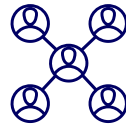




Investment Case

A Strong Platform For Growth

Internationally diversified Group of market-leading franchise brands, providing resilient services in large fragmented markets, delivering scalable franchisee-led growth under a highly experienced management team.



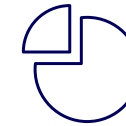
Market-leading franchise brands

Portfolio of seven high quality, franchise brands, leaders in their markets. Internationally-diversified across ten countries.



Resilient essential services

Resilient underlying demand for our essential reactive and planned services. Strategy to increase sector diversification.



Significant growth opportunities

Small, but growing shares of large fragmented markets. Our maximum potential model illustrates a potential for System sales of £2.1bn.



Highly cash generative

Capital light and highly cash-generative model as our franchise partners invest in their businesses. Average cash conversion 2023-2025: 98%.



Operational gearing

Operationally geared, with inherent scalability being augmented by *One Franchise Brands* initiative, including digitally-enabled integration.



Highly experienced team

Highly experienced team with a strong track record of growing franchise businesses, with a shareholding of almost 30%.