

M&C SAATCHI GROUP

H1 2024 RESULTS

Results for the first six months ended 30 June 2024

18 September 2024



AGENDA

1. Introduction – Zaid Al-Qassab, CEO
2. Financial Performance and Outlook – Simon Fuller, CFO
3. Business Review – Zaid Al-Qassab, CEO
4. Key messages
5. Q&A

STRONG H1 RESULTS WITH PROGRESS ON TRANSFORMATION...

LFL net revenue
£120.1m, +6%
(H1 23 £112.8m)

LFL Operating
margins at 14.2%
(H1 23 10.8%)

LFL PBT £14.2m,
+26%
(H1 23 £11.3m)

Headline EPS
(Diluted) 7.9p
(H1 23: 4.5p)

Operating cash
conversion 98%,
net cash £12.9m
(H1 23 £15.4m)

SELF-HELP & TRANSFORMATION ON TRACK TO DELIVER SAVINGS AND IMPROVE CASH GENERATION

Continued
portfolio shift to
higher margin
Non-advertising
Specialisms

Advertising LFL
margin of 11.4%,
increase of
7.2ppts

Exit of sub-scale
and loss-
making
businesses

£10m annualised
cost savings on
track by year
end FY 24 of
which £8.4m
already secured

Further
reduction of
put-option
liabilities,
minorities now
6% of earnings

Note: Throughout this presentation, a like-for-like basis applies constant foreign exchange rates and removes those businesses we have discontinued in 2023 and 2024. H1 2023 numbers have been adjusted in order to show FX movements which are calculated using the average exchange rate of H1 2024 vs 2023.

* Please note that all numbers are subject to rounding

...UNDERPINNED BY CLIENT SERVICE AND CREATIVITY

Continuous investment into creativity

Recognition of capabilities via numerous global awards

Democratisation of our data stack and technology

Positive employee engagement score at 71

Client repeat business remains strong at c. 75% of 2023 clients

SOME 2024 AWARDS



SOME 2024 CLIENT WINS & RENEWALS



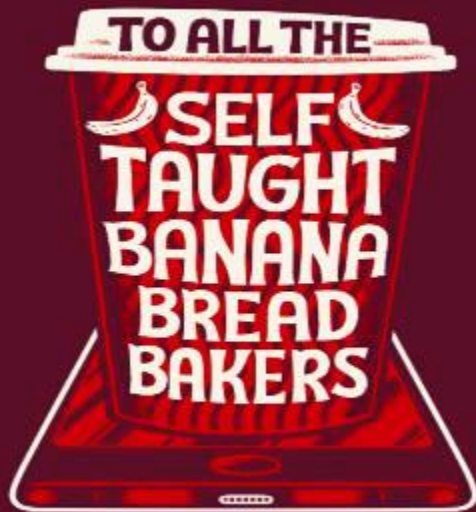
REINFORCING OUR CORE CAPABILITIES AND BREADTH

LEVERAGING THE GLOBAL BRAND

- > Building on our world fame for creativity
- > Reinforcing our breadth of capabilities and geographies
- > Focusing on where we have a “right to win” – across all sectors
- > Wide-ranging specialist expertise with cross-sell

A COMMON PLATFORM AND CREATIVE CLOUT

- > Appointments to strengthen priority areas
- > Leadership incentives harmonised with significant element aligned with Group results
- > New technology products democratised for internal use and to take directly to market
- > Service hubs free up creative talent to focus on creativity and client service



FINANCIAL REVIEW

SIMON FULLER
CFO

A CON IL
OFFROAD.



NUOVA BMW X5.
VOLERE E POTERE.



NUOVA BMW X5.
SCOPRILA IN TUTTE
LE CONCESSIONARIE BMW
ANCHE DOMENICA 25.



Scopri di più

SELF-HELP INITIATIVES EVIDENT IN POSITIVE H1 24 RESULTS

	H1 2024	H1 2023	Change
	£m	£m	%
	Like-for-like (LFL)		
Revenue	211.5	202.9	4%
Net revenue	120.1	112.8	6%
Operating profit	17.1	12.2	40%
Operating profit margin	14.2%	10.8%	3.4ppts
Profit before tax	14.2	11.3	26%
Net Cash	12.9	15.4	-16%
Headline EPS (Diluted)	7.9p	4.5p	

LFL Net revenue +6%

- > Non-advertising +7% (Issues+30%; Media +3%)
- > Advertising +6% (US, Middle East, Europe)

LFL operating profit +40%

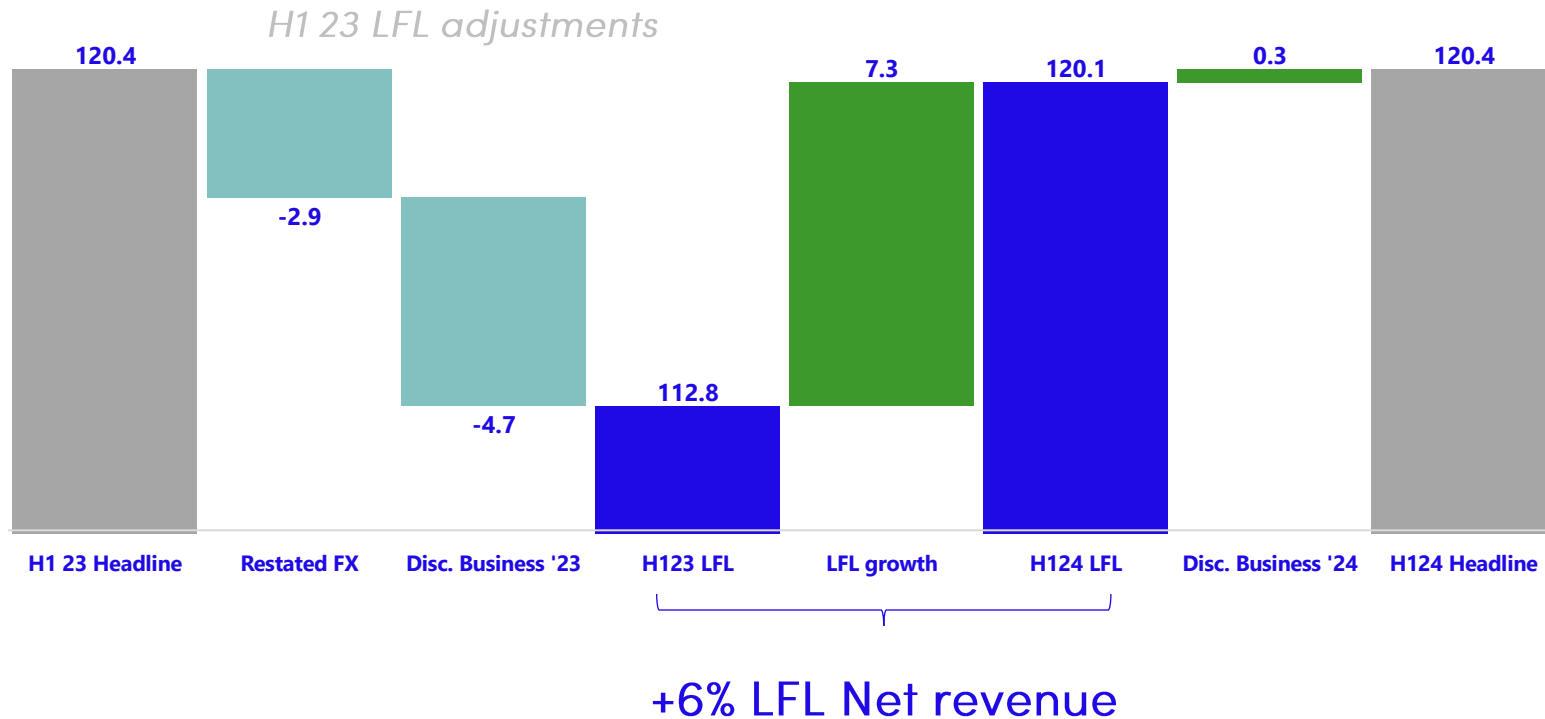
- > Cost efficiency programme – global and local
- > Non-advertising +18%
- > Advertising +183%

LFL operating margin 14.2%

- > Improved mix towards higher-margin Non-advertising
- > Non-advertising 23.4% (+2.2ppts)
- > Advertising 11.4% (+7.2ppts)

STRONG LFL NET REVENUE GROWTH +6%

Headline to LFL Net revenue bridge (£m)



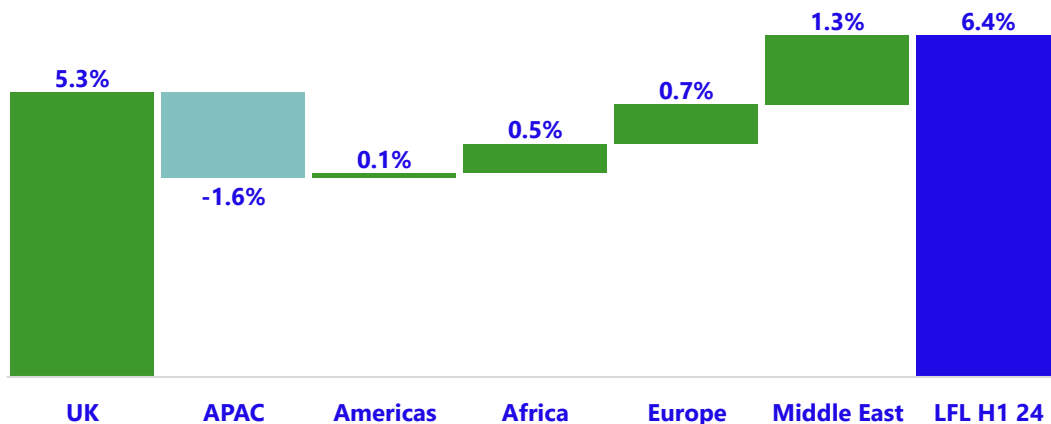
- > **Strong LFL Net revenue growth of +6%** (£7.3m) driven by broad-based growth across specialisms and regions
- > Discontinued businesses Net revenue of £0.3m in H1 24
 - > Various business exits including a disposal in Switzerland
 - > Closure of South Africa sale expected 30 September
- > FX impact (2023 adjusted at H1 24 rates) of £2.9m
 - > GBP stronger vs AED, AUD and EUR
 - > GBP weaker vs USD and ZAR

