

# Jeremy Helsby Presentation

Savills plc

2009

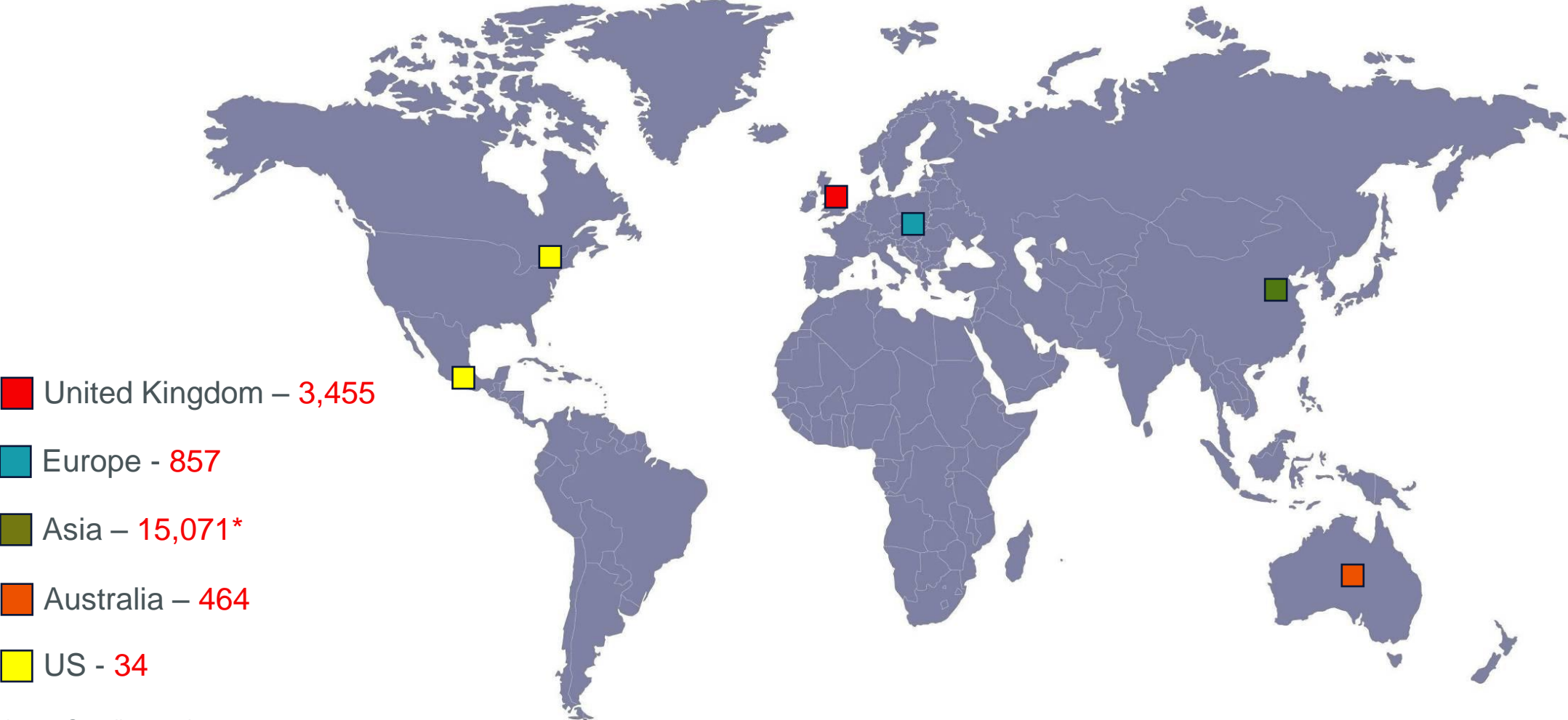


## Introduction to Jeremy



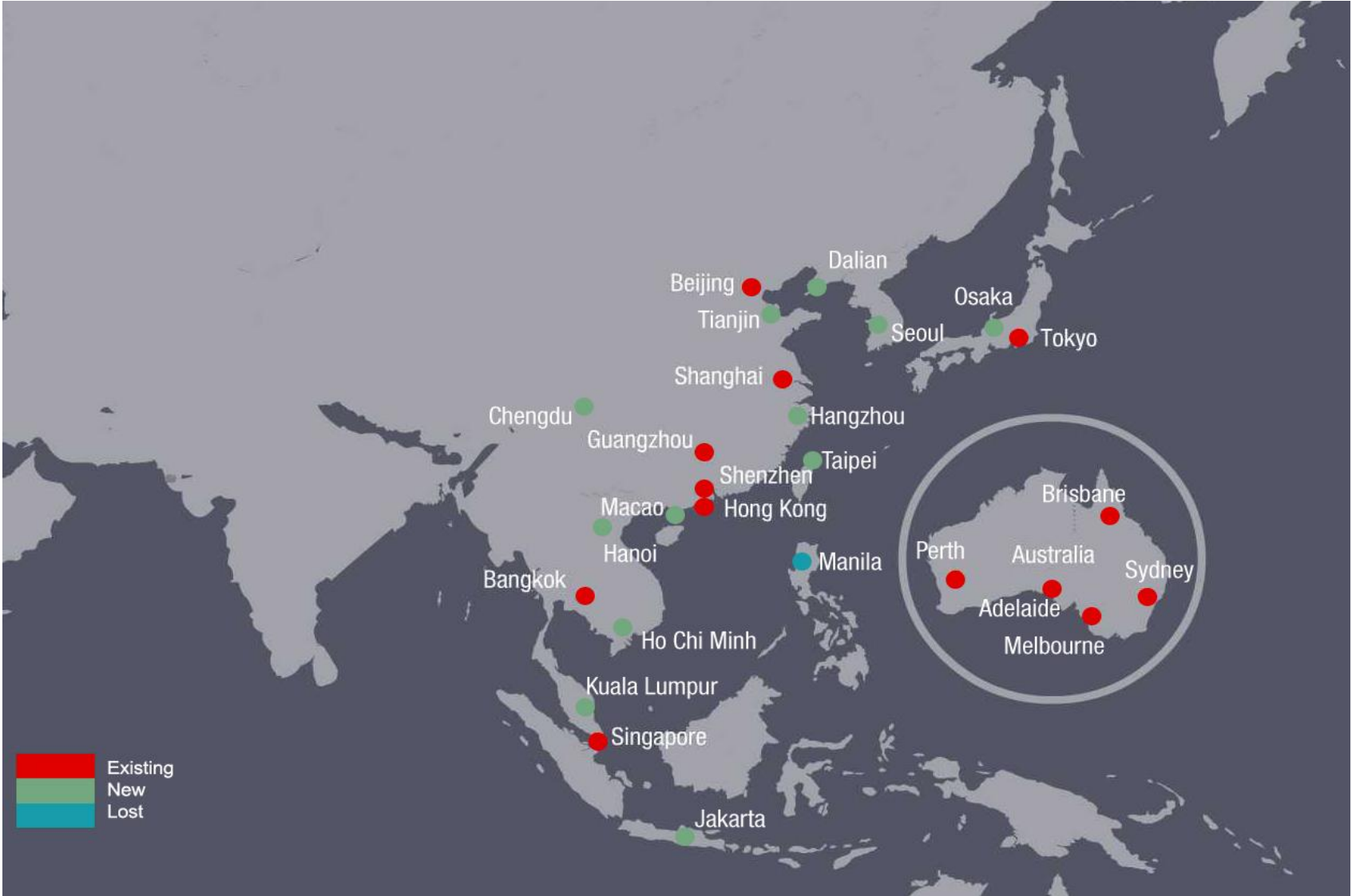
- Joined Savills L&P London in 1980
- 1983-1987 Savills Washington
- 1988 – 2000 Head of City Leasing
- 1999 - joined plc Board
- 2000-2007 - Head of Commercial, UK and Europe
- 2001-2008 – Board member of Savills Asia
- 2008 – Group Chief Executive, Savills plc

# Over 19,000 staff in 200 offices in 36 countries



\*9,070 Guardian employees

# Savills Regional Network



# Mission statement

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“Savills culture of innovation, passion and pride in client service drives us to be the real estate advisor of choice in our chosen markets.”



