

Full year results presentation

Year ended
30 April 2026

25 June 2026



Disclaimer

This presentation and the discussion which follows it may include certain forward-looking statements with respect to the business, strategy and plans of the Company (together with its subsidiaries, the “Group”) and its current goals and expectations relating to its future financial condition and performance. Statements that are not historical or current facts, including statements about the Group or its directors’ and/or management’s beliefs and expectations, are forward-looking statements. These forward-looking statements may include words such as “aims”, “anticipates”, “believes”, “continues”, “estimates”, “expects”, “goal”, “intends”, “likely”, “may”, “plans”, “projected”, “seeks”, “sees”, “should”, “targets”, “will” or the inverse of such terms or other similar words. These forward-looking statements involve known and unknown risks and uncertainties and other factors, many of which are beyond the Group’s control and all of which are based on current beliefs and expectations about future events. They are necessarily based upon a number of estimates and assumptions that, while considered reasonable by the Company, are inherently subject to significant risks, uncertainties, contingencies and other important factors. Known and unknown factors could cause actual results to differ materially from those projected in the forward-looking statements, such as (but not limited to) future market and economic conditions, currency fluctuations, the behaviour of other market participants, the response of customers to sales and marketing activities, the performance, security and reliability of the Group’s online platform and other information technology systems, the cost of, and potential adverse results in, litigation involving any of the Group’s intellectual property, changes in business strategy, political, economic and regulatory changes in the countries in which the Group operates or changes in economic or technological trends or conditions, and the success of the Group in managing the risks of the foregoing. As a result, investors are cautioned not to place undue reliance on such forward-looking statements. Forward-looking statements speak only as of their date and the Company expressly disclaims any obligation to supplement, amend, update or revise any of the forward-looking statements made herein, except where it would be required to do so in accordance with its regulatory or legal obligations.

Agenda

The logo graphic consists of a central pink circle containing the text 'moonpig group plc'. This circle is surrounded by two concentric blue circles, and a thin white circle is also visible. A curved line on the right side of the graphic connects the three agenda items.

moonpig
group plc

1

Introduction – Catherine Faiers

2

Financial performance – Andy MacKinnon

3

Strategic progress – Catherine Faiers

Strong foundations. Clear areas of focus. Significant opportunity

Strong foundations

- Disciplined growth framework
- Positive cash generation
- Consistent capital allocation policy

Clear areas of focus

- Strengthening our differentiated model
- Deepening customer relationships and driving frequency
- Leveraging our Group advantage

Significant opportunity

- Sustainable mid to high single digit percentage revenue growth
- Strong Adjusted EBITDA margin of 25% to 27%
- Compounding double-digit percentage Adjusted EPS growth

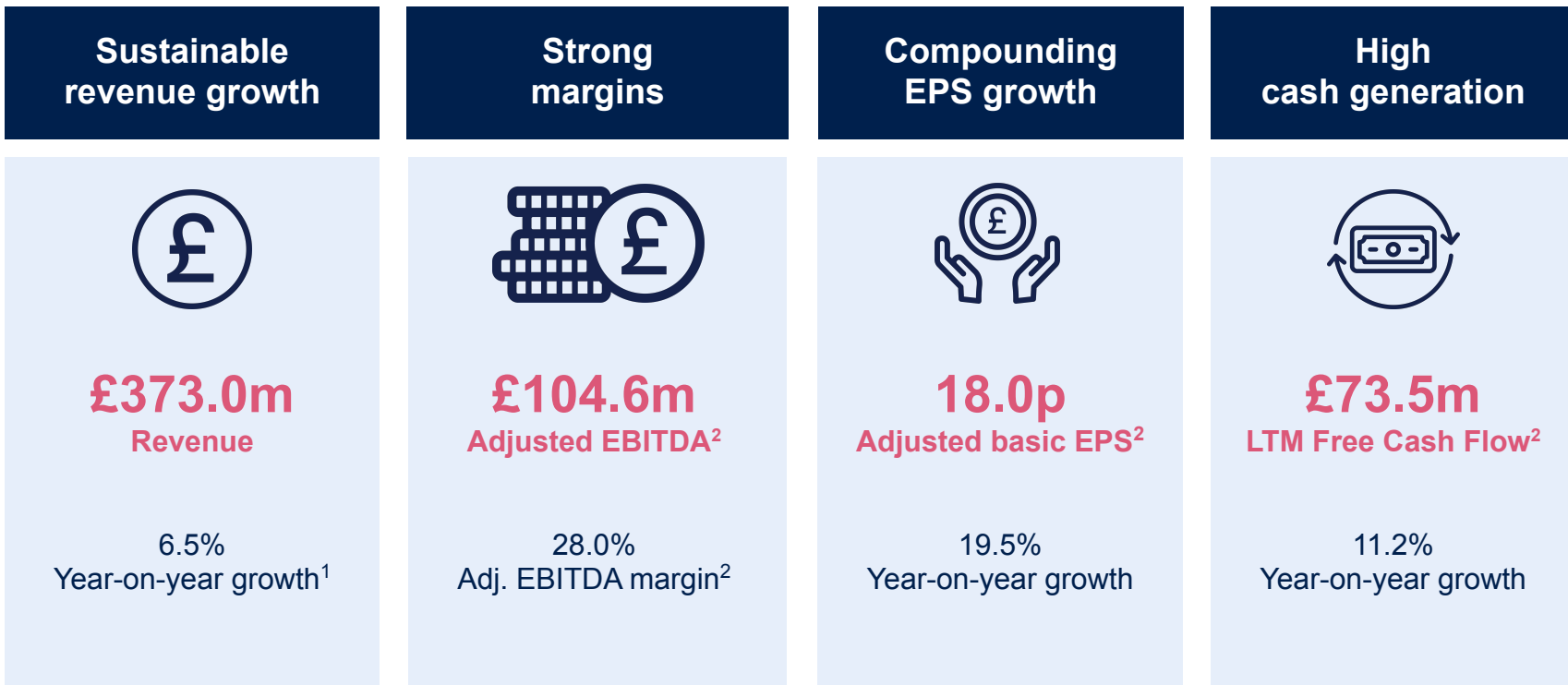
Financial performance

Andy MacKinnon

Chief Financial Officer



Revenue growth and strong margins driving +19.5% Adjusted EPS



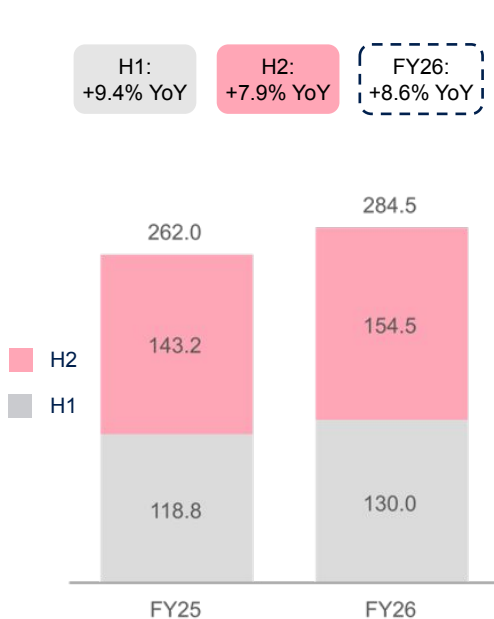
1. Consolidated revenue growth of 6.7% in H1 FY26, 6.4% in H2 FY26 and 6.5% for the financial year as a whole.

2. Adjusted EBITDA, Adjusted EBITDA margin, Adjusted EPS and Free Cash Flow are Alternative Performance Measures. Refer to the FY26 full year results announcement.

Continued growth at Moonpig and gradual strengthening at Greetz

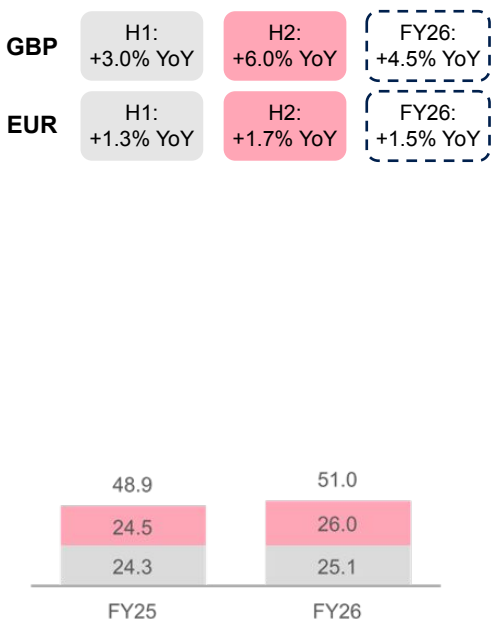
Moonpig revenue

£m



Greetz revenue

£m



Continued growth at Moonpig:

- Positive **new customer acquisition performance**
- Trading-up to **higher-priced gifts and larger card size formats**
- Growth in **tracked delivery**
- **New Markets¹ growth at +33%**

Return to constant currency revenue growth at Greetz:

- **Improved localisation** of product range and online experience
- **Adoption of engagement levers** such as Plus and reminders
- **Focus on marketing and partnerships**, driving strong new customer acquisition at lower initial frequency, with engagement expected to build over time

1. New Markets comprise Moonpig sales to consumers in Ireland, Australia and the US.

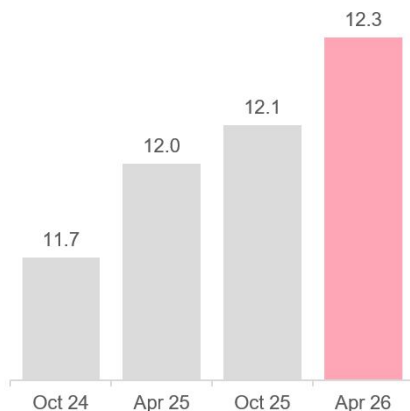
2. Figures are individually rounded to the nearest £0.1m. As a result, there may be minor discrepancies in the totals due to rounding differences.

