16 May 2025

HARDMAN & CO.

ACCESSO TECHNOLOGY GROUP

30 new venue contracts and pipeline remains strong

FY24 results, released last month, were in line with its January trading update. Revenues grew by 5.3%, when excluding discontinued components, while cash EBITDA eased by 3.4% to $22.8m to reflect a margin of 15.0%. Management is cautious on the near-term outlook due to uncertainties over the impact of trade wars on consumer sentiment. We have cut our revenue forecasts by 4% in FY25 and 6% in FY26 to reflect this uncertainty. However, costs also fall and FY26 adjusted EPS moves higher in USD terms. In spite of the opportunities, the shares trade on a modest 12x our FY27E earnings, supported by a strong balance sheet.

- **Strategy:** accesso's purpose is to partner with venue operators worldwide to deploy technology solutions that enhance guest experiences and optimise venue revenue. accesso is the clear leader; no competitor has the breadth of solutions, customer base or geographical reach that accesso can offer.

- **FY24 results:** Group revenue grew by 1.9%, or 0.5% at constant currencies, to $152.3m, and adjusted operating profit rose by 13.1%, to $21.1m, reflecting cost discipline. accesso won 30 new venue contracts in 2024 and its pipeline remains strong. The group finished the year with $25.9m in adjusted net cash.

- **Valuation:** The stock trades on 14x our forecast earnings in FY25, falling to 13x in FY26 and to 12x in FY27. In addition, accesso has a strong net cash position and healthy cash generation with a free cashflow yield of ca.6.6% in FY25E. Further, the quality of revenues is improving, with 85.5% repeatable.

- **Risks:** The pandemic highlighted risks associated with the global leisure industry. However, the downturn was less than feared and drove accelerated digital transformation. Customer concentration is declining as the customer base expands: four flagship customers now generate less than half of revenues.

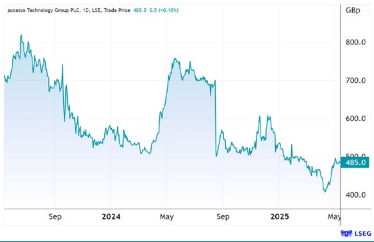
- **Investment summary:** accesso is a unique investment proposition in an ever-declining UK software universe as peers continue to be snapped up by industry buyers and private equity. The stock rebased following the 2018 sell-off and pandemic and now trades at substantially more value-oriented levels, supported by improved cash generation. accesso sizes its total addressable market at $2.3bn, giving it a ca.5.6% market share and with plenty of scope for growth.

Financial summary and valuation

Year-end Dec ($000)	2022	2023	2024	2025E	2026E	2027E
Revenues	139,730	149,515	152,291	155,000	162,682	170,788
Cash EBITDA	25,805	23,626	22,831	23,598	25,388	27,322
Adjusted EBITDA	27,761	26,064	24,926	26,698	28,642	30,738
Adjusted operating profit	17,216	18,633	21,078	22,107	23,824	25,680
Underlying PBT	14,384	16,386	17,127	17,483	18,899	20,515
Statutory PBT	12,417	8,808	11,681	13,445	15,149	17,116
Adjusted basic EPS (c)	35.93	37.48	38.39	45.29	49.56	53.33
Adjusted diluted EPS (c)	34.51	36.46	37.44	44.20	48.36	52.04
Adjusted diluted EPS (p)	27.92	29.31	29.30	34.00	36.36	39.13
Net debt/(cash)	(64,663)	(23,959)	(25,875)	(28,287)	(46,775)	(66,815)
P/E (x)	17.3	16.4	16.5	14.2	13.3	12.3
FCF yield (%)	3.4	8.0	2.8	6.6	7.1	7.7

Source: Company accounts, Hardman & Co Research

Technology



Source: LSEG, 2025

Market data

EPIC/TKR	**ACSO**
Price (p)	**482**
12m high (p)	768
12m low (p)	387
Shares (m)	40.992
Mkt cap (£m)	197.6
EV (£m)	178.0
Free float*	95.57%
Country of listing	UK
Currency	GBP
Market	AIM

*As defined by AIM Rule 26

Description

accesso Technology Group provides technology solutions to the global leisure & entertainment sector, and it currently serves more than 1,200 venues worldwide.

Company information

CEO	Steve Brown
CFO	Matthew Boyle
Chair	Bill Russell

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Key shareholders (as at 2 May)

Directors & Group EBT	4.43%
Long Path Partners	16.05%
Canaccord Genuity Group	13.14%
Chelverton AM	4.79%
BFG Inv. Mgmt.	3.42%

Diary

Sep'25	Interim results

Analyst

Richard Jeans rj@hardmanandco.com

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Executive summary

accesso is the clear industry leader

accesso has established its position as the leading technology provider to the leisure and attractions industry, with an unrivalled customer base, as shown in the chart on page 6. It has achieved this through assembling a portfolio of products, including industry-leading solutions in ticketing and point-of-sale (POS) and patented solutions in queue line management. Disney, the leisure and attractions industry goliath, invests billions of dollars in technology; this puts pressure on other operators, which have substantially smaller budgets and therefore need to outsource their IT. accesso is in the perfect position to provide solutions to these operators.

FY24 wins included two major developments in Saudi Arabia
30 wins in 2024 vs. 28 in 2023
2024 wins included:
Little Lion Entertainment
Sundance Mountain Resort
Greater Vancouver Zoo
National Medal of Honor Museum Foundation
Cleveland Metroparks Zoo
Seven Saudi Entertainment Ventures
Qiddiya

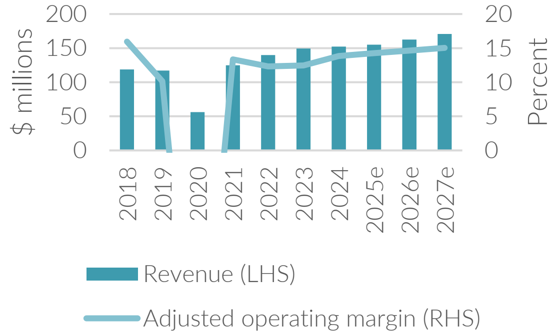
Source: accesso

Focus on cultivating a global go-to-market strategy

The group has been busy assimilating recent acquisitions, including completing the Freedom POS product and bringing it to market. The Horizon acquisition accelerated the internationalisation of the group, adding over 200 new venues to the customer base, and won two key customers in Saudi Arabia (Seven and Qiddiya) in FY24.

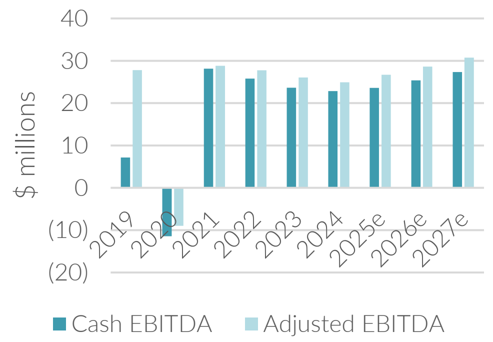
The focus now is on strengthening the group's global commercial operation – realigning resources and the go-to-market strategy to more comprehensively address the group's expanded range of solutions with its global market reach. This includes expanding the groups international sales force, which currently only has three salespeople – two in Europe and one in Asia Pacific.

Valuation 1



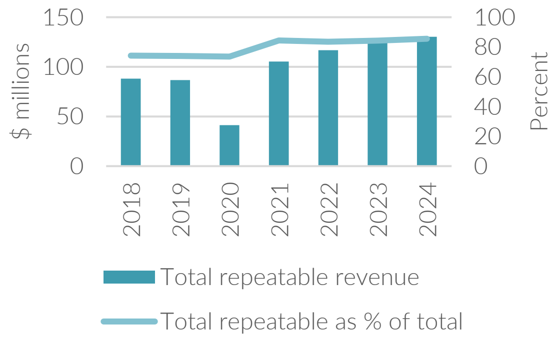
- Following the pandemic downturn, and in spite of the macroeconomic uncertainties, we believe sustainable growth is returning to the business.
- accesso has a leading market position in its niche.
- Growth is supported by four recent acquisitions and the group has a strong pipeline of opportunities.
- We forecast rising operating margins.

Valuation 2



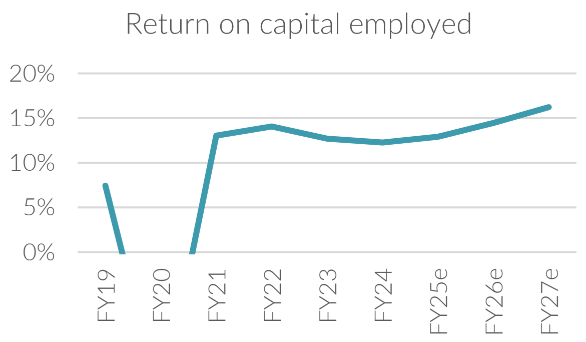
- Cash EBITDA – the group's primary alternative performance measure – is a conservative profitability metric that deducts capitalised internal development costs. Cash EBITDA margins are healthy, and we forecast them to rise.
- Here, we compare it with a traditional adjusted EBITDA measure, which includes the development cost impact.
- As development cost capitalisation has significantly fallen in recent years, cash EBITDA is only slightly less than adjusted EBITDA.

Valuation 3



- Group revenue quality has been improving.
- The repeatable revenue ratio stood at 85.5% in FY24, significantly higher than pre-pandemic levels.
- This is due to a number of reasons, including the success of partnership-based revenue share models as well as the transferring of managed theme park operations to the operator and moving away from providing hardware.
- Also, recurring licence revenue has risen due to the acquisitions of VGS (Horizon) and Paradox.

Valuation 4



- ROCE continues to stabilise in the mid-teens, above pre-pandemic levels.
- We forecast ROCE to move higher, supported by strong cash generation and rising operating margins.
- ROCE is held back by a somewhat inflated capital base relating to previous acquisitions.
- However, we expect capital employed to decline with strong cash generation and buybacks along with ongoing amortisation of acquired intangibles.

Source: Company data; Hardman & Co Research

Investment case

High-quality, increasingly diverse customer base

The group is continuing to broaden its customer base, both geographically and across verticals, and some of the top names in the global leisure industry are customers. The Paradox acquisition strengthened the group's position in ski resorts, while VGS boosted the customer base globally, including through venues in North Africa, the Middle East and Italy. This increased presence, coupled with the expanded range of solutions, enables further geographical expansion.

Revenue model that benefits from customers' success

Three-quarters of the group's revenues are transactional or revenue share, which means that the business shares in the success of its customers. Additional recurring revenues take the total repeatable revenues to 85.5% of the FY24 revenue total.

Highly experienced management team

The executive team members are not only experts in the technology field but also have broad experience of the leisure and attractions industry. The CEO joined the accesso ticketing business in 2008 and returned to the business in 2020 after a two-year break. The CFO has been with accesso for six years. The COO joined the group in March, bringing 15 years of senior international executive experience, including seven years at Merlin, a top five accesso customer, where he was CTO.

Broad range of growth opportunities

The group provides technology to the leisure and attractions industry, which is in itself a growth industry, expanding in the mid-single-digit range. As the group provides a range of offerings across ticketing and guest experience, there is potential to up-sell and cross-sell solutions as well as expand geographically. We note that the Freedom POS offering, launched in May 2023, is targeting a market previously untapped by accesso in the food, beverage and merchandise space, which often represents a sizeable percentage of customers' revenues.

Strong competitive position

The ability to offer a broad range of solutions gives the group a significant advantage over competitors. In addition, the group's staff have significant hands-on experience in the leisure and attractions industry, which gives it a significant edge over generic competition. Finally, the group has a portfolio of patents that protect its intellectual property, including accesso Passport, Qband, Qsmart, Qview and The Experience Engine, both in the US and internationally.

Healthy financials

While net cash inflow from operating activities dipped 53% to $12.1m in FY24, the group remained cash-generative and cash conversion has been strong in recent years. We forecast cash conversion of ca.100% going forward, based on our methodology. The group retains a strong balance sheet, with cash of $42.8m and net cash of $28.7m (excluding leases), as at 31 December 2024.

More favourable valuation metrics

While the stock was highly rated in the years leading up to the 2018 peak, and traded at over 50x FY17 earnings at the share price height in 2018, it now trades at significantly lower ratings of 14.2x our forecast for FY25 earnings, falling to 13.3x in FY26E and 12.3x in FY27E. In addition, the group now has higher-quality revenues and consequently a more positive cash-generation profile.

