

H1 26 results: diversified and resilient

25 November 2025

For the six months to 30 September 2025 (H1 26), Supreme reported revenue of £132.6m, +17%YoY - reflecting both organic growth and the impact of acquisitions - gross profit (including forex) of £38.4m, +13%YoY, and (adj.) EBITDA of £18.5m (H1 25: £18.5m). The closing net debt position (non-IFRS16) was £4.1m, whilst the Group maintained its dividend policy (25% of net profit), recording an interim dividend of 1.6p/share¹ (H1 25: 1.8p/ share). The Group reiterated its strategy of growth and product diversification driven by acquisition, noting a “robust M&A pipeline” and expects FY26 earnings to be in line with market consensus estimates². We estimate that the acquisition of the 1001 carpet care brand and products and, post-H1, SlimFast UK & Europe, have the potential to add c.£30m in annualised revenue.

Of the year-on-year increase in revenue of £19.6m (H1 25 total: £113.0m), £15.4m resulted from recently acquired businesses (Clearly Drinks, Typhoo), with organic growth of 3.7% YoY indicative of underlying revenue of £117.2m. The Group gross margin was 28.9% compared to 30.1% in H1 25, and the (adj.) EBITDA margin of 14.0% compared to 16.3% in H1 25, with organic growth offset by investment in acquired operations and declines in the battery and lighting segments.

- Revenue in the Vaping business segment was £76.9m, +12%YoY. The Group reported a successful transition from disposable to rechargeable pod systems.
- The Drinks & Wellness category recorded revenue of £32.9m, +99%YoY, underpinned by the contribution from acquired businesses, although Clearly Drinks saw a decline in demand for its contract manufacturing products from three major customers.
- Revenue in the Electricals business category (lighting products, batteries and the addition of 1001 branded cleaning products) declined 19%YoY to £22.8m, on weak demand and the exit from European markets of Panasonic batteries. However, margins across the product range remained firm.

Outlook unchanged, but impact of Vaping Products Duty included

The planned introduction in the UK of the Vaping Products Duty (VPD) from 1st October 2026, at a flat rate of £2.20 per 10ml of e-liquid, is designed to discourage youth vaping, and boost tax take. This development indicates the addition of c.£40m to Supreme Vaping revenue but is matched by a commensurate increase in COGS. As a result, although our FY27 revenue line is inflated, the (adj.) EBIT and (adj.) EBITDA outlook remains unchanged.

Based on a 5-year discounted cashflow analysis, our Fair Value remains 237p/ share.

Company data

EPIC	SUP.L
Price (last close)	168p
52 weeks Hi/Lo	205p/125p
Market cap	£204m
ED Fair Value / share	237p
Net cash / (debt) H1 26A	£(4.1)m
Avg. daily volume (3m)	97,409

Share price, p



Source: Investing.com.

Description

Supreme is the 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 3,000 active business accounts with over 55,000 branded retail outlets.

Next event

FY Trading Update, April 2026

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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	248.0	305.0
EBITDA (adj)	19.4	38.1	40.5	37.1	40.0
EPS (adj, p)	11.2	19.8	20.5	20.3	22.2
DPS (p)	4.6	3.7	5.2	4.7	5.2
Net cash / (debt)	(11.1)	10.4	1.2	(12.6)	(9.2)
EV/EBITDA	10.4x	5.3x	5.0x	5.4x	5.0x
P/E	15.0x	8.5x	8.2x	8.3x	7.6x
Div yield	2.7%	2.2%	3.1%	2.8%	3.1%

Source: Company data, Equity Development estimates. ¹ Payable on 9 January 2026 to shareholders registered as of 5 December 2025. ² Company reported analysts' consensus FY26 revenue of £245m, (adj.) EBITDA of £37m.

H1 26 performance summary

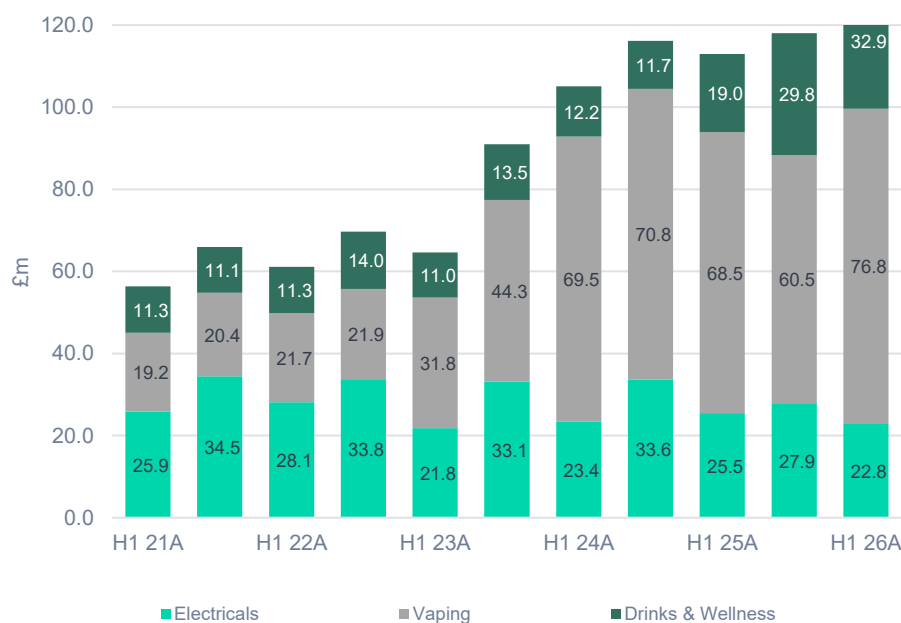
As shown below, revenue grew 17%YoY (+3.7%YoY underlying), with gross profit +13%YoY and (adj.) EBITDA of £18.5m (unchanged YoY) resulting from the £4.3m in gross profit contribution being offset by increased overheads; £1.6m at Clearly Drinks and £1.4m at Typhoo.

