



Keller Group plc Interim Results 2020

4 August 2020



Cautionary statements

This document contains certain 'forward looking statements' with respect to Keller's financial condition, results of operations and business and certain of Keller's plans and objectives with respect to these items.

Forward looking statements are sometimes, but not always, identified by their use of a date in the future or such words as 'anticipates', 'aims', 'due', 'could', 'may', 'should', 'expects', 'believes', 'intends', 'plans', 'potential', 'reasonably possible', 'targets', 'goal' or 'estimates'. By their very nature forward-looking statements are inherently unpredictable, speculative and involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future.

There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements. These factors include, but are not limited to, changes in the economies and markets in which the group operates; changes in the regulatory and competition frameworks in which the group operates; the impact of legal or other proceedings against or which affect the group; and changes in interest and exchange rates.

For a more detailed description of these risks, uncertainties and other factors, please see the Risk Management approach and Principal Risks section of the Strategic Report.

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Agenda

01 Summary

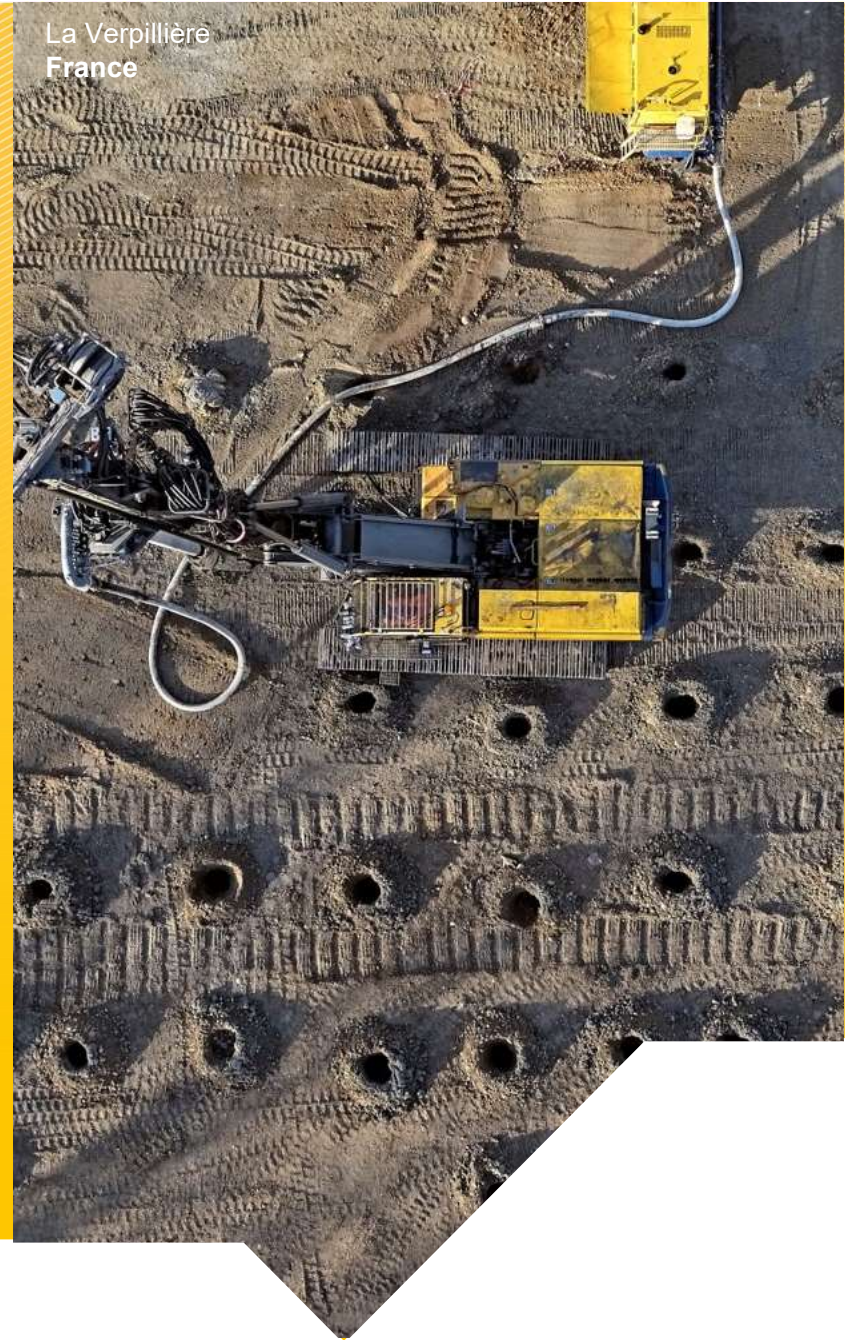
02 Financial results

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La Verpillière
France



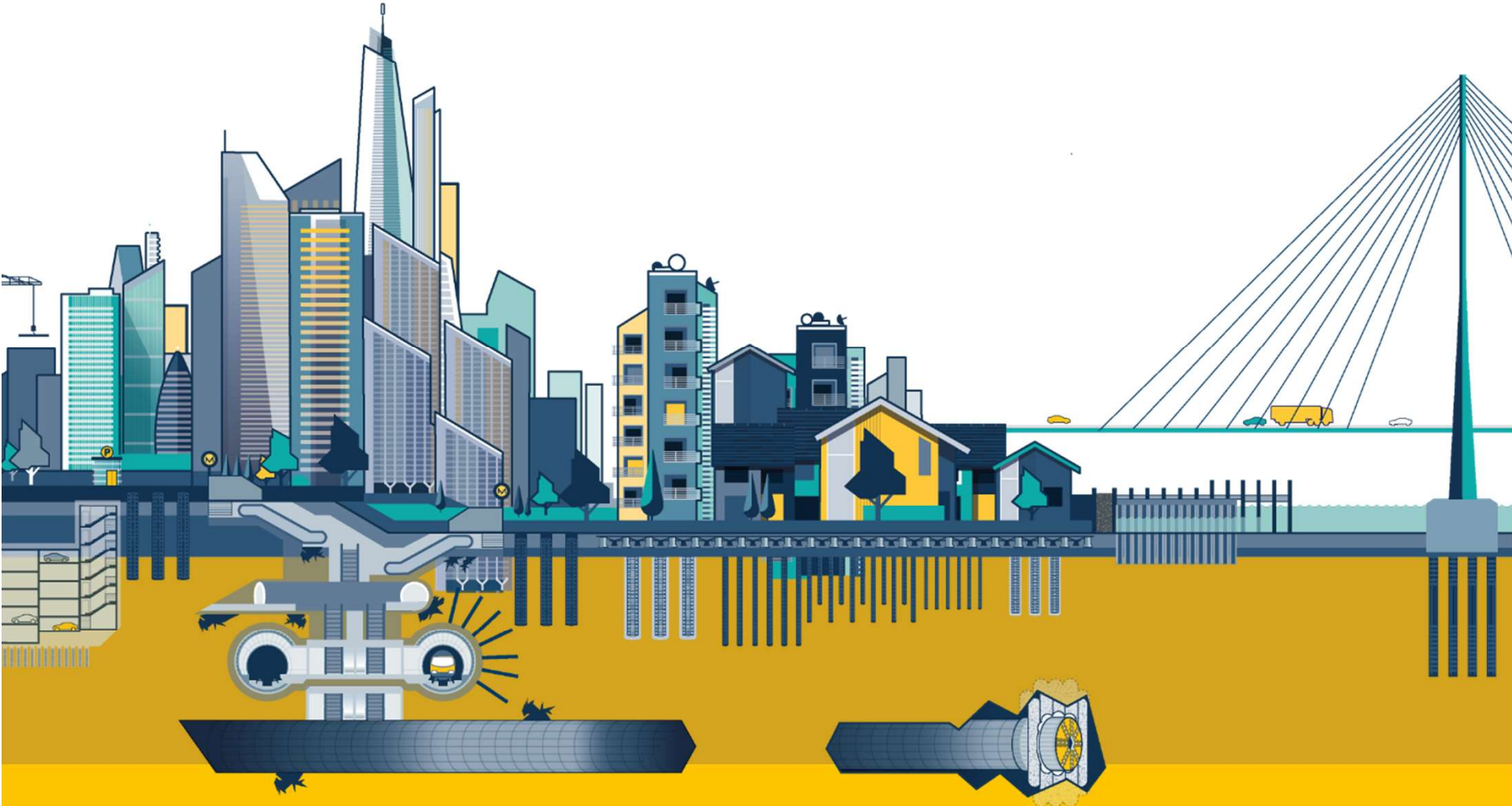
Summary

Revenue	Underlying operating profit	Underlying operating margin	Underlying diluted EPS	Order book	Dividend
£1,039.1m -5% (-5% CC)	£47.9m +25% (+20% CC)	4.6% Up from 3.5%	39.5p Up 46% (Up 37% CC)	c.£1bn No change	2020 interim will be considered later in the year

