BUILDING OUR BUSINESS

ANNUAL RESULTS PRESENTATION 2020

INVESTOR MEETS COMPANY

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PRESENTERS

Stephen Hemsley
Executive Chairman

- Stephen co-founded Franchise Brands in 2008 and has led the development of the business, including the IPO and external growth. A Chartered Accountant by training, he spent nearly ten years with 3i as Investment Director.
- He joined Domino's Pizza as Finance Director progressing to CEO, Executive Chairman and Non-executive Chairman before retiring in 2019 after 21 years with the business to focus exclusively on Franchise Brands. During this time, he took Domino's from private ownership to a market capitalisation of almost £1.5 bn.

Chris Dent
Chief Financial Officer

- Chris was appointed as Chief Financial Officer in 2017. He has substantial accounting and financial experience from his time in the profession and as a Finance Director of private and publicly quoted companies.
- Chris began his career at Deloitte LLP where he spent ten years within audit, corporate finance and transactional accounting services. He subsequently spent four years as Finance Director of AIM quoted 7digital Group plc. Chris is a Fellow of the Institute of Chartered Accountants of England and Wales.

Colin Rees
Chief Information Officer

- Colin is a highly experienced IT professional. He was appointed to the new position of Chief Information Officer in April 2017. Colin was previously Director of IT at Domino's Pizza where he was responsible for all IT systems.
- Colin previously held a number of senior IT roles at EasyJet including Head of Software Delivery. Colin started his career at Argos plc and held a number of positions with the company over a ten-year period.

CONTENTS

AN INTRODUCTION TO FRANCHISE BRANDS PLC

Established in 2008 by Stephen Hemsley (Executive Chairman) and Nigel Wray (Non-executive Director).

Focused on building market-leading businesses in selected customer segments, primarily via a franchise model. Over 425 franchisees across five principal franchise brands.

Admitted to AIM in August 2016 at a market capitalisation of £15.6m, now over £100m.

Highly experienced Board and senior management team who are significant shareholders (57%).

Significant potential to grow our business through organic growth and earnings-enhancing complementary acquisitions which can be largely funded from existing facilities. Cash and available facilities at year end of £20m.

Strategic financial targets set for the first time: run-rate revenues of £100m and adjusted EBITDA of £15m by the end of 2023.

A STRONG Q1, RESILIENT PERFORMANCE THROUGH LOCKDOWNS AND A ROBUST RECOVERY IN H2

FINANCIAL HIGHLIGHTS

REVENUE	+12%	£49.3m	2019: £44.0m
ADJUSTED EBITDA*	+28%	£6.6m	2019: £5.2m
PROFIT BEFORE TAX	+12%	£3.7m	2019: £3.3m
ADJUSTED EARNINGS PER SHARE*	0%	4.35p	2019: 4.34p
DIVIDEND PER SHARE	+16%	1.1p	2019: 0.95p
NET CASH (NET DEBT)		£4.9m	2019: £(11.1)m

*Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation and share-based payment expense and non-recurring items (COVID-19 related restructuring charge and bad debt provision)
**Adjusted EPS is earnings per share before amortisation of acquired intangibles, share-based payment expense and non-recurring items (COVID-19 related restructuring charge and bad debt provision)

TRACK RECORD SINCE IPO:

Since being admitted to AIM in August 2016, we have developed a market-leading portfolio of brands through organic growth and targeted acquisitions: Since IPO:

– 47% compound growth in adjusted EBITDA.

– 59% compound growth in dividends.

FRANCHISE BRANDS: AT A GLANCE

B2B

Metro Rod is the UK's commercial drainage expert with over 35 years' experience. Provides one-stop solutions to a wide range of commercial customers. Full national coverage via B2B network of 50 depots. Specialist plumbing services are provided by Metro Plumb which has 30 franchisees of which five are independent.

SYSTEM SALES
£40.6m

MSF
15-22.5%

ADJUSTED EBITDA*
£3.7m

MR & MP FRANCHISEES
47

Founded in 1997, Willow Pumps is a leading pump design, installation and servicing business, with a below-ground and above-ground capability. The Group acquired Willow Pumps in 2019 to help expand Metro Rod's and Metro Plumb's range of services to the commercial market.

REVENUE
£13.2m

ADJUSTED EBITDA*
£1.8m

*Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation and share-based payment expense and non-recurring items (COVID-19 related restructuring charge and bad debt provision)

B2C

ChipsAway, Ovenclean and Barking Mad each provide a high level of service to retail customers in the areas of car paintwork repairs, domestic oven cleaning and dog home boarding. All of our B2C brands are well established with a long trading history.

SYSTEM SALES
£18.8m

UK FRANCHISEES
386

ADJUSTED EBITDA*
£2.1m

NEW FRANCHISEES IN 2020
58

METRO ROD DELIVERED A STRONG PERFORMANCE IN A CHALLENGING ENVIRONMENT

METRO ROD
DRAIN CARE AND REPAIR

System sales were down just 2% against 2019, a strong performance given the challenging circumstances and one which masked large COVID-19 related quarterly changes:

- A strong start to the year with system sales in Q1 up by 19%.
- As a result of the Spring lockdown, system sales declined by 23% in Q2. 40% of the Support Centre staff furloughed.
- The business then steadily recovered with system sales down 5% in Q3 and up 4% in Q4, despite the November lockdown.

