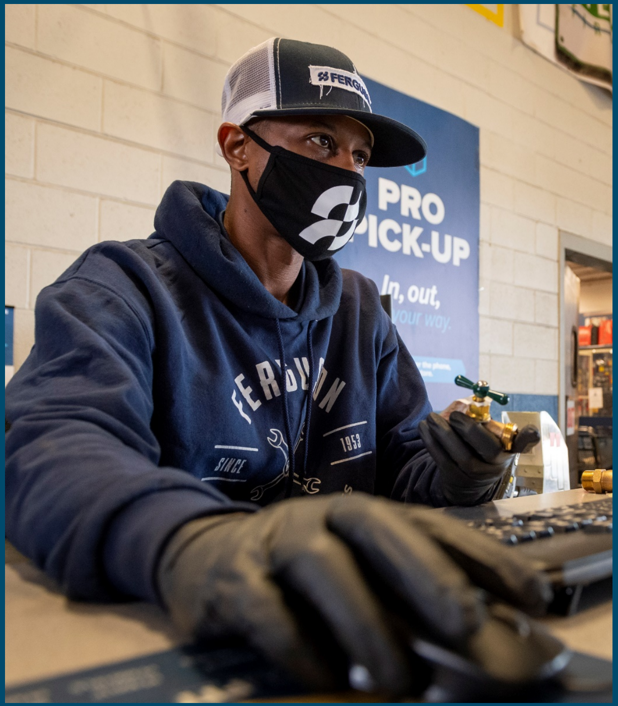
FERGUSON

2020/21
Half Year Results Presentation

6 months to January 31, 2021



Cautionary note on Forward-Looking statements

Forward-Looking Statements

In order to utilize the 'safe harbor' provisions of the United States Private Securities Litigation Reform Act of 1995 and the general doctrine of cautionary statements, Ferguson plc is providing the following cautionary statement: This presentation contains forward-looking statements and involves risks, assumptions and uncertainties that could cause actual results to differ materially from those expressed or implied by forward-looking statements. These statements can be identified by the use of forward-looking terminology, including terms such as "believes," "estimates," "anticipates," "expects," "forecasts," "intends," "plans," "projects," "goal," "target," "aim," "may," "will," "would," "could" or "should" or, in each case, their negative or other variations or comparable terminology, and similar references to future periods. Examples of forward-looking statements include, among others: statements or guidance regarding or relating to our future financial position, growth, and payment of dividends; projected interest in and ownership of our shares by domestic US investors; plans and objectives for future capabilities; and other statements that are not historical fact.

Forward-looking statements are neither historical facts nor assurances of future performance. instead, they 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. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Our actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not rely on any of these forward-looking statements. Important factors that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, the following: weakness in the economy, market trends, uncertainty and other conditions in the markets, for example caused by the COVID-19 virus pandemic; 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 repair, maintenance and improvement markets as well as the new construction market; a failure of a key information technology system or process as well as exposure to fraud or theft resulting from payment-related risks; privacy and protection of user data failures; fluctuations in foreign currency and inflation, fluctuating commodity prices, unexpected product shortages as well as ineffectiveness of or disruption to our domestic or international supply chain or the fulfillment network; inherent risks associated with acquisitions, partnerships, joint ventures, demergers and other business combinations, dispositions or strategic transactions, and unsuccessful execution of our operational strategies; 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; exposure of associates, contractors, customers, suppliers and other individuals to health and safety risks; legal proceedings as well as failure to comply with domestic and foreign laws and regulations or the occurrence of unforeseen developments such as litigation; failure to attract, retain and motivate key associates; changes in, or interpretations of, tax legislation in the United States, the United Kingdom, Switzerland or Canada; inability to renew leases on favorable terms or at all as well as any obligation under the applicable lease; funding risks related to our defined benefit pension schemes; our indebtedness and changes in our credit ratings and outlook; and those noted under the heading "Principal Risks and Uncertainties" in our earnings announcement and under the heading "Risk Factors" in our recent form 20-F filing with the SEC.

Any forward-looking statement made by us in this presentation is based only on information currently available to us and speaks only as of the date on which it is made. Other than in accordance with our legal or regulatory obligations (including under the UK Listing Rules, the Prospectus Rules, the Disclosure Guidance, the Transparency Rules of the Financial Conduct Authority and applicable law), we undertake no obligation to publicly update or revise any forward-looking statement, whether written or oral, that may be made from time to time, whether as a result of new information, future developments or otherwise. Nothing in this announcement shall exclude any liability under applicable laws that cannot be excluded in accordance with such laws.

