

Taylor  
Wimpey | plc

# Full Year Results Presentation for the year ended 31 December 2022

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2 March 2023



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# — Agenda

## **2022 trading and market backdrop**

Jennie Daly

## **Financial review**

Chris Carney

## **Priorities for the year and outlook**

Jennie Daly



The background of the slide is a photograph of a modern residential street. On the left, a semi-detached house with a red brick exterior and a dark roof is partially visible. To its right is a larger, two-story house with a red brick base and a cream-colored upper floor, featuring a red tiled roof with two dormer windows. Further right, another red brick house is visible. A paved road curves along the front of the houses, with a brick-paved sidewalk and a young tree on the right. The sky is blue with scattered white clouds. A large, semi-transparent purple rectangle is overlaid on the left side of the image, containing the company logo and title.

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# 2022 trading and market backdrop

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Jennie Daly  
Chief Executive



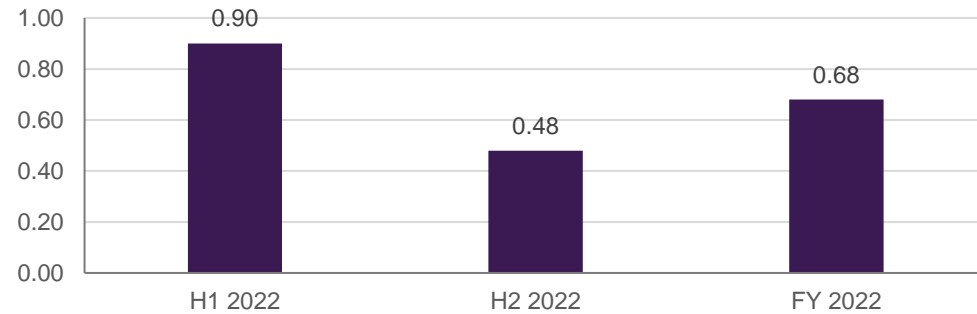
# 2022 year of delivery

- Group completions including joint ventures of 14,154 (2021: 14,302)
- Delivered an excellent performance in tough market with an improved operating profit margin\* of 20.9%
- Operational and pricing discipline core focus in 2022 and beyond
- Executed outlet openings in line with plan providing optimum flexibility, opening 104 new outlets (2021: 84) and ending the year with 259 (2021: 228)
- Proactive actions to protect the business and build resilience
- Continue to lead the volume housebuilders in quality as independently measured by the NHBC Construction Quality Review score and are a five-star builder
- Returned £473.8 million to investors by way of dividend and share buybacks

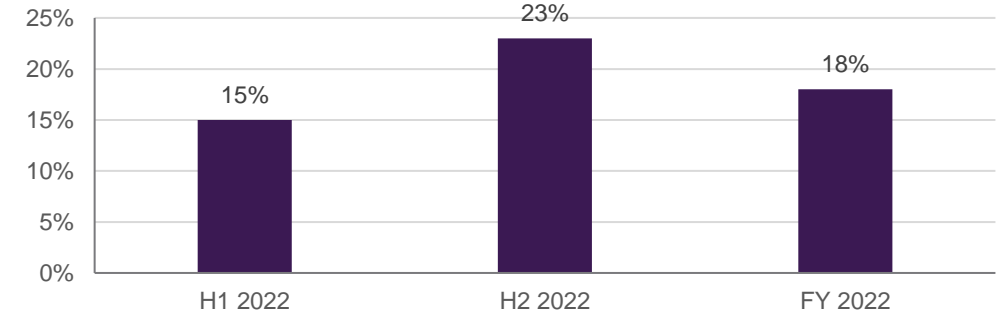
\* See definitions slide in the appendix

# UK trading performance – a year of two halves

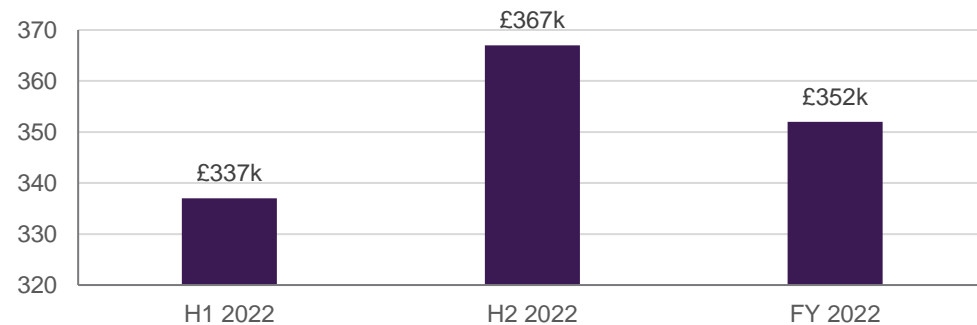
## Private sales rate (net)



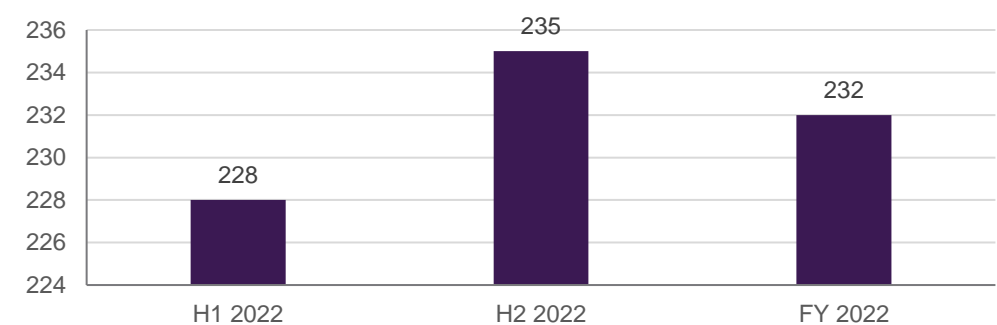
## Cancellation rate (private)



## Average selling price on private completions £k



## Average outlets open





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# Financial review

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Chris Carney  
Group Finance Director





# Summary Group results

£m (before exceptional items)	FY 2022	FY 2021	Change
Revenue	4,419.9	4,284.9	3.2%
Gross profit	1,132.4	1,027.0	10.3%
Gross profit margin %	25.6	24.0	1.6ppt
Operating profit*	923.4	828.6	11.4%
Operating profit margin %	20.9	19.3	1.6ppt
Profit before tax and exceptional items	907.9	804.6	12.8%
Adjusted basic earnings per share* pence	19.8	18.0	10.0%
Tangible NAV per share* pence	126.5	118.1	7.1%
Return on net operating assets* %	26.1	24.7	1.4ppt

\* See definitions slide in the appendix



# UK performance summary

	FY 2022	FY 2021	Change
<b>Legal completions – excl JVs</b>	<b>13,551</b>	<b>13,929</b>	<b>(2.7%)</b>
Private	10,675	11,481	(7.0%)
Affordable	2,876	2,448	17.5%
<b>Average selling price – excl JVs</b>	<b>313</b>	<b>300</b>	<b>4.3%</b>
Private £000	352	332	6.0%
Affordable £000	166	148	12.2%
<b>Legal completions – JVs</b>	<b>222</b>	<b>158</b>	<b>40.5%</b>
<b>Share of profit – JVs £m</b>	<b>15.9</b>	<b>5.4</b>	<b>194.4%</b>
<b>Gross profit margin %</b>	<b>25.5</b>	<b>24.0</b>	<b>1.5ppt</b>
<b>Operating profit £m</b>	<b>890.8</b>	<b>814.0</b>	<b>9.4%</b>
<b>Operating profit margin %</b>	<b>20.7</b>	<b>19.3</b>	<b>1.4ppt</b>



## UK performance summary continued

	H1 2022	H2 2022	FY 2022
Private ASP £000	337	367	352
Affordable ASP £000	169	162	166
<b>Total ASP £000</b>	<b>300</b>	<b>325</b>	<b>313</b>
Private and affordable completions	6,587	6,964	13,551
	49%	51%	100%
Affordable % of total completions	22.0	20.5	21.2
Gross profit margin %	25.1	25.8	25.5



