Results for the half year ended 30 September 2025

PayPoint Group

Agenda

1 Overview

2 Financial review

3 Delivery of key growth projects

4 Business review

5 Update on organisational framework programme

6 Outlook

7 Q&A

Resilient half year with good progress on delivery of growth projects

1 Underlying Business Performance

1. Underlying EBITDA for FY26 to be ahead of last year and broadly in line with current market expectations

2. Continue to make progress towards delivering underlying EBITDA of £100m - confident of reaching target, but likely to take longer to do so

2 Specific Challenges in H1

InPost/Yodel

- Impact of commercial terms from new 3-year agreement
- Disruption in network from harmonisation of InPost and Yodel network

Obconnect

- Pace of growth slower, with pivot of new business development following lack of opportunities from VoP in EU

3 Successful major project delivery key to long term growth

1. Launch of BankLocal service with Lloyds Banking Group

2. Launch of Royal Mail Shop and strategic investment in Collect+ by Royal Mail

3. Acceleration of Love2shop partnership with InComm Payments

Resilient financial performance

	H1 FY25		H1 FY26
Underlying EBITDA[1]	£37.5m	-0.5%	£37.3m
Underlying PBT[2]	£26.9m	-4.5%	£25.7m
Net debt[3]	£86.8m	-3.2%	£84.0m
Interim dividend	19.4p	+2.1%	19.8p

DIVISIONAL HIGHLIGHTS

SHOPPING

H1 FY25		H1 FY26
£32.9m net revenue	+0.6%	£33.1m net revenue

E-COMMERCE

H1 FY25		H1 FY26
£8.0m net revenue	+7.5%	£8.6m net revenue

PAYMENTS AND BANKING

H1 FY25		H1 FY26
£24.9m net revenue	+4.4%	£26.0m net revenue

LOVE2SHOP

H1 FY25		H1 FY26
£18.8m net revenue	-9.6%	£17.0m* net revenue

*Net revenue in H1 affected by the anticipated changes to the timing of revenue recognition for expiry of cards following the move to a more prudent accounting treatment in FY24. Stronger H2 performance expected as card expiries lead to a greater weighting in the second half of the current year

1. Underlying EBITDA (EBITDA before exceptional items and net movements on convertible loan notes and other investments) is an alternative performance measure. Refer to note 1 for the definition and the Financial review for a reconciliation
2. Underlying profit before tax (profit before tax excluding adjusting items) is an alternative performance measure. Refer to note 1 for a reconciliation
3. Net corporate debt (excluding IFRS 16 liabilities) is an alternative performance measure. Refer to note 1 to the financial statements for a reconciliation to cash and cash equivalents

Delivery of growth plans

Consistent with the new targets for the Group to the end of FY28 announced in June 2025, our growth plans are underpinned by:

1. Delivery of £100m underlying EBITDA as our next key milestone
2. Consistent delivery of 5-8% of net revenue growth per annum, achieved through a mix of growth from both underlying business and key growth projects
3. Enhanced organisation structure to support delivery of accelerated net revenue growth
4. Maximising returns to shareholders of over £90 million in current year, through strong, consistent earnings and cash generation

Financial review

PayPoint Group

Resilient financial performance

Half year ended 30 September	2025 £m	2024 £m	Change	
Revenue	144.1	135.0	6.8%	
Net revenue[1]	**84.7**	84.6	0.1%	See slide 8
Total costs	**(59.0)**	(57.7)	2.3%	
Underlying profit before tax[3]	**25.7**	26.9	(4.5)%	See slide 9
Made up of: PayPoint Segment	*24.4*	*24.6*		
Love2Shop segment	*1.3*	*2.3*		
Adjusting items[4]	(5.8)	(3.8)	52.6%	
Profit before tax	**19.9**	23.1	(13.9)%	
Underlying EBITDA[2]	**37.3**	37.5	(0.5)%	
Diluted underlying earnings per share	**26.7**	27.4p	(2.6)%	
Diluted earnings per share	**20.6**	23.5p	(12.3)%	
Net corporate debt[5]	**(84.0)**	(86.8)	(3.2)%	See slide 11