Positive customer acquisition performance driving order growth

Active customer base growth at both Moonpig and Greetz

Moonpig and Greetz active customers
Millions; Last Twelve Months (LTM)

Oct 25: +3.0% YoY
Apr 26: +2.8% YoY



Marginally lower frequency, driven by Greetz partnership activity

Moonpig and Greetz frequency
LTM orders per active customer

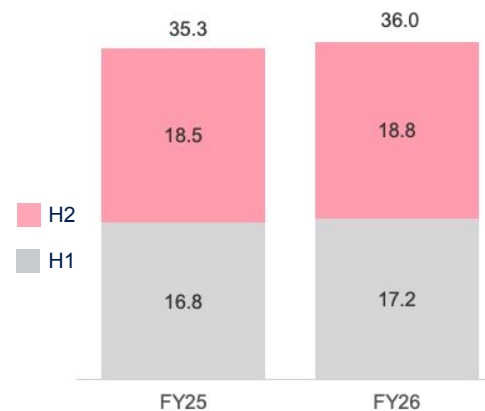
Oct 25: +0.0% YoY
Apr 26: -0.7% YoY



Order growth at +2.1% YoY driven by an expanded active customer base

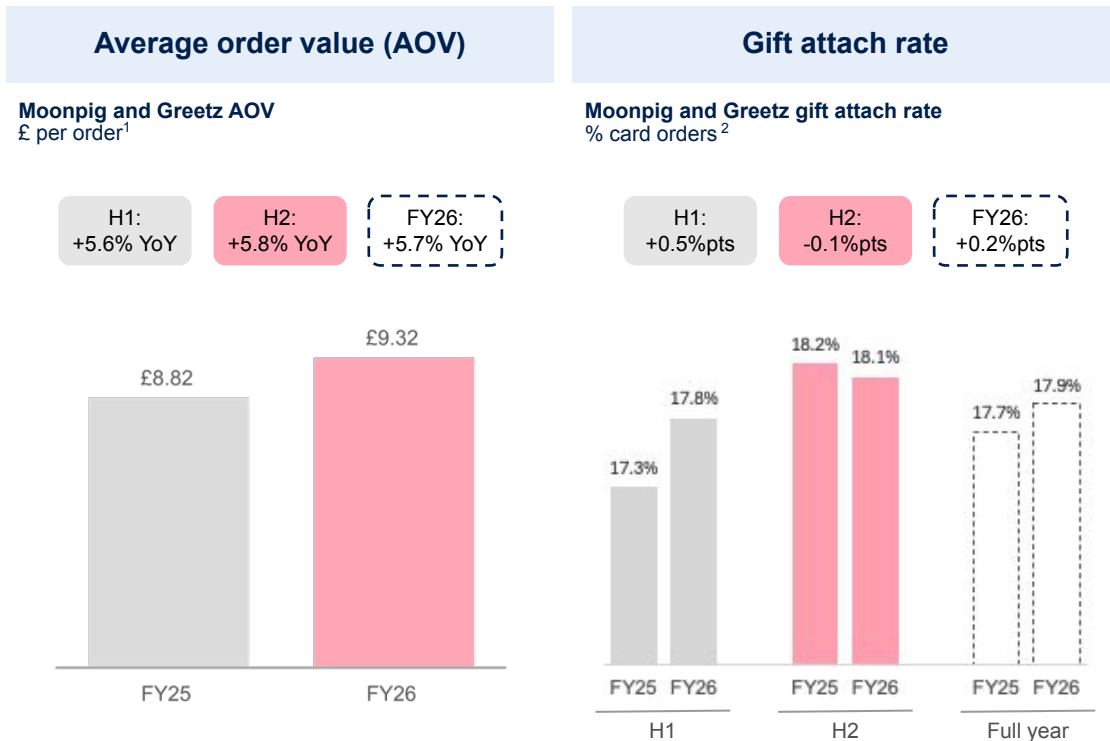
Moonpig and Greetz orders
Millions

H1: +2.5% YoY
H2: +1.7% YoY
FY26: +2.1% YoY



1. An active customer is one that has made at least one purchase in the last twelve months. The active customer base increased at both Moonpig and Greetz in FY25 and in FY26.
2. Frequency decreased YoY at Greetz reflecting additional use of "free card" commercial partnerships with third party consumer brands as a customer acquisition mechanism. Frequency at Moonpig remained unchanged year-on-year in the context of increased penetration of higher-priced tracked delivery services.

Customer proposition improvements driving growth in AOV



- **AOV growth at +5.7% YoY:**
 - Customers trading-up to **higher-priced gifts**, including growth in **categories where we have added trusted brands** such as homeware
 - Higher upsell into our **large and giant card size formats**
 - Some growth in **gift attach rate**
 - Increased postage revenue from stamp price changes and **uptake of tracked next-day delivery**
- **No significant changes in card prices.** UK standard card price of £3.99 throughout FY25 and FY26

1. Average order value stated excluding VAT.

2. Attach rate is defined as the proportion of card orders for which the customer adds a gift to their purchase.

Upsell driving card and attached gift revenue growth

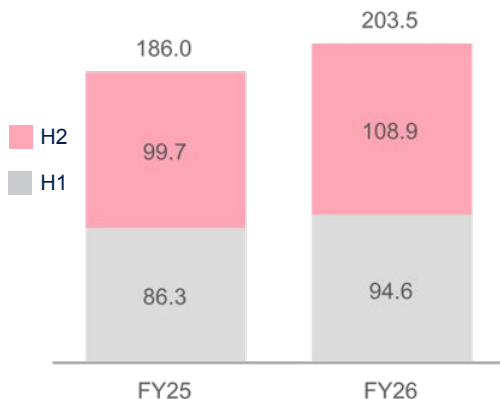
Card revenue

Moonpig and Greetz - Card revenue
£m

H1:
+9.7% YoY

H2:
+9.2% YoY

FY26:
+9.4% YoY



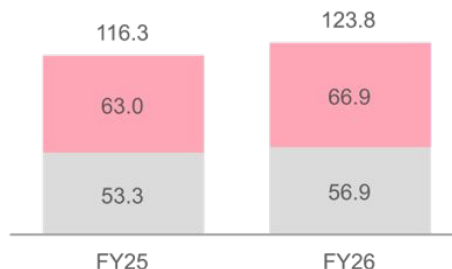
Attached gift revenue

Moonpig and Greetz - Attached gifting revenue
£m

H1:
+6.8% YoY

H2:
+6.3% YoY

FY26:
+6.5% YoY

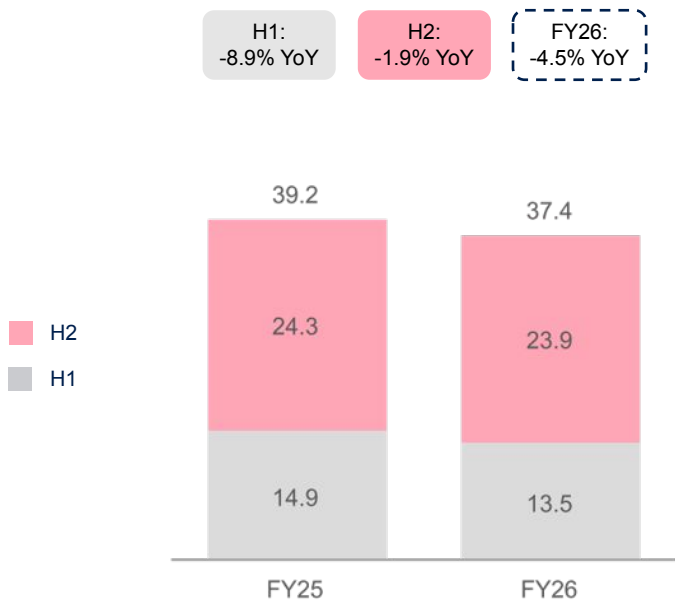


- **Card revenue growth +9.4%:**
 - Order volume growth
 - **Uptake of tracked card delivery** and stamp price increase
 - Growth in **card size format upsell**
- **Attached gifting revenue +6.5%:**
 - Higher card order volumes, with gift attach rate modestly higher
 - Trading-up to higher-priced gift products

