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Marston's PLC
24 November 2026

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MARSTON'S PLC
("Marston's" or "the Group")

PRELIMINARY RESULTS FOR THE 52 WEEKS ENDED 26 SEPTEMBER 2026

STRONG PROFIT DELIVERY, AHEAD OF MARKET EXPECTATIONS, WITH ACCELERATED FORMAT ROLLOUT SET TO DRIVE FUTURE GROWTH

SHAREHOLDER RETURNS TO RECOMMENCE THROUGH £15M SHARE BUYBACK PROGRAMME

Marston's, a leading UK hospitality business with an estate of more than 1,300 pubs, today announces its Preliminary Results for the 52 weeks ended 26 September 2026.

	Underlying			Statutory / Total		
	FY2026	FY2025	Change	FY2026	FY2025	Change
Revenue (£m)	883.4	897.9	(1.6)%	883.4	897.9	(1.6)%
EBITDA[1] (£m)	211.0	205.1	2.9%	204.7	224.9	(9.0)%
EBITDA margin[1] (%)	23.9	22.8	110bps	23.2	25.0	(180bps)
Operating profit (£m)	167.9	159.9	5.0%	161.6	179.7	(10.1)%
Profit before tax (£m)	85.4	72.1	18.4%	88.6	88.3	0.3%
Basic earnings per share (pence)	10.3	8.5	21.2%	11.0	11.3	(2.7)%
Capex (£m)	-	-	-	73.8	61.2	20.6%
Recurring free cash flow[1] (£m)	-	-	-	46.0	53.2	£(7.2)m
Reduction in net debt (£m)				56.3	51.7	£4.6m
Net debt ex IFRS 16 / EBITDA[1]	4.2	4.6	(0.4)	-	-	-
NAV per share[1] (£)	-	-	-	1.36	1.25	8.8%

Strong profit and margin growth

- Underlying profit before tax increased 18.4% to £85.4 million (2025: £72.1 million), with profits now more than three times FY2023 levels[2], reflecting successful execution of the Group's strategy.
- Underlying EBITDA margin increased 110bps to 23.9% (2025: 22.8%), benefiting from improved gross margins and disciplined cost management. Cumulative EBITDA margin expansion since the 2024 Capital Markets Day now 250bps, achieving the Group's target ahead of schedule.
- Like-for-like sales within managed and partnership pubs were 1.2% lower than FY2025, with trading in quarter four improving to broadly flat, supported by new pub formats, stronger summer trading and an excellent World Cup.
- Strong trading performance complemented by value-generation as we develop our estate, including 60 format conversions, local pubs investment, selective disposals of non-core assets above book value and freehold reversions, enhancing profit and reducing net debt.

New formats lead strong operational performance

- New pub formats continue to demonstrate strong and repeatable economics, and are now a proven engine of future growth.
- Revenue growth of c.30% from FY2026 Grandstand format investments, delivering a 30% ROIC, with increased pace of openings in FY2027 expected to add c.2% like-for-like growth.

- Guest satisfaction continued to strengthen, with Reputation score reaching 810, up from 806, with new format pubs delivering even stronger reputation uplifts of 20 points following conversion.
- Growing calendar of demand-driving events and partnerships continues to support footfall across peak and off-peak occasions, including the FIFA World Cup, Luke Humphries' Darts Event and a partnership with Jeremy Clarkson, launching a limited-edition Hawkstone IPA & Beef Pie.
- Continued progress on digital transformation, with Order & Pay spend per head 11% above till-based orders, and an increasing focus on harnessing richer customer data to enhance the guest journey.

Materially strengthened financial position

- Capital investment increased to £73.8 million (2025: £61.2 million), including £16.0 million spent on 60 format conversions (2025: £8.0 million spent on 31 format conversions), as the Group accelerates investment into growth.
- Recurring free cash flow was strong at £46.0 million (2025: £53.2 million) with good operational delivery and working capital gains offset by higher capital investment and higher cash tax charges.
- Net debt[3] reduced to £799.4 million (2025: £837.5 million), with leverage[3] reducing to 4.2x (2025: 4.6x) at the period end.

Greater financial flexibility to support investment and returns

- Strong cash generation has materially improved the Group's financial position, allowing increased investment in new pub formats, further deleveraging and recommencement of shareholder returns.
- High-return investment in the existing estate remains a key priority, with the accelerated formats rollout providing a compelling opportunity to deploy capital and drive sustained top-line growth.
- The Board is targeting net debt to EBITDA[3] of 3.0 – 4.0x to preserve resilience across the cycle, whilst recognising the Group's strong cash generation and freehold asset backing.
- The Group's strengthened financial position enables accelerated investment to be funded alongside shareholder returns, with the Board approving a £15 million share buyback programme in the new year.

Positioned for the next phase of growth

- The significant financial and operational progress delivered over the past three years provides a strong platform for the Group's next phase of growth.
- FY2027 will benefit from the full-year contribution of the 91 formats already trading and at least 100 additional conversions expected to open in the new year. These new pub formats will predominantly open in the first half, with new pub formats becoming a material contributor to Group sales and profitability.
- The Group expects continued margin progression in FY2027, with the pace of expansion naturally moderating following the substantial structural improvement delivered since FY2024.
- Although like-for-like sales are slightly down in the first few weeks of the new year, the business is strongly positioned for the all-important Christmas period, with bookings up 9% compared to the same stage last year.
- Taken together, these factors give the Board confidence in delivering further profit progression in FY2027, with results expected to be in line with current market expectations[4].

Justin Platt, CEO of Marston's PLC, commented:

"We've delivered another excellent set of results this year, executing on our strategy to be a high-margin, highly cash generative local pub company. For the third year running, profit is significantly up, cash flow is strong and margins have improved, as we continue to deliver exceptional guest experiences every day.

"Guest satisfaction levels have improved again, thanks to the amazing work of our pub teams, whose passion and commitment keep our pubs at the heart of every local community they serve. Our new pub formats are performing especially well and are now a proven growth engine for the business, giving us real confidence to accelerate our investment plans in 2027.

"The strength of the business today means we are able to invest further in growth in 2027, whilst also recommencing shareholder returns for the first time since 2020. We enter the new year with real momentum and confidence in our ability to drive sustained growth and ongoing value for our shareholders."

Results Call:

An analyst and investor presentation will be held on 24 November 2026 at 10.00am UK time. Participants need to register using this link: https://brrmedia.news/MARS_FY_26

A full playback of the presentation will be made available shortly after its conclusion on the Marston's Investor Relations website: https://www.marstonspubs.co.uk/investors/results-presentations/

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Notes

1. *Alternative Performance Measure. See from page 27 for reconciliation to GAAP.*
2. *Underlying profit before tax from continuing operations in 2023 (restated) was £25.6 million, excluding discontinued operations from CMBC.*
3. *Excluding IFRS 16 lease liabilities.*
4. *Company-compiled market forecasts for FY2027 underlying profit before tax of £86.8 million, with a range from £83.4 million to £91.8 million.*

Notes to Editors

Marston's PLC, listed on the London Stock Exchange under the ticker MARS, is a leading UK hospitality business with an estate of more than 1,300 pubs nationally, comprising managed, partnership ('franchised') and tenanted and leased pubs. Marston's employs around 9,000 people.

More information is available at https://www.marstonspubs.co.uk/

The Group uses a number of alternative performance measures (APMs) to enable management and users of the financial statements to better understand elements of financial performance in the period. APMs are explained and reconciled in the appendix to the financial statements.

CEO Statement

Since FY2023, we have made significant progress in transforming Marston's into a high-margin, highly cash-generative local pub company. Over this period, profits have more than tripled, leverage has almost halved and EBITDA margins have materially expanded, leaving the Group in a substantially stronger financial and operational position. This performance reflects the disciplined execution of our strategy and the progress made against the priorities and value drivers we outlined at our Capital Markets Day in October 2024.

Our new pub formats have become a proven engine of revenue growth, with 60 conversions completed during FY2026, taking the total to 91 pubs across our estate. Grandstand has been the standout performer, delivering sales growth of c.30% compared with pre-investment levels. These results reinforce our confidence in accelerating the rollout to at least 100 further pubs in FY2027, providing a clear opportunity to drive meaningful top-line growth, adding an estimated 2% to like-for-like sales and increasing profitability across the Group.

Executing our market-leading pub operating model
Our market-leading pub operating model remains central to our strategy and is built around three priorities: driving revenue, managing costs efficiently and delivering consistently high levels of guest satisfaction.

On revenue, our growing programme of events and partnerships is creating more reasons for guests to visit. Highlights included our highly successful World Cup execution that delivered like-for-like sales growth of 22% on England World Cup matchdays, the return of Luke Humphries' Darts Event, Trivial Pursuit: Win a Wedge, and an exciting partnership with Jeremy Clarkson's Hawkstone brand, launching a limited-edition Hawkstone IPA & Beef Pie across our estate. Spend per head and gross profit per guest were enhanced through revenue management with extended menus, upsell initiatives and increased sophistication in pricing.

Cost discipline remains equally important. EBITDA margin increased a further 110 basis points in FY2026, taking cumulative expansion since FY2024 to 250 basis points and achieving our 2024 Capital Markets Day target ahead of schedule. Improvements to labour scheduling have enabled us to better align staffing levels with trading patterns, while our approach to procurement has helped mitigate inflationary pressures, and developing our pub estate has delivered further gains.

Importantly, this progress has been delivered alongside continued improvement in the guest experience, with our average Reputation score increasing to 810 (FY2025: 806). Our teams are focused on delivering industry leading experiences for our guests, and we have continued to elevate our offering this year through events, digital transformation and investment in our estate.

Together, these improvements demonstrate how our operating model is enhancing the guest experience while supporting revenue growth and greater operational efficiency.

Differentiated pub formats driving growth
Our differentiated pub formats have become a proven engine of revenue growth for Marston's. During FY2026, we completed 60 conversions – 31 Grandstand and 29 Two Door – bringing the total to 91, all delivered on time and on budget. Performance across the portfolio has been very encouraging, with the FY2026 cohort delivering strong post-conversion like-for-like revenue growth.

Within the portfolio, Grandstand has been the standout performer, delivering returns on invested capital of 30%. Post-conversion, like-for-like revenue growth for the FY2026 cohort has been c.30%, supported by increases of 17% in drink volumes, 30% in food volumes and gains in spend per head. Importantly, this growth is proving sustainable, with like-for-like revenue remaining c.30% ahead of pre-investment levels a year post opening. The format is also delivering wider operational benefits, including a 20-point improvement in guest reputation scores and a 40% increase in pub EBITDA, demonstrating its ability to drive both revenue and profitability.