REGIONS: BROAD-BASED GROWTH ACROSS GEOGRAPHIES

LFL regional Net revenue

	H1 2024	H1 2023	Change
	£m	£m	%
UK ⁽¹⁾	52.5	46.5	12.9%
APAC	27.2	29.0	-6.2%
Americas	22.1	22.0	0.5%
Africa	8.0	7.4	8.3%
Europe	5.8	5.0	16.7%
Middle East	4.5	3.1	47.6%
Total	120.1	112.8	6.4%

H1 2024 regional LFL Net revenue growth contribution (%)



Clear benefits of geographic diversity

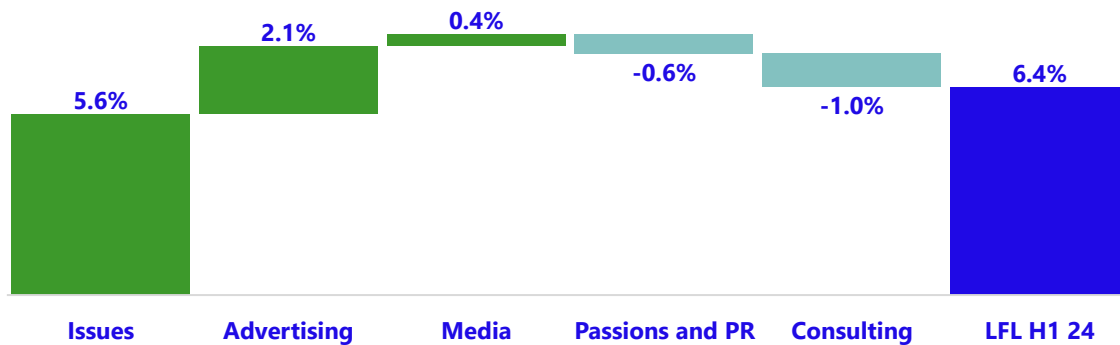
- > **UK: +12.9% positive momentum in Issues**
- > **APAC: -6.2% with weak Australian environment, notably in Advertising**
- > **Americas: +0.5% with growth in Advertising**
 - > Offset by declines elsewhere, particularly Consulting US
- > **Africa: +8.3% reflecting positive SA Advertising**
- > **Europe: +16.7% good growth across the board**
 - > New client wins and retention across multiple specialisms
- > **Middle East: +47.6% particularly in UAE**
 - > Strong client retention and new wins mainly in Advertising in a growing economy

SPECIALISMS: GROWTH IN ISSUES, ADVERTISING & MEDIA

LFL Net revenue

	H1 2024	H1 2023	Change
	£m	£m	%
Issues	27.0	20.7	30.4%
Passions & PR ⁽¹⁾	18.9	19.6	-3.5%
Consulting	16.6	17.8	-6.6%
Media	12.3	11.9	3.4%
Total Non-advertising specialisms	74.8	70.0	6.9%
Advertising	45.2	42.9	5.5%
Total	120.1	112.8	6.4%

LFL Specialism Net revenue growth contribution (%)



Resilience from the diversity of our portfolio

- > **Non-advertising specialisms: +6.9%**
 - > **Issues: +30.4% strong growth**
 - > Good client retention and new wins
 - > Multi-year engagements
 - > **Passions & PR: -3.5% overall**
 - > Passions (standalone basis) was slightly ahead reflecting active management of the client base for sustained profitability
 - > **Consulting: -6.6% in tough market conditions**
 - > Overall sector challenges, largely due to economic pressures impacting client budgets
 - > **Media: +3.4% good recovery vs tougher 2023**
 - > Client wins in industries excluding tech, across a range of geographies
- > **Advertising: +5.5% albeit vs. a weaker H123**
 - > Good momentum and new wins in the US, the Middle East and Europe, also partially benefitting from movement of PR

ON THE ROAD TO LONG-TERM SUSTAINABLE GROWTH

SUCCESSFULLY TRANSFORMING THE COST STRUCTURE, PORTFOLIO AND CASH GENERATION

FROM

- > Complex structure
- > Multiple loss-making businesses
- > Lack of cost focus
- > Fragmented model limiting operational leverage
- > Siloed culture via cash-heavy incentives (put options)
- > Lack of embedded cash discipline

EXITED LOSS MAKING BUSINESSES

H1 23: Operating loss of £(2.1)m
H1 24: Operating one-off profit of £0.4m

PUT OPTION LIABILITIES REDUCED

Minorities as % of earnings
H1 23: 18%
H1 24: 6%

GLOBAL BACK-OFFICE EFFICIENCY PROGRAMME

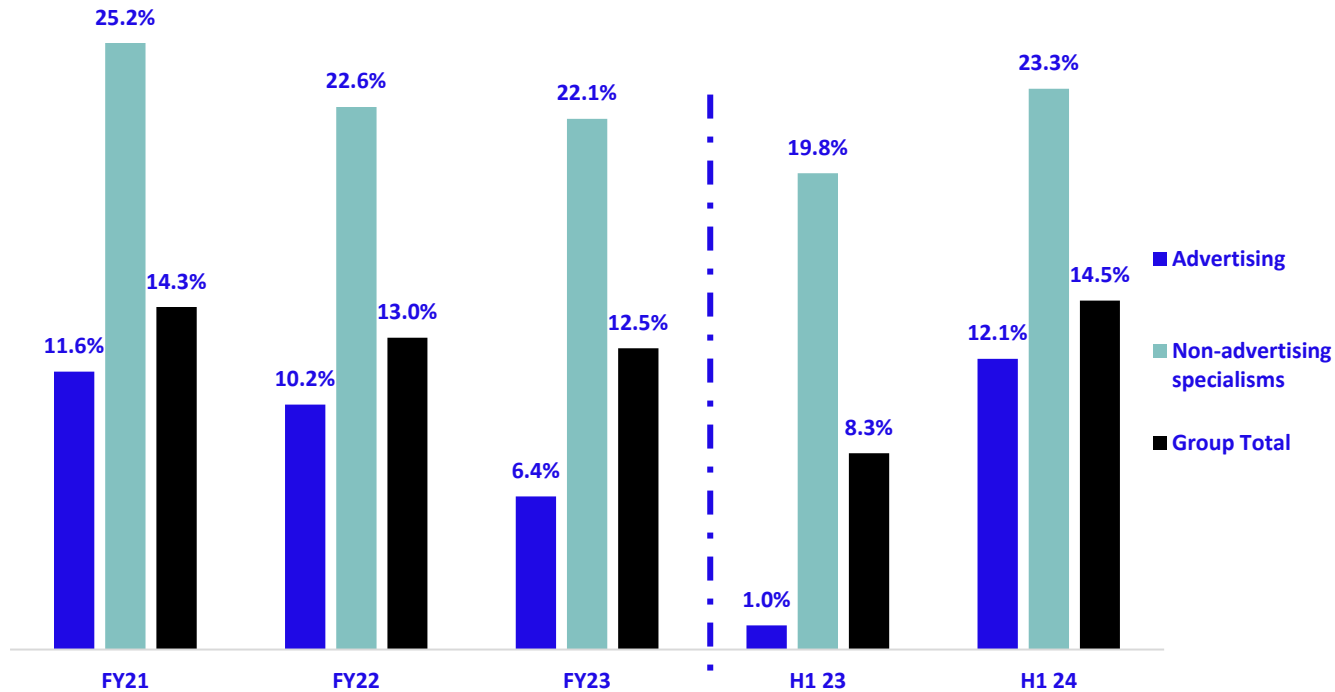
Annualised savings
FY 23: £3.9m
H1 24: additional £4.5m
FY 24e: on track for £10m by year end

TO

- > Lower cost base
- > Focus on core regions
- > Centralised service hubs freeing up creativity
- > Improved operational leverage
- > Group-focused performance via new incentivisation
- > Tighter cash discipline

OPERATING MARGIN INFLECTION POINT

In-year operating margin trends ⁽¹⁾

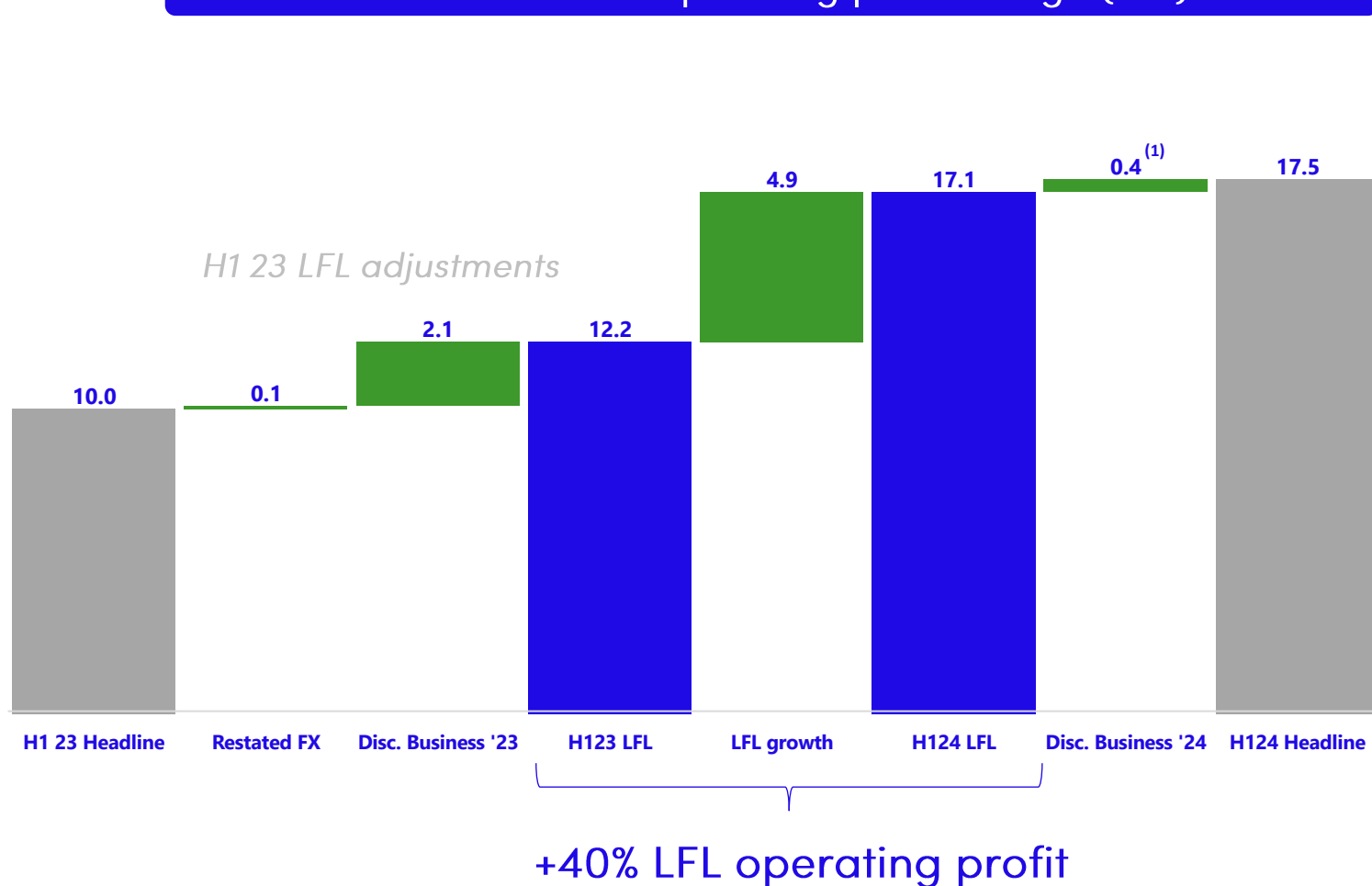


Drivers of improved operating margin

- > Structural business improvement
- > Effective management of the cost base
- > Mix benefits from higher-margin Non-advertising specialisms
- > Increase in operational margin for Advertising

