FOR THE YEAR ENDED 30 JUNE 2026

Full year results presentation

3 NOVEMBER 2026



Milan Patel

CEO



Tom Mullan

CFO

Dotdigital

Contents

1. Evolved Group and FY26 delivery
2. Financial performance
3. Strategy and operations
4. Looking ahead

Evolved Group and FY26 delivery

1. The new Dotdigital
2. Group transformation
3. FY26 foundations
4. The product suite

Welcome to the new Dotdigital

Marketing made human

A global marketing software group with a portfolio of products that help brands win and retain customers.

The Dotdigital marketing platform, Alia and Social Snowball serve brands and organisations that thrive from deep and meaningful engagement with their customers and audience throughout their lifecycle.

Business model

- High and increasing levels of recurring revenue
- Growth being driven through broader product adoption and usage
- Strong software margins
- Organic growth complimented with M&A

9%
Revenue 5yr CAGR
FY21–FY26
£58.1m to £90.9m

14%
Contracted ARR 5yr CAGR
FY21–FY26
£44.7m to £85.4m

96%
Recurring / repeating revenue in FY26
94% in FY25

32%
Adjusted EBITDA margin in FY26
30%+ for 15 years

Group transformation

Evolution to a multi-product business with strengthened partner network

+75% ARR growth since FY23

£48.9m
FY23 opening ARR

Fresh Relevance
Sep 2023

Social Snowball
Jun 2025

Alia
Mar 2026

£85.4m
ARR at 30 June 26

£15.9m total acquired ARR
£20.6m growth ARR

~50% → >60%	~15% → >30%	~25% → ~40%	>20% → >20%
Partner-connected ARR	**US-originated ARR**	**International ARR**	**Adj. PBT margin**
Ecosystem strategy deepening stickiness	Americas share doubled	Diversified outside the UK	Stable and controllable margin performance

FOUNDATIONS BUILT - NOW DRIVING ORGANIC GROWTH

Geography

Three-region model proven. Low single-digit penetration in US & JAPAC = large runway for expansion

Product

Five-product marketing automation suite live. Cross-sell into 9,000+ brands with increasing ARPC and wallet share

Partners

250+ integrations deepening ecosystem lock-in and go-to-market reach. Over 800 agency and tech partners across the globe

DISCIPLINED EXECUTION: GROWING INTERNATIONALLY, DEEPENING PARTNERSHIPS, PROTECTING MARGINS

FY26 delivery builds the foundations for growth

FY26 key messages and the Alia acquisition

FY26 deliverables

Stronger ARR momentum

Group ARR £85.4m (+18%). Organic ARR growth of 8%, up from 6% at H1.

A broader product portfolio

More entry points for new customers in the mid-market, smaller businesses and more opportunities to meet existing customers' needs.

Investment in data and AI

MCP server launched in March. Shared data and agentic AI capabilities strengthened.

Increased customer retention

Core-platform gross retention rose one percentage point to 85%.

Alia by Dotdigital

Acquired 3 March 2026

An AI powered pop-up for brands. It turns site visitors into email & SMS subscribers, so brands grow their first-party audience faster

+45% ARR growth in four months of ownership

130+% growth when annualised.

More of the customer lifecycle

Adds list growth and on-site capture to complement engagement and retention.

Greater reach in ecommerce

A focused product for smaller and lower mid-market brands, with strength in Shopify.

Cross-sell opportunity commencing H1 FY27

Availability beyond Shopify opens Alia to the wider Dotdigital customer base from ~300 brands to ~4,000 brands.

Automating the entire customer lifecycle

The Dotdigital product suite

ACQUIRE → ENGAGE → DELIGHT → RETAIN → REPEAT →

ALIA POPUPS

Convert more visitors

Fill your funnel with an always-on stream of rich first-party data using popups, quizzes and offers.

DOTDIGITAL PERSONALIZATION

Personalize across every channel

Personalize every campaign and web experience at exactly the right moment.

DOTDIGITAL MARKETING

Real connection, automated

Turn data into automated cross-channel marketing campaigns, launched in minutes with AI agents.

DOTDIGITAL LOYALTY

Reward loyal customers

Earn loyalty with points, tiers, and rewards that run automatically, powered by real purchase behaviour.

SOCIAL SNOWBALL

Turn loyalty into advocacy

Your best customers become your best acquisition channel by using automated influencer marketing.

Dotdigital | Marketing & Personalisation Explainer Video

Financial performance

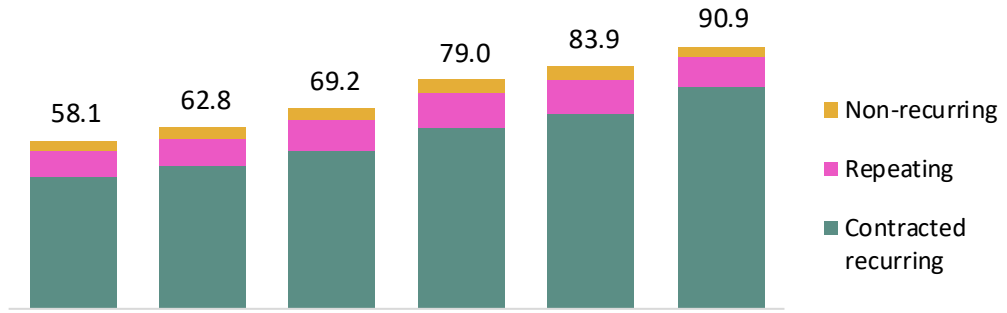
1. Financial model
2. Forward looking ARR growth
3. Income statement overview
4. Profitability, tax and EPS spotlight
5. Cash generation
6. Financial takeaways

Financial track record

Drive high margin recurring revenues and strong cash conversion

All in GBPm

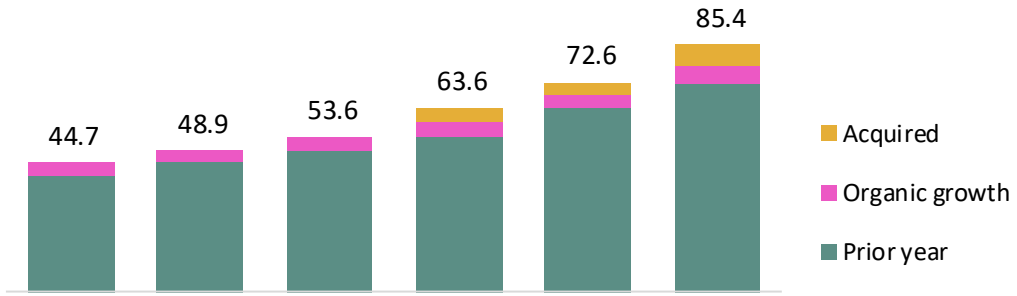
Group revenue profile



Recurring and repeating revenues were 96% of total Group revenues

Contracted recurring revenue carrying ~90% gross margins

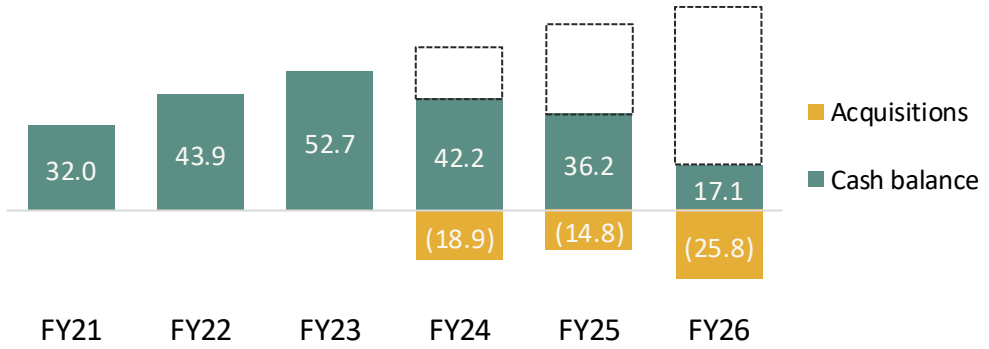
Forward-looking contracted ARR



Forward looking contracted ARR gives confidence in ongoing growth and our ability to reinvest

5-year CAGR in forward looking contracted ARR of 14%

Cash generation



High margin recurring revenue growth drives consistent and progressive **cash generation**

