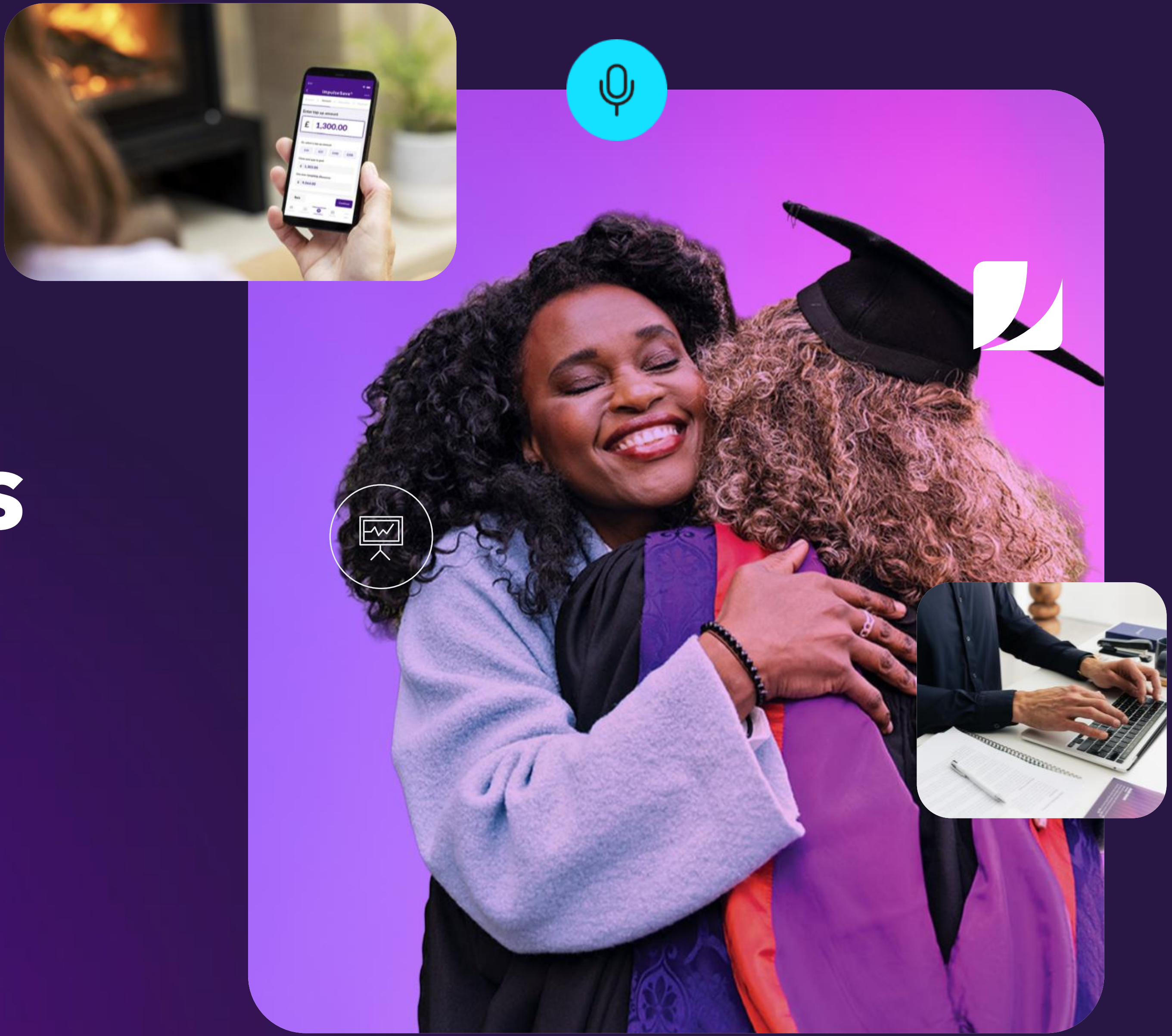
True Potential

True Potential Half Year Results

for the six months ended 30 June 2026

9 September 2026




Gerry Mallon
Chief Executive Officer


Ben Thorpe
Chief Financial Officer

Agenda

Business Update

Gerry Mallon

Chief Executive Officer

H1-26 – Investment in the business delivering strong results

A strong financial and operational performance reflecting the quality of our business model

Scale

£794m	Net Flows[1] +66% YoY
£40.7bn	AuM[1] +19% YoY
640k	Clients[1] +8% YoY

Performance

93%	Integrated AuM[1]
1st	Quartile investment performance since inception
97%	Client retention[1]

Profitability

102bps	Net revenue yield[1]
74%	Adjusted EBITDA Margin[1,2]
2.7x	Leverage[1,3] -0.5x YoY due to strong cash generation

Strong momentum in net flows from both recruitment and existing advisers & clients

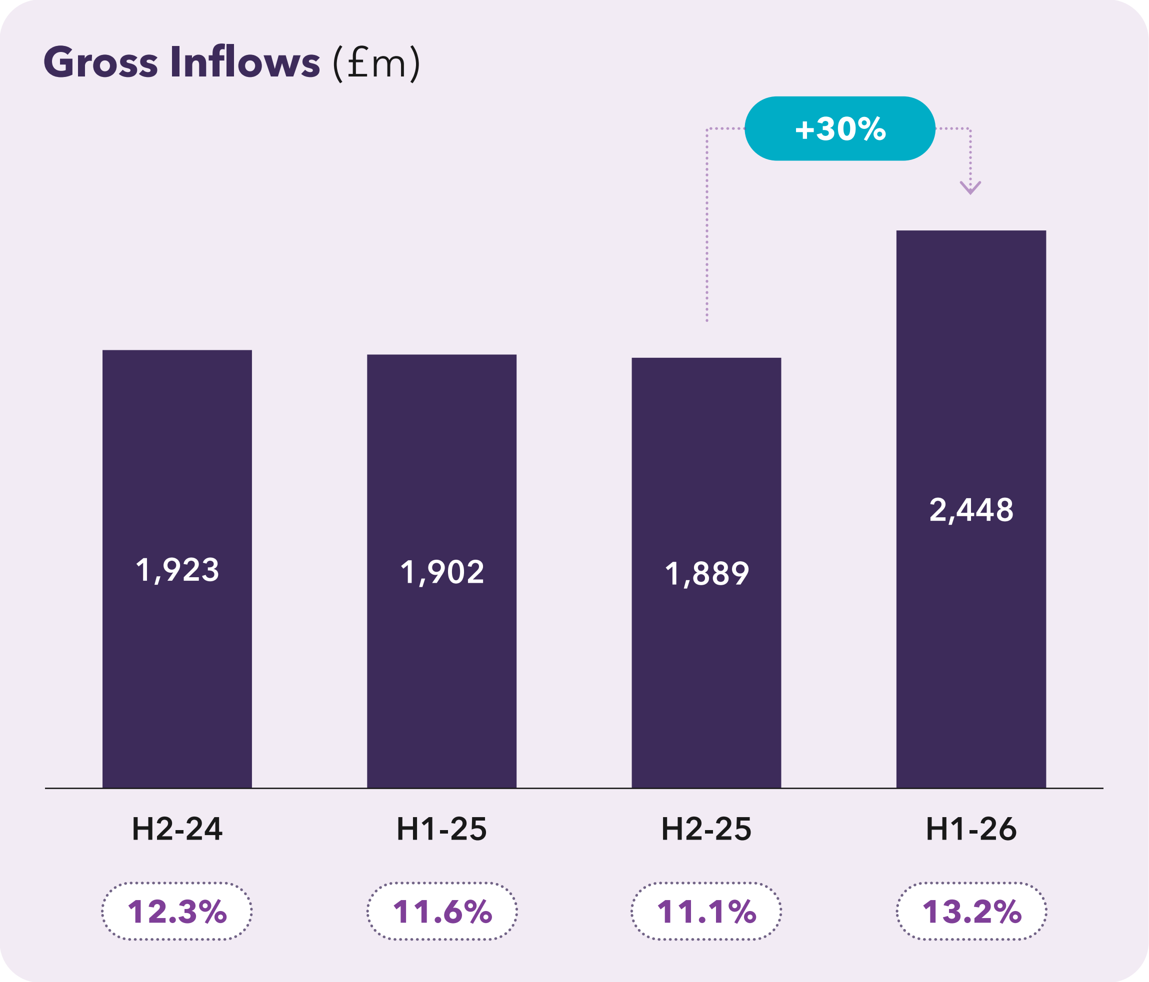
Continued investment in building capabilities, technology and AI tools

