



Capital Markets Event

10th October 2024

SUSTAINABILITY DRIVING FURTHER GROWTH

Alumasc Roofing –
Hydrotech-Buchanan Wharf, Building 5

1 Welcome

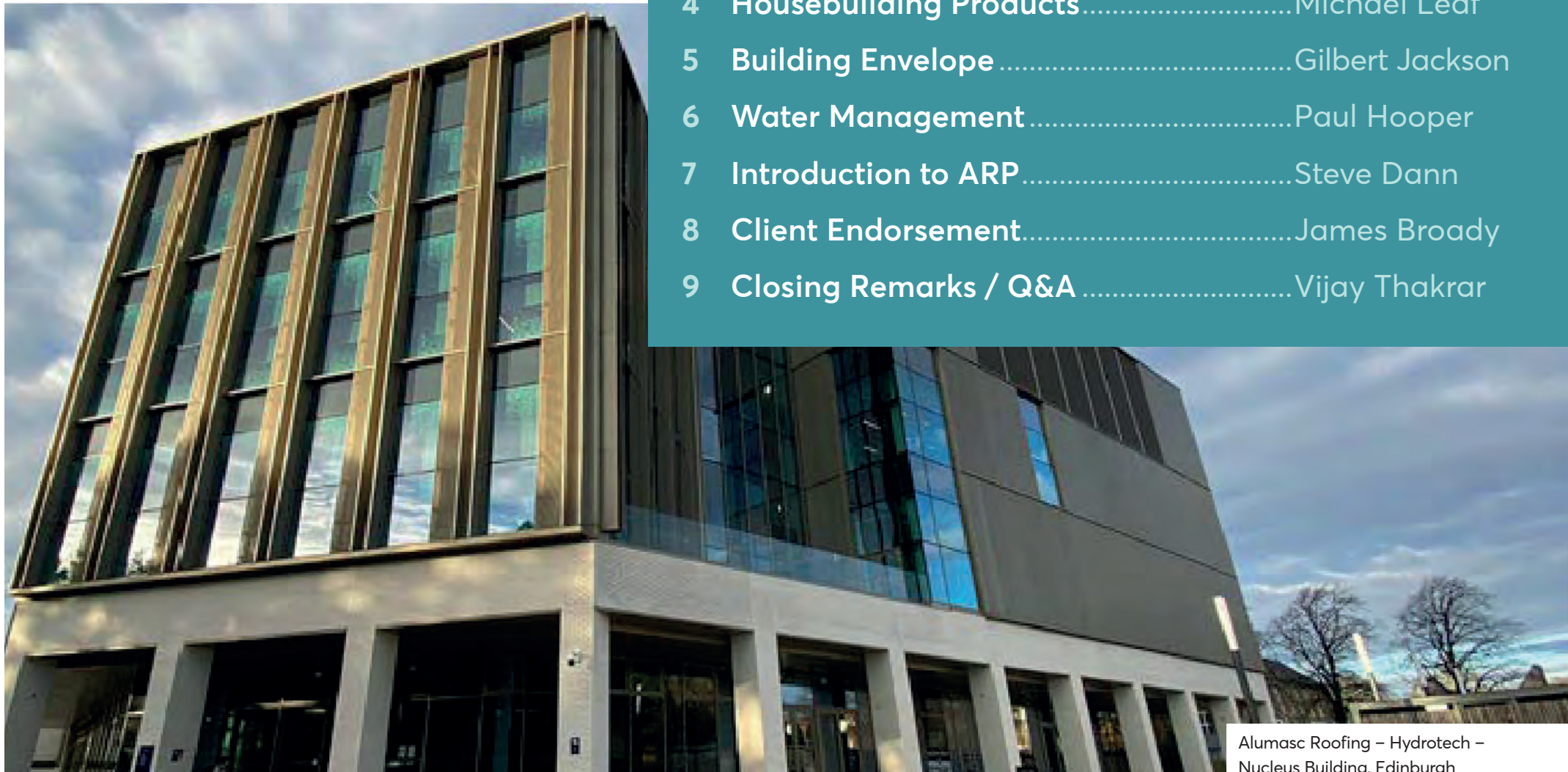


Vijay Thakrar
Chair

Alumasc Water Management – Skyline
and Rainwater – Weston-Super-Mare
General Hospital

Agenda

- 1 Welcome Vijay Thakrar
- 2 Our Investment Proposition Paul Hooper
- 3 Our Ambitions Simon Dray
- 4 Housebuilding Products Michael Leaf
- 5 Building Envelope Gilbert Jackson
- 6 Water Management Paul Hooper
- 7 Introduction to ARP Steve Dann
- 8 Client Endorsement James Broady
- 9 Closing Remarks / Q&A Vijay Thakrar



Alumasc Roofing – Hydrotech –
Nucleus Building, Edinburgh

2 Our Investment Proposition



Paul Hooper
Chief Executive

Alumasc Roofing – Hydrotech and Derbigum – Pall Mall, Liverpool

Three divisions, diverse range of products & markets

Building Products for a Sustainable Future



Climate change resilience through urban water and stormwater management

Products:

- Rainwater management (gutters/ downpipes)
- Architectural aluminium
- Building and surface water drainage
- Access covers



Building decarbonisation/greening/ climate resilience through premium weatherproofing / insulation solutions, including blue, green and bio-solar roofs and carbon-absorbing membranes

Products:

- Modular flat and flat-to-pitched roofs
- Roof safety products
- Blue roofs
- Green roofs
- Bio-solar roofs



Building decarbonisation through products focused on improving air-tightness and managing ventilation

Products:

- Broad range of housebuilding products

Sustainability driving future growth



- Market leadership: sustainable solutions to the global built environment
- Driving shareholder value through clear strategic growth objectives
- Significant long term growth drivers drive revenue generation:
 - Housing undersupply / ageing building stock
 - Building decarbonisation
 - Climate resilience
 - Building safety / quality
- Clear path to continued market outperformance



Strong track record, good momentum

Portfolio refocus completed in 2022

- Focus on sustainable building products
- Supply only
- Strong brands and long-term demand drivers

Strong track record from current portfolio

- Market outperformance
- Efficiency improvements
- High returns from invested capital