# UK operating margin

## Illustrative movements in UK operating margin FY 2021 to FY 2022

	Annual change	Impact on 2022 income statement (ppt)
Market inflation on selling prices	c.8.0%*	5.6
Market inflation on build cost	c.8.0%	(4.7)
<b>Net economic benefit captured</b>		<b>0.9</b>
Market impact of landbank evolution		0.3
<b>Net market impact</b>		<b>1.2</b>
Land and property sales		0.3
Net operating expenses		(0.4)
Share of JV profits		0.2
Other		0.1
<b>Total UK operating margin movement</b>		<b>1.4</b>

- The improvement in operating margin in 2022 has been supported by:
  - Price optimisation offset by build cost inflation
  - Small number of planned high margin land sales
- Operating margin in H1 2023 is expected to reduce due to:
  - Reduction in underlying selling prices in Q4 2022 consistent with the wider market
  - Continued build cost inflation
  - Reduced fixed cost recovery from lower volumes
  - Wage and other cost inflation impacting administrative expenses

\* Source: Market inflation based on internal pricing data



# Summary Group balance sheet

Group £m	31 Dec 2022	31 Dec 2021	Change
Long term assets and JVs	131.8	150.2	(18.4)
Land	3,428.3	3,385.7	42.6
WIP	1,741.3	1,560.0	181.3
Debtors	203.4	195.7	7.7
Land creditors	(725.6)	(806.4)	80.8
Other creditors	(839.5)	(752.2)	(87.3)
Pensions and post-retirement benefits	(29.9)	(37.3)	7.4
Provisions	(290.3)	(245.1)	(45.2)
<b>Net operating assets*</b>	<b>3,619.5</b>	<b>3,450.6</b>	<b>168.9</b>
Tax	18.8	26.4	(7.6)
Net cash*	863.8	837.0	26.8
<b>Net assets</b>	<b>4,502.1</b>	<b>4,314.0</b>	<b>188.1</b>
<b>Tangible NAV per share</b>	<b>126.5p</b>	<b>118.1p</b>	<b>8.4p</b>

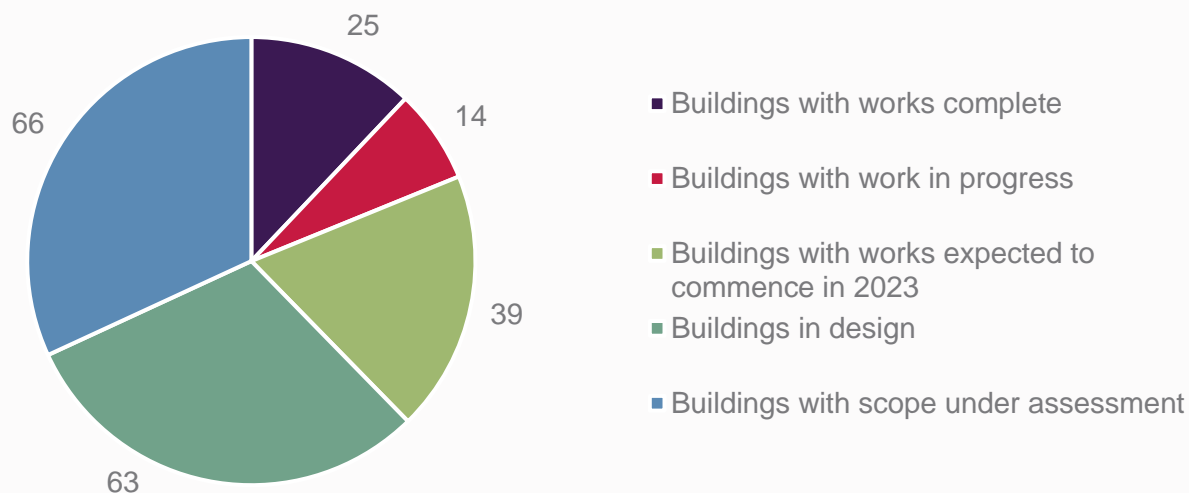
\* See definitions slide in the appendix

# Building safety update

## Financial position

	£m
Total funds set aside for cladding and fire safety remediation	245
Spend to 31 December 2022	(36)
Remaining provision	209

## Progress to date

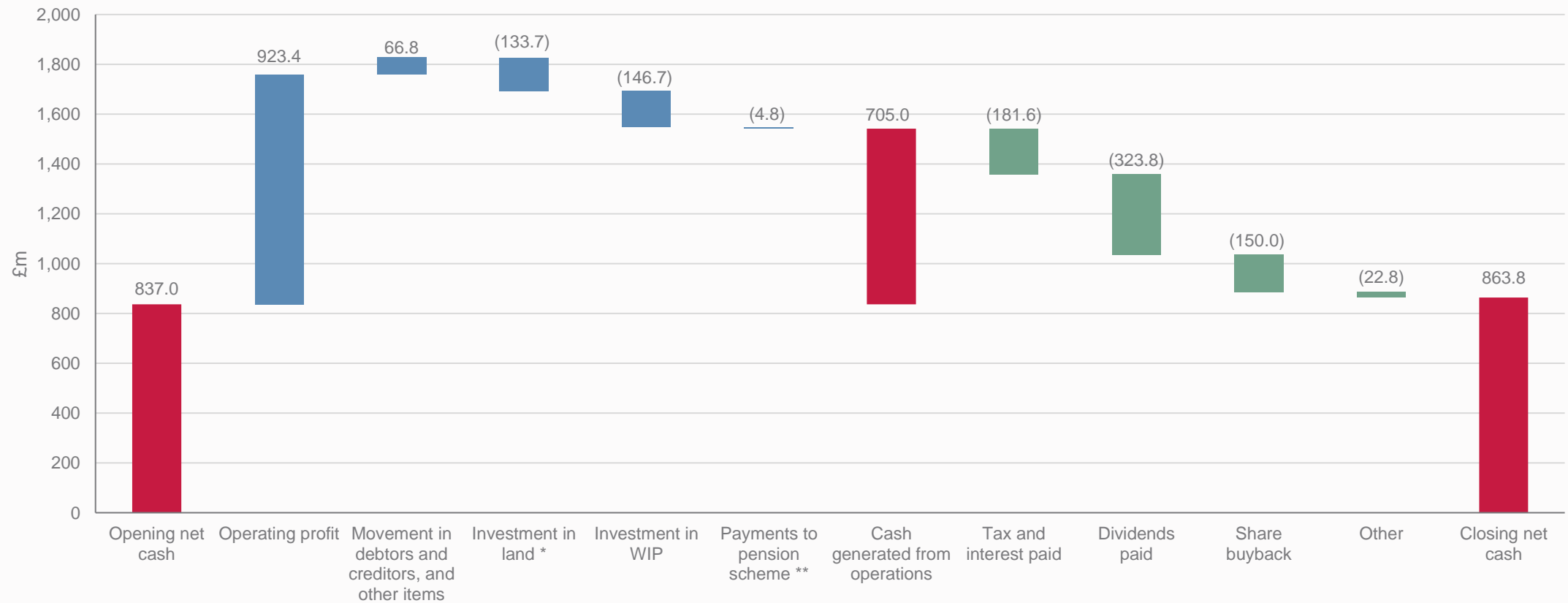


c. 40% over 18m and c.25% requiring balcony remediation only

- Long-held belief that leaseholders should not pay
- Took early and proactive actions with funds first committed in 2017
- We are in final discussions with DLUHC in relation to the long form agreement with a view to signing, and continue to progress our remediation schedule
- Provision reflects best estimate of required works at current cost
- Dedicated remediation team in place
- Project duration of 5-6 years



# Group cashflow



\* Includes movement in land debtors and land creditors

\*\* Pension contributions in excess of charge to income statement

# Our capital allocation priorities

Highly cash generative business allows for investment for growth and attractive shareholder returns

1

Maintain a strong balance sheet

Maintain low adjusted gearing\* to reflect cyclical nature of the industry

FY22

£864m of net cash  
£726m of land creditors

2

Investment in land and WIP to drive future growth

Focus on funding business needs, including land investment and WIP to drive growth

c.83k plots in short term landbank

3

Sustainable ordinary dividend

Ordinary dividend pay out policy of 7.5% of net assets or at least £250 million annually throughout the cycle

Final ordinary dividend of 4.78 pence per share\*\*

4

Return excess cash

Excess cash returned after funding land investment, working capital, taxation and the ordinary dividend. The method of return (share buyback or special dividend) will be considered at the appropriate time

Decision to be kept under review

\* See definitions slide in the appendix

\*\* Subject to shareholder approval



## 2023 guidance

	Guidance
UK completions (excl. JVs)	Within 9 - 10.5k range (Broadly equivalent to private sales rates between 0.5 and 0.7) Half year c.45% of full year
Land	Cautious and opportunistic approach to new approvals
Net finance charges	c.£10 million net charge (including c.£9m cash receipt)
JV share of profit	c.£2m



The logo for Taylor Wimpey plc, featuring the company name in a white serif font on a blue background. The 'plc' is in a smaller, sans-serif font and is separated from the main name by a vertical line.