H1 24 - H1 26 performance

£m	H1 24A	H2 24A	H1 25A	H2 25A	H1 26A	YoY
Electricals	23.4	33.6	25.5	27.9	22.8	-10.5%
Vaping	69.5	70.8	68.5	60.5	76.8	12.2%
Drinks & Wellness	12.2	11.7	19.0	29.8	32.9	73.2%
Revenue	105.1	116.2	113.0	118.1	132.6	17.3%
Gross pre forex	27.9	34.5	33.5	38.9	37.7	12.6%
<i>Margin</i>	<i>26.6%</i>	<i>29.7%</i>	<i>29.6%</i>	<i>33.0%</i>	<i>28.4%</i>	<i>-1.2%</i>
Gross inc forex	28.5	35.0	34.1	39.6	38.4	12.7%
<i>Margin</i>	<i>27.2%</i>	<i>30.1%</i>	<i>30.1%</i>	<i>33.6%</i>	<i>28.9%</i>	<i>-1.2%</i>
Op costs	(15.5)	(16.1)	(20.6)	(20.6)	(25.5)	23.9%
EBIT rptd.	13.1	18.9	13.5	19.8	12.9	-4.5%
EBIT adj.	12.6	20.1	15.3	21.6	13.5	-12.2%
<i>Margin</i>	<i>12.0%</i>	<i>17.3%</i>	<i>13.6%</i>	<i>18.3%</i>	<i>10.1%</i>	<i>-3.4%</i>
EBITDA rptd.	15.7	21.8	16.6	24.6	18.0	7.9%
EBITDA adj.	15.2	22.9	18.5	22.0	18.5	0.3%
<i>Margin</i>	<i>14.5%</i>	<i>19.7%</i>	<i>16.3%</i>	<i>18.6%</i>	<i>14.0%</i>	<i>-2.4%</i>

Source: Company data, Equity Development estimates.

Business category revenue H1 21 - H1 26



Source: Company data.

H1 26 performance and outlook

- As noted, revenue grew 17%YoY to £132.6m. Of the additional £19.6m, 79% (£15.4m) was derived from the contribution from acquired businesses, in line with the Group strategy of growth and product diversification across the discount retail space.
- Gross profit of £38.4m, +13%YoY, represented a 28.9% margin compared to 30.1% in H1 25, due to (i) the change in vaping (pod-type) product mix, (ii) IFRS reporting requirements for acquisitions in the Drinks & Wellness business category, and (iii) change in overall sales mix.
- As noted, (adj.) EBITDA at £18.5m remained flat YoY. Of the £4.3m in additional gross contribution, £4.0m was absorbed by increased overheads at Clearly Drinks (£1.6m) and Typhoo (£1.4m). The Group noted that Clearly Drinks' location at its three on-site boreholes limits the potential to benefit from centralised Group back-office functions. It is reported that Typhoo's cost base is focused on personnel costs, which have been rationalised, and third-party storage and distribution costs. Consequently, it is expected that the brand will increasingly benefit from Supreme's own centralised distribution facilities (the 'Ark') offering efficiency and overheads gains.
- Admin costs of £25.5m included a £0.2m increase in distribution costs, an increase in national insurance- and living wage-associated costs of £0.3m, and investment in senior sales expertise adding £0.2m.

Outlook unchanged

Our FY26-27 outlook takes account of an estimated additional £40m in revenue arising from the phasing in of Vaping Products Duty from 1st October 2026. This is matched by the same COGS item. Overall, however, our FY26 and FY27 (adj.) EBIT, EBITDA and PBT outlook remains unchanged.

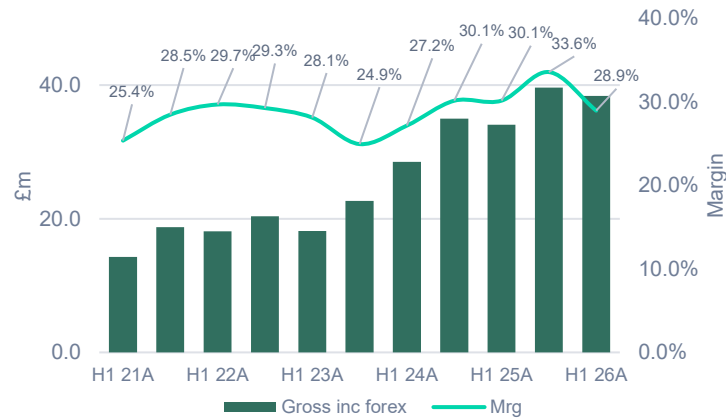
Outlook to FY27

Yr to 31 March (£m)	FY26E Prior E	FY26E New E	Change	YoY	FY26E Prior E	FY27E New E	Change	YoY
Electricals	54.0	49.0	-9%	-8%	56.0	50.0	-11%	2%
Vaping	115.0	130.0	13%	1%	107.0	165.0	54%	27%
Drinks & Wellness	79.0	69.0	-13%	42%	106.0	90.0	-15%	30%
Revenue	248.0	248.0	0%	7%	269.0	305.0	13%	23%
Gross inc forex	78.1	75.8	-3%	3%	86.5	82.8	-4%	9%
<i>Mrg</i>	31.5%	30.5%			32.2%	27.1%		
EBIT Reported	29.6	30.0	1%	-10%	33.0	33.0	0%	10%
EBIT Adjusted	30.6	30.6	0%	-6%	33.5	33.5	0%	10%
<i>Mrg</i>	12.3%	12.3%			12.5%	11.0%		
EBITDA Reported	36.1	36.5	1%	-12%	39.5	39.5	0%	8%
EBITDA Adjusted	37.1	37.1	0%	-8%	40.0	40.0	0%	8%
<i>Mrg</i>	15.0%	15.0%			14.9%	13.1%		
PBT Reported	27.8	28.2	1%	-11%	31.3	31.2	0%	11%
PBT Adjusted	28.8	28.8	0%	-7%	31.8	31.7	0%	10%
PAT Reported	21.1	21.5	2%	-12%	23.7	23.8	0%	11%
PAT Adjusted	22.1	22.1	0%	-6%	24.2	24.3	0%	10%
EPS adj. dil. (p)	20.0	20.3	2%	-1%	22.2	22.2	0%	9%

Source: Company data, Equity Development estimates.