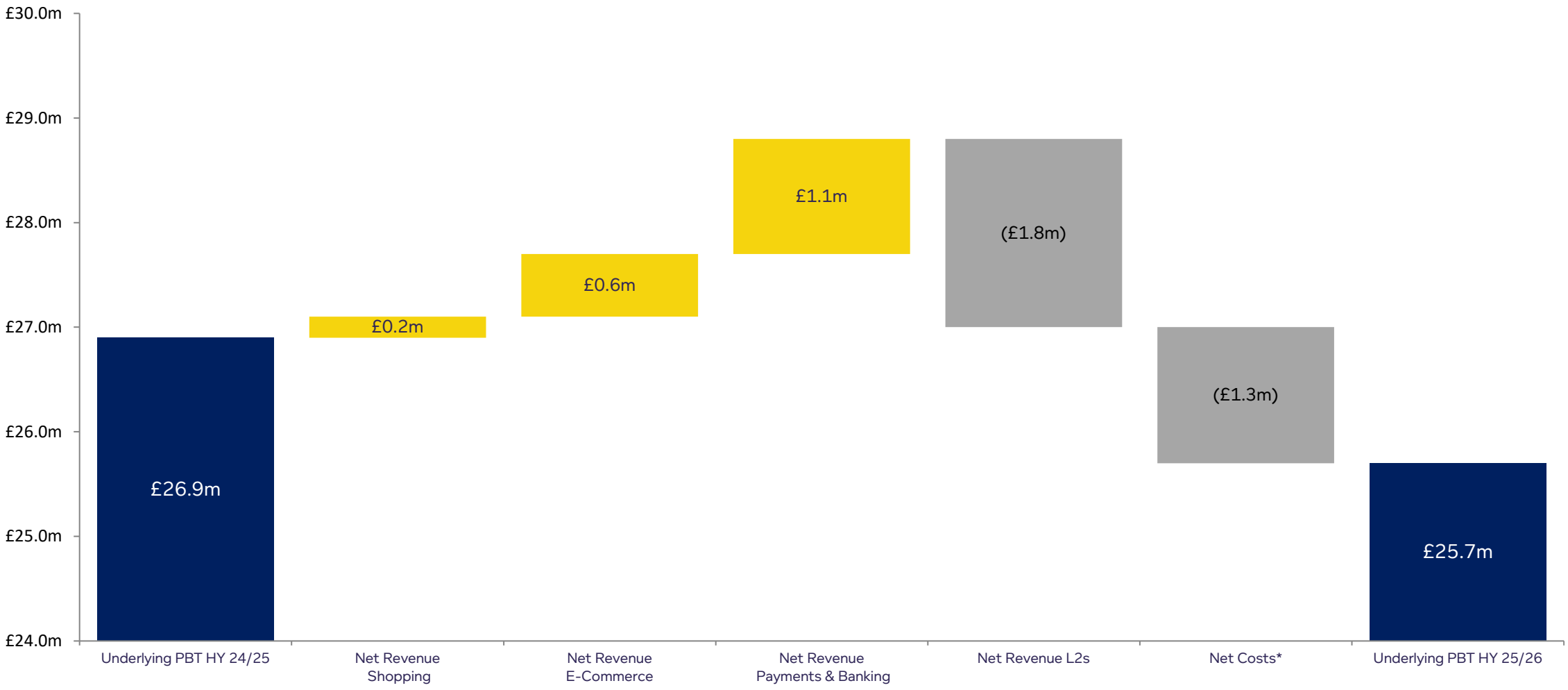
1. Net revenue is an alternative performance measure. Refer to note 1 for a reconciliation to revenue
2. Underlying EBITDA (EBITDA excluding adjusting items) is an alternative performance measure. Refer to note 1 for the definition and the Financial review for a reconciliation
3. Underlying profit before tax (profit before tax excluding adjusting items) is an alternative performance measure. Refer to note 1 for a reconciliation
4. Adjusting items consists of exceptional items and amortisation of acquired intangible assets. Refer to note 1 for a reconciliation
5. Net corporate debt (excluding IFRS16 liabilities) is an alternative performance measure. Refer to note 1 for a reconciliation to cash and cash equivalents

Net revenue analysis

Half year ended 30 September	2025 £m	2024 £m	Change £m	Change %
Shopping	**33.1**	32.9	**0.2**	**0.6%**
- Service fees	11.6	10.7		
- Card payments	16.1	16.6		
- ATMs & Counter Cash	3.8	4.0		
- Other	1.6	1.6		
E-commerce	**8.6**	8.0	**0.6**	**7.5%**
Payments & Banking	**26.0**	24.9	**1.1**	**4.4%**
- Digital	6.9	6.3		
- Digital – obconnect	1.9	-		
- Cash	11.0	12.6		
- Cash through to digital – eMoney	3.5	3.4		
- Other (inc. interest on client balances)	2.8	2.6		
PayPoint Segment	**67.7**	65.8	**1.9**	**2.9%**
Love2shop Segment	**17.0**	18.8	**(1.8)**	**(9.6)%**
Total net revenue	**84.7**	84.6	**0.1**	**0.1%**

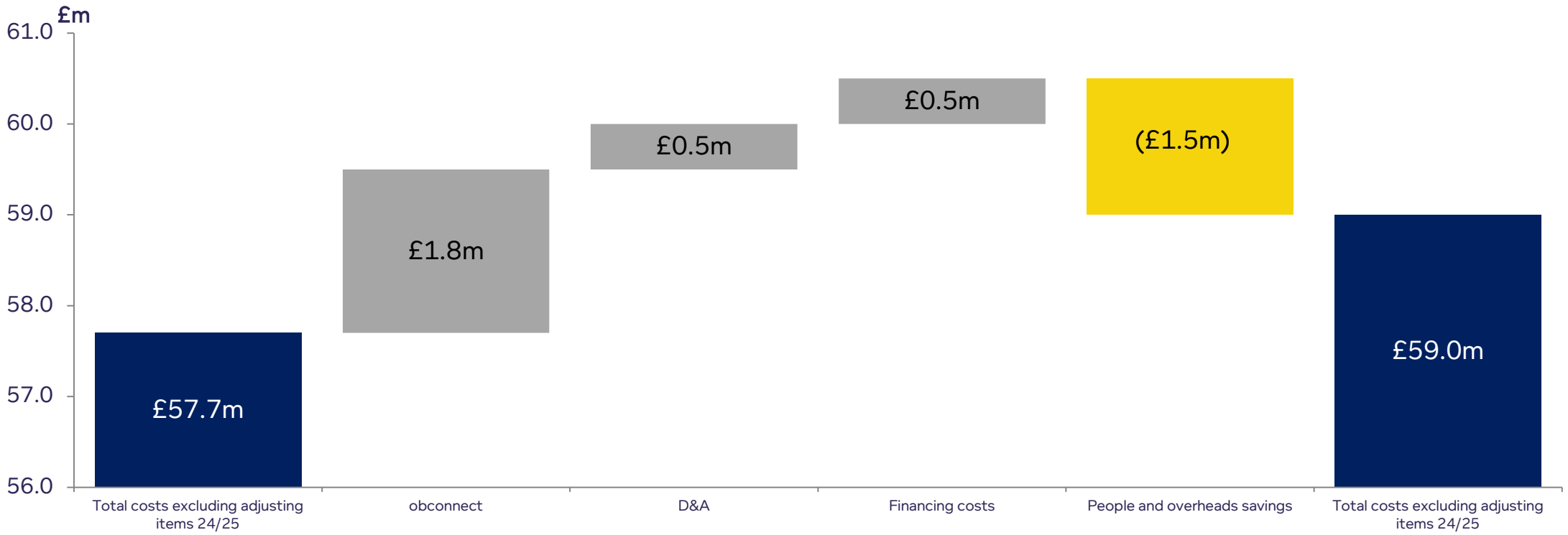
The above presentation contains minor (£0.1m) roundings to ensure integrity of key numbers with those published in the year end statements.