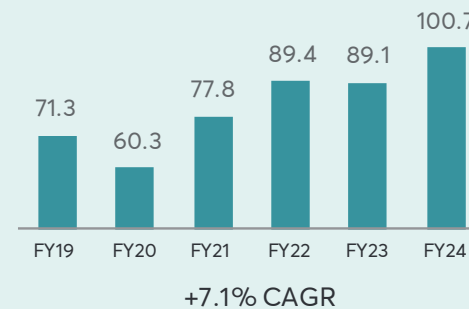
Supplemented by successful acquisitions

- Wade February 2018
- ARP December 2023

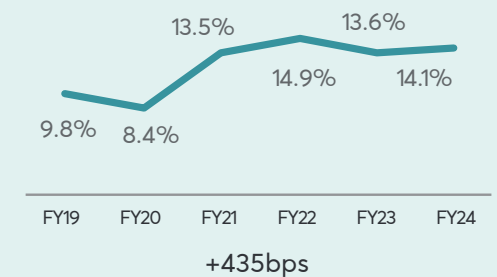
Compound growth rate FY19-FY24

- Revenue +7.1%
- Underlying profit before tax +14.2%

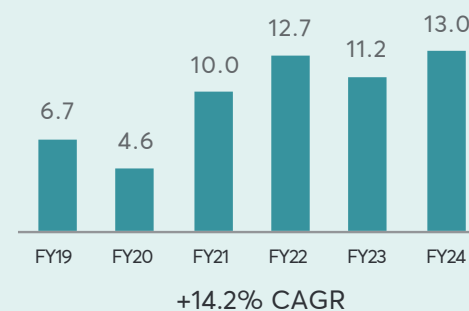
Revenue (£m)
Continuing operations



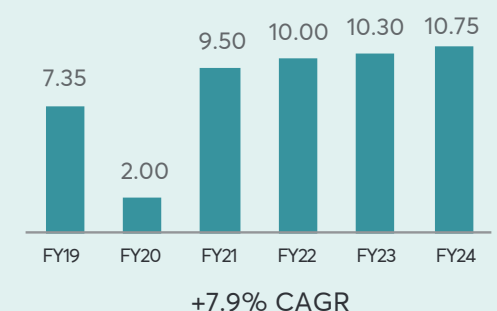
Operating margin (%)
Continuing operations, underlying



Profit before tax (£m)
Continuing operations, underlying



Dividend per share (p)



Clear & Well-Established Growth Strategy



Championing Sustainable Building Products

- Align portfolio with strategic growth markets
- Resource-efficient manufacturing
- Targeted product development
- Sustainability commitment recognised by LSE Green Economy Mark



Accelerating Organic Sales Growth

- Outperform general UK construction sector
 - Growing demand for products that improve energy efficiency and climate resilience
 - Supportive legislation
 - Trusted brands and premium products
 - Market-leading customer service and support
 - Target growth in niche international markets



Driving Margin Improvement

- Operating margin target 15-20%
- Continued focus on efficiency improvements
 - Process automation
 - Capability & capacity
 - Site consolidation
- Technology investment
 - Customer service and commercial decision-making supported by better data
- Realise acquisition synergies



Value-Accretive Investment

- Investment supported by cash generation and strong balance sheet
 - Strong cashflows through effective working capital management
 - Significant headroom
 - Capital and revenue investment to enhance future growth
- Selective bolt-on acquisitions to accelerate ambitions

Potential for significant demand growth

Exposure to higher-growth, sustainability-driven markets driving continued outperformance

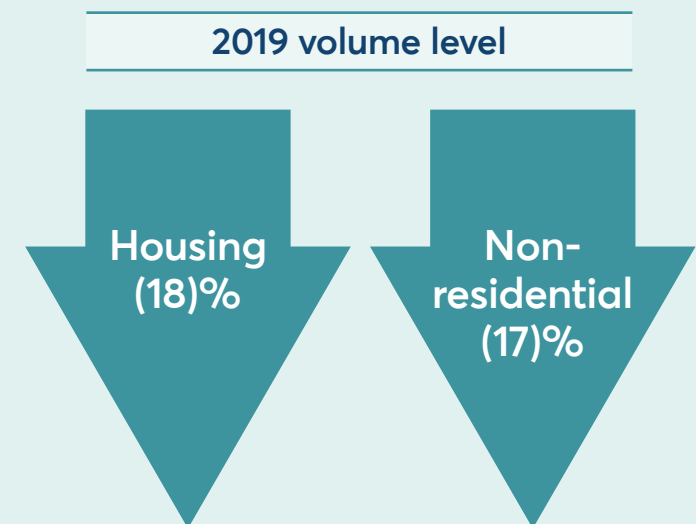
Significant structural volume increases potential

- Key market volumes 15-20% below pre-pandemic levels
- Structural housing undersupply, Government support
- Ageing building stock
 - 50% of residential, 39% of non-residential properties built pre-1970*
 - Healthcare: condition of 38.5% of estate rated as poor / very poor**
 - Education: 52% of estate built pre-1980, estimated roof repair /replacement backlog >£15bn***

*RICS study 2020 **BMA survey 2022 ***DfE condition survey 2021

Key market volumes remain significantly below pre-pandemic levels

2024 volumes vs 2019



Housing: public and private new build

Non-residential: public non-housing, industrial and commercial

Source: CPA

3 Our Ambitions



Simon Dray
Group Finance
Director

ARP – Bespoke Legacy-style cast aluminium guttering system – Oaklands, Yorkshire

Our key financial performance indicators

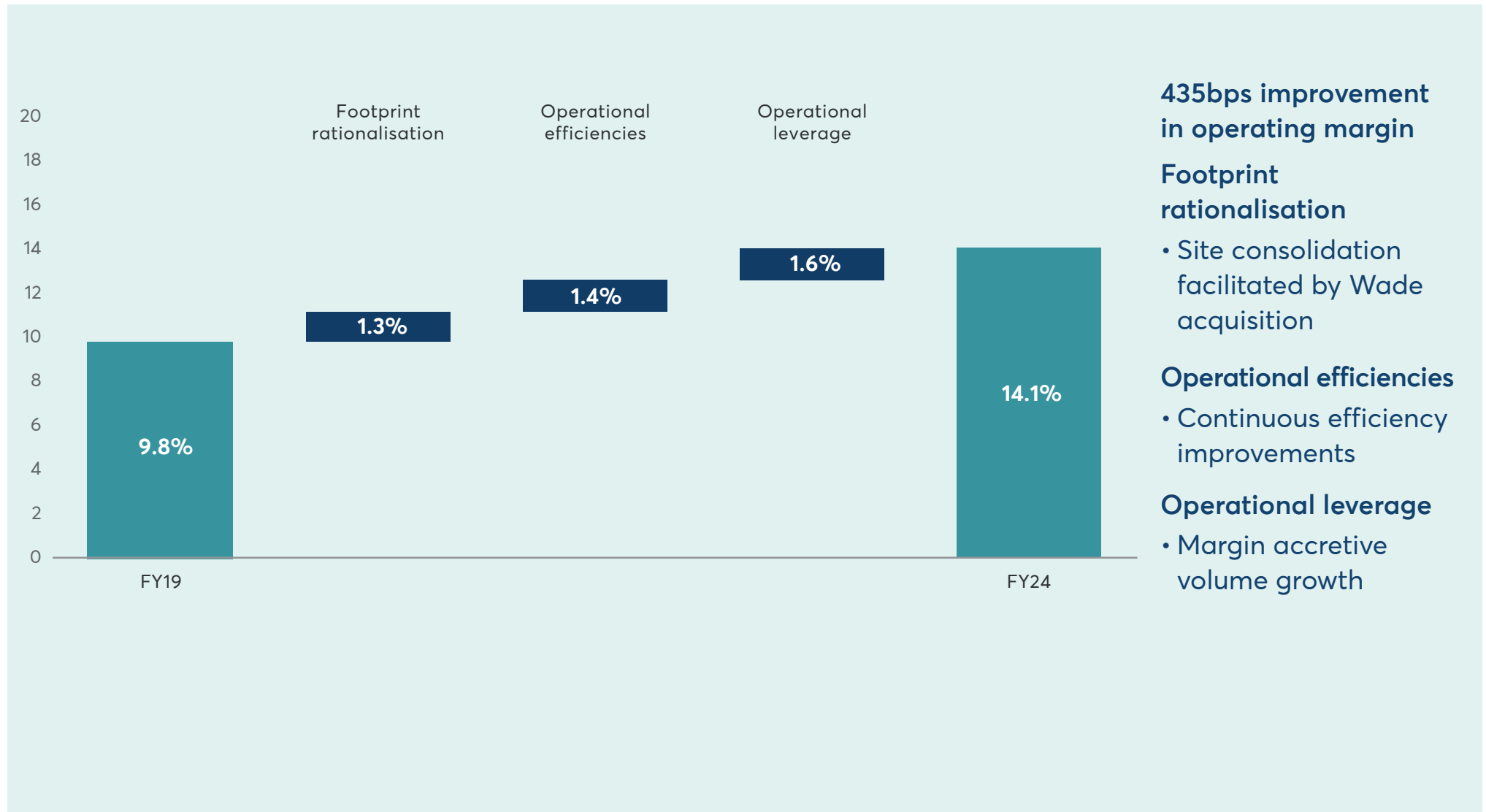
	Revenue growth	Underlying operating margin	Cash conversion ²	Carbon reduction ³
Targets	>UK construction growth	15-20%	>100%	Further 42% reduction by 2030 Scope 3 targets in place by end 2025
Results	+7.1% CAGR ¹ FY19-24	+435 bps FY19-24	93% average FY19-24 113% average FY23-24	70% reduction FY18-24

