

Statement of Directors' responsibilities

The Directors are responsible for preparing the Annual Report and Accounts in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have prepared the Consolidated Financial Statements in accordance with UK-adopted International Accounting Standards, and the Parent Company Financial Statements in accordance with UK Generally Accepted Accounting Practice (UK Accounting Standards comprising FRS 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law. Under company law, the Directors must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Parent Company and of the profit or loss of the Group and the company for that period.

In preparing the Financial Statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK-adopted International Accounting Standards have been followed for the Consolidated Financial Statements and UK Accounting Standards, comprising FRS 102, have been followed for the Parent Company Financial Statements, subject to any material departures disclosed and explained in the Financial Statements
- Prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the Group and Parent Company will continue in business

The Directors are responsible for safeguarding the assets of the Group and Parent Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Parent Company. This enables them to ensure that the Financial Statements and the Directors' Remuneration Report comply with the Companies Act 2006.

The Directors are responsible for the maintenance and integrity of the company's website.

Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Directors' confirmations

The Directors consider that the Annual Report and Accounts, taken as a whole, is fair, balanced and understandable, and provides the information necessary for shareholders to assess the Group's and Parent Company's position and performance, business model and strategy.

Each of the Directors, whose names and functions are listed on pages 79 to 81, confirm that, to the best of their knowledge:

- The Consolidated Financial Statements, which have been prepared in accordance with UK-adopted International Accounting Standards, give a true and fair view of the assets, liabilities, financial position and profit of the Group
- The Parent Company Financial Statements, which have been prepared in accordance with UK Accounting Standards comprising FRS 102, give a true and fair view of the assets, liabilities, financial position and profit of the Parent Company
- The Strategic Report includes a fair review of the development and performance of the business and the position of the Group and Parent Company, together with a description of the principal risks and uncertainties that it faces

Audit information

Each of the Directors in office at the date this report confirms that:

- To the best of their knowledge, there is no relevant audit information of which the Group's and the company's auditors are unaware
- They have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Group's and the company's auditors are aware of that information

This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

Reappointment of auditor

A resolution proposing the reappointment of PricewaterhouseCoopers LLP as the company's external auditors will be put to shareholders at the 2026 AGM.

By order of the Board

Rupert Hopley
General Counsel and Company Secretary

11 March 2026

Informa PLC
5 Howick Place
London SW1P 1WG
Company Number: 08860726

Financial Statements

Financial

Statements

Contents

Independent auditors' report	128
Consolidated Financial Statements	
Consolidated Income Statement	136
Consolidated Statement of Comprehensive Income	137
Consolidated Statement of Changes in Equity	138
Consolidated Balance Sheet	139
Consolidated Cash Flow Statement	140
Notes to the Consolidated Financial Statements	141
Parent Company Financial Statements	
Parent Company Balance Sheet	211
Parent Company Statement of Changes in Equity	212
Notes to the Parent Company Financial Statements	213
Other financial information	
Glossary of terms: alternative performance measures	220
Five-year summary	222



Independent auditors' report to the members of Informa PLC

Report on the audit of the financial statements

Opinion

In our opinion:

- Informa PLC's Consolidated Financial Statements and Parent Company Financial Statements (the "financial statements") give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 31 December 2025 and of the Group's loss and the Group's cash flows for the year then ended;
- the Consolidated Financial Statements have been properly prepared in accordance with UK-adopted international accounting standards as applied in accordance with the provisions of the Companies Act 2006;
- the Parent Company Financial Statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Accounts (the "Annual Report"), which comprise:

- the Consolidated Balance Sheet as at 31 December 2025;
- the Parent Company Balance Sheet as at 31 December 2025;
- the Consolidated Income Statement for the year then ended;
- the Consolidated Statement of Comprehensive Income for the year then ended;
- the Consolidated Statement of Changes in Equity for the year then ended;
- the Consolidated Cash Flow Statement for the year then ended;
- the Parent Company Statement of Changes in Equity for the year then ended; and
- the notes to the financial statements, comprising material accounting policy information and other explanatory information.

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

Basis for opinion

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

Independence

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

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

Other than those disclosed in Note 6 of the Consolidated Financial Statements, we have provided no non-audit services to the Parent Company or its controlled undertakings in the period under audit.

Our audit approach

Overview

Audit scope

- We identified 34 components which required an audit of their complete financial information due to their size or risk characteristics. An audit of specific financial statement line items was performed at a further 4 components. In addition, audit procedures at the corporate function which included the Group consolidation and areas of judgement (including taxation, goodwill impairment, treasury and post-retirement benefits) were directly led by the Group audit team.
- The audit work performed accounted for approximately 74% of consolidated revenue and 74% of consolidated adjusted profit before tax on an absolute basis.

Key audit matters

- Recoverability of the carrying value of goodwill in Informa TechTarget (Group)
- Recoverability of the carrying value of investments in subsidiary undertakings (Parent Company)

Materiality

- Overall Group materiality: £49.0 million (2024: £46.0 million) based on approximately 5.0% (2024: approximately 5.0%) of profit before tax and adjusting items ("Adjusted profit before tax").
- Overall Parent Company materiality: £44.0 million (2024: £42.2 million) based on approximately 0.3% (2024: approximately 0.3%) of total assets as constrained by the allocation of overall Group materiality.
- Performance materiality: £36.7 million (2024: £34.5 million) (Group) and £33.0 million (2024: £31.6 million) (Parent Company).

The scope of our audit

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

Key audit matters

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

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

Valuation of the acquired intangibles in respect of the Ascential and TechTarget acquisitions, which was a key audit matter last year, is no longer included because of the one off nature of acquisition accounting. Otherwise, the key audit matters below are consistent with last year.

Key audit matter

Recoverability of the carrying value of goodwill in Informa TechTarget (Group)

Refer to Note 2 Material accounting policies; Note 3 Critical accounting judgements and key sources of estimation uncertainty; and Note 15 Goodwill in the Consolidated Financial Statements.

