



**Creating opportunity,
ready for the future**

**Interim Results
September 2022**

Disclaimer

The information contained in this document (“Presentation”) and the presentation made to you verbally has been prepared by NAHL Group PLC (the “Company”). NAHL Group PLC is a UK company quoted on AIM, a market operated by London Stock Exchange plc. This Presentation has not been fully verified and is subject to material updating, revision and further verification and amendment without notice. This Presentation has not been approved by an authorised person in accordance with Section 21 of the Financial Services and Markets Act 2000 (as amended) (“FSMA”) and therefore it is being provided for information purposes only.

While the information contained herein has been prepared in good faith, neither the Company nor any of its directors, officers, agents, employees or advisers give, have given or have authority to give, any representations or warranties (express or implied) as to, or in relation to, the accuracy, reliability or completeness of the information in this Presentation, or any revision thereof, or of any other written or oral information made or to be made available to any interested party or its advisers (all such information being referred to as “Information”) and liability therefore is expressly disclaimed. Accordingly, neither the Company nor any of its directors, officers, agents, employees or advisers take any responsibility for, or will accept any liability whether direct or indirect, express or implied, contractual, tortious, statutory or otherwise, in respect of, the accuracy or completeness of the Information or for any of the opinions contained herein or for any errors, omissions or misstatements or for any loss, howsoever arising, from the use of this Presentation.

The views of the Company’s management/directors and/or its partners set out in this document could ultimately prove to be incorrect. No warranty, express or implied, is given by the presentation of these figures herein and investors should place no reliance on the Company’s estimates cited in this document.

This Presentation may contain “forward-looking statements” that involve substantial risks and uncertainties, and actual results and developments may differ materially from those expressed or implied by these statements. These forward-looking statements are statements regarding the Company’s intentions, beliefs or current expectations concerning, among other things, the Company’s results of operations, performance, financial condition, prospects, growth, strategies and the industry in which the Company operates. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. These forward-looking statements are not guarantees of future performance of the Company and reflect assumptions and subjective judgements by the Company that are difficult to predict, qualify and/or quantify. These forward-looking statements speak only as of the date of this Presentation and the Company does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of this Presentation.

This Presentation should not be considered as the giving of investment advice by the Company or any of its directors, officers, agents, employees or advisers. In particular, this Presentation does not constitute or form part of any offer or invitation to subscribe for or purchase any securities and neither this Presentation nor anything contained herein shall form the basis of any contract or commitment whatsoever. No reliance may be placed for any purpose whatsoever on the information or opinions contained in these slides or the Presentation or on the completeness, accuracy or fairness thereof. In particular, any estimates or projections or opinions contained herein necessarily involve significant elements of subjective judgment, analysis and assumptions and each recipient should satisfy itself in relation to such matters.

The distribution of this document in or to persons subject to jurisdictions outside the UK may be restricted by law and persons into whose possession this document comes should inform themselves about, and observe, any such restrictions. Any failure to comply with these restrictions may constitute a violation of the laws of the relevant jurisdiction.

Allenby Capital Limited (“Allenby Capital”), which is authorised and regulated by the Financial Conduct Authority, is acting as the nominated adviser and broker to the Company. Accordingly, the recipients should note that Allenby Capital is neither advising nor treating as a client any other person and will not be responsible to anyone other than the Company for providing the protections afforded to clients of Allenby Capital and nor for providing advice in relation to the matters contained in this Presentation.



2022 Interim Results

Agenda

1. Highlights
2. Financial Review
3. Business Updates
4. Summary and Outlook
5. Appendices

Presentation team



James Saralis – Group CEO

James is Chief Executive Officer of the Group, which he joined in January 2018. His responsibilities include implementing the strategy agreed by the Board and managing the day-to-day operations of the Group.



Chris Higham – Group CFO

Chris is Chief Financial Officer of the Group, having joined in 2006. His responsibilities include management of the finance function and liaising with the Group's investors and banks.

NAHL Group plc

A leader in the consumer legal services and catastrophic injury markets

Consumer Legal Services



What we do

Delivering marketing services, personal injury claim processing and property searches to UK consumers and businesses

- Highly productive marketing engine, powered by the sector’s most trusted brand, National Accident Helpline
- Integrated claim processing engine, National Accident Law

Our strategy

Create a higher margin, integrated law firm, underpinned by a flexible placement model

Critical Care



What we do

Delivering a range of specialist services to claimants and defendants in the catastrophic and serious injury market

- A valued and essential service
- Bush & Co - the standout brand in a consolidating market

Our strategy

Broaden our customer base, extend our competencies and specialisms and be more efficient through the use of technology

How we do it



Passionate



Driven



Unified



Curious

- Values driven culture
- Award-winning employee engagement

- Highly experienced and trusted leadership team
- 278 employees (30 June 2022)

