

# Driven by our points of differentiation

We are a fast-growing international legal and professional services group dedicated to empowering our clients to seize new opportunities for growth.

## 1.

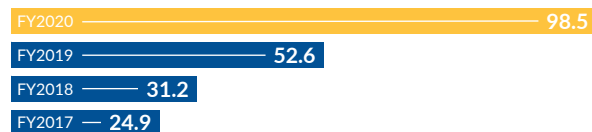
### Strong financial performance expected

- Fast growth towards £100m revenue
- Improving gross margin towards 45% of revenue
- Controlling overhead towards 30% of revenue
- Strengthened balance sheet after recent placing

Our objective at admission to AIM in August 2017 was to double revenue in three years. As we approach the third anniversary, our reported revenue has almost quadrupled.

We have the ambition to develop a highly profitable and fast growing international legal and professional services group and have the structure and teams in place to achieve this.

### Growth in revenue since listing on AIM (2017) year by year (£m)



## 2.

### Clear growth drivers

- High performing partners with strong client relationships drive organic growth
- With opportunities to promote collaborative selling behaviour
- Both underpinned by transparent remuneration policy and clear career progression programme
- Attract lateral hires to strengthen geographic and sector expertise
- Selective acquisitions to complement and expand existing offer to clients

Our partners' remuneration model is designed to promote the behaviours we wish to see – work hard, win new clients, share work with colleagues appropriately and maintain financial hygiene and so grow the group's business profitably.

**Read more on page 11.**

Through the firms that we have acquired and unified, we tap into over 150 years of experience, insight and relationships, strengthened by our entrepreneurial culture and 'one firm' approach.

We are driven by a unique team of passionate people whose broad legal expertise and deep sector specialisms make us the partner of choice for all of our clients' complex legal and strategic needs.

### 3.

#### Market-leading reputation in the shipping, trade, energy, aviation and insurance sectors

- Business advisor to our clients not just a legal specialist
- Early professional services entrant to listed market - first to fully "internationalise"

Our deep sector specialisms make us the partner of choice for all of our clients' complex legal and strategic needs:

##### Our sectors

- Maritime
- Commodities & trade
- Aviation & travel
- Energy & infrastructure
- TMT
- Gaming & betting
- Leisure, hospitality & retail
- Insurance
- Real estate
- Private wealth & family

##### Our broad range of services

- Consultancy
- Dispute resolution
- Corporate
- Commercial
- Banking & finance
- Employment, pensions & immigration
- Cyber security
- Regulatory solutions
- Licensing
- IP/IT
- Competition
- Construction & engineering
- Charities & philanthropy

### 4.

#### Scalable UK and international business

- Back office function based in low cost location used to support faster growth of top line and profitability
- Diversified sector exposure in legal and consultancy; growth opportunity in other professional services

Working across our offices in Europe, the Middle East and Asia, we offer a wide range of legal and business services and have an in-depth understanding of local markets.

#### Revenue split by location

