



Thinking Bigger, Working Smartly

2024 Annual Results Presentation



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Presenters

			
<p>Stephen Hemsley Executive Chairman, Franchise Brands plc</p>	<p>Peter Molloy CEO</p>	<p>Andrew Mallows Chief Financial Officer, Franchise Brands plc</p>	<p>Beth Peace Group Finance Director</p>
<p>Stephen co-founded Franchise Brands with Nigel Wray in 2008 and has led the development of the business, including the IPO and external growth. He is a Chartered Accountant by training and spent nearly ten years at 3i as an Investment Director. He then joined Domino's Pizza as Finance Director 1998 progressing to CEO, Executive Chairman and Non-executive Chairman. During this time, he led Domino's from private ownership to a market capitalisation of around £1.5bn. Stephen retired from Domino's in 2019 after 21 years to focus exclusively on the development of Franchise Brands.</p>	<p>Peter was appointed CEO in October 2024. Between 2022 and 2024 he was CEO of the Water & Waste Services Division which includes Metro Rod, Metro Plumb, Willow Pumps and Filta UK. Peter joined Metro Rod in 2003 and was Commercial Director between 2005 and 2017. In 2017, following the Franchise Brands acquisition, he was promoted to Managing Director, B2B. Prior to joining Metro Rod, he was Managing Director of Solaglas Replacement Glazing, part of the Saint-Gobain Group.</p>	<p>Andrew originally joined Franchise Brands in 2016 as Finance Director, and since 2017 has been the Group's Commercial Director. He was appointed CFO in February 2025 having been interim CFO, a position he has held previously. Andrew has significant experience in franchising and business development and was Finance Director of Domino's Pizza Group from 2001 to 2004 before being appointed as its Business Development Director.</p>	<p>Beth was appointed to her current role in February 2025, having previously been Finance Director of the Water & Waste Services Division. She joined the Group in 2019 initially as Finance Operations Controller of Metro Rod. A chartered accountant, she previously worked for the whisky producer Whyte & Mackay.</p>



If they grow, we grow

We are focused on acquiring, developing and growing organically market-leading franchise business

Contents

05	Introduction to Franchise Brands	16	Water & Waste Services
10	2024 results summary	19	Filta International
10	Franchise Brands: at a glance	21	B2C division
11	Financial and operational highlights	24	Financial review
12	At a glance: 2024	29	Summary and outlook
13	Pirtek	32	Appendix



Introduction and overview

Stephen Hemsley
Executive Chairman



Our purpose: “As they grow, we grow”

We are focused on acquiring, developing and growing organically market-leading franchise businesses.

Build

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

Develop

We support our franchisees to successfully develop their businesses and achieve their goals.

Grow

This provides unity behind our purpose. “As they grow, we grow”.



Resilient performance in a challenging market

- 2024 saw resilient underlying demand for the Group's essential reactive and planned services, resulting in record system sales in all key divisions in challenging macroeconomic conditions in most key markets.
- System sales were particularly strong in the US, helped by robust economic growth, while the rate of growth in the UK and most European markets was more moderated than in previous years.
- Lower European economic growth marginally impacted demand for reactive services in certain sectors, as equipment was not being as intensively used.
- More significant slow down in preventative maintenance and project work, held back in certain sectors.
- Action was taken to control costs, and other factors within our control, supporting a creditable outturn for the year.
- The cash-generative nature of our predominantly franchised business has allowed us to reduce Adjusted net debt to £65.1m and leverage* to below two times.



*Leverage is calculated using Adjusted net debt at 31 December 2024 of £65.1m, and Adjusted EBITDA for the financial year ended 31 December 2024 of £35.1m.

Two key developments in management and corporate governance

01.

Separation of responsibilities of Executive Chairman and CEO roles:

Executive Chairman: strategic and corporate development of the Group, including finance and future acquisitions.

CEO: day-to-day leadership of the Group across its four principal divisions and shared central functions; driving the implementation of the strategy, business performance and accelerate integration.

Peter Molloy appointed CEO in October 2024.

02.

New finance structure:

We developed a new finance structure which meets the wider needs of the business following Peter's appointment and the *One Finance Brands* initiative.

Andrew Mallows as CFO in a new structure which combines the CFO and Commercial Director roles.

Beth Peace promoted to Group Finance Director, a new role.

Louise George appointed as new independent Non-Executive Director and Chair of Audit Committee.

Introduction



My **background, experience** and **track record** with the Group



New CEO role: key actions since appointment:

- One Franchise Brands
- Management Board



Realising our significant potential – our principal brands have small shares of large markets



Delivering for our key stakeholders: customers, franchisees, our people, shareholders





Operational Review

Peter Molloy
CEO



Overview of Franchise Brands plc



Who we are

Pirtek, Metro Rod and Metro Plumb provide **essential services** on a mostly reactive basis.

Filta provides a planned service.

Demand for our mostly essential services is **resilient**.



Scale

System sales of c**£420m** and Adjusted EBITDA of **£35.1m**.

Over 600 franchisees who:

- employ over 3,000 people
- use >2,000 service vehicles.

Close to **650** direct employees.



Focus

Focused on building market-leading businesses primarily via a **franchise model**.

Will use DLOs where they enhance the franchise channel.

We operate some corporate franchises, which has benefits.



