Knights Group

An attractive and undervalued regional consolidator

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Knights Group Holdings

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15 September 2025

Knights' FY25 results illustrate the power of its business model to attract high-quality legal professionals across the UK, both organically and through selective acquisitions. FY25 revenues rose 8% to £162m, with operating leverage driving Adj. PBT up 11% and margin up 40bps to 17.3%. Investment in offices and acquisitions, along with encouraging current trading, underpins our forecasts for profitable growth. Yet the stock is trading on only c.5x cal 2026 PER and hence the shares are well below our 230p fair value.

FY25 Adj. PBT rises 11% to £28m as Knights' strategy delivers

Knights' FY25 results illustrate the strength of its differentiated "corporatised law" business model. As an active consolidator in the premium regional legal market, Knights has funded over 20 acquisitions in the past 12 years, culminating in group revenues rising 8% to £162m in FY25 and £200m+ in FY26E (a 13-year CAGR of 27%). Good pricing discipline and a focus on operational excellence has seen average revenues per fee-earner rise 12% and underlying PBT margins rose 40bps to 17.3%.

Organic growth and investment underpin forecast 12.5% Adj. PBT CAGR

In FY25 Knights invested £9.6m in the refurbishment of its offices, promoting employee collaboration across an increasingly diverse range of legal services. At the same time, Knights continued its proven consolidation strategy with the acquisitions of Thursfields Legal and IBB Law (for total consideration of £42.5m) and since the year-end has bought Birkett Long (total consideration £16.6m), Rix & Kay and Le Gros Solicitors. As a result, FY25 net financial debt has risen to £65m but is still well within its £100m RCF and only 1.6x EBITDA (banking covenant definition). We forecast that these investments will drive Adj. PBT to nearly £40m in FY28E, before accounting for any growth from future acquisitions.

A profitable, growth business trading at a significant discount

In our view, Knights offers a compelling mix of organic and acquisitive growth. Yet, its valuation is at a significant discount to peers and its historic trading range. Trading on only c.5x cal 2026 PER and offering a c.16% cal FCF yield (pre-acquisitions) we see scope for a significant rerating.

Key financials & valuation metrics

Year to 30 April (£m)	2024A	2025A	2026E	2027E	2028E
Revenue	150.0	162.0	201.5	213.4	224.0
Revenue growth (%)	*5.5*	*8.0*	*24.4*	*5.9*	*5.0*
Adj. PBT	25.3	28.0	32.6	35.9	39.9
Adj. PBT margin (%)	*16.9*	*17.3*	*16.2*	*16.8*	*17.8*
Adj. diluted EPS (p)	21.1	22.9	26.7	29.4	32.6
Dividend per share (p)	4.4	4.8	5.3	5.9	6.5
Free cashflow pre acquisitions*	9.5	5.7	15.6	23.1	22.3
Free cashflow post acquisitions	(1.9)	(24.4)	(1.0)	15.7	15.3
Net cash / (debt) /Adj. EBITDA (x)	(2.0)	(2.8)	(2.4)	(2.1)	(1.8)
EV / Sales (x, calendarised)		1.3	1.2	1.1	
PER (x, calendarised)		5.8	5.2	4.7	
Dividend yield (%, calendarised)		3.5	3.9	4.3	
Free cashflow* yield (%, calendarised)		9.3	15.5	17.0	

*Note: * pre-acquisition payments, Source: Company data, Equity Development, Priced as at 12/9/2025*

Company data

EPIC	KGH
Price (last close)	147.5p
52 weeks Hi/Lo	200p/100p
Market cap	£127m
ED Fair Value / share	230p
Net cash / (debt) 2025A	£119m
Avg. daily volume (3m)	133k

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 over 1,150 FTE fee-earning employees across 32 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

1H26 results January 2026 (date tbc)

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Knights: Overview of investment attractions

Investment Highlights

- A differentiated business model and impressive growth record with revenues rising from £9m in FY13 to £162m in FY25, and £200m+ in FY26E, 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 £28m in FY25, a 9-year CAGR of 24%. Underlying high cash conversion post capex, funds acquisition and dividends.
- An experienced, founder-led management team at the helm.

Risk Factors

- 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

- 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.£224m 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 12.5% CAGR in Adj. PBT (FY25-FY28E) and free cashflow, pre-acquisitions, of £15-£23m p/a.

Valuation Overview

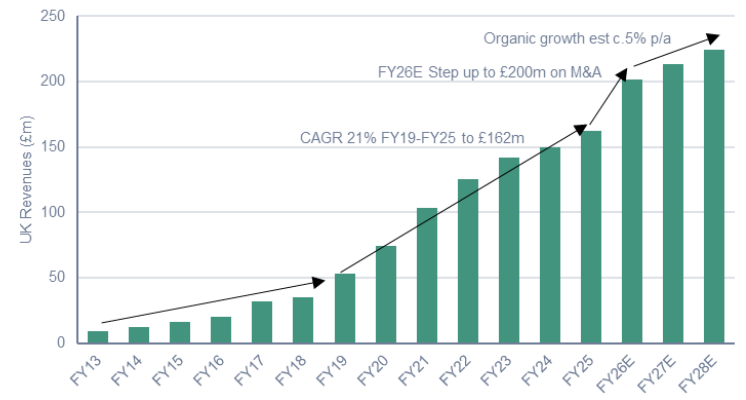
- Although Knights' share price has risen 25% in the past 5 months from its low of 118p, Knights is still over 50% below its 2021-2022 trading range, despite being a bigger, more profitable business.
- Trading on only 1.3x EV/Revenues, 4.5x EV / Adj. EBITDA and only c.5x Adj. PER (our forecasts, all Calendar 2026E – "cal 2026E"), Knights is trading over 50% below its historic multiples and its professional services peers (on an average c.9x cal 2026 EV/EBITDA and c.13x cal 2026 PER).
- Our fair value of 230p/ share from diverse valuation metrics equates to c.1.5x EV/Revenues, 6x EV/Adj. EBITDA, c.8x PER, a 10% FCF yield (pre-acquisitions) and a 2.5% dividend yield (all cal 2026E), with potential for further upside.

A growing regional consolidator in the UK legal market

A unique corporate model attracts local firms to the group

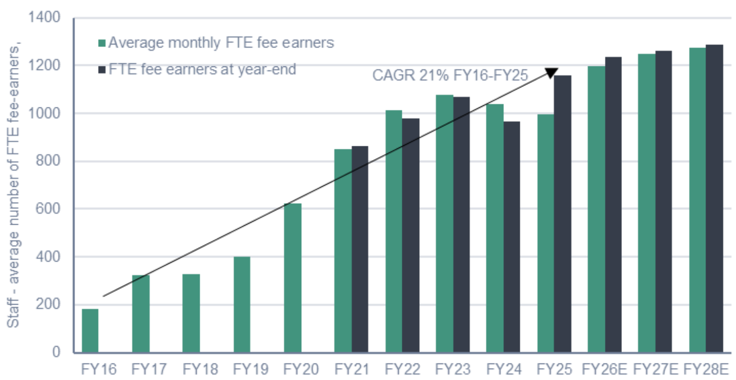
- Knights Group Holdings plc ("Knights") was bought in 2012 (when it was a LLP) by CEO David Beech and became the first legal firm to offer a different "corporate" model.
- Over the past 12 years, the group has grown revenues at an impressive 27% CAGR to reach £162m in FY25 and following the acquisitions of Thursfields Legal, IBB Law and Birkett Long in the past 12 months, we forecast over £200m revenues in FY26E.
- 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 12.5% CAGR in Adj. PBT FY25-FY28E to almost £40m in FY28E, before any additional acquisitions.

An impressive track record of 27% CAGR FY13-FY26E



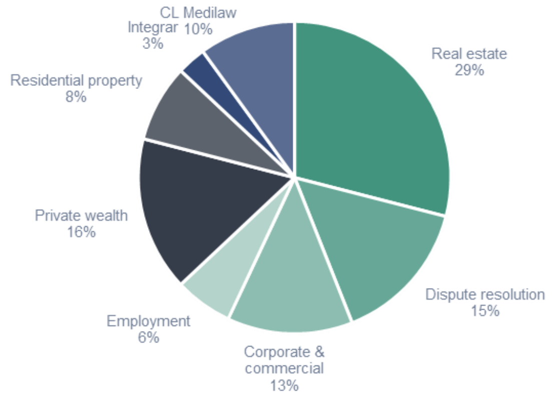
Source: Company data, Equity Development

…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



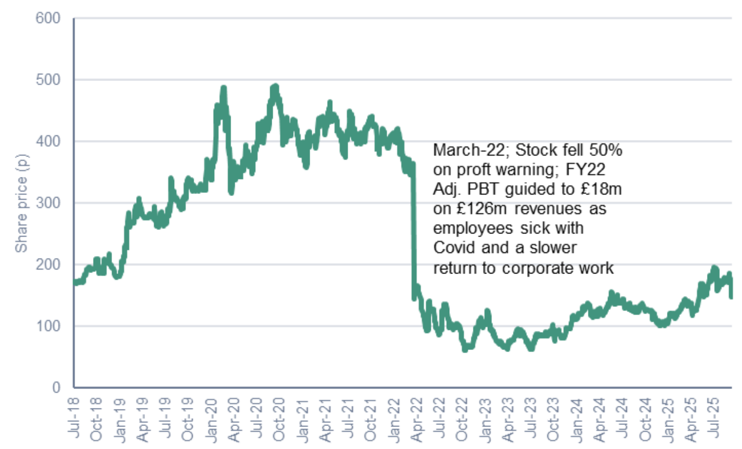
Source: Company data for FY25, Equity Development

