Alpha Financial Markets Consulting

A leading global consultancy to the asset management, wealth management and insurance industries

Audited Preliminary Results for the year ended 31 March 2021

24 June 2021

PRESENTATION TEAM

Euan Fraser

Global Chief Executive Officer

John Paton

Chief Financial Officer

Nick Fienberg

Chief Commercial Officer

Alpha Financial Markets Consulting

AGENDA

FULL YEAR RESULTS PRESENTATION

Key Highlights	Euan Fraser
Key Financials	John Paton
Market & Operating Review	Euan Fraser | Nick Fienberg
Outlook & Vision	Euan Fraser

Alpha Financial Markets Consulting

AGENDA

Key Highlights

Alpha Financial Markets Consulting

Key Financial Highlights[1]

Growth in all Alpha's key financial metrics

Net Fee Income[2]	Adjusted EBITDA[3]	Adjusted Profit before Tax[4]
10.2%	7.2%	5.3%
FY 21: £98.0m	**FY 21: £21.7m**	**FY 21: £19.6m**
FY 20: £88.9m	FY 20: £20.2m	FY 20: £18.6m

Adjusted Cash Conversion[5]	Adjusted Earnings per Share[6]	Total Dividend per Share
	4.9%	Re-instated after suspension of FY 20 final dividend
FY 21: 111%	**FY 21: 14.91p**	**FY 21: 6.95p**
FY 20: 106%	FY 20: 14.21p	FY 20: 2.1p

1. "FY 21" references are to the 12-month period ended 31 March 2021. Comparative period references ("FY 20") are to the 12-month period ended 31 March 2020. All rounding and percentage change calculations are from the basis of the financial statements in £'000s. 2. Net fee income is revenue net of incidental rechargeable expenses. 3. Adjusted EBITDA is operating profit before interest, tax, depreciation, amortisation and other adjusting non-operational costs including acquisition and integration costs, earn-out and deferred consideration costs, share-based payment charges and foreign exchange. 4. Adjusted profit before tax is adjusted EBITDA less depreciation, amortisation of capitalised development costs and underlying finance expenses. 5. Adjusted cash conversion is adjusted cash from operating activities divided by adjusted operating profit. 6. Adjusted EPS is adjusted PAT over the weighted average number of shares in issue in the period

FY 21 Overview

Strong results and excellent strategic progress achieved including a significant acquisition after the year end

1. The Group **has grown and performed well** against an uncertain macro backdrop
2. A robust performance in H1, which the Group continued and improved upon with **strong momentum** in H2 – carried into the new financial year
3. Delivered **geographic expansion** with growth achieved across all of Alpha's regions – and strongest growth in **North America** and **Europe & Asia**
4. Delivered **service expansion** with progress in **insurance consulting** – including two director hires and early successes of recently established UK and FR practices
5. Launch of **ESG & Responsible Investment practice**[1] – responds to a transformational shift in the industry and has been well received by clients
6. Growth in the **team size globally**, including addition of 11 **revenue-generating directors** during the year
7. Good levels of **new business wins** and 58 **new client relationships** added in the year – Alpha has worked with 90% of world's top 20 asset managers by AUM
8. Post year end, the **Lionpoint acquisition** significantly expands Alpha's alternatives offering and doubles the North American footprint

1. ESG (Environmental, Social, Governance) & Responsible Investment practice 2. All operational and financial highlights relate to the period ending 31 March 2021, and do not take account of Group size and figures following the 21 May 2021 acquisition of Lionpoint

