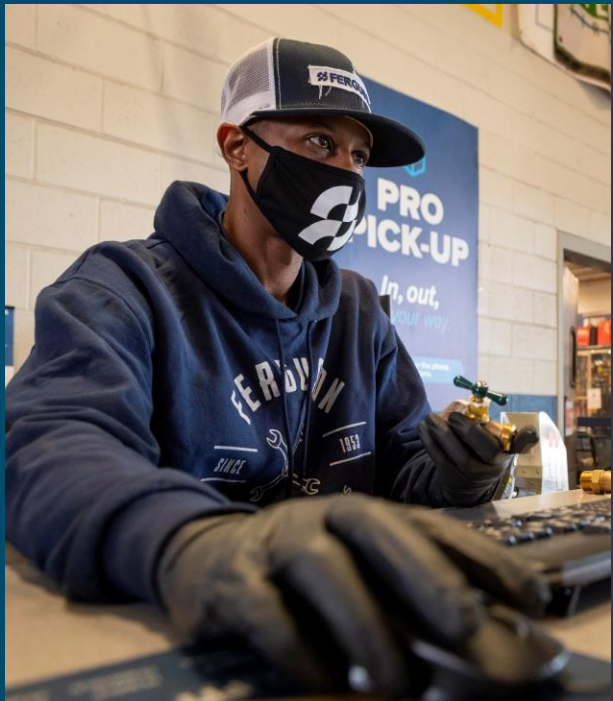


FERGUSON

Corporate profile



About Ferguson

Ferguson plc is a leading value added distributor of plumbing and heating products to professional contractors operating in North America.



* Figures are for the year ended 31 July 2021

Revenue

\$22,792m

+14.3%

Underlying trading profit

\$2,099m

+31.8%

Gross Margin

30.6%

+0.6%

Headline EPS

688.1c

+35.5%

Revenue

USA

\$21,478m

+13.9%

Canada

\$1,314m

+21.3%

Why invest in Ferguson?

Largest plumbing and heating distributor in the world

Benefits of scale in procurement, operations, supply chain and technology

Market leading positions (75 per cent of revenue generated through No.1 or No.2 market share positions)

Strong sales culture

Fragmented markets

Low risk bolt-on M&A opportunities

Quick, reliable payback from branch expansion

Sustained gross margins

Strong investment grade balance sheet

Little pension exposure and low level of leases

Strong free cash flow through the economic cycle

Strong people and service culture

Systematically driving performance

Best-in-class e-commerce

Constantly developing our business model to enhance service and margins

Great returns

Good trading profit margins*

9.2%

Underlying trading margin

Excellent returns on capital*

28.2%

Return on gross capital employed

Dependable ordinary dividends*

239.4c

Total ordinary dividend

* Figures are for the year ended 31 July 2021

USA profile

- Total revenue growth of 13.9%
- Underlying trading margin of 9.7%
- Continued market share gains across all end markets
- Seven bolt-on acquisitions completed in the year

Revenue

\$21,478m

(94% of Group)

