



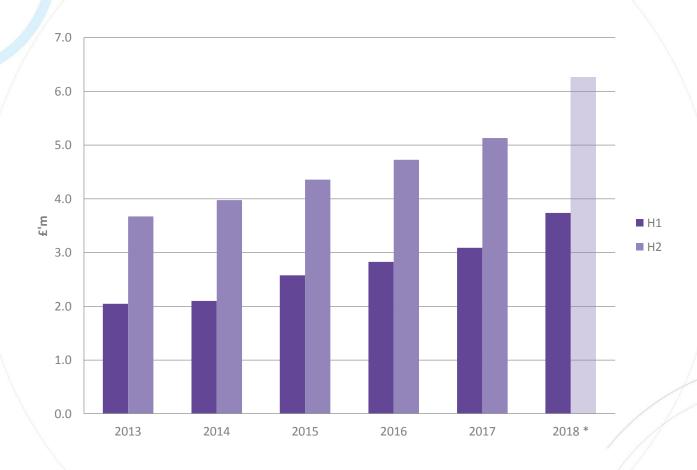
# themission

As our sector faces transition we are successfully creating the Agencies of the future.

Today.

And our results prove it.

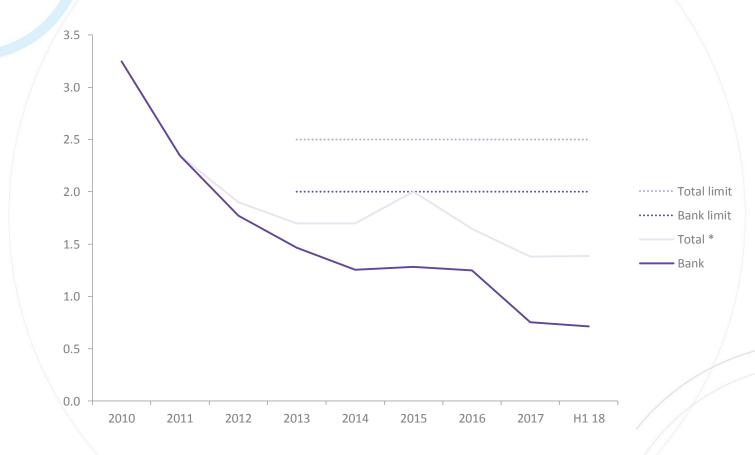
### THE PROFIT TREND CONTINUES







### • WHILST DEBT LEVELS REMAIN COMFORTABLE







### OVERVIEW OF H1 2018

#### STRONG FINANCIAL PERFORMANCE

#### **KROW BEDDING IN WELL**

Good cultural fit

bigdog now sharing offices

Strong cross-referral opportunities

IPA nomination a real badge of quality

#### **HEALTHCARE PROGRESSING**

RJW performing well

### SHARED SERVICES MAKING GOOD PROGRESS

£0.3m of savings will be delivered in 2018

Still targeting £1m by end 2019

#### **FUSE GATHERING PACE**

#### **CONFIDENCE IN THE FUTURE**

Dividend increased by 27%



### • fuse - INNOVATION INCUBATOR

#### **Pathfindr**

Real time asset intelligence
Using low-power Bluetooth trackers
Prime sectors: aerospace, defence,
energy, construction
Early adopted by Rolls-Royce
Developed by bigdog
https://pathfindr.co.uk

#### **Broadcare**

Healthcare tracking Software-as-a-Service Being used by CCGs and CSUs Data collection, storage and retrieval Developed by Bray Leino

#### Cortex

Powerful marketing technology platform
Combining sales, marketing and
behavioural data
Transforms the visibility of where
performance truly lies
Developed by RLA
https://cortexglobal.tech/

#### easl

Services information system
Time recording, resource scheduling,
workflow management and financial
management
Developed by Bray Leino



### • FUSE MAKING REAL PROGRESS

Pathfindr gaining real traction; further immediate investment of £0.5m approved to accelerate growth

Investment also required into Broadcare; evaluating market interest

Cortex and easl still latent

Ignition (internal innovation competition) and Vaudit (video auditing software) to be launched in H2 for 2019 implementation