Alternative Performance Measures (APMs)

The Company's management believes that the APMs included in this document provide valuable information to the readers of the financial statements as they provide comparable information across the Company and are consistent with how business performance is planned, reported and assessed internally by management and the Board. APMs are not defined or specified under International Financial Reporting Standards ("IFRS"), and any APMs in this document are not a substitute for IFRS measures. Readers should consider the IFRS measures as well.

1

Highlights and introduction

Kevin Murphy, Group Chief Executive

Agenda

1. Highlights and introduction	Kevin Murphy, Chief Executive
2. Financial review	Bill Brundage, CFO
3. Business update	Kevin Murphy, Chief Executive
4. Q&A	

Operational highlights

Revenue growth	Underlying trading profit growth	Interim dividend per share	Cash generated from operations[1]
+4.2%	+12.2%	72.9c	$559m
		(2020 : nil)	

Gross margin	Headline EPS growth	Net debt to adjusted EBITDA[2]	Recordable injury rate[3]
30.0%	+14.5%	0.6x	24% improvement
(2019 : 30.2%)		(2020 : 1.1x)	(1.6 in 2021 vs 2.12 in 2020)

Strong operational delivery in the first half

1. Shown on a pre-IFRS 16 basis. See appendices for reconciliation to statutory data.
2. Net debt excludes lease liabilities and Adjusted EBITDA excludes the impact of IFRS 16. Leverage ratio utilizes a trailing twelve months adjusted EBITDA for both continuing and discontinued operations.
3. Total number of injuries per 200,000 hours (100 associates working 40 hours a week for 50 weeks)

Corporate highlights

- Restarted M&A program investing $224m in four bolt-ons in H1
- Reinstated share buy backs, new $400 million program announced today
- Disposal of UK completed
  - Special dividend of 180 cents per share to be paid with interim
- Additional US listing delivered and went live on 8 March 2021

Good progress on corporate actions

Market update: US end-market revenue growth

		H1 2021	H1 2021
	% of US revenue	Estimated market growth	Organic revenue growth
Residential	56%	High single digit growth	+12%
Commercial	31%	Mid single digit decline	(4.0%)
Civil / Infrastructure	7%	Low single digit decline	Flat
Industrial	6%	High teens decline	(19%)
	100%	**About flat**	**+3.3%**

Overall markets remain about flat year to date

2

Financial review

Bill Brundage, Group CFO

Financial highlights

	H1 2021	H1 2020 (restated)[1]	Change
Revenue	10,309	9,893	+4.2%
Gross margin %	30.0%	30.2%	(0.2%)
Underlying trading profit [2]	837	746	+12.2%
Headline earnings per share	269.3c	235.1c	+14.5%
Interim ordinary dividend per share	72.9c	-	
Special dividend	180.0c	-	
Adjusted EBITDA [3]	918	828	+10.9%
Net debt : Adjusted EBITDA [4]	0.6x	1.1x	
Trading days	126	127	(1)

Excellent cost control delivered strong profit growth

1. The Group disposed of its UK operations on January 29, 2021. Pursuant to IFRS requirements, the UK results have been reclassified to discontinued operations and the prior year comparative results have been restated.
2. Trading profit defined as operating profit before exceptional items and amortization of acquired intangible assets. Underlying denotes that the metric is stated on a pre-IFRS 16 basis.
3. Continuing operations only, excludes the impact of IFRS16. Adjusted EBITDA contribution from discontinued operations in the period was $57 million (2020 restated: $48 million)
4. Net debt excludes lease liabilities and Adjusted EBITDA excludes the impact of IFRS 16. Leverage ratio utilizes a trailing twelve months adjusted EBITDA for both continuing and discontinued operations.

USA

$m	H1 2021	H1 2020	Change
Revenue	9,704	9,318	+4.1%
Organic revenue growth	+3.3%	+2.6%	
Underlying trading profit [1]	823	740	+11.2%
Underlying trading margin % [1]	8.5%	7.9%	+0.6%

- Continued market share gains
- Gross margins slightly softer due to business and channel mix
- Excellent cost control led to $83m increase in underlying trading profit

Good growth in flat markets with strong operating leverage

1. Underlying denotes that the metric is stated on a pre-IFRS 16 basis.

USA revenue growth

Customer group	% of US revenue[1]	H1 2021 Total growth
Residential Trade	19%	+4%
Residential Showroom	15%	+8%
eBusiness	8%	+40%
HVAC	10%	+13%
Commercial / Mechanical	14%	(2%)
Waterworks	18%	+1%
Other[2]	16%	(11%)
USA	100%	+4.1%