Strengthened proposition at Experiences, with further work required

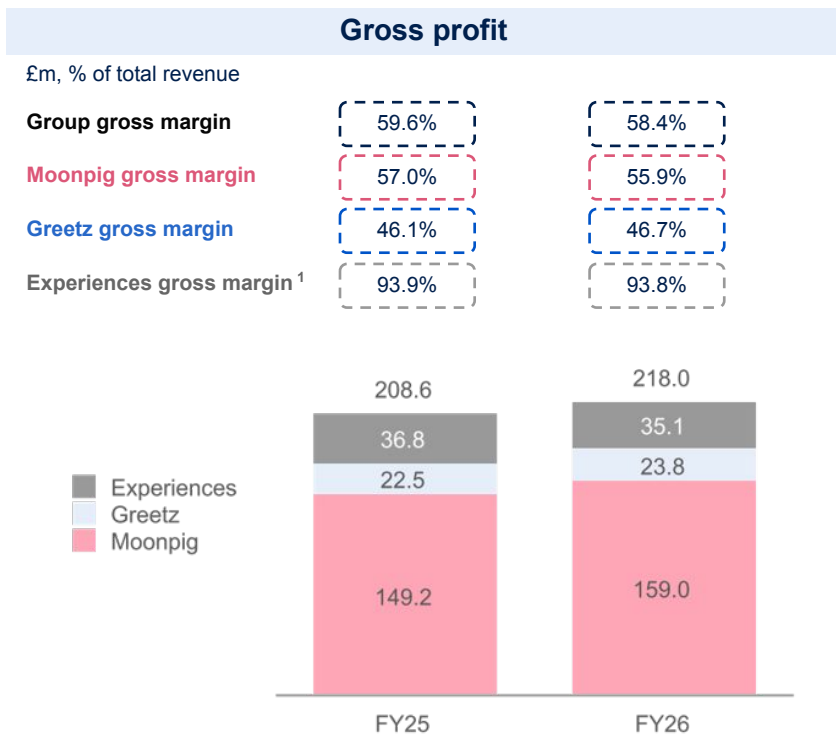
Experiences revenue

£m



- Experiences **trading improved from H1 to H2**:
 - Reflects progress made in building **a broader and more relevant product range**
 - Onboarding **new partners and products** in key categories such as casual dining, days out, immersive experiences and subscriptions
 - Revenue growth moderated by **lower average commission rates as we evolve the range**
- **Focus has shifted to the recipient experience**:
 - The Experiences business is now **operating closer to the rest of the Group**
 - **Further work remains** to ensure product quality and the recipient journey meet Moonpig Group expectations
 - As a result, we **expect the trading pattern of H2 FY26 to continue in the near term**, with gross transaction value growth offset by lower average commission rates as we prioritise proposition quality

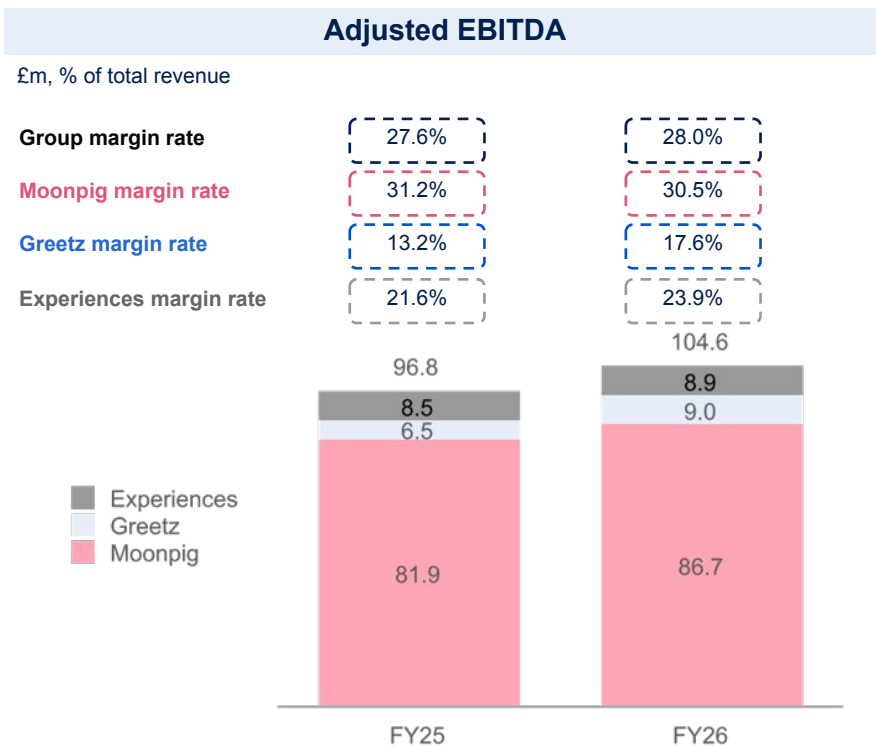
Margin investment to strengthen our delivery proposition



- Moonpig gross margin rate decreased by -1.1%pts:
 - **Strategic investment to enhance our delivery proposition**, including tracked next-day card delivery and premium gift delivery options
 - Revenue mix effects from **growth in New Markets**, where margin is lower due to outsourced fulfilment²
- Greetz gross margin rate increased by +0.6%pts, reflecting the **transition of Dutch flowers fulfilment** to the Group's long-term strategic category partner
- Looking forward to FY27, we expect:
 - Continued **investment to strengthen our delivery proposition** and expand customer delivery choice
 - Continued **revenue growth in New Markets**

1. Experiences gross margin reflects its agency commission model. Cost of goods sold primarily comprises packaging and delivery for orders that are physically delivered rather than digitally fulfilled.
 2. New Markets comprises Ireland, Australia and the US.
 3. Figures are individually rounded to the nearest £0.1m. As a result, there may be minor discrepancies in the totals due to rounding differences.

Adjusted EBITDA margin of 28.0%, above our target range



- **Adjusted EBITDA grew at +8.1%:**
 - Moonpig margin decreased 0.7%pts, as **positive operating leverage and lower share based payment expense** partially offset the lower growth in gross profit
 - Increased Adjusted EBITDA margin rates at Greetz and Experiences driven by **cost reduction initiatives and operational efficiencies**
- We expect Adjusted EBITDA margin rate to **ease towards the top of our target range¹** in FY27

1. Target range for Adjusted EBITDA margin rate is 25% to 27%
 2. Adjusted EBITDA and Adjusted EBITDA margin are Alternative Performance Measures. Refer to the FY26 full year results announcement.
 3. Figures are individually rounded to the nearest £0.1m. As a result, there may be minor discrepancies in the totals due to rounding differences.

Adjusted EPS rose +19.5%, reflecting the positive impact of buybacks

Adjusted EBITDA to Adjusted PBT

£m	FY25	FY26	YoY (%)
Adjusted EBITDA¹	96.8	104.6	8.1%
Depreciation and amortisation	(18.9)	(17.4)	(8.0)%
Net finance costs	(10.3)	(10.6)	3.0%
Adjusted PBT¹	67.5	76.5	13.4%
Adjusted basic EPS¹ (pence)	15.0p	18.0p	19.5%
Adjusted diluted EPS¹ (pence)	14.5p	17.4p	20.0%
Issued share capital:			
- Weighted average for EPS ² (m)	342.5	319.5	(6.7)%
- Opening (m)	343.3	333.8	(2.8)%
- Closing (m)	333.8	306.1	(8.3)%

- The reduction in depreciation and amortisation reflects **relatively low capex** in FY26 and the two preceding years
- **Net finance costs increased by £0.3m year-on-year**, with lower SONIA offset by higher average borrowings
- Adjusted basic EPS increased +19.5% to 18.0p:
 - **Growth in Adjusted profit after taxation** at +11.5%
 - **Average issued share capital² decreased** by 6.7%
- Positive impact from buybacks:
 - Closing **issued share capital down 8.3% YoY**, reflecting 27.8m³ shares repurchased and cancelled
 - Seeking **authority at 2026 AGM to repurchase 14.99% of shares** to enable announced buyback intention. No change in capital allocation policy
 - We have moved to using **market purchases to settle share scheme vesting**, subject to share price

1. Adjusted EBITDA, Adjusted PBT and Adjusted EPS are Alternative Performance Measures. Refer to the FY26 full year results announcement.

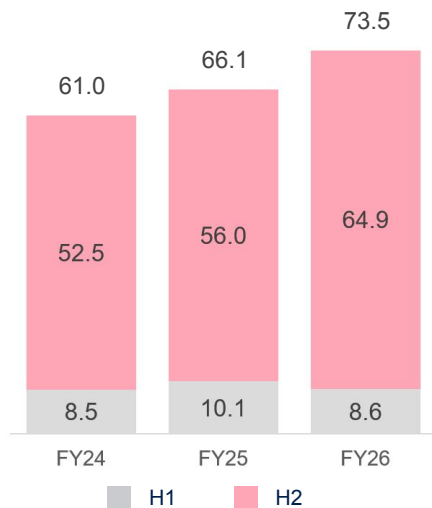
2. The weighted average number of shares in issue was 320.6m. The weighted average number of shares for calculating basic EPS was 319.5m. The difference is the average 1.1m shareholding of the Employee Benefit Trust; these shares are included in issued shares but excluded from the weighted average used for calculating EPS, in accordance with IAS 33.

3. During FY26 Group repurchased 27.69m (FY25: 11.38m) ordinary shares for consideration of £60.2m (FY25: £25.0m), including duty and expenses of £0.4m (FY25: £0.2m). The number of shares cancelled during the period was 27.78m (FY25: 11.06m), with the difference to shares repurchased reflecting the timing of transfers to the registrar for cancellation.