Cash balance of **£17.1m** after USD 30m acquisition of Alia

Forward-looking ARR growth

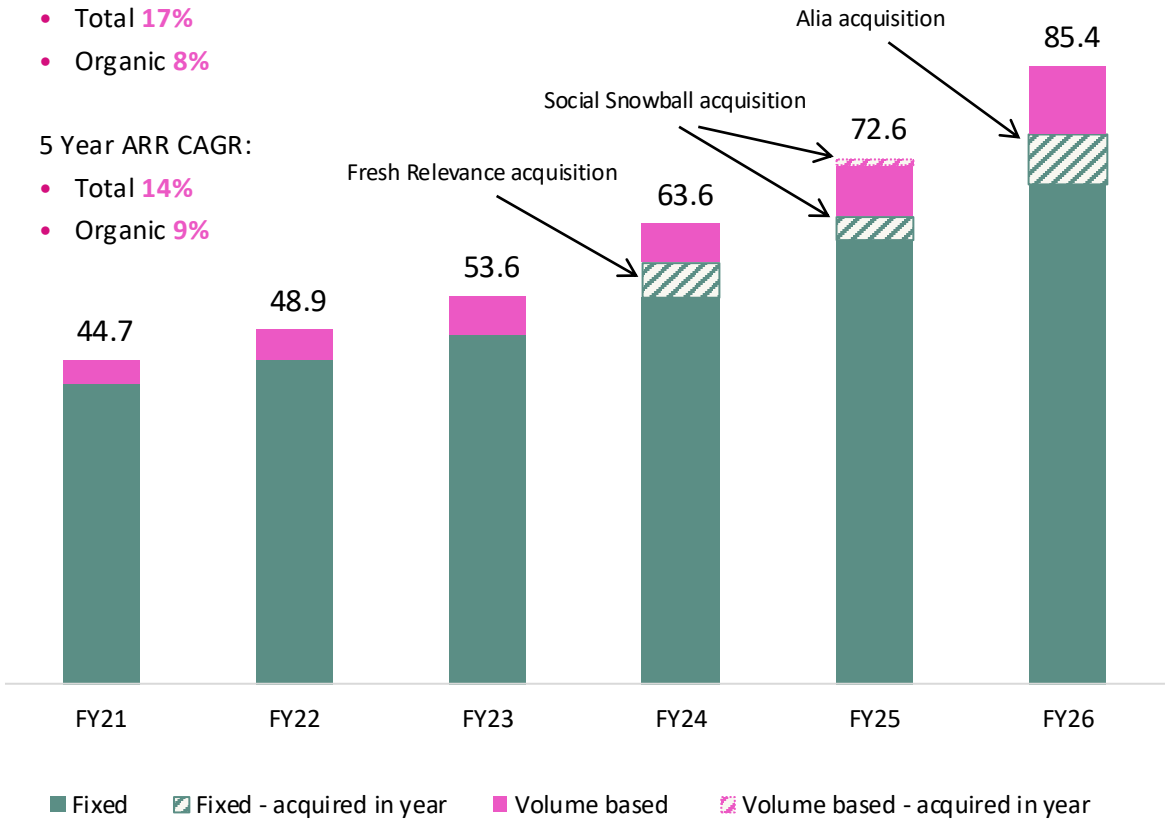
(in GBPm)

FY26 Growth (constant currency):

- Total **17%**
- Organic **8%**

5 Year ARR CAGR:

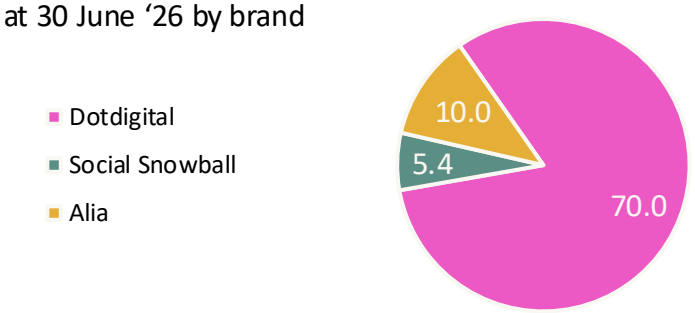
- Total **14%**
- Organic **9%**



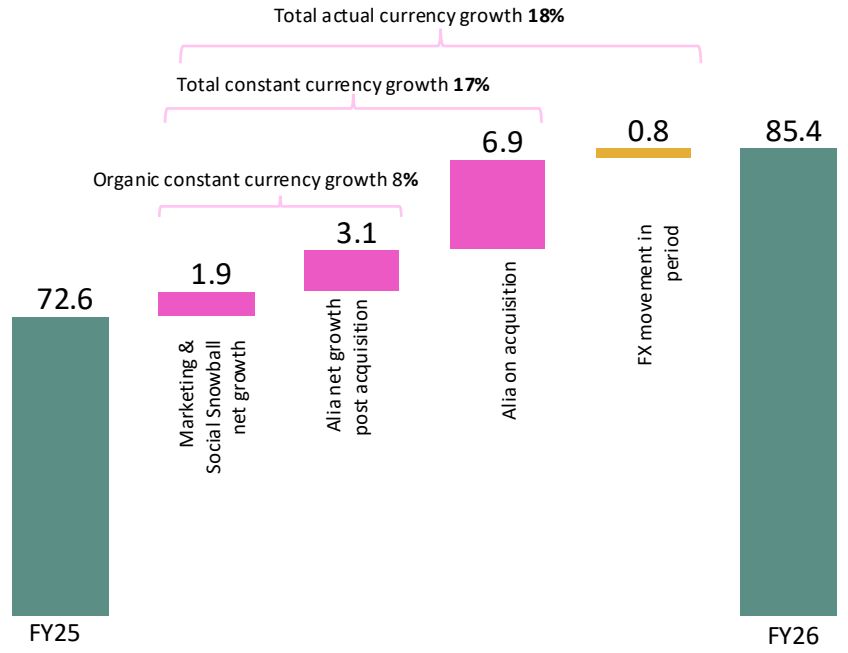
Excluded from ARR:

- *Professional services, sponsorship or other one-off revenues from our core business*
- *Repeating revenues from our standalone transactional messaging Communications Platform as a Service ('CPaaS') business*