STEP-UP IN LFL OPERATING PROFIT GROWTH +40%

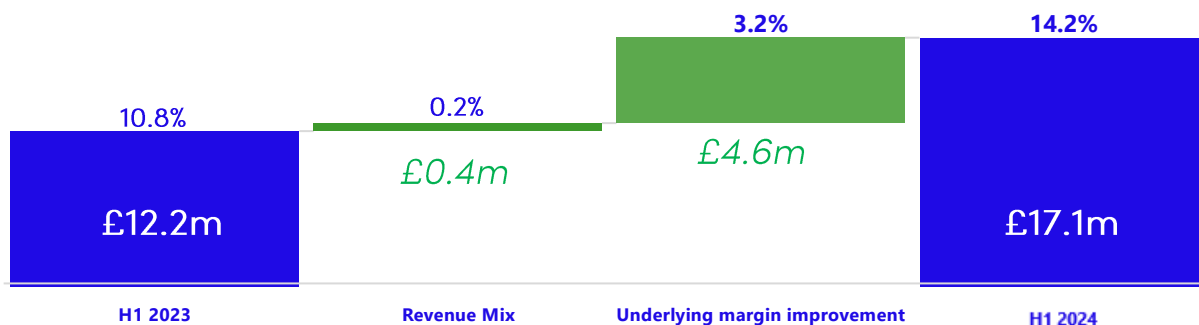
Headline to LFL operating profit bridge (£m)



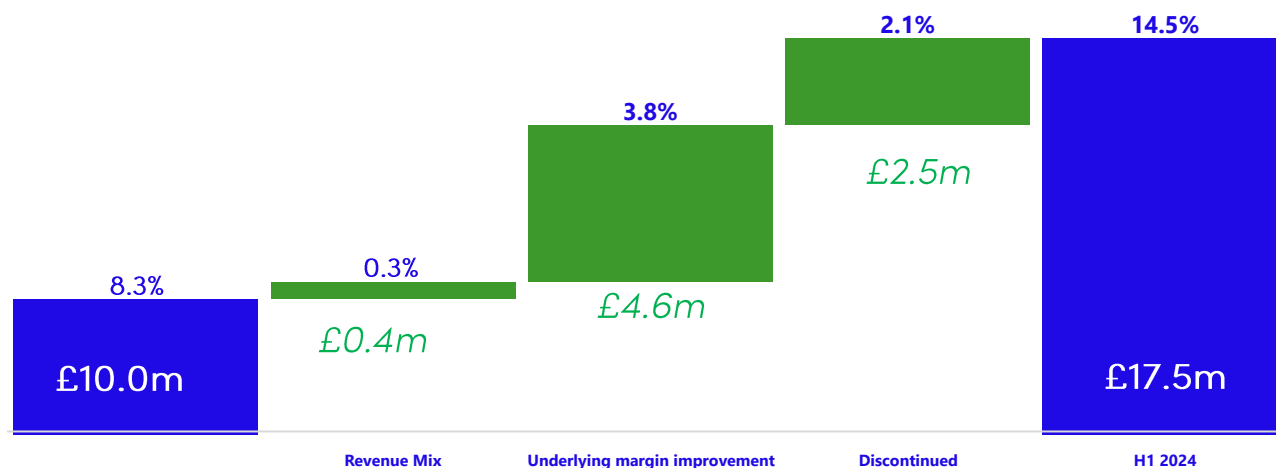
- > **Higher-margin Non-advertising Specialisms**
 - > Driven by revenue growth, mix improvements, and cost-base management
 - > Operating profit up 18%
 - > Operating margin of 23.4% (+2.2ppts)
- > **Advertising**
 - > Driven by cost-base management and exiting of loss-making businesses
 - > Operating profit up 183%
 - > Operating margin of 11.4% (+7.2ppts)
- > **Discontinued business impact**
 - > £2.1m in 2023
 - > £0.4m in H1 24
- > **FX impact (2023 adjusted at H1 24 rates) £0.1m**
(translational FX upon consolidation)

OPTIMISATION DRIVES OPERATING MARGIN

LFL H1 23 to H1 24 operating profit / margin bridge (£m)



Headline H1 23 to H1 24 operating profit / margin bridge (£m)



> Effective management of the cost base

> Achieved £8.4m of targeted £10m annualised savings by end of FY 24

> **People** – service hubs for Finance, IT and HR

> **Property** – reductions in UK (Golden Square) Australia (Sydney) and US (New York)

> **Procurement** – rationalised and renegotiated supplier contracts, e.g. IT

> Advertising margin improvement from disposals and cost management

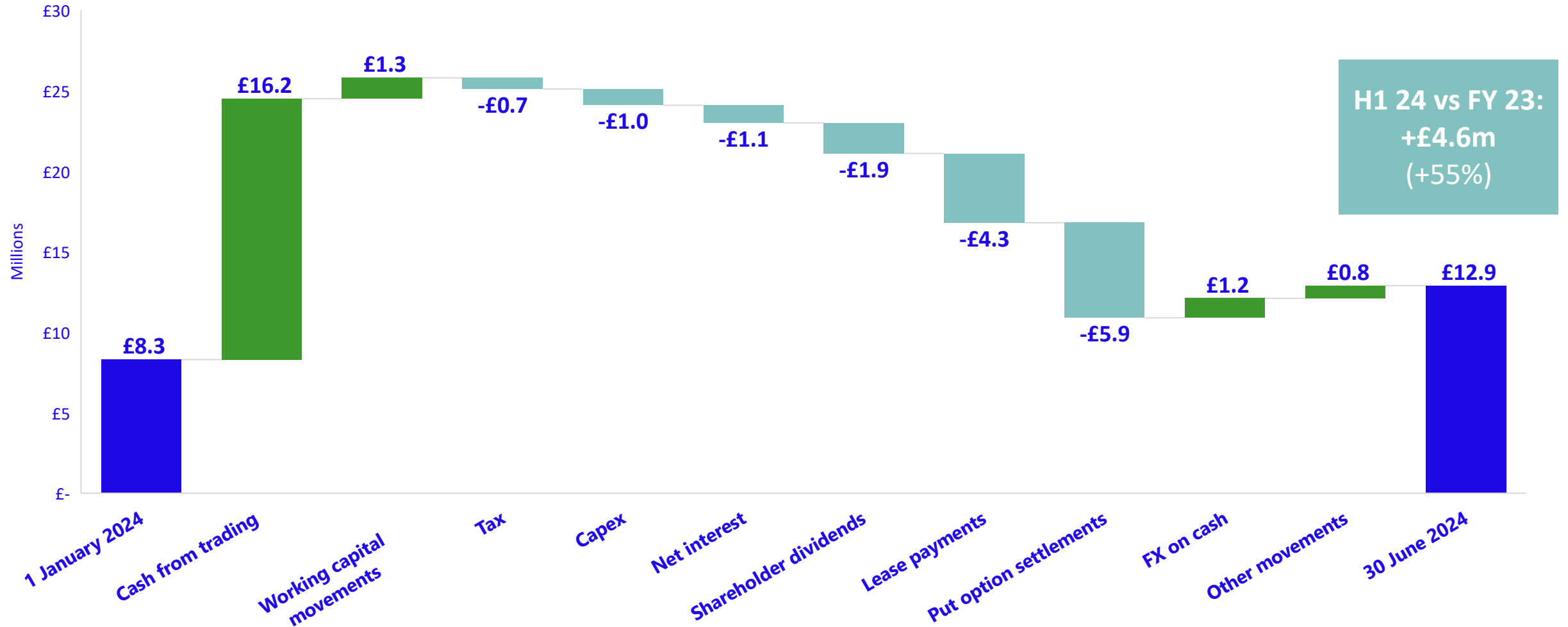
> Exit of loss-making businesses had £2.5m impact on Group operating profit, of which £0.4m in H1 24

> Improved revenue mix with shift to higher-margin Non-advertising specialisms

> Future benefits to margins expected:

> Operational leverage with structural benefits from operating model

H1 NET CASH IMPROVED INCLUDING PUT OPTION SETTLEMENTS



CAPITAL ALLOCATION - UNCHANGED PRIORITY OF ORGANIC GROWTH

Targeted reinvestments to boost organic growth

Organic re-investment for future growth

- > Aligned to new regional-first, global delivery-led operating model
- > Adding capability, capacity and scale for impact
- > Capital light business targeting >80% cash conversion rate, allowing some variability through the cycle

Selective M&A

- > Firepower for selective bolt-on M&A through our strong balance-sheet – cash positive plus new £50m RCF and £50m accordion
- > Target Net Debt : EBITDA 1 - 1.5x through the cycle with option to spike for material M&A

Returns to shareholders

- > Continued commitment to creating value for shareholders
- > Progressive dividend policy