Strongest growth in customer groups serving residential end markets

1. For year ended July 31, 2020.
2. Comprises Fire and Fabrication, Facilities Supply and Industrial

Canada

$m	H1 2021	H1 2020	Change
Revenue	605	575	+5.2%
Organic revenue growth	+5.5%	(6.6%)	
Underlying trading profit [1]	36	29	+24.1%
Underlying trading margin % [1]	6.0%	5.0%	+1.0%

- Continued revenue growth
- Good residential end markets partially offset by challenged industrial markets
- Costs well controlled leading to $7m increase in underlying trading profit

Continued progression in H1

1. Underlying denotes that the metric is stated on a pre-IFRS 16 basis.

Financing, tax and exceptional items

$m	H1 2021	H1 2020 (restated)
Financing		
Net finance costs - pre-IFRS 16	51	43
- IFRS 16 charge	22	25
Reported P&L charge	73	68

Tax		
Adjusted tax charge	200	181
Adjusted effective tax rate	24.9%	25.4%

- Exceptional charge of $4 million in operating profit from continuing operations

Interest and tax as expected

Cash flow[1]

$m	H1 2021	H1 2020
Adjusted EBITDA from continuing operations[2]	918	828
Adjusted EBITDA from discontinued operations[2]	57	48
Working capital	(361)	(386)
Exceptionals, pension & other	(55)	(25)
Cash generated from operations	559	465
Interest & tax	(247)	(215)
Capex	(132)	(164)
Dividends	(460)	(327)
Buy backs	-	(350)
Acquisitions of businesses	(224)	(141)
Disposals of businesses	405	-
FX and other items	14	(23)
Decrease / (increase) in net debt	(85)	(755)

Excellent operating cash generation

1. Shown on a pre-IFRS 16 basis. See appendices for reconciliation to statutory data
2. Adjusted EBITDA restated in 2020 for the reclassification of the UK results to discontinued operations.

Capital structure

	H1 2021	H1 2020
Net debt	$1,097m	$1,944m
Net debt : Adjusted EBITDA	0.6x	1.1x
Lease Liabilities	$1,147m	$1,445m
Net debt including leases	$2,244m	$3,389m
Net debt including leases : EBITDA including leases	1.2x	1.7x
Net pension (deficit)/asset	($88m)	$113m

Balance sheet provides a strong foundation

Capital allocation

- Target range of net debt to adjusted EBITDA of 1-2x
- Capital allocation priorities unchanged:

1. Organic growth	• Investment in generating profitable growth, particularly in our: • Digital front end • Overall technology journey • World class supply chain
2. Sustainable ordinary dividends	• Interim dividend to be paid in May 2021
3. Acquisitions	• Bolt-on and capability • Four completed in first half • Normal forward pipeline
4. Return of surplus cash	• Share buy backs of $400m resumed with 2021 half year results • Special dividend of approx. $400m from UK disposal

Capital allocation priorities remain unchanged

Technical guidance for the full year to 31 July 2021

One fewer trading day impact on trading profit	($15m)
Full year FY21 impact from completed acquisitions	Approx. $270m of revenue
Interest charge	Approx. $135 - 140m*
Effective tax rate – FY21 onwards	25% - 26%
Capital investment	$250 - 300m

- Group to move from IFRS to US GAAP from August 1, 2021 to aid comparison with US peers

* Interest charge = $85-90m pre-IFRS 16 + $50m IFRS 16 impact

3

Business update

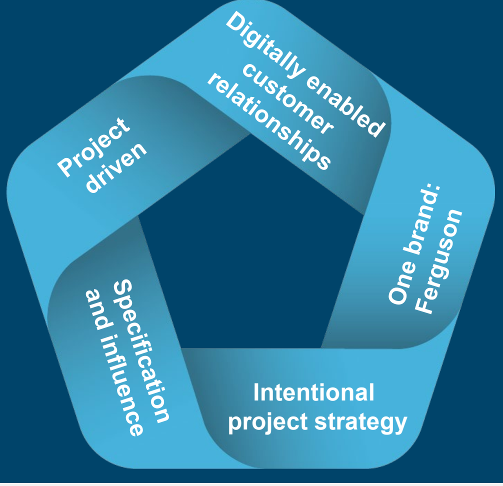
Kevin Murphy, Group Chief Executive

HOW TOMORROW WORKS

We are more than a distributor. As trusted advisers, we provide innovative products and solutions to make our customers' projects better.

