

# MORGAN SINDALL GROUP

Morgan Sindall Group plc is a leading UK construction and regeneration group, employing around 6,600 people and operating in the public, regulated and private sectors.

It reports through six divisions of Construction & Infrastructure, Fit Out, Property Services, Partnership Housing, Urban Regeneration and Investments†.

## FULL YEAR 2020 FINANCIAL PERFORMANCE

Group revenue

**£3.0bn**  
-1% YOY

Secured workload

**£8.3bn**  
+9% YOY

Group PBT\*

**£63.9m**  
-29% YOY

Total dividend per share

**61.0p**  
+190% YOY

\*Adjusted

†As of January 2021, Investments' activities were transferred to Partnership Housing and Urban Regeneration

## GROUP STRATEGY AND STRUCTURE

The Group's strategy is focused on our well-established core strengths of construction and regeneration. Our divisions are aligned and resourced to meet demand from population growth, the housing shortage and infrastructure capacity.



Construction & Infrastructure Fit Out Property Services

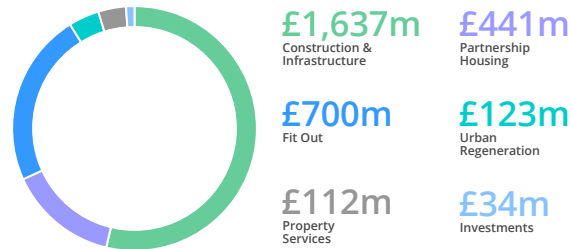


«« INVESTMENTS »»

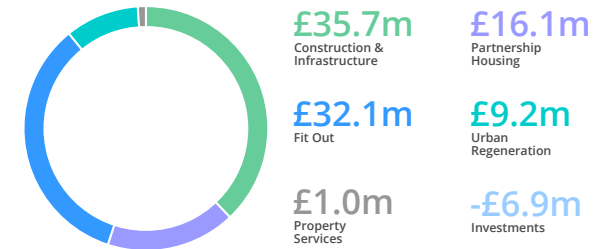


Partnership Housing Urban Regeneration

## REVENUE BY DIVISION

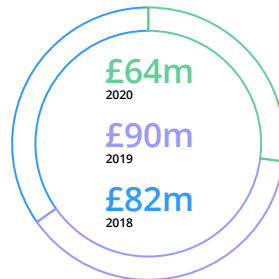


## OPERATING PROFIT BY DIVISION



## RESILIENT FINANCIAL PERFORMANCE

GROUP PBT\*



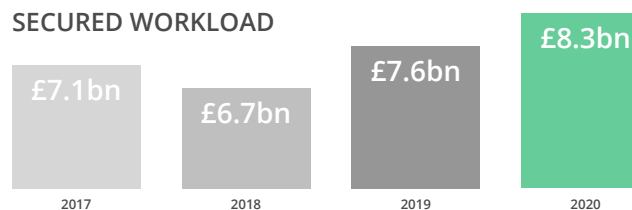
AVERAGE DAILY NET CASH

**£181m**  
2020

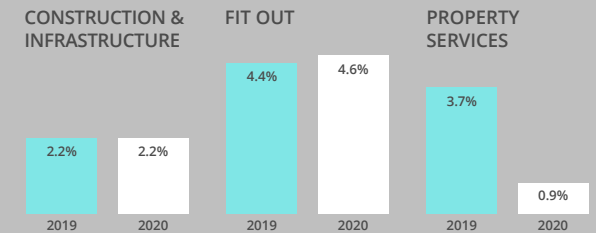
YEAR END NET CASH

**£333m**  
2020

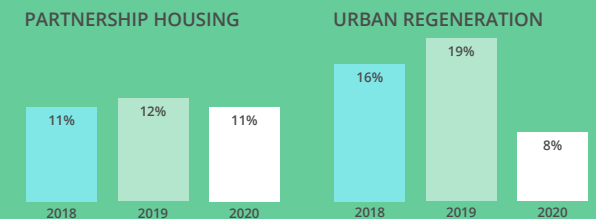
## SECURED WORKLOAD



## Construction – Divisional margin progression



## Regeneration – ROCE\*



\*Return on capital employed

# BUILDING A RESPONSIBLE BUSINESS

## ACHIEVING ENVIRONMENTAL GOALS



Net zero carbon by 2030



Reduce all carbon emissions by 60% by 2030



Scope 1 and 2 emissions and operational scope 3 carbon reduced by 64% since 2010



96% waste diverted from landfill



CDP A score for leadership on climate change in 2020

## DELIVERING SOCIAL VALUE



Large-scale projects enable long-term community involvement



~2,000 new homes built  
~1,800 homes refurbished



540 people sponsored to complete qualifications



197 apprentices  
44 new graduates  
24 degree sponsored students



Social value bank to forecast and calculate social value created

## CREATING AN INCLUSIVE WORKSPACE



24% female employees, double sector average  
15% BAME employees, higher than percentage of UK working population

“We aspire to support all of our stakeholders in delivering a sustainable future, and to pursue activities that contribute to a more resilient society.”

John Morgan, CEO

