Mortgage Advice Bureau (Holdings) plc

Delivering, Growing and Innovating

2023 Final Results

Investor and Analyst Presentation

Mortgage Advice Bureau

Contents

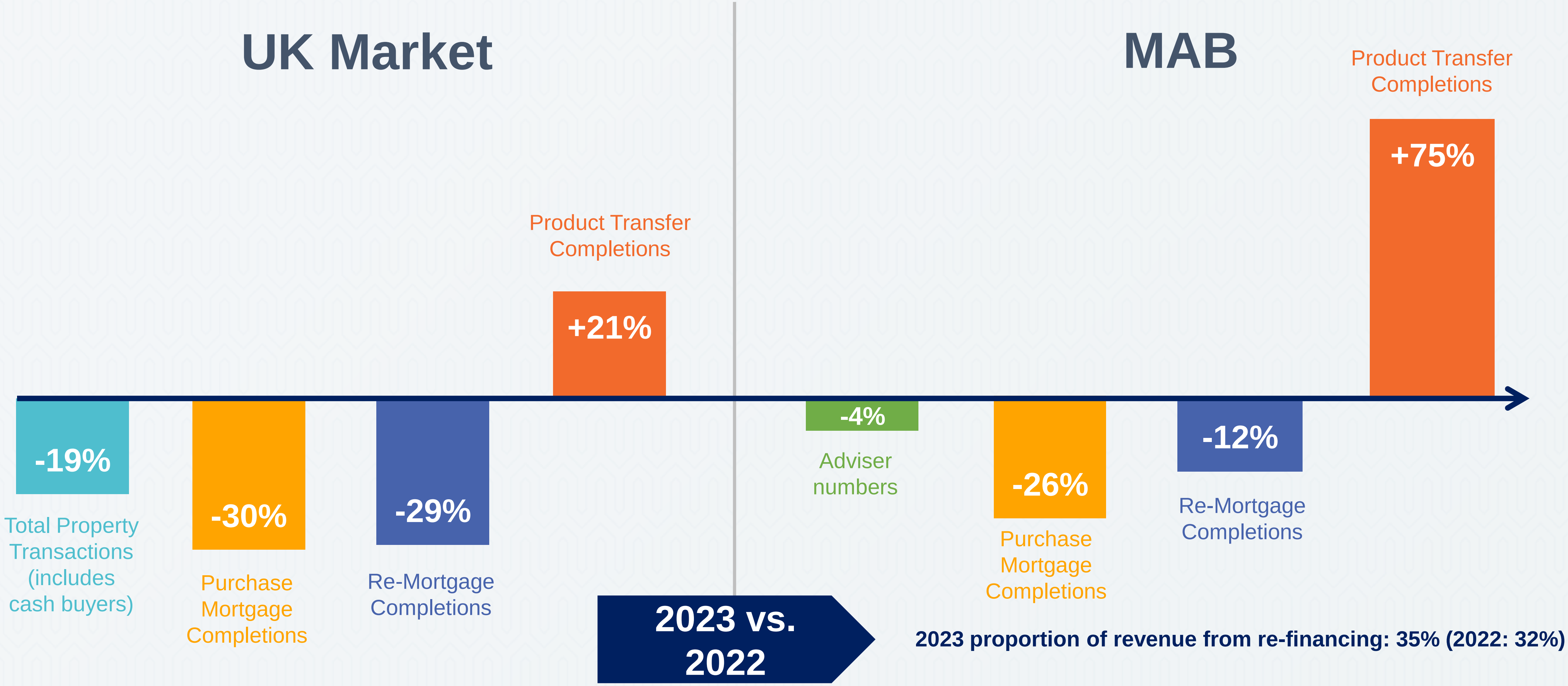
Additional Information

Unless otherwise stated, this report includes the audited consolidated financial information of Mortgage Advice Bureau (Holdings) PLC and its subsidiaries for the 12-month period ended 31 December 2023 ("2023"). All comparisons of financial and operating statistics are for the 12-month period ended 31 December 2022 ("2022"), unless otherwise stated.

Highlights

Mortgage Advice Bureau

Market backdrop and MAB mortgage[1] completions



2023 proportion of revenue from re-financing: 35% (2022: 32%)

1. First charge mortgage completions (based on lending value)

Operational Highlights

New mortgage completions[1]

£18.6bn -21%

UK new mortgage completions: -29%

+

Product Transfer completions[1]

£6.5bn +75%

UK Product Transfer completions: +21%

=

Total mortgage completions[1]

£25.1bn -8%

2022: **£27.3bn**

Market share of new mortgage lending[1]

8.3% 11%

2022: **7.5%**

Total adviser numbers at year end[2]

2,158 -4%

2022: **2,254**

Revenue per mainstream adviser[3]

£123.5k +6%

+1% excluding acquisitions[4]

1. First charge mortgage completions. New mortgage completions exclude Product Transfers. Total mortgage completions include Product Transfers
2. Closing number of advisers at the end of 2023. Fluent's 117 advisers as at 31 December 2023 include 61 advisers in the first charge mortgages division, 49 in the secured personal loans division, 2 in the later life division, and 5 in the bridging finance division. Includes a total of 240 advisers at 31 December 2023 who are later life advisers or advisers in directly authorised firms that use MAB's subsidiary, Auxilium, a specialist protection service provider, for protection. For both later life and directly authorised advisers the fees received by MAB represent the net income received by MAB as there are no commission payouts made by MAB.
3. Excludes directly authorised advisers and MAB's later life advisers. Includes Fluent's second charge, later life and bridging advisers who have a higher revenue per adviser than first charge advisers.
4. Acquisitions include: Fluent, acquired in July 2022; Vita, acquired in July 2022; and Auxilium, acquired in November 2022.

Financial Highlights

Revenue
£239.5m **+4%**

-4% excluding acquisitions[4]

Gross profit
£70.2m **+11%**

+3% excluding acquisitions[4]

Adjusted EBITDA[1]
£26.7m **-8%**

-8% excluding acquisitions[4]

Adjusted fully diluted EPS[2]
29.6p **-21%**

-21% excluding acquisitions[4]

Proposed final dividend
14.7p **—**

No change

Adjusted cash conversion[3]
119% **+14pp**

2022: **105%**

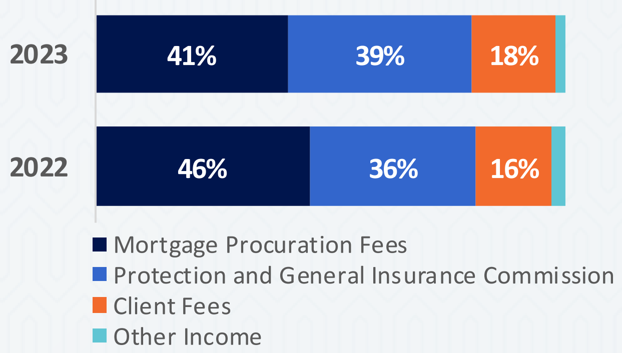
1. Adjusted EBITDA is adjusted in 2023 for £4.3m of additional non-cash operating expenses relating to put and call option agreements (2022: £2.0m), £0.2m of cash acquisition costs (2022: £2.8m), £0.2m of non-cash fair value losses on deferred consideration and financial instruments (2022: £0.9m gain), impairment loss £nil (2022: £2.8m), and £0.5m restructuring costs.
2. Adjusted fully diluted EPS is adjusted in 2023 for £4.3m of additional non-cash operating expenses relating to put and call option agreements (2022: £2.0m), £0.2m of cash acquisition costs (2022: £2.8m), £0.2m of non-cash fair value losses on deferred consideration and financial instruments (2022: £0.9m gain), impairment loss £nil (2022: £2.8m), £0.5m restructuring costs, £5.2m of amortisation of acquired intangibles (2022: £2.6m), unwinding of redemption liability of £3.3m (2022: £0.6m loss), net of any associated tax effects and excluding costs allocated to non-controlling interest.
3. Adjusted cash conversion is cash generated from operating activities adjusted for movements in non-trading items, including cash acquisition costs of £0.2m (2022: £2.8m), restructuring costs of £0.5m, decrease in loans to AR firms and associates totalling £0.8m (2022: £0.8m), and increases in restricted cash balances of £0.7m (2022: £1.4m), as a percentage of adjusted operating profit. Movement is expressed in percentage points.
4. Acquisitions include: Fluent, acquired in July 2022; Vita, acquired in July 2022; and Auxilium, acquired in November 2022. For adjusted EPS, increase in share capital from placing to part fund acquisition of Fluent also excluded.