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# Priorities for the year and outlook

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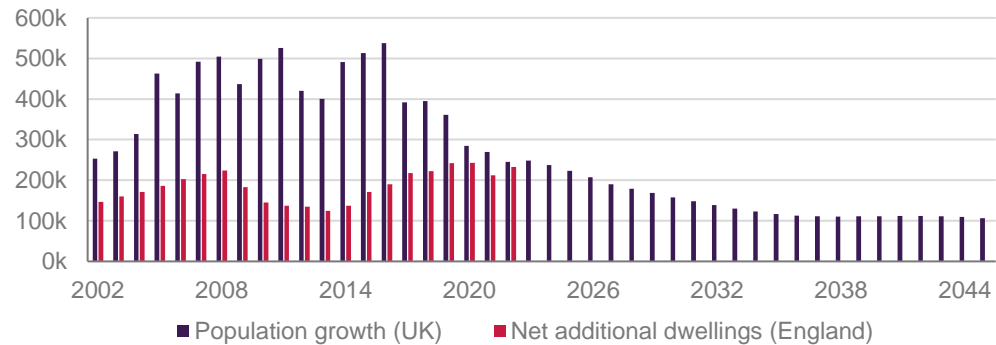
Jennie Daly  
Chief Executive





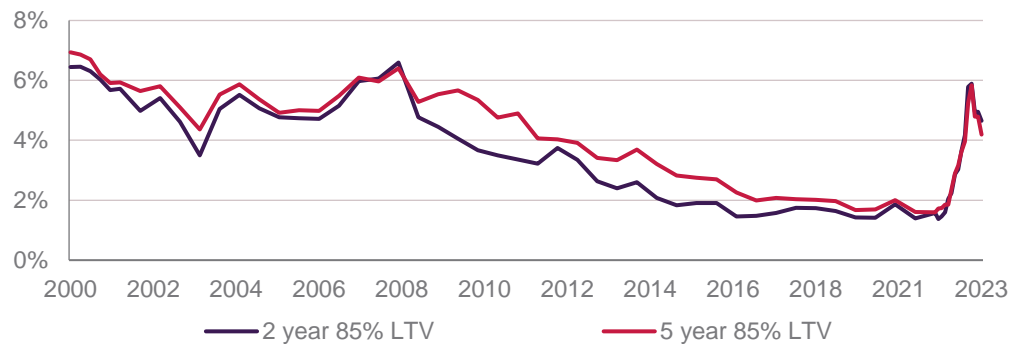
# Market backdrop: long term dynamics supportive despite near term challenges

## Population has increased at a significantly faster rate than net additional dwellings



Source: ONS, DLUHC

## Mortgage rates have moderated from 2022 highs



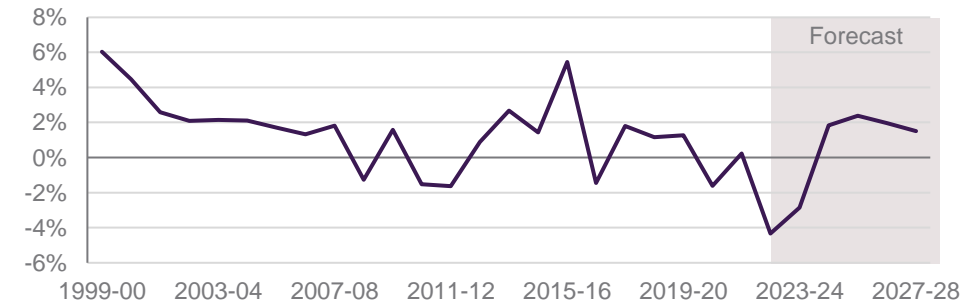
Source: Threshold Mortgage Advice

## Unemployment is expected to remain at a relatively low level



Source: ONS, OBR

## Real household disposable income per person annual growth rates expected to remain negative until 2024-25



Source: OBR

## Current trading

	H1 2023 (w/e 26 Feb 2023)	H2 2022	H1 2022
Average outlets open	253	235	228
Private sales rate (net)	0.62	0.48	0.90
Private sales price £000	352	377	354
Cancellation rate (private)	17%	23%	15%

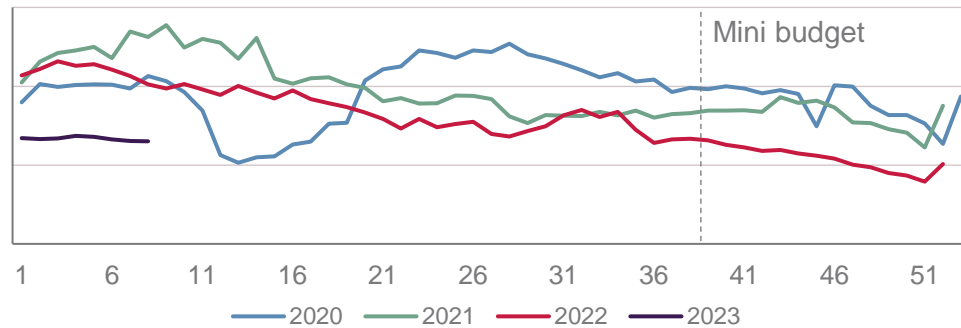
- Total order book of 8,078 homes as at w/e 26 February 2023 (2022 equivalent period: 10,934)
- Early indications suggest first time buyer activity is improving
- Down valuations remain low
- Targeted and personalised incentives such as help with deposit or energy bills and options upgrades

Data based on reservations excluding JVs

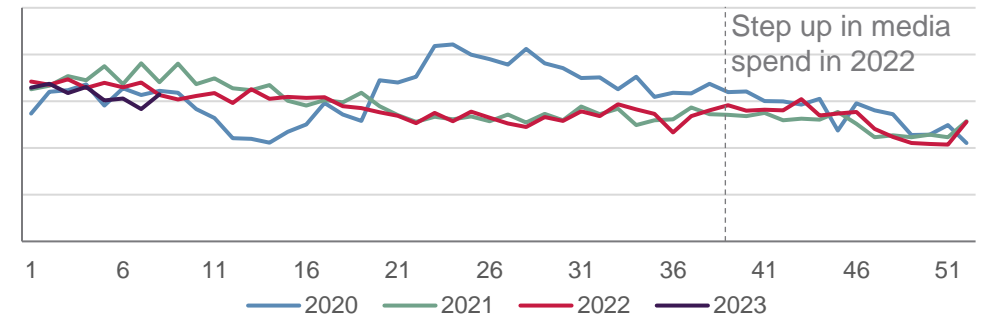


# Interest levels supported by increased media spend

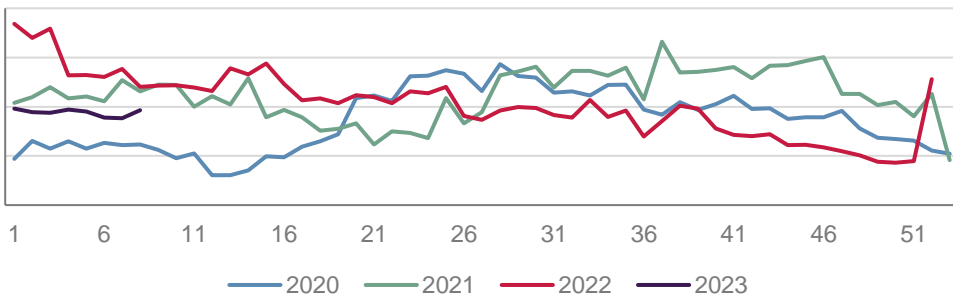
Organic customer interest\* declined post mini-budget



