



**Domestic  
& General**

**GALAXY FINCO LIMITED  
(Registered in Jersey No. 113706)**

**RESULTS FOR THE THREE-MONTH PERIOD ENDED  
30 June 2024  
(Unaudited)**

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## 1. PERFORMANCE HIGHLIGHTS & OPERATING REVIEW

### Performance highlights

The Group's positive FY24 performance has continued into the first quarter of FY25 generating 11% total revenue<sup>1</sup> growth for the year to date, compared to the same period a year ago. Group subscription revenue grew by 12%, including continued strong subscription revenue growth of 14% in our European business. Group subscription customer retention rates continue to perform well at 86%, tracking marginally above the long-term average of 85%.

- UK revenue growth of 9%, driven by subscription revenues (96% of total UK revenue) which have also grown 9%.
- International (ex US) subscription revenue growth of 14%, representing 70% of International (ex US) revenue, continuing the journey to replicate the successful UK subscription model in Europe.
- US revenue increased by £10.2m year to date, with the comparator only including a month's ownership of After Inc. up to 30 June 2023, with 2 additional months of After Inc. revenue in Q1 FY25 (c.£6m). This is supported by growth in the organic US business of £3.9m compared to the prior period.

Adjusted EBITDA is up 10% to £42.1m reflecting the strength and resilience of our subscription business model, partnership networks and underlying cost discipline across both the UK and International. Excluding the US, the Group recorded 9% adjusted EBITDA year-on-year growth to £43.3m for the 3-month period, with the US Q1 FY24 comparator only including a month's ownership of After Inc. up to 30 June 2023.

We continue to have strong levels of liquidity in the Group, following our acquisition-related borrowing facility increase and the injection of shareholder equity in FY24. The solvency coverage ratio in our regulated business was 202% (31 March 2024: 192%).

Total expenses have increased 12% (in line with revenue) and represent 87% of total revenue (30 June 2023: 86%) reflecting our underlying cost discipline. Meanwhile, other finance expenses decreased by £0.5m to £17.6m, primarily driven by foreign exchange movements in the quarter with underlying finance costs slightly up year on year due to market movements in interest rates affecting our floating-rate debt and interest on the drawn RCF.

Total depreciation and amortisation increased by £0.4m to £13.3m for the period ended 30 June 2023 reflecting continued capital investment in IT infrastructure and the revision of expected useful life estimates for some legacy assets in FY24.

A significant item cost of £2.8m (30 June 2023: £1.3m benefit) has been recognised in the period relating to finance transformation costs, including IFRS 17 implementation. The comparator includes the benefit from the Talbot Street sale of £2.6m.

The Group recognised a profit before tax of £8.4m consistent with prior year (30 June 2023: £8.6m), reflecting improved trading performance offset by higher significant items.

### Partnership update

We are pleased to announce that we have secured a contract extension with John Lewis & Partners and will continue to be their provider for the Protect Plus extended-warranty proposition until 2029. John Lewis are one of Britain's best-loved retail brands and provide a premium retail experience to their customers both in branches and online.

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<sup>1</sup> Revenue comprises insurance revenue and other income.

## Reconciliation of adjusted EBITDA to profit for the period

	Period ended 30 June 2024 (Unaudited) £m	Period ended 30 June 2023 (Unaudited) £m
Insurance revenue	273.6	252.0
Other income	15.9	9.4
<b>Total revenue</b>	<b>289.5</b>	<b>261.4</b>
Insurance service expense	(214.1)	(188.6)
Other operating expenses	(36.9)	(35.2)
<b>Total expenses</b>	<b>(251.0)</b>	<b>(223.8)</b>
Investment income	0.4	0.5
Net finance expenses from insurance contracts	(0.8)	(0.1)
<b>Net financial result</b>	<b>(0.4)</b>	<b>0.4</b>
Items excluded from adjusted EBITDA		
- Significant items	2.8	(1.3)
- Net change for depreciation costs included in insurance service expenses	1.2	1.6
<b>Adjusted EBITDA</b>	<b>42.1</b>	<b>38.3</b>
Significant items	(2.8)	1.3
<b>EBITDA</b>	<b>39.3</b>	<b>39.6</b>
Depreciation and amortisation <sup>1</sup>	(13.3)	(12.9)
Other finance expenses	(17.6)	(18.1)
<b>Profit before tax</b>	<b>8.4</b>	<b>8.6</b>
Tax	(3.0)	(2.8)
<b>Profit for the year</b>	<b>5.4</b>	<b>5.8</b>

<sup>1</sup> Includes adjustment for depreciation costs which are included in insurance service expenses but excluded from adjusted EBITDA.

## Summary unrestricted cash flow

	<b>Period ended 30 June 2024 (Unaudited) £m</b>	Period ended 30 June 2023 (Unaudited) £m
<b>Adjusted EBITDA ex US</b>	<b>43.3</b>	39.9
Change in unregulated working capital (ex Aus and US)	<b>(9.7)</b>	(5.0)
Excess regulated EBITDA over distributable reserves <sup>1</sup>	<b>(9.6)</b>	(11.9)
<b>Operating cash before capex</b>	<b>24.0</b>	23.0
<i>Operating cash conversion before capex (adj EBITDA ex US)</i>	<b>55%</b>	58%
Capital expenditure	<b>(9.0)</b>	(7.2)
<b>Operating free cash flow before US and Aus working capital</b>	<b>15.0</b>	15.8
<i>Cash conversion after capex (adj EBITDA ex US)</i>	<b>35%</b>	40%
Australia working capital	<b>(0.7)</b>	(2.4)
US costs (excluding capital expenditure)	<b>(6.0)</b>	(2.0)
<b>Operating free cash flow</b>	<b>8.3</b>	11.4
<b>Adjusted EBITDA incl. US</b>	<b>42.1</b>	38.3
<i>Operating free cash conversion (adj EBITDA incl. US)</i>	<b>20%</b>	30%
Debt interest	<b>(6.1)</b>	(5.0)
Corporation tax and other	<b>(2.2)</b>	-
<b>Free cash flow before significant items and M&amp;A</b>	<b>-</b>	6.4
RCF drawdown and cash equity subscription	<b>2.0</b>	61.7
Acquisition cash flows	<b>-</b>	(54.5)
Significant items	<b>(2.1)</b>	(1.4)
<b>Unrestricted cash flow</b>	<b>(0.1)</b>	12.2
<b>Unrestricted cash b/f at 1 April</b>	<b>42.5</b>	55.6
<b>Unrestricted cash c/f at 30 June</b>	<b>42.4</b>	67.8
<sup>1</sup> Excess of reg EBITDA over change in distributable reserves:		
Regulated Business adjusted EBITDA	25.9	17.1
Change in distributable reserves in Regulated Business	(16.3)	(5.2)
	9.6	11.9

Adjusted EBITDA ex US growth of 9% illustrates the performance of our more mature and established businesses. Working capital outflows of £9.7m (30 June 2023: £5.0m) from our Unregulated business reflect the settlement of the Group's annual variable remuneration which was payable to staff in the quarter (in both periods), and were increased compared to the prior year reflecting various timing differences which are expected to reverse in Q2. This Unregulated working capital amount excludes the working capital impact of our Australian run-off business shown further down the table.

