

Consolidated income statement

For the year ended 30 April 2026

	Note	2026			2025		
		Before Adjusting Items £000	Adjusting Items (see Note 6) £000	Total £000	Before Adjusting Items £000	Adjusting Items (see Note 6) £000	Total £000
Revenue	4	372,973	–	372,973	350,068	–	350,068
Cost of sales	5	(154,983)	–	(154,983)	(141,497)	–	(141,497)
Gross profit		217,990	–	217,990	208,571	–	208,571
Selling and administrative expenses	5, 6	(132,181)	(7,589)	(139,770)	(132,075)	(64,551)	(196,626)
Other income	20	1,358	–	1,358	1,344	–	1,344
Operating profit		87,167	(7,589)	79,578	77,840	(64,551)	13,289
Finance income	7	77	–	77	158	–	158
Finance costs	7	(10,716)	–	(10,716)	(10,489)	–	(10,489)
Profit before taxation		76,528	(7,589)	68,939	67,509	(64,551)	2,958
Taxation	9	(19,133)	1,912	(17,221)	(16,015)	1,977	(14,038)
Profit/(loss) after taxation		57,395	(5,677)	51,718	51,494	(62,574)	(11,080)
Profit/(loss) attributable to:							
Equity holders of the Company		57,395	(5,677)	51,718	51,494	(62,574)	(11,080)
Earnings/(loss) per share (pence)							
Basic	11	18.0	(1.8)	16.2	15.0	(18.2)	(3.2)
Diluted	11	17.4	(1.8)	15.6	14.5	(17.7)	(3.2)

All activities relate to continuing operations.

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statement of comprehensive income

For the year ended 30 April 2026

	Note	2026 £000	2025 £000
Profit/(loss) for the year		51,718	(11,080)
Items that may be reclassified to profit or loss			
Exchange differences on translation of foreign operations		173	(668)
<i>Cash flow hedge:</i>			
Fair value changes in the year	24	271	7
Cost of hedging reserve	24	159	95
Fair value movements on cash flow hedges transferred to the profit or loss	24	–	(841)
Deferred tax on other comprehensive income/ (expense)	9	(108)	185
Total other comprehensive income/(expense)		495	(1,222)
Total comprehensive income/(expense) for the year		52,213	(12,302)

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated balance sheet

As at 30 April 2026

	Note	2026 £000	2025 £000
Non-current assets			
Intangible assets	12	130,511	137,310
Property, plant and equipment	13	21,617	23,235
Other non-current assets	15	1,613	1,605
Financial derivatives	24	403	–
		154,144	162,150
Current assets			
Inventories	14	7,516	8,480
Trade and other receivables	15	6,479	5,858
Current tax receivable		–	844
Financial derivatives	24	7	5
Cash and cash equivalents	16	9,087	12,649
		23,089	27,836
		177,233	189,986
Current liabilities			
Trade and other payables	17	56,873	53,599
Experiences merchant accrual		37,212	40,374
Provisions for other liabilities and charges	18	3,695	2,252
Current tax payable		2,501	3,217
Contract liabilities	19	5,999	5,774
Lease liabilities	20	3,330	3,214
Borrowings	21	83	111
		109,693	108,541
Non-current liabilities			
Trade and other payables	17	1,505	2,564
Borrowings	21	106,660	94,985
Lease liabilities	20	7,116	10,284
Deferred tax liabilities	9	3,870	4,287
Provisions for other liabilities and charges	18	2,610	2,542
		121,761	114,662
		231,454	223,203
Equity			
Share capital	23	30,606	33,384
Share premium	23	278,083	278,083
Merger reserve	23	(993,026)	(993,026)
Retained earnings		590,206	609,589
Own shares held	23	(4,792)	(738)
Other reserves	23	44,702	39,491
		(54,221)	(33,217)
		177,233	189,986

The accompanying notes are an integral part of these consolidated financial statements.

The financial statements on pages 129 to 173 were approved by the Board of Directors of Moonpig Group plc (registered number 13096622) on 24 June 2026 and were signed on its behalf by:

Catherine Faiers
Chief Executive Officer
24 June 2026

Andy MacKinnon
Chief Financial Officer
24 June 2026

Consolidated statement of changes in equity

For the year ended 30 April 2026

	Note	Share capital £000	Share premium £000	Merger reserve £000	Retained earnings £000	Own shares held £000	Other reserves £000	Total equity £000
As at 1 May 2024		34,331	278,083	(993,026)	642,056	–	42,392	3,836
Loss for the year		–	–	–	(11,080)	–	–	(11,080)
Other comprehensive expense for the year	23	–	–	–	–	–	(1,222)	(1,222)
Total comprehensive expense for the year		–	–	–	(11,080)	–	(1,222)	(12,302)
Share-based payments	22, 23	–	–	–	–	–	1,839	1,839
Deferred tax on share-based payments	9	–	–	–	–	–	1,773	1,773
Current tax on share-based payments		–	–	–	–	–	32	32
Shares transferred to employees to satisfy share option exercise	22, 23	–	–	–	6,270	–	(6,429)	(159)
Issue of ordinary shares	22, 23	159	–	–	–	–	–	159
Own shares purchased for cancellation	23	–	–	–	–	(25,000)	–	(25,000)
Own shares cancelled	23	(1,106)	–	–	(24,262)	24,262	1,106	–
Dividends	10	–	–	–	(3,395)	–	–	(3,395)
As at 30 April 2025		33,384	278,083	(993,026)	609,589	(738)	39,491	(33,217)
Profit for the year		–	–	–	51,718	–	–	51,718
Other comprehensive income	23	–	–	–	–	–	495	495
Total comprehensive income for the year		–	–	–	51,718	–	495	52,213
Share-based payments	22, 23	–	–	–	–	–	4,108	4,108
Deferred tax on share-based payments	9	–	–	–	–	–	(1,298)	(1,298)
Current tax on share-based payments		–	–	–	–	–	72	72
Shares transferred to employees to satisfy share option exercise	22, 23	–	–	–	(343)	1,523	(944)	236
Own shares purchased for treasury	23	–	–	–	–	(5,827)	–	(5,827)
Own shares purchased for cancellation	23	–	–	–	–	(60,210)	–	(60,210)
Own shares cancelled	23	(2,778)	–	–	(60,460)	60,460	2,778	–
Dividends	10	–	–	–	(10,298)	–	–	(10,298)
As at 30 April 2026		30,606	278,083	(993,026)	590,206	(4,792)	44,702	(54,221)

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated cash flow statement

For the year ended 30 April 2026

	Note	2026 £000	2025 £000
Cash flow from operating activities			
Profit before taxation		68,939	2,958
<i>Adjustments for:</i>			
Depreciation and amortisation	12, 13	25,015	26,800
Impairment of goodwill	6, 12	–	56,700
Net finance costs	7	10,639	10,331
Research and development tax credit		(493)	(208)
Share-based payment expenses		4,108	1,839
<i>Changes in working capital:</i>			
Decrease/ (increase) in inventories		989	(1,386)
(Increase)/decrease in trade and other receivables		(611)	724
Increase in trade and other payables		3,701	4,380
Decrease in Experiences merchant accrual		(4,581)	(6,753)
Cash generated from operating activities		107,706	95,385
Income tax paid		(18,434)	(16,184)
Net cash generated from operating activities		89,272	79,201
Cash flow from investing activities			
Capitalisation of intangible assets	12	(11,815)	(11,051)
Purchase of property, plant and equipment	13	(4,035)	(2,255)
Bank interest received	7	77	158
Net cash used in investing activities		(15,773)	(13,148)
Cash flow from financing activities			
Proceeds from new borrowings	21	52,000	–
Payment of fees related to borrowings	21	(40)	(400)
Repayment of borrowings	21	(41,000)	(23,343)
Payment of interest rate cap premium	24	(145)	(41)
Interest paid on borrowings	21	(7,672)	(8,508)
Interest received on swap and cap derivatives		–	841
Lease liabilities paid	20	(3,254)	(3,242)
Interest paid on leases	20	(522)	(660)
Own shares purchased for cancellation	23	(60,460)	(24,264)
Own shares purchased by Employee Benefit Trust	23	(5,827)	–
Dividends paid	10	(10,298)	(3,395)
Proceeds from employee SAYE share option exercises		239	–
Net cash used in financing activities		(76,979)	(63,012)
Net cash flows (used in)/generated from operating, investing and financing activities		(3,480)	3,041
Effect of foreign exchange rate changes on cash and cash equivalents		(82)	(36)
(Decrease)/increase in cash and cash equivalents in the year		(3,562)	3,005
Net cash and cash equivalents as at 1 May		12,649	9,644
Net cash and cash equivalents as at 30 April		9,087	12,649

The accompanying notes are an integral part of these consolidated financial statements.

Notes to the consolidated financial statements

1 General information

Moonpig Group plc (the “Company” or “Parent Company”) is a public limited company incorporated in the United Kingdom under the Companies Act 2006, whose shares are traded on the London Stock Exchange. The consolidated financial statements of the Company as at and for the year ended 30 April 2026 comprise the Company and its interests in subsidiaries (together referred to as the “Group”). The Company is domiciled in the United Kingdom and its registered address is Herbal House, 10 Back Hill, London, EC1R 5EN, England, United Kingdom. The Company’s LEI number is 213800VAYO5KCAZXHK83.

Basis of preparation

The consolidated financial statements of Moonpig Group plc have been prepared in accordance with UK-adopted international accounting standards in conformity with the requirements of the Companies Act 2006.

All figures presented are rounded to the nearest thousand (£000), unless otherwise stated.

The consolidated financial statements have been prepared on the going concern basis and under the historical cost convention modified by revaluation of financial assets and financial liabilities held at fair value through profit or loss.

Basis of consolidation

Subsidiaries are entities over which the Group has control. Control exists when the Group has existing rights that give it the ability to direct the relevant activities of an entity and has the ability to affect the returns the Group will receive as a result of its involvement with the entity. In assessing control, potential voting rights that are currently exercisable or convertible are taken into account. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Intercompany transactions and balances between Group companies are eliminated on consolidation.

The financial statements of all subsidiary undertakings are prepared to the same reporting date as the Company. All subsidiary undertakings have been consolidated.

The subsidiary undertakings of the Company as at 30 April 2026 are detailed in Note 27 of the consolidated financial statements on page 172.

Consideration of climate change

In preparing the financial statements, management has considered the potential impacts of climate change, in the context of the TCFD disclosures included in the Strategic report on pages 49 to 60, in the following areas:

- Going concern and viability of the Group over the next three years.
- Cash flow forecasts used in the impairment assessments of non-current assets including goodwill and other intangible assets.
- Carrying amount and useful economic lives of property, plant and equipment.

As part of our disclosure against the TCFD framework, we have undertaken quantitative scenario analysis of the Group’s two principal transition-related climate risks (pages 51 to 53). The risk of carbon taxation has been incorporated into the sensitivity analysis supporting the viability, going concern and impairment assessments. The risk of shifting consumer sentiment has not been modelled due to the significant uncertainty surrounding behavioural and market response assumptions. These uncertainties make any attempt to quantify a specific financial impact highly speculative and no such estimate can be meaningfully determined at this stage.

Going concern

The Group’s business activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic report of the Annual Report and Accounts for the year ended 30 April 2026.

While the Group reported net current liabilities of £86,604,000 (2025: £80,705,000) and net liabilities of £54,221,000 (2025: £33,217,000), these positions do not reflect underlying liquidity concerns. The net current liability position is primarily attributable to the timing of settlement of operating liabilities, which form part of the Group’s normal working capital cycle. The net liability position is largely driven by the £993,000,000 merger reserve debit arising from the pre-IPO group reorganisation accounted for under common control merger accounting. The Group continues to generate positive operating cash flow and finished the year with liquidity headroom of £81,200,000 (2025: £95,816,000), comprising gross cash and unutilised committed facilities.

The Group’s debt facilities consist of a £180,000,000 committed revolving credit facility (the “RCF”), which has a maturity date of 28 February 2029. Amounts drawn under the RCF bear interest at a floating reference rate plus a margin. The reference rates are SONIA for loans in Sterling, EURIBOR for loans in Euros and SOFR for loans in US Dollars. As at 30 April 2026 the Group had drawn down £104,000,000 and €4,500,000 of the available revolving credit facility (2025: £93,000,000 and €4,500,000).

The Group hedges its interest rate exposure on a rolling basis. As at the current 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 £75,000,000 until 31 October 2027. Further details are set out at Note 21.

The RCF is subject to two covenants, each tested at six-monthly intervals. 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 for the remaining term of the facility. 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 for the term of the facility. The Group has complied with all covenants since entering the RCF until the date of these consolidated financial statements and is forecast to comply with these during the going concern assessment period.

To support the Group’s assessment of going concern, detailed trading and cash flow forecasts, including forecast liquidity and covenant compliance, were prepared for the 12-month period from the date of signing the consolidated financial statements.

Notes to the consolidated financial statements continued

1 General information continued

Going concern continued

The Directors have also reviewed the severe but plausible scenario described within the viability statement of the Annual Report and Accounts for the year ended 30 April 2026 in relation to the most severe of the three scenarios modelled. In this scenario, the Group continues to have sufficient resources to continue in operational existence. In the event that more severe impacts occur, controllable mitigating actions are available to the Group should they be required.

The Directors also reviewed the results of reverse stress testing performed throughout the going concern and viability periods, to provide an illustration of the extent to which existing customer purchase frequency and levels of new customer acquisition would need to deteriorate in order that their cumulative effect should either trigger a breach in the Group's covenants under the RCF or else exhaust liquidity. The probability of this scenario occurring was deemed to be remote given the resilient nature of the business model and strong cash conversion of the Group.

After making enquiries, the Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for at least 12 months from the date of signing these consolidated financial statements. Accordingly, they continue to adopt the going concern basis in preparing these consolidated financial statements, in accordance with those parts of the Companies Act 2006 applicable to companies reporting under IFRS.

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements and estimates that affect the application of the accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

The areas of judgement which have the greatest potential effect on the amounts recognised in the financial statements are:

Useful life of internally generated assets

The estimated useful lives which are used to calculate amortisation of internally generated assets (the Group's platforms and applications) are based on the length of time these assets are expected to generate income and be of benefit to the Group. The uncertainty included in this estimate is that if the useful lives are estimated to differ from the actual useful lives of the intangible assets, this could result in accelerated amortisation in future years and/or impairments. The economic lives of internally generated intangible assets are estimated at three years. Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate. If the useful life of internally generated assets were estimated to be shorter or longer by one year than the current useful life of three years, the net book value would (decrease)/increase by £(5,874,000)/£6,168,000 from the amount recognised as at 30 April 2026. The amounts of and movements in such assets are set out in Note 12.

Experiences merchant accrual

At Experiences, which acts as an agent at the point of sale, the merchant accrual has been identified as a significant estimate. When a voucher is purchased, the expected value of future amounts that will become payable to merchant providers is recognised on the balance sheet. The Group takes into account historical redemption rates when estimating future payments to merchant providers, with the span between the upper and the lower ends of the range in historical trends for these rates equivalent to a £2,803,000 movement in the amount recognised in revenue. The Group's FY26 actual non-redemption estimate falls in the middle of this range. The estimates are adjusted for actual customer utilisation rates in the year in which the vouchers expire.

Carrying amount of Experiences goodwill

Goodwill is tested annually for impairment. The critical accounting estimate made in the calculation of the recoverable amount is:

- Pre-perpetuity compound annual revenue growth rate of 1.4% (31 October 2025: 0.1%, 30 April 2025: 2.7%)

Sensitivity analysis and further disclosure relating to this critical accounting estimate is set out in Note 12.

2 Summary of significant accounting policies

New standards, amendments and interpretations adopted from 1 May 2025

The following amendment is effective for the year beginning 1 May 2025:

- Lack of Exchangeability (Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates).

This amendment is mandatorily effective for reporting periods beginning on or after 1 May 2025 and had no material impact on the year-end consolidated financial statements of the Group.

New standards, amendments and interpretations not yet adopted

The following adopted IFRSs have been issued but have not been applied by the Group in these consolidated financial statements. Their adoption is not expected to have a material effect on the financial statements unless otherwise indicated:

The following amendments are effective for the year beginning 1 May 2026:

- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 Financial Instruments and IFRS 7).
- Amendments to IFRS 9 and IFRS 7 – Contracts Referencing Nature-dependent Electricity

The following amendments are effective for the year beginning 1 May 2027:

- IFRS 18 Presentation and Disclosure in the Financial Statements.
- IFRS 19 Subsidiaries without Public Accountability.

The Group is currently assessing the effect of these new accounting standards and amendments.

IFRS 18 Presentation and Disclosure in Financial Statements, which was issued by the IASB in April 2024, supersedes IAS 1 Presentation of Financial Statements and introduces major consequential amendments to other IFRS Accounting Standards, including IAS 8 Basis of Preparation of Financial Statements (renamed from Accounting Policies, Changes in Accounting Estimates and Errors). Although IFRS 18 is not expected to affect the recognition and measurement of items in the consolidated financial statements, it is expected to have a significant effect on the presentation and disclosure of certain items. These changes include the introduction of new categories and defined sub-totals in the statement of profit or loss, aggregation/disaggregation and labelling of information and new disclosure requirements for management-defined performance measures.

IFRS 19 is a voluntary reduced-disclosure standard intended for eligible subsidiaries that do not have public accountability. This standard is therefore not applicable for the Group.

The principal accounting policies are set out below. Policies have been applied consistently, other than where new policies have been applied.

a) Foreign currency translation

The consolidated financial statements are presented in Sterling, which is the Group's presentational currency and are rounded to the nearest thousand. The income and cash flow statements of Group undertakings that are expressed in other currencies are translated to Sterling using exchange rates applicable on the dates of the underlying transactions. Average rates of exchange in each year are used where the average rate approximates the relevant exchange rate on the date of the underlying transactions. Assets and liabilities of Group undertakings are translated at the applicable rates of exchange at the end of each year.

The differences between retained profits translated at average and closing rates of exchange are taken to the foreign currency translation reserve, as are differences arising on the retranslation to Sterling (using closing rates of exchange) of overseas net assets at the beginning of the year and are presented as a separate component of equity. They are recognised in the income statement when the gain or loss on disposal of a Group undertaking is recognised.