Financial Review

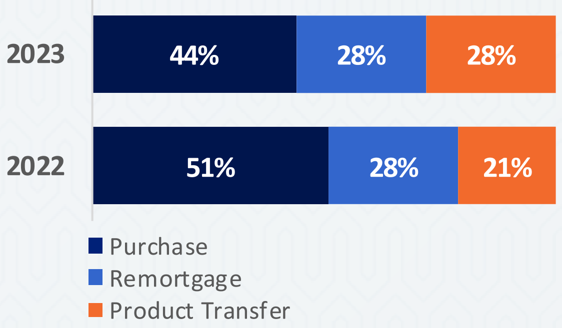
Revenue

Revenue source	Organic[1] 2023	Organic[1] 2022	Organic[1] % change	Group 2023	Group 2022	Group % change
Avg. number of mainstream advisers[2]	**1,801**	1,901	***-5%***	**1,940**	1,988	***-2%***
Avg. revenue per mainstream adviser[2]	**£110.8k**	£109.7k	***1%***	**£123.5k**	£116.1k	***6%***
Mortgage Procuration Fees	**£85.5m**	£99.0m	*-14%*	**£98.0m**	£106.6m	*-8%*
Protection and General Insurance Commission	**£88.6m**	£80.5m	*10%*	**£93.1m**	£82.1m	*13%*
Client Fees	**£21.3m**	£23.7m	*-10%*	**£43.4m**	£36.3m	*20%*
Other Income	**£4.2m**	£5.4m	*-23%*	**£5.0m**	£5.8m	*-14%*
Total	**£199.6m**	£208.6m	***-4%***	**£239.5m**	£230.8m	***4%***

Group Revenue %



Group Completion Volume %

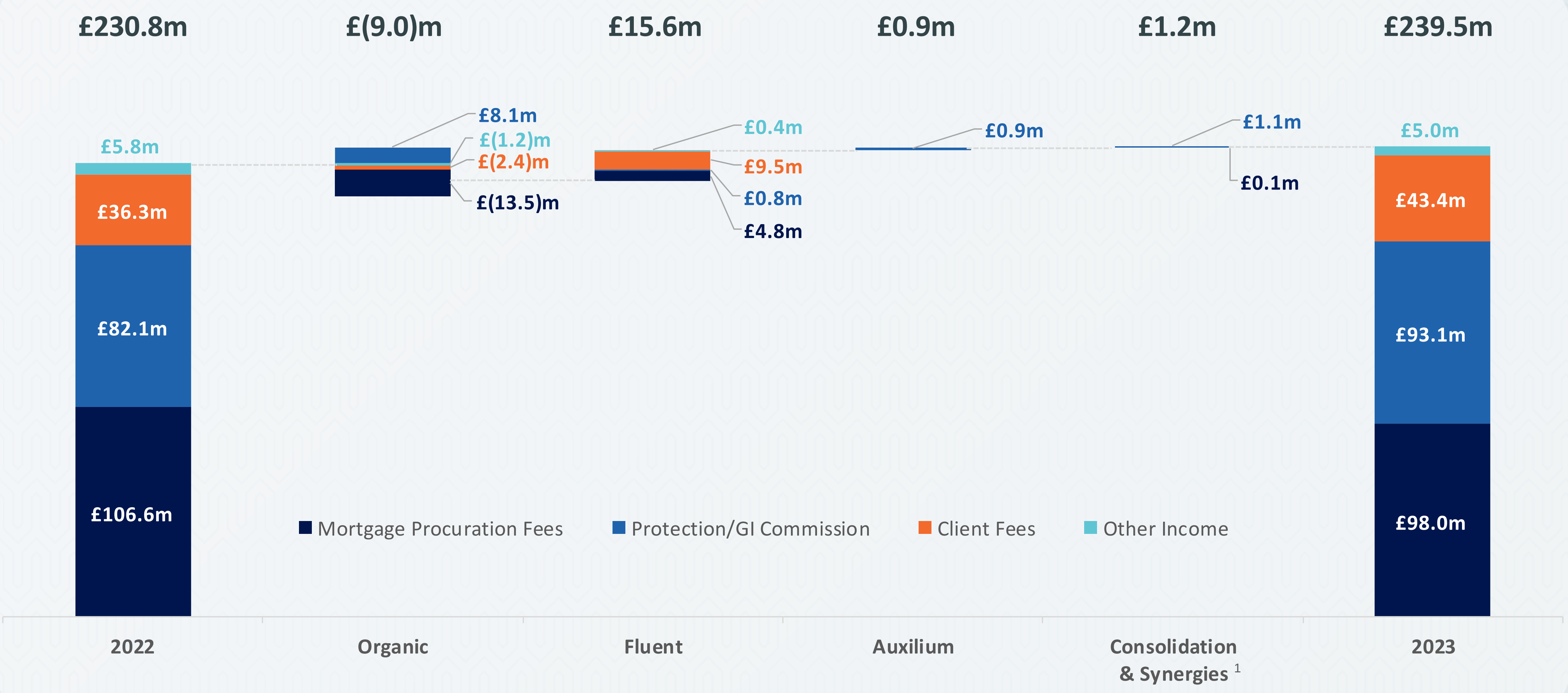


Commentary

- Revenue growth of 4% (down 4% on an organic[1] basis) despite the contraction of the mortgage market.
- Average number of mainstream advisers decreased by 2% (5% decrease on an organic[1] basis) as our ARs focussed on efficiencies in the market downturn.
- Group banked mortgage mix saw a higher proportion of re-financing, increasing to 56% of MAB's completions (2022: 49%), with purchase completions reducing to 44% (2022: 51%). Organic completions followed a similar trend.
- Re-financing transactions (including both re-mortgages and product transfers) accounted for 35% of Group revenue (2022: 32%). Re-financing transactions accounted for 35% of Organic revenue (2022: 31%).
- Organic completions by value reduced by 9%, and organic mortgage procuration fees were down 14% as a result of the increased proportion of product transfers. Organic client fees reduced by 10%.
- Protection and General Insurance Commissions increased by 13% (10% on an organic basis), reflecting the increased adviser focus on protection in a market downturn as well as the strength of MAB's proposition in these .
- 6% increase in revenue per mainstream adviser (1% increase on an organic[1] basis), reflecting the full year impact of Fluent as well as a lower proportion of new advisers in the period.

1. Organic reflects the Group excluding the following acquisitions: Fluent, acquired in July 2022; Vita, acquired in July 2022; and Auxilium, acquired in November 2022.
2. Excludes directly authorised advisers and MAB's later life advisers. In Group, includes Fluent's second charge, later life and bridging advisers who have a higher revenue per adviser than first charge advisers.

