accesso®

H1 2026 Results

September 15, 2026

Presenting today

Lee Cowie

Chief Executive Officer

Matthew Boyle

Chief Financial Officer

Business Overview: The intelligence behind great guest experience

accesso is the technology partner behind many of the world's leading leisure and entertainment destinations.

Our software ecosystem connects venue operators and guests wherever money changes hands, integrating ticketing, queuing, payments, food and beverage and retail through a common data and intelligence layer to optimise venue economics and enhance the guest experience.

1,100+ Venues Served	31 Countries Served	~600 Employees	$5B+ Annual Payments Processed

Our Markets:

Attractions

>100M Visitors

Ski

+160 Ski Resorts

Live Entertainment

200+ venues

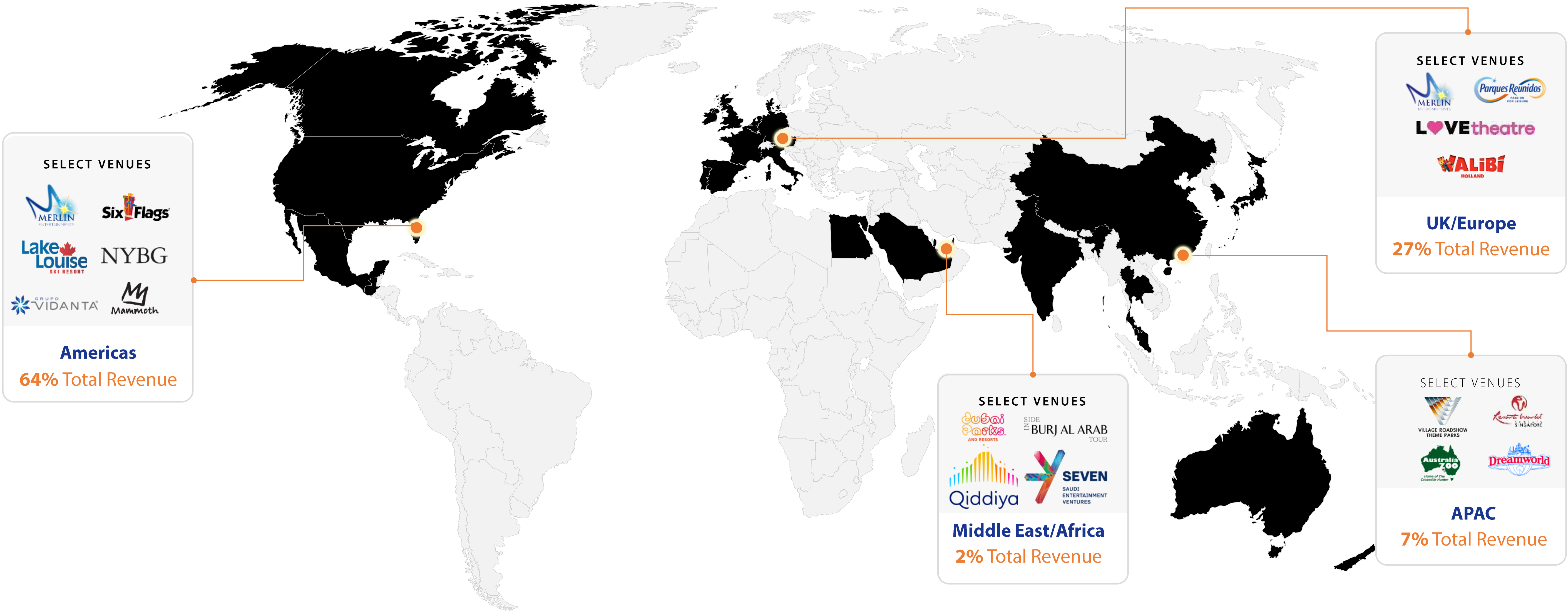
Hospitality

>60 locations

 |

Global Footprint: Diversified across geography and vertical

Our Markets: Attractions Ski Live Entertainment Hospitality



A global, diversified base of tenured customers underpinned by highly recurring revenue.