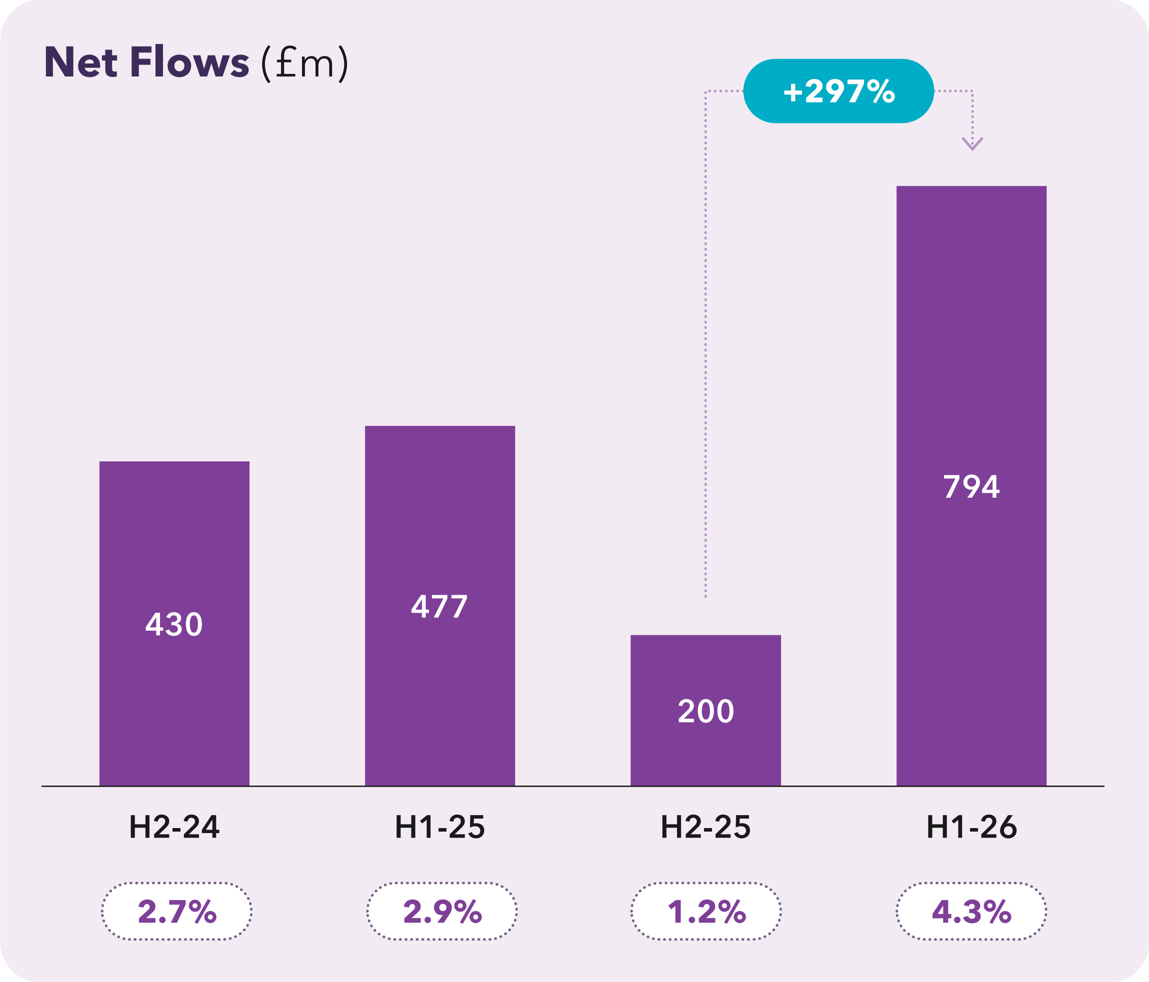
Firm foundations for sustainable future growth

1 As of 30 June 2026 or the half year period ended 30 June 2026.
2 Adjusted EBITDA Margin calculated as Adjusted EBITDA (i.e. excluding exceptional items) divided by net revenue.
3 Kane Bidco Limited ("KBL") Group net financial debt / KBL run-rate Adjusted EBITDA.

Accelerating growth in net flows

Strong momentum in net flows from both recruitment and existing advisers & clients





Annualised flows as % opening AuM

Growth supported by a structurally growing market

Significant opportunity to grow our share of the UK advised market and penetrate the broader savings market

Large & growing UK savings market (AuM)

Untapped Market

Market Share Growth

c.£4tn
UK retail savings & investments market

c.£1.6tn
Advised market

£40.7bn
True Potential AuM

Structural growth drivers

Advice Gap

91%
of UK adults don't receive financial advice

7m
UK adults with £10k+ savings aren't investing

Savings Gap

31%
At risk of below-minimum retirement income

Shift to personal responsibility
for retirement security

Ageing Adviser Population

52
Average IFA age: 25% are over 60

Significant portion
of IFAs set to retire

True Potential's strengths

Committed to Closing the Gaps

Mission to remove every obstacle to investing so everyone can realise the full potential of their money

AI-enabled proprietary technology drives efficiencies to be able to profitably service smaller savings pots

Provide access to **leading fund performance**

Proven Adviser Recruitment Model

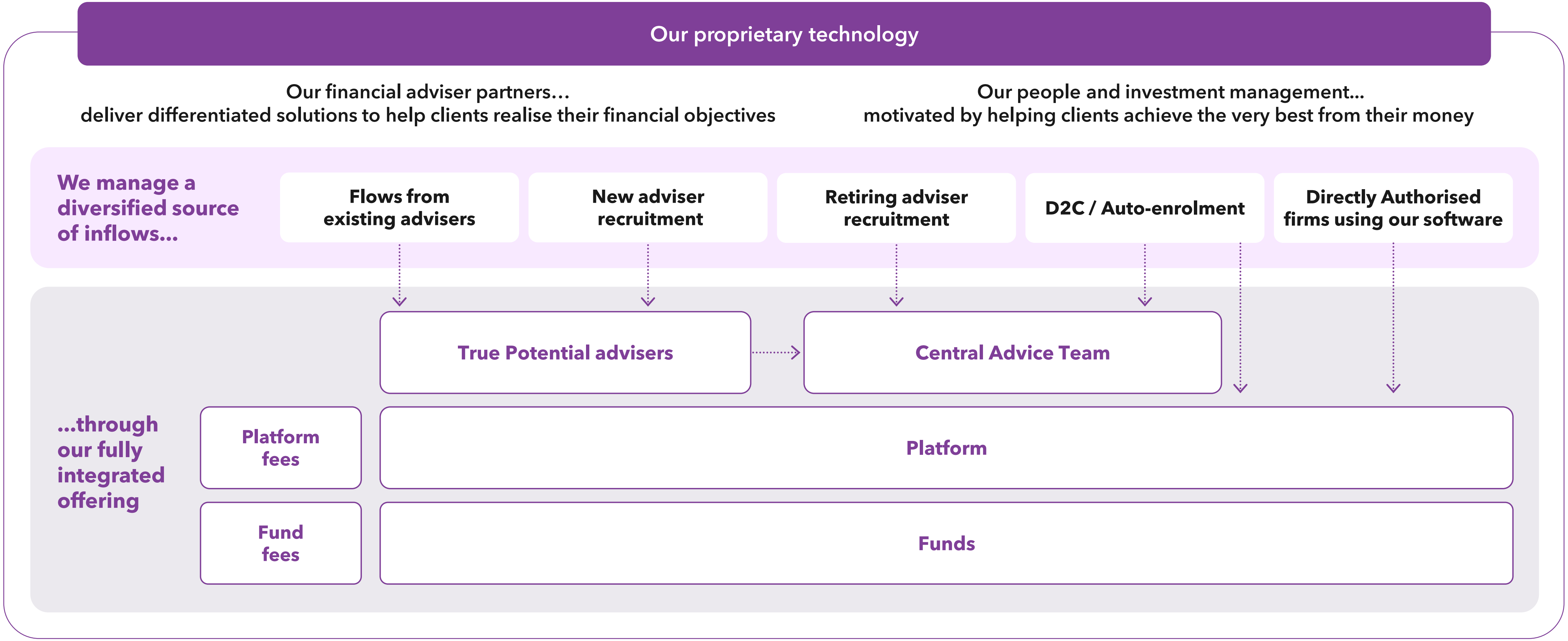
Large addressable market for recruitment

Training the next generation of advisers in our Central Advice Team

Sources: Management estimates, FCA CP25/17, Scottish Widows Retirement Report 2026, Worldmetrics

Performance driven by our vertically integrated business model

Business model designed to capture the full value chain and drive diversified flows



Our AI-enabled proprietary technology advantage

Continued investment in our proprietary technology and AI development to future-proof the platform, enhance client experience and increase adviser productivity

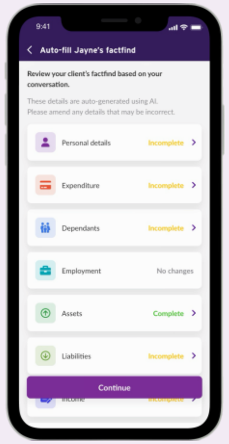
Proprietary Technology

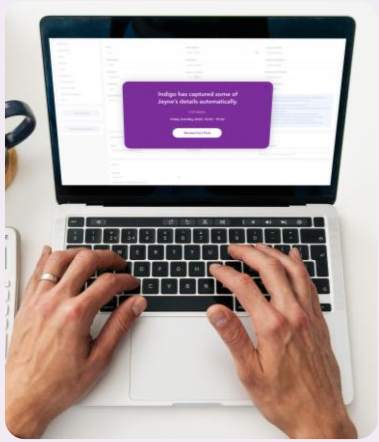
- **Built as a single integrated platform** since inception, owned and controlled end-to-end
  - New data, automation and AI embedded into workflows and deployed at pace
- **"Human-in-the-loop"** approach to AI as a business enabler

