

Fact sheet

Galliford Try Holdings plc is a leading construction group, carrying out building and infrastructure works across the UK

Our purpose

Our purpose is to improve lives by sustainably building the facilities and infrastructure that communities need.

Our business

Operating as Galliford Try and Morrison Construction, our work for public and private sector clients is well balanced and extensive.

We are focused on the health, education, defence, highways and environment sectors, where we have core and proven expertise, and a strong pipeline, as well as having growing capabilities in FM and PPP Investments.

We have circa 2,500 passionate and talented employees across the UK and 6.5% of them are graduates, apprentices or trainees.

Key strengths

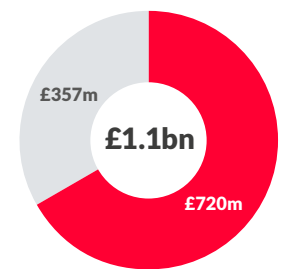
- Well-capitalised and debt-free.
- National coverage with local delivery.
- Disciplined approach to project selection and rigorous risk management.
- Strong, long-term, collaborative client relationships.
- Excellent position in frameworks and in public and regulated sectors.
- Government investment for the industry.
- Committed to creating long-term stakeholder value.

Strategy

Our strategy is to retain our solid platform; improve our operations and deliver strong, predictable cash flows and margin improvement. Underpinning this is our commitment to operating sustainably, by balancing financial performance with our obligations to all stakeholders.

Revenue¹

- Building
- Infrastructure

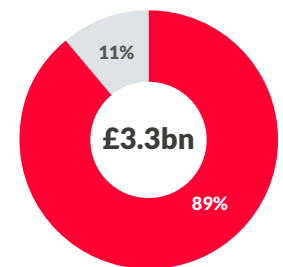


Average month-end cash²

£158m

Order book²

- Public and regulated
- Private



Order book by sector²

Building	Total £2.0bn
Education	£547m
Defence and custodial	£393m
Health	£272m
FM	£417m
Commercial	£328m
Other	£76m
Infrastructure	Total £1.3bn
Highways	£576m
Environment	£681m

¹At 30 June 2020.

²At 31 December 2020.

ESG priorities

To ensure we create value in the long term, we balance our financial performance with our obligations to our stakeholders.

Key achievements:

- Ranked within top third of FTSE4Good Index.
- Reduced Accident Frequency Rate from 0.10 to 0.06.
- 30% year on year reduction in carbon emissions.
- 89% net promoter score.
- Rated Gold by Supply Chain Sustainability School.
- 'Top Graduate & Apprentice Employer'.
- Industry leading performance in Considerate Constructors Scheme.

Our six fundamental pillars



Mapped to the UN Sustainable Development Goals.

Risk management

Assessing and managing risks and uncertainties is the central element of our process and business strategy. Commercial control and rigorous risk management is an integral part of our strategy. We achieve this through our:

- Focus on margin improvement over top-line growth.
- Disciplined approach to project selection including:
 - No longer bidding for fixed-price all-risk major contracts.
 - Employing margin thresholds.
- Peer reviews of bids and contract reporting.
- Board approval for all bids over £25m and other risk factors.
- Aligned and informed supply chain.
- Shortened management reporting lines.

Finance guidance

Objective	FY21	Medium-term KPI	Progress to 31 December 2020
Disciplined contract selection and measured revenue growth.	£1,100m - £1,300m revenue.	£1,200m - £1,500m revenue.	On track, with carefully risk managed order book.
Focus on bottom line margin growth.	0.4% - 0.7% operating margin after central costs.	>2.5% divisional operating margin.	Enhanced target reflects business performance.
Control of operating cost base.	Circa £10m central costs.	<£10m central costs.	On track.
Medium-term operating cash generation.	Average month-end cash £145m - £165m. Cash generative.	Average month end cash. Cash generative.	Operating cash inflow and improved average month end.
Increasing shareholder returns.	Dividend reinstated with reduced dividend cover.	Dividend cover of 2.0 - 2.5x.	Dividend reinstated with reduced dividend cover.

Upcoming events

- 📅 Full year results
16 Sep 2021

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