Consistent and improving Free Cash Flow generation

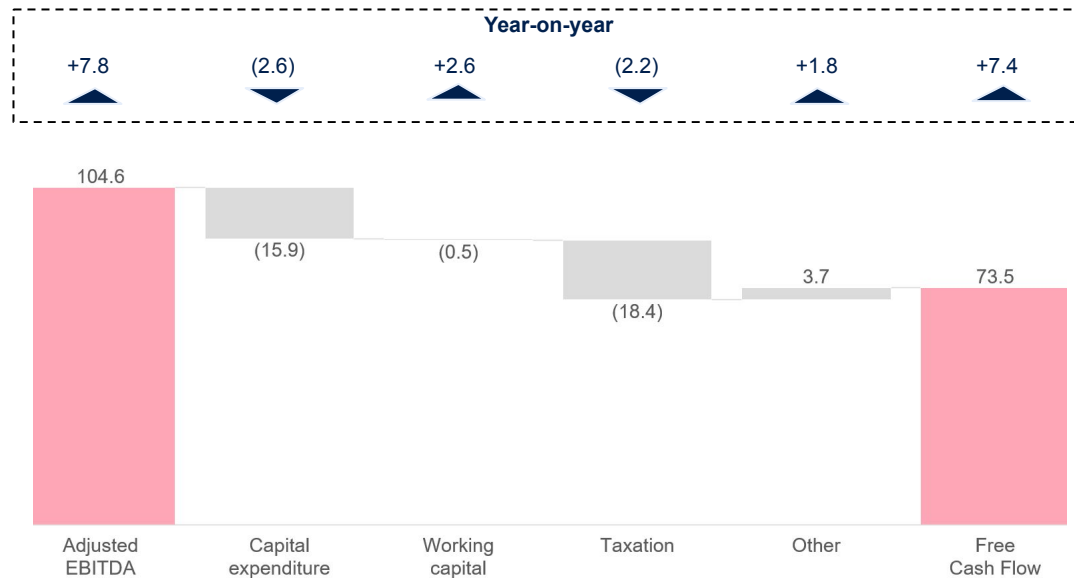
Strong FCF, seasonally weighted into H2

Free Cash Flow
£m



Higher capex primarily for UK fulfilment insourcing and automation

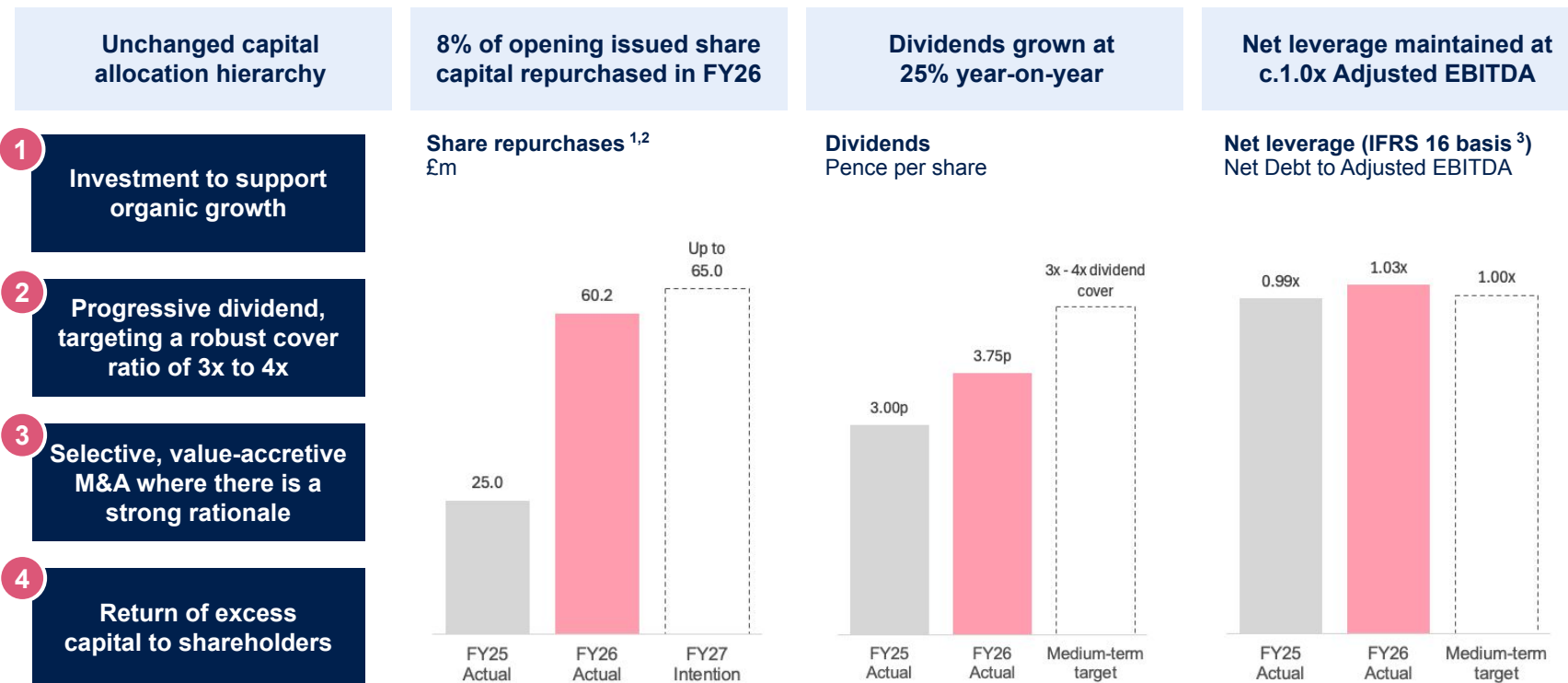
Adjusted EBITDA conversion to Free Cash Flow - FY26
£m



1. Adjusted EBITDA and Free Cash Flow (FCF) are Alternative Performance Measures. Refer to the FY26 results announcement.

2. Other movements between Adjusted EBITDA and FCF include +£4.1m (FY25: +£1.8m) in respect of the add back of Share-Based Payment expenses.

Investing behind growth while returning significant capital



1. The Group repurchased £60.2m (FY25: £25.0m) of its own shares for cancellation, including £0.4m (FY25: £0.2m) duty and expenses. Of this amount, £60.5m (FY25: £24.3m) was paid during the year to the corporate broker managing the share repurchase programme, with £0.5m (FY25: £0.7m) remaining payable as at 30 April 2026.

2. The Group intends to carry out further share buybacks of up to £65m in FY27, through two programmes of up to £32.5m in each of H1 and H2.

3. Net leverage is calculated on an IFRS 16 basis. As at 30 April 2026, net debt of £108.1m (April 2025: £96.0m) included lease liabilities of £10.4m (April 2025: £13.5m).

FY27 outlook and financial framework

Current trading and FY27 outlook

- Since the start of the year, trading across the Group has been in line with expectations.
- Our expectations for FY27 remain unchanged.

Consistent financial framework

- Our goal is to deliver sustainable, high-quality growth supported by strong returns and consistent capital allocation. We are targeting:
 - Mid-to-high single digit percentage annual revenue growth.
 - Adjusted EBITDA margin of 25% to 27%.
 - Double-digit percentage growth in Adjusted earnings per share.
 - Continued returns of excess capital to shareholders.



Strategic progress

Catherine Faiers

Chief Executive Officer

At Moonpig and Greetz, we leverage data to drive loyalty and gift upsell

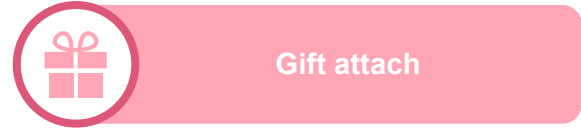


Card-first

*Profitable customer acquisition
with high loyalty*



- ✓ 51m card buyers in UK & NL ¹
- ✓ Shift to online, with UK online penetration at 15% ¹
- ✓ Moonpig and Greetz have distinct market leadership positions, supporting profitable customer acquisition
- ✓ High frequency, recurring purchase occasions
- ✓ Loyal customers with around nine tenths of revenue from existing customers ³



Gift attach

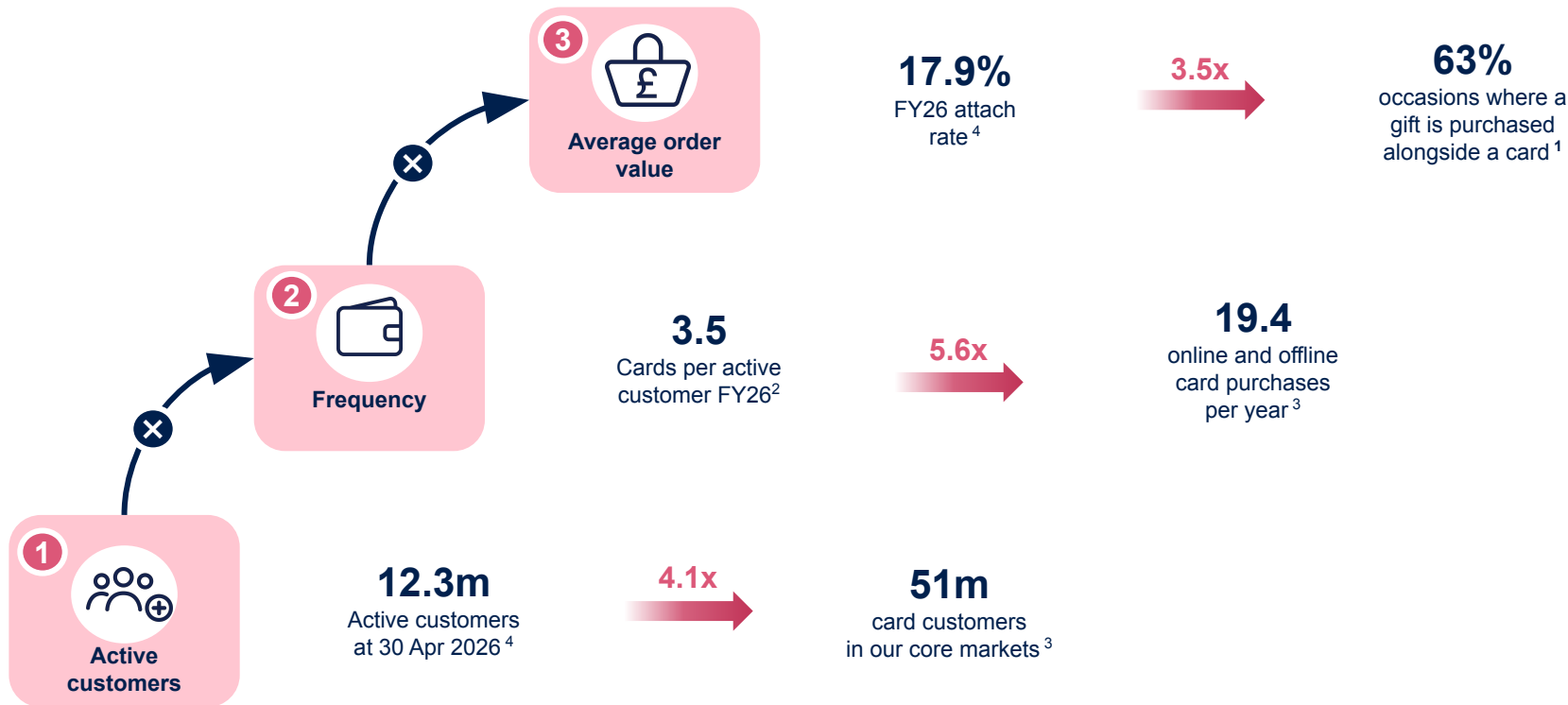
*Highly relevant gifting platform
with minimal acquisition cost*



- ✓ >63% cards given with a gift in the wider market ^{1,2}
- ✓ Card-first journey enables highly relevant gift recommendations
- ✓ Purchase intent high post card creation
- ✓ Minimal marketing costs, supporting high margins
- ✓ Sidesteps expensive online competition for gifts

1. OC&C market research, October 2024. 2. UK single card purchases in 2023 where a gift was purchased either in the same place as a card or a separate retailer to a card, as percentage of total in 2023. The 63% figure includes 5% of occasions where cash is given as a gift. 3. Moonpig and Greetz, FY26. Based on customers who were existing active customers at the start of the financial year.

