HY26 Interim Results Presentation

September 2026



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Introductions



Dan Prickett
Chief Executive Officer

- Joined Christie Group in 2007; previously worked at Grant Thornton, MacIntyre Hudson and Inchcape Retail
- Appointed to the Board as CFO in 2010, promoted to COO in 2017, and became CEO in July 2023
- Nearly two decades with the Group, serving on boards of all principal subsidiaries as well as former pension trustee (2008 – 2021)
- Currently Chairman of Christie & Co, Christie Insurance (FCA-regulated brokerage) and Venners
- Fellow of the ICAEW and holds an LLB (Batchelor of Law) degree



Simon Hawkins
Chief Financial Officer

- Over 30 years' experience; qualified Chartered Accountant (KPMG), with early experience in manufacturing, retail and distribution
- Previous roles at Rugby Cement and Texon International, including private equity exposure
- Joined Christie & Co in 2005 as Finance Director, overseeing UK and international operations, Christie Finance and Christie Insurance
- Appointed Group Finance Director in 2017; became CFO and Chairman of Christie Finance in January 2024
- Fellow of the ICAEW with a BSc (Hons) in Accounting and Financial Management

Running order

1. **Business overview** – Dan Prickett

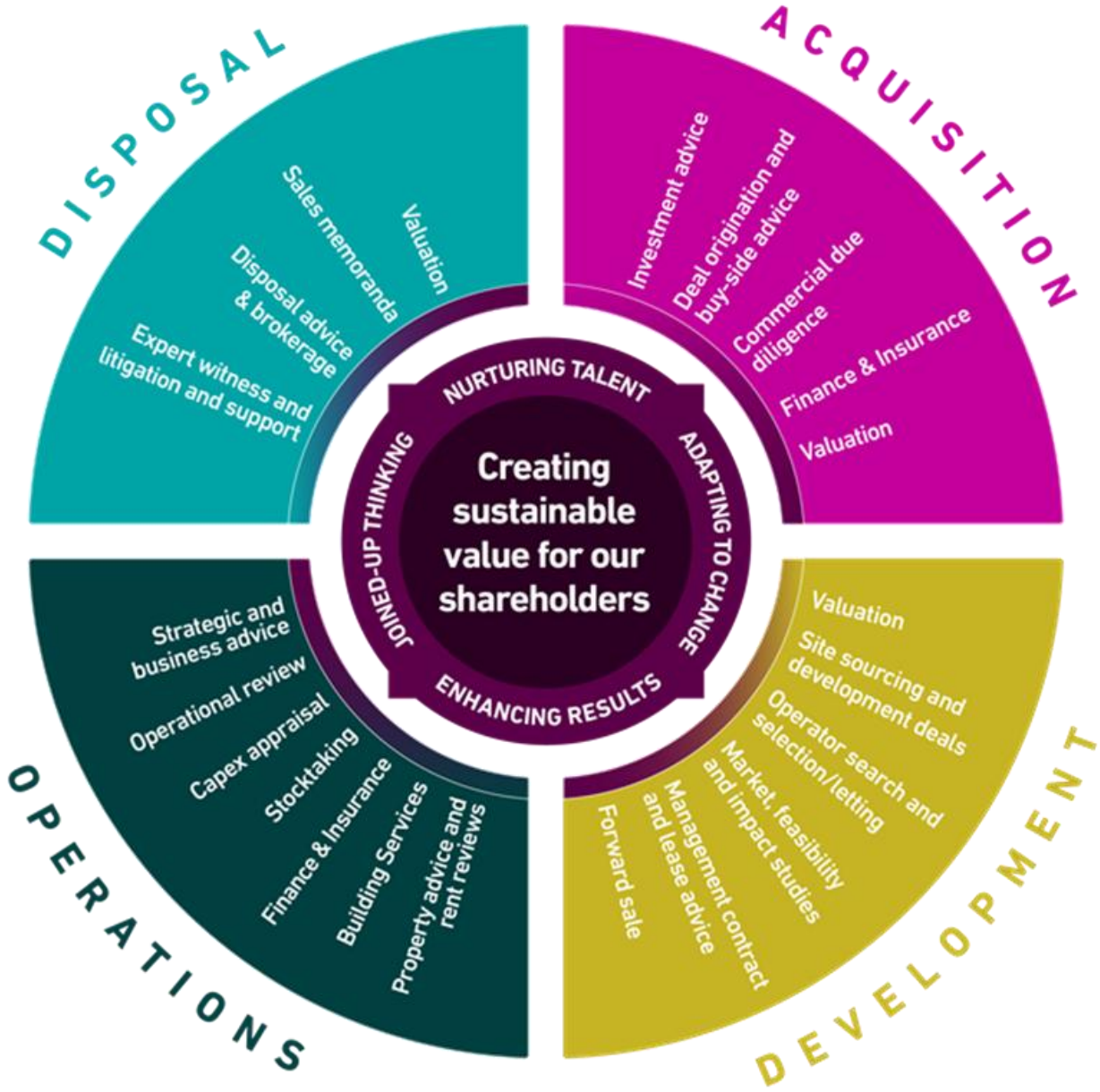
2. **H1 26 financial highlights** – Simon Hawkins

3. **Current trading, outlook and summary -** Dan Prickett



We exist to help our clients buy, operate, develop and sell their business.