Key AI Tools Driving Adviser Efficiency & Client Experience

AI maximising time advisers spend with clients and enhancing service levels

- **Indigo Smart Assistant** embedded in workflows with smart actions
- **Automated valuation data** in partnership with Origo
- **AI-driven document** checking, suitability insights & automated annual reviews
- **Roll-out of Next Best Action** for timely client conversations and churn prevention





Optimised client interface

AI-powered personal summaries

Bespoke dashboard of investments, performance, market context and outstanding actions

Advancing an established, scalable, future-proof platform

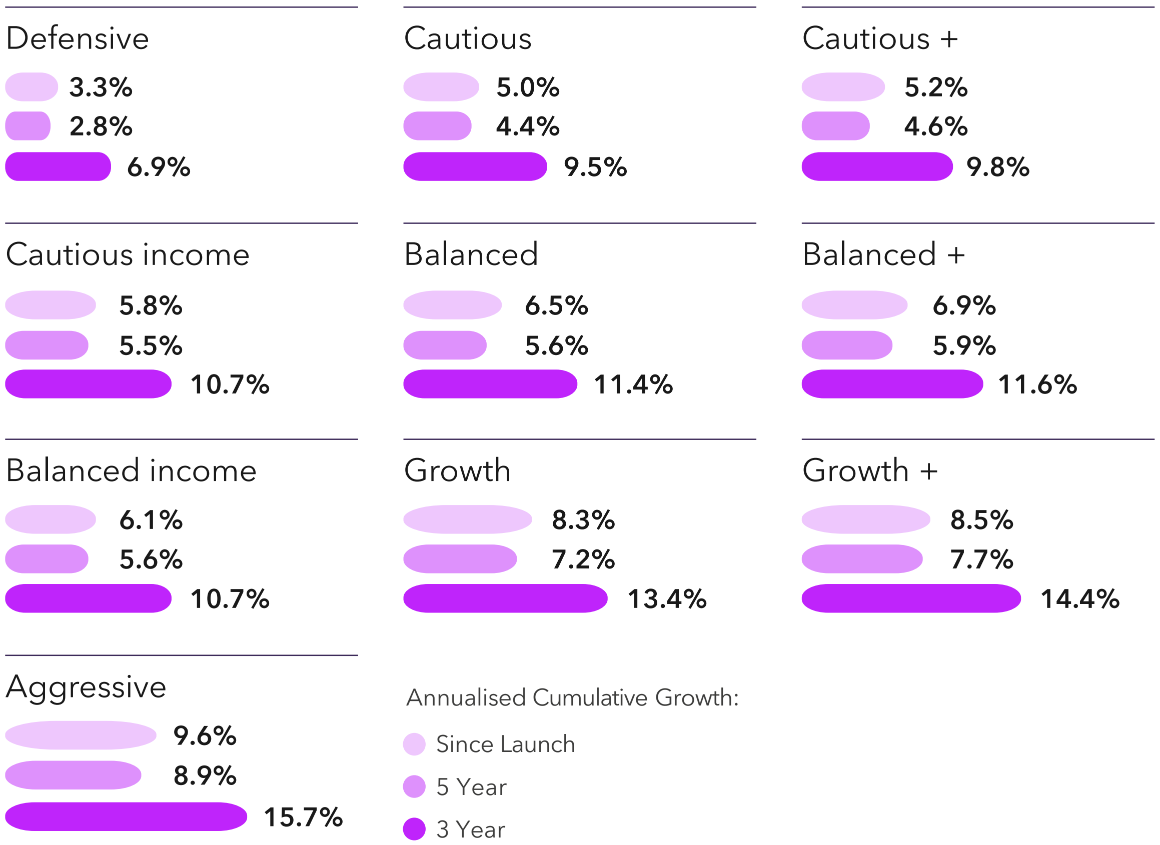
Enhanced experience for clients | **Increased productivity for advisers** | **Architected for unrestricted scale**

Consistently strong fund performance

Delivering 1st quartile returns for our clients

True Potential portfolio performance

Portfolios – True Potential funds launched on 1 October 2015



As of 30 June 2026

Quartile Rankings vs ARC Peers

	3 Year	5 Year	Since launch 2015
Cautious	1	1	1
Cautious +	1	1	1
Cautious Income	1	1	1
Balanced	1	1	1
Balanced +	1	1	1
Balanced Income	1	1	1
Growth	1	1	1
Growth +	1	1	1
Aggressive	1	1	1

Investment in 2025 converting into accelerating performance

Continual focus on improving our client offering and driving net flows

	2025	Today
Net Flow Growth	• Roll-out of refreshed recruitment model resulted in period of depressed net flows	• **H1-26 net flows c.4x H2-25** • Driven by strong momentum from both recruitment and existing advisers & clients
Enhanced Proposition	• Focus on refinement of existing proposition • Identification and build of a number of complementary propositions	• **New propositions now live** • Strong early response to new Cash Savings service
Business Investment	• Peak cost growth to invest in strengthening critical functions to provide firm foundations for next phase of growth	• **Investment translating into strong results** • Flattening cost growth, with operating leverage driving future margin expansion
Suitability Redress	• Design of redress scheme finalised in conjunction with Skilled Person • Prudent level of provision maintained	• **Scheme rolled out with high rate of acceptances** • Process now materially complete

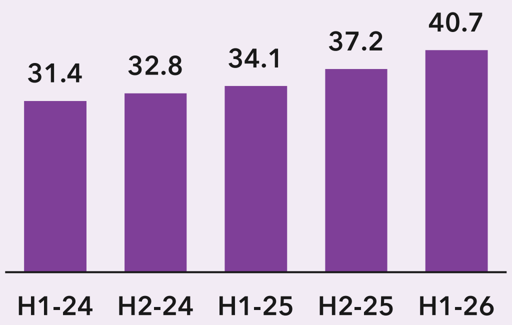
Financial Performance

Ben Thorpe

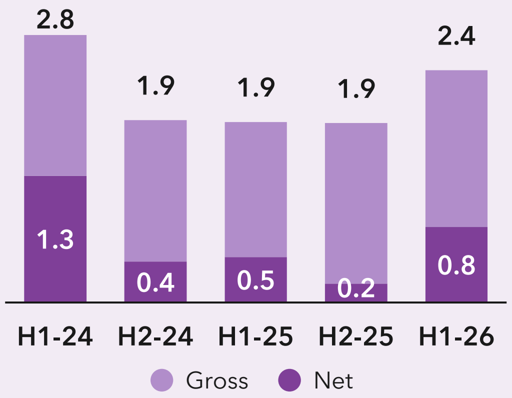
Chief Financial Officer

Record AuM and stable yields drive continued revenue growth

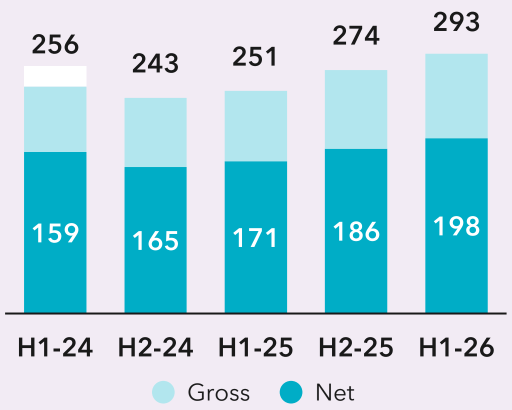
AuM (£bn)



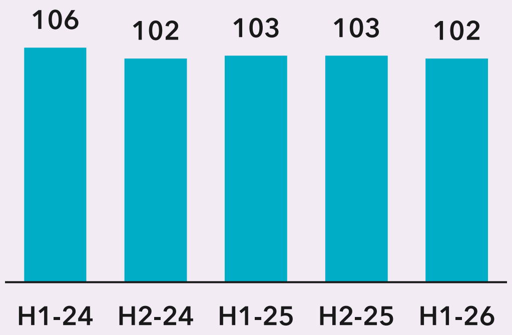
Inflows (£bn)



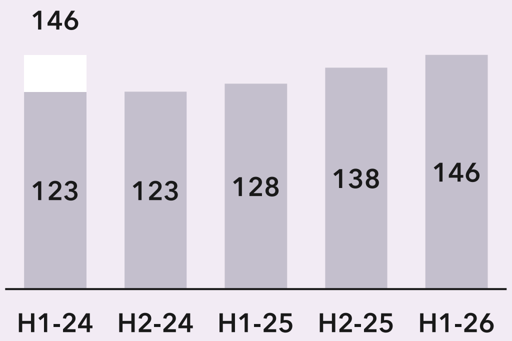
Net revenue[1] (£m)



