Knights

Built differently.

Annual Report and Accounts
30 April 2026

At the forefront of change.

Built on more than a decade of consistent investment and growth, Knights has become the largest regional-only legal services business in the UK and is recognised as the leading candidate in the sector.*

Contents

* The Lawyer – 15 April 2026

A leading UK regional provider of legal and professional services.

Financial highlights

In a year of solid progress, the Group has continued to deliver strong revenue growth, increased underlying profits and continued cash conversion.

Underlying Revenue*

£207.7m

+28% (2025: £162.0m)

Underlying EBITDA*

£51.5m

+20% (2025: £42.9m)

Underlying PBT*

£33.2m

+19% (2025: £28.0m)

Reported PBT

£10.2m

(2025: £12.3m)

Post tax profit

£4.7m

(2025: £7.6m)

Net debt*

£65.4m

(2025: £64.8m)

Underlying basic EPS*

28.14p

(2025: 23.95p)

Basic EPS

5.40p

(2025: 8.83p)

Cash conversion*

163%

(2025: 130%)

Dividend per share

5.63p

(2025: 4.81p)

Note

* The Group reports certain Alternative Performance Measures ('APMs') as management believe these measures provide valuable additional information for the understanding of the underlying trading performance of the business. In particular, underlying profit measures are used to provide the users of the accounts with a clear understanding of the underlying profitability and cash generation of the business over time

Full definitions and explanations of these measures and reconciliations to the most directly referenceable IFRS line item are provided on pages 146 – 149

Regional office locations

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Who we are

Knights is an AIM listed legal and professional services business operating from 29 locations across the UK.

Founded in 1759 in Staffordshire, the current Knights business was created in 2012, as one of the first law firms to use sector deregulation to create a new ownership model and move away from traditional partnership to a corporate structure.

We are now recognised as the UK's largest regional only focused legal services business – uniquely positioned to provide premium legal and professional services to local, regional and national clients.

What we do

From our roots in a single UK region, we have grown in size and capability to bring diverse, highly specialised services to the regional UK markets, where there is a strong underlying demand for the best legal and professional services.

Our management structure and business model supports our growth, by reinvesting our profits in our people, systems, technology and strategic acquisitions.

Our fully integrated systems and platform allow us to combine local and regional knowledge with the full resource and expertise of a highly collaborative national team.

We will continue to grow within and across the regions – expanding our UK footprint and our range of services through organic growth and acquisitions.

Continued growth.

Dave Wilson
Non-Executive Chairman

I am pleased to present Knights' results for FY26, in which we delivered a strong performance for the year, supported by strong second half organic growth combined with contributions from successful acquisitions. Knights' differentiated business model, together with its scale, clear focus on premium service, continued investment in future capability and a strengthened and mature leadership team, reinforced our position as a leading provider of legal and professional services delivered by talented professionals across the UK regions.

The Group increased full year underlying revenue* by 28% to £207.7 million, and underlying profit before tax* increased by 19% to £33.2 million. Organic growth strengthened materially during the year, reflecting our long-term focus on recruiting and retaining the highest-calibre professionals, geographic and service line expansion, and pricing discipline. This performance demonstrates not only the fundamental quality of our platform, but also the consistency of our strategic execution.

* See Glossary on pages 146 – 149

Revenue

£208m

A proven strategy, delivering results

During the year, we continued to execute our proven strategy, supported by a more established management team and a centralised business support platform. We strengthened the business through selective acquisitions and targeted investment to support long-term growth. Together, these developments leave Knights well placed to expand its market position and continue to capture opportunities as structural changes in our market accelerate.

Investment in technology and operations was a strategic priority. We enhanced the infrastructure and resources that support both colleagues and clients, taking a measured approach to embracing developments in AI while maintaining discipline regarding risk, security and compliance. This investment will improve both efficiency and resilience, and support even higher quality service delivery while ensuring we are equipped fully for future demands in an ever-changing environment.

We added further scale through acquisitions, strengthening our presence in key markets and broadening the Group's platform. Acquisitions during the period included Rix & Kay as part of our South East expansion, creating additional value from our existing footprint by moving new colleagues into established Knights offices; Birkett Long, which not only gave Knights an entry point into Essex but also added a financial planning platform, a complementary service line that has long been of strategic interest; and finally, the acquisition of Le Gros, which accelerated the growth of our organically established Cardiff office. All are performing well, demonstrating the effectiveness of our approach to selection, integration and value creation. The pipeline of opportunities is encouraging and Knights' reputation as an attractive home for businesses, combined with its established in-house capability and financial discipline, means it is well placed to pursue its value-enhancing acquisition strategy.

Culture and talent

Culture remains an important driver of progress. With a well-embedded management team in place, including strong regional leadership, as well as newly created roles including a Chief Technology Officer, we are combining entrepreneurial energy with operational discipline while preserving the collaborative environment that defines Knights. This remains central to our ability to attract, develop and retain talented professionals, and to build a future-proofed business.

Dividend

The Board proposes a final dividend of 3.69p per share, which, along with the interim dividend of 1.94p per share, totals a 5.63p dividend for the year, a 17% increase from FY25's 4.81p. The dividend is scheduled for payment on 9 October 2026 to shareholders recorded on 11 September 2026, pending shareholder approval at the Group's AGM. The Group's dividend policy remains to distribute c.20% of underlying profit after tax, balancing profit retention for investment and growth with shareholder returns.

Summary

On behalf of the Board, I would like to welcome all our new colleagues who have joined during the year, thank all at Knights for the hard work that has resulted in this strong performance, and our clients and shareholders for their continued support.

The progress made across the Group during the year gives us confidence in the future. With a strong platform and clear strategic direction, and a strong balance sheet, Knights is well positioned to continue building scale, strengthening its market position and delivering sustainable, profitable growth.

Dave Wilson
Non-Executive Chairman

3 July 2026

Strong momentum.

David Beech
Chief Executive Officer

As one of the first in our sector to corporatise in 2012, Knights has been investing in and building our platform for 14 years. Today, we bring unmatched premium, diversified specialist services from a connected national team to clients across the UK. From this established, scalable platform, we are well positioned to continue with our growth strategy. We are doing this both organically, by attracting and retaining high calibre talent, and through acquisitions, and we are now recognised as a leading consolidator in our sector at a time when having the scale to effectively harness technology is more important than ever.

The benefits of our differentiated model are demonstrated in our results, with double-digit organic growth in the second half coupled with strong performances from recent acquisitions. Through these, we have established a strong footprint in the affluent South East and taken our organic expansion beyond England for the first time, to Cardiff.

Organic Growth

+7%

While we grew revenues by 28% year on year, doubling them over the last five years, and maintained strong underlying PBT* margins, we also invested in strengthening our platform. Our unified technology approach, centralised business services support, and expanded, experienced management team will facilitate operational gearing as we grow. At the same time, our continued cash discipline has seen us deliver reduced work in progress ('WIP') and debtor days*, enabling us to grow and invest without a material increase in debt.

The Group is in a good position to grow organically, as we select the best talent from wider pools across our expanded network, and by acquisition, as we select the best fit from the healthiest pipeline of opportunities we have seen for some time. Our strong cash generation, reduced leverage and recently increased revolving credit facility provide flexibility to take advantage of these opportunities.

A strong financial performance

The Group delivered a strong performance, with a 28% increase in full year underlying revenue* to £207.7m (FY25: £162.0m) underpinned by organic revenue growth of 7% (FY25: -0.3%), reflecting a significant improvement in the second half to organic growth of 12%. Underlying EBITDA* increased by 20% to £51.5m (FY25: £42.9m) with underlying PBT* increasing by 19% to £33.2m (FY25: £28.0m), as we absorbed higher national insurance payments, the impact of interest rate movements, as well as investing in the business and technology.

The Group maintained its tight management of working capital throughout the year, with record low debtor days* of 30 (FY25: 31 days) and WIP days* of 54 (FY25: 55 days) at 30 April 2026.

Our strong underlying cash conversion enabled us to maintain a robust balance sheet position, with net debt* of £65.4m at year end (FY25: £64.8m), after c.£17m of net cash paid in relation to acquisitions.

Driving organic growth through a focus on high calibre, senior talent

A key driver of our return to organic growth has been the quality of our people, as we have hired more selectively and retained experienced professionals with high quality client followings and networks. This year, we recruited 39 new senior recruits and maintained low annual churn* at 10%. Our increased focus on helping new colleagues to onboard clients to drive profitable growth has supported an increase in fees per fee earner and new joiners reaching 'run-rate' revenue sooner.

Knights' national scale and brand strength, its market-leading resources, location network and expertise in the UK regions, as well as its unique collaborative culture, are attracting high calibre professionals. Lower churn has been maintained as we have matured the leadership and support for our people. This includes facilitating better connectivity, collaboration and engagement by our CEO, management team, Client Services Directors and Business Services Directors working together as one team. As well as supporting a high employee net promoter score (eNPS), of +46, this is also creating greater opportunities for growth.

* See Glossary on pages 146 – 149

We also maintain a focus on pricing, ensuring it reflects the value of our services and market positioning through regular reviews of our rates and training our professionals.

In addition, we have expanded our capabilities and footprint organically by adding to our range of service lines and specialisms in areas such as Tax, ESG, Competition, Regulatory, Sport and Agriculture, and by entering Cardiff, which was a move facilitated by the strength of our brand reputation and presence in adjacent regions.

Successful acquisitions expanding our network and talent pool

Building on a track record of 29 acquisitions over 14 years, we continue to successfully execute our strategy of making selective earnings accretive acquisitions to expand our expertise or geographical reach, or grow our teams in existing locations.

Having identified the South East of England as a priority for expansion, given its affluent client base and a talent pool attracted by opportunities at a premium firm – without a central London commute – we first entered the region in 2020. In June 2025 we completed the acquisition of Birkett Long LLP, a high-quality full service legal firm, and Birkett Long IFA LLP, a financial planning platform from which to grow this complementary service. In August 2025 we acquired Rix & Kay LLP, a prominent regional law firm, with new colleagues joining our existing teams in Kent and Sussex. Together with our previous acquisitions in the area, these additions have demonstrated that bringing Knights' modern, differentiated model to new regions provides a real stimulus for growth. We have continued to expand our teams across the region through recruitment. In August 2025, we accelerated the growth of our organically established presence in Cardiff, through the acquisition of real estate boutique, Le Gros Solicitors Limited.

Following the acquisition of Thursfields in September 2024, which significantly strengthened the Group's presence in the West Midlands, in May 2025, Knights brought its colleagues from Worcester and Kidderminster together in one premium space from which to offer more diversified services to clients.

All recent acquisitions have performed well and are driving further growth through collaboration with existing colleagues and new recruits from expanded talent pools.

The Group continues to actively assess further acquisition opportunities, with a healthy pipeline across geographies targeted for expansion, as well as bolt-ons where we can leverage existing locations.

We continue to progress the previously announced discussions with Moore Barlow LLP.

Well positioned in a growing market segment experiencing accelerating structural change

Having grown in size and capability from a single UK region to bring diverse, highly specialised services across wider regional UK markets, Knights is well positioned to capitalise on its market opportunity in our growing and structurally changing regional segment of the UK legal sector.

The sector is seeing an increasing shift in ownership models and business strategies beyond traditional partnership. Having pioneered the adoption of a corporate model in 2012, we have the advantage of more than a decade of reinvesting profits in our management structure, centralised business services, systems and technology, enabling a collaborative national team focussed on delivering high quality client services.

With unmatched understanding of a unique sector, and the depth of experience to apply a well-developed methodology to assessing, valuing and integrating businesses, Knights is increasingly recognised as a leading consolidator and an attractive exit option in a market which has seen rising interest from private equity. Our in-house capability to execute acquisitions, combined with the flexibility of our funding, positions us well to capture the opportunities to buy high quality regional law firms, against a favourable industry backdrop.

Set to scale, harnessing technology

We operate a mature corporate structure, with Knights built on a well-developed scalable platform. This includes unified technology, centralised business services support, and an experienced management team working in lockstep to enable agile decision-making.

This structure not only supports effective client service delivery across our regional network, but also underpins our ability to harness technology and mine insights consistently across the business, a key enabler of growth, and our ability to scale up and outcompete our market:

- **Grow:** Experienced colleagues are freed up to deliver better service and spend more time on higher value advisory work, whilst collaboration across the business generates greater growth opportunities
- **Scale:** Enables high standards to be applied consistently across the business and the automatic transfer of data from acquisitions, making us more scalable without adding manual roles
- **Outcompete:** Widens the gap between Knights and independent firms which don't have the scale or resources to invest in technology, with a single platform that allows us to rapidly implement change

* See Glossary on pages 146 – 149

We implemented a new advanced document management system in the first half, having migrated all documents to the cloud. Since then, we have continued to expand our technology team and made significant progress under the leadership of our new Chief Technology Officer who was appointed in June 2025. We have developed and launched a user interface which significantly speeds up client onboarding, workflow management and offboarding, whilst expanding our data insights, and we are building on this platform to support client contracting and invoicing. We are taking a measured, security-first approach to AI, developing our own, domain-specific secure tools to augment our platforms and processes, rather than relying on off-the-shelf, open access and generic AI models.

This progress provides a firm foundation from which we can roll out further functionality within our own system. This will better meet our requirement of having one, integrated platform, with development costs mainly expected to be offset by cost savings, primarily from replacing third party software providers.

Summary and outlook

We delivered a strong performance in the year, with double digit organic growth in the second half, contributions from recent acquisitions, and good cash generation assisting the self-funding of acquisition costs in the year.

Our continued investment in the business has strengthened our ability to take advantage of opportunities in our growing and structurally changing regional segment of the UK legal sector.

Having made a positive start to the current financial year, we look forward to delivering continued organic growth, complemented by our value enhancing acquisition strategy in the current year and beyond.

David Beech
Chief Executive Officer

3 July 2026

* See Glossary on pages 146 – 149

"Knights is inevitable.

And the acquisitions are only going to continue. The UK 200 has no shortage of regional firms with ageing partners, rising debt and an over-reliance on client interest income. For them, the future is increasingly, inexorably, Knights."

The Lawyer – 15 April 2026

A growing market opportunity

The UK legal services market is profitable and growing ahead of GDP:

- In 2024, the UK legal services market generated c.£40bn compared to £29bn in 2020*
- The sector is expected to grow at 5.1% annually until 2029*
- Regional and national firms performed strongly in 23/24 – delivering 11.1% fee income growth and 13.4% profit growth*
- Fee income and profit growth was forecast to continue to grow for regional and national firms at c.8% during 25/26

The UK legal services market in 2024 (forecast) ↑ c.£44bn

The sector is expected to grow at 5.1% annually ↑ c.5.1%

* UK Legal Services Market Report – Summer 2025

Increased diversity of ownership and business models

Since pioneering the adoption of a corporate model with reduced lawyer ownership after the liberalisation of the UK legal sector, we are now seeing real acceleration in the diversity of ownership models and business strategies. Between 2022 and 2024, the sector saw 21% growth of corporatised law firms across:

- Niche services businesses – corporate and consumer specialists
- Regional consolidators
- Consultant platforms
- Flexible managed services businesses

Consolidation of the fragmented market is accelerating and is expected to continue:

- Deal activity (2024) – 70 legal deals out of 475 professional services deals
- Driven by trade consolidators and growing private equity interest and investment

Pressure on the traditional partnership and LLP models is building from these new competitors with stronger capitalisation, a more commercial approach and a more focused and strategic approach to client service delivery and pricing.

This is reflected in the change in the breakdown of solicitor firms between March 2012 and March 2026.**

	March 2026	March 2020	March 2012
Sole practitioner	1,346 (15.1%)	2,143 (21%)	3,574 (32%)
Partnership	928 (10.4%)	1,528 (15%)	3,255 (29%)
Limited company	5,194 (58.2%)	4,960 (49%)	2,745 (24%)
LLP	1,430 (16%)	1,537 (15%)	1,549 (14%)
Other	28 (0.3%)	37 (0%)	108 (1%)
Total	**8,926**	**10,205**	**11,231**

* UK Legal Services Market Report – Summer 2025

** SRA website – Breakdown of solicitor firms

Our opportunity

We have a clear regionally focused strategy, meaning we are well-positioned to capitalise on the expected growth in the regional and national legal services market.

As one of the most experienced regional acquirers, Knights is a leading player in this market consolidation, ready to benefit from the increasing opportunity to buy regional law firms – supported by the funding and in-house capability to execute and integrate multiple large acquisitions in each year.

Through acquisitions and lateral hires, we have created a capability and expertise which is increasingly unmatched in the UK regions.

For more than a decade, and with a deliberate focus on the UK regions, we have continuously invested in our centralised operational platform and systems which have been built to support client service delivery in this market.

Our focus on, and understanding of, the needs and demands of regional businesses and individuals has enabled us to create a business which is well-equipped to take advantage of the future growth in the sector.

A corporatised ‘One-Team’ business model underpinned by a highly developed centralised platform.

Platform

We operate within a mature corporate structure in the UK regional sector where traditional partnerships and limited liability partnerships remain the norm.

Our business is built upon a centralised platform enabling regional client service delivery comprising:

- A well-developed single and scalable client services technology environment used by the entire business
- Comprehensive centralised business services capability delivered from our central operational hub
- An established and experienced management team working together daily in our central hub, enabling agile management and fast decision-making

Knights model

We are unique in the UK legal sector

Local knowledge and relationships

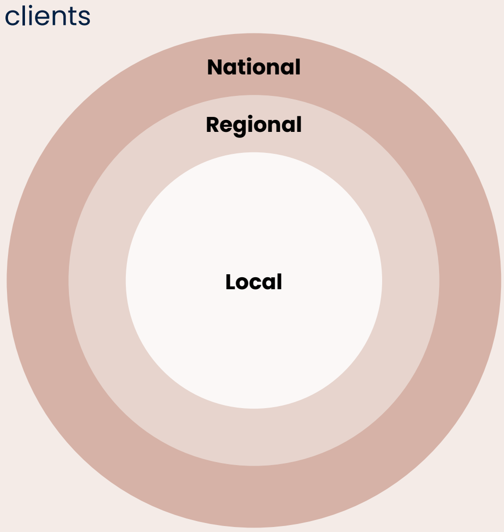
continuing to bring

regional strength

creating

unrivalled capability as One Team

Our clients



Our key strengths driving profitable growth

Acquisition experience

Our track record of delivering successful acquisitions means we are now seen as an attractive exit option for sellers of law firms, creating more opportunities for future acquisitions.

A recognised brand

As a recognised national business and brand with a clear strategy and proven business model, we are increasingly attractive to clients and established regional professionals in more locations as our footprint grows. We can open offices in new locations and attract new regional talent with clients and connections.

Regional focus and locations

Strong regions need strong professional support that is permanently based there, deeply embedded, and genuinely invested. Our extensive and growing footprint and network enables us to build and retain deep connections by being close to our clients and the local business communities, generating more value from those relationships.

People and range of services

Our acquisition and organic recruitment strategy over more than a decade has created a team with a breadth of expertise and specialisms increasingly unrivalled in the UK regions – generating growth through having more revenue streams and delivering more value to our clients.

Collaborative 'One Team' culture

Our business is built on a culture of collaboration, rather than on individual, team or location-based targets. Clients, wherever they are located, experience the full, collective benefit of the expertise and experience of our national team and our people are motivated to identify opportunities to provide additional services to those clients.

Market positioning

Our target market is individual and business clients across all the UK regions requiring the best expertise and the highest service standards available to them in their location. Our platform, national footprint and breadth of expertise and services mean we can increasingly attract and deliver the highest value and most profitable work.

Pricing and commercial culture

Alongside maintaining a strong commercial culture to deliver excellent cash generation, the leadership team maintains a focus on pricing optimisation as a key growth driver, ensuring it aligns with our focus on those individuals and businesses in the UK regions demanding the best service levels and expertise.

Technology

The delivery of our services is supported and enabled by a single technology platform and environment, used by all our professionals, enabling all our people to work together seamlessly and in full collaboration, driving efficiency and value in a competitive market.

We understand the changing UK legal market and the opportunities and challenges it brings.

Through maturity and the experience of more than a decade as a growing business and being a regional consolidator, we have a clear strategy and focus, supported by a strong operational platform and cultural identity, to deliver value through growth.

Our key strategic pillars

Grow organically.

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Scale the business.

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Strategic acquisitions.

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Exploit technology and data.

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The Board believes the continued execution of this strategy will enhance shareholder value through the delivery of strong and sustainable financial performance, alongside continuing growth.

What we did this year

Partner and Senior Associate promotions ↑	64
Organic growth ↑	7.1%
New colleagues through acquisitions ↑	146
Increase in underlying EBITDA* ↑	20%

* See Glossary on pages 146 – 149

Organic growth during the year was 7.1%. This was achieved alongside our long-term focus on positioning ourselves as a premium services provider and our strategy to optimise our pricing structure.

Grow organically.

Key areas and drivers

Pricing strategy

Our business is for individuals and businesses who demand the best service experience and expertise available in the UK regions.

Through regular reviews and re-positioning of our pricing to reflect the value of our services, we ensure our pricing reflects this differentiation in market positioning to drive profitable growth.

We train pricing across the business, through central and regional workshops, when people join the business and as one of the key responsibilities of our Client Services Directors within their locations.

Commercial and collaborative culture

We maintain a focus on strong commercial discipline to deliver sector leading financial management.

We have a highly collaborative culture where people work together in and across locations to deliver growth.

Hiring strategy

We focus on hiring experienced professionals with strong client followings and connections – this year we recruited 39 new Partners and Senior Associates.

During the year we created more structure and support to help new colleagues onboard clients, led by our Client Services Directors.

With increased brand strength and geographic footprint, we are increasingly more selective and focused in our hiring to deliver earlier profitability and growth.

Opening new offices

As a visible national brand across the regions, we can now enter new locations without acquiring law firms – with regional professionals attracted by the opportunity to help build a new presence in their locations.

Cardiff case study

During the year we opened in Cardiff.

We recruited an initial team of 4 having joined before finding office space.

Our Cardiff team has now grown to 19 within 9 months through a combination of lateral hires and the acquisition of Le Gros Solicitors Limited – a boutique real estate firm in the Welsh capital.

The new team in Cardiff works in close collaboration with our existing Bristol team, developing a strong regional presence under the leadership of their Client Services Director.

"The combination of already being in Bristol and awareness of our brand and model enabled us to build a Cardiff team quickly, and even before we had an office here. In turn, this led to the acquisition of Le Gros Solicitors, and by the end of the year, we grew to 19 professionals in Cardiff."

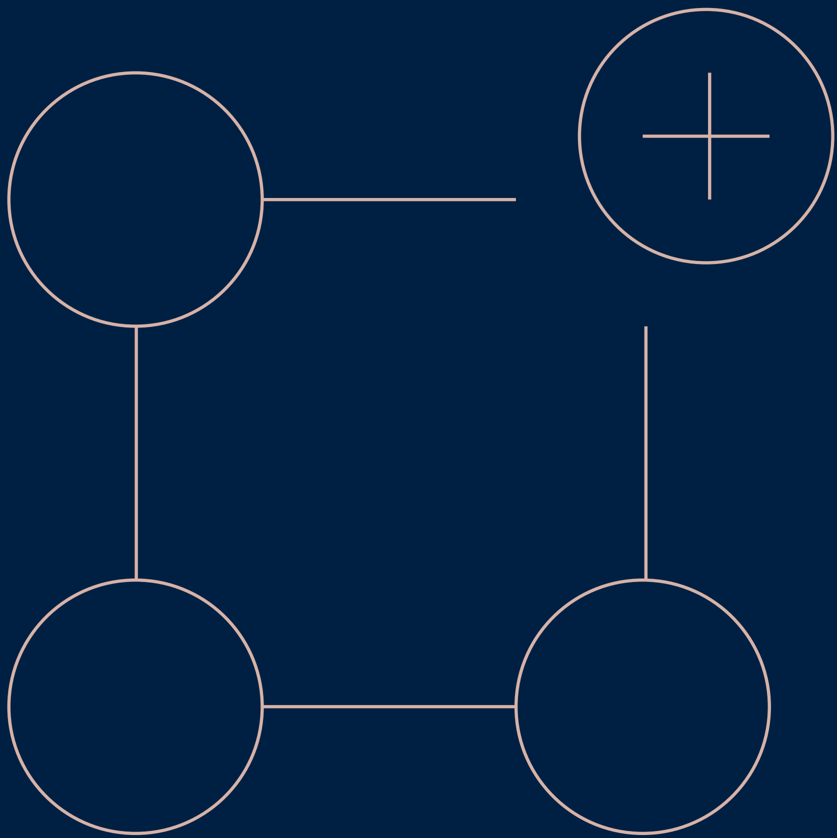
James Christacos
Regional Client Services Director

Expanding our range of services

Adding to our range of service lines and specialisms to do more for our clients is a key organic growth driver.

Tax, ESG, Competition, Regulatory, Sport and Agriculture are all areas where we have seen our capability increase.

During the period, we acquired a financial planning business as part of the acquisition of Birkett Long IFA LLP, achieving a long-standing objective to add this highly complementary service line to our offering.



We are now recognised as a leading consolidator in our sector. With our track record of 29 acquisitions over 14 years, we are well placed to continue to grow through strategic acquisitions as the rate of consolidation increases.

Strategic acquisitions.

Our acquisitions

Birkett Long LLP and Birkett Long IFA LLP

A high-quality full service regional law firm.

An entry point for Knights in Essex in three locations.

Enhancements to our service offerings include specialist IP and agriculture capability.

Brings financial planning platform and capability – delivering on our strategy to add this key complementary service line.

Rix & Kay Solicitors LLP

A prominent regional law firm in Kent and Sussex.

All new colleagues moved into existing Knights offices in Kings Hill and Brighton, leveraging value from our existing office footprint and accelerating integration.

Le Gros Solicitors

A two partner real estate boutique based in Cardiff.

Accelerating our growth in a key location following our organic opening in Cardiff during the period.

Acquisition process

We maintain a continuous pipeline of opportunities, execution and integration.

We focus on earnings accretive acquisitions to build on our expertise or geographical coverage or to grow our teams in existing locations.

We have a tried and tested methodology for assessing and valuing target businesses.

Our end-to-end acquisition process, including all legal and financial due diligence, is delivered by our in-house team led by our Chief M&A Officer – enabling us to complete acquisitions quickly and efficiently and with deep understanding of the acquired businesses.

We have an established post-acquisition strategy to ensure shareholder value is delivered:

- all new colleagues and their data move onto our platform on completion
- all support is delivered from our centralised Business Services teams from day one
- an experienced Client Services Director is dedicated to the acquired business before, during and after completion
- acquired businesses are re-branded as Knights immediately
- seamless onboarding of acquired clients

Clear plan from initial contact to post completion	Pre-exchange	Exchange to completion (c.6 weeks)	Post completion (within first 12 months)
Team involved	Pre-approach	Post approach	Post completion

Driving financial performance post completion

Greater efficiency	**Improved working capital days**	**Enhanced client relationships and pricing**	**Clear focus on the bottom line**	**Leverage platform for recruitment**

Our strategy and growth is under-pinned by our unique scalable business model and infrastructure.

Scale the business.

The delivery of client services at all our locations is supported by our centralised business services teams and our single technology environment – all delivered from our operational hub, bringing efficiency and margin enhancement from a centralised approach to group corporate services.

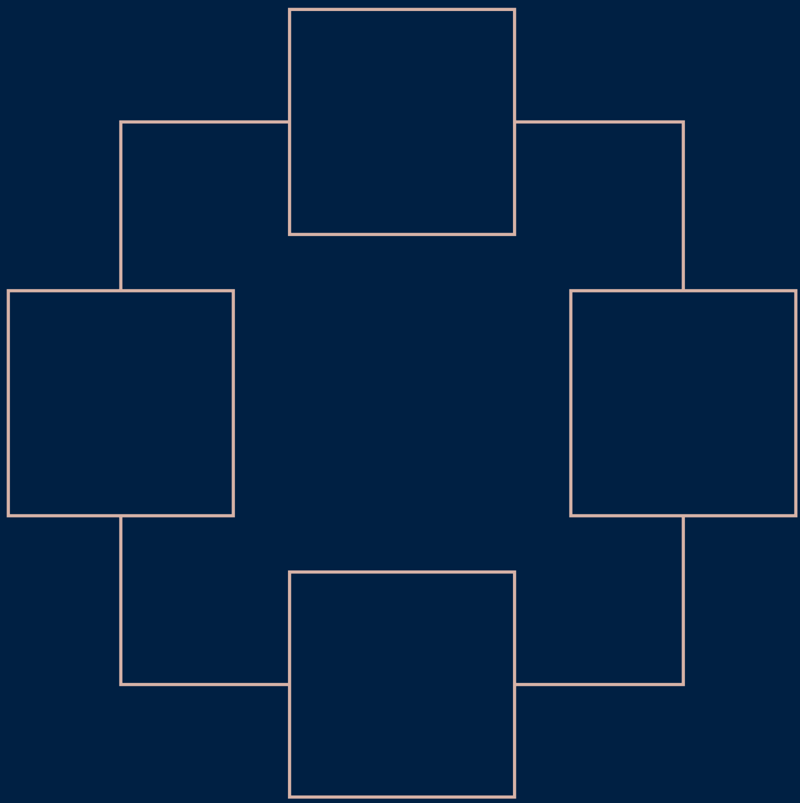
- We consistently deliver a sector leading fee earner: support staff ratio
- Our leadership team is uniquely structured to bring scalability. Connected to our central Management Team through our Chief Client Services Officer, our Client Services Directors bring effective local leadership by being based in our regional locations
- Key focus areas for our Client Services Directors are:
    - Carrying and embedding our cultural principles
    - Integrating new recruits and acquisitions
    - Delivering our growth strategy
    - Managing financial performance against our key KPIs
    - Ensuring excellent experience for clients

During the year

- We created an expanded Management Team with a collective tenure of more than 73 years – reporting to David Beech (CEO):
    - Kate Lewis (Chief Financial Officer)
    - Lisa Bridgwood (General Counsel and Company Secretary)
    - Jo Beech (Chief Experience Officer)
    - Andrew Pilkington (Chief Commercial Officer)
    - Lisa Shacklock (Chief Client Services Officer)
    - James Sheridan (Chief M&A and Investor Relations Officer)
    - John Earl (Chief Technology Officer)
- We increased the number of Client Services Directors, continuing to optimise and scale our regional leadership
- During the year we completed our strategy, implemented over 18 months, that our Client Services Directors have no more than three locations under their leadership
- Key investment areas
    - Reflecting our growing brand strength, we expanded our Brand & Communications team from 12 to 17
    - We expanded our Knowledge team, adding two knowledge lawyers and recruiting a Knowledge Director as part of our leadership team
    - Continuing our strategy to have best in class offices in all our regional locations, we completed 10 relocation or upgrade programmes during the year

Revenue Growth ↑ 28%

Fee Earner : support staff ratio (average for the year) ↑ 3.9:1



Our core principle of operating on a single client services platform has underpinned our growth, driving collaboration and consistency across the business.

Exploit data and technology.

We continue to invest in our single, scalable technology platform and the enhancement of our enriched client data while maintaining our focus on the core principle that our platform should:

- enable full collaboration across the business
- support consistent high service standards
- create agility and enable rapid change implementation
- allow acquisitions, and all their data, to transfer to the Knights platform on day one

Core platform developments this year

- **Cloud transformation:** During this year we made a significant investment in a new document management system ('DMS'), moving our documents to the cloud, delivering increased scalability, resilience, and enabling advanced technology adoption, including AI
- **Extending our unified environment:** Implementing the new DMS means we now have three fully integrated core systems – practice and financial management, document management, and time recording – enhanced by our internally developed platform
- **Internally developed suite:** Our bespoke applications drive efficiency, compliance, and improved data capture, supporting client onboarding and engagement. These tools are designed to evolve with Knights, future-proofing our business and people

Highlights in the year

- Appointment of Chief Technology Officer
- Introduction of internally developed platform containing suite of applications – which will evolve and grow with the business – designed to:
  - Increase efficiency – simplification and reduction of manual tasks and process
  - Maintain compliance
  - Improve data capture/accuracy
  - Enhance client onboarding and engagement experience
- Major investment in new document management system – full and seamless integration with existing practice management system – key advantages:
  - Moving from on-premise platform to cloud brings increased scalability and updated technology with AI enablement
  - Upgrades and modernises the day to day working environment
  - Enables increased internal and external collaboration, document and work-sharing
- Increased investment in knowledge platforms bringing further AI and large language model capability
- Investment in enhanced document production capability bringing greater consistency, enhancing service experience and brand strength

Investment in technology and AI ↑ £1.0m

Members of our dedicated technology team ↑ 17

Technology designed around our business model, not the other way around.

Off the shelf systems alone cannot always fully support our distinctive operating model, centralised platform, and integration led growth strategy. During the year, we introduced **Launchpad,** our internally developed digital platform, designed to evolve with the business.

What we did

Launchpad brings together a suite of bespoke applications that enhance client onboarding, data capture, compliance, and workflow. It sits alongside our core systems for practice management, document management, and time recording, extending them with tailored functionality aligned to our processes and standards.

Strategic impact

- **Improved data quality:** Launchpad strengthens the capture and accuracy of client and case data, supporting better compliance, richer management information, and deeper client insight
- **Operational efficiency:** Automation reduces manual processes and duplication, allowing our professionals to focus on higher value work for clients
- **Consistency at scale:** Standardised workflows help ensure a consistent client experience across all services and locations, even as the business grows
- **Future proofing:** As a bespoke platform, Launchpad can be enhanced rapidly in response to regulatory change, new service lines, or integration requirements from acquisitions

> "Our commitment to a single, scalable technology platform and secure, progressive adoption of artificial intelligence is transforming how we deliver to clients. By enriching our client data and investing in future-proof systems, we are building a business that is not only more efficient and agile, but also better equipped to deliver premium service and sustainable growth for our shareholders."

John Earl
Chief Technology Officer

Why it matters

Launchpad is a clear example of how we exploit technology and data as a strategic asset. By building tools around our business model—rather than adapting the business to fit generic software—we create agility, improve control, and reinforce the foundations for scalable, profitable growth.

Artificial intelligence and data enrichment

- **Secure, progressive AI adoption:** We have taken a measured, security-first approach to AI, deploying large language models and AI-enabled knowledge platforms to enhance document production, knowledge management, and client service
- **Enriched client data:** Our investments in data capture and accuracy allow us to deliver more personalised, efficient, and compliant services, while supporting deeper client relationships and better business insights
- **AI-driven efficiency:** Automation and AI have reduced manual tasks, improved compliance, and enabled our professionals to focus on higher-value work for clients

Strategic impact

- **Rapid integration:** Our enhanced platform supports faster acquisition data transfer, supporting our growth strategy and ensuring immediate alignment with our standards
- **Collaboration and agility:** All colleagues, regardless of location, benefit from a joined-up environment with greater functionality that fosters collaboration and agility, supporting our 'One Team' culture
- **Future proofing:** Ongoing investment in technology and data ensures we remain at the forefront of sector transformation, ready to adapt to new opportunities and challenges

Our strategy and growth is under-pinned by our scalable business model and infrastructure.

The management team uses key performance indicators ('KPIs') to monitor the Group's performance against its strategic objectives. These comprise financial and non-financial measures which are agreed and monitored by the Executive and Group Board.

The financial indicators are generally calculated based on underlying results excluding any one-off transactional and acquisition related costs as these underlying KPIs provide a more meaningful comparison of the ongoing key drivers of the Group's financial success.

The overarching focus of the Board is on overall growth in fee income and profitability, with a view to improving the profit margins achieved across the business, whilst still maintaining a well invested business with a strong management and support function able to meet its evolving needs.

The key financial measures are discussed in more detail in the Finance review on pages 49 – 56.

Financial KPIs

Underlying revenue*

£207.7m

FY25: £162.0m
FY24: £150.0m

Profit before tax

£10.2m

FY25: £12.3m
FY24: £14.8m

Underlying profit before tax*

£33.2m

FY25: £28.0m
FY24: £25.3m

Basic EPS

5.40p

FY25: 8.83p
FY24: 11.47p

Underlying profit before tax margin*

16.0%

FY25: 17.3%
FY24: 16.9%

Underlying EPS*

28.14p

FY25: 23.95p
FY24: 21.81p

* See Glossary on pages 146 – 149

Gross profit

49.4%

FY25: 50.5%
FY24: 48.8%

The Group has a long-term gross profit target of c.50%. This varies over time dependent on the number and cycle of new fee earning recruits into the business. In general, new recruits take 6 – 12 months to reach full run rate fee income. Therefore initially, new recruits have a negative impact on Group gross profit. During the year the gross profit was impacted negatively by the impact of increased payroll taxes which reduced the gross profit margin by c.0.7%.

Cash conversion*

163%

FY25: 130%
FY24: 131%

The Group continues to deliver excellent underlying cash conversion which is an important KPI for the Board, resulting in a strong balance sheet position at the year end despite continued investments in acquisitive and organic growth. This is described in further detail on page 55 of the Finance report.

Net debt*

£65.4m

FY25: £64.8m
FY24: £35.2m

Monitoring of net debt is key to the Group to ensure sufficient headroom to invest in its growth strategy. With a RCF facility of £100m, at the year end the Group had headroom of c.£35m. Since the year end the RCF facility has been increased to £159m, giving further capacity for investment in future growth.

Average number of fee earners*

1,220

FY25: 1,002
FY24: 1,037

This represents the average number of full-time equivalent fee earners ('FTE') employed by the Group during the year. Despite acquisitions and good recruitment of senior fee earners in the year, a strategic reduction of fee earners in the second half of the year (as we focus on maximising efficiencies from technology) resulted in an overall reduction in fee earners by the end of the year. As at 30 April 2026 the actual full time equivalent number of fee earners is 1,144 (30 April 2025: 1,157).