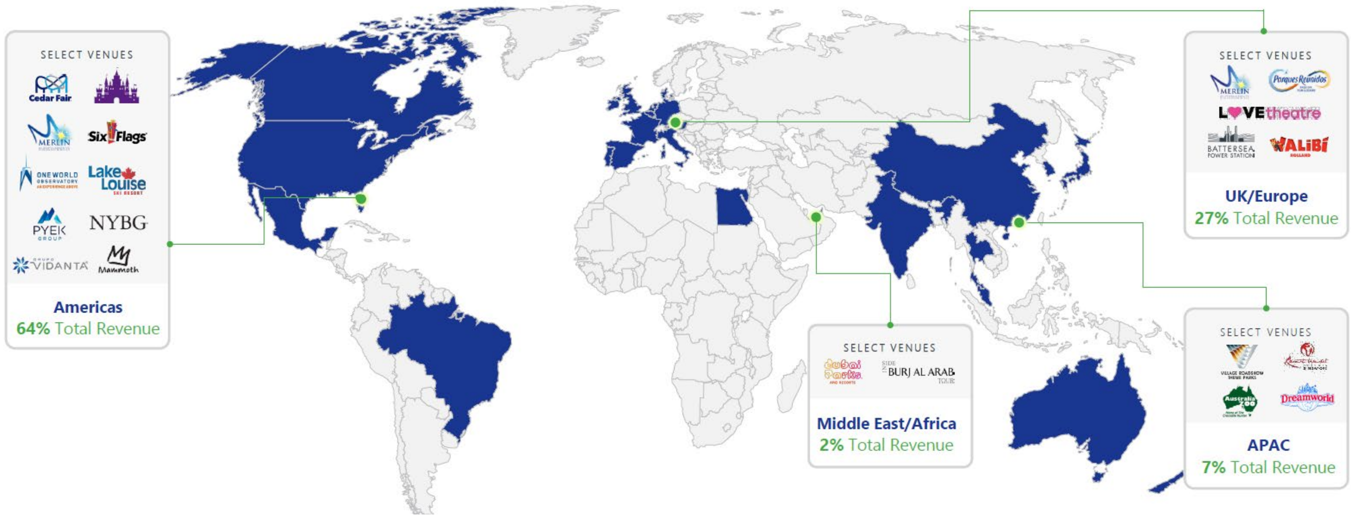
Company description

Unique position as the leading technology provider to the global leisure and attractions industry

accesso is the leading technology provider to the global leisure and attractions industry, providing solutions to more than 1,200 venues in 34 countries around the globe. accesso's solutions allow venues to increase the volume and range of on-site spending and to drive increased transaction-based revenue through ticketing, POS, virtual queuing, distribution and experience management software.

The group's corporate head office is in Twyford, Reading, United Kingdom, while most of the management team is based in Orlando, Florida. At the end of 2024, the group had 689 staff, operating across 12 geographies. accesso invests heavily in research and development, which encompasses around 300, or 44%, of the group's employees, to ensure its clients have access to cutting-edge technology that will have a positive impact on guests' experiences of their venues. Many team members have direct, hands-on experience working in the venues the group serves, which gives the group a significant advantage over generic competition.

Expansive customer base – 1,200+ venues across 34 countries, including the world's largest theme park in Orlando



Source: accesso FY24 presentation

FY24 results

Revenue, after excluding discontinued revenue lines, grew by 5.3%

FY24 revenue and cash EBITDA were in line with the guidance given in the January trading update. Total group revenue increased by 1.9% to $152.3m. After excluding discontinued seasonal staffing pass-through revenue and the Ingresso B2C exit, revenue expanded by 5.3% to $151.8m. On a constant currency basis, revenue growth was 0.5%.

Revenue quality continued to improve, as transactional revenue rose by 2.5% and total repeatable revenue represented 85.5% of the total, up from 84.2% in FY23 and 83.5% in FY22. Customer concentration continued to decline, with the group's top two customers representing 34.3% of FY24 revenue, down from 37.1% in FY23.

Adjusted operating profit rose by 13.1% to $21.1m (Hardman & Co basis) – the fourth consecutive year of growth. Core administrative expenses (Hardman & Co basis) grew by 6.3% to $96.7m. This included the full-year impact of the 82 new headcount joining the business from the three acquisitions completed in late 1H23 from both a staff cost perspective as well as other expenses such as rent and travel. It was tempered by cost savings, including ca.$0.5m in hosting costs that were saved during the year.

Cash EBITDA (accesso's key alternative performance measure) was 3.4% lower at $22.8m, reflecting sharply lower development cost amortisation. The cash EBITDA metric, which includes an add-back of capitalised development spend, was introduced pre-pandemic. Meanwhile, our adjusted EBITDA metric (which does not deduct development cost capitalisation) fell by 4.4% to $24.9m (see table immediately below).

The group ended 2024 with adjusted net cash of $25.9m (excluding a modest amount of leases and acquisition liabilities). This was down by $1.9m over the year but was after repurchased $8.1m of shares for cancellation as well as a $10.9m increase in working capital. The adjusted net cash number also excludes $2.8m in pass-through cash ($7.5m a year earlier) that relates to the Ingresso distribution business.

FY24 forecasts and actuals

Year ended 31 December ($000)	FY24 forecast	FY24 actual	Difference (%)
Revenue	**152,000**	**152,291**	**0**
Cost of sales	(29,841)	(33,283)	12
Gross profit	122,159	119,008	(3)
Gross margin	80.4	78.1	
Cash EBITDA	**22,831**	**22,831**	**0**
Cash EBITDA margin	15.0	15.0	
Core administrative expenses	(99,352)	(96,715)	(3)
Capitalisation of development costs	3,040	2,633	(13)
Adjusted EBITDA	**25,847**	**24,926**	**(4)**
Adjusted EBITDA margin	17.0	16.4	
Depreciation (including leased assets)	(1,559)	(1,476)	(5)
Amortisation of development costs	(4,940)	(2,372)	(52)
Adjusted operating profit	**19,348**	**21,078**	**9**
Adjusted operating margin (%)	12.7	13.8	
Amortisation on acquired intangibles	(5,000)	(4,212)	(16)
Share-based payment charge	(3,049)	(3,705)	22
Operating profit	11,299	13,161	16
Finance expense	(2,070)	(2,319)	12
Finance income	745	839	13
Profit before tax	9,974	11,681	17
Income tax (expense)/benefit	(2,693)	(2,598)	(4)
Profit for the period	7,281	9,083	25

Source: Company accounts (actuals), Hardman & Co Research (forecasts).

Outlook

Management is cautious on the FY25 outlook due to macroeconomic uncertainties. It expects revenue growth to be modest and unlikely to exceed the 5.3% reported in FY24. However, it says it is confident it can deliver a cash EBITDA margin in FY25 in line with or slightly ahead of consensus.

The FY25 outlook reflects a cautious stance amid ongoing macroeconomic challenges and new uncertainties tied to US trade policy and tariffs, making visitor attendance harder to predict despite strong overall demand for technology solutions. Nevertheless, in previous downturns, some of the group's customers have shown resilience where a high level of attendees live locally, or regionally, and often hold season passes. We note that three quarters of revenue are transactional in nature and therefore sensitive to visitor attendance figures.

Nevertheless, operators will adjust marketing, pricing and promotions to manage demand, while the diversification of the company's revenue base and the resilience of local and regional customers offer stability.

Additionally, the weaker US dollar acts as a tailwind for the business with about a third of revenues in non-US dollar currencies.

Acquisition of 1RISK

In early May 2025, accesso announced the acquisition of 1RISK – which provides cloud-based online liability waiver and incident risk management data technology for the leisure and recreation industries – for an undisclosed price. A liability waiver is a legal document in which one party agrees not to hold another party legally responsible for potential risks or damages that may occur during an activity, event, or use of a service.

Founded in 2012, 1RISK developed technology that streamlines the process of securing liability waivers for activities such as ticket and pass purchases, equipment rentals and lessons. Its SaaS-based solutions have also been expanded to include critical risk management tools, such as incident reporting and dispatch operations tracking, allowing operators to leverage data that reduces the frequency and severity of incidents over time.

The 1RISK liability waiver application, 1Waiver, is the market leading solution for ski resorts across North America. With more than 160 venues across North America – nearly half of which are also accesso clients – the technology enabled the completion of over 4m waivers in 2024 alone. accesso has long supported integration with 1Waiver across its eCommerce and point-of-sale technologies. Moving forward, the 1RISK range of solutions will be included as part of accesso's broader suite of offerings and will be made available exclusively to venues utilising accesso products. The initial focus is on the North American ski resorts, but it has the potential to be extended into other verticals and geographies in the future.

We have assumed an acquisition cost for 1RISK of $4m in 2025.

Target markets

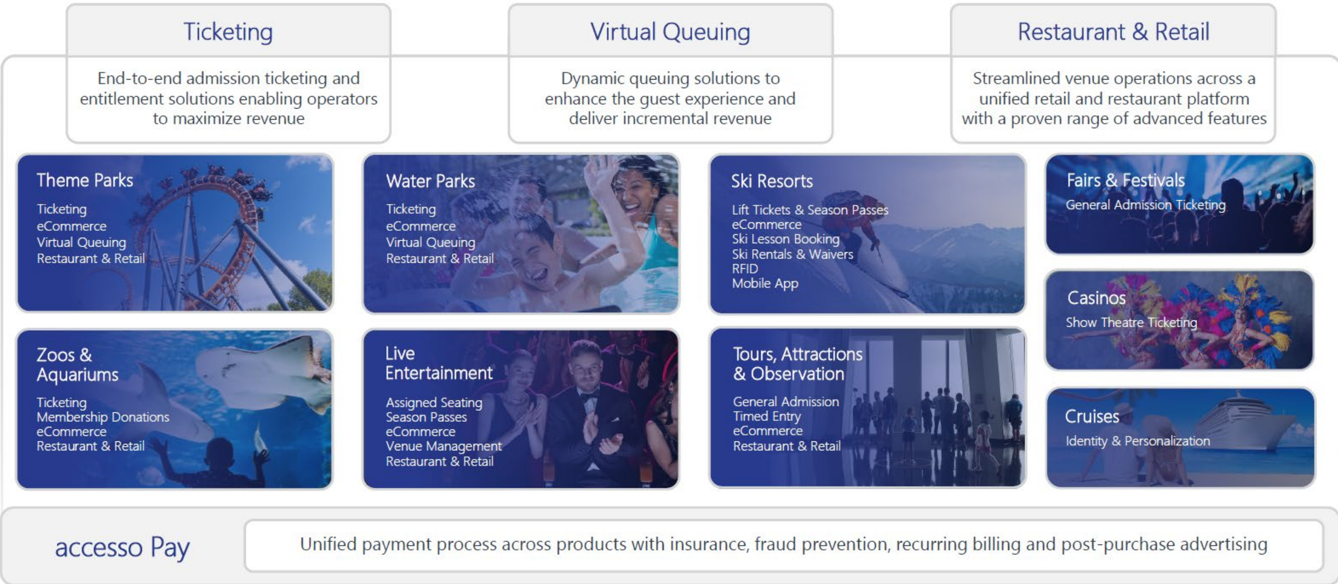
Amusements

This segment includes amusement parks to tourist attractions and museums. The group offers wide-ranging solutions for these customers, including ticketing, distribution, queue line management, POS and personalised guest experience. accesso is strategically extending its presence from tier-1 markets to lower tiers, with packaged offerings supported by professional services. Core market regions are North America, Europe, and Australia, with a strategic foothold in the rapidly growing Middle East market. The Middle East and Africa are projected to grow at a particularly fast rate, according to industry forecasts.

Reserved seating areas

The group's offering, ShoWare, targets reserved seating arenas for live entertainment, which includes theatres, concert venues, sports arenas, casinos, fairs and attractions. Historically, ShoWare has focused on the North and South American markets, where it has around 600 installations. The company launched its offering into the UK market in 2024. While the UK market is well established, the UK's cultural heritage around theatre, live music and spectator sports is underpinned by robust market dynamics and healthy projected growth.

Solutions and target markets



Source: accesso FY24 results presentation

Ski industry

The recently acquired Paradox offering is a modern solution that is expected to ultimately replace the group's legacy Siriusware solution. The two solutions have been developed in collaboration with industry insiders, tailored for snow sports enthusiasts. They position the group as a dominant supplier in the US market. The focus remains on the US and Canadian markets. There were 487 ski areas in the US in the 2023-34 season, with 60.4m annual skier visits (down from 65.4m in the prior season), which is more than any other country.