Strategy

We will expand our role in the value chain to build durable competitive advantages to achieve profitable growth



Where we invest

We will focus on key capabilities that lay the groundwork for our path to tomorrow

Culture of best associates	Innovation and Ferguson Ventures
Omni channel and digital capabilities	Technology and data capabilities
Supply chain and value added services	Sales execution

Changing landscape

- Changing customer expectations
- Shifting channels
- Emerging competitors
- Labor shortage
- Vertical integration
- Post-COVID market shift

Running a great business

- First in safety
- Customer experience
- Strategic growth
- Gross margin improvement
- Operational leverage
- Capital discipline
- Environmental, social and governance

People | Safety | Integrity | Innovation | Service | Results

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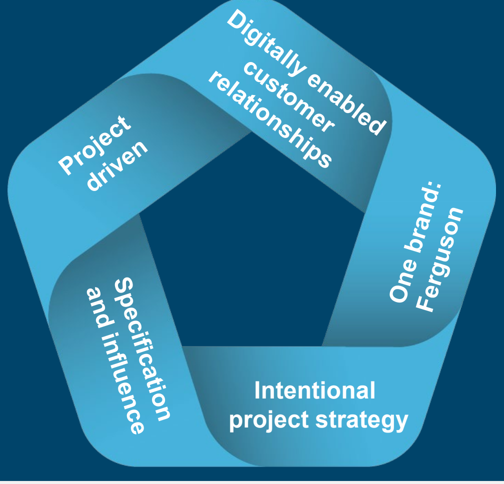

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People Safety Integrity Innovation Service Results

Sales Execution

Large Residential / Commercial Development Project, Western US

- 22,000 acre, $6 billion residential / commercial development
- Worked with owner on enhanced design build, procurement process to offset labor and supply chain inflation
- Ferguson written into specifications and procurement direction with GC and subcontractors
- Set up of on site Ferguson branch and laydown space for trades
- One Ferguson approach with:
  - Waterworks (Civil, water treatment, underground infrastructure)
  - Plumbing (brands / master specs for sub developments)
  - Showroom / appliances
  - HVAC (Lake exchange system, All heating equipment / VRF)
  - Fire and Fabrication (Commercial and residential)

Customer verticals working together

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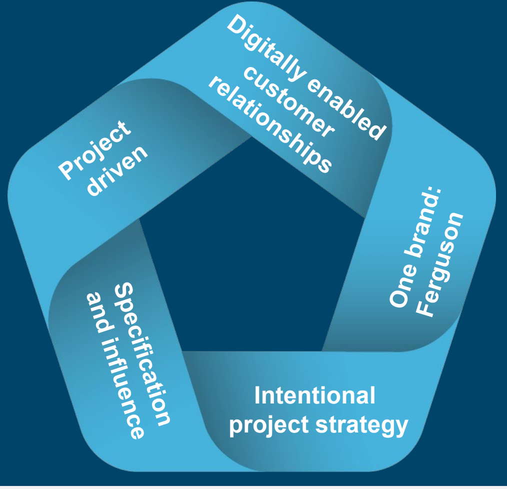

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- Sales execution

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We connect thousands of suppliers and customers with a unique business model[1]

Key resources & relationships

Our people | Our customers | Our suppliers | Channels to market | Technology | Distribution network | Capital

