

Performance

Revenue (at AER)

£5,375m
+44.7%
2022: £3,714m

Profit before tax (at AER)

£493m
+66.9%
2022: £296m

Net Cash Flows from Operating Activities (at AER)

£737m
+22.8%
2022: £600m

Revenue (at CER)

£5,414m
+45.8%
2022: £3,714m

Adjusted Operating Profit (at CER)

£897m
+57.0%
2022: £571m

Free Cash Flow (at AER)

£500m
+33.7%
2022: £374m

Lost time accident (LTA)

0.31
+20.5%
2022: 0.39

Total colleague retention¹

84.2%
+474bps
2022: 79.5%

Total customer retention²

82.3%
-10bps
2022: 82.4%

 KPIs, see pages 22 to 25

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Strategic priorities in action



Be an Employer of Choice
pages 12 and 13



Drive Organic Revenue Growth in Pest Control
pages 38 and 39



Manage the integration of Terminix into our North America business
pages 48 and 49



Build our Hygiene & Wellbeing business
pages 54 and 55



Drive M&A
pages 32 and 33



Create value through product and service innovations and digital applications
pages 26 and 27



Manage a responsible business
pages 20 and 21

Non-IFRS Measures The Group uses a number of non-IFRS measures to present the financial performance of the business. These are not measures as defined under IFRS, but management believe that these measures provide valuable additional information for users of the Financial Statements, in order to better understand the underlying trading performance in the year. See pages 63 to 67 for more information.

The content of this Annual Report reflects the views, opinions and status of the Company as at 7 March 2024.

1. Prior year numbers have been restated primarily to include the Terminix acquisition. For more information see page 22.

2. 2022 figures have been restated to include Terminix.