

Taylor
Wimpey | plc

Half Year Results Presentation for the six months to 29 June 2025

30 July 2025



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— Agenda

Highlights

Jennie Daly

Financial review

Chris Carney

Positioned for growth

Jennie Daly

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

Taylor
Wimpey | plc

Highlights

Jennie Daly
Chief Executive



First half highlights

Net private sales rate
(per outlet per week)

0.79

(H1 2024: 0.75)

Group completions
including joint
ventures

5,264

(H1 2024: 4,728)

Group operating
profit margin*

9.7%**

(H1 2024: 12.0%)

2025 interim dividend
per share

4.67p

(H1 2024: 4.80p)

Plots in short term
landbank

c.76k

(H1 2024: c.79k)

% of completions from
strategically sourced
land

39%

(H1 2024: 41%)

Home Builders
Federation (HBF)

Five-star builder

(2024: Five-star)

Construction Quality
Review Score

4.97

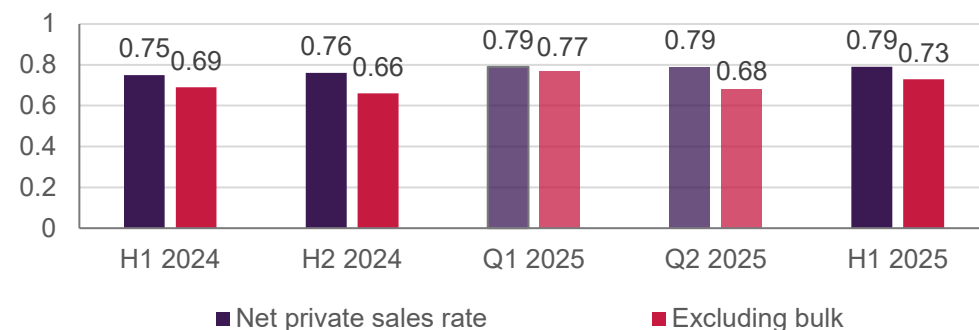
(H1 2024: 4.92)

* See definitions slide in the appendix

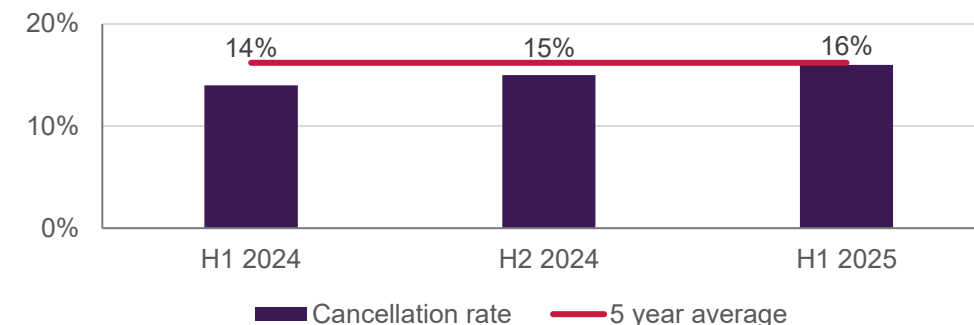
** Group operating profit margin was 10.9% excluding the £20 million charge related to remediation of defective workmanship by a principal contractor that ceased operations on site, due to financial difficulties

First half trading performance

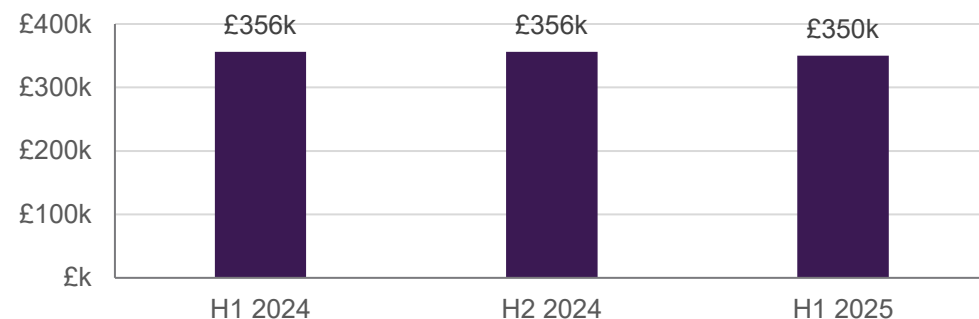
Net private sales rate per outlet per week



Cancellation rate



Average selling prices on private completions



Data based on reservations excluding JVs

- Order book as at 29 June 2025 valued at £2,116 million, representing 7,269 homes (30 June 2024: £2,012 million; 7,451 homes)
- Operated from average of 206 outlets in H1 2025 (H1 2024: 224)
- 32 new outlets opened in H1 2025 (H1 2024: 26)



Financial review

Chris Carney
Group Finance Director

Summary Group results

£m (before exceptional items)	H1 2025	H1 2024	Change	FY 2024
Revenue	1,654.6	1,517.7	9.0%	3,401.2
Gross profit	282.5	292.2	(3.3)%	648.7
Gross profit margin %	17.1	19.3	(2.2)ppt	19.1
Operating profit*	161.0	182.3	(11.7)%	416.2
Operating profit margin %	9.7	12.0	(2.3)ppt	12.2
Profit before tax and exceptional items	148.1	187.7	(21.1)%	418.5
Adjusted basic earnings per share* pence	3.2	3.8	(15.8)%	8.4
Tangible NAV per share* pence	117.5	124.5	(5.6)%	123.8
Return on net operating assets* %	10.4	10.9	(0.5)ppt	10.9

* See definitions slide in the appendix

First half UK performance

	H1 2025	H1 2024	Change	FY 2024
Legal completions – excl JVs	4,894	4,512	8.5%	9,972
Private	3,835	3,508	9.3%	7,794
Affordable	1,059	1,004	5.5%	2,178
Average selling price – excl JVs	313	317	(1.3)%	319
Private £000	350	356	(1.7)%	356
Affordable £000	180	179	0.6%	186
Legal completions – JVs	54	74	(27.0)%	117
Share of results – JVs £m	1.2	0.8	50.0%	(0.2)
Gross profit margin %	16.2	18.9	(2.7)ppt	18.5
Operating profit £m	130.4	167.9	(22.3)%	368.8
Operating profit margin %	8.5	11.5	(3.0)ppt	11.5

UK operating profit margin

Illustrative movements in UK operating profit margin H1 2024 to H1 2025

	Annual change	Impact on H1 2025 income statement (ppt)
Market inflation on selling prices	c.(0.5%)*	(0.4)
Market inflation on build cost	c.0.5%	(0.3)
Net economic benefit captured		(0.7)
Market impact of landbank evolution		(0.5)
Net market impact		(1.2)
Land and property sales		(0.9)
£20 million unexpected charge for historical defective workmanship		(1.3)
Direct selling costs		0.1
Net operating expenses		(0.3)
Other		0.6
Total UK operating profit margin movement		(3.0)