>37,000 suppliers

1,652 branches
11 Distribution Centers

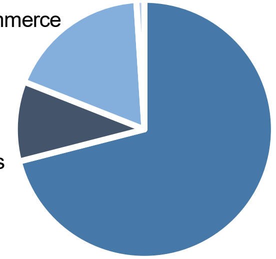
50% Delivered from branches

25% Collected from branches

16% Delivered from suppliers

9% Delivered from DCs

> 1 million customers

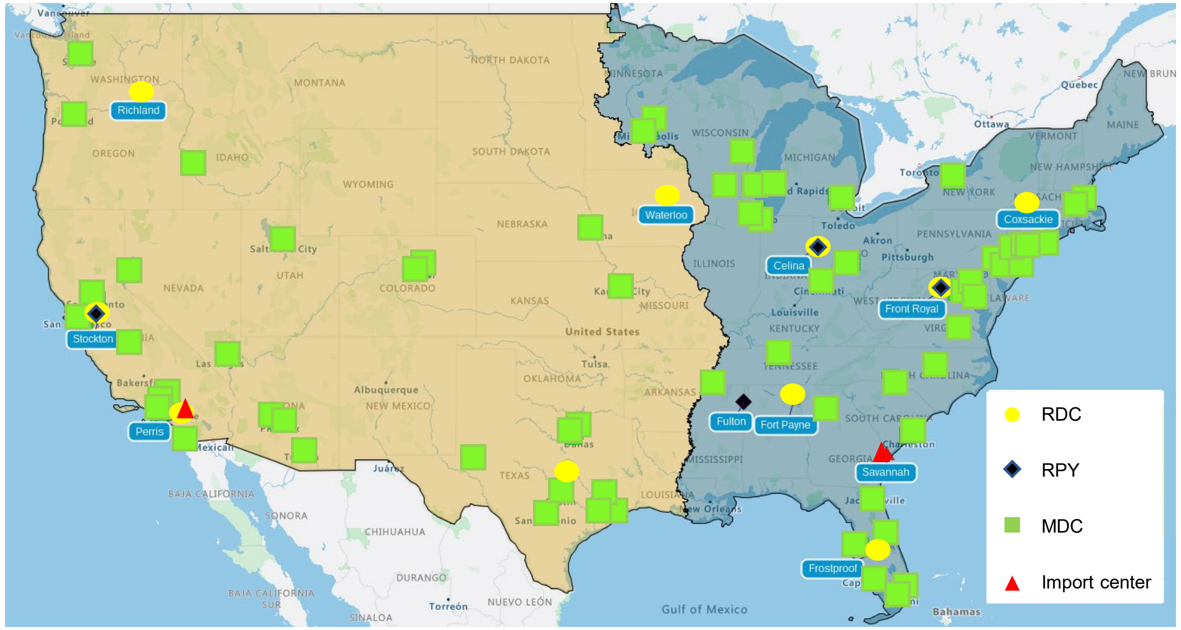


What makes us different?

Best associates | **Customers value scale** | **Differentiated service offering**

[1] Numbers shown are USA and Canada

Global Sourcing and Supply Chain

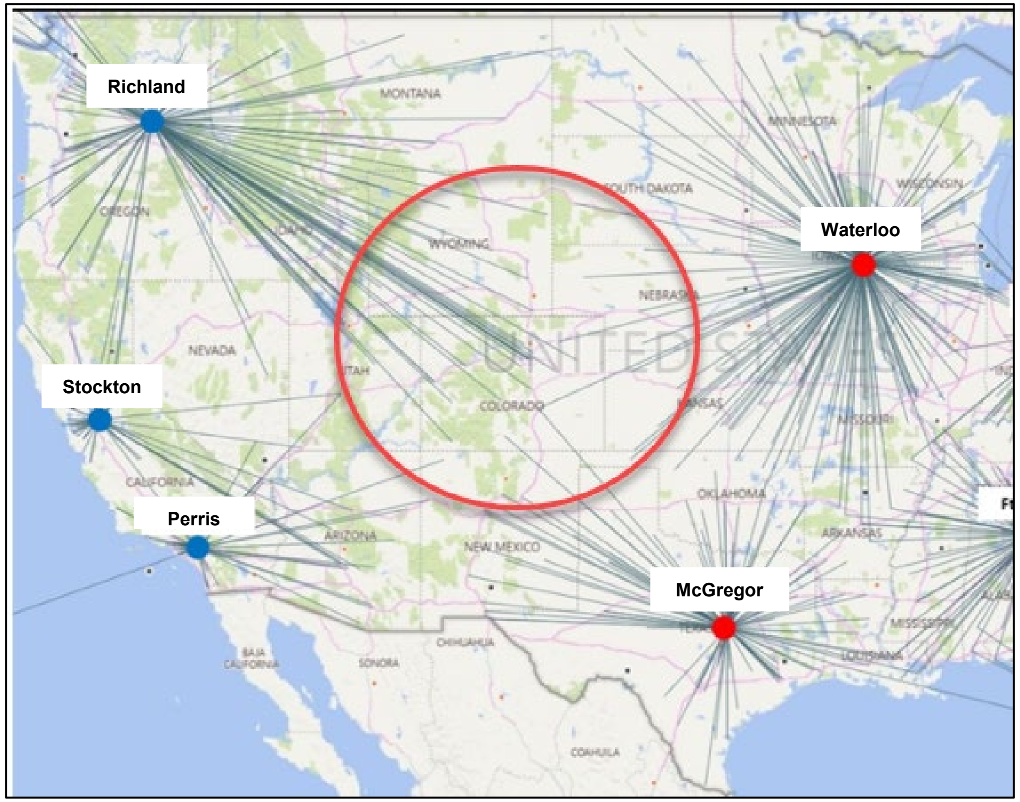


Network optimization strategy

- Global sourcing
- A network capable of same day / next day delivery to 80% of the US population:
  - 2 import centers
  - 10 regional distribution centers
  - 4 regional pipe yards
  - Market distribution centers in major MSA's
- Driving seamless omni-channel capabilities by developing best-in-class technology & tools.
- Developing fully integrated demand forecasting and planning processes between supply chain, the business owners and Finance.