We aim to be the internationally recognised and most active knowledge-leader and pre-eminent advisor in our chosen sectors. For clients and talent with a presence, passion and ambition in those sectors, Christie Group aims to be seen as the go-to trusted advisory group either to partner with or be part of.



Our established market presence and with clear growth opportunities

We focus on specific sectors covering a wide range of property-based businesses in Healthcare, Hospitality, Leisure, Retail, Medical and Childcare & Education, and are committed to broadening our international presence.

Hotels

Luxury & boutique hotels; Mid-market hotels; Upscale hotels; Aparthotels; Guest houses /B&Bs; Hostels

Public Houses

Freehouses; Corporate Pub Cos; Nightclubs

Healthcare

Elderly care; Specialist care; Private hospitals; Nursing and residential; Supported living ; Funeral directors

Retail

Convenience stores; PFS Forecourts; Garden centres

Medical

Pharmacies; Dental practices; GP Surgeries; Vets

Childcare & Education

SEND; Children's Day Nurseries; Independent schools

Restaurants

Franchises; Independents

Leisure

Health & fitness; Sports clubs; Holiday / caravan parks; Golf courses; Marinas

Our International Growth Market

Estimated* market sizes in selected sectors:

**Market data estimates are derived from a variety of external and internal sources and provided for indicative purposes only*

United Kingdom

- **Pubs** 43,000
- **Convenience Stores** 43,000
- **Table service restaurants** 26,000
- **Healthcare facilities** 17,230
- **Hotels** 15,500
- **Children day nurseries** 14,797
- **Pharmacies** 12,450
- **Dental Practices** 12,250
- **Holiday and residential home parks & campsites** 9,169
- **GPs** 8,900
- **Filling stations** 8,400
- **Health clubs** 7,000
- **Independent Schools** 2,400
- **Garden Centres** 1,500

Europe

Hotels	Germany	Austria	France	Spain	Ireland	Total
	28,625	10,900	14,000	12,496	1,600	67,621

Pharmacies	Germany	Austria	France	Spain	Ireland	Total
	16,803	2,831	19,924	22,231	1,912	63,701

Elderly care home	Germany	Austria	France	Spain	Ireland	Total
	11,646	901	7,500	9,536	500	30,083

Dental practices	Germany	Austria	France	Spain	Ireland	Total
	36,320	1,477	20,000	23,559	1,500	82,856

Our vision and strategy

Vision

We aim to be the internationally recognized knowledge-leader and pre-eminent advisor in our chosen sectors, operating with scale on a multi-national basis

01 Integrated service offering

- End-to-end support across brokerage, consultancy, valuation, finance, insurance, and inventory control
- Services designed to support buyers, sellers, and operators across core sectors

02 Deep sector expertise

- Deep specialisation across high demand sectors: Healthcare, Medical, Childcare & Education, Retail, Hospitality and Leisure sectors
- Extensive sector knowledge and experience of specialist sector teams supports best-in-class advisory offering

03 Driving market scale & transaction volume

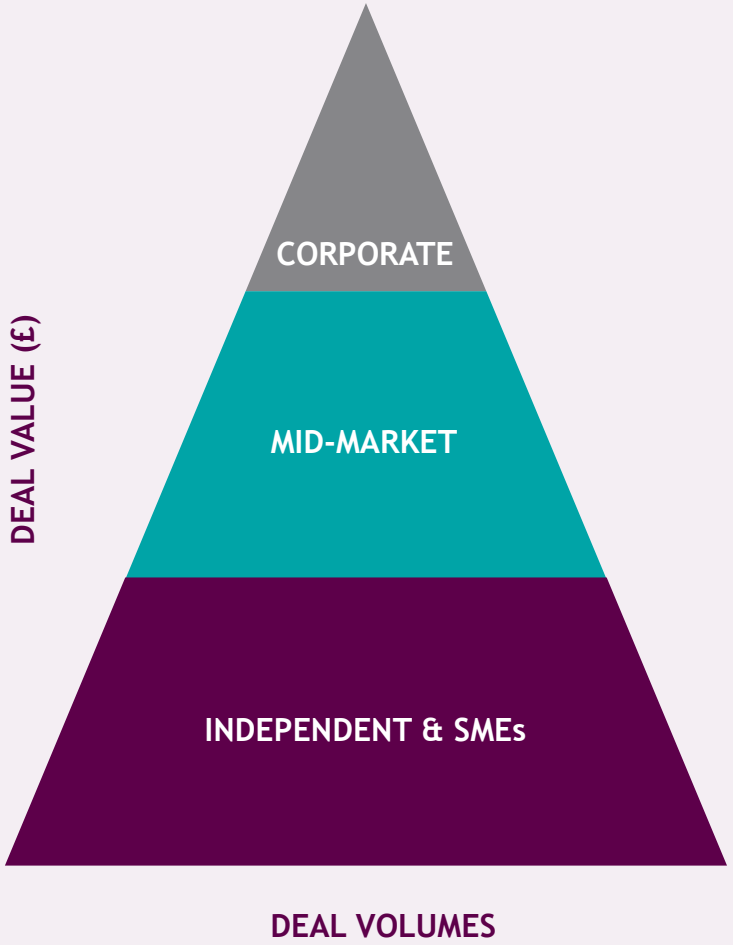
- High transaction volume provides real-time market intelligence and strong deal flow visibility

