



Capital Markets Day

25 January 2023



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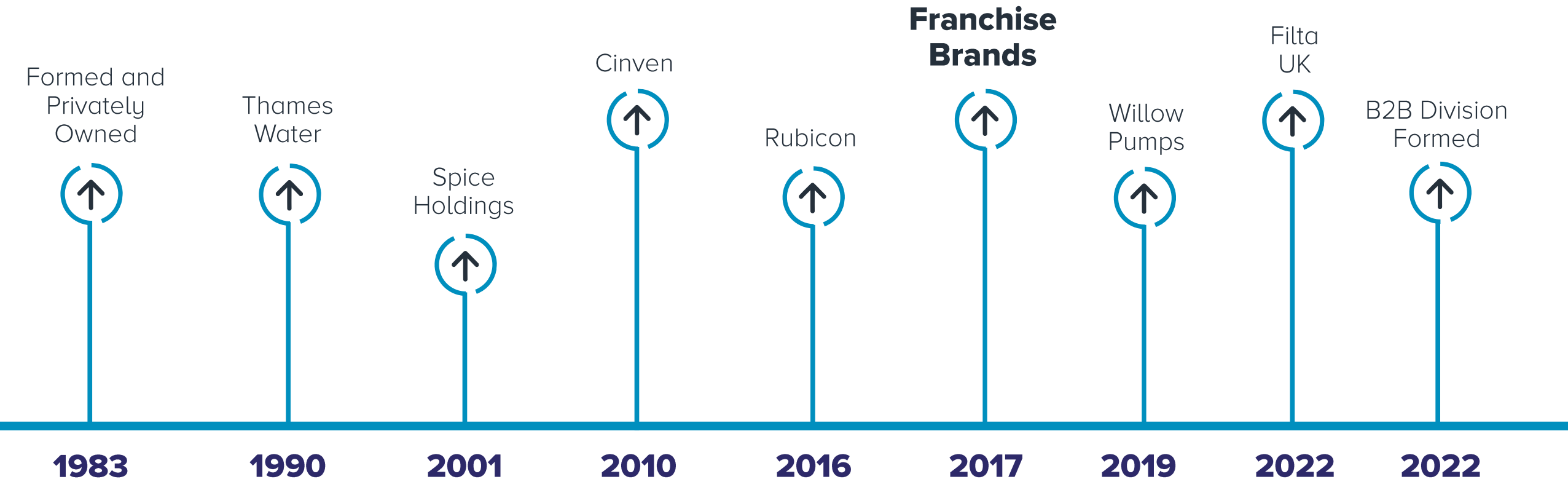
Strategy in Action 1