Underlying PBT view vs. previous year



*See slide 9 for full breakdown

Cost base now including obconnect



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Cash generation

Half year ended 30 September	2025 £m	2024 £m	Change £m
Profit before tax	**19.9**	23.1	(3.2)
Non cash adjusting items	**-**	(2.3)	2.3
Depreciation and amortisation	**10.5**	11.4	(0.9)
Share based payments / other	**(0.1)**	0.3	(0.4)
Working capital (Corporate)	**(6.1)**	(1.8)	(4.3)
Cash generation	**24.2**	30.7	(6.5)
Tax paid	**(4.6)**	(6.1)	1.5
Capital expenditure and other	**(10.9)**	(9.4)	(1.5)
Exceptional payment (Utilita)	**(10.4)**	-	(10.4)
One off Pension contribution	**(1.5)**	-	(1.5)
Acquisitions & disposals of strategic investments and acquisitions	**43.5**	(16.2)	59.7
Share buyback	**(13.0)**	(4.4)	(8.6)
Dividends paid	**(13.9)**	(13.9)	-
Net change in PayPoint's net debt	**13.4**	(19.3)	32.7
Net corporate debt at the beginning of the period	**(97.4)**	(67.5)	
Net corporate debt at the end of the period	**(84.0)**	(86.8)	

The above presentation contains minor (£0.1m) roundings to ensure integrity of key numbers with those published in the year end statements.

Balance sheet includes £30m share buyback

	September 2025 £m	March 2025 £m	Change £m
Goodwill	129.6	129.6	-
Other intangible assets	72.2	71.9	0.3
Property, plant & equipment	32.7	31.9	0.8
Strategic investments and acquisitions (Yodel/Aperidata)	3.9	3.9	-
Pension (liability)/asset	2.0	0.2	1.8
Cash and cash equivalents – corporate	30.1	4.9	25.2
Cash and cash equivalents – non-corporate	121.9	28.3	93.6
Restricted funds held on deposit (non-corporate)	96.5	111.5	(15.0)
Loans and borrowings	(114.1)	(102.3)	(11.8)
Trade payables – non corporate	(192.2)	(132.5)	(59.7)
Working capital – corporate	(36.9)	(33.9)	(3.0)
Share buyback	(22.5)	(5.2)	(17.3)
Lease liability (IFRS16)	(3.9)	(3.2)	(0.7)
Current and deferred tax	(17.3)	(7.8)	(9.5)
Net assets	102.0	97.3	4.7

The above presentation contains minor (£0.1m) roundings to ensure integrity of key numbers with those published in the year end statements.

Dividend and Financing

Capital allocation policy

- Investment in the business through small investments and capital expenditure in innovation to drive future revenue streams and improve the resilience and efficiency of our operations
- Progressive ordinary dividends, targeting an earnings cover of over 2.0 times by FY28
- Targeting an appropriate leverage ratio in the range of 1.2 times to 1.5 times net debt/EBITDA
- **Business on course to generate returns to shareholders of over £90 million through a combination of our ordinary dividend, continuing share buyback programme and special dividend**

Dividend declared

- 19.8p, an increase of 2.1% vs the interim dividend declared last year of 19.4p per share, consistent with our dividend policy
- Payable in equal instalments on 19 December 2025 and 27 March 2026

Share buyback programme

- Continuation of the 4-year share buyback programme, which returned £20 million over the initial 12 months to 30 June 2025 and will return a further £30 million in each of years 2, 3 and 4.
- We will continue to review the Buyback Programme based on business performance, market conditions, cash generation and the overall capital needs of the business

Net Corporate debt and future cash requirements

- Net corporate debt is £84.0m, and made up of Cash and cash equivalents (corporate) of £30.1m offset by gross debt of £114.1m
- £24.2m cash generated in the period which have supported the increased share BuyBack Programme, dividend and capex investments
- Major cash outflows expected post 30 September 2025 are £34.5m and £12.4m for the special and interim dividend respectively, £30m for the Buyback Programme, up to £25m for the 25/26 capex programme which includes the launch of Royal Mail self-service kiosks in Q4 FY26