The excess of Regulated EBITDA over the change in distributable reserves of the Regulated business is due to ongoing growth in both UK and European insurance businesses which generally causes EBITDA to rise at a faster rate than the surplus regulatory capital.

Capital expenditure of £9.0m for the quarter has increased by £1.8m primarily due to our investment in IT infrastructure in the period.

Operating free cashflow before US and Australia working capital remains consistent year on year at £15.0m (30 June 2023: £15.8m). The underlying cash conversion rate of 35% (30 June 2023: 40%) reflects the Group's continued investment to support business growth, with the year on year reduction driven by the aforementioned timing differences.

Australia working capital has reduced year on year as expected as our Australian business continues to run-off and US costs reflect the ongoing investment in working capital to secure growth following the recent Whirlpool contract enhancements in FY24. Debt interest paid was £6.1m (30 June 2023: £5.0m), with the year-on-year increase primarily driven by market movements in interest rates affecting our floating-rate debt plus interest on the drawn element of our RCF. Tax payments reflect underlying business growth net of the benefit of tax incentives for capital investment.

Closing unrestricted cash was stable since year end at £42.4m (31 March 2024: £42.5m). The unrestricted cash outflow for the period was £0.1m (30 June 2023: £12.2m inflow) with the comparator reflecting net cash inflows relating to the acquisition and funding of the After Inc, including RCF drawdown and equity funding.

## Solvency ratio analysis

Period ended 30 June 2024

£m	DGI solo <sup>1</sup>	DGIEU solo <sup>2</sup>	Total	Consol adj.	DGA group <sup>3</sup>
Eligible own funds	154.5	31.0	185.5	9.5	195.0
Solvency capital requirement (SCR)	87.0	7.7	94.7	1.9	96.6
Capital surplus	67.5	23.3	90.8	7.6	98.4
<b>Ratio of eligible own funds to SCR</b>	<b>178%</b>	<b>403%</b>	<b>196%</b>		<b>202%</b>

Year ended 31 March 2024

£m	DGI solo <sup>1</sup>	DGIEU solo <sup>2</sup>	Total	Consol adj.	DGA group <sup>3</sup>
Eligible own funds	142.4	35.8	178.2	4.2	182.4
Solvency capital requirement (SCR)	83.6	8.5	92.1	2.8	94.9
Capital surplus	58.8	27.3	86.1	1.4	87.5
<b>Ratio of eligible own funds to SCR</b>	<b>170%</b>	<b>420%</b>	<b>193%</b>		<b>192%</b>

<sup>1</sup> Domestic & General Insurance Plc, the most senior insurance undertaking in the regulated group

<sup>2</sup> Domestic & General Insurance Europe AG, a subsidiary insurance undertaking of DGI

<sup>3</sup> Domestic & General Acquisitions Limited, the most senior insurance holding company within the Group, and therefore the most senior entity of the regulated group. Group supervision from the PRA applies at this level.

The qualifying capital resources of £195.0m (31 March 2024: £182.4m) held by the regulated business at the end of the quarter comfortably exceeded its capital requirements of £96.6m (31 March 2024: £94.9m), resulting in a regulatory Solvency ratio of 202% (31 March 2024: 192%), which remains in excess of our 130% policy threshold.

## 2. PRESENTATION OF FINANCIAL INFORMATION

### **Cross reference**

In certain areas, reference has been made to the 'Offering Memorandum'. In all cases, this refers to the offering memorandum of Galaxy Bidco Limited and Galaxy Finco Limited dated 17 July 2019, located at the following link: <https://investors.domesticandgeneral.com/media/1232/emerald-efinal-bmk.pdf>

### **Financial Information**

Galaxy Finco Limited was formed in August 2013 by funds advised by CVC Advisers Limited, a leading global private equity investor, to manage the business of the D&G Group.

The Group is a portfolio company of CVC Advisers Limited as defined by the 'Guidelines for Disclosure and Transparency in Private Equity' published by David Walker in November 2007 (the 'Walker Report').

Galaxy Finco Limited is required to prepare consolidated financial statements in accordance with IAS 1 Presentation of Financial Statements.

The financial information discussed within this financial review has been prepared in accordance with the basis of preparation as described in the unaudited condensed consolidated interim financial statements of Galaxy Finco Limited for the three-month period ended 30 June 2024 included herein.

The financial review should be read in conjunction with the audited consolidated financial statements of Galaxy Finco Limited for the year ended 31 March 2024.

Refer to pages xiv – xx and pages 239 - 276 '*Certain Definitions*' in the Offering Memorandum for a list of terms and abbreviations used throughout this financial review.

### **Alternative Performance Measures ('APMs')**

In this financial review, we present certain financial measures that are not required by or presented in accordance with IFRS because we believe they provide investors with useful additional information to measure our performance (Adjusted EBITDA) or liquidity (including Free Cash Flow).

Refer to pages x – xiii '*Non-IFRS Financial Measures*' in the Offering Memorandum for a description of these items. Please refer to page 24 of this Results statement for a reconciliation between GAAP and non-GAAP alternative performance measures.

### **Information Regarding Forward-Looking Statements**

This financial review includes 'forward-looking statements', within the meaning of the U.S. securities laws and certain other jurisdictions, based on our current expectations and projections about future events.

All subsequent written and oral forward-looking statements attributable to us or to persons acting on our behalf are expressly qualified in their entirety by the cautionary statements referred to in the sections entitled '*Forward-looking statements*' on pages xxi – xxii in the Offering Memorandum including those set forth under the sections thereof entitled '*Risk Factors*' on pages 34 – 70 in the Offering Memorandum.

### **Presentation**

Rounding adjustments have been made in calculating some of the financial information included in this financial review. Figures shown as totals in some tables and elsewhere may not be exact arithmetic aggregations of the figures that precede them.