Foreign currency transactions are initially recognised in the functional currency of each entity in the Group using the exchange rate ruling at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of foreign currency assets and liabilities at year-end rates of exchange are recognised in the income statement. Foreign exchange gains or losses recognised in the income statement are included in operating profit or finance costs / income depending on the underlying transactions that gave rise to these exchange differences.

b) Revenue

The Group recognises revenue when it has satisfied its performance obligations to external customers and control of the goods has been transferred. The Group is principally engaged in the sale of greeting cards, physical gifts and gift experiences.

i) Sale of greeting cards and physical gifts

The Group generates revenue from the sale of greeting cards and physical gifts. Shipping and handling is not a separate performance obligation and any shipping fees charged to the customer are included in the transaction price. The sale of goods and any shipping and handling represents a single performance obligation which is satisfied upon delivery of the relevant goods and the transfer of control to that customer. Revenue is measured at the transaction price received net of value added tax and discounts and is reduced for provisions of customer returns and remakes based on the history of such matters. The cost of shipping is directly associated with generating revenue and therefore presented within cost of sales.

Notes to the consolidated financial statements continued

2 Summary of significant accounting policies continued

b) Revenue continued

ii) Subscription revenue

The Group operates subscription membership schemes whereby customers are charged an upfront annual fee in return for material rights over a twelve-month subscription term. In addition, for new members, the initial greeting card purchase is typically subject to a discount.

Revenue is measured at the transaction price, which is the standalone selling price of the subscription membership. The membership contract gives rise to a performance obligation because it grants the customer an option to acquire additional goods and services and that option provides material rights that the customer would not receive without entering that contract. Revenue is recognised as goods or services are transferred in line with the exercise of those material rights.

The material rights provided to subscription members currently comprise:

- The discount on the initial greeting card purchase, in the first year of subscription membership only, to the extent that this exceeds the price that a customer could access through generally available discounts.
- Expected usage of the discount on subsequent card purchases, to the extent that this exceeds the price that a customer could otherwise access through generally available discounts.
- Expected usage of other benefits, such as free postcards.

Each of these material rights represents a separate performance obligation under IFRS 15. The transaction price, being the standalone selling price of the membership, is allocated to these performance obligations on a relative standalone selling price basis. In determining the standalone selling price of each material right, the Group considers the incremental value of the benefit to the customer and the expected level of utilisation over the membership period. Accordingly, the allocation reflects both the expected value of the benefits and expected redemption patterns.

Revenue allocated to the complimentary initial card (first year only) is recognised at the point the card is transferred to the customer. Revenue allocated to subsequent purchase discounts and other benefits is recognised as the related goods or services are transferred and the material rights are exercised. Deferred revenue arises where consideration received relates to material rights that have not yet been exercised at the reporting date.

For renewal memberships, where no complimentary initial card is provided, revenue is recognised over the 12-month membership period in line with the expected pattern of exercise of the material rights, which currently approximates a time-apportioned basis.

iii) Sale of gift experiences

The Group operates a platform for the distribution of gift experience vouchers that may be redeemed for a wide choice of experiences provided by third-party merchant partners and either gifted or kept for a consumer's own use. Revenue is recognised when a consumer purchases a gift experience, acting as an agent at the point of sale. At this point, the Group's obligations are substantially complete, subject to a provision for refunds as stipulated in the terms of the sale, as the Group's merchant partners provide gift experience services, following redemption either through the Group's websites or directly with the recipient's chosen merchant partner.

The amount of revenue recognised primarily comprises the expected value of fees and any other income receivable in accordance with the Group's contracts with third-party merchant partners, rather than the gross value of vouchers purchased. This includes an estimate of the revenue to be recognised in relation to vouchers which are not redeemed based on historical rates.

Each voucher is multi-purpose and can be exchanged for other experiences at any point until redemption, on account of which merchants are not paid a share of the gross value of a voucher until after redemption. The expected value of future amounts that will become payable to merchants is included within Experiences merchant accrual on the balance sheet and is accounted for as a financial liability in accordance with IFRS 9. Estimates are trued up for actual customer redemption rates. See further information within critical accounting estimates on page 134. Where voucher redemption rates differ from expectations for a cohort of vouchers, the Group recognises the resulting adjustment to revenue and derecognises the related accrued merchant payable once its legal obligations to merchants expire.

c) Supplier income

The Group enters into agreements with suppliers to share the costs and benefits of promotional activity and volume growth. The Group receives income from its suppliers based on specific agreements in place. Supplier income received is recognised as a deduction to costs of sales and directly affects the Group's reported margin. Marketing income earned from suppliers in return for media space is not included in the Group's definition of supplier income. The types of supplier income recognised by the Group and the associated recognition policies are:

2 Summary of significant accounting policies continued

c) Supplier income continued

i) Promotional contributions

Includes supplier contributions to promotional giveaways and other supplier funded promotional activity. Income is recognised as a deduction to cost of sales over the relevant promotional period. Income is calculated and invoiced at the end of the promotion period based on actual sales or according to fixed contribution arrangements. Contributions earned, but not invoiced, are accrued at the end of the relevant period and recognised within trade and other receivables.

ii) Volume-based rebates

Includes annual growth incentives and seasonal contributions. Annual growth incentives are calculated and invoiced at the end of the financial year, once earned, based on fixed percentage growth targets agreed for each supplier at the beginning of the year. They are recognised as a reduction in cost of sales in the year to which they related. Other volume-based rebates are agreed with the supplier and spread over the contract period to which they relate. Contributions earned, but not invoiced, are accrued at the end of the relevant periods. The uncollected amounts accrued are recognised in trade and other payables net against amounts owed to that supplier as the Group has the legal right and intention to offset these balances.

d) Finance income and costs

Finance income arises from interest income in bank deposits. Finance costs are incurred on bank borrowings and the unwinding of the discount on lease liabilities and the merchant accrual. Foreign exchange, charge or credit, on financing activities is recognised within net finance costs. Each of these components is recognised in the income statement in the period in which they are incurred.

e) Share-based payments

The Group has equity-settled compensation plans.

Equity-settled share-based payments are measured at fair value at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed over the vesting period, based on the Group's estimate of awards that will eventually vest. For plans where the vesting conditions are based on a market condition, such as total shareholder return, the fair value at date of grant reflects the probability that this condition will not be met and therefore is fixed thereafter irrespective of actual vesting.

Fair value is measured using the Black-Scholes and Monte Carlo option pricing model, except where vesting is subject to market conditions when the Stochastic option pricing model is used. A Chaffe model is used to value the holding period. The expected term used in the models has been adjusted based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

f) Taxation

Taxation is chargeable on the profits for the year, together with deferred taxation.

The current income tax charge is calculated on the basis of tax laws enacted or substantively enacted at the balance sheet date in the countries where the Group's subsidiaries operate and generate taxable income.

Deferred taxation is provided in full using the liability method for temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amount used for taxation purposes. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised.

Deferred tax is determined using the tax rates that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred tax asset is realised, or deferred tax liability is settled. Deferred tax relating to items recognised outside of profit or loss is also recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity. Deferred tax assets and liabilities are offset if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax is recognised in the income statement except to the extent that it relates to items recognised in other comprehensive income or directly in equity, in which case it is recognised in the statement of other comprehensive income or the statement of changes in equity.

g) Business combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred which is measured at the acquisition date. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under IFRS 3 Business Combinations are recognised at their fair values at the acquisition date.

Acquisition-related items such as legal or professional fees are recognised as expenses in the year in which the costs are incurred as Adjusting Items.

h) 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 relates to the Greetz and Experiences cash-generating units.

Notes to the consolidated financial statements continued

2 Summary of significant accounting policies continued

h) Goodwill continued

Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less any accumulated impairment losses. Goodwill is not subject to amortisation but is tested for impairment annually or whenever there is evidence that impairment may be required. Any impairment of goodwill is recognised immediately in the income statement and is not subsequently reversed. Goodwill is denominated in the currency of the acquired entity and revalued to the closing exchange rate at each reporting year date.

Goodwill in respect of subsidiaries is included in intangible assets. On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

i) Intangible assets other than goodwill

i) Separately acquired intangible assets

Intangible assets acquired separately are measured on initial recognition at fair value at the acquisition date, provided they are identifiable and capable of reliable measurement.

Intangible assets with a finite useful life that are acquired separately are carried at cost less accumulated amortisation and impairment losses. These intangible assets are amortised on a straight-line basis over their remaining useful lives, consistent with the pattern of economic benefits expected to be received. The amortisation charge is included within selling and administrative expenses in the income statement.

ii) Internally generated research and development costs

Research expenditure is recognised as an expense in the income statement in the period in which it is incurred.

Development expenditure relating to the enhancement of the Group's technology platforms, customer-facing websites and applications, personalisation capabilities, fulfilment systems and other internally generated software is recognised as an intangible asset only when the recognition criteria of IAS 38 Intangible Assets are met.

Certain costs incurred in the development phase of internal projects, including technology, app and platform enhancements and internally generated software and trademarks, are capitalised where management demonstrates the technical feasibility of completing the asset, its intention and ability to complete and use the asset, the existence of probable future economic benefits, the availability of adequate technical and financial resources to complete the development, and the ability to measure reliably the expenditure attributable to the asset.

The assessment of whether expenditure has moved beyond the research phase and meets the criteria for capitalisation requires management judgement. In particular, judgement is applied in determining when projects have reached a stage at which future economic benefits are considered probable, whether activities are enhancing existing capabilities or creating new functionality, and which costs are directly attributable to bringing the asset into use. Expenditure incurred during the research, planning and discovery phases of projects, or relating to routine maintenance and operational activities, are expensed as incurred.

Costs capitalised include employee costs for colleagues directly engaged in software development and product engineering activities, third-party development costs, software licence fees and other directly attributable expenditure incurred in developing the Group's technology platforms and digital products. Costs that are not directly attributable to qualifying development activities are recognised as an expense as incurred.

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and impairment losses. Amortisation begins when development is complete and the asset is available for use; the charge is included within selling and administrative expenses in the income statement. The estimated useful lives of separately acquired and internally generated assets are as follows:

	Straight-line amortisation period
Trademarks	10 years
Technology and development costs	3 years
Customer relationships	1 to 12 years
Software	3 to 5 years

j) Impairment of non-financial assets

Assets are reviewed for impairment whenever events indicate that the carrying amount of a cash-generating unit or the carrying amounts of non-financial assets may not be recoverable. In addition, assets that have indefinite useful lives are tested annually for impairment. An impairment loss is recognised to the extent that the carrying amount exceeds the higher of the asset's fair value less costs to sell and its value in use.

A cash-generating unit is the smallest identifiable group of assets that generates cash flows which are largely independent of the cash flows from other assets or groups of assets. At the acquisition date, any goodwill acquired is allocated to the relevant cash-generating unit or group of cash-generating units expected to benefit from the acquisition for the purpose of impairment testing of goodwill.

2 Summary of significant accounting policies continued

k) Impairment of financial assets held at amortised cost

As permitted by IFRS 9 Financial Instruments, loss allowances on trade receivables arising from the recognition of revenue under IFRS 15 Revenue from Contracts with Customers are initially measured at an amount equal to lifetime expected losses. Allowances in respect of loans and other receivables are initially recognised at an amount equal to 12-month expected credit losses. Allowances are measured at an amount equal to the lifetime expected credit losses where the credit risk on the receivables increases significantly after initial recognition.

l) Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment. Items of property, plant and equipment are recognised as assets when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The cost includes the purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating as intended by management. Depreciation is calculated on a straight-line basis to write off the assets over their useful economic life. No depreciation is provided on freehold land.

The estimated useful lives are as follows:

	Straight-line depreciation period
Freehold property	25 years
Plant and machinery	4 years
Fixtures and fittings	4 years
Leasehold improvements	10 years or the unexpired term of lease if lower
Computer equipment	3 years
Right-of-use assets (plant and machinery, land and buildings)	Lease term

Climate change is not considered to materially impact the estimated useful lives of assets. Although extreme weather events could potentially damage manufacturing and distribution facilities, the impact of this occurring is immaterial to the Group, the Group has flexibility in its production network and could shift production to other locations to mitigate any business interruptions.

m) Leased assets

Group as lessee

The Group records its lease obligations in accordance with the principles for the recognition, measurement, presentation and disclosures of leases as set out in IFRS 16. The Group applies IFRS 16 Leases to contractual arrangements which are, or contain, leases of assets and consequently recognises right-of-use assets and lease liabilities at the commencement of the leasing arrangement. The Group's leases comprise offices, warehouses, solar panels and printing machinery.

Lease liabilities are initially recognised at an amount equal to the present value of estimated contractual lease payments at the inception of the lease, after taking into account any options to extend the term of the lease to the extent they are reasonably certain to be exercised. Lease commitments are discounted to present value using the interest rate implicit in the lease if this can be readily determined, or the applicable incremental rate of borrowing, as appropriate. Right-of-use assets are initially recognised at an amount equal to the lease liability, adjusted for initial direct costs in relation to the assets, then depreciated over the shorter of the lease term and their estimated useful lives. The Group applies the recognition exemption for leases of low value and short-term leases of 12 months. These leases are not recognised on the balance sheet but expensed to the income statement on a straight-line basis over the lease term.

Group as lessor

The Group has entered into a sublease agreement as a lessor with respect to part of one of its leasehold properties. This is accounted for as an operating lease as the lease does not transfer substantially all the risks and rewards of ownership to the lessee.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

n) Inventories

Inventories include raw materials and finished goods and are stated at the lower of cost and net realisable value. Cost is based on the weighted average cost incurred in acquiring inventories and bringing them to their existing location and condition, which will include raw materials, direct labour and overheads, where appropriate.

o) Cash and cash equivalents

Cash comprises cash in hand, call deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value, with a maturity of three months or less. Cash equivalents relate to cash in transit from various payment processing intermediaries that provide receipting services to the Group.

For the purposes of the consolidated cash flow statement, cash and cash equivalents consist of cash and short-term deposits as defined above and are shown net of bank overdrafts, which are included as current borrowings in the liabilities section on the balance sheet.

Notes to the consolidated financial statements continued

2 Summary of significant accounting policies continued

p) Financial instruments

The primary objective of the Group's cash management activities is to preserve capital and protect the value of its cash balances. Additionally, the Group aims to maximise liquidity by concentrating cash centrally; to align the maturity profile of external investments with that of the forecast liquidity profile; to wherever practicable, match the interest rate profile of external investments to that of debt maturities or fixings; and to optimise the investment yield within the Group's investment parameters.

Financial assets and liabilities are recognised when the Group becomes a party to the contractual provisions of the relevant instrument and derecognised when it ceases to be a party. Such assets and liabilities are classified as current if they are expected to be realised or settled within 12 months after the balance sheet date. If not, they are classified as non-current. In addition, current liabilities include amounts where the entity does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Non-derivative financial assets are classified on initial recognition in accordance with the Group's business model as investments, loans and receivables, or cash and cash equivalents and accounted for as follows:

- **Loans and other receivables:** These are non-derivative financial assets with fixed or determinable payments that are solely payments of principal and interest on the principal amount outstanding, that are primarily held in order to collect contractual cash flows. These balances include trade and other receivables and are measured at amortised cost, using the effective interest rate method and stated net of allowances for credit losses.
- **Cash and cash equivalents:** Cash and cash equivalents include cash in hand and deposits held on call. Cash equivalents normally comprise instruments with maturities of three months or less at their date of acquisition. In the cash flow statement, cash and cash equivalents are shown net of bank overdrafts, which are included as current borrowings in the liabilities section on the balance sheet.

Non-derivative financial liabilities, including borrowings and trade payables, are stated at amortised cost using the effective interest method. For borrowings, their carrying amount includes accrued interest payable. The effective interest method takes into account both the contractual cash flows and the time value of money. The carrying amount of the financial liability is adjusted over time to reflect the unwinding of the discount, whereby the discount represents the difference between the initial fair value and the amount paid or received. The discounting process involves applying a discount rate to the future cash flows associated with the financial liability. The effect of discounting is recognised as an interest expense in the profit or loss over the expected term of the financial liability.

Derivative financial instruments are used to manage risks arising from changes in interest rates relating to the Group's external debt. The Group does not hold or issue derivative financial instruments for trading purposes. The Group uses the derivatives to hedge highly probable forecast transactions and therefore, the instruments are designated as cash flow hedges.

Derivatives are initially recognised at fair value on the date a contract is entered into and are subsequently remeasured at their fair value at each reporting date. At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in the cash flows of the hedged item and hedging instrument are expected to offset each other.

The effective element of any gain or loss from remeasuring the derivative instrument is recognised in other comprehensive income (OCI) and accumulated in the hedging reserve (presented in "other reserves" in the statement of changes in equity). Any change in the fair value of time value of the derivative instrument is also recognised in OCI as part of cash flow hedges and accumulated in the cost of hedging reserve (presented in "other Reserves" in the statement of changes in equity). Any element of the remeasurement of the derivative instrument that does not meet the criteria for an effective hedge is recognised immediately in the Group income statement within finance costs.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in OCI at that time remains in OCI and is recognised when the forecast transaction is ultimately recognised in the income statement within finance costs. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in OCI is recycled to the income statement. The full fair value of a hedging derivative is classified as a non-current asset or liability if the remaining maturity of the hedged item is more than 12 months or, as a current asset or liability, if the remaining maturity of the hedged item is less than 12 months.

q) Provisions

Provisions are recognised when either a legal or constructive obligation as a result of a past event exists at the balance sheet date, it is probable that an outflow of economic resources will be required to settle the obligation and a reasonable estimate can be made of the amount of the obligation.

r) Pensions and other post-employment benefits

The Group contributes to defined contribution pensions schemes and payments to these are charged as an expense and accrued over time.

s) Equity

Called-up share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction from the proceeds.

Share premium

The amount subscribed for the ordinary shares in excess of the nominal value of these new shares is recorded in share premium. Costs that directly relate to the issue of ordinary shares are deducted from share premium net of corporation tax.

2 Summary of significant accounting policies continued

s) Equity continued

Merger reserve

The merger reserve of £993,026,000 arose as a result of the Group reorganisation undertaken prior to the Company's listing on the London Stock Exchange. This reorganisation was accounted for using common control merger accounting. Under this method, the assets and liabilities of the acquired entities were recognised at their existing carrying amounts rather than at fair value and no goodwill was recognised. The difference between the consideration paid and the book value of net assets acquired was recorded directly in equity within the merger reserve.