Revenue by region based on FY2025 results

H1 Executive Summary: Stable revenue, disciplined cost management

accesso

Trading as expected

Growth in Ticketing and Distribution offset by impact of virtual queuing contract changes

Efficiency & profitability

Cost efficiency supporting a material improvement in Cash EBITDA and margin.

Product acceleration

AI-enabled product development has accelerated roadmap by 6 months.

A new strategic phase

Commercial transition is under way underpinned by a new senior leadership team.

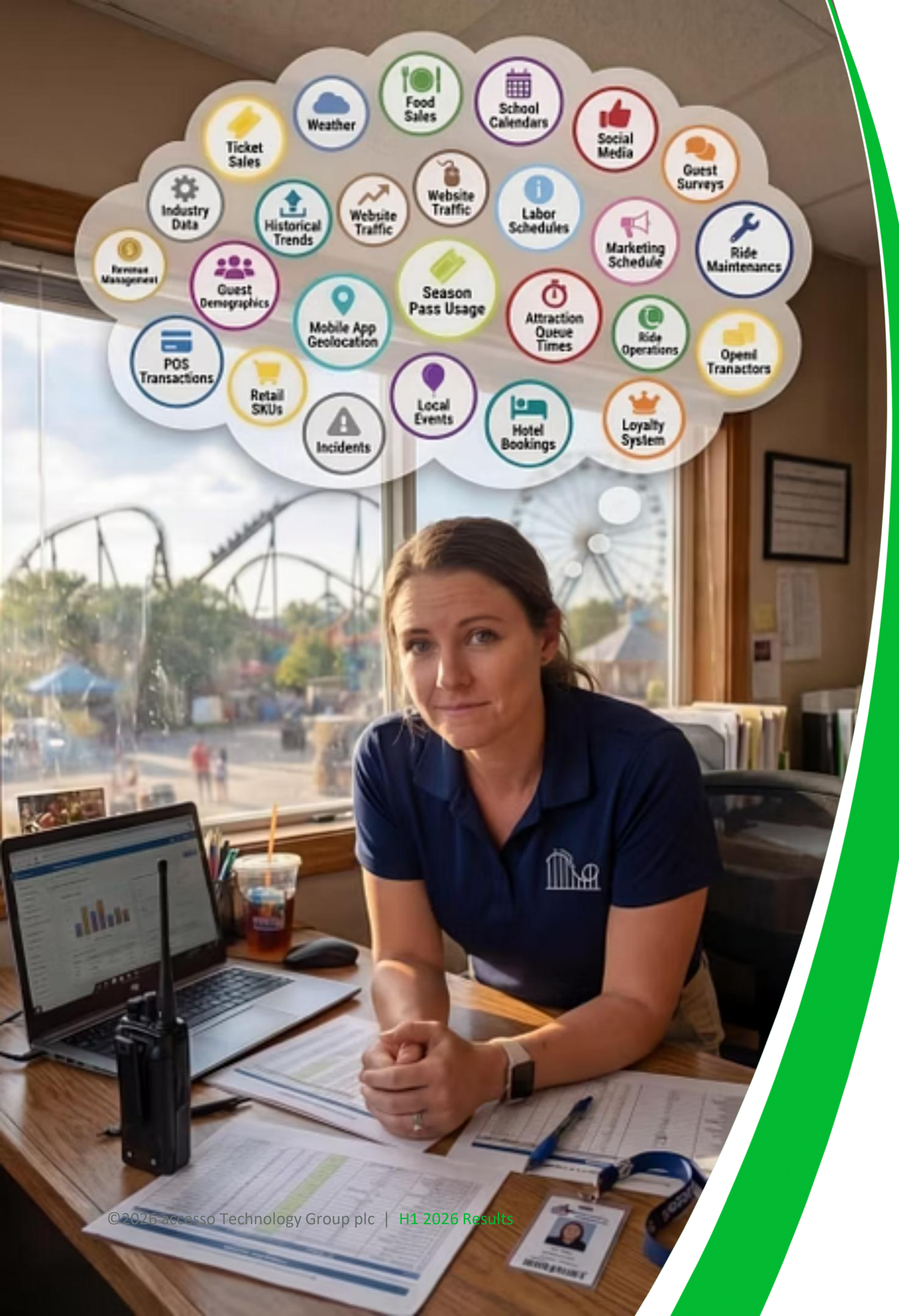
Revenue
$67.8m
Broadly flat

Cash EBITDA
$7.6m
+49.7% year on year

Cash EBITDA Margin
11.2%
H1 2025: 7.5%

Net Cash
$7.3m
After planned capital allocation

Strategy



Our Market

AI is driving a reassessment of technology strategies across the attractions market