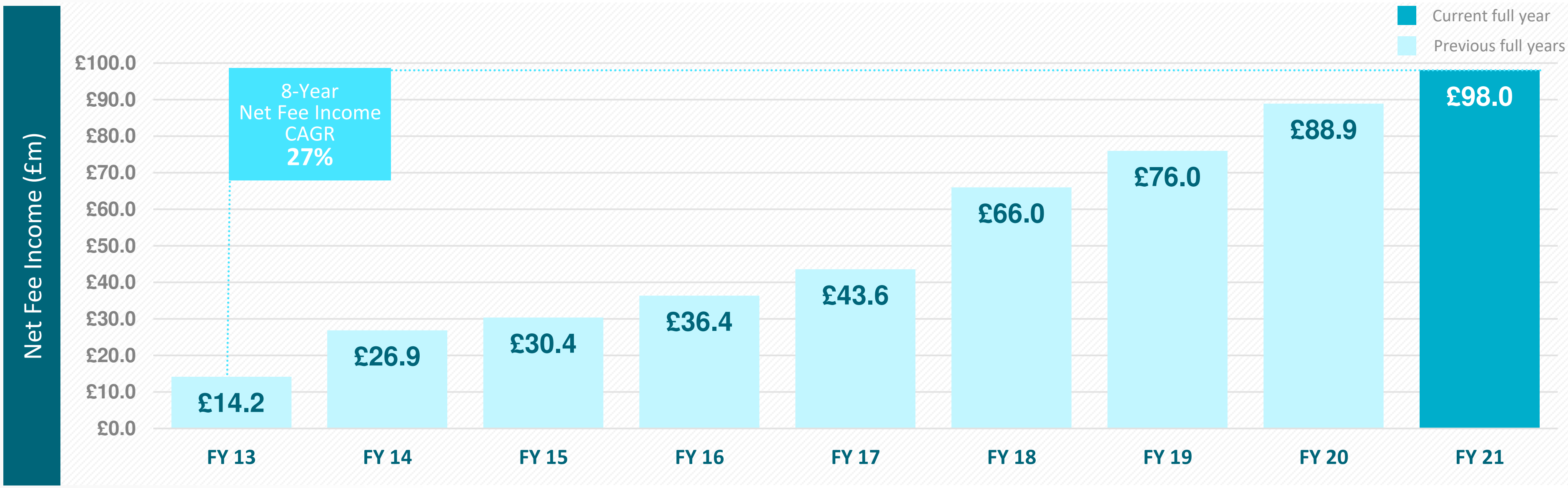
AGENDA

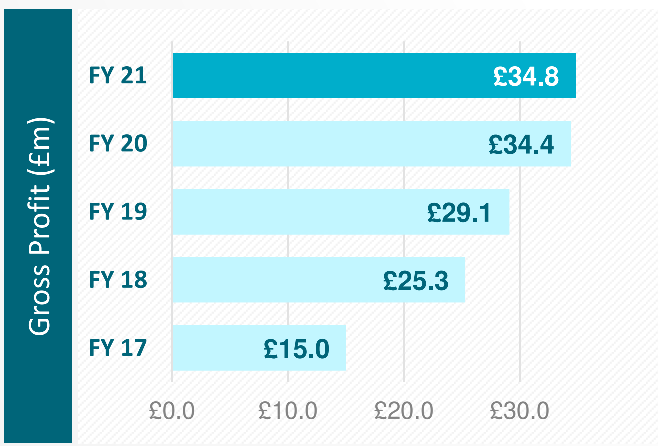
Key Financials

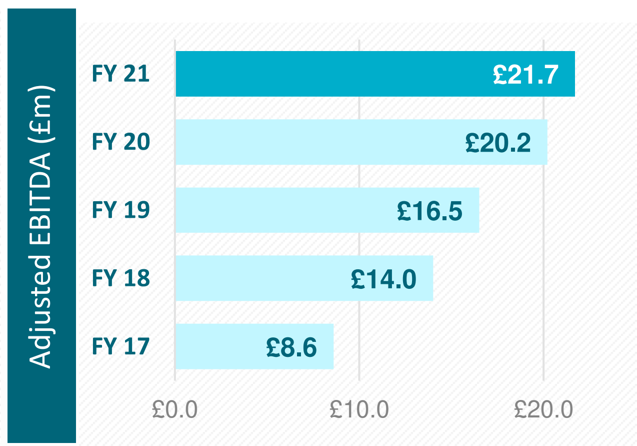
Alpha Financial Markets Consulting

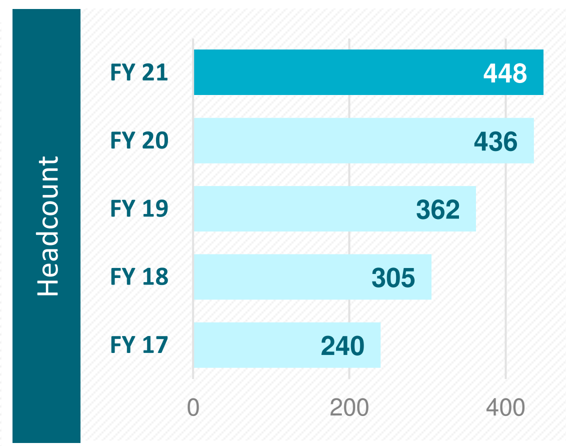
Key Performance Indicators

Historic track record









Group Income Statement

Year ended 31 March 2021

£'000	FY 21	FY 20	% change
Net fee income	**97,954**	**88,924**	**10.2%**
Cost of sales	(63,130)	(54,521)	
Gross profit	**34,824**	**34,403**	
Gross profit margin[1] %	*35.6%*	*38.7%*	
Adjusted administration expenses[2]	(13,117)	(14,155)	
Adjusted EBITDA	**21,707**	**20,248**	**7.2%**
Adjusted EBITDA margin[1] %	*22.2%*	*22.8%*	
Depreciation	(1,085)	(1,022)	
Amortisation of capitalised development costs	(613)	(428)	
Adjusted operating profit	**20,009**	**18,798**	**6.4%**
Net underlying interest	(404)	(181)	
Adjusted profit before tax	**19,605**	**18,617**	**5.3%**
Adjusting items	(9,833)	(8,372)	
Non-underlying finance costs	(803)	(951)	
Profit before tax	**8,969**	**9,294**	
Adjusted profit after tax	**15,105**	**14,348**	**5.3%**
Adjusted earnings per share (p)	**14.91p**	**14.21p**	**4.9%**
Adjusted diluted earnings per share (p)	14.26p	13.62p	
Total dividend per share (p)	6.95p	2.10p	

Key Highlights

- Good 8.0% organic net fee income growth; negligible FX effect overall
- Gross profit reflects FY 21 investment in our people and the business with resilient fee rates overall
- Gross margin improving through H2, on good utilisation and firmer day rates
- Cost of sales increase reflects investment in the team:
  - Average headcount growth on FY 20
  - Promotion-related pay increases
  - Profit share accruals
- Adjusted administration expenses fell 7.3%, reflecting tighter discretionary spend
- 6.95p total dividend reflects pay-out policy of c. 50% adjusted PAT

1. Margins are calculated on net fee income. 2. Adjusted administration expenses are stated before depreciation, amortisation and other adjusting non-operational costs including acquisition and integration costs, earn-out and deferred consideration costs, share-based payment charges and foreign exchange

Regional Performance

Year ended 31 March 2021

UK

		FY 21/20:
Net Fee Income: **£53.5m**	H1: £26.5m H2: £27.0m	▲ 5.7%
Gross Profit: **£21.4m**	H1: £10.3m H2: £11.1m	▼ (4.0%)
Gross Profit Margin: **40.1%**	H1: 39.0% H2: 41.1%	▼ (400bps)

UK highlights:

- Solid UK demand, with increased Axxsys contribution
- Good performances from M&A Integrations and Pensions & Retail Investments practices
- Margins reflect ongoing investment in the team alongside resilient fee rates and good utilisation, improving in H2
- Good FY 21 win rates and healthy pipeline going into FY 22

North America

		FY 21/20:
Net Fee Income: **£16.5m**	H1: £7.7m H2: £8.8m	▲ 14.4%
Gross Profit: **£4.4m**	H1: £2.2m H2: £2.3m	▼ (6.1%)
Gross Profit Margin: **27.1%**	H1: 28.7% H2: 25.7%	▼ (590bps)

North American highlights:

- North America grew well, almost entirely on an organic basis
- Achieving target utilisation levels across a larger team
- Margins reflect ongoing investment in the team, milestone project timings and some fee rate discounting on certain longer-term engagements
- Strong H1 22 visibility and pipeline