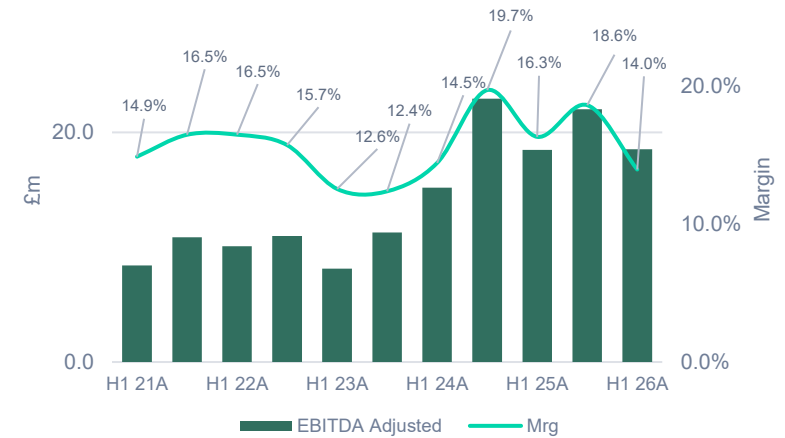
**Summary of key trends
H1 21 A – H1 26A
and outlook to FY27E**

Semi-annual gross profitability and margin



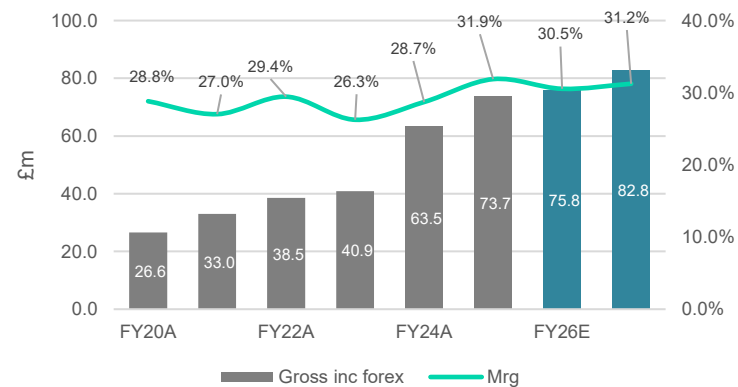
Source: Company data, Equity Development estimates.

Semi-annual EBITDA (adj.) and margin



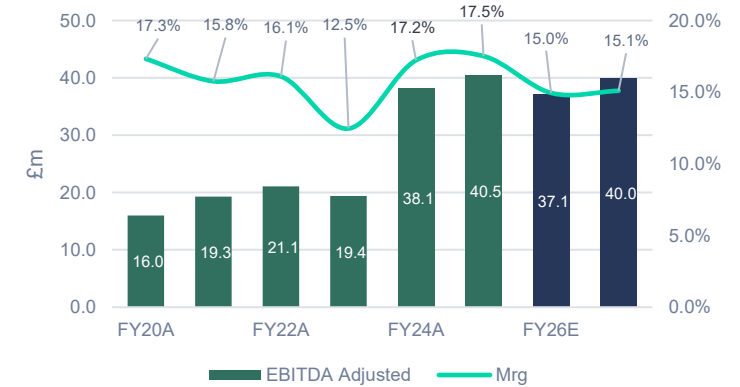
Source: Company data, Equity Development estimates.

Gross margin outlook to FY27E: gradual improvement



Source: Company data, Equity Development estimates.

EBITDA (adj.) outlook to FY27E: stable margin



Source: Company data, Equity Development estimates.

Vaping business category: successful transition

The Vaping Business Category recorded H1 26 revenue of £76.9m, +13%YoY; the Group reported the successful transition from sales of disposable vapes (banned in the UK from 1 June 2025) to pod-type rechargeable products. Our outlook includes the impact of the duty on e-liquids at c.£40m in FY27.

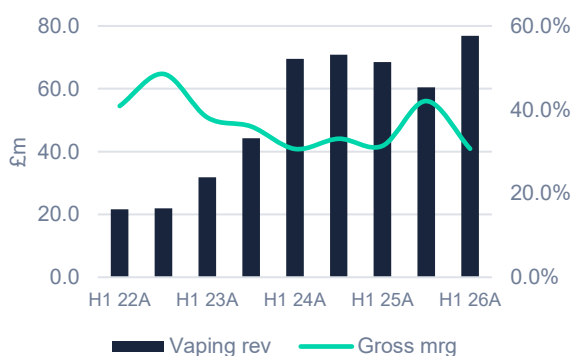
- Sales of Vapes contributed 58.0% of total compared to 60.6% in H1 25. Our outlook indicates that this proportion will decline to below 50% from FY26 onwards. Gross margin declined from 33.3% to 31% as a result of the shift to pod systems, but Supreme introduced new 3rd-party brands (IVG, Hayati) alongside the established Los Mary and Elf Bar brands, leading to increased repeat customer purchases.
- The Group maintains that vaping provides a useful tool in eliminating tobacco smoking, as endorsed in the UK government's 'Achieving Smoke-free 2030' initiative. We note that this is defined as fewer than 5% of adults engaged in cigarette smoking: see, [The smokefree 2030 ambition for England - House of Commons Library](#). The initiative followed the 2022 Khan review ([The Khan review: making smoking obsolete - GOV.UK](#)) which set out 15 recommendations including the use of vaping as one of "four "critical must dos" for the Government, centred on increasing investment in smokefree 2030 policies, increasing the age of sale of tobacco by one year every year, **promoting vaping as a smoking cessation tool**, and improving the prevention of ill health by offering smokers advice and support to quit at every interaction within the NHS".

Semi-annual performance and outlook

£m	H1 22A	H2 22A	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A	H1 26A
Vaping rev	21.7	21.9	31.8	44.3	69.5	70.8	68.5	60.5	76.8
Gross	8.9	10.6	12.1	16.0	21.3	23.4	21.5	25.4	23.6
Gross mrg	40.9%	48.5%	38.1%	36.0%	30.6%	33.1%	31.4%	42.1%	30.7%
£m	FY20A	FY21A	FY22A	FY23A	FY24A	FY25A	FY26E	FY27E	
Vaping rev	29.0	39.5	43.6	76.1	140.3	129.0	130.0	165.0	
YoY		36.2%	10.2%	74.6%	84.4%	-8.1%	0.8%	26.9%	
Gross	11.7	16.4	19.5	28.1	44.7	46.9	40.3	38.8	
Gross mrg	40.2%	41.4%	44.7%	36.9%	31.9%	36.4%	31.0%	31.0%	

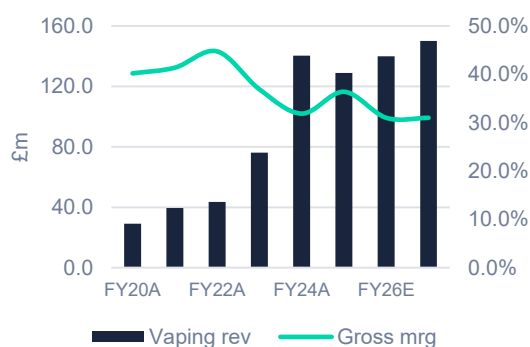
Source: Company data, Equity Development estimates. FY27 gross margin is adjusted for the introduction of the duty on e-liquids.