ARR at 30 June '26 by brand

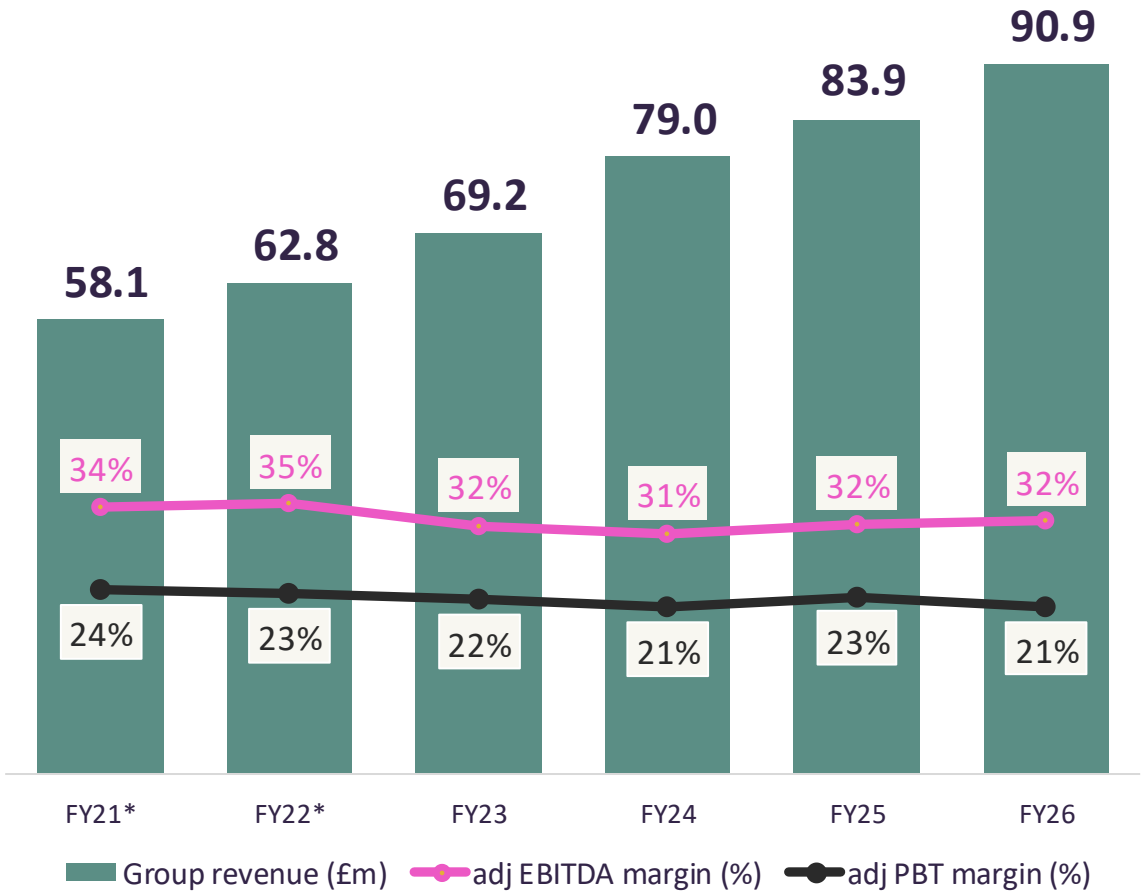


ARR bridge – June '25 to June '26



Income statement overview

- Total revenue growth of 8% on FY25 or 9% on a constant currency basis
  - Recurring revenue growth was 14% (15% in constant currency) or 3% on an organic basis (4% in constant currency)
  - Repeating revenue in the transactional CPaaS business declined to £10.3m from £12.0m, with the impact of the £4m non-renewal of the low margin contract announced in June 2025 taking effect
- Gross margin has improved from 79% to 80% as the balance of the business further moved towards the high margin marketing business
- Admin expenses have increased as a result of the acquisitions completed in recent years, both of which run at similar margins to the Group
- Adjusting items include:
  - share based payment expense of £0.8m (FY25: £0.78m)
  - amortization of acquired intangible assets of £4.3m (FY25: £1.8m)
  - a gain on the revaluation of contingent consideration due on the Social Snowball acquisition of £5.2m (FY25: nil)
  - exceptional costs of £3.0m (FY25: £1.5m) largely in relation to acquisition costs

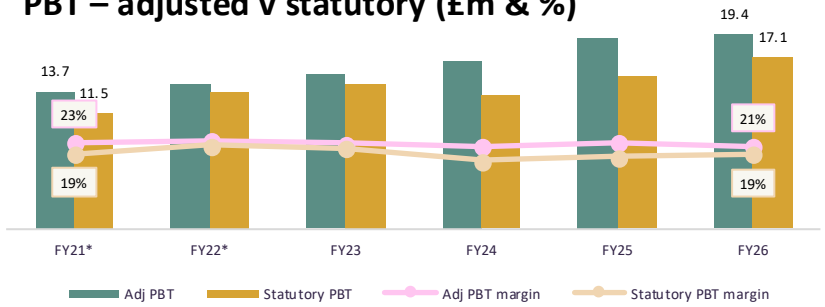


**Covid-19 enhanced margins in FY21 and FY22, now normalised*

A full extract of the financial statements can be found in the appendix to this document

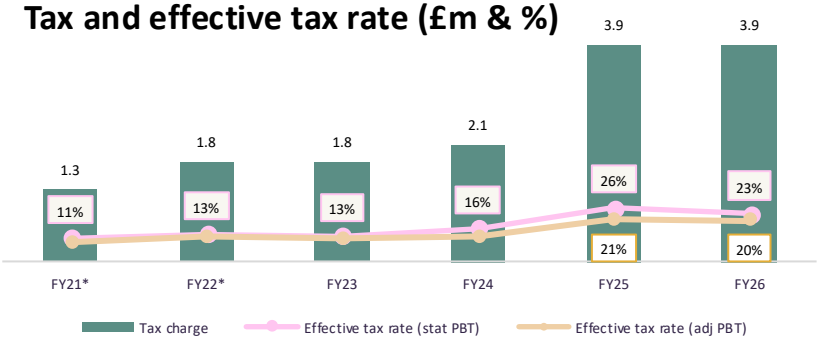
Profitability, taxation and EPS spotlight

PBT – adjusted v statutory (£m & %)



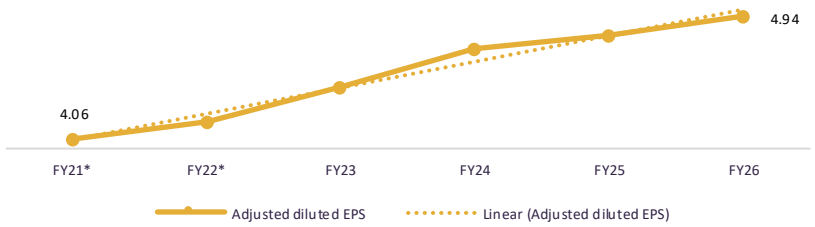
- Sustained delivery of commitment to generating adjusted PBT margins of 20+%
- Post pandemic acquisition activity has led to increased amortisation of acquired intangibles and other exceptional expenses creating divergence between adjusted PBT and statutory PBT

Tax and effective tax rate (£m & %)



- Effective tax rate has risen from 11% to mid-twenties in FY25 and FY26:
  - UK core tax rate increasing
  - Significantly adverse changes to the UK R&D tax and incentivisation regime
  - All material tax losses now fully utilised
- Application for UK patent box underway

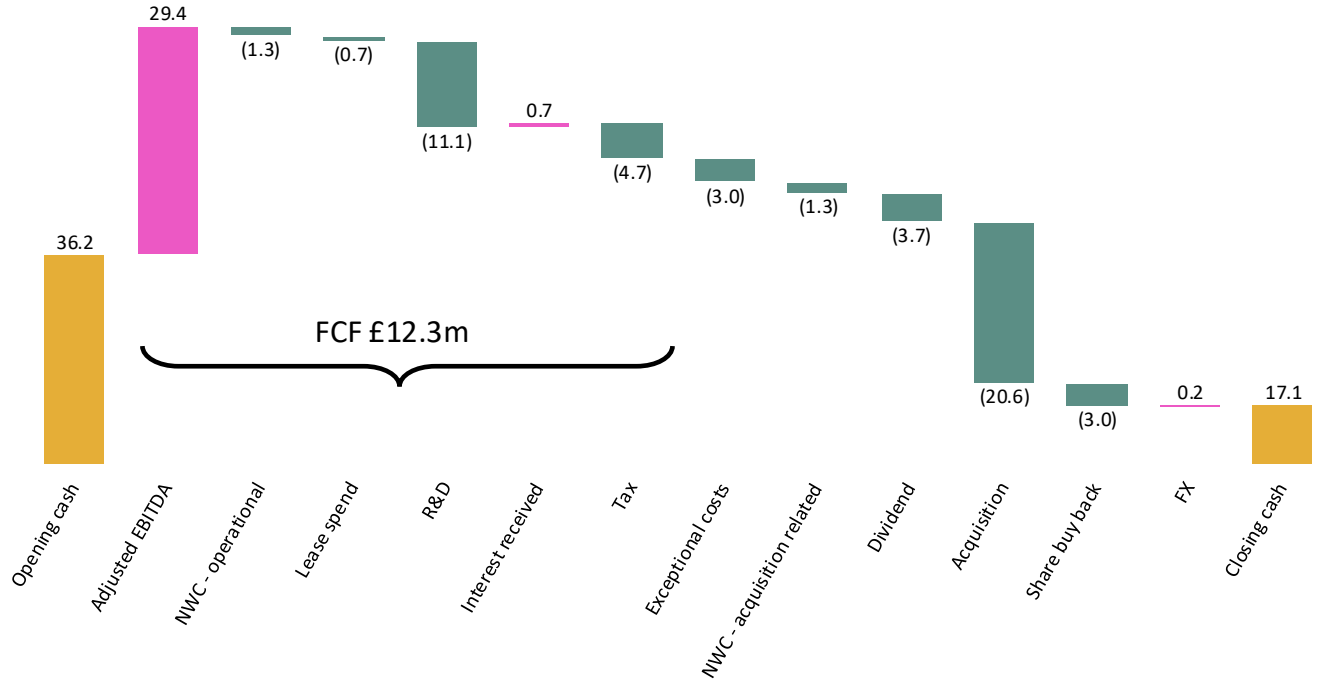
Earnings per share (pence per share)