Underlying trading margin

9.7%

Branches

1,470

Underlying trading profit

\$2,073m

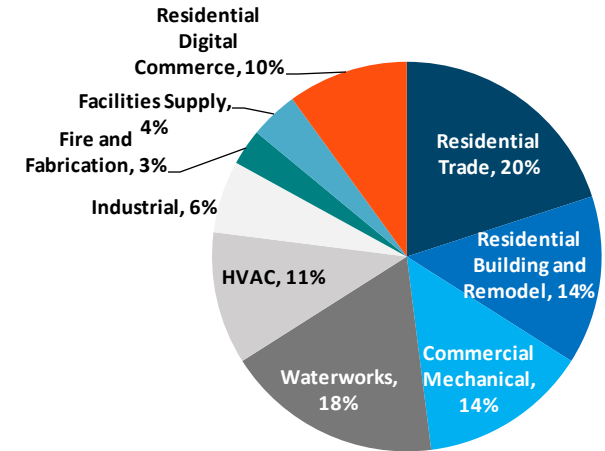
Customer groups

9

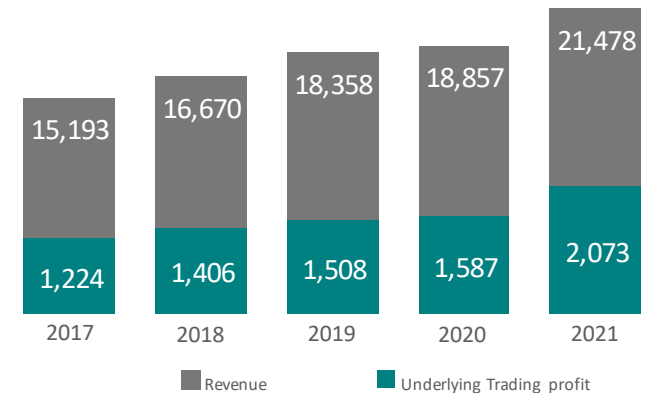
Associates

28,000

Revenue by customer group
% of 2021 revenue



5-year Performance \$m



* Figures are for the year ended 31 July 2021

Canada profile

- Total revenue growth of 21.3%
- Underlying trading profit of 76 million, 33 million ahead of last year
- Buoyant residential markets and signs of improvement in industrial markets

Revenue

\$1,314m

(6% of Group)

Underlying trading margin

5.8%

Branches

209

Underlying Trading profit

\$76m

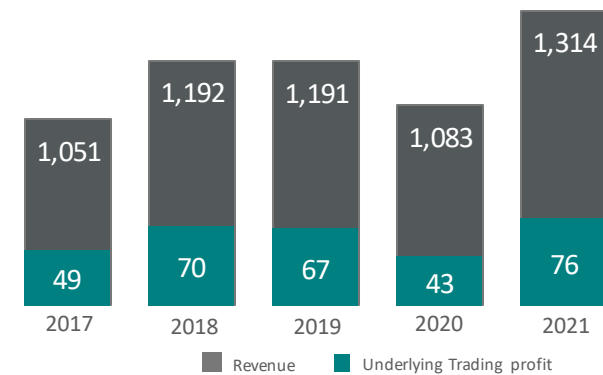
Customer groups

3

Associates

3,000

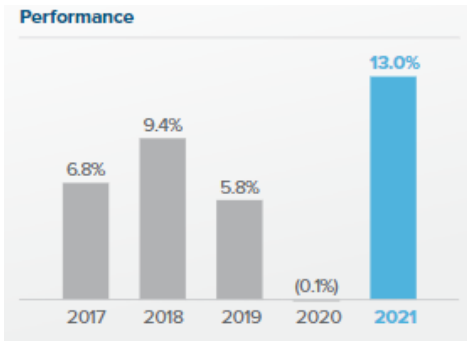
5-year Performance \$m



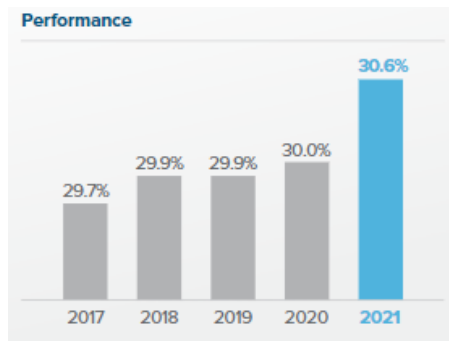
* Figures are for the year ended 31 July 2021