- Strong H1 despite the disruptive impact of COVID-19
- Improved operating profit of £47.9m and increased margin to 4.6%
- Strong cash generation, net debt of £155.1m and net debt/EBITDA¹ of 0.9x, slightly below 1.0x-1.5x target range
- Strong liquidity position with £595m of undrawn funding available
- Continued progress in both conventional and COVID-19 related safety, 19% y-on-y improvement in AFR²
- Execution of strategy continues: successful exit from Brazil and rationalisation of Franki Africa
- Payment of the 2019 final dividend continues the Group's 26 year record of dividends
- Assuming no material further lockdowns in H2 and supported by the current order book, we anticipate delivering a resilient performance for the full year, albeit without the typical second half weighting

CC = Constant currency. ¹On a lender covenant basis excluding the impact of IFRS16. ²AFR = Accident Frequency Rate

Financial results



Summary income statement

£m	H1 2020			H1 2019		
	Underlying	Non-underlying	Total	Underlying	Non-underlying	Total
Revenue	1,039.1	-	1,039.1	1091.7	-	1,091.7
Operating costs	(991.4)	(18.1)	(1,009.5)	(1,053.5)	(7.4)	(1,060.9)
Amortisation of acquired intangibles	-	(2.5)	(2.5)	-	(1.7)	(1.7)
Other operating income	-	0.7	0.7	-	3.3	3.3
Share of post-tax profits from JVs	0.2	-	0.2	0.1	-	0.1
Operating profit	47.9	(19.9)	28.0	38.3	(5.8)	32.5
Operating profit margin (%)	4.6%	-	2.7%	3.5%	-	3.0%
Net finance costs	(7.2)	-	(7.2)	(10.8)	-	(10.8)
Profit/(loss) before tax	40.7	(19.9)	20.8	27.5	(5.8)	21.7
Taxation	(11.8)	1.2	(10.6)	(7.7)	(10.2)	(17.9)
Profit/(loss) for the period	28.9	(18.7)	10.2	19.8	(16.0)	3.8
Diluted earnings per share (p)	39.5		13.8	27.1		4.8
Interim dividend per share (p)			-			12.6

Summary income statement - underlying

£m	H1 2020			H1 2019		
	Underlying	Non-underlying	Total	Underlying	Non-underlying	Total
Revenue	1,039.1	-	1,039.1	1091.7	-	1,091.7
Operating costs	(991.4)	(18.1)	(1,009.5)	(1,053.5)	(7.4)	(1,060.9)
Amortisation of acquired intangibles	-	(2.5)	(2.5)	-	(1.7)	(1.7)
Other operating income	-	0.7	0.7	-	3.3	3.3
Share of post-tax profits from JVs	0.2	-	0.2	0.1	-	0.1
Operating profit	47.9	(19.9)	28.0	38.3	(5.8)	32.5
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Interim dividend per share (p)			-			12.6

Revenue	£m
H1 2019	1,091.7
FX	+2.7
North America	+12.3
EMEA	-50.0
APAC	-17.6
H1 2020	<u>1,039.1</u>

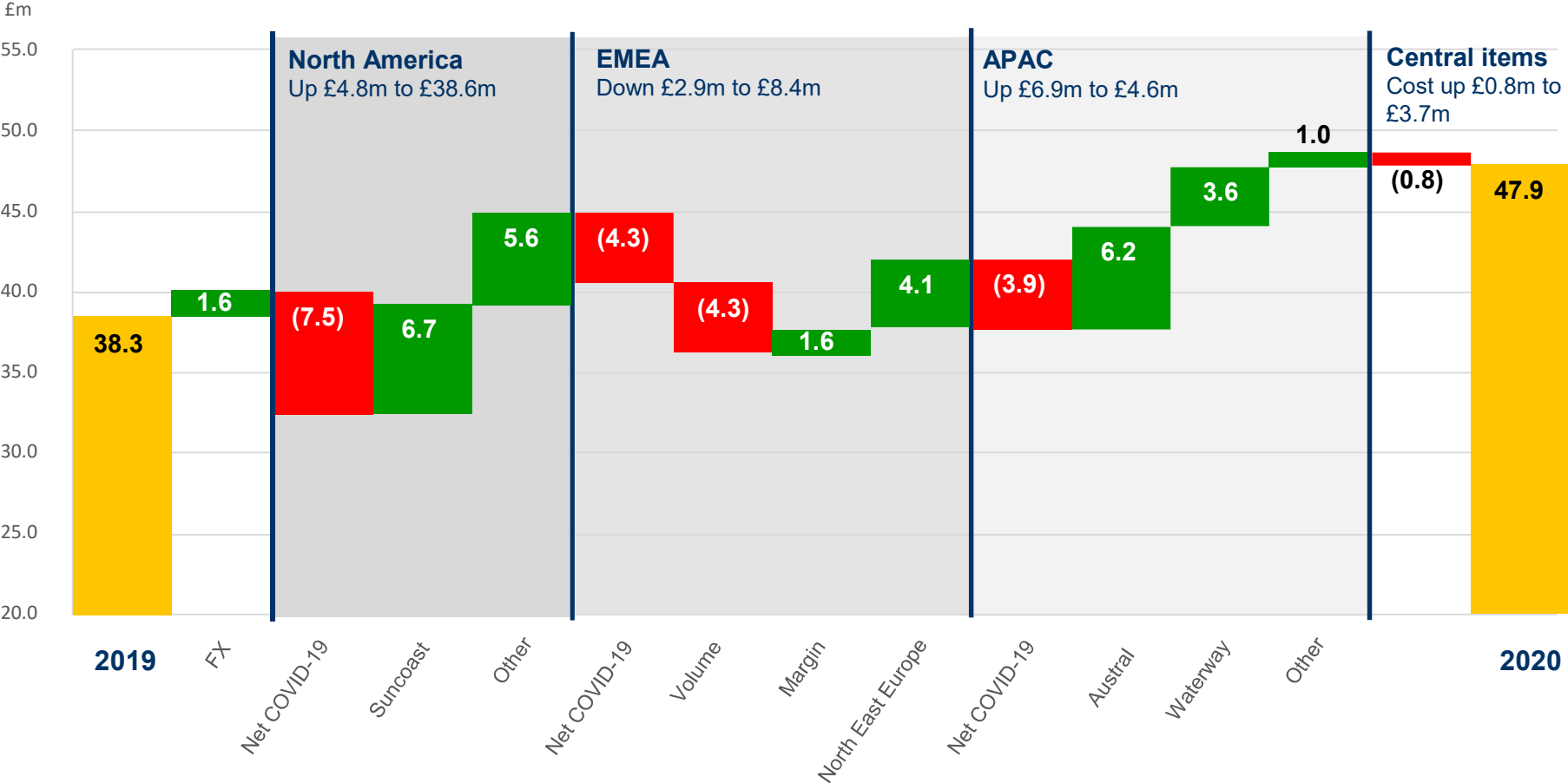
Operating profit	
FX	+5%
Organic / constant currency	<u>+20%</u>
Total	<u>+25%</u>

Net financing costs
£3.6m decrease due to reduction in level of borrowings and lower interest rates

Taxation
Effective tax rate for 2020 29% (2019 28%)

Dividend
Payment of interim dividend will be considered later in the year

Underlying operating profit bridge H1 2019 to H1 2020



The net COVID-19 amounts are the estimated reduction in operating profit from the pandemic including the benefit of mitigating actions that were undertaken

Summary income statement – non-underlying

£m	H1 2020		
	Underlying	Non-underlying	Total
Revenue	1,039.1	-	1,039.1
Operating costs	(991.4)	(18.1)	(1,009.5)
Amortisation of acquired intangibles	-	(2.5)	(2.5)
Other operating income	-	0.7	0.7
Share of post-tax profits from JVs	0.2	-	0.2
Operating profit	47.9	(19.9)	28.0
Operating profit margin (%)	4.6%	-	2.7%
Net finance costs	(7.2)	-	(7.2)
Profit/(loss) before tax	40.7	(19.9)	20.8
Taxation	(11.8)	1.2	(10.6)
Profit/(loss) for the period	28.9	(18.7)	10.2
Diluted earnings per share (p)	39.5	-	13.8
Interim dividend per share (p)	-	-	-