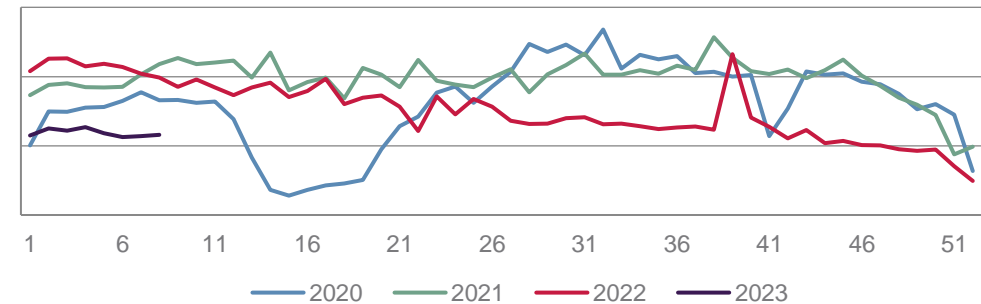
Total website traffic supported by our media approach in Q4 2022



Total enquiries remain at reasonable levels



Lower web appointments offset by other channels



\* Organic traffic i.e. traffic via a search engine, to our plot and development pages

# Working hard to understand and support our customers

- Deep understanding of our customers
  - Locational quality matrix ensures we buy land in the places people want to live
  - Data led insights software to optimise sales performance and enquiry management
  - Use of customer research and IFAs to understand customers' priorities today
  - 'Let us take care of it' campaign tailoring specific incentive packages to customer need
- A clear customer proposition
  - Build good quality homes which our customers want to live in
  - Focused on customer service and customer experience
  - Sustainable homes and communities for the future

**66% of January reservations came from prospects first registered from 1 December 2022**

**c.84% of customers use a mortgage with the majority choosing 5-year fixed products**

**First time buyer average LTV without Help to Buy was c.78% in 2022**

**First time buyer average joint household income of c.£66k**

Data from TW Microsoft dynamics data and IFAs

# A clear strategy to manage through changing market conditions

## Four cornerstones that underpin our resilience



Land



Operational excellence



Sustainability



Capital allocation

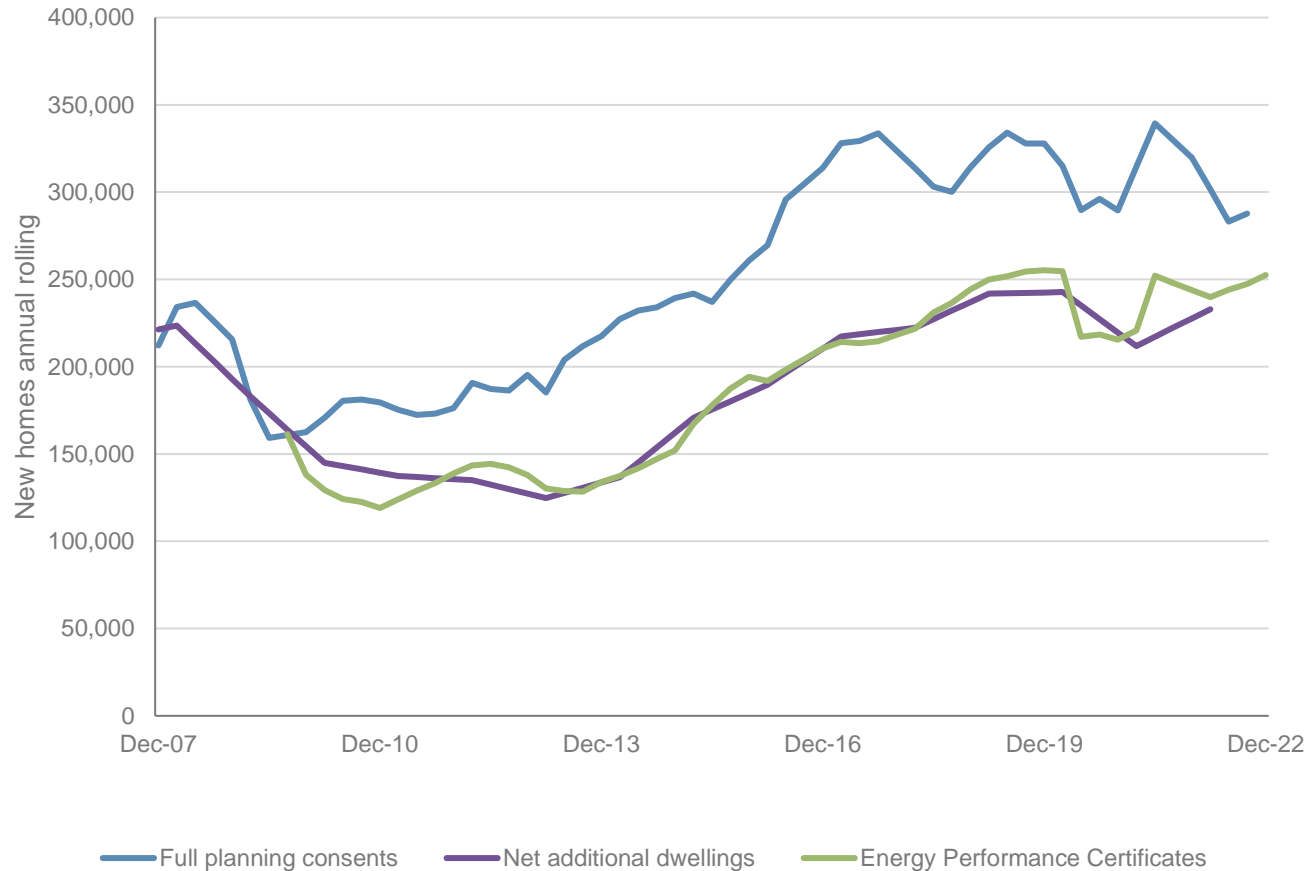


# Land: high-quality landbank a differentiator enabling agile approach

- We remain highly selective but opportunistic in the land market
- c.83k plots in the short term landbank as at 31 December 2022 (2021: c.85k) located across the country, with a mix of small and large sites
- Priority is progressing land through planning and getting outlets open
- Balance sheet light, industry leading strategic pipeline of c.144k potential plots as at 31 December 2022 (2021: c.145k) with optionality supporting flexibility

# Well positioned against challenging planning backdrop

## Planning consents remain constrained



- The planning environment remains difficult with a shortage of resources and delays in planning
- Pleased to have delivered planned increase in outlets
- Proposed changes to the National Planning Policy Framework likely to lead to a reduced land supply and less homebuilding in future years
- Local plans stalled or withdrawn
- Conditions less supportive and opportunities scrutinised on this basis

Source: Savills using DLUHC Live Tables 122, NB1, HBF, Glenigan (only 10 + units)



# Operational excellence: actions to protect value for shareholders

## Demonstrating agility and flexibility in the current market

- Prioritise a strong balance sheet
- Reduced land spend
- Tight cost control
- Closely managed work in progress
- Efficient business structure refined through change programme, the majority of which is complete
  - This would generate annualised savings of c.£20 million with a c.£8 million one off cost to implement





