

FY25 another strong year and platform for growth

1 July 2025

For the year to 31 March 2025 Supreme reported revenue of £231.1m, +4%YoY, (ED est £235.1m), gross profit (including forex) of £73.7m, +16%YoY (ED est £72.3m), and (adj.) EBITDA of £40.5m, +6%YoY (ED est £40.0m). Top line growth was propelled by the acquisition of Clearly Drinks and Typhoo Tea, further diversifying the portfolio as the Group adjusted to the ban on disposable vapes which was implemented on 1 June. EPS (adj.) for the year was 20.1p (ED est 20.1p). Acquisitions to the value of £25.0m added c.£40.0m (annualised basis) in non-vape revenue, whilst the Group closed the year net cash positive (pre-IFRS 16) at £1.2m (FY24: £11.6m). The Group proposes a final dividend of 3.4p/ share, up +10% YoY, taking the full year dividend to 5.2p/ share and foresees FY26 performance consistent with analysts' consensus estimates of revenue of £236m and (adj.) EBITDA of £36.5m.¹

Our Fair Value remains 225p/share.

Reorganised divisions in a simplified structure

- Comprising Batteries and Lighting, the new Electricals division recorded revenue of £53.4m, -6%YoY (ED est: £54.0m), on a semi-annual basis, H1 £25.5m, H2 £27.9m.
- All vaping revenue streams are combined in the new Vaping division, with FY25 revenue of £129.0m, -8%YoY (ED est: £132.2m): **growth excluding disposables was 8%YoY**.
- The new Drinks & Wellness division combines the prior Sports Nutrition & Wellness operations with those of the acquired Clearly Drinks and Typhoo beverages where the Group notes synergies in product development and sales. FY25 revenue was £48.8m (ED est: £48.9m), with H1 at £19.0m and H2, £29.8m.

New facilities underpin an efficient distribution model

Completion of relocation to the new operational hub in Trafford Park, Manchester (the 'Ark'), in FY25 underlines the Group's expertise in efficient distribution to an established range of large- to mid-scale retailers. Having grown revenue **since FY20 by 2.5x** (£92.3m to £231.1m) the Group now reports being **"in an ideal position to accelerate new business exploration opportunities"**, backed by a renewed £40m borrowing facility. A broadened product range, efficient distribution and sales channels and a series of (7) successful acquisitions establishes a sound basis for the next phase of growth.

Outlook to FY27

We expect the blend of operations to result in an overall improvement in margins in FY27 following adjustment to the vaping product mix and integration of the new D&W business.

Company data

EPIC	SUP.L
Price (last close)	205p
52 weeks Hi/Lo	210p/125p
Market cap	£241m
ED Fair Value / share	225p
Net cash / (debt) 2025A	£1.2m
Avg. daily volume (3m)	105,000

Share price, p



Source: Investing.com

Description

Supreme plc is a manufacturer, supplier and brand owner of fast-moving consumer products in three categories: Electricals (batteries, lighting), Vaping and Drinks & Wellness (health and soft drinks, beverages). It supplies leading brands such as Aldi, Amazon, Asda, B&M, Costcutter, Halfords, Home Bargains, Iceland, Morrisons, The Range, Sainsbury's, Tesco, Waitrose and HM Prisons & Probation Service. The Group has over 3,300 active business accounts with over 10,000 branded retail outlets.

Next event

FY25 dividend payment 23 September 2025

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Key financials & valuation metrics

Yr to March 31 (£m)	2023A	2024A	2025A	2026E	2027E
Revenue	155.6	221.2	231.1	240.0	241.0
EBITDA (adj)	19.4	38.1	40.5	36.0	37.6
EPS (adj, p)	11.2	20.2	19.8	19.5	20.8
DPS (p)	4.6	3.7	5.2	4.5	4.8
Net cash / (debt)	(11.1)	10.4	1.2	12.5	28.9
EV/EBITDA	12.3x	6.3x	5.9x	6.6x	6.4x
P/E	18.4x	10.4x	10.0x	10.5x	9.9x

Source: Company data. Equity Development estimates.

¹ Reported by Supreme PLC based on consensus estimates immediately prior to results announced.

FY25 performance summary

FY25, as summarised below, was generally in line with our outlook: revenue 1.7% below our estimate; gross contribution (pre-forex) 1.6% above; (adj.) EBIT 3.3% below and (adj.) EBITDA 1.2% ahead of ED est.

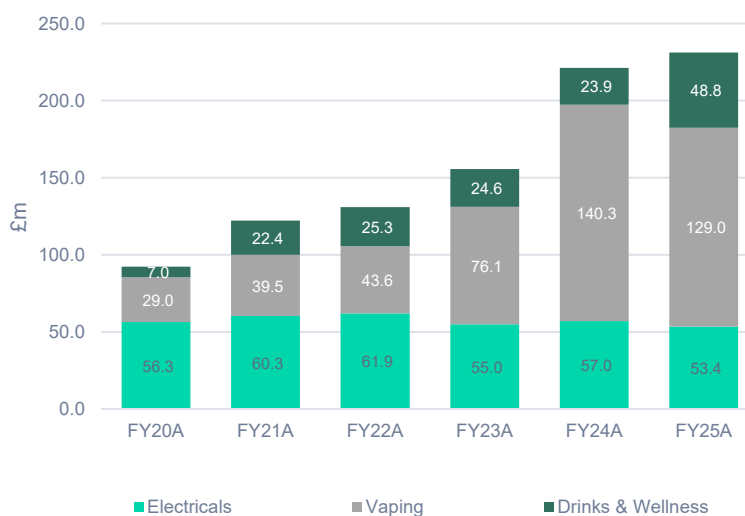
FY25 performance compared to ED est and semi-annual performance