How we grow

Maximum Potential Model allows us to estimate total addressable market.

Leverage shared services across the Group to enhance operational gearing.

Technology, Finance and Marketing.

7

Franchise Brands

>900,000

2024 Jobs carried out

>600

Franchisees

£2.1bn

Maximum potential system sales

10

Countries: UK, Europe, US

>65,000

Business customers

£35.1m

2024 Adjusted EBITDA

£418m

2024 System Sales

Financial & operational highlights

<p>£418.5m</p> <p>System sales</p> <p>+20% 2023: £350.1m</p>	<p>8.59p</p> <p>Adjusted earnings per share²</p> <p>+ 2% 2023: 8.34p</p>	<ul style="list-style-type: none"> – Resilient underlying demand for the Group’s essential reactive and planned services resulted in record System sales in all key divisions despite challenging macro economic conditions in most of our key markets. – A focus on factors within the Group’s control, including maintaining a strong emphasis on cost management, supported a creditable outturn for the year. – Launch of <i>One Franchise Brands</i> strategic initiative to accelerate the integration of the Group into a unified, connected business with the objective of enhancing sales, creating an efficient overhead structure and driving operational gearing. – Cash generative nature of our predominantly franchised business has allowed us to reduce Adjusted net debt from £74.7m to £65.1m.
<p>£139.2m</p> <p>Revenue</p> <p>+15% 2023: £121.0m</p>	<p>£65.1m</p> <p>Adjusted net debt³</p> <p>2023: £74.7mm</p>	
<p>£35.1m</p> <p>Adjusted EBITDA¹</p> <p>16% 2023: £30.2m</p>	<p>94%</p> <p>Cash conversion</p> <p>2023: 80%</p>	
<p>£21.3m</p> <p>Adjusted profit before tax</p> <p>8% 2023: £19.7m</p>	<p>2.40p</p> <p>Dividend per share</p> <p>+9% 2023: 2.20p</p>	

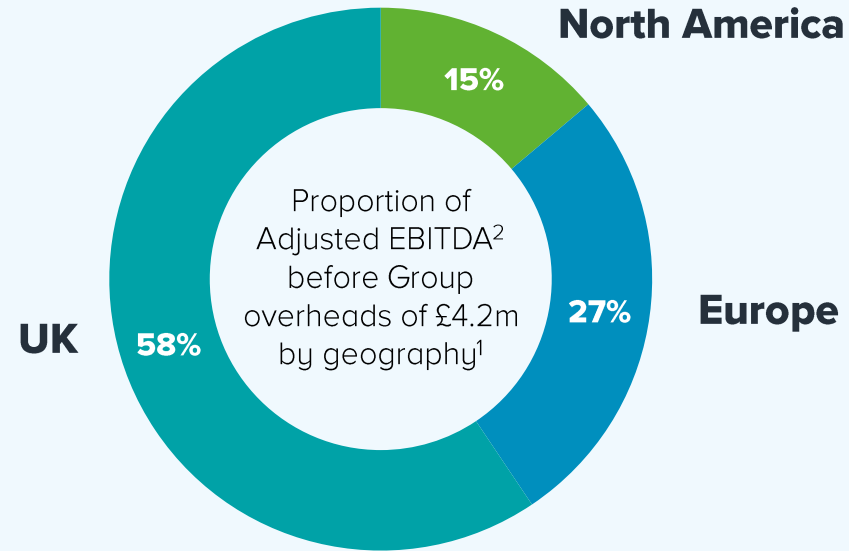
¹ Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation, exchange differences, share-based payment expense and non-recurring items.

² Adjusted EPS is earnings per share before amortisation of acquired intangibles, share-based payment expense, exchange differences and non-recurring items.

³ Adjusted net debt excludes debt on right-of-use assets of £10m and is the key debt measure used for testing bank covenants.

Note: The results contain a number of prior year adjustments which are set out in Note 1 in the Annual Report & Accounts, the overall effect of which is to reduce Adjusted EBITDA in the year ended 31 December 2023 by £0.1m.

At a glance: 2024



Our market-leading brands

Pirtek

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

£19.9m

Adjusted EBITDA²

72

Total franchisees

Water & Waste Services

Drainage, plumbing, pumps maintenance and repair services and FOG services to commercial kitchens in the UK.

£11.1m

Adjusted EBITDA²

90

Total franchisees

Filta International

Cooking oil filtration, biodiesel recycling, bulk new oil supply & cleaning services for commercial kitchens in North America and Europe.

£6.0m

Adjusted EBITDA²

156

Total franchisees

B2C

Leading home service brands in the UK: ChipsAway, Ovensclean & Barking Mad.

£2.2m

Adjusted EBITDA²

298

Total franchisees

¹Excludes Azura Group ²Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation, exchange differences, share-based payment expense and non-recurring items

Pirtek 2024 review

In the major markets of the UK & Ireland, Germany & Austria, and Benelux, the business is mostly franchised.

Continued good demand for essential reactive services in most sectors, despite continued subdued demand for project work and discretionary spending.

- UK: slowdown in construction and plant hire.
- Germany: significant slowdown in manufacturing.
- Benelux, France and Sweden faced similar headwinds.

More significant slowdown in preventative maintenance and project work where in certain sectors, larger projects were held back.

