

Flowtech Fluidpower PLC

Full Year Results Presentation 2025

Twelve months ended 31 December 2025

FLO

Company Confidential

“
*Our aim is to provide our customers with **power, motion & control solutions**, from a single component to integrated engineering systems and in the most cost-effective way, harnessing the best global brands and products, services and engineers in the market.*



Flowtech at Lamma
The UK's Premier Agricultural Machinery and Technology Show

Agenda

- ▶ Summary
- ▶ Our Strategy
- ▶ Financial Update
- ▶ Business Highlights
- ▶ Outlook



Mike England
Group CEO



Russell Cash
Group CFO

Our Strategy



A World of Motion

Motion control underpins critical infrastructure and industrial activity **across all major sectors.**

From the food we eat to the bridges we cross to the water flowing into our homes, from agricultural machinery in the field to automated production lines and data centres, modern economies depend on controlled movement, force and flow.

- **Hydraulic systems** use pressurised fluid to generate force and movement, powering heavy lifting, construction equipment and infrastructure
- **Pneumatic systems** use compressed air to drive high-speed automation and precision control
- **Process control systems** regulate pressure, temperature and flow to ensure safety, efficiency and consistency

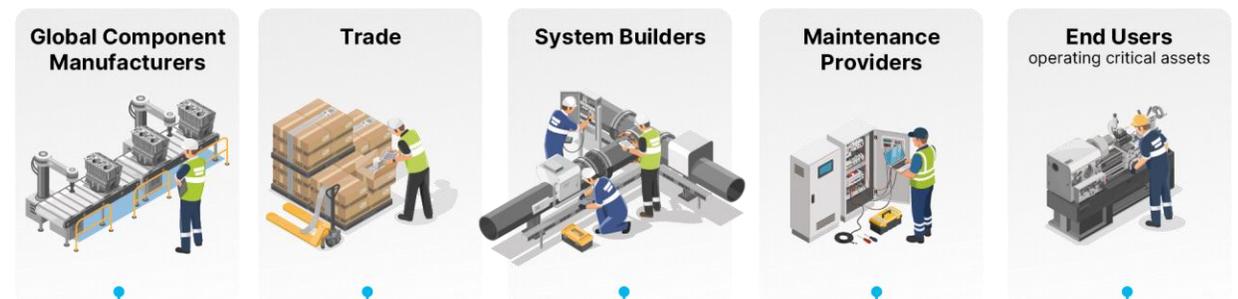


Our Integrated Platform

We generate revenue through three value streams:

- 1 Products**
High-service distribution supported by significant stock depth
- 2 Services**
Diagnostics, repair, manufacture & sub-assembly, on-site services and system optimisation
- 3 Projects**
Design, build and integration of complex systems

Working in a fragmented, complex supply chain



We connect complex customer needs with specialist supply, combining distribution scale with engineering expertise.

Our Strategic Plan

In late 2023, we set out a transformative Strategic Plan to improve a number of areas of our business that required some immediate attention and lay solid foundations to enable us to grow and scale as we move forward. Our objective is to deliver a more customer-centric, lean and scalable platform for growth.



← Digital & Data Enabled →

Our strategy is underpinned by six growth engines.



Our Strategic Roadmap

2023

Diagnosis and Control & Performance Improvement Plan.

Strategic Focus: Establish control, power up leadership and restore operational discipline.

2024

Restructuring & Integration to One Flowtech.

Strategic Focus: Simplify the operating model, integrate and embed “One Flowtech” and initiate the six growth engines.

2025

Return to Quality Growth & Digital Ramp-Up

Strategic Focus: Deliver the Digital Platform foundation and restore disciplined growth across all three regions.

2026 - 2028

Leverage Growth Platform & Embed Culture

Strategic Focus: Build on the foundations established over the past three years and convert platform capability into disciplined, sustainable growth and profitability.

Integration of Q Plus to build out European Platform to scale. Explore further opportunities.

Our Strategic focus

2026

1

Scalable Integrated Platform now in place – far stronger than 3 years ago

Strategic Focus: Accelerate revenue growth and optimise operating leverage of the platform including digital, data & AI enablement and optimisation

2

Deleveraging set to improve – expect improved EBITDA and increased free cash flow

Strategic Focus: Accelerate revenue & EBITDA growth and improve free cash flow with tight control of capital expenditure and working capital management

3

Earnings accretive inorganic growth – expanding product, service and geographical reach in a fragmented market

Strategic Focus: Integrate and grow x4 existing acquisitions and identify further opportunities that strategically align and enhance shareholder value

2028

Financial Update



Fan Bridge, Merchant Square London
Installation and supply of hydraulic cylinders and pumps.



Financial Insights

Revenue

£116.9m

(+9.0%)

(2024: £107.3m)

Gross Margin

39.2%

(+100bps)

(2024: 38.2%)

Underlying EBITDA*

£7.7m

(+30.5%)

(2024: £5.9m)

Net cash from operating activities

£7.7m

(2024: £8.7m)

Underlying Operating Profit*

£3.6m

(2024: £2.7m)

Net Debt**

£15.2m

(2024: £15.1m)

* Underlying operating profit is used as an alternative performance measure to assess the trading performance of the business and is operating profit before separately disclosed items which are amortisation and impairment of intangibles, impairment of goodwill, impairment of right of use assets, share based payments, and restructuring costs. The £4.0m differential between underlying operating profit and underlying EBITDA relates to depreciation charges.

**Net debt is bank debt less the value of cash and cash equivalents. It excludes lease liabilities under IFRS16. Bank debt is the value of the Barclays Revolving Credit Facility of £20m and any utilised value of the £5m overdraft facility, less any unamortised value of loan arrangement fee.

Financial Highlights

Self-help despite challenging markets.

