

Building stronger foundations for sustainable progress

PHSC plc Annual General Meeting



Lorraine Young | Chair

Board leadership,
governance and oversight



Nikki Porter | Chief Executive Officer

Group strategy, operational
leadership and delivery



Frank Moxon | Non-Executive Director

Independent challenge,
capital markets and strategic
insights

Revenue grew, but profitability remained under pressure

£3.298m

GROUP REVENUE

Revenue returned to modest growth, but this did not yet translate into the level of profit conversion we need.

+2.4%

Revenue growth year on year

+10%

H2 revenue compared with H1, and 6% in the same period prior year

£277k

Impairment and non-recurring expenses

£(383)k

Loss before tax

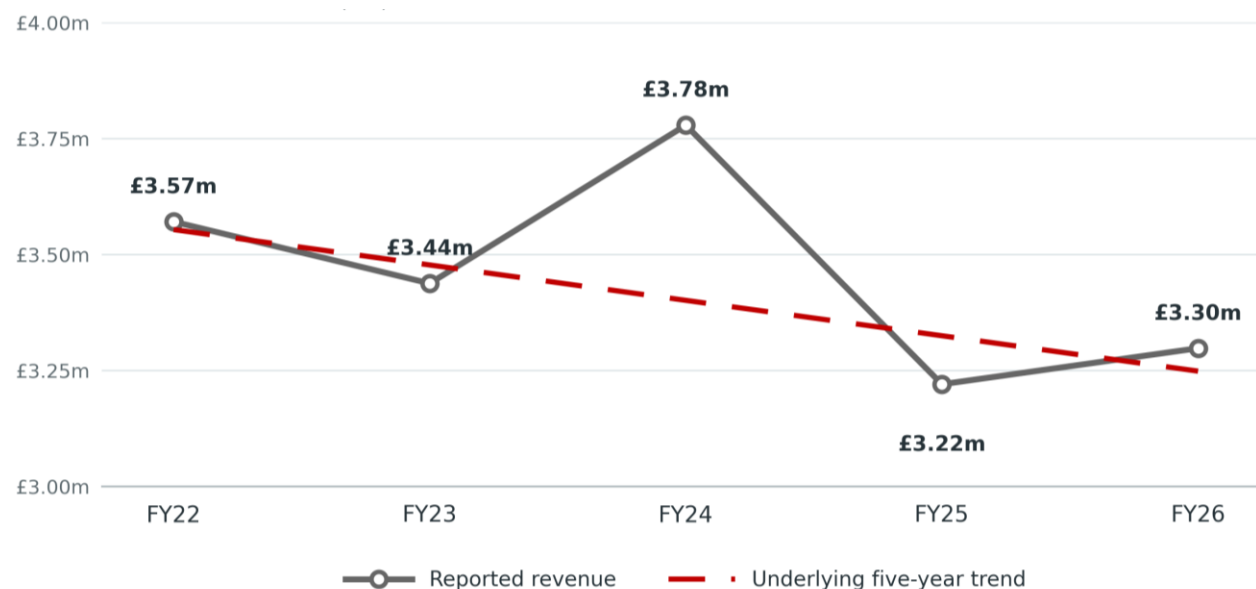
£385k

Year-end cash

The £383k loss before tax included £277k of goodwill impairment and non-recurring expenses, partly offset by £113k of other income from the Raunds sale.

Better-quality growth can reverse the revenue trend

Reported Group revenue, FY22–FY26 (£m)



THE FIVE-YEAR RECORD

Direction matters

Revenue has fluctuated without establishing sustained growth. Following the FY25 decline, the focus is on continuing the upward trend begun in FY25/26.

FY26: A FIRST STEP

+2.4% revenue growth

Encouraging movement from the FY25 base, and we now need to continue this upward trend

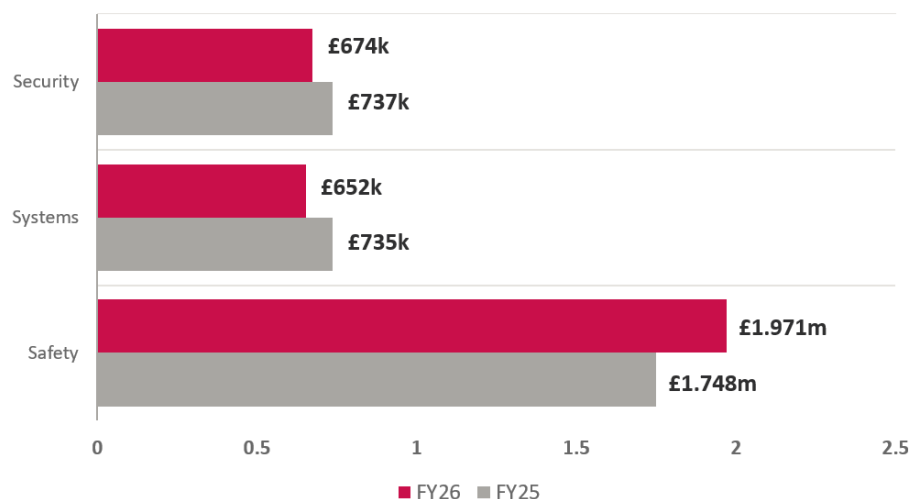
HOW VALUE BUILDS

Better-quality growth

Our focus on more repeatable income and disciplined execution should improve visibility, profit conversion and long-term value.