1 Continuing operations

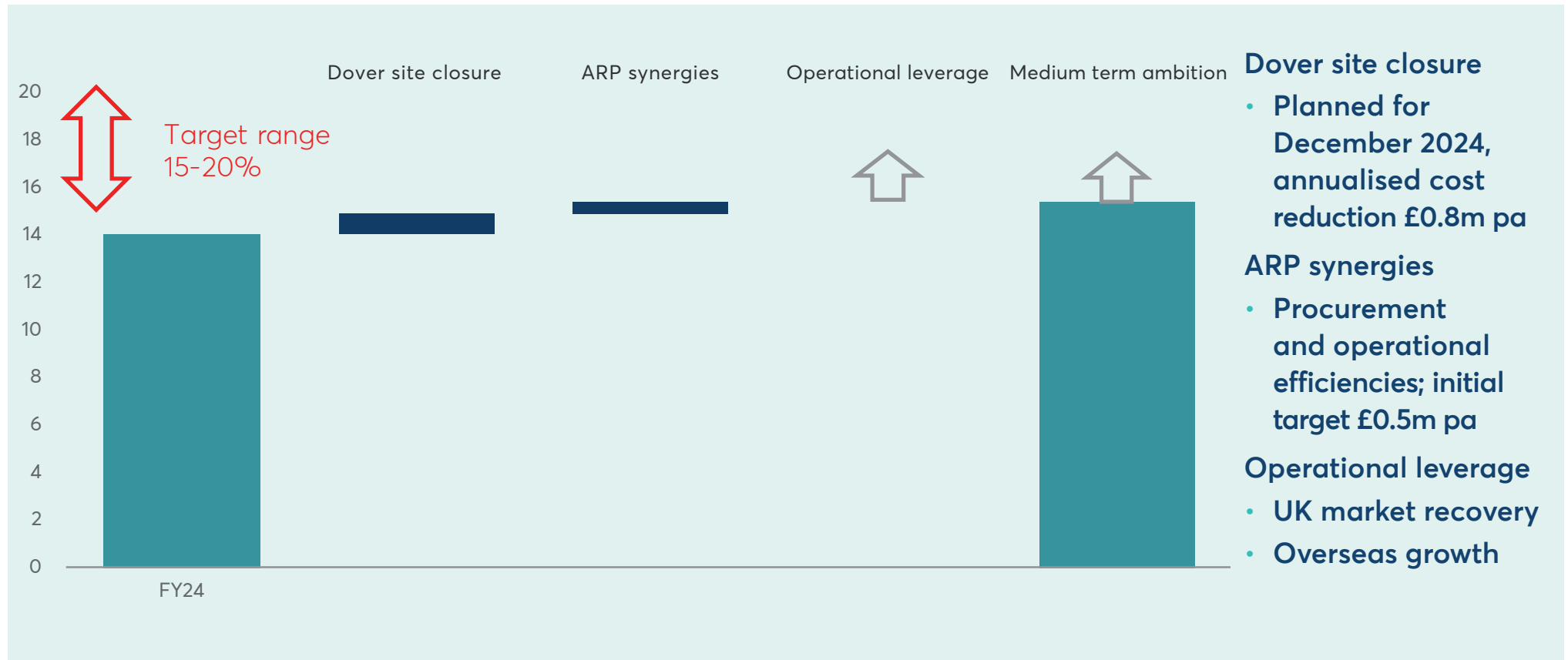
2 Underlying cash generated from operations as a percentage of operating profit

3 GHG emission intensity, from scopes 1, 2 and business travel

Margin improvement FY19-24



Medium term margin growth opportunities



Strong cash generation & robust balance sheet

FY19-FY24

Operating cash flow +36% CAGR

Conversion ratio average 93%

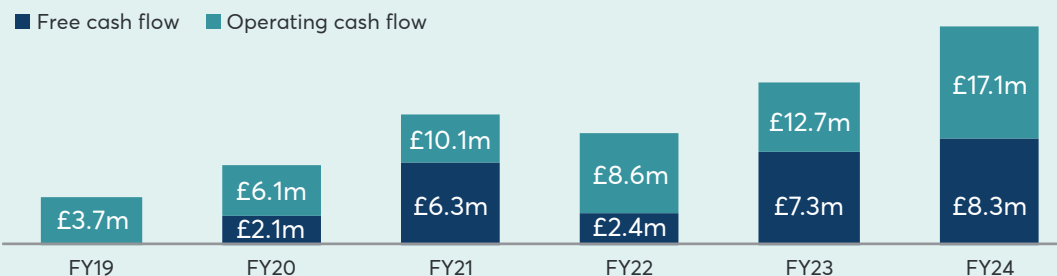
Average annual capital expenditure £2.5m

Cumulative free cash flow £26.4m

- Dividends £16.9m
- Acquisitions £8.5m

Disciplined balance sheet management:
<1.5x leverage

Cash generation

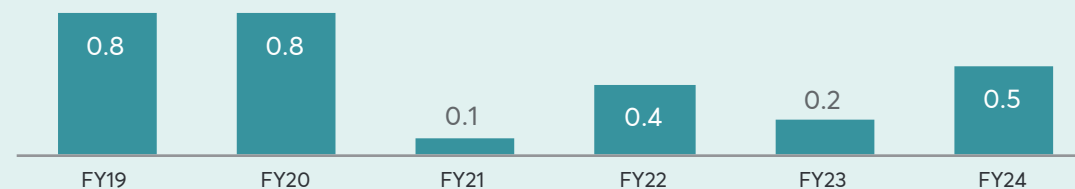


Operating cash flow % of underlying operating profit

Fiscal Year	Operating cash flow % of underlying operating profit
FY19	53%
FY20	120%
FY21	96%
FY22	65%
FY23	105%
FY24	120%

