**655**	**–**	**–**	**201,100**	**183**	**(3,196)**	**13,588**	**436**	**544,396**	**757,162**

Consolidated Statement of Cash Flows
For the year ended 31 December 2024

	2024 €'000	2023 €'000
Cash flows from operating activities		
Profit for the year	**114,572**	85,432
Adjustments for:		
Share-based payments expense	**6,077**	5,752
Finance costs	**15,095**	14,118
Finance income	**(163)**	–
Depreciation of property, plant and equipment	**209**	152
Depreciation of right of use assets	**987**	837
Amortisation of intangible assets	**1,532**	1,180
Taxation	**20,300**	13,991
	158,609	121,462
Decrease in inventories	**83,492**	26,456
Increase in trade and other receivables	**(98,263)**	(33,610)
Increase in trade and other payables	**8,700**	7,099
Tax paid	**(17,878)**	(14,386)
Net cash from operating activities	**134,660**	107,021
Cash flows from investing activities		
Purchases of property, plant and equipment	**(2,655)**	(1,689)
Purchases of intangible assets	**(1,744)**	(2,401)
Net cash used in investing activities	**(4,399)**	(4,090)
Cash flows from financing activities		
Purchase of own shares – share buybacks	**(70,591)**	(42,697)
Proceeds from issue of share capital	**799**	1,492
Settlement of dividend equivalents	**(619)**	(459)
Purchase of own shares – held in trust	**(5,006)**	(3,196)
Dividends paid	**(44,720)**	(41,896)
Proceeds from loans and borrowings net of debt issue costs	**392,850**	317,500
Repayment of loans and borrowings	**(385,000)**	(315,000)
Repayment of lease liabilities	**(1,004)**	(761)
Interest and other finance costs paid	**(14,900)**	(14,072)
Net cash used in financing activities	**(128,191)**	(99,089)
Net increase in cash and cash equivalents in the year	**2,070**	3,842
Cash and cash equivalents at beginning of the year	**25,553**	21,711
Cash and cash equivalents at end of the year	**27,623**	25,553

Notes to the Consolidated Financial Statements
For the year ended 31 December 2024

Notes to the Consolidated Financial Statements continued

1. Basis of Preparation

(a) Reporting entity

Cairn Homes plc (the Company) is a company domiciled in Ireland. The Company's registered office is 45 Mespil Road, Dublin 4, D04 W2F1. These consolidated financial statements cover the year ended 31 December 2024 for the Company and its subsidiaries (together referred to as 'the Group) and the Group's interest in a joint venture undertaking. The Group is predominantly involved in the development of residential property for sale.

(b) Statement of compliance

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and their interpretations approved by the International Accounting Standards Board (IASB), as adopted by the European Union (EU), and those parts of the Companies Act 2014 applicable to companies reporting under IFRS and Article 4 of the IAS Regulation.

(c) New standards and interpretations

The following standards and interpretations were effective for the Group for the first time from 1 January 2024. They did not have a material effect on the consolidated results of the Group:

- Amendments to IFRS 16, Lease Liability in a Sale and Leaseback.
- Amendments to IAS 1, Classification of Liabilities as Current or Non-current and Deferral of Effective Date.
- Amendments to IAS 1, Non-current Liabilities with Covenants.
- Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures: Supplier Finance Arrangements.

The following amendments to standards have been endorsed by the EU, and are effective from 1 January 2025. The Group has not adopted these amendments early. The potential impact of these amendments on the Group is under review:

- Amendments to IAS 21, The Effects of Changes in Foreign Exchange Rates: lack of exchangeability.

The following standards and interpretations are not yet endorsed by the EU. The potential impact of these standards on the Group is under review:

- IFRS 19 Subsidiaries without Public Accountability: Disclosures.
- Contracts Referencing Nature-dependent Electricity- Amendments to IFRS 9 and IFRS 7.
- Amendments to the Classification and Measurement of Financial Instruments- Amendments to IFRS 9 and IFRS 7.
- Annual Improvements Volume 11.
- IFRS 18 Presentation and Disclosure in Financial Statements.

The Group notes that IFRS 18 Presentation and Disclosure may have a material impact on the Financial Statements in the future as follows:
This new pronouncement aims to give users of financial statements more transparent and comparable information about an entity's financial performance. The new standard will replace IAS 1 'Presentation of Financial Statements' but will retain many of the requirements from that standard. The key new concepts introduced in IFRS 18 relate to:

- the structure of Income Statement;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (management defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary statements and notes.

The amendments are subject to endorsement by the EU. The effective date is for financial periods beginning on or after 1 January 2027. While IFRS 18 will not change recognition criteria or measurement basis, it may have a significant impact on presenting information in the financial statements. The Group is currently assessing any impact.

(d) Functional and presentation currency

These consolidated financial statements are presented in Euro, which is the functional currency of the Company and presentation currency of the Group, rounded to the nearest thousand.

(e) Going concern basis of accounting

The Group delivered our strongest ever performance in 2024 with a year-on-year growth of 29% in both revenue and units and a 34% increase in profit after tax. With 2,241 units[1] and total revenue of €859.9 million in the year, the Group generated €134.7 million in operational cash flow, a significant increase from the €107.0 million generated in 2023 and started 2025 with a multi-year forward sales pipeline of 2,361 new homes with a net sales value of c.€910 million.

1 This comprises both closed sales and equivalent units. Equivalent units relate to forward fund transactions which are calculated on a percentage completion basis based on the constructed value of work completed divided by total estimated cost.

1. Basis of Preparation continued

The Group has a growth strategy that focuses on minimising financial risk and maintaining financial flexibility to ensure we have a strong, sustainable and long-term business. The business has strong liquidity, a significant investment in construction work-in-progress underpinned by a significant forward order book, a robust balance sheet and committed, lowly leveraged debt facilities.

To mitigate liquidity risk, the Group applies a prudent cash management policy ensuring our construction activities in the near and medium-term are focused on forward sold inventories, including lower average selling price starter homes for our core first time buyer market and scaled apartment developments with multi-year delivery timelines.

The Group had a total committed debt facility of €385.0 million at the start of 2025. This increased to €460.0 million in February 2025, of which €402.5 million is a syndicate facility comprising a Sustainability Linked term loan and revolving credit facility with Allied Irish Banks plc, Bank of Ireland, and Home Building Finance Ireland (HBFI), maturing in June 2029 with a one-year extension option at our discretion. HBFI joined our syndicate during 2024. Four sustainability performance targets underpin these green facilities which are linked directly to key elements of our sustainability strategy.

Net debt was €154.4 million as at 31 December 2024 (31 December 2023: €148.3 million). The Company had available liquidity (cash and undrawn facilities) at 31 December 2024 of €229.6 million (31 December 2023: €200.6 million), including €27.6 million of cash (31 December 2023: €25.5 million).

The Group invested €484.3 million in our construction activities during 2024, including commencing construction on ten large-scale, multi-year, new developments. The Group continues to focus our new site commencements on our core starter homes market and large apartment developments for State-supported counterparties. During the period, the Group entered into a number of forward fund transactions which benefit the business from a liquidity perspective and support our continued and ambitious growth plans.

The Group is also encouraged by the sustained level of underlying demand for new homes in the market as evidenced by the size of its forward sales pipeline, with strong demand continuing into the early months of 2025. Enquiry lists across all of our active selling sites remain high with particularly strong interest in our starter home developments. The Group's closed and forward sales pipeline increased to 2,593 new homes with a net sales value of €989 million as at 26 February 2025. Of these, over 1,600 new homes are expected to close in 2025.

The Directors have carried out a detailed assessment of the principal risks facing the Group and have considered the impact of these risks on the going concern of the business. In making this assessment, consideration has been given to the uncertainty inherent in financial forecasting including future market conditions such as sales prices. Where appropriate, severe but plausible downside-sensitivities have been applied to the key factors affecting the future financial performance of the Group.

Having considered the Group's forecasts and outlook including the strength of its forward order book, the Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they are satisfied that it is appropriate to continue to adopt the going concern basis in preparing these consolidated financial statements.

2. Key Judgements and Estimates

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Actual results could differ materially from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

The significant accounting judgements impacting these financial statements, in order of significance, are:

- scale and mix of each development and the achievement of associated planning permissions.

This may involve assumptions on new or amended planning permission applications. This judgement then feeds into the process of forecasting expected profitability by development which is used to determine the profit that the Group is able to recognise on its developments in each reporting period and the net realisable value of inventories.

- revenue recognition in relation to forward fund transactions.

When contractual arrangements exist whereby land is sold up-front and the cost of delivering the new homes is paid for by the purchaser on a phased basis, there is a judgement as to whether the sale of land and the delivery of residential units are a single performance obligation or separate performance obligations for the purposes of revenue recognition. Based on the facts and circumstances it was determined that for these transactions the delivery of land and residential units were highly interrelated and formed a single performance obligation to be delivered over time.

Notes to the Consolidated Financial Statements continued

2. Key Judgements and Estimates continued

The key sources of estimation uncertainty impacting these financial statements are:

- forecast selling prices;
- build cost inflation; and
- carrying value of inventories and allocations from inventories to cost of sales (see Note 3 (g) and 16).

Due to the nature of the Group's activities and, in particular the scale of its development costs and the length of the development cycle, the Group has to allocate site-wide development costs between units completed in the current year and those in future years. It also has to forecast the costs to complete on such developments and make estimates relating to future sales prices. Forecast selling prices and build cost inflation are inherently uncertain due to changes in market conditions. These estimates impact management's assessment of the net realisable value of the Group's inventories and also determine the extent of profit or loss that should be recognised in respect of each development in each reporting period. Note 16 includes disclosures on judgements and estimates in relation to profit margins and carrying values of inventories. In making such assessments and allocations, there is a degree of inherent estimation uncertainty.

The Group has developed internal controls designed to effectively assess and review carrying values and profit recognition and the appropriateness of estimates made. The Group recognises its gross profit on each sale, based on the particular unit sold and the total cost attaching to that unit. As the build cost on a site can take place over a number of reporting periods the determination of the cost of sale to release on each individual unit sale is dependent on up-to-date cost forecasting and expected profit margins across the scheme.

In preparing the financial statements, the Directors have considered the impact of climate change and the Group's commitment to the Science Based Targets initiative (SBTi) Net Zero standard as well as any additional costs, savings and revenues associated with climate risks or opportunities as identified in the Task Force on Climate-Related Financial Disclosures on pages 58 to 63 of the annual report. Costs and revenues associated with climate risks or opportunities are reflected in the Group's forecasts used to determine margins on active and non-active developments. There has been no other material impact identified on the financial reporting judgements and estimates as a result of climate change. In particular, the Directors considered the impact of climate change in respect of the following areas: going concern and viability of the Group over the next three years; cash flow forecasts used in the impairment assessments of inventories; and carrying value and useful economic lives of property, plant and equipment. Whilst there is currently no expected material medium-term impact on the Group from climate change, the Directors are aware of the ever-changing risks attached to climate change and will regularly assess these risks against judgements and estimates made in preparation of the Group's financial statements.

3. Material Accounting Policies

The accounting policies set out below have been applied in these financial statements.

(a) Basis of consolidation

The consolidated financial statements include the results of Cairn Homes plc and all its subsidiary undertakings and the Group's share of its joint venture undertaking for the year ended 31 December 2024.

Business combinations

The Group accounts for business combinations using the acquisition method when control is transferred to the Group. The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Goodwill arising on consolidation represents the excess of the fair value of the consideration over the fair value of the separately identifiable net assets and liabilities acquired.

Any goodwill that arises is capitalised and tested annually for impairment. Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration is classified as equity, then it is not remeasured, and settlement is accounted for within equity. Otherwise, subsequent changes in the fair value of contingent consideration that meets the definition of a financial instrument are recognised in profit or loss.

3. Material Accounting Policies continued

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Changes in the ownership interest in a subsidiary that do not result in loss of control are recognised in equity.

Non-controlling interests, as stated in the statement of financial position if any, represents the portion of the equity of subsidiaries which is not attributable to the owners of the Company.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated.

(b) Joint ventures

A joint venture is an arrangement where the Group has joint control and the Group has rights to the net assets of the arrangement. Investments in joint ventures are accounted for using the equity method. The investment in a joint venture is initially recognised at cost. Subsequent to initial recognition, the carrying amount of the investment in a joint venture is increased or decreased to recognise the Group's share of the profit or loss and other comprehensive income of the joint venture, adjusted where necessary to ensure consistency with the accounting policies of the Group until the joint control ceases. The Group does not continue to recognise its share of losses of joint ventures when the carrying value has been reduced to zero.

(c) Property, plant and equipment

Property, plant and equipment are initially recognised at cost. Depreciation is provided using the straight-line method to write off the cost less any residual value over the estimated useful life of the asset on the following basis:

- leasehold improvements 7-10 years;
- motor vehicles 4 years; and
- computers & equipment 3-7 years.