Provided advice and support to franchisees, including financial assistance to fund expansion. Franchisees responded with real entrepreneurial spirit:

- 17 franchisees achieved sales of over £1m and 11 achieved growth of over 10%.
- All franchisees generated a positive EBITDA for the year.
- No franchisee failures.

Successful completion of the roll-out of “Vision”, our new works management system on-time and on-budget.

Organic growth priorities include the acceleration of existing initiatives to widen and deepen the range of services offered, particularly pump service and maintenance.

METRO PLUMB'S STRATEGY TO CREATE A NATIONAL PLUMBING BUSINESS GAINED TRACTION

METRO PLUMB
THE NATION'S LOCAL PLUMBER

Initiatives taken towards the end of 2019 to develop Metro Plumb have started to gain traction:

- 2 new franchisees joined in 2020; now 5 independent franchisees.
- 25 Metro Rod franchisees also operate Metro Plumb territories.
- 3 territories operated corporately (new management team in 2020).

Metro Plumb system sales exceeded £5m in the year and grew by 3% on 2019.

Expanded expertise and now have over 60 NVQ-qualified plumbers.

Diversifying the customer base to include domestic customers.

Targeting significant additional resources in sales, marketing and recruitment to grow the business in 2021.

B2B B2C

A RESILIENT PERFORMANCE

WILLOW PUMPS
DESIGN, INSTALLATION & MAINTENANCE

First full year as part of the Group and now fully integrated.

- An excellent Q1 with sales up 15%.
- Q2 impacted by construction site closures: reduction in higher-revenue/lower-margin supply and installation ("S&I") work and greater reliance on lower-revenue/higher-margin emergency pump work. 36% of staff furloughed. Turnover declined 56% while more resilient gross margin fell only 37%.
- S&I work recovered during H2, however, volumes remained lower and routine service and emergency work predominated.
- For the year, sales were 23% lower but gross profit declined only 4%, reflecting the change in sales mix.

Willow Pumps assumed responsibility for the Metro Rod corporate franchises in Kent & Sussex and Exeter. Resulted in significant increases in both revenue and profitability.

Progress also made in rolling out pump maintenance expertise to Metro Rod engineers. Despite the disruption of the crisis, 25% of Metro Rod franchisees now have a capability. Continued priority for 2021.

Key focus for 2021 is the acceleration of design-led S&I work; huge potential given the amount of planned new infrastructure development and housing.

Rollover of balance of 2020 earn-out targets given the impact of the crisis. Provides our team at Willow Pumps with even greater incentive to grow the business.

ROBUST FRANCHISE RECRUITMENT IN B2C WITH STRONG ACCELERATION IN H2

ChipsAway — Scratches and scuffs won't dent your pocket
ovenclean — LESS GRIME, MORE TIME
Barking Mad

A strong start to the year with robust recruitment levels and strong consumer demand in Q1.

The Spring lockdown significantly impacted the B2C division as services provided are not essential. A number of measures taken to mitigate impact including reduction of franchise fees and 85% of Support Centre team furloughed. Division traded at a small surplus during this period.

Recovery in Q3 at different speeds:

- ChipsAway, which contributes 88% of the division's EBITDA led the way with robust consumer demand allowing it to quickly re-establish pre-lockdown levels of activity.
- Ovenclean also recovered quickly from early summer onwards.
- Barking Mad continued to suffer low demand as people were unable to take holidays.

Franchise recruitment robust in 2020 considering the background resulting in 58 recruits (2019: 61). Recruitment accelerated strongly in H2 with 31 new franchisees joining (2019: 27).

Given the loss of income experienced by some franchisees, particularly Barking Mad, there was a 4% reduction in the total number of B2C franchisees over the year to 386 from 404.

Adjusted EBITDA for B2C decreased by only 16% in the year, a resilient performance.

OUR BUSINESS BUILDING STRATEGY HAS FOUR ENGINES OF GROWTH

PURPOSE

We build market-leading businesses primarily via a franchise model.

SUPPORTING OUR FRANCHISES

- We provide support, training and specialist tools.
- Enables our franchisees to grow their businesses. If they grow, we grow.
- Huge potential for national operator in drainage and plumbing.

EXPANDING OUR RANGE OF SERVICES

- We actively look for opportunities to help franchisees expand their range of services.
- Willow Pumps acquired for specialist pump expertise; helping train Metro Rod franchisees.