Qualified fee earner churn*

10%

FY25: 15%
FY24: 12%

Churn is an important KPI monitored by the Board as it indicates employee satisfaction and is a key factor in driving organic growth. The Board is pleased with the reduced level of churn in the year. This together with our positive eNPS score supports the Board's expectation of continued future organic growth. Churn is calculated based on the number of leavers with a tenure of over one year, excluding redundancies and retirements.

Fee earner to support ratio*

3.9:1

FY25: 3.8:1
FY24: 3.6:1

The above represents the average ratio of fee earners to non-fee earners during the year. The improvement in the ratio over the year reflects the leveraging of support functions as we added fee earners via acquisition and recruitment who use the centralised support services. The ratio will fluctuate year on year as we continually invest in Group support functions to provide a sustainable base for our growth. Looking at the position at the year end, the impact of the strategic rationalisation in fee earner numbers along with continued investment in technology and knowledge functions has resulted in a reduction in the ratio to 3.5:1 at 30 April 2026 (30 April 2025: 4.1:1).

* See Glossary on pages 146 – 149

Fees per fee earner*

£170k

FY25: £162k
FY24: £145k

This represents the average fees per fee earner across the whole Group and mainly reflects improvements in pricing, productivity and the mix of fee earners in the business. As at 30 April 2026, the proportion of fee earners that are partners had increased to 34.2% (30 April 2025: 30.8%) contributing to the increase in average fees per fee earner as more experienced individuals generate higher fees.

Debtor days*

30 days

FY25: 31 days
FY24: 28 days

The strong focus on financial management in place across the Group continues to deliver excellent results in maintaining low debtor days which in turn helps to generate the strong cash conversion year on year. Debtor days are measured on the year end trade receivables balance (excluding unbilled disbursements, expenses and VAT) as the number of days revenue, based on bills raised in the preceding periods.

Lock up days*

84 days

FY25: 86 days
FY24: 78 days

Lock up measures the total time to convert a unit of time spent on a matter into cash. It is discussed further in the finance report on page 54.

The measure excludes work in progress ('WIP') on clinical negligence, insolvency and real estate investment matter types as these work to a different lock up profile than the rest of the business.

Including all valued WIP* in the lock up calculation would result in lock up days of 112 as at 30 April 2026 (30 April 2025: 113 days).

Client NPS score*

+81

FY25: +47
FY24: +62

The NPS score measures the loyalty of our client base with a score from -100 to +100. A result of 81 shows very strong customer loyalty amongst the top 200 clients surveyed.

eNPS score*

+46

FY25: +59
FY24: +15

The eNPS score measures the satisfaction of our employees by asking if they would recommend Knights as a place to work with a score from -100 to +100. The exceptionally high score of +46 reflects the continued focus by the management team on high engagement with all colleagues, underpinned by strong communication and a focus on our people and their career development.

Carbon usage

0.6

FY25: 0.9
FY24: 0.6

The above measure shows the intensity ratio of carbon usage per employee measured in tonnes of CO_2 per employee. This reduction in carbon usage versus last year is driven by the rightsizing of our property portfolio.

* See Glossary on pages 146 – 149

A positive impact.

The Board is committed to building a sustainable business that allows all our stakeholders to thrive. We aim to have a positive impact for our colleagues and the communities we are part of whilst minimising environmental impact and operating with a strong culture of governance and responsible behaviour.

The Group focuses on three key pillars within its sustainability approach. These pillars, which are fully aligned with the United Nations' Sustainable Development Goals, form a plan of action for people, planet and prosperity, aligning with the Group's strategic objectives and beliefs and providing the framework to which the Group is managed.

Highlights

Caring for our people and our communities

- eNPS score +46
- 2,307 hours dedicated to supporting local communities
- 22,800 hours dedicated to training our colleagues

Looking after the environment

- During the year we have absorbed colleagues from 8 offices into other locations allowing us to reduce our energy consumption due to savings in heat and light
- >90 cars ordered through our electric car scheme
- 2,423 technology devices recycled during the year

Governance and compliance

- Successfully renewed our ISO 20071 accreditation
- ESG training undertaken by the leadership team

eNPS +46

Recycled technology 2,423

ISO 20071

"Despite our growing footprint fuelled by our strong growth, we continue to make good progress in delivering against our ESG strategy."

Jane Pateman
Non-Executive Director responsible for driving the Group's ESG initiatives since FY20

Responsible business pillars

The Group is also informed by guidelines from independent agencies such as MSCI and aligns with external disclosure recommendations, including those set out by the London Stock Exchange. We continue to develop our Environmental, Social and Governance strategy and reporting ensuring strategic decisions made align with our ESG strategic and long term goals.

01

Caring for our people and communities

Fostering a diverse, team based, meritocracy-driven culture enabling colleagues to reach their full potential and encouraging community contributions

Pages 34 – 37

02

Looking after the environment

Focusing on reducing our total carbon footprint

Page 38

03

Governance and compliance

Maintaining the highest standards of corporate and social behaviour and operating with high ethical standards

Page 39

Our commitments, targets and achievements under each of our key pillars

FY26 has been a year where we have continued to embed those strong cultures and values, seeing benefits from the already strong employee focus, continued diversity and equality as demonstrated in some of the highlights below.

01 Caring for our people and our communities.

We commit to:	Progress during FY26 and future strategy:
Continuing to develop an inclusive culture and workforce, supporting colleagues to achieve their goals	• Our Welcoming Everyone approach to inclusion is embedded in our equality based and meritocratic approach along with our friendly culture • A key internal events programme to bring colleagues together to foster socialisation and One Team culture in each location • Focus on health and wellness with social activities based on healthy pursuits including running clubs, charity challenges and walking activities
Ensuring all of our employees are paid a minimum of the Real Living Wage, are valued and have the opportunity to reach their full potential	• All employees continue to be paid at above minimum living wage requirements. Monthly reviews ensure this is maintained on an ongoing basis
Increasing our social engagement in the community through our 4 Our Community programme	• Colleagues continue to engage in voluntary work within their local communities through the 4 Our Community programme in which everyone is encouraged to spend four hours every month assisting and volunteering • We make all our offices a focus and hub for social and business engagement and activity, supporting our identity as a national platform for the UK regions • During the year 2,307 hours were spent on 4 Our Community projects

02 Looking after the environment.

We commit to:	Progress during FY26 and future strategy:
Reduce our carbon footprint from our property portfolio by right-sizing our estate, reducing under-utilised spaces and inefficient buildings and focusing on buildings that incorporate advanced energy efficient HVAC systems and renewable energy sources	• As the Group grows, we acquire new offices as a result of our acquisition strategy. Our property strategy is to review and improve the energy efficiency of these offices over time by relocating to newer, more efficient office space or consolidating into existing properties where possible • During the year we have reduced our property portfolio by 8 offices through a programme of consolidating acquired offices into existing space, surrendering leases and sale of excess property • We augment our energy management practices on an ongoing basis through the proactive collation of energy usage data supporting the active management of positive behavioural change to reduce energy consumption
Reducing employee commuting emissions	• Our Electric Car scheme and Cycle to Work scheme are offered to all eligible colleagues. At 30 April 2026 we have over 90 cars ordered through our electric vehicle salary sacrifice scheme • Our travel policy actively encourages colleagues to consider car sharing and encourages the use of video conferencing facilities to reduce unnecessary travel
Achieve net-zero across our entire value chain by 2050 or sooner	• We continue to look for opportunities to source more of our consumable items to fully recyclable materials and wherever possible, items made from recycled materials. During the year we recycled 2,423 technology devices

03 Governance and compliance.

We commit to:	Progress during FY26 and future strategy:
Maintaining high standards of corporate governance	• During the year we successfully renewed our ISO20071 accreditation • We have introduced risk management software which will help us to more effectively monitor the performance of our controls and have better analytics to make our risk management processes more effective, provide greater supplier management and audit capability
Engage and educate our people on ESG matters to drive engagement and build ESG considerations into our everyday decisions	• We continue to develop our internal policies to increase ESG awareness. This includes training courses alongside awareness of ESG issues through day-to-day behaviours. During the year online ESG courses have been rolled out to the leadership team

01 Caring for people and our communities.

We believe in giving people the freedom to discover and fulfil their full potential within a truly collaborative team-based business.

Our inclusive, people-first, 'One Team' culture as described on page 13 is a clear differentiator and something of which we are incredibly proud.

Helping people thrive

Working life at Knights centres on a supportive environment which puts our people first and allows them to grow, set and realise their own ambitions. This makes us stand out. At Knights there are no glass ceilings or limits on how our people can progress. Our people are in control of their own careers.

We are committed to a culture which ensures individuals can thrive, colleagues are valued and we create a team that enjoy working together.

Our employee Net Promoter Score showed a result of +46. This exceptionally high score of reflects the continued focus by the management team on high engagement with all colleagues, underpinned by strong communication and a focus on our people and their career development.

Learning and personal development

Investing in the growth of our people is important to our business. Excluding our trainees and apprentices who are enrolled in formal training programmes, our colleagues have received more than 22,800 hours of formal training across areas ranging across technical skills, business skills, and health and wellbeing. This includes specific, bespoke mentoring sessions for all those colleagues reaching key milestone promotions.

During the year:

- 51 client services colleagues working towards professional qualifications
- 20 business services colleagues working towards accredited qualifications

Health and wellbeing

Focusing on the wellbeing of colleagues, and ensuring they are supported, happy and healthy is paramount to us.

In FY26, we maintained focus on mental health awareness, nutrition and wellbeing in partnership with our health and wellbeing provider, Care First, which provides our people with a range of guidance. We hold regular focused events across the business to enhance social inclusion and awareness.

Salaries, benefits and promotions

We promote and pay based on merit. We are confident that the salaries we offer, at all levels, are competitive. We also offer an enhanced benefits package to all colleagues including enhanced pension scheme contributions, an electric car scheme, a healthcare cash back scheme funded by the business, cycle to work, life insurance, eyecare vouchers and a retail discount scheme amongst others. We continually review the benefits available ensuring we remain competitive and offer a wide range of appropriate benefits to our people.

During the year:

- 133 client services colleagues were promoted
- 35 business services colleagues were promoted

Our latest gender pay gap statistics published in March 2026 show a further reduction in the median pay gap to 25% (prior year 32%). Since our first report in 2017 our gender pay gap has reduced from 45% to 25%.

Creating an inclusive and supportive environment

We are an equal opportunities employer and we recruit, train, develop and promote individuals to help them achieve to the maximum of their ability whilst balancing work and personal lifestyles.

As at 30 April 2026, of the total 1,584 colleagues, 545 were male and 1,039 female.

Our approach means we are increasingly diverse. We are proud that the percentage of female Partners remains high at 50% and that we benefit from the talent of a wide range of ethnicities, religious backgrounds and sexual orientations.

We support flexible working arrangements and encourage a balance between work and personal life to meet individual preference.

At the end of the year:

- 23% of colleagues are part time
- 30% of females work part time

We also provide the option to purchase up to five additional days holiday each year, enabling colleagues to make individual decisions about their work-life balance and manage family commitments.

To ensure clear communication of the business strategy and performance, there are regular Group wide updates by the CEO where all colleagues are encouraged to ask questions, with no topics being off limits. We have invested in our internal communications hub, providing regular updates of activities happening across the Group.

We have also invested in and grown our leadership team such that there is regular on the ground support and communication for all colleagues from a member of the leadership team.

Events and social calendar

We believe creating opportunities to spend social time and having fun together is important in supporting and promoting our team culture.

Throughout the year we also run a calendar of events which are a combination of locally organised social events in our offices combined with nationally organised events such as:

- National Cheese Day
- World Kindness Day

Promotions ↑ 168

eNPS ↑ +46

Supporting our communities

Part of creating a healthy working environment involves enabling our colleagues to make an impact beyond the business. It helps them to feel good, build relationships outside the business and contribute to the communities in which we operate.

We believe those who help others are more engaged and better connected within the communities they serve as part of their work for our business.

Our 4 Our Community programme ('4OC'), through which we encourage all our people to give four of their working hours each month to support local causes they care about through volunteering and fundraising, remains our primary community-focused initiative.

Throughout the last year, teams in all our offices have supported organisations nationally and locally which make their communities a better place. Through this, our people have used 4OC time for the following:

Helping the homeless

A Partner in our Residential Property team recently used her 4 Our Community hours to spend time with The Clock Tower Sanctuary in Brighton – a charity providing vital support to young people facing homelessness.

The visit offered the chance to see first-hand how the team creates a safe, calm space where young people can pause, feel supported and start to think about their next steps. It also highlighted the impact that small acts of community support can have.

Christmas tree recycling

Residential Property Partner Sarah-Louise Green took part in Farleigh Hospice's annual Christmas Tree Recycling initiative on 9 January, joining volunteers across East Anglia to help collect 3,500 trees and contribute to raising over £73,000 for the charity.

Prostate cancer awareness

Several colleagues from our Weybridge office volunteered their 4OC hours to support The Prostate Project by helping clean and maintain the ManVan – a mobile unit dedicated to raising awareness and encouraging early testing for prostate cancer.

Tree planting

Eight of our colleagues from our Cheltenham and Bristol offices spent a morning volunteering at Sue Ryder Leckhampton Court Hospice, helping to plant between 300 and 350 of the 900 trees donated by the local council. The team installed protective sleeves and stakes as part of ongoing work to support biodiversity on the hospice grounds.

Caring for the homeless

14 colleagues from the Uxbridge office spent the afternoon volunteering with Trinity Homeless Projects – a local charity that provides housing and support for people experiencing homelessness.

The group split into three teams and headed to a hostel and two temporary housing venues, where they cooked dinner, cleared gardens, and painted fences and walls.

Keeping the community tidy

A team of volunteers from our Oxford office joined forces with their local community to help keep the street clean at the annual Oxclean Spring Litter Pick. 18 community-minded colleagues took to the streets with litter pickers in hand on Friday 7 March, as part of the Oxford Civic Society initiative.

London Legal Walk

A team of our colleagues took part in the London Legal Walk 2025, a 10km route through central London alongside thousands of other legal professionals – including the Lady Chief Justice.

The Walk supports the London Legal Support Trust ('LLST'), which funds free legal advice agencies across London and the South East. These agencies provide essential services to people facing issues such as homelessness, debt, domestic abuse, and discrimination; often without access to paid legal assistance.

02 Looking after the environment.

As a professional services business, we exist in an industry that has low environmental effect and impact. The Group already operates in an environmentally focused manner with strong focus on employees and communities in a well-governed environment.

Therefore, the Board does not consider there to be significant risks facing the Group from environmental issues. We are working towards setting internal targets for energy consumption that work alongside our growing infrastructure as we continue to grow the size of the business, with a long-term focus on reducing the carbon footprint of the existing business and businesses that we acquire in the future.

Climate change and carbon emissions

We aim to reduce our emissions and ensure efficient use of all resources within our business. Our main use of energy is in relation to the day-to-day operation of our office locations. We aim continually to assess our real estate portfolio to ensure efficient use of space, rightsizing underutilised assets. This consolidation of office space and the relocation of other acquired premises into suitably sized, modern, best in class office space is part of the Group's strategy to maximise energy efficiencies within the business.

We have reported as required on the Taskforce for Climate-related Financial Disclosures ('TCFD') on pages 40 – 46 and in accordance with The Streamlined Energy & Carbon Reporting ('SECR') regulations on pages 47 – 48.

The SECR report for the year shows an increase in both location and market-based usage in absolute terms as we have grown the Group through acquisitions. Our intensity level ratios compared to both revenue and average number of employees have both decreased as a result of our work to manage our property portfolio and to right-size existing and acquired properties.

Paper reduction, waste management and recycling

Our investment in technology and commitment to a 'paper-light' way of working across the Group supports our aim to minimise environmental impact. With our continued focus on investing in technology, we aim to continuously reduce our paper consumption per employee. In FY26 we have reduced paper usage per employee by 6%.

We recycle wherever possible, including paper, cans, plastic, cardboard and computer equipment. We rapidly modernise the businesses that we acquire, improving their digital infrastructure and digitising all paperwork in offices. We also have a continuous programme to reduce the amount of paper in storage to reduce energy costs associated with storing excess paper. All paper taken out of offices and storage is recycled.

We engage with our electrical waste suppliers to ensure there is a high degree of re-use and recycling of our retired technology equipment. Redundant equipment is recycled by ISO 27001 accredited firms which are certified by the Asset Disposal and Information Security Alliance ('ADISA'). ADISA recycles as much of the equipment as possible. Any parts which are not recyclable are disposed of in line with the Waste Electric and Electronic Equipment Regulations 2013 ('WEEE').

03 Governance and compliance.

Knights operates its business in accordance with the highest standards of corporate governance and conduct, overseen by a Board of Directors with a wide range of relevant skills and experience.

As explained in our Section 172 Statement on pages 61 – 62, the Board is committed to extending its values to all stakeholder groups, including shareholders, clients, employees, governments and regulators, as well as the communities in which it operates.

The Board composition and responsibilities is set out on pages 64 – 65.

ESG governance, risk management and action plan

Governance

The ESG committee and related governance is explained in the non-financial and sustainability information statement on page 40.

Risk management

The Board believe that managing our ESG strategy and being aware of risks is a benefit to the Group and all of its stakeholders. Our ESG goals enable us to set targets, manage risks and opportunities and comply with our reporting requirements. Existing and emerging ESG risks are considered as part of the Group's general review of its principal risks and uncertainties (page 57).

Action Plan

The Board will continue to implement our ESG strategy through:

- Continued governance through the ESG Committee
- Continuing to address and build resilience around ESG risk areas identified as part of the principal risk review
- Continual monitoring of performance and review of ESG related metrics
- Continuing to fulfil all of our ESG related reporting requirements

Business ethics and compliance

Operating responsibly, sustainably and with integrity is a fundamental part of our culture and informs everything we do. It is also essential to the long-term success of the Group. The Group is regulated by the Solicitors' Regulation Authority and is subject to a range of regulations, including the Solicitors Accounts Rules, AIM Rules and rules imposed on listed businesses by the Financial Conduct Authority as well as its own rigorous commitment to conducting its business to the highest standards.

Anti-bribery and corruption

We are committed to maintaining the highest standards of ethics and compliance with all relevant laws wherever we do business. We do not tolerate any form of bribery or corruption and require all individuals working with us to comply with anti-bribery and corruption laws and ethical standards.

Whistleblowing

All employees should feel able to raise concerns about any safety, legal or ethical issues. If they feel unable to report these concerns to a manager, we also have an anonymous whistleblowing policy available.

Modern slavery

We have a zero-tolerance approach to modern slavery anywhere in our supply chain. Our policy is available on our website.

Data protection and information security

The Group has policies in place to protect personal data held which meet the GDPR requirements of the Data Protection Act 2018.

Data protection compliance training is completed annually by all colleagues. We have information security policies in place and there is ongoing training for all colleagues highlighting key risk areas.

Cyber risk is managed through our enterprise risk management framework, with regular reporting on key risks, control effectiveness and incidents. Core controls cover access management, vulnerability and patching, monitoring, secure configuration, data protection, and resilience and recovery. We maintain incident response and continuous improvement processes, support secure behaviours through colleague training, and manage third party risk through proportionate due diligence and contractual requirements.

We recognise the climate change risks facing the global environment, and we support the global transition towards a sustainable low carbon economy with a transition towards net-zero.

In this section we report climate related disclosures in accordance with the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 which has requirements aligned to the Task Force on Climate-related Financial Disclosures ('TCFD') Statement.

This year our focus has been on continuing to develop our understanding of the climate-related impacts and related disclosures applicable to the Group. We continue to engage with an external consultant in reviewing of our climate related issues and strategy.

We support the TCFD recommendations and are committed to implementing them, providing all stakeholders with full information on our exposure to climate-related risks and opportunities, aiding them in making informed investment and other decisions.

Governance

Requirement	Disclosure
Describe the Governance arrangements of the Group in relation to assessing and managing climate-related risks and opportunities ('CCROs').	The Board is responsible for the Group's overall strategy and appetite for risk. This includes areas relating to sustainability, environment and climate. Our ESG committee meets regularly to discuss existing issues and identify emerging risks and opportunities relating to climate change. The ESG committee is an agile team comprising as a minimum the CFO, CTO, Property Director and Group General Counsel supported by other members of the management team. The ESG Committee is responsible for ensuring that any material risks are included within the Group's risk register under a climate sub-section. This register is reviewed annually by the audit committee and executive and plc board. Potential opportunities identified are escalated for discussion annually by the executive and plc board, as well as internally at management meetings throughout the year and actioned as necessary. While the executive board are ultimately responsible for the impact of climate related risks and opportunities on the Group, the ESG Committee and internal Business Services Directors are responsible for ensuring that all potential risks and opportunities are considered in all operational areas across the business, including (but not limited to) estate management, procurement, sector dependencies, health and safety, technology, HR policies, and finance. The executive and plc board consider risks and opportunities when reviewing and making strategic and operational decisions and assessing capital expenditure and acquisitions. We engage external sustainability consultants when necessary and we continue to develop the roles and responsibilities of the management team in assessing and managing any climate related risks and opportunities across the Group.

Risk Management

Requirement	Disclosure
Describe how the Group identifies, assesses and manages climate-related risks and opportunities.	Risk management is an integral part of our governance, and we focus on the key risks that could impact our ability to achieve our financial and strategic goals. Our climate-related risks and opportunities ('CRROs') log is updated as required at group level via partnership with external climate change specialists. The CRROs are subsequently reviewed by the ESG committee for ongoing relevance and completeness. Two categories of CRROs are recorded in a climate risk matrix: • Physical CRROs are assessed via UK climate forecasts across two scenarios (RCP 4.5 and RCP 8.5) across the short, medium and long term • Transition risks were identified, via facilitated workshops, across four risk categories (policy and legal, technology, market, and reputation) for a disorderly transition scenario across three timescales CCROs are assigned a likelihood and consequence score, which are multiplied to rank overall risk. The climate related risks deemed material are then included in the company risk register maintained by our compliance team and escalated and reviewed annually by the board. Appropriate mitigating factors are in place for all risks identified. Climate related opportunities are also discussed at board level annually. If time sensitive (<1 year) CCROs are identified in meetings by the ESG committee, these are escalated to board level more frequently. Mitigation actions are then disseminated down to responsible Business Service Directors by the ESG committee to ensure appropriate actions are in place. This framework ensures that we centrally capture, document, review and manage the risks facing the business.
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the overall risk management process in the Group.	Climate risks are currently identified via a separate, climate-specific risk management process by the ESG committee in partnership, where necessary, with an external sustainability consultancy. Findings are reviewed regularly. Our ESG committee identifies material risks and integrates them into a central risk register. These risks (and opportunities) are considered in all significant business decisions at Executive Board and individual Business Service team level. We continually embed into our culture the consideration of climate and environmental related issues, and in FY 2026, have provided training to the leadership team to ensure a base level of climate change knowledge across our business. Also, the ESG committee are undertaking more detailed climate specific training to ensure current knowhow and enhance their ability to identify emerging risks.

Strategy

Requirement	Disclosure
Describe (i) the principal climate-related risks and opportunities arising in connection with the operations of the Group, and (ii) the time periods by reference to which those risks and opportunities are assessed.	Our analysis of the key risks and opportunities relating to climate change over the short, medium, and long term are summarised in the tables below. These opportunities and risks are reviewed and updated in response to the evolving landscape. The timeframes used for the climate risk assessment are: • Near term: to 2030 • Medium term: 2030 to 2040 • Long term: to 2050
Describe the actual and potential impacts of the principal climate-related risks and opportunities on the business model and strategy of the Group.	A summary of our analysis of the actual and potential impacts of the identified climate risks and opportunities are tabulated below. In brief: • Transition risks are primarily around market and policy changes that focus on increasingly ambitious ESG requirements and market expectations. This does however present an opportunity for Knights in climate litigation • Direct physical risk is considered generally low due to the service-based nature of our operations. While there are additional physical risks around key elements of the value chain, such as data centres and other key services, these are also generally low-risk
Describe the resilience of the business model and strategy of the Group, taking into consideration different climate-related scenarios.	Exposure to climate risk is relatively low for most plausible scenarios. Current mitigation, in conjunction with ongoing monitoring of embedded climate risk management and escalation processes, lead us to consider our business model to be resilient. These processes would give us sufficient notice to adapt our business model and activities to mitigate any new or growing risks.

Metrics and Targets

Requirement	Disclosure
Describe the targets used by the Group to manage climate related risks and to realise climate-related opportunities and performance against targets.	In response to the reality of climate change, the Group has carried out a full greenhouse gas assessment. We are developing a decarbonisation strategy, mapping out specific actions to reduce emissions, and are in the process of agreeing internal targets that allow us to monitor our environmental impact as we continue to grow. The management team and key members of the leadership team have undertaken ESG training. We do not currently report on the proportion of Group revenue from climate-related workstreams but will monitor this over the coming years. Material climate risks will be monitored and any appropriate additional risk-specific targets added as necessary in future.
Describe the key performance indicators used to assess progress against targets used to manage climate related risks and realise climate-related opportunities and a description of the calculation on which those key performance indicators are based.	The methodology for calculating group emissions follows the GHG Protocol set of standards. These calculations include all Kyoto Protocol GHGs and are expressed as tonnes of carbon dioxide equivalent (tCO_2e). Our 2026 scope 1, 2 and 3 emissions are reported on page 47. Direct energy consumption is reported via our Streamlined Energy and Carbon Reporting disclosure on page 47. Progress against our emissions reduction and staff engagement targets are reported internally, annually, to the Executive Board.

Risks and opportunity identification and assessment

Summary

Transition risks were identified and assessed under four categories: market, policy and legal, reputational, and technical (although no key risks or opportunities were identified in the latter category). Key risks include increasing ESG requirements legally and commercially and increasing expectation around sustainability from investors or other stakeholders. Key transition opportunities include a possible increase in climate-related compliance and litigation and the consequent increase in demand for legal services.

Given the nature of our business model, **physical risks** from climate change presents little direct threat to our operations over the timeframes assessed, although it is feasible that in the medium and long term, suppliers and clients could be more affected. This could also extend to vital infrastructure such as data centres and other technology and telecom-related support services, for which reason much of the suggested mitigation relates to the value chain rather than to direct operations.

Transition risks and opportunities

Type	Description	Impact	Mitigation	Risk score to 2030	to 2040	to 2050
Market						
Risk	An increasing number of clients require us to commit to GHG reduction targets	Agreed targets would require us to carry out an annual all-scopes GHG inventory and set a baseline from which to decarbonise	We are currently agreeing targets that allow us to assess our environmental impact alongside our growth strategy for the business	4	8	12
Risk	Lack of climate-specific awareness at senior level leads to underestimation of climate risks and opportunities	Reputational risk and climate risks not given adequate consideration	Upskilled leadership team during 2026, including climate training workshop for ESG group	1	4	6
Opp	Increasing compliance and regulatory requirements open up new business opportunities for support on legal requirements, notably in the Mines & Minerals, Agriculture & Aviation sectors (and more broadly)	This is very likely to provide some degree of commercial opportunity	We are building capability around environment and sustainability-related services through recruitment and training	2	4	9

Type	Description	Impact	Mitigation	Risk score to 2030	Risk score to 2040	Risk score to 2050
Policy and Legal						
Risk	Through our acquisition model, there is a risk of acquiring older building stock that does not meet future/imminent energy and carbon minimum standards under MEES regulations	Potential liabilities to pay for upgrades required to meet 2030 targets, which is highly site-dependent but can entail significant capital expenditure	MEES and other relevant ESG linked site and company-level requirements are both identified and fully covered in pre-acquisition due diligence process	3	8	8
Risk	Increased resource and cost within organisation to ensure compliance with future ESG compliance and policy such as UK SRS	Minimal to minor change due to increased resource and cost	Building capacity and external partnerships for sustainability reporting and compliance, ensuring environmental and regulatory readiness	3	4	4
Risk	As government policy increases requirements for companies to reduce GHG emissions, we may need to implement emissions-reduction strategies such as investment in renewables or energy-efficient upgrades, leading to increased operational costs	Given the embedded mitigation, we may see a minor change to operating costs in the medium and long-term	We have introduced horizon scanning in anticipation of any new requirements together with ongoing decarbonisation efforts	1	2	3
Risk	Potential consequences (including reputational) for non-compliance with any new legal requirements in the climate space	In the short term, the consequences are low. Over the medium and long-term, any non-compliance could result in financial or reputational repercussions if not met	We are a low impact company in climate terms, but shall embed ongoing and embedded horizon scanning in anticipation of any new requirements together with ongoing decarbonisation efforts. As a legal company we are well placed to track, anticipate and meet future requirements	1	4	4
Risk	Litigation risks exist for companies if they are seen to not comply with relevant laws and policies, or are accused of misleading claims that amount to greenwashing	Consequences could include reputational damage, particularly from accusations of greenwashing. (This is also a potential opportunity for us – see market opportunity above)	We are a low impact company in climate terms, but shall embed ongoing and embedded horizon scanning, anticipation of any new requirements together with ongoing decarbonisation efforts. As a legal company we are well placed to track, anticipate and meet future requirements	2	2	3

Type	Description	Impact	Mitigation	Risk score to 2030	to 2040	to 2050
Reputation						
Risk	Investors are increasingly requiring ESG information and commitment to sustainability goals and may push for stronger climate commitments	In the short term, the consequences will be manageable; failure to meet investor expectations in the medium and long-term could result in financial repercussions	As per other ESG compliance related risks, key mitigation is to track and respond to ongoing political and market-linked changes in expectation and requirement	3	8	12
Opp	Becoming a sustainability exemplar in the legal sector could help attract new clients and staff	This could lead to more work on legal requirements for SMEs without in-house capability	More disclosure and publicising of current achievements and initiatives	4	4	4
Risk	With expansion, we are coming under increasing press and public scrutiny, as well as from investors, which can include our ESG commitments and performance	Increased ESG expectation is likely to equate to increasing legal support requirements	Continue to build capacity for sustainability reporting and compliance, ensuring environmental and regulatory readiness	3	8	8

Physical risks

Type	Impact	Mitigation	Risk score to 2030	to 2040	to 2050
Increased summer temperatures, heat waves and high heat days					
Prolonged exposure to high temperatures during heat waves impact value chain, including clients and vital support services	Possible cumulative impact on supporting infrastructure such as data centres and even reliability of transport infrastructure such as rail lines and roads	As a business continuity measure, consider engaging with key product and service suppliers to ensure they have mitigation and adaptation plans in place for heat-based climate risk	4	4	6
Increased intensity and duration of hot summers could cause material and asset deterioration at our locations, leading to increased energy and maintenance expenditure and operational costs. Failure of critical infrastructure such as data centres may become more common	Increase in energy (for cooling) and maintenance costs, plus possible indirect cost increases for data and supporting infrastructure as adaptation becomes required across the supply chain	The condition and integrity of buildings and components should be regularly assessed, with scope and frequency adapted based upon prevailing weather risk Additionally, readiness for heatwaves should also be appraised with possible mitigation in mind – for instance, installing windshields and/or blinds over south-facing windows and ensuring that AC is as efficient as possible	4	4	6

Type	Impact	Mitigation	Risk score to 2030	Risk score to 2040	Risk score to 2050
Increased summer temperatures, heat waves and high heat days					
Increased temperatures and diminished precipitation rates may contribute towards drought	Although owing to the nature of our business, direct impacts from drought are likely to be minimal, there is also a risk of negative impacts on key suppliers such as data centres (which can use water for cooling)	As a business continuity measure, consider engaging with key product and service suppliers to ensure they have mitigation and adaptation plans in place for climate risk such as drought	4	4	6
Increased winter precipitation and increase in magnitude and frequency of extreme rainfall events, with potential to lead to river and/or surface water flooding					
Storm damage to built assets, e.g., damage to buildings from fallen trees, extreme winds or heavy rainfall	Storm events and associated heavy precipitation may damage assets, either directly or indirectly	Ongoing preparation and PPM will help mitigate the most extreme direct consequences. For indirect impacts, again the key mitigation is engaging with key value chain members proactively to ensure mitigation and adaptation measures are in place for key risks	2	2	6
Extreme weather events such as storms and flooding may render some Knights or client sites harder to access, and impact on wider transport and distribution networks, affecting supply of resources and/or staff to sites	Depending on the severity of the extreme weather event, disruptions may be caused to supply chains, supporting infrastructure such as communications, clients, and staff access to our locations or client sites	Supply chain risks and staff resourcing should be considered to determine resilience to climate-related events that may disrupt the procurement of time-sensitive materials, or the availability of staff resource on sites. Continued engagement with suppliers to monitor situation	4	6	8
Sea level rise					
Coastal flooding could theoretically impact our value chain	Flood impacts, even if severe enough to disrupt travel and supply chains, are unlikely to persist for an extended period of time in the UK over the periods assessed. UKCP18 data suggests a sea level rise range of between 18 and 35 cm in London by 2050 under RCP4.5 and 21 and 40 cm under RCP8.5	Supply chain risks and staff resourcing should be considered to determine resilience to climate-related events that may disrupt the procurement of time-sensitive materials. Continued engagement with suppliers to monitor resilience	2	2	4

Streamlined energy and carbon reporting.

Greenhouse gas emissions ('GHG') statement

We have reported scope 1, 2 and 3 greenhouse gas ('GHG') emissions in accordance with the requirements of Streamlined Energy and Carbon Reporting ('SECR').

This includes our stated emissions for the reporting year – the 12 months starting 1 May 2025 and ending 30 April 2026 with comparatives for the year ended 30 April 2025.

Annual energy consumption (kWh)	**01/05/2025 to 30/04/2026**	**01/05/2024 to 30/04/2025**
Electricity	**2,495,165**	2,294,600
Gas	**116,519**	301,330
Transport fuel	**1,257,200**	1,756,325
Total	**3,868,884**	4,352,255
Annual GHG emissions (tCO_2e)		
Scope 1		
Emissions from combustion of gas	**14**	55
Emissions from combustion of fuel for transport purposes	**19**	19
Scope 2		
Emissions from purchased electricity – location-based	**442**	475
Emissions from purchased electricity – market-based*	**523**	579
Scope 3		
Emissions from business travel in rental cars or employee vehicles where company is responsible for purchasing the fuel	**276**	411
Emissions from electricity upstream transportation and distribution losses and excavation and transport of fuels – location based	**171**	156
Emissions from upstream transport and distribution losses and excavation and transport of fuels – market based*	**7**	14
Total tCO_2e emissions (location-based)	**929**	1,130
Total tCO_2e emissions (market-based)*	**1,009**	1,234

* Carlisle, Exeter, Kidderminster, Leicester, Stoke, Teesside and York offices use 100% renewable tariffs

Annual energy consumption (kWh)	**01/05/2025 to 30/04/2026**	**01/05/2024 to 30/04/2025**
Intensity (tCO_2e/FTE)		
Full Time Equivalent ('FTE') Employees	**1,536**	1,267
Intensity ratio: total location-based tonnes per FTE employee tCO_2e/FTE	**0.6**	0.90
Intensity ratio: total market-based* tonnes per FTE employee tCO_2e/FTE	**0.7**	0.98

Intensity (tCO_2e/£m revenue)	**01/05/2025 to 30/04/2026**	**01/05/2024 to 30/04/2025**
Revenue (£m)	**207**	162.0
Intensity ratio: total location-based tonnes per £m revenue tCO_2e/£m	**4.5**	6.98
Intensity ratio: total market-based tonnes per £m revenue tCO_2e/£m	**4.9**	7.62
Methodology	GHG Protocol Corporate Accounting and Reporting Standard	

Methodology

This report has been compiled using the methodology laid out in the UK's Environmental Reporting Guidelines: including streamlined energy and carbon reporting guidance, published by BEIS and Defra in March 2019. Energy consumption has been derived from invoices and meter readings. GHG emissions were calculated using activity data provided by Knights in conjunction with the UK Government GHG Conversion Factors for Company Reporting (July 2024).

Scope and subject matter

The boundary of the report includes all UK offices that were operational for any time during the reporting period.

Energy efficiency actions

In the period covered by the report, Knights has undertaken a number of efficiency measures including mainly focusing on right-sizing our property portfolio to offload excess space reducing energy consumption.

Excellent financial discipline and cash management alongside strong revenue and profit growth.

Kate Lewis
Chief Financial Officer

I am pleased to report a year of strong, profitable, cash generative growth with underlying revenue* of £207.7m, an increase of 28% from the prior year (FY25: £162.0m) including 7.1% organic growth. Underlying EBITDA* has increased 20% to £51.5m in the current year (FY25: £42.9m).

Reported profit before tax ('PBT') fell to £10.2m in the year (FY25: £12.3m) due to higher non-underlying costs mainly related to the increased consideration payments on acquisitions and other acquisition related costs.

Our continued strong discipline in financial management and cash collection has generated excellent underlying cash conversion* of 163% for the year (FY25: 130%).

* See Glossary on pages 146 – 149

Underlying revenue*

£207.7m

Underlying EBITDA*

£51.5m

Underlying financial results

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000	% change
Revenue	**207,729**	161,966	28%
Other operating income	**10,775**	9,649	12%
Employee costs	**(126,266)**	(97,607)	29%
Impairment of trade receivables and contract assets	**(1,477)**	(1,241)	19%
Other operating charges	**(39,264)**	(29,839)	32%
Underlying EBITDA*	**51,497**	42,928	20%
Underlying EBITDA %	**24.8%**	26.5%	
Depreciation charges under IFRS 16	**(5,761)**	(5,223)	10%
Finance costs under IFRS 16	**(2,946)**	(2,249)	31%
Underlying EBITDA post IFRS 16 charges	**42,790**	35,456	21%
Depreciation and amortisation charges (excluding amortisation on acquired intangibles)	**(4,938)**	(3,617)	37%
Share of results of joint ventures	**795**	58	1271%
Underlying finance charges (excluding IFRS 16)	**(5,523)**	(4,133)	34%
Underlying finance income	**30**	239	(87%)
Underlying profit before tax	**33,154**	28,003	18%
Underlying profit before tax margin	**16.0%**	17.3%	
Underlying tax charge	**(8,486)**	(7,448)	14%
Underlying profit after tax*	**24,668**	20,555	20%
Basic underlying EPS (pence)*	**28.14**	23.95	17%

* See Glossary on pages 146 – 149

Revenue

Reported underlying revenue* for the year is £207.7m compared to £162.0m in FY25, an increase of 28%.