This accounting treatment was selected in preference to acquisition accounting in order to reflect the continuity of ownership and to present the Group's financial results on a basis that preserved the historical track record of the underlying trading entities. Had acquisition accounting been applied, the identifiable net assets would have been remeasured at fair value and a significant goodwill asset would likely have been recognised, increasing net assets and potentially resulting in the Group reporting positive net assets. However, such treatment would not have reflected the substance of a restructuring within a commonly controlled group.

The adoption of common control merger accounting has resulted in the recognition of a significant merger reserve on consolidation. The merger reserve is a debit balance within equity arising from the application of merger accounting and is a significant contributor to the Group's reported net liabilities position.

Own shares held reserve

The own shares held reserve represents the cost of the Company's own shares that are held by the Group. This comprises shares repurchased which are held pending cancellation, and shares held in treasury by the Group's Employee Benefit Trust ("EBT") to satisfy obligations under employee shares schemes.

Shares purchased for cancellation are included in the own shares held reserve until cancellation, at which point the consideration is transferred to retained earnings and the nominal value of the shares is transferred from share capital to the capital redemption reserve. These shares are not considered outstanding for the purposes of calculating earnings per share and do not carry voting rights or the right to receive dividends.

Shares held by the EBT are treated as treasury shares and presented as a deduction from equity. Accordingly, such shares are excluded from the weighted average number of shares used in calculating earnings per share.

Other reserves

Share-based payment reserve

The share-based payment reserve is built up of charges in relation to equity-settled share-based payment arrangements which have been recognised within the consolidated income statement. Upon the exercise of share options, the cumulative amount recognised in the share-based payment reserve is recycled to retained earnings, reflecting the transfer of value to the equity of the Company.

Hedging reserve

The hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred and the cumulative net change in the fair value of time value on the cash flow hedging instruments.

Foreign currency translation reserve

The foreign currency translation reserve represents the accumulated exchange differences arising from the impact of the translation of subsidiaries with a functional currency other than Sterling.

Capital redemption reserve

The capital redemption reserve reflects the nominal amount of shares bought back and cancelled.

t) Dividends

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividend is approved by the Company's shareholders in the case of final dividends, or the date at which they are paid in the case of interim dividends.

u) Earnings per share

The Group presents basic and diluted EPS for its ordinary shares. Basic EPS is calculated by dividing the profit attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year. Shares transferred to employees on the exercise of new schemes were satisfied in the current year by the issue of shares held by the Employee Benefit Trust ("EBT") versus the prior year, in which new shares were issued. In accordance with IAS 33, these shares are treated as treasury shares and are excluded from the weighted average number of shares in issue from the date of acquisition until they are transferred to employees. For diluted EPS, the weighted average number of ordinary shares is adjusted to assume conversion of all dilutive potential ordinary shares.

Notes to the consolidated financial statements continued

2 Summary of significant accounting policies continued

v) Adjusting Items

Adjusting Items are significant items of income or expense which individually or, if of a similar type, in aggregate, are relevant to an understanding of the Group's underlying financial performance because of their size, nature or incidence. In identifying and quantifying Adjusting Items, the Group consistently applies a policy that defines criteria that are required to be met for an item to be classified as an Adjusting Item. These items are separately disclosed in the segmental analyses or in the notes to the financial statements as appropriate.

The Group believes that these items are useful to users of the consolidated financial statements in helping them to understand the underlying business performance and are used to derive the Group's principal non-GAAP measures of Adjusted EBITDA, Adjusted EBIT, Adjusted PBT and Adjusted EPS, which exclude the impact of Adjusting Items and which are reconciled from operating profit, profit before taxation and earnings per share.

3 Segmental analysis

In accordance with IFRS 8 – Operating Segments, the Group's reportable segments are based on internal reports that are regularly reviewed by the chief operating decision-maker (CODM) for the purpose of allocating resources and assessing performance. Operating segments are components of the Group that engage in business activities from which they may earn revenue and incur expenses, and for which discrete financial information is available.

The CODM comprises the Executive Directors (CEO and CFO) and other members of the Group Leadership Team. The CODM reviews discrete financial information for each segment and assesses performance and resource allocation based on revenue, gross profit, Adjusted EBITDA and Adjusted EBIT.

Based on internal reporting, the Group has three reportable segments: Moonpig, the online greeting cards and gifts business operating in the UK, Ireland, Australia and the US; Greetz, the online greeting cards and gifts business in the Netherlands; and Experiences, the gift experiences platform in the UK.

Adjusted EBITDA and Adjusted EBIT are alternative performance measures (APMs) and are not defined under IFRS. Adjustments are made to the statutory IFRS results to arrive at an underlying result which is in line with how the business is managed and measured on a day-to-day basis. Adjustments are made for items that are individually important in order to understand the financial performance. If included, these items could distort understanding of the performance for the year and the comparability between periods. Management applies judgement in determining which items should be excluded from underlying performance. See Note 6 for details of these adjustments.

Finance income and expense are not allocated to reportable segments, as treasury activities are managed centrally and are not included in the measures reviewed by the CODM.

The Group's revenue is primarily derived from the sale of cards, gifts and related services to consumers, or from the distribution of gift experiences acting as agent. No single customer accounted for 10% or more of the Group's revenue during the year.

For the year ended 30 April 2026

	Note	Moonpig £000	Greetz £000	Experiences £000	Group £000
Revenue	4	284,493	51,046	37,434	372,973
Cost of sales	5	(125,448)	(27,197)	(2,338)	(154,983)
Gross profit		159,045	23,849	35,096	217,990
Adjusted EBITDA		86,705	8,959	8,929	104,593
Depreciation and amortisation ¹		(12,931)	(1,244)	(3,251)	(17,426)
Adjusted EBIT		73,774	7,715	5,678	87,167
<i>Adjusting Items</i>	6				
Amortisation of acquired intangibles	6	–	(1,804)	(5,785)	(7,589)
Impairment of goodwill	6, 12	–	–	–	–
Operating profit / (loss)		73,774	5,911	(107)	79,578
Finance income	7				77
Finance costs	7				(10,716)
Profit before taxation					68,939
Taxation charge	9				(17,221)
Profit for the year					51,718

¹ Excludes amortisation arising on Group consolidation of intangibles which is classified as an Adjusting Item – see Note 6

3 Segmental analysis continued

For the year ended 30 April 2025

	Note	Moonpig £000	Greetz £000	Experiences £000	Group £000
Revenue	4	262,000	48,854	39,214	350,068
Cost of sales	5	(112,768)	(26,317)	(2,412)	(141,497)
Gross profit		149,232	22,537	36,802	208,571
Adjusted EBITDA		81,869	6,456	8,464	96,789
Depreciation and amortisation ¹		(15,060)	(1,606)	(2,283)	(18,949)
Adjusted EBIT		66,809	4,850	6,181	77,840
<i>Adjusting Items</i>	6				
Amortisation of acquired intangibles	6	–	(1,753)	(6,098)	(7,851)
Impairment of goodwill	6, 12	–	–	(56,700)	(56,700)
Operating profit / (loss)		66,809	3,097	(56,617)	13,289
Finance income	7				158
Finance costs	7				(10,489)
Profit before taxation					2,958
Taxation charge	9				(14,038)
Loss for the year					(11,080)

1 Excludes amortisation arising on Group consolidation of intangibles which is classified as an Adjusting Item – see Note 6

The following table shows the information regarding assets by segment that reconciles to the consolidated results of the Group.

As at 30 April 2026

	Moonpig £000	Greetz £000	Experiences £000	Group £000
Non-current assets ^{1,2}	32,690	17,811	101,627	152,128
Capital expenditure ³	(4,324)	(226)	–	(4,550)
Intangible expenditure	(9,655)	–	(2,160)	(11,815)

As at 30 April 2025

	Moonpig £000	Greetz £000	Experiences £000	Group £000
Non-current assets ^{1,2}	31,632	20,480	108,433	160,545
Capital expenditure ³	(1,816)	(537)	(13)	(2,366)
Intangible expenditure	(7,968)	(17)	(3,066)	(11,051)

1 Comprises intangible assets and property, plant and equipment (inclusive of ROU assets).

2 All material non-current assets are located in the UK, with the exception of Greetz where the assets are located in the Netherlands.

3 Includes ROU assets capitalised in each period and additions to dilapidation assets.

4 Revenue

The following table shows revenue by segment and by geography that reconciles to the consolidated revenue for the Group. The geographical split of revenue is based on the customer's country selection on the website or app at the time of order.

For the year ended 30 April 2026

	Moonpig £000	Greetz £000	Experiences £000	Group £000
UK	268,765	–	37,434	306,199
Netherlands	–	51,046	–	51,046
Ireland	6,367	–	–	6,367
Australia	6,324	–	–	6,324
USA	3,037	–	–	3,037
Total external revenue	284,493	51,046	37,434	372,973

Notes to the consolidated financial statements continued

4 Revenue continued

For the year ended 30 April 2025

	Moonpig £000	Greetz £000	Experiences £000	Group £000
UK	250,178	–	39,214	289,392
Netherlands	–	48,854	–	48,854
Ireland	4,781	–	–	4,781
Australia	4,872	–	–	4,872
USA	2,169	–	–	2,169
Total external revenue	262,000	48,854	39,214	350,068

The consolidated revenue for the Group was made up as follows:

	2026 £000	2025 £000
Recognised at a point in time	364,120	343,949
Recognised over time	8,853	6,119
Total external revenue	372,973	350,068

5 Operating profit

Nature of expenses charged to operating profit from continuing operations:

	2026 £000	2025 ³ £000
Cost of sales	(154,983)	(141,497)
Selling and administrative expenses	(139,770)	(196,626)
Total expenses	(294,753)	(338,123)

	Note	2026 £000	2025 ³ £000
Cost of inventories		(53,943)	(50,236)
Total net employment costs (excluding share-based payment expenses)	8	(55,929)	(53,799)
Share-based payment expenses (including NI)	8, 22	(3,516)	(3,471)
Shipping and logistics		(88,157)	(80,616)
Marketing costs		(38,674)	(36,880)
Hosting, merchant and other variable platform fees		(14,387)	(14,357)
Depreciation of property, plant and equipment	13	(6,271)	(6,246)
Amortisation of intangible fixed assets ¹	12	(11,155)	(12,703)
Other costs ²		(15,132)	(15,264)
Total expenses before Adjusting Items		(287,164)	(273,572)
Adjusting Items	6	(7,589)	(64,551)
Total expenses		(294,753)	(338,123)

1 Amortisation of intangible fixed assets excludes the charge for amortisation of acquired intangibles of £7,589,000 (2025: £7,851,000) which is classified as an Adjusting Item as set out in Note 6.

2 Other costs contain the remaining expenses that are immaterial in nature or immaterial on a disaggregated basis. Other costs include IT maintenance, building costs, ancillary staff costs and auditors' remuneration. Other costs also include a foreign exchange profit of £1,000 (2025: loss of £135,000).

3 There have been no changes to the numbers that were disclosed in the previous year, but the prior year figures in the table above have been represented to include additional information regarding nature of expenses charged to operating profit.

5 Operating profit continued

Other costs include the following fees for auditors' remuneration:

	2026	2025
	£000	£000
Auditors' remuneration:		
– Fees to auditors for the audit of these consolidated financial statements	(864)	(860)
– Fees to auditors' firms and associates for local audits	(105)	(91)
Total audit fees expense	(969)	(951)
Fees to auditors' firms and associates for other services:		
– Other non-audit services	(1)	(1)
– Assurance services	(126)	(122)
	(1,096)	(1,074)

6 Adjusting Items

	2026	2025
	£000	£000
Impairment of goodwill (see Note 12)	–	(56,700)
Total adjustments to Adjusted EBITDA	–	(56,700)
Amortisation of acquired intangibles	(7,589)	(7,851)
Total adjustments to Adjusted EBIT	(7,589)	(64,551)

	2026	2025
	£000	£000
Tax impact of impairment of goodwill	–	–
Tax impact of amortisation of acquired intangibles	1,912	1,977
Tax impact of Adjusting Items	1,912	1,977

Amortisation of acquired intangibles (arising on business combinations) is excluded from Adjusted earnings because they are non-operational and therefore distort the underlying performance of the business.

There was no cash paid in the year in relation to Adjusting Items (2025: £6,004,000). The prior year cash payment relates to the settlement of pre-IPO one-off compensation arrangements, including employer NI contributions, that vested in FY24. There was no charge to the income statement during FY26 or FY25.

7 Finance income and costs

	2026	2025
	£000	£000
Bank interest receivable	77	158
Interest payable on leases	(522)	(660)
Bank interest payable	(7,644)	(7,705)
Interest payable on corporation tax	(195)	–
Amortisation of capitalised borrowing costs	(650)	(525)
Amortisation of interest rate cap premium	(170)	(297)
Interest on discounting of financial liability	(1,419)	(1,832)
Net foreign exchange (loss)/gain on financing activities	(116)	530
Net finance costs	(10,639)	(10,331)

Notes to the consolidated financial statements continued

8 Employee benefit costs

The average monthly number of employees (including Directors) during the year was made up as follows:

	2026 Number	2025 Number
Administration	533	544
Operations	143	126
Total employees	676	670

	2026 £000	2025 £000
Wages and salaries	(57,021)	(54,745)
Social security costs	(7,166)	(6,469)
Other pension costs	(1,728)	(1,723)
Share-based payment expenses (including NI)	(3,516)	(3,471)
Total gross employment costs	(69,431)	(66,408)
Staff costs capitalised as intangible assets	9,986	9,138
Total net employment costs	(59,445)	(57,270)

	2026 £000	2025 £000
Staff costs capitalised as intangible assets	9,986	9,138
Subcontractor costs capitalised as intangible assets	1,829	1,913
Total capitalisation of intangible assets (see Note 12)	11,815	11,051

The Group's employees are members of defined contribution pension schemes with obligations recognised as an operating cost in the income statement as incurred.

The Group pays contributions into separate funds on behalf of the employee and has no further obligations to employees. The risks associated with this type of plan are assumed by the member. Contributions paid by the Group in respect of the current year are included within the consolidated income statement.

9 Taxation

(a) Tax on profit

The tax charge is made up as follows:

	2026 £000	2025 £000
Profit before taxation	68,939	2,958
Current tax:		
UK corporation tax on profit for the year	17,377	15,079
Foreign tax charge	2,053	1,415
Adjustment in respect of prior years	(350)	189
Total current tax	19,080	16,683
Deferred tax:		
Origination and reversal of temporary differences	(2,121)	(1,883)
Adjustment in respect of prior years	262	(762)
Total deferred tax	(1,859)	(2,645)
Total tax charge in the income statement	17,221	14,038

9 Taxation continued

(b) Reconciliation of the effective tax rate

The tax assessed for the year is in line with the standard UK rate of corporation tax applicable at 25.0% (2025: 25.0%). The reconciling differences of the effective tax rate are explained below:

	2026 £000	2025 £000
Profit before taxation	68,939	2,958
Profit on ordinary activities multiplied by the UK tax rate	17,235	739
Effects of:		
Non-deductible impairment of goodwill	–	14,176
Expenses not deductible for tax purposes	88	172
Non-taxable income	(406)	(420)
Effect of higher tax rates in overseas territories	36	9
Adjustment in respect of prior years	(88)	(573)
Share-based payments	356	(65)
Total tax charge for the year	17,221	14,038

Taxation for other jurisdictions is calculated at the rates prevailing in each jurisdiction.

Expressed as a percentage of Adjusted profit before taxation, the Adjusted effective tax rate was 25.0% (FY25: 23.7%). The prior year effective tax rate was lower than the prevailing rates of corporation tax due to the positive impact of deferred tax movements relating to share-based payment arrangements, driven by changes in the Group's share price (refer to Note 6 and Alternative Performance Measures on page 182).

(c) Deferred tax:

	Accelerated capital allowances £000	Intangible assets £000	Share-based payments £000	Right-of-use assets £000	Lease liabilities £000	Other short- term temporary differences £000	Total £000
Balance as at 1 May 2025	(543)	(7,692)	3,714	(1,044)	1,244	34	(4,287)
Adjustments in respect of prior years	(258)	–	(54)	–	–	50	(262)
Adjustments posted through other comprehensive income (OCI)	–	–	–	–	–	(108)	(108)
Adjustments posted through equity	–	–	(1,298)	–	–	–	(1,298)
Current year credit/(charge) to income statement	(258)	1,912	441	147	(128)	7	2,121
Effects of movements in exchange rates	–	(39)	–	(1)	6	(2)	(36)
Balance as at 30 April 2026	(1,059)	(5,819)	2,803	(898)	1,122	(19)	(3,870)

	Accelerated capital allowances £000	Intangible assets £000	Share-based payments £000	Right-of-use assets £000	Lease liabilities £000	Other short- term temporary differences £000	Total £000
Balance as at 1 May 2024	(1,866)	(9,500)	1,927	(1,183)	1,362	357	(8,903)
Adjustments in respect of prior years	666	(89)	138	–	–	47	762
Adjustments posted through other comprehensive income (OCI)	–	–	–	–	–	185	185
Adjustments posted through equity	–	–	1,773	–	–	–	1,773
Current year credit/(charge) to income statement	657	1,883	(124)	136	(113)	(556)	1,883
Effects of movements in exchange rates	–	14	–	3	(5)	1	13
Balance as at 30 April 2025	(543)	(7,692)	3,714	(1,044)	1,244	34	(4,287)

The main rate of corporation tax for the UK is 25.0% (2025: 25.0%). For the Netherlands companies, the first €200,000 of profits are taxed at 19.0% (2025: 19.0%) and thereafter at 25.8% (2025: 25.8%).

Notes to the consolidated financial statements continued

10 Dividends

	2026 Pence per share	2026 £000	2025 Pence per share	2025 £000
Amounts recognised as distributions to equity holders				
Dividends paid				
Final dividend in relation to FY25 (FY24)	2.00	6,421	–	–
Interim dividend in relation to FY26 (FY25)	1.25	3,877	1.00	3,395
Total paid		10,298		3,395

In addition, the Directors are proposing a final dividend in respect of the year ended 30 April 2026 of 2.50 pence per share (2025: 2.00 pence per share) subject to shareholder approval at the Annual General Meeting. This would result in total dividends for the year ended 30 April 2026 of 3.75 pence per share (2025: 3.00 pence) equating to an estimated dividend distribution of approximately £11.4m (based on the number of shares as at 30 April 2026). The final dividend will be paid on 19 November 2026 to all shareholders registered at the close of business on 23 October 2026. The proposed final dividend was not yet approved as at the year end and therefore, in accordance with IAS 10 'Events after the Reporting Period', it has not been accrued as a liability at 30 April 2026.

