



About Dignity

At 28 December 2012 Dignity owned 636 funeral locations and operated 37 crematoria in the United Kingdom. The Group continues to have a strong market presence in pre-arranged funeral plans, where people plan and pay for their funeral in advance.

We are a FTSE 250 company listed on the London Stock Exchange, with over 2,550 employees serving families and local communities across the United Kingdom for generations.

Helping people at one of the most difficult times in their lives remains at the very heart of everything we do.

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Dignity®

Key financial highlights

for the year ended 28 December 2012

Delivering a strong performance

Current period financial highlights	2012	2011	Increase %
Revenue (£million)	229.6	210.1	9
Underlying operating profit ^(a) (£million)	69.4	64.5	8
Underlying profit before tax ^(a) (£million)	46.1	41.6	11
Underlying earnings per share ^(b) (pence)	62.8	55.1	14
Cash generated from operations ^(c) (£million)	83.3	74.2	12
Operating profit (£million)	68.7	63.2	9
Profit before tax (£million)	45.4	40.3	13
Basic earnings per share (pence)	65.1	62.6	4
Interim dividend ^(d) (pence)	5.36	4.87	10
Final dividend ^(e) (pence)	9.77	8.88	10

^(a) Underlying profit is calculated as profit excluding profit on sale of fixed assets and external transaction costs.

^(b) Underlying earnings per share is calculated as profit on ordinary activities after taxation, before profit on sale of fixed assets and external transaction costs (both net of tax) and exceptional items, divided by the weighted average number of Ordinary Shares in issue in the period.

^(c) Cash generated from operations excludes external transaction costs.

^(d) Interim dividend represents the interim dividend that was declared and paid in the period out of earnings generated in the same period.

^(e) The final dividend represents the final dividend that was declared and paid in the period relating to the earnings generated in the previous period.

+9%

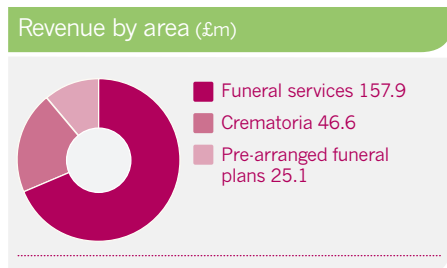
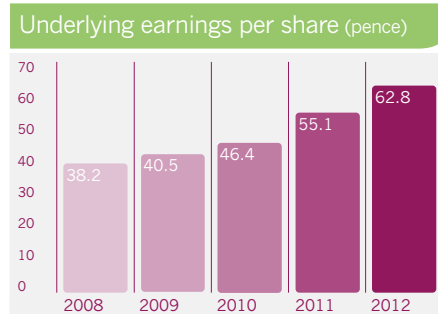
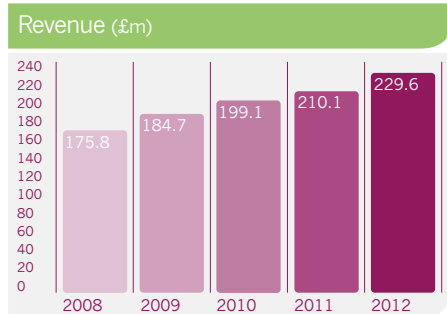
Revenue up 9%
to £229.6 million

+8%

Underlying operating profit
up 8% to £69.4 million

+14%

Underlying earnings per share
up 14% to 62.8 pence per share



Dignity at a glance

The Group's operations are managed across three main areas, namely **funeral services**, **crematoria** and **pre-arranged funeral plans**. Our people across the business are dedicated to making a difference to the families and local communities they serve. We aim to achieve our business objectives in a caring and responsible manner, recognising the economic, social and environmental impact of our activities.

Funeral services



Business overview

At 28 December 2012, we operated a network of 636 funeral locations throughout the United Kingdom generally trading under established local trading names.