This sustained performance gives us considerable confidence in accelerating the programme, with at least 100 further conversions planned for FY2027, predominantly in the first half of the year and focused on Grandstand. Together with the full-year contribution from the 91 pubs already converted, this is expected to make a material contribution to Group like-for-like revenue growth, with the accelerated rollout of at least 100 conversions projected to deliver an uplift to Group like-for-like sales of c.2% in FY2027. Alongside our programme of demand-driving events and revenue management initiatives, we see a clear opportunity to build sales momentum and translate this into further profit growth.

Digital transformation driving operational improvements
Our investment in digital is increasingly translating into measurable improvements in how our pubs operate and how we engage with our guests. Order & Pay continues to gain traction, with sales through the platform growing year-on-year to over 10% of the total, while targeted upselling and premiumisation have contributed to an increase in average transaction value of 11% compared to sales made at a till. Uptake is particularly strong across our Woodie's Family Pubs, where Order & Pay accounts for c.15% of sales and delivers a £1.03 spend per head benefit. Importantly, the benefits extend beyond sales – in pubs where Order & Pay has a larger uptake, we are seeing service speed satisfaction scores improve by c.8%, as our teams are able to focus more of their time on delivering great service.

The opportunity presented by richer customer data is also becoming an increasing area of focus. We are using these insights to deliver more targeted promotions through our App, support footfall during quieter periods and provide increasingly personalised experiences for our guests. As our digital capabilities develop,

technology is becoming more deeply embedded across our operating model, with a clear focus on generating measurable returns, improving efficiency and enhancing the customer experience.

Financial progress & capital allocation
FY2026 marked a third consecutive year of double-digit profit growth, with underlying profit before tax now more than three times FY2023 levels. This profit performance, coupled with materially enhanced cash generation, is enabling accelerated investment in our estate and elevating our financial position.

We continued to make further good progress on our operational execution, with improved gross margins and disciplined cost control helping drive a further 110bps of EBITDA margin expansion and grow underlying profit before tax by 18.4% to £85.4 million.

Strong delivery of recurring free cash flow has supported continued investment and further deleveraging in the year, with leverage reducing to 4.2x - now close to half the 8.0x level reported in FY2023. This progress made in strengthening our financial position has enabled the Board to refine our capital allocation framework focusing on investment in high-return growth opportunities, a leverage target of 3-4x EBITDA and direct returns to shareholders.

As a result, the Board has decided to recommence a programme of shareholder returns, the details of which are outlined in the Financial Review.

Sustainability – Pubs with Purpose
This year we launched 'Pubs with Purpose', providing a refreshed framework for embedding sustainability more directly across our pubs and everyday operations.

We continued to make tangible progress against our commitments, achieving 80% of our 2030 food waste reduction target and strengthening the data and supplier insight that helps us understand and reduce emissions across our value chain. We appointed a second EV charging partner to accelerate the expansion of our industry-leading network across more of our pubs and entered into a new electricity partnership with SQE to more flexibly manage energy costs and support our transition towards renewable energy.

Food and guest safety remained a key priority, with 95% of our pubs achieving a 5-star EHO Food Hygiene Rating, alongside continued progress on allergen awareness and responsible sourcing. Furthermore, we continued to invest in our people, creating more inclusive routes into employment and progression, expanding our apprenticeship and Supported Internship programmes, and reaching the milestone of supporting more than 100 prison leavers into employment through our Excel programme.

Looking ahead, we remain focused on building on this momentum in FY2027, translating our ambitions into practical action across the estate.

Outlook
FY2027 represents a compelling opportunity to build on the operational and financial progress delivered over the past three years and increase the pace of delivery. The proven growth engine of our new format pubs will see an additional acceleration this year with at least 100 planned conversions and Grandstand at the heart of the programme. Behind this, our market-leading pub operating model will continue to drive performance across the estate with a growing digital platform, supported by an exciting programme of events and local pub experiences that our guests love.

We have entered FY2027 with momentum, a clear strategy and strong growth levers, as we continue to generate sustainable value for shareholders.

Financial Review

FY2026 saw a third consecutive year of strong underlying financial performance, with significant profit growth and strong cash generation, whilst the Group's financial position continued to improve as leverage decreased and net asset value increased. As a result of the materially improved financial position, we are accelerating investment in our proven pub formats whilst commencing shareholder returns and continuing to reduce leverage. Our refined capital allocation framework reflects this next phase: investing for sustainable growth, maintaining financial resilience and returning excess cash to shareholders, beginning with a £15 million share buyback in the new financial year.

Revenue
Revenue was £883.4 million (2025: £897.9 million), 1.6% lower year-on-year. Total sales in the Group's managed and partnership pubs for the 52-week period were £859.4 million (2025: £871.9 million), while revenue in the tenanted and leased estate was £24.0 million (2025: £26.0 million). Like-for-like sales within managed and partnership pubs were 1.2% lower than FY2025 overall, with trading in quarter four improving to broadly flat, supported by the new pub formats, stronger summer trading and an excellent World Cup. Revenue was also impacted by increased amounts of closure periods as the Group converted more pubs, especially in the first

half of the year, and a small number of pub disposals, which collectively reduced revenue by £3.8 million year on year.

Underlying EBITDA and operating profit
Marston's is a high margin operator and underlying EBITDA increased 2.9% year-on-year to £211.0 million (2025: £205.1 million), with an underlying EBITDA margin of 23.9% (2025: 22.8%). The Group's underlying EBITDA margin is now 250 basis points higher than FY2024, meeting a key target outlined at the 2024 Capital Markets Day to grow margin by 200-300 basis points. In FY2026, the Group continued to drive gross margins through improved revenue management and procurement benefits as well as delivering substantial productivity gains in labour scheduling efficiencies, back office functions and other pub operating costs. These gains more than offset increases in the National Living Wage, employer National Insurance contributions and increases in utility costs, particularly electricity costs, as well as increased investment into the business in areas such as marketing. The Group also made gains from asset disposals and freehold reversions following the extinguishment of associated liabilities, as detailed in the Property section below in this report.

As a result of the progress made on EBITDA margin, the average EBITDA per pub in managed and partnership increased 3.3% to £166.6k, and the average EBITDA per pub in tenanted and leased increased 3.9% to £102.4k. The Group continues to see strong returns from investments into new formats, which, alongside disposing of some smaller pubs, has continued to drive EBITDA per pub.

Depreciation and amortisation costs were £43.1 million (2025: £45.2 million). Underlying operating profit increased 5.0% to £167.9 million (2025: £159.9 million), with an underlying operating margin of 19.0% (2025: 17.8%). Statutory operating profit, including non-underlying items, was £161.6 million (2025: £179.7 million), with non-underlying items described in the relevant section below.

Further inflationary cost increases are expected in the new financial year across labour and utilities, particularly in electricity costs, where the current wholesale markets are pushing up prices significantly, however the Group does expect to make further modest progress in EBITDA margin moving forward.

Net finance costs
Underlying net finance costs were £82.5 million, 6.0% lower than the prior period (2025: £87.8 million) as a result of the continued deleveraging of the Group year-on-year, and a £5.0 million credit arising from the exit of other lease related borrowings secured on five pubs at a cost lower than the outstanding lease liabilities. See the Debt and financing section below for a breakdown of the components of net debt.

Underlying net finance costs include £31.8 million relating to the Group's securitised debt (2025: £34.8 million), £13.7 million relating to bank borrowings and facilities (2025: £11.9 million), £23.7 million relating to other lease related borrowings (2025: £23.3 million), an £18.8 million expense relating to IFRS 16 lease liabilities (2025: £19.0 million), and £1.3 million of other items (2025: £1.0 million). Finance income was £6.8 million (2025: £2.2 million).

There was a non-underlying credit of £9.5 million relating to movements in the value of the Group's interest rate swaps (2025: charge of £3.6 million).

Profit before tax
As a result of a £8.0 million increase in underlying operating profit and a £5.3 million decrease in underlying net finance costs, underlying profit before tax increased year-on-year by £13.3 million, or 18.4%, to £85.4 million (2025: £72.1 million). Statutory profit before tax was £88.6 million (2025: £88.3 million), including net non-underlying profit of £3.2 million (2025: £16.2 million), the details of which are set out below.

Non-underlying items
There was a net non-underlying profit of £3.2 million before tax. This included a £9.5 million net gain in respect of the Group's interest rate swaps, partially offset by £4.3 million of net impairments of freehold and leasehold property values, following the external estate valuation of the Group's effective freehold properties and the impairment review of the Group's leasehold properties, in addition to £2.0 million of reorganisation, restructuring and relocation costs.

In the prior period, there was a net non-underlying profit of £16.2 million before tax, including a £22.9 million net gain from impairment reversals of freehold and leasehold property values following the external estate valuation of the Group's effective freehold properties and the impairment review of the Group's leasehold properties, partially offset by £3.1 million of reorganisation, restructuring and relocation costs, and a £3.6 million expense in respect of interest rate swap movements.

Taxation
The underlying tax charge was £19.9 million (2025: £18.3 million), with an underlying effective tax rate of 23.3% (2025: 25.4%). The effective rate is slightly lower than the standard rate of corporation tax primarily due to credits relating to deferred tax on property and a prior period tax credit. We expect the underlying effective tax rate to be approximately in line with the standard rate of corporation tax in future years.

Tax on non-underlying items was a credit of £1.1 million (2025: credit of £1.6 million).

The statutory tax charge was £18.8 million (2025: £16.7 million) on statutory profit before tax of £88.6 million (2025: £88.3 million), giving an effective tax rate of 21.2% (2025: 18.9%).

Profit after tax and earnings per share
Statutory profit after tax was £69.8 million (2025: £71.6 million).

Basic underlying earnings per share increased to 10.3 pence (2025: 8.5 pence). Statutory basic earnings per share were 11.0 pence (2025: 11.3 pence).