Revenue bridge – 2022 to 2023



1. Includes £0.2m of other revenues within Vita

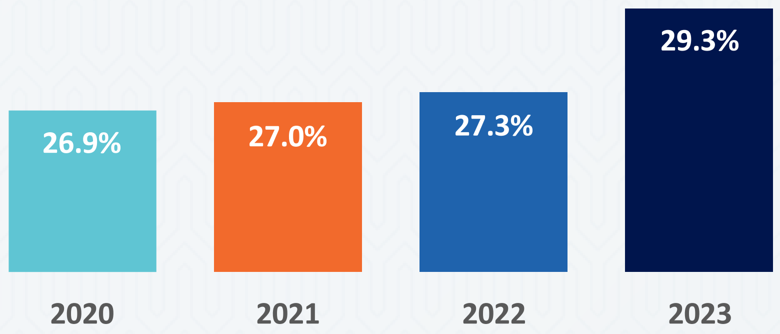
Income statement

£m	Organic[1] 2023	Organic[1] 2022	Organic[1] % change	Acquisitions & Synergies in 2023: Fluent	Vita[3]	Auxilium	Synergies[4]	Total	Group 2023	Group 2022	Group % change
Revenue	**199.6**	**208.6**	*-4%*	**37.5**	**0.2**	**1.1**	**1.1**	**39.9**	**239.5**	**230.8**	*4%*
Commissions paid and other cost of sales	(142.8)	(153.3)	*-7%*	(27.9)	1.4	(0.1)	0.0	(26.6)	(169.4)	(167.9)	*1%*
Gross Profit	**56.8**	**55.3**	***3%***	**9.6**	**1.6**	**1.0**	**1.1**	**13.3**	**70.2**	**62.9**	***11%***
Gross Profit margin	*28.5%*	*26.5%*		*25.7%*	n/a	*93.2%*	n/a	*33.4%*	*29.3%*	*27.3%*	
Administrative expenses	**(34.6)**	**(30.1)**	***15%***	**(10.7)**	**(1.1)**	**(0.3)**	**0.0**	**(12.1)**	**(46.7)**	**(36.0)**	***30%***
Administrative expenses ratio	*17.3%*	*14.4%*		*28.5%*	*611.7%*	*30.1%*	n/a	*30.2%*	*19.5%*	*15.6%*	
Adjusted EBITDA[2]	**24.6**	**26.9**	***-8%***	**(0.0)**	**0.3**	**0.7**	**1.1**	**2.1**	**26.7**	**29.1**	***-8%***
Adjusted EBITDA margin	*12.3%*	*12.9%*		*-0.1%*	*203.1%*	*61.4%*	n/a	*5.4%*	*11.2%*	*12.6%*	
Adjusted PBT[2]	**22.2**	**25.5**	***-13%***	**(1.1)**	**0.3**	**0.7**	**1.1**	**1.0**	**23.2**	**27.2**	***-15%***
Adjusted PBT margin	*11.1%*	*12.2%*		*-3.0%*	*184.4%*	*61.3%*	n/a	*2.6%*	*9.7%*	*11.8%*	
Adjusted PAT (attributable to shareholders)	**17.0**	**20.8**	***-18%***	**(0.4)**	**0.2**	**0.5**	**0.9**	**1.2**	**18.1**	**22.0**	***-18%***
Adjusted fully diluted EPS[2]	**30.1p**	**37.9p**	***-21%***						**29.6p**	**37.4p**	***-21%***
Adjusted basic EPS[2]	**30.3p**	**38.2p**	***-21%***						**29.8p**	**37.8p**	***-21%***
Basic EPS	**27.9p**	**32.5p**	***-14%***						**23.6p**	**21.8p**	***8%***

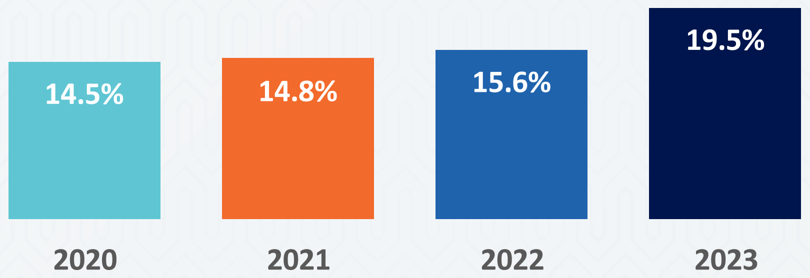
1. Organic reflects the Group position, excluding the following acquisitions: Fluent, acquired in July 2022; Vita, acquired in July 2022; and Auxilium, acquired in November 2022. For Adjusted Basic EPS, the increase in share capital from the placing to part fund the acquisition of Fluent is also excluded.
2. Adjusted EBITDA, Adjusted PBT, Adjusted PAT, Adjusted basic EPS and Adjusted fully diluted EPS are adjusted in 2023 for £4.3m of additional non-cash operating expenses relating to put and call option agreements (2022: £2.0m), £0.2m of cash acquisition costs (2022: £2.8m), £0.2m of non-cash fair value losses on deferred consideration and financial instruments (2022: £0.9m gain), impairment loss £nil (2022: £2.8m), and £0.5m restructuring costs. Adjusted PBT, Adjusted PAT, Adjusted basic EPS and Adjusted fully diluted EPS are also adjusted for £5.2m amortisation of acquired intangibles (2022: £2.6m), and unwinding of redemption liability of £3.3m (2022: £0.6m loss). EPS adjustments are net of any associated tax effects.
3. Vita was an existing Appointed Representative of the Group before acquisition. The impact in 2023 following acquisition is a reduction in commission paid out resulting in £1.5m benefit to gross profit (2022: £0.8m). Vita's actual revenue in 2023 following acquisition was £3.0m (2022: £1.1m).
4. Synergies reflects additional revenue earned by MAB due to its enhanced first charge commercials being applied to Fluent.

Financial KPIs

Gross profit margin 29.3%



Administrative expenses ratio 19.5%



Commentary

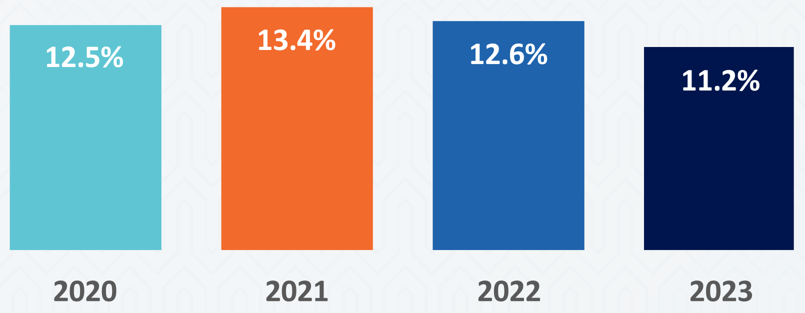
- Group gross profit margin for the year was 29.3% (2022: 27.3%). Organic gross profit margin was 28.5% (2022: 26.5%). This increase is due to the increased proportion of protection revenue in the Group.

- £10.7m increase in administrative expenses, £6.2m of which reflects full year impact of 2022 acquisitions, and £4.5m organic.
- Continued investment in growth through downturn, including in the development of our technology platform and in marketing which will drive enhanced lead flow and future revenue growth
- Excluding acquisitions[1], administrative expenses ratio was 17.3% (2022: 14.4%) reflecting this continued investment as well as the adverse impact of the market downturn on revenue growth in a period where the Board originally expected to deliver operational leverage

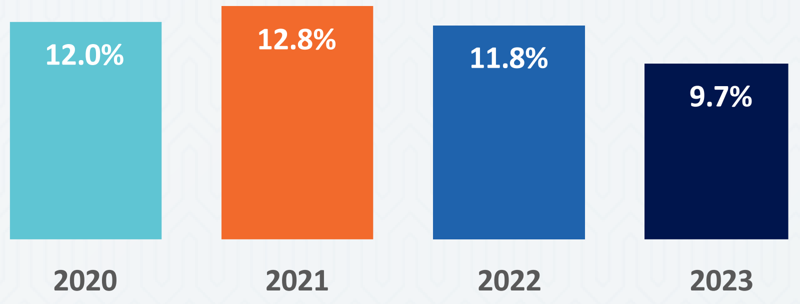
1. Acquisitions include: Fluent, acquired in July 2022; Vita, acquired in July 2022; and Auxilium, acquired in November 2022.

Financial KPIs

Adjusted EBITDA margin[2] **11.2%**



Adjusted PBT margin[2] **9.7%**



Commentary

- Adjusted EBITDA[2] margin reduced to 11.2% (FY 2022: 12.6%), reflecting the impact of 2023 market downturn, and particularly on Fluent, and MAB's continued investment through this period
- Excluding acquisitions[1], adjusted EBITDA margin was 12.3% (FY 2022: 12.9%)

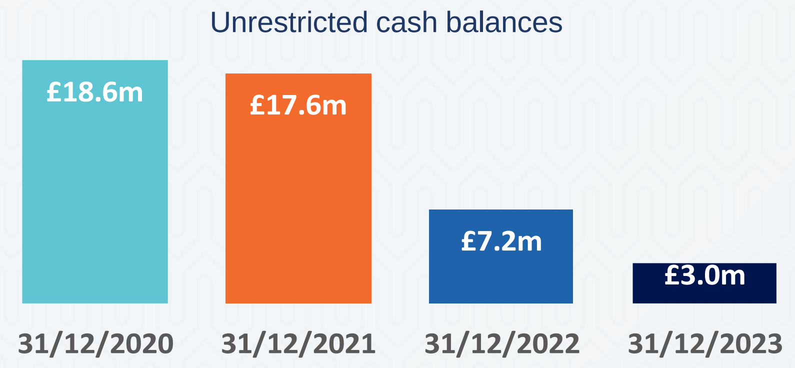
- Adjusted PBT[2] margin reduced to 9.7% (FY 2022: 11.8%), for the same reasons as above and due to the additional interest charges on the debt facilities
- Excluding acquisitions[1], adjusted PBT margin was 11.1% (FY 2022: 12.2%)