Revenue, gross, semi-annual to H1 26A



Source: Company data.

Revenue, gross, annual to FY27E



Source: Company data, Equity Development estimates.

Drinks & Wellness business category: rapid diversification

Recording 99%YoY growth to £32.9m in revenue (24.6% of total revenue compared to 16.8% in H1 25), the Group reported continued product diversification, driven by acquisition and transition to in-house manufacture to include soft drinks, hot beverages, vitamin and protein supplements and a range of wellness and slimming products.

- The Group reports the successful comprehensive financial and manufacturing restructuring of the Typhoo brand including supply chain and brand image. This includes own-brand energy drinks and iced tea products, and the launch for a UK discount chain of 'Fruit Acqua', a flavoured water product. However, reduced demand from key retailers such as Poundland resulted in initial slower sales traction than expected.
- The Group added two canning lines to the Clearly Drinks Sunderland manufacturing base to allow profitable, small-batch volume production. During the period, Cleary's legacy contract manufacturing operation (c.70% of revenue) saw reduced demand from three major customers. The Group anticipates some negative impact for the full year, offset by new product innovation.
- Collaboration between Sci-MX and Clearly Drinks resulted in 'Juicy Protein', a combination of fruit juice containing collagen peptides and whey protein hydrolysate with up to 35g of protein per serving³.
- As reported at the time of acquisition, we expect SlimFast to add an estimated £10.0m in revenue in FY26, and £1.0m in (adj.) EBITDA, and in FY27, £25.0m and £5-6m respectively.

Semi-annual performance and outlook

£m	H1 22A	H2 22A	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A	H1 26A
D&W rev	11.3	14.0	11.0	13.5	12.2	11.7	19.0	29.8	32.9
Gross	2.6	2.1	1.8	1.7	1.8	3.9	6.2	8.0	9.6
Gross mrg	23.3%	15.0%	16.2%	12.4%	14.5%	33.4%	32.5%	26.9%	29.3%
£m	FY20A	FY21A	FY22A	FY23A	FY24A	FY25A	FY26E	FY27E	
D&W rev	7.0	22.4	25.3	24.6	23.9	48.8	69.0	90.0	
YoY		219.2%	13.1%	-3.0%	-2.6%	103.9%	41.5%	30.4%	
Gross	2.4	4.3	4.7	3.5	5.7	14.2	24.2	31.9	
Gross mrg	34.9%	19.2%	18.7%	14.1%	23.7%	29.1%	35.0%	35.5%	

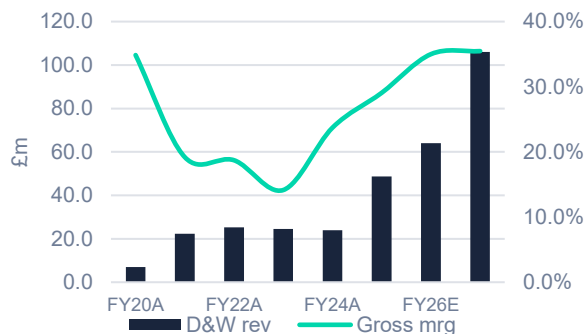
Source: Company data, Equity Development estimates.

Revenue, gross, semi-annual to H1 26A



Source: Company data.

Revenue, gross, annual to FY27E



Source: Company data, Equity Development estimates.

³ Collagen is the primary component in human skin, bone, muscle, tendons and ligaments, comprising c.30% of body mass and essential to anti-ageing and repair. Animal-derived collagen may be used supplement collagen derived from a normal diet, but require 'pre-digestion' preparation in the form of amino acids or peptides. In its hydrolysate form whey protein is 'pre-digested' into peptides allowing for faster digestion and contribution to muscle repair and recovery.

Electricals business category: addition of 1001 brand

The electricals business category, comprising lighting products and batteries and, via the acquisition of the 1001 brand, household cleaning products, recorded revenue of £22.8m, -19.4%YoY (H1 25, £28.3m). Despite revenue weakness, margins across the product range remained firm.

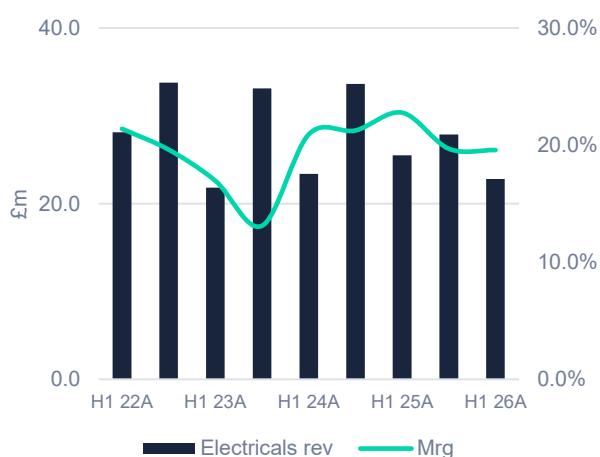
- Consumer demand for lighting products remained weak, augmented by the increased longevity of LED products.
- The Group made the decision to exit from light fittings sales (rather than light bulbs), a factor which contributed to the year-on-year decline recorded.
- Revenue contribution from batteries declined, reflecting overall market weakness and the decision by Panasonic to exit the European market, necessitating the transition to other brands.
- The Group reports that the acquired 1001 carpet cleaning brand (see 1 September, [ED report 'Acquisition of household cleaning brand 1001'](#)) was immediately earnings-enhancing and forms a sound basis for further growth and diversification in the household cleaning discount retail segment.