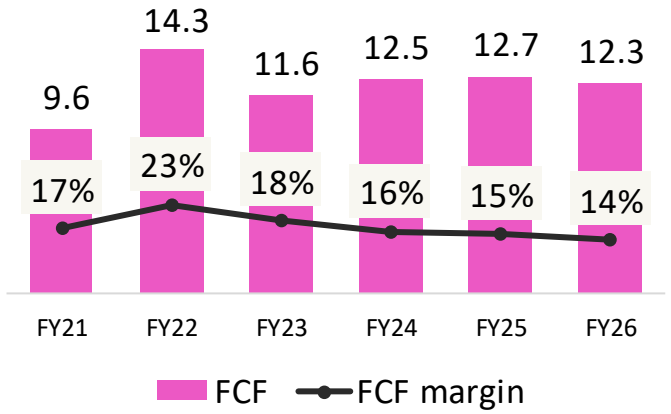
- Continued long term improvements in adjusted diluted EPS, despite tax pressure

** Covid-19 enhanced margins in FY21 and FY22, now normalised*

Cashflow overview



Free cash flow (£m) and margin (%)



- Free cash flow at a consistent margin with prior years, noting Covid-19 impacted FY21 and FY22 which should be considered together at a normalised margin of ~20%
- Cash spend on exceptional items are predominantly acquisition related in last three years
- FY26 FCF reduced as FY25 employee performance related bonuses expensed that year but paid in FY26 were higher than the FY26 equivalent expense
- FCF funded acquisition of Social Snowball in FY25 and Alia in FY26, with maximum contingent consideration of $17.5m payable in FY27 and $20.0m in FY28 dependent upon performance

£'m	FY26	FY25
Adjusted EBITDA	**29.4**	**26.8**
Working capital - operational	(1.3)	1.9
Lease Liabilities	(0.7)	(0.8)
Interest received	0.7	1.7
Tax (including RDEC)	(4.7)	(6.3)
R&D & other capital spend	(11.1)	(10.6)
Free cash flow	12.3	12.7
Working capital – acquisition related	(1.3)	1.1
Exceptional items	(3.0)	(1.4)
Dividend	(3.7)	(3.4)
Share buyback	(3.0)	-
FX/other	0.2	(0.5)
Acquisitions	(20.6)	(14.4)
Net change in cash	**(19.1)**	**(5.9)**

Key financials takeaway

15+ year successful delivery of baseline financial metrics:

- Growth **~10%**
- Adj. EBITDA margin exceeding **30%**
- Adj. PBT margin exceeding **20%**
- FCF margin approaching **20%**

Forward looking ARR growing at a **5 year CAGR** of **14%** and accounts for **98%** of group gross profit

Focus on increasing allocation of capital into higher growth business segments, such as the recent acquisitions, but within the Group margin profiles

Strategy and Operations

1. Commercial progress
2. Partners / go-to-market
3. Innovation

Commercial progress

Organic ARR growth complimented by high growth in Alia and Social Snowball

- Gross retention improved to 85%
- One global revenue team, replacing three regional teams.

International (outside UK) share of:

- **Group FY26 revenue: 37%, +4 pp YOY**
- **ARR at June 26: 40%+**

Average revenue per customer "ARPC":

Alia

£2,343 / year

+16% since acquisition (annualised)

US$261 / £194 per month

Social Snowball

£2,896 / year

+35% YoY

US$327 / £241 per month

Dotdigital *

£23,316 / year

+14% 3-yr CAGR

£1,943 per month

** Methodology update in FY26, which has also been reflected in the FY25 comparative above, so that ARPC only includes recurring revenues in the marketing automation business (historic reporting included non-recurring and the low margin transactional messaging business line).*

EMEA +3%

£63.4m FY26 revenue

The planned CPaaS contract exit tempered FY26 growth. Priorities are focussed on retention and new business in selected sectors.

North America +37%

US$25.0m FY26 revenue

Acquisitions drove strong growth. New global leadership is commencing execution strategy based around refined global ideal customer profile "ICP".

APAC +5%

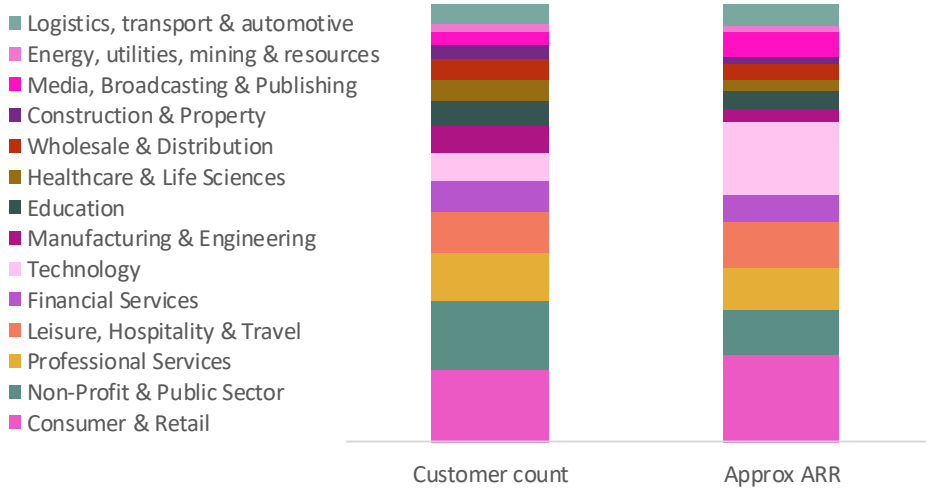
A$17.4m FY26 revenue

Investment focuses on Australia, New Zealand and South East Asia, supported by local relationships and integrations.

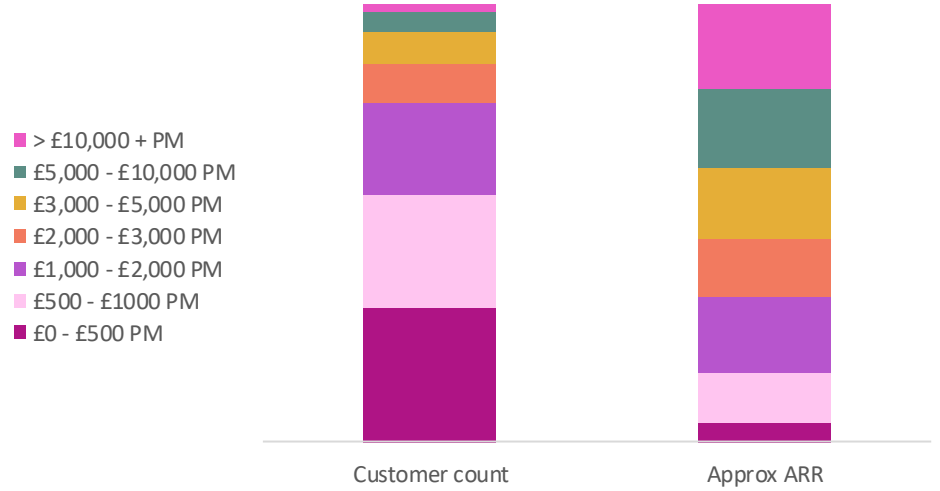
A diversified customer base

£70m Dotdigital ARR from ~3,000 subscribed customers, 4,000+ brands and 50,000+ users by:

Industry Sector



MRR band



£15.4m ARR, on top of the £70m above

Alia and Social Snowball add a further 6,000+ subscriptions at ~£200/month average, on top of the Consumer & Retail sector and the sub-£1,000/month MRR bands shown opposite.

Partners and integrated go-to-market

Partner progress

49% of Dotdigital marketing revenues connected to named strategic partners and 31% of June'26 forward looking ARR connected to Shopify

- New VP Global Partnerships supports the shift towards partner-sourced new business.
- Commerce and CRM ecosystems, agencies and technology partners broaden reach.
- Shopify remains a priority and fastest growing partner.
- FY27: Partner Program planned for January 2027.

Integrated go-to-market

- Sales, Account Management and Customer Success align around customer needs and centralised under new Chief Revenue Officer.
- The new CRM supports weekly pipeline reviews and forecasting, with better visibility of at-risk customers.
- FY27: Alia cross-sell across the wider base began in September 2026, supported by new incentives.