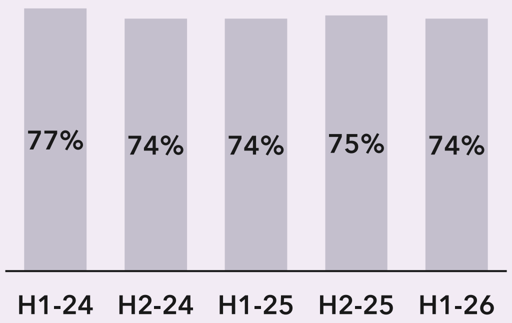
Net revenue yield (bps)



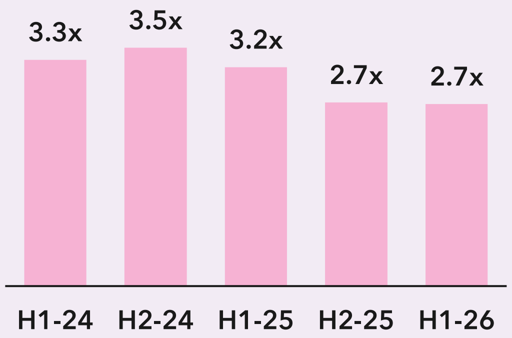
Adjusted EBITDA[1] (£m)



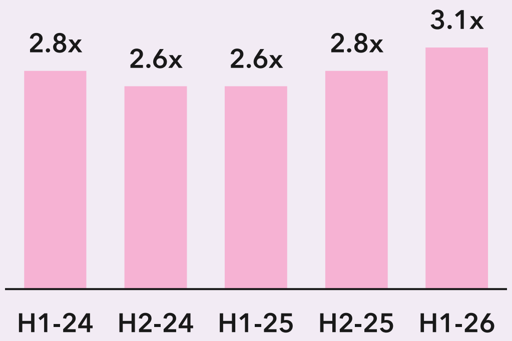
Adjusted EBITDA margin[1]



Leverage multiple[2]



Interest cover[3]



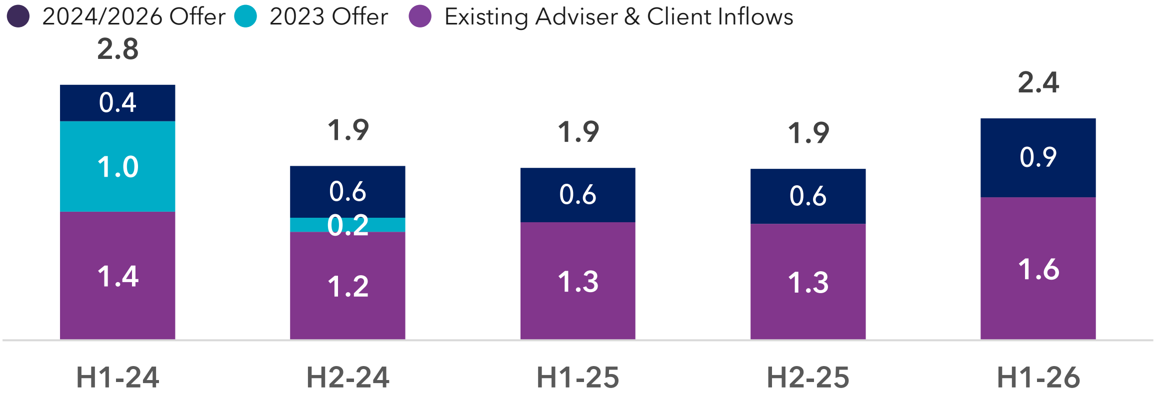
Note: Figures relate to True Potential Group unless otherwise stated.
1 Net revenue, Adjusted EBITDA and Adjusted EBITDA margin exclude performance fees of £23m in H1 2024.
2 Calculated as Kane Bidco Limited ("KBL") Group net financial debt / KBL run-rate LTM Adjusted EBITDA.
3 Calculated as half year KBL interest payable / KBL Adjusted EBITDA.

Strong momentum in net flows across the business

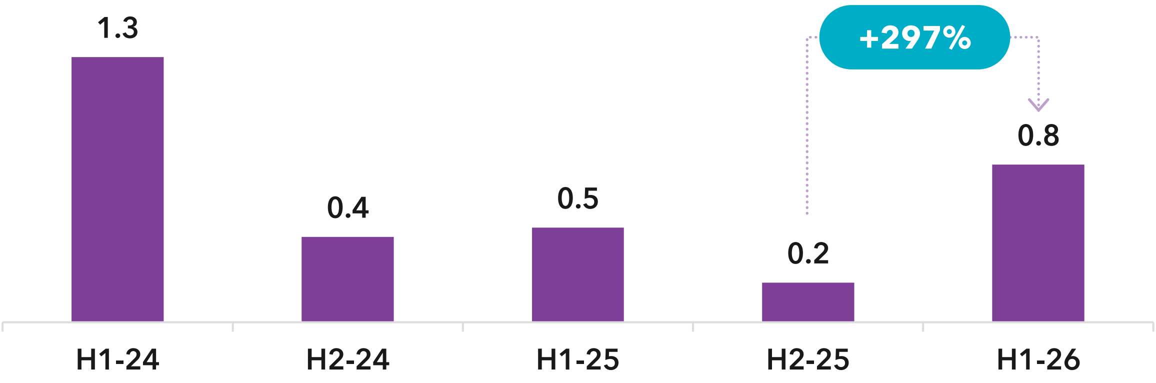
Return to net flows growth following impact from asset phasing under the current recruitment offer

Flows (£bn)	**H1-24**	**H2-24**	**H1-25**	**H2-25**	**H1-26**
Opening AuM	**28.6**	**31.4**	**32.8**	**34.1**	**37.2**
Gross Inflows	**2.8**	**1.9**	**1.9**	**1.9**	**2.4**
Existing Adviser & Client Inflows	1.4	1.2	1.3	1.3	1.6
Recruitment Inflows	1.4	0.7	0.6	0.6	0.9
Outflows	**(1.5)**	**(1.4)**	**(1.4)**	**(1.7)**	**(1.7)**
Net Flows	**1.3**	**0.4**	**0.5**	**0.2**	**0.8**
% Opening AuM (annualised)	9.3%	2.7%	2.9%	1.2%	4.3%
Market Movement	**1.4**	**0.9**	**0.9**	**2.9**	**2.7**
Closing AuM	**31.4**	**32.8**	**34.1**	**37.2**	**40.7**

Recruitment and existing adviser & client inflows (£bn)



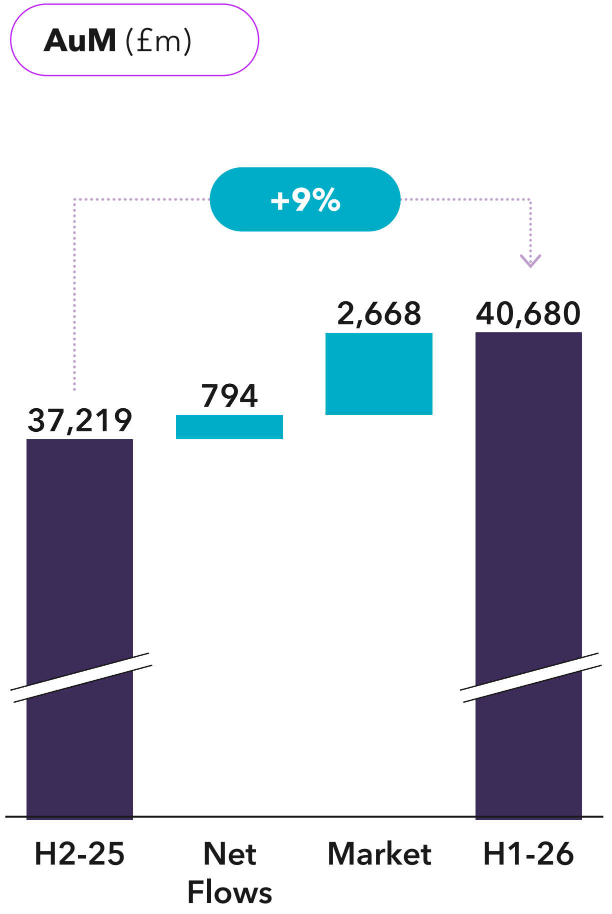
Net flows (£bn)