Zoos and aquariums

Solutions range from selling tickets online to tracking and monitoring membership usage, with the enterprise POS ticketing system and the solutions integrated with a wide variety of CRM solutions. The accesso Horizon offering strengthens the group's position in this market.

Three divisions

The group has two divisions based around ticketing-related products and guest experience as well as a professional services unit:

- **Ticketing and distribution**, which encompasses the ticketing units targeting different operators, along with the Ingresso distribution business, which provides a route for operators to distribute their surplus tickets.

- **Guest experience**, which includes virtual queuing solutions, The Experience Engine, which enables personalised customer experiences, and the group's restaurant and retail solutions.

- **Professional services**, which comprises professional services revenues generated independently of the group's other products. The presentation of the segmental information for professional services was previously disclosed as part of guest experience but was revised for the year-ended 31 December 2024 to reflect the structural changes within the group following the acquisitions made during 2023.

Segmental analysis

In the table below, ticketing includes the five ticketing solutions. Historically, it comprised accesso Passport, accesso ShoWare and accesso Siriusware and since 2023 also includes accesso Horizon and accesso Paradox. Distribution is entirely Ingresso, which will exclude its small B2C business going forward, as it has been discontinued and generated less than $0.5m revenue in FY24.

Queuing includes the accesso LoQueue virtual queuing solutions, while other guest experience includes TE2 and Freedom food and retail solutions, launched in 2023.

The table also shows how the company was affected by the pandemic in 2020 – the Ingresso distribution business was hit particularly severely.

Revenue on a segmental basis

Year-end 31 Dec ($000)	2020	2021	2022	2023	2024	% revenue
Ticketing	36,603	65,877	77,175	86,456	89,806	59.0
Change (%)	(37.1)	80.0	17.2	12.0	3.9	
Distribution	1,363	10,053	18,081	17,569	23,226	15.3
Change (%)	(93.5)	637.6	79.9	(2.8)	32.2	
Ticketing and distribution	**37,966**	**75,930**	**95,256**	**104,025**	**113,032**	**74.2**
Change (%)	(52.1)	100.0	25.5	9.2	8.7	
Queuing	8,348	32,888	28,179	29,937	27,570	18.1
Change (%)	(66.9)	294.0	(14.3)	6.2	(7.9)	
Other guest experience*	9,780	15,976	16,295	4,237	3,893	2.6
Change (%)	(22.6)	63.4	2.0	n/a	(8.1)	
Guest experience	**18,128**	**48,864**	**44,474**	**34,174**	**31,463**	**20.7**
Change (%)	(52.1)	169.5	(9.0)	(23.2)	(7.9)	
Professional services				**11,316**	**7,796**	**5.1**
Change (%)				n/a	(31.1)	
Total revenue	**56,094**	**124,794**	**139,730**	**149,515**	**152,291**	**100.0**
Change (%)	(52.1)	122.5	12.0	7.0	1.9	

Source: Company accounts

Ticketing and distribution

This division consists of six solutions.

accesso Horizon: ticketing and visitor management

accesso Horizon is a comprehensive ticketing and visitor management platform designed to streamline and enhance the guest experience across various venues, including theme parks, cultural sites, and entertainment complexes. Originally developed by VGS and rebranded following its acquisition by accesso in 2023, the platform offers a unified solution for managing guest entitlements, services and benefits in real time.

Key features of accesso Horizon include:

- **Real-Time Operations:** The platform enables dynamic pricing, availability management, and sales optimisation through real-time data, allowing operators to respond swiftly to changing conditions.
- **Multi-Venue Support:** Operators can manage multiple sites within a single portfolio, facilitating cross-promotion and seamless guest access across different locations.
- **Guest-Centric Design:** accesso Horizon provides a consistent experience across all guest touchpoints, supporting various devices and integrating with technologies like NFC, RFID, and QR codes for entitlement redemption.
- **Open API Integration:** The platform's open architecture allows for seamless integration with other systems, including financial and ERP platforms, enhancing operational efficiency.

accesso Horizon is utilised by major projects such as Qiddiya City in Saudi Arabia, where it serves as the core technology for managing a diverse range of attractions, including Six Flags Qiddiya and Aquarabia. Its scalability and robust feature set make it a versatile solution for venues aiming to deliver exceptional guest experiences while optimising their operations.

Accesso Horizon revenue model

accesso Horizon operates, primarily, on a traditional licence-based revenue model, supplemented by recurring maintenance and support fees. This structure involves clients paying an initial licensing fee, with revenue recognised upon the achievement of specific project milestones. Additionally, clients incur ongoing costs for maintenance and support services, contributing to a steady stream of repeatable revenue for accesso.

This model contrasts with accesso's other platforms, such as accesso Passport, which are more transactionally driven. The license-based approach of accesso Horizon provides greater revenue predictability and stability, particularly beneficial for large-scale, multi-venue operators.

Going forward, accesso plans to integrate eCommerce capabilities into accesso Horizon, leveraging its existing technologies to enhance the platform's functionality and potentially introduce additional revenue streams.

accesso Paradox: snow sports solutions

accesso Paradox is an all-in-one, cloud-based software platform tailored specifically for ski resorts and mountain operations. It was rebranded following accesso's acquisition of Paradocs Mountain Software, in April 2023.

Designed by ski industry professionals, accesso Paradox offers a comprehensive suite of tools to streamline resort operations and enhance the guest experience. Key features include dynamic pricing, eCommerce integration, automated reservations, instructor scheduling, and robust financial reporting. The platform supports various aspects of resort management, such as ticketing, rentals, snow sports, food and beverage services, and more.

accesso Paradox also facilitates year-round operations, enabling resorts to manage summer activities such as mountain biking and hiking with the same efficiency as winter sports. Its open architecture and full API access allow for seamless integration with other systems, enhancing operational flexibility and efficiency.

With a focus on improving both guest satisfaction and operational productivity, accesso Paradox serves as a versatile solution for ski resorts aiming to optimise their services across all departments.

The accesso Paradox revenue model is all transactional.

accesso Passport: online ticketing

accesso Passport is a fully hosted, cloud-based eCommerce ticketing platform designed to help leisure and entertainment venues maximise online sales, streamline operations, and enhance the guest experience. Widely adopted by theme parks, ski resorts, museums, zoos, and cultural attractions, it enables operators to sell a wide range of products – including daily tickets, season passes, memberships, meal vouchers, and merchandise – across all devices.

The platform offers robust features such as dynamic pricing, timed ticketing, and real-time inventory management. Its intuitive interface supports up-selling, cross-selling, and quick-selling strategies, encouraging guests to add value-added items like parking, dining packages or souvenirs during the purchase process. This approach has been shown to significantly boost revenue.

Recent enhancements to accesso Passport include integrations with popular payment methods such as Apple Pay, Google Pay, PayPal, Venmo, and Amazon Pay, as well as "Buy Now, Pay Later" options through Uplift. The platform also features a redesigned guest self-service portal, allowing users to modify reservations and manage entitlements independently, thereby reducing the burden on customer support teams.

With its responsive design, accesso Passport ensures a seamless shopping experience across desktops, tablets, and smartphones. Its open architecture and full API access facilitate easy integration with other systems, providing venues with the flexibility to adapt to evolving guest expectations and operational needs.

Revenues are mostly generated on a revenue-share basis and contracts, typically, are for at least three years.

Merlin Entertainment, one of the group's flagship customers, uses accesso Passport across the globe, including in the US and Australia.

accesso ShoWare: box office ticketing

accesso ShoWare is a cloud-based, white-label ticketing platform designed to empower live entertainment venues with full control over their box office and online ticketing operations. Acquired by accesso in 2014, accesso ShoWare serves over 600 venues globally, primarily in North and South America, including performing arts centres, sports arenas, festivals, and fairs. It offers a customisable and mobile-friendly solution that enhances both patron experience and operational efficiency. While some customers could select accesso Passport, accesso ShoWare is a more price-effective solution. accesso ShoWare was launched in the UK in 2024.

Key features:

- **Interactive Seat Maps:** Patrons can select their preferred seats through intuitive, responsive seat maps, enhancing the purchasing experience across all devices.

- **Dynamic Pricing & Promotions:** Venues can implement flexible pricing strategies and targeted promotions, including limited-time offers and coupon codes, to drive sales and manage inventory effectively.

- **Customer Relationship Management (CRM):** Built-in CRM tools facilitate targeted email marketing, membership and VIP program management, and comprehensive patron data analysis to nurture loyalty and engagement.

- **Ticket Resale & Streaming:** The platform supports secure ticket resale options and offers streaming capabilities, enabling venues to reach broader audiences and provide flexible attendance options.

- **Comprehensive Reporting:** accesso ShoWare provides over 95 standard reports with customisable filters, offering valuable insights into sales, attendance, and patron behaviour to inform strategic decisions.

- **Print-On-Demand:** Venues can produce professional-quality tickets, badges, and promotional materials in-house, streamlining operations and enhancing branding opportunities.

By offering a robust suite of features and a user-friendly interface, accesso ShoWare enables venues to optimise ticket sales, enhance the guest experience, and maintain complete control over their ticketing operations.

The accesso ShoWare revenue model is transactional.

The company recently announced the following customer wins:

Stony Brook Athletics & Stony Brook Southampton, New York. Expanding on accesso's existing relationship with Stony Brook University's Staller Center for the Arts, accesso has now extended its ticketing services to include Stony Brook Southampton and Stony Brook Athletics. As part of this expansion, the university's Division I Athletics programme is using accesso ShoWare to power ticketing for football, men's and women's basketball and lacrosse.

Aims Community College in Greely, Colorado. This public community college serves north Colorado and is the first community college in accesso ShoWare's growing network of educational institutions leveraging the platform for campus events and performances.

Ritz Theater in Sanford, Florida. The 500-seat performing arts venue located in Historic Downtown Sanford is known for its dynamic mix of theatrical performances, ballet, magic, and special events.

Edmond Town Hall in Newtown, Connecticut. A 1930s Georgian-style building on the National Register of Historic Places, this 500-seat live entertainment and movie venue has a rich community legacy.

Rialto Theatre in Loveland, Colorado. The Rialto is the preeminent performing arts venue in Loveland. Following a competitive RFP process, the City of Loveland selected accesso ShoWare for its flexible platform.

accesso Siriusware: point-of-sale ticketing

Acquired by accesso in 2013, accesso Siriusware is a comprehensive, modular point-of-sale (POS) and ticketing system tailored for attractions such as ski resorts, museums, zoos, aquariums, and other leisure venues. It offers a unified platform to manage ticketing, retail, food and beverage (F&B), rentals, access control, and guest services, all integrated into a single, customizable solution.

Following the acquisition of accesso Paradox, Siriusware customers have the option to switch to the Paradox hosted solution. accesso will continue to support Siriusware as long as it makes commercial sense.

Ingresso: ticketing distribution system

Ingresso is a global ticket distribution platform that enables venues and attractions to expand their reach by connecting their ticketing systems directly to a vast network of third-party sellers, including eCommerce retailers, travel agents, and tour operators. Through a single API integration, Ingresso allows for real-time ticket sales across multiple channels, eliminating the need for traditional paper vouchers and streamlining the ticketing process for both venues and customers. It has been UK, West End-focused, but accesso has been seeking to broaden its customer base across the leisure industry. However, the plan was slowed when the business was shut down during the pandemic. Six Flags, Cedar Fair and Merlin Entertainment are now customers.

Key features and benefits:

- **Real-Time Inventory Integration:** Ingresso connects directly to a venue's ticketing system, providing live access to ticket inventory. This ensures that customers can purchase actual tickets rather than vouchers, reducing the risk of overbooking and enhancing the customer experience.

- **Expanded Distribution Network:** By partnering with Ingresso, venues can tap into a global network of distributors, reaching billions of potential customers worldwide.

- **Simplified Operations:** Ingresso's system reduces the complexity of managing multiple distribution partners by consolidating ticket sales and settlements through a single platform. This streamlines operations and reduces administrative overhead.

- **Enhanced Customer Experience:** With features like live seat maps and mobile ticketing, Ingresso improves the purchasing process for customers, allowing them to select specific seats and receive tickets instantly on their devices.

