

Our business at a glance

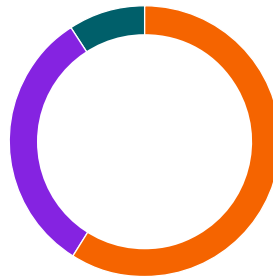
A TRUSTED PARTNER

We are a provider of product and service solutions for designers, builders and maintainers of industrial equipment and operations.

Revenue
£m

£2,982m

Region split
 ● EMEA 59%
 ● Americas 32%
 ● Asia Pacific 9%



Our global reach

31
countries with RS operations

1.1m
customers

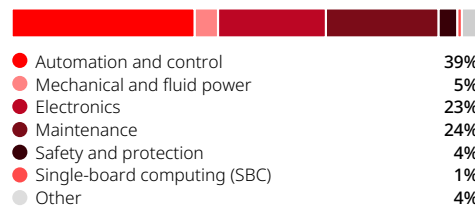
>8,700
employees

>2,500
suppliers



● Countries with RS operations

Revenue split by products and service solutions



Revenue split by range of industries



+ Read more on pages 32 to 39

FIVE KEY REASONS TO INVEST

Leveraging our differentiated business model

We are digitally led with a human touch, increasingly becoming a one-stop shop for our customers with our broad industrial and MRO product and service solutions offer.

25%

Group revenue attributed to service solutions

63%

of revenue through digital channels

+ Read more on page 13

Gaining share in a large and fragmented market

We are one of a few global players in a large and fragmented market that is consolidating at pace.

>£470bn

distributor total addressable market (DTAM)

<1%

share of DTAM

+ Read more on page 10

Supporting a more sustainable and inclusive world

Our 2030 ESG action plan – For a Better World is a key part of our purpose and strategy, and drives high ESG ratings and standards.

AA

MSCI rating

A-

CDP rating

+ Read more on pages 48 to 78

Accelerating organic growth with acquisitions

Inorganic opportunities are strengthening our proposition, accelerating our growth and creating value.

2

acquisitions completed in 2022/23

£238m

total expected consideration

+ Read more on pages 26 and 27

Driving strong revenue, cash conversion and attractive returns

We are growing scale and targeting a lower cost to serve, with a strong focus on cash and returns.

30.8%

return on capital employed

92.0%

adjusted operating cash flow conversion

+ Read more on pages 32 to 39

OUR COMMITMENT TO A MORE SUSTAINABLE WORLD

For a Better World is our 2030 ESG action plan to reinforce our commitment to making amazing happen for a better world.

+ Read more on pages 48 to 78

With four global goals and 15 supporting actions, we are supporting all our stakeholders as they become more sustainable.

Global goals:

