FRANCHISE BRANDS

Building an international business

Interim results presentation H1 2023

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 £1.5bn.

Peter Molloy
CEO, B2B Division

Peter has over 35 years of management and commercial experience. He has led the growth of Metro Rod and Metro Plumb since 2017 as Managing Director of the business. Prior to that he was Commercial Director, having joined Metro Rod in 2003.

Since the acquisition of Filta, Peter has been responsible for the B2B Division, which includes Willow Pumps and Filta UK.

Prior to joining Metro Rod, Peter was MD of Solaglas Replacement Glazing, part of the Saint-Gobain Group.

Jason Sayers
CEO, Filta International

Jason Sayers founded Filta in 1996 and took the business to the US in 2003. Prior to the merger with Franchise Brands he was Group CEO.

He is now Managing Director of Filta International with responsibility for growing the Filta businesses in the US and Europe.

Alex McNutt
CEO, Pirtek Europe

Alex joined Pirtek as CEO in 2015. He implemented the current growth strategy and groupwide initiatives. He has a strong track record of growing and acquiring businesses.

Alex was previously CEO at Waterwell Su Hizmelteri, Pronet Guvenlik, Anglian Group and President of ADT Europe and South Africa prior to joining Pirtek.

Overview of Franchise Brands

Our purpose is to build market-leading businesses primarily via a franchise model:

If they grow, we grow.

650 FRANCHISEES
across seven franchise brands

PRESENCE IN TEN COUNTRIES
across UK, Europe and North America

OVER 2,200
service vehicles

715 PEOPLE
In our support centres and DLOs and c5,000 people in the franchise networks.

SYSTEM SALES OF £400M*

* Sales to customers by franchisees, corporate and DLOs. 2023 estimate annualised.

Our Interim highlights 1H 2023

A period of significant progress

SYSTEM SALES
£146.0m
+81%
H1 2022: £80.6m

REVENUE
£69.8m
+57%
H1 2022: £44.5m

ADJUSTED* EBITDA
£12.1m
+67%
H1 2022: £7.3m

ADJUSTED* PBT
£8.6m
+45%
H1 2022: £5.9m

ADJUSTED* EPS
4.24p
+4%
H1 2022: 4.07p

DIVIDEND PER SHARE
1.0p
+11%
H1 2022: 0.90p

** "Adjusted" throughout this presentation means exclusion of amortisation of acquired intangibles, exchange differences, share-based payment expense and non-recurring items.*

Operational highlights

A period of significant progress including the acquisition of Pirtek Europe.

Acquisition has doubled the size of the Group, expanding operations into ten countries.

Pirtek sales and profits reached record levels in most markets, business performed in line with our expectations.

Strong continued momentum in Metro Rod and Metro Plumb, system sales growing 24% to £35.3m.

Filta International performed well, system sales increased 16% on like-for-like basis.

B2C division in line with expectations despite challenging recruitment environment; no longer being actively marketed for sale.

Strategic developments

Acquisition of Pirtek Europe, the leading European provider of on-site hydraulic hose replacement and associated services which operates in eight countries. Revenues largely derived through franchising.

On 21 April the Group completed the acquisition of Hydraulic Authority I Limited, the owner of Pirtek, from PNC Capital Finance, LLC, for a total consideration of £200m plus a cash and working capital adjustment of £10.3m.

This was funded by £114m equity placing (£96.7m fundraise, £17.5m consideration shares) and new debt facilities of £100m.

Strategic rationale for the acquisition

Building a market-leading international B2B multi-brand franchisor in UK, Europe and North America,.

Operating leverage from central services, particularly technology, marketing and finance.

Ability to launch brands of existing group into new markets.

Divisional performance

The B2B division at a glance

METRO ROD
DRAIN CARE AND REPAIR

Commercial drainage experts

42 franchisees, >50 depots nationwide.

WILLOW PUMPS
DESIGN, INSTALLATION & MAINTENANCE

Pump design, installation and servicing business (DLO).

METRO PLUMB
THE NATION'S LOCAL PLUMBER

Specialist plumbing services
15 stand-alone franchisees.
19 Metro Rod franchisees.

filta

Services to commercial kitchens.
DLO & 24 Filta Environmental franchisees.