11 Earnings per share

Basic earnings per share

Basic earnings per share is calculated by dividing the earnings attributable to ordinary shareholders by the weighted average number of ordinary shares in issue during the period.

	2026 Number of shares	2025 Number of shares
Shares in issue		
As at 1 May	333,845,736	343,310,015
Issue of shares during the period	–	1,597,155
Shares cancelled during the period	(27,779,906)	(11,061,434)
As at 30 April	306,065,830	333,845,736

	2026 Number of shares	2025 Number of shares
EBT share holdings		
As at 1 May	–	–
Shares acquired by the EBT	2,708,481	–
Shares transferred from the EBT to employees	(689,768)	–
As at 30 April	2,018,713	–

The EBT acquired 2,708,481 ordinary shares during the year (2025: nil), which are used to satisfy future employee awards. In accordance with IAS 33, these shares are treated as treasury shares and are excluded from the weighted average number of shares in issue from the date of acquisition until they are transferred to employees. Although shares held by the EBT are not treasury shares under UK company law, they are treated as treasury shares for the purposes of IAS 33 and excluded from the weighted average number of ordinary shares in issue until such time as they are transferred out of the trust. On transfer, these shares are included in the weighted average number of shares in issue.

	2026 Number of shares	2025 Number of shares
Weighted average number of shares in issue	320,636,314	342,548,159
Less: weighted average number of shares held by the EBT	(1,127,127)	–
Weighted average number of shares for calculating basic earnings per share	319,509,187	342,548,159

Diluted earnings per share

For diluted earnings per share, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all potentially dilutive ordinary shares. The Group has potentially dilutive ordinary shares arising from share options granted to employees under the share schemes as detailed in Note 22 of these consolidated financial statements.

Adjusted earnings per share

Earnings attributable to ordinary equity holders of the Group for the year, adjusted to remove the impact of Adjusting Items and the tax impact of these; divided by the weighted average number of ordinary shares outstanding during the year.

11 Earnings per share continued

	2026	2025
	Number of shares	Number of shares
Weighted average number of shares for calculating basic earnings per share	319,509,187	342,548,159
Weighted average number of dilutive shares	11,244,382	13,593,171
Total number of shares for calculating diluted earnings per share	330,753,569	356,141,330

	2026	2025
	£000	£000
Basic earnings attributable to equity holders of the Company	51,718	(11,080)
Adjusting Items (see Note 6)	7,589	64,551
Tax on Adjusting Items	(1,912)	(1,977)
Adjusted earnings attributable to equity holders of the Company	57,395	51,494

	2026	2025
Basic earnings per ordinary share (pence)	16.2	(3.2)
Diluted earnings per ordinary share (pence)	15.6	(3.2)
Basic earnings per ordinary share before Adjusting Items (pence)	18.0	15.0
Diluted earnings per ordinary share before Adjusting Items (pence)	17.4	14.5

12 Intangible assets

	Goodwill	Trademark	Technology and development costs ²	Customer relationships	Software	Total
	£000	£000	£000	£000	£000	£000
Cost						
As at 1 May 2025	143,601	16,393	46,657	43,199	275	250,125
Additions	–	–	11,815	–	–	11,815
Disposals	–	–	(23,022)	–	(276)	(23,298)
Foreign exchange	106	146	–	188	1	441
As at 30 April 2026	143,707	16,539	35,450	43,387	–	239,083
Accumulated amortisation and impairment						
As at 1 May 2025	56,700	8,004	26,891	20,956	264	112,815
Amortisation charge	–	1,654	11,205	5,875	10	18,744
Disposals	–	–	(23,022)	–	(276)	(23,298)
Impairment	–	–	–	–	–	–
Foreign exchange	–	28	–	281	2	311
As at 30 April 2026	56,700	9,686	15,074	27,112	–	108,572
Net book value as at 30 April 2026	87,007	6,853	20,376	16,275	–	130,511
Moonpig	–	–	16,551	–	–	16,551
Greetz ¹	6,439	2,046	–	4,064	–	12,549
Experiences	80,568	4,807	3,825	12,211	–	101,411
Net book value as at 30 April 2026	87,007	6,853	20,376	16,275	–	130,511

1 The movement in Greetz goodwill between periods is a result of foreign exchange revaluation.

2 Technology and development costs include assets under construction of £4,962,000 (2025: £5,125,000).

Notes to the consolidated financial statements continued

12 Intangible assets continued

	Goodwill £000	Trademark £000	Technology and development costs ^{1,2} £000	Customer relationships ² £000	Software £000	Total £000
Cost						
As at 1 May 2024	143,622	16,423	39,058	43,238	261	242,602
Additions	–	–	11,037	–	14	11,051
Disposals	–	–	(3,438)	–	–	(3,438)
Foreign exchange	(21)	(30)	–	(39)	–	(90)
As at 30 April 2025	143,601	16,393	46,657	43,199	275	250,125
Accumulated amortisation and impairment						
As at 1 May 2024	–	6,375	17,360	15,115	160	39,010
Amortisation charge	–	1,633	12,969	5,848	104	20,554
Disposals	–	–	(3,438)	–	–	(3,438)
Impairment	56,700	–	–	–	–	56,700
Foreign exchange	–	(4)	–	(7)	–	(11)
As at 30 April 2025	56,700	8,004	26,891	20,956	264	112,815
Net book value as at 30 April 2025	86,901	8,389	19,766	22,243	11	137,310
Moonpig	–	–	15,075	–	–	15,075
Greetz	6,333	2,854	–	5,098	11	14,296
Experiences	80,568	5,535	4,691	17,145	–	107,939
Net book value as at 30 April 2025	86,901	8,389	19,766	22,243	11	137,310

1 Technology and development costs include assets under construction of £5,125,000 (2024: £4,735,000).

2 The opening balance of gross cost and accumulated depreciation was restated to reflect the transfer between customer relationships and technology and development costs of fully-amortised Greetz technology costs and their subsequent disposal. The asset had a nil net book value as at 1 May 2023 and therefore there was no impact to the income statement or balance sheet.

Goodwill, trademarks and customer relationship assets relate to the acquisitions of Greetz in 2018 and Experiences in 2022, and were recognised on business combinations. Technology and development costs at Moonpig and Experiences relate to internally developed assets; the costs of these assets include capitalised expenses of employees working full-time on software development projects and third-party consulting firms. Software intangible assets include accounting and marketing software purchased by the Group and software licence fees from third-party suppliers.

The remaining useful economic lives of these assets are as follows:

	2026	2025
Trademarks		
Greetz – arising on acquisition	2 years and 4 months	3 years and 4 months
Experiences – arising on acquisition	6 years and 3 months	7 years and 3 months
Technology and development costs		
Moonpig and Experiences – internally generated	Range from 3 years and 0 months to 0 years and 1 month	Range from 3 years and 0 months to 0 years and 1 month
Experiences – arising on acquisition	Fully amortised	0 years and 3 months
Customer relationships		
Greetz – arising on acquisition	4 years and 4 months	5 years and 4 months
Experiences – arising on acquisition	Range from 3 years and 3 months to 0 years and 3 months	Range from 4 years and 3 months to 1 year and 3 months

12 Intangible assets continued

Annual impairment tests

Goodwill

Goodwill is allocated to two cash-generating units (CGUs), namely the Greetz and Experiences segments, based on the smallest identifiable group of assets that generates cash inflows independently in relation to the specific goodwill. The recoverable amount of a CGU or group of CGUs is determined as the higher of its fair value less costs of disposal and its value in use (VIU). In determining VIU, estimated future cash flows are discounted to their present value.

The Group performed its annual impairment test of the goodwill allocated to the Greetz and Experiences segments, as at 30 April 2026. The estimated future cash flows are based on the approved plan, including the FY27 budget, for the three years ending 30 April 2029. The estimated future cash flows are identical to those used for the viability statement, see page 42. They have been extended by a further two years before applying a perpetuity using an estimated long-term growth rate. When estimating value in use, the Group does not include estimated future cash flows that are expected to arise from improving or enhancing the asset's performance.

The long-term growth rates and pre-tax discount rates used to calculate the value in use are set out in the table below:

	Greetz CGU		Experiences CGU	
	2026	2025	2026	2025
Discount rate ¹	14.3%	13.7%	14.5%	13.5%
Long-term growth rate ²	2.0%	2.0%	2.0%	2.0%

1 The discount rate is a pre-tax rate that reflects the current market assessment of the time value of money and the risks specific to the cash generating units. The pre-tax discount rates used to calculate value in use are derived from the Group's post-tax weighted average cost of capital.

2 The long-term growth rate is used to extrapolate cash flows beyond the five-year plan period.

There continues to be positive headroom for the goodwill allocated to the Greetz CGU as at 30 April 2026 and there is no reasonably possible change in key assumptions, including those relating to future sales performance, that would lead to an impairment.

The impairment review undertaken as at 30 April 2026 for the Experiences CGU indicated that there was positive headroom when comparing the value in use calculation to the carrying value of the CGU (FY25: an impairment charge of £56.7m was recognised). Headroom on the goodwill allocated to the Experiences CGU of £18.4m represents an increase since both 30 April 2025 (£1.6m) and 31 October 2025 (£3.4m) reflecting cost reductions implemented in H1 FY26, a sustained improvement in trading from November 2025 onwards and further reductions in operating expenses and capital expenditure implemented during the final quarter of the year.

The impairment assessment remains a major source of estimation uncertainty based on the sensitivity analysis and has a significant risk of resulting in a material adjustment to the carrying amount within the year ending 30 April 2027. In accordance with paragraph 125 of IAS 1, the FY26 year-end accounts therefore disclose the quantification of all key assumptions in the value in use estimates and the impact of plausible changes in each key assumption.

The Group has identified the following key assumption as having the most significant impact on the Experiences value in use calculation:

	Experiences CGU	
	2026	2025
Revenue compound annual growth rate (CAGR) ¹	1.4%	2.7%

1 The compound annual growth rate represents the average yearly growth rate over the pre-perpetuity period.

The revenue compound annual growth rate of 1.4% (historical rates of 0.1% as at 31 October 2025 and 2.7% as at 30 April 2025) is based on our assessment of current and expected market conditions, informed by external sources, adjusted to reflect historical under-performance versus market forecasts and the anticipated impact of the Group's strategy on future growth.

The Group has performed sensitivity analysis to assess the impact of a change in the key assumption on the VIU.

The Group modelled the impact of a decrease in forecast revenue growth. The revenue sensitivity reflects a reduction of 10% in the first year of the forecast period, commencing 1 November, 5% for the following 18 months, 2.5% for the following 12 months and then flat in the remaining pre-perpetuity growth period. This results in a 4.0%pts decrease in the forecast revenue CAGR.

The sensitivity applied is consistent with the more severe downside scenario (plausible scenario 2) prepared in connection with the viability statement on page 42.

The results of this sensitivity analysis is summarised below:

	Experiences CGU	
	2026 £m	2025 £m
Original headroom	18.4	1.6
Impairment using a 4.0%pts decrease in the forecast revenue CAGR ¹ (2025: 2.2%pts)	(21.1)	(11.8)

1 The compound annual growth rate represents the average yearly growth rate over the pre-perpetuity period. As at 31 October 2025, the Group adopted a more conservative revenue CAGR assumption for sensitivity analysis, reflecting H1 performance. Whilst the Group delivered a materially improved revenue performance in H2, the sensitivity assumptions have been left unchanged. Should this improvement be sustained, the sensitivity scenarios may be revised in future periods.

Notes to the consolidated financial statements continued

12 Intangible assets continued

Annual impairment tests continued

Goodwill continued

The Group assessed the change in the forecast revenue CAGR that would be required for the recoverable amount to equal the carrying amount. A reduction of 0.8%pts in the forecast revenue CAGR, after considering the consequential impact on the cash flows used in the VIU calculation, would eliminate the remaining headroom and result in the recoverable amount being equal to the carrying value of the CGU.

In addition, the Group assessed the impact on the value in use calculation of a 1%pt increase in the discount rate. The discount rate was not identified as having a significant impact on the value in use calculation; under this scenario headroom reduced from £18.4m to £13.3m (2025: headroom reduced from £1.6m to an impairment of £2.5m).

In both the key assumption sensitivity, breakeven and discount rate scenarios, no mitigating actions have been modelled within the forecasted cash flows.

Scenario analysis performed as part of the Group's disclosure against the Task Force on Climate-related Financial Disclosures (TCFD) (pages 51 to 53) identified two transition-related climate risks with potential revenue and cost implications. The analysis considered three scenarios: business as usual (>4°C by 2100); an unequal world (2.5°C by 2100); and the Paris Agreement Aligned (1.5°C by 2100), with the most material risks arising under the Paris Agreement Aligned scenario:

- For the risk of carbon taxation, we modelled the gross (unmitigated) financial impact under a Paris Agreement Aligned scenario, assuming the introduction of carbon taxes from FY29. This impact is not reflected in the base case cash flow forecasts used in the impairment assessment. Instead, a sensitivity analysis was performed by applying the estimated carbon tax costs to the base case cash flows from FY29 onwards. Under this sensitivity, headroom for the Experiences CGU and Greetz CGU remained at £11.3m and £73.4m respectively.
- For the risk of shifting consumer sentiment, scenario analysis was conducted to evaluate the potential consequences of different climate policy pathways. However, the significant uncertainty surrounding behavioural and market response assumptions means that any attempt to quantify a specific financial impact would be highly speculative, hence no such estimate can be meaningfully determined at this stage.

Finite-life intangible assets

At each reporting year date, the Group reviews the carrying amounts of other finite-life intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent, if any, of the impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

13 Property, plant and equipment

	Freehold property £000	Plant and machinery £000	Fixtures and fittings £000	Leasehold improvements £000	Computer equipment £000	Right-of-use assets plant and machinery (Note 20) £000	Right-of-use assets land and buildings (Note 20) £000	Total £000
Cost								
As at 1 May 2025	3,966	8,233	4,168	11,008	2,431	1,787	21,998	53,591
Additions	27	2,891	78	521	518	131	384	4,550
Disposals	–	(128)	(40)	–	(537)	–	–	(705)
Transfer	–	–	–	(816)	–	–	816	–
Foreign exchange	–	10	25	40	13	20	85	193
As at 30 April 2026	3,993	11,006	4,231	10,753	2,425	1,938	23,283	57,629
Accumulated depreciation								
As at 1 May 2025	2,514	6,066	3,739	4,371	1,909	990	10,767	30,356
Depreciation charge	165	1,482	227	1,067	394	445	2,491	6,271
Disposals	–	(128)	(40)	–	(537)	–	–	(705)
Transfer	–	–	–	(594)	–	–	594	–
Foreign exchange	–	7	25	10	12	13	23	90
As at 30 April 2026	2,679	7,427	3,951	4,854	1,778	1,448	13,875	36,012
Net book value as at 30 April 2026	1,314	3,579	280	5,899	647	490	9,408	21,617

13 Property, plant and equipment continued

	Freehold property £000	Plant and machinery £000	Fixtures and fittings £000	Leasehold improvements £000	Computer equipment £000	Right-of-use assets plant and machinery (Note 20) £000	Right-of-use assets land and buildings (Note 20) ¹ £000	Total £000
Cost								
As at 1 May 2024	3,905	7,202	4,055	10,535	2,547	1,536	22,160	51,940
Additions	68	1,032	198	514	443	–	111	2,366
Modifications	–	–	–	–	–	251	–	251
Disposals	(5)	–	(80)	(37)	(555)	–	(253)	(930)
Foreign exchange	(2)	(1)	(5)	(4)	(4)	–	(20)	(36)
As at 30 April 2025	3,966	8,233	4,168	11,008	2,431	1,787	21,998	53,591
Accumulated depreciation								
As at 1 May 2024	2,362	4,966	3,348	3,295	2,035	453	8,581	25,040
Depreciation charge	157	1,098	474	1,112	432	534	2,439	6,246
Disposals	(5)	–	(80)	(37)	(555)	–	(253)	(930)
Foreign exchange	–	2	(3)	1	(3)	3	–	–
As at 30 April 2025	2,514	6,066	3,739	4,371	1,909	990	10,767	30,356
Net book value as at 30 April 2025	1,452	2,167	429	6,637	522	797	11,231	23,235

¹ The opening balances for cost and accumulated depreciation have been updated for the disposal of a lease that was not reflected in the prior year. The April 2024 balance sheet and income statement were unaffected, as the asset had a net book value of £nil at the time of disposal.

14 Inventories

	2026 £000	2025 £000
Raw materials and consumables	1,205	1,368
Finished goods	8,693	9,704
Total inventory	9,898	11,072
Less: Provision for write off of:		
Raw materials and consumables	(157)	(204)
Finished goods	(2,225)	(2,388)
Net inventory	7,516	8,480

15 Trade and other receivables

	2026 £000	2025 £000
Current:		
Trade receivables	1,924	1,647
Less: provisions	(280)	(179)
Trade receivables – net	1,644	1,468
Other receivables	1,355	1,227
Prepayments	3,480	3,163
Total current trade and other receivables	6,479	5,858

Trade receivables represent amounts due from customers for services provided in the ordinary course of business. They are typically due for settlement within 30 days and are therefore classified as current assets. The Group recognises a loss allowance for trade receivables in accordance with IFRS 9, measured using the expected credit loss model to reflect the estimated lifetime credit losses on outstanding balances.

Other receivables comprise accrued income, representing the Group's right to consideration for services provided but not yet invoiced at the reporting date and rebates receivable from suppliers.

Prepayments represent amounts paid or invoiced in advance for goods or services relating to future periods.

Notes to the consolidated financial statements continued

15 Trade and other receivables continued

The movements in provisions are as follows:

	2026 £000	2025 £000
As at 1 May	(179)	(243)
Charge for the year	(105)	–
Utilised	4	11
Released	–	53
As at 30 April	(280)	(179)

Trade and other receivables are primarily denominated in the functional currencies of subsidiary undertakings. There is no material difference between the above amounts for trade and other receivables (including loan receivables) and their fair value due to their contractual maturity of less than 12 months.

