Financial Statements

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Independent Auditor's Report
To the members of Genus plc

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

In our opinion:
- Genus plc's Group financial statements and Company financial statements (the "financial statements") give a true and fair view of the state of the Group's and of the Company's affairs as at 30 June 2026 and of the Group's profit and the Group's cash flows for the year then ended;
- the Group financial statements have been properly prepared in accordance with UK-adopted international accounting standards as applied in accordance with the provisions of the Companies Act 2006;
- the Company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework", and applicable law); and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report, which comprise:
- the Group Balance Sheet as at 30 June 2026;
- the Parent Company Balance Sheet as at 30 June 2026;
- the Group Income Statement for the year then ended;
- the Group Statement of Comprehensive Income for the year then ended;
- the Group Statement of Changes in Equity for the year then ended;
- the Group Statement of Cash Flows for the year then ended;
- the Parent Company Statement of Changes in Equity for the year then ended; and
- the notes to the financial statements, comprising material accounting policy information and other explanatory information.

Our opinion is consistent with our reporting to the Audit & Risk Committee.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, as applicable to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

To the best of our knowledge and belief, we declare that non-audit services prohibited by the FRC's Ethical Standard were not provided.

Other than those disclosed in Note 8, we have provided no non-audit services to the Company or its controlled undertakings in the period under audit.

Our audit approach

Context

2026 is our second year as auditors of the Group. On 31 January 2026, there was a significant transaction through the disposal of 51% of the China business and the formation of a new Joint Venture with Beijing Capital Agribusiness ('BCA'). A component team in China performed audit procedures over the completion balance sheet supporting the net assets derecognised on disposal. Full scope audit work for the seven-month period to 31 January 2026 was performed as detailed in the 'Overview' section below. The newly formed Joint Venture is not in scope this year as their contribution towards share of post-tax profits of joint ventures and associates is immaterial.

Overview

Audit scope
- We conducted full scope audit work in the United Kingdom over Genus plc, Pig Improvement Company UK Limited and Genus Breeding Limited, in the United States over PIC USA Inc. and ABS Global Inc., in Mexico over Pig Improvement Company de Mexico, S. de R.L. de C.V, and in Spain over Pig Improvement Company España, S.A.
- We performed full scope financial statement line-item audits over revenue, trade and other receivables and inventories at Pecplan ABS Imp. e. Exp, Ltda (Brazil), over revenue, inventories, property plant and equipment and other intangible assets at PIC Canada Limited (Canada) and over cash and cash equivalents at Genus Breeding India Private Limited (India), PIC Genetics LLC and LLC Genus ABS Rus (Russia).
- We conducted full scope audit work for the seven-month period to 31 January 2026 in China over PIC Ankang Agriculture Science and Technology Co., Ltd., Liao Ning PIC Agriculture Science and Technology Company Limited and PIC (Shanghai) Agriculture Science and Technology Company Limited.
- A component team in Brazil performed a full scope audit over the Agroceres PIC Genética de Suinos Ltda Joint Venture.
- The Group engagement team audited the Company and other centralised functions and balances including those covering the cash and cash equivalents, taxation, retirement benefit obligations, share-based payments, obligations under leases, borrowings, consolidation and certain intangible asset and goodwill impairment assessments.
- The components on which we performed full scope and financial statement line-item audit procedures, together with the work performed by the Group engagement team as identified above, accounted for 74% of revenue and 75% of adjusted profit before taxation.

Key audit matters
- Valuation of Biological Assets under IAS 41 'Agriculture' (group)
- Impairment of investments in subsidiary undertakings (parent)

Materiality
- Overall Group materiality: £4,700,000 (2025: £2,660,000) based on approximately 5% of adjusted profit before tax.
- Overall Company materiality: £4,720,000 (2025: £5,100,000) based on 1% of total assets.
- Performance materiality: £3,525,000 (2025: £1,995,000) (Group) and £3,540,000 (2025: £1,812,375) (Company).

The scope of our audit

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements.

Independent Auditor's Report continued
To the members of Genus plc

Key audit matters
Key audit matters are those matters that, in the auditors' professional judgement, were of most significance in the audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by the auditors, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters, and any comments we make on the results of our procedures thereon, were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

This is not a complete list of all risks identified by our audit.

The key audit matters below are consistent with last year.

Key audit matter	How our audit addressed the key audit matter
Valuation of Biological Assets under IAS 41 'Agriculture' (Group)	
Note 4 (Critical accounting judgements and key sources of estimation uncertainty), note 16 (Biological assets) and the Audit & Risk Committee report explains how management have considered key judgements in the Group, including that of the IAS 41 valuation. Genus plc carries biological assets at fair value in accordance with IAS 41 'Agriculture'. As at 30 June 2026, the Group held total biological assets (excluding those recognised in Inventory) of £254.6m (FY25: £253.7m). The movement in the IAS 41 valuation has a material impact on statutory results each year. Certain assumptions included within the valuation models are subject to estimation uncertainty, and accordingly, require the exercise of judgement. In planning our audit, we identified the following assumptions as being the most significant in the determination of the valuation of each species: • Bovine: the growth in unit prices, the discount rate applied to the forecast cash flows and the Biological Asset Value (BAV) factor used. • Porcine: the portion of animals held for breeding sales and the discount rate applied to the model.	We developed a granular understanding of Genus' business model and in testing the IAS 41 valuation, we have: • Obtained an understanding of the processes and controls relevant to the preparation, review and approval of the valuation of biological assets; • Assessed the appropriateness of the logic and mechanical accuracy of the valuation models prepared and the methodology applied by the Group for compliance with the requirements of IAS 41 'Agriculture'; • Made inquiries of management to understand the rationale applied in the determination of key assumptions and any changes year on year; • Challenged the appropriateness of key assumptions applied within the underlying forecasts, with consideration given to historical forecasting accuracy and third-party benchmarking data (where available), historical transactional data and other comparable sources; • Tested inputs in the valuation model back to supporting evidence; • Involved our valuation experts in our consideration as to the appropriateness of the discount rates applied by the Directors in determining the fair value of biological assets; and • Assessed the completeness and accuracy of disclosures made within the financial statements in accordance with applicable standards. Based on the procedures performed, we did not identify any material misstatements within the valuation of biological assets. We also assessed the related disclosures and considered these to be in line with the requirements of IAS 41 'Agriculture'.

Key audit matter	How our audit addressed the key audit matter
Impairment of investments in subsidiary undertakings (Parent)	
Note C5 (Investments in subsidiaries) gives an explanation of movements in the carrying value of investments in subsidiary undertakings. The Company has investments of £328.8m (FY25: £307.6m) in its subsidiary undertakings. Annually, the Directors consider whether any events or circumstances have occurred that could indicate that the carrying amount of the investment in subsidiaries may not be recoverable. If such circumstances are identified, an impairment review is undertaken to establish whether the carrying amount of the investments exceeds its recoverable amount, being the higher of fair value less costs to sell or value in use. Impairment assessments of this nature require significant judgement and there is a risk that a potential impairment trigger may not be identified by management and in the event that there is an impairment trigger identified, there is a risk that the calculation of the recoverable amount of the investment is incorrect and therefore the value of the investment may be misstated. During the year ended 30 June 2026, the Company recognised £0.9m of impairment against ABS Chile Limitada (FY25: a £11.6m impairment against the investment previously held in Pecplan ABS Imp. e. Exp, Ltda (Brazil)).	We have evaluated management's consideration of impairment triggers through performing our own independent assessment, which has included; • Compared the carrying value of the investment to the carrying value of the underlying net assets; • Assessed the overall financial performance of the Group to identify any indicators of impairment; and • Considered other information gathered during the course of our audits of the Group and components and assessing whether there are any other indicators of impairment. We found management's impairment assessment to have been conducted in accordance with IAS 36. Based on the procedures performed, we concluded that the recognition of an impairment in respect of ABS Chile Limitada was appropriate. We concluded that no further impairment was required in relation to the remaining investments held and that disclosures in respect of the impairment assessment performed was appropriate.

Independent Auditor's Report continued
To the members of Genus plc

How we tailored the audit scope
We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial statements as a whole, taking into account the structure of the Group and the Company, the accounting processes and controls, and the industry in which they operate.

We conducted full scope audit work over Genus plc, Genus Breeding Limited, Pig Improvement Company UK Limited, ABS Global Inc., PIC USA Inc., Pig Improvement Company de Mexico, S. de. R.L. de C.V, Pig Improvement Company España S.A. The only components considered significant to the Group are Genus plc, Genus Breeding Limited, Pig Improvement Company UK Limited, ABS Global Inc. and PIC USA Inc.

In addition to the above we performed full scope audit work over PIC Ankang Agriculture Science and Technology Co Ltd, PIC (Shanghai) Agriculture Science and Technology Co Ltd, Liao Ning PIC Agriculture Science and Technology for the period to 31 January 2026 when the Group sold a controlling share of these subsidiary undertakings.

The audit of Genus plc is performed by the Group team, the audit of Genus Breeding Limited and Pig Improvement Company UK Limited are performed by a component team in the United Kingdom; the audit of ABS Global Inc and PIC USA Inc. are performed by a component team based in the United States; the audit of PIC Ankang Agriculture Science and Technology Co Ltd, PIC (Shanghai) Agriculture Science and Technology Co Ltd, and Liao Ning PIC Agriculture Science and Technology are performed by a component team in China; the audit of Pig Improvement Company de Mexico, S. de R.L. de C.V is performed by a component team in Mexico and the audit of Pig Improvement Company España S.A. is performed by a component team in Spain.

We performed additional procedures over revenue, trade and other receivables and inventories balances at Pecplan ABS Imp. e Exp. Ltda and revenue, inventories, other intangibles and property, plant and equipment at PIC Canada Limited to ensure sufficient coverage over these financial statement line items. Pecplan ABS Imp. e Exp. Ltda is located in Brazil and work was performed by our local component team. PIC Canada Limited is located in Canada and work was performed by a component team in the United States.

A separate component team in Brazil has performed a full scope audit over the Agroceres PIC Genética de Suinos Ltda Joint Venture.

We performed analytical procedures on the remaining entities to understand key balances and transactions in the year and performed additional procedures on any unusual balances identified.

We assessed coverage for each financial statement line item based on the final scoping. Our scope gives coverage of 74% of revenue, 75% of adjusted profit before tax on an absolute basis and 91% of total assets based on the consolidated results.

The combination of the work referred to above, together with additional procedures performed at a Group level, including testing of significant journals posted within the consolidation, significant adjustments made to the financial statements, goodwill, intangible assets, share-based payments, pensions, IFRS 16 lease accounting, taxation and borrowings gave us the evidence required for our opinion on the financial statements as a whole.

The Group engagement leader discussed and agreed the audit plan with our component audit teams, in addition to agreeing the format and content of communications. We determined that the level of involvement we were able to have in the audit work at our reporting entities was sufficient, and appropriate audit evidence had been obtained, to enable us to form our opinion on the financial statements as a whole. Senior members of the Group engagement team visited our local component team and the local management team in the United States and Spain. We maintained regular dialogue throughout the audit process with our component audit teams through the use of video conferencing. We also supervised the work performed by all component teams through the review of component team working papers and we concluded that sufficient and appropriate procedures have been performed.

The Company audit was performed by the Group audit team. The parent Company is incorporated in England, United Kingdom and there are no branches or other locations to be considered when scoping the audit. The Company is audited on a stand-alone basis, and hence, testing has been performed on all material financial statement line items.

The impact of climate risk on our audit
As part of our audit we made enquiries of management to understand the extent of the potential impact of climate risk on the Group's and Company's financial statements, and we remained alert when performing our audit procedures for any indicators of the impact of climate risk. In particular, we challenged management over the impact of climate change (e.g. flooding at exposed areas) as well as any potential risks arising from physical and environmental issues.

As set out in the other information to the Annual Report, the Group is committed to being net zero by 2050, with a particular focus on exploring initiatives to reduce our emissions across operations especially within the key areas of porcine manure management, Group electricity consumption and Group fleet.

We challenged management regarding the extent of disclosures made within the financial statements in respect of climate change, obtaining comfort over the consistency of information included within the disclosures made in the other information to the Annual Report and that included within the financial statements and the knowledge we obtained from our audit.

Based on the procedures performed, we did not identify any material inconsistency between the climate-related disclosures and the assumptions applied in the financial statements.

Materiality
The scope of our audit was influenced by our application of materiality. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and in evaluating the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Independent Auditor's Report continued
To the members of Genus plc

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	Financial statements – Group	Financial statements – Company
Overall materiality	£4,700,000 (2025: £2,660,000).	£4,720,000 (2025: £5,100,000).
How we determined it	Based on 5% of adjusted profit before tax	Based on 1% of total assets
Rationale for benchmark applied	Adjusted profit before tax is one of the primary measures used by the shareholders in assessing the performance of the Group, and is a generally accepted auditing benchmark. It is considered appropriate to exclude specific adjusting items due to the nature of these balances as disclosed in Note 7 (Exceptional items) of the financial statements, the Net IAS 41 valuation movement on biological assets and those associated with the sale of 51% of PIC Ankang Agriculture Science and Technology Co Ltd, PIC (Shanghai) Agriculture Science and Technology Co Ltd and Liao Ning PIC Agriculture Science and Technology.	Total assets is one of the primary measures used by the shareholders in assessing the performance of the Company, and is a generally accepted auditing benchmark.

For each component in the scope of our Group audit, we allocated a materiality that is less than our overall Group materiality. The range of materiality allocated across components was between £500,000 and £4,230,000. Certain components were audited to a local statutory audit materiality that was also less than our overall Group materiality.

We use performance materiality to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. Specifically, we use performance materiality in determining the scope of our audit and the nature and extent of our testing of account balances, classes of transactions and disclosures, for example in determining sample sizes. Our performance materiality was 75% (2025: 75%) of overall materiality, amounting to £3,525,000 (2025: £1,995,000) for the Group financial statements and £3,540,000 (2025: £1,812,375) for the Company financial statements.

In determining the performance materiality, we considered a number of factors - the history of misstatements, risk assessment and aggregation risk and the effectiveness of controls – and concluded that an amount in the middle of our normal range was appropriate.

We agreed with the Audit & Risk Committee that we would report to them misstatements identified during our audit above £235,000 (Group audit) (2025: £134,250) and £230,000 (Company audit) (2025: £134,250) as well as misstatements below those amounts that, in our view, warranted reporting for qualitative reasons.

Conclusions relating to going concern
Our evaluation of the Directors' assessment of the Group's and the Company's ability to continue to adopt the going concern basis of accounting included:

- We obtained management's FY27 budget and forecast beyond that date. We have held discussions with management to understand the budgeting process and the key assumptions made in the forecasting process;
- Using our own knowledge from the audit and assessment of previous forecasting accuracy, we calculated sensitivities to apply to management's cash flow forecasts. These procedures confirmed headroom in management's forecasts;
- Evaluated the reasonableness of the inputs and underlying assumptions within the base case going concern forecast prepared by management;
- Agreeing the committed facilities to the underlying agreements and ensuring that these were appropriately reflected within the liquidity and covenant analysis;
- Comparing prior year forecasts against current year actual performance to assess management's ability to prepare accurate forecasts, evaluating any differences identified;
- Assessing the appropriateness of management's base case going concern forecast by performing trend analysis against the actual results for past periods;
- Assessing the severe but plausible downside scenarios which has been used to sensitise the base case going concern forecast, including the consideration of the underlying assumptions within the forecast and the mitigating actions available were such scenarios to arise;
- We assessed the adequacy of disclosures in the Annual Report and found these appropriately reflect our understanding of the conclusions reached.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the Group's and the Company's ability to continue as a going concern.

In relation to the Directors' reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the Directors' statement in the financial statements about whether the Directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Reporting on other information
The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The Directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

Independent Auditor's Report continued
To the members of Genus plc

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic Report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Directors' report
In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Directors' Report for the year ended 30 June 2026 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the Group and Company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic Report and Directors' Report.

Directors' Remuneration
In our opinion, the part of the Directors' Remuneration Report to be audited has been properly prepared in accordance with the Companies Act 2006.

Corporate governance statement
The Listing Rules require us to review the Directors' statements in relation to going concern, longer-term viability and that part of the corporate governance statement relating to the Company's compliance with the provisions of the UK Corporate Governance Code specified for our review. Our additional responsibilities with respect to the corporate governance statement as other information are described in the 'Reporting on other information' section of this report.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the corporate governance statement is materially consistent with the financial statements and our knowledge obtained during the audit, and we have nothing material to add or draw attention to in relation to:

- The Directors' confirmation that they have carried out a robust assessment of the emerging and principal risks;
- The disclosures in the Annual Report that describe those principal risks, what procedures are in place to identify emerging risks and an explanation of how these are being managed or mitigated;
- The Directors' statement in the financial statements about whether they considered it appropriate to adopt the going concern basis of accounting in preparing them, and their identification of any material uncertainties to the Group's and Company's ability to continue to do so over a period of at least twelve months from the date of approval of the financial statements;
- The Directors' explanation as to their assessment of the Group's and Company's prospects, the period this assessment covers and why the period is appropriate; and
- The Directors' statement as to whether they have a reasonable expectation that the Company will be able to continue in operation and meet its liabilities as they fall due over the period of its assessment, including any related disclosures drawing attention to any necessary qualifications or assumptions.

Our review of the Directors' statement regarding the longer-term viability of the Group and Company was substantially less in scope than an audit and only consisted of making inquiries and considering the Directors' process supporting their statement; checking that the statement is in alignment with the relevant provisions of the UK Corporate Governance Code; and considering whether the statement is consistent with the financial statements and our knowledge and understanding of the Group and Company and their environment obtained in the course of the audit.

In addition, based on the work undertaken as part of our audit, we have concluded that each of the following elements of the corporate governance statement is materially consistent with the financial statements and our knowledge obtained during the audit:

- The Directors' statement that they consider the Annual Report, taken as a whole, is fair, balanced and understandable, and provides the information necessary for the members to assess the Group's and Company's position, performance, business model and strategy;
- The section of the Annual Report that describes the review of effectiveness of risk management and internal control systems; and
- The section of the Annual Report describing the work of the Audit & Risk Committee.

We have nothing to report in respect of our responsibility to report when the Directors' statement relating to the Company's compliance with the Code does not properly disclose a departure from a relevant provision of the Code specified under the Listing Rules for review by the auditors.

Responsibilities for the financial statements and the audit
Responsibilities of the Directors for the financial statements
As explained more fully in the Directors' Responsibilities, the Directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report continued
To the members of Genus plc

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the Group and industry, we identified that the principal risks of non-compliance with laws and regulations related to environmental regulations and sanctions in relation to Russia, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as UK Listing rules, tax legislation and the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries to manipulate revenue and/or EBITDA and management bias in significant accounting estimates and judgements. The Group engagement team shared this risk assessment with the component auditors so that they could include appropriate audit procedures in response to such risks in their work. Audit procedures performed by the Group engagement team and/or component auditors included:

- Discussions with management, internal legal counsel, and the Audit Committee throughout the year and since the year end, including consideration of known or suspected instances of non-compliance with laws and regulation or fraud;
- Reviewing minutes of meetings of those charged with governance to identify any instances of non-compliance that have been discussed;
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations;
- Challenging assumptions and judgements made by management in their significant accounting estimates and judgements;
- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report
This report, including the opinions, has been prepared for and only for the Company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

OTHER REQUIRED REPORTING

Companies Act 2006 exception reporting
Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- the Company financial statements and the part of the Directors' Remuneration Report to be audited are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Appointment
We were first appointed by the Company for the financial year ended 30 June 2025. Our uninterrupted engagement covers two financial years.

OTHER MATTER

The Company is required by the Financial Conduct Authority Disclosure Guidance and Transparency Rules to include these financial statements in an annual financial report prepared under the structured digital format required by DTR 4.1.15R - 4.1.18R and filed on the National Storage Mechanism of the Financial Conduct Authority. This auditors' report provides no assurance over whether the structured digital format annual financial report has been prepared in accordance with those requirements.

David Beer (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Southampton
9 September 2026

Group Income Statement
For the year ended 30 June 2026

	Note	2026 £m	2025 £m
REVENUE	5, 6	**658.1**	672.8
Adjusted operating profit	5	**94.8**	81.1
Adjusting items:			
– Net IAS 41 valuation movement on biological assets	16	**12.8**	(13.3)
– Amortisation of acquired intangible assets	15	**(4.1)**	(5.6)
– Impairment of goodwill	14	**–**	(1.5)
– Share-based payment expense	30	**(10.4)**	(6.9)
		(1.7)	(27.3)
Exceptional items (net)	7	**(5.8)**	(11.4)
Total adjusting items		**(7.5)**	(38.7)
OPERATING PROFIT	8	**87.3**	42.4
Share of post-tax profit of joint ventures and associates retained	18	**34.7**	9.1
Other gains and losses	41	**204.3**	(4.2)
Finance costs	10	**(16.7)**	(21.4)
Finance income	10	**0.9**	2.6
PROFIT BEFORE TAX		**310.5**	28.5
Taxation	11	**(25.0)**	(9.2)
PROFIT FOR THE YEAR		**285.5**	19.3
ATTRIBUTABLE TO:			
Owners of the Company		**285.3**	19.3
Non-controlling interest		**0.2**	–
		285.5	19.3
EARNINGS PER SHARE			
Basic earnings per share	12	**431.6p**	29.3p
Diluted earnings per share	12	**425.1p**	28.9p

	Note	2026 £m	2025 £m
Alternative Performance Measures			
Adjusted operating profit		**94.8**	81.1
Adjusted operating profit attributable to non-controlling interest		**(0.2)**	–
Pre-tax share of profits from joint ventures and associates excluding net IAS 41 valuation movement		**21.4**	12.0
Adjusted operating profit including joint ventures and associates		**116.0**	93.1
Net finance costs	10	**(15.8)**	(18.8)
Adjusted profit before tax		**100.2**	74.3
Adjusted earnings per share			
Basic adjusted earnings per share	12	**110.3p**	81.8p
Diluted adjusted earnings per share	12	**108.6p**	80.6p

Adjusted results are the Alternative Performance Measures ('APMs') used by the Board to monitor underlying performance at a Group and operating segment level, which are applied consistently throughout. These APMs should be considered in addition to statutory measures, and not as a substitute for or as superior to them. For more information on APMs, see APM Glossary.

Group Statement of Comprehensive Income
For the year ended 30 June 2026

	Note	2026 £m	2026 £m	2025 £m	2025 £m
PROFIT FOR THE YEAR			**285.5**		19.3
Items that may be reclassified subsequently to profit or loss					
Foreign exchange translation differences		**17.3**		(35.7)	
Fair value movement on net investment hedges	26	**(0.4)**		(0.5)	
Fair value movement on cash flow hedges		**0.5**		(1.4)	
Tax relating to components of other comprehensive income/(expense)	11	**0.7**		(5.1)	
			18.1		(42.7)
Items that may not be reclassified subsequently to profit or loss					
Actuarial gain/(loss) on retirement benefit obligations	29	**7.8**		(18.5)	
Movement on pension asset recognition restriction	29	**(8.5)**		16.4	
Interest restriction on IFRIC 14	29	**1.1**		1.8	
Tax relating to components of other comprehensive income/(expense)	11	**0.1**		(0.1)	
			0.5		(0.4)
OTHER COMPREHENSIVE INCOME/(EXPENSE) FOR THE YEAR			**18.6**		(43.1)
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE YEAR			**304.1**		(23.8)
ATTRIBUTABLE TO:					
Owners of the Company		**304.0**		(23.6)	
Non-controlling interest		**0.1**		(0.2)	
			304.1		(23.8)

Group Statement of Changes in Equity
For the year ended 30 June 2026

	Note	Called-up share capital £m	Share premium account £m	Own shares £m	Trans-lation reserve £m	Hedging reserve £m	Retained earnings £m	Total £m	Non-controlling interest £m	Total equity £m
BALANCE AT 1 July 2024		6.6	179.1	(0.1)	10.5	0.9	320.8	517.8	(4.3)	513.5
Foreign exchange translation differences, net of tax		–	–	–	(40.8)	–	–	(40.8)	(0.2)	(41.0)
Fair value movement on net investment hedges, net of tax		–	–	–	(0.5)	–	–	(0.5)	–	(0.5)
Fair value movement on cash flow hedges, net of tax		–	–	–	–	(1.2)	–	(1.2)	–	(1.2)
Actuarial loss on retirement benefit obligations, net of tax		–	–	–	–	–	(14.2)	(14.2)	–	(14.2)
Movement on pension asset recognition restriction, net of tax		–	–	–	–	–	12.4	12.4	–	12.4
Interest restriction on IFRIC 14, net of tax		–	–	–	–	–	1.4	1.4	–	1.4
Other comprehensive (expense)/income for the year		–	–	–	(41.3)	(1.2)	(0.4)	(42.9)	(0.2)	(43.1)
Profit for the year		–	–	–	–	–	19.3	19.3	–	19.3
Total comprehensive (expense)/income for the year		–	–	–	(41.3)	(1.2)	18.9	(23.6)	(0.2)	(23.8)
Recognition of share-based payments, net of tax		–	–	–	–	–	7.4	7.4	–	7.4
Dividends	13	–	–	–	–	–	(21.1)	(21.1)	–	(21.1)
Adjustment arising from change in non-controlling interest and written put option		–	–	–	–	–	(4.4)	(4.4)	4.4	–
BALANCE AT 30 June 2025		6.6	179.1	(0.1)	(30.8)	(0.3)	321.6	476.1	(0.1)	476.0
Foreign exchange translation differences, net of tax		**–**	**–**	**–**	**18.1**	**–**	**–**	**18.1**	**(0.1)**	**18.0**
Fair value movement on net investment hedges, net of tax		**–**	**–**	**–**	**(0.3)**	**–**	**–**	**(0.3)**	**–**	**(0.3)**
Fair value movement on cash flow hedges, net of tax		**–**	**–**	**–**	**–**	**0.4**	**–**	**0.4**	**–**	**0.4**
Actuarial gain on retirement benefit obligations, net of tax		**–**	**–**	**–**	**–**	**–**	**5.9**	**5.9**	**–**	**5.9**
Movement on pension asset recognition restriction, net of tax		**–**	**–**	**–**	**–**	**–**	**(6.3)**	**(6.3)**	**–**	**(6.3)**
Interest restriction on IFRIC 14, net of tax		**–**	**–**	**–**	**–**	**–**	**0.9**	**0.9**	**–**	**0.9**
Other comprehensive income/(expense) for the year		**–**	**–**	**–**	**17.8**	**0.4**	**0.5**	**18.7**	**(0.1)**	**18.6**
Profit for the year		**–**	**–**	**–**	**–**	**–**	**285.3**	**285.3**	**0.2**	**285.5**
Total comprehensive income for the year		**–**	**–**	**–**	**17.8**	**0.4**	**285.8**	**304.0**	**0.1**	**304.1**
Recognition of share-based payments, net of tax		**–**	**–**	**–**	**–**	**–**	**8.2**	**8.2**	**–**	**8.2**
Dividends	13	**–**	**–**	**–**	**–**	**–**	**(21.7)**	**(21.7)**	**–**	**(21.7)**
Issue of ordinary shares		**0.1**	**–**	**–**	**–**	**–**	**–**	**0.1**	**–**	**0.1**
BALANCE AT 30 June 2026		**6.7**	**179.1**	**(0.1)**	**(13.0)**	**0.1**	**593.9**	**766.7**	**–**	**766.7**

Group Balance Sheet
As at 30 June 2026

	Note	2026 £m	2025 £m
ASSETS			
Goodwill	14	**103.4**	102.8
Other intangible assets	15	**49.5**	55.3
Biological assets	16	**218.7**	219.0
Property, plant and equipment	17	**135.2**	160.3
Interests in joint ventures and associates	18	**205.3**	62.8
Other investments	19	**3.3**	3.2
Derivative financial assets	26	**–**	–
Other receivables	21	**5.6**	10.3
Deferred tax assets	11	**37.7**	30.9
TOTAL NON-CURRENT ASSETS		**758.7**	644.6
Inventories	20	**47.8**	46.2
Biological assets	16	**35.9**	34.7
Trade and other receivables	21	**120.9**	119.2
Cash and cash equivalents	22	**43.7**	48.0
Income tax receivable		**8.3**	6.2
Retirement benefit asset	29	**2.7**	–
Derivative financial assets	26	**0.3**	0.1
TOTAL CURRENT ASSETS		**259.6**	254.4
TOTAL ASSETS		**1,018.3**	899.0
LIABILITIES			
Trade and other payables	23	**(95.6)**	(107.7)
Interest-bearing loans and borrowings	27	**(4.3)**	(2.9)
Provisions	25	**(1.2)**	(0.4)
Deferred consideration	38	**(2.7)**	(2.6)
Obligations under leases	28	**(9.8)**	(13.3)
Tax liabilities		**(3.5)**	(2.2)
Derivative financial liabilities	26	**(0.1)**	(2.2)
TOTAL CURRENT LIABILITIES		**(117.2)**	(131.3)
Trade and other payables	23	**–**	(0.1)
Interest-bearing loans and borrowings	27	**(77.0)**	(215.9)
Retirement benefit obligations	29	**(7.1)**	(6.9)
Provisions	25	**(1.8)**	(0.3)
Deferred consideration	38	**(5.5)**	(7.9)
Deferred tax liabilities	11	**(25.7)**	(25.8)
Derivative financial liabilities	26	**(0.9)**	(1.0)
Obligations under leases	28	**(16.4)**	(33.8)
TOTAL NON-CURRENT LIABILITIES		**(134.4)**	(291.7)
TOTAL LIABILITIES		**(251.6)**	(423.0)

	Note	2026 £m	2025 £m
NET ASSETS		**766.7**	476.0
EQUITY			
Called-up share capital	31	**6.7**	6.6
Share premium account		**179.1**	179.1
Own shares	31	**(0.1)**	(0.1)
Translation reserve	31	**(13.0)**	(30.8)
Hedging reserve	31	**0.1**	(0.3)
Retained earnings		**593.9**	321.6
EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY		**766.7**	476.1
Non-controlling interest	39	**0.5**	0.4
Put option over non-controlling interest	39	**(0.5)**	(0.5)
TOTAL NON-CONTROLLING INTEREST		**–**	(0.1)
TOTAL EQUITY		**766.7**	476.0

The Financial Statements were approved and authorised for issue by the Board of Directors on 9 September 2026.

Signed on behalf of the Board of Directors

Jorgen Kokke
Chief Executive

Andy Russell
Chief Financial Officer

Group Statement of Cash Flows
For the year ended 30 June 2026

	Note	2026 £m	2025 £m
NET CASH FLOW FROM OPERATING ACTIVITIES	32	**74.4**	67.2
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends received from joint ventures and associates	18	**16.1**	6.1
Disposal of subsidiary investment		**–**	1.3
Net cash flow from the sale of 51% of PIC China after taxation	42	**97.7**	–
Acquisition of other investments		**–**	(2.4)
Payment of deferred consideration	38	**–**	(0.6)
Purchase of property, plant and equipment		**(12.5)**	(13.4)
Purchase of intangible assets		**(5.6)**	(5.2)
Proceeds from sale of property, plant and equipment		**2.1**	0.4
NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES		**97.8**	(13.8)
CASH FLOWS FROM FINANCING ACTIVITIES			
Drawdown of borrowings		**175.8**	152.8
Repayment of borrowings		**(316.4)**	(158.2)
Payment of lease liabilities		**(12.6)**	(14.1)
Equity dividends paid		**(21.7)**	(21.1)
Purchase of non-controlling interest in De Novo Genetics LLC		**(2.7)**	(2.6)
Dividend to non-controlling interest		**–**	(0.1)
Issue of share capital		**0.1**	–
Debt issue costs		**(0.5)**	(3.3)
NET CASH OUTFLOW FROM FINANCING ACTIVITIES		**(178.0)**	(46.6)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		**(5.8)**	6.8
Cash and cash equivalents at start of the year		**48.0**	42.5
Net (decrease)/increase in cash and cash equivalents		**(5.8)**	6.8
Effect of exchange rate fluctuations on cash and cash equivalents		**1.5**	(1.3)
TOTAL CASH AND CASH EQUIVALENTS AT 30 JUNE	22	**43.7**	48.0

Notes to the Group Financial Statements
For the year ended 30 June 2026

1. REPORTING ENTITY

Genus plc (the 'Company') is a public company limited by shares and incorporated in England, United Kingdom under the Companies Act 2006. Its company number is 02972325 and its registered office is Matrix House, Basing View, Basingstoke, Hampshire RG21 4FF. The Group Financial Statements for the year ended 30 June 2026 comprise the Company and its subsidiaries (together referred to as the 'Group'). We have used the equity method to account for the Group's interests in joint ventures and associates. Our business model on pages 6 to 7 explains the Group's operations and principal activities.

2. BASIS OF PREPARATION

The consolidated financial statements of the Group have been prepared in accordance with UK-adopted International Accounting Standards ('IFRS') and in compliance with the Companies Act 2006, as applicable to companies reporting under those standards.'

Unless otherwise stated, we have consistently applied the material accounting policy information set out below to all periods presented in these Group Financial Statements. The going concern statement has been included in the Strategic Report on page 48 and forms part of these statements.

Functional and presentational currency
We present the Group Financial Statements in Sterling, which is the Company's functional and presentational currency. All financial information presented in Sterling has been rounded to the nearest £0.1m.

Use of estimates
Preparing financial statements requires management to make judgements, estimates and assumptions that affect our application of accounting policies and our reported assets, liabilities, income and expenses. Our actual results may differ from these estimates. We review our estimates and underlying assumptions on an ongoing basis, and recognise revisions to accounting estimates in the period in which we revise the estimate and in any future periods affected.

Note 4 provides information about significant areas of estimation uncertainty and the critical judgements we made in applying accounting policies that have the most effect on the amounts recognised in the Financial Statements.

Alternative Performance Measures ('APMs')
In reporting financial information, the Group presents APMs, which are not defined or specified under the requirements of IFRS and which are not considered to be a substitute for, or superior to, IFRS measures.

The Group believes that these APMs provide stakeholders with additional helpful information on the performance of the business. The APMs are consistent with how we plan our business performance and report on it in our internal management reporting to the Board and GELT. Some of these measures are also used for the purpose of setting remuneration targets.

For a full list of all APMs please see the Alternative Performance Measures Glossary section of the Annual Report on pages 183 to 191.

3. MATERIAL ACCOUNTING POLICY INFORMATION APPLIED IN THE CURRENT REPORTING PERIOD THAT RELATES TO THE FINANCIAL STATEMENTS AS A WHOLE

This section sets out our material accounting policy information as it relates to the Financial Statements as a whole. Where an accounting policy is generally applicable to a specific note to the Financial Statements, the policy has been described in that note. We have also detailed below the new accounting pronouncements that we will adopt in future years and our current view of the impact they will have on our financial reporting.

Accounting convention
We prepare the Group Financial Statements under the historical cost convention, except for our biological assets, share-based payment expense, pension liabilities and derivative financial instruments. In accordance with IFRS, we measure biological assets at fair value less point-of-sale costs, which represent distribution costs and selling expenses, and share-based payment expense, pension liabilities, and certain financial instruments at fair value.

Basis of consolidation
Subsidiaries are entities the Group controls. We have control of an entity when we are exposed, or have the rights, to variable returns from the entity and have the ability to affect the returns through power over the entity. In assessing control, we take into account potential voting rights that we can currently exercise or convert. We fully consolidate the results of subsidiaries we acquire from the date that control transfers to the Group. We cease consolidating the results of subsidiaries that we cease to control from the date that control passes.

In preparing the Group Financial Statements, we eliminate intra-Group balances and any unrealised income and expenses arising from intra-Group transactions. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment, to the extent of our interest in the investee. We eliminate unrealised losses in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Foreign currencies
We record foreign currency transactions in the relevant Group entity's functional currency, at the exchange rate on the transaction date. At each balance sheet date, we retranslate monetary assets and liabilities denominated in foreign currencies at the exchange rate on the balance sheet date. We recognise the foreign exchange differences arising on retranslation in the Group Income Statement.

When non-monetary assets and liabilities are measured at historical cost in a foreign currency, we translate them at the exchange rate at the transaction date. When non-monetary assets and liabilities are stated at fair value in a foreign currency, we translate them at the prevailing exchange rate on the date we determined the fair value. We recognise the foreign exchange differences arising on retranslation in the Group Statement of Comprehensive Income.

The assets and liabilities of foreign operations, including goodwill arising on consolidation, are translated into Sterling at the prevailing exchange rates at the balance sheet date. The resulting exchange differences are booked into foreign currency translation reserves and reported in the Group Statement of Comprehensive Income. We translate these operations' revenues and expenses using an average rate for the period.

The Group has assessed the impact of hyperinflation in Argentina under IAS 29 Financial Reporting in Hyperinflationary Economies and determined that the resulting effect on the consolidated financial statements is not material.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

3. MATERIAL ACCOUNTING POLICY INFORMATION APPLIED IN THE CURRENT REPORTING PERIOD THAT RELATES TO THE FINANCIAL STATEMENTS AS A WHOLE CONTINUED

When exchange differences arise from the fair value movement of related effective hedges, we take them to the foreign currency translation reserve. When we dispose of a foreign operation, we release these differences to the Income Statement. Exchange movements on inter-company loans considered to be permanent equity are recognised in the Group Statement of Comprehensive Income, together with any related taxation.