An undervalued, profitable and self-funded growth business

Business has recovered but its valuation has not

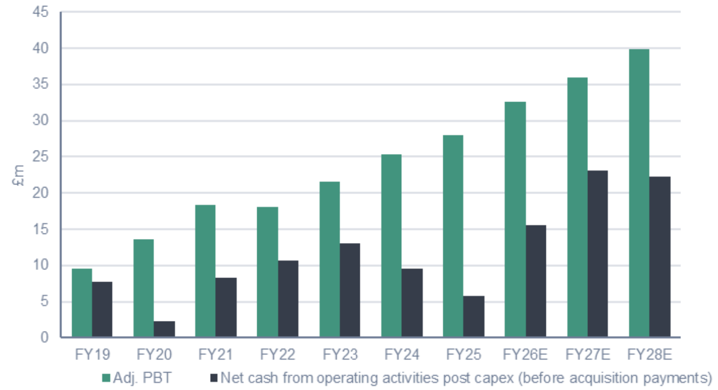
- Knights listed its shares on the AIM market in June 2018 with an IPO price of 180p and is part of the FTSE AIM 50 Index. Its share price reached a high of nearly 500p in 2020 but collapsed over 50% in March 2022 to c.150p from a Covid-induced profit warning (to £18m Adj. PBT in FY22, still a PBT margin 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.165p share price is at odds with the group's significant growth to Adj. PBT of £28m in FY25 (margin of 17.3%) and underlying cashflow-generative growth outlook.
- Knights is also significantly undervalued relative to peers, trading on just 6x cal 26 PER versus a range of 9x-19x. We balance several valuation metrics to derive our 230p fair value and see scope for a significant rerating.

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



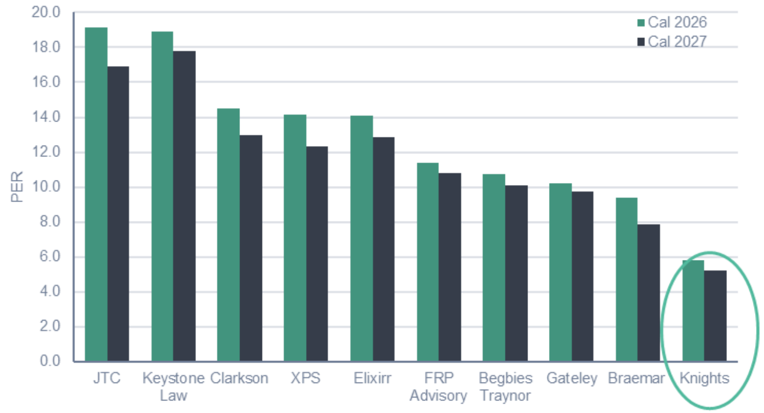
Source: Investing.com, Equity Development

Free cashflow supports acquisitions and dividend growth



Source: Company data, Equity Development

Knights' lowly PER of c.6x cal 2026



Source: Koyfin for consensus estimates, Equity Development

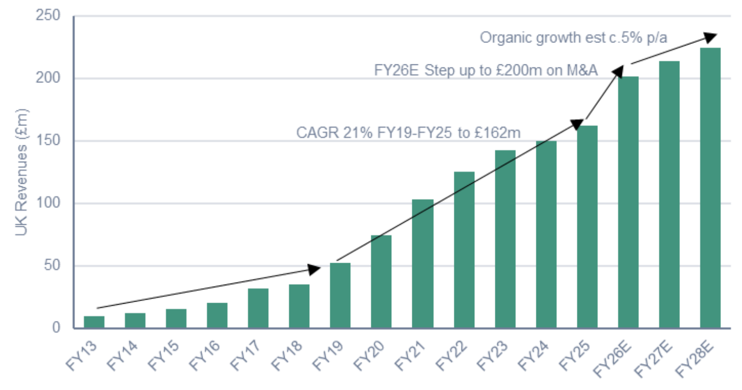
Why invest?

A successful track record of high revenue growth

A unique consolidator in the £3.8bn regional legal market

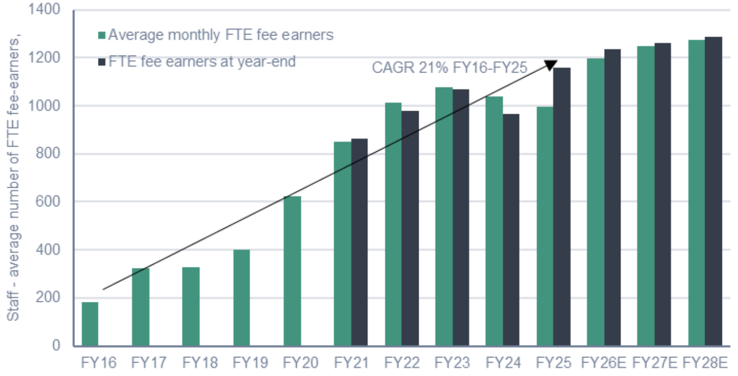
- Knights Group Holdings plc ("Knights") was bought in 2012 (when it was a LLP) by CEO David Beech and operates in the £3.8bn, fragmented, regional legal market.
- Knights was the first legal firm to offer a different "corporate" model for senior lawyers, exiting the partnership model and separating management and fee generation.
- Over the past 12 years, the group has grown revenues at an impressive 27% CAGR to reach £162m in FY25 (nearly 5x £35m at IPO).
- …and following the acquisitions of Thursfields Legal, IBB Law, Birkett Long and Rix & Kay in the past year, we forecast over £200m revenues in FY26E.
- Since FY19 Knights has averaged 4% organic revenue growth a year and new acquisitions have contributed an average of 22% of revenues a year.

An impressive 27% CAGR in Revenues FY13-FY26E



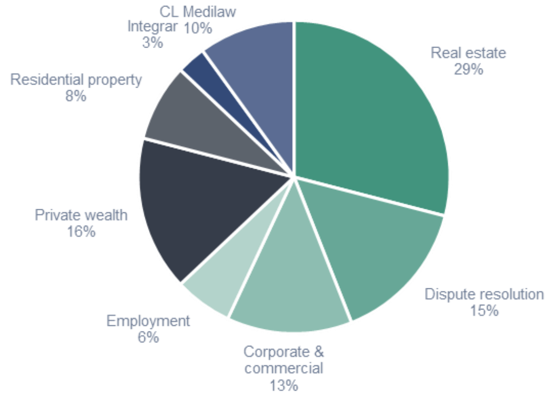
Source: Company data, Equity Development

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



Source: Company data, Equity Development

…across a wide range of services



Source: Company data for revenues in FY25, Equity Development

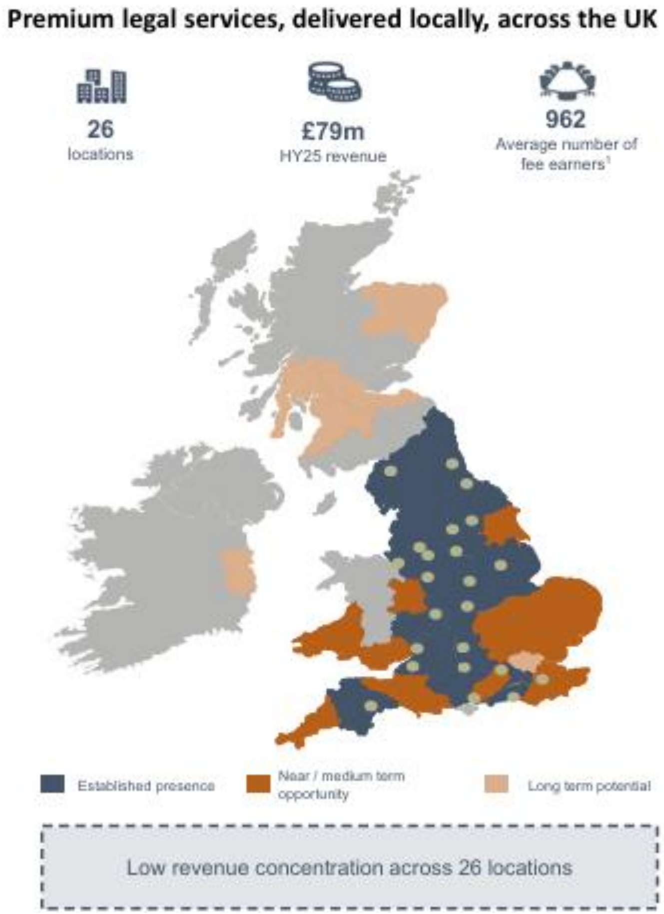
A strong brand and unique culture

What makes Knights unique? An attractive corporate model

- Knights was the first legal firm to offer a different "corporate" model for senior lawyers.
- The corporate model gives senior professionals the ability to focus on their clients without the distraction of financial risk that comes with a partnership model or management of the business.
- Instead, professionals are given attractive salary packages and coaching on how to achieve higher fee performance, complemented by high quality financial management tools.
- Knights has also invested in their offices, with a c.£15m capex investment in its offices over FY24 and FY25, offering premium work environments.
- £9.6m was invested in FY25, including £5.8m in their central hub office in Stoke which is used for training and collaboration meetings, developing and cementing the one team culture.

