

## Five-year summary

	2021 \$m	Restated 2020 \$m	Restated 2019 \$m	Restated 2018 \$m	Restated 2017 \$m
<b>Revenue</b>					
USA	21,478	18,857	18,358	16,670	15,193
Canada and Central Europe	1,314	1,083	1,371	1,514	1,543
Continuing operations	22,792	19,940	19,729	18,184	16,736
<b>Underlying trading profit<sup>1</sup></b>					
USA	2,073	1,587	1,508	1,406	1,224
Canada and Central Europe	76	43	76	83	71
Central and other costs	(50)	(38)	(45)	(60)	(54)
Continuing operations	2,099	1,592	1,539	1,429	1,241
Impact of IFRS 16	77	68	–	–	–
Amortization of acquired intangible assets	(131)	(114)	(110)	(65)	(81)
Exceptional items	(11)	(97)	(50)	(11)	267
<b>Operating profit</b>	2,034	1,449	1,379	1,353	1,427
Net finance costs	(144)	(140)	(74)	(53)	(54)
Share of profit/(loss) after tax of associates	1	(2)	2	2	(1)
Gain on disposal of interests in associates and other investments	–	7	3	–	–
Impairment of interests in associates	–	(22)	(9)	(122)	–
Profit before tax	1,891	1,292	1,301	1,180	1,372
Tax	(241)	(317)	(259)	(343)	(364)
Profit from continuing operations	1,650	975	1,042	837	1,008
(Loss)/profit from discontinued operations	(142)	(14)	66	430	(88)
Profit for the year attributable to shareholders of the Company	1,508	961	1,108	1,267	920
Ordinary dividends	(630)	(327)	(449)	(390)	(328)
Special dividends	(404)	–	–	(974)	–
Total dividends	(1,034)	(327)	(449)	(1,364)	(328)
<b>Net assets employed</b>					
Intangible fixed assets	2,303	2,242	2,079	1,716	1,413
Right of use assets	895	1,111	–	–	–
Property, plant and equipment	1,305	1,389	1,349	1,086	1,068
Other net assets, excluding liquid funds	2,752	1,996	2,117	2,336	2,768
	7,255	6,738	5,545	5,138	5,249
<b>Financed by</b>					
Share capital	30	30	30	45	45
Share premium	9	9	9	67	67
Retained earnings and other reserves	4,771	4,332	4,311	3,946	4,431
Equity attributable to shareholders of the Company	4,810	4,371	4,350	4,058	4,543
Net debt <sup>1</sup>	1,355	1,012	1,195	1,080	706
Lease liabilities	1,090	1,355	–	–	–
Net assets employed	7,255	6,738	5,545	5,138	5,249

	2021	Restated 2020	Restated 2019	Restated 2018	Restated 2017
Continuing operations (unless otherwise stated)					
Organic revenue growth <sup>1</sup>	<b>13.0%</b>	(0.1)%	5.8%	9.4%	6.8%
Gross margin (before exceptional items)	<b>30.6%</b>	30.0%	29.9%	29.9%	29.7%
Underlying trading margin <sup>1</sup>	<b>9.2%</b>	8.0%	7.8%	7.9%	7.4%
Headline earnings per share <sup>1</sup>	<b>688.1c</b>	508.0c	490.5c	414.3c	329.1c
Basic earnings per share from continuing and discontinued operations	<b>674.7c</b>	427.5c	481.3c	515.7c	366.1c
Dividends per share (in respect of the financial year)	<b>239.4c</b>	208.2c	208.2c	189.3c	156.4c
Special dividend per share	<b>180.0c</b>	–	–	400.0c	–
Cover for ordinary dividends	<b>2.9</b>	2.4	2.4	2.2	2.1
Return on gross capital employed <sup>1</sup>	<b>28.2%</b>	23.9%	26.2%	22.7%	18.6%
Cash generated from operations from continuing and discontinued operations (\$m)	<b>2,093</b>	2,252	1,609	1,323	1,410
Average number of employees	<b>29,538</b>	29,632	30,542	28,230	27,447
Weighted average number of ordinary shares in issue during the year, excluding those held by Employee Benefit Trusts and those held by the Company as Treasury shares (million)	<b>223.5</b>	224.8	230.2	245.7	251.3
<b>Number of branches at year-end</b>					
Continuing operations	<b>1,679</b>	1,652	1,708	1,713	1,668
Discontinued operations	–	542	551	567	881
Total branches	<b>1,679</b>	2,194	2,259	2,280	2,549
<b>Pounds sterling translation rate</b>					
Income statement	<b>0.74</b>	0.79	0.78	0.74	0.79
Balance sheet	<b>0.72</b>	0.76	0.82	0.76	0.76
<b>Canadian dollars translation rate</b>					
Income statement	<b>1.27</b>	1.35	1.32	1.27	1.32
Balance sheet	<b>1.25</b>	1.34	1.32	1.30	1.25