The Group has goodwill of £7,053.4m at 31 December 2025 (2024: £7,787.0m) which includes £161.1m relating to the Informa TechTarget ("ITT") cash generating unit ("CGU").

Management is required to test goodwill annually for impairment. Additionally, at each external reporting period, management assess whether there is any indication that goodwill may be impaired. Where indicators of impairment are identified, the recoverable amount is required to be estimated.

Management performs its goodwill impairment assessment on a divisional basis reflecting the lowest level at which it monitors goodwill. Management determines the recoverable amount of its CGU's as being the higher of value in use ("VIU") and fair value less cost of disposal ("FVLCD") by preparing discounted cash flow models which are based on the Group's latest cash flow projections. The assumptions used in management's models, which are subject to estimation uncertainty, are derived from a combination of management's judgement, experts engaged by management and market data. The significant assumptions that we focused our audit on were those with greater levels of management judgement and for which variations had the most significant impact on the recoverable amount. Specifically, these included revenue growth, operating profit, long-term growth and the discount rate.

Impairment indicators were identified by management at 30 June 2025 in respect of the ITT CGU as a result of a reduction in the publicly traded share price of Informa TechTarget Inc. and a decline in forecast cash flows due to subdued market activity. An impairment assessment was performed by management at this date which resulted in a goodwill impairment of £484.2m. Management performed a further impairment assessment at 31 December 2025 and did not identify a further impairment.

We considered the recoverability of the carrying value of goodwill in ITT as a key audit matter due to the material size of the impairment charge and residual carrying value, and the headroom in the model being sensitive to reasonably possible changes in key assumptions.

How our audit addressed the key audit matter

Our audit procedures to assess the carrying value and associated impairment recorded in respect of the goodwill in ITT included:

- assessing the appropriateness of the methodology used and the mathematical accuracy of the discounted cash flow models;
- evaluating the significant assumptions used by management in determining future cash flows, including corroborating revenue growth projections to third party forecasts, cost reduction activity to supporting documentation, and assessing the reasonableness of operating profit margins based on our understanding of the business and past performance;
- with the support of our valuation experts, determining an independent reasonable range for the discount rate and long term growth rate and comparing these to those used in the models;
- performing sensitivities to form an independent view on reasonable downside scenarios;
- comparing the recoverable amount to market evidence such as the Informa TechTarget Inc. share price at 31 December 2025, comparable company EBITDA multiples and analysts' target share prices and multiples; and
- evaluating and testing the disclosures in the Consolidated Financial Statements.

Key audit matter	How our audit addressed the key audit matter
<p>Recoverability of the carrying value of investments in subsidiary undertakings (Parent Company)</p> <p>Refer to Note 2 Significant accounting policies; Note 3 Critical accounting judgements and key sources of estimation uncertainty; and Note 4 Investments in subsidiary undertakings in the Parent Company Financial Statements.</p> <p>At 31 December 2025, the Parent Company held investments in subsidiary undertakings amounting to £7,595.9m (2024: £7,581.2m). During the year, management undertook an internal reorganisation to consolidate the holding structure of the Parent Company's subsidiary undertakings.</p> <p>Investments in subsidiary undertakings are accounted for at historical cost less accumulated impairment. Judgement is required to assess if impairment indicators exist and, where indicators are identified, if the investment carrying value is supported by the recoverable amount.</p> <p>In assessing for impairment indicators, management considers the market capitalisation of the Group, net assets of the subsidiary undertakings, the results of the Group's annual goodwill impairment assessment and other facts and circumstances which may be indicative of an impairment. Where impairment indicators are identified, management estimate the recoverable amount using a fair value less cost of disposal ('FVLCD') discounted cash flow model, which is consistent with that used for the Group's goodwill impairment test.</p> <p>While management's assessment at 31 December 2025 identified impairment indicators, no impairments were identified.</p>	<p>Our audit procedures in relation to the carrying value of investments in subsidiary undertakings included:</p> <ul style="list-style-type: none"> evaluating management's accounting for the internal reorganisation of the holding structure of the Parent Company subsidiary undertakings; assessing the appropriateness of the methodology, treatment of intercompany balances and mathematical accuracy of the discounted cash flow model; assessing whether the cash flows used are consistent with cash flow forecasts used in other estimates and judgements across the Group, including the Group's goodwill impairment assessment; with the support of our valuation experts, determining an independent reasonable range for the discount rate and long term growth rate and comparing these to those used in the models; performing sensitivities to form an independent view on reasonable downside scenarios; and evaluating and testing the disclosures made in the Parent Company Financial Statements.

How we tailored the audit scope

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

In 2025 the Group was reorganised into five divisions - Taylor & Francis, Informa Markets, Informa Connect, Informa Festivals and Informa TechTarget, in addition to a central corporate function. Each division is further divided into business units which align to a legal entity or business in a specific country. A separate divisional management team oversees the operations of each division. For the purposes of our audit,

we have identified each business unit as a component.

The accounting processes for each division are principally undertaken by the Group's shared service centres in Colchester (UK), Cairo (Egypt), Sarasota (USA), Long Island (USA), Cleveland (USA), Hong Kong (HK) and Shanghai (China). Each component reports to the Group through an integrated consolidation system.

Based on our risk and materiality assessments, we determined which components required an audit of their complete financial information having consideration to the significance of each component due to size or risk and the overall coverage obtained over each material line item in the Consolidated Financial Statements.

We identified 34 components which required an audit of their complete financial information due to their size or risk characteristics. An audit of specific financial statement line items was performed at a further 4 components. In addition, audit procedures at the corporate function which included, the Group consolidation and areas of judgement (including taxation, goodwill impairment, treasury and post-retirement benefits) were directly led by the Group audit team.