The assets' useful economic lives and residual values are reviewed and adjusted, if appropriate, at each financial reporting date. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

(d) Leases

All assets held by the Group under lease agreements which are greater than twelve months in duration are recognised as right-of-use assets within the statement of financial position representing its rights to use the underlying asset. The present value of future payments to be made under those lease agreements is recognised as a liability representing its obligation to make lease payments.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. The lease liability is subsequently increased by the interest costs on the lease liability and decreased by the lease payments made. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability plus any initial direct costs, and subsequently at cost less accumulated depreciation. Depreciation is charged on a straight-line basis over the lease term from the lease commencement date.

The right-of-use assets and lease liabilities recognised represent the Group's leases on the central support office and vehicles. The right-of-use assets and related lease liabilities have been determined by discounting the lease payments over the expected term of the leases at discount rates reflecting the Group's incremental borrowing rate at inception.

(e) Intangible assets

Computer software

Acquired computer software is capitalised as intangible assets on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly attributable to the production of identifiable and unique software products controlled by the Group, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets.

3. Material Accounting Policies continued

(e) Intangible assets continued

Computer software costs are amortised over their estimated useful lives from three to ten years for specialised software which is expected to provide benefits over those periods. Other costs in respect of computer software are recognised as an expense or capitalised as part of inventory costs as incurred.

The assets' useful lives and residual values are reviewed and adjusted, if appropriate, at each financial reporting date. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

(f) Revenue

Revenue represents the fair value of consideration received or receivable, net of value-added tax. The Group recognises revenue using point in time or over time methodology based on the specific terms of the contractual arrangements for each transaction.

Point in time transactions

Revenue is recognised at the point in time for single unit and some multi-unit transactions when control over the property has been transferred to the customer, which occurs at legal completion. Revenue is measured at the transaction price agreed under the contract.

Booking and contract deposits on units sold by the Group are held by the Group's legal advisors, externally to the Group, until legal completion of the sale, at which point all such deposits and the final payment are paid to the Group and recognised as revenue. Where a multiple unit contract involves a number of phases being delivered over phased delivery dates, the Group recognises revenue on legal completion of each phase when control passes to the customer, with each phase having its own pre-agreed pricing for a defined number of units and a pre-determined handover date.

Over time transactions

During the year, the Group entered into a number of forward fund transactions with State-supported counterparties. The forward fund transactions involve the Group delivering new homes under a contractual relationship where land is sold up-front to the State-supported counterparties and the cost of delivering the new homes is paid by the State-supported counterparties to the Group on a phased basis. The accounting treatment for revenue is assessed based on the specific terms of the contractual arrangements for each transaction. This resulted in the adoption of a new revenue recognition method in accordance with IFRS 15 Revenue from Contracts with Customers. Judgment was applied in considering whether the delivery of land and residential units under these arrangements formed a single performance obligation or separate performance obligations. Based on the facts and circumstances it was determined that for these transactions the delivery of land and residential units formed a single performance obligation to be delivered over time. Revenue relating to these transactions is recognised over time on a cost completion basis. This is measured by the proportion of total costs incurred at the reporting date relative to the estimated total costs of the contract using an independent third-party valuation of the work performed. These contracts may give rise to contract assets and/or contract liabilities. Contract assets are calculated as the amount by which the cumulative value of revenue earned on certain long-term contracts exceeds the amounts invoiced to the customer or consists of revenue earned on forward fund transactions with State-supported counterparties where the right to timing of receipt of consideration is conditioned on something other than the passage of time. Conversely, contract liabilities represent the amount by which the cumulative amounts invoiced for stage payments on certain long-term contracts exceed the revenue recognised.

Rental income

Rental income is recognised on a straight-line basis over the life of the operating lease. This income principally arises from properties let on a short-term basis.

(g) Inventories

Units in the course of development and completed units are valued at the lower of cost and net realisable value. Cost includes the cost of land, raw materials, stamp duty, direct labour, direct wages and salaries and development costs, but excludes indirect overheads. Land purchased for development, including land in the course of development, is initially recorded at cost. For development property acquired through business combinations, cost is the sum of the fair value at acquisition plus subsequent direct costs. The Group's developments can take place over several reporting periods and the Group has to allocate site-wide development costs between units built in the current year and in future years. It also has to estimate the costs to completion of such developments. In making these assessments, which impact on estimating the appropriate amounts from inventories to be recognised as cost of sales on units sold, there is a degree of inherent uncertainty.

The Group is predominantly involved in the development of residential property units for sale. Because the nature of such individual units is that they are produced in large quantities on a repetitive basis over a relatively short period of time, the Group's inventories are not considered to be qualifying assets for the purposes of capitalisation of borrowing costs.

Inventories are carried at the lower of cost and net realisable value, such that provision is made, where appropriate, to reduce the value of inventories to their net realisable value.

3. Material Accounting Policies continued

(g) Inventories continued

Where a site has commenced selling units, the Group compares the margin recognised on a site in the year to the forecast margin on a site over the life of the development, taking account of updated sales prices and cost estimates. Where a site has not yet commenced selling, the Group compares the most recent forecast to prior forecasts for that site. The Group assesses whether any such updated margin forecasts indicate that the inventory balance needs to be adjusted to reflect the net realisable value.

Where a site purchased for redevelopment includes existing rental properties which will be demolished or vacated as part of the planned redevelopment of the site, the full cost of the site is classified within inventories. Contract deposits for purchases of development land are recognised as deposits when paid and are transferred to inventories on legal completion of the contract when the remainder of the contract price is paid.

Non-refundable land option payments are initially recognised in inventory. These represent options to purchase land at market value at a future point in time. They are reviewed regularly and written off to profit or loss if it is probable that the option will not be exercised.

(h) Share-based payments

The Group has issued equity-settled share-based payments to certain employees (compromising long-term incentive awards, the stretch CEO long- term incentive plan, restricted share unit awards and share options). The grant-date fair value of equity-settled share-based payment awards granted to employees is generally recognised as an expense, with a corresponding increase in equity over the vesting period of the awards. The amounts recognised as an expense are adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions, where applicable at the vesting date.

The amount recognised as an expense is not adjusted for market conditions not being met. For share-based payment awards with non vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

(i) Taxation

Tax expense comprises current tax and deferred tax. Tax expense is recognised in profit or loss except to the extent that it relates to a business combination or items recognised in other comprehensive income or equity.

Current tax is the expected tax payable on taxable profit or loss for the period and any adjustment to tax payable in respect of previous years. It is measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences relating to investments in subsidiaries to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves. Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amounts of its assets and liabilities.

The Group has adopted international Tax Reform- Pillar Two Model Rules (Amendments to IAS 12) upon their release on 23 May 2023. The amendments provide a temporary mandatory exception from deferred tax accounting for the top-up tax and requires disclosures about the Pillar Two exposure (see Note 10). The mandatory exception is applied retrospectively. However, because no new legislation to implement the top-up tax was enacted or substantively enacted at 31 December 2023 in the jurisdiction in which the Group operates and no related deferred tax was recognised at that date, the retrospective application had no impact on the Group's consolidated financial statements.

The measurement of uncertain tax positions within tax assets and liabilities requires judgement in interpreting tax legislation and current case law in order to estimate the amount to be recognised. In line with accounting standards, the Group reflects the effect of an uncertainty using either the 'most likely amount' method or the 'expected value' method, as appropriate for the particular uncertainty.

3. Material Accounting Policies continued

(j) Pensions
The Group operates defined contribution schemes for employees. The Group's contributions to the schemes are charged to profit or loss in the year in which the contributions fall due.

(k) Construction bonds receivables
Construction bonds are development bonds that are put in place with local authorities or utility providers until development sites are fully completed and conditions of planning have been met or utilities are taken in charge. All construction bonds are considered current assets as they will be realised in the Group's normal operating cycle, which is such that a proportion of construction bonds will not be recovered within 12 months. Construction bonds not recoverable in 12 months are disclosed in Note 17.

(l) Cash and cash equivalents
Cash and cash equivalents include cash and bank balances in bank accounts with no notice or on short-term deposits which are subject to insignificant risk of changes in value.

Any cash and bank balances that are not available for use by the Group are presented as restricted cash. Amounts of restricted cash which are restricted from being exchanged or used to settle a liability for at least 12 months after the end of the reporting year are classified as non-current assets.

(m) Provisions
Provisions are recognised in the statement of financial position when the Group has a present legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation, and the amount can be reliably estimated.

(n) Ordinary shares
Incremental costs directly attributable to the issue of ordinary shares, net of any tax effects, are recognised as a deduction from equity through retained earnings.

(o) Exceptional items
Items that are material in size and unusual or infrequent are presented as exceptional items in the statement of profit or loss and other comprehensive income. The Directors are of the opinion that the separate presentation of exceptional items, where applicable, provides helpful information about the Group's underlying business performance.

(p) Segmental reporting
Operating segments are reported in a manner consistent with the internal organisational and management structure and the internal reporting information provided to the Chief Operating Decision Maker (CODM) (designated as the Board of Directors), which is responsible for allocating resources and assessing performance of operating segments.

(q) Finance income and costs
Interest income and expense is recognised using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability (or group of financial assets or financial liabilities) and of allocating the interest income, interest expense and fees paid and received over the relevant period. Commitment fees in relation to undrawn loan facilities are accounted for on the accruals basis, within finance costs.

The Group is required to capitalise borrowing costs directly attributable to the acquisition, construction and production of a qualifying asset, as part of the costs of that asset. Inventories which are produced in large quantities on a repetitive basis over a relatively short period of time are not qualifying assets. The Group does not generally produce qualifying assets.

Notes to the Consolidated Financial Statements continued

3. Material Accounting Policies continued

(r) Financial instruments

(i) Financial assets and financial liabilities

Under IFRS 9, financial assets and financial liabilities are initially recognised at fair value and are subsequently measured based on their classification as described below. Their classification depends on the purpose for which the financial instruments were acquired or issued, their characteristics and the Group's designation of such instruments. IFRS 9 requires that all financial assets and financial liabilities be classified as fair value through profit or loss (FVTPL), amortised cost or fair value through other comprehensive income (FVOCI).

(ii) Classification of financial instruments

The following summarises the classification and measurement the Group has elected to apply to each of its significant categories of financial instruments:

Type	IFRS 9 classification
Financial assets	
Cash and cash equivalents	Amortised cost
Trade and other receivables	Amortised cost
Derivatives	Fair value (cash flow hedge accounting)
Financial liabilities	
Loans and borrowings	Amortised cost
Trade payables and accruals, including deferred consideration	Amortised cost

(iii) Trade and other receivables

Trade and other receivables are initially recognised at fair value when they are originated and are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses, which are measured using an expected credit loss model. Any interest income and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

(iv) Financial liabilities

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost using the effective interest method.

(v) Derecognition and modification of financial liabilities

The Group derecognises a financial liability when it is extinguished (when its contractual obligations are discharged or cancelled, or expire).

The Group also derecognises a financial liability when there is a substantial modification of the liability. A substantial modification is deemed to have occurred when the present value of the cash flows under the modified terms, discounted using the original effective interest rate, is at least 10% different from the discounted present value of the remaining cash flows under the original terms. If the financial liability is deemed to have been substantially modified, a new financial liability is recognised at fair value. The difference between this fair value and the previous carrying amount of the financial liability prior to its derecognition is recognised in profit or loss.

A non-substantial modification of a financial liability is deemed to have occurred when the present value of the cash flows under the modified terms, discounted using the original effective interest rate, is less than 10% different from the discounted present value of the remaining cash flows under the original terms, and there are no other qualitative factors which indicate that a substantial modification has occurred. For non-substantial modifications, the amortised cost of the liability is recalculated by discounting the modified cash flows at the original effective interest rate and any resulting gain or loss is recognised in profit or loss. For non-substantial modifications where the impact is that the interest on floating rate liabilities has been repriced at current market terms, the original effective interest rate is adjusted to reflect the current market terms at the time of the modification. Any costs and fees directly attributable to the modification of the financial liability are recognised as an adjustment to the carrying amount of the modified financial liability and amortised over its remaining term under the effective interest method. Any unamortised costs attributable to the original financial liability, with the exception of unamortised arrangement fees, are recognised as an adjustment to the carrying amount of the modified financial liability and amortised over the remaining term of the modified liability under the effective interest method. Unamortised arrangement fees relating to the original financial liability are recognised in profit or loss on modification.

Notes to the Consolidated Financial Statements continued

3. Material Accounting Policies continued

(r) Financial instruments continued

(vi) Derivatives and hedging

The Group has transacted derivatives relating to an interest rate swap to manage the interest rate risk arising from floating rate borrowings. Derivatives are initially recognised at fair value on the date a derivative contract is entered into, and they are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument and, if so, the nature of the item being hedged. The Group designates certain derivatives as hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions (cash flow hedges).