1. Alternative performance measures, see note 2 on pages 129 to 132.

## Group companies

The Ferguson Group comprises a large number of companies. This list includes only those subsidiaries owned by the Company at July 31, 2021 which in the Directors' opinion principally affect the figures shown in the consolidated financial statements. A full list of subsidiary undertakings is detailed in the second list below and on the next page.

### Principal subsidiary undertakings <sup>1,2,3</sup>

Company name	Principal activity	Country of incorporation
Ferguson Enterprises, LLC	Operating company	USA
Ferguson Finance (Switzerland) AG	Financing company	Switzerland
Ferguson Finance plc	Financing company	England and Wales
Ferguson Global AG	Operating company	Switzerland
Ferguson Group Services Limited	Service company	England and Wales
Ferguson Insurance Limited	Operating company	Isle of Man
Ferguson UK Holdings Limited	Investment company	England and Wales
Ferguson US Holdings, Inc.	Investment company	USA
Wolseley Canada Inc.	Operating company	Canada
Wolseley Capital, Inc.	Financing company	USA

1. All shareholdings in the above mentioned companies are held by intermediate subsidiary undertakings except Ferguson UK Holdings Limited which is a direct subsidiary undertaking.

2. All shareholdings in the above subsidiary undertakings are of ordinary shares or equity capital.

3. All subsidiary undertakings have been included in the consolidation.

### Full list of subsidiary undertakings

A full list of subsidiaries and companies in which a Ferguson Group company has a controlling interest and associated undertakings as at July 31, 2021. The country of incorporation and the effective percentage of equity owned (if less than 100%) is also detailed below. Unless otherwise noted, the share capital comprises ordinary shares which are indirectly held by Ferguson plc.

