

High quality growth justifies a re-rating

Knights' FY26 trading update illustrates its increasing power as the leading consolidator in the premium, regional legal market. FY26 revenues rose an impressive 28%, c.3% above consensus estimates, driven by a significant acceleration in organic growth to "double-digits" in H226. FY26 Adj. PBT is anticipated to rise 18% despite absorbing increased national insurance costs and investing in AI. In addition, excellent working capital management has led to better-than-expected year end net debt. Yet Knights still only trades on 5.5x cal 2027 PER, significantly below our Fair Value/per share of 255p, equivalent to c.8x cal 2027 PER.

FY26 revenues rise 28% to c.£207m, with above 10% organic growth in H2

Knights' group revenue rose a substantial 28% to c.£207m in FY26, c.3% above our, and consensus, estimates. The beat was due to organic growth accelerating from 2.6% in H126 to a very impressive "double-digit" in H226. This organic growth was complemented by c.21% growth from the group's recent acquisitions, which are all performing well. The group's investments in staff, premium office space and AI programmes to increase staff productivity have paid off in low annualised staff churn.

19% Adj. EBITDA growth and excellent working capital discipline

FY26 Adj. EBITDA is anticipated to rise 19% to c.£51m, in-line with growth in H126 and our estimates and c.2% ahead of consensus estimates, as the group has maintained its high c.25% EBITDA margin despite labour cost headwinds and investment in AI. FY26 Adj. PBT is anticipated to rise by 18% to c.£33m (a high 15.9% margin), just slightly head of our £32.6m forecast, despite the planned increase in depreciation and interest costs following investment. Working capital improved again, with a reduction in debtor days from 31 in FY25 to 30 in FY26, contributing to a better-than-expected year end net debt position of £65.4m, after paying £17m in relation to acquisitions.

Trading on only 5.5x cal 2027 PER; underrated for its quality growth

Knights' share price has fluctuated recently between 160p-180p, a valuation of only c.5.5x cal 2027 PER, a significant discount to peers. Offering high margins and a 13.7% cal 2027 FCF yield (pre-acquisitions) we see scope for a significant re-rating, to 6x cal 2027 EV/EBITDA and 8x cal 2027 PER.

Key financials & valuation metrics

Year to 30 April (£m)	2024A	2025A	2026E	2027E	2028E
Revenue	150.0	162.0	206.6	218.8	229.7
Revenue growth (%)	5.5	8.0	27.6	5.9	5.0
Adj. PBT	25.3	28.0	32.9	36.2	40.1
Adj. PBT margin (%)	16.9	17.3	15.9	16.5	17.4
Adj. diluted EPS (p)	21.1	22.9	26.9	29.6	32.8
Dividend per share (p)	4.4	4.8	5.4	5.9	6.6
Free cashflow pre acquisitions*	9.5	5.7	21.1	21.8	21.1
Free cashflow post acquisitions	(1.9)	(24.4)	4.9	14.4	14.1
Net cash / (debt) /Adj. EBITDA (x)	(2.0)	(2.8)	(2.4)	(2.0)	(1.8)
EV / Sales (x, calendarised)		1.4	1.3	1.2	
PER (x, calendarised)		6.8	6.0	5.5	
Dividend yield (% , calendarised)		3.0	3.3	3.7	
Free cashflow* yield (% , calendarised)		10.3	13.9	13.7	

Note: * pre-acquisition payments, Source: Company data, Equity Development, Priced as at 19/5/2026

20 May 2026

Company data

EPIC	KGH
Price (last close)	173p
52 weeks Hi/Lo	213p/145p
Market cap	£149m
ED Fair Value / share	255p
Net cash / (debt) 2026E	£120m
Avg. daily volume (3m)	145k

Share price, p



Source: Investing.com

Description

Knights Group Holdings plc ("Knights") is a high-growth, legal and professional services business, ranked within the UK's top 50 largest law firms by revenue. With nearly 1,250 FTE fee-earning employees across 29 offices nationwide, Knights offers national scale but with a premium, regional focus. FY25 Revenues are diversified across corporate (63%), personal (24%) and specialist legal services (13%).

Next event

FY26 results 6th July 2026

Caroline Gulliver (Analyst)

