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# In Five Years Time

**Pete Redfern,**  
**CEO Taylor Wimpey**

The last 5 years

A guess at 2017

Today's priorities

What a difference 5 years makes...



2007



2012



2017 +

- Sustainability #1 agenda

- Peak of over 175k homes built

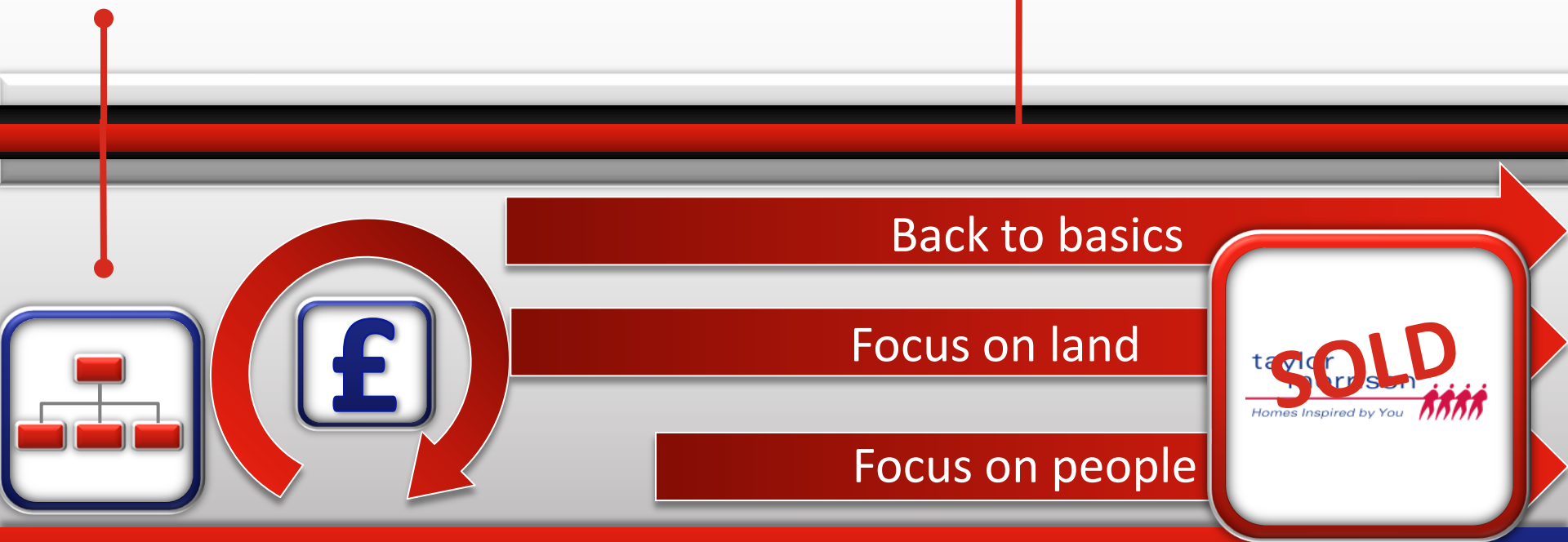


- Banks collapse
- Industry grinds to halt



- Mortgage availability constrained
- Planning approvals slump to 126k plots
- Valuations issue

- Survival and growth #1 on agenda





Building

www.building.co.uk

PPA SUBSCRIPTION MAGAZINE OF THE YEAR

FRIDAY 30.03.07

# HERCULES

THE HOUSEBUILDER

ITS TURNOVER WILL BE **£3bn** MORE THAN BARRATT, IT WILL BUILD **14,300** MORE HOMES THAN PERSIMMON AND EMPLOY **12,000** MORE STAFF THAN BELLWAY... MEET **TAYLOR WIMPEY**, THE BIGGEST BUILDER IN BRITISH HISTORY



## MENU

Based on three meetings per week over 40 weeks, the following was consumed:

