



# MARSTON'S

COMPANY FACTSHEET HY 2026

## SHARED GOOD TIMES

A leading local pub company with an estate of more than 1,300 pubs, comprising managed, partnership and tenanted and leased pubs



### KEY HIGHLIGHTS

For the 26 weeks ended 28 March 2026

Underlying pre-tax profit up 7.9%

**£20.5m**

(H1 2025: £19m)

Improved EBITDA margin

**20.3%**

(H1 2025: 20.1%)

Disciplined capital investment

**£39.0m**

(H1 2025: £31.0m)

Reputation score

**806**

(H1 2025: 800)

### OUR LOCATIONS



### GRANDSTAND SET FOR SUMMER OF SPORT

Marston's launched its sports-led format Grandstand in 2025, which is now operational in 36 pubs. It is designed to recreate the atmosphere of a live sporting venue, with large screens and immersive audio. The high-end viewing experience - combined with matchday food and premium drinks - becomes the sporting heartbeat of the community, which is primed for the Football World Cup this summer.



**c. 30%**  
LFL revenue growth

**40%+**  
Return on capex



Building on a high margin operating model

**23%**

FY25 Marston's EBITDA Margin

**31%**

Grandstand EBITDA Margin



# PROVEN NEW FORMATS MODEL WITH SIGNIFICANT ROLLOUT OPPORTUNITY

- Multiple formats driving appeal across demographics & occasions
- Proven driver of strong LFL revenue growth
- Accelerated rollout planned – c.100 pubs in FY27
- c.600 pubs identified for future conversion

 <p><b>LOCALS SPORT PUB</b> Entertainment focused Adults</p>	 <p><b>FAMILY PUB</b> Families with children</p>	 <p><b>TWO-DOOR PUB</b> Families + Pub regulars</p>	 <p><b>ADULT DINING</b> Affluent adults</p>
---	---	--	--

## HIGH IMPACT EVENTS GIVING GUESTS MORE REASONS TO VISIT MARSTON'S PUBS

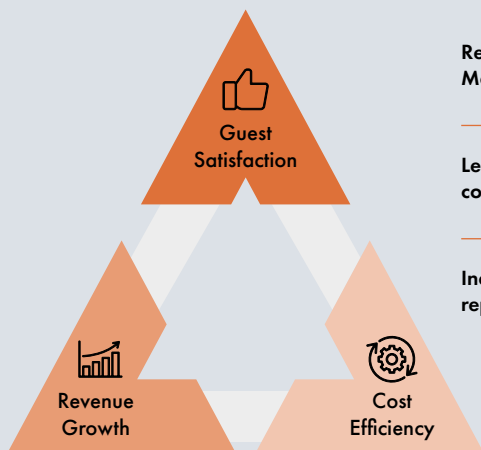
Events strengthen Marston's customer proposition and, during the period, included the return of Luke Humphries' Cool Hand Cup and Trivial Pursuit: Win a Wedge, alongside new initiatives such as the launch of a limited-edition Matilda menu across our family pubs in partnership with The Roald Dahl Story Company.



## EXECUTING A MARKET LEADING PUB OPERATING MODEL

### Effective Pub Management

### Revenue + Cost Management Disciplines



- |                                     |   |
|-------------------------------------|---|
| <b>Revenue Management</b>           | <ul style="list-style-type: none"> <li>• Demand driving marketing</li> <li>• Enhancing revenue per guest</li> </ul>   |
| <b>Lean and flexible cost model</b> | <ul style="list-style-type: none"> <li>• Reducing overheads</li> <li>• Driving labour productivity</li> </ul>         |
| <b>Industry leading reputation</b>  | <ul style="list-style-type: none"> <li>• Guest excellence at every turn</li> <li>• Consistency of delivery</li> </ul> |

## OUR KEY VALUE DRIVERS



## LEADERSHIP TEAM



**Ken Lever, Chair**

- Appointed to Board in July 2024
- Currently Non-executive Chair at Cirata PLC, Senior NED at Rockwood Strategic PLC



**Justin Platt, CEO**

- Appointed to Board in January 2024
- Previously Chief Strategy Officer at Merlin Entertainments



**Stephen Hopson, CFO**

- Appointed to Board in September 2025
- Previously Chief Financial Officer at Topps Tiles PLC

### Marston's PLC

St Johns House, Wolverhampton, WV2 4BH  
Giles Robinson / Ross Watson  
Marston's Press Office  
[pressoffice@marstons.co.uk](mailto:pressoffice@marstons.co.uk)

### Sodali & Co

Ben Foster / Russ Lynch / Charlotte Woodford  
+44 (0) 207 250 1446  
[marstons@sodali.com](mailto:marstons@sodali.com)

[marstonspubs.co.uk](http://marstonspubs.co.uk)



**MARSTON'S**