## Core Values

- Taking pride in everything we do
- Always acting with integrity
- Taking an entrepreneurial approach
- Helping our people fulfil their true potential

# Corporate structure



## Savills plc



Peter Smith  
Chairman



Jeremy Helsby  
Group Chief Executive



Simon Shaw  
Group Chief Financial Officer

Savills (L&P)  
Residential & Agriculture  
Property Service

Savills  
Asia Pacific

Savills  
Europe

Savills  
Commercial Limited

Savills  
Americas

Savills  
Private Finance

Cordea Savills LLP



Rupert Sebag-Montefiore  
Chairman &  
Chief Executive



Robert McKellar  
Chief Executive



Simon Hope  
Chairman



Mark Ridley  
Chairman &  
Chief Executive



John Lyons  
Chief Executive



Mark Harris  
Managing Director



John Partridge  
Executive Chairman

# Shareholders

## Top 10 investors

Artemis Investment Mgmt	7.20%
Blackrock MLIM	6.83%
Standard Life Investments	6.49%
Artisan Partners*	4.79%
Legal & General Inv Mgt	4.34%
Third Avenue Mgt*	2.73%
Scottish Widows Inv Partnership	2.33%
Fidelity International (UK)	2.10%
Majedie Asset Mgt	1.89%
Aberdeen Asset Managers	1.80%

• US Shareholder

*The above excludes the Employees Benefit Trust (6.90%) and Individual Shareholders (4.61%)*

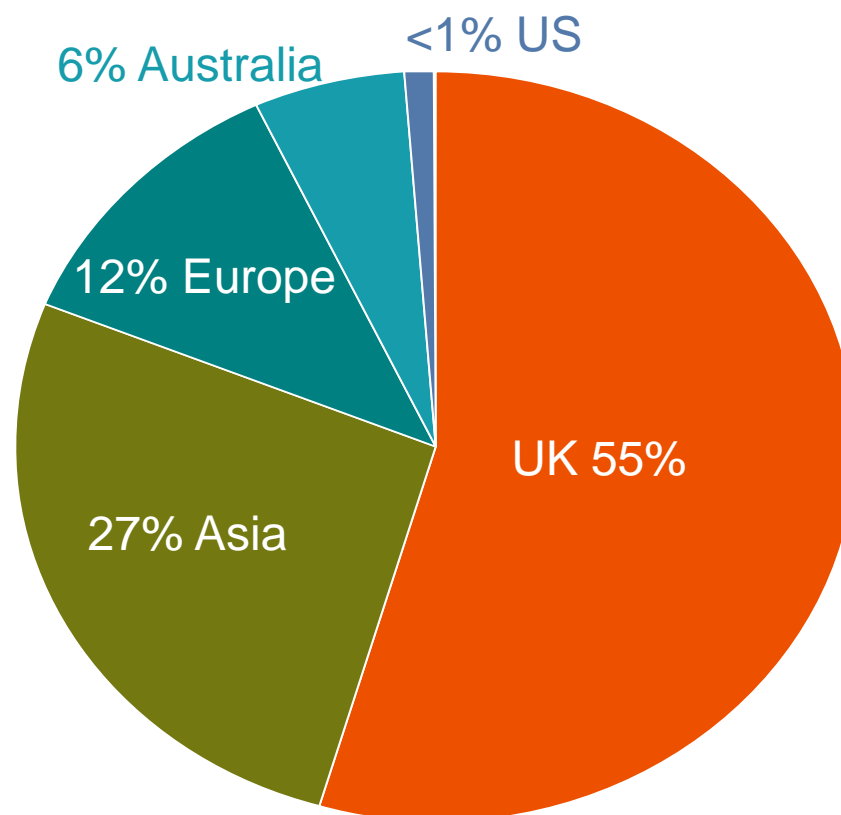
## 1998 to 2008 Transformation of Savills

	2008	1998
Revenue	£568m	£72m
Staff numbers	19,834*	870
% revenue from UK	55%	100%
Profit	£33.2m**	£11.3m
Number of offices	182	38
Countries	36	1

