

Annual General Meeting 2026

CEO presentation

16 September 2026



Disclaimer

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Revenue growth and strong margins driving +19.5% Adjusted EPS

Sustainable revenue growth



£373.0m

Revenue

6.5%

Year-on-year growth¹

Strong margins



£104.6m

Adjusted EBITDA²

28.0%

Adj. EBITDA margin²

Compounding EPS growth



18.0p

Adjusted basic EPS²

19.5%

Year-on-year growth

High cash generation



£73.5m

LTM Free Cash Flow²

11.2%

Year-on-year growth

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

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

Investing behind growth while returning significant capital

Unchanged capital allocation hierarchy

8% of opening issued share capital repurchased in FY26

Dividends grown at 25% year-on-year

Net leverage maintained at c.1.0x Adjusted EBITDA

1

Investment to support organic growth

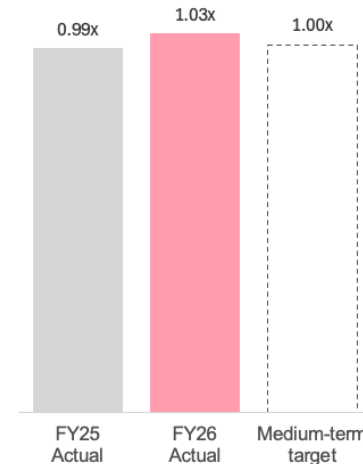
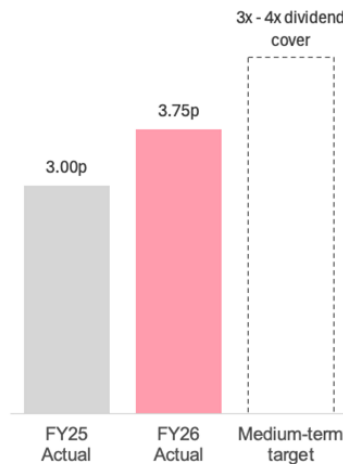
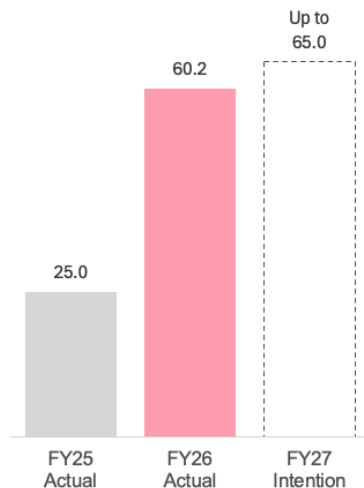
Share repurchases ^{1,2}
£m