Current state of mind of operators:

- Which AI use cases will deliver tangible ROI
- Which technology partners will remain strategic over the long term
- Is existing infrastructure AI-ready?
- How to avoid adding complexity during a period of rapid change

accesso at the intersection of systems, data and workflows

Visibility Across the Guest Journey

Embedded in Core Venue Systems

Foundation for AI-Driven Insights

1,100+ venues connected through accesso

Execution at Scale

20 years of operational and transactional data

Enter the *accesso* ecosystem

One connected platform, four pillars that compound when orchestrated together

Intelligence

The decisions your data has been waiting for.

Commerce

The transactional layer for the entire operation.

Experience

What is known about every guest informs what they experience next.

Operations

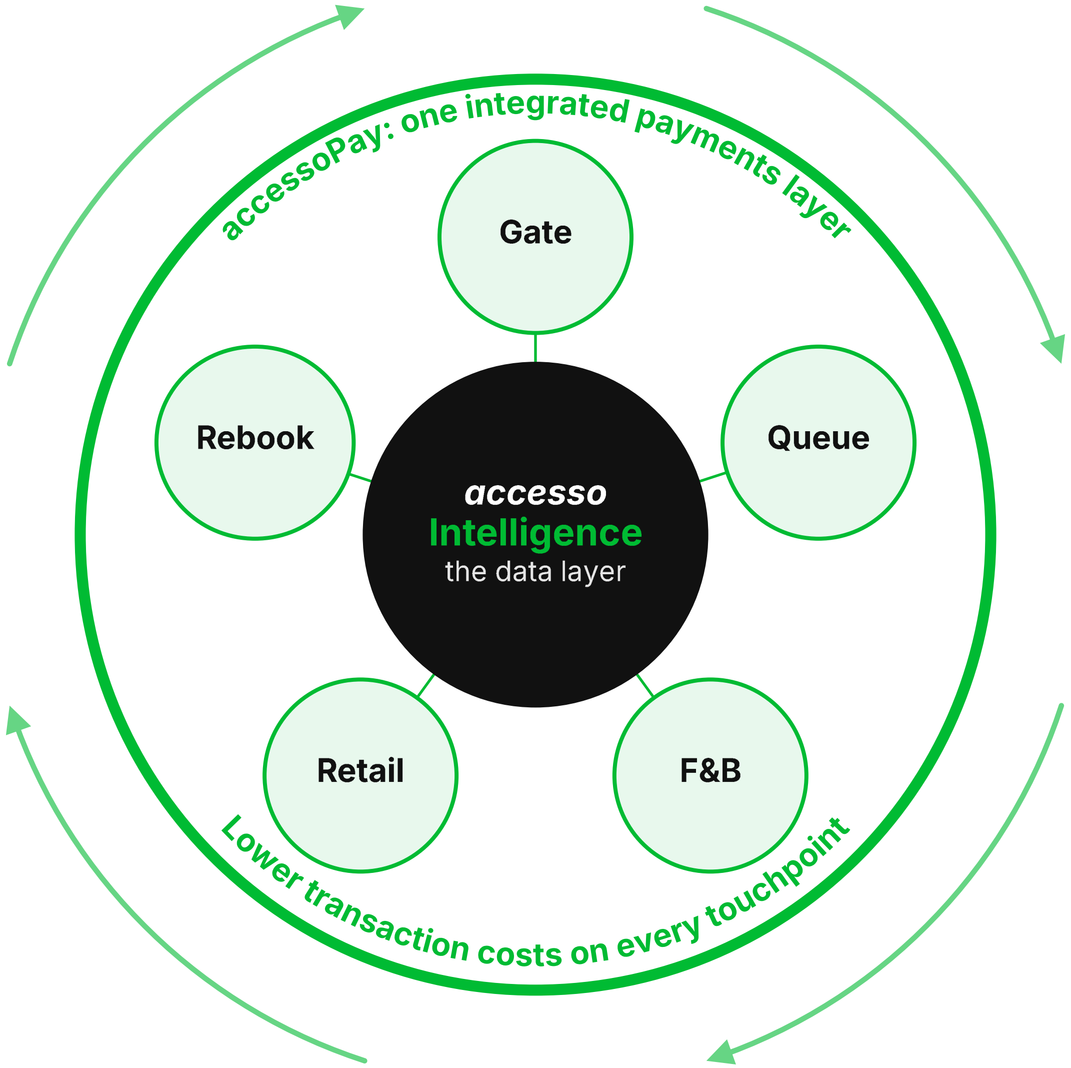
One infrastructure running the entire venue.

