Investor presentation

Full Year Results 2020

FY20 Results overview

Summary financials

£m	2020	2019	Change (%)
Revenue ⁽¹⁾	154.9	111.6	38.8%
Investment Income	0.3	(2.2)	n.a.
Staff costs ⁽²⁾	86.0	64.5	33.2%
Non-staff costs	32.4	33.0	(1.6%)
Operating profit	36.8	11.9	209.6%
Underlying Operating profit ⁽³⁾	37.8	14.1	168.3%
PBT	37.1	12.4	198.0%
Net income	31.3	9.3	236.2%
EPS (pence)(4)	29.9p	8.8p	239.8%
Dividend (pence)	12.0p	12.0p	
Net Assets	157.6	138.2	14.1%
Cash and cash equivalents	125.2	84.2	48.7%
Underlying Operating profit margin	24.4%	12.6%	11.8ppts

Highlights

- Record revenue performance in a challenging year
 - IB revenues +36.9%
 - Equities revenue +42.5%
- Underlying operating profit of £37.8m, up 168% on prior year
- Operating margin of 24.4% (FY 19: 12.6%)
- Full year dividend maintained at 12.0p for 5th consecutive year
- Cash spend on share repurchases in the period total £9.8m (FY19: £12.0m)
- Average market cap of client base +£1bn for first time
- Strong performance from Growth Capital Solutions
- H2 momentum continued into Q1 FY21



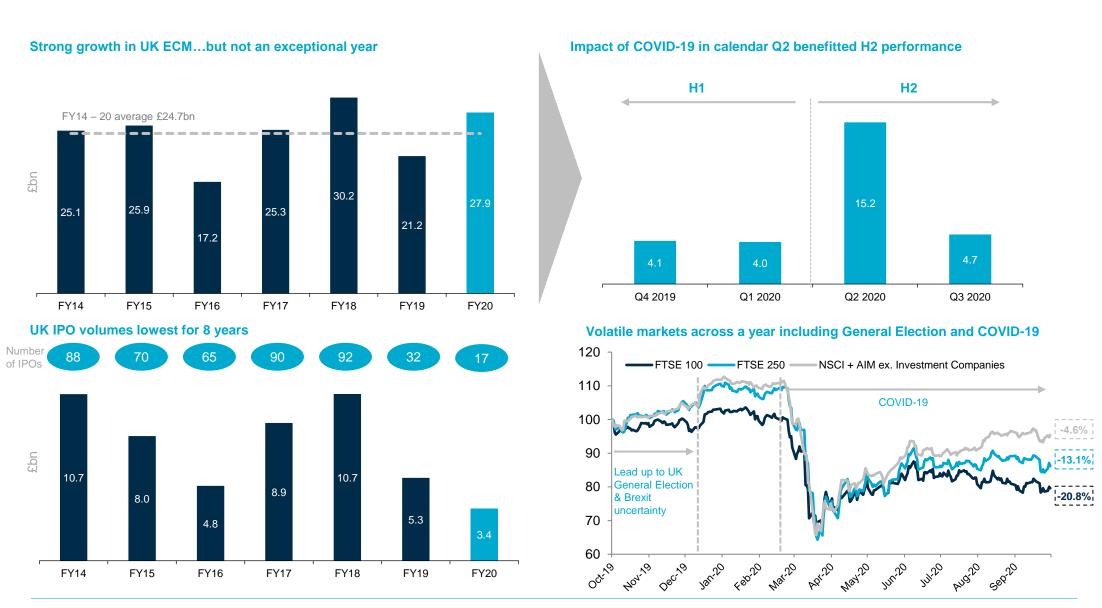
⁽¹⁾ Excludes investment portfolio performance

⁽²⁾ Including share scheme charges and variable compensation.