* Source: Market inflation based on internal pricing data

- The key drivers of the decline in H1 2025 UK operating margin are:
 - Lower pricing in the opening order book and modest build cost inflation
 - Landbank evolution as older, higher margin sites are traded out
 - Absence of prior year's margin accretive commercial land sales
 - £20 million one-off charge for defective workmanship at historical London development
- Excluding the £20 million charge, UK operating margin movement aligns with February guidance
- H2 outlook:
 - Stronger volumes expected to support margin recovery through improved operating leverage
 - Low single digit build cost inflation for the full year to continue to exert pressure on margin
 - Well positioned overall to improve operating margin performance in H2 assuming stable pricing

Building safety update

	£m
Total funds set aside for cladding fire safety remediation at 31 December 2024	314
2025 H1 provision increase:	
1. Historical building defects on cavity barriers behind brickwork or render	145
2. Additional works identified through recent FRAEW assessments	39
3. Site-specific cost increases, fees, contingencies and BSF adjustments	38
	222
Total funds set aside for cladding fire safety remediation at 29 June 2025	536
Spend to 29 June 2025	(101)
Remaining provision	435

- Cladding fire safety provision increased by £222 million in H1, reflecting new findings from updated fire risk assessments and investigations
- Key drivers:
 1. Intrusive investigations identified cavity barrier defects behind brickwork and render (£145 million), of which:
 - Buildings assessed by chartered fire engineers (£51 million)
 - Estimates for buildings still to be assessed (£94 million)
 2. More cautious fire engineer interpretations of cladding standards (£39 million)
 3. Site-specific cost increases, fees, contingencies and BSF adjustments (£38 million)
- Cash outflows now expected to extend to 2030, but no material change to 2025–26 cash flows expected
- Focus remains on completing works safely, efficiently, and responsibly

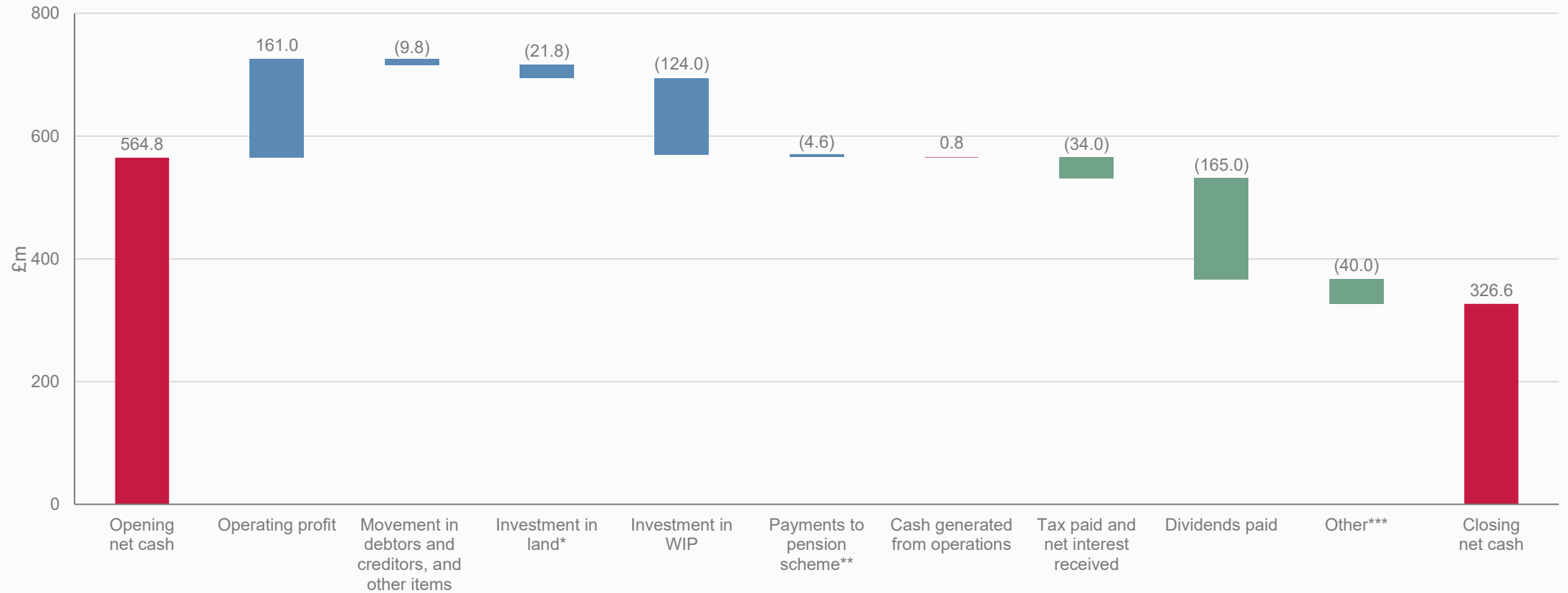
Summary Group balance sheet

£m	29 June 2025	30 June 2024	Change	31 Dec 2024
Long term assets and JVs	97.4	143.2	(45.8)	97.0
Land	3,307.1	3,252.0	55.1	3,387.5
WIP	2,137.0	2,001.5	135.5	1,989.1
Debtors	198.0	167.1	30.9	145.3
Land creditors	(533.4)	(494.4)	(39.0)	(627.9)
Other creditors	(873.0)	(891.3)	18.3	(845.1)
Pensions and post-retirement benefits	(17.4)	(21.8)	4.4	(22.2)
Provisions	(549.1)	(353.7)	(195.4)	(306.7)
Net operating assets*	3,766.6	3,802.6	(36.0)	3,817.0
Tax	91.1	43.9	47.2	23.4
Net cash*	326.6	584.0	(257.4)	564.8
Net assets	4,184.3	4,430.5	(246.2)	4,405.2
Tangible NAV per share	117.5p	124.5p	(7.0)p	123.8p

- Returned £165.0 million to shareholders by way of the 2024 final ordinary dividend