Continued strong momentum at Metro Rod and Metro Plumb

METRO ROD
DRAIN CARE AND REPAIR

- System sales increased 24% to a record £35.3m.
- Driven by increase in job volumes and AOV.
- Progress with broadening range of services:
  - Tanker and pump sales 21% of system sales.
  - AOV nearly 5x drainage.
- Strong franchisee growth across the network:
  - 91% of Metro Rod and Metro Plumb franchisees grew their businesses (H1 2022: 87%).
  - 61% of franchisees grew by more than 20% y-o-y (H1 2022: 61%).

METRO PLUMB
THE NATION'S LOCAL PLUMBER

- Continues to expand, now 15 stand alone franchisees.
- Six new stand-alone franchisees and two leavers in last 12M.
- Metro Plumb system sales grew 31%, now represent 9.5% of total system sales.
- Continued focus on broadening the customer base in both commercial and domestic.
- Kemac increased like-for-like sales by 11% (growth in specialist service).

Progress in development and integration

WILLOW PUMPS

DESIGN, INSTALLATION & MAINTENANCE

- Improved performance in H1 with sales growing by 10%:
  - Management reorganisation
  - Expansion of sales team
  - Reorganisation of support services
  - More work passed to Metro Rod franchisees
- Challenging period for corporate franchises, decision to re-sell them.
- Willow Pumps team to focus entirely on maximising pump opportunities.
- 20% increase in Metro Rod franchisees with pump capabilities.

filta

- Filta UK businesses acquired in March 2022.
- Delivers complementary services, primarily to hospitality sector via direct labour and franchisees.
- Undergone significant change since acquisition.
- Initial management reorganisation to return business to profitability.
- Reviewing how best to optimise service delivery:
  - Metro Rod franchisees.
  - Filta Environmental franchisees.

B2B division

	2023				2022			
	Metro Rod	Willow Pumps	Filta UK	H1 2023	Metro Rod	Willow Pumps	Filta UK	H1 2022
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
System sales	**37,348**	**9,683**	**5,613**	**52,644**	**30,110**	**8,773**	**3,563**	**42,446**
Statutory revenue	**26,507**	**9,683**	**5,613**	**41,803**	**21,037**	**8,773**	**3,563**	**33,373**
Cost of sales	(19,117)	(6,634)	(3,594)	(29,345)	(14,739)	(5,840)	(2,228)	(22,807)
Gross profit	**7,390**	**3,049**	**2,019**	**12,458**	**6,298**	**2,933**	**1,335**	**10,566**
GM%	28%	31%	36%	30%	30%	33%	37%	32%
Administrative expenses	(3,804)	(2,132)	(1,450)	(7,386)	(3,131)	(2,041)	(1,027)	(6,199)
Adjusted EBITDA	**3,585**	**917**	**569**	**5,072**	**3,167**	**892**	**308**	**4,367**

Metro Rod accounted for 71% of B2B division's Adjusted EBITDA. Increased by 13% to £3.6m

- Metro Rod and Metro Plumb system sales increased 24% to record £35.3m.
- Gross profit grew 17%, impacted by non-recurring events in each period (21% growth with adjustments).
- 21% increase in administrative expenses (elevated staff costs and full return to post Covid work practices).
- Return of operational gearing expected in H2.

Willow Pumps sales increased by 11%. Reduction in GM as more work sub-contracted, particularly to Metro Rod. 4% increase in admin expenses as a result of management reorganisation helped achieve 3% increase in Adjusted EBITDA.