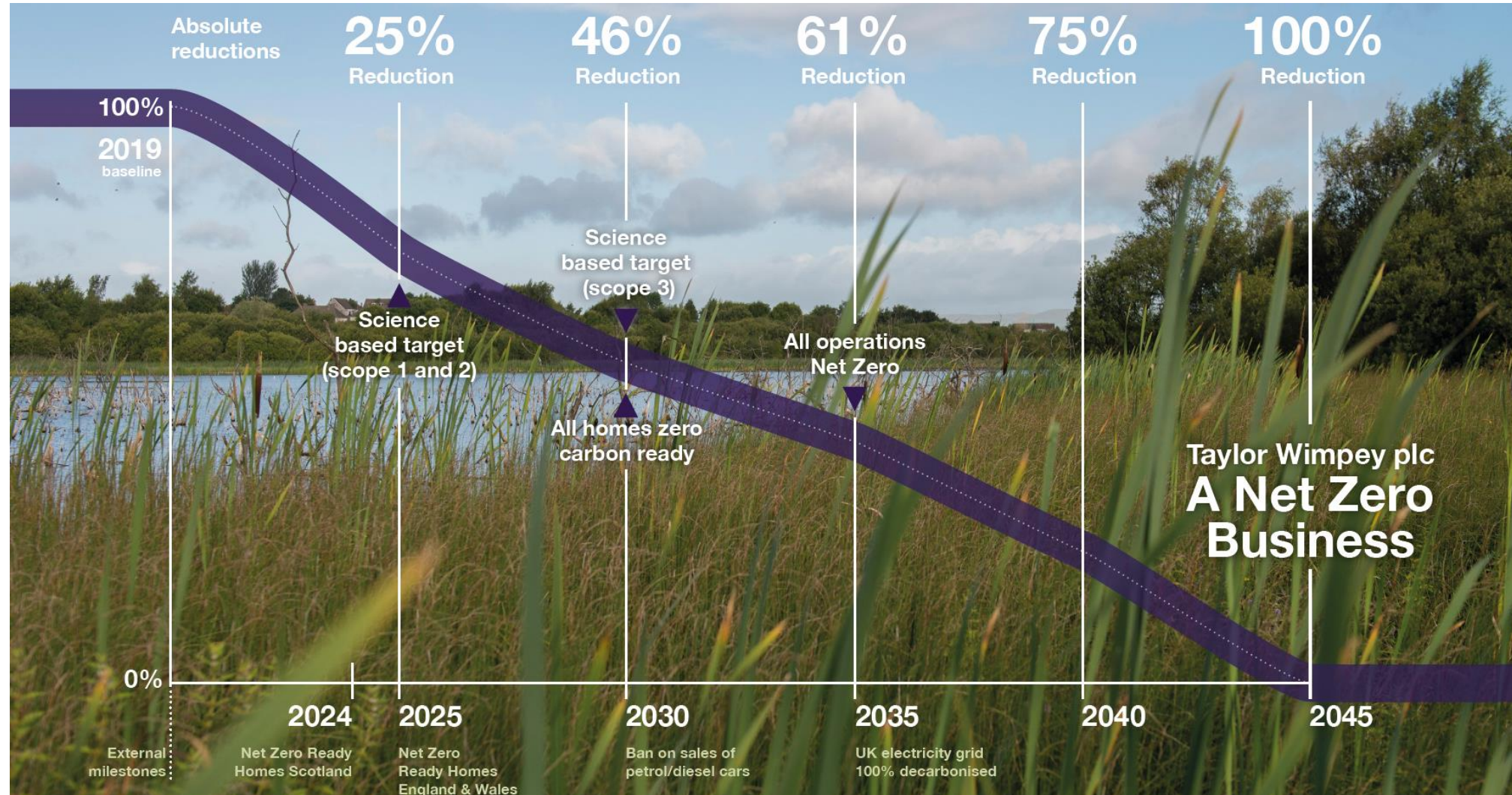
# Operational excellence: continuing to drive performance

- Tight cost control and work in progress management embedded throughout business with senior management oversight of operational spend
- Introduction of new standard apartments and higher density house types to support standardisation and plotting efficiencies
- Continued progress in Commercial Excellence with improved reporting and subcontractor engagement
- Procurement Strategy continuing to deliver efficiencies including more accurate forecasting to supply chain
- Investing for the long term through expansion of timber frame activities to deliver efficiencies, supply chain security and environmental benefits
- Well prepared for changing regulation and trialling technology ahead of Future Homes Standard





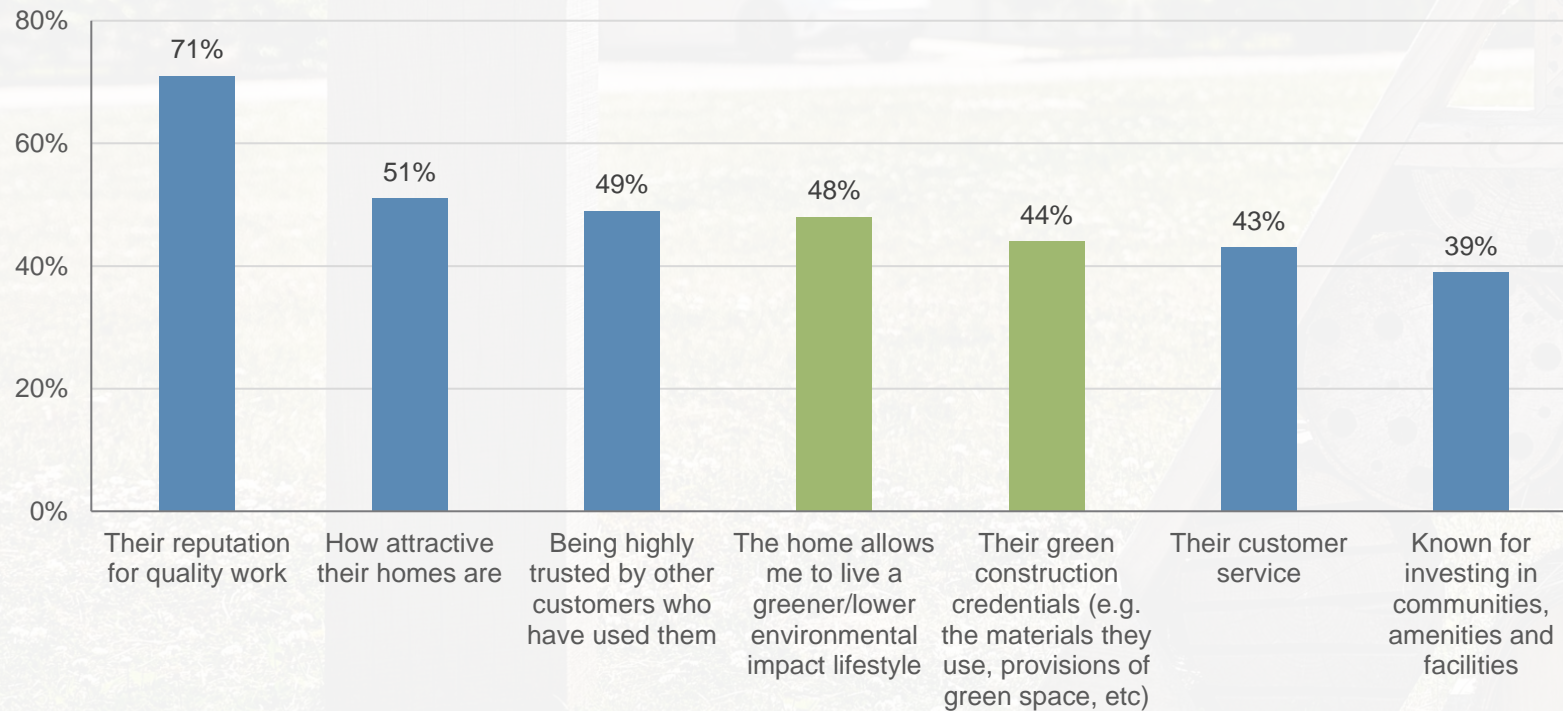
# Sustainability: our journey to net zero





# Sustainability: customers getting on board

## Key factors when selecting a homebuilder (aside from location, size and price)





# Outlook and priorities

## Outlook

- Early signs of more stabilised customer confidence, usual seasonal trading patterns and the benefit of our focused promotional activity
- Good underlying levels of demand and continue to respond quickly to changing market conditions
- Robust levels of customer interest
- Continued undersupply of housing will ensure strong demand over the medium term
- Focused on driving an efficient sales rate, continued tight cost and WIP management

