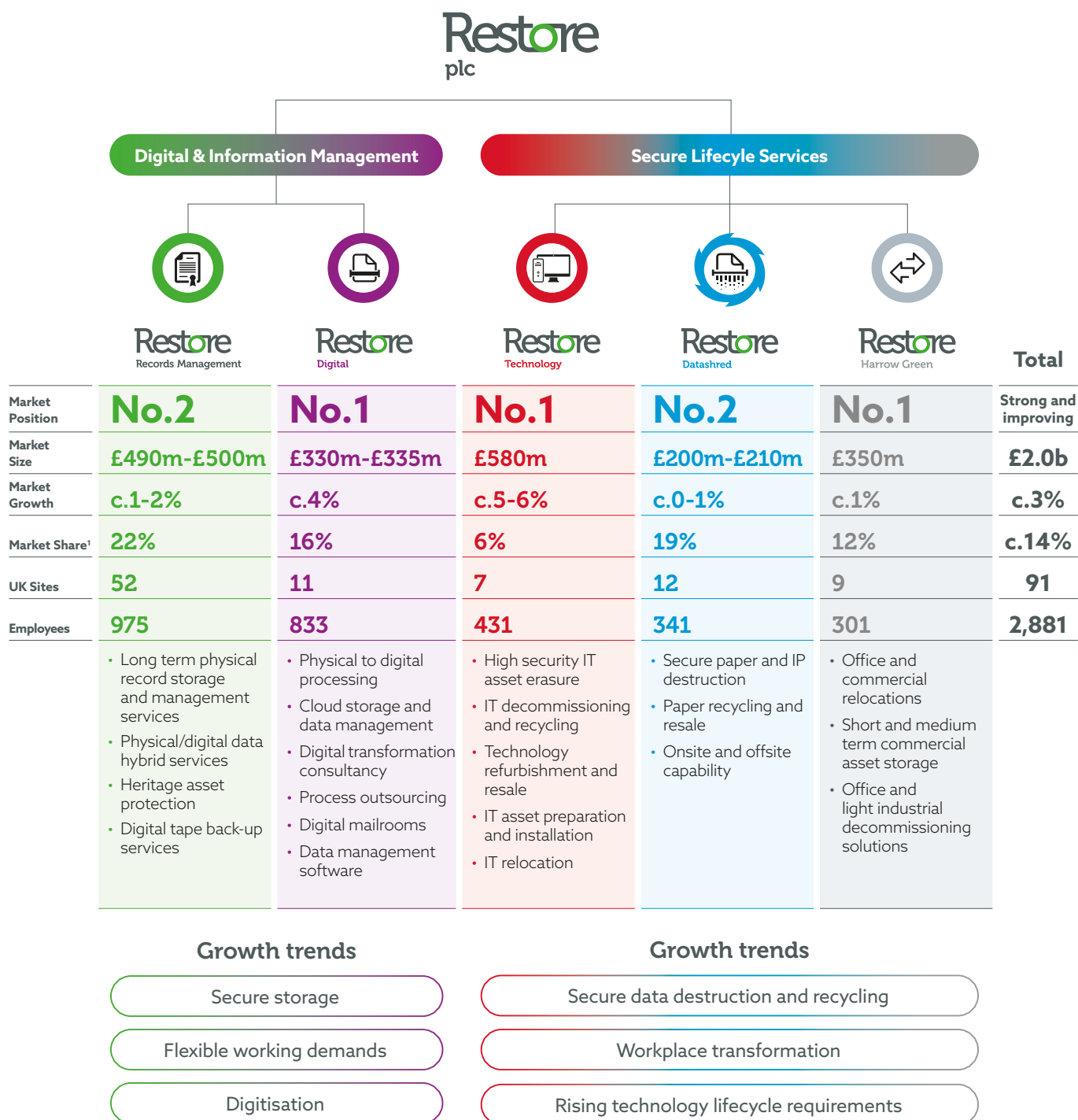


# Our Business

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



<sup>1</sup> Management estimate of market share.

# Growth Strategy

Restore's medium term growth plan sees revenue grow to over £450m with associated growth in adjusted EBITDA to £150m, which will deliver significant shareholder value creation.

## Growth with quality

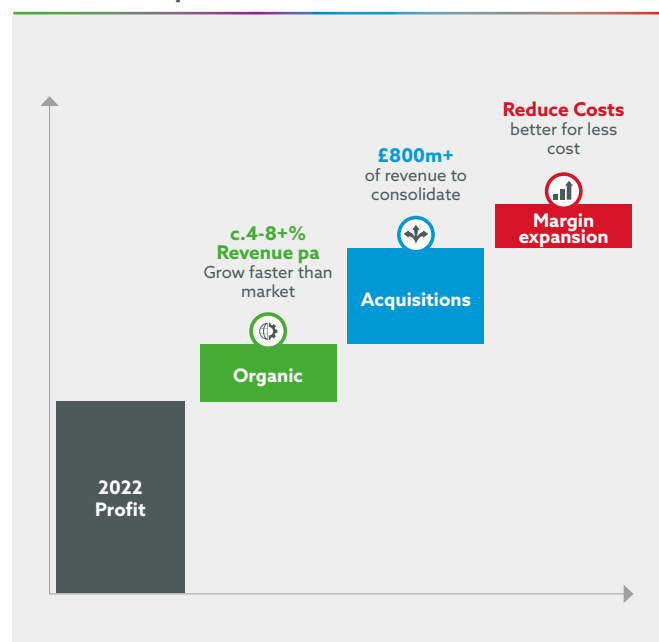
With a strong track record of profitable and cash generative growth and substantial opportunity to increase market share, Restore's high growth strategy is built on compounding, high quality organic expansion, strategic acquisitions delivering scale and product capability and margin enhancement through synergy and efficiency.

	2018	2019	2020	2021	2022	Medium term goal
<b>Growth</b>						
Sustained revenue expansion	£195.5m	£215.6m	£182.7m	£234.3m	£279.0m	c.£450m - £500m
Profitable organic growth	+3.0%	+3.1%	+1.4%	+5.0%	+11.0%	4-8+%
Attractive adjusted operating margins	21.6%	21.0%	17.4%	19.7%	18.6%	>22%
Consistent adjusted EPS Growth	+12%	+9%	(35%)	+55%	+5%	10 - 30%
<b>Quality</b>						
Strong return on invested capital <sup>2</sup>	10.0%	11.4%	7.7%	10.1%	10.0%	>11 - 13%
Strong cash conversion <sup>3</sup>	80%	123%	118%	104%	82%	80-90%
Carbon emissions			11,870t	13,644t <sup>1</sup>	14,212t	Scope 1 & 2 Net Zero by 2035

## Growth Strategy



## Profit Roadmap



1 2021 restated as we expand our data collection, data coverage and data quality.

2 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.

3 Calculated as free cashflows (reconciled on page 73) divided by net operating profit after tax (reconciled on page 70) with an amendment to exclude the impact of the VAT deferral from 2020 to 2021.