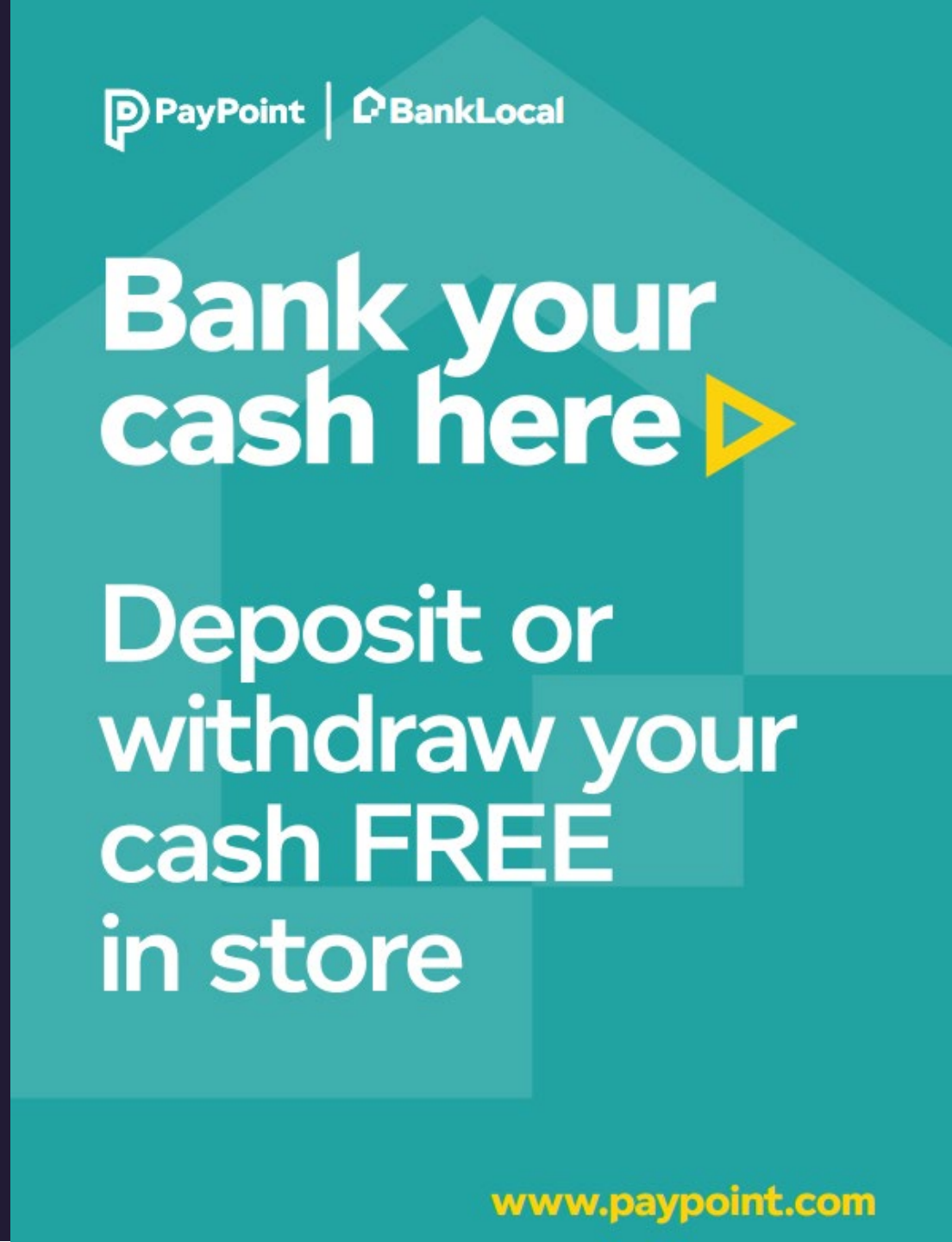
Financing facilities

- Financing facilities have been extended to £165m until June 2029. Strong banking group comprising Barclays, Lloyds, AIB, ABN and MUFG. The facilities comprise a £75m non-amortising term loan and a £90m revolving credit facility, inclusive of a £20m overdraft sub-limit.

- At the end of October 2025, the Group had £130.5 million of net debt, split £1.5 million cash and £132.0 million utilised facilities. Compared to the total committed facilities of £165m means the Group has substantial headroom of £33m.

Delivery of key growth projects

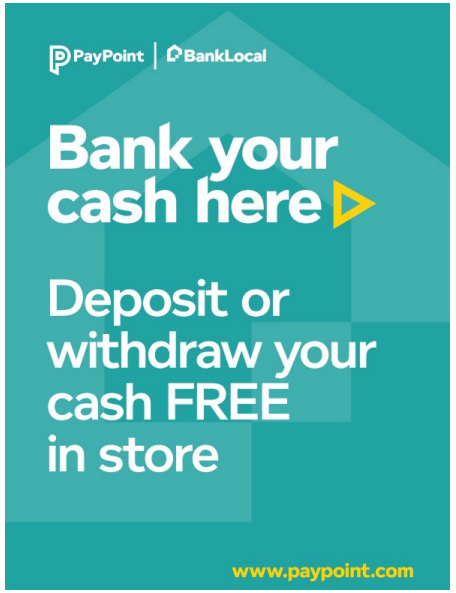
PayPoint Group



Successful launch of key growth projects in H1

Standout achievement in H1, with launch of multiple projects that enhance consumer proposition, establish important partnerships and strengthen long-term prospects of the business:

1. Launch of PayPoint BankLocal with Lloyds Banking Group



2. Launch of Royal Mail Shop and strategic investment in Collect+

3. Acceleration of Love2shop partnership with InComm Payments

LOVE2SHOP

incomm payments™

Launch of PayPoint Bank Local

1 Successful launch of PayPoint BankLocal service in August 2025, enabling consumer cash deposits for customers of the Lloyds Banking Group :

PayPoint | BankLocal

LLOYDS

HALIFAX

BANK OF SCOTLAND

LIVE 26th August

Deposit via barcode

Mobile-app based deposits up to £300 across the full PP network

LIVE 30th September

Deposit via Card

+3,000 stores supporting debit-card based deposits up to £300, and withdrawals up to £50

PayPoint Bank Local – success to date

1 Rapid adoption of the service, with strength of our extensive retailer network providing convenient access to banking services when others can't:

- Over £10m in deposits processed*
- Over 40% of transactions before 9am and after 5pm
- Over 25% of transactions at weekends when banks/Post Offices closed
- Positive retailer partner and consumer feedback

*As of close of business 16 November 2025

This is MONEY.co.uk
FINANCIAL WEBSITE OF THE YEAR

New Lloyds banking feature lets you deposit cash in shops with a barcode

THE STANDARD

Lloyds customers can deposit cash using app while popping to the shop

The bank has teamed up with PayPoint for a feature enabling people to deposit coins and banknotes using a barcode.

