



**HERCULES**  
SITE SERVICES PLC

**FY 2024 Results**

# Important Information

This presentation has been prepared by or on behalf of Hercules Site Services plc (“**Hercules**”) and is strictly confidential. This document is being provided to you solely for your information and for use at a presentation to be given by Hercules and it may not be reproduced in any form or further distributed to any other person or published in whole or in part, for any purpose. Hercules’ shares are traded on AIM and this document may contain price sensitive information that must be kept confidential. You shall treat and safeguard as private and confidential all information contained in this document and take all reasonable steps to preserve such confidentiality. Any failure to comply with these restrictions may constitute a violation of applicable securities laws. The information set out in this presentation is not intended to form the basis of any contract. By attending (whether in person, by telephone or webcast) this presentation or by reading the presentation slides, you agree to the conditions set out below. This presentation (including any oral briefing and any question-and-answer session in connection with it) is for information only. The presentation is not intended to, and does not constitute, represent or form part of any offer, invitation, inducement or solicitation of any offer to purchase, otherwise acquire, subscribe for, sell or otherwise dispose of, any securities or the solicitation of any vote or approval in any jurisdiction. It must not be acted on or relied on in connection with any contract or commitment whatsoever. It does not constitute a recommendation regarding any securities. Past performance, including the price at which Hercules’ securities have been previously bought or sold and the past yield on Hercules’ securities, cannot be relied on as a guide to future performance. Nothing herein should be construed as financial, legal, tax, accounting, actuarial or other specialist advice. The release, presentation, publication or distribution of this presentation in jurisdictions other than the United Kingdom may be restricted by law and therefore any persons who are subject to the laws of any jurisdiction other than the United Kingdom should inform themselves about and observe any applicable requirements. It is your responsibility to satisfy yourself as to the full observance of any relevant laws and regulatory requirements. Any failure to comply with applicable requirements may constitute a violation of the laws and/or regulations of any such jurisdiction. In addition, in the United Kingdom, this presentation is being made available only to persons who fall within the exemptions contained in Article 19 and Article 49 of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the “Order”). This presentation is not intended to be available to, and must not be relied upon, by any other person. Nothing in this presentation constitutes investment advice and any recommendations that may be contained herein have not been based upon a consideration of the investment objectives, financial situation or particular needs of any specific recipient. None of Hercules, its shareholders, subsidiaries, affiliates, associates, or their respective directors, officers, partners, employees, representatives and advisers (the “Relevant Parties”) makes any representation or warranty, express or implied, as to the accuracy or completeness of the information or opinions contained in this presentation, or otherwise made available, nor as to the reasonableness of any assumption contained in such information, and any liability therefore (including in respect of direct, indirect, consequential loss or damage) is expressly disclaimed. No information contained herein or otherwise made available is, or shall be relied upon as, a promise, warranty or representation, whether as to the past or the future and no reliance, in whole or in part, should be placed on the fairness, accuracy, completeness or correctness of such information or for any purpose whatsoever.

This presentation has been prepared by or on behalf of Hercules Site Services plc (“**Hercules**”) and is strictly confidential. This document is being provided to you solely for your information and for use at a presentation to be given by Hercules and it may not be reproduced in any form or further distributed to any other person or published in whole or in part, for any purpose. Hercules’ shares are traded on AIM and this document may contain price sensitive information that must be kept confidential. You shall treat and safeguard as private and confidential all information contained in this document and take all reasonable steps to preserve such confidentiality. Any failure to comply with these restrictions may constitute a violation of applicable securities laws. The information set out in this presentation is not intended to form the basis of any contract. By attending (whether in person, by telephone or webcast) this presentation or by reading the presentation slides, you agree to the conditions set out below. This presentation (including any oral briefing and any question-and-answer session in connection with it) is for information only. The presentation is not intended to, and does not constitute, represent or form part of any offer, invitation, inducement or solicitation of any offer to purchase, otherwise acquire, subscribe for, sell or otherwise dispose of, any securities or the solicitation of any vote or approval in any jurisdiction. It must not be acted on or relied on in connection with any contract or commitment whatsoever. It does not constitute a recommendation regarding any securities. Past performance, including the price at which Hercules’ securities have been previously bought or sold and the past yield on Hercules’ securities, cannot be relied on as a guide to future performance. Nothing herein should be construed as financial, legal, tax, accounting, actuarial or other specialist advice. The release, presentation, publication or distribution of this presentation in jurisdictions other than the United Kingdom may be restricted by law and therefore any persons who are subject to the laws of any jurisdiction other than the United Kingdom should inform themselves about and observe any applicable requirements. It is your responsibility to satisfy yourself as to the full observance of any relevant laws and regulatory requirements. Any failure to comply with applicable requirements may constitute a violation of the laws and/or regulations of any such jurisdiction. In addition, in the United Kingdom, this presentation is being made available only to persons who fall within the exemptions contained in Article 19 and Article 49 of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the “Order”). This presentation is not intended to be available to, and must not be relied upon, by any other person. Nothing in this presentation constitutes investment advice and any recommendations that may be contained herein have not been based upon a consideration of the investment objectives, financial situation or particular needs of any specific recipient. None of Hercules, its shareholders, subsidiaries, affiliates, associates, or their respective directors, officers, partners, employees, representatives and advisers (the “Relevant Parties”) makes any representation or warranty, express or implied, as to the accuracy or completeness of the information or opinions contained in this presentation, or otherwise made available, nor as to the reasonableness of any assumption contained in such information, and any liability therefore (including in respect of direct, indirect, consequential loss or damage) is expressly disclaimed. No information contained herein or otherwise made available is, or shall be relied upon as, a promise, warranty or representation, whether as to the past or the future and no reliance, in whole or in part, should be placed on the fairness, accuracy, completeness or correctness of such information or for any purpose whatsoever.

