



## Strategy

# Business -building strategy



## Expanding and developing our range of services

Widening and deepening our range of services enables us to drive penetration and revenue per customer. We have a small share of large, fragmented markets as illustrated by the Maximum Potential Model.

### Progress in 2024

In our Water & Waste Services division, pump and tanker sales increased by 7%. Metro Plumb expanded its range of services into gas and air source heat pumps. Pirtek increased technical sales and Total Hose Management ("THM") in its main markets of Germany, the UK and Benelux. Filta International drove FiltaGold and FiltaClean, both royalty-based services.

### Priorities for 2025

- Continue to drive pump and tanker sales at Metro Rod and expand the range of services at Metro Plumb.
- Drive THM and technical sales at Pirtek.
- In Filta International, upsell FiltaGold and FiltaClean to existing customers and target new customers.



## Developing a Group-wide technology platform

Our Group-wide digital platform helps enhance the customer experience, increase sales and drive efficiency and productivity. Technology and data standardisation also creates a platform for the application of AI.

### Progress in 2024

Appointment of Mark Boxall as COO, a new Group role. Centralised Group IT with new functional structure to better serve the needs of the business. Identified and selected Netsuite to be the new Group finance system. Development of One Works Management system (Vision), One CRM (on a local basis) and One Reporting (a common Power BI system to drive reporting).

### Priorities for 2025

- Targeting to be (go-live) ready for One Finance for our core franchisor businesses by the end of 2025.
- Targeting for One Works Management System to be deployed to our core franchisor and franchisee businesses in Q4 2025.
- Development of One Reporting with core reports available by the end of 2025.



Our business-building strategy has five levers of growth that are highly complementary and which will drive the implementation of *One Franchise Brands*."

Peter Molloy  
CEO



## Strategy continued



# Leveraging shared central services across the Group

Leverage the investment in technology and other central services such as sales & marketing and finance to optimise business effectiveness and efficiency.

## Progress in 2024

Launch of *One Franchise Brands*, a strategic initiative to enhance sales, increase operational efficiency and reduce debt. Utilising opportunities to connect the Group via technology.

## Priorities for 2025

- Target for *One Finance*, our global finance system, to be (go-live) ready for our core franchisor businesses by the end of 2025.
- Target for *One Works Management System* to be deployed to our core franchisor and franchisee businesses in Q4 2025.



# Optimising our service delivery through our franchise network

Our objective is to grow our business with a franchise model, so “as they grow, we grow”. The role of DLOs is to accelerate the growth of our franchise businesses and broaden the range of services offered to our customers.

## Progress in 2024

Willow Pumps continues to enhance the pump service provided by Metro Rod. Filta UK franchisees have taken 100% of the responsibility for the servicing of FOG servicing work previously carried out by direct labour. Transfer of pump work from Filta UK to Willow Pumps, to create efficiencies and optimise service delivery.

## Priorities for 2025

- Supporting franchisees to grow and maximise the potential of their territories.
- Continue using Willow Pumps in the training and support of Metro Rod franchisees and in the provision of pump services.
- Continue to expand the Filta UK franchise network.
- Further assist Pirtek franchisees in expanding their range of services.



# Developing our connected businesses

Develop Group-wide sales opportunities through connecting the Group. This includes cross selling and upselling. Work smartly by sharing best practice, leverage expertise and relationships.

## Progress in 2024

Second Growth Summit in Amsterdam with over 70 leaders from across the global business. Initial traction from cross selling initiatives between Pirtek and the Water & Waste Services division. Creation of European-wide sales committee to leverage opportunities, resources and expertise.

## Priorities for 2025

- Offer our expanded range of services to all our customers across the Group wherever we can.
- Develop pan-European sales initiatives.
- Develop *One Reporting* and *One Sales* and *One CRM* integration initiatives.