Good revenue momentum in H2 from each of the stated sales growth levers

- Revenue increased by 9.0%; excluding the impact of recently acquired businesses there was a 3.0% reduction (H1 decline of 11.9%, H2 growth of 7.6%)

Improvement on already strong gross margins with 100bps improvement FY 25 versus FY 24

- Good discipline in managing ongoing inflationary price changes and selling effectiveness. Margin improvement has continued throughout 2025

Tightly managed operating overheads - £0.6m underlying reduction notwithstanding inflationary pressures

- £4.5m increase in overheads from the impact of recent acquisitions (full year v part year impact of the Thorite, as well as Allswage and Thomas acquisitions, part way through FY25)
- Underlying reduction of £0.6m; key to the achievement of this has been tight control of our headcount (like-for-like reduction of 4%)

£3.3m reduction in Debt in H2 25 in line with expectations; (H1 25 £18.5m: FY25 £15.2m up £0.1m v FY24)

- Full year debt levels remained stable, reflecting our restructuring activity and necessary capital investment in the business

	2025	2024	Change
Revenue	£116.9m	£107.3m	+9.0%
Gross margin %	39.2%	38.2%	+100bps
Underlying operating overheads	£42.1m	£38.3m	+£3.9m
Underlying EBITDA	£7.7m	£5.9m	+£1.8m
Net cash from operating activities	£7.8m	£8.7m	-£1.0m
Net debt*	£15.2m	£15.1m	+£0.1m

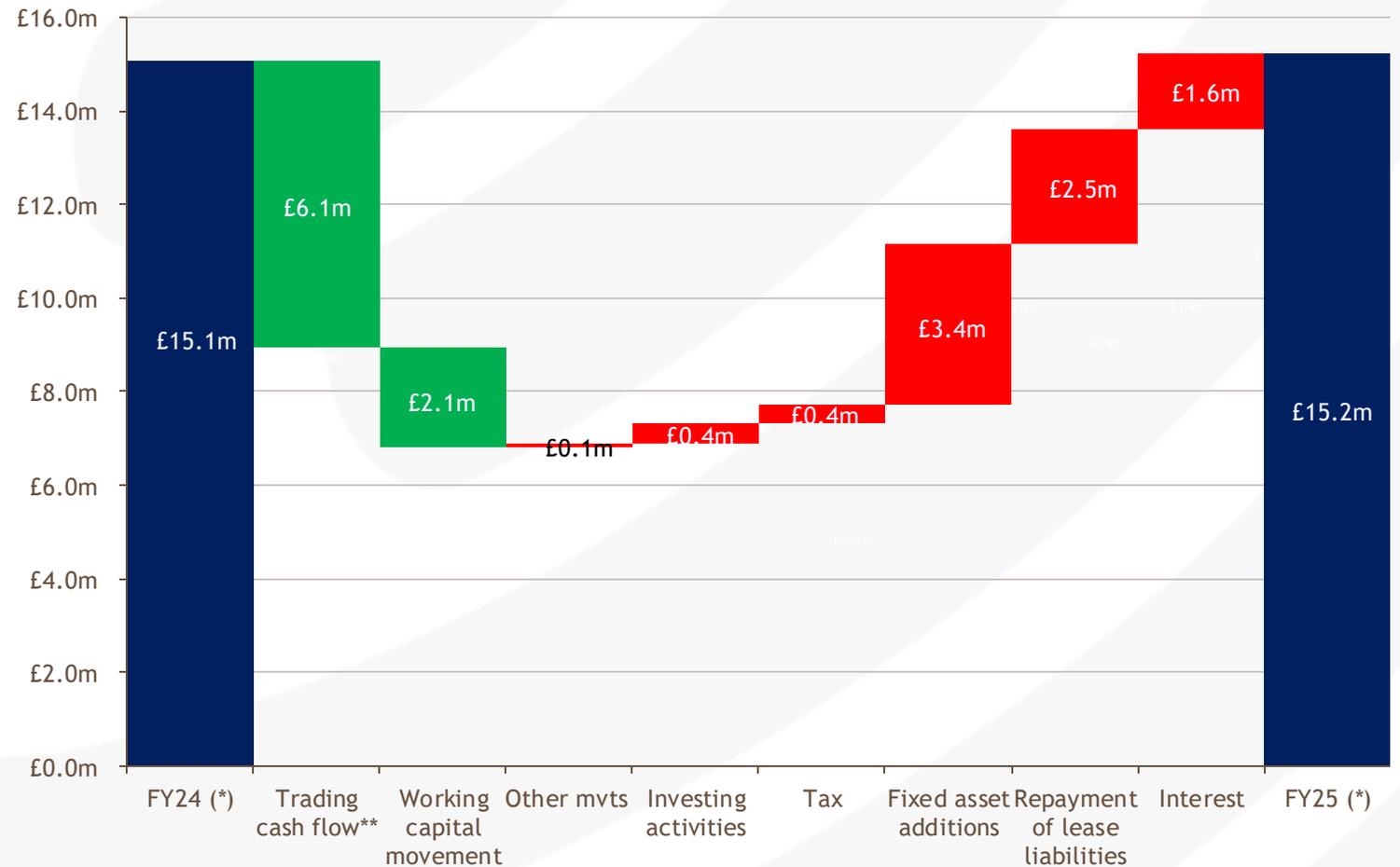
*Net debt is bank debt less cash and cash equivalents. It excludes lease liabilities under IFRS 16

Financial Highlights

Debt bridge

£0.1m increase in Debt over the full year. £3.4m increase in H1 25 offset by similar reduction in H2 25.