Funeral services revenues relate to the provision of funerals and ancillary items such as memorials and floral tributes. In 2012, the Group conducted 63,200 funerals, which represents approximately 11.2 per cent of estimated total deaths in Britain.

99.3%

99.3 per cent of clients said that we met or exceeded their expectations

636

Number of funeral locations in the UK

63,200

Number of funerals conducted during 2012



Crematoria



Business overview

We are the largest single operator of crematoria in Britain. At 28 December 2012, we operated 37 crematoria in England and Scotland.

Crematoria revenues arise from cremation services and the sale of memorials and burial plots at the Group's crematoria and cemeteries. In 2012, we carried out 50,500 cremations representing 9.2 per cent of estimated total deaths in Britain.

365

Our grounds are open 365 days of the year

37

Number of crematoria Dignity operates in England and Scotland

50,500

Number of cremations conducted during 2012



Pre-arranged funeral plans



Business overview

The Group has a strong market presence in the provision of pre-arranged funeral plans with 290,000 unfulfilled funeral plans as at 28 December 2012.

Pre-arranged funeral plans income represents amounts to cover the costs of marketing and administering the sales of plans. Pre-arranged funeral plans allow people to plan and pay for their funeral in advance. Dignity works with a number of reputable affinity partners.

525,000

We have already helped more than 525,000 people arrange their funeral in advance

290,000

Number of unfulfilled funeral plans as at 28 December 2012

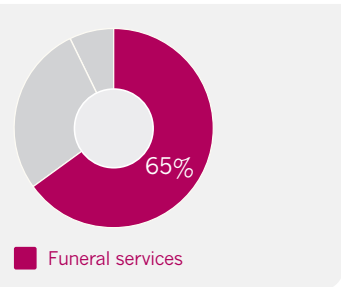


Our performance in 2012

The Group has performed strongly in 2012. Revenue is up 9 per cent, underlying operating profits are up 8 per cent and underlying earnings per share are up 14 per cent. We continued to make good progress across all our operations.

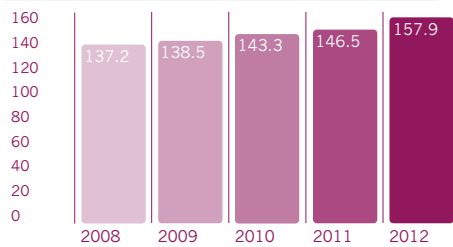
Operational and financial summary

Group operating profits share (%)



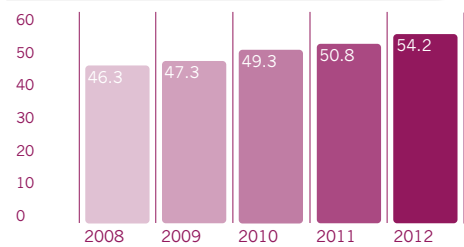
Revenue up 8% to £157.9 million

Revenue (£m)



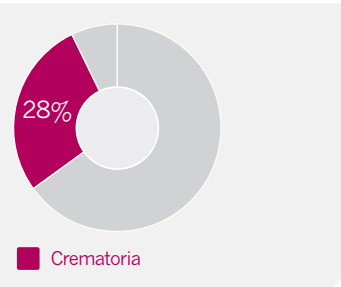
Underlying operating profit up 7% to £54.2 million

Underlying operating profit (£m)



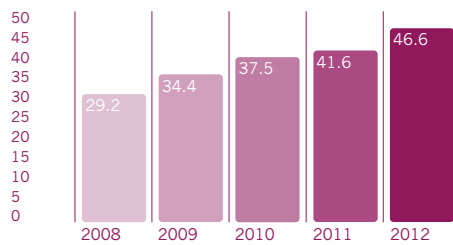
Operational and financial summary

Group operating profits share (%)