Peter Molloy
Managing Director
B2B Division



METRO ROD **METRO** PLUMB

Key milestones



B2B Division



Drain Clearance

Drain Repair

Tanker Services

Waste water Pumps

**MANAGEMENT
FRANCHISE**



Emergency Plumbing

Gas Boiler Services

Commercial Plumbing

Legionella Rectification

**PRIMARILY
FRANCHISED**



Pump Station Supply
and Install

Pump Rehabilitation
and Repair

Emergency Pump
Services

Booster Pumps

Drainage and
Tanker Services

**DIRECT
LABOUR**



FilitaFOG

FilitaFry

FilitaSeal

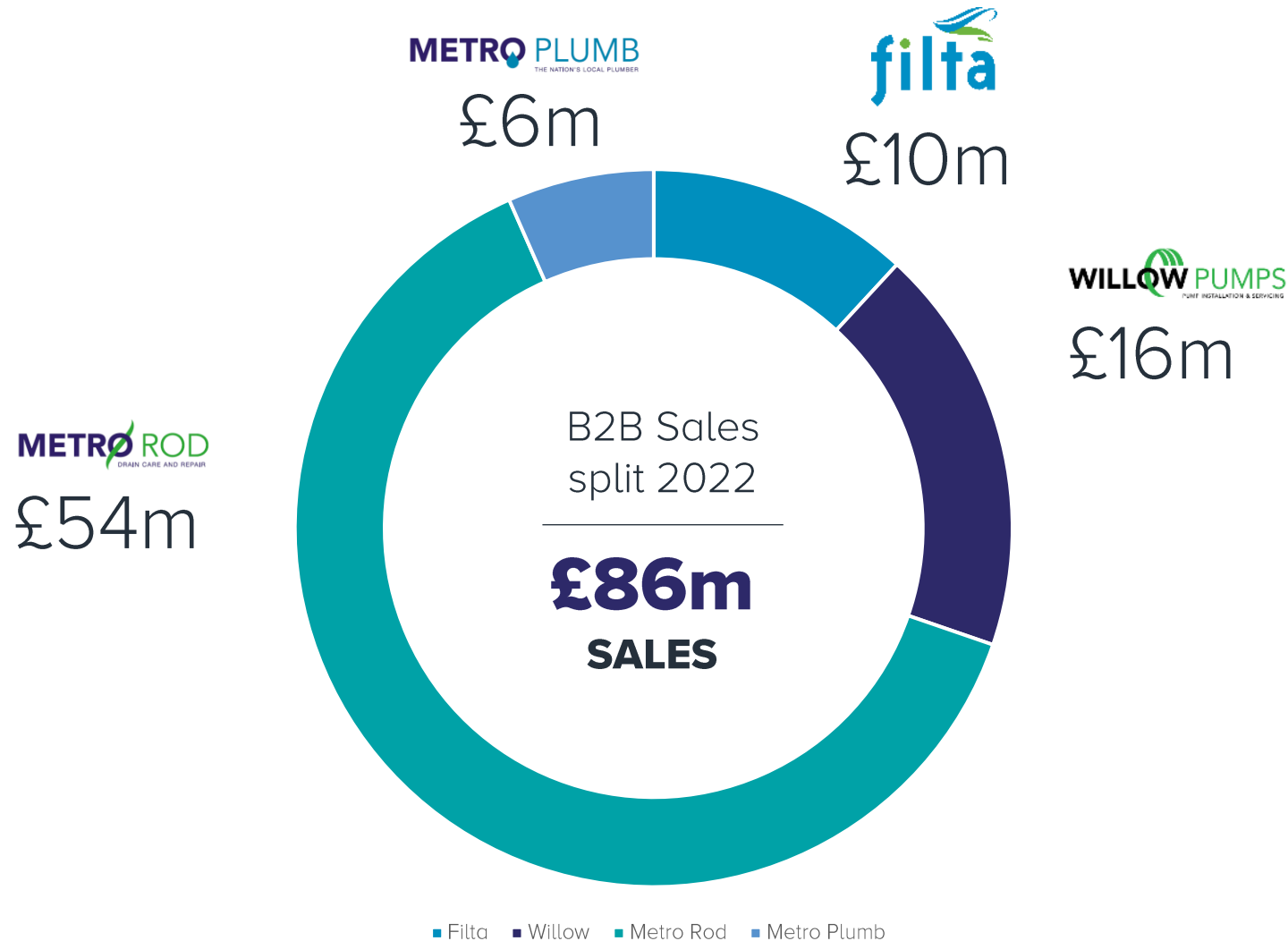