Semi-annual performance and outlook

£m	H1 22A	H2 22A	H1 23A	H2 23A	H1 24A	H2 24A	H1 25A	H2 25A	H1 26A
Electricals rev	28.1	33.8	21.8	33.1	23.4	33.6	25.5	27.9	22.8
Gross	6.0	6.6	3.7	4.3	4.9	7.1	5.8	5.5	4.5
Mrg	21.4%	19.6%	17.0%	13.1%	20.9%	21.2%	22.8%	19.7%	19.6%
£m	FY20A	FY21A	FY22A	FY23A	FY24A	FY25A	FY26E	FY27E	
Electricals rev	56.3	60.3	61.9	55.0	57.0	53.4	49.0	50.0	
YoY		7.2%	2.6%	-11.2%	3.8%	-6.4%	-8.2%	2.0%	
Gross	11.8	11.3	12.6	8.0	12.0	11.3	9.8	10.6	
Gross mrg	20.9%	18.7%	20.4%	14.6%	21.1%	21.2%	20.0%	21.2%	

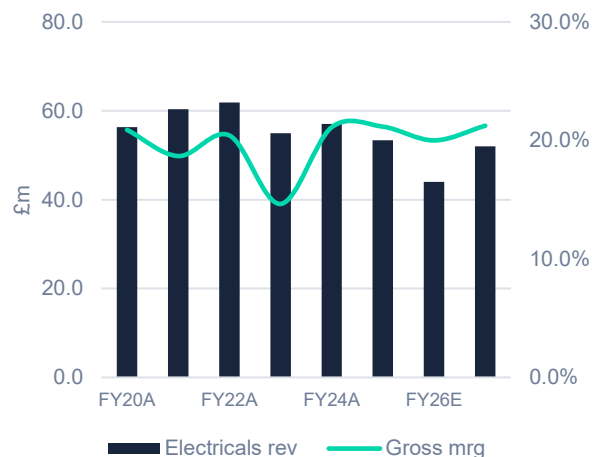
Source: Company data, Equity Development estimates. FY27 outlook includes contribution from 1001 products.

Revenue, gross, semi-annual to H1 26



Source: Company data.

Revenue, gross, annual to FY27E



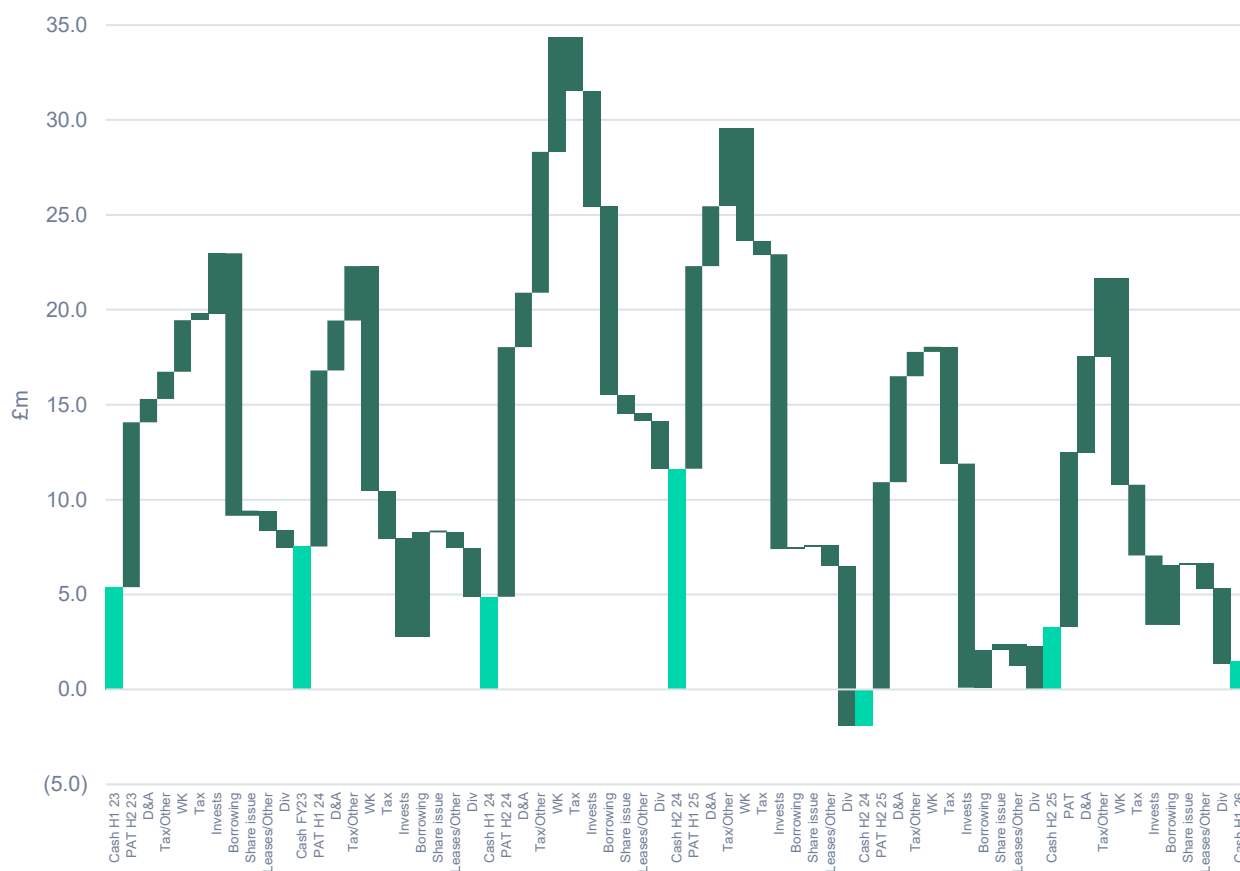
Source: Company data, Equity Development estimates.

Cashflow: primed for growth

Operating cashflow for the period was £3.77m, the principal components being:

- The movement in working capital totalled £(10.9)m (H1 25, £(5.9)m). Seasonal inventory-build ahead of the 'Black Friday' and Christmas peak trading period (£5.3m), was accentuated by the addition of 1001-branded stock and also the decision to shift from air freight to sea freight for selected vaping products as the basis for long-term margin protection.
- Cap-ex of £2.6m (H1 25, £1.1m and FY25, £3.2m) focused on: (i) completion of two pilot canning lines within the Clearly Drinks Southwick, Sunderland site (to enable small batch production and shorter changeover timing), (ii) investment at Typhoo Tea, (iii) initial fit out of the 'Hive', a leased facility for production of wellness products due to commence in Q4 26, (iv) a new protein production facility (under construction).
- The Group repaid £102.0m of the ABL facility and drew down £105.2m.
- Dividend paid which amounted to £3.99m (H1 25, £3.7m).
- Tax paid of £3.67m compared to £0.64m paid a year earlier; this was a 'normalised' pattern contrasting with payment which was deferred into H2 in FY25.