Financial Highlights

Delivering in line with expectations

Revenue

£20.7m

H1 2021: £19.5m

Operating profit

£2.3m

H1 2021: £2.5m

Profit before tax

£0.1m

H1 2021: £0.6m

Basic earnings per share

0.0p

H1 2021: 0.8p

Free cash flow¹

£1.0m

H1 2021: £1.4m

Net debt¹ at 30 Jun 2022

£14.5m

31 Dec 2021: £15.5m



¹ Alternative performance measures are defined in note 1 to the Interim Results

Operational Highlights

Building a more sustainable and profitable business

- **Performance in the first half was in line with our expectations**
- **In Consumer Legal Services:**
 - 4% revenue growth, driven by 14% growth from Personal Injury
 - Consistent market share gains in subdued markets - National Accident Helpline generated 27% more enquiries than last year
 - 61% more enquiries placed into National Accident Law (“NAL”) and cash from settlements increased by 50%
 - Embedded value of NAL’s book of claims increased to £9.8m future cash at 30 June (31 December 2021: £8.4m)
- **In Critical Care:**
 - 12% revenue growth driven by increased activity - expert witness reports +11%; initial needs assessments +12%
 - Business development focus continues to deliver strong pipeline of future work
 - Early progress with growth initiatives and 41 new associates recruited
- **Net debt reduced by £1.0m to £14.5m**
- **Outlook - expect to meet market expectations for the full year**



Financial Review

Financial Performance

Investing for future growth

£m	First half		+/-	%	2021
	2022	2021			
Consumer Legal Services	14.1	13.6	0.5	3.7%	26.6
Critical Care	6.7	6.0	0.7	12.1%	12.3
Revenue	20.7	19.5	1.2	6.3%	38.9
Consumer Legal Services	2.1	2.4	(0.3)	-13.6%	3.7
Critical Care	1.6	1.7	(0.0)	-2.4%	3.3
Shared Services	(0.9)	(0.9)	0.0	-1.8%	(1.6)
	2.9	3.2	(0.4)	-11.0%	5.4
Other adjustments	(0.6)	(0.8)	0.2	-22.4%	(1.2)
Operating profit	2.3	2.5	(0.2)	-7.5%	4.2
Non-controlling interests	(1.9)	(1.7)	(0.3)		(3.5)
Net interest	(0.3)	(0.2)	(0.0)		(0.5)
Profit before tax	0.1	0.6	(0.5)		0.2
Taxation	(0.0)	(0.1)	0.1		(0.0)
Profit for the period	0.0	0.5	(0.4)		0.2
Operating margin	11.0%	12.6%	-2.7 ppts		10.7%
EPS (pence)	-	0.8	(0.8)		0.3