Where the work was performed by component audit teams, we determined the level of involvement we needed to have in the audit work at those components to be able to conclude whether sufficient appropriate audit evidence had been obtained as a basis for our opinion on the Consolidated Financial Statements as a whole.

The Group audit team visited component teams in the United Kingdom, United States of America, United Arab Emirates, Kingdom of Saudi Arabia, Hong Kong and China during the 2025 audit cycle. In addition, our oversight procedures included the issuance of formal written instructions and regular communication throughout the audit cycle including calls through video conferencing, review of component auditor workpapers and participation in audit clearance meetings.

Taken together with the audit procedures undertaken by the Group audit team, the audit work performed accounted for approximately 74% of consolidated revenue and 74% of consolidated adjusted profit before tax on an absolute basis. In addition, we have performed disaggregated analytical review procedures and an evaluation of entity level controls, which covers a significant portion of the Group's smaller and lower risk components that were not directly included in our Group audit scope.

The financial statements of the Parent Company are prepared using the same accounting processes as the Group's central functions and were audited by the Group audit team.

The impact of climate risk on our audit

In planning and executing our audit, we considered the potential impact of climate change on the Group's business and the financial statements. The Group has set out its climate related intention and metrics as part of its FasterForward programme.

As a part of our audit, we made enquiries of management to understand the extent of the potential impact of the physical and transition climate change risk on the Consolidated Financial Statements. We also discussed the climate change initiatives and commitments from FasterForward and other initiatives to reduce CO₂ emissions, and the impact these have on the Group including on future cash flow forecasts.

Management considers that the impact of climate change does not give rise to a material financial impact. With the assistance of our climate change specialists, we evaluated management's risk assessment and understood the Group's governance processes including the Climate Impact Steering Committee. We performed an audit risk assessment of how the impact of the Group's commitments in respect of climate change including FasterForward may affect the financial statements and our audit. Our work did not identify any material impact on our audit for the year ended 31 December 2025.

Materiality

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

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

	Financial statements - Group	Financial statements - Parent Company
Overall materiality	£49.0 million (2024: £46.0 million).	£44.0 million (2024: £42.2 million).
How we determined it	approximately 5.0% (2024: approximately 5.0%) of profit before tax and adjusting items ("Adjusted profit before tax")	approximately 0.3% (2024: approximately 0.3%) of total assets as constrained by the allocation of overall Group materiality
Rationale for benchmark applied	Profit before tax and adjusting items is used as the materiality benchmark. The directors use this measure as they believe that it best reflects the underlying performance of the Group.	We have considered the nature of the company, which primarily acts as a holding entity for the Group's investments and treasury activities and have determined that total assets is an appropriate benchmark for the calculation of materiality.

For each component in the scope of our Group audit, we allocated a materiality that is less than our overall Group materiality. The range of materiality allocated across components was £2.0 million and £44.0 million.

We use performance materiality to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. Specifically, we use performance materiality in determining the scope of our audit and the nature and extent of our testing of account balances, classes of transactions and disclosures, for example in determining sample sizes. Our performance materiality was 75% (2024: 75%) of overall materiality, amounting to £36.7 million (2024: £34.5 million) for the Consolidated Financial Statements and £33.0 million (2024: £31.6 million) for the Parent Company Financial Statements.

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

We agreed with the Audit Committee that we would report to them misstatements identified during our audit above £2.4 million (Group audit) (2024: £2.3 million) and £2.2 million (Parent Company audit) (2024: £2.1 million) as well as misstatements below those amounts that, in our view, warranted reporting for qualitative reasons.

Conclusions relating to going concern

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

- Evaluating the key assumptions within management's forecasts and ensuring these are consistent with those modelled in relation to management's impairment assessments;
- Considering liquidity and available financial resources;
- Assessing whether the stress testing performed by management appropriately considered the principal risks facing the business; and
- Reading and evaluating the adequacy of disclosures made in the financial statements in relation to going concern.

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

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

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

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

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

Reporting on other information

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

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

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

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

Strategic Report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Directors' Report for the year ended 31 December 2025 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

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

Directors' Remuneration

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

Corporate governance statement

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

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

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

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

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

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

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

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

Based on our understanding of the Group and industry, we identified that the principal risks of non-compliance with laws and regulations related to data privacy regulations, prohibited business practices and anti-bribery and corruption laws, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006 and applicable tax regulation in jurisdictions in which the Group has material operations. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates. The Group engagement team shared this risk assessment with the component auditors so that they could include appropriate audit procedures in response to such risks in their work. Audit procedures performed by the Group engagement team and/or component auditors included:

- Understanding and evaluating the design and implementation of controls designed to prevent and detect irregularities and fraud;
- Discussions with management, Internal Audit and the Group's legal counsel regarding their consideration of known or suspected instances of non-compliance with laws and regulations or fraud;
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations; and

- Challenging estimates and judgements made by management and assessing these for management bias in particular relating to recoverability of the carrying value of goodwill in Informa TechTarget (Group) and investments in subsidiary undertakings (Parent Company) (see Key audit matters section of this report).

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

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

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

Use of this report

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

Other required reporting

Companies Act 2006 exception reporting

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

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

We have no exceptions to report arising from this responsibility.

Appointment

We were first appointed by the Parent Company for the financial year ended 31 December 2023. Our uninterrupted engagement covers 3 financial years.