\*9,070 Guardian employees

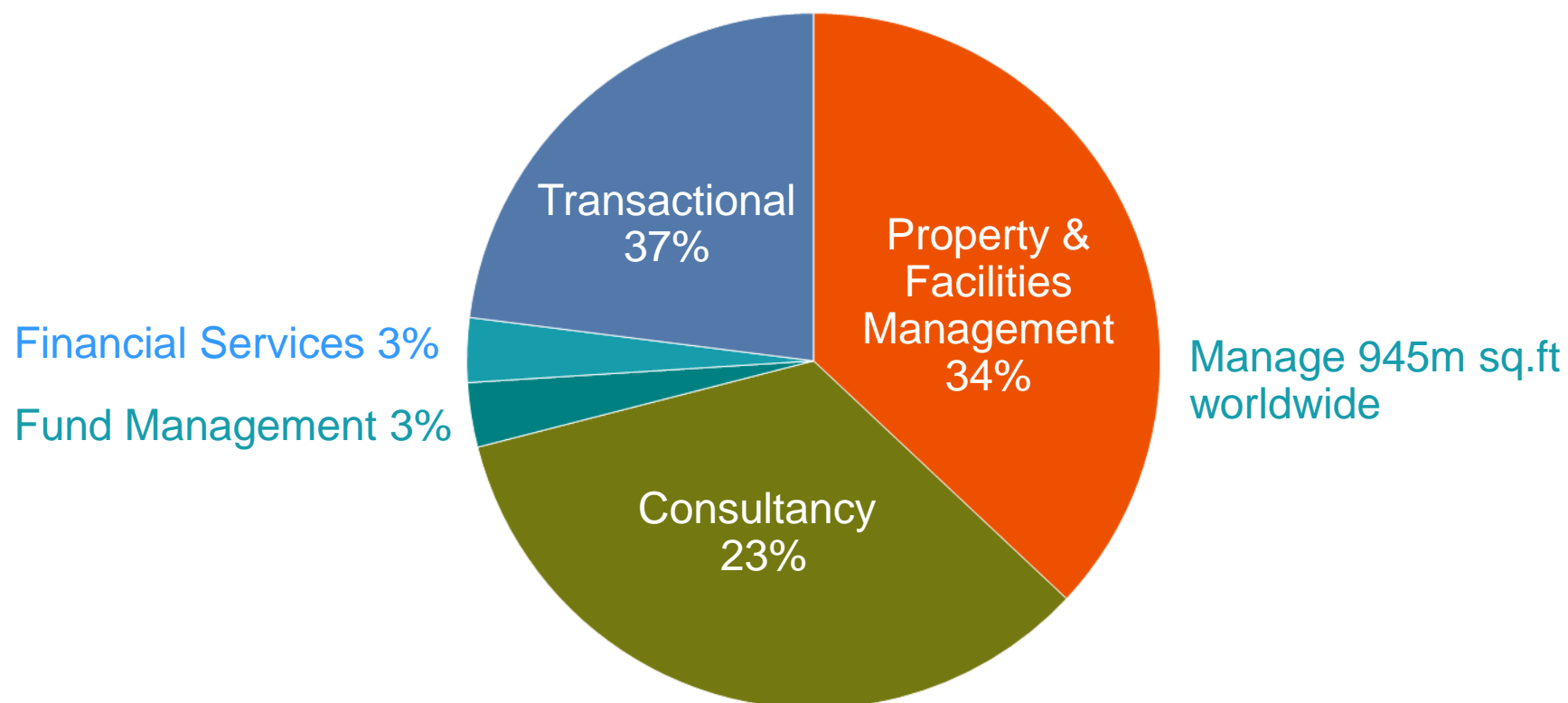
\*\*£85.5m in 2007

## Geographic revenue 2008



Overseas revenue now £254.4m, and 45% of total group revenue (1998 – zero)

## Business stream revenue 2008



Non-transactional revenue of £360m (63% of total), Consultancy and Property/Facilities Management contributed 91% of total group profit