Cashflow, semi-annual to H1 26A



Source: Company data.

Valuation considerations

Discounted cashflow valuation

Our Fair Value of 237p/share is based on the following 5-year discounted cashflow analysis.

Valuation: 5-year DCF					
Year to 31 March (£m)	FY26E	FY27E	FY28E	FY29E	FY30E
Revenue	248.0	305.0	313.5	317.7	329.9
OCF	31.5	34.8	45.4	41.8	43.6
Cash tax	(6.7)	(7.5)	(9.0)	(8.4)	(9.2)
Capex, investments	(5.0)	(5.0)	(5.2)	(5.4)	(5.6)
FCF	8.7	13.3	31.2	28.0	28.8
DCF	2.8	11.9	26.5	22.5	21.9
Cash	3.2	5.9	9.2	29.2	46.5
EV/EBITDA (x)	7.6x	7.1x	6.2x	6.6x	6.1x
EBITDA	37.1	40.0	45.4	43.0	46.2
EBITDA margin	15.0%	13.1%	14.5%	13.5%	14.0%
WACC	5.6%				
Terminal growth rate	3.0%				
Terminal multiple (x)	8.8x				
Terminal value (£m)	192.8				
PV of DCF (£m)	85.6				
Net cash / (debt) (£m)	(4.1)				
EV (£m)	282.5				
PV of equity (£m)	278.4				
Price per share (p)	237.3				

Source: Company data. Equity Development estimates.

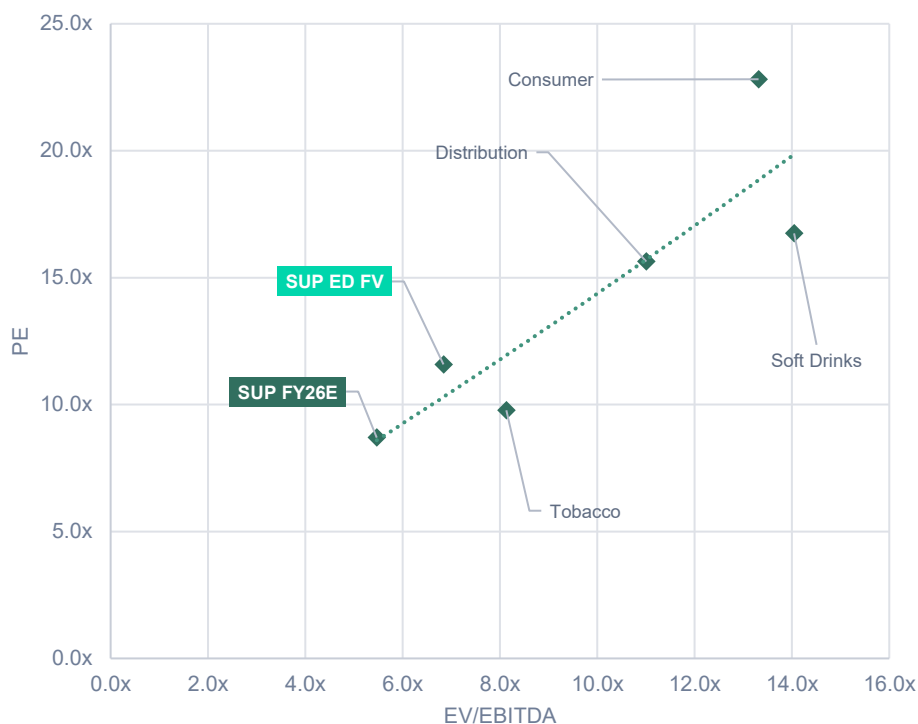
Peer group comparative valuation and sum-of-parts

Supreme trades on a FY26 (E) (adj.) EV/EBITDA of 5.4x and PE of 8.3x, representing a significant discount to market cap-weighted averages amongst peers in Supreme's product segment range:

- **Distributors** - Diploma, Bunzl, Ferguson, Travis Perkins, EV/EBITDA 11.0x, PE 15.6x.
- **Consumer Staples** - Unilever, P&G, Nestlé, Walmart, Reckitt, 13.3x / 22.8x.
- **Tobacco** - BATS, Philip Morris, Altria, Imperial Brands, 8.1x / 9.8x.
- **Soft Drinks** – PepsiCo Inc., The Coca-Cola Company, Britvic plc, Fevertree plc, A.G. Barr plc, 14.0x / 16.7x.

Below compares the relative positioning of Supreme's sector-based peers and current valuation and ED Fair Value.

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	7,201	41.0	3.6x	14.5x	21.6x
BNZL	Bunzl plc	6,858	16.2	0.6x	6.2x	9.2x
FERG	Ferguson Enterprises Inc.	31,586	131.6	1.1x	11.7x	16.3x
TPK	Travis Perkins plc	1,241	4.5	0.3x	4.7x	15.0x
UL	Unilever PLC	114,252	46.1	2.1x	9.5x	13.3x
PG	The Procter & Gamble Company	269,345	115.3	3.4x	11.9x	16.4x
NSRGY	Nestlé S.A.	196,492	76.4	2.3x	11.4x	14.1x
WMT	Walmart Inc.	641,323	80.4	1.0x	15.4x	30.5x
RKT	Reckitt Benckiser Group plc	39,845	45.1	2.6x	9.3x	12.9x
BATS	British American Tobacco p.l.c.	92,036	32.3	3.7x	7.8x	9.5x
PM	Philip Morris International Inc.	184,563	118.6	5.4x	12.8x	15.7x
MO	Altria Group Inc.	74,605	44.4	4.6x	7.3x	8.2x
IMBBY	Imperial Brands PLC	25,591	32.2	2.6x	6.0x	7.2x
IGR	IG Design Group plc	42	0.3	0.2x	2.3x	10.7x
KITW	Kitwave Group plc	168	1.5	0.3x	4.0x	5.9x
UPR	Uniphar plc	837	2.5	0.3x	7.6x	12.1x
PEP	PepsiCo Inc.	152,814	111.8	2.0x	10.2x	13.7x
FEVR	Fevertree Drinks PLC	916	6.0	1.6x	13.7x	25.7x
BAG	A.G. BARR p.l.c.	709	4.9	1.1x	6.6x	11.1x
KO	The Coca-Cola Company	239,667	55.7	5.5x	16.5x	18.6x

Source: Koyfin 24.11.2025.