# Board



## Brusk Korkmaz

### Chief Executive Officer

- Over 20 years in the construction industry, founded Hercules in 2008
- Previously held positions with MJ Gleeson, Black and Veatch and Hochtief UK, gaining experience across a range of civil engineering sectors including highways, rail, water industry and utilities
- Member of the Institute of Civil Engineers and holds a B.Eng. in civil engineering from University College London



## Paul Wheatcroft

### Chief Financial Officer

- 25 years as a Finance Director working in a number of sectors including construction, building materials, energy, wholesale and manufacturing
- Joined Hercules in February 2020 and brings significant business experience in M&A, capital raising and financial management
- Previously, Finance Director in three subsidiaries of Hanson plc for over 13 years and Group Finance Director of Ecotricity Group
- Fellow of the Chartered Institute of Management Accountants



## Ahmet Iplikci

### Independent Non-Executive Director

- A strategic board member at Banco Finantia and partner at Noctua Partner Europe Limited
- Sits on the advisory boards of British Chamber of Commerce in Turkey, Fuel Ventures, an early-stage VC in the UK, and Privorp Private Equity that invests in Emerging and Frontier markets



## Richard Kilner

### Independent Non-Executive Director

- A chartered civil engineer and member of the Institute of Civil Engineers with a B.Sc. degree in civil engineering
- Held a number of senior positions in construction, previously a partner at 3i Group plc and has experience of property development, BPO and healthcare
- Non-Executive Chairman at AIM-listed Nexus Infrastructure plc

# Non-Exec Board



## Henry Pitman

### Non-Executive Chairman

- 30 years' experience of building businesses in the UK and Africa
- Previously Founder and CEO at AIM-listed Tribal Group plc and a Non-Executive Director at Grainger plc
- Took Tribal from start-up to become a business with over £200m of revenues and 2,000 staff. During this period, the business made 40 acquisitions



## Martin Tedham

### Independent Non-Executive Director

- Started his career in the textile industry in the Scottish Borders before moving to Gloucestershire
- Entered the pharmaceutical sector gaining valuable experience in all aspects of business
- Successfully launched his own business which he expanded before selling to a multi-national
- Bought his former employer's business (Wasdell). Increasing turnover from £2m to £65m within 10 years



## Robin Stevens

### Independent Non-Executive Director

- Chartered Accountant and Head of Capital Markets at MHA LLP, having held senior corporate finance and audit partner positions with Crowe LLP, Mazars LLP and MRI Moores Rowland LLP
- Extensive career in corporate finance in the UK and overseas
- Non-Executive Chairman of Vector Capital plc (AIM), Non-Executive Director of Aura Renewable Acquisitions PLC (Standard Segment) and Annica Holdings Ltd (SGX Catalyst)

# FY 2024 Achievements

## **A record year which once again exceeded the market's expectations**

Revenue, adjusted EBITDA, PBT, and EPS all increased materially

## **Group-wide momentum and cross-selling driving performance**

Record demand and delivery in Labour Supply and continued Civil Projects growth

## **Successfully delivering on targeted M&A strategy with acquisition of Future Build, establishing a strong presence in the white-collar market**

