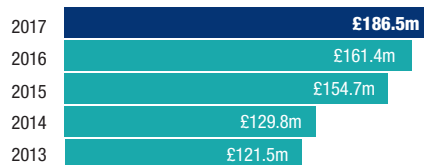


## FINANCIAL HIGHLIGHTS\*

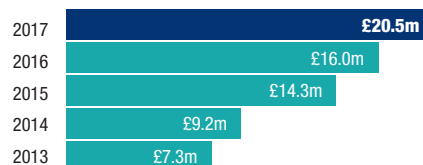
### Revenue

↑15.6%



### Underlying profit before tax†

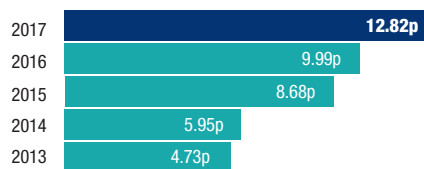
↑28.1%



† Please see the five year history on page 146 for the GAAP measure

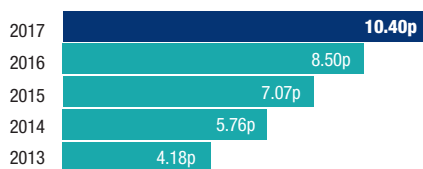
### Underlying diluted earnings per share

↑28.3%



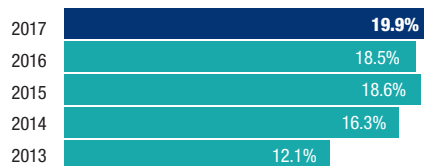
### Diluted earnings per share

↑22.4%



### Return on capital employed

↑140bps



### Dividend per share

↑25.0%



\* Before separately disclosed items (see note 2 in the financial statements). The relevance of these measures and calculations are also discussed in note 2 and the Glossary on page 144. For reconciliations to equivalent GAAP measures, please see note 34 in the financial statements and the five year history on page 146

## OPERATIONAL HIGHLIGHTS

- All regions experienced strong revenue growth at CER ranging from 4.6% in the UK to 12.3% in the US
- Gross margin exceeds 30% for the first time in our history
- Significant FX tailwinds add £2.4m to underlying profit before tax
- Strong cash conversion reduces net debt to £6.4m (normalised £7.6m)
- *TR España* – a base to grow from in one of Europe's most vibrant economies
- Capital investment of £2.9m increases our manufacturing capacity and capabilities, with more to follow

Read about our **Group Strategy** on pages 18 to 19

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