



An overview of
our performance
for the year ended
30 September
2024.

Diales provide complete solutions to the global construction and engineering industries, across advisory and expert witness services. Within our group of companies, we also provide site-based solutions to our clients through Driver Project Services.

DIALES EXPERT SERVICES

Expert Witness services to the global engineering and construction industry. Our experts support the legal profession in Arbitration, Litigation, and Alternative Dispute Resolution.

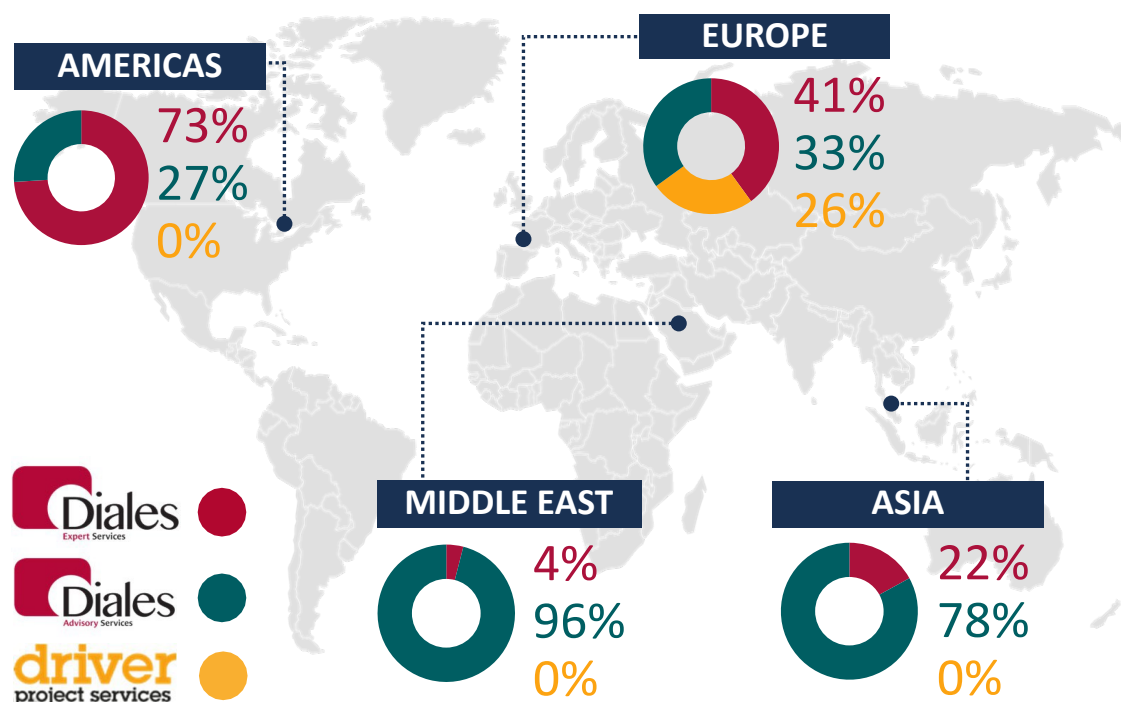
DIALES ADVISORY SERVICES

Dispute avoidance and dispute resolution services, from the outset of a project to completion and beyond. We offer commercial and contract management, project programming and forensic analysis.

DRIVER PROJECT SERVICES

Site-based commercial management, project management, planning and programming services, working closely with client's teams, throughout the project lifecycle.

Geographical service split



Operational highlights



First year of Group's transformation strategy successfully delivered.



Return to market guidance.



Operational efficiency gains.



Share buyback of £0.2m implemented.



Improving pipeline of global enquiries.



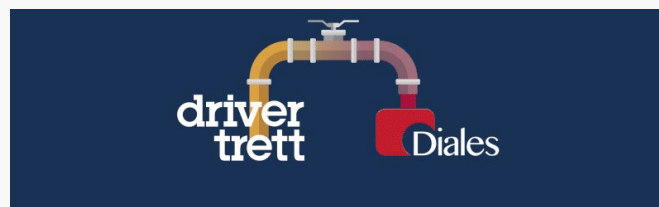
Diales expert headcount increasing.

Financial overview

Year ended 30 September 2024	2024 £m	2023 £m
Revenue	43.0	42.6
Gross Profit	11.0	10.8
Profit before tax	0.9	0.4
Tax charge	(0.5)	(0.3)
Reported profit for the period	0.4	0.1
Earnings per Share	0.8p	0.2p
Net Cash	4.3m	5.8m
Utilisation	72.6%	72.5%

Transformation strategy – Brand consolidation

Our transformation strategy continues to progress well, harnessing a unified global footprint under our premium Diales Brand. We are building on efficiency gains achieved in FY23 to accelerate value-creation for our shareholders and realise further competitive benefits for our clients and staff.



Our transition to Diales took effect from 1 July 2024, consolidating our services globally, allowing for a unified approach to our global clients for the first time in our history.



Rebranding of operational businesses as Diales outside the Middle East, effective 1 July 2024.



Focus on promoting Diales, our premium brand.



Overhauling business development and marketing to maximise returns and reduce cost.

Key actions



Migration to hub and spoke model, reducing operational cost-base outside UK and Europe to work-winning, low-cost presence, forwarding work to central hub.



Overseas offices to promote local ownership and partnering outside Europe.



Organisational re-design to strengthen the executive management team.



Acquisition(s) and hiring.



Hiring of key work winners and halo experts.

Summary and outlook

Global integration

- UK and Europe continues to expand as central business hub.
- Group's transformation strategy progressing well.

Strong cash position

- Dividend maintained in the year at 1.5p.
- Returned value to our shareholders with share buyback of £0.2m.
- Improved £4.3m cash balance on 30 September 2024.

Strengthened and profitability

- Significant improvement in underlying operating profit of £1.2m.
- Return to market guidance.

Current focus

- Staff retention and utilisation.
- Talent acquisition.
- Cash collection.
- Ongoing overhead review.

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We are pleased to report that FY24 marked a year of consolidation, good progress and strengthened profitability following the turnaround that was successfully delivered by our team in FY23. We see prospects for the business and our clients in FY25 and the longer term as very promising for Diales, and I am pleased to report that the board has agreed to return to market guidance, signalling our confidence in the future.

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Mark Wheeler, CEO

Leadership



NON-EXECUTIVE CHAIR

Shaun Smith



CHIEF EXECUTIVE OFFICER

Mark Wheeler



CHIEF FINANCIAL OFFICER

Charlotte Parsons

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