The principal exchange rates were as follows:

	Average			Closing		
	2026	2025	2024	**2026**	2025	2024
US Dollar/£	**1.34**	1.30	1.26	**1.33**	1.37	1.27
Euro/£	**1.15**	1.19	1.17	**1.16**	1.17	1.18
Brazilian Real/£	**7.07**	7.46	6.35	**6.85**	7.46	7.07
Mexican Peso/£	**24.06**	25.83	21.69	**23.18**	25.75	23.12
Chinese Yuan/£	**9.35**	9.35	9.06	**9.00**	9.84	9.19
Russian Rouble/£	**104.92**	118.29	115.46	**104.26**	107.38	108.18

Research and development
We undertake research with the aim of gaining new scientific or technical knowledge, and recognise this expenditure in the Income Statement as it is incurred.

The Group constantly monitors its research activities. When research projects achieve technical feasibility and are commercially viable, our policy is to capitalise further development costs within intangible assets, in accordance with IAS 38.

Our development activities include developing and maintaining our porcine genetic nucleus herd and our bovine pre-stud herds. We do not capitalise development expenditure separately for these herds, as their fair value is included in the fair value of the Group's biological assets, in accordance with IAS 41.

We disclose the costs of research and development activities, as required by IAS 38 (see note 8).

Other income and deferred income
During the year ended 30 June 2019, the Company entered into a strategic collaboration with Beijing Capital Agribusiness ('BCA') under which BCA will establish and fund a collaboration-specific entity ('BCA Future Bio-Tech') which will use Genus's intellectual property and know-how to pursue the PRRS-resistance regulatory and development work in China. Genus will receive consideration after meeting certain milestones in the development programme.

Each milestone is considered to be either a separate performance obligation, or a set of separate performance obligations, under this agreement and milestones are unbundled in the contractual arrangement as if they are distinct from one another. We assess each separate performance obligation relating to the milestone payments, and upon completion of those performance obligations recognise the fair value of amounts earned in other income. Some performance obligations, such as the transfer of know-how, are recognised at a point in time whereas others, such as the provision of technical services, are recognised over time. We recognise any received but unearned consideration as deferred income. We will apply the same accounting policy to any other comparable agreements.

Reversals of impairment
We reverse an impairment loss in respect of assets other than goodwill when the impairment loss may no longer exist and we have changed the estimates we used to determine the recoverable amount. We only reverse an impairment loss to the extent that the asset's carrying amount does not exceed the carrying amount it would have had, net of depreciation or amortisation, if we had not recognised the impairment loss.

Climate change
In preparing these consolidated financial statements we have considered the impact of both physical and transition climate change risks on the current valuation of our assets and liabilities. We do not believe that there is a material impact on the financial reporting judgements and estimates arising from our considerations and as a result the valuations of our assets or liabilities have not been significantly impacted by these risks as at 30 June 2026. In concluding, we specifically considered the impact of climate change on the growth rates and projected cash flows as part of our goodwill impairment testing (see note 14). As government policies evolve as a result of commitments to limit global warming to 1.5°C, we will continue to monitor implications on the valuations of our assets and liabilities that could arise in future years.

New standards and interpretations
In the current period, the Group has applied a number of amendments to IFRS issued by the International Accounting Standards Board that are mandatorily effective for an accounting period that begins after 1 January 2025 and have been implemented with effect from 1 July 2025. These are:
- Amendments to IAS 21 – 'Lack of Exchangeability'.

Their application has not had any material impact on the disclosures or amounts reported in the Group Financial Statements.

New standards and interpretations not yet adopted
At the date of the Annual Report, the following standards and interpretations which have not been applied in the report were in issue but not yet effective (and in some cases had not yet been adopted by the UK). The Group will continue to assess the impact of these amendments prior to their adoption. These are:
- IFRS S1 'General Requirements for Disclosure of Sustainability-related Financial Information';
- IFRS S2 'Climate-related Disclosures';
- Amendments to IAS 12 – 'International Tax Reform Pillar Two Model Rules – other disclosure requirements';
- IFRS 18 – 'Presentation and Disclosure in Financial Statements';
- Amendment to IFRS 9 and IFRS 7 – 'Classification and Measurement of Financial Instruments';
- Annual Improvements to IFRS Standards 2023–2025 Cycle;
- Amendments to IFRS 9 and IFRS 7 – 'Contracts Referencing Nature-dependent Electricity'; and
- Amendments to IFRS 10 and IAS 28 – 'Sale or Contribution of Assets between an Investor and its Associate or Joint Venture'.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

3. MATERIAL ACCOUNTING POLICY INFORMATION APPLIED IN THE CURRENT REPORTING PERIOD THAT RELATES TO THE FINANCIAL STATEMENTS AS A WHOLE CONTINUED

IFRS 18 'Presentation and Disclosure in Financial Statements' was issued in April 2024 and will replace IAS 1 'Presentation of Financial Statements'. IFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027, with early adoption permitted. This will be applicable for the Group's 30 June 2028 Annual Report. IFRS 18 introduces new requirements for the presentation of the statement of profit or loss, including defined subtotals and categories, and enhanced disclosure requirements in relation to management-defined performance measures. The Group is currently assessing the impact of IFRS 18 on its financial statements. Based on the assessment performed to date, the standard is not expected to affect the recognition or measurement of amounts in the financial statements, but it may result in changes to presentation and disclosure. The impact will be reflected in the Group's financial statements when the standard is applied.

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of Consolidated Financial Statements requires the Group to make estimates and judgements that affect the application of policies and reported amounts.

Critical judgements represent key decisions made by management in the application of the Group's accounting policies, where a significant risk of materially different outcomes exists due to management assumptions or sources of estimation uncertainty. 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.

The estimates which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next 12 months are discussed below.

Critical accounting judgements

Adjusting items

The Directors believe that the adjusted profit and earnings per share measures provide additional information to shareholders on the performance of the business. These measures are consistent with how business performance is measured internally by the Board and GELT. Further descriptions and reconciliations are provided in the APM Glossary.

The profit before tax and adjusting items measures are not recognised profit measures under IFRS and may not be directly comparable with adjusted profit measures used by other companies. The classification of adjusting items requires significant judgement, after considering the nature and intentions of a transaction. The Group's definitions of adjusting items are outlined within the Group accounting policies and have been applied consistently year-on-year.

Key sources of estimation uncertainty

Determination of the fair value of biological assets including those held in equity-accounted investees (note 16 and note 18)

Determining the fair values of our bovine and porcine biological assets requires the application of a number of estimates and assumptions.

Below is a list of these estimates and assumptions, showing whether we consider them to be observable or unobservable inputs to the fair value determination. In addition, we identify those inputs that are 'readily obtainable' transactional data or 'open market prices'. Sensitivities of the estimates and assumptions given below are disclosed in note 16.

	Estimates and assumptions	Observable/unobservable	Source
Bovine	Long-term dairy volume growth rate	Unobservable	n/a
	Short-term dairy volume growth rate	Unobservable	n/a
	Value at point of production[1]	Unobservable	n/a
	Current unit prices	Observable	Readily obtainable
	Growth in unit prices[1]	Unobservable	n/a
	Animals' useful lifespan	Observable	Readily obtainable
	Percentage of new dairy bulls to be produced internally each year	Unobservable	n/a
	Age profile of bulls	Unobservable	n/a
	Risk-adjusted discount rate[1]	Unobservable	n/a
Porcine (non pure line herds)	Animals' useful lifespan	Observable	Readily obtainable
	The proportion of animals that go to slaughter	Observable	Readily obtainable
	The mix of boars and gilts	Observable	Readily obtainable
	Risk-adjusted discount rate	Unobservable	n/a
Porcine (pure line herds)	Number of future generations attributable to the current herds	Observable	Readily obtainable
	Fair value prices achieved on sales	Observable	Open market prices
	Animals' expected useful lifespan and productivity	Observable	Readily obtainable
	The proportion of animals that go to breeding sales[1]	Observable	Readily obtainable
	Risk-adjusted discount rate[1]	Unobservable	n/a

1 Key sources of estimation uncertainty.

Impairment of Bovine and Aqua goodwill (see note 14)

Determining whether bovine and aqua goodwill is impaired requires us to consider any specific impairment indicators and to estimate the value in use of the cash-generating units to which we have allocated goodwill. The value in use calculation requires us to estimate the future cash flows arising from the cash-generating unit ('CGU'), the appropriate discount rate and the growth rates, in order to calculate present value.

Impact of Russian sanctions

The Group has two group operating companies that are incorporated in Russia – Limited Liability Co. Genus ABS Russia and PIC Genetics LLC ('Russian-based subsidiaries/entities'). Following the sanctions that have been put in place by the UK and other governments, the Group implemented a comprehensive screening process with external counsel to ensure that its Russian entities do not trade with sanctioned individuals or entities controlled by them. The main impact of the sanctions regime on our business has been to categorise the banks in Russia into sanctioned and non-sanctioned banks. Where we receive money from sanctioned banks we are unable to use the cash without a licence from His Majesty's Treasury ('HMT'). For cash receipts from non-sanctioned banks into the entities' non-sanctioned bank account, we are able to use the cash in Russia for day-to-day operations.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY
CONTINUED

The UK Office of Financial Sanctions Implementation ('OFSI') issued a general licence for trading in agricultural commodities in Russia effective on the 4 November 2022 which provides exemptions to the sanctions regime in connection with the export, production and transport of agricultural commodities. This definition includes reproductive materials such as are supplied by Genus. Under this general licence, receipts from non-sanctioned customers received from and before 4 November 2022 from sanctioned banks no longer need to be frozen and can be freely used. Also receipts from a sanctioned customer, if made through a non-sanctioned bank, no longer need to be frozen and can be freely used. If any customer is or becomes sanctioned and pays through a sanctioned bank, these funds would still need to be frozen even after 4 November 2022.

Under the requirements of IAS 7, where there is cash that is not available to be used by the rest of the Group this needs to be disclosed. As at 30 June 2026, we had a cash balance of £12.4m (30 June 2025: £12.1m) in the Russian entities. Of this cash £0.9m (2025: £0.9m) was received from sanctioned banks and is frozen under applicable sanctions regulations and not available for use by the Group. At 30 June 2026, this amount has been reclassified to non-current other receivables within note 21 as it no longer meets the definition of cash and cash equivalents under IAS 7. The Group continues to monitor the status of these balances and the Group's ability to repatriate them.

The remaining £11.5m cash remains available for use within Russia, however £8.6m (2025: £7.1m) is not available for repatriation due to local dividend restrictions. Following further evaluation, this amount is not considered available for use elsewhere in the Group and is therefore considered restricted.

Management has reviewed the operations and cash flow over a period of 18 months from 30 June 2026 to 31 December 2027, based upon the 2027 plans, to determine whether the Russian entities have sufficient non-sanctioned cash flow to enable them to continue day-to-day operations and to meet liabilities as they fall due. The analysis indicates they do have sufficient non-sanctioned cash flow to enable them to meet their day-to-day operational needs.

Critical accounting judgement – exercise of control
Management has assessed whether the actions of the UK and Russian Governments have caused the Group to lose control of these Russian-based subsidiaries.

Genus PLC received a licence from the Department for International Trade ('DIT'), effective from 11 January 2023 for two years, to allow for UK-based employees within the Genus group to provide accounting, business and management consulting services to the Russian-based subsidiaries, for the purpose of helping them carry out business operations in Russia, delivery of humanitarian assistance activity and for the production or distribution of food, provided that it is for the benefit of the civilian population. It authorises the following services:

- The fullest possible range of accounting services, business and management consulting services, to include advisory, guidance and operational assistance services provided for business policy and strategy, and the overall planning, structuring, and control of the organisation.
- The oversight that a parent company would typically provide to its subsidiaries in the areas of accounting, financial controls, tax, treasury, finance and human resources, along with similar oversight in the areas of information technology, supply chain and other types of technology.

In February 2025, the DIT licence was renewed and extended for an additional two years, now expiring on 6 February 2027.

We have concluded that we have control over the Russian-based subsidiaries for the year ended 30 June 2026, as defined under IFRS 10 'Consolidated Financial Statements', and we are still able to consolidate them despite restrictions on extracting cash. We have also assessed each of the asset balances for impairment. The material areas that could give rise to impairment are:

- PIC Russia farm: £1.9m (30 June 2025: £2.6m) – the value of the farm is predicated on the future economic benefit of the animals that are being reared there. We would need to assess if the property's open market price (less cost to sell) would support the carrying value.
- Trade receivables: £5.7m (30 June 2025: £3.6m) – the ongoing financial sanctions may affect our customers' ability to pay us for their goods. If it is determined that our customers are unlikely to repay these amounts, then they should be provided for.
- IAS 41 valuation: £1.5m (30 June 2025: £3.7m) – the ongoing impacts of both the local economic outlook and our customers' ability to pay us could result in a reversal of the fair value of the Russian biological assets.

Management's impairment analysis indicates that, under the current business environment and based on the plans for FY27 no impairment is required as at 30 June 2026.

Management will continue to monitor the situation closely to see if any further changes require additional analysis that may result in a different conclusion.

In the event of changes in legislation, such as more restrictive sanctions imposed by the UK Government or actions taken by the Russian Government, we may determine that we do not exercise control, as defined under IFRS 10 'Consolidated Financial Statements', over the assets and operations of the Russian entities and we would not be able to consolidate these companies into the Financial Statements. The deconsolidation would mean that we would reclassify the Russian entities as investments and we would need to assess for impairment. A charge of up to £21.7m (2025: £21.2m) may need to be recognised in the Income Statement, representing the total net assets of the two Russian entities. Dependent on the nature of the events leading to the decision to deconsolidate the entities, there may be additional expenses incurred which we are unable to estimate at this time. In addition, revenues would not be consolidated into the Financial Statements from the date of any deconsolidation. Revenues from the Russian entities were £19.3m in the year ended 30 June 2026 (2025: £15.6m).

Valuation of PRRS-resistant pig ('PRP')
On 29 April 2025, the Group obtained US Food and Drug Administration ('FDA') approval for our gene-edited PRRS-resistant pig ('PRP') in the United States, alongside positive determinations obtained in Brazil, Colombia, Argentina and the Dominican Republic. Since then, the Group has made further regulatory progress, including approval in Canada in January 2026 and additional favourable determinations in Argentina and Uruguay. However, approval by the FDA and other regulators does not automatically lead to commercialisation in the United States or elsewhere. Regulatory approvals or positive determinations are still required in key U.S. export markets, particularly Mexico and Japan, due to the integrated supply chains within the global pork market.

Until approvals are obtained in these key US export markets, it remains management's judgement that the PRP animals do not meet the Group's definition of a pure line and are therefore not subject to the pure line valuation methodology described in Note 16. While the Group has commenced limited slaughter and by-product sales in the United States, these do not represent commercial sales for IAS 41 purposes and do not demonstrate the existence of an active market for PRP animals. Accordingly, no value has been recognised in respect of pure line animals or the Group's retained interest.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY
CONTINUED

The Group would expect to recognise pure line animal values once the necessary approvals have been obtained in key US export markets and a first commercial sale has been agreed. Inventory continues to be held at a nil fair value, except for a limited adjustment to reflect recoverable value from by-product sales. This judgement remains significant to the valuation of the PRP herd.

5. SEGMENTAL INFORMATION

IFRS 8 'Operating Segments' requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the Chief Executive and the Board, to allocate resources to the segments and to assess their performance. The Group's operating and reporting structure comprises three operating segments: Genus PIC, Genus ABS and Genus Research and Development. These segments are the basis on which the Group reports its segmental information. The principal activities of each segment are as follows:

- Genus PIC – our global porcine sales business;
- Genus ABS – our global bovine sales business; and
- Genus Research and Development – our global spend on research and development.

A segmental analysis of revenue, operating profit, depreciation, amortisation, non-current asset additions, segment assets and liabilities and geographical information is provided below. We do not include our adjusting items in the segments, as we believe these do not reflect the underlying performance of the segments. The accounting policies of the reportable segments are the same as the Group's accounting policies, as described in the Financial Statements.

Revenue	2026 £m	2025 £m
Genus PIC	**355.8**	362.9
Genus ABS	**299.8**	307.7
Central	**2.5**	2.2
	658.1	672.8

Adjusted operating profit by segment is set out below and reconciled to the Group's adjusted operating profit. A reconciliation of adjusted operating profit to profit for the year is shown on the face of the Group Income Statement.

Adjusted operating profit	2026 £m	2025 £m
Genus PIC	**109.9**	100.3
Genus ABS	**22.6**	19.1
Genus Research and Development	**(14.7)**	(16.5)
Adjusted segment operating profit	**117.8**	102.9
Central	**(23.0)**	(21.8)
Adjusted operating profit	**94.8**	81.1

Our business is not highly seasonal and our customer base is diversified, with no individual customer generating more than 2% of revenue.

Exceptional items of £5.8m net expense (2025: £11.4m net expense), includes Genus ABS £8.3m net expense (2025: £8.7m net expense), Genus PIC £nil expense (2025: £0.3m) and our Central segment £2.5m net income (2025: £2.4m net expense). Note 7 provides details of these exceptional items.

We consider share-based payment expenses on a Group-wide basis and do not allocate them to reportable segments.

Other segmental information

	Depreciation		Amortisation		Additions to non-current assets (excluding deferred taxation and financial instruments)	
	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m
Genus PIC	**9.7**	12.0	**3.3**	4.7	**8.0**	10.3
Genus ABS	**17.4**	17.8	**5.3**	5.3	**15.9**	21.4
Genus Research and Development	**0.5**	0.6	**0.1**	–	**0.2**	0.8
Segment total	**27.6**	30.4	**8.7**	10.0	**24.1**	32.5
Central	**1.3**	1.4	**3.3**	2.9	**2.6**	1.7
Total	**28.9**	31.8	**12.0**	12.9	**26.7**	34.2

	Segment assets		Segment liabilities	
	2026 £m	2025 £m	2026 £m	2025 £m
Genus PIC	**626.5**	500.8	**(102.3)**	(113.2)
Genus ABS	**325.0**	334.8	**(45.0)**	(59.2)
Genus Research and Development	**3.4**	4.0	**(3.1)**	(2.9)
Segment total	**954.9**	839.6	**(150.4)**	(175.3)
Central	**63.4**	59.4	**(101.2)**	(247.7)
Total	**1,018.3**	899.0	**(251.6)**	(423.0)

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

5. SEGMENTAL INFORMATION CONTINUED

Geographical information
The Group's revenue by geographical segment is analysed below. This analysis is stated on the basis of where the customer is located.

Revenue

	2026 £m	2025 £m
North America	**256.6**	265.0
Latin America	**116.7**	107.3
UK	**88.1**	94.0
Rest of Europe, Middle East, Russia and Africa	**120.9**	109.8
Asia	**75.8**	96.7
Total revenue	**658.1**	672.8

Non-current assets (excluding deferred taxation and financial instruments)
The Group's non-current assets by geographical segment are analysed below and are stated on the basis of where the assets are located.

	2026 £m	2025 £m
North America	**377.5**	385.1
Latin America	**112.3**	76.9
UK	**50.8**	59.5
Rest of Europe, Middle East, Russia and Africa	**45.8**	47.6
Asia	**134.6**	44.6
Non-current assets (excluding deferred taxation and financial instruments)	**721.0**	613.7

6. REVENUE

Accounting policy
The Group recognises revenue from the following sources:
- sale of bovine and porcine semen, porcine breeding animals, embryos and ancillary products;
- royalties;
- consulting;
- technical services and advice revenues;
- installation and maintenance of IntelliGen technology;
- licensing of IntelliGen technology;
- slaughter animal sales; and
- bovine partnership contracts.

Revenue is measured based on the consideration the Group expects to be entitled to under a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

The sale of bovine and porcine semen, porcine breeding animals, embryos and ancillary products
Revenue from the sale of bovine and porcine semen, porcine breeding animals, embryos and ancillary products is recognised when the control of the goods has transferred to the customer or distributor. This is either when we ship to customers or on delivery, depending on the terms of sale. Payment of the transaction price is due immediately, or within a short period of time, from the point the customer or distributor controls the goods.

Royalties
Royalties are recognised when the performance obligation is met. We receive royalty payments from certain porcine customers based on key performance variables, such as the number of pigs born per litter, the number of litters born per sow and the average slaughter weight of the animals born. This amount is confirmed directly to Genus by the customer. Payment of the transaction price is due immediately from the customer, or within a short period of time, once the performance obligation is satisfied.

Consulting
Revenue from consulting represents the amounts we charged for services we provided during the year, including recoverable expenses. We recognise consulting services provided but not yet billed as revenue, based on a fair value assessment of the work we have delivered and our contractual right to receive payment. Where unbilled revenue is contingent on a future event, we do not recognise any revenue until the event occurs.

Technical services and advice revenues
Revenue from technical services and advice revenues represents the amounts we charged for services we provided during the year, including recoverable expenses. We recognise technical services and advice revenues provided but not yet billed as revenue, based on a fair value assessment of the work we have delivered and our contractual right to receive payment. Where unbilled revenue is contingent on a future event, we do not recognise any revenue until the event occurs. Technical services and advice revenues are presented in ancillary services in the table on the following page.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

6. REVENUE CONTINUED

Installation and maintenance of IntelliGen technology
Revenue from the installation of IntelliGen technology is recognised by reference to the stage of completion of the installation and is based on milestones being met. Maintenance is provided as a distinct service to customers and is recognised over the period of the service agreement. These revenues are presented in ancillary services in the following table.

Licensing of IntelliGen technology
Revenue from the licensing of IntelliGen technology is recognised at a point in time when the licence is granted. In determining the transaction price, any minimum royalties due under the contracts are included in the value apportioned to the grant of the licence, excluding any royalties that arise on units produced in excess of the guaranteed minimums. These additional royalties have been determined to be a usage-based royalty and are recognised as revenue at the point in time that the units are produced. These revenues are presented in ancillary services in the following table.

Slaughter of animals
Revenue from the slaughter of animals is recognised when control of the goods has transferred to the slaughterhouse, which is generally on the delivery of animals to the slaughterhouse. Payment of the transaction price is due immediately, or within a short period of time, from the point the slaughterhouse controls the goods.

Bovine partnership contracts
Partnership contracts include the provision of multiple bovine products and services for a single price. The contract price is allocated to the individual performance obligations based on their standalone selling prices. The expected revenue is recognised for the products and services once the individual performance obligation has been satisfied. Revenues from partnership contracts are presented in sale of animals, semen, embryos and ancillary products and services.

	2026 £m	2025 £m
Genus PIC	**176.8**	185.3
Genus ABS	**288.0**	294.5
Central	**–**	–
Sale of animals, semen, embryos and ancillary products and services	**464.8**	479.8
Genus PIC	**179.0**	177.6
Genus ABS	**1.2**	0.5
Central	**–**	–
Royalties	**180.2**	178.1
Genus PIC	**–**	–
Genus ABS	**10.6**	12.7
Central	**2.5**	2.2
Consulting services	**13.1**	14.9
Total revenue	**658.1**	672.8

Revenue from contracts with customers
The Group's revenue is analysed below by the timing at which it is recognised.

	2026 £m	2025 £m
Genus PIC	**350.1**	357.9
Genus ABS	**269.0**	269.0
Central	**–**	–
Recognised at a point in time	**619.1**	626.9
Genus PIC	**5.7**	5.0
Genus ABS	**30.8**	38.7
Central	**2.5**	2.2
Recognised over time	**39.0**	45.9
Total revenue	**658.1**	672.8

An analysis of contract assets and contract liabilities is provided in note 24.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

7. EXCEPTIONAL ITEMS

Accounting policy
We present exceptional items separately, as we believe this helps to improve understanding of the Group's underlying performance.

In determining whether an item should be presented as exceptional, we consider items which are material either because of their size or their nature, and those which are non-recurring. For an item to be considered exceptional, it must initially meet at least one of the following criteria:
- it is a one-off material item;
- it has been directly incurred as the result of either a corporate transaction, integration or other major restructuring programme;
- it has been previously classified as an exceptional item, and as such consistent accounting treatment is being applied; or
- it is unusual in nature, e.g. outside the normal course of business.

If an item meets at least one of the criteria, we then exercise judgement as to whether the item should be classified as exceptional.

For the tax and cash impact of exceptional items see notes 11 and 32, respectively.

Operating (expense)/credit	2026 £m	2025 £m
ABS restructuring	**(8.2)**	(8.8)
Corporate transactions	**–**	(1.9)
Litigation	**(0.3)**	(0.9)
Pension related	**2.7**	–
Other	**–**	0.2
Net exceptional items	**(5.8)**	(11.4)

ABS restructuring and related central functions
As part of an ongoing strategic global Value Acceleration Programme, significant one-off expenses were incurred in relation to £3.9m (2025: £4.4m) of staff redundancies, £0.2m (2025: £0.6m) fixed asset and inventory write-downs and £4.1m (2025: £3.8m) consultancy fees.

Corporate transactions
During the year, no costs were incurred in relation to potential corporate transactions (2025: £1.9m).

Litigation
Litigation includes legal fees, settlement and related costs of £0.3m (2025: £0.9m) related to the actions between ABS Global, Inc. and certain affiliates ('ABS') and Inguran, LLC and certain affiliates (also known as STgenetics ('ST')).

Pension related
In the judgement of the Company it is now highly probable that the surplus in relation to the Dalgety Pension Fund will be returned in the next year and accordingly a surplus of £2.7m has been recognised in line with IFRIC 14, which reflects the overall net pension asset position at 30 June 2026 less expected future liabilities (see note 29).

8. OPERATING PROFIT

Operating costs comprise:

	2026 £m	2025 £m
Other costs of goods sold	**(262.4)**	(284.2)
Net IAS 41 valuation movement on biological assets	**12.8**	(13.3)
Amortisation of multiplier contract intangible assets	**(1.0)**	(1.0)
Cost of goods sold	**(250.6)**	(298.5)
Other cost of sales, excluding product development and amortisation expense	**(111.6)**	(118.2)
Product development expenses	**(49.4)**	(50.2)
Amortisation of customer relationship intangible assets	**(1.7)**	(1.5)
Other cost of sales	**(162.7)**	(169.9)
Research and Development expenditure	**(14.7)**	(15.6)
Amortisation and impairment of technology, software and licences and patents	**(4.6)**	(6.1)
Research and Development costs	**(19.3)**	(21.7)
Administrative expenses (excluding exceptional items)	**(122.9)**	(120.0)
Other income	**5.6**	4.1
Impairment of goodwill	**–**	(1.5)
Share-based payment expense	**(10.4)**	(6.9)
Amortisation of software, licences and patents	**(4.7)**	(4.6)
Net exceptional items within administrative expenses	**(5.8)**	(11.4)
Total administrative expenses	**(138.2)**	(140.3)
Total operating costs	**(570.8)**	(630.4)

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

8. OPERATING PROFIT CONTINUED

Profit for the year is stated after charging/(crediting):

	2026 £m	2025 £m
Net foreign exchange losses	**1.0**	0.9
Depreciation of owned fixed assets (see note 17)	**16.4**	17.6
Depreciation of right-of-use assets (see note 17)	**12.5**	14.2
Profit on disposal of fixed assets and right-of-use assets	**0.9**	0.5
Impairment of goodwill (see note 14)	**–**	1.5
Impairment of owned fixed assets (see note 17)	**0.2**	–
Rental expense for short-term leases	**0.1**	0.1
Employee costs	**229.9**	225.1
Net (decrease)/increase in expected credit losses (see notes 21 and 24)	**(0.1)**	0.3
(Decrease)/increase of inventory impairment	**(1.5)**	1.0
Cost of inventories recognised as an expense	**63.5**	76.3

Auditor's remuneration is as follows:

	2026 £m	2025 £m
Fees payable to the Company's auditor and its associates for the audit of the Company's Annual Report and Financial Statements	**1.2**	0.9
Fees payable to the Company's auditor and its associates for the audit of the Company's subsidiaries	**0.9**	0.8
Total audit fees	**2.1**	1.7
Total fees to the Group's auditor	**2.1**	1.7
Fees payable to other auditors of Group companies	**–**	–

Non-audit services, classified as other assurance services, of £5,000 (2025: £5,000) is comprised of costs incurred for Viewpoint access, which provides accounting guidance. These services fall within the non-audit services policy approved by the Company's Audit & Risk Committee at the time of engagement.

9. EMPLOYEE COSTS

This note shows the total employment costs and the average number of people employed by segment during the year.

Employee costs, including Directors' remuneration, amounted to:

	2026 £m	2025 £m
Wages and salaries (including bonuses and sales commission)	**194.5**	196.5
Social security costs	**20.0**	17.8
Contributions to defined contribution pension plans	**7.0**	7.7
Share-based payment expense (excluding National Insurance)	**8.8**	6.7
	230.3	228.7

The employee costs above include £0.4m (2025: £0.6m) which has been capitalised into intangible assets as part of the development of GenusOne and other digital projects. Additionally, they include £3.7m (2025: £3.6m) of staff redundancies as part of an ongoing strategic global Value Acceleration Programme and strategic review of Research and Development.

The average monthly number of employees and full-time equivalent employees, including Directors, was as follows:

	Number of employees		Full-time equivalent	
	2026 Number	2025 Number	2026 Number	2025 Number
Genus PIC	**817**	909	**789**	877
Genus ABS	**2,098**	2,258	**2,001**	2,164
Research and Development	**62**	63	**62**	62
Central	**77**	77	**69**	67
	3,054	3,307	**2,921**	3,170
Included in the totals above:				
UK	**688**	795	**627**	706

The Directors' Remuneration Report sets out details of the Directors' remuneration, pensions and share options.

10. NET FINANCE COSTS

Net finance costs mainly arise from interest due on bank loans, pension scheme liabilities, amortisation of debt issue costs, unwinding of discounts on put options and the results of hedging transactions used to manage foreign exchange and interest rate movements.

Accounting policy

We recognise interest income and interest expense in the Income Statement, as they accrue, based on the effective interest rate method.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

10. NET FINANCE COSTS CONTINUED

Interest income includes income on cash and cash equivalents, and income on other financial assets. Finance costs include interest costs in relation to financial liabilities. This includes interest on lease liabilities, which represents the unwinding of the discount rate applied to lease liabilities.

	2026 £m	2025 £m
Interest payable on bank loans and overdrafts	**(13.1)**	(17.0)
Amortisation of debt issue costs	**(0.9)**	(0.9)
Other interest payable	**(0.5)**	(0.7)
Unwinding of discount on put options	**–**	(0.1)
Net interest cost in respect of pension scheme liabilities	**(0.4)**	(0.3)
Interest on lease liabilities	**(1.8)**	(2.4)
Total interest expense	**(16.7)**	(21.4)
Interest income on bank deposits	**0.8**	0.8
Net interest income on derivative financial instruments	**0.1**	1.8
Total interest income	**0.9**	2.6
Net finance costs	**(15.8)**	(18.8)

11. TAXATION AND DEFERRED TAXATION

This note explains how our Group tax charge arises. The deferred tax section of the note also provides information on our expected future tax charges and sets out the tax assets and liabilities held across the Group, together with our view on whether or not we expect to be able to make use of them in the future.

Accounting policies

Tax on the profit or loss for the year comprises current and deferred tax. We recognise tax in the Income Statement, unless:

- it relates to items we have recognised directly in equity, in which case we recognise it in equity; or
- it arises as a fair value adjustment in a business combination.

We provide for current tax, including UK corporation tax and foreign tax, at the amounts we expect to pay (or recover), using the tax rates and the laws enacted or substantively enacted at the balance sheet date, together with any adjustments to tax payable in respect of previous years.

Deferred tax is tax we expect to pay or recover due to differences between the carrying amounts of our assets and liabilities in our Financial Statements and the corresponding tax bases used in calculating our taxable profit. We account for deferred tax using the balance sheet liability method.

We generally recognise deferred tax liabilities for all taxable temporary differences, and deferred tax assets to the extent that we will probably have taxable profits to utilise deductible temporary differences against. We do not recognise these assets and liabilities if the temporary difference arises from:

- our initial recognition of goodwill; or
- our initial recognition of other assets and liabilities in a transaction (other than a business combination) that affects neither our taxable profit nor our accounting profit.

We recognise deferred tax liabilities for taxable temporary differences arising on our investments in subsidiaries, and interests in joint ventures and associates, except where we can control the reversal of the temporary difference and it is probable that it will not reverse in the foreseeable future.

We calculate deferred tax at the tax rates we expect to apply in the period when we settle the liability or realise the asset. We charge or credit deferred tax in the Income Statement, except when it relates to items we have charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

Income tax expense

	2026 £m	2025 £m
Current tax expense		
Current period	**29.4**	14.4
Adjustment for prior periods	**2.1**	(0.7)
Total current tax expense in the Group Income Statement	**31.5**	13.7
Deferred tax expense		
Origination and reversal of temporary differences	**(7.0)**	(3.0)
Adjustment for prior periods	**0.5**	(1.5)
Total deferred tax credit in the Group Income Statement	**(6.5)**	(4.5)
Total income tax expense excluding share of income tax of equity-accounted investees	**25.0**	9.2
Share of income tax of equity-accounted investees (see note 18)	**11.0**	2.0
Total income tax expense in the Group Income Statement	**36.0**	11.2

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

11. TAXATION AND DEFERRED TAXATION CONTINUED

Reconciliation of effective tax rate

	2026 %	2026 £m	2025 %	2025 £m
Profit before tax		**310.5**		28.5
Add back share of income tax of equity-accounted investees		**11.0**		2.0
Profit before tax excluding share of income tax of equity-accounted investees		**321.5**		30.5
Income tax at UK corporation tax rate of 25.0% (2025: 25.0%)	**25.0**	**80.4**	25.0	7.6
Effect of overseas tax rates and foreign exchange differences	**7.6**	**24.4**	7.2	2.2
Non-deductible expenses	**0.8**	**2.7**	7.2	2.2
Tax-exempt income and incentives	**(18.6)**	**(60.2)**	(15.1)	(4.6)
Change in tax rate	**(0.3)**	**(0.8)**	9.2	2.8
Movements in recognition of tax losses	**(1.5)**	**(4.7)**	(3.3)	(1.0)
Change in unrecognised temporary differences	**(2.9)**	**(9.3)**	16.4	5.0
Tax over provided in prior periods	**0.8**	**2.6**	(7.3)	(2.2)
Change in provisions	**0.2**	**0.5**	(2.6)	(0.8)
Tax on undistributed reserves	**0.1**	**0.4**	–	–
Total income tax expense in the Group Income Statement	**11.2**	**36.0**	36.7	11.2

The tax rate for the year depends on our mix of profits by country and our ability to recognise deferred tax assets in respect of losses in some of our smaller territories. Tax is calculated using prevailing tax legislation, reliefs and existing interpretations and practice.

The statutory profit tax charge for the year, including share of income tax of equity-accounted investees of £36.0m (2025: £11.2m), represents an effective tax rate ('ETR') of 11.2% (2025: 36.7%). The decrease in the statutory ETR of 25.5 points results primarily from an increase in profit before tax to £310.5m (2025: £28.5m) from the formation of the Chinese joint venture which is non-taxable under the Substantial Shareholding Exemption ('SSE') rules in the UK. Furthermore, the reduction in the Group's debt following the formation of the PIC Chinese joint venture has enabled the recognition of additional deferred tax assets.

The UK Finance (No. 2) Act 2023, which contains the UK's provisions addressing the implementation of BEPS Pillar Two, was substantively enacted on 20 June 2023. This legislation implements domestic and multinational top-up taxes, designed to achieve a global minimum effective tax rate of 15%, and does apply to Genus in the year ended 30 June 2026. The Group has performed an assessment of its potential exposure to Pillar Two income taxes. This assessment is based on the most recent information available regarding the financial performance of the constituent entities in the Group. Based on the assessment, the Pillar Two effective tax rates in most of the jurisdictions in which the Group operates are above 15%. The Group therefore does not expect to have a material exposure to Pillar Two income taxes. In the current year, the Group has applied the exception under the related IAS 12 amendment to recognising and disclosing information about deferred tax assets and liabilities related to Pillar 2 income taxes.

The tax credit attributable to exceptional items is a credit of £1.3m (2025: credit of £2.7m).

Income tax recognised directly in the Statement of Comprehensive Income and Statement of Changes in Equity

	2026 £m	2025 £m
Financial instruments	**(0.1)**	(0.2)
Foreign exchange differences on long-term intra-Group currency loans and balances	**0.1**	(0.2)
Actuarial movement on retirement benefit obligations	**0.1**	(0.1)
Foreign exchange differences on translation of biological assets, intangible assets and leases	**0.7**	(4.7)
Income tax recognised directly in the Statement of Comprehensive Income and Statement of Changes in Equity	**0.8**	(5.2)
Income tax recognised directly to the Statement of Changes in Equity		
Share-based payment (income)/expense	**0.6**	(0.7)
Income tax recognised directly to the Statement of Changes in Equity	**0.6**	(0.7)

Unrecognised deferred tax assets and liabilities

At the balance sheet date, the Group had unused tax losses which were available for offset against future profits, with a potential tax benefit of £25.2m (2025: £17.2m). We have recognised a deferred tax asset in respect of £23.1m (2025: £12.5m) of these benefits, as we expect these losses to be offset against future profits of the relevant jurisdictions in the near term. We have not recognised a deferred tax asset in respect of the remaining £2.1m (2025: £4.7m), due to uncertainty about the availability of future taxable profits in the relevant jurisdictions.