1. Reflects the Group position prior to the impact of the following acquisitions: Fluent, acquired in July 2022; Vita, acquired in July 2022; and Auxilium, acquired in November 2022.
2. Adjusted EBITDA and Adjusted PBT are adjusted in 2023 for £4.3m of additional non-cash operating expenses relating to put and call option agreements (2022: £2.0m, 2021: £1.0m, 2020: £0.8m), £0.2m of cash acquisition costs (2022: £2.8m, 2019: £0.4m), £0.2m of non-cash fair value losses on deferred consideration and financial instruments (2022: £0.9m gain, 2021: £0.3m gain), impairment loss £nil (2022: £2.8m), and £0.5m restructuring costs. Adjusted PBT also adjusted for £5.2m amortisation of acquired intangibles (2022: £2.6m, 2021: £0.4m, 2020: £0.4m), and unwinding of redemption liability of £3.3m (2022: £0.6m loss).

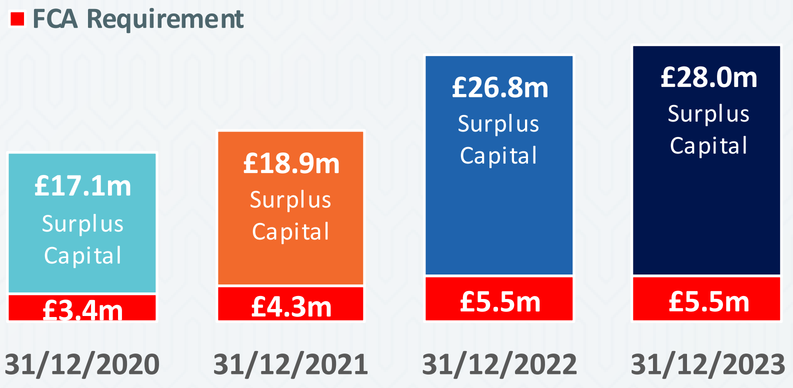
Strong balance sheet

Unrestricted Cash Balance / (Net debt [1])

£18.6m	£17.6m	£(16.2)m	£(15.2)m



Surplus Capital £28.0m



Commentary

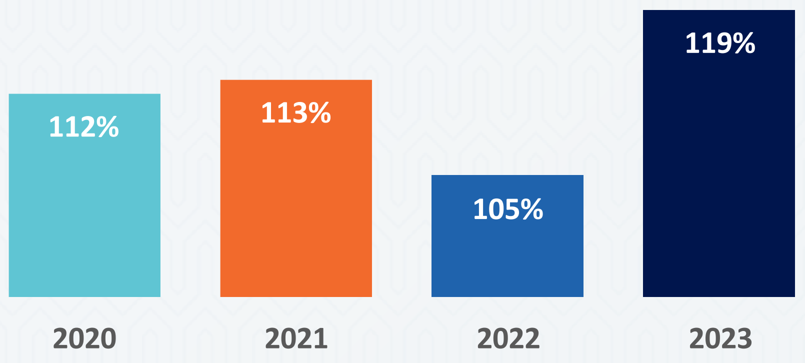
- Facilities in place to part-fund the Fluent acquisition in 2022:
  - £20m term loan
  - £15m revolving credit facility (“RCF”)
- At 31 December 2023, the Group had drawn down £1.6m on the RCF (2022: £3.2m), a closing term loan balance of £16.3m (2022: £20.0m), and had £0.4m of accrued interest net of prepaid loan arrangement fees (2022: £0.2m)
- Adjusting for £3.0m of unrestricted cash balances, net debt at 31 December 2023 was £15.2m

- Regulatory capital requirement of £5.5m, representing 2.5% of regulated revenue
- Surplus over regulatory capital requirement of £28.0m

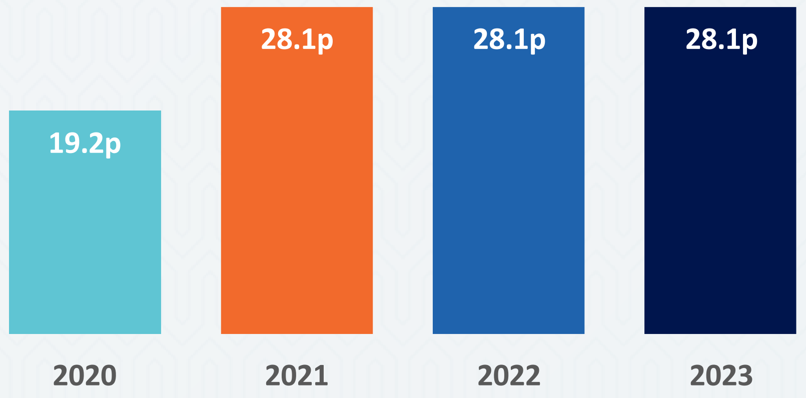
1. Net Debt is long term loans, draw down on the RCF, less unrestricted cash balances

Strong cash conversion supports dividend policy

Adjusted cash conversion[1] 119%



Proposed total dividend[2] 28.1p



- The total dividend for the year has been maintained at 28.1p, reflecting a payout ratio of c. 94%

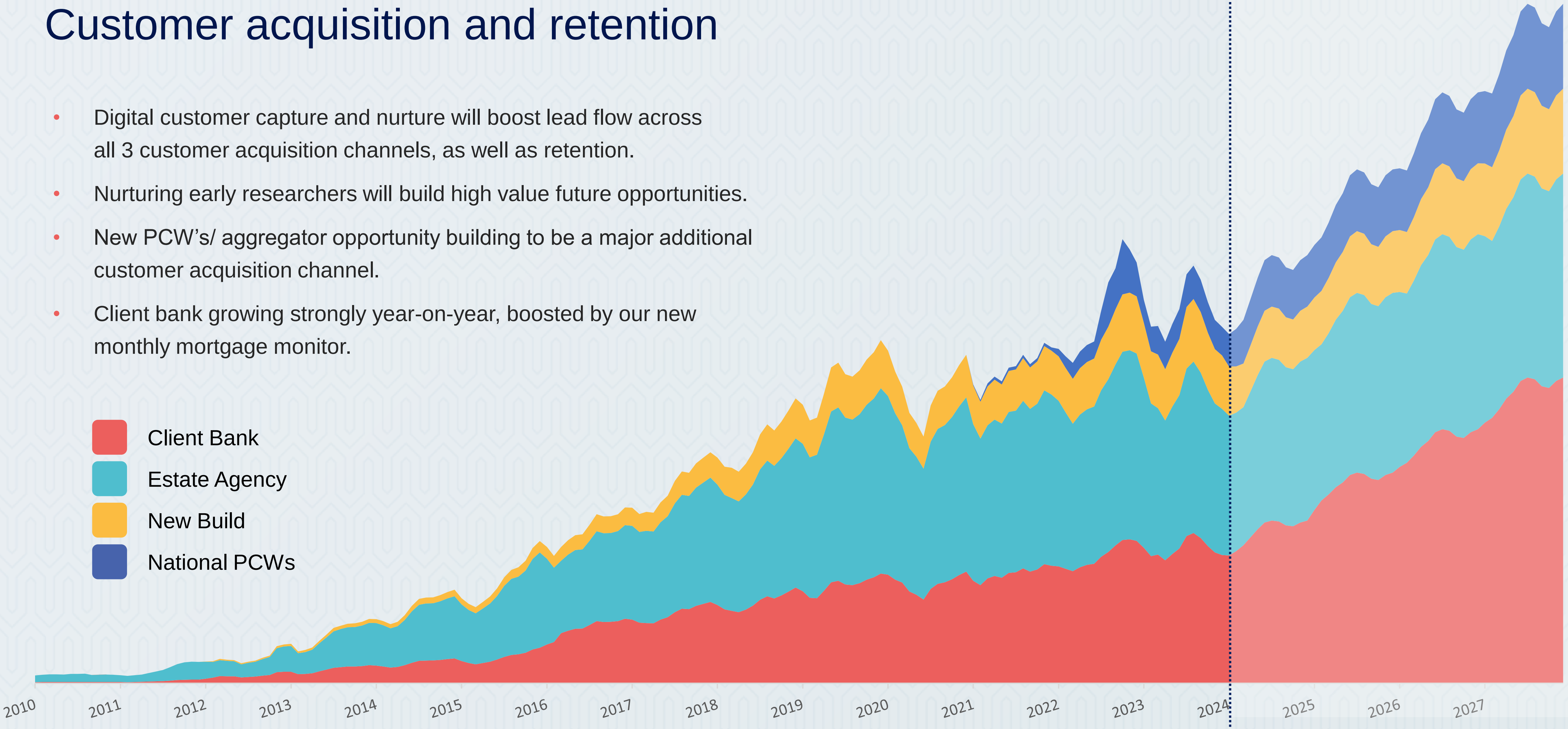
1. Adjusted cash conversion is cash generated from operating activities adjusted for movements in non-trading items, including cash acquisition costs of £0.2m (2022: £2.7m), restructuring costs of £0.5m, decrease in loans to AR firms and associates totalling £0.8m (2022: £0.8m; 2021: £0.7m; 2020: £1.5m), and increases in restricted cash balances of £0.7m (2022: £1.4m, 2021: £2.4m; 2020: £0.6m), as a percentage of adjusted operating profit.
2. Dividend policy based on a minimum payout ratio of 75% of annual adjusted profit after tax post minority interests.