- EBITDA combined with working capital reduction served to cover the aggregate of all outflows, notably £3.3m capex and £2.5m in respect of lease payments
- In H2 25 there was a £3.3m reduction in Debt; this was driven in part by improving profitability trends and in part by the natural unwind of working capital at the end of any year
- Reduction in working capital of £2.1m (c.7%) in 2025



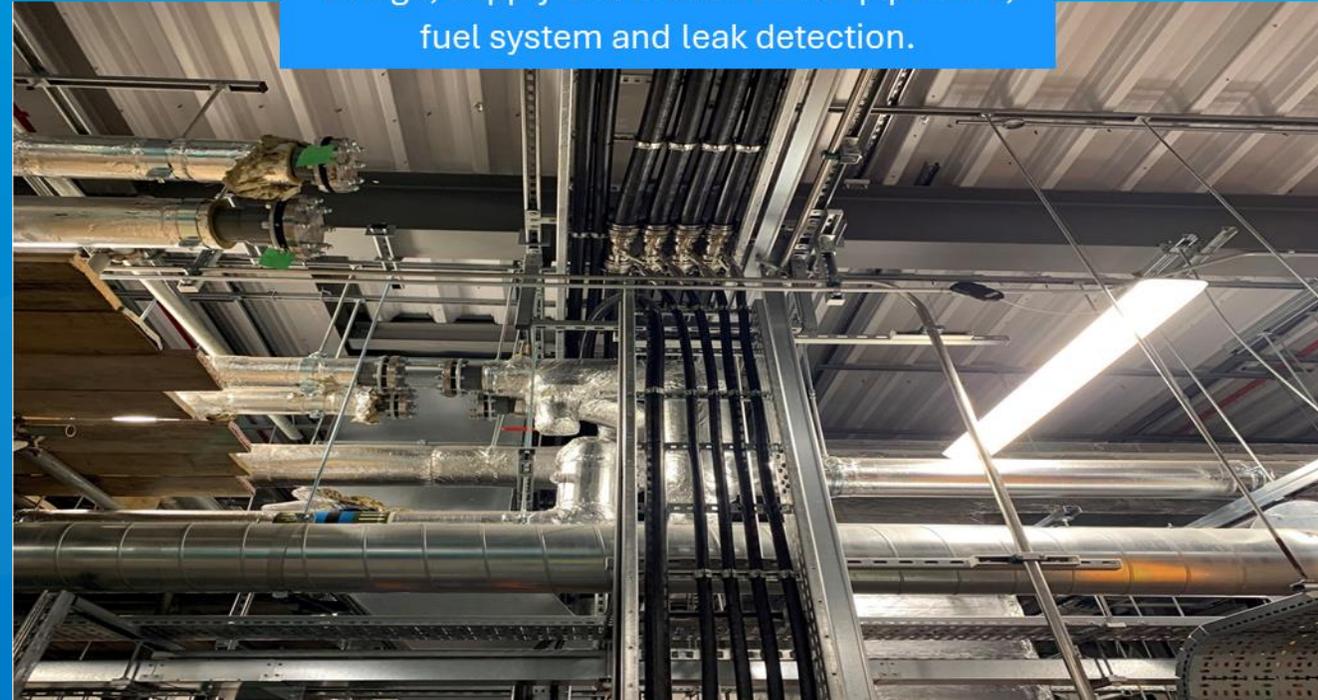
*The opening and closing positions represent bank debt and exclude IFRS16 lease liabilities.

** Trading cash flow is Operating profit excluding non-cash items such as Depreciation, Amortisation and share based payments.

Business Update



Fuel System, University of Bath
Design, supply and installation of pipework,
fuel system and leak detection.



Self-help growth momentum into 2026

Sales growth initiatives - strong progress in all four areas during 2025 delivers positive momentum into 2026.

1 New Digital Platform

New white label and new UK website launched.

Ireland, Benelux and Export to follow in H1 26.

2 Product & Service Expansion

New product range launches including own brand expansion.

Range expansion targeted towards high growth verticals.

3 Engineering Projects

Strong projects sales pipeline with new contracts secured for 2026 delivery.

Improved project delivery capability; enhanced EBITDA.

4 Inorganic Opportunities

Fragmented and volatile market presents increased opportunities.

Need to be compelling and highly accretive in time.

Focused Growth Sectors: Indirect Channel, Aerospace & Defence, Infrastructure, Data-centres and Transportation.

The Market: Outlook remains uncertain, given current market volatility. No expectation of material market recovery in 2026 – Self-help focus continues.

"Service levels maintained at 99.8% on-time-to-promise and 97% stock availability on core ranges"

Digital Platform Transformation

New website launched in August 2025, part of a scalable digital offering to replace outdated legacy platforms, with the added capability to provide an end-to-end White Label platform to support our Trade Partners.