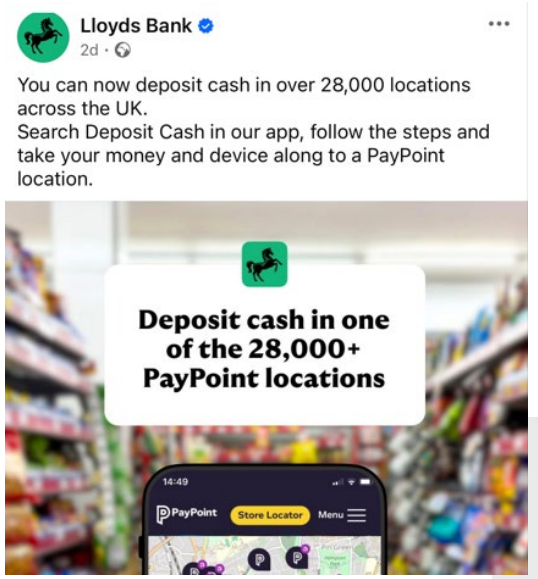
Manchester Evening News

The change will "deliver more convenience and access for customers close to where they live"

PayPoint Bank Local – future developments

1 Following strong start, further development of the service over H2, including launching SME solution and enabling further High St banks for consumer cash deposits:

- Driving further consumer awareness via Lloyds channels
- SME banking solution development and launch in April 2026
- Further engagement to enable more High St banks to access the BankLocal service



Strategic investment in Collect+ by Royal Mail

2 Strategic investment by International Distribution Services, announced on 30 September 2025, is important to the next stage of growth for Collect+ and its positioning as the leading Out of Home store network in the UK:

Strategic investment in Collect+ by Royal Mail

49% ownership of Collect+ , with an investment of £43.9 million, valuing the business at £90 million

Supports our strategy and reinforces Collect+ as leading Out of Home network

Expansion of further Royal Mail services in future across network

Special dividend of 50p per share paid on 31 October 2025, with share consolidation of 13 to 12 effected on 17 October 2025

Launch of Royal Mail Shop in Collect+ network

2

Leveraging strength of Royal Mail Shop brand in c.8,000 sites across the UK, enabling customers to buy postage in store as well as collect, send and return parcels:

Launch of Royal Mail Shop

Over 3,000 sites now branded as Royal Mail Shop enabling customers to buy postage in store

All 8,000 sites to be live for over the counter services and branded by end of H2 FY26

As of end of Oct 2025, all 8,000 sites live for sales of stamps in store

Extensive consumer marketing activity already in progress, with more planned over peak and into 2026

Royal Mail Shop – future developments

2

Focus in H2 FY26 on expanding over the counter services to all 8,000 Royal Mail Shop sites and launching self-service kiosks early next year:

All 8,000 sites to be live for over the counter services and branded by end of H2 FY26

Further consumer marketing from Royal Mail to drive awareness and uptake of services

Development and launch of self-service kiosks in Q4 FY26

Acceleration of InComm Payments partnership

3

Launched in October 2024, partnership has established a strong new sales channel enabling Love2shop physical gift card sales in major High St retailers:

Growth in InComm channel sales

Sales of Love2shop physical gift card billings growing in consecutive half year periods by +43.5%

Further expansion in H1 FY26 to 800+ Sainsbury's Local stores and recently into The Range

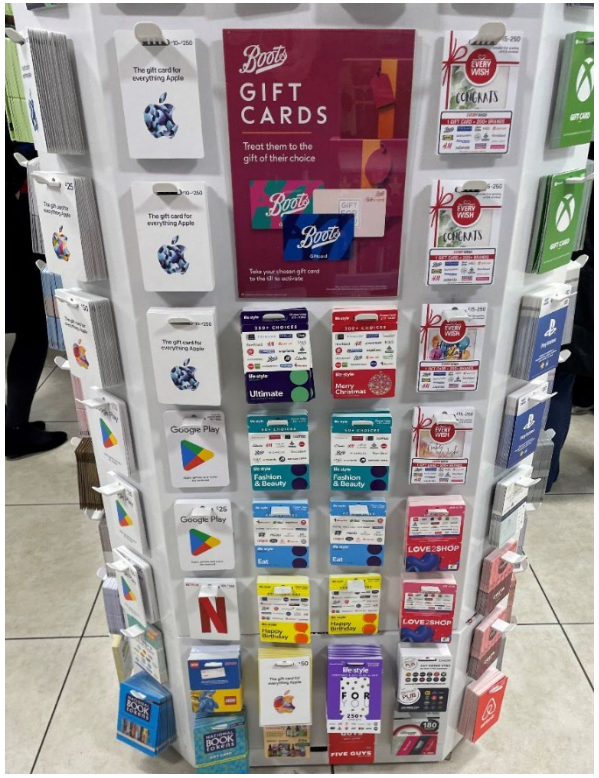
Further rollout into PayPoint retailer network, with sales +54% YOY through this channel

ASDA

Boots

Sainsbury's

The Range
Home · Leisure · Garden



Further expansion of Love2shop multichannel approach

3

Building on success of InComm partnership, there are further initiatives underway to expand the presence of Love2shop and leverage its strong brand across multiple channels:

Future growth in Love2shop

Launch of Love2shop Digital Mastercard across enabling spend via digital wallet in store and online

Further expansion into more High St retailer gift card malls in 2026

Launch MBL brands (e.g. Greggs) into Incomm Payments malls

Business review

PayPoint Group

Shopping: continued growth in Retail

Shopping Division

H1 FY25		H1 FY26
£32.9m net revenue	+0.6%	£33.1m net revenue

Sub-division Performance

RETAIL SERVICES

H1 FY25		H1 FY26
£16.3m net revenue	+4.3%	£17.0m net revenue

CARD PAYMENTS

H1 FY25		H1 FY26
£16.6m net revenue	-3.0%	£16.1m net revenue

Processed value

£3.6bn	-4.4%	£3.4bn

H1 FY26 Highlights

✓ **Retail** - service fee net revenue increased by 8.4% to £11.6m, driven by further PayPoint One/Mini site growth to 20,389 and annual RPI increase. Store Growth Specialist team continues to have a positive impact with retailers, driven by targeted data and support

