



# Investor Factsheet

**An overview of  
the Preliminary  
Results for the  
year ended 30  
September 2025**

**Diales Group provides 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.

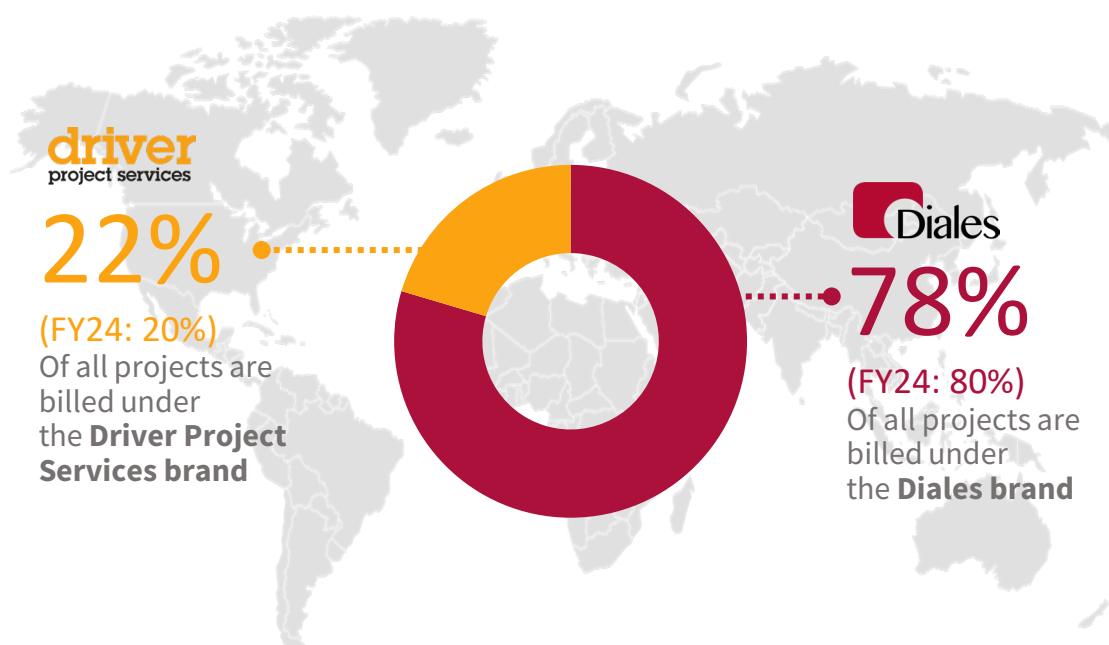
### Diales Advisory Services

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 clients' teams, throughout the project lifecycle.

## Global service split



## Operational highlights



Second year of integrated transformation strategy successfully completed



Hub and spoke model fully consolidated



Overall utilisation rate stable at 71.6% (FY24: 72.6%)



Fire Engineering department added, already showing value



USA operation successfully closed with minimum impact



Focus on staff retention and development and pipeline of strategic hires

# Financial overview

Year ended 30 September	2025 £m	2024 £m
Revenue	43.0	43.0
Gross Profit	11.6	11.0
Profit before tax	1.3	0.9
Tax expense	(0.4)	(0.5)
Profit from continuing operations	0.9	0.4
Underlying basic earnings per share from continuing operations	2.0p	1.4p
Net Cash	3.0m	4.3m
Utilisation	71.6%	72.6%

## Transformation strategy Strategic Priorities Delivered

In 2023, we announced a four-year integrated transformation strategy focused on efficiency, utilisation, and margins. With Year Two now complete, our improved underlying profit performance shows that our strategy is delivering.



### Key actions



Implemented significant transformation strategy initiatives.



Focus on driving improvements in utilisation.



Investment in real-time management information platform, driving efficiency and enhancing client service.



Seamless migration to hub and spoke model with low-cost presence outside UK and Europe focused on work-winning for the central hub.



Improved efficiency of regional hubs, improving collaboration and efficiency.



Salesforce CRM procured and operational for FY26. This will enable us to overhaul delivery of BD and marketing to maximise returns and reduce cost.



Continuous focus on acquisitions, hiring, and staff retention.



Successful hire of two new testifying experts.

# Summary and outlook

## Middle East

- Increase in profitability in the region with a 100% increase in operating profit to £0.6m.
- Structured around regional offices in Dubai/Abu Dhabi, Qatar and KSA.

## Strong cash position

- During FY25, the Group returned a further £1m to shareholders (£0.8m via dividends and £0.2 via the share buyback programme).
- Year-end cash balance of £3.0m.

## Boosting profits

- Underlying operating profit from continuing operations increased 17% to £1.4m.
- Higher margins delivered and improving.

## Current focus

- Continued focus on: Profitability, margins, staff retention and attraction, utilisation, cash collection.
- Talent development and acquisition.

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***I am pleased to report that Diales has made good progress in FY25, continuing to build on the performance in FY24. The Group delivered stable revenue from continuing operations of £43.0m (2024: £43.0m) and realised an underlying operating profit of £1.4m, an increase of 17% compared to £1.2m in FY24.***

Mark Wheeler, CEO

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## Leadership



Non-Executive Chair

**Nicholas Stagg**



Chief Executive Officer

**Mark Wheeler**



Chief Financial Officer

**Charlotte Parsons**

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