

Taylor Wimpey plc

Annual General Meeting

17 April 2008

TaylorWimpey<sup>plc</sup>

# Group overview

Pete Redfern (Group Chief Executive)

## 2007 Full year results - Reported

£m	2007 before exceptional items	2007 exceptional items	2007 Total	2006 Total
Revenue	4,714.3	-	4,714.3	3,572.1
PBIT	472.3	(379.7)	92.6	469.8
Interest	(112.1)	-	(112.1)	(64.2)
Profit/(Loss) before tax	360.2	(379.7)	(19.5)	405.6
Tax	(107.0)	(70.2)	(177.2)	(115.0)
Profit/(Loss) after tax	253.2	(449.9)	(196.7)	290.6
EPS	30.8p	(55.0p)	(24.2p)	50.5p
NAV per share			352.3p	364.7p
Dividend per share			15.75p	14.75p
ROACE*	14.8%			22.6%

\* Capital employed is excluding goodwill and brands

## Completions Full year 2007 – pro forma

	Completions		Ave selling price	
	No	Change	£000	Change
UK private	17,268	(6)%	203	3%
UK affordable	3,128	11%	106	8%
UK joint ventures	294	(56)%	310	20%
UK total	20,690	(6)%	188	1%
US	5,330	(26)%	174	(18)%
Canada	1,397	(12)%	176	14%
North America joint ventures	13	N/A	264	N/A
North America total	6,740	(24)%	175	(14)%
Spain & Gibraltar	212	(44)%	279	36%
<b>GROUP TOTAL</b>	<b>27,642</b>	<b>(11)%</b>		

## Segmental analysis

### Full year 2007 – pro forma

	Revenue		PBIT*		PBIT margin*	
	£m	Change	£m	Change	2007	2006
UK	3,998.8	(3.7)%	608.5	14.2%	15.2%	12.8%
North America	1,215.0	(36.9)%	62.4	(81.5)%	5.1%	17.5%
Spain & Gibraltar	64.4	(30.1)%	7.9	(70.1)%	12.3%	28.7%
TW Construction	609.3	10.7%	2.0	(75.3)%	0.3%	1.5%
Corporate	-	-	(13.8)			
<b>TOTAL</b>	<b>5,887.5</b>	<b>(12.4)%</b>	<b>667.0</b>	<b>(25.3)%</b>		

\*Before exceptional items

## Balance sheet Financing

**31 Dec 2007**

Net assets £m	3,705.2
Net debt £m	1,415.4
Capital employed £m	5,120.6
Gearing %	38.2
Interest cover*	
Capitalisation policy	4.2
Cash	5.1

\*Before exceptional items

## Integration progress

- > Operating as one Group
- > Clear management structure and Board operation
- > System processes underway – help longer term efficiency drives
- > Good progress and further potential on synergies
- > Synergy processes part of ongoing management
- > Pace has been the key to success

# Taylor Wimpey review

UK Housing



## UK housing Financial summary – pro forma

	<b>2007</b>	<b>2006</b>	<b>Change</b>
Legal completions – total	20,690	21,910	(6)%
Private	17,268	18,434	(6)%
Affordable	3,128	2,816	11%
JVs	294	660	(55)%
Ave selling price – total £000	188	186	1%
Private £000	203	197	3%
Affordable £000	106	98	8%
Revenue £m	3,999	4,150	(4)%
PBIT £m*	609	533	14%
Operating margin	15.2%	12.8%	+2.4 ppt

\*Before exceptional items

## UK housing Market conditions

- > Market conditions were more subdued from Q4 2007
  - > Availability of credit and lending criteria
  - > Adverse media coverage
  - > Reduction of consumer confidence
- > Higher levels of cancellations and lower net sales in Q4
- > Midlands and North experienced the slowing market earliest
- > Apartment led schemes hardest hit
- > Prices stable but greater use of incentives

## UK housing Strategy

### > Sales

- > Maintain Sales Rate
- > Drive Traffic
- > Investor Quality
- > Manage Incentives