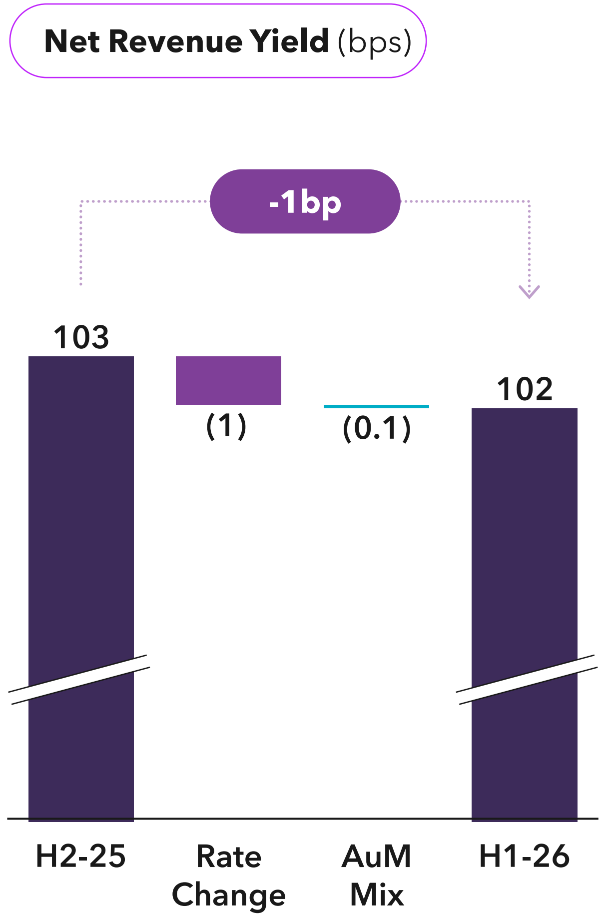


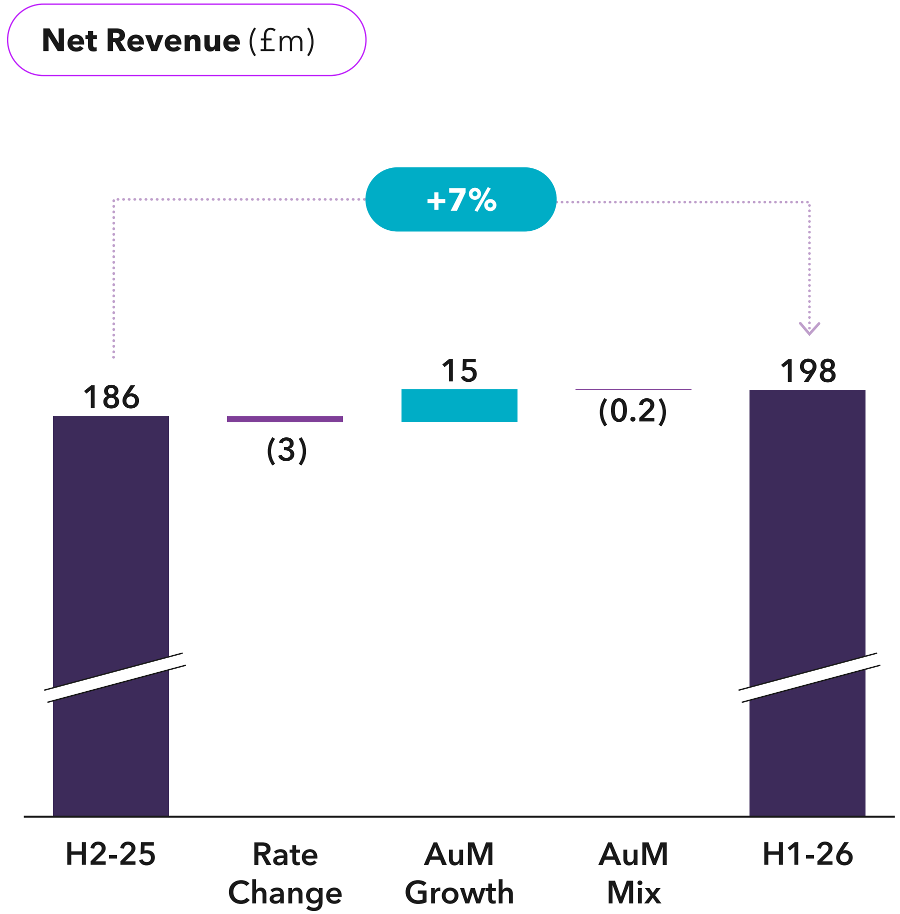
Certain figures have been rounded; accordingly, totals may not reconcile precisely to the sum of the rounded figures presented

Net revenue growth reflects record levels of AuM

Growth in net flows and strong market performance drove AuM increase

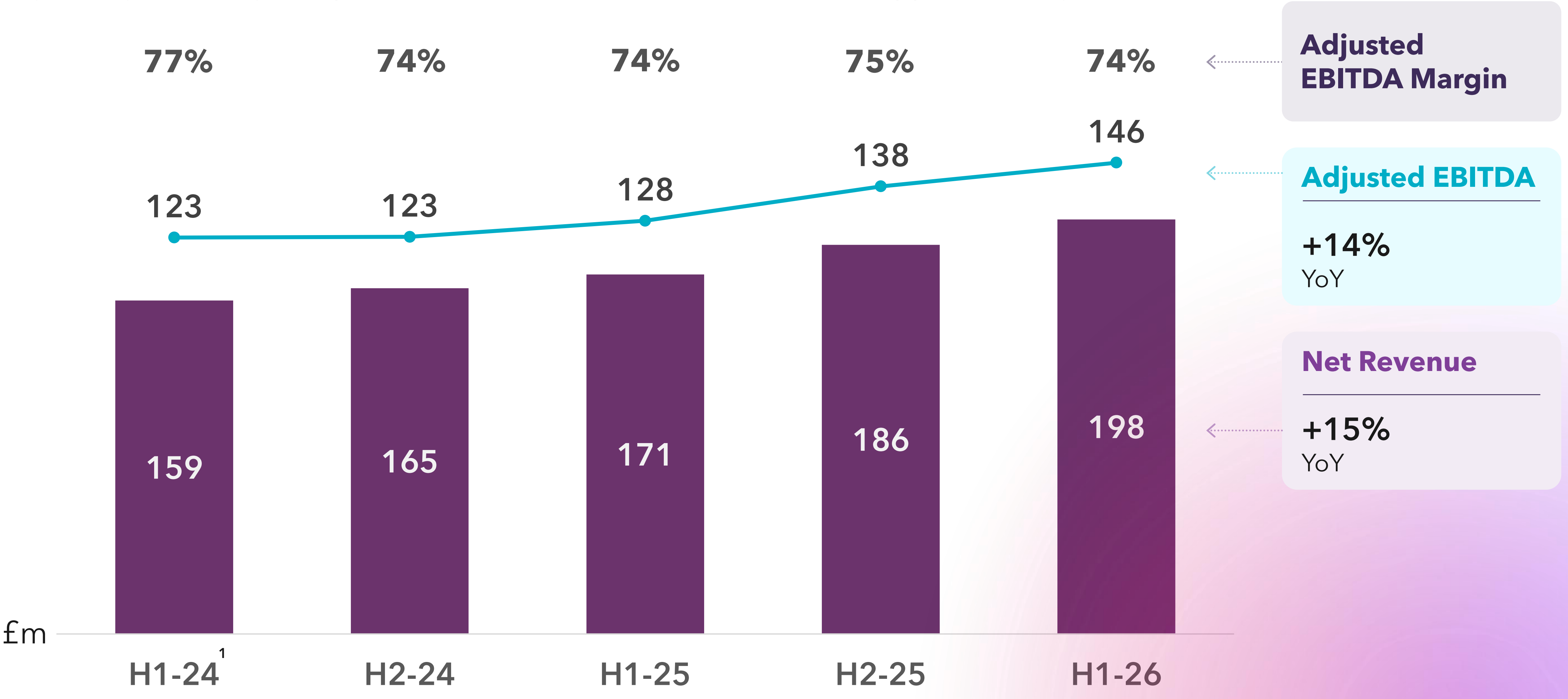






Maintained industry-leading margins while continuing to invest

High margins throughout period of investment into the business to support future growth

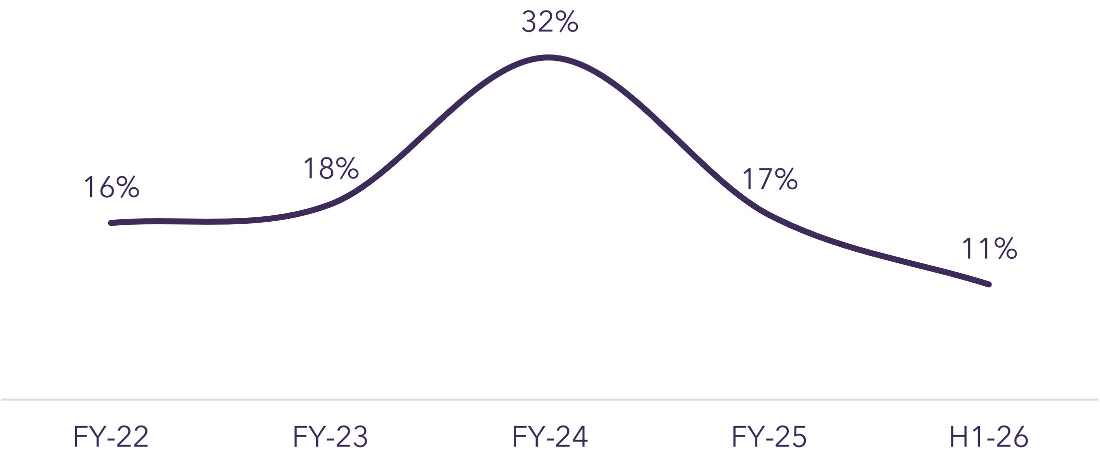


1 Excluding performance fees.

Moderating rate of cost growth

Flattening cost growth trajectory as we have progressed through a period of investment