Capital expenditure
FY2026 saw a step up in capital expenditure, from £61.2 million in the prior period to £73.8 million, as a result of an acceleration in the programme of new pub formats following strong performance in prior years. £16.0 million was spent on 60 new format conversions, including 31 Grandstand and 29 Two Door formats, bringing the cumulative total of new format conversions to 91 sites. All 60 conversions were completed on time and on budget, with an average closure period of just 3 weeks. In addition, we continued to invest in maintaining our core business, including investing in our locals pubs, converting pubs from the tenanted and leased to partner models, and upgrading our IT platforms.

During FY2027, we intend to complete at least 100 format conversions, predominantly in the Grandstand format, with the majority targeted for completion in the first half of the year, and overall capital expenditure is expected to be in the region of £80 million.

Property
The Group's policy is to revalue its effective freehold estate on an annual basis and review its leasehold estate annually for impairment. The Group conducts an annual external valuation of all its properties to assist with this process, with all pubs inspected on a rotating basis. Approximately one-third of the estate undergoes physical inspection each year, while the remainder is subject to a desktop valuation. In June 2026, Christie & Co carried out an external valuation, the results of which are reflected in the full year accounts.

The carrying value of the estate at the year end was £2.2 billion (2025: £2.2 billion), with 82% of pubs classified as effective freeholds. Following the annual valuation and impairment review, the Group recognised a net impairment charge of £4.3 million in the income statement (2025: net impairment reversal of £22.9 million), and a £77.4 million unrealised surplus on the revaluation of properties (2025: £109.8 million) together with a £72.7 million reversal of past revaluation surplus (2025: £38.6 million) in other comprehensive income.

The Group's primary focus in connection with its property estate is maintaining well-invested pubs which appeal to a wide range of consumer groups and therefore create value in terms of profit and cash generation. As such, 100 pubs received substantial investment in the year, including the 60 new pub format investments and 40 locals investments.

In addition, we constantly review which of our pubs fit the Group's long-term strategy, and whether additional value can be generated through a disposal or change in operating model or ownership structure. Net cash proceeds from non-core pub and other asset disposals were £5.7 million (2025: £6.4 million), and profit on disposal of assets was £4.3 million (2025: £0.6 million). 13 pubs were sold in the year, including 8 freeholds which achieved disposal proceeds of approximately 10x pub EBITDA. 15 pubs were converted from tenanted and leased models to the partnership model in the year as the Group looks to expand this operating model.

The Group acquired the reversionary freehold interest in three properties for £5.5 million, extinguishing the associated IFRS 16 lease liabilities for less than the carrying value. This resulted in a reduction in net debt of £3.2 million, and income statement gains (within other operating income) of £2.9 million. The Group also exited the financing (classified within other lease related borrowings) that was secured on five pubs, completing four transactions in FY2026 for £7.6 million, with the fifth due to complete in FY2027, resulting in a reduction in net debt of £3.9 million, and income statement gains (within net finance costs) of £5.0 million. As a result of these transactions, the Group no longer pays rental costs on these sites, with an ongoing benefit to the Group of approximately £0.4 million per year (net of financing costs).

Alongside our investment programme, we continue to assess opportunities to simplify property interests, improve financing arrangements and enhance returns from the estate. As a result, further property transactions, disposals and lease or liability exit opportunities may arise in future periods where they support these objectives.

The Group ended the period with 1,315 pubs (2025: 1,328), of which 1,190 operated under managed or partnership models (2025: 1,182) and 125 operated under tenanted and leased models (2025: 146).

Pensions
The balance on our defined benefit scheme was a £16.1 million surplus as at 26 September 2026 (2025: £15.4 million). The Group will continue to pay the administrative fees associated with the scheme but is currently making no other contributions to the scheme. The most recent triennial review of the pension scheme fell due as of September 2026 and updates will be provided in subsequent results announcements.

Net asset value
The table below shows the main movements in net asset value:

	2026	2025	Variance	Variance
	£m	£m	£m	%
Property, plant and equipment	2,216.6	2,181.3	35.3	1.6 %
Other assets excluding cash*	96.8	99.1	(2.3)	(2.3)%
Cash*	31.1	35.9	(4.8)	(13.4)%
Total assets	**2,344.5**	**2,316.3**	28.2	1.2 %
Borrowings	(1,180.5)	(1,241.6)	61.1	(4.9)%
Other liabilities	(295.5)	(284.0)	(11.5)	4.0 %
Total liabilities	**(1,476.0)**	**(1,525.6)**	49.6	(3.3)%
Net assets	**868.5**	**790.7**	**77.8**	**9.8 %**
Net asset value per share	**£1.36**	**£1.25**	**£0.11**	**8.8 %**

* 'Cash' in this table refers to cash and cash equivalents, together with other cash deposits.

Net assets were £868.5 million (2025: £790.7 million), with net asset value per share of £1.36 (2025: £1.25). The main changes in net asset value were an increase in property, plant and equipment as a result of the capital investment made in the business and a decrease in borrowings net of cash due to the free cash flow generation in the year and continued progress in deleveraging.

Cash flow
A summary of the Group's cash flow and resulting movement in net debt is given below:

	2026	2025
	£m	£m
Cash adjusted total EBITDA	201.3	203.1
Working capital movement	11.7	3.0
DB pension contributions	(1.9)	(1.6)
Corporation tax payments	(8.6)	(5.3)
Net cash inflow from operating activities	**202.5**	**199.2**
Net interest (incl. finance lease capital repayments received)	(82.8)	(83.2)
Capex	(73.8)	(61.2)
Bank fees	(0.5)	(0.9)
Purchase of and sales proceeds from own shares	0.6	(0.7)
Recurring free cash flow (RFCF)	**46.0**	**53.2**
Sale of property, plant and equipment and assets held for sale	5.7	6.4
Disposal of associate	-	(2.8)
Net cash flow (NCF)	**51.7**	**56.8**
Non-cash movements in net debt and deferred issue costs	4.6	(5.1)
Movement in net debt	**56.3**	**51.7**
Net debt at beginning of the period	**1,205.7**	**1,257.4**
Net debt at end of the period	**1,149.4**	**1,205.7**

Marston's has delivered a third consecutive year of strong cash generation, with net debt reduced by £56.3 million. As a multiple of EBITDA, net debt (excluding IFRS 16 lease liabilities) has reduced from 8.0x in FY2023 to 4.2x at the period end.

There was a net cash inflow from operating activities of £202.5 million (2025: £199.2 million), including working capital timing differences of £11.7 million (2025: £3.0 million). Payments relating to the defined benefit pension scheme were £1.9 million (2025: £1.6 million). Cash tax payments were £8.6 million (2025: £5.3 million). As a result of increased taxable profits, the Group entered the 'very large company' regime during the year, resulting in approximately 18 months of corporation tax payments being reflected in FY2026 cash flows. Cash tax will revert to 12 months of payments in FY2027 as the Group utilises the majority of its remaining trading losses in FY2027 and FY2028.

Net interest costs including finance lease capital repayments received were £82.8 million (2025: £83.2 million) and capital expenditure was £73.8 million (2025: £61.2 million). After bank fees and the purchase of and sales proceeds from own shares, recurring free cash flow was £46.0 million (2025: £53.2 million).

Taking into account disposal proceeds received of £5.7 million (2025: £6.4 million) and cash outflows in relation to the disposal of the Group's remaining 40% interest in CMBC of £nil (2025: £2.8 million), net cash flow for the period was £51.7 million (2025: £56.8 million). Non-cash movements in net debt and deferred issue costs were £4.6 million (2025: £(5.1) million), resulting in a total reduction in net debt of £56.3 million (2025: £51.7 million).

Debt and financing

Net debt, excluding IFRS 16 lease liabilities, was £799.4 million (2025: £837.5 million), a reduction of £38.1 million. Including IFRS 16 lease liabilities of £350.0 million (2025: £368.2 million), total net debt was £1,149.4 million (2025: £1,205.7 million), a reduction of £56.3 million.

The Group has continued to make progress in net debt reduction during the year; with net debt to EBITDA excluding IFRS 16 falling from 4.6x in FY2025 to 4.2x at the period end. Leverage including IFRS 16 reduced from 5.9x to 5.4x.

The Group's financing, providing an appropriate level of flexibility and liquidity for the medium term, comprises:

Debt types	**Repayment/expiry date or average length**	**Debt (£m)**	**Cash balances (£m)**	**Net Debt (£m)**
Securitisation	2035	470.7	21.8	448.9
Securitisation liquidity facility (£120m)		-	-	-
Marston's Issuer PLC's cash		-	0.4	(0.4)
Securitisation totals		470.7	22.2	448.5
Other lease related borrowings	2047-2058	328.0	-	328.0
Bank facility (£200.0m)	July 2028	34.0	8.9	25.1
Unamortised issue costs		(2.3)	-	(2.3)
Seasonal overdraft (£5m)		-	-	-
Bank facility totals		31.7	8.9	22.8
Preference shares		0.1	-	0.1
Total excluding IFRS 16 lease liabilities		830.5	31.1	**799.4**
IFRS 16 lease liabilities	24 years, on average	350.0	-	**350.0**
Total		1,180.5	31.1	**1,149.4**

The securitisation debt is loan notes issued in 2005 and 2007, secured on ring-fenced properties. It is long-term debt with predictable debt servicing (capital and interest payments). All floating rate notes are economically hedged in full by the Group using interest rate swaps whereby all interest payments are swapped to fixed interest payable. The weighted average fixed interest rate payable by the Group on its securitised debt as at 26 September 2026 was 6.4% (2025: 6.4%). In addition, the terms of the securitisation require a liquidity facility to be in place, of which £nil was drawn at year end (2025: £nil).

'Other lease-related borrowings' is debt recognised against properties subject to sale and leaseback arrangements with repurchase options available to the Group at nominal value. The obligations under these arrangements do not fall within the scope of IFRS 16 "Leases" and are accounted for in accordance with IFRS 9 "Financial Instruments", with the assets treated as "effective freeholds". Caps and collars are in place to limit the index-linked increases in interest costs. We exited the other lease related borrowings debt secured on five properties during the year, four of which completed in FY2026, with the fifth due to complete in FY2027. Other than this, no capital repayments are being made on the borrowings; repayment of the capital element is expected to begin in FY2033 with full repayment by 2058.

During the current period, the Group successfully secured a one-year extension to its banking facility, which was due to expire in July 2027. The revised bank facility to July 2028 is for £200.0 million, of which £34.0 million was drawn at the year end (2025: £21.0 million).

IFRS 16 lease liabilities are obligations from leases including sale and leaseback arrangements that completed without an option to repurchase the asset at nominal value. We reacquired the freehold interest in three leased properties during the year and hence exited the IFRS 16 lease.