Source: Company data

Local relationships, yet national scale



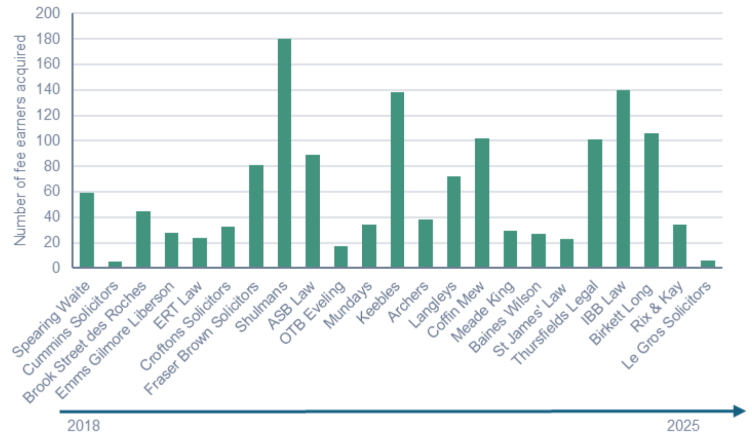
Note data correct as at 1H25; for FY25, Knights operates from 32 locations and has 1,002 average FTE fee-earners with FY25 revenues of £162m. Source: Company data

Attracts high quality professionals, organically and through acquisitions

Acquisitions have driven a tripling of staff since IPO

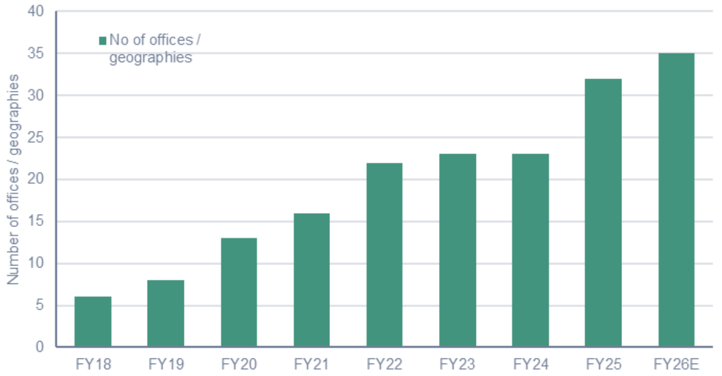
- As at April 2025 Knights had 1,157 FTE fee-earning professionals (comprising 471 Partners & Senior associates; 309 other-qualified professionals, 294 non-qualified professionals and 83 professionals in the re-mortgaging Integrar practice).
- Knights typically has good organic employee retention (more than one year) of c.90% (average FY18-FY25) and its consistent approach to acquiring high quality local businesses has seen c.1,400 fee-earning professionals join the group through 28 acquisitions in the past 7 years since IPO.
- Some employee churn from acquisitions is expected (and is arguably desirable as Knights exits less profitable business), however, following a period of elevated churn in FY23-1H25, employee retention improved in 2H25 back to 90%, helped by the investment in refurbished offices and strong employee engagement (employee NPS +59, post year-end).

28 acquisitions in 7 years…



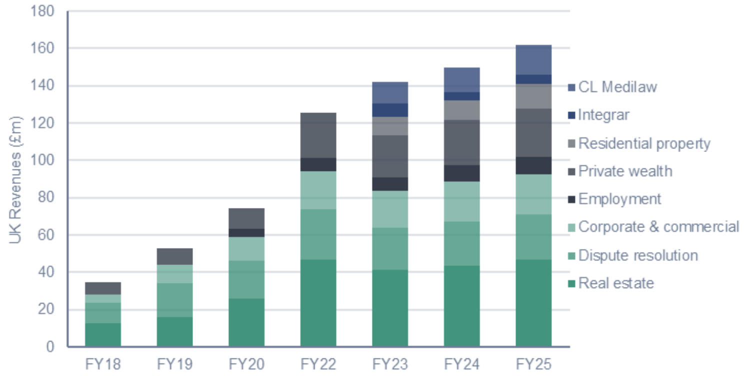
Source: Company data, Equity Development

…and building to over 30 practice locations…



Source: Company data, Equity Development

…adding new services and cross-collaboration



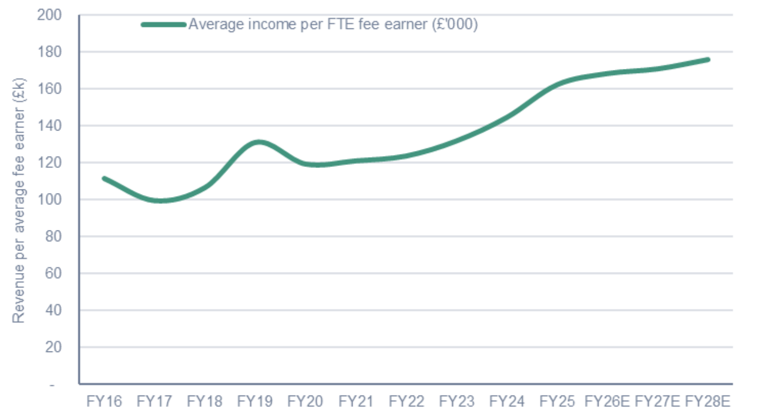
Source: Company data, Equity Development

Scalable model and premiumisation driving operating leverage

Investment in staff, technology and offices delivering…

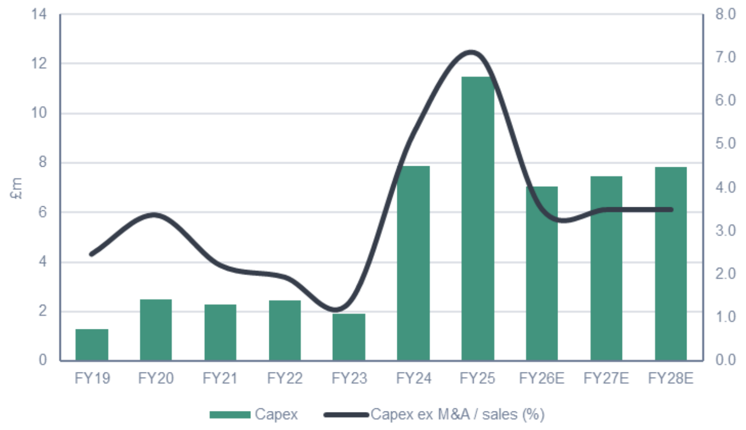
- Knights' strategy is to be the premium regional law firm and its acquisition strategy for high quality teams and specialisms reflects this. Knights has also exited some lower margin areas such as in insolvency and the legal aid funded crime business, acquired as part of IBB Law.
- As a result, average revenues per FTE fee-earner have risen over 60% from £100k in FY17 to £162k in FY25 (partly due to inflation but also due to the premiumisation of the offer and opportunity to cross-sell other services). We forecast this will continue and estimate average revenues will rise to over £175k per FTE fee-earner by FY28E.
- Management has also invested in AI enabled document management and knowledge systems which will go live in the next financial year.

…60% higher revenues per FTE fee-earner (FY17-FY25)..



