



12 March 2026

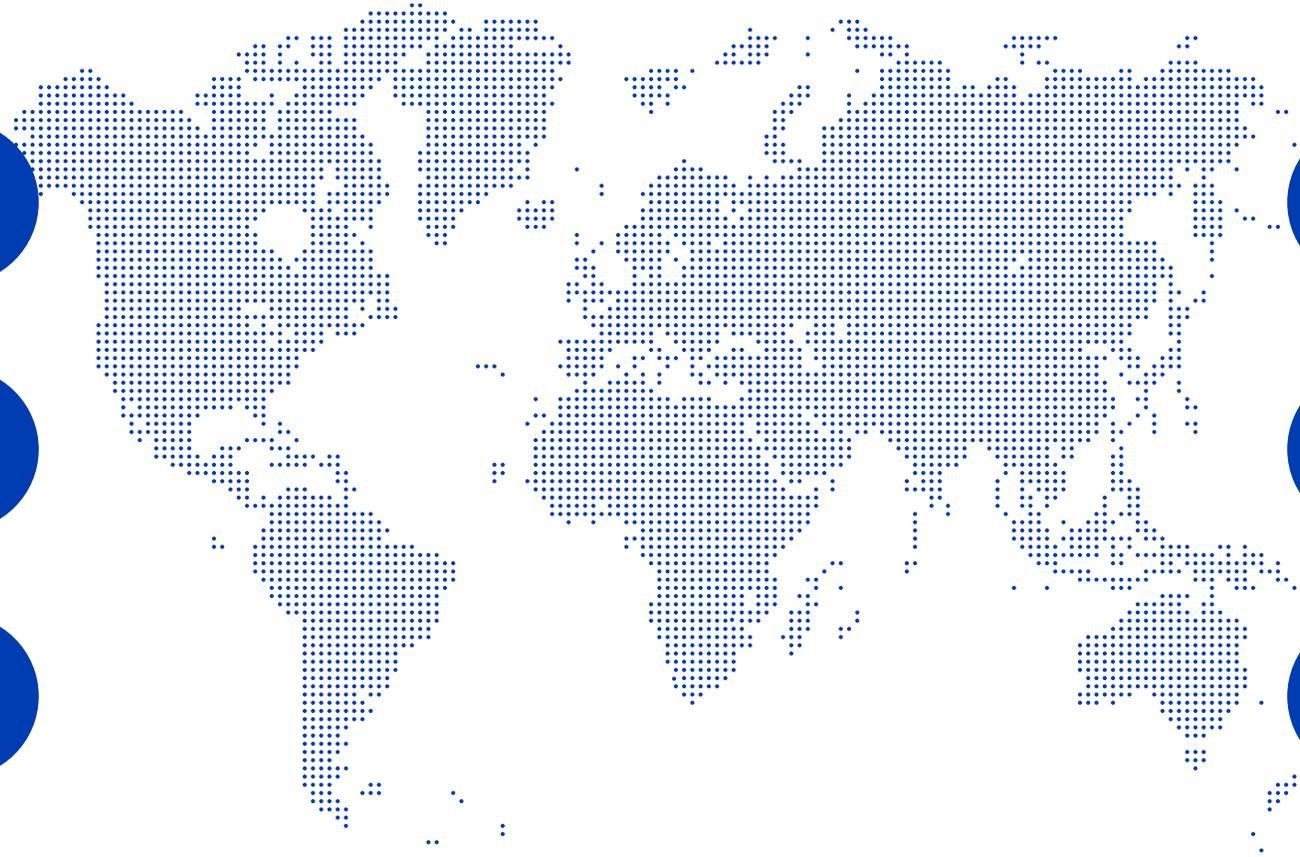
Informa Group 2025 Full-Year Results

Compounding Growth



Macro Themes

3%± Global Growth, Market Volatility



AI Acceleration
& Impact

Regional Conflict

Changing Trade
Patterns

Oil Price Surge

Higher Interest
Rates for Longer

Gold & Silver Prices



Structural Growth in Live Events and Specialist Knowledge

Live Events



Structural Growth in Live Events and Specialist Knowledge



Structural Growth in Live Events and Specialist Knowledge



Structural Growth in Live Events and Specialist Knowledge



Specialist Markets, Specialist Brands, Specialist Talent

2013 - 2026

The Power of Live

Market Leadership

The Rise of Open Access

Proprietary First Party Data

GROWTH



The Knowledge & Information Economy

2025 Financial Highlights

Delivering double-digit growth in Revenue and Adjusted Earnings Per Share

Revenue

+13.7%

2025: £4,041m
2024: £3,553m



Adjusted Operating Profit

+14.6%

2025: £1,140m
2024: £995m



Adj. Diluted Earnings Per Share

+11.0%

2025: 55.6p
2024: 50.1p



Free Cash Flow

+9.0%

2025: £885m
2024: £812m



Underlying Revenue Growth

+6.3%

2024: 11.6%



Underlying Profit Growth

+8.7%

2024: 22.9%



Dividend Per Share

+10.0%

2025: 22.0p
2024: 20.0p



Net debt / EBITDA

2.4x

2024: 2.6x



Informa in 2025

Leading positions in growth markets

Group URG

6.3%

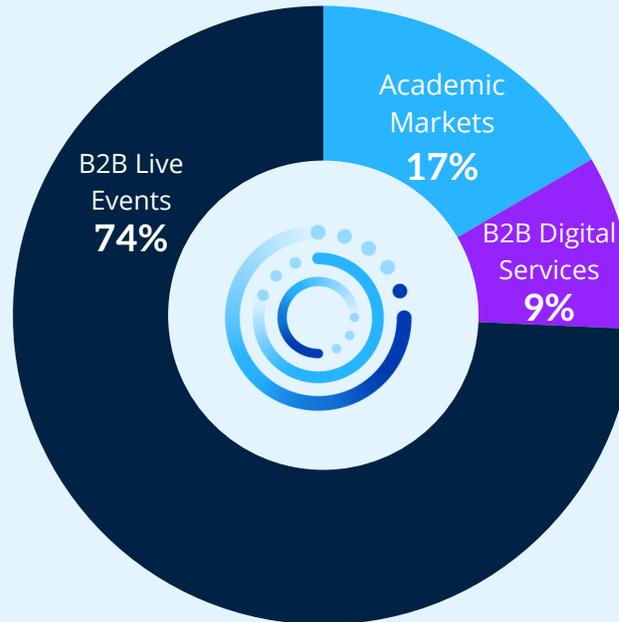
Live B2B Events URG

9.5%

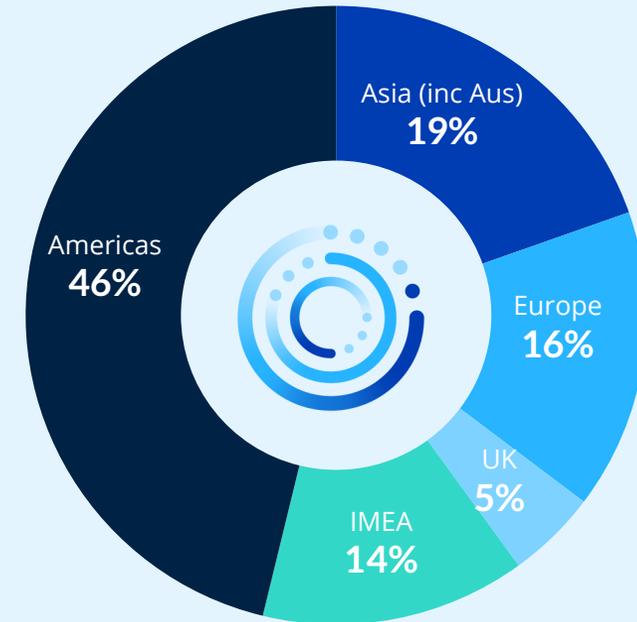
Academic Markets URG¹

3.6%

2025 Group Revenue by Division



2025 Group Revenue by Geography



£4bn+

Revenue



£1.1bn+

Adj. Operating Profit



£880m+

Free Cash Flow



£620m+

Dividends & Buybacks