Strategy

Establishing dominance

Customer acquisition and retention

- Digital customer capture and nurture will boost lead flow across all 3 customer acquisition channels, as well as retention.
- Nurturing early researchers will build high value future opportunities.
- New PCW's/ aggregator opportunity building to be a major additional customer acquisition channel.
- Client bank growing strongly year-on-year, boosted by our new monthly mortgage monitor.



MAB completions by volume

Planned future volumes
(illustrative)

Strategic investments

A key factor in accelerated profit growth.

FMD

- Adjusted PBT growth of 72% in 2023.
- Remaining 20% being acquired in April 2024.
- Business leader in new 5-year agreement.
- Growth set to continue through national franchise expansion and acquisition.

Fluent

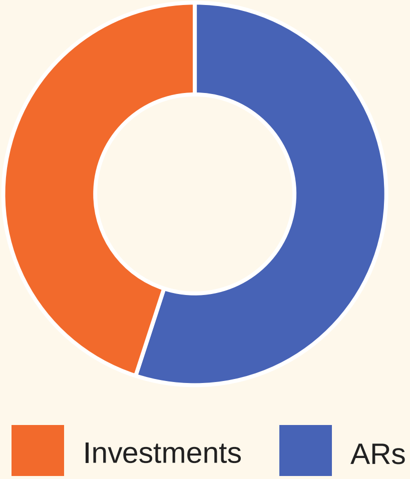
- Acquisition coincided with major market decline.
- Strong expected profit ended with a H1 loss, with H2 returning to profit.
- Integration now successfully completed and cost based significantly reduced.
- A new long-term agreement signed with lead partner and new regional contracts secured.

Other Investments

- A challenging 2023 especially for our new build, conveyancing and surveying firms.
- Efficiency gains made and new lead sources secured.
- All firms in best shape since MAB investments made.
- Strong progress expected in 2024/25.

All Investments

Near-term adjusted PBT



Technology and AI

- Our continued investment in our MIDAS Platform has already led to operational efficiency gains and revenue growth opportunities
- This will be further enhanced through the adoption of AI, with benefits for staff, advisers, partners and customers

Operational efficiency → Speed | Ease | Consumer outcomes

Growth → Lead Flow | Nurture | Retention | Productivity | Margin | Data

Consumer Duty

- One key element of Consumer Duty is ensuring we support customers every step of the way, and understand what they go through on their mortgage journey.
- This is a core part of our role, and our approach is directly aligned with the Consumer Duty requirements, which ensures we are doing everything we can to produce good outcomes for our customers.
- By considering the entire spectrum of mortgage and protection options, we help our customers to make well-informed decisions based on tailored advice.
- This approach not only safeguards borrowers from unforeseen challenges, but also fosters a culture of responsible lending, reflecting a dedication to fair, transparent, and customer-centric practices.

Consumer Principle

A firm must act to deliver good outcomes for retail customers

Cross-cutting Rules

Firms must

Act in good faith toward retail customers

Avoid foreseeable harm to retail customers

Enable and support retail customers to pursue their financial objectives

Four Outcomes

Products and services

Price and value

Customer understanding

Customer support

Summary and Outlook

Mortgage Advice Bureau

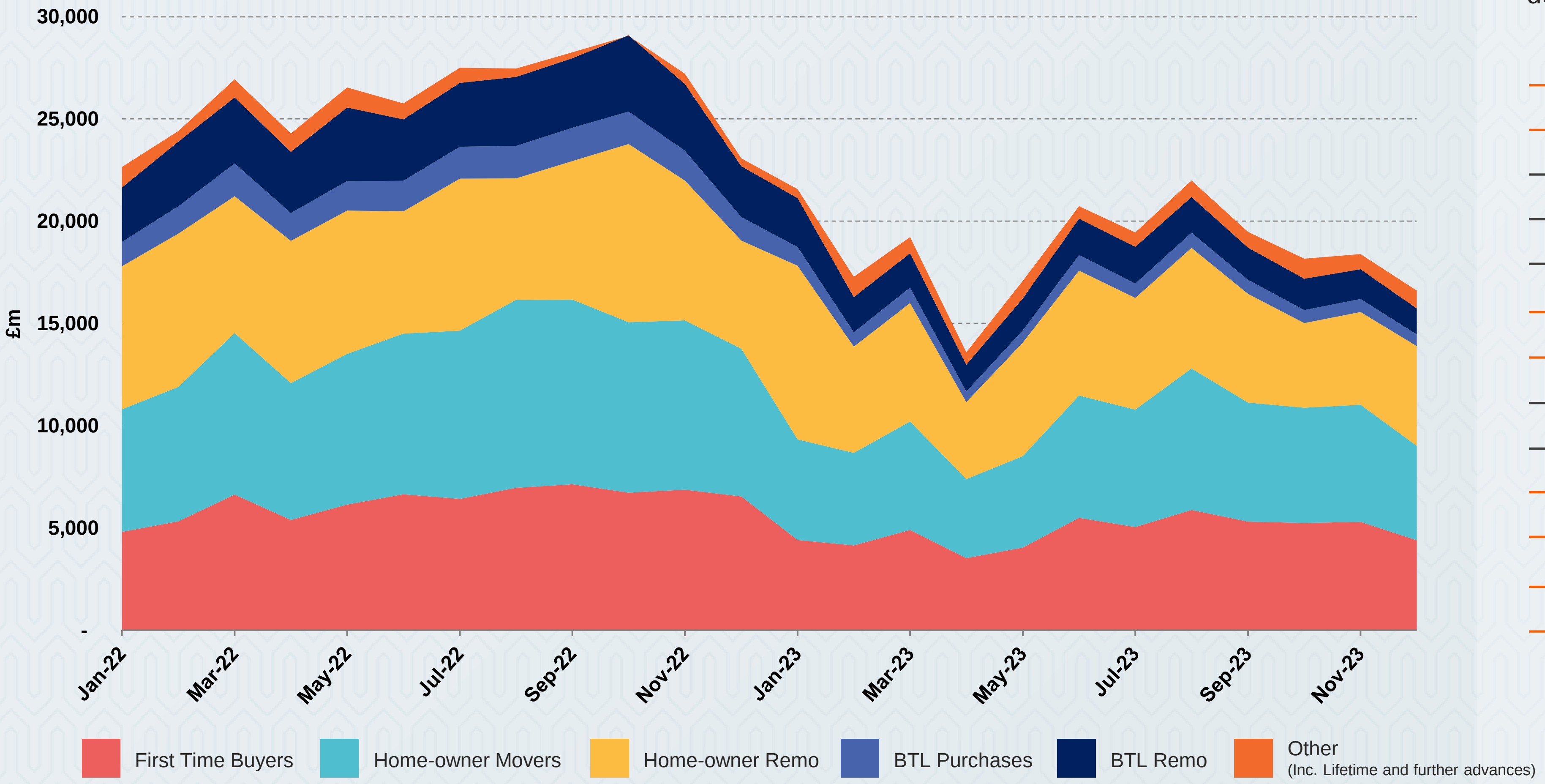
Summary and outlook

- Planned investment continued throughout 2023 to ensure the business delivers its objectives for accelerated profit and market share growth.
- Extreme market conditions saw adviser numbers consolidate. However, we expect organic growth to recommence 6 months into a recovering market.
- The strength of our platform and customer acquisition and retention strategy is driving record enquiry levels from AR and DA firms wanting to join MAB.
- Strong progress made with our digital customer capture and nurture strategy that will drive more opportunities across all lead channels.
- AI and automation development is underway to accelerate business efficiencies and enhance the adviser value add and customer experience.
- Consumer duty implementation was a significant piece of work last year, aligning fully with our business objectives and the customer outcomes we aim to achieve.
- Very positive start to 2024. We are increasingly optimistic about the Group's prospects for this new financial year, with current trading in line with expectations.