Non-underlying operating costs		£m
Disposal of Brazil operations		(10.0)
North America restructuring		(4.6)
Franki Africa restructuring		(3.3)
APAC restructuring		0.1
Other		(0.3)
Total		(18.1)

Amortisation of acquired intangibles		£m
Moretrench		(1.7)
Austral		(0.8)
Total		(2.5)

Other operating income		£m
Contract dispute settlement		0.7

Taxation	
Tax credit on deductible losses or where a deferred tax asset can be recognised	

Statutory profit		£m
Underlying profit		28.9
Non-underlying items		(18.7)
Statutory profit		10.2

Cash flow

£m	H1 2020	H1 2019
Underlying operating profit	47.9	38.3
Depreciation and amortisation	47.0	46.6
Underlying EBITDA	94.9	84.9
Non-cash items	0.6	0.5
Dividends from joint ventures	0.5	-
Decrease/(increase) in working capital	24.7	(65.9)
Outflows from provisions and retirement benefit liabilities	(0.1)	(3.3)
Net capital expenditure	(24.9)	(25.3)
Additions to IFRS 16 right-of-use assets	(7.9)	(9.9)
Sale of other non-current assets	-	1.5
Operating cash flow	87.8	(17.5)
Adjusted operating cash flow to adjusted operating profit	183%	(46%)
Net interest paid	(7.2)	(10.9)
Cash tax paid	(6.5)	(3.5)
Free cash flow	74.1	(31.9)
Dividends paid to shareholders	-	(17.2)
Business disposals / acquisitions	(0.1)	-
Non-underlying items	2.7	8.9
Right-of-use assets and lease liability modifications	(0.6)	-
Foreign exchange movements	(18.7)	(6.1)
Movement in net debt	57.4	(46.3)
Opening net debt	(289.8)	(373.3)
Closing net	(232.4)	(419.6)
Net debt - lender covenant definition	(155.1)	(333.5)

Depreciation/Capex		2020	2019
Net capex/Depreciation		70%	76%
Gross capex/Depreciation		76%	79%

Working capital		£m
Reduction in receivables		82.1
Reduction in payables		(54.9)
Increase in inventories		(2.5)
Reduction in working capital		24.7

Cash tax	
Cash tax paid benefitted from COVID-19 deferral measures (2019 benefitted from US tax repayment)	

Free cash flow	
Free cash flow improvement of £106.0m with strong EBITDA conversion to cash	

Net debt – Covenant basis		£m
Total		232.4
IFRS 16 lease liability		77.3
Covenant basis		155.1
Leverage ratio		0.9x

Balance sheet

£m	H1 2020	FY 2019 (Audited)	H1 2019 ¹
Intangibles incl. goodwill	129.9	124.7	153.3
Managed assets			
Tangible fixed assets	464.3	460.6	488.0
Debtors and inventory	648.2	697.3	759.6
Other non-current assets	46.1	39.4	44.3
Total managed assets	1,158.6	1,197.3	1,291.9
Trade payables, provisions, current tax and other	(618.1)	(634.7)	(610.5)
	670.4	562.6	834.7
Funded by			
Net debt	232.4	289.8	419.6
Shareholders' funds	438.0	397.5	415.1
Total	670.4	687.3	834.7

Intangibles incl. goodwill		£m
Opening		124.7
Amortisation acquired		(2.5)
Amortisation other		(0.2)
FX		7.9
Closing		<u>129.9</u>

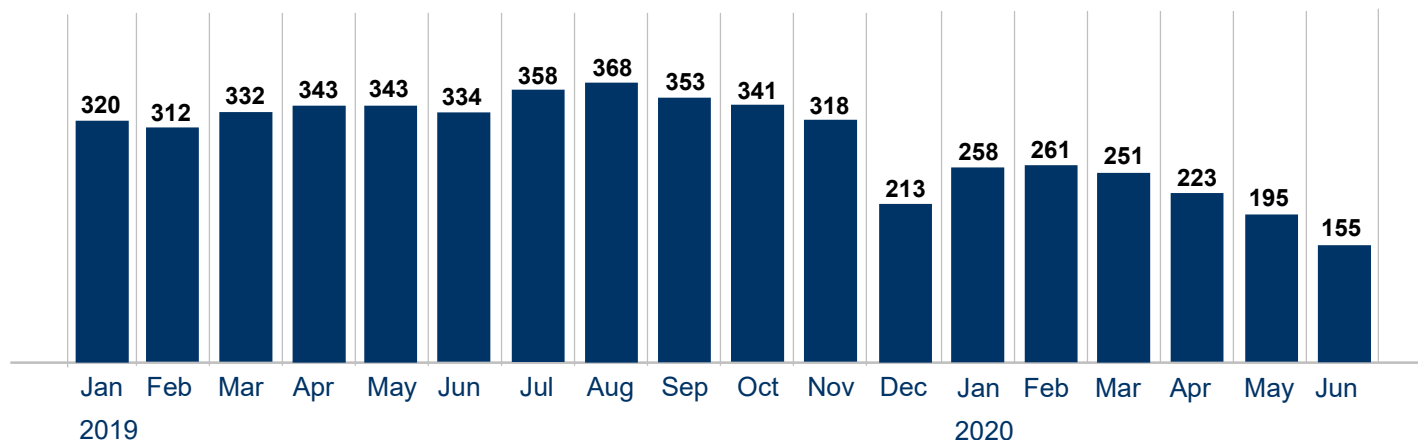
Tangible fixed assets		£m
Opening		460.6
Capital expenditure		27.8
Right-of-use additions		7.9
Disposals/transfers/restructure		(11.5)
Depreciation of fixed assets		(33.5)
Depreciation of ROU assets		(13.3)
FX		26.3
		<u>464.3</u>

Debtors and inventory		£m
Opening debtors		626.7
Volume / performance		(82.1)
FX		28.7
Total debtors		573.3
Inventory (minimal movement)		74.9
Total		<u>648.2</u>

Net debt		£m
Total		232.4
IFRS 16 leases		77.3
Total		<u>155.1</u>

¹The H1 2019 comparative balance sheet has been restated to reflect captive insurance liabilities of £18.8m

Net debt profile¹ (£m)



- Net debt of £155m decreased by £179m (54%) from H1 2019 and by £58m (27%) from FY 2019
- Average month end net debt of £224m down 33% (2019 H1: £334m)
- Minimum headroom on the primary banking facility in the period £129m (cash balance at that time was £81m)
- Term debt and committed facilities comprise £375m multi-currency credit facility expiring 2024 and US\$125m US private placements maturing 2021 and 2024
- We have operated well within all covenant limits
 - Net debt to EBITDA ratio at H1 was 0.9x, slightly below target range of 1.0x to 1.5x
 - Continued improvement from the prior year (2019 H1: 2.1x and 2019 FY: 1.2x)
- At 28 June 2020 the Group had undrawn borrowing facilities of £595m comprising £240m committed and £355m uncommitted (including £300m of CCFF) as well as cash of £129m
- No material discounting or factoring in place and low incidence of prepayments

¹ Net debt on a lender covenant basis excluding IFRS16 lease liabilities

Financial modelling considerations

	March 2020 look ahead	H1 2020 experience	H2 2020 considerations
<u>Trading/profit</u>			
Suncoast margin	Assumed no steel tariffs	No impact of new steel tariffs	New steel tariff impact in H2
Large projects	Cape Lambert in APAC	Cape Lambert continues to 2021	Award of HS2 C1 and C2/3
APAC recovery	Profitable in H1 and H2	Profitable in H1	Profitable in H2
Portfolio action	South America exit and Franki review	Brazil sale and Franki restructure	Continue portfolio review
Operating profit %	Progress on 2019	Margin 4.6% (2019 H1: 3.5%)	Tightening margin
OP phasing	Typical H2 bias pending macro	Stronger H1 despite COVID	No H2 bias in 2020
Interest	Reduction from 2019	Reduction from H1 2019	Reduction from H2 2019
Tax rate	28% +/- 1%	29%	29% +/-
FX (USD/EUR/SGD)	Budget 1.30/1.15/1.80	Actual 1.26/1.14/1.76	Macro dependent
<u>Cash/debt</u>			
Net capex	Increasing but < depreciation	Controlled < depreciation	Controlled < depreciation
Working capital	Reverse £20m timing benefit	Net working capital inflow	Neutral
Tax cash	No repeat of 2019 US refund	COVID-19 deferrals	COVID-19 deferrals reverse
Leverage (IAS 17)	Lower end of 1.0x–1.5x range	0.9x	Lower end of 1.0x–1.5x range