Continuing to invest in world-class procurement, logistics and supply chain

Global Sourcing and Supply Chain



Denver Market Distribution Center

- $1.5 billion commercial / residential market serving 70 branches
- Ferguson's first future state distribution center
  - 450,000 square foot facility
  - Servicing all customer groups with shared inventory and all modes of transport
  - Robotic technology and mechanization to provide faster processing speed and quality for customer fulfillment
- Optimization through design focused on:
  - Safety (50% less equipment and 30% less support staff)
  - Smaller footprint (100K sq ft)
  - Efficiency savings by eliminating double handling
  - Freight and distribution annualized savings of >$10 million

Step change in productivity delivering best same day service

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Where we invest

We will focus on key capabilities that lay the groundwork for our path to tomorrow

Culture of best associates	**Innovation and Ferguson Ventures**
Omni channel and digital capabilities	**Technology and data capabilities**
Supply chain and value added services	**Salesforce evolution**

Changing landscape

- Changing customer expectations
- Shifting channels
- Industry disruptors
- Labor shortage
- Vertical integration

Running a great business

- First in safety
- Customer service
- Strategic growth
- Gross margin improvement
- Operational leverage
- Capital discipline
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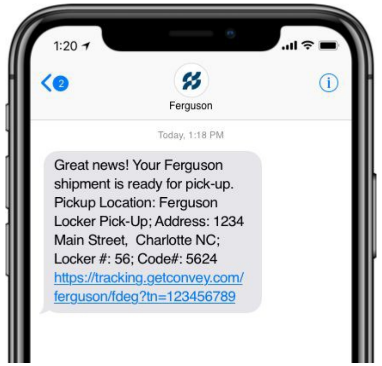
People | Safety | Integrity | Innovation | Service | Results

Digitally enabled customer relationships



Pro pick-up – collect how you want

- Faster collect service for the customer – no waiting in lines and access to product after hours
- Multiple contactless pick-up options for social distancing – locker and curbside pick-up
- Real-time alerting of order progress mobile / text/ desktop
- Service now available at 300+ US locations
- Available across enterprise by April 2021

Pairing great digital capabilities with the best relationships in the marketplace

Summary

- Associates’ health and wellbeing remains primary consideration
- Strong operational delivery in H1 and staying focused on execution
- Focused on investment in the model:
    - Consultative approach with our customers
    - Investing in global sourcing with world class supply chain
    - Balanced product strategy - best breadth and depth of inventory of branded / own brand products
    - Investment in global technology to deliver compelling customer proposition

Continue to implement consistent and successful strategy

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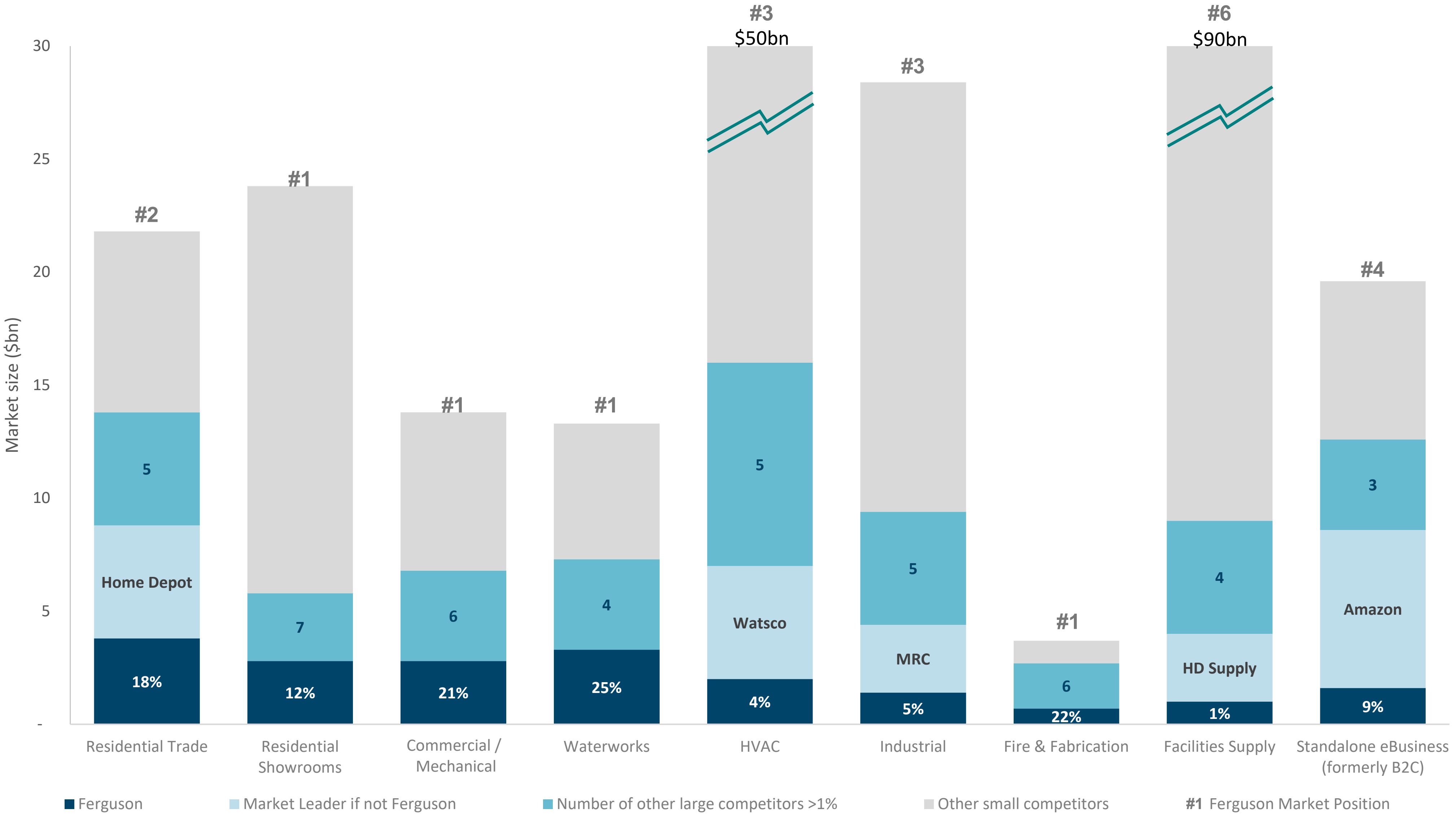
Q&A