04 Focused on scalable and sustainable growth

- Targeting scalable, sustainable revenue streams with strong profit contribution
- Continued investment in talent, expertise, and sector knowledge to maintain leadership position

Underpinned by compelling competitive advantages:

- Scale and diversification across volume, sectors, and services
- Ability to deliver best-in-class advice driven by data, experience, and market reach
- Established, quality brands and client-centric service delivery supported by highly experienced teams
- Longevity & track record



Financial review – H1 26 financial highlights

Continued momentum in H1 following a strong FY25, with underlying operating profit up 11.1% and interim dividend up 67%

Revenues increased by

5.4% to **£36.0m**
(H1 2025: £34.1m)

Operating profit increased

11.1% to **£2.4m**
(H1 2025: £2.1m)

Improved operating margin of

6.6%
(H1 2025: 6.3%)

Profit before tax up

12.3% to **£1.9m**
(H1 2025: £1.7m)

EBITDA increased by

8.9% to **£3.1m**
(H1 2025: £2.9m)

Adjusted earnings per share increased by

116% to **5.69p**
(H1 2025: 2.63p including discontinued operations)

Significantly improved cash position at period end of

£8.7m
(H1 2025: £5.0m)

Interim dividend recommended by the Board of

1.25p a **67%** increase
(H1 2025: 0.75p)

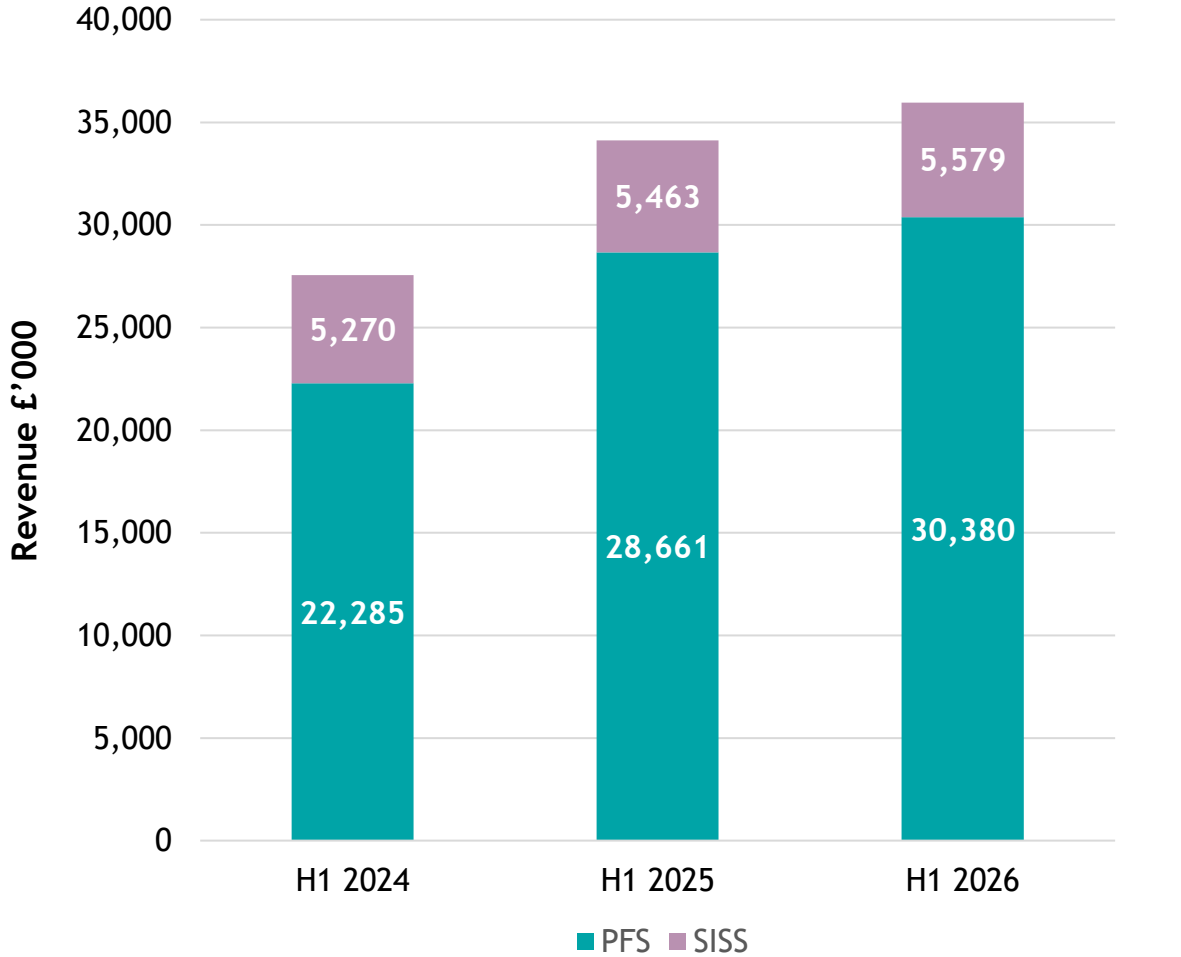
** All numbers on this and the following slides relate to underlying continuing operations & are pre £0.4m non-recurring & non-cash curtailment pension cost*