FilitaVent

FilitaPump

FilitaDrain

**COMBINED
FRANCHISES AND
DIRECT LABOUR**

B2B at a glance



Note: 2022 data

267,000

Jobs per year

699

Engineers

204

Support centre and office staff

8,591

Commercial customers

Market Sectors



Other
1%

Leisure (hospitality
& Food Retail)
26%

Industrial,
Manufacturing
& Engineering
4%

Public Services
6%

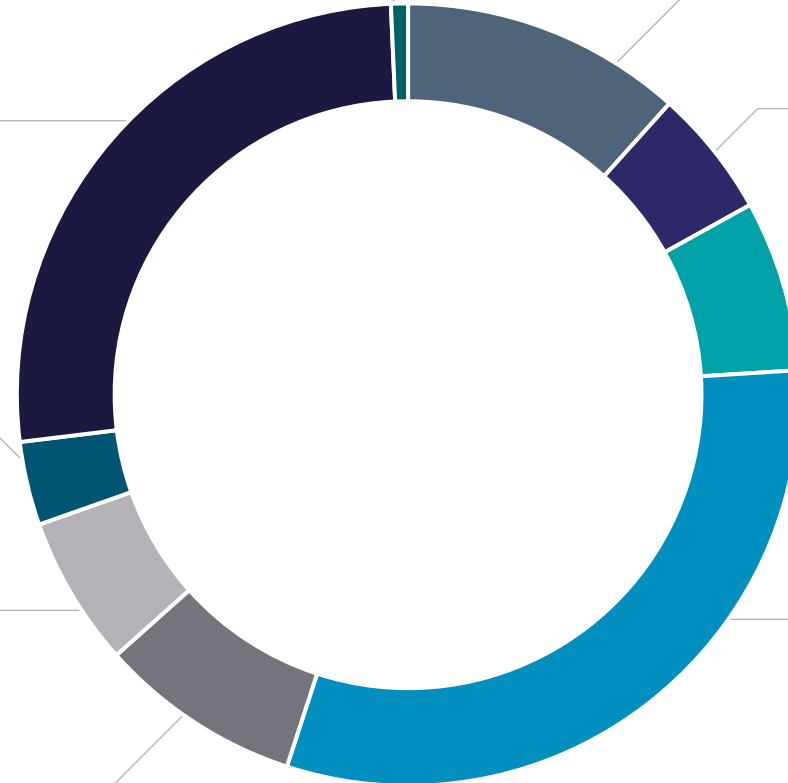
Housing
(inc Social)
8%

Construction
12%

Insurance
5%

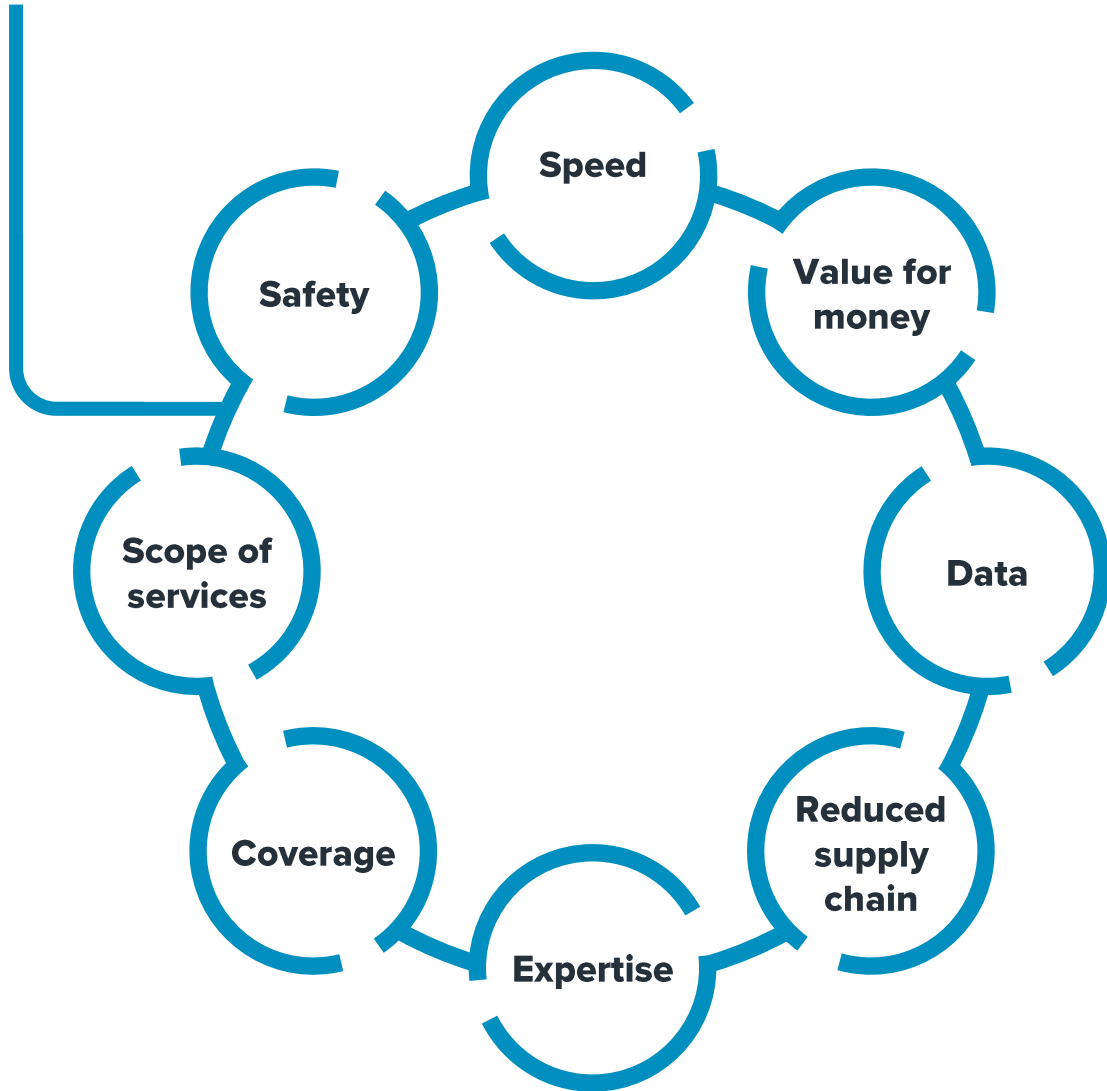
Retail
7%

Property
Managers & FM
31%



Note: 2022 data for National Accounts

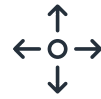
Why Do Customers Buy



“Vision 2023”



Engage and support franchisees



Expand the range of services



Increase local sales



Separate Metro Rod and Metro Plumb



Increase the average order value



Acquire new customers and maximise the value of the existing customer base



Empower franchisees



Reduce our management service fee

Engage with and support franchisees



01

Created an environment that bred trust and confidence

02

The “Support Centre”