£m	ED est	FY25A	Diff	YoY	H1 24A	H2 24A	H1 25A	H2 25A
Electricals	54.0	53.4	-1.2%	-6.4%	23.4	33.6	25.5	27.9
Vaping	132.2	129.0	-2.5%	-8.1%	69.5	70.8	68.5	60.5
Drinks & Wellness	48.9	48.8	-0.3%	103.9%	12.2	11.7	19.0	29.8
Revenue	235.1	231.1	-1.7%	4.4%	105.1	116.2	113.0	118.1
Gross pre forex	71.2	72.4	1.6%	16.0%	27.9	34.5	33.5	38.9
Margin	30.3%	31.3%	3.4%		26.6%	29.7%	29.6%	33.0%
Gross incl. forex	72.3	73.7	1.9%	16.0%	28.5	35.0	34.1	39.6
Margin	30.8%	31.9%	3.7%		27.2%	30.1%	30.1%	33.6%
Op costs	(39.5)	(41.2)	4.2%		(15.5)	(16.1)	(20.6)	(20.6)
EBIT rptd.	33.2	32.5	-2.1%		13.1	18.9	13.5	19.0
EBIT adj.	33.6	32.5	-3.3%	1.5%	12.6	19.5	15.3	19.0
Margin	14.3%	14.1%	-1.6%		12.0%	16.8%	13.6%	16.1%
EBITDA rptd.	39.6	40.5	2.2%	6.2%	15.7	22.4	16.6	23.8
EBITDA adj.	40.0	40.5	1.2%	6.2%	15.2	22.9	18.5	22.0
Margin	17.0%	17.5%			14.5%	19.7%	16.3%	18.6%
EPS adj. basic (p)	20.1	20.1	0.0%					
Net cash / (debt) IFRS 16		(12.7)						
Net cash / (debt) pre-IFRS 16		1.2						

Source: Company data, Equity Development estimates.

As illustrated, the addition of new revenue streams in the Drinks & Wellness category offset the expected decline in contribution from Vaping.

Business category revenue to FY25: growth momentum maintained.



Source: Company data.

FY25 performance: improved profitability

FY 25 gross profitability (pre-forex) improved from 28.7% in FY24 to 31.2% (H1 30.1% vs 27.2%, and H2 33.6% vs 30.1%); COGS remained stable at £(158.7)m (pre-forex) vs £(158.8)m in FY24. Supreme reported stable or improved margins in all product categories, aided by product mix, e.g. powdered element in Wellness or increased e-liquid volume in Vaping, plus the addition of Clearly Drinks with a manufacturing margin of c.40%.

FY25 (adj.) EBITDA margin improved from 17.2% in FY24 to 17.5%. Of admin costs of £33.3m within (adj.) EBITDA (FY24: £31.5m), acquisition-related overheads comprised £5.8m, £0.7m was allocated to cost-of-living wage inflation, and £0.5m in additional advertising. The Group recorded adjusted items comprising a £0.7m on fair value movement on forward contracts, £1.2m credit associated with acquisition costs and £1.2m in negative goodwill in respect of Typhoo Tea.

The Group paid £1.76m finance costs: bank interest (£0.24m), invoice discounting fees (£0.43m) and lease liabilities £(0.86m). For FY26/27 we expect these costs to continue at c.£1.8m.

FY27 outlook: potential in Drinks & Wellness

As shown below, our outlook for FY26 remains unchanged. For FY27 we project overall revenue at a similar level as the effect of the ban on disposable vapes takes effect, the Vaping division transitions into a full refillable products contribution and the Drinks & Wellness division makes a full annual contribution. We note that:

- In the light of a strong track record in successful acquisition and integration, the Group remains intent on the potential for “*complementary earnings-enhancing acquisitions*”. This is backed by access to £40m of debt funding.
- The potential for cross-sales within the Group network remains strong, with the additional potential for new product development particularly in the Drinks & Wellness operation.

Outlook to FY27

Yr to 31 March (£m)	FY25A	FY26E Prior	FY26E New	Change	FY27E	YoY
Electricals	53.4	54.0	54.0	0.0%	55.0	1.9%
Vaping	129.0	115.0	115.0	0.0%	110.0	-4.3%
Drinks & Wellness	48.8	71.0	71.0	0.0%	76.0	7.0%
Revenue	231.1	240.0	240.0	0.0%	241.0	0.4%
Gross inc forex	73.7	74.9	74.9	0.0%	76.7	2.4%
<i>Mrg</i>	31.9%	31.2%	31.2%		31.8%	
EBIT Reported	32.5	28.6	28.6	0.0%	30.7	7.2%
EBIT Adjusted	32.5	29.6	29.6	0.0%	31.2	5.3%
<i>Mrg</i>	14.1%	12.3%	12.3%		12.9%	
EBITDA Reported	40.5	35.0	35.0	0.1%	37.1	5.9%
EBITDA Adjusted	40.5	36.0	36.0	0.1%	37.6	4.3%
<i>Mrg</i>	17.5%	15.0%	15.0%		15.6%	
PBT Reported	30.9	27.2	26.9	-1.2%	28.9	7.7%
PBT Adjusted	30.9	28.2	27.9	-1.2%	29.4	5.6%
PAT Reported	23.5	20.4	20.1	-1.2%	21.7	7.7%
PAT Adjusted	23.5	21.4	21.1	-1.2%	22.2	5.0%
EPS adj. dil. (p)	19.8	19.7	19.5	-1.2%	20.8	6.6%

Source: Company data, Equity Development estimates.

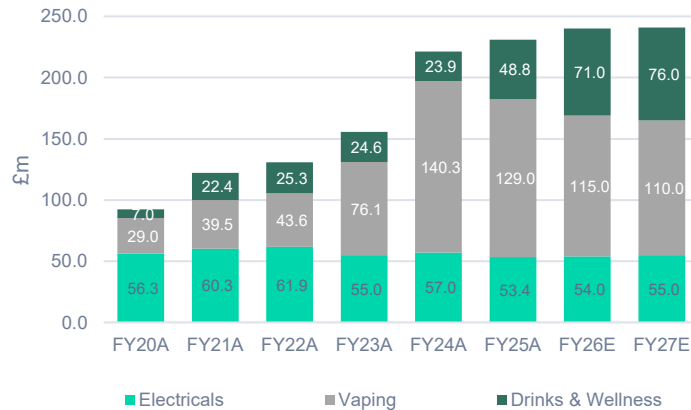
Our outlook to FY27:

Overall top line growth backed by increased contribution from non-vaping products.

Gross margin improvement.