Of this total increase of £45.7m, £18.6m related to acquisitions completed during the year and £16.5m reflected the full year impact of acquisitions completed in FY25. All acquisitions completed in FY25 and FY26 are fully integrated and performing well.

The remaining £10.6m increase in revenues from FY25 to FY26 has been driven by organic growth. In the first half of the year we reported a return to organic growth of 2.6%. During the second half of the year organic growth accelerated to 11.8% resulting in overall 7.1% organic growth for the year.

Organic growth has been driven by a continued focus on premium work with recruitment of high calibre partners bringing a high quality client following. All of these factors have driven increases in pricing and productivity resulting in strong organic growth for the year.

Despite the continued soft macro-economic environment, all areas of the business have grown organically during the year with particularly strong growth in our private individual service lines as well as our volume remortgage business, Integrar.

Employee costs

Total underlying employee costs of £126.3m (FY25: £97.6m) have increased as a percentage of revenue to 60.8% (FY25: 60.3%) reflecting an increase in payroll taxes of c.£1.8m in the period. In the second half of the year, we have strategically reduced certain areas of recruitment as we continue to develop the technology around our processes and systems to increase efficiencies.

We have continued to invest in our business support capability and our management team to ensure we have a strong business services platform and leadership structure. During the year we have recruited a Chief Technology Officer, added five new Client Services Directors and invested in our Knowledge team to support our future growth whilst continuing to maximise opportunities to drive efficiencies in internal processes.

Other operating income

Although the value of other operating income has increased by £1.2m to £10.8m (FY25: £9.6m), as a percentage of revenue it has decreased from 5.9% in FY25 to 5.2% in FY26 as a result of lower interest rates. The absolute increase in other operating income is primarily due to increased interest received (net of monies paid out to clients) due to more client monies being held as a result of higher levels of activity and acquisitions.

Other operating charges

Other operating charges of £39.3m (FY25: £29.8m) have increased to 18.9% of revenue compared to 18.4% in FY25. Costs have increased to support the delivery of increased revenues and acquisitions in the year. While we have been able to leverage costs in certain areas as we centralise and consolidate acquired supplier contracts, we have continued to invest in AI and technology, increasing our costs by c.£1m in the year. In FY27, further revenue growth should enable us to leverage our existing cost base as we continue to invest in technology platforms for our Business Services teams while maintaining margins.

Underlying EBITDA*

During the year underlying EBITDA increased by £8.6m to £51.5m (FY25: £42.9m). Underlying EBITDA margin has decreased to 24.8% (FY25: 26.5%). The 1.7% reduction in EBITDA margin is explained as follows: increased costs due to higher payroll taxes (employer national insurance contributions) – 0.9%; reduction in client interest income – 0.8%; and investment in enhanced technology and AI spend – 0.5%. These reductions in margin were offset by efficiencies in other areas such as administration and other employee costs amounting to 0.5%.

Underlying EBITDA excludes non-underlying income and operating costs. Non-underlying operating costs include transaction and onerous lease expenses mainly relating to acquisitions, contingent consideration and one-off restructuring and professional costs incurred mainly as a result of streamlining support services in relation to acquisitions. The Board considers this a key metric to measure underlying business performance.

Contingent acquisition payments are treated as a non-underlying expenses as these represent payments for acquisitions which are dependent on the continued employment of certain individuals in the business for an agreed period of up to three years after acquisition to preserve the goodwill and client relationships. Accounting standards require these arrangements to be treated as remuneration in the Statement of Comprehensive Income. However, the individuals also receive market rate salaries and therefore, if not separately identified, these payments would significantly distort the results reported.

IFRS 16 depreciation and finance charges

The IFRS 16 depreciation and finance charges reflect the accounting charges in respect of all leases with a term of over one year. Although total costs in the year increased to £8.7m (FY25: £7.5m) due mainly to acquired properties, our focus on managing our property portfolio to leverage costs, as well as organic growth in existing offices, resulted in the costs as a percentage of revenue reducing to 4.2% (FY25: 4.6%).

Depreciation and amortisation charges

The depreciation and amortisation charge for the year has increased to £4.9m (2.4% of revenue) compared to £3.6m (2.2% of revenue) in FY25 due to continued investment in technology and property to support the growth of the business.

Share of results of joint ventures

The share of results of joint ventures of £0.8m in the period represents the share of net assets receivable from the Group's joint venture with Convex Corporate Finance Limited.

Finance charges

Finance charges, excluding lease interest, increased by £1.4m to £5.5m in the year (FY25: £4.1m) because of higher average net debt balances during the year due to cash paid in respect of acquisitions.

Underlying finance income

Underlying finance income related to interest received on the loan to Convex. As the loan was fully repaid during the year, total income has reduced.

* See Glossary on pages 146 – 149

Underlying profit before tax ('PBT')*

Underlying profit before tax does not include amortisation of acquired intangible assets, transaction expenses and onerous leases (mostly related to acquisitions), contingent payments for acquisitions, disposals of acquired assets, or one-time restructuring and professional fees largely incurred during the streamlining of support functions connected to acquisitions.

Underlying profit before tax also excludes profit on sale and the related transactions recognised in the year, relating to the sale of non-core areas of businesses acquired as part of recent acquisitions.

In July 2025, we sold the legal aid crime business acquired as part of the IBB acquisition. Our exit from this area of the business had been identified as part of the acquisition process. The business was disclosed as held for sale in the FY25 accounts. During FY26 the business generated income of £0.2m and a loss of £0.6m. This income and related costs are classified as non-underlying in the accounts. A £0.02m profit on disposal is also included within non-underlying transactions for the period.

As part of refocussing the financial planning business acquired with Birkett Long towards higher value work, we sold a book of clients to a third party enabling us to focus on providing a premium service to higher net worth individuals. Final proceeds are dependent on future income generated by the acquirer from the transferred clients. The accounts include a gain on disposal of the customer list of £1.1m within non-underlying transactions.

Underlying PBT has been calculated as an alternative performance measure (see note 39 of the financial statements) to provide a more meaningful measure and year on year comparison of the profitability of the underlying business.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Reported profit before tax	**10,237**	12,269
Non-underlying revenue	**(247)**	–
Amortisation on acquired intangibles	**5,270**	4,033
Contingent acquisition payments treated as remuneration	**8,077**	3,752
Other non-underlying costs	**9,817**	7,949
Underlying profit before tax	**33,154**	28,003

Total Group underlying PBT has increased by £5.2m to £33.2m (FY25: £28.0m).

The underlying profit before tax margin in the year decreased to 16.0% compared to 17.3% in FY25, primarily as a result of the reduction in underlying EBITDA margin of 1.7% (explained above) offset by the reduction in IFRS 16 charges as a percentage of revenue of 0.4%.

Reported profit before tax

Reported profit before tax for the year has reduced to £10.2m in the year (FY25: £12.3m) due to an increase in non-underlying costs during the year.

Non-underlying charges have increased due to an increase of £1.2m in amortisation on acquired intangibles, an increase of £4.3m in the charge to the Consolidated Statement of Comprehensive Income in relation to contingent payments treated as remuneration under IFRS (see above) as a result of larger acquisitions in the current and prior years and an increase in other non-underlying costs due to higher transaction and onerous lease charges as a result of streamlining the cost base and operations of acquisitions.

Taxation

The effective rate of tax on the underlying profit for the year was 26% (FY25: 27%).

The total taxation charge for the year is £5.5m (FY25: £4.7m) made up of a current tax charge of £7.0m (FY25: £4.9m) partially offset by a deferred tax credit of £1.5m (FY25: £0.2m) giving an effective rate of tax of 54% (FY25: 38%). The increase in effective rate compared to the prior year and compared to the UK corporation tax rate of 25% is due to increased contingent acquisition payments, which are disallowable for corporation tax purposes.

Earnings per share ('EPS')

Basic EPS in the period decreased by 39% to 5.40p per share (FY25: 8.83p per share) due to the reduction in reported profits driven by the increase in non-underlying costs as explained above.

The underlying EPS has increased by 17% to 28.14p per share for the year (FY25: 23.95p per share). The weighted average number of shares used to calculate the undiluted EPS in the year was 87,651,298.

Considering the dilutive impact of potential share options, the basic diluted EPS for the year is 5.21p per share (FY25: 8.43p per share). Underlying diluted EPS has increased by 19% to 27.12p per share (FY25: 22.88p per share).

* See Glossary on pages 146 – 149

Underlying EPS has been calculated, to aid comparison on a like for like basis, based on the underlying profit after tax, calculated as follows:

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Operating profit before non-underlying charges and amortisation on acquired intangibles	**40,592**	34,088
Non-underlying revenue	**(247)**	–
Non-underlying staff costs	**453**	–
Share of results of joint ventures	**795**	58
Finance costs	**(8,528)**	(6,445)
Finance income	**89**	302
Underlying profit before tax*	**33,154**	28,003
Taxation – underlying	**(8,486)**	(7,448)
Underlying profit after tax	**24,668**	20,555

Dividend

In line with the Group's progressive dividend policy, reflecting the improved underlying performance of the Group, balanced with the Board's strategy to continue to reinvest profit to support future growth plans, subject to approval at the Annual General Meeting in September 2026, the Board proposes a final dividend of 3.69p per share. This together with the interim dividend of 1.94p per share gives a total dividend in respect of the year of 5.63p per share (FY25: 4.81p per share) representing a 17% increase.

Balance sheet

	30 April 2026 £'000	30 April 2025 £'000
Goodwill and intangible assets	**112,224**	105,873
Right-of-use assets	**42,149**	46,635
Investment in joint venture	**820**	111
Loan to joint venture	**–**	2,000
Property, plant and equipment	**25,355**	23,685
Assets and liabilities held for sale	**137**	394
Working capital	**62,498**	64,640
Other provisions and deferred tax	**(20,124)**	(20,272)
Lease liabilities net of lease receivables	**(50,011)**	(52,529)
	173,048	170,537
Cash and cash equivalents	**6,034**	5,853
Borrowings	**(71,476)**	(70,682)
Net debt*	**(65,442)**	(64,829)
Deferred consideration	**(2,500)**	(1,175)
Net assets	**105,106**	104,533

* See Glossary on pages 146 – 149

The Group's net assets as at 30 April 2026 increased by £0.6m to £105.1m (FY25: £104.5m) primarily due to the following key movements:

Goodwill and intangible assets increased by £6.4m during the year due to acquisitions completed in FY26 of £11.7m less amortisation in the period of £5.3m. The Board carries out an impairment review of goodwill and intangible assets each year to ensure the carrying value in the financial statements is supportable. The value in use was prudently calculated using a number of scenarios some of which had a more negative outcome than anticipated by the Directors. The Board was satisfied that all instances supported the assumption that the goodwill and intangible assets did not require impairment.

There is a net reduction of £2.0m in right of use assets net of lease liabilities as we continue to manage our property portfolio, exiting or surrendering excess space and downsizing larger acquired premises as appropriate.

Balances due from joint ventures reduced by £1.3m in the year primarily due to full repayment of a £2.0m loan during the year and the increase in investment value recognising our share of net assets due at the year end.

Property, plant and equipment increased by £1.7m in the year as we continued to invest in technology and refurbishing locations to provide the grade A systems and working environments to support our premium business.

Deferred consideration has increased by £1.3m during the year due to recognition of deferred consideration on acquisitions completed during the year.

The remaining £2.9m movement in net assets relates primarily to the reduction in working capital and increase in net debt explained in more detail below.

Working capital

Working capital is calculated as follows:

	30 April 2026 £'000	30 April 2025 £'000
Contract assets	**54,264**	50,998
Trade and other receivables	**43,622**	39,552
Corporation tax receivable	**177**	882
Total current assets	**98,063**	91,432
Trade and other payables	**(35,440)**	(26,662)
Contractual liabilities	**(125)**	(130)
Total current liabilities	**(35,565)**	(26,792)
Net working capital	**62,498**	64,640

Net working capital has decreased to £62.5m as at 30 April 2026 (30 April 2025: £64.6m).

Trade and other payables increased by £8.8m during the year. The increase was mainly due to liabilities acquired of £3.1m together with an increase of £2.3m in contingent consideration accrued in the financial statements due to acquisitions in current and prior periods. The balance of the increase related to increased liabilities in line with the growth of the business and timing of other invoices.

Despite an absolute increase in the value of contract assets and trade and other receivables, driven by acquired assets and the larger scale of the business, the focus on financial management has reduced these balances as a percentage of revenue. Contract assets represented 26% of revenue as at 30 April 2026 (30 April 2025: 31%) whilst trade receivables and other receivables have reduced to 21% at 30 April 2026 (30 April 2025: 24%).

The management of working capital continues to be a fundamental KPI for the Group with strong systems and controls in place to manage the levels of trade receivables and work in progress ('WIP'). The time taken to convert a unit of time incurred into cash is reported as the number of lock up days and is a KPI monitored by the Board, Client Services Directors and wider management team. As at 30 April 2026 lock up* was 84 days (30 April 2025: 86 days), a reduction of 2 days and below our internal target of 90 days.

Due to the disproportionate amount of time that it takes to conclude certain types of work, such as our CL Medilaw, Real Estate Investment and Insolvency, these work types are excluded from our WIP days calculation as exceptions, so as not to distract the majority of the Group from focussing on achieving its excellent lock up days. If WIP days were calculated including all valued WIP of the Group this would give WIP days of 82 and total lock up with no exclusions of 112 days as at 30 April 2026 (30 April 2025: 113 days).

* See Glossary on pages 146 – 149

Cash flow

Cash generation continues to be a key focus for the Board and management team. The Group measures cash by comparing the cash flow from underlying operations after tax as a percentage of its underlying profit after tax. As a result of the continued focus on this and specifically the management of lock up, the Group generated underlying cashflows before capital expenditure of £40.3m during the year equating to a cash conversion of 163% based on underlying profits.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Underlying EBITDA*	**51,497**	42,928
Change in working capital	**2,366**	(5,121)
Cash outflow for IFRS 16 leases	**(7,207)**	(6,515)
Movement in underlying share-based payment charge	**1,310**	1,195
Cash generated from underlying operations (pre-tax)	**47,966**	32,487
Underlying tax paid	**(7,681)**	(5,820)
Net cash generated from underlying operating activities	**40,285**	26,667
Underlying profit after tax*	**24,668**	20,555
Underlying cash conversion*	**163%**	130%

The strong cash generation, driven by working capital management in the year has resulted in net debt of £65.4m at the year end (30 April 2025: £64.8m) despite a net cash outlay of c.£17m relating to acquisitions and disposals in the year together with deferred and contingent acquisition payments paid for acquisitions in prior years.

The table below shows a reconciliation of the key cashflows impacting the movement in net debt in the year.

	Year ended 30 April 2026 £'000
Net debt 30 April 2025	**64,829**
Other net cash (inflows) from operating activities	**(40,365)**
Deferred and contingent acquisition payments	**6,451**
Consideration paid for acquisitions in the year (including acquired debt and cash)	**12,168**
Unpaid acquired debt	**69**
Non-underlying costs paid and received (net of tax)	**9,042**
Purchase of own shares	**1,220**
Interest on borrowings	**5,529**
Dividends paid	**4,258**
Proceeds from strategic disposal of acquired assets	**(1,740)**
Joint venture loan capital and interest received	**(2,058)**
Capital expenditure (net of landlord contributions)	**6,039**
Net debt 30 April 2026	**65,442**

As at 30 April 2026 net debt was £65m giving c.£35m headroom in the RCF at that time and well within all covenants. For banking purposes our leverage as at 30 April 2026 was 1.5 times EBITDA (as defined for covenant purposes).

On 3 July 2026 we renewed and extended our revolving credit facility ('RCF') to £159m, committed until July 2029. Interest is payable on the loan at a margin of between 1.65% and 2.65% above SONIA dependent on leverage. Financial covenants remain broadly in line with the previous terms.

The Group is therefore in a strong financial position with sufficient headroom and flexibility within our financing arrangements to enable us to continue to execute our growth strategy.

* See Glossary on pages 146 – 149

Capital expenditure

As anticipated the level of capital expenditure (net of landlord contributions) has reduced during the year to £6.0m (FY25: £12.1m). FY25 costs were unusually high due to the significant one-off refurbishment of our Stoke central hub at a cost of £5.8m. During FY26 we have continued to invest in our technology infrastructure and the refurbishment of existing and acquired office space as appropriate to ensure we provide colleagues with the correct technology resources and working environment to support the delivery of a premium service to clients.

Acquisitions

During the year we completed four acquisitions. The table below summarises the impact of these acquisitions on the cashflows during the year and in future years. This shows the consideration payable net of any cash in the acquired business.

Financial year ended	Acquisitions of subsids (net of acquired cash) £'m	Repayment of debt acquired with subsids £'m	Contingent and deferred acquisition payments £'m	Net cash impact of acquisitions pre year end £'m
2026	**10.2**	**2.8**	**6.5**	**19.5**
2027	-	0.3	7.6	7.9
2028	-	0.2	6.6	6.8
2029	-	-	2.4	2.4

The above includes estimated contingent acquisition payments treated as remuneration in the Consolidated Statement of Comprehensive Income.

Summary

FY26 has been a year of strong revenue growth, with positive contributions from acquisitions being supported by a return to organic growth of 7.1%. We have again delivered increased underlying profits whilst maintaining strong underlying profit margins. Despite the impact of external macroeconomic factors such as increased payroll taxes we have been able to continue to invest in technology and AI, property and our central services functions to future-proof our business and support anticipated growth.

Our continued excellent management of cash and the extension of our banking facilities give us a strong balance sheet with sufficient headroom to facilitate our future growth.

Kate Lewis
Chief Financial Officer

3 July 2026

The risks faced by the Group closely mirror those encountered by many other businesses and are challenges that persist year after year. The principal risks and uncertainties detailed in this section highlight those issues the Board believes could significantly influence the Group's future performance, outlook, or reputation.

Risk management processes

The responsibility for overseeing risk and internal controls lies with the Executive Board, supported by the Group's General Counsel. The Board establishes our risk culture and appetite, conducting bi-annual reviews of the risk register, incident reporting procedures, and determining risk thresholds. This ensures that risk across the Group is managed in a consistent and appropriate manner. The Board adopts a balanced approach to risk, seeking to support our strategic objectives while maintaining a robust control environment. We accept a measured level of risk where it is aligned to growth, client service and long-term value creation, but maintain a low tolerance for risks that could compromise regulatory compliance, client interests, financial stability or our reputation. Risk appetite is defined and monitored through our enterprise risk management framework, which ensures that risks are identified, assessed and managed within agreed thresholds and that emerging risks are considered in a timely and proportionate manner.

At an operational level, each business function is tasked with maintaining its own risk register proactively identifying, assessing, managing, and monitoring both current and emerging risks. Every risk is assigned to a dedicated owner, who updates control measures and implements mitigation strategies in line with the risk appetite defined by the Board. The Management Team will consider the most critical risks at those meetings and any mitigating action that might be required.

Because advising clients on risk is central to our business, a robust risk management culture is woven throughout the organisation. Self-reporting mechanisms enable professionals in every function to contribute to risk oversight, reinforcing a collective commitment to effective risk management.

Risk management and governance structure

Board of Directors

Ultimate responsibility for risk management and aligning with strategic objectives

Reviews the risk framework and assesses effectiveness of internal control processes

Executive Directors

Assesses key risks in all areas of the business and has ultimate responsibility for ensuring these are addressed and managed appropriately by the management team

Audit Committee

Reviews the risk management processes, assesses mitigation actions, systems and controls

Liaises with external auditors to ensure the control environment is operating effectively

Risk and Internal Control Committee

The team formally meets bi-annually to review the latest risk register, review key topics, results of any external reviews and monitor the current and potential risks of the Group

Compliance team

Tests and monitors key areas on internal control and compliance

Financial compliance team

Tests and monitors key areas of financial controls and compliance with the Solicitors Accounts Rules

Technology security team

Responsible for the risks associated with data security and all technology systems

External reviews

Ad hoc reviews including external audit, AML reviews, ISO27001 accreditation

Principal risks

Professional liability and uninsured risks	Change in risk: No change
Description	**Mitigation**
The Group provides legal and professional services and is therefore exposed to claims for negligence, regulatory breach or similar third party actions. Such claims could result in financial loss and reputational damage, adversely affecting financial performance.	The Group maintains comprehensive professional indemnity insurance. Potential claims and complaints are managed centrally in accordance with Group policies, working closely with insurers, regulators and Client Services Directors. Processes and procedures are regularly reviewed and updated, and communicated to professionals. The Board considers that appropriate controls are in place.

Regulatory and compliance risk	Change in risk: No change
Description	**Mitigation**
The Group operates in a highly regulated sector and must comply with requirements imposed by the Solicitors Regulatory Authority ('SRA'), Information Commissioners Office, Financial Conduct Authority and AIM. Non compliance or employee misconduct, including misuse of confidential information, could result in regulatory sanctions, financial loss and reputational damage. As a Licensed Body under the Legal Services Act 2007, the Group is also subject to restrictions on non lawyer shareholdings.	A dedicated legal & compliance team monitors compliance, supported by external advisers where appropriate. The Board and colleagues are kept informed of material regulatory developments. Mandatory training is regularly reviewed and updated. The Group is ISO 27001 accredited and Cyber Essentials Plus certified with regular audits being undertaken in respect of such accreditations. The SRA is engaged proactively and bi-annual relationship reviews are undertaken to foster a transparent relationship. The shareholder register is also monitored to ensure compliance with ownership restrictions with investors being advised of the restrictions and supported if an application to the SRA is required to be made.

Operational financial risk	Change in risk: No change
Description	**Mitigation**
Key risks include incomplete time recording, incorrect valuation of unbilled revenue, failure to recover client debts, breach of banking covenants.	The Group operates a detailed annual budget with monthly performance monitoring against budget, prior year and banking covenants. Contract assets are reviewed monthly and variances investigated. Debtor days and aged debt are closely monitored, supported by robust credit control processes. Detailed daily, monthly and annual cashflow forecasts are prepared and monitored.

Employee risk	Change in risk: No change
Description	**Mitigation**
The Group's success depends on attracting and retaining skilled professionals and an experienced leadership team. Failure to do so could impact financial performance and strategic delivery.	Recruitment is led by senior management with in house support. Competitive remuneration, flexible working and a collaborative culture support retention. Regular engagement, training and communication are embedded across the business. Employee contracts include appropriate provisions to protect the business where possible. Succession planning and leadership structures are reviewed continuously by the Board with a new leadership team structure having been implemented during the year which will continue to support the Group's ambition to continue to scale the business.

Key: No change Increasing

Acquisition risk

Change in risk: No change

Description	Mitigation
The Group's growth strategy includes acquisitions, which carry risks of overpayment, integration failure or underperformance.	An experienced in house acquisitions team undertakes robust due diligence on all of the Group's acquisitions, supported by external advisers where appropriate. Acquisitions are approved at Board level, with warranties and indemnities being obtained as required. Cultural alignment and structured integration planning are central to the acquisition process and significant focus is placed on this aspect throughout the acquisition and integration timeline. The Group's integration plan for its acquisitions remains under continuous review and refinement with feedback being received from Client Services Directors and the Business Services teams following each acquisition.

Macro and micro economic risk

Change in risk: No change

Description	Mitigation
The Group is exposed to external risks including geopolitical instability, economic downturn, technological disruption and competition for talent and clients.	The Group's operations are UK based, with no exposure to sanctioned jurisdictions. The Group is diversified across practice areas, clients and professionals with no reliance on any practice area or individual, supporting resilience. Ongoing investment in technology enhances efficiency and competitiveness, while the corporatised model supports recruitment and retention.

Reputation and brand risk

Change in risk: No change

Description	Mitigation
The strength of the Knights brand and professional reputation is critical to the Group's success. Any damage could have adverse financial and reputational consequences.	Work is governed by the Code of Conduct and Professional Ethics, supported by robust client and matter acceptance processes and regular audits. Employment contracts also seek to protect confidentiality and standards of conduct. An open, candid and non-hierarchical culture is nurtured whereby all colleagues are expected to behave in accordance with the internal processes and standards in place. The Group actively manages media engagement and protects its intellectual property.

Information systems, data security and cyber risk

Change in risk: Increasing

Description	Mitigation
The Group is reliant on technology systems and like any other business faces increasing risks from cyber attacks, data breaches, ransomware, AI related vulnerabilities and system failures, which could disrupt operations and damage reputation.	Dedicated internal and external Technology Security teams provide ongoing monitoring, threat assessment and incident response. The Group is ISO 27001 accredited, undertakes regular penetration testing, and tests system resilience and recovery. Ongoing training and rigorous payment verification processes reduce fraud and cyber risk. Beyond training, our open culture and team ethos delivers a supportive, high communication environment which ensures colleagues can ask questions and be guided as required, which results in regular monitoring and reporting.

Key: No change Increasing

Emerging risks and uncertainties

The Group defines emerging risks as, generally external, new or unforeseen risks, that may affect the business in the longer term (over 5 years). The impact of the risk may be material to the Group but is currently difficult to quantify. The Board continues to monitor the issues surrounding any emerging risks identified to ensure that the Group is taking a proactive approach to mitigating the impact of any of these risks.

Sustainability, Climate Change and Reporting Requirements	**Change in risk:** No change
Description	**Mitigation**
Focus on environmental, social and governance matters continues to increase, with climate risk a growing priority for governments and organisations. The Group recognises the need to operate responsibly, reduce its environmental impact and support long term sustainability. While the Group has no direct exposure to energy or fuel markets, the transition to a net zero economy may create indirect impacts through client relationships, which are monitored to ensure revenue sustainability.	The Executive Board has overall accountability for the Group's climate and social responsibility agendas. The Group aligns its strategy and decision making with reducing carbon emissions and regularly reviews environmental and social risks. Ongoing horizon scanning is undertaken to anticipate new ESG related regulatory requirements. Regular review of working practices and supply chains are undertaken in this context. An external consultant has been engaged to support risk management and to create appropriate targets, which will be monitored on an ongoing basis.

The strategic report and the information referred to herein was approved on behalf of the Board on 3 July 2026.

Kate Lewis
Chief Financial Officer

Key: No change Increasing

The Board acknowledges its responsibility under Section 172 of the Companies Act 2006 to consider the interests of all stakeholders in its decision-making, supporting the Group's sustainable growth.

This report outlines how the Board addresses its legal duties, including the long-term impact of decisions, employee interests, business relationships, community and environmental impact, high standards of business conduct, and fairness among Group members. Authority for day-to-day management is delegated to the Executive Board, with regular engagement and oversight ensured through monthly management team meetings supported by bi-monthly Board meetings.

The disclosures set out below are some examples of how the Board acts in regard to the matters set out in Section 172(1)(a) to (f) when discharging their Section 172 duties and the effect of that on certain decisions taken by them and how the Board seeks to ensure effective and continuous engagement with its stakeholders.

Engagement with stakeholders

Shareholders

Active engagement with our shareholders supports the ongoing success of our business. The Board is committed to regular and transparent communication ensuring that all shareholders are treated fairly, keeping them informed about our strategic direction and the performance of the business. Regular updates on shareholder interactions and analyst insights are provided to the Board, along with presentations from corporate brokers that reflect investor perceptions.

During the year the business has appointed an Investor Relations Officer who supports the CEO and CFO to maintain a well-structured programme to foster meaningful engagement with shareholders. Presentations are delivered to our largest shareholders and market analysts following both full and half-year results. Meetings are also held by this team with individual shareholders and potential shareholders throughout the year. The Annual General Meeting ('AGM') provides an opportunity for all shareholders to ask questions and to meet the Directors.

Employees

Our employees and their quality and commitment is pivotal to our long term success. Therefore, the recruitment and retention of highly experienced colleagues is a key focus for the Directors. Our culture is a key focus in all strategic decisions, and the Board and management team are committed to ensuring an open and supportive environment where colleagues can develop and thrive. To maintain ongoing engagement, our CEO, management team, Client Services Directors and Business Services Directors hold regular meetings and office visits to connect with colleagues and discuss key business drivers.

Throughout the year, additional Client Services Directors have been engaged to allow managers to focus more closely on supporting their colleagues encouraging an open and honest culture where all employees are treated fairly. The Group has also invested in its Knowledge and Learning and Development teams, providing regular training and collaboration sessions to enhance ongoing support. The Board meets with management via presentations at Board and Committee meetings to address challenges and opportunities related to business strategy and stakeholders.

See page 29 for details of the results of the employee NPS programme undertaken during the year.

Regulators

The Group continues to work with its regulator, the Solicitors Regulation Authority ('SRA') and its complaints handling body, the Legal Ombudsman, to ensure that it abides by its professional and regulatory duties and obligations in an open and transparent manner. The Board conducts regular regulatory compliance reviews, with a dedicated compliance section in every board pack to analyse client risks. Through the Management Team, the Board is in contact with the SRA and, as an AIM listed company, the Group is in regular contact with our nominated advisor and the Financial Conduct Authority.

Clients

Nurturing our client relationships is at the heart of everything we do. We aim to deliver the best expertise and the highest service standards available to clients based in their location. From the boardroom to our front of house team, we are committed to understanding and supporting our clients' evolving needs at every stage. Our CEO, Management Team, and Client Services Directors consistently prioritise regular engagement with both existing and prospective clients, ensuring strong, collaborative partnerships are maintained and deepened over time. Placing a strong emphasis on fostering these connections is fundamental to our approach and long term growth strategy, driving the Group's ongoing organic growth.

Suppliers

The Group's procurement policy includes a commitment to sustainable procurement and mitigation against the risk of modern slavery, bribery or corruption anywhere in our supply chain. The Group also aims to conduct itself to the highest standards and pay all invoices promptly. Our collaborative approach ensures all parties have a shared long-term objective of working together, reducing risk, maintaining high standards of business conduct and delivering to specific time and cost parameters. The Board plays a key oversight role in these policies.

Community participants

Our ESG strategy is focused on adding value to the communities in which we operate and is detailed on pages 34 – 37 of this report. Detailed updates on this strategy and associated programmes of work are regularly provided to the Board.

Principal Board decisions and how Stakeholders were considered

Acquisitions

The Group acquired four law firms during the year, providing additional scale, practice areas and presence in the South East and Cardiff. The acquisitions provide enhanced revenue generation and new platforms for organic growth which in turn provide returns to shareholders in the longer term and enhanced employment opportunities as part of a wider Group. Prior to completing the acquisitions, the Board considered the effects that the acquisitions would have on the Group's gearing and creditors to ensure that executing the acquisitions would not adversely impact creditors' interests. The Board, in conducting its due diligence, also considered how each acquisition would fit with the culture of the business and the long-term value creation strategy of the wider Group.

Dividend

The Board declared an interim dividend of 1.94p per share in January 2026 and recommended a final dividend of 3.69p per share for the year ended 30 April 2026. In arriving at this decision, the Board considered both the cash position of the business and shareholders' interests. The Board considered that the business' cash reserves were sufficient to ensure the continued ability to meet all its obligations and its acquisition and investment strategy for the future.

Approval of the budget

The Group's business plan is to drive sustainable growth in the long term, which is in the interests of all its stakeholders. The Board has paid close consideration to this objective in establishing and approving the annual budget and taking measures to continue to maintain excellent levels of cash collection and lock-up days, and to obtain the best interest rates achievable considering the wider economic environment.

Given the current macro-economic climate, the Board has considered the impact of external factors on the Group's financial performance and ability to deliver for its stakeholders. The Group has no over-reliance on any practice area, professional or individual client; has significant headroom in its banking facilities and therefore the Board considers the Group is well placed to continue to deliver a high standard of client service, maintain strong relationships with our suppliers whilst continuing to focus on minimising the environmental impact of the Group.

The framework through which we provide transparency on how we operate in line with current regulations is set out in the Corporate Governance report on pages 67 – 71 and in the Principal Risks and Uncertainties report on pages 57 – 60.

We also recognise that better corporate behaviours provide improved long-term returns and therefore ESG is a focus for the Board. Our ESG commitments and metrics are set out on pages 32 – 37.

We continue to develop our approach to how climate related risks impact our governance, strategy and risk management and have disclosed our approach and current positioning relating to climate related issues in accordance with the Task Force on Climate-Related Financial Disclosures ('TCFD') on pages 40 – 46.

The table below summarises our Non-Financial and Sustainability Information Statement, prepared to comply with sections 414CB and 414CA of the Companies Act 2006. A description of the business model and strategy as well as the non-financial KPIs relevant to our business are set out in the Strategic Report on pages 12 – 29.

Requirement	Where to find further information	Page number	Relevant policies if applicable
Environmental matters	Looking after the environment	30 – 39	ESG
	Climate related financial disclosures regulations 2022 statement	40 – 48	
Employees	Business model	12	Health & Safety Policy
	Caring for our people and communities	30 – 39	Training Policy
	Section 172 statement	61 – 62	Diversity & Inclusion Policy
			Conflicts of Interest and Related Parties Policy
			Whistleblowing Policy
Society and communities	Caring for our people and communities	30 – 39	Corporate and Social Responsibility Policy
			4 Our Community
Respect for human rights	Managing our business for the long term	39	Modern Slavery Policy
	Section 172 statement	61 – 62	Procurement Policy
Anti-bribery and corruption	Managing our business for the long term	39	Anti-bribery and Corruption
	Section 172 Statement	61 – 62	Anti-Money Laundering Policy
	Audit Committee Report	72 – 75	Whistleblowing Policy

One of the largest collaborative legal and professional services businesses in the UK.

Governance report contents

An experienced board with a range of skills.

The Board comprises five Directors, two of whom are Executive Directors and three of whom are Non-Executive Directors.

- Legal
- Finance and Banking
- People
- Operational
- Governance, Risk Management and Control
- Sustainability
- Strategy and M&A

Specific responsibilities have been delegated to committees of the board, being the Audit Committee and the Remuneration Committee whose reports are included on pages 72 – 75 and 76 – 81 respectively.

In the absence of a nominations committee, the Board is responsible for ensuring that it has an appropriate mix of skills and expertise.

The Board considers that it has an effective blend of financial acumen, public market experience, and complimentary skillsets to allow it to pursue its strategic growth opportunities whilst dealing with any challenges faced by the Group. The composition of the Board is such that no individual (or a small group of individuals) can dominate the Board's decision-making.

David Beech
Chief Executive Officer

A corporate lawyer and former manager of a private equity fund, David joined Knights in 2011 with the vision to transform the business into the UK's leading legal and professional services business outside London. David acquired and remodelled Knights in 2012 with a clear strategy to transform the business into a growth platform.

Kate Lewis
Chief Financial Officer

Kate is a Chartered Accountant and has been a member of the ICAEW since 1996. After qualifying, Kate spent over 10 years as an Audit Manager at Baker Tilly and KPMG.

Kate joined Knights in 2012 as Finance Director, overseeing its corporatisation, several refinancings, the IPO in June 2018, and all of its acquisitions.

Dave Wilson
Non-Executive Chairman

Dave has over 35 years international, board-level, and operational experience, having spent 12 years in senior roles, including as Deputy Chief Executive Officer at AIM-listed GB Group plc.

Other senior positions included roles as Chief Financial Officer at Codemasters and EXi Group, and Chief Operating Officer for a division of Fujitsu. Dave is currently Chair of AIM-listed media group, LBG Media plc.

Gillian Davies
Senior Independent Non-Executive Director

Gillian is a Chartered Accountant and has extensive experience as an Executive and Non-Executive Director on listed boards. She spent 11 years as Group Finance Director of 4imprint Group plc, during which time the group was extensively restructured and delivered significant growth. More recently, she was CFO of AIM listed Harwood Wealth Management Group plc until its sale to private equity as well as NED and Chair of Audit for Ten Lifestyle Group plc and Procook Group plc.

Jane Pateman
Non-Executive Director

Jane has a strong track record in driving business benefits through the development and delivery of human capital strategies. During her 14 years at Biffa, she provided significant support in delivering solutions during major growth periods, including during its IPO, as well as driving people and cultural integration for the multiple acquisitions Biffa made and its subsequent return to private ownership. Jane is also a Co-Optee to the board of We Are With You, a charity supporting individuals with dependencies on drugs and alcohol.

The Group has a clear division of responsibilities between the Chairman and the CEO. The Chairman leads the Board, its governance and decision-making, promoting open debate between Executive and Non-Executive Directors.

The CEO, under authority delegated by the Board, leads the day-to-day management of the Group. This separation, together with the schedule of matters reserved for the Board, ensures that no individual has unfettered decision-making powers.

Gillian Davies is the Board's Senior Independent Non-Executive Director. She acts as a sounding board for the Chairman and as an intermediary for Non-Executive Directors and shareholders.

The Board meets regularly throughout the year, with additional meetings held as required to consider significant ad hoc matters, including acquisitions. An annual agenda and periodic reports from senior management ensure the Board is well informed, able to oversee delivery of the Group's strategy and review principal risks, with appropriate opportunity for challenge by the Non-Executive Directors.

The Directors can obtain independent professional advice at the Group's expense where required. They keep their skills up to date through professional development training and other means.

The Company Secretary supports the Board on compliance and governance matters, including ensuring the Directors are aware of their right to have concerns noted, to raise questions on governance requirements, and to obtain independent advice where appropriate. The Non-Executive Directors may also meet without the Executive Directors when they consider it necessary.