Leverage ratio

Net debt/underlying EBITDA



Capital allocation priorities

Maintain
debt at
prudent
level

Strong cash generation supports growth and shareholder returns

Debt leverage maintained below 1.5x EBITDA

Organic growth investment

Invest in
organic
growth

• Revenue:

- Technical sales/customer support
- New product development
- Overseas markets

Regular and
progressive
returns to
shareholders

• Capital:

- Process automation
- Systems for efficiency and commercial decision-making

Invest in
inorganic
growth

Progressive dividend policy

- 2.5-3.0x covered by earnings

Inorganic investment

- Bolt-on M&A in existing or adjacent segments

M&A criteria

M&A target characteristics

Bolt-on (to c.£20m EV)

Operating in Alumasc markets / close adjacents

Consistent with Group margin and cash generation targets

Immediately earnings accretive

Net debt: EBITDA < 1.5x

Environmentally efficient products

Scope to grow

Synergistic benefits

Key areas of focus



Water Management



Building Envelope



Housebuilding Products

Consolidation/scale



Technology



Market extension



Product range



M&A case studies

Typical PBT multiples up to 7x

- Timloc (Sep 2004) £3.4m cost (8% ROI on historic PBT)
- Rainclear (Dec 2012) £0.7m cost (26%)
- Wade (Jan 2018) £8.0m cost (18%)
- ARP (Dec 2023) £8.5m initial cost (13%)

Investment in growth potential and synergies drive ROI improvement

- Timloc 35% FY24
- Rainclear 111% FY24
- Wade 30%+ target (after Covers manufacturing relocation)
- ARP 25%+ target (after initial synergy delivery)

Value creation through acquisition synergies and investment in Alumasc strategic growth drivers

4 Housebuilding Products



Michael Leaf
Executive Director
& Housebuilding
Products Divisional
Managing Director



Timloc Factory

The Timloc House | Basket of Products

- From ground level right up to the roof ridge
- Distribute to roofing merchants, builders merchants, plumbing merchants, specialist distributors
- Used by ground workers, brickwork contractors, plumbing contractors, dry lining insulation contractors, roofing contractors
- Commercial applications –
Fire rated and non-combustible products



What Sets Timloc Apart?

- Industry leading, next working day delivery on all orders of standard stock items placed before 12pm
- Industry leading low carriage-paid order values of £100 to branch and £150 direct to site
- Broad range of products – “one stop shop”
- Unique service propositions – single items
- Customers' opportunity to
 - Consolidate suppliers
 - Manage working capital
- Well-invested, automated modern facility



Roadmap for Future Growth



Sustainability | Underpins Everything We Do

- Over 75% of polymers we purchase are from recycled materials
- First building products manufacturer to become a CO₂ neutral manufacturer
- First building products manufacturer to use 100% renewable energy
- All packaging is fully recyclable and 70% comes from recycled material
- 100% waste is diverted from landfill
- All cars are fully electric
- EV chargers installed on site



Sustainability | Net Zero Housing

- In 2022, emissions from residential buildings accounted for between 20 to 30% of greenhouse gas emissions in the UK
- The 2025 Future Homes Standard requires every new home in England to produce 75% to 80% less carbon emissions
- The new Vistry Innovation Centre showcases the drive to reduce heat waste and promote the construction of more sustainable new build homes
- Growth in timber frame construction



Margin Enhancement | NPD, Building Regs, Sustainability

- Patented product design
- Future Home Standard – Air source heat Pumps 15 mm pipe
- Twin shot technology – outsourced
- Brought in house – investment in automation
- Changed to recycled materials – plastic and TPE
- Significant margin enhancement



Adjacent Channels | Roofing Merchants

- Significant investment in Roof Tile Vent Tools
- Targeted roofing merchants
- Roofline by Timloc
- Inventive Tile Vents
- Further investment in roofline products
- Investment in automation, driers
- Patented products
- Third party tested



Building Regulations | Approved Document Part B: Fire Safety

- Significant changes in Building Regulations since Grenfell
- Non-combustible products in cavities above 11 metres (residential)
- Fire rated loft access doors – 2.5 storeys and above
- Fire rated cavity barriers – commercial residential specifications
- All products third party tested
- Performance goes beyond building regulations

FIRE RATED
& NON-COMBUSTIBLE

Products that go above and beyond building regulations.

timloc
building products

CAVITY CLOSERS

CAVITY STOP SOCKS

ACCESS PANELS

LOFT DOORS

WALL WEEPS

The Market | Private Housing Starts & Completions

- Underlying demand for housing
- Government target to build 1.5 million houses over next 5 years
- 2024 – CPA forecast 168,000 completions
- 2022 – Actual 208,000 completions
- 24% reduction in last two years
- 14% growth forecast for next two years

	2022	2023	2024	2025	2026
	Actual	Actual	Projection	Projection	Projection
Starts	202,428	171,265	152,051	170,699	180,201
% Growth	-1%	-15%	-11%	12%	6%
Completions	207,970	185,004	167,903	180,581	190,998
% Growth	3%	-11%	-9%	8%	6%

	2024	2026
	Projection	Projection
Completions	167,903	190,998
Market % growth		14%

Timloc Building Products | Key Take Aways

- Modern, automated, well-invested factory
- Significant capacity for growth
- Agile, quick to respond to a changing environment
- Unique service proposition
- New Product Introduction key to growth
- Changing Building Regulations present opportunities
- Sustainability underpins everything we do
- Perfectly positioned when the housebuilding market recovers



5 Building Envelope



Gilbert Jackson
Executive Director
& Building Envelope
Divisional Managing
Director

Alumasc Roofing – Hydrotech Hot Melt
and Derbigum Bituminous Membrane –
Oldham Road, Manchester

What We Do

- Advisers and specifiers to provide high-end Flat Roofing Systems and Solutions to the construction market
- Early design stage involvement
- Client base include:-
 - Architects
 - Building Surveyors
 - Local Authorities
 - Education Trusts
 - Health Boards
 - Blue Chip Clients
- Some of the highest recyclable contents in the market
- Longest life expectations (life of building) accreditation



Products and Ranges



Bituminous Membranes



Bituminous Membranes



Hot melt membranes



Liquid Roofing Solutions



Single Ply Membrane



Metal Sheeting



Ancillary Roof Support



Metal Pitched Roofing

Opportunity and Drivers

- Opportunity to continue market share growth
- Anticipated increase in funding within education and health properties.
- New funding streams available for solar energy systems which include roofing replacement.
- Adjacent marketplaces :-
 - Metal cladding
 - Solar Systems
 - BioSolar Systems
- Legislative drivers :-
 - Construction 21 system compliance
 - National Model Design Code (Guidance 24)
 - Construction Product Competence Code of Practice
 - Urban Greening Factor
 - Reduction in heat loss
 - Reduction in carbon footprint