At 30 June 2026, the expiry dates of deferred tax assets in respect of losses available for the carry-forward were as follows:

	Expiring within			
	1–10 years £m	11–20 years £m	Unlimited £m	Total £m
Losses for which a deferred tax asset is recognised	**0.9**	**0.1**	**22.1**	**23.1**
Losses for which no deferred tax asset is recognised	**0.2**	**–**	**1.9**	**2.1**
Total tax losses	**1.1**	**0.1**	**24.1**	**25.2**

In addition, at the balance sheet date, the Group had an unrecognised deferred tax asset in respect of other timing differences of £6.2m (2025: £15.2m). These unrecognised timing differences have an unlimited expiry date.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

11. TAXATION AND DEFERRED TAXATION CONTINUED

At 30 June 2025, the expiry dates of deferred tax assets in respect of losses available for the carry-forward were as follows:

	Expiring within			
	1–10 years £m	11–20 years £m	Unlimited £m	Total £m
Losses for which a deferred tax asset is recognised	0.1	–	12.4	12.5
Losses for which no deferred tax asset is recognised	–	–	4.7	4.7
Total tax losses	0.1	–	17.1	17.2

The gross value of losses for which deferred tax assets are recognised is £57.2m (2025: £64.2m). The gross value of losses for which deferred tax assets are not recognised is £8.3m (2025: £15.9m). We have not recognised deferred tax liabilities totalling £6.4m (2025: £4.8m) for the withholding tax and other taxes that would be payable on the unremitted earnings of certain overseas subsidiaries. This is because we can control the timing and reversal of these differences and it is probable that the differences will not reverse in the foreseeable future.

Recognised deferred tax assets and liabilities
We have offset deferred tax assets and liabilities, to the extent that they arise in the same tax jurisdiction.

The analysis of deferred tax balances is set out below:

	2026 £m	2025 £m
Deferred tax assets	**(37.7)**	(30.9)
Deferred tax liabilities	**25.7**	25.8
Net deferred tax assets	**(12.0)**	(5.1)

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

11. TAXATION AND DEFERRED TAXATION CONTINUED

Movement in net deferred tax (asset)/ liabilities during the year

	As at 1 July 2025 £m	Recognised in Income Statement £m	Changes in tax rate recognised in Income Statement £m	Prior year adjustments recognised in Income Statement £m	Recognised in equity £m	Acquisitions/ (disposals) £m	Foreign exchange difference £m	As at 30 June 2026 £m
Property, plant and equipment	**1.5**	**2.0**	**(0.3)**	**2.7**	**–**	**–**	**0.5**	**6.4**
Intangible assets	**0.5**	**(0.2)**	**(0.3)**	**–**	**–**	**0.3**	**0.3**	**0.6**
Biological assets	**49.2**	**3.1**	**(0.4)**	**–**	**0.8**	**(4.7)**	**–**	**48.0**
Retirement benefit obligations	**(1.2)**	**0.6**	**0.1**	**(0.7)**	**0.1**	**–**	**–**	**(1.1)**
Share-based payment expense	**(3.6)**	**(0.9)**	**–**	**–**	**0.6**	**–**	**–**	**(3.9)**
Short-term timing differences	**(39.0)**	**(6.0)**	**1.7**	**2.7**	**(0.1)**	**3.0**	**(1.2)**	**(38.9)**
Tax loss carry-forwards	**(12.5)**	**(6.0)**	**–**	**(4.2)**	**–**	**–**	**(0.4)**	**(23.1)**
Net deferred tax liabilities/(assets)	**(5.1)**	**(7.4)**	**0.8**	**0.5**	**1.4**	**(1.4)**	**(0.8)**	**(12.0)**

	As at 1 July 2024 £m	Recognised in Income Statement £m	Changes in tax rate recognised in Income Statement £m	Prior year adjustments recognised in Income Statement £m	Recognised in equity £m	Acquisitions/ (disposals) £m	Foreign exchange difference £m	As at 30 June 2025 £m
Property, plant and equipment	3.8	0.4	0.2	(2.6)	–	0.5	(0.8)	1.5
Intangible assets	4.9	(0.4)	(0.3)	(0.6)	–	(3.0)	(0.1)	0.5
Biological assets	55.6	(2.9)	(0.6)	0.5	(4.9)	1.5	–	49.2
Retirement benefit obligations	(1.2)	0.1	–	–	(0.1)	–	–	(1.2)
Share-based payment expense	(2.4)	(0.6)	–	0.1	(0.7)	–	–	(3.6)
Short-term timing differences	(38.6)	(1.2)	(1.5)	1.4	(0.2)	(2.0)	3.1	(39.0)
Tax loss carry-forwards	(16.5)	4.5	(0.6)	(0.3)	–	–	0.4	(12.5)
Net deferred tax liabilities/(assets)	5.6	(0.1)	(2.8)	(1.5)	(5.9)	(3.0)	2.6	(5.1)

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

12. EARNINGS PER SHARE

Basic earnings per share is the profit generated for the financial year attributable to equity shareholders, divided by the weighted average number of shares in issue during the year.

Basic earnings per share from continuing operations

	2026 (pence)	2025 (pence)
Basic earnings per share	**431.6**	29.3

The calculation of basic earnings per share from continuing operations is based on the net profit attributable to owners of the Company from continuing operations of £285.3m (2025: £19.3m) and a weighted average number of ordinary shares outstanding of 66,105,000 (2025: 65,910,000), which is calculated as follows:

Weighted average number of ordinary shares (basic)

	2026 000s	2025 000s
Issued ordinary shares at the start of the year	**66,036**	66,033
Effect of own shares held	**(433)**	(125)
Shares issued on exercise of stock options and share incentive plans	**2**	2
Shares issued in relation to Employee Benefit Trust	**500**	–
Weighted average number of ordinary shares in year	**66,105**	65,910

Diluted earnings per share from continuing operations

	2026 (pence)	2025 (pence)
Diluted earnings per share	**425.1**	28.9

The calculation of diluted earnings per share from continuing operations is based on the net profit attributable to owners of the Company from continuing operations of £285.3m (2025: £19.3m) and a weighted average number of ordinary shares outstanding, after adjusting for the effects of all potential dilutive ordinary shares, of 67,113,000 (2025: 66,839,000), which is calculated as follows:

Weighted average number of ordinary shares (diluted)

	2026 000s	2025 000s
Weighted average number of ordinary shares (basic)	**66,105**	65,910
Dilutive effect of share awards and options	**1,008**	929
Weighted average number of ordinary shares for the purposes of diluted earnings per share	**67,113**	66,839

Adjusted earnings per share from continuing operations

	2026 (pence)	2025 (pence)
Adjusted earnings per share	**110.3**	81.8
Diluted adjusted earnings per share	**108.6**	80.6

Adjusted earnings per share is calculated on profit before the net IAS 41 valuation movement on biological assets, amortisation of acquired intangible assets, impairment of goodwill, share-based payment expense, other gains and losses and exceptional items and after charging taxation associated with those profits, is £72.9m (2025: £53.9m), which is calculated as follows:

	2026 £m	2025 £m
Profit before tax from continuing operations	**310.5**	28.5
Add/(deduct):		
Net IAS 41 valuation movement on biological assets (see note 16)	**(12.8)**	13.3
Amortisation of acquired intangible assets (see note 15)	**4.1**	5.6
Impairment of goodwill (see note 14)	**–**	1.5
Share-based payment expense (see note 30)	**10.4**	6.9
Exceptional items (see note 7)	**5.8**	11.4
Other gains and losses (see note 41)	**(204.3)**	4.2
Net IAS 41 valuation movement on biological assets in joint ventures (see note 18)	**(24.3)**	0.9
Tax on joint ventures and associates (see note 18)	**11.0**	2.0
Attributable to non-controlling interest	**(0.2)**	–
Adjusted profit before tax	**100.2**	74.3
Adjusted tax charge	**(27.3)**	(20.4)
Adjusted profit after tax	**72.9**	53.9
Effective tax rate on adjusted profit	**27.2%**	27.5%

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

12. EARNINGS PER SHARE CONTINUED

Reconciliation of effective tax rate

	2026 Profit/loss £m	2026 Tax £m	2026 %
Profit before tax excluding share of income tax of equity-accounted investees	**321.5**	**36.0**	**11.2**
Net IAS 41 valuation movement on biological assets	**(12.8)**	**(2.7)**	**21.1**
Amortisation of acquired intangible assets	**4.1**	**1.0**	**25.0**
Share-based payment expense	**10.4**	**2.4**	**23.1**
Other gains and losses	**(204.3)**	**(5.8)**	**2.9**
Exceptional items (see note 7)	**5.8**	**1.3**	**22.1**
Net IAS 41 valuation movement on biological assets in joint ventures	**(24.3)**	**(4.9)**	**20.0**
Attributable to non-controlling interest	**(0.2)**	**–**	**–**
Adjusted profit before tax	**100.2**	**27.3**	**27.2**

The formation of the PIC China joint venture has resulted in a reduction in Group debt, which has enabled the recognition of a deferred tax asset on corporate interest deductions available in future periods. Consistent with the treatment of the underlying transaction, the associated tax benefit has been included within the tax effect of other gains and losses. Had this item been excluded from adjusted profit before tax, the Group's adjusted effective tax rate would have been 20.2%.

	2025 Profit/loss £m	2025 Tax £m	2025 %
Profit before tax excluding share of income tax of equity-accounted investees	30.5	11.2	36.7
Net IAS 41 valuation movement on biological assets	13.3	4.2	31.6
Amortisation of acquired intangible assets	5.6	(0.3)	(5.4)
Impairment of goodwill	1.5	–	–
Share-based payment expense	6.9	1.5	21.7
Other gains and losses	4.2	0.2	4.8
Exceptional items (see note 7)	11.4	2.7	23.7
Net IAS 41 valuation movement on biological assets in joint ventures	0.9	0.9	100.0
Attributable to non-controlling interest	–	–	–
Adjusted profit before tax	74.3	20.4	27.5

13. DIVIDENDS

Dividends are one type of shareholder return, historically paid to our shareholders in late November/early December and late March.

Amounts recognised as distributions to equity holders in the year

	2026 £m	2025 £m
Final dividend		
Final dividend for the year ended 30 June 2025 of 21.7 pence per share	**14.3**	–
Final dividend for the year ended 30 June 2024 of 21.7 pence per share	**–**	14.3
Interim dividend		
Interim dividend for the year ended 30 June 2026 of 11.2 pence per share	**7.4**	–
Interim dividend for the year ended 30 June 2025 of 10.3 pence per share	**–**	6.8
Total dividend	**21.7**	21.1

The Directors have proposed a final dividend of 24.0 pence per share for 2026. This is subject to shareholders' approval at the AGM and we have therefore not included it as a liability in these Financial Statements. The total proposed and paid dividend for year ended 30 June 2026 is 35.2 pence per share (2025: 32.0 pence per share).

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

14. GOODWILL

Accounting policies

When we acquire a subsidiary, associate or joint venture, the goodwill arising is the excess of the acquisition cost, excluding transaction costs, over our interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities. Identifiable assets include intangible assets which could be sold separately, or which arise from legal rights, regardless of whether those rights are separable.

We state goodwill at cost less any accumulated impairment losses. We allocate goodwill to cash-generating units ('CGUs'), which are the smallest identifiable group of assets that generate cash inflows that are largely independent of the cash inflows from other assets or groups of assets. We do not amortise goodwill but we do test it annually for impairment.

IAS 21 'The Effects of Changes in Foreign Exchange Rates' requires us to treat the following as assets and liabilities of the acquired entity, rather than of the acquiring entity:

- goodwill arising on acquisition of a foreign operation; and
- any fair value adjustments we make on acquisition to the carrying amounts of the acquiree's assets and liabilities.

We therefore express them in the foreign operation's functional currency and retranslate them at the balance sheet date.

Impairment

We review the carrying amounts of our tangible and intangible assets at each balance sheet date, to determine whether there is any indication of impairment. If any indication exists, we estimate the asset's recoverable amount.

For goodwill, and tangible and intangible assets that are not yet available for use, we estimate the recoverable amount at each balance sheet date. The recoverable amount is the greater of their fair value less cost to sell and value in use. In assessing value in use, we discount the estimated future cash flows to their present value, using a pre-tax discount rate, which is derived from the Group's weighted average cost of capital ('WACC'). For some countries we add a premium to this rate, to reflect the risk attributable to that country. If the asset does not generate largely independent cash inflows, we determine the recoverable amount for the CGU that the asset belongs to.

We recognise an impairment loss in the Income Statement whenever the carrying amount of an asset or its CGU exceeds its recoverable amount.

When we recognise an impairment loss in respect of a CGU, we first allocate it to reduce the carrying amount of any goodwill allocated to the CGU, and then apply any remaining loss to reduce the carrying amount of the unit's other assets on a pro rata basis.

The aggregate carrying amounts of goodwill allocated to each operating segment are as follows:

	Genus PIC £m	Genus ABS £m	Xelect £m	Total £m
Cost				
Balance at 1 July 2024	75.5	30.8	4.0	110.3
Effect of movements in exchange rates	(4.1)	(1.9)	–	(6.0)
Balance at 30 June 2025	71.4	28.9	4.0	104.3
Loss of control (note 42)	(2.7)	–	–	(2.7)
Effect of movements in exchange rates	1.9	1.4	–	3.3
Balance at 30 June 2026	**70.6**	**30.3**	**4.0**	**104.9**
Accumulated impairment losses				
Balance at 1 July 2024	**–**	**–**	**–**	**–**
Impairment losses	–	–	(1.5)	(1.5)
Balance at 30 June 2025 and 30 June 2026	**–**	**–**	**(1.5)**	**(1.5)**
Carrying amounts				
At 30 June 2026	**70.6**	**30.3**	**2.5**	**103.4**
At 30 June 2025	71.4	28.9	2.5	102.8

To test impairment, we allocate goodwill to our CGUs, which are in line with our operating segments. These are the lowest level within the Group at which we monitor goodwill for internal management purposes.

We test goodwill annually for impairment, or more frequently if there are indications that goodwill might be impaired. We determine the recoverable amount of our CGUs by using value in use calculations. The key assumptions for these calculations relate to discount rates, long-term growth rates and short-term growth rates (which includes consideration of expected changes to selling prices, cost savings derived from the IntelliGen technologies, and changes in product mix).

We have estimated the pre-tax discount rate using the Group's WACC. We risk-adjusted the discount rate for risks specific to each market, adding between nil and 17% (2025: nil and 15%) to the WACC as appropriate. The pre-tax discount rate of 14.0% (2025: 13.4%) we applied to our cash flow projections equates to a post-tax rate of 10.9% (2025: 10.3%). Our estimates of changes in selling prices and direct costs are based on past experience and our expectations of future changes in the market.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

14. GOODWILL CONTINUED

The annual impairment test is performed on 31 March (2025: 31 March). It is based on cash flows derived from our most recent financial and strategic plans approved by management, over the next five years, taking into account the impact of climate change. A growth rate of 2.5% (2025: 2.5%) has been used to extrapolate cash flows beyond this period. Short-term profitability and growth rates are based on past experience, current trading conditions (including the impact of inflation) and our expectations of future changes in the market.

There have been no additional indicators of impairment identified after this date for the Genus PIC and Xelect CGUs that would require the impairment test to be reperformed. The impairment review has been updated for the ABS CGU on 30 June 2026 reflecting updated forecasts and currency impacts. The conclusion on 30 June 2026 did not differ from the conclusion at 31 March 2026.

The Genus PIC, Genus ABS and Xelect CGUs are deemed to be significant. The individual country assumptions used to determine value in use for these CGUs are:

	Risk premium used to adjust discount rate		Short-term profit growth rates (CAGR)		Long-term market growth rates	
	2026	2025	**2026**	2025	**2026**	2025
Genus PIC	**nil–17%**	nil–15%	**nil–70%**	nil–67%	**2.5%**	2.5%
Genus ABS	**nil–17%**	nil–15%	**nil–19%**	nil–16%	**2.5%**	2.5%
Xelect	**nil–9%**	nil–11%	**nil–40%**	nil–71%	**2.5%**	2.5%

	Weighted average risk-adjusted pre-tax discount rate		Weighted average risk-adjusted post-tax discount rate		Weighted average short-term profit growth rates (CAGR)	
	2026	2025	**2026**	2025	**2026**	2025
Genus PIC	**13.6%**	12.9%	**10.9%**	10.3%	**18.4%**	10.9%
Genus ABS	**14.2%**	12.9%	**11.1%**	10.3%	**15.3%**	10.5%
Xelect	**14.3%**	14.5%	**11.3%**	11.5%	**34.7%**	39.6%

The rates towards the higher end of the range above represent those which are applied to our smaller entities and those in emerging markets and hence appear high relative to others.

Sensitivity to changes in assumptions

Management has performed the following sensitivity analysis:

- changing the key assumptions, with other variables held constant;
- simultaneously changing the key assumptions; and
- incorporating the potential impact of the principal risks and uncertainties outlined on pages 44 to 47, in particular the impacts of biosecurity, market downturns, continuity of supply, increased competition and the impact of a global pandemic, taking into account the likely degree of available mitigating actions.

Management has concluded that no reasonably possible changes in any of the key assumptions would lead to a material impairment in the carrying amounts of goodwill to exceed the value in use of the Genus PIC CGU.

However, there are reasonably possible changes to key assumptions that would lead to the carrying value of the Genus ABS CGU and Xelect CGU exceeding their respective recoverable amounts based on the value in use calculations.

The recoverable amount of the ABS CGU is estimated to exceed the carrying amount of the CGU at 30 June 2026 by £26.0m (2025: £122.9m). The reduction in headroom compared to the prior year is primarily driven by an increase in the discount rate applied in the valuation. Management has identified the following assumptions as key sources of estimation uncertainty within the ABS CGU (see note 4).

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

14. GOODWILL CONTINUED

	2026	2025	Sensitivity	Change required to eliminate headroom
Weighted average risk-adjusted discount rate	**11.1%**	10.3%	Increase of 1% in the discount rate would decrease the recoverable amount by £29.3m	**Increase by 0.9%**
Weighted average short-term profit growth rates (CAGR)	**15.3%**	10.5%	Decrease of 1% in the CAGR would decrease the recoverable amount by £13.8m	**Decrease by 2.0%**
Long-term market growth rate	**2.5%**	2.5%	Decrease of 1% in the long-term growth rate would decrease the recoverable amount by £24.0m	**Decrease by 1.1%**

The recoverable amount of the Xelect CGU is estimated to exceed the carrying amount of the CGU at 30 June 2026 by £0.5m (2025: £nil). Management has identified the following assumptions as key sources of estimation uncertainty within the ABS CGU (see note 4).

	2026	2025	Sensitivity	Change required to eliminate headroom
Weighted average risk-adjusted discount rate	**11.3%**	11.5%	Increase of 1% in the discount rate would decrease the recoverable amount by £0.5m	**Increase by 0.9%**
Weighted average short-term profit growth rates (CAGR)	**34.7%**	39.6%	Decrease of 1% in the CAGR would decrease the recoverable amount by £0.1m	**Decrease by 3.2%**
Long-term market growth rate	**2.5%**	2.5%	Decrease of 1% in the long-term growth rate would decrease the recoverable amount by £0.4m	**Decrease by 1.4%**

Applying our estimate of the potential impact of the principal risks and uncertainties outlined on pages 44 to 47, and taking into account available mitigating actions, has not resulted in any impairment being recognised within the ABS CGU or Xelect CGU.

15. INTANGIBLE ASSETS

Our Group Balance Sheet contains significant intangible assets, including acquired technology, customer relationships, software and our IntelliGen development project.

Accounting policies

Identifiable intangible assets are recognised when the Group controls the asset, it is probable that future economic benefits attributed to the asset will flow to the Group and the cost of the asset can be reliably measured.

For 'Software as a Service' ('SaaS') arrangements, we do not capitalise costs relating to the configuration and customisation of SaaS arrangements as intangible assets except where control of the software exists.

Intangible assets that we have acquired in a business combination since 1 April 2005 are identified and recognised separately from goodwill, where they meet the definition of an intangible asset and we can reliably measure their fair values. Their cost is their fair value at the acquisition date.

After their initial recognition, we report these intangible assets at cost less accumulated amortisation and accumulated impairment losses. This is the same basis as for intangible assets acquired separately. The estimated useful lives for intangible assets are as follows:

- Porcine and bovine genetics technology: 20 years
- Multiplier contracts: 15 years
- Brands: 10 to 15 years
- Customer relationships: 10 to 17 years
- IntelliGen: 10 years
- Patents and licences: term of agreement (4 years)
- Software: 2 to 10 years

Intangible assets acquired separately

We carry intangible assets acquired other than through a business combination at cost less accumulated amortisation and any impairment loss. We charge amortisation on a straight-line basis over their estimated useful lives and review the useful life and amortisation method at the end of each financial year, accounting for the effect of any changes in estimate on a prospective basis.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

15. INTANGIBLE ASSETS CONTINUED

	Porcine and bovine genetics technology £m	Brands, multiplier contracts and customer relationships £m	Separately identified acquired intangible assets £m	Software £m	Assets under construction £m	IntelliGen £m	Patents, licences and other £m	Total £m
Cost								
Balance at 1 July 2024	55.8	99.8	155.6	42.7	8.8	25.7	4.5	237.3
Additions	–	–	–	–	4.6	–	0.6	5.2
Transfers	–	–	–	3.5	(9.1)	5.6	–	–
Disposals	–	–	–	(0.2)	–	–	–	(0.2)
Effect of movements in exchange rates	(0.4)	(6.3)	(6.7)	(0.6)	(0.1)	(2.5)	(0.1)	(10.0)
Balance at 30 June 2025	55.4	93.5	148.9	45.4	4.2	28.8	5.0	232.3
Additions	**–**	**–**	**–**	**–**	**5.6**	**–**	**–**	**5.6**
Transfers	**–**	**–**	**–**	**0.4**	**(0.4)**	**–**	**–**	**–**
Loss of control (note 42)	**–**	**(1.4)**	**(1.4)**	**–**	**–**	**–**	**–**	**(1.4)**
Disposals	**–**	**–**	**–**	**–**	**(0.2)**	**–**	**–**	**(0.2)**
Effect of movements in exchange rates	**0.2**	**3.0**	**3.2**	**0.3**	**0.2**	**1.0**	**0.1**	**4.8**
Balance at 30 June 2026	**55.6**	**95.1**	**150.7**	**46.1**	**9.4**	**29.8**	**5.1**	**241.1**
Amortisation and impairment losses								
Balance at 1 July 2024	45.5	83.0	128.5	22.0	–	17.0	4.4	171.9
Amortisation for the year	3.2	2.4	5.6	4.5	–	2.8	–	12.9
Disposals	–	–	–	(0.1)	–	–	–	(0.1)
Effect of movements in exchange rates	(0.2)	(5.4)	(5.6)	(0.5)	–	(1.6)	–	(7.7)
Balance at 30 June 2025	48.5	80.0	128.5	25.9	–	18.2	4.4	177.0
Amortisation for the year	**1.6**	**2.5**	**4.1**	**4.8**	**–**	**3.0**	**0.1**	**12.0**
Loss of control (note 42)	**–**	**(1.4)**	**(1.4)**	**–**	**–**	**–**	**–**	**(1.4)**
Disposals	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Effect of movements in exchange rates	**0.2**	**2.8**	**3.0**	**0.2**	**–**	**0.7**	**0.1**	**4.0**
Balance at 30 June 2026	**50.3**	**83.9**	**134.2**	**30.9**	**–**	**21.9**	**4.6**	**191.6**
Carrying amounts								
At 30 June 2026	**5.3**	**11.2**	**16.5**	**15.2**	**9.4**	**7.9**	**0.5**	**49.5**
At 30 June 2025	6.9	13.5	20.4	19.5	4.2	10.6	0.6	55.3

Included within brands, multiplier contracts and customer relationships are carrying amounts for brands of £0.2m (2025: £0.3m), multiplier contracts of £5.4m (2025: £6.4m) and customer relationships of £5.6m (2025: £6.8m).

Included within the software class of assets is £10.3m (2025: £12.1m) that relates to GenusOne, our single global enterprise system. In addition, assets in the course of construction include £7.2m (2025: £3.0m) that relate to IntelliGen.

Included within Intangible assets acquired separately are assets with a gross cost of £120.0m (2025: £76.9m) that are fully amortised and are still in use in the business.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

16. BIOLOGICAL ASSETS

The Group applies quantitative genetics and biotechnology to animal breeding. We use these techniques to identify and select animals with the genes responsible for superior milk and meat, high health and performance traits. We sell breeding animals, semen and embryos to customers, who use them to produce offspring which yield greater production efficiency and milk and meat quality, for the global dairy and meat supply chain. We recognise that accounting for biological assets is an area which includes key sources of estimation uncertainty. These are outlined in note 4 and sensitivities are provided below.

Accounting policies

Biological assets and inventories

In bovine, we use research and development to identify genetically superior bulls in a number of breeds, primarily the Holstein dairy breed. Each selected bull has its performance measured against its peers, by using genomic evaluations and progeny testing of its daughters' performance. We collect and freeze semen from the best bulls, to satisfy our customers' demand. Farmers use semen from dairy breeds to breed replacement milking stock. They use the semen we sell from beef breeds in either specialist beef breeding herds, for multiplying breeding bulls for use in natural service, or on dairy cows to produce animals to be reared for meat.

Our research and development also enables us to produce and select our own genetically superior females, from which we will breed future bulls.

We hold our bovine biological assets for long-term internal use and classify them as non-current assets. We transfer bull semen to inventory at its fair value at the point of harvest, which becomes its deemed cost under IAS 2. We state our inventories at the lower of this deemed cost and net realisable value.

Sorting semen is a production process rather than a biological process. As a result, we transfer semen inventory into sexed semen production at its fair value at the point of harvest, less the cost to sell, and it becomes a component of the production process. We carry sexed semen in finished goods at production cost.

In porcine, we maintain and develop a central breeding stock (the 'nucleus herd'), to provide genetically superior animals. These genetics help make farmers and food processors more profitable, by increasing their output of consistently high-quality products, which yield higher value. So we can capitalise on our intellectual property, we outsource the vast majority of our pig production to our global multiplier network. We also sell the offspring or semen we obtain from animals in the nucleus herd to customers, for use in commercial farming.

Pig sales generally occur in one of two ways: 'upfront' and 'royalty'. Under upfront sales, we receive the full fair value of the animal at the point we transfer it to the customer. Under royalty sales, the pig is regarded as comprising two separately identifiable components: its carcass and its genetic potential. We receive the initial consideration, which is approximately the animal's carcass value, at the point we transfer the pig to the customer. We retain our interest in the pig's genetic potential and receive royalties for the customer's use of this genetic potential.

The breeding animal biological assets we own, and our retained interest in the biological assets we have sold under royalty contracts, are recognised and measured at fair value at each balance sheet date. We recognise changes in fair value in the Income Statement, within operating profit for the period.

We classify the porcine biological assets we are using as breeding animals as non-current assets and carry them at fair value. The porcine biological assets we are holding for resale, which are the offspring of the breeding herd, are carried at fair value and classified as current assets.

Determination of fair values – biological assets

IAS 41 'Agriculture' requires us to show the carrying value of biological assets in the Group Balance Sheet. We determine this carrying value according to IAS 41's provisions and show the net valuation movement in the Income Statement. There are important differences in how we value our bovine and porcine assets, as explained below.

Bovine – we base the fair value of all bulls on the net cash flows we expect to receive from selling their semen, discounted at a current risk-adjusted market-determined rate. The significant assumptions determining the fair values are the expected future demand for semen, the estimated biological value and the marketable life of bulls. The biological value is the estimated value at the point of production. We adjust the fair value of the bovine herd and semen inventory where a third party earns a royalty from semen sales from a particular bull. Females are valued by reference to market prices and published independent genetic evaluations.

Porcine – the fair value of porcine biological assets includes the animals we own entirely and our retained interest in the genetics of animals we have sold under royalty arrangements. The fair value of animals we own is calculated using the animals' average live weights, plus a premium where we believe that their genetics make them saleable. We base the live weight value and the genetic premium on recent transaction prices we have achieved. The significant assumptions in determining fair values are the breeding animals' expected life, the percentage of production animals that are saleable as breeding animals and the expected sales prices. For our retained interest in the genetics of animals sold under royalty contracts, we base the initial fair value on the fair values we achieved in recent direct sales of similar animals, less the amount we received upfront for the carcass element. We then remeasure the fair value of our retained interest at each reporting date. The significant assumption in determining the fair value of the retained interest is the animals' expected life.

We value the pigs in our pure line herds, which are the repository of our proprietary genetics, as a single unit of account. We do this using a discounted cash flow model, applied to the herds' future outputs at current prices. The significant assumptions we make are the number of future generations attributable to the current herds, the fair value prices we achieve on sales, the animals' expected useful lifespan and productivity, and the risk-adjusted discount rate.

Non-recognition of porcine multiplier contracts where the Group does not retain a contractual interest

To manage commercial risk, a very large part of our porcine business model involves selling pigs to farmers ('multipliers') who produce piglets on farms we neither manage nor control. We have the option, but not the obligation, to buy the offspring at slaughter market value plus a premium. Because the offspring have superior genetics, we can then sell them to other farmers at a premium.

We do not recognise the right to purchase offspring on the Group Balance Sheet, as we enter into the contracts and continue to hold them for the purpose of receiving non-financial items (the offspring), in accordance with our expected purchase requirements. This means the option is outside the scope of IFRS 9. We do not recognise the offspring as biological assets under IAS 41, as we do not own or control them.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

16. BIOLOGICAL ASSETS CONTINUED

Fair value of biological assets	Bovine £m	Porcine £m	Total £m
Balance at 30 June 2024	56.1	232.5	288.6
Increases due to purchases	15.4	208.5	223.9
Decreases attributable to sales	–	(226.8)	(226.8)
Decrease due to harvest	(9.0)	(26.2)	(35.2)
Changes in fair value less estimated sale costs	(14.9)	42.6	27.7
Loss of control (note 42)	–	(5.2)	(5.2)
Effect of movements in exchange rates	(3.2)	(16.1)	(19.3)
Balance at 30 June 2025	44.4	209.3	253.7
Non-current biological assets	44.4	174.6	219.0
Current biological assets	–	34.7	34.7
Balance at 30 June 2025	44.4	209.3	253.7
Increases due to purchases	**15.8**	**119.2**	**135.0**
Decreases attributable to sales	**–**	**(179.7)**	**(179.7)**
Decrease due to harvest	**(5.5)**	**(26.2)**	**(31.7)**
Changes in fair value less estimated sale costs	**(14.2)**	**100.7**	**86.5**
Loss of control (note 42)	**–**	**(14.3)**	**(14.3)**
Effect of movements in exchange rates	**1.3**	**3.8**	**5.1**
Balance at 30 June 2026	**41.8**	**212.8**	**254.6**
Non-current biological assets	**41.8**	**176.9**	**218.7**
Current biological assets	**–**	**35.9**	**35.9**
Balance at 30 June 2026	**41.8**	**212.8**	**254.6**

Bovine
Bovine biological assets include £6.3m (2025: £2.7m) representing the fair value of bulls owned by third parties but managed by the Group, net of expected future payments to such third parties, which are therefore treated as assets held under leases.

There were no movements in the carrying value of the bovine biological assets in respect of sales or other changes during the year.

A risk-adjusted rate of 19.6% Beef – 28.3% Dairy (2025: 16.0% Beef – 22.1% Dairy) has been used to discount future net cash flows from the sale of bull semen.

Decreases due to harvest represent the semen extracted from the biological assets. Inventories of such semen are shown as biological asset harvest in note 20.

Porcine
Included in increases due to purchases is the aggregate increase arising during the year on initial recognition of biological assets in respect of multiplier purchases, other than parent gilts, of £73.7m (2025: £72.5m).

Decreases attributable to sales during the year of £179.7m (2025: £226.8m) include £74.0m (2025: £96.3m) in respect of the reduction in fair value of the retained interest in the genetics of animals, other than parent gilts, transferred under royalty contracts.

Also included is £68.2m (2025: £58.6m) relating to the fair value of the retained interest in the genetics in respect of animals, other than parent gilts, sold to customers under royalty contracts in the year.

Total revenue in the year, including parent gilts, includes £240.4m (2025: £245.3m) in respect of these contracts, comprising £61.4m (2025: £67.7m) on initial transfer of animals and semen to customers and £179.0m (2025: £177.6m) in respect of royalties received.

A risk-adjusted rate of 24.3% (2025: 21.9% and 22.7%) has been used to discount future net cash flows from the expected output of the pure line porcine herds. The number of future generations which have been taken into account is seven (2025: seven) and their estimated useful lifespan is 1.4 years (2025: 1.4 years).

Year ended 30 June 2026

	Bovine £m	Porcine £m	Total £m
Changes in fair value of biological assets	**(14.2)**	**100.7**	**86.5**
Inventory transferred to cost of sales at fair value	**12.9**	**(26.2)**	**(13.3)**
Biological assets transferred to cost of sales at fair value	**–**	**(62.1)**	**(62.1)**
	(1.3)	**12.4**	**11.1**
Fair value movement in related financial derivative	**–**	**1.7**	**1.7**
Net IAS 41 valuation movement on biological assets[1]	**(1.3)**	**14.1**	**12.8**

Year ended 30 June 2025

	Bovine £m	Porcine £m	Total £m
Changes in fair value of biological assets	(14.9)	42.6	27.7
Inventory transferred to cost of sales at fair value	3.3	(26.2)	(22.9)
Biological assets transferred to cost of sales at fair value	–	(16.2)	(16.2)
	(11.6)	0.2	(11.4)
Fair value movement in related financial derivative	–	(1.9)	(1.9)
Net IAS 41 valuation movement on biological assets[1]	(11.6)	(1.7)	(13.3)

1 This represents the difference between operating profit prepared under IAS 41 and operating profit prepared under historical cost accounting, which forms part of the reconciliation to adjusted operating profit (see APMs).

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

16. BIOLOGICAL ASSETS CONTINUED

Fair value measurement
All of the biological assets inputs fall under Level 3 of the hierarchy defined in IFRS 13. Significant increases/(decreases) in any of these inputs in isolation would result in a significantly lower or higher fair value measurement.

Unobservable inputs and key sources of estimation uncertainty

	2026	2025	Sensitivity
Bovine			
Risk-adjusted discount rate[1]	**Dairy 28.3%** **Beef 19.6%**	Dairy 22.1% Beef 16.0%	1 percentage point increase in the discount rate would result in approximately a £0.7m (2025: £0.8m) reduction in value.
Value at point of production[1]	**30.0%**	31.3%	1 percentage point decrease in the rate would result in approximately a £3.4m (2025: £4.1m) reduction in value.
Percentage of new dairy bulls to be produced internally in future years	**FY27 67%** **FY28 67%** **FY29 67%** **FY30 and thereafter 67%**	FY26 78% FY27 72% FY28 72% FY29 and thereafter 72%	If percentage remained at FY26 level of 76% (2025: 66%) there would be a decrease in value of approximately £0.7m (2025: £0.2m decrease).
Age profile of Holstein bulls generating future sales	**FY27 – avg. age 3.7 yrs** **FY28 – avg. age 3.7 yrs** **FY29 – avg. age 3.6 yrs** **FY30 and thereafter – avg. age 3.5 yrs**	FY26 – avg. age 3.7 yrs FY27 – avg. age 3.7 yrs FY28 – avg. age 3.7 yrs FY29 and thereafter – avg. age 3.7 yrs	If age profile remains at FY26 average age of 3.8 years (2025: 4.0 years), there would be an increase in value of approximately £0.6m (2025: £0.7m increase).
Age profile of US beef-on-dairy bulls generating future sales	**FY27 – avg. age 5.8 yrs** **FY28 – avg. age 5.5 yrs** **FY29 – avg. age 5.4 yrs** **FY30 and thereafter – avg. age 5.2 yrs**	FY26 – avg. age 5.1 yrs FY27 – avg. age 5.1 yrs FY28 – avg. age 5.1 yrs FY29 and thereafter – avg. age 5.1 yrs	If age profile remains at FY26 average age of 6.1 years (2025: 5.8 years), there would be an increase in value of approximately £0.7m (2025: £0.9m increase).
Long-term dairy volume growth rate	**(1.9%)**	(0.8%)	1 percentage point decrease in the Holstein growth rate would result in approximately a £0.1m (2025: £0.1m) reduction in value.
Short-term dairy volume growth rate	**1.7%**	(0.9%)	1 percentage point decrease in the Holstein growth rate would result in approximately a £0.5m (2025: £0.7m) reduction in value.
Growth in unit prices[1]	**(1.9%)**	1.4%	1 percentage point increase in the forecasted unit price growth would result in approximately a £2.2m increase in value (2025: £3.1m).
Porcine			
Risk-adjusted discount rate – pure line herd[1]	**24.3%**	21.9% to 22.7%	1 percentage point increase in the discount rate would result in approximately a £1.9m (2025: £2.1m) reduction in value. Any additional increase in the percentage would lead to a linear impact.
Proportion of animals that go to breeding sales[1]	**Gilts – 6.1% to 10.4%**	Gilts – 7.4% to 10.3%	1 percentage point increase in the go to breeding sales would result in approximately a £6.9m (2025: £7.2m) increase in value.
	Boars – 7.8% to 11%	Boars – 7.6% to 10.1%	1 percentage point increase in the go to breeding sales would result in approximately a £7.3m (2025: £7.5m) increase in value.

1 Key sources of estimation uncertainty.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

16. BIOLOGICAL ASSETS CONTINUED

Additional information	2026	2025
Bovine		
Quantities at period end		
Number of bulls in production	**1,162**	1,096
Number of bulls under development (including calves)	**496**	540
Total number of bulls	**1,658**	1,636
Number of doses of semen valued in inventory	**11.9m**	11.1m
Amounts during the year		
Fair value of agricultural produce – semen harvested during the period	**£5.5m**	£9.0m
Porcine		
Quantities at period end		
Number of pigs (own farms)	**86,920**	115,762
Number of pigs, excluding parent gilts, despatched on a royalty basis and valued at fair value	**129,934**	81,149
Amounts during the year		
Fair value of agricultural produce – semen harvested during the period	**£26.2m**	£26.2m

17. PROPERTY, PLANT AND EQUIPMENT

We make significant investments in our property, plant and equipment. All assets are depreciated over their useful economic lives.