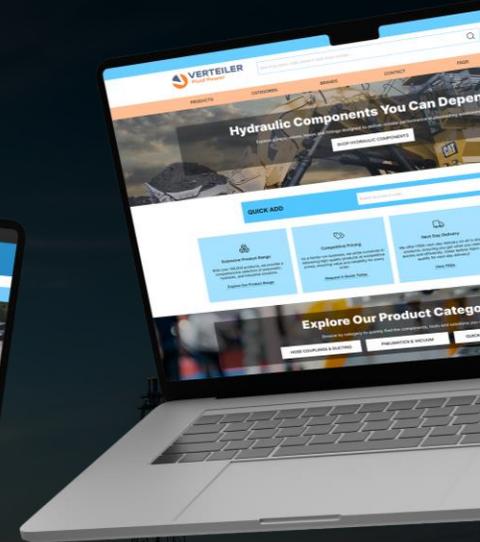
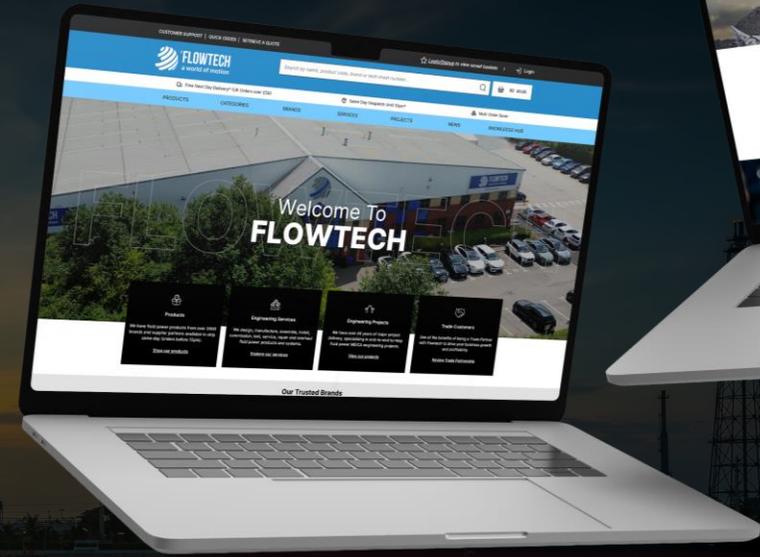
- **Improved Customer Experience & Stabilised Uptime**
 - Orders completed within 5 minutes increased from 36→48%, alongside a **+31% increase in customer satisfaction**
 - Eliminated **~£340k annual downtime risk** delivering a stable £1.5M–£1.8M monthly run-rate
- **Stronger demand & conversion**
 - **Traffic +24% YoY** improving acquisition efficiency
 - Web customers **~ c.70% of customer orders***, demonstrating increasing digital channel adoption
- **Cost efficiency**
 - **78% reduction in infrastructure costs**, delivering ~£175k–£200k annual savings
- **Delivery capability transformed:** Shift from **quarterly to bi-weekly releases**, delivered with zero downtime
- **Product scalability transformed:** Platform now supports new product introduction at scale **+130k SKUs vs hundreds previously**, enabling significantly broader range availability and digital growth



Forward plans to scale growth in 2026

The website is one component of an integrated digital platform that enables scalable, multi-channel growth, enhanced commercial effectiveness, improved customer insights, and partner enablement.

- ↑ Self-service + conversion
- ↑ Revenue, x-sell/upsell + new customers
- ↑ Market share, scaling internationally
- ↑ Competitive differentiation -product configurators, and leading customer experience



*UK Product distribution sales from the main DC only

Business highlights

Two Further Acquisitions

After the successful acquisition of Thorite in August 2024, acquisitions of Allswage UK (March 2025) and Thomas Group (May 2025) - *limited consideration*.

Allswage - hose assembly equipment, testing and certification.

Thomas - engine parts, filtration and fuel technology.



New Supplier Partnerships

New partnership with **SMC Corporation Limited**, the global market leader in fluid control and automation solutions, with over 12,000 items and 700,000 variants available.

Re-establishment of a 45-year-old relationship with **HPC Kaiser**, a leading Global Compressed Air provider.

Group-wide launch of **Piab, Gast and Graco**, which are three significant pneumatics brands brought to Flowtech through the acquisition of Thorite.

Major Projects Won

Secured two major bridge infrastructure contracts in Ireland, for works on **Narrow Water Bridge** (July 2025) and **Rice Bridge** (June 2025) with a combined contract value of £8.2m (€9.4m) over a two-year period.

For both projects, Flowtech will be providing support on the **MEICA (Mechanical, Electrical, Instrumentation, Control and Automation)** elements, working alongside a number of strategic partners to ensure successful completion of these prestigious engineering projects.



Optimising Branch & Service Network

Relocated, opened or consolidated a number of new locations and new ventures or as part of our ongoing modernisation plan to improve work environments and capacity, optimising our network including:

- **West Midlands** (relocation of Thorite location and new Process Centre of Excellence)
- **South Yorkshire** (Thorite relocation from Sheffield to new improved location)
- **Leicester** (Opened new Engineering Solutions Centre to better serve this important region)
- **West Bromwich** (New Solutions Centre with acquisition of Allswage)
- **Ashford** (New Solutions Centre with the acquisition of Thomas)
- **Rotterdam** (relocation of two facilities into one, new state of the art Engineering Solution Centre facility)



Performance momentum resulting from 'tactical' acquisitions.

Our most **recent acquisitions in the UK** have been self-funded by Flowtech and are now all contributing to the bottom-line performance and integrated into the Flowtech group.



- August 2024
- Pneumatic & air specialist
- Revenue: £14m+**
- FTE 70 (down from 120)



- March 2025
- Distributor of hydraulic hose assembly equipment and services
- Revenue: £2m+**



- May 2025
- Distributor of filtration and fuel technology
- Revenue: £1.75m+ **

Combined



Limited £ consideration (Distressed businesses)
 Revenue: £20m+* exit run rate 2025
 EBITDA. £2m* (from a combined loss of c£1.5m)
 >40% FTE reduction
 Future growth – new brands, products & services

