

Amcomri Group plc (AIM: AMCO)

Investment Case

- Operating companies are in attractive industrial niches, providing specialist products & services to largely predictable and robust end markets
- Strong acquisition pipeline of undervalued UK industrial SMEs offering progressive earnings upside
- Substantial in-house knowledge base able to create both organic and M&A derived value
- Experienced team able to efficiently execute creative, low risk acquisition structures that maximise use of cash resources
- Proven track record of high performance and clear direction based on a differentiated model

Share Information

Ticker	AIM:AMCO
Share Price (GBX)	77.00
Shares in issue (m)	71.8
Market Cap (£m)	55.3
12m Hi/Low (GBX)	78.0/47.3

(Source: The London Stock Exchange, June 2025)



Significant Shareholders (as of December 2024)

Name	%
Amcomri Holdings Ltd.	28.2
Jeffrey Hecktman (registered in the name of Hilco inc.)	13.1
Stephill Investments Ltd.	6.5
Paul McGowan	5.3
Oranmore Ltd.	5.3
Octopus Investments Ltd.	5.3

(Source: Company website)

For past and future Company presentations, visit Amcomri's Engage Investor page here - <https://www.engageinvestor.com/company/amcomri-group-plc>



Company Overview

Amcomri focuses on the acquisition and development of "Embedded Engineering" and "B2B" manufacturing SME businesses that operate in mature, proven and relatively predictable industrial markets.

Established in 2016, Amcomri Group provides services and products to **major UK infrastructure, transportation, energy and other selected UK B2B, niche markets.** The Group is **profitable, growing and cash generative**, providing proven, tailored products and solutions to customers through its in-depth technical expertise, service excellence and established product ranges

The Group's principal growth strategy is based on a '**Buy – Improve – Build**' model in which they acquire specialist industrial companies, often out of retirement situations and typically with niche technical accreditations and long-standing quality customer relationships. Post acquisition, the Group provides support and coaching to progressively improve growth, cash generation, profitability and business processes, often with the previous owner-managers retiring in a managed transition period.

Amcomri has invested in experienced talent both at a Group level and in its operating companies to bring best practices and processes to its new acquisitions, and to de-risk the ownership transition phase. The Group seeks to develop latent opportunities within its acquisitions to deliver its objectives of both margin enhancement, and progressive organic revenue growth.

The Group's activities are deliberately diverse in niche sectors, and in many instances barriers to entry are sufficiently high, providing strong competitive position in its respective companies.

Amcomri has made a total of 17 acquisitions since 2016, 13 of which have been in the last 4 years, including its first acquisition, EMC Elite Engineering, since joining AIM in April 2025.



Amcomri's two divisions comprise:-

"Embedded Engineering": provides specialist technical services for major industrial, infrastructure and transportation clients, typically, with complex technical needs and undertaken in operating environments where safety and compliance performance are critical requirements. The division predominantly provides technical services and support for their clients' capital intensive, mission-critical assets such as high voltage electrical transmission systems, complex petrochemical and continuous process operations, and large power generation plants.

"B2B Manufacturing": provides specialist manufactured products exclusively to business customers, invariably in niche areas where client relationships are long standing. The division comprises manufacturing businesses that the Group see as having 'latent' improvement opportunities or features where the Group believes it has the skills and expertise to develop further incremental value. In some instances, this has also provided the opportunity to acquire SME manufacturing businesses at a discounted entry point or incremental 'bolt on' additions.

End markets - 13 operating Companies, 2 Divisions



What's New?

Amcomri announced positive FY24 results with record revenues, profit and margins, culminating in its successful IPO. The Directors also highlighted a good start to FY25 with CEO, Hugh Whitcomb, saying: "Amcomri's strong balance sheet, resilient end markets, operational enhancements and intra-Group initiatives, underpin management's confidence in meeting market expectations for the current year, which continue to build on our successes of FY24."

In April Amcomri successfully completed the acquisition of EMC Elite Engineering Services, a niche mechanical and electrical engineering service provider to the power generation, process and aggregate industries, continuing implementation of its stated growth model.