Accounting policies

We state property, plant and equipment at cost, together with any directly attributable acquisition expenses, or at their latest valuation, less depreciation and any impairment losses. Where parts of an item of property, plant and equipment have different useful lives, we account for them separately.

We charge depreciation to the Income Statement on a straight-line basis, over the estimated useful lives of each part of an asset. The estimated useful lives are as follows:

- Freehold buildings 10 to 40 years
- Leasehold buildings over the term of the lease
- Plant and equipment 3 to 20 years
- Motor vehicles 3 to 5 years

We do not depreciate land or assets under construction.

Right-of-use assets

Right-of-use assets are measured initially at cost, based on the value of the associated lease liability, adjusted for any payments made before inception, initial direct costs and an estimate of the dismantling, removal and restoration costs required in the terms of the lease. Subsequent to initial recognition, we record an interest charge in respect of the lease liability. The related right-of-use asset is depreciated over the term of the lease or, if shorter, the useful economic life of the leased asset. The lease term shall include the period of an extension option where it is reasonably certain that the option will be exercised. Where the lease contains a purchase option, the asset is written off over the useful life of the asset when it is reasonably certain that the purchase option will be exercised.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

17. PROPERTY, PLANT AND EQUIPMENT CONTINUED

	Land and buildings £m	Plant, motor vehicles and equipment £m	Assets under construction £m	Total owned assets £m	Land and buildings £m	Plant, motor vehicles and equipment £m	Total right-of-use assets £m	Total £m
Cost or deemed cost								
Balance at 1 July 2024	122.4	124.1	10.1	256.6	61.2	38.8	100.0	356.6
Additions	1.5	1.8	11.0	14.3	2.3	12.4	14.7	29.0
Transfers	6.3	7.0	(13.3)	–	–	–	–	–
Loss of control	–	(0.1)	–	(0.1)	(8.3)	–	(8.3)	(8.4)
Disposals	(0.1)	(8.1)	–	(8.2)	(0.5)	(3.9)	(4.4)	(12.6)
Effect of movements in exchange rates	(9.7)	(9.4)	(0.5)	(19.6)	(3.4)	(0.6)	(4.0)	(23.6)
Balance at 30 June 2025	120.4	115.3	7.3	243.0	51.3	46.7	98.0	341.0
Additions	**0.4**	**1.8**	**10.3**	**12.5**	**0.8**	**7.8**	**8.6**	**21.1**
Transfers	**6.1**	**5.9**	**(12.0)**	**–**	**–**	**–**	**–**	**–**
Loss of control (note 42)	**(1.9)**	**(1.4)**	**–**	**(3.3)**	**(25.4)**	**(1.8)**	**(27.2)**	**(30.5)**
Disposals	**(2.2)**	**(6.5)**	**–**	**(8.7)**	**(0.1)**	**(6.2)**	**(6.3)**	**(15.0)**
Effect of movements in exchange rates	**3.0**	**2.6**	**0.2**	**5.8**	**1.4**	**1.0**	**2.4**	**8.2**
Balance at 30 June 2026	**125.8**	**117.7**	**5.8**	**249.3**	**28.0**	**47.5**	**75.5**	**324.8**
Depreciation and impairment losses								
Balance at 1 July 2024	41.0	88.3	–	129.3	21.2	24.1	45.3	174.6
Depreciation for the year	6.5	11.1	–	17.6	6.1	8.1	14.2	31.8
Loss of control	–	–	–	–	(2.2)	–	(2.2)	(2.2)
Disposals	(0.1)	(7.5)	–	(7.6)	(0.2)	(2.2)	(2.4)	(10.0)
Effect of movements in exchange rates	(3.9)	(7.0)	–	(10.9)	(1.1)	(1.5)	(2.6)	(13.5)
Balance at 30 June 2025	43.5	84.9	–	128.4	23.8	28.5	52.3	180.7
Depreciation for the year	**5.7**	**10.7**	**–**	**16.4**	**4.6**	**7.9**	**12.5**	**28.9**
Loss of control (note 42)	**(0.7)**	**(0.9)**	**–**	**(1.6)**	**(10.0)**	**(1.1)**	**(11.1)**	**(12.7)**
Disposals	**(1.9)**	**(5.3)**	**–**	**(7.2)**	**(0.1)**	**(4.5)**	**(4.6)**	**(11.8)**
Effect of movements in exchange rates	**1.4**	**1.9**	**–**	**3.3**	**0.6**	**0.6**	**1.2**	**4.5**
Balance at 30 June 2026	**48.0**	**91.3**	**–**	**139.3**	**18.9**	**31.4**	**50.3**	**189.6**
Carrying amounts								
At 30 June 2026	**77.8**	**26.4**	**5.8**	**110.0**	**9.1**	**16.1**	**25.2**	**135.2**
At 30 June 2025	76.9	30.4	7.3	114.6	27.5	18.2	45.7	160.3

Included within property, plant and equipment are assets with a gross cost of £86.7m (June 2025: £72.8m) that are fully depreciated and are still in use in the business.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

18. EQUITY-ACCOUNTED INVESTEES

We hold interests in several joint ventures and associates where we have significant influence.

Accounting policies

Joint ventures are entities over whose activities we have joint control, under a contractual agreement. The Group Financial Statements include the Group's share of profit or loss arising from joint ventures.

Associates are entities in which the Group has significant influence, but not control, over the financial and operating policies. The Group Financial Statements include the Group's share of the total recognised income and expense of associates on an equity-accounted basis, from the date that significant influence commences until the date it ceases. When our share of losses exceeds our interest in an associate, we reduce the carrying amount to nil and stop recognising further losses, except to the extent that the Group has incurred legal or constructive obligations or made payments on an associate's behalf.

Under the equity method, investments in joint ventures or associates are initially recognised in the Group Balance Sheet at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the joint ventures and associates. Related party transactions with the Group's joint ventures and associates primarily comprise the sale of products and services.

The Group's joint ventures and associates operate through separate legal entities established to support the delivery of porcine and bovine genetic improvement programmes within their respective markets. Their principal activities include the breeding, multiplication and sale of elite genetics, supported by technical services. Each arrangement is structured through a limited liability company governed by a shareholders' agreement that defines the capital and ownership structure, board representation, decision-making protocols and profit-distribution mechanisms. These contractual arrangements determine how the relevant activities are directed and form the basis for the Group's assessment of joint control or significant influence.

The financial information of each joint venture and associate is prepared using accounting policies consistent with those of the Group. Where local accounting policies differ from IFRS, appropriate adjustments are made to ensure the results, assets and liabilities included in these consolidated financial statements are presented on a basis consistent with the Group's accounting policies.

The Group's share of profit after tax in its equity-accounted investees for the year was £34.7m (2025: £9.1m).

The carrying value of the investments is reconciled as follows:

	2026 £m	2025 £m
Balance at 1 July	**62.8**	60.5
Share of post-tax retained profits of joint ventures and associates	**34.7**	9.1
Additions	**–**	0.9
Shareholder loan repayments	**–**	(0.1)
Retained 40% interest in PIC (Qiannan) Agriculture Science and Technology Co. Ltd	**–**	1.5
Retained 49% interest in PIC (Shanghai) Agriculture Science and Technology Company Limited (China) (See Note 42)	**118.2**	–
Loss of control (see note 42)	**(0.5)**	–
Dividends received from Agroceres – PIC Genética de Suínos Ltda (Brazil)	**(16.0)**	(6.1)
Dividends received from Società Agricola GENEETIC S.r.l (Italy)	**(0.1)**	–
Effect of other movements including exchange rates	**6.2**	(3.0)
Balance at 30 June	**205.3**	62.8

Shareholder loans provided to joint ventures are long-term funding arrangements that form part of the Group's net investment in those entities under IAS 28. These balances are not intended to be settled in the short term and are treated consistently with the Group's equity interests for the purpose of applying the equity method. This classification reflects the long-term nature of the Group's involvement in these arrangements and does not affect the Group's rights to receive future cash flows from the joint ventures.

On 31 January 2026 the Group formed a Chinese porcine joint venture. As a result, the Group lost control of PIC (Shanghai) Agriculture Science and Technology Company Limited and its subsidiaries ('PIC China'). The Group sold 51% of its shareholding in PIC China for a consideration of £123.1m. On the date of the sale the retained 49% shareholding had a fair value of £118.2m. See note 42.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

18. EQUITY-ACCOUNTED INVESTEES CONTINUED

Joint ventures and associates operate in jurisdictions where local statutory requirements govern the distribution of profits and the repatriation of cash, including statutory reserve requirements, foreign exchange administration rules and customary provisions in shareholder agreements. These requirements do not materially restrict the Group's ability to access cash flows from its joint ventures and associates.

The Group's exposure to its joint ventures and associates is limited to the carrying amount of its equity investments, shareholder loans and outstanding trading balances. The Group has no outstanding capital commitments or uncalled capital obligations relating to its joint ventures or associates. The Group has not provided guarantees or other credit enhancements in respect of these entities and no contingent liabilities have arisen from its involvement.

The Group has no legal or constructive obligation to provide financial support to joint ventures or associates beyond the terms of the shareholder agreements, nor has it made any such commitments.

The Group is exposed to risks arising from its interests in these entities, including market and operational risks inherent in their agricultural activities, foreign exchange risk relating to operations in Brazil, China, India and Italy, and local regulatory considerations. These risks are monitored in accordance with the Group's risk management framework.

Related party transactions with joint ventures and associates

	Transaction value		Balance outstanding	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Sale of goods and services to joint ventures and associates	**2.7**	1.3	**2.2**	1.1
Purchase of goods and services from joint ventures and associates	**11.4**	9.1	**(1.6)**	(0.5)

The Group provides technical, licensing and other support services to certain joint ventures and associates under contractual arrangements. This includes the provision of porcine technical services, licensed technology and other ancillary administrative services to entities including PIC China and Agroceres. These transactions are undertaken in the ordinary course of business and on arm's length terms.

All outstanding balances with joint ventures and associates are unsecured, interest-free and settled in accordance with normal credit terms. During the year, the Group recognised a £1.5m impairment relating to a loan receivable from Haoxiang. The loan was held within PIC China prior to the disposal on 31 January 2026 and formed part of the net assets disposed of as part of that transaction. Other than this impairment, no impairment has been recognised in respect of amounts owed by joint ventures and associates (2025: £nil).

Each investee operates through a separate legal entity, with the Group's ownership interests generally aligned to its corresponding voting rights unless otherwise stated. Financial information for these equity-accounted investees is provided on the following page.

Biological assets

The Group's share of results from equity-accounted investees includes the effects of biological assets measured at fair value under IAS 41. Within Agroceres PIC Genética de Suínos Ltda ('Agroceres'), the biological asset valuation comprises retained interests in genetics, inventory and pure line herds, while within PIC (Shanghai) Agriculture Science and Technology Company Limited ('PIC China') it comprises retained interests in genetics and inventory. Further details of the Group's accounting policies and valuation methodologies for biological assets are provided in note 16.

All of the biological asset valuation inputs fall within Level 3 of the fair value hierarchy defined in IFRS 13. The table below provides information on the significant unobservable inputs and associated sensitivities used in determining the fair value of the biological assets held by Agroceres.

	2026	2025	**Sensitivity**
Risk-adjusted discount rate – pure line herd[1]	**26.2%**	27.7%	1 percentage point increase in the discount rate would result in approximately a £0.5m (2025: £0.2m) reduction in value. Any additional increase in the percentage would lead to a linear impact.
Proportion of animals that go to breeding sales[1]	**Gilts – 17.3%**	Gilts – 10.3%	1 percentage point increase in the go to breeding sales would result in approximately a £1.2m (2025: £0.7m) increase in value.
	Boars – 6.7%	Boars – 9.3%	1 percentage point increase in the go to breeding sales would result in approximately a £1.5m (2025: £0.9m) increase in value.

Additional information	**2026**	2025
Agroceres		
Quantities at period end		
Number of pigs (own farms)	**63,495**	58,558
Number of pigs, excluding parent gilts, despatched on a royalty basis and valued at fair value	**17,986**	18,716
PIC China		
Quantities at period end		
Number of pigs (own farms)	**99,074**	60,151
Number of pigs, excluding parent gilts, despatched on a royalty basis and valued at fair value	**73,771**	–

1 Key sources of estimation uncertainty.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

18. EQUITY-ACCOUNTED INVESTEES CONTINUED
Joint ventures and associates – year ended 30 June 2026

	PIC (Shanghai) Agriculture Science and Technology Company Limited (China)	Agroceres – PIC Genética de Suínos Ltda (Brazil)	Chitale Genus ABS Private Limited (India)	Società Agricola GENEETIC S.r.l. (Italy)[1]	Società Agricola GENEETIC Service S.r.l. (Italy)[1]	Inner Mongolia Haoxiang Pig Breeding Co. Ltd. (China)[1]	Yan'an Xinyongxiang Technology Co., Ltd (China)[1]	PIC (Qiannan) Agriculture Science and Technology Co., Ltd.	Profit/(loss) after tax
Ownership	**49%**	**49%**	**50%**	**33%**	**33%**	**49%**	**49%**	**40%**	
Income Statement	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
Revenue	12.5	51.1	0.6	1.1	–	2.6	1.6	1.3	70.8
Net IAS 41 valuation movement on biological assets	1.1	24.0	–	–	–	(0.5)	(0.2)	(0.1)	24.3
Expenses	(9.9)	(30.7)	(0.3)	(0.9)	–	(4.2)	(2.1)	(1.3)	(49.4)
Operating profit/(loss)	3.7	44.4	0.3	0.2	–	(2.1)	(0.7)	(0.1)	45.7
Taxation	(0.6)	(10.4)	–	–	–	–	–	–	(11.0)
Profit/(loss) after tax	**3.1**	**34.0**	**0.3**	**0.2**	**–**	**(2.1)**	**(0.7)**	**(0.1)**	**34.7**

	PIC (Shanghai) Agriculture Science and Technology Company Limited (China)	Agroceres – PIC Genética de Suínos Ltda (Brazil)	Chitale Genus ABS Private Limited (India)	Società Agricola GENEETIC S.r.l. (Italy)[1]	Società Agricola GENEETIC Service S.r.l. (Italy)[1]	Inner Mongolia Haoxiang Pig Breeding Co. Ltd. (China)[1]	Yan'an Xinyongxiang Technology Co., Ltd (China)[1]	PIC (Qiannan) Agriculture Science and Technology Co., Ltd. (China)	Carrying value
Ownership	**49%**	**49%**	**50%**	**33%**	**33%**	**49%**	**49%**	**40%**	
Net assets	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
Plant, motor vehicles & equipment	0.2	32.7	0.1	–	–	–	–	–	33.0
Right-of-use asset	7.9	–	–	–	–	–	–	–	7.9
Investment in subsidiary company	–	6.1	–	–	–	–	–	–	6.1
Biological assets, net of deferred tax	7.4	42.2	1.0	0.2	–	–	–	–	50.8
Other non-current assets	3.2	1.0	0.8	0.3	–	–	–	–	5.3
Current net trade receivables (gross)	1.5	9.3	–	0.1	0.1	–	–	–	11.0
Cash and cash equivalents	20.7	8.3	0.4	–	–	–	–	–	29.4
Other current assets	3.4	4.7	0.4	–	–	–	–	–	8.5
Trade payables (current)	(0.4)	(21.3)	–	(0.1)	–	–	–	–	(21.8)
Other current liabilities	(4.3)	(1.8)	(0.5)	–	–	–	–	–	(6.6)
Obligations under leases	(8.5)	–	–	–	–	–	–	–	(8.5)
Other non-current liabilities	(0.3)	–	(0.1)	–	–	–	–	–	(0.4)
Net assets	**30.8**	**81.2**	**2.1**	**0.5**	**0.1**	**–**	**–**	**–**	**114.7**
Inception fair value uplift	90.6	–	–	–	–	–	–	–	90.6
Carrying value	**121.4**	**81.2**	**2.1**	**0.5**	**0.1**	**–**	**–**	**–**	**205.3**

1 Classified as an associate. All other investments are classified as joint ventures.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

18. EQUITY-ACCOUNTED INVESTEES CONTINUED

Certain joint ventures and associates have local statutory year ends of 31 December and Chitale Genus ABS (India) Private Limited has a 31 March year end, reflecting local regulatory requirements. The Group receives monthly financial information from all joint ventures and associates and records its share of results on a July to June basis. Accordingly, the financial information included in these consolidated statements reflects a full 12-month period aligned to the Group's year end and no reporting date adjustments are required.

Certain joint ventures recognise foreign currency translation differences within other comprehensive income arising from the translation of foreign operations whose functional currency differs from that of the reporting entity. These amounts are accumulated within equity and will be recycled to profit or loss only upon partial or full disposal of the underlying investment.

The results of certain joint ventures include fair value movements on biological assets recognised in accordance with IAS 41, which can create year-on-year volatility in reported profits. These movements are reflected within the summarised financial information presented above. Further information on the Group's biological asset valuation methodology is provided in note 16.

The Group's share of losses from joint ventures and associates did not exceed the carrying amount of its investments or long-term interests, and no unrecognised losses existed during the year.

Joint ventures and associates – year ended 30 June 2025

	Agroceres – PIC Genética de Suínos Ltda (Brazil)	Chitale Genus ABS Private Limited (India)	Società Agricola GENEETIC S.r.l. (Italy)[1]	Società Agricola GENEETIC Service S.r.l. (Italy)[1]	Inner Mongolia Haoxiang Pig Breeding Co. Ltd. (China)[1]	Yan'an Xinyongxiang Technology Co., Ltd (China)[1]	PIC (Qiannan) Agriculture Science and Technology Co., Ltd.	Profit/(loss) after tax
Ownership	**49%**	**50%**	**33%**	**33%**	**49%**	**49%**	**40%**	
Income Statement	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
Revenue	41.6	0.6	1.1	0.1	4.5	3.4	2.0	53.3
Net IAS 41 valuation movement on biological assets	1.3	–	–	–	–	(0.7)	(1.5)	(0.9)
Expenses	(29.5)	(0.3)	(0.9)	(0.1)	(4.7)	(3.9)	(1.9)	(41.3)
Operating profit/(loss)	13.4	0.3	0.2	–	(0.2)	(1.2)	(1.4)	11.1
Taxation	(2.0)	–	–	–	–	–	–	(2.0)
Profit/(loss) after tax	**11.4**	**0.3**	**0.2**	**–**	**(0.2)**	**(1.2)**	**(1.4)**	**9.1**

1 Classified as an associate. All other investments are classified as joint ventures.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

18. EQUITY-ACCOUNTED INVESTEES CONTINUED

	Agroceres – PIC Genética de Suínos Ltda (Brazil)	Chitale Genus ABS Private Limited (India)	Società Agricola GENEETIC S.r.l. (Italy)[1]	Società Agricola GENEETIC Service S.r.l. (Italy)[1]	Inner Mongolia Haoxiang Pig Breeding Co. Ltd. (China)[1]	Yan'an Xinyongxiang Technology Co., Ltd (China)[1]	PIC (Qiannan) Agriculture Science and Technology Co., Ltd. (China)	Carrying value
Ownership	**49%**	**50%**	**33%**	**33%**	**49%**	**49%**	**40%**	
Net assets	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
Plant, motor vehicles & equipment	30.5	0.2	–	–	0.2	0.3	0.1	31.3
Right-of-use asset	–	–	–	–	4.0	–	1.8	5.8
Investment in subsidiary company	4.9	–	–	–	–	–	–	4.9
Biological assets, net of deferred tax	20.5	0.7	0.3	–	(0.4)	(0.6)	(0.6)	19.9
Other non-current assets	0.9	–	0.4	–	0.6	0.4	0.5	2.8
Current net trade receivables (gross)	7.5	–	0.2	0.1	–	–	–	7.8
Cash and cash equivalents	8.0	0.1	–	–	0.4	0.7	0.5	9.7
Other current assets	4.1	1.0	–	–	1.4	0.9	0.7	8.1
Trade payables (current)	(17.8)	–	(0.4)	–	(0.2)	(0.1)	–	(18.5)
Other current liabilities	(1.4)	–	–	–	(0.2)	(0.7)	(0.1)	(2.4)
Obligations under leases	–	–	–	–	(3.9)	–	(2.4)	(6.3)
Other non-current liabilities	–	(0.1)	–	–	(0.5)	–	–	(0.6)
Net assets/(liabilities)	**57.2**	**1.9**	**0.5**	**0.1**	**1.4**	**0.9**	**0.5**	**62.5**
Inception fair value uplift	–	–	–	–	–	–	**0.3**	**0.3**
Carrying value	**57.2**	**1.9**	**0.5**	**0.1**	**1.4**	**0.9**	**0.8**	**62.8**

1 Classified as an associate. All other investments are classified as joint ventures.

Joint ventures and associates have a December year end, except Chitale Genus ABS (India) Private Limited, which has a March year end. Where the year end differs from the year of the Group this is due to local regulatory requirements.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

19. OTHER INVESTMENTS

We hold a number of unlisted and listed investments.

Accounting policies
Financial assets at fair value through other comprehensive income ('FVOCI') comprise equity securities which are not held for trading, and which the Group has irrevocably elected at initial recognition to recognise as FVOCI. The Group considers this classification relevant as these are strategic investments.

Financial assets at FVOCI are adjusted to the fair value of the asset at the balance sheet date, with any gain or loss being recognised in other comprehensive income and held as part of other reserves. On disposal any gain or loss is recognised in other comprehensive income.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through income statement, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through the income statement are expensed in the Income Statement.

Other investments may include equity investments (where the Group does not have control, joint control or significant influence in the investee), short-term deposits with banks and other investments with original maturities of more than three months. Any dividends received are recognised in the Income Statement.

Investments carried at fair value	2026 £m	2025 £m
Listed equity shares – Caribou Biosciences, Inc.	**0.1**	0.1
Unlisted equity shares – Dairy LLC ('BoviSync')	**–**	–
Unlisted equity shares – Labby, Inc.	**0.5**	0.5
Unlisted equity shares – SwineTech, Inc.	**2.6**	2.6
Unlisted equity shares – Other	**0.1**	–
Other investments	**3.3**	3.2

Caribou Biosciences, Inc shares are measured at fair value using the valuation basis of a Level 1 classification. Caribou shares are publicly traded on the NASDAQ.

We hold a strategic non-controlling interest in BoviSync, a herd management software company. The investment is measured at fair value and the valuation basis of a Level 3 classification, with the nil valuation reflecting the current trading performance in difficult market conditions.

In November 2022 the Group acquired a 5% interest in SwineTech Inc., an Iowa-based swine technology company, for USD 0.5m. In November 2024 the Group increased its holding to approximately 12% for a further USD 3.0m.

Other unlisted equity investments primarily consist of strategic non-controlling interests in bovine technology companies, which are measured at fair value and the valuation basis is Level 3 classification, where fair value techniques use inputs which have a significant effect on the recorded fair value and are not based on observable market data.

20. INVENTORIES

Our inventory primarily consists of bovine semen, raw materials and ancillary products.

Accounting policies
Inventory (excluding biological assets' harvest) is stated at the lower of cost and net realisable value. Cost is determined on the basis of weighted average costs and comprises direct materials and, where appropriate, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition.

For our biological assets accounting policies, see note 16.

	2026 £m	2025 £m
Biological assets' harvest classed as inventories	**16.0**	14.6
Sexed Semen	**13.4**	12.4
Bovine Semen	**29.4**	27.0
Raw materials and consumables	**3.9**	4.0
Goods held for resale	**14.5**	15.2
Inventories	**47.8**	46.2

21. TRADE AND OTHER RECEIVABLES

Our trade and other receivables mainly consist of amounts owed to us by customers and amounts we pay to our suppliers in advance.

Accounting policies
We state trade and other receivables at their amortised cost less any impairment losses.

	2026 £m	2025 £m
Trade receivables	**89.8**	88.4
Less expected credit loss allowance	**(4.7)**	(4.8)
Trade receivables net of impairment	**85.1**	83.6
Other debtors	**4.8**	4.8
Prepayments	**6.6**	6.4
Contract assets net of impairment (see note 24)	**21.6**	20.9
Other taxes and social security	**2.8**	3.5
Current trade and other receivables	**120.9**	119.2
Other debtors	**1.7**	4.3
Contract assets net of impairment (see note 24)	**3.9**	6.0
Non-current other receivables	**5.6**	10.3
Trade and other receivables	**126.5**	129.5

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

21. TRADE AND OTHER RECEIVABLES CONTINUED

Trade receivables
The average credit period our customers take on the sales of goods is 47 days (2025: 45 days). We do not charge interest on receivables for the first 30 days from the date of the invoice.

The Group always measures the loss allowance for trade receivables and contract assets at an amount equal to lifetime expected credit losses ('ECLs'). The ECLs on trade receivables and contract assets are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the general economic conditions of the industry and country in which the debtor operates and an assessment of both the current and the forecast direction of conditions at the reporting date. The Group writes off a trade receivable and a contract asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

The Group recognises ECLs with reference to the following matrix, in accordance with the simplified approach permitted in IFRS 9. There has been no change in the estimation techniques during the current reporting period. A component of the calculation is the risk premium of the countries in which our customers operate. The risk premiums are updated on each reporting date, to reflect changes in the global economy.

		North America	Latin America	EMEA	Asia
2026	**Risk premium (%)**	**1.6%**	**4.3%**	**2.6%**	**2.4%**
	Trade receivables (£m)	**22.8**	**22.7**	**36.2**	**8.1**
2025	Risk premium (%)	1.6%	4.5%	2.4%	2.0%
	Trade receivables (£m)	19.4	20.1	34.1	14.8

The following table shows the movement in lifetime ECLs that has been recognised for trade receivables, in accordance with the simplified approach set out in IFRS 9.

	2026 £m	2025 £m
Balance at the start of the year	**4.8**	4.7
Change in loss allowance due to new trade and other receivables originated net of those derecognised due to settlement	**2.7**	4.3
Amounts written off as uncollectable	**(0.5)**	(0.3)
Impairment losses reversed	**(2.5)**	(4.0)
Effect of movements in exchange rates	**0.2**	0.1
Balance at the end of the year	**4.7**	4.8

The ageing of trade receivables is presented below:

	Trade receivables		Trade receivables net of impairment	
Days past due	2026 £m	2025 £m	2026 £m	2025 £m
Not yet due	**63.3**	59.4	**61.5**	57.7
0–30 days	**13.5**	13.0	**13.2**	12.7
31–90 days	**7.8**	9.5	**7.5**	9.3
91–180 days	**2.1**	3.5	**2.0**	3.2
Over 180 days	**3.1**	3.0	**0.9**	0.7
	89.8	88.4	**85.1**	83.6

No customer represents more than 5% of the total balance of trade receivables (2025: no more than 5%).

The Directors consider that the carrying amount of trade and other receivables approximates their fair value.

Trade and other receivables denominated in currencies other than Sterling comprise £45.6m denominated in US Dollars (2025: £41.7m), £14.6m denominated in Euros (2025: £16.0m) and £39.8m denominated in other currencies (2025: £44.4m).

Other debtors
Included in other debtors is an amount of £nil (2025: £2.1m) which comprises security deposits held in respect of porcine farms.

22. CASH AND CASH EQUIVALENTS
We hold cash and bank deposits which have a maturity of three months or less, to enable us to meet our short-term liquidity requirements.

Accounting policies
Cash and cash equivalents comprise cash balances. Bank overdrafts that are repayable on demand form an integral part of our cash management and are included in interest-bearing loans and borrowings due in less than one year.

	2026 £m	2025 £m
Cash at bank and in hand	**43.7**	48.0

The carrying amount of these assets approximates to their fair value.

The credit quality of cash and cash equivalents can be assessed by reference to external credit ratings of the counterparty where the account or deposit is placed.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

22. CASH AND CASH EQUIVALENTS CONTINUED

Counterparties with external credit ratings	2026 £m	2025 £m
A to AA-	**26.0**	29.8
BBB- to BBB	**1.5**	2.3
B- to BB+	**4.6**	4.0
CCC to CCC-	**1.3**	2.7
No ratings	**10.3**	9.2
Cash at bank and in hand	**43.7**	48.0

Within our cash and cash equivalents there is a cash balance of £11.5m (2025: £11.2m) in our Russian entities, this remains available for use within Russia, however £8.6m (2025: £7.1m) is not available for repatriation due to local dividend restrictions. Following further evaluation, this amount is not considered available for use elsewhere in the Group and is therefore considered restricted.

23. TRADE AND OTHER PAYABLES

Our trade and other payables mainly consist of amounts we owe to our suppliers that have been invoiced or are accrued. They also include taxes and social security amounts due in relation to our role as an employer.

Accounting policies
Trade payables are not interest bearing and are stated at their nominal value.

	2026 £m	2025 £m
Trade payables	**24.8**	25.3
Other payables	**3.2**	7.1
Accrued expenses	**54.3**	59.6
Contract liabilities (see note 24)	**4.2**	6.7
Other taxes and social security	**9.1**	9.0
Current trade and other payables	**95.6**	107.7
Other payables	**–**	–
Contract liabilities (see note 24)	**–**	0.1
Non-current trade and other payables	**–**	0.1

The average credit period taken for trade purchases is 26 days (2025: 24 days).

Other payables included an amount of £nil (2025: £3.6m) relating to the ST litigation settlement. No balance was classified as non-current at 30 June 2026 (2025: £nil).

Payables denominated in currencies other than Sterling comprise £38.2m denominated in US Dollars (2025: £40.1m), £13.6m denominated in Euros (2025: £14.9m) and £21.2m denominated in other currencies (2025: £28.9m).

The carrying values of these liabilities are a reasonable approximation of their fair values.

24. CONTRACT BALANCES

Accounting policy
A contract asset is recognised when the Group's right to consideration is conditional on something other than the passage of time, for example the completion of future performance obligations under the terms of the contract with the customer. In some instances, the Group receives payments from customers based on a billing schedule, as established in the contract, which may not match the pattern of performance under the contract.

Where payment is received ahead of performance a contract liability will be created, and where performance obligations are satisfied ahead of billing, then a contract asset will be recognised.

	2026 £m	2025 £m
Current contract assets net of impairment	**21.6**	20.9
Non-current contract assets net of impairment	**3.9**	6.0
Contract assets net of impairment (see note 21)	**25.5**	26.9
Current contract liabilities	**(4.2)**	(6.7)
Non-current contract liabilities	**–**	(0.1)
Contract liabilities (see note 23)	**(4.2)**	(6.8)

	Contract assets £m	Contract liabilities £m
Balance at 1 July 2024	31.9	(8.3)
Increases as a result of performance in advance of billing	350.4	–
Transfers to receivables during the year	(351.7)	–
Increases as a result of billing ahead of performance	–	(97.4)
Decreases as a result of revenue recognised in the year	–	98.6
Decreases as a result of change in loss allowance	(0.2)	–
Effect of movements in exchange rates	(3.5)	0.3
Balance at 30 June 2025	26.9	(6.8)
Increases as a result of performance in advance of billing	**339.2**	**–**
Transfers to receivables during the year	**(340.9)**	**–**
Increases as a result of billing ahead of performance	**–**	**(83.2)**
Decreases as a result of revenue recognised in the year	**–**	**85.9**
Effect of movements in exchange rates	**0.3**	**(0.1)**
Balance at 30 June 2026	**25.5**	**(4.2)**

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

24. CONTRACT BALANCES CONTINUED

In some cases, the Group receives payments from customers based on a billing schedule, as established in our contracts. The contract assets relate to revenue recognised for performance in advance of scheduled billing and have increased, as the Group has provided more services ahead of the agreed payment schedules for certain contracts. The contract liability relates to payments received in advance of performance under contract and varies based on performance under these contracts.

The transaction price allocated to partially unsatisfied performance obligations at 30 June 2026 is £14.1m (2025: £6.5m). It is expected that the Group will recognise this revenue over the following eight years.

Refer to note 21 for the Group's accounting policies on measuring loss allowance for contract assets. A component of the calculation is the risk premium of the countries in which our customers operate. The risk premiums are updated on each reporting date, to reflect changes in the global economy.

		North America	Latin America	EMEA	Asia
2026	**Risk premium (%)**	**1.6%**	**4.0%**	**1.7%**	**2.6%**
	Contract assets (£m)	**8.7**	**4.6**	**10.2**	**2.0**
2025	Risk premium (%)	1.6%	3.5%	2.0%	2.0%
	Contract assets (£m)	8.0	2.9	11.1	4.9

The following table shows the movement in lifetime ECLs that has been recognised for contract assets, in accordance with the simplified approach set out in IFRS 9.

	2026 £m	2025 £m
Balance at the start of the year	**0.6**	0.4
Change in loss allowance	**–**	0.2
Effect of movements in exchange rates	**–**	–
Balance at the end of the year	**0.6**	0.6

25. PROVISIONS

A provision is a liability recorded in the Group Balance Sheet, where there is uncertainty over the timing or amount that will be paid, and is therefore estimated. The main provisions we hold relate to litigation damages, legal provisions, customer claims and share forfeiture.

Accounting policies

We recognise a provision in the Balance Sheet when an event results in the Group having a current legal or constructive obligation, and it is probable that we will have to settle the obligation through an outflow of economic benefits. If the effect is material, we discount provisions to their present value.

	Share forfeiture £m	Other provisions £m	Total £m
Balance at 1 July 2024	0.2	1.2	1.4
Additional provision in the year	–	0.3	0.3
Utilisation of provision	–	(0.6)	(0.6)
Release of provision	(0.2)	(0.1)	(0.3)
Effect of movement in exchange rates	–	(0.1)	(0.1)
Balance at 30 June 2025	–	0.7	0.7
Additional provision in the year	**–**	**2.7**	**2.7**
Utilisation of provision	**–**	**(0.1)**	**(0.1)**
Loss of control (note 42)	**–**	**(0.5)**	**(0.5)**
Release of provision	**–**	**(0.1)**	**(0.1)**
Effect of movement in exchange rates	**–**	**0.3**	**0.3**
Balance at 30 June 2026	**–**	**3.0**	**3.0**

	2026 £m	2025 £m
Current	**1.2**	0.4
Non-current	**1.8**	0.3
	3.0	0.7

Other provisions mainly relate to legal provisions, customer claims and employee retention arrangements. The increase during the year primarily reflects employee retention obligations recognised in connection with the disposal of PIC China. The timing and cash flows associated with the majority of legal claims are expected to be less than one year. However, for some legal claims and retention-related obligations, the timing of cash flows may be longer term in nature and are disclosed as such.

The share forfeiture provision of £nil (2025: £nil) relates to potential claims that could be made by untraced members over the next three years, relating to the resale proceeds of shares that were identified during the prior year as being forfeited.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

26. FINANCIAL INSTRUMENTS

This note details our treasury management and financial risk management objectives and policies, as well as the Group's exposure and sensitivity to credit, liquidity, interest and foreign exchange rate risk, and the policies in place to monitor and manage these risks.

Financial risk management objectives

The Group's corporate treasury function provides services to the business, coordinates our access to domestic and international financial markets, and monitors and manages the financial risks relating to the Group's operations, through internal risk reports that analyse exposures by degree and magnitude of risk. These risks include market risk (including currency risk, fair value interest rate risk and price risk), credit risk, liquidity risk and cash flow interest rate risk.

We seek to minimise the effects of these risks by hedging them using derivative financial instruments. Our use of financial derivatives is governed by policies approved by the Board of Directors, which provide written principles on foreign exchange risk, interest rate risk, credit risk, the use of financial derivatives and non-derivative financial instruments, and the investment of excess liquidity. The Board of Directors regularly reviews our compliance with policies and exposure limits. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

Key financial risks and exposures are monitored through a monthly report to the Board of Directors, together with an annual Board review of corporate treasury matters.

Financial risk

The principal financial risks our activities expose us to are the risks of changes in foreign currency exchange rates, interest rates and commodity prices. We use derivative financial instruments to manage our exposure to interest rate, foreign currency and commodity price risks, including:

- forward foreign exchange contracts, to hedge the exchange rate risk arising on the sale of goods and purchase of supplies in foreign currencies;
- interest rate swaps, to mitigate the risk of rising interest rates; and
- forward commodity contracts, to hedge commodity price risk.

Accounting policies

Financial instruments

Financial assets and liabilities in respect of financial instruments are recognised on the Group Balance Sheet when the Group becomes a party to the instrument's contractual provisions.

Financial liabilities and equity instruments

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument. An equity instrument is any contract that provides a residual interest in the Group's assets after deducting all of its liabilities and includes no obligation to deliver cash or other financial assets. The accounting policies adopted for specific financial liabilities and equity instruments are set out below.

Put option arrangements over non-controlling interest

The potential cash payments related to put options issued by the Group over the equity of subsidiary companies are accounted for as financial liabilities.

The amount that may become payable under the option on exercise is initially recognised at present value within financial liabilities, with a corresponding charge directly to equity. The charge to equity is recognised separately as written put options over non-controlling interest, adjacent to non-controlling interest in the net assets of consolidated subsidiaries.

Such options are subsequently measured at amortised cost, using the effective interest rate method, in order to accrete the liability up to the amount payable under the option at the date at which it first becomes exercisable. The charge arising is recorded as a financing cost. If the option expires unexercised, the liability is derecognised, with a corresponding adjustment to equity.