FY 24 OUTLOOK: IN LINE WITH MARKET EXPECTATIONS

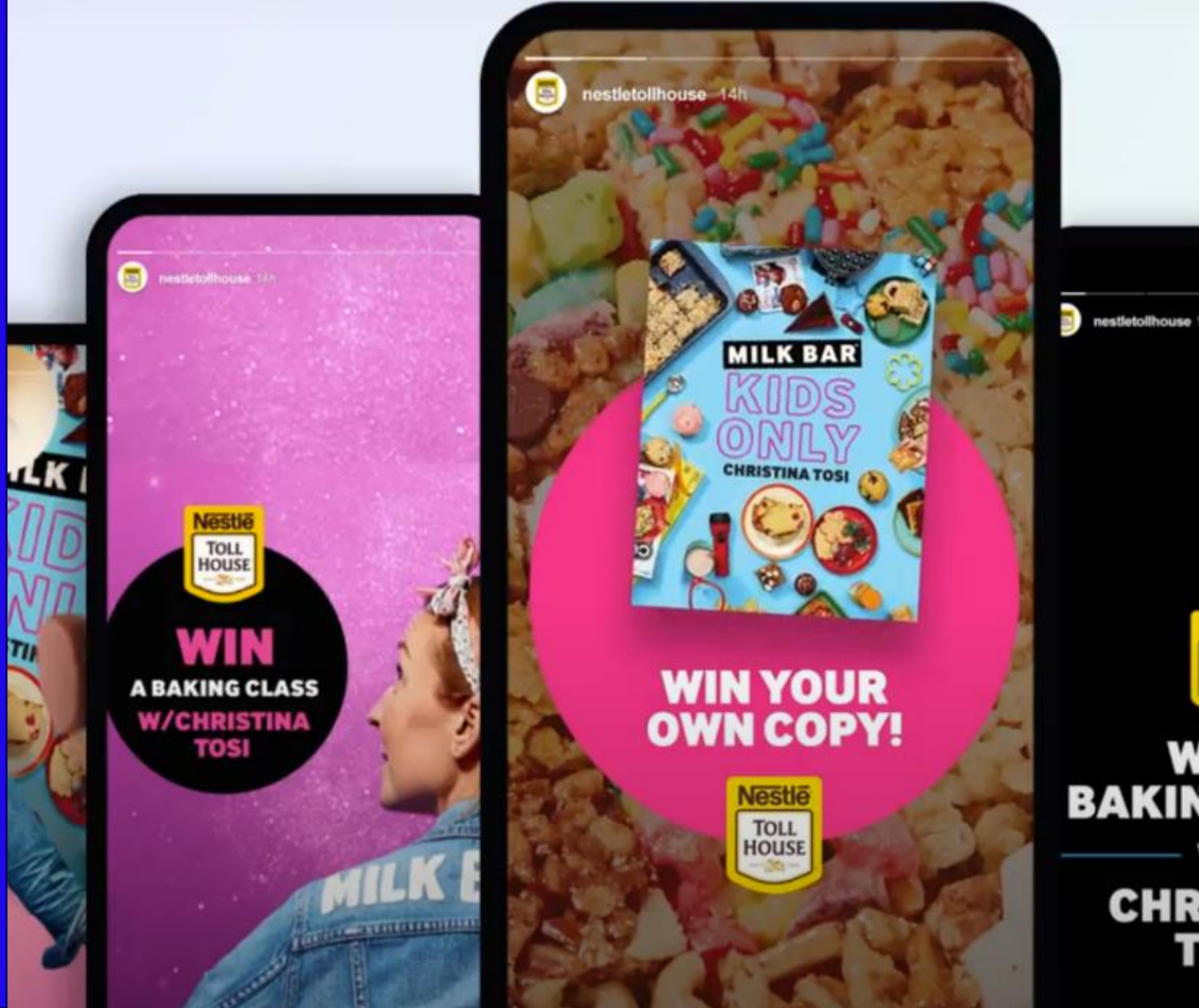
- > Solid Q3 performance to-date, and FY 24 in line with market expectations
- > Further investment in capabilities planned for H2
- > Exit of loss-making businesses to materially complete in FY 24
- > Expect further settlement of put options in H2, with minimal settlements outstanding
- > Expected continued market volatility and overall tougher H2 comparators

OVER THE LONGER-TERM

- > Expect continued shift in Advertising to higher-margin Non-advertising specialisms
- > Expect margin accretion from operational leverage driven by structural cost efficiencies
- > Targeting >80% operating cash conversion with some degree of variability through the cycle
- > Continued focus on improving working capital to drive cash optimisation
- > Targeting leverage of <1.5x through the cycle, allowing for specific spikes

BUSINESS REVIEW

ZAID AL-QASSAB
CEO



CREATING ADVANTAGE FOR CLIENTS IN AN INCREASINGLY COMPLEX WORLD

OUR BELIEFS

BRUTAL SIMPLICITY

Applying our founding philosophy of Brutal Simplicity of Thought to cut through complexity

CONNECTIVE CREATIVITY

Delivering integrated solutions through our core specialisms that create more meaningful impact with audiences

FUTURE FEARLESSNESS

Embracing technology and constantly evolving our capabilities to deliver innovative solutions

LEADING TO CLIENT SOLUTIONS

Customer-centric

Simple and cut-through

Channel-neutral

Integrated

Future-facing

Data and technology-driven

THE GOLDILOCKS ZONE

Client options

Holdco



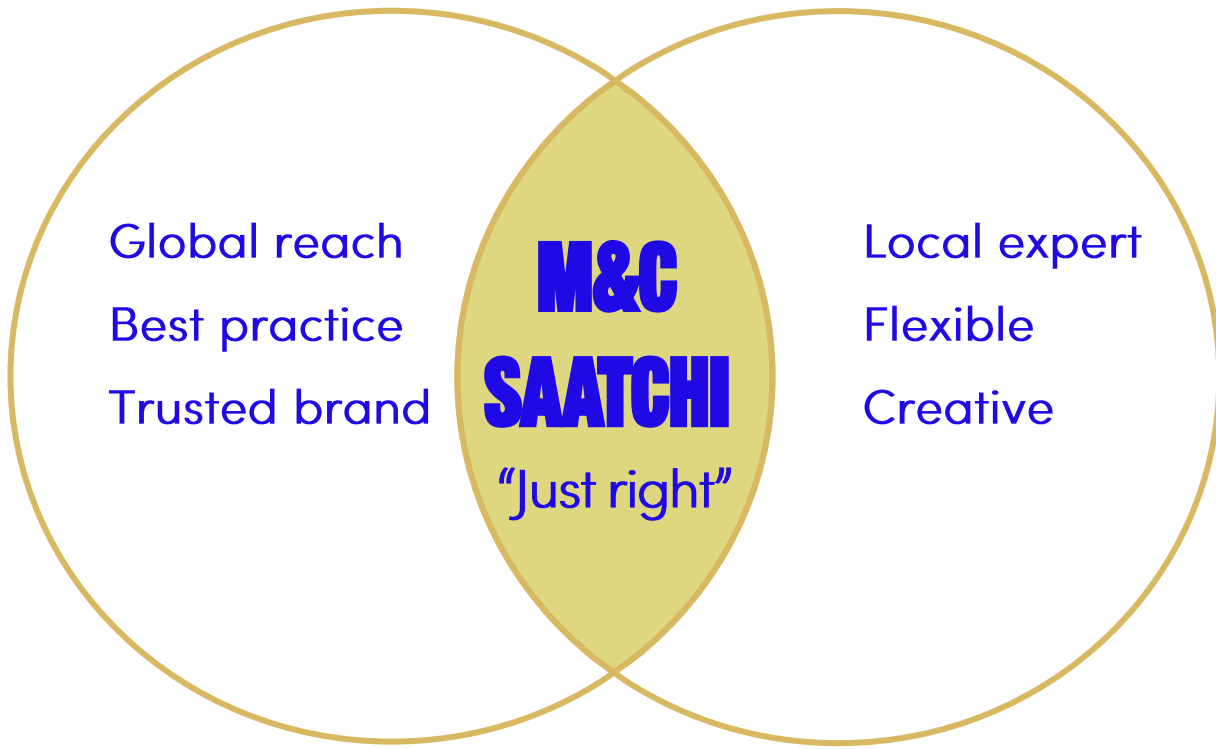
Niche

Global presence
Templated approach
Broad and safe

Agile global specialist solutions

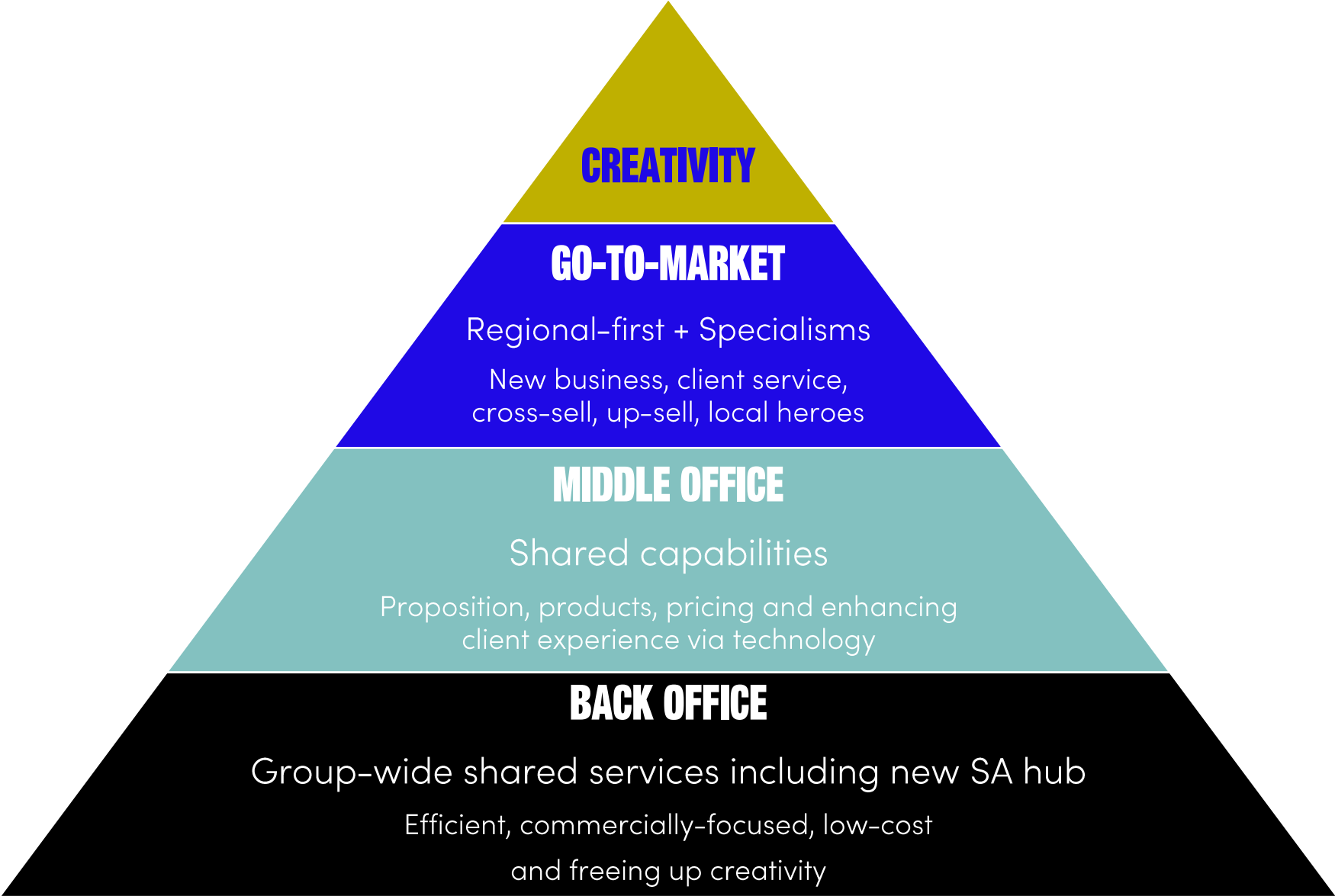
Client focus
Agile / Bespoke
Local and Narrow