Total System sales of £183.6m, an increase of 46%, and 2% on a LFL basis. In local currency, a LFL increase of 2% in the UK & Ireland and 4% in Continental European markets.

Reducing our sector dependency by targeting more attractive growth sectors to increase diversification and build resiliency.

Pirtek increasingly integrated into the Group, reducing divisional overhead and creating opportunities to leverage *One Franchise Brands* to share knowledge, expertise and relationships.



Pirtek: Financial results

	2024 Actual £'000	2023 Actual £'000	2023 Proforma £'000	Change Actual %	Change Proforma %
System sales	183,582	125,976	180,168	46%	2%
Statutory revenue	63,913	43,774	62,618	46%	2%
Cost of sales	(22,010)	(16,174)	(20,125)	36%	9%
Gross profit	41,903	27,600	42,493	52%	(1%)
GM%	66%	63%	68%	3%	(2%)
Administrative expenses	(21,978)	(14,097)	(24,028)	56%	(9%)
Adjusted EBITDA	19,925	13,503	18,465	48%	8%
Adjusted EBITDA/System sales	10.9%	10.7%	10.2%		

- Sterling results in 2024 for System sales, the comparative eight months in 2023, and proforma 12 months results.
- Total System sales of £183.6m, an increase of 46% (2023: 8 months: £126.0m).
- On a like-for-like basis, System sales grew by 2% (2023 full year: £180.2m).
- Reflected continued good demand for essential reactive services in most sectors despite continued subdued demand for project work and discretionary spending.
- Overall, Adjusted EBITDA increased by 48% to £19.9m (2023: £13.5m) and 8% on a like-for-like basis.
- The ratio of Adjusted EBITDA to System sales increased to 10.9% from 10.2% on a LFL basis, which was driven by the elimination of the losses in Austria and France and the reduction in divisional overheads resulting from integration.

Pirtek System sales

		2024	2023	2023	Change	Change
	% System sales	Actual Local Currency	Actual Local Currency	Proforma Local Currency	Actual %	Proforma %
UK GBP	45%	81,931	55,769	80,039	47%	2%
Germany & Austria €	37%	79,352	53,909	76,779	47%	3%
Benelux €	13%	28,542	19,007	26,431	50%	8%
France €	4%	9,201	6,292	8,902	46%	3%
Sweden SEK	1%	36,482	24,962	37,190	46%	(2%)

- The underlying local currency like-for-like System sales growth
- 2% in the UK & Ireland and, in local currency, 4% in the Continental European markets.
- The UK and Ireland (45% of System sales) achieved record system sales. Business demonstrated a high level of resilience in terms of customer retention and reduced its sector dependency.
- Germany and Austria (37% of System sales) also grew to record levels of system sales and diversified by targeting under-represented sectors, particularly waste management and food and beverage.
- Benelux (13% of System sales) achieved 8% growth in system sales in local currency, as it was quick to successfully diversify into markets such as waste management and marine.
- Performance of early-stage DLO operations of France and Sweden (which account for 5% of System sales) disappointing, with sales volumes failing to materialise. Fixed cost base more difficult to adjust – highlights benefits of our predominantly franchised model.

Metro Rod & Metro Plumb 2024 review



Overall System sales increased by 4% to £71.4m.

Continued expansion of range of services: tankers and pumps.

Good growth in higher AOV local sales.

Reduced sector dependency and increased share of growth sectors.

Driving divisional integration and cross-selling.



Metro Plumb system sales grew 16% to £8.0m, now represents 11% of total Metro Rod & Metro Plumb System sales.

Good progress made expanding the range of services - gas and air source heat pumps.

Reducing dependence on high volume, low value work and targeting growth sectors with lifetime value such as social housing.

Continued drive to franchising.

Willow Pumps & Filta UK 2024 review



Underlying sales of core business grew by 4%.

Focus away from high volume, low margin work.

£3m of sales delivered by the Metro Rod network to external customers.

Special projects division (engaged in larger, longer-term projects) beginning to win work.

Metro Rod Kent & Sussex territory sold to Metro Rod franchisees in H2 2023 - reduced system sales and statutory revenue.

Benefits of transferring Filta's pump business transferred to Willow Pumps.



The business was reorganising during the year:

- Transfer of all remaining Filta Environmental work from a DLO workforce to the expanded franchise network.
- Now delivering all FOG servicing work.
- Reduces short term profits, but allows overhead savings and royalties generated in long term will more than compensate.

Optimising service delivery – Pumps and Fats, Oil & Grease.

Transactional finance integration.

Water & Waste Services division: financial results

	2024 £'000s	2023 £'000s	Change £'000	Change %
System sales	110,270	106,661	3,609	3%
Statutory revenue	46,054	46,807	(753)	(2%)
Cost of sales	(19,661)	(21,247)	1,586	(8%)
Gross profit	26,393	25,560	833	3%
GP%	57%	55%	2%	4%
Administrative expenses	(15,282)	(14,690)	(592)	4%
Adjusted EBITDA	11,111	10,870	241	2%
Adjusted EBITDA/ System sales (%)	10.1%	10.2%		

- Division continues to become increasingly integrated.
- **Metro Rod & Metro Plumb:** accounted for 72% of divisional Adjusted EBITDA. System sales increased by 5% to £79.4m and Adjusted EBITDA increased 6% to £8.0m. Adjusted EBITDA/System sales improved marginally from 10.0% to 10.1%.
- **Willow Pumps:** Underlying sales of core business increased 4%. Adjusted EBITDA increased by 6% to £2m as the business benefited from higher gross margins and tightly controlled overheads.
- **Filta UK:** loss of margin from transfer to franchising resulted in decline in GP. Admin expenses grew 5% as a prior year R&D tax credit was not repeated. As a result, Adjusted EBITDA declined 24% to £1.1m.
- Overall, divisional Adjusted EBITDA increased 2% to £11.1m.
- Adjusted EBITDA/System sales ratio slightly reduced as profits transferred to franchisees. Longer term benefits for the business.