The Group holds three interest swaps in relation to its borrowing facilities with a net valuation of £(38.3) million as at the period end (2025: £(53.9) million), which are excluded from net debt.

The vast majority of our borrowings are long-dated and asset-backed, including the securitisation debt. The loan to value of securitised debt, which is decreasing year-on-year, is currently 37% (2025: 41%), and the loan

to value of net debt excluding lease liabilities is 42% (2025: 44%).

In summary, we have adequate cash headroom in our financing structures to provide operational flexibility. Importantly, all of our medium to long-term financing is hedged or contains caps and collars, thereby minimising any exposure to interest rate movements.

Capital allocation and shareholder returns
As set out at our 2024 Capital Markets Day, our capital allocation framework has been focused on enhancing long-term shareholder value through a disciplined balance of delivering strong returns on investment and deleveraging. This strategy has been successful, with net debt to EBITDA (excluding IFRS 16 lease liabilities) falling from 8.0x in FY2023 to 4.6x last year and now further to 4.2x at this period end, and interest cover (defined as underlying operating profit / underlying net finance costs) increasing from 1.4x to 2.0x over the same period. Deleveraging has improved the resilience of the business to negative shocks and provides optionality to take advantage of value creation opportunities. The business continues to be highly cash generative, and the utilisation of that cash remains one of the Board's core strategic considerations.

Given the significant progress made since the 2024 Capital Markets Day, the Board has refined its capital allocation framework to reflect the Group's stronger financial position and priorities for its next phase of growth. The framework is underpinned by business resilience – whilst the pub sector is resilient, it remains a discretionary purchase, impacted by consumer confidence and macroeconomic headwinds. Our balance sheet must be strong enough to withstand cyclical downturns. Notwithstanding that, the business has substantial freehold backing and stable cash flows, and a suitable level of debt financing is appropriate in the long term. Moving forward, the Group's capital allocation framework will prioritise the following areas:

1) Investment into long-term organic growth – sustainable organic growth requires disciplined investment in projects generating returns materially above the Group's cost of capital. We will prioritise disciplined investment into our existing estate, maintaining our hurdle rate of 30% ROIC for expansionary investment, and expect to spend between 8% and 9% of revenues on capital expenditure.
2) Target leverage (excluding IFRS 16 lease liabilities) of 3.0 – 4.0x EBITDA – the Board considers this range appropriate to preserve resilience through the cycle, while recognising the Group's strong cash generation and freehold asset backing.
3) Utilisation of excess cash to maximise shareholder returns – as the business is highly cash generative, the Board believes that, over time, it will generate cash flows materially in excess of those required to support the above areas. These excess cash flows will be either utilised for strategic growth opportunities, including M&A, or returned to shareholders.

Although leverage remains slightly above our target range, the Board believes a measured commencement of shareholder returns is appropriate. Given the current share price and the level of discount to the company's intrinsic value, as well as the accretion in earnings per share that can currently be generated through share purchases, this will be in the form of share buybacks. The initial £15 million buyback has been sized to preserve investment capacity and financial resilience while maintaining progress towards the target leverage range. In future years, the Board currently intends to distribute approximately one third of recurring free cash flow to shareholders.

These principles are intended to provide transparency around the Board's approach rather than operate as a rigid formula, and will be applied with appropriate flexibility to reflect trading performance, investment opportunities and market conditions. As the Company continues to delever, the Board will keep under review routes to return further capital to shareholders, including through dividends.

Given the Group's progress in deleveraging over recent years, the Board is actively considering refinancing the business, with a key objective to remove the mandatory capital repayments of loan notes contained within the securitisation structure. This has been a strength of the securitisation historically but with the leverage of the Group now at more sustainable levels, the Group is focused on the utilisation of this cash for more value creative opportunities. A refinancing would also provide additional operational flexibility for the Group and increase levels of distributable reserves. Any refinancing would require debt market conditions to be favourable and the Board is keeping this under review.

Going concern
Having considered the Group's forecast financial position and exposure to principal risks and uncertainties, including cost and inflationary pressures, the Directors have a reasonable expectation that the Group has adequate resources to continue to operate within its borrowing facilities and covenants for a period of at least 12 months from the date of signing the financial statements. Accordingly, the financial statements have been prepared on the going concern basis. Full details are included in note 1 of the financial statements.

Key estimates and significant judgements
Under IFRS the Group is required to make estimates and assumptions that affect the application of policies and reported amounts. Details are provided in note 1 of the financial statements.

Notes:
- *Prior period was a 52-week period to 27 September 2025.*
- *The Group uses a number of alternative performance measures (APMs) to enable management and users of the financial statements to better understand elements of financial performance in the period. APMs are explained and reconciled in the appendix to the financial statements.*

GROUP INCOME STATEMENT

For the 52 weeks ended 26 September 2026

	2026			2025		
	Underlying[1] £m	**Non-underlying[1] £m**	**Total £m**	Underlying[1] £m	Non-underlying[1] £m	Total £m
Revenue	**883.4**	**-**	**883.4**	897.9	-	897.9
Net operating (expenses)/income	**(715.5)**	**(6.3)**	**(721.8)**	(738.0)	19.8	(718.2)
Operating profit/(loss)	**167.9**	**(6.3)**	**161.6**	159.9	19.8	179.7
Finance costs	**(89.3)**	**-**	**(89.3)**	(90.0)	-	(90.0)
Finance income	**6.8**	**-**	**6.8**	2.2	-	2.2
Interest rate swap movements	**-**	**9.5**	**9.5**	-	(3.6)	(3.6)
Net finance (costs)/income	**(82.5)**	**9.5**	**(73.0)**	(87.8)	(3.6)	(91.4)
Profit before taxation	**85.4**	**3.2**	**88.6**	72.1	16.2	88.3
Taxation	**(19.9)**	**1.1**	**(18.8)**	(18.3)	1.6	(16.7)
Profit for the period attributable to equity shareholders	**65.5**	**4.3**	**69.8**	53.8	17.8	71.6

The results for the current period reflect the 52 weeks ended 26 September 2026 and the results for the prior period reflect the 52 weeks ended 27 September 2025.

Earnings per share:	**2026 p**	2025 p
Basic earnings per share	**11.0**	**11.3**
Basic underlying[1] earnings per share	**10.3**	**8.5**
Diluted earnings per share	**10.7**	**11.1**
Diluted underlying[1] earnings per share	**10.0**	**8.3**

[1] Alternative performance measures (APMs) are defined and reconciled to a statutory equivalent in the APM section of these Preliminary Results.

GROUP STATEMENT OF COMPREHENSIVE INCOME

For the 52 weeks ended 26 September 2026

	2026 £m	2025 £m
Profit for the period	**69.8**	71.6
Items of other comprehensive income that may subsequently be reclassified to profit or loss		
Gains arising on cash flow hedges	**-**	1.9
Transfers to the income statement on cash flow hedges	**6.1**	6.8
Tax on items that may subsequently be reclassified to profit or loss	**(1.5)**	(2.2)
	4.6	6.5
Items of other comprehensive income that will not be reclassified to profit or loss		
Remeasurement of retirement benefits	**(0.4)**	1.5
Unrealised surplus on revaluation of properties	**77.4**	109.8
Reversal of past revaluation surplus	**(72.7)**	(38.6)
Tax on items that will not be reclassified to profit or loss	**(3.2)**	(16.2)
	1.1	56.5
Other comprehensive income for the period	**5.7**	63.0
Total comprehensive income for the period attributable to equity shareholders	**75.5**	134.6

The results for the current period reflect the 52 weeks ended 26 September 2026 and the results for the prior period reflect the 52 weeks ended 27 September 2025.

GROUP CASH FLOW STATEMENT

For the 52 weeks ended 26 September 2026

	2026 £m	2025 £m
Operating activities		
Profit for the period	**69.8**	71.6
Taxation	**18.8**	16.7
Net finance costs	**73.0**	91.4

Depreciation and amortisation	**43.1**	45.2
Working capital movement	**11.7**	3.0
Non-cash movements	**(3.1)**	(21.5)
Decrease in provisions and other non-current liabilities	**(0.3)**	(0.3)
Difference between defined benefit pension contributions paid and amounts charged	**(1.9)**	(1.6)
Income tax paid	**(8.6)**	(5.3)
Net cash inflow from operating activities	**202.5**	199.2
Investing activities		
Interest received	**1.8**	2.2
Sale of property, plant and equipment and assets held for sale	**5.7**	6.4
Purchase of property, plant and equipment and intangible assets	**(73.8)**	(61.2)
Disposal of associate	**-**	(2.8)
Finance lease capital repayments received	**1.4**	1.2
Net cash outflow from investing activities	**(64.9)**	(54.2)
Financing activities		
Interest paid	**(86.0)**	(86.6)
Arrangement costs of bank facilities	**(0.5)**	(0.9)
Purchase of own shares into employee benefit trust	**(0.6)**	(0.8)
Proceeds from sale of own shares	**1.2**	0.1
Repayment of securitised debt	**(46.3)**	(43.8)
Repayment of bank borrowings*	**(176.0)**	(215.0)
Advance of bank borrowings*	**189.0**	201.0
Repayments of capital element of lease liabilities – rents and disposals	**(10.1)**	(8.6)
Repayments of capital element of lease liabilities – liability only exits	**(5.5)**	-
Repayment of other lease related borrowings	**(7.6)**	-
Net cash outflow from financing activities	**(142.4)**	(154.6)
Net decrease in cash and cash equivalents	**(4.8)**	(9.6)

The cash flows for the current period reflect the 52 weeks ended 26 September 2026 and the cash flows for the prior period reflect the 52 weeks ended 27 September 2025.

* The Group reports cash flows arising from its bank borrowing facilities on a gross basis where the maturity periods were greater than three months. The net advance of bank borrowings in the current period was £13.0 million (2025: repayment of £14.0 million).