Overheads growth rate[1]



(£m)	H2-25	H1-26	Var	Var %
Staff costs	24.6	30.5	5.9	24%
Other[2]	22.5	21.6	(0.9)	(4%)
Overheads (excl. D&A)	**47.1**	**52.1**	**5.0**	**11%**
% net revenue	*25%*	*26%*	*1ppt*	
FTE count	*806*	*871*	*65*	*8%*

Investing in growth

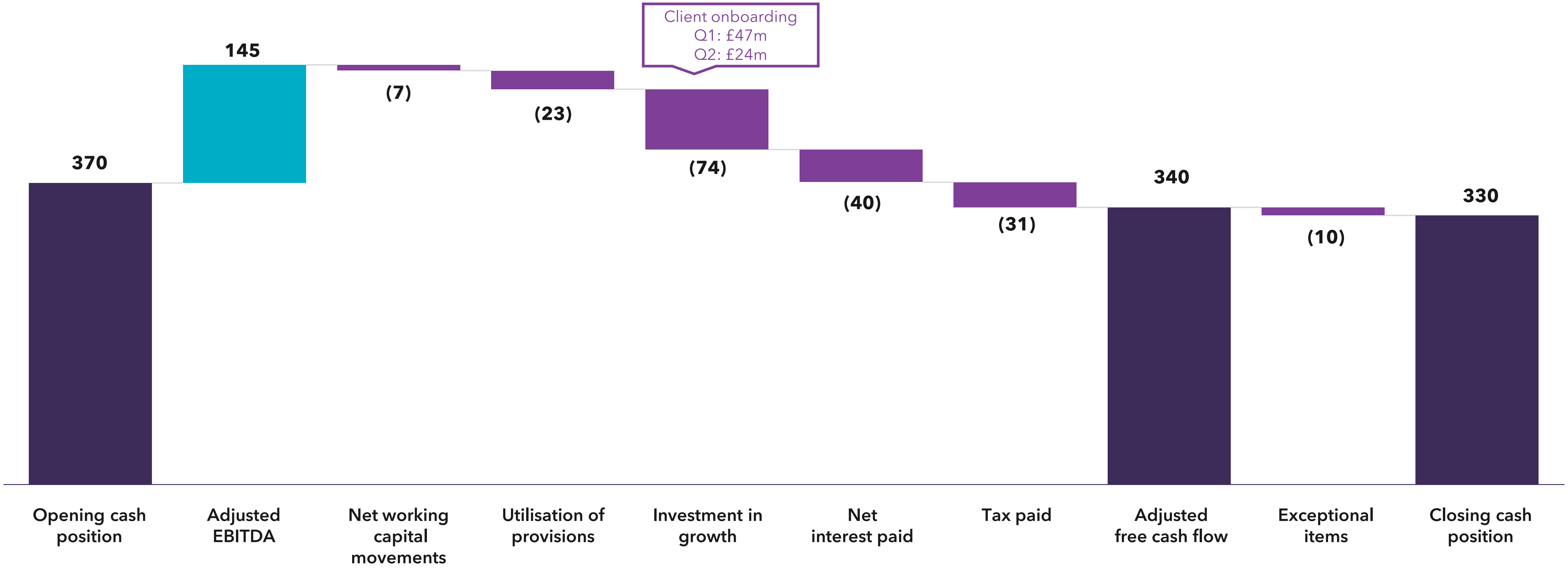
- Lower cost growth following deliberate investment in 2025
  - Strengthening of critical functions to provide firm foundations for next phase of growth
- Cost growth H1-26 vs H2-25 driven by staff costs relating to:
  - Timing of hires made in H2-25 joining part way through the period or in H1-26
  - Fixed and discretionary pay increases to share the firm's success with employees
  - Standard salary inflation

1 Overheads (excluding D&A) year-on-year comparisons for full years, half-on-half comparison for H1 2026.
2 Other costs include legal and regulatory fees, insurance, platform & technology running costs, marketing costs.

Organically funding our growth

Increase in investment in growth driven by timing of recruitment capex under current offer

H1-26 Cash (£m)



Note: Figures relate to Kane Bidco Group.

Looking ahead

Gerry Mallon

Chief Executive Officer

Delivering our next stage of growth

The business is well positioned to continue to accelerate flows, supported by our disruptor culture, launch of new initiatives and refreshed recruitment contract

Our Mission

To make high-quality financial advice and investment opportunities accessible to more people across the UK to close the advice gap

Strategic Focus Pillars

Compelling Client Offering

Continued focus on client outcomes and breadth of offering, driving high retention levels

Leading Adviser Proposition

Refined and reignited our adviser recruitment engine to drive inflows

Differentiated Proprietary Technology

Continue to invest in our AI-enabled technology to maintain our leading position

Delivering Strong Financial Performance

Maintain superior financial profile whilst remaining competitive on pricing

Maintaining a Strong Balance Sheet

Remain disciplined on capital allocation to further deleverage due to strong cash generation

Q&A

Appendix

P&L

True Potential Group

P&L (£m)	Q1-25	Q2-25	H1-25	Q3-25	Q4-25	H2-25	Q1-26	Q2-26	H1-26
Revenue	**127.0**	**123.8**	**250.8**	**133.6**	**140.8**	**274.4**	**143.8**	**149.1**	**292.9**
Fee expenses	(40.7)	(38.6)	(79.3)	(43.5)	(45.3)	(88.8)	(47.0)	(48.2)	(95.2)
Net revenue	**86.3**	**85.2**	**171.5**	**90.1**	**95.5**	**185.6**	**96.8**	**100.9**	**197.7**
Administrative expenses (excl. D&A)	(21.7)	(22.0)	(43.7)	(23.7)	(23.4)	(47.1)	(25.9)	(26.2)	(52.1)
Adjusted EBITDA	**64.6**	**63.2**	**127.8**	**66.4**	**72.1**	**138.5**	**70.9**	**74.7**	**145.6**
D&A	(14.1)	(14.2)	(28.3)	(14.3)	(15.9)	(30.2)	(14.6)	(15.2)	(29.8)
Redress provision	-	-	-	-	38.1	38.1	-	-	-
Other provisions	-	-	-	-	0.9	0.9	-	-	-
Other exceptional items	(3.9)	(7.1)	(11.0)	(6.2)	(12.2)	(18.4)	(4.9)	(5.1)	(10.0)
Exceptional items	**(3.9)**	**(7.1)**	**(11.0)**	**(6.2)**	**26.8**	**20.6**	**(4.9)**	**(5.1)**	**(10.0)**
Operating profit	**46.6**	**41.9**	**88.5**	**45.9**	**83.0**	**128.9**	**51.4**	**54.4**	**105.8**
Finance income	2.5	3.5	6.0	3.3	4.7	8.0	3.2	3.2	6.4
Finance costs	(0.1)	-	(0.1)	-	(0.1)	(0.1)	-	-	-
Profit before tax	**49.0**	**45.4**	**94.4**	**49.2**	**87.6**	**136.8**	**54.6**	**57.6**	**112.2**
Taxation	(6.7)	(14.3)	(21.0)	(2.1)	(18.4)	(20.5)	(10.0)	(12.8)	(22.8)
Profit for the period	**42.3**	**31.1**	**73.4**	**47.1**	**69.2**	**116.3**	**44.6**	**44.8**	**89.4**