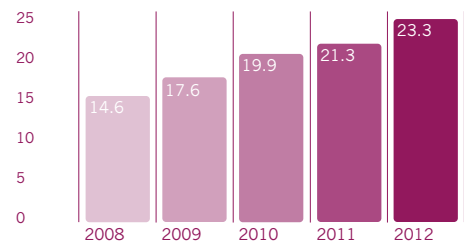
Revenue up 12% to £46.6 million

Revenue (£m)



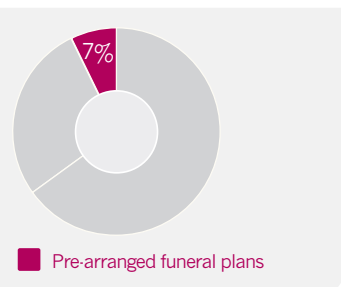
Underlying operating profit up 9% to £23.3 million

Underlying operating profit (£m)



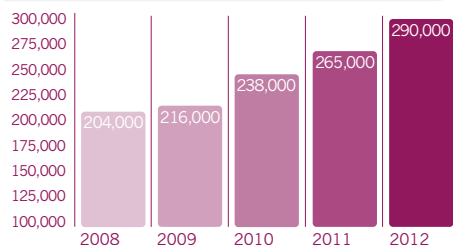
Operational and financial summary

Group operating profits share (%)



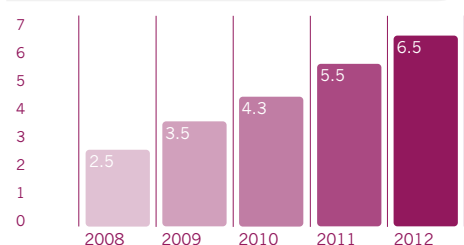
Total unfulfilled pre-arranged funeral plans increased to 290,000

Total number of unfulfilled plans



Underlying operating profit up 18% to £6.5 million

Underlying operating profit (£m)



Chief Executive's overview

We aim to achieve our business objectives in a caring and human manner



Mike McCollum, Chief Executive

Our performance

I am pleased with the performance of the Group, with underlying operating profits increasing eight per cent and underlying earnings per share increasing 14 per cent to 62.8 pence. Each operating division has made good progress in the year and is well placed for the future.

The recent acquisition of Yew has expanded our presence in the North of England and offers exciting opportunities for the Group.

A consistent strategy and resilient business model

We continue to believe that the strategy we have used for over ten years remains the most appropriate one for this business and has created significant value for shareholders.

Our objectives are simple: prioritise client service, manage our operations efficiently, expand our portfolio of funeral and crematoria locations and gain new clients through the sale of pre-arranged funeral plans.

A shareholder who invested at the time of our flotation in 2004 has received their entire initial investment back in cash and still has a shareholding worth approximately three and a half times that initial investment.

Meeting clients' needs and striving for excellence

We are focused on service because our clients do not use us by chance. Three quarters have used us before or choose us because of recommendation and reputation. They return and recommend us because of the quality service we provide.

I am delighted that yet again this year, customer satisfaction has been at very high levels. However, we are not complacent and continue to work with our staff to help them improve the service we provide year over year. Quite rightly, clients expectations have risen over time. It is up to us to continue to improve our service to meet these increasing expectations. In the past year, 99.3 per cent of clients said that we met or exceeded their expectations.

Leveraging our financial stability and strength

Our robust business model and stable, cash generative nature continues to allow us to maintain a suitable level of debt within the business. We continue to believe that periodically rebalancing our capital structure is an efficient activity and is a meaningful way of creating value for our shareholders.

Valuing our people

The performance we achieve is a result of the hard work, dedication and diligence of all our people across the Group. We continuously strive to attract, develop and retain the best people, enabling them to fulfil their potential and meet and exceed our clients' expectations.

Managing our business responsibly

As an industry leader, we aim to be both successful and good corporate citizens. We aim to achieve our business objectives in a caring and human manner, acting responsibly in all our relationships and playing a positive role in the communities we serve.