"I'm honoured to lead the Board as it maintains its strong and ongoing commitment to a robust corporate governance model, upholding the highest standards of corporate governance – one that reflects the scale and complexity of our business and ensures the long-term sustainability and success of the Group."

Dave Wilson
Non-Executive Chairman

Chairman's Introduction

Board considerations in the year

The Board reviews information presented by the Executive Directors including monthly financial information, the M&A pipeline, progress of strategic KPIs, compliance updates and various other reports provided by other members of the leadership team. The Board also receives updates from the Audit Committee and the Remuneration Committee, reviews risks, considers investor and stakeholder engagement, approves updates to financing and the granting of any options under employee share schemes. Key matters considered during FY26:

a. Approval of acquisitions and review of the M&A pipeline

b. Detailed consideration of cyber risks and the Group's technology strategy

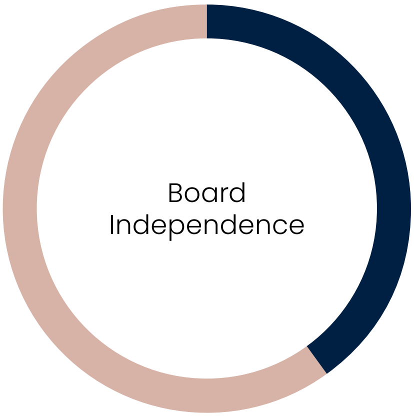
c. Review of regulatory matters

d. Consideration of the Board's effectiveness

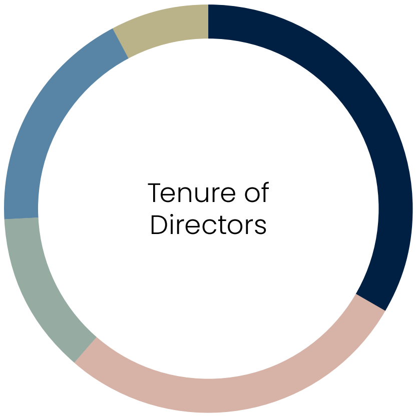
e. Approval of budgets and financing decisions

f. Review of the risk register and ESG strategy

Details of the Board's tenure, independence, skills and experience are set out below:



Executive	2
Non-Executive	3



David Beech	13
Kate Lewis	11
Gillian Davies	5
Jane Pateman	7
Dave Wilson	3

Meeting attendance

Executive Directors are employed on a full-time basis. Non-Executive Directors are expected to commit to a minimum of 24 days per annum. The Board is satisfied that each Director allocates sufficient time to discharge their duties effectively, including preparation for and attendance at Board and Committee meetings, as well as engagement with the wider business and its stakeholders.

Name	Board*	Remuneration	Audit
Dave Wilson	6/6	3/3	3/4
David Beech	6/6	–	–
Jane Pateman	6/6	3/3	4/4
Kate Lewis	6/6	–	4/4
Gillian Davies	6/6	3/3	4/4

* During the year additional meetings were held principally to approve the terms of the acquisitions undertaken and trading updates and the release of results within the period.

The Board follows best practice, appropriate to its size, in corporate governance. To this end, it has chosen to adopt the principles outlined in the Corporate Governance Code for small and mid-sized companies, issued by the Quoted Companies Alliance in April 2023 (the 'QCA Code').

The QCA Code is based around 10 broad principles which underscore a sustainable growth strategy. A summary of how the Group applies and complies with these principles is set out below:

	Governance Principle	Compliant	Explanation	Further reading
1	Establish a purpose, strategy and business model which promotes long-term value for shareholders	✓	Our purpose is to deliver high-quality legal and professional services to under-served UK regions, supported by our delivery platform and One Team culture. The Board is responsible for setting and overseeing our strategy to deliver sustainable growth and long-term value, focused on expanding our national footprint, broadening our services and maintaining disciplined operational and financial performance as explained on pages 14 in the Strategic Report. In delivering this strategy, the Board recognises key challenges, including macroeconomic uncertainty, competition for talent, cost pressures and the need to maintain consistent execution as we scale, together with the ongoing demands of operating in a regulated environment. These challenges are considered alongside our principal risks and uncertainties, with mitigating actions embedded within operational plans and supported by a strong governance and risk management framework. The Board remains confident that the strategy is appropriate and resilient in the context of these challenges.	See page 14
2	Promote a corporate culture that is based on ethical values and behaviours	✓	We pride ourselves on our One Team culture. We promote a transparent, collaborative culture through regular engagement with colleagues and key stakeholders, including: • a flat leadership structure, with day-to-day management led by Client Services Directors and Business Services Directors, supporting regular interaction and a culture of trust and candour; • strong internal communications and a culture of openness as explained on pages 30 – 39; • a dedicated central compliance team to support colleagues on ethical and regulatory matters; • internal reviews, including awareness interviews, to confirm colleagues understand key policies, procedures and how to access support. The success of the measures taken in promoting this culture is monitored and assessed by the Board through: • an eNPS score of +46; • 22,800 hours of training undertaken by the business; • regular employee feedback provided via the businesses intranet, the Hub; • monthly Board reporting demonstrating reduced churn; • continued diversity and equality statistics together with analysis of compliance reporting.	See pages 30 – 39 and page 62
3	Seek to understand and meet shareholder needs and expectations	✓	The Board engages regularly with investors and analysts, supported by feedback from the Company's brokers on investor sentiment and advice from its advisers on shareholder priorities. See S172 report on pages 61 – 62.	https://www.knightsplc.com/company/investors/corporate-governance/

	Governance Principle	Compliant	Explanation	Further reading
4	Take into account wider stakeholder interests, including social and environmental responsibilities and their implications for long-term success	✓	In addition to shareholders, our key stakeholders include clients, colleagues, suppliers and regulators. We engage with these groups through day-to-day communications as described in the Section 172 statement on pages 61 -62.	See pages 30 – 39 and page 62
5	Embed effective risk management, internal controls and assurance activities considering both opportunities and threats, throughout the organisation	✓	The principal risks and uncertainties section of this Report sets out our risk framework and governance approach. We undertake periodic internal and external assurance activities, including: • Internal and external information security audits supporting our ISO 27001 accreditation concerning information security. • Independent third-party audits of our anti-money laundering compliance every two years, one of which has been conducted during the year. • Third-party advice on climate risk and related risk management best practice. • Third-party review of our approach to FATCA and AEOI compliance in connection with our private client services. The Audit Committee as described on page 72 manages the relationship with external auditors and shares audit findings with relevant risk owners and the Board, and recommendations are implemented promptly.	See pages 57 – 60
6	Establish and maintain the Board as a well-functioning, balanced team led by the Chair	✓	The Board has established audit, remuneration and disclosure committees. All Directors stand for annual re-election by shareholders. Given the Board's size and composition, the Board has not established a nominations committee and instead considers succession and appointments as a full Board.	See pages 64 – 66
7	Maintain appropriate governance structures and ensure that, individually and collectively, Directors have the necessary up-to-date experience, skills and capabilities	✓	The Board considers it has an appropriate balance of skills, experience and capabilities, including recruitment, people management, funding, sustainability and risk management. The Board takes external advice and training where appropriate and engages third-party advisers when additional expertise is required. Details of the number of formally scheduled meetings attended by the Board and its Committees are included on page 68, however additional ad hoc meetings are attended throughout the year as the need arises. During the year, the Board has continued to invest in the management team and Client Services Directors to support medium-term growth.	See pages 67 – 71
8	Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement	✓	The Board, led by the Chair, conducts an annual external evaluation of its performance and that of its committees, including reviewing its mix of skills. The review conducted during the year concluded that the Board has an appropriate balance of breadth and experience, while identifying a need to strengthen insight into the use of data and information.	See page 68

	Governance Principle	Compliant	Explanation	Further reading
9	Establish a remuneration policy which is supportive of long-term value creation and the Company's purpose, strategy and culture	✓	The Board, supported by the Remuneration Committee, has developed a remuneration policy aligned with the Company's purpose, strategy and culture, and linked to long-term value creation as explained in the Remuneration Committee report on pages 76 – 81. In line with Principle 9, the annual remuneration report is submitted to shareholders for an advisory vote.	See pages 76 – 81
10	Communicate how the Company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders	✓	The Group maintains an open and constructive dialogue with shareholders. The Chairman meets shareholders independently to understand their views, and the CEO, CFO and Investor Relations lead hold regular investor meetings, particularly following interim and full year results and trading updates. Employees are kept informed of key developments, and the Group engages transparently and collaboratively with its regulators. Corporate information, including presentations, announcements and an overview of the Group's activities, is available on the Group's website.	https://www.knightsplc.com/company/investors/

Annual General Meeting ('AGM')

The AGM of the Group will take place on the 29 September 2026 and the Notice of Annual General Meeting which includes the associated resolutions can be found on page 151 of this Annual Report.

“The Audit Committee is responsible for ensuring that the financial performance of the Group is properly reported and reviewed.”

Gillian Davies
Chair of the Audit Committee

Its role includes:

- monitoring the integrity of the financial statements (including annual and interim accounts and results announcements)
- reviewing the risk management and internal control systems, and reviewing any changes to accounting policies
- considering the impact of any new accounting standards
- reviewing and monitoring the extent of any non-audit services undertaken by RSM UK Audit LLP (‘RSM’)
- oversight of the relationship with the external auditors and the quality of the audit completed

Dear Shareholders

As Chair of the Audit Committee ('Committee') I am pleased to present the Audit Committee Report for the year ended 30 April 2026. The report summarises the remit of the Committee, its key areas of focus for this financial year and the Group's relationship with its external auditors, RSM UK Audit LLP.

The Committee consists of me as Chair and Jane Pateman, with the Chairman, CFO and FD routinely attending by invitation. All members of the committee have recent relevant financial experience. We met four times during the year, with meetings timed to coincide with the full year and half year auditing and reporting timeframes. The Committee has also held discussions with RSM UK Audit LLP, without Executive Directors being present, to discuss any issues arising from their audit work.

Duties

The main duties of the Audit Committee during the year included:

1

Monitoring the integrity of financial statements

The Committee reviewed both the interim and the annual financial statements as well as related results announcements made as part of their disclosure. This process included a review of any judgements made in preparing the results, ensuring sufficient attention was given to matters where significant estimation was involved. This includes revenue recognition, accounting for acquisitions, review of the carrying value of goodwill and intangible assets and the use of alternative performance measures which are used to enhance shareholders' understanding of the Group's financial performance.

In consideration of the significant accounting judgements used, the Committee reviewed the recommendations of the Chief Financial Officer and received reports from RSM UK Audit LLP on their findings.

These judgements are as follows:

Revenue recognition policy

The Group recognises revenue on legal and professional services provided based on the methodology set out in IFRS 15 Revenue from Contracts with Customers. There is estimation involved in establishing the value that will eventually be recovered on contracts.

Management use the expected outcomes as at the period end to establish the estimated value of ongoing contracts and compare to historic outcomes to ensure reasonableness.

Estimates are updated as work progresses and any change in revenue recognition as a result of a change in circumstances is recognised in the Consolidated Statement of Comprehensive Income for that year.

In relation to any contingent matters, where the likelihood of success is less than highly probable, the value recognised in contract assets is further reduced to reflect this uncertainty.

The Committee considers that the approach adopted by management is prudent and minimises the risk of overstatement of income resulting in future revenue write-offs.

Accounting for acquisitions

During the year the Group made four acquisitions. Accounting for these acquisitions involves an assessment of the allocation of purchase price, treatment of any deferred and contingent acquisition payments, assessment of the requirement for any fair value adjustments, identification and valuation of the intangible assets arising, together with an estimation of the useful lives of each of these assets.

The fair value attributable to intangible assets arising on acquisition are recognised in accordance with IAS 38 Intangible Assets and is based on a number of estimates, including the long-term revenue growth rate and the related business and discount rate.

Having reviewed management's approach and the resulting accounting treatment of the goodwill and intangible assets, the Committee is satisfied that the approach adopted in the financial statements is reasonable and fairly represents the underlying transactions.

Goodwill and intangible assets impairment

At the year-end there is £112m recognised in the financial statements relating to goodwill and intangible assets from both current and prior year acquisitions. On an annual basis, management need to satisfy themselves that the carrying value of the goodwill is supportable by future expected returns from the Group. Management have completed a detailed impairment review considering future cash flows based on the Board approved three-year plan and then applying prudent long term growth rates in order to calculate terminal values. These cash flows are then discounted to give a value in use which is then compared to the carrying value.

A sensitivity analysis has been prepared to determine the potential impacts of reasonably possible changes in the assumptions used for the value in use calculations.

Having reviewed management's impairment reviews, sensitivity analysis and conclusions in the carrying values of the goodwill and intangible assets in the financial statements, the Committee is satisfied that the carrying value of £112m is supportable and the assets do not need to be impaired, with value in use calculations demonstrating considerable headroom.

Duties

1

Use of alternative performance measures

The Board uses a number of alternative performance measures to assess business performance. A key focus of the Board is the underlying profitability of the business and therefore the Board uses measures based on underlying profitability of the Group, excluding one-off and non-underlying items to monitor the growth in underlying profitability. Net debt is also a key focus for the Board and the management of this within the Group's overall facilities.

The Audit Committee is satisfied that these are reasonable measures to use to review profitability of the underlying business and all non-underlying costs are appropriately classified as non-underlying in the accounts with sufficient disclosures included to enable the alternative measures to be easily reconciled back to the Financial Statements.

Financial Reporting Council review

The Committee was pleased to receive a formal correspondence from the Financial Reporting Council ('FRC'), which informed us that the FRC had conducted a limited scope review of the Group's Annual Report and Accounts for the year ended 30 April 2025. The review concluded with no questions or queries that required our attention. The Committee did receive some recommendations from the FRC regarding disclosure of financial instruments and revenue to ensure that the Group's reporting of these areas is as clear and concise as possible. The Committee is satisfied that these recommendations have been, where appropriate, included within this Annual Report.

2

Risk management and internal controls

As described on pages 57 – 60 of the Strategic Report and pages 67 – 71 of the Corporate Governance Statement, the Board has established a framework of risk management and internal control systems, policies and procedures. The Committee is responsible for reviewing the risk management and internal control framework and for ensuring that it operates effectively. The Committee is satisfied that the internal controls currently in place are sufficient and operating effectively for a business of this size.

At present the Group does not have an internal audit function and the Committee believes that in view of the current size and nature of the Group's business, management is able to derive sufficient assurance as to the adequacy and effectiveness of the internal controls and risk management procedures without a formal internal audit function. This will be kept under review as the business evolves.

3

Changes to accounting policies

The Committee is satisfied that there are no changes in accounting policies impacting the reported results for the year.

4

Going concern, business model and strategy

The Board reviews the Group's business model to ensure it aligns with the overall Group strategy and ensures that the forecast cash flows, liquidity and covenant compliance calculations demonstrate that the Group will continue as a going concern for the foreseeable future. The Group prepares a detailed budget for the next financial year which is presented to and approved by the Board. This budget is based on the Group's strategic assumptions for organic growth. The Group does not budget in advance for acquisitions. However, additional forecasts are prepared for all potential acquisitions and the impact of this on Group results, liquidity and covenant compliance is considered as part of the strategic decision-making process on whether to proceed with an acquisition.

As part of the process of confirming the validity of the going concern assumption, the Committee has reviewed the detailed budgets for the next 12 months and the Group's three-year forecasts. The forecasting model includes an integrated Consolidated Statement of Comprehensive Income, Consolidated Statement of Financial Position and Consolidated Statement of Cash Flows along with forecast covenant calculations. In order to further satisfy the going concern assumption, the Group has modelled a number of different trading scenarios, some of which forecast a significantly more negative trading performance than is expected. In all of these scenarios the Group continued to maintain a sufficient level of liquidity to enable it to meet all of its liabilities as they fell due. Having reviewed the forecasts, the Committee is satisfied that these support the business model and strategy of the business and demonstrate sufficient liquidity for the foreseeable future and recommend that the Board approves the going concern assumption.

5

Reviewing the extent of non-audit services provided by RSM

The Committee monitors the provision of non-audit services by RSM to ensure this has no impact on their independence.

During the year RSM has not provided any non-audit services to the Group, other than the SRA audit review and the audit of the annual bank covenant certificate.

Duties

6 **Overseeing the relationship with the external auditors**

The Committee considers a number of areas when reviewing the external auditor relationship, namely their performance in discharging the audit, the scope of the audit and terms of engagement, their independence and objectivity and their remuneration.

The auditor prepares a detailed audit plan which is presented to the Committee before the commencement of the audit.

The plan sets out the scope of the audit, areas of perceived significant risk where work will be focused, the audit timetable and any proposed remuneration for the year. This plan is reviewed and agreed by the Committee in advance of the detailed audit work taking place.

For the year ended 30 April 2026 the significant audit risks identified were: revenue recognition and contract assets; acquisition accounting; impairment of goodwill and intangible assets, management override of controls and alternative performance measures including disclosure of exceptional and non-recurring items.

As part of the audit planning process, the auditor also provided confirmation that in their opinion RSM UK Audit LLP was independent within the meaning of regulatory and professional requirements and that the objectivity of the audit partner and team remained unimpaired.

An assessment of the effectiveness of the audit process in addressing the significant issues identified is made by the Committee based on the auditors Audit Findings Report which the auditor presents to the Committee. These reports cover the conclusions from the work completed on the areas of significant audit risk and any other issues identified as part of the audit process. No major areas of concern were identified by RSM during the year.

Following detailed reviews of the Audit Findings Reports, discussions with auditors at Committee meetings and discussions with management on the effectiveness of the audit process, the Committee has confirmed that it is satisfied with the independence, objectivity, and effectiveness of RSM UK Audit LLP as external auditors and has recommended to the Board that the auditors be reappointed. There will be a resolution to reappoint the auditors at the forthcoming AGM.

7 **Application of IFRSs, and new and forthcoming standards**

As at the date of these financial statements, there are new standards and amendments to IFRSs in issue but not yet effective and have therefore not been applied as set out below:

- IFRS 18 Presentation and Disclosure in Financial Statements (effective 1 January 2027)
- IFRS 19 Subsidiaries without Public Accountability – Disclosures (effective 1 January 2027)

The full impact of IFRS 18 and 19 on the financial statements is in the process of being reviewed, however the Directors do not expect that the adoption of the standards will have a material impact on the financial statements of the Group in future periods.

8 **ESG and TCFD reporting**

The Group considers its responsibilities in respect of ESG and climate change to be an important focus and ensures strategic decisions are made in a way that considers the ESG strategy. The Committee has reviewed the ESG and TCFD strategy and reports to ensure that the current strategy and reporting is appropriate and in line with current reporting requirements.

G Davies

Gillian Davies
Chair of the Audit Committee
Senior Independent Non-Executive Director

3 July 2026

“We continually review our remuneration structures to ensure they are fully aligned with our growth strategy and our ‘One Team culture’.”

Jane Pateman
Chair of the Remuneration Committee

Dear shareholder,

I am pleased to introduce the Directors' Remuneration Report for the year ended 30 April 2026. The report is divided into three sections:

- this Annual Statement, which summarises the work of the Committee, remuneration outcomes for the year ended 30 April 2026 and how the Directors' Remuneration Policy will operate for the year ending 30 April 2027;
- the Directors' Remuneration Policy, which summarises the current Directors' Remuneration Policy; and
- the Annual Report on Remuneration, which discloses how the Remuneration Policy was implemented in the year ended 30 April 2026

The Directors' Remuneration Report will be subject to an advisory vote at the 2026 AGM.

As an AIM listed company, we are not required to provide all of the information included in this report. However, we provide disclosures in addition to those which are required under the AIM Rules on a voluntary basis to enable shareholders to understand and consider our remuneration arrangements.

Membership

Jane Pateman (Committee Chair)
Gillian Davies
Dave Wilson

There were three meetings held during the year ended 30 April 2026 and the meeting attendance is shown on page 68.

Directors' Remuneration Report

Key responsibilities and terms of reference

- Determine and agree the Group's policy on executive remuneration, including performance-related annual bonuses, share options and share awards for the Executive Directors and members of executive management
- Review and approve the design of all share incentive plans and performance-related pay schemes
- Determine targets and awards under the annual bonus and share incentive plans and performance-related pay schemes
- Determine the policy for pension arrangements and other benefits for each Executive Director and other senior executives
- Ensure that contractual terms and termination payments are fair to both the individual and the Company, and that failure is not rewarded

The Executive Directors and other members of senior management may be invited to attend meetings where appropriate in order to provide advice or information. However, no Director is present or participates in discussions relating to their own remuneration.

In addition to the Executive Directors and senior management, the Committee considers wider workforce remuneration and reward.

Focus in 2026

- Approved the FY25 annual performance-related bonus payout
- Set targets for the FY26 annual performance-related bonus
- Approved FY26 awards under the management incentive plan ('MIP') for the Executive Directors
- Approval of base salary changes for the Executive Directors for 2027 (as set out below);
- Approved the Directors' Remuneration Report

Priorities for 2027

- Ongoing compliance with the QCA Corporate Governance Code and where appropriate, the QCA Remuneration Committee Guide and associated guidance
- Set performance targets in respect of the FY27 annual bonus and consider FY27 share awards

Annual Statement

Remuneration Policy implementation for FY26

As summarised in the Chairman's Statement on page 4, the Group has seen a significant increase in revenue with a return to organic growth over the year, with full year revenue of £207.7m, up by 28% compared to the prior year (FY25: £162.0m), and underlying PBT of £33.2m, a 19% increase on the prior year (FY25: £28.0m).

The adjusted PBT performance resulted in a bonus outturn of 70% of salary for the CEO and CFO.

No long-term awards to Executive Directors vest based on performance to 30 April 2026.

Remuneration Policy implementation for FY27

Base salary

The Committee recently undertook a review of the Executive Directors' salaries. The Committee continues to take a holistic approach, considering the impact of salary increases on overall remuneration, salary increases across the wider workforce, and the Group's strong absolute and relative performance.

As part of the review the Committee took into account the growth of the Company that has been driven by the excellent management team led by David Beech and Kate Lewis, since admission and the importance of the retention and motivation of these key executives. This growth has been exemplified by the turnover of the Company that has grown from c.£35m at IPO to £208m in FY26 and the number of employees that has grown from 428 in FY18 to the current level of 1,584.

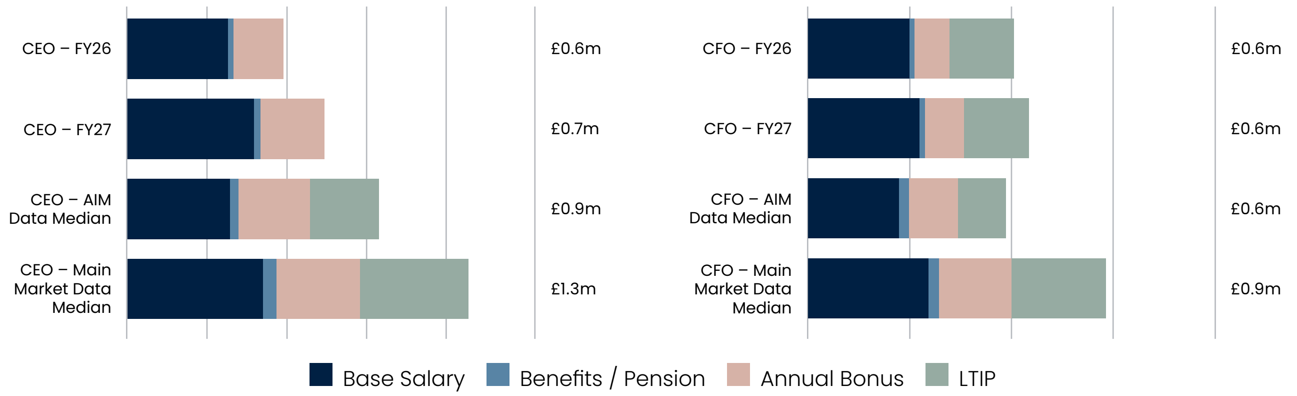
Following this review of the current levels of remuneration, the following changes to the base salaries of the Executive Directors were proposed and implemented with effect from 1 May 2026:

	FY27	FY26	% change
David Beech, CEO	£475,000	£378,000	26%
Kate Lewis, CFO	£325,000	£294,000	11%

The Committee is mindful that these increases are significantly above the 4% average increase awarded to the wider workforce and recognises how they may be perceived. However, this approach is consistent with that applied across the wider organisation, where salary levels for strong performers that are materially below market may be adjusted accordingly.

The Committee uses benchmarking data with caution, but notes that the resulting salary levels are aligned with the selected market reference data, while on-target remuneration remains aligned with, or below, the relevant market benchmarking points.

Total on-target remuneration benchmarking analysis



Notes:

The CEO does not participate in the Company's equity plans. The CFO's equity award value reflects the aggregate value of the awards granted in October 2024.

Annual bonus

Annual bonus potential will continue to be operated at 100% of salary for the CEO and 100% for the CFO. Outturn will be based on a sliding scale of profit-based targets.

Long-term incentives

The Committee will determine the appropriate level and structure of long-term incentive awards for the CFO. The CFO currently has outstanding Performance Share, Restricted Stock and CSOP awards that are scheduled to vest in 2027 and 2028.

The CEO will not receive an equity award, given his existing substantial alignment with shareholders through his current shareholding in the Company.

Remuneration Policy

The Group's remuneration policy is designed to reward employees for their expertise, responsibilities and performance, aligned with the long-term interests of shareholders and the Group's cultural values. The policy aims to attract, retain and appropriately incentivise high-performing individuals capable of delivering the Group's strategic objectives and long-term value creation.

A significant proportion of total remuneration is performance-related, delivered through short and long-term incentive arrangements. Executive Directors may also receive customary benefits, including pension contributions and insured benefits, as set out in the table below.

Component	Purpose and link to strategy	Operation	Maximum	Performance
Base salary	To provide a competitive base salary to attract, motivate and retain executives with the experience and capabilities to achieve the strategic aims	Salaries for Executive Directors are reviewed annually, considering base pay increases for employees, levels of expertise, and the need to retain and motivate high-calibre individuals Any changes to Directors' remuneration take effect on 1 May	n/a	n/a
Benefits	To provide a market-competitive benefits package	Offered in line with market practice, and may include death in service insurance, sick pay and private medical insurance	n/a	n/a
Pension	To provide an appropriate level of retirement benefit	Workforce aligned pension provision	Workforce aligned – currently 5% of base salary	Not applicable
Annual bonus	To reward performance against annual targets which support the strategy of the Group	Awards are based on annual performance and are payable in a mix of cash and deferred shares under the Management Incentive Plan ('MIP')	100% of salary	Sliding scale financial and/or personal / ESG / strategic targets
LTIP	To drive and reward the achievement of longer term objectives, support retention and promote share ownership for Executive Directors	Under the MIP the following awards may be granted: i) as market priced options, which may be granted under a tax-advantaged Company Share Option Plan ('CSOP'); ii) as restricted stock awards; and iii) as performance-linked share awards Dividend equivalents may be awarded to the extent awards vest Awards may be subject to malus/ clawback provisions at the discretion of the Committee	The Committee will determine award levels taking into account Company performance, individual contribution and normal market practice for companies of a similar size and complexity	Performance-linked share awards have a sliding scale financial and/or share price and/ or strategic and/ or ESG performance
Non-Executive Directors	The Committee determines the Chairman's fee and fees for the Non-Executive Directors are agreed by the Chairman and Executive Directors	Fees are reviewed annually taking into account the level of responsibility, and relevant experience. Fees may include a basic fee and additional fees for further responsibilities. Fees are paid in cash	n/a	n/a

Malus and clawback

Malus and clawback provisions are operated in respect of the annual bonus and LTIP. Triggers include a subsequent reassessment of performance conditions, a breach of contract or fiduciary duties, material reputational damage and corporate failure. In the event that clawback is enacted, the Committee has the discretion to require repayment or to reduce any unvested or unpaid award made under any annual or share-based incentive plan.

Annual Report on Remuneration

Directors' remuneration for the year ended 30 April 2026

The table below sets out total remuneration for Directors for the year ended 30 April 2026.

	Fees/basic salary £'000	Benefits £'000	Bonus £'000	LTIP £'000	Pension £'000	2026 Total £'000	2025 Total £'000
Executive Directors							
David Beech	378	-	265	-	-	643	360
Kate Lewis	294	-	206	-	15	515	394
Non-Executive Directors							
Jane Pateman	52	–	–	–	–	52	50
Gillian Davies	63	–	–	–	–	63	60
Dave Wilson	157	–	–	–	–	157	150
Aggregate	**944**	**–**	**471**	**–**	**15**	**1,430**	**1,014**

Annual bonus 2026

The annual bonus 2026 was based on Group adjusted PBT targets. Performance for the year was between the target and the stretch budget set at the beginning of the year.

The Committee also considered the organic growth achievement for the year when determining that 70% of the maximum bonus should be paid out.

This equated to a payout of 70% of salary for the CEO and CFO.

Vesting outcomes for FY26 awards

No awards vested based on performance to 30 April 2026.

Share awards granted in the year ended 30 April 2026

No share awards were granted to Executive Directors during the year.

Non-Executive Directors

Dave Wilson was appointed Non-Executive Chairman of the Group by letter of appointment dated 14 November 2023. His appointment is terminable on three months' notice by either party. With effect from 1 May 2026, the annual fee payable to the Chairman increased by 4% to £163,000, in line with the increases awarded to the workforce generally.

The other Non-Executive Directors were appointed subject to re-election at the Annual General Meeting and are terminable on one months' notice by either party.

The Non-Executive Directors fees have been increased for the upcoming financial year to £54,600 with an additional £10,920 payable to the Senior Independent Non-Executive Director. The 4% increase in fees is in line with the increases awarded to the workforce generally.

Interest in share awards

The interests of the Directors during 2026 were as follows:

Director	Type of award	Date of grant	Number of shares	Exercise price per share	Value at grant	Performance conditions	Vesting date
Kate Lewis	SIP	5 September 2018	3,290	N/A	£6,047	N/A	Matching Shares and Partnership Shares Vested
	Performance Share Award	13 July 2022	189,439	£0.002	£172,500[1]	EPS[2]	July 2025 – lapsed in full
	Performance Share Award	29 October 2024	600,000	£0.002	£742,800[3]	EPS[4]	July 2028
	Restricted Stock Award	29 October 2024	156,442	£0.002	£193,675[5]	N/A	July 2028
	CSOP	29 October 2024	48,465	£1.238	£60,000[6]	N/A	29 October 2027

Notes

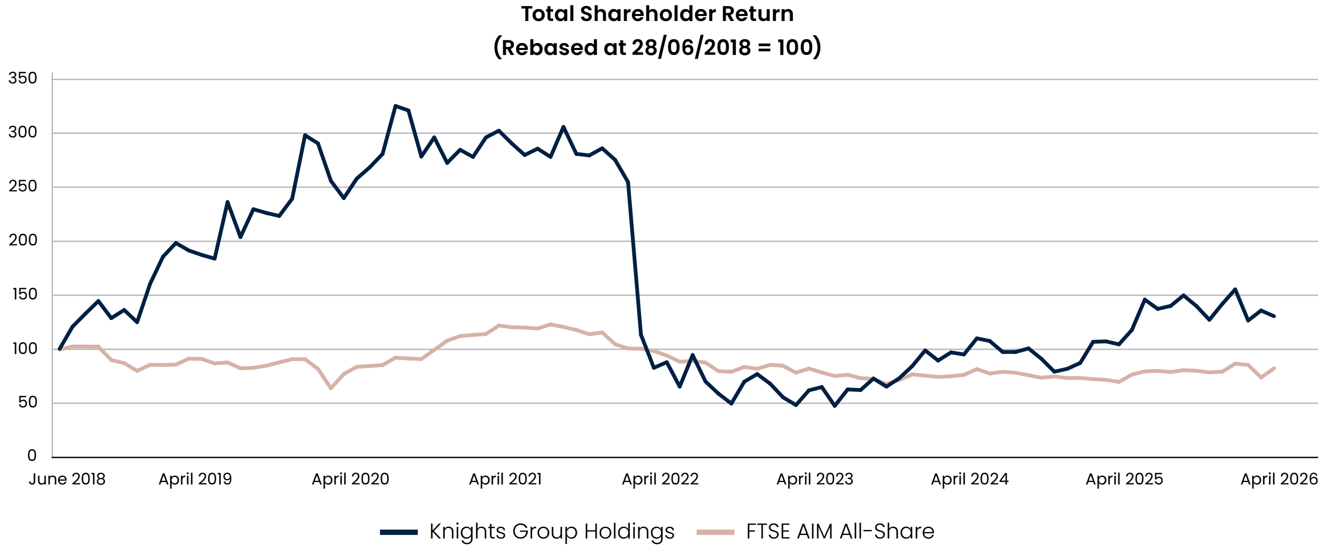
1 Based on 3-day average share price of £1.03

2 3-year performance period with vesting dependent on underlying EPS performance in financial year ended 30 April 2025 with 25% vesting for EPS of 25.27p and 60% vesting for EPS of 26.60p increasing to 100% vesting for EPS of 27.93p (and a sliding scale operates between these points). As EPS for the year to April 2025 was 23.95p this Performance Share Award will lapse in full

3. Based on 5-day average share price of £1.238
4. 3-year performance period with vesting dependent on underlying EPS performance in financial year ended 30 April 2028 with 25% vesting for EPS of 27.26p, 50% vesting for EPS of 32.72p, 75% vesting for EPS of 38.17p increasing to 100% vesting for EPS of 43.62p (and a sliding scale operates between these points)
5. Based on 5-day average share price of £1.238
6. Based on 5-day average share price of £1.238

Total Shareholder Return performance graph

The graph below illustrates the total shareholder return ('TSR') for the period from IPO to 30 April 2026 in terms of the change in value of an initial investment of £100 against the corresponding TSR in hypothetical holdings of shares in the FTSE AIM All Share Index.



Share Incentive Plan

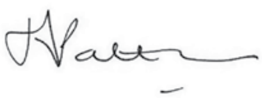
The Company's Share Incentive Plan ('SIP') enables employees to buy shares in the Company at an effective discount to the London Stock Exchange price by having an amount deducted from pre-tax salary each month. In addition, the Company grants participating employees matching shares on the basis of one free matching share for every two partnership shares purchased.

Shareholder engagement

We take a keen interest in shareholders' views on executive remuneration and welcome feedback on the Directors' Remuneration Report. At the 2025 AGM, 95% of votes cast were in favour of the Remuneration Report.

This Remuneration Report will be subject to an advisory shareholder vote at the 2026 AGM. We are committed to ensuring that the report is clear and transparent, and I look forward to shareholders' continued support for this resolution. During FY27, the Committee will consider developing market practice amongst AIM listed companies regarding having a separate advisory vote on the Directors' Remuneration Policy every three years.

On behalf of the Board



Jane Pateman
Chair of the Remuneration Committee

3 July 2026

The Directors have pleasure in submitting their report and the financial statements of Knights Group Holdings plc.

Principal activities and business review

The principal activity of the Group is the provision of legal and professional services. The principal activity of the Company is that of a holding company. The results for the year and the financial position of the Group are disclosed in the detailed financial statements included on pages 86 – 145. A review of the performance of the business during the year and potential future developments is included in the Chairman's Statement, Chief Executive's Review and the Financial Review.

Dividends

The directors recommend a final dividend of 3.69p (2025: 3.05p) per ordinary share to be paid on 9 October 2026 to the shareholders on the register on 11 September 2026. This, together with the interim dividend of 1.94p (2025: 1.76p) per share paid on 13 March 2026, makes a total of 5.63p per share for the year (2025: 4.81p). The final dividend has not been included within creditors as it was not approved before the end of the financial year.

Post balance sheet events

On 3 July 2026, the Group renewed its revolving credit facility with HSBC UK, NatWest and AIB (GB), increasing available credit facilities to £159m (from £100m). Terms and covenants are broadly in line with the previously agreed facility with interest being payable at a margin above SONIA of between 1.65% and 2.65% depending on the leverage level. The facility is committed until 3 July 2029.

On 15 June 2026, the Group exchanged contracts to acquire specific assets of Mayfair Property Law Limited for a total consideration of £1.65m. The acquisition completed and the assets were hived into the Group on the same date.

Directors and their interest in the shares of the parent Company

The following Directors have held office since 1 May 2025:

Name	Number of shares	%
DA Beech	18,922,309	22.02
KL Lewis	105,356	0.12
G Davies	30,000	0.03
D Wilson	20,412	0.02
J Pateman	10,000	0.01

During the period, and up to the date of approval of the financial statements, the Group purchased and maintained Directors' and Officers' Liability Insurance for all of the Directors and Officers to indemnify them from any losses that may arise in connection with the execution of their duties and responsibilities to the extent permitted by the Companies Act 2006.

Substantial shareholdings

As far as the Directors are aware the only notifiable holdings equal to or in excess of 3% of the total issued share capital as at 30 April 2026 were as detailed below:

Name	Number of shares	%
DA Beech	18,922,309	22.02
Octopus Investments	16,136,497	18.77
Columbia Threadneedle Investments	6,659,406	7.75

Van Lanschot Bankiers	5,893,674	6.86
Rathbones	5,431,613	6.32
Stitching Pieter Bastiaan	4,250,000	4.94
BGF	3,325,120	3.87
Stitching Value Partners Private Clients	2,735,954	3.18

Risks and uncertainties

The Board manages financial risk on an ongoing basis. The financial risks relating to the Group and its financial risk management objectives and policies are discussed in more detail in note 36 of the financial statements.

The Group's other principal risks and uncertainties are detailed on pages 57 – 60 of the Strategic Report.

Political donations

The Group has not made any political donations.

Charitable donations

During the year, donations to registered charities and other organisations were £11,000 (2025: £11,000).

Streamlined Energy and Carbon Reporting ('SECR')

In accordance with S414C (11) of the Companies Act, the Group has included the SECR report on pages 47 – 48. This is included as part of the Group's Strategic Report as it is considered to be of strategic importance.