TODAY

Influence focus

- Partners help close deals we find. ~61% of US revenue is partner-influenced

FY27-28

Source focus

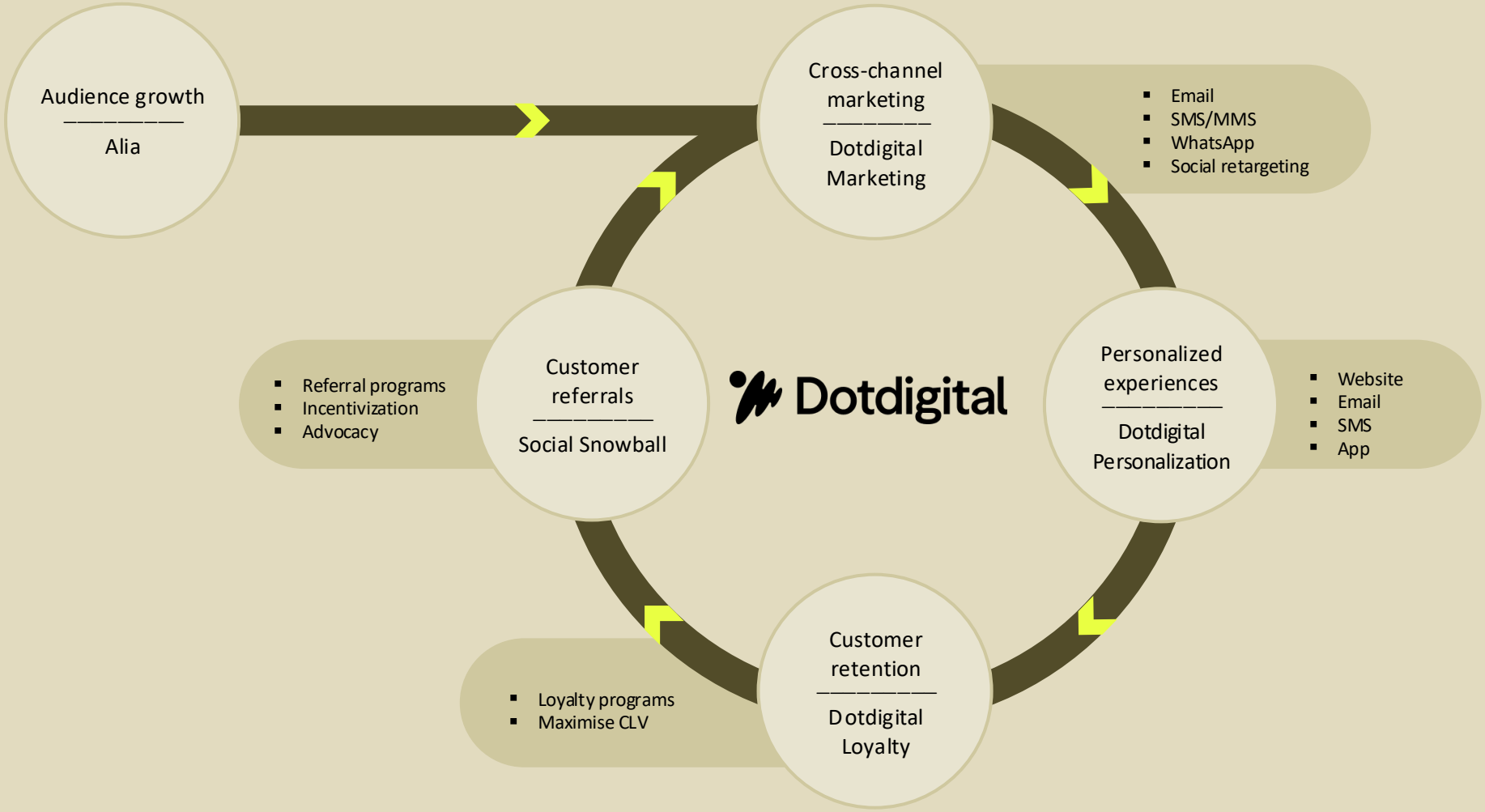
- 30% of new business sourced by partners
- Personalization sold through partners
- 2027 partner program from 1 Jan
- Launch reseller program

FY28-29

Reseller channel

- Scale reseller program in specific verticals and markets

Automating the customer lifecycle



A spotlight on product: innovation

Major launches, platform improvements and channel adoption

LAUNCHED MARCH 2026

Marketing MCP server

Connects Dotdigital customer data to the AI tools customers already use.

PLATFORM DEVELOPMENT

Stronger data foundation

Real-time events across contacts, messages and interactions, with flexible custom data to support effective AI agents.

FY26 CHANNEL ADOPTION

WhatsApp at greater scale

Message volumes rose from approximately 326,000 to 2.6 million, expanding use of the omnichannel offer.

SOCIAL SNOWBALL LAUNCH

CreatorSearch

New capability supported growth of Social Snowball's influencer, affiliate and referral marketing platform.

AI ACROSS PRODUCT SUITE

Alia AI agent

Marketers describe their goals in plain language and Lia builds data capture popups that convert.

NEW PRODUCT

Loyalty

Built from the ground up, already winning new customers and growing spend from existing brands.

We hold a unique picture of a brand’s data

Orders and transaction data (online and offline)	Product catalogue	Affinity and behavioural data
Augmented product data	Wishlist and browse behaviour	CRM and contact data
Marketable audience (opted-in contacts)	Email, SMS, WhatsApp, web and app engagement	Custom structured data (JSON)
Channel consent data (where, when, wording)	Loyalty data	Reviews from partner integrations
Forms and survey responses	Event and event attendance data	Cart and basket data

Agentic AI built for marketers

Execution

Create personalized, cross-channel campaigns faster

Strategy

Make smarter decisions, leading to better results

Agentic AI

Content Agent & Segment Agent

Analytics Agent

MCP server that connects to any AI tool

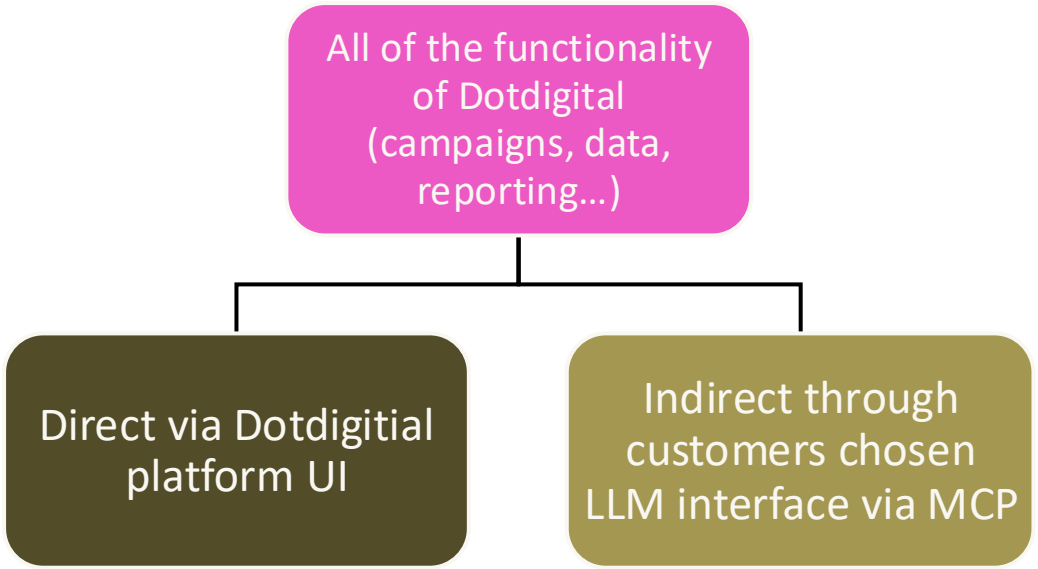
Generative & Predictive AI

- Brand voice
- Campaign assistant
- Subject line assistant
- Rewrite & edit
- Instant translations
- One-click email to SMS
- Smart image search
- Product recommendations
- Intelligent segments

- Predictive next purchase
- Predictive CLV
- Predictive churn
- Predictive total orders
- Opportunities dashboard
- Persona movement
- Send-time optimization
- Send to most engaged first
- Instant survey & form summaries