0207 065 2690
caroline.gulliver@equitydevelopment.co.uk

Hannah Crowe

0207 065 2692
hannah@equitydevelopment.co.uk

Knights: Overview of investment attractions

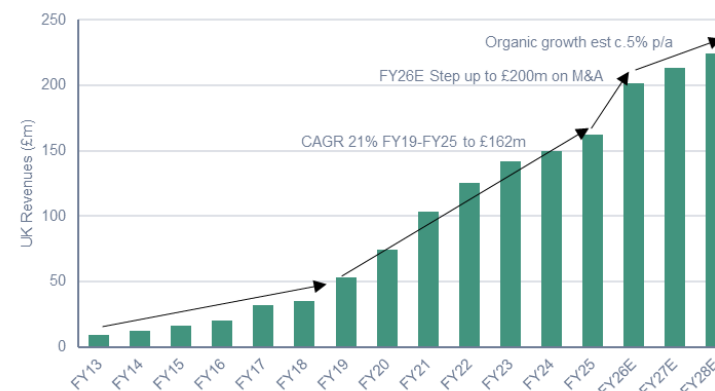
Investment Highlights	Risk Factors
<ul style="list-style-type: none"> • A differentiated business model and impressive growth record with revenues rising from £9m in FY13 to £207m in FY26, a 27% CAGR. • A proven active consolidator in the £3.8bn regional legal market, integrating 28 value-accretive acquisitions since IPO in 2018 and costing c.£180m, equivalent to just 1.1x EV/Sales and an average 9.4x EV/PBT post synergies. • An increasingly diversified range of legal services with 63% from corporate (including 29% from real estate, FY25), 24% from personal (including 16% from Private Wealth) and 13% from specialist legal services. • Sustainable, high, 16%-17% Adj. PBT margins leading to Adj PBT rising to c.£33m in FY26, a decade CAGR of 21%. • Underlying high cash conversion post capex, funds acquisition and dividends. • An experienced, founder-led management team at the helm. 	<ul style="list-style-type: none"> • As a people-led business, recruitment and retention of high-quality staff is key. Knights' track record of acquiring staff and retaining most is testament to its attractive "corporate" model. • The deployment of AI-enabled systems could be seen as a risk, but Knights has years of experience in using technology to increase staff productivity. Knights has also recently appointed John Earl to the new role of Chief Information and Technology Officer and intends to further explore AI tools and platforms to enhance productivity, mindful that local relationships are key to its success. • Diversification into other, specialist, niches of law, could bring increased risk. • Integration risk for any future acquisitions, though Knights' excellent track record provides reassurance. • Reputational brand risk, locally or regionally. • A reduction in interest on client monies, which has risen to 6.5% of revenues in FY24 and 5.5% in FY25 (£8.8m). We forecast a reduction to c.4% in FY26E but a sharper reduction would impact our profit forecasts (and vice versa).
Forecast Drivers	Valuation Overview
<ul style="list-style-type: none"> • Management's ambition is to double revenues in the medium term through organic growth and selective acquisitions. • We forecast c.5% organic revenue growth p/a to reach c.£230m in FY28E. We do not explicitly forecast any further acquisitions but estimate that each £10m investment from free cashflow could add c.£10m revenues or 5% growth p/a. • We forecast Adj. PBT margins remaining above 16%, despite higher depreciation, amortisation and interest from recent growth investments, leading to 12.7% CAGR in Adj. PBT (FY25-FY28E) and free cashflow, pre-acquisitions, of c.£21m p/a. 	<ul style="list-style-type: none"> • Although Knights' share price has risen 63% from its low of 105p in December 2024, Knights is still significantly below its 2021-2022 trading range, despite being a bigger, more profitable business. • Trading on only 1.2x EV/Revenues, c.4.7x EV / Adj. EBITDA and only c.5.5x Adj. PER (our forecasts, all Calendar 2027E – "cal 2027E"), Knights is trading c.40%-50% below its historic multiples and its professional services peers (on an average c.7x cal 2027 EV/EBITDA and c.10x cal 2027 PER). • Our fair value of 255p/ share from diverse valuation metrics equates to c.1.5x EV/Revenues, 6x EV/Adj. EBITDA, c.8x PER, a 9% FCF yield (pre-acquisitions) and a 2.5% dividend yield (all cal 2027E), with potential for further upside.

A growing regional consolidator in the UK legal market

A unique corporate model attracts local firms to the group

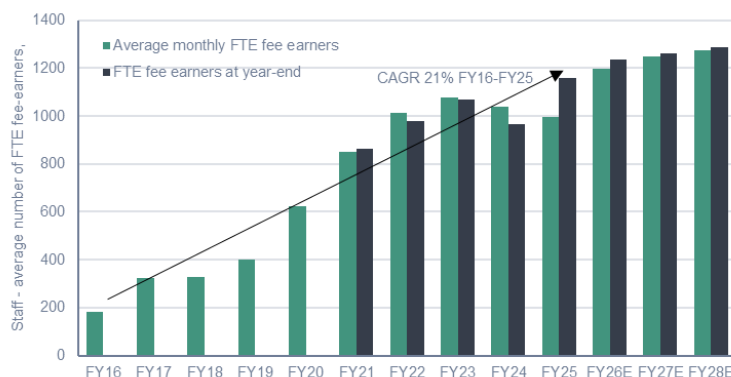
- Knights Group Holdings plc (“Knights”) was bought in 2012 (when it was a LLP) by CEO David Beech and became the first legal firm to offer a different “corporate” model (see [our initiation note](#) for more details).
- Over the past 13 years, the group has grown revenues at an impressive 27% CAGR to reach £207m in FY26 through both organic growth and acquisitions.
- Acquisitions have also helped Knights expand from its core real estate and dispute resolution services, which accounted for 68% of revenues in FY18, to a broad range of services, with 56% coming from other services in FY25.
- Offering high PBT margins of 16%-17%, we anticipate Knights will continue its growth with 12.7% CAGR in Adj. PBT FY25-FY28E to c.£40m in FY28E, before any additional acquisitions.

An impressive track record of 27% CAGR FY13-FY26E



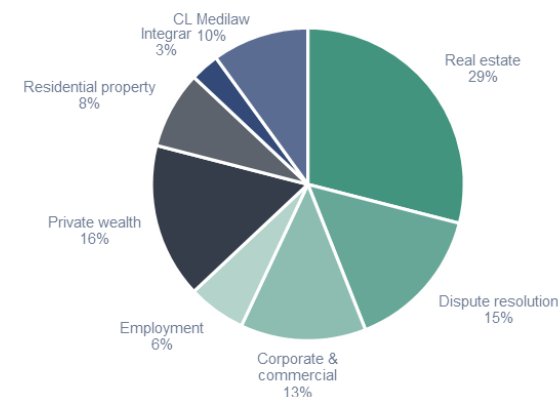
Source: Company data, Equity Development

...driven by 21% CAGR in staff (over 1,150 FTE by end FY25)