Ferguson now has an additional listing on the NYSE under the ticker symbol NYSE: FERG

4 Appendix

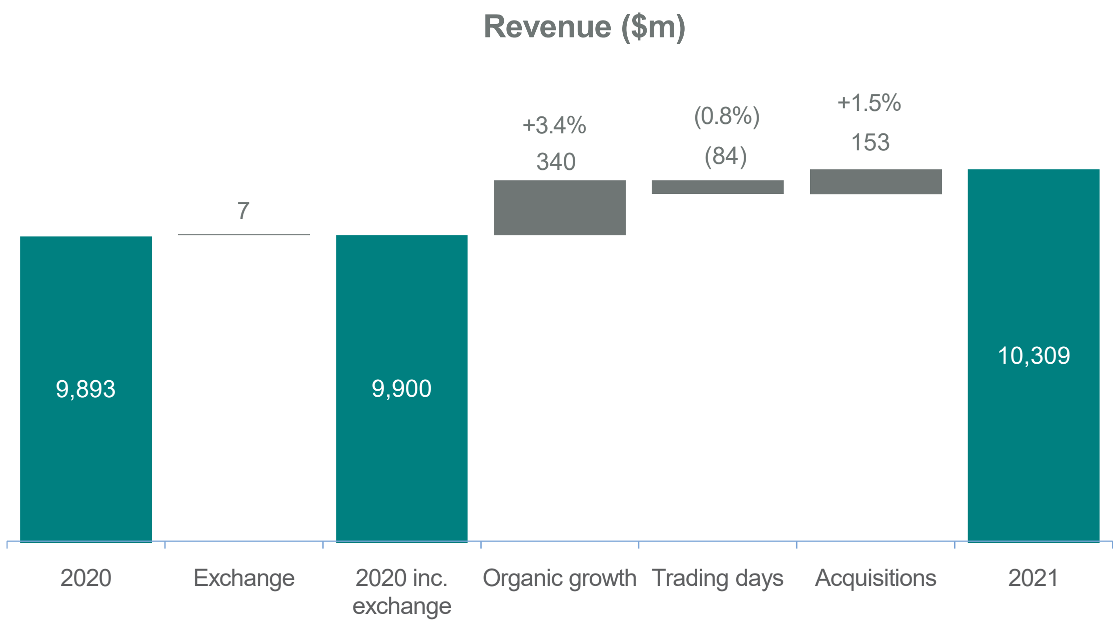
Strategy: USA – a diversified but connected business with attractive market structure