Business update



COVID-19 - VIDEO

Response to COVID-19

North America

- Effect of COVID-19 less than initially expected, with varying restrictions in different states
- Construction considered an essential service in most areas, with majority of sites remaining open

EMEA

- Impact was earlier and more significant and varied markedly by country

APAC

- Trading patterns varied widely by market with Australia largely operational, India and Malaysia closed for a period and Singapore remaining largely closed for construction

- Measures put in place since start of pandemic have strengthened our resilience and minimised people and financial impact. Include:
 - Enhanced safety protocols
 - Operating cost reductions
 - Cancellation of discretionary internal projects
 - Reduced capital expenditure
 - Even greater focus on working capital
 - Selective access of governmental support schemes in major markets (UK support has not been material in the context of the Group)
- To date, we have not seen a deterioration in our receivables profile
- Have actively managed our investment in capital and revenue projects

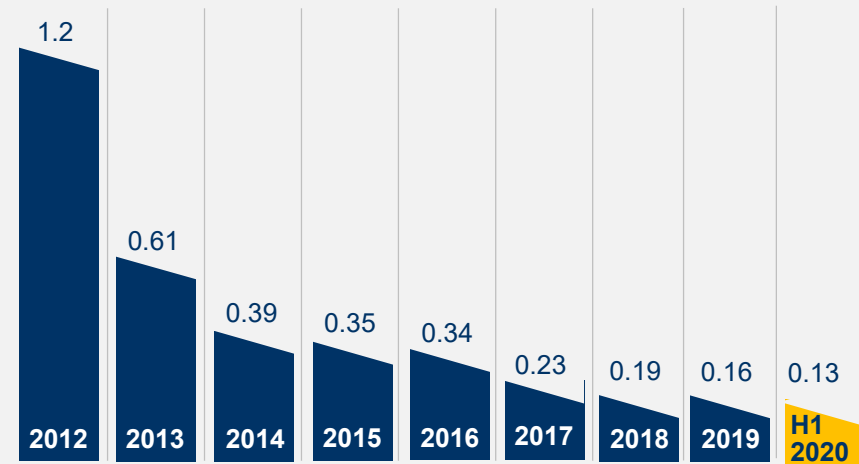
Safety performance

- New global incident management process
 - All incidents are submitted into a new global incident management system
 - Investigation held, commensurate with potential consequence
 - Root cause(s) identified and corrective actions assigned
 - Incident Review Boards held for all major or critical incidents
- Accident frequency rate of 0.13 is 19% lower than a year ago



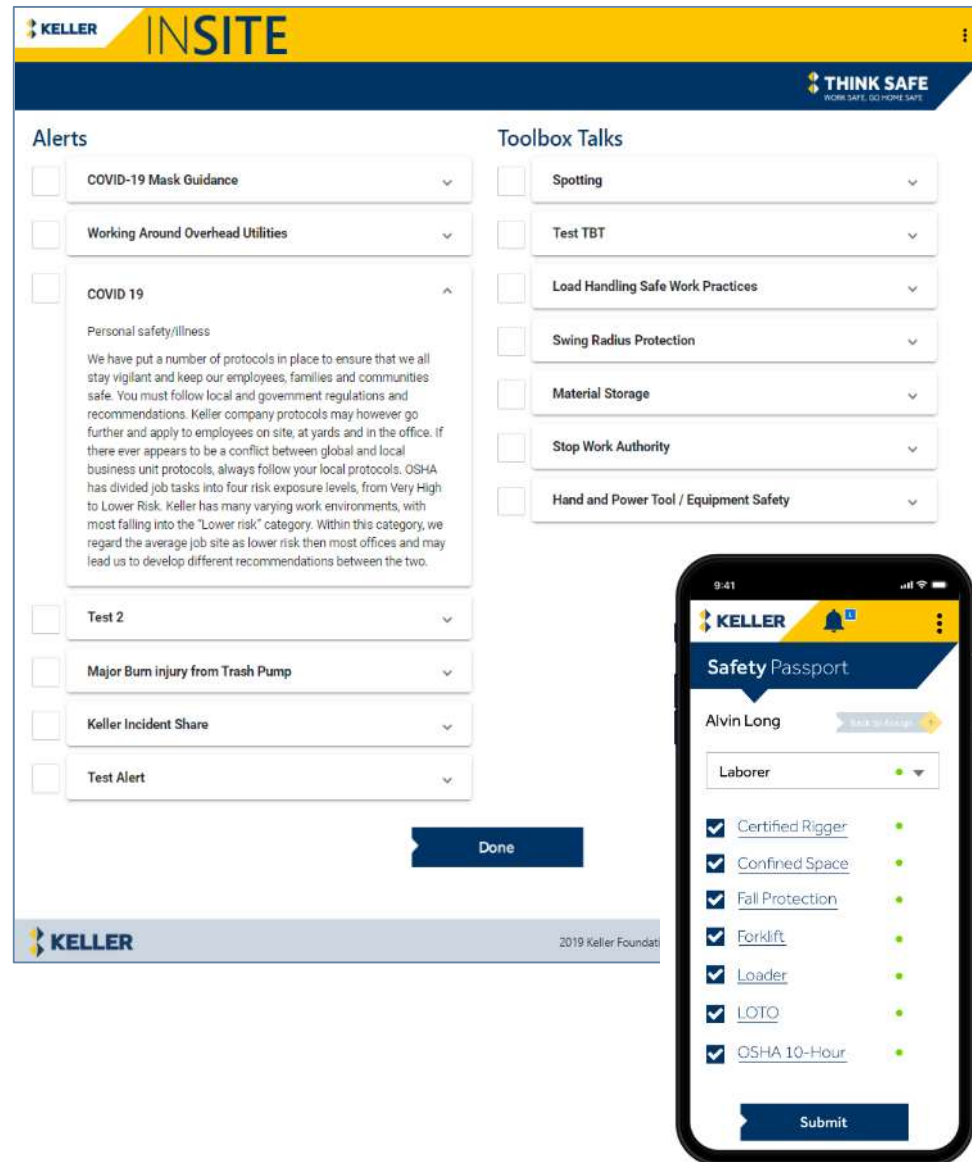
Accident Frequency Rate (AFR)

Per 100,000 hours



InSite

- Now fully implemented across North America as planned
- Very positive response
 - Field crews appreciate safety features and leaner approach to reporting
 - During COVID-19, has enabled immediate and clear updates
- Future developments
 - Safety Passport: crew skills and training
 - Implement across more business units



North America

Operating review

£m	H1 2020 £m	H1 2019 £m	Constant currency
Revenue	636.5	611.0	+2%
Underlying operating profit	38.6	33.1	+14%
Underlying operating margin	6.1%	5.4%	
Order book ¹	677.3	624.3	+9%

¹Comparative order book stated at constant currency

- Revenue in Q2 lower as COVID-19 began to impact business
- Strong profit growth driven by favourable weather comparison, operating efficiencies and cost reductions driven by reorganisation of NA foundations
- Canada performance adversely impacted by continuation of soft markets; Prairies operations were restructured
- Suncoast performed strongly with revenue up and an increase in profit
- Cash settlement received for scope adjustment on Specialty Services (Bencor) contract
- Focussed on the developing macroeconomic conditions and the potential impact on our business units across North America
- Successful launch of the new NA foundations business on 1 Jan 2020



North America reorganisation

Easier for customers to work with us as one company in each local market offering all products and services

- Reorganisation and rebranding of our foundations businesses successfully completed as planned on 1 Jan 2020
- Implementation costs have been absorbed in trading
- Positive customer reaction
- Revenue benefit: > \$30m incremental projects already won, earlier than expected
- Cost benefit: expect 2020 cost and efficiency benefits at the top end of target £4.5m to £6.0m per annum, significantly earlier than 2022



EMEA

Operating review

£m	H1 2020	H1 2019	Constant currency
Revenue	286.5	342.4	-15%
Underlying operating profit	8.4	10.6	-26%
Underlying operating margin	2.9%	3.1%	
Order book ¹	335.9	263.6	+27%