✓ **Cards** – continue to strengthen operating foundation focusing on optimising profitability per merchant; launch of enhanced e-commerce proposition; £14.6m of funding via Business Finance with YouLend, +58% YOY

✓ **FMCG** - 16 brand campaigns delivered in the half year for major consumer brands

✓ **ATMs** - early signs of progress from recovery plan, thorough strategic review completed with plans underway to optimise sites across the network driven by data

Estate growth

	31 March 2025		30 Sept 2025
UK RETAIL NETWORK	30,712	→	30,962
PAYPOINT ONE/MINI	20,275	→	20,389
PP LLOYDS CARDNET	10,552	→	10,665
HP LLOYDS/ EVO	19,475	→	18,581

E-commerce: positive half for Collect+

H1 FY25		H1 FY26
£8.0m net revenue	+7.5%	£8.6m net revenue
61.9m parcel transactions	+20.0%	74.3m parcel transactions

Our partners

amazon, ebay, InPost, YODEL, dpd, Royal Mail, Vinted, wish, ups, DHL, Parcel2GO.com, FedEx

H1 FY26 Highlights

✓ **Royal Mail –** launch of Royal Mail Shop branding in over 3,000 sites, with 2,200 live for over-the-counter services. Stamps now available in c.8,000 sites

✓ **InPost/Yodel** - proactive operational actions taken to mitigate impact of network harmonisation in the Collect+ network, including establishing priority routing and collections for high volume stores, dedicated Pick Up Drop Off (PUDO)-only routes and regular communications with affected stores. New 3-year agreement signed

✓ **Wider Carrier Partner Portfolio** - continued engagement focusing on volume growth and driving further consumer adoption of Out of Home

Estate growth

	31 March 2025		30 Sept 2025
COLLECT+	14,213	→	14,274

CHANNEL BREAKDOWN

Independents	11,546	Shopping Malls	21
Multiples	1,603	Universities	11
Forecourts	968	Other	125

Payments & Banking: Digital and Open Banking growth

H1 FY25		H1 FY26
£24.9m	+4.4%	£26.0m

H1 FY26 Highlights

✓ **MultiPay** – positive half year for new business wins in Housing with strong market position now established and 4 new contract wins (Peabody, RHP, Orwell Housing Association and Gloucester City Homes)

✓ **Existing Client Upsell** – good progress with Confirmation of Payee now live for EON, Warm Home Discount activity secured with Utilita, Ecotricity and Octopus Energy

✓ **Open Banking** – further wins secured with Department for Work and Pensions and other government departments, and AccessPay for Confirmation of Payee. New cheque replacement solution launched via PayPoint OpenPay service

Sub-division Performance

DIGITAL

H1 FY25		H1 FY26
£6.3m net revenue	+39.7%	£8.8m net revenue

Drivers = continued MultiPay and Open Banking growth, first full half year from obconnect

CASH THROUGH TO DIGITAL

	H1 FY25		H1 FY26
Banking	£1.8m net revenue	+11.1%	£2.0m net revenue
Gifting	£0.2m net revenue	Flat	£0.2m net revenue
Gaming	£1.4m net revenue	-7.1%	£1.3m net revenue

CASH

H1 FY25		H1 FY26
£15.2m net revenue	-9.9%	£13.7m net revenue

Drivers = cash bill payment and top up decline, SIM card sales

Love2shop: further InComm channel growth

H1 FY25		H1 FY26
£18.8m net revenue	-9.6%	£17.0m net revenue*

*Net revenue in H1 affected by the anticipated changes to the timing of revenue recognition for expiry of cards following the move to a more prudent accounting treatment in FY24. Stronger H2 performance expected as card expiries lead to a greater weighting in the second half of the current year

H1 FY26 Highlights

- ✓ **InComm Payments –** strong growth in billings delivered in the half year via partnership enabling distribution of Love2shop gift cards into major grocers and High St brands
- ✓ **Love2shop Business –** positive performance, +5.8% YOY, driven by strong performance within Major Account and Platform Sales
- ✓ **Park Christmas Savings** – launch of Agent Perks and a new Agent App with over 13,000 downloads, improved average order value for returning direct savers, and a more premium fulfilment experience and packaging for customers receiving orders

Sub-division Performance

LOVE2SHOP BUSINESS

H1 FY25		H1 FY26
£67.0m billings	+5.8%	£70.9m billings

PARK CHRISTMAS SAVINGS

On track to be broadly flat for Christmas 2025 season which ends in December

MBL

H1 FY25		H1 FY26
£40.9m processed value	+98.5%	£81.2m processed value

Update on organisational framework programme

PayPoint Group

Delivering greater automation and agility

Phase 2 of this project has been recently completed, with the support of Nile, an independent consultancy firm. This has set out the target state framework for three key processes below with preliminary estimates highlighting at least £2 million of operating profit upside, through a combination of reduced costs and improved net revenue, with the potential to grow this figure further through the next phase of work.