Structural Growth in B2B Live Events

Structural Growth Market

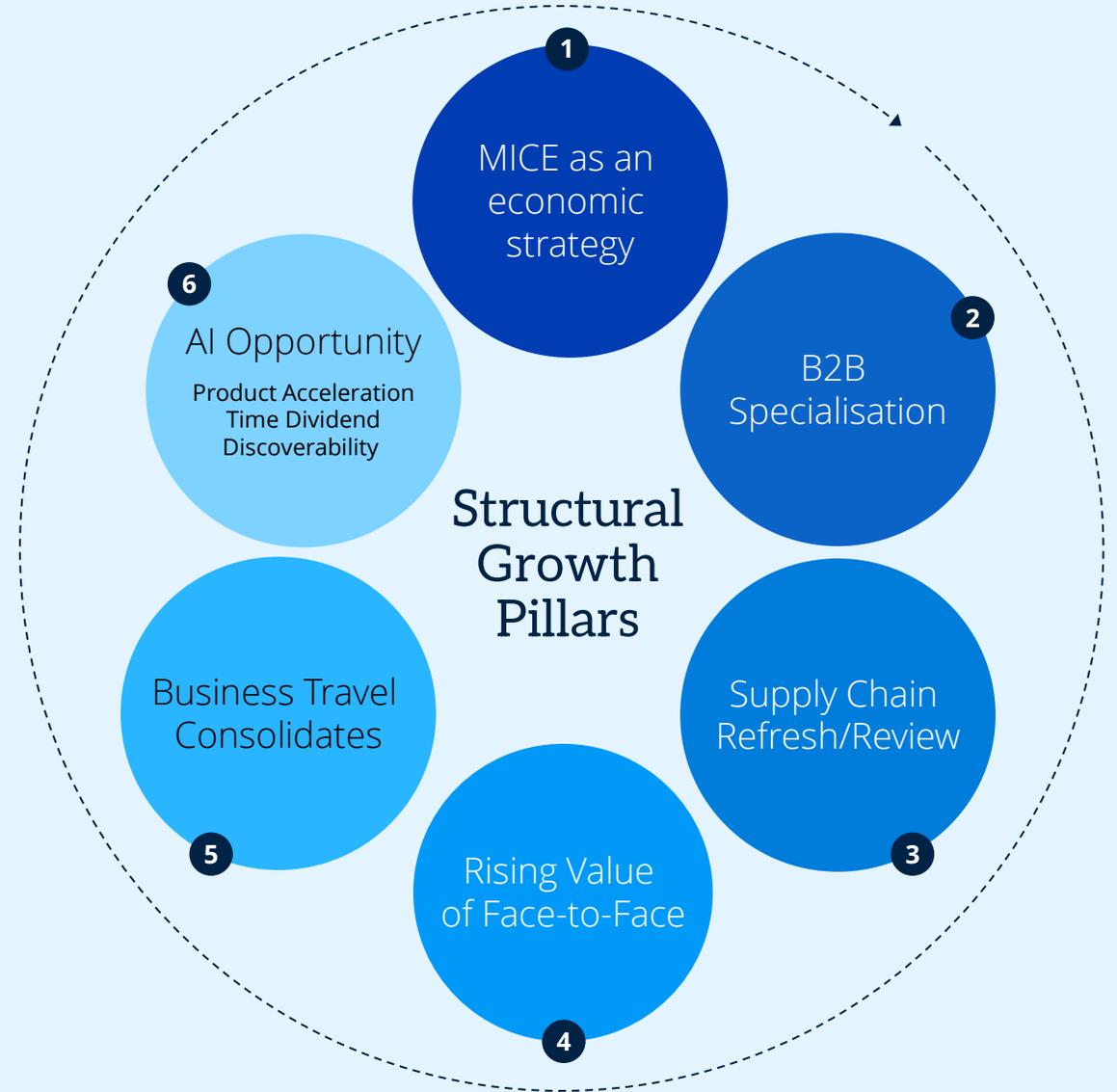
- \$30bn+ annual market value
- International industry with national delivery
- Long-term structural growth dynamics

Fragmented Industry Structure

- c.50% of market run by Trade Associations
- 10%+ of market run by venue owner/operators
- Top 10 independent operators constitute c.20% of market
- Proliferation of entrepreneurial businesses



An attractive, scale international market with positive long-term growth characteristics



B2B Live Events Growth

7%+ B2B Live Events Growth in 2026

- International market leader in B2B Live Events
- 800+ world class B2B Brands in 30+ countries internationally
- Delivering for 30+ growth market categories
- Top 50 Brands delivering \$2bn+ revenue
- 10+ Brands delivering \$50m+ revenue
- 20+ Brand extensions / new launches planned in 2026
- Volume Growth, Price Growth & Yield Growth, including Amplification Services
- 5%+ growth regions include North America, Europe, ASEAN, Latam, IMEA

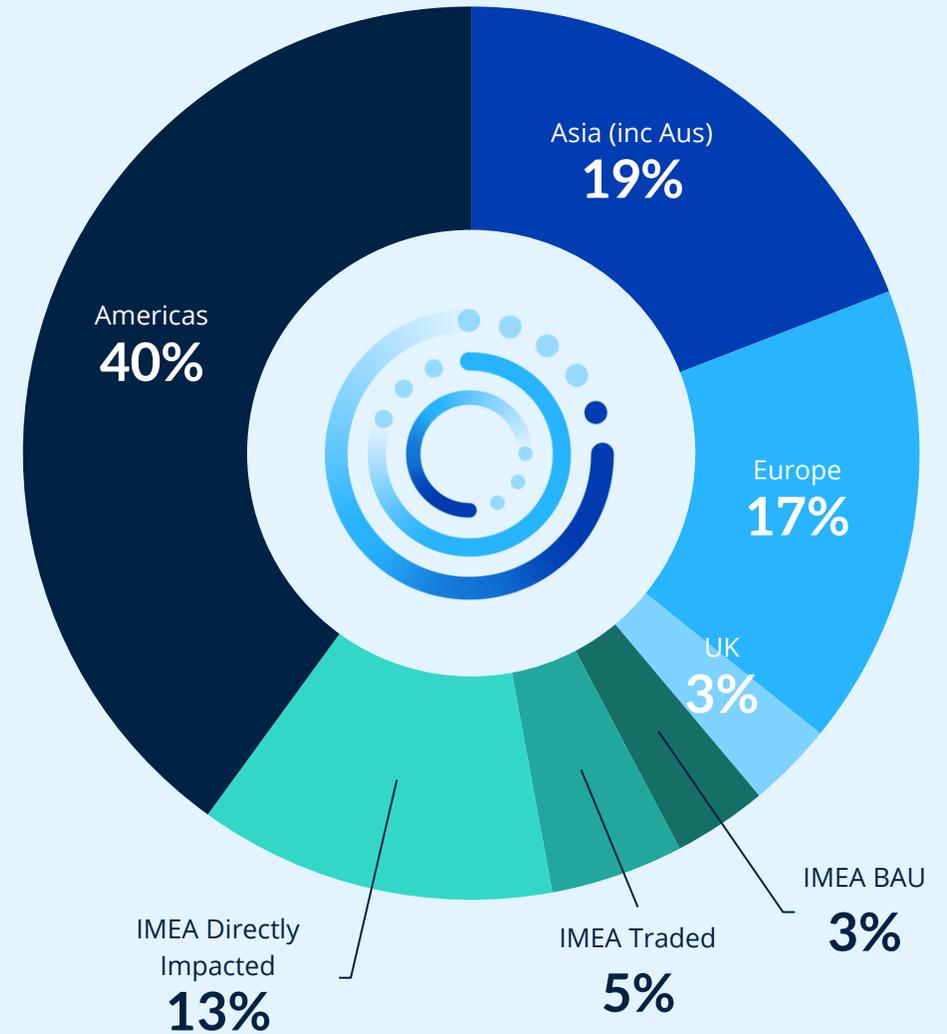
IMEA Growth Profile

- Targeting double-digit underlying growth including full year of inD
- Current travel disruption in locations directly impacted by military activities
- 40%± of 2026 IMEA revenue already traded or in Business-As-Usual locations
- All other major brands scheduled or with confirmed options in Sept-Dec 2026



An attractive, scale international market with positive long-term growth characteristics

2026E B2B Live Events Revenue



Top 50 B2B Live Event Brands

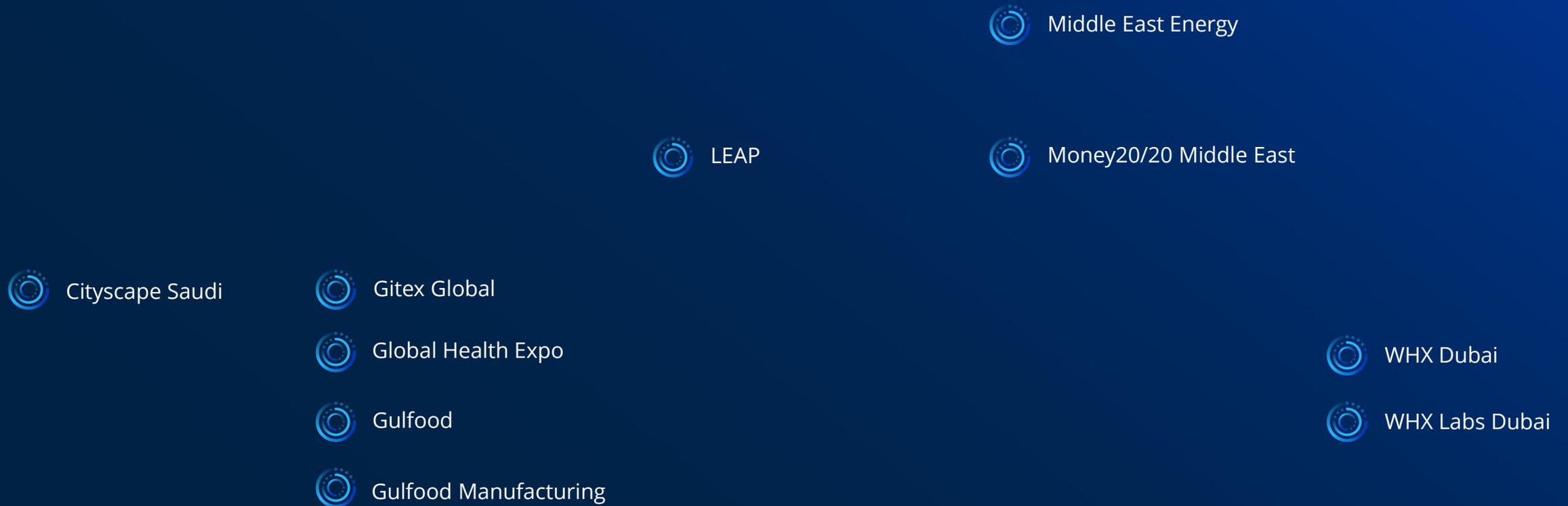
\$2bn+ Revenues...from \$16m to \$140m, with 10+ brands over \$50m