Each pillar delivers value alone. But together they compound with more data, more context, and more opportunity to act.

Strategy: From products to software ecosystem

One connected proposition across the guest journey

Historic: single product sales, separate conversations, expansion over time	→	**Ecosystem Model: one connected proposition, built around customer outcomes**



1 More products adopted

More of the guest journey runs on *accesso*

2 More data

Every touchpoint feeds one data layer

3 Sharper intelligence

Forecasting, pricing, staffing, automation

4 Better outcomes, lower cost

Higher efficiency and lower transaction costs.

At a Glance: *accesso* Ecosystem

Leading the way in technology solutions for the future of leisure, entertainment, & cultural markets.

Guest Experience

The experiences guests see and use

- Mobile App
- Virtual Queuing
- eCommerce

Commerce & Operations

The technology that powers the venue

- Ticketing
- Point of Sale
- Payments
- Distribution

Intelligence & Data

Turning data across the operation into action

- Decision Intelligence
- AI-Powered Insights

Foundation & Services

The capabilities that keep everything working

- Security
- 24/7 Support
- Professional Services
- Integrations

H1 Execution

Dexibit acquired: *accesso* Intelligence launched

The unified intelligence layer

accesso Intelligence connects operational, commercial and external data across venues, regardless of the systems already in place.

- Connected data: Brings together fragmented venue data
- Demand forecasting: Anticipates demand and visitor patterns
- Pricing optimisation: Supports better commercial decisions
- Operational insight: Turns data into practical actions

Proven market fit
75+
venues already using Dexibit

Deployment advantage
100+
system integrations

Data
Benchmarking
aggregated venue trends

March 2026
Dexibit acquired
Added specialist intelligence and data-management capabilities.

Delivery
Integration & launch
Team scaled, new features delivered, embedded in product stack and commercial proposition.

Validated
Five customers won
Early adoption and interest ahead of expectations.

Next
c.100 opportunities
Cross-sell opportunity across installed customer base.

*accesso*Pay: Embedded payments connects the commercial model

Built, launched and gaining traction

- Strategic partnership formalised with **Adyen** in February 2026
- Capability created, launched and integrated within five months
- First customer go-lives expected in H2
- Revenue modest in year one, with strategic value building as transaction volumes move onto the platform

How the model evolves

✓ Deeper relationship
✓ Broader wallet share
✓ A common data layer
✓ Scalable revenue

How it connects the stack

Ticketing · F&B · Retail · Queuing · Memberships

↓

***accesso*Pay Embedded Payments**

↓

Adyen global infrastructure (compliance, risk, settlement)