As permitted by IFRS 9, the Group applies the simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics such as ageing of the debt and the credit risk of the customers. A historical credit loss rate is then calculated and adjusted to reflect expectations about future credit losses. A customer balance is written off when it is considered that there is no reasonable expectation that the amount will be collected and legal enforcement activities have ceased.

The Group's credit risk on trade and other receivables is primarily attributable to trade receivables. There are no significant concentrations of credit risk since the risk is spread over a large number of unrelated counterparties.

The Group's businesses implement policies, procedures and controls to manage customer credit risk. Outstanding balances are regularly monitored and reviewed to identify any change in risk profile.

The Group considers credit risk of its receivables to be low with Group revenue derived from electronic payment processes (including credit card, debit card, PayPal, iDEAL and Single Euro Payments Area), with most receipts reaching the bank accounts in one to two days.

At 30 April 2026, the Group had net trade receivables of £1,644,000 (2025: £1,468,000). Trade receivables are reviewed regularly for any risk of impairment and provisions are booked where necessary.

The maximum exposure to credit risk is the trade receivable balance at the year-end. The Group has assessed its exposure below:

Trade receivables ageing

	2026 £000	2025 £000
Up to 30 days	1,619	1,407
Past due:		
30 to 90 days	153	22
More than 90 days	152	218
Gross	1,924	1,647
Less: provisions	(280)	(179)
Net trade receivables	1,644	1,468

	2026 £000	2025 £000
Non-current other receivables:		
Other receivables	1,613	1,605
Total non-current trade and other receivables	1,613	1,605

Non-current other receivables relate to security deposits in connection with leased property.

16 Cash and cash equivalents

	2026 £000	2025 £000
Cash and bank balances	6,331	9,777
Cash equivalents	2,756	2,872
Total cash and cash equivalents	9,087	12,649

The carrying amount of cash and cash equivalents approximates their fair value. Cash equivalents relate to cash in transit from various payment processing intermediaries that provide receipting services to the Group.

Cash and cash equivalents are denominated in Pound Sterling or other currencies as shown below.

	2026 £000	2025 £000
Pound Sterling	5,163	8,180
Euro	2,499	3,777
Australian Dollar	1,114	194
US Dollar	311	498
Total cash and cash equivalents	9,087	12,649

17 Trade and other payables

	2026 £000	2025 £000
Current		
Trade payables	14,490	20,671
Other payables	782	1,116
Other taxation and social security	10,719	8,126
Accruals	30,882	23,686
Total current trade and other payables	56,873	53,599

Current trade payables, other taxation and social security and accruals represent liabilities for goods and services provided prior to the year end where payment is not yet due and therefore were not settled as at the reporting date.

Current other payables primarily represents amounts due under the Group's share buyback programme in respect of shares purchased in the open market by the Group's broker that remain unsettled at the reporting date.

Current trade and other payables are recognised initially at fair value and subsequently measured at amortised cost. There are no material differences between the above amounts for trade and other payables and their fair value due to the short maturity of these instruments.

Payables balances relating to the Experiences merchant accrual are separately disclosed on the face of the balance sheet.

	2026 £000	2025 £000
Non-current		
Other payables	638	638
Other taxation and social security	867	1,926
Total non-current trade and other payables	1,505	2,564

Non-current other payables represents a deposit payable to a third party under the sublease arrangement for the Herbal House head office. The balance is classified as non-current as settlement is not expected within twelve months of the reporting date.

Non-current other taxation and social security comprises the employer NI obligations arising on share-based payment awards. The liability is measured at the reporting date based on the Company's share price and reflects amounts expected to be settled more than twelve months after the reporting date.

Notes to the consolidated financial statements continued

18 Provisions for other liabilities and charges

	Other provisions £000	Dilapidations provisions £000	Total £000
As at 1 May 2025	2,641	2,153	4,794
Charged in the year	2,110	384	2,494
Utilisation	(183)	–	(183)
Release of provisions in the year	(816)	–	(816)
Foreign exchange	6	10	16
As at 30 April 2026	3,758	2,547	6,305
Analysed as:			
Current	3,695	–	3,695
Non-current	63	2,547	2,610

	Other provisions £000	Dilapidations provisions £000	Total £000
As at 1 May 2024	2,255	2,334	4,589
Charged in the year	1,469	–	1,469
Utilisation	(390)	(22)	(412)
Release of provisions in the year	(692)	(156)	(848)
Foreign exchange	(1)	(3)	(4)
As at 30 April 2025	2,641	2,153	4,794
Analysed as:			
Current	2,252	–	2,252
Non-current	389	2,153	2,542

Current provisions

Includes provisions arising in the ordinary course of business that are expected to be settled within the year.

Non-current provisions

Includes dilapidations provisions for the Herbal House head office, the Almere facility in the Netherlands and the Tamworth facility in the UK. These are classified as non-current due to their expected settlement dates, with the earliest lease expiry among the three locations occurring in November 2027.

19 Contract liabilities

In all material respects, current deferred revenue at 30 April 2025 and 30 April 2026 was recognised as revenue during the respective subsequent year. Other than business-as-usual movements there were no significant changes in contract liability balances during the year. Deferred revenue includes the value of advanced orders for future dispatch, the value of goods in transit that are dispatched but not yet delivered and subscription income that has been received and is to be recognised as future revenue in line with the exercise of material rights by subscription members.

20 Leases

The Group has right-of-use assets which are held in property, plant and equipment.

	2026 £000	2025 £000
Net book value of owned property, plant and equipment	11,719	11,207
Net book value of right-of-use assets	9,898	12,028
Total property, plant and equipment	21,617	23,235

The Group has subleased part of its leased premises, with the sublease classified as an operating lease. Lease income recognised as other income in the profit or loss during the year was £1,358,000. (2025: £1,344,000). The sublease expires in November 2027.

Right-of-use assets

	Right-of-use assets plant and machinery £000	Right-of-use assets land and buildings £000	Total £000
Net book value at 1 May 2024	1,083	13,579	14,662
Additions	–	111	111
Modifications	251	–	251
Depreciation charge for the period	(534)	(2,439)	(2,973)
Foreign exchange	(3)	(20)	(23)
Net book value at 30 April 2025	797	11,231	12,028
Additions	131	384	515
Transfer	–	222	222
Depreciation charge for the period	(445)	(2,491)	(2,936)
Foreign exchange	7	62	69
Net book value at 30 April 2026	490	9,408	9,898

Lease liabilities

	Lease liabilities £000	Total £000
As at 1 May 2024	16,329	16,329
Cash flow	(3,902)	(3,902)
Foreign exchange	48	48
Interest and other ¹	1,023	1,023
As at 30 April 2025	13,498	13,498
Cash flow	(3,776)	(3,776)
Foreign exchange	71	71
Interest and other ¹	653	653
As at 30 April 2026	10,446	10,446

¹ Interest and other within lease liabilities comprises modifications and additions to lease liabilities as well as interest on leases as disclosed in Note 7.

	2026 £000	2025 £000
Current	3,330	3,214
Non-current	7,116	10,284
Total lease liabilities	10,446	13,498

Notes to the consolidated financial statements continued

20 Leases continued

Lease liabilities maturity analysis

	2026 £000	2025 £000
Maturity analysis - contractual undiscounted cash flows		
Within one year	3,720	3,748
Within one and two years	2,190	3,684
Within two and three years	1,354	2,160
Within three and four years	1,340	1,324
Within four and five years	1,340	1,309
Beyond five years	1,505	2,764
Total contractual cash flows	11,449	14,989

Amounts recognised in the consolidated income statement:

	2026 £000	2025 £000
Depreciation of right-of-use assets	(2,936)	(2,973)
Interest on lease liabilities	(522)	(660)
Expenses relating to short-term leases and low-value assets	(147)	(175)
Total expenses	(3,605)	(3,808)

21 Borrowings

	2026 £000	2025 £000
Current	83	111
Non-current	106,660	94,985
Total borrowings	106,743	95,096

The Group's debt facilities consist of a £180,000,000 committed revolving credit facility (the "RCF"), with a maturity date of 28 February 2029. Amounts drawn under the RCF bear interest at a floating reference rate plus a margin. The reference rates are SONIA for loans in Sterling, EURIBOR for loans in Euros and SOFR for loans in US Dollars. As at 30 April 2026 the Group had drawn down £104,000,000 and €4,500,000 of the available revolving credit facility (2025: £93,000,000 and €4,500,000). There was a foreign exchange loss on borrowings during the year of £65,000 (2025: £90,000 gain).

Certain Group companies have given a guarantee in respect of the Group's £180,000,000 revolving credit facility. The guarantees expose the guarantor entities to potential obligations in the event of default under the facility arrangements.

The Group hedges its interest rate exposure on a rolling basis. As at the date of this report, 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.

Derivative type	Execution date	Notional amount	Start date	Maturity date	Underlying asset	Strike rate
Interest rate cap	2 June 2025	£50.0m	01/05/2026	31/10/2026	SONIA	4.50%
Interest rate cap	6 November 2025	£25.0m	30/11/2025	31/10/2026	SONIA	4.00%
		£75.0m	31/10/2026	31/10/2027		

The RCF is subject to two covenants, each tested at six-monthly intervals. 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 3.0x for the remaining term of the facility. 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 bank interest payable and interest payable on leases, is a minimum of 3.5x for the term of the facility. The Group has complied with all covenants since entering the RCF until the date of these consolidated financial statements and is forecast to comply with these during the going concern assessment period.

21 Borrowings continued

Borrowings are repayable as follows:

	2026 £000	2025 £000
Within one year	83	111
Within one and two years	–	–
Within two and three years	106,660	–
Within three and four years	–	94,985
Within four and five years	–	–
Beyond five years	–	–
Total borrowings	106,743	95,096

¹ Total borrowings include £83,000 (2025: £111,000) in respect of accrued unpaid interest and are shown net of capitalised borrowing costs of £1,238,000 (2025: £1,848,000).

The table below details changes in liabilities arising from financing activities, including both cash and non-cash changes.

	Borrowings £000	Total £000
As at 1 May 2024	118,365	118,365
Cash flow	(32,251)	(32,251)
Foreign exchange	(90)	(90)
Interest and other ¹	9,072	9,072
As at 30 April 2025	95,096	95,096
Cash flow	3,288	3,288
Foreign exchange	65	65
Interest and other ¹	8,294	8,294
As at 30 April 2026	106,743	106,743

¹ Interest and other within borrowings comprises amortisation of capitalised borrowing costs and the interest expense in the year, see Note 7.

22 Share-based payments

Share-based payment expenses recognised in the income statement:

	2026 £000	2025 £000
LTIP	3,675	1,158
DSBP	151	386
SAYE	282	295
Share based payment charge (before employers NI)	4,108	1,839
Employers NI ¹	(592)	1,632
Total share-based payment charge	3,516	3,471

¹ The credit in NI this year reflects a true up to take into account the Group's latest expectation of the NI which will be due on shares as they vest using the share price at the reporting date, 30 April 2026.

Volatility assumptions

The fair values of the DSBP awards are equal to the share price on the date of award as there is no price to be paid and employees are entitled to dividend equivalents. For awards with a market condition, volatility is calculated over the period commensurate with the remainder of the performance period immediately prior to the date of grant. For all other conditions, volatility is calculated over the period commensurate with the expected term. Volatility is calculated using the historical information of the Company's share price.

Notes to the consolidated financial statements continued

22 Share-based payments continued

Long-Term Incentive Plan (LTIP)

The first grant of these awards was made on 1 February 2021 and vested on 2 July 2024. Half of the share awards granted are subject to a relative Total Shareholder Return (TSR) performance condition measured against the constituents of the FTSE 250 Index (excluding Investment Trusts). The other half of the share awards granted are subject to an Adjusted basic pre-tax EPS performance condition (calculated as Adjusted profit before taxation, divided by the undiluted weighted average number of ordinary shares outstanding during the year). Participants are also required to remain employed by the Group over the vesting period, with a further holding period applying until the fifth anniversary of grant for the Executive Directors. An attrition rate adjustment has been applied to reflect the expected number of participants who will forfeit their awards before vesting. This estimate is based on historical attrition rates and is reviewed at each reporting date. The share-based payment expense is adjusted accordingly, with any expenses recognised in the income statement. Activity in relation to these awards during the period included new awards granted on 1 July 2025 under the existing scheme which will vest on 1 July 2028 subject to the performance conditions being met.

Consistent with the existing scheme, participants are required to remain employed by the Group over the vesting period. Vesting may arise sooner where a former employee is a “good leaver” and the Remuneration Committee exercises discretion to permit vesting after cessation of employment.

The outstanding number of share options at the end of the year is 7,717,504 (2025: 11,514,466), with an expected maximum vesting profile (stated net of forfeitures since award) as follows:

	FY27	FY28	FY29	Total
Share options granted on 4 July 2023	1,821,063	–	–	1,821,063
Share options granted on 19 September 2023	1,852,192	–	–	1,852,192
Share options granted on 2 July 2024	–	2,239,537	–	2,239,537
Share options granted on 1 July 2025	–	–	1,804,712	1,804,712

The below tables give the assumptions applied to the options granted in the period and the shares outstanding:

	July 2025
Valuation model	Stochastic and Black-Scholes and Chaffe
Weighted average share price (pence)	227.50
Exercise price (pence)	0.00
Expected dividend yield	0%
Risk-free interest rate	3.81%/3.94%
Volatility	41.93%/36.32%
Expected term (years)	3.00/2.00
Weighted average fair value (pence)	133.23/227.50
Attrition	0%
Weighted average remaining contractual life (years)	3.17

	2026 Number of share options	2025 Number of share options
LTIP awards		
Outstanding as at 1 May	11,514,466	9,326,856
Granted	2,066,114	3,962,477
Exercised	(280,160)	(93,822)
Forfeited	(5,582,916)	(1,681,045)
Outstanding as at 30 April	7,717,504	11,514,466
Exercisable as at 30 April	–	–

The significant increase of share options that have been forfeited during this financial year is primarily attributable to 2,697,422 (2025: £nil) shares lapsing due to the departure of the former CEO. Additionally 1,414,452 shares lapsed as a result of performance conditions that were not met in relation to the July 2022 and October 2022 awards.

The decrease in the number of shares granted this financial year in comparison to the previous year is due to no shares being granted to the CEO (2025: 967,268) as well as the effect of the increase in the share price on awards granted.

The weighted average market value per ordinary share of LTIP options exercised during the year was £2.13 (2025: £1.83).

The weighted average remaining contractual life of LTIP awards outstanding at the year end was 1.98 years (2025: 2.42 years).

22 Share-based payments continued

Deferred Share Bonus Plan (DSBP)

The Group has bonus arrangements in place for Executive Directors and certain key management personnel within the Group whereby a proportion of the annual bonus is subject to deferral over a period of three years with vesting subject to continued service only. Vesting may arise sooner where a former employee is a "good leaver" and the Remuneration Committee exercises discretion to permit vesting at cessation of employment. An attrition rate adjustment has been applied to reflect the expected number of participants who will forfeit their awards before vesting. This estimate is based on historical attrition rates and is reviewed at each reporting date.

The outstanding number of share options at the end of the year is 316,989 (2025: 540,885), with an expected vesting profile (stated net of forfeitures since award) as follows:

	FY27	FY28	FY29	Total
Share options granted on 4 July 2023	25,310	–	–	25,310
Share options granted on 2 July 2024	–	117,859	–	117,859
Share options granted on 1 July 2025	–	–	173,820	173,820

	July 2025
Valuation model	Black-Scholes
Weighted average share price (pence)	227.50
Exercise price (pence)	0.00
Expected dividend yield	0%
Risk-free interest rate	N/a
Volatility	N/a
Expected term (years)	3.00
Weighted average fair value (pence)	227.50
Attrition	0%
Weighted average remaining contractual life (years)	2.17

	2026 Number of share options	2025 Number of share options
DSBP		
Outstanding as at 1 May	540,885	386,842
Granted	189,968	240,414
Exercised	(255,593)	(86,371)
Forfeited	(158,271)	–
Outstanding as at 30 April	316,989	540,885
Exercisable as at 30 April	–	–

The significant increase of share options that have been forfeited during this financial year is primarily attributable to 113,592 (2025: £nil) shares lapsing due to the departure of the former CEO.

The weighted average market value per ordinary share of DSBP options exercised during the year was £2.15 (2025: £2.05).

The weighted average remaining contractual life of DSBP awards outstanding at the year end was 1.64 years (2025: 1.15 years).

Save As You Earn (SAYE)

The Group operates a SAYE scheme for all eligible employees, under which participants are granted an option to purchase ordinary shares in the Company at an option price set at a 20% discount to the average market price over the three days prior to the invitation date. Options vest after a three-year period, provided the participant enters into a savings contract with fixed monthly contributions for the same duration. The FY23 awards were granted on 8 September 2022 and vested on 1 October 2025, with a six-month exercise period following vesting. These awards are subject only to a continued employment condition over the vesting period. During the year, the Group granted FY26 awards on 24 July 2025, which will potentially vest on 1 October 2028 on the same terms.

The outstanding number of share options at the end of the year is 942,023 (2025: 1,059,706), with an expected vesting profile (stated net of forfeitures since award) as follows:

	FY27	FY28	FY29	Total
Share options granted on 28 July 2023	574,564	–	–	574,564
Share options granted on 26 July 2024	–	191,899	–	191,899
Share options granted on 24 July 2025	–	–	175,560	175,560

Notes to the consolidated financial statements continued

22 Share-based payments continued

Save As You Earn (SAYE) continued

The below tables give the assumptions applied to the options granted in the year and the shares outstanding:

	July 2025
Valuation model	Black-Scholes
Weighted average share price (pence)	213.00
Exercise price (pence)	178.00
Expected dividend yield	1.41%
Risk-free interest rate	3.90%
Volatility	43.63%
Expected term (years)	3.00
Weighted average fair value (pence)	70.34
Attrition	15.0%
Weighted average remaining contractual life (years)	2.42

	2026 Number of share options	2026 Weighted average exercise price (£)	2025 Number of share options	2025 Weighted average exercise price (£)
SAYE				
Outstanding as at 1 May	1,059,706	1.31	1,009,635	1.37
Granted	184,836	1.78	272,636	1.50
Exercised	(156,046)	1.57	(2,991)	1.17
Cancelled	(115,007)	1.34	(142,228)	1.46
Forfeited	(31,466)	1.36	(77,346)	2.01
Outstanding as at 30 April	942,023	1.35	1,059,706	1.31
Exercisable as at 30 April	–	–	–	–

The weighted average remaining contractual life of SAYE awards outstanding at the year end was 0.89 years (2025: 1.39 years).