### 3. CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

#### CONSOLIDATED INCOME STATEMENT FOR THE THREE-MONTH PERIOD ENDED 30 JUNE 2024

	Note	Period ended 30 June 2024 (Unaudited) £m	Period ended 30 June 2023 (Unaudited) £m
Insurance revenue		273.6	252.0
Insurance service expenses		(214.1)	(188.6)
<b>Insurance service result</b>		<b>59.5</b>	63.4
Net investment income		0.4	0.5
<b>Investment return</b>		<b>0.4</b>	0.5
Net finance expenses from insurance contracts		(0.8)	(0.1)
<b>Net financial result</b>		<b>(0.4)</b>	0.4
Other income		15.9	9.4
Other finance expenses		(17.6)	(18.1)
Other operating expenses		(49.0)	(46.5)
<b>Profit before taxation</b>		<b>8.4</b>	8.6
Tax	5	(3.0)	(2.8)
<b>Profit for the year</b>		<b>5.4</b>	5.8

The total profit for the period is attributable to the equity shareholders of the Group. All business above is from continuing operations.

*The accompanying notes form an integral part of these financial statements.*



**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME  
FOR THE THREE-MONTH PERIOD ENDED 30 JUNE 2024**

	<b>Period ended 30 June 2024 (Unaudited) £m</b>	Period ended 30 June 2023 (Unaudited) £m
Profit for the period	<b>5.4</b>	5.8
Revaluation for the year	-	(2.6)
Currency translation differences	<b>(1.3)</b>	(4.3)
Changes in fair value of investments through OCI	<b>0.2</b>	(0.3)
Effective portion of changes in fair value of cash flow hedges – hedging reserve	<b>0.5</b>	0.4
<b>Total comprehensive income for the period</b>	<b>4.8</b>	(1.0)

The total comprehensive income for the period is attributable to the equity shareholders of the Group.

All components of other comprehensive income may be reclassified subsequently to profit or loss.

*The accompanying notes form an integral part of these financial statements.*

## CONSOLIDATED BALANCE SHEET

		<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
<b>Assets</b>	Note		
Cash and cash equivalents	9	<b>10.9</b>	26.4
Inventory		<b>0.7</b>	0.6
Financial investments	8	<b>106.4</b>	105.7
Trade and other receivables		<b>80.9</b>	85.0
Current tax asset		<b>3.2</b>	2.6
Insurance contract assets	10	<b>222.5</b>	203.3
Property, plant and equipment	6	<b>35.2</b>	36.5
Goodwill and intangible assets		<b>507.7</b>	511.2
<b>Total assets</b>		<b>967.5</b>	971.3
<b>Liabilities</b>			
Trade and other payables		<b>61.9</b>	74.6
Service plan provision		<b>0.4</b>	0.4
Loans and borrowings	11	<b>857.0</b>	855.0
Derivative liability	7	<b>12.4</b>	11.7
Deferred tax		<b>58.0</b>	56.6
<b>Total liabilities</b>		<b>989.7</b>	998.3
<b>Equity</b>			
Share capital		<b>138.4</b>	138.4
Other reserves		<b>(5.2)</b>	(4.6)
Accumulated loss		<b>(155.4)</b>	(160.8)
<b>Total equity</b>		<b>(22.2)</b>	(27.0)
<b>Total equity and liabilities</b>		<b>967.5</b>	971.3

*The accompanying notes form an integral part of these financial statements.*

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

30 June 2024 (Unaudited)

	Ordinary share capital £m	Share premium £m	Capital contribution £m	Hedging reserves £m	Other reserves £m	Revaluation reserves £m	Accumulated loss £m	Total equity £m
At 1 April 2024	45.8	89.0	3.6	(1.3)	(3.3)	-	(160.8)	(27.0)
Profit for the period	-	-	-	-	-	-	5.4	5.4
Other comprehensive profit/(loss) for the period	-	-	-	0.5	(1.1)	-	-	(0.6)
<b>Total comprehensive profit for the period</b>	-	-	-	0.5	(1.1)	-	5.4	4.8
<b>Balance as at 30 June 2024</b>	<b>45.8</b>	<b>89.0</b>	<b>3.6</b>	<b>(0.8)</b>	<b>(4.4)</b>	<b>-</b>	<b>(155.4)</b>	<b>(22.2)</b>

31 March 2024 (Audited)

	Ordinary share capital £m	Share premium £m	Capital contribution £m	Hedging reserves £m	Other reserves £m	Revaluation reserves £m	Accumulated loss £m	Total equity £m
As at 1 April 2023	0.9	89.0	-	(1.9)	(0.3)	2.6	(166.3)	(76.0)
Profit for the year	-	-	-	-	-	-	5.5	5.5
Other comprehensive profit/(loss) for the year	-	-	-	0.6	(3.0)	(2.6)	-	(5.0)
Total comprehensive profit for the year	-	-	-	0.6	(3.0)	(2.6)	5.5	0.5
Shares issued	44.9	-	-	-	-	-	-	44.9
Capital contribution	-	-	3.6	-	-	-	-	3.6
Balance as at 31 March 2024	45.8	89.0	3.6	(1.3)	(3.3)	-	(160.8)	(27.0)

*The accompanying notes form an integral part of these financial statements.*

**CONSOLIDATED CASH FLOW STATEMENT  
FOR THE THREE-MONTH PERIOD ENDED 30 JUNE 2024**

		<b>Period ended 30 June 2024 (Unaudited) £m</b>	Period ended 30 June 2023 (Unaudited) £m
<b>Net cash from operating activities</b>	14	<b>(7.1)</b>	18.8
<b>Cash flows from investing activities</b>			
Acquisition of property, plant and equipment		<b>(0.5)</b>	(1.6)
Proceeds from sale of property, plant and equipment		-	6.3
Acquisition of software		<b>(8.5)</b>	(6.5)
Withdrawal from/(deposit of) money market funds		<b>0.3</b>	(7.8)
(Deposit in)/withdrawal from financial instrument investments		<b>(0.5)</b>	0.3
Purchase of subsidiary, net of cash acquired		-	(52.3)
<b>Net cash used in investing activities</b>		<b>(9.2)</b>	(61.6)
<b>Cash flows from financing activities</b>			
Repayment of lease liability		<b>(1.4)</b>	(0.3)
Amounts paid to related parties and other non-cash items		<b>0.3</b>	(0.9)
Net proceeds from borrowings		<b>2.0</b>	28.9
Net proceeds from equity issuances		-	32.8
Repayment of debt		-	(2.0)
<b>Net cash from financing activities</b>		<b>0.9</b>	58.5
<b>Net (decrease)/ increase in cash and cash equivalents</b>		<b>(15.4)</b>	15.7
Effects of exchange rates		<b>(0.1)</b>	(0.7)
<b>Cash and cash equivalents at beginning of the period</b>		<b>26.4</b>	30.3
<b>Cash and cash equivalents at the end of the period</b>	9	<b>10.9</b>	45.3

*The accompanying notes form an integral part of these financial statements*

## **NOTES TO THE FINANCIAL STATEMENTS**

### **1. General information**

Galaxy Finco Limited (the 'Company') is a private company incorporated in Jersey. These condensed consolidated interim financial statements of the Company are for the three-month period 1 April 2024 to 30 June 2024 and comprise the Company and its subsidiaries (together referred to as the 'Group').