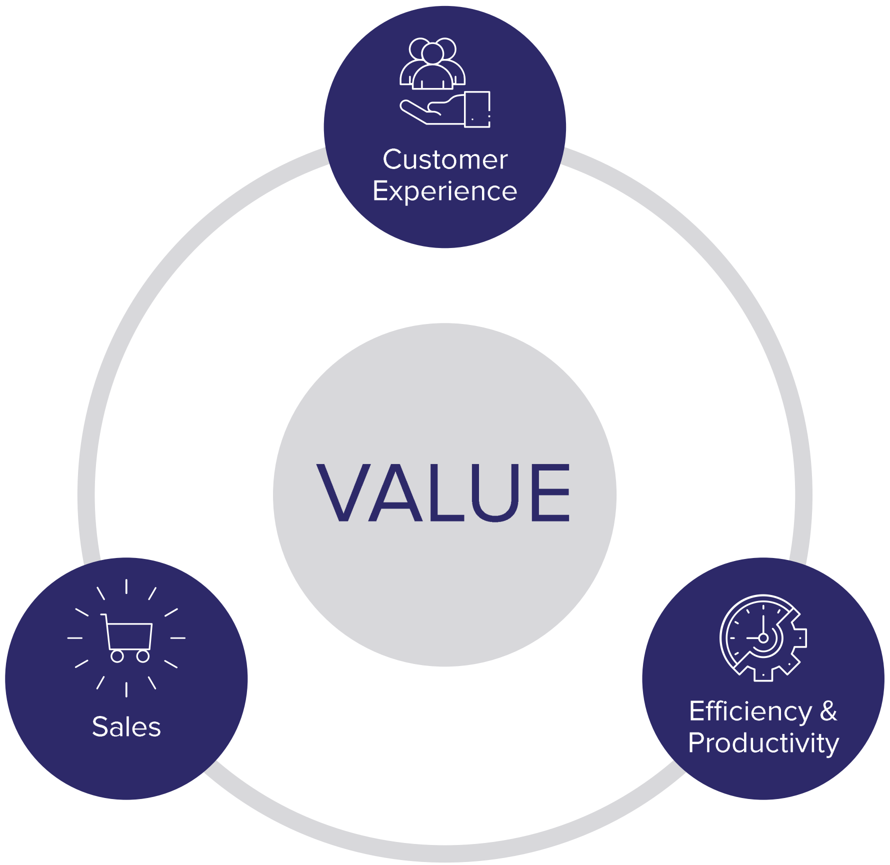
DEVELOPING OUR BUSINESSES

- Added value from management expertise and experience, and Group resources.
- We develop our business through shared support services, including **technology.**

GROWING OUR PORTFOLIO

- Acquisitions are a central part of our growth strategy.
- These include complementary B2B and B2C franchise businesses.
- Also in scope is a substantial new franchise system.

OUR AMBITION IS TO BECOME THE FIRST FULLY DIGITALLY-ENABLED DRAINAGE, PUMP AND PLUMBING BUSINESS



Digitising our business is a key part of the Group's strategy, particularly for Metro Rod and Metro Plumb.

With the core technology infrastructure in place following the successful roll-out of the "Vision" works management system, we are now embarking on a further, more ambitious three-year digital transformation.

Our technology vision is to provide the tools that enables our business to:

- Enhance the end-to-end customer experience.
- Improve the efficiency and productivity of our customers, the Support Centre and our franchisees.
- Assist our engineers in complying with ever more demanding customer requirements and improve lone-worker safety.
- Increase new customer sales and improve retention of existing business.

Together, these will allow us to grow profits, improve productivity, and maintain competitiveness in an ever more demanding environment.

OUR APPROACH IS DRIVEN BY A NUMBER OF KEY PRINCIPLES

Sales

- Additional customer benefits to drive sales
- Better tools to track and manage sales opportunities
- Self service tools where appropriate
- Real-time performance reporting

Customer Experience

- Use robots to automate repetitive tasks
- Reduce errors upstream through customer specific validation
- Dedicated centrally managed engineer devices
- Better safety management and compliance systems

Efficiency & Productivity

- Customer specific journeys to encourage compliance with process
- Reduced reliance on contact centre
- Productivity benefits
- Territory utilisation and optimisation

An enhanced customer experience, efficiency & productivity and sales are all linked.

Many customers and franchisees prefer to self serve over dealing with a contact centre.

The automation of repetitive tasks reduces cost and creates a more rewarding working environment.

System-driven customer journeys and validations improve operations by helping us both do the ‘right’ thing and do things ‘right’ every time.

Reported things get measured and done.

Using Franchise Brands’ scale can reduce costs and simplify.

METRO ROD 1.0

Customers log jobs via phone, email or Customer portal. Highly manual for both parties.

Customers make/send us thousands of calls/ emails each week requesting updates on jobs, photos and other information.

The system records some of the steps of our customers' processes but doesn't enforce compliance with them.

Invoicing is hard work with many queries.

We don't know where our engineers are at any one time, so we can't tell our customers.

We spend almost as long administering each job as the engineer spends doing it.

Uber

easyJet

amazon

Domino's

METRO ROD 2.0

Customers can self serve via "Vision" and "Connect" to log jobs, track engineers, approve quotes, get updates and pay.