P&L

Kane Bidco Group

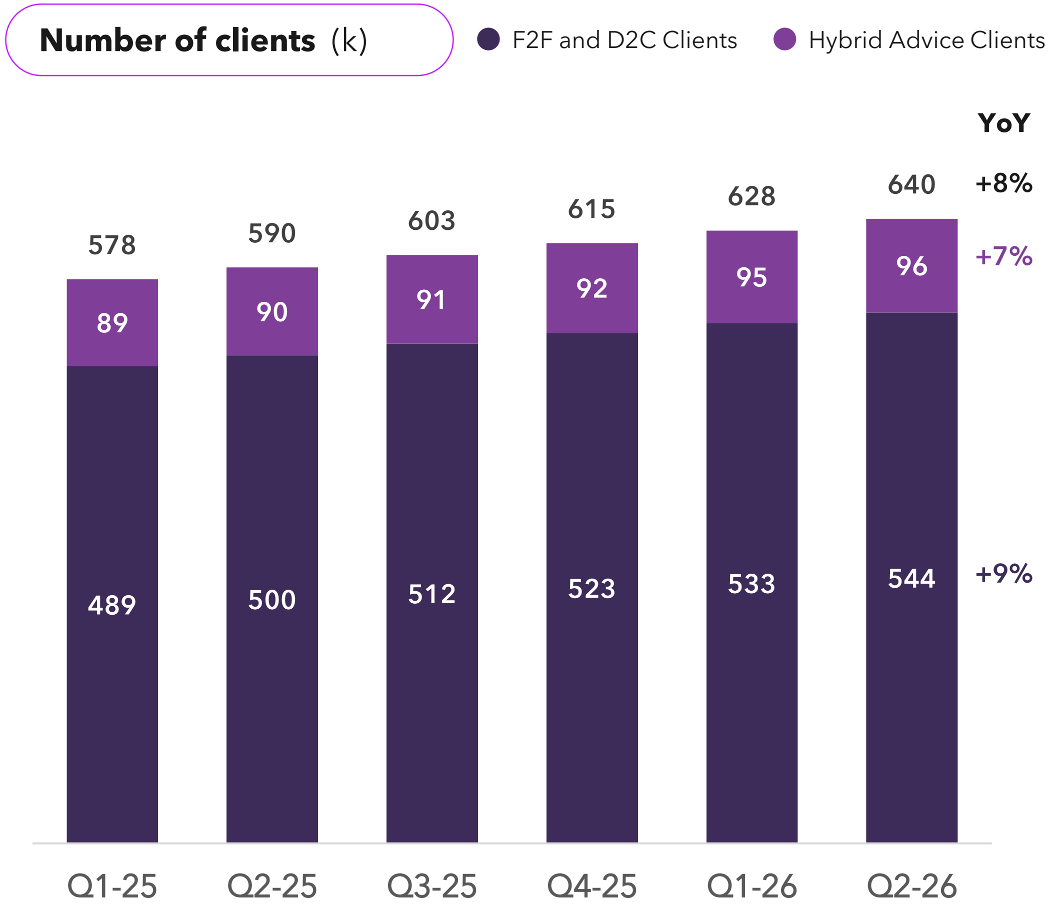
P&L (£m)	Q1-25	Q2-25	H1-25	Q3-25	Q4-25	H2-25	Q1-26	Q2-26	H1-26
Revenue	**127.0**	**123.8**	**250.8**	**133.6**	**140.8**	**274.4**	**143.8**	**149.1**	**292.9**
Fee expenses	(40.7)	(38.6)	(79.3)	(43.5)	(45.3)	(88.8)	(47.0)	(48.2)	(95.2)
Net revenue	**86.3**	**85.2**	**171.5**	**90.1**	**95.5**	**185.6**	**96.8**	**100.9**	**197.7**
Administrative expenses (excl. D&A)	(21.9)	(22.4)	(44.3)	(24.5)	(23.6)	(48.1)	(26.1)	(26.2)	(52.3)
Adjusted EBITDA	**64.4**	**62.8**	**127.2**	**65.6**	**71.9**	**137.5**	**70.7**	**74.7**	**145.4**
D&A	(20.9)	(21.0)	(41.9)	(21.1)	(22.8)	(43.9)	(21.5)	(22.1)	(43.6)
Redress provision	-	-	-	-	38.1	38.1	-	-	-
Other provisions	-	-	-	-	0.9	0.9	-	-	-
Other exceptional items	(3.9)	(6.7)	(10.6)	(24.7)	(12.4)	(37.1)	(4.9)	(5.1)	(10.0)
Exceptional items	**(3.9)**	**(6.7)**	**(10.6)**	**(24.7)**	**26.6**	**1.9**	**(4.9)**	**(5.1)**	**(10.0)**
Operating profit	**39.6**	**35.1**	**74.7**	**19.8**	**75.7**	**95.5**	**44.3**	**47.5**	**91.8**
Finance income	2.5	3.5	6.0	3.3	4.7	8.0	3.3	3.2	6.5
Finance costs	(23.4)	(25.0)	(48.4)	(25.6)	(23.7)	(49.3)	(23.8)	(23.8)	(47.6)
Profit before tax	**18.7**	**13.6**	**32.3**	**(2.5)**	**56.7**	**54.2**	**23.8**	**26.9**	**50.7**
Taxation	(6.7)	(14.3)	(21.0)	(2.1)	(11.4)	(13.5)	(10.0)	(12.7)	(22.7)
Profit for the period	**12.0**	**(0.7)**	**11.3**	**(4.6)**	**45.3**	**40.7**	**13.8**	**14.2**	**28.0**

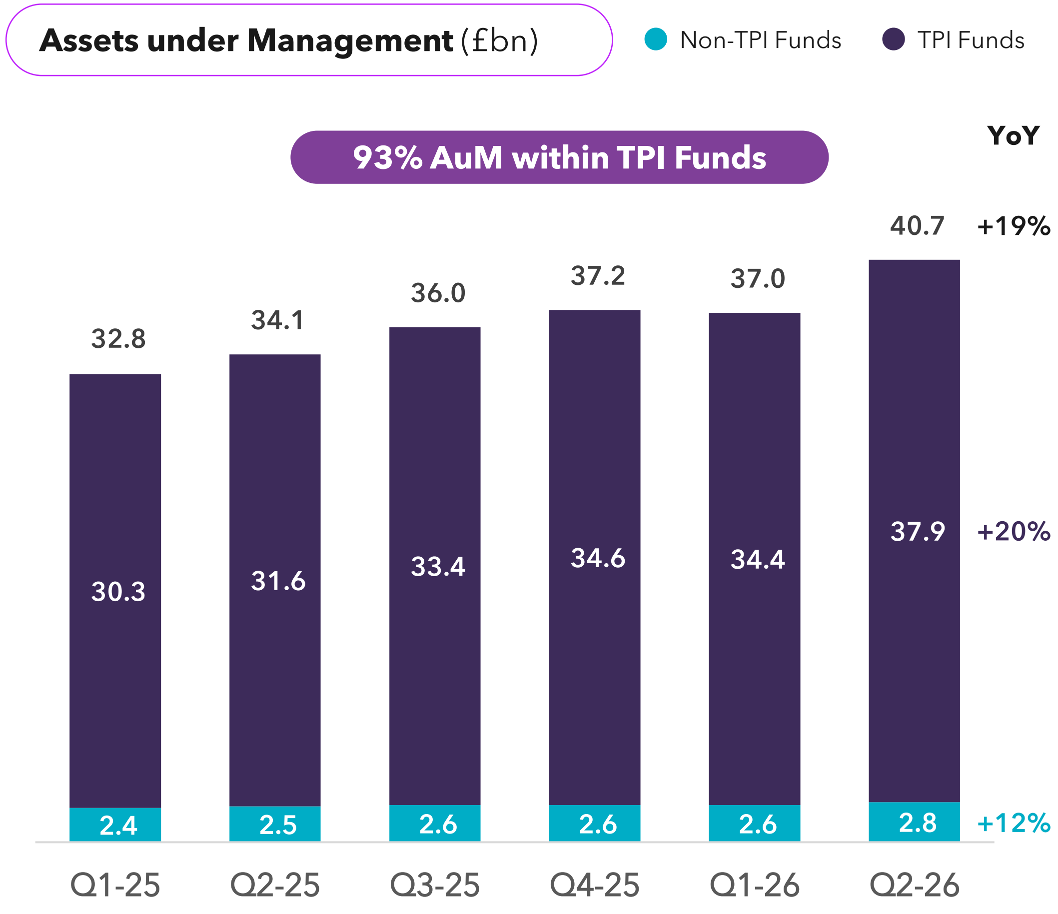
Cashflow

Kane Bidco Group

Cash Flow (£m)	Q1-25	Q2-25	H1-25	Q3-25	Q4-25	H2-25	Q1-26	Q2-26	H1-26
Adjusted EBITDA	**64.4**	**62.8**	**127.2**	**65.6**	**71.9**	**137.5**	**70.7**	**74.7**	**145.4**
Exceptional items	(3.9)	(6.7)	(10.6)	(24.7)	26.6	1.9	(4.9)	(5.1)	(10.0)
Adjusted EBITDA including exceptional items	**60.5**	**56.1**	**116.6**	**40.9**	**98.5**	**139.4**	**65.8**	**69.6**	**135.4**
Release of historic borrowing costs	-	-	-	6.4	3.3	9.7	-	-	-
Operating cashflows before movement in working capital	**60.5**	**56.1**	**116.6**	**47.3**	**101.8**	**149.1**	**65.8**	**69.6**	**135.4**
Net working capital movement	(4.0)	4.4	0.4	3.0	(40.5)	(37.5)	(10.1)	(19.3)	(29.4)
Total discretionary client onboarding	(12.4)	(8.6)	(21.0)	(6.6)	(7.7)	(14.3)	(46.6)	(23.8)	(70.4)
Corporation tax paid	-	-	-	-	(8.5)	(8.5)	(19.1)	(12.3)	(31.4)
Cashflow from operating activities	**44.1**	**51.9**	**96.0**	**43.7**	**45.1**	**88.8**	**(10.0)**	**14.2**	**4.2**
Cashflow from investing activities	**2.3**	**3.4**	**5.7**	**2.5**	**3.1**	**5.6**	**1.2**	**1.7**	**2.9**
Cashflow from financing activities	**18.9**	**(11.6)**	**7.3**	**(35.4)**	**(14.8)**	**(50.2)**	**(34.2)**	**(12.7)**	**(46.9)**
Interest paid	(33.3)	(11.4)	(44.7)	(26.6)	(13.6)	(40.2)	(34.0)	(12.5)	(46.5)
Net finance facility movement	(120.0)	-	(120.0)	-	-	-	-	-	-
Other financing activities	172.2	(0.2)	172.0	(8.8)	(1.2)	(10.0)	(0.2)	(0.2)	(0.4)
Net cash movement	**65.3**	**43.7**	**109.0**	**10.8**	**33.4**	**44.2**	**(43.0)**	**3.2**	**(39.8)**
Opening cash balance	216.9	282.2	216.9	325.9	336.7	325.9	370.1	327.1	370.1
Closing cash balance	**282.2**	**325.9**	**325.9**	**336.7**	**370.1**	**370.1**	**327.1**	**330.3**	**330.3**