Europe & Asia

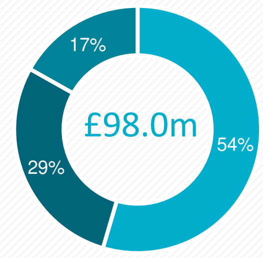
		FY 21/20:
Net Fee Income: **£28.0m**	H1: £13.3m H2: £14.7m	▲ 16.9%
Gross Profit: **£9.0m**	H1: £3.8m H2: £5.1m	▲ 21.6%
Gross Profit Margin: **31.9%**	H1: 28.4% H2: 35.2%	▲ 120bps

Europe & Asia highlights:

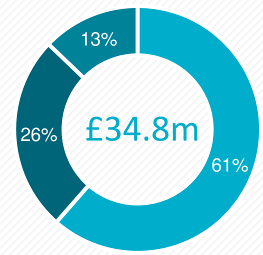
- Europe & Asia growth strongest in the Group; with good performance across the region
- Utilisation improved on FY 20
- Gross profit increased on improved margins
- Continuing strong pipeline going into FY 22

Regional Overview

Net Fee Income



Gross Profit



- UK
- North America
- Europe & Asia

Adjusting Items

Year ended 31 March 2021

Non-recurring:

£'000	FY 21	FY 20
Acquisition costs	–	488
Integration costs	107	509
Total non-recurring costs	**107**	**997**

Non-underlying:

£'000	FY 21	FY 20
Amortisation of acquired intangibles	3,517	3,376
Share-based payments charge	2,496	1,307
Earn-out and deferred consideration	3,606	2,761
Loss on disposal of fixed assets	13	11
(Gains)/losses on foreign exchange	94	(80)
Total non-underlying operating costs	**9,726**	**7,375**
Total adjusting items	**9,833**	**8,372**

Finance expenses:

£'000	FY 21	FY 20
Unwinding of discounted consideration	803	951
Total non-underlying finance costs	**803**	**951**

Key Highlights

- FY 21 non-recurring expenses relate to the ongoing platform integration of Obsidian, completed early in H1
- Acquired intangibles amortisation increase reflects the acquisition of Obsidian in H2 20
- IFRS 2 share-based payment charge increases with FY 21 awards, latest assumptions, including relevant social security taxes
- FY 21 earn-out and deferred consideration reflects employment-linked consideration expensed in line with IFRS 3, alongside a one-off charge lifting the Axxsys earn-out to its maximum payment level, given performance
- Associated unwinding of discounted deferred and earn-out consideration from the acquisitions within finance expenses is also considered non-underlying

Group Balance Sheet

As at 31 March 2021

£'000	FY 21	FY 20[1]
Non-current assets	87,100	93,557
Trade receivables	16,119	18,897
Other receivables	1,819	2,315
Cash	34,012	25,996
Trade payables	(1,780)	(2,329)
Deferred income	(1,996)	(1,336)
Other payables	(25,561)	(26,503)
Bank loan	–	(5,000)
Deferred tax provision	(3,022)	(4,438)
Lease liabilities	(1,893)	(2,669)
Other non-current liabilities	(10,433)	(7,104)
Net assets	**94,365**	**91,386**
Issued share capital	80	78
Other reserves	93,440	91,048
Retained earnings	543	(3,146)
Foreign exchange reserve	302	3,406
Shareholders' equity	**94,365**	**91,386**

Key Highlights

- Year ended with a strong balance sheet
- Intangible assets, right-of-use assets and lease liabilities amortise, depreciate and unwind
- Trade receivables improvements continue; debtor days fall
- Higher cash balance of £34.0m, after repaying £5.0m RCF, driven by good operational cash performance
- Trade and other payables broadly flat – with staff pay-related accruals offset by lower corporation tax liability
- Non-current liabilities includes £9.1m of acquisition-related consideration
- £20.0m RCF fully undrawn

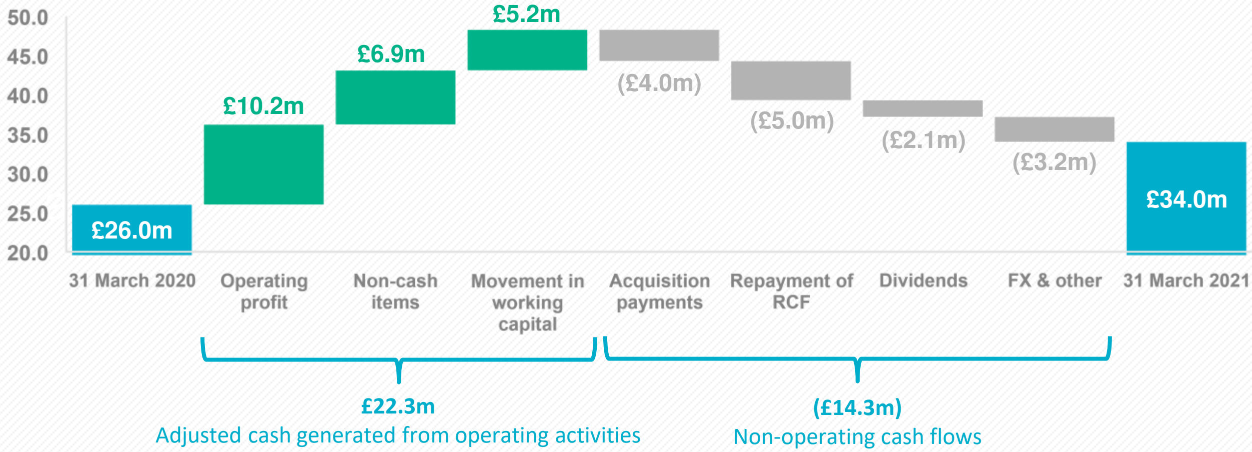
1. Prior period restatement relates to an immaterial measurement period adjustment in relation to goodwill recognised on the acquisition of Obsidian. Refer to Interim Results H1 21.