Filta International: 2024 review



North American System sales increased by 8% to £94.4m and in local currency by 12% to \$120.9m.

Benefited from a supportive macroenvironment and good traction with the FiltaMax strategic growth initiative.

Excluding used cooking oil (“UCO”) sales, underlying system sales grew by 14% to £79.6m and in local currency by 17% to \$101.9m.

Good traction on FiltaMax strategic growth initiative:

- Driving penetration in the 55 metro markets
- Range of services being expanded with FiltaGold and FiltaClean (royalty services)
- 25% of franchisees who contribute 50% of the System sales have transitioned to the royalty model.

Used cooking oil in local currency:

- Volume up 15% to 52m lbs
- Price down 23%
- Revenue down 11%






Filta International: financial results

	2024 £'000	2023 £'000	Change £'000	Change %
System sales	97,826	90,482	7,344	8%
Statutory revenue	25,597	27,117	(1,520)	(6%)
Cost of sales	(15,691)	(17,349)	1,658	(10%)
Gross profit	9,906	9,768	138	1%
GP%	39%	36%	3%	7%
Administrative expenses	(3,913)	(3,671)	(242)	7%
Adjusted EBITDA	5,993	6,097	(104)	(2%)
EBITDA/ System sales (%)	6.1%	6.7%		

- Filta International includes Filta North America, which accounts for 97% of System sales, and Filta Europe.
- In Filta North America, excluding the contribution from UCO, Adjusted EBITDA grew by 10% to £3.7m, and in local currency by 19% to \$4.8m.
- Adjusted EBITDA in North America was flat at \$7.7m on a local currency basis.
- On a reported basis, Adjusted EBITDA in North America declined by 5% to £6.0m.
- Administrative expenses in North America increased by 14%. Cost of strengthening the management team with the appointment of a new COO, and additional software development costs.
- In Europe, System sales declined by 3%, and the losses were virtually eliminated. Expected to be sold to a Master Franchisee in 2025.

B2C division: 2024 review and financial results

	<div><div><p>ChipsAway</p><p>LIKE IT NEVER HAPPENED</p></div><div><p>ovenClean</p><p>— LESS GRIME. MORE TIME —</p></div><div><p>Barking Mad</p><p>Happy Dog. Happy Holiday. Happy You.</p></div></div>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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“One Franchise Brands”



A truly connected group operating under shared values and common systems and platforms, deployed locally.”

Opportunities to work smartly

Share best practice, learn from each other, leverage shared services and specialist expertise.

Leverage customer relationships, data and CRM to drive cross-selling, upselling.

Reduce duplication, improve & harmonise processes, buy smartly, drive efficiencies.

Centralisation vs Decentralisation

We are integrating the Group’s businesses: efficiencies and synergies. Technology led but much more.

Maximise integration synergies through standardisation, with local flexibility.

Preserve all the benefits of local businesses: management, franchisees and customers.



Enhancing sales



Creating an efficient overhead structure



Driving operational gearing



Financial Review

Andrew Mallows
CFO



Summary of group results

		2024	2023 restated*	Change	Change
		£'000	£'000	£'000	%
	System sales	418,458	350,053	68,405	20%
	Statutory revenue	139,206	121,019	18,187	15%
	Cost of sales	(55,887)	(52,790)	(3,097)	6%
	Gross profit	83,319	68,229	15,090	22%
	Administrative expenses	(48,198)	(38,076)	(10,122)	27%
	Adjusted EBITDA	35,121	30,153	4,968	16%
	Depreciation and amortisation of software	(6,072)	(4,598)	(1,474)	32%
	Finance expense	(7,378)	(5,734)	(1,644)	29%
	Foreign exchange	(386)	(146)	(240)	164%
	Adjusted profit before tax	21,285	19,675	1,610	8%
	Tax expense	(4,743)	(5,147)	404	(8%)
	Adjusted profit after tax	16,542	14,528	2,014	14%
	Adjusted EBITDA/System sales (%)	8.4%	8.6%		

- **System sales**, which comprise the underlying sales of our franchisees and the statutory revenue of our DLOs, increased by 20% to £418.5m (2023: £350.1m).
- **Statutory revenue** increased by 15% to £139.2m (2023: £121.0m).
- **Adjusted EBITDA** grew 16% primarily as a result of Pirtek's full year contribution versus 8 months in 2023. Underlying like-for-like Adjusted EBITDA was flat.
- **Adjusted EBITDA / System sales** reduced marginally to 8.4% (2023: 8.6%) as the result of several exceptional factors.
- **Depreciation and amortisation of software** increased 32% to £6.1m (2023: £4.6m), principally due to full 12M impact of Pirtek acquisition.
- **Finance expense** increased 29% due to full 12M impact of the Pirtek acquisition.
- **Foreign exchange differences** reflect realised and unrealised losses primarily for Pirtek acquisition debt and intercompany loans.
- **Tax rate** reduced to 22.3% (2023: 26.1%) as a result of adjustments to the prior year's estimate and the recognition of an acquisition-related deferred tax asset not previously recognised.