Other matter

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

Christopher Burns (Senior Statutory Auditor) for and on behalf of PricewaterhouseCoopers LLP

Chartered Accountants and Statutory Auditors

London

11 March 2026

Consolidated Income Statement

for the year ended 31 December 2025

	Notes	Adjusted results 2025 £m	Adjusting items 2025 £m	Statutory results 2025 £m	Adjusted results 2024 £m	Adjusting items 2024 £m	Statutory results 2024 £m
Revenue	4	4,041.4	-	4,041.4	3,553.1	-	3,553.1
Net operating expenses	6	(2,906.1)	(515.3)	(3,421.4)	(2,560.9)	(480.2)	(3,041.1)
Impairment - goodwill	7	-	(484.2)	(484.2)	-	-	-
Other operating income	6	-	1.4	1.4	-	29.5	29.5
Operating profit/(loss) before joint ventures and associates		1,135.3	(998.1)	137.2	992.2	(450.7)	541.5
Share of results of joint ventures and associates	19	4.5	-	4.5	2.8	(1.5)	1.3
Operating profit/(loss)		1,139.8	(998.1)	141.7	995.0	(452.2)	542.8
Fair value loss on investments	19	-	(57.6)	(57.6)	-	(9.2)	(9.2)
Loss on disposal of subsidiaries and operations		-	(2.1)	(2.1)	-	(24.1)	(24.1)
Finance income	10	15.1	-	15.1	12.9	-	12.9
Finance costs	11	(158.8)	(2.6)	(161.4)	(92.5)	(22.6)	(115.1)
Profit/(loss) before tax		996.1	(1,060.4)	(64.3)	915.4	(508.1)	407.3
Tax (charge)/credit	12	(204.2)	123.1	(81.1)	(178.2)	137.3	(40.9)
Profit/(loss) for the year		791.9	(937.3)	(145.4)	737.2	(370.8)	366.4
Attributable to:							
- Equity holders of the company	13	728.6	(717.6)	11.0	673.3	(375.6)	297.7
- Non-controlling interests	37	63.3	(219.7)	(156.4)	63.9	4.8	68.7
Earnings per share							
- Basic (p)	13	56.0		0.8	50.4		22.3
- Diluted (p)	13	55.6		0.8	50.1		22.2

Consolidated Statement of Comprehensive Income

for the year ended 31 December 2025

	Notes	2025 £m	2024 £m
(Loss)/profit for the year		(145.4)	366.4
Items that will not be reclassified subsequently to profit or loss:			
Remeasurement of the net retirement benefit pension surplus	34	(5.5)	(1.0)
Total items that will not be reclassified subsequently to profit or loss		(5.5)	(1.0)
Items that may be reclassified subsequently to profit or loss:			
Exchange (loss)/gain on translation of foreign operations		(420.6)	94.6
Exchange loss arising on disposal of foreign operations		-	(17.3)
Exchange gain on the deconsolidation of former subsidiaries		-	3.9
Net investment hedges:			
Gain/(loss) on net investment hedges		167.2	(80.3)
Cash flow hedges:			
Fair value gain/(loss) arising on hedging instruments		32.6	(49.3)
Less: (loss)/gain reclassified to profit or loss		(77.8)	62.5
Movement in cost of hedging reserve		1.8	(1.2)
Tax charge relating to items that may be reclassified subsequently to profit or loss		(1.2)	(4.4)
Total items that may be reclassified subsequently to profit or loss		(298.0)	8.5
Other comprehensive (expense)/income for the year		(303.5)	7.5
Total comprehensive (expense)/income for the year		(448.9)	373.9
Total comprehensive (expense)/income attributable to:			
- Equity holders of the company		(261.9)	302.2
- Non-controlling interests		(187.0)	71.7
		(448.9)	373.9

Consolidated Statement of Changes in Equity

for the year ended 31 December 2025

	Share capital ¹ £m	Share premium ¹ £m	Translation reserve £m	Other reserves ² £m	Retained earnings £m	Total ³ £m	Non-controlling interests £m	Total equity £m
At 1 January 2024	1.4	1,878.6	(75.6)	2,090.6	2,853.5	6,748.5	436.1	7,184.6
Profit for the year	-	-	-	-	297.7	297.7	68.7	366.4
Exchange gain on translation of foreign operations	-	-	91.6	-	-	91.6	3.0	94.6
(Loss)/gain arising on net investment and cash flow hedges	-	-	(80.3)	12.0	-	(68.3)	-	(68.3)
Foreign exchange recycling of disposed entities	-	-	(17.3)	-	-	(17.3)	-	(17.3)
Exchange gain on the deconsolidation of former subsidiaries	-	-	3.9	-	-	3.9	-	3.9
Actuarial loss on defined benefit pension schemes	-	-	-	-	(1.0)	(1.0)	-	(1.0)
Tax relating to components of other comprehensive income	-	-	(4.4)	-	-	(4.4)	-	(4.4)
Total comprehensive (loss)/income for the year	-	-	(6.5)	12.0	296.7	302.2	71.7	373.9
Dividends to shareholders	-	-	-	-	(248.2)	(248.2)	-	(248.2)
Dividends to non-controlling interests	-	-	-	-	-	-	(31.4)	(31.4)
Share award expense	-	-	-	20.6	-	20.6	-	20.6
Issue of shares	-	-	-	37.5	-	37.5	-	37.5
Shares for Trust purchase	-	-	-	(5.4)	-	(5.4)	-	(5.4)
Transfer of vested LTIPs	-	-	-	(12.9)	12.9	-	-	-
Share buyback ⁴	(0.1)	-	-	90.9	(424.2)	(333.4)	-	(333.4)
Deconsolidation of former subsidiaries	-	-	-	-	8.3	8.3	(41.4)	(33.1)
Transfer to realised profit ⁵	-	-	-	(4.0)	4.0	-	-	-
Disposal of non-controlling interests	-	-	-	-	(0.8)	(0.8)	(121.8)	(122.6)
Acquisition of non-controlling interests	-	-	-	-	(41.7)	(41.7)	518.9	477.2
Transactions with non-controlling interests	-	-	-	(0.6)	-	(0.6)	2.2	1.6
Remeasurement of put call options	-	-	-	(1.8)	-	(1.8)	-	(1.8)
At 31 December 2024	1.3	1,878.6	(82.1)	2,226.9	2,460.5	6,485.2	834.3	7,319.5
Profit/(loss) for the year	-	-	-	-	11.0	11.0	(156.4)	(145.4)
Exchange loss on translation of foreign operations	-	-	(390.0)	-	-	(390.0)	(30.6)	(420.6)
Gain/(loss) arising on net investment and cash flow hedges	-	-	167.2	(43.4)	-	123.8	-	123.8
Actuarial loss on defined benefit pension schemes	-	-	-	-	(5.5)	(5.5)	-	(5.5)
Tax relating to components of other comprehensive expense	-	-	(1.2)	-	-	(1.2)	-	(1.2)
Total comprehensive (loss)/ income for the year	-	-	(224.0)	(43.4)	5.5	(261.9)	(187.0)	(448.9)
Dividends to shareholders	-	-	-	-	(268.1)	(268.1)	-	(268.1)
Dividends to non-controlling interests	-	-	-	-	-	-	(29.9)	(29.9)
Share award expense	-	-	-	40.0	-	40.0	-	40.0
Issue of shares	-	0.6	-	-	-	0.6	-	0.6
Shares for Trust purchase	-	-	-	(6.3)	-	(6.3)	-	(6.3)
Transfer of vested LTIPs	-	-	-	(13.0)	13.0	-	-	-
Share buyback ⁴	-	-	-	-	(352.3)	(352.3)	-	(352.3)
Transactions with non-controlling interests	-	-	-	-	13.6	13.6	(8.7)	4.9
Remeasurement of put call options	-	-	-	0.4	-	0.4	-	0.4
At 31 December 2025	1.3	1,879.2	(306.1)	2,204.6	1,872.2	5,651.2	608.7	6,259.9