We have three compounding revenue growth levers

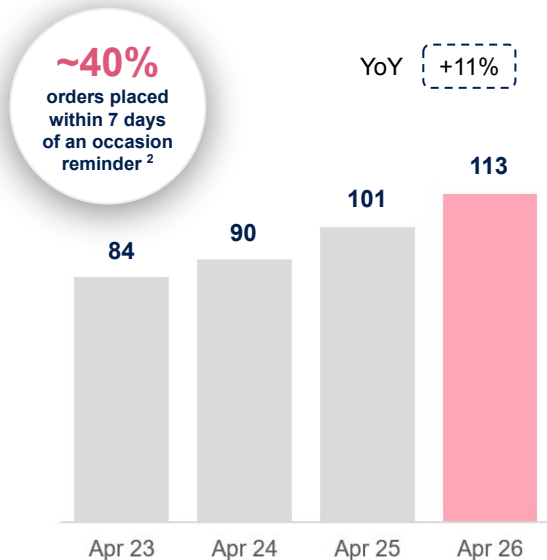


1. Source: OC&C, October 2024. UK single card purchases where a gift was purchased in the same place as a card or a separate retailer to a card, as percentage of total. The 63% figure includes 5% of occasions where cash is given as a gift.
 2. Average total number of cards purchased by Moonpig UK customers and Greetz Dutch customers in FY26, weighted by segment active customer numbers. Differs from orders per active customer of 2.92 due to some orders containing >1 card.
 3. Core markets of the UK and NL, based on OC&C estimates, October 2024.
 4. Moonpig and Greetz, as at 30 April 2026. Attach rate (the proportion of card orders that include a gift) increased from 17.7% in FY25 to 17.9% in FY26.

Scaling our customer engagement drivers remains a priority

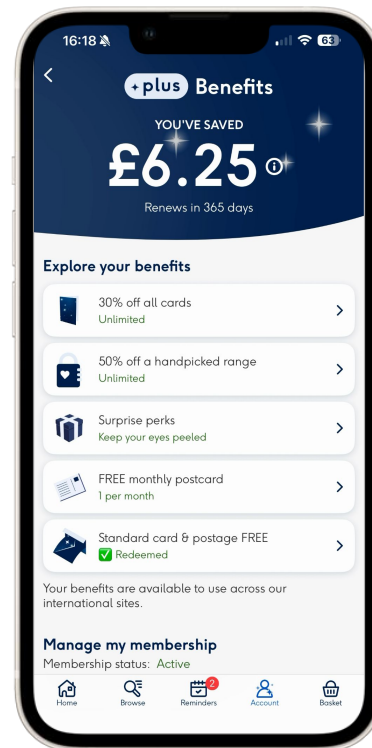
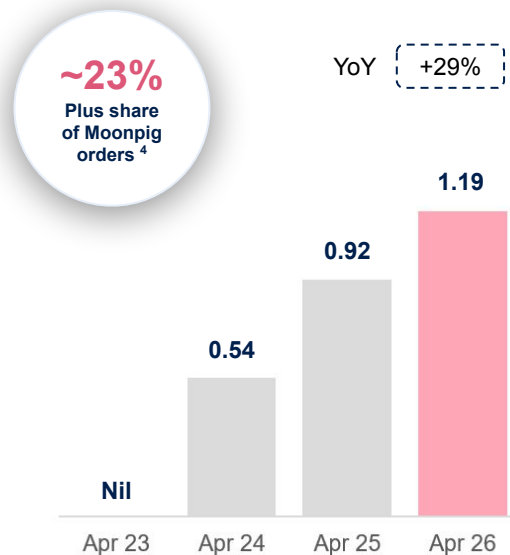
Strengthening customer engagement by growing our database of occasion reminders

Moonpig and Greetz occasion reminders set¹
Million



Continuing to scale the membership base for Moonpig Plus and Greetz Plus

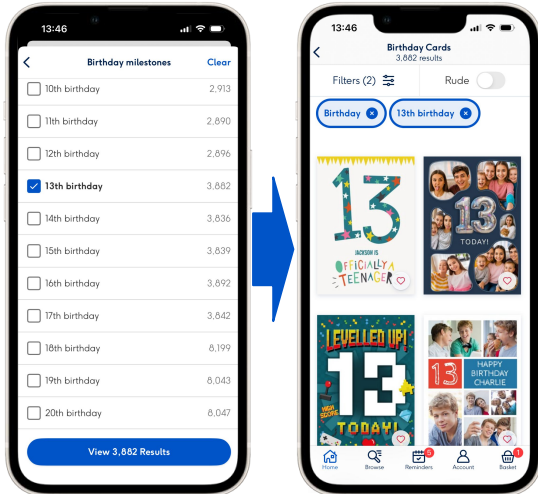
Moonpig and Greetz Plus subscribers³
Active subscriptions (millions)



1. As at 30 April 2026. Moonpig and Greetz only. 2. Moonpig, measured for year ended 30 April 2026. 3. Plus is our membership scheme for Moonpig and Greetz customers, which offers a range of benefits including 30% of all cards, in return for an annual subscription fee. 4. Moonpig UK only for year ended FY26.

We are improving customer relevance at every stage of the card journey

Discovery: surfacing more relevant cards through dynamic gallery personalisation



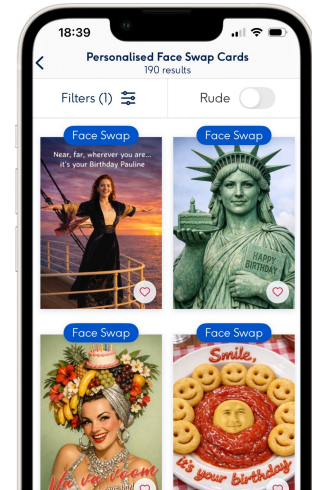
>40,000
Card design SKUs ¹

Range: improving local relevance through the launch of postcards at Greetz



+35%
increase in postcards sold by Greetz ²

Creativity: expanding card personalisation with the launch of Face Swap



57%
of cards now include at least one creative feature ³

1. Moonpig and Greetz, April 2026. 2. Greetz for FY26. 3. Moonpig and Greetz for FY26.

Building a relevant and curated gifting range

Expanding our range of UK trusted brands	Launch of fresh flowers in Australia and Ireland	Introducing new Dutch brands at Greetz	Strengthening the Buyagift customer proposition
<p>LIZ EARLE® SOAP & GLORY</p>  <p>NEXT HOME Jojo</p> 	 	<p>COCO & SEBAS *ZUSSS*</p>  <p>DIEPR Marcel's GREEN SOAP</p> 	         
<p>49% growth in revenue across beauty and homeware ¹</p>	<p>18% share of Ireland gifting revenue from flowers ²</p>	<p>12% share of Greetz gifting revenue from new products ³</p>	<p>15% share of Experiences revenue from new products ⁴</p>

1. Moonpig only, H2 FY26. 2. Moonpig Ireland only, H2 FY26. 3. Greetz only, revenue in H2 FY26 from gifting products launched during the year, excluding Flowers. 4. Experiences segment, revenue in H2 FY26 from products launched during the year.

Differentiated fulfilment designed for significant demand variability

Scalable and efficient delivery routing, enabled by automated parcel sortation



Insourced production of our giant card size format



Standard Card
For the little messages
£3.99



Large Card
Moonpig favourite
£5.99



Giant Card
For a big impression
£9.99



Built to handle significant scale, seasonal peaks and time-critical dispatch

36.0m

Moonpig and Greetz orders per year

>500k

UK orders per day capability for peak trading periods

9x

Increase in flowers weekly dispatch at peak ¹

11:00pm

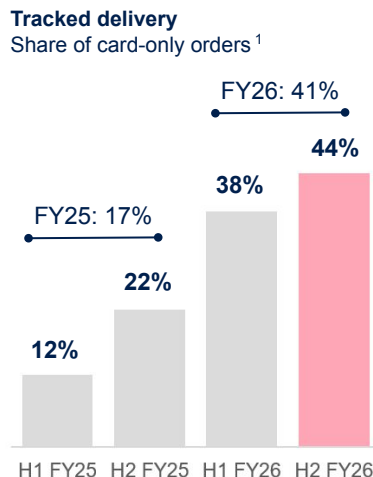
Cut-off times for same-day flowers dispatch ²

1. Based on UK dispatches.

2. Cut-off times vary by product and brand. Moonpig offers cut-offs of up to 9pm in the UK (11pm for flowers), while Greetz offers cut-offs of up to 11pm in the Netherlands.

