

Consolidated statement of financial position

As at 31 March 2026

	Note	31 March 2026 £000	31 March 2025 £000
Non-current assets			
Property, plant and equipment	13	5,940	2,350
Right-of-use assets	21	26,097	16,506
Intangible assets	14	51,584	53,365
Investments at FVTPL	15	7,029	5,420
Deferred tax asset	24	811	1,615
Contract costs	16	3,833	4,903
Trade and other receivables	17	1,761	1,339
		97,055	85,498
Current assets			
Contract costs	16	889	860
Trade and other receivables	17	42,590	37,539
Cash and cash equivalents	18	41,815	43,252
		85,294	81,651
Assets in disposal group classified as held for sale	31	1,039	—
		86,333	81,651
Current liabilities			
Trade and other payables	19	(40,623)	(45,420)
Loans and borrowings	20	(130)	(138)
Lease liabilities	21	(864)	(1,146)
Acquisition-related liabilities	22	(87)	(5,259)
		(41,704)	(51,963)
Liabilities directly associated with assets in disposal group classified as held for sale	31	(841)	—
		(42,545)	(51,963)
Net current assets		43,788	29,688

	Note	31 March 2026 £000	31 March 2025 £000
Non-current liabilities			
Loans and borrowings	20	(122)	(242)
Lease liabilities	21	(30,053)	(17,916)
Acquisition-related liabilities	22	(91)	(226)
Provisions	23	(997)	(895)
Deferred tax liability	24	(14,277)	(10,642)
		(45,540)	(29,921)
Net assets		95,303	85,265
Equity			
Share capital	26	—	—
Share premium	26	63,075	61,441
Shares held in escrow reserve	26	—	(8,103)
Own share reserve	26	(2,178)	(1,844)
Treasury share reserve	26	(11,837)	(10,280)
Share-based payment reserve	26	5,263	10,959
Group reorganisation reserve	26	30	30
Foreign exchange reserve	26	(3,821)	(5,814)
Retained earnings	26	44,771	38,876
Total equity		95,303	85,265

The financial statements were approved and authorised for issue by the Board of Directors on 26 June 2026 and were signed on its behalf by:

Gary Fraser **Geoffrey Gavey**
Chief Executive Officer Director

The notes on pages 168 to 217 form part of these consolidated financial statements.