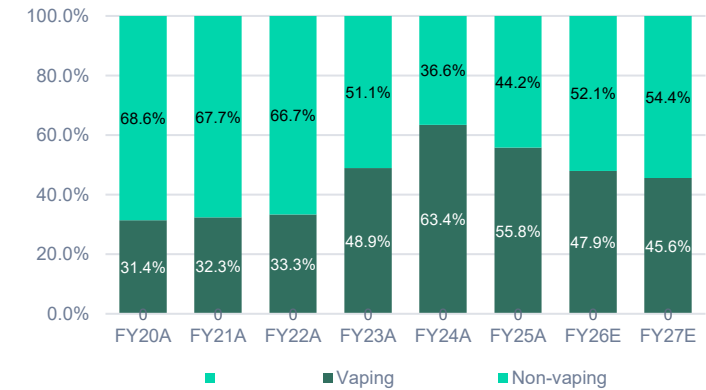
(adj.) EBITDA margin improvement.

Business category revenue outlook to FY27E



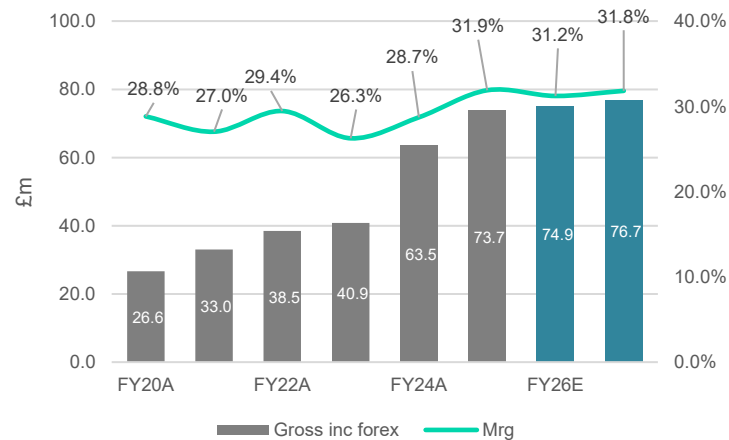
Source: Company data, Equity Development estimates.

Non-vaping revenue proportion to continue to rise



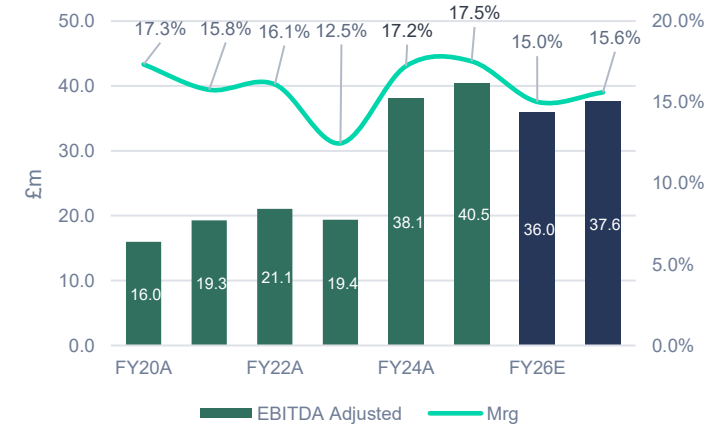
Source: Company data, Equity Development estimates.

Gross margin outlook to FY27E: stable



Source: Company data, Equity Development estimates.

EBITDA (adj.) outlook to FY27E: improvement



Source: Company data, Equity Development estimates.

Electricals business category: cash-generative

Supreme reported a FY25 6%YoY decline in revenue in the newly combined Electricals category (batteries and lighting) due to weaker market demand but notes that the business area remains “a low-maintenance, cash-generative source of income”, backed by well-established sales channels and customer base. For FY26-27 expect:

- A generally stable but flat revenue trend.
- Stable gross margins at c.21% based on established distribution systems, shipping adapted to scale of demand and management of currency exposure on imported goods.

Revenue, gross to FY27E

£m	FY20A	FY21A	FY22A	FY23A	FY24A	FY25A	FY26E	FY27E
Electricals rev	56.3	60.3	61.9	55.0	57.0	53.4	54.0	55.0
YoY		7.2%	2.6%	-11.2%	3.8%	-6.4%	1.2%	1.9%
Gross	11.8	11.3	12.6	8.0	12.0	11.3	11.1	11.7
Gross mrg	20.9%	18.7%	20.4%	14.6%	21.1%	21.2%	20.6%	21.2%
	H1 22A	H2 22A	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A
Electricals rev	28.1	33.8	21.8	33.1	23.4	33.6	25.5	27.9
Gross	6.0	6.6	3.7	4.3	4.9	7.1	5.8	5.5
Gross mrg	21.4%	19.6%	17.0%	13.1%	20.9%	21.2%	22.8%	19.7%

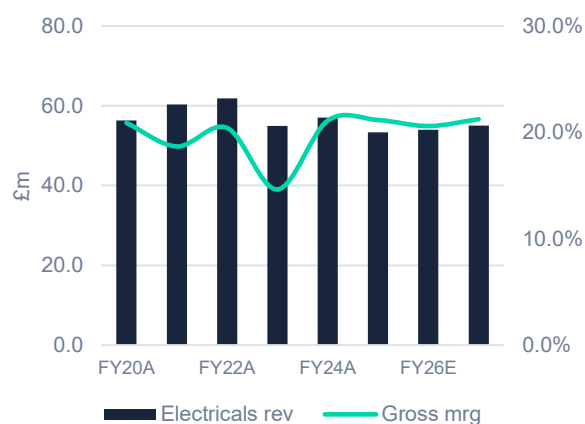
Source: Company data, Equity Development estimates.

Revenue, gross, semi-annual to H2 25A



Source: Company data.

Revenue, gross, annual to FY27E



Source: Company data, Equity Development estimates.

Vaping business category: in transition

The combined Vaping business category includes both Supreme's own refillable vaping product range and *Elfbar* and *Lost Mary* devices, previously part of the Branded Goods category. FY25 revenue declined by £11.4m reflecting the inevitable loss of £16.6m of sales in the disposable vapes category as the UK ban neared implementation in June. **Growth excluding disposables was +8%YoY**, adding £5.3m in revenue, whilst gross margin improvement from 31.9% to 36.4% reflected product mix and manufacturing efficiencies. Overall, the Group reported UK sales of disposable vapes of £54.1m (FY24: £70.7m); Supreme reports that its quality of earnings "*was not compromised*" by the 1st June 2025 ban.