Changes in the fair value of derivative hedging instruments designated as cash flow hedges are recognised in other comprehensive income to the extent that the hedge is effective. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Amounts accumulated in other comprehensive income are reclassified to profit or loss in the same periods that the hedged items affect profit or loss. The reclassified gain or loss relating to the effective portion of interest rate swaps hedging variable rate borrowings is recognised in profit or loss within finance income or costs respectively.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, then hedge accounting is discontinued prospectively. The cumulative gain or loss previously recognised in other comprehensive income remains there until the forecast transaction occurs, unless the hedged transaction is no longer expected to occur, in which case the cumulative gain or loss that was previously recognised in other comprehensive income is transferred to profit and loss.

At inception of the hedge relationship, the Group documents the economic relationship between hedging instruments and hedged items, including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking its hedge transactions.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

4. Measurement of Fair Values

Certain of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair value is defined in IFRS 13, Fair Value Measurement, as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques, as follows:

- **Level 1:** quoted prices, (unadjusted) in active markets for identical assets or liabilities;
- **Level 2:** inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- **Level 3:** inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting year during which the change has occurred.

Further disclosures about the assumptions made in measuring fair values are included in Note 29 Financial Instruments and Risk Management.

Notes to the Consolidated Financial Statements continued

5. Segmental Information

Segmental information is presented on the same basis as that used for internal reporting purposes. Operating segments are reported in a manner consistent with the internal reporting provided to the CODM. The CODM has been identified as the Board of Directors of the Company.

Having considered the criteria in IFRS 8 Operating Segments and considering how the Group manages its business and allocates resources, the Group has determined that it has one reportable segment. The Group is managed as a single business unit, building and property development. As the Group operates in a single geographic market, Ireland, no geographical segmentation is provided.

6. Revenue

Residential property sales	2024 €'000	2023 €'000
Recognised at a point in time	**382,802**	649,879
Recognised over time	**455,706**	–
Total residential property sales	**838,508**	649,879
Site and other sales – recognised at a point in time	**21,310**	16,902
Revenue from contracts with customers	**859,818**	666,781
Other revenue		
Income from property rental	**53**	26
	859,871	666,807

Revenue is recognised either at a point in time or over time, according to the specific contractual arrangements. Revenue recognised at a point in time is recognised when control over the property has been transferred to the customer, which occurs at legal completion.

Revenue recognised over time arises on forward fund contracts where land is sold up-front and the cost of delivering the new homes is paid for by the purchaser on a phased basis. This revenue is measured based on total costs incurred at the reporting date relative to the estimated total cost of the contract, using an independent third-party valuation of the work performed.

	2024 €'000	2023 €'000
Residential property sales		
Houses and duplexes	**287,066**	382,903
Apartments	**551,442**	266,976
	838,508	649,879

7. Administrative Expenses

	2024 €'000	2023 €'000
Employee benefits expense (Note 9)	**23,223**	22,518
Other expenses	**13,731**	11,711
	36,954	34,229

Notes to the Consolidated Financial Statements continued

8. Finance Costs

	2024 €'000	2023 €'000
Interest expense on financial liabilities measured at amortised cost	**14,474**	13,331
Cashflow hedges-reclassified from other comprehensive income	**(455)**	(80)
Other finance costs	**843**	661
Interest on lease liabilities (Note 12)	**233**	206
	15,095	14,118

Interest expense includes interest and amortised arrangement fees and issue costs on the drawn term loans, revolving credit facility and loan notes. Other finance costs include commitment fees on the undrawn element of the revolving credit facility.

9. Statutory and Other Information

(i) Employees

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

	2024	2023
Number of employees	**397**	345

The aggregate payroll costs of these employees were:

	2024 €'000	2023 €'000
Wages and salaries	**41,255**	36,634
Social welfare costs	**4,455**	4,049
Pension costs – defined contribution schemes	**1,528**	1,350
Share-based payments charge	**6,942**	7,075
	54,180	49,108
Amounts included in cost of sales or capitalised into inventories	**(30,826)**	(25,987)
Amounts capitalised into intangibles	**(131)**	(603)
Employee benefits expense	**23,223**	22,518

9. Statutory and Other Information continued

(ii) Other information

	2024 €'000	2023 €'000
Net foreign currency loss recognised in profit or loss	**–**	–
Auditor's remuneration		
Audit of Group, Company and subsidiary financial statements	**339**	339
Other assurance services	**30**	30
Tax advisory services	**90**	90
Other non-audit services	**71**	73
	530	532
Auditor's remuneration for the audit of the Company financial statements was €20,000 (2023: €20,000)		
Directors' remuneration		
Salaries, fees and other emoluments	**2,533**	2,572
Pension contributions – defined contribution schemes	**84**	100
Gains on vesting of awards under LTIP scheme	**1,988**	912
	4,605	3,584

10. Taxation

	2024 €'000	2023 €'000
Current tax charge for the year		
Corporation tax – current year	**20,569**	13,951
Adjustment in respect of prior year	**(220)**	40
	20,349	13,991
Deferred tax credit for the year (Note 23)	**(49)**	–
Total tax charge	**20,300**	13,991

10. Taxation continued

The tax assessed for the year differs from the standard rate of tax in Ireland. The differences are explained below.

	2024 €'000	2023 €'000
Profit before tax	**134,872**	99,423
Tax charge at standard Irish income tax rate of 12.5%	**16,859**	12,428
Effects of:		
Expenses not deductible for tax purposes	**1,203**	1,523
Income taxed at the higher rate	**1,285**	–
Adjustment in respect of prior year	**(220)**	40
Other	**1,173**	–
Total tax charge	**20,300**	13,991

Global minimum top-up tax

The Group operates in Ireland, which has enacted legislation to implement the global minimum top-up tax. The Group does not expect to be subject to the top-up tax in relation to its operations in Ireland in the medium-term.

11. Property, Plant and Equipment

	Leasehold improvements €'000	Motor vehicles €'000	Computers & equipment €'000	2024 Total €'000
Cost				
At 1 January 2024	2,905	59	8,436	11,400
Additions	–	–	2,592	2,592
Disposals	–	(59)	–	(59)
At 31 December 2024	**2,905**	**–**	**11,028**	**13,933**
Accumulated depreciation				
At 1 January 2024	(828)	(58)	(4,394)	(5,280)
Depreciation	(260)	–	(1,281)	(1,541)
Disposals	–	58	–	58
At 31 December 2024	**(1,088)**	**–**	**(5,675)**	**(6,763)**
Net book value				
At 31 December 2024	**1,817**	**–**	**5,353**	**7,170**

The main additions during the period related to equipment purchases for construction sites and equipment. Depreciation of €1.3 million (2023: €1.2 million) in relation to construction related assets was included in construction work in progress in inventories. All property, plant and equipment is pledged as security against the Group's borrowings (Note 21).

11. Property, Plant and Equipment continued

	Leasehold improvements €'000	Motor vehicles €'000	Computers & equipment €'000	2023 Total €'000
Cost				
At 1 January 2023	2,860	77	6,792	9,729
Additions	45	–	1,644	1,689
Disposals	–	(18)	–	(18)
At 31 December 2023	**2,905**	**59**	**8,436**	**11,400**
Accumulated depreciation				
At 1 January 2023	(567)	(68)	(3,305)	(3,940)
Depreciation	(261)	(8)	(1,089)	(1,358)
Disposals	–	18	–	18
At 31 December 2023	**(828)**	**(58)**	**(4,394)**	**(5,280)**
Net book value				
At 31 December 2023	**2,077**	**1**	**4,042**	**6,120**

12. Leases

The Group leases its central support office property and certain motor vehicles. The office lease formed the majority of the right of use assets and lease liabilities balance as at 31 December 2024 and 31 December 2023. The discount rate attributed to the office lease is 2.6%.

The additions during the year ended 31 December 2024 relate to vehicle leases and have various commencement dates throughout the year. The average discount rate associated with these leases is 6.03% (2023: 6.21%) which reflects the Group's incremental borrowing rate at the date of commencement.

Right of use assets

	2024 €'000	2023 €'000
Cost		
At 1 January	**7,139**	8,190
Additions	**1,022**	391
Disposal	**(162)**	(1,442)
At 31 December	**7,999**	7,139
Accumulated depreciation		
At 1 January	**(1,582)**	(2,187)
Disposal	**162**	1,442
Depreciation	**(987)**	(837)
At 31 December	**(2,407)**	(1,582)
Net book value		
At 31 December	**5,592**	5,557

12. Leases continued

Lease liabilities

	2024 €'000	2023 €'000
Current liabilities		
Repayable within one year	**1,254**	937
	1,254	937
Non-current liabilities		
Repayable as follows:		
Between one and two years	**1,194**	927
Between two and five years	**2,427**	2,244
Greater than five years	**1,570**	2,319
	5,191	5,490
Total lease liabilities	**6,445**	6,427

The movements in total lease liabilities during 2024 and 2023 were as follows:

	2024 €'000	2023 €'000
At 1 January	**6,427**	6,797
Additions	**1,022**	391
Interest on lease liabilities (Note 8)	**233**	206
Lease payments	**(1,237)**	(967)
At 31 December	**6,445**	6,427

The undiscounted remaining contractual cash flows for leases at 31 December 2024 were as follows:

As at 31 December 2024	Contractual cash flows					
	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	5 years + €'000
Lease liabilities	**(7,120)**	**(750)**	**(713)**	**(1,356)**	**(2,683)**	**(1,618)**

The undiscounted remaining contractual cash flows for leases at 31 December 2023 were as follows:

As at 31 December 2023	Contractual cash flows					
	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	5 years + €'000
Lease liabilities	(7,170)	(564)	(558)	(1,077)	(2,543)	(2,428)

Notes to the Consolidated Financial Statements continued

13. Intangible Assets

Software	2024 €'000	2023 €'000
Cost		
At 1 January	**6,630**	4,282
Additions	**1,744**	2,401
Disposals	**–**	(53)
At 31 December	**8,374**	6,630
Accumulated amortisation		
At 1 January	**(2,419)**	(1,239)
Amortisation	**(1,532)**	(1,180)
At 31 December	**(3,951)**	(2,419)
Net book value		
At 31 December	**4,423**	4,211

During the year ended 31 December 2024 payroll costs totalling €0.1 million (2023: €0.6 million) were capitalised into Intangible Assets (Note 9).

14. Derivatives and Cashflow Hedge Reserve

Current assets	2024 €'000	2023 €'000
Derivative financial instruments		
Interest rate swaps – cash flow hedges	**105**	–

Non-current assets	2024 €'000	2023 €'000
Derivative financial instruments		
Interest rate swaps – cash flow hedges	**–**	436

The Group has an interest rate swap (swap) in respect of €18.75 million of its €90.5 million syndicate term loan. The interest rate swap has a fixed interest rate of 1.346% and variable interest rate of three-month Euribor. The fair value of the swap as at 31 December 2024 was €105,000 (2023: €436,000). Changes in the fair value of derivative hedging instruments designated as cash flow hedges are recognised in the cashflow hedge reserve to the extent that the hedge is effective. Any gain or loss relating to the ineffective portion is recognised in profit or loss in the period incurred. The hedge was fully effective for the year ended 31 December 2024 and the year ended 31 December 2023. Amounts accounted for in the cashflow hedge reserve in respect of the swap during the current and prior year have been set out in the Consolidated Statement of Changes in Equity on page 163.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the derivative is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the derivative is less than 12 months. As the swap is maturing in June 2025, the Group has classified this as a current asset at 31 December 2024.

Cashflow hedge reserve

The cashflow hedge reserve comprises the effective portion of the cumulative net change in the fair value of hedging instruments used in cash flow hedges pending subsequent recognition in profit or loss or directly included in the initial cost or other carrying amount of a non-financial asset or non-financial liability.

15. Equity-Accounted Investee

In 2022 the Group acquired an 80.57% shareholding in a joint venture arrangement, Clonburris Infrastructure Limited. The remaining shareholding is shared between the other parties. The business of Clonburris Infrastructure Limited is to procure the planning, design, construction and delivery of the infrastructure in the Clonburris strategic development zone (SDZ).

Clonburris Infrastructure Limited has three directors who are appointed to represent each of the shareholders of the company and all directors have equal voting rights. Although the Group has the largest shareholding, it can only appoint one director with the other directors being appointed by the remaining shareholders. The voting rights are shared between the three directors equally and unanimous consent is required for all key decisions impacting on the operations of this entity. Accordingly the Group has classified its interest in Clonburris Infrastructure Limited as a joint venture as it does not have control in its own right over this entity. The movement during 2024 pertains to the funding and expenses incurred in respect of delivering the infrastructure in the Clonburris SDZ.

	2024 €'000	2023 €'000
Opening investment in joint venture	**237**	85
Group's share of (loss)/profit	**(203)**	152
Closing investment In joint venture	**34**	237

Please see Note 27 for details of the registered office for Clonburris Infrastructure Limited.