- **Data Ownership and Branding:** Venues retain full control over customer data and branding, even when tickets are sold through third-party channels. This ensures consistent branding and valuable customer insights.

In summary, Ingresso serves as a powerful tool for venues aiming to increase ticket sales, broaden their market reach, and enhance operational efficiency by leveraging a comprehensive, real-time ticket distribution network.

Guest experience

This division consists of three solutions.

accesso LoQueue

accesso LoQueue is a virtual queuing system designed to enhance guest experiences at attractions by allowing them to wait digitally rather than in physical lines. This system enables guests to reserve their place in line via mobile devices or wearable technology, such as the accesso Prism, freeing them to explore other areas of the venue while waiting their turn. When guests wait less, they can enjoy more, which also gives them time to spend more, for example, on food and beverages. The original product was a rented hardware device called a Q-bot, but this is now out of service. Today, in dry parks, the product offering has entirely switched to a mobile phone app. In water parks, the Prism wristband is used.

The solution can be tailored for individual parks; for example, a typical approach is to have silver, gold and platinum levels, with scaled wait times and the platinum level able to go straight to the front of the line at any time. accesso has park managers in many key parks who help tailor the levels (wait periods and pricing) according to demand, which can be affected by weather, seasonality or day of the week. During the pandemic, there was also some demand driven by the need for social distancing.

Key features of accesso LoQueue include:

- **Dynamic Queue Management:** Utilises real-time data and AI-driven queue length management (QLM) to provide accurate wait times, adjusting for variables like ride downtimes or weather conditions.
- **Flexible Access Levels:** Offers multiple service tiers, such as standard virtual queues and premium "One Shot" instant access, catering to diverse guest preferences and budgets.
- **Enhanced Guest Satisfaction:** By reducing physical wait times, guests can engage more with food, retail, and other attractions, leading to increased in-venue spending and higher satisfaction scores.
- **Accessibility Support:** Features like "Reverse Queuing" assist guests with disabilities by allowing immediate ride access followed by a cooldown period equivalent to the standard wait time.

Overall, accesso LoQueue aims to improve operational efficiency and guest enjoyment by minimising wait times and maximising engagement opportunities within venues.

accesso LoQueue operates a transaction-based revenue model with long-term contracts typically involving a revenue-share arrangement with operators. There are also hardware sales in the Prism band.

accesso Freedom

accesso Freedom is a cloud-native, fully hosted point-of-sale (POS) solution. accesso Freedom builds upon the intellectual property acquired from Omnico Group, a solutions provider with over 20,000 installations worldwide, supporting more than 200 million guests annually. This foundation has enabled accesso to deliver a modern POS platform optimised for speed, flexibility, and ease of use.

Designed for venues such as theme parks, ski resorts, cultural institutions, resorts, and casinos, it unifies restaurant and retail sales into a single, scalable platform to enhance guest experiences and streamline operations.

Key features:

- **Unified Sales Platform:** Integrates restaurant and retail transactions across various touchpoints, including kiosks, mobile devices, and operator-assisted terminals, ensuring consistent pricing, offers, and promotions.
- **Flexible Ordering Options:** Supports multiple purchasing methods like mobile ordering, self-service kiosks, and traditional point-of-sale terminals, catering to diverse guest preferences.
- **Comprehensive Kitchen Management:** Provides tools for managing orders across all entry points, suitable for both table service and quick-service operations.
- **Open Architecture with API Access:** Offers full API access, allowing seamless integration with other systems and enabling features like chatbot ordering and voice-based transactions.
- **Scalability and Flexibility:** As a multi-tenant Software-as-a-Service (SaaS) platform, it can scale to accommodate venues of any size, adapting to evolving operational needs.
- **User-Friendly Administration:** Features intuitive system administration and reporting tools, facilitating easy management and control over sales operations.

Benefits:

- **Enhanced Guest Experience:** By offering flexible purchasing options and consistent service across all sales points, guests enjoy a seamless and convenient experience.
- **Operational Efficiency:** Streamlines both restaurant and retail operations within a single system, reducing complexity and improving staff productivity.
- **Increased Revenue Opportunities:** Accelerates transactions and supports higher cart values through enhanced self-service options and promotional capabilities.

For venues seeking a modern, adaptable POS solution that caters to the dynamic needs of the leisure and entertainment industry, accesso Freedom offers a comprehensive and scalable platform.

accesso Freedom revenue model

accesso Freedom operates on a customised subscription-based revenue model. As a cloud-native, Software-as-a-Service (SaaS) platform, it offers a modular and scalable solution tailored to the specific needs of each venue. This approach enables venues to unify restaurant and retail transactions on a single platform, enhancing operational efficiency and guest experience.

Professional services

This comprises professional services revenues, generated independently of the group's other products. The majority of the revenue currently relates to work done with Carnival, the cruise ship operator, which the group inherited through its acquisition of The Experience Engine (TE2) in 2017.

accesso provides Carnival with advanced guest experience technology through its TE2 platform, which powers the OceanMedallion wearable system used on Carnival's MedallionClass ships. This technology enables a range of personalised and seamless services for guests, including:

- faster and more secure check-in processes;
- seamless mobile ordering for food and beverages;
- instant unlocking of stateroom doors;
- wayfinding and instant location awareness throughout the ship; and
- enhanced personalisation of the onboard experience.

The OceanMedallion wearable uses secure, encrypted technology to deliver these features, helping Carnival create a highly personalised and frictionless cruise experience for its guests. It also provides operational benefits, such as giving ship captains real-time knowledge of guest locations for safety and service improvements.

Strategy

accesso's purpose is to partner with leisure attraction operators worldwide to deploy technology solutions that enhance guest experiences throughout their journey, from anticipation and planning to repeat visits. The company emphasises its commitment to providing comprehensive solutions and investing in research and development to ensure innovation and relevance.

accesso prioritises long-term partnerships with clients, aiming to expand its software stack to increase value delivery and establish a vital role in service delivery. The strategy focuses on driving efficiencies, augmenting coverage of the guest journey through innovation, and responding to the increasing demand for mobilisation and self-service. accesso aims to grow existing, and develop new revenue streams for clients, aligning its success with theirs through a clear strategy and stakeholder alignment.

In order to accelerate revenue growth, management plans to restructure the group's commercial operation to realign resources and go-to-market strategy to more comprehensively address its expanded range of solutions and global market reach. This will involve adding to the headcount outside the US – salespeople currently are less than 12, of which only three are outside the US – two in Europe and one in Asia Pacific. It will also involve investing in the infrastructure to support the sales team and boosting visibility. The company is recruiting a new Chief Commercial Officer to oversee this process.

Growth strategy

Source: accesso FY24 results presentation

Acquisition strategy

Bolt-on acquisitions remain part of the strategy The group has made five acquisitions following the pandemic – the first being the purchase of intellectual property in 2022 that is now the Freedom POS product. Horizon, Paradox and Digisoft were acquired in 2023, and the acquisition of 1RISK was announced in May 2025. These deals followed a five-year break from acquisitions. The company has been focused on integrating the recent acquisitions. One important feature of these acquisitions is that accesso knew the businesses extremely well before acquiring them. For example, Steve Brown, CEO of accesso, worked with Paolo Moro, the VGS CEO, when Mr Brown was at Disney. Further, accesso had been Digisoft's primary customer for many years and it has been a long-standing partner with 1RISK.

While additional bolt-on acquisitions remain part of the strategy, a transformational deal is unlikely. The company has set out clear acquisition criteria that form the central part of the target selection process. It has said that potential targets must meet all of the following criteria:

- enhance the product offering;
- increase geographical and end-market diversification;
- broaden growth opportunities; and
- boost earnings within the first year.

Market environment

accesso services venue operators in the global leisure and attractions industry, which is a large and growing global market that, historically, has outpaced GDP growth. Admissions (ticket sales) typically account for over 50% of total visitor-generated revenue across the industry, while 20%-30% is from food and beverage sales and 10%-20% from merchandise.

accesso commissioned a report that breaks the market down into five areas:

Amusement parks: This is where the group origins are. Amusement parks feature a range of attractions, including rides and games, as well as other events. A theme park is a type of amusement park that is based around a central theme, often featuring multiple areas with different themes.

Destination attractions: These are wide ranging, from tourist attractions to museums. However, many will be too small to be a viable customer.

Ski resorts: The group remains focused on the North American market. According to accesso, there are currently 480 ski areas in the US, with some 65.4m annual skier visits, which is more than any other country in the world. Notably, the US market operates a different model than Europe. US resorts have a single operator while in Europe different functions are handled by different enterprises. This means it is not currently an objective to target the European market.

Performing arts: This sector requires a reserved seat ticketing system specifically designed for performing arts venues.

Zoos and aquariums: accesso states that zoos and aquariums across the globe have ca.700m visitors annually.

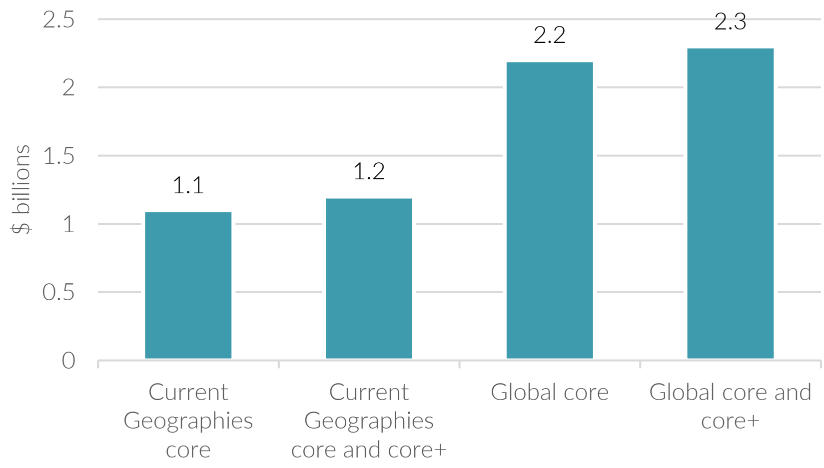
Addressable market

Based on data from a report commissioned by accesso, the company assesses its total addressable core market at $1.1bn. When including areas that are more peripheral to the business, such as casinos, fairs and festivals, where the group has some customers but opportunity is limited, this rises slightly to $1.2bn.

When including regions outside the US and the UK (i.e. where the group lacks a meaningful presence and excluding China and Russia), the number increases to $2.0bn. It increases by a further $0.3bn to $2.3bn when adding additional verticals of casinos, fairs and festivals in the expanded regions.

The group's total software and support revenue of $129m in FY23 suggests, according to our estimates, a market share of 10.8% in the current geographies and 5.6% globally.

Addressable market



Source: accesso FY23 results presentation
Core: Amusement Parks, Destination Attractions, Ski Resorts, Performing Arts, Zoos & Aquariums
Core+: Adds Casinos, Fairs and Festivals
Global excludes China and Russia as serviceable markets

accesso's strongest position is in amusement parks, where it has an 18% market share. However, this falls to 13% on a global basis, which gives the group significant room for growth. As with the above data, these numbers exclude China and Russia. The group has a lower share across the other four sectors, all of which are below 10% on a global basis. However, this gives accesso excellent scope for growth.

Sectoral breakdown

End market	Amusement parks	Destination attractions	Ski resorts	Performing arts	Zoos & aquariums
Current geographies core					
accesso share	18%	12%	10%	6%	2%
Estimated size	$267m	$136m	$145m	$345m	$194m
Global core					
accesso share	13%	9%	7%	4%	1%
Estimated size	$494m	$252m	$267m	$638m	$359m

Source: accesso Investor Showcase presentation
Note: Total addressable market sizing based on estimated take rates applied to total Ticketing, Food & Beverage, Retail, Membership Fees, and Donation spend

Competition

The competitive landscape is on a product-by-product basis and most of the group's competitors are privately owned. The most notable competitor is Gateway Ticketing Systems, while the others are mostly small, focus on specific market verticals and/or operate regionally.

Quoted peers in the ticketing space have predominantly B2C operations, such as Live Nation (NYSE: LYV) and Vivid Seats (Nasdaq: SEATS) in the US and CTS Eventim (ETR: EVD) in Germany. They are, therefore, not directly comparable with accesso. StubHub, which recently pulled its proposed NYSE IPO due to market volatility, also fits in the B2C space. While Eventbrite (NYSE: EB) operates a B2B2C model, it primarily serves individual event organisers, small to medium-sized businesses, and community groups.