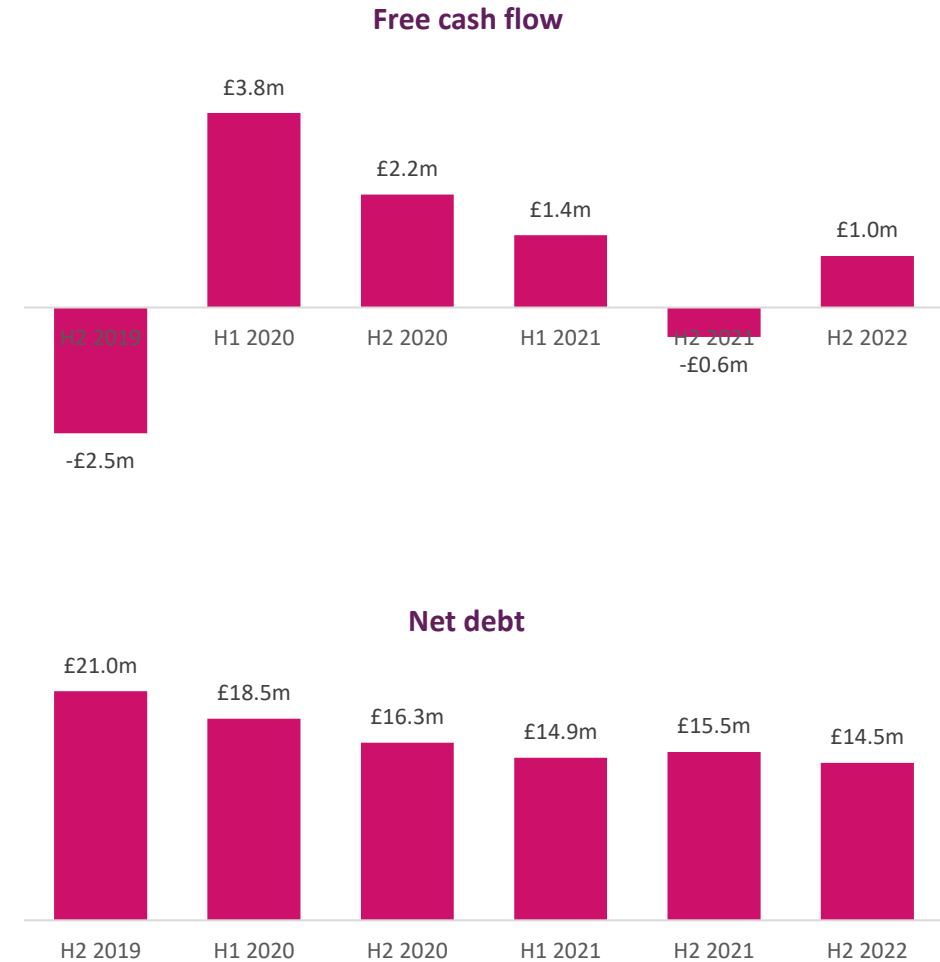
Rounding differences exist

- Revenue growth of 6% to £20.7m (H1 2021: £19.5m)
- Market share gains in both divisions
- Strong performance from Critical Care, **growing revenues by 12%**
- Operating profit of £2.3m (H1 2021: £2.5m) reflects continued investments in both divisions
- **61% increase in enquiries placed into NAL, an investment of £1.4m** (H1 2021: £1.0m)
- Profits attributable to non-controlling interests in LLPs up by 17% reflecting increased case settlements
- Profit before tax of £0.1m (H1 2021: £0.6m) resulting from continued investment for future growth

Cash Flow and Net Debt

Accelerating cash collection in NAL

- £1.0m of FCF generated in H1 2022, including £1.5m of cash generated from settled claims in NAL, up 50% from 2021 (H1 2021: £1.0m)
- £1.9m cash received from JV partnerships, an increase of 46% reflecting more mature cases now settling
- The Group continues to invest in new cases into NAL and capacity to process them. The number of open cases grew to 9,884 at June, an increase of 25% on December 2021
- Strong operating cash conversion of 152% in the period (H1 2021: 136%)
- **Net debt reduced to £14.5m (31 Dec 2021: £15.5m)**





Business Updates

– Consumer Legal Services

Consumer Legal Services

A leader in personal injury legal services

Our Strategy

Create a higher margin, integrated law firm, underpinned by a flexible placement model.

This will be achieved by:

1. Continuing to generate our own work, growing enquiry volumes through our market-leading brand, National Accident Helpline;
2. Processing an increasing number of those enquiries through our own consumer-focused law firm, National Accident Law; and
3. Leveraging our agile and scalable placement model to manage growth.

Financial Results

- **Revenue increased 4%** to £14.1m (H1 2021: £13.6m)
- Operating profit fell by 14% to £2.1m (H1 2021: £2.4m) having **invested £1.4m in new enquiries in NAL** (H1 2021: £1.0m)

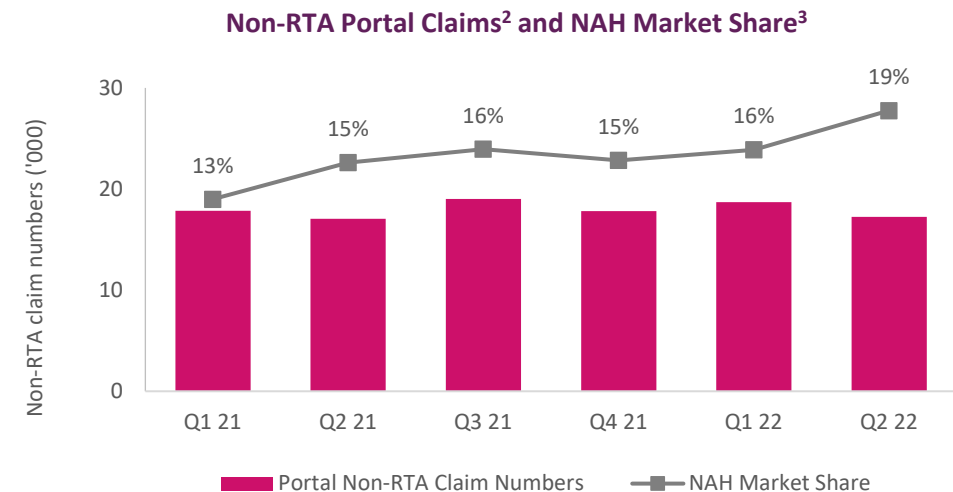
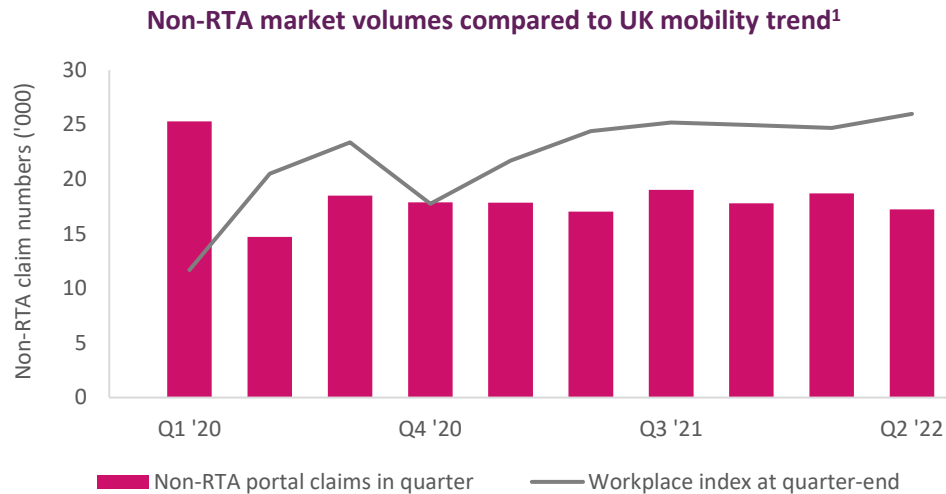
Operational Results

