## **Our Strategy**

Our business is simple but not easy. Whilst we hold strong market positions in all of our businesses and have constant and continuing market demand, efficient execution of our services is critical and we need to stay attuned to market dynamics and the demands of our customers to ensure success.

Our strategy has been modified and simplified during the year, with the new management team in place re-evaluating the core strategic focus and targets of the Group. Our strategy going forward focuses on margin enhancement and organic growth and whilst we focus on driving up margins, we do not intend to undertake strategic acquisitions.

## Resources **Dedicated employees** c2.700 people Experienced specialists in every business Financial resilience Long-term funding in place, due for repayment from 2027 Experienced Board with strong governance structure Cash generative National scale The Group has 86 sites across the UK providing national scale with local service. The scale and capability of Restore provides customers with class leading services and cost benefits Predictable revenue streams Product 36% Storage Non-recurring services 21% 12% Relocations Quality customer base FTSE 100 companies Top 50 UK accountancy practices Local authorities in England, Wales & Scotland UK National Health Trusts 86% Percentage represents the proportion of the relevant population that are customers of the

## What we do Market leading We have a market leading position in each of our divisions and businesses. Digital & Information Secure Lifecyle Services Management Refer to pages 8 to 17 for more details Simple but not easy

Strategic focus

Margin enhancement

Organic growth

Restoring our world

## Value created for our Customers Reassurance from interacting with a market leader on critical services National coverage provides access to a wide range of services **Employees** Improved health and safety performance with a focus on the wellbeing of our employees Employees empowered to drive business performance **Suppliers** Transparency and accountability in all our interactions with suppliers Supporting their net zero journeys **Shareholders** Cash conversion<sup>1</sup> of 110% Solid dividend profile with total dividend of 5.2p per share for 2023 **Planet** Credible net zero roadmap created with

challenging but achievable near-term and

long-term targets