During the year, we completed our project to ensure we have mercury abatement equipment installed at 20 of our crematoria locations. We have also progressed our programme of installing smart meters in our locations, thus reducing our environmental footprint and controlling our costs.

Our marketplace and future regulatory landscape

The market remains competitive. Within funerals, new competitors continue to open putting pressure on existing operators. This is not something new and is a feature of the industry that we have successfully dealt with for many years.

With crematoria, lower land values means that it is possible to acquire land and build new crematoria. We are focused on identifying and acquiring such opportunities wherever possible. Nevertheless, the number of crematoria in the UK being developed is limited.

The funeral industry remains unregulated. There have been calls for regulation in the past year. I would welcome regulation of the industry and am sure that Dignity's operations could set the benchmark for the facilities and practices required under such a situation.

Creating value and delivering on our key priorities

As a board, we are committed to creating value for our shareholders. We believe this is best achieved by prioritising client service, continuing to run the core business efficiently, acquiring quality funeral and crematorium businesses where possible, selling pre-arranged funeral plans and then using our stable, cash generative business model to leverage our capital structure. However, we will do this remembering that every day, we are here to help people through one of the most difficult times in their lives.

Our consistent strategy for growth

We are here to help people at one of the most difficult times in their lives.

We do this with **compassion, respect, openness and care.**

Our aim is to be the company everyone knows they can trust in their time of need.

In turn we believe this will also allow us to create value for shareholders and through our clear, consistent strategy and resilient business model, the Group is well positioned to continue to deliver long term sustainable growth.

Our strategy

We plan to grow the profitability of our business by:

- Operating in a traditional market where people use our services based on our reputation and through recommendations, where we believe our continued commitment to excellent service for our clients will generate a high level of referral and organic revenue growth;

- Continuing to control our operating costs;
- Developing or acquiring additional funeral locations;
- Developing, managing or acquiring additional crematoria; and
- National marketing, principally through affinity partners, of pre-arranged funeral plans.

Our key priorities

Ensuring the highest levels of client service excellence:

- High levels of client service demonstrably affect clients' willingness to recommend our services. Recommendations and our reputation generates approximately 75 per cent of our funeral business.

Attracting, developing and retaining the best people:

- Our employees are central to the success of the business. We seek to attract and retain the best people through appropriate remuneration and ongoing training.

Continued investment:

- We invest heavily in our existing business to ensure it is of the best possible standard, both in client facing areas and behind the scenes. We also seek to invest in new businesses that will help Dignity grow and create value for shareholders.

Delivering long term shareholder returns:

- Our business is driven by relatively predictable factors over long periods of time. This allows us to operate and fund our business in a way that generates value over the long term.

Delivering on our strategy

98.2%

98.2 per cent of clients would recommend us.

18 locations

We have acquired 18 funeral locations in the period for an investment of £10.6 million.

£2.0 million

Discretionary bonuses totalling £2.0 million were made to staff across the business.

£11.8 million

We have invested £11.8 million maintaining our properties and replacing our specialist vehicles.

Our commitment to client service excellence ~ The Dignity client survey

Serving the people in our local communities remains at the heart of everything we do and we are committed to providing the highest standards of service and care and to helping our clients every step of the way when they need us.

To ensure we maintain the highest levels of client service excellence, all Dignity funeral locations send a written client survey to the families we serve.

We strive to set the highest standards for the funeral profession:

In the last five years, we have received over 165,000 responses and from the responses in the last year we know that, having received the final invoice:



99.3% (2011: 99.3%)

99.3 per cent of respondents said that we met or exceeded their expectations;

98.2% (2011: 98.1%)

98.2 per cent of respondents would recommend us;

99.9% (2011: 99.9%)

99.9 per cent thought our staff were respectful;

99.8% (2011: 99.8%)

99.8 per cent thought our premises were clean and tidy;

99.8% (2011: 99.7%)

99.8 per cent thought our vehicles were clean and comfortable;

99.7% (2011: 99.7%)

99.7 per cent thought our staff listened to their needs and wishes;

99.3% (2011: 99.2%)

99.3 per cent of clients agreed that our staff had fully explained what would happen before and during the funeral;

99.3% (2011: 99.3%)

99.3 per cent agreed that our staff were compassionate and caring;

98.9% (2011: 98.8%)

98.9 per cent said that the funeral service took place on time; and

98.8% (2011: 98.8%)

98.8 per cent said that the final invoice matched the estimate provided.