Derivative financial instruments

Derivatives are recognised initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in the Income Statement immediately, unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in the Income Statement depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. Derivatives are not offset in the financial statements, unless the Group has both a legally enforceable right and intention to offset. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

The fair value of interest rate swaps is the estimated amount that we would receive or pay to terminate the swap at the balance sheet date, taking into account current interest rates and the creditworthiness of the swap counterparties.

The fair values of forward exchange contracts and forward commodity contracts are their quoted market prices at the balance sheet date, which is the present value of the quoted forward price.

Hedging activities

The Group designates certain derivatives as hedging instruments in respect of foreign exchange risk, interest rate risk and commodity risk in fair value hedges, cash flow hedges, or hedges of net investments in foreign operations.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationship meets all of the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

26. FINANCIAL INSTRUMENTS CONTINUED

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Group adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge) so that it meets the qualifying criteria again.

The Group designates the full change in the fair value of a forward contract (i.e. including the forward elements) as the hedging instrument for all of its hedging relationships involving forward contracts.

The Group designates only the intrinsic value of option contracts as a hedged item, i.e. excluding the time value of the option. The changes in the fair value of the aligned time value of the option are recognised in Other Comprehensive Income and accumulated in the cost of hedging reserve. If the hedged item is transaction-related, the time value is reclassified to the Income Statement when the hedged item affects the Income Statement. If the hedged item is time-period-related, then the amount accumulated in the cost of hedging reserve is reclassified to the Income Statement on a rational basis, applying straight-line amortisation. Those reclassified amounts are recognised in the Income Statement in the same line as the hedged item. If the hedged item is a non-financial item, then the amount accumulated in the cost of hedging reserve is removed directly from equity and included in the initial carrying amount of the recognised non-financial item. Furthermore, if the Group expects that some or all of the loss accumulated in the cost of hedging reserve will not be recovered in the future, that amount is immediately reclassified to the Income Statement.

Cash flow hedges

The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognised in Other Comprehensive Income and accumulated under the heading of cash flow hedging reserve, and limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in the Income Statement and is included in the 'other gains and losses' line item.

Amounts previously recognised in Other Comprehensive Income and accumulated in equity are reclassified to the Income Statement in the periods when the hedged item affects the Income Statement, in the same line as the recognised hedged item. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognised in Other Comprehensive Income and accumulated in equity are removed from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability. This transfer does not affect Other Comprehensive Income. Furthermore, if the Group expects that some or all of the loss accumulated in the cash flow hedging reserve will not be recovered in the future, that amount is immediately reclassified to the Income Statement.

The Group discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. Any gain or loss recognised in Other Comprehensive Income and accumulated in the cash flow hedging reserve at that time remains in equity and is reclassified to the Income Statement when the forecast transaction occurs. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in the cash flow hedging reserve is reclassified immediately to the Income Statement.

Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rates on the fair value of issued fixed-rate debt held and the cash flow exposures on the issued variable-rate debt held. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows using the yield curves at the reporting date and the credit risk inherent in the contract. The average interest rate is based on the outstanding balances at the end of the financial year.

If the critical terms of the interest rate swap contracts and their corresponding hedged items are the same, the Group performs a qualitative assessment of effectiveness and it is expected that the value of the interest rate swap contracts and the value of the corresponding hedged items will systematically change in opposite directions, in response to movements in the underlying interest rates. The main source of hedge ineffectiveness in these hedge relationships is the effect of the counterparty and the Group's own credit risk on the fair value of the interest rate swap contracts, which is not reflected in the fair value of the hedged item attributable to the change in interest rates. No other sources of ineffectiveness emerged from these hedging relationships.

Net investment hedges

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the foreign currency forward contracts relating to the effective portion of the hedge is recognised in Other Comprehensive Income and accumulated in the foreign currency translation reserve. The gain or loss relating to the ineffective portion is recognised immediately in the Income Statement, and is included in the 'other gains and losses' line item.

Gains and losses on the hedging instrument accumulated in the foreign currency translation reserve are reclassified to the Income Statement on the disposal or partial disposal of the foreign operation.

We only apply net investment hedge accounting in the Group Financial Statements.

The hedge ratio will be less than 100% if the net assets of the hedged item fall below the hedging instrument. No hedge ineffectiveness emerged from these hedging relationships as the currency and principal amount of both the hedged item and hedging instrument exactly match.

Capital risk management

The Group manages its capital to ensure that Group entities can continue as going concerns, while maximising the return to shareholders by optimising our debt and equity balance. The Group's capital structure consists of debt, which includes the borrowings disclosed in note 27, cash and cash equivalents, and equity attributable to equity holders of the Parent, comprising issued capital, reserves and retained earnings, as disclosed in note 31.

Following receipt of the £97.7m net proceeds after taxation from the part disposal of PIC China (see Note 42), the Group has conducted a review of its resulting capital structure and has decided in accordance with its capital allocation framework to launch a £60m share buy-back programme with immediate effect to rebalance its debt-equity ratio.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

26. FINANCIAL INSTRUMENTS CONTINUED

Gearing ratio
The Group keeps its capital structure under review and monitors it monthly to ensure the gearing ratio remains below 60%. The Group is not subject to externally imposed capital requirements. The gearing ratio at the year end was as follows:

	2026 £m	2025 £m
Debt (see note 27)	**107.5**	265.9
Interest bearing deferred consideration (see note 38)	**8.0**	10.3
Cash and cash equivalents (see note 22)	**(43.7)**	(48.0)
Net debt (see note 32)	**71.8**	228.2
Equity	**766.7**	476.1
Net debt to equity ratio	**9.4%**	48%

Debt is defined as long-term and short-term borrowings, including lease obligations as detailed in note 27.

Equity includes all capital and reserves of the Group attributable to equity holders of the Parent.

Categories of financial instruments
We have categorised financial instruments held at fair value into a three-level fair value hierarchy, based on the priority of the inputs to the valuation technique in accordance with IFRS 13. The hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). If the inputs used to measure fair value fall within different levels of the hierarchy, we base the category level on the lowest priority level input that is significant to the fair value measurement of the instrument in its entirety. We have estimated the fair values of the Group's outstanding interest rate swaps by calculating the present value of future cash flows, using appropriate market discount rates, representing Level 2 fair value measurements as defined by IFRS 13.

	2026 Carrying value				2025 Carrying value			
	Level 1 £m	**Level 2 £m**	**Level 3 £m**	**Total £m**	Level 1 £m	Level 2 £m	Level 3 £m	Total £m
Financial assets								
Other investments	**0.1**	**–**	**3.2**	**3.3**	0.1	–	3.1	3.2
Trade receivables and other debtors, excluding prepayments	**–**	**119.9**	**–**	**119.9**	–	123.1	–	123.1
Cash and cash equivalents	**–**	**43.7**	**–**	**43.7**	–	48.0	–	48.0
Derivative instruments in non-designated hedge relationships	**–**	**0.2**	**–**	**0.2**	–	0.1	–	0.1
Derivative instruments in designated hedge accounting relationships	**–**	**0.1**	**–**	**0.1**	–	–	–	–
	0.1	**163.9**	**3.2**	**167.2**	0.1	171.2	3.1	174.4
Financial liabilities								
Trade and other payables, excluding other taxes and social security (see note 23)	**–**	**(86.5)**	**–**	**(86.5)**	–	(98.8)	–	(98.8)
Loans and overdrafts (see note 27)	**–**	**(81.4)**	**–**	**(81.4)**	–	(218.8)	–	(218.8)
Leasing obligations (see note 28)	**–**	**(25.7)**	**–**	**(25.7)**	–	(47.1)	–	(47.1)
Derivative instruments in non-designated hedge relationships	**–**	**(0.1)**	**–**	**(0.1)**	–	(1.7)	–	(1.7)
Derivative instruments in designated hedge accounting relationships	**–**	**–**	**–**	**–**	–	(0.6)	–	(0.6)
Put option over non-controlling interest	**–**	**(0.9)**	**–**	**(0.9)**	–	(0.9)	–	(0.9)
Deferred consideration (see note 38)	**–**	**–**	**(8.2)**	**(8.2)**	–	–	(10.5)	(10.5)
	–	**(194.6)**	**(8.2)**	**(202.8)**	–	(367.9)	(10.5)	(378.4)

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

26. FINANCIAL INSTRUMENTS CONTINUED

Foreign currency risk management
We undertake transactions denominated in foreign currencies.

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities (excluding short-term amounts related to our ongoing trade, recognised as trade receivables and trade payables) at the reporting date were as follows:

	Liabilities		Assets	
	2026 £m	2025 £m	**2026 £m**	2025 £m
US Dollar	**(33.3)**	(80.4)	**3.1**	2.3
Euro	**(34.1)**	(40.9)	**2.0**	2.8
Canadian Dollar	**–**	(0.1)	**–**	–
New Zealand Dollar	**–**	–	**–**	0.1
Chilean Peso	**–**	–	**0.4**	0.7

Foreign currency Income Statement sensitivity analysis
The Group is mainly exposed to movements in the US Dollar, Euro, Brazilian Real, Mexican Peso, Chinese Yuan and Russian Rouble exchange rates.

The following table details the Group's profit sensitivity to a 10% and 20% increase and decrease in Sterling against these currencies. 10% is the sensitivity rate used when reporting foreign currency risk internally to key management and represents our assessment of a significant change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% or 20% change in foreign currency rates. It includes external loans, as well as loans to foreign operations within the Group where the loan is denominated in a currency other than the lender or borrower's currency. A positive number below indicates an increase in profit when Sterling weakens against the relevant currency. A strengthening of Sterling against the relevant currency would produce an equal but opposite reduction in profit, and the balances below would be negative.

	20% currency movement		10% currency movement	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Euro	**4.8**	3.9	**2.4**	2.0
US Dollar	**7.6**	6.9	**3.8**	3.5
Brazilian Real	**4.8**	2.6	**2.4**	1.3
Mexican Peso	**3.8**	3.4	**1.9**	1.7
Chinese Yuan	**2.3**	1.9	**1.2**	1.0
Russian Rouble	**0.9**	1.0	**0.5**	0.5

Forward foreign exchange contracts
The Group's policy is to enter into forward foreign exchange contracts to cover specific foreign currency payments and receipts. The following table details the forward foreign currency contracts outstanding as at the year end:

	Average exchange rate			Contract value		Fair value	
	2026	2025	**Foreign currency**	**2026 £m**	2025 £m	**2026 £m**	2025 £m
Outstanding contracts							
Buy CHF	**–**	0.91	CHF	**–**	0.4	**–**	–
Buy CNY	**–**	9.75	CNY	**–**	–	**–**	–
Buy COP	**4,526.45**	–	COP	**0.8**	–	**–**	–
Buy AUD	**–**	2.09	AUD	**–**	2.6	**–**	–
Sell AUD	**1.88**	–	AUD	**(0.1)**	–	**–**	–
Buy PHP	**81.33**	–	PHP	**3.7**	–	**–**	–
Sell PHP	**–**	76.82	PHP	**–**	0.4	**–**	–
Buy EUR	**1.15**	1.17	EUR	**12.0**	14.3	**–**	0.1
Buy MXN	**23.04**	26.39	MXN	**10.7**	8.6	**(0.1)**	–
Buy USD	**–**	1.36	USD	**–**	9.7	**–**	(0.1)
Sell USD	**1.32**	–	USD	**(5.5)**	–	**–**	–
Sell INR	**127.85**	117.59	INR	**(0.1)**	0.1	**–**	–
Sell CAD	**1.87**	1.86	CAD	**(0.6)**	0.6	**–**	–
Sell RUB	**–**	110.45	RUB	**–**	0.1	**–**	–
Buy USD/Sell BRL	**5.09**	5.60	BRL	**(0.2)**	4.0	**–**	–
Buy USD/Sell CNY	**6.79**	–	CNY	**(0.2)**	–	**–**	–
Buy CLP/Sell USD	**894.17**	927.98	CLP	**0.5**	0.2	**–**	–
Buy PHP/Sell USD	**61.34**	55.92	PHP	**4.1**	2.7	**–**	–
Buy CAD/Sell USD	**1.40**	1.36	CAD	**4.4**	2.7	**(0.1)**	–
Buy USD/Sell EUR	**1.15**	1.17	EUR	**(1.5)**	2.2	**–**	–
Buy USD/Sell RUB	**75.60**	–	RUB	**(0.6)**	–	**–**	–
Buy USD/Sell INR	**95.46**	85.61	INR	**(0.7)**	0.6	**–**	–
Buy USD/Sell ZAR	**–**	17.81	ZAR	**–**	0.1	**–**	–
Buy USD/Sell ARS	**1,451.30**	1,212.30	ARS	**(0.8)**	0.5	**–**	–
Buy USD/Sell MXN	**17.44**	19.04	MXN	**(3.5)**	0.3	**–**	–
Buy COP/Sell USD	**–**	4,108.7	COP	**–**	0.7	**–**	–
						(0.2)	–

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

26. FINANCIAL INSTRUMENTS CONTINUED

Interest rate risk management
The objective of our interest rate risk management is to minimise the Group's net finance cost whilst at the same time limiting exposure to interest rate fluctuations in the Group profit and loss account. In order to achieve this, the target is to maintain a level of fixed rate cover between 60% and 90% of external borrowings.

The Group has floating rate loan payments under the Facilities Agreement dated 10 June 2025 as amended on 3 June 2026 that bear USD, EUR, and GBP interest at floating rates. In order to fix the interest rate on this debt, the Group has entered into interest rate swaps, where the Group pays interest at a fixed interest rate and the Counterparty pays interest to the Group at a floating rate. As a result, the Group is protected from increased interest costs arising from any future increases in USD, EUR, and GBP interest rates.

We regularly review our hedging activities, to align with our interest rate views and defined risk appetite, thereby ensuring we apply optimal hedging strategies to minimise the adverse impact of fluctuations in interest expense through different interest rate cycles.

The Group's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of this note.

Interest rate sensitivity analysis
We have determined the sensitivity analyses below, based on the Group's exposure to interest rates for both derivatives and non-derivative instruments, at the balance sheet date. For floating rate liabilities, we prepared the analysis assuming the liability outstanding at the balance sheet date was outstanding for the whole year. A 1.0 percentage point increase or decrease is used when reporting interest rate risk internally to key management and is our assessment of a significant change in interest rates.

If interest rates had been 1.0 percentage point higher or lower and all other variables were held constant, the Group's profit would have decreased or increased by £0.9m (2025: decrease/increase by £0.9m). This impact is smaller than would otherwise be the case, due to our fixed-rate hedging.

Interest rate swap contracts
Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts, calculated on agreed notional principal amounts. These contracts enable us to mitigate the risk of changing interest rates on the cash flow exposures on the variable-rate debt we hold. We determine the fair value of interest rate swaps at the reporting date by discounting the future cash flows, using the yield curves at the reporting date and the credit risk inherent in the contract. This fair value is disclosed on the following pages. The average interest rate is based on the outstanding balances at the end of the financial year.

Cash flow hedges
The following table details the notional principal amounts and remaining terms of interest rate swap contracts outstanding, as at the reporting date:

	Average contract fixed interest rate		Notional principal amount		Fair value	
Outstanding receive-floating, pay-fixed interest rate swaps	**2026 %**	2025 %	**2026 £m**	2025 £m	**2026 £m**	2025 £m
USD interest rate swaps						
One to five years	**3.94**	4.49	**10.6**	72.1	**–**	(0.3)
EUR interest rate swaps						
One to five years	**2.15**	2.15	**10.8**	10.7	**0.1**	(0.1)
GBP interest rate swaps						
One to five years	**–**	3.45	**–**	60.0	**–**	(0.1)

The interest rate swaps settle on a quarterly basis. The corresponding floating rate on the interest rate swaps is three months. For USD the floating rate is SOFR daily compounded with a five-day lookback, for EUR the floating rate is three-month Euribor, and for GBP the floating rate is SONIA daily compounded with a five-day lookback. We settle the difference between the fixed and floating interest rate on a net basis.

Interest rate swap contracts that exchange floating-rate interest amounts for fixed-rate interest amounts are designated as cash flow hedges, to reduce our cash flow exposure resulting from variable interest rates on borrowings. The interest rate swaps and the interest payments on the loan occur simultaneously and we recognise the amount deferred in equity in the Income Statement, over the period that the floating rate interest payments on debt affect the Income Statement.

The table below shows a reconciliation of the gains or losses in hedging reserves:

	2026 £m	2025 £m
(Loss)/gain at the start of the year	**(0.4)**	0.8
Effective gains/(losses) recognised in equity in period	**0.5**	(1.2)
Balance carried forward in equity as effective gains/(losses)	**0.1**	(0.4)

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

26. FINANCIAL INSTRUMENTS CONTINUED

Commodity hedges
The Group hedges both feed and slaughter exposures using Chicago Mercantile Exchange lean hog, corn and soybean meal commodity futures contracts.

	Average price		Notional principal amount		Fair value	
Commodity hedge	**2026 US$**	2025 US$	**2026 £m**	2025 £m	**2026 £m**	2025 £m
Open commodity contracts as at June						
Lean hog	**0.90**	0.92	**13.8**	12.2	**0.8**	(1.1)
Corn	**4.74**	4.58	**(7.2)**	(6.0)	**(0.5)**	(0.3)
Soybean meal	**312.83**	315.48	**(4.5)**	(4.1)	**(0.1)**	(0.3)
			2.1	2.1	**0.2**	(1.7)

Net investment hedges
At 30 June 2025, the Group had net investment hedges designating the first EUR 15.5m of the net assets of Pig Improvement Company España S.A. and the first EUR 32m of the net assets for Fyfield Holland B.V. as a hedged item, using EUR 47.5m of borrowings.

On 17 November 2025 the Group de-designated EUR 3m of the net assets of Pig Improvement Company España S.A. and EUR 7m of the net assets of Fyfield Holland B.V.

Therefore, as at 30 June 2026 the Group has designated EUR 12.5m (GBP 10.8m) of the net assets of its subsidiary Pig Improvement Company España S.A. and EUR 25m (GBP 21.5m) of the net assets of its subsidiary Fyfield Holland B.V. as net investment hedges. These net investment hedges represent 49% of the Group's Euro net assets as at this date.

The table below shows a reconciliation of the gains or losses deferred in equity:

	2026 £m	2025 £m
Loss at the start of the year	**(0.5)**	–
Effective losses recognised in equity in period	**(0.3)**	(0.5)
Balance carried forward in equity as effective losses	**(0.8)**	(0.5)

Credit risk management
Credit risk is the risk that a counterparty will default on its contractual obligations, resulting in financial loss to the Group. We have a policy of only dealing with creditworthy counterparties. We regularly monitor our exposure and the credit ratings of our counterparties, and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure on financial instruments is controlled by counterparty limits that the Board reviews and approves annually.

Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. We carry out ongoing credit evaluation of the financial condition of accounts receivable.

The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit ratings assigned by international credit-rating agencies and is deemed immaterial.

Liquidity risk management
The Board of Directors has ultimate responsibility for managing liquidity risk. We manage this risk by maintaining adequate reserves and banking facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

26. FINANCIAL INSTRUMENTS CONTINUED

Liquidity and interest risk tables
For non-derivative financial liabilities, see notes 27, 28 and 38.

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities, excluding trade payables and other creditors which are short term and, as disclosed in note 23, have an average credit period of 26 days (2025: 24 days). We have drawn up the table based on the undiscounted cash flows of financial liabilities, using the earliest date on which we can be required to pay. The table includes both interest and principal cash flows.

	Weighted average effective interest rate %	Less than 1 month £m	1–3 months £m	3 months–1 year £m	1–5 years £m	5+ years £m	Total £m
2026							
Loans and borrowings	**4.50**	**5.4**	**0.7**	**2.7**	**89.3**	**–**	**98.1**
Lease liabilities	**5.28**	**2.3**	**3.4**	**5.6**	**17.8**	**0.6**	**29.7**
Deferred consideration	**6.19**	**2.7**	**–**	**–**	**5.3**	**–**	**8.0**
Variable interest rate instruments	**5.32**	**10.4**	**4.1**	**8.3**	**112.4**	**0.6**	**135.8**
2025							
Loans and borrowings	4.54	9.5	1.7	9.4	260.5	–	281.1
Lease liabilities	4.76	2.4	3.3	9.8	31.1	7.5	54.1
Deferred consideration	–	–	–	2.6	7.9	–	10.5
Variable interest rate instruments	4.65	11.9	5.0	21.8	299.5	7.5	345.7

The following table details the Group's expected maturity for other non-derivative financial assets, excluding trade receivables and other debtors. We have drawn up this table based on the undiscounted contractual maturities of the assets, including interest we will earn on them, except where we expect the cash flow to occur in a different period.

	Weighted average effective interest rate %	Less than 1 month £m	1–3 months £m	3 months–1 year £m	1–5 years £m	5+ years £m	Total £m
2026							
Variable interest rate instruments	**1.88**	**43.7**	**–**	**–**	**–**	**–**	**43.7**
2025							
Variable interest rate instruments	2.11	48.0	–	–	–	–	48.0

The Group has financing facilities with a total unused amount of £263.8m (2025: £119.4m) at the balance sheet date. We expect to meet our other obligations from operating cash flows and the proceeds of maturing financial assets. We expect to reduce the debt to equity ratio, as borrowings decrease through repayment from operating cash flows.

The following table details the Group's liquidity analysis for its derivative financial instruments. We have drawn up the table based on the undiscounted net cash outflows on derivative instruments that settle on a net basis and the undiscounted gross outflows on derivatives that require gross settlement. When the amount payable or receivable is not fixed, we have determined the amount disclosed by reference to the projected interest and foreign currency rates, as illustrated by the yield curves at the reporting date.

	Less than 1 month £m	1–3 months £m	3 months–1 year £m	1–5 years £m	5+ years £m	Total £m
2026						
Foreign exchange contracts	**(0.2)**	**–**	**–**	**–**	**–**	**(0.2)**
Commodity swaps	**–**	**0.1**	**0.1**	**–**	**–**	**0.2**
Interest rate swaps	**–**	**–**	**–**	**0.1**	**–**	**0.1**
2025						
Foreign exchange contracts	(0.1)	0.1	–	–	–	–
Commodity swaps	(0.5)	(0.4)	(0.8)	–	–	(1.7)
Interest rate swaps	0.2	0.2	(0.7)	(0.2)	–	(0.5)

Commodity swaps and interest rate swaps are always settled on a net basis. Foreign exchange contracts can be settled on a net or gross basis; the net cash flows presented in the table above reflect an inflow of £61.5m and outflow of £61.7m (2025: inflow of £63.4m and outflow of £63.4m).

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

27. LOANS AND BORROWINGS

The Group's borrowing for funding and liquidity purposes comes from a range of committed bank facilities.

Interest-bearing loans and borrowings
We initially recognise interest-bearing loans and borrowings at their fair value, less attributable transaction costs. After this initial recognition, we state them at amortised cost and recognise any difference between the cost and redemption value in the Income Statement over the borrowings' expected life, on an effective interest rate basis. The carrying values of these liabilities are a reasonable approximation of their fair values.

	2026 £m	2025 £m
Non-current liabilities		
Unsecured bank loans	**77.0**	215.9
Obligations under leases	**16.4**	33.8
	93.4	249.7
Current liabilities		
Unsecured bank loans and overdrafts	**4.3**	2.9
Obligations under leases	**9.8**	13.3
	14.1	16.2
Total interest-bearing liabilities	**107.5**	265.9

Terms and debt repayment schedule
Terms and conditions of outstanding loans and overdrafts were as follows:

	Currency	2025 Interest rate	2026 £m	2025 £m
Revolving credit facility and overdraft	GBP	5.2%	**14.6**	105.1
Revolving credit facility, term loan and overdraft	USD	5.0%	**33.2**	72.1
Revolving credit facility and overdraft	EUR	3.6%	**32.8**	41.0
Obligations under leases	USD	5.3%	**26.2**	47.1
Other unsecured bank borrowings	Other	4.5%	**0.7**	0.6
Total interest-bearing liabilities			**107.5**	265.9

The above revolving credit facilities are unsecured. Information about the Group's exposure to interest rate and foreign currency risks is shown in note 26.

Loans and borrowings (excluding leases) comprise amounts falling due:	2026 £m	2025 £m
In one year or less or on demand	**5.2**	3.8
In more than one year but not more than two years	**–**	–
In more than two years but not more than five years	**78.4**	217.6
	83.6	221.4
Less: unamortised issue costs	**(2.3)**	(2.6)
	81.3	218.8
Current liabilities	**(4.3)**	(2.9)
Non-current liabilities	**77.0**	215.9

On 10 June 2025, the Company renewed its Facilities Agreement with a group of eight banks and at the balance sheet date, the Company's credit facilities under this agreement comprised a £220m multi-currency revolving credit facility ('RCF') and a USD 150m RCF. The term of the new facility is for four years maturing on 9 June 2029. The facility includes two one-year extension options, exercisable not more than 60 days, nor less than 30 days, prior to the first and second anniversaries of the signing date of 10 June 2025. The first of these extensions was exercised on 3 June 2026, extending the maturity of the Facility agreement to 9 June 2030. The facility also includes an uncommitted £100m accordion feature for future business development opportunities. In addition to the RCF facilities, the Company has approximately £13m of bilateral facilities supporting its GBP, EUR, and USD pooling arrangements. The Company had headroom of £263.8m in its combined facilities at 30 June 2026.

As part of its interest rate hedging strategy, the Company has entered into interest rate swaps to hedge variable interest rates. During the year to 30 June 2026, bank loan and overdrafts included borrowings of USD 89.7m fixed at 4.12%, borrowings of £47.8m fixed at 3.45% and borrowings of EUR 12.5m fixed at 2.15% excluding applicable bank margins. Approximately 27% of total facility borrowings are covered by these interest rate swaps as at 30 June 2026 with an average maturity of 16 months. Additional fixed interest rate cover was added in July 2026, at an average fixed rate of 3.32% to increase the rate of fixed coverage to 69%.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

28. OBLIGATIONS UNDER LEASES

A lease is a commitment to make a payment in the future, primarily in relation to property, plant and machinery and motor vehicles.

Accounting policies
In accordance with IFRS 16, we recognise as an expense any payments made in respect of short-term leases (those with a term of less than 12 months) and leases for low-value items, on a straight-line basis over the life of the lease.

For all other leases we recognise a liability at the date at which the leased asset is made available for use, and a corresponding right-of-use asset is recognised and depreciated over the term of the lease (see note 17).

Lease liabilities are measured at the present value of the future lease payments, excluding any payments relating to non-lease components. Future lease payments include fixed payments, in-substance fixed payments, and variable lease payments that are based on an index or a rate, less any lease incentives receivable. Lease liabilities also take into account amounts payable under residual value guarantees and payments to exercise options, to the extent that it is reasonably certain that such payments will be made. The payments are discounted at the rate implicit in the lease or, where that cannot be measured, at an incremental borrowing rate.

We remeasure the lease liability (and make a corresponding adjustment to the related right-of-use asset) whenever:
- The lease term has changed or there is a change in the assessment of the exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified, and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The changes in the lease liabilities are as follows:

	2026 £m	2025 £m
Balance at the start of the year	**47.1**	58.1
Leases entered into during the year	**8.7**	14.7
Loss of control (note 42)	**(16.4)**	(6.4)
Leases terminated early	**(2.1)**	(2.5)
Payments made	**(14.4)**	(16.5)
Interest	**1.8**	2.4
Effect of movements in exchange rates	**1.5**	(2.7)
Balance at the end of the year	**26.2**	47.1
Current	**9.8**	13.3
Non-current	**16.4**	33.8
	26.2	47.1

We have drawn up the following table based on the undiscounted cash flows of the obligations under leases, using the earliest date on which we can be required to pay.

	2026 £m	2025 £m
FY26	**–**	15.5
FY27	**11.3**	12.0
FY28	**7.8**	8.6
FY29	**5.2**	6.1
FY30	**3.3**	4.4
FY31	**1.5**	3.5
FY32	**0.3**	2.0
After FY33	**0.3**	2.0
	29.7	54.1
Presented as:		
Current	**11.3**	15.5
Non-current	**18.4**	38.6
	29.7	54.1

The decrease in lease obligations during the year primarily reflects the loss of control of PIC China on 31 January 2026, resulting in the derecognition of lease liabilities previously recognised by the Group. Further details are provided in note 42.

Lease obligations denominated in currencies other than Sterling comprise £14.1m denominated in US Dollars (2025: £14.3m), £6.7m denominated in Euros (2025: £7.6m), £0.1m denominated in CNY (2025: £20.2m) and £2.3m denominated in other currencies (2025: £2.5m).

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

29. RETIREMENT BENEFIT OBLIGATIONS

The Group operates a number of defined contribution and defined benefit pension schemes, covering many of its employees. The principal funds are the Milk Pension Fund ('MPF') and the Dalgety Pension Fund ('DPF') in the UK, which are defined benefit schemes. The assets of these funds are held separately from the Group's assets, and are administered by trustees and managed professionally.

Accounting policies

Defined contribution pension schemes

A number of our employees are members of defined contribution pension schemes. We charge contributions to the Income Statement as they become payable under the scheme rules. We show differences between the contributions payable and the amount we have paid as either accruals or prepayments in the Balance Sheet. The schemes' assets are held separately from the Group's assets.

Defined benefit pension schemes

The Group operates defined benefit pension schemes for some of its employees. These schemes are closed to new members and to further accrual. We calculate our net obligation separately for each scheme, by estimating the amount of future benefit that employees have earned, in return for their service to date. We discount that benefit to determine its present value and deduct the fair value of the plan's assets (at bid price). The liability discount rate we use is the market yield at the balance sheet date on high-quality corporate bonds, with terms to maturity approximating our pension liabilities. Qualified actuaries perform the calculations, using the projected unit method.

We recognise actuarial gains and losses in equity in the period in which they occur, through the Group Statement of Comprehensive Income. Actuarial gains and losses include the difference between the expected and actual return on scheme assets and experience gains and losses on scheme liabilities.

Genus and the other participating employers are jointly and severally liable for the MPF's obligations. We account for our section of the scheme and our share of any orphan assets and liabilities, and provide for any amounts we believe we will have to pay under our joint and several liability. The joint and several liability also means we have a contingent liability for the scheme's obligations that we have not accounted for.

Under the joint and several liability, we initially recognise any changes in our share of orphan assets and liabilities in the Income Statement. After this initial recognition, any actuarial gains and losses on the orphan assets and liabilities are recognised directly in equity through the Group Statement of Changes in Equity, in the period in which they occur.

We measure the fair value of our qualifying insurance policy assets to be the deemed present value of the related obligation.

Retirement benefit obligations

The financial positions of the defined benefit schemes, as recorded in accordance with IAS 19 and IFRIC 14, are aggregated for disclosure purposes. The liability/(asset) split by principal scheme is set out below.

	2026 £m	2025 £m
The Milk Pension Fund – Genus's share	**–**	–
The Dalgety Pension Fund	**(2.7)**	–
National Pig Development Pension Fund	**–**	–
Post-retirement healthcare	**0.5**	0.5
Other funded and unfunded schemes	**6.6**	6.4
Overall net pension liability	**4.4**	6.9

The MPF and NPD pension schemes are in IAS 19 surplus positions but these surpluses are restricted to nil under IFRIC 14.

Overall, we expect to pay £0.6m (2025: £0.4m) in contributions to defined benefit plans in the 2027 financial year.

The defined benefit plans are administered by trustee boards that are legally separated from the Group. The trustee board of each pension fund consists of representatives who are employees, former employees or are independent from the Company. The boards of the pension funds are required by law to act in the best interest of the plan participants and are responsible for setting certain policies, such as investment and contribution policies, and for the governance of the fund.

The defined benefit pension schemes expose the Group to actuarial risks such as greater than expected longevity of members, lower than expected return on investments and higher than expected inflation, which may increase the plans' liabilities or reduce the value of their assets.

UK pensions are regulated by The Pensions Regulator, a non-departmental public body established under the Pensions Act 2004 and sponsored by the Department for Work and Pensions, operating within a legal regulatory framework set by the UK Parliament. The Pensions Regulator has statutory objectives set out in legislation, which include promoting and improving understanding of the good administration of work-based pensions, protecting member benefits and regulating occupational defined benefit and contribution schemes. The Pensions Regulator's statutory objectives and regulatory powers are described on its website.

All defined benefit schemes are registered as an occupational pension plan with HMRC and are subject to UK legislation and oversight from The Pensions Regulator. UK legislation requires that pension schemes are funded prudently and valued at least every three years. Separate valuations are required for each scheme. Within 15 months of each valuation date, the plan trustees and the Group must agree any contributions required to ensure that the plan is fully funded over time, on a suitably prudent measure.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

29. RETIREMENT BENEFIT OBLIGATIONS CONTINUED

Funding plans are individually agreed with the respective trustees for each of the Group's defined benefit pension schemes, taking into account local regulatory requirements.

The Pension Schemes Act 2026, which received Royal Assent on 29 April 2026, introduced a statutory mechanism intended to address issues arising from the Virgin Media judgment, including provisions allowing retrospective actuarial confirmation in certain circumstances. Taking account of the legislation enacted and the work performed to date, the Directors do not consider that any additional liability is required and, accordingly, no provision has been recognised in the financial statements

The Milk Pension Fund ('MPF')
The MPF was previously operated by the Milk Marketing Board and was also open to staff working for Milk Marque Ltd (the principal employer, now known as Community Foods Group Limited), National Milk Records plc, First Milk Ltd, hauliers associated to First Milk Ltd, Dairy Farmers of Britain Ltd (which went into receivership in June 2009) and Milk Link Ltd. Genus Breeding Limited is currently the principal employer.

We have accounted for our section of the scheme and our share of any orphan assets and liabilities, which together represent approximately 86% of the MPF (2025: 86%). Although the MPF is managed on a sectionalised basis, it is a 'last man standing' scheme, which means that all participating employers are jointly and severally liable for all of the fund's liabilities. With effect from 30 June 2013, Genus's remaining active members ceased accruing benefits in the fund and became deferred pensioners.

The most recent actuarial triennial valuation of the MPF was at 31 March 2024 and was carried out by qualified actuaries. The valuation has been agreed by the trustees.

The principal actuarial assumptions adopted in the 2024 valuation were that:
- investment returns on existing assets would exceed fixed-interest gilt yields by 1.0% per annum until 31 March 2030, then by 0.5% per annum thereafter;
- Consumer Price Index ('CPI') price inflation is expected to be 0.7% per annum lower than Retail Price Index ('RPI') price inflation until 31 March 2030, then less 0.1% per annum thereafter; and
- pensions in payment and pensions in deferment would increase in future in line with CPI price inflation, subject to various minimum and maximum increases.

At 31 March 2024, the market value of the fund's assets was £341m. This represented approximately 104% of the value of the uninsured liabilities, which were £329m at that date.

The surplus in the fund as a whole, by reference to the 31 March 2024 valuation, was £12m (of which Genus's notional share was £10m). Reflecting the improvement in the funding position, no deficit repair contributions and no contributions in respect of the scheme's operating expenses are payable until 30 June 2028. The disclosures required under IAS 19 have been calculated by an independent actuary, based on accurate calculations carried out as at 31 March 2024 and updated to 30 June 2026.

At 30 June 2026, the MPF was in an overall net pension asset position of £25.0m (2025: £16.2m). However, the Company does not have the unilateral right to this surplus and therefore in line with IFRIC 14, the recognition of this asset is restricted.

Dalgety Pension Fund ('DPF')
The most recent actuarial valuation of the DPF was at 31 March 2021 and was carried out by qualified actuaries.

The principal actuarial assumptions adopted in the 2021 valuation were that:
- investment returns on existing assets are gilt yields less 0.35% per annum;
- CPI price inflation is expected to be 0.7% per annum lower than RPI price inflation until 2030, then utilising the RPI curve from 2030 onwards; and
- pensions in payment and pensions in deferment would increase in future in line with CPI price inflation, subject to various minimum and maximum increases.

The market value of the available assets at 31 March 2021 was £938m. The value of those assets represented approximately 100% of the value of the uninsured liabilities, which were £937m at 31 March 2021. Under the funding agreement, the Company will not have to make deficit repair contributions.

The disclosures required under IAS 19 have been calculated by an independent actuary, based on accurate calculations carried out as at 31 March 2021 and updated to 30 June 2026.

Formal notice to wind-up the DPF was given by the scheme's sponsoring employers on 13 February 2025, as all member benefits have now been secured with insurance companies, following the completion of the GMP equalisation exercise. Wind-up is expected to complete in the last quarter of 2026. As a result a almost all members have now received their individual pension policies, with these liabilities now passed to insurers. Only a small number of individual pension policies are yet to be issued to members and these are expected to complete during the second half of 2026.

At 30 June 2026, the DPF, has now, in relation to any scheme surplus, completed certain statutory requirements with the pension regulator and scheme members as part of the wind-up process. The trustees have also written to the company and indicated any scheme surplus will be returned. In the judgement of the Company it is now highly probable that the surplus will be returned in the next year and accordingly a surplus of £2.7m has been recognised in line with IFRIC 14, which reflects the overall net pension asset position at 30 June 2026 less expected future liabilities.

National Pig Development Company Pension Fund ('NPD')
The Group operates a closed defined benefit scheme for a small number of former employees of the National Pig Development Company Limited. The total market value of scheme assets and liabilities at 30 June 2026, under the provisions of IAS 19, were £4.7m (2025: £4.7m) and £4.6m (2025: £4.7m), respectively.

The most recent actuarial triennial valuation of the NPD was at 30 June 2023 and was carried out by qualified actuaries. The valuation has been agreed by the trustees.