### **2. Basis for preparation**

These condensed consolidated interim financial statements have been prepared in accordance with IAS 34 Interim Financial Reporting. The financial information contained in these interim results does not constitute statutory accounts of Galaxy Finco Limited within the meaning of Section 105 of the Companies (Jersey) Law, 1991.

The Group financial statements have been properly prepared in accordance with International Accounting Standards in conformity with the requirements of the Companies (Jersey) Law, International Financial Reporting Standards ('IFRSs') as adopted by the United Kingdom and IFRSs as issued by the International Accounting Standards Board ('IASB').

These condensed consolidated interim financial statements have been prepared by applying the accounting policies used in the 31 March 2024 Annual Report and Accounts, except for the adoption of new standards that have become effective, which were in accordance with International Financial Reporting Standards as adopted by the UK ('Adopted IFRSs'). At 30 June 2024, there were no unendorsed standards effective for the three-month period ended 30 June 2024 affecting these financial statements, and there was no difference between IFRSs endorsed by the UK and IFRSs issued by the IASB in terms of their application to the Group.

There were no new standards or amendments to standards that had an effect on these interim condensed consolidated interim financial statements. The condensed consolidated interim financial statements do not include all the information and disclosures required in the annual financial statements and should be read in conjunction with the Group's Annual Report and Accounts as at 31 March 2024.

#### **Going concern**

In order to assess the appropriateness of the going concern basis of accounting, the Directors have considered key factors in the business that could have an impact on trading and whether an adverse change in these could affect the Group's ability to meet its liabilities as they fall due. The current geo-political and macro-economic environments continue to mean the short to medium term outlook retains a degree of inherent uncertainty. A reasonable estimate of the impact of these factors on the Group has been incorporated into the Board-approved Budget, which forms the basis of the going concern analysis.

The Directors have prepared base case cash flow forecasts for a period exceeding 12 months from the date of approval of these financial statements which indicates that the Group will be able to operate with adequate levels of both liquidity and capital over that period.

The Directors have also considered a severe but plausible downside scenario which incorporates reductions in sales and increases in cancellation rates, claims costs and interest costs. This indicates that the Group will be able to operate with adequate levels of both liquidity and capital for a period of at least 12 months from the date of approval of these financial statements.

After performing this assessment, the Directors have a reasonable expectation that the Group has adequate resources to meet its financial obligations and continue its operations for a period of at least 12 months from the date of approval of these financial statements. No material uncertainties that may cast significant doubt on the ability of the Group to continue as a going concern have been identified. The Directors place reliance on the going concern assessment performed at year-end as the underlying assumptions and analysis remain appropriate, and the assessment period covers at least 12 months from the date of these financial statements. The Directors therefore consider it appropriate to continue to adopt the going concern basis of accounting in preparing the financial statements.

### 3. Segment Analysis

The Group's reporting segments are those used internally by management to run the business and make decisions. These are based on products and services as well as the major factors that influence the performance of these products and services across the geographical locations in which the Group operates.

#### a) Segmental structure

The Group has the following two strategic divisions, which are its reportable segments. These divisions offer the same products and services to varying degrees but are managed separately because they require different operational, risk management and marketing strategies. The following summary describes the reportable segment product offering.

Reportable Segment	Product offering
UK	The business offers both subscription and non-subscription (e.g. cash) plans to UK customers.
International	The business offers subscription and non-subscription (e.g. cash) plans to customers outside the UK including continental Europe (Germany, Spain, Italy and Portugal) and the US. This segment also includes business in run-off (Australia & New Zealand).

#### b) Segment results

Insurance revenue and other income consists of subscription and cash and other revenue. Information related to each reportable segment is set out below. Segment results include items that are directly attributable to a segment and those that can be allocated on a reasonable basis. The 'Other' segment mainly relates to the amortisation of acquired intangibles and finance costs relating to the Group's debt.

<i>Unaudited</i>	International			Total International	Other	Group
	UK	Europe & other	US			
<b>Three months ended 30 June 2024</b>						
<b>Insurance revenue</b>						
Subscription	210.4	32.7	5.9	38.6	-	249.0
Cash and other insurance revenue	10.1	14.5	-	14.5	-	24.6
	220.5	47.2	5.9	53.1	-	273.6
<b>Other income<sup>1</sup></b>						
Subscription	4.7	1.8	-	1.8	-	6.5
Cash and other insurance revenue	-	-	9.4	9.4	-	9.4
	4.7	1.8	9.4	11.2	-	15.9
<b>Profit/(loss) before taxation</b>	23.8	10.2	(3.4)	6.8	(22.2)	8.4
<b>Non-current assets<sup>2</sup></b>	432.5	15.5	94.9	110.4	-	542.9

Unaudited	International			Total International	Other	Group
	UK	Europe & other	US			
<b>Three months ended 30 June 2023</b>						
<b>Insurance revenue</b>						
Subscription	192.7	27.8	2.0	29.8	-	222.5
Cash and other insurance revenue	9.9	19.6	-	19.6	-	29.5
	202.6	47.4	2.0	49.4	-	252.0
<b>Other income<sup>1</sup></b>						
Subscription	3.9	2.4	-	2.4	-	6.3
Cash and other insurance revenue	-	-	3.1	3.1	-	3.1
	3.9	2.4	3.1	5.5	-	9.4
<b>Profit/(loss) before taxation</b>	23.5	9.0	(2.2)	6.8	(21.7)	8.6
<b>Non-current assets<sup>2</sup></b>	436.5	25.1	97.1	122.2	-	558.7

<sup>1</sup> Other income comprises contracts/business that do not meet the definition of insurance under IFRS 17 and are therefore accounted for under a different IFRS.