↓

One partner, one contract, one settlement flow

$5B+

Annual transaction volumes processed across **accesso** clients

13 customers

Early adoption on track to exceed full-year target

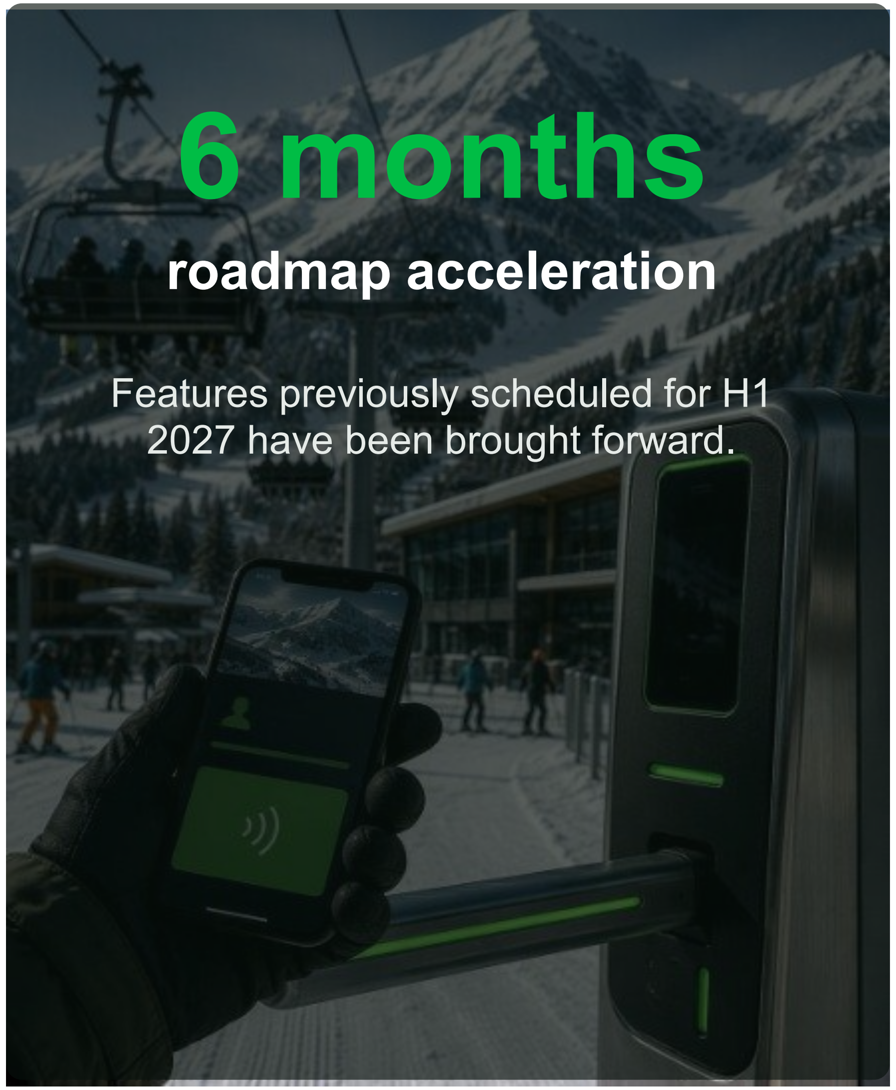
$50m

Annual gross volume now transacting through platform

Simpler for customers, a new revenue stream for *accesso*

Product delivery and execution capability

AI-assisted development is accelerating the roadmap



Bringing revenue-generating capability to market sooner while preserving cost discipline.

Selective reinvestment

Focused on AI, Intelligence and payments.

AI embedded across development

AI increasingly integrated into how significant parts of the business run.

Resources aligned to growth priorities

Accelerating innovation while supporting margin progression.

Execution recap and early commercial impact

Customer demand is shifting towards the ecosystem

H1 IMPACT	FOCUS AHEAD

Foundations

- **Proposition simplification**
- **Intelligence embedded**
- **Payments launched**
- **Operational readiness**

Evidence and scale

- **Pipeline conversion**
- **Go-lives and revenue**
- **Broader ecosystem adoption**

New venues	New venues adopting multiple products	Pipeline momentum	Future opportunity
17	**~29%**	**~2×**	**~100**
H1 2025: 22	+6ppt YOY	Increase in value tied to multi-product deals	accesso Intelligence opportunities

Financial Review

Financial Highlights

Stable first-half revenue with disciplined cost management.