Customers who have their own systems can fully integrate, avoiding mistakes and double keying.

Systems provide complex checks and balances to assist in delivering high levels of compliance with customers' "on-the-job" processes and reporting requirements.

Robots automate the high-volume tasks.

CRM system enables us to better manage customer interactions and contacts to develop sales.

PROJECTED BENEFITS OF THE ADDITIONAL £1.5M INVESTMENT IN OUR DIGITAL TRANSFORMATION

The increased investment we are making in the accelerated digital transformation of our business is projected to be an additional £1.5m over the next three years.

This additional investment will contribute to increased sales, overhead savings and operational efficiencies that will enhance run-rate EBITDA.

The key benefits we are targeting are:

- 50% increase in system sales at Metro Rod and Metro Plumb from £40m to over £60m.
- 98% compliance with customers' "on-the-job" processes and other reporting requirements.
- 95% compliance with customer service level agreements.
- Improved franchise depot efficiency by 25%.
- Improved engineer productivity by 35%.
- To achieve 100% compliance with safety training record regimes.
- Increased Support Centre efficiency by 25%.
- Improved working capital management by reducing accounts receivable to an average of 60 days and unbilled to 5 days.

THREE-YEAR STRATEGIC TARGETS

We now set out for the first time our strategic financial targets of run-rate revenues of £100m and adjusted EBITDA of £15m by the end of 2023.

Key drivers in the achievement of these targets will be:

- The acceleration of existing initiatives at Metro Rod to widen and deepen the services offered by the franchise network, particularly in pump service and maintenance.
- Build-out of Metro Plumb, with the recruitment of further independent franchisees.
- At Willow Pumps, the acceleration of design-led S&I work which has enormous potential as the country invests more in new infrastructure and housing.
- Our digital transformation plan to meet our customers needs and enhance our operational gearing and profitability.
- Earnings-enhancing acquisitions of complementary B2C franchise businesses and complementary B2B businesses, largely funded from existing facilities.

SUMMARY OF GROUP RESULTS

Year ended 31 December	**2020 £'000**	2019 £'000	Change £'000	Change %
Statutory revenue	**49,287**	**44,013**	**5,274**	**12%**
Franchisee payments	(19,898)	(19,612)	(286)	1%
Fee income	**29,389**	**24,401**	**4,988**	**20%**
Other cost of sales	(8,463)	(8,019)	(444)	6%
Gross profit	**20,925**	**16,382**	**4,543**	**28%**
Administrative expenses	(14,285)	(11,200)	(3,085)	28%
Adjusted EBITDA	**6,640**	**5,182**	**1,458**	**28%**
Depreciation and amortisation of software	(1,357)	(755)	(602)	80%
Finance expense	(446)	(357)	(89)	25%
Adjusted profit before tax	**4,836**	**4,069**	**767**	**19%**
Tax expense	(899)	(687)	(212)	31%
Adjusted profit after tax	**3,937**	**3,382**	**555**	**16%**
Amortisation of acquired intangibles	(393)	(260)	(133)	51%
Share based payment	(205)	(238)	33	-14%
Non-recurring costs	(706)	(269)	(437)	163%
Other gains and losses	151	(26)	177	-679%
Tax on adjusting items	10	121	(111)	-92%
Statutory profit after tax	**2,793**	**2,710**	**83**	**3%**

Statutory consolidated revenue increased by 12% to £49.3m (2019: £44.0m), including the first full year contribution from Willow Pumps.

Fee income, which reflects our income as franchisor, increased by 20% to £29.4m.

Adjusted EBITDA increased by 28% to £6.6m.

Depreciation increased to £1.4m:

- Acquisition of Willow Pumps.
- Purchase of equipment at Metro Rod corporate franchises.

Finance charge of £0.4m increased 25%, reflecting increase of lease debt following the acquisition of Willow Pumps.

Overall, adjusted profit after tax increased by 16% to £3.9m.

FEE AND DIRECT LABOUR INCOME

BY ACTIVITY

Year ended 31 December	**2020 £'000**	2019 £'000	Change £'000	Change %
B2B- Franchisor	**10,282**	12,186	(1,903)	-16%
B2B- DLO	**13,274**	5,454	7,820	143%
B2C division	**5,833**	6,761	(928)	-14%
Fee income	**29,389**	**24,401**	**4,988**	**20%**

BY TYPE

Year ended 31 December	**2020 £'000**	2019 £'000	Change £'000	Change %
MSF income	**10,694**	11,207	(513)	-5%
Area sales	**1,607**	2,006	(399)	-20%
Product sales	**758**	912	(154)	-17%
Direct labour income	**15,547**	9,097	6,450	71%
National advertising funds	**783**	1,179	(396)	-34%
Fee income	**29,389**	**24,401**	**4,988**	20%

MSF income declined marginally by 5% to £10.7m:

- B2B- Franchisor MSF remained at £7.8m due to sales mix despite 2% fall in system sales.
- B2C fees suspended or reduced in Spring lockdown to ensure financial viability of networks.