H1 26 Revenue – growth across all brands

- Total revenue increased by 5.4% to £36.0m, with growth across all of the Group's trading brands, both in the UK and Internationally.

- **Professional & Financial Services (PFS)** revenue increased by 6.0%, driven by growth across all brands:
  - **Christie & Co:** sold 607 businesses in H1 (H1 2025: 546), up 11.2% on comparable prior year period with a total value around £835.3m (H1 2025: £978.2m). 2025 included some large care portfolio assets with a higher asset value.
  - **Christie & Co** and **Pinders:** Valuation and Business Appraisal income was up 4% compared to H1 2025. Assets valued in the period increased to over £4.4bn (2025: £3.2bn).
  - **Christie Finance:** 15% growth in fee income compared to H1 2025. New instruction levels supported a 27% growth in pipeline compared to prior year.
  - **Christie Insurance:** maintained strong client retention rates, with 87% of renewals in the period; commissions income up 31% on the same period in 2025.

- **Stock & Inventory Systems and Services (SISS)** comprising our Venners business:
  - Delivered modest revenue growth despite challenging conditions impacting the sector. Improved performance in Q2, with revenues 5.5% higher than Q1. Gross margin improved by 1.3%.

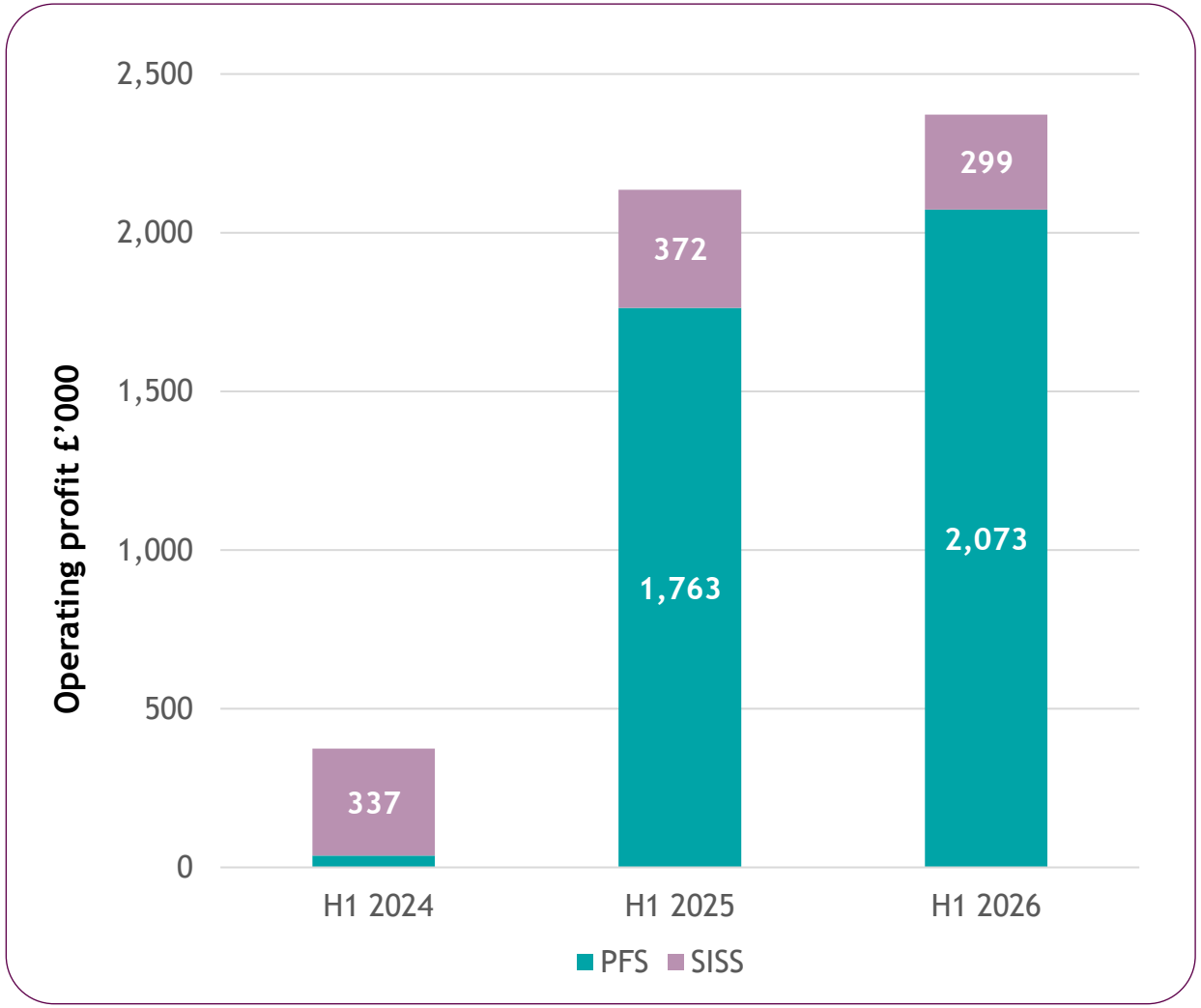


H1 26 Operating profit and margins

- Operating profit increased by 11.1% to £2.4m, growing at a pace more than double the rate of revenue growth, driven by increased productivity alongside tight controls on operating costs.
- Operating profit margin improved to 6.6%, compared to 6.3% in H1 2025.

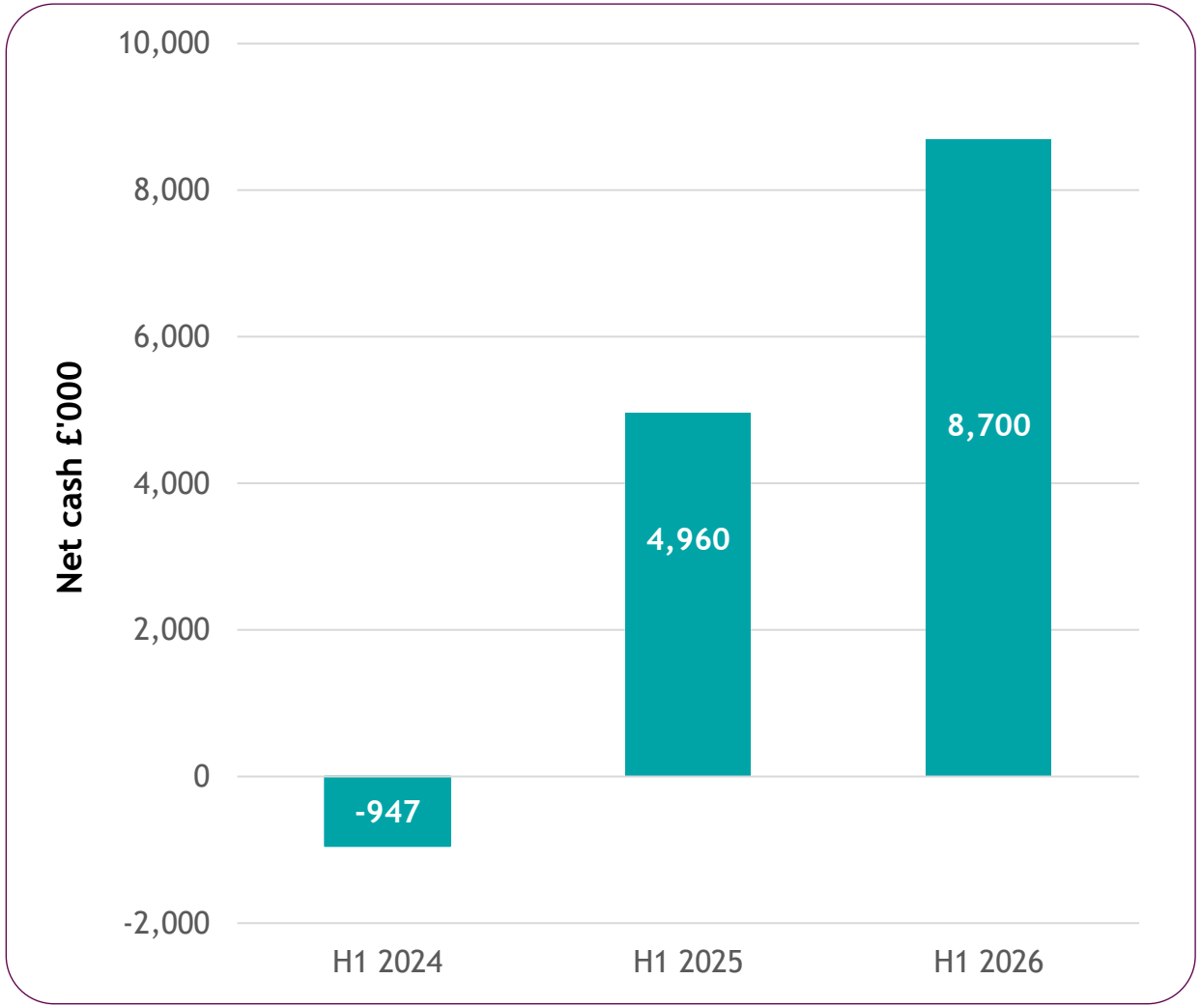
- **Professional & Financial Services (PFS)** operating profit reached £2.1m, up 17.6% on H1 2025:
  - £2.0m increase in operating profit from the division since H1 2024;
  - Increase in operating profit margin to 6.8% (H1 2025: 6.2%).
  - Continue to invest in people to grow & expand our reach in the PFS division both in the UK and internationally to support our growth ambitions.