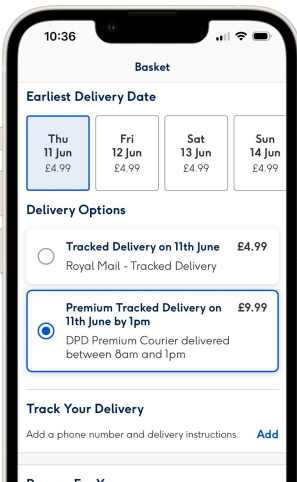
Our delivery proposition is a source of competitive advantage

Tracked next-day delivery 44% of UK card-only orders



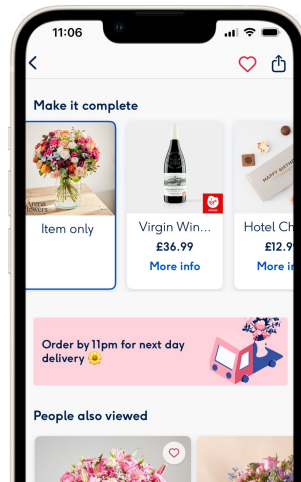
47%
reduction in customer contacts²

Launched premium 8am–1pm next-day delivery for gifting



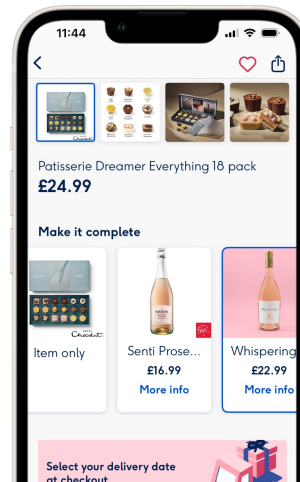
8%
Share of flower deliveries following launch³

Market-leading 11pm order cut-off for next-day flower delivery⁴



45%
of next-day flower orders placed during the evening⁵

Single delivery price for multiple gifts in a single order

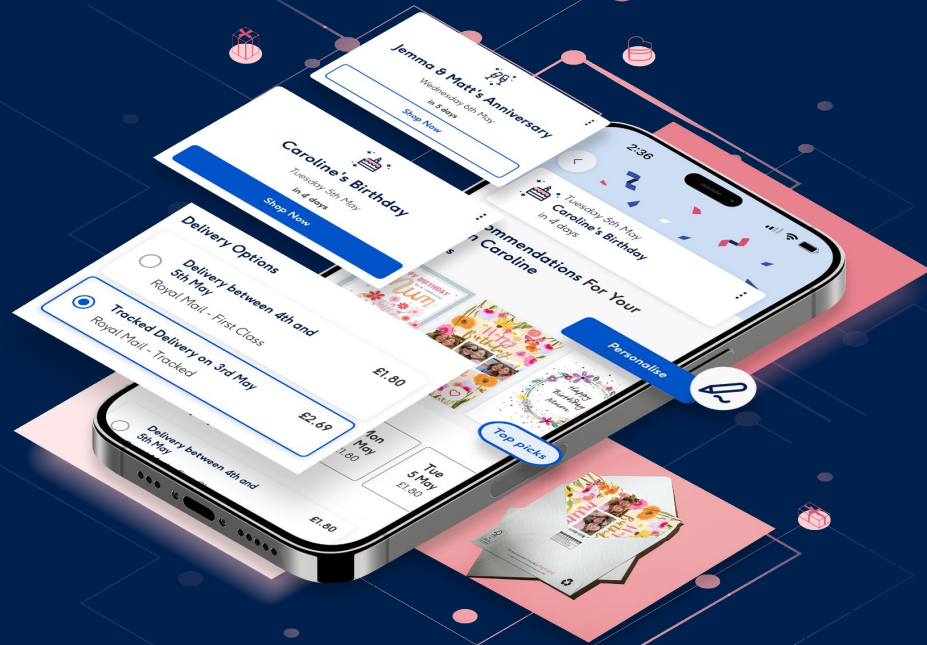


28%
uplift in mix of gifting orders with multiple items⁶

1. Card-only orders, Moonpig UK. 2. Relative reduction in "Where Is My Order" contact queries (measured as a % of orders), for tracked delivery compared to First Class postage. UK card-only orders in FY26. 3. Share of UK flower orders for which premium delivery was selected since launch. 4. Based on publicly available UK delivery information as at June 2026. Moonpig offers next-day flower delivery with an 11 pm order cut-off Monday to Sunday, compared with 10pm at Bloom & Wild (11:30am Saturdays), 8pm at Freddie's Flowers, 5pm at Funky Pigeon (2:30pm Sundays) and 7pm at M&S Flowers (5pm weekends). 5. Moonpig UK flowers orders for next day delivery in H2 FY26 placed after 5:30pm. 6. Moonpig UK only, mix of gifting orders that contain multiple gifting items before vs. after launch in April 2026.

Strong foundations, clear areas of focus and significant opportunity





Appendix 1

Technical guidance (1 of 3)

Share-based payment expenses	<ul style="list-style-type: none">• Share-based payment expenses in FY26 reflect approximately £2.8m of lower costs arising from the resignation of the former CEO, comprising £1.7m of expense that would otherwise have been recognised in FY26 and the release of £1.1m accrued over the two preceding financial years.• In FY27, we expect share-based payment expenses relating to CEO remuneration to return to more typical levels, reflecting the incoming CEO buyout arrangements. As a result, we expect the overall charge to increase. Share-based payment expenses remain inherently sensitive to assumptions and may vary, including based on the outcome of non-market performance conditions.
Depreciation and amortisation	<ul style="list-style-type: none">• We expect depreciation and amortisation to be between £18m and £20m in FY27.• This includes the depreciation of tangible fixed assets (including right-of-use assets) and amortisation of internally generated intangible assets. It excludes amortisation of acquisition-related intangible assets.
Adjusting Items	<ul style="list-style-type: none">• Amortisation of acquisition-related intangible assets is treated as an Adjusting Item.• Based on the estimated useful lives of trademarks and customer lists arising on business combinations, we expect acquisition amortisation to be approximately £6.5m in FY27, £6.3m in FY28 and £5.7m in FY29.
Net finance costs	<ul style="list-style-type: none">• We expect net finance costs to increase in FY27, reflecting the higher reference interest rates indicated by SONIA forward curves and additional drawdown on our borrowing facilities in line with growth in Adjusted EBITDA to maintain net leverage at approximately 1.0x.
Taxation	<ul style="list-style-type: none">• We expect an effective tax rate of between 25% and 26% of reported profit before taxation in FY27 and thereafter. The adjusted taxation charge excludes credits relating to the unwind of deferred tax liabilities recognised on acquisition-related intangible assets, consistent with the treatment of the related acquisition amortisation.

Technical guidance (2 of 3)

Capital expenditure	<ul style="list-style-type: none">• Our target for tangible and intangible capital expenditure remains approximately 4% to 5% of revenue, with FY27 expected to sit in the lower half of this range.• Within this we expect continued investment in tangible fixed assets as we further develop our operations and fulfilment capabilities, reflecting the strategic importance of these areas to the Group.
Working capital	<ul style="list-style-type: none">• We expect the Experiences merchant accrual to vary broadly in line with trading performance in the segment.• Other working capital balances are expected to reflect overall Group revenue growth trends.
Net leverage	<ul style="list-style-type: none">• We expect IFRS 16 net leverage to be approximately 1.0x as at 30 April 2027, calculated as the ratio of Net Debt (calculated on an IFRS 16 basis, including lease liabilities) to last twelve months' Adjusted EBITDA.• Net debt is expected to be modestly higher at 31 October 2026, reflecting the second-half weighting of Free Cash Flow and the distribution of capital returns across the year.• The Group targets net leverage of around 1.0x. We retain the flexibility to move beyond this where required.

Technical guidance (3 of 3)

Financial covenants

- The Group's debt facilities consist of a £180.0m committed revolving credit facility with a maturity date of 28 February 2029.
- The RCF is subject to two covenants, each tested at six-monthly intervals. For the remaining term of the facility, these are as follows:
 - The leverage covenant, measuring the ratio of net debt to last twelve months Adjusted EBITDA (excluding share based payments, as specified in the facilities agreement), is a maximum of 3.0x.
 - The interest cover covenant, measuring the ratio of last twelve months Adjusted EBITDA (excluding share based payments, as specified in the facilities agreement) to the total of net bank interest payable and interest payable on leases, is a minimum of 3.5x.

RCF costs (within net finance charges)

- Margin on the Revolving Credit Facility (over reference rate) is based on a leverage ratchet as follows:

Net leverage	Margin (bps)
>3.00x	325
>2.50x <=3.00	300
>2.00x <=2.50	275
>1.50x <=2.00	250
>1.00x <=1.50	225
<=1.00	200

- Commitment fees are payable on the unutilised element of the RCF at 35% of the applicable margin per annum (excluding reference rate). Up-front arrangement fees of 80bps on the £180m commitment are amortised over the term of the facility.

Interest rate hedging

- The Group hedges its interest rate exposure on a rolling basis. At the reporting date, several layered SONIA interest rate cap instruments are in place with strike rates of between 4.0% and 4.5% on total notional of £75.0m until 31 October 2027. Details are set out in the notes to the FY26 results announcement.