This consistent level of service underpins our funeral business.



Dignity today

A leading provider of funeral related services

Dignity is the leading provider of funeral related services in the UK. Our business continues to grow due to the dedication of all our people and working at the heart of our communities is a crucial part of our success and our future. As an industry leader, we strive to set the highest standards of service, facilities and care, ensuring we are well positioned to meet the needs of our clients for generations to come.



Today

Dignity is a British company that is listed on the London Stock Exchange. Dignity maintains the rich heritage of funeral businesses that have served their local communities for generations and strives to set the highest standards in the profession for client service and care for the deceased.



What we believe in

We are here to help people at one of the most difficult times in their lives. We do this with compassion, respect, openness and care. We want to be the company that everyone knows they can trust in their time of need.



In our communities

Everyone within Dignity is extremely committed to not only making a real difference to our clients but also to improving the welfare of all who live within the communities we serve. Our staff support hundreds of local initiatives, good causes, clubs and events every year.



FTSE4Good

Dignity has been identified by the FTSE Group in its FTSE4Good initiative as a company that meets globally recognised standards of corporate responsibility.



Investing in our business

Dignity invests approximately £4.5 million per annum in new vehicles and significant sums each year maintaining its premises and providing staff training. This investment helps to meet and exceed our clients' expectations.

Our proud heritage

Serving local communities for generations

We have a rich and proud heritage and many of our businesses have been serving their local communities for generations. Our oldest funeral location was established in 1812 and our oldest crematorium in 1903. We value this heritage as a core strength at the heart of our business – local people, dedicated to the communities they serve with a wealth of knowledge and experience.



2008

Northern Ireland
Dignity acquires six locations in Northern Ireland. Three of these are in Belfast with one each in Bangor, Newtonabbey and Carrickfergus.

1994

Dignity Caring Funeral Services
All of these businesses came together in 1994 when Dignity was created through the merger of Plantsbrook Group and Great Southern Group and was re-branded as Dignity in 2001.

1950

Seaford & Newhaven Funeral Service, East Sussex
C Morling Ltd, primarily a building company whose carpenters had made coffins for over 100 years, opened an office in Seaford as its funeral business.



1930

South London Crematorium
Following World War C Morling Ltd, one more people became interested in cremation and the fifth crematorium in London was built in Streatham in 1930. There were originally three chapels but only St George's remains in use today. The mausoleum was the first to be built in Britain in over 150 years.

1928

Jonathan Harvey, Glasgow
In 1928, Jonathan Harvey, a local motor engineer who managed a vehicle hire company and cab service, opened a funeral business on Argyle Street in Glasgow. A second Jonathan Harvey funeral location was established in 1950 and over the next 40 years another four branches were opened in the city.

1914

John Bardgett & Son, Newcastle upon Tyne
John Bardgett, who had been a branch manager of another local funeral director, established his own business in 1914. By 1916 his three sons, John Ernest, Arthur and Stanley had joined him and formed a limited company in 1935. They were the first funeral services in Newcastle to have motorised vehicles.



1903

Birmingham Crematorium
Birmingham Crematorium opened in 1903. At this time it was only one of nine crematoria in the UK.



1880

J H Kenyon, London
James H Kenyon opened his first funeral location on Edgware Road in 1880. The business expanded to include five branches in northwest London and became one of the most well-known names in the profession, conducting funerals for the Royal Family, politicians and other prominent figures.