Disabled persons

The Group will employ disabled persons where they appear to be suitable for a particular vacancy and every effort is made to ensure that all candidates are given full consideration when any vacancies arise within the business. Should any employee become disabled during their employment full training will be provided and relevant adaptations to their working environment made, where possible, to ensure that they can continue their employment within the Group. The Group works with all employees to ensure that their working environment is appropriate and to ensure that all employees are provided with sufficient training, development and support to enable them to develop to their full potential.

Employee engagement

The Group considers itself an equal opportunities employer. The Group policy is to recruit, train, develop and promote individuals to help them achieve to the maximum of their ability whilst balancing work and personal lifestyles.

Details of how the Group engages with employees is included in the Strategic Report on pages 34 – 37.

Strategic Report and stakeholder engagement

In accordance with Section 414C(11) of the Companies Act 2006, the Group has chosen to set out how it complies with the Corporate Governance Code in respect of stakeholder engagement including information in respect of employee communication and consultation, engagement with suppliers, customers and other stakeholders in the Strategic Report.

The Directors have considered who the key stakeholders in the business are and documented how they engage with each of these groups, noting any key decisions made during the year. Details of this are included within the S172(1) report on pages 61 – 62.

Future developments

The Board plans to continue to grow the business both organically and acquisitively within both the legal and related professional services sectors supported by investment in technology, recruitment and acquisitions.

Auditor

Each of the Directors at the date of approval of this Annual Report confirms that:

- So far as the Director is aware, there is no relevant audit information of which the Company's auditor is unaware
- The Director has taken all the steps that he/she ought to have taken as a Director in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information

In accordance with section 489 of the Companies Act 2006, a resolution for the reappointment of RSM UK Audit LLP as auditor of the Company will be proposed at the forthcoming Annual General Meeting.

Approved by the Board of Directors on 3 July 2026 and signed on its behalf by:

Kate Lewis
Chief Financial Officer

3 July 2026

The Directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare group and company financial statements for each financial year. The Directors have elected under company law and the AIM Rules of the London Stock Exchange to prepare group financial statements in accordance with UK-adopted International Accounting Standards and have elected under company law to prepare the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

The Group financial statements are required by law and UK-adopted International Accounting Standards to present fairly the financial position and performance of the Group. The Companies Act 2006 provides in relation to such financial statements that references in the relevant part of that Act to financial statements giving a true and fair view are references to their achieving a fair presentation.

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of the profit or loss of the Group for that period.

In preparing each of the Group and Company financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- for the Group financial statements, state whether they have been prepared in accordance with UK-adopted International Accounting Standards;
- for the Company financial statements state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the Company financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Knights Group Holdings plc website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Financial statements.

Financial statements contents

Opinion

We have audited the financial statements of Knights Group Holdings PLC (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 April 2026 which comprise the consolidated statement of comprehensive income, the consolidated and company statements of financial position, the consolidated and company statements of changes in equity, the consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law and UK-adopted International Accounting Standards. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 30 April 2026 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with UK-adopted International Accounting Standards;
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed entities and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

2026 Summary of our audit approach

Key audit matters	**Group** • Revenue recognition and contract assets **Parent Company** • None identified
Materiality	**Group** • Overall materiality: £1,520,000 (2025: £1,300,000) • Performance materiality: £1,140,000 (2025: £975,000) **Parent Company** • Overall materiality: £1,519,999 (2025: £1,299,999) • Performance materiality: £1,139,999 (2025: £974,999)
Scope	Our audit procedures covered 99% of revenue, 100% of total assets and 97% of underlying profit before tax.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the group financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) we identified, including those which had the greatest effect on the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the group financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition and contract assets

Key audit matter description	The Group's accounting policy in respect of revenue recognition is set out in note 2.5. Note 4 sets out the critical judgements and estimates applied by the directors in relation to the amounts recoverable on contract assets, which may have a material effect on the amount of revenue recognised in the period, and note 5 to the financial statements gives detail on revenue. There is a risk that revenue could be materially misstated due to recognising revenue in an inappropriate accounting period, or incorrectly measured. Revenue is materially impacted by changes in the contract assets balance, which is subject to management judgement about recovery rates and provisions. Contract assets are carried at a value of £54,264,000 (2025: £50,998,000) (note 24). They are valued on a line by line (case by case) basis using an estimated recovery rate at the period end. The process of valuing contract assets and, in particular, estimating recovery rates, is judgemental and therefore considered to be a key audit matter. It is also an area to which we applied significant audit time and resource.
How the matter was addressed in the audit	Our response to the key audit matter included: • assessing management's revenue recognition policy for fixed fee arrangements, unconditional fee-for-service arrangements, and variable or contingent fee arrangements for open cases at the year end for compliance with IFRS 15 – *Revenue from contracts with customers* • assessing the design and testing the operation of controls implemented by management over month and period end valuation of contract assets • performing analytical review of the relationships between fee earner numbers and salary costs compared to reported revenue and to prior financial years • using data analytics software to test the revenue recognised by determining whether the revenue transaction cycle was completed through to cash receipt or inclusion in trade receivables • comparing the year end work in progress valuation and recovery rates to the prior year for each office and across departments (excluding those acquired in the year) • comparing the expected recovery rate in the prior year valuation of work in progress to the actual amounts recovered for a sample of fee earners during the year • reviewing a sample of contract assets balances at period end and discussing the nature of the case and the anticipated recovery rates with management and individual fee earners • for the same sample, checking any billing or provisions following the period end to evaluate the reported recovery rate • period-end cut off testing to determine whether contract assets and revenue had been recognised in the correct accounting period • reviewing the monthly chargeable hours recorded during the period and in the month immediately after the period end to determine whether there were any unexplained fluctuations in recorded hours • comparing the recoverability of the balance of unbilled revenue to post year end billing and cash receipts and, where billing has not yet occurred, challenging fee-earners about the expected recovery, determining whether unbilled revenue is recorded in the correct period and at the correct amount and is supported by time costs incurred.

Our application of materiality

When establishing our overall audit strategy, we set certain thresholds which help us to determine the nature, timing and extent of our audit procedures. When evaluating whether the effects of misstatements, both individually and on the financial statements as a whole, could reasonably influence the economic decisions of the users we take into account the qualitative nature and the size of the misstatements. Based on our professional judgement, we determined materiality as follows:

	Group	Parent Company
Overall materiality	£1,520,000 (2025: £1,300,000)	£1,519,999 (2025: £1,299,999)
Basis for determining overall materiality	4.6% of underlying profit before tax. (2025: 4.7% of underlying profit before tax)	1.7% of Net assets (2025: 1.5% of Net assets)
Rationale for benchmark applied	A key metric used by management and shareholders in assessing performance of the Group is underlying PBT, as disclosed in note 39.	Parent company is a holding company so net assets used as the benchmark.
Performance materiality	£1,140,000 (2025: £975,000)	£1,139,999 (2025: £974,999)
Basis for determining performance materiality	75% of overall materiality	75% of overall materiality
Reporting of misstatements to the Audit Committee	Misstatements in excess of £76,100 (2025: £65,000) and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.	Misstatements in excess of £76,100 (2025: £65,000) and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.

An overview of the scope of our audit

The group consists of 7 components, all of which are based in the UK.

The coverage achieved by our audit procedures was:

	Number of components	Revenue	Total assets	Underlying PBT
Full scope audit	1	99%	100%	97%
Specified scope procedures	0	0%	0%	0%
Total	1	99%	100%	97%

All audit work was completed by the group audit team and no component auditors were used in our audit.

The group's components vary significantly in size and nature of operations. The group engagement team identified those components as significant based on a risk assessment which took into consideration both qualitative and quantitative factors. The quantitative factors used in determining significance were based on a combination of the group's total revenues and Underlying PBT.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the group's and parent company's ability to continue to adopt the going concern basis of accounting included evaluating management's method of assessment, reviewing the forecasts prepared by the directors, performing sensitivity analysis, comparing the prior year forecast to actual outturn, confirming the terms of the banking facilities available to the group, checking the forecast covenant compliance and headroom available to the group, and considering the adequacy of the disclosures made by the directors in the financial statements.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 84, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory frameworks that the group and parent company operate in and how the group and parent company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

The most significant laws and regulations were determined as follows:

Legislation / Regulation	Additional audit procedures performed by the Group audit engagement team included:
UK-adopted IAS, FRS101 and Companies Act 2006	• Review of the financial statement disclosures and testing to supporting documentation; and • Completion of disclosure checklists to identify areas of non-compliance.
Tax compliance regulations	• Inspection of advice received from external tax advisors; and • Consultation with a tax specialist regarding the approach taken to the audit of tax.
Solicitors Regulation Authority regulations	• Discussion with the Group's in-house compliance team. • Review of returns submitted to and correspondence with the Solicitors Regulation Authority, including in relation to any breaches, potential litigation or claims. • The Group undergoes a separate SRA audit. We have discussed the outcome of this work with the RSM team responsible for it.

The areas that we identified as being susceptible to material misstatement due to fraud were:

Risk	Audit procedures performed by the audit engagement team:
Revenue recognition – *occurrence, valuation & cut-off*	• Our audit procedures in this area are detailed above under key audit matters.
Management override of controls	• Using data analytics and detailed testing to evaluate the appropriateness of journal entries and other adjustments; • Assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and • Evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

GRAHAM BOND FCA (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor

Chartered Accountants
14th Floor
20 Chapel Street
Liverpool
L3 9AG

3 July 2026

Consolidated Statement of Comprehensive Income

For the year ended 30 April 2026

	Note	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Revenue – underlying*	5	**207,729**	161,966
Non-underlying revenue	5	**247**	–
Total revenue		**207,976**	161,966
Other operating income	7	**10,775**	9,649
Staff costs – underlying*	8	**(126,266)**	(97,607)
Non-underlying staff costs	13	**(453)**	–
Total staff costs		**(126,719)**	(97,607)
Depreciation and amortisation charges*	11	**(10,699)**	(8,840)
Impairment of trade receivables and contract assets		**(1,477)**	(1,241)
Other operating charges	12	**(39,264)**	(29,839)
Operating profit before non-underlying charges and amortisation on acquired intangibles		**40,592**	34,088
Amortisation on acquired intangibles	11	**(5,270)**	(4,033)
Non-underlying operating costs	13	**(17,011)**	(11,455)
Operating profit		**18,311**	18,600
Share of results of joint ventures	22	**795**	58
Finance costs*	14	**(8,528)**	(6,445)
Finance income	15	**89**	302
Non-underlying finance costs	13	**(430)**	(246)
Net finance costs		**(8,869)**	(6,389)
Profit before tax		**10,237**	12,269
Taxation – underlying*	17	**(8,486)**	(7,448)
Tax impact of non-underlying revenue	17	**(62)**	–
Tax impact of non-underlying costs	17	**3,047**	2,755
Taxation		**(5,501)**	(4,693)
Profit and total comprehensive income for the year attributable to equity owners of the parent		**4,736**	7,576
Earnings per share		**Pence**	Pence
Basic earnings per share	18	**5.40**	8.83
Diluted earnings per share	18	**5.21**	8.43

The above results were derived from the Group's continuing operations.

* Excluding non-underlying items and amortisation on acquired intangibles.

Consolidated Statement of Financial Position

As at 30 April 2026

	Note	30 April 2026 £'000	30 April 2025 £'000
Assets			
Non-current assets			
Goodwill	20	**82,283**	72,893
Intangible assets	20	**29,941**	32,980
Investments	22	**820**	111
Property, plant and equipment	23	**25,355**	23,685
Right-of-use assets	23	**42,149**	46,635
Finance lease receivables	26	**787**	1,335
Trade and other receivables	25	**–**	2,000
		181,335	179,639
Current assets			
Contract assets	24	**54,264**	50,998
Trade and other receivables	25	**43,622**	39,552
Finance lease receivables	26	**351**	405
Corporation tax asset		**177**	882
Cash and cash equivalents		**6,034**	5,853
Assets held for sale	27	**137**	1,283
		104,585	98,973
Total assets		**285,920**	278,612
Equity and liabilities			
Equity			
Share capital	28	**171**	171
Share premium		**75,262**	75,277
Other reserve	29	**(1,329)**	(576)
Merger reserve		**(3,506)**	(3,506)
Retained earnings		**34,508**	33,167
Equity attributable to owners of the parent		**105,106**	104,533
Non-current liabilities			
Lease liabilities	30	**45,180**	48,603
Borrowings	31	**71,226**	69,807
Deferred consideration	32	**1,608**	563
Deferred tax	33	**10,576**	11,217
Provisions	35	**5,883**	5,404
		134,473	135,594
Current liabilities			
Lease liabilities	30	**5,969**	5,666
Borrowings	31	**250**	875
Trade and other payables	34	**35,440**	26,662
Deferred consideration	32	**892**	612
Contract liabilities	24	**125**	130
Provisions	35	**3,665**	3,651
Liabilities held for sale	27	**–**	889
		46,341	38,485
Total liabilities		**180,814**	174,079
Total equity and liabilities		**285,920**	278,612

The financial statements were approved by the Board and authorised for issue on 3 July 2026 and are signed on its behalf by:

Kate Lewis
Director

Registered No. 11290101

Consolidated Statement of Changes in Equity

For the year ended 30 April 2026

	Note	Share capital £'000	Share premium £'000	Merger reserve £'000	Other reserve £'000	Retained earnings £'000	Total £'000
As at 1 May 2024		171	75,262	(3,506)	–	28,333	100,260
Profit for the period and total comprehensive income		–	–	–	–	7,576	7,576
Transactions with owners in their capacity as owners:							
Credit to equity for equity-settled share-based payments	9	–	–	–	–	1,161	1,161
Purchase of own shares		–	–	–	(598)	–	(598)
Issue of shares from EBT		–	15	–	22	–	37
Dividends	19	–	–	–	–	(3,903)	(3,903)
Balance at 30 April 2025		171	75,277	(3,506)	(576)	33,167	104,533
Profit for the period and total comprehensive income		**–**	**–**	**–**	**–**	**4,736**	**4,736**
Transactions with owners in their capacity as owners:							
Credit to equity for equity-settled share-based payments	**9**	**–**	**–**	**–**	**–**	**1,315**	**1,315**
Transfer between reserves	**29**	**–**	**(15)**	**–**	**15**	**–**	**–**
Purchase of own shares	**29**	**–**	**–**	**–**	**(1,220)**	**–**	**(1,220)**
Issue of shares from EBT	**29**	**–**	**–**	**–**	**452**	**(452)**	**–**
Dividends	**19**	**–**	**–**	**–**	**–**	**(4,258)**	**(4,258)**
Balance at 30 April 2026		**171**	**75,262**	**(3,506)**	**(1,329)**	**34,508**	**105,106**

Consolidated Statement of Cash Flows

For the year ended 30 April 2026

	Note	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Operating activities			
Cash generated from operations	37	**55,173**	39,011
Non-underlying revenue received		**247**	–
Non-underlying operating costs paid	13	**(10,773)**	(5,366)
Tax paid		**(6,197)**	(5,820)
Contingent acquisition payments		**(5,803)**	(2,571)
Net cash from operating activities		**32,647**	25,254
Investing activities			
Acquisition of subsidiaries (net of cash acquired)	21	**(10,199)**	(24,972)
Other loan repayments		**2,000**	500
Loan interest received		**58**	234
Purchase of intangible fixed assets	20	**(97)**	(83)
Purchase of property, plant and equipment	23	**(6,354)**	(11,753)
Proceeds from lease receivables	26	**519**	458
Disposal of assets held for sale	22	**1,271**	141
Payment of deferred consideration		**(648)**	(2,616)
Disposal of customer list		**399**	–
Proceeds from sale of investment		**70**	–
Net cash used in investing activities		**(12,981)**	(38,091)
Financing activities			
Proceeds of borrowings		**49,250**	52,150
Repayment of borrowings		**(47,650)**	(22,550)
Repayment of debt acquired with current year subsidiaries	21	**(1,969)**	(172)
Repayment of debt acquired with prior year subsidiaries		**(875)**	(473)
Repayment of lease liabilities		**(4,721)**	(4,661)
Landlord capital contribution		**430**	42
Associated lease costs		**(18)**	(306)
Proceeds from exercise of share options		**1**	–
Interest and other finance costs paid		**(8,534)**	(6,213)
Purchase of own shares		**(1,220)**	(598)
Dividends paid		**(4,258)**	(3,903)
Net cash (used in) / from financing activities		**(19,564)**	13,316
Net increase in cash and cash equivalents		**102**	479
Cash and cash equivalents at the beginning of the period		**5,932**	5,453
Cash – continuing operations		**6,034**	5,853
Cash – assets held for sale (note 27)		**–**	79
Total cash and cash equivalents at end of period		**6,034**	5,932

1. General information

Knights Group Holdings plc (the Company) is a public company limited by shares and is registered, domiciled and incorporated in England.

The Group consists of Knights Group Holdings plc, all of its subsidiaries and its share of joint ventures.

The principal activity and nature of operations of the Group is the provision of legal and professional services. The address of its registered office is:

The Brampton
Newcastle-under-Lyme
Staffordshire
ST5 0QW

2. Accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with UK-adopted International Accounting Standards.

Applying these standards requires the Directors to exercise judgement and use certain critical accounting estimates. The judgements and estimates that the Directors deem significant in the preparation of these financial statements are explained in note 4.

The financial statements have been prepared on the historical cost basis. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Monetary amounts are presented in sterling, being the functional currency of the Group's subsidiaries, rounded to the nearest thousand except where otherwise indicated.

The principal accounting policies adopted are set out below. These policies have been consistently applied to all periods presented in the financial statements, unless otherwise stated.

2.2 Going concern

The accounts are prepared on a going concern basis as the Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group has a strong trading performance, generates strong operating cashflows and has banking facilities of £100,000,000, available until 7 November 2028 (see note 44 for details of new credit facility). The Group's forecasts show sufficient cash generation and headroom in banking facilities and covenants, by comparison to anticipated future requirements, to support the directors' conclusions that the assumption of the going concern basis of accounting in preparing the financial statements is appropriate.

The Group continues to trade profitably and cash generation at an operating cashflow level has remained strong and in line with expectation. In order to satisfy the validity of the going concern assumption, a number of different trading scenarios including a reduction in revenues and costs have been modelled and reviewed. Some of these scenarios forecast a significantly more negative trading performance than is expected. In all of these scenarios the Group remained profitable and with significant headroom in its cash resources for the 12 months from the date of approval of the accounts.

2.3 Basis of consolidation

The consolidated financial statements incorporate the results of Knights Group Holdings plc, all of its subsidiaries and its share of joint venture.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. In assessing control, the Group takes into consideration potential voting rights that are currently exercisable. The acquisition date is the date on which control is transferred to the acquirer which is normally the date of exchange of the sale and purchase agreement. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Transactions eliminated on consolidation

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Where necessary, adjustments are made to the financial information of subsidiaries to bring the accounting policies used into line with those used by the Group.

Audit exemption of subsidiaries

The following subsidiaries are exempt from the requirements of the UK Companies Act 2006 relating to the audit of individual accounts by virtue of s479A of the Act.

Name	Registered number
Knights 1759 Limited	10279177
K & S Trust Corporation Limited	02885753
CLM Trust Corporation Limited	11247326
Thursfields Legal Limited	08829685
IBB Law LLP	OC430367
Birkett Long LLP	OC334273
Birkett Long IFA LLP	OC388956
Rix & Kay Solicitors LLP	OC330614
Le Gros Limited	10791532

The outstanding liabilities at 30 April 2026 of the above named subsidiaries have been guaranteed by the Company pursuant to s479A to s479C of the Act. In the opinion of the directors, the possibility of the guarantee being called upon is remote since the trade, assets and majority of liabilities of these subsidiaries were transferred to Knights Professional Services Limited before 30 April 2026.

2.4 Business combinations

The cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed.

The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill.

Costs related to the acquisition, other than those associated with the issue of debt or equity securities, are expensed as incurred.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. This discount rate used is the rate at which similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Deferred consideration is classified as a financial liability, which is held at amortised cost. The unwinding of the discount is recognised in non-underlying costs. Contingent acquisition payments are contingent on an employee remaining in employment with the Group, and are accounted for separately from the business combination as remuneration as described in notes 13 and 21.

2.5 Revenue

The Group earns revenue from the provision of legal and professional services. Revenue for these services is recognised over time in the accounting period in which the services are rendered, as the Group has an enforceable right to payment for work performed to date under its client terms of engagement.

Fee arrangements for legal and professional services include fixed fee arrangements, unconditional fee-for-service arrangements (“time and materials”), and variable or contingent fee arrangements.

For fixed fee arrangements, revenue is recognised based on the stage of completion with reference to the actual services provided as a proportion of the total services expected to be provided under the contract. The stage of completion is measured using the input method, and completion is tracked on a contract-by-contract basis using the hours spent by professionals providing the services.

In fee-for-service contracts, revenue is recognised up to the amount of fees that the Group is entitled to invoice for services performed to date based on contracted rates.

Under variable or contingent fee arrangements, fees may be earned only in the event of a successful outcome of a client’s claim. Fees under these arrangements may be fixed or may be variable based on a specified percentage of damages awarded under a claim.

For variable or contingent fee arrangements management makes a detailed assessment of the amount of revenue expected to be received and the probability of success of each case. Variable consideration is recognised over the duration of the matter, only to the extent that it is highly probable that the amount recognised will not be subject to significant reversal when the matter is concluded, based on the expected amount recoverable at that point in time. In such circumstances, a level of judgement is required to determine the likelihood of success of a given matter, as well as the estimated amount of fees that will be recovered in respect of the matter. Where the likelihood of success of a contingent fee arrangement is less than highly probable, the value recognised in contract assets is further reduced to reflect this uncertainty.

Certain contingent fee arrangements are undertaken on a partially funded basis. In such arrangements, the funded portion of fees is not contingent on the successful outcome of the litigation and in these instances the revenue is recognised up to the amount of fees that the Group is entitled to invoice for services performed to date based on contracted rates. The remaining consideration is variable and conditional on the successful resolution of the litigation. The variable consideration is recognised over the duration of the matter and included in revenue based on the expected amount recoverable only to the extent that it is highly probable that the amount recognised will not be subject to significant reversal when the uncertainty is resolved at that point in time.

2. Accounting policies continued

2.5 Revenue continued

The Group's contracts with clients each comprise of a single distinct performance obligation, being the provision of legal and professional services in relation to a particular matter, and the transaction price is therefore allocated to this single performance obligation.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the Consolidated Statement of Comprehensive Income in the period in which the circumstances that give rise to the revision become known by management.

The Group has determined that no significant financing component exists in respect of the provision of legal and professional services because the period between when the Group transfers its services to a client and when the client pays for that service will generally be one year or less.

Consideration for services provided under contingent or variable fee arrangements may be paid after a longer period. In these cases, no significant financing component exists because the consideration promised by the client is variable subject to the occurrence or non-occurrence of a future event that is not substantially within the control of the client or the Group.

A trade receivable is recognised when an invoice has been issued to the client, as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

Uninvoiced revenue is recognised as contract assets. Costs incurred in fulfilling the future performance obligations of a contract are recognised as contract assets if the costs are expected to be recovered.

Contract liabilities are recognised in respect of consideration invoiced in advance of satisfying the performance obligation under the contract.

2.6 Other operating income

Other income

Revenue does not include disbursements. Recoverable expenses incurred on client matters that are expected to be recovered and are invoiced during the period are recognised in other income.

Interest received on client deposits

Interest received on client deposits held is recognised in the Consolidated Statement of Comprehensive Income as it accrues, based on the effective interest rate during the period. This forms part of other operating income as this is driven by the ongoing operations of the business.

2.7 Taxation

The tax expense represents the sum of the current tax expense and the deferred tax expense. Current tax assets are recognised when the tax paid exceeds the tax payable. Current tax is based on taxable profit for the year. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised for temporary differences, calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on tax rates that have been enacted or substantively enacted by the reporting date except for;

- when the deferred tax asset or liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting nor taxable profits; or
- when the taxable temporary difference is associated with interests in subsidiaries, associates or joint ventures, and the timing of the reversal can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised only to the extent that it is probable that they will be recovered by the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is recognised on differences between the value of assets (other than goodwill) and liabilities recognised in a business combination and the amounts that can be deducted or assessed for tax. The deferred tax recognised is adjusted against goodwill.

Current tax assets and current tax liabilities and deferred tax assets and deferred tax liabilities are offset if, and only if, there is a legally enforceable right to set off the amounts and the entity intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.8 Intangible assets – Goodwill

Goodwill arising on the acquisition of an entity represents the excess of the cost of acquisition over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the entity recognised at the date of acquisition. Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less accumulated impairment losses. Goodwill is tested annually by the directors for evidence of impairment.

2.9 Intangible assets – Other than goodwill

Intangible assets purchased, other than in a business combination, are recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets arising on a business combination, such as customer relationships, are initially recognised at estimated fair value, except where the asset does not arise from legal or contractual rights, and there is no history or evidence of exchange transactions for the same or similar assets and estimating the assets fair value would depend on immeasurable variables. The fair value represents the directors' best estimate of future economic benefit to be derived from these assets discounted at an appropriate rate.

Other intangible assets are initially recognised at cost (which for intangible assets acquired in a business combination is the fair value at acquisition date) and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Customer relationships that are acquired by the Group as part of a business combination are stated at cost less accumulated amortisation and impairment losses (see accounting policy 'Impairment of non-financial assets'). Cost reflects management's judgement of the fair value of the individual intangible asset calculated by reference to the net present value of future benefits accruing to the Group from the utilisation of the asset, discounted at an appropriate discount rate.

Intangible assets are amortised to the Consolidated Statement of Comprehensive Income on a straight-line basis over their estimated useful lives, as follows:

Purchased computer software	–	4 years
Customer relationships	–	3-25 years
Brand	–	100 years

Purchased computer software is amortised over a period of 4 years, being the minimum period expected to benefit from the asset.

Customer relationships are amortised over a period of 3-25 years being the average length of relationship with key clients for acquired entities.

Brand value is amortised over a period of 100 years based on the directors' assessment of the future life of the brand. This is supported by a trading history dating back to 1759. Brand value relates to the 'Knights' brand only. Other acquired brands are not recognised as an asset as the impact of such recognition would not be material.

2.10 Property, plant and equipment

Property, plant and equipment are stated at cost net of depreciation and any provision for impairment.

Depreciation is provided on property, plant and equipment at rates calculated to write each asset down to its estimated residual value over its expected useful life, as follows:

Freehold property	–	2% on cost
Expenditure on short leasehold property	–	10% on cost
Leasehold property	–	1% on cost
Office equipment	–	25% on cost
Furniture and fittings	–	10% on cost
Motor vehicles	–	25% on cost
Right-of-use assets	–	useful life of the lease (between 2 and 25 years)

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

2.11 Investment in joint ventures

Entities in which the Group has a long-term interest and share control under a contractual arrangement are classified as joint ventures. Joint ventures are accounted for using the equity method. Where necessary, adjustments are made to bring the accounting policies of joint ventures into line with those used by the Group.

Under the equity method, a joint venture investment is initially recorded at cost and then adjusted for the investor's share of the venture's profits or losses. These are recognised in the Consolidated Statement of Comprehensive Income, while dividends received reduce the carrying value of the investment.

2. Accounting policies continued

2.12 Impairment of non-financial assets

An assessment is made at each reporting date of whether there are indications that non-financial assets may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the Group estimates the recoverable amount of the asset or, for goodwill, the recoverable amount of the cash-generating unit.

Shortfalls between the carrying value of non-financial assets and their recoverable amounts, being the higher of the fair value less costs to sell and value in use, are recognised as impairment losses. All impairment losses are recognised in the Consolidated Statement of Comprehensive Income.

Recognised impairment losses are reversed (other than for goodwill) if, and only if, the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in the Consolidated Statement of Comprehensive Income. On reversal of an impairment loss, the depreciation or amortisation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

2.13 Leases

Group as lessee

The Group leases offices, equipment and vehicles. Rental contracts are for periods of between two and 25 years. Lease terms are negotiated on a lease-by-lease basis and contain a variety of terms and conditions.

The Group assesses whether a contract is, or contains, a lease at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short term leases (defined as leases with a lease term of 12 months or less) or leases of low value assets (being those assets with a value less than £4,000). For short term and low value leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term assumed reflects the Group exercising that option.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the Group's incremental borrowing rate is used, being the rate that the Group would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Underlying lease payments of both principal and interest are included in financing activities in the Consolidated Statement of Cash Flows. Onerous lease payments of both principal and interest are included in non-underlying operating activities in the Consolidated Statement of Cash Flows.

The lease liability is presented as a separate line in the Consolidated Statement of Financial Position.

Right-of-use assets are recognised at commencement of the lease and initially measured at the amount of the present value of the lease liability, plus any incremental costs of obtaining the lease and any lease payments made at or before the leased asset is available for use by the Group.

After initial recognition, the lease liability is reduced for payments made and increased to reflect interest on the lease liability (using the effective interest method). The related right-of-use asset is depreciated over the term of the lease or, if shorter, the useful economic life of the leased asset. The lease term shall include the period of an extension option where it is reasonably certain that the option will be exercised. Interest on the lease liability is recognised in the Consolidated Statement of Comprehensive Income.

An estimate of the costs to be incurred in restoring the leased asset to the condition required under the terms and conditions of the lease is recognised as part of the cost of the right-of-use asset when the Group incurs the obligation for these costs. The costs are incurred at the start of the lease or over the lease term. The provision is measured at the present value of the best estimate of the expenditure required to settle the obligation.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a significant change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

Group as lessor

The Group enters into lease agreements as a lessor with respect to some of its properties.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for a major part of the economic life of the asset.

Finance lease receivables are initially measured on a present value basis. This includes the net present value of the following lease payments receivable:

- fixed payments receivable (including in-substance fixed payments), less any lease incentives payable;
- variable lease payments receivable that are based on an index or a rate;
- amounts expected to be receivable by the Group under residual value guarantees; and
- payments received on penalties for terminating the lease, if the lease term assumed reflects the Group exercising that option.

The lease payments receivable are discounted using the interest rate implicit in the head lease.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

Underlying lease payments received of both principal and interest are included in investing activities in the cash flow.

The finance lease receivable is presented as a separate line in the Consolidated Statement of Financial Position.

After initial recognition, the lease receivable is reduced for payments received and increased to reflect interest on the lease receivable (using the effective interest method). The lease term shall include the period of an extension option where it is reasonably certain that the option will be exercised. Interest on the lease receivable is recognised in the Consolidated Statement of Comprehensive Income.

The Group remeasures the lease receivable (and makes a corresponding adjustment to the Consolidated Statement of Comprehensive Income) whenever:

- the lease term has changed or there is a significant change in the assessment of exercise of a purchase option, in which case the lease receivable is remeasured by discounting the revised lease payments receivable using a revised discount rate;
- the lease payments receivable change due to changes in an index or rate or a change in expected receivable under a guaranteed residual value, in which cases the lease receivable is remeasured by discounting the revised lease payments receivable using the initial discount rate (unless the lease payments receivable change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease receivable is remeasured by discounting the revised lease payments receivable using a revised discount rate.

2.14 Retirement benefits

2.14a Defined contribution scheme

The Group operates a defined contribution scheme. The amount charged to the Consolidated Statement of Comprehensive Income in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accrued expenses or prepayments and other receivables.

2.14b Defined benefit pension scheme

For defined benefit schemes the amounts charged to operating profit are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. The interest cost and the expected return on assets are shown as a net amount in other finance costs or finance income.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each reporting date.

Defined benefit assets are not recognised in the Consolidated Statement of Financial Position, on the basis that they are not deemed to be material.

For the 'With Profit Section' contributions are recognised in the Consolidated Statement of Comprehensive Income in the period to which they relate as there is insufficient information available to use defined benefit accounting. A liability will be recognised based on the agreed share of the Group in the scheme. No liability has been recognised in the current or prior period on the basis that they are not deemed to be material.

2. Accounting policies continued

2.15 Share-based payments

The cost of providing share-based payments to employees is charged to the Consolidated Statement of Comprehensive Income over the vesting period of the awards. The cost is based on the fair value of awards at the date of grant of the award using an appropriate valuation model. The amount recognised as an expense will be adjusted to reflect differences between the expected and actual vesting levels. Further details of the schemes are included in note 9.

2.16 Financial instruments

Financial instruments are recognised on the date when the Group becomes a party to the contractual provisions of the instrument. Financial instruments are recognised initially at fair value.

Financial assets

Contract assets and trade and other receivables

Contract assets and trade and other receivables are initially measured at fair value. These assets are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ('ECL') on contract assets and trade and other receivables. The expected credit losses on trade receivables includes specific provisions against known receivables and an estimate using a provision matrix by reference to past experience, adjusted for forward looking considerations, and an analysis of the debtor's current financial position on the remaining balance. The expected credit losses on contract assets and other receivables is assessed based on expected credit loss experienced on these types of assets adjusted for known foreseeable estimated losses.

Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities.

Trade and other payables

Trade and other payables due within one year are initially measured at fair value and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Deferred consideration

Deferred consideration is initially recognised at the fair value of the amounts payable and subsequently at amortised cost of the agreed payments in accordance with the agreement. Any interest payable on the balance is reflected in the value of the liability and charged monthly to the Consolidated Statement of Comprehensive Income as it arises.

Borrowings

Borrowings are initially recognised at the fair value of the consideration received net of issue costs associated with the borrowings. Borrowings are subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in finance costs.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

2.17 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made. Where the effect of the time value of money is material, provisions are discounted using a rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Onerous service charge provisions are recognised when the unavoidable costs of meeting service charge obligations exceed the expected economic benefits to be derived from the leased properties. The provision represents the present value of the expected future service charge payments for the remaining lease term. Any onerous lease payments for rent are recognised within lease liabilities.

In common with comparable practices, the Group is involved in a number of disputes in the ordinary course of business which may give rise to claims. Professional indemnity insurance cover is maintained in respect of professional negligence claims. Premiums are expensed as they fall due with prepayments being recognised accordingly. A provision is made in the financial statements for all claims where costs are likely to be incurred. The provision represents management's best estimate of the cost of defending and concluding claims and any excesses that may become payable. No separate disclosure is made for the cost of claims covered by insurance as to do so could seriously prejudice the position of the Group.

Dilapidation provisions are recognised where the Group has an obligation under lease agreements to return leased properties to their original condition at the end of the lease term. An estimate of the costs to be incurred in restoring the leased asset to the condition required under the terms and conditions of the lease is recognised as part of the cost of the right-of-use asset when the Group incurs the obligation for these costs. The costs are incurred at the start of the lease or over the lease term. The provision is measured at the present value of the best estimate of the expenditure required to settle the obligation.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

2.18 Other reserve (previously treasury shares)

The Group operates an Employee Benefit Trust ('EBT') under which ordinary shares are repurchased from the market and are subsequently issued to satisfy employee share options which are exercised. These are treated as treasury shares under IAS 32 and are added to the other reserve.

Treasury shares are deducted from equity in accordance with IAS 32 Financial Instruments: Presentation. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments. Any dividends on treasury shares are waived.

3. Accounting developments

New and amended IFRSs that are effective in this period for the first time:

The Group has applied the following amendments for the first time in these financial statements:

Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments.

The application of these new amendments did not have a material impact on the financial statements.

New and amended IFRSs that are effective for the future

At the date of these financial statements, there are new standards and amendments to IFRSs in issue but not yet effective and have therefore not been applied as set out below:

New and amended IFRSs	Effective date
IFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
IFRS 19 Subsidiaries without Public Accountability – Disclosures	1 January 2027

The full impact of IFRS 18 and IFRS 19 on the financial statements is in the process of being reviewed, however the directors do not expect that the adoption of the standard will have a material impact on the financial statements of the Group in future periods.

4. Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, which are described in note 2, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical accounting judgements

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

Amounts recoverable on contracts – contingent fee arrangements

A level of judgement is required to determine the likelihood of success of a given matter for contingent fee arrangements. This is determined on a contract-by-contract basis after considering the relevant facts and circumstances surrounding each matter. The valuation exercise is conducted by experienced professionals with a detailed understanding of the individual matters. The carrying value of contingent fee arrangements at 30 April 2026 was £13,766,000 (2025: £12,836,000).

Business combinations

Management make judgements regarding the date of control of an acquisition in accordance with IFRS 10. The judgement considers the individual legal agreements on each transaction and the date at which the Group starts to exercise control over the activities of the subsidiary, usually the date of exchange of contracts. Financial performance of the acquisitions is included in the consolidated Group from the deemed date of control.

Alternative performance measures ('APMs')

The Group presents various APMs to assist the user in understanding the underlying performance of the Group. The selection of these APMs requires the exercise of judgement as to the key performance indicators used.

4. Critical accounting judgements and key sources of estimation uncertainty continued

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty in the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below:

IFRS 16

The Group makes estimates of the cost of restoring leased assets to their original condition when required to do so under the terms and conditions of the lease. Those estimates are based on the current condition of the leased assets and past experience of restoration costs. As at 30 April 2026 the Group had total dilapidation provisions of £6,132,000 (2025: £6,726,000) (see note 35).

Amounts recoverable on contract assets– recoverable amounts

The valuation of amounts recoverable on contract assets ('AROC') involves the use of estimates of the likely recovery rate which will be made on the gross value of chargeable time recorded to each matter.

This percentage represents management's best estimate of future value following a line by line review of the matters by professionals. The estimation process takes into account the progress of the case at the reporting date, the estimated eventual fee payable by the client and the amount of time which will be incurred in bringing the matter to a successful conclusion. The amount recognised in AROC at the year-end was £54,264,000 (2025: £50,998,000), a 3% change in the estimated recovery of all matters would impact the profit for the period by approximately £2,047,000 (2025: £1,895,000).