- BIO-Europe
- Black Hat USA
- Cannes Lions
- CBME
- China Beauty Expo
- CIOE
- Cityscape Saudi
- Cosmoprof Asia
- CPHI China
- CPHI Worldwide
- Dubai Airshow
- Feira Agrishow
- Food Ingredients Europe
- FLIBS
- Furniture China
- Festival of Gaming
- Gitex Global
- Global Health Expo
- Gulfood
- Gulfood Manufacturing
- HIMSS
- Hospitalar
- Hotelex Shanghai
- LabelExpo Europe
- LEAP
- MAGIC (February)
- MAGIC (August)
- Marintec China
- Monaco Yacht Show
- MD&M West
- MEGACON Orlando
- Miami Boat Show
- Middle East Energy
- Money20/20 Europe
- Money20/20 Middle East
- Money20/20 USA
- MRO Americas
- Natural Products Expo
- Palm Beach Boat Show
- Restaurant Assoc. Show
- Sept Hong Kong Gem Fair
- SuperReturn Int.
- Supplieside Global
- The Battery Show US
- The Battery Show Europe
- TISE
- Vitafoods Europe
- WHX Dubai
- WHX Labs Dubai
- World of Concrete



Top 50 B2B Live Event Brands within IMEA in 2026

\$600m± Revenue...from \$20m± to \$100m± across 10 major Brands



Top 50 B2B Live Event Brands within IMEA in 2026

\$250m± already traded...\$350m± Revenue to run across 7 of the Top 50 Brands

 Middle East Energy

 LEAP

 Money20/20 Middle East

 Cityscape Saudi

 Gitex Global

 Global Health Expo

 Gulfood Manufacturing



Top 50 B2B Live Event Brands within IMEA in 2026

Confirmed scheduling options for LEAP in April or Sept-Dec 2026

 Middle East Energy

 Money20/20 Middle East

 Cityscape Saudi

 Gitex Global

 Global Health Expo

 Gulfood Manufacturing



Top 50 B2B Live Event Brands within IMEA in 2026

5 major Brands already scheduled to run Sept-Dec 2026

 Middle East Energy



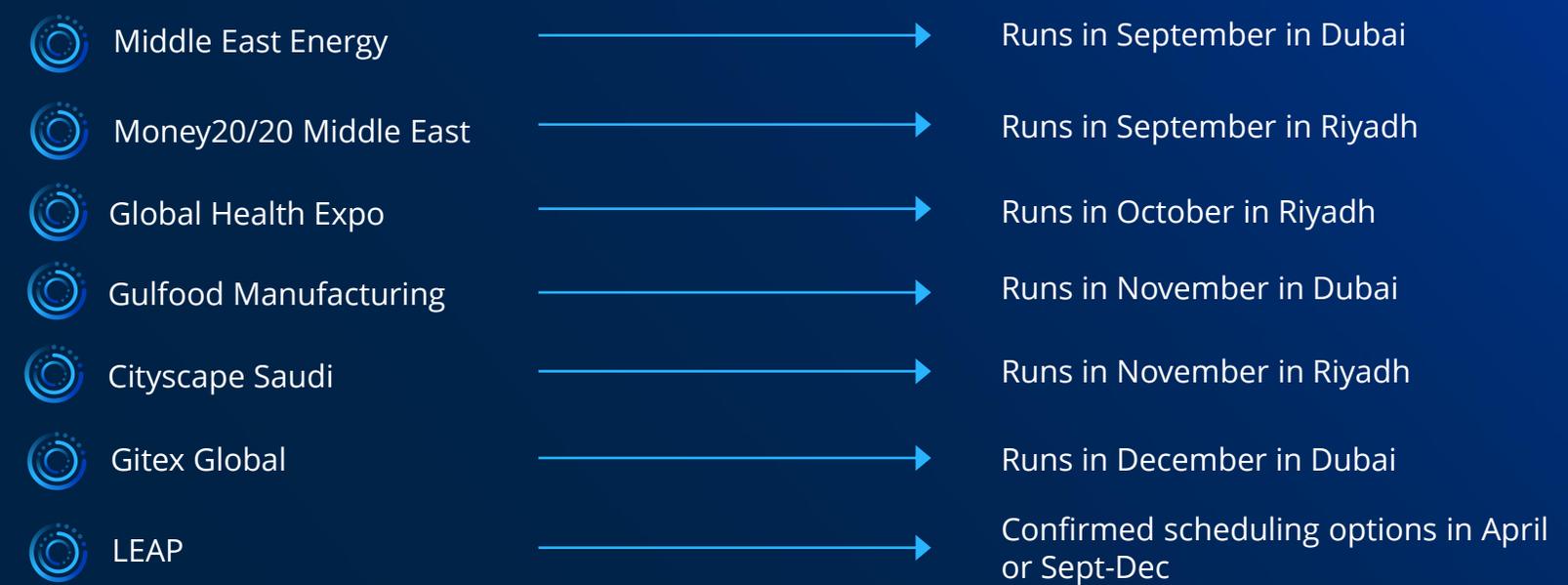
Top 50 B2B Live Event Brands within IMEA in 2026

Middle East Energy successfully rescheduled to September



Successful rescheduling of major IMEA Brands within 2026

All remaining major brands with option to run in Sept-Dec



» **\$250m±**
Revenues already traded

» **All other major Brands with Sept-Dec optionality**

- Around 40% of total IMEA revenue has either run or is from events in BAU locations
- No Brands during Ramadan in March
- All remaining major Brands either originally scheduled for Sept-Dec, or with confirmed option to run in Sept-Dec



The building blocks of B2B Live Events Growth

Multiple growth levers

In 2026, 1%+ of B2B Live Events growth is targeted to come from growth in Attendee Value & Amplification Services

Guidance:
B2B Live Events
2026 Underlying
Revenue Growth

7%+

1 Price for Value

Price
Yield
Mix
Inflation
Value

2 Market Penetration

New customer segments
Network effects (the big get bigger)
International partners

3 Geo Expansion

Leading B2B Brands
Brand extension
Brand expansion
Brand syndication
Global cities
Partnership Growth

4 Capacity / Supply

20-30% new venue capacity in the next five years
Expansion in global Gateway Cities in fast growth markets e.g. Dubai, Riyadh, Bangkok, Jakarta

5 Attendee Value

Ticketing
Hosted buying
Curated content
Product specification
Supplier knowledge
Hotels & Cities strategy

6 Amplification Services

First Party Data
365 services
Matchmaking
Content marketing
Product directory
Accreditation
Sponsorship
Lead generation

B2B Product Growth

Market-Leading Customer Experience, Data-led Marketing, Market-Leading Brands & Brand Value, The AI Time Dividend

Growth Geographies

Growth Market Categories

MICE as an economic strategy

Supply Chain Refresh/Review

Business Travel Consolidates

B2B Specialisation

Rising value of B2B F2F

AI Time Dividend

Academic Markets

Continuing strong demand for Specialist Knowledge

Guidance:
2026 Underlying
Revenue Growth¹

4%±

Strong underlying performance in 2025

- 3.6% underlying revenue growth¹
- Strong subscription renewals
- 20%+ growth in research submissions and double-digit growth in Open Research volumes
- Further success in licensing, archives and data access

Targeting continuing strong delivery through 2026

- Strong subscription renewals and cash collection for 2026
- Continuing growth in Open Research volumes and expansion of journal portfolio
- Targeting underserved market segments such as Corporate