* See definitions slide in the appendix

Group cash flow



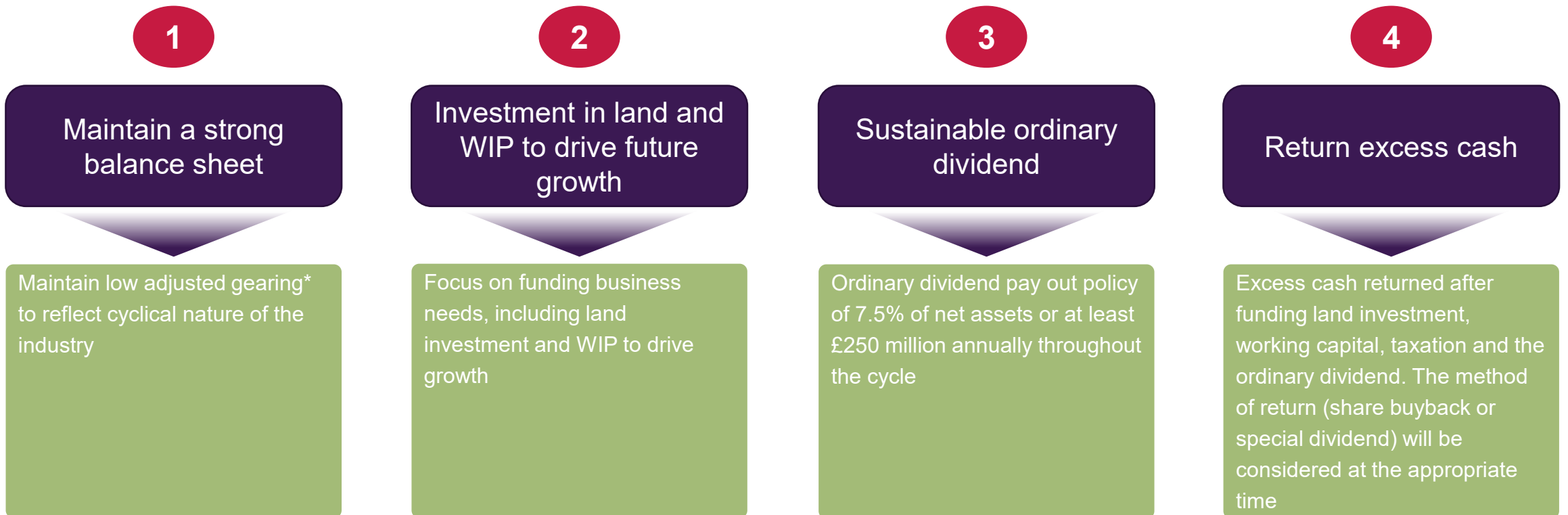
* Includes movement in land debtors and land creditors

** Pension contributions in excess of charge to income statement

*** Includes payments of £19.6 million relating to cladding fire safety remediation

Our capital allocation priorities

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



* See definitions slide in the appendix

A differentiated and reliable dividend through the cycle

- Ordinary Dividend Policy (7.5% of net assets annually) unchanged since 2018
- £2.7 billion returned to shareholders since inception - £1.9 billion in ordinary dividends
- £1.2 billion returned in ordinary dividends since 2022 alone, despite market downturn
- Strong balance sheet and 7 year landbank supply underpin sustainability of future growth
- Land already secured for all 2026 completions; 2027 all owned or controlled
- Dividend policy remains affordable, disciplined, and aligned with long term strategy

2025 guidance

	Guidance
UK completions (excl. JVs)	10,400 to 10,800 range
Group operating profit (incl. JVs)	c.£424 million
Year end net cash	c.£350 million
Net finance charges	c.£25 million net expense (including c.£2 million cash payment)
JV share of profit	c.£2 million

The background of the slide is a photograph of a residential street. On the left, a red brick house is partially visible. In the center, a two-story house with a red brick ground floor and a cream-colored upper floor is shown. To its right, another cream-colored house is visible. The street is paved, and there is a green lawn in the foreground. A large tree with green leaves is on the right side of the frame. The sky is blue with white clouds. A green semi-transparent rectangle is overlaid on the left side of the image, containing the company logo and text.

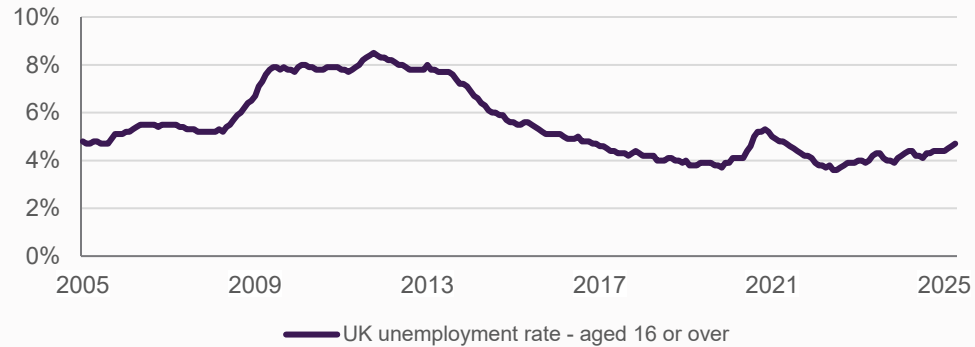
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Positioned for growth

Jennie Daly
Chief Executive

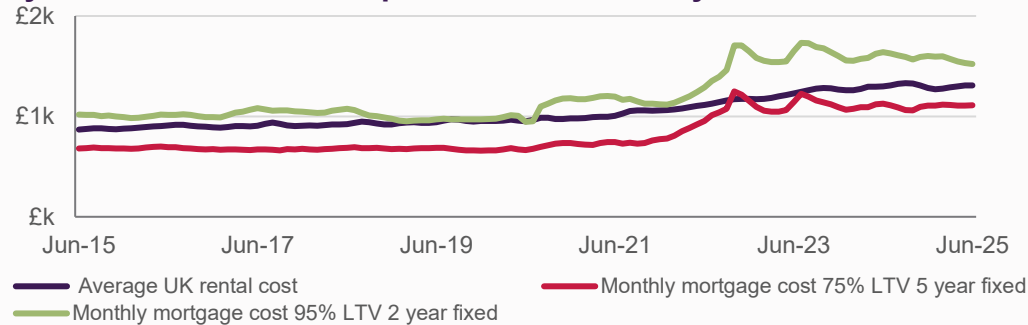
Market backdrop

Unemployment remains low



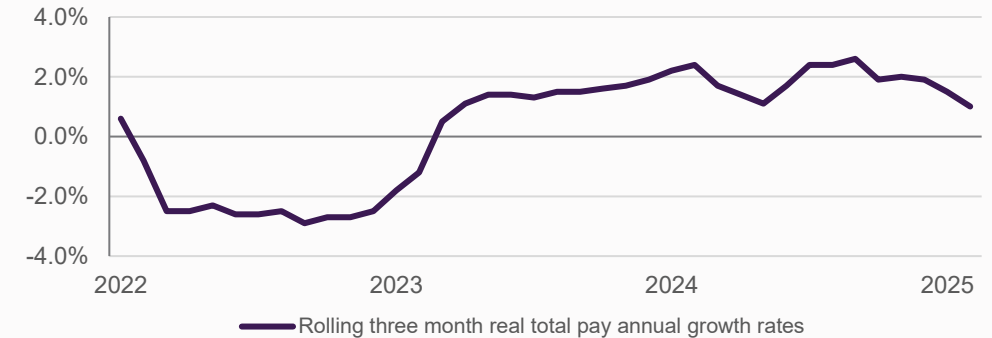
Source: ONS, April 2025

... but for those with smaller deposits, monthly mortgage payments remain more expensive than monthly rental costs