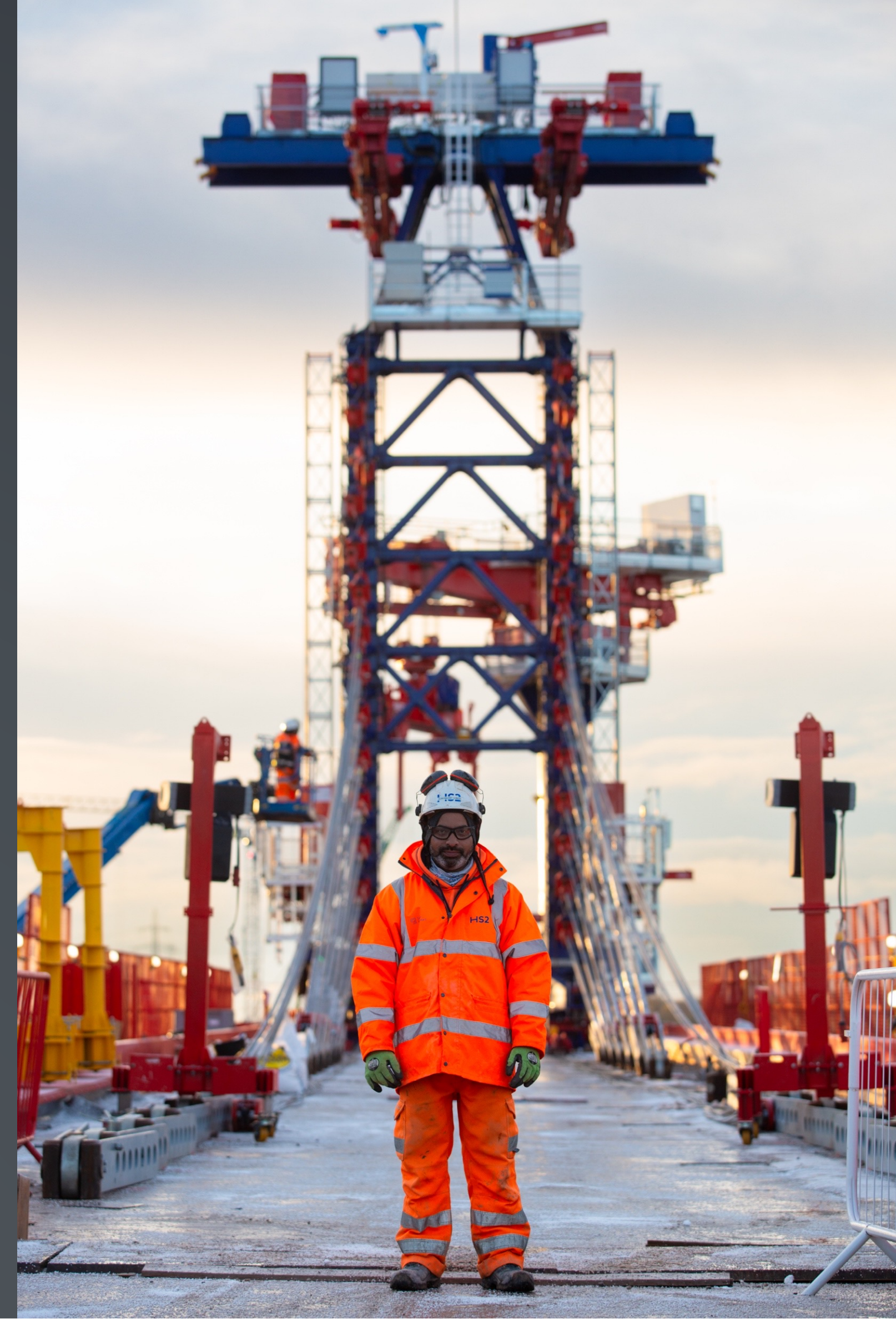
Already creating new cross-selling opportunities

## **Additional growth initiatives progressing well**

Labour Supply rail client base has increased and diversified, and the Construction Academy delivered first revenues

## **Entered FY 2025 with a strong balance sheet and strong trading**

Successful £8m equity raise in September 2024 for acquisitions and organic growth - and Q1 2025 trading has commenced positively