Financials

Total group revenue increased by 1.9% to $152.3m in FY24. After excluding discontinued seasonal staffing pass-through revenue and the Ingresso B2C exit, revenue expanded by 5.3% to $151.8m. On a constant currency basis, revenue growth was 0.5%.

Gross margin increased by 170bp to 78.1%, following a 200bp improvement in FY23. Management expects the rising margin trend to continue, partly due to the exit from low-margin revenue lines. Core administration expenses rose by 6.3% to $96.7m. This includes the full-year impact of the 82 new headcount joining the business from the three acquisitions completed in late 1H23 from both a staff cost perspective as well as other expenses such as rent and travel. This was tempered by cost savings including ca.$0.5m in hosting costs that were saved during the year.

Cash EBITDA (accesso's key alternative performance measure) was 3.4% lower at $22.8m, reflecting sharply lower development cost amortisation. However, adjusted operating profit (Hardman & Co basis) rose by 13.1% to $21.1m – the fourth consecutive year of growth.

Transactional revenue, which is the core of the business, rose by 2.5% to $114.7m and represented 75.3% of FY24 group revenue, up from 74.8% in the prior year.

Business model

Transactional revenue represents 75% of the total, while total repeatable revenue represents 85.5%

Key to the business model is the partnership-based percentage of revenue approach. The group works in close co-operation with venues, utilising its expertise to increase its customers' revenues. This includes pricing guidance as well improving guest conversion rates.

Ticketing and eCommerce primarily involve a transaction-based revenue model supported by long-term contracts. Virtual queuing is also a transaction-based revenue model with long-term contracts typically involving a revenue-share arrangement with operators. There are also hardware sales of the Prism wristband.

Siriusware involves a traditional software model with licence sales, implementation and support.

Horizon operates a licence, maintenance and support model. Paradox is transactional for new business but with a legacy business that was a licence, maintenance and support model. ShoWare and Freedom operate transactional models.

TE2 involves recurring platform fees and professional services.

Ingresso is included within ticketing and is transactional revenue with a gross margin around 20%, which has an impact on the overall group margin. Professional services also include virtual queuing installation work in water parks and mobile apps work.

Included in "other" revenue are ancillary revenues, which the group generates through guest payment gateway partners. This includes ticket insurance, commercial agreements with payment processors, including PayPal commissions, and post-purchase advertising.

Revenue quality						
Year ended 31 December ($000)	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
Virtual queuing – transactional				22,727	25,754	25,705
Virtual queuing – staffing cost reimbursement				5,452	3,344	0
Virtual queuing	24,687	7,407	32,888	28,179	29,098	25,705
Ticketing and eCommerce	39,812	21,794	48,484	59,707	65,207	65,756
Distribution	21,097	1,363	10,053	18,081	17,569	23,226
Reservation revenue	0	726	4,073	18	0	0
Transactional revenue	**85,596**	**31,290**	**95,498**	**105,985**	**111,874**	**114,687**
Maintenance and support	8,742	7,711	7,281	7,122	9,338	10,187
Platform fees	1,149	2,263	2,592	3,007	3,352	3,164
Recurring licence revenue	0	0	0	604	1,505	2,232
Total repeatable	**86,745**	**41,264**	**105,371**	**116,718**	**126,069**	**130,270**
Licence revenue	3,496	2,322	2,162			
One-time licence revenue				2,145	2,881	2,550
Professional services	14,787	9,954	13,469	15,988	15,536	13,123
Non-repeatable revenue	**18,283**	**12,276**	**15,631**	**18,133**	**18,417**	**15,673**
Hardware	2,499	1,493	2,704	1,434	1,533	2,179
Other	913	1,061	1,088	3,445	3,496	4,169
Other revenue	**3,412**	**2,554**	**3,792**	**4,879**	**5,029**	**6,348**
Total revenue	**117,182**	**56,094**	**124,794**	**139,730**	**149,515**	**152,291**
Transactional as % of total	73.0	55.8	76.5	75.8	74.8	75.3
Total repeatable as % of total	74.0	73.6	84.4	83.5	84.3	85.5

Source: Company accounts

FY24 results analysis

The group won 30 new venue contracts in FY24, up from 28 in FY23. FY24 revenue and cash EBITDA were in line with the guidance given in the January trading update. Total group revenue increased by 1.9% to $152.3m. After excluding discontinued seasonal staffing pass-through revenue and the Ingresso B2C exit, revenue expanded by 5.3% to $151.8m. On a constant currency basis, revenue growth was 0.5%.

The group won 30 new venue contracts in FY24, up from 28 in FY23, indicating that demand remains strong. The new business was across a broad range of end-markets, with seven of these venues taking a combination of products. The future pipeline remains strong, and management has a clear focus on improving proposal conversion rates in 2025.

The group's new solutions are gaining traction. accesso Horizon has made important wins in Saudi Arabia. Despite project delays impacting FY24 trading, accesso has seen further new business flow from its expanded footprint in Saudi Arabia, including the new Six Flags theme park and the Aquarabia water park at the expansive new Qiddiya City development. The group's Restaurant & Retail proposition, accesso Freedom, is also demonstrating its long-term potential having secured its first 11 wins during the year with a strong pipeline for 2025.

Revenue quality continued to improve, as transactional revenue rose by 2.5% and total repeatable revenue represented 85.5% of the total, up from 84.2% in FY23 and 83.5% in FY22. Customer concentration continued to decline, with the group's top two customers representing 34.3% of FY24 revenue, down from 37.1% in FY23.

Adjusted operating profit rose by 13.1% to $21.1m (Hardman & Co basis) – the fourth consecutive year of growth. Core administrative expenses grew by 6.3% to $96.7m. This included the full-year impact of the 82 new headcount joining the business from the three acquisitions completed in late 1H23 from both a staff cost perspective as well as other expenses such as rent and travel. This was tempered by cost savings, including ca.$0.5m in server costs that were saved during the year.

Cashflows from operations, prior to working capital movements, rose by 8% to $25.7m, but working capital outflows of $10.9m reduced the cash generated from operations to $14.8m, down 47% on FY23. However, the company's definition of cash includes pass-through cash, which is disclosed in the annual report financial review. If this is reversed out, FY24 working capital outflow decreases by $4.7m to $6.2m.

The company says the working capital outflow was driven by an increased level of year-end trade, particularly in its distribution business that operates a "collect and remit" business model, receiving the face value of a ticket purchase and remitting to both the distributor and venue. This dynamic combined with the timing of larger annual supplier renewal invoices being settled prior to the year-end resulted in the overall working capital outflow.

Cash EBITDA (accesso's key alternative performance measure) was 3.4% lower at $22.8m, reflecting sharply lower development cost amortisation. The cash EBITDA metric, which includes an add-back of capitalised development spend, was introduced pre-pandemic. Meanwhile, our adjusted EBITDA metric (which does not deduct development cost capitalisation) fell by 4.4% to $24.9m (see table below).

The group ended 2024 with adjusted net cash of $25.9m (excluding a modest amount of leases and acquisition liabilities). This was down by $1.9m over the year but was after it repurchased $8.1m of shares for cancellation as well as the $10.9m increase in working capital. The adjusted net cash number also excludes $2.8m in pass-through cash ($7.5m a year earlier) that relates to the Ingresso distribution business.

In line with the ongoing capital allocation strategy, the group announced a share buyback programme of up to £8.0m ($10.7m) to be executed through the remainder of 2025.

In March, accesso appointed Lee Cowie as its Chief Operating Officer, a new role. Mr Cowie will be responsible for all operations, engineering, product and product delivery. Lee brings extensive expertise in technology and operational excellence, having driven successful digital innovation and efficiency programmes during his tenure as Chief Technology Officer at Merlin Entertainments. Prior to joining accesso, Mr Cowie served as Group Head of Technology for Nando's, the restaurant group, for one year, and prior to that he was CTO for seven years at Merlin Entertainments, a top five accesso customer, where he provided technology leadership for more than 125 visitor attractions spanning 28 countries.

EBITDA development									
Year-end 31 December ($000)	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025E**	**2026E**	**2027E**
Operating profit	**(56,278)**	**(30,354)**	**13,521**	**12,751**	**9,939**	**13,161**	**14,438**	**15,984**	**17,659**
Add: Exceptional expenditure on acquisition & integration	305	461	0	137	2,690	127	0	0	0
Add: Deferred equity-settled acquisition consideration	1,416	150	0	0	0	0	0	0	0
Add: Amortisation related to acquired intangibles	11,286	2,573	2,371	1,667	2,811	4,212	4,212	4,212	4,212
Add: Share-based payments	1,845	1,398	2,490	2,629	3,187	3,705	3,457	3,628	3,809
Add: Impairment of intangibles	53,617	2,627	0	32	6	0	0	0	0
Deduct: Reversal of impairment	0	0	(1,707)	0	0	0	0	0	0
Add: Amortisation and depreciation (excluding acquired intangibles)	16,014	14,664	12,183	10,744	7,832	4,259	4,591	4,818	5,058
Deduct: Capitalised internal development costs	(21,064)	(2,969)	(720)	(2,155)	(2,839)	(2,633)	(3,100)	(3,254)	(3,416)
Cash EBITDA	**7,141**	**(11,450)**	**28,138**	**25,805**	**23,626**	**22,831**	**23,598**	**25,388**	**27,322**
Cash EBITDA margin (%)	6.1	(20.4)	22.5	18.5	15.8	15.0	15.2	15.6	16.0
Capitalisation of development costs	21,064	2,969	720	2,155	2,839	2,633	3,100	3,254	3,416
Amortisation on patent and IPR costs	(97)	(21)	(28)	(199)	(401)	(411)	0	0	0
Add: Aborted sale/acquisition expenses	(305)	(461)	0	0	0	(127)	0	0	0
Miscellaneous	0	1	0	0	0	0	0	0	0
Adjusted EBITDA	**27,803**	**(8,962)**	**28,830**	**27,761**	**26,064**	**24,926**	**26,698**	**28,642**	**30,738**
Adjusted EBITDA margin (%)	23.7	(16.0)	23.1	19.9	17.4	16.4	17.2	17.6	18.0

Source: Company accounts, Hardman & Co Research

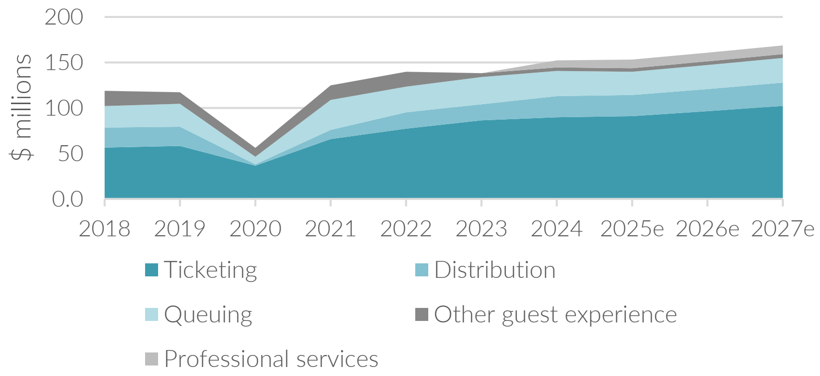
Ticketing rose by 4% to $89.9m, representing 59% of group revenue in 2024, up from 58% in FY23, and, on our forecasts, this will rise to 61% in 2027, helped by the acquisitions of Horizon and Paradox. Distribution soared by 32% to $23.2m as the Ingresso service was rolled out to more of the group's customers and despite the exit of Ingresso's low-margin B2C business, which took out ca.$2.5m of revenue.

Queuing slipped by 8% to $27.6m but remains ahead of pre-pandemic levels. Other Guest Experience slipped by 8% to $3.9m, as growth at the accesso Freedom restaurant and retail POS platform was more than cancelled by declines in the mobile apps business.

The new Professional Services segment fell by 31% to $7.8m, reflecting the timing and size of client projects, and we forecast a bounce back in the current year.

In all, the Ticketing and Distribution segment represented 74% of group revenue in 2024, up from 70% in 2023, while Guest Experience was 21% of revenue and Professional Services was 5%.

Revenue on a segmental basis



Source: Company accounts, Hardman & Co Research

On 26 May 2023, the group secured a $40.0m revolving credit facility with a four-year term, to May 2027, accompanied by a $20.0m accordion option (i.e. the facility is increasable by that amount). As at 31 December 2024, the group had drawn $14.75m ($14.1m net of finance costs).