¹Comparative order book stated at constant currency

- All markets materially impacted by COVID-19 in H1
 - Businesses in Continental Europe were the most materially impacted initially
 - Businesses in Middle East, Africa and Latin America were impacted later and continue to experience lockdown restrictions
- North East Europe and Iberia / Latin America performed strongly despite COVID-19
- South East Europe and French speaking countries were subject to reduced activity, adversely impacting revenue and profit
- UK, 3% of Group revenue, started the year slowly before COVID-19 shutdowns largely closed the construction sector in March gradually restarted since May
- Execution of strategy continues
 - Successful exit of Brazil business
 - Rationalisation of Franki Africa and integration into Middle East
- H2 dependent on increasing activity levels including winning and executing work on HS2 in UK and LNG project in Mozambique



HS2

Package C1 (c.£90m over 4 years)

Scope

- Slope stabilisation using soil nailing
- Retaining structures, using diaphragm walls, for ventilation shafts
- Fissure rock grouting for 26 connecting galleries to ensure competent for tunnels to dig through
- Piled foundations for viaduct

Why Keller is a compelling partner

- Wide portfolio of techniques
- Can recommend and install optimum solutions - clients don't have to find answers themselves
- Dealing with one contractor, rather than many, makes it easier to plan and execute works



Engineering value

- Testing load carrying capacity of bored piles, comparing polymer support fluid with more conventional bentonite
- Initial tests indicate 40m pile under polymer takes equivalent load to 60m of pile under bentonite, saving 20m on the piling
- If testing bears this out, will translate into savings of several million for the client

Asia-Pacific

Operating review

£m	H1 2020	H1 2019	Constant currency
Revenue	116.1	138.3	-13%
Underlying operating profit	4.6	(2.5)	n/a
Underlying operating margin	4.0%	(1.8%)	
Order book ¹	154.7	154.0	+1%

¹Comparative order book stated at constant currency

- Revenue down 13% - closure of Waterway and impact of COVID-19, offset by a strong H1 for Austral
- Significant turnaround in profitability - driven by Austral and benefit of the closure of loss-making Waterway
- India - revenue significantly impacted following lock down; margins improved through profitable contracts and reduced overheads
- ASEAN - increased profit, despite revenue impact due to COVID-19, through cost reductions and a sizeable project claim settlement
- Austral - strong H1 following adverse weather in H1 2019. Good progress on Rio Tinto's Cape Lambert Port in Pilbara
- Australia - inline with H1 2019 with continued softness in some markets
- Whilst significantly affected by COVID-19, division continues to be profitable, building on its return to profit in H2 2019 following restructuring actions in 2018/2019
- Re-mobilisation of sites in Singapore, continued execution on Cape Lambert and the winning and delivery of infrastructure jobs in Australia are key to continued positive progress



Cape Lambert, Western Australia (WA)

Replacement of 18 dolphin structures and strengthening of 2.4km long approach jetty

Started Dec 2019, due for completion mid 2021

AUD\$141m (c.£75m) contract



Challenges

- Size and weight (70 tonnes) of the dolphin structures
- High risk profile due to tidal range, sea swells and extreme weather
- Completion alongside operational wharf, providing 30% of Rio-Tinto's load-out capability, without disruption

Innovative approaches

- Rather than huge floating barges or off-shore platforms, we are using three Ravestein Containerised Pontoon Self-Elevating Modular Platforms (RCP SEMP's)
 - Improve safety
 - Improve productivity and reduce cost
- Having to work around WA border closures during pandemic (approx. half team are from East Coast)
 - Key individuals have relocated,
 - Employees have committed to extended working shifts
 - Some have not been home since March 2020

Robust order book c£1bn, despite recent decline in order intake

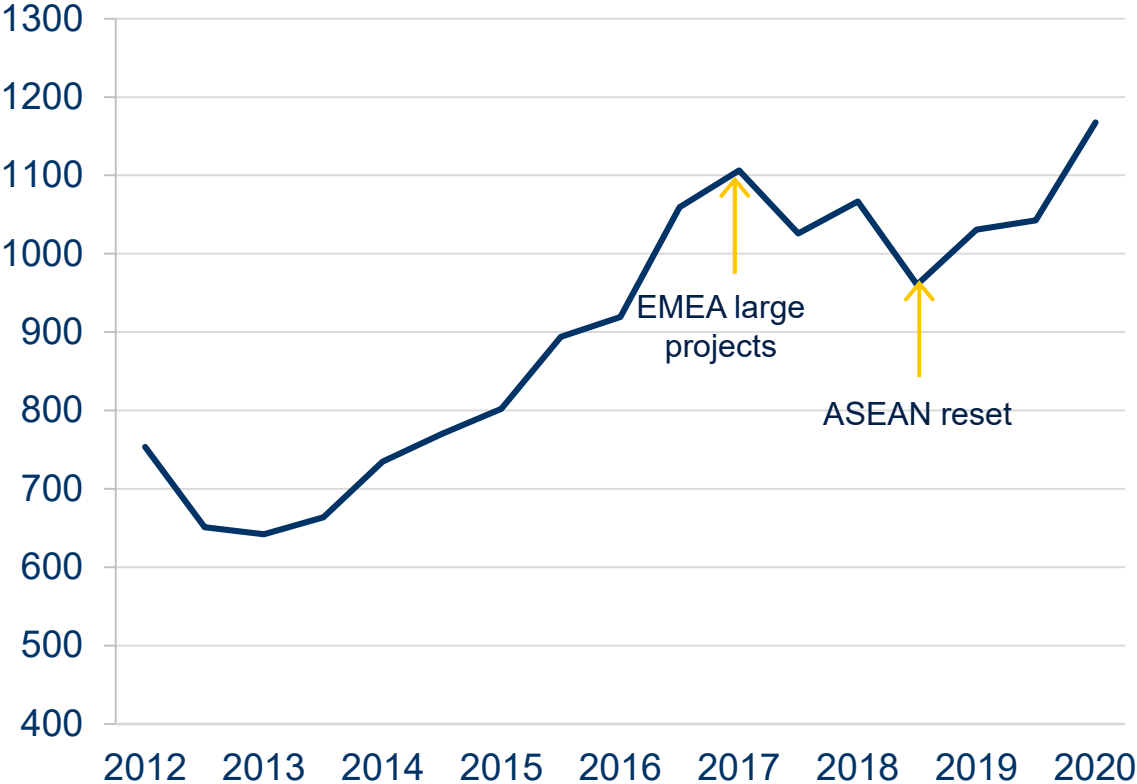
Geographic mix (Full order book)

North America¹
£677m +9%

EMEA¹
£336m +27%

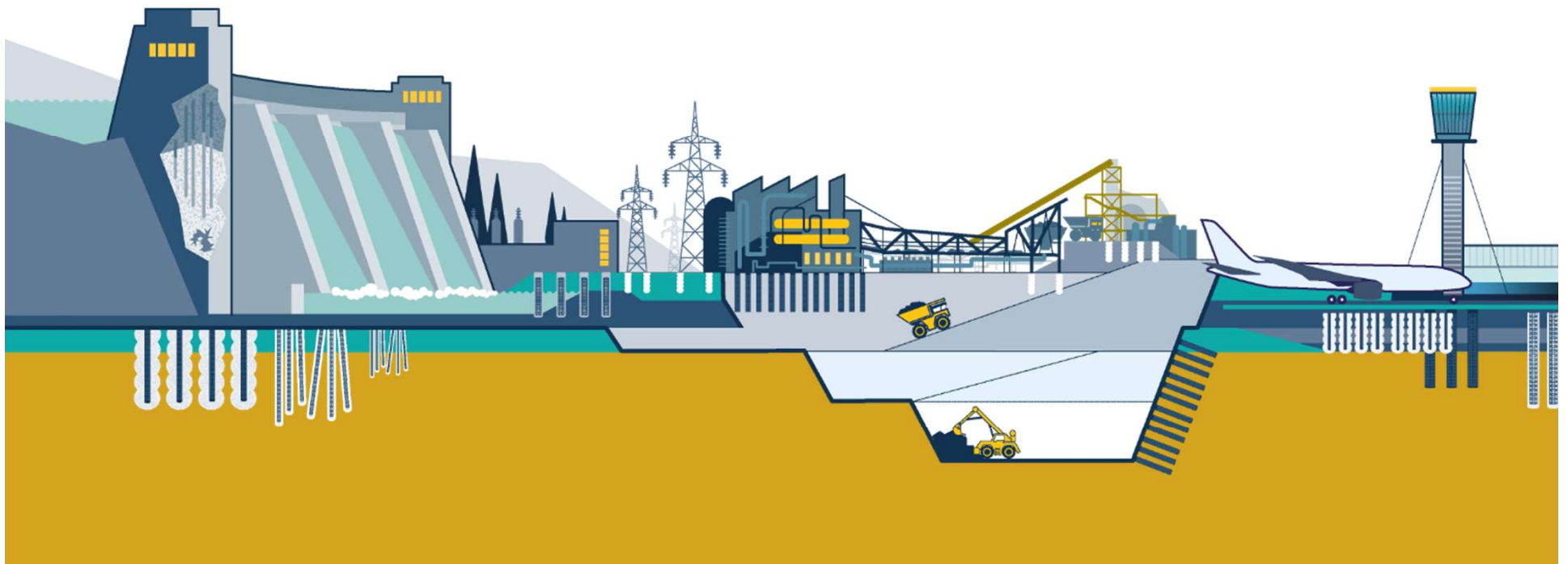
APAC¹
£155m +1%

Order book (£m)