## Priorities

- Understand our customer better
- Improved sales and customer service
- Continued focus on value over volume
- Tight cost and WIP discipline
- Build strong order book
- Align build and sales rates
- Continued progress towards environmental targets



# Investment case



## Strong and resilient business

Operational excellence to optimise margin and drive attractive long term returns

## Differentiated by landbank

High-quality landbank together with a significant strategic land pipeline providing optionality throughout the cycle

## Sustainable and responsible

ESG embedded throughout the organisation for the benefit of all our stakeholders

## Reliable shareholder returns

Committed to paying an annual ordinary dividend through the cycle and returning surplus capital at the appropriate time

# Future investor communications

- 27 April 2023 AGM and trading update
- 2 August 2023 Half year results 2023



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# Appendices

**Full Year Results  
Presentation**  
for the year ended  
31 December 2022

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# Good delivery against our operational KPIs

## Land

	FY 2022	FY 2021
Land cost as % of ASP on approvals	19.0%	16.1%
Landbank years	c.6.0	c.6.1
% of completions from strategically sourced land	52%	50%

## Operational excellence

Construction Quality Review (average score / 6)	4.81	4.67
Average reportable items per inspection	0.32	0.26
Health and Safety Injury Incidence Rate (per 100,000 employees and contractors) rolling 12 months*	166	214
Employee engagement (annual survey)	93%	91%

## Sustainability

Customer satisfaction 8-week score 'Would you recommend?'**	90%	92%
Customer satisfaction 9-month score 'Would you recommend?'***	78%	79%
Reduction in operational carbon emissions intensity (measured at year end)	15%	13%

KPIs for UK only

\* See definitions slide in the appendix

\*\* The 8-week 'would you recommend' score for 2022 relates to customers who legally completed between October 2021 and September 2022, with the comparators relating to the same period in the prior years

\*\*\* The 9-month 'would you recommend' score for 2022 relates to customers who legally completed between October 2020 and September 2021, with the comparators relating to the same period in the prior years



# Environmental strategy targets

## Science-based carbon reduction target

- Reduce operational carbon emissions intensity by 36% by 2025 from a 2019 baseline
- Reduce Scope 3 emissions by 52.8% per 100 sqm of completed floor area from a 2019 base year (based on a reduction of 46.2% in absolute emissions against the base year)
- The Science Based Targets initiative has confirmed that our operational target is consistent with reductions required to keep warming to 1.5°C

## Nature

- Increase natural habitats by 10% on new sites from 2023
- Include our priority wildlife enhancements from 2021
  - Partnering with Hedgehog Street to introduce hedgehog highways on all suitable new sites
  - Working to ensure our sites include pollinator and wildlife friendly planting
- We have targeted biodiversity net gain on a number of planning applications

## Resources and waste

- Developed our Towards Zero Waste Strategy and Action Plan
- Cut our waste intensity by 15% by 2025 and use more recycled materials
  - Partnering with two suppliers to reduce waste from used paint pots
  - Working to better understand packaging waste streams and work with suppliers to achieve reductions
  - Trialling a reusable alternative to temporary decking (used to prevent accidents in stairwells during construction)
  - Pallet repatriation service – pallets are collected from site and reused where possible



# Summary income statement\*

Group £m	FY 2022	FY 2021	Change	H1 2022
Revenue	4,419.9	4,284.9	3.2%	2,076.8
Cost of sales	(3,287.5)	(3,257.9)	0.9%	(1,552.3)
<b>Gross profit</b>	<b>1,132.4</b>	<b>1,027.0</b>	<b>10.3%</b>	<b>524.5</b>
Net operating expenses	(224.9)	(203.8)	10.4%	(109.9)
<b>Profit on ordinary activities before finance costs</b>	<b>907.5</b>	<b>823.2</b>	<b>10.2%</b>	<b>414.6</b>
Net finance cost	(15.5)	(24.0)	(35.4%)	(10.1)
Share of results of JVs	15.9	5.4	194.4%	10.0
<b>Profit before tax</b>	<b>907.9</b>	<b>804.6</b>	<b>12.8%</b>	<b>414.5</b>
Tax charge	(201.9)	(147.9)	36.5%	(91.4)
<b>Profit for the period</b>	<b>706.0</b>	<b>656.7</b>	<b>7.5%</b>	<b>323.1</b>

\* Before exceptional items

# Cash flow summary

Group £m	FY 2022	H2 2022	H1 2022	FY 2021
Profit on ordinary activities before finance costs	827.5	492.9	334.6	698.2
(Increase)/decrease in inventories	(280.4)	37.3	(317.7)	(293.2)
Exceptional items charge	80.0	-	80.0	125.0
Other operating items*	77.9	(30.9)	108.8	44.7
<b>Cash generated by operations</b>	<b>705.0</b>	<b>499.3</b>	<b>205.7</b>	<b>574.7</b>
Payments relating to exceptional charges	(45.9)	(34.2)	(11.7)	(15.1)
Tax paid	(176.9)	(93.6)	(83.3)	(123.0)
Interest paid	(4.7)	(2.3)	(2.4)	(4.7)
<b>Net cash from operating activities</b>	<b>477.5</b>	<b>369.2</b>	<b>108.3</b>	<b>431.9</b>
Investing activities	33.6	20.1	13.5	(10.3)
Financing activities	(482.4)	(167.8)	(314.6)	(321.7)
<b>Cash flow for the period</b>	<b>28.7</b>	<b>221.5</b>	<b>(192.8)</b>	<b>99.9</b>
<b>Opening net cash</b>	<b>837.0</b>	<b>642.4</b>	<b>837.0</b>	<b>719.4</b>
Cash inflow / (outflow)**	28.7	221.5	(192.8)	112.6
Foreign exchange	(1.9)	(0.1)	(1.8)	5.0
<b>Closing net cash</b>	<b>863.8</b>	<b>863.8</b>	<b>642.4</b>	<b>837.0</b>

\* Includes other non-cash items, movement in receivables and payables and pension contributions (excluding payments into escrow)

\*\* Includes movements in debt balance

# Group segmental analysis

	FY 2022			FY 2021		
	Operating profit £m	Operating profit margin %	RONOA %	Operating profit £m	Operating profit margin %	RONOA %
UK	890.8	20.7	25.9	814.0	19.3	25.1
Spain	32.6	26.2	32.8	14.6	19.0	13.2
<b>Group</b>	<b>923.4</b>	<b>20.9</b>	<b>26.1</b>	<b>828.6</b>	<b>19.3</b>	<b>24.7</b>



# Cash returns payment profile

Paid (or to be paid) pence per share	FY 2023***	FY 2022	FY 2021
Ordinary dividend*	c.9.56	9.06	8.28

Paid (or to be paid) £m	FY 2023***	FY 2022	FY 2021
Ordinary dividend*	338	324	302
Share buyback**	-	150	-
Total	338	474	302

- Final ordinary dividend of 4.78 pence per share will be paid on 12 May 2023 (c.£169 million\*\*\*) subject to AGM approval
- Given the current levels of market uncertainty the Board is not proposing any return of excess capital at this time but will continue to review this position throughout the year

\* Includes interim and final dividends

\*\* Additional cash returns for the year

\*\*\* 2023 is indicative, with ordinary dividend subject to shareholder approval, and values based on current number of shares in issue

# Financing

- Net cash at 31 December 2022: £863.8 million (31 December 2021: £837.0 million)
- Adjusted gearing including land creditors of -3.1% (2021: -0.7%)
- Average net cash during 2022: £595.7 million (2021: £788.1 million)
- Borrowings and facilities:
  - £550 million Revolving Credit Facility expiring February 2025
    - Fully undrawn at year end
  - €100 million Senior Loan Notes due June 2023
    - Issued 28 June 2016 at a fixed coupon of 2.02% p.a. and is being used to hedge the investment in our Spanish business
    - In December 2022 the Group entered into an agreement to refinance these maturing loan notes. The new loan notes will be issued in June 2023 at a coupon of 5.08% maturing June 2030
  - Weighted average life of borrowings and facilities of 1.9 years (weighted average life including new issue 2.9 years)