Summarised financial information relating to the Clonburris Infrastructure Limited is as follows:

	2024 €'000	2023 €'000
Summarised statement of financial position for Clonburris Infrastructure Limited		
Non-current assets	**–**	–
Current assets	**2,132**	1,134
Current liabilities	**(2,089)**	(839)
Non-current liabilities	**–**	–
Net assets of Clonburris Infrastructure Limited (100%)	**43**	295
Percentage ownership interest by the Group	**80.57%**	80.57%
Group share of net assets recognised as investment in joint venture (80.57%)	**34**	237
Summarised income statement of Clonburris Infrastructure Limited		
Revenue	**26,682**	13,895
Operating expenses	**(26,934)**	(13,706)
Tax	**–**	–
(Loss)/profit for the year (100%)	**(252)**	189
Group share of (loss)/profit for year recognised in profit or loss (80.57%)	**(203)**	152

16. Inventories

	2024 €'000	2023 €'000
Land held for development	**615,743**	609,160
Construction work in progress	**246,381**	334,257
	862,124	943,417

Land held for development includes strategic land acquisitions during the year ended 31 December 2024 of €99.5 million (2023: €57.9 million).

The Directors consider that all inventories are essentially current in nature although the Group's operational cycle is such that a considerable proportion of inventories will not be realised within 12 months. It is not possible to determine with accuracy when specific inventories will be realised as this will be subject to a number of factors such as consumer demand, the timing of planning permissions and site commencement dates.

The cost of inventories includes direct labour costs and other direct wages and salaries as well as the cost of land, raw materials, and other direct costs. During the year ended 31 December 2024 and 31 December 2023 no direct wages and salaries for employees in construction related roles were estimated to be non-productive and therefore all such costs were included in the cost of inventories or cost of sales.

As the build costs on each development can take place over a number of reporting periods the determination of the cost of sales to release on each sale is dependent on up to date cost forecasting and expected profit margins across the various developments. The Directors review forecasting and profit margins on a regular basis and have incorporated any additional costs as a result of inflation. The Directors have also considered the impact of climate change and the Group's commitment to the Science Based Targets initiative (SBTi) Net Zero standard as well as any additional costs, savings and revenues associated with climate risks or opportunities as identified in the Task Force on Climate-Related Financial Disclosures on pages 58 to 63 of the annual report in relation to costs and expected profit margins. There has been no other material impact identified on the financial reporting judgements and estimates as a result of climate change. Nearer-term costs are largely fixed as they are in most cases fully procured, and others are variable and particular focus has been given to these items to ensure they are accurately reflected in forecasts and profit margins. There is a risk that one or all of the assumptions may require revision as more information becomes available, with a resulting impact on the carrying value of inventories or the amount of profit recognised. The risk is managed through ongoing development profitability reforecasting with any necessary adjustments being accounted for in the relevant reporting period.

All active developments on which construction has commenced are profitable and due to the forecasting process by which cost of sales is determined as referred to above, the Directors therefore concluded that the net realisable value of active sites was greater than their carrying amount at 31 December 2024 and hence those sites were not impaired.

All developments on which construction has not yet commenced were also assessed for impairment at 31 December 2024. This assessment was based on the current development plan for the development, reflecting the number and mix of units expected to be built. For each of these developments, the forecast revenue based on current market prices was greater than the sum of the site cost and the estimated construction costs. The Directors therefore concluded that the net realisable value of sites on which construction has not yet commenced was greater than their carrying amount at 31 December 2024 and hence those developments were not impaired.

There were no reasonably foreseeable changes in assumptions that would have resulted in an impairment of inventories at 31 December 2024. As a result of the detailed reviews undertaken the Directors are satisfied with the carrying values of inventories (development land and work in progress), which are stated at the lower of cost and net realisable value, and with the methodology for the release of costs on the sale of inventories.

The total amount charged to cost of sales from inventories during the year was €665.5 million (2023: €514.8 million).

17. Trade and Other Receivables

Current assets	2024 €'000	2023 €'000
Trade receivables	**73,495**	32,706
Contract assets	**45,331**	–
Prepayments	**1,311**	1,152
Construction bonds	**11,938**	16,533
Other receivables	**9,457**	3,666
	141,532	54,057

Non-current assets	2024 €'000	2023 €'000
Contract assets	**10,001**	–
Other receivables	**787**	–
	10,788	–

Trade receivables relate to amounts due in relation to residential property sales to institutional investors and State-supported counterparties. Included within trade receivables are amounts of €65.4 million which relate to funds due from State-supported counterparties. Within the trade receivables, €18.5 million relates to retentions. All Trade Receivables excluding retentions have been received post year end.

Contract assets of €55.3 million (31 December 2023: €nil) consists of revenue earned on forward fund transactions with State-supported counterparties that is either unbilled or the timing of receipt of consideration is conditioned on something other than the passage of time.

The Directors consider that all construction bonds are current assets as they will be realised in the Group's normal operating cycle, which is such that a proportion of construction bonds will not be recovered within 12 months. It is estimated that €6.4 million (2023: €9.3 million) of the construction bond balance at 31 December 2024 will be recovered after more than 12 months from that date.

The carrying value of all trade and other receivables is approximate to their fair value.

18. Cash and Cash Equivalents

	2024 €'000	2023 €'000
Cash and cash equivalents	**27,623**	25,553

Cash deposits are made for varying short-term periods depending on the immediate cash requirements of the Group. All deposits can be withdrawn without any changes in value and accordingly the fair value of cash and cash equivalents is identical to the carrying value.

19. Share Capital and Share Premium

Authorised	Number	2024 €'000	Number	2023 €'000
Ordinary shares of €0.001 each	**1,000,000,000**	**1,000**	1,000,000,000	1,000
Founder shares of €0.001 each	–	–	100,000,000	100
Deferred shares of €0.001 each	–	–	120,000,000	120
A Ordinary shares of €1.00 each	–	–	20,000	20
Total authorised share capital		**1,000**		**1,240**

During the year ended 31 December 2024, all authorised A ordinary, founder and deferred shares were cancelled. All issued founder and deferred issued shares were cancelled during the year ended 31 December 2023.

Issued and fully paid	Number	Share capital €'000	Share premium €'000	Total €'000
As at 31 December 2024				
Ordinary shares of €0.001 each	**621,051,046**	**621**	**201,894**	**202,515**
Total issued and fully paid		**621**	**201,894**	**202,515**

Issued and fully paid	Number	Share capital €'000	Share premium €'000	Total €'000
As at 31 December 2023				
Ordinary shares of €0.001 each	654,888,041	655	201,100	201,755
Total issued and fully paid		**655**	**201,100**	**201,755**

Share buyback programmes

On 3 March 2023 the Company commenced a €40 million share buyback programme, and on 6 September 2023 the Company increased the size of the share buyback programme by a further €35 million, for a total of €75 million (the FY23 programme).

The total cost of ordinary shares repurchased under the FY23 programme during 2024 was €27.4 million which was recorded directly in equity in retained earnings. In accordance with the share buyback programme, all repurchased shares are subsequently cancelled. 17,743,924 shares were repurchased under the FY23 programme (at an average share price of €1.54) and were cancelled during the year ended 31 December 2024.

On 3 July 2024, the Company announced a new €45 million share buyback programme, which represents €40 million in respect of a new programme and the remaining €5 million of the FY23 programme (the FY24 programme). As at 31 December 2024 the total cost of shares repurchased under the FY24 programme was €43.2 million which was recorded directly in equity in retained earnings. In accordance with the share buyback programme, all repurchased shares are subsequently cancelled. 21,770,362 shares were repurchased under the FY24 programme (at an average share price of €1.98) and were cancelled in the year ended 31 December 2024. Between 2 January 2025 and 9 January 2025, the Company repurchased 803,939 shares at a cost of €1.8 million which completed the FY24 programme.

In the prior year the total cost of shares repurchased under the FY23 programme was €42.7 million which was recorded directly in equity in retained earnings. In accordance with the share buyback programme, all repurchased shares are subsequently cancelled. 38,739,281 repurchased shares were cancelled in the year ended 31 December 2023.

19. Share Capital and Share Premium continued

Share issues

On 5 April 2024, 4,817,522 ordinary shares at a nominal value of €0.001 per share in relation to the vesting of the 2021 LTIP were issued. In the prior year, the Company issued 5,331,233 ordinary shares at a nominal value of €0.001 per share in respect of the vesting of awards under the 2020 LTIP.

During the year ended 31 December 2024, the Company issued 359,769 ordinary shares at a nominal value of €0.001 in relation to the vesting of the 2021 save as you earn option scheme (SAYE), and €0.153 million was transferred from the share-based payments reserve to retained earnings relating to the 2021 vesting. In the prior year, the Company issued 2,518,637 ordinary shares at a nominal value of €0.001 in relation to the vesting of the 2020 SAYE option scheme, and €0.726 million was transferred from the share-based payments reserve to retained earnings relating to the 2020 vesting.

During the year ended 31 December 2024, 500,000 ordinary share options were exercised and €0.110 million was transferred from share-based payment reserve to retained earnings (2023: €nil).

Other Undenominated Capital	2024 €'000	2023 €'000
At 1 January	**183**	105
Nominal value of own shares purchased	**39**	39
Cancellation of Deferred and Founder shares	**–**	39
At 31 December	**222**	183

20. Share-Based Payments

Long-Term Incentive Plan (LTIP)

The Group operates an equity settled LTIP, which was approved at the May 2017 Annual General Meeting, under which conditional awards of 16,166,510 shares made to employees remain outstanding as at 31 December 2024 (2023: 15,775,886). The shares will vest on satisfaction of service and performance conditions attaching to the LTIP over a three-year period. During the year ended 31 December 2024 the Company issued 4,817,522 (2023: 5,331,233) ordinary shares at par in relation to the vesting of the 2021 (2023:2020) LTIP. €4.927 million (2023: €4.110 million) was transferred from the share-based payments reserve to retained earnings in relation to the 2021 (2023:2020) vesting.

The outstanding 2022, 2023 and 2024 LTIP awards are subject to both financial and non-financial metrics. 60% of the 2022 and 2023 awards will vest subject to the achievement of cumulative EPS targets over the three-year performance period from 2022 to 2024 and 2023 to 2025 respectively. 55% of the 2024 award will vest subject to the achievement of cumulative EPS targets over the three-year performance period from 2024 to 2026. 20% of the 2022 and 2023 awards will vest subject to the achievement of a return on equity (ROE) target and 20% subject to the achievement of a biodiversity target. 25% of the 2024 award will vest subject to the achievement of an ROE target, 10% subject to the achievement of a biodiversity target and 10% dependent on passive standard unit commencements. Awards to Executive Directors are also subject to an additional two-year holding period after vesting.

The Group recognised a charge related to the LTIP during the year ended 31 December 2024 of €3.845 million (2023: €4.390 million) of which €3.157 million (2023: €3.332 million) was charged to administrative expenses in profit or loss and a charge of €0.688 million (2023: €1.058 million) was included in construction work in progress within inventories. Conditional awards of 5,423,265 shares (2023: 6,187,597 shares) were made to employees under the LTIP in the year ended 31 December 2024.

20. Share-Based Payments continued

Long-Term Incentive Plan (LTIP) continued

The number of outstanding conditional share awards under the LTIP are as follows:

	2024 €'000	2023 €'000
Outstanding at beginning of year	**15,775,886**	15,776,346
Forfeited during the year	**(215,119)**	(856,824)
Vesting during the year	**(4,817,522)**	(5,331,233)
Granted during the year	**5,423,265**	6,187,597
Outstanding at end of year	**16,166,510**	15,775,886

Dividend equivalents

The Group operates a dividend equivalent scheme linked to its equity settled LTIP. Under this scheme employees are entitled to shares or cash (the choice of settlement is as determined by the Group) to the value of dividends declared over the LTIP's vesting period based on the number of shares that vest. During the year ended 31 December 2024 the Group settled dividend equivalents in cash of €0.619 million (2023: €0.457 million) and this amount was deducted from the share-based payment reserve.

The Group recognised a charge related to dividend equivalents during the year ended 31 December 2024 of €1.084 million (2023: €0.669 million) of which €0.946 million (2023: €0.473 million) was charged to administrative expenses in profit or loss and a charge of €0.138 million (2023: €0.196 million) was included in construction work in progress within inventories.

Stretch CEO LTIP

On 31 August 2023 shareholders approved the adoption and implementation of an additional LTIP to deliver certain bespoke awards of shares to the Company's CEO, Mr. Michael Stanley (the Stretch CEO LTIP). The award is structured in two tranches, with an equal number of ordinary shares in the capital of the Company granted to the CEO in each of 2023 and 2024. The 2023 Award will be subject to a three-year performance period (2023-2025) and the 2024 Award will be subject to a four-year performance period (2023-2026), both from the baseline year of 2022 and subject to the achievement of certain performance conditions linked to profit after tax and ROE weighted 75% and 25% respectively.