#### Fully owned subsidiaries

Advancechief Limited (England) <sup>(iii)(ii)(2)</sup>	Ferguson Holdings Limited (Jersey) <sup>(iii)(10)</sup>	Max Industries, LLC (USA) <sup>(x)(1)</sup>
Amerock Holdings, Inc. (USA) <sup>(x)(1)</sup>	Ferguson Insurance Limited (Isle of Man) <sup>(viii)(16)</sup>	Millennium Lighting, Inc. (USA) <sup>(x)(1)</sup>
Amerock, LLC (USA) <sup>(x)(1)</sup>	Ferguson Nordic Holdings ApS (Denmark) <sup>(iii)(12)</sup>	Ningbo Ferguson Global Company Limited (China) <sup>(iii)(14)</sup>
AMRE Supply Canada Inc. (Canada) <sup>(ix)(2)</sup>	Ferguson Overseas Limited (England) <sup>(iii)(2)</sup>	O.B.C. Limited (Northern Ireland) <sup>(ii)(iii)(7)</sup>
British Fittings Company (North Eastern) Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Ferguson Panama, S.A. (Panama) <sup>(ix)(4)</sup>	Pipeline Controls Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>
British Fittings Group Limited (England) <sup>(ii)(vii)(xiv)(2)</sup>	Ferguson Puerto Rico, Inc. (Puerto Rico) <sup>(ix)(1)</sup>	Power Equipment Direct Inc. (USA) <sup>(x)(1)</sup>
British Fittings Limited (England) <sup>(ii)(iii)(2)</sup>	Ferguson Receivables, LLC (USA) <sup>(x)(1)</sup>	Safe Step Walk In Tub, LLC (USA) <sup>(x)(18)</sup>
Build.com, Inc. (USA) <sup>(x)(1)</sup>	Ferguson Sourcing (Switzerland) AG (Switzerland) <sup>(iii)(3)</sup>	SEMSCO Barbados, LLC (USA) <sup>(ii)(x)(9)</sup>
Builder Center Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Ferguson Swiss Holdings Limited (England) <sup>(iii)(2)</sup>	Shanghai Du Te International Trading Company (China) <sup>(iii)(15)</sup>
Building and Engineering Plastics Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Ferguson Trinidad and Tobago Limited (Trinidad and Tobago) <sup>(iii)(1)</sup>	Stock Loan Services, LLC (USA) <sup>(x)(1)</sup>
Clawfoot Supply, LLC (USA) <sup>(x)(1)</sup>	Ferguson UK Holdings Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Tellum Construction, LLC (USA) <sup>(x)(1)</sup>
Clayton International, LLC (USA) <sup>(x)(1)</sup>	Ferguson US Holdings, Inc. (USA) <sup>(x)(1)</sup>	Wolseley (Barbados) Ltd (Barbados) <sup>(x)(1)</sup>
Columbia Pipe & Supply, LLC (USA) <sup>(x)(1)</sup>	Ferguson Winnersh Limited (England) <sup>(ii)(iii)(2)</sup>	Wolseley Bristol Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>
Crew-Davis Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Ferguson Winnersh 2 Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Wolseley Canada Inc. (Canada) <sup>(x)(18)</sup>
DBS Holdings, Inc. (USA) <sup>(x)(1)</sup>	Heating Replacement Parts & Controls Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Wolseley Capital, Inc. (USA) <sup>(x)(1)</sup>
Energy & Process Corporation (USA) <sup>(x)(1)</sup>	Heatmerchants Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Wolseley Centers Limited (England) <sup>(ii)(iii)(2)</sup>
FEI Ventures, LLC (USA) <sup>(x)(1)</sup>	HM Wallace, Inc. (USA) <sup>(iii)(1)</sup>	Wolseley Centres Limited (England) <sup>(ii)(iii)(2)</sup>
Ferguson Enterprises, LLC (USA) <sup>(x)(1)</sup>	HP Logistics, Inc. (USA) <sup>(x)(1)</sup>	Wolseley de Puerto Rico, Inc. (Puerto Rico) <sup>(ix)(1)</sup>
Ferguson Finance (Switzerland) AG (Switzerland) <sup>(iii)(3)</sup>	HP Products Corporation (USA) <sup>(ix)(2)</sup>	Wolseley Developments Limited (England) <sup>(ii)(iii)(2)</sup>
Ferguson Finance plc (England) <sup>(iii)(2)</sup>	James Electric Motor Services Ltd. (Canada) <sup>(ix)(8)</sup>	Wolseley Directors Limited (England) <sup>(ii)(iii)(2)</sup>
Ferguson Fire & Fabrication, Inc. (USA) <sup>(x)(1)</sup>	James Martin Signature Vanities, LLC (USA) <sup>(x)(1)</sup>	Wolseley Engineering Limited (England) <sup>(ii)(iii)(2)</sup>
Ferguson Global AG (Switzerland) <sup>(iii)(3)</sup>	Jones Stephens Corp. (USA) <sup>(ix)(1)</sup>	Wolseley Europe Limited (England) <sup>(ii)(iii)(2)</sup>
Ferguson Group Holdco Limited (England) <sup>(iii)(2)</sup>	Julise Limited (England) <sup>(ii)(iii)(2)</sup>	Wolseley Finance (Isle of Man) Limited (Isle of Man) <sup>(ii)(viii)(xiii)(6)</sup>
Ferguson Group Services Limited (England) <sup>(iii)(2)</sup>	Living Direct, Inc. (USA) <sup>(x)(1)</sup>	Wolseley Finance (Thames) Limited (England) <sup>(ii)(iii)(2)</sup>
Ferguson Holding A/S (Denmark) <sup>(ii)(12)</sup>	M. A. Ray & Sons Limited (England) <sup>(ii)(iii)(xiv)(2)</sup>	Wolseley Finance (Theale) Limited (England) <sup>(ii)(xvii)(2)</sup>
Ferguson Holdings (Switzerland) AG (Switzerland) <sup>(iii)(3)</sup>	Matera Paper Company, Inc. (USA) <sup>(x)(1)</sup>	

### Fully owned subsidiaries continued

Wolseley Holdings (Ireland) Unlimited Company  
(Republic of Ireland)<sup>(i)(ii)(xiii)(5)</sup>