£671 m

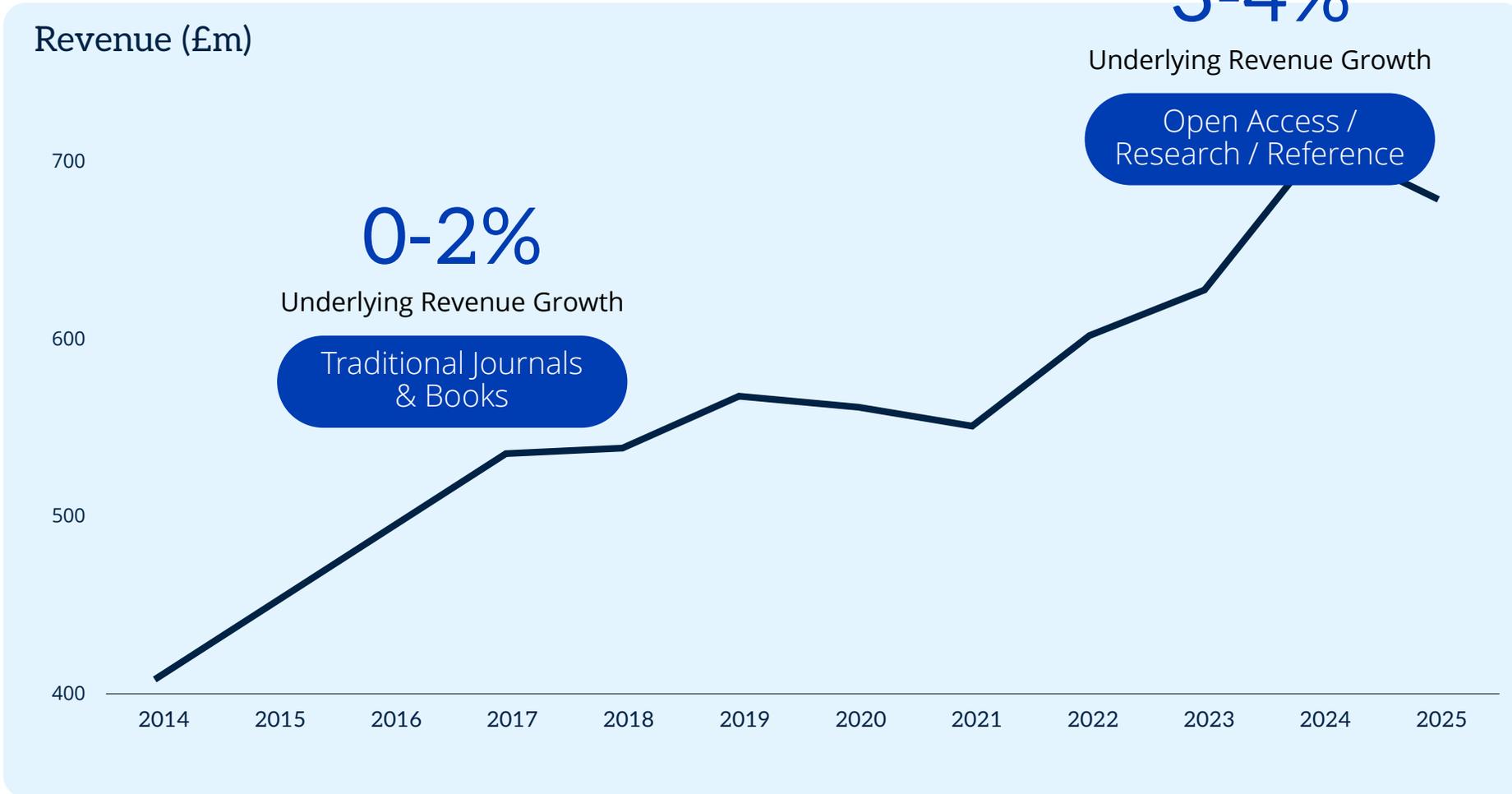
2025 Revenues

3.6%

2025 Underlying Revenue Growth¹

The Ambition for Taylor & Francis

Leading in the Age of Intelligence



5%

Underlying Revenue Growth Ambition

Knowledge Platform



Positive Market Dynamics

Open Research Services

Depth in all customer segments

International reach

Intelligent Technology



B2B Digital Services

Connecting buyers and sellers digitally

Guidance:
2026 Underlying
Revenue Growth

Growth

Improving growth through foundational year in 2025

- Full-Year revenue decline, with positive growth in the second half
- Full-Year growth in Adjusted EBITDA, supported by delivery of operating synergies
- Combination Plan bringing together teams, brands and platforms
- Product portfolio streamlined and integrated in Informa TechTarget Portal

Growth target in 2026

- Focus on delivering full-year positive revenue growth
- Leverage scale and product breadth to target increasing market share
- Revamped go-to-market, focusing on key accounts with dedicated sales and service teams



£368m

2025 Revenues

(1.7)%

2025 Underlying Revenue Growth



Strong AI Foundations

Core ingredients for AI acceleration are in place

Strong foundations to benefit from AI

Proprietary First Party Data

Trusted Specialist Brands

Live Experiences

Diversified Customer End-Markets

Investment Flexibility

Proprietary First Party Data



21.8m

Known & Engaged
Audience Profiles

6.8bn

Behavioural
interactions

7.3m

Qualified lead
interactions



Embedding AI throughout the business

Framework for AI acceleration

1 Productivity

2 Product Enhancement

3 Addressable Market

4 AI as a Product

B2B Live Events

- Content / Proposal creation
- Event planning, scheduling, proofing etc
- Research on speakers, leads, prospects
- Customer service automation
- Email personalisation, campaign mgt

- AI enhanced premium data-led products (e.g. LIONS Intelligence)
- AI driven analytics and content curation (e.g. Technomic Ignite AI)
- AI-enhanced targeted matchmaking

- Expand audience / access broader marketing / biz dev budgets:
- Prospect ID / Lead Dev & Engage tools e.g. Audience / Lead Insights
 - New digital products, such as real time summaries, podcasts etc

- AI is a rich content theme in all events in all market categories
- Tech / AI-focused events providing discovery, intelligence and connections e.g. AI Summit Series, Gitex

Academic Markets

- Plagiarism, compliance & authentication
- Editorial review and enhancement
- Author processes and customer service automation
- New business prospecting

- Trusted partners and original source data / content become more valuable
- AI embedded in technology stack (e.g. Unified Content Platform)
- Automated creation of new derivative products eg short-form, podcasts

- Research output increasing as research process is simplified for researchers
- AI-assisted translations opening up new geographic markets
- Data licencing for AI model training

- Peer Review Journals focused on the subject category of AI and related areas e.g. Applied Artificial Intelligence, Journal of Experimental & Theoretical Artificial Intelligence

B2B Digital Services

- Content creation and summarisation (e.g. NewsRoundup tool for editorial)
- Proposal production/customisation
- Analyst research productivity tools
- Prospect meeting preparation

- AI-driven Intent and Audience tools (e.g. Demand Intelligence)
- AI-driven insight and discovery platform (e.g. Omdia Research Assistant)
- Personalised audience experiences

- Increase share of wallet across existing customer base and identify / reach new customers through AI-driven automated outbound prospect tool
- AI Content Audit for discoverability

- Enterprise AI a core subject category for specialist media brands
- AI specific properties: AI Business, Search Enterprise AI, Enter Quantum
- Omdia Intelligence & Advisory AI practice

Key Functions (HR, Finance, Tech, Marketing)

- 1600 Apps created by colleagues
- Marketing segmentation & automation
- Content creation / fact checking / email automation, prompt optimiser
- Campaign reporting and audience analysis through data agents

- Elysia enhancement for most utilised technology tools (e.g. JIRA)
- Enhanced analytics and interrogation tools providing higher quality insights eg Elysia Finance Agent

- AI driven tools supporting expansion into new markets / customer segments:
- Enhanced market and prospect research
 - Marketing AI Agents

- Group wide AI training modules and development support
- Elysia Career Coach supports colleague career decisions and development

Information Classification: General



AI Acceleration in Practice

Case Studies within the business

1 Productivity

2,000+

Apps in the Elysia App Marketplace

95k+

Interactions in the Elysia App Builder

Elysia Finance Agent

- A proprietary self-service tool, enabling secure interrogation of Informa's full financial data set in real time
- Provides financial analysis, reporting, organisational insights, operational metrics, KPIs, and workforce analytics etc
- Delivery of higher quality data and analysis, lower user error and significant reduction in process time.