Fees generated from the sale (or resale) of franchise territories declined by 20%:

- Fewer Metro Rod franchises changed hands, generating £73k (2019: £328k).
- B2C division robust: 58 new recruits (2019: 61).

Direct labour income increased as a result of full year contribution of Willow Pumps.

National advertising funds ("NAF") are funded and operated on behalf of our franchise networks. NAF declined as a result of a short-term reduction of franchisee contributions as part of our COVID-19 support.

INDIVIDUAL BUSINESS RESULTS

ADJUSTED EBITDA BY BUSINESS

	2020 £'000	2019 £'000	Change £'000	Change %
B2B- Franchisor (Metro Rod)	**3,722**	3,184	538	17%
B2B- DLO (Willow Pumps)	**1,844**	492	1,352	275%
B2C	**2,131**	2,531	(400)	(16%)
Group overheads	**(1,058)**	(1,026)	(31)	3%
Adjusted Group EBITDA	6,640	5,182	1,458	28%

B2B-Franchisor: 17% rise in adjusted EBITDA despite 2% fall in system sales, as the effective rate of MSF was higher due to the sales mix.

B2B- DLO: significant increase due to full year ownership of Willow Pumps. Successful adoption of Metro Rod corporate franchises by Willow Pumps management.

B2C: adjusted EBITDA fell by 16% due to lower MSF fees charged to our networks during the Spring lockdown. ChipsAway and Ovenclean recovered quickly; Barking Mad continued to suffer low demand for services.

Group overheads: up 3%, with tight cost controls across the Group, including no pay rises in 2020.

ADJUSTED AND STATUTORY PROFIT

	2020 £'000	2019 £'000	Change £'000	Change %
Adjusted EBITA	**6,640**	**5,182**	**1,458**	**28%**
Depreciation & amortisation	(1,358)	(755)	(603)	80%
Finance charge	(446)	(357)	(89)	25%
Adjusted profit before tax	**4,836**	**4,070**	**766**	**19%**
Amortisation of acquired intangibles	(393)	(260)	(133)	51%
Share-based payment charge	(205)	(238)	33	-14%
Non-recurring costs	(707)	(270)	(437)	162%
Other gains and losses	151	(26)	177	-681%
Statutory profit before tax	**3,682**	**3,276**	**406**	**12%**
Tax	(889)	(566)	(323)	57%
Statutory profit after tax	2,793	2,710	83	3%

Adjusted EBITDA increased by 28% to £6.6m.

Adjusted profit before tax increase 19% to £4.8m, with higher depreciation due to acquisition of Willow Pumps.

Non-recurring items include:

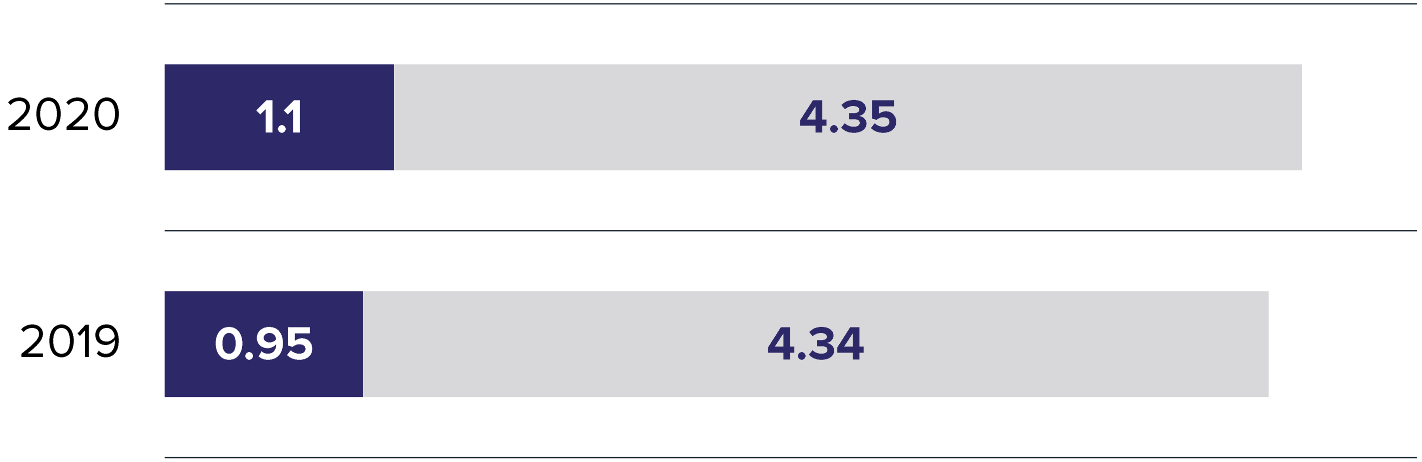
- Provision of £0.5m on the expectation of higher bad debt following the crisis.
- £0.2m charge related to the closure of the Barking Mad office and redundancies.

Other gain related to the revaluation of the Willow Pumps contingent deferred consideration, with 2020 earn-out targets rolled-over to future years due to the current year impact of COVID-19.