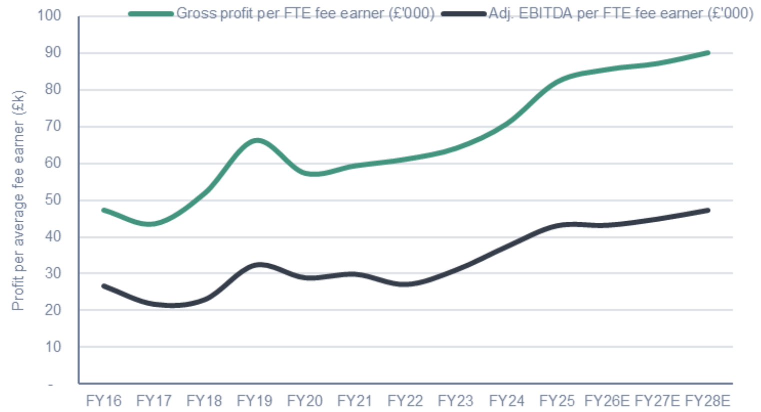
Source: Company data, Equity Development

£15m capex investment in office refurbishments FY24-FY25



Source: Company data, Equity Development

…and higher gross profit and EBITDA per fee-earner



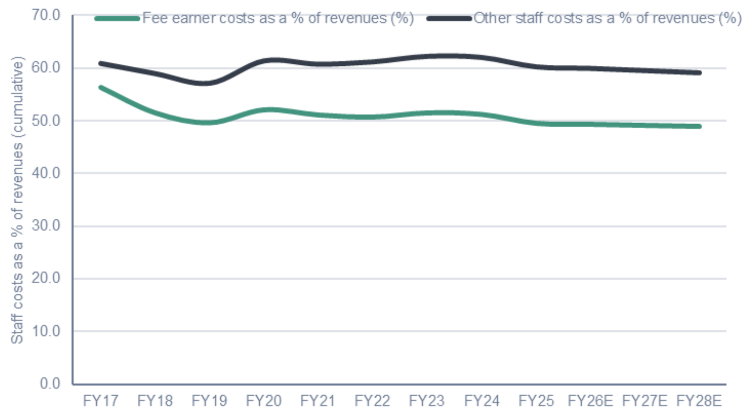
Source: Company data, Equity Development

A highly profitable, sustainable business

Leveraging high quality staff leads to high profit margins

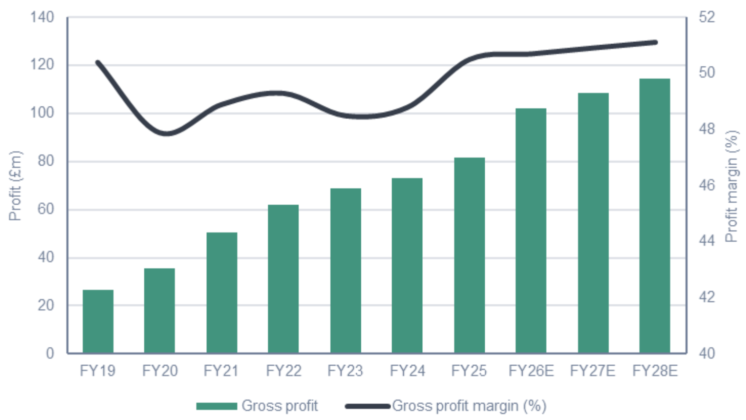
- As a people-led business, staff costs relative to revenues is key. Despite the potential disruption of continually integrating acquisitions and new offices into the group (causing a temporary drag on gross margin), Knights has maintained underlying staff costs at 57% to 62% of revenues since FY16.
- In FY25 staff costs fell 170bps from 62.0% of revenues in FY24 to 60.3% and gross margin (after fee-earner costs) rose from 48.8% in FY24 to 50.5%. This was despite increases in national insurance and the drag from new recruits. Without this temporary drag, gross margin would have been over 51%.
- Underpinning this is the well-controlled ratio of support staff to fee-earners of 1:3.9 (average FY17-FY24).

Staff costs well controlled at c.60% of revenues



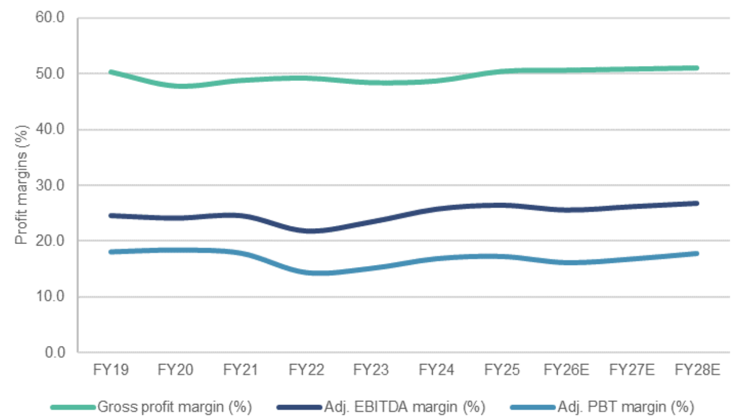
Source: Company data, Equity Development

Gross margin (after fee-earner costs) rose to 50.5% in FY25



Source: Company data, Equity Development

Rising profit margins: > 17% PBT margin in FY25

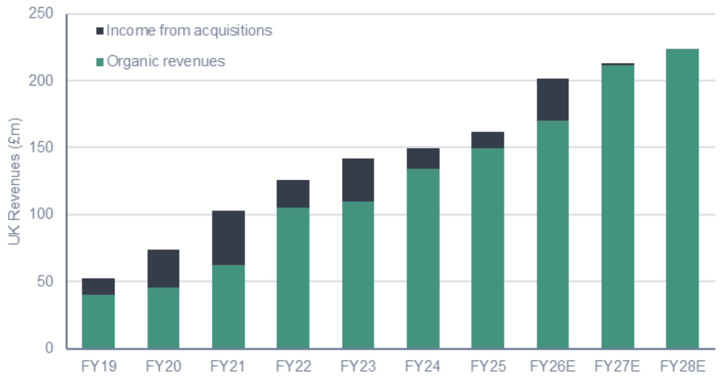


Source: Company data, Equity Development

An impressive track-record for value accretive acquisitions

Although we do not forecast acquisitions…

- It is worth noting that while management guides to acquisitions as a key part of the strategy we do not explicitly forecast any in our base case scenarios as they are theoretical beyond those already announced.
- As the revenue chart below shows, acquisitions have contributed 22% to group revenues p/a on average (FY19-FY25), yet from FY27E we forecast mostly just organic growth of c.5% p/a.
- Knights' acquisitions to date have ranged in size, geographical location and range of services offered, and with c.200 firms operating regionally with revenues of £2m-£75m, there is plenty for Knights to go for.
- Knights has a robust balance sheet with FY25 net financial debt of £65m (1.5x Adj. EBITDA). This gives c.£35m headroom within its £100m RCF (available until November 2027). We also forecast free cashflow post-acquisition payments of c.£15m p/a from FY27E. This gives Knights scope to continue investing. At its average 1.1x EV/Revenues valuation a c.£20m investment p/a could add c.£20m revenues and c.10% revenue growth p/a.



Source: Company data, Equity Development

…Knights's track record suggests more to come

Source: Company data, Equity Development

Knights' impressive track record of over 20 bolt-on acquisitions since IPO, costing £180m (c.1.1x EV/Revenues), consolidating regional markets

Date	Company	Region	Fee-earners	Consideration £m	Cash £m	Shares £m	Deferred/ contingent	EV/ Revenues	EV / PBT**	£k per fee-earner
Jun-18	Turner Parkinson	Manchester	44	8.5	7.3	0.5	0.8			
Oct-18	Spearing Waite	Leicester	59	1.6	1.3	0.3		1.2	10.0	144
Jan-19	Cummins Solicitors	Leicester	5	10.0	5.0	2.5	2.5	2.0	16.7	315
Jan-19	Brook Street des Roches	Oxford	45	4.7	1.4	1.7	1.7	1.4	11.6	222
Nov-19	Emms Gilmore Liberson	Birmingham	28	1.8	0.9	0.9		1.2	9.8	168
Jan-20	ERT Law	Birmingham	24	2.8	1.4	0.7	0.7	0.9	7.5	75
Feb-20	Croftons Solicitors	Manchester	33	8.3	2.8	3.0	2.4	1.0	8.3	85
Feb-20	Fraser Brown Solicitors	Nottingham	81	20.1	7.6	6.1	6.4	1.1	12.3	102
Mar-20	Shulmans	Leeds	180	8.5	7.3	0.8	0.4	1.1	9.5	112
Mar-20	ASB Law	Crawley, Maidstone	89	2.1	0.7	0.7	0.7	0.7	7.7	96
Nov-20	OTB Eveling	Exeter	17	5.3	2.7	1.3	1.4	1.0	8.3	124
Mar-21	Mundays	Weybridge, Surrey	34	11.5	4.9	3.5	3.1	0.7	6.2	156
May-21	Keebles	Sheffield	138	5.2	2.1	1.6	1.5	0.9	8.8	84
Nov-21	Archers	Stockton-on-Tees	38	11.5	5.3	2.8	3.5	1.3	7.2	137
Jan-22	Langleys	York & Lincoln	72	11.5	5.5	1.0	5.0	0.8	10.2	160
May-22	Coffin Mew	Portsmouth, Southampton, Brighton & Newbury	102	2.1	1.5		0.6	1.0	15.8	113
Jan-23	Meade King	South-West: Bristol	29	3.4	2.4		1.0	0.8	7.6	72
May-23	Baines Wilson	Carlisle & Lancaster	27	1.8	0.5		1.3	1.1	7.0	125
May-23	St James' Law	North-East: Newcastle	23	12.5	7.5		5.0	0.7	10.1	76
Jul-24	Thursfields Legal	Worcester, Kidderminster, Solihull & Birmingham	101	30.0	21.0		9.0	1.1	6.2	124
Mar-25	IBB Law	Uxbridge, Reading, Ascot & Beaconsfield	140	16.6	10.0		6.6	1.3	9.3	214
May-25	Birkett Long	Colchester, Chelmsford & Basildon	106	8.5	7.3	0.5	0.8	1.1	13.9	157
Total			**1,371**	**£180m**	**£99m**	**£27m**	**£54m**	**1.1x**	**9.4x**	**£131k**