2 Product Enhancement

3,650+

Foodservice customers

60

Years of Technomic insights

Technomic Ignite AI

- Foodservice data and intel platform, including market forecasting and company level operator intelligence
- Ignite enhances the core product via Elysia, enabling interrogation of database and intelligence, delivering trusted and verifiable insights, planning tools, trend tracking, competitor analysis etc
- Delivery of enhanced insights and bespoke strategy and planning tool, with real time tracking and significantly reduced process time



3 Addressable Market

8m+

Total global audience of Attendees

175k+

Total Exhibitors globally

Audience Insights

- AI-powered event platform, leveraging IIRIS first party data and Elysia to provide exhibitors with unique understanding of audiences, helping maximise ROI pre, during & post event
- Paired with Lead Insights, provides unique understanding and connectivity to customers and prospects, expanding addressable market from event budgets to broader marketing and business development budgets



4 AI as a Product

50+

Tech-focused Events

800k+

Attendees at Tech Events

The AI Summit Series

- AI is a core component of content at all Informa events, particularly our 50+ tech focused events
- The AI Summit Series specifically focuses on AI commercial developments, convening 15k attendees around the world, 800+ speakers and 500+ sponsors and exhibitors annually



Information Classification: General

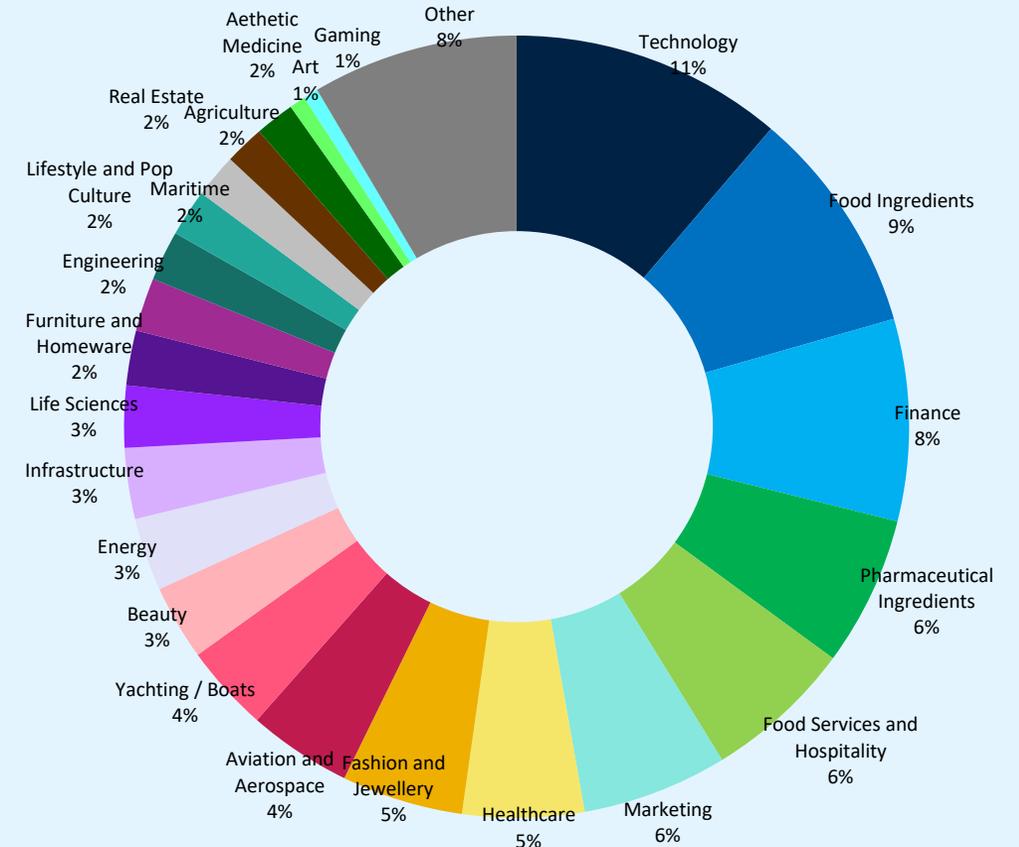
Customer End-Markets: Independent Assessment of AI impacts by Category

Top 10 Categories

Independent Assessment of AI Impacts

Technology	Varies by segment; Workflow automation will drive some efficiency-driven role consolidation as adoption scales
Food Ingredients	AI improving quality control, traceability and supply-chain efficiency, with limited workforce impact
Finance	AI expanding across risk, compliance and customer ops, supporting productivity and streamlining of admin tasks
Pharma	AI enhancing formulation, screening and manufacturing processes, largely complementing specialist roles, while smoothing workflows
Food Services & Hospitality	AI helping optimise scheduling, labour management and waste reduction, gradually improving efficiency in routine operational areas
Marketing	Generative AI automating routine content and analytics tasks, shifting teams to more strategic and creative activity
Healthcare	AI is easing documentation, triage and scheduling, with efficiencies concentrated in administrative support rather than clinical roles
Fashion & Jewellery	AI is improving design support, trend-forecasting and personalisation, offering productivity gains without major changes to overall staffing
Aviation & Aerospace	AI adoption centres on predictive maintenance, training and operations, boosting reliability with modest efficiency benefits
International Yachting & Luxury	AI is enhancing safety systems, monitoring and maintenance, mainly augmenting onboard operations rather than reshaping the workforce

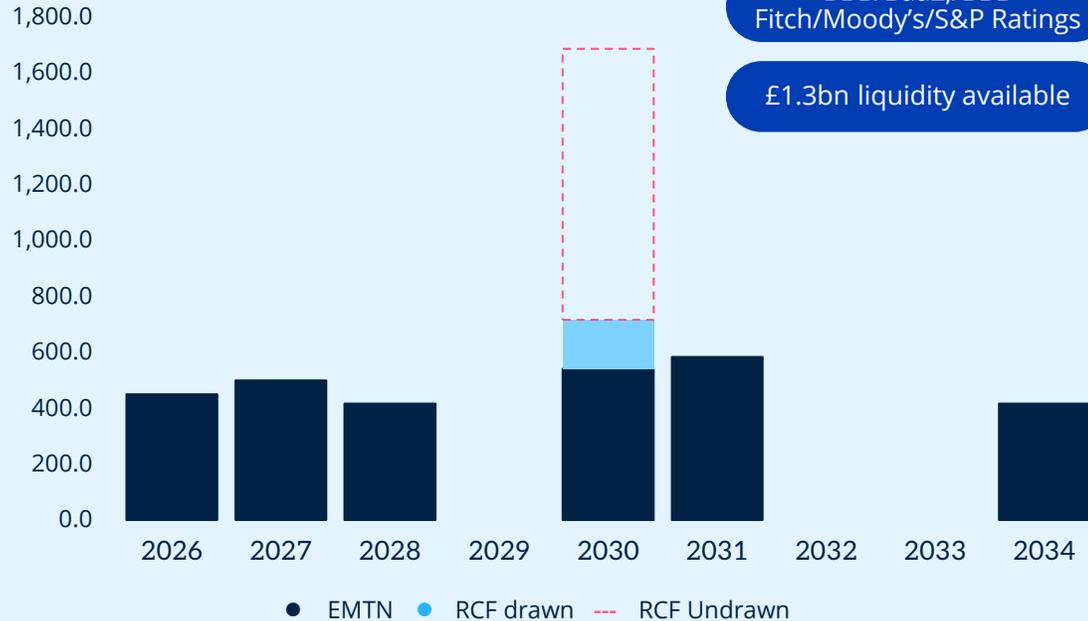
B2B Live Events Revenue by Customer End-Market Category (2025)



Balance Sheet & Capital Allocation

Long-Term Financing Flexibility

Debt maturities at 31 December 2025 (£m)