03

Business partners

04

Access to funding investment of over £10m

05

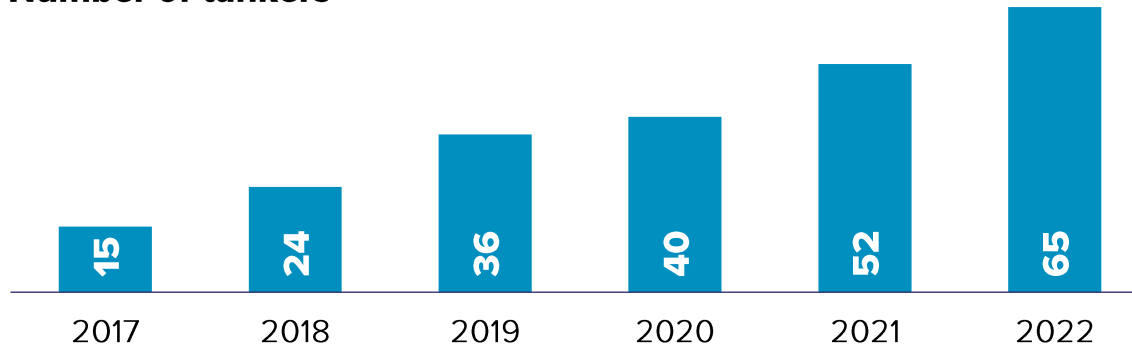
Payback on sales growth



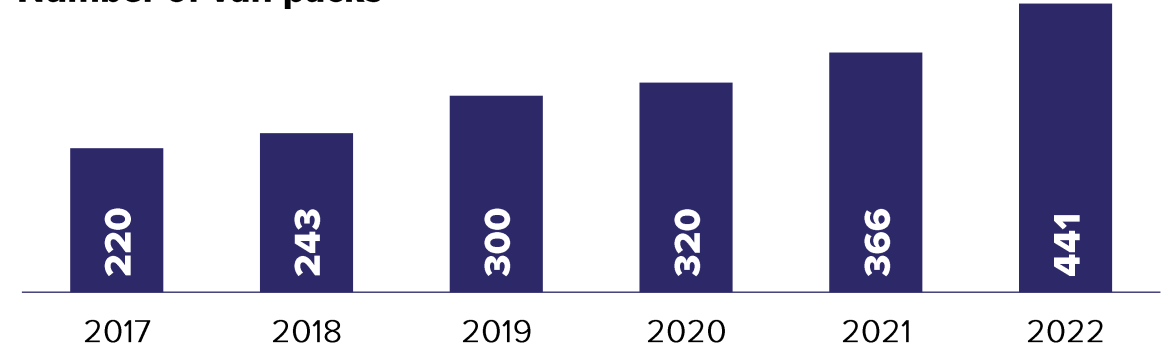
Growing tanker, van packs and pump sales