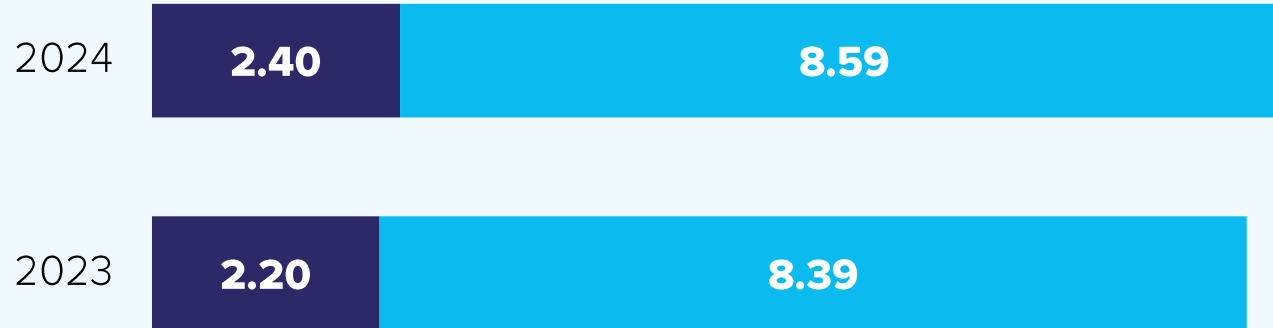
2023 includes a number of adjustments, the overall impact of which is to reduce Adjusted EBITDA in the year ended 31 December 2023 by £0.1m. Full details are included in Note 1 of the 2024 Annual Report & Accounts

Adjusted and statutory profit

	2024 £'000	2023 £'000	Change £'000	Change %
Adjusted profit after tax	16,542	14,528	2,014	14%
Amortisation of acquired intangibles	(10,156)	(7,718)	(2,438)	
Share-based payment expense	(1,480)	(838)	(642)	
Non-recurring items	(444)	(6,159)	5,715	
Tax on adjusting items	2,822	3,174	(352)	
Statutory profit after tax	7,284	2,987	4,297	144%

- The increase in the amortisation of acquired intangibles to £10.2m reflects the full 12-month impact of the Pirtek acquisition and the final valuation of these assets.
- The increase in the share-based payment expense principally reflects additional grants made to the Pirtek team and other new employees who joined the Group during 2023/2024.
- Statutory profit after tax rose by 144% to £7.3m (2023: £3.0m) due to the significant reduction in non-recurring items which, in 2023, included the Pirtek acquisition costs.

Adjusted EPS and dividend (p)



- Adjusted EPS increased 2% to 8.59p (2023: 8.39p).
- Final dividend of 1.30 per share proposed (2023: 1.20p), an increase of 8%, giving an increase in the total dividend for the year of 9% to 2.40p per share (2023: 2.20p).

Cash flow summary

Shortform cashflow	2024 £'000	2023 Restated £'000
Adjusted EBITDA	35,121	30,153
Non-recurring costs	(444)	(6,159)
Working capital movements	(1,577)	2
Adjusted cash generated from operations	33,100	23,996
Taxes paid	(3,991)	(4,498)
Purchases of property, plant and equipment (net of proceeds)	(1,231)	(1,508)
Purchase of software	(1,657)	(1,350)
Acquisition of subsidiaries including debt repaid and acquired debt repaid	-	(185,641)
Funds raised via debt	-	100,012
Funds raised via equity	-	94,106
Net bank loans repaid	(9,250)	(13,000)
Interest paid bank and other loan	(6,704)	(5,374)
Lease payments	(4,264)	(2,897)
Funds supplied to the EBT	(77)	192
Dividends paid	(4,429)	(3,371)
Other net movements	(776)	954
Net cash movement	721	1,621
Net cash at beginning of year	12,278	10,935
Exchange differences on cash and cash equivalents	(78)	(278)
Net cash at end year	12,921	12,278

- The Group generated cash from operating activities of £33.1m (2023: £24.0m), resulting in a cash conversion rate of 94% (2023: 80%).
- Taxes paid decreased slightly due to an overpayment in the previous year.
- Purchases of PPE related mostly to plant and equipment additions in the DLO businesses.
- The software purchases represent the continued investment in our IT infrastructure as we develop global group platforms.
- Bank loans repaid represent the continued repayment of the loans taken out to fund the Pirtek acquisition.
- Interest paid reflects the cost of servicing the acquisition debt.
- Lease payments increased due to the full year-cost of the leases acquired with the Pirtek acquisition.
- Dividends paid in 2024 reflect the cash cost of the final 2023 dividend and the 2024 interim dividend.