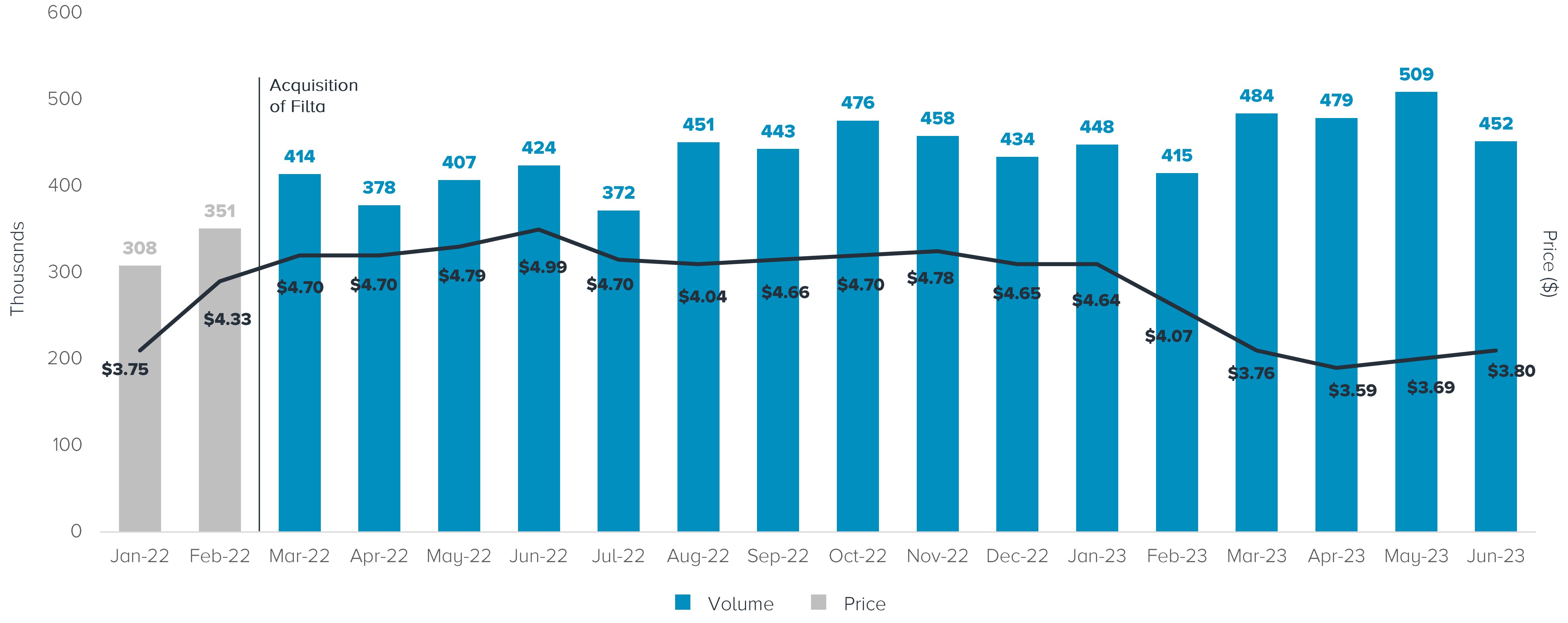
Filta UK grew revenue 58% to £5.6m, with slightly disappointing like-for-like ("LFL") growth rate of 5%. Disruption of GRU supply a factor. Management reorganisation and streamlining allowed admin expenses to decline 7% LFL and operational gearing led to 23% LFL growth in Adjusted EBITDA.

FiltaMax gaining traction

- Cooking oil filtration and fryer management services to commercial kitchens through the FiltaFry service. Recycling of used oil into biodiesel.
- 131 franchisees in North America and 28 franchisees in Europe.
- The business performed well in H1 with system sales up 16% LFL basis.
- FiltaMax strategic growth initiative based on maximum potential model is gaining traction.
- Scaling of 55 key metro areas in the US.
- Launch of FiltaGold bulk:
  - Franchisees buy virgin oil in bulk, dispense into 25 litre “jugs” and supply to customers at a competitive price.
  - Franchisee margins doubled by buying in bulk.
  - Now at first 5 sites. New activity will generate additional royalty income from Jan 2024.
- FiltaClean cleaning service for commercial kitchens also gaining traction:
  - 15 franchisees providing the service.
  - Introduction of a turnover-related royalty for FiltaClean from July this year.
- Franchisees have used additional income to invest in new mobile filtration units (“MFUs”) which drives future used oil revenues.

Waste oil

Waste Oil Volume (gallons) and Pricing, H1 2022 v H1 2023 (US$)



Filta International

	North America £'000	Europe £'000	6M H1 2023 £'000	North America £'000	Europe £'000	4M H1 2022 £'000
System sales	**41,281**	**1,717**	**42,998**	**23,741**	**1,144**	**24,885**
Revenue	**13,178**	**492**	**13,670**	**8,603**	**220**	**8,823**
Cost of sales	(8,416)	(341)	(8,757)	(5,647)	(128)	(5,775)
Gross profit	**4,762**	**151**	**4,913**	**2,956**	**92**	**3,048**
GM%	*36%*	*31%*	36%	*34%*	*42%*	35%
Administrative expenses	(1,538)	(269)	(1,807)	(925)	(114)	(1,039)
Divisional EBITDA	**3,224**	**(118)**	**3,106**	**2,032**	**(22)**	**2,009**

The results for the period are for a full six months compared to four months in H1 2022.

System sales in North America increased by 74% to £41.3m and 16% on a LFL basis (LFL increase of 23% in local currency):

- Additional investment in automated outbound telesales activity led to acquisition of new national accounts.
- Many franchisees continued to expand their businesses by investing in new equipment (23 MFUs).
- Waste oil volume increased; sales held back by reduced market prices.