Peer group-based sum-of-parts valuation

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 the 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	14.5%	Consumer	13.3x	71.7
Vaping	44.7%	Tobacco	8.1x	134.8
D&W	40.8%	Soft drinks	14.0x	212.7
EV indicated (£m)				419.3
Indicated EV/EBITDA multiple				11.3x
Net cash / (debt) (£m)				(4.10)
FY2 E indicated equity (£m)				423.4
Per share value indicated (p)				360.9
FY27E (adj.) EBITDA	% of gross	Peer	EV/EBITDA	EV £m
Electricals	14.0%	Consumer	13.3x	74.4
Vaping	41.8%	Tobacco	8.1x	135.9
D&W	44.2%	Soft drinks	14.0x	248.1
EV indicated (£m)				458.5
Indicated EV/EBITDA multiple				11.5x
Net cash / (debt) (£m)				(4.10)
FY76 E indicated equity (£m)				462.6
Per share value indicated (p)				394.3
Average of FY26 - FY27 per share (p)				377.6

Source: Equity Development estimates. Koyfin.

The sum-of-parts exercise indicates a **blended FY26-27 equity value per share of 378p/share**.

P&L

£m	H1 24A	H2 24A	H1 25A	H2 25A	H1 26A	FY24A	FY25A	FY26E	FY27E
Electricals	23.4	33.6	25.5	27.9	22.8	57.0	53.4	49.0	50.0
Vaping	69.5	70.8	68.5	60.5	76.8	140.3	129.0	130.0	165.0
Drinks & Wellness	12.2	11.7	19.0	29.8	32.9	23.9	48.8	69.0	90.0
Revenue	155.6	105.1	113.0	221.2	118.1	118.1	231.1	248.0	305.0
Gross pre forex	27.9	34.5	33.5	38.9	37.7	62.4	72.4	74.3	81.3
<i>Gross margin</i>	26.6%	29.7%	29.6%	33.0%	28.4%	28.2%	31.3%	29.9%	30.7%
Gross inc forex	28.5	35.0	34.1	39.6	38.4	63.5	73.7	75.8	82.8
<i>Mrg</i>	27.2%	30.1%	30.1%	33.6%	28.9%	28.7%	31.9%	30.5%	31.2%
Sum Op-ex	(15.5)	(16.1)	(20.6)	(20.6)	(25.5)	(31.5)	(41.2)	(45.8)	(49.8)
One-off costs	0.5	(1.1)	1.8	(1.8)	(0.6)	(0.6)	0.0	(0.6)	(0.5)
One off gain	0.0	0.0	0.0	0.7	0.0	0.0	0.7	0.0	0.0
EBIT Reported	13.1	18.9	13.5	19.8	12.9	31.4	33.3	30.0	33.0
EBIT Adjusted	12.6	20.1	15.3	21.6	13.5	32.0	32.5	30.6	33.5
<i>Mrg</i>	12.0%	17.3%	13.6%	18.3%	10.1%	14.5%	14.1%	12.3%	12.6%
Depreciation	(1.8)	(2.0)	(2.3)	(4.2)	(3.8)	(3.8)	(6.4)	(5.0)	(5.0)
Amortisation	(0.8)	(1.5)	(0.9)	(0.7)	(1.3)	(2.3)	(1.5)	(1.5)	(1.5)
EBITDA Reported	15.7	21.8	16.6	24.6	18.0	37.5	41.2	36.5	39.5
EBITDA Adjusted	15.2	22.9	18.5	22.0	18.5	38.1	40.5	37.1	40.0
<i>Mrg</i>	14.5%	19.7%	16.3%	18.6%	14.0%	17.2%	17.5%	15.0%	15.1%
Financial income	0.00	0.14	0.12	0.04	0.01	0.15	0.16	0.00	0.00
Financial expense	(0.8)	(1.3)	(0.7)	(1.0)	(0.7)	(2.0)	(1.8)	(1.8)	(1.8)
PBT Reported	12.3	17.2	12.9	18.8	12.2	29.5	31.7	28.2	31.2
PBT Adjusted	11.8	18.3	14.7	16.2	12.7	30.1	30.9	28.8	31.7
Tax	(3.0)	(4.7)	(2.2)	(5.2)	(3.0)	(7.7)	(7.4)	(6.7)	(7.5)
Reported tax rate	24.5%	27.1%	17.1%	27.7%	24.4%	26.1%	23.4%	23.9%	23.9%
PAT Reported	9.3	12.6	10.7	13.6	9.2	21.8	24.3	21.5	23.8
PAT Adjusted	8.8	13.7	12.5	11.0	9.7	22.4	23.5	22.1	24.3
Amortisation & tax items	0.2	0.0	0.5	0.0	0.0	2.6	0.4	3.0	3.0
PAT Adjusted	9.5	12.6	13.0	13.6	9.2	24.4	24.7	24.5	26.8
Diluted wtd. av. shares (m)	124.0	123.7	120.4	120.5	120.5	123.7	120.5	120.5	120.5
EPS rptd. basic (p)	7.9	10.7	9.2	11.6	7.8	18.6	20.8	18.4	20.4
EPS adj. dil. (p)	7.7	10.2	10.8	11.3	7.6	19.8	20.5	20.3	22.2

Source: Company data. Equity Development estimates.

