

Annual General Meeting

17 November 2010

Key achievements – FY 2009/10

**Private
reservations⁽¹⁾
+ 4.2%**

**ASP⁽²⁾
+ 10.9%**

**Operating
margin⁽³⁾
FY 4.4%
H2 5.9%**

**Net debt
£366.9m**

**New
land⁽⁴⁾
£527.2m**

**5-Star
Customer
Service
Status**

(1) Net private reservations per active site per week

(2) Total ASP excluding Joint Ventures

(3) Group profit from operations before exceptional items divided by Group revenue

(4) Land on which the Group has agreed terms at 30 June 2010

Current trading

- **Market remains challenging**
 - **Underlying selling prices remained stable**
 - **Total average selling price increased by c.9%**
 - Private average selling price up by c.12% to £194,000
 - Increase driven by changes in mix
 - **Net private reservations per active site per week of 0.45 versus 0.55 in prior year**
 - **Total forward sales of £871m, in line with prior year**
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Key priorities to rebuild profitability

- **Price optimisation**
 - Product development
 - Sales and marketing capability
 - Quality and service
 - **Operational efficiency**
 - **Targeted land buying**
 - **People – talent for the future**
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Product development



- New product
 - Designs
 - House types
 - Replanning
- New marketing campaigns
- New pricing



2010 House Range



Scottish Range

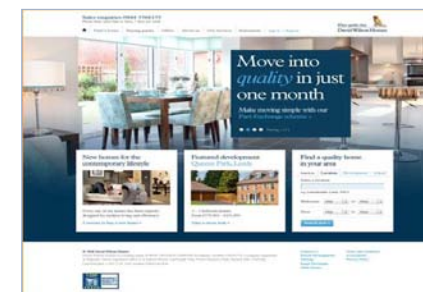
England and Wales
House Range

Aspirations Range

Sales and marketing capability



- **Market leading sales teams**
 - Great site presentation
 - High levels of training and feedback
- **Optimising new marketing channels**
 - Consumer websites
 - Innovative internet marketing campaigns
- **Exclusive 5 year warranty**
 - In addition to market standard 10 year NHBC warranty on build structure



Quality and Service



- **Highest rated national Housebuilder**
 - Independent survey by the HBF rates Barratt as a 5 Star Housebuilder
 - Internal surveys delivering scores of
 - 97.9% for “would you recommend”
 - 89.9% for “overall service”
- **Largest NHBC ‘pride in the job’ award winners for 6 years**
 - Measures excellence in site management and quality
- **Design award winner from CABE in 2010**
 - 5 awards won, highest in industry
- **Daily Telegraph Housebuilder of the Year**



Operational efficiency

- **High level of product standardisation**
 - Estimated to reduce build cost by c. 25%
 - **Centralised procurement**
 - All major items procured centrally and called off locally
 - **Benchmarking**
 - Continual process of benchmarking within the group of standard build types
 - **Quality and cost system**
 - Real time manufacturing process information with relevant KPI's monitored continuously
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Targeted land buying

- **25 local land teams provide basis for organic growth**
 - **Continue to pursue land opportunities that provide attractive returns**
 - **All land approved centrally against agreed hurdle rates**
 - **Invested £747m in new land since mid 2009**
 - Substantially deferred terms
 - **Strategy to widen access to land through ‘JV’ structures**
 - RSL’s, LA’s, major landowners, HCA panel
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People – talent for the future



- **Developing the existing team**
 - Detailed succession plans in place
 - Ongoing focus on engagement, measured annually
- **Management development programs**
 - Apex
 - Paving the leadership way
- **Barratt Academy**
 - Technical training
- **Graduate and Apprentice programs**
 - Both schemes reactivated in 2010
 - Source of future directors and site managers



The Limes

Location	Lindfield
Site opening	Jul 10
No of plots	120
ASP	£312k

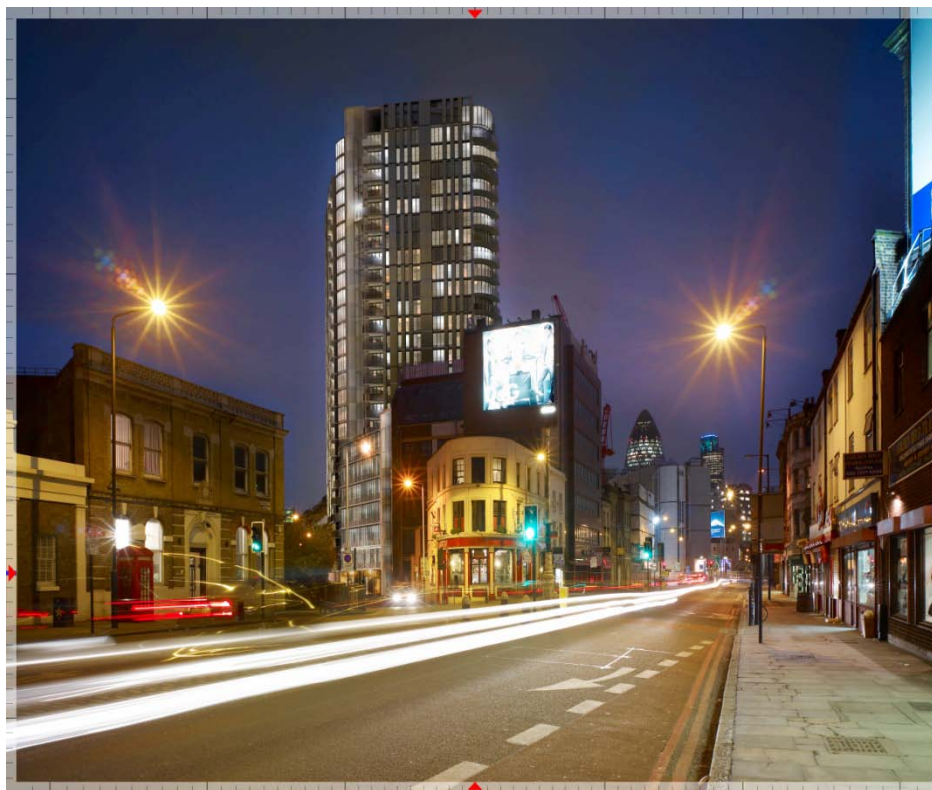
*“Traditional high value
development in excellent location”*



Alie Street

Location	Aldgate
Site opening	Jul 11
No of plots	235
ASP	£445k

*“A ground-breaking partnership
with London & Quadrant Housing”*



North Prospect

Location	Plymouth
Site opening	Sept 11
No of plots	236
ASP	135k

“Barratt Developments chosen as the preferred partner for the regeneration of North Prospect”



Basildon Town Centre



Wilson Bowden
Developments



BARRATT
DEVELOPMENTS PLC

Location	Basildon
Site opening	Sept 11
Development to include	<ul style="list-style-type: none">> 50,000sqm of retail and leisure> 50,000sqm of office space2,600 homes

“£1bn regeneration project in the heart of the Thames Gateway”



Strategy to rebuild profitability

**Price
optimisation**

**Operational
efficiency**

**Targeted land
buying**