Admin expenses grew 66%, and 11% on a LFL basis driven by the investment made in expanding the sales team.

Adjusted EBITDA increased 59% to £3.2m, and 6% on a LFL basis.

Filta Europe not progressing as hoped with flat LFL sales. Group's European platform now allows optimisation of management, with focus on cost reduction and new business development.

Pirtek Europe

- Established provider of on-site hydraulic hose replacement and associated services.
- Operates via 217 service centres and 843 mobile service units ("MSUs").
- Revenues primarily derived from franchising:
  - UK, Germany & Austria, Benelux and ROI mainly operated by a total of 69 franchisees. More developed markets with leadership position and national coverage are highly profitable.
  - Sweden and France corporately operated. Sub-scale start-up corporate markets make a marginal contribution.
- The business has multiple growth opportunities:
- Perpetual, royalty-free master agreement enables future expansion in a further eight countries.

	FRANCHISEES	CENTRES	VANS
UK & Ireland	37	86	330
Germany	19	92	324
Austria	3	6	20
Netherlands	9	16	75
Belgium	1	8	28
Sweden	-	1	22
France	-	8	44
TOTAL	69	217	843

Pirtek's value-added service offering to diverse customers

Typically, a hydraulic hose will fail when equipment is in use and needs replacing on site.

Pirtek targets a one-hour response time, 24/7/365.

Demand for time-sensitive service solutions key in sectors with high labour costs, well evolved customer service standards and high downtime costs. High level of resilience.

Comprehensive range of other value-added services underpinned by c2,500 core products supplied by Pirtek.

Diverse portfolio of thousands of customers across a number of end markets with no customer concentration. Largest customer <1% revenues.

Sales consist of national accounts, regional accounts and local accounts.

Approximately 500,000 jobs per year are carried out.

- Emergency on-site hydraulic service
- Non-urgent hose replacement
- Trade counter service and support
- Hose flushing, testing and fluid analysis
- Ram repair and manufacture
- Oil spill products
- Planned maintenance and servicing
- Total hose management
- Systems design and bespoke solutions
- Training courses
- Pneumatic products and service

Pirtek Europe

	UK & Republic of Ireland £'000	Germany & Austria £'000	Benelux £'000	Sweden £'000	France £'000	Other £'000	H1 2023 (10 weeks) £'000
System sales	**17,060**	**13,237**	**4,794**	**541**	**1,536**	**-**	**37,168**
Revenue	**4,825**	**3,133**	**2,340**	**539**	**1,536**	**(21)**	**12,352**
Cost of sales	(1,546)	(994)	(525)	(64)	(313)	21	(3,421)
Gross profit	**3,279**	**2,139**	**1,815**	**475**	**1,223**	**0**	**8,931**
GM%	68%	68%	78%	88%	80%	0%	72%
Administrative expenses	(1,426)	(962)	(1,039)	(444)	(1,225)	(17)	(5,113)
Divisional EBITDA	**1,853**	**1,177**	**776**	**31**	**(2)**	**(17)**	**3,818**

Pirtek has operations in eight countries but is managed as five business units.

The UK business is the largest in the division: 46% (£17.1m) of system sales and 49% (£1.9m) of Adjusted EBITDA.

Germany and Austria: 36% (£13.2m) of system sales and 31% of Adjusted EBITDA of £1.2m.

Benelux: 13% (£4.8m) of system sales and 20% (£0.8m) of Adjusted EBITDA.

Sweden: Growth to come from rolling out further MSUs. Bridgehead for rollout of Pirtek in Scandinavia.

France: Presence mainly in the Île-de-France and Lyon/Grenoble. Limited geographical reach, hence sub-scale. New depots and MSUs to drive growth. Exciting opportunity given size of overall market.

B2C division

ChipsAway LIKE IT NEVER HAPPENED · ovenclean LESS GRIME, MORE TIME · Barking Mad Happy Dog. Happy Holiday. Happy You.

Current environment of high employment, high wages and elevated inflation, more risk aversion and reduced attractiveness of self-employment. Reduction in leavers but anticipated recruitment more challenging.

Pleased to have fully achieved H1 recruitment budget of 24 new franchisees (H1 2022: 30).

As per strategic review announced in January, the division has been marketed for sale and while offers have been received, they have not met our expectations.

Board has therefore decided to suspend the marketing activity until further notice. Division now reincorporated into Group's results as sale is now not reasonably foreseeable.