Income Statement - Alternative Performance Measures

Reconciliation of Alternative Performance Measures to IFRS Measures

	Year ended 30 April 2026			Year ended 30 April 2025		
	Adjusted Measures	Adjusting Items	IFRS Measures	Adjusted Measures	Adjusting Items	IFRS Measures
EBITDA (£m)	104.6	-	104.6	96.8	(56.7)	40.1
Depreciation and amortisation (£m)	(17.4)	(7.6)	(25.0)	(18.9)	(7.9)	(26.8)
EBIT (£m)	87.2	(7.6)	79.6	77.8	(64.6)	13.3
Finance costs (£m)	(10.6)	-	(10.6)	(10.3)	-	(10.3)
Profit / (loss) before taxation (£m)	76.5	(7.6)	68.9	67.5	(64.6)	3.0
Taxation (£m)	(19.1)	1.9	(17.2)	(16.0)	2.0	(14.0)
Profit / (loss) after taxation (£m)	57.4	(5.7)	51.7	51.5	(62.6)	(11.1)
Basic earnings per share (pence)	18.0p	(1.8)p	16.2p	15.0p	(18.2)p	(3.2)p
<i>EBITDA margin (%)</i>	28.0%	-	28.0%	27.6%	-	11.5%
<i>EBIT margin (%)</i>	23.4%	-	21.3%	22.2%	-	3.8%
<i>PBT margin (%)</i>	20.5%	-	18.5%	19.3%	-	0.9%

Figures in this table are individually rounded to the nearest £0.1m. As a result, there may be minor discrepancies in the subtotals and totals due to rounding differences.

Adjusting Items

Adjusting Items			
£m	Year ended 30 April 2026	Year ended 30 April 2025	Year-on-year movement
Acquisition amortisation	(7.6)	(7.9)	0.3
Impairment of goodwill	-	(56.7)	56.7
Operating profit impact of Adjusting Items	(7.6)	(64.6)	57.0
Taxation on acquisition amortisation	1.9	2.0	(0.1)
Taxation on impairment of goodwill	-	-	-
Taxation on Adjusting Items	1.9	2.0	(0.1)
Post-tax impact of Adjusting Items	(5.7)	(62.6)	56.9

Items not classified as Adjusting Items			
£m	Year ended 30 April 2026	Year ended 30 April 2025	Year-on-year movement
Share-based payment expenses	(3.5)	(3.5)	-

Free Cash Flow

Free Cash Flow						
£m	Year ended 30 April 2026			Year ended 30 April 2025		
	Adjusted Measures	Adjusting Items ¹	IFRS Measures	Adjusted Measures	Adjusting Items ¹	IFRS Measures
Profit before tax	76.5	(7.6)	68.9	67.5	(64.6)	3.0
Add back: net finance costs	10.6	-	10.6	10.3	-	10.3
Add back: depreciation and amortisation	17.4	7.6	25.0	18.9	7.9	26.8
EBITDA	104.6	-	104.6	96.8	(56.7)	40.1
Adjust: impact of share-based payments ²	4.1	-	4.1	1.8	-	1.8
Add back: (increase)/decrease in inventories	1.0	-	1.0	(1.4)	-	(1.4)
Add back: decrease in receivables	(0.6)	-	(0.6)	0.7	-	0.7
Add back: (decrease) in Experiences merchant accrual	(4.6)	-	(4.6)	(6.8)	-	(6.8)
Add back: increase/(decrease) in trade and other payables	3.7	-	3.7	4.4	-	4.4
Add back: impairment of goodwill	-	-	-	-	56.7	56.7
Less: research and development tax credits	(0.5)	-	(0.5)	(0.2)	-	(0.2)
Less: income tax paid	(18.4)	-	(18.4)	(16.2)	-	(16.2)
Net cash generated from operations	89.3	-	89.3	79.2	-	79.2
Capital expenditure	(15.9)	-	(15.9)	(13.3)	-	(13.3)
Bank interest received	0.1	-	0.1	0.2	-	0.2
Net cash used in investing activities	(15.8)	-	(15.8)	(13.1)	-	(13.1)
Free Cash Flow³	73.5	-	73.5	66.1	-	66.1

1. See FY26 results announcement for definitions of Adjusting Items.

2. The reported add-back relates to non-cash share-based payment charges of £4.1m (FY25: £1.8m).

3. Free Cash Flow (FCF) is a non-IFRS measure. FCF is defined as net cash generated from operating activities less net cash used in investing activities; it is not adjusted to exclude bank interest received (as a practical expedient and for greater consistency with IAS classification of cash flows).

4. Figures in this table are individually rounded to the nearest £0.1m. As a result, there may be minor discrepancies in the subtotals and totals due to rounding differences.

Net debt

Net debt		
	As at 30 April 2026	As at 30 April 2025
Borrowings (£m)	(106.7)	(95.1)
Cash and cash equivalents (£m)	9.1	12.6
Borrowings less cash and cash equivalents (£m)	(97.6)	(82.5)
Lease liabilities (£m)	(10.4)	(13.5)
Net debt (£m)	(108.1)	(96.0)
Adjusted EBITDA (£m)	104.6	96.8
Net debt to Adjusted EBITDA (ratio)	1.03:1	0.99:1
Committed debt facilities maturing 28 February 2029 (£m)	180.0	180.0

1. Borrowings are stated net of capitalised loan arrangement fees and hedging instrument fees of £1.2m as at 30 April 2026 (30 April 2025: £1.8m).

2. Adjusted EBITDA, net debt and net leverage are Alternative Performance Measures. Refer to the FY26 results announcement.

3. Net leverage is the ratio of net debt to last twelve months Adjusted EBITDA.

Net cash used in financing activities

Net cash used in financing activities		
£m	Year ended 30 April 2026	Year ended 30 April 2025
Free Cash Flow ¹	73.5	66.1
Interest and fees paid on borrowings, leases and hedging instruments	(8.4)	(8.8)
Net drawdown / (repayment) of borrowings	11.0	(23.3)
Net repayment of lease liabilities	(3.3)	(3.2)
Own shares purchased for cancellation ²	(60.5)	(24.3)
Own shares purchased by Employee Benefit Trust	(5.8)	-
Proceeds from employee SAYE share option exercises	0.2	-
Dividends paid	(10.3)	(3.4)
Net cash used in financing activities	(77.0)	(63.0)
Effect of foreign exchange rate changes on cash and cash equivalents	(0.1)	(0.0)
(Decrease)/increase in cash and cash equivalents in the year	(3.6)	3.0

¹ Free Cash Flow (FCF) is a non-IFRS measure. FCF is defined as net cash generated from operating activities less net cash used in investing activities; it excludes proceeds from or payments for mergers and acquisitions but is not adjusted to exclude bank interest received (as a practical expedient and for greater consistency with IAS classification of cash flows).

² The Group repurchased £60.2m (FY25: £25.0m) of its own shares for cancellation, including duty and expenses of £0.4m (FY25: £0.2m). Of this amount, £60.5m (FY25: £24.3m) was paid during the year to the corporate broker managing the share repurchase programme, with £0.5m (FY25: £0.7m) remaining payable as at 30 April 2026.



Appendix 2: Investor factsheet

FY26 full year investor factsheet

Moonpig Group – the online market leader for cards and gifting

We have a portfolio of market-leading brands¹

FY26 Group revenue
Mix by segment (%)

moonpig

greetz buyagift + moonpig

76%
FY25: 75%

14%
FY25: 14%

10%
FY25: 11%

We have core operations in the UK and Netherlands and a growing presence in Ireland, Australia and the US

FY26 Group revenue
Mix by country (%)

82%
FY25: 83%

14%
FY25: 14%

4%
FY25: 3%

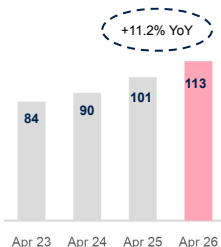
United Kingdom

Netherlands

Rest of World

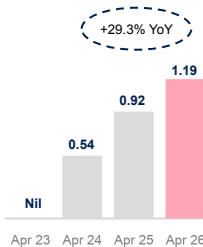
We leverage our unique and proprietary data to create loyal customer relationships

Moonpig and Greetz
occasion reminders set²
Million



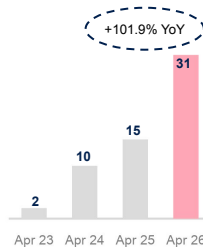
40%
Orders placed within 7 days of an occasion reminder³

Moonpig and Greetz
Plus subscribers²
Active subscriptions (millions)



23%
of UK orders to Plus customers³

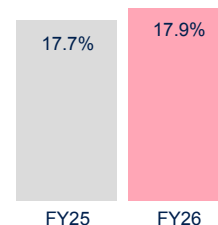
Moonpig and Greetz
creative feature usage²
Millions



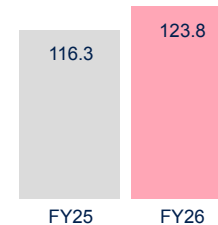
57%
Cards which feature creative features⁴

We offer a broad and growing range of cards and gifts for every occasion

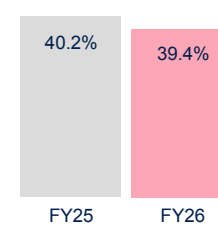
Gift attach rate
Moonpig and Greetz² (%)



Attached gifting revenue
Moonpig and Greetz² (£m)