Alpha

Group Cash Flow

Year ended 31 March 2021

Cash flow bridge:



Reconciliation to adjusted cash generated from operating activities:

£'000	FY 21	FY 20
Net cash generated from operating activities	21,035	18,208
Employment-linked consideration payments	1,246	1,200
Acquisition costs	–	488
Adjusted cash generated from operating activities	**22,281**	**19,896**
Cash conversion	207%	175%
Adjusted cash conversion[1]	**111%**	**106%**

Key Highlights

- Strong 111% adjusted cash conversion
- Driven by ongoing working capital focus and timely debtor collection
- COVID-19 deferrals largely repaid; some benefit from director salary sacrifices accrued, paid May 2021
- £4.0m deferred acquisition payments in respect of Axxsys, Obsidian and TrackTwo, including £1.2m of employment-linked payments
- £5.0m RCF repaid in the period
- Significantly improved £34.0m cash balance at year end

1. Adjusted cash conversion is adjusted cash from operating activities divided by adjusted operating profit. Adjusted cash generated from operating activities excludes any employment-linked acquisition payments, treated as operating cash flows under IFRS.

AGENDA

Market and Operating Review

Alpha Financial Markets Consulting

Strategic Growth Drivers

Alpha has made excellent progress in FY 21 against significant strategic opportunities and its medium-term ambition to double the business

STRATEGIC DRIVERS

1 GEOGRAPHIC EXPANSION

- Continuing strong North America growth in the year
- Significantly enhanced with the recent Lionpoint acquisition
- Strong growth across Europe & Asia, with the strongest performance in Asia

2 SECTOR & SERVICE LINE EXPANSION

- Recently launched Insurance and Pensions & Retail Investments practices have grown strongly
- ESG & Responsible Investment practice established in the year
- Significant expansion of alternatives offering and capability, through Lionpoint acquisition
- Continued to roll out Alpha's practice coverage globally

3 ACQUISITIONS

- Lionpoint significantly expands Alpha's alternatives presence and doubles the North America footprint
- Axxsys and Obsidian prior year acquisitions contributed well, with particularly strong Axxsys growth
- Lionpoint and Axxsys build a strong foundation for Alpha's technology consulting offering

DELIVERING TO THE VISION TO DOUBLE THE SIZE OF THE GROUP

Acquisition of Lionpoint

Strategic highlights of the Group's acquisition of Lionpoint

LIONPOINT | Alpha

RECENT HIGHLIGHTS

1. Lionpoint acquisition completed 21 May 2021 with strong support from shareholders and **successful raising of £31.1m gross proceeds**
2. Trading is good and there is a **strong pipeline of work**
3. Client and internal deal **communications received positively**
4. **Integration programme** including joint workstreams focussing on operations, communication and collaboration has been initiated

DEAL SHAPE

HEADCOUNT	100+
MARKETS	Core Markets: (US) Secondary Markets: (UK, EU, Australia)
REVENUES	$30.1m (£23.5m[1]) (Calendar Year 2020)
ADJUSTED EBITDA	$6.9m (£5.4m[1]) (Calendar Year 2020)
DEAL FINANCIALS	Up to $90.0m over four years through base payment & earn-out

STRATEGIC RATIONALE

ALTERNATIVES INVESTMENT MARKET

Lionpoint delivers market-leading capability to address the rapidly-growing alternatives client segment, allowing Alpha Group to sell more services to joint client base

NORTH AMERICA FOOTPRINT

Allows Alpha to increase its footprint and service offering in the strategically important North America market

COMPLEMENTARY CLIENT BASE

Lionpoint brings a growing blue-chip alternatives client, which is highly complementary to Alpha's relationships with clients in more traditional asset classes

TECHNOLOGY FOCUS

Strengthens technology-focussed consulting service proposition, with key vendor partnerships and award-winning recognition

HIGHLY SKILLED TEAM

More than 100 experienced, high-performing consultants employed at acquisition, overseen by a strong global management team

ATTRACTIVE FINANCIAL RETURNS

Acquisition is expected to be significantly accretive to earnings in first financial year of ownership, at comparable margins

Note 1: USD/GBP = 1.28; 2020 average rate

North America Spotlight

North America is the world's largest asset and wealth management market with the same structural drivers of demand for premium consulting as Alpha's other key global markets

Market

- World's largest market with **>$60trn AUM**[1]
- **6x** the size of the UK market

Trends

- Consistent structural drivers of demand for premium consulting services
- Client growth in assets
- Fee pressure and competition
- Cost management

Alpha's Positioning

1 Growth of NA Team

- FY 20: 68 consultants
- FY 21: 78 consultants
- Addition of +2 revenue-generating directors in FY 21
- Including Lionpoint: >140 consultants

2 Strong Client Base

- 30 active asset manager clients[2] in FY 21
- Excellent progress with largest asset managers
- Strong client loyalty with >80% repeat work in FY 21
- Lionpoint significantly enhances the client base in the region including blue chip financial services firms and service providers

3 Regional Expansion

- Offices in New York, Boston with addition of +1 Toronto office in FY 20
- Addition of +1 office in Denver through Lionpoint acquisition, enhancing existing Alpha client-led presence
- Highly responsive model with client-led teams in Chicago, San Francisco, Atlanta and Los Angeles

4 Sector & Service Line Expansion

- Mature practices in Distribution, Investments and M&A
- Continuing to strengthen and add key capabilities through practice expansion
- Opportunities to add technology services and delivery
- Lionpoint brings a leading alternatives investment service offering in the region

1. BCG, "Global Asset Management 2020: Protect, Adapt and Innovate" (2020). 2. "Active" is spend within financial year

Update on Insurance Consulting Progress

Extending the Alpha brand and proposition into a new sector with significant growth potential

SUCCESSFUL LAUNCH

- To date, Alpha has launched **2 practices** dedicated to the insurance industry
- **Pensions & Retail Investments practice** launched in the UK October 2019. Now a team of 16 employees including 3 directors
- **Insurance practice** launched in France in November 2020. Now a team of 9 employees including 1 director

RAPID BROADENING OF CAPABILITY

- **Pensions & Retail Investments practice** performing strongly, adding 9 new clients to the Group in FY 21 and a very promising pipeline
- **Insurance practice** growing well and a very good record of project wins in FY 21 carrying momentum into H1 22
- Senior search process underway in UK for **exceptional candidates** in Life & Health, General Insurance and Specialty

MAJOR GLOBAL REVENUE POTENTIAL

- Insurance industry represents an extremely exciting growth opportunity with **significant global revenue potential**
- **Highly aligned** structural themes and drivers
- Alpha will continue to deploy its **blueprint to succeed** – identifying key areas of demand, hiring the best people and differentiating on quality