- **Stock & Inventory Systems and Services (SISS)** operating profit of £0.3m
  - Transformed this into a profitable division over the last two years, through the strategic divestments of the loss making Orridge and Vennersys brands which are now complete.
  - Modest reduction in operating profit in our hospitality stock audit business in line with management expectations against the backdrop of widely recognised challenging conditions for the UK hospitality sector.

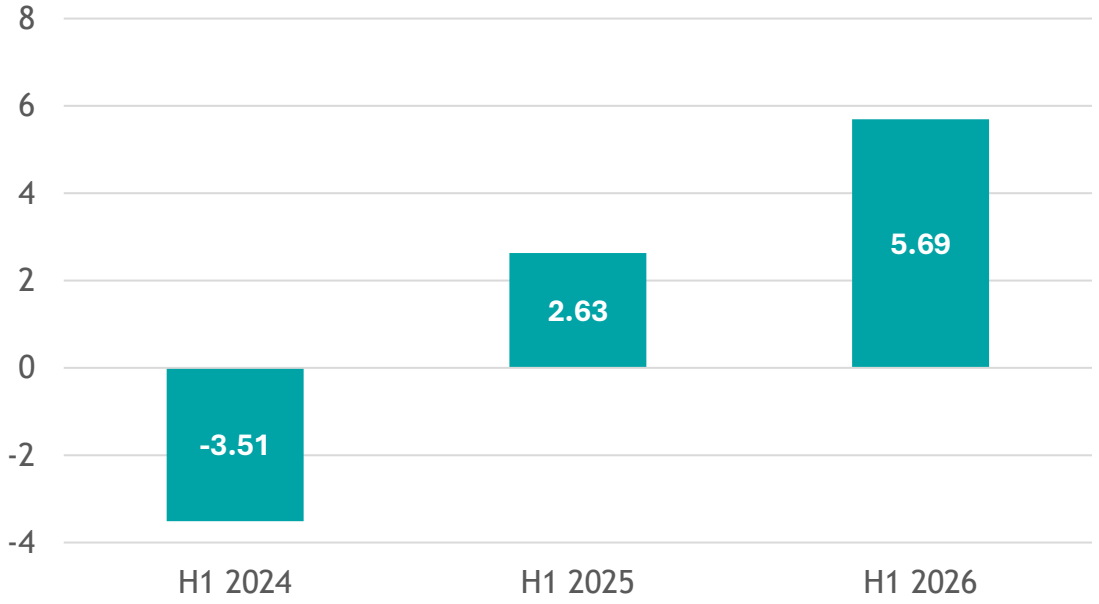


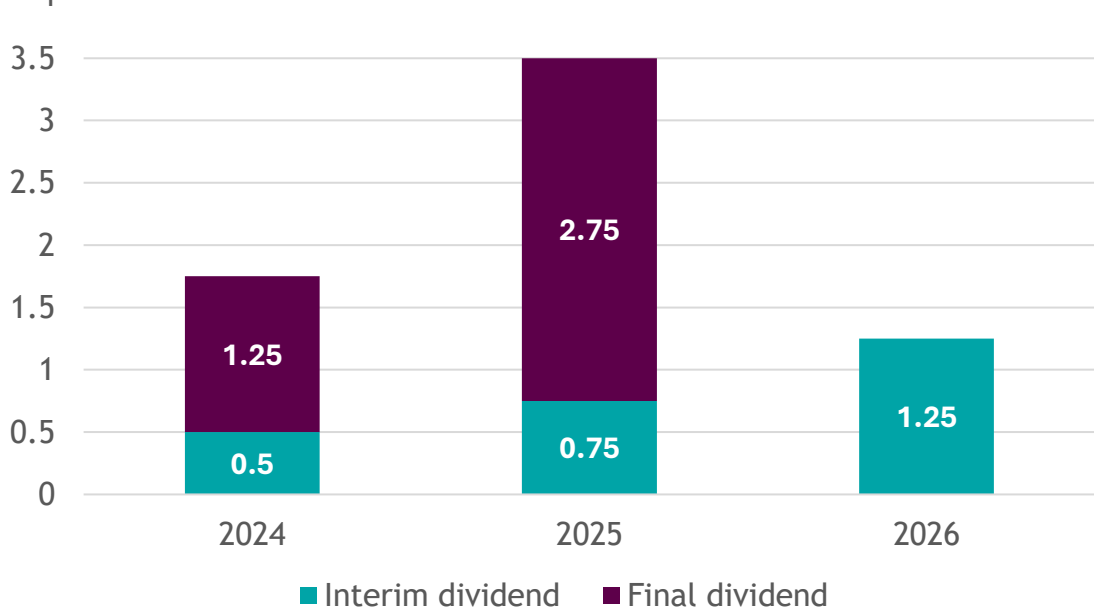
Net cash significantly improved

- Significant improvement in cash balance over recent years, enabling continued investment in growing our business and teams, as well as providing resilience through expected, short-term cyclical downturn periods.
- Cash & cash equivalents increased to £8.7m (H1 2025: £5.0m).
- Improved cash & cash equivalents by over £9.6m since H1 2024 driven by the stronger trading performance together with the proceeds and elimination of losses from the strategic divestments of the Orridge & Vennersys brands.
- We continue to maintain strong banking relationships, with flexible, covenant light facility terms.
- Overdraft facility of £4.5m renewed in April 2026.
- Commenced 2026 with a strong cash position and entered H2 in a strong position.



Earnings and dividend per share





- 116% growth in adjusted EPS before non-recurring & non-cash pension curtailment cost to 5.69p (H1 2025: 2.63p in total including discontinued operations).
- Divestment of Vennersys, completed in January as part of the Group's strategic divestments, has repositioned the Group to delivery significantly improved earnings.

- The Board has declared an interim dividend up 67% to 1.25p (H1 2025: 0.75p).
- This reflects the positive momentum in H1, which builds on a strong FY25, and the Board's confidence in the Group's long-term outlook.

Current trading & outlook



- H2 has started well, investment and lending appetite into our chosen sectors remains robust despite geopolitical climate.