GROUP BALANCE SHEET

As at 26 September 2026

	26 September 2026 £m	27 September 2025 £m
Non-current assets		
Intangible assets	**23.3**	26.9
Property, plant and equipment	**2,216.6**	2,181.3
Other non-current assets	**13.6**	14.7
Retirement benefit surplus	**16.1**	15.4
Derivative financial instruments	**1.7**	0.7
	2,271.3	2,239.0
Current assets		
Inventories	**12.8**	13.8
Trade and other receivables	**29.1**	27.6
Current tax assets	**0.1**	-
Other cash deposits	**1.1**	1.1
Cash and cash equivalents	**30.0**	34.8
	73.1	77.3
Assets held for sale	**0.1**	-
	73.2	77.3
Current liabilities		
Borrowings	**(68.1)**	(62.2)

Trade and other payables	**(193.0)**	(182.1)
Current tax liabilities	**-**	(3.9)
Provisions for other liabilities and charges	**(1.1)**	(0.6)
	(262.2)	(248.8)
Non-current liabilities		
Borrowings	**(1,112.4)**	(1,179.4)
Derivative financial instruments	**(40.0)**	(54.6)
Other non-current liabilities	**(9.7)**	(9.4)
Provisions for other liabilities and charges	**(2.0)**	(2.5)
Deferred tax liabilities	**(49.7)**	(30.9)
	(1,213.8)	(1,276.8)
Net assets	**868.5**	790.7
Shareholders' equity		
Equity share capital	**48.7**	48.7
Share premium account	**334.0**	334.0
Revaluation reserve	**488.3**	486.2
Capital redemption reserve	**6.8**	6.8
Hedging reserve	**(29.7)**	(34.3)
Own shares	**(89.5)**	(108.3)
Retained earnings	**109.9**	57.6
Total equity	**868.5**	790.7

The financial statements were approved by the Board and authorised for issue on 24 November 2026 and are signed on its behalf by:

JUSTIN PLATT
CHIEF EXECUTIVE OFFICER
24 November 2026

STEPHEN HOPSON
CHIEF FINANCIAL OFFICER
24 November 2026

GROUP STATEMENT OF CHANGES IN EQUITY

For the 52 weeks ended 26 September 2026

	Equity share capital £m	Share premium account £m	Revaluation reserve £m	Capital redemption reserve £m	Hedging reserve £m	Own shares £m	Retained earnings £m	Total equity £m
At 28 September 2025	48.7	334.0	486.2	6.8	(34.3)	(108.3)	57.6	790.7
Profit for the period	-	-	-	-	-	-	69.8	69.8
Remeasurement of retirement benefits	-	-	-	-	-	-	(0.4)	(0.4)
Tax on remeasurement of retirement benefits	-	-	-	-	-	-	0.1	0.1
Transfers to the income statement on cash flow hedges	-	-	-	-	6.1	-	-	6.1
Tax on hedging reserve movements	-	-	-	-	(1.5)	-	-	(1.5)
Property revaluation	-	-	77.4	-	-	-	-	77.4
Property impairment	-	-	(72.7)	-	-	-	-	(72.7)
Deferred tax on properties	-	-	(3.3)	-	-	-	-	(3.3)
Total comprehensive income	-	-	1.4	-	4.6	-	69.5	75.5
Share-based payments	-	-	-	-	-	-	1.6	1.6
Tax on share-based payments	-	-	-	-	-	-	0.1	0.1
Purchase of own shares	-	-	-	-	-	(0.6)	-	(0.6)
Sale of own shares	-	-	-	-	-	19.4	(18.2)	1.2
Transfer disposals to retained earnings	-	-	(1.1)	-	-	-	1.1	-
Transfer tax to retained earnings	-	-	1.8	-	-	-	(1.8)	-
Total transactions with owners	-	-	0.7	-	-	18.8	(17.2)	2.3
At 26 September 2026	**48.7**	**334.0**	**488.3**	**6.8**	**(29.7)**	**(89.5)**	**109.9**	**868.5**

For the 52 weeks ended 27 September 2025

	Equity share capital £m	Share premium account £m	Revaluation reserve £m	Capital redemption reserve £m	Hedging reserve £m	Own shares £m	Retained earnings £m	Total equity £m
At 29 September 2024	48.7	334.0	431.6	6.8	(40.8)	(110.2)	(15.3)	654.8
Profit for the period	-	-	-	-	-	-	71.6	71.6
Remeasurement of retirement benefits	-	-	-	-	-	-	1.5	1.5
Tax on remeasurement of retirement benefits	-	-	-	-	-	-	(0.4)	(0.4)

Gains on cash flow hedges	-	-	-	-	1.9	-	-	1.9
Transfers to the income statement on cash flow hedges	-	-	-	-	6.8	-	-	6.8
Tax on hedging reserve movements	-	-	-	-	(2.2)	-	-	(2.2)
Property revaluation	-	-	109.8	-	-	-	-	109.8
Property impairment	-	-	(38.6)	-	-	-	-	(38.6)
Deferred tax on properties	-	-	(15.8)	-	-	-	-	(15.8)
Total comprehensive income	-	-	55.4	-	6.5	-	72.7	134.6
Share-based payments	-	-	-	-	-	-	1.8	1.8
Tax on share-based payments	-	-	-	-	-	-	0.2	0.2
Purchase of own shares	-	-	-	-	-	(0.8)	-	(0.8)
Sale of own shares	-	-	-	-	-	2.7	(2.6)	0.1
Transfer disposals to retained earnings	-	-	(0.8)	-	-	-	0.8	-
Total transactions with owners	-	-	(0.8)	-	-	1.9	0.2	1.3
At 27 September 2025	**48.7**	**334.0**	**486.2**	**6.8**	**(34.3)**	**(108.3)**	**57.6**	**790.7**

NOTES

For the 52 weeks ended 26 September 2026

1 ACCOUNTING POLICIES

The Group's principal accounting policies are set out below:

Basis of preparation

These consolidated financial statements for the 52 weeks ended 26 September 2026 (2025: 52 weeks ended 27 September 2025) have been prepared in accordance with UK-adopted International Accounting Standards in conformity with the requirements of the Companies Act 2006. The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain items, principally effective freehold land and buildings, certain financial instruments, retirement benefits and share-based payments.

The financial information contained in this preliminary announcement does not constitute the Group's statutory accounts within the meaning of section 434 of the Companies Act 2006. The financial information has been extracted from the statutory accounts of the Group for the 52 weeks ended 26 September 2026, which will be filed with the Registrar of Companies in due course. The statutory accounts for the 52 weeks ended 27 September 2025 have been delivered to the Registrar of Companies. The auditor has reported on those accounts; their reports were (i) unqualified and (ii) did not contain a statement under section 498 (2) or (3) of the Companies Act 2006.

Going concern

The Group successfully secured the extension of its bank facility, which was due to expire in July 2027. The revised funding comprises a £200.0 million bank facility available until July 2028 (of which £34.0 million was drawn at 26 September 2026) and a £5.0 million overdraft facility (of which £nil was drawn at 26 September 2026). The Group's sources of funding also include its securitised debt.

There are two covenants associated with the Group's amended bank borrowings for the non-securitised group of companies – Debt Cover and Interest Cover. The Debt Cover covenant is a measure of net borrowings to EBITDA and the Interest Cover covenant is a measure of EBITDA to finance charges. The covenant levels remain unchanged except for the Interest Cover covenant which does not step up to 2.0 times until the relevant period ending 1 April 2028 (previously 27 March 2027).

There are two covenants associated with the Group's securitised debt. The FCF DSCR is a measure of free cash flow to debt service for the group headed by Marston's Pubs Parent Limited and the Net Worth is derived from the net assets of that group of companies.

The Directors have performed an assessment of going concern over the period of 12 months from the date of signing these financial statements, to assess the adequacy of the Group's financial resources. In performing their assessment, the Directors considered the Group's financial position and exposure to principal risks, including the risk of 'Macroenvironment and consumer demand', in which high inflation, slow GDP growth and elevated interest rates may lead to lower discretionary spending on leisure activities, leading to reduced footfall and average spend per visit.

The Group's base case forecast assumes moderate sales price increases and operational costs (that have not already been secured) rising broadly in line with inflation together with continuing progress on the margin expansion programme. The conclusion of this assessment was that the Directors are satisfied that the Group has adequate liquidity, is not forecast to breach any covenants within its banking group or securitisation in its base case forecast and has sufficient resources to continue in operational existence for a period of at least 12 months from the date of approval of these financial statements.

Due to the uncertain macroenvironment risk of further inflationary pressures and the potential impact of this on consumer demand the Group has analysed a downside scenario in which a lower level of sales are achieved compared to the base case forecast with additional costs beyond those forecast in the base case and variable costs flexing with the reduced volume, excluding any potential mitigating management actions apart from discretionary employee reward payments. The result of this downside scenario is that the Group would still have sufficient liquidity to settle liabilities as they fall due and headroom within its financial covenants throughout the going concern review period.

The Group has also performed a reverse stress test case, which analyses to what extent sales would need to decrease from the base case in order to breach financial covenants, with similar cost assumptions to that of the base case forecast and variable costs flexing with the reduced volume. This reverse stress test shows that the Group could withstand a reduction in sales of over 10% from those assessed in the base case throughout the going concern period, excluding any mitigating actions other than the removal of discretionary employee reward payments. The Directors consider this scenario to be remote as, other than when the business was closed during the pandemic, the Group has never experienced sales

declines to this level. Additionally, the Group could take management actions within the Directors' control including deferral or reduction of discretionary spend to partially mitigate the financial impact.

Accordingly, the financial statements have been prepared on the going concern basis.

Key estimates and significant judgements

Under IFRS the Group is required to make estimates and assumptions that affect the application of policies and reported amounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. Further details are provided in the relevant accounting policy or detailed note to the financial statements.

The following are the critical judgements, apart from those involving estimates (which are dealt with separately below), that the Directors have made in the process of applying the Group's accounting policies and that have had the most significant effect on the amounts recognised in the financial statements in the current and prior periods:

For the 52 weeks ended 26 September 2026

1 ACCOUNTING POLICIES (CONTINUED)

Key estimates and significant judgements (continued)

Non-underlying[1] items

- Determination of items to be classified as non-underlying[1].

The following estimates and assumptions have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities:

Property, plant and equipment

- Valuation of effective freehold land and buildings.

Retirement benefits

- Actuarial assumptions in respect of the defined benefit pension plan, which include discount rates, rates of increase in pensions, inflation rates and life expectancies.

Financial instruments

- Valuation and accounting treatment of derivative financial instruments.

2 SEGMENT REPORTING

The Group is considered to have one operating segment under IFRS 8 'Operating Segments' and therefore no disclosures are presented. This is in line with the reporting to the chief operating decision maker and the operational structure of the business. The measure of profit or loss reviewed by the chief operating decision maker is underlying[1] profit/(loss).