The 2023 award was granted in 2023, at a value of €3.5 million, with the number of conditional share awards determined by the closing share price on the evening preceding the grant date. The number of conditional share awards granted under the 2024 award was identical to the first award. The 2023 grant took place on 8 September 2023 with a grant price of €1.108 per share equating to 3,158,845 ordinary shares. The 2024 grant of 3,158,845 ordinary shares took place on 10 April 2024.

Due to the nature of the awards and given that the performance period for the 2023 and 2024 awards commenced on 1 January 2023, the Group recognised a charge in profit or loss related to the Stretch CEO LTIP of €1.952 million (2023: €1.899 million) during the year ended 31 December 2024.

The Group purchased 2,409,797 shares, for the purpose of the stretch CEO LTIP, at a total cost of €3.196 million during the year ended 31 December 2023 which was recorded directly in equity in treasury shares. During the year ended 31 December 2024 a further 2,581,487 shares were purchased by the Group, at a total cost of €5.006 million, and were recorded directly in equity as treasury shares. A trust structure has been set up with Computershare Trustees (Jersey) Limited to hold these shares until any future vesting arises.

Save as you earn scheme

The Group operates a Revenue approved savings related share option scheme (save as you earn scheme), which was approved at the May 2019 Annual General Meeting, under which the Group recognised a charge during the year ended 31 December 2024 of €0.061 million (2023: €0.117 million) of which €0.022 million (2023: €0.048 million) was charged to profit or loss and €0.039 million (2023: €0.069 million) was included in construction work in progress within inventories. During the year ended 31 December 2024, the Company issued 359,769 ordinary shares at a nominal value of €0.001 in relation to the vesting of the 2021 option scheme. This resulted in €0.377 million being included in share premium. €0.153 million was transferred from the share-based payments reserve to retained earnings relating to the 2021 vesting.

20. Share-Based Payments continued

Other share options

500,000 ordinary share options were issued in the year ended 31 December 2015 to a Director at that time. 250,000 of these options vested during 2018 and the remaining 250,000 vested during 2019. The exercise price of each ordinary share option is €1.00. At grant date, the fair value of the options that vested during 2018 was calculated at €0.219 per share while the fair value of options that vested during 2019 was calculated at €0.220 per share. During the year ended 31 December 2024, 500,000 ordinary share options were exercised and €0.110 million was transferred from share-based payment reserve to retained earnings (2023: €nil).

21. Loans and Borrowings

	2024 €'000	2023 €'000
Bank and other loans		
Current liabilities		
Repayable within one year	**14,992**	14,992
	14,992	14,992
Non-current liabilities		
Repayable as follows:		
Between one and two years	**42,495**	14,992
Between two and five years	**124,559**	143,844
Greater than five years	**–**	–
	167,054	158,836
Total	**182,046**	173,828

As at 31 December 2024, the Group has a €327.5 million syndicate facility (2023: €277.5 million). HBFI (Home Building Finance Ireland) joined the Group's existing syndicate of lenders during the year. This resulted in the Sustainability Linked facility increasing by €50.0 million from €277.5 million to €327.5 million. There was no change to the existing terms of the syndicate facility. The syndicate facility comprises a €90.5 million Sustainability Linked term and €237.0 million revolving credit facility with Allied Irish Banks plc, Bank of Ireland plc, Barclays Bank Ireland plc and HBFI, maturing in June 2027. The drawn revolving credit facility at 31 December 2024 was €35.0 million (2023: €25.0 million)

Additionally, the Group has €57.5 million (2023: €72.5 million) of loan notes with Pricoa Capital Group, repayable on 31 July 2025 (€15.0 million) and 31 July 2026 (€42.5 million). In July 2024, the Group repaid €15 million to Pricoa Private Capital in respect of a loan note maturity.

All debt facilities are secured by a debenture incorporating fixed and floating charges and assignments over all the assets of the Group. The carrying value of inventories as at 31 December 2024 pledged as security is €862.1 million (€943.4 million as at 31 December 2023). The Group had drawn revolving credit facilities of €35.0 million as at 31 December 2024 (€25.0 million as at 31 December 2023). The amount presented in the financial statements is net of related unamortised arrangement fees and transaction costs of €1.0 million (2023: €1.2 million).

During February 2025, the Group successfully completed a debt refinancing of the €327.5 million syndicate facility into a new €402.5 million Sustainability Linked Syndicate term loan and revolving credit facility with Allied Irish Banks plc, Bank of Ireland plc and HBFI, repayable in June 2029 with a one-year extension option (Note 32).

Notes to the Consolidated Financial Statements continued

22. Reconciliation of Movement of Liabilities to Cash Flows Arising from Financing Activities

	Liabilities						
	Term loan €'000	Revolving credit facility €'000	Loan notes €'000	Loans and borrowings Total (Note 21) €'000	Accrued interest and other finance costs €'000	Lease liabilities €'000	Total €'000
Balance at 1 January 2024	**76,348**	**25,000**	**72,480**	**173,828**	**672**	**6,427**	**180,927**
Proceeds from borrowings	12,850	380,000	–	392,850	–	–	**392,850**
Repayment of loans	–	(370,000)	(15,000)	(385,000)	–	–	**(385,000)**
Interest and other finance costs paid	–	–	–	–	(14,667)	(233)	**(14,900)**
Repayment of lease liabilities	–	–	–	–	–	(1,004)	**(1,004)**
Total changes from financing cash flows	**12,850**	**10,000**	**(15,000)**	**7,850**	**(14,667)**	**(1,237)**	**(8,054)**
Other changes							
Amortisation of borrowing costs	360	–	8	368	–	–	**368**
Interest and other finance costs for the year	–	–	–	–	14,041	233	**14,274**
Recognition of lease liabilities for new leases	–	–	–	–	–	1,022	**1,022**
Total other changes	**360**	**–**	**8**	**368**	**14,041**	**1,255**	**15,665**
Balance at 31 December 2024	**89,558**	**35,000**	**57,488**	**182,046**	**46**	**6,445**	**188,537**

	Liabilities						
	Term loan €'000	Revolving credit facility €'000	Loan notes €'000	Loans and borrowings Total (Note 21) €'000	Accrued interest and other finance costs €'000	Lease liabilities €'000	Total €'000
Balance at 1 January 2023	76,019	22,500	72,472	170,991	883	6,797	**178,671**
Proceeds from borrowings	–	317,500	–	317,500	–	–	**317,500**
Repayment of loans	–	(315,000)	–	(315,000)	–	–	**(315,000)**
Interest and other finance costs paid	–	–	–	–	(13,866)	(206)	**(14,072)**
Repayment of lease liabilities	–	–	–	–	–	(761)	**(761)**
Total changes from financing cash flows	–	**2,500**	**–**	**2,500**	**(13,866)**	**(967)**	**(12,333)**
Other changes							
Amortisation of borrowing costs	329	–	8	337	–	–	**337**
Interest and other finance costs for the year	–	–	–	–	13,655	206	**13,861**
Recognition of lease liabilities for new leases	–	–	–	–	–	391	**391**
Total other changes	**329**	**–**	**8**	**337**	**13,655**	**597**	**14,589**
Balance at 31 December 2023	**76,348**	**25,000**	**72,480**	**173,828**	**672**	**6,427**	**180,927**

Notes to the Consolidated Financial Statements continued

23. Deferred Taxation

Movement in net deferred tax liability:	2024 €'000	2023 €'000
Opening balance	**3,139**	3,139
Credit to profit or loss (Note 10)	**(49)**	–
As at year end	**3,090**	3,139

Deferred tax arises from temporary differences relating to tax losses and lease liabilities (deferred tax assets of €1.335 million at 31 December 2024) and land held for development and right of use assets (deferred tax liabilities of €4.425 million at 31 December 2024). The movements in gross deferred tax assets and liabilities are set out below.

2024	Deferred tax assets €'000	Deferred tax liabilities €'000	Net deferred tax liability €'000
Opening balance	**476**	**(3,615)**	**(3,139)**
Credit/(charge) to profit or loss	**859**	**(810)**	**49**
Closing balance	**1,335**	**(4,425)**	**(3,090)**

During the year ended 31 December 2024, the Group recognised deferred tax assets of €0.859 million and deferred tax liabilities of €0.810 million in relation to its lease liabilities and right of use assets due to the fact that the company holding the majority of these leases and assets within the Group now expects to recover the related net deferred tax asset of €0.049 million. There is an unrecognised deferred tax asset of €0.129 million as at 31 December 2024 relating to losses not expected to be utilised.

2023	Deferred tax assets €'000	Deferred tax liabilities €'000	Net deferred tax liability €'000
Opening balance	**476**	**(3,615)**	**(3,139)**
Credit/(charge) to profit or loss	**–**	**–**	**–**
Closing balance	**476**	**(3,615)**	**(3,139)**

There was no movement in the deferred tax liability during the year ended 31 December 2023 as there were no sales on the developments which impacted deferred tax. There were unrecognised deferred tax assets of €0.238 million at 31 December 2023. As at 31 December 2023, the Group did not recognise any deferred tax related to its right of use assets or lease liabilities, due to the fact that the company holding the majority of these leases within the Group did not expect to recover the related net deferred tax asset of €0.109 million.

24. Trade and Other Payables

	2024 €'000	2023 €'000
Trade payables	**26,896**	22,053
Deferred consideration	**7,500**	11,810
Accruals	**52,168**	35,425
VAT liability	**17,920**	27,977
Other creditors	**2,969**	2,079
	107,453	99,344

Deferred consideration relates to amounts payable in relation to land purchased. Other creditors represents amounts due for payroll taxes and Relevant Contracts Tax. The carrying value of all trade and other payables is approximate to their fair value.

25. Dividends

Dividends of €44.7 million were paid by the Company during the year (2023: €41.9 million). A dividend of 3.20 cent per ordinary share, totalling €20.6 million, was paid on 17 May 2024 and a dividend of 3.80 cent per ordinary share, totalling €24.1 million, was paid on 4 October 2024. Details of proposed dividends subsequent to the year end are set out in Note 32.

26. Related Party Transactions

There were no related party transactions during the year ended 31 December 2024 and the year ended 31 December 2023 other than key management personnel compensation.

Key management personnel comprises the Board of Directors of the Company and also, in 2024, the former CFO while he remained an employee until 31 October 2024 after stepping down as a Director in May 2024.

Key management personnel compensation was as follows:

	2024 €'000	2023 €'000
Short-term employee benefits	**2,987**	2,572
Post-employment benefits (pension contributions – defined contribution schemes)	**106**	100
Share-based payment expense – LTIP/Stretch CEO LTIP	**3,324**	2,995
Total key management personnel compensation	**6,417**	5,667

27. Group Entities

The Company's subsidiaries and its joint venture undertaking as at 31 December 2024 are set out below. All of the Company's subsidiaries and its joint venture undertaking are resident in Ireland, with all subsidiaries having a registered address at 45 Mespil Road, Dublin 4,D04 W2F1 and the joint venture undertaking having a registered address of 88 Harcourt Street, Dublin 2, D02 DK18. All Group entities operate in Ireland only.

Subsidiaries

		Company's holding	
Group company	**Principal activity**	**Direct**	**Indirect**
Cairn Homes Holdings Limited	Holding company	100%	–
Cairn Homes Properties Limited	Holding of property	–	100%
Cairn Homes Construction Limited	Construction company	–	100%
Cairn Homes Butterly Limited	No activity in period	100%	–
Cairn Homes Galway Limited	Holding of property	100%	–
Cairn Homes Killiney Limited	No activity in the period	100%	–
Cairn Homes Finance Designated Activity Company	Financing activities	100%	–
Cairn Homes Montrose Limited	Holding of property	100%	–
Balgriffin Investment No.2 HoldCo Designated Activity Company	Holding company	100%	–
Cairn Homes Property Holdco Limited	Holding company	–	100%
Cairn Homes Property Holding Three Limited	No activity in period	–	100%
Balgriffin Investment No.2 Designated Activity Company	No activity in period	–	100%

		Company's holding	
Joint Venture Undertaking	**Principal activity**	**Direct**	**Indirect**
Clonburris Infrastructure Limited (Note 15)	Construction company	–	80.57%

28. Earnings Per Share

The basic EPS for the year ended 31 December 2024 is based on the earnings attributable to ordinary shareholders of €114.6 million (2023: €85.4 million) and the weighted average number of ordinary shares outstanding for the period.

	2024 €'000	2023 €'000
Profit for the year attributable to the owners of the Company	**114,572**	85,432
Numerator for basic and diluted earnings per share	**114,572**	85,432

	Number of Shares	Number of Shares
Weighted average number of ordinary shares for the year (basic)	**640,183,692**	673,796,613
Dilutive effect of options	**–**	41,284
Dilutive effect of LTIP awards	**4,491,305**	4,738,040
Denominator for diluted earnings per share	**644,674,997**	678,575,937
Earnings per share (cent)		
– Basic	**17.9**	12.7
– Diluted	**17.8**	12.6

The diluted earnings per share calculation reflects the dilutive impact of LTIP awards and share options (Note 20).

