



Strategy

Business-Building Strategy

Our business-building strategy has five levers of growth that are driving the implementation of *One Franchise Brands* with a focus on enhancing sales, spending smartly and collecting cash.



Expanding and developing our range of services

Widening and deepening our range of services enables us to increase penetration and spend per customer. We have modest shares of large, fragmented markets as illustrated by our Maximum Potential Model.

Progress in 2025

In our Water & Waste Services division, we drove the development of tanker and pump sales and expanded into lining and excavation. Pirtek increased Total Hose Management ("THM") in its core markets together with technical sales and related services. Filta International developed FiltaClean and FiltaGold, both royalty-based services.

Priorities for 2026

- Continue to drive expanded range of sales at Metro Rod. Reposition Metro Plumb to grow local and domestic work.
- In Pirtek, drive THM, technical sales, ram and cylinder repairs, oil spill products and environmental services.
- In Filta International, further develop the FiltaClean offering and sell FiltaClean and FiltaGold to existing and new customers.



Developing a Group-wide technology platform

Helps enhance the customer experience, increase sales and drive efficiency and productivity. Opportunities to improve and harmonise processes and work more smartly. Technology and data standardisation creates a platform to deploy AI.

Progress in 2025

We made good progress on the rollout of the Group-wide technology initiatives with the One finance system (NetSuite) and One CRM (HubSpot) now live and in use across the majority of businesses. Good progress was made developing the One works management system (Vision) for Pirtek, which includes additional functionality.

Priorities for 2026

- Leverage One Finance process improvements and efficiencies.
- Complete development of and rollout of One works management system to Pirtek, synchronising with the end of contracts on legacy systems.
- Development of enhancements to One CRM.
- Roll-out One Reporting across the Group.



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 2025

Roll-out of One Finance and One CRM provides platform from which to improve and harmonise processes and work more smartly. Sales development initiatives across Pirtek. Initiated pan-European procurement initiatives. Embedding of AI across Group-wide marketing.

Priorities for 2026

- Leverage Group-wide technology initiatives to develop shared services.
- Leverage opportunities to buy more smartly using the Group's scale.
- Harmonise HR and people management across the Group.



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 2025

Transfer of Filta pump work to Willow Pumps has led to optimisation of service delivery and improved profitability. Filta UK franchise partners delivering FOG servicing and installation previously carried out by direct labour. Expansion of range of services in each principal brand.

Priorities for 2026

- Support franchise partners across each brand to expand their range of services.
- Develop accredited sub-contractor model to further expand specialist services at Filta International.
- Develop initiatives to drive under utilised territories, e.g. van franchises.



Developing our connected businesses

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

Progress in 2025

First full year of the new Management Board has encouraged the sharing of best practice, e.g. franchise network and sales development, including "Tools to scale", lapsed customers initiative, engineer recruitment and franchise partners' incentives.

Priorities for 2026

- Leverage benefits of Group-wide CRM to develop sales.
- Develop Group-wide communications across Support Centres, DLOs and franchise networks.
- Develop initiatives to reduce engineer labour downtime and improve productivity.