€700m bond issue completed in 2025

BBB/Baa2/BBB
Fitch/Moody's/S&P Ratings

£1.3bn liquidity available



Average maturity 4 years and forward weighted average cost of debt c.4.7%¹

Capital Allocation Framework

90%+ Operating Cash Flow Conversion

Organic Investment

Consistent capex at c.3% of Revenue

Progressive Dividends

A growing dividend

Inorganic Investment

Targeted Portfolio additions, flexed with share buybacks

Share Buybacks

Annual share buybacks, flexed with inorganic investment

Target Informa Leverage Range of 1.5x to 2.5x Net Debt / adj. EBITDA

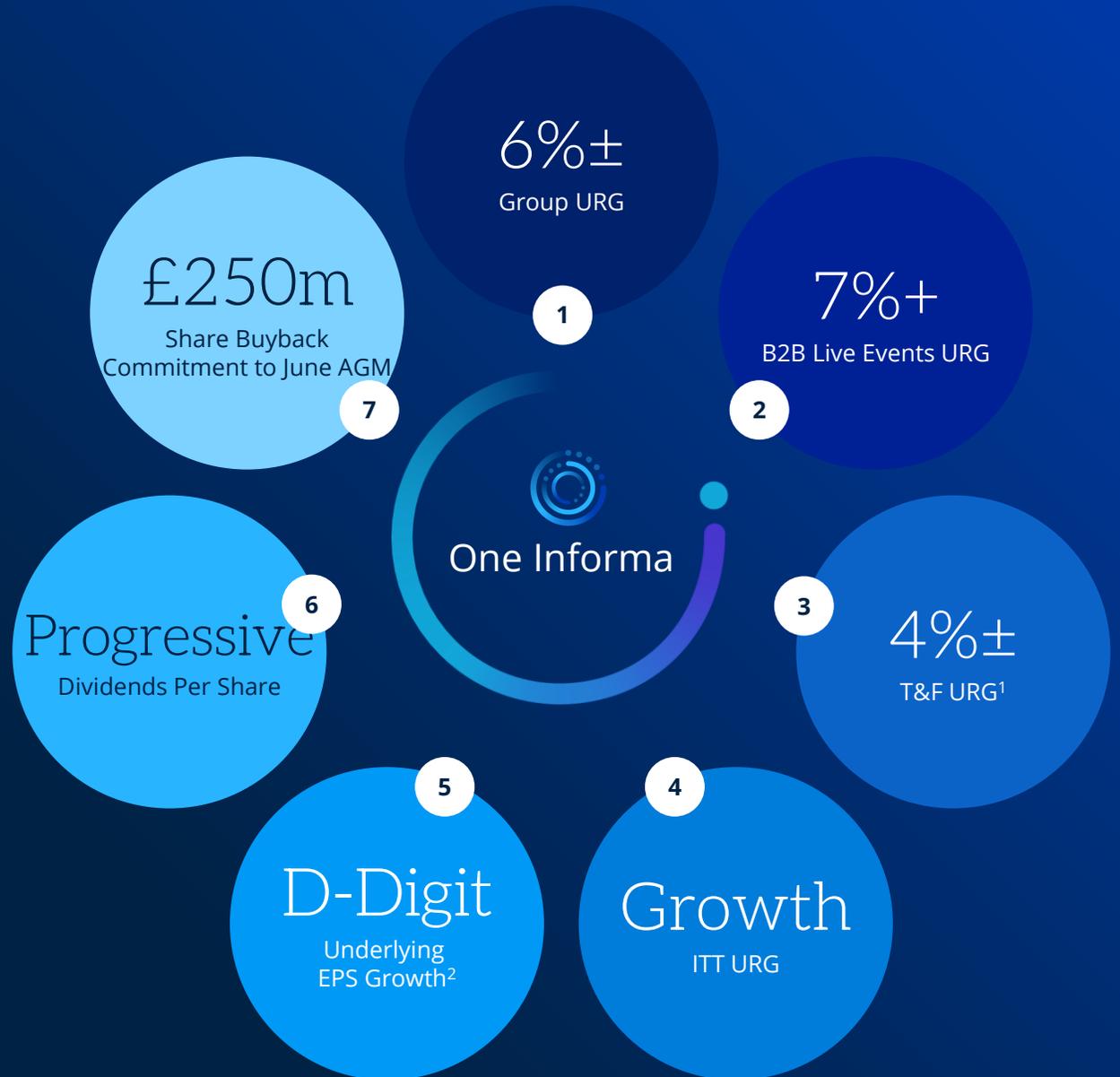


£620m+ of cash returns in 2025 through ordinary dividends and share buybacks

Compounding

Growth in

2026



2026

Investor

Engagement

Meet the Brands,
Meet the Colleagues,
Meet the Company

Investor Fieldtrip



 **National Restaurant
Association Show**

**18 May 2026
Chicago, Americas**

Investor Fieldtrip



 **CPHI**

**7 Oct 2026
Milan, Europe**



Questions



2025 Full-Year Results

Compounding Growth





Appendix



Strong Financial Delivery

Strong Growth in Revenue, Adjusted Operating Profit and EPS

Strong revenue growth

- Reported revenue growth +13.7%. Underlying +6.3%

Strong adjusted operating profit growth

- Adjusted operating profit growth +14.6%. Underlying +8.7%

Investment for growth

- Higher financial costs reflecting inorganic investment and higher interest rates

Higher tax contribution

- Increase in effective tax rate to 20.5%

Stable non-controlling interests

- Full year of TechTarget and Tahaluf growth balanced by Curinos divestment

Double-digit growth in earnings

- Adjusted diluted EPS +11.0%

	2025 £m	2024 £m
Revenue	4,041.4	3,553.1
Adjusted Operating Profit	1,139.8	995.0
Adjusted Operating Margin	28.2%	28.0%
Net adjusted finance costs	(143.7)	(79.6)
Adjusted Profit before tax	996.1	915.4
Adjusting items	(1,060.4)	(508.1)
Reported Profit before tax	(64.3)	407.3
Adjusted tax charge	(204.2)	(178.2)
Effective tax rate	20.5%	19.5%
Adjusted profit	791.9	737.2
Non-controlling interests	(63.3)	(63.9)
Adjusted EPS (diluted)	55.6p	50.1p



Strong Underlying Performance in B2B Markets

Informa Markets

- Double-digit underlying revenue growth, +10.8%

Informa Connect

- Strong underlying revenue growth, +6.8%
- Curinos divestment

Informa Festivals

- Strong underlying revenue growth, +7.7%
- Successful launch of Money20/20 Middle East

Informa TechTarget

- Underlying Revenue decline of (1.7)% in the Foundation Year, with improving growth in H2

Taylor & Francis

- Underlying revenue decline of (2.1)%, reflecting lower revenue from non-recurring data contracts
- Underlying growth of 3.6% (adjusted for non-recurring data contracts)

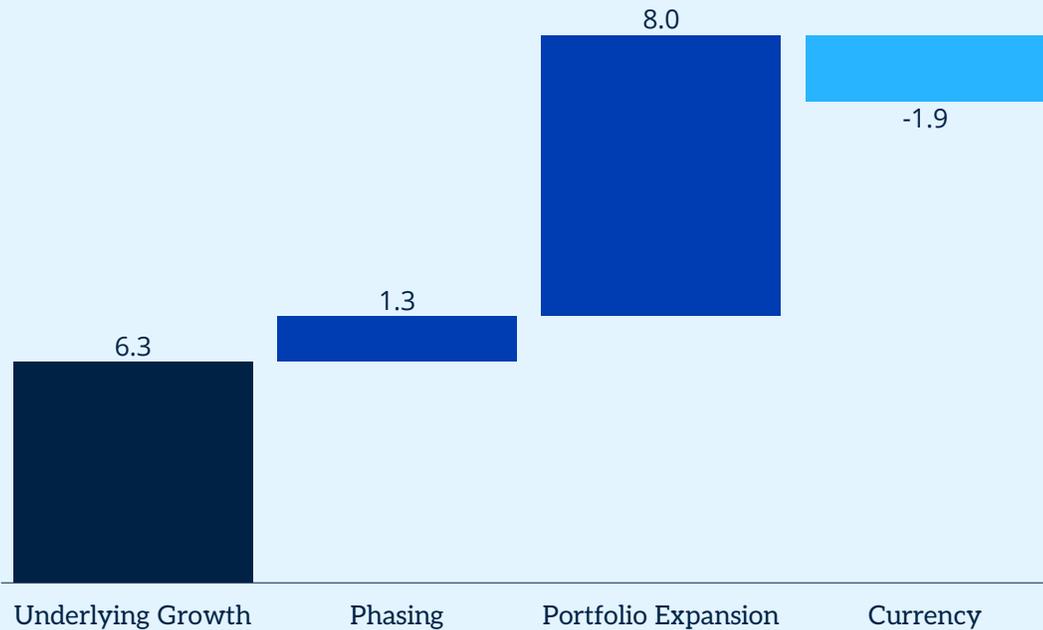
	2025 £m	2024 £m	Reported %	Underlying %
Revenue:				
Informa Markets	1,964.1	1,737.9	13.0%	10.8%
Informa Connect	640.6	701.0	(8.6)%	6.8%
Informa Festivals	397.9	198.6	100.4%	7.7%
B2B Live Events	3,002.6	2,637.5	13.8%	9.5%
Informa TechTarget	368.0	217.4	69.3%	(1.7)%
Taylor & Francis	670.8	698.2	(3.9)%	(2.1)%
Group	4,041.4	3,553.1	13.7%	6.3%
Adjusted Operating Profit:				
B2B Live Events	857.5	717.91	19.4%	12.6%
Informa TechTarget	36.6	21.4	71.0%	6.5%
Taylor & Francis	245.7	255.7	(3.9)%	(2.7)%
Group	1,139.8	995.0	14.6%	8.7%
Operating Margins %:				
B2B Live Events	28.6%	27.2%		
Informa TechTarget	9.9%	9.8%		
Taylor & Francis	36.6%	36.6%		
Group	28.2%	28.0%		