Wolseley Holdings Canada Inc. (Canada)<sup>(ix)(8)</sup>

Wolseley Industrial Canada Inc. (Canada)<sup>(ii)(8)</sup>

Wolseley Integrated de Mexico, S.A.

de C.V. (Mexico)<sup>(iv)(17)</sup>

Wolseley Integrated Services Inc. (Canada)<sup>(ix)(8)</sup>

Wolseley Investments Limited (England)<sup>(ii)(ii)(2)</sup>

Wolseley NA Construction Services, LLC (USA)<sup>(x)(1)</sup>

Wolseley Pension Trustees Limited (England)<sup>(ii)(vi)(2)</sup>

Wolseley Properties Limited (England)<sup>(ii)(ii)(2)</sup>

Wolseley UK Finance Limited (Guernsey)<sup>(ii)(ii)(xiii)(13)</sup>

Wolseley-Hughes Merchants Limited  
(England)<sup>(ii)(ii)(2)</sup>

### Associated undertakings

Group Silverline Limited (England)<sup>(x)(19)</sup>

GTP Services, LLC (USA)<sup>(x)(20)</sup>

#### Notes:

- (i) Directly owned by Ferguson plc.
- (ii) Dormant.
- (iii) Ownership held in ordinary shares.
- (iv) Ownership held in class of A shares.
- (v) Ownership held in class of B shares.
- (vi) Ownership held in classes of A and B shares.
- (vii) Ownership held in classes of A, B, C and D shares.
- (viii) Ownership held in ordinary and preference shares.
- (ix) Ownership held in common stock.
- (x) Ownership held as membership interests.
- (xi) Ownership held as 100% of preference shares.
- (xii) Ownership held as 70% of series A preferred units.
- (xiii) Companies controlled by the Group based on management's assessment.
- (xiv) Applied for strike off.

#### Registered office addresses:

- (1) 12500 Jefferson Avenue, Newport News VA 23602, United States of America.
- (2) 1020 Eskdale Road, Winnersh Triangle, Wokingham, RG41 5TS, United Kingdom.
- (3) Grafenauweg 8, CH-6300, Zug, Switzerland.
- (4) Avenida 2F Norte, Calle Matias Hernandez, Rio Abajo, Panama City, Panama.
- (5) 25/28 North Wall Quay, Dublin 1, Ireland.
- (6) 33-37 Athol Street, Douglas, IM1 1LB, Isle of Man.
- (7) 42-46 Fountain Street, Belfast, Northern Ireland, BT1 5EF, United Kingdom.
- (8) 880 Laurentian Drive, Burlington ON L7N 3V6, Canada.
- (9) 9501 Highway, 92 East, Tampa FL FL 33610, United States of America.
- (10) 13 Castle Street, St Helier, Jersey, JE1 1ES, Channel Islands.
- (11) Building no 6, Fernandes Industrial Centre, Eastern Main Road, Laventille, Port of Spain, Trinidad and Tobago.
- (12) Sundkrogsgade 21, 2100, København, Denmark.
- (13) Gategny Court, Gategny Esplanade, St Peter Port, GY1 1WR, Guernsey.
- (14) Room 1203, Building 1 (Beilun Financial Building), 527 Baoshan Road, Xinqi, Beilun District, Ningbo, China.
- (15) Room 306-1 Building 2, 3000 Yixian Road, Baoshan district, Shanghai, China.
- (16) Tower House, Loch Promenade, Douglas, Isle of Man, IM1 2LZ, Isle of Man.
- (17) Carretera a General Cepeda 8395, Derramadero, Coahuila, 25300, Mexico.
- (18) 402 BNA Drive, Suite 350, Nashville, TN 37217, United States of America.
- (19) Boundary Way, Lufton Trading Estate, Yeovil, Somerset, BA22 8HZ, United Kingdom.
- (20) 9375 Spruce Mountain Rd., Larkspur, CO 80118, United States of America.
- (21) 4220 Saguaro Trail, Indianapolis, IN 46268, United States.

## Shareholder information

This section provides shareholders with key information to assist in the management of their shareholding. If you have any questions which are not answered below or on the Ferguson plc website [www.fergusonplc.com](http://www.fergusonplc.com), you can contact Computershare (our registrar) using the contact details set out on page 182 or Ferguson's Investor Relations department at [investor@fergusonplc.com](mailto:investor@fergusonplc.com).