Key performance indicators

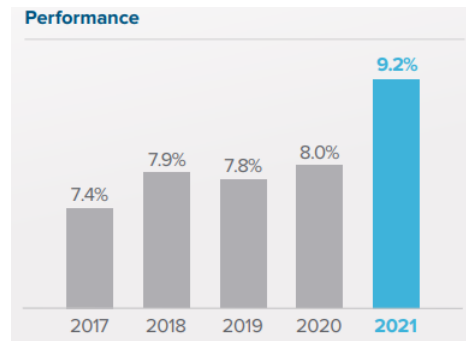
Organic revenue growth



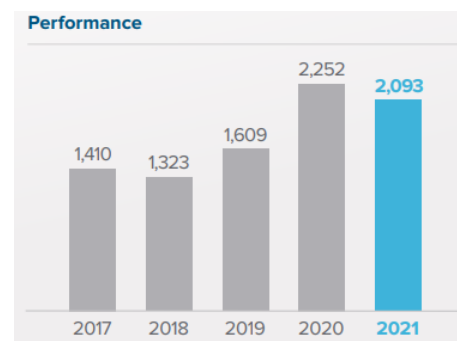
Gross margin



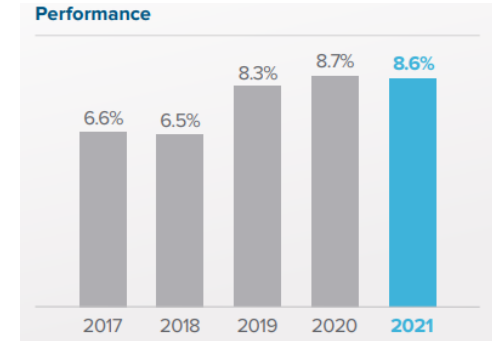
Underlying trading margin



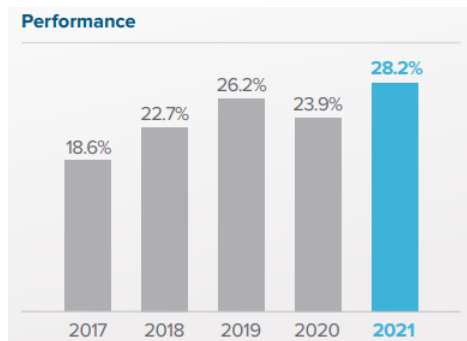
Cash generated from operations (\$m)



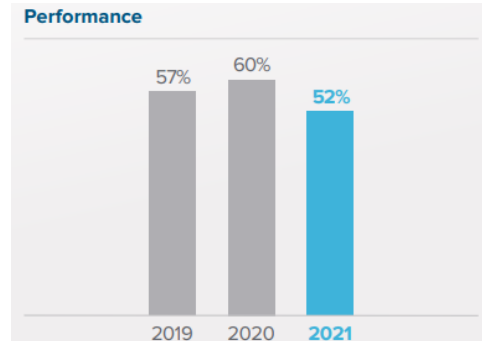
Own brand percentage of revenue



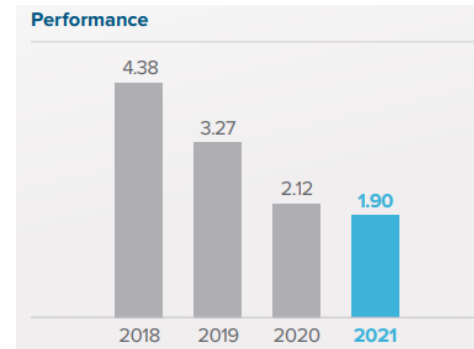
Return on gross capital employed



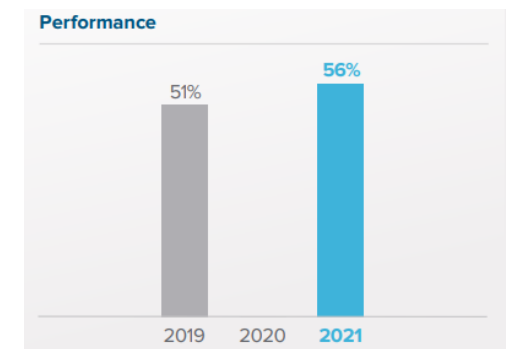
Customer Service



Group recordable injury rate*



Associate engagement



*Total number of injuries per 200,000 worker hours.

Contact information

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Click [here](#) to receive news and other financial information by email.