# Global revenue and underlying PBT

Year ended December (£ millions)		Revenue		Pbt	
		2008	2007	2008	2007
transactional residential	- UK	64.2	115.0	2.8	17.3
transactional commercial	- UK	51.9	79.4	7.8	17.7
	- Europe	34.2	45.4	(7.8)	3.8
	- Asia Pacific	56.2	60.6	4.3	9.6
	- US	1.9	3.7	(3.9)	0.2
<b>Total transactional</b>		<b>208.4</b>	<b>304.1</b>	<b>3.2</b>	<b>48.6</b>
consultancy	- UK	100.9	114.4	13.5	18.7
	- Europe	11.5	10.7	0.8	2.0
	- Asia Pacific	19.4	16.4	2.0	1.6
<b>Total consultancy</b>		<b>131.8</b>	<b>141.5</b>	<b>16.3</b>	<b>22.3</b>
property management	- UK	60.2	51.6	7.0	4.6
	- Europe	21.9	18.1	(1.2)	0.1
	- Asia Pacific	109.3	90.0	8.4	6.2
<b>Total property management</b>		<b>191.4</b>	<b>159.7</b>	<b>14.2</b>	<b>10.9</b>
financial services		17.4	29.8	(1.0)	5.1
fund management		19.5	15.4	3.6	4.1
holding co / other				(3.1)	(5.5)
<b>total</b>		<b>568.5</b>	<b>650.5</b>	<b>33.2</b>	<b>85.5</b>

# 1 year share price performance



Closing price	29.06.2009*	30.06.2008	Change	Market cap As at 29.06.09	Net Cash/(debt) (latest publicly available figures)
Savills	290.75p	221.5p	31%	£383m	£46m (as of 31.12.08)
DTZ	50.5p	199.25p	(75)%	£130m	£(85)m (as of 31.10.08)
CB Richard Ellis	\$9.44	\$19.20	(51)%	\$2.5bn	\$(2,099)m (as of 31.12.08)
Jones Lang LaSalle	\$32.85	\$60.19	(45)%	\$1.36bn	\$(463)m (as of 31.12.08)
Colliers	24p	47p	(49)%	£11.25m	£(13)m (as of 31.12.08)

## Savills external endorsements



Winner of  
RTPI Planning  
Consultancy of the year  
2008



Irish Property Awards  
Winners of **Retail,**  
**Investment** and  
**Residential** Teams of  
the Year - 2008



Best Business  
Superbrand in the  
Real Estate sector

### The Times Graduate Recruitment Awards

Winner of  
'Graduate Employer of  
Choice - Property'  
2006, 2007, 2008 and  
2009

## Management priorities

- Continue diversification – sector and geographic (Middle East)
- Improving client service – cross selling
- Increasing market share/client base – opportunistic
- Cash preservation
- Maintaining key teams
- Cost control – forensic
- Ensure plc a benefit – not a cost
- Maintaining Savills' unique culture

# Vision for the brand

savills



**Savills equals = The best people**

Passionate ■ Hungry ■ Fun ■ Creative ■ Charismatic  
Entrepreneurial

**The Savills brand is:**

Premium ■ Dynamic ■ Special and distinctive  
Aspirational ■ Global



# Comments from client survey

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- Focus on long-term relationships
- Best in class
- Pragmatic
- Get the deal done
- Commitment
- Relationship driven
- Bright
- Outgoing
- Our priority is the client
- Direct
- Objective

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## Client testimonies

- “At the core of Savills is a certain type – commercial, direct, you don’t get the fluffy stuff. Good straight forward advice. They’re straight forward, clever, well educated people.”
- “Savills is consistent. They are entrepreneurial – they are thinking for us and thinking of new ideas. They are good and easy people to deal with – they fit well into our teams. They’re bright and outgoing. And they do understand our business – how all the parts fit together.”
- “Savills is populated by experienced, well respected, knowledgeable individuals. They are quite well supported by more junior teams, and they’ve done well to keep the teams together. There is real strength and depth. I get the feeling people respect each other across disciplines.”

## Summary

- One Savills = best brand / best people
- Strong balance sheet
- Weak markets provide exciting growth opportunities
- Aim – to be the best, not the biggest
- Increase market share – eliminate the weak
- Leaner, smarter, fitter than the competition
- Flight to quality
- Raise fees – be selective on instructions
- Love your client – work harder
- We have a great business – 110% support from me

Result: Savills “match fit” – a winner



savills