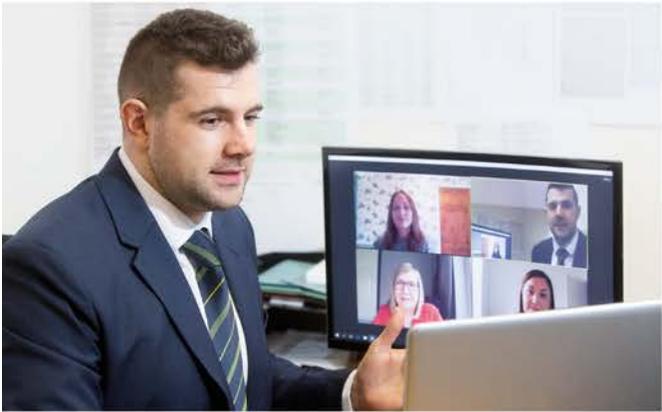


SHAREHOLDER ENGAGEMENT EVENT

23RD APRIL 2021



 **Persimmon**
Together, we make a home.

A COMPANY OF MANY STRENGTHS



- Committed and experienced colleagues
- Playing a crucial role in society
- Land purchase and development
- Build efficiency
- Market positioning
- Balance sheet and shareholder returns



ROBUST PERFORMANCE IN 2020



- 13,575 homes completed
- PBT: £784m
- 31% gross margin
- £1.2bn cash
- £2.27bn forward sales



BUILDING ON STRENGTH



- Evolution not revolution
 - Powerful combination of disciplined investment, cost control and entrepreneurial spirit

- Outstanding service and outstanding value is our mission

- Five key priorities:
 - Commitment to build quality
 - Reinforcing trust
 - Grow our ability to build consistently at five-star
 - Drive profit and cash
 - Developing sustainable communities



QUALITY: BUILD RIGHT, FIRST TIME, EVERY TIME



- Customer focus starts with quality
- Encouraging progress on HBF score but further to go
- Our mantra: build right, first time, every time
- Further investment in the Persimmon Way to achieve this:
 - ✓ More exacting build tolerances - going further than existing industry standards
 - ✓ Investment in Independent Quality Controllers – industry’s largest team
 - ✓ Investment in training – including pioneering NVQ assessment centre
 - ✓ Introduction of digital support for site management quality inspection



REINFORCING TRUST



- A dependable partner for all customers - providing outstanding value and service
 - ✓ Trending above the HBF 5* threshold since January 2020
 - ✓ Further investment in our customer service teams
 - ✓ Improved communication - customer portal roll out
 - ✓ Focused on improving our long term customer relationships

- Leading the resolution of legacy multi-occupancy building now-banned cladding: £75m fund
 - Welcomed by government



GROWTH WITH CONSISTENT QUALITY



- Unlocking great potential for growth
- Developing capabilities to capture demand
- Industry leading land platform
- Disciplined approach to maintain high quality new land investment
 - ✓ Developing market share where we can meet housing needs
 - ✓ Continuing to invest in resources to further strengthen presence in the land market
- Developing deeper customer relationships - FibreNest provides platform for the future



GROW PROFIT AND CASH



- New priorities aimed at sustaining strong shareholder returns
- Industry leading land holdings a strong platform
 - Build on it with consistent quality
- Efficiency opportunities include:
 - Build right, first time, every time
 - Further procurement savings
 - Off-site manufacturing facilities



DEVELOPING SUSTAINABLE COMMUNITIES



- Supporting customers, colleagues and communities
 - ✓ Well established charity foundation programme of works
 - ✓ Recent £250,000 Mail Force donation for laptops to ensure children are able to learn in lockdown
 - ✓ Working towards becoming a Living Wage Foundation accredited employer
 - ✓ Social Mobility Pledge
- Taking action to mitigate the environmental challenges we all face
 - ✓ Pathway to net zero
 - ✓ Homes in use to be net carbon zero by 2030
 - ✓ Science based targets set in line with the Paris Agreement
 - ✓ Germany Beck an industry leading zero carbon homes



LOOKING TO THE FUTURE WITH ENTHUSIASM



- A strong platform and track record of success
- An opportunity for future success: quality and customer service the focus
 - ✓ Refreshed priorities
 - ✓ Renewed ambition
 - ✓ Redoubled enthusiasm

OUTSTANDING SERVICE AND OUTSTANDING VALUE



QUESTIONS AND ANSWERS