<sup>2</sup> Non-current assets comprise property, plant and equipment, intangible assets, goodwill and trade and other receivables expected to be received after 12 months. Companies incorporated in Jersey are included in the UK segment for non-current assets. Comparative non-current asset information is as at 31 March 2024.

#### 4. Significant items

	<b>Period ended 30 June 2024 (Unaudited) £m</b>	Period ended 30 June 2023 (Unaudited) £m
Finance transformation including implementation of IFRS 17	<b>2.8</b>	1.3
Talbot Street sale	-	(2.6)
	<b>2.8</b>	(1.3)

Costs of £2.8m (30 June 2023: £1.3m) have been recognised relating to our finance transformation including the implementation of IFRS 17. The £2.6m credit represents the recycling of the revaluation reserve to the income statement following the completion of the sale of the Group's property in Talbot Street, Nottingham on 30 April 2023.

#### 5. Taxation

	<b>Period ended 30 June 2024 (Unaudited) £m</b>	Period ended 30 June 2023 (Unaudited) £m
Current tax charge on profit for the period	<b>1.6</b>	2.6
Deferred tax	<b>1.4</b>	0.2
Total tax charge	<b>3.0</b>	2.8

## 6. Property, plant and equipment

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
Other owned PPE	<b>13.2</b>	14.0
Other leased PPE	<b>22.0</b>	22.5
	<b>35.2</b>	36.5

## 7. Derivative financial instruments

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
Derivative (liability)/asset (FX forward) (a)	-	(0.1)
Derivative liability (b)	<b>(12.4)</b>	(11.6)

### a) Derivative (liability)/asset

The Group has entered into GBP/AUD foreign exchange forward contracts for the purpose of managing foreign exchange impacts relating to the run-off of the Australian business. The Group has not elected to apply hedge accounting to these instruments.

The carrying value of the Group's derivative financial asset was:

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
Foreign exchange forward contracts	-	(0.1)

### b) Derivative liability

The Group has entered into derivative financial instruments for the purpose of managing the Group's exposure to movements in foreign exchange rates on €150m of the total €200m Floating Rate Senior Secured Notes issued in July 2019.

The carrying value of the Group's derivative financial liability was:

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
Cross-currency interest rate swap	<b>12.4</b>	11.6
- Current liability	<b>4.7</b>	4.5
- Non-current liability	<b>7.7</b>	7.1

The fair value of the derivative financial instruments is based on third-party market valuations.



### c) Hedge accounting

The Group has elected to apply hedge accounting for those derivative liabilities entered into for the purpose of managing the Group's exposure to currency fluctuations on its EUR denominated debt.

The Group has entered into the following cash flow hedge arrangements:

<i>Hedged item</i>	Notional €m	Term (years)	Maturity date
€150m of Floating Rate Senior Notes	150	3	31 July 2026

  

<i>Hedging instrument – derivative liability</i>	Notional €m	Term (years)	Maturity date
€150m cross-currency interest rate swap (CCIRS)	150	2	31 July 2025

The above hedge mitigates the Group's exposure to fluctuations in currency movements between GBP and EUR. Elements of the Group's loans and borrowings, as set out in note 11, are variable rate borrowings.

The following table sets out movements in the Group's cash flow hedge reserves:

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
Balance at 1 April	<b>(1.3)</b>	(1.9)
Amount recognised in equity in the period/year	<b>0.5</b>	0.6
Cash flow hedge reserves as at period end	<b>(0.8)</b>	(1.3)

### Hedge ineffectiveness

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments to ensure that an economic relationship exists between the hedged item and hedging instrument.

Cross-currency interest rate swaps typically have similar critical terms to the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group has chosen not to use cross-currency swaps to hedge 100% of its EUR denominated loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps.

Hedge ineffectiveness for cross-currency interest rate swaps may occur due to:

- the credit value/debit value adjustment not being matched by the loan
- the timing of the forecast transaction changes from what was originally estimated
- changes in the credit risk of the derivative counterparty or
- differences in critical terms between the interest rate swaps and loans.

There was no ineffectiveness during the period in relation to the cross-currency interest rate swaps.

## 8. Financial assets and financial liabilities

This note provides information about the Group's financial instruments, including:

- an overview of financial instruments held by the Group;
- the classification of financial instruments;
- relevant accounting policies; and
- information about determination of the fair value of the instruments, including judgements and estimation uncertainty involved.

The Group holds the following financial instruments:

	<b>30 June 2024 (Unaudited)</b>				
	<b>FVOCI* - designated on initial recognition £m</b>	<b>FVTPL** - designated on initial recognition £m</b>	<b>Financial assets held at amortised cost £m</b>	<b>Financial liabilities held at amortised cost £m</b>	<b>Total £m</b>
Investments in unlisted securities	-	<b>61.9</b>	-	-	<b>61.9</b>
Investments carried at fair value	<b>42.4</b>	<b>2.1</b>	-	-	<b>44.5</b>
<b>Total financial Investments</b>	<b>42.4</b>	<b>64.0</b>	-	-	<b>106.4</b>
Trade and other receivables	-	-	<b>80.9</b>	-	<b>80.9</b>
Cash and cash equivalents	-	-	<b>10.9</b>	-	<b>10.9</b>
Derivative financial instruments	-	<b>(12.4)</b>	-	-	<b>(12.4)</b>
Loans and borrowings	-	-	-	<b>(857.0)</b>	<b>(857.0)</b>
Trade and other payables	-	-	-	<b>(61.9)</b>	<b>(61.9)</b>
	<b>42.4</b>	<b>51.6</b>	<b>91.8</b>	<b>(918.9)</b>	<b>(733.1)</b>

31 March 2024 (Audited)

	FVOCI* - designated on initial recognition £m	FVTPL** - designated on initial recognition £m	Financial assets held at amortised cost £m	Financial liabilities held at amortised cost £m	Total £m
Money market funds	-	0.3	-	-	0.3
Investments in unlisted securities	-	61.4	-	-	61.4
Investment carried at fair value	42.1	1.9	-	-	44.0
<b>Total financial Investments</b>	<b>42.1</b>	<b>63.6</b>	<b>-</b>	<b>-</b>	<b>105.7</b>
Trade and other receivables	-	-	85.0	-	85.0
Cash and cash equivalents	-	-	26.4	-	26.4
Derivative financial instruments	-	(11.7)	-	-	(11.7)
Loans and borrowings	-	-	-	(855.0)	(855.0)
Trade and other payables	-	-	-	(74.6)	(74.6)
	<u>42.1</u>	<u>51.9</u>	<u>111.4</u>	<u>(929.6)</u>	<u>(724.2)</u>

\* FVOCI - Fair value through other comprehensive income

\*\* FVTPL - Fair value through profit or loss

Investments carried at fair value through other comprehensive income relate to fixed-income securities which are managed by an external fund manager. The mandate includes investment management terms that specify, amongst other things, minimum credit ratings and maximum duration. The fair values of these are based on quoted market prices.