- Our FY26 outlook remains unchanged at £115m, -11%YoY.
- In FY27 we expect a decline of 4%YoY reflecting the full impact of the cessation of disposable vape sales and unwinding of inventory build prior to June 1st 2025, with growth building in the refillable category.
- We expect gross margin improvement towards FY27 at c.33%.

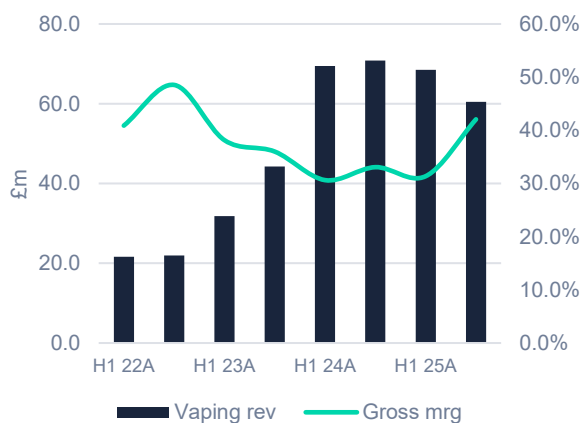
Supreme notes that it continues to work with Government in the development of new legislation for proposed taxes on vapes for implementation from October 2026.

Revenue, gross to FY27E

£m	FY20A	FY21A	FY22A	FY23A	FY24A	FY25A	FY26E	FY27E
Vaping rev	29.0	39.5	43.6	76.1	140.3	129.0	115.0	110.0
YoY		36.2%	10.2%	74.6%	84.4%	-8.1%	-10.8%	-4.3%
Gross	11.7	16.4	19.5	28.1	44.7	46.9	34.2	36.6
Gross mrg	40.2%	41.4%	44.7%	36.9%	31.9%	36.4%	29.7%	33.2%
	H1 22A	H2 22A	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A
Vaping rev	21.7	21.9	31.8	44.3	69.5	70.8	68.5	60.5
Gross	8.9	10.6	12.1	16.0	21.3	23.4	21.5	25.4
Gross mrg	40.9%	48.5%	38.1%	36.0%	30.6%	33.1%	31.4%	42.1%

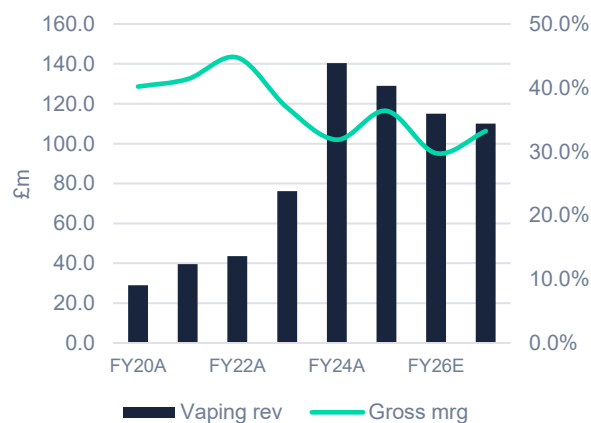
Source: Company data, Equity Development estimates.

Revenue, gross, semi-annual to H2 25A



Source: Company data.

Revenue, gross, annual to FY27E



Source: Company data, Equity Development estimates.

Drinks & Wellness business category: potential for growth

Combining the prior Sports Nutrition & Wellness operations with newly-acquired Clearly Drinks (see Equity Development report June 2024 [Acquisition of Clearly Drinks](#)) and Typhoo Tea (Equity Development report December 2024 [Acquisition of Typhoo Tea for £10.2m](#)) resulted in revenues £25m above FY24 levels.

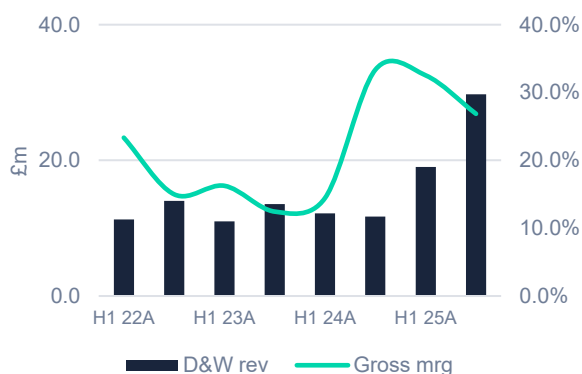
- Wellness products revenue and gross profit grew 5%YoY in FY25, underpinned by the Sci-MX brand range; i.e. £10m of revenue for a brand acquired in 2022 for £1.4m.
- Clearly Drinks, acquired for £15.6m (net of cash acquired) with revenue of c.£20m and c.40% gross margin, added a 150,000 sq.ft. automated drinks manufacturing facility and its own-source water supply, and has the potential to expand both the range of products and sales reach into the Supreme network, particularly in areas of demand such as sports energy drinks.
- Typhoo Tea, acquired for £10.2m (inclusive of stock valued at £6.7m) extended the product range into beverages including black and herbal teas, and added new brands such as Holland & Barrett, Heather & Heather, Lift, QT and London Fruit & Herb to the portfolio. Typhoo recorded FY24 (September YE) of £24m and LBT of £4.6m. Supreme reports a 4-month FY25 contribution of £6.1m and small positive contribution to (adj.) EBITDA.
- For FY26 we expect revenue to reflect a full year of acquired operations, followed by 7%YoY growth in FY27, and note the strength of prospective gross margins at above c.35%.

Revenue, gross to FY27E

£m	FY20A	FY21A	FY22A	FY23A	FY24A	FY25A	FY26E	FY27E
D&W rev	7.0	22.4	25.3	24.6	23.9	48.8	71.0	76.0
YoY		219.2%	13.1%	-3.0%	-2.6%	103.9%	45.6%	7.0%
Gross	2.4	4.3	4.7	3.5	5.7	14.2	28.1	27.0
Gross mrg	34.9%	19.2%	18.7%	14.1%	23.7%	29.1%	39.6%	35.5%
	H1 22A	H2 22A	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A
D&W rev	11.3	14.0	11.0	13.5	12.2	11.7	19.0	29.8
Gross	2.6	2.1	1.8	1.7	1.8	3.9	6.2	8.0
Gross mrg	23.3%	15.0%	16.2%	12.4%	14.5%	33.4%	32.5%	26.9%

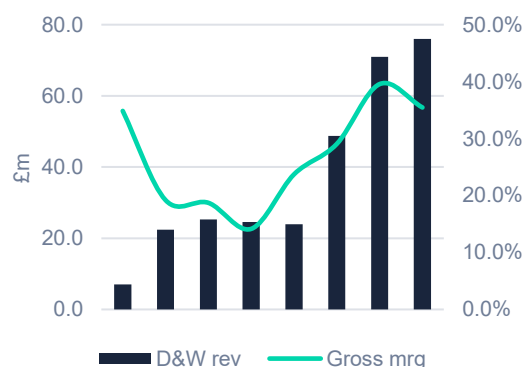
Source: Company data, Equity Development estimates.