1884

Frederick W Paine, London
Charles Paine opened his first funeral location in Station Road, New Malden, in 1884. Ten years later the business was passed on to his eldest son, Frederick W Paine, who opened two further funeral locations over the next few years.



1876

Beckenham Cemetery, Kent
Beckenham Cemetery, the oldest cemetery operated by Dignity, opened in 1876. It includes the resting place of cricketer legend W G Grace.



1857

Lawrence Funeral Service, Halifax
In 1857, John Lawrence established his family business, J Lawrence & Sons, in Halifax, Yorkshire. They produced furniture but occasionally made coffins for local families. By 1945, the Lawrence family were arranging enough funerals to open a chapel of rest.

1857

E Finch & Sons, Aldershot
In 1857, Emmanuel Finch established E Finch & Sons on the High Street of Aldershot. During the 20th century the business built its reputation by conducting military funerals and pioneering many new initiatives, including the first motorised hearse in the area.



1855

Ginns & Gutteridge, Leicestershire
Ginns Funeral Directors was listed in a local trade directory in 1855. In the early 20th century there were several competing funeral businesses bearing this name – all run by different members of the Ginns family, until they amalgamated with another local funeral director and Ginns & Gutteridge was established.

1848

J Rymer Funeral Service, York
In 1848, James Rymer founded the premises very close to York Minster. By 1925, Jack Rymer, then aged 15, was managing the business after the death of his father. J Rymer Funeral Service joined the Dignity network in 1994 and today is managed by the sixth generation of the Rymer family.

1812

George S Munn & Co, Glasgow
George S Munn & Co. is Dignity's oldest funeral directors and is situated on the south side of Glasgow. They have been providing funeral services to their local community since 1812.



Financial record*

Summarised consolidated income statement

	2012 £m	2011 £m	2010 £m	2009 £m	2008 £m
Revenue					
Funeral services	157.9	146.5	143.3	138.5	137.2
Crematoria	46.6	41.6	37.5	34.4	29.2
Pre-arranged funeral plans	25.1	22.0	18.3	11.8	9.4
	229.6	210.1	199.1	184.7	175.8
Underlying operating profit					
Funeral services	54.2	50.8	49.3	47.3	46.3
Crematoria	23.3	21.3	19.9	17.6	14.6
Pre-arranged funeral plans	6.5	5.5	4.3	3.5	2.5
Central overheads	(14.6)	(13.1)	(12.5)	(12.0)	(11.3)
	69.4	64.5	61.0	56.4	52.1
Finance costs	(25.8)	(25.9)	(22.5)	(21.6)	(21.6)
Finance income	2.5	3.0	1.9	1.6	3.8
Underlying profit before tax	46.1	41.6	40.4	36.4	34.3
Taxation	(11.7)	(11.4)	(11.7)	(10.6)	(10.1)
Underlying profit after tax	34.4	30.2	28.7	25.8	24.2
Underlying earnings per share (pence)	62.8p	55.1p	46.4p	40.5p	38.2p
Operating profit	68.7	63.2	60.4	57.5	53.2
Profit after tax	35.7	34.3	29.0	26.6	24.6
Basic earnings per share (pence)	65.1p	62.6p	46.9p	41.8p	38.8p

Key performance indicators

	2012	2011	2010	2009	2008
Total estimated number of deaths in Britain (number)	551,000	539,000	557,000	545,000	553,000
Number of funerals performed (number)	63,200	62,300	64,500	65,000	68,700
Funeral market share** (per cent)	11.2%	11.3%	11.4%	11.8%	12.3%
Number of cremations performed (number)	50,500	47,600	45,200	42,700	39,600
Crematoria market share (per cent)	9.2%	8.8%	8.1%	7.8%	7.2%
Unfulfilled pre-arranged funeral plans (number)	290,000	265,000	238,000	216,000	204,000
Cash generated from operations (£million)	83.3	74.2	74.5	65.3	62.3

