

# Sustainable Growth

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

## Strategy to 2030

Our Group has consistently delivered increases in both revenue and profit margin since becoming a standalone construction group in 2020. Our Strategy to 2030 targets sustainable growth in core and adjacent markets.

We remain committed to a progressive culture, socially and environmentally responsible delivery, quality and innovation, risk management and sustainable financial returns to create long-term value for our stakeholders.



### Growth via core markets

Building  
Highways  
Environment

### Growth via adjacent markets

Private Rented Sector | Capital maintenance and asset optimisation within existing Environment sector | Green retrofit | Affordable homes | Specialist Services



## Risk management

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

- Focus on margin improvement as we grow.
- Disciplined approach to project selection including:
  - Ensuring appropriate terms and conditions for each project.
  - Employing margin thresholds.
  - Peer reviews of bids and contract reporting.
  - Board approval for all bids with specific risk factors or with a value of over £25m.
- Aligned and informed supply chain.
- Clear management reporting lines.

# Sustainable Growth

## Key strengths

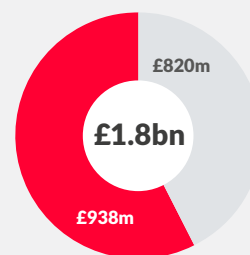
- Well-capitalised and debt-free.
- Disciplined approach to project selection and rigorous risk management.
- Strong, long-term, collaborative client and supply chain relationships.
- Public and regulated sector investment is driving robust demand in our chosen markets, where we are on key frameworks.
- Growing capability in higher margin activities.
- Our investment in digital and technical is delivering greater efficiency for clients, and driving down carbon.
- At 30 June 2024, we had 4,122 employees, with 10.2% of them in graduate, apprentice or trainee roles.

## Order book by sector<sup>2</sup>

Building	Total £2.3bn
Custodial	£329m
Defence	£437m
Education	£634m
FM	£324m
Health	£87m
Commercial & other	£483m
Infrastructure	Total £1.5bn
Highways	£641m
Environment	£905m

## Revenue<sup>1</sup>

- Building
- Infrastructure

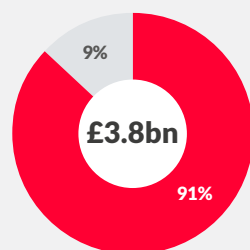


## Average month-end cash<sup>2</sup>

£155m

## Order book<sup>2</sup>

- Public and regulated
- Blue chip private



<sup>1</sup> Full year to 30 June 2024. <sup>2</sup> As at 30 June 2024.

Being sustainable makes us more efficient, helps us to win work, engages our employees and benefits communities and the environment. KPIs for our strategy period to are measured on a full year basis.



Strategic priorities	Sustainability pillars	Objective	FY24	Ambition
Progressive culture	Health and safety	Lost Time Frequency Rate	0.14	No harm
		Accident Frequency Rate	0.04	No harm
	Our people	Employee advocacy	87%	>80%
Early careers as % total employees		10.2%	YoY increase	
Women as a % of total employees		22.5%	YoY increase	
Socially responsible delivery	Environment and climate change	Scope 1 and 2 carbon emissions (CO <sub>2</sub> e tonnes)	10,486	Net zero by 2030
		Waste intensity (tn/£100K revenue)	17.7	YoY reduction
	Communities	% of completed projects delivering >25% of Social and Local Economic Value as % of contract value	79%	>60%
		CCS performance	42.9 (industry ave 40.0)	>39 and above industry ave
Quality and innovation	Clients	% of repeat business in order book	93%	>80%
		% full year planned revenue secured at start of the financial year	92%	>85%
	Supply chain	% business unit core trades spend with Aligned subcontractors	61%	70%-80%
		Prompt payment – % of invoices paid within 60 days	96%	>95%
		<b>Objective</b>	<b>FY24</b>	<b>2030 target</b>
Sustainable financial returns		Maintaining disciplined contract selection and robust risk management in resilient market sectors.	£1.8bn	Revenue growth to in excess of £2.2bn.
		Focus on both top and bottom line growth and accelerated growth in our higher-margin adjacent market businesses.	2.5%	Divisional operating margin growth to 4.0%.
		Retain a strong balance sheet and operating cash generation	Average month-end cash £155m	Operating cash generation.
		Sustainable dividends.	Dividend cover of 1.8x	Dividend cover of 1.8x.

## More information:

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