$7.6m Cash EBITDA +49.7% YoY | 11.2% margin

$67.8m
Group Revenue
(0.2%) reported year-on-year

+7.1%
Revenue Growth (ex. Virtual Queuing)
$63.5m vs $59.3m in H1 2025

$45.6m
Underlying Admin Costs
Down 6.1% from cost reorganisation

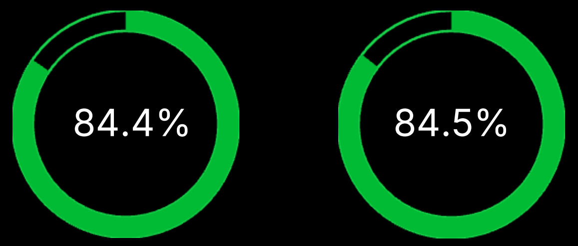
12.75¢
Adj. Basic EPS
+26.9% year-on-year

$7.3m
Net Cash at 30 June
After $5.4m Dexibit; adjusted net debt $0.5m

£14.5m
Capital Returned
Tender at £3.00; 12.7% of capital cancelled

Repeatable revenue

Near-unchanged year-on-year, demonstrating resilient business quality.



Revenue Type	H1 2026	H1 2025
Transactional	69.9%	72.3%
Other Repeatable	14.5%	12.2%
Total Repeatable	**84.4%**	**84.5%**
Non-Repeatable	12.1%	12.2%
Other	3.5%	3.3%

Revenue by Type

Repeatable revenue at 84.4% of total demonstrating a resilient, recurring base.

($ in thousands)	H1 2026	H1 2025	% Change
Virtual queuing	4,320	8,646	(50.0%)
Ticketing and eCommerce	32,224	29,755	+8.3%
Distribution	10,841	10,722	+1.1%
Transactional revenue	**47,385**	**49,123**	**(3.5%)**
Maintenance and support	6,689	5,803	+15.3%
Platform fees	1,007	1,113	(9.5%)
Recurring licence revenue	2,102	1,346	+56.2%
Other repeatable revenue	**9,798**	**8,262**	**+18.6%**
Total repeatable	**57,183**	**57,385**	**(0.4%)**
One-time licence revenue	1,623	729	+122.6%
Implementation, CR and Billable services	3,011	3,193	(5.7%)
Professional services	3,582	4,354	(17.7%)
Non-repeatable revenue	**8,216**	**8,276**	**(0.7%)**
Other revenue	**2,383**	**2,236**	**+6.6%**
Total revenue	**67,782**	**67,897**	**(0.2%)**

Transactional revenue fell 3.5% to $47.4m, as virtual queuing halved to $4.3m; ticketing and eCommerce grew 8.3% on improved commercial terms with a major customer, and distribution rose 1.1%.

Total repeatable revenue was broadly flat at $57.2m (84.4% of Group revenue). Other repeatable grew 18.6% to $9.8m, as maintenance and recurring licences benefited from new Horizon go-lives in the Middle East.

Non-repeatable revenue was broadly flat at $8.2m; one-time licences more than doubled to $1.6m on Middle East Horizon work, offset by lower professional services.

Other revenue rose 6.6% to $2.4m (H1 2025: $2.2m).

Income Statement

Underlying administrative expenditure down 6.1% on a lower headcount base.

($ in thousands)	H1 2026	H1 2025	% Change
Revenue	**67,782**	**67,897**	**(0.2%)**
Cost of sales	(15,017)	(14,724)	+2.0%
Gross profit	**52,765**	**53,173**	**(0.8%)**
Administrative expenses	(51,747)	(51,812)	(0.1%)
Operating profit	**1,018**	**1,361**	**(25.2%)**
Finance expense	(935)	(697)	+34.1%
Finance income	197	1,208	(83.7%)
Profit before tax	**280**	**1,872**	**(85.0%)**

Revenue was broadly flat at $67.8m; Ticketing and Distribution up 8.6% offset the previously communicated virtual queuing contract changes.

Gross margin was 77.8% (H1 2025: 78.3%), reflecting a lower proportion of higher-margin virtual queuing in the mix.

Underlying administrative expenditure fell 6.1% to $45.6m (H1 2025: $48.5m), driven by a reduction in headcount from 655 (Dec 25) to 617 (Jun 26) following the reorganisation earlier in the year, partly offset by acquired headcount from Dexibit.

Reported administrative expenses of $51.7m (H1 2025: $51.8m) include a $1.3m exceptional charge relating to restructuring and Dexibit integration costs.

Net finance expense was $0.7m (H1 2025: net finance income of $0.5m), as the prior period included higher foreign exchange gains within finance income.