¹Prepared on a constant currency basis

Outlook and summary



H2 2020 outlook

Backdrop

- Strong H1 performance
- Improved business performance
- Continued execution of strategy
- Deteriorating market conditions

Drivers

- Challenging global economic conditions and outlook
- Current orderbook of c.£1bn largely underpins H2
- Assumes no material impact from further lockdowns

Leads to expectations for full year

- We anticipate delivering a resilient full year result, although without typical H2 weighting
- Net Debt expected to be broadly in line with H1



Summary

2020

- **Strong H1 Performance**
 - Increased profit and margin
 - Improved net debt, cash and leverage
 - Continued execution of the strategy
 - All despite disruptive impact of COVID-19
- **Momentum into H2**
 - Current orderbook largely underpins H2
 - Absent any material impact from further lockdowns
 - We anticipate delivering a resilient FY result, although without typical H2 weighting



2021

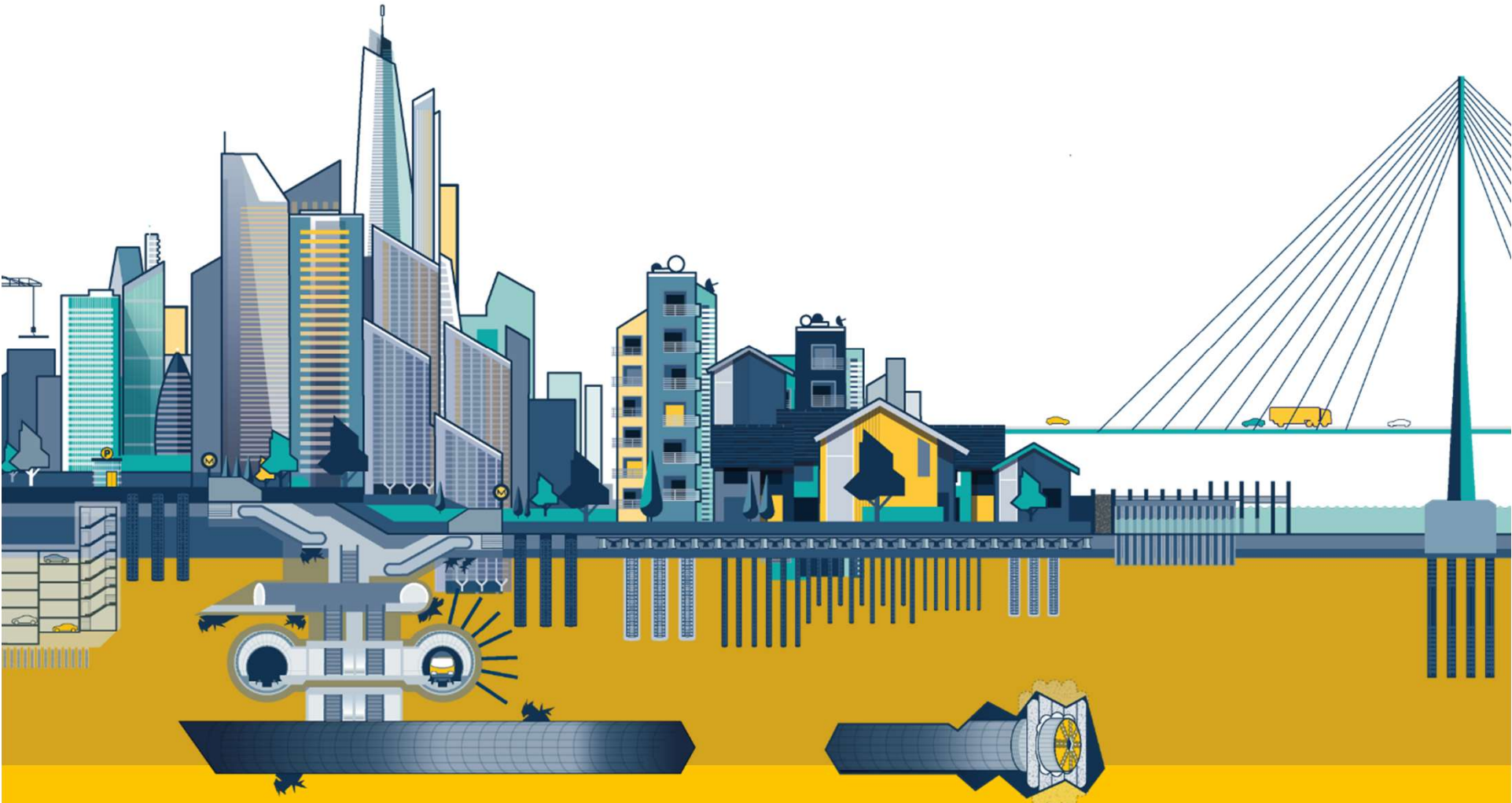
- **Naturally cautious at this point**
 - Recent order activity weaker
 - Historical late cycle impact of recessions
 - Proactive management action will be taken as required

The long term fundamentals continue to be strong; we remain optimistic about our future trading prospects & strategic opportunities

Questions and answers



Keller overview



Keller today

Every day millions of people around the world live, work and play on ground prepared by Keller

Our purpose

To help create infrastructure that improves the world's communities

Our vision

To be the leading provider of specialist geotechnical solutions

Our values

Integrity
Collaboration
Excellence



3 divisions

22 business units



190
branches



2.3bn
revenue pa

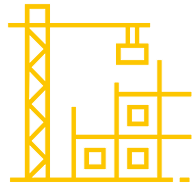


10,000
employees



7,000
contracts pa

Keller investment case



We operate in the **large and growing** global construction and infrastructure market



The specialist geotechnical contracting sub-sector has **higher margins** and favourable market trends



We are the **number one** geotechnical specialist contractor worldwide given our geographic presence and capabilities (broad product portfolio, equipment fleet, technical leadership and operational track record)

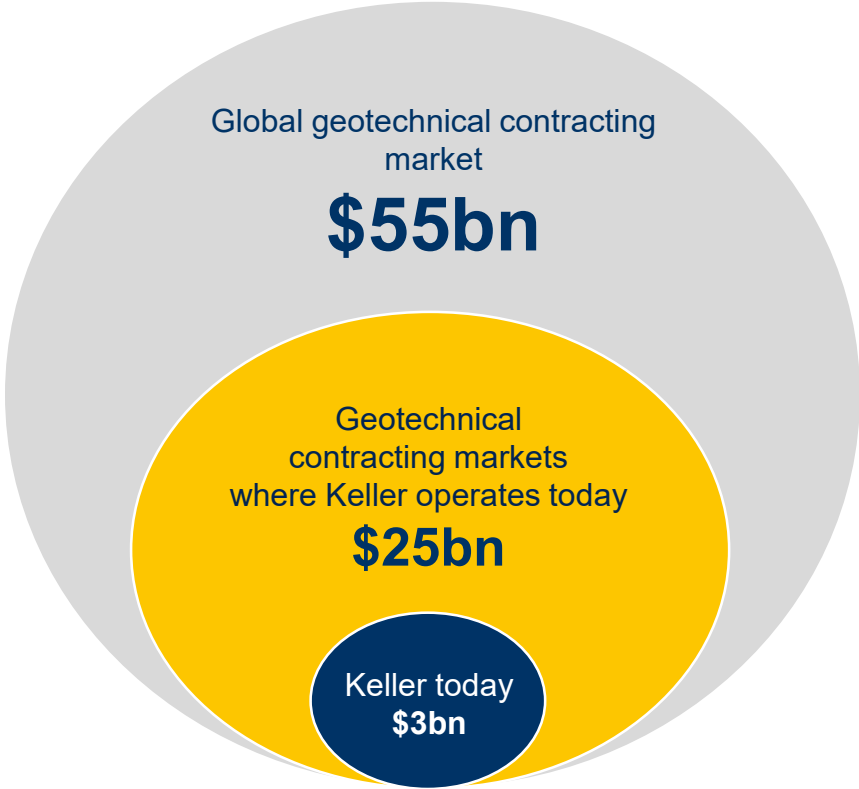


We still have **many areas for improvement** and a strategy to deliver the benefits



We have a stable business model with a long-term track record of **growth and value creation**

Geotechnical market size



**Non-addressable market mainly
China, Korea, Japan and Russia**

Sources: IHS Markit 2019, National statistics organisations. Keller accounts. Amounts are stated in US dollars.