Evolving Client Demands

Environmental

- Reduction in embodied carbon of the materials
- Increased recycled content. We have the highest recyclable content in the market on many of our leading brands
- Reduction in single-use plastics and packaging quantities
- Green Roofing, BluRoofing, Solar energy generation
- Life cycle analysis with longest BBA certification in the market on leading brands

Social

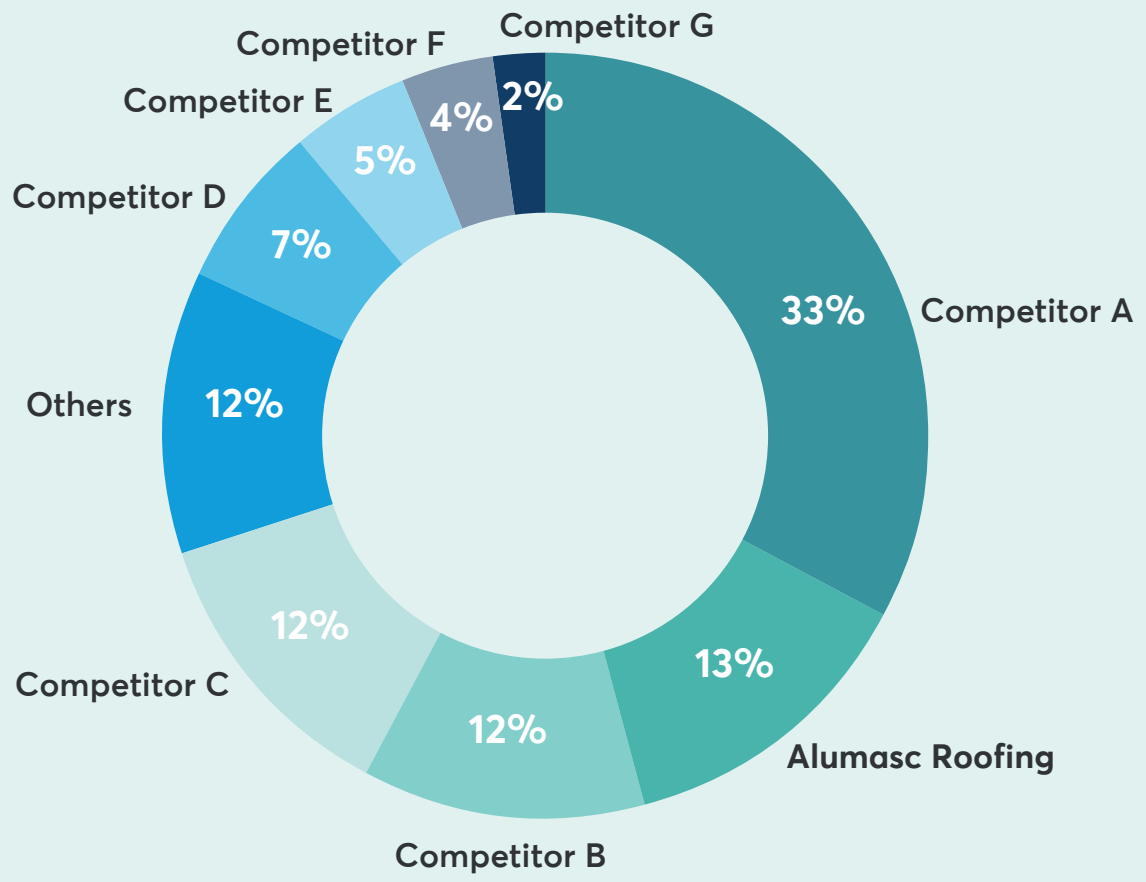
- Local Apprenticeship uptake
- Benefits to local communities – education, IT gifting, sponsored events
- Contribution to Community Buildings

Governance

- Compliance with current and upcoming guidance/legislation
- Improved fire performance. All systems compliant with recommendations from Grenfell report
- Governance policies (Modern slavery, GDPR etc.)

Taking Market Share

c.13% share of a growing UK market



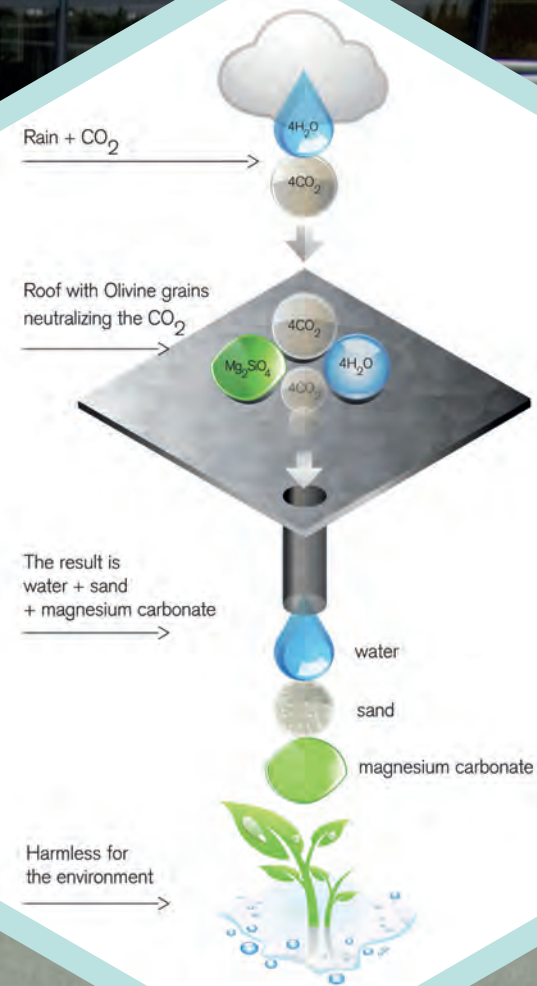
- Market share 6% – 13% in last 5 years
- Adjacent markets
- Export into Ireland
- Additional funding streams available
- Legislation
- Ageing health and educational building stock – government focus

Evolution of Membranes

Depolluting roof

Clean the air with a CO₂ neutralising membrane

- Features a natural olivine granule
- The membrane contains 1.4 kg/m² of olivine, so it has the capacity to neutralise 1.75 kg/m² CO₂/m e.g. an area of 1000m² = 50.33 kg CO₂/yr & 1750 kg CO₂/30 yrs
- The olivine granule decreases with each reaction but is large enough to last at least 30 years before having completely reacted
- BBA certification validates durability of 50 years
- Manufactured using 100% green electricity



Adjacent Market – System Focus



- No penetration of the roofing system, reducing risk
- Thermal performance of the building is enhanced
- Financial stability and guaranteed energy production
- Carbon reduction of the building is dramatically enhanced contributing to carbon reduction targets and NET ZERO
- Vegetation increases the efficiency of the PV array by cooling the ambient temperature around the pans
- Further enhances the biodiversity potential by increasing the vegetation and wildlife variety along with the BREEAM rating
- Significant new funding streams available



6 Water Management



Paul Hooper
Chief Executive &
Water Management
Divisional
Managing Director



Alumasc Water Management – Heritage Cast
Aluminium Rainwater Systems – Hertfordshire

Market Position

Our integrated Water management solutions brands are typically positioned in the top two positions of their market.



Key Products

A wide range of premium products providing proven Rain-to-Drain solutions.