1 See Note 35

2 See Note 36

3 Total attributable to equity holders of the company

4 £352.3m (2024: £424.2m) of shares have been bought back during the period

5 Relates to the IFRS 2 reserve for the Management Incentive Plan (MIP) transferred to realised profit as part of the Curinos disposal

Consolidated Balance Sheet

as at 31 December 2025

	Notes	At 31 December 2025 £m	At 31 December 2024 £m
Non-current assets			
Goodwill	15	7,053.4	7,787.0
Other intangible assets	16	3,366.0	3,810.9
Property and equipment	17	78.4	75.0
Right-of-use assets	18	237.0	209.4
Investments in joint ventures and associates	19	81.1	92.7
Other investments	19	118.6	186.5
Non-current tax assets	12	57.2	-
Deferred tax assets	20	71.7	85.7
Retirement benefit surplus	34	44.1	48.5
Finance lease receivables	18	6.0	8.8
Other receivables	22	42.3	51.2
Derivative financial instruments	23	72.7	-
		11,228.5	12,355.7
Current assets			
Inventory	21	44.1	43.0
Trade and other receivables	22	685.4	717.0
Current tax assets	12	25.9	25.9
Cash and cash equivalents	25	330.5	484.3
Investments	26	-	61.8
Finance lease receivables	18	3.2	2.9
Derivative financial instruments	23	7.2	0.1
		1,096.3	1,335.0
Total assets		12,324.8	13,690.7
Current liabilities			
Borrowings	27	(449.8)	(909.3)
Lease liabilities	18	(49.5)	(34.4)
Current tax liabilities	12	(113.0)	(128.5)
Provisions	30	(26.1)	(26.8)
Contingent consideration and put call options	31	(11.2)	(31.4)
Trade and other payables	32	(682.7)	(687.9)
Deferred income		(1,169.2)	(1,166.6)
Derivative financial instruments	23	(2.2)	(76.4)
		(2,503.7)	(3,061.3)
Non-current liabilities			
Borrowings	27	(2,727.6)	(2,298.3)
Lease liabilities	18	(252.2)	(243.7)
Derivative financial instruments	23	(4.5)	(127.8)
Deferred tax liabilities	20	(527.7)	(593.4)
Retirement benefit obligation	34	-	(5.8)
Provisions	30	(14.5)	(15.3)
Contingent consideration and put call options	31	(19.2)	(14.9)
Trade and other payables	32	(15.5)	(10.7)
		(3,561.2)	(3,309.9)
Total liabilities		(6,064.9)	(6,371.2)
Net assets		6,259.9	7,319.5
Share capital	35	1.3	1.3
Share premium	35	1,879.2	1,878.6
Translation reserve		(306.1)	(82.1)
Other reserves	36	2,204.6	2,226.9
Retained earnings		1,872.2	2,460.5
Equity attributable to equity holders of the Parent Company		5,651.2	6,485.2
Non-controlling interest	37	608.7	834.3
Total equity		6,259.9	7,319.5

These Consolidated Financial Statements on pages 136 to 210 were approved by the Board of Directors and authorised for issue on 11 March 2026 and signed on its behalf by