Strong Financial Growth and Expansion

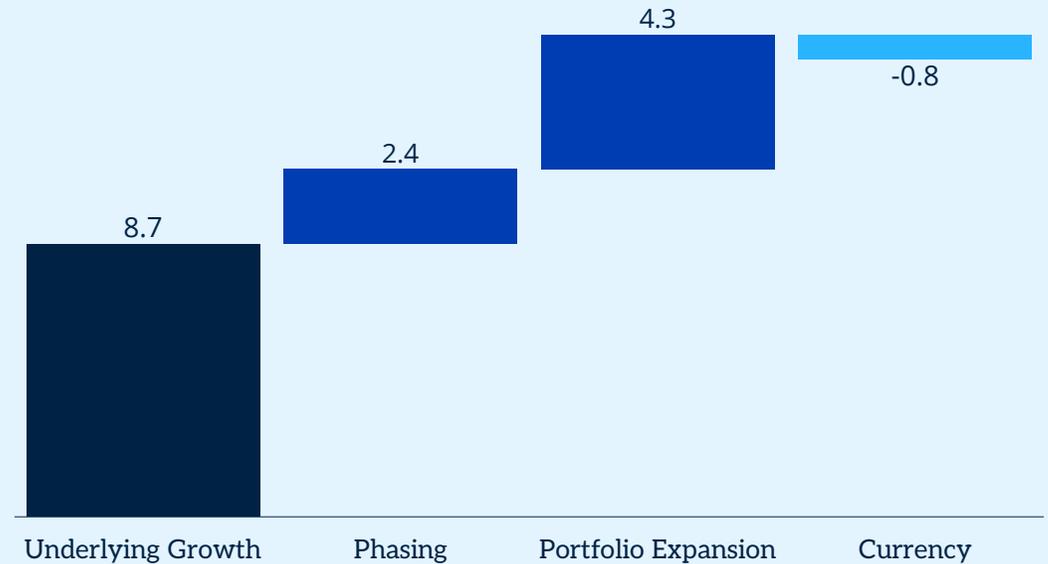
Double-digit underlying growth

Revenue



» Reported revenue growth +13.7%

Adjusted Operating Profit



» Reported adj. operating profit growth +14.6%



Improving operating margins

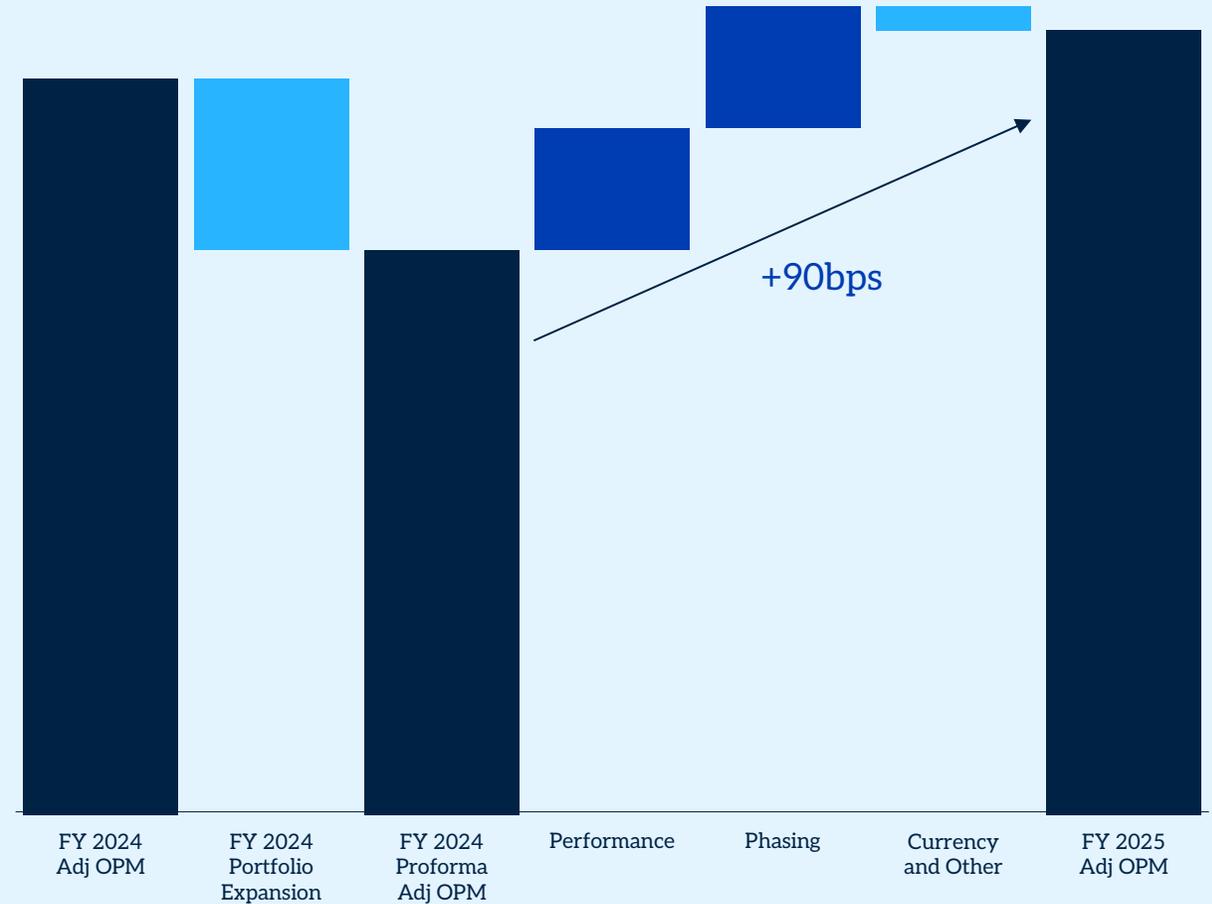
20bp increase YoY; 90bp increase vs. Proforma

- Underlying revenue growth
- Biennial phasing
- Operating leverage and cost synergies
- Investment for growth
- Mix effect of Tahaluf and TechTarget



28.2%

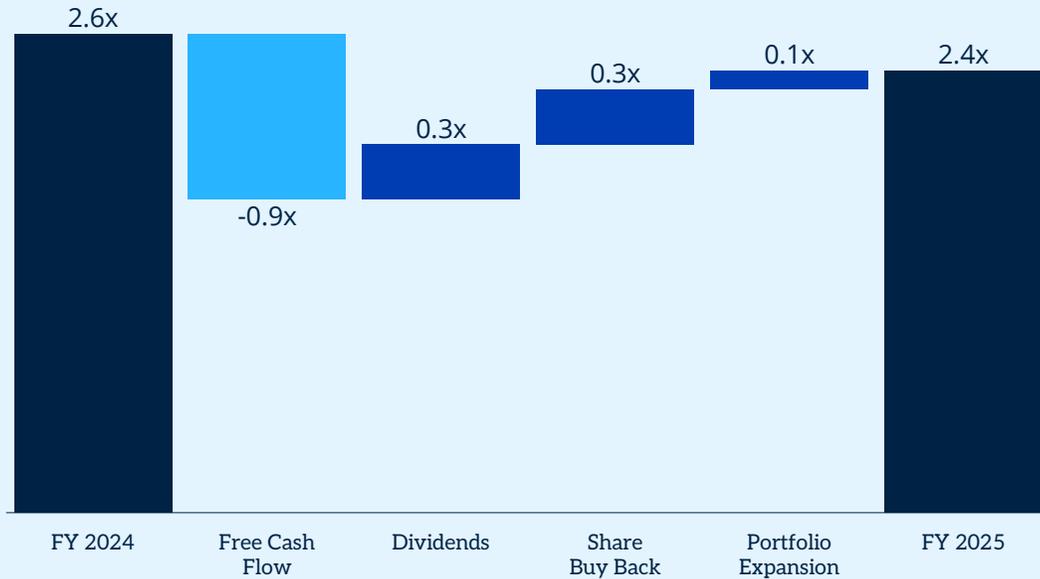
Group adjusted operating profit margin



Balance Sheet Strength

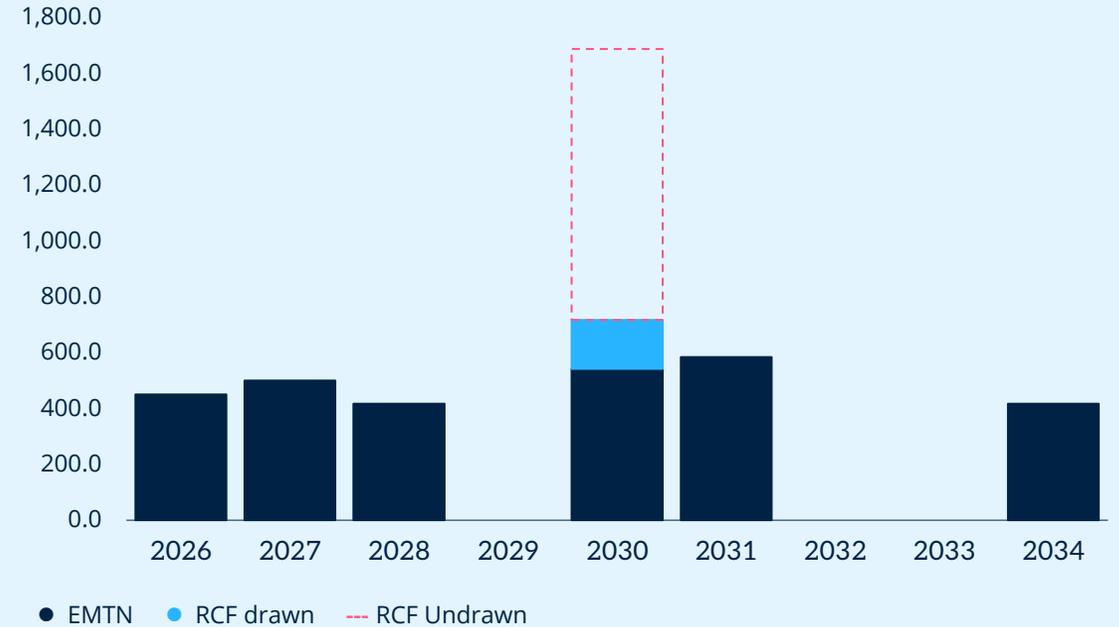
Long-term flexible financing

Balance Sheet Strength
Leverage ratio at 31 December 2025



Strong growth in Free Cash Flow supporting significant investment and cash returns