# Finance charges

£m	FY 2022	FY 2021	Change
Financial indebtedness	4.8	5.0	(0.2)
Foreign exchange loss	-	0.8	(0.8)
Unwind of land creditors and other items	18.3	19.2	(0.9)
Pensions	0.6	1.0	(0.4)
Interest on IFRS 16 leases	0.4	0.4	-
<b>Total</b>	<b>24.1</b>	<b>26.4</b>	<b>(2.3)</b>

# Tax

Asset / (liability)	Current tax £m	Deferred tax £m	Net tax £m
As at 1 January 2022	0.2	26.2	26.4
Income statement*	(184.7)	0.4	(184.3)
SOCI / SOCIE	-	(0.9)	(0.9)
Cash paid	176.9	-	176.9
Other (including foreign exchange)	0.4	0.3	0.7
As at 31 December 2022	(7.2)	26.0	18.8

- Pre-exceptional effective tax rate of 22.2% (2021: 18.4%) including impact of the 4% Residential Property Developer Tax (RPDT) introduced from 1 April 2022
- RPDT charged on pre-interest residential development profits, after deduction of a pro-rata £25 million annual allowance. RPDT payable in instalments, alongside Corporation Tax (CT)
- Remeasurement of UK deferred tax asset, reflecting the pro-rata 4% RPDT from April 2022, resulting in £3.3 million credit (£1.7 million income statement, £1.6 million SOCI/SOCIE)
- Expect future underlying tax rate to largely reflect the combined CT and RPDT statutory rates

\* Including Residential Property Developer Tax (RPDT) and tax on exceptional items



# Pension funding

£m	FY 2023			
	FY 2021	FY 2022	Min	Max
Deficit contributions to the Scheme	10.3	-	-	-
Payments to escrow	10.0	-	-	15.0
Pension Funding Partnership	5.1	5.1	5.1	5.1
Scheme expenses	2.0	2.0	2.0	2.0
<b>Total</b>	<b>27.4</b>	<b>7.1</b>	<b>7.1</b>	<b>22.1</b>

- IAS 19 surplus at 31 December 2022 of £76.6 million, deficit of £29.6 million recognised after IFRIC 14 adjustment
- Pension payments total £7.1 million in the year (PFP £5.1 million, expenses of £2.0 million)
- The funding agreement for the 2019 valuation became effective 1 April 2021:
  - Contributions of up to £20.0 million per annum to be paid into a jointly-controlled escrow account between 1 April 2021 and 31 March 2024
  - First 6 months' payments totalling £10.0 million were guaranteed. Contributions from 1 October 2021 are subject to a quarterly funding test
  - Payments into escrow have been suspended as the funding level of the Scheme reached 100% on the Technical Provisions basis and has not subsequently fallen below 98%, which would lead to them being restarted
  - Surplus at December 2022 of £26 million and funding level of 101.5% on Technical Provisions basis
  - Annual PFP distributions (£5.1 million) and contribution towards Scheme expenses (£2.0 million) continue to be paid

# UK completions mix

UK completions 2022	<£200k	£201k – £250k	£251k – £300k	£301k – £450k	£451k – £600k	£601k – £1m	>£1m	Total
Price band	21%	14%	16%	37%	9%	3%	-	100%

UK completions	FY 2022	H2 2022	H1 2022	FY 2021	H2 2021	H1 2021
First time buyers	35%	35%	35%	41%	39%	43%
Second time buyers	39%	39%	39%	37%	38%	36%
Affordable*	21%	20%	21%	18%	20%	17%
Investor	5%	6%	5%	4%	3%	4%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Help to Buy	17%	17%	17%	30%	23%	36%

Private completions	FY 2022	H2 2022	H1 2022	FY 2021	H2 2021	H1 2021
Apartments	9%	9%	8%	8%	8%	8%
1 / 2 / 3 bed houses	52%	53%	52%	50%	51%	49%
4 / 5 / 6 bed houses	39%	38%	40%	42%	41%	43%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*Includes private sales to housing associations

Data based on completions excluding JVs

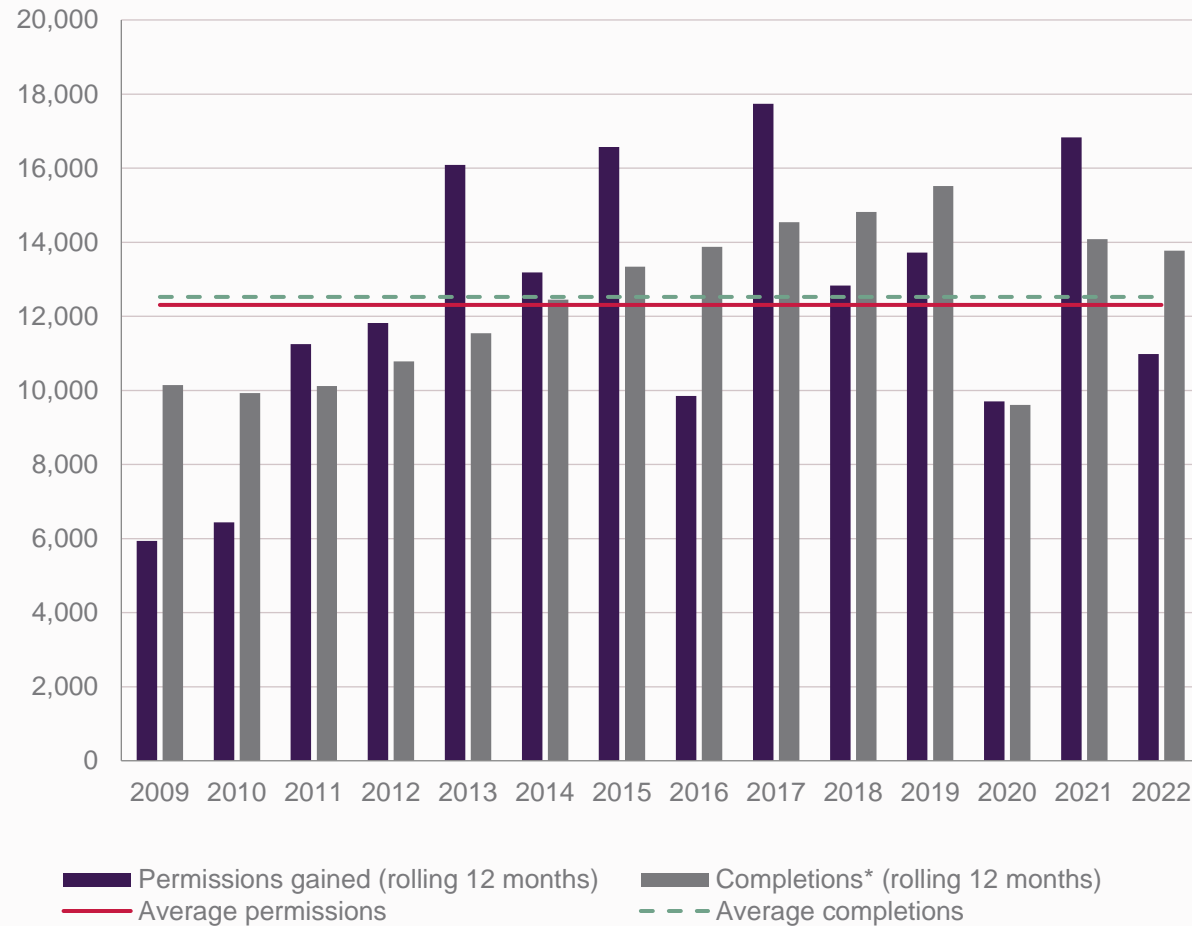


# UK land commitments

£m (at 31 December 2022)	< 1 yr	1-2 yrs	2-5 yrs	5+ yrs	2022 total	2021 total
Committed cash payments in respect of unconditional land contracts	373	215	101	31	720	813
Expected cash payments in respect of conditional land contracts	263	123	128	118	632	526