Stephen A. Carter
Group Chief Executive

Gareth Wright
Group Finance Director

Consolidated Cash Flow Statement

for the year ended 31 December 2025

	Notes	2025 £m	2024 £m
Operating activities			
Cash generated by operations	24	1,187.5	1,011.4
Income taxes paid		(156.5)	(122.3)
Interest paid		(154.7)	(87.5)
Net cash inflow from operating activities		876.3	801.6
Investing activities			
Interest received		15.2	13.3
Dividends received from investments	19	3.4	1.4
Purchase of property and equipment	17	(27.4)	(30.6)
Purchase of intangible software assets	16	(61.5)	(51.2)
Product development costs additions	16	(15.1)	(18.2)
Purchase of intangibles related to titles, brands and customer relationships	16	(4.3)	(8.2)
Acquisition of subsidiaries and operations, net of cash acquired	24	(62.1)	(1,450.5)
Acquisition of other investments	19	-	(6.7)
Cash (outflow)/inflow from disposal of subsidiaries and operations		(29.4)	199.2
Proceeds from sale of investments	26	62.2	-
Finance lease receipts		3.3	2.4
Net cash outflow from investing activities		(115.7)	(1,349.1)
Financing activities			
Dividends paid to shareholders	14	(268.1)	(248.2)
Dividends paid to non-controlling interests	14	(29.9)	(31.0)
Repayment of borrowings	29	(1,608.0)	(914.5)
Proceeds from borrowings	29	1,754.7	2,379.1
Repayment of borrowings acquired	29	(331.1)	(59.2)
Borrowing fees paid	29	(6.2)	(21.8)
(Repayment of)/proceeds from loans with other parties	29	(7.5)	7.9
Acquisition of non-controlling interests		(3.3)	(14.6)
Repayment of principal lease liabilities	18	(46.1)	(26.7)
Purchase of shares for share buyback	35	(352.3)	(428.2)
Purchase of shares for Employee Share Trust	36	(6.3)	(5.4)
Net cash (outflow)/inflow from financing activities		(904.1)	637.4
Net (decrease)/increase in cash and cash equivalents			
		(143.5)	89.9
Effect of foreign exchange rate changes		(10.3)	5.1
Cash and cash equivalents at beginning of the year	25	484.3	389.3
Cash and cash equivalents at end of the year	25	330.5	484.3

Notes to the Consolidated Financial Statements

for the year ended 31 December 2025

1. General information

Informa PLC (the company) is a company incorporated and domiciled in the United Kingdom under the Companies Act 2006 and is listed on the London Stock Exchange. The company is a public company limited by shares and is registered in England and Wales with registration number 08860726. The address of the registered office is 5 Howick Place, London, SW1P 1WG.

The Consolidated Financial Statements as at 31 December 2025 and for the year then ended comprise those of the company, its subsidiaries and its interests in joint ventures and associates (together referred to as the Group).

The nature of the Group's operations and its principal activities are set out in the Strategic Report on pages 2 to 77.

These Consolidated Financial Statements are presented in pounds sterling (GBP), which is the currency of the primary economic environment in which the Group operates and the functional currency of the Parent Company, Informa PLC. Foreign operations are included in accordance with the policies set out in Note 2.

2. Material accounting policies

Basis of accounting

The Consolidated Financial Statements have been prepared in accordance with the UK-adopted International Accounting Standards and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards.

Going concern

To complete the going concern assessment, the Directors have modelled a base case with sensitivities and a reverse stress test for the period to June 2027. In modelling the base case, the Directors have assumed Group financial performance is consistent with the guidance given for 2026, followed by similar growth in the first half of 2027.

The reverse stress test shows that the Group can afford to lose 42% of its revenue from 1 April 2026 to the end of June 2027 and maintain positive liquidity headroom. This extremely remote scenario assumes no action is taken to deliver indirect cost savings, that existing customer receipts are refunded for any cancelled or deferred events, and that no further receipts are collected in the period.

Based on these results, the Directors believe the Group is well placed to manage its financing and other business risks in a satisfactory way. The Directors have been able to form a reasonable expectation that the Group has adequate resources to continue in operation for at least 12 months from the signing date of this Annual Report and Accounts, and consider it appropriate to adopt the going concern basis of accounting in preparing the Consolidated Financial Statements. Further detail is contained in the Strategic Report on page 71.

The Consolidated Financial Statements have been prepared on the historical cost basis, except for certain financial instruments, pension assets and investments which are measured at fair value. The principal accounting policies adopted are set out below, all of which have been consistently applied to all periods presented in the Consolidated Financial Statements.

The Group has taken advantage of the audit exemption set out within section 479A of the Companies Act 2006 for the year ended 31 December 2025 for UK subsidiaries listed on page 218.

Basis of consolidation

The Consolidated Financial Statements incorporate the financial statements of the company and all its subsidiaries. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The results of subsidiaries acquired or sold are included in the Consolidated Financial Statements from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the results of acquired subsidiaries to bring their accounting policies into line with those used by other members of the Group.

All intra-Group transactions, balances, income and expenses are eliminated on consolidation. Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the Group's equity and consist of the net assets of those interests at the date of the original business combination plus their share of changes in equity since that date.

Joint arrangements are contractual agreements where two or more parties share control, requiring unanimous consent for decisions about relevant activities. Joint arrangements are classified as either joint ventures, where the Group has rights to the net assets of the arrangement, or joint operations, where the Group has direct rights to the assets and obligations for the liabilities of the arrangement. Associates are undertakings over which the Group exercises significant influence, usually between 20% and 50% of the equity voting rights, in respect of the financial and operating policies, and is neither a subsidiary nor an interest in a joint venture.

2. Material accounting policies continued

The Group accounts for its interests in joint ventures and associates using the equity method. Under the equity method, the investment in the joint venture or associate is initially measured at cost. The carrying amount is adjusted to recognise changes in the Group's share of profit or loss of the joint venture or associate since the acquisition date. The Consolidated Income Statement reflects the Group's share of the results of operations of the entity. The Consolidated Statement of Comprehensive Income includes the Group's share of any other comprehensive income recognised by the joint venture or associate. Dividend income is recognised when the right to receive the payment is established. Where an associate or joint venture has net liabilities, full provision is made for the Group's share of liabilities where there is a constructive or legal obligation to provide additional funding to the associate or joint venture. The Group accounts for its interest in joint operations by recognising its share of assets, liabilities, revenues and expenses.

Foreign currencies

Transactions in currencies other than the entity's functional currency are recorded at the rates of exchange prevailing on the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated at the rates ruling at that date. These translation differences are included in net operating expenses in the Consolidated Income Statement.

Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Where a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

The balance sheet of foreign subsidiaries is translated into pounds sterling at the closing rates of exchange. The Consolidated Income Statement results are translated at an average exchange rate, recalculated for each month at the prior month's closing rate.

