

# Group Highlights

## An exciting time for Halfords

We have a clear plan aimed at driving sustainable long-term growth.

Our new strategy will ensure that we remain focused on our core motoring and cycling offers, enabling customers to buy products and services with features and benefits that they not only desire but are only available at Halfords.



*Halfords Group has delivered sales and Free Cash Flow growth in what remains a challenging UK consumer environment. While motoring continued to be impacted by extremely mild weather conditions, we are pleased to have seen continued and sustained growth in cycling, underpinned by improvement in our exclusive own brand ranges.*

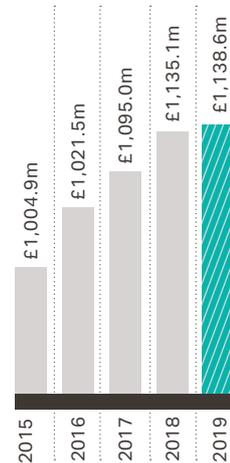
**Graham Stapleton**  
Chief Executive Officer



### FINANCIAL

Revenue

+0.3%



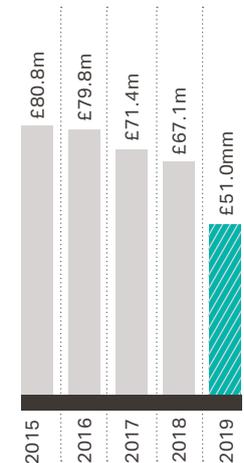
Underlying Profit Before Tax

-17.9%



Profit Before Tax

-24.0%



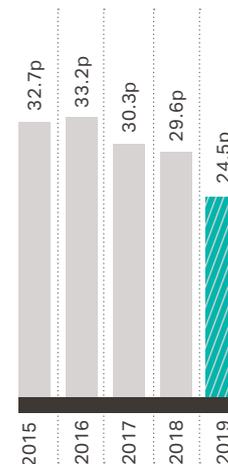
Dividend Per Ordinary Share

+3.0%



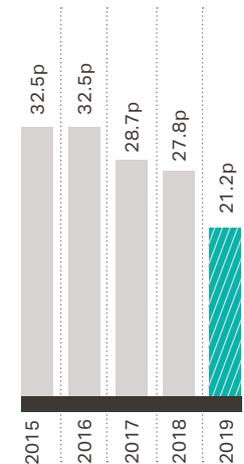
Underlying Basic Earnings Per Share

-17.2%



Basic Earnings Per Share

-23.7%



### OPERATIONAL



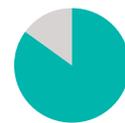
**75%**

Group revenue matched to customers



**24%**

Total Group sales which are service-related



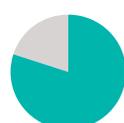
**83%**

of halfords.com online orders click and collected in-store



**80**

In-store Retail services across motoring and cycling



**0.8:1**

Net debt to Underlying EBITDA ratio



**20%**

Group revenue from online sales

Our Annual Report and Accounts includes Alternative Performance Measures (APMs) which we believe provide readers with important additional information on the Group. A glossary of terms and reconciliation to IFRS amounts is included on page 166.