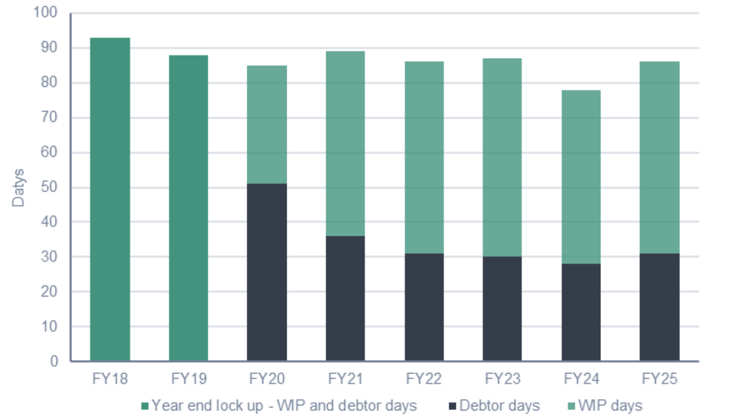
*Note: *post synergy EV/PBT estimated assuming 20% revenue churn and post synergy PBT margin guidance; In August 2025 Knights made two further small acquisitions of Rix & Kay (34 fee-earners) and Le Gros Solicitors (6) but terms were not disclosed; Source: Company data, Equity Development*

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

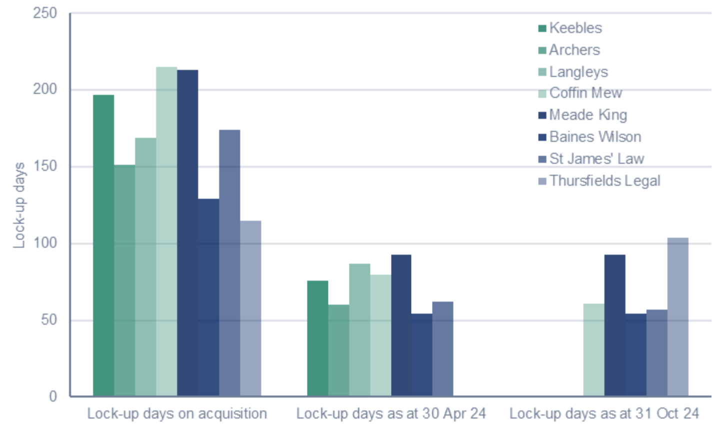


Source: Company data, Equity Development

Recent £15m office refurbishment investment completed

Source: Company data, Equity Development

Knights has more than halved lock up days on acquisitions



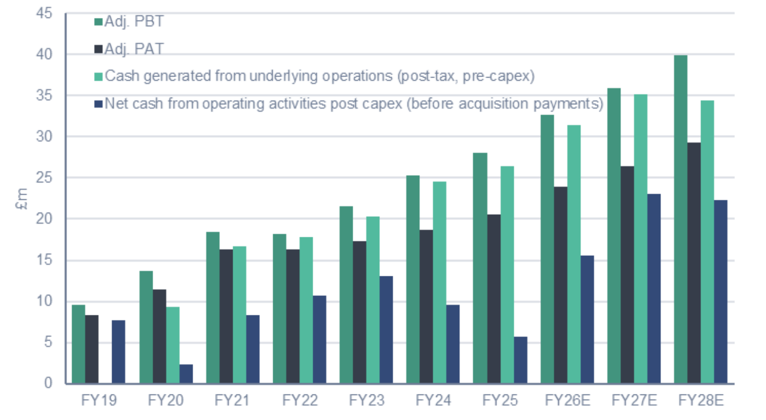
Source: Company data, Equity Development

High cash conversion funding acquisitions and dividends

We anticipate high cashflow conversion to fund growth

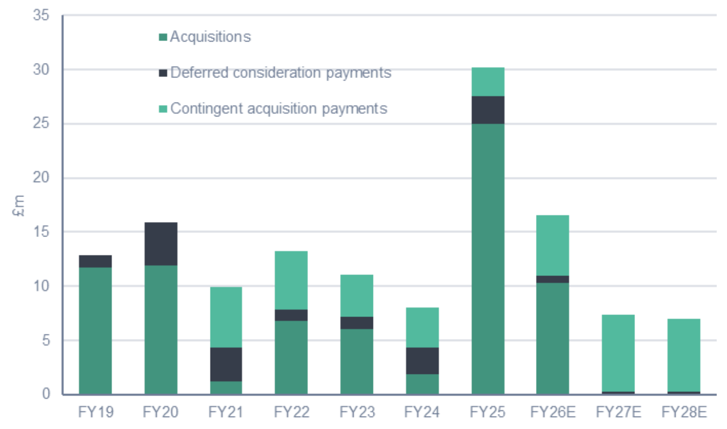
- Knights has averaged an impressive 110% underlying cashflow conversion (FY19-FY25, and 130% in FY25) based on underlying operating cashflow post tax (but pre capex and acquisitions) relative to underlying PAT.
- This cashflow, together with debt resources, has funded capex and acquisition spending 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 already announced and c.£4m-£5m of dividend payments p/a, leaving c.£10m 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…



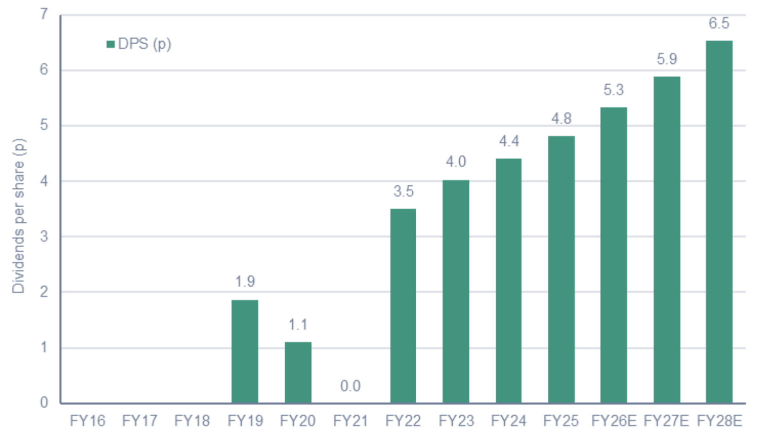
Source: Company data, Equity Development

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



Source: Company data, Equity Development

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



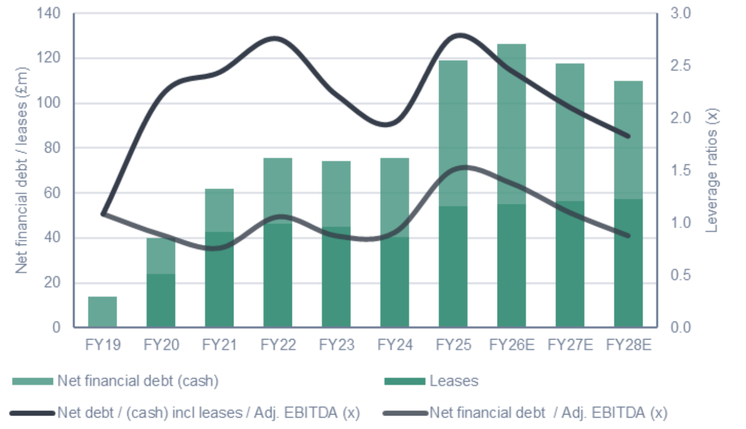
Source: Company data, Equity Development

Balance sheet robust with headroom to continue investing

FY25 was a big investment year

- FY25 was a big investment year for Knights with the completion of the two-year £15m office refurbishment plan and the acquisitions of Thursfields Legal and IBB Law (initial cash consideration was £7.5m and £21m respectively).
- Knights ended FY25 with £65m of net financial debt and £54m of leases, giving total net debt of £119m, equivalent to 2.8x Adj. EBITDA (or 1.5x excluding the leases, or 1.6x net debt banking covenant ratio).
- Net financial debt rose c.£30m from FY24, reflecting £30m of total acquisition consideration payments, whilst capex of £11.5m, exceptional cash costs of £5.4m and dividend payments of c.£4m were funded by operating cashflow.
- In November 2024 the group renewed and extended its existing RCF to £100m, committed until November 2027, giving c.£30m headroom.

Financial leverage peaks in FY25 and is anticipated to fall

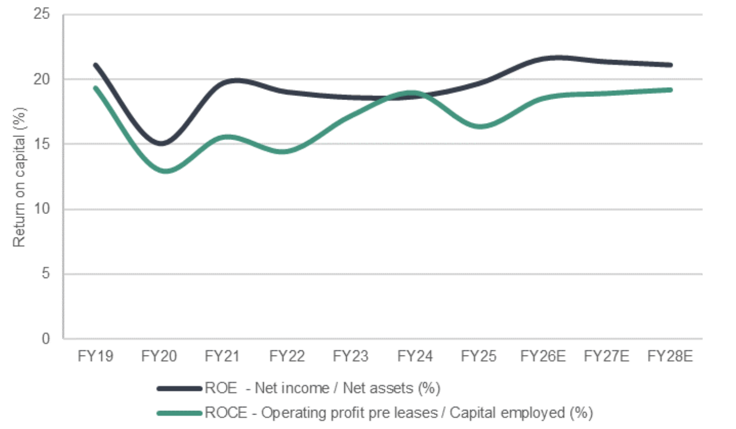


Source: Company data, Equity Development

Confident in investments generating high returns

- Although we forecast capex will return to more normal levels from FY26E, the post year end acquisitions of Birkett Long (initial cash consideration £10m), Rix & Kay and Le Gros Solicitors mean we forecast total acquisition payments of £16.6m in FY26E, falling to c.£7m in FY27E and FY28E (given Knights' typical 3-year contingent consideration structure for acquisitions).
- Hence, we expect financial net debt to rise to just over £70m in FY26E before falling to c.£53m in FY28E, before accounting for any further acquisitions.
- Throughout this investment period we anticipate ROE and ROCE remaining high, in the range of 16%-22%.