Appendices

Mortgage lending market

Gross new mortgage lending



Source: UK Finance. Chart includes further advances and lifetime mortgages, excludes product transfers.

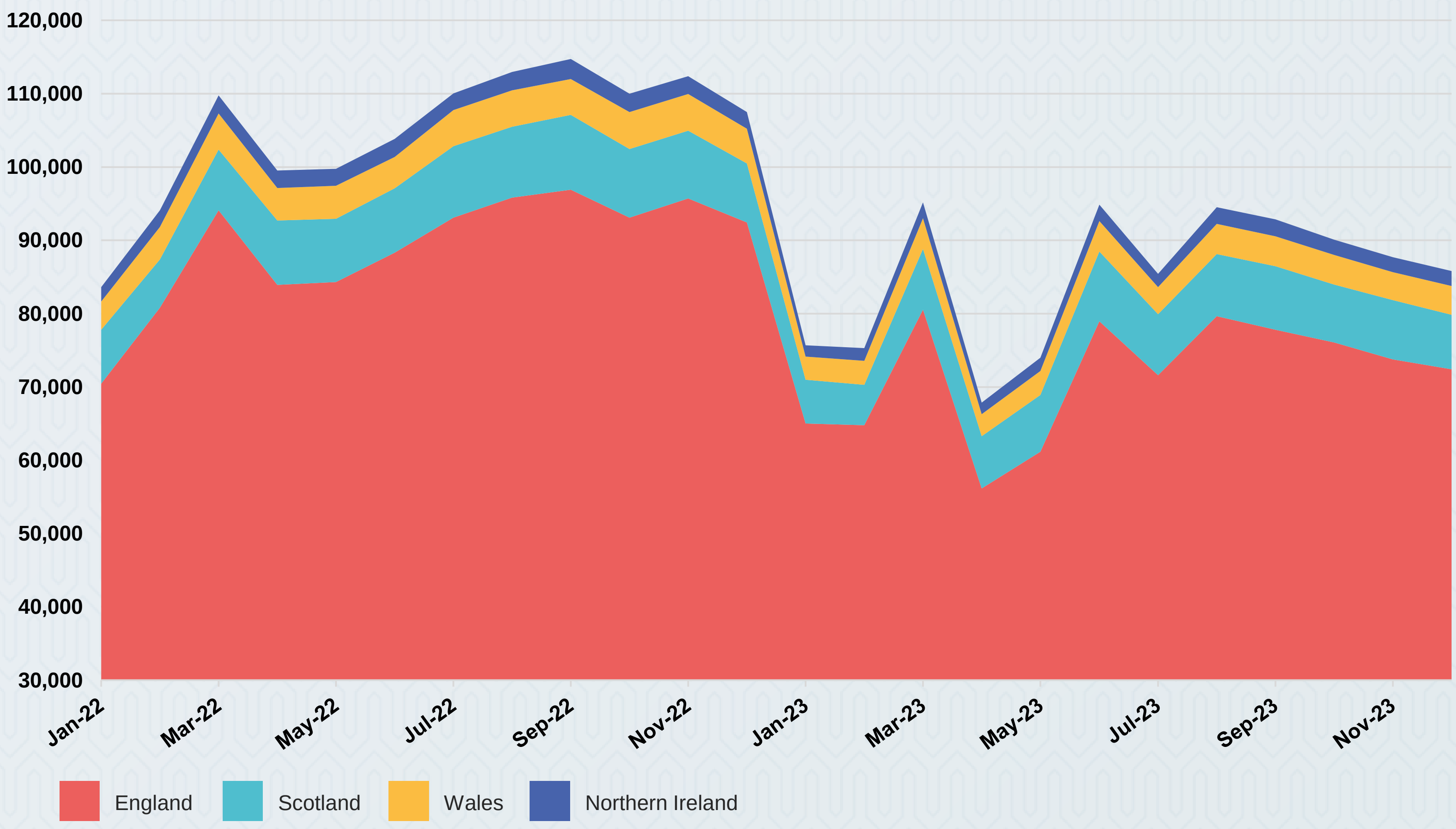
Commentary

Gross new mortgage lending of £223.5bn (excluding Product Transfers), down 29% on 2022.

	vs. 2022
Purchase	**-30%**
Home-mover	-31%
First time buyers	-24%
Buy-to-let purchase	-53%
Re-mortgage	**-29%**
Residential re-mortgage	-21%
Buy-to-let re-mortgage	-48%
Buy-to-let	**-50%**
Product Transfers	**+21%**

Property market

UK property transactions by volume



Source: UK Finance.

Commentary

- UK property transactions in 2023 down 19% compared to 2022
- Smaller contraction relative to new mortgage lending suggests increasing proportion of cash buyers
- Average house prices fell 2% in 2023 compared to H2 2022; however they were flat compared to average prices in 2022

Management

Executive Team

Peter Brodnicki
Chief Executive Officer
24 years

Ben Thompson
Deputy Chief Executive Officer
6 years

Lucy Tilley[1]
Chief Financial Officer
9 years

Non-Executive Team

Katherine Innes Ker[2]
Non-executive Chairman
9 years

Nathan Imlach
SID
9 years

Mike Jones
iNED
3 years

David Preece[3]
NED
20 years

Senior Management Team

Donna Brenchley
Chief Transformation Officer
20 years

John Brooks
Operations Director
14 years

Paul Gill
Chief Risk Officer
2 years

Gareth Herbert
Distribution Director
19 years

Fabien Holler
Chief Commercial Officer
4 years

Matt Lowndes
Innovation Director
5 years

Lucian Morris
Chief Information Officer
4 years

Caroline Hill
People & Culture Director
<1 year

Martin Tullett
Finance Director
5 years

Andy Walton
Proposition Director, Protection
7 years

Jonathan Westwood
Head of Legal
2 years

Sion Williams
Chief Marketing Officer
2 years

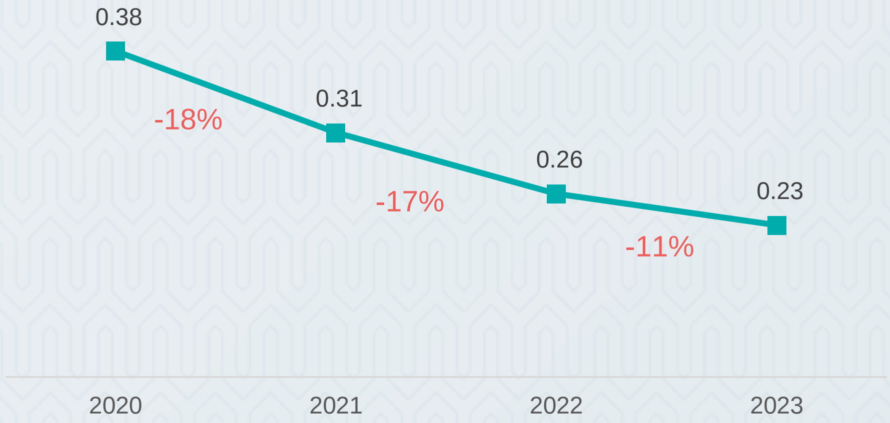
1. Lucy Tilley resigned in January 2024. The search for her replacement is well advanced.
2. Katherine Innes Ker will step down at the 2024 AGM. Mike Jones will replace her as chair after his re-election at the 2024 AGM. A search for a new independent non-executive director is well advanced.
3. David Preece retired as Chief Operating Officer on 30 June 2019 and became a Non-executive Director.