### Financial calendar

Key dates for the remainder of calendar year 2021 are set out below. Please note that such dates are based on current expectations and all future dates should be considered as provisional and subject to change.

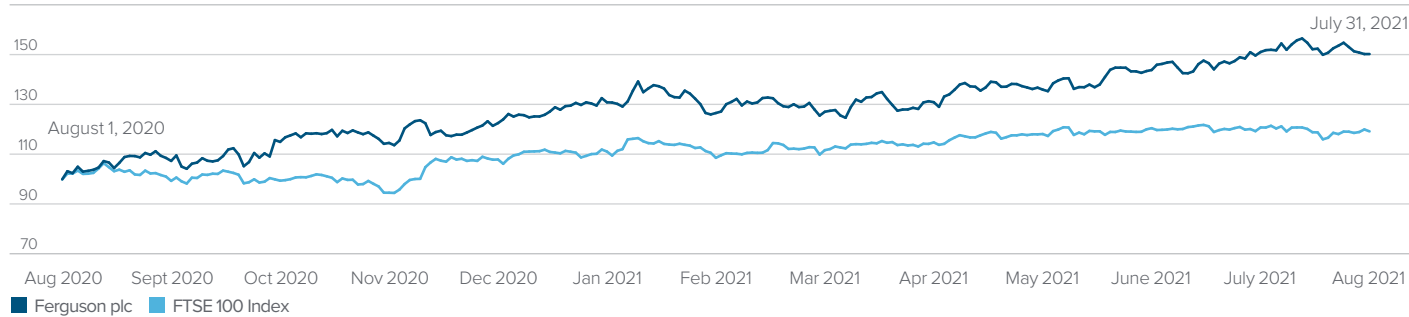
December 2, 2021	2021 Annual General Meeting
December 10, 2021	2021 final dividend payment date

### Ferguson shares

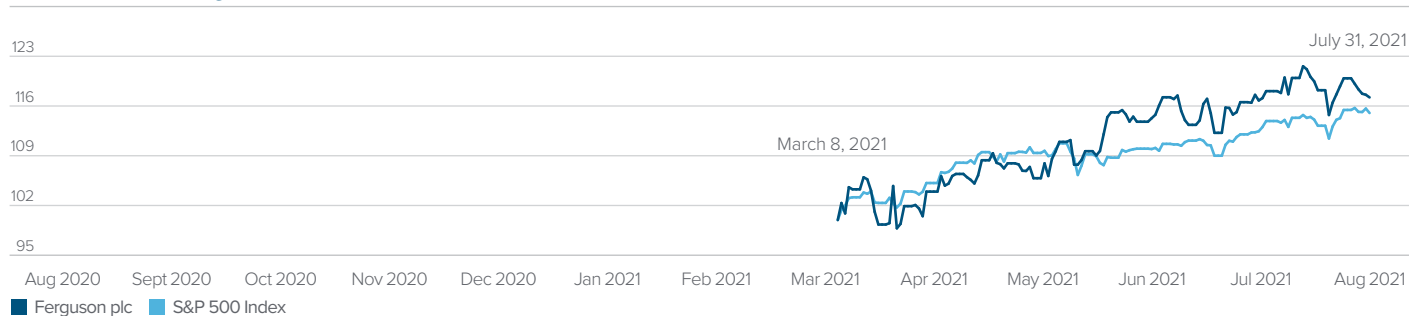
#### Share price history

Set out below are graphs showing the performance of Ferguson's share price (using normalized share price data) compared to the FTSE 100 Index during the financial year and the S&P 500 Index from March 8, 2021 to the end of the financial year.

#### FTSE 100 Index – Ferguson and FTSE 100



#### S&P 500 Index – Ferguson and S&P 500



### Recent corporate actions and share capital history

Since 2009, there have been seven corporate actions, including those affecting the share capital of Ferguson plc:

- 2021** – Additional listing of shares on the New York Stock Exchange.
- 2019** – Scheme of arrangement and redomiciliation and consequential redenomination of shares as 10 pence.
- 2018** – Special dividend, share consolidation and consequential redenomination of shares as 11<sup>227/563</sup> pence.
- 2013** – Special dividend, share consolidation and consequential redenomination of shares as 10<sup>53/66</sup> pence.
- 2012** – Special dividend, share consolidation and consequential redenomination of shares as 10<sup>5/41</sup> pence.
- 2010** – Scheme of arrangement and redomiciliation.
- 2009** – Share capitalization and rights issue.