Net debt

	2012 £m	2011 £m	2010 £m	2009 £m	2008 £m
Net amounts owing on Class A and B Secured Notes per financial statements	(318.9)	(323.3)	(331.3)	(258.6)	(263.0)
Add: unamortised issue costs	(14.6)	(16.2)	(17.8)	(14.6)	(15.9)
Gross amounts owing on Class A and B Secured Notes per financial statements	(333.5)	(339.5)	(349.1)	(273.2)	(278.9)
Net amounts owing on Crematoria Acquisition Facility per financial statements	(10.0)	(9.9)	(9.9)	(9.8)	(7.2)
Add: unamortised issue costs on Crematoria Acquisition Facility	-	(0.1)	(0.1)	(0.2)	(0.2)
Gross amounts owing	(343.5)	(349.5)	(359.1)	(283.2)	(286.3)
Accrued interest on Class A and B Secured Notes	(11.6)	-	-	(9.6)	(9.7)
Accrued interest on Crematoria Acquisition Facility	(0.1)	(0.1)	(0.1)	(0.1)	-
Cash and cash equivalents	55.6	36.9	48.1	45.8	46.7
Net debt	(299.6)	(312.7)	(311.1)	(247.1)	(249.3)

Financial record* continued

Summarised consolidated balance sheet

	2012 £m	2011 £m	2010 £m	2009 £m	2008 £m
Non-current assets					
Goodwill and intangible assets	204.5	194.3	182.4	175.6	163.1
Property, plant and equipment	157.1	147.6	133.6	116.8	110.9
Financial and other assets	12.6	12.6	12.0	9.4	4.5
Retirement benefit asset	0.1	1.3	8.5	9.1	13.2
	374.3	355.8	336.5	310.9	291.7
Current assets					
Cash and cash equivalents	55.6	36.9	48.1	45.8	46.7
Other current assets	32.1	30.5	29.2	25.6	26.3
	87.7	67.4	77.3	71.4	73.0
Total assets	462.0	423.2	413.8	382.3	364.7
Current liabilities	76.9	45.6	47.0	48.6	47.6
Non-current liabilities	340.5	360.4	371.6	298.2	298.7
Total liabilities	417.4	406.0	418.6	346.8	346.3
Equity attributable to shareholders	44.6	17.2	(4.8)	35.5	18.4
Total equity and liabilities	462.0	423.2	413.8	382.3	364.7

Notes

* This information has been extracted from the current and previous Annual Reports and accordingly does not constitute audited information.

** Market share excluding funerals performed in Northern Ireland.

Board of Directors

“The role of our experienced Board is to lead the Group with a view to the creation of strong, sustainable performance and long-term shareholder value.”



Peter Hindley (69)⁽ⁿ⁾
(Non-Executive Chairman)

Appointed to the Board: 2004

Background and experience:

Peter has extensive experience of the industry having been appointed Chief Executive of Plantsbrook Group plc in 1991. Following the acquisition of Plantsbrook Group plc and Great Southern Group plc by SCI in 1994, he was appointed CEO of SCI (UK). He subsequently led a management buy out of the Group from SCI in 2002. The Company was then floated on the Stock Exchange in 2004. Peter became Non-Executive Chairman in January 2009. Before entering the funeral service industry, Peter spent 25 years in retailing, holding senior positions in Debenhams, Burtons and Harris Queensway.



Mike McCollum (45)
(Chief Executive)

Appointed to the Board: 2004

Background and experience:

Mike joined Dignity's former parent, SCI, in 1995 from KPMG Corporate Finance in London. He was appointed Finance Director at the end of 2001 and became Chief Executive at the beginning of 2009. He has a law degree from Birmingham University (LL.B), is a solicitor and also holds an MBA from Warwick University.

External appointments:

Director of Funeral Planning Authority Limited.