The group had $42.8m of cash at year-end, which included $2.8m of pass-through cash associated with its Ingresso distribution business. The pass-through cash is payable to attractions and venues and does not form part of group revenue. Hence, the group had $39.9m of its own cash. In conjunction with the $39.9m own-cash position, less the drawn debt facility, the group ended the period with net cash at $25.9m (excluding leases). After ca.$1.4m of leases and with no outstanding acquisition liabilities, the overall net cash position was $24.5m.

Financial position

@ 31 December ($000)	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E
Cash	(16,205)	(56,355)	(64,050)	(64,663)	(51,814)	(42,769)	(45,323)	(63,960)	(84,157)
Less: pass-through cash					7,506	2,841	2,983	3,132	3,289
Own cash	(16,205)	(56,355)	(64,050)	(64,663)	(44,308)	(39,928)	(42,340)	(60,828)	(80,868)
Short-term debt	0	0	0	0	0	0	0	0	0
Long-term debt	15,851	26,699	0	0	20,349	14,053	14,053	14,053	14,053
Adjusted net bank debt/(cash)	**(354)**	**(29,656)**	**(64,050)**	**(64,663)**	**(23,959)**	**(25,875)**	**(28,287)**	**(46,775)**	**(66,815)**
Short-term leases	1,307	1,163	1,003	451	627	529	538	565	593
Long-term leases	4,976	3,790	2,733	769	1,177	893	909	954	1,001
Earnouts & deferred cons ST	0	0	0	0	0	0	0	0	0
Earnouts & deferred cons LT	0	0	0	0	221	0	0	0	0
Total net debt/(cash)	**5,929**	**(24,703)**	**(60,314)**	**(63,443)**	**(21,934)**	**(24,453)**	**(26,840)**	**(45,256)**	**(65,220)**
Net assets	**133,219**	**157,617**	**183,193**	**185,387**	**193,495**	**196,839**	**195,966**	**207,025**	**219,520**
Capital employed	139,148	132,914	122,879	121,944	171,561	172,386	169,126	161,769	154,300
Net debt/equity (%)	4	(16)	(33)	(34)	(11)	(12)	(14)	(22)	(30)

Source: Company account, Hardman & Co Research

Research and development

The group spent $44.8m on development expenditure during the year, up 1.4%. This represented 29.4% of revenue compared with 29.5% in the prior year. The capitalised component fell to $2.6m, or 5.8% of the total, compared with $2.8m in 2023. The spend includes $2.4m in relation to the development of the accesso Freedom product, launched in November 2023.

The group is also investing in composable commerce, with the first pilot expected to go live this summer. Composable commerce is a modern approach to building and managing eCommerce systems using modular, flexible, and interchangeable components. Composable commerce is increasingly important for accesso's customers because it enables operators to stay agile, meet evolving guest expectations, and integrate innovative technologies quickly without overhauling their entire digital ecosystem.

Forecasts

In broad terms, growth is a function of customers' price increases, attendee growth (in the venues the group supports), cross-selling/up-selling and the net addition of new venues. However, it is difficult to model the business on this basis, so we have modelled it on a divisional/product-focused basis.

We forecast growth of 2.1% in Ticketing in FY25, reflecting current caution on consumer sentiment. We forecast growth to expand to 6% in FY26 and FY27, reflecting strong demand for Passport, Horizon, Paradox and ShoWare.

We have cut our growth forecasts for Ingresso to 5% going forward to reflect the uncertain trading environment.

We forecast a 7.5% decline in Queuing in FY25, with 3% in FY26 and FY27, reflecting the maturity of the product. We forecast growth of 0.2% in Other Guest Experience in FY25, rising to 5% in FY26 and FY27, reflecting the continued rollout of the Freedom food & retail solution. We forecast Professional Services to bounce back by 21.9% to $9.5m FY25, following the 31.1% slide in FY24, and we forecast a similar level of revenue in FY26 and FY27. We note that Professional Services revenues fluctuate depending on customer demand and project lifecycles.

In all, we forecast group revenue to rise by 1.8%, to $155.0m, in FY25. We forecast revenue to rise by 5.0% to $162.7m in FY26 and by 7.4% to $170.8m in FY27.

Ticketing represented 59% of group revenue in FY24, and on our forecasts, this will edge up to 60% in FY27. The Ticketing and Distribution segment represented 74.2% of group revenue in FY24 while Guest Experience was 20.7% of revenue and Professional Services was 5.1%. We forecast Ticketing and Distribution to rise to 76.1% of group revenue in FY27, with Guest Experience at 18.4% and Professional Services at 5.6%.

Revenue on a segmental basis

Year-end 31 Dec ($000)	2024	% rev	2025E	2026E	2027E	% rev
Ticketing	89,806	59.0	91,713	97,215	103,048	60.3
Change (%)	3.9		2.1	6.0	6.0	
Distribution	23,226	15.3	24,387	25,607	26,887	15.7
Change (%)	32.2		5.0	5.0	5.0	
Ticketing and distribution	**113,032**	**74.2**	**116,100**	**122,822**	**129,935**	**76.1**
Change (%)	8.7		2.7	5.8	5.8	
Queuing	27,570	18.1	25,500	26,265	27,053	15.8
Change (%)	(7.9)		(7.5)	3.0	3.0	
Other guest experience	3,893	2.6	3,900	4,095	4,300	2.5
Change (%)	(8.1)		0.2	5.0	5.0	
Guest experience	**31,463**	**20.7**	**29,400**	**30,360**	**31,353**	**18.4**
Change (%)	(7.9)		(6.6)	3.3	3.3	
Professional services	**7,796**	**5.1**	9,500	9,500	9,500	5.6
Change (%)	(31.1)		21.9	0.0	0.0	
Total revenue	**152,291**	**100.0**	**155,000**	**162,682**	**170,788**	**100.0**
Change (%)	1.9		1.8	5.0	5.0	

Source: Company accounts, Hardman & Co Research

Gross margins

We forecast gross margins of 95% for Ticketing, reflecting the high-margin profile of the ticketing business. We forecast Distribution gross margins to rise above 20% as Ingresso has exited its low-margin B2C business and scales out across more accesso customers. We forecast Queuing margins of slightly above 80% going forward. The margins include the cost of park managers. We forecast other Guest Experience margins of 90% going forward, reflecting the growth of higher-margin Freedom transactional revenue, and with most Professional Services shifted to the new segment. We forecast Professional Services gross margins of 50%.

In all, we forecast group gross margins of 78.2% in FY25, rising to 78.7% in FY26 and 79.1% in FY27 as revenue quality continues to improve.

Gross profit and margin forecasts

Year-end 31 December ($000)	2025E	2026E	2027E
Ticketing	87,127	92,355	97,896
Gross margin (%)	95.0	95.0	95.0
Distribution	5,365	5,890	6,453
Gross margin (%)	22.0	23.0	24.0
Ticketing and distribution	**92,492**	**98,244**	**104,349**
Gross margin (%)	79.7	80.0	80.3
Queuing	20,528	21,275	22,048
Gross margin (%)	80.5	81.0	81.5
Other guest experience	3,510	3,686	3,870
Gross margin (%)	90.0	90.0	90.0
Guest experience	**24,038**	**24,960**	**25,918**
Gross margin (%)	81.8	82.2	82.7
Professional services	4,750	4,750	4,750
Gross margin (%)	50.0	50.0	50.0
Total gross profit	**121,280**	**127,954**	**135,017**
Gross margin (%)	78.2	78.7	79.1

Source: Hardman & Co Research

Forecast changes

In all, we have cut our FY25 revenue forecasts by 4% and FY26 by 6%. Core administration expenses also decline. Consequently, our cash EBITDA forecasts rise slightly in FY25 but fall by 4% in FY26. Earnings per share figures rise in both years, with the help of share buybacks, However, FY26 EPS are flat in GBP terms due to the strengthening of the pound against the US dollar.

Consolidated statement of comprehensive income

	Old	New	Change	Old	New	Change	New
Year-end 31 December ($000)	**2025E**	**2025E**	**%**	**2026E**	**2026E**	**%**	**2027E**
Revenue	**161,080**	**155,000**	**(3.8)**	**173,106**	**162,682**	**(6.0)**	**170,788**
Cost of sales	(32,884)	(33,720)	2.5	(35,096)	(34,728)	(1.0)	(35,771)
Gross profit	**128,195**	**121,280**	**(5.4)**	**138,010**	**127,954**	**(7.3)**	**135,017**
Gross margin	79.6	78.2		79.7	78.7		79.1
Cash EBITDA	**22,882**	**23,598**	**3.1**	**26,378**	**25,388**	**(3.8)**	**27,322**
Cash EBITDA margin	14.2	15.2		15.2	15.6		16.0
Core administrative expenses	(105,314)	(97,682)	(7.2)	(111,632)	(102,566)	(8.1)	(107,695)
Capitalisation of development costs	3,222	3,100	(3.8)	3,462	3,254	(6.0)	3,416
Adjusted EBITDA	**26,103**	26,698	2.3	29,840	28,642	(4.0)	30,738
Depreciation (including leased assets)	(1,549)	(1,491)	(3.8)	(1,665)	(1,565)	(6.0)	(1,642)
Amortisation of development costs	(4,027)	(3,100)	(23.0)	(3,462)	(3,254)	(6.0)	(3,416)
Adjusted operating profit	**20,527**	**22,107**	**7.7**	**24,713**	**23,824**	**(3.6)**	**25,680**
Adjusted operating margin	12.7	14.3		14.3	14.6		15.0
Amortisation on acquired intangibles	(5,000)	(4,212)	(15.8)	(5,000)	(4,212)	(15.8)	(4,212)
Share-based payment charge	(3,231)	0		0	0		0
Operating profit	12,296	(3,457)	7.0	(3,473)	(3,628)	4.5	(3,809)
Finance expense	(2,014)	0		0	0		0
Finance income	839	14,438	17.4	16,240	15,984	(1.6)	17,659
Profit before tax	11,121	(1,654)	(17.9)	(2,014)	(1,654)	(17.9)	(1,654)
Income tax (expense)/benefit	(3,003)	661	(21.2)	1,108	820	(26.0)	1,111
Profit for the period	8,118	13,445	20.9	15,335	15,149	(1.2)	17,116
Adjusted earnings per share (cents per share)							
Basic	41.06	45.29	10.3	48.21	49.56	2.8	53.33
Diluted	40.02	44.20	10.4	47.00	48.36	2.9	52.04
Average exchange rate (USD/GBP)	1.28	1.30	1.6	1.29	1.33	2.9	1.33
Adjusted earnings per share (pence per share)							
Basic	32.08	34.84	8.6	37.30	37.26	(0.1)	40.10
Diluted	31.27	34.00	8.7	36.37	36.36	(0.0)	39.13

Source: Hardman & Co Research.

Income statement

We forecast core administrative expenses to increase by 1% in FY25 and to rise by 5% in FY26 and FY27. Our adjusted operating profit rises by 5% to $22.1m in FY25, then by 8% in FY26 and FY27 to $23.8m and $25.7m, respectively. We forecast operating margins to rise from 13.8% in FY24 to 14.3% in FY25, 14.6% in FY26 and to 15.0% in FY27. These numbers translate into cash EBITDA margins of 15.2% in FY25, rising to 15.6% in FY26 and 16.0% in FY27. On our forecasts, cash EBITDA is 88% of adjusted EBITDA in FY26, rising to 89% in FY26 and FY27.

We assume a 27% tax charge going forward, which is predominantly influenced by the US corporate tax rate.