⁽³⁾ Excludes investment portfolio performance and £1.3m of exceptional relocation cost

⁽⁴⁾ Bas

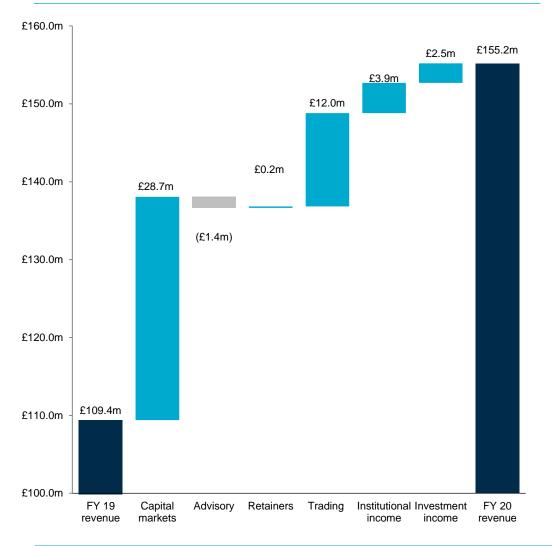
Market backdrop





Revenue analysis

Revenue bridge FY 19 – FY 20



FY 20 Revenue analysis

£m	FY20	FY19	Change
Total revenue	155.2	109.4	41.9%
Capital markets	77.0	48.4	59.3%
Advisory	11.1	12.6	(11.4%)
Retainers	13.5	13.4	1.3%
IB Revenue	101.7	74.3	36.9%
Trading	16.0	4.0	299.3%
Institutional income	37.2	33.3	11.6%
Equities Revenue	53.2	37.3	42.5%
Investment income	0.3	(2.2)	114.0%

- Broad improvement in revenue performance across the business following a quiet FY19
- IB revenue growth of 37% attributable to average deal fee growth and a recovery in corporate client secondary issuance
- Equities revenue benefited from strong trading gains and growth in execution commission due to market share gains and volatile backdrop
- Small gain on investment portfolio following recovery from COVID-19 impacted H1 valuations



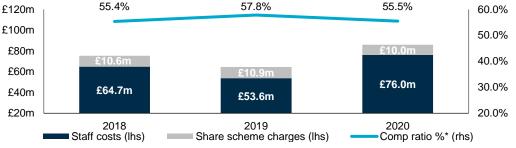
Variable cost growth due to performance - other costs controlled

Costs analysis

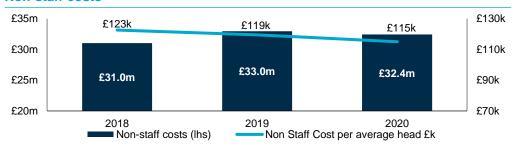
£m	FY20	FY19	Change
Staff costs	86.0	64.5	33.2%
Non-staff costs (ex relocation costs)	31.1	33.0	(5.7%)
Relocation costs	1.3	-	-
Non-staff costs	32.4	33.0	(1.6%)
Operating Margin %	24.4%	12.6%	11.8ppts

Headcount	FY20	FY19	Change
Period End	292	277	5.4%
Average over 12 month period	282	276	2.2%

Staff costs



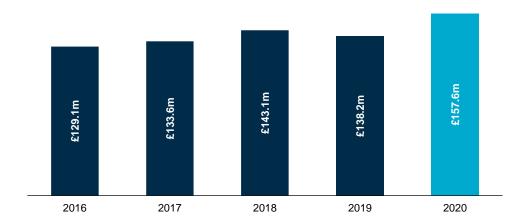
Non-staff costs



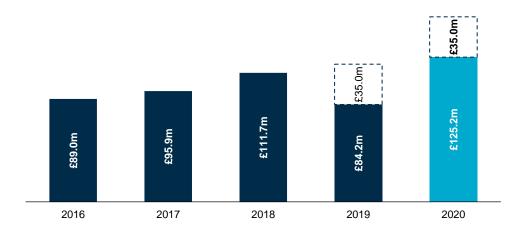
- Staff cost increase due to materially higher variable compensation following improved operating performance
- Comp ratio declined c. 230bps to the middle of our target range
- Non-staff costs declined c.6% COVID related savings from T&E more than offset incremental IT spend to facilitate WFH
- Office move delayed until end FY21. New lease commences during H1 – no changes to property strategy plans
- £1.3m relocation costs incurred this year further one-off relocation costs will be incurred next year
- New head office will result in c. £3m additional occupancy costs on an ongoing basis – additional £1m expected in FY21 due to overlap period

Balance sheet and returns

Net asset growth



Liquidity



Significant reduction in share count over past 4 years



- Capital position strengthened more than offsetting decline in prior year - significant regulatory capital headroom
- Liquidity position increased 49% to £125m excluding undrawn RCF.
 Significant variance across the year peak to low of c.£80m.
 Average daily position £89m.
- Share count flat for the year slightly fewer shares repurchased due to COVID disruption
- Increase in share count expected in FY21 due to LTIP and other awards vesting