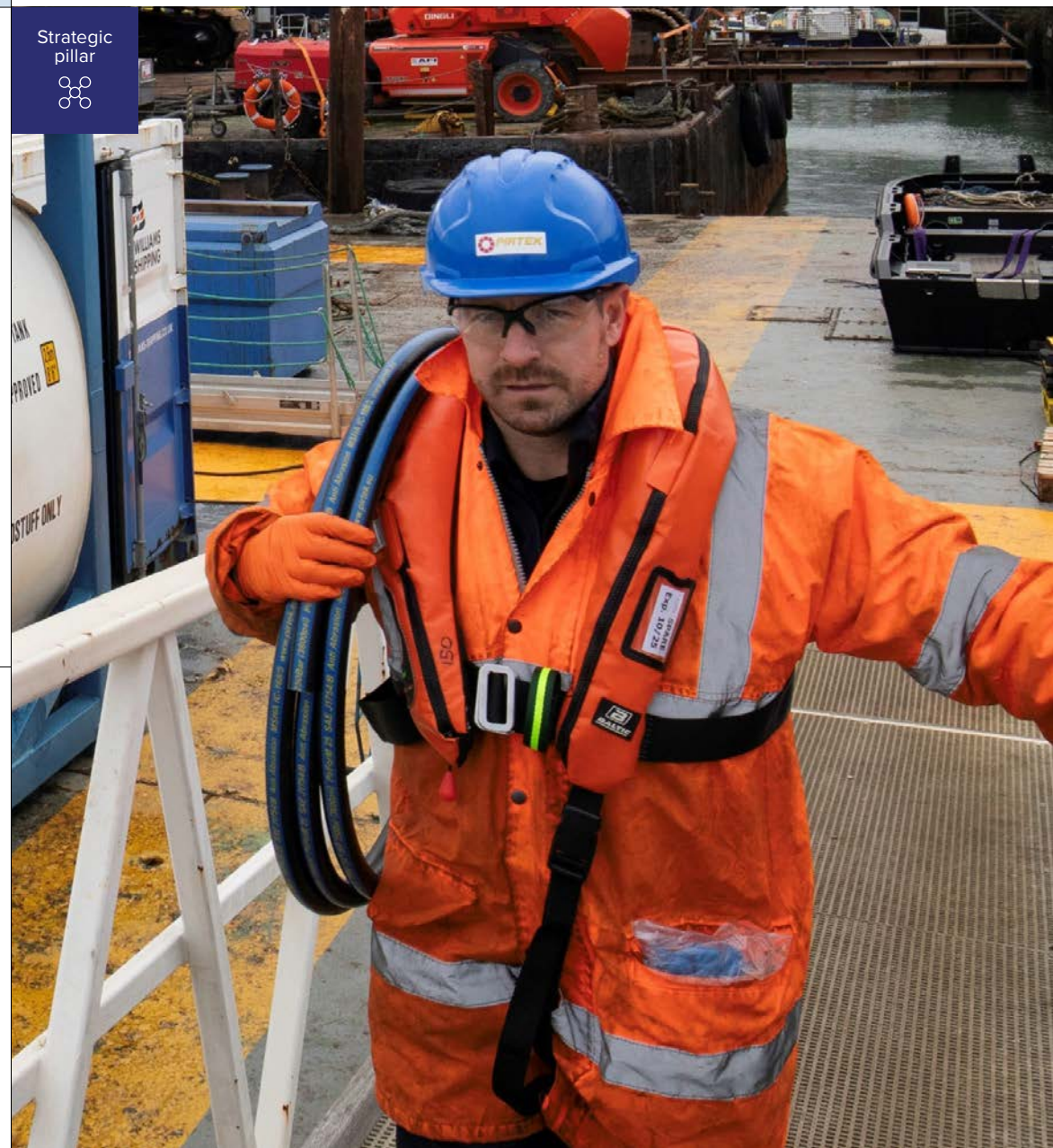


## Strategy in Action

# A digital approach to integration

Our objectives of integration are to enhance sales, create an efficient overhead structure and drive operational gearing.

Strategic pillar





## Strategy in Action continued

# Working smartly through digital transformation



Introducing our Chief Operating Officer, Mark Boxall, interviewed by Peter Molloy.