The principal actuarial assumptions adopted in the 2023 valuation were that:
- investment returns on existing assets are gilt yields less 0.35% per annum;
- CPI price inflation is expected to be 0.6% per annum lower than RPI price inflation; and
- pensions in payment and pensions in deferment would increase in future in line with CPI price inflation, subject to various minimum and maximum increases.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

29. RETIREMENT BENEFIT OBLIGATIONS CONTINUED

The market value of the available assets at 30 June 2023 was £5.0m. The value of those assets represented approximately 92% of the value of the uninsured liabilities, which were £5.4m at 30 June 2023. In May 2024, it was agreed under the trustee-prepared schedule of contributions that no deficit repair contributions will be payable from 1 June 2024.

On 2 August 2024, the Trustees purchased a bulk annuity ('Buy-in Policy') with Just Retirement Limited ('Just'). In exchange for a combined premium of £5.5m, all future benefit obligations for both deferred and pensioner members of the Scheme were insured with Just from 2 August 2024.

The disclosures required under IAS 19 have been calculated by an independent actuary, based on accurate calculations carried out as at 30 June 2023 and updated to 30 June 2026.

Other unfunded schemes
When the Group acquired Sygen International plc in 2005, it also acquired unfunded defined benefit schemes and an unfunded retirement health benefit plan, which it now operates for the benefit of the previous Group's senior employees and executives.

Unfunded defined benefit schemes
The scheme liabilities for two unfunded defined benefit schemes amounted to £4.1m (2025: £4.0m), based on IAS 19's methods and assumptions. This amount is included within pension liabilities in the Group Balance Sheet. It also includes several other unfunded defined benefits liabilities which amounted to £2.0m (2025: £2.4m). Interest on pension scheme liabilities amounted to £0.3m (2025: £0.3m). The disclosures required under IAS 19 have been calculated by an independent actuary, using the principal assumptions used to calculate the scheme liabilities for the defined benefit schemes.

Post-retirement healthcare
The scheme liabilities for the unfunded retirement health benefit plan amounted to £0.5m (2025: £0.5m), based on IAS 19's methods and assumptions. This amount is included within retirement benefit obligations in the Group Balance Sheet. Interest on plan liabilities amounted to £nil (2025: £nil).

The principal assumptions used to calculate the plan liabilities were that the discount rate would be 5.95% (2025: 5.50%) and that the long-term rate of medical expense inflation would be 6.95% (2025: 6.90%).

Aggregated position of defined benefit schemes

	2026 £m	2025 £m
Present value of funded obligations (includes Genus's 86% share of MPF (2025: 86%))	**238.6**	266.7
Present value of unfunded obligations	**6.6**	6.9
Total present value of obligations	**245.2**	273.6
Fair value of plan assets (includes Genus's 86% share of MPF (2025: 86%))	**(266.6)**	(286.7)
Restricted recognition of asset (MPF, NPD and DPF)	**25.8**	20.0
Recognised net liability for defined benefit obligations	**4.4**	6.9

Each of the defined benefit schemes manages risks through a variety of methods and strategies, including equity protection, to limit the downside risk of falls in equity markets, as well as inflation and interest rate hedging. By funding its defined benefits schemes, the Group is exposed to the risk that the cost of meeting its obligations is higher than anticipated. This could occur for several reasons, for example:

- Investment returns on the schemes' assets may be lower than anticipated, especially if falls in asset values are not matched by similar falls in the value of the schemes' liabilities.
- The level of price inflation may be higher than that assumed, resulting in higher payments from the schemes.
- Scheme members may live longer than assumed, for example due to advances in healthcare. Members may also exercise (or not exercise) options in a way that leads to increases in the schemes' liabilities, for example through early retirement or commutation of pension for cash.
- Legislative changes could also lead to an increase in the schemes' liabilities.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

29. RETIREMENT BENEFIT OBLIGATIONS CONTINUED

Aggregated position of defined benefit schemes
The fair value of the total plan assets at the end of the reporting period for each category is as follows:

	Level 1 £m	Level 2 £m	Level 3 £m	2026 £m	Level 1 £m	Level 2 £m	Level 3 £m	2025 £m
Diversified growth funds	–	**26.5**	–	**26.5**	–	68.7	–	68.7
Liability-driven investments	–	**151.1**	–	**151.1**	–	123.5	–	123.5
Gilts and corporate bonds	–	**29.8**	–	**29.8**	–	29.8	–	29.8
Cash and cash equivalent	**26.1**	**4.9**	–	**31.0**	2.1	5.1	–	7.2
Property	–	–	**9.6**	**9.6**	–	–	19.7	19.7
Direct lending	–	–	**14.0**	**14.0**	–	0.2	19.0	19.2
Bulk annuity policy	–	–	**4.6**	**4.6**	–	–	18.6	18.6
	26.1	**212.3**	**28.2**	**266.6**	2.1	227.3	57.3	286.7

Note:
Level 1: valued using unadjusted quoted prices in active markets for identical financial instruments.
Level 2: valued using techniques based on information that can be obtained from observable market data.
Level 3: valued using techniques incorporating information other than observable market data.

All of the above assets with the exception of cash and the annuity policy are held through pooled investment vehicles which are unquoted.

Movement in the liability for defined benefit obligations

	2026 £m	2025 £m
Liability for defined benefit obligations at the start of the year	**273.6**	730.2
Benefits paid by the plans	**(19.9)**	(56.0)
Current service costs and interest	**14.0**	36.1
Actuarial losses recognised on fund liabilities arising from changes in demographic assumptions	**2.5**	2.3
Actuarial gains recognised on fund liabilities arising from changes in financial assumptions	**(9.0)**	(20.9)
Actuarial (gains)/losses recognised on fund liabilities arising from experience other	**(2.2)**	3.1
Settlement of annuity contracts in DPF	**(13.9)**	(421.3)
Exchange rate adjustment	**0.1**	0.1
Liability for defined benefit obligations at the end of year	**245.2**	273.6

Movement in plan assets

	2026 £m	2025 £m
Fair value of plan assets at the start of the year	**286.7**	760.0
Administration expenses	**(0.5)**	(0.3)
Contributions paid into the plans	**0.6**	0.7
Benefits paid by the plans	**(19.9)**	(56.0)
Interest income on plan assets	**14.5**	37.6
Settlement of annuity contracts in DPF	**(13.9)**	(421.3)
Actuarial losses recognised in equity	**(0.9)**	(34.0)
Fair value of plan assets at the end of the year	**266.6**	286.7

Aggregated position of defined benefit schemes
Summary of movements in Group deficit during the year

	2026 £m	2025 £m
Deficit in schemes at the start of the year	**(6.9)**	(6.6)
Current service costs and administration expenses	**(0.8)**	(0.3)
Contributions paid into the plans	**0.6**	0.7
Net pension finance cost	**(0.3)**	(0.3)
Exceptional credit – recognition of DPF surplus	**2.7**	–
Actuarial losses recognised during the year	**7.8**	(18.5)
Movement in restriction of assets	**(8.5)**	16.4
Interest restriction on IFRIC 14	**1.1**	1.8
Exchange rate adjustment	**(0.1)**	(0.1)
Deficit in schemes at the end of the year	**(4.4)**	(6.9)

Amounts recognised in the Group Income Statement

	2026 £m	2025 £m
Current service costs and administrative expenses	**0.8**	0.3
Interest obligation	**13.7**	36.1
Interest income on plan assets	**(14.5)**	(37.4)
Interest on additional liability	**1.1**	1.6
Exceptional credit – recognition of DPF surplus	**(2.7)**	–
	(1.6)	0.6

The (credit)/expense is recognised in the following line items in the Group Income Statement

	2026 £m	2025 £m
Current service costs and administrative expenses	**0.8**	0.3
Net finance charge	**0.3**	0.3
Exceptional credit – recognition of DPF surplus	**(2.7)**	–
	(1.6)	0.6

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29. RETIREMENT BENEFIT OBLIGATIONS CONTINUED

Actuarial losses/(gains) recognised in the Group Statement of Comprehensive Income

	2026 £m	2025 £m
Cumulative loss at the start of the year	**59.5**	59.1
Actuarial (gains)/losses recognised during the year	**(7.8)**	18.5
Movement in restriction of assets	**8.5**	(16.4)
Interest restriction on IFRIC 14	**(1.1)**	(1.8)
Exchange rate adjustment	**0.1**	0.1
Cumulative loss at the end of the year	**59.2**	59.5

Actuarial assumptions and sensitivity analysis

Principal actuarial assumptions (expressed as weighted averages) are:

	2026	2025
Discount rate	**5.95%**	5.50%
Consumer Price Index	**2.60%**	2.55%
Retail Price Index	**2.95%**	2.90%

The mortality assumptions used are consistent with those recommended by the schemes' actuaries and reflect the latest available tables, adjusted for the experience of the scheme where appropriate. For 2026, the mortality tables used are 96% of the S4PMA (males)/S4PFA_M (females) all lives tables, with birth year and CMI 2025 projections with parameters of H=1.0 and A=0.5% and subject to a long-term rate of improvement of 1.25% per annum for males and females. For 2025, the mortality tables used are 100% of the S3PMA (males)/S3PFA_M (females) all lives tables, with birth year and CMI 2023 projections with parameters of Sk=7.0 and A=0.5% and weighting parameters of w2020=0%, w2021=0%, w2022=15% and w2023=15%, subject to a long-term rate of improvement of 1.50% per annum for males and females.

Aggregated position of defined benefit schemes

The following table shows the assumptions used for all schemes and illustrates the life expectancy of an average member retiring at age 65 at the balance sheet date and a member reaching age 65 in 20 years' time.

		2026 Years	2025 Years
Retiring at balance sheet date at age 65	Male	**22.6**	22.1
	Female	**24.4**	24.2
Retiring at age 65 in 20 years' time	Male	**23.8**	23.8
	Female	**25.8**	26.0

Duration of benefit obligations

	2026 Years	2025 Years
Weighted average duration of the defined benefit obligations	**10.0**	9.9

Sensitivity analysis

Measurement of the Group's defined benefit obligation is sensitive to changes in certain key assumptions. The sensitivity analysis below shows how a reasonably possible increase or decrease in a particular assumption would, in isolation, result in an increase or decrease in the present value of the defined benefit obligation as at 30 June 2026.

	Discount rate		Rate of inflation		Life expectancy	
	Decrease by 0.5% £m	Increase by 0.5% £m	Decrease by 0.5% £m	Increase by 0.5% £m	Decrease by 1 year £m	Increase by 1 year £m
Increase/(decrease) in present value of defined obligation	10.9	(10.7)	(7.6)	8.0	(9.1)	9.1

The sensitivity analysis may not be representative of an actual change in the defined benefit obligation, as it is unlikely that changes in assumptions would occur in isolation from one another.

The sensitivities assume the funds' assets remain unchanged. However, in practice changes in interest rates and inflation will also affect the value of the funds' assets. The funds' investment strategy is to hold matching assets with values that move in line with the liabilities of the fund, to protect against changes in interest rates and inflation.

This sensitivity analysis has been prepared using the same method adopted when adjusting results of the latest funding valuation to the balance sheet date. This is the same approach as adopted in previous periods.

The history of experience adjustment is as follows:

	2026 £m	2025 £m	2024 £m	2023 £m	2022 £m	2021 £m
Present value of the defined benefit obligation	**245.2**	273.6	730.2	754.2	866.0	1,106.6
Fair value of plan assets	**(266.6)**	(286.7)	(760.0)	(787.6)	(936.3)	(1,147.2)
Restrict recognition of asset and recognition of additional liability	**25.8**	20.0	36.4	40.3	78.6	51.7
Deficit in the plans	**4.4**	6.9	6.6	6.9	8.3	11.1
Experience adjustments arising on plan liabilities (%)	**3.5**	12.3	1.0	17.2	21.0	2.1
Experience adjustments arising on plan assets (%)	**0.4**	11.8	0.9	16.3	19.3	2.4

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

30. SHARE-BASED PAYMENTS

We have a number of share plans used to award shares to Directors and senior management as part of their remuneration. To record the cost of these, a charge is recognised over the vesting period in the Group Income Statement, based on the fair value of the award on the date of grant.

Accounting policies

We recognise the fair value of share awards and options granted as an employee expense, with a corresponding increase in equity. We measure the fair value at the grant date and spread it over the vesting period of each option. For the most part we use a binomial valuation model to measure the fair value of share awards. We adjust the amount we recognise as an expense, to reflect the estimated performance against non-market-related conditions and the number of share awards and options that actually vest at the end of the vesting period.

Since 2025, performance share plan ('PSP') awards are subject to a Total Shareholder Return ('TSR') performance measure. The fair value of the relative TSR component is calculated using a Monte Carlo simulation model, to assess the probability of meeting the measure over a three-year performance period. No dividend equivalents accrue for unvested PSP awards and options and the fair value takes this into account.

The Group recognised a total share-based payment expense of £10.4m (2025: £6.9m), including National Insurance contributions expense of £1.5m (2025: £0.2m).

Share awards and nil-cost options

There were 984,632 conditional share awards and nil-cost options outstanding at 30 June 2026. These conditional share awards and nil-cost options were awarded to Executive Directors and senior management under the 2014 and 2019 Performance Share Plans. In accordance with the plan's terms, participants have received a conditional annual award of shares or nil-cost option awards, which will normally vest after three years, with the proportion of the award vesting depending on growth in the Group's adjusted earnings per share and return on adjusted invested capital. Share awards for non-GELT members are service based only. Further details of the plan's performance conditions are given in the Directors' Remuneration Report.

During the year ended 30 June 2026:

- 243,126 awards or nil-cost options were granted on 10 September 2025 and 20 November 2025 with an aggregate fair value of £6,278,965. The fair value of services received in return for share awards granted is based on the fair value of share awards or nil-cost options granted, measured using a binomial valuation model. At the date of grants, the average fair value of a share awarded or nil-cost options was £25.83, based on an average expected dividend yield of 1.28%.

	Number of awards 2026	Number of awards 2025
Outstanding at the start of year	**1,189,698**	1,014,981
Exercised during the year	**(192,585)**	(207,544)
Forfeited during the year	**(255,607)**	(92,940)
Granted during the year	**243,126**	475,201
Outstanding at 30 June	**984,632**	1,189,698
Exercisable at 30 June	**–**	15,882

The nil-cost options at 30 June 2026 had a weighted average remaining contractual life of 2.7 years (2025: 4.1 years). No nil-cost options were granted during the year (2025: 285,897). The weighted average share price at the date of exercise of the nil-cost options during the year was £25.22 (2025: £18.82).

Bonus and restricted stock share awards

In addition to the outstanding share awards above, there were 199,106 bonus and restricted stock share awards outstanding at 30 June 2026. The bonus shares were awarded to Executive Directors and senior management as part of the compulsory deferred bonus, and restricted stock share awards were granted to senior management in connection with various matters such as recruitment and retention.
In accordance with the awards' terms, participants have received a conditional annual bonus award of shares or nil-cost option awards, which will normally vest between one and three years after award, providing the participant is employed by the Group at that time.

In the year ended 30 June 2026, 150,324 bonus and restricted share awards were granted on 10 September 2025, 26 November 2025 and 4 March 2026, with an aggregate fair value of £3,783,951.

	Number of awards 2026	Number of awards 2025
Outstanding at the start of year	**73,383**	45,962
Exercised during the year	**(24,195)**	(29,336)
Forfeited during the year	**(406)**	(210)
Granted during the year	**150,324**	56,967
Outstanding at 30 June	**199,106**	73,383
Exercisable at 30 June	**–**	7,744

31. CAPITAL AND RESERVES

Called-up share capital is the number of shares in issue at their par value. A number of shares were issued in the year, in relation to the employee share schemes.

Accounting policies

Equity instruments issued by the Group are recorded at the amounts of the proceeds received, net of direct issuance costs.

Own shares

We include the transactions, assets and liabilities of the Group-sponsored Qualifying Employee Share Ownership Trust ('QUEST') in the Group Financial Statements. In particular, the trust's purchases of the Company's shares are deducted from shareholders' funds until they vest unconditionally with employees.

Share capital

	2026 Number	2025 Number	**2026 £m**	2025 £m
Issued and fully paid				
Ordinary shares of 10 pence	**66,539,439**	66,036,776	**6.7**	6.6

There is no authorised share capital limit.

The holders of ordinary shares are entitled to receive dividends, as declared from time to time.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

31. CAPITAL AND RESERVES CONTINUED

The movement in share capital for the period was as follows:

	2026 Number	2025 Number	2026 £m	2025 £m
Issued to Employee Benefit Trust	**500,000**	–	**0.1**	–
Issued to Genus plc Share Incentive Plan	**2,663**	3,994	**–**	–
	502,663	3,994	**0.1**	–

Reserve for own shares
The Company's shares are held by a QUEST, which is an employee benefit trust established to facilitate the operation of our long-term incentive scheme for senior management. The reserve amount represents the deduction in arriving at shareholders' funds for the consideration the trust paid for the Company's shares, which had not vested unconditionally at the balance sheet date. The number and market value of the ordinary shares held by the Employee Benefit Trust and the QUEST were:

	2026 Number	2025 Number	2026 £m	2025 £m
Shares allocated but not vested	**341,506**	32,732	**7.3**	0.7
Unallocated shares	**92,334**	92,334	**2.0**	1.9
	433,840	125,066	**9.3**	2.6

The shares have a nominal value of £43,384 (2025: £12,506). The trustees of the Employee Benefit Trust and the Quest have waived their entitlement to dividends on shares held at the balance sheet date and in respect of future dividends.

Translation reserve
The translation reserve comprises all foreign currency differences arising from translating the financial statements of our foreign operations.

The Group uses foreign currency denominated borrowings of £32.3m (2025: £40.7m) as a hedge against the translation exposure on the Group's net investment in overseas companies. Where the hedge is fully effective at hedging the variability in the net assets of such companies caused by changes in exchange rates, the changes in value of the borrowings are recognised in the Consolidated Statement of Comprehensive Income and accumulated in the hedging and translation reserves. The ineffective part of any change in value caused by changes in exchange rates is recognised in the Consolidated Income Statement.

Hedging reserve
The hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments, net of taxation.

Hedging and translation reserves

	Hedging reserve £m	Translation reserve £m
Balance at 30 June 2024	0.9	10.5
Exchange differences on translation of overseas operations	–	(35.7)
Gain recognised on net investment hedges	–	(0.5)
Loss recognised on cash flow hedges – interest rate swaps and cross-currency swaps	(1.4)	–
Income tax related to components of other comprehensive income	0.2	(5.1)
Balance at 30 June 2025	(0.3)	(30.8)
Exchange differences on translation of overseas operations	**–**	**17.3**
Gain recognised on net investment hedges	**–**	**(0.3)**
Loss recognised on cash flow hedges – interest rate swaps and cross-currency swaps	**0.5**	**–**
Income tax related to components of other comprehensive income	**(0.1)**	**0.8**
Balance at 30 June 2026	**0.1**	**(13.0)**

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

32. NOTES TO THE CASH FLOW STATEMENT

	2026 £m	2025 £m
Profit for the year	**285.5**	19.3
Adjustment for:		
Net IAS 41 valuation movement on biological assets	**(12.8)**	13.3
Amortisation of acquired intangible assets	**4.1**	5.6
Impairment of goodwill	**–**	1.5
Share-based payment expense	**10.4**	6.9
Share of profit of joint ventures and associates	**(34.7)**	(9.1)
Other gains and losses	**(204.3)**	4.2
Finance costs (net)	**15.8**	18.8
Income tax expense	**25.0**	9.2
Exceptional items (net)	**5.8**	11.4
Adjusted operating profit from continuing operations	**94.8**	81.1
Depreciation of property, plant and equipment	**28.9**	31.8
Profit on disposal of plant and equipment	**(0.9)**	(0.5)
Loss on disposal of intangible asset	**0.2**	0.1
Amortisation and impairment of intangible assets	**7.9**	7.3
Adjusted earnings before interest, tax, depreciation and amortisation	**130.9**	119.8
Cash impact of exceptional items relating to operating activities	**(12.5)**	(24.2)
Other movements in biological assets and harvested produce	**1.9**	1.3
Increase/(decrease) in provisions	**0.2**	(0.7)
Difference in pension contributions to pension cost	**0.3**	(0.4)
Other	**(1.2)**	(0.4)
Operating cash flows before movement in working capital	**119.6**	95.4
(Increase)/decrease in inventories	**(1.7)**	2.0
(Increase)/decrease in receivables	**(4.2)**	11.4
Decrease in payables	**(4.9)**	(2.1)
Cash generated by operations	**108.8**	106.7
Interest received	**0.9**	0.6
Interest and other finance costs paid	**(13.1)**	(15.7)
Interest on leased assets	**(1.8)**	(2.4)
Cash flow from derivative financial instruments	**(1.3)**	(1.3)
Income taxes paid	**(19.1)**	(20.7)
Net cash from operating activities	**74.4**	67.2

Analysis of net debt

Total changes in liabilities due to financing activities are as follows:

	At 1 July 2025 £m	Net cash flows £m	Foreign exchange £m	Other non-cash movements £m	At 30 June 2026 £m
Cash and cash equivalents (see note 22)	48.0	**(5.8)**	**1.5**	**–**	**43.7**
Interest-bearing loans – current (see note 27)	(2.9)	**(0.5)**	**–**	**(0.9)**	**(4.3)**
Interest-bearing deferred consideration – current (see note 38)	(2.6)	**2.7**	**(0.1)**	**(2.7)**	**(2.7)**
Lease liabilities – current (see note 28)	(13.3)	**12.6**	**(0.2)**	**(8.9)**	**(9.8)**
	(18.8)	**14.8**	**(0.3)**	**(12.5)**	**(16.8)**
Interest-bearing loans – non-current (see note 27)	(215.9)	**141.6**	**(2.8)**	**0.1**	**(77.0)**
Interest-bearing deferred consideration – non-current (see note 38)	(7.7)	**–**	**(0.2)**	**2.6**	**(5.3)**
Lease liabilities – non-current (see note 28)	(33.8)	**–**	**(1.3)**	**18.7**	**(16.4)**
	(257.4)	**141.6**	**(4.3)**	**21.4**	**(98.7)**
Total debt financing	(276.2)	**156.4**	**(4.6)**	**8.9**	**(115.5)**
Net debt	(228.2)	**150.6**	**(3.1)**	**8.9**	**(71.8)**

Included within non-cash movements is £16.4m in relation to the loss of control of PIC China in respect of lease liabilities (see note 42), £6.6m in relation to net new leases (including disposals) and £0.9m in the unwinding of debt issue cost.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

32. NOTES TO THE CASH FLOW STATEMENT CONTINUED

	At 1 July 2024 £m	Net cash flows £m	Foreign exchange £m	Other non-cash movements £m	At 30 June 2025 £m
Cash and cash equivalents (see note 22)	42.5	6.8	(1.3)	–	48.0
Interest-bearing loans – current (see note 27)	(4.9)	2.8	0.1	(0.9)	(2.9)
Interest-bearing deferred consideration – current (see note 38)	–	2.6	–	(5.2)	(2.6)
Lease liabilities – current (see note 28)	(14.0)	14.1	0.7	(14.1)	(13.3)
	(18.9)	19.5	0.8	(20.2)	(18.8)
Interest-bearing loans – non-current (see note 27)	(228.2)	5.9	6.4	–	(215.9)
Interest-bearing deferred consideration – non-current (see note 38)	–	–	0.3	(8.0)	(7.7)
Lease liabilities – non-current (see note 28)	(44.1)	–	2.0	8.3	(33.8)
	(272.3)	5.9	8.7	0.3	(257.4)
Total debt financing	(291.2)	25.4	9.5	(19.9)	(276.2)
Net debt	(248.7)	32.2	8.2	(19.9)	(228.2)

Included within non-cash movements is £13.2m in relation to the acquisition of De Novo Genetics LLC non-controlling interest, of which £2.6m of the consideration was paid on signing, £5.7m in relation to net new leases (including disposals) and £0.9m in the unwinding of debt issue cost.

33. OPERATING LEASES

Accounting policies
For short-term leases (those with a term of less than 12 months) and low-value items, we charge the rentals payable to the Income Statement on a straight-line basis over the lease term.

The Company has elected not to apply IFRS 16 to contracts where the right-of-use asset would be recognised as an intangible asset (e.g. software licences).

Total of future minimum lease payments under non-cancellable operating leases which expire:

	2026 £m	2025 £m
In less than one year	**1.3**	1.3
Between one and five years	**1.3**	2.6
	2.6	3.9

34. CAPITAL AND OTHER COMMITMENTS

At 30 June 2026, outstanding contracted capital expenditure amounted to £nil (2025: £nil).

35. CONTINGENCIES AND BANK GUARANTEES

Contingent liabilities are potential future cash outflows, where the likelihood of payments is considered more than remote but is not considered probable or cannot be measured reliably. Assessing the amount of liabilities that are not probable is highly judgemental.

The retirement benefit obligations referred to in note 29 include obligations relating to the MPF defined benefit scheme. Genus, together with other participating employers, is joint and severally liable for the scheme's obligations. Genus has accounted for its section and its share of any orphan assets and liabilities, collectively representing approximately 86% (2025: 86%) of the MPF. As a result of the joint and several liability, Genus has a contingent liability for the scheme's obligations that it has not accounted for. The total deficit of the MPF from the most recent triennial valuation can be found in note 29.

The Group makes a provision for amounts to the extent that an outflow of economic benefit is probable and can be reliably estimated. However, there are specific claims identified in the litigation where the Group considers the outcome of the claim is not probable and will not result in the outflow of economic benefit.

The Group's future tax charge and effective tax rate could be affected by factors such as countries reforming their tax legislation to implement the OECD's BEPS recommendations and by European Commission initiatives including state aid investigations. Further information can be found in note 11.

At 30 June 2026, the Group had entered into bank guarantees totalling £2.4m (2025: £0.8m).

36. DIRECTORS AND KEY MANAGEMENT COMPENSATION

In accordance with IAS 24 'Related Party Disclosures', key management personnel are those having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly. Key management personnel comprise the Directors and the other members of GELT.

	2026 £m	2025 £m
Salaries and short-term employee benefits	**5.1**	7.9
Post-employment benefits	**0.1**	0.2
Share-based payment expense	**6.1**	3.8
	11.3	11.9

Directors
Further details of Directors' compensation are included in the Directors' Remuneration Report.

Other transactions with key management personnel
Other than remuneration, there were no transactions with key management personnel.

Notes to the Group Financial Statements continued
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37. GROUP ENTITIES

In accordance with section 409 of the Companies Act 2006, a list of subsidiaries and joint ventures and associates as at 30 June 2026 is set out below. All subsidiary undertakings are subsidiary undertakings of their immediate parent undertaking(s), unless otherwise indicated.

Nature of business
Bovine

Name of undertaking	Registered address	Country of incorporation	Direct/ indirect Group interest	Share class	% of share capital/ voting rights held by Group companies
ABS (Beijing) International Trade Co., Ltd.	B1608, Lucky Tower, No. 3, East 3rd Ring North Road, Chaoyang District, Beijing, 100027, China	China	Indirect	No Par Value Common Stock	100%
ABS Argentina S.A.	A. Castellanos 1169, (3080) Esperanza, Sante Fe, Argentina	Argentina	Direct	ARS1 Ordinary	100%
ABS Chile Limitada	Avenida del Parque #4161 office #601, Huechuraba, Santiago, Chile	Chile	Direct	CLP0.10 Common Stock	100%
ABS Genetics South Africa (Pty) Ltd	Prestige Park Block B, Unit No. 5B, Pastorale Street, Durbanville Industrial Park, Durbanville, 7550, South Africa	South Africa	Indirect	ZAR1 Ordinary	100%
ABS Global (Canada) Inc.	1525 Floradale Road, Elmira ON N3B 2Z1, Canada	Canada	Indirect	CAD1 Common	100%
ABS Global, Inc.	1525 River Road, De Forest WI 53532, United States	United States	Indirect	USD0.01 Common	100%
ABS Italia S.r.l.	Via Bastida nr. 6, loc. Cavatigozzi, 26100, Cremona, Italy	Italy	Indirect	€1 Quota	100%
ABS México, S.A. de C.V.	6, 746 Independencia, New Los Angeles, Torreon, 27140, Mexico	Mexico	Direct	MXN10 Class 1 MXN10 Class 2	100%
ABS Polska Sp. z o.o.	Szafirowa 22A, 82-300 Gronowo Górne, Poland	Poland	Indirect	PLN1,000 Ordinary	100%
Bovec SASU	69 Chemin des Molières, PA du Charpenay, 69210, Lentilly, France	France	Indirect	€10 Ordinary	100%
Chitale Genus ABS (India) Private Limited	Gat No 29, Bramha Facility, Burungwadi Near Bhilawadi Railway Station, Taluka Palus, Maharashtra, Sangli, 416303, India	India	Indirect	INR100 Ordinary	50%[1]
De Novo Genetics LLC	1525 River Road, De Forest, WI, 53532, United States	United States	Indirect	No Par Value LLC Units	100%
Genus ABS (NZ) Limited	Generate Accounting Group Limited, Level 1, 317 New North Road, Kingsland, Auckland, 1021, New Zealand	New Zealand	Indirect	NZD1 Ordinary	100%
Genus ABS Colombia SAS	Carrera 68A # 24B - 10, Torre 2, Piso 8, Oficina 806, Bogotá, Colombia	Colombia	Indirect	COP10,000 Ordinary	100%
Genus ABS Netherlands B.V.	Hoogoorddreef 15, Amsterdam, 1101BA, Netherlands	Netherlands	Indirect	EUR1 Ordinary	100%
Genus Australia Pty Ltd	15 Scholar Drive, Bundoora VIC 3083, Australia	Australia	Indirect	AUD1.388 Ordinary	100%
Genus Breeding India Private Limited	5th FLOOR, C WING, ETERNIA PREMISES CO-OP SOC, NEAR DA UNIT NO 505, 506, DAGDI BUNGLOW, WAKDEWADI, MAHARASHTRA, PUNE, 411005, INDIA	India	Indirect	INR10 Ordinary	100%
Genus Breeding Limited (01192037)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
'Genus Ukraine' LLC	Pidlisna str., 1, KYIV 03164, Ukraine	Ukraine	Indirect	No Par Value Common Stock	100%
Inner Mongolia Genus Biotechnology Co., Ltd	337, E2, 3rd Floor West, Intelligent Manufacturing Industrial Park, Helinger New Area, Inner Mongolia, China	China	Indirect	CNY1 Ordinary	100%
LLC Genus ABS Rus	Zheleznodorozhnaya Street, House 51, Letter Zh, Premises 2, Tula, 300062 Russian Federation	Russian Federation	Indirect	RUB1 Ordinary	100%

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

37. GROUP ENTITIES CONTINUED

Nature of business
Bovine continued

Name of undertaking	Registered address	Country of incorporation	Direct/ indirect Group interest	Share class	% of share capital/ voting rights held by Group companies
Millwood Products Ltd (08662101)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Pecplan ABS Imp. e Exp. Ltda.	Rod. BR 050 Km 196 + 150metros, Zona Rural, Delta, MG – 38108-000, Brazil	Brazil	Indirect	BRL1 Ordinary	100%
St Jacobs Animal Breeding Corp.	1525 River Road, De Forest WI 53532, United States	United States	Indirect	No Par Value Common	100%
Zitery S.A.	Maximo Tajes 7286, Uruguay	Uruguay	Indirect	No Par Value Common	100%

Nature of business
Porcine

Name of undertaking	Registered address	Country of incorporation	Direct/ indirect Group interest	Share class	% of share capital/ voting rights held by Group companies
Agroceres PIC Genética de Suínos Ltda	Rua 1 JN, n° 1411, Sala 16 – Jardim Novo, Rio Claro/SP – CEP, 13.502-741, Brazil	Brazil	Indirect	BRL1 Ordinary	49%[1]
Agroceres PIC Suínos Ltda	Rua 1 JN, n° 1411, Sala 17 – Jardim Novo, Rio Claro/SP – CEP, 13.502-741, Brazil	Brazil	Indirect	BRL1 Ordinary	49%[1]
GENEETIC Service S.R.L.	Viale Europa 71, Belluno, 32100, Italy	Italy	Indirect	€1 Ordinary	33%[1]
PIC (Shanghai) Agriculture Science and Technology Company Limited	Office 803A-305, Building 1, Hongqiao Pingan Fortune Center, Lane 1588, Shenchang Road, Minhang District, Shanghai, 201100, China	China	Indirect	CNY1 Ordinary	49%[1]
PIC Andina SpA	Avenida del Parque #4161 office #601, Huechuraba, Santiago, Chile	Chile	Indirect	CLP1 Ordinary	100%
PIC Canada Ltd.	Borden Ladner Gervais LLP, Centennial Place, East Tower, 1900, 520 – 3rd Ave SW, Calgary, AB, T2P 0R3, Canada	Canada	Indirect	CAD1 Ordinary	100%
PIC France SA	69 Chemin des Molières, PA du Charpenay, Lentilly, 69210, France	France	Indirect	€17 Ordinary	100%
PIC Genetics Unlimited Company	Riverside One, Sir John Rogerson's Quay, Dublin 2, D02 X576, Ireland, Europe	Ireland	Indirect	€1.27 Ordinary €1.27 Redeemable preference shares	100%
PIC Genetics LLC	79 Narodniy Boulevard, 308000, Belgorod, Russian Federation	Russian Federation	Indirect	RUB1 Ordinary	100%
Pig Improvement Company de México, S. de R.L. de C.V.	Wenceslao de la Barquera No.7, Col. Villas del Sur, 76040 Queretaro, Queretaro, Mexico	Mexico	Indirect	No Par Value Common Stock	100%
Pig Improvement Company Deutschland GmbH	Lorbeerrosenweg 10, Isernhagen, 30916, Germany	Germany	Indirect	No Par Value Common Stock	100%
Pig Improvement Company España, S.A.	C/Pau Vila, 22 2º puerta 6, 08174 Sant Cugat del Valles, Barcelona, Spain	Spain	Indirect	€25 Ordinary	100%
Pig Improvement Company UK Limited (00716304)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£0.10 Ordinary	100%
PIC Italia S.r.l.	Strada dei Loggi 22, 06135, Ponte San Giovanni, Perugia, Italy	Italy	Indirect	€1 Ordinary	85%
PIC Philippines, Inc.	Unit 2101-2103 and 2203, Jollibee Plaza, F. Ortigas, Jr. Rd., Ortigas Center, Pasig City, 1605, Philippines	Philippines	Indirect	PHP100 Ordinary	100%

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

37. GROUP ENTITIES CONTINUED

Nature of business
Porcine continued

Name of undertaking	Registered address	Country of incorporation	Direct/ indirect Group interest	Share class	% of share capital/ voting rights held by Group companies
PIC USA, Inc.	100 BlueGrass Commons Blvd, Suite 2200, Hendersonville, TN 37075, United States	United States	Indirect	USD1 Ordinary	100%
RenOVAte Biosciences, Inc.	6874 Caravan Ct, Columbia MD 21044, United States	United States	Direct	USD0.001 Series Seed Preferred	33%[1]
Società Agricola GENEETIC S.R.L.	Via Marche n. 2, Reggio Emilia, 42122, Italy	Italy	Indirect	€1 Ordinary	33%[1]

Nature of business
Other

Name of undertaking	Registered address	Country of incorporation	Direct/ indirect Group interest	Share class	% of share capital/ voting rights held by Group companies
Accounting & Managerial Services S. de R.L. de C.V.	Kansas No. 2028, Quintas Campestre, 31214, Chihuahua, Chih., Mexico	Mexico	Indirect	MXN1 Class 1	100%
ABS International, Inc.	1525 River Road, De Forest WI 53532, United States	United States	Indirect	USD1 Ordinary	100%
Brazilian Holdings Limited (00479048)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Brazilian Properties Limited	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Direct	£1 Ordinary	100%
Busby Participações Ltda.	Av. Leopoldino de Oliveira, 4.113, Sala 303, Centro, CEP: 38010-000, UBERABA-MG, Brazil	Brazil	Indirect	BRL1 Ordinary	100%
Cannavarro Participações Ltda.	Av. Leopoldino de Oliveira, 4.113, Sala 303, Centro, CEP: 38010-000, UBERABA-MG, Brazil	Brazil	Indirect	BRL1 Ordinary	100%
Dalco Exportadora Ltda.	Av. Leopoldino de Oliveira, 4113 – Sala 303, Uberaba, Minas Gerais, CEP 38010-000, Brazil	Brazil	Indirect	BRL1 Ordinary	100%
Dalgety Pension Trust Limited	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Fyfield (SM) Limited (01026475)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Fyfield Dormant	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Fyfield Holland B.V.	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	Netherlands	Indirect	€1 Ordinary	100%
Fyfield Ireland Unlimited Company	Riverside One, Sir John Rogerson's Quay, Dublin 2, DO2 X576, Ireland	Ireland	Indirect	€0.001 'A' Ordinary €0.001 'B' Ordinary	100%
Genus Investments Limited (02028517)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Direct	£1 Ordinary	100%
Genus Quest Trustees Limited	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Direct	£1 Ordinary	100%
Genus R&D, Inc.	1525 River Road, De Forest WI 53532, United States	United States	Indirect	US$0.01 Common	100%
Genus Trustees Limited	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Direct	£1 Ordinary	100%
GIL Finance S.à.r.l.	31, rue de Hollerich, L-1741, Luxembourg	Luxembourg	Indirect	USD1 Ordinary	100%
PIC Do Brasil Empreendimentos e Participações Ltda.	Rua 1 JN, no. 1411, Sala 13, Jardim Novo, Rio Claro, Estado De São Paulo, CEP 13.502.741, Brazil	Brazil	Indirect	BRL0.01 Ordinary	100%

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

37. GROUP ENTITIES CONTINUED

Nature of business
Other continued

Name of undertaking	Registered address	Country of incorporation	Direct/ indirect Group interest	Share class	% of share capital/ voting rights held by Group companies
PIC Fyfield Limited (00019739)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Pig Improvement Company Overseas Limited (01583814)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Pigtales Limited (00723762)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Promar International Limited (03004562)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£1 Ordinary	100%
Skogluno Participações Ltda.	Av. Leopoldino de Oliveira, 4.113, Sala 303, Centro, CEP: 38010-000, UBERABA-MG, Brazil	Brazil	Indirect	BRL1 Ordinary	100%
Spillers Limited	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£0.25 Ordinary	100%
Spillers Overseas Limited (00069723)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Indirect	£0.25 Ordinary	100%
Sygen, Inc.	100 BlueGrass Commons Blvd, Suite 2200, Hendersonville, TN 37075 United States	United States	Indirect	USD1 Common	100%
Sygen International Limited (03215874)[2]	Matrix House, Basing View, Basingstoke, Hampshire, RG21 4FF, United Kingdom	UK	Direct	£0.10 Ordinary	100%
Sygen Investimentos Ltda.	Av. Leopoldino de Oliveira, 4113 – Sala 303, Uberaba, Minas Gerais, CEP 38010-000, Brazil	Brazil	Indirect	BRL0.63 Ordinary	100%
Usicafé SA	c/o Cabinet Mayor, avocats, Rue Jean-Gabriel Eynard 6, 1205 Genève, Switzerland	Switzerland	Indirect	CHF1,000 Ordinary	100%
Xelect Limited (SC438223)[2]	Horizon House, Abbey Walk, St Andrews, Fife, KY16 9LB, Scotland	UK	Indirect	£0.001 Ordinary	100%

1 Associated undertakings including joint venture interests.
2 UK subsidiaries taking advantage of the audit exemption within section 479A of the Companies Act 2006.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

38. DEFERRED CONSIDERATION

Accounting policies

We recognise deferred consideration on the Balance Sheet when a business combination contains a contractual clause that defers a portion of the purchase price. When the consideration transferred by the Group in a business combination includes a contingent consideration arrangement, the contingent consideration is measured at its acquisition date fair value and included as part of the consideration transferred in a business combination. Changes in fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

Subsequent contingent consideration fair value remeasurements that do not qualify as measurement period adjustments are recognised in the Income Statement.