One platform, two ways to access

Giving marketers a genuine choice



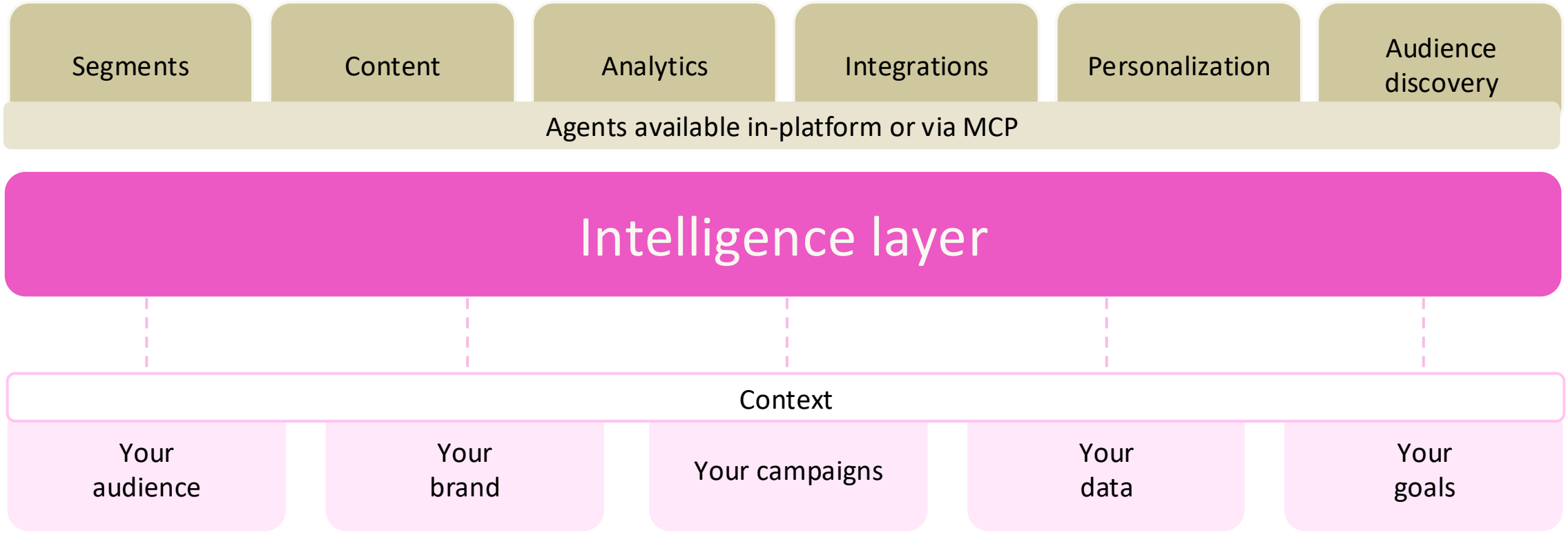
What customers are saying

"Integrating Dotdigital with ChatGPT has been a tremendous time-saver. I no longer switch between the two to brainstorm creative ideas, and it's improved the quality of our email campaigns. My team can also build on the ideas I've already developed instead of starting from scratch."

Olivia Vrsaljko - Marketing Manager, Freeds

What we’re building towards

Our AI vision



The appetite for AI already exists

35%

Of accounts are using AI today

1 in 4

Users are already making use of existing AI features

+26%

Increase in AI usage in last 12 months

200

Accounts used Content Agent within 24 hours

250+

Accounts on our Content & Segment agent waitlist – most subscribed preview ever

#1

Item at the Summit – AI demos were most popular

Roadmap highlights

NEW IN 2026

- Native loyalty platform (Shopify)
- Content, Segment and Analytics Agents
- 80+ MCP capabilities
- SmartBlock Agent in personalization platform
- Alia popups available outside of Shopify
- Integrations with Microsoft Fabric, Norce Commerce, Tessitura and more (now well over 200 integrations)
- ‘Lia’ AI agent being launched within Alia

COMING IN 2027

- AI-orchestrated journeys
- Native support for RCS
- Loyalty platform available for non-Shopify brands
- Continuous improvements to MCP capabilities
- Campaign creation via Content Agent
- More agents focused on integrations, personalization and audience discovery
- Social Snowball influencer and brand marketplace

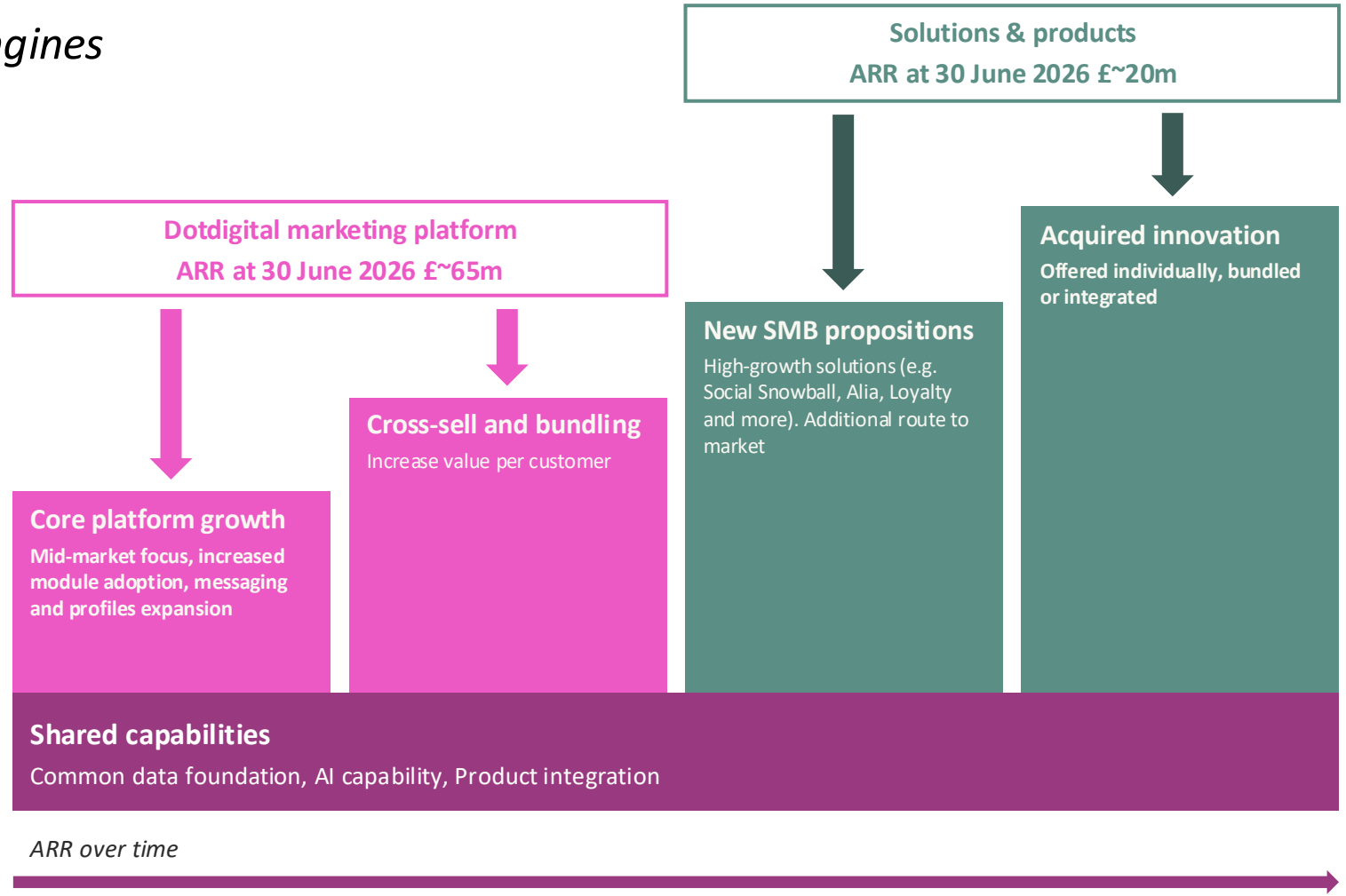
Looking ahead

1. Two complementary market opportunities
2. Priorities and outlook

Drivers of growth

Two complementary GTM engines

- Marketing platform benefits from additional capabilities and modules developed or acquired as standalone solutions and products generating significant cross-sell opportunity
- Solutions & products business focussed on SMBs can cross-sell as individual solutions or bundles.
- Solutions and products business is being broadened from current Shopify focus
- Platform capability can be modulised and 'lightened' to be suitable for the SMB market



FY27 priorities and outlook

Execution priorities and expected growth contribution

Priorities

Ensure capital allocation focussed on high return business units

- Continue strong growth in Alia and Social Snowball and activate global expansion

Strengthen the marketing platform

- Enhance retention and new logo business performance

Sustain product momentum

- Focus on AI adoption and monetization

Scale cross-sell

- Commence Alia cross-sell motion into global mid-market Dotdigital customer base
- Drive Loyalty cross-sell & expand outside of Shopify

Board remains confident in FY27 market consensus* as growth rate builds through year

** revenue £104.8m; adjusted EBITDA £32.8m (31% margin); and adjusted profit before tax £22.3m (21% margin)*

Questions

Disclaimer

Certain statements included or incorporated by reference within this presentation may constitute 'forward-looking statements' in respect of the Group's operations, performance, prospects and/or financial condition.