Pre-IPO awards

The original awards were granted on 27 January 2021 and comprised two equal tranches, with the vesting of both subject to the achievement of revenue and Adjusted EBITDA performance conditions for the year ended 30 April 2023 and for participants to remain employed by the Company over the vesting period. The Group exceeded maximum performance for both measures. Accordingly, the first tranche vested on 30 April 2023 and was paid in July 2023; the second tranche vested on 30 April 2024 and was paid in May 2024. Given the constituents of the scheme, no attrition assumption was applied. The scheme rules provided that when a participant left employment, any outstanding award may have been reallocated to another employee (excluding the Executive Directors). All previous awards vested on 30 April 2024 and all shares outstanding at the beginning of the period were exercised in FY25. There were no further shares granted during the period and this incentive scheme has now ended.

	2026 Number of shares	2025 Number of shares
Pre-IPO awards		
Outstanding as at 1 May	–	1,413,971
Exercised	–	(1,413,971)
Outstanding as at 30 April	–	–
Exercisable as at 30 April	–	–

The weighted average market value per ordinary share of pre-IPO options exercised during the year was £nil (2025: £1.77).

23 Share capital and reserves

The Group considers its capital to comprise its ordinary share capital, share premium, merger reserve, retained earnings, own shares held reserve, share-based payment reserve, foreign exchange translation reserve, hedging reserve and capital redemption reserve. Quantitative detail is shown in the consolidated statement of changes in equity. The Directors' objective when managing capital is to safeguard the Group's ability to continue as a going concern in order to provide returns for the shareholder and benefits for other stakeholders.

Called-up share capital

Ordinary share capital represents the number of shares in issue at their nominal value. Ordinary shares in the Company are issued, allotted and fully paid up.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. The shareholding as at 30 April 2026 is:

	2026 Number of shares	2026 £000	2025 Number of shares	2025 £000
Allotted, called-up and fully paid ordinary shares of £0.10 each				
As at 1 May	333,845,736	33,384	343,310,015	34,331
Issue of shares during the period	–	–	1,597,155	159
Shares cancelled during the period	(27,779,906)	(2,778)	(11,061,434)	(1,106)
As at 30 April	306,065,830	30,606	333,845,736	33,384

The Group undertakes share repurchase programmes through resolutions passed by the Company's shareholders. At the September 2025 AGM, a resolution was passed to repurchase up to a maximum of 33,014,540 of its ordinary shares (September 2024 AGM: 34,362,148).

The Group executed two share buyback programmes during the year ended 30 April 2026, the first commenced on 2 May 2025 and the second on 7 November 2025. All shares repurchased were transferred to the registrar for cancellation, either during the year or shortly following the year-end. Upon cancellation the consideration was transferred from the own shares held reserve to retained earnings and the nominal value of the shares transferred from share capital to the capital redemption reserve. Across the two programmes, activity was as follows:

	2026	2025
Share repurchases in year		
Total ordinary shares repurchased (number of shares)	27,692,903	11,377,505
Proportion of opening issued share capital repurchased (%)	8.3%	3.3%
Consideration excluding fees and duties (£'000)	59,791	24,826
Consideration including fees and duties (£'000)	60,210	25,000
Average effective purchase price per share including fees and duties (pence)	217.42	219.73
Cash flow in year		
Own shares repurchased for cancellation in FY25 (£'000)	736	24,264
Own shares repurchased for cancellation in FY26 (£'000)	59,724	–
Total cash outflow (£'000)	60,460	24,264
Amount pending settlement at year end (£'000)	486	736
Cancellation of shares		
Own shares repurchased for cancellation in FY25 (number of shares)	316,071	11,061,434
Own shares repurchased for cancellation in FY26 (number of shares)	27,463,835	–
Total shares cancelled in the year (number of shares)	27,779,906	11,061,434
Transferred to the registrar for cancellation post year end (number of shares)	229,068	316,071

In the year ended 30 April 2026, nil ordinary shares (2025: 1,597,155) were issued for the settlement of share-based payments. From the start of FY26 the Group has transitioned to settling obligations under employee share plans through market purchases of shares, subject to the prevailing share price. As a result, the settlement of these awards did not give rise to an increase in the Company issued share capital.

Share premium

Share premium represents the amount over the par value which was received by the Company upon the sale of the ordinary shares. Upon the date of listing the par value of the shares was £0.10 whereas the initial offering price was £3.50. Share premium is stated net of direct costs of £736,000 (2025: £736,000) relating to the issue of the shares.

Notes to the consolidated financial statements continued

23 Share capital and reserves continued

Merger reserve

The merger reserve of £993,026,000 arose as a result of the Group reorganisation undertaken prior to the Company's listing on the London Stock Exchange. This reorganisation was accounted for using common control merger accounting. Under this method, the assets and liabilities of the acquired entities were recognised at their existing carrying amounts rather than at fair value and no goodwill was recognised. The difference between the consideration paid and the book value of net assets acquired was recorded directly in equity within the merger reserve.

This accounting treatment was selected in preference to acquisition accounting in order to reflect the continuity of ownership and to present the Group's financial results on a basis that preserved the historical track record of the underlying trading entities. Had acquisition accounting been applied, the identifiable net assets would have been remeasured at fair value and a significant goodwill asset would likely have been recognised, increasing net assets and potentially resulting in the Group reporting positive net assets. However, such treatment would not have reflected the substance of a restructuring within a commonly controlled group.

The adoption of common control merger accounting has resulted in the recognition of a significant merger reserve on consolidation. The merger reserve is a debit balance within equity arising from the application of merger accounting and is a significant contributor to the Group's reported net liabilities position.

Own shares held reserve

The own shares held reserve represents the equity account used to record the cost of the Company's own shares that have been repurchased and either subsequently cancelled or held in treasury by the Group's EBT. These shares are not considered outstanding for the purposes of calculating earnings per share and do not carry voting rights or the right to receive dividends while held by the Company.

The EBT acquires and holds shares in the Company for the purpose of satisfying obligations arising under the Group's share-based payment schemes. During the financial year, the Group transitioned to settling obligations under employee share schemes through market purchases of shares. Awards exercised during the period were therefore satisfied using shares held by the EBT. The EBT is consolidated in the Group's financial statements in accordance with IFRS 10 'Consolidated Financial Statements', as the Group is considered to control the trust. When awards vest or are exercised, the EBT transfers the relevant shares to employees. This settlement does not result in the issue of new shares and therefore does not increase the Company's issued share capital. As at 30 April 2026 the EBT held 2,018,713 shares, representing 0.66% of our called-up share capital.

Shares purchased for cancellation are included in the own shares held reserve until cancellation, at which point the consideration is transferred to retained earnings and the nominal value of the shares is transferred from share capital to the capital redemption reserve.

	2026 Number of shares	2026 £000	2025 Number of shares	2025 £000
Own shares held as at 1 May	(316,071)	(738)	–	–
Shares transferred from the EBT to employees	689,768	1,523	–	–
Own shares purchased for treasury	(2,708,481)	(5,827)	–	–
Own shares purchased for cancellation	(27,692,903)	(60,210)	(11,377,505)	(25,000)
Own shares cancelled	27,779,906	60,460	11,061,434	24,262
Own shares held as at 30 April	(2,247,781)	(4,792)	(316,071)	(738)

Other reserves

Other reserves represent the share-based payment reserve, the foreign currency translation reserve, the hedging reserve and the capital redemption reserve.

Share-based payment reserve

The share-based payment reserve is built up of charges in relation to equity-settled share-based payment arrangements which have been recognised within the consolidated income statement. Upon the exercise of share options, the cumulative amount recognised in the share-based payment reserve is recycled to retained earnings, reflecting the transfer of value to the equity of the Company.

Hedging reserve

The hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred and the cumulative net change in the fair value of time value on the cash flow hedging instruments.

Foreign currency translation reserve

The foreign currency translation reserve represents the accumulated exchange differences arising since the acquisition of Greetz from translating subsidiaries with a functional currency other than Sterling.

Capital redemption reserve

The capital redemption reserve reflects the nominal amount of shares bought back and cancelled.

23 Share capital and reserves continued

	Share-based payment reserve £000	Foreign currency translation reserve £000	Hedging reserve £000	Capital redemption reserve £000	Total other reserves £000
As at 1 May 2024	42,768	(898)	522	–	42,392
Other comprehensive income/(expense):					
Exchange differences on translation of foreign operations	–	(668)	–	–	(668)
Cash flow hedges:					
Fair value changes in the year	–	–	7	–	7
Cost of hedging reserve	–	–	95	–	95
Fair value movements on cash flow hedges transferred to profit or loss	–	–	(841)	–	(841)
Deferred tax on other comprehensive income	–	58	127	–	185
Share-based payment expense (excluding NI)	1,839	–	–	–	1,839
Deferred tax on share-based payment transactions	1,773	–	–	–	1,773
Current tax on share-based payment transactions	32	–	–	–	32
Shares transferred to employees to satisfy share option exercise	(6,429)	–	–	–	(6,429)
Own shares cancelled	–	–	–	1,106	1,106
As at 30 April 2025	39,983	(1,508)	(90)	1,106	39,491
As at 1 May 2025	39,983	(1,508)	(90)	1,106	39,491
Other comprehensive income/(expense):					
Exchange differences on translation of foreign operations	–	173	–	–	173
Cash flow hedges:					
Fair value changes in the year	–	–	271	–	271
Cost of hedging reserve	–	–	159	–	159
Fair value movements on cash flow hedges transferred to profit or loss	–	–	–	–	–
Deferred tax on other comprehensive income	–	–	(108)	–	(108)
Share-based payment expense (excluding NI)	4,108	–	–	–	4,108
Deferred tax on share-based payment transactions	(1,298)	–	–	–	(1,298)
Current tax on share-based payment transactions	72	–	–	–	72
Shares transferred to employees to satisfy share option exercise	(944)	–	–	–	(944)
Own shares cancelled	–	–	–	2,778	2,778
As at 30 April 2026	41,921	(1,335)	232	3,884	44,702

Notes to the consolidated financial statements continued

24 Financial instruments and related disclosures

Accounting classifications and fair values

The amounts in the consolidated balance sheet and related notes that are accounted for as financial instruments and their classification under IFRS 9 are as follows:

	Note	2026 £000	2025 £000
Financial assets at amortised cost:			
Current assets			
Trade and other receivables ¹	15	2,999	2,695
Cash	16	9,087	12,649
Non-current assets			
Trade and other receivables ¹	15	1,613	1,605
Financial assets at fair value:			
Current assets			
Financial derivatives		7	5
Non-current assets			
Financial derivatives		403	–
		14,109	16,954
Financial liabilities at amortised cost:			
Current liabilities			
Trade and other payables ²	17	46,154	45,473
Experiences merchant accrual		37,212	40,374
Lease liabilities	20	3,330	3,214
Borrowings	21	83	111
Non-current liabilities			
Trade and other payables ²	17	638	638
Lease liabilities	20	7,116	10,284
Borrowings	21	106,660	94,985
		201,193	195,079

1 Excluding prepayments.

2 Excluding other taxation and social security (as not classified as financial liabilities).

The fair value of each class of financial assets and liabilities is the carrying amount, with the exception of borrowings, based on the following assumptions:

Trade receivables and trade payables (including other receivables and payables)	The fair value approximates to the carrying amount, primarily because of the short maturity of these instruments.
Experiences merchant accrual	The fair value approximates to the carrying amount because the merchant accrual is measured at the present value of estimated future voucher redemptions discounted at the incremental borrowing rate at inception, which reflects market interest rates for liabilities with similar terms and credit risk. As a result, there is no material difference between the carrying amount and the fair value of the merchant accrual.
Interest rate caps	The fair value is determined by discounting the estimated future cash flows at a market rate that reflects the current market assessment of the time value of money and the risks specific to the instrument.
Lease liabilities	The fair value approximates to the carrying amount because the lease liabilities are measured at the present value of future lease payments discounted at the incremental borrowing rate at inception, which reflects market interest rates for liabilities with similar terms and credit risk. As a result, there is no material difference between the carrying amount and the fair value of the lease liabilities.

The fair values of bank loans and other loans approximate to the carrying value, as reported in the balance sheet, gross of amortised costs of £1,238,000 (2025: £1,848,000). This is because most borrowings are at floating interest rates, with payments reset to market rates at intervals of less than one year.

24 Financial instruments and related disclosures continued

Fair value hierarchy

Financial instruments carried at fair value are required to be measured by reference to the following levels:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included within 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).

All financial instruments carried at fair value have been measured by reference to Level 2.

Financial risk management

The Group has exposure to the following risks arising from financial instruments:

- Credit risk.
- Liquidity risk.
- Market risk.

i) Risk management framework

In line with the Group's Risk Appetite statement, it aims to manage financial risk prudently by balancing cost efficiency with acceptable risk. It does not use financial instruments for speculation and retains discretion to hedge exposures within the limits of its Treasury Policy.

ii) Credit risk

Credit risk is the risk of financial loss if a counterparty fails to discharge its contractual obligations under a customer contract or financial instrument.

- The Group's credit risk from its operations primarily arises from trade and other receivables. This risk is assessed as low, as the balances are short maturity, arise principally as a result of high volume, low value transactions and have no significant concentration as there is no counterparty balance that represents a significant credit risk concentration.
- The Group's credit risk on cash and cash equivalents is considered to be low. Financial assets are held with bank, financial institution or government counterparties that have a long-term credit rating of A3 or higher from Moody's Investors Service and/or a long-term credit rating of A- or higher from Standard & Poor's. The Group's treasury policy is to monitor cash (when applicable deposit balances) daily and to manage counterparty risk whilst also ensuring efficient management of the Group's RCF.

Further information on the credit risk management procedures applied to trade receivables is given in Note 15 and to cash and cash equivalents in Note 16. The carrying amounts of trade receivables and cash and cash equivalents shown in those notes represent the Group's maximum exposure to credit risk.

iii) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulties in meeting the obligations associated with its financial liabilities that are settled by delivering cash. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

Cash flow forecasting is performed centrally with rolling forecasts of the Group's liquidity requirements regularly monitored to ensure it has sufficient cash to meet operational needs. The Group's revenue model results in a strong level of cash conversion allowing it to service working capital requirements.

The Group's sources of borrowing for liquidity purposes comprise a committed RCF of £180,000,000, which has a maturity date of 28 February 2029. Lease liabilities are also reported in borrowings.

Liquidity risk management requires that the Group continues to operate within the financial covenants set out in its facilities. The RCF is subject to two covenants, each tested at six-monthly intervals. 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 for the remaining term of the facility. 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 bank interest payable and interest payable on leases, is a minimum of 3.5x for the term of the facility. Covenant forecasting is performed centrally, with regular monitoring to ensure that the Group continues to expect to meet its financial covenants.

Notes to the consolidated financial statements continued

24 Financial instruments and related disclosures continued

Financial risk management continued

iii) Liquidity risk continued

The following table sets out the anticipated contractual cash flows including interest payable for the Group's financial liabilities and derivative instruments on an undiscounted basis. Where interest payments are calculated at a floating rate, rates of each cash flow until maturity of the instruments are calculated based on the forward yield curve prevailing at the respective year-ends. All derivative contracts are presented on a net basis:

Contractual cash flows 2026	Due within 1 year £000	Due within 1 and 3 years £000	Due between 3 and 5 years £000	Due after 5 years £000	Total £000	At 30 April 2026 £000
Borrowings ¹	–	107,898	–	–	107,898	106,660
Interest on borrowings	7,410	13,774	–	–	21,184	83
Lease capital repayments	3,330	3,171	2,478	1,467	10,446	10,446
Lease future interest payments	390	373	202	38	1,003	–
Experiences merchant accrual	39,246	–	–	–	39,246	37,212
Trade and other financial liabilities ²	46,154	638	–	–	46,792	46,792
Non-derivative financial liabilities	96,530	125,854	2,680	1,505	226,569	201,193
Interest rate caps	431	–	–	–	431	410
Derivative financial assets	431	–	–	–	431	410

Contractual cash flows 2025	Due within 1 year £000	Due within 1 and 3 years £000	Due between 3 and 5 years £000	Due after 5 years £000	Total £000	At 30 April 2025 £000
Borrowings ¹	–	–	96,833	–	96,833	94,985
Interest on borrowings	5,909	11,135	4,544	–	21,588	111
Lease capital repayments	3,214	5,280	2,353	2,651	13,498	13,498
Lease future interest payments	516	567	280	113	1,476	–
Experiences merchant accrual	42,918	–	–	–	42,918	40,374
Trade and other financial liabilities ²	45,473	638	–	–	46,111	46,111
Non-derivative financial liabilities	98,030	17,620	104,010	2,764	222,424	195,079
Interest rate caps	5	–	–	–	5	5
Derivative financial assets	5	–	–	–	5	5

¹ For the purpose of these tables, borrowings are defined as gross borrowings excluding lease liabilities and fair value of derivative instruments.

² Consists of trade and other payables that meet the definition of financial liabilities under IAS 32 (excluding merchant accrual, which is split out separately above).

IFRS 7 requires contractual undiscounted cash flows relating to financial liabilities to be disclosed in the table above. As disclosed in Note 21, the Group's borrowings are drawn under a revolving credit facility. For the purposes of the contractual cash flow disclosure, the borrowings are presented in the period in which repayment is contractually due under the terms of the facility. The contractual interest cash flows associated with these borrowings are based on forecast utilisation of the facility and estimated future SONIA and EURIBOR rates over the expected life of the borrowings. As a result, the interest amounts disclosed above represent management's estimate of future interest cash flows and may differ from the actual amounts ultimately paid.