Contingent deferred consideration is measured at fair value and the valuation basis is Level 3 classification, where fair value techniques use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

	Contingent deferred consideration £m	Deferred consideration £m	Interest-bearing deferred consideration £m	Total £m
Balance at 1 July 2024	–	0.8	–	0.8
Acquisition of non-controlling interest (see note 39)			13.2	13.2
Payment of consideration	–	(0.6)	(2.6)	(3.2)
Effect of movement in exchange rates	–	–	(0.3)	(0.3)
Balance at 30 June 2025	–	0.2	10.3	10.5
Payment of consideration	**–**	**–**	**(2.7)**	**(2.7)**
Effect of movement in exchange rates	**–**	**–**	**0.4**	**0.4**
Balance at 30 June 2026	**–**	**0.2**	**8.0**	**8.2**
Current	**–**	**–**	**2.7**	**2.7**
Non-current	**–**	**0.2**	**5.3**	**5.5**
Balance at 30 June 2026	**–**	**0.2**	**8.0**	**8.2**
Current	–	–	2.6	2.6
Non-current	–	0.2	7.7	7.9
Balance at 30 June 2025	–	0.2	10.3	10.5

The balance at 30 June 2026 relates to the following transactions:

	Fiscal year of transaction	Contingent deferred consideration £m	Deferred consideration £m	Interest-bearing deferred consideration £m	Total £m
T.A.C. – Laboratório de Reprodução Animal Ltda.	**2022**	**–**	**0.2**	**–**	**0.2**
De Novo Genetics LLC	**2025**	**–**	**–**	**8.0**	**8.0**
Balance at 30 June 2026		**–**	**0.2**	**8.0**	**8.2**

Included within trade and other payables (see note 23) is £0.5m (2025: £0.6) of interest that has accrued on the interest-bearing deferred consideration and will be settled in the next 12 months.

39. NON-CONTROLLING INTEREST

	2026 £m	2025 £m
Non-controlling interest	**0.5**	0.4
Put option over non-controlling interest at inception	**(0.5)**	(0.5)
Total non-controlling interest	**–**	(0.1)

Summarised financial information in respect of each of the Group's subsidiaries that has a material non-controlling interest is set out below before intra-Group eliminations.

	2026 £m	2025 £m
Balance at 1 July	**(0.1)**	(4.3)
Total comprehensive income attributable to the non-controlling interest	**0.2**	–
Acquisition of De Novo Genetics LLC non-controlling interest	**–**	4.5
Dividends paid by PIC Italia S.r.l	**–**	(0.1)
Effect of exchange rates	**(0.1)**	(0.2)
Balance at 30 June	**–**	(0.1)

On 19 September 2024, the Group purchased the remaining 49% share of De Novo Genetics LLC for a consideration of £13.2m. £2.6m of the consideration was paid on signing, the remaining consideration (see note 38) will be settled in four equal payments ending on 1 July 2029. The outstanding balance attracts interest at 180-day SOFR + 2%. On acquisition, the previous put option was derecognised, and a loss of £3.6m has been recognised in Other Gains & Losses.

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

40. RELATED PARTY TRANSACTIONS

Transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation and are not disclosed in this note.

During the year, Genus agreed to fund £0.2m on behalf of the Chief Executive in respect of an international personal taxation expense. A tax refund will be claimed in the United States, with the proceeds used to settle the outstanding amount.

41. OTHER GAINS AND LOSSES

	Note	2026 £m	2025 £m
Loss on purchase of non-controlling interest in De Novo Genetics LLC	39	–	(3.6)
Gain on loss of control of subsidiary (PIC Qiannan)		–	0.3
Gain on loss of control of subsidiary (PIC China)	42	**204.1**	–
Gain/(loss) on derivative	26	**0.2**	(0.9)
Other gains and losses		**204.3**	(4.2)

Included with other gains and losses is a £0.2m gain (2025: £0.9m loss) on the mark-to-market valuation ('MTM') in relation to £60m of SONIA interest rate swaps executed in April 2023. Whilst the interest rate swaps are a perfect commercial hedge of a similar amount of our GBP borrowings for at least a three-year period, as the executing banks have a written option at the three-year point to unilaterally terminate the swaps at no cost, the transaction does not qualify for hedge accounting treatment. Accordingly, the MTM gain on the valuation of these swaps as at 30 June 2026 is recognised in the Group Income Statement.

42. SALE OF 51% OF PIC CHINA

On the 31 January 2026 the Group formed a Chinese porcine joint venture. As a result, the Group lost control of PIC (Shanghai) Agriculture Science and Technology Company Limited and its subsidiaries ('PIC China'). The Group sold 51% of its shareholding in PIC China for a consideration of £123.1m.

Following completion of the transaction on 31 January 2026, the Group lost control of PIC China and derecognised the related assets and liabilities from the consolidated financial statements. The retained 49% interest is recognised within interests in joint ventures and associates and accounted for using the equity method, see note 18.

On the date of the sale the retained 49% shareholding had a fair value of £118.2m. The fair value of the retained 49% share exceeds the carrying value of the assets due to the expected commercialisation of PRP in the Chinese market.

PIC China remained integrated with the Group's genetics operations and was not monitored as a separate cash-generating unit. Following the loss of control, PIC China continues to receive technical services from the Group and is expected to source future genetic breeding stock from the Group. Accordingly, the disposal has been presented within continuing operations.

On the date of the sale the net assets of PIC China were as follows:

	Note	£m
Goodwill	14	2.7
Biological assets	16	14.3
Owned PP&E	17	1.7
Right-of-use asset	17	16.1
Interests in joint ventures	18	0.5
Deferred tax assets	11	0.7
Trade and other receivables		11.2
Inventories		0.4
Cash and cash equivalents		8.9
Total assets		**56.5**
Trade and other payables		(7.3)
Provisions	25	(0.1)
Obligations under leases	28	(16.4)
Current tax liabilities		(0.2)
Deferred tax liability	11	(1.9)
Total liabilities		**(25.9)**
Net assets		**30.6**

The Group recognised a gain of £204.1m in other gains and losses (see Note 41).

Notes to the Group Financial Statements continued
For the year ended 30 June 2026

42. SALE OF 51% OF PIC CHINA CONTINUED

	Note	£m
Fair value of cash consideration		123.1
Fair value of retained interest	42	118.2
Total disposal consideration		**241.3**
Carrying amount of net assets disposed		(30.6)
Gain on loss of control before tax and associated costs		**210.7**
Associated costs of the transaction		(6.6)
Gain on loss of control before tax	41	**204.1**
Withholding taxes		(12.1)
Gain on loss of control after tax		**192.0**

The Group incurred withholding taxes of £12.1m associated with the repatriation of the consideration to the UK. Stamp duty of £0.1m was incurred on the sale of the shareholding.

PIC China continues to receive porcine technical services from the Group. Following the loss of control, the Group recognised revenue of £1.3m in respect of these services. The Group also continues to provide other ancillary administrative services to PIC China under a transitional services agreement. Following the loss of control, the Group recognised revenue of £0.2m in respect of these transitional services.

A deferred tax liability of £0.2m has been recognised for the unremitted earnings of PIC China as Withholding tax will be payable on the future payment of dividends to the Group.

Under the terms of the agreement the Group will reimburse PIC China for retention bonuses of key personnel, at the 30 June 2026 a liability of £2.2m is recognised within Provisions (Note 25). These are payable on the 1st and 2nd anniversary of the transaction.

The impact to the Group cash flow and net debt are as follows:

	Note	£m
Cash consideration		123.1
Withholding taxes paid		(12.1)
Cash disposed of within net assets disposed		(8.9)
Associated costs of the transaction		(4.4)
Net cash flow from the sale of 51% of PIC China after taxation		**97.7**
Obligation under leases within net assets disposed		16.4
Impact on Net debt		**114.1**

Parent Company Balance Sheet
As at 30 June 2026

	Note	2026 £m	2025 £m
Non-current assets			
Intangible assets	C3	**10.3**	12.1
Property, plant and equipment	C4	**0.3**	0.5
Investments in subsidiaries	C5	**328.8**	307.6
Other receivables	C6	**–**	65.5
Derivative financial asset	C14	**0.1**	–
Deferred tax asset	C7	**14.5**	13.5
		354.0	399.2
Current assets			
Other receivables	C6	**117.7**	117.8
Cash and cash equivalents		**2.4**	1.5
		120.1	119.3
Current liabilities			
Current payables	C8	**(44.9)**	(42.3)
Provisions	C10	**(0.1)**	(0.1)
		(45.0)	(42.4)
Net current assets		**75.1**	76.9
Total assets less current liabilities		**429.1**	476.1
Non-current liabilities			
Non-current payables	C9	**(77.1)**	(214.5)
Provisions	C10	**(0.2)**	(0.1)
		(77.3)	(214.6)
Net assets		**351.8**	261.5

	Note	2026 £m	2025 £m
Equity			
Called-up share capital	C15	**6.7**	6.6
Share premium account		**179.1**	179.1
Own shares		**(0.1)**	(0.1)
Retained earnings		**165.9**	76.2
Hedging reserve		**0.2**	(0.3)
Total equity		**351.8**	261.5

The Company recognised profit for the year of £103.1m (2025: £20.7m profit).

The Financial Statements were approved and authorised for issue by the Board of Directors on 9 September 2026.

Signed on behalf of the Board of Directors.

Jorgen Kokke
Chief Executive

Andy Russell
Chief Financial Officer

Company number: 02972325

Parent Company Statement of Changes in Equity
For the year ended 30 June 2026

	Called-up share capital £m	Share premium account £m	Own shares £m	Retained earnings £m	Hedging reserve £m	Total equity £m
Balance at 1 July 2024	6.6	179.1	(0.1)	70.3	0.6	256.5
Fair value of movement on cash flow hedges, net of tax	–	–	–	–	(0.9)	(0.9)
Loss on equity instruments measured at fair value, net of tax	–	–	–	(0.4)	–	(0.4)
Actuarial loss on retirement benefit obligations, net of tax	–	–	–	(1.4)	–	(1.4)
Movement on pension asset recognition restriction, net of tax	–	–	–	1.4	–	1.4
Other comprehensive (expense)/income for the year	–	–	–	(0.4)	(0.9)	(1.3)
Total profit for the financial year	–	–	–	20.7	–	20.7
Total comprehensive income for the financial year	–	–	–	20.3	(0.9)	19.4
Dividends paid	–	–	–	(21.1)	–	(21.1)
Share-based payment expense, net of tax	–	–	–	6.7	–	6.7
Balance at 30 June 2025	6.6	179.1	(0.1)	76.2	(0.3)	261.5
Fair value of movement on cash flow hedges, net of tax	**–**	**–**	**–**	**–**	**0.5**	**0.5**
Loss on equity instruments measured at fair value, net of tax	**–**	**–**	**–**	**(0.2)**	**–**	**(0.2)**
Actuarial gain on retirement benefit obligations, net of tax	**–**	**–**	**–**	**0.7**	**–**	**0.7**
Movement on pension asset recognition restriction, net of tax	**–**	**–**	**–**	**(0.7)**	**–**	**(0.7)**
Other comprehensive (expense)/income for the year	**–**	**–**	**–**	**(0.2)**	**0.5**	**0.3**
Total profit for the financial year	**–**	**–**	**–**	**103.1**	**–**	**103.1**
Total comprehensive income for the financial year	**–**	**–**	**–**	**102.9**	**0.5**	**103.4**
Dividends paid	**–**	**–**	**–**	**(21.7)**	**–**	**(21.7)**
Issue of shares	**0.1**	**–**	**–**	**–**	**–**	**0.1**
Share-based payment expense, net of tax	**–**	**–**	**–**	**8.5**	**–**	**8.5**
Balance at 30 June 2026	**6.7**	**179.1**	**(0.1)**	**165.9**	**0.2**	**351.8**

For information on dividends see note 13, on cash flow hedges see note 26 and on share-based payment expense see note 30, in the Group financial statements.

Notes to the Parent Company Financial Statements
For the year ended 30 June 2026

C1. ACCOUNTING INFORMATION AND POLICIES

Basis of preparation
The Parent Company Financial Statements have been prepared in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework' ('FRS 101') and the Companies Act 2006 (the 'Act'). FRS 101 sets out a reduced disclosure framework for a 'qualifying entity' as defined in the standard, which addresses the financial reporting requirements and disclosure exemptions in the individual financial statements of qualifying entities that otherwise apply the recognition, measurement and disclosure requirements of the Companies Act 2006. The Group Financial Statements have also been prepared in accordance with International Financial Reporting Standards as issued by the IASB.

The Company Financial Statements have been prepared using the historical cost convention, as modified by the revaluation of certain financial assets and financial liabilities and in accordance with the Act. The Financial Statements have been prepared on a going concern basis, as set out in note 2 of the Consolidated Financial Statements of Genus plc. The accounting policies set out below and stated in the relevant notes have been applied consistently to all periods presented in these Financial Statements.

The Company has taken advantage of the disclosure exemptions available under FRS 101 in relation to share-based payments, business combinations, financial instruments, presentation of comparative information in respect of certain assets, presentation of a cash flow statement, standards issued not yet effective, impairment of assets and related party transactions. Where required, equivalent disclosures are given in the Consolidated Financial Statements of Genus plc.

As permitted by section 408 of the Act, the Company has not presented its own Income Statement in this Annual Report.

The functional currency of the Company is Sterling.

Critical accounting judgements and key sources of estimation uncertainty
Preparing company financial statements in conformity with FRS 101 requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the balance sheet date and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

Impairment of investment held in subsidiaries (see note C5)
Determining whether the carrying value of the investment held in subsidiaries is impaired requires us to consider specific impairment indicators and estimate the value in use of the cash-generating units ('CGU'). This estimation involves projecting future cash flows from the CGU, selecting an appropriate discount rate, and determining growth rates to calculate the present value.

Significant accounting policies applied in the current reporting period that relate to the Financial Statements as a whole
This section sets out our significant accounting policies that relate to the Financial Statements as a whole. Where an accounting policy is generally applicable to a specific note to the Financial Statements, the policy has been described in that note.

Other income and deferred income
The Company has entered into a strategic collaboration with Beijing Capital Agribusiness ('BCA') under which BCA will establish and fund a collaboration-specific entity ('BCA Future Bio-Tech') which will use Genus's intellectual property and know-how to pursue the PRRS-resistance regulatory and development work in China. Genus will receive consideration after meeting certain milestones in the development programme.

Each milestone is considered to be either a separate performance obligation, or a set of separate performance obligations, under this agreement and milestones are unbundled in the contractual arrangement as if they are distinct from one another.

We assess each separate performance obligation relating to the milestone payments, and upon completion of those performance obligations recognise the fair value of amounts earned in other income. Some performance obligations, such as the transfer of know-how, are recognised at a point in time whereas others, such as the provision of technical services, are recognised over time.
We recognise any received but unearned consideration as deferred income.

We will apply the same accounting policy to any other comparable agreements.

Pensions
A number of our employees are members of defined contribution pension schemes. We charge contributions to profit and loss as they become payable under the schemes' rules. We show differences between the contributions payable and the amounts actually paid as either accruals or prepayments in the Balance Sheet. The schemes' assets are held separately from those of the Company.

Certain former employees of the Company are members of one of the Group's defined benefit pension schemes, details of which are given in note 29 to the Group Financial Statements. The schemes are all multi-employer defined benefit schemes, whose assets and liabilities are held independently from the Group but within their sponsored Group company.

Taxation
We provide for current tax, including UK corporation tax and foreign tax, at the amounts we expect to pay or recover, using the tax rates and the laws enacted or substantively enacted at the balance sheet date.

Deferred tax is tax we expect to pay or recover due to the differences between the carrying amounts of our assets and liabilities in our Financial Statements and the corresponding tax bases used in calculating out taxable profit. We account for deferred tax using the balance sheet liability method.

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C1. ACCOUNTING INFORMATION AND POLICIES CONTINUED

Foreign currencies
We record transactions in foreign currencies at the rate ruling at the transaction date. We retranslate monetary assets and liabilities denominated in foreign currencies at the prevailing rate of exchange at the balance sheet date. All differences are taken to the Income Statement.

Own shares
The Company has adopted FRS 101, which requires us to recognise the assets and liabilities associated with the Company's investment in its own shares in the Company's Financial Statements, where there is de facto control of the assets and liabilities.

The Company's own shares held by a Qualifying Employee Share Ownership Trust remain deducted from shareholders' funds until they vest unconditionally with employees.

Employee share schemes
The Company's Executive Directors and Chief Operating Officers receive part of their remuneration in the form of share awards, which vest upon meeting performance criteria over a three-year period.

We measure the cost of these awards by reference to the shares' fair value at the award date. At the end of each financial reporting period, we estimate the extent to which the performance criteria will be met at the end of three years and record an appropriate charge in the profit and loss account, together with a corresponding credit to profit and loss reserves. Changes in estimates of the number of shares vesting may result in charges or credits to the profit and loss account in subsequent periods.

Share-based payments
We have implemented the generally accepted accounting principle for accounting for share-based payments with subsidiary undertakings under FRS 101, whereby the Company has granted rights to its shares to employees of its subsidiary undertakings under an equity-settled arrangement, and the subsidiaries have not reimbursed the Company for these rights. Under this arrangement, the Company treats the share-based payment recognised in the subsidiary's financial statements as a cost of investment in the subsidiary and credits equity with an equal amount.

Derivative financial instruments and hedging
Our activities expose us primarily to the financial risks of changes in foreign currency exchange rates and interest rates.

We use interest rate swaps to hedge interest rate risk. We also use forward foreign currency contracts, implemented through a medium-term US Dollar cross-currency borrowing and related interest rate swap, to hedge exposure to translation risk associated with US Dollar net assets of subsidiaries. Forward foreign currency contracts do not qualify for hedge accounting in the Parent Company Financial Statements, as the hedged item is not in its Balance Sheet.

Our use of financial derivative instruments is governed by the Group's policies, which are approved by the Board of Directors. The notes to the Group Financial Statements include information about the Group's financial risks and their management, and its use of financial instruments and their impact on the Group's risk profile, performance and financial condition.

The fair value of the US Dollar and interest rate swaps is the estimated amount that we would receive or pay to terminate the swap at the balance sheet date, taking into account current interest rates and the creditworthiness of the swap counterparties.

The fair value of forward exchange contracts is their quoted market price at the balance sheet date, which is the present value of the quoted forward price.

Cash flow hedges
The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognised in Other Comprehensive Income and accumulated under the heading of cash flow hedging reserve, and limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in the Income Statement, and is included in the 'other gains and losses' line item.

Amounts previously recognised in Other Comprehensive Income and accumulated in equity are reclassified to the Income Statement in the periods when the hedged item affects the Income Statement, in the same line as the recognised hedged item. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognised in Other Comprehensive Income and accumulated in equity are removed from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability. This transfer does not affect Other Comprehensive Income. Furthermore, if the Company expects that some or all of the loss accumulated in the cash flow hedging reserve will not be recovered in the future, that amount is immediately reclassified to the Income Statement.

The Company discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. Any gain or loss recognised in Other Comprehensive Income and accumulated in the cash flow hedging reserve at that time remains in equity and is reclassified to the Income Statement when the forecast transaction occurs. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in the cash flow hedging reserve is reclassified immediately to the Income Statement.

Under interest rate swap contracts, the Company agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Company to mitigate the risk of changing interest rates on the fair value of issued fixed-rate debt held and the cash flow exposures on the issued variable-rate debt held. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows using the yield curves at the reporting date and the credit risk inherent in the contract. The average interest rate is based on the outstanding balances at the end of the financial year.

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C1. ACCOUNTING INFORMATION AND POLICIES CONTINUED

As the critical terms of the interest rate swap contracts and their corresponding hedged items are the same, the Company performs a qualitative assessment of effectiveness and it is expected that the value of the interest rate swap contracts and the value of the corresponding hedged items will systematically change in opposite directions, in response to movements in the underlying interest rates. The main source of hedge ineffectiveness in these hedge relationships is the effect of the counterparty and the Company's own credit risk on the fair value of the interest rate swap contracts, which is not reflected in the fair value of the hedged item attributable to the change in interest rates. No other sources of ineffectiveness emerged from these hedging relationships.

C2. EMPLOYEES

Staff costs including Directors' remuneration during the year amounted to:

	2026 £m	2025 £m
Wages and salaries	**9.9**	8.7
Social security costs	**1.2**	0.8
Pension costs	**0.3**	0.2
Share-based payment expense	**1.3**	1.2
	12.7	10.9

The Directors' Remuneration Report sets out details of the Directors' remuneration, pensions and share options.

The average monthly number of employees including Directors during the year was as follows:

	2026 Number	2025 Number
Administration	**51**	46

C3. INTANGIBLE ASSETS

Accounting policies

Patents, licences and software are stated at acquisition cost less accumulated amortisation. The amortisation period is determined by reference to expected useful life, which is reviewed at least annually. Amortisation is charged to the Income Statement on a straight-line basis over the estimated useful life. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

See note 15 for useful economic life. We do not amortise assets under construction.

	Software £m	**Patents and licences £m**	**Assets under construction £m**	**Total £m**
Cost				
Balance at 1 July 2024	18.4	3.7	0.2	22.3
Additions	–	–	0.4	0.4
Transfers	0.6	–	(0.6)	–
Balance at 30 June 2025	19.0	3.7	–	22.7
Additions	**–**	**–**	**–**	**–**
Balance at 30 June 2026	**19.0**	**3.7**	**–**	**22.7**
Amortisation				
Balance at 1 July 2024	5.1	3.7	–	8.8
Amortisation for the year	1.8	–	–	1.8
Balance at 30 June 2025	6.9	3.7	–	10.6
Amortisation for the year	**1.8**	**–**	**–**	**1.8**
Balance at 30 June 2026	**8.7**	**3.7**	**–**	**12.4**
Carrying amounts				
At 30 June 2026	**10.3**	**–**	**–**	**10.3**
At 30 June 2025	12.1	–	–	12.1
At 30 June 2024	13.3	–	0.2	13.5

Included within the software class of assets is £10.3m (2025: £12.1m) related to the development costs of GenusOne, our single global enterprise system.

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C4. PROPERTY, PLANT AND EQUIPMENT

Accounting policies

We state property, plant and equipment at cost, together with any incidental acquisition expenses, or at their latest valuation, less depreciation and any provision for impairment. We calculate depreciation on a straight-line basis, to write the assets down to their estimated residual values over their estimated useful lives. The rates of annual depreciation on tangible fixed assets are as follows:

- Leasehold improvements — period of lease
- Leased buildings — period of lease
- Equipment — 3 to 10 years

We review the carrying value of fixed assets for impairment, if events or changes in circumstances indicate that the carrying value may not be recoverable.

Right-of-use assets

Right-of-use assets are measured initially at cost based on the value of the associated lease liability, adjusted for any payments made before inception, initial direct costs and an estimate of the dismantling, removal and restoration costs required in the terms of the lease. Subsequent to initial recognition, we record an interest charge in respect of the lease liability. The related right-of-use asset is depreciated over the term of the lease or, if shorter, the useful economic life ('UEL') of the leased asset. The lease term shall include the period of an extension option where it is reasonably certain that the option will be exercised. Where the lease contains a purchase option, the asset is written off over the useful life of the asset when it is reasonably certain that the purchase option will be exercised.

	Leasehold improvements £m	Equipment £m	Owned assets £m	Right-of-use leased buildings £m	Right-of-use leased vehicles £m	Total Right-of-use assets £m	Total £m
Cost							
Balance at 1 July 2025	0.5	0.3	0.8	1.2	–	1.2	2.0
Additions	–	–	–	–	0.1	0.1	0.1
Balance at 30 June 2026	**0.5**	**0.3**	**0.8**	**1.2**	**0.1**	**1.3**	**2.1**
Depreciation							
Balance at 1 July 2025	0.4	0.2	0.6	0.9	–	0.9	1.5
Depreciation for the year	0.1	–	0.1	0.2	–	0.2	0.3
Balance at 30 June 2026	**0.5**	**0.2**	**0.7**	**1.1**	**–**	**1.1**	**1.8**
Carrying amounts							
At 30 June 2026	**–**	**0.1**	**0.1**	**0.1**	**0.1**	**0.2**	**0.3**
At 30 June 2025	0.1	0.1	0.2	0.3	–	0.3	0.5
At 30 June 2024	0.1	0.1	0.2	0.5	–	0.5	0.7

C5. INVESTMENTS IN SUBSIDIARIES

Accounting policies

Shares in subsidiary undertakings are stated at cost less any provision for impairment.

The Company assesses investments for impairment whenever events or changes in circumstances indicate that the carrying value of an investment may not be recoverable. If any such indication of impairment exists, then we estimate the recoverable amount. If the recoverable amount of the cash-generating unit is less than the value of the investment, it is considered to be impaired and we write it down to its recoverable amount. An impairment loss is recognised immediately in the profit and loss account.

On disposal of an investment in a subsidiary undertaking, the difference between the consideration received and the carrying value of the investment disposed of is recognised in the profit and loss account.

Where disposals occur as part of an internal group reorganisation, the consideration is measured in accordance with the legal terms of the transaction. Any resulting gain or loss arising on disposal is recognised within the profit and loss account for the financial year.

	Shares in subsidiary undertakings £m
Cost	
Balance at 1 July 2025	540.5
Additions	**34.2**
Disposals	**(42.7)**
Balance at 30 June 2026	**532.0**
Provision for impairment	
Balance at 1 July 2025	232.9
Provided during the year	**0.9**
Disposals	**(30.6)**
Balance at 30 June 2026	**203.2**
Carrying amounts	
At 30 June 2026	**328.8**
At 30 June 2025	307.6
At 30 June 2024	313.6

Additions relate to increasing our investments in Genus Investments Limited (£30.2m), Pecplan ABS Ltd (£3.9m) and ABS Chile Limitada (£0.1m).

Disposals relate to the transfer of the ABS Brazil group of companies (£39.5m) and Promar International Limited (£3.2m) to Genus Investments Limited. The associated provisions for impairment (ABS Brazil Group £29.3m and Promar International Limited £1.3m) were also disposed of in the period.

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C5. INVESTMENTS IN SUBSIDIARIES CONTINUED

The Company considers a range of qualitative and quantitative factors when assessing investments for impairment, including forecast profitability, net asset values, market conditions and the relationship between carrying values and expected future recoverable amounts. Where indicators of impairment exist, recoverable amounts are estimated using Board-approved forecasts and other relevant evidence. Following the annual review, an impairment charge was recognised against one subsidiary undertaking where forecast future performance no longer supported the carrying value of the investment. No significant indicators of impairment were identified in respect of the Company's other subsidiary undertakings.

The key assumptions for the value in use calculation are those regarding the discount rate, growth rates and expected trading performance.

Management estimates discount rates that reflect current market assessments of the time value of money and the risks specific to the Group. The pre-tax discount rates are derived from the Group's post-tax weighted average cost of capital ('WACC'), which has been calculated using the capital asset pricing model, the inputs of which include a country risk-free rate, equity risk premium, Group size premium and a risk adjustment (beta). This equates to a pre-tax discount rate of 14.0% (2025: 13.4%). Cash flows beyond the five-year period are extrapolated using a long-term growth rate of 2.5% (2025: 2.5%).

During the year, an impairment charge of £0.9m was recognised against the investment in ABS Chile Limitada, reflecting lower forecast profitability and a consequent reduction in the recoverable amount of the investment.

Principal subsidiary undertakings
The Company's principal subsidiaries and their main activities are given in note 37 to the Group Financial Statements.

Sensitivity to changes in assumptions
Management has performed the following sensitivity analysis:
- changing the key assumptions, with other variables held constant;
- simultaneously changing the key assumptions.

Management has concluded that no reasonably possible changes in any of the key assumptions would lead to a material impairment in the carrying amounts of investments in subsidiaries, except for Chile.

There are reasonably possible changes to key assumptions that could cause the carrying value of the ABS Chile investment to exceed its recoverable amount based on our value in use calculations.

Management has identified the following assumptions as key sources of estimation uncertainty within the ABS Chile value in use calculation (see note C1).

	2026	2025	Sensitivity
Weighted average risk-adjusted discount rate	**12.5%**	11.3%	Increase of 1% in the discount rate would decrease the recoverable amount by £0.1m
Weighted average short-term growth rate (CAGR)	**3.0%**	6.4%	Decrease of 1% in the CAGR would decrease the recoverable amount by £0.1m
Long-term growth rate	**2.5%**	2.5%	Decrease of 1% in the long-term growth rate would decrease the recoverable amount by £0.2m

C6. OTHER RECEIVABLES

Accounting policies
We state other receivables at their amortised cost less any impairment losses.

	Note	2026 £m	2025 £m
Amounts due within one year			
Amounts owed by Group undertakings		**109.1**	111.1
Corporation tax recoverable		**4.8**	3.9
Prepayments		**1.9**	1.8
Other receivables		**1.6**	0.9
Derivative financial asset	C14	**0.3**	0.1
		117.7	117.8
Amounts due after one year			
Amounts owed by Group undertakings		**–**	65.5
		–	65.5

At the balance sheet date, the total amounts owed by Group undertakings were £109.1m (2025: £176.6m). The carrying amount of these assets approximates their fair value. Of the amounts owed by Group undertakings, £104.8m (2025: £166.6m) is interest bearing and any interest charged is at current market rates.

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C7. DEFERRED TAXATION

Accounting policies

We recognise deferred taxation in respect of all timing differences that have originated but not reversed at the balance sheet date, where transactions or events that result in an obligation to pay more tax in future or a right to pay less tax in future have occurred at the balance sheet date.

We only recognise deferred taxation assets if we consider it more likely than not that we will have suitable profits from which we can deduct the future reversal of the underlying timing differences. Timing differences are differences arising between the Company's taxable profits and its results as stated in the Financial Statements, and which are capable of reversing in one or more subsequent periods.

We only recognise deferred taxation in respect of the future remittance of retained earnings of overseas subsidiaries to the extent that, at the balance sheet date, dividends have been accrued as receivable.

We measure deferred taxation on a non-discounted basis, at the tax rates we expect to apply in the periods in which we expect the timing differences to reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

At the balance sheet date, the Company had a deferred tax asset of £14.5m (2025: £13.5m) and a deferred tax liability of £0.1m (2025: £0.1m).

The analysis of deferred tax balances is set out below:

	2026 £m	2025 £m
Deferred tax assets	**14.5**	13.5
Deferred tax liabilities	**(0.1)**	(0.1)
Net deferred tax assets	**14.4**	13.4

The movements in deferred taxation are as follows:

	2026 £m	2025 £m
At the start of the year	**13.4**	16.3
Recognised in the Income Statement	**1.4**	(3.2)
Recognised in equity	**(0.4)**	0.3
At the end of the year	**14.4**	13.4

The amounts provided are as follows:

	2026 £m	2025 £m
Share-based payment expense	**0.6**	0.9
Other timing differences	**8.3**	6.6
Losses	**5.5**	5.9
	14.4	13.4

At the balance sheet date, the Company had unused tax losses available for offset against future profits, with a potential tax benefit of £5.5m (2025: £5.9m). We have recognised a deferred tax asset in respect of this benefit, as we expect these losses to be offset against future profits of the UK tax group in the near term.

The decrease in the deferred tax asset relating to tax losses of £0.4m is primarily attributable to movements in UK group relief positions. This includes updates arising from the finalisation of the UK group's tax returns, together with the utilisation of tax losses through group relief in the current year.

The deferred tax liability of £0.1m relates to the change in fair value of the commodity hedge on IAS 41.

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C8. CURRENT PAYABLES

Accounting policies
Trade payables are not interest bearing and are stated at their nominal value.

	Note	2026 £m	2025 £m
Bank loans and overdrafts	C11	**4.2**	4.6
Trade payables		**1.6**	1.8
Other payables		**0.6**	0.7
Amounts owed to Group undertakings		**33.6**	28.3
Accruals		**4.5**	4.2
Deferred tax liability	C7	**–**	0.1
Deferred income		**–**	0.2
Obligations under leases	C12	**0.3**	0.2
Derivative financial liabilities	C14	**0.1**	2.2
		44.9	42.3

Included within amounts owed to Group undertakings are amounts of £19.5m (2025: £16.7m) which are unsecured, repayable on demand and any interest charged is at current market rates.

There are no outstanding contributions due to defined contribution pension schemes for the benefit of the employees (2025: £nil).

C9. NON-CURRENT PAYABLES

	Note	2026 £m	2025 £m
Bank loans and overdrafts	C11	**77.0**	214.2
Obligations under leases	C12	**–**	0.2
Deferred tax liability	C7	**0.1**	–
Derivative financial liabilities	C14	**–**	0.1
		77.1	214.5

C10. PROVISIONS

	2026 £m	2025 £m
Provisions due within one year	**0.1**	0.1
Provisions due after more than one year	**0.2**	0.1
	0.3	0.2

Additional disclosure on provisions can be found in note 25 to the Group Financial Statements.

C11. LOANS AND BORROWINGS

Accounting policies
We initially state debt at the amount of the net proceeds, after deducting issue costs. The carrying amount is increased by the finance cost in respect of the accounting period and reduced by payments made in the period.

We charge the finance costs of debt to the profit and loss account over the debt term, at a constant rate on the carrying value of the debt to which they relate.

	2026 £m	2025 £m
Loans and borrowings comprise amounts falling due:		
In one year or less or on demand	**5.0**	5.5
In more than one year but not more than two years	**–**	–
In more than two years but not more than five years	**78.5**	215.9
	83.5	221.4
Less: unamortised issue costs	**(2.3)**	(2.6)
	81.2	218.8
Amounts falling due within one year	**(4.2)**	(4.6)
Amounts falling due after more than one year	**77.0**	214.2

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C11. LOANS AND BORROWINGS CONTINUED

On 10 June 2025, the Company renewed its Facilities Agreement with a group of eight banks and at the balance sheet date, the Company's credit facilities under this agreement comprised a £220m multi-currency revolving credit facility ('RCF') and a USD 150m RCF. The term of the new facility is for four years maturing on 9 June 2029. The facility includes two one-year extension options, exercisable not more than 60 days, nor less than 30 days, prior to the first and second anniversaries of the signing date of 10 June 2025. The first of these extensions was exercised on 3 June 2026, extending the maturity of the facility agreement to 9 June 2030. The facility also includes an uncommitted £100m accordion feature for future business development opportunities. In addition to the RCF facilities, the Company has approximately £13m of bilateral facilities supporting its GBP, EUR, and USD pooling arrangements. The Company had headroom of £263.8m in its combined facilities at 30 June 2026.

As part of its interest rate hedging strategy, the Company has entered into interest rate swaps to hedge variable interest rates. During the year to 30 June 2026, bank loan and overdrafts included borrowings of USD 89.7m fixed at 4.12%, borrowings of £47.8m fixed at 3.45% and borrowings of EUR 12.5m fixed at 2.15%, excluding applicable bank margins. Approximately 27% of total facility borrowings are covered by these interest rate swaps as at 30 June 2026 with an average maturity of 16 months. Additional fixed interest rate cover was added in July 2026, at an average of 3.32% to increase the rate of fixed coverage to 69%.