- ✓ 27% more personal injury enquiries generated
- ✓ 19% market share in key non-RTA market (employers, public and occupier liability claims)
- ✓ 9,884 ongoing claims in NAL at 30 June 2022, worth an estimated £9.8m in future cash
- ✓ 50% more cash from settlements collected in NAL
- ✓ National Accident Helpline returned to TV advertising

National Accident Helpline

Growing volumes in a subdued market

- Market remains subdued due to reduced accident numbers and lack of stimulation
 - COVID-19 related behavioural changes reduced accident numbers in non-RTA market
 - The Civil Liability Act 2018 removed significant value from the RTA market
- We estimate market to be worth £1.1bn in revenue p.a.
- National Accident Helpline is consistently growing market share and holds 19% of non-RTA segment

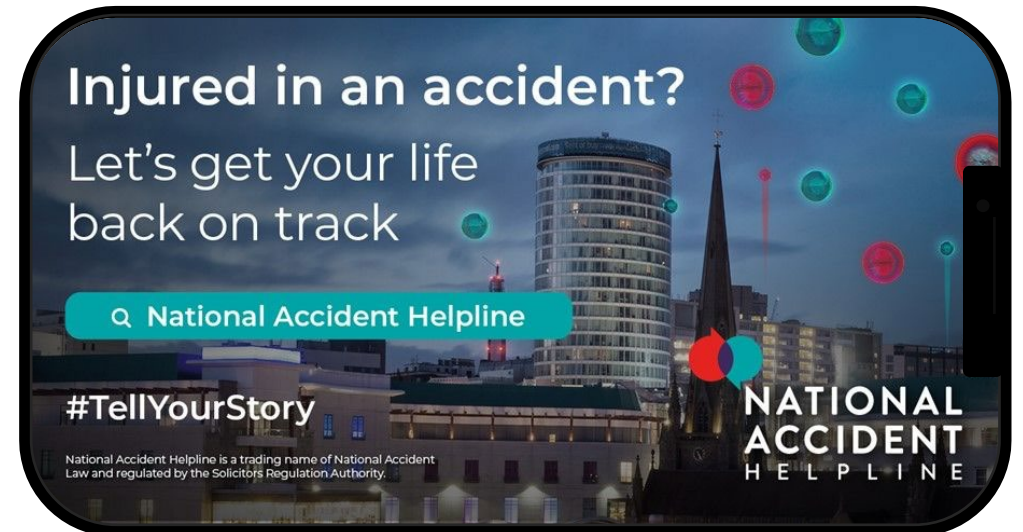
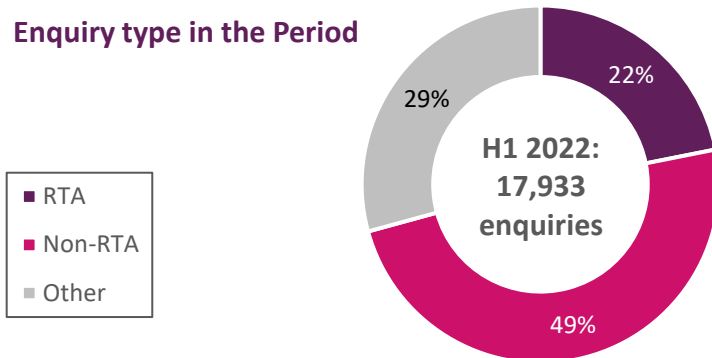


National Accident Helpline

Growing enquiry volumes through our market-leading brand

- 27% more enquiries generated than last year
- Stopped processing tariff-only RTA claims in February 2022 to focus resources on higher value claims
- Mix of enquiries continues to favour non-RTA (employers', public and occupier liability) claims
- National Accident Helpline launched new TV advertising campaign in June 2022 (#TellYourStory) to build engagement and awareness