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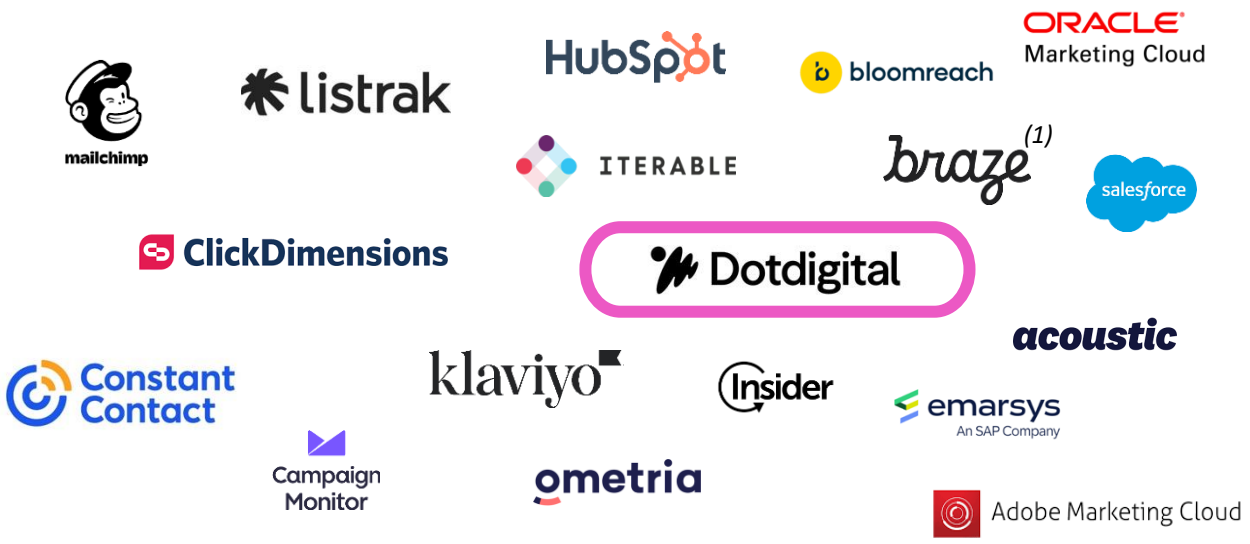
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Appendix

Scalable, mid-market focus

Competitor landscape



Micro/small (<$200/pcm)

Mid-size ($1k-30k pcm)

Enterprise ($30k+ pcm)

Dotdigital difference

- Only market participant with complete range of owned communications delivery infrastructure enabling unbeatable delivery performance, including SMS in over 200 countries
- AI embedded within our core and has been for 15+ years
- Depth and flexibility of platform and channels all-in-one: cross-channel marketing automation, web personalisation, influencer marketing management
- Extensive partner ecosystem with breadth and depth of real-time integrations
- World class and award-winning customer service (4.7 Trustpilot score)
- Trusted brand with a reputation for innovation – leader in 13 G2 categories

(1) Acquired by Salesforce in October '26 at 6.8X multiple of trailing 12 month revenues

Board of Directors



Milan Patel
Chief Executive Officer

Milan joined the Group in 2007 and was appointed Group Company Secretary in 2009, CFO in 2015 and CEO in 2016. Milan is a fellow member of the Association of Chartered Certified Accountants (ACCA) and a member of the Institute of Chartered Accountants in England and Wales (ICAEW). He has been responsible for the Group's admission to ISDX (now Aquis - AQSE) and the Group's listing onto AIM.

Milan was responsible for the Group's functions in financial management and reporting, regulatory compliance, legal and corporate governance prior to being made permanent CEO of the Group over nine years ago. He also brings substantial strategic financial and commercial experience to the Board. As well as financial acumen, he has developed a broad range of operational competencies, a grasp of and execution of strategic objectives, clear leadership, international business development and growth, mergers and acquisitions expertise, and strong decisive management skills.

Milan is responsible for leading the executive team, its vision, and the growth strategy for the business, which includes both organic and inorganic. More specifically Milan is leading our global growth strategy, accelerated product innovation, developing strategic partnerships and executing on the acquisition strategy. He has a strong track record of delivery of strong performance against plan through the life of the company on the public markets.



Tom Mullan
Chief Financial Officer

Tom joined the Board on April 30 2025 and brings extensive experience in both the global software industry and as a public company CFO.

Tom began his career in 2001 with EY, gaining ACCA qualification and working in UK, US and Australian practices throughout his seven years with them. Subsequent to this, Tom spent a further seven years with global insuretech leader, Guidewire Software Inc, leading finance and operations across EMEA as headcount in the region grew from less than five to over 400 and the group listed on the NYSE. Tom's first group CFO role was with another insuretech business, Fadata, where he spent two years with the private equitybacked business.

Most recently, Tom served for more than six years as CFO at Gresham Technologies PLC, a leading software and services company that specializes in providing solutions for data integrity, control and connectivity. During his time at Gresham, Tom played a leading role in driving the evolution of the legacy business to SaaS, overseeing international expansion and both bolt-on and transformational M&A activity. This culminated in the company's transition to private ownership in 2024.



John Conoley
Non-Executive Chairman

John was appointed as Non-Executive Chairman of the Board on July 5 2022. He brings significant executive and nonexecutive Board-level experience of both fully-listed and AIM-quoted businesses.

He began his career in the IT industry with IBM in 1983, where he worked in a range of industries in technical, sales and marketing roles. Recent public company roles include Chief Executive Officer of Psion PLC, the fully-listed international mobile device company, from April 2008 to October 2012 when it was acquired by Motorola; Non-Executive Director of NetDimensions (Holdings) Limited, the AIM-quoted human capital management software company, from October 2016 to April 2017 when it was acquired by Learning Technologies plc. In addition he was Non-Executive Chairman of Wameja Limited, the AIM- and ASXquoted innovative mobile financial services company that was acquired by Mastercard in 2021. He was Executive Chairman of the AIM-listed FireAngel Safety Technology Group PLC until June 2023..



Boris Huard
Non-Executive Director

Boris joined the Board on March 26 2019 and is the CEO of CitNOW Group, a Living Bridge and Tenzing portfolio company providing SaaS and Data solutions to the automotive industry across 50 countries. Boris brings present day experience of running global software, big data and analytics businesses – topics of key importance to Dotdigital.

Boris joined CitNOW in 2024, having previously held roles in the technology industry for 20 years, ranging from Board Director with Maxima Plc, Chief Executive at Sword CT Space, UK & I Executive Board at Experian and Global ID&F MD for GBG Plc.

During those years, he delivered sustainable organic growth and executed bolt-on acquisitions. From turnaround to successful public to public exit transactions, Boris drove performance through hands-on P&L management, international business development, cross-continents operations, mergers and acquisitions and company restructurings and integrations.



Liz Richards ACA
Non-Executive Director

Liz joined the Board on May 1 2020 and also chairs the Audit and Risk Committee. She is a highly experienced executive and Non-Executive Director with a career spanning the Financial Services, Data and Software sectors. After an early career with Lloyds Bank, Liz qualified as a Chartered Accountant with EY.

Liz was Chief Financial Officer for Callcredit (now Transunion), a successful consumer data business, where as a founder member, she oversaw its rapid growth from startup to a £150m revenue business. During that period, she was instrumental in the purchase and integration of several successful acquisitions and has end-to-end experience of significant private equity and trade corporate transactions.

She is also Deputy Chair and Chair of Finance and Investment for Yorkshire Cancer Research and sits on the Council of the University of Leeds, where she is also a member of the Audit and Risk Committee.
Previous NED and Audit Chair roles have included Tracsis plc, an AIM-listed software business in the transportation sector, LINK Scheme, the ATM operator, and Leeds Trinity University.

She brings experience of high-growth acquisitive business, and financial, audit and governance expertise to the Board at Dotdigital.