Revenue, gross, semi-annual to H2 25A



Source: Company data.

Revenue, gross, annual to FY27E



Source: Company data, Equity Development estimates.

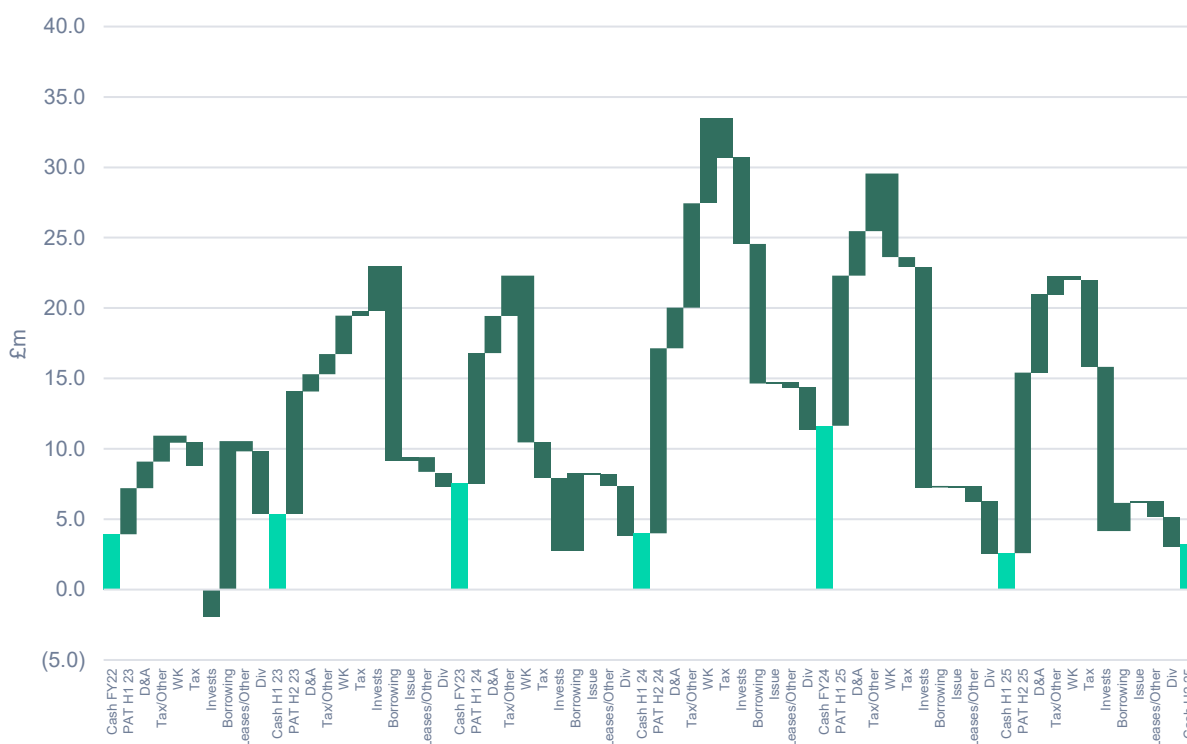
Cashflow

£25.1m in operating cashflow generated during the period was largely reinvested through the two acquisitions amounting to £25.6m (net of cash acquired). The principal movements were:

- Operating cashflow of £25.1m comprising £40.5m (adj.) EBITDA, £(6.9)m movement in working capital, £(6.8)m tax paid and £(1.7)m in cash adjusted items.
- In addition to acquisitions totalling £25.6m, the principal cash outflows were: cap-ex of £3.2m (FY24: £5.4m), lease repayments of £1.9m and additional debt (net) of £1.7m. Cap-ex included £1m for new head office premises, £1m invested in Clearly Drinks' 'agile pilot' canning line, £0.8m in a new tea manufacturing facility and an additional £0.4m investment in a new nicotine pouch manufacturing plant in the UK.
- The result closing cash position was £3.2m after £8.4m net outflow (summarised below).
- The Group maintained the policy of distributing c.25% of net profit in dividends. Following the January interim payment of 1.8p/ share, the Board proposes a final dividend of 3.4p/ share (+10%YoY) taking the total for FY25 to 5.2p/ share (FY24: 4.7p), payable on 23 September.

The Group replaced its RCF with an asset-backed facility resulting in £38m of unused borrowing in addition to £1.2m in net cash (pre-IFRS16).

Cashflow, semi-annual to H2 25A: cash generation propels acquisitions

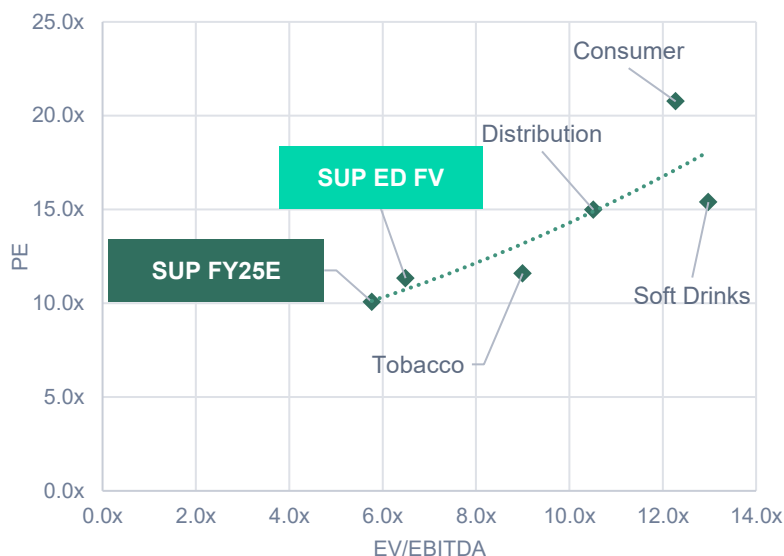


Source: Company data.