Debt

	31 December 2024	31 December 2023	Change	
	£'000	£'000	£'000	
Cash	12,921	12,278	643	<p>During the year, the term loan balance was reduced by £10m (2023: £5m).</p> <p>Adjusted net debt, as used to test the bank covenants, reduced to £65.1m (2023: £74.8m), and leverage from 2.5x to 1.9x.</p>
Term loan	(40,000)	(50,000)	10,000	
RCF	(37,431)	(36,908)	(523)	
Loan fee	689	749	(60)	
Hire purchase debt	(1,266)	(837)	(429)	
Adjusted (net debt¹)/net cash	(65,087)	(74,718)	9,631	
Other lease debt	(9,975)	(7,567)	(2,408)	
(Net Debt) / Net cash	(75,062)	(82,285)	7,223	

¹Adjusted net debt excludes debt on right-of-use assets of £10m and is the debt measure used for testing bank covenants.



Summary and Outlook

Stephen Hemsley
Executive Chairman



Capital allocation



Short term capital allocation priorities

The Group's clear strategic focus is to accelerate the pace of integration, drive operational gearing and deleverage.

Board does not expect to make any further significant acquisitions until the outstanding debt is substantially repaid.

Capital allocation decisions will balance:

- debt reduction;
- a progressive dividend policy;
- investment in the organic expansion of the Group, and
- a regular EBT share purchase programme.



Medium term capital allocation priorities

Potential disposal of non-core businesses and non-franchise activities which no longer support the growth of the franchise businesses – accelerates de-gearing.

Acquisitions of franchise businesses. Ambition to have earnings split equally between UK, Europe and the US.

Summary and Outlook

Key divisions achieved record System sales in all key divisions and a creditable Adjusted EBITDA outturn for the year, despite ongoing challenging macroeconomic conditions in key markets.

With a resilient and geographically diversified base, we are well positioned to manage and mitigate uncertainty.

Underlying demand for our essential services remains strong, albeit that it continues to be subdued in a range of sectors experiencing lower activity levels.

This is leading to current trading remaining constrained, similar to the latter part of 2024.

Clear focus in 2025 is to accelerate the pace of integration: One Franchise Brands strategic initiative.

Reducing leverage remains a strategic priority. We expect year-end debt to be below 1.5x Adjusted EBITDA.

With the realisation of Group-wide efficiencies and the anticipated pick up in higher value work expected in certain markets, we remain optimistic that a performance in line with current market expectations for the year ending 31 December 2025¹ is achievable.

Finally, reducing debt and declining interest rates will allow us to accelerate the increase in EPS.



¹Range of current market expectations are: Revenue of £145.2m to £157.0m; Adjusted EBITDA of £39.3m to £40.0m and Adjusted EPS from 10.34p to 10.70p.



Appendix



Divisional trading results

	2024							2023						
	Pirtek	W&WS	Filta Intl	B2C	Azura	Inter-co elimination	2024	Pirtek	W&WS	Filta Intl	B2C	Azura	Inter-co elimination	2023
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
System sales	183,582	110,270	97,826	25,972	808		418,458	125,976	106,661	90,482	26,189	745	-	350,053
Statutory revenue	63,913	46,054	25,597	5,752	808	(2,918)	139,206	43,774	46,807	27,117	6,106	745	(3,530)	121,019
Cost of sales	(22,010)	(19,661)	(15,691)	(1,001)	(0)	2,476	(55,887)	(16,174)	(21,247)	(17,349)	(1,207)	(0)	3,187	(52,790)
Gross profit	41,903	26,393	9,906	4,751	808	(442)	83,319	27,600	25,560	9,768	4,899	745	(343)	68,229
GP%	66%	57%	39%	83%	100%	15%	60%	63%	55%	36%	80%	100%	10%	56%
Administrative expenses	(21,978)	(15,282)	(3,913)	(2,546)	(764)	442	(44,041)	(14,097)	(14,690)	(3,671)	(2,583)	(531)	343	(35,229)
Divisional EBITDA	19,925	11,111	5,993	2,205	44	-	39,278	13,503	10,870	6,097	2,316	214	-	33,000
Group overheads							(4,157)							(2,847)
Adjusted EBITDA							35,121							30,153
System sales/ Adjusted EBITDA							8.4%							8.6%

Pirtek: at a glance

	UK & Ireland	Germany & Austria	Belgium & Netherlands	France	Sweden	TOTAL
System sales	£82m	£67m	£24m	£8m	£3m	£184m
Franchisees	39	22	11	-	-	72
Centres	86	98	24	8	2	218
Mobile Service Units	333	363	108	45	22	871



- Market-leading European provider of hose replacement services.
- 94% of system sales from franchise channels.
- Mature, resilient, reactive business in main markets.
- Growth opportunities from expanding range of services, targeting high potential sectors and Group-wide sales opportunities.
- Develop profitable regional coverage in DLO markets of Sweden & France.