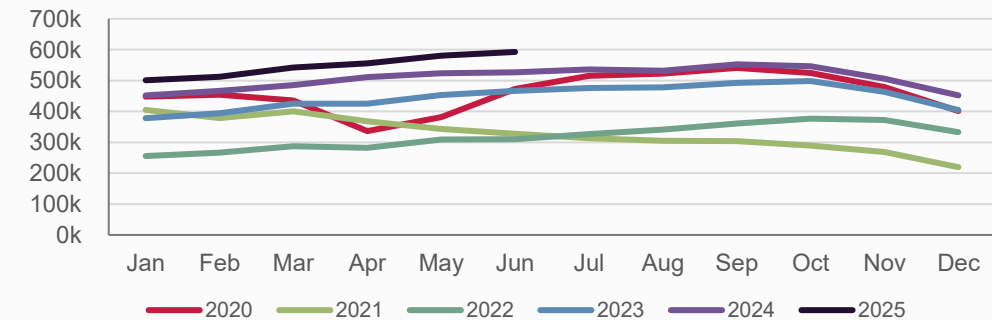
Source: Bank of England, Nationwide, Homelet Rental Index

Sustained real wage growth is gradually contributing to improved affordability...



Source: ONS, May 2025

Customers have greater choice with increased availability of second hand homes for sale



Source: Rightmove

Current trading

	H2 2025 (w/e 27 July 2025)	H1 2025	H2 2024	H1 2024
Average outlets open	208	206	207	224
Private sales rate (net)	0.59	0.79	0.76	0.75
Underlying private sales rate excl. bulk (net)	0.56	0.73	0.66	0.69
Private sales price £000	358	354	347	349
Cancellation rate (private)*	19%	16%	15%	14%

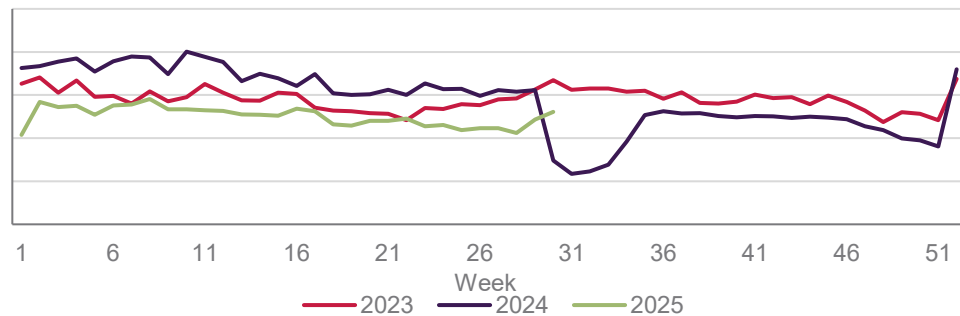
- Total order book of 7,452 homes with a value of £2,190 million as at 27 July 2025 (2024 equivalent period: 7,667; £2,102 million), excluding joint ventures
- Pricing remains broadly flat and down valuations low
- Section 106 affordable delivery continues to be challenging, however well placed for this year's affordable completions

Data based on reservations excluding JVs

* Private cancellation rate is defined as cancellations divided by gross reservations in the period

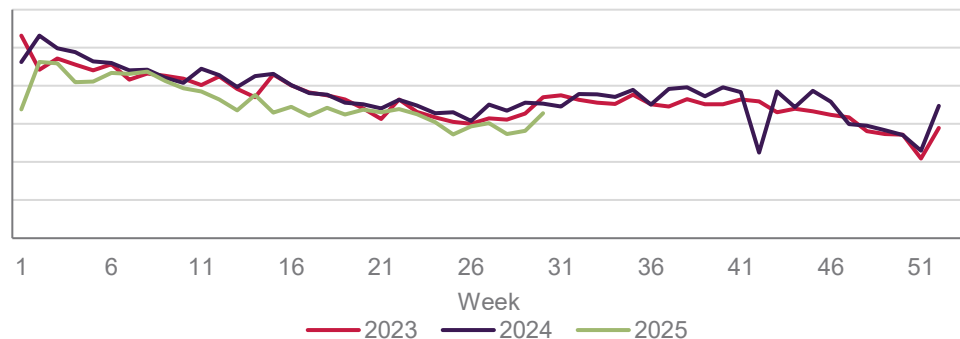
Focused on driving quality leads and commitment

Total website traffic reflecting actions taken to increase quality of traffic*



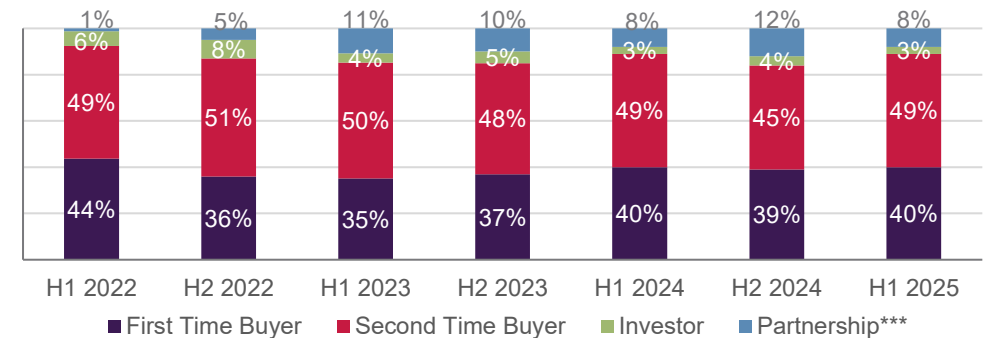
* After week 29 2024, recorded website sessions reduced as a result of a number of changes to the website such as cookie consent banner, analytics reporting and advertising changes to strip out poor quality visitors. From week 35 2024, reflects new data modelling method to address changes in Google reporting.