*2025 exit run rate; unaudited

**estimated annual turnover at the point of acquisition



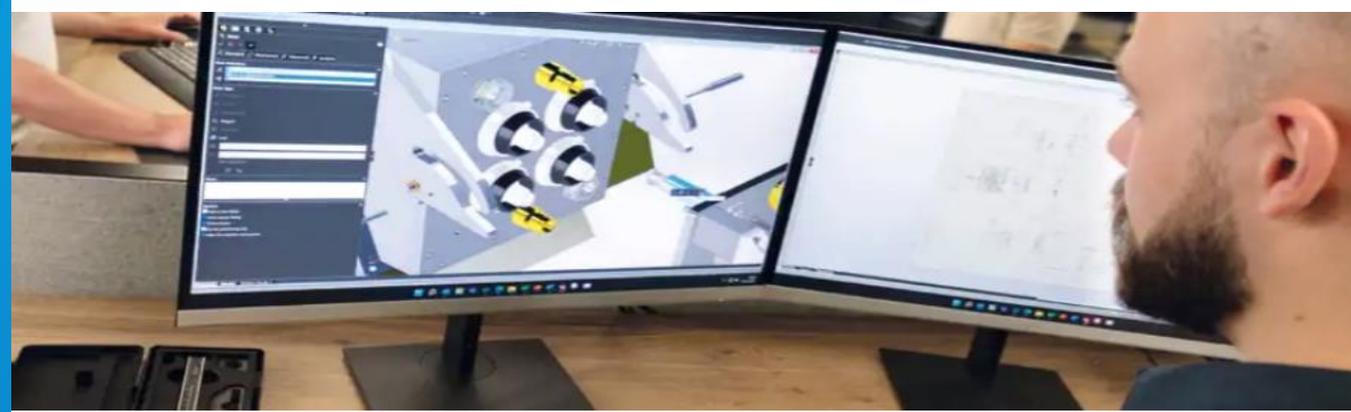
Earnings enhancing strategic acquisition (completed 12 February 2026)

*One of the largest independent Pneumatic and Air specialist business in the Netherlands.**

Rev. c.£11.2m and 15% EBITDA margin**

- Strong focus on end-customers OEM and MRO
- Engineering and design expertise, in-house assembly and pre-fabrication capabilities
- Specialist suppliers with long standing relationships
- Activity is widely spread over different industries and strong market reputation since 1988
- Own Brand product line "MelQ" developed for Dairy and Agriculture market
- Location: Sliedrecht – 25 minutes from Rotterdam

Doubles the size of the Benelux business and strengthens European footprint; aligns with our strategy.



1,800
customers



28 FTE av.
tenure of
8 years



8,000
products
on stock



EBITDA**+15%



Own Brand



*Based on management's belief and knowledge of the industry

**Based on UK accounting policies; adjusted EBITDA (IFRS) of £1.7m

ESG 2030

Refreshed ESG strategy and 2030 targets implemented during 2024. Accelerated progress into 2025

Our United Nations Sustainable Development Goals (SDGs)



- 2024**
 - Establishing ESG Strategy and setting targets for 2030
 - Set baseline for Carbon Reporting
 - Transition to One Flowtech, reflected in an organisational restructure
 - Focus on Technical Training
- 2025**
 - Improved Data Quality for Carbon Reporting - total emissions reduction of 35.4%
 - Sustainable packaging now used across all UK sites
 - Focus on Eco-Smart Sourcing
 - Launch of new Employee Assistance Programme (EAP)
 - Launch of Employee Engagement Survey
 - H&S training increased by 44%
 - Launch of Group Wellbeing Strategy

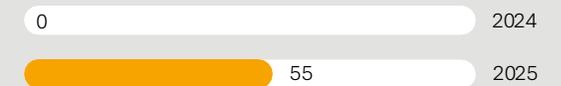
Overall LSEG Score



Environment



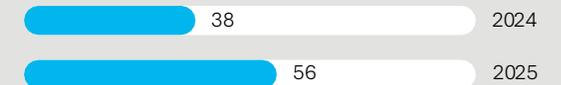
Social



Governance



Management



"Progress on One Flowtech culture, employee benefits, wellbeing and Health & Safety"

Outlook

The image shows a close-up of industrial machinery, likely a welding fume extraction system. It features large, polished metal pipes and structural beams. Two prominent pneumatic cylinders are visible, connected to a network of blue and green hoses. The scene is set in an industrial environment with a dark ceiling and a window in the background.

Energy Management Company, West Yorkshire
Design and installation of an automated pneumatic solution to improve a welding fume extraction system.

OUTLOOK

Current trading is in line with our full year expectations

Our order book and sales pipeline are demonstrating strong momentum and builds confidence beyond Q1 - focus on higher growth sectors such as defence, waterways & flood defence, data centres and transportation continues.

The new digital platform is performing well with month-on-month improvements showing positive signs.

Management focus on managing the quantum of capital investment and all aspects of working capital - confident that our cash conversion in 2026 will be much stronger than recent years.

Q Plus performance and the integration process ongoing is in line with expectations.

-
-  Continued market headwinds, strengthened by recent activities in the Middle East.
- Current supply chain robust.
 - Market pricing impacts due to rising costs.
 - Monitoring situation closely.

“

Our AI focus is on improving product data quality, search and discovery, customer insight analysis, and reducing manual effort in data and engineering work.

We are exploring more advanced AI - The priority right now is getting real value from AI in the core of the business, not racing ahead of our foundations.

Mike England | CEO

QUESTIONS



APPENDIX 1

Top Shareholders

Consolidated Statement of Cash Flows

Statement of Financial Position



Shareholders

57% of shares are held by the top 10 shareholders.

Shareholders – as at 26 February 2026	Number of shares held	% of share capital
Odyssean Capital	10,500,000	12.89
Harwood Capital	8,246,000	10.13
River Global	5,112,869	6.28
Downing	4,699,573	5.77
Trinity Bridge	4,320,548	5.31
Charles Stanley	3,527,511	4.33
Lazard Freres Gestion	3,439,563	4.22
Interactive Investor	2,587,935	3.18
Ursus Capital	2,380,000	2.92
Raymond James Investment Services	2,110,925	2.59

Cash Flow

Consolidated Statement of Cash Flows

Audited 31 December

	2025 £000	2024 £000
Cash flow from operating activities		
Net cash from operating activities	7,780	8,706
Cash flow from investing activities		
Payment for acquisition	(100)	(832)
Repayment of Credit facility from acquisition	(280)	(1,694)
Acquisition of property, plant and equipment	(1,214)	(1,547)
Acquisition of intangible assets	(2,192)	(1,764)
Proceeds from sale of property, plant and equipment	-	31
Net cash used in investing activities	(3,786)	(5,806)