Source: Company data, Equity Development

...across a wide range of services, promoting collaboration



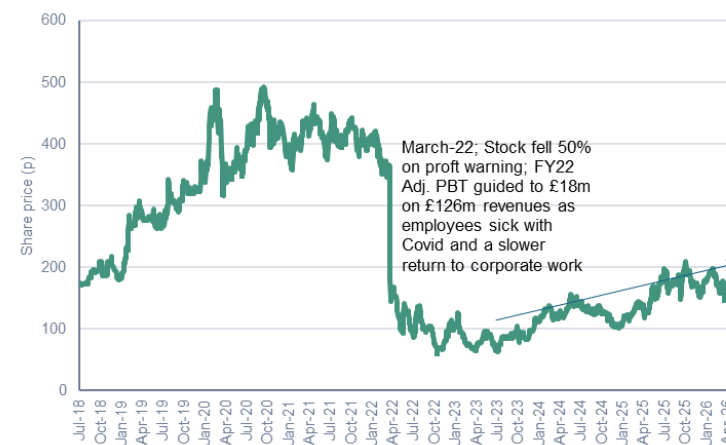
Source: Company data for FY25, Equity Development

An undervalued, profitable and self-funded growth business

Business has recovered but its valuation has not

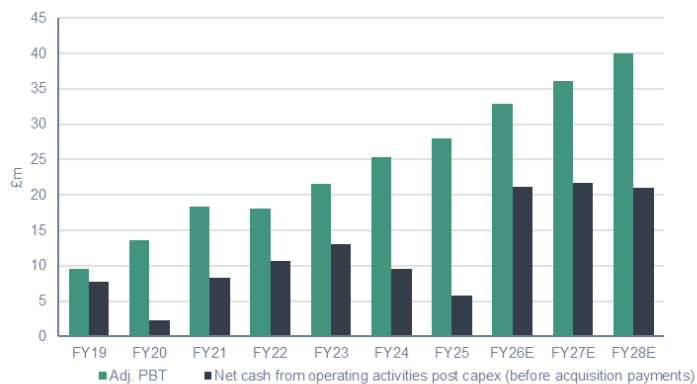
- Knights listed its shares on the AIM market in June 2018 with an IPO price of 180p and is part of the FTSE AIM 50 Index. Its share price reached a high of nearly 500p in 2020 but collapsed over 50% in March 2022 to c.150p from a Covid-induced profit warning (to £18m Adj. PBT in FY22, still a PBT margin of 14.4%). Knights' valuation multiples collapsed too (e.g. from an average of 3.8x EV/Sales in FY21 to 1.0x and from 15.3x EV/EBITDA in FY21 to 4.6x).
- Knights' current c.173p share price is at odds with the group's significant growth to Adj. PBT of c.£33m in FY26E (margin of 16%) and underlying cashflow-generative growth outlook.
- Knights is also significantly undervalued relative to peers, trading on just 5.5x cal 27 PER versus a range of 7x-19x. We balance several valuation metrics to derive our 255p fair value and see scope for a significant rerating.

Knights' share price since IPO: on a path to recovery



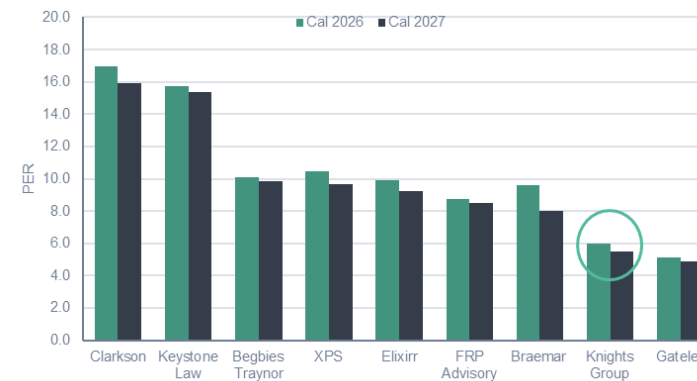
Source: Investing.com, Equity Development

Free cashflow supports acquisitions and dividend growth



Source: Company data, Equity Development

Knights' lowly PER of c.5.5x cal 2027



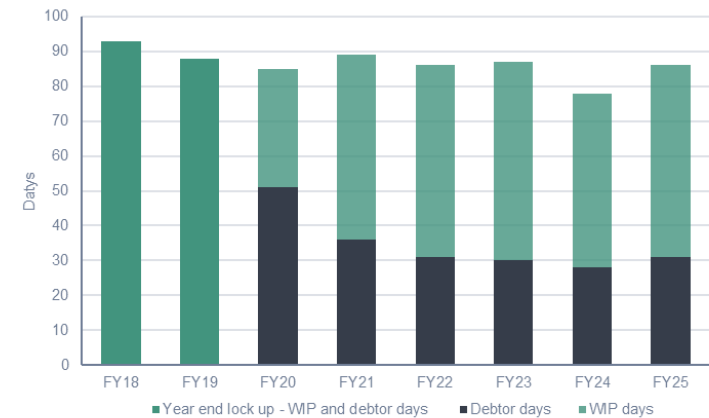
Source: Koyfin for consensus estimates, Equity Development

Cash generative with excellent working capital management

Financial discipline generates cash rewards

- One of Knights' key competitive advantages is its financial discipline and ability to collect fees in a timely manner. By applying its processes to acquired companies, Knights is able to improve working capital significantly – often halving “lock-up days”.
- By end FY25 WIP days were 55 days (i.e. c.2 months) and debtors' days were an impressively low 31 days (i.e. c.1 month, versus an industry average of c.73). Hence, total “lock up days” were 86 (i.e. just under 3 months). Often acquisitions join the group with four to six months' (or more) worth of lock up.
- Capex has historically been a low 2%-3% of revenues on average. FY24 and FY25 saw increase for the £15m office refurbishment (completed in FY25). We forecast a return to more normal levels of capex (3.5% of revenues).