### > Land

- > Focus on Long Term Land
- > Tougher Hurdle Rates
- > Planning Assumptions
- > Right Product Mix
- > Capital Management

### > Build

- > Manage WIP Tightly
- > Reduce Stock Plots
- > Prioritise Show Areas
- > Plot Substitution

### > Overhead

- > Faster Further Synergies
- > Sales Cost Reductions
- > Build Cost Reduction
- > Cash Management

## UK housing Synergies

<b>£m</b>	<b>Original savings targeted</b>	<b>Action taken to date</b>	<b>Potential savings identified</b>
Overheads	40.0	46.6	46.6
Build costs	25.0	9.3	28.6
Sales and marketing	5.0	13.0	13.0
<b>Total UK housing synergies</b>	<b>70</b>	<b>68.9</b>	<b>88.2</b>

# Taylor Morrison review

North America Housing

## Taylor Morrison US financial summary – pro forma

	<b>2007</b>	<b>2006</b>	<b>Change %</b>
Legal completions	5,330	7,247	(26.5)
Ave selling price £000	175	213	(17.8)
Homes revenue £m	929.6	1,541.5	(39.7)
Other revenue £m	32.0	105.5	(69.7)
Total revenue £m	961.6	1,647.0	(41.6)
Joint venture legal completions	13	0	N/A
PBIT £m*	28.3	291.3	(90.3)
PBIT margin	2.9%	17.7%	(14.8)ppt

\*Before exceptional items

## Taylor Morrison Monarch financial summary – pro forma

	<b>2007</b>	<b>2006</b>	<b>Change %</b>
Legal completions	1,397	1,592	(12.2)
Ave selling price £000	176	155	13.5
Homes revenue £m	246.4	246.8	(0.2)
Other revenue £m	7.1	32.6	(78.2)
Total revenue £m	253.5	279.4	(9.3)
Joint venture legal completions	0	0	-
PBIT £m	34.0	45.5	(25.3)
PBIT margin	13.4%	16.3%	(2.9)ppt

## Taylor Morrison 2007 US market conditions

- > Very tough market, initially in 'boom' States, spreading nationally through 2007
- > Stabilisation seen in Q1 2007 overtaken by dramatic changes in credit markets, inventory surplus and rising foreclosures
- > H2 characterised by very poor credit availability and falling prices
- > Stability achieved towards end of the year in some of our markets, helped by calming of excessive incentives
- > Large competitors now very cash focused, first driving down prices, but now starting to reduce future land pipelines
- > Credit cost, availability and wider economic conditions remain defining factors



## Taylor Morrison

### Adapting to market conditions

- > Delivering on what we can control
  - > Created new Taylor Morrison business quickly and effectively
  - > Synergy and other savings delivering faster and larger than promised
  - > Strong sales performance in our markets
  - > Responsible management of assets
  
- > Clear objectives going forward
  - > Priority is cash management
  - > Aggressive cost reduction
  - > Prioritisation of target markets and target customers
  - > Watch and wait for value opportunities and market stabilisation and recovery

## Taylor Morrison Synergies

### Synergies

<b>£m</b>	<b>Original savings targeted</b>	<b>Action taken to date</b>	<b>Potential savings identified</b>	<b>Market related savings</b>
Overheads	13.0	12.4	12.8	6.5
Build costs	4.0	4.0	4.0	5.0
Margin efficiencies (inc sales & marketing)	4.0	1.7	5.5	-
<b>Total Taylor Morrison synergies</b>	<b>21.0</b>	<b>18.1</b>	<b>22.3</b>	<b>11.5</b>

Taylor Wimpey plc

Annual General Meeting

17 April 2008

TaylorWimpey<sup>plc</sup>

# Questions and Answers

Norman Askew (Chairman)

# Outcome of Proxy Voting

Norman Askew (Chairman)

## Proxy vote for Resolution 1

### Resolution 1:

To receive the annual accounts

Total votes	625,416,239
Votes in favour	623,979,674
Votes against	1,057,344
Votes withheld	379,221