Investments carried at fair value through profit and loss include £61.9m of investments in preference shares issued by Galaxy Finco 2 Limited (31 March 2024: £61.4m), a fellow subsidiary of the Group's immediate parent, Galaxy Midco 2 Limited and investments held in money market funds.

The Group's maximum exposure to credit risk for loans and receivables and other assets designated as fair value through profit or loss at the reporting date was equal to the carrying value of the asset. The carrying value of financial investments at amortised cost and loans and receivables closely approximates fair value.

### Valuation techniques and assumptions applied for the purpose of measuring fair value

The fair values of financial assets and financial liabilities are determined as follows:

- The fair values of financial assets and financial liabilities with standard terms and conditions and traded on an active liquid market are determined with reference to quoted market prices.
- The fair values of derivative instruments are calculated using quoted prices. Where such prices are not available, a discounted cash flow analysis is performed using the applicable yield curve for the duration of the instruments for derivatives other than options, and the option pricing model for options. Foreign currency forward contracts are measured using quoted forward exchange rates and yield curves derived from quoted interest rates matching maturities of the contracts. Interest rate swaps are measured at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates.

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1, 2 and 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable from the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	<b>30 June 2024 (Unaudited)</b>			
	<b>Level 1 £m</b>	<b>Level 2 £m</b>	<b>Level 3 £m</b>	<b>Total £m</b>
Investments at fair value through profit and loss	<b>2.1</b>	-	<b>61.9</b>	<b>64.0</b>
Investments at fair value through other comprehensive income	<b>42.4</b>	-	-	<b>42.4</b>
Derivative financial instruments	-	<b>(12.4)</b>	-	<b>(12.4)</b>
	<b>44.5</b>	<b>(12.4)</b>	<b>61.9</b>	<b>94.0</b>
		<b>31 March 2024 (Audited)</b>		
	<b>Level 1 £m</b>	<b>Level 2 £m</b>	<b>Level 3 £m</b>	<b>Total £m</b>
Investments at fair value through profit and loss	1.9	0.3	61.4	63.6
Investments at fair value through other comprehensive income	42.1	-	-	42.1
Derivative financial instruments	-	<b>(11.7)</b>	-	<b>(11.7)</b>
	<b>44.0</b>	<b>(11.4)</b>	<b>61.4</b>	<b>94.0</b>

	<b>30 June 2024 (Unaudited) £m</b>	<b>31 March 2024 (Audited) £m</b>
<b>Level 3 Financial Instruments</b>		
At 1 April	<b>61.4</b>	60.3
Interest	<b>0.8</b>	3.0
Foreign exchange movements	<b>(0.3)</b>	(1.9)
At the end of the period/year	<b>61.9</b>	61.4

Financial instruments categorised within Level 3 represent the preference shares issued by Galaxy Finco 2 Limited, a fellow subsidiary of the Group's immediate parent, Galaxy Midco 2 Limited. The fair value reflects the initial transaction price translated at the period-end exchange rate plus the value of any unpaid dividend. The level 3 investments are exposed to foreign exchange movements of AUD and EUR against GBP.

## 9. Cash and cash equivalents

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
Bank and cash balances	7.9	22.7
Short-term bank deposits	3.0	3.7
	<b>10.9</b>	<b>26.4</b>

## 10. Insurance contract assets

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
Insurance contract assets	287.3	273.6
Insurance contract liabilities	(64.8)	(70.3)
	<b>222.5</b>	<b>203.3</b>

## 11. Loans and borrowings

The Group's interest-bearing borrowings, which are measured at amortised cost, are as follows:

	<b>30 June 2024 (Unaudited) £m</b>	31 March 2024 (Audited) £m
6.5% Senior Secured Notes due 2026	405.0	405.0
€200m Senior Secured Floating Rate Notes due 2026	169.5	171.0
9.25% Senior Notes due 2027	150.0	150.0
Drawn Revolving Credit Facility (RCF)	39.0	37.0
5.35% Loan due to Parent Company	9.1	9.0
5.25% Loan due to Fellow Subsidiary Company	66.8	65.9
<b>Total principal</b>	<b>839.4</b>	<b>837.9</b>
Transaction costs	(8.2)	(8.9)
<b>Carrying amount</b>	<b>831.2</b>	<b>829.0</b>
Lease liability	25.8	26.0
<b>Loans and borrowings</b>	<b>857.0</b>	<b>855.0</b>

For more information about the Group's exposure to interest rate risk see note 37(a) of the Group's Annual Report and Accounts for 31 March 2024.

### Terms and debt repayment schedule for Loan Notes

	Nominal interest rate	Year of maturity	Principal £m	Carrying amount £m
6.5% Senior Secured Notes	6.50%	2026	405.0	<b>401.3</b>
€200m Senior Secured Floating Rate Notes	EURIBOR +5%	2026	169.5	<b>167.5</b>
9.25% Senior Notes	9.25%	2027	150.0	<b>147.5</b>
5.35% Loan due to Parent Company	5.35%	2028	9.0	<b>9.1</b>
5.25% Loan due to Fellow Subsidiary Company	5.25%	2028	64.3	<b>66.8</b>
Amounts drawn under revolving credit facility	SONIA +3%	2026	39.0	<b>39.0</b>
				<b>831.2</b>

The entire balance of loans and borrowings, with the exception of amounts drawn under the revolving credit facility, is considered to be non-current, on the basis that repayment is not required until periods greater than 12 months from the balance sheet date. The majority of the Group's loans and borrowings is repayable entirely on maturity date.

The Group did not have any defaults on principal or interest or other breaches with respect to its loans and borrowings during the period ended 30 June 2024 and the year ended 31 March 2024.

Certain non-regulated Group companies have pledged collateral as security in respect of the loan notes in the form of a general charge over their assets. The Group has a revolving credit facility (RCF) of £137.5m (31 March 2024: £137.5m) with a final maturity date of 1 May 2026, of which £30.0m (31 March 2024: £30.0m) is allocated to letters of credit callable on demand that support DGI's Tier 2 Ancillary Own Funds (AOF) for Solvency II purposes. As at 30 June 2024 £39.0m (31 March 2024: £37.0) of the Group's RCF had been drawn.