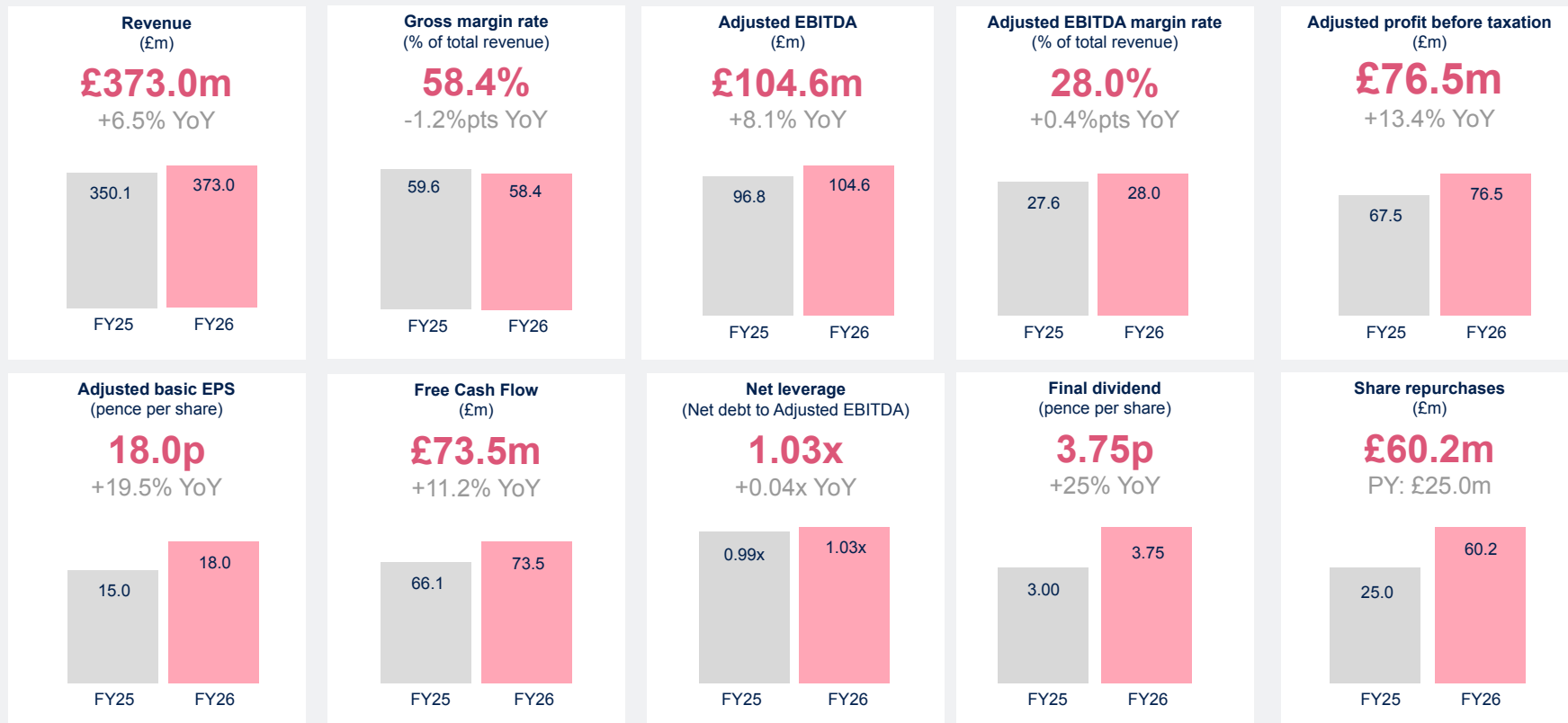
Gifting revenue mix
Moonpig and Greetz² (%)



1. In addition to trading under the Buyagift by Moonpig brand, the Experiences segment also operates under the Red Letter Days brand. 2. Moonpig and Greetz only. 3. Moonpig, measured for year ending 30 April 2026. 4. As at 30 April 2026. Moonpig and Greetz only.

FY26 full year investor factsheet

Revenue growth and strong margins driving +19.5% Adjusted EPS



1. Adjusted EBITDA, Adjusted EBITDA margin, Adjusted PBT, Adjusted EPS, Free Cash Flow and net leverage are Alternative Performance Measures. Refer to the FY26 full year results announcement.

FY26 full year investor factsheet

Leadership in a large and underpenetrated market that is rapidly transitioning online

Competitive advantages underpinning our clear online market leadership

Powerful brands



Clear market leadership in cards, with the powerful Moonpig and Greetz brands.

Rich data



Self-learning algorithms optimised across 113m reminders² and over 374m transactions³. Capturing 6x¹ more customer data daily than our nearest competitor, reinforcing data-driven competitive advantage.

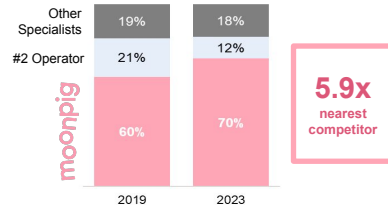
Operational capabilities



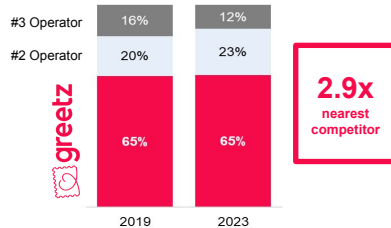
Purpose-built operational infrastructure developed over two decades, creating barriers to entry through scale, efficiency and service quality.

Category-defining online market leader

Market share of UK online single cards^{4,5}
% total online card sales by card specialists

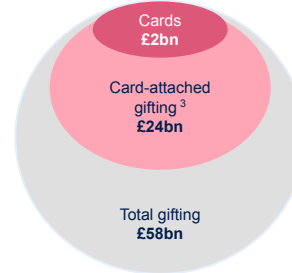


Market share of Netherlands online single cards^{4,5}
% total online card sales by leading card specialists



Large stable market that is shifting to online

Total gifting market - UK, IE and NL^{4,6}
£m - 2023

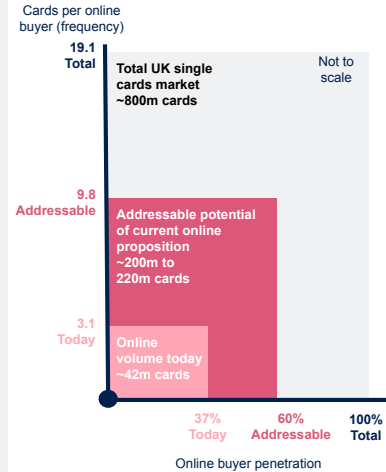


UK single card market
Online penetration %⁴

	2019	2023
Volume penetration	4.4%	6.0%
Value penetration	10.3%	15.0%
Buyer penetration	34%	37%

Scope for UK online card volumes to grow 5x with current proposition

OC&C expectation for future online penetration of the UK single cards market⁷
% total



Opportunity driven by potential for a ~60% increase in buyers and a ~220% increase in frequency

1. Source: OC&C October 2024. UK market share of 70%, compared to 12% for nearest competitor. 2. Total of 113m Moonpig and Greetz customer occasion reminders set as at 30 April 2026. 3. Cumulative transactions as at 30 April 2026. All-time for Moonpig, from 1 September 2018 (post-acquisition) to 30 April 2026 for Greetz and from 13 July 2022 (post-acquisition) to 30 April 2026 for Experiences. 4. OC&C market research, October 2024. 5. UK market share based on online specialists including Moonpig, Card Factory, TouchNote, Clintons, Paperchase, Hallmark, Boomf, Papier; numbers exclude online card sales of non-specialists which are estimated to be c. £16m in total. Netherlands market share is based on estimated online card sales for Greetz, Kaartje2go and Hallmark. 6. Based on UK, NL and ROI markets in 2023. Comprises £22bn of gifts attached to a card and £2bn of greeting cards. Excludes gifting in cash. 7. OC&C estimates based on survey of customer requirements and OC&C's identification of aspects that are readily addressable by the current online proposition.

FY26 full year investor factsheet

We have three compounding revenue growth levers and a long runway of growth in our existing core markets

Card-first approach, leveraging data to drive loyalty and gift attach

Card-first approach

- 51 million card buyers in UK & NL ¹
- Secular shift to online, with UK online penetration at 15% ¹
- Moonpig and Greetz have distinct and increasing market leadership position, supporting profitable customer acquisition
- High frequency, recurring purchase occasions
- Loyal customers with nine tenths of revenue from existing customers ³



Gift attachment

- >63% cards given with a gift ^{1,2}
- Card-first journey enables highly relevant gift recommendations
- Purchase intent high post card creation
- Zero marketing costs, supporting high margins
- Sidesteps expensive online competition for gifts/flowers

Three compounding revenue growth levers

Average order value



Frequency



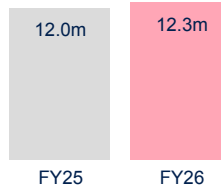
Active customers



Active customers³ Moonpig and Greetz (m)

12.3m

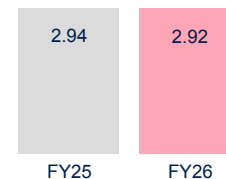
+2.8% YoY



Orders per active customer³ Moonpig and Greetz

2.92

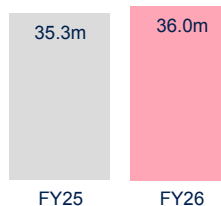
-0.7% YoY



Orders Moonpig and Greetz (m)

36.0m

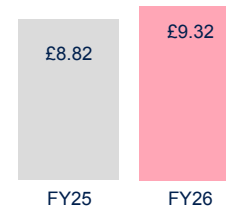
+2.1% YoY



Average order value Moonpig and Greetz (£)

£9.32

+5.7% YoY



1. OC&C market research, October 2024. 2. UK single card purchases in 2023 where a gift was purchased either in the same place as a card or a separate retailer to a card, as percentage of total in 2023. The 63% figure includes 5% of occasions where cash is given as a gift. 3. Moonpig and Greetz FY26. Based on customers who were existing active customers at the start of the financial year. Active customers are those which have made at least one purchase in the last twelve months. Orders per active customer stated on a Last Twelve Months basis to 30 April 2026. 4. Moonpig and Greetz, stated on an LTM basis to 30 April 2026. 5. Blended average total number of cards purchased by Moonpig customers in the UK and card customers in NL, weighted by individual entity's active customer numbers, for UK and NL only. 6. Core markets of the UK and NL, based on OC&C estimates, October 2024.

moonpig group plc