Cashflow

Yr to March 31 (£m)	H1 24A	H2 24A	H1 25A	H2 25A	H1 26A	FY24A	FY25A	FY26E	FY27E
PAT Reported	9.3	13.2	10.7	12.8	9.2	22.4	23.5	21.5	23.8
One-off items	(0.5)	0.7	1.3	(5.4)	0.4	0.2	(4.2)	0.0	0.0
Depreciation	1.8	2.0	2.3	4.2	3.8	3.8	6.4	5.0	5.0
Amortisation	0.8	0.9	0.9	1.4	1.3	1.7	2.3	1.5	1.5
Tax	3.0	4.7	2.2	5.2	3.0	7.7	7.4	6.7	7.5
Finance/other	0.4	2.1	0.6	1.5	0.7	2.4	2.1	1.8	1.8
Operating Cash Flow	14.8	23.4	17.9	19.7	18.4	38.2	37.6	36.5	39.5
(Increase)/Decrease inventories	(5.2)	6.4	(6.8)	4.8	(5.3)	1.2	(2.0)	(1.0)	(4.4)
(Increase)/Decrease in receivables	(21.0)	6.3	3.5	(4.5)	(0.6)	(14.7)	(0.9)	2.8	(6.6)
Increase/(Decrease) in payables	14.4	(6.7)	(2.7)	(0.0)	(5.0)	7.7	(2.7)	(6.7)	6.2
Movement in working capital	(11.8)	6.0	(5.9)	0.3	(10.9)	(5.8)	(5.7)	(5.0)	(4.8)
Cash generated by operations	2.9	29.5	12.0	20.0	7.5	32.4	31.9	31.5	34.8
Tax (paid)/received	(2.5)	(2.8)	(0.7)	(6.2)	(3.7)	(5.3)	(6.8)	(6.7)	(7.5)
Net cash from operations	0.4	26.7	11.3	13.8	3.8	27.1	25.1	24.8	27.3
Interest received	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Intangibles	0.0	(0.1)	(0.1)	0.0	(1.4)	(0.1)	(0.1)	0.0	0.0
PPE	(2.8)	(2.5)	(1.1)	(2.1)	(2.6)	(5.3)	(3.1)	(5.0)	(5.0)
Acquisition	0.0	(2.5)	(15.6)	(10.0)	0.0	(2.5)	(25.6)	(11.1)	(9.0)
Sale of PPE	0.1	0.1	0.9	0.1	0.3	0.1	1.0	0.0	0.0
Net cash used in investing	(5.2)	(6.1)	(15.5)	(11.8)	(3.6)	(11.3)	(27.3)	(16.1)	(14.0)
Net OpFCF	(4.8)	20.6	(4.2)	2.0	0.1	15.8	(2.2)	8.7	13.3
Borrowings (net)	5.5	(9.9)	0.0	2.0	3.1	(4.4)	2.0	3.0	0.0
Share issue	0.0	(1.0)	0.1	0.3	0.0	(1.0)	0.3	0.0	0.0
Interest paid	(0.4)	0.4	(0.4)	(0.4)	(0.2)	0.0	(0.8)	(2.1)	(2.5)
Leases	(0.5)	(0.7)	(0.7)	(0.7)	(1.1)	(1.2)	(1.4)	(1.4)	(1.4)
Dividend	(2.6)	(1.8)	(3.7)	(2.1)	(4.0)	(4.3)	(5.8)	(5.5)	(6.1)
Net cash from financing	2.1	(13.7)	(5.0)	(1.1)	(2.2)	(11.6)	(6.1)	(6.0)	(10.0)
Net change cash	(2.7)	6.8	(9.3)	0.9	(2.0)	4.2	(8.4)	2.7	3.3
Cash start	7.5	4.9	11.6	2.3	3.2	7.5	11.6	3.2	5.9
Forex	0.0	(0.1)	(0.1)	0.0	0.5	(0.1)	(0.1)	0.0	0.0
Cash end	4.9	11.6	2.3	3.2	1.7	11.6	3.2	5.9	9.2

Source: Company data. Equity Development estimates.

Balance sheet

Yr to March 31 (£m)	H1 24A	H2 24A	H1 25A	H2 25A	H1 26A	FY24A	FY25A	FY26E	FY27E
Intangible assets	14.4	13.7	19.3	21.2	22.7	13.7	21.2	21.1	19.6
PPE net	7.1	21.4	15.4	30.8	32.1	21.4	30.8	32.1	32.1
RoU	14.7	0.0	12.7	0.0	0.0	0.0	0.0	0.0	0.0
Investments	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0
Sum Fixed Assets	36.2	35.1	47.6	52.0	54.8	35.1	52.0	53.2	51.7
Inventories	30.8	24.4	32.3	36.3	42.6	24.4	36.3	37.4	41.8
Trade receivables	41.9	35.6	35.1	42.2	42.8	35.6	42.2	39.4	46.0
Tax assets	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Financial insts	0.9	0.0	0.3	0.8	0.2	0.0	0.8	0.8	0.8
Cash	4.9	11.6	2.3	3.2	1.7	11.6	3.2	5.9	9.2
Sum Current Assets	78.6	71.7	70.1	82.5	87.2	71.7	82.5	83.5	97.8
Total Assets	114.9	106.8	117.7	134.6	142.0	106.8	134.6	136.7	149.5
Trade payables	(39.8)	(27.3)	(28.4)	(33.7)	(29.7)	(27.3)	(33.7)	(27.0)	(33.2)
Bank borrowings	(9.7)	(1.3)	(1.0)	(3.3)	(7.3)	(1.3)	(3.3)	(3.3)	(3.3)
Tax, Other	(3.2)	(5.5)	(8.9)	(6.4)	(6.5)	(5.5)	(6.4)	(6.4)	(6.4)
Sum Current Liabilities	(52.7)	(34.0)	(38.2)	(43.4)	(43.5)	(34.0)	(43.4)	(36.7)	(42.9)
Total Assets less Current Liabilities	62.1	72.7	79.5	91.2	98.5	72.7	91.2	100.0	106.6
Bank borrowings non-current	(13.8)	(13.4)	(13.1)	(12.1)	(14.3)	(13.4)	(12.1)	(15.1)	(15.1)
Tax/Provisions	(0.6)	(1.3)	(1.1)	(2.1)	(1.4)	(1.3)	(2.1)	(2.1)	(2.1)
Sum Long-term liabilities	(14.3)	(14.8)	(14.2)	(14.7)	(16.5)	(14.8)	(14.7)	(16.7)	(15.7)
Total liabilities	(67.1)	(48.8)	(52.4)	(58.1)	(59.9)	(48.8)	(58.1)	(53.4)	(58.6)
Net Assets	47.8	58.0	65.3	76.5	82.1	58.0	76.5	83.3	90.9
Share Capital	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7
Share Premium	7.4	7.4	7.6	7.7	7.7	7.4	7.7	(5.6)	(24.8)
Merger Reserve	(22.0)	(22.0)	(22.0)	(21.9)	(22.0)	(22.0)	(21.9)	(21.9)	(21.9)
Retained earnings	46.5	56.8	63.8	74.6	79.5	56.8	74.6	99.1	125.9
Equity	47.8	58.0	65.3	76.5	81.7	58.0	76.5	83.3	90.9
Net cash / (debt) pre IFRS 16	(18.6)	(3.1)	(11.8)	1.2	(19.9)	10.4	1.2	(12.6)	(9.2)

Source: Company data. Equity Development estimates.

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