## 12. Related parties

The nature of related party transactions of the Group are consistent in nature and scope with those disclosed in note 34 of the Group's Annual Report and Accounts for the year ended 31 March 2024.

## 13. Financial risk management

The Group is exposed to financial risk through its financial assets and financial liabilities, and its appliance care service plans and insurance contracts. Risks include interest rate risk, credit risk, liquidity risk and foreign exchange risk.

The nature of these risks is disclosed in note 37 of the Group's Annual Report and Accounts for the year ended 31 March 2024.

*Credit ratings of significant classes of financial assets*

	30 June 2024 (Unaudited)			
	A- rated (or above)	BBB+ rated (or below)	Unrated	Total
	Institutions £m	Institutions £m	£m	£m
Cash and cash equivalents	10.9	-	-	10.9
Money market funds	-	-	-	-
Investment in unlisted securities	-	-	61.9	61.9
Investments carried at fair value	26.5	18.0	-	44.5
Trade and other receivables	-	-	80.9	80.9
	<b>37.4</b>	<b>18.0</b>	<b>142.8</b>	<b>198.2</b>
	31 March 2024 (Audited)			
	A- rated (or above)	BBB+ rated (or below)	Unrated	Total
	Institutions £m	Institutions £m	£m	£m
Cash and cash equivalents	26.4	-	-	26.4
Money market funds	0.3	-	-	0.3
Investment in unlisted securities	-	-	61.4	61.4
Investments carried at fair value	26.0	18.0	-	44.0
Trade and other receivables	-	-	85.0	85.0
	<b>52.7</b>	<b>18.0</b>	<b>146.4</b>	<b>217.1</b>

#### 14. Statement of cashflows – reconciliation of profit before tax to cashflows from operating activities

	Period ended 30 June 2024 (Unaudited) £m	Period ended 30 June 2023 (Unaudited) £m
Note		
<b>Profit before tax</b>	<b>8.4</b>	8.6
Adjustments for:		
Depreciation and amortisation	<b>12.4</b>	11.3
Finance costs	<b>17.6</b>	18.1
Investment income	<b>(0.4)</b>	(0.5)
Net finance expenses from insurance contracts	<b>0.8</b>	0.1
	<b>38.8</b>	37.6
<b>Changes in working capital</b>		
Decrease/(increase) in trade and other receivables	<b>4.3</b>	(5.1)
(Increase)/decrease in insurance contract assets	<b>(19.2)</b>	2.6
Decrease in trade and other payables	<b>(22.4)</b>	(11.5)
<b>Cash flows from operating activities</b>	<b>1.5</b>	23.6
Interest paid	<b>(6.1)</b>	(4.6)
Tax paid	<b>(2.5)</b>	(0.2)
<b>Net cash from operating activities</b>	<b>(7.1)</b>	18.8

## 4. NON-GAAP ALTERNATIVE PERFORMANCE MEASURES

### OTHER INFORMATION

#### Alternative Performance Measures

In order to fully explain the performance of the Group, management discuss and analyse the results in terms of financial measures which include a number of alternative performance measures ('APMs'). APMs are non-GAAP measures which are used to supplement the disclosures prepared in accordance with other regulations such as IFRS. Management believe these measures provide useful information to enhance the understanding of the Group's financial performance. However, APMs should be viewed as complementary to, rather than as a substitute for, the figures determined according to other regulations.

The APMs utilised by the Group may not be the same as those used by other companies and may change over time. The calculation of APMs is consistent with previous periods unless otherwise stated.

#### APMs derived from IFRS measures

A number of APMs relating to IFRS are utilised to measure and monitor the Group's performance. Definitions and additional information, including reconciliations to the relevant amounts in the IFRS Financial Statements and, where appropriate, commentary on the material reconciling items are included within this section.

#### Adjusted EBITDA

##### *Definition*

Profit or loss before tax, adding back depreciation, amortisation, other finance expenses and significant items.

##### **Relevance to strategy**

The adjusted measure is considered relevant to assessing the underlying performance of the Group against its strategy and plans. The rationale for excluding certain items is as follows:

- **Depreciation:** a non-cash item which fluctuates depending on the timing of capital investment. Management believe that a measure which removes this volatility improves comparability of the Group's results period on period.
- **Amortisation:** a non-cash item which varies depending on the timing of and nature of acquisitions, and on the timing of and extent of investment in internally generated intangibles such as software. Management believe that a measure which removes this volatility improves comparability of the Group's results period on period. Where applicable, impairment of intangible assets is also excluded as a significant item.
- **Significant items:** These items represent amounts which result from unusual transactions or circumstances and at a significance which warrants individual disclosure. Management believe that adjusting for such significant items improves comparability period on period. Significant items are those items that, in the Directors' view, are required to be separately disclosed by virtue of their nature or incidence to enable a full understanding of the Group's financial performance. See note 4 for further detail of amounts disclosed as significant in the year.
- **Other finance expenses:** represents the cost of issuing external debt and primarily exists due to the ownership structure and is not representative of underlying trading performance. Management believe removing finance charges improves year on year comparability and reduces any volatility impacts from macroeconomic markets.



The table below provides a reconciliation between GAAP and non-GAAP underlying performance measures.

### Reconciliation of adjusted EBITDA to profit for the period

	Period ended 30 June 2024 (Unaudited) £m	Period ended 30 June 2023 (Unaudited) £m
Insurance revenue	273.6	252.0
Other income	15.9	9.4
<b>Total revenue</b>	<b>289.5</b>	<b>261.4</b>
Insurance service expense	(214.1)	(188.6)
Other operating expenses	(36.9)	(35.2)
<b>Total expenses</b>	<b>(251.0)</b>	<b>(223.8)</b>
Investment income	0.4	0.5
Net finance expenses from insurance contracts	(0.8)	(0.1)
<b>Net financial result</b>	<b>(0.4)</b>	<b>0.4</b>
Adjust for items excluded from adjusted EBITDA		
- Significant items	2.8	(1.3)
- Net change for depreciation included in insurance service expenses	1.2	1.6
<b>Adjusted EBITDA</b>	<b>42.1</b>	<b>38.3</b>
Significant items	(2.8)	1.3
<b>EBITDA</b>	<b>39.3</b>	<b>39.6</b>
Depreciation and amortisation <sup>1</sup>	(13.3)	(12.9)
Other finance expenses	(17.6)	(18.1)
<b>Profit before tax</b>	<b>8.4</b>	<b>8.6</b>
Tax	(3.0)	(2.8)
<b>Profit for the year</b>	<b>5.4</b>	<b>5.8</b>

<sup>1</sup> Includes adjustment for depreciation costs which are included in insurance service expenses but excluded from adjusted EBITDA.