AGENDA

Outlook and Vision

A strong business performance in FY 21

Alpha delivered strong financial performance, grew the business and made excellent strategic progress

Further growth of the business

- **Strong growth** in both net fee income and adjusted EBITDA compared to FY 20
- Demonstrating a very robust **business development capability** with the addition of 58 new clients to the Group in the year
- Financially well positioned with a **robust balance sheet**

Delivering on our strategic objectives

- Excellent progress around **insurance consulting** proposition, with successful starts for Pensions & Retail Investments practice in the UK and Insurance practice in France
- Very successful launch of **ESG & Responsible Investment** practice, responding to transformational shift and demand across the investment industry
- Delivered geographic expansion with **growth across all regions** and continued strong progress in **North America**
- Significant post balance sheet **acquisition of Lionpoint**

A market-leading reputation

- Alpha has **invested further in the business**, adding directors and business practices to meet demand
- Continuing to build on a global reputation for **project delivery excellence**
- Winning new projects and new clients, and **growing market share** against our competitors
- Creating **strong momentum** into FY 22 and beyond

STRONG MOMENTUM AND A BLUEPRINT TO GROW AND DOUBLE THE BUSINESS

Strategic Aim

We are progressing a strategic growth roadmap to double the business in the medium term

Our growth strategy is reinforced by the long-term structural drivers of demand, which remain strong:

GROWTH IN AUM

There is long-term growth in global AUM and the scale of the Group's addressable market is forecast to expand further

REGULATORY DEMAND

Our clients are navigating an increasingly complicated regulatory and legislative landscape

COST PRESSURES

Continued focus on costs and drive to maintain operating margins

Creating strong tailwinds behind the Alpha business and an optimal environment for delivering substantial growth

Strategic Growth Drivers

We have a successful blueprint for expansion and significant opportunities for strategic growth

GEOGRAPHIC EXPANSION

- Market opportunity for dynamic expansion in **NORTH AMERICA**
- Grow and consolidate **EUROPE** and **the UK**
- Strategic expansion across **ASIA**

STRATEGIC ACQUISITIONS

- Acquisition of **LIONPOINT** completed
- Track record of successfully integrating new businesses – with strong contributions from **AXXSYS and OBSIDIAN**
- Healthy **ACQUISITION PIPELINE** to complement organic growth

SECTOR & SERVICE LINE EXPANSION

- Blueprint for rapid expansion in new **INSURANCE** vertical
- Further **EXPANSION and GEOGRAPHIC ROLL-OUT** of business practices globally

PRODUCT & TECHNOLOGY OFFERINGS

- **ALPHA DATA SOLUTIONS** (ADS)
- **ALPHA TECHNOLOGY SERVICES** (ATS)

VISION

1. INCREASE THE OFFERING
2. STRONG MARGINS
3. DOUBLE THE BUSINESS

CONFIDENCE IN THE VISION TO DOUBLE THE BUSINESS WITHIN THE NEXT FOUR YEARS

Full Year Results Presentation for the twelve months ended 31 March 2021

Q&A

Alpha Financial Markets Consulting

AGENDA

Appendices

Alpha Financial Markets Consulting

Presentation Team Bios

Euan Fraser
Global Chief Executive Officer

- Has led Alpha as CEO since 2013
- During this period, the business has increased EBITDA ten-fold
- Led the business through two successful private equity transactions and a public listing
- Alpha UK CEO from 2011 to 2015
- Over 20 years' financial services experience in both consulting and industry at Merrill Lynch
- Qualified as a chartered accountant with KPMG

John Paton
Chief Financial Officer

- Joined Alpha as CFO in 2018
- Over 20 years' experience across finance, banking, corporate finance and audit
- Qualified as a chartered accountant with KPMG
- Holds an Executive MBA
- Prior to Alpha, worked at HSBC in both Global and Commercial Banking divisions
- Latterly at HSBC, he was a director within UK Banking

Nick Fienberg
Chief Commercial Officer

- Joined Alpha in 2004
- Over 20 years' experience in asset management consulting
- Alpha CCO since October 2018, following four years in the Alpha director team
- Specialist in operational outsourcing and large-scale implementation programmes
- Manages acquisitions and innovation at Alpha, and oversees Alpha's global commercial terms

Key Strategic Highlights

Our Investment Case

Macro Growth

- Market growth **>30% AUM** to 2025 †
- **Structural drivers** include industry cost pressures and increasing regulation

Best-in-class

- Market **leading proposition**
- Winning on **subject matter expertise** against other consultancy firms
- **Unique culture** results in low attrition and outstanding reviews

Proven Track Record

- **20%+** historic organic growth
- Broadly doubled adjusted EBITDA since IPO
- Successfully delivered **3 acquisitions** since IPO

Financial Highlights

- Good margins
- Strong cash conversion
- Robust balance sheet
- **Debt free** and **net cash**
- **Disciplined** capital allocation

Management Team

- Led by an experienced, passionate and **incentivised management team**
- A focus on **developing talent** and building out **internal capability** across the team in all Alpha offices

Vision & Roadmap

- **Clear roadmap** to doubling Alpha again
- Organic growth from executing **vertical expansion**
- **Inorganic growth** through further accretive M&A opportunities

3x
winner of Funds Europe European Consultant of the Year

Offices in
12
global financial centres

We have worked with
439
clients globally

† Source: PwC, 2019, "Asset and Wealth Management revolution: Investor perspectives"

Alpha

Key Alpha Differentiators

Our clients recognise the quality and experience of our people

We attract and retain the highest calibre individuals in the industry

Industry reputation as a leading consultancy meaning candidates actively approach Alpha

Open, diverse and inclusive environment delivered through a dedicated support programme

Invaluable experience through working on impactful, industry defining projects

Highly attractive employee package including competitive remuneration and excellent career progression prospects

Unique culture placing people at the heart of the Alpha business

Running the business by encouraging all employees to take an active part in the business management of the company

Comprehensive training and development, building consulting skills and industry knowledge

Management incentivisation focussing on celebrating success and reward to retain and incentivise our director and senior team