The merchant accrual contractual cash flows amount due within one year represents the undiscounted gross value. The contractual cash flows being due within one year is different from the forecast cash flow profile used to discount the liability under IFRS 9. Amounts are due when the customer redeems the voucher which is outside of the control of the Group, hence its classification as a current liability and its contractual cash flows being within one year. However, historical redemption periods show that actual redemptions differ from the contractual period and therefore on a forecast basis the cash flows span more than one year, as a result the liability is discounted.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

24 Financial instruments and related disclosures continued

Financial risk management continued

iv) Market risk

Currency risk

Currency risk involves the potential for financial loss arising from changes in foreign exchange rates:

- Translation risk is exposure to changes in values of items in the financial statements caused by translating items into Sterling. This is the Group's principal currency exposure in view of its overseas operations.
- Transaction risk arises from changes in exchange rates from the time a foreign currency transaction is entered into until it is settled. This is relevant to the Group's operating activities outside the UK, which are generally conducted in local currency. Transaction risk is not considered significant, as the Group primarily transacts in Sterling and Euros and generates cash flows in each currency which are sufficient to cover operating costs.
- Other currency exposures comprise currency gains and losses recognised in the income statement, relating to other monetary assets and liabilities that are not denominated in the functional currency of the entity involved. At 30 April 2026 and 30 April 2025, these exposures were not material to the Group.

The Group applies strategies to manage currency risk which may include the use of forward contracts to purchase Euros, US Dollars and Australian Dollars in exchange for Sterling and/or draw-down of the RCF in Euros, US Dollars or Australian Dollars to provide a natural hedge. There was a foreign exchange loss on borrowings during the year of £65,000 (2025: £90,000 gain).

Interest rate risk

Interest rate risk involves the potential for financial loss arising from changes in market interest rates. The Group is exposed to interest rate risk arising from borrowings under the revolving credit facility, which incurs interest at a floating reference rate plus a margin. The reference rates are SONIA for loans in Sterling, EURIBOR for loans in Euros and SOFR for loans in US Dollars. As at 30 April 2026 the Group had drawn down £104,000,000 and €4,500,000 of the available revolving credit facility.

To mitigate this risk, the Group has implemented hedging strategies. As at the date of this report, the Group has the following interest rate hedging instruments in place:

Derivative type	Execution date	Notional amount	Start date	Maturity date	Underlying asset	Strike rate
Interest rate cap	2 June 2025	£50.0m	01/05/2026	31/10/2026	SONIA	4.50%
Interest rate cap	6 November 2025	£25.0m	30/11/2025	31/10/2026	SONIA	4.00%
		£75.0m	31/10/2026	31/10/2027		

The Group has elected to adopt the hedge accounting requirements of IFRS 9 Financial Instruments. The Group enters into hedge relationships where the critical terms of the hedging instrument and the hedged item match, therefore, for the prospective assessment of effectiveness a qualitative assessment is performed. Hedge effectiveness is determined at the origination of the hedging relationship. Quantitative effectiveness tests are performed at each year-end to determine the continuing effectiveness of the relationship.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the interest rate, amount and timing of their respective cash flows. The Group assesses whether the derivative designated in each hedging relationship is expected to be, and has been, effective in offsetting changes in cash flows of the hedged item using the hypothetical derivative method.

In these hedge relationships, the main sources of ineffectiveness are:

- The effect of the counterparty and Group's own interest rate risk on the fair value of the caps, which is not reflected in the change in the fair value of the hedged cash flows attributable to the change in interest rates; and
- Changes in the timing of the hedged item.

Notes to the consolidated financial statements continued

24 Financial instruments and related disclosures continued

Financial risk management continued

iv) Market risk continued

Interest rate risk continued

The derivative financial assets are all net settled; therefore, the maximum exposure to interest rate risk at the reporting date is the fair value of the derivative assets which are included in the consolidated balance sheet:

	2026 £000	2025 £000
Derivative financial assets		
<i>Derivatives designated as hedging instruments</i>		
Interest rate cap – cash flow hedges	410	5
Total derivative financial assets	410	5
	2026 £000	2025 £000
<i>Current and non-current:</i>		
Current	7	5
Non-current	403	–
Total derivative financial assets	410	5

Cash flow interest rate swap and cap

Hedge ineffectiveness arises where movements in the hedging instrument do not fully offset movements in the underlying hedged exposure. No hedge ineffectiveness requiring recognition in finance expense arose during the year (2025: £nil).

Moonpig Group's primary floating rate interest exposure as at 30 April 2026 related to the SONIA reference rate. Gains and losses recognised in the cash flow hedging reserve in equity on interest rate cap contracts as at 30 April 2026 will be released to the consolidated statement of comprehensive income as the related interest expense is recognised.

The effects of the cash flow interest rate swap and cap hedging relationships are as follows at 30 April:

2026	Interest rate cap 4.5%	Interest rate cap 4.0%	
Carrying amount of derivatives (£000)	7	403	
Changes in fair value of the designated hedged item (£000)	–	271	
Notional amount (£000)	50,000	25,000	
Hedge ratio	1:1	1:1	
Maturity date	31/10/2026	31/10/2027	
	Interest rate cap 3.0%	Interest rate cap 5.0%	Interest rate cap 4.5%
Carrying amount of derivatives (£000)	–	–	5
Changes in fair value of the designated hedged item (£000)	6	(164)	(36)
Notional amount (£000)	70,000	42,500	25,000
Hedge ratio	1:1	1:1	1:1
Maturity date	30/11/2024	28/11/2025	30/04/2026

Interest rate movements on deposits, lease liabilities, trade payables, trade receivables and other financial instruments do not present a material exposure to the Group's balance sheet.

The table below details changes in derivative assets arising from financing activities, including both cash and non-cash changes:

	Derivative assets £000
As at 1 May 2024	1,002
Cash (inflow)	(801)
Non-cash movement	(196)
As at 30 April 2025	5
Cash outflow	145
Non-cash movement	260
As at 30 April 2026	410

24 Financial instruments and related disclosures continued

Financial risk management continued

iv) Market risk continued

Market risk sensitivity analysis

Financial instruments affected by market risks include borrowings and deposits.

The following analysis, required by IFRS 7 Financial Instruments: Disclosures, is intended to illustrate the sensitivity to changes in market variables, being Sterling/Euro interest rates and Sterling/Euro exchange rates.

The sensitivity analysis assumes reasonable movements in foreign exchange and interest rates before the effect of tax. The Group considers a reasonable interest rate movement in SONIA or EURIBOR to be 1% based on current interest rate projections. Similarly, sensitivity to movements in Sterling/Euro exchange rates of 10% are shown, reflecting changes of reasonable proportion in the context of movement in that currency pair over the last five years.

The following table shows the illustrative effect on profit before tax resulting from a 10% change in Sterling/Euro exchange rates:

	Income (losses)/gains 2026 £000	Equity (losses)/gains 2026 £000	Income (losses)/gains 2025 £000	Equity (losses)/gains 2025 £000
10% strengthening of Sterling against the Euro	(514)	(929)	(263)	(1,223)
10% weakening of Sterling against the Euro	565	1,022	289	1,345

The following table shows the illustrative effect on the consolidated income statement from a 1.0% change in market interest rates on the Group's interest expense. Refer to borrowings in Note 21.

	2026 £000	2025 £000
1.0% increase in SONIA market interest rates (2025: 1.0%)	(652)	(519)
1.0% decrease in SONIA market interest rates (2025: 1.0%)	654	638
1.0% increase in EURIBOR market interest rates (2025: 1.0%)	(45)	(68)
1.0% decrease in EURIBOR market interest rates (2025: 1.0%)	45	68

Capital risk management

Capital risk is the risk that the Group will not be able to sustain its operations in the long term due to an inability to secure sufficient capital or maintain an adequate return on capital investment. This encompasses financing risk (the risk that the Group cannot raise necessary funds to continue its operations or finance expansion activities) and cost of capital risk (associated with fluctuations in the cost of capital, which may influence investment decisions and affect long-term strategic planning).

The Group's capital management objectives are focused on maintaining investor confidence and supporting the sustainable development of the business.

25 Commitments and contingencies

The Group entered a financial commitment with a supplier of cut flowers of £290,000 (2025: £213,000) and rental commitments of £252,000 (2025: £91,000) which are due within one year.

During the year the Group entered a financial commitment in respect of future stock purchases of £1,372,000 (2025: £1,912,000). These purchases are spread across three years and will be settled by November 2027.

Notes to the consolidated financial statements continued

26 Related party transactions

Transactions with related parties

There were no related party transactions requiring disclosure in the year ended 30 April 2026.

Compensation of key management personnel

The amounts disclosed in the table are the amounts recognised as an expense during the reporting year related to key management personnel. Key management personnel are defined as the Non-Executive Directors, the Executive Directors (CEO and CFO) and other members of the Group Leadership Team.

	2026 £000	Re-presented 2025 ¹ £000
Short-term employee benefits	4,392	5,010
Post-employment pension and medical benefits	130	134
Share-based payment schemes ²	1,709	1,689
Total compensation relating to key management personnel	6,231	6,833

1 2025 comparatives have been re-presented to include the Non-Executive Directors and Group Leadership Team following a change in our definition of the CODM, see Note 3 for further details.

2 The current year share-based payment expense above includes a credit of £1,359,000 (2025: £nil) in relation to shares forfeited upon resignations.

27 Related undertakings

A full list of subsidiary undertakings, as defined by the Companies Act 2006 and included within the scope of consolidation under IFRS 10 as at 30 April 2026, is disclosed below. Titan Midco Limited is held directly by the Company and all other subsidiary undertakings are held indirectly.

The equity shares held comprise ordinary shares or common stock. The Group's effective ownership interest in each subsidiary undertaking is 100%.

Subsidiary undertakings	Number	Country of incorporation	Principal activity
Cards Holdco Limited ¹	12170467	England and Wales	Trading company, management services
Moonpig.com Limited ¹	03852652	England and Wales	Trading company
Experience More Limited ¹	03883868	England and Wales	Trading company
Titan Midco Limited ¹	13014525	England and Wales	Holding company
The Moonpig Group plc Employee Benefit Trust ⁴	55699	Jersey	Employee benefit trust
Horizon Bidco B.V. ²	72238402	Netherlands	Holding company
Greetz B.V. ²	34312893	Netherlands	Trading company
Full Colour B.V. ²	34350020	Netherlands	Trading company
Moonpig Australia Pty Limited ³	692814074	Australia	Trading company

1 Registered office address is Herbal House, 10 Back Hill, London, EC1R 5EN, United Kingdom.

2 Registered office address is Koningsbeltweg 42, 1329 AK, Almere, Netherlands.

3 Registered office address is KPMG, Tower 3, Level 38, 300 Barangaroo Avenue, Sydney, NSW, 2000, Australia

4 Registered office address is International House, 41 The Parade, St Helier, JE2 3QQ, Jersey

All subsidiaries have a financial year end of 30 April, aligned with the Parent Company.

Titan Midco Limited is exempt from the Companies Act 2006 requirements relating to the audit of their individual financial statements by virtue of Section 479A of the Companies Act 2006. This Company has given a statutory guarantee to Titan Midco Limited under Section 479C of the Companies Act 2006.

The Moonpig Group plc Employee Benefit Trust is a Jersey-resident trust and its standalone financial statements are unaudited as there is no statutory audit requirement for Jersey trusts.

28 Events after the balance sheet date

The following matters, which have arisen since the balance sheet date, represent non-adjusting events under IAS 10 and are therefore disclosed due to their materiality. They have not been reflected in the financial statements for the year ended 30 April 2026:

- On 1 May 2026, the Group completed the transfer of all trade, assets and liabilities of Experience More Limited to Moonpig.com Limited, both wholly owned subsidiaries within the Group. The transaction represents an internal reorganisation undertaken to simplify the Group structure and align the Experiences business with the Group's operating model. Following completion of the transfer, Experience More Limited ceased trading. The net assets transferred had a carrying value of £4.7m at the date of transfer. The transaction will have no impact on the consolidated net assets of the Group, nor on the presentation of results by operating segment for FY27.
- On 7 May 2026, the Group announced a programme to repurchase up to £32.5m of ordinary shares, to run until 31 October 2026 unless amended by the Company. This represents the first of two buyback programmes planned for FY27, to be executed in H1 and H2 respectively, totalling £65.0m. The Company's policy is that share repurchases will only be undertaken where they utilise excess capital, create shareholder value and enhance earnings per share. Between 7 May 2026 and 23 June 2026, the Group repurchased a further 3,937,599 shares of 10 pence each, representing 1.3% of the Company's issued share capital as at 30 April 2026, for total consideration of £8,527,000 including transaction costs and stamp duty. The average price paid was 215.1p per ordinary share.
- On 7 May 2026, the Group's EBT purchased 1,996,871 of the Company's ordinary shares at a total cost of £4.3m. These shares were acquired to satisfy expected obligations arising in FY27 under the Group's employee share plans.

Company balance sheet

As at 30 April 2026

	Note	2026 £000	2025 £000
Fixed assets			
Investments	4	845,468	845,468
		845,468	845,468
Current assets			
Debtors: amounts falling due within one year	5	2,486	29,808
Cash and cash equivalents		42	–
		2,528	29,808
Total assets		847,996	875,276
Current liabilities			
Creditors: amounts falling due within one year	6	48,877	2,990
		48,877	2,990
Non-current liabilities			
Creditors: amounts falling due after more than one year	6	867	1,926
		867	1,926
Total liabilities		49,744	4,916
Equity			
Called-up share capital	7	30,606	33,384
Share premium	7	278,083	278,083
Retained earnings	8	449,845	521,063
Own shares held	7	(4,792)	(738)
Other reserves	7	44,510	38,568
Total equity		798,252	870,360
Total equity and liabilities		847,996	875,276

The accompanying notes are an integral part of the Parent Company financial statements.

As permitted by Section 408 of the Companies Act 2006, the profit or loss of the Company has not been presented in these financial statements. The Company recorded a loss of £117,000 (2025: £2,000,000 profit), which represents intercompany interest charged during the year (2025: intercompany interest income).

The financial statements on pages 174 to 181 were approved by the Board of Directors of Moonpig Group plc (registered number 13096622) on 24 June 2026 and were signed on its behalf by:

Catherine Faiers
Chief Executive Officer
24 June 2026

Andy MacKinnon
Chief Financial Officer
24 June 2026

Company statement of changes in equity

For the year ended 30 April 2026

	Note	Share capital £000	Share premium £000	Retained earnings £000	Own shares held £000	Other reserves £000	Total equity £000
As at 1 May 2024		34,331	278,083	540,450	–	42,052	894,916
Profit for the year		–	–	2,000	–	–	2,000
Total comprehensive income for the year		–	–	2,000	–	–	2,000
Share-based payments	7	–	–	–	–	1,839	1,839
Shares transferred to employees to satisfy share option exercise		–	–	6,270	–	(6,429)	(159)
Issue of ordinary shares		159	–	–	–	–	159
Own shares purchased for cancellation		–	–	–	(25,000)	–	(25,000)
Own shares cancelled		(1,106)	–	(24,262)	24,262	1,106	–
Dividends		–	–	(3,395)	–	–	(3,395)
As at 30 April 2025		33,384	278,083	521,063	(738)	38,568	870,360
Loss for the year		–	–	(117)	–	–	(117)
Total comprehensive expense for the year		–	–	(117)	–	–	(117)
Share-based payments	7	–	–	–	–	4,108	4,108
Shares transferred to employees to satisfy share option exercise	7,8	–	–	(343)	1,523	(944)	236
Own shares purchased for treasury		–	–	–	(5,827)	–	(5,827)
Own shares purchased for cancellation		–	–	–	(60,210)	–	(60,210)
Own shares cancelled		(2,778)	–	(60,460)	60,460	2,778	–
Dividends		–	–	(10,298)	–	–	(10,298)
As at 30 April 2026		30,606	278,083	449,845	(4,792)	44,510	798,252

The accompanying notes are an integral part of the Parent Company financial statements.

Notes to the Company financial statements

1 General information

Basis of preparation

Moonpig Group plc (the “Company” or “Parent Company”) is a public limited company which is listed on the London Stock Exchange and is domiciled and incorporated in England, the United Kingdom under the Companies Act 2006 (the “Act”), as applicable to companies using FRS 101. The Company was incorporated on 23 December 2020 and adopted Financial Reporting Standard 101 Reduced Disclosure Framework (FRS 101) from that date. The Company’s registered address is Herbal House, 10 Back Hill, London, EC1R 5EN.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted International Accounting Standards, but makes amendments where necessary in order to comply with the Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken, including those relating to:

- A cash flow statement and related notes.
- Comparative year reconciliations.
- Disclosures in respect of transactions with wholly owned subsidiaries.
- Disclosures in respect of capital management.
- The effects of new but not yet effective IFRSs.
- Disclosures in respect of the compensation of key management personnel.

As the consolidated financial statements of the Group include equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect of the disclosures under IFRS 2 related to Group-settled share-based payments.

The preparation of the financial statements requires the Directors to make judgements and estimates that affect the reported amounts of revenue, expenses, assets and liabilities and the disclosure of contingent liabilities.

The Company financial statements have been prepared in Sterling, which is the functional and presentational currency of the Company. All figures presented are rounded to the nearest thousand (£000), unless otherwise stated.

The Directors have used the going concern principle on the basis that the current profitable financial projections and facilities of the consolidated Group will continue in operation for a period not less than 12 months from the date of this report. Refer to page 43 of the Group Annual Report and Accounts for more information on the going concern assessment of the Group.

Amounts paid to the Company’s auditors in respect of the statutory audit were £39,000 (2025: £37,000). The charge was borne by a subsidiary company and not recharged.

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements and estimates that affect the application of the accounting policies and the reported amounts of assets and liabilities. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

Carrying amount of investment in subsidiary

The critical accounting estimate with the greatest potential impact on the amounts recognised in the financial statements relates to the impairment assessment of the Company’s investment in subsidiary undertakings.

Where indicators of impairment are identified, management assesses the recoverable amount of the investment to determine whether any impairment is required. The recoverable amount is determined using a value in use model, which requires management to make significant judgements and estimates regarding future performance and market conditions.

The critical accounting estimate applied in determining the recoverable amount of the investment is:

- Pre-perpetuity compound annual revenue growth rate of 7.4% (2025: 8.5%).

Sensitivity analysis relating to this critical accounting estimate is set out in Note 4.

2 Summary of significant accounting policies

Share-based payments

The Company operates equity-settled share-based payment arrangements under which equity instruments of the Company (ordinary shares) are granted to employees of subsidiary undertakings. The Company has no employees of its own.