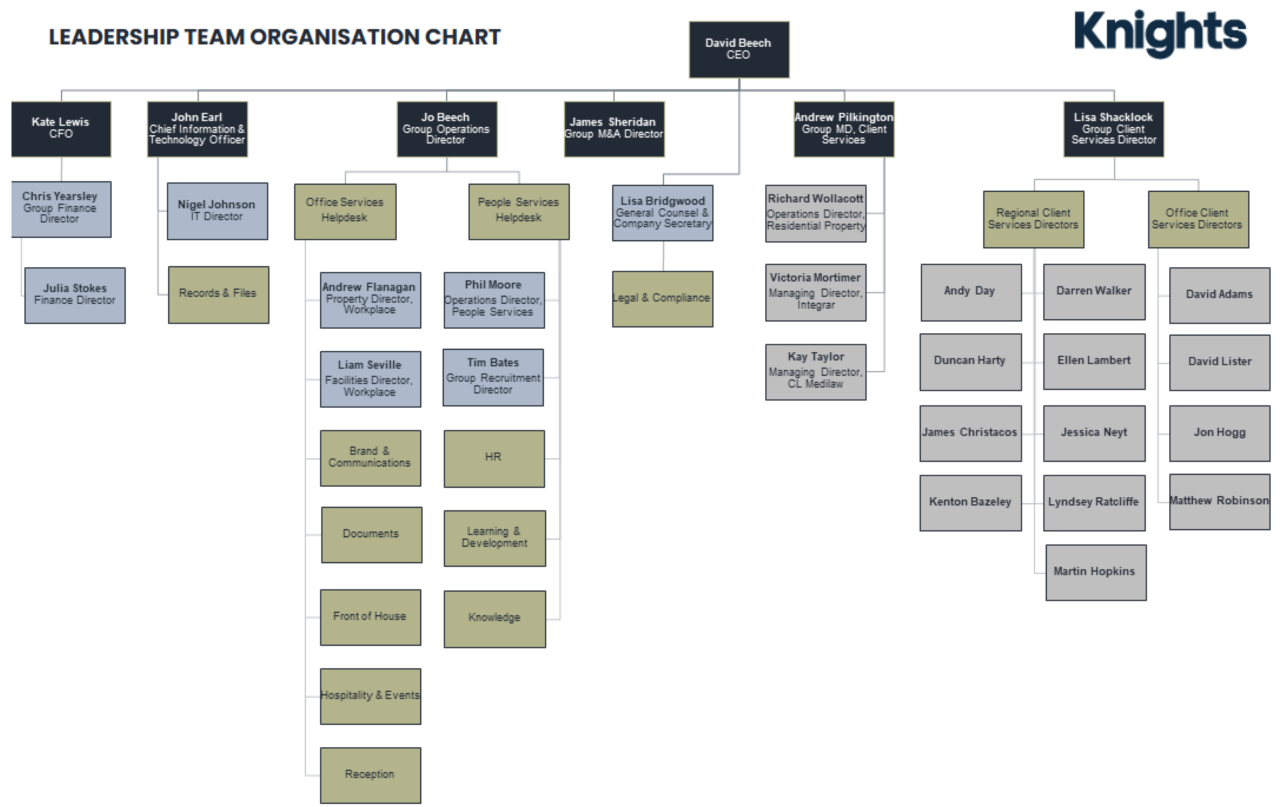
Sustainable high return on capital



An experienced leadership management team

- Knights' success in generating profitable, high return growth is testament to the strength of its management team seen below. **CEO David Beech** joined the LLP in October 2011 having been both a managing partner of a law firm and a private equity firm. In June 2012 he bought Knights with the assistance of external investors.
- **CFO Kate Lewis** joined in May 2012 from accountancy and has successfully steered Knights through over a decade of growth and nearly 30 acquisitions.
- Knights' Board also includes **Chair Dave Wilson** (appointed November 2023, ex CFO of GB Group plc) and non-executive directors **Gillian Davies** and **Jane Pateman**.

An experienced and broad management team



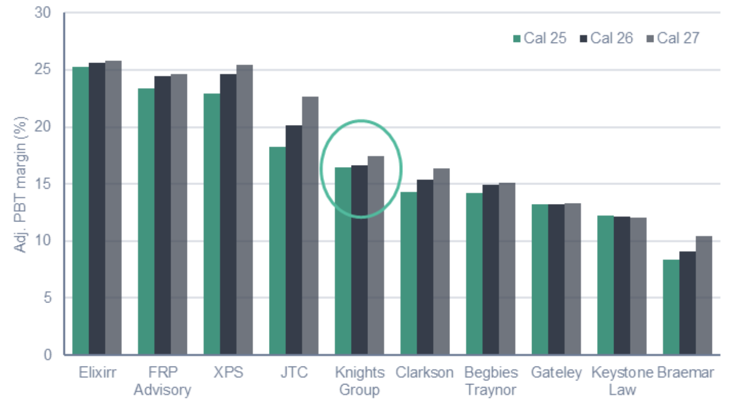
Source: Company data

Valuation considerations

Comparable companies – professional services and more

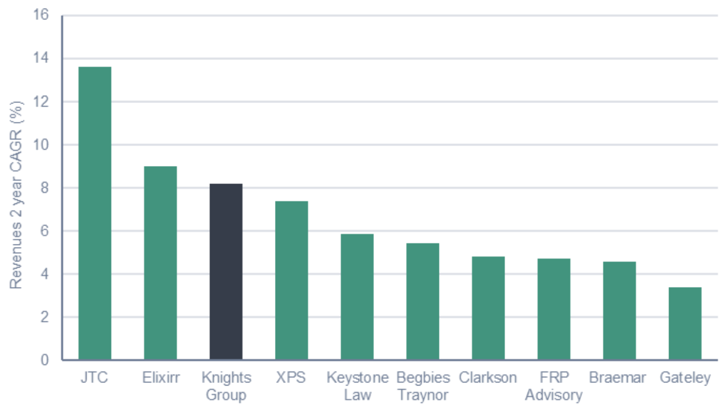
- In our view, investors often value stocks on peer group multiples looking out 18-24 months to account for different growth rates and margin trajectories.
- However, peer group valuations move around through an economic cycle, as do DCF valuations which are sensitive to the assumed discount rate.
- Whilst there are few direct peers to Knights within the quoted professional legal services sector (Keystone Law being arguably the closest), we expand our frame of reference to professional services companies (and others) chosen for their high margins (average cal 2025 Adj. PBT margin 17%, in line with Knights) and mid-single digit revenue growth (average 6%, similar to Knights' organic growth; Knights grows much faster including acquisitions).

Valuation comparables all offer high adj. PBT margins…



Koyfin for consensus forecasts, Equity Development

..and steady forecast revenue growth (cal 2025-cal 2027) …



Source: Koyfin for consensus forecasts, Equity Development

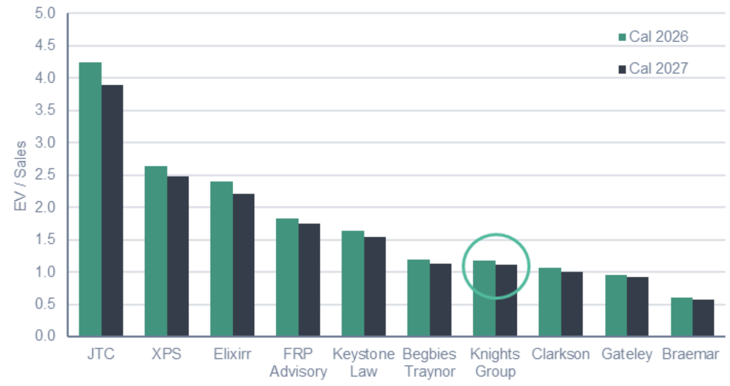
…leading to an average 11.5% Adjusted PBT growth

Source: Koyfin for consensus forecasts, Equity Development

Knights' lowly valuation is unwarranted

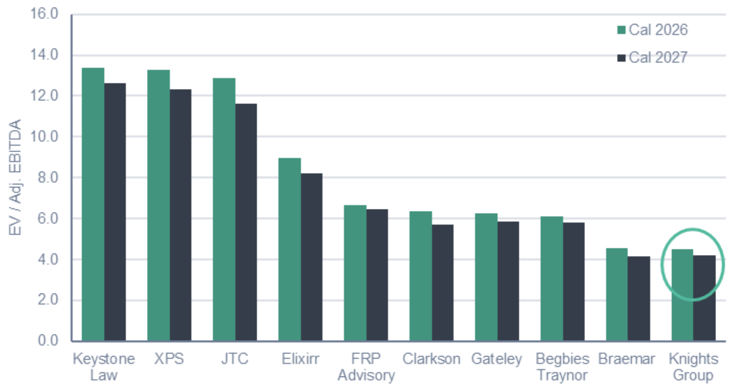
- As already mentioned, Knights de-rated significantly in 2022 when it reduced profit expectations and despite the business recovering, its valuation has not.
- We focus on adjusted profit metrics as indicative of the business in "steady state", but recognise that Knights has significant non-underlying items, comprising mostly contingent acquisition payments (FY26E £7.7m), amortisation of acquired intangible assets (FY26E £4m) and redundancy, reorganisation and transaction costs (FY26E c.£4m). These, together with Knights' relatively higher level of indebtedness, could impact its valuation.
- However, we take the view that Knights should be rewarded for its role as a regional consolidator and its investments in diversified growth.