# A Record Financial Performance

Revenue: £101.9m

**+28%**

FY 2023: £79.8m

Adjusted EBITDA: £4.7m

**+34%**

FY 2023: £3.5m

Adjusted PBT: £2.6m

**+43%**

FY 2023: £1.8m

EPS: 3.47p

**+173%**

FY 2023: 1.27p

Cash generated in the year

**£7.5m**

FY 2023: £3.3m

Dividend paid for FY 2024

**1.72p** per share

FY 2023: 1.72p

*\*All figures are presented on a continuing operations basis, except for FY23 eps which combines continuing and discontinued to demonstrate the impact of the Proposed Divestment of the Suction Excavator business.*

# Business Overview

# 83%

## LABOUR SUPPLY

Supplying local blue and white-collar labour to the UK construction and infrastructure industry including:

- Highways
- Rail
- Nuclear
- Utilities
- Power & Energy
- Other infrastructure



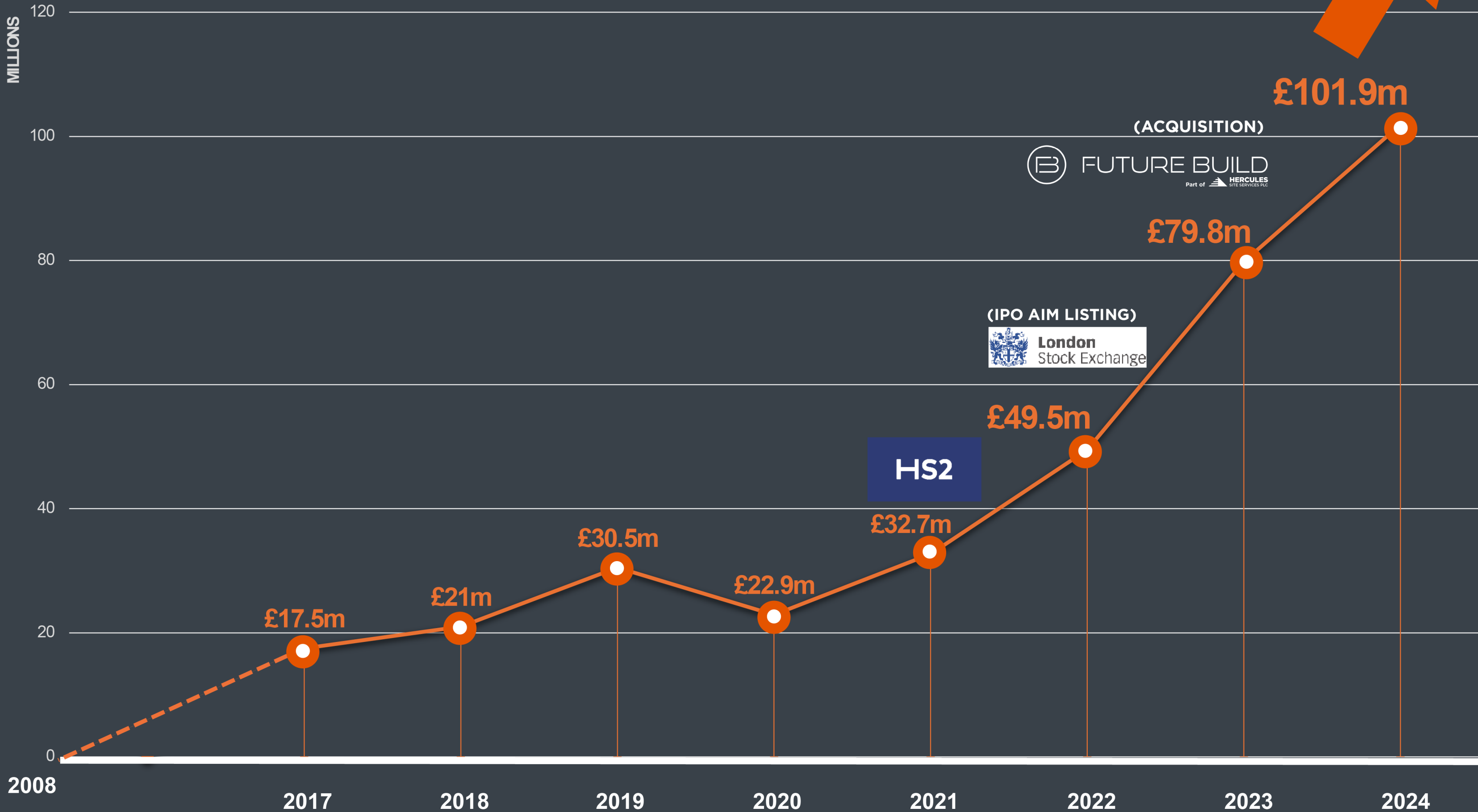
# 17%

## CONSTRUCTION SERVICES

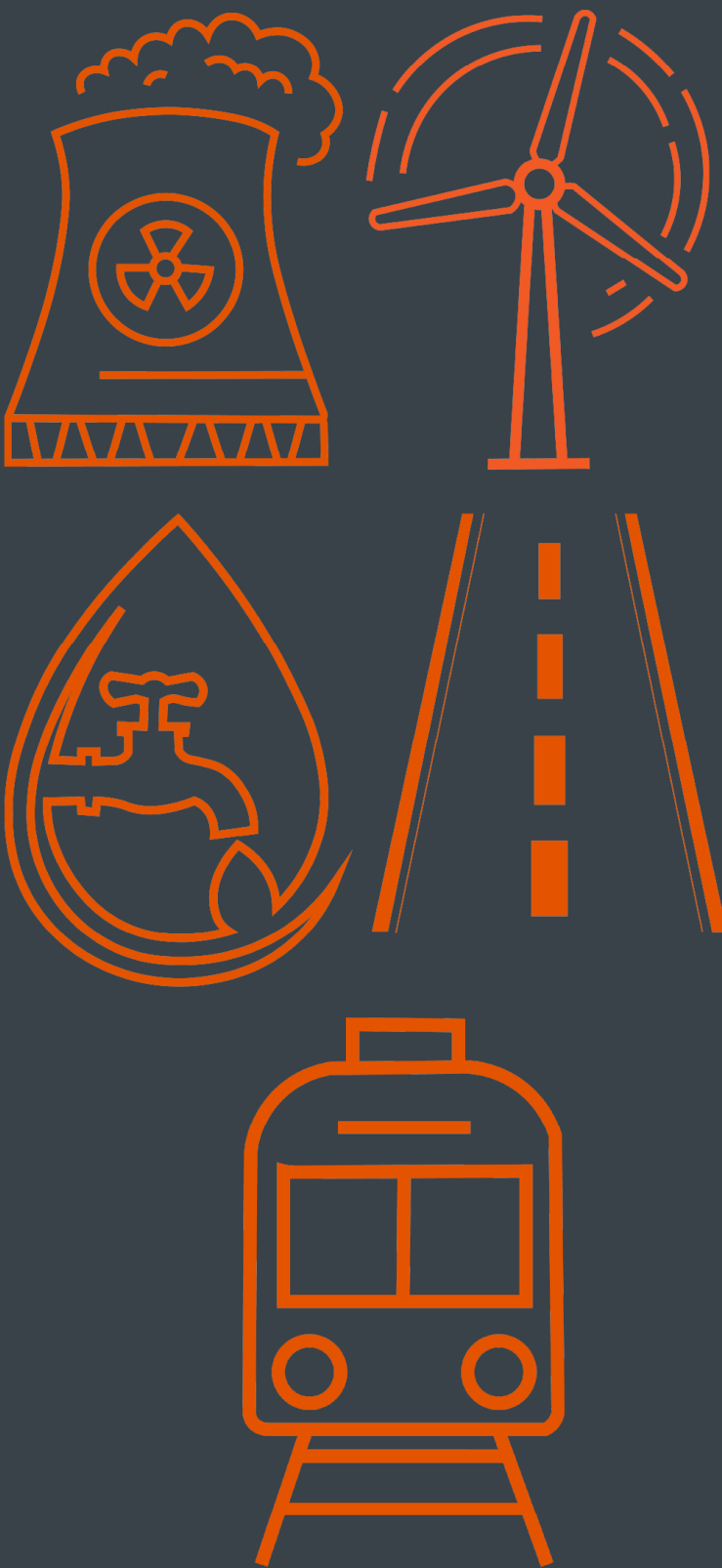
- Civil projects specialising in the water industry
- Hercules Construction Academy



# Revenue Growth



**NUCLEAR**  
**POWER & ENERGY**  
**WATER SECTOR (AMP 8)**  
**HIGHWAYS**  
**RAIL**



\*Our revenue growth for the last 3 years since listing has averaged 48% (CAGR)