Foreign exchange differences arising from the translation of opening net investments in foreign subsidiaries at the closing rate are taken directly to the translation reserve. In addition, foreign exchange differences arising from retranslation of the foreign subsidiaries' results from monthly average rate to closing rate are also taken directly to the Group's translation reserve.

Where a disposal of a foreign subsidiary occurs, the translation differences are recognised in the Consolidated Income Statement in the financial year that the disposal occurs.

The translation movements on matched long-term foreign currency borrowings, and derivative financial instruments qualifying as hedging instruments under IFRS 9 Financial Instruments, are also taken to the translation reserve, to the extent the hedge is effective. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss and is included in the finance costs line item. Gains and losses on the hedging instrument accumulated in the translation reserve are reclassified to profit or loss on the disposal or partial disposal of the foreign operation. The Group treats specific intercompany loan balances, which are not intended to be repaid in the foreseeable future, as part of its net investment.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the acquisition closing rate. This is then revalued at the year end rate with any foreign exchange difference taken directly to the translation reserve.

Business combinations

The acquisition of subsidiaries and other asset purchases that are assessed as meeting the definition of a business under the rules of IFRS 3 Business Combinations are accounted for using the acquisition method. The consideration for each acquisition is measured at the aggregate of fair values of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. If the accounting for business combinations involves provisional amounts, which are finalised in a subsequent reporting period during the 12-month measurement period as permitted under IFRS 3, restatement of these provisional amounts may be required in the subsequent reporting period. Acquisitions by the Group could be subject to measurement-period adjustments; therefore, as permitted by IFRS 3, acquisitions have been accounted for using a provisional accounting basis. Acquisition and integration costs incurred are expensed and included in adjusting items in the Consolidated Income Statement.

If the business combination is achieved in stages, the acquisition-date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through the Consolidated Income Statement. If the business combination is achieved with less than 100% ownership, non-controlling interest is valued at fair value within equity.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration, which is classified as a financial liability that is within the scope of IFRS 9, will be recognised in the Consolidated Income Statement.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised in the Consolidated Income Statement. The Group recognises any non-controlling interest at the proportionate share of the acquiree's identifiable net assets.

Disposals

At the date of a disposal, or loss of control, joint control or significant influence over a subsidiary, joint venture or associate, the Group derecognises the assets and liabilities of the entity, with the carrying amount of any non-controlling interest and any cumulative translation differences recorded in equity. The fair value of consideration including the fair value of any investment retained is recognised. The consequent profit or loss on disposal that is not disclosed as a discontinued operation is recognised in the Consolidated Income Statement within the 'profit or loss on disposal of subsidiaries and operations' line.

Revenue and deferred income

IFRS 15 Revenue from Contracts with Customers provides a single, principles-based, five-step model to be applied to all sales contracts. It is based on the transfer of control of goods and services to customers, and requires the identification and assessment of the satisfaction/delivery of each performance obligation in a contract to recognise revenue.

Where separate performance obligations are identified in a single contract, total revenue is allocated on the basis of relative stand-alone selling prices to each performance obligation, or management's best estimate of relative value where stand-alone selling prices do not exist.

Revenue is measured at the fair value of consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales-related taxes, and provisions for returns and cancellations. Revenue for each category type is typically fixed at the date of the order and is not variable. Given the similarity in nature of the revenue types, sponsorship revenue, and exhibitor and related services have been combined in the table below, and within the notes to the financial statements.

Payments received in advance of the satisfaction of a performance obligation are held as deferred income until the point at which the performance obligation is satisfied. Deferred income balances included in non-current liabilities, which is an immaterial amount, relate to payments received more than one year in advance for biennial and triennial events and exhibitions. Deferred income balances included in current liabilities at the reporting date will be recognised as revenue within 12 months.

Revenue type	Performance obligations	Revenue recognition accounting policy	Timing of customer payments
Sponsorship and exhibitor	Provision of event sponsorship and other services associated with exhibition and conference events, including virtual events.	Performance obligations are satisfied at the point of time that services are provided to the customer with revenue recognised when the event has taken place. Revenue relating to sponsorship at events is recognised on a point of time basis at the event date.	Payments for event sponsorship are normally received in advance of the sponsorship period and are held as deferred income until the services are provided. Payments for exhibitor and related services are normally received in advance of the event dates, which are typically up to 12 months in advance of the event date and are held as deferred income until the event date.
Subscriptions	Provision of journals and online information services that are provided on a periodic basis or updated on a real-time basis.	Performance obligations are satisfied both at a point in time, with revenue recognised at that point and over time, with revenue recognised straight-line over the period of the subscription.	Subscription payments are normally received in advance of the commencement of the subscription period, which is typically a 12-month period, and are initially held as deferred income and released over the subscription period.
Transactional sales	Provision of books and specific publications in print or digital format, including one-off archive data access.	Revenue is recognised at the point of time when control of the product is passed to the customer or the information service has been provided. Control is passed to the customer when the goods have been delivered to them.	Transactional sales to customers are typically on credit terms and customers pay according to these terms.
Attendee revenue	Provision of exhibition or conference events.	Performance obligations are satisfied at the point of time that the event is held, with attendee revenue recognised at this date.	Payments by attendees are normally received either in advance of the event date and are held as deferred income until the event date, or at the event.
Marketing and lead generation	Provision of marketing services and leads.	Performance obligations are satisfied over the period of the marketing subscription or over the period when the marketing and lead generation services are provided. Revenue is recognised on a straight-line basis over the subscription period.	Payments for such services are normally received in advance of the marketing or lead generation period and are held as deferred income until the services are provided.

2. Material accounting policies continued

Revenue relating to barter transactions is recorded at the fair value of the goods or services received from the customer, and the timing of recognition is in line with the above. Expenses from barter transactions are also recorded at their fair value and recognised as incurred. Barter transactions typically involve the trading of show space or conference places in exchange for services provided at events or media advertising.