ESG – Reducing our impact on the environment

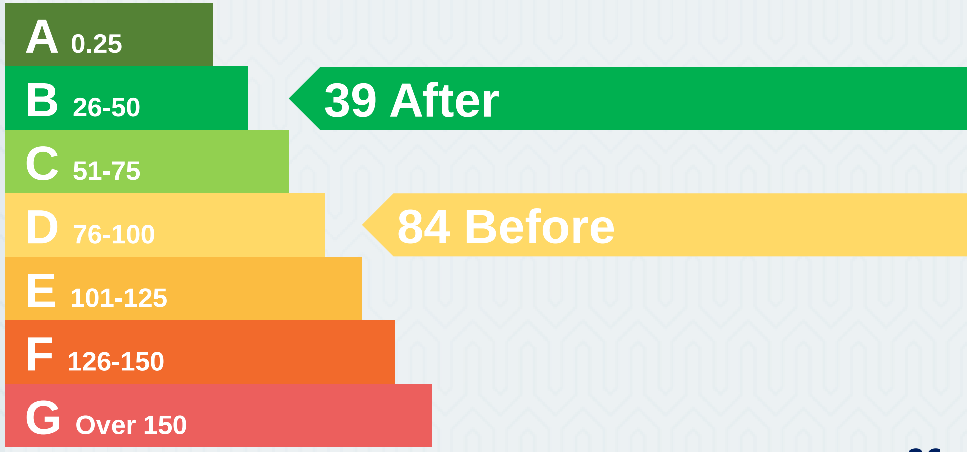
Continued reduction in carbon emissions

- Continued reduction in Scope 1 & 2 emissions intensity (tCO2e/employee/yr), largely because of the refurbishment of Capital House that involved a new high efficiency single fuel lighting and heating and ventilation systems.
- MAB head office and First Mortgage are on green, 100% renewable electricity tariffs.

Scope 1 & 2 emissions intensity (tCO2e/employee/yr)



Head office EPC rating: before and after



ESG – MAB Foundation in numbers[1]

£139,145
total fund-raising target

£159,149
Raised for the projects supported

£59,905
Of grants issued

80
Different projects reviewed

21 Gone to application

26 Ongoing

33 Declined

21 Grant funding applications received
- **3** Still fundraising
- **10** Completed
- **8** Declined

29 Projects referred by our AR partners

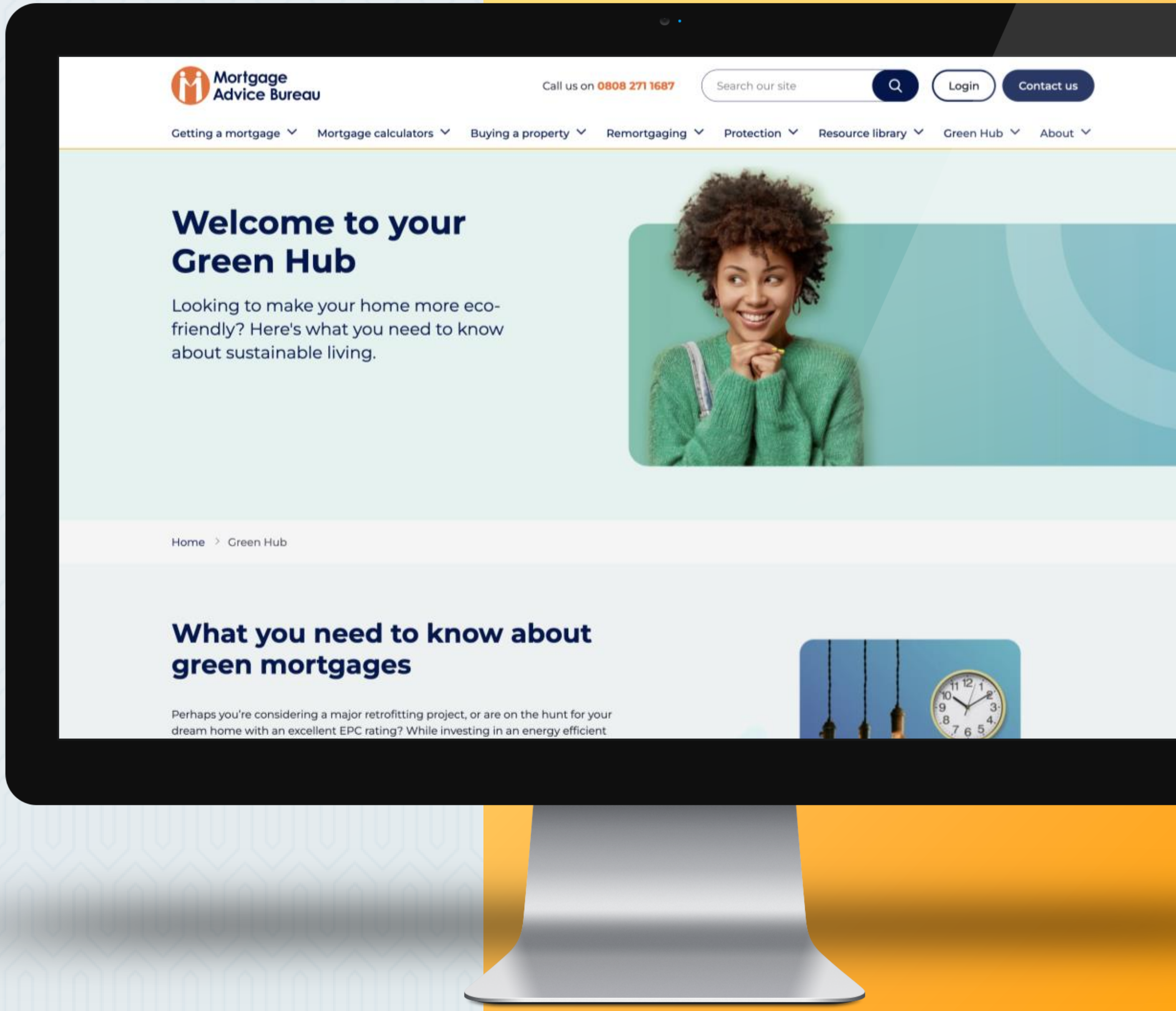
Plus **18** referrals by Head Office staff
Plus **3** referrals by customers
Plus **25** referrals by business partners

Mortgage Advice Bureau Foundation

1. Since launch in September 2022

ESG – Energy efficient homes

- With an estimated 20%+ of carbon emissions in the UK being attributed to the housing sector, we are uniquely positioned to influence change and have a significant positive impact on the UK's overall carbon footprint.
- Continued improvements to the contents of MAB's Green Hub to promote cost effective ways to reduce utility bills and educate consumers on the subject of "Green Mortgages".
- We are currently building a new proposition to address the financing needs of customers wishing to implement energy efficiency retrofit options.
- Our goal is to become a leader in Green Mortgages and actively contribute to the UK's overall Net Zero targets.
- This adds to our social purpose which is to help people buy and re-finance their homes and protect them.



ESG – employee wellbeing, diversity, equity and inclusion

We are committed to creating a working environment in which our diverse team can thrive and where our core values are communicated effectively and upheld.