What our clients say…

"Alpha's greatest strength is having **good people**, and with Alpha you can be **sure of what you are getting**"
Director, global asset manager

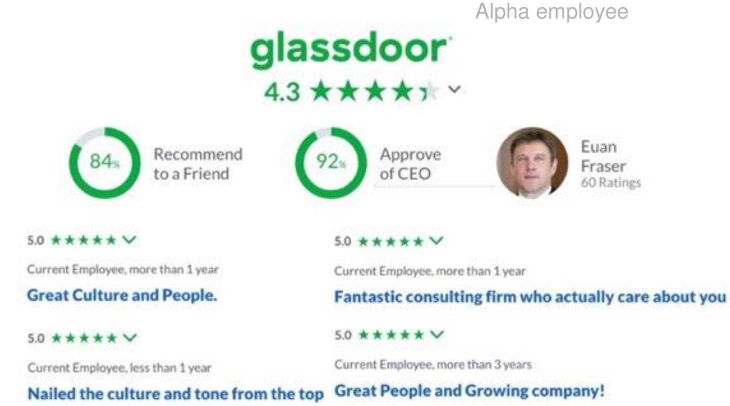
"Alpha has one of the **highest quality of people** I have seen"
COO, service provider

"I've **never heard a consultancy partner spoken about more positively** across such a broad variety of business partners than Alpha, and that includes our strategy and Big 4 consultants"
President, global asset manager

What our employees say…

"The culture at Alpha is what makes it **unique and a great place to work.** Everyone is focused on being a true **team player** both within their project team and the wider company"
Alpha employee

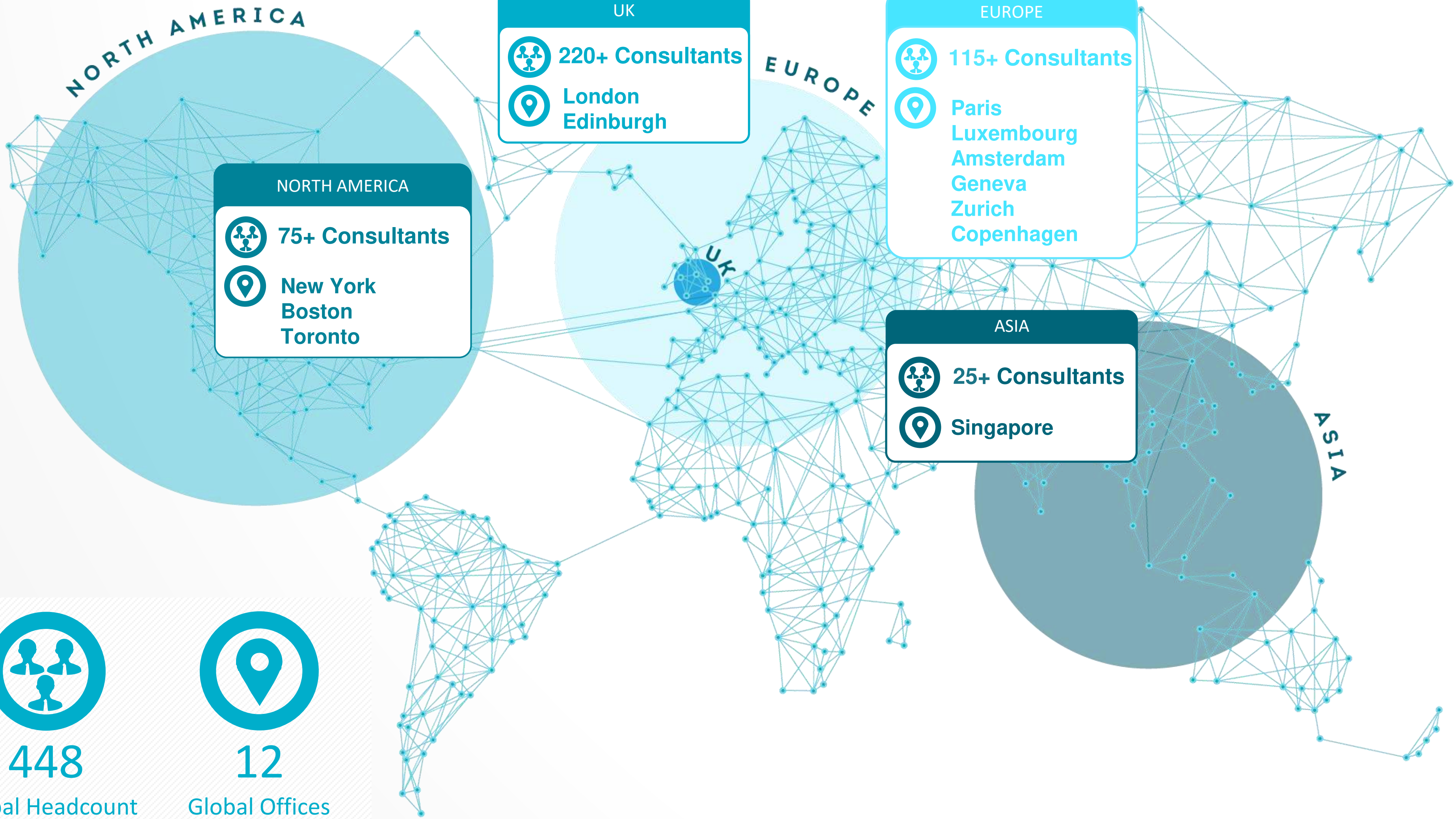
"Alpha is special because of the **high calibre of its people, its organisational honesty, the unrelenting focus on delivering client value, the commercial astuteness of its market proposition** and, most importantly, the sense of **kinship and camaraderie"**
Alpha employee



Alpha

Our Regional Businesses at a Glance

Consolidating our position as a leading global consultancy to the asset management, wealth management and insurance industries



448
Global Headcount

12
Global Offices

Proposition & Capabilities

Structural drivers of market change

Our clients are confronted with a series of key structural drivers..

1. **Growth in Global AUM**
2. **Cost Pressures**
3. **Regulatory Demands**

The focus of our clients' responses is varied and includes..