There are no material contract assets arising on work performed in order to deliver performance obligations. Where there are incremental costs of obtaining a contract, the company has elected to apply the practical expedient in IFRS 15 which permits those costs to be expensed when incurred, if the amortisation period would be 1 year or less. See Notes 4 and 5 for further details of revenue by type, business segment and geographic location.

Pension costs and pension scheme arrangements

Certain Group companies operate defined contribution pension schemes for colleagues. The assets of the schemes are held separately from the individual companies. The pension charge associated with these schemes represents contributions payable and is charged as an expense when incurred.

The Group also operates funded defined benefit schemes for colleagues. The cost of providing these benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at regular intervals. There is no service cost due to the fact that these schemes are closed to future accruals. Net interest is calculated by applying a discount rate to the opening net defined benefit liability or asset and is shown in finance costs, and the administration costs are shown as a component of operating expenses. Actuarial gains and losses are recognised in full in the period in which they occur, outside of the Consolidated Income Statement and in the Consolidated Statement of Comprehensive Income.

The retirement benefit obligation recognised in the Consolidated Balance Sheet represents the actual deficit or surplus in the Group's defined benefit plans under IAS 19. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

Share-based payments

The Group issues equity-settled share-based payment awards to certain colleagues. These are measured at fair value at date of grant. An expense is recognised to spread the fair value of each award over the vesting period on a straight-line basis, after allowing for an estimate of awards that will not vest. At each reporting date, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision on the original estimates, if any, is recognised in the Consolidated Income Statement such that the cumulative expense reflects the revised estimate. Non-market vesting conditions are taken into account by adjusting the number of awards expected to vest at each reporting date so that the cumulative amount recognised over the vesting period uses the number of awards that eventually vest. Market vesting conditions are factored into the fair value of awards at grant date. As long as all other vesting conditions are satisfied, a charge is made irrespective of whether the market vesting conditions are satisfied and there is not an adjustment for failure to achieve a market vesting condition.

Own shares are deducted in arriving at total equity and represent the cost of the company's ordinary shares acquired by the Employee Share Trust and ShareMatch in connection with certain Group colleague share schemes.

Interest income

Interest income is recognised on an accruals basis, by reference to the principal outstanding and at the effective interest rate applicable. Cash flows from interest income are included as part of investing activities in the Consolidated Cash Flow Statement.

Taxation

The tax expense represents the sum of the current tax payable and deferred tax. Current tax is based on taxable profit for the year. Taxable profit differs from profit before tax as reported in the Consolidated Income Statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting date.

A current tax provision is recognised when the Group has a present obligation as a result of a past event and it is probable that the Group will be required to settle that obligation. The provision is the best estimate of the consideration required to settle the present obligation at the balance sheet date, taking into account the risks and uncertainties surrounding the obligation.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the Consolidated Financial Statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of other assets and liabilities (other than in a business combination) in a transaction that affects neither the tax nor accounting profit. To the extent that goodwill is tax deductible, where a taxable temporary difference arises from the subsequent tax-deductible amounts, the associated deferred tax liability is recognised.

Deferred tax is calculated for all business combinations in respect of intangible assets and other assets that are part of the fair value exercise. A deferred tax liability is recognised to the extent that the fair value of the assets for accounting purposes exceeds the value of those assets for tax purposes and will form part of the associated goodwill on acquisition. Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are substantively enacted at the reporting date in relation to the period when the liability is expected to be settled or the asset is expected to be realised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised in the Consolidated Income Statement, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

The Group is a multinational group with tax liabilities arising in many geographic locations. This inherently leads to complexity in the Group's tax structure. Therefore, the calculation of the Group's current tax liabilities and tax expense necessarily involves a degree of estimation and judgement in respect of items whose tax treatment cannot be finally determined until resolution has been reached with the relevant tax authority or, as appropriate, through a formal legal process. The resolution of issues is not always within the control of the Group and issues can, and often do, take many years to resolve.

Payments in respect of tax liabilities for an accounting period result from payments on account and on the final resolution of open items. As a result, there can be differences between the tax charge in the Consolidated Income Statement and tax payments. The final resolution of certain of these items may give rise to profit and loss and/or cash flow variances. Any difference between expectations and the actual future liability is accounted for in the period identified.

The Group has applied the temporary exception under IAS12 Deferred Tax related to the accounting for deferred taxes arising from the implementation of the Pillar Two rules.

Goodwill

Goodwill arises from the acquisition of a subsidiary or business and is calculated as the excess of the purchase consideration over the fair value of identifiable assets and liabilities acquired at the date of acquisition. Goodwill also includes amounts corresponding to deferred tax liabilities recognised in respect of acquired intangible assets. It is recognised as an asset at cost, assessed for impairment at least annually and subsequently measured at cost less any accumulated impairment losses.

Any impairment is recognised immediately in the Consolidated Income Statement and is not subsequently reversed. On disposal of a subsidiary or business, the attributable goodwill is included in the determination of the profit or loss on disposal. Fair value measurements are based on provisional estimates and may be subject to amendment within one year of the acquisition in line with IFRS 3 Business Combinations, resulting in an adjustment to goodwill.

Goodwill is tested for impairment annually, or more frequently when there is an indication that it may be impaired, at the operating segment level. Testing at the operating segment level represents an aggregation of the cash generating units (CGUs) and reflects the level at which goodwill is monitored in the business. At each reporting date, the Group reviews the composition of its CGUs to reflect the impact of changes to cash inflows associated with reorganisations of its management and reporting structure.

Where an impairment test is performed, the carrying value is compared with the recoverable amount which is the higher of the value in use and the fair value less costs of disposal. Value in use is the present value of future cash flows and is calculated using a discounted cash flow analysis based on the cash flows of the CGU compared with the carrying value of that CGU, including goodwill. The Group estimates the discount rates as the risk-adjusted cost of capital for the particular CGU. Fair value less costs of disposal is the amount that a market participant