Onboarding

Target state outcomes:

- Quality data & self service by design
- Automated handoffs and expert focus
- Accelerated value realisation

"From manual rework and system silos to collaborative self-serve and accelerated value"

Customer Support

Target state outcomes:

- Proactive support and effective self service
- Intelligent triage and case management
- Always-on reporting and feedback

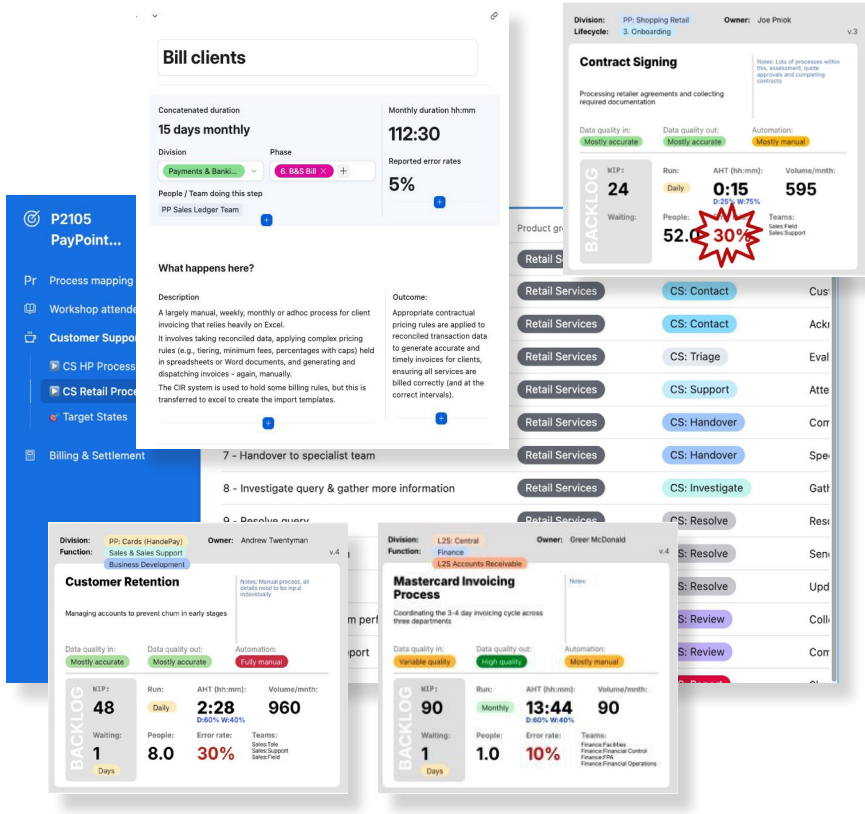
"From high volume, low value calls to empowered self service resolution and intelligent escalation to humans when it matters"

Billings & Settlement

Target state outcomes:

- Improved trust, cash flow, and minimise risk
- Good data in, good data out
- Better jobs for the team, with a strategic focus

"From manual interventions and effort to robust system stewardship"



Outlook

PayPoint Group

Summary and outlook

1. The Board remain confident in delivering further progress in the current year and achieving our medium-term financial goals

2. Whilst as a business we cannot determine the pace at which new services are adopted by consumers, the delivery of our key projects in the first half of the year is a great reflection of the progress we are making in the delivery of our long-term strategy

3. Whilst there remain challenges in the broader UK economy and in particular weak consumer confidence and tightening household budgets, we remain focused on the delivery of the key initiatives across the business that will deliver the outcome for the current year and foundations for the longer-term growth in the business. We are now into the most important seasonal trading period for several of our business areas where focused execution is key to the outcome for the current year

4. Our continued confidence in the growth opportunities in the business and making further progress in our longer-term objectives have provided a strong platform for the Board to further enhance shareholder returns in the current year, with the business on course to generate returns to shareholders of over £90 million through a combination of our ordinary dividend, continuing share buyback programme and special dividend

5. The Board has declared an interim dividend of 19.8p per share, an increase of 2.1% vs the prior year interim dividend of 19.4p per share, consistent with our dividend policy and target cover range of 1.5 to 2.0 times earnings excluding exceptional items