Enquiry type in the Period

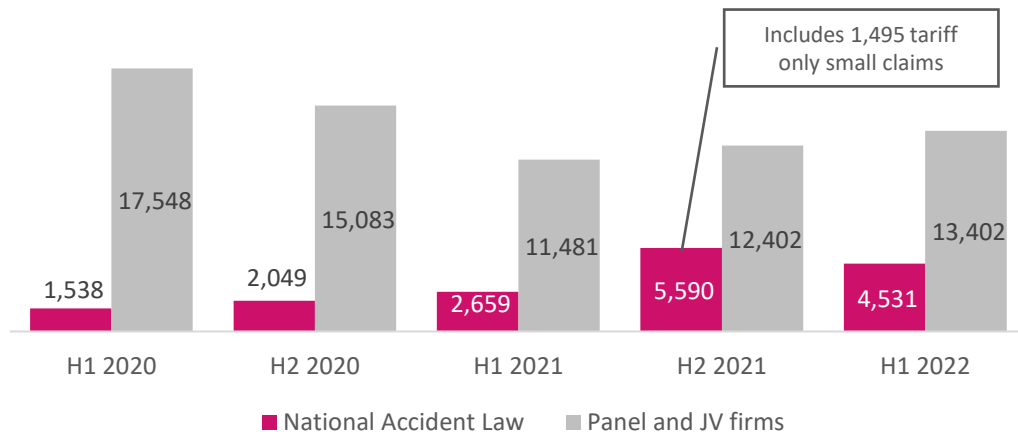


National Accident Law

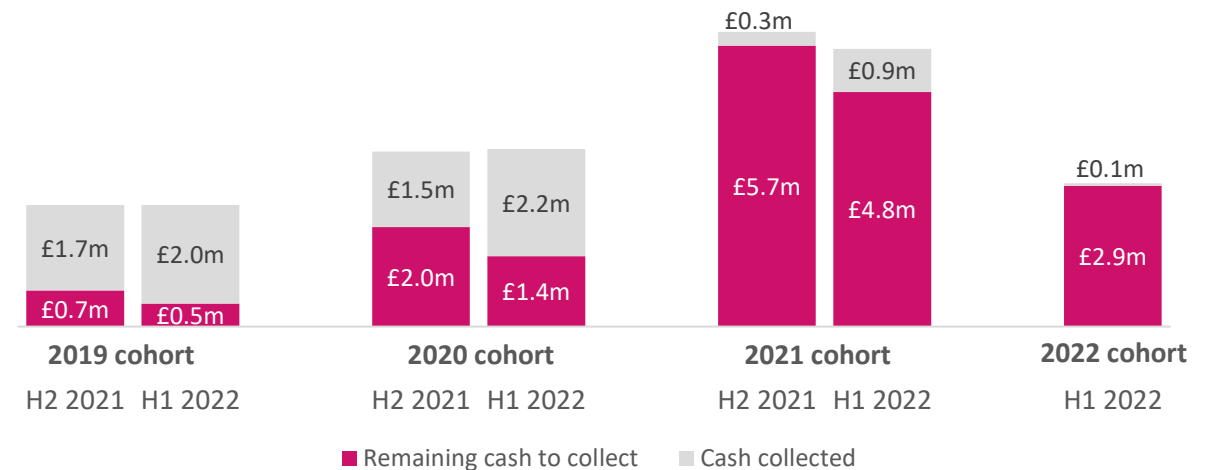
Processing more enquiries in our consumer-focused law firm

- 61% more enquiries placed into National Accident Law in the period, estimated to be worth £2.9m in future revenue
- Demand continues to be strong from our panel of third-party law firms
- £1.5m of cash from settlements collected in NAL across all cohorts, 50% more than last year

Enquiry numbers by placement channel



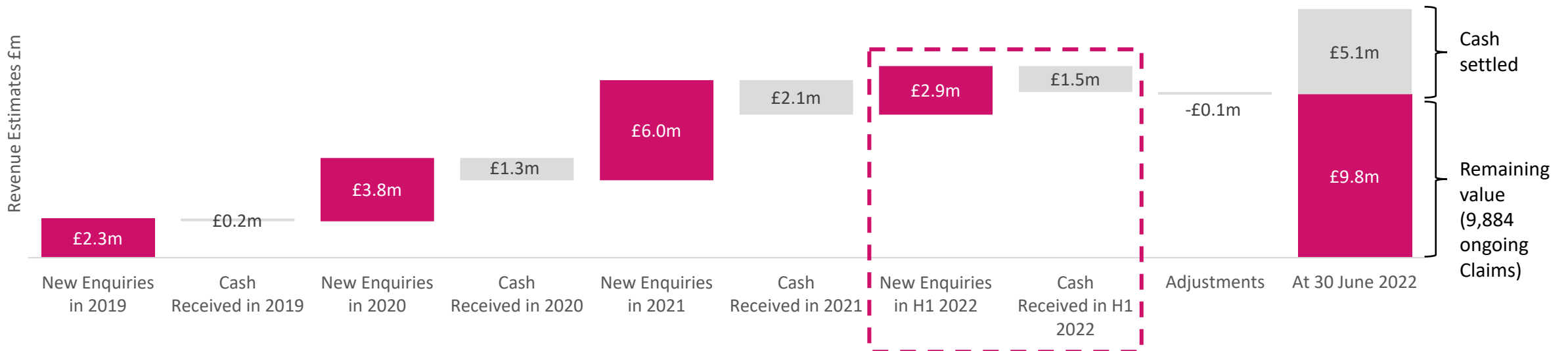
Estimated cash value of each cohort in NAL's book of ongoing claims



National Accident Law

Growing revenues and cash receipts since launch in 2019

- Total value of all cohorts since inception increased 25% in H1 to £14.9m
- 2,850 claims won to date, generating £5.1m of cash from settlements in NAL
- 626 claims settled in H1, generating £1.5m in cash – 50% more cash than last year
- **9,884 ongoing claims, estimated embedded value of £9.8m future cash** (£2.3m accrued, £7.5m unrecognised)
- Ongoing claims worth estimated £6.5m of unrecognised gross profit





Business Updates – Critical Care

Critical Care

A leading player in the catastrophic injury market

Our Strategy

Grow share in our market by appealing to a broader customer base, extending our competencies and specialisms and to be more efficient at what we do through the use of technology.