## 5. GLOSSARY OF TERMS

<b>Acquisition costs</b>	Commission and other expenses incurred on acquiring appliance care protection plan business
<b>ADIA</b>	Abu Dhabi Investment Authority, the Group's minority shareholder, via Luxinva S.A. (an entity wholly owned by ADIA) holds a stake of approximately 26%.
<b>Adjusted EBITDA</b>	Profit or loss before tax, adding back depreciation, amortisation, other finance expenses and significant items
<b>Adjusted EBITDA ex US</b>	Group Adjusted EBITDA excluding the results of our US business
<b>Alternative Performance Measure ('APM')</b>	An APM is a financial measure of historical or future financial performance, financial position, or cash flows, other than a financial measure defined or specified in the applicable financial reporting framework
<b>APRA</b>	The Australian Prudential Regulation Authority ('APRA') is a statutory authority of the Australian government and the prudential regulator of the Australian financial services industry
<b>B2B2C</b>	Business to Business to Consumer
<b>BaFin</b>	The Federal Financial Supervisory Authority better known by its abbreviation BaFin is the financial regulatory authority for Germany
<b>CAGR</b>	Compound annual growth rate
<b>Cash-generating unit ('CGU')</b>	A CGU is 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
<b>Churn</b>	Also referred to as 'customer churn' or attrition rate of customers. It represents the cyclical nature of customers changing their coverage
<b>Customers</b>	Individuals who have purchased appliance care service plans or policies
<b>CVC</b>	CVC, the Group's majority shareholder, via CVC Fund VII, with a stake of approximately 62%
<b>ECL</b>	Expected credit loss
<b>ESG</b>	Environmental, Social and Governance. It is a collective term for measuring a business's impact on social and environmental issues and its governance beyond simply generating revenue or making a profit
<b>FCA</b>	The Financial Conduct Authority is a financial regulatory body in the United Kingdom, but operates independently of the UK Government. The FCA regulates financial firms providing services to consumers and maintains the integrity of the financial markets in the United Kingdom
<b>First or second fix</b>	Percentage of repairs completed within the first or second visit to a customer
<b>Free cash flow</b>	Defined as the sum of: (i) free cash flow of the non-regulated business; plus (ii) changes in distributable earnings from the regulated business over the amount of capital to be held for regulatory purposes determined in accordance with Solvency II principles
<b>FVOCI</b>	Fair value through other comprehensive income
<b>FTPL</b>	Fair value through profit or loss
<b>FY</b>	Financial Year
<b>General Data Protection Regulation ('GDPR')</b>	The GDPR is a regulation in EU law on data protection and privacy for all individual citizens of the European Union ('EU') and the European Economic Area ('EEA')
<b>Group</b>	The Domestic & General group of companies, comprising Galaxy Finco Limited and all subsidiaries as set out in note 33 in the notes to the FY24 Financial Statements
<b>IAS</b>	International Accounting Standards

<b>Insurance acquisition cash flows</b>	Costs to secure a portfolio or group of insurance contracts, such as costs of selling and underwriting.
<b>Insurance revenue</b>	Amount of expected premium receipts for providing insurance services recognised in the period
<b>Insurance service result</b>	Expenses associated with providing insurance services. Comprising of insurance revenue, incurred claims, amortisation of acquisition cash flows, losses on onerous contracts and other costs associated with providing insurance services.
<b>IFRS</b>	International Financial Reporting Standards
<b>M&amp;A</b>	Mergers and Acquisitions
<b>Net Promoter Score ('NPS')</b>	The net promoter score ('NPS') measures the loyalty of a company's customer base with a score from -100 to +100, which comes from customers answering the question "How likely are you to recommend this company?"
<b>OCI</b>	Other comprehensive income
<b>OEM</b>	Original Equipment Manufacturer
<b>OKR</b>	Objectives and Key Results is a goal-setting framework used by businesses to define measurable goals and track their outcomes
<b>Other income</b>	The amount of non-insurance sales recognised in the period either from sales made in previous periods and deferred or current year sales that are recognised in the current period
<b>Partners</b>	Business partners (for example manufacturers, retailers and financial service companies) for whom we provide appliance care services including design, arrangement, pricing, selling, administration and distribution of appliance care service plans and policies for customers
<b>Point-of-need ('PoN')</b>	An appliance care plan sold at the point at which an appliance breaks down. The plan includes a repair, plus an extended appliance care cover
<b>Post-point-of-sale ('PPoS')</b>	An appliance care plan sold after the appliance has been purchased
<b>PRA</b>	The Prudential Regulation Authority ('PRA') is a United Kingdom financial services regulatory body. The authority is structured as a limited company wholly owned by the Bank of England and is responsible for the prudential regulation and supervision of banks, building societies, credit unions, insurers and major investment firms. It sets standards and supervises financial institutions at the level of the individual firm
<b>PRA yield curve</b>	The risk-free rates produced by the Bank of England, used to calculate the present value of future costs.
<b>RCF</b>	Revolving credit facility
<b>Retail Point-of-Sale ('PoS')</b>	A retailer protection plan sold at the same time as the appliance
<b>SECR</b>	Streamlined Energy and Carbon Reporting
<b>Section 172</b>	Section 172 of the Companies Act 2006 requires directors to explain how they have considered certain interests when performing their duty to promote the success of the company
<b>Service Level Agreement ('SLA')</b>	A service level agreement is a commitment between a service provider and a client. Particular aspects of the service – quality, availability, responsibilities – are agreed between the service provider and the service user
<b>Solvency II</b>	The Solvency II Directive is a Directive in European Union law that codifies and harmonises the EU insurance regulation. Primarily this concerns the amount of capital that EU insurance companies must hold to reduce the risk of insolvency
<b>Solvency ratio</b>	The solvency ratio is based upon the aggregation of the individual solo DGI and DGIEU eligible own funds and capital requirements respectively
<b>TCFD</b>	Task Force on Climate-Related Financial Disclosures

<b>Unrestricted cash</b>	Defined as the cash and cash equivalents balance of the unregulated business and the excess distributable reserves of the regulated business over and above regulatory capital requirements
<b>USP</b>	Undertaking Specific Parameters as defined by EIOPA to adjust standard formula
<b>Value in Use ('VIU')</b>	The present value of the future cash flows expected to be derived from an asset or cash-generating unit