SKYLINE[®] ARCHITECTURAL ALUMINIUM



HARMER[®] BUILDING DRAINAGE



GATIC[®] DRAINAGE & ACCESS COVERS



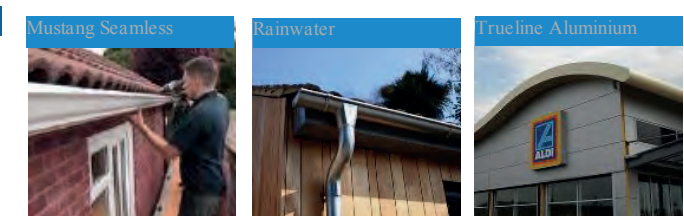
ALUMASC[®] RAINWATER GUTTERS AND DOWNPIPES



WADE[®] BUILDING DRAINAGE



ARP Metal Rainwater and Roofline Systems



Separate update to come for ARP

Growth Opportunities

Alumasc Water Management Growth Opportunities

- Market conditions forecast to improve from 2025
- Specification/New Product Development focus to drive market share
- ERP/CRM investments to improve
 - Customer/order insight
 - Manufacturing and procurement processes
- Growth acceleration from Investment in export capabilities
- Margin accretion from ARP synergies and site rationalisation

Construction Industry Forecasts 2024-2026

Key Points

- Construction output to fall by 2.9% in 2024 and rises by 2.0% in 2025
- Private housing output to fall by 7.0% in 2024 and rises by 6.0% in 2025
- Private housing repair, maintenance and improvement to fall by 6.0% in 2024 before rising by 2.0% in 2025
- Infrastructure output to remain flat in 2024 and rises by 1.7% in 2025
- Industrial output to fall by 7.4% in 2024 and by 3.5% in 2025

Growth Strategy



Sustainability

Providing water management solutions for a sustainable future.

Clear ESG strategy and sustainable focus that aligns with current portfolio and new product development.

- Raw materials with high recycled content; fully recyclable at end of life
- Reduced lifetime ownership cost from low maintenance products with longer life cycles
- Product development focus on reducing carbon footprint; measured with product EPD's
- Scope 3 reporting and target setting in progress



Sales Growth

Targeting a larger addressable market by providing solutions to new legislation.

- Design product solutions that meet rapidly changing legislation (Building Safety Act 2023, Hackitt Report, BS EN 8579 balcony design, public sector decarbonisation scheme)
- Provide A1-A2 fire rated products and solutions
- Generate awareness and demand through specification by championing lower environmental impact products
- Investment in export growth capability



Margin Growth

Capitalising on supply chain synergies and manufacturing advances.

ARP synergies.

- Best practice supply chain management across both sites
- Delivery of purchasing synergies
- Adopting new/improved manufacturing processes



Investment & Efficiency

Manufacturing centres of excellence.

Dover Covers manufacturing facility relocation planned with customer at the centre of our thinking.

- Revolutionary manufacturing process
- Investment in state-of-the-art technology attracting highly skilled employees
- Annualised £800k reduction in fixed costs
- Further opportunities to develop centres of excellence across our facilities

Acquisitions

- Bolt-ons

Spotlight on: Rainwater Goods

Market leader in Metal Rainwater goods

Addressable market currently dominated by plastic

Alumasc distinction:

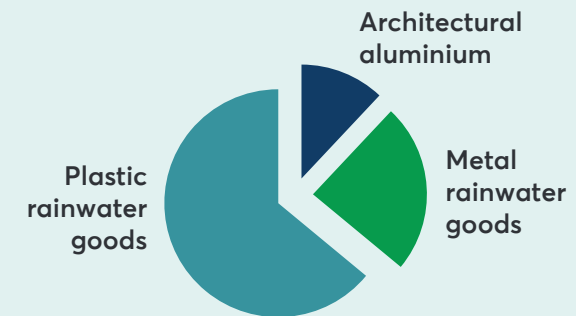
- Highly specified
- Recognised brand, synonymous with quality
- Only manufacturer to offer full range of materials
- Long history of working with designers, engineers and architects

Supportive regulations/legislation:

- Hackitt report on Building Regulations and Fire Safety: protects specification
- Approved document B: non-combustible materials in/on external walls for buildings >11m height