	2025 £000	2024 £000
Cash flows from financing activities		
Net proceeds from issue of share capital	-	1,393
Repayment of lease liabilities	(2,137)	(1,663)
Drawdown / (Repayment) of bank loan	3,000	(3,000)
Interest on lease liabilities	(336)	(117)
Other interest	(1,625)	(1,725)
Additional credit facility recognised on acquisition	(30)	-
Proceeds from sale of shares held by EBT	-	270
Dividends paid	-	(1,383)
Net cash generated (used in) financing activities	(1,128)	(6,225)
Net change in cash and cash equivalents	2,866	(3,325)
Cash and cash equivalents at start of year	1,839	5,184
Exchange differences on cash and cash equivalents	29	(20)
Cash and cash equivalents at end of year	4,734	1,839
Net debt	£15.2m	£15.1m

Statement of financial position

(31 December 2025)

Unaudited 31 December

	2025 £000	2024 £000
Assets		
Non-current assets		
Goodwill	14,996	14,996
Other intangible assets	5,271	3,776
Right-of-use assets	6,769	4,806
Property, plant and equipment	6,637	7,546
Total non-current assets	33,673	31,124
Current assets		
Inventories	29,156	29,263
Trade and other receivables	25,809	22,740
Prepayments	1,587	1,052
Cash and cash equivalents	4,734	1,839
Total current assets	61,286	54,894
Liabilities		
Current liabilities		
Lease liabilities	2,378	1,694
Trade and other payables	26,583	20,866
Tax payable	98	228
Total current liabilities	29,059	22,788

	2025 £000	2024 £000
Net current assets	32,227	32,106
Non-current liabilities		
Interest-bearing borrowings	19,972	16,913
Lease liabilities	6,203	3,743
Provisions	50	179
Deferred tax liabilities	448	791
Total non-current liabilities	26,673	21,626
Net assets	39,227	41,604
Equity directly attributable to owners of the Parent		
Share capital	31,637	31,637
Share premium	-	61,662
Other distributable reserves	61,662	-
Other reserves	187	187
Shares owned by the Employee Benefit Trust (EBT)	(54)	(54)
Merger reserve	293	293
Merger relief reserve	3,646	3,646
Currency translation reserve	74	(336)
Retained losses	(58,218)	(55,431)
Total equity attributable to the owners of the Parent	39,227	41,604

Appendix 2

Our Market
Flowtech Overview
Industry Sector Focus
– Case studies



Our Market

What is Fluid Power?



Fluid Power describes hydraulic and pneumatic technologies which use fluid (liquid or gas) to generate, control and transmit power.

- Hydraulics the fluid is a liquid (oil or water) whereas pneumatics uses a gas
- Fluid Power is one of three types of power transmission technology, the other two being electrical and mechanical

	Hydraulics	Pneumatics
Market breakdown	c.78%	c.22%
Supplier base	Fragmented supplier base	More concentrated supplier base
Core products	Pumps, motors, valves, cylinders, filters, hose & tubing, fittings equipment	Compressors, filtration, valves, cylinders, vacuum products
Key end-users	Construction, agriculture, defense, aerospace, oil & gas, heavy machinery	Food processing, electronics, medical, automotive, packaging

Source: Company data, British Fluid Power Association.

Flowtech Overview

Size and scale differentiates us

We are the leading Fluid Power product and service specialist in our three regions.

- ✓ Supplying to customers in over 80 countries world-wide
- ✓ More than 650 highly skilled technical people.
- ✓ Over 25 Operational locations in UK, Ireland and Benelux.
- ✓ 2000+ Leading global brands and broad product range.
- ✓ High service product distribution capability.
- ✓ Manufacturing, service & repair capability.

Our exciting opportunity to grow.

The market is BIG and fragmented

£30bn	<1%	<10%
European market	European market share	UK market share

a world of motion



Infrastructure

Bridges, utilities, data centres, water and civil engineering assets requiring mechanical, electrical and integration expertise.

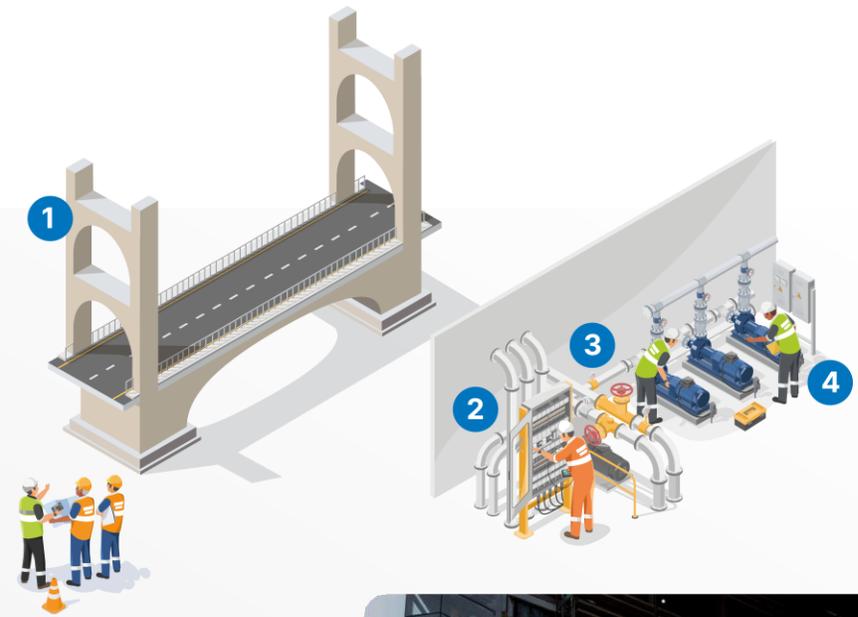
These long-life, critical assets align strongly with our project capability and lifecycle support model.