Knights trades on c.1.2x cal 2026 EV/Sales…



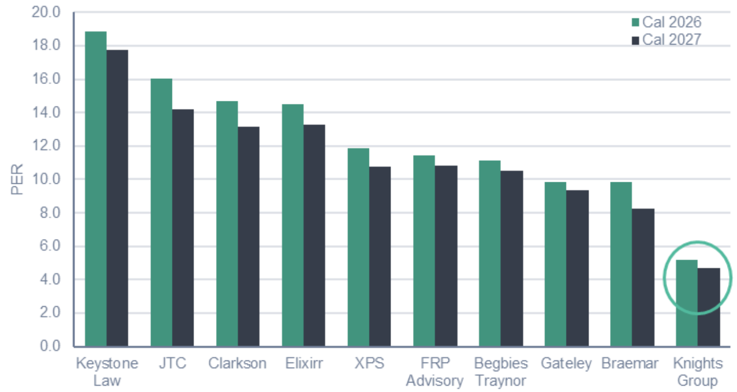
Koyfin for consensus forecasts, Equity Development

..but only 4.5x cal 2026 EV / EBITDA, below peers…



Source: Koyfin for consensus forecasts, Equity Development

…and only c.5x cal 2026 PER, significantly below peers



Source: Koyfin for consensus forecasts, Equity Development

Comparable Company Growth and Margin Metrics										
Company	Share price	Market cap	Enterprise Value	2-year CAGR (%) Cal 2025-Cal 2027E				EBITDA margin	PBT margin	Net debt / EBITDA
	p	£m	£m	Sales	EBITDA	PBT	EPS	Cal 26, %	Cal 26, %	Cal 26, x
Bebgies Traynor	122.5	195	202	5.4	4.3	8.6	4.6	19.5	14.9	0.2
Braemar	257	78	84	4.6	7.9	16.5	16.8	13.1	9.1	0.3
Clarkson	3500	1,078	682	4.8	12.2	12.1	11.2	16.7	15.4	-4.2
Elixirr	784	377	368	9.0	9.6	10.3	9.7	26.9	25.7	-0.2
FRP Advisory	137	343	308	4.7	4.4	7.6	4.2	27.4	24.5	-0.8
Gateley	128	174	181	3.4	6.3	3.6	2.5	15.1	13.2	0.2
JTC*	980	1,665	1,937	13.6	14.9	26.4	17.5	33.0	20.1	2.2
Keystone Law	583	185	178	5.9	6.1	5.2	4.6	12.2	12.2	-0.5
XPR	339	687	725	7.4	8.2	13.2	8.0	28.8	24.6	0.5
Average				**6.5**	**8.2**	**11.5**	**8.8**	**21.4**	**17.7**	**-0.3**
Knights	**147.5**	**127**	**246**	**8.2**	**9.8**	**11.4**	**11.4**	**26.1**	**16.6**	**2.8**

JTC share price and valuation multiples based on 980p as at 28th August 2025, the day before the announcement of a possible offer from Permira.
Note: All profits are adjusted for exceptionals; all estimates are calendarised to a December year-end
Source: KoyFin, Equity Development (share prices at 12 Sept 2025)

Fair value of 230p balances valuation metrics

- Our 230p fair value per share is derived taking into account several valuation metrics and equates to:
  - 1.5x cal 2026 EV / Revenues, a discount to the sector average of 1.8x but more in-line with the average excluding JTC as an outlier (1.5x);
  - approximately 6x cal 2026 EV/EBITDA, a discount to the sector average of c.9x, partly to reflect Knights' relatively higher leverage ratios, but we would expect a rerating as net debt reduces;
  - approximately 8x cal 2026 PER (adj), a discount to the sector average of 13x, 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 2026 dividend yield of 2.2%, lower than the peer group average reflecting Knights' higher investment in growth; and
  - a generous cal 2026 FCF yield (pre-acquisition payments) of c.10%.
- 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	6.1	5.8	7.7	7.2	11.1	10.5	3.8	4.1	6.7	7.8
Braemar	0.6	0.6	4.6	4.2	6.2	5.1	9.8	8.2	2.7	3.0	17.6	21.8
Clarkson	1.1	1.0	6.4	5.7	10.9	9.8	14.7	13.2	3.3	3.5	7.8	9.0
Elixirr	2.4	2.2	8.9	8.2	9.6	8.8	14.5	13.3	2.8	3.1	8.0	8.8
FRP Advisory	1.8	1.8	6.7	6.5	8.3	7.9	11.4	10.8	4.4	4.4	7.2	7.5
Gateley	0.9	0.9	6.3	5.9	6.9	6.7	9.8	9.4	7.8	7.8	9.5	10.1
JTC	4.2	3.9	12.9	11.6	18.1	14.8	16.1	14.2	1.8	2.1	6.0	6.3
Keystone Law	1.6	1.5	13.4	12.6	13.9	13.2	18.9	17.8	3.8	3.9	4.8	5.0
XPS	2.6	2.5	13.3	12.3	19.7	17.8	11.9	10.7	1.5	1.7	3.0	3.3
Average	**1.8**	**1.7**	**8.7**	**8.1**	**11.3**	**10.1**	**13.1**	**12.0**	**3.5**	**3.7**	**7.8**	**8.8**
Knights at 147.5p	**1.2**	**1.1**	**4.6**	**4.3**	**3.6**	**3.1**	**5.2**	**4.7**	**3.9**	**4.3**	**15.5**	**17.0**
Knights at 230p FV	**1.5**	**1.4**	**5.8**	**5.4**	**5.7**	**5.1**	**8.1**	**7.3**	**2.2**	**2.5**	**10.4**	**11.4**

JTC share price and valuation multiples based on 980p as at 28^{th} August 2025, the day before the announcement of a possible offer from Permira
Note: All profits are adjusted for exceptionals; all estimates are calendarised to a December year-end
Source: KoyFin, ED analysis (share prices at COB 9th December 2024)

Financial Forecast tables

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**	**5.0**	**5.0**	**5.0**
Acquired revenue growth (%)	42.0	19.9	13.3	3.6	8.3	19.4	0.9	0.0
Revenue growth (%)	**39.0**	**21.7**	**13.1**	**5.5**	**8.0**	**24.4**	**5.9**	**5.0**
Gross profit growth (%)	41.9	22.7	11.3	6.2	11.8	24.9	6.4	5.4
Adj. EBITDA growth (%)	41.5	8.0	21.7	15.9	**11.0**	**20.3**	**8.4**	**7.4**
Adj. Operating profit (%)	33.7	0.9	23.0	19.8	13.0	18.2	7.4	8.5
Adj. PBT growth (%)	**34.8**	**-1.6**	**19.0**	**17.4**	**10.6**	**16.5**	**10.1**	**11.0**
Adj. EPS growth (%)	**29.3**	**-1.2**	**3.1**	**5.8**	**8.3**	**16.6**	**10.1**	**11.0**
DPS growth (%)	n/a	n/a	15.1	9.4	9.1	11.0	10.1	11.0
Gross profit margin (%)	48.9	49.3	48.5	48.8	50.5	50.7	50.9	51.1
Adj. EBITDA margin (%)	24.6	21.8	23.5	25.8	26.5	25.6	26.2	26.8
Adj. Operating margin (%)	19.7	16.3	17.7	20.1	21.0	20.0	20.3	20.9
Adj. PBT margin (%)	**17.8**	**14.4**	**15.2**	**16.9**	**17.3**	**16.2**	**16.8**	**17.8**
Fee earner costs as a % of revenues	51.1	50.7	51.5	51.2	49.5	49.3	49.1	48.9
Other staff costs as a % of revenues	9.7	10.5	10.7	10.8	10.8	10.7	10.5	10.3
Staff costs (adj.) as a % of revenues	**60.8**	**61.2**	**62.2**	**62.0**	**60.3**	**60.0**	**59.6**	**59.2**
Op costs excl D&A /sales (%)	**15.7**	**17.6**	**18.7**	**18.8**	18.4	**18.2**	**18.0**	**17.8**
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**	**201.5**	**213.4**	**224.0**
Direct (fee-earner) costs	(52.7)	(63.7)	(73.2)	(76.8)	(80.2)	(99.3)	(104.7)	(109.5)
Gross profit	**50.5**	**61.9**	**68.9**	**73.2**	**81.8**	**102.1**	**108.6**	**114.5**
Other income and interest revenue	1.3	1.3	6.7	10.4	9.6	9.3	9.8	10.3
Operating (other staff) costs, Adj. ex D&A	(16.2)	(22.1)	(26.5)	(28.2)	**(29.8)**	**(36.7)**	**(38.5)**	**(39.9)**
Adj. EBITDA	**25.4**	**27.4**	**33.4**	**38.7**	**42.9**	**51.7**	**56.0**	**60.2**
Depreciation of PPE	(1.3)	(2.0)	(2.4)	(2.7)	(3.4)	(4.7)	(5.7)	(6.1)
Depreciation of ROUA	(3.7)	(4.8)	(5.7)	(5.6)	(5.2)	(6.5)	(7.0)	(7.2)
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)**	**(11.4)**	**(12.7)**	**(13.2)**
Adj. Operating profit	**20.3**	**20.5**	**25.2**	**30.2**	**34.1**	**40.3**	**43.3**	**46.9**
Interest on financial debt	(0.7)	(1.0)	(2.1)	(3.4)	(4.1)	(4.9)	(4.6)	(4.2)
Interest on lease liabilities	(1.2)	(1.4)	(1.5)	(1.5)	(2.2)	(2.7)	(2.8)	(2.8)
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)**	**(7.7)**	**(7.4)**	**(7.0)**
Adj. PBT	**18.4**	**18.1**	**21.6**	**25.3**	**28.0**	**32.6**	**35.9**	**39.9**