	H1 2023 £'000	H1 2022 £'000	Change £'000	Change %
System sales	**12,881**	**12,900**	(19)	0%
Revenue	**3,281**	**3,432**	(151)	(4)%
Cost of sales	(803)	(662)	(141)	21%
Gross profit	**2,478**	**2,770**	(292)	(11)%
GM%	76%	81%	(5)	(6)%
Admin expenses	(1,317)	(1,265)	(52)	4%
Adjusted EBITDA	**1,161**	**1,505**	(344)	(23)%

Financial Performance

Summary of group results

	H1 2023* £'000	H1 2022** £'000	Change £'000	Change %
System Sales	**146,060**	**80,642**	**65,418**	**81%**
Statutory revenue	**69,751**	**44,508**	**25,243**	**57%**
Cost of sales	(40,795)	(27,891)	(12,904)	46%
Gross profit	**28,956**	**16,617**	**12,339**	**74%**
Administrative expenses	(16,839)	(9,352)	(7,487)	80%
Adjusted EBITDA	**12,117**	**7,265**	**4,852**	**67%**
Depreciation and amortisation of software	(1,840)	(1,097)	(743)	68%
Finance expense	(1,611)	(176)	(1,435)	814%
Foreign exchange	(69)	(77)	8	-11%
Adjusted profit before tax	**8,597**	**5,915**	**2,682**	**45%**
Tax expense	**(2,077)**	**(1,193)**	**(884)**	**74%**
Adjusted profit after tax	**6,520**	**4,722**	**1,797**	**38%**

*The results for the six months ended 30 June 2023 include a contribution from Pirtek which was acquired on 21 April and a six-month contribution from Filta.
**The results for the six months ended 30 June 2022 include a contribution from Filta for the four-month period since acquisition (in March 2022).

System sales, main driver of MSF income and DLO margin, increased by 81% to £146.0m.

Administration expenses up by 80% to £16.8m partly as a result of the inclusion of Pirtek overheads for the first time and the full 6M of Filta's overheads compared to 4M in the prior period. Underlying increase of £1.3m or 13%. Main drivers: salary costs, professional fees.

Adjusted EBITDA, key KPI, increased 67% to a record £12.1m (H1 2022: £7.3m), driven by Pirtek and Filta acquisitions and growing contribution from Metro Rod and the decline in the contribution of B2C.

Depreciation and amortisation of software and finance charge all rose as a result of the acquisitions of Pirtek and Filta.

Adjusted tax charge at 24% (H1 2022: 20%) reflects the change in UK rates from 19% to 25% from April 2023 and the generally higher overseas rates now applicable.

Adjusted and statutory profit

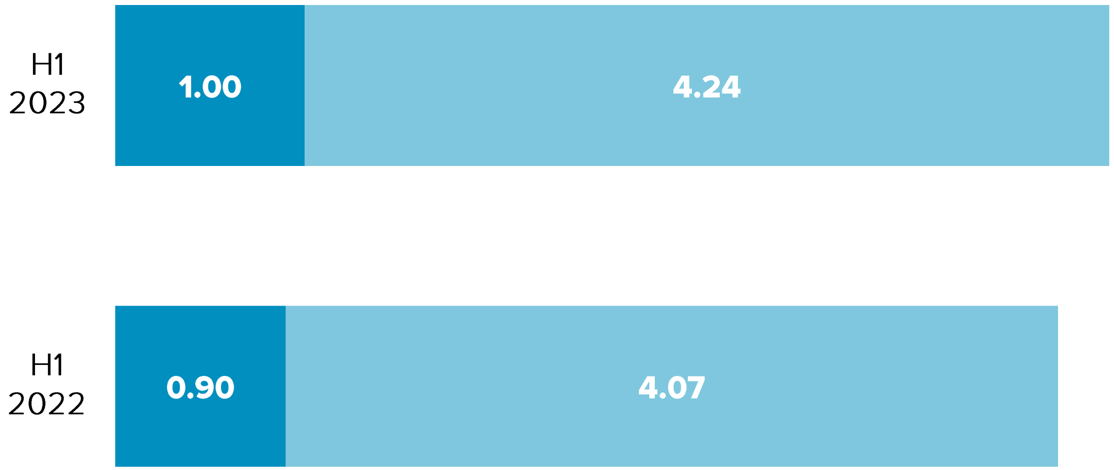
	H1 2023 £'000	H1 2022 £'000	Change £'000	Change %
Adjusted profit after tax	**6,520**	**4,722**	**1,798**	**38%**
Amortisation of acquired intangibles	(4,476)	(669)	(3,806)	
Share-based payment charge	(411)	(351)	(59)	
Non-recurring costs	(2,991)	(1,282)	(1,709)	
Other gains and losses	-	1,232	(1,232)	
Tax on adjusting items	145	(83)	(83)	
Statutory profit after tax	**(1,213)**	**3,570**	**(4,782)**	**(134)%**

Increase in amortisation of acquired intangibles, share-based charge and non-recurring costs relate to acquisition of Filta and Pirtek.