**Mark Boxall**  
COO



### Q What is your background and experience?

△ My background is as a COO with broad IT experience, working with Pete Kear at d4t4 (now Celebris Technologies plc). Prior to that, I had extensive experience in operations, sales and finance at many technology companies including software, outsourcing, infrastructure and consultancy. I'm excited to be working with such a well established team in a business with great potential for integration.

### Q Can you describe your role as COO?

△ I am responsible for driving integration across the Group. In the short term, I am focused on driving integration with a particular emphasis on rolling out Group-wide systems. But integration is much more than just technology; it's an opportunity to improve and harmonise processes, reduce duplication, work smarter and spend more smartly.

### Q What is the integration strategy?

△ To look at every possible Group-wide opportunity to enhance sales, drive efficiencies and operational gearing, from finance to sales, to Customer Relationship Management ("CRM") to procurement, and use our internal governance processes to determine the order in which we approach these.

### Q What is the integration approach?

△ We have a holistic approach to integration. The teams are empowered to review three key areas: the business process, technology or software tools and target operating model. This provides a common global approach which is designed to be repeatable across Group initiatives, maximise success and reduce risk and cost. It allows us to leverage best practice, harmonise and standardise processes. We build in local flexibility where required for markets and customers, and, importantly regulation.

### Q What are the benefits of the integration approach?

△ The integration programme will align the Group around common processes and technologies using global templates where possible. This alignment increases the likelihood of synergies that will result in cost savings and other benefits. These savings are then leveraged to fund additional value-creation initiatives to further enhance the business. So, integration has the ability to create a better understanding of the relativity between our fixed cost base and our sales, thereby improving our operational gearing.





## Strategy in Action continued

# Towards one global platform, with local personalisation



Our clear focus is on the key Group-wide technology initiatives of One Finance, One Works Management, One Reporting and One IT. One Sales and CRM are also underway with a more local focus in 2025.”

## One finance system (Netsuite)

Consolidating from the current ten finance systems to one common Group-wide finance platform. Netsuite chosen given positive experience with Filta US and UK who have embraced the functionality.

### Benefits

- **Single, visible unified view of the business:** leading to enhanced reporting, better management information, faster decision making and operational finance benefits.
- **Single data source, integrated modules:** one central repository will facilitate the use of AI and use to improve forecasting and modelling.
- **Best features shared throughout the Group:** facilitates the sharing of best practice to enhance overall effectiveness and drive performance.
- **True cloud-based system:** reduces complexity, improves flexibility and availability.
- **Integration with other key Group systems:** One Finance will be linked to Power BI and One Works Management system.

### Timetable for delivery

- We are targeting to be go-live ready for our core franchised business by the end of 2025.

## One works management system (Vision)

Consolidating from six systems into two and are rolling out our Vision system, which Metro Rod has used since 2018, to the Pirtek businesses.

### Benefits

- **Competitive advantage:** benefits by owning our own IP through Azura and accelerates time to market through in-house development.
- **Designed for franchise business:** leading to increased efficiencies and optimisation.
- **Improved user experience:** for Support Centre teams, franchisees and their teams and customers.
- **Enhanced customer experience:** aids compliance with customer processes helping acquisition and retention.
- **Automation and scheduling (including Plan my Day):** leads to labour efficiencies and environmental benefits from reduced fuel costs and environmental impact.

### Timetable for delivery

- We are targeting to deploy One Works Management System to our core franchisor and franchisee businesses in Q4 2025, with full adoption anticipated in Q1 2026.



## Strategy in Action continued

# Towards one global platform, with local personalisation

## One reporting

Bringing multiple systems together into a single, integrated, easy-to-use Power BI platform, to create standardised management information which drives alignment, efficiency and growth.

### Benefits

- **Faster, more informed decision-making:** the right information reaches the right people at the right time, enabling quicker, data-driven actions.
- **Improved sales and performance insights:** visibility into what's working helps optimise strategies to drive growth.
- **Enhanced user experience and efficiency:** seamless, intuitive experience for Support Centre teams and franchisees, saving time and reducing complexity.
- **Proactive data distribution:** key insights pushed to both Group leadership and franchisees, reducing manual reporting effort and improving responsiveness.
- **Optimised franchisee benchmarking and performance:** assists Support Centre teams and empowers franchisees to improve operations and align with best practices.