- Transactional and finance brokerage activity remains robust, with encouraging pipelines for H2 and beyond.
- Continued investment in growing our operations both in the UK and overseas. In August launched our dental brokerage and advisory offer in the Republic of Ireland, supporting a sector experiencing growing investor and operator interest.
- Appointment of Darren Bond, Global Managing Director of Christie & Co, to the Board as an Executive Director has further strengthened the Board's expertise and positions the Group well for further growth.
- The Board anticipates delivery of a full year performance in line with current market expectations* and once again expects to sell in excess of 1,000 businesses in the year.
- Momentum seen in H1 26, building on an exceptionally strong year of growth in FY25, reiterates the Board's confidence in the Group being well positioned for growth in FY26 and beyond.

**Prior to this announcement, market forecasts for FY26 were revenue of £75.0m and adjusted profit before tax of £4.6m.*

Why invest in Christie Group plc?



Clear, focused growth strategy

Focus on core brands is driving strong momentum and improving margins.

Established, full-service specialist advisory platform

Complementary professional services across the business lifecycle. Highly experienced, sector-specialist teams, driving differentiation and client trust.

Longstanding, recurring client relationships

Long term client partnerships generate repeat business across the service offering, supporting resilient revenues.

Diversified and growing revenue streams with proven resilience through cycles

Advises on 1,000+ transactions and £10bn+ of valuations annually across a range of specialist sectors, with a growing international presence, particularly in Europe.

Disciplined, highly cash generative model supporting shareholder returns

Asset-light model with strong cash generation, operating leverage and a disciplined approach to capital allocation. Commitment to sustainable dividends alongside reinvestment.