Valuation considerations

Supreme trades on a FY26 (E) EV/EBITDA of 6.6x and PE of 10.5x, representing a significant discount to market cap-weighted averages amongst peers in Supreme's product segment range: **Distributors** - Diploma, Bunzl, Ferguson, Travis Perkins, 10.5x / 15.0x; **Consumer Staples** - Unilever, P&G, Nestle, Walmart, PepsiCo, Reckitt, 12.3x / 20.8x; **Tobacco** - BATS, Philip Morris, Altria, Imperial Brands, 9.0x / 11.6x; **Soft Drinks** - PepsiCo Inc., The Coca-Cola Company, Britvic plc, Fevertree plc, A.G. Barr plc, 13.0x / 15.4x.

Comparative valuation vs peer groups



Source: Equity Development estimates. Koyfin.

Peer group company valuations

Ticker	Name	Mkt cap (£m)	Price (£/\$)	EV/Rev	EV/EBITDA	PE
DPLM	Diploma plc	6,645	36.1	3.5x	14.4x	21.4x
BNZL	Bunzl plc	7,632	17.1	0.7x	6.4x	9.8x
FERG	Ferguson Enterprises Inc.	30,163	125.7	1.1x	11.2x	15.5x
TPK	Travis Perkins plc	1,315	4.5	0.4x	5.0x	13.3x
UL	Unilever plc	110,386	44.4	1.9x	8.8x	12.8x
PG	The Procter & Gamble Company	273,362	116.6	3.5x	12.5x	17.2x
NSRGY	Nestle.	186,024	72.4	2.1x	10.5x	13.2x
WMT	Walmart Inc.	566,166	70.9	0.9x	13.7x	27.1x
RKT	Reckitt Benckiser Group plc	33,564	36.1	2.1x	7.7x	10.4x
BATS	British American Tobacco plc.	75,049	25.0	3.1x	6.3x	7.4x
PM	Philip Morris International Inc.	205,515	132.0	5.8x	13.3x	17.7x
MO	Altria Group Inc.	72,178	42.8	4.4x	7.0x	7.9x
IMBBY	Imperial Brands plc	22,730	28.3	2.5x	5.8x	6.6x
IGR	IG Design Group plc	80	0.6	0.1x	4.4x	22.5x
KITW	Kitwave Group plc	277	2.4	0.4x	4.7x	7.5x
UPR	Uniphar plc	853	2.3	0.4x	7.1x	12.6x
PEP	PepsiCo Inc.	131,041	95.6	1.8x	9.0x	12.1x
FEVR	Fevertree Drinks plc	1,127	6.8	2.0x	16.9x	29.4x
BAG	A.G. BARR plc	763	5.0	1.2x	6.6x	11.6x
KO	The Coca-Cola Company	220,790	51.3	5.2x	15.3x	17.3x

Source: Koyfin.

Peer group-based sum-of-parts points to higher value

The sum-of-parts indicative valuation shown below is based on the market cap-weighted average valuations for each of the three most representative product groups - Consumer Staples, Tobacco and Soft Drinks – aligned with the three new business categories, Electricals, Vaping and Drinks & Wellness, each pro-rata to contribution to gross profits. The inputs are:

- Supreme FY26 and FY27 ED estimated (adj.) EBITDA.
- Contribution to total Group gross profit (pre-forex) of each Business Category (company-reported and ED estimated).
- Peer group market cap-weighted EV/EBITDA multiples.
- Latest year-end Group net debt (cash).
- Group shares in issue.

Sum-of-parts valuation based on cross-reference with peer groups

FY26E (ad.) EBITDA	% of gross	Peer	EV/EBITDA	EV £m
Electricals	15.1%	Consumer	12.3x	67.0
Vaping	46.6%	Tobacco	9.0x	151.2
D&W	38.3%	Soft drinks	13.0x	179.0
EV indicated (£m)				397.2
Indicated EV/EBITDA multiple				11.0x
Net cash / (debt) (£m)				1.18
FY25 E indicated equity (£m)				396.0
Per share value indicated (p)				337.6
FY27E (adj.) EBITDA	% of gross	Peer	EV/EBITDA	EV £m
Electricals	15.5%	Consumer	12.3x	71.7
Vaping	48.6%	Tobacco	9.0x	164.6
D&W	35.8%	Soft drinks	13.0x	175.0
EV indicated (£m)				411.3
Indicated EV/EBITDA multiple				10.9x
Net cash / (debt) (£m)				1.18
FY26 E indicated equity (£m)				410.15
Per share value indicated (p)				349.6
Average of FY26 - FY27 per share (p)				343.6

Source: Equity Development estimates. Koyfin.

The sum-of-parts exercise indicates a **blended FY26-27 equity value per share of 344p/share**.