# Group Statement

## Continuing Operations (Adjusted)

	FY 2024 £m	FY 2023 £m	Change %
Revenue	101.9	79.8	28%
Gross Profit	15.0	14.0	
Overheads	(10.3)	(10.5)	
<b>EBITDA (Adjusted)</b>	<b>4.7</b>	<b>3.5</b>	<b>34%</b>
Depreciation & amortisation	(1.0)	(0.9)	
<b>Operating profit</b>	<b>3.7</b>	<b>2.6</b>	<b>42%</b>
Finance Costs	(1.1)	(0.8)	
<b>Profit before tax</b>	<b>2.6</b>	<b>1.8</b>	<b>43%</b>
Tax (deferred)	(0.4)	(0.1)	
<b>Profit after tax</b>	<b>2.2</b>	<b>1.7</b>	<b>28%</b>





# Labour Supply

	FY 2024 £m	FY 2023 £m
Revenue	84.1	63.8
Operating profit (adjusted)	9.4	8.7

- Continued organic growth through execution of strong project pipeline.
- New clients – Costain national framework, Hill Group PSL, Balfour Beatty Kilpatrick.
- Circa 1,600 operatives across all sites.
- Local employees found via our recruitment app – 15,800+ downloads up from circa 12,000 last year.
- Since introduction circa 7,000+ operatives have completed onboarding through our ‘One Team’ app up from circa 1,200 last year.
- Upskilling/cross-skilling our operatives through our Construction Academy.



**32% Revenue Growth**

# Civil Projects

	FY 2024 £m	FY 2023 £m
Revenue	17.5	15.7
Operating profit	2.2	1.8

- Revenue increased 12.2%.
- AMP7 (Asset Management Programme) in the water sector has driven growth with AMP 8 due to start in April 2025.
- Projects won for FY 2025 to date of £7.5m.
- New clients include Anglian, Severn Trent, Trant Engineering and Curio Group.



**43** Projects in 2024

# Balance Sheet

	FY 2024 £m	FY 2023 £m
Fixed assets and Investments	9.8	20.8
Current assets	26.0	25.2
Assets held for sale	11.8	-
<b>Total Assets</b>	<b>47.5</b>	<b>46.0</b>
Equity	(11.7)	(8.7)
Liabilities held for sale	(9.6)	-
Asset funding debt	(1.0)	(11.4)
Long term lease liabilities	(4.4)	(5.6)
Invoice Discounting	(7.3)	(10.0)
Current Liabilities	(13.5)	(10.3)
<b>Total Equity &amp; Liabilities</b>	<b>(47.5)</b>	<b>(46.0)</b>



# Cash Flow

	FY 2024 £m	FY 2023 £m
Operating	1.6	1.7
Working capital changes	5.9	1.6
<b>Net cash generated from continuing operations</b>	<b>7.5</b>	<b>3.3</b>
Acquisition	(1.4)	-
Equity Raise	5.8	1.6
Dividends	(1.1)	(0.6)
Lease Liabilities	(1.5)	(1.8)
Invoice Discounting	(3.6)	2.7
Discontinued operations	(3.2)	(2.3)
<b>Net increase in cash</b>	<b>2.5</b>	<b>2.9</b>
<b>Cash at period end</b>	<b>6.7</b>	<b>5.1</b>

- Final dividend for FY 2023 of 1.12 pence paid to shareholders.
- Interim dividend of 0.6p already paid in March 2025



# Trading and Outlook

- Strong momentum has continued across all divisions through FY 2025.
- Current number of people on payroll – 1,600+ .
- Infrastructure remains buoyant with £700bn - £750bn investment earmarked across our main markets (Nuclear and Power & Energy, Rail, Highways and Water sectors).
- AMP 8 spending to increase in the water sector, £104bn over 5 years, AMP 7 currently £51bn.
- Network Rail's CP7 investment plans, representing a £44bn investment into the rail network from April 2024 across 5 years through to 2029.
- UK Government committed to major infrastructure projects throughout 2025 and beyond, including further investment in nuclear energy such as Sizewell C and Wylfa in Wales, along with Net Zero Teesside (a major carbon capture project in the North Sea), Power & Energy distribution in the UK.



# Growth Strategy

- **M&A Activity** – identification of acquisition opportunities within the labour supply market following £8m fundraise.
- **Organic growth** – across all divisions through strong pipeline of projects into FY 2025.
- **Nuclear** – over £11b+ committed spend on Sizewell C and we have already started supplying operatives.
- **Power & Energy** – UK Government spending commitment to provide energy security.





HERCULES  
SITE SERVICES  
working on  
behalf of

HS2

Q&A