1,680 portions of fish and chips

240 bowls of pasta

6,480 cups of teas

6,480 chocolate biscuits and 36,000 jelly beans

## **Building.co.uk**

*Revealed: behind the scenes of the Taylor Wimpey debt deal.*

*15 May 2009*





Sustainability

Affordable  
housing

Planning

Workforce and  
skills

Localism

Housing market



Environmental  
responsibility

Tenure and  
ownership  
structure

Planning

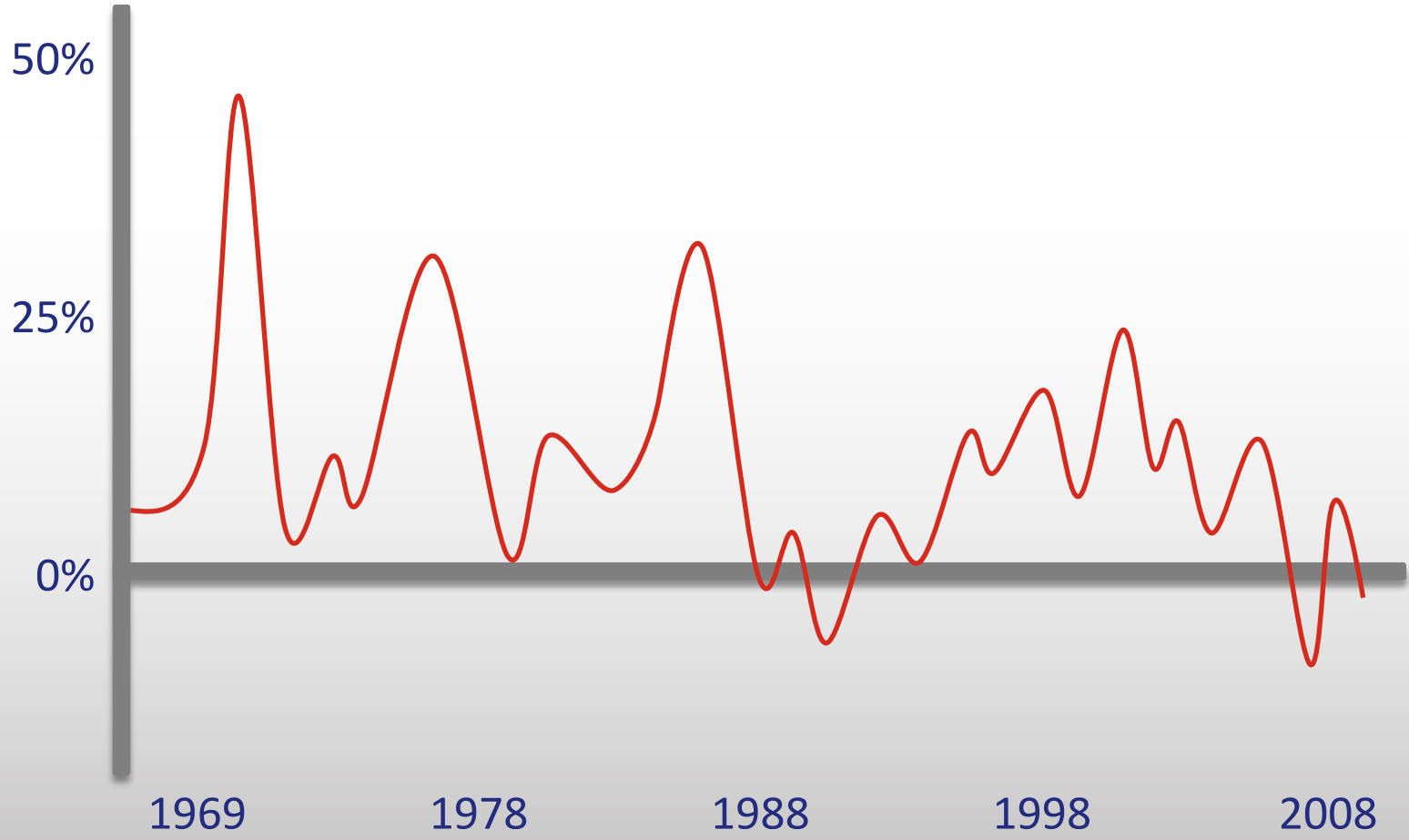
Workforce and  
skills

Community  
engagement

Housing market

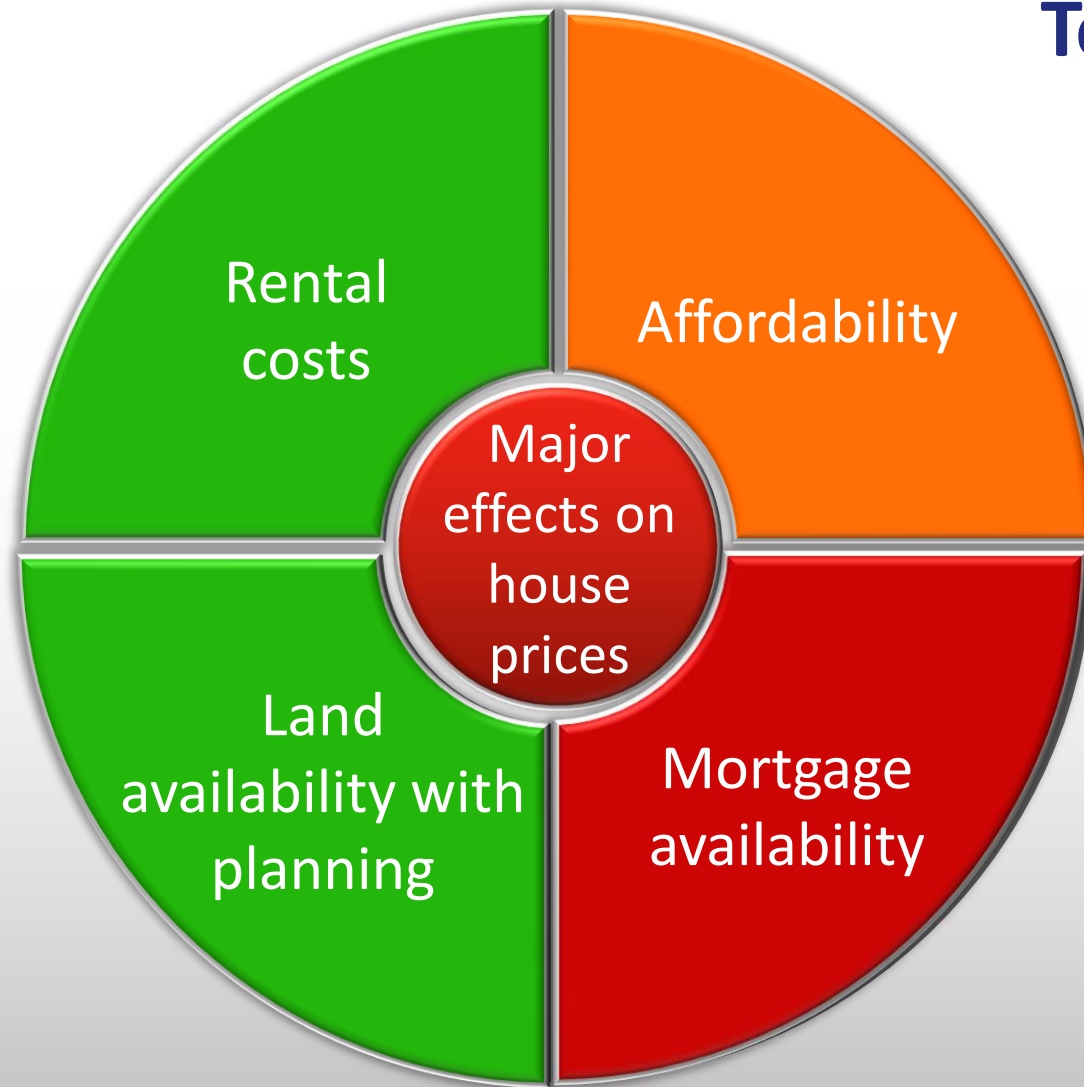


Change in house prices pa