Specialist versus generalist business model

Project lifespan



Ground engineering

- Early stage
- Lower cyclicity
- Specialist design capability
- A mix of contracts
- Higher margin
- Resource base

General contractor

General construction

- Longer, larger projects
- National focus
- Higher cyclicity
- Integration of multiple suppliers and subcontractors
- Low asset base
- Low to negative working capital

Market demand trends play to our strengths

01 Urbanisation and more large-scale development projects

More than half the world's population lives in cities, and 65m people will be added to the urban population every year

02 Increasing land shortage, driving a need to use more brownfield and marginal land

More than 450,000 brownfields in the US alone

03 Infrastructure renewal and expansion eg road, rail, power

World will need to spend \$57 trillion on infrastructure by 2030 to keep up with global GDP growth

04 Increasing demand from customers for complete solutions not just products

More demand for early involvement, partnership and collaboration throughout the construction supply chain

05 Increasing technical complexity

Rising number of governments and clients are mandating the use of BIM for their projects

Sources: OECD - Regions and Cities at a Glance 2018; US Environmental Protection Agency 2018; The McKinsey Global Institute 2018. Amounts are stated in US dollars.

Factors to consider in geotechnical engineering

Site conditions

- Sand, silt, clay, rock, organic
- Loose, soft, stiff, hard, porous
- Deep, shallow, cavities
- Water levels (high, low)



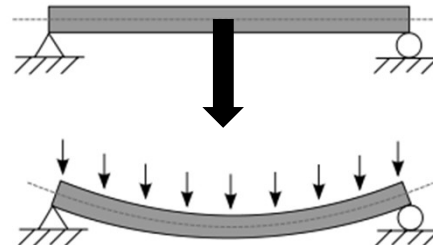
Requirements

- Performance (allowable settlements)
- Schedule
- Cost



Loading conditions

- Spread, low intensity
- Slender, high intensity, sensitive
- Seismic loading and liquefaction
- Dynamic, wind



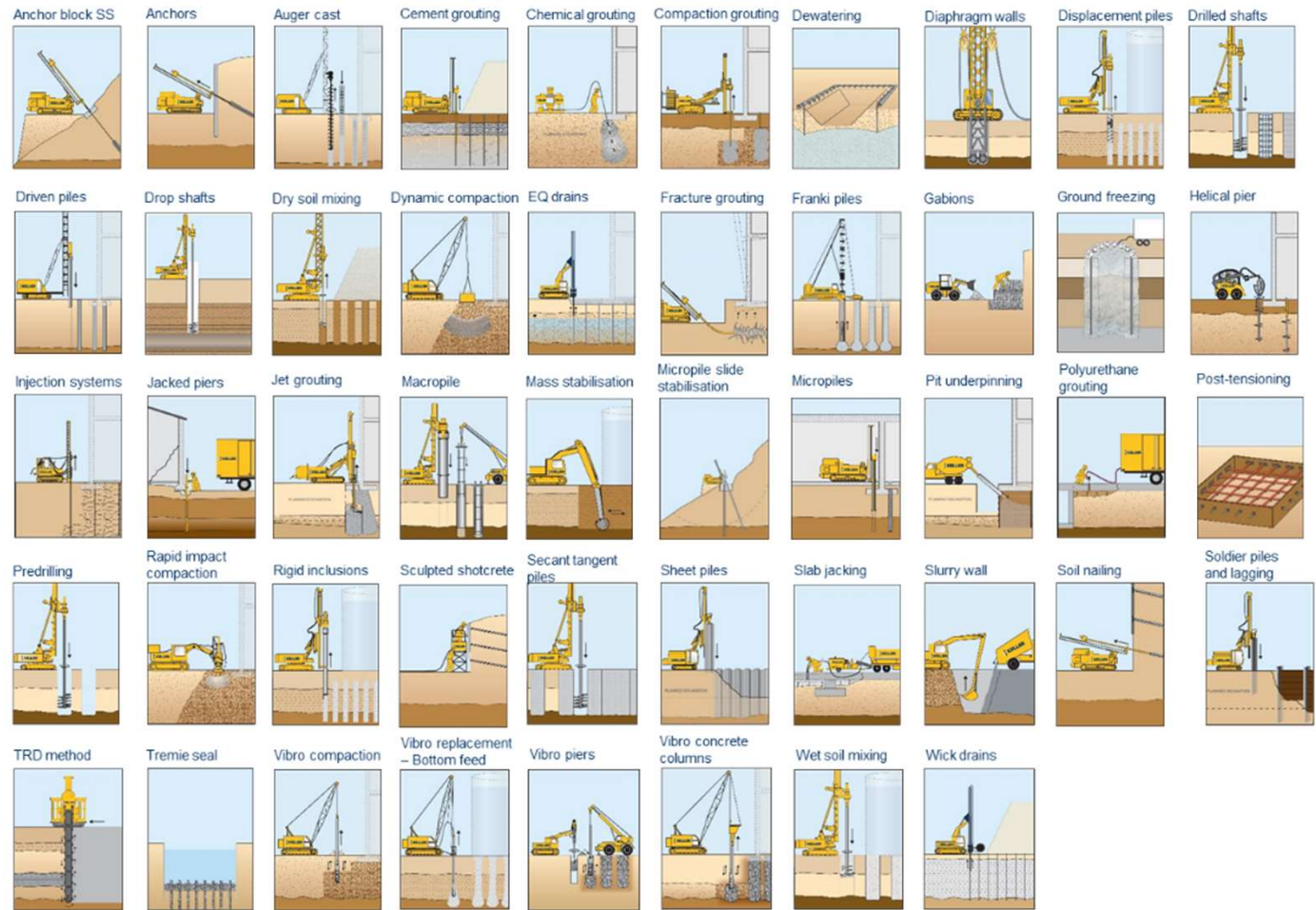
Constraints

- Neighbouring buildings
- Noise, vibration
- Utilities, other underground structures



Full product range

Right combination of products leads to **optimal solutions** for the soil conditions and structure type



Value engineering

Employ around **1,500 geotechnical engineers worldwide**; over 200 focused purely on design

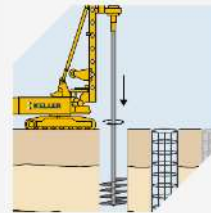
50% of our projects are 'design and build' where value engineering can **reduce cost by up to 40% and save time**

Maiden Lane, New York

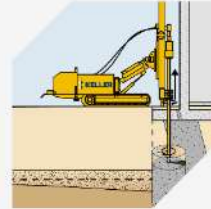
57-storey tower, lower Manhattan

Congested site where conventional solution unbuildable

Keller provided solution using jet grouting which saved \$5m (31%) and three months



Drilled shafts



Jet grouting



Amounts are stated in US dollars.