8% growth in client numbers with AuM up 19% YoY





Run-rate LTM Adjusted EBITDA reconciliation

Run-rate Adjusted EBITDA (£m)	**Q1-26**	**Q2-26**
True Potential Group		
LTM Adjusted EBITDA	272	284
Run-rate adjustment[1]	21	26
Run-rate Adjusted EBITDA	**293**	**310**
Kane Bidco Group		
LTM Adjusted EBITDA adjustment	(1)	(1)
Run-rate Adjusted EBITDA	**292**	**309**

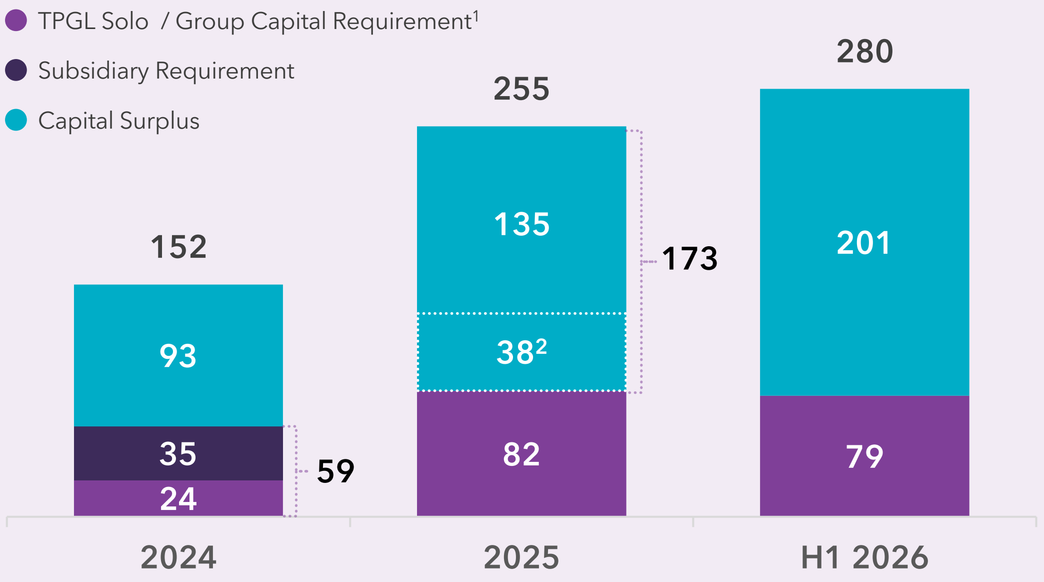
Run-rate adjustment (£m)	**Q1-26**	**Q2-26**
Run rates	**357**	**377**
Platform Fees	138	148
TPI Fund Fees	154	160
Advice Fees	65	69
Last 12 Months	**(336)**	**(351)**
Platform Fees	(131)	(137)
TPI Fund Fees	(143)	(150)
Advice Fees	(62)	(64)
Run-rate adjustment	**21**	**26**

1 Run-rate adjustment reflects the application of the effective fee rates at the period end to the AuM at the end of the period.

Strong capital surplus and deleveraging profile

Regulatory capital surplus increased to £201m

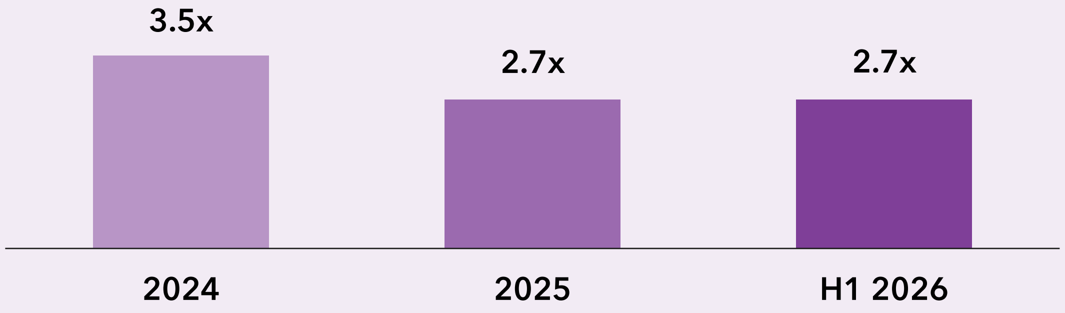
Regulatory Capital (£m)



Cash (£m)

217	370	330

Leverage multiple[2]



Debt breakdown (£m)	**2024**	**2025**	**H1-26**
Total Gross Financial Debt	1,095	1,150	1,150
Less: Cash	(217)	(370)	(330)
Total Net Financial Debt	**877**	**780**	**820**
LTM run-rate Adjusted EBITDA	251	288	309
Leverage Multiple[2]	**3.5x**	**2.7x**	**2.7x**

1 For 2025 and H1 2026, the regulatory capital requirement was determined through the consolidated Group ICARA process following its implementation on 30 September 2025.
2 For prudent capital liquidity management, provision release temporarily held as additional management buffer.
3 Calculated as KBL net financial debt / KBL run-rate LTM Adjusted EBITDA.

Debt and Leverage Overview

(£m)	As of 30 June 2026 Amount	Leverage Multiple	Maturity
Undrawn Super Senior Revolving Credit Facility (£120m)	-		Oct-2029
£405m 7.75% Senior Secured Notes	405		Jul-2031
£112.5m 7.75% Senior Secured Notes Extension	113		Jul-2031
€400m EURIBOR + 3.750% Senior Secured Notes[1]	345		Jul-2032
€128m EURIBOR + 3.750% Senior Secured Notes Extension[1]	113		Jul-2032
£175m March 2025 Private Placement Notes	175		Mar-2030
Total Gross Financial Debt	**1,150**	**3.7x**	
Cash and Cash Equivalents[2]	**(330)**		
Total Net Financial Debt	**820**	**2.7x**	
Shareholder loan[3]	32		
Total Gross Debt	**1,182**	**3.8x**	
Total Net Debt	**852**	**2.8x**	
KBL June 2026 Run-rate Adjusted EBITDA	309		

1 Euro-denominated debt is fully hedged for interest rate and FX risk.
2 Cash on balance sheet includes amounts held to cover redress disbursements.
3 £31.9m shareholder loan from True Potential LLP Discretionary Trust 2009 payable upon demand.

Our adviser recruitment model

Providing flexible options for advisers maximises our addressable market for recruitment

Independent Financial Advisers →

Provision of **back-office technology** & support to increase adviser efficiency

Adviser recruitment opportunity for **True Potential** over time

Recruitment Offers

Growth Offer

Offer to advisers looking to **drive growth** in their business

Loan offer based on **income & AuM**

Enables advisers to **grow faster** than they could standalone

Retiring Adviser Offer

Offer to IFAs and tied advisers **looking to retire**

Client acquisition offer based on either business valuation or linked to income & AuM

c.2-year client transition period to the **True Potential Central Advice Team**

→ **True Potential's Central Advice Team**

Client assets **progressively migrate** to our Central Advice Team as advisers retire

Provides **established succession plan** and continuity of service to clients

True Potential Executive Committee

Gerry Mallon

Chief Executive Officer
True Potential Group

Ben Thorpe

Chief Financial Officer

Earl Glasgow

Chief Recruitment Officer

Iain Wallace

Chief Risk Officer

Henrietta Jowitt

Chief Executive Officer
True Potential Administration

Jeff Casson

Chief Executive Officer
True Potential Investments

Jamie Sexton

Chief Client Officer

Gregg Lang

Chief Executive Officer
True Potential Adviser Services

David Reid

Chief Technology Officer

Stuart Dodson

Chief Executive Officer
True Potential Wealth Management

Laura McCall

Chief People Officer

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