Overall statutory profit after tax up 3% to £2.8m.

ADJUSTED EPS AND DIVIDEND

GROWTH IN EPS AND DIVIDEND (P)



Adjusted EPS increased to 4.35p from 4.34p:

- Earnings growth of 16%.
- Weighted average number of Ordinary Shares has increased from 77.9m to 90.5m as a result of the April placing.
- At the end of the period the total number of Ordinary Shares outstanding was 95,758,470.

Total dividend increased 16% to 1.1p per share:

- 2.8 times covered by statutory profit after tax.
- 4.0 times covered by adjusted profit after tax.

Board's intention to continue with a progressive dividend policy.

BALANCE SHEET

Year ended 31 December	**2020 £'000**	2019 £'000	Change £'000	Change %
Property, plant and equipment	**4,651**	**4,781**	**(130)**	**-3%**
Intangible assets	34,754	35,507		
Deferred tax liability	(1,752)	(1,544)		
Accounting assets	**33,002**	**33,513**	**(511)**	**-2%**
Inventories	712	594		
Trade and other receivables	15,227	16,935		
Trade and other payables	(10,788)	(12,684)		
Current tax liability	(445)	(594)		
Provisions	(3,456)	(3,606)		
Net working capital	**1,250**	**645**	**605**	**94%**
Gross debt	(8,265)	(12,761)		
Cash	13,203	1,682		
Statutory net cash/debt	**4,938**	**(11,079)**	**16,017**	**145%**
Net Assets	**43,841**	**27,859**	**15,982**	**57%**

Significant strengthening of balance sheet by £16m to £43.8m post successful April 2020 placing:

- 15,555,556 new Ordinary Shares issued at 90p raising £13.6m (net of expenses).
- Early action to ensure strong balance sheet to withstand any COVID-19 risks.

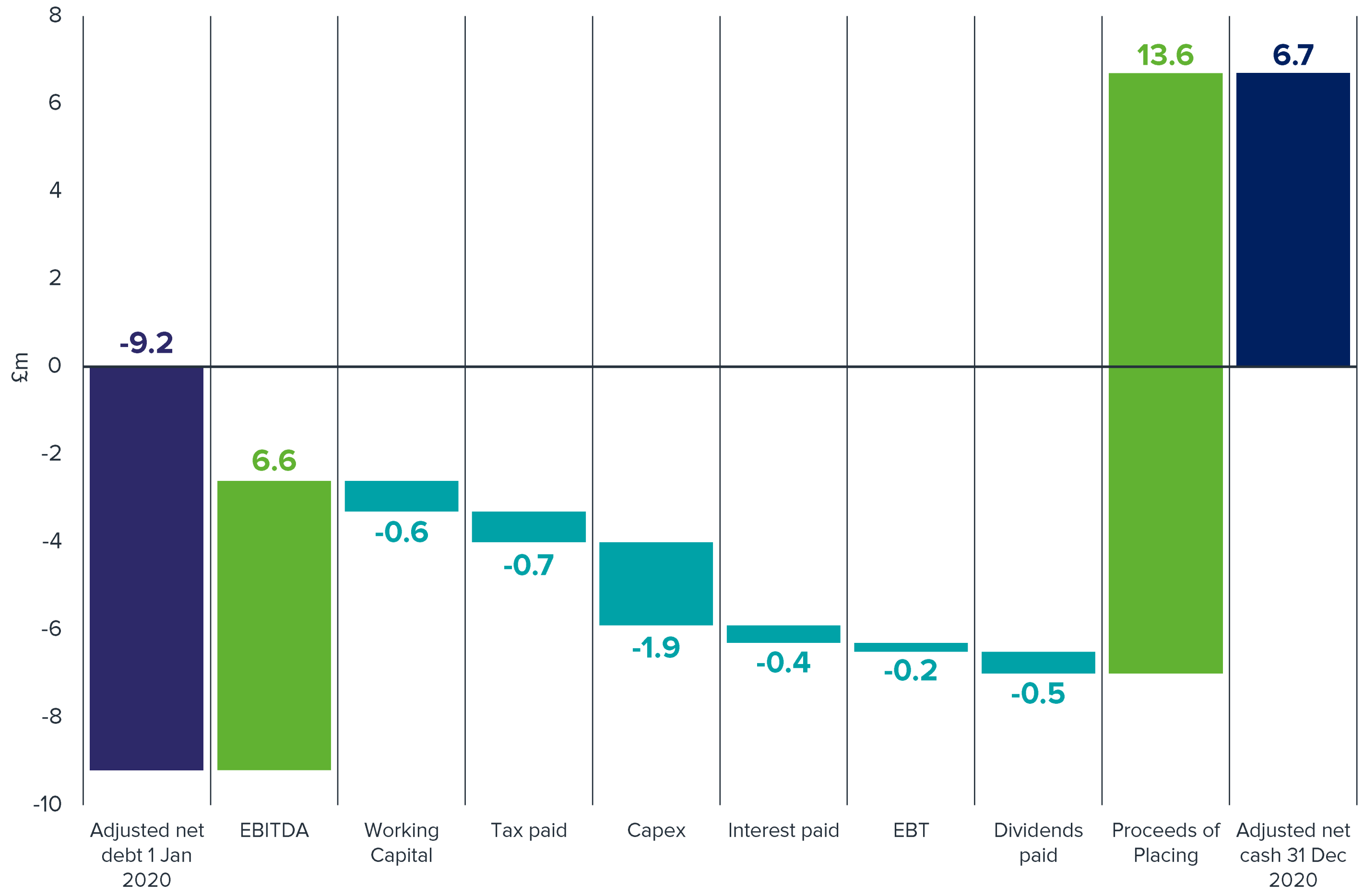
Net working capital investment of £0.6m. We have taken a pragmatic approach to customer payments, but have maintained all our payments to franchisees, suppliers and HMRC within terms.