Pirtek's range of services

Reactive



Planned



Project



Services

- Emergency on-site hydraulic repair and replacement
- ETA 1 hour, reducing un-scheduled down time
- Nationwide 24/7 coverage
- First Time Fix >95%
- Environmental services / oil spill products
- Trade counter service and support

- Preventive Maintenance
 - Reducing total cost of operation
 - New customer base & evolution from reactive market customer base
- Total Hose Management
 - Inspect
 - Tag
 - Register
 - Replace
 - Follow-up

- Ram Repairs
- Hose flushing, testing, fluid analysis.
- System design and bespoke solution
- Training

Pirtek

Pirtek Europe	Franchised £'000	DLO £'000	Central Costs £'000	2024 £'000	Franchised £'000	DLO £'000	Central Costs £'000	2023 £'000	Change £'000	Change %
System sales	165,712	17,870		183,582	118,687	7,289		125,976	57,606	46%
Statutory revenue	46,487	17,870	(444)	63,913	36,598	7,292	(116)	43,774	20,139	46%
Cost of sales	(12,436)	(9,974)	400	(22,010)	(12,102)	4,188	116	(16,174)	(5,836)	36%
Gross profit	34,051	7,896	(44)	41,903	24,956	3,104		27,600	14,303	52%
GP%	73%	44%	10%	66%	67%	43%	0%	63%		3%
Administrative expenses	(15,314)	(5,891)	(773)	(21,978)	(10,721)	(2,638)	(738)	(14,097)	(7,881)	56%
Adjusted EBITDA	18,737	2,005	817	19,925	13,775	466	(738)	13,503	6,422	48%
Adjusted EBITDA / System Sales				10.9%				10.7%		



Pirtek Adjusted EBITDA

Adjusted EBITDA £	2024 Actual £'000	2023 Actual £'000	2023 Proforma £'000	Change %	Change %
UK	10,098	6,872	9,678	47%	4%
Germany & Austria	6,212	4,271	6,048	45%	3%
Benelux	3,942	2,632	3,648	50%	8%
France	177	165	(82)	7%	316%
Sweden	313	301	460	4%	(32%)
Divisional overheads	(817)	(738)	(1,338)	11%	(39%)
Total	19,925	13,503	18,415	48%	8%

Adjusted EBITDA Local currency	2024 Actual £'000	2023 Actual £'000	2023 Proforma £'000	Change %	Change %
UK GBP	10,098	6,872	9,678	47%	4%
Germany & Austria €	7,341	4,886	6,972	50%	5%
Benelux €	4,666	3,034	4,208	54%	11%
France €	206	192	(94)	7%	319%
Sweden SEK	4,240	4,020	6,078	5%	(30%)
Group overheads GBP	(817)	(738)	(1,338)	11%	39%









- Overall, Adjusted EBITDA increased by 48% to £19.9m (2023: £13.5m) and 8% on a like-for-like basis.
- A satisfactory performance in challenging market conditions.
- Underlying performance of each country in local currency and on a like-for-like basis.
- Adjusted EBITDA in our larger businesses of Germany and Austria, on a proforma basis, increased by 5% and in Benelux by a creditable 11%.

Water & Waste Services: at a glance

			
<p>METRO ROD</p> <ul style="list-style-type: none"> – Drain Clearance – Drain Repair – Tanker Services – Wastewater Pumps – Asset Mapping – Sewage Treatment Plants 	<p>METRO PLUMB</p> <ul style="list-style-type: none"> – Emergency Plumbing – Gas Boiler Services – Commercial Plumbing – Legionella Rectification – Kemac Specialist Utility Plumbing – Air Source Heat Pumps – Underground Leak Detection 	<p>filta</p> <ul style="list-style-type: none"> – FOG Management, including installations, Servicing & Repair – Fry Management & Oil Recovery – Fridge seal installation, repair & maintenance 	<p>WILLOW PUMPS</p> <ul style="list-style-type: none"> – Pump Station Supply & Install – Pump Rehabilitation, Repair & Emergency Services – Above Ground Pump Capability – Drainage & Tanker Services – Special Projects, including Mechanical & Electrical large scale installations
<p>No. of Franchisees</p> <p>46</p> <p>Tankers in network</p> <p>82</p>	<p>No. of Franchisees</p> <p>18*</p> <p>Franchisees offering Gas</p> <p>56%</p>	<p>No. of Franchisees</p> <p>25</p> <p>Franchise FOG servicing</p> <p>100%</p>	<p>Direct labour engineers</p> <p>47</p> <p>Trained Metro Rod pump engineers</p> <p>91</p>

*Standalone Metro Plumb franchisees. A further 17 Metro Rod franchisees also operate a Metro Plumb franchise.

Filta International: at a glance

Oil services			Cleaning services
			
 <ul style="list-style-type: none"> Oil removed from fryer into mobile filtration unit ("MFU") Total of 550 MFUs Oil micro filtered to remove impurities Fryer cleaned and clean oil returned to fryer 	 <ul style="list-style-type: none"> Oil removed from fryer Oil collected by franchisee and stored at their depots Oil sold to be recycled into bio diesel 52m lbs sold for recycling 2024 	 <ul style="list-style-type: none"> New bulk virgin oil supply service. Competitively buy virgin oil in bulk, deliver it to franchisees in new 27k litre tanks, dispense into reusable 17-litre eco jugs. Deliver to customers and collect empty eco jugs for washing and refilling 	 <ul style="list-style-type: none"> Steam based, eco friendly & safe, deep clean service Large opportunity to vertically expand with existing customers Significant opportunity to develop the service
Customers serviced per week > 9,000 % System sales 62%	Network 6k storage facilities 77 % System Sales 15%	% Franchisees providing the service 68% % System Sales 17%	% Franchisees providing the service 34% % System Sales 6%

