

Moonpig.com Limited

STRATEGIC REPORT

For the year ended 30 April 2026

SECTION 172(1) STATEMENT

Section 172 of the Companies Act 2006 requires a director of a company to act in a way that he or she considers, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole. In doing this, section 172(1) requires directors to, amongst other matters, have regard to the:

- Likely consequences of any decisions in the long term.
- Interests of the Company's employees.
- Need to foster the Company's business relationships with suppliers, customers and others.
- Impact of the Company's operations on the community and environment.
- Desirability of the Company maintaining a reputation for high standards of business conduct.
- Need to act fairly between members of the Company.

Moonpig.com Limited is a wholly owned subsidiary of Cards Holdco Limited and forms part of the wider Moonpig Group headed by Moonpig Group plc. The Company benefits from the Group's strategy, governance framework, policies and shared management functions.

The Directors nevertheless owe their statutory duties to Moonpig.com Limited. When considering matters affecting the Company, the Board exercises independent judgement, taking account of the Company's own financial position, strategy, risks, obligations and stakeholders.

Certain Directors also serve as directors of Moonpig Group plc. Where proposals are developed at Group level, the Board considers whether their implementation promotes the success of Moonpig.com Limited before approving them.

To support its decision making, the Board (through updates shared at the Moonpig Group plc Board meetings) receives regular updates on trading performance, financial results, forecasts, capital expenditure, technology and operational developments, customer outcomes, employee matters, supplier performance, principal risks, legal and regulatory compliance and sustainability matters.

When material decisions are presented to the Board, the Directors consider the purpose of the proposal, its financial and operational implications, the principal risks and available alternatives, its likely long-term consequences and its effect on relevant stakeholders. The Directors challenge management and request further information where necessary. Where implementation is delegated to management or a Group function, the Board retains oversight of the effect of the decision on the Company.

Our key stakeholders

Member and other Group undertakings

Cards Holdco Limited is the Company's immediate parent and sole member, and Moonpig Group plc is its ultimate parent undertaking. Engagement takes place through regular financial and operational reporting, business planning, forecasting, treasury arrangements and discussions concerning strategy, capital allocation and the provision of shared Group services.

The Directors consider the Company to be a separate legal entity when evaluating intragroup proposals and transactions. This includes consideration of the Company's financial position, contractual obligations, liquidity requirements, risks and ability to pursue its strategy and meet its liabilities as they fall due.

As the Company has a single member and a single class of ordinary shares, no competing interests between different members arose during the year. Nevertheless, the Directors continued to consider whether decisions involving the wider Group promoted the success of the Company itself.

Moonpig.com Limited

STRATEGIC REPORT

For the year ended 30 April 2026

Customers and recipients

The Company's long-term success depends on maintaining the trust of customers and recipients and providing reliable, relevant and high-quality products and services. Management monitors customer feedback through customer satisfaction information, customer service contacts, complaints, product and delivery performance and trading data. Relevant customer information is reported to senior management and the Board.

Customer interests influence decisions relating to product quality, personalisation, pricing and promotions, delivery options, fulfilment, customer service, data protection and the security and availability of the Company's digital platforms. The Directors also recognise the importance of appropriate content and responsible use of customer data in protecting the Company's reputation and maintaining customer trust.

Employees

The Company's employees are central to the operation of its technology platform, customer proposition and fulfilment activities. The Company keeps employees informed through all-employee briefings, Slack, email and management communications. Employee views are obtained through regular consultation, engagement surveys, listening forums and day-to-day interaction with management.

In making decisions, the Directors have regard to employee engagement, remuneration and benefits, training and development, career progression, diversity and inclusion, wellbeing, health and safety, succession planning and the need to attract and retain people with the skills required to deliver the Company's strategy.

The Board also considers the effect on employees of changes to technology, operating processes, fulfilment activities and organisational structures, including the need for appropriate communication, training and support.

Suppliers and business partners

The Company depends on a range of suppliers and partners, including product and brand partners, technology providers, fulfilment partners, delivery providers and professional advisers. Engagement takes place through commercial discussions, regular meetings, service and performance reviews and due diligence and assurance processes.

In considering matters affecting suppliers and business partners, the Directors have regard to product and service quality, commercial sustainability, operational and financial resilience, technology security, data protection, responsible sourcing, modern slavery risks and business continuity arrangements.

