






Our Business

Restore provides mission critical services enabling organisations to protect, manage and utilise their valuable data, information and assets. The Group has five businesses organised across two divisions: Digital & Information Management and Secure Lifecycle Services.

	 Records	 Digital	 Technology	 Datashred	 Harrow Green	
	Digital & Information Management		Secure Lifecycle Services			Total
Market Position	No.2	No.1	No.1	No.2	No.1	Strong and improving
Market Size	£485m	£320m	£550m	£200m-£210m	£350m	£1.9b
Market Growth	c.1-2%	c.4%	c.6%	c.0-1%	c.1%	c.3%
Market Share*	22%	15%	6%	19%	12%	c.13%
UK Sites	56	11	7	12	9	95
Employees	867	821	361	339	372	2,760
	<ul style="list-style-type: none"> Long term physical record storage and management services Physical/digital data hybrid services Heritage asset protection Digital tape back up services 	<ul style="list-style-type: none"> Physical to digital processing Cloud storage and data management Digital transformation consultancy Process outsourcing Digital mailrooms Data management software 	<ul style="list-style-type: none"> High security IT asset erasure IT decommissioning and recycling Technology refurbishment and resale IT asset preparation and installation IT relocation 	<ul style="list-style-type: none"> Secure paper and IP destruction Paper recycling and resale Onsite and offsite capability 	<ul style="list-style-type: none"> Office and commercial relocations Short and medium term commercial asset storage Office and light industrial decommissioning solutions 	

Strategic growth drivers

With a strong track record of profitable and cash generative growth and substantial market share opportunity, Restore's high growth strategy is to grow through compounding organic expansion, strategic acquisition for scale and capability and margin enhancement through synergy and efficiency.

	2017	2018	2019	2020	2021	Medium term goal	
Growth	Sustained revenue expansion	£172.0m	£195.5m	£215.6m	£182.7m	£234.3m	c.£450m - £500m
	Profitable organic growth	+6%	+3.0%	+3.1%	+1.4%	+5.0%	4-8+
	Attractive operating margins	20.2%	21.6%	21.0%	17.4%	19.7%	>22%
	Consistent EPS Growth	+27%	+12%	+9%	(35%)	+55%	10 - 30%
Quality	Strong return on invested capital**	10.2%	10.0%	11.4%	7.7%	10.1%	>11 - 13%
	Strong cash conversion	75%	70%	99%	87%	85%	80-90%
	Carbon emissions				8,196t	9,000t	Scope 1 & 2 Net Zero by 2035

*Management estimate of market share.

**Calculated as adjusted profit before tax, finance costs, IFRS16 and share-based payments, with a standard tax rate applied, divided by weighted average net debt and equity, excluding the impact of IFRS16.

Our Approach

Restore enables organisations to focus on their core business, trusting the Group to manage their critical data, information and projects securely and efficiently. Our scale, expertise and strong values make us a highly trusted partner to both public and private sectors.

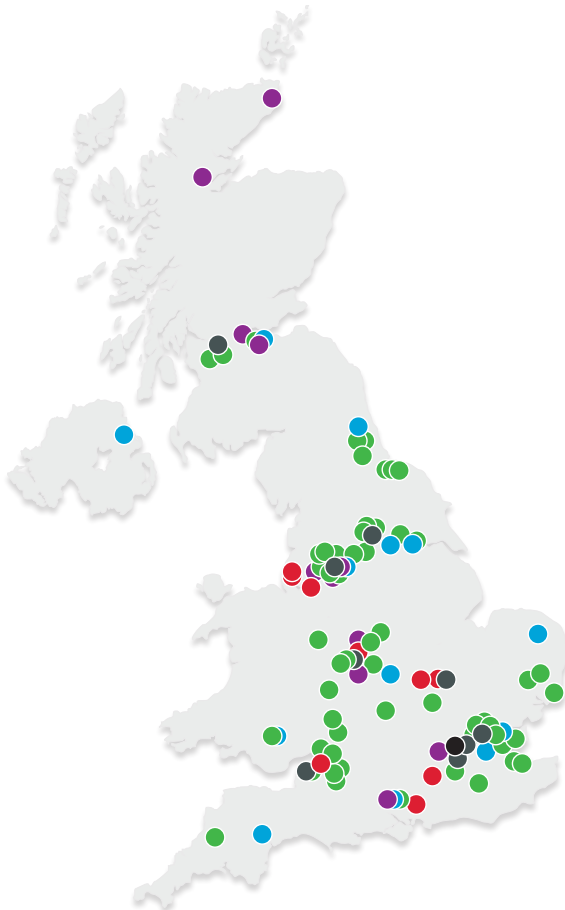
Customer focus

Restore leads the markets it serves. Supporting public and private sectors with critical services, income is highly predictable, recurring in nature and generates strong cashflows.

The business has the best in class accreditation with a reputation for providing the sector leading customer service, as reflected in excellent trust pilot ratings and high retention rates.

National scale

The Group has 95 sites across the UK providing national scale with local service.



Sustainable approach

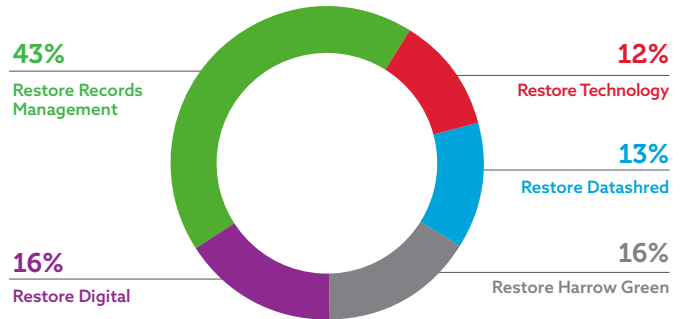
Restore has strong environmental, social and governance credentials and aims to be a Net Zero organisation by 2035.

The Group's 'Restoring our World' strategy has evolved from the long-term good practice of the business and has been developed with expert partners with quality assurance provided by Planet Mark™ accreditation.



Quality income

Revenue Mix



Recurring profit

