

Hoddesdon Site Visit.

14.5.2026

Agenda.

Introductions & Agenda	<ul style="list-style-type: none">• Agenda• Key themes• Tour groups	
FMG RS Hoddesdon overview <i>(40 mins)</i>	<ul style="list-style-type: none">• FMG RS Hoddesdon context• Robust processes: key-to-key• Technicians & Apprentices• Technology & training	
FMG RS Tour – 4 Groups <i>(45 mins)</i>	<ul style="list-style-type: none">• Rotating through MET, Panel, Paint, & Plastic Welding	

Transfer to NVH Rental branch

Northgate branch overview <i>(10 mins)</i>	<ul style="list-style-type: none">• Hoddesdon rental branch in context	
Branch Tour – 4 Groups <i>(40 mins)</i>	<ul style="list-style-type: none">• Rotating through Workshop, Mobile service, Specialist Vehicles, e-LCVs	
Nurture Group: customer perspective <i>(20 mins)</i>	<ul style="list-style-type: none">• Fireside chat with Asim Iqbal, Head of Fleet & Assets	
Wrap-up <i>(15 mins)</i>	<ul style="list-style-type: none">• Q&A/ conclusions	

Key Themes: **Competitive advantage.**

- Our **competitive advantage** comes from:
 - our nationwide **scale**
 - investment we can make in our **facilities** and **technology**
 - investment in **our people - current & future**
- **Differentiated** business model – integrated mobility solutions
- Customer **service** and **feedback rankings** way above industry averages
- Together helps us to **win contracts** and keep & **grow customer base**

Takeaways: Supporting growth.

- **What good looks like**: examples of larger, efficient facilities
- Applying technology & knowhow **consistently at scale**
- Making **operational complexity simple** at point of service
- Training the **next generation** of technicians
- **Broadening** the product range

FMG RS: Overview.

FMG RS bodyshops

65 fully-equipped repair centres

35 mobile repair vehicles

c.100,000 repairs p.a. undertaken in our bodyshops

1,700 colleagues

Dedicated Technical Training Centre

FMG Repair network

500+ 3rd party repair network

Over **200,000** repairs for insurance/corporate partners

Hoddesdon

When opened	Oct 2023
Workshop size	24,000 sq ft
Repair bays	37
Repair capacity	45 /week
Hoddesdon Team	
Total colleagues	30
Technicians	13 (»15)
Apprentices	3

Process: key-to-key.

The screenshot displays the AudaPad software interface for configuring a vehicle. The main window shows a 3D exploded view of the front end of a white car, with various components like the grille, headlights, and bumper shown in a teal color. A callout box identifies two parts: "373 L/HEADLAMP CARRIER" and "374 R/HEADLAMP CARRIER".

Navigation Tree (Left Panel):

- Bodywork
 - Bodywork Front - Outer**
 - S Line Exterior [2JD/FM7/PY2]
 - Headlamps - LED Matrix [8IY]
 - Headlamps - Washers [8X8]
 - Parking Assistant - Front/Rear [7X2]
 - City Emergency Braking - Front Assista
 - Bodywork Centre - Outer
 - Bodywork Rear - Outer
 - Bodywork Front - Inner
 - Bodywork Centre - Inner
 - Bodywork Rear - Inner
 - Doors - Front
 - Doors - Rear
 - Body Painting
- Engine
- Axles - Steering - Suspension
- Interior
- Additional Work
- Accessories
- Wheels - Safety Systems

Bottom Status Bar:

- 31% of vehicle value
- Labour: 888.80
- Paint: 1'721.11
- Parts: 2'845.29
- Add. Costs: 291.00
- Total (incl. VAT): 6'895.44

Taskbar (Bottom): Windows taskbar with search bar, system tray showing 13°C Mostly cloudy, and date 20/04/2026.

People: Technicians & Apprentices.