The equipment advantage

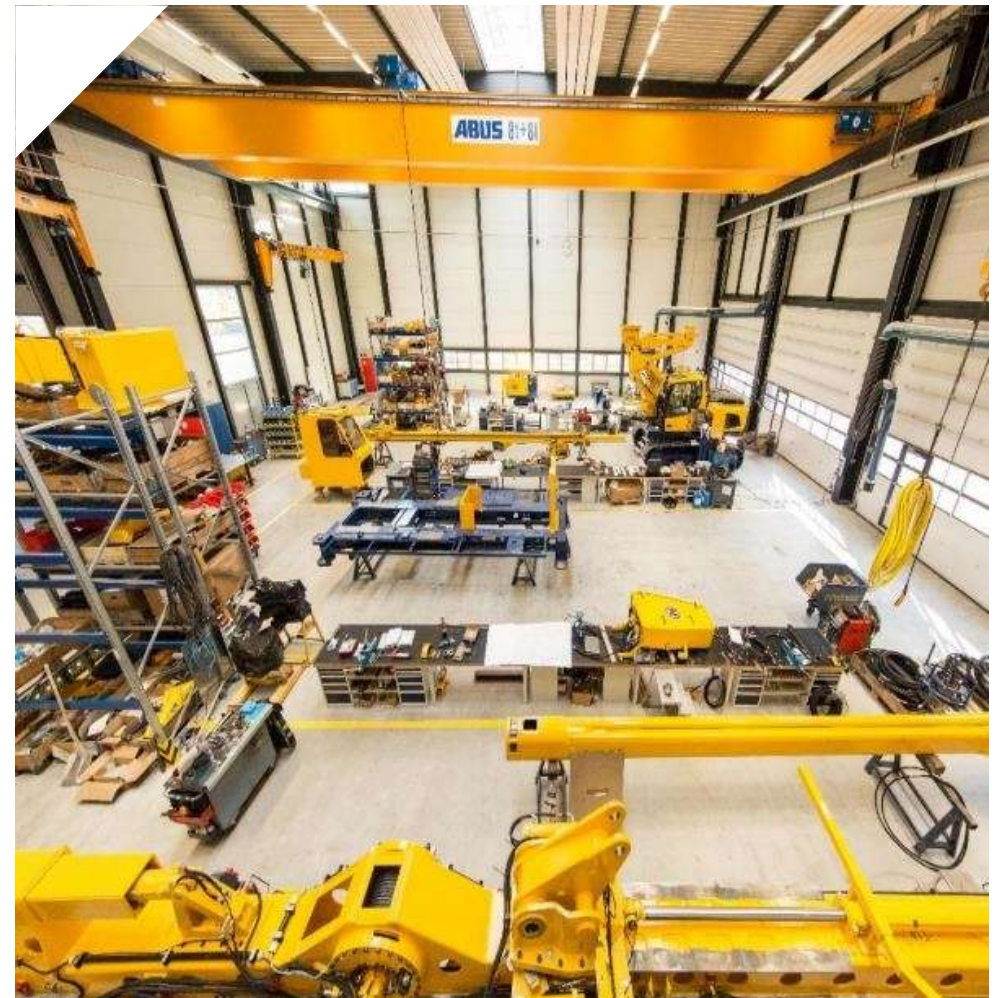
Large fleet and design and manufacture capability

Keller total fleet

- Total equipment fleet is **1,300 rigs**
 - The largest equipment fleet in the world

Keller manufactured fleet

- We manufacture specialist equipment in Germany
- Available only to Keller
- 20% of our projects are executed using Keller equipment generating a revenue over £300m



The people advantage

Enabling high performance by investing in our people

Project Manager Academy

- 150 project managers trained globally
 - Significant improvement in gross margin already being evidenced

Field Supervisor Academy

- 120 supervisors have attended
 - Improving both performance and retention of key population

Business Development Academy

- 170 leaders have attended global sales training across NA and APAC
 - EMEA implementing from 2020



Medium term financial targets

Revenue

- Maintain diversity of geographies, sectors and products

Dividend

- Maintaining progressive growth through the cycle

Profitability

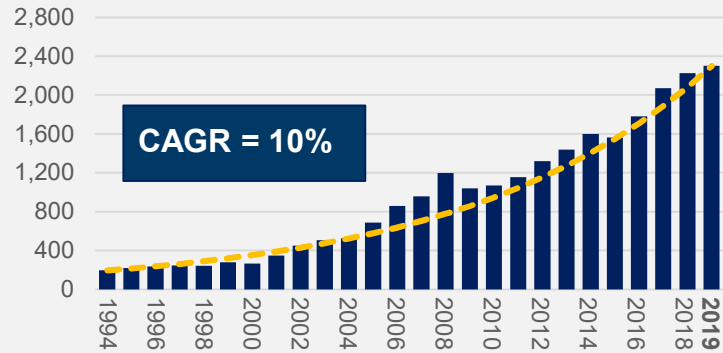
- ROCE in excess of 20%
 - Last five years: 13-20.5%

Gearing

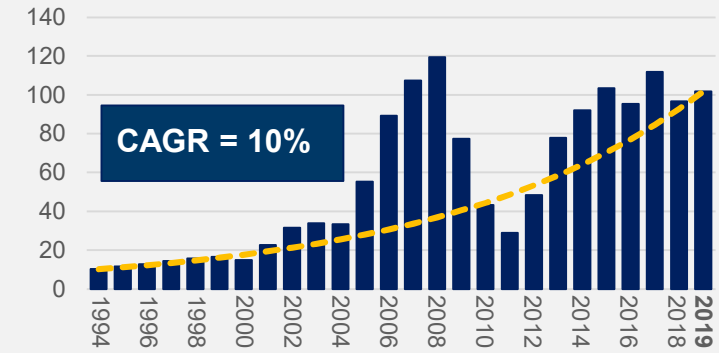
- Headline net debt between 1.0x and 1.5x EBITDA

Financial performance since listing in 1994

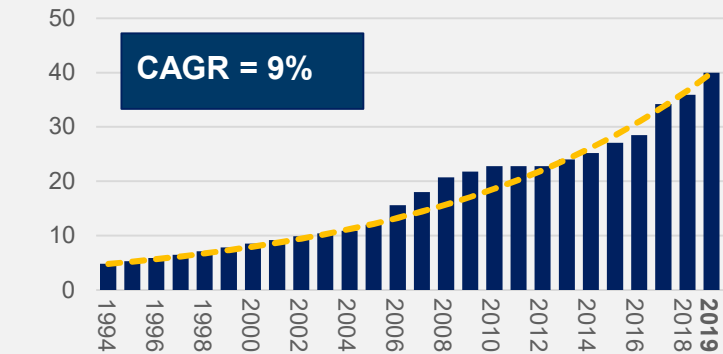
Revenue (£m)



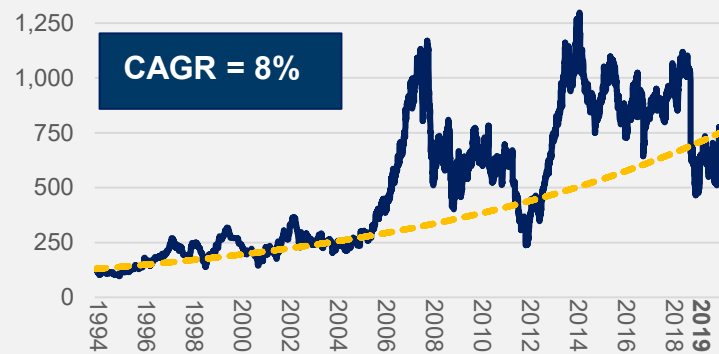
Underlying operating profit (£m)



Dividend per share (p)



Share price (p)



TSR of 11.0% CAGR vs. 7.3% FTSE All Share CAGR (at 25 Feb 2020)

Keller fact sheet

- Established 1860, now number one geotechnical specialist contractor globally
- Revenue by division: 61% North America, 28% EMEA, 11% APAC (only <3% of business in UK)
- Revenue by sector: 35% Infrastructure/Public buildings, 20% Residential, 22% Power/Industrial, 21% Office/Commercial, Marine 2%
- Room to grow:
 - Global geotechnical contracting market - \$55bn
 - Geotechnical contracting markets where Keller operates - \$25bn (excludes China, Japan, Korea and Russia)
 - Keller today c.\$3bn – a 5% global market share and a 11% share of the markets in which we operate
- Operate in 40 countries, across six continents
- Three divisions, 22 business units, 190 branches
- About 10,000 employees, of which around 1,500 are geotechnical engineers, >200 focused purely on design
- 1,300 rigs globally
- About 24% of our capex is spent on our own equipment, mainly vibro and jet grouting
- On average we work on c.7,000 contracts per year
- About 50% of our contracts are design and build, 50% are build only
- Contracts over £5m revenue make up c.2% of the number of contracts, but account for c.24% of total revenue
- Typical contract value range £25k to £10m
- On average c.25 sites mobilised every day, across the world
- We typically spend a few weeks on site (smaller projects) with up to two years for large projects
- We have over 50 techniques or products, with 10 major product groups
- Product split: 33% Heavy foundations, 28% Ground improvement, 12% Earth retention, 9% Grouting, 13% Post-tension systems, 2% Industrial servicing, 2% Marine, 1% Instrumentation and monitoring
- Industry trends are favourable to Keller: Urbanisation/large scale development, Brownfield/marginal land, Infrastructure renewal, Complete Solutions, Technical complexity
- We are the leading consolidator in the industry - over 20 acquisitions since 2000
- Strong safety focus, AFR 0.13
- Keller supports the UN Global Compact and aims to adhere to its 10 principles in the areas of anticorruption, environment, human rights and labour

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