The provision of £3.5m represents our current estimate of the level of the deferred consideration which we will pay over the next four years out of a total potential amount of £7.5m.

Move from net debt to net cash position of £4.9m. Cash and unused facilities at year end of £20.3m allowing for expansion through earnings-enhancing acquisitions:

- £13.2m cash.
- £5m RCF (available until April 2023) & £2m overdraft.

CASH FLOW AND MOVEMENT FROM ADJUSTED NET DEBT TO ADJUSTED NET CASH



Overall move from adjusted net debt of £9.2m to adjusted net cash of £6.7m (excluding IFRS16 lease debt).

Cash from operations of £6.0m:

- EBITDA of £6.6m, less £0.6m of working capital investment.
- 90% cash conversion, in line with prior year.

Continued investment made in Capex:

- £0.5m PPE.
- £0.3m capitalised software development.
- £1.1m lease payments.

Establishment of EBT to continue to offset the dilutive effect of share options.

Gross bank debt decreased by £4.2m to £5.2m:

- RCF fully repaid during the year.
- £5.2m of term loan repayable quarterly until April 2023.

SUMMARY AND OUTLOOK

A resilient performance in 2020 driven by strong trading across the Group in Q1, early and decisive action at the start of the Spring lockdown to reduce costs and a strong recovery across most of our businesses in H2.

Strengthened balance sheet as a result of the successful placing allows us to support our franchisees, focus on organically expanding the business and take advantage of the opportunities we see in the recovery.

Strategic financial targets set for the first time: run-rate revenues of £100m and adjusted EBITDA of £15m by the end of 2023.

These targets will be achieved through organic growth and complementary acquisitions largely funded from existing facilities. We will also continue to evaluate the acquisition of franchise businesses of scale that may require additional shareholder support and would be additive to these targets.

Strong start to 2021 as a result of resilient sales in the B2B division, robust recruitment in the B2C division. We therefore look forward to the remainder of 2021 with confidence.

CONSENSUS* FORECASTS

YEAR TO 31 DECEMBER

	2019A	2020A	2021E	2022E	2021 Change %	2022 Change %
Revenue (£'000)	44,013	49,287	56,710	61,920	12%	9%
Adjusted EBITDA (£'000)	5,182	6,640	7,850	9,250	18%	18%
Adjusted PAT (£'000)	3,382	3,937	4,650	5,900	18%	27%
Adjusted EPS (p)	4.34	4.35	5.07	6.16	16%	21%
Dividend per share (p)	0.95	1.10	1.40	1.80	27%	29%