- Technician specialisms
- Importance of working environment
- Focus on productivity and consistent quality



Group average age of UK&I technicians

UK&I Apprentices

FMG RS

2023	2025	2025
54yrs	41yrs	225

Up 71%

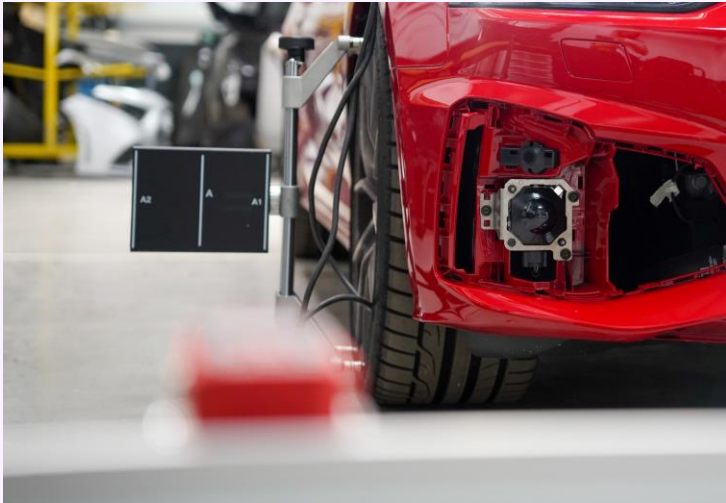
78 mentors trained

36 team leaders trained to better support incoming apprentices

Technology: investment & training.

ADAS

- Nearly all new cars have ADAS (>60% of UK car parc)
- ADAS now in all 67 bodyshops
- Insourcing benefits: margin retention & speed of turnaround



Plastic Welding

- Bumpers, headlights, washer bottles, undertrays
- Repair more cost effective than replacement for insurers
- New differentiated skillset for technicians



Technical Training Centre: Goole.

- **IMI Accreditation** – in-house delivery of accredited technical training
- **EV & Hybrid Capability** – high-voltage and electrified vehicle skills
- **Advanced Technical Facilities** – EV training room and ADAS calibration
- **Technician & Apprentice Development** – reaccreditation and bespoke programmes

IMI Approved Courses:

- Senior MET Technician (Full and Reaccreditation)
- Senior Panel Technician (Full and Reaccreditation)
- Senior Paint Technician (Full and Reaccreditation)
- Hybrid/Electric Vehicle Awareness Level1
- Hybrid/Electric Vehicle Hazard Management Level 2
- Electric Vehicle Technician (also available in VRQ)
- Refrigerant Handling/Aircon
- Bodyshop Autoglazing Technician
- ADAS Level 1
- ADAS 230
- AOM 009 WELDING BS4872/BS1140
- AOM 028 Welded Panel Section
- AOM 133 Welded Panel Section

Other Courses:

- Plastic Repair Over Replace
- Advanced Plastic Repair
- Bespoke courses for Apprentices/Struggling Technic
- Bespoke Glazing Courses
- Tailored Training
- PASMA (We are a PASMA approved Training Centre)
- Introduction to Estimating for Admin
- Introduction to Estimating for VDAs



Northgate Mobility.



Fireside chat: Nurture Group.

Nurture Group brings together five industry-leading brands which together provide a comprehensive, expert-led approach to grounds maintenance, landscaping, environmental solutions, and pest control across the UK.

Having grown through over 50 acquisitions since 2008, the Group has over 4,000 employees and turnover of c. £245m a total fleet of c.2,400 vehicles.



Number of Northgate vehicles	c.800 (2024: c.400)
Vehicle types	<ul style="list-style-type: none">• All forms of LCVs• Arborealist tippers• 60+ EVs/ PHEVs• 7.5t to micro-mobility
Northgate Branches supporting Nurture	>50 nationwide



Wrap-up: Competitive advantage.

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Minibus leaving 4.25pm & 4.40pm

Wrap-up: Supporting growth.

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Information available on the Corporate Website.

Video discussions.

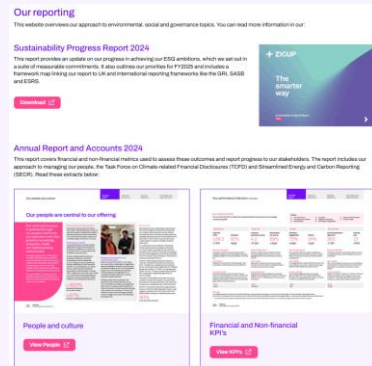
Strategy

Investment case

Our people

ESG principles

Sustainability library.



Click here

AI search tool.



Click here



Best UK MidCap Website 2023, 2024, 2025



Best MidCap Website 2025

IR Update.



Click here

IR Booklet.



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