### • PROFIT AND LOSS (£'m)

H1 2018	H1 2017	%
79.2	71.2	+11%
37.0	33.8	+10%
(33.3)	(30.7)	
3.7	3.1	+21%
10.1%	9.1%	
(0.2)	(0.2)	
3.5	2.9	+23%
(0.6)	(1.1)	
2.9	1.8	+64%
(0.6)	(0.5)	
2.3	1.3	
3.22	2.58	+25%
0.70	0.55	+27%
	79.2 37.0 (33.3) 3.7 10.1% (0.2) 3.5 (0.6) 2.9 (0.6) 2.3 3.22	79.2       71.2         37.0       33.8         (33.3)       (30.7)         3.7       3.1         10.1%       9.1%         (0.2)       (0.2)         3.5       2.9         (0.6)       (1.1)         2.9       1.8         (0.6)       (0.5)         2.3       1.3         3.22       2.58



### • BALANCE SHEET (£'m)

	H1 2018	H1 2017	Dec 2017
Intangibles	95.7	87.5	88.0
Tangible fixed assets	3.2	3.4	3.5
Working capital	3.9	4.4	3.9
Net bank debt	(7.8)	(9.2)	(7.2)
Earn-out obligations	(11.0)	(6.4)	(7.2)
Total net debt	(18.7)	(15.6)	(14.4)
All others (mainly tax)	(1.2)	(0.9)	(0.8)
Net assets	82.9	78.4	80.2
Bank debt leverage	x0.7	x1.0	x0.8
Total debt leverage	x1.4	x1.4	x1.4
Total debt levelage	A1.4	A1. <del>4</del>	A1.4

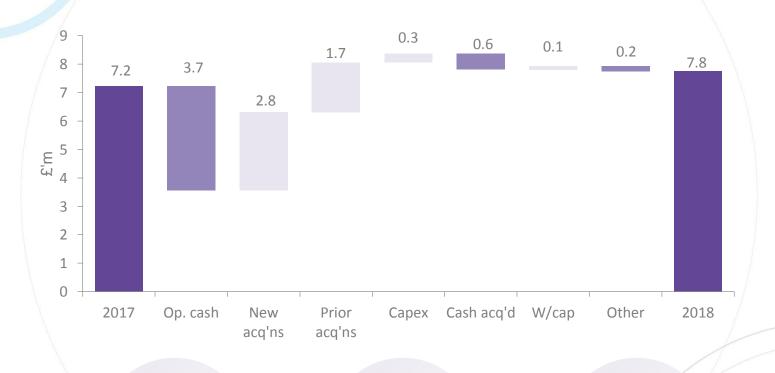


### • CASH FLOW (£'m)

	2018	2017
Headline operating profit	3.7	3.1
Add back depreciation	0.8	0.8
EBITDA	4.6	3.9
Interest and tax	(0.9)	(0.7)
NORMALISED OPERATING CASH FLOW	3.7	3.1
Working capital	(0.1)	3.4
CASH FLOW FROM OPERATING ACTIVITIES	3.5	6.6
Exceptional costs	-	(0.6)
Acquisitions	(3.9)	(3.0)
Capex/software development	(0.3)	(0.6)
Shares sold by/(bought for) the EBT	0.3	(0.1)
All others	(0.1)	(0.2)
(Increase)/reduction in net bank debt	(0.5)	2.1



### • NET BANK DEBT AND DEFERRED CONSIDERATION





### OUTLOOK

Usual H2 bias expected again

Good core growth expected from both Business Units

- Integrated Generalists
- Sector Specialists

Supplemented by the addition of krow

Margin improvement due to the Shared Services initiative and recent acquisitions being at higher margins