Steve Whittern (38)
(Finance Director)

Appointed to the Board: 2009

Background and experience:

Steve joined the Group in 1999 from KPMG. He was appointed Finance Director at the beginning of 2009, having spent the previous two years as Financial Controller, being responsible for the Group's finance function. Steve led the further debt issue and Return of Value in 2010. Steve is an FCA and holds a mathematics degree from Warwick University.

External appointments:

None.



Andrew Davies (51)
(Operations Director)

Appointed to the Board: 2004

Background and experience:

Andrew joined his family owned business in 1979 and worked as a funeral director and embalmer until the business was sold to Great Southern Group in 1993. He then held various management positions within Great Southern Group and following the acquisition by SCI in 1994, held senior operational positions within SCI (UK). He became Operations Director in 2001 and was a member of the management buy out team in 2002.

External appointments:

None.



Richard Portman (51)
(Corporate Services Director)

Appointed to the Board: 2006

Background and experience:

Richard joined SCI from HSBC as Chief Accountant in 1999. Following the IPO, Richard was appointed as Company Secretary and became Corporate Services Director in 2006. Richard is an FCA, holds a geography degree from Birmingham University and is a Member of the Chartered Management Institute and of the Investor Relations Society.

External appointments:

None.



Alan McWalter (59) ^{(a)(n)(r)}
(Senior Independent Director)

Appointed to the Board: 2009

Background and experience:
Alan is a Non-Executive Director of Churchill China plc, Haygarth Group Limited, Fabris Lane Limited and is Non-Executive Chairman of Constantine Group plc and Kornicis Group Limited. Prior to these roles Alan was Group Marketing Director of Marks and Spencer plc and before that held senior positions with Kingfisher plc and Thomson Consumer Electronics.



Ishbel Macpherson (52) ^{(a)(n)(r)}
(Non-Executive Director)

Appointed to the Board: 2009

Background and experience:
Ishbel is a Non-Executive Director of Synthomer plc and Dechra Pharmaceuticals plc. She is also Senior Independent Non-Executive Director of May Gurney Integrated Services plc and Chairman of Speedy Hire plc. Prior to those roles she held senior positions with Barclays de Zoete Wedd, Hoare Govett and Dresdner Kleinwort Wasserstein.

Board Committee Key

- (a) Member of the Audit Committee
- (n) Member of the Nomination Committee
- (r) Member of the Remuneration Committee



Jane Ashcroft (46) ^{(a)(n)(r)}
(Non-Executive Director)

Appointed to the Board: 2012

Background and experience:
Jane is Chief Executive of Anchor, a leading provider of services to older people and has held a number of senior positions since joining them in 1999. She is also Non-Executive Chair of the English Community Care Association and was previously a Non-Executive Director of Stroud & Swindon Building Society. A graduate of Stirling University, she is a Fellow of the Institute of Chartered Secretaries & Administrators and a Member of the Chartered Institute of Personnel and Development.



Martin Pexton (56) ^{(a)(n)(r)}
(Non-Executive Director)

Appointed to the Board: 2012

Background and experience:
Martin was previously Managing Director of LMS Capital plc and prior to that an Executive Director of London Merchant Securities plc and Personnel Director of the law firm Allen & Overy. He has also in the past held a number of non-executive positions including roles with Minerva plc and Inflexion plc as well as a number with private companies. He has an MBA from the London Business School.

Contact details and advisers

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Legal Adviser:

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Key dates

6 March 2013

Preliminary announcement
of 2012 results

6 June 2013

Annual General Meeting

28 June 2013

2013 financial half year end

28 June 2013 (subject to shareholder approval)

Payment of 2012 final dividend

31 July 2013 (provisional)

Announcement of interim results

25 October 2013 (provisional)

Payment of 2013 interim dividend

27 December 2013

Financial period end

Note:

Please note all future dates are subject to change

Dignity plc

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For more information on Dignity,
please visit our investor relations website:

www.dignityfuneralsplc.co.uk



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