Financial Results

- **Revenue increased 12%** to £6.7m (H1 2021: £6.0m)
- Operating profit 2% lower at £1.6m (H1 2021: 1.7m), reflecting **continued investment in business development, people and systems**

Strategic Progress

- ✓ Recruited 41 new associates in key specialisms
- ✓ Growing market share
- ✓ Developing growth initiatives, including Bush Care Solutions and employed case managers

Critical Care

Developed our capability and pipeline of work

Expert witness performed strongly

- 20% growth in revenues in H1
- 11% growth in reports issued; 11% growth in new instructions
- Working with 115 expert witness associates

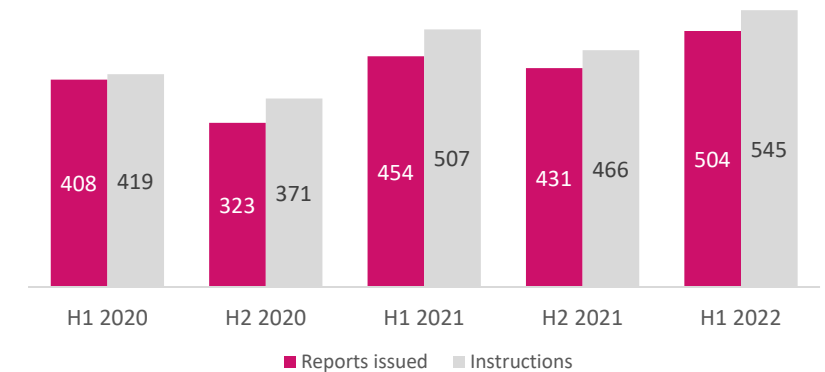
Case Management adapting to new ways of working

- 3% fall in revenues in H1
- 12% growth in initial needs assessments (INAs); 5% growth in ongoing cases (vs 31 December) which generate recurring revenue; 19% growth in INA instructions
- Lower average revenue for online work
- Working with 96 case managers

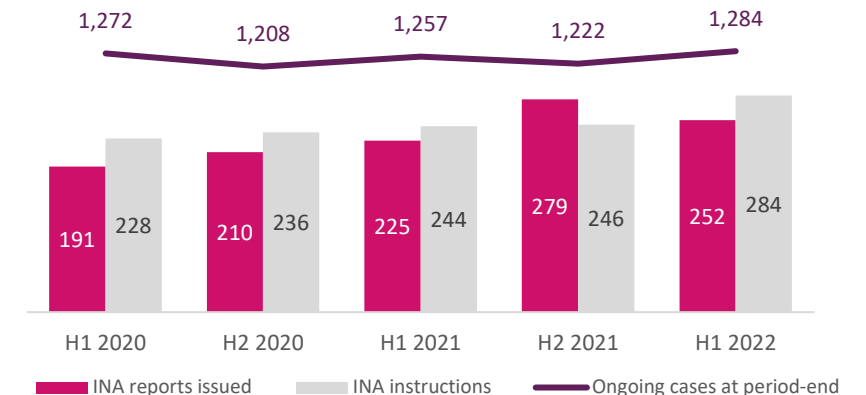
Developing growth initiatives

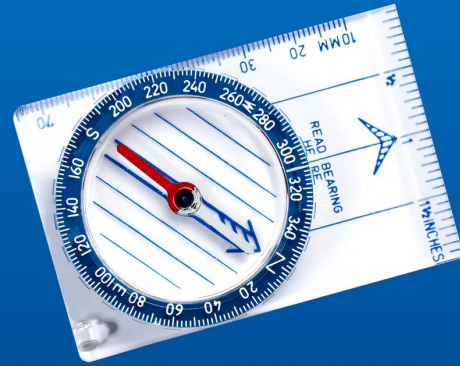
- Bush Care Solutions growing numbers care packages (recurring revenue)
- Employed case managers generate higher margins

Expert Witness reports issued +11%



Case Management INAs issued +12%





Summary and Outlook

Summary

Continued progress on strategic objectives; trading in line with expectations

- **Despite the well-documented macroeconomic uncertainty, the performance of the Group in the first half of the year was in line with our expectations**
- **In Consumer Legal Services:**
 - Consistent market share gains in subdued markets - National Accident Helpline generated 27% more enquiries than last year
 - 61% more enquiries placed into National Accident Law (“NAL”) and cash from settlements increased by 50%
 - Embedded value of NAL’s book of claims increased to £9.8m future cash at 30 June (31 December 2021: £8.4m)
- **In Critical Care:**
 - 12% revenue growth driven by increased activity - expert witness reports +11%; initial needs assessments +12%
 - Business development focus continues to deliver strong pipeline of future work
 - Early progress with growth initiatives and 41 new associates recruited
- **Net debt reduced by £1.0m to £14.5m**