Terms and debt repayment schedule
The terms and conditions of outstanding loans and overdrafts were as follows:

	Currency	Interest rate	2026 £m	2025 £m
RCF and overdraft	GBP	5.2%	**14.4**	105.0
RCF, term loan and overdraft	USD	5.0%	**33.3**	72.1
RCF and overdraft	EUR	3.6%	**32.8**	41.0
Other unsecured bank borrowings	Other	4.5%	**0.7**	0.7
Total interest-bearing liabilities			**81.2**	218.8

The above RCFs are unsecured.

C12. OBLIGATIONS UNDER LEASES

A lease is a commitment to make a payment in the future, primarily in relation to property, plant and machinery and motor vehicles.

Accounting policies
In accordance with IFRS 16, we recognise as an expense any payments made in respect of short-term leases (those with a term of less than 12 months) and for low-value items on a straight-line basis over the life of the lease.

For all other leases we recognise a liability at the date at which the leased asset is made available for use, and a corresponding right-of-use asset is recognised and depreciated over the term of the lease (see note C4).

Lease liabilities are measured at the present value of the future lease payments, excluding any payments relating to non-lease components. Future lease payments include fixed payments, in-substance fixed payments, and variable lease payments that are based on an index or a rate, less any lease incentives receivable. Lease liabilities also take into account amounts payable under residual value guarantees and payments to exercise options, to the extent that it is reasonably certain that such payments will be made. The payments are discounted at the rate implicit in the lease or, where that cannot be measured, at an incremental borrowing rate.

We remeasure the lease liability (and make a corresponding adjustment to the related right-of-use asset) whenever:
- The lease term has changed or there is a change in the assessment of the exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified, and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The Company did not make any such adjustments during the periods presented.

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C12. OBLIGATIONS UNDER LEASES CONTINUED

The changes in the lease liabilities are as follows:

	2026 £m	2025 £m
Balance at the start of the year	**0.4**	0.6
Payments made	**(0.2)**	(0.2)
Leases entered into during the year	**0.1**	–
Balance at the end of the year	**0.3**	0.4

In accordance with the reduced disclosure exemptions included in FRS 101, a maturity analysis has not been presented. The maturity analysis of the Group's lease obligations is included in note 28 to the Group Financial Statements.

C13. OPERATING LEASES

Accounting policies

For short-term leases (those with a term of less than 12 months) and low-value items, we charge the rentals payable to the Income Statement on a straight-line basis over the lease term.

The Company has elected not to apply IFRS 16 to contracts where the right-of-use asset would be recognised as an intangible asset (e.g. software licences).

Total of future minimum lease payments under non-cancellable operating leases which expire:

	2026 £m	2025 £m
In less than one year	**1.3**	1.3
Between one and five years	**1.3**	2.6
	2.6	3.9

Operating lease rentals charged in the year:

	2026 £m	2025 £m
Other	**1.3**	1.2

C14. DERIVATIVES AND OTHER FINANCIAL INSTRUMENTS

Additional disclosures on financial instruments can be found in note 26 to the Group Financial Statements.

C15. CAPITAL AND RESERVES

Share capital

	2026 Number	2025 Number	2026 £m	2025 £m
Issued and fully paid				
Ordinary shares of 10 pence	**66,539,439**	66,036,776	**6.7**	6.6

There is no authorised share capital limit.

The holders of ordinary shares are entitled to receive dividends, as declared from time to time.

The movement in share capital for the period was as follows:

	2026 Number	2025 Number	2026 £m	2025 £m
Issued to Employee Benefit Trust	**500,000**	–	**0.1**	–
Issued to Genus plc Share incentive Plan	**2,663**	3,994	**–**	–
	502,663	3,994	**0.1**	–

Notes to the Parent Company Financial Statements continued
For the year ended 30 June 2026

C15. CAPITAL AND RESERVES CONTINUED

Reserve for own shares
The Company's shares are held by a QUEST, which is an employee benefit trust established to facilitate the operation of our long-term incentive scheme for senior management. The reserve amount represents the deduction in arriving at shareholders' funds for the consideration the trust paid for the Company's shares, which had not vested unconditionally at the balance sheet date. The number and market value of the ordinary shares held by the Employee Benefit Trust and the QUEST were:

	2026 Number	2025 Number	**2026 £m**	2025 £m
Shares allocated but not vested	**341,506**	32,732	**7.3**	**0.7**
Unallocated shares	**92,334**	92,334	**2.0**	**1.9**
	433,840	125,066	**9.3**	**2.6**

The shares have a nominal value of £43,384 (2025: £12,507). The trustees of the Employee Benefit Trust and the Quest have waived their entitlement to dividends on shares held at the balance sheet date and in respect of future dividends.

Hedging reserve
The hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments net of taxation – see note 26.

C16. RELATED PARTY TRANSACTIONS

The Company is exempt under FRS 101 from disclosing transactions with other members of the Group. There are no other related party transactions.

C17. CAPITAL AND OTHER COMMITMENTS

At 30 June 2026, outstanding contracted capital expenditure amounted to £nil (2025: £nil).

C18. PENSIONS, GUARANTEES AND CONTINGENCIES

The NMR pension assigned to Genus plc under the Flexible Apportionment Agreement recorded an actuarial gain, net of tax, of £0.7m, which has increased the asset restriction made in previous years. As the Company does not have unilateral right to this surplus, as required in accordance with IFRIC 14 it is restricted to £nil. For additional information on the MPF pension scheme, of which NMR was one of the participating employers, please see note 29.

The retirement benefit obligations referred to in note 29 to the Group Financial Statements include obligations relating to the MPF defined benefit scheme. Genus, together with other participating employers, is joint and severally liable for the scheme's obligations. Genus has accounted for its section and its share of any orphan assets and liabilities, collectively representing approximately 86% (2025: 86%) of the MPF. As a result of the joint and several liability, Genus has a contingent liability for the scheme's obligations that it has not accounted for. The total deficit of the MPF scheme from the most recent triennial valuation can be found in note 29.

Certain UK subsidiaries, which are detailed in note 35 to the Group Financial Statements, will take advantage of the audit exemption set out within section 479A of the Companies Act 2006 for the year ended 30 June 2026. The Company has given a statutory guarantee over all of the liabilities held by those UK subsidiaries for the year ended 30 June 2026. The Company has assessed the probability of loss under the guarantee as remote.

At 30 June 2026, the Company had entered into bank guarantees totalling £nil (2025: £nil).

Five-Year Record – Consolidated Results

The information included in the five-year record below is in accordance with IFRS as adopted for use under the Companies Act 2006.

Financial results	**2026 £m**	2025 £m	2024 £m	2023 £m	2022 £m
Revenue from continuing operations	**658.1**	672.8	668.8	689.7	593.4
Adjusted operating profit from continuing operations[1]	**94.8**	81.1	67.0	74.6	68.8
Adjusted operating profit including joint ventures and associates[1]	**116.0**	93.1	78.1	85.8	77.7
Adjusted profit before tax[1]	**100.2**	74.3	59.8	71.5	71.5
Basic adjusted earnings per share[1]	**110.3p**	81.8p	65.5p	84.8p	82.7p
Diluted adjusted earnings per share[1]	**108.6p**	80.6p	65.0p	84.2p	82.3p
Operating profit from continuing operations	**87.3**	42.4	6.4	40.5	49.4
Profit before tax from continuing operations	**310.5**	28.5	5.5	39.4	48.4
Profit after tax from continuing operations	**285.5**	19.3	2.4	31.8	36.7
Net profit attributable to owners of the Company	**285.3**	19.3	7.9	33.3	40.9
Basic earnings per share	**431.6p**	29.3p	12.0p	50.8p	62.5p
Diluted earnings per share	**425.1p**	28.9p	11.9p	50.5p	62.2p
Net assets[1]	**766.7**	476.0	513.5	536.8	572.1
Net debt[1]	**71.8**	228.2	248.7	195.8	185.0

1 Refer to APM Glossary.

Alternative Performance Measures Glossary

The Group tracks a number of APMs in managing its business, which are not defined or specified under the requirements of IFRS because they exclude amounts that are included in, or include amounts that are excluded from, the most directly comparable measure calculated and presented in accordance with IFRS, or are calculated using financial measures that are not calculated in accordance with IFRS.

The Group believes that these APMs, which are not considered to be a substitute for or superior to IFRS measures, provide stakeholders with additional helpful information on the performance of the business. These APMs are consistent with how business performance is planned and reported within the internal management reporting to the Board and GELT. Some of these APMs are also used for the purpose of setting remuneration targets.

These APMs should be viewed as supplemental to, but not as a substitute for, measures presented in the consolidated financial information relating to the Group, which are prepared in accordance with IFRS. The Group believes that these APMs are useful indicators of its performance. However, they may not be comparable to similarly titled measures reported by other companies, due to differences in the way they are calculated.

The key APMs that the Group uses include:

Alternative performance measures	Calculation methodology and closest equivalent IFRS measure (where applicable)	Reasons why we believe the APMs are useful
Income Statement measures		
Adjusted operating profit exc. JVs	Adjusted operating profit is operating profit with the net IAS 41 valuation movement on biological assets, amortisation of acquired intangible assets, impairment of goodwill, share-based payment expense and exceptional items added back and excludes JV and associate results. *Closest equivalent IFRS measure: Operating profit*[1] See reconciliation on page 187.	Allows the comparison of underlying financial performance by excluding the impacts of adjusting items and is a performance indicator against which short-term and long-term incentive outcomes for our senior executives are measured: • net IAS 41 valuation movements on biological assets – these movements can be materially volatile and do not directly correlate to the underlying trading performance in the period. Furthermore, the movement is non-cash-related and many assumptions used in the valuation model are based on projections rather than current trading; • amortisation of acquired intangible assets – excluding this improves the comparability between acquired and organically grown operations, as the latter cannot recognise internally generated intangible assets. Adjusting for amortisation provides a more consistent basis for comparison between the two but it is also a measure excluded from our management's remuneration assessment, as well as our debt agreements and banking covenants. It is also one requested and used by our investor group to evaluate our performance; • impairment of goodwill – this represents a non-cash accounting adjustment recognised when the carrying value of goodwill exceeds its recoverable amount. Excluding this item improves comparability across periods, as impairment charges can be significant and are often driven by long-term assumptions; • share-based payments – this expense is considered to be relatively volatile and not fully reflective of the current period trading, as the performance criteria are based on EPS performance over a three-year period and include estimates of future performance; and • exceptional items – these are items which due to either their size or their nature are excluded, to improve the understanding of the Group's underlying performance.
Adjusted operating profit inc. JVs	Including adjusted operating profit from JV and associate results. See reconciliation on page 187.	
Adjusted operating profit inc. JVs after tax	Adjusted operating profit including JV less adjusted effective tax. See reconciliation on page 187.	
Adjusted profit before tax	Adjusted operating profit including JVs less net finance costs. See reconciliation on page 187.	
Adjusted profit after tax	Adjusted profit including JVs before tax less adjusted effective tax. See reconciliation on page 187.	

1 Operating profit is not defined per IFRS. It is presented in the Group Income Statement and is shown as profit before tax, finance income/costs and share of post-tax profit of JVs and associates retained.

Alternative Performance Measures Glossary continued

The key APMs that the Group uses include:

Alternative performance measures	Calculation methodology and closest equivalent IFRS measure (where applicable)	Reasons why we believe the APMs are useful
Adjusted effective tax rate	Total income tax charge for the Group excluding the tax impact of adjusting items, divided by the adjusted operating profit. *Closest equivalent IFRS measure: Effective tax rate* See reconciliation on page 187.	Provides an underlying tax rate to allow comparability of underlying financial performance, by excluding the impacts of net IAS 41 valuation movement on biological assets, amortisation of acquired intangible assets, impairment of goodwill, share-based payment expense and exceptional items.
Adjusted basic earnings per share	Adjusted profit after tax profit divided by the weighted basic average number of shares. *Closest equivalent IFRS measure: Earnings per share* See calculation on page 188.	On a per share basis, this allows the comparability of underlying financial performance by excluding the impacts of adjusting items.
Adjusted diluted earnings per share	Underlying attributable profit divided by the diluted weighted basic average number of shares. *Closest equivalent IFRS measure: Diluted earnings per share* See calculation on page 188.	
Adjusted Earnings payout Ratio	The expected dividend for the year divided by Adjusted earnings per share. See calculation on page 188.	The Board's dividend policy targets adjusted earnings payout to be between 30%–40%.
Adjusted PIC royalty revenue	PIC Royalty revenue, including the proportional share of royalty revenue from our joint ventures and associates. The APM is calculated as though PIC China became an associate on 1 July 2024. See calculation on page 188.	To provide a clearer view of growth in the royalty streams that underpin PIC profitability. As joint venture royalties are excluded from reported revenue, while 100% inclusion would overstate Genus' economic interest, a proportionate approach better reflects the underlying performance of this important recurring revenue stream.
Adjusted EBITDA – calculated in accordance with the definitions used in our financing facilities	This is adjusted operating profit, adding back cash received from our JVs, depreciation of property, plant and equipment, depreciation of the historical cost of biological assets, operational amortisation (i.e. excluding amortisation of acquired intangibles) and deducting the amount attributable to minority interest. *Closest equivalent IFRS measure: Operating profit*[1] See reconciliation on page 188.	This APM is presented because it is used in calculating our ratio of net debt to EBITDA and our interest cover, which we report to our banks to ensure compliance with our bank covenants.

Change in alternative performance measures
Following a review of the dividend-related APMs utilised by the Group, adjusted earnings cover was replaced with payout ratio as the primary measure. This change aligns the Group's external reporting with its updated capital allocation policy, which targets ordinary dividends of 30-40% of adjusted earnings per share. The Directors believe that payout ratio provides a more transparent and intuitive measure of the proportion of earnings returned to shareholders and is aligned with the way dividend performance is assessed internally.

Alternative Performance Measures Glossary continued

Alternative performance measures	Calculation methodology and closest equivalent IFRS measure (where applicable)	Reasons why we believe the APMs are useful
Adjusted operating margin	Adjusted operating profit (including JVs) divided by revenue.	Allows for the comparability of underlying financial performance by excluding the impacts of exceptional items.
Adjusted operating margin (exc. JVs)	Adjusted operating profit divided by revenue.	
Constant currency basis	The Group reports certain financial measures on both a reported and constant currency basis and retranslates the current year's results at the average actual exchange rates used in the previous financial year.	The Group's business operates in multiple countries worldwide and its trading results are translated back into the Group's functional currency of Sterling. This measure eliminates the effects of exchange rate fluctuations when comparing year-on-year reported results.
Balance Sheet measures		
Net debt	Net debt is gross debt, made up of unsecured bank loans and overdrafts and obligations under finance leases, with a deduction for cash and cash equivalents. See reconciliation on page 189.	This allows the Group to monitor its levels of debt.
Net debt – calculated in accordance with the definitions used in our financing facilities	Net debt excluding the impact of adopting IFRS 16 and adding back guarantees and deferred purchase arrangements. See reconciliation on page 189.	This is a key metric that we report to our banks to ensure compliance with our bank covenants.
Cash flow measures		
Cash conversion	Adjusted cash from operating activities as a percentage of adjusted operating profit including JVs. See calculation on page 190.	This is used to measure how much operating cash flow we are generating and how efficient we are at converting our operating profit into cash and is used to set performance targets internally.
Free cash flow	Net cash from operating activities after capital expenditure (including capital payments for leased assets) including cash received from our joint ventures. *Closest IFRS measure: Net cash from operating activities* See calculation on page 190.	This is used to measure the amount of cash retained in the business before net investing activities, debt repayments and dividend payments.

Alternative Performance Measures Glossary continued

Alternative performance measures	Calculation methodology and closest equivalent IFRS measure (where applicable)	Reasons why we believe the APMs are useful
Adjusted cash from operating activities	Net cash from operating activities after capital expenditure (including leased assets) including cash received from our joint ventures, excluding net interest paid, exceptional cash, pension charges, movements in provisions and other cash outflows. *Closest IFRS measure: Net cash from operating activities* See calculation on page 190.	This is used to measure the amount of cash that is generated by our operating activities and is used to set performance targets internally.
Other measures		
Interest cover	The ratio of adjusted net finance costs, calculated in accordance with the definitions used in our financing facilities, is net finance costs with a deduction for pension interest, interest from adopting IFRS 16, unwinding of discount on put options and amortisation of refinancing fees, to adjusted EBITDA. *Closest equivalent IFRS components for the ratio: The equivalent IFRS components are finance costs, finance income and operating profit* See calculation and reconciliation on page 190.	This APM is used to understand our ability to meet our interest payments and is also a key metric that we report to our banks to ensure compliance with our bank covenants.
Ratio of net debt to adjusted EBITDA	The ratio of net debt, calculated in accordance with the definitions used in our financing facilities, is gross debt, made up of unsecured bank loans and overdrafts and obligations under finance leases, with a deduction for cash and cash equivalents and adding back amounts related to guarantees and deferred purchase arrangements, to adjusted EBITDA. *Closest equivalent IFRS components for the ratio: The equivalent IFRS components are gross debt, cash and cash equivalents and operating profit* See calculation on page 190.	This APM is used as a measurement of our leverage and is also a key metric that we report to our banks to ensure compliance with our bank covenants.
Return on adjusted invested capital	The Group's return on adjusted invested capital is measured on the basis of adjusted operating profit including JVs after tax, which is operating profit with the pre-tax share of profits from JVs and associates, net IAS 41 valuation movement on biological assets, amortisation of acquired intangible assets, impairment of goodwill, share-based payment expense and exceptional items added back, net of amounts attributable to non-controlling interest and tax. The adjusted operating profit including JVs after tax is divided by adjusted invested capital, which is the equity attributable to owners of the Company adding back net debt, pension liability net of related deferred tax and deducting biological assets (less historical cost), fair value uplift of joint venture and associates and goodwill, net of related deferred tax. *Closest equivalent IFRS components for the ratio: Return on invested capital* See calculation and reconciliation on page 190.	This APM is used to measure our ability to efficiently invest our capital and gives us a sense of how well we are using our resources to generate returns.

1 Operating profit is not defined per IFRS. It is presented in the Group Income Statement and is shown as profit before tax, finance income/costs and share of post-tax profit of JVs and associates retained.

Alternative Performance Measures Glossary continued

THE TABLES BELOW RECONCILE THE CLOSEST EQUIVALENT IFRS MEASURE TO THE APM OR OUTLINE THE CALCULATION OF THE APM

INCOME STATEMENT MEASURES

Adjusted operating profit exc. JVs
Adjusted operating profit inc. JVs

	2026		2025		
	£m	£m	£m	£m	Reference
Operating profit		**87.3**		42.4	Group Income Statement
Add back:					
Net IAS 41 valuation movement on biological assets	**(12.8)**		13.3		Group Income Statement
Amortisation of acquired intangible assets	**4.1**		5.6		Group Income Statement
Impairment of goodwill	**–**		1.5		Group Income Statement
Share-based payment expense	**10.4**		6.9		Group Income Statement
Exceptional items	**5.8**		11.4		Group Income Statement
Adjusted operating profit exc. JVs		**94.8**		81.1	Group Income Statement
Amounts attributable to non-controlling interest		**(0.2)**		–	Group Income Statement
Operating profit from JVs and associates	**34.7**		9.1		Group Income Statement
Tax on JVs and associates	**11.0**		2.0		Note 11 – Income tax expense
Net IAS 41 valuation movement in JVs	**(24.3)**		0.9		Note 18 – Equity-accounted investees
Adjusted operating profit from JVs		**21.4**		12.0	
Adjusted operating profit inc. JVs		**116.0**		93.1	

Adjusted operating profit inc. JVs after tax

	2026		2025		
		£m		£m	Reference
Adjusted operating profit inc. JVs		**116.0**		93.1	See APM
Effective tax rate	**27.2%**		27.5%		Note 12 – Earnings per share
Adjusted tax		**(31.6)**		(25.6)	No direct reference
Adjusted operating profit inc. JVs after tax		**84.4**		67.5	

Adjusted profit before tax
Adjusted profit after tax

	2026	2025	
	£m	£m	Reference
Adjusted operating profit inc. JVs	**116.0**	93.1	See APM
Less net finance costs	**(15.8)**	(18.8)	Note 10 – Net finance costs
Adjusted profit before tax	**100.2**	74.3	
Adjusted tax	**(27.3)**	(20.4)	Note 12 – Earnings per share
Adjusted profit after tax	**72.9**	53.9	

Adjusted effective tax £m/rate

	2026		2025		
	£m	%	£m	%	Reference
Adjusted effective tax £m/rate	**27.3**	**27.2**	20.4	27.5	Note 12 – Earnings per share
Exceptional items	**(1.3)**	**(22.1)**	(2.7)	(23.7)	Note 12 – Earnings per share
Share-based payment expense	**(2.4)**	**(23.1)**	(1.5)	(21.7)	Note 12 – Earnings per share
Other gains and losses	**5.8**	**2.9**	(0.2)	(4.8)	Note 12 – Earnings per share
Amortisation of acquired intangible assets	**(1.0)**	**(25.0)**	0.3	5.4	Note 12 – Earnings per share
Net IAS 41 valuation movement on biological assets	**2.7**	**21.1**	(4.2)	(31.6)	Note 12 – Earnings per share
Net IAS 41 valuation movement on biological assets in joint ventures	**4.9**	**20.0**	(0.9)	(100.0)	Note 12 – Earnings per share
Effective tax £m/rate	**36.0**	**11.2**	11.2	36.7	Note 11 – Taxation and deferred taxation

Alternative Performance Measures Glossary continued

Adjusted basic earnings per share

	2026	2025	Reference
Adjusted profit after tax (£m)	**72.9**	53.9	See APM
Weighted average number of ordinary shares (000s)	**66,105**	65,910	Note 12 – Earnings per share
Adjusted basic earnings per share (pence)	**110.3**	81.8	

Adjusted diluted earnings per share

	2026	2025	Reference
Adjusted profit after tax (£m)	**72.9**	53.9	See APM
Weighted average number of diluted ordinary shares (000s)	**67,113**	66,839	Note 12 – Earnings per share
Adjusted diluted earnings per share (pence)	**108.6**	80.6	

Adjusted earnings payout ratio

	2026		2025		
	pence	%	pence	%	Reference
Dividend for the year	**35.2**		32.0		Note 13 - Dividends
Adjusted earnings per share	**110.3**		81.8		See APM
Adjusted earnings payout ratio		**32**		39	

Adjusted PIC royalty revenue

	2026		2025		
	£m	£m	£m	£m	Reference
PIC royalty revenue		**179.0**		177.6	Note 6 - Revenue
Less: PIC China royalties (100%)		**(11.5)**		(13.4)	No direct reference
		167.5		164.2	
PIC China (49%)	**10.0**		6.6		No direct reference
PIC Agroceres (49%)	**19.4**		17.2		No direct reference
Add: Proportionate share of joint venture royalties		**29.4**		23.8	
Adjusted PIC royalty revenue		**196.9**		188.0	

Adjusted EBITDA – as calculated under our financing facilities

	2026		2025		
	£m	£m	£m	£m	Reference
Operating profit		**87.3**		42.4	Group Income Statement
Add back:					
Net IAS 41 valuation movement on biological assets	**(12.8)**		13.3		Group Income Statement
Amortisation of acquired intangible assets	**4.1**		5.6		Group Income Statement
Impairment of goodwill	**–**		1.5		Group Income Statement
Share-based payment expense	**10.4**		6.9		Group Income Statement
Exceptional items	**5.8**		11.4		Group Income Statement
Adjusted operating profit exc. JVs	**94.8**		81.1		Group Income Statement
Adjust for:					
Cash received from JVs	**16.1**		6.1		Group Statement of Cash Flows
Less share of JVs losses	**(2.2)**		(0.7)		No direct reference
Depreciation: property, plant and equipment	**28.9**		31.8		Note 17 – Property, plant and equipment
Operational lease payments	**(14.4)**		(16.5)		Note 28 – Obligations under leases
Depreciation: historical cost of biological assets	**19.0**		16.4		See Financial Review
Amortisation and impairment (excluding separately identifiable acquired intangible assets)	**7.9**		7.3		Note 14 - Goodwill & Note 15 – Intangible assets
Amounts attributable to non-controlling interest	**(0.2)**		–		Group Income Statement
Adjusted EBITDA – as calculated under our financing facilities		**149.9**		125.5	

Alternative Performance Measures Glossary continued

BALANCE SHEET MEASURES

Net debt
Net debt as calculated under our financing facilities

	2026 £m	2026 £m	2025 £m	2025 £m	Reference
Current unsecured bank loans and overdrafts	**4.3**		2.9		Group Balance Sheet
Non-current unsecured bank loans and overdrafts	**77.0**		215.9		Group Balance Sheet
Unsecured bank loans and overdrafts		**81.3**		218.8	Group Balance Sheet
Current interest-bearing deferred consideration	**2.7**		2.6		Note 38 – Deferred Consideration
Non-current interest-bearing deferred consideration	**5.3**		7.7		Note 38 – Deferred Consideration
Total interest-bearing deferred consideration		**8.0**		10.3	Group Balance Sheet
Current obligations under finance leases	**9.8**		13.3		Group Balance Sheet
Non-current obligations under finance leases	**16.4**		33.8		Group Balance Sheet
Obligations under finance leases		**26.2**		47.1	Group Balance Sheet
Total debt financing		**115.5**		276.2	Note 32 – Notes to the cash flow statement
Deduct:					
Cash and cash equivalents		**(43.7)**		(48.0)	Group Balance Sheet
Net debt		**71.8**		228.2	
Deduct:					
Lower of obligations under finance leases or £60m		**(26.2)**		(47.1)	Note 28 – Obligations under leases
Add back:					
Guarantees		**2.4**		0.8	Note 35 – Contingencies and bank guarantees
Cash not available		**8.6**		7.1	Note 22 – Cash and cash equivalents
Cash subject to exchange controls		**–**		–	No direct reference
Net debt – as calculated under our financing facilities		**56.6**		189.0	

CASH FLOW MEASURES

Free cash flow & Adjusted cash from operating activities

	2026 £m	2026 £m	2025 £m	2025 £m	Reference
Net cash from operating activities		**74.4**		67.2	Group Statement of Cash Flows
Purchase of property, plant and equipment		**(12.5)**		(13.4)	Group Statement of Cash Flows
Purchase of intangible assets		**(5.6)**		(5.2)	Group Statement of Cash Flows
Proceeds from sale of property, plant and equipment		**2.1**		0.4	Group Statement of Cash Flows
Dividends received from joint ventures and associates		**16.1**		6.1	Group Statement of Cash Flows
Dividend to non-controlling interest		**–**		(0.1)	Group Statement of Cash Flows
Issue of share capital		**0.1**		–	Group Statement of Cash Flows
Payment of lease liabilities		**(12.6)**		(14.1)	Group Statement of Cash Flows
Free cash flow		**62.0**		40.9	
Add back:					
Interest received		**(0.9)**		(0.6)	Note 32 – Notes to the cash flow statement
Interest and other finance costs paid		**13.1**		15.7	Note 32 – Notes to the cash flow statement
Interest on leased assets		**1.8**		2.4	Note 32 – Notes to the cash flow statement
Cash flow from derivative financial instruments		**1.3**		1.3	Note 32 – Notes to the cash flow statement
Income taxes paid		**19.1**		20.7	Note 32 – Notes to the cash flow statement
Cash impact of exceptional items relating to operating activities		**12.5**		24.2	Note 32 – Notes to the cash flow statement
Difference in pension contributions to pension cost		**(0.3)**		0.4	Note 32 – Notes to the cash flow statement
Decrease in provisions		**(0.2)**		0.7	Note 32 – Notes to the cash flow statement
Other		**1.1**		0.5	No direct reference
Adjusted cash from operating activities		**109.5**		106.2	

Alternative Performance Measures Glossary continued

Cash conversion

	2026 £m	2026 %	2025 £m	2025 %	Reference
Adjusted operating profit inc. JVs	**116.0**		93.1		Group Income Statement
Adjusted cash from operating activities	**109.5**		106.2		See APM
Cash conversion		**94%**		114%	

OTHER MEASURES

Interest cover

	2026 £m	2026 Times	2025 £m	2025 Times	Reference
Finance costs	**16.7**		21.4		Group Income Statement
Finance income	**(0.9)**		(2.6)		Group Income Statement
Net finance costs	**15.8**		18.8		Note 10 – Net finance costs
Deduct:					
Pension interest	**(0.4)**		(0.3)		Note 10 – Net finance costs
Interest on lease liabilities	**(1.8)**		(2.4)		Note 10 – Net finance costs
Unwinding discount on put options	**–**		(0.1)		Note 10 – Net finance costs
Amortisation of debt issue costs	**(0.9)**		(0.9)		Note 10 – Net finance costs
Adjusted net finance costs	**12.7**		15.1		
Adjusted EBITDA – as calculated under our financing facilities	**149.9**		125.5		See APM
Interest cover		**11.8**		8.3	

Ratio of net debt to adjusted EBITDA

	2026 £m	2026 Times	2025 £m	2025 Times	Reference
Net debt – as calculated under our financing facilities	**56.6**		189.0		See APM
Adjusted EBITDA – as calculated under our financing facilities	**149.9**		125.5		See APM
Ratio of net debt to adjusted EBITDA		**0.4**		1.5	

Return on adjusted invested capital

	2026 £m	2026 %	2025 £m	2025 %	Reference
Adjusted operating profit inc. JVs after tax	**84.4**		67.5		See APM
Equity attributable to owners of the Company	**766.7**		476.1		Group Balance Sheet
Add back:					
Net debt	**71.8**		228.2		Note 32 – Notes to the cash flow statement
Pension liability	**4.4**		6.9		Group Balance Sheet
Related deferred tax	**(1.1)**		(1.2)		Note 11 – Taxation and deferred taxation
Adjust for:					
Biological assets – carrying value	**(254.6)**		(253.7)		Note 16 – Biological assets
Biological asset – net IAS 41 uplift in JV including deferred tax	**(48.9)**		(22.3)		No Direct reference
Biological assets' harvest classed as inventories	**(16.0)**		(14.6)		Note 20 – Inventories
Biological assets – historic cost	**81.8**		82.8		See Financial Review
FV uplift at inception	**(90.6)**		–		See note 18
Goodwill	**(103.4)**		(102.8)		Group Balance Sheet
Related deferred tax	**48.0**		49.2		Note 11 – Taxation and deferred taxation
Adjusted invested capital	**458.1**		448.6		
Return on adjusted invested capital		**18.4%**		15.0%	

Alternative Performance Measures Glossary continued

Return on invested capital

	2026		2025		
	£m	**%**	£m	%	**Reference**
Return on adjusted invested capital		**18.4%**		15.0%	See APM
Adjusted operating profit inc. JVs after tax	**84.4**		67.5		See APM
Tax rate	**31.6**	**27.2%**	25.6	27.5%	Note 12 – Earnings per share
Adjusted operating profit inc. JVs	**116.0**		93.1		Group Income Statement
Adjusted operating profit attributable to non-controlling interest	**0.2**		–		Group Income Statement
Pre-tax share of profits from JVs exc. net IAS 41 valuation movement	**(21.4)**		(12.0)		Group Income Statement
Adjusted operating profit exc. JVs	**94.8**		81.1		Group Income Statement
Fair value movement on biological assets	**12.8**		(13.3)		Group Income Statement
Amortisation of acquired intangibles	**(4.1)**		(5.6)		Group Income Statement
Impairment of goodwill	**–**		(1.5)		Group Income Statement
Share-based payment expense	**(10.4)**		(6.9)		Group Income Statement
Exceptional items	**(5.8)**		(11.4)		Group Income Statement
Share of post-tax profit of JVs	**34.7**		9.1		Group Income Statement
Other gains and losses	**204.3**		(4.2)		Group Income Statement
Net finance costs	**(15.8)**		(18.8)		Group Income Statement
Profit before tax	**310.5**		28.5		Group Income Statement
Tax	**(25.0)**		(9.2)		Group Income Statement
Profit	**285.5**		19.3		Group Income Statement
Equity attributable to owners of the Company	**766.7**		476.1		Group Balance Sheet
Return on invested capital		**37.2%**		4.1%	

Glossary

AGM – Annual General Meeting.

Artificial insemination ('AI') – Using semen collected from a bull or boar to impregnate a cow or sow when in oestrus. Artificial insemination allows a genetically superior male to be used to mate with many more females than would be possible with natural mating.

ASF – African Swine Fever.

Biosecurity – The precautions taken to reduce the chance of transmitting disease agents from one livestock operation to another.

Boar – A male pig.

BRD – Bovine Respiratory Disease, a complex bacterial and viral infection that causes lung disease in cattle (particularly calves) and is often fatal.

CBV Max – Crossbred Breeding Value ('CBV') Max is a value-added programme available to PIC customers that pay an additional fee to have access to the very best terminal sire genetics available. The additional fee is calculated based on the genetic index value delivered, which results in increased profit potential per market pig and positive return on investment for CBV Max customers.

CPI – Consumer Price Index.

CRISPR-Cas 9 – Technology which accurately targets and cuts DNA to produce precise and controllable changes to the genome.

DSBP – Deferred Share Bonus Plan.

EPS – Earnings per share.

Farrow – When a sow gives birth to piglets.

GELT – Genus Executive Leadership Team.

Gender skew – The ability to influence the proportion of offspring being of a particular sex.

Genetic gain – The change of the genetic make-up of a particular animal population in response to having selected parents that excelled genetically for important traits.

Genetic lag – The amount of time required to disseminate genetic gain from a nucleus herd to the commercial customer.

Genetic nucleus – A specialised pig herd, where Genus PIC keeps its pure lines. Pigs are genetically tested at the nucleus to select the best animals to produce the next generation.

Genomic bull – A bull which has been assessed through genomic testing. This typically refers to bulls which have not been progeny-tested.

Genomically tested – An animal that has been DNA profiled.

Genomics – The study of the genome, which is the DNA sequence of an animal's chromosomes.

Gilt – A young female pig, which has not yet given birth.

GMS – ABS's Genetic Management System, which creates a genetic solution tailored to each individual dairy producer to obtain improved herd genetics.

Grandparent – The relationship of a breeding pig to the generation of terminal market pigs. A grandparent produces parents, who in turn produce the commercial generation of terminal pigs.

Group – Genus plc and its subsidiary companies.

In vitro fertilisation ('IVF') – The fertilisation of an oocyte with semen (outside an animal) in a laboratory for transfer into a surrogate.

Index/Indices – A formula incorporating economically important traits for ranking the genetic potential of animals as parents of the next generation.

Integrated pork producer – Producers of pork typically involved in raising animals to slaughter weight all the way through to packaged and/or branded pork products.

IntelliGen – The technology platform used to process sexed bovine semen for ABS and third-party customers and commercialised by ABS globally as Sexcel.

IP – Intellectual property.

IPR – Inter Partes Review before the US Patent and Trademark Office.

JV – Joint venture.

LCA – Life cycle assessments (LCA), also known as life cycle analysis, assess the potential impacts throughout a product's life cycle (i.e. cradle-to-grave) from raw materials acquisition and through production, use and disposal. They generally categorise the environmental impacts in terms of resource use, human health, and ecological consequence.

Line – Multiple animals that have been mated together in a closed breeding population. Pure lines can have their origins in one founding breed or in several breeds.

Market pig equivalents ('MPE') – Refers to a standardised measure of our customers' production of slaughter animals that contain our genetics with genes from each of the sow and boar counting for half of the animal.

Multiplier – A producer whose farm contains grandparent sows. The farm crosses together two lines of grandparents, multiplying the number of genetically improved parents that are available for sale.

Net Present Value ('NPV') – a financial tool that helps to assess future value in today's terms. NPV is calculated with an assumed discount rate over a given amount of time and the calculation considers the amount and timing of the free cash flows.

NuEra – The ABS beef breeding programme and index designed to drive the customer's genetic improvement and deliver total system profitability for the beef supply chain.

PQA – Pork Quality Assurance.

Progeny-tested – Elite animals whose genetic value as a parent has been tested and validated through the performance of their offspring.

PRP – PRRS-resistant pig.

PRRS – Porcine Reproductive and Respiratory Syndrome Virus.

PSP – Performance Share Plan.

PTAB – Patent Trial and Appeal Board before the US Patent and Trademark Office.

R&D – Research and development.

RMS – ABS's Reproductive Management System, which is a systematic approach to maximising pregnancy production and its contribution to herd profitability.

RPI – Retail Price Index.

RWD – ABS's Real World Data system of observed performance data from many dairy herds.

Russian sanctions – legislation introduced by the UK, EU or US (as appropriate) which imposes financial, trade, transport, immigration or other sanctions for the purposes of encouraging Russia to cease actions which destabilise Ukraine, or undermine or threaten the territorial integrity, sovereignty or independence of Ukraine.

Sexcel – The ABS brand of sexed bovine genetics produced using IntelliGen.

Sire – The male parent of an animal.

Sire line – The male line selected for traits desirable for the market.

Sow – A female pig which has given birth at least once.

Straw – A narrow tube used to package frozen bull semen.

Stud – Locations where bulls or boars are housed and their semen collected, evaluated, diluted into multiple doses/straws and packaged, ready for shipping to farms.

Terminal boars – The male pig that is used to mate with a parent female to produce a terminal pig.

Trait – A measurable characteristic that may be a target for genetic selection.

TransitionRight – Genus ABS's patent-pending genetic selection tool to help prevent multiple post-calving metabolic disorders that occur during the transition period.

Unit – A straw of frozen bull semen or tube/bag of fresh boar semen sold to a customer.