Strong and supportive shareholders

Significant shareholdings

as of 30 September 2026

- Octopus Investments **17.8%**
- Directors & PDMR **9.8%**
- Lombard Odier **7.8%**
- Rathbones **6.4%**
- Slater Investments **6.2%**
- Canaccord Genuity Wealth Management **4.2%**
- Hargreaves Lansdown **3.2%**
- Acadian Asset Management **2.7%**
- Interactive Investor **2.3%**
- Chelverton Asset Management **2.1%**
- Gresham House **1.3%**
- Evelyn Partners **1.3%**
- Puma Investments **1.2%**

Global reach



A platform built on security and sustainability

ISO 14001 certification

Achieved in January 2021 and expanded to include Dotdigital Personalization. This helps us remain accountable and goal-oriented.

100% renewable energy

Our customers are using a platform that is powered by 100% renewable energy.

Carbon neutral platform

Working with Climate Impact Partners we've eliminated and offset emissions, becoming carbon neutral, with a 2030 Net Zero target.

FY26 ESG Highlights

Environment

- Gross emissions down 25.5% to 564.6 tCO2e
- Business travel emissions down 35%
- Emissions per employee down 29%
- 44% of offsets now going to carbon removal
- EV scheme: 24 cars on the road, 59 tonnes CO2 saved
- 148 pledges in Plastic Free July
- Net zero target: 2030

People & community

- International Women's Week held for the fourth year
- ECHO Week held for the second year celebrating ethnicity, culture, heritage and origin of our people
- Women are 39% of the workforce and received 53% of 70 promotions
- Quarterly Regional Anchor Days in the UK, Poland and South Africa
- Wellbeing initiatives: #OnYourFeet, #WaterCoolerRoulette, #goal-sharing

Our stance on ethical AI



SAFEGUARDS AND PRINCIPLES

- **Transparency.** We let you know when and how AI is being used
- **Control.** Switch generative AI features on or off whenever you choose
- **Fairness.** Our AI-enabled features are designed to avoid bias and respect peoples' rights and safety

GREEN AI

- As a carbon-neutral marketing supplier, **all** our AI solutions are environmentally responsible and sustainable

DATA SECURITY

Generative AI

- Delivered with Microsoft Azure AI Foundry, a best in breed product with leading models, data governance and privacy as standard
- Any data you choose to use is never used to train generative AI models

Machine learning

- To provide personalized insights, our models are trained using your own data
- All our models are completely isolated, used only by the account that owns the data and held within our trusted data sub-processors

Income statement

Consolidated income statement

FOR THE YEAR ENDED JUNE 30 2026

	Notes	FY26 £'000	FY25 £'000
Continuing operations			
Revenue from contracts with customers	3	90,865	83,921
Cost of sales	7	(18,460)	(17,371)
Gross profit		72,405	66,550
Administrative expenses	7	(53,997)	(49,765)
Other operating income		516	736
Operating profit from continuing operations pre share-based payments, amortization of acquired intangibles and exceptional costs		18,924	17,521
Share-based payments	30	(761)	(702)
Amortization of acquired intangibles	13	(4,260)	(1,786)
Gain on contingent consideration	22	5,158	–
Exceptional costs	5	(3,043)	(1,463)
Operating profit from continuing operations		16,018	13,570
Finance costs	6	(161)	(133)
Finance income	6	678	1,652
Profit before income tax from continuing operations	3	16,535	15,089
Income tax expense	8	(3,890)	(3,879)
Profit for the year from continuing operations		12,645	11,210
Profit for the period attributable to the owners of the parent		12,645	11,210
Earnings per share from all operations (pence per share)			
Basic	11	4.34	3.65
Diluted	11	4.20	3.55
Adjusted basic	11	5.09	4.93
Adjusted diluted	11	4.94	4.80

Reconciliation from statutory to adjusted profits:

£'m	FY26	FY25	Growth
Core CXDP & related business – recurring	76.8	67.2	*14%*
Core CXDP & related business – one off	3.8	4.7	
Transactional CpaaS business – repeating	10.3	12.0	
Revenue	**90.9**	**83.9**	***8%***
Cost of Sales	(18.5)	(17.4)	
Gross Profit	**72.4**	**66.6**	***9%***
Margin	*80%*	*79%*	
Other income	0.5	0.7	
Admin expenses	(56.9)	(53.7)	
Operating Profit	**16.0**	**13.6**	***18%***
Exceptional Items	2.9	3.9	
Adj. Operating Profit	**18.9**	**17.5**	***8%***
Net Interest (exc. Interco gain)	0.5	1.5	
Adjusted PBT	**19.4**	**19.0**	***2%***
Margin	*22%*	*23%*	
Depreciation & Amortisation	10.5	9.2	
Net Interest	(0.5)	(1.5)	
Adj. EBITDA	**29.4**	**26.8**	***10%***
Margin	*32%*	*32%*	

Cashflow statement

Consolidated statement of cash flows

FOR THE YEAR ENDED JUNE 30 2026

	Notes	FY26 £'000	FY25 £'000
Cash flows from operating activities			
Cash generated from operations	31	23,306	28,007
Interest paid	6	(161)	(133)
Tax paid		(4,143)	(5,533)
Net cash generated from operating activities		**19,002**	**22,341**
Cash flows from investing activities			
Acquisition of subsidiaries net of cash acquired	12	(20,605)	(14,469)
Purchase of intangible assets	13	(10,858)	(10,322)
Purchase of property, plant and equipment	14	(288)	(315)
Interest received	6	678	1,652
Net cash flows used in investing activities		**(31,073)**	**(23,454)**
Cash flows from financing activities			
Equity dividends paid	10	(3,690)	(3,375)
Purchase of Treasury shares	18	(3,015)	–
Payment of lease liabilities	21	(718)	(779)
Proceeds from share issues		4	–
Net cash flows used in financing activities		**(7,419)**	**(4,154)**
Decrease in cash and cash equivalents		**(19,490)**	**(5,267)**
Cash and cash equivalents at beginning of year	32	36,211	42,160
Effect of foreign exchange rate changes		422	(682)
Cash and cash equivalents at end of year	32	**17,143**	**36,211**

31. Group and Company reconciliation of profit before corporation tax to cash generated from operations

	Group	
	FY26 £'000	FY25 £'000
Current:		
Profit/(loss) before tax from all operations	16,535	15,089
Amortization	13,829	10,480
Depreciation	913	839
Gain on contingent consideration	(5,158)	–
Finance lease non-cash movement	–	67
(Profit)/Loss on disposal of fixed assets	(4)	33
Share-based payments	761	702
Finance income	(1,269)	(1,652)
Impairment on investment	–	–
R&D tax credit	(516)	(736)
Finance expense	161	133
	25,843	**24,955**
Increase/(decrease) in trade receivables	(855)	691
Decrease/(increase) in trade payables	(1,682)	2,361
Cash generated from operations	**23,306**	**28,007**

FINANCIAL STATEMENTS

Statement of financial position

Consolidated statement of financial position

FOR THE YEAR ENDED JUNE 30 2026

	Notes	FY26 £'000	FY25 £'000
Assets			
Non-current assets			
Goodwill	12	57,092	35,392
Intangible assets	13	59,987	48,356
Property, plant and equipment	14	1,876	2,350
		118,955	**86,098**
Current assets			
Trade and other receivables	16	18,346	17,320
Current tax recoverable		–	1,063
Cash and cash equivalents	17	17,143	36,211
		35,489	54,594
Total assets		**154,444**	**140,692**
Equity attributable to the owners of the parent			
Called up share capital	18	1,542	1,538
Share premium	19	12,786	12,786
Reverse acquisition reserve	19	(4,695)	(4,695)
Other reserves	19	2,887	3,263
Retranslation reserve	19	561	(451)
Retained earnings	19	100,808	90,669
Treasury shares (at cost)	18	(3,228)	–
Total equity		**110,661**	**103,110**
Liabilities			
Non-current liabilities			
Lease liabilities	21	791	1,249
Contingent consideration	22	7,565	6,786
Deferred tax	25	10,337	8,307
		18,693	**16,342**
Current liabilities			
Trade and other payables	20	19,602	20,709
Lease liabilities	21	591	531
Contingent consideration	22	4,797	–
Current tax payable		99	–
		25,089	**21,240**
Total liabilities		**43,782**	**37,582**
Total equity and liabilities		**154,444**	**140,692**



Marketing made
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