Bridges

Flowtech is a specialist MEICA (Mechanical, Electrical, Instrumentation, Control, and Automation engineering company, delivering cutting-edge solutions for moving structures across bridges, flood defences, marine structures, and industrial automation. With a commitment to quality and innovation, we provide tailored engineering solutions that enhance efficiency and reliability.

How we add value to Bridges:

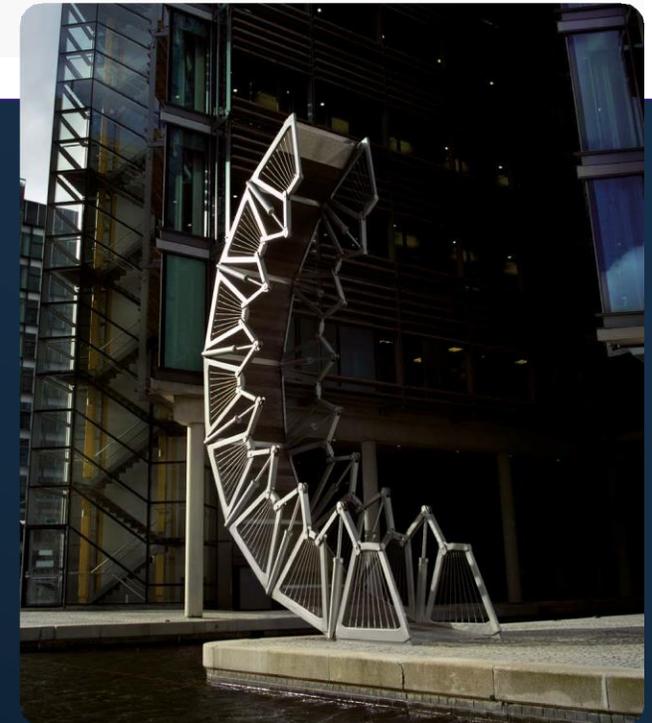
- 1 **Mechanical and Electrical Engineering** – precision-driven engineering solutions
- 2 **Bridge & Flood Defence Solutions** – ensuring critical infrastructure resilience
- 3 **Instrumentation and Automation** – smart technology integration for efficiency
- 4 **Industrial Automation Systems** – custom automation to optimise operations



Case Study: Merchant Square Bridge Design

📍 London

- Flowtech were asked to provide engineering support for a showpiece bridge inspired by the shape of a fan, located in Merchant Square, London
- The project included a Fan bridge and a Rolling Bridge
- The Fan Bridge was built from five individual leaves, which are each raised hydraulically at various speeds and to different heights to give the bridge its unique fan effect. They were powered by five hydraulic cylinders, each capable of lifting in excess of 50 tonnes, and a twin-pump hydraulic power pack to raise all five bridge leaves simultaneously
- The Rolling Bridge, known as the Hedgehog, was built to unfold using hydraulic cylinders and electronic controls
- The result is a pair of impressive bridges that is a centrepiece of Merchant Square and impresses local people as well as attracting tourists from around the world.



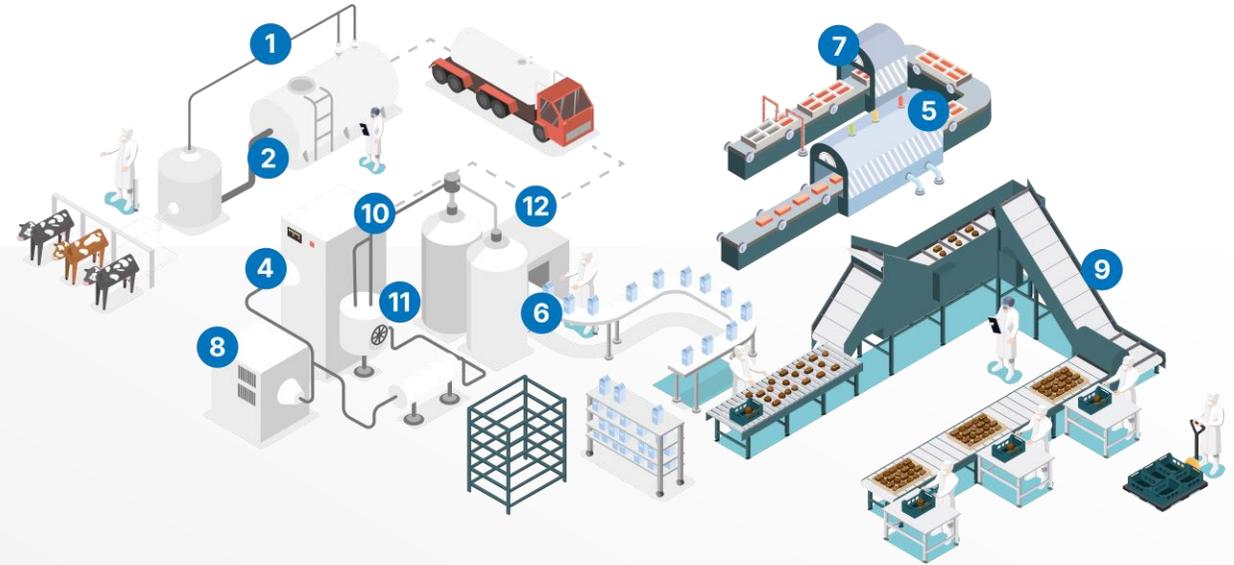
Food & Beverage

Our dedicated Food & Beverage Facility Team are always available to provide targeted expertise and solutions for precise industry application requirements, including automated production environments requiring hygienic pneumatics, process control systems and uptime-critical support.