Process Automation

Market Participation

M&A

Client Book of Record Production

Operating Model & Outsourcing

Technical Change

Platform Transformation

Fintech Market Review

Product Rationalisation

Client Experience

Regulatory Compliance

Sales Effectiveness

Digital Proposition

.. Alpha supports clients through all stages of their response.

Strategy & Advisory
Alpha understands the industry macro-drivers and supports clients in translating these into tangible change initiatives

Planning & Selection
Alpha helps clients to prioritise these change initiatives and create achievable, risk-managed plans

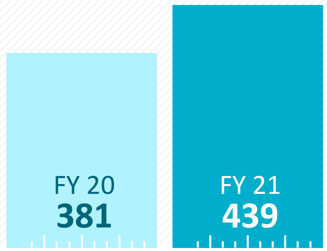
Implementation
Alpha leads or supports the execution of these change initiatives, often focused on the most "mission-critical" programmes

FY 21 Operational Highlights[1]

Taking further steps to grow the business and enhance the service offering

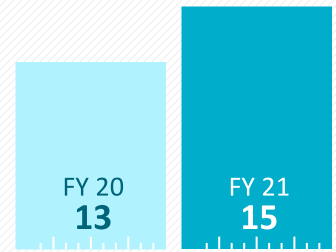
Clients[2]

- **58 new clients** since FY 20
- A number of new client relationships from **recently established practices** – Pensions & Retail Investments, ESG & Responsible Investment
- Client base includes **90% of world's top 20** asset managers



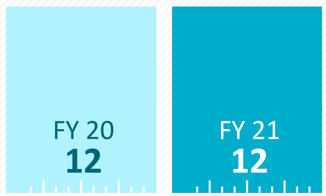
Practices

- **Pensions & Retail Investments and Insurance practices** progressing well
- Creation of **ESG & Responsible Investment** business practice
- **Continued roll-out** of practice model globally



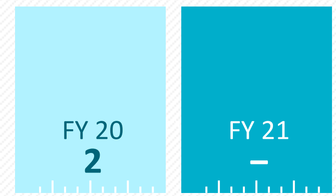
Offices[3]

- Ability to cover and provide an exceptional service proposition to clients across **all key markets**
- Continued strong performance from **North America** offices



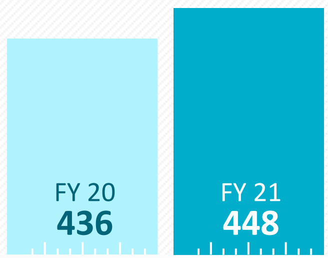
Acquisitions

- Acquisition of **Lionpoint** after the period end
- Expecting **strong contribution** to revenue and client growth
- Acquisition pipeline remains key aspect of **growth strategy**



Headcount[4]

- Focus on **health, safety and wellbeing** of teams
- Selective hiring during first part of year, with recruitment now **returned to normal levels**
- **Addition of 11** revenue-generating directors globally



1. All operational highlights figures are total numbers as at the end of the reporting period with the exception of acquisitions, which reflects the number of acquisitions undertaken in the reported period. 2. Client numbers are cumulative and have been updated to include all client relationships from acquisitions prior to the Lionpoint acquisition. "World's top 20" refers to Investment & Pensions Europe 2021, "The Top 500 Asset Managers". 3. The Group uses "office" to refer to office location; that is, if there are multiple offices in one location, they will be counted as one office. 4. Except where noted, "headcount" and "consultants" refers to total fee generating consultants: employed consultants plus utilised contractors in client-facing roles

ESG & Responsible Investment Practice Spotlight

A dedicated business practice enables Alpha to respond to the transformational shift in the investment industry

ESG market at a glance:

Global ESG assets expected to represent **1/3 of total AUM** or $25tn by 2025

ESG regulation **expanding globally** – beyond the EU into North America and APAC – over the next five years

Annual ESG-data related spend is growing by about 20% a year and investment now **exceeds $1bn annually**

Rapid growth underpinned by credible experience

- Alpha's ESG (Environmental, Social, Governance) & Responsible Investment practice formally launched in October 2020 – after two years' supporting clients in this area
- Provides focus and dedication to support investment firms to respond to market expectations changing at a phenomenal rate – across both strategic advice and implementation support
- With two directors now aligned to the practice, it has already built deep credible experience across 14 clients, 7 countries, and £6m+ in project wins over 3 years

Key topics driving growth

- **Regulation** forcing the industry to take notice e.g. SFDR in Europe
- **Client demand** for reporting and integration fast outstripping regulatory development
- Evidence of **better investment outcomes** where ESG is embedded
- **Competitive positioning** as investment firms seek to use ESG & RI as an area of differentiation
- **Pace of change** means investment firms need support defining what they should change and delivering this at speed
- Alpha is **uniquely positioned** to support organisations in setting their strategic goals and implementing them, including:

Vision, Strategy & Planning

Market Positioning

Organisation Design

Operating Model Definition

Investment Process Evolution

Go-To-Market Strategy

Regulatory Readiness

Data & Technology

Key Lionpoint Acquisition Terms

A highly attractive acquisition with significant opportunity for the combined Group

ACQUISITION TERMS

KEY RETENTION CRITERIA

Total Payments

- Acquisition of the entire share capital of Lionpoint Group for **up to $90.0m (£64.3m[1])**

	DAY 1	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
BASE	$34.5m	$10.8m	$8.4m	$0.6m	$0.5m	**$54.75m**
EARN-OUT	$0	$10.6m	$12.3m	$12.3m	$0	**$35.25m**
Total	**$34.5m**	**$21.4m**	**$20.7m**	**$12.9m**	**$0.5m**	**$90.0m**

- Base: Day 1 is 100% cash; then 70/30 cash/equity
- Earn-Out: 70/30 cash/equity
- Max cash/equity payout from deal - $73.6m/$16.4m

Earn-Out

- The earn-out targets have been set at challenging levels, and to achieve the full earn-out, Lionpoint would need to make a significant contribution to Group EBITDA over a three-year period

Equity Restrictions – Management Retention

- Base Payment – equity awards locked up until July 2025 at the earliest
- Earn-out – provides a strong tie-in for management
    - Year 1 equity three-year lock-up; Year 2 and 3 equity two-year lock-up