Long-Term Financing Flexibility
Debt maturities at 31 December 2025 (£m)



Average maturity 4.0 years and forward weighted average cost of debt c.4.7%



Disciplined Capital Allocation

Share Buyback Acceleration

Free Cash Flow Growth, 9.0%

- 106% operating cashflow conversion in 2025
- Continuing focus on cash management

Reinvestment in Growth

- c.£110m capex in 2025, focused on One Informa

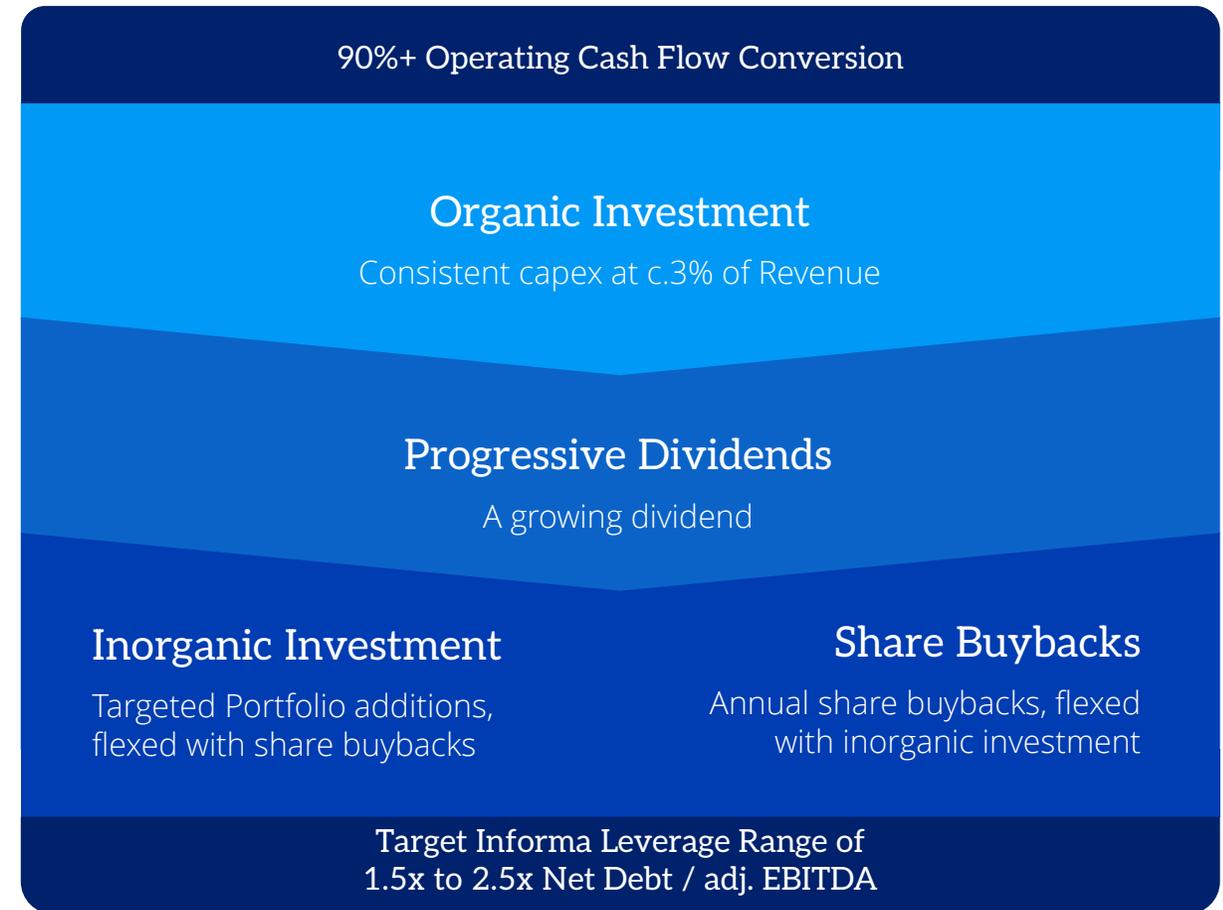
Attractive Cash Returns

- Total Dividends per Share 22.0p in 2025, +10%
- Over £350m buybacks completed in 2025
- Total cash returns £620m+

Resumption of Share Buybacks

- Initial minimum of £200m in 2026, extended to £250m to enable accelerated buybacks through to AGM

Informa Capital Allocation Framework



Currency Sensitivity

	Average Rates		Closing Rates	
	2025	2024	2025	2024
GBP/USD	1.32	1.28	1.34	1.26
The estimated impact in 2026 of a 1 cent movement in the USD to GBP exchange rate is:				
Annual revenue	£20m			
Annual adjusted operating profit	£8m			
Annual adjusted earnings per share	0.5p			



Informa Markets

Informa Markets runs transaction-led live and on-demand B2B events where industries come together to transact, to innovate and to grow

£1,964m

2025 revenue

21

Marquee brands

c.48%

Group revenue in 2025

5,700+

Colleagues

Revenue by type



- Sponsorship & Exhibitor
- Marketing and Lead Generation
- Attendee
- Subscriptions
- Transactional Sales

Revenue by region



- North America
- Cont. Europe
- UK
- China (incl. Hong Kong)
- Middle East
- Rest of World



Informa Connect

Informa Connect owns and operates content-led events that bring together professionals to connect, learn and develop business

£641m
2025 revenue

3
Marquee brands

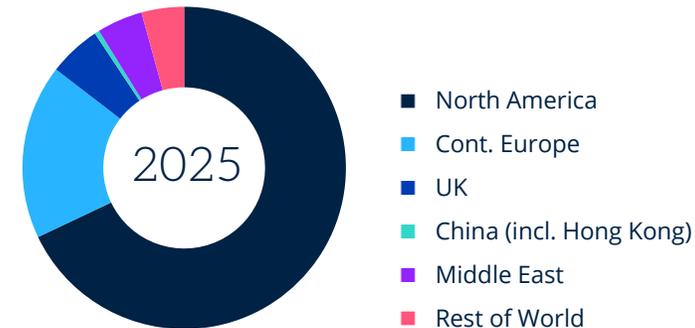
c.16%
Group revenue in 2025

2,800+
Colleagues

Revenue by type



Revenue by region



Informa Festivals

Informa Festivals runs B2B events that inspire and celebrate business by developing unmissable experiences

£398m

2025 revenue

4

Marquee brands

c.10%

Group revenue in 2025

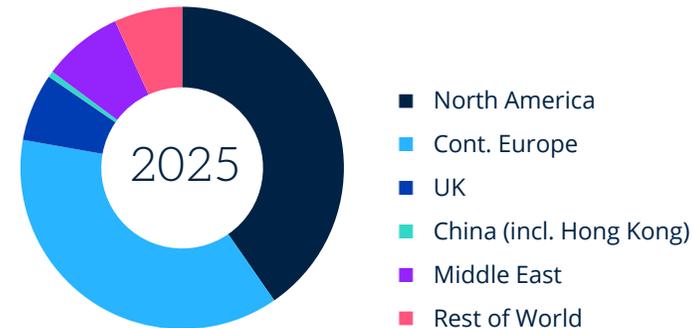
1,000+

Colleagues

Revenue by type



Revenue by region



Informa TechTarget

Informa TechTarget connects buyers and sellers of technology digitally, in the same way that B2B events connect buyers and sellers in person

£368m

2025 revenue

c.58m

Total first-party
permission-based audience

c.9%

Group revenue in 2025

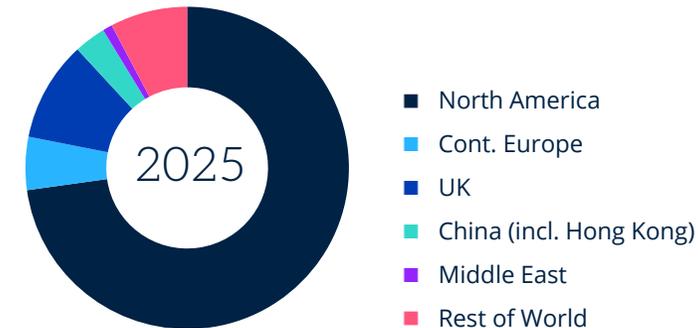
2,200+

Colleagues

Revenue by type



Revenue by region



Taylor & Francis

Our academic markets business
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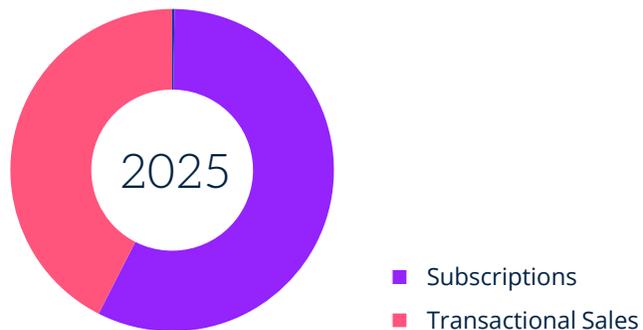
£671m
2025 revenue

145k
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c.17%
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2,700+
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Revenue by region