Geographical areas

All of the Group's revenue is generated in the UK. All of the Group's material assets are located in the UK.

3 REVENUE

Revenue	2026 £m	2025 £m
Sales from managed and pub partnership sites	**859.4**	871.9
Wholesale sales	**18.3**	19.9
Revenue from contracts with customers	**877.7**	891.8
Rental income	**5.7**	6.1
Total revenue	**883.4**	897.9

4 NON-UNDERLYING[1] ITEMS

	2026 £m	2025 £m
Non-underlying[1] operating items		
Net impairment/(impairment reversal) of freehold and leasehold properties and associated charges	**4.3**	(22.9)
Reorganisation, restructuring and relocation costs	**2.0**	3.1
	6.3	(19.8)
Non-underlying[1] non-operating items		
Interest rate swap movements	**(9.5)**	3.6
	(9.5)	3.6
Total non-underlying[1] items	**(3.2)**	(16.2)

Net impairment/(impairment reversal) of freehold and leasehold properties and associated charges

At 28 June 2026 the Group's effective freehold properties were revalued by independent chartered surveyors on an open market value basis. The Group also undertook an impairment review of its leasehold properties in the current and prior period.

The revaluation and impairment adjustments in respect of the above were recognised in the revaluation reserve or income statement as appropriate. The amount recognised in the income statement comprises:

	2026 £m	2025 £m
Impairment of property, plant and equipment	**38.9**	30.7
Reversal of past impairment of property, plant and equipment	**(34.8)**	(54.0)
Impairment of assets held for sale	**-**	0.2

Valuation fees	**0.2**	0.2
	4.3	(22.9)

4 NON-UNDERLYING[1] ITEMS (CONTINUED)

The treatment of the amounts as non-underlying[1] has been made based on their significance, nature and consistency with previous classification.

Reorganisation, restructuring and relocation costs
As previously reported in the financial statements for the 52 weeks ended 27 September 2025 and the interim results for the 26 weeks ended 28 March 2026, during the prior period the Group commenced a programme to align and resource teams against the Group's strategic priorities and reduce cost for future resilience of the business. During the current period, the programme was extended to specific functions and the costs identified as non-underlying[1] in the current period are discrete headcount-related costs associated with the restructuring programme which are expected to be short term in nature. The cost of implementing this programme in the current period was £2.0 million (2025: £3.1 million). This is a cash cost of which £1.5 million was paid in the current period in addition to cash payments of £0.6 million from the prior period, and £0.5 million will be paid in the subsequent period. Cumulative costs since the programme commenced total £5.1 million. The cost has been recorded within non-underlying[1] items in the income statement based on its significance, nature, expected infrequency and consistency with treatment of similar historic programmes.

Interest rate swap movements
The Group's interest rate swaps are revalued to fair value at each balance sheet date. These fair value gains/losses have been recognised in the hedging reserve or the income statement as appropriate. Reclassifications within the income statement and/or with the hedging reserve have also been made as required.

	2026			2025		
	Hedging reserve	**Underlying[1] net finance costs**	**Non-underlying[1] interest rate swap movements**	Hedging reserve	Underlying[1] net finance costs	Non-underlying[1] interest rate swap movements
	£m	**£m**	**£m**	£m	£m	£m
Interest rate swaps designated as part of a hedging relationship:						
Effective portion						
Gain on change in fair value	**-**	**-**	**-**	(1.9)	-	-
Reclassification in respect of cash received	**-**	**-**	**-**	0.1	(0.1)	-
	-	**-**	**-**	(1.8)	(0.1)	-
Ineffective portion						
Loss on change in fair value	**-**	**-**	**-**	-	-	0.6
Reclassification in respect of cash paid	**-**	**-**	**-**	-	0.6	(0.6)
	-	**-**	**-**	-	0.6	-
Interest rate swaps not designated as part of a hedging relationship:						
Gain on change in fair value	**-**	**-**	**(12.2)**	-	-	(3.1)
Reclassification in respect of cash paid/received	**-**	**3.4**	**(3.4)**	-	0.2	(0.2)
	-	**3.4**	**(15.6)**	-	0.2	(3.3)
Reclassification in respect of discontinued cash flow hedges	**(6.1)**	**-**	**6.1**	(6.9)	-	6.9
	(6.1)	**-**	**6.1**	(6.9)	-	6.9
Total interest rate swap movements	**(6.1)**	**3.4**	**(9.5)**	(8.7)	0.7	3.6

A loss of £nil (2025: £0.6 million) on the ineffective portion of the fair value movement of interest rate swaps designated as part of a hedging relationship and a fair value gain of £12.2 million (2025: £3.1 million) on interest rate swaps not designated as part of a hedging relationship have been recognised within non-underlying[1] items in the income statement.

Cash paid of £nil (2025: £0.6 million) in respect of interest rate swaps designated as part of a hedging relationship and cash paid of £3.4 million (2025: £0.2 million) in respect of interest rate swaps not designated as part of a hedging relationship were reclassified from non-underlying[1] items to underlying[1] net finance costs to ensure that underlying[1] net finance costs reflect the fixed rate paid on the associated debt.

Finally, £6.1 million (2025: £6.9 million) of the balance remaining in the hedging reserve in respect of discontinued cash flow hedges has been reclassified as a charge to the income statement within non-underlying[1] items in line with the classification of all fair value gains and losses in respect of interest rate swaps and to ensure that underlying net finance costs reflect the fixed rate paid on the associated debt.

The treatment of the amounts as non-underlying[1] has been made based on their significance, nature and consistency with previous classification.

Impact of taxation
The current tax credit relating to the above non-underlying[1] items amounts to £0.2 million (2025: £0.5 million). The deferred tax credit relating to the above non-underlying[1] items amounts to £0.9 million (2025: £1.1 million).

5 FINANCE COSTS AND INCOME

	2026	2025
Finance costs	**£m**	£m
Bank borrowings	**13.7**	11.9

Securitised debt	**31.8**	34.8
Lease liabilities	**18.8**	19.0
Other lease related borrowings	**23.7**	23.3
Other interest payable and similar charges	**1.3**	1.0
Total finance costs	**89.3**	90.0
Finance income		
Gains on extinguishment of other lease related borrowings	**(5.0)**	-
Finance lease and other interest receivable	**(1.8)**	(2.2)
Total finance income	**(6.8)**	(2.2)
Interest rate swap movements		
Change in carrying value of interest rate swaps	**(15.6)**	(3.3)
Transfer of hedging reserve balance in respect of discontinued hedges	**6.1**	6.9
	(9.5)	3.6
Net finance costs	**73.0**	91.4

6 TAXATION

Income statement	**2026 £m**	2025 £m
Current tax		
Current period	**5.9**	6.7
Adjustments in respect of prior periods	**(1.0)**	0.2
Credit in respect of tax on non-underlying[1] items	**(0.2)**	(0.5)
	4.7	6.4
Deferred tax		
Current period	**14.7**	12.4
Adjustments in respect of prior periods	**0.3**	(1.0)
Credit in respect of tax on non-underlying[1] items	**(0.9)**	(1.1)
	14.1	10.3
Taxation charge reported in the income statement	**18.8**	16.7

Statement of comprehensive income	**2026 £m**	2025 £m
Remeasurement of retirement benefits	**(0.1)**	0.4
Impairment and revaluation of properties	**3.3**	15.8
Hedging reserve movements	**1.5**	2.2
Taxation charge reported in the statement of comprehensive income	**4.7**	18.4

A taxation credit in relation to tax on share-based payments of £0.1 million (2025: £0.2 million) has been recognised directly in equity.

The actual tax rate for the period is lower (2025: lower) than the standard rate of corporation tax of 25% (2025: 25%). The differences are explained below:

Tax reconciliation	**2026 £m**	2025 £m
Profit before tax	**88.6**	88.3
Profit before tax multiplied by the corporation tax rate of 25% (2025: 25%)	**22.2**	22.1
Effect of:		
Adjustments in respect of prior periods	**(0.7)**	(0.8)
Recognition of capital losses not previously recognised	**-**	(5.4)
Non-qualifying depreciation	**2.0**	1.4
Property items taxed on a different basis to accounting entries	**(4.0)**	(0.2)
Costs not deductible for tax purposes	**-**	0.3
Other amounts on which tax relief is available	**(0.7)**	(0.7)
Taxation charge	**18.8**	16.7

6 TAXATION (CONTINUED)

In December 2021, the Organisation for Economic Co-operation and Development (OECD) published the Pillar Two model rules to introduce a global minimum effective tax rate of 15%, under its Inclusive Framework on Base Erosion and Profit Shifting (BEPS). UK legislation adopting the Pillar Two rules was substantively enacted on 20 June 2023 and applies to the Group from the 52 weeks ended 27 September 2025 onwards.

Based on its assessment of the trading results, the Group anticipates that it will benefit from the transitional safe harbour rules and does not expect to pay any Pillar Two top-up tax in respect of the 52 weeks ended 26 September 2026 or the 52 weeks ended 27 September 2025.

The Group has applied the exemption under the IAS 12 'Income Taxes' amendment for recognising and disclosing information about deferred tax assets and liabilities relating to Pillar Two income taxes.

7 EARNINGS PER ORDINARY SHARE

Basic earnings per share are calculated by dividing the profit attributable to equity shareholders by the weighted average number of ordinary shares in issue during the period, excluding treasury shares and those held on trust for employee share schemes.

For diluted earnings per share, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares. These represent share options granted to employees where the exercise price is less than the weighted average market price of the Company's shares during the period.

Underlying[1] earnings per share figures are presented to exclude the effect of non-underlying[1] items. The Directors consider that the supplementary figures are a useful indicator of performance.

