

Some of the challenges we face

- Investment in land
- Negotiating the planning process
- Creating value for our stakeholders

Our customers



Our employees



Our partners



Our investors



Our communities



Challenges continued...land & viability

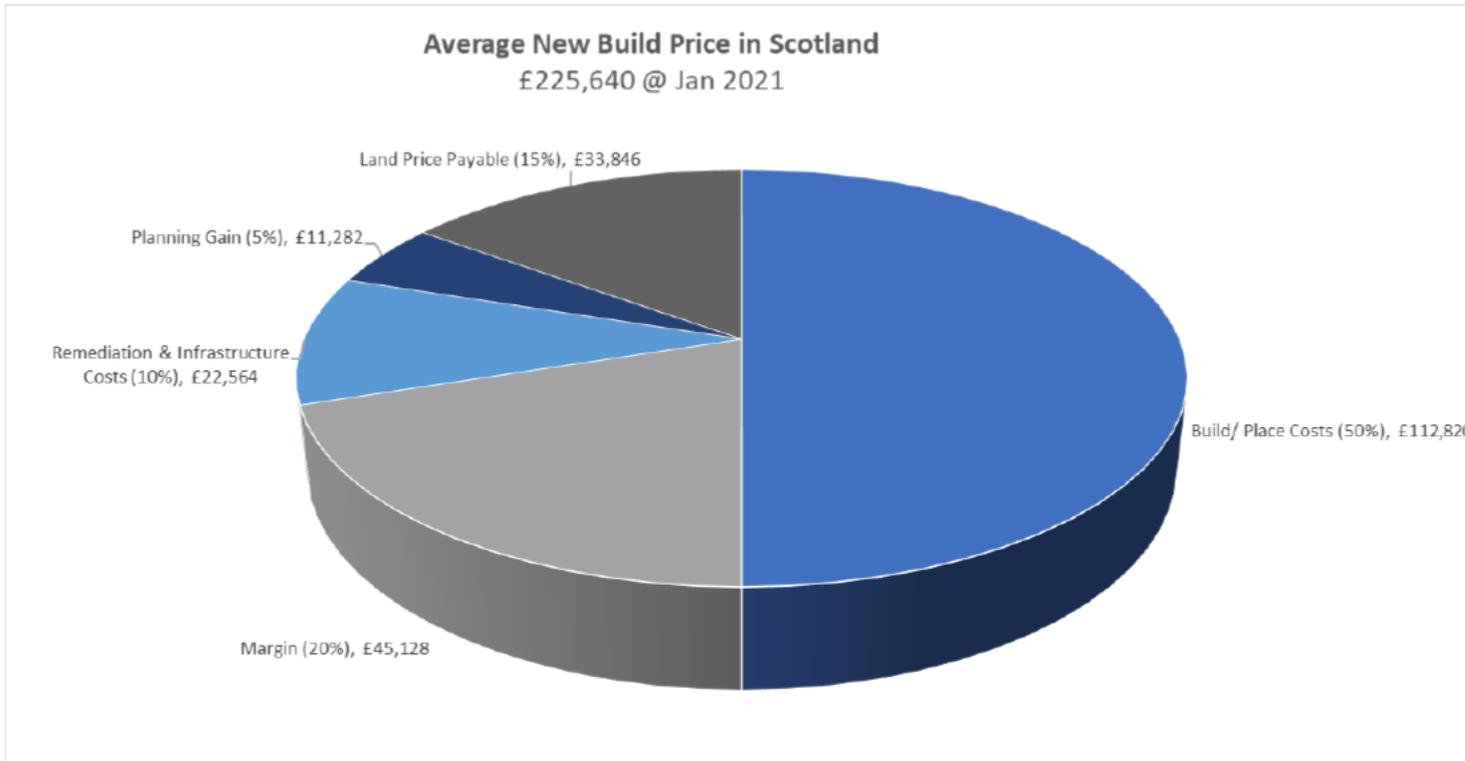
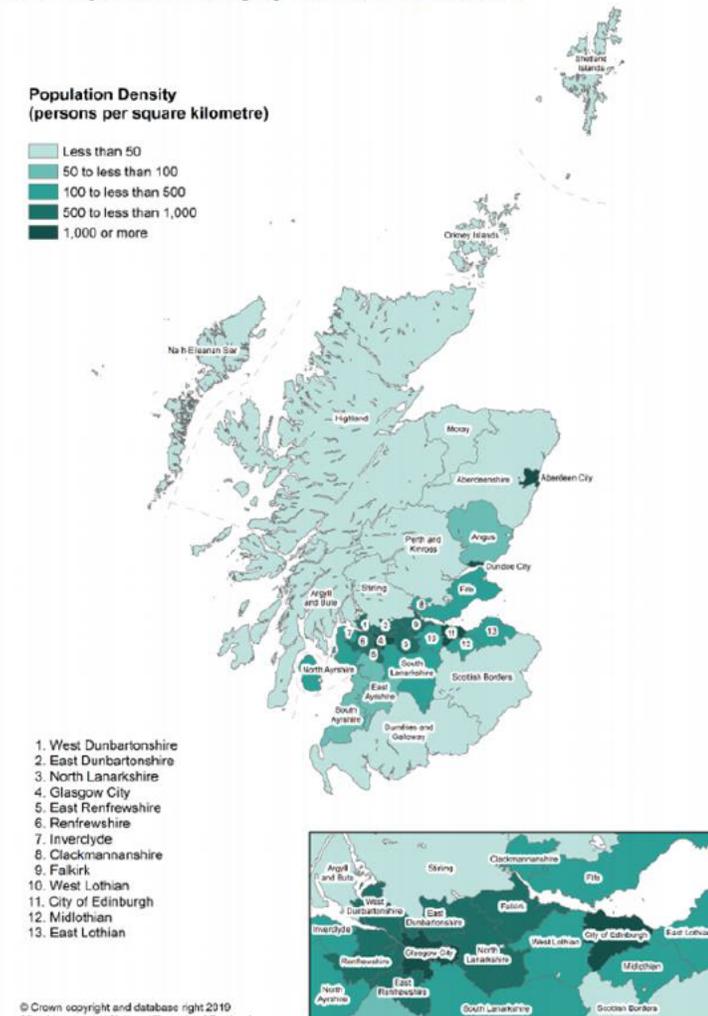
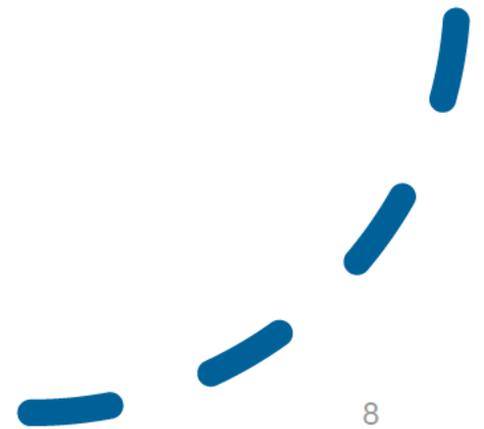


Figure 17: Population density by council area, mid-2018



Challenges continued... planning

- Development plans: the basis for value creation?
- Complexity of planning
- Resources available





How change may impact us

- Housing to 2040
- Scottish Land Commission
- NPF4 & Planning Reform

Conclusion

- Market-led investment in home building essential for delivery
- Viability critical to getting land 'development ready'
- Planning is a key tool for creating value