

2010 Financial highlights

Adjusted operating profit margin⁽²⁾ **improved to 12%** (2009: 10.8%)

Free cash flow⁽⁴⁾ **up 17.4% to £68.0m** (2009: £57.9m) with operating cash conversion⁽⁵⁾ of 103.1% (2009: 95.9%)

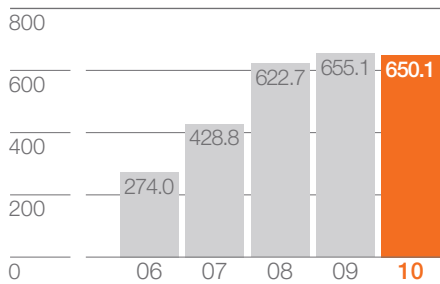
Basic earnings per share **increased to 42.6p** (2009: (3.5)p)

Group revenue **maintained at £650.1m** (2009: £655.1m)

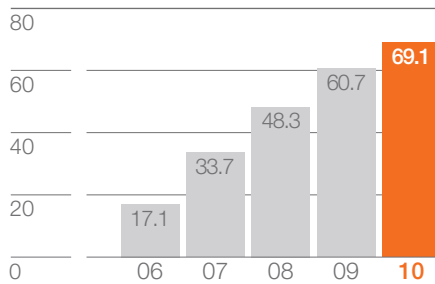
Adjusted profit before tax⁽¹⁾ **up 13.8% to £69.1m** (2009: £60.7m) at AER (increase of 10.2% at CER)

Adjusted diluted earnings per share⁽³⁾ **up 13.6% to 42.6p** (2009: 37.5p)

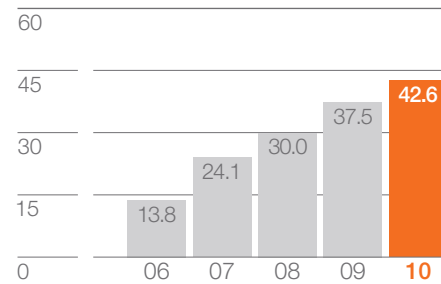
Group revenue (£m)



Adjusted profit before tax⁽¹⁾ (£m)



Adjusted diluted earnings per share⁽³⁾ (p)



2010 Operational highlights

56%

of revenue derived from recurring maintenance and production support

38%*

of revenue derived from large construction projects in the energy and resource sectors

67%

of profits generated from outside the UK

* The balance of 6% consists of other work types e.g. hire & sales.

Throughout this document a number of different performance measures are used, these are identified by a footnote numbered between 1 and 17 and are defined on page 21.