P&L

£m	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A	FY23A	FY24A	FY25A	FY26E	FY27E
Electricals	21.8	33.1	23.4	33.6	25.5	27.9	55.0	57.0	53.4	54.0	55.0
Vaping	31.8	44.3	69.5	70.8	68.5	60.5	76.1	140.3	129.0	115.0	110.0
Drinks & Wellness	11.0	13.5	12.2	11.7	19.0	29.8	24.6	23.9	48.8	71.0	76.0
Revenue	64.6	91.0	155.6	105.1	113.0	221.2	113.0	118.1	231.1	240.0	241.0
Gross pre forex	17.6	22.0	27.9	34.5	33.5	38.9	39.6	62.4	72.4	73.4	75.2
<i>Gross margin</i>	<i>27.3%</i>	<i>24.2%</i>	<i>26.6%</i>	<i>29.7%</i>	<i>29.6%</i>	<i>33.0%</i>	<i>25.4%</i>	<i>28.2%</i>	<i>31.3%</i>	<i>30.6%</i>	<i>31.2%</i>
Gross inc forex	18.2	22.7	28.5	35.0	34.1	39.6	40.9	63.5	73.7	74.9	76.7
<i>Mrg</i>	<i>28.1%</i>	<i>24.9%</i>	<i>27.2%</i>	<i>30.1%</i>	<i>30.1%</i>	<i>33.6%</i>	<i>26.3%</i>	<i>28.7%</i>	<i>31.9%</i>	<i>31.2%</i>	<i>31.8%</i>
Sum Op-ex	(13.4)	(14.8)	(15.5)	(16.1)	(20.6)	(20.6)	(28.2)	(31.5)	(41.2)	(46.3)	(46.0)
One-off costs	(1.4)	0.6	0.5	(0.5)	(1.8)	0.0	(0.8)	0.0	0.0	(1.0)	(0.5)
One off gain	0.0	0.0	0.0	0.0	0.0	0.0	2.8	0.0	0.0	0.0	0.0
EBIT Reported	4.8	7.9	13.1	18.9	13.5	19.0	15.4	32.0	32.5	28.6	30.7
EBIT Adjusted	6.2	7.3	12.6	19.5	15.3	19.0	16.3	32.0	32.5	29.6	31.2
<i>Mrg</i>	<i>9.6%</i>	<i>8.0%</i>	<i>12.0%</i>	<i>16.8%</i>	<i>13.6%</i>	<i>16.1%</i>	<i>10.5%</i>	<i>14.5%</i>	<i>14.1%</i>	<i>12.3%</i>	<i>12.9%</i>
Depreciation	(1.4)	(0.8)	(1.8)	(2.0)	(2.3)	(4.2)	(2.2)	(3.8)	(6.4)	(4.9)	(4.9)
Amortisation	(0.5)	(0.4)	(0.8)	(1.5)	(0.9)	(0.7)	(0.9)	(2.3)	(1.5)	(1.5)	(1.5)
EBITDA Reported	§	11.9	15.7	22.4	16.6	23.8	18.6	38.1	40.5	35.0	37.1
EBITDA Adjusted	8.1	11.3	15.2	22.9	18.5	22.0	19.4	38.1	40.5	36.0	37.6
<i>Mrg</i>	<i>12.6%</i>	<i>12.4%</i>	<i>14.5%</i>	<i>19.7%</i>	<i>16.3%</i>	<i>18.6%</i>	<i>12.5%</i>	<i>17.2%</i>	<i>17.5%</i>	<i>15.0%</i>	<i>15.6%</i>
Financial income	0.00	0.03	0.00	0.14	0.12	0.04	0.03	0.15	0.16	0.00	0.00
Financial expense	(0.4)	(0.6)	(0.8)	(1.3)	(0.7)	(1.0)	(1.0)	(2.0)	(1.8)	(1.8)	(1.8)
PBT Reported	4.4	10.0	12.3	17.8	12.9	18.0	14.4	30.1	30.9	26.9	28.9
PBT Adjusted	5.8	9.4	11.8	18.3	14.7	16.2	15.3	30.1	30.9	27.9	29.4
Tax	(1.1)	(1.4)	(3.0)	(4.7)	(2.2)	(5.2)	(2.5)	(7.7)	(7.4)	(6.7)	(7.2)
Reported tax rate	25.2%	13.5%	24.5%	26.2%	17.1%	28.8%	20.0%	25.5%	25.0%	25.0%	25.0%
PAT Reported	3.3	8.8	9.3	13.2	10.7	12.8	12.1	22.4	23.5	20.1	21.7
PAT Adjusted	4.7	8.2	8.8	13.7	12.5	11.0	12.9	22.4	23.5	21.1	22.2
Amortisation & tax items	0.5	(0.1)	0.2	0.0	0.5	0.0	1.8	2.6	0.4	3.3	3.3
PAT Adjusted	5.2	8.7	9.5	13.2	13.0	12.8	13.8	25.0	23.9	23.4	25.0
Diluted wtd. av. shares (m)	121.1	123.5	124.0	123.7	120.4	120.5	123.5	123.7	120.5	120.5	120.5
EPS rptd. basic (p)	2.8	7.5	7.9	11.2	9.2	11.0	10.3	19.1	20.1	17.3	18.6
EPS adj. dil. (p)	4.3	7.0	7.7	10.6	10.8	10.6	11.2	20.2	19.8	19.5	20.8

Source: Company data. Equity Development estimates.

Cashflow

Yr to March 31 (£m)	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A	FY23A	FY24A	FY25A	FY26E	FY27E
PAT Reported	3.3	8.7	9.3	13.2	10.7	12.8	12.0	22.4	23.5	20.1	21.7
One-off items	0.4	0.5	(0.5)	0.7	1.8	(6.0)	0.8	0.2	(4.2)	1.0	0.5
Depreciation	1.4	0.8	1.8	2.0	2.3	4.2	2.2	3.8	6.4	4.9	4.9
Amortisation	0.5	0.4	0.8	0.9	0.9	1.4	0.9	1.7	2.3	1.5	1.5
Tax	1.1	1.4	3.0	4.7	2.2	5.2	2.5	7.7	7.4	6.7	7.2
Finance/other	0.4	(0.4)	0.4	2.1	0.1	2.1	(0.0)	2.4	2.1	1.8	1.8
Operating Cash Flow	7.0	11.3	14.8	23.4	17.9	19.7	18.4	38.2	37.6	36.0	37.6
(Increase)/Decrease inventories	(2.2)	5.1	(5.2)	6.4	(6.8)	4.8	2.9	1.2	(2.0)	3.5	(3.4)
(Increase)/Decrease in receivables	(6.7)	6.0	(21.0)	6.3	3.5	(4.5)	(0.7)	(14.7)	(0.9)	9.3	(0.1)
Increase/(Decrease) in payables	8.4	(8.4)	14.4	(6.7)	(2.7)	(0.0)	(0.0)	7.7	(2.7)	(7.4)	0.1
Movement in working capital	(0.5)	2.7	(11.8)	6.0	(5.9)	0.3	2.2	(5.8)	(5.7)	5.4	(3.5)
Cash generated by operations	6.5	14.1	2.9	29.5	12.0	20.0	20.6	32.4	31.9	41.4	34.1
Tax (paid)/received	(1.7)	0.3	(2.5)	(2.8)	(0.7)	(6.2)	(1.3)	(5.3)	(6.8)	(6.7)	(7.2)
Net cash from operations	4.9	14.4	0.4	26.7	11.3	13.8	19.3	27.1	25.1	34.7	26.9
Interest received	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Intangibles	0.0	0.0	0.0	(0.1)	(0.1)	0.0	0.0	(0.1)	(0.1)	0.0	0.0
PPE	(0.5)	(0.7)	(2.8)	(2.5)	(1.1)	(2.1)	(1.3)	(5.3)	(3.1)	(3.3)	(3.5)
Acquisition	(10.1)	0.1	0.0	(2.5)	(15.6)	(10.0)	(10.1)	(2.5)	(25.6)	0.0	0.0
Sale of PPE	0.0	4.0	0.1	0.1	0.9	0.1	4.0	0.1	1.0	0.0	0.0
Net cash used in investing	(10.7)	3.2	(5.2)	(6.1)	(15.7)	(11.7)	(7.6)	(11.3)	(27.3)	(3.3)	(3.5)
Net OpFCF	(5.9)	17.6	(4.8)	20.6	(4.4)	2.1	11.7	15.8	(2.2)	31.4	23.4
Borrowings (net)	12.5	(13.8)	5.5	(9.9)	0.0	2.0	(1.3)	(4.4)	2.0	0.0	0.0
Share issue	0.0	0.3	0.0	(1.0)	0.0	0.3	0.3	(1.0)	0.3	0.0	0.0
Interest paid	(0.2)	(0.6)	(0.4)	0.4	(0.4)	(0.4)	(0.8)	0.0	(0.8)	0.0	0.0
Leases	(0.5)	(0.5)	(0.5)	(0.7)	(0.7)	(0.7)	(1.0)	(1.2)	(1.4)	(1.4)	(1.4)
Dividend	(4.4)	(0.9)	(2.6)	(1.8)	(3.7)	(2.1)	(5.4)	(4.3)	(5.8)	(5.3)	(5.5)
Net cash from financing	7.3	(15.5)	2.1	(13.7)	(4.9)	(1.2)	(8.2)	(11.6)	(6.1)	(6.7)	(6.9)
Net change cash	1.5	2.0	(2.7)	6.8	(9.3)	0.9	3.5	4.2	(8.4)	24.7	16.4
Cash start	3.9	5.4	7.5	4.9	11.6	2.3	3.9	7.5	11.6	3.2	28.0
Forex	0.0	0.1	0.0	(0.1)	(0.1)	0.1	0.1	(0.1)	0.0	0.0	0.0
Cash end	5.4	7.5	4.9	11.6	2.3	3.2	7.5	11.6	3.2	28.0	44.4