Understanding our customers' challenges enables us to provide effective, high-quality products that will improve system performance and increase the speed, productivity, reliability, and efficiency of their equipment.

How we add value to Food & Beverage:

- | | |
|----------------------------|----------------------------------|
| 1 Fittings & Tubing | 6 Actuators & Compressors |
| 2 Valves | 7 Conveying Systems |
| 3 Control Systems | 8 Nitrogen Generators |
| 4 Air Treatment | 9 Vacuum Pumps & Blowers |
| 5 Vacuum Products | 10 Pumps |



Thorite Case Study: Food Grade Packaging Machine

📍 United Kingdom

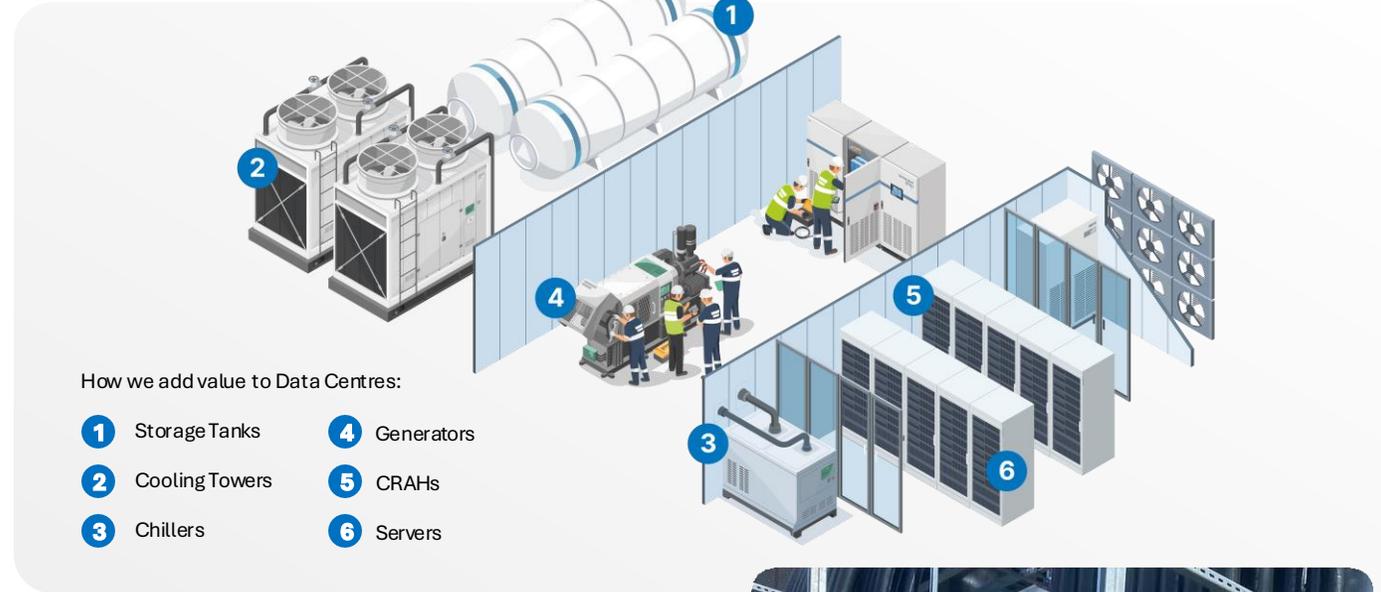
- A long-term customer tasked us with developing a food-grade packaging machine that would run at a faster speed than their current equipment, with the aim of achieving a packaging cycle of 1 product every 5 seconds
- It was quickly established that this machine was at the limit of its components and needed a ground-up redesign, utilising different technologies specifically optimised for this exact application
- Our Technical Solutions team were able to use exact load and motion data to configure electric drives that were capable of achieving the speeds that the client was aiming for. In addition, we were able to configure an ERMO unit which can achieve continuous rotation in the same direction. CAD models of the drive units were then used to build the final design
- We configured and supplied 5 linear motion systems, 1 rotary motion system and 1 servo unit to drive a conveyor. The final design included a combination of servo and stepper drives, simplified motion and IO-Link connectivity



Data Centres

At Flowtech, we offer an extensive product range of proven data centre solutions in flow control, fluid conveyance and pipe systems enabling our data centre clients to maintain high uptime, avoid outages and keep disruptions to a minimum.

- Flowtech provides a complete range of power, motion and control solutions to support the delivery more energy-efficient, reliable, and sustainable data centres
- Technical excellence in supporting and offering engineering solutions based on bespoke data centre specification
- Full turnkey system installations available including; pump sets, manifold cabinets, fill points, monitoring systems, pipework and storage tanks
- We have delivered successful solutions into numerous data centre projects that have provided outstanding results
- Design, fabrication and installation of flexible piping, leak detection and fuelling systems for data centres



Case Study: Data Centre

📍 South Wales

- Our installation team were asked to supply and install 5km of Brugg DN100 secondary contained Secon-X pipe into a Data Centre in South Wales, with a challenging and complex pipe route
- 5km of piping and 112 end fittings installed and tested in just 7 weeks
- Installation time drastically reduced with continuous flexible pipe installation vs site welded construction
- Each individual pipe able to be monitored and inspected individually for any leaks
- Customer extremely satisfied with project and short timescale of completion



Safe Harbour

This document contains certain forward-looking statements which reflect the knowledge and information available to the Company during the preparation and up to the publication of this document.

By their very nature, these statements depend upon circumstances and relate to events that may occur in the future and thereby involve a degree of uncertainty. Therefore, nothing in this document should be construed as a profit forecast by the Company.

Merchant Bridge Project // London



Flowtech Fluidpower plc

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Flowtech Fluidpower PLC

Full Year Results Presentation 2025

Twelve months ended 31 December 2025

FLO

Company Confidential