Middle-of-the-road



High risk

A FULLY INTEGRATED, AGILE REGIONAL-FIRST MODEL...



BREADTH OF MARKETING SERVICES

PLANNING

EXECUTION

MEASUREMENT

Research and Analytics

Design and CX

Advertising

PR & Comms

Sponsorship

Media

Evaluation

Strategy

Innovation

Content

Talent and Influencers

Activation and Events

Performance

Consultancy
Brand strategy,
innovation, design

Advertising
Connecting brands to
consumers

Passions & PR
Experiential, talent,
PR

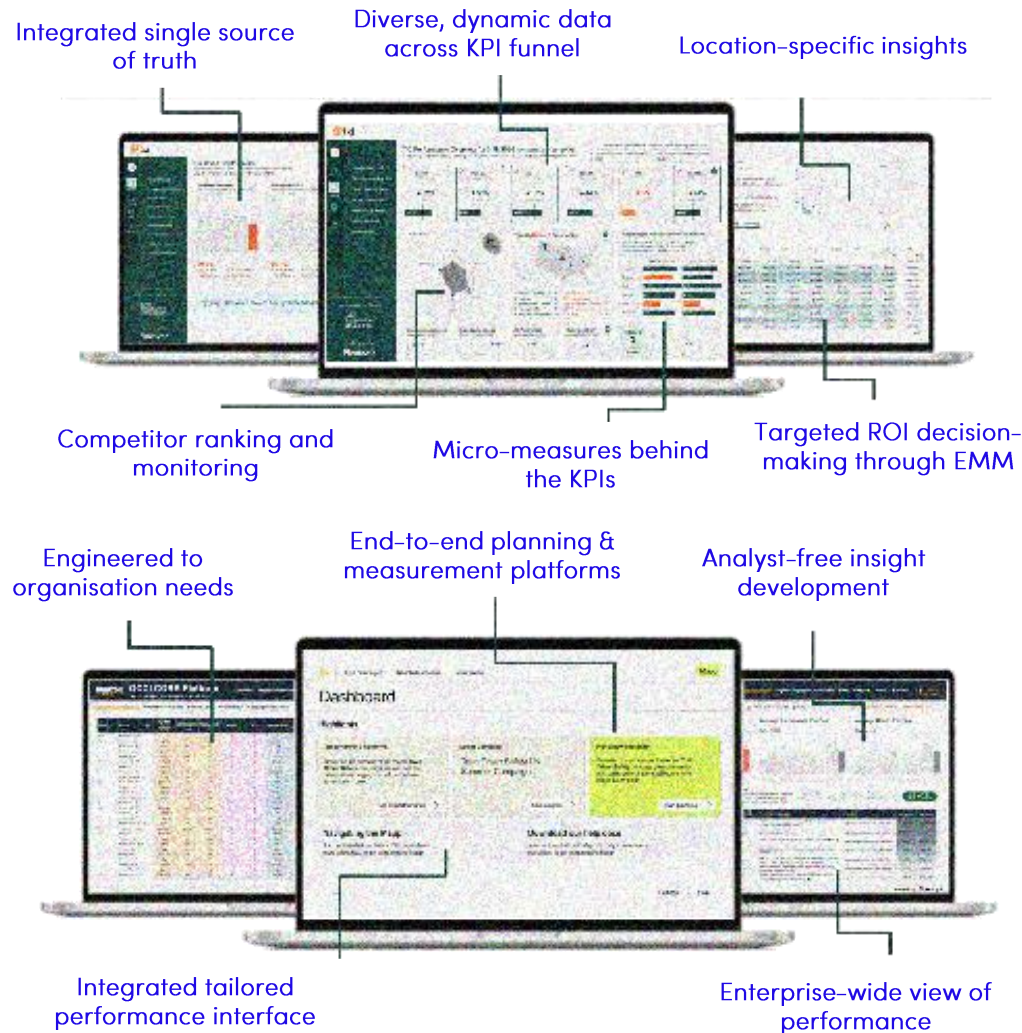
Media
Digital media,
performance

Issues

Full service offer for a different client base

DEMOCRATISING OUR DATA STACK AND AI-POWERED TOOLS

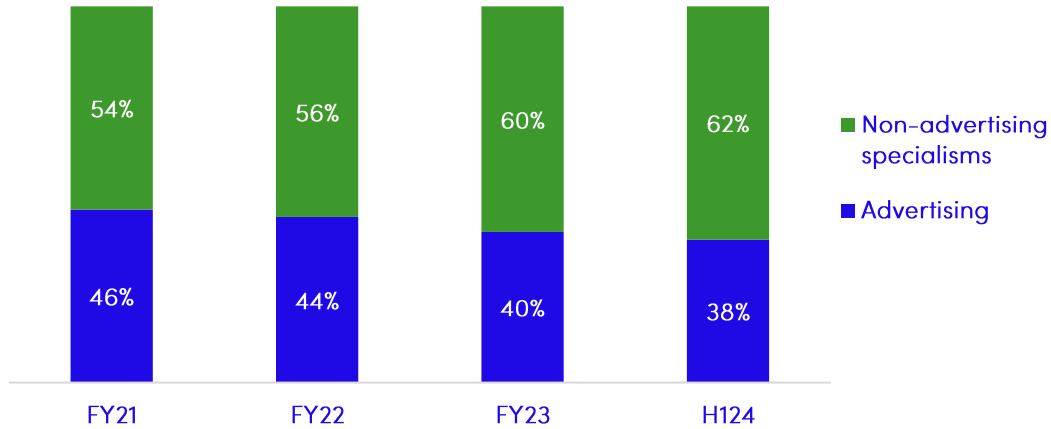
BRINGING AI-POWERED PRODUCTS TO MARKET WHILE INVESTING IN INTERNAL APPLICATION



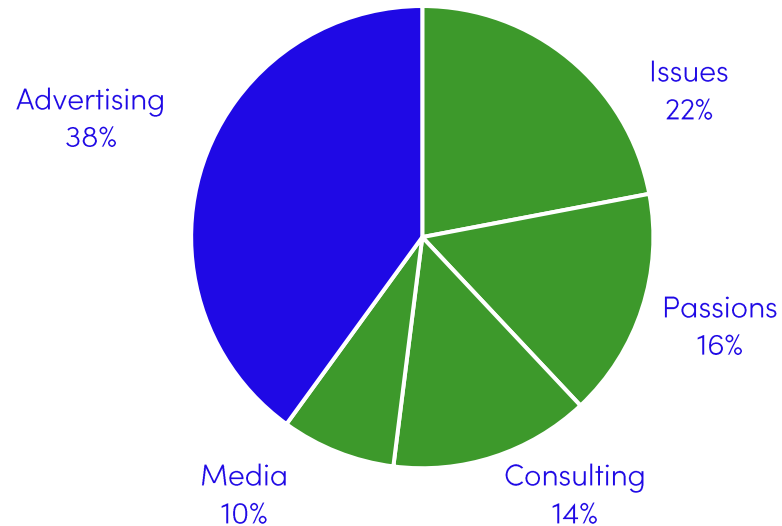
- > Developed a suite of innovative new data & technology solutions using AI breakthroughs
- > Branded solutions such as Brand Desire, Total Experience Intelligence, Living Segmentation and CreatorIQ
- > Launch of M&C Saatchi Intelligence specialist data function to democratise internal access to our advanced data stack
- > Providing innovation in Brand Experience, Brand Strategy, Audience Acquisition & Retention, Campaign Optimisation, Up-stream Strategic Decision-making, Routes to Growth, Optimised Marketing, Targeted Investment, Campaign Effectiveness

A WELL-BALANCED PORTFOLIO

Headline Net revenue shift to higher margin portfolio



LFL Specialism Net revenue contribution H1 24 (%)



Advertising

remains a shop-window for the Group

Faster development of higher-margin Non-advertising

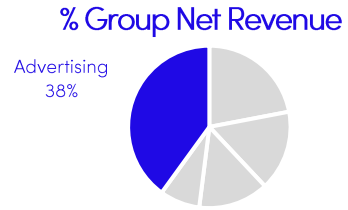
drives mix improvement

Not over-exposed to any one specialism

provides natural resilience to market volatility

ADVERTISING

LFL H1 Net revenue £45.2m +5.5%
Core markets: UK, Americas, Europe, APAC, Africa and Middle East



Cornerstone and key entry-point to other specialisms

Renowned for boldness and creativity

Digitally-led and data-enabled

Highly visible, award-winning and lead generating

Jo Bacon appointed UK Group CEO; Rob Doubal & Laurence (Lolly) Thomson Joint CCOs; Nadja Bellan-White, CEO of SS+K now represents the US in the Executive Leadership Team