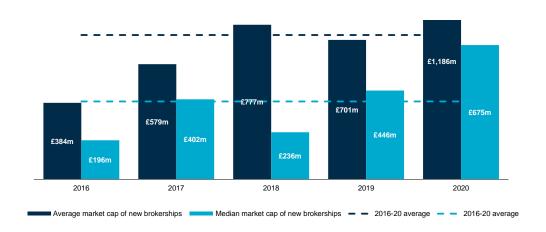


Corporate client base progression

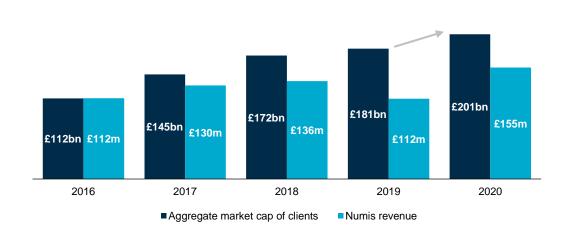
Average market cap of client base >£1bn



Client wins demonstrate continued momentum in client base development



Growth in aggregate market cap despite fewer clients and market decline

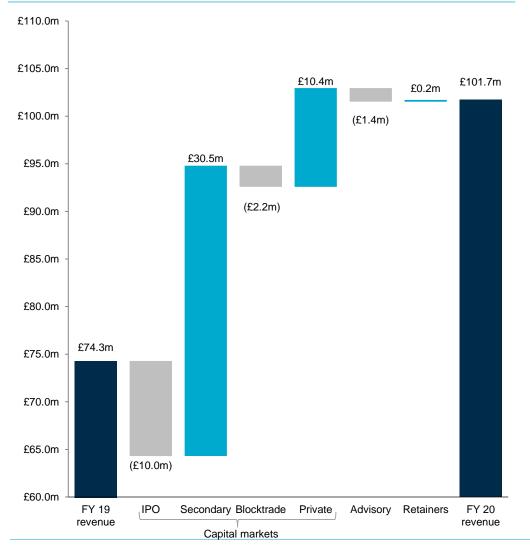


- Client numbers reduced due to exit of Natural Resources sector (18 clients) in 2nd half of FY20
- Average market cap continues to trend upwards and is now +£1bn
- 62 FTSE350 clients and 6 of the 10 largest companies on AIM
- Over 100 clients have retained us as broker / adviser for more than 5 year
- Further opportunities to develop the corporate client over the coming months

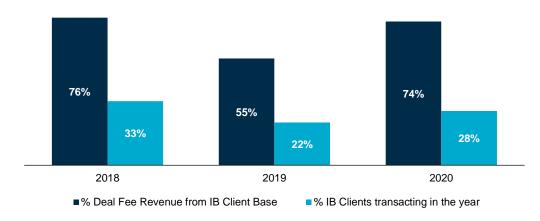


Investment Banking performance

IB revenue bridge FY 20 vs FY 19



Higher proportion of retained client deal revenues due to increased activity



- Raising capital for corporate clients and private markets transaction more than offset IPO and M&A declines
- Significant volume of 'front-foot' fund raises as well as recapitalisations
- Client activity levels increased in H2 but still below recent levels
- Growth Capital Solutions contributed c.20% of Capital markets revenue during the year
- IPO and M&A pipeline impacted by COVID-19 but both are showing signs of recovery
- Retainers expected to marginally decline next year due to lower opening client numbers



Growth capital solutions

A strong revenue contributor in FY20





...where we focus



Healthcare / MedTech

Consumer



Enterprise / Software



...what we do

Primary
Equity

Cap Table Condensation

Investor Engagement

Convertibles

Employee Option Liquidity

Strategic Partnerships

Venture Debt

Secondary Share Sale

M&A



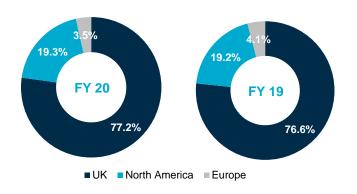
Equities

Institutional income (incl. research) and trading gains

£m	H1 20	H2 20	FY 20	FY 19	Change
Institutional income	19.7	17.5	37.2	33.3	11.6%
Trading gains	6.5	9.5	16.0	4.0	299.3%
Equities Revenue	26.2	27.0	53.2	37.3	42.5%

- Institutional income up 12% reflecting market share gains and high volumes at start of pandemic
- Growth in execution commissions more than offset marginal reduction in research payments
- Volatile markets successfully navigated strong trading gains (prior year included Kier underwrite loss)
- Quality of equities franchise recognised in Extel survey
- Less than £2m of institutional income from EU accounts.