Lock up days still consistently low, despite acquisitions



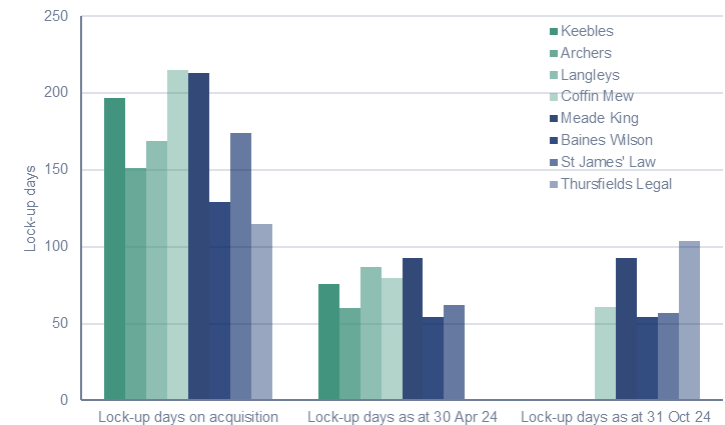
Source: Company data, Equity Development

Recent £15m office refurbishment investment completed



Source: Company data, Equity Development

Knights has more than halved lock up days on acquisitions



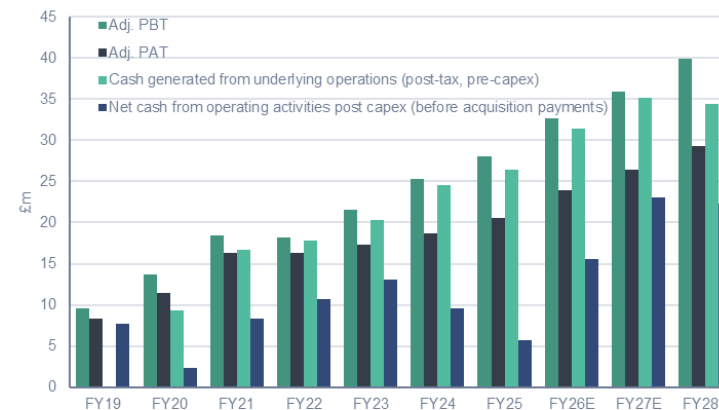
Source: Company data, Equity Development

High cash conversion funding acquisitions and dividends

We anticipate high cashflow conversion to fund growth

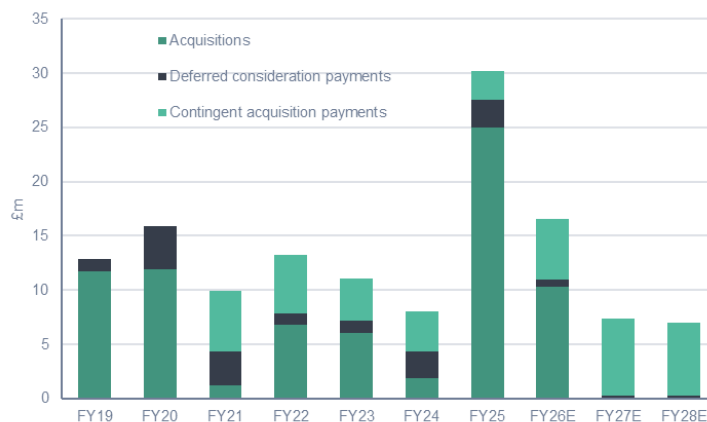
- Knights has averaged an impressive 110% underlying cashflow conversion (FY19-FY25, and 130% in FY25, with 122% in H126) based on underlying operating cashflow post tax (pre capex / acquisitions) to underlying PAT.
- This cashflow, together with debt resources, has funded capex and acquisition spending of £153m (FY19-FY25).
- Looking ahead we forecast cumulative free cashflow, post-tax and capex, of c.£60m over FY26E-FY28E. From this we anticipate c.£30m of acquisition payments from acquisitions (£17m paid in FY26) and c.£4m-£5m of dividend payments p/a, leaving c.£14m of free-cashflow in FY27E-FY28E.
- As already alluded to, we estimate that each £10m invested could add c.£10m revenues or c.5% revenue growth.

FCF pre-acquisitions has averaged £8m FY19-FY25...



Source: Company data, Equity Development

..and acquisition spend has averaged £18m p/a FY19-FY25



Source: Company data, Equity Development

Dividends anticipated to rise to £4m-£5m p/a



Source: Company data, Equity Development

Fair value/per share of 255p balances undemanding valuation metrics

- Our fair value per share of 255p, takes into account several valuation metrics and equates to:
 - 1.5x cal 2027 EV / Revenues, broadly in-line with the average, despite higher growth;
 - approximately 6x cal 2027 EV/EBITDA, a discount to the sector average of c.7x, partly to reflect Knights' relatively higher leverage ratios, but we would expect a re-rating as net debt reduces;
 - approximately 8x cal 2027 PER (adj), a discount to the sector average of c.10x, partly to reflect Knights' relatively higher level of non-underlying costs as it undertakes acquisitions. As the impact of acquisition payments and transaction and reorganisation costs reduces we would anticipate a re-rating towards the sector average;
 - a cal 2027 dividend yield of c.2.5%, lower than the peer group average reflecting Knights' higher investment in growth; and
 - a generous cal 2027 FCF yield (pre-acquisition payments) of c.9% (our forecasts).
- Hence, we see significant potential for a re-rating towards our fair value, subject to the risks described earlier.