### Timetable for delivery

- One Reporting will be progressed during 2025 with core reports available by the end of 2025.

## One sales and One CRM

Group-wide tools to unify and automate sales, marketing and customer activity to drive performance, return on investment and share and optimise best practice.

### Benefits

- **Consistent approach:** ensures standardisation across the Group, creating a unified sales and marketing strategy.
- **Optimised performance:** identifies and shares best practices from different parts of the Group to enhance overall effectiveness.
- **Data-driven insights:** enables analysis of return on investment to optimise sales and marketing strategies.
- **Automation & AI advantages:** streamlines CRM processes, leveraging AI for smarter customer engagement and decision-making.
- **Enhanced efficiency & cross-selling:** unifies sales, marketing, and customer activities to improve collaboration and unlock Group cross-selling opportunities.

### Timetable for delivery

- One Sales and Marketing project underway with delivery in 2026.
- CRM rolled out locally in key businesses, global roll out in 2026.

## One IT

New global structure to deliver deep domain expertise in areas such as Security, Applications, Development and Cloud infrastructure which provides a platform for future technologies, including AI.

### Benefits

- **Cost efficiency and resource optimisation:** reduces duplication of resources and consolidates purchasing power, leading to cost savings and more efficient use of resources.
- **Standardisation and consistency:** uniform standards, policies, and procedures, ensuring consistent approach to security, software versions, and IT practices.
- **Enhanced security and compliance:** improves ability to monitor and manage security threats, data protection, and regulatory compliance more effectively, reducing risk.
- **Streamlined decision-making and strategy alignment:** facilitates faster decision-making and ensures IT initiatives are aligned with business strategy.
- **Improved efficiency and productivity:** consistent and efficient IT support for end-users, enhancing productivity and reducing downtime.

### Timetable for delivery

- The new global structure has been rolled out.
- We are now building processes and procedures to enhance our security, scale the business and provide a more consistent user experience.

# Maximising Group-wide sales opportunities



We are deploying multiple strategies to unlock the significant potential to connect the Group and maximise sales opportunities.”

**Peter Molloy**  
CEO

Strategic  
pillar



Maximum potential  
for System sales

**£2.1bn**

Group-wide  
customers

**>65k**

Group-wide 2024  
job numbers

**900k**

% revenue largest  
customer

**<1%**



## Strategy in Action continued

### Sector opportunity: UK housebuilding

Given the Group's extensive range of services, a large proportion of which could be applicable to the needs of customers across divisions, there is a significant opportunity to provide one-stop solutions.

A case study is UK housebuilders, a sector that is well supported by macro factors given the need to build more homes. The diversity of our range of services means we are able to meet the "Water in and Waste out" needs of housebuilders and minimise downtime for equipment during the build.

- **Metro Rod:** surveys, land drainage installations and asset mapping.
- **Metro Plumb:** installation of fresh water pipes, bathroom fit outs and installing air-source heat pumps and boilers.
- **Willow Pumps:** support with the design and sewers for adoption.
- **Pirtek:** onsite to reduce customer downtime for equipment being used in the build process.
- **Post completion:** opportunities to offer additional services to home owners, for example, plumbing and drainage services.



## Unlocking the potential

We have multiple levers to connect the Group and maximise Group-wide sales opportunities.

### Leveraging the maximum potential model

We use the Maximum Potential Model to estimate the potential for System sales. We take current data of how the "best of the best" franchisees are performing currently according to market penetration and revenue per site or address and multiply these metrics out against third party data for the total potential number of customers. The model shows a £2.1bn opportunity compared to System sales of £418m. We have small shares of large, fragmented markets.

### Reducing sector dependency

A key strategy is to penetrate under-represented sectors. All of our businesses have a dependency on certain sectors given the historic focus. However, there is a significant opportunity to diversify our customer base with the objective of creating an even more resilient Group.

We are targeting under-represented sectors in particular which have defensive qualities or are well supported by favourable growth dynamics. UK housebuilding is a good example of a sector where there are huge opportunities for the Group, particularly given the broad range of services we can offer.