Note 1: USD/GBP = 1.40 as at May 2021 date of acquisition

Regional Breakdown

£'000	H1 21	H2 21	FY 21	FY 20	% change
UK	26,457	26,963	53,420	50,527	5.7%
North America	7,742	8,772	16,514	14,436	14.4%
Europe & Asia	13,317	14,703	28,020	23,961	16.9%
Net fee income	**47,516**	**50,438**	**97,954**	**88,924**	**10.2%**
UK	10,306	11,092	21,398	22,280	(4.0)%
North America	2,222	2,252	4,474	4,764	(6.1)%
Europe & Asia	3,778	5,174	8,952	7,359	21.6%
Gross Profit	**16,306**	**18,518**	**34,824**	**34,403**	**1.2%**
UK	39.0%	41.1%	40.1%	44.1%	
North America	28.7%	25.7%	27.1%	33.0%	
Europe & Asia	28.4%	35.2%	31.9%	30.7%	
Gross profit margin[1]	**34.3%**	**36.7%**	**35.6%**	**38.7%**	

Notes

- Group is currently organised into three geographical operating divisions: UK, North America, Europe & Asia
- Group gross margin eased, reflecting ongoing investment in our people and the business, with resilient fee rates overall
- Group gross margin improving through H2 on good utilisation and firmer day rates

1. Margins are calculated on net fee income

Basic and Adjusted Earnings per Share

£'000	FY 21	FY 20
Profit after tax	5,827	6,167
Weighted average number of ordinary shares	101,312	101,003
Weighted average number of ordinary shares, including potentially dilutive shares	105,902	105,344
Basic EPS[1] (p)	**5.75**	**6.11**
Diluted EPS[2] (p)	**5.50**	**5.85**
Adjusted profit after tax	15,105	14,348
Weighted average number of ordinary shares	101,312	101,003
Weighted average number of ordinary shares, including potentially dilutive shares	105,902	105,344
Adjusted basic EPS[3] (p)	**14.91**	**14.21**
Adjusted diluted EPS[4] (p)	**14.26**	**13.62**

Notes

- Basic and diluted earnings per share data is presented, both adjusted and statutory for the Group's ordinary shares
- Potential ordinary shares are only treated as dilutive when their conversion to ordinary shares would decrease EPS
- There were 4.6 million potentially dilutive ordinary shares at 31 March 2021
- Alpha's management incentive plan anticipates performance related dilution of up to 10% of issued share capital

1. Basic EPS is calculated by dividing the profit for the year by the weighted average number of ordinary shares outstanding in the year. 2. Diluted EPS considers the weighted average number of potentially dilutive shares outstanding in the period. 3. Adjusted basic EPS is adjusted PAT over the weighted average number of shares in issue in the period. 4. Adjusted diluted EPS considers the weighted average number of potentially dilutive shares outstanding in the period

Group Cash Flow

£'000	FY 21	FY 20
Operating profit	**10,176**	**10,426**
Non-cash items	6,921	5,754
Net movement in working capital	9,645	4,474
Income taxes paid	(5,707)	(2,446)
Net cash from operating activities	**21,035**	**18,208**
Adjusted cash conversion rate[1] %	***111%***	***106%***
Interest received	–	1
Capitalised development costs	–	(1,387)
Capex	(151)	(349)
Acquisition related costs, net of cash acquired	(2,752)	(7,339)
Net cash used in investing activities	**(2,903)**	**(9,074)**
Issue of share capital	–	(1)
(Repayment)/drawdown of revolving credit facility	(5,000)	5,000
Interest paid	(486)	(47)
Dividends paid	(2,136)	(6,256)
Lease liability payments	(911)	(835)
Net cash from financing activities	**(8,533)**	**(2,139)**
Net movement in cash and equivalents	**9,599**	**6,995**
Exchange rate fluctuations on cash	(1,583)	420
Cash and equivalents at start of year	25,996	18,581
Cash and equivalents at end of year	**34,012**	**25,996**

Notes

- Strong 111% adjusted cash conversion
- Driven by ongoing working capital focus and timely debtor collection
- COVID-19 deferrals largely repaid; some benefit from director salary sacrifices accrued, paid May 2021
- £4.0m deferred acquisition payments in respect of Axxsys, Obsidian and TrackTwo, including £1.2m of employment- linked payments
- £5.0m RCF repaid in the period
- Significantly improved £34.0m cash balance

1. Adjusted cash conversion is adjusted cash from operating activities divided by adjusted operating profit. Adjusted cash generated from operating activities excludes any employment-linked acquisition payments, treated as operating cash flows under IFRS

Caution Statement

Forward looking statements

This presentation may contain and the Company may make verbal statements containing "forward-looking statements" with respect to certain of the Company's plans and its current goals and expectations relating to its future financial condition, performance, strategic initiatives, objectives and results. Forward-looking statements sometimes use words such as "aim", "anticipate", "target", "expect", "estimate", "intend", "plan", "goal", "believe", "seek", "may", "could", "outlook" or other words of similar meaning. By their nature, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances which are beyond the control of the Company, including amongst other things, UK domestic and global economic business conditions, market-related risks such as fluctuations in interest rates and exchange rates, the policies and actions of governmental and regulatory authorities, the effect of competition, inflation, deflation, the timing effect and other uncertainties of future acquisitions or combinations within relevant industries, the effect of tax and other legislation and other regulations in the jurisdictions in which the Company and its respective affiliates operate, the effect of volatility in the equity, capital and credit markets on the Company's profitability and ability to access capital and credit, a decline in the Company’s credit ratings; the effect of operational risks; and the loss of key personnel. As a result, the actual future financial condition, performance and results of the Company may differ materially from the plans, goals and expectations set forth in any forward-looking statements. Any forward-looking statements made herein by or on behalf of the Company speak only as of the date they are made. Except as required by applicable law or regulation, the Company expressly disclaims any obligation or undertaking to publish any updates or revisions to any forward-looking statements contained in this presentation to reflect any changes in the Company's expectations with regard thereto or any changes in events, conditions or circumstances on which any such statement is based.

No statement in this presentation is intended to be a profit forecast, and no statement in this presentation should be interpreted to mean that earnings per share of the Company for the current or future financial years would necessarily match or exceed the historical published earnings per share of the Company.