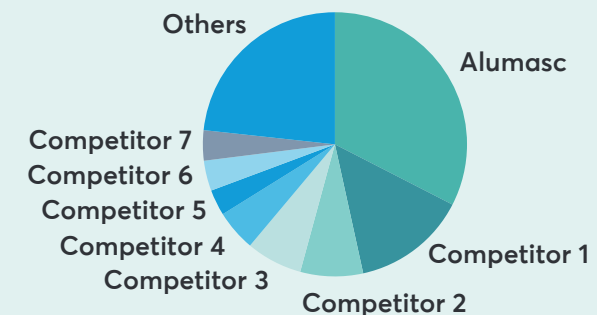
Rainwater goods market by value

By material, estimated



Market shares, metal rainwater goods

By supplier, estimated



Spotlight on: Exports

Main exportable products

- Gatic engineered access covers
- Gatic Slotdrain

Total Group exports

- Y/E '23 : c £5m
- Y/E '24 : c £10m

Main areas of application

- Airports
- Seaports
- Military facilities
- Prisons
- Warehousing

Current areas of strength

- UK
- Hong Kong
- Singapore
- Middle East emerging

Distributors

- Worldwide 20
- Europe 20

Strengthening of our representation in last year

- Middle East
- Latin America
- Philippines

Export opportunity

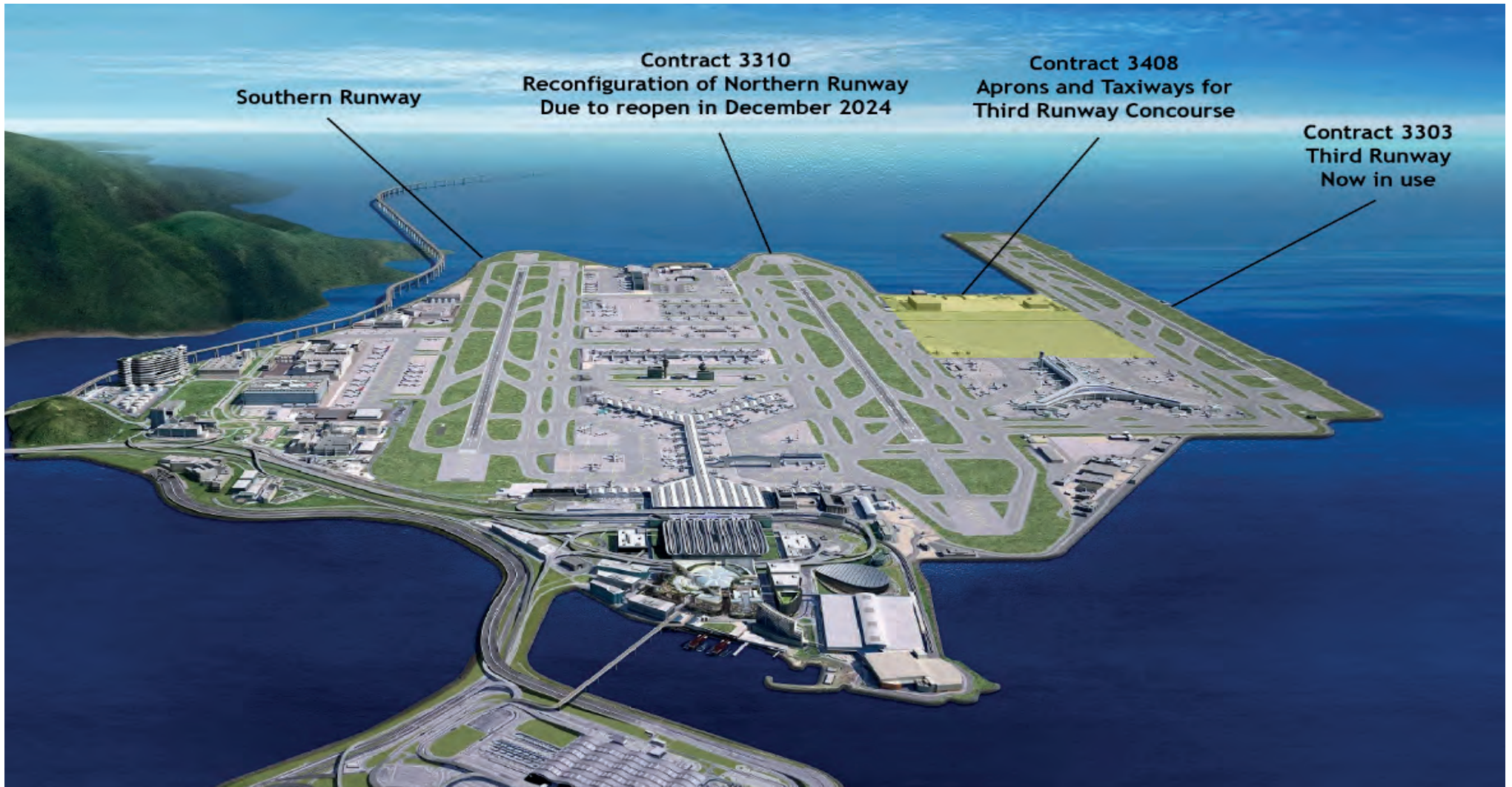


Slotdrain: Pago Pago International Airport, American Samoa



F900 Recessed Cover array: Chek Lap Kok Airport, Hong Kong

Export Case Study – Hong Kong Airport



Water Management Profit Growth Drivers Summary



**New
Products**

**Export
growth**

**ARP
synergies**

**Relocation of
Access Cover
manufacturing
to Halstead /
closure of
Dover site**

**Further
acquisitions**

Spotlight on: ARP acquisition

M&A target characteristics		ARP
Bolt-on (to c.£20m EV)	✓	Maximum £10m EV
Operating in Alumasc markets/close adjacents	✓	Rainwater management & architectural aluminium
Consistent with Group margin and cash generation targets	✓	Cash generative; pre-synergy returns in line with Alumasc's existing rainwater business
Immediately earnings accretive	✓	
Net debt: EBITDA < 1.5x	✓	Peak gearing expected to remain <1.0x
Environmentally efficient products	✓	Recycled, recyclable, durable & low maintenance
Scope to grow	✓	Long term market growth & cross-selling opportunities
Synergistic benefits	✓	Procurement and operational efficiencies

7 Introduction to:

ARP
Metal Rainwater and Roofline Systems



Steve Dann
Managing Director,
ARP Group

ARP – Mustang® 125mm Seamless Guttering & Colonnade Swaged Aluminium Rainwater Pipes – Langton House, Leicestershire

ARP Group Structure

Aluminium Roofline Products Ltd

www.arp-ltd.com

Envelope Solutions Ltd trading as

www.gutteronline.co.uk

Cast Iron Superstore Ltd trading as

www.castironsuperstore.co.uk
www.aluminiumsuperstore.co.uk
www.steelssuperstore.co.uk

History

1983

Trading as Alstock Ltd supplying seamless gutters

1990s

Commenced supply of downpipes to complement seamless & 3rd parties' sectional gutters

2000s

- Entry into Fascia, Soffit, Coping market
- Introduced in house Powder Coating
- Began supplying own extruded aluminium gutters
- Moved to 1st Unit on Vitruvius way Leicester
- Commenced trading as ARP Ltd

2010s

- Entry into Cast Iron Rainwater market
- Launch of Gutteronline website
- Supply of own Cast Aluminium Gutters, Hoppers & High Pressure Die Cast re-engineered products

2020s

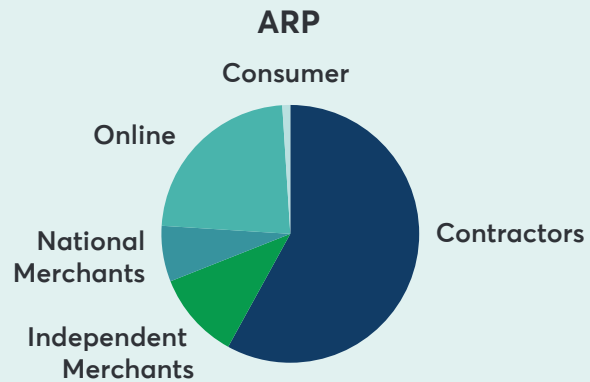
- Acquisition of Cast Iron Superstore Ltd
- Commence supply of 3rd party Steel Gutters & Downpipes
- Acquired by Alumasc Group plc