Consolidated statement of comprehensive income

Year-end 31 December ($000)	2023	2024	2025E	2026E	2027E
Revenue	**149,515**	**152,291**	**155,000**	**162,682**	**170,788**
Cost of sales	(35,268)	(33,283)	(33,720)	(34,728)	(35,771)
Gross profit	**114,247**	**119,008**	**121,280**	**127,954**	**135,017**
Gross margin	76.4	78.1	78.2	78.7	79.1
Core administrative expenses	(91,022)	(96,715)	(97,682)	(102,566)	(107,695)
Capitalisation of development costs	2,839	2,633	3,100	3,254	3,416
Adjusted EBITDA	**26,064**	**24,926**	**26,698**	**28,642**	**30,738**
Depreciation (including leased assets)	(1,442)	(1,476)	(1,491)	(1,565)	(1,642)
Amortisation of development costs	(5,989)	(2,372)	(3,100)	(3,254)	(3,416)
Adjusted operating profit	**18,633**	**21,078**	**22,107**	**23,824**	**25,680**
Adjusted operating margin	12.5	13.8	14.3	14.6	15.0
Amortisation on acquired intangibles	(2,811)	(4,212)	(4,212)	(4,212)	(4,212)
Reversal of impairment/(Impairment) of intangible assets	(6)	0	0	0	0
Share-based payment charge	(3,187)	(3,705)	(3,457)	(3,628)	(3,809)
Acquisition and integration related expenditure	(2,690)	0	0	0	0
Operating profit	**9,939**	**13,161**	**14,438**	**15,984**	**17,659**
Finance expense	(2,084)	(2,319)	(1,654)	(1,654)	(1,654)
Finance income	953	839	661	820	1,111
Profit before tax	8,808	11,681	13,445	15,149	17,116
Income tax (expense)/benefit	(1,116)	(2,598)	(3,630)	(4,090)	(4,621)
Profit for the period	**7,692**	**9,083**	**9,815**	**11,059**	**12,495**
Other comprehensive (loss)/income					
Items that will be reclassified to income statement					
Exchange differences on translating foreign operations	3,138	(1,789)	0	0	0
Income tax credit on items recorded in other comprehensive income	0	0	0	0	0
Tota Items that will be reclassified	3,138	(1,789)	0	0	0
Total comprehensive income	**10,830**	**7,294**	**9,815**	**11,059**	**12,495**
Adjusted earnings per share (cents per share)					
Basic	37.48	38.39	45.29	49.56	53.33
Diluted	36.46	37.44	44.20	48.36	52.04
Average exchange rate (USD/GBP)	1.24	1.28	1.30	1.33	1.33
Adjusted earnings per share (pence per share)					
Basic	30.13	30.04	34.84	37.26	40.10
Diluted	29.31	29.30	34.00	36.36	39.13

Source: Company accounts, Hardman & Co Research

Financial position

We are not forecasting dividends; however, based on our forecasts, retained earnings are expected to grow. We forecast equity to decline in FY25 with the buyback and ongoing amortisation of acquired intangibles.

Consolidated statement of financial position

@ 31 December ($000)	2023	2024	2025E	2026E	2027E
Assets					
Non-current assets					
Intangible assets	165,188	159,639	159,427	155,215	151,003
Property, plant and equipment	1,346	882	1,018	1,160	1,310
Right of use assets	1,609	1,341	1,365	1,432	1,504
Contract assets	784	763	777	815	856
Deferred tax assets	16,703	15,039	15,307	16,065	16,866
	185,630	**177,664**	**177,893**	**174,688**	**171,538**
Current assets					
Inventories	1,115	152	155	162	170
Finance lease receivables	165	0	0	0	0
Contract assets	3,345	2,805	2,855	2,996	3,146
Trade and other receivables	29,700	38,327	39,009	40,942	42,982
Income tax receivable	2,199	1,662	1,692	1,775	1,864
Cash and cash equivalents	51,814	42,769	45,323	63,960	84,157
	88,338	**85,715**	89,033	109,836	132,319
Total assets	**273,968**	**263,379**	**266,926**	**284,524**	**303,857**
Current liabilities					
Trade and other payables	34,939	30,325	34,350	39,772	45,431
Derivative financial liabilities	0	0	0	0	0
Lease liabilities	792	529	538	565	593
Contract liabilities	7,353	7,265	7,394	7,761	8,147
Income tax payable	6,115	5,463	5,560	5,836	6,127
	49,199	**43,582**	**47,843**	**53,933**	**60,298**
Net current assets	39,139	42,133	41,190	55,903	72,021
Non-current liabilities					
Deferred tax liabilities	8,821	7,155	7,282	7,643	8,024
Contract liabilities	927	492	501	526	552
Other non-current liabilities	0	365	371	390	409
Lease liabilities	1,177	893	909	954	1,001
Borrowings	20,349	14,053	14,053	14,053	14,053
	31,274	**22,958**	23,116	23,566	24,040
Total liabilities	**80,473**	**66,540**	**70,960**	**77,499**	**84,337**
Net assets	**193,495**	**196,839**	**195,966**	**207,025**	**219,520**
Shareholders' equity					
Called up share capital	603	592	592	592	592
Share premium	153,948	154,370	154,370	154,370	154,370
Retained earnings	31,196	31,797	30,924	41,983	54,478
Merger relief reserve	19,641	19,641	19,641	19,641	19,641
Translation reserve	(2,446)	(4,235)	(4,235)	(4,235)	(4,235)
Own shares held in trust	(9,451)	(5,345)	(5,345)	(5,345)	(5,345)
Capital redemption reserve	4	19	19	19	19
Total shareholders' equity	**193,495**	**196,839**	**195,966**	**207,025**	**219,520**

Source: Company accounts, Hardman & Co Research

Cashflow

We forecast working capital outflows equating to 0.5% of sales going forward, which is conservative for a software business but also takes into account hardware sales and professional services, which are more cash-draining in nature. We assume tax paid equates to 90% of the prior-year tax charge, and that development cost capitalisation runs at 2% of sales going forward. We include $10.7m of share buybacks in FY25 and $4m for the cost of 1RISK.

Consolidated statement of cashflow					
Year-end 31 December ($000)	**2023**	**2024**	**2025E**	**2026E**	**2027E**
Cashflows from operations					
Adjusted operating profit	**18,633**	**21,078**	**22,107**	**23,824**	**25,680**
Adjustments for:					
Depreciation (excluding leased assets)	975	863	910	955	1,002
Depreciation on leased assets	467	613	581	610	640
Amortisation on development costs and other intangibles	5,989	2,372	3,100	3,254	3,416
Amortisation on patent and IPR costs	401	411	0	0	0
Loss on disposal of property, plant and equipment	207	(5)	0	0	0
Exceptional costs relating to acquisitions	(2,690)	0	0	0	0
Movement on bad debt provision	41	454	0	0	0
Foreign exchange (gain)/loss	(187)	(44)	0	0	0
RDEC tax credits	0	0	0	0	0
	23,836	25,742	26,698	28,642	30,738
Movement in working capital	3,860	(10,943)	(775)	(813)	(854)
As % of sales	2.58	(7.19)	(0.50)	(0.50)	(0.50)
Cash generated from operations	**27,696**	**14,799**	**25,923**	**27,828**	**29,884**
Tax paid	(2,003)	(2,747)	(3,267)	(3,681)	(4,159)
Net cash inflow from operating activities	**25,693**	**12,052**	**22,655**	**24,147**	**25,725**
Cashflows from investing activities					
Acquisitions) net of cash acquired)	(49,960)	(96)	(4,000)	0	0
Deferred consideration settlement	0	0	0	0	0
Capitalised internal development costs	(2,839)	(2,633)	(3,100)	(3,254)	(3,416)
Purchase of intangible assets	(14)	0	0	0	0
Proceeds from sale of intangible assets	0	0	0	0	0
Purchase of property, plant and equipment (net)	(630)	(412)	(1,045)	(1,097)	(1,152)
Interest received	805	791	562	697	944
Net cash (used in) investing activities	**(52,638)**	**(2,350)**	**(7,584)**	**(3,654)**	**(3,624)**
Cashflows from financing activities					
Share issue	129	3	0	0	0
Share issue costs	0	0	0	0	0
Purchase of shares held in trust	(3,676)	0	0	0	0
Purchase of own shares for cancellation	(2,186)	(8,094)	(10,688)	0	0
Interest paid	(1,387)	(1,674)	(992)	(992)	(992)
Payments on property lease liabilities (net)	(635)	(839)	(854)	(896)	(941)
Cash paid to refinance	(1,040)	(44)	0	0	0
Proceeds from borrowings	35,000	0	0	0	0
Repayments of borrowings	(13,750)	(6,500)	0	0	0
Net forward FX contract settlement used to hedge share issue proceeds	0	0	0	0	0
Payment made to cancel equity settled option awards	0	0	0	0	0
Net cash (utilised in) financing activities	12,455	(17,148)	(12,534)	(1,889)	(1,933)
Increase in cash and cash equivalents	**(14,490)**	**(7,446)**	**2,537**	**18,604**	**20,168**
Cash and cash equivalents at beginning of year	**64,663**	**51,814**	**42,769**	**45,306**	**63,910**
Exchange (loss)/gain on cash and cash equivalents	1,641	(1,599)	0	0	0
Cash and cash equivalents at end of year	**51,814**	**42,769**	**45,306**	**63,910**	**84,078**

Source: Company accounts, Hardman & Co Research

Sensitivities

Historically, most of the group's revenues have been generated in the summer months, and most revenues are still from the northern hemisphere. However, the group has been broadening its coverage both geographically and through reduced seasonality with increased penetration of winter and all-year-round activities.

We highlight the following sensitivities:

- **Economic environment:** The group's leisure and attractions industry end-market is exposed to economic slowdown. Virtual queuing is potentially sensitive to a slowdown, as the weak economic backdrop might shorten the lengths of queues and reduce the requirement for priority systems. We note that in previous downturns some of the group's customers have shown resilience when a high level of attendees live locally, or regionally, and often hold season passes.
- **Disruptive events:** The group is exposed to seasonality, weather and pandemics. Theme and water parks have short seasons in certain geographies. Bad weather or environmental interruptions could significantly affect the year's profits and cashflow. COVID-19 highlighted the pandemic risk associated with the global leisure industry. However, the downturn was less severe than feared and resulted in the acceleration of digital transformation in the industry.
- **Technological change:** There is a risk that competitors could develop improved technologies in the areas of operation, including virtual queuing personalised customer experiences. However, accesso has patent protection for its products, most notably in virtual queuing and also in TE2.
- **Customer concentration:** accesso's five flagship customers became four in 2024 as Six Flags and Cedar Fair have merged, and these four customers generate close to half of group revenues. Six Flags' 10-year contract comes up for renewal on 31 December 2025 and discussions are ongoing. However, this concentration is declining as the group is constantly expanding its customer base. The annual report shows that top two customers generated 34.3% of FY24 revenue, down from 37.1% in FY23. The group has high exposure to the US, which generated 58% of FY24 revenues, down from 64% in FY23. This is declining as the group continues to expand internationally; the acquisition of VGS (accesso Horizon) has accelerated this process.

Valuation

The stock trades on 14.2x our forecast earnings in the current financial year, falling to 13.3x next year and 12.3x the year after. In addition, the group has a strong net cash position, healthy cash generation and a free cashflow yield comfortably above 6%. Further, the quality of business is improving, with 85.5% repeatable revenues along with improving operating margins, on our forecasts.

Peer comparison

The stock trades at a significant discount to its AIM enterprise software peers, in spite of the company's attractive growth profile along with improving cash generation and rising operating margins.