Further details can be found on the Ferguson plc website [www.fergusonplc.com](http://www.fergusonplc.com).

### Ordinary shares

Ferguson shares are listed on the London Stock Exchange and New York Stock Exchange using code "FERG".

## Dividend

### Proposed final dividend

#### 166.5 cents per share

The Directors have recommended a final dividend of 166.5 cents per share. Payment of this dividend is subject to approval at the 2021 AGM. Dividends will be declared in US dollars and shareholders will be able to elect to receive payment in GBP.

### Key dates for this dividend

Ex-dividend date	October 28, 2021
Record date	October 29, 2021
Last day for GBP currency elections	November 12, 2021
AGM (to approve final dividend)	December 2, 2021
USD/pounds sterling exchange rate announcement	November 22, 2021
Payment date	December 10, 2021

### Dividend history

Details of dividends paid in the financial years 2019/20 and 2020/21 are set out below. For details of other historical payments, please refer to the Ferguson plc website [www.fergusonplc.com](http://www.fergusonplc.com) under "Dividends" in the "Shareholder Center" section.

Financial year	Dividend period	Dividend amount (per share)	Record date	Payment date	DRIP share price
2020/21	Special 2021	180.0 cents <sup>1</sup>	March 26, 2021	May 11, 2021	N/A <sup>4</sup>
2020/21	Interim 2021	72.9 cents <sup>2</sup>	March 26, 2021	May 11, 2021	N/A <sup>4</sup>
2019/20	Final 2020	208.2 cents <sup>3</sup>	November 13, 2020	December 11, 2020	£86.2098

- Shareholders who elected to receive the 2021 special dividend of 180.0 cents per share in pounds sterling received 129.61 pence per share.
- Shareholders who elected to receive the 2021 interim dividend of 72.9 cents per share in pounds sterling received 52.49 pence per share.
- Shareholders who elected to receive the 2020 final dividend of 208.2 cents per share in pounds sterling received 154.84 pence per share.
- No DRIP was offered for the 2020/21 special and interim dividends.

### Dividend payment



**1. Direct payment to your bank:** You are encouraged to receive your dividends directly to your bank or building society account.

This is more convenient and helps reduce the risk of checks becoming lost or delayed in the post. The associated dividend confirmation statement or advice of deposit will still be sent direct to your address of record. To sign up to receive your dividends directly to your bank or building society account in:

- Pounds sterling: go to Computershare's Investor Center and return the completed form to the address located in the upper-right corner of the form. This form is available at [www-us.computershare.com/investor/#home](http://www-us.computershare.com/investor/#home) > Company Info > FERG > GBP Dividend Election and Mandate Form.
- US dollars: enroll in Direct Deposit by accessing your account on Investor Center. Alternatively, you can obtain a copy of the required form by contacting Computershare via telephone.



**2. GBP election:** Dividends are declared in US dollars and the default payment method is US dollars<sup>1</sup>. Should you wish to elect to receive your dividend in pounds sterling, go to Computershare's Investor Center and return the completed form to the address located in the upper-right corner of the form. This form is available at [www-us.computershare.com/investor/#home](http://www-us.computershare.com/investor/#home) > Company Info > FERG > GBP Dividend Election and Mandate Form.



**3. International Currency Election (ICE) service:** If you wish to receive your dividends in a currency other than US dollars or pounds sterling, you may enroll in Computershare's International Currency Exchange ("ICE") program<sup>2</sup>. To enroll in ICE, or to learn more about the ICE program, access your account on Investor Center, or visit [www-us.computershare.com/investor/#home](http://www-us.computershare.com/investor/#home) > View All Printable Forms > International Currency.

- Following the additional US listing of ordinary shares which was effective on March 8, 2021 the default payment currency for dividends is US dollars. Shareholders who were on the register as at close of business on March 5, 2021 with no currency election in place will have been defaulted to receive dividends in pounds sterling.
- Please note that a payment charge would be deducted from each individual payment.

