

Overview

We are one of the UK's leading national homebuilders operating at a local level from 23 regional businesses. We also have a small Spanish business.

We were established from the merger of George Wimpey and Taylor Woodrow in 2007, companies that date back over 100 years.

Year end: 31 December

FTSE 100: TW.L

Executive management:

Jennie Daly, CEO
Chris Carney, Group Finance Director

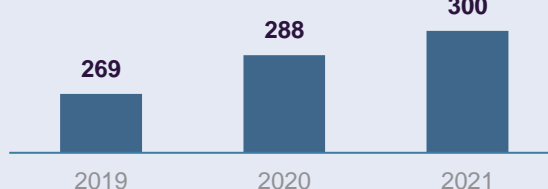
Employees: c.5.4k

► Our purpose is to build great homes and create thriving communities

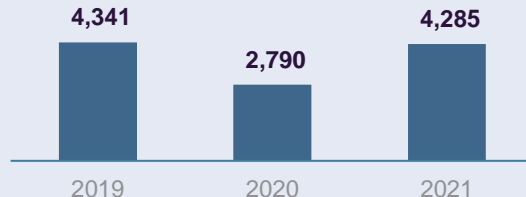
UK completions excl. JVs



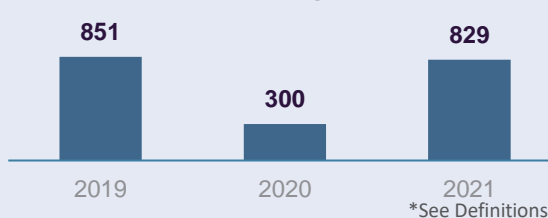
UK average selling price £k



Group revenue £m



Group operating profit* £m



Environmental

- Climate change: Science-based target for carbon reduction approved by the Science Based Targets initiative
- Nature: Enhancing nature on our sites
- Waste: Using fewer and more sustainable resources

Social

- Community Communications Plan: Consistent approach to working with communities
- Placemaking: Creating connected, sustainable communities
- Social contributions: Financial contributions through our section 106 commitments and support of local and national charities

Governance

- Board oversight: Strong culture of governance led by the Board and robust frameworks, policies and responsible group culture
- Our values: Strong culture of doing the right thing with health and safety our number one priority
- Commitment to diversity: In 2021, we are launched our new Equality, Diversity and Inclusion Policy

[\(see more information in our Annual Report\)](#)

HBF 5-star homebuilder



Industry leading Construction Quality Review (CQR) score



First housebuilder to achieve Carbon Trust Standard



Highly engaged employees

91%
Overall employee engagement score

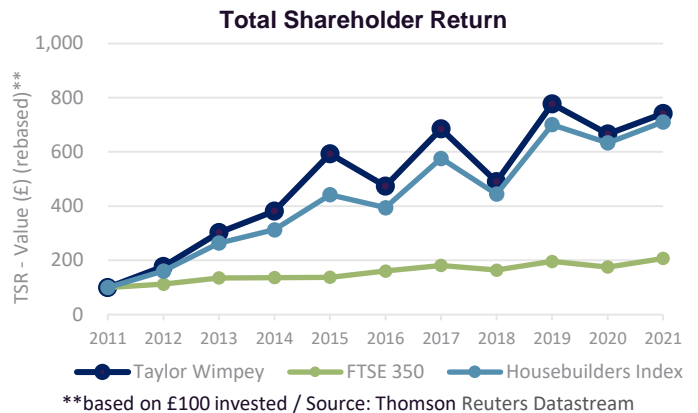
High quality landbank

c.85k
Plots in UK short term landbank as at 31 December 2021

[\(see our full list of KPIs here\)](#)

Investment case

- ▶ Strong momentum following significant recent land investment to drive outlet growth and volumes
- ▶ Clear levers to improve operating margin
- ▶ Highly cash generative with a commitment to return excess cash
- ▶ Delivering for all stakeholders



Shareholder returns

- ▶ We returned c.£2.85 billion to shareholders from 2007 to 2021

Ordinary Dividend Policy

Our Ordinary Dividend Policy is to pay out to shareholders approximately 7.5% of net assets, paid in two equal instalments in May and November.

Approach to return of excess capital

Our intention remains to return cash generated by the business in excess of that needed by the Group to fund land investment, all working capital, taxation and other cash requirements of the business, and once the ordinary dividend has been met.

Business model

We optimise shareholder capital and stakeholder returns through three key phases

Key phase	What we do	Why and how we do it
1. Investment Selecting land	Shareholder capital management	We continue to look for opportunities in the right locations that optimise our value and meet our returns criteria. We continue to focus on being responsive to land market conditions. We take account of sustainability issues from the start of the landbuying process, including biodiversity net gain, flood risk, proximity and access to infrastructure and services, sustainable transport, community wellbeing and local economic development.
2. Development Managing the community and planning process	Protecting capital and adding value	We design and plot the right houses in an efficient manner to generate strong returns while maximising available land resources and creating attractive places to live. In 2021, we contributed £418 million to local communities via planning obligations (2020: £287 million). This funded a range of infrastructure and facilities including: affordable housing; green spaces; community, commercial and leisure facilities; transport infrastructure; heritage buildings; and public art.
3. Realising value Optimising the housebuilding process	Optimising stakeholder returns	We build quality homes safely and efficiently, getting the customer proposition right and optimising sales price. This includes working closely with our supply chain and our central logistics function, TW Logistics, to ensure we maximise the opportunities our scale affords. We are working in our business and with suppliers and peers to reduce energy use and waste, improve resource efficiency and increase our use of recycled materials and those with lower embodied carbon.

Performance and guidance

	2019	2020	2021	2021 Guidance
UK completions (excl. JVs)	15,520	9,412	13,929	Modest, low single digit growth vs 2021 volumes
Private	12,043	7,564	11,481	–
Affordable	3,477	1,848	2,448	c.20% affordable
Group operating profit margin (incl. JVs) %	19.6	10.8	19.3	Further progress towards 21-22%
Year end net cash £m	545.7	719.4	837.0	c.£600 million
Dividends per share pence (paid in year)	18.34	-	8.28	<ul style="list-style-type: none"> • 4.44p declared for 2021 final ordinary dividend (May 2021 payment)¹ • Ordinary: Intend to pay c.7.5% of net assets in to equal payments¹ • Excess capital return: of c.£150m via share buyback commenced March 2022

¹ Final Dividends subject to shareholder approval

Strategy and priorities



Delivering against our key priorities

Operational excellence and discipline driving an increase in operating margin	Progressing recent land acquisitions through planning to facilitate outlet growth in late 2022 and volume growth in 2023
Continue to deliver consistently great build quality, customer service and employee experience and identify where we can add value	Further embedding sustainability through the business, targeting areas where we can make the most difference to future proof the business

Financial goals (2018-2023)

Return on net operating assets* 30% 24.7% in 2021 (2020: 9.9%)	Operating profit margin* c.21-22% 19.3% in 2021 (2020: 10.8%)
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£ Linked to management remuneration

^{*}See Definitions