Number of appointments and walk-ins**



** Data centre relocated in week 42 2024

Private reservations by buyer type



*** Partnership is non affordable sales to Housing Associations and public bodies

- Agile in our approach to advertising investment
 - Driving quality leads and reducing poor quality traffic
 - Leveraging data to reach people who are in market
- Driving commitment through tailoring incentives for first time buyers and making moving easier for second time buyers using Easy Mover and Part Exchange

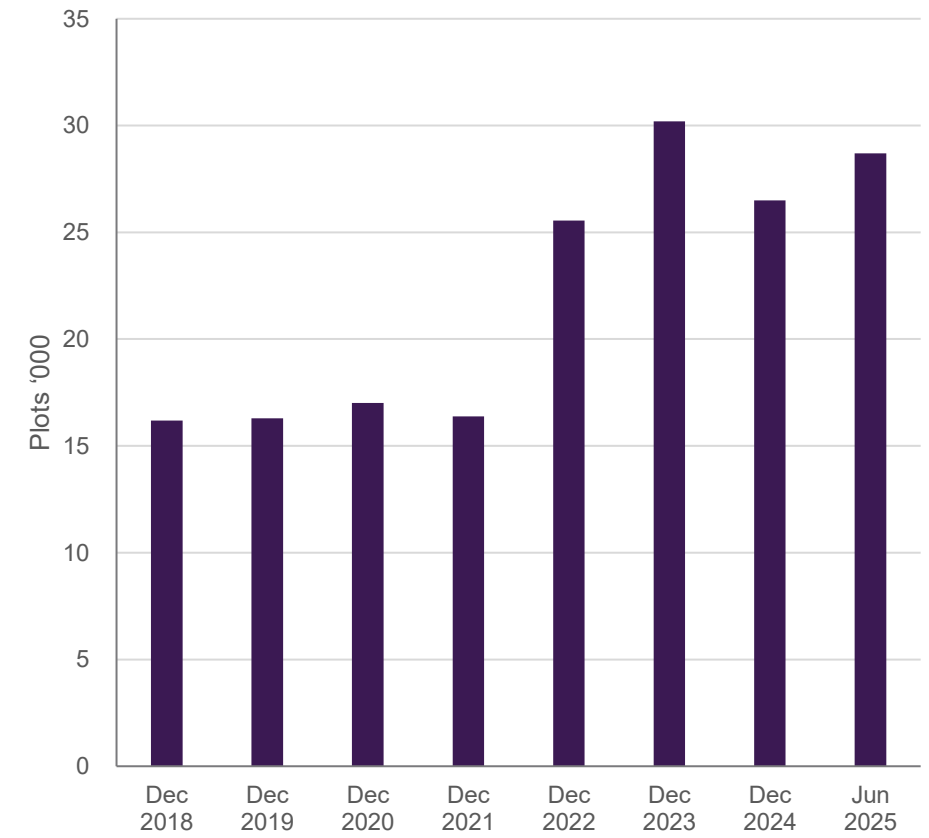
Political and regulatory update

- National Planning Policy Framework (NPPF) an encouraging start
 - If fully implemented could underpin land to deliver much needed homes
 - Some early positive indications but full impact will take time
- Planning and Infrastructure Bill to streamline and support delivery of planning
 - Introduced to Parliament on 11 March 2025
 - The Bill now at committee stage in the House of Lords
- Preparing for Building Safety Levy implementation on existing assets and factoring into land price negotiations
 - Draft Building Safety Levy Regulations laid before Parliament on 10 July 2025
 - Parliamentary process expected to be completed by Autumn 2025, subject to approval, will come into effect from 1 October 2026
- Future Homes Standard update expected in Autumn 2025

Delivering growth from our landbank

- Strong landbank, strategic pipeline and balance sheet
- Focus for last few years on driving increased high-quality planning applications
 - Encouraging early signs at some local authorities – with increase in speed of decision making
- Continue to be opportunistic in reviewing land opportunities
 - Approved c.3k new plots in first half of the year
 - Converted c.1k plots from the strategic pipeline
- Own all of the land required for 2026 completions, over 90% with detailed planning
- Continue to expect to open more outlets this year than in 2024 with new openings weighted towards the end of the year

Number of plots in planning for first principle determination



Some encouraging early planning decisions

Hambleton, Selby: Outline planning application for up to 110 homes submitted December 2023

- Council had 5 year housing land supply (5YHLS) but Local Plan adoption not expected until December 2025
- In July 2024, NPPF significantly increased housing requirement
- Council agreed to work proactively to bring forward sites
- In Q2 2025, application was brought forward to earliest possible committee
- Unanimously voted through subject to S106

Hare Street Road, Buntingford: Assertive application for 200 homes submitted February 2024

- Emerging Local Plan over five years old and 5YHLS deficit and strategy aligned to that kicking in during determination
- In October 2024, scheme refused at committee
- In January 2025, after the new NPPF, returned to committee and received approval

Summary and outlook

- Focused on operational excellence and execution to protect and drive value
- Well positioned to benefit from planning improvements
- Continue to focus on building our order book to optimise value and position for further completions growth in 2026
- Positioned the business for growth underpinned by a strong balance sheet and excellent landbank
- On 1 October, will host an Investor and Analyst Event on how the business is positioned to navigate the next stage of the cycle and set up for growth beyond 2025



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

- 1 October 2025 Investor and analyst event
- 12 November 2025 Trading update
- 15 January 2026 Trading update
- 5 March 2026 Full year results 2025
- 28 April 2026 AGM and trading update



Appendices

Half Year Results Presentation
for the six months to 29 June 2025



Operational KPIs

Land	H1 2025	H1 2024	FY 2024
Land cost as % of ASP on approvals	17.4%	15.6%	17.0%
Landbank years	c.7.3	c.7.8	c.7.8
% of completions from strategically sourced land	39%	41%	40%
Operational excellence			
Construction Quality Review (average score / 6)	4.97	4.92	4.93
Average reportable items per inspection	0.17	0.18	0.18
Health and Safety Injury Incidence Rate (per 100,000 employees and contractors) rolling 12 months*	217	164	212
Employee engagement (annual survey)			93%
Sustainability			
Customer satisfaction 8-week score 'Would you recommend? '**	95%	96%	96%
Customer satisfaction 9-month score 'Would you recommend? '***	90%	77%	80%
Reduction in operational carbon emissions intensity (measured at year end)			21%

KPIs for UK only

* See definitions slide in the appendix

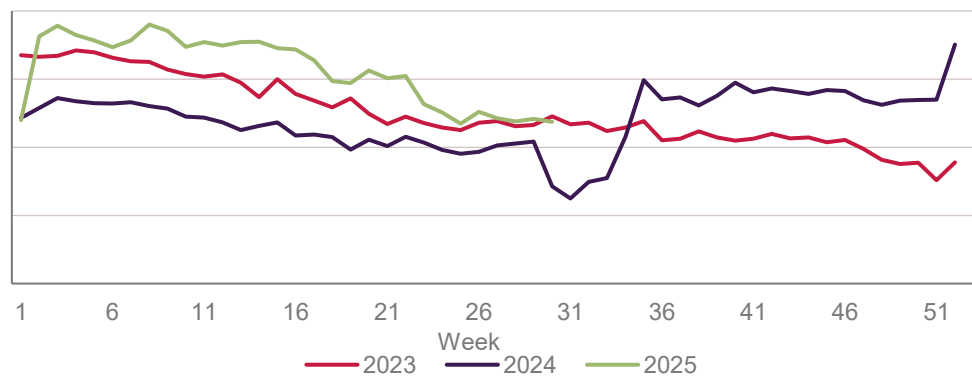
** The 8-week 'would you recommend' score for H1 2025 relates to customers who legally completed between October 2024 and March 2025, with the H1 comparator relating to the same period in the prior years