Dividends
Pence per share

Net leverage (IFRS 16 basis ³)
Net Debt to Adjusted EBITDA

2

Progressive dividend, targeting a robust cover ratio of 3x to 4x



3

Selective, value-accretive M&A where there is a strong rationale

4

Return of excess capital to shareholders

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

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

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

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



Card-first

*Profitable customer acquisition
with high loyalty*



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



Gift attach

*Highly relevant gifting platform
with minimal acquisition cost*



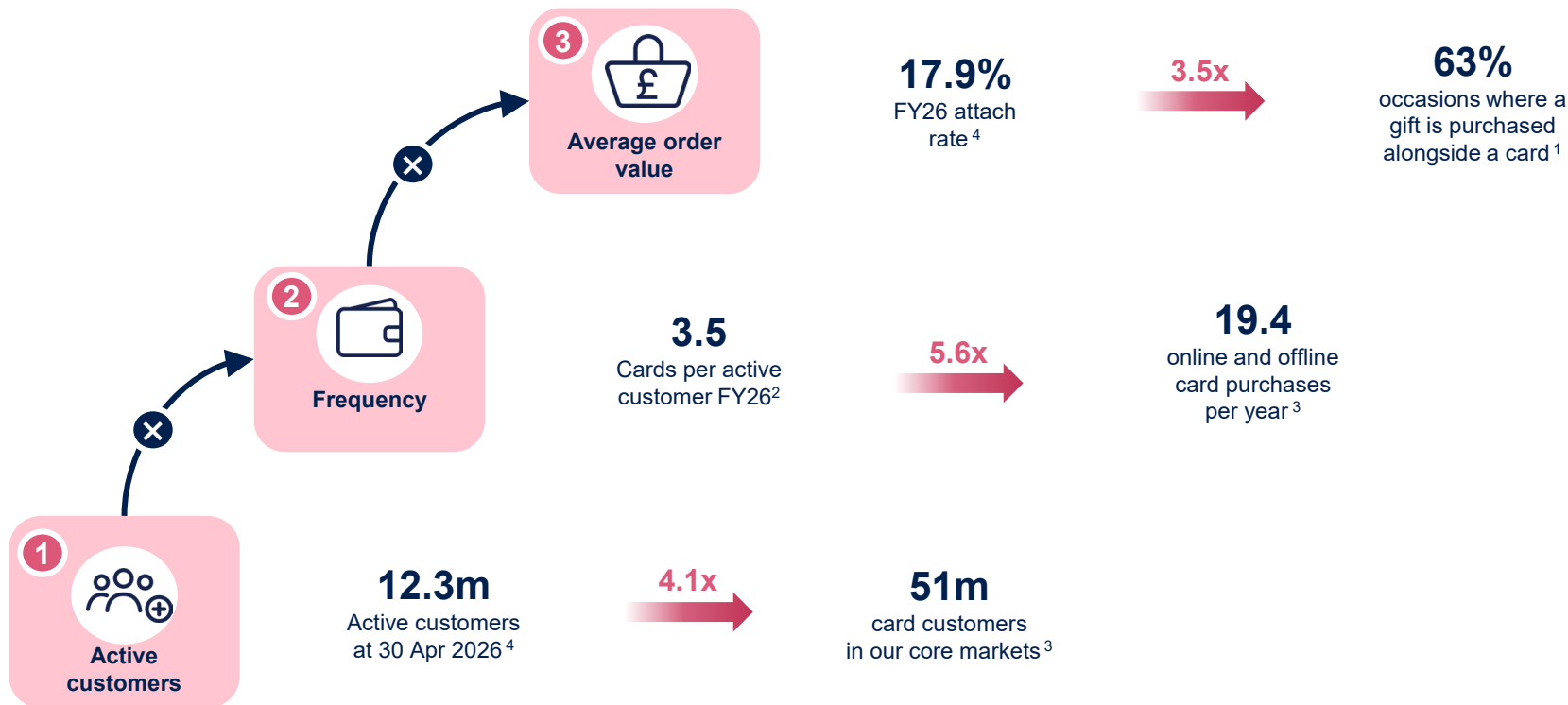
- ✓ >63% cards given with a gift in the wider market ^{1,2}
- ✓ Card-first journey enables highly relevant gift recommendations
- ✓ Purchase intent high post card creation
- ✓ Minimal marketing costs, supporting high margins
- ✓ Sidesteps expensive online competition for gifts

1. OC&C market research, October 2024.

2. UK single card purchases in 2023 where a gift was purchased either in the same place as a card or a separate retailer to a card, as percentage of total in 2023. The 63% figure includes 5% of occasions where cash is given as a gift.

3. Moonpig and Greetz, FY26. Based on customers who were existing active customers at the start of the financial year.

We have three compounding revenue growth levers



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

Trading update

Trading update

- Overall, Group trading has been in line with our expectations since the start of the year, therefore the FY27 outlook remains unchanged.
- Moonpig revenue growth is being driven by both orders and average order value. Order growth reflects the continued expansion of the active customer base, while average order value is increasing through product upsell and modest growth in gift attach rate. Greetz continues to deliver modest year-on-year growth on both a reported and constant currency basis.
- At Experiences, reported revenue remains lower year-on-year, reflecting the managed exit from certain third-party retail partnerships and the reinvestment of commission revenue into an improved recipient proposition. We expect revenue at Experiences to move into year-on-year growth during the second half of the financial year.
- We are targeting mid-to-high single digit percentage annual revenue growth and an Adjusted EBITDA margin of 25% to 27%. We aim to deliver double-digit percentage growth in Adjusted earnings per share alongside the continued return of excess capital through share buybacks .
- Our financial framework remains unchanged. Our goal is to deliver sustainable, high-quality growth supported by strong returns and consistent capital allocation.

moonpig group plc