Three specialist divisions, connected as "One PHSC"

FY26 revenue by division (£m)



WHAT ONE PHSC MEANS

We retain our specialist expertise while connecting clients, knowledge, resources and opportunities more effectively across one trusted Group. This supports broader relationships, more needs met, deeper partnerships and greater client value. PHSC Academy provides a Group-wide training platform spanning Safety and ISO Systems.

SAFETY

£1.971m revenue | +12.8%

Consultancy, occupational hygiene, and statutory inspections as well as sector specialisms including Education and Aquatic Safety

ISO SYSTEMS

£652k revenue

ISO consultancy and assurance, supported by a clearer Group training proposition.

SECURITY

£674k revenue

Product protection, CCTV, customer counting and practical loss-prevention insight.

Our internal “Landing Zone” links market focus with execution

HOW WE WILL DELIVER

The model links where we compete, the value we offer, how we reach clients and the systems that support delivery.

1

Market focus

Clear sectors, sharper propositions and a more visible Group brand.

2

Client value

Retention, repeat work, proactive account planning and multi-service relationships.

3

Routes to market

Targeted sectors, stronger marketing and repeatable routes to market.

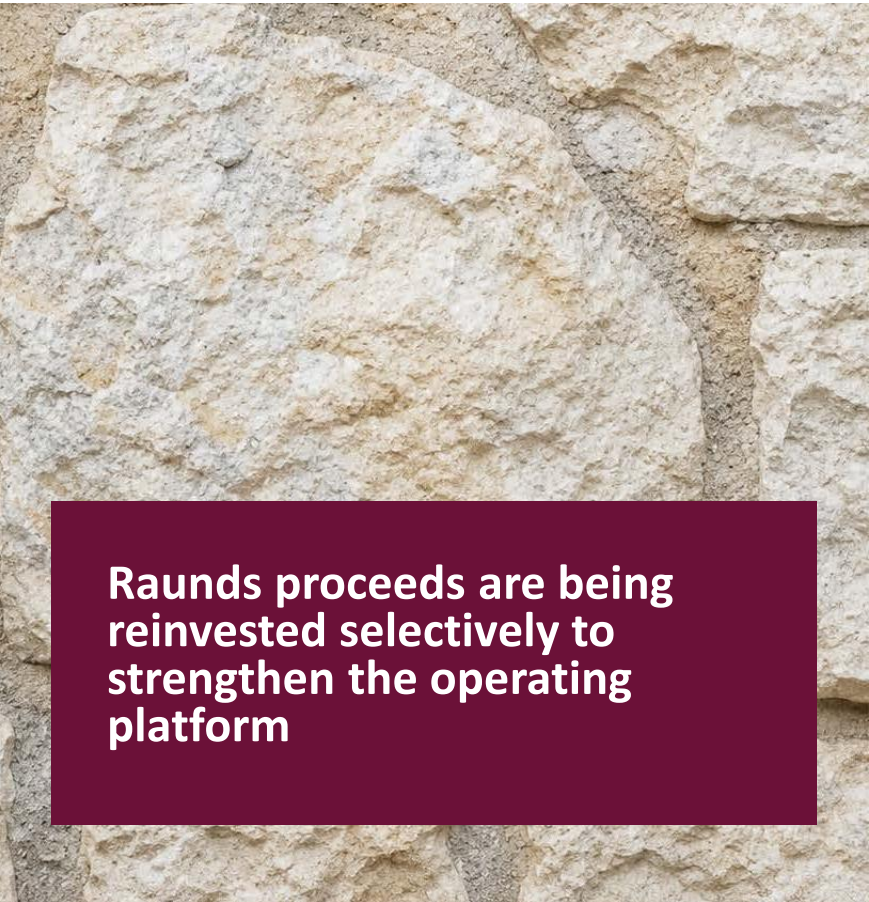
4

Systems and data

CRM, scheduling, data and consistent follow-up to support better sales conversion.

Destination: a more resilient operating model with better-quality revenue, stronger relationships and more consistent execution.

| Targeted investment supports stronger performance



Raunds proceeds are being reinvested selectively to strengthen the operating platform

01 Technology and data

Improving visibility, planning and decision-making.

02 Commercial capability

Clearer propositions, account planning and targeted marketing.

03 Scalable delivery

Building training and associate capacity.

04 Operating discipline

Simpler processes, clearer accountability and better management information.

Investment is phased and monitored by the Board.

Five reasons PHSC can build stronger long-term value

WHY PHSC

- 1 Specialist expertise in essential risk and compliance services
- 2 Long-standing clients, with 81% retention by value
- 3 Breadth across Safety, ISO Systems, Security and Training
- 4 One PHSC connects clients and expertise across the Group
- 5 Targeted investment and stronger execution can improve revenue quality and profit conversion

PROGRESS MEASURES Revenue, profit before tax, cash, and the quality and repeatability of revenue.

Stronger foundations → more consistent performance → sustainable long-term value.