Used cooking oil

Volume

↑ 15%

2024

Price

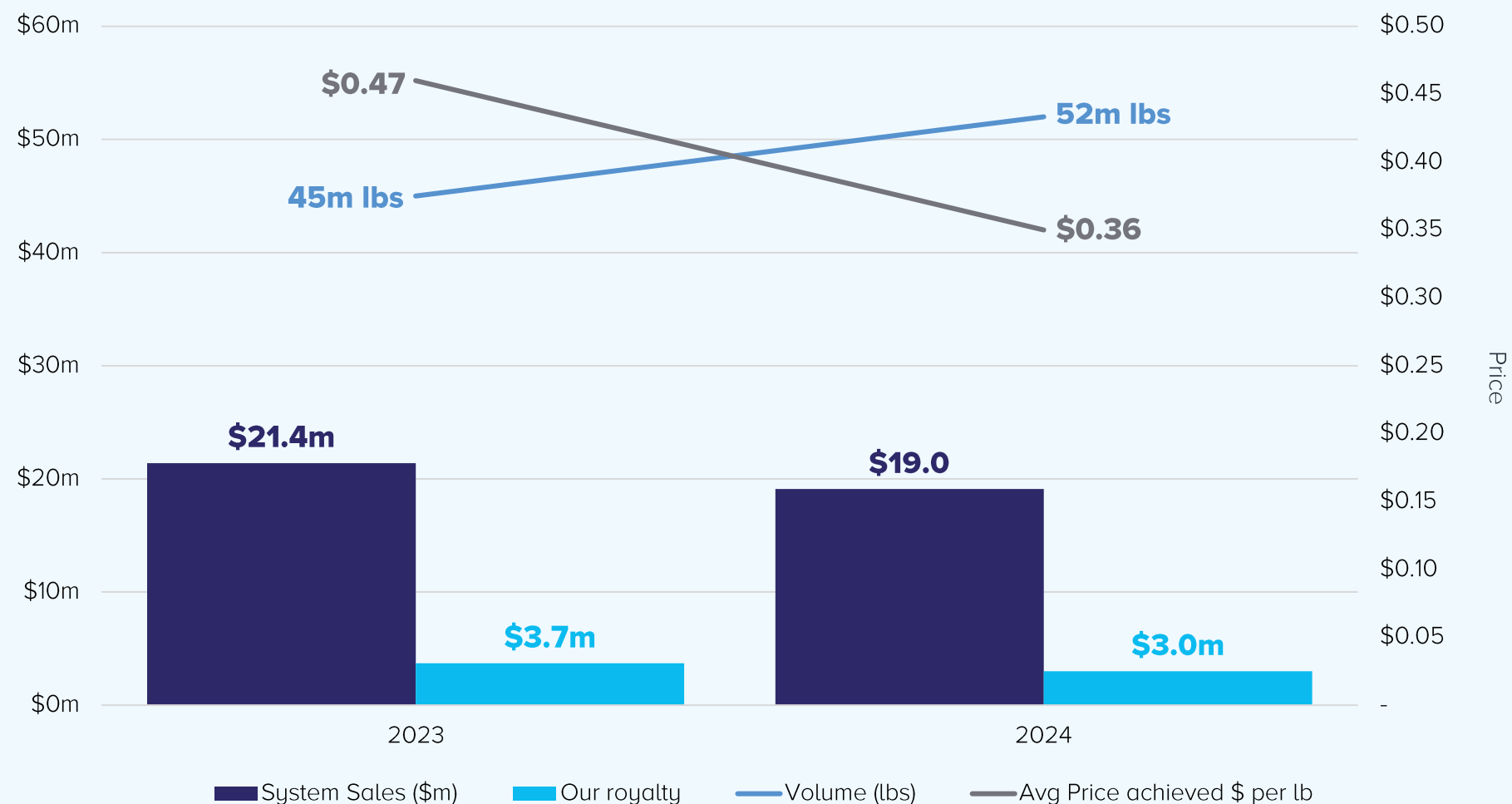
↓ 23%

2024

Revenue















↓ 11%

2024



Note: 2024E figures are Company estimates, unaudited.

My management team

	Andrew Mallows CFO, 8 years with the Group		Torsten Moldenhauer MD, Pirtek Germany & Aus, 6 years with Pirtek/Group
	Mark Boxall COO, 7 months with the Group		Robin Auld Group Marketing Director, 15 years with the Group
	Julia Choudhury Corporate Development Director, 16 years with the Group		Jason Sayers Founder and Chairman, Filta International, Over 20 years with Filta/Group
	Rob Bellhouse Company Secretary, 9 years with the Group		Tom Dunn CEO, Filta Inc. 16 years with Filta/Group
	Beth Peace Group Finance Director, 8 years with the Group		John Michals COO, Filta Inc. 4 years with Filta/Group
	Harald Overwater Managing Director, Pirtek Benelux, 8 years with the Pirtek/Group		Steve Chambers Chief Operating Officer, Metro Rod & Metro Plumb 12 years with the Group
	Adam Burrows Managing Director, Pirtek UK & Ireland, 8 years with Pirtek/Group		Tim Harris Managing Director, B2C, 16 years with the Group



www.franchisebrands.co.uk

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

mail@franchisebrands.co.uk

01625 507910



www.pirtek.eu



www.metrorod.co.uk



www.metrorod.co.uk



www.willowpumps.co.uk



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