Accounting for business combinations and valuation of acquired intangibles

Business combinations are accounted for at fair value. The valuation of goodwill and acquired intangibles is calculated separately on each individual acquisition. In attributing value to intangible assets arising on acquisition, management has made certain assumptions in relation to the expected growth rates, length of key customer relationships and the appropriate weighted average cost of capital ('WACC') and internal rate of return ('IRR'). Profitability at an EBITDA margin level is also assumed, but is considered reasonably predictable.

The value attributable to the intangible assets acquired on acquisitions also impacts the deferred tax provision relating to these items.

The total carrying value of acquired intangibles (excluding brands) is £25,012,000 (2025: £27,960,000). In order to assess the impact of the key assumptions on the values disclosed in the financial statements the directors have applied the following sensitivities to the acquisitions in the current year:

Key assumption	Rate applied in the financial statements	Sensitivity tested	Annual profit impact £'000	Value of intangible assets £'000
Long term growth rate	2%	0%	4	(15)
WACC and IRR	9.6 – 9.7%[1]	Increase by 5%	81	(176)
Length of customer relationships	4.9 – 15.0 years	Increase of 5 years	8	296

1 Each acquisition has been reviewed and, dependent upon the structure of the acquisition, an appropriate WACC or IRR rate has been applied. These sensitivities have been calculated by adjusting the adopted rates as noted above.

Growth rates are estimated based on the current conditions at the date of each acquisition with reference to independent surveys of future growth rates in the legal and professional services profession in real, inflation adjusted terms.

The length of customer relationships is estimated by considering the length of time the acquiree has had its significant client relationships up to the date of acquisition and historic customer attrition rates as appropriate.

The directors consider the resulting valuations used give a reasonable approximation as to the value of the intangibles acquired and that any reasonably possible change in any one of the estimations in isolation would not have a material impact on the financial statements.

Intangible Assets – carrying amount of goodwill – impairment review

The directors undertake an annual impairment review of goodwill to assess whether the carrying value of £82,283,000 is still supported by using a discounted cash flow model to derive the value in use of the cash generating unit ('CGU'). Cash flow forecasts are derived from the most recent financial budgets approved by management for the next three years and extrapolated using a terminal value calculation.

The key assumptions for the value in use calculations are those regarding the discount rates and growth rates for the Group's revenues from legal and professional services and the EBITDA margin. Management estimates discount rates using pre-tax rates that reflect current market assessments of the time value of money and the risks specific to the CGU.

Revenue growth over the three years of the forecast period reflects, for FY27, the current forecast of revenue from the Group's existing business and a full year of revenue from acquisitions made during the year ended 30 April 2026, with an element of organic growth in FY28 and FY29. The long-term growth rate of 2% (2025: 2%) is based on UK economic growth forecasts for the legal services market.

The Group has conducted a sensitivity analysis on the impairment test of the CGU value in use. Management considers there is no reasonably plausible scenario under which goodwill would be impaired.

5. Revenue

All revenue is derived from contracts with clients and is recognised over time. As explained further in note 6, the Group's legal and professional services business operates as a single business unit, hence there are no relevant categories into which revenue can be disaggregated.

The transaction price allocated to unsatisfied performance obligations of contracts at 30 April 2026 is not required to be disclosed because it is comprised of contracts that are expected to have a duration of one year or less.

Management information does not distinguish between contingent and non-contingent revenue as contingent fees are not separately identifiable from other fees.

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Revenue – underlying	**207,729**	161,966
Non-underlying revenue	**247**	–
Revenue	**207,976**	161,966

Non-underlying revenue relates to revenue generated from IBB Law LLP, a subsidiary of Knights which operated a criminal law business. This subsidiary was held as an asset for sale at 30 April 2025 and has been disposed of during the period.

6. Segmental reporting

The board of directors, as the chief operating decision-making body, reviews financial information for and makes decisions about the Group's overall legal and professional services business and has identified a single operating segment, that of legal and professional services operating entirely in the UK.

The legal and professional services business operates through a number of different service lines and in different locations; however, management effort is consistently directed to the firm operating as a single segment. No segmental reporting disclosure is therefore provided as all revenue is derived from this single segment.

7. Other operating income

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Other income	**1,028**	811
Bank interest on client monies	**9,747**	8,838
	10,775	9,649

8. Staff costs

The average monthly number of employees (including executive directors) of the Group was:

	Year ended 30 April 2026 Number	**Year ended 30 April 2025 Number**
Fee earners	**1,333**	1,079
Other employees	**330**	275
	1,663	1,354

8. Staff costs continued

The aggregate remuneration comprised:

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Wages and salaries	**107,399**	84,380
Social security costs	**13,842**	9,452
Other pension costs	**4,842**	3,829
Share-based payment charges	**1,315**	1,200
Other employment costs	**1,347**	1,018
Aggregate remuneration of employees	**128,745**	99,879
Redundancy costs and share-based payment charges analysed as non-underlying costs	**(2,026)**	(2,272)
Non-underlying staff costs (note 13)	**(453)**	–
Underlying staff costs in Consolidated Statement of Comprehensive Income	**126,266**	97,607

Directors' remuneration

Companies Act 2006 disclosures

The total amounts for directors' remuneration in accordance with Schedule 5 to the Accounting Regulations were as follows:

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Salaries, fees, bonuses and benefits in kind	**1,415**	1,000
Money purchase pension contributions	**15**	14
	1,430	1,014

The number of directors to whom benefits are accruing under money purchase pension schemes is 1 (2025: 1).

The remuneration of the highest paid director was:

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Salaries, fees, bonuses and benefits in kind	**643**	380
Money purchase pension contributions	**–**	14
	643	394

9. Share-based payments

The Group issues equity-settled share-based payments to its employees. The Group recognised total expenses of £1,315,000 (2025: £1,200,000) relating to equity-settled share-based payment transactions in the year. Of this, £1,310,000 (2025: £1,195,000) is recognised within staff costs, and £5,000 (2025: £5,000) is classified as non-underlying costs.

Any charges relating to schemes introduced as one-off schemes as part of the listing on AIM in 2018 are included in non-underlying costs because in the directors view these schemes were as a reward to employees for their past performance prior to the IPO and on acquisitions. All charges relating to other recurring LTIP or SAYE schemes are included as a normal operating expense.

The following schemes were in place during the period:

Omnibus Plan

The Omnibus Plan is a discretionary share plan, which is administered, and the grant of awards is supervised by, the Remuneration Committee.

Two forms of award are available under the Omnibus Plan, as considered appropriate by the Remuneration Committee, as follows:

a) "Restricted Stock Awards": Awards granted in the form of nil or nominal cost share options, subject to time-based vesting requirements and continued employment within the Group. No performance targets will apply to Restricted Stock Awards.

b) "Performance Share Awards": Awards granted in the form of nil or nominal cost share options, whereby vesting is subject to satisfaction of performance conditions and continued employment within the Group. The performance condition is in relation to achieving target underlying EPS values.

	Restricted stock awards		Performance share awards	
	Number	Weighted average exercise price Pence	Number	Weighted average exercise price Pence
Outstanding at 1 May 2024	3,542,090	0.2	238,138	0.2
Granted during the period	1,050,000	0.2	3,120,000	0.2
Dividend equivalents awarded	132,516	0.2	6,316	0.2
Forfeited during the period	(258,154)	0.2	(55,015)	0.2
Exercised during the period	(72,927)	0.2	–	–
Outstanding at 30 April 2025	4,393,525	0.2	3,309,439	0.2
Exercisable at 30 April 2025	1,971,598	0.2	–	–
Dividend equivalents awarded	120,831	0.2	–	0.2
Forfeited during the period	(144,890)	0.2	(549,439)	0.2
Exercised during the period	(288,468)	0.2	–	–
Outstanding at 30 April 2026	**4,080,998**	**0.2**	**2,760,000**	**0.2**
Exercisable at 30 April 2026	**2,590,480**	**0.2**	**–**	**–**

The options outstanding at 30 April 2026 had a weighted average exercise price of 0.2p and a weighted average remaining contractual life of 1.9 years. The average share price for options exercised during the year was 136.0p.

Company Share Option Plan ('CSOP')

The CSOP is separate from the Knights Omnibus Plan. Subject to Rule 2 of the CSOP, CSOP Options granted under the CSOP have the same terms as Share Options as defined in and granted under the Knights Omnibus Plan, but as modified by the CSOP.

As approved by HMRC these are awards granted in the form of share options at an exercise price of £1.238 representing the average of the closing prices quoted for shares in the Financial Times in respect of the five dealing days immediately preceding the grant date. The awards are subject to time-based vesting requirements and continued employment within the Group. No performance targets will apply to the CSOP's.

	Number	Weighted average exercise price Pence
Outstanding at 1 May 2025	969,300	123.8
Forfeited during the period	(96,930)	123.8
Outstanding at 30 April 2026	**872,370**	**123.8**

The options outstanding at 30 April 2026 had a weighted average exercise price of 123.8p and a weighted average remaining contractual life of 1.5 years.

The aggregate of the estimated fair values of the options granted in November 2024 was £324,428. The inputs into the Black-Scholes model are as follows:

Exercise price	123.8p
Expected volatility	55.2%
Expected life	3.0 years
Risk-free rate	4.1%
Expected dividend yield	3.9%

9. Share-based payments continued

Share Incentive Plan ('SIP')

The SIP is an "all employee" scheme under which every eligible employee within the Group is invited to participate. The original SIP scheme was launched in September 2019, eligible employees could apply to invest up to £1,800 from pre-tax income in partnership shares; matching shares were awarded on the basis of two free matching shares for each partnership share purchased.

In January 2024, the Group launched a new 'evergreen' SIP scheme which allows eligible employees to purchase shares each month with the maximum investment per employee per year being £1,800. Matching shares are awarded on the basis of one free matching share for every two partnership shares purchased.

Under both schemes, matching shares are forfeited if the employee leaves within three years of the grant date.

	Partnership shares Number	Matching shares Number	Dividend shares Number
Outstanding at 1 May 2024	123,067	177,727	30,903
Granted during the period	76,141	38,053	12,216
Withdrawn during the period	(22,292)	–	–
Forfeited during the period	–	(30,735)	(3,150)
Outstanding at 30 April 2025	176,916	185,045	39,969
Unrestricted at 30 April 2025	61,658	127,440	39,969
Granted during the period	76,760	38,378	13,083
Withdrawn during the period	(23,109)	(15,190)	(2,793)
Forfeited during the period	–	(6,440)	–
Outstanding at 30 April 2026	**230,567**	**201,793**	**50,259**
Unrestricted at 30 April 2026	**61,658**	**127,440**	**50,259**

Sharesave Scheme ('SAYE')

This is a HMRC approved scheme and is open to any person that was an employee or officer of the Group at the launch date of each scheme. Under the scheme, members save a fixed amount each month for three years. Subject to remaining in employment by the Group, at the end of the three-year period they are entitled to use these savings to buy shares in the Company at 80% of the market value at launch date.

The first scheme was launched in November 2018 and further new SAYE schemes were launched in February 2020 and March 2022.

	SAYE options	
	Number	Weighted average exercise price Pence
Outstanding at 1 May 2024	300,547	298
Forfeited during the period	(135,308)	300
Outstanding at 30 April 2025	165,239	296
Exercisable at 30 April 2025	165,239	296
Forfeited during the period	(164,023)	296
Outstanding at 30 April 2026	**1,216**	**296**
Exercisable at 30 April 2026	**1,216**	**296**

The options outstanding at 30 April 2026 had a weighted average exercise price of 296p.

March 2022 Scheme

The aggregate of the estimated fair values of the options granted in March 2022 is £110,000. The inputs into the Black-Scholes model are as follows:

Exercise price	296p
Weighted average share price	148p
Expected volatility	53.7%
Expected life	3.1 years
Risk-free rate	5.9%
Expected dividend yield	3.0%

The March 2022 scheme matured on 30 April 2025, the number of share options exercised in respect of this scheme as at 30 April 2026 is nil. There are 1,216 share options which remain exercisable.

10. Retirement benefit schemes

The Group operates a defined contribution pension scheme for employees. The total cost charged to income of £4,842,000 (2025: £3,829,000) represents contributions payable to the scheme by the Group. As at 30 April 2026, total contributions of £985,000 (2025: £759,000) due in respect of the reporting period had not been paid over to the schemes.

The defined benefit impact is discussed in note 42. There were no charges against income in the year ended 30 April 2026.

11. Depreciation and amortisation charges

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Depreciation	**4,851**	3,333
Depreciation on right-of-use assets	**5,761**	5,223
Amortisation on computer software	**78**	92
Loss on disposal of property, plant and equipment	**9**	192
Underlying depreciation and amortisation charges in Consolidated Statement of Comprehensive Income	**10,699**	8,840
Amortisation on acquired intangibles	**5,270**	4,033
	15,969	12,873

Amortisation on acquired intangibles has been separately identified within overall depreciation and amortisation charges as it is deemed to be a non-underlying cost, on the basis that it relates to acquisitions.

12. Other operating charges

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Establishment costs	**10,485**	8,301
Short term and low value lease costs	**373**	62
Other overhead expenses	**28,406**	21,476
	39,264	29,839

13. Non-underlying costs

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Contingent acquisition payments treated as remuneration	**8,077**	3,752
Transaction costs	**3,469**	2,277
Redundancy and reorganisation staff costs	**2,021**	2,266
Acquisition lease surrenders	**1,652**	–
Loss on disposal of intangibles and property, plant and equipment	**1,040**	315
Recognition of onerous provisions on acquired contracts	**561**	750
Loss on disposal of lease receivable	**492**	–
Impairment of acquired right-of-use assets	**465**	2,078
Other costs relating to disposed subsidiary	**343**	–
Loss / (Profit) on disposal of right-of-use assets	**62**	(340)
Share-based payment charges	**5**	5
Impairment of acquired software	**–**	352
(Profit) on sale of freehold property	**(115)**	–
Gain on disposal of customer list	**(1,061)**	–
Non-underlying operating costs	**17,011**	11,455
Non-underlying staff costs	**453**	–
Non-underlying finance costs	**430**	246
	17,894	11,701

Non-underlying costs cash movement

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Non-underlying costs	**17,894**	11,701
Adjustments for:		
Contingent acquisition payments shown separately	**(8,077)**	(3,752)
Non-cash movements:		
(Loss) on disposal of intangibles and property, plant and equipment	**(1,040)**	(315)
Recognition of onerous provisions on acquired contracts	**(561)**	(750)
(Loss) on disposal of lease receivable	**(492)**	–
Impairment of acquired right-of-use assets	**(465)**	(2,078)
Non-underlying finance costs	**(365)**	(246)
(Loss) / Profit on disposal of right-of-use assets	**(62)**	468
Share-based payment charges	**(5)**	(5)
Impairment of acquired software	**–**	(352)
Profit on sale of freehold property	**115**	–
Transaction costs	**182**	(107)
Gain on disposal of customer list	**1,061**	–
Additional cash movements:		
Rental payments on onerous leases	**1,000**	435
Service charge payments on onerous leases	**365**	128
Dilapidation payments	**1,223**	239
	10,773	5,366

Non-underlying costs relate primarily to acquisition related costs or one-off transactions not relating to the core day to day trading of the Group. This includes redundancy costs to streamline the support function of the Group following acquisitions or strategic reorganisations, transaction costs relating primarily to the costs of surrendering acquired contracts and onerous costs in respect of acquisitions (this includes contracts acquired which Knights cannot exit and properties which have become vacant as employees have been moved into right-sized offices in the same region). Also disposals of acquired assets and share-based payment charges relating to one-off share schemes offered to employees as part of the IPO and on acquisitions. During the period there was also a profit on the sale of a customer list from an acquired business.

Contingent acquisition payments are included in non-underlying costs as it represents payments which are contingent on the continued employment of those individuals with the Group, agreed under the terms of the sale and purchase agreements with vendors of certain businesses acquired. The payments extend over periods of one to three years and are designed to preserve the value of goodwill and customer relationships acquired in the business combinations. IFRS requires such arrangements to be treated as remuneration and charged to the Consolidated Statement of Comprehensive Income. The individuals also receive market rate salaries for their work, in line with other similar employees in the Group. The contingent earnout payments are significantly in excess of these market salaries and would distort the Group's results if not separately identified.

14. Finance costs

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Interest on borrowings	**5,523**	4,133
Interest on leases	**3,005**	2,312
	8,528	6,445

15. Finance income

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Loan interest receivable	**30**	239
Lease interest receivable	**59**	63
	89	302

16. Auditor's remuneration

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Fees payable to the parent company's auditor and their associates for the audit of the parent company's annual accounts	**60**	56
Fees payable to the auditor and their associates for other services to the Group:		
• The audit of the Company's subsidiaries	**190**	177
Total audit fees	**250**	233
• Audit-related assurance services	**26**	25
Total non-audit fees	**26**	25

17. Taxation

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Corporation tax:		
Current year	**6,976**	4,626
Adjustments in respect of prior years	**(16)**	224
	6,960	4,850
Deferred tax:		
Origination and reversal of temporary differences	**(1,459)**	(157)
Tax expense for the year	**5,501**	4,693

The charge for the period can be reconciled to the Consolidated Statement of Comprehensive Income as follows:

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Profit before tax	**10,237**	12,269
Tax at the UK corporation tax rate of 25% (2025: 25%)	**2,559**	3,067
Expenses that are not deductible in determining taxable profit	**3,045**	1,382
Partnership tax paid on acquired subsidiaries	**(87)**	20
Adjustment in respect of prior years	**(16)**	224
Tax expense for the year	**5,501**	4,693
Consisting of:		
Taxation – underlying	**8,486**	7,448
Tax impact of non-underlying revenue	**62**	–
Tax impact of non-underlying costs	**(3,047)**	(2,755)
	5,501	4,693

The impact of non-underlying costs on the effective rate of tax is set out below:

	Year ended 30 April 2026			Year ended 30 April 2025		
	Total £'000	Underlying £'000	Non-underlying £'000	Total £'000	Underlying £'000	Non-underlying £'000
Profit before tax	**10,237**	**33,154**	**(22,917)**	12,269	28,003	(15,734)
Tax expense	**5,501**	**8,486**	**(2,985)**	4,693	7,448	(2,755)
Effective rate of tax	**54%**	**26%**	**13%**	38%	27%	18%

18. Earnings per share

Basic and diluted earnings per share have been calculated using profit after tax and the weighted average number of ordinary shares in issue during the period. During the year, the Group revised its treatment of vested but unexercised share options. Vested share options that are exercisable for little or no consideration, are now included within the calculation for basic EPS as these are considered to represent unconditional equity interests in the Group. Previously, such vested but unexercised share options were not included in the calculation of basic EPS. No adjustment has been made to the comparative period in respect of this change in treatment as the impact was deemed trivial.

	Year ended 30 April 2026 Number	Year ended 30 April 2025 Number
Weighted average number of ordinary shares for the purposes of basic earnings per share	**85,967,308**	85,950,758
Weighted average number of share options which are vested not exercised	**2,326,946**	–
Weighted average shares held in EBT	**(642,956)**	(137,332)
	87,651,298	85,813,426
Effect of dilutive potential ordinary shares:		
Share options	**3,323,000**	4,027,011
Weighted average number of ordinary shares for the purposes of diluted earnings per share	**90,974,298**	89,840,437

	£'000	£'000
Profit after tax	**4,736**	7,576

Earnings per share	**Pence**	Pence
Basic earnings per share	**5.40**	8.83
Diluted earnings per share	**5.21**	8.43

Underlying earnings per share is calculated as an alternative performance measure in note 39.

19. Dividends

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Amounts recognised as distributions to equity holders in the year:		
Final dividend for the year ended 30 April 2025 of 3.05p per share (2024: 2.79p)	**2,604**	2,396
Interim dividend for the year ended 30 April 2026 of 1.94p per share (2025: 1.76p per share)	**1,654**	1,507
	4,258	3,903

For the year ended 30 April 2026 the Board have proposed a final dividend of 3.69p per share (2025: 3.05p per share). The proposed final dividend is subject to approval by shareholders at the AGM and has not been included as a liability in these financial statements. The proposed dividend is payable to all shareholders on the register of members on 9 October 2026. The payment of this dividend will not have any tax consequences for the Group.

20. Intangible assets and goodwill

	Goodwill £'000	Brand £'000	Customer relationships £'000	Purchased computer software £'000	Total £'000
Cost					
As at 1 May 2024	61,788	5,401	34,432	535	102,156
Acquisitions of subsidiaries	11,261	–	11,912	352	23,525
Adjustments	(156)	–	–	(2)	(158)
Additions	–	–	–	83	83
Impairments	–	–	–	(352)	(352)
As at 30 April 2025	72,893	5,401	46,344	616	125,254
Acquisitions of subsidiaries	**9,187**	**–**	**2,464**	**606**	**12,257**
Adjustments	**203**	**–**	**21**	**–**	**224**
Additions	**–**	**–**	**–**	**97**	**97**
Disposals	**–**	**–**	**(217)**	**(841)**	**(1,058)**
As at 30 April 2026	**82,283**	**5,401**	**48,612**	**478**	**136,774**
Amortisation and impairment					
As at 1 May 2024	–	486	14,405	365	15,256
Amortisation charge	–	54	3,979	92	4,125
As at 30 April 2025	–	540	18,384	457	19,381
Amortisation charge	**–**	**54**	**5,216**	**78**	**5,348**
Eliminated on disposal	**–**	**–**	**–**	**(179)**	**(179)**
As at 30 April 2026	**–**	**594**	**23,600**	**356**	**24,550**
Carrying amount					
At 30 April 2026	**82,283**	**4,807**	**25,012**	**122**	**112,224**
At 30 April 2025	72,893	4,861	27,960	159	105,873
At 30 April 2024	61,788	4,915	20,027	170	86,900

The carrying amount of goodwill of £82,283,000 (2025: £72,893,000) has been allocated to the single cash generating unit ('CGU') present in the business, which is the provision of legal and professional services.

The adjustments to goodwill and customer relationships relate to measurement period adjustments relating to prior year acquisitions.

The recoverable amount of the Group's goodwill has been determined by a value in use calculation using a discounted cash flow model. The Group has prepared cash flow forecasts derived from the most recent financial forecasts approved by management for the next three years after which cash flows are extrapolated using a terminal value calculation based on an estimated growth rate of 2% (2025: 2%). This rate does not exceed the expected average long-term growth rate for the UK legal and professional services market.

The key assumptions for the value in use calculations are those regarding the growth rates for the Group's revenues from legal and professional services, the EBITDA margin and the discount rate. Management estimates discount rates using pre-tax rates that reflect current market assessments of the time value of money and the risks specific to the CGU.

The rate used to discount the forecast cash flows is based on a pre-tax estimated weighted average cost of capital of 13.2% (2025: 12.9%).

Revenue growth over the three years of the forecast period reflects, for FY27, the current forecast of revenue from the Group's existing business and a full year of revenue from acquisitions made during the year ended 30 April 2026, and an element of organic growth in FY28 and FY29 through continued recruitment and increases in chargeable hours and recovered rates. The long-term growth rate is based on UK economic growth forecasts for the legal and professional services market.

The Group has conducted a sensitivity analysis on the impairment test of the CGU value in use. Management considers there is no reasonably plausible scenario under which goodwill would be impaired.

21. Acquisitions

Acquisitions summary

During the year the Group has completed four acquisitions: Birkett Long LLP, which included Birkett Long IFA LLP, Rix & Kay Solicitors LLP and Le Gros Solicitors Limited. The table below summarises the consideration paid and the net cash flow arising on all acquisitions in the period:

	Total £'000
Total identifiable assets less liabilities acquired	3,307
Goodwill	9,187
Gain on bargain purchase	(8)
Total consideration	**12,486**
Satisfied by:	
Cash	10,625
Deferred consideration arrangement	1,861
Total consideration transferred	**12,486**
Net cash outflows arising on acquisition:	
Cash consideration net of cash acquired	10,199
Net investing cash outflow arising on acquisition	**10,199**
Repayment of debt acquired*	1,937
Net financing cash outflow arising on acquisition	**1,937**

Details for the individual acquisitions are included on the following pages.

The acquisition date in each case is the date of exchange of the sale and purchase agreement, being the date on which control passes and the Group is exposed to variable returns.

* The amount is different by £32k to the amount shown in the Consolidated Statement of Cash Flows due to an additional loan identified during the year in respect of a prior year acquisition.

21. Acquisitions continued

Birkett Long LLP

On 6 May 2025 the Group exchanged contracts to acquire Birkett Long LLP by purchasing the controlling membership interests of the entity. This acquisition completed on 13 June 2025. Birkett Long LLP is a law firm which will significantly strengthen Knights' presence in the South East.

The amounts recognised in respect of the identifiable assets acquired and liabilities assumed are as set out in the table below. These figures are provisional as the purchase accounting is not yet finalised:

	Carrying amount £'000	Fair value adjustment £'000	Total £'000
Identifiable assets			
Identifiable intangible assets	606	1,247	1,853
Property, plant and equipment	1,220	(322)	898
Investments	200	–	200
Right-of-use assets	–	3,369	3,369
Contract assets	1,501	–	1,501
Trade and other receivables	1,850	–	1,850
Cash and cash equivalents	14	–	14
Liabilities			
Trade and other payables	(2,185)	138	(2,047)
Lease liabilities	–	(3,369)	(3,369)
Borrowings	(656)	–	(656)
Provisions	(802)	–	(802)
Deferred tax	–	(512)	(512)
Total identifiable assets and liabilities	**1,748**	**551**	**2,299**
Goodwill			7,761
Total consideration			**10,060**
Satisfied by:			
Cash			8,371
Deferred consideration			1,689
Total consideration transferred			**10,060**
Net cash outflow arising on acquisition:			
Cash consideration (net of cash acquired)			8,356
Repayment of debt			656
Net cash outflow arising on acquisition			**9,012**

Intangibles relating to customer relationships of £1,247,000 has been arrived at using the excess earnings method. The goodwill of £7,761,000 represents the assembled workforce, with the acquisition bringing a number of new fee earners and expected synergies. None of the goodwill is expected to be deductible for income tax purposes.

A contingent consideration arrangement was entered into as part of the acquisition. This is contingent on the sellers remaining in employment with the Group therefore it has been excluded from the consideration and will be recognised in the Consolidated Statement of Comprehensive Income on a straight-line basis as a remuneration expense over the 3 years post-acquisition period. This is recognised within non-underlying operating costs.

The maximum undiscounted amount of all potential future payments under the contingent consideration arrangement is £4,391,000 and is payable in equal instalments on the first, second and third anniversary of completion.

There are also undiscounted deferred consideration payments totalling £1,849,000 outstanding. This is payable in instalments on the first, second and third anniversaries of completion.

Birkett Long LLP contributed £14,776,000 of revenue to the Group's Statement of Comprehensive Income for the period from 6 May 2025 to 30 April 2026. The profit contributed is not separately identifiable due to the hive-up of its trade and assets being incorporated into Knights Professional Services Limited from 13 June 2025.

Birkett Long IFA LLP

On 6 May 2025 the Group exchanged contracts to acquire Birkett Long IFA LLP by purchasing the controlling membership interests of the entity. This acquisition completed on 13 June 2025. Birkett Long IFA LLP is an independent financial planning business which will further broaden Knights' offering as professional services providers.

The amounts recognised in respect of the identifiable assets acquired and liabilities assumed are as set out in the table below. These figures are provisional as the purchase accounting is not yet finalised:

	Carrying amount £'000	Fair value adjustment £'000	Total £'000
Identifiable assets			
Identifiable intangible assets	–	1,067	1,067
Trade and other receivables	6	–	6
Cash and cash equivalents	222	–	222
Liabilities			
Trade and other payables	(14)	–	(14)
Deferred tax	–	(267)	(267)
Total identifiable assets and liabilities	**214**	**800**	**1,014**
Gain on bargain purchase			(8)
Total consideration			**1,006**
Satisfied by:			
Cash			898
Deferred consideration			108
Total consideration transferred			**1,006**
Net cash outflow arising on acquisition:			
Cash consideration (net of cash acquired)			676
Net cash outflow arising on acquisition			**676**

Intangibles relating to customer relationships of £1,067,000 has been arrived at using the excess earnings method. The gain on bargain purchase of £8,000 has been recognised immediately in the Group's Statement of Comprehensive Income and included within non-underlying operating costs.

A contingent consideration arrangement was entered into as part of the acquisition. This is contingent on the sellers remaining in employment with the Group therefore it has been excluded from the consideration and will be recognised in the Consolidated Statement of Comprehensive Income on a straight-line basis as a remuneration expense over the 3 years post-acquisition period. This is recognised within non-underlying operating costs.

The maximum undiscounted amount of all potential future payments under the contingent consideration arrangement is £282,000 and is payable in equal instalments on the first, second and third anniversary of completion.

There are also undiscounted deferred consideration payments totalling £118,000 outstanding. This is payable in instalments on the first, second and third anniversaries of completion.

Birkett Long IFA LLP contributed £1,018,000 of revenue to the Group's Statement of Comprehensive Income for the period from 6 May 2025 to 30 April 2026. The profit contributed is not separately identifiable due to the hive-up of its trade and assets being incorporated into Knights Professional Services Limited from 13 June 2025.

21. Acquisitions continued

Rix & Kay Solicitors LLP

On 27 June 2025 the Group exchanged contracts to acquire Rix & Kay Solicitors LLP by purchasing the controlling membership interests of the entity. This acquisition completed on 1 August 2025. Rix & Kay Solicitors LLP is a law firm which will bolster Knights presence in the South East.

The amounts recognised in respect of the identifiable assets acquired and liabilities assumed are as set out in the table below. These figures are provisional as the purchase accounting is not yet finalised:

	Carrying amount £'000	Fair value adjustment £'000	Total £'000
Identifiable assets			
Identifiable intangible assets	–	150	150
Property, plant and equipment	532	(84)	448
Right-of-use assets	–	619	619
Contract assets	703	–	703
Trade and other receivables	891	–	891
Liabilities			
Trade and other payables	(1,598)	619	(979)
Lease liabilities	–	(619)	(619)
Borrowings	(605)	(676)	(1,281)
Provisions	(450)	–	(450)
Deferred tax	–	(38)	(38)
Total identifiable assets and liabilities	**(527)**	**(29)**	**(556)**
Goodwill			1,155
Total consideration			**599**
Satisfied by:			
Cash			599
Total consideration transferred			**599**
Net cash outflow arising on acquisition:			
Cash consideration (net of cash acquired)			599
Repayment of debt			1,281
Net cash outflow arising on acquisition			**1,880**

Intangibles relating to customer relationships of £150,000 has been arrived at using the excess earnings method. The goodwill of £1,155,000 represents the assembled workforce, with the acquisition bringing a number of new fee earners and expected synergies. None of the goodwill is expected to be deductible for income tax purposes.

A contingent consideration arrangement was entered into as part of the acquisition. This is contingent on the sellers remaining in employment with the Group therefore it has been excluded from the consideration and will be recognised in the Consolidated Statement of Comprehensive Income on a straight-line basis as a remuneration expense over the 3 years post-acquisition period. This is recognised within non-underlying operating costs.

The maximum undiscounted amount of all potential future payments under the contingent consideration arrangement is £270,000 and is payable in equal instalments on the first, second and third anniversary of completion.

Rix & Kay Solicitors LLP contributed £2,337,000 of revenue to the Group's Statement of Comprehensive Income for the period from 27 June 2025 to 30 April 2026. The profit contributed is not separately identifiable due to the hive-up of its trade and assets being incorporated into Knights Professional Services Limited from 1 August 2025.

Le Gros Solicitors Limited

On 15 August 2025 the Group exchanged contracts to acquire Le Gros Solicitors Limited by purchasing the controlling membership interests of the entity. This acquisition completed on the same date. Le Gros Solicitors Limited is a law firm which built upon our organic entry to Cardiff earlier in the year.

The amounts recognised in respect of the identifiable assets acquired and liabilities assumed are as set out in the table below. These figures are provisional as the purchase accounting is not yet finalised:

	Carrying amount £'000	Fair value adjustment £'000	Total £'000
Identifiable assets			
Property, plant and equipment	4	(2)	2
Contract assets	51	–	51
Trade and other receivables	406	–	406
Cash and cash equivalents	190	–	190
Liabilities			
Trade and other payables	(91)	–	(91)
Provisions	(8)	–	(8)
Total identifiable assets and liabilities	**552**	**(2)**	**550**
Goodwill			271
Total consideration			**821**
Satisfied by:			
Cash			757
Deferred consideration			64
Total consideration transferred			**821**
Net cash outflow arising on acquisition:			
Cash consideration (net of cash acquired)			568
Net cash outflow arising on acquisition			**568**

The goodwill of £271,000 represents the assembled workforce, with the acquisition bringing a number of new fee earners and expected synergies. None of the goodwill is expected to be deductible for income tax purposes. No intangibles have been recognised in relation to customer relationships.

A contingent consideration arrangement was entered into as part of the acquisition. This is contingent on the seller remaining in employment with the Group therefore it has been excluded from the consideration and will be recognised in the Consolidated Statement of Comprehensive Income on a straight-line basis as a remuneration expense over the 3 years post-acquisition period. This is recognised within non-underlying operating costs.

The maximum undiscounted amount of all potential future payments under the contingent consideration arrangement is £175,000 and is payable in equal instalments on the first, second and third anniversary of completion.

There are also undiscounted deferred consideration payments totalling £71,000 outstanding. This is payable in instalments on the first, second and third anniversaries of completion.

Le Gros Solicitors Limited contributed £464,000 of revenue to the Group's Statement of Comprehensive Income for the period from 15 August 2025 to 30 April 2026. The profit contributed is not separately identifiable due to the hive-up of its trade and assets being incorporated into Knights Professional Services Limited from 15 August 2025.

22. Investments

	Joint ventures £'000	Other investments £'000	Total £'000
At 1 May 2025	83	28	111
Acquired	–	200	200
Investment income	795	–	795
Disposed	(58)	(28)	(86)
Reclassified as held for sale	–	(200)	(200)
At 30 April 2026	**820**	**–**	**820**

On 28 March 2024, the Group acquired 50% of the share capital of Convex Corporate Finance Limited ('Convex') as part of a joint venture with key management personnel of Convex. The initial investment was £50,000 and each joint venturer has equal voting rights. The profit within Convex for the period ending 30 April 2026 was £3,610,000. A share of net assets of £771,000 has been recognised in the Group during the year as the first £1,040,000 of profits in each financial year are allocated to the key management personnel of Convex. Following this, the Group are entitled to 30% of the remaining profit share.

On 28 February 2025, the Group acquired IBB Law LLP, as part of this acquisition, the Group acquired IBB Wealth Limited, a 50% joint venture between IBB Law LLP and Kubera Wealth Limited. During the year the Group has exited this investment and recognised a final share of net assets of £37,000.

As part of the Birkett Long acquisition, the Group acquired an investment in respect of Meridies Insurance Company Limited. The Group has taken steps to exit this investment during the year and this value has subsequently been classified as held for sale at the year end.

23. Property, plant and equipment

	Expenditure on short leasehold property £'000	Freehold property £'000	Long leasehold property £'000	Office equipment £'000	Furniture and fittings £'000	Motor vehicles £'000	Right-of-use assets £'000	Total £'000
Cost								
As at 1 May 2024	12,816	–	380	6,501	2,536	90	50,335	72,658
Acquisitions of subsidiaries	137	409	–	164	178	–	4,522	5,410
Additions	7,956	–	–	2,182	1,616	–	18,875	30,629
Disposals	(247)	–	–	(1,154)	(511)	–	(6,216)	(8,128)
Reclassification to held for sale	–	–	–	(8)	–	–	–	(8)
Adjustment	–	–	–	–	–	–	(260)	(260)
Alignment	(2)	–	–	(1)	(3)	1	1	(4)
As at 30 April 2025	20,660	409	380	7,684	3,816	91	67,257	100,297
Acquisitions of subsidiaries	**435**	**399**	**–**	**402**	**112**	**–**	**3,988**	**5,336**
Additions	**4,101**	**–**	**–**	**1,568**	**685**	**–**	**1,743**	**8,097**
Disposals	**(126)**	**–**	**–**	**(679)**	**(80)**	**–**	**(6,981)**	**(7,866)**
Reclassification to held for sale	**–**	**(808)**	**–**	**–**	**–**	**–**	**–**	**(808)**
As at 30 April 2026	**25,070**	**–**	**380**	**8,975**	**4,533**	**91**	**66,007**	**105,056**
Depreciation and impairment								
As at 1 May 2024	3,022	–	4	3,718	649	34	16,301	23,728
Depreciation charge	1,605	5	4	1,410	286	23	5,268	8,601
Eliminated on disposal	(65)	–	–	(1,009)	(330)	–	(3,025)	(4,429)
Impairment	–	–	–	–	–	–	2,078	2,078
Alignment	–	–	–	(1)	–	–	–	(1)
As at 30 April 2025	4,562	5	8	4,118	605	57	20,622	29,977
Depreciation charge	**2,677**	**8**	**4**	**1,708**	**431**	**23**	**5,761**	**10,612**
Eliminated on disposal	**(1)**	**–**	**–**	**(490)**	**(8)**	**–**	**(2,990)**	**(3,489)**
Impairment	**–**	**–**	**–**	**–**	**–**	**–**	**465**	**465**
Reclassification to held for sale	**–**	**(13)**	**–**	**–**	**–**	**–**	**–**	**(13)**
As at 30 April 2026	**7,238**	**–**	**12**	**5,336**	**1,028**	**80**	**23,858**	**37,552**
Carrying amount								
At 30 April 2026	**17,832**	**–**	**368**	**3,639**	**3,505**	**11**	**42,149**	**67,504**
At 30 April 2025	16,098	404	372	3,566	3,211	34	46,635	70,320
At 30 April 2024	9,794	–	376	2,783	1,887	56	34,034	48,930

Net impairment charges of £465,000 (2025: £2,078,000) due to leases being classified as onerous are included in non-underlying operating costs (see note 13).