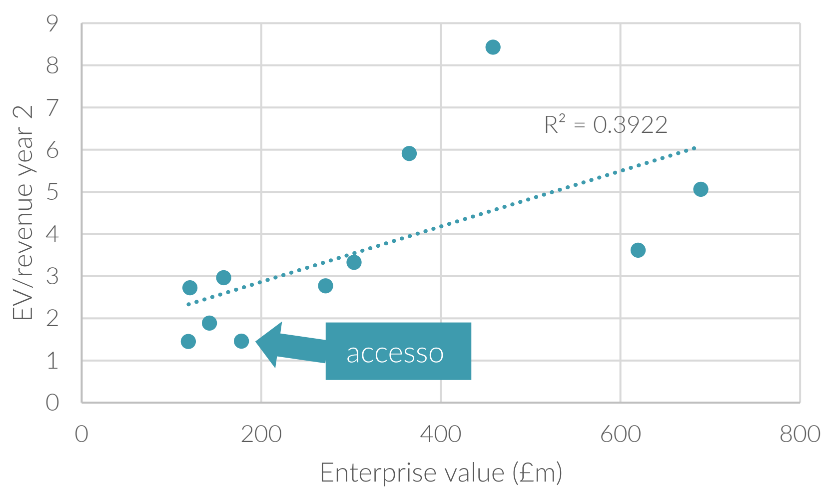
Comparison with a selection of AIM enterprise software peers

	Share price (p)	Est. EV (£m)	EV/sales FY1	EV/sales FY2	EV/sales FY3	EV/EBITDA FY1	EV/EBITDA FY2	EV/EBITDA FY3
accesso*	482	178	1.5	1.5	1.4	8.7	8.3	7.7
vs. peer weighted averages with 3 years of data			**(64%)**	**(61%)**	**(67%)**	**(65%)**	**(64%)**	**(44%)**
Alfa Finl Software	248	690	5.5	5.1	4.7	17.4	15.7	14.7
Craneware	1970	620	3.9	3.6	3.3	12.7	11.6	10.7
Cerillion	1725	458	9.3	8.4	7.6	21.1	18.9	17.0
Pinewood	386.5	365	8.1	5.9	5.0	20.0	12.7	10.1
Fintel	267	304	3.5	3.3	3.1	11.8	10.6	9.6
IDOX	56.2	272	2.9	2.8	2.6	10.1	9.4	8.7
Netcall	114	158	3.3	3.0	n/a	16.3	13.8	n/a
Aptitude	296	142	2.0	1.9	1.7	12.4	10.3	8.7
Eleco	151	121	3.1	2.7	n/a	13.7	11.6	n/a
Tracsis	440	119	1.5	1.4	1.4	9.5	9.1	8.5
Averages of peers with at least 2 years of data			**3.3**	**3.0**	**n/a**	**13.5**	**11.8**	**n/a**
Averages of peers with 3 years of data			**3.3**	**3.0**	**2.8**	**13.2**	**11.6**	**10.4**
Weighted averages of peers with 3 years of data			**4.5**	**4.1**	**3.8**	**15.5**	**13.6**	**12.2**

**Hardman & Co forecasts. Priced prior to midday on 15 May 2025*
Source: LSEG, Hardman & Co Research

The chart below, which was generated from the data in the table above, highlights a typical positive relationship between size and valuation. The accesso stock trades comfortably in "value" territory; i.e., under the regression line.

Peer group EV/revenue analysis

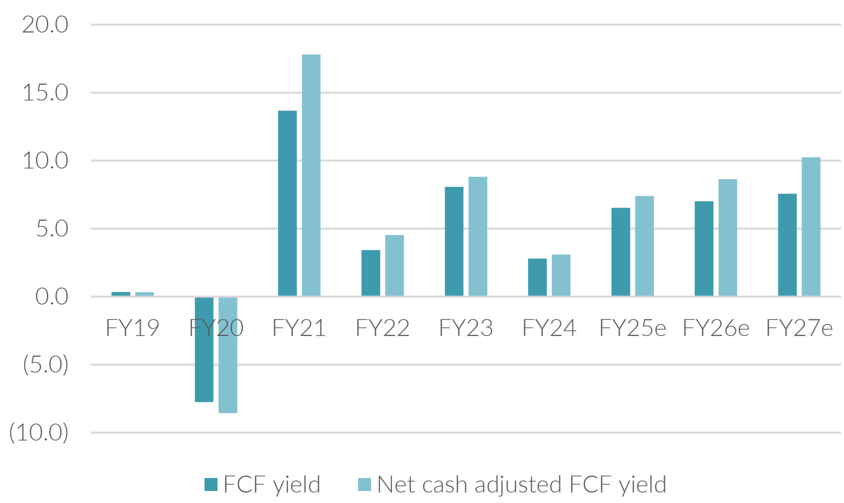


Source: LSEG 2025, Hardman & Co Research

Free cashflow

Based on our forecasts, the stock trades on a FCF yield of 6.6% in the current year, rising to 7.1% in FY26 and 7.7% in FY27. After adjusting for the net cash position, the FCF yield shifts up to 7.3% in FY25, 8.6% in FY26 and to 10.2% in FY27.

Free cashflow analysis



Source: Company accounts, Hardman & Co Research

Cashflow and ROCE analysis

Cash conversion was strong in FY23, although this was boosted by favourable working capital movements. However, working capital swung around in FY24, resulting in poor cash conversion. This was exacerbated by the movement in pass-through cash, which, if adjusted for, would result in $4.7m lower working capital outflow in FY24 and $4.7m stronger cashflow. Consequently, FY24 cash conversion would have been 79.9% rather than 57.8%. We forecast reduced volatility in working capital going forward due to the improving revenue quality and strong cash conversion typical of a software company.

We forecast return on capital employed in the mid-teens and trending higher.

Investment ratios

Year-end 31 Mar ($000)	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Revenue (A)	117,182	56,094	124,794	139,730	149,515	152,291	155,000	162,682	170,788
Net cash generated from operating activities (B)	26,164	(14,514)	39,114	14,467	25,693	12,052	22,655	24,147	25,725
Acquisition costs (C)	0	0	0	137	2,690	127	0	0	0
Adj. cash generated from op activities (D=B-C)	**26,164**	**(14,514)**	**39,114**	**14,604**	**28,383**	**12,179**	**22,655**	**24,147**	**25,725**
ACGOA margin (D/A)	22.3%	(25.9%)	31.3%	10.5%	19.0%	8.0%	14.6%	14.8%	15.1%
Adjusted operating profit (E)	**11,886**	**(23,606)**	**16,677**	**17,216**	**18,633**	**21,078**	**22,107**	**23,824**	**25,680**
Adjusted cash conversion (D/E)	220.1%	61.5%	234.5%	84.8%	152.3%	57.8%	102.5%	101.4%	100.2%
Adjustments:									
Capitalised development costs	(21,064)	(2,969)	(720)	(2,155)	(2,839)	(2,633)	(3,100)	(3,254)	(3,416)
Purchase of intangible assets	(4)	0	0	(1,140)	(14)	0	0	0	0
Proceeds from sale of intangible assets	0	0	23	25	0	0	0	0	0
Purchase of property, plant and equipment	(1,945)	(437)	(960)	(725)	(630)	(412)	(1,045)	(1,097)	(1,152)
Interest received	21	6	28	210	805	791	562	697	944
Interest paid	(830)	(633)	(514)	(330)	(1,387)	(1,674)	(992)	(992)	(992)
Principal lease liability payments	(1,451)	(1,622)	(1,408)	(1,430)	(635)	(839)	(854)	(896)	(941)
Adjusted free cashflow (D + adjustments)	**891**	**(20,169)**	**35,563**	**8,922**	**20,993**	**7,285**	**17,225**	**18,604**	**20,168**
Adjusted profit after tax	**8,453**	**(21,353)**	**25,198**	**14,802**	**15,021**	**15,585**	**18,250**	**19,683**	**21,317**
Capital employed at start of period	180,634	139,148	132,914	122,879	121,944	171,561	172,386	169,126	161,769
Capital employed at end of period	139,148	132,914	122,879	121,944	171,561	172,386	169,126	161,769	154,300
Average capital employed	**159,891**	**136,031**	**127,897**	**122,412**	**146,753**	**171,974**	**170,756**	**165,448**	**158,035**
ROCE (adj. op. profit/cap. empl.) annualised	7.4%	(17.4%)	13.0%	14.1%	12.7%	12.3%	12.9%	14.4%	16.2%

Source: Company accounts, Hardman & Co Research

Company matters

Registration

Incorporated in the UK with company registration number: 3959429

Board of Directors

Position	Name	Nominations	Remuneration	Audit
Non-executive Chairman	Bill Russell			
Chief Executive Officer	Steve Brown			
Chief Financial Officer	Matthew Boyle			
Non-executive director	Andy Malpass		M	C
Non-executive director	Jody Madden		C	M

M = member; C = chair
Source: Company reports

Bill Russell – Non-executive Chairman

Mr Russell joined accesso as the Non-executive Chairman in March 2019 to lead the board and help drive the short- and long-term growth strategy of the company. Currently, Bill also serves as the Non-executive Chairman of PROS Holdings Inc., which provides AI-powered solutions that optimise selling in the digital economy, and he is also a member of the Board of Directors at B.T. Mancini.

Until recently, Bill was the Non-executive Chairman of Piksel, an online video management solutions provider. Previously, he has served on the boards of SABA Software, webMethods and Cognos, as well as in a variety of roles on the boards of several private technology companies, in a career spanning several decades.

Bill brings 23 years of career experience from a number of senior management roles at Hewlett Packard, including Vice President and General Manager of Hewlett Packard's multi-billion-dollar Enterprise Systems Group and its Software Solutions Group.

He holds a B.Sc. degree in Computer Science from Edinburgh University and is based in Silicon Valley, CA.

Steve Brown – Chief Executive Officer

As Chief Executive Officer at accesso, Mr Brown leads the day-to-day operations of the company.

Like many attractions industry veterans, Steve's early theme park career began during college as an hourly employee at the Walt Disney World Resort in Orlando. After a break to pursue his MBA, he returned to Disney where he held a variety of roles with increasing responsibility in financial planning and pricing strategy, including development of revised multi-day admission offerings to incorporate the opening of Disney's Animal Kingdom. In 1999, Steve was named Director, Walt Disney World Ticketing, where he led all aspects of the Resort's ticketing process across its nine gated attractions, including pricing strategy, fulfilment operations, training and financial management.

In 2002, he was named Vice President, Revenue Management for the Disneyland Resort in Anaheim, California. Steve was successful in driving dramatic growth in park admissions and hotel revenues through significant changes to strategic and promotional pricing, the introduction of new ticket options and by leveraging technology to expand sales distribution channels. In this broad-based executive role, he held primary financial accountability for the resort's hotel and ticket revenues, led all promotional and strategic pricing efforts, and managed the attendance forecasting and visitation research functions. In 2005, his role was expanded to encompass line-of-business responsibility for the Disneyland Annual Passholder programme, including acquisition and renewal marketing, passholder experience optimisation, CRM and pricing strategy. Steve's contributions were key to Disneyland Resort's 2005-06 record financial performance during the celebration of the landmark attraction's 50th anniversary.

Prior to joining accesso, Steve served as the corporate Vice President of Ticket Strategy and Sales for Six Flags. While at Six Flags, he led a 220-person sales force responsible for driving nearly 35% of the company's admissions revenue. Steve championed an overhaul of the company's eCommerce process, which doubled the already significant online sales and established Six Flags' national partnerships with major distributors, including Expedia, Travelocity, Best Buy Reward Zone and Costco. He led a comprehensive, research-based review of the company's ticket pricing and developed the strategic plan for 2007 price adjustments across the company's North American theme parks and water parks. The implementation of this plan contributed significantly to 2007 attendance growth and the company's positive cashflow results for the first time in its history.

From 2008, Steve led accesso in Lake Mary, Florida. accesso's core product was accesso Passport, offering ticketing and eCommerce solutions tailored for on site, the internet and mobile phones. accesso was sold to Lo-Q in 2012 for £13.7m and Lo-Q was renamed accesso the following year.

Steve received his MBA from the Goizueta Business School at Emory University in Atlanta and graduated with a BS in Marketing from the University of South Florida in Tampa.

Matthew Boyle – Chief Financial Officer

Appointed to the Board on 26 September 2024, Mr Boyle is an experienced practitioner who joined the group in 2019. His expertise in financial reporting, commercial analysis, and business leadership support the group in making informed strategic decisions, driving growth, and ensuring financial stability. Prior to accesso, he was with BDO UK LLP for eight years, serving large international groups and AIM-listed businesses in both the audit and transaction services functions.

Matt graduated with a first-class degree in Accounting and Finance from the University of Southampton and is a member of Institute of Chartered Accountants in England and Wales (ICAEW).

Andy Malpass – Non-executive Director

Mr Malpass has over 30 years' experience in the software industry, covering both private and public companies, including approximately 20 years as Group Finance Director of Fidessa Group plc. Andy also served as Company Secretary of Fidessa Group plc for many years. He is currently an Independent Non-executive Director and Chair of the Audit Committee at Kainos Group plc. Andy graduated with a BA (Hons) in Accounting and Finance from Lancaster University and is a Fellow of the Chartered Institute of Management Accountants.

Andy is an Independent Non-executive Director and Chair of the Audit Committee and a member of the Remuneration Committee at accesso.

Jody Madden – Non-executive Director

Ms Madden is an experienced technology leader with 20 years of experience in the media and entertainment industry, serving currently as Chief Executive Officer of Foundry, a London-based software developer for the media and entertainment industry. Prior to joining Foundry, Jody spent more than a decade in technology management and studio leadership roles at Industrial Light & Magic, Lucasfilm, and Digital Domain. In addition to her role on accesso's board, the Stanford graduate currently serves on the Board of Directors of the Sustainable Food Center, a Central Texas non-profit group.

Jody is a member of the Audit Committee and the Chair of accesso's Remuneration Committee.

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