29. Financial Instruments and Risk Management

The Group has exposure to the following risks arising from financial instruments:

- credit risk;
- liquidity risk; and
- market risk.

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

(a) Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. Identifying, understanding and managing risk is fundamental to the delivery of our strategy, our financial performance, and the effectiveness of our business operations. We continue to improve and refine our risk management controls, ensuring they are fully integrated into our activities, from the Board and Executive to site development, whilst informing business improvement plans and our ongoing strategy.

The Group Audit & Risk Committee keeps under review the adequacy and effectiveness of the Group's internal financial controls and the internal control and risk management systems.

29. Financial Instruments and Risk Management continued

(b) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's trade and other receivables and cash and cash equivalents. The carrying amount of financial assets represents the maximum credit exposure.

Exposure to credit risk

Group management, in conjunction with the Board, manages the risk associated with cash and cash equivalents by depositing funds with a number of Irish financial institutions and BBB+ rated international institutions.

Trade and other receivables (excluding prepayments) of €151.0 million at 31 December 2024 were not past due. Trade receivables relate to amounts due in relation to residential property sales to institutional investors and State-supported counterparties. Included within trade receivables are amounts of €65.4 million which relate to funds due from State-supported counterparties. Within the trade receivables, €18.5 million relates to retentions. All trade receivables excluding retentions have been received post year end. Contract assets of €55.3 million (31 December 2023: €nil) consists of revenue earned on forward fund transactions with State-supported counterparties that is either unbilled or the timing of receipt of consideration is conditioned on something other than the passage of time.

The maximum amount of credit exposure is therefore:

	2024 €'000	2023 €'000
Trade and other receivables (excluding prepayments)	**151,009**	52,905
Cash and cash equivalents	**27,623**	25,553
	178,632	78,458

Expected credit losses in relation to all financial assets are immaterial.

(c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or other financial assets. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group monitors the level of expected cash inflows from residential property sales, site and other sales, income from rental properties, and other receivables together with expected cash outflows on trade and other payables and commitments. All trade and other payables at 31 December 2024 are considered current with the expected cash outflow equivalent to their carrying value.

Management monitors the adequacy of the Group's liquidity reserves (comprising undrawn borrowing facilities as detailed in Note 21 and cash and cash equivalents as detailed in Note 18 i.e. available funds) against rolling cash flow forecasts. In addition, the Group's liquidity risk management policy involves monitoring short-term and long-term cash flow forecasts.

The Group had committed syndicate facilities at 31 December 2024 totalling €327.5 million until June 2027, including a €237 million revolving credit facility to manage Group liquidity. The undrawn revolving credit facility at 31 December 2024 was €202 million (2023: €175 million). During February 2025, the Group successfully completed a debt refinancing of the €327.5 million syndicate facility into a new €402.5 million Sustainability Linked Syndicate term loan and revolving credit facility with Allied Irish Banks plc, Bank of Ireland plc and HBFI, repayable in June 2029 with a one-year extension option (Note 32).

Notes to the Consolidated Financial Statements continued

29. Financial Instruments and Risk Management continued

(c) Liquidity risk continued

	2024 €'000	2023 €'000
Financial liabilities due in less than one year		
Trade payables and accruals	**79,064**	57,478
Deferred consideration	**7,500**	11,810
Lease liabilities	**1,254**	937
Loans and borrowings	**14,992**	14,992
	102,810	85,217
Financial liabilities due after more than one year		
Lease liabilities	**5,191**	5,490
Loans and borrowings	**167,054**	158,836
	172,245	164,326
Total financial liabilities	**275,055**	249,543
Available funds:		
Cash and cash equivalents	**27,623**	25,553
Revolving credit facilities undrawn	**202,000**	175,000
	229,623	200,553

The Directors have reviewed the Group financial forecasts and associated risks for the period beyond one year from the date of approval of the financial statements. The forecasts reflect key assumptions, based on information available to the Directors at the time of the preparation of the financial forecasts.

These forecasts are based on:

- detailed forecasting by site for the period 2025-2027, reflecting trends experienced up to the date of preparation of the financial forecasts; and
- future revenues for 2025-2027 based on management's assessment of trends across principal development sites.

The Group is in a strong financial position and has a strong outlook (Note 1 (e)). The Directors expect that the Group will meet all of its obligations as they fall due on the basis that there is expected to be sufficient liquidity available to the Group for the period beyond one year from the date of approval of these financial statements.

Notes to the Consolidated Financial Statements continued

29. Financial Instruments and Risk Management continued

(c) Liquidity risk continued

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments.

		Contractual cash flows					
31 December 2024	Carrying amount €'000	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	>5 years €'000
Trade payables and accruals	79,064	(79,064)	(79,064)	–	–	–	–
Deferred consideration	7,500	(7,500)	(3,750)	(3,750)	–	–	–
Lease liabilities	6,445	(7,120)	(750)	(713)	(1,356)	(2,683)	(1,618)
Loans and borrowings	182,046	(199,659)	(3,847)	(18,516)	(48,958)	(128,338)	–
	275,055	**(293,343)**	**(87,411)**	**(22,979)**	**(50,314)**	**(131,021)**	**(1,618)**

		Contractual cash flows					
31 December 2023	Carrying amount €'000	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	>5 years €'000
Trade payables and accruals	57,478	(57,478)	(57,478)	–	–	–	–
Deferred consideration	11,810	(11,810)	(6,310)	(5,500)	–	–	–
Lease liabilities	6,427	(7,170)	(564)	(558)	(1,077)	(2,543)	(2,428)
Loans and borrowings	173,828	(193,419)	(3,326)	(17,991)	(20,559)	(151,543)	–
	249,543	**(269,877)**	**(67,678)**	**(24,049)**	**(21,636)**	**(154,086)**	**(2,428)**

(d) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

(i) Currency risk

The Group is not exposed to significant currency risk. The Group operates only in the Republic of Ireland.

(ii) Interest rate risk

At 31 December 2024, the Group had the following facilities:

(a) €327.5 million syndicate term loan and revolving credit facilities with Allied Irish Bank plc, Bank of Ireland plc, Barclays Bank Ireland plc and HBFI all committed until June 2027, that had principal drawn balances of €90.5 million (term loan) (31 December 2023: €77.5 million) and €35.0 million (revolving credit facility) (31 December 2023: €25.0 million).

- the revolving credit facility has a variable interest rate of three-month Euribor (with a 0% floor) plus a margin. The average interest rate on the revolving credit facility during the year was 5.94% (2023: 5.94%);
- €58.75 million of the syndicate term loan facility (31 December 2023: €58.75 million) has a three-year fixed interest rate until 30 June 2025 plus a margin of 2.45%. The balance of €31.75 million (31 December 2023: €18.75 million) of the term loan has a variable interest rate of three-month Euribor plus a margin of 2.6%. The Group entered into a three-year interest rate swap in July 2022 (Note 14), maturing on 30 June 2025, in relation to €18.75 million of the variable element of its term loan in order to manage its interest rate risk (see Note 29(e)). The average interest rate on the term loan during the year was 3.96% (2022: 4.71%); and
- the Group has an exposure to cash flow interest rate risk where there are changes in Euribor rates.

(b) a €57.5 million (2023: €72.5 million) private placement of loan notes with Pricoa Capital which have a fixed coupon of 3.36% (2023: 3.36%).

29. Financial Instruments and Risk Management continued
(d) Market risk continued
(ii) Interest rate risk continued

	2024 €'000	2023 €'000
Interest rate profile of loans and borrowings		
Fixed-rate	**115,527**	130,361
Variable-rate	**66,519**	43,467
Loans and borrowings	**182,046**	173,828
Variable rate instruments		
Gross variable rate borrowings	**66,519**	43,467
Impact of interest rate swaps	**(18,519)**	(18,467)
	48,000	25,000

Cash flow sensitivity analysis for variable-rate instruments
A reasonably possible change of 100 basis points in Euribor benchmark interest rates at the reporting date would have increased/(decreased) profit or loss by the amounts shown below. This analysis assumes that all other variables remain constant and the rate change is only applied to the loans that are exposed to movements in Euribor.

	Profit or loss		Equity	
31 December 2024	100 bp increase €'000	100 bp decrease €'000	100 bp increase €'000	100 bp decrease €'000
Variable-rate instruments – borrowings	(1,308)	1,308	(1,308)	1,308
Cash flow sensitivity (net)	(1,308)	1,308	(1,308)	1,308

	Profit or loss		Equity	
31 December 2023	100 bp increase €'000	100 bp decrease €'000	100 bp increase €'000	100 bp decrease €'000
Variable-rate instruments – borrowings	(1,214)	1,214	(1,214)	1,214
Cash flow sensitivity (net)	(1,214)	1,214	(1,214)	1,214

The Group is also exposed to interest rate risk on its cash and cash equivalents. These balances attract low interest rates and therefore a relative increase or decrease in their interest rates would not have a material effect on profit or loss.

Notes to the Consolidated Financial Statements continued

29. Financial Instruments and Risk Management continued

(e) Derivatives and hedging activities

The Group has the following derivative financial instruments in the statement of financial position:

	2024 €'000	2023 €'000
Current assets – Derivative Financial Instruments		
Interest rate swaps – cash flow hedges	**105**	–

	2024 €'000	2023 €'000
Non-current assets – Derivative Financial Instruments		
Interest rate swaps – cash flow hedges	**–**	436

The Group has an interest rate swap in respect of €18.75 million of its syndicate term loan.

The interest rate swap has a fixed interest rate of 1.346% and variable interest rate of three-month Euribor. The maturity date of the interest rate swap is 30 June 2025.

The swap is designated as a cash flow hedge and is set so as to closely match the critical terms of the underlying debt being hedged. Hedge ineffectiveness is determined at the inception of the hedge relationship and through periodic prospective hedge effectiveness assessments to ensure that an economic relationship exists between the hedged item and the hedging instrument. The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the reference interest rates, tenors, repricing dates and maturities and notional amounts. The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. The hedge is transacted with a ratio of 1:1. As the Group enters into hedge relationships where the critical terms of the hedging instrument materially match the terms of the hedged item, a qualitative assessment of effectiveness is performed. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the Group uses the hypothetical derivative method to assess effectiveness.

Hedge ineffectiveness for interest rate swaps may occur due to:

- consideration of any floors on the interest basis of the floating rate funding that is not replicated in the interest basis of the interest rate swap;
- differences in the timing and the interest rate basis of cash flows on the hedged item and hedging instrument;
- reduction or modification of the highly probable hedged item below the notional level of the interest rate swap; and
- significant change in the credit risk of either party to the hedging relationship.

There was no material ineffectiveness in hedged risk in relation to this hedging arrangement in 2024. Amounts accounted for in the cashflow hedge reserve in respect of the swap have been set out in Other Comprehensive Income. These fair value gains and losses reflected in the cash flow hedge reserve are expected to impact on profit and loss in 2025, in line with the underlying debt being hedged.

The following table shows a breakdown of the cash flow hedge reserve and the movements in this reserve during the year:

Interest rate swaps	Cash flow hedge reserve 2024 €'000	Cash flow hedge reserve 2023 €'000
Opening balance 1 January	**436**	847
Change in fair value of hedging instrument recognised in cash flow hedge reserve	**124**	(331)
Reclassified from cash flow hedge reserve to profit or loss – included in finance cost	**(455)**	(80)
Closing balance 31 December	**105**	436

Notes to the Consolidated Financial Statements continued

29. Financial Instruments and Risk Management continued

(f) Capital management

The Board's policy is to maintain a strong capital base (defined as shareholders' equity) so as to maintain investor, creditor and market confidence and to sustain the future development of the business. The Group takes a conservative approach to bank financing and the net debt to total asset value ratio was 14.6% at 31 December 2024 (2023: 14.3%). Net debt is defined as loans and borrowings (Note 21) less cash and cash equivalents (Note 18). Net debt of €154.4 million as at 31 December 2024 (31 December 2023: €148.3 million) comprised of drawn debt of €182.0 million (net of unamortised arrangement fees and issue costs) (31 December 2023: €173.8 million) and available cash of €27.6 million (31 December 2023: €25.6 million).

From a capital allocation perspective, the Group distributes surplus capital after investing in our business and paying dividends to shareholders through a combination of share buybacks and/or special dividends.

On 3 March 2023 the Company commenced a €40 million share buyback programme, and on 6 September 2023 the Company increased the size of the share buyback programme by a further €35 million, for a total of €75 million (the FY23 programme). The total cost of ordinary shares repurchased under the FY23 programme during 2024 was €27.4 million which was recorded directly in equity in retained earnings. In accordance with the share buyback programme, all repurchased shares are subsequently cancelled. 17,743,924 shares were repurchased (at an average share price of €1.54) and were cancelled during the year.