Other gains and losses reflect the write-back of the IFRS13 contingent consideration provision made in respect of the Willow Pumps earn-out following the early settlement of this potential liability.

Statutory profit after tax was a loss of £1.2m (profit of £3.6m).

Adjusted EPS and dividend (p)



Adjusted EPS increased 4% to 4.24p (H1 2022: 4.07p). This modest increase results from;

- The issue of shares for the Pirtek acquisition.
- 4% increase in the tax rate (at consistent tax rate, EPS increased by 10%).
- Budgeted reduced profits at B2C division.
- Reduced LFL growth at Filta due to used oil price movement.

Confidence in the growth prospects for the enlarged Group results in a 11% increase in the interim dividend to 1.0p per share (interim 2022: 0.90p per share).

Cash flow and leverage

	£m
Acquisition cost of Pirtek (net of cash acquired)	200.6
Acquisition costs	(6.3)
Proceeds from issue of shares	114.3
Term loan and RCF drawdown	100.0
Net cash flow from operations	2.6
Cash increase in period	**10.0**
Net cash at beginning of period	10.8
Net cash at end of period	**20.8**

Adjusted debt*

Cash	20.8
Term loan	(55.0)
RCF net of loan fee	(44.0)
Hire purchase debt	(0.9)
Adjusted net debt at period end	**(79.1)**

LTM EBITDA**	
To 30 June 2023	£31.9m
To 31 December 2023	£33.5m
Debt multiple**	
To 30 June 2023	2.48x
To 31 December 2023	2.36x

** Adjusted net debt is the key debt measure used for testing bank covenants and excludes debt on right-of-use assets of £7.2m.*
*** This leverage is calculated using Adjusted net debt at 30 June 2023 and last twelve months ("LTM") pro forma Adjusted EBITDA to 30 June 2023 of £31.9m and LTM to 31 December 2023 of £33.5m (as set out by the Company in its announcement of 3 April 2023 regarding the acquisition of Pirtek) which is one of metrics used for testing bank covenants.*

Corporate Governance

Focus on optimising management and board structures to manage the significantly enlarged group and operate to high standards of corporate governance.

Introducing two-tier governance structure: plc and management board.

Appointment of new CFO, Mark Fryer, who will join the Group on 2 August. Experienced CFO with more than 25 years' experience.

Aiming for these changes to be complete by the year-end, with updates in due course.

Corporate development and capital allocation

Strategic focus is integrating acquisitions and repaying acquisition debt.

Capital allocation decisions will balance debt reduction, a progressive dividend policy and organic investment:

- The deleveraging profile is ahead of schedule and expected to fall to 1.6x as at 31 December 2024.
- We therefore fully expect the acquisition facilities to be repaid within 5 years.
- Board has set a target leverage range corridor of 1.0-1.5x Adjusted EBITDA before it will consider any further acquisitions of scale.

Summary and outlook

Another very productive and successful period as we build a Group with international reach.

Significantly advances our ambition of building a market-leading international B2B multi-brand franchisor that generates its income equally from the UK, North America and Continental Europe.

Substantial growth opportunities for Metro Rod and Metro Plumb particularly given their still small market share of very large markets.

Huge potential for Filta in North America given unique nature of the business, with virtually no competition.

Significant opportunity for Pirtek to continue growing in its existing more developed markets, scale up in the earlier-stage markets with longer-term expansion opportunities in new markets.

Anticipating a full-year performance at least in line with our expectations of £29.0m Adjusted EBITDA.

Appendix

The Group at a glance

B2B

Adjusted EBITDA
£5.1m

Total franchisees
81

METRO ROD — DRAIN CARE AND REPAIR

Commercial drainage experts

42 franchisees, >50 depots nationwide.

WILLOW PUMPS — DESIGN, INSTALLATION & MAINTENANCE

Pump design, installation and servicing business (DLO).