*** The 9-month 'would you recommend' score for H1 2025 relates to customers who legally completed between October 2023 and March 2024, with the H1 comparator relating to the same period in the prior years

Going forward, our HBF rating will be determined on the basis of 8-week and 9-month customer service scores, equally weighted, instead of the 8-week 'Would you recommend?' score. Our star status will be derived from the aggregate score relating to two questions on quality and service contained in the 8-week survey and the same two questions contained in the 9-month survey. Each question will receive a 1-5 score, with 5 being most favourable. An aggregate score of 4.15 will be the measure of 5-star builder status as at March 2026 which is the cutoff date for determining next year's star status. As at 2 July 2025, our rating was 4.26, well ahead of the threshold to be considered a 5-star builder.

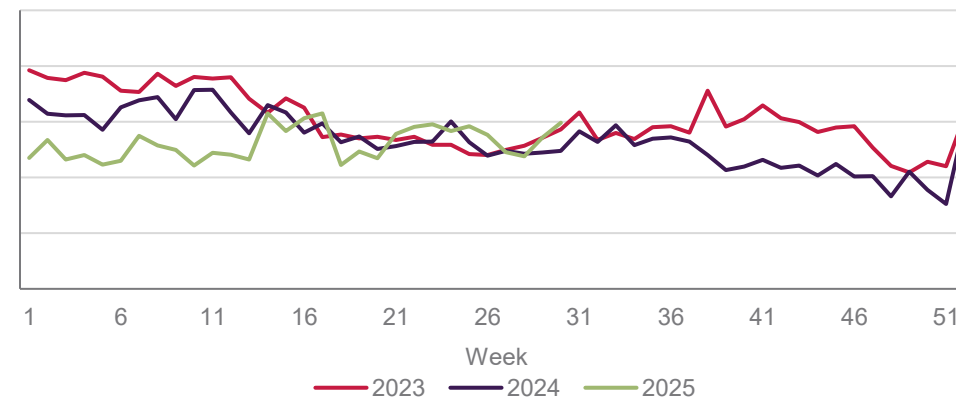
Forward indicators

Organic customer interest



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

Total enquiries



Summary income statement*

Group £m	H1 2025	H1 2024	Change	FY 2024
Revenue	1,654.6	1,517.7	9.0%	3,401.2
Cost of sales	(1,372.1)	(1,225.5)	12.0%	(2,752.5)
Gross profit	282.5	292.2	(3.3)%	648.7
Net operating expenses	(122.7)	(110.7)	10.8%	(232.3)
Profit on ordinary activities before financing	159.8	181.5	(12.0)%	416.4
Net finance (cost) / income	(12.9)	5.4	-	2.3
Share of results of JVs	1.2	0.8	50.0%	(0.2)
Profit before tax	148.1	187.7	(21.1)%	418.5
Tax charge	(33.4)	(51.7)	(35.4)%	(120.9)
Profit for the period	114.7	136.0	(15.7)%	297.6

* Before exceptional items

Cash flow summary

Group £m	H1 2025	FY 2024	H2 2024	H1 2024
(Loss) / profit from ordinary activities before financing	(80.4)	333.9	240.4	93.5
(Increase) / decrease in inventories	(145.8)	(86.8)	11.8	(98.6)
Exceptional items charge	240.2	82.5	(5.5)	88.0
Other operating items*	(13.2)	(17.9)	(38.0)	20.1
Cash generated from operations	0.8	311.7	208.7	103.0
Payments relating to exceptional charges	(21.4)	(34.1)	(18.0)	(16.1)
Tax paid	(37.7)	(102.5)	(52.9)	(49.6)
Interest paid	(4.5)	(10.2)	(4.7)	(5.5)
Net cash (used in) / from operating activities	(62.8)	164.9	133.1	31.8
Investing activities	(2.5)	73.9	27.3	46.6
Financing activities	(171.8)	(352.3)	(179.6)	(172.7)
Cash flow for the period	(237.1)	(113.5)	(19.2)	(94.3)
Opening net cash	564.8	677.9	584.0	677.9
Cash outflow**	(237.1)	(113.5)	(19.2)	(94.3)
Foreign exchange	(1.1)	0.4	-	0.4
Closing net cash	326.6	564.8	564.8	584.0

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

** Includes movements in debt balance

Financing

- Net cash at 29 June 2025 of £326.6 million (31 December 2024: £564.8 million, 30 June 2024: £584.0 million)
- Adjusted gearing, including land creditors, of 4.9% (31 December 2024: 1.4%, 30 June 2024: -2.0%)
- Average net cash during H1 2025 of £324.6 million (FY 2024: £494.5 million, H1 2024: £582.4 million)
- Main borrowings and facilities:
 - £600 million Revolving Credit Facility expiring July 2030 extended by one year and fully undrawn during the period
 - €100 million 5.08% Senior Loan Notes due June 2030
 - Used to hedge the investment in our Spanish business
 - Weighted average life of borrowings and facilities of 5.0 years

Finance charges

£m	H1 2025	H1 2024	Change	FY 2024
Interest on bank and other loans	3.9	4.0	(0.1)	8.0
Foreign exchange loss	0.5	0.1	0.4	0.1
Unwind of discount on land creditors and other items	14.8	6.9	7.9	16.7
Net interest on pension liability	0.5	0.6	(0.1)	1.1
Interest on lease liabilities	0.8	0.7	0.1	1.5
Total	20.5	12.3	8.2	27.4

Tax

Asset / (liability)	Current tax £m	Deferred tax £m	Net tax £m
As at 1 January 2025	2.8	20.6	23.4
Income statement	20.6	9.7	30.3
SOCI / SOCIE	-	(0.3)	(0.3)
Cash paid	37.7	-	37.7
Other (including foreign exchange)	(0.2)	0.2	-
As at 29 June 2025	60.9	30.2	91.1

- Effective tax rate of 32.9% (H1 2024: 26.8%)
- Residential Property Developer Tax charged on pre-interest residential development profits, after deduction of £25 million annual allowance