On 3 July 2024, the Company announced a new €45 million share buyback programme, which represents €40 million in respect of a new programme and the remaining €5 million of the FY23 programme (the FY24 programme). As at 31 December 2024 the total cost of shares repurchased under the FY24 programme was €43.2 million which was recorded directly in equity in retained earnings. In accordance with the share buyback programme, all repurchased shares are subsequently cancelled. 21,770,362 shares were repurchased under the FY24 programme (at an average share price of €1.98) and were cancelled in the year ended 31 December 2024. Between 2 January 2025 and 9 January 2025, the Company repurchased 803,939 shares at a cost of €1.8 million which completed the FY24 programme.

Dividends of €44.7 million (Note 25) were paid by the Company during the year ended 31 December 2024 (2023: €41.9 million). Details of proposed dividends after the year end are set out in Note 32.

(g) Fair value of financial assets and financial liabilities

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

For financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- **Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities;
- **Level 2:** valuation techniques for which the lowest level of inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly; and
- **Level 3:** valuation techniques for which the lowest level of inputs that have a significant effect on the recorded fair value are not based on observable market data.

The following table shows the Group's financial assets and liabilities and the methods used to calculate fair value.

Asset/Liability	Carrying value	Level	Method	Assumptions
Borrowings	Amortised cost	2	Discounted Cash Flow	Valuation based on future repayment and interest cashflows discounted at a year-end market interest rate.
Interest rate swaps	Fair Value	2	Discounted Cash Flow	Valuation based on the present value of the estimated future cash flows based on observable yield curves.

Notes to the Consolidated Financial Statements continued

29. Financial Instruments and Risk Management continued

(g) Fair value of financial assets and financial liabilities continued

The following table shows the carrying values of financial assets and liabilities including their values in the fair value hierarchy. A fair value disclosure for lease liabilities is not required. The table does not include fair value information for other financial assets and liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

	2024 Carrying value €'000	Fair value Level 1 €'000	Level 2 €'000	Level 3 €'000
Financial assets measured at fair value				
Derivative interest rate swap	**105**		105	
Financial assets measured at amortised cost				
Trade and other receivables (excluding prepayments)	**151,009**			
Cash and cash equivalents	**27,623**			
	178,632			
Financial liabilities measured at amortised cost				
Trade payables and accruals	**79,064**			
Deferred consideration	**7,500**			
Loans and borrowings	**182,046**		181,912	
	268,610			

	2023 Carrying value €'000	Fair value Level 1 €'000	Level 2 €'000	Level 3 €'000
Financial assets measured at fair value				
Derivative interest rate swap	436		436	
Financial assets measured at amortised cost				
Trade and other receivables (excluding prepayments)	52,905			
Cash and cash equivalents	25,553			
	78,894			
Financial liabilities measured at amortised cost				
Trade payables and accruals	57,478			
Deferred consideration	11,810			
Loans and borrowings	173,828		168,479	
	243,116			

30. Other Commitments and Contingent Liabilities

Pursuant to the provisions of Section 357, Companies Act 2014, the Company has guaranteed the liabilities and commitments of its subsidiary undertakings for their financial years ending 31 December 2024 and as a result such subsidiary undertakings have been exempted from the filing provisions of Companies Act 2014. Details of the Group's subsidiaries are included in Note 27 and all subsidiaries listed there are covered by the Section 357 exemption.

The Company has given guarantees to third parties in respect of specific borrowings drawn down by one of its subsidiaries. Further details are set out in Note 1(b) to the company financial statements.

As at 31 December 2024 Cairn Homes Properties Limited had committed to sell 2,361 new homes for c. €910 million (ex. VAT).

At 31 December 2024, the Group had a contingent liability in respect of construction surety bonds in the amount of €14.5 million (2023: €4.6 million).

The Group in the normal course of business has given counter indemnities in respect of performance bonds relating to the Group's own contracts. The possibility of any outflow in settlement for these is remote.

The Group is not aware of any other commitments or contingent liabilities that should be disclosed.

31. Profit or Loss of the Parent Company

The parent company of the Group is Cairn Homes plc. In accordance with Section 304 of the Companies Act 2014, the Company is availing of the exemption from presenting its individual statement of profit or loss and other comprehensive income to the Annual General Meeting and from filing it with the Registrar of Companies. The Company's profit after tax for the year ended 31 December 2024, determined in accordance with IFRS as adopted by the EU, is €69.0 million (2023: loss of €18.6 million). The company made a profit during the year due to changes in the Group's operating model relating solely to intragroup transactions.

32. Events After the Reporting Period

Between 2 January 2025 and 9 January 2025, the Company repurchased 803,939 shares which completed the FY24 €45 million share buyback programme (Note 20). In accordance with the share buyback programme, all repurchased shares are subsequently cancelled.

On 26 February 2025, the Company proposed a final 2024 dividend of 4.4 cent per share subject to shareholder approval at the 2025 AGM on 08 May 2025. Based on the ordinary shares in issue at 14 March 2025, the amount of dividend proposed is €27.3 million. The proposed final dividend of 4.4 cent per ordinary shares will be paid on 16 May 2025 to ordinary shareholders on the Company's register on 25 April 2025.

During February 2025, the Group successfully completed a debt refinancing of the €327.5 million syndicate facility into a new €402.5 million Sustainability Linked Syndicate term loan and revolving credit facility with Allied Irish Banks plc, Bank of Ireland plc and HBFI, repayable in June 2029 with a one-year extension option (Note 21).

33. Approval of Financial Statements

The financial statements were approved by the Board of Directors on 14 March 2025.

Company Financial Statements

Company Statement of Financial Position
At 31 December 2024

	Note	2024 €'000	2023 €'000
Assets			
Non-current assets			
Property, plant and equipment	2	**2,550**	2,779
Right of use assets	3	**4,334**	4,953
Intangible assets	4	**4,379**	4,144
Investments in subsidiaries	5	**26,744**	26,744
		38,007	38,620
Current assets			
Amounts due from subsidiary undertakings	6	**360,200**	401,394
Trade and other receivables	7	**659**	2,562
Cash and cash equivalents		**1,798**	340
		362,657	404,296
Total assets		**400,664**	442,916
Equity			
Share capital	8	**621**	655
Share premium	8	**201,894**	201,100
Other undenominated capital		**222**	183
Treasury shares	8	**(8,202)**	(3,196)
Share-based payment reserve	9	**14,721**	13,588
Retained earnings		**148,415**	189,521
Total equity		**357,671**	401,851
Liabilities			
Non-current liabilities			
Deferred taxation	12	**8**	–
Lease liabilities	3	**4,454**	5,130
		4,462	5,130
Current liabilities			
Trade and other payables	10	**26,507**	35,276
Current taxation		**11,347**	–
Lease liabilities	3	**677**	659
		38,531	35,935
Total liabilities		**42,993**	41,065
Total equity and liabilities		**400,664**	442,916

On behalf of the Board

MICHAEL STANLEY
DIRECTOR

RICHARD BALL
DIRECTOR

Company Statement of Changes in Equity
For the year ended 31 December 2024

	Ordinary shares €'000	Share premium €'000	Other undenominated capital €'000	Treasury shares €'000	Share-based payment reserve €'000	Retained earnings €'000	Total €'000
As at 1 January 2024	**655**	**201,100**	**183**	**(3,196)**	**13,588**	**189,521**	**401,851**
Total comprehensive income for the year							
Profit for the year	–	–	–	–	–	69,015	**69,015**
	–	**–**	**–**	**–**	**–**	**69,015**	**69,015**
Transactions with owners of the Company							
Purchase of own shares – share buybacks	–	–	–	(70,591)	–	–	**(70,591)**
Cancellation of repurchased shares	(39)	–	39	70,591	–	(70,591)	**–**
Purchase of own shares – held in trust	–	–	–	(5,006)	–	–	**(5,006)**
Equity-settled share-based payments (Note 9)	–	–	–	–	6,942	–	**6,942**
Shares issued on vesting/exercise of share awards and options	5	794	–	–	–	–	**799**
Settlement of dividend equivalents	–	–	–	–	(619)	–	**(619)**
Transfer from share-based payment reserve to retained earnings in relation to vesting/exercise or lapsing of share awards	–	–	–	–	(5,190)	5,190	**–**
Dividends paid to shareholders (Note 8)	–	–	–	–	–	(44,720)	**(44,720)**
	(34)	**794**	**39**	**(5,006)**	**1,133**	**(110,121)**	**(113,195)**
As at 31 December 2024	**621**	**201,894**	**222**	**(8,202)**	**14,721**	**148,415**	**357,671**

Company Statement of Changes in Equity continued

	Share Capital								
	Ordinary shares €'000	Deferred shares €'000	Founder shares €'000	Share premium €'000	Other undenominated capital €'000	Treasury shares €'000	Share-based payment reserve €'000	Retained earnings €'000	Total €'000
As at 1 January 2023	686	20	19	199,616	105	–	11,809	287,891	**500,146**
Total comprehensive loss for the year									
Loss for the year	–	–	–	–	–	–	–	(18,614)	**(18,614)**
	–	**–**	**–**	**–**	**–**	**–**	**–**	**(18,614)**	**(18,614)**
Transactions with owners of the Company									
Purchase of own shares – share buybacks	–	–	–	–	–	(42,697)	–	–	**(42,697)**
Cancellation of repurchased shares	(39)	–	–	–	39	42,697	–	(42,697)	**–**
Cancellation of founder and deferred shares	–	(20)	(19)	–	39	–	–	–	**–**
Purchase of own shares – held in trust	–	–	–	–	–	(3,196)	–	–	**(3,196)**
Equity-settled share-based payments (Note 9)	–	–	–	–	–	–	7,075	–	**7,075**
Shares issued on vesting of share awards	8	–	–	1,484	–	–	–	–	**1,492**
Settlement of dividend equivalents	–	–	–	–	–	–	(459)	–	**(459)**
Transfer from share-based payment reserve to retained earnings in relation to vesting/exercise or lapsing of share awards	–	–	–	–	–	–	(4,837)	4,837	**–**
Dividends paid to shareholders (Note 8)	–	–	–	–	–	–	–	(41,896)	**(41,896)**
	(31)	**(20)**	**(19)**	**1,484**	**78**	**(3,196)**	**1,779**	**(79,756)**	**(79,681)**
As at 31 December 2023	**655**	**–**	**–**	**201,100**	**183**	**(3,196)**	**13,588**	**189,521**	**401,851**

Company Statement of Cash Flows
For the year ended 31 December 2024

	2024 €'000	2023 €'000
Cash flows from operating activities		
Profit/(loss) for the year	**69,015**	(18,614)
Adjustments for:		
Share-based payments expense	**6,077**	5,752
Finance costs	**151**	165
Depreciation of property, plant and equipment	**603**	555
Depreciation of right of use assets	**619**	619
Amortisation of intangible assets	**1,505**	1,164
Taxation	**11,391**	–
	89,361	(10,359)
Decrease in amounts due from group undertakings	**41,194**	86,006
Decrease/(increase) in trade and other receivables	**1,903**	(1,895)
(Decrease)/increase in trade and other payables	**(8,046)**	9,745
Tax paid	**–**	(28)
Net cash from operating activities	**124,412**	83,469
Cash flows from investing activities		
Purchases of property, plant and equipment	**(374)**	(341)
Purchases of intangible assets	**(1,740)**	(2,317)
Net cash used in investing activities	**(2,114)**	(2,658)
Cash flows from financing activities		
Proceeds from issue of share capital	**799**	1,492
Purchase of own shares – share buybacks	**(70,591)**	(42,697)
Dividends paid	**(44,720)**	(41,896)
Purchase of own shares – held in trust	**(5,006)**	(3,196)
Settlement of dividend equivalents	**(619)**	(459)
Repayment of lease liabilities	**(853)**	(563)
Interest paid	**151**	(165)
Net cash used in financing activities	**(120,840)**	(87,484)
Net increase/(decrease) in cash and cash equivalents in the year	**1,458**	(6,673)
Cash and cash equivalents at beginning of the year	**340**	7,013
Cash and cash equivalents at end of the year	**1,798**	340

Notes to the Company Financial Statements

For the year ended 31 December 2024

Notes to the Company Financial Statements continued

1. Material Accounting Policies

The individual financial statements of the Company have been prepared in accordance with IFRS as adopted by the EU and as applied in accordance with the Companies Act 2014. As described in Note 31 of the consolidated financial statements, the Company has availed of the exemption from presenting its individual statement of profit or loss and other comprehensive income. The Company's profit after tax for the year ended 31 December 2024 is €69.0 million (2023: loss of €18.6 million). The company made a profit during the year due to changes in the Group's operating model relating solely to intragroup transactions.

The material accounting policies applicable to these individual company financial statements which are not reflected within the accounting policies for the consolidated financial statements are detailed below.