Cash EBITDA

Cash EBITDA up 49.7% to $7.6m, with margin of 11.2% (H1 2025: 7.5%).

($ in thousands)	H1 2026	H1 2025	% Change
Operating profit	1,018	1,361	(25.2%)
Add: Exceptional restructuring, acquisition and integration costs	1,279	(55)	n/a
Add: Share-based payments	2,183	2,019	+8.1%
Add: Amortisation related to acquired intangibles	1,864	1,676	+11.2%
Add: Amortisation and depreciation (excl. acquired intangibles)	2,261	1,609	+40.5%
Deduct: Capitalised internal development costs	(1,021)	(1,545)	(33.9%)
Cash EBITDA	**7,584**	**5,065**	**+49.7%**
Cash EBITDA margin %	**11.2%**	**7.5%**	**+3.7ppt**

Note: the H1 2025 exceptional line was a net credit of $55k.

Cash EBITDA rose 49.7% to $7.6m and the margin to 11.2% (H1 2025: 7.5%), driven by a 6.1% reduction in underlying administrative expenditure following the reorganisation, with gross profit broadly level.

Share-based payments increased 8.1% to $2.2m, while capitalised development costs reduced to $1.0m (H1 2025: $1.5m) on a more focused roadmap.

Reported operating profit was $1.0m (H1 2025: $1.4m) after a $1.3m exceptional charge for restructuring and Dexibit integration.

Amortisation and depreciation excluding acquired intangibles rose 40.5% to $2.3m, reflecting the 1RISK intellectual property acquired in May 2025, while amortisation of acquired intangibles increased 11.2% to $1.9m following the Dexibit acquisition.

Cash Flow

Net cash of $7.3m at the seasonal low after the £14.5m tender and the $5.4m Dexibit acquisition.

($ in thousands)	H1 2026	H1 2025
Operating cash flow before movement in working capital	7,850	7,222
Working capital movements	(2,923)	477
Cash generated from operations	**4,927**	**7,699**
Tax	(321)	(1,240)
Capitalised development costs	(1,021)	(1,545)
Acquisition of Dexibit	(5,441)	-
Purchase of intangible assets	-	(4,377)
Purchase of property, plant and equipment	(172)	(246)
Net interest paid	(417)	(120)
Net payment made to finance lease creditors	(376)	(394)
Purchase of own shares for cancellation	(20,108)	(4,985)
Other	(55)	61
Movement in net cash in year	**(22,984)**	**(5,147)**
Foreign exchange loss / (gain) on cash in year	(189)	1,854
Opening net cash	**30,498**	**28,716**
Closing net cash	**7,325**	**25,423**

Net cash was $7.3m (H1 2025: $25.4m), reflecting the £14.5m tender and buybacks ($20.1m) and the $5.4m Dexibit acquisition, part-funded by the revolving credit facility.

Operating cash flow before working capital was $7.9m (H1 2025: $7.2m); a working capital outflow of $2.9m reflected the timing of collections.

$20.1m was returned by purchasing and cancelling shares, comprising the £14.5m tender at £3.00 and on-market buybacks.

$5.4m was invested in the acquisition of Dexibit, net of cash acquired.

Gross cash of $33.2m and borrowings of $25.9m at 30 June 2026; adjusted net debt, excluding pass-through cash, was $0.5m (H1 2025: net cash $20.3m)

Outlook

FY26 guidance reiterated; post-period traction

~$146m
FY26 Revenue

~$20.0m
FY26 Cash EBITDA

H2 Delivery

- July and August broadly in-line. A proportion of peak seasonal trading still to come.
- Middle East project delivery milestones
- Continued discipline on cost

Q3 Commercial Momentum

- Two opportunities verbally agreed, including one full ecosystem deployment and one multi-product sale
- Queuing expanding, not retreating: major North American operator extends rollout
- accessoPay live: first customer transactions underway and 13 now signed.

Strategic Validation

- Multi-product pipeline doubled
- More pointed cross-sell opportunity
- Sales structured and incentivised around multi-product, one price discussions with target clients

Questions

©2026 ac

accesso®

Powering the Business of Fun