CHRISTIE & CO | CHRISTIE FINANCE Part of the Christie Group | CHRISTIE INSURANCE Part of the Christie Group | PINDERS | venners

Appendices








Appendix 1: The Board



Simon Herrick
Independent Non-executive Chairman

Simon is Independent Non-Executive Chairman. He also currently chairs the Audit Committee and is also a member of the Nomination and Remuneration Committees. Simon has over 30 years' experience in senior finance roles in multinational FMCG, property, consultancy, food, software, manufacturing and retail sectors. His experience covers AIM and fully listed plc environments, refinancing, governance, strategy, international, capital markets, control, risk, audit and finance, pension, remuneration, business and digital transformation. Simon qualified as a Chartered Accountant with PwC and is a Fellow of the Institute of Chartered Accountants in England and Wales, holds an MBA and a B.Sc. (Hons) in Microbiology. He has held a variety of executive positions, with his most recent position being with Blancco Technology Group plc, before pursuing a career as a Non-executive Director. Simon currently holds one other on-executive directorships at Ramsden Holdings plc.



Andrew Doyle
Non-executive Director

Andrew is an accomplished executive with international experience in fundraising, operations, P&L oversight, multi-channel sales and marketing, software development, involving start-up, growth stage and large organisations. He has a strong track record of delivering change and growing sales. Andrew is currently Executive Chairman of NorthRow Limited and 6 Bit Education Limited. Andrew Chairs the Nomination Committee and is also a member of the Audit Committee and Remuneration Committees.



Hwfa Gwyn
Non-executive Director

Hwfa chairs the Remuneration Committee and is a member of the Audit and Nomination Committees. Hwfa has been CFO of Hybrid Air Vehicles Ltd since February 2014, having previously been a Non-executive Director of the business. He qualified as an accountant with PwC in London, specialising in the audit of small and mid-cap growth businesses. He worked for KordaMentha, a top corporate recovery firm in Australia. He has a BA (Hons) in Economics and Politics from Bristol University and is a Chartered Accountant.



Darren Bond
Executive Director

Darren is Global Managing Director of Christie & Co and Executive Director of Christe Group plc. Darren also serves as a director of a number of Christie Group subsidiary companies across the UK and Europe. He has been with Christie & Co since 2001, joining the company as a graduate valuer and progressing through a range of senior leadership roles before being appointed Global Managing Director in 2020. Darren has extensive experience across valuation, brokerage, consultancy and capital markets activities. Prior to becoming Global Managing Director, he served as Managing Director - Capital Markets and Head of Valuation Services, leading teams involved in numerous high-profile valuation and disposal assignments. Darren is a Chartered Surveyor (FRICS) and an RICS Registered Valuer. He holds a BSc (Hons) in Urban Land Economics and a Postgraduate Diploma in Organisational Leadership from Saïd Business School, University of Oxford.

Appendix 2: Our Businesses

Complementary specialist services classified into two divisions

Professional & Financial Services

CHRISTIE & CO

Christie & Co is the leading specialist firm providing business intelligence in the hospitality, leisure, healthcare, medical, childcare & education and retail sectors. A leader in its specialist markets, it employs the largest team of sector experts in the UK providing professional agency, consultancy and valuation services. Internationally, it operates from offices in the UK, Austria, France, Germany and Spain.

CHRISTIE FINANCE
Part of the Christie Group

Christie Finance has over 45 years' experience in financing businesses in the hospitality, leisure, healthcare, medical, childcare & education and retail sectors. Christie Finance prides itself on its speed of response to client opportunities and its strong relationships with finance providers. Christie Finance is authorised and regulated by the Financial Conduct Authority.

CHRISTIE INSURANCE
Part of the Christie Group

Christie Insurance has over 45 years' experience arranging business insurance in the hospitality, leisure, healthcare, medical, childcare & education and retail sectors. It delivers and exceeds clients' expectations in terms of the cost of their insurance and the breadth of its cover.

PINDERS

Pinders is the UK's leading specialist business appraisal, valuation and consultancy company, providing professional services to the licensed, leisure, retail and care sectors, and also the commercial and corporate business sectors. Its Building Consultancy Division offers a full range of project management, building monitoring and building surveying services. Pinders staff use business analysis and surveying skills to look at the detail of businesses to arrive at accurate assessments of their trading potential and value.

Stock & Inventory Systems & Services

venners

Venners is the leading supplier of stocktaking, inventory, consultancy and compliance services and related stock management systems to the hospitality sector. Consultancy and compliance services include control audits and 'live' event stocktaking. Bespoke software and systems enable real-time management reporting to customers using the best available technologies. Venners is the largest and longest established stock audit company in the sector in the UK.

Appendix 3: Major shareholders

Issued share capital

26,526,729 ordinary 2p shares

Major shareholders

The personal representatives of the Estate of the late Philip Hammond Rhys Gwyn 27.93%

Mr J P Rugg 6.00%

Lord Lee of Trafford 5.88%

Mrs T C Rugg 4.76%

Christina Bretten 3.87%

Hwfa Gwyn 3.87%

Katherine Gwyn 3.87%

Anna Ross 3.81%

Shares not in public hands

The percentage of shares not held in public hands is 53.88% (14,159,225) Christie Group ordinary 2p shares

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