"Buy - Improve - Build" - TP Matrix Case Study

Business Description:

- High integrity electronic systems overhaul services provider
- Rail and light rail transportation sector focus
- Long-established reputation for technical excellence in the rail industry
- Extensively certificated



Acquisition Rationale:

- TP Matrix identified as having an embedded and leading position in niche projects and servicing for rail rolling stock
- Business had full comprehensive accreditations and proven technical excellence in "mission critical" services for rail and tram OEMs and operators
- Optimal transaction timing, with previous owner intent on exit and clear evidence of latent opportunity in business at point of acquisition

Post Acquisition:

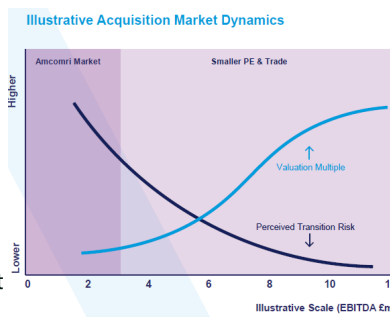
- Successful owner manager transition to new Amcomri supported team
- Investment in additional technical & business development resources to develop latent opportunities
- Extensive support from Amcomri team, to build new cost and pricing models
- Significant organic and earnings growth outcomes from revised strategy

Acquisition Strategy & Criteria

Amcomri utilises its extensive industrial, operational and transaction experience to identify and acquire proven industrial businesses that have certain characteristics that it deems to have value, based on significant industry experience, and are underestimated by other market participants.

Acquisition Target Characteristics key features:

- Proven business model and a strong, niche technical proposition
- Demanded niche service or product, enabling a strong competitive position
- Long-term, valued customer relationships with established base revenues
- Turnover typically of £2.5m to £15m, EBITDA between £0.5m and £3m
- Latent improvement opportunities evident - evidence of SME 'Plateau'



Transaction Characteristics:

- Traditionally have limited succession options, primarily due to size or structure
- Underestimated or undervalued by other market participants that don't have the industry experience and expertise to manage ownership transition
- Certainty of execution and speed to completion for vendors
- Low capital outlay via creative and proven deal structures
- Balanced utilisation of debt and deferred consideration
- Alignment with vendors wider objectives & buy-in to Amcomri model

Key Newsflow

May - [Posting of Annual Report & Notice of AGM](#)

May - [Final Results, Analyst Briefing & Investor Presentation](#)

May - [Trading Update, Notice of Results & Investor Presentation](#)

Apr - [Acquisition of EMC Elite Engineering Services](#)

Dec - [First Day of Dealings](#)

Management Team

Paul McGowan, Deputy Chairman & Co Founder

Paul has over 25 years' experience in corporate finance and restructuring and currently serves as Executive Chairman of Hilco Capital, which he established in 2000. A Chartered Accountant, Paul has acted as Principal on over 200 successful acquisitions, restructurings and asset-based loans in retail and industrial markets, with particular expertise in stressed or distressed situations. These include the purchase of the debt or equity in HMV, Habitat, Alders department stores, Bentley Leathers, Wittner's, David Jones, and Karstadt Kompakt across the UK, Canada, Australia, and Germany.



Hugh Whitcomb, Chief Executive Officer & Co Founder

Hugh is a Chartered Mechanical Engineer with over 40 years' experience of industrial operational and investment management, with experience covering power, petrochemicals and general manufacturing. After initial training and 13 years in the UK power industry, Hugh's subsequent career included senior roles at Shell UK, Hickson Fine Chemicals, BIP Group and JWH Group, increasingly specialising in management and turnaround of financially distressed industrial businesses. From 2005 he worked on an advisory basis for several major banks and professional advisory companies before joining Hilco Capital as Lead Industrial Partner in 2012.



Siobhán Tyrrell, Chief Financial Officer

Siobhán joined Amcomri as Group CFO in June 2022. A Fellow Chartered, Siobhán has over 15 years in the Financial Services, corporate finance and corporate reporting. Before joining Amcomri, Siobhán worked in the Private Equity industry for nearly six years, most recently at Bridges Fund Management. Her previous roles included finance positions at Allianz Global Life and Invesco, having qualified in Audit with Deloitte.



Mark O'Neill, Investment Director

Mark leads the sourcing and execution of acquisition opportunities and collaborates closely with the management teams across the Group's portfolio businesses. A Chartered Accountant with over 17 years of experience in corporate finance, restructuring, and investment, he began his career in Deloitte's corporate finance team where he specialised in restructuring, independent business reviews, and company side advisory. Mark previously worked for Hilco Capital, working across distressed, turnaround, and direct lending investments.



Consensus Forecasts:

Dec Year End	2024(a)	2025(e)	2026(e)
Revenue (£m)	58.1	65.5	68.9
adj. EBITDA (£m)	7.7	8.2	9.1
Net Debt	6.1	7.8	3.3

(Source: FactSet)