Source: Company data. Equity Development estimates.

Balance sheet

Yr to March 31 (£m)	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A	FY23A	FY24A	FY25A	FY26E	FY27E
Intangible assets	14.1	15.3	14.4	13.7	19.3	21.2	15.3	13.7	21.2	19.7	18.2
PPE net	3.6	20.8	7.1	21.4	15.4	30.8	20.8	21.4	30.8	29.2	27.9
RoU	1.7	0.0	14.7	0.0	12.7	0.0	0.0	0.0	0.0	0.0	0.0
Investments	0.6	0.0	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0
Sum Fixed Assets	20.1	36.1	36.2	35.1	47.6	52.0	36.1	35.1	52.0	49.0	46.1
Inventories	30.6	25.6	30.8	24.4	32.3	36.3	25.6	24.4	36.3	32.9	36.3
Trade receivables	26.9	20.9	41.9	35.6	35.1	42.2	20.9	35.6	42.2	32.9	33.0
Tax assets	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Financial insts	0.8	0.0	0.9	0.0	0.3	0.8	0.0	0.0	0.8	0.8	0.8
Cash	5.4	7.5	4.9	11.6	2.3	3.2	7.5	11.6	3.2	28.0	44.4
Sum Current Assets	63.8	54.0	78.6	71.7	70.1	82.5	54.0	71.7	82.5	94.5	114.6
Total Assets	83.8	90.1	114.9	106.8	117.7	134.6	90.1	106.8	134.6	143.5	160.6
Trade payables	(31.8)	(26.1)	(39.8)	(27.3)	(28.4)	(33.7)	(26.1)	(27.3)	(33.7)	(26.3)	(26.4)
Bank borrowings	(0.4)	(4.3)	(9.7)	(1.3)	(1.0)	(3.3)	(4.3)	(1.3)	(3.3)	(3.3)	(3.3)
Tax, Other	(0.8)	(3.2)	(3.2)	(5.5)	(8.9)	(6.4)	(3.2)	(5.5)	(6.4)	(6.4)	(6.4)
Sum Current Liabilities	(33.0)	(34.3)	(52.7)	(34.0)	(38.2)	(43.4)	(34.3)	(34.0)	(43.4)	(36.1)	(36.2)
Total Assets less Current Liabilities	50.8	55.8	62.1	72.7	79.5	91.2	55.8	72.7	91.2	107.5	124.5
Bank borrowings non-current	(17.8)	(14.3)	(13.8)	(13.4)	(13.1)	(12.1)	(14.3)	(13.4)	(12.1)	(12.1)	(12.1)
Tax/Provisions	(0.3)	(1.6)	(0.6)	(1.3)	(1.1)	(2.1)	(1.6)	(1.3)	(2.1)	(2.1)	(2.1)
Sum Long-term liabilities	(19.8)	(15.9)	(14.3)	(14.8)	(14.2)	(14.7)	(15.9)	(14.8)	(14.7)	(13.7)	(12.7)
Total liabilities	(52.9)	(50.2)	(67.1)	(48.8)	(52.4)	(58.1)	(50.2)	(48.8)	(58.1)	(49.8)	(48.9)
Net Assets	31.0	40.0	47.8	58.0	65.3	76.5	40.0	58.0	76.5	93.8	111.8
Share Capital	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7
Share Premium	7.2	7.4	7.4	7.4	7.6	7.7	7.4	7.4	7.7	5.9	(1.1)
Capital Reserve	(22.0)	(22.0)	(22.0)	(22.0)	(22.0)	(21.9)	(22.0)	(22.0)	(21.9)	(21.9)	(21.9)
Retained earnings	31.9	39.8	46.5	56.8	63.8	74.6	39.8	56.8	74.6	98.1	123.1
Equity	31.0	40.0	47.8	58.0	65.3	76.5	40.0	58.0	76.5	93.8	111.8
Net cash / (debt) pre IFRS 16	(12.9)	(11.1)	(18.6)	(3.1)	(11.8)	1.2	(11.1)	10.4	1.2	12.5	28.9

Source: Company data. Equity Development estimates.



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