Profitability improved by exited loss-making businesses

PR moved to Passions – a better fit with “owned and earned”

Continued subdued consumer confidence in Australia and the UK



The Minderoo Foundation and our team in Australia created a weather metric of plastic in rain. The tightly targeted campaign included guerilla posters, news coverage and extensive social media on the eve of the UNESCO talks on the UN’s Plastic Treaty. Coverage reached 1.8 billion and it won a Cannes Lion in 2024

CONSULTING

LFL H1 net revenue £16.6m -6.6%
Core markets: UK, Americas and APAC

Brand strategy, innovation, design and data

Technology solutions, including those powered by AI

Deliver transformative growth for clients at intersection of brand, experience and innovation

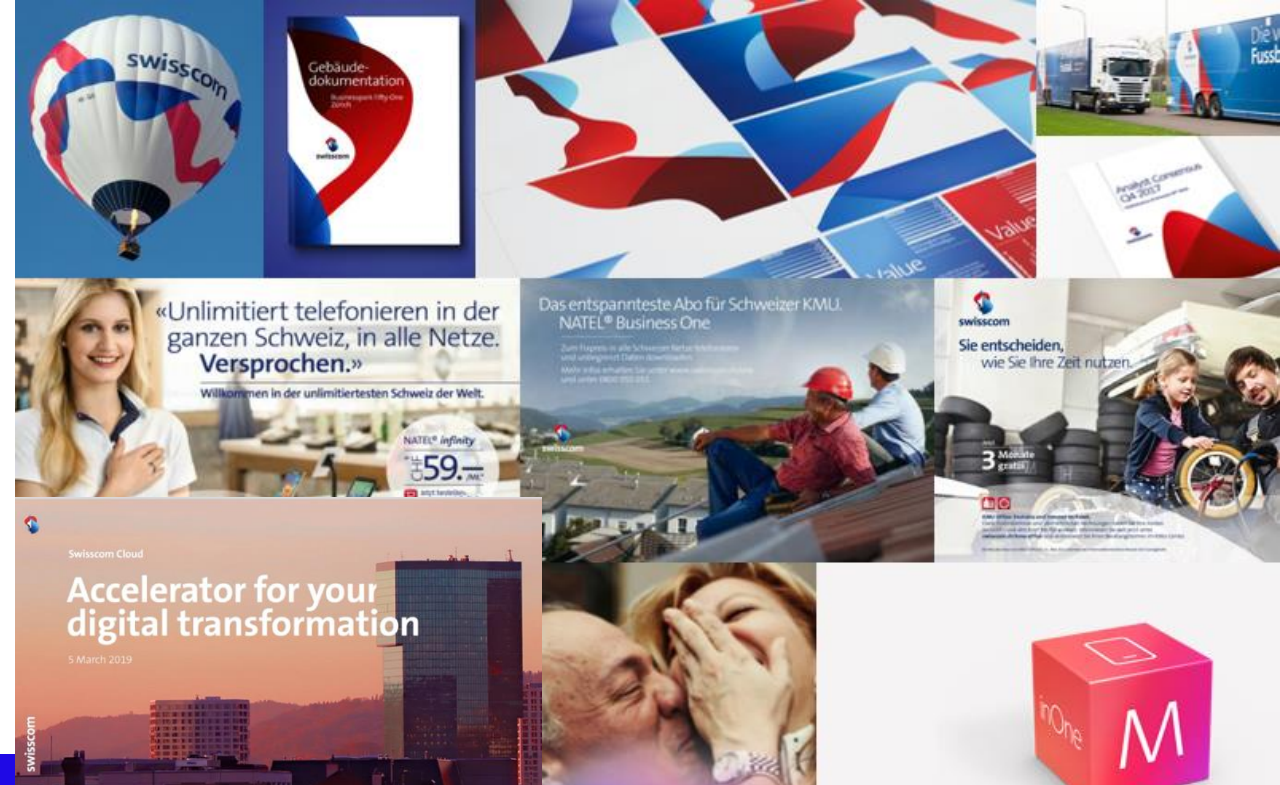
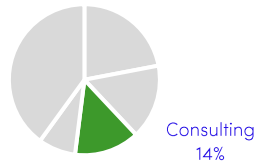
Imagine and create elevated customer journeys and better products and services

Launched M&C Saatchi Consulting brand in H1 2024 offering transformative growth with digital and data support

Also operating as Clear, Re, MCD Partners, Fluency and The Source

Overall sector challenges, largely due to economic pressures impacting client budgets

% Group Net Revenue



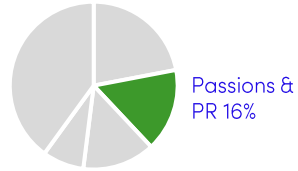
Swisscom, Switzerland's largest telecom services provider felt that the original brand identity and positioning was no longer fit for purpose after growth into digital services. Through brand-led experience designs, visual and concept guiderails and work within their digital design system, Swisscom was able to reconnect with both residential and commercial customers and was recently awarded the world's 3rd strongest brand in the Global 500 ⁽¹⁾

⁽¹⁾ #3 strongest brand in the world by Brand Finance

PASSIONS & PR

LFL H1 Net revenue £18.9m -3.5%
Core markets: UK, Americas, Europe, Middle East, Africa and APAC

% Group Net Revenue



- Expertise and market leadership across sport, music, film, fashion and culture
- Digitally-focused social media expertise with experiential capabilities
- Gen Z talent and relationships with streaming platforms and social media

- PR moved to integrate “owned and earned” activity
- Passions (standalone) slightly positive
- Managing shape of client base in Passions for sustainable profitability
- Robin Clarke appointed CEO, starts October
- Soon to be launched in the Middle East
- The outlook is affected by the negative impact of the PR business

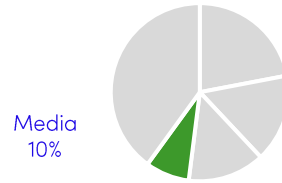


We helped UEFA recruit and retain European football fans on myuefa.com via a specialised WebApp called EUROlingo, designed to help you learn football terminology in the languages of EURO 2024. With partnerships via players and social media influencers, we generated 191m impressions across social media platforms and 500k users of the Webapp

MEDIA

LFL H1 net revenue £12.3m +3.4%
 Core markets: UK, Americas, APAC and Middle East

% Group Net Revenue



Mobile-first digital marketing driving growth in mobile ecosystems e.g. eCommerce, food delivery, OTT, and ride-hailing

Strategy, advisory and activation capabilities to drive growth through the full marketing funnel

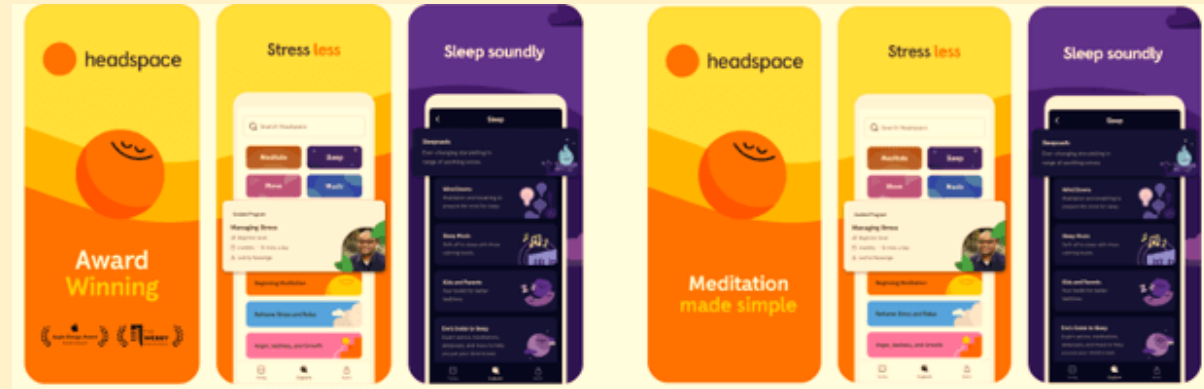
Full digital marketing services – paid social, paid search, programmatic advertising, affiliate marketing, app store optimisation, retail media, data analytics, and digital media buying

Good recovery in H1 2024 (following macro slow-down in 2023 with impact on technology spend)

Encouraged by recent momentum while cautious on market backdrop

M&C SAATCHI PERFORMANCE

Performance Agency of the Year

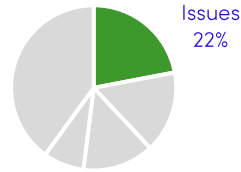


Headspace, the mental health support app with millions of users worldwide, needed an App Store Optimization (ASO) campaign for both Google Play and iOS app stores for 6 key markets (UK, US, CA, AU, DE, FR). The ASO team developed a comprehensive strategy, with creative conversion-focused (app views -> downloads) A/B testing as one of the key tactics to achieve an improved conversion rate of +34% in a dynamic and competitive marketplace

ISSUES

LFL H1 net revenue £27.0m +30.4%
Core markets: UK, Americas, APAC

% Group Net Revenue



Highly differentiated sector expertise for non-commercial clients e.g. governmental organisations

Fully integrated end-to-end service across multi-disciplines

Long-term contracts, more resilient to macro volatility and often counter-cyclical

Expertise in defence, security, climate, health, human rights, social justice, conflict prevention and sustainability

Continued strong performance

Experienced and specialist management team

Outlook remains positive



Home Office



Global Energy Alliance
for People and Planet (GEAPP)