The parent company financial statements are prepared in accordance with UK-adopted International Accounting Standards (FRS 101) and apply the recognition and measurement requirements of IFRS 2 Share-based Payment.

Where the Company grants rights over its own equity instruments to employees of subsidiary undertakings, and the Company has the obligation to settle the awards in its own shares, the arrangement is accounted for as an equity-settled share-based payment in the Parent Company financial statements. The fair value of the awards at grant date is determined in accordance with IFRS 2 and is recognised as an expense over the vesting period, based on the Company's estimate of the number of awards expected to vest, with a corresponding credit recognised in equity within the share-based payment reserve.

As the employees receiving the awards are employed by subsidiary undertakings, the Company recharges the recognised share-based payment expenses to the relevant subsidiaries. The recharge is recognised in the Company's profit or loss account, resulting in a corresponding intercompany receivable. Accordingly, while gross share-based payment expenses are recognised in the profit or loss account with a credit to equity, they are offset by the intercompany recharge income recognised from subsidiaries. The cost of investment in subsidiaries is not adjusted in respect of these arrangements.

No cash-settled share-based payment arrangements are operated by the Company.

The share-based payment reserve therefore reflects the cumulative amount recognised in equity in respect of equity-settled awards granted over the Company's shares.

Investments

The investments balance is in relation to investments in subsidiary undertakings and is held at cost, less any provision for impairment. Annually, the Directors consider whether any events or circumstances have occurred that could indicate that the carrying amount of the investment may not be recoverable. If such circumstances do exist, a full impairment review is undertaken to establish whether the carrying amount exceeds the higher of net realisable value or value in use. If this is the case, an impairment charge is recorded to reduce the carrying amount of the related investment.

The area of judgement which has the greatest potential effect on the amounts recognised in the financial statements is the impairment review on the investments recognised on the Company balance sheet. Annually, the investment balance is subject to an impairment review, as detailed below. Details of the assumptions used in the value in use calculation and sensitivities performed are explained in Note 4 of these Parent Company financial statements.

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction from the proceeds.

Own shares held reserve

The own shares held reserve represents the cost of the Company's own shares that have been repurchased as part of the share buyback programmes and are held pending cancellation, and shares held in treasury by the Group's Employee Benefit Trust (EBT) to satisfy obligations under employee shares schemes.

Shares purchased for cancellation are included in the own shares held reserve until cancellation, at which point the consideration is transferred to retained earnings and the nominal value of the shares is transferred from share capital to the capital redemption reserve.

Shares held by the EBT are treated as treasury shares and presented as a deduction from equity.

Other accounting policies

For other accounting policies, please refer to the Group accounting policies on pages 135 to 142.

3 Directors' emoluments

The Company has no employees. Full details of the Directors' remuneration and interests are set out in the Directors' remuneration report on pages 99 to 117.

4 Investments

	2026 £000	2025 £000
As at 1 May	845,468	845,468
As at 30 April	845,468	845,468

As at 30 April 2026, the Company's market capitalisation of £642.1 million was lower than its net assets of £798.3 million. This was considered an impairment indicator under IAS 36. The Company's net assets principally comprise its investment in subsidiaries, which had a carrying value of £845.5 million at 30 April 2026, offset by net liabilities of £47.2 million. Accordingly, management assessed the recoverable amount of the investment in subsidiaries. The recoverable amount was determined as the higher of fair value less costs of disposal and value in use ("VIU"), with the VIU based on estimated future cash flows discounted to their present value.

Notes to the Company financial statements continued

4 Investments continued

Estimated future cash flows are based on the approved Group plan, including the FY27 budget, for the three years ending 30 April 2029. The estimated future cash flows are identical to those used for the Group's viability statement. They have been extended by a further two years before applying a long-term growth rate. When estimating value in use, the Group does not include estimated future cash flows that are expected to arise from improving or enhancing the asset's performance.

The long-term growth rate and post-tax discount rate used to calculate the value in use are set out in the table below:

	2026	2025
Discount rate ¹	11.5%	11.0%
Long-term growth rate ²	2.0%	2.0%

1 The discount rate is a post-tax rate that reflects the current market assessment of the time value of money and the risks specific to the cash generating units.

2 The long-term growth rate is used to extrapolate cash flows beyond the five year plan period.

The Company has identified the following key assumptions as having the most significant impact on the VIU calculation:

	2026	2025
Discount rate	11.5%	11.0%
Revenue compound annual growth rate (CAGR) ¹	7.4%	8.5%

1 The compound annual growth rate represents the average yearly growth rate over the pre-perpetuity period.

The Company has performed sensitivity analysis to assess the impact of a plausible change in each key assumption used in the VIU calculation. The sensitivity applied, in relation to the revenue decrease, is consistent with the more severe downside scenario (plausible scenario 2) prepared in connection with the viability statement on page 42 and reflects a 1.5%pts decrease in the forecast compound annual revenue growth rate.

The Company has separately modelled the impact of a 1%pt increase in the discount rate and also modelled a scenario in which both of these changes arise concurrently.

The below table summarises the results of these sensitivities:

	2026 £m	2025 £m
Original headroom	114.2	92.5
Headroom using a discount rate increased by 1%pt	19.6	(11.4)
Headroom using a 1.5%pts decrease in the forecast revenue CAGR ¹ (2025: 2.1%)	(33.2)	(119.3)
Headroom combining both sensitivity scenarios detailed above	(114.7)	(203.3)

1 The revenue compound annual growth rate represents the average yearly growth rate over the pre-perpetuity period. The 1.5%pts revenue CAGR decrease is inclusive of the 4.0%pts CAGR decreases modelled as part of the Experiences goodwill calculation (refer to Note 12) and a 5% and 10% reduction in the forecast revenue in the Moonpig and Greetz segments respectively.

No impairment to the carrying amount of the investment has been recorded in the current year, reflecting the fact that the carrying amount remains lower than the recoverable amount. However, in view of the outcome of the sensitivity analysis, the Directors have identified that the key assumption in relation to the CAGR sensitivity is a major source of estimation uncertainty that has a significant risk of resulting in an adjustment to the carrying amount within the year ending 30 April 2027 under paragraph 125 of IAS 1.

The Directors specifically considered the fact that the Company's market capitalisation at the reporting date was lower than its net assets. They concluded that no impairment is required because of this, basing their conclusion on the value in use calculation. The Directors consider that listed companies' share prices are not directly correlated with the recoverable amount of their investments in subsidiaries.

Scenario analysis performed as part of the Group's disclosure against the Task Force on Climate-related Financial Disclosures (TCFD) (pages 51 to 53) identified two transition-related climate risks with potential revenue and cost implications. The analysis considered three scenarios: business as usual (>4°C by 2100); an unequal world (2.5°C by 2100); and the Paris Agreement Ambition (1.5°C by 2100), with the most material risks arising under the Paris Agreement Aligned scenario.

For the risk of carbon taxation, we modelled the gross (unmitigated) financial impact under a Paris Agreement Aligned scenario, assuming the introduction of carbon taxes from FY29. This impact is not reflected in the base case cash flow forecasts used in the impairment assessment. Instead, a sensitivity analysis was performed by applying the estimated carbon tax costs to the base case cash flows from FY29 onwards. Under this sensitivity, headroom remained at £51.3m.

For the risk of shifting consumer sentiment, scenario analysis was conducted to evaluate the potential consequences of different climate policy pathways. However, the significant uncertainty surrounding behavioural and market response assumptions means that any attempt to quantify a specific financial impact would be highly speculative, hence no such estimate can be meaningfully determined at this stage.

Subsidiary undertakings are disclosed within Note 27 of the Group financial statements.

5 Debtors

	2026 £000	2025 £000
Current		
Amounts owed by Group companies	2,434	29,768
Prepayments	52	40
Debtors	2,486	29,808

Amounts owed by Group companies relate to trading balances arising from expenses paid by the Company and recharged to other Group entities. In the prior year, amounts owed by Group companies included a £28.2m loan receivable, which bore interest at 7.22% and was repayable on demand. The year-on-year reduction reflects repayment of this intercompany loan using surplus cash generated by the Group's trading entities. The Company used the funds for capital allocation, including share buybacks and dividend payments. The prior year loan was repaid by October 2025, at which point the Company had amounts payable to Group companies, as disclosed in Note 6. Expected credit losses under IFRS 9 have been assessed as immaterial for both current and prior year balances.

6 Creditors

	2026 £000	2025 £000
Current		
Amounts owed to Group companies	47,056	1,334
Trade payables	13	65
Other payables	753	993
Other taxation and social security	916	594
Accruals	139	4
Creditors	48,877	2,990

Amounts owed to Group companies include an interest-bearing loan payable of £45.5m (FY25: £nil), repayable on demand. The loan bears interest at a rate of 5.99%. The increase in amounts owed to Group companies during the year reflects the funding received from Group companies to support capital allocation activities, including share buybacks and dividend payments.

Current trade payables, other taxation and social security and accruals represent liabilities for goods and services provided prior to the year end where payment is not yet due and therefore were not settled as at the reporting date.

Current other payables primarily represents amounts due under the Group's share buyback programme in respect of shares purchased in the open market by the Group's broker that remain unsettled at the reporting date.

Current trade and other payables are recognised initially at fair value and subsequently measured at amortised cost. There are no material differences between the above amounts for trade and other payables and their fair value due to the short maturity of these instruments.

	2026 £000	2025 £000
Non-current		
Other taxation and social security	867	1,926
Creditors	867	1,926

Non-current other taxation and social security comprises the employer NI obligations arising on share-based payment awards. The liability is measured at the reporting date based on the Company's share price and reflects amounts expected to be settled more than twelve months after the reporting date.

7 Share capital and reserves

Called-up share capital

Ordinary share capital represents the number of shares in issue at their nominal value. Ordinary shares in the Company are issued, allotted and fully paid-up. The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

Shareholding as at 30 April 2026:

	2026 Number of shares	2026 £000	2025 Number of shares	2025 £000
Allotted, called-up and fully paid ordinary shares of £0.10 each	306,065,830	30,606	333,845,736	33,384

Notes to the Company financial statements continued

7 Share capital and reserves continued

Share premium

Share premium represents the amount over the par value which was received by the Company upon the sale of the ordinary shares. Upon the date of listing the par value of the shares was £0.10 whereas the initial offering price was £3.50. Share premium is stated net of direct costs of £736,000 (2025: £736,000) relating to the issue of the shares.

Own shares held reserve

The own shares held reserve represents the cost of the Company's own shares that have been repurchased and are held pending cancellation, and shares held in treasury by the Group's Employee Benefit Trust (EBT) to satisfy obligations under employee share schemes.

Shares purchased for cancellation are included in the own shares held reserve until cancellation, at which point the consideration is transferred to retained earnings and the nominal value of the shares is transferred from share capital to the capital redemption reserve.

Shares held by the EBT are treated as treasury shares and presented as a deduction from equity.

Other reserves

Other reserves represent the share-based payment reserve and the capital redemption reserve.

Share-based payment reserve

The share-based payment reserve comprises charges recognised in the consolidated income statement in relation to equity-settled share-based payment arrangements. Following the Group's transition to settling obligations under employee share schemes through market purchases of shares, awards exercised by employees during the period were satisfied using shares held by the EBT. Upon transfer of shares to employees, the cumulative amount recognised in the share-based payment reserve is transferred to retained earnings, reflecting the transfer of value to the equity of the Company.

Capital redemption reserve

The capital redemption reserve reflects the nominal amount of shares bought back and cancelled.

	Share-based payment reserve £000	Capital redemption reserve £000	Total other reserves £000
As at 1 May 2024	42,052	–	42,052
Share-based payments	1,839	–	1,839
Shares transferred to employees to satisfy share option exercise	(6,429)	–	(6,429)
Own shares cancelled	–	1,106	1,106
As at 30 April 2025	37,462	1,106	38,568
As at 1 May 2025	37,462	1,106	38,568
Share-based payments	4,108	–	4,108
Shares transferred to employees to satisfy share option exercise	(944)	–	(944)
Own shares cancelled	–	2,778	2,778
As at 30 April 2026	40,626	3,884	44,510

8 Distributable reserves

As at 30 April 2026 the distributable reserves of Moonpig Group plc are as follows:

Retained profit

	2026 £000	2025 £000
As at 1 May	521,063	540,450
(Loss)/ profit for the year	(117)	2,000
Shares transferred to employees to satisfy share option exercise	(343)	6,270
Cancellation of shares bought back	(60,460)	(24,262)
Dividends paid	(10,298)	(3,395)
As at 30 April	449,845	521,063

8 Distributable reserves continued

Other reserves

	2026 £000	2025 £000
Share-based payment reserve	40,626	37,462
Total	40,626	37,462
Total distributable reserves	490,471	558,525¹

¹ The prior year total distributable reserves number was re-presented to exclude the capital redemption reserve.

The distributable reserves of the Company, which stand at £490,471,000 (2025: £558,525,000), represent the accumulated profits available for distribution to shareholders as dividends. When making a distribution to shareholders, the Directors determine profits available for distribution by reference to the guidance on realised and distributable profits under the Companies Act 2006 issued by the Institute of Chartered Accountants in England and Wales. At the balance sheet date, the Company meets both the net asset test and the profit test set out in the Companies Act 2006, therefore there are no current restrictions on dividend distribution.

This statement has been prepared in accordance with applicable accounting standards and reflects the Company's financial position as of the reporting date.

9 Related party transactions

Under FRS 101 "Related party disclosures" the Company is exempt from disclosing related party transactions with entities which it wholly owns. There are no other related party transactions.

10 Contingent liabilities

The Company has given a guarantee in respect of the Group's £180,000,000 revolving credit facility. As at 30 April 2026 the Group had drawn down £104,000,000 and €4,500,000 of the available revolving credit facility (2025: £93,000,000 and €4,500,000).

11 Events after the balance sheet date

Refer to the disclosure of share repurchases and EBT purchases of shares in Note 28 of the Group financial statements.

Alternative Performance Measures

Adjusted EBITDA

Adjusted EBITDA is a measure of the Group's operating performance and debt servicing ability. It is calculated as operating profit adding back depreciation and amortisation and Adjusting Items (Note 6 of the Group financial statements).

Depreciation and amortisation can fluctuate, are non-cash adjustments and are not linked to the ongoing trade of the Group.

Adjusting Items are excluded as management believes their nature distorts trends in the Group's underlying earnings. This is because they are often one-off in nature or not related to underlying trade.

A reconciliation of operating profit to Adjusted EBITDA is as follows:

	2026 £000	2025 £000
Operating profit	79,578	13,289
Depreciation and amortisation (including acquisition amortisation)	25,015	26,800
Adjusting Items (within Adjusted EBITDA)	–	56,700
Adjusted EBITDA	104,593	96,789

Adjusted EBIT

Adjusted EBIT is operating profit before Adjusting Items.

	2026 £000	2025 £000
Operating profit	79,578	13,289
Adjusting Items	7,589	64,551
Adjusted EBIT	87,167	77,840

Adjusted PBT

Adjusted PBT is the profit before taxation and before Adjusting Items.

	2026 £000	2025 £000
PBT	68,939	2,958
Adjusting Items	7,589	64,551
Adjusted PBT	76,528	67,509

Adjusted PAT

Adjusted PAT is the profit/(loss) after taxation, before Adjusting Items and the tax impact of these adjustments. The Adjusted PAT is used to calculate the underlying basic earnings per share in Note 11 of the Group financial statements.

	2026 £000	2025 £000
PAT	51,718	(11,080)
Adjusting Items	7,589	64,551
Tax impact of the above	(1,912)	(1,977)
Adjusted PAT	57,395	51,494

Net debt

Net debt is a measure used by the Group to reflect available headroom compared to the Group's secured debt facilities. The calculation is as follows:

	2026 £000	2025 £000
Borrowings	(106,743)	(95,096)
Cash and cash equivalents	9,087	12,649
Lease liabilities	(10,446)	(13,498)
Net debt	(108,102)	(95,945)

Ratio of net debt to Adjusted EBITDA

The ratio of net debt to last twelve months Adjusted EBITDA helps management to measure its ability to service debt obligations. The calculation is as follows:

	2026 £000	2025 £000
Net debt	(108,102)	(95,945)
Adjusted EBITDA	104,593	96,789
Net debt to Adjusted EBITDA	1.03:1	0.99:1

Free Cash Flow

Free Cash Flow is defined as net cash generated from operating activities, less net cash used in investing activities, excluding proceeds from or payments for mergers and acquisitions. As a practical expedient and for greater consistency with IAS 7 classification of cash flows it is not adjusted to exclude bank interest received. The calculation is as follows:

	2026 £000	2025 £000
Net cash generated from operating activities	89,272	79,201
Cash flow from investing activities	(15,773)	(13,148)
Free Cash Flow	73,499	66,053

Operating cash conversion

Operating cash conversion is operating cash flow divided by Adjusted EBITDA, expressed as a ratio. The calculation of operating cash conversion is as follows:

	Year ended 30 April 2026 £m	Year ended 30 April 2025 £m
Profit before tax	68.9	3.0
Add back: Net finance costs	10.6	10.3
Add back: Adjusting Items (excluding share-based payments)	7.6	64.6
Add back: Depreciation and amortisation (excluding acquisition amortisation)	17.4	18.9
Adjusted EBITDA	104.6	96.8
Less: Capital expenditure (fixed and intangible assets)	(15.9)	(13.3)
Adjust: Impact of share-based payments ¹	4.1	1.8
Add back: (Increase)/decrease in inventories	1.0	(1.4)
Add back: Decrease in trade and other receivables	(0.6)	0.8
Add back: Decrease in Experiences merchant accrual	(4.6)	(6.8)
Add back: Increase/(Decrease) in trade and other payables	3.7	4.4
Operating cash flow	92.3	82.3
Operating cash conversion	88%	85%
Add back: Capital expenditure (fixed and intangible assets)	15.9	13.3
Add back: Loss on disposal and impairment of goodwill	–	56.7
Less: Adjusting Items (excluding share-based payments and acquisition amortisation)	–	(56.7)
Less: Research and development tax credit	(0.5)	(0.2)
Cash generated from operations	107.7	95.4

¹ Comprises the add-back of non-cash share-based payment expenses of £4.1m (FY25: £1.8m) relating to operation of post-IPO Remuneration Policy, which are not classified as an Adjusting Item.