In all the sectors we are actively targeting, we already have customers, experience and expertise, so the opportunity is to accelerate our progress. We have clear strategies for each target sector.

### Offer one-stop solutions

With our extended range of services, the Water & Waste Services division is able to offer one-stop solutions to customers with a greater diversity of requirements across their water in and waste out needs. Pirtek is developing pan-European sales opportunities, providing one point of contact for customers across all the markets we serve and leveraging relationships in the individual countries.

### Leveraging One Franchise Brands

There is a significant opportunity to leverage relationships, share best practices and resources across the group as part of the One Franchise Brands strategy.

There is also an opportunity to leverage existing sales resources and capability across the Group. For example, the Metro Rod bid team is helping Pirtek win more tender work and the Pirtek CRM team is helping Metro Rod.





# Growing our Franchises



Our franchisees are the backbone of our business and we do everything we can to support them to help them profitably grow their business.”

Peter Molloy  
CEO

Strategic  
pillar



System sales

£418m

Franchise brands

7

Adjusted EBITDA\*

£35.1m

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



## Strategy in Action continued



### Pirtek

The design and roll out of leadership training for line managers in franchise businesses to improve staff retention.

#### The challenge

Staffing our fleet of Mobile Service Units ("MSUs") and retaining technicians is a key challenge and requirement, particularly given the nature of the work. Line managers play a key role in retaining good people but often lack the leadership skills to be effective.

#### What we did

As part of its Attractive Employer initiative, Pirtek Germany designed and ran a customised, two day training course for line managers of franchisees. Participants also gained access to Pirtek University, an e-learning tool.

#### The result

The training has helped improve the competency and confidence of line managers, creating a better work environment and benefitted the managers as well as the technicians. Better leadership skills has led to increased performance.

→ See our divisional review on pages 36-41.



### Metro Rod

Improving franchisee efficiency and profitability by helping them optimise operational processes.

#### The challenge

Helping franchisees correctly, efficiently and consistently follow a number of multi-faceted operational processes which have the potential to improve service level agreements, grow sales, reduce cost and drive efficiencies.

#### What we did

We ran two-day workshops in franchisee depots to assess current processes and suggest improvements. Support Centre training was also carried out so teams could assist franchisees to improve key aspects of processes and how best to use technology.

#### The result

According to franchisee feedback, the workshops saved them on average a day a week of time, tangible cost savings, an increase in sales and improved cash flow. A number of franchisees are also embracing AI more effectively to improve processes.

→ See our divisional review on pages 42-45.



### Metro Plumb

Reducing sector dependency by diversifying through offering an expanded range of services.

#### The challenge

Metro Plumb has had a reliance on high-volume, low-value emergency stabilisation work for the insurance sector. The challenge was to target new sectors through providing an expanded range of services so we could offer one-stop solutions.

#### What we did

With the assistance of a newly appointed General Manager for Metro Plumb, we further helped franchisees in expanding into gas services and air source heat pumps. This included access to specialist training and network supply arrangements for parts.

#### The result

Over 50% of Metro Plumb franchisees are now Gas Safe registered and able to provide a full range of services. Nearly 50% of Metro Plumb franchisees now offer air source heat pump installations and service, leading to increased social housing work.

→ See our divisional review on pages 44-45.



### Filta International

Driving growth by helping franchisees invest in equipment amidst market challenges.

#### The challenge

Weaker used oil prices impacted franchisees' free cash flow, limiting their appetite and ability to reinvest in equipment and expand at the pace they desired. Filta saw an opportunity to eliminate that hesitation and provide a pathway for continued scaling.

#### What we did

Filta introduced a time-limited offer allowing franchisees to spread payments over 24 months with 0% interest. This initiative provided immediate financial help, lowering the upfront cost of expansion while freeing up cash for franchisees to reinvest in operations.

#### The result

The response was immediate, with 29 franchisees investing over \$500k in new equipment in a month. This included the purchase of 34 Mobile Filtration Units ("MFUs"), a new monthly sales record.

→ See our divisional review on pages 46-49.