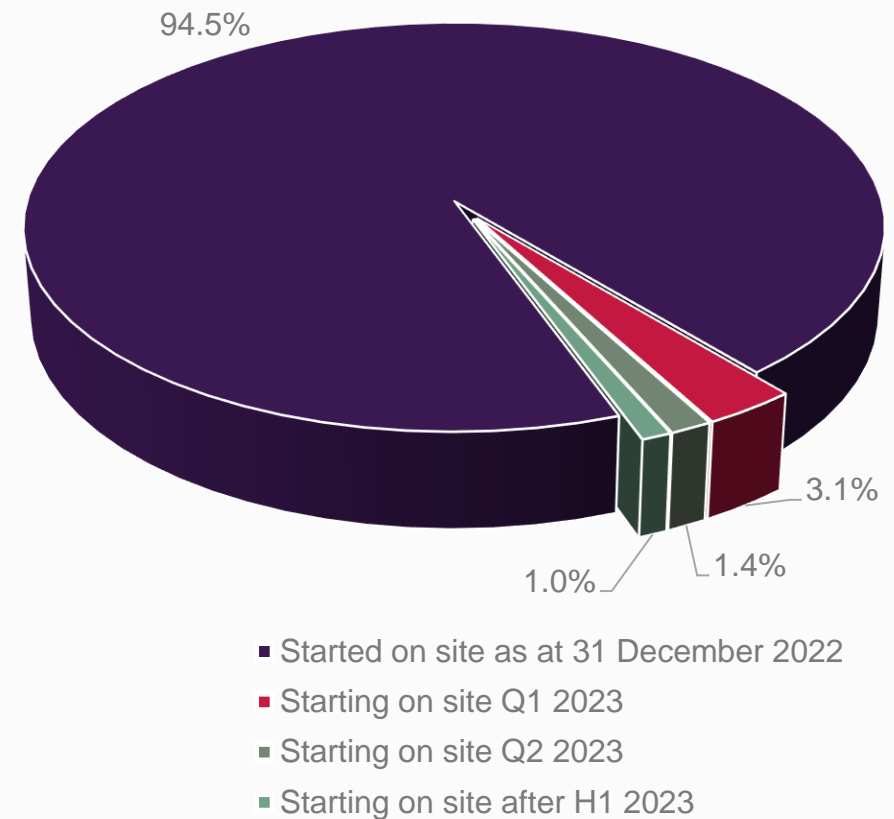
- Included in unconditional land contracts at 31 December 2022 are UK overage commitments of £43 million (2021: £59 million)

# UK planning permissions



\* Data includes JV plots

## Sites with implementable planning permission



# UK land pipeline

Plots	31 Dec 2022			31 Dec 2021
	Owned	Controlled	Total	Total
Detailed planning	39,168	2,475	41,643	43,329
Outline planning	20,028	6,243	26,271	24,790
Resolution to grant	3,892	11,024	14,916	17,257
<b>Short term</b>	<b>63,088</b>	<b>19,742</b>	<b>82,830</b>	<b>85,376</b>
<b>Short term with implementable planning</b>	<b>38,800</b>	<b>-</b>	<b>38,800</b>	<b>41,680</b>
Allocated strategic*	4,014	9,737	13,751	13,077
Non-allocated strategic*	32,632	98,002	130,634	132,157
<b>Strategic</b>	<b>36,646</b>	<b>107,739</b>	<b>144,385</b>	<b>145,234</b>
<b>Total</b>	<b>99,734</b>	<b>127,481</b>	<b>227,215</b>	<b>230,610</b>

Data includes JV plots

\* Excludes land with less than 50% certainty of achieving planning permission



# UK land portfolio – net cost

£m	31 Dec 2022			31 Dec 2021
	Owned	Controlled	Total	Total
Detailed planning	2,063	6	2,069	2,130
Outline planning	720	12	732	664
Resolution to grant	57	30	87	74
<b>Sub-total</b>	<b>2,840</b>	<b>48</b>	<b>2,888</b>	<b>2,868</b>
<i>plots</i>	<i>63,088</i>	<i>19,742</i>	<i>82,830</i>	<i>85,376</i>
Strategic	311	108	419	396
<i>plots</i>	<i>36,646</i>	<i>107,739</i>	<i>144,385</i>	<i>145,234</i>
<b>Total</b>	<b>3,151</b>	<b>156</b>	<b>3,307</b>	<b>3,264</b>

Includes JV plots at no cost, excludes land with less than 50% certainty of achieving planning permission

# UK landbank

- Land cost in short term owned landbank is 14.0% of ASP (2021: 14.6%), supported by strategic pipeline conversions
- Land cost as % of ASP on 2022 approvals 19.0% (2021: 16.1%)
- Potential revenue in the landbank was £61 billion (31 December 2021: £59 billion), comprising:
  - Short term land of £26 billion (31 December 2021: £26 billion)
  - Strategic land of £35 billion (31 December 2021: £33 billion)

	Land cost on balance sheet £m 31 Dec 2022	Number of plots 31 Dec 2022	Land cost on balance sheet £m 31 Dec 2021	Number of plots 31 Dec 2021
Short term owned	2,840	63,088	2,760	62,660
Short term controlled	48	19,742	108	22,716
<b>Total short term</b>	<b>2,888</b>	<b>82,830</b>	<b>2,868</b>	<b>85,376</b>
Strategic owned*	311	36,646	298	37,425
Strategic controlled*	108	107,739	98	107,809
<b>Total strategic*</b>	<b>419</b>	<b>144,385</b>	<b>396</b>	<b>145,234</b>
<b>Total landbank</b>	<b>3,307</b>	<b>227,215</b>	<b>3,264</b>	<b>230,610</b>

Data includes JV plots

\* Excludes land with less than 50% certainty of achieving planning permission

# UK sales performance

## Private and affordable reservations excl. JVs

	H1 2023 (w/e 26 Feb 2023)	H2 2022	H1 2022	H2 2021	H1 2021
Average outlets open	253	235	228	221	228
Average sales rate (net)	0.65	0.70	1.10	1.13	1.16
Average selling price £000	342	312	326	297	294

## As at

	H1 2023 (w/e 26 Feb 2023)	31 Dec 2022	3 July 2022	31 Dec 2021	4 July 2021
Total order book value £m	2,154	1,941	2,800	2,550	2,608
Total order book units	8,078	7,499	10,102	10,009	10,344
ASP in total order book £000	267	259	277	255	252
Outlets at end of period	248	259	233	228	227
Order book value £m per outlet	8.7	7.5	12.0	11.2	11.5

Data based on both private and affordable reservations excluding JVs



# Spain financial summary

	FY 2022	FY 2021	Change
Average number of active sites	24	22	9.1%
Legal completions	381	215	77.2%
Average selling price £000	327	357	(8.4%)
Average selling price €000	383	417	(8.2%)
Revenue £m	124.4	76.8	62.0%
Operating profit £m	32.6	14.6	123.3%
Operating profit margin %	26.2	19.0	7.2ppt
Order book £m	151.7	99.4	52.6%
Order book units	448	324	38.3%
Net operating assets £m	89.8	108.9	(17.5%)
Total landbank plots*	2,544	2,779	(8.5%)

\* Landbank includes owned and controlled land

# Definitions

- Operating profit is defined as profit on ordinary activities before net finance costs, exceptional items and tax, after share of results of joint ventures.
- Operating profit margin is defined as operating profit divided by revenue.
- Adjusted basic earnings per share represents earnings attributed to the shareholders of the parent, excluding exceptional items and tax on exceptional items, divided by the weighted average number of shares in issue during the period.
- Net operating assets is defined as net assets less net cash, excluding net taxation balances and accrued dividends.
- Return on net operating assets (RONOA) is defined as 12-month rolling operating profit divided by the average of the opening and closing net operating assets.
- Tangible NAV per share is defined as net assets before any accrued dividends excluding goodwill and intangible assets divided by the number of ordinary shares in issue at the end of the period.
- Net cash is defined as total cash less total borrowings.
- Adjusted gearing is defined as adjusted net debt divided by net assets. Adjusted net debt is defined as net cash less land creditors.
- The Annual Injury Incidence Rate (AIIR) is defined as the number of incidents per 100,000 employees and contractors, calculated on a rolling 12 month basis, where the number of employees and contractors is calculated using a monthly average over the same period.