	2026		2025	
	Earnings £m	**Per share amount p**	Earnings £m	Per share amount p
Basic earnings per share	**69.8**	**11.0**	71.6	11.3
Diluted earnings per share	**69.8**	**10.7**	71.6	11.1
Underlying[1] earnings per share figures				
Basic underlying[1] earnings per share	**65.5**	**10.3**	53.8	8.5
Diluted underlying[1] earnings per share	**65.5**	**10.0**	53.8	8.3

	2026 m	2025 m
Basic weighted average number of shares	**633.7**	633.2
Dilutive potential ordinary shares	**20.5**	11.9
Diluted weighted average number of shares	**654.2**	645.1

8 PROPERTY, PLANT AND EQUIPMENT

	Effective freehold land and buildings £m	**Leasehold land and buildings £m**	**Fixtures, fittings, tools and equipment £m**	**Total £m**
Cost or valuation				
At 28 September 2025	1,786.8	438.9	273.2	2,498.9
Additions	42.8	22.3	21.9	87.0
Disposals	(5.0)	(25.8)	(24.4)	(55.2)
Transfers between asset classes	(0.1)	0.1	-	-
Net transfers to assets held for sale	(0.1)	-	-	(0.1)
Revaluation	6.0	-	-	6.0
At 26 September 2026	**1,830.4**	**435.5**	**270.7**	**2,536.6**
Depreciation and impairment				
At 28 September 2025	-	163.0	154.6	317.6
Charge for the period	-	14.8	23.7	38.5
Disposals	-	(17.5)	(24.0)	(41.5)
Revaluation/impairment	-	5.2	0.2	5.4
At 26 September 2026	**-**	**165.5**	**154.5**	**320.0**
Net book amount at 27 September 2025	1,786.8	275.9	118.6	2,181.3
Net book amount at 26 September 2026	**1,830.4**	**270.0**	**116.2**	**2,216.6**

8 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Effective freehold land and buildings £m	**Leasehold land and buildings £m**	**Fixtures, fittings, tools and equipment £m**	**Total £m**
Cost or valuation				
At 29 September 2024	1,661.7	430.0	276.1	2,367.8
Additions	31.5	14.2	19.0	64.7
Disposals	(2.7)	(5.3)	(21.9)	(29.9)
Revaluation	96.3	-	-	96.3
At 27 September 2025	**1,786.8**	**438.9**	**273.2**	**2,498.9**
Depreciation and impairment				
At 29 September 2024	-	149.0	149.8	298.8
Charge for the period	-	14.2	26.1	40.3
Disposals	-	(2.0)	(21.3)	(23.3)
Impairment reversal	-	1.8	-	1.8
At 27 September 2025	**-**	**163.0**	**154.6**	**317.6**
Net book amount at 28 September 2024	1,661.7	281.0	126.3	2,069.0
Net book amount at 27 September 2025	**1,786.8**	**275.9**	**118.6**	**2,181.3**

Revaluation/impairment

At 28 June 2026 independent chartered surveyors revalued the Group's effective freehold properties on an open market value basis. During the current and prior period various assets were also reviewed for impairment and/or material changes in value. These valuation adjustments were recognised in the revaluation reserve or the income statement as appropriate.

	2026			
	Effective freehold land and buildings £m	**Leasehold land and buildings £m**	**Fixtures, fittings, tools and equipment £m**	**Total £m**
Income statement				
Impairment	(32.3)	(6.4)	(0.2)	**(38.9)**
Reversal of past impairment	33.6	1.2	-	**34.8**
	1.3	**(5.2)**	**(0.2)**	**(4.1)**
Revaluation reserve				
Unrealised revaluation surplus	77.4	-	-	**77.4**
Reversal of past revaluation surplus	(72.7)	-	-	**(72.7)**
	4.7	**-**	**-**	**4.7**
Net increase/(decrease) in shareholders' equity/property, plant and equipment	**6.0**	**(5.2)**	**(0.2)**	**0.6**

	2025			
	Effective freehold land and buildings £m	**Leasehold land and buildings £m**	**Fixtures, fittings, tools and equipment £m**	**Total £m**
Income statement				
Impairment	(23.1)	(7.6)	-	**(30.7)**
Reversal of past impairment	48.2	5.8	-	**54.0**
	25.1	**(1.8)**	**-**	**23.3**
Revaluation reserve				
Unrealised revaluation surplus	109.8	-	-	**109.8**
Reversal of past revaluation surplus	(38.6)	-	-	**(38.6)**
	71.2	**-**	**-**	**71.2**
Net increase/(decrease) in shareholders' equity/property, plant and equipment	**96.3**	**(1.8)**	**-**	**94.5**

A reasonably possible increase of 10% in the multiple would increase the fair value by £189.6 million and a reasonably possible decrease of 10% in the multiple would decrease the fair value by £189.6 million. A reasonably possible increase of 10% in the fair maintainable trade would increase the fair value by £189.6 million and a reasonably possible decrease of 10% in the fair maintainable trade would decrease the fair value by £189.6 million. These are based on the top ends of observable multiples achieved in the market and historical movements in the average fair maintainable trade.

Fair maintainable trade is a measure of sustainable trading performance which focuses on medium to long-term trends. Short-term fluctuations in trading results may not be fully reflected in fair maintainable trade until they are demonstrated to be continuing in nature.

8 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The Group's effective freehold land and buildings are revalued by external independent qualified valuers on an annual basis using open market values so that the carrying value of an asset does not differ significantly from its fair value at the balance sheet date. The annual valuations are determined via third party inspection of approximately a third of the sites, and a desktop valuation of the remaining two-thirds of the sites, such that all sites are individually inspected every three years. The last external valuation of the Group's effective freehold land and buildings was performed as at 28 June 2026. The Group has an internal team of qualified valuers and at each reporting date the estate is reviewed for any indication of significant changes in value. Where this is the case internal valuations are performed on a basis consistent with those performed externally. The Group has concluded that the carrying amount of effective freehold land and buildings at 26 September 2026 does not differ materially from that which would have been determined using fair value as at 26 September 2026.

Level 3 recurring fair value measurements	**2026 £m**	2025 £m
At beginning of the period	**1,786.8**	1,661.7
Additions	**42.8**	31.5
Transfers between asset classes	**(0.1)**	-
Disposals	**(5.0)**	(2.7)
Net transfers to assets held for sale	**(0.1)**	-
Revaluation gains and losses recognised in profit or loss	**1.3**	25.1
Revaluation gains and losses recognised in other comprehensive income	**4.7**	71.2
At end of the period	**1,830.4**	1,786.8

Revaluation gains and losses recognised in profit or loss in respect of Level 3 recurring fair value measurements are included within net operating expenses in the income statement and comprise net unrealised gains of £1.4 million (2025: £25.5 million) and net realised losses of £0.1 million (2025: £0.4 million).

Impairment testing of leasehold properties

Leasehold properties, comprising leasehold land and buildings and associated fixtures, fittings, tools and equipment and computer software, are held under the cost model. These properties were reviewed for impairment in the current and prior period by comparing the recoverable amount of each property to the carrying amount of the assets. Recoverable amount is the higher of value in use and fair value less costs to sell. The key assumptions used in the value in use calculations were the future trading cash flows of the properties, a pre-tax discount rate of 11.9% (2025: 11.9%) and a long-term growth rate of 2.0% (2025: 2.0%). No adjustment has been made in the current or prior period for any potential climate change related impact as the future potential additional cash inflows and outflows are not deemed to be a key assumption in the value in use calculations.

Changes in these key assumptions could impact the impairment charge/reversal recognised for these assets. The future trading cash flows used in the value in use calculations are property level EBITDA less maintenance expenditure forecasts. If the forecast cash flows were to decline by 10% then there would be a £1.3 million increase in the impairment recognised. If the pre-tax discount rate were to increase by 0.5% it would increase the impairment by £0.3 million. If the long-term growth rate were to decrease by 0.5% it would increase the impairment by £0.4 million.

9 NET DEBT

Analysis of net debt	**2026 £m**	2025 £m
Cash and cash equivalents		
Cash at bank and in hand	**30.0**	34.8
	30.0	34.8
Financial assets		
Other cash deposits	**1.1**	1.1
	1.1	1.1
Debt due within one year		
Bank borrowings	**1.3**	1.8
Securitised debt	**(48.5)**	(45.9)
Lease liabilities	**(19.6)**	(18.6)
Other lease related borrowings	**(1.3)**	0.5
	(68.1)	(62.2)
Debt due after one year		
Bank borrowings	**(33.0)**	(19.5)
Securitised debt	**(422.2)**	(470.8)
Lease liabilities	**(330.4)**	(349.6)
Other lease related borrowings	**(326.7)**	(339.4)
Preference shares	**(0.1)**	(0.1)
	(1,112.4)	(1,179.4)
Net debt	**(1,149.4)**	(1,205.7)

9 NET DEBT (CONTINUED)

Other cash deposits and cash and cash equivalents include deposits securing letters of credit for reinsurance contracts. Included within cash and cash equivalents is an amount of £5.4 million (2025: £5.4 million) relating to collateral held in the form of cash deposits. These amounts are both considered to be restricted cash. In addition, any other cash held in connection with the securitised business is governed by certain restrictions under the covenants associated with the securitisation.

Reconciliation of net cash flow to movement in net debt	**2026 £m**	2025 £m
Decrease in cash and cash equivalents in the period	**(4.8)**	(9.6)
Cash outflow from movement in debt	**56.5**	66.4
Net cash inflow	**51.7**	56.8
Non-cash movements and deferred issue costs	**4.6**	(5.1)
Movement in net debt in the period	**56.3**	51.7
Net debt at beginning of the period	**(1,205.7)**	(1,257.4)
Net debt at end of the period	**(1,149.4)**	(1,205.7)

	2026 £m	2025 £m
Net debt excluding lease liabilities	**(799.4)**	(837.5)
Lease liabilities	**(350.0)**	(368.2)
Net debt	**(1,149.4)**	(1,205.7)

Changes in liabilities arising from financing activities are as follows:

	2026			2025		
	Borrowings £m	**Derivative financial instruments £m**	**Total financing liabilities £m**	Borrowings £m	Derivative financial instruments £m	Total financing liabilities £m
At beginning of the period	**(1,241.6)**	**(53.9)**	**(1,295.5)**	(1,302.9)	(59.0)	(1,361.9)
Cash flow	**139.1**	**3.4**	**142.5**	152.3	0.7	153.0
Changes in fair value	**-**	**12.2**	**12.2**	-	4.4	4.4
Other changes	**(78.0)**	**-**	**(78.0)**	(91.0)	-	(91.0)
At end of the period	**(1,180.5)**	**(38.3)**	**(1,218.8)**	(1,241.6)	(53.9)	(1,295.5)

Other changes comprise interest, non-cash movements and deferred issue costs.

10 ORDINARY DIVIDENDS ON EQUITY SHARES

No dividends were paid during the current or prior period. A final dividend for 2026 has not been proposed.