Building safety update: Building movements

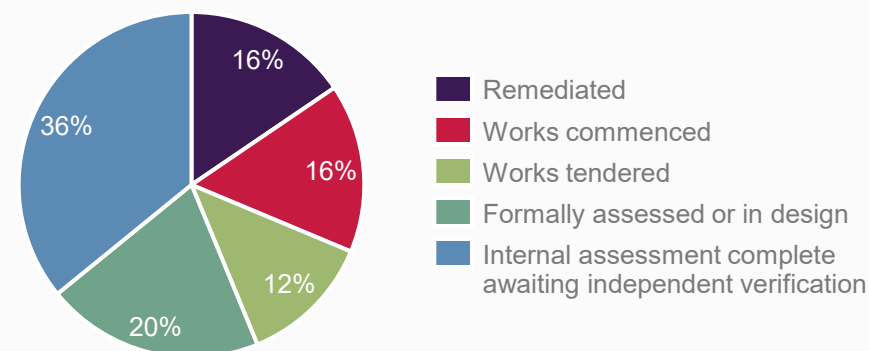
Building movements from 31 December 2024 to 29 June 2025

	Buildings requiring remediation
Buildings requiring remediation: at 31 December 2024*	253
Known buildings moved from 'no works required' to 'requiring works', with FRAEW report	37
Known buildings moved from 'requiring works' to 'no works required'	(19)
Known buildings moved from 'no works required' to 'requiring works', awaiting report	56
Additional buildings	2
Buildings requiring remediation: at 29 June 2025	329
Remediated buildings: at 29 June 2025	(51)
Buildings still to remediate: at 29 June 2025	278

* 31 December 2024 building count has been restated to align to MHCLG reporting conventions – previous reporting recognised blocks with common / shared structures (such as shared podium structure or underground car park) as one building.

- 37 increase in buildings requiring remediation:
 - Recent FRAEW reports received show works required whereas earlier EWS1 (by chartered fire engineers) advised that no works were required
- 19 decrease in buildings requiring remediation:
 - Recent FRAEW reports received show that no work is required on buildings that were previously determined on earlier EWS1 (by chartered fire engineers) as needing work, plus others now confirmed as out of scope
- 56 increase in buildings requiring remediation:
 - Recent FRAEW reports received and increased chartered fire engineer engagement has led to our reassessment of buildings impacted and works required

Buildings requiring remediation: Progress update



Pension funding

	HY 2025	FY 2024	FY 2023
Deficit contributions to the Scheme	-	-	-
Payments to escrow	-	-	-
Pension Funding Partnership (PFP)	5.1	5.1	5.1
Scheme expenses	1.0	2.0	2.0
Total	6.1	7.1	7.1

- IAS 19 surplus at 29 June 2025 of £132.1 million, deficit of £17.3 million recognised after IFRIC 14 adjustment
- Pension payments total £6.1 million in the half year (PFP £5.1 million, expenses of £1.0 million)
- Triennial valuation of the Scheme agreed with the Trustee in 2024 with an effective date of 31 December 2022:
 - No deficit contributions required, contributions towards Scheme expenses (£2.0 million) continues to be paid
- Pension Funding Partnership:
 - Annual contributions of £5.1 million continue until 2029
 - Seven annual payments due of up to £12.5 million each from 2029 to 2035. Payments only due if the Scheme has a Technical Provisions deficit at the prior 31 December
 - Surplus at June 2025 of £115 million and funding level of 107.9% on Technical Provisions basis

UK landbank – plots and net cost

Plots	29 Jun 2025						31 Dec 2024	
	Owned		Controlled		Total		Total	
	Plots	£m	Plots	£m	Plots	£m	Plots	£m
Detailed planning	35,117	1,850	4,423	15	39,540	1,865	40,042	1,877
Outline planning	24,914	901	5,625	34	30,539	935	31,403	963
Resolution to grant	2,200	74	3,716	10	5,916	84	7,181	105
Short term	62,231	2,825	13,764	59	75,995	2,884	78,626	2,945
Allocated strategic*	2,884	30	5,529	24	8,413	54	8,784	70
Non-allocated strategic*	28,308	137	98,307	95	126,615	232	127,355	228
Strategic	31,192	167	103,836	119	135,028	286	136,139	298
Total	93,423	2,992	117,600	178	211,023	3,170	214,765	3,243

- Land cost in short term owned landbank is 13.3% of ASP (31 December 2024: 12.9%), supported by strategic pipeline conversions and geographic mix
- Land cost as % of ASP on H1 2025 approvals 17.4% (H1 2024: 15.6%)

Data includes JV plots

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

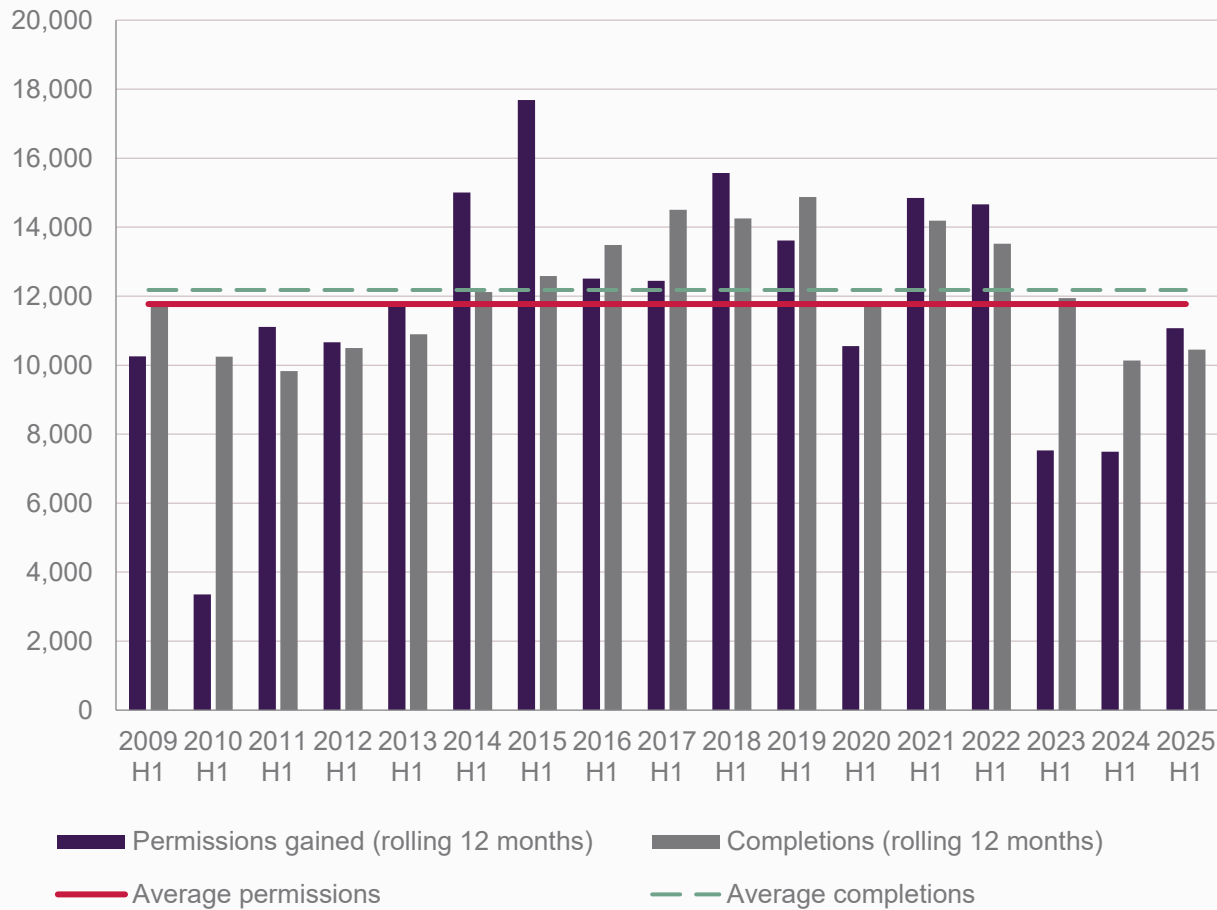
- Potential revenue in the landbank was £60 billion (31 December 2024: £60 billion), comprising:
 - Short term land of £26 billion (31 December 2024: £26 billion)
 - Strategic land of £34 billion (31 December 2024: £34 billion)