Comparable Company Valuation Metrics

Company	EV/Sales (x)		EV/ EBITDA (x)		Mkt cap / PBT (x)		PER (x)		DPS yield (%)		FCF yield (%)	
	Cal 2026	Cal 2027	Cal 2026	Cal 2027	Cal 2026	Cal 2027	Cal 2026	Cal 2027	Cal 2026	Cal 2027	Cal 2026	Cal 2027
Begbies Traynor	1.2	1.1	6.0	5.6	7.5	7.0	10.1	9.8	4.0	4.2	7.4	8.5
Braemar	0.6	0.5	4.4	4.0	6.2	5.1	9.6	8.0	3.0	3.0	17.6	22.0
Clarkson	1.5	1.4	8.6	8.1	12.6	11.8	17.0	15.9	2.5	2.7	6.7	7.3
Elixirr	1.9	1.7	6.2	5.8	6.3	5.8	9.9	9.2	3.9	4.2	12.8	13.7
FRP Advisory	1.4	1.3	5.1	4.8	6.4	6.1	8.7	8.5	5.4	5.4	9.1	9.3
Gateley	0.6	0.5	3.7	3.4	3.8	3.5	5.2	4.9	14.9	14.9	17.5	20.2
Keystone Law	1.3	1.2	11.0	10.4	11.4	11.0	15.8	15.4	4.6	4.6	6.3	6.4
XPS	2.4	2.3	12.5	11.7	17.6	16.1	10.5	9.7	1.9	2.0	2.8	3.4
Average	1.3	1.3	7.2	6.7	9.0	8.3	10.8	10.2	5.0	5.1	10.0	11.3
Knights at 173p	1.3	1.2	5.0	4.7	4.2	3.1	6.0	5.5	3.3	3.5	11.8	14.4
Knights at 255p FV	1.6	1.5	6.4	5.9	6.2	5.7	8.8	8.1	2.2	2.4	8.0	9.8

*Note: All profits are adjusted for exceptionals; all estimates are calendarised to a December year-end
Source: KoyFin, Equity Development (share prices at 19 May 2026)*

Comparable Company Growth and Margin Metrics

Company	Share price p	Market cap £m	Enterprise Value £m	2-year CAGR (%) Cal 2025-Cal 2027E				EBITDA margin Cal 26, %	PBT margin Cal 26, %	Net debt / EBITDA Cal 26, x
				Sales	EBITDA	PBT	EPS			
Bebgies Traynor	118	190	200	6.4	5.1	9.3	6.1	19.4	14.7	0.3
Braemar	233	75	78	4.2	6.8	14.4	15.1	13.0	8.7	0.2
Clarkson	4770	1,465	1,094	5.5	8.5	8.9	8.3	17.3	15.7	-3.2
Elixirr	712	353	373	7.4	7.4	9.1	8.0	30.1	27.9	0.4
FRP Advisory	110.5	267	239	5.8	6.2	9.2	5.6	26.8	23.8	-0.6
Gateley	67	91	109	5.0	7.6	5.7	2.5	15.0	12.3	0.7
Keystone Law	567	180	167	5.6	5.5	3.1	1.3	11.7	12.1	-0.9
XPS	303.5	621	666	7.1	7.7	12.2	8.0	28.8	24.1	0.6
Average				5.9	6.9	9.0	6.9	20.2	17.4	-0.3
Knights	173	148	267	8.1	9.2	13.5	10.5	25.5	17.0	2.4

*Note: All profits are adjusted for exceptionals; all estimates are calendarised to a December year-end
Source: KoyFin, Equity Development (share prices at 19 May 2026)*

Financial Forecast tables

- We have made small changes to our forecasts to reflect the FY26 trading update and the better-than-expected organic revenue growth and net debt.

Minor changes to profit forecasts

	2025	New forecasts			Old forecasts			% change		
		2026E	2027E	2028E	2026E	2027E	2028E	2026E	2027E	2028E
Year-end 30 April (£m)										
Group Revenue	162.0	206.6	218.8	229.7	201.5	213.4	224.0	2.6	2.5	2.5
<i>Revenue growth (%)</i>	8.0	27.6	5.9	5.0	24.4	5.9	5.0			
Adj. EBITDA	42.9	51.3	55.6	59.8	51.0	55.3	59.4	0.5	0.6	0.6
<i>Adj. EBITDA margin (%)</i>	26.5	24.8	25.4	26.0	25.3	25.9	26.5			
Adj. PBT	28.0	32.9	36.2	40.1	32.6	36.0	39.9	0.8	0.3	0.3
<i>Adj. PBT margin (%)</i>	17.3	15.9	16.5	17.4	16.2	16.9	17.8			
Adjusted diluted EPS (p)	22.9	26.9	29.6	32.8	26.7	29.5	32.7	0.8	0.3	0.3
<i>Adj. EPS growth (%)</i>	8.3	17.7	9.8	10.8	16.7	10.4	10.8			
DPS (p)	4.8	5.4	5.9	6.6	5.3	5.9	6.5	0.8	0.3	0.3
Capex	11.5	7.2	7.7	8.0	7.1	7.5	7.8	2.6	2.5	2.5
Free cashflow post capex, pre-acquisitions	5.7	21.1	21.8	21.1	14.1	21.4	20.7	49.4	1.8	1.7
Free cashflow post capex, post-acquisitions	(24.4)	4.9	14.4	14.1	(2.1)	14.0	13.7	n/m	2.7	2.6
Net financial cash / (debt)	(64.8)	(65.4)	(57.0)	(49.4)	(72.4)	(64.3)	(57.0)	-9.6	-11.4	-13.4
Total net cash /(debt) incl leases	(119.1)	(120.6)	(113.1)	(106.4)	(127.5)	(120.4)	(114.1)			
Net financial cash / (debt) / Adj. EBITDA (x)	(1.5)	(1.3)	(1.0)	(0.8)	(1.4)	(1.2)	(1.0)			
Total net cash / (debt) / Adj. EBITDA (x)	(2.8)	(2.4)	(2.0)	(1.8)	(2.5)	(2.2)	(1.9)			