See note 30 for further details of right-of-use assets.

24. Contract assets and liabilities

	Contract assets £'000	Trade receivables £'000	Contract liabilities £'000
At 30 April 2026	**54,264**	**31,282**	**(125)**
At 30 April 2025	50,998	30,639	(130)
At 30 April 2024	40,191	25,931	(188)

The movement during the year is not separately identifiable.

Contract assets

Contract assets consist of uninvoiced revenue in respect of legal and professional services performed to date.

Contract assets in respect of fee-for-service and fixed fee arrangements are invoiced at appropriate intervals, normally on a monthly basis in arrears, in line with the performance of the services. Where such matters remain uninvoiced at the period end the asset is valued on a contract-by-contract basis at its expected recoverable amount.

The Group undertakes some matters based on contingent fee arrangements. These matters are invoiced when the claim is successfully settled. For matters ongoing at the period end, each matter is valued based on its specific circumstances. If the matter has agreed funding arrangements in place, then it is valued based on the estimated amount recoverable from the funding depending on the stage of completion of the matter.

If the liability of a matter has been admitted and performance obligations satisfied, such that it is no longer contingent, these matters are valued based on the expected recoverable amount. Due to the complex nature of these matters, they can take a considerable time to be finalised therefore performance obligations may be settled in one period but the matter not invoiced until a later financial period. The amount of contingent fee work in progress at 30 April 2026 was £13,766,000 (2025: £12,836,000).

If the performance obligations for contingent matters have not been satisfied at the reporting date, these assets are valued on a contract-by-contract basis taking into account the expected recoverable amount and the likelihood of success. Where the likelihood of success of a contingent fee arrangement is less than highly probable, the amount recognised in contract assets is further reduced to reflect this uncertainty.

During the year, contract assets of £2,255,000 (2025: £6,316,000) were acquired in business combinations.

An impairment loss of £69,000 has been recognised in relation to contract assets in the year (2025: £48,000). This is based on the expected credit loss under IFRS 9 of these types of assets. The contract asset loss is estimated at 0.3% (2025: 0.2%) of the balance.

Trade receivables

Trade receivables are recognised when an invoice has been issued to the client, as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. Trade receivables also includes disbursements.

Invoices are payable within thirty days of date of issue unless otherwise agreed with the client.

Contract liabilities

When matters are invoiced in advance or on the basis of a monthly retainer, this is recognised in contract liabilities and released over time as the services are performed.

25. Trade and other receivables

	30 April 2026 £'000	30 April 2025 £'000
Trade receivables	**34,145**	32,023
Impairment provision – trade receivables	**(2,863)**	(1,384)
Prepayments and other receivables	**12,340**	8,913
Amount owed from joint venture	**–**	2,000
	43,622	41,552

Trade and other receivables	30 April 2026 £'000	30 April 2025 £'000
> 1 year	**–**	2,000
< 1 year	**43,622**	39,552
	43,622	41,552

Trade receivables

The average credit period taken on sales is 30 days as at 30 April 2026 (2025: 31 days). No interest is charged on trade receivables. The Group uses appropriate methods to recover all balances once overdue. Once the expectation of recovery is deemed remote a debt may be written off.

The Group measures the loss allowance for trade receivables at an amount equal to 12 months expected credit losses ('ECL'). The Group applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which permits the use of a provision matrix when measuring the expected loss provision for all trade receivables. As the Group's expected credit loss experience does not show significantly different loss patterns for different clients, the provision for loss allowance is based on past due status.

The following table details the risk profile of trade receivables (excluding disbursements) based on the Group's provision matrix:

	30 April 2026			30 April 2025		
	Gross carrying amount £'000	Expected credit losses £'000	Expected credit loss rate %	Gross carrying amount £'000	Expected credit losses £'000	Expected credit loss rate %
Not past due	**19,613**	**71**	**0.36**	18,287	52	0.28
1-30 days past due	**2,687**	**16**	**0.60**	2,765	19	0.67
31-60 days past due	**1,846**	**14**	**0.76**	1,933	6	0.33
61-90 days past due	**433**	**29**	**6.70**	398	1	0.33
>91 days past due	**4,875**	**2,301**	**47.20**	3,740	510	13.65
12 month ECL £'000	**29,454**	**2,431**	**8.25**	27,123	588	2.17

In addition to the above on trade receivables a further £432,000 (2025: £284,000) impairment loss has been recognised against disbursement balances (excluding CL Medilaw). This is based on 100% impairment against all disbursements with no activity on the matter for over 12 months and 0.3% against the remainder of the balance based upon the expected credit loss of this type of asset.

The movement in the allowance for impairment in respect of trade receivables and contract assets during the year was as follows:

	2026 £'000	2025 £'000
Balance at 1 May	**1,384**	763
Increase in loss allowance recognised in profit and loss during the year	**1,477**	1,241
Acquired provisions	**1,315**	814
Receivables written off during the year as uncollectable	**(1,313)**	(1,434)
Balance at 30 April	**2,863**	1,384

26. Finance lease receivable

The Group sub-leases floors in five office buildings on head leases that were acquired in previous periods. The Group has classified the sub-leases as finance leases because the sub-leases are for the whole of the remaining term of the head leases.

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

	30 April 2026 £'000	30 April 2025 £'000
Less than one year	**382**	457
One to two years	**353**	457
Two to three years	**240**	457
Three to four years	**164**	436
Four to five years	**49**	151
More than five years	**24**	73
	1,212	2,031
Less: unearned finance income	**(74)**	(291)
	1,138	1,740

Finance lease receivable	30 April 2026 £'000	30 April 2025 £'000
> 1 year	**787**	1,335
< 1 year	**351**	405
	1,138	1,740

Total lease payments received for the year ended 30 April 2026 was £519,000 (2025: £458,000).

The Group's finance lease arrangements do not include variable payments.

The directors of the Group estimate the loss allowance on finance lease receivables at the end of the reporting period at an amount equal to lifetime ECL. None of the finance lease receivables at the end of the reporting period are overdue and considering the historical default experience and the future prospects of the sectors in which the lessees operate, the directors of the Group consider that no finance lease receivable is impaired.

27. Disposal of assets and liabilities held for sale

IBB Crime

On 4 April 2025 the Group completed the acquisition of IBB Law LLP which included a legal aid funded crime business. At the time of acquisition, it was noted that this service line, which is considered non-core to Knights, would be reviewed following completion. On 18 July 2025, the Group completed the sale of the crime business. There is a profit of £20k included within non-underlying costs in respect of the sale (note 13).

Other assets and liabilities held for sale

During the year Knights reclassified as held for sale an unlisted investment and two freehold properties acquired as part of business combinations in the current and prior year. The freehold properties were subsequently sold during the year, as well as an existing unlisted investment. At 30 April 2026, there remain two unlisted investments that the Group has committed to disposing its share of, these are expecting to be exited within the next 12 months.

Assets held for sale	IBB Crime £'000	Other investments £'000	Total £'000
At 1 May 2025	1,100	183	1,283
Reclassified	(741)	995	254
Disposals	(359)	(971)	(1,330)
Adjustments	–	(70)	(70)
At 30 April 2026	**–**	**137**	**137**

Liabilities held for sale	IBB Crime £'000	Other investments £'000	Total £'000
At 1 May 2025	(889)	–	(889)
Reclassified	889	–	889
At 30 April 2026	**–**	**–**	**–**

28. Share capital

	Ordinary shares	
	Number	**£'000**
As at 1 May 2024	85,914,160	171
Changes during the period		
Ordinary shares of 0.2p each issued in respect of exercised share options	53,148	–
At 30 April 2025 (allotted, called up and fully paid)	85,967,308	171
At 30 April 2026 (allotted, called up and fully paid)	**85,967,308**	**171**

29. Other reserve

At 30 April 2026, the Group held treasury shares with a total value of £1,329,000 (2025: £576,000). These shares are held to satisfy obligations under the Group's share-based payment schemes and are held within the other reserve.

Throughout the year, the Group purchased 707,839 of its own ordinary shares; the total cost of these purchases was £1,220,000. Additionally, 299,824 shares were transferred out of the other reserve to satisfy employee share option exercises. The total cost of shares transferred was £467,000, based on a FIFO costs basis.

	Other reserve	
	Number	**£'000**
As at 1 May 2025	(479,484)	(576)
Changes during the period		
Purchase of own shares	(707,839)	(1,220)
Own shares issued in respect of exercised share options	299,824	467
At 30 April 2026	**(887,499)**	**(1,329)**

Treasury shares are deducted from equity in accordance with IAS 32 Financial Instruments: Presentation. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments. Any dividends on treasury shares are waived.

30. Lease liabilities

Incremental borrowing rates applied to individual leases ranged between 1.7% and 8.3%.

The table below sets out the Consolidated Statement of Financial Position as at 30 April 2026 and 30 April 2025:

	30 April 2026 £'000	30 April 2025 £'000
Right-of-use assets		
Property	**41,632**	46,115
Equipment	**517**	520
	42,149	46,635
Lease liability		
> 1 year	**45,180**	48,603
< 1 year	**5,969**	5,666
	51,149	54,269

Right-of-use assets include additions and acquired assets of £5,488,000 (2025: £23,250,000) for property and £243,000 (2025: £147,000) for equipment. The related depreciation charge for the year is £5,565,000 (2025: £5,102,000) for property and £196,000 (2025: £165,000) for equipment.

The table below shows lease liabilities maturity analysis – contractual undiscounted cash flows at 30 April 2026:

	30 April 2026			30 April 2025		
	Property £'000	Equipment £'000	Total £'000	Property £'000	Equipment £'000	Total £'000
Less than one year	**8,508**	**337**	**8,845**	8,058	202	8,260
One to five years	**27,695**	**610**	**28,305**	28,731	457	29,188
More than five years	**34,456**	**–**	**34,456**	34,434	3	34,437
	70,659	**947**	**71,606**	71,223	662	71,885
Less unaccrued future interest	**(20,092)**	**(365)**	**(20,457)**	(17,517)	(99)	(17,616)
	50,567	**582**	**51,149**	53,706	563	54,269

The table below shows amounts recognised in the Consolidated Statement of Comprehensive Income for short term and low value leases as at 30 April 2026:

	30 April 2026			30 April 2025		
	Property £'000	Equipment £'000	Total £'000	Property £'000	Equipment £'000	Total £'000
Expenses relating to short-term and low value leases	**309**	**–**	**309**	61	1	62

For right-of-use asset depreciation and lease interest charges on leases see note 11 and 14.

Total lease payments, including payments for short term and low value leases, for the year ended 30 April 2026 were £8,902,000 (2025: £7,307,000).

31. Borrowings

	30 April 2026 £'000	30 April 2025 £'000
Secured borrowings at amortised cost:		
Bank loans	**71,000**	69,400
Other loans	**476**	1,282
Total borrowings	**71,476**	70,682
Amount due for settlement within 12 months	**250**	875
Amount due for settlement after 12 months	**71,226**	69,807

The above excludes lease liabilities.

All of the Group's borrowings are denominated in sterling.

As at 30 April 2026, the Group had a credit facility of £100,000,000 in total (2025: £100,000,000). The facility remains available until 7 November 2028.

The facility is a revolving credit facility and has the ability to roll on a monthly, quarterly, half yearly basis or any other period at the Group's option and is due for final repayment in November 2028. The facility is secured by a fixed and floating charge over the Group's assets. The facility carries an interest margin above SONIA of between 1.65% and 2.55% depending on the leverage level. A commitment fee of one third of the applicable margin is payable on the undrawn amounts.

Following the year end, a new credit facility has been agreed. See note 44 for further details.

32. Deferred consideration

	30 April 2026 £'000	30 April 2025 £'000
Non-current liabilities		
Deferred consideration	**1,608**	563
Current liabilities		
Deferred consideration	**892**	612

Deferred consideration as at 30 April 2026 relates to the acquisitions of Thursfields Legal Limited, Birkett Long LLP, Birkett Long IFA LLP and Le Gros Solicitors Limited and is not contingent.

In addition, the Group has accrued contingent acquisition payments relating to acquisitions included within trade and other payables. This is contingent based upon the continued employment of certain individuals and is being accrued on a monthly basis in the Consolidated Statement of Comprehensive Income in accordance with the terms of the agreements. It is expected that employment will continue for the terms of the agreements and, therefore, the contingent acquisition payments will be payable in full.

33. Deferred tax

The following are the major deferred tax liabilities and (assets) recognised by the Group and movements thereon during the current and prior reporting period.

	Accelerated capital allowances £'000	Intangible assets £'000	Share-based payments £'000	Unpaid employer contributions £'000	IFRS 16 £'000	Total £'000
As at 1 May 2024	2,349	6,236	(680)	(1)	384	8,288
Acquisitions of subsidiaries	4	2,978	–	–	104	3,086
Charge / (credit) for the year	1,273	(1,008)	(268)	(87)	(67)	(157)
As at 30 April 2025	3,626	8,206	(948)	(88)	421	11,217
Acquisitions of subsidiaries	**166**	**617**	**–**	**–**	**34**	**817**
Adjustments	**(4)**	**5**	**–**	**–**	**–**	**1**
Charge / (credit) for the year	**269**	**(1,373)**	**(208)**	**(13)**	**(134)**	**(1,459)**
As at 30 April 2026	**4,057**	**7,455**	**(1,156)**	**(101)**	**321**	**10,576**

33. Deferred tax continued

Deferred tax assets and liabilities are offset where the Group has a legally enforceable right to do so. The following is the analysis of the deferred tax balances after offset for financial reporting purposes:

	30 April 2026 £'000	30 April 2025 £'000
Deferred tax assets	**(1,257)**	(1,036)
Deferred tax liabilities	**11,833**	12,253
	10,576	11,217

34. Trade and other payables

	30 April 2026 £'000	30 April 2025 £'000
Trade payables	**12,135**	6,915
Other taxation and social security	**10,387**	9,291
Other payables	**4,733**	2,675
Accruals	**8,185**	7,781
	35,440	26,662

Trade payables and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is 18 days (2025: 22 days). No interest is payable on the trade payables.

The directors consider that the carrying amount of trade payables approximates to their fair value.

Included within other payables is a contingent acquisition payments liability, this arises on acquisition and the liability is contingent on employees completing a specified length of service. As at 30 April 2026 £4,732,000 of contingent acquisition payments are included within other payables (2025: £2,458,000). The total additional potential value of the contingent liability is £9,293,000 (2025: £12,252,000).

35. Provisions

	Dilapidation provision £'000	Onerous contract provision £'000	Professional indemnity provision £'000	Total £'000
As at 1 May 2024	4,761	244	1,297	6,302
Acquisitions of subsidiaries	1,492	–	145	1,637
Additional provision in the year	902	762	772	2,436
Utilisation of provision	(429)	(128)	(763)	(1,320)
As at 30 April 2025	6,726	878	1,451	9,055
Acquisitions of subsidiaries	**877**	**–**	**383**	**1,260**
Additional provision in the year	**309**	**626**	**1,406**	**2,341**
Utilisation of provision	**(1,780)**	**(365)**	**(963)**	**(3,108)**
As at 30 April 2026	**6,132**	**1,139**	**2,277**	**9,548**
Consisting of:				
Non-current liabilities	**5,069**	**814**	**–**	**5,883**
Current liabilities	**1,063**	**325**	**2,277**	**3,665**

The dilapidation provision relates to the potential rectification of leasehold sites upon expiration of the leases. This has been based on internal estimates of the schedule of works included in the lease.

The onerous contract provision relates to service charges on vacant offices where the Group is the lessee. The Group is actively marketing these leases for reassignment. The provision represents the directors' estimate of the future service charge costs to be paid by the Group prior to reassignment of the leases. The onerous contract provision also includes contracts acquired via acquisition that are no longer utilised but are non-cancellable. The provision represents the present value of the remaining payments under the terms of the lease. Future service charge payments are offset against the provision.

The professional indemnity provision relates to a number of disputes in the ordinary course of business for all claims where costs are likely to be incurred and represents the cost of defending and concluding claims and any excess amounts that may become payable. The Group carries professional indemnity insurance and no separate disclosure is made of the cost of claims covered by insurance as to do so could seriously prejudice the position of the Group.

36. Financial instruments

Categories of financial instruments

	30 April 2026 £'000	30 April 2025 £'000
Financial assets		
Amortised cost		
Contract assets	**54,264**	50,998
Trade and other receivables (excluding prepayments)	**32,927**	33,699
Lease receivables	**1,138**	1,741
Cash and cash equivalents	**6,034**	5,853
Financial liabilities		
Amortised cost		
Borrowings	**71,476**	70,682
Deferred consideration	**2,500**	1,175
Trade and other payables	**20,320**	14,913
Leases	**51,149**	54,269

Financial risk management objectives

The Group's Executive Board and finance function monitors and manages the financial risks relating to the operations of the Group. These risks include market risk (interest rate risk), credit risk, liquidity risk and cash flow interest rate risk.

Market risk

The Group's activities expose it primarily to the financial risks of changes in interest rates (see below). Market risk exposures are measured using sensitivity analysis.

There has been no change to the Group's exposure to market risks or the manner in which these risks are managed and measured.

Interest rate risk management

The Group is exposed to interest rate risk because the Group borrows funds at floating interest rates. The risk is managed by the Group by keeping the level of borrowings at a manageable level. The Group is also exposed as it holds client monies where interest is received at floating interest rates. This risk is managed by ensuring that the Group holds client monies with banks where interest rates are maximised. Overall the Group does not see interest rate risk as a significant risk as fluctuations in rates would impact both interest receivable and payable amounts. The operations of the Group are not dependent on the finance income received.

Interest rate sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to interest rates for financial instruments at the end of the reporting period. For floating rate liabilities, the sensitivity is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year.

If interest rates had been 0.5% higher/lower and all other variables were held constant, the Group's profit for the year ended 30 April 2026 would decrease/increase by £357,000 (2025: decrease/increase by £353,000). This is attributable to the Group's exposure to interest rates on its variable rate borrowings.

For floating rate assets, the sensitivity is prepared taking an average client balance held throughout the year.

If interest rates had been 0.5% higher/lower and all other variables were held constant, the Group's profit for the year ended 30 April 2026 would increase/decrease by £1,795,000 (2025: increase/decrease by £1,275,000). This is attributable to the Group's exposure to interest rates on its variable rate client monies held.

Credit risk management

Note 25 details the Group's maximum exposure to credit risk and the measurement bases used to determine expected credit losses.

The risk of bad debts is mitigated by the Group having a policy of performing credit checks or receiving payments on account for new clients when practical and ensuring that the Group's exposure to any individual client is tightly controlled, through credit control policies and procedures.

Liquidity risk

Liquidity risk arises from the Group's management of working capital and the financial charges on its debt instruments and repayments of principal. There is a risk that the Group will encounter difficulty in meeting its financial obligations as they fall due or not meet its required covenants. The Group manages this risk and its cash flow requirements through detailed annual, monthly and daily cash flow forecasts. These forecasts are reviewed regularly to ensure that the Group has sufficient working capital to enable it to meet all of its short-term and long-term cash flow needs.

36. Financial instruments continued

Liquidity risk continued

Measurement of fair values

Financial assets and liabilities are measured in accordance with the fair value hierarchy and assessed as level 1, 2 or 3 based on the following criteria:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Based on the Group's financial instruments disclosed at fair value, cash is level 1, borrowings is level 2 and deferred consideration is level 3. The remaining financial instruments are measured at amortised cost.

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities. The amounts disclosed in the table are the contractual undiscounted cash flows.

Contractual maturities of financial liabilities

30 April 2026	< 1 year £'000	1-2 years £'000	2-3 years £'000	Unpaid finance cost £'000	Total £'000
Borrowings	**250**	**284**	**70,942**	**–**	**71,476**
Deferred consideration	**892**	**974**	**679**	**(45)**	**2,500**
Trade and other payables	**25,053**	**–**	**–**	**–**	**25,053**

30 April 2025	< 1 year £'000	1-2 years £'000	2-3 years £'000	Unpaid finance cost £'000	Total £'000
Borrowings	875	585	69,222	–	70,682
Deferred consideration	612	294	294	(25)	1,175
Trade and other payables	17,371	–	–	–	17,371

Trade and other payables above exclude other taxation and social security costs.

The Group has met its covenant tests during the year.

Capital management

The capital structure of the Group consists of borrowings (as disclosed in note 31) and equity of the Group (comprising issued capital, reserves, and retained earnings as disclosed in the Consolidated Statement of Changes in Equity).

In managing its capital, the Group's primary objective is to provide a return for its equity shareholders through capital growth and future dividend income. The Group seeks to maintain a gearing ratio that balances risk and returns at an acceptable level and also to maintain a sufficient funding base to enable the Group to meet its working capital and strategic investment needs and objectives.

Gearing ratio

The gearing ratio at the year-end is as follows:

	30 April 2026 £'000	30 April 2025 £'000
Borrowings (note 31)	**71,476**	70,682
Cash and cash equivalents	**(6,034)**	(5,853)
Net debt	**65,442**	64,829
Equity	**105,106**	104,532
	%	%
Net debt to equity ratio	**62**	62

Significant accounting policies

Details of the significant accounting policies and methods adopted (including the criteria for recognition, the basis of measurement and the bases for recognition of income and expenses) for each class of financial asset, financial liability and equity instrument are disclosed in note 2.

37. Reconciliation of profit before taxation to net cash generated from operations

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Profit before taxation	**10,237**	12,269
Adjustments for:		
Non-underlying revenue	**(247)**	–
Non-underlying staff costs	**453**	–
Amortisation on computer software	**78**	92
Amortisation on acquired intangibles	**5,270**	4,033
Depreciation – property, plant and equipment	**4,851**	3,333
Depreciation – right-of-use assets	**5,761**	5,223
Loss on disposal (net of £1,040,000 (2025: £315,000 loss) included in non-underlying costs)	**9**	192
Contingent acquisition payments	**8,077**	3,752
Other non-underlying operating costs	**8,934**	7,703
Non-underlying finance costs	**430**	246
Share-based payments (net of £5,000 (2025: £5,000 loss) included in non-underlying costs)	**1,311**	1,194
Non-operating income	**–**	(48)
Share of results of joint ventures	**(795)**	–
Finance income	**(89)**	(302)
Finance costs	**8,528**	6,445
Operating cash flows before movements in working capital	**52,808**	44,132
(Increase) in contract assets	**(862)**	(4,850)
Decrease / (Increase) in trade and other receivables	**312**	(1,903)
Increase in provisions	**243**	71
(Decrease) in contract liabilities	**(5)**	(58)
Increase in trade and other payables	**2,677**	1,619
Cash generated from operations	**55,173**	39,011

38. Changes in liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's Consolidated Statement of Cash Flows as cash flows from financing activities.

	Borrowings £'000	Leases £'000
As at 1 May 2024	40,617	40,570
New borrowings and leases	52,150	17,750
Adjustments to existing leases	–	70
Acquired borrowings and leases	1,033	4,595
Finance costs	4,133	2,312
Interest and other finance costs paid	(4,067)	(2,312)
Unpaid interest not applied to principal	(66)	–
Non-cash movement	6	(3,659)
Repayment of debt acquired with current year subsidiaries	(172)	–
Repayment of debt acquired with prior year subsidiaries	(473)	–
Repayments	(22,550)	(4,661)
Amounts included in operating activities	71	(393)
As at 30 April 2025	70,682	54,272
New borrowings and leases	**49,250**	**2,009**
Acquired borrowings and leases	**2,038**	**3,988**
Interest charged	**5,523**	**3,005**
Interest paid	**(5,724)**	**(3,005)**
Unpaid interest not applied to principal	**201**	**–**
Non-cash movement	**–**	**(3,556)**
Repayment of debt acquired with current year subsidiaries	**(1,969)**	**–**
Repayment of debt acquired with prior year subsidiaries	**(875)**	**–**
Repayments	**(47,650)**	**(4,721)**
Amounts included in operating activities	**–**	**(843)**
As at 30 April 2026	**71,476**	**51,149**

39. Alternative performance measures

This Annual Report contains both statutory measures and alternative performance measures. In management's view the underlying performance of the business provides a more meaningful measure and year on year comparison of how the Group's business is managed and measured on a day-to-day basis.

The Group's alternative performance measures and key performance indicators are aligned to the Group's strategy and together are used to measure the performance of the business.

Alternative performance measures are non-GAAP ('Generally Accepted Accounting Practice') measures and provide supplementary information to assist with the understanding of the Group's financial results and with the evaluation of operating performance for all the periods presented. Alternative performance measures, however, are not a measure of financial performance under UK-adopted International Accounting Standards ('IAS') and should not be considered as a substitute for measures determined in accordance with IFRS. As the Group's alternative performance measures are not defined terms under IFRS they may therefore not be comparable with similarly titled measures reported by other companies.

Reconciliations of alternative performance measures to the most directly comparable measures reported in accordance with IFRS are provided below.

a) Underlying EBITDA

Underlying EBITDA is presented as an alternative performance measure to show the underlying operating performance of the Group excluding the effects of depreciation, amortisation and non-underlying items.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Operating profit	**18,311**	18,600
Non-underlying revenue (note 5)	**(247)**	–
Non-underlying staff costs (note 13)	**453**	–
Depreciation and amortisation charges (note 11)	**15,969**	12,873
Non-underlying operating costs (note 13)	**17,011**	11,455
Underlying EBITDA	**51,497**	42,928
Depreciation of right-of-use assets (note 11)	**(5,761)**	(5,223)
Interest on leases (note 14)	**(3,005)**	(2,312)
Lease interest receivable (note 15)	**59**	63
Underlying EBITDA post IFRS 16 charges	**42,790**	35,456

Underlying EBITDA post IFRS 16 is used as a metric as this reflects the profits after deduction of rental costs which is most comparable to the EBITDA reported at IPO, before the introduction of IFRS 16.

b) Underlying profit before tax ('PBT')

Underlying PBT is presented as an alternative performance measure to show the underlying performance of the Group excluding the effects of amortisation on acquired intangible assets and non-underlying items.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Profit before tax	**10,237**	12,269
Non-underlying revenue (note 5)	**(247)**	–
Non-underlying staff costs (note 13)	**453**	–
Amortisation on acquired intangibles (note 11)	**5,270**	4,033
Non-underlying operating costs (note 13)	**17,011**	11,455
Non-underlying finance costs (note 13)	**430**	246
Underlying profit before tax	**33,154**	28,003

c) Underlying operating profit to underlying profit after tax ('PAT')

Underlying PAT is presented as an alternative performance measure to show the underlying performance of the Group excluding the effects of amortisation on acquired intangible assets and non-underlying items after tax.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Operating profit before non-underlying charges	**40,592**	34,088
Non-underlying revenue (note 5)	**(247)**	–
Non-underlying staff costs (note 13)	**453**	–
Share of results of joint ventures (note 22)	**795**	58
Finance costs (note 14)	**(8,528)**	(6,445)
Finance income (note 15)	**89**	302
Underlying profit before tax	**33,154**	28,003
Taxation – underlying (note 17)	**(8,486)**	(7,448)
Underlying profit after tax	**24,668**	20,555

39. Alternative performance measures continued

d) Underlying profit after tax ('PAT') and adjusted earnings per share ('EPS')

Underlying PAT and EPS are presented as an alternative performance measure to show the underlying performance of the Group excluding the effects of amortisation of acquired intangible assets and non-underlying items after tax.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Profit after tax	**4,736**	7,576
Non-underlying revenue (note 5)	**(247)**	–
Amortisation on acquired intangibles (note 11)	**5,270**	4,033
Non-underlying costs (note 13)	**17,894**	11,701
Tax impact of non-underlying revenue (note 17)	**62**	–
Tax impact of non-underlying costs (note 17)	**(3,047)**	(2,755)
Underlying profit after tax	**24,668**	20,555
Underlying earnings per share	**Pence**	Pence
Basic underlying earnings per share	**28.14**	23.95
Diluted underlying earnings per share	**27.12**	22.88

Tax has been calculated at the corporation tax rate of 25% (2025: 25%) and deferred tax rate of 25% (2025: 25%).

e) Free cash flow and cash conversion %

Free cash flow measures the Group's underlying cash generation. Cash conversion % measures the Group's conversion of its underlying PAT into free cash flows. Free cash flow is calculated as the total of net cash from operating activities after adjusting for tax paid and the impact of IFRS 16 cash flows. Cash conversion % is calculated by dividing free cash flow by underlying PAT, which is reconciled to profit after tax above.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Cash generated from operations (note 37)	**55,173**	39,011
Underlying tax paid	**(7,681)**	(5,820)
Net underlying cash outflow for IFRS 16 leases	**(7,207)**	(6,515)
Underlying free cashflow	**40,285**	26,676
Underlying profit after tax	**24,668**	20,555
Cash conversion (%)	**163%**	130%

f) Net debt

Net debt is presented as an alternative performance measure to show the net position of the Group after taking account of bank borrowings and cash at bank and in hand.

	30 April 2026 £'000	30 April 2025 £'000
Borrowings (note 31)	**71,476**	70,682
Cash and cash equivalents	**(6,034)**	(5,853)
Net debt	**65,442**	64,829

40. Capital commitments

As at 30 April 2026 there is a capital commitment of £619,000 (2025: £361,000).

41. Lease commitments

At 30 April 2026, the Group had entered into a non-cancellable property lease agreement for office premises. The lease was signed in February 2026 and has a contractual commencement date of May 2026.

As the leased property had not been made available for use at the reporting date, no right-of-use asset or lease liability has been recognised in these financial statements in accordance with IFRS 16 Leases.

The total future undiscounted minimum lease payments under this agreement, payable after the reporting date, are as follows:

	£'000
Due within one year	32
Due between one and five years	622
Due after five years	886
Total commitments	**1,540**

These amounts will be recognised as a right-of-use asset and corresponding lease liability from the lease commencement date.

42. Defined benefit pension schemes

The Stonehams Pension Scheme

The Group operates a legacy defined benefit pension arrangement, the Stonehams Pension Scheme ('the Scheme'). The Scheme provides benefits based on salary and length of service on retirement, leaving service, or death. The following disclosures exclude any allowance for any other pension schemes operated by the Group.

The Scheme was acquired as part of the acquisition of ASB Law LLP where contracts were exchanged on 5 March 2020. Therefore, the disclosures below represent the period of ownership from 5 March 2020 to 30 April 2026. The scheme is closed and provides benefits for 38 legacy employees (now pensioners and deferred members).

The Scheme is subject to the Statutory Funding Objective under the Pensions Act 2004. A valuation of the Scheme is carried out at least once every three years to determine whether the Statutory Funding Objective is met. As part of the process the Group must agree with the Trustees of the Scheme the contributions to be paid to address any shortfall against the Statutory Funding Objective.

The most recent comprehensive actuarial valuation of the Scheme was carried out as at 31 December 2024. The results of that valuation were updated to 30 April 2026 allowing for cashflows in and out of the Scheme and changes to assumptions over the period.

From March 2023 it was agreed that employer contributions towards administration expenses would be deferred until January 2029. Administration expenses are to be met directly from the assets of the Scheme. The Group will separately meet the cost of the PPF levy.

The Scheme typically exposes the Group to actuarial risks such as investment risk, interest rate risk and longevity risk.

Investment risk	The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to high quality corporate bond yields; if the return on plan assets is below this rate, it will create a plan deficit. Currently assets are invested in a variety of funds, which will reduce volatility. The investment approach is reviewed every three years as part of the valuation process.
Interest risk	There is some hedging in the asset portfolio, but at a low level. A decrease in the bond interest rate will increase the plan liability but this will be partially offset by an increase in the return on the plan's debt investments.
Longevity risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability. The average duration of the Scheme's obligations is 9 years.

42. Defined benefit pension schemes continued

Actuarial assumptions

Principal actuarial assumptions

	30 April 2026 %	30 April 2025 %
Discount rate	**6.10**	5.50
Retail Prices Index ('RPI') Inflation	**3.50**	3.15
Consumer Price Index ('CPI') Inflation	**2.60**	2.25
Pension increase (LPI 5%)	**3.34**	3.05
Pension increase (LPI 2.5%)	**2.23**	2.13
Deferred pension revaluation	**2.60**	2.25
Post retirement mortality	**Males: 90% S3PMA Females: 100% S3PFA (CMI 2025 model) using a long-term improvement rate of 1%**	Males: 90% S3PMA Females: 100% S3PFA (CMI 2023 model) using a long-term improvement rate of 1%
Commutation	**100% of members are assumed to take 25% of the tax-free cash possible using current commutation factors**	80% of members are assumed to take the maximum tax-free cash possible using current commutation factors
Life expectancy at age 65 of male aged 65	**22.6**	22.1
Life expectancy at age 65 of female aged 65	**24.1**	23.8
Life expectancy at age 65 of male aged 45	**23.5**	23.0
Life expectancy at age 65 of female aged 45	**25.2**	24.9

The weighted average duration of the Scheme's obligations is 9 years.

The current asset split is as follows:

	Asset allocation at 30 April 2026	Asset allocation at 30 April 2025
Equities and growth assets	**47%**	50%
Bonds, LDI and cash	**53%**	50%

	Value as at 30 April 2026 £'000	Value as at 30 April 2025 £'000
Fair value of assets	**1,840**	1,982
Present value of funded obligations	**(1,479)**	(1,467)
Surplus in scheme	**361**	515

The fair value of the assets can be analysed as follows:

	Value as at 30 April 2026 £'000	Value as at 30 April 2025 £'000
Low risk investment funds	**870**	984
Credit Investment funds	**570**	604
Cash	**400**	394
Fair value of assets	**1,840**	1,982

	30 April 2026 £'000	30 April 2025 £'000
Administration costs	**35**	39
Net interest on liabilities	**(28)**	(26)
Total charge to the Statement of Comprehensive Income	**7**	13

Remeasurements over the period since acquisition

	30 April 2026 £'000	30 April 2025 £'000
Loss on assets in excess of interest	**(93)**	(105)
Gain on scheme obligation from assumptions and experience	**43**	127
Loss on scheme obligations due to scheme experience	**(77)**	(21)
Gain on scheme obligations from demographic assumptions	**(20)**	–
Total remeasurements	**(147)**	1

The change in value of assets

	30 April 2026 £'000	30 April 2025 £'000
Fair value of assets brought forward	**1,982**	2,132
Interest on assets	**105**	104
Benefits paid	**(119)**	(110)
Administration costs	**(35)**	(39)
Loss on assets in excess of interest	**(93)**	(105)
Fair value of assets carried forward	**1,840**	1,982
Actual return on assets	**12**	(1)

Change in value of liabilities

	30 April 2026 £'000	30 April 2025 £'000
Value of liabilities brought forward	**1,467**	1,605
Interest cost	**77**	78
Benefits paid	**(119)**	(110)
Actuarial gain	**54**	(106)
Value of liabilities carried forward	**1,479**	1,467

Sensitivity of the value placed on the liabilities

Approximate effect on liability

	30 April 2026 £'000	30 April 2025 £'000
Discount rate		
Minus 0.50%	**71**	78
Inflation		
Plus 0.50%	**55**	64
Life expectancy		
Plus 1.0 years	**44**	41

Significant actuarial assumptions for the determination of the defined benefit obligation are discount rate, inflation rate and mortality. The sensitivity analysis above has been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the changes in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

42. Defined benefit pension schemes continued

The With Profits Section of the Cheviot pension

Allocation of liabilities between employers

The With Profits Section was acquired initially as part of the acquisition of ASB Law LLP when the transaction completed on 17 April 2020. However, a couple of recent acquisitions have also been legacy members of the scheme resulting in an increased overall percentage for Knights.

The Trustee has discretion under the contribution rule on how the cost of providing the benefits of the With Profits Section is allocated between employers. The contribution rule applies until the earlier of the discharge of the employer by the Trustee and the termination of the With Profits Section. The Trustee's current policy is not to discharge employers. Employers therefore remain liable under the contribution rule even if their last member dies or transfers out.

The Trustee has been considering how best to ensure all employers bear an appropriate share of the With Profits Section's obligations whilst ensuring fairness between employers and a practical and transparent methodology for the future.

As discussed at the Employers' Meeting on 5 July 2017, the Trustee has decided to fix the allocation between employers on the basis of the promised benefits just before the Section was re-classified in 2014 (the valuation as at 31 December 2013). The allocation to each employer will be expressed as a percentage of the total Scheme liabilities. The intention is to apply this percentage to any funding, buyout or IFRS deficit in the future to calculate any contribution that may be due or any accounting liability.

The estimated percentage in relation to Knights Professional Services Limited as at 30 April 2026 is 1.172%.

This approach enables each employer to calculate the extent of their obligation to the Section on the basis of the funding level at any time. Cheviot will publish funding updates on the website: quarterly, on the scheme funding basis, which includes an allowance for future investment returns; and annually, on an estimated buyout basis, which looks at the position should all benefits be secured with an external provider.

Estimated funding position as at 30 April:

	Scheme funding basis	
	30 April 2026 £'000	**30 April 2025 £'000**
Total assets	**52,800**	52,500
Total liabilities excluding expenses	**(51,700)**	(57,200)
Surplus / (deficit)	**1,100**	(4,700)
Funding level	**102%**	92%

Information provided for 30 April 2026 as at 31 March 2026, the latest information available. This is not expected to be materially different from the 30 April 2026 position.

Allocation to the Group

The estimated share of the Scheme liabilities is 1.172%.

Over the year to 30 April 2026, the Section's funding position is a small surplus.

	30 April 2026 £'000	**30 April 2025 £'000**
Estimated cost of providing benefits	**(606)**	(546)
Value of assets	**619**	502
Resulting surplus / (deficit)	**13**	(44)
Funding level	**102%**	92%

The surplus has not been recognised as management consider this to be temporary and not material.

The Trustee continues to monitor the funding position.