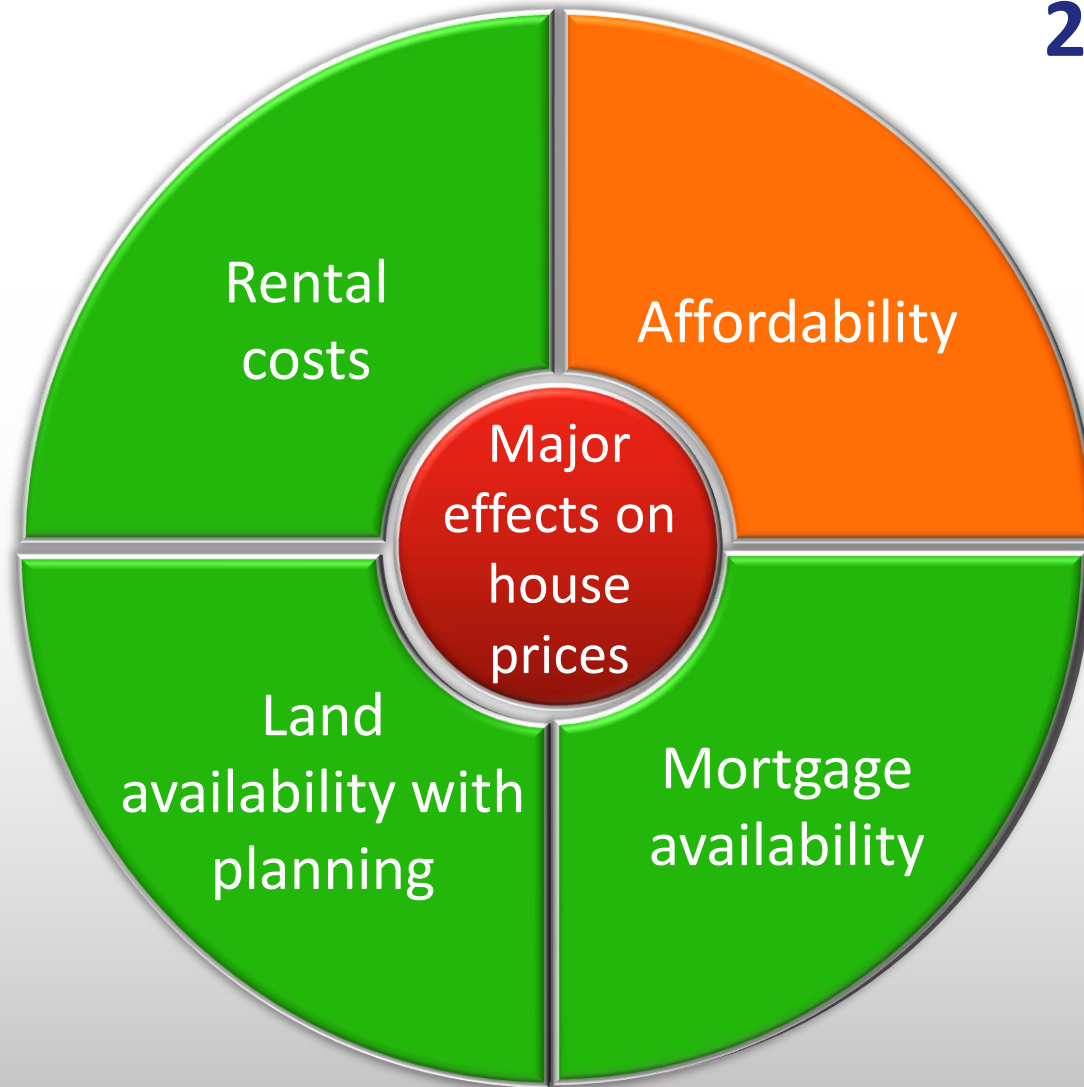




Today

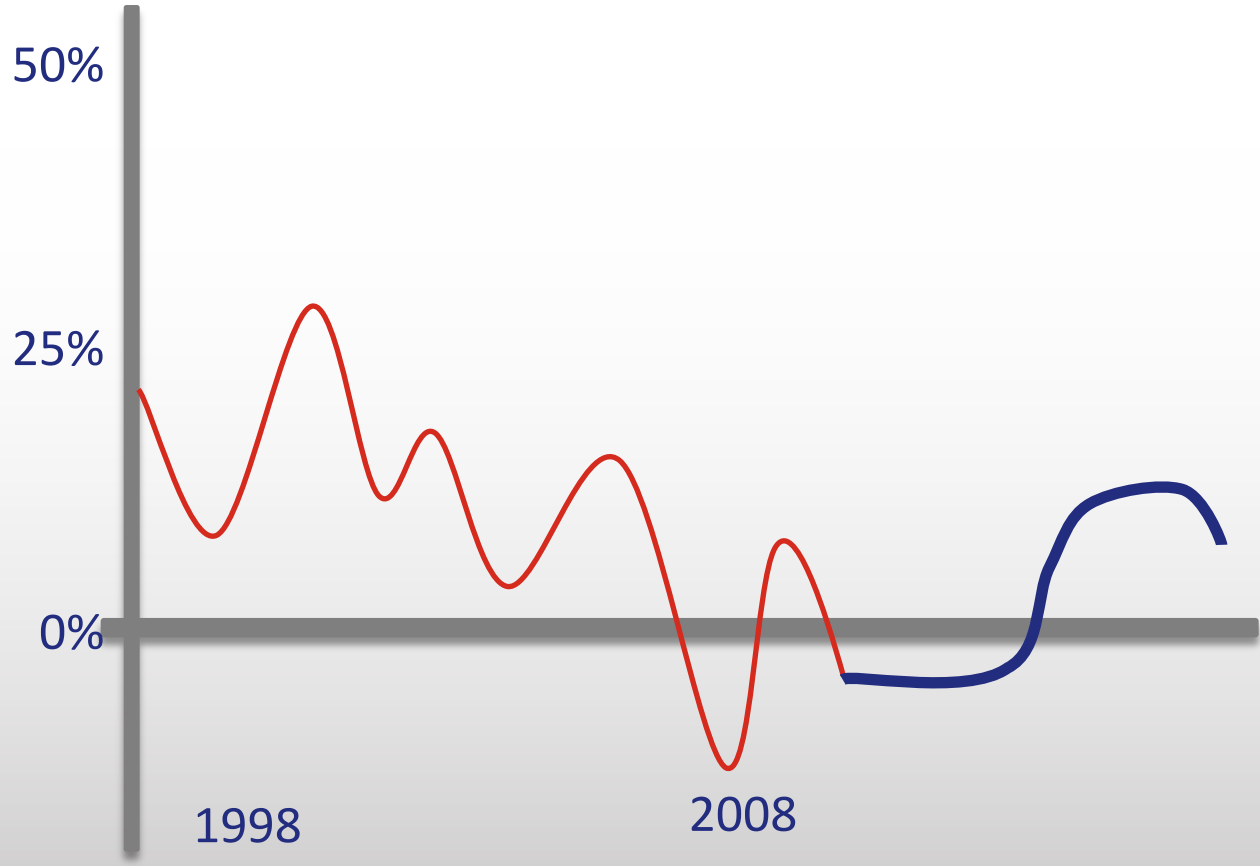


2017

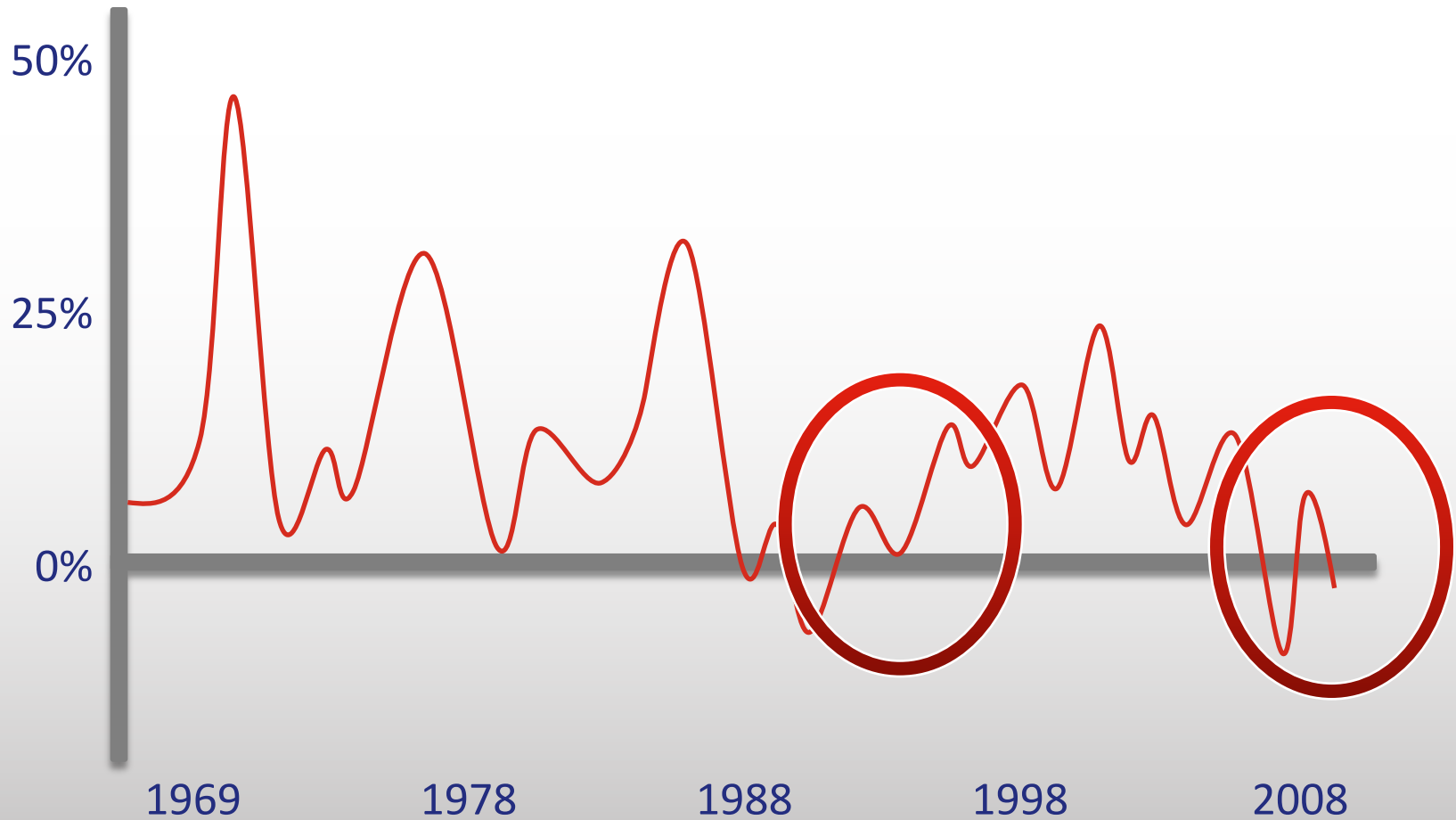




Change in house prices pa



Change in house prices pa



**Leadership Programme**

**Management Development**

**Graduate Scheme**

**Management Trainee Programme**

**Apprenticeships**

**Sales Leadership**

**Community Led Planning**

**New skills needed!**

Environmental  
responsibility

Tenure and  
ownership  
structure

Planning



Workforce and  
skills

Community  
engagement

Housing market

- National Planning Policy Framework
  - Published March 2012
  - Presumption in favour of sustainable development
  - First joint core strategy approved June 2012
- Community Infrastructure Levy
  - Planning charge/levy
  - Came into force on April 2010



Will Localism be alive  
and kicking in 2017?