Source: Company data, Equity Development

Key group growth and margin metrics

Year-end 30 April	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Organic revenue growth (%)	-3.0	1.8	-0.2	1.9	-0.3	7.0	5.0	5.0
Acquired revenue growth (%)	42.0	19.9	13.3	3.6	8.3	20.6	0.9	0.0
Revenue growth (%)	39.0	21.7	13.1	5.5	8.0	27.6	5.9	5.0
Gross profit growth (%)	41.9	22.7	11.3	6.2	11.8	26.8	6.3	5.4
Adj. EBITDA growth (%)	41.5	8.0	21.7	15.9	11.0	19.4	8.5	7.5
Adj. Operating profit (%)	33.7	0.9	23.0	19.8	13.0	18.4	9.5	8.0
Adj. PBT growth (%)	34.8	-1.6	19.0	17.4	10.6	17.6	9.8	10.8
Adj. EPS growth (%)	29.3	-1.2	3.1	5.8	8.3	17.7	9.8	10.8
DPS growth (%)	n/a	n/a	15.1	9.4	9.1	12.0	9.8	10.8
Gross profit margin (%)	48.9	49.3	48.5	48.8	50.5	50.2	50.4	50.6
Adj. EBITDA margin (%)	24.6	21.8	23.5	25.8	26.5	24.8	25.4	26.0
Adj. Operating margin (%)	19.7	16.3	17.7	20.1	21.0	19.5	20.2	20.8
Adj. PBT margin (%)	17.8	14.4	15.2	16.9	17.3	15.9	16.5	17.4
Fee earner costs as a % of revenues	51.1	50.7	51.5	51.2	49.5	49.8	49.6	49.4
Other staff costs as a % of revenues	9.7	10.5	10.7	10.8	10.8	11.0	10.8	10.6
Staff costs (adj.) as a % of revenues	60.8	61.2	62.2	62.0	60.3	60.8	60.4	60.0
Op costs excl D&A /sales (%)	15.7	17.6	18.7	18.8	18.4	18.5	18.3	18.1
Tax rate (adj.) (%)	11.4	10.1	19.9	26.1	26.6	26.5	26.5	26.5

Source: Company data, Equity Development

Divisional revenue analysis								
Year-end 30 April (£m)	2018A	2019A	2020A	2021A	2022A	2023A	2024A	2025A
Real estate	13	16	26	0	47	41	43	47
Dispute resolution	11	18	20	0	27	23	24	24
Corporate & commercial	5	10	13	0	21	20	21	21
Employment	0	0	5	0	7	7	9	10
Corporate legal services	28	44	64	0	101	91	97	102
Private wealth	7	8	11	0	24	23	24	26
Residential property	0	0	0	0	0	10	10	13
Personal legal services	7	8	11	0	24	33	34	39
Integrar	0	0	0	0	0	7	4	5
CL Medilaw	0	0	0	0	0	11	13	16
Specialist legal services	0	0	0	0	0	18	18	21
Total revenues	35	53	74	0	126	142	150	162
Real estate	36	30	35		37	29	29	29
Dispute resolution	32	35	28		21	16	16	15
Corporate & commercial	13	19	17		16	14	14	13
Employment			6		6	5	6	6
Corporate legal services	81	84	86	0	81	64	65	63
Private wealth	19	16	14		19	16	16	16
Residential property						7	7	8
Personal legal services	19	16	14	0	19	23	23	24
Integrar						5	3	3
CL Medilaw						8	9	10
Specialist legal services						13	12	13
Total (% contribution)	100	100	100	100	100	100	100	100

Source: Company data, Equity Development

Income statement: Revenue to Adjusted PBT								
Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Group revenue	103.2	125.6	142.1	150.0	162.0	206.6	218.8	229.7
Direct (fee-earner) costs	(52.7)	(63.7)	(73.2)	(76.8)	(80.2)	(102.9)	(108.5)	(113.5)
Gross profit	50.5	61.9	68.9	73.2	81.8	103.7	110.3	116.3
Other income and interest revenue	1.3	1.3	6.7	10.4	9.6	10.1	10.6	11.2
Operating (other staff) costs, Adj. ex D&A	(16.2)	(22.1)	(26.5)	(28.2)	(29.8)	(38.3)	(40.1)	(41.6)
Adj. EBITDA	25.4	27.4	33.4	38.7	42.9	51.3	55.6	59.8
Depreciation of PPE	(1.3)	(2.0)	(2.4)	(2.7)	(3.4)	(4.7)	(5.2)	(5.7)
Depreciation of ROUA	(3.7)	(4.8)	(5.7)	(5.6)	(5.2)	(6.1)	(6.2)	(6.3)
Amortisation	(0.1)	(0.1)	(0.1)	(0.2)	(0.2)	(0.1)	0.0	0.0
Depreciation & amortisation	(5.1)	(7.0)	(8.2)	(8.5)	(8.8)	(10.9)	(11.4)	(12.0)
Adj. Operating profit	20.3	20.5	25.2	30.2	34.1	40.4	44.2	47.8
Share of joint ventures						1.2	1.2	1.2
Interest on financial debt	(0.7)	(1.0)	(2.1)	(3.4)	(4.1)	(5.7)	(6.1)	(5.6)
Interest on lease liabilities	(1.2)	(1.4)	(1.5)	(1.5)	(2.2)	(3.0)	(3.0)	(3.1)
Other finance costs	0.0	0.0	0.1	0.1		0.0	0.0	0.0
Interest receivable & other			0.0	0.0	0.3			
Finance costs	(1.9)	(2.3)	(3.6)	(4.9)	(6.1)	(8.6)	(9.1)	(8.7)
Adj. PBT	18.4	18.1	21.6	25.3	28.0	32.9	36.2	40.1