Outlook

Despite macroeconomic uncertainty, the Group continues to trade in line with market expectations and is on track to meet full year forecasts

- **In Consumer Legal Services:**

- In July and August, National Accident Helpline grew personal injury enquiry numbers by 4% compared to last year
- The business is yet to see sustained growth in claim numbers in the market but should be in a better position to judge the market's medium-term prospects early next year
- £0.6m of cash from settlements was collected in National Accident Law, 93% more than last year

- **In Critical Care:**

- In Critical Care, 26% more INA reports were issued in July and August than last year
- 24% fewer EW reports were issued over the holiday season than last year, but we anticipate a return to growth for the remainder of the year

- **The Group continues to maintain a tight control over costs and discretionary spend whilst progressing our investments in both divisions**

- **The Board remains committed to managing net debt and anticipates it reducing further this year**



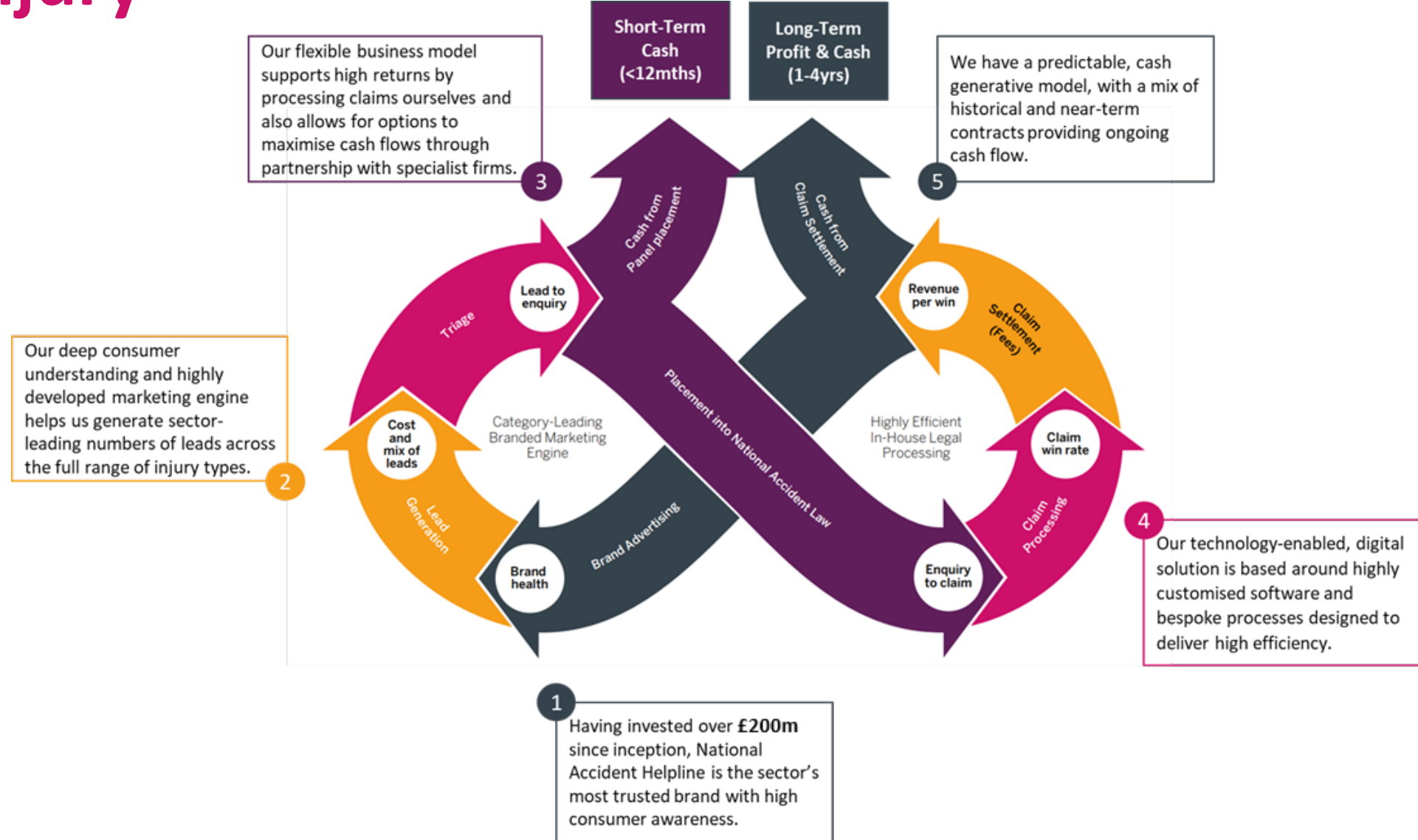
Questions



Appendices

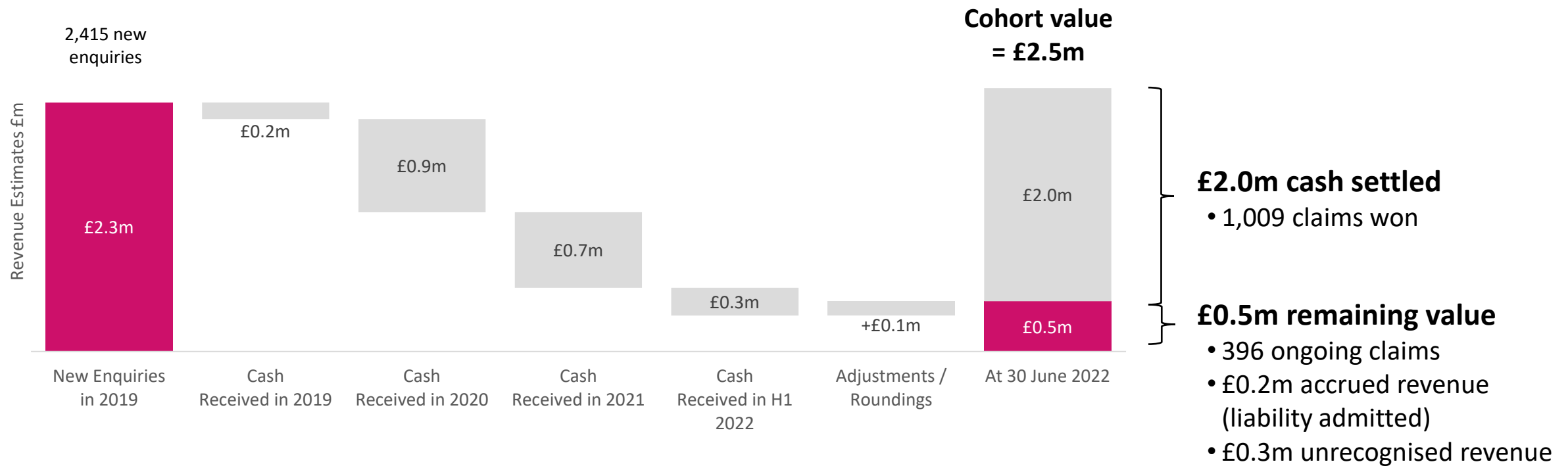
Personal Injury

A flexible, self-funding business model, purpose built to generate shareholder returns across the cycle



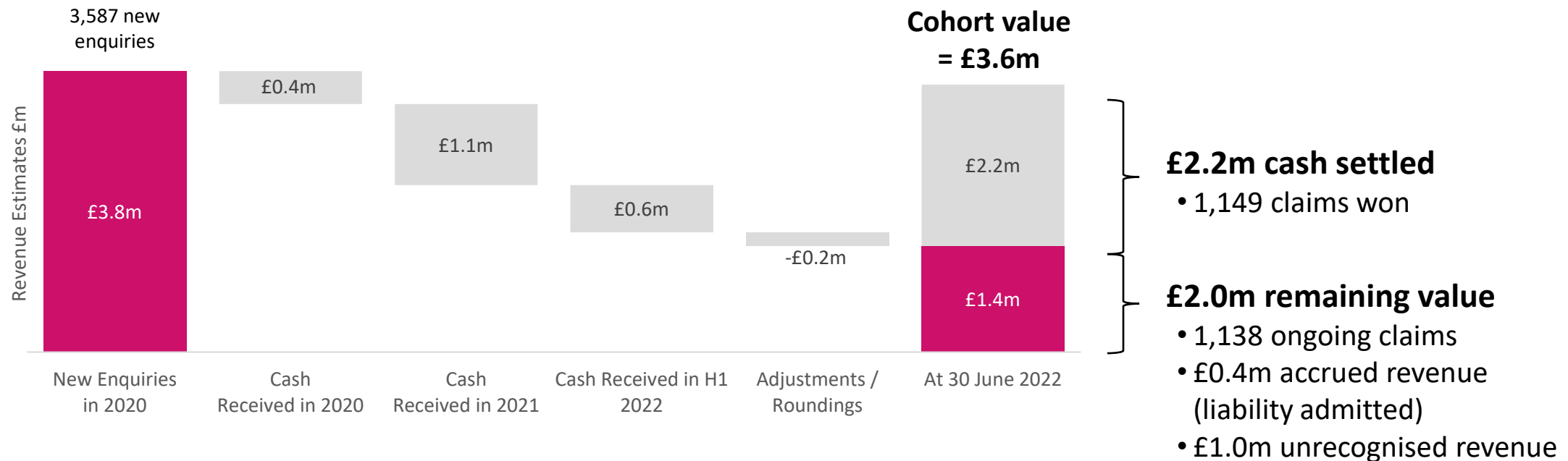
National Accident Law – Claim Processing

Reviewing the performance of the 2019 cohort of claims



National Accident Law – Claim Processing

Reviewing the performance of the 2020 cohort of claims



National Accident Law – Claim Processing

Reviewing the performance of the 2021 cohort of claims