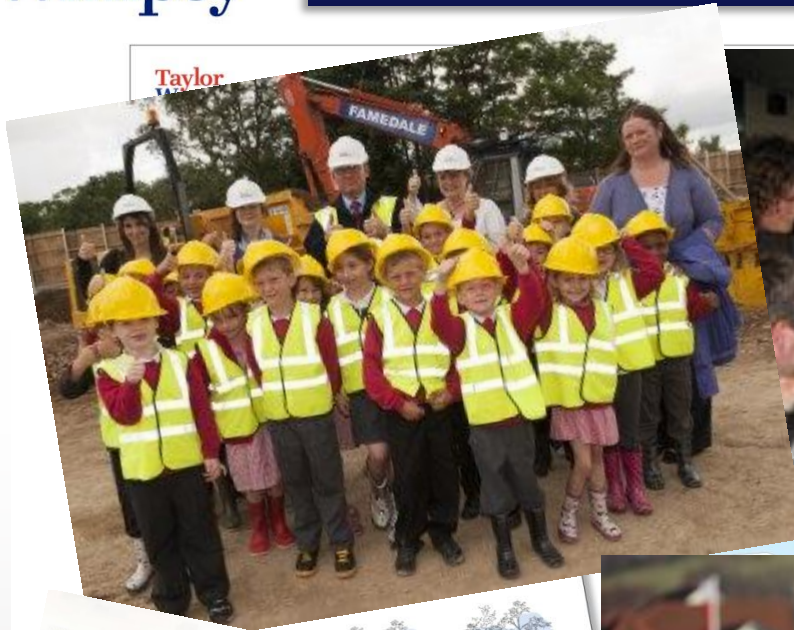
## 2011 community contributions via planning obligations

Sections 106 and 75 and Community  
Infrastructure Levy (CIL) spend

# £130.167m

(2010: £92.055m)

Breakdown:	£'000
Affordable housing contributions	93,551
Education	17,427
Public transport	4,091
Public open spaces	2,181
Leisure facilities	1,754
Highways	3,415
Public art	121
Community buildings	467
Commuted sums	997
Community Infrastructure Levy (CIL)	161
Other	6,003



Environmental  
responsibility

Planning

Community  
engagement



Tenure and  
ownership  
structure

Workforce and  
skills

Housing market

Housing market

Sustained levels of development of only 100-120k houses pa have increased the housing shortage. As mortgage availability improves, prices and then volumes expand. However, with no material shift in land availability, build remains capped at about 160k pa. We are in a new housing market boom.

Workforce and skills

Increasing shortfalls in technical skills and certain on-site trades. Leads to a reduction in value add and increasing costs. Houses still get built, but at a price.

Tenure and  
ownership  
structure

A prolonged period without real investment in affordable housing has led to acute shortfalls in many areas. The rental market remains expensive and, in isolated pockets, a structured private rental market has started to develop, however, due to ongoing return challenges, it remains insignificant in statistical terms.

Environmental  
responsibility

Environmental issues have moved back up the agenda and are taken seriously by industry and more seriously by customers. However, regulation continues to be reactive to pressure rather than truly strategic.



Planning

2012's "new" planning system still in operation, almost bedded in but no material change to planning climate or numbers. Progress has been made in helping people to understand the pros and cons of development, but real culture change is still a long way off.

Community  
engagement

The best developers and best Local Authorities have engaged positively with each other, leading to some areas of outstanding proactive and positive development in many parts of the industry. However, old attitudes remain on all sides.