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**	**32.6**	**35.9**	**39.9**
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)	(7.7)	(5.3)	(4.2)
Transaction costs	(1.2)	(1.0)	(1.0)	(1.5)	(2.0)	(1.9)	0.0	0.0
Redundancy and reorganisation staff costs	(1.5)	(2.1)	(1.4)	(1.3)	(2.5)	(1.9)	0.0	0.0
Loss/profit/impairment of assets/ROUA	(1.1)	(3.5)	(0.3)	(1.0)	(2.1)			
Share based payments	(0.6)	(0.4)						
Other			(0.0)	(0.0)	(1.1)			
Non underlying operating costs	(10.3)	(13.3)	(7.1)	(6.6)	(11.5)	(11.6)	(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)**	**(15.6)**	**(9.4)**	**(8.3)**
PBT	**5.5**	**1.1**	**10.9**	**14.8**	**12.3**	**17.0**	**26.6**	**31.6**
Adj tax	(2.1)	(1.8)	(4.3)	(6.6)	(7.4)	(8.6)	(9.5)	(10.6)
Non-underlying tax	0.0	(1.7)	0.7	1.6	2.7	2.7	1.6	1.4
Tax	(2.1)	(3.6)	(3.6)	(5.0)	(4.7)	(5.9)	(7.9)	(9.1)
Adj. PAT	**16.3**	**16.3**	**17.3**	**18.7**	**20.6**	**24.0**	**26.4**	**29.3**
Reported PAT	**3.4**	**-2.5**	**7.3**	**9.8**	**7.6**	**11.1**	**18.7**	**22.5**
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**	**26.7**	**29.4**	**32.6**
DPS (p)	**0.0**	**3.5**	**4.0**	**4.4**	**4.8**	**5.3**	**5.9**	**6.5**

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**	**51.7**	**56.0**	**60.2**
Share based payments charge	1.4	0.8	1.2	1.1	1.2	1.4	1.6	1.7
Working capital movement	(5.4)	(2.5)	(5.2)	(3.5)	(5.1)	(5.3)	(4.8)	(8.3)
Tax paid	(2.1)	(4.1)	(2.4)	(5.4)	(5.8)	(7.1)	(7.9)	(9.1)
Interest paid on lease liabilities		(1.1)	(1.5)	(1.5)	(2.3)	(2.7)	(2.8)	(2.8)
Lease payments (principal)	(2.6)	(2.8)	(5.2)	(4.7)	(4.5)	(6.5)	(7.0)	(7.2)
Net cash from underlying op. activities	**16.7**	**17.7**	**20.3**	**24.6**	**26.5**	**31.4**	**35.1**	**34.4**
Underlying cash conversion as a % of PAT	*96*	*109*	*117*	*131*	*130*	*131*	*133*	*117*
Net financial interest paid	(1.8)	(1.0)	(2.1)	(3.0)	(3.9)	(4.9)	(4.6)	(4.2)
Non-underlying cash costs	(4.3)	(3.7)	(3.1)	(4.2)	(5.4)	(3.9)	0.0	0.0
Capex	**(2.3)**	**(2.4)**	**(1.9)**	**(7.9)**	**(11.5)**	**(7.1)**	**(7.5)**	**(7.8)**
Net cashflow pre acquisition payments	**8.3**	**10.7**	**13.1**	**9.5**	**5.7**	**15.6**	**23.1**	**22.3**
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)					
Free cashflow post acquisitions	**(4.0)**	**(5.5)**	**0.2**	**(1.9)**	**(24.4)**	**(1.0)**	**15.7**	**15.3**
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)**	**(6.5)**	**9.7**	**8.9**

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	7.1	7.5	7.8
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**	**23.6**	**14.8**	**14.9**
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	8.2	3.4	3.1
Capex & acquisitions / revenues (%)	**14.2**	**14.8**	**9.7**	**11.2**	**25.7**	**11.7**	**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	28.3	28.3	28.3
Trade and other receivables % of RRR	30.5	27.2	22.0	22.0	22.3	22.4	22.2	22.0
Trade and other payables % of RRR	-31.5	-17.2	-14.8	-13.4	-14.8	-16.0	-15.5	-13.3
Working capital % of RRR	**26.7**	**35.2**	**34.1**	**35.4**	**35.7**	**34.7**	**35.0**	**37.1**
Working capital outflow as a % of RRR	-5.3	-2.0	-3.6	-2.3	-2.8	-2.6	-2.2	-3.7

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)	(70.7)	(70.7)	(70.7)
Net cash	4.8	4.1	4.0	5.5	5.9	(0.7)	9.1	17.9
Net financial cash / (debt)	**(19.3)**	**(29.1)**	**(29.2)**	**(35.2)**	**(64.8)**	**(71.4)**	**(61.6)**	**(52.8)**
Leases	(42.6)	(46.5)	(44.9)	(40.6)	(54.3)	(55.2)	(56.2)	(57.2)
Total net cash /(debt) incl leases	**(61.9)**	**(75.6)**	**(74.1)**	**(75.7)**	**(119.1)**	**(126.5)**	**(117.8)**	**(109.9)**
Net financial cash / (debt) / Adj. EBITDA (x)	(0.8)	(1.1)	(0.9)	(0.9)	(1.5)	(1.4)	(1.1)	(0.9)
Total net cash / (debt) / Adj. EBITDA (x)	**(2.4)**	**(2.8)**	**(2.2)**	**(2.0)**	**(2.8)**	**(2.4)**	**(2.1)**	**(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	28.6	30.3	32.1
Right of use assets	40.4	40.7	38.2	34.0	46.6	50.1	51.1	52.1
Intangible assets incl goodwill	79.5	82.2	88.0	86.9	105.9	110.9	106.9	102.8
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**	**192.9**	**191.6**	**190.4**
Contract assets (unbilled income)	28.5	31.8	38.2	40.2	51.0	57.1	60.5	63.5
Trade and other receivables	31.5	32.3	31.1	32.8	39.6	44.1	46.4	48.4
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	(0.7)	9.1	17.9
Assets held for sale					1.3	1.3	1.3	1.3
Current assets	**64.8**	**71.3**	**73.8**	**79.1**	**99.0**	**103.1**	**118.6**	**132.4**

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)	(32.0)	(32.9)	(29.6)
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)**	**(43.8)**	**(44.7)**	**(41.4)**
Capital employed	**154.0**	**174.7**	**179.4**	**188.4**	**240.0**	**252.3**	**265.5**	**281.4**
Bank borrowings	(23.7)	(32.8)	(33.1)	(40.1)	(69.8)	(69.8)	(69.8)	(69.8)
Lease liabilities	(39.0)	(41.2)	(38.6)	(35.4)	(48.6)	(49.5)	(50.5)	(51.5)
Deferred tax liabilities	(5.7)	(8.3)	(8.4)	(8.3)	(11.2)	(10.0)	(10.0)	(10.0)
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)**	**(141.3)**	**(142.0)**	**(142.7)**
Net assets	**82.7**	**85.6**	**92.8**	**100.3**	**104.5**	**111.0**	**123.6**	**138.8**
Shareholders' funds	**82.7**	**85.6**	**92.8**	**100.3**	**104.4**	**111.0**	**123.6**	**138.8**

Source: Company data, Equity Development

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