## Shareholder information continued

### Shareholder communications

#### Annual General Meeting (“AGM”)

The 2021 AGM will be held at the offices of Freshfields Bruckhaus Deringer, 100 Bishopsgate London, EC2P 2SR, United Kingdom on Thursday, December 2, 2021 at 12.30pm (UK time). Please consult the 2021 Notice of AGM and [www.fergusonplc.com](http://www.fergusonplc.com) for details regarding the 2021 AGM.



#### Website

See page 183 for further details about the Ferguson plc website.



#### Annual Report

Ferguson publishes an Annual Report every year. It is sent to shareholders through the post as a printed document unless the shareholder has chosen to receive e-communications (see below).



#### E-communications

The Company offers shareholders the opportunity to access shareholder documents, such as Annual Reports and notices of AGM, via e-communications rather than receiving printed documents in the post. You will be notified by email as soon as shareholder documents are available on the website.

### Managing your shares

#### Share registration enquiries

To manage your shareholding, please contact Computershare. They will be able to assist you in various matters including:

- changing your registered name and address;
- managing your dividend payments;
- certifying your tax status;
- notifying the death of a shareholder;
- registering for electronic communications; and
- transferring your shares.

You can contact Computershare in writing, by telephone or online. Further contact details are set out below. Please use your Holder Account Number when contacting Computershare. This can be found on your Direct Registration System (“DRS”) statement.

If you are not already registered to view your shareholding online, you will need to register via Computershare’s Investor Center.

### Computershare

Computershare Trust Company N.A.  
462 South 4th Street, Suite 1600  
Louisville  
Kentucky  
KY 40202  
United States

Telephone: 0370 703 6203 (inside the UK)  
Telephone: +1 866 742 1064 (inside US and Canada)  
Telephone: +1 781 575 3023 (outside UK, US and Canada)

Website: [www.computershare.com/us](http://www.computershare.com/us)  
Investor Center: <https://www-us.computershare.com/Investor/#Home>

#### Share sales

If you wish to sell Ferguson shares and you hold your shares through the DRS, you can do this:

- through the online service within Investor Center;
- through the telephone service; or
- via post.

Further details of Computershare’s internet, telephone and postal sale service can be obtained by calling Computershare on the contact telephone numbers above.

## Group information

### Company details

#### Registered Office

Ferguson plc  
13 Castle Street  
St Helier  
Jersey  
JE1 1ES  
Channel Islands

Registration No. 128484 Jersey

#### Corporate Headquarters and Group Services Office

1020 Eskdale Road  
Winnersh Triangle  
Wokingham  
RG41 5TS  
United Kingdom

Telephone: +44 (0) 118 927 3800

Ferguson plc is registered in the UK as Ferguson Group Holdings, United Kingdom Establishment No. BR021199

#### Website

[www.fergusonplc.com](http://www.fergusonplc.com)

### Company contacts

#### Investor relations ([investor@fergusonplc.com](mailto:investor@fergusonplc.com))

Vice President Investor Relations and Communications –  
Brian Lantz

#### Company secretariat

Group Company Secretary –  
Graham Middlemiss

### Company advisers

#### Auditor

Deloitte LLP

#### Corporate brokers

Barclays  
JP Morgan Cazenove

#### Financial adviser

Rothschild & Co

#### Public relations

Brunswick Group LLP

#### Law firms

Carey Olsen Jersey LLP  
Freshfields Bruckhaus Deringer LLP  
Kirkland & Ellis LLP

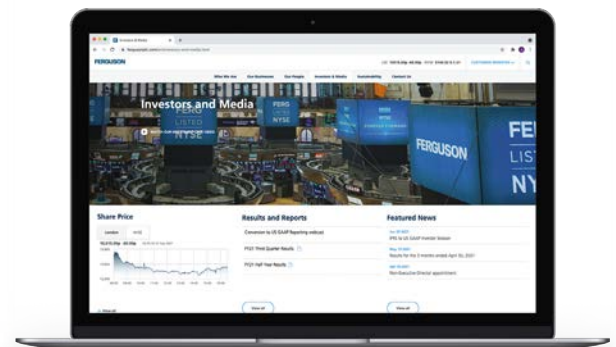
## Stay informed



#### Main corporate site

[www.fergusonplc.com](http://www.fergusonplc.com)

Key sections include Our businesses, Investors and media and Sustainability. There is also information on our strategy and links to our operating company websites. Site tools include information pack download, alert services and an option to receive content feeds.