The Trustee reserves the right to withdraw, replace or amend the policy for the allocation between employers in the future.

43. Related party transactions

Balances and transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation and are not disclosed in this note. Transactions between the Group and its other related parties are disclosed below.

KPV Propco Ltd is a company controlled by Mr D.A. Beech, a person with significant influence over the Group and a member of key management personnel.

The Group leases a property from KPV Propco Ltd. During the year rents of £801,000 (2025: £606,000) were charged by KPV Propco Ltd to the Group. A new lease of The Brampton, Newcastle-under-Lyme was granted for a term of 25 years from and including 9 December 2024 to 8 December 2049 at a current rent of £801,000 per annum.

During the year Knights Professional Services Limited charged KPV Propco Ltd for professional services totalling £nil (2025: £8,000) and a management fee of £20,000 (2025: £20,000). At 30 April 2026, there was an amount of £nil owed by the Group to KPV Propco Ltd (2025: £nil).

During the year Knights Professional Services Limited provided legal services to the directors in an individual capacity of £1,000 (2025: £2,000). At 30 April 2026, there was an amount of £nil (2025: £nil) owed to the Group from the directors.

Remuneration of key management personnel

The remuneration of the key management personnel of the Group is set out below in aggregate for each of the categories specified in IAS 24 Related Party Disclosures.

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Short-term employee benefits and social security costs	**2,347**	1,739
Pension costs	**41**	37
Share-based payments	**452**	182
	2,840	1,958

Key management personnel includes board members and directors of the Group and the main trading company Knights Professional Services Limited.

Transactions with directors

Dividends totalling £952,000 (2025: £868,000) were paid in the year in respect of ordinary shares held by the Company's directors.

Transactions with Convex Corporate Finance Limited

During the year Convex repaid their initial loan of £2,000,000 to the Group. Up until this point, interest was charged on the outstanding balance, £30,000 (2025: £239,000) is recognised within finance income. The Group granted Convex a sublease for one of its properties. As at 30 April 2026, a carrying value of £117,000 is recognised within finance lease receivables. This lease expires on March 2029 with £32,000 of rental receipts received in the year. There is also an agreement in place for shared services provided by the Group to Convex. £64,000 (2025: £76,000) is recognised within other operating income. There were no balances owed between the Group and Convex at 30 April 2026.

44. Post balance sheet events

On 3 July 2026, the Group renewed its revolving credit facility with HSBC UK, NatWest and AIB (GB) increasing available credit facilities to £159m (from £100m). Terms and covenants are broadly in line with the previously agreed facility with interest being payable at a margin above SONIA of between 1.65% and 2.65% depending on the leverage level. The facility is committed until 3 July 2029.

On 15 June 2026, the Group exchanged contracts to acquire specific assets of Mayfair Property Law Limited for a total consideration of £1.65 million. The acquisition completed and the assets were hived into the Group on the same date.

Company Statement of Financial Position

As at 30 April 2026

	Note	30 April 2026 £'000	30 April 2025 £'000
Assets			
Non-current assets			
Investments in subsidiaries	49	**6,311**	5,437
Amounts receivable from subsidiaries	50	**80,044**	82,759
		86,355	88,196
Current assets			
Trade and other receivables		**38**	24
Total assets		**86,393**	88,220
Equity and liabilities			
Equity			
Share capital		**171**	171
Share premium		**75,262**	75,277
Treasury shares		**(1,329)**	(576)
Share-based payment reserve		**7,619**	6,756
Other reserve		**(100)**	(100)
Retained earnings		**4,650**	6,522
Equity attributable to owners of the Company		**86,273**	88,050
Current liabilities			
Trade and other payables		**117**	162
Corporation tax liability		**3**	8
Total liabilities		**120**	170
Total equity and liabilities		**86,393**	88,220

Under section 408 of the Companies Act 2006 the company is exempt from the requirement to present its own Statement of Comprehensive Income. The Company reported a profit for the year ended 30 April 2026 of £2,386,000 (2025: £2,953,000).

The financial statements were approved by the Board and authorised for issue on 3 July 2026 and are signed on its behalf by:

Kate Lewis
Director

Registered No. 11290101

Company Statement of Changes in Equity

For the year ended 30 April 2026

	Share capital £'000	Share premium £'000	Share-based payments £'000	Other reserve £'000	Treasury shares £'000	Retained earnings £'000	Total £'000
At 1 May 2024	171	75,262	5,595	(100)	–	7,472	88,400
Profit for the period and total comprehensive income	–	–	–	–	–	2,953	2,953
Transactions with owners in their capacity as owners:							
Credit to equity for equity-settled share-based payments	–	–	1,161	–	–	–	1,161
Purchase of own shares	–	–	–	–	(598)	–	(598)
Issue of shares	–	15	–	–	22	–	37
Dividends	–	–	–	–	–	(3,903)	(3,903)
At 30 April 2025	171	75,277	6,756	(100)	(576)	6,522	88,050
Profit for the period and total comprehensive income	**–**	**–**	**–**	**–**	**–**	**2,386**	**2,386**
Transactions with owners in their capacity as owners:							
Credit to equity for equity-settled share-based payments	**–**	**–**	**1,315**	**–**	**–**	**–**	**1,315**
Transfer between reserves	**–**	**(15)**	**–**	**–**	**15**	**–**	**–**
Purchase of own shares	**–**	**–**	**–**	**–**	**(1,220)**	**–**	**(1,220)**
Issue of shares	**–**	**–**	**(452)**	**–**	**452**	**–**	**–**
Dividends	**–**	**–**	**–**	**–**	**–**	**(4,258)**	**(4,258)**
Balance at 30 April 2026	**171**	**75,262**	**7,619**	**(100)**	**(1,329)**	**4,650**	**86,273**

45. Accounting policies

The separate financial statements of the Company are presented as required by the Companies Act 2006. The Company meets the definition of a qualifying entity under FRS 100 'Application of Financial Reporting Requirements' issued by the FRC. Accordingly, these financial statements were prepared in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework'.

As permitted by FRS 101, the Company has taken advantage of the disclosure exemptions available under that standard in relation to share-based payments, financial instruments, capital management, presentation of comparative information in respect of certain assets, presentation of a cash-flow statement, standards not yet effective and certain related party transactions.

Where required, equivalent disclosures are given in the consolidated financial statements.

The financial statements have been prepared on the historical cost basis. The principal accounting policies adopted are the same as those set out in note 2 to the consolidated financial statements except as noted below.

Investments in subsidiaries

Investments in subsidiaries and associates are stated at cost less, where appropriate, provisions for impairment.

On 18 June 2018, the whole of the share capital of Knights 1759 Limited was acquired by the Company via a share for share exchange agreement. This was a Group reorganisation satisfying the criteria of IAS 27:13. The investment cost is measured at £nil because the carrying amount of the equity items shown in the separate financial statements of Knights 1759 Limited was negative at the date of the reorganisation.

Investments in subsidiaries includes capital contributions to subsidiaries as a result of the issue of equity-settled share-based payments to employees of subsidiaries. The accounting policy for share-based payments is set out in note 2.15 to the consolidated financial statements.

46. Critical accounting judgements and key sources of estimation uncertainty

In the application of the Company's accounting policies, which are described in note 45, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Recoverability of amounts due from subsidiaries

Due to the requirements of IFRS 9, Management uses judgements to assess the recoverability of amounts receivable from subsidiaries through the potential proceeds from the sale of subsidiaries.

There are no other major accounting judgements or key sources of estimation uncertainty at the end of the reporting period that have a significant risk of resulting in a material adjustment to the carrying amounts of the Company's assets and liabilities within the next financial year.

47. Profit for the year

As permitted by s408 of the Companies Act 2006, no separate Statement of Comprehensive Income is presented in respect of the parent Company. The profit attributable to the Company is disclosed in the footnote to the Company's Statement of Financial Position.

The auditor's remuneration for audit and other services is disclosed in note 16 to the consolidated financial statements.

The average monthly number of employees comprised of the executive directors and non-executive directors was 5 (2025: 5). Their aggregate remuneration borne by the Company was £nil (2025: £nil). All remuneration is borne by a subsidiary entity and no recharge is made to the Company in respect of their services as it is not practicable to allocate the costs appropriately.

The directors' emoluments are disclosed in note 8 to the consolidated financial statements.

48. Investments in subsidiaries

	£’000
Cost and net book value	
At 1 May 2024	4,343
Capital contribution in respect of equity-settled share-based payments	1,200
Recharge of exercised share options	(106)
At 30 April 2025	5,437
Capital contribution in respect of equity-settled share-based payments	**1,315**
Recharge of exercised share options	**(441)**
At 30 April 2026	**6,311**

Further information about share-based payment transactions is provided in note 9 to the consolidated financial statements.

Details of the Company’s subsidiaries at 30 April 2026 are as follows:

Name	Place of business and registered office address	Principal activity	Class of shares	Proportion of ownership interest %	Proportion of voting power held %
Knights 1759 Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Holding company	Ordinary	100%	100%
Knights Professional Services Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Provision of legal and professional services	Ordinary	100%	100%
Turner Parkinson LLP	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	99.99%	99.99%
Darbys Solicitors LLP	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	99.99%	99.99%
K & S Secretaries Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
K & S Directors Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
K & S (Nominees) Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
ASB Law LLP[2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
Shulmans LLP[2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
Mundays LLP[2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
K & S Trust Corporation Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Non-Trading	Ordinary	100%	100%
Keebles LLP[2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%

48. Investments in subsidiaries continued

Name	Place of business and registered office address	Principal activity	Class of shares	Proportion of ownership interest %	Proportion of voting power held %
Langleys Solicitors LLP[2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
Coffin Mew LLP[2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
CLM Trust Corporation Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Non-Trading	Ordinary	100%	100%
Thursfields Legal Limited[1]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
Thursfields (Legal Services) Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
IBB Law LLP[1,2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
IBB Law (UK) Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
Birkett Long LLP[1,2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
Birkett Long IFA LLP[2]	1 Amphora Place, Sheepen Road, Colchester, Essex, England, CO3 3WG	Trading	N/A	100%	100%
Birkett Long Services Limited[1]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
BL Intellectual Property Malta Ltd	Junction Business Centre, 1st Floor, Sqaq Lourdes, St Julian's, SWQ3334	Trading	Ordinary	100%	100%
Birkett Long Secretaries Ltd[1]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
Rix & Kay Solicitors LLP[1,2]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	N/A	100%	100%
Rix & Kay Company Secretarial Services Limited[1]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
Rix & Kay Winning Moves Limited[1]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
Le Gros Limited[1]	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%
Knights Financial Planning Limited	The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW	Dormant	Ordinary	100%	100%

1 The acquired entities were active during the financial year but are dormant as at 30 April 2026

2 Indirect ownership through each of the direct parent companies, being Knights Professional Services Limited and K&S Directors Limited

49. Amounts receivable from subsidiaries

	30 April 2026 £'000	30 April 2025 £'000
Amounts receivable from subsidiaries	**80,044**	82,759

Amounts receivable from subsidiaries are unsecured and repayable on demand. Interest is charged at a rate of 4% per annum (5% per annum until 31 October 2025) and is payable annually on 30 April each year. Unpaid interest at 30 April each year is added to the principal of the loan.

The balances are considered recoverable (see note 46), therefore the Company has recognised a loss allowance of £nil (2025: £nil) against amounts receivable from subsidiaries.

50. Capital and reserves

The movements on share capital are disclosed in note 28 to the consolidated financial statements.

Share premium represents consideration received for shares issued above their nominal value net of transaction costs.

The share-based payment reserve is a non-distributable reserve representing the total credits to equity in respect of equity-settled share-based payment charges recognised as capital contributions within investments.

The other reserve arose as a result of applying the requirements of IAS 27:13 to the share-for-share exchange acquisition of Knights 1759 Limited because the total equity of Knights 1759 Limited was less than the nominal value of the shares issued by the Company as consideration.

Retained Earnings represents cumulative profits and losses of the Company net of distributions to members.

Financial performance measure

This document contains certain financial measures that are not defined or separately recognised under IFRS. These measures are used by the Board and other users of the accounts to evaluate the Group's underlying trading performance excluding the impact of any non-recurring items and items that do not reflect the underlying day-to-day trading of the Group. These measures are not audited and are not standard measures of financial performance under IFRS. There are no generally accepted principles governing the calculation of these measures and the criteria upon which these measures are based can vary from company to company. Accordingly, these measures should be viewed as supplemental to, not as a substitute for, the financial measures calculated under IFRS.

Underlying revenue

Excludes the Crime business which was acquired with IBB Law (completed on 4 April 2025). This business was non-core, as stated at the time of the acquisition, and we completed its sale on 18 July 2025. The business generated revenue of £0.2m and a loss before tax of £0.6m in the period. The related non-underlying employee costs of £0.5m and operating costs of £0.3m are excluded from the underlying costs of the Group.

Underlying EBITDA

Underlying EBITDA is presented as an alternative performance measure to show the underlying operating performance of the Group excluding the effects of depreciation, amortisation, and non-underlying items.

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Operating profit	**18,311**	18,600
Non-underlying revenue (note 5)	**(247)**	–
Non-underlying staff costs (note 13)	**453**	–
Depreciation and amortisation charges (note 11)	**15,969**	12,873
Non-underlying operating costs (note 13)	**17,011**	11,455
Underlying EBITDA	**51,497**	42,928
Depreciation of right-of-use assets (note 11)	**(5,761)**	(5,223)
Interest on leases (note 14)	**(3,005)**	(2,312)
Lease interest receivable (note 15)	**59**	63
Underlying EBITDA post IFRS 16 charges	**42,790**	35,456

Underlying EBITDA post IFRS 16 is used as a metric as this reflects the profits after deduction of rental costs which is most comparable to the EBITDA reported at IPO, before the introduction of IFRS 16.

Underlying profit before tax (PBT)

Underlying PBT is presented as an alternative performance measure to show the underlying performance of the Group excluding the effects of amortisation on acquired intangible assets, and non-underlying items.

	Year ended 30 April 2026 £'000	**Year ended 30 April 2025 £'000**
Profit before tax	**10,237**	12,269
Non-underlying revenue (note 5)	**(247)**	–
Non-underlying staff costs (note 13)	**453**	–
Amortisation on acquired intangibles (note 11)	**5,270**	4,033
Non-underlying operating costs (note 13)	**17,011**	11,455
Non-underlying finance costs (note 13)	**430**	246
Underlying profit before tax	**33,154**	28,003

Underlying operating profit to underlying profit after tax (PAT)

Underlying PAT is presented as an alternative performance measure to show the underlying performance of the Group excluding the effects of amortisation of acquired intangible assets and non-underlying items after tax.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Operating profit before non-underlying charges	**40,592**	34,088
Non-underlying revenue (note 5)	**(247)**	–
Non-underlying staff costs (note 13)	**453**	–
Share of results of joint ventures (note 22)	**795**	58
Finance costs (note 14)	**(8,528)**	(6,445)
Finance income (note 15)	**89**	302
Underlying profit before tax	**33,154**	28,003
Taxation	**(8,486)**	(7,448)
Underlying profit after tax	**24,668**	20,555

Underlying profit after tax (PAT) and underlying earnings per share (EPS)

Underlying PAT and EPS are presented as an alternative performance measure to show the underlying performance of the Group excluding the effects of amortisation of acquired intangible assets and non-underlying items after tax.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Profit after tax	**4,736**	7,576
Non-underlying revenue (note 5)	**(247)**	–
Amortisation on acquired intangibles (note 11)	**5,270**	4,033
Non-underlying costs (note 13)	**17,894**	11,701
Tax impact of non-underlying revenue (note 17)	**62**	–
Tax impact of non-underlying costs (note 17)	**(3,047)**	(2,755)
Underlying profit after tax	**24,668**	20,555

Underlying earnings per share	**Pence**	**Pence**
Basic underlying earnings per share	**28.14**	23.95
Diluted underlying earnings per share	**27.12**	22.88

Free cash flow and cash conversion %

Free cash flow measures the Group's underlying cash generation.

Cash conversion % measures the Group's conversion of its underlying PAT into free cash flows. Free cash flow is calculated as the total of net cash from operating activities after adjusting for tax paid and the impact of IFRS 16 cash flows. Cash conversion % is calculated by dividing free cash flow by underlying profit after tax, which is reconciled to profit after tax above.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Cash generated from operations (note 37)	**55,173**	39,011
Underlying tax paid	**(7,681)**	(5,820)
Total cash outflow for IFRS 16 leases	**(7,207)**	(6,515)
Underlying free cashflow	**40,285**	26,676
Underlying profit after tax	**24,668**	20,555
Cash conversion (%)	**163%**	130%

Net debt

Net debt is presented as an alternative performance measure to show the net position of the Group after taking account of bank borrowings and cash at bank and in hand.

	Year ended 30 April 2026 £'000	Year ended 30 April 2025 £'000
Borrowings (note 31)	**71,476**	70,682
Cash and cash equivalents	**(6,034)**	(5,853)
Net debt	**65,442**	64,829

Working capital

Working capital is calculated as:

	30 April 2026 £'000	30 April 2025 £'000
Current assets		
Contract assets	**54,264**	50,998
Trade and other receivables	**43,622**	39,552
Corporation tax receivable	**177**	882
Total current assets	**98,063**	91,432
Current liabilities		
Trade and other payables	**(35,440)**	(26,662)
Contract liabilities	**(125)**	(130)
Total current liabilities	**(35,565)**	(26,792)
Net working capital	**62,498**	64,640

Other definitions

Colleague/Talent retention/Employee turnover

Churn is calculated based on the number of qualified fee earners who had been employed by the Group for more than one year. Churn is calculated taking the number of leavers in the above group over the financial year as a percentage of the average number of colleagues for the year. Retention is 100% less the churn rate. Churn excludes expected churn from acquisitions, retirements and redundancies.

Client satisfaction

Net Promoter Score (NPS) measures the loyalty of a client to a company and can be used to gauge client satisfaction. NPS scores are measured with a single question survey and reported with a number from -100 to +100, the higher the score, the higher the client loyalty/satisfaction.

Colleague satisfaction

Employee Net Promoter Score (eNPS) measures the loyalty of employees to a company and how likely they are to recommend their employer as a place to work, which can also be used to gauge employee satisfaction. eNPS scores are measured with a single question survey and reported with a number from -100 to +100, the higher the score the higher the employee loyalty.

Fee earners

When referring to the number of fee earners in the Group we include all individuals working in the Group on a mainly fee earning basis. This includes professionals (legal and non-legal) of all levels including paralegals, trainees and legal assistants. When referring to the number of fee earners in the business this will refer to the absolute number of individuals working in the Group. When using the number of fee earners to calculate the average fees or profit per fee earner or the ratio of fee earners to support staff these calculations are based on the number of full-time equivalent (FTE) individuals to reflect that a number of individuals choose to work on a part-time basis.

Non-fee earners / business support employees

This includes all employees that are not fee earning.

Lock up

This is calculated as the combined debtor and WIP days as at a point in time. Debtor days are calculated on a count back basis using the gross debtors at the period end, compared with the total invoices raised over prior months. WIP (work in progress) days are calculated based on the gross work in progress (excluding that relating to clinical negligence, insolvency and real estate investment as these matters operate on a mainly conditional fee arrangement and a different profile to the rest of the business) and calculating how many days invoicing this relates to, based on average fees (again excluding clinical negligence, insolvency and real estate investment income) per month for the last three months.

Lock up days excludes the impact of acquisitions in the last quarter of the financial year.

Organic growth

Organic growth excludes revenue growth from acquisitions in the year of their acquisition, and for the first full financial year following acquisition, based on the fees generated by the individuals joining the Group from the acquired entity. Recruitment of individuals into the acquired offices post-acquisition is treated as part of the organic growth of the business.

Shareholder information

Directors

DA Beech (appointed 4 April 2018)
KL Lewis (appointed 9 May 2018)
G Davies (appointed 17 March 2021)
J Pateman (appointed 14 January 2019)
D Wilson (appointed 14 November 2023)

Secretary

L Bridgwood (appointed 1 June 2018)

Registered office

The Brampton
Newcastle-under-Lyme
Staffordshire
ST5 0QW

Registered number

11290101

Independent auditor

RSM UK Audit LLP

Chartered Accountants
14th Floor
20 Chapel Street
Liverpool
L3 9AG

Nomad and Broker

Deutsche Numis

21 Moorfields
London
EC2Y 9DB

Financial Public Relations

MHP

60 Great Portland Street
London
W1W 7RT

Bank

Allied Irish Banks (GB)

Podium Floor
St. Helens
1 Undershaft
London
EC3A 8AB

HSBC UK Bank plc

Building 2
Eturia Office Village
Forge Lane
Festival Park
Stoke-on-Trent
ST1 5RQ

National Westminster Bank plc

250 Bishopsgate
London
England
EC2M 4AA

Registrar

Computershare Investor Services

The Pavilions
Bridgwater Road
Bristol
BS13 8AE

Legal

DLA Piper UK LLP

160 Aldersgate Street
London
EC1A 4HT

THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. If you are in any doubt about the contents of this document or as to the action you should take, you are recommended to seek your own personal financial advice immediately from your stockbroker, bank manager, solicitor, accountant or other independent financial adviser authorised under the Financial Services and Markets Act 2000.

If you have sold or otherwise transferred all of your Ordinary Shares, please immediately forward this document to the purchaser or transferee, or to the stockbroker, bank or other agent through whom the sale or transfer was effected, for delivery to the purchaser or transferee. If you have sold only part of your holding of Ordinary Shares, please contact your stockbroker, bank or other agent through whom the sale or transfer was effected immediately.

Knights Group Holdings plc

(Incorporated under the Companies Act 2006 and registered in England and Wales with registered number 11290101)

Notice of Annual General Meeting

Notice of the Annual General Meeting (**AGM**) of Knights Group Holdings plc (the **Company**) to be held at The Brampton, Newcastle-Under-Lyme, Staffordshire, ST5 0QW on 29 September 2026 at 10:30am is set out on pages 151 to 156 of this document.

You will receive a hard copy form of the proxy but will also be able to vote electronically using the link www.investorcentre.co.uk/eproxy. You will be asked to enter the control number, shareholder reference number and pin number all of which are stated on the first page of the proxy form.

Additional proxy forms may be obtained directly from our registrars, Computershare Investor Services Plc, by contacting their helpline on 0370 703 0078. Calls will be charged at the standard geographic rate and will vary by provider. Lines are open between 8:30am–5:00pm Monday to Friday excluding public bank holidays in England and Wales.

CREST members who wish to appoint a proxy or proxies via the CREST system may use this service and should follow the relevant instructions set out in the Notice of AGM set out in this document.

Proxy appointments must be received by 10:30am on 25 September 2025.

A copy of this document is available at the Company's website at www.knightsplc.com/ar2026/. Neither the content of the Company's website nor any website accessible by hyperlinks to the Company's website is incorporated in, or forms part of, this document.

COMPANY NUMBER: 11290101

KNIGHTS GROUP HOLDINGS PLC (Company)

NOTICE IS GIVEN that the annual general meeting of the above named Company will be held at the Company's offices at The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QW on 29 September 2026 at 10:30am for the following purposes:

ORDINARY BUSINESS

To consider and, if thought fit, pass the following resolutions as ordinary resolutions:

1. To receive the Company's audited accounts for the financial year ended 30 April 2026 together with the report of the directors, the strategic report and the auditors' report on those accounts.
2. To approve the directors' remuneration report for the financial year ended 30 April 2026, which is set out in the Company's annual report for the financial year ended 30 April 2026.
3. To re-elect Dave Wilson as a director of the Company.
4. To re-elect David Beech as a director of the Company.
5. To re-elect Kate Lewis as a director of the Company.
6. To re-elect Jane Pateman as a director of the Company.
7. To re-elect Gillian Davies as a director of the Company.
8. To re-appoint RSM UK Group LLP as auditors of the Company to hold office until the conclusion of the next annual general meeting of the Company at which the accounts are laid before the Company.
9. To authorise the Audit Committee to determine the remuneration of the auditors of the Company.
10. To declare a final dividend for the year ended 30 April 2026 of 3.69 pence per ordinary share in the capital of the Company, to be paid on 9 October 2026 to shareholders whose names appear on the register of members at the close of business on 11 September 2026.

SPECIAL BUSINESS

11. To consider and, if thought fit, pass the following resolution as an ordinary resolution, **THAT,** in substitution for all existing and unexercised authorities and powers, the directors of the Company be generally and unconditionally authorised for the purpose of section 551 of the Companies Act 2006 (**Act**) to exercise all or any of the powers of the Company to allot shares of the Company or to grant rights to subscribe for, or to convert any security into, shares of the Company (such shares and rights being together referred to as **Relevant Securities**):

    11.1 up to an aggregate nominal value of £57,311; and

    11.2 comprising equity securities (as defined in section 560(1) of the Act) up to a further aggregate nominal amount of £57,311 in connection with an offer by way of a rights issue:

    (a) to holders of ordinary shares in the capital of the Company in proportion (as nearly as practicable) to the respective numbers of ordinary shares held by them; and

    (b) to holders of other equity securities in the capital of the Company, as required by the rights of those securities or, subject to such rights, as the directors otherwise consider necessary,

    but subject to such exclusions or other arrangements as the directors may deem necessary or expedient in relation to treasury shares, fractional entitlements, record dates or any legal or practical problems under the laws of any territory or the requirements of any regulatory body or stock exchange, provided that these authorities, unless previously renewed, varied or revoked by the Company in general meeting, to expire at the conclusion of the next annual general meeting of the Company or 24 December 2026 whichever is the earlier, save that the directors of the Company may, before the expiry of such period, make an offer or agreement which would or might require Relevant Securities to be allotted after the expiry of such period and the directors of the Company may allot Relevant Securities in pursuance of such offer or agreement as if the authority conferred by this resolution had not expired.

SPECIAL RESOLUTIONS

To consider and, if thought fit, pass the following resolutions as special resolutions:

12. **THAT,** subject to the passing of resolution 11 and pursuant to sections 570 and 573 of the Act, the directors be and are generally empowered to allot equity securities (as defined in section 560 of the Act) for cash under the authority conferred by that resolution and/or to sell ordinary shares held by the Company as treasury shares as if section 561(1) of the Act did not apply to any such allotment or sale, provided that such authority shall be limited to:

    12.1 the allotment of equity securities or sale of treasury shares in connection with an offer of equity securities (whether by way of a rights issue, open offer or otherwise):

    (a) to the holders of ordinary shares in the capital of the Company in proportion (as nearly as may be practicable) to their respective holdings; and

    (b) to holders of other equity securities in the capital of the Company as required by the rights of those securities or, subject to such rights, as the directors otherwise consider necessary,

    but subject to such exclusions or other arrangements as the directors may deem necessary or expedient in relation to treasury shares, fractional entitlements, record dates, legal or practical problems in or under the laws of any territory or the requirements of any regulatory body or stock exchange; and

    12.2 the allotment of equity securities or sale of treasury shares (otherwise than pursuant to clause 12.1 of this resolution) to any person up to an aggregate nominal amount of £17,193 (representing 10% of the current issued share capital of the Company).

    The authority granted by this resolution will expire at the conclusion of the Company's next annual general meeting after the passing of this resolution or, if earlier, at the close of business on 26 December 2026, save that the Company may, before such expiry make offers or agreements which would or might require equity securities to be allotted (or treasury shares to be sold) for cash after the authority expires and the directors may allot equity securities (or sell treasury shares) in pursuance of any such offer or agreement as if he authority had not expired.

    This power is in substitution for all existing powers under sections 570 and 573 of the Act (which, to the extent unused at the date of this resolution, are revoked with immediate effect).

13. **THAT,** subject to the passing of resolution 11, the directors be and are generally empowered, in addition to any authority granted under resolution 12, to allot equity securities (as defined in section 560 of the Act) for cash under the authority conferred by resolution 11 and/or to sell ordinary shares held by the Company as treasury shares as if section 561 of the Act did not apply to any such allotment or sale, provided that this power shall be:

    (a) limited to the allotment of equity securities or sale of treasury shares up to an aggregate nominal amount of £17,193 (representing 10% of current issued share capital of the Company); and

    (b) used only for the purpose of financing (or refinancing, if the authority is to be used within 6 months after the original transaction) a transaction which the directors determine to be an acquisition or other capital investment of a kind contemplated by the Statement of Principles on Disapplying Pre-Emption Rights most recently published by the Pre-Emption Group prior to the date of this notice.

    The power granted by this resolution will expire at the conclusion of the Company's next annual general meeting after this resolution is passed or, if earlier, at the close of business on 24 December 2027, save that the Company may, before such expiry make offers or agreements which would or might require equity securities to be allotted (or treasury shares to be sold) for cash after the authority expires and the directors may allot equity securities (or sell treasury shares) in pursuance of any such offer or agreement as if the authority had not expired (please see note 14).

14. **THAT,** for the purposes of section 701 of the Act, the Company be and is generally and unconditionally authorised to make market purchases (within the meaning of section 693(4) of the Act) of ordinary shares of £0.002 each in the capital of the Company (**Ordinary Shares**) provided that:

 14.1 the maximum number of Ordinary Shares which may be purchased is 8,596,730 (representing 10% of the current issued share capital of the Company);

 14.2 the minimum price (excluding expenses) which may be paid for each Ordinary Share is £0.002;

 14.3 the maximum price (excluding expenses) which may be paid for each Ordinary Share shall not be more than 5% above the average of the middle market quotations for an Ordinary Share as derived from the Daily Official List of The London Stock Exchange plc for the 5 business days immediately preceding the day on which the Ordinary Share is contracted to be purchased;

 14.4 unless previously renewed, varied or revoked by the Company in general meeting, this authority shall expire at the end of the next annual general meeting of the Company (or, if earlier, at the close of business on 24 December 2027); and

 14.5 the Company may enter into a contract or contracts to purchase Ordinary Shares under the authority conferred by this resolution prior to the expiry of such authority which will or may be executed wholly or partly after the expiry of such authority and, notwithstanding such expiry, make a purchase of Ordinary Shares in pursuance of such contracts as if the power conferred hereby had not expired.

15. That the period of notice required for general meetings of the Company (other than annual general meetings) shall be not less than 14 clear days' notice (please see note 15).

BY ORDER OF THE BOARD

LISA BRIDGWOOD
Secretary

Date: 3 July 2026

Registered Office:

The Brampton
Newcastle-under-Lyme
Staffordshire
ST5 0QW

NOTES:

1. Pursuant to regulation 41 of the Uncertificated Securities Regulations 2001, the Company specifies that only those shareholders on the register of members of the Company as at 10.30 a.m. on 25 September 2026 (or, if the meeting is adjourned, not later than close of business on the date which is two business days before the date of the adjourned meeting) will be entitled to attend or vote at the AGM and they may only vote in respect of the number of shares registered in their name at that time. Changes to entries on the register of members after 10.30 a.m. on 25 September 2026 (or, if the meeting is adjourned, after close of business on the day which is two business days before the date of the adjourned meeting) will be disregarded in determining the rights of any person to attend or vote at the meeting.

2. A member of the Company entitled to attend and vote at the AGM is entitled to appoint one or more proxies to exercise all or any of his/her rights to attend and to speak and vote at the meeting. A member may appoint more than one proxy in relation to the meeting provided that each proxy is appointed to exercise the rights attached to a different share or shares held by that member. Failure to specify the number of shares each proxy appointment relates to or specifying a number which when taken together with the numbers of shares set out in the other proxy appointments is in excess of the number of shares held by the shareholder may result in the proxy appointment being invalid. A proxy need not be a member of the Company but must attend the AGM to represent the member. Appointment of a proxy will not prevent members from attending this meeting and voting in person.

3. A form of proxy is enclosed with this Notice. If you do not have a form of proxy and believe that you should have one, or if you require additional forms please contact Computershare on +44 (0370) 703 0078. Should you wish to appoint more than one proxy, please photocopy the form indicating on each copy the name of the proxy you wish to appoint, the number of Ordinary Shares in respect of which the proxy is appointed and the way in which you wish them to vote on the resolutions that are proposed. You should send all pages together to Computershare in accordance with the instructions below.

4. To be valid, the form of proxy must be lodged with Computershare not later than 48 business hours before the time fixed for the meeting, along with any power of attorney or other authority under which the proxy is appointed (or a notarially certified copy of such power or authority) to Computershare Investor Services PLC, The Pavilions, Bridgwater Road, Bristol BS99 6ZY.

5. You can lodge your vote electronically, by logging onto the Computershare website at www.eproxyappointment.com/Login. An identifying Control Number, together with your unique Shareholder Reference Number (SRN) and PIN (all of which are printed on your attendance card/form of proxy) will be required. Full details of the procedure are given on the website. The proxy appointment and/or voting instructions must be received by the Company's registrars not later than 10:30am on 25 September 2026.

6. CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so by using the procedures described in the CREST manual (available via www.euroclear.com). CREST personal members or other CREST sponsored members, and those CREST member show have appointed a voting service provider(s), should refer to their CREST sponsor or voting service provider(s) who will be able to take the appropriate action on their behalf. In order for a proxy appointment or instruction made using the CREST service to be valid, the appropriate CREST message (**CREST Proxy Instruction**) must be properly authenticated in accordance with Euroclear UK & International Limited's (**EUI**) specifications and must contain the information required for such instructions, as described in the CREST manual. The message, regardless of whether it constitutes the appointment of a proxy or an amendment to the instruction given to a previously appointed proxy must, in order to be valid, be transmitted so as to be received by the issuer's agent Computershare Investor Services PLC (under CREST ID number 3RA50), no later than 10:30am on September 2026, or by not later than two business days prior to the time appointed for the holding of any adjourned meeting. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp applied to the message by the CREST applications host) from which the issuer's agent is able to retrieve the message by enquiry to CREST in the manner prescribed by CREST. After this time any change of instructions to proxies appointed through CREST should be communicated to the appointee through other means.

   CREST members and, where applicable, their CREST sponsors or voting service providers should note that EUI does not make available special procedures in CREST for any particular messages. Normal system timings and limitations will therefore apply in relation to the input of CREST Proxy Instructions. It is the responsibility of the CREST member concerned to take (or, if the CREST member is a CREST personal member or sponsored member or has appointed a voting service provider(s), to procure that his CREST sponsor or voting service provider(s) take(s) such action as shall be necessary to ensure that a message is transmitted by the CREST system by any particular time. In this connection, CREST members and, where applicable, their CREST sponsors or voting service provider(s) are referred, in particular, to those sections of the CREST manual concerning practical limitations of the CREST system and timings.

7. The Company may treat as invalid a CREST Proxy Instruction in the circumstances set out in Regulation 35(5)(a) of the Uncertificated Securities Regulations 2001.

8. To change your proxy instructions, simply submit a new proxy appointment using the methods set out above. Note that the cut-off time for receipt of proxy appointments (see notes 4 and 6 above) also applies in relation to amended instructions, any amended proxy appointment received after the relevant cut-off time will be disregarded.

   If you submit more than one valid proxy appointment, the appointment received last before the latest time for the receipt of proxies will take precedence.

9. A corporation which is a member can appoint one or more corporate representatives who may exercise, on its behalf, all of its powers as a member, provide that no more than one corporate representative exercises powers over the same share. A certified copy of the board resolution appointing the relevant person(s) as the representative of that corporation in connection with the meeting must be deposited at the address set out at note 4 above for Computershare prior to the commencement of the meeting.
10. As at 1 July 2026 (being the last practicable date before the publication of this notice), the Company's issued share capital consists of 85,967,308 ordinary shares of £0.002 each, carrying one vote each. The Company does not hold any ordinary shares in treasury. Therefore, the total voting rights in the Company as at 1 July 2026 are 85,967,308.
11. Copies of all directors' service contracts with the Company and letters of appointment of non-executive directors are available for inspection during normal business hours at the registered office of the Company (public holidays excluded) and will also be available for inspection at the AGM.
12. You may not use any electronic address provided either in this Notice of Annual General Meeting or in any related documents (including the form of proxy) to communicate with the Company for any purposes other than those expressly stated.
13. Biographical details of all those directors who are offering themselves for reappointment at the meeting are set out on pages 64 – 65 of the enclosed annual report and accounts.
14. In accordance with the guidelines issued by the Pre-Emption Group, the Directors do not expect to allot shares for cash on a non-pre-emptive basis pursuant to the authority in Resolutions 12 and 13 in excess of an amount equal to 10% of the issued share capital of the Company without prior consultation with the Company's shareholders, other than in connection with an acquisition or specified capital investment which is announced contemporaneously with the issue or which has taken place in the preceding six-month period and is disclosed in the announcement of the allotment, in which case the Directors may allot for cash on a non-pre-emptive basis an additional amount up to 10% of the issued share capital of the Company.
15. Notice of general meetings. The notice period required by the Act for general meetings of traded companies is 21 days unless shareholders approve a shorter notice period, which cannot, however, be less than 14 clear days. The Company is not a traded company for the purposes of the Act but is choosing to put Resolution 15 to Shareholders to comply with best practice. Annual General Meetings will continue to be held on at least 21 clear days' notice. The authority granted by Resolution 15, if passed, will be effective until the Company's next Annual General Meeting, when it is intended that a similar resolution will be proposed. The shorter notice period afforded by Resolution 15 would not be used as a matter of routine for such meetings, but only where the flexibility is merited by the business of the meeting and is thought to be to the advantage of shareholders as a whole. It is the Directors' intention not to call a meeting on less than 14 working days' notice unless there is a need for urgency.
16. Members who have general queries about the annual general meeting should contact the Company's Registrars, Computershare on 0370 703 0078. From overseas +44 (0370) 703 0078. Calls outside the United Kingdom will be charged at the applicable international rate. Computershare are open between 08:30am – 17:30pm, Monday to Friday excluding public bank holidays in England and Wales). You may not use any electronic address provided either:

    16.1 in this notice; or

    16.2 any related documents (including the proxy form),

    to communicate with the Company for any purposes other than those expressly stated.

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