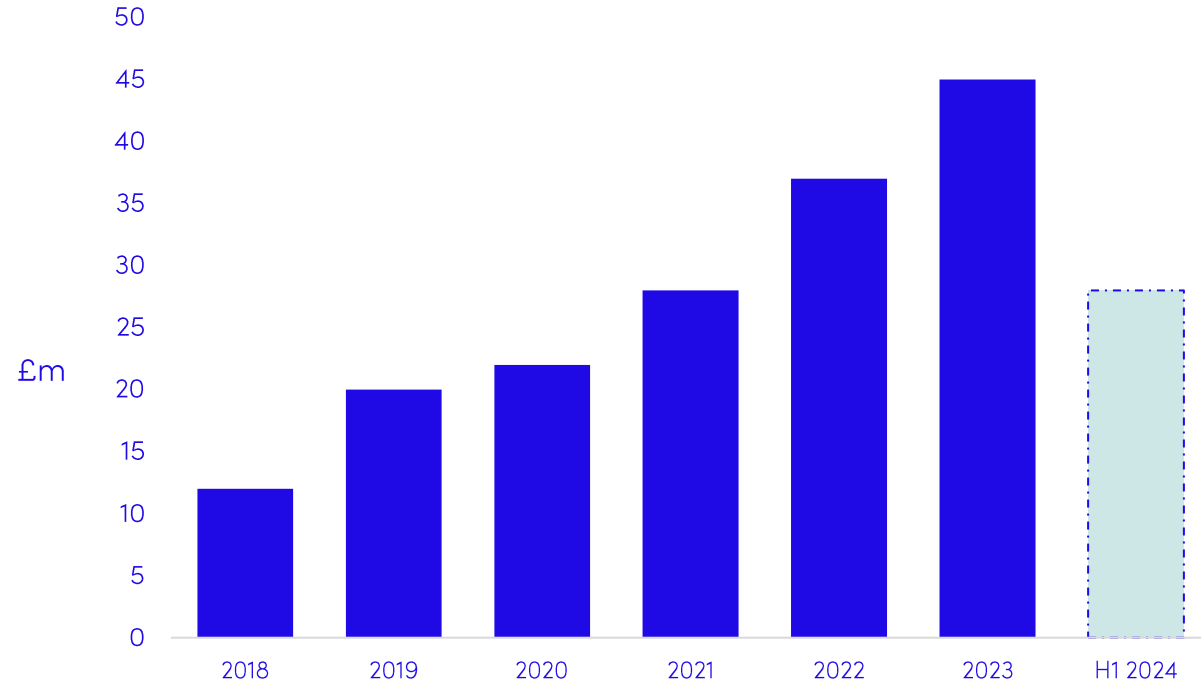


THE ARCHWELL
FOUNDATION
Parents
NETWORK

The Duke and Duchess of Sussex's "The Archewell Foundation" launched "The Parents' Network" campaign which provides parents with a safe and free-to-access support network in the US, UK and Canada to help those whose children have been harmed by social media.. The "No Child Lost to Social Media" engages with parents and caregivers whose children use social media across a full broadcast and digital campaign advocating for social media platforms to prioritise safety in their design

ISSUES: A CLOSER LOOK AT A SIGNIFICANT GROWTH ENGINE

Headline Issues Net revenue progression

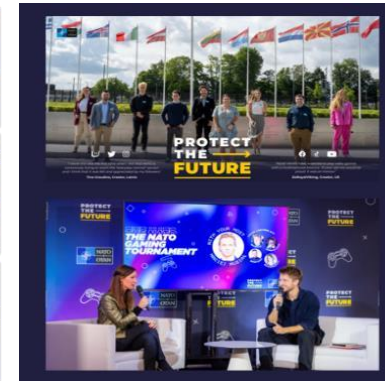


Growth Drivers

- > **Increasing requirement** for differentiated, specialist expertise
- > Developing our offering to provide **end-to-end multi-disciplinary service**
- > **Broadening** our addressable market
- > **Portfolio of clients** across multiple segments



US Embassy – Global Engagement Centre



NATO – Reconnecting young people



UK Home Office – Counter extremism



KEY MESSAGES

BUILDING A STRONG FOUNDATION FOR THE FUTURE

Regional-first
agile operating
model

Well-positioned
in the
“Goldilocks
Zone”

Specialist
capabilities and
diverse offering

Creating an
advantage for
clients in an
increasingly
complex world

Building sustainable profitability and resilience

- > Increasing strength and diversity of the portfolio
- > Increased operational leverage
- > Commonality of Group-wide incentives
- > Strong balance sheet with improved cash generation

CREATING SUSTAINABLE GROWTH AND SHAREHOLDER VALUE

Fundamental strengths

- > Powerful, recognised brand, renowned for creativity
- > Entrepreneurial culture
- > Stellar client base – high service levels and retention
- > A well-balanced portfolio
- > Strengthened leadership and depth of talent

Operating model underpins growth

- > Regional-first go-to-market with global reach
- > Agility, flexibility and efficiency
- > Accessible diverse capabilities
- > Centralised services release creativity
- > Strategically aligned incentives

Focused on enhancing shareholder value

- > Reinvestment for sustainable growth
- > Selective bolt-on M&A to build capability and plug gaps
- > Optimised, capital light, cash generative model
- > Sustainable, progressive dividend policy

M&C SAATCHI INVESTMENT CASE

**#FORTHE
100MILLION**



APPENDIX

GROUP P&L

	LFL			HEADLINE			STATUTORY		
	H1 24	H1 23	% Change	H1 24	H1 23	% Change	H1 24	H1 23	% Change
Revenue	211.5	202.9	4%	213.6	216.7	(1)%	213.6	216.7	(1)%
Net Revenue	120.1	112.8	6%	120.4	120.4	0%	120.4	120.4	0%
Operating profit	17.1	12.2	40%	17.5	10.0	75%	14.1	(3.6)	-
Operating margin	14.2%	10.8%	+3.4ppts	14.5%	8.3%	+6.2ppts	11.7%	(3.0%)	+14.7ppts
Profit/(loss) before taxation	14.2	11.3	26%	14.6	8.8	66%	11.3	(5.1)	n.m
EBITDA				21.5	14.5	48%			
Earnings/(loss) per share (diluted)				7.9p	4.5p	76%	6.4p	(5.2)p	-
Net Cash				12.9	15.4	(16)%	12.9	15.4	(16)%

LFL GROUP REVENUE & OPERATING PROFIT RECONCILIATION

	Net revenue			Operating profit		
	H1 2024	H1 2023	Change	H1 2024	H1 2023	Change
	£m	£m		£m	£m	
Non-advertising specialisms	74.8	70.0	7%	17.5	14.8	18%
Advertising	45.2	42.8	6%	5.1	1.8	183%
Group Central Costs	0	0		-5.6	-4.4	27%
Total (excl. discontinued)	120.1	112.8	6%	17.1	12.2	40%
<i>Restated FX</i>		<i>2.9</i>			<i>(0.1)</i>	
<i>Discontinued</i>	<i>0.3</i>	<i>4.7</i>		<i>0.4</i>	<i>(2.1)</i>	
Total (Headline)	120.4	120.4	0%	17.5	10.0	75%

LFL P&L BY SPECIALISM H1 2024/2023

	Advertising	Specialisms	Group Central Costs	Total
Six Months Ended 30 June 2024				
£m				
Net revenue	45.2	74.8	-	120.1
Operating profit/(loss)	5.1	17.5	-5.6	17.1
Operating profit margin	11.4%	23.4%	-	14.2%
Profit/(loss) before tax	4.8	16.4	-7.0	14.2

	Advertising	Specialisms	Group Central Costs	Total
Six Months Ended 30 June 2023				
£m				
Net revenue	42.8	70.0	-	112.8
Operating profit/(loss)	1.7	14.8	-4.4	12.2
Operating profit margin	4.0%	21.2%	-	10.8%
Profit/(loss) before tax	1.7	12.1	-2.5	11.3

HEADLINE P&L BY SPECIALISM H1 2024/2023

	Advertising	Specialisms	Group Central Costs	Discontinued	Total
Six Months Ended 30 June 2024 £m					
Net revenue	45.2	74.8	-	0.3	120.4
Operating profit/(loss)	5.1	17.5	-5.6	0.4	17.5
Operating profit margin	11.4%	23.4%	-	-	14.5%
Profit/(loss) before tax	4.8	16.4	-7.0	0.4	14.6

	Advertising	Specialisms	Group Central Costs	Discontinued	Total
Six Months Ended 30 June 2023 £m					
Net revenue	44.3	71.3	-	4.8	120.4
Operating profit/(loss)	1.8	14.7	-4.4	-2.2	10.0
Operating profit margin	4.1%	20.5%	-	-	8.3%
Profit/(loss) before tax	1.7	13.4	-2.5	-2.3	8.8

LFL P&L BY REGION H1 2024/2023

	UK	Americas	APAC	Africa	Europe	Middle East	Group central costs	TOTAL
Six Months Ended 30 June 2024 £m								
Net revenue	52.5	22.1	27.2	8.0	5.8	4.5	-	120.1
Operating profit/(loss)	13.5	2.4	3.8	1.0	1.2	0.7	-5.6	17.1
Operating profit margin	26.0%	10.8%	14.0%	12.4%	20.6%	16.2%	-	14.2%
Profit/(loss) before tax	12.6	2.4	3.3	1.0	1.2	0.7	-7.0	14.2

	UK	Americas	APAC	Africa	Europe	Middle East	Group central costs	TOTAL
Six Months Ended 30 June 2023 £m								
Net revenue	46.5	22.0	29.0	7.4	5.0	3.1	-	112.8
Operating profit/(loss)	9.0	1.9	3.7	0.7	0.8	0.3	-4.4	12.2
Operating profit margin	19.4%	8.6%	12.8%	9.5%	16.0%	9.7%		10.8%
Profit/(loss) before tax	8.1	0.7	3.3	0.7	0.8	0.2	-2.5	11.3