Notes:

(a) The Annual Report and Accounts for the 52 weeks ended 26 September 2026 will be posted to shareholders on 11 December 2026. The Annual Report and Accounts will be available to be downloaded from the Marston's PLC website: www.marstonspubs.co.uk.

Alternatively, copies will be obtainable from the Group General Counsel & Company Secretary, Marston's PLC, St Johns House, St Johns Square, Wolverhampton, WV2 4BH.

(b) The maintenance and integrity of the website is the responsibility of the Directors. The work carried out by the auditors does not involve consideration of these matters. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ALTERNATIVE PERFORMANCE MEASURES

In addition to statutory financial measures, these full year results include financial measures that are not defined or recognised under IFRS, all of which the Group considers to be alternative performance measures (APMs). APMs should not be regarded as a complete picture of the Group's financial performance, which the Group presents within its total results.

The APMs are used by the Board and management to analyse operational and financial performance and track the Group's progress against long-term strategic plans. The APMs provide additional information to investors and other external shareholders to enhance their understanding of the Group's results and facilitate comparison with industry peers.

Capital expenditure (Capex)
Capital expenditure is the cost of acquiring and maintaining fixed assets, comprising both maintenance and investment expenditure. It is a measure by which the Group and interested stakeholders assess the level of investment in the estate to maintain and increase the Group's profit. Capital expenditure is the purchase of property, plant and equipment and intangible assets as presented directly within the Group cash flow statement.

Interest cover
Interest cover represents the ratio of underlying operating profit to net finance costs and is used to assess the Group's ability to meet its finance costs from its underlying operating performance.

	Statutory Reference	**2026 £m**	2025 £m	2024 £m	2023 £m
Underlying operating profit	Income statement	**167.9**	159.9	147.2	134.7
Net finance costs	Income statement	**82.5**	87.8	105.1	99.2
Interest cover		**2.0x**	1.8x	1.4x	1.4x

Loan to value
Loan to value is presented both for the Group's securitised debt and for the Group's net debt excluding lease liabilities. The loan to value ratio is the percentage of the amount borrowed against the value of the associated assets.

	Statutory reference	**2026 £m**	2025 £m
Securitised pubs and lodges		**1,226.0**	1,211.0
Non-securitised effective freehold pubs and lodges		**697.1**	671.9
		1,923.1	1,882.9
Non-securitised leasehold pubs and lodges		**266.8**	274.1
Other non-core properties and administration assets		**26.7**	24.3
Property, plant and equipment total	Balance sheet	**2,216.6**	2,181.3
Securitised debt due within one year	Note 9	**48.5**	45.9
Securitised debt due after one year	Note 9	**422.2**	470.8
		470.7	516.7
Cash balances in respect of the securitisation		**(22.2)**	(21.8)
Securitised net debt at the end of the period		**448.5**	494.9
Loan to value of securitised net debt		**37%**	41%
Net debt excluding lease liabilities at end of the period	Note 9	**799.4**	837.5
Loan to value of net debt excluding lease liabilities		**42%**	44%

Like-For-Like (LFL) sales
LFL sales reflect sales for all pubs that were trading in the two periods being compared expressed as a percentage. LFL sales from managed and pub partnership sites includes drinks, food, accommodation and gaming machine income, and excludes door income.

The inclusion of a pub within LFL sales is assessed on a daily basis, with sales included only where the equivalent days in the two periods being compared are on a consistent basis. Where a pub has received investment, sales are included where both comparative days are either before or after the investment. Pubs acquired or disposed of during the periods being compared are included only for those days for which there is a comparable period of ownership.

LFL sales is a widely used industry measure which provides better insight into the trading performance of the Group as total revenue is impacted by acquisitions, disposals, and investment into the estate through conversions and refurbishments.

	Statutory reference	**52 weeks to 26 September 2026 £m**	52 weeks to 27 September 2025 £m	**LFL %**
LFL sales from managed and pub partnership sites		**851.9**	862.6	**(1.2)**
Non-LFL sales from managed and pub partnership sites		**6.5**	8.5	
Door income		**1.0**	0.8	
Sales from managed and pub partnership sites	Note 3	**859.4**	871.9	

Net Asset Value (NAV) per share
NAV per share is the value of net assets of the Group, divided by the number of shares in issue excluding own shares held.

	Statutory reference	**2026**	2025
Net assets (£m)	Balance sheet	**868.5**	790.7
Number of shares outstanding (m)		**638.3**	633.2
NAV per share (£)		**1.36**	1.25

Net Cash Flow (NCF)
NCF is the increase/decrease in cash and cash equivalents in the period, adjusted for movements in other cash deposits and the cash movement in debt.

	Statutory reference	**2026 £m**	2025 £m
Underlying EBITDA		**211.0**	205.1
Non-underlying EBITDA		**(6.3)**	19.8
Total EBITDA		**204.7**	224.9
Non-cash movements	Cash flow statement	**(3.1)**	(21.5)
Decrease in provisions and other non-current liabilities	Cash flow statement	**(0.3)**	(0.3)
Cash adjusted total EBITDA		**201.3**	203.1
Income tax paid	Cash flow statement	**(8.6)**	(5.3)
Working capital	Cash flow statement	**11.7**	3.0
Difference between defined benefit pension contributions paid and amounts charged	Cash flow statement	**(1.9)**	(1.6)
Net cash inflow from operating activities		**202.5**	199.2
Net interest paid and finance lease capital repayments received	Cash flow statement	**(82.8)**	(83.2)
Purchase of property, plant and equipment and intangible assets	Cash flow statement	**(73.8)**	(61.2)
Arrangement costs of bank facilities	Cash flow statement	**(0.5)**	(0.9)
Purchase of own shares into the EBT	Cash flow statement	**(0.6)**	(0.8)
Proceeds from sale of own shares	Cash flow statement	**1.2**	0.1
Recurring free cash flow		**46.0**	53.2
Sale of property, plant and equipment and assets held for sale	Cash flow statement	**5.7**	6.4
Disposal of associate	Cash flow statement	**-**	(2.8)
Net cash flow		**51.7**	56.8
Cash outflow from movement in debt	Note 9	**(56.5)**	(66.4)
Net decrease in cash and cash equivalents	Cash flow statement	**(4.8)**	(9.6)

Net debt
Net debt is defined as the sum of cash and cash equivalents and other cash deposits, less total borrowings, at the balance sheet date. Net debt is also presented excluding lease liabilities. The net debt to EBITDA leverage ratio is presented both inclusive and exclusive of IFRS 16 lease liabilities and the associated EBITDA impact which is both post- and pre-IFRS 16 impacts respectively.

	Statutory reference	**2026 £m**	2025 £m
Underlying EBITDA under IFRS 16		**211.0**	205.1
Net rental charge		**(22.8)**	(22.4)
Underlying EBITDA excluding pre-IFRS 16 rent		**188.2**	182.7
Net debt including lease liabilities at end of the period	Note 9	**1,149.4**	1,205.7
Net debt to EBITDA leverage including lease liabilities		**5.4**	5.9
Net debt excluding lease liabilities at end of the period	Note 9	**799.4**	837.5
Net debt to EBITDA leverage excluding lease liabilities		**4.2**	4.6

Non-underlying
Non-underlying items are presented separately on the face of the income statement and are defined as those items of income and expense which, because of the size, nature and/or expected infrequency of the events giving rise to them, are considered material, and merit separate presentation to enable users of the financial statements to better understand elements of financial performance in the period, and to facilitate comparison with future and prior periods. As management of the freehold and leasehold property estate is an essential and significant area of the business, the threshold for classification of property-related items as non-underlying is higher than other items.

Underlying results should not be regarded as a complete picture of the Group's financial performance as they exclude specific items of income and expense. The full financial performance of the Group is presented within its total statutory results.

Operating profit/(loss)
Operating profit/(loss) is revenue less net operating expenses. Operating profit/(loss) is presented directly on the Group income statement. It is not defined in IFRS; however, it is a generally accepted profit measure.

Profit/(loss) before tax
Profit/(loss) before tax is profit/(loss) for the period presented before the tax charge/credit for the period. Profit/(loss) before tax is presented directly on the Group income statement. It is not defined in IFRS; however, it is a generally accepted profit measure.

Recurring FCF
Recurring FCF represents NCF adjusted for the sale of property, plant and equipment and assets held for sale, and disposal proceeds from the sale of the Group's investment in Carlsberg Marston's Limited.

Sales from managed and pub partnership sites
Sales from managed and pub partnership sites represents all revenue that is generated in our managed and franchised pubs, which includes food, drink, accommodation, gaming machine and door income.

Underlying earnings/(loss) per share
Underlying earnings/(loss) per share reflects the earnings attributable to ordinary shareholders, adjusted to exclude non-underlying items.

Underlying EBITDA
Underlying EBITDA is the earnings before interest, tax, depreciation, amortisation and non-underlying items. The Directors regularly use underlying EBITDA as a key performance measure in assessing the Group's profitability. The measure is considered useful to users of the financial statements as it is a widely used industry measure which allows comparison to peers and comparison of performance across periods and is used to determine bonus outcomes for Directors' remuneration.

	52 weeks to 26 September 2026			52 weeks to 27 September 2025		
	Number of pubs	**Underlying EBITDA £m**	**EBITDA per pub £'000**	Number of pubs	Underlying EBITDA £m	EBITDA per pub £'000
Managed and pub partnership sites	**1,190**	**198.2**	**166.6**	1,182	190.7	161.3
Tenanted and leased sites	**125**	**12.8**	**102.4**	146	14.4	98.6
Total	**1,315**	**211.0**	**160.5**	1,328	205.1	154.4

	Statutory reference	**2026 £m**	2025 £m
Operating profit	Income statement	**161.6**	179.7
Non-underlying[1] operating items	Income statement	**6.3**	(19.8)
Underlying[1] operating profit	Income statement	**167.9**	159.9
Depreciation and amortisation	Cash flow statement	**43.1**	45.2
Underlying[1] EBITDA		**211.0**	205.1
Revenue	Income statement	**883.4**	897.9
Underlying[1] operating margin		**19.0%**	17.8%
Underlying[1] EBITDA margin		**23.9%**	22.8%

Wholesale sales
Wholesale sales represents revenue from contracts with customers generated from our tenanted and leased pubs.

Year
The current year refers to the 52-week period ended 26 September 2026. The prior year refers to the 52-week period ended 27 September 2025.

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