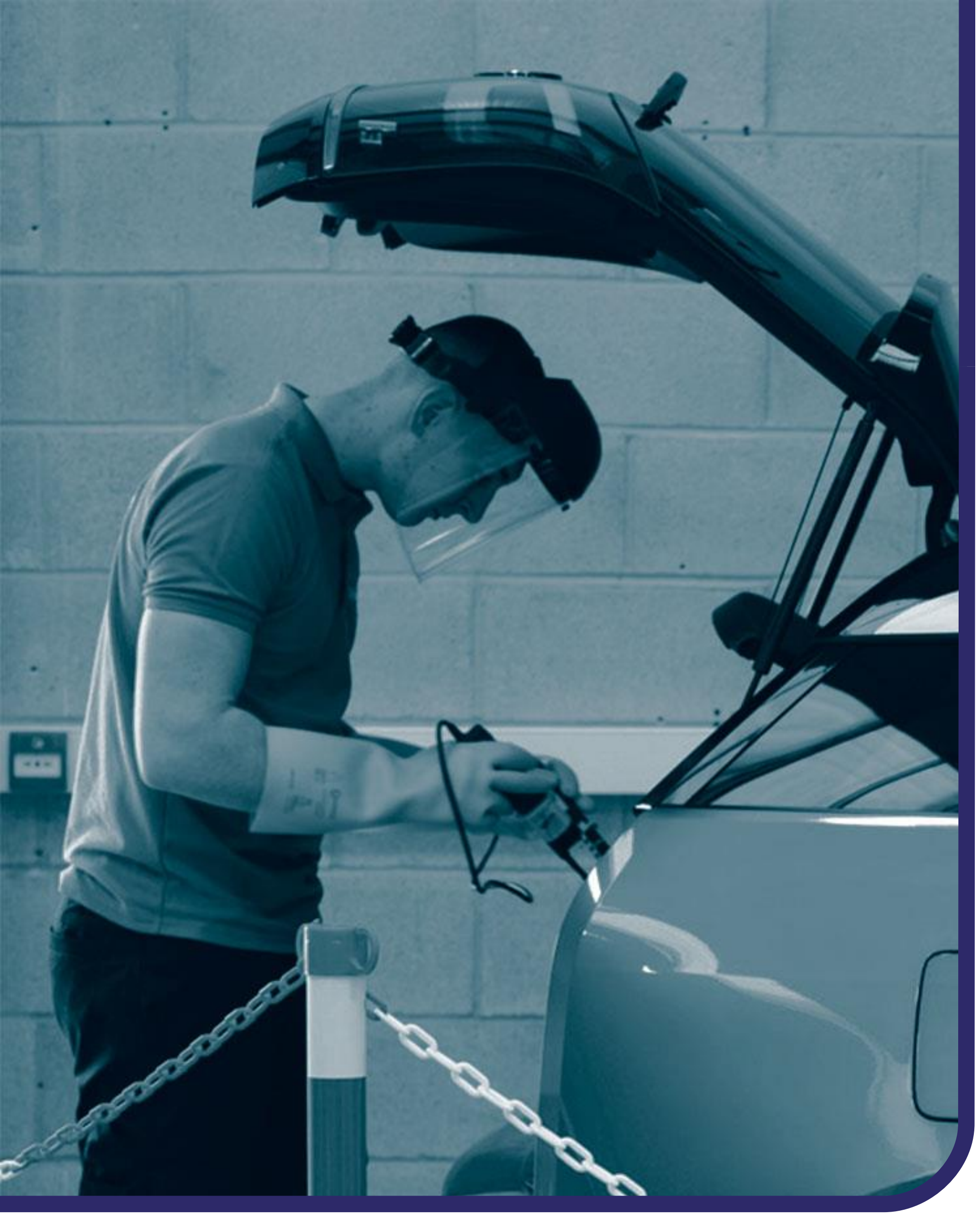
**Consensus of Dowgate Capital and Allenby Capital forecasts*
Excludes acquisitions

APPENDIX

THE GROUP'S FRANCHISE SYSTEMS* AS AT 31 DECEMBER 2020

	Network size 31 December, 2019	New franchisees recruited in 2020		Franchisees leaving the system in 2020		Net new franchisees in 2020	Network size 31 December, 2020
B2C	404	58	+	(76)	=	(18)	386
Metro Rod	42	2**	+	(2)	=	0	42
Metro Plumb***	3	3	+	(1)	=	2	5
Total	**449**	**61**	+	**(77)**	=	**(16)**	**433**

*All figures relate to UK franchisees. ** One Metro Rod territory operated by new franchisee *** Independent franchisees. One Metro Plumb franchisee split into two during the year



WORKING RESPONSIBLY

Our sustainability commitments and ESG ambitions underpin our actions across the Group. We are committed to adopting responsible business practices, delivering sustainable growth, positively supporting employees and empowering our franchisees.

ENVIRONMENTAL

We are committed to reducing our environmental impact, continually improving our environmental performance and supporting our customers in reaching their environmental goals.

Material topic 1
National delivery through locally based engineers reduces travel time. With 50 depots nationally, we are able to access 85% of the UK's commercial properties within 1 hour.

Material topic 2
Metro Rod, Willow Pumps, ChipsAway and Ovenclean have an Environmental Management System that is externally audited and accredited to BS EN ISO 14001.

Material topic 3
The total CO_2-e emissions for a ChipsAway repair can vary between 12.3 and 16.1kg per repair. This compares to approximately 29kg for a traditional body shop repair.

SOCIAL

Our people are our most important resource and we want to provide a great working environment which is underpinned by strong cultural values.

Material topic 1
We appreciate the benefits of diversity and inclusion. 42% of our senior management team is female and 1 out of 4 of our Managing Directors is female.

Material topic 2
We proactively support employee wellbeing and mental health. We currently have 20 mental health first aiders who provide support with counselling services available to all staff.

Material topic 3
We now have 12 apprentices on The Metro Rod ITOL accredited Apprenticeship Scheme. They complete a two-year Level 3 Advanced Apprenticeship while working.

GOVERNANCE

We believe that good corporate governance is vital in supporting our Company's growth strategy and in turn its long-term success.

Material topic 1
Compliance with the 10 key principles in the QCA Corporate Governance Code for small and mid-sized companies.

Material topic 2
A Board performance review was undertaken in 2020 led by an independent non-Executive Director, the results of which have been implemented by the Board.

Material topic 3
Following the lifting of restrictions, more engagement with QCA and further development of guidelines.

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