(a) Investments in subsidiaries

Investments in subsidiaries are accounted for in these individual financial statements on the basis of the direct equity interest, rather than on the basis of the reported results and net assets of investees. Investments in subsidiaries are carried at cost less any impairment.

The recoverable amount of investments in subsidiary undertakings is assessed with regard to the net assets of the subsidiary undertakings.

(b) Intra-group guarantees

The Company has given guarantees to third parties in respect of specific borrowings arising in the ordinary course of business of subsidiaries.

The Company considers these guarantees to be insurance contracts. Following the introduction of IFRS17 Insurance Contracts in 2023, the Company elected to apply IFRS9 Financial Instruments, being eligible, in relation to these intra-group financial guarantees. The Company determined that the fair value of its intra-group guarantees at inception was not material to the financial statements based on the estimated difference between the guaranteed and unguaranteed borrowing rates of the Group. The Company has also considered the expected credit loss arising from intra -group guarantees and determined that these are not material to the financial statements based on the fact that the main underlying assets (inventories) on which the Group's borrowings are secured against are primarily held by the subsidiary which has borrowed the debt within the Group structure and whereby the assets of this subsidiary are substantially greater than the amount borrowed. On this basis, no amounts have been reflected in the financial statements in relation to these intra-group financial guarantees.

Notes to the Company Financial Statements continued

2. Property, Plant and Equipment

	Leasehold improvements €'000	Computers & equipment €'000	2024 Total €'000
Cost			
At 1 January 2024	**2,907**	**1,850**	**4,757**
Additions	–	374	374
At 31 December 2024	**2,907**	**2,224**	**5,131**
Accumulated depreciation			
At 1 January 2024	**(829)**	**(1,149)**	**(1,978)**
Depreciation	(260)	(343)	(603)
At 31 December 2024	**(1,089)**	**(1,492)**	**(2,581)**
Net book value			
At 31 December 2024	**1,818**	**732**	**2,550**

	Leasehold improvements €'000	Computers & equipment €'000	2023 Total €'000
Cost			
At 1 January 2023	2,860	1,556	**4,416**
Additions	47	294	**341**
At 31 December 2023	**2,907**	**1,850**	**4,757**
Accumulated depreciation			
At 1 January 2023	(567)	(856)	**(1,423)**
Depreciation	(262)	(293)	**(555)**
At 31 December 2023	**(829)**	**(1,149)**	**(1,978)**
Net book value			
At 31 December 2023	**2,078**	**701**	**2,779**

Notes to the Company Financial Statements continued

3. Leases

Right of use assets

The Company has a lease liability and a right-of-use-asset in respect of the lease of its central support office property.

The lease relates to a 10-year lease agreement for an office with a lease commencement date of 01 January 2022. The lease liability and related right-of-use asset were determined by discounting the lease payments over the term of the lease at a discount rate of 2.6% reflecting the Group's incremental borrowing rate at the time.

	2024 €'000	2023 €'000
Cost		
At 1 January	**6,193**	7,635
Disposal	**–**	(1,442)
At 31 December	**6,193**	6,193
Accumulated depreciation		
At 1 January	**(1,240)**	(2,063)
Depreciation	**(619)**	(619)
Disposal	**–**	1,442
At 31 December	**(1,859)**	(1,240)
Net book value		
At 31 December	**4,334**	4,953

Lease liabilities

	2024 €'000	2023 €'000
Current liabilities		
Repayable within one year	**677**	659
	677	659
Non-current liabilities		
Repayable as follows:		
Between one and two years	**693**	676
Between two and five years	**2,191**	2,135
More than five years	**1,570**	2,319
	4,454	5,130
Total lease liabilities	**5,131**	5,789

Notes to the Company Financial Statements continued

3. Leases continued

Lease liabilities continued

The movements in total lease liabilities during 2024 and 2023 were as follows:

	2024 €'000	2023 €'000
At 1 January	**5,789**	6,352
Interest on lease liabilities	**151**	165
Lease payments	**(809)**	(728)
At 31 December	**5,131**	5,789

The undiscounted remaining contractual cash flows at 31 December 2024 were as follows:

	Contractual cash flows					
As at 31 December 2024	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	>5 years €'000
Lease liabilities	**(5,663)**	**(404)**	**(405)**	**(809)**	**(2,427)**	**(1,618)**

The undiscounted remaining contractual cash flows at 31 December 2023 were as follows:

	Contractual cash flows					
As at 31 December 2023	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	>5 years €'000
Lease liabilities	(6,472)	(404)	(405)	(809)	(2,427)	(2,427)

4. Intangible assets

Software	2024 €'000	2023 €'000
Cost		
At 1 January	**6,547**	4,282
Additions	**1,740**	2,317
Disposals	**–**	(52)
At 31 December	**8,287**	6,547
Accumulated amortisation		
At 1 January	**(2,403)**	(1,239)
Amortisation	**(1,505)**	(1,164)
At 31 December	**(3,908)**	(2,403)
Net book value		
At 31 December	**4,379**	4,144

Notes to the Company Financial Statements continued

5. Investments in Subsidiaries

	2024 €'000	2023 €'000
Cost		
At the beginning of the year	**26,744**	26,744
At the end of the year	**26,744**	26,744

6. Amounts Due from Subsidiary Undertakings

	2024 €'000	2023 €'000
Amounts due from subsidiary undertakings	**360,200**	401,394
	360,200	401,394

All amounts due from subsidiary undertakings are interest-free and repayable on demand. At year end management assessed the future economic benefits expected to be generated by each subsidiary to ensure balances were recoverable.

The amounts owed by subsidiaries have been reviewed and a credit loss of €4.77 million (2023: nil) is expected based on the financial position of subsidiaries. The total amount of €4.77 million has been charged to the profit and loss in the year and the amounts due from subsidiary undertakings are shown net of this expected credit loss provision.

7. Trade and Other Receivables

	2024 €'000	2023 €'000
Other receivables	**–**	1,820
Prepayments	**659**	742
	659	2,562

8. Share Capital and Share Premium

For further information on Share Capital and Share Premium refer to Note 19 of the consolidated financial statements. For further information on Treasury Shares refer to Note 20 of the consolidated financial statements. For further information on dividends refer to Note 25 of the consolidated financial statements.

9. Share-Based Payments

For further information on Share-Based Payments refer to Note 20 of the consolidated financial statements.

10. Trade and Other Payables

	2024 €'000	2023 €'000
Trade payables	**655**	660
Accruals	**6,255**	5,725
VAT liability	**17,920**	27,977
Other creditors	**1,677**	914
	26,507	35,276

Other creditors relate to amounts due for payroll taxes.

Notes to the Company Financial Statements continued

11. Financial Instruments

The carrying value of the Company's financial assets and liabilities, comprising amounts due from and to subsidiary undertakings, cash and cash equivalents, other receivables, trade payables and accruals are a reasonable approximation of their fair value.

(a) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's amounts due from subsidiary undertakings and cash and cash equivalents. The carrying amount of financial assets represents the maximum credit exposure.

Exposure to credit risk

Company management, in conjunction with the Board, manages the risk associated with cash and cash equivalents by depositing funds with a number of Irish financial institutions and BBB+ rated international institutions.

The amounts owed by subsidiaries have been reviewed and a credit loss of €4.77 million (2023: nil) is expected based on the financial position of subsidiaries. The total amount of €4.77 million has been charged to the profit and loss in the year. In circumstances where a subsidiary had a net liability position at year end management assessed the future economic benefits expected to be generated by that subsidiary to ensure balances were recoverable.

Expected credit losses in relation to all other financial assets are immaterial.

The maximum amount of credit exposure is therefore:

	2024 €'000	2023 €'000
Amounts due from subsidiary undertakings	**360,200**	401,394
Other receivables	**–**	1,820
Cash and cash equivalents	**1,798**	340
	361,998	403,554

(b) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or other financial assets. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

Notes to the Company Financial Statements continued

11. Financial Instruments continued

(b) Liquidity risk continued

The Company monitors the level of expected cash inflows on receivables together with expected cash outflows on trade and other payables and commitments. All trade and other payables at 31 December 2024 are considered current with the expected cash outflow equivalent to their carrying value.

	2024 €'000	2023 €'000
Financial liabilities due in less than one year		
Trade payables and accruals	**6,910**	6,385
Lease liabilities	**677**	659
	7,587	7,044
Financial liabilities due after more than one year		
Lease liabilities	**4,454**	5,130
Total financial liabilities	**12,041**	12,174
Available funds:		
Cash and cash equivalents	**1,798**	340
Revolving credit facilities undrawn	**202,000**	175,000
	203,798	175,340

The Company has access to the Group's revolving credit facilities (see Note 29 of the consolidated financial statements). As a result the Directors expect that the Company will meet all of its obligations as they fall due on the basis that there is expected to be sufficient liquidity available to the Company for the period beyond one year from the date of approval of these financial statements.

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments.

		Contractual cash flows					
31 December 2024	Carrying amount €'000	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	>5 years €'000
Trade payables and accruals	6,910	(6,910)	(6,910)	–	–	–	–
Lease liabilities	5,131	(5,663)	(404)	(405)	(809)	(2,427)	(1,618)
	12,041	**(12,573)**	**(7,314)**	**(405)**	**(809)**	**(2,427)**	**(1,618)**

		Contractual cash flows					
31 December 2023	Carrying amount €'000	Total €'000	6 months or less €'000	6-12 months €'000	1-2 years €'000	2-5 years €'000	>5 years €'000
Trade payables and accruals	6,385	(6,385)	(6,385)	–	–	–	–
Lease liabilities	5,789	(6,472)	(405)	(404)	(809)	(2,427)	(2,427)
	12,174	**(12,857)**	**(6,790)**	**(404)**	**(809)**	**(2,427)**	**(2,427)**

The company is not exposed to significant currency risk or interest rate risk.

Relevant disclosures on Group financial instruments and risk management are given in Note 29 of the consolidated financial statements.

Notes to the Company Financial Statements continued

12. Deferred Taxation

Movement in net deferred tax liability:	2024 €'000	2023 €'000
Opening balance	–	–
Charge to profit or loss	8	–
As at year end	8	–

Deferred tax arises from temporary differences relating to lease liabilities (deferred tax asset of €0.643 million at 31 December 2024) and right of use assets (deferred tax liabilities of €0.651 million at 31 December 2024). The movements in gross deferred tax assets and liabilities are set out below.

2024	Deferred tax assets €'000	Deferred tax liabilities €'000	Net deferred tax liability €'000
Opening balance	–	–	–
Credit/(charge) to profit or loss	643	(651)	(8)
Closing balance	**643**	**(651)**	**(8)**

During the year ended 31 December 2024, the Company recognised a deferred tax asset of €0.643 million and a deferred tax liability of €0.651 million in relation to its lease liabilities and right of use assets due to the fact that the Company now expects to have taxable profits. There is an unrecognised deferred tax asset of €0.129 million as at 31 December 2024 relating to losses not expected to be utilised.

2023	Deferred tax assets €'000	Deferred tax liabilities €'000	Net deferred tax liability €'000
Opening balance	–	–	–
Credit/(charge) to profit or loss	–	–	–
Closing balance	**–**	**–**	**–**

As at 31 December 2023, the Company did not recognise any deferred tax related to its right of use assets or lease liabilities, due to the fact that the Company did not expect to recover the related net deferred tax asset at that time.

13. Related Party Transactions

Under IAS 24, Related Party Disclosures, the Company has related party relationships with key management and with its subsidiary undertakings (see Note 26 of the consolidated financial statements). During the year the Company had the following transactions with its subsidiary undertakings:

- Cairn Homes Construction Limited, nil (2023: recharge of costs: €1.7 million).
- Cairn Homes Properties Limited, development management services income of €135.2 million, recharge of costs €14.9 million (2023 recharge of costs: €13.3 million).

For amounts due from subsidiary undertakings please refer to Note 6.

Key management personnel compensation is set out in Note 26 of the consolidated financial statements.

14. Events after the Reporting Period

Between 2 January 2025 and 9 January 2025, the Company repurchased 803,939 shares which completed the FY24 €45 million share buyback programme (see Note 19 of the consolidated financial statements). In accordance with the share buyback programme, all repurchased shares are subsequently cancelled.

On 26 February 2025, the Company proposed a final 2024 dividend of 4.4 cent per share subject to shareholder approval at the 2025 AGM on 08 May 2025. Based on the ordinary shares in issue at 14 March 2025, the amount of dividend proposed is €27.3 million. The proposed final dividend of 4.4 cent per ordinary shares will be paid on 16 May 2025 to ordinary shareholders on the Company's register on 25 April 2025.

During February 2025, the Group successfully completed a debt refinancing of the €327.5 million syndicate facility into a new four year €402.5 million sustainability linked syndicate term loan and revolving credit facility with Allied Irish Banks plc, Bank of Ireland plc and HBFI, repayable in June 2029 with the option of a one-year extension.

15. Approval of Financial Statements

The financial statements were approved by the Board of Directors on 14 March 2025.

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