Source: Company data, Equity Development

Income statement: Adjusted PBT to EPS

Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Adj. PBT	18.4	18.1	21.6	25.3	28.0	32.9	36.2	40.1
Amortisation of acquired intangible assets	(2.6)	(3.8)	(3.4)	(3.6)	(4.0)	(4.0)	(4.0)	(4.0)
Contingent acquisition payments	(5.9)	(6.3)	(4.4)	(2.8)	(3.8)	(8.1)	(5.3)	(4.2)
Transaction costs	(1.2)	(1.0)	(1.0)	(1.5)	(2.0)	(2.2)	0.0	0.0
Redundancy and reorganisation staff costs	(1.5)	(2.1)	(1.4)	(1.3)	(2.5)	(2.2)	0.0	0.0
Loss/profit/impairment of assets/ROUA	(1.1)	(3.5)	(0.3)	(1.0)	(2.1)	(2.8)		
Share based payments	(0.6)	(0.4)						
Other			(0.0)	(0.0)	(1.1)	(1.0)		
Non underlying operating costs	(10.3)	(13.3)	(7.1)	(6.6)	(11.5)	(16.4)	(5.3)	(4.2)
Non underlying finance costs	0.0	0.0	(0.2)	(0.3)	(0.2)			
Non-underlying costs	(12.9)	(17.1)	(10.7)	(10.5)	(15.7)	(20.4)	(9.4)	(8.3)
PBT	5.5	1.1	10.9	14.8	12.3	12.5	26.8	31.8
Adj tax	(2.1)	(1.8)	(4.3)	(6.6)	(7.4)	(8.7)	(9.6)	(10.6)
Non-underlying tax	0.0	(1.7)	0.7	1.6	2.7	3.6	1.6	1.4
Tax	(2.1)	(3.6)	(3.6)	(5.0)	(4.7)	(5.2)	(7.9)	(9.2)
Adj. PAT	16.3	16.3	17.3	18.7	20.6	24.2	26.6	29.5
Reported PAT	3.4	-2.5	7.3	9.8	7.6	7.3	18.9	22.6
No of f/d shares (m)	83.2	84.1	86.5	88.6	89.8	89.8	89.8	89.8
Adjusted diluted EPS (p)	19.6	19.4	20.0	21.1	22.9	26.9	29.6	32.8
DPS (p)	0.0	3.5	4.0	4.4	4.8	5.4	5.9	6.6

Source: Company data, Equity Development

Cashflow statement								
Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Adj. EBITDA	25.4	27.4	33.4	38.7	42.9	51.3	55.6	59.8
Share based payments charge	1.4	0.8	1.2	1.1	1.2	1.4	1.5	1.7
Working capital movement	(5.4)	(2.5)	(5.2)	(3.5)	(5.1)	2.0	(4.4)	(8.0)
Tax paid	(2.1)	(4.1)	(2.4)	(5.4)	(5.8)	(6.2)	(7.9)	(9.2)
Interest paid on lease liabilities		(1.1)	(1.5)	(1.5)	(2.3)	(3.0)	(3.0)	(3.1)
Lease payments (principal)	(2.6)	(2.8)	(5.2)	(4.7)	(4.5)	(6.1)	(6.2)	(6.3)
Net cash from underlying op. activities	16.7	17.7	20.3	24.6	26.5	39.4	35.6	34.9
<i>Underlying cash conversion as a % of PAT</i>	<i>96</i>	<i>109</i>	<i>117</i>	<i>131</i>	<i>130</i>	<i>163</i>	<i>134</i>	<i>119</i>
Net financial interest paid	(1.8)	(1.0)	(2.1)	(3.0)	(3.9)	(5.7)	(6.2)	(5.8)
Non-underlying cash costs	(4.3)	(3.7)	(3.1)	(4.2)	(5.4)	(5.4)	0.0	0.0
Capex	(2.3)	(2.4)	(1.9)	(7.9)	(11.5)	(7.2)	(7.7)	(8.0)
Net cashflow pre acquisition payments	8.3	10.7	13.1	9.5	5.7	21.1	21.8	21.1
Contingent acquisition payments	(5.6)	(5.4)	(3.9)	(3.7)	(2.6)	(5.6)	(7.1)	(6.7)
Deferred acquisition payments	(3.2)	(1.1)	(1.2)	(2.4)	(2.6)	(0.6)	(0.3)	(0.3)
Acquisition costs	(1.2)	(6.8)	(6.0)	(1.9)	(25.0)	(10.3)		
...Net cash/debt acquired	(2.4)	(2.9)	(0.7)	(0.8)				
Acquisition consideration payments	(12.4)	(16.2)	(11.8)	(8.9)	(30.2)	(16.6)	(7.4)	(7.0)
Investment in joint venture				(2.6)				
Disposal of subsidiaries / discontinued ops			(1.1)			0.4		
Free cashflow post acquisitions	(4.0)	(5.5)	0.2	(1.9)	(24.4)	4.9	14.4	14.1
Dividends	0.0	(1.2)	(3.1)	(3.5)	(3.9)	(4.3)	(4.8)	(5.2)
Share buy backs / equity issues					(0.6)	(1.2)	(1.2)	(1.2)
Net cashflow	(4.0)	(6.8)	(2.8)	(5.4)	(28.9)	(0.6)	8.4	7.6

Source: Company data, Equity Development

Capex and acquisition metrics

Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Capex	2.3	2.4	1.9	7.9	11.5	7.2	7.7	8.0
All acquisition payments	12.4	16.2	11.8	8.9	30.2	16.6	7.4	7.0
Capex & acquisition spend	14.6	18.6	13.7	16.8	41.6	23.8	15.0	15.1
Capex / revenues (%)	2.2	1.9	1.4	5.3	7.1	3.5	3.5	3.5
Acquisition spend / revenues (%)	12.0	12.9	8.3	5.9	18.6	8.0	3.4	3.1
Capex & acquisitions / revenues (%)	14.2	14.8	9.7	11.2	25.7	11.5	6.9	6.6