#### Shareholder information section

[www.fergusonplc.com/en/investors-and-media/shareholder-center.html](http://www.fergusonplc.com/en/investors-and-media/shareholder-center.html)

Visit our Investor and media center on our corporate website to stay up to date on Ferguson's results, financial calendar and latest press releases. Within the Investor and media center you will find the Shareholder center where you will find information on the AGM, dividends, electronic communications, share price and managing your shares.



## Group information continued

## Forward-looking statements

Certain information included in this Annual Report and Accounts is forward-looking, including within the meaning of the United States Private Securities Litigation Reform Act of 1995, and involves risks, assumptions and uncertainties that could cause actual results to differ materially from those expressed or implied by forward-looking statements. Forward-looking statements cover all matters which are not historical facts and include, without limitation, statements or guidance regarding or relating to our future financial position, results of operations and growth, projected interest in and ownership of our shares by domestic US investors, plans and objectives for future capabilities, risks associated with changes in global and regional economic, market and political conditions, ability to manage supply chain challenges, ability to manage the impact of product price fluctuations, our financial condition and liquidity, including our ability to repay our indebtedness and obtain financing in the future to fund capital expenditures and other general corporate activities, legal or regulatory development changes, and other statements concerning the success of our business and strategies.

Forward-looking statements can be identified by the use of forward looking terminology, including terms such as “believes,” “estimates,” “anticipates,” “expects,” “forecasts,” “intends,” “continues,” “plans,” “projects,” “goal,” “target,” “aim,” “may,” “will,” “would,” “could” or “should” or, in each case, their negative or other variations or comparable terminology and other similar references to future periods. Forward-looking statements speak only as of the date on which they are made. They are not assurances of future performance and are based only on our current beliefs, expectations and assumptions regarding the future of our business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Therefore, you should not place undue reliance on any of these forward-looking statements. Although we believe that the forward-looking statements contained in this Annual Report and Accounts are based on reasonable assumptions, you should be aware that many factors could affect our actual financial results or results of operations and could cause actual results to differ materially from those in such forward-looking statements, including but not limited to:

- weakness in the economy, market trends, uncertainty and other conditions in the markets in which we operate, and other factors beyond our control;
- adverse impacts caused by the COVID-19 pandemic or related variants;
- decreased demand for our products as a result of operating in highly competitive industries and the impact of declines in the residential and non-residential RMI markets as well as the new construction market;
- failure to rapidly identify or effectively respond to consumer wants, expectations or trends;
- failure of a key information technology system or process as well as exposure to fraud or theft resulting from payment-related risks;
- unsuccessful execution of our operational strategies;
- failure to attract, retain and motivate key associates;
- ineffectiveness of or disruption in our international supply chain or our fulfillment network, including delays in inventory, increased delivery costs or lack of availability;
- fluctuations in foreign currency and fluctuating product prices (inflation/ deflation);

- inherent risks associated with acquisitions, partnerships, joint ventures and other business combinations, dispositions or strategic transactions;
- regulatory, product liability and reputational risks and the failure to achieve and maintain a high level of product quality as a result of our suppliers’ or manufacturers’ mistakes or inefficiencies;
- legal proceedings as well as failure to comply with domestic and foreign laws and regulations or the occurrence of unforeseen developments such as litigation;
- changes in, interpretations of, or compliance with tax laws in the United States, the United Kingdom, Switzerland or Canada;
- privacy and protection of sensitive data failures, including failures due to data corruption, cybersecurity incidents or network security breaches;
- exposure of associates, contractors, customers, suppliers and other individuals to health and safety risks;
- funding risks related to our defined benefit pension plans;
- inability to renew leases on favorable terms or at all as well as any obligation under the applicable lease;
- failure to effectively manage and protect our facilities and inventory;
- our indebtedness and changes in our credit ratings and outlook;
- risks associated with our intention to relocate our primary listing to the United States and any volatility in our share price and shareholder base in connection therewith; and
- other risks and uncertainties set forth in this Annual Report and Accounts under the heading “Principal risks and their management,” in our annual report on Form 20-F for the fiscal year ended July 31, 2021 filed with the Securities and Exchange Commission (“SEC”) under the heading “Risk Factors,” and in other documents we furnish to or file with the SEC in the future.

Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. Other than in accordance with our legal or regulatory obligations, we undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.