- Major investment in head office working environment has proved a great success with our employees.
- Expanded range of L&D initiatives to include an upgraded induction programme and taking advantage of the Apprenticeship Levy, with seven employees completing the bespoke Level 3 and Level 5 Women in Leadership Apprenticeship
- Extensive wellbeing calendar throughout the year covered financial, emotional and physical aspects of wellbeing.
- Continued to improve internal policies, for instance relating to paid Maternity, Paternity, Adoption and Shared Parental Leave
- 80,000 CPD hours of training conducted on the Mab Hub platform by our employees and advisers
- Launch of MAB Diversity, Equity and Inclusion focused group, MAB U'Nity

Diversity Inclusive Culture

Barclays D&I Awards

Winner

Diversity Initiative of the Year

The Mortgage AWARDS 2023

Winner

Woman in Management

WOMEN'S RECOGNITION AWARDS

Winner

Diversity Champion

2023 MONEY MARKETING AWARD

Winner

Company Overview

- Mortgage Advice Bureau ("MAB") is a widely recognised and a leading UK mortgage intermediary network, with 60%+ of our partner firms trading as MAB
- Directly authorised by FCA, MAB operates an Appointed Representative (AR) network which specialises in providing mortgage advice to customers as well as advice on protection and general insurance products
- c.2,100 advisers geographically spread across the UK, almost all employed or engaged by AR's
- Compliance supervision undertaken by MAB employees
- Dominant position in the three largest lead sectors; estate agency, new build and price comparison websites
- Leading in-house proprietary trading platform which provides an exceptional AR, adviser and customer experience
- Winner of 200+ industry awards
- Cash generative and capital light, delivering strong and consistent growth and returns for our investors

Award Winning

200+ AWARDS

MI AWARDS

money marketing AWARDS

Moneyfacts Award

fr

THE BRITISH MORTGAGE AWARDS

Legal & General

MORTGAGE STRATEGY AWARDS 2021

MONEYAge AWARDS

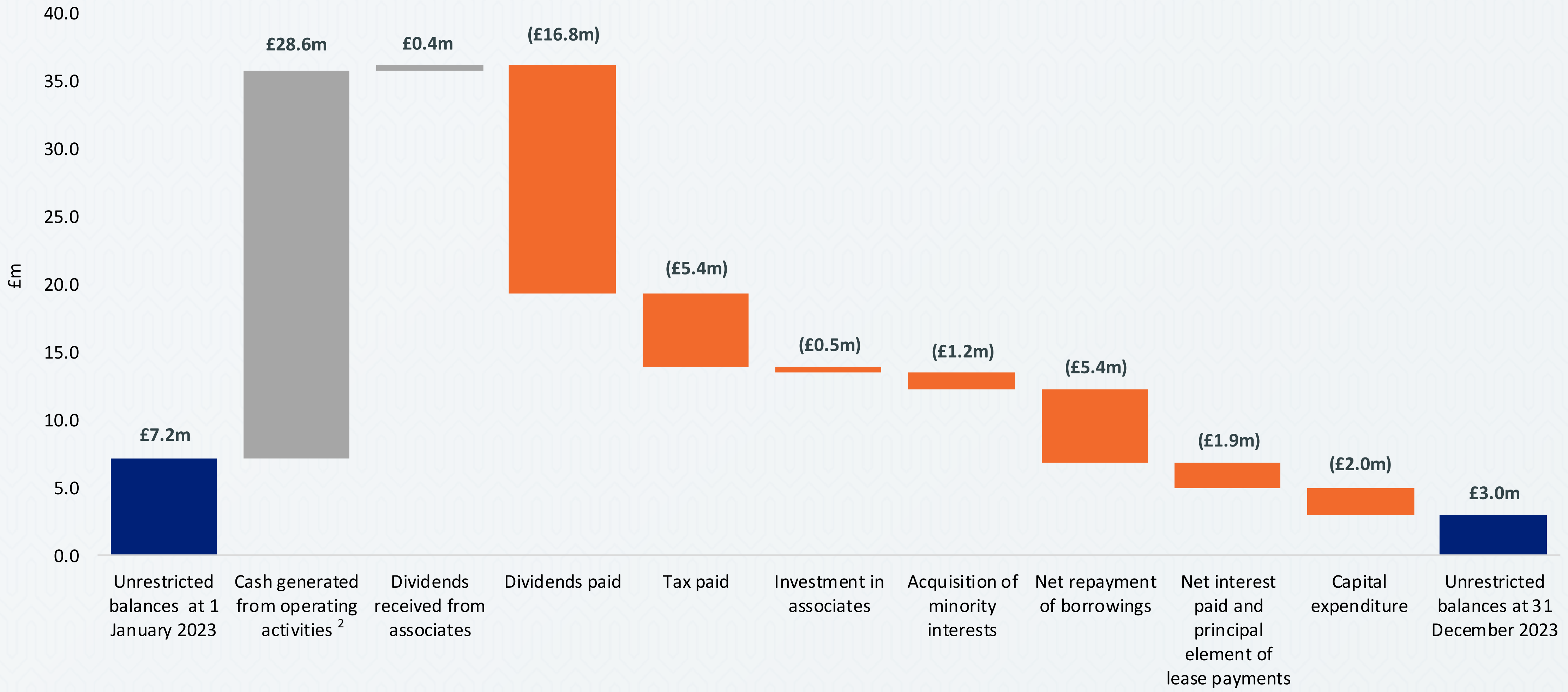
what MORTGAGE AWARDS 2019 WINNER

Growth Focus – our investments

Current → Maximum

Investment	Specialism	Shareholding
fluent money	Digital / PCWs	84.3% → 100%
Auxilium Partnership	Protection	75% → 100%
firstmortgage.co.uk	New Build	80% → 100% (in April 2024)
Vita	Protection	75%
Clear	Telephony / Network	49%
The MortgageBroker	Telephony	25%
BUILDSTORE	Specialist New Build	25%
firstmortgage North East	First Mortgage Acquisition	37% → 49%
SortRefer	Conveyancing	43%
Pinnacle Surveyors	Surveys	49%
MAB Australia	International	48%
MERIDIAN MORTGAGES + METRO FINANCE	New Build / Shared Ownership	40%
evolve financial solutions	New Build	49% → 80%
HERON FINANCIAL	New Build	49% → 100%

Cash Balance Waterfall Unrestricted net cash balances[1]



1. Unrestricted net cash balances are for operational purposes; they exclude restricted balances (AR retained commission in case of clawback).
2. Cash flow from generated from operating activities of £29.7m, less movements in restricted balances of £0.7m and dividends received of £0.4m

Balance Sheet

£000s	Dec-23	Dec-22
Assets		
Non-current assets		
Property, plant and equipment	5,799	6,128
Right of use assets	2,283	3,872
Goodwill	53,885	53,885
Other intangible assets	1,387	942
Acquisition intangibles	50,087	54,881
Investments in associates and joint ventures	12,301	11,387
Investments in non-listed equity shares	-	-
Trade and other receivables	353	831
Derivative financial assets	302	320
Deferred tax asset	719	1,797
Total non-current assets	**127,116**	**134,043**
Current assets		
Trade and other receivables	9,321	10,288
Cash and cash equivalents	21,940	25,462
Total current assets	**31,261**	**35,750**
Total assets	**158,377**	**169,793**

£000s	Dec-23	Dec-22
Equity and liabilities		
Share capital	57	57
Share premium	48,155	48,155
Capital redemption reserve	20	20
Share option reserve	6,045	4,511
Retained earnings	15,921	15,154
Equity attributable to owners of the Parent Company	**70,198**	**67,897**
Non-controlling interest	4,211	7,548
Total equity	**74,409**	**75,445**
Liabilities		
Non-current liabilities		
Trade and other payables	2,642	2,252
Redemption Liability	2,793	7,186
Lease liabilities	1,805	3,014
Derivative financial liabilities	183	10
Loans and other borrowings	12,426	16,598
Deferred tax liability	11,417	14,659
Total non-current liabilities	**31,266**	**43,719**
Current liabilities		
Trade and other payables	35,225	34,397
Clawback liability	10,331	8,038
Lease liabilities	931	933
Loans and other borrowings	5,824	6,809
Corporation tax liability	391	452
Total current liabilities	**52,702**	**50,629**
Total liabilities	**83,968**	**94,348**
Total equity and liabilities	**158,377**	**169,793**

Disclaimer

Certain statements included or incorporated by reference within this announcement may constitute "forward-looking statements" in respect of the Group's operations, performance, prospects and/or financial condition. Forward-looking statements are sometimes, but not always, identified by their use of a date in the future or such words and words of similar meaning as "aims", "anticipates", "believes", "continues", "could", "due", "estimates", "expects", "goal", "intends", "may", "objectives", "outlook", "plans", "potential", "probably", "project", "seeks", "should", "targets", or "will" or, in each case, their negative or other variations or comparable terminology.

By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions and actual results or events may differ materially from those expressed or implied by those statements. Accordingly, no assurance can be given that any particular expectation will be met and reliance should not be placed on any forward-looking statement. Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. Except as required by applicable law or regulation, no responsibility or obligation is accepted to update or revise any forward-looking statement resulting from new information, future events or otherwise. Nothing in this announcement should be construed as a profit forecast.

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Thank You