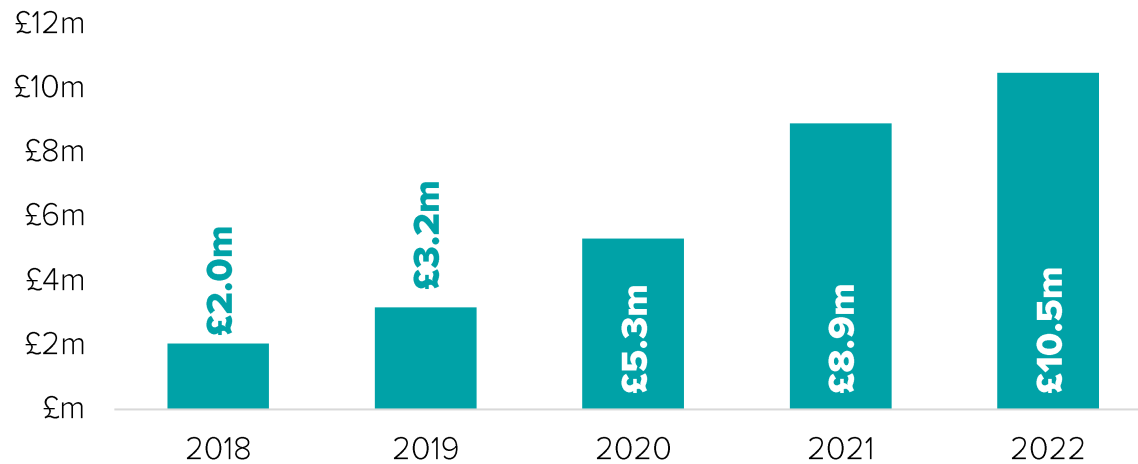
Number of tankers



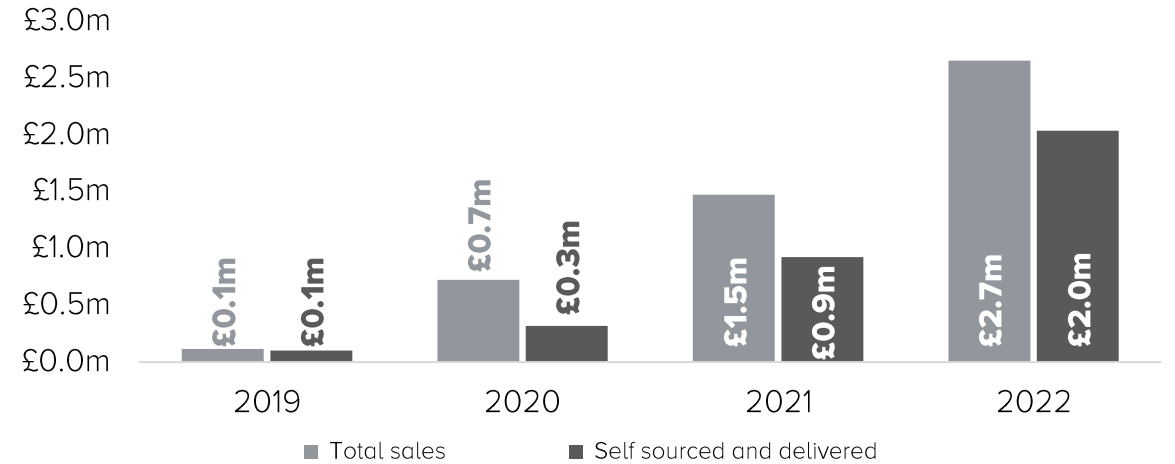
Number of van packs



Tanker sales



Pump sales completed by Metro Rod



Empowering franchisees

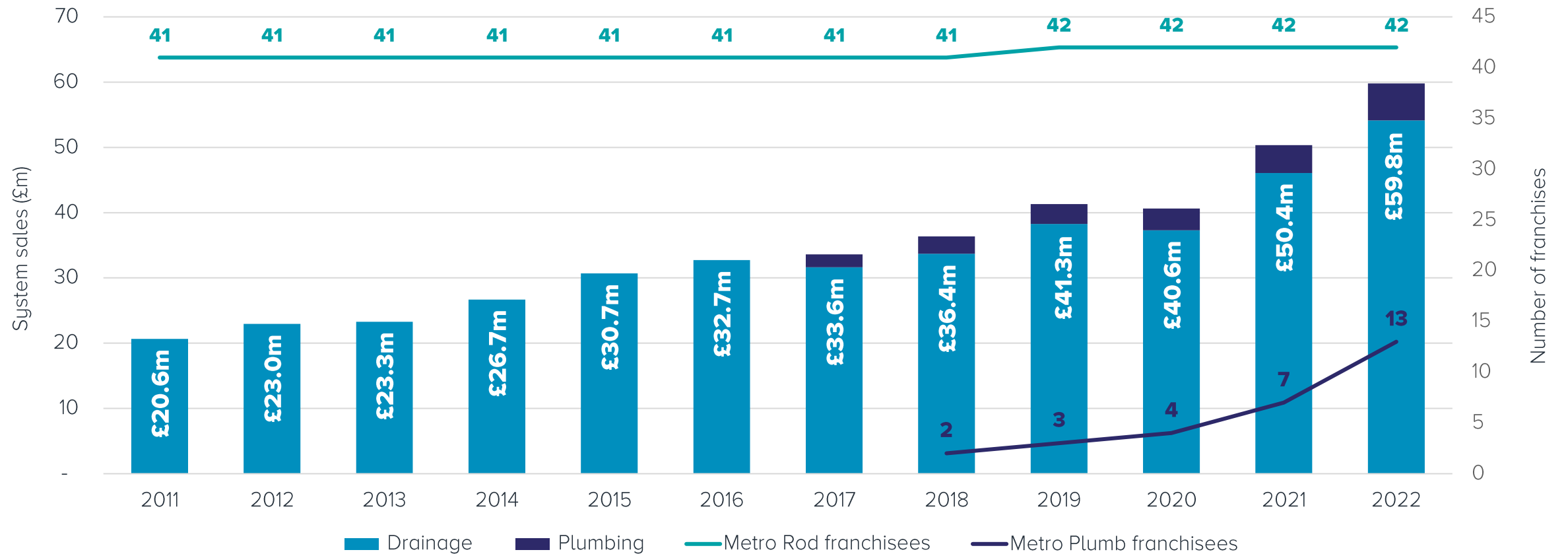


	2017	2022
Quotes submitted directly by franchisees	0	15,297
National Account customer calls answered by franchisees	0	24,549
National Account jobs logged by franchisees	0	28,097