HEADLINE P&L BY REGION H1 2024/2023

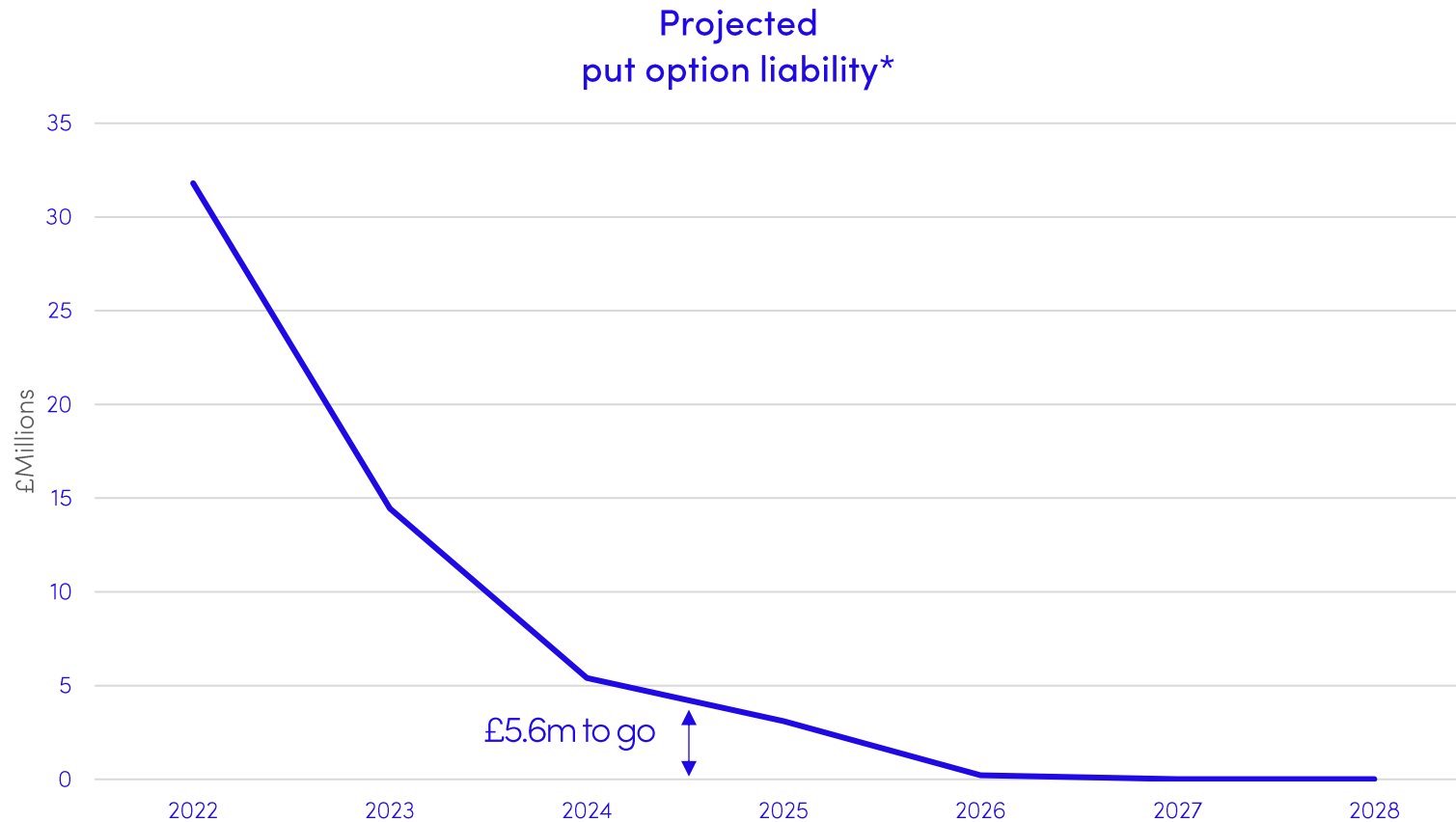
	UK	Americas	APAC	Africa	Europe	Middle East	Group central costs	Discontinued	TOTAL
Six Months Ended 30 June 2024									
£m									
Net revenue	52.5	22.1	27.2	8.0	5.8	4.5	-	0.3	120.4
Operating profit/(loss)	13.5	2.4	3.8	1.0	1.2	0.7	-5.6	0.4	17.5
Operating profit margin	26.0%	10.8%	14.0%	12.4%	20.6%	16.2%	-	-	14.5%
Profit/(loss) before tax	12.6	2.4	3.3	1.0	1.2	0.7	-7.0	0.4	14.6

	UK	Americas	APAC	Africa	Europe	Middle East	Group central costs	Discontinued	TOTAL
Six Months Ended 30 June 2023									
£m									
Net revenue	46.8	22.5	30.2	7.8	5.1	3.1	-	4.8	120.4
Operating profit/(loss)	9.1	1.8	3.7	0.8	0.9	0.3	-4.4	-2.2	10.0
Operating profit margin	19.5%	8.2%	12.2%	9.9%	16.9%	8.2%	-	-	8.3%
Profit/(loss) before tax	8.1	0.6	3.2	2.2	0.8	0.2	-2.5	-2.3	8.8

FOREIGN EXCHANGE ⁽¹⁾

Currency		30 June 24	31 Dec 23	Sterling Stronger/(weaker)
United Arab Emirates Dirham	AED	4.68	4.64	0.7%
Australian	AUD	1.90	1.87	1.5%
Euro	EUR	1.18	1.15	2.3%
US	USD	1.26	1.27	(0.7%)
South African Rand	ZAR	23.0	23.3	(1.2%)

SIGNIFICANT PUT OPTION LIABILITY REDUCTION



Settlement of £5.9m put option liability in H1 2024

We expect to settle a further £2.9m in H2 2024

As at 30 June 2024 with share price of 195p, remaining liability is £5.6m

The remaining balance is payable to 2028

By the end of FY 2024 we expect minority interests to be below 5% of headline Earnings

	FY 2022	FY 2023	H1 2024
% of Headline Earnings attributable to minority interests	25%	13%	6%

*Assuming share price of 200p and all options are exercised when due. Amounts will vary in line with the financial performance of the relevant business, overall Group performance and the share price

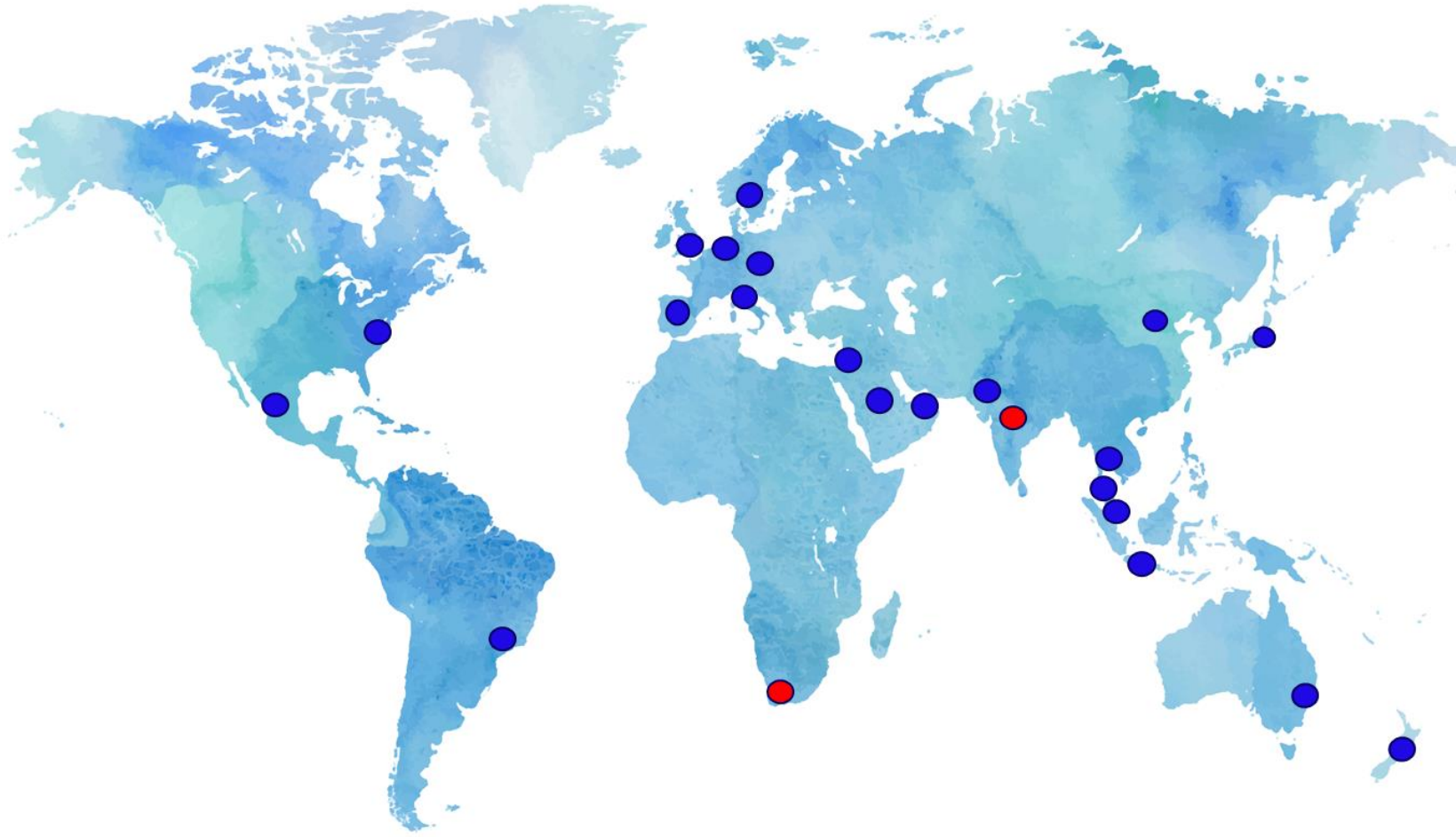
CASH FLOW

	H1 2024	H1 2023	FY 2023
	£000	£000	£000
Operating profit/(loss)	14,147	(3,573)	7,275
Exercise of IFRS 2 put option	(3,004)	-	(14,637)
Operating cash excluding put options	16,250		29,752
Operating cash before movements in working capital	13,246	4,181	15,115
Working capital movement	(1,278)	(6,766)	(14,519)
Cash generated from operations	14,524	(2,585)	596
Tax paid	(710)	(1,812)	(4,156)
Exercise of IFRS 9 put options	(2,863)	-	-
Purchase of plant, equipment and software	(1,031)	(1,614)	(1,846)
Net cash (used in)/generated from operating and investing activities	11,760	(5,753)	(5,343)
Dividends paid to equity holders	(1,948)	-	(1,834)
Payment of lease liabilities including interest	(4,280)	(4,525)	(9,104)
Net cash used in financing activities	(5,554)	(3,844)	(5,366)
Net (decrease)/ increase in cash and cash equivalents	6,206	(9,597)	(10,709)
Net cash	12,919	15,441	8,283

FY 23 – ADJUSTED BASE LFL

	FY 2023
Revenue	£427.2m
Net revenue	£240.0m
Operating profit	£34.8m
Operating profit margin	14.5%

OPERATIONS



- Major operations
- Service hubs

- > Operations ⁽¹⁾ in 23 markets, including licensees and associate
 - > Licensees¹ pay negotiated fee for brand and access to Group capabilities
 - > Associates¹ < 50% ownership
- > Leaner and more efficient go-to-market model driving cross-sell
- > Shift to regional leadership
- > Single “door” approach with access to Group-wide capabilities
- > Service hubs in South Africa and India for back-office and IT support