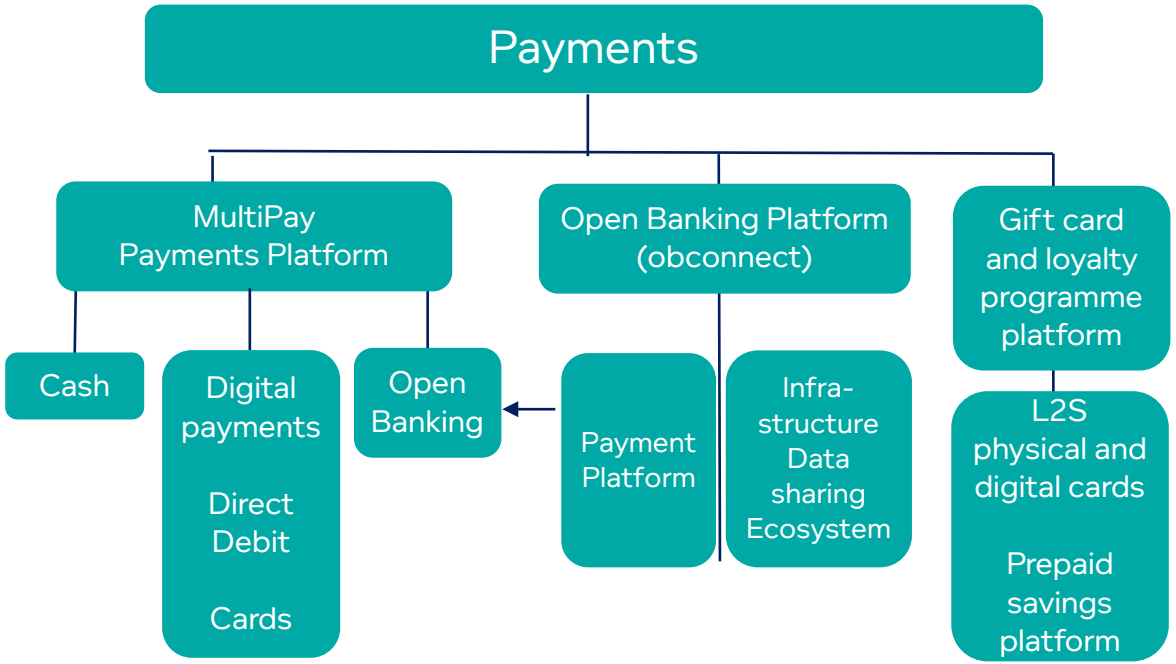
Q&A

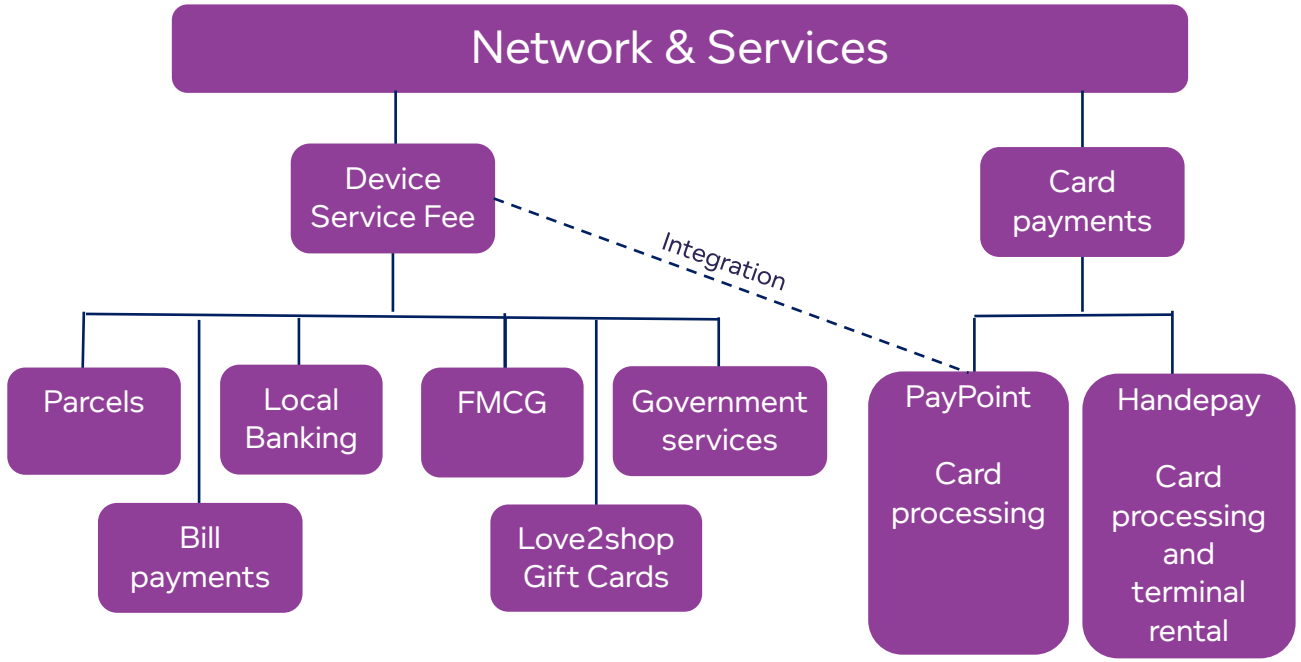
Appendix

PayPoint Group

PayPoint Group overview

Multichannel payments platform and the delivery of community services through our retailer & SME networks





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Investment case

PayPoint Group

Multichannel payments platform and the delivery of community services through our retailer & SME networks

1. New targets established for growth to end of FY28, with 5-8% net revenue growth pa
2. Leading multichannel payments platform
3. Unparalleled retailer & SME networks delivering vital community services
4. Organisational framework to deliver greater automation and agility
5. Business on course to generate returns to shareholders of over £90 million through a combination of our ordinary dividend, continuing share buyback programme and special dividend

Business division mapping

Division	Sub-division	Lower level
Shopping	Retail Services	PayPoint One/EPoS Service Fees
		Counter Cash/ATMs
		FMCG campaigns
	Card payments	Handepay/Merchant Rentals card payments and leasing
		PayPoint card payments
		Business finance
E-Commerce	E-commerce	Collect+ parcels (send, pick up and drop off)
Payments & Banking	Digital	MultiPay
		Direct Debit
		Cash Out/i-movo
		obconnect
	Cash through to digital	Banking, Gaming and Gifting
	Cash	Bill payments
		Top ups
		SIMs
Love2shop	Love2shop	Love2shop & Park Christmas Savings

YOY view across divisions and sub-divisions

Net revenue

Division	Sub-division	H1 FY26	H1 FY25
Shopping	Retail Services	£17.0m	£16.3m
	Card payments	£16.1m	£16.6m
E-Commerce	E-Commerce	£8.6m	£8.0m
Payments & Banking	Digital	£8.8m	£6.3m
	Cash through to digital	£3.5m	£3.4m
	Cash	£13.7m	£15.2m
TOTAL (PayPoint segment)		£67.7m	£65.8m
TOTAL (Love2shop segment)		£17.0m	£18.8m
TOTAL		£84.7m	£84.6m

Business division mix

Division	Sub-division	H1 FY26	H1 FY25
Shopping	Retail Services	20.0%	19.3%
	Card payments	19.0%	19.6%
E-Commerce	E-Commerce	10.2%	9.5%
Payments & Banking	Digital	10.4%	7.4%
	Cash through to digital	4.1%	4.0%
	Cash	16.2%	18.0%
Love2shop	Love2shop	20.1%	22.2%

Adjusting items

Half year ended 30 September	2025 £m	2024 £m
Exceptional items	**3.2**	**2.5**
- Legal fees and settlement	2.6	2.1
- Accelerated amortisation (Love2shop)	-	0.4
- Organisational framework costs (Nile)	0.6	-
Adjusting items	**2.6**	**1.3**
- Amortisation of intangible assets arising on acquisition	2.6	4.0
- Net movement in convertible loan notes and other investments (obconnect)	-	(2.7)
Total adjusting items		3.8