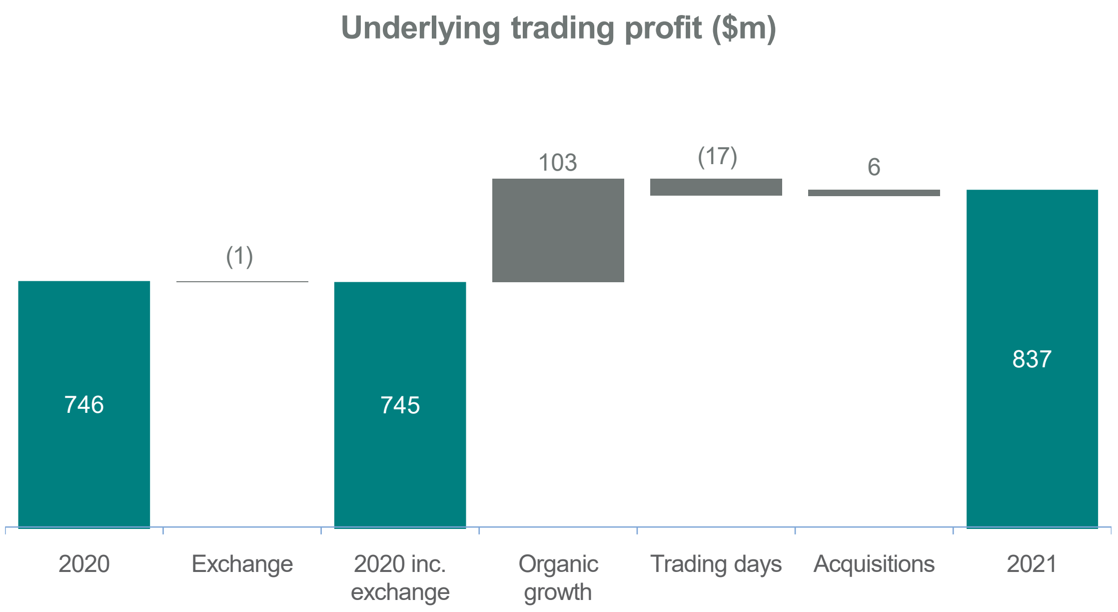


Regional analysis

$m		Revenue H1 2021	Revenue H1 2020 (restated)	Underlying trading profit H1 2021	Underlying trading profit H1 2020 (restated)
USA		9,704	9,318	823	740
Canada		605	575	36	29
Central costs		-	-	(22)	(23)
Continuing operations		10,309	9,893	837	746
Discontinued operations	- UK	1,138	1,073	49	31
	- Other	-	-	-	4
Group reported		11,447	10,966	886	781

Revenue and trading profit growth





Net debt reconciliation

$m	2021 Pre-IFRS 16	IFRS 16 adjustment	2021 Post IFRS 16	2020 Pre-IFRS 16	IFRS 16 adjustment	2020 Post IFRS 16
Adjusted EBITDA from continuing operations[1]	918	157	1,075	828	149	977
Adjusted EBITDA from discontinued operations[1]	57	20	77	48	17	65
Working capital	(361)	3	(358)	(386)	5	(381)
Exceptionals, pension & other	(55)	-	(55)	(25)	-	(25)
Cash generated from operations	559	180	739	465	171	636
Interest & tax	(247)	(24)	(271)	(215)	(27)	(242)
Capex	(132)	-	(132)	(164)	-	(164)
Dividends & buybacks	(460)	-	(460)	(677)	-	(677)
Acquisitions of businesses	(224)	-	(224)	(141)	-	(141)
Disposals of businesses	405	-	405	-	-	-
Lease liability additions	-	(45)	(45)	-	(61)	(61)
FX and other items	14	97	111	(23)	(47)	(70)
(Increase)/decrease in net debt	(85)	208	123	(755)	36	(719)

1. Adjusted EBITDA restated in 2020 for the reclassification of the UK results to discontinued operations.

Branch numbers and headcount

Branch numbers

	Brought forward July 31, 2020	Acquired	Net opened / (closed)	Carried forward Jan 31, 2021
USA	1,442	25	(14)	1,453
Canada	210	-	(2)	208
Continuing operations	1,652	25	(16)	1,661

Headcount[1]

	Brought forward July 31, 2020	Acquired	Net joiners / (leavers)	Carried forward Jan 31, 2021
USA	26,079	268	676	27,023
Canada	2,354	-	58	2,412
Other	64	-	(2)	62
Continuing operations	28,497	268	732	29,497

1. Permanent full time equivalents

IFRS 16 impact

- First applied to year ending 31 July 2020 for Ferguson
- No impact on economics of lease transactions, cash payments made or capital allocation
- Impact on financial statements for half year ended January 31, 2021, excluding the UK:

$m	Balance sheet Jan 31, 2021	Income statement actuals	Cash flow
Right of use asset	+932		
Lease liability	(1,147)		
EBITDA		+157	
Depreciation		(119)	
Trading profit		+38	
Finance costs		(22)	
Headline profit		+16	
Cash generated from operations			+180

- We expect the impact in the second half of 2020/2021 to be similar to the first half.