In the case of all resolutions, votes in favour include votes exercisable at the Chairman's discretion

## Proxy vote for Resolution 2

### Resolution 2:

To declare a final dividend

Total votes	625,416,239
Votes in favour	624,329,671
Votes against	862,892
Votes withheld	223,676

## Proxy vote for Resolution 3

### Resolution 3:

To elect Peter Redfern

Total votes	625,416,239
Votes in favour	597,984,051
Votes against	4,392,092
Votes withheld	23,040,096



## Proxy vote for Resolution 4

### Resolution 4:

To elect Brenda Dean

Total votes	625,416,237
Votes in favour	623,669,517
Votes against	1,620,926
Votes withheld	125,794

## Proxy vote for Resolution 5

### Resolution 5:

To elect Anthony Reading

Total votes	625,416,239
Votes in favour	623,274,259
Votes against	1,974,353
Votes withheld	167,627

## Proxy vote for Resolution 6

### Resolution 6:

To elect Ian Sutcliffe

Total votes	625,416,239
Votes in favour	601,018,365
Votes against	1,528,833
Votes withheld	22,869,041

## Proxy vote for Resolution 7

### Resolution 7:

To elect David Williams

Total votes	625,416,239
Votes in favour	620,419,846
Votes against	4,825,279
Votes withheld	171,114

## Proxy vote for Resolution 8

### Resolution 8:

To re-elect Peter Johnson

Total votes	625,416,239
Votes in favour	601,012,328
Votes against	1,544,689
Votes withheld	22,859,222

## Proxy vote for Resolution 9

### Resolution 9:

To re-elect Andrew Dougal

Total votes	625,416,239
Votes in favour	623,674,424
Votes against	1,554,215
Votes withheld	187,600

## Proxy vote for Resolution 10

### Resolution 10:

To re-appoint Deloitte & Touche LLP as auditors of the Company and authorise the Audit Committee to fix their remuneration on behalf of the Board

Total votes	625,416,239
Votes in favour	604,914,540
Votes against	17,798,927
Votes withheld	2,702,772

## Proxy vote for Resolution 11

### Resolution 11:

To give the Directors authority to allot shares

Total votes	625,416,238
Votes in favour	619,071,956
Votes against	6,187,896
Votes withheld	156,386



## Proxy vote for Resolution 12

### Resolution 12:

To dis-apply pre-emption rights

Total votes	625,416,239
Votes in favour	618,375,688
Votes against	6,310,644
Votes withheld	729,907

## Proxy vote for Resolution 13

### Resolution 13:

To empower the Company to make market purchases of its own shares

Total votes	625,416,239
Votes in favour	623,631,752
Votes against	1,670,523
Votes withheld	113,964

## Proxy vote for Resolution 14

### Resolution 14:

To approve the Directors' Remuneration Report for the year ended 31 December 2007

Total votes	625,416,237
Votes in favour	514,845,129
Votes against	54,173,297
Votes withheld	56,397,811

## Proxy vote for Resolution 15

### Resolution 15:

To authorise the Company to make political donations

Total votes	625,416,236
Votes in favour	614,858,169
Votes against	9,460,817
Votes withheld	1,097,250

## Proxy vote for Resolution 16

### Resolution 16:

To adopt the Taylor Wimpey Performance Share Plan

Total votes	625,416,239
Votes in favour	593,941,471
Votes against	10,323,750
Votes withheld	21,151,018

## Proxy vote for Resolution 17

### Resolution 17:

To adopt the Taylor Wimpey Share Option Plan

Total votes	625,416,239
Votes in favour	591,658,080
Votes against	11,283,534
Votes withheld	22,474,625

## Proxy vote for Resolution 18

### Resolution 18:

To adopt new Articles of Association

Total votes	625,416,238
Votes in favour	623,597,659
Votes against	908,297
Votes withheld	910,282

Taylor Wimpey plc

Annual General Meeting

17 April 2008

TaylorWimpey<sup>plc</sup>