Strong confidence for the remainder of the year and beyond



### • INVESTMENT PROPOSITION

Robust business – consistent and profitable growth

Above average Client, vendor and senior management retention

Strong cash flow

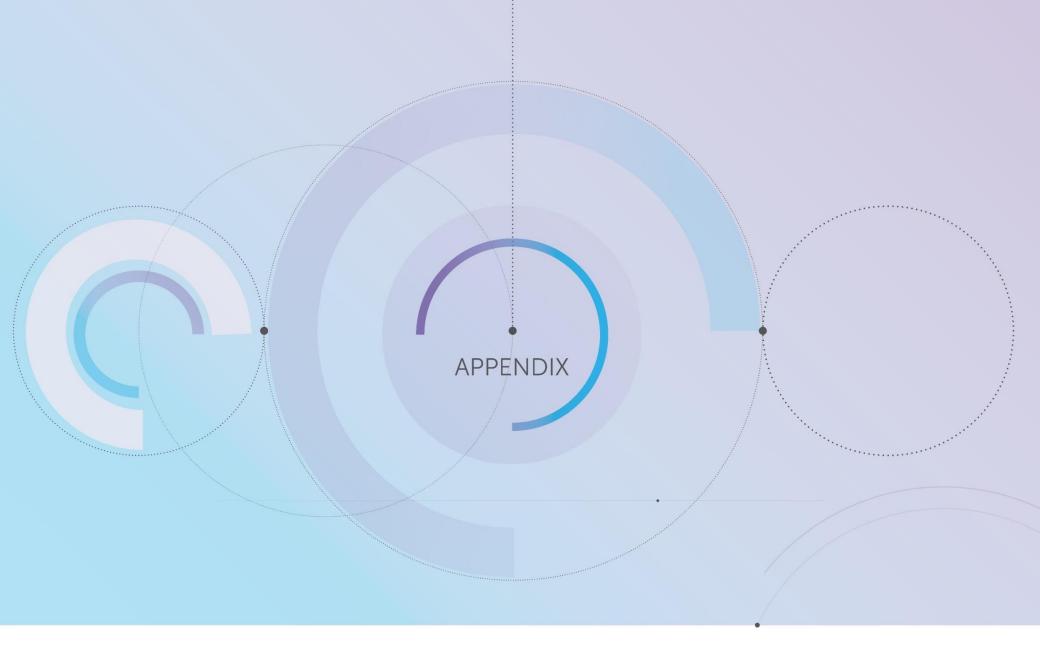
Progressive dividend providing attractive yield

Diverse and growing Client base

Multiple cross-selling opportunities

Excellent progress in fuse

10th
SUCCESSIVE
PERIOD OF
GROWTH



## NATIONAL AND GROWING INTERNATIONAL PRESENCE TO SERVICE CLIENTS



### CLIENT RETENTION REMAINS A KEY DIFFERENTIATOR













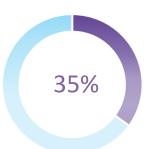


































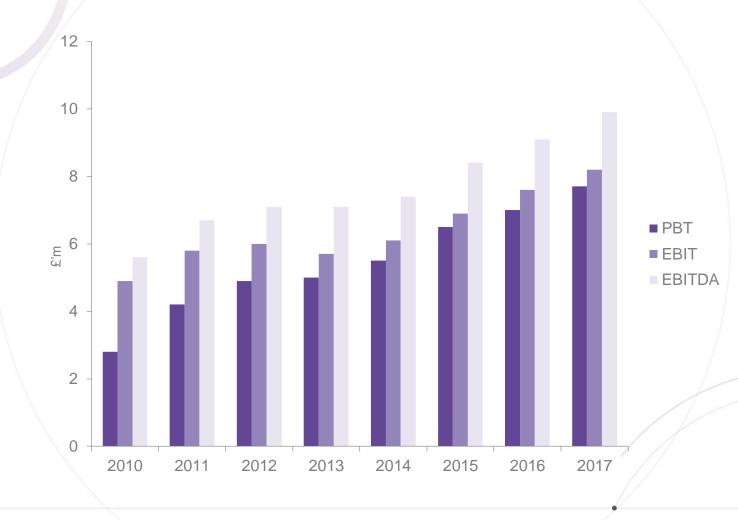








### PROFITS



### CASHFLOW, EPS AND DIVIDEND