Facilities Overview

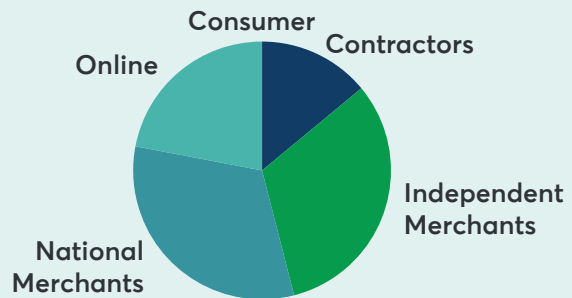


Complementary Routes to Market & Specification

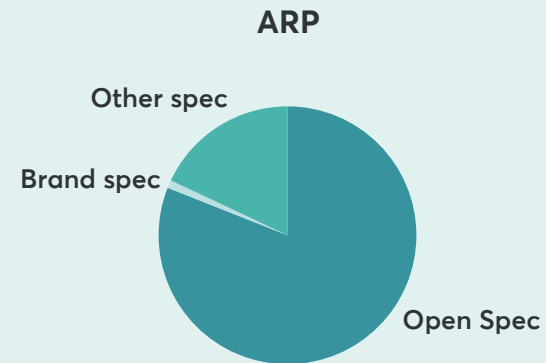
Routes to Market



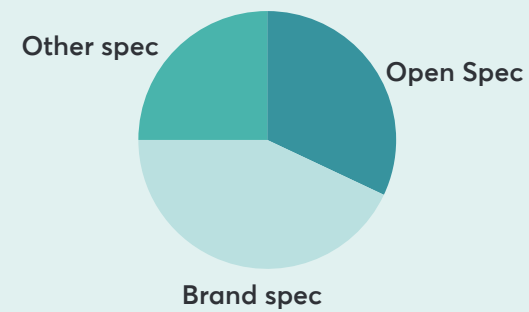
Alumasc Water Management



Specification



Alumasc Water Management



Key Product Lines



— SENTINEL —

Extruded Aluminium Gutters

— COLONNADE —

Aluminium Downpipes

— MUSTANG —

BBA Approved
Seamless Gutters

— LEGACY —

Cast Aluminium Gutters

— TRUELINE —

Pressed Aluminium Fascia,
Soffit, Coping & Trims

— ALSTREAM —

Seamless Aluminium
Gutters

— LEGION —

Pressed Aluminium Gutters

— BRITANNIA —

Cast Iron Rainwater

— JAVELIN —

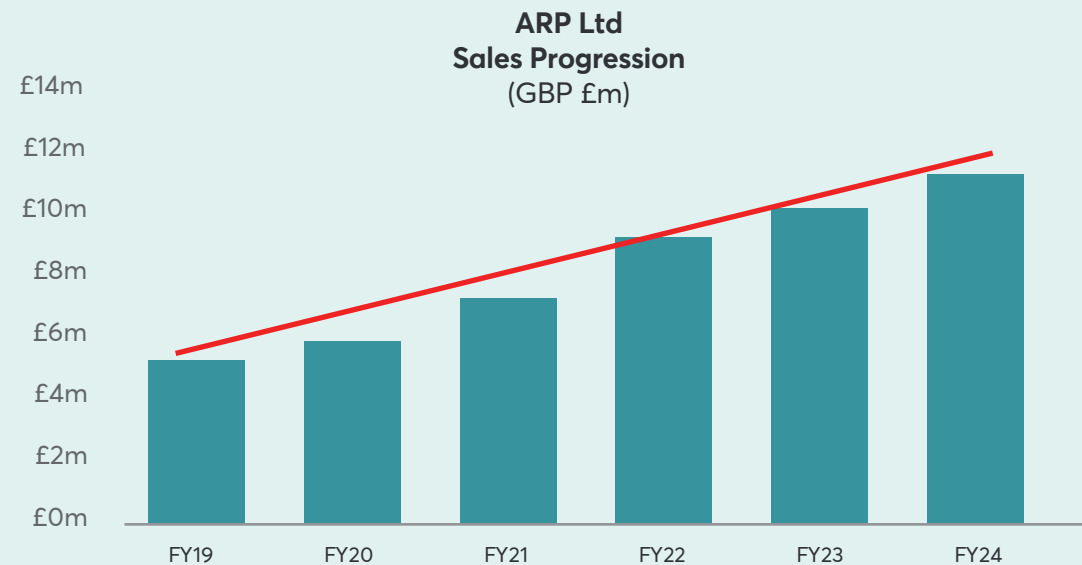
Steel Gutters &
Downpipes



Sales Performance

Key Sales Growth Activities 2024-25

- Standardise & Launch Canopy & Window Surrounds offering
- Increase sales of Seamless Gutters through focused campaigns
- Introduction of Harmer Outlets to ARP offering
- Improved Project Tracking
- Promote benefits of metal systems Vs PVC
- Focus on gaining Specifications



Key Projects



Online Interface to ERP System

- Rapid Sales Order Processing
- No need to learn 35,000 SKU's
- Reduction in staff required
- Reduction in processing errors
- Option to generate quotations (prices returned before ASM leaves customer car park)



Shopfloor Barcode Scanning

- Live tracking of orders through the manufacturing process
- Visible to sales staff to instantly answer customer queries
- Performance monitoring
- Quickly identify problems allowing "on the day" preventative action
- Identify & correct BOM issues leading to better cost information
- Increased Capacity



Product Development

- Active new product development programme to deliver customer benefits
- Continual investigation of product re-engineering leading to:
 - Reduced costs/ improved margin
 - Reduced leadtimes
 - Technical enhancements
 - Increased sales



Good to Great (G2G)

- Transforming ARP from a "Good" company into an enduring "Great" company
- Phase 1 – Defining ARP's realistic understanding of "Great" – Identified as "Great Customer Experience" (GCE)
- GCE gave ARP & it's staff a practical & unified purpose
- Positive, honest & open culture across the business
- Phase 2 – efficiencies/ improvements & driving our economic engine...

Acquisition Benefits

**Access to
greater Technical,
Marketing &
Specification
expertise**

**Acceleration
of New Product
Development
through access to
wider technical
resource**

**Ability to share
resources as
required i.e.
manufacturing**

**Access to
Capital for
investment**

**Enhanced
visibility &
credibility as
part of a Plc**

**Greater
opportunities
for employee
development
& training**

Synergies



Procurement

- Access to a wider supply chain
- Active programme to reduce costs in areas such as:
 - Cast Iron
 - Cast Aluminium
 - Aluminium Sheet
 - Aluminium Extrusions & associated components



Manufacturing

- Exchange of best practices such as:
- Quicker drying paint for Cast Iron
 - Welding processes
 - Tube manipulation
 - Swaging & Bonding processes



Cross Selling Opportunities

- Access to a wider product range
- Comprehensive & more competitive Aluminium Hopper range.
 - Increased range of Cast Iron Gutters & Downpipes
 - Seamless Aluminium Gutters
 - Roof Outlets

Introduction to Seamless Gutters



8 Client Endorsement



James Broady
Managing
Director,
Central Group

Alumasc Water Management Solutions – Soffit, Fascia, Sloping Coping, Rainwater Goods including GX Joggle Box Gutters and flush joint pipe, Bespoke Box Ends and Bespoke Dormer Window Surrounds – Dukeries Homes, Lake View, Mansfield

9 Closing Remarks



Vijay Thakrar
Chair

Alumasc Roofing –
Hydrotech and Derbigum –
Pall Mall, Liverpool

Our investment proposition

- Track record of sustainable profit & dividend growth
- Well-established growth strategy
- Long-term structural growth drivers from our sustainability-linked products
- Premium products and brands with strong market positions in the UK, with strong export potential
- Robust financial position provides capacity to invest and drive ambitious organic and inorganic growth

Presenters

Vijay Thakrar	Chair (appointed 2022). Non-executive of Alpha FX Group plc, RSM Group and Chair of Treatt plc. Previously served as Non-Executive Director on various Boards, including The Quoted Companies Alliance, Sanderson Design Group plc and Quorn Foods, ex-partner at Deloitte and E&Y.
Paul Hooper	Chief Executive (appointed 2001), ex-BTR plc, Williams Holdings plc and Rexam plc. Senior Independent Director of Titon Holdings plc.
Simon Dray	Group Finance Director (appointed 2021), ex-Deloitte, Halma plc and Low & Bonar plc.
Gilbert Jackson	Executive Director (appointed 2019) and Building Envelope MD, ex-Polypipe Civils Ltd, Marley Waterproofing and IKO.
Michael Leaf	Executive Director (appointed 2019) and Housebuilding Products MD, ex-Ideal Standard (UK).
Steve Dann	ARP Managing Director (joined 2002, appointed MD 2009). Mechanical and production engineer with 40 years' experience in UK manufacturing businesses.