Institutional income by region



Electronic trading

- · Performing in line with expectations
- Incremental revenue largely non-UK securities traded
- Broadens client base
- Complements our strong UK high-touch offering and market position
- · Structural growth market

Current trading and outlook

- Momentum from H2 FY20 continued in Q1 FY21
 - Good start to the year for Growth Capital Solutions
 - Improvement in Advisory revenues
 - Average deal fee levels have been maintained
 - Equities revenues benefitted from market volumes in reaction to vaccine newsflow
- IB Pipeline looks encouraging
 - IPO pipeline strongest for some time
 - UK M&A activity recovering
 - Client activity levels could benefit from:
 - Emerging post COVID trends
 - Brexit certainty
- We will support our clients, focus on delivering market share gains, and ensure we are well positioned to take advantage of market opportunities

Priorities for FY21

Our strategy remains consistent as we aim to build on our track record of success

Build the size and quality of the corporate franchise	 Capture new brokership opportunities post COVID / Brexit Leverage IPO activity and convert successful IPOs into retained clients Targeted growth in underweight sectors
Become the leading UK equities platform	 Market Electronic Trading product more broadly Target further market share gains in high touch execution Leverage quality of research across the business
Develop complementary products and services	 Maintain momentum in GCS deal flow and invest in capacity Capture advisory fees from increase in UK M&A activity Targeted hiring in IB to continue broadening of our capabilities
Maintain operating and capital discipline	 Execute relocation of head office Maximise benefits / efficiencies of flexible working Planning for IFD/R - implementation expected in Jan 22
Deliver shareholder returns	 Continue building an increasingly diversified investment banking business based on our core values for the benefit or all stakeholders

Selected Transactions

IPOs

Capital raises

Sell downs

M&A

THEHUT GROUP*

IPO with Primary Proceeds of c.£920m and Secondary Proceeds: c.£950m

IPO Joint Bookrunner

September 2020



£45m Placing

Broker, Financial Adviser and Bookrunner

November 2020

TELECOMPLUSPLC

£43m Placing on behalf of directors

Joint Bookrunner and Broker

June 2020



c. £100m proposed disposal of Vet Group Specialist division

Joint Bookrunner and Joint Corporate Broker

December 2020



£120m IPO on AIM, raising c.£47m via a Placing

NOMAD and Sole Broker

June 2019



£2.8bn rights issue to fund acquisition of OSIsoft

Joint Global Co-Ordinator, Joint Bookrunner, Joint Broker and Sole Sponsor

November 2020



c.£124m placing on behalf of Invesco

Sole Broker and Sole Bookrunner

May 2020



Recommended cash and share offer to acquire GoCo Group

Sole Sponsor, Joint Financial Adviser and Joint Corporate Broker

November 2020

trainline

c.£951m Placing and £1.7bn Admission to the Official List

Joint Bookrunner

June 2019

synairgen plc

£87m Placing and Open Offer

Joint Broker and Bookrunner

October 2020

HARGREAVES LANSDOWN

£550m placing on behalf of cofounder

Joint Bookrunner

February 2020



£639m recommended cash offer for Alternative Credit Investments plc

Sole Financial Adviser

November 2020



c.€154m Placing and Admission to the Official List

Sole Bookrunner and Financial Adviser

May 2019



c.€128m Placing

Broker, Financial Adviser and Joint Bookrunner

October 2020



c. £23m placing on behalf of CEO to provide additional liquidity

Sole Broker and Sole Bookrunner

December 2019



Recommended £296m cash offer from Perkin Elmer

Joint Financial Adviser, Corporate Broker and NOMAD

November 2020

링 Finablr

£306m Placing and £1.2bn Admission to the Official List

Joint Bookrunner

May 2019

Klarna.

\$650m primary capital raise and >\$100m secondary sale, at \$10.65 billion post-money valluation

Exclusive Financial Adviser and Placement Agent

September 2020



c.£26m ABB on behalf of Directors, Senior Managers & Employees

Sole Broker and Sole Bookrunner

December 2019



Proposed acquisition of OSIsoft, LLC for \$5.0bn

Sole Sponsor and Joint Broker

August 2020

Strategy overview