The Directors recognise that constructive, long-term relationships with suppliers and partners support product quality, innovation, operational resilience and the Company's ability to meet customer expectations.

Lenders and other creditors

The Company participates in the Group's centralised treasury and cash-management arrangements and has provided a guarantee in respect of the Group's revolving credit facility. In considering the interests of lenders and other creditors, the Directors review the Company's current and forecast cash flows, liquidity, intercompany balances, capital expenditure, working-capital requirements and ability to meet its liabilities as they fall due.

The Directors also consider the wider Group's liquidity and covenant position where this is relevant to the Company, while reaching their own conclusion regarding the Company's financial position and going-concern assessment.

Moonpig.com Limited

STRATEGIC REPORT

For the year ended 30 April 2026

Community, environment and business conduct

The Company operates within Moonpig Group's sustainability framework and seeks to minimise the environmental impact of its operations through continual improvements in fulfilment, packaging, logistics and operational efficiency, while maintaining high standards of business conduct.

The Group (of which the Company is a part) maintains policies and provides training in areas including anti-bribery and corruption, modern slavery, data protection, information security, diversity and inclusion and responsible business conduct. These arrangements support the Company's objective of maintaining high standards of conduct and protecting its reputation.

During the year, the Company made charitable donations of £150,000. The Directors also considered the Company's contribution to the communities in which it operates through employment, business relationships and responsible operational practices.

Principal decisions during the year

Investment in the customer proposition and technology

During the year, the Company continued to invest in its data and technology capabilities and in features intended to help customers remember occasions and create more personal and meaningful products. These included continued development of occasion reminders and Moonpig Plus, together with customer-facing features such as video messages, AI stickers, Face Swap and improvements to the card-editing experience.

In considering these investments, the Directors had regard to their expected contribution to long-term customer engagement and purchase frequency, the quality and accessibility of the customer experience, technology security and data protection, the appropriateness of customer-generated content, the skills and capacity of employees and the financial returns expected from the investment.

The Directors balanced the immediate cost and operational demands of the investment against the expected longer-term benefits of customer loyalty, product differentiation and sustainable growth.

Investment in fulfilment and delivery

During the year, the Company completed automated parcel sortation, brought giant-card production in-house, introduced multi-gift fulfilment capabilities and continued to develop its tracked next-day delivery proposition.

In considering these initiatives, the Directors had regard to delivery speed and reliability, customer and recipient experience, employee capability and working practices, relationships with fulfilment and delivery partners, operational resilience, capital requirements and the expected long-term efficiency benefits.

The Directors concluded that the investments supported the Company's ability to provide a more reliable and flexible service, while continuing to monitor their effect on costs, margins and operational risk.

Expansion of the gifting proposition and business partnerships

The Company expanded its gifting proposition during the year through partnerships with established brands, including the expansion of its relationship with Next and the launch of products from Boots brands. It also broadened local gifting ranges and introduced additional products and fulfilment capabilities in Ireland and Australia.

The Directors considered customer demand and product quality, the reputation and capabilities of the relevant partners, the commercial terms of the arrangements, inventory and working-capital requirements, operational complexity and the effect of the initiatives on the Company's brand and long-term growth prospects.

These considerations informed the decision to expand the proposition while maintaining controls over product quality, customer service, supplier performance and brand standards.

Moonpig.com Limited

STRATEGIC REPORT

For the year ended 30 April 2026

Capital allocation and dividends

During the year, the Company paid a dividend of £20.0m to Cards Holdco Limited.

In considering the dividend, the Directors had regard to the Company's distributable reserves, current and forecast financial position, cash flows and liquidity, working-capital and capital-investment requirements, tax and lease obligations, intercompany arrangements and the Company's ability to continue to meet its liabilities as they fall due.

The Directors also considered the interests of employees, suppliers, creditors and other stakeholders whose interests depend on the Company retaining sufficient financial and operational resources. Having considered these matters, the Directors concluded that the dividend was compatible with the Company's continuing obligations and its ability to pursue its long-term strategy.

The Directors consider that the principal decisions taken during the year promoted the long-term success of the Company for the benefit of its member, while having appropriate regard to the interests of employees, customers, suppliers, creditors, business partners, the communities in which the Company operates and the environment.