METRO PLUMB — THE NATION'S LOCAL PLUMBER

Specialist plumbing services
15 stand-alone franchisees.
19 Metro Rod franchisees.

filta

Services to commercial kitchens.
DLO & 24 Filta Environmental franchisees.

Pirtek

PIRTEK

Adjusted EBITDA
£3.8m

Total franchisees
69

Leading European provider of on-site hydraulic hose replacement services.

Acquired April 21st 2023.

Operates in eight countries via 217 service centres and 843 mobile service vehicles.

System sales are largely derived from franchising.

Master agreement enables trade in a further eight countries.

Filta International

filta

Adjusted EBITDA
£3.1m

Total franchisees
159

Cooking oil filtration and fryer management services to commercial kitchens through the FiltaFry service.

Recycling of used oil into biodiesel.

131 franchisees in North America.

28 franchisees in Europe.

B2C

Adjusted EBITDA
£1.2m

Total franchisees
339

ChipsAway — LIKE IT NEVER HAPPENED

ovenclean — LESS GRIME, MORE TIME

Barking Mad — Happy Dog. Happy Holiday. Happy You.

Leading home service brands which repair or look after key elements of the home or vehicle. 339 franchisees across three well established brands.

TOTAL GROUP

Adjusted EBITDA
£12.1m

Total franchisees
648

Adjusted EBITDA before Group overheads. Franchisee numbers as at 30 June 2023

Divisional trading results

H1 2023

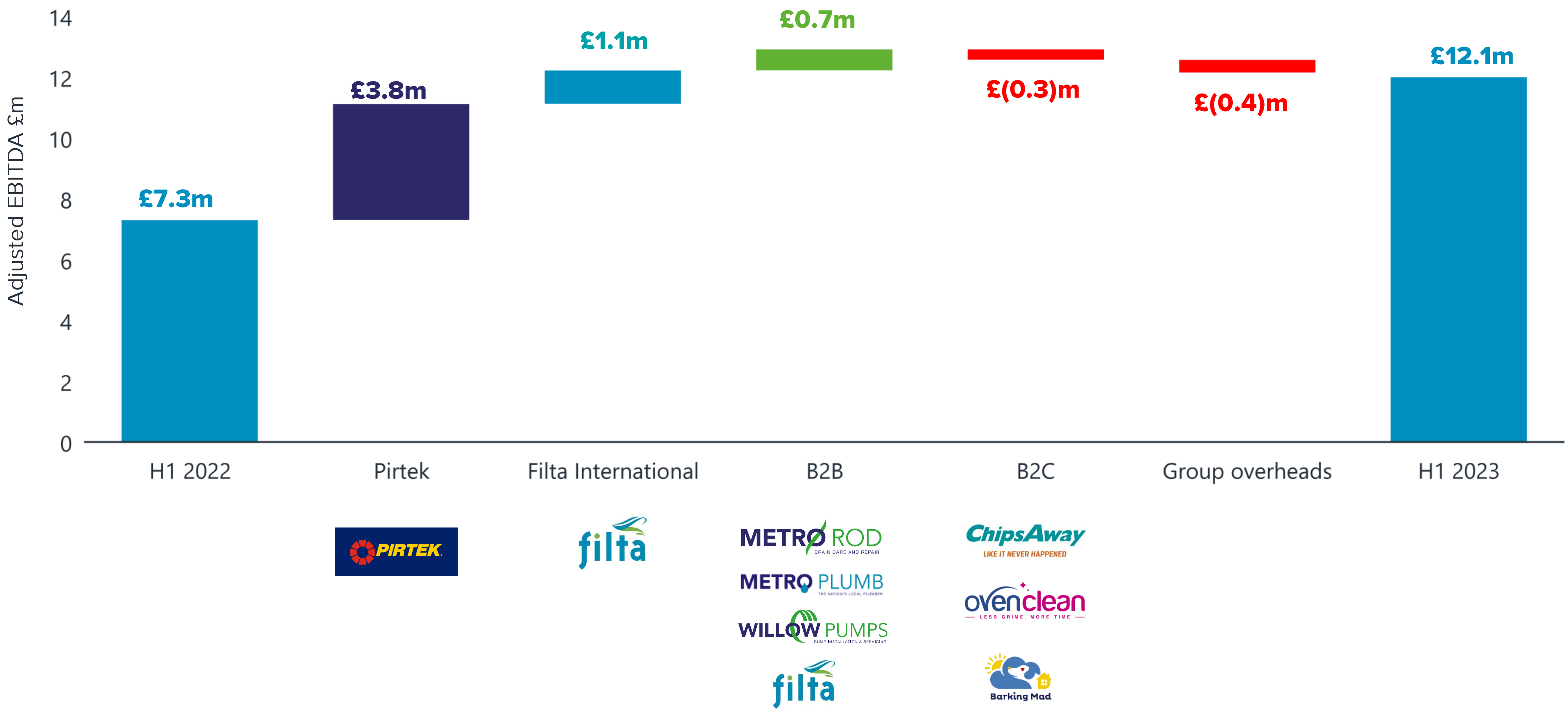
	B2B £'000s	Filta International £'000s	Pirtek £'000s	B2C £'000s	Azura £'000s	Inter-co elimination £'000s	H1 2023 £'000s
System sales	**52,644**	**42,998**	**37,168**	**12,881**	**369**	**-**	**146,060**
Statutory revenue	**41,803**	**13,670**	**12,352**	**3,281**	**369**	**(1,724)**	**69,751**
Cost of sales	(29,345)	(8,757)	(3,421)	(803)	-	1,531	(40,795)
Gross profit	**12,458**	**4,913**	**8,931**	**2,478**	**369**	**(193)**	**28,956**
GM%	30%	36%	72%	76%	100%	11%	42%
Administrative expenses	**(7,386)**	**(1,807)**	**(5,113)**	**(1,317)**	**(270)**	**193**	**(15,700)**
Divisional EBITDA	**5,072**	**3,106**	**3,818**	**1,161**	**99**	**-**	**13,256**
Administrative expenses							**(1,139)**
Adjusted EBITDA							**12,117**