UK land commitments

£m	< 1 yr	1-2 yrs	2-5 yrs	5+ yrs	As at 29 Jun 2025	As at 31 Dec 2024
Committed cash payments in respect of unconditional land contracts	296	116	85	29	526	619
Expected cash payments in respect of conditional land contracts	66	77	115	56	314	347

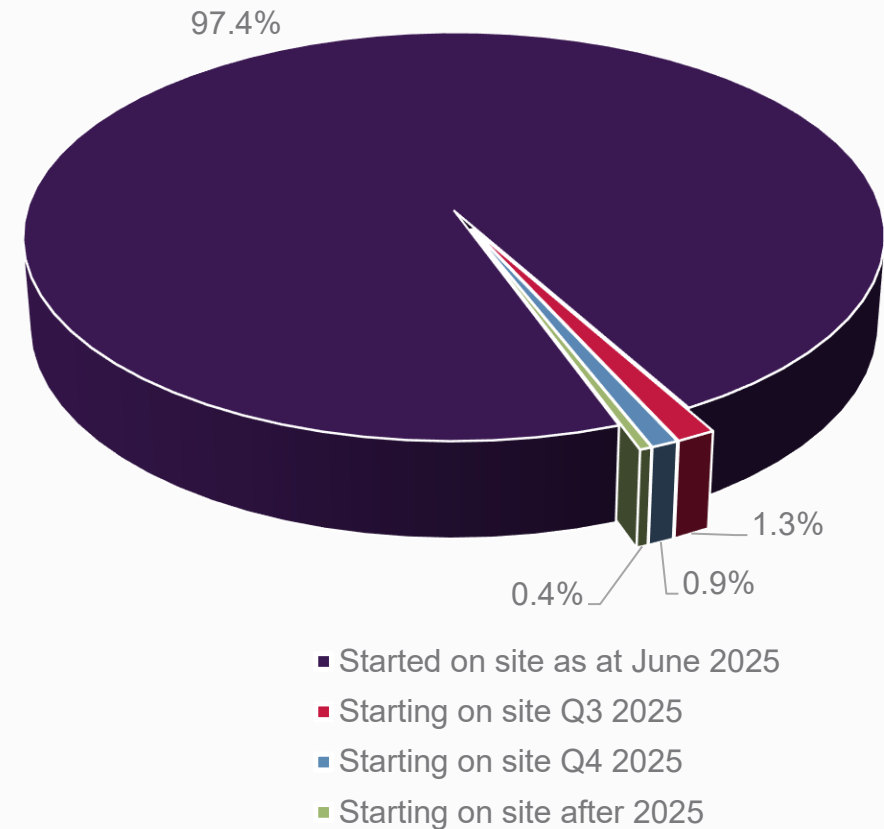
- Included in unconditional land contracts at 29 June 2025 are UK overage commitments of £44 million (31 December 2024: £40 million)

UK implementable planning permissions



Data includes JV plots

Sites with implementable planning permission



UK completions mix

UK completions H1 2025	<£200k	£201k – £250k	£251k – £300k	£301k – £450k	£451k – £600k	£601k – £1m	>£1m	Total
Price band	19%	13%	18%	38%	9%	3%	-	100%

UK completions	H1 2025	FY 2024	H2 2024	H1 2024	FY 2023	H2 2023	H1 2023
First time buyers	32%	31%	30%	31%	29%	28%	31%
Second time buyers	37%	39%	40%	38%	41%	42%	39%
Affordable*	29%	28%	28%	28%	26%	26%	26%
Investor	2%	2%	2%	3%	4%	4%	4%
Total	100%	100%	100%	100%	100%	100%	100%

Private completions	H1 2025	FY 2024	H2 2024	H1 2024	FY 2023	H2 2023	H1 2023
Apartments	7%	7%	6%	7%	10%	8%	11%
1 / 2 / 3 bed houses	56%	55%	54%	56%	51%	53%	49%
4 / 5 / 6 bed houses	37%	38%	40%	37%	39%	39%	40%
Total	100%	100%	100%	100%	100%	100%	100%

* Includes private sales to Housing Associations and public bodies
Data based on completions excluding JVs

UK sales performance

Private and affordable reservations excl. JVs

	H2 2025 (w/e 27 July 2025)	H1 2025	H2 2024	H1 2024
Average outlets open	208	206	207	224
Average selling price £000	345	332	316	329

As at

	H2 2025 (w/e 27 July 2025)	29 June 2025	31 Dec 2024	30 June 2024
Total order book value £m	2,190	2,116	1,995	2,012
Total order book units	7,452	7,269	7,312	7,451
ASP in total order book £000	294	291	273	270
Outlets at end of period	205	209	213	214
Order book value £m per outlet	10.7	10.1	9.4	9.4

Data based on both private and affordable reservations excluding JVs

Spain financial summary

	H1 2025	H1 2024	Change	FY 2024
Average number of active sites	23	23	-	24
Legal completions	316	142	122.5%	504
Average selling price £000	355	433	(18.0)%	370
Average selling price €000	420	509	(17.5)%	440
Revenue £m	111.9	61.5	82.0%	186.6
Operating profit £m	30.6	14.4	112.5%	47.4
Operating profit margin %	27.3	23.4	3.9ppt	25.4
Order book £m	151.4	235.6	(35.7)%	180.2
Order book units	369	657	(43.8)%	491
Net operating assets £m	79.6	110.6	(28.0)%	89.5
Total landbank plots*	3,122	3,518	(11.3)%	3,214

* Landbank includes owned and controlled land

Definitions

- Operating profit is defined as (loss) / profit on ordinary activities before financing, 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 Injury Incidence Rate (IIR) 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.