Sales Growth



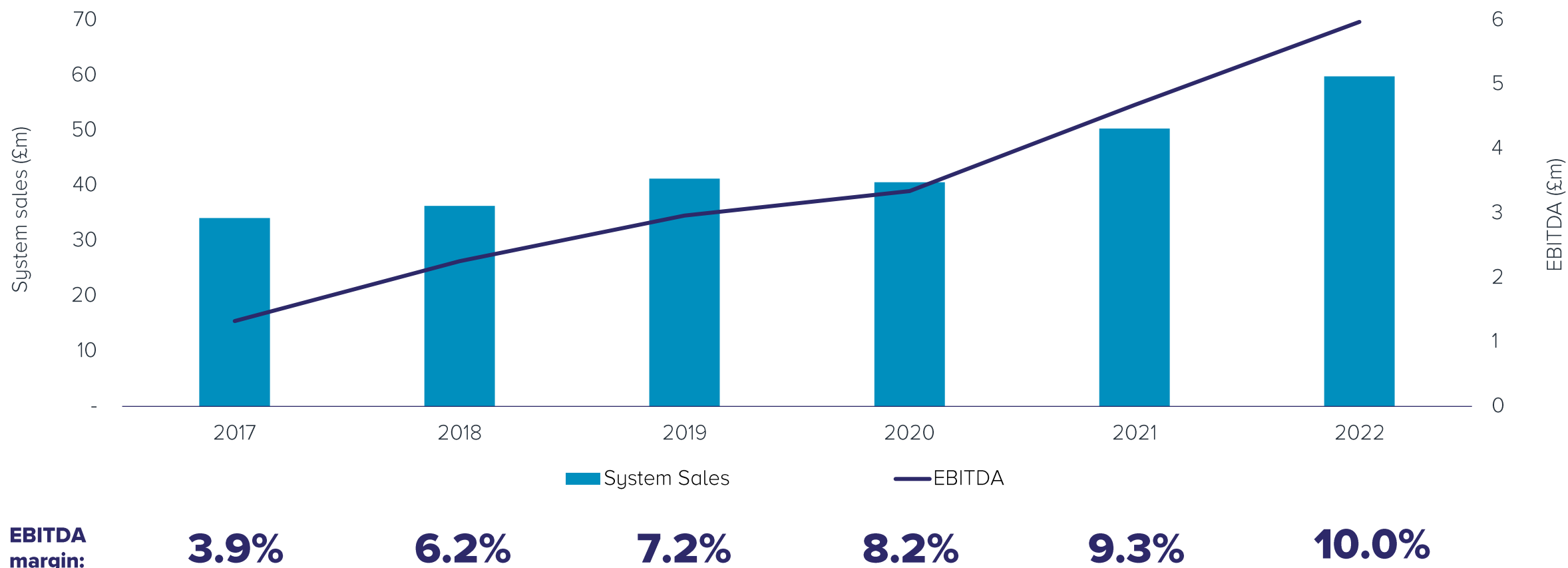
METRO ROD AND METRO PLUMB SYSTEM SALES



Sales Growth & EBITDA



METRO ROD AND METRO PLUMB SALES GROWTH, EBITDA AND MARGIN



* 2022 EBITDA estimate is consensus analyst's forecasts, Dowgate Capital and Allenby Capital

Levers for growth

The B2B growth strategy has multiple levers for growth



EXPANDING MARKETS AND REGULATORY PRESSURE

Every property will need one of our services

Supporting Water companies imposing environmental change

CROSS SELLING

The majority of our customers require all of our services

FRANCHISE DELIVERY

Reduce the dependency on direct labour

Focused franchisees ,
eg, Plumbing and Fats Oil
and Grease install

TECHNOLOGY INVESTMENT

Use technology to ensure that income grows faster than overheads

EXPAND UNDER-UTILISED SECTORS

Limited penetration into attractive sectors e.g.
Health Care and Education

FURTHER INVESTMENT IN SALES

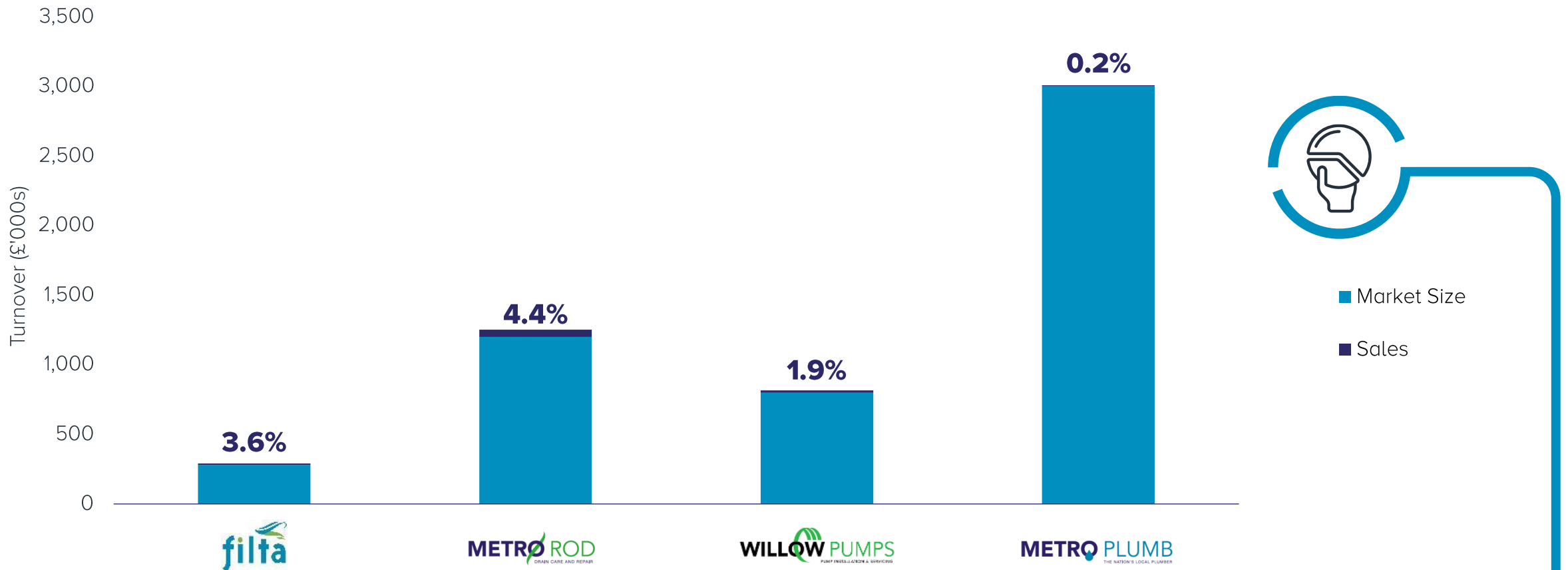
Additional salespeople and improved processes

TERRITORY UTILISATION

Sub optimal areas

A small share of large markets

MARKET PENETRATION



Summary



- 01** Defensive growth business
- 02** Significant opportunities for growth
- 03** Breadth of services
- 04** Cross selling
- 05** Effective delivery of strategy
- 06** Experienced dedicated management team, staff and franchisees

Q&A