H1 2022

	B2B £'000s	Filta International £'000s	B2C £'000s	Azura £'000s	Inter-co elimination £'000s	H1 2022 £'000s
System sales	**42,446**	**24,885**	**12,900**	**411**	**-**	**80,642**
Statutory revenue	**33,373**	**8,823**	**3,432**	**411**	**(1,531)**	**44,508**
Cost of sales	(22,807)	(5,775)	(662)	-	1,353	(27,891)
Gross profit	**10,566**	**3,048**	**2,770**	**411**	**(178)**	**16,617**
GM%	32%	35%	81%	100%	12%	37%
Administrative expenses	**(6,199)**	**(1,039)**	**(1,265)**	**(313)**	**178**	**(8,638)**
Divisional EBITDA	**4,367**	**2,009**	**1,505**	**98**	**-**	**7,979**
Administrative expenses						**(714)**
Adjusted EBITDA						**7,265**

The 2023 interim results

At a glance



The Group's business building strategy

Our business-building strategy has five engines of growth.

SUPPORTING OUR FRANCHISEES

Help our franchisees to successfully grow their businesses by providing them with the right support services and hiring the right people in our support centres. If they grow, we grow.

EXPANDING AND DEVELOPING OUR SERVICES

Widen and deepen our range of services to increase system sales, and drive customer acquisition and retention, assisted by our Group marketing activities.

OPTIMISING OUR SERVICE DELIVERY

Optimise service delivery through the right channels. Strategy is to grow franchise channels. We use Direct Labour Organisations (DLO's) to develop franchise businesses more rapidly and provide specialist services.

DEVELOPING A TECHNOLOGY PLATFORM

Leverage the investment in technology and other central services. Our digital platform helps enhance customer service and increase sales, thereby facilitating strong operational gearing.

DEVELOPING OUR BUSINESSES

Ability to launch brands of existing group into new markets.

The Group's franchise systems

as at 30 June 2023

	Network size 31 December, 2022	**New franchisees recruited** in 1H 2023 (+)	**Franchisees leaving the system** in H1 2023 (-)	**Net new franchisees** in 1H 2023 (=)	**Network size** 30 June 2023
Metro Rod	42	-	-	-	42
Metro Plumb*	13	3	(1)	2	15
B2C	349	24	(34)	(10)	339
Filta North America	133	5	(7)	(2)	131
Filta Europe	27	1	-	1	28
Filta Environmental, UK	22	4	(2)	2	24
Pirtek**	-	70	(1)	69	69
Total	586	107	45	62	**648**

- Stand-alone Metro Plumb franchisees. 19 Metro Rod franchisees also operate a Metro Plumb franchise

** Pirtek franchisees from 21 April

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FRANCHISE BRANDS

www.franchisebrands.co.uk

Franchise Brands plc
Ashwood Court
Tytherington Business Park
Macclesfield
SK10 2XF

mail@franchisebrands.co.uk

01625 507910

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