Source: Company data, Equity Development

Working capital metrics

Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Debtor days	36	31	30	28	31			
WIP days	53	55	57	50	55			
Year end lock up - WIP and debtor days	89	86	87	78	86			
Total lock-up days, no exclusions	97	103	105	116	113			
Contract assets % of RRR	27.6	25.3	26.9	26.8	28.2	25.2	25.2	25.2
Trade and other receivables % of RRR	30.5	27.2	22.0	22.0	22.3	21.0	20.8	20.6
Trade and other payables % of RRR	-31.5	-17.2	-14.8	-13.4	-14.8	-15.8	-15.3	-13.2
Working capital % of RRR	26.7	35.2	34.1	35.4	35.7	30.3	30.6	32.6
Working capital outflow as a % of RRR	-5.3	-2.0	-3.6	-2.3	-2.8	1.0	-2.0	-3.5

Note: "RRR" = run-rate revenues typically the same as revenues except in FY25 when defined as £181m; Source: Company data, Equity Development

Net debt metrics								
Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Gross financial debt	(24.1)	(33.2)	(33.3)	(40.6)	(70.7)	(80.7)	(80.7)	(80.7)
Net cash	4.8	4.1	4.0	5.5	5.9	15.3	23.7	31.3
Net financial cash / (debt)	(19.3)	(29.1)	(29.2)	(35.2)	(64.8)	(65.4)	(57.0)	(49.4)
Leases	(42.6)	(46.5)	(44.9)	(40.6)	(54.3)	(55.2)	(56.1)	(57.0)
Total net cash /(debt) incl leases	(61.9)	(75.6)	(74.1)	(75.7)	(119.1)	(120.6)	(113.1)	(106.4)
Net financial cash / (debt) / Adj. EBITDA (x)	(0.8)	(1.1)	(0.9)	(0.9)	(1.5)	(1.3)	(1.0)	(0.8)
Total net cash / (debt) / Adj. EBITDA (x)	(2.4)	(2.8)	(2.2)	(2.0)	(2.8)	(2.4)	(2.0)	(1.8)

Source: Company data, Equity Development

Balance sheet: Assets								
Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Property, plant and equipment	9.5	10.2	10.0	14.9	23.7	26.2	28.6	30.9
Right of use assets	40.4	40.7	38.2	34.0	46.6	47.5	48.5	49.4
Intangible assets incl goodwill	79.5	82.2	88.0	86.9	105.9	118.6	114.6	110.6
Other financial assets	0.0	1.1	1.7	4.2	3.3	3.3	3.3	3.3
Non-current assets	129.5	134.2	137.9	140.0	179.5	195.7	195.0	194.2
Contract assets (unbilled income)	28.5	31.8	38.2	40.2	51.0	52.1	55.1	57.9
Trade and other receivables	31.5	32.3	31.1	32.8	39.6	42.4	44.6	46.5
Other financial assets	0.0	1.3	0.3	0.4	0.4	0.4	0.4	0.4
Current tax assets	0.0	1.8	0.2	0.3	0.9	0.9	0.9	0.9
Cash & cash equivalents	4.8	4.1	4.0	5.5	5.9	15.3	23.7	31.3
Assets held for sale					1.3	1.3	1.3	1.3
Current assets	64.8	71.3	73.8	79.1	99.0	112.3	126.0	138.3

Source: Company data, Equity Development

Balance sheet: Liabilities								
Year-end 30 April (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Bank overdraft & s/t loans	(0.4)	(0.4)	(0.2)	(0.5)	(0.9)	(0.9)	(0.9)	(0.9)
Lease liabilities	(3.6)	(5.3)	(6.3)	(5.2)	(5.7)	(5.7)	(5.7)	(5.7)
Trade payables and other liabilities	(32.3)	(21.4)	(20.8)	(19.9)	(26.7)	(32.5)	(33.4)	(30.2)
Deferred consideration	(1.1)	(1.2)	(2.4)	(2.6)	(0.6)	(0.6)	(0.6)	(0.6)
Contract liabilities	(0.2)	(0.2)	(0.2)	(0.2)	(0.1)	(0.1)	(0.1)	(0.1)
Provisions	(1.9)	(1.8)	(2.3)	(2.3)	(3.7)	(3.7)	(3.7)	(3.7)
Other incl liabilities held for sale		(0.4)			(0.9)	(0.9)	(0.9)	(0.9)
Current liabilities	(40.3)	(30.7)	(32.3)	(30.7)	(38.5)	(44.3)	(45.2)	(41.9)
Capital employed	154.0	174.7	179.4	188.4	240.0	263.7	275.8	290.6
Bank borrowings	(23.7)	(32.8)	(33.1)	(40.1)	(69.8)	(79.8)	(79.8)	(79.8)
Lease liabilities	(39.0)	(41.2)	(38.6)	(35.4)	(48.6)	(49.5)	(50.4)	(51.4)
Deferred tax liabilities	(5.7)	(8.3)	(8.4)	(8.3)	(11.2)	(10.2)	(10.2)	(10.2)
Provisions	(3.0)	(4.3)	(4.1)	(4.0)	(5.4)	(5.4)	(5.4)	(5.4)
Deferred consideration	0.0	(2.4)	(2.5)	(0.4)	(0.6)	(6.5)	(6.2)	(5.9)
Non-current liabilities	(71.3)	(89.1)	(86.6)	(88.1)	(135.6)	(151.4)	(152.0)	(152.7)
Net assets	82.7	85.6	92.8	100.3	104.5	112.3	123.8	137.9
Shareholders' funds	82.7	85.6	92.8	100.3	104.4	107.8	122.2	140.1

Source: Company data, Equity Development

Contacts

Andy Edmond

Direct: 020 7065 2691

Tel: 020 7065 2690

andy@equitydevelopment.co.uk

Hannah Crowe

Direct: 0207 065 2692

Tel: 0207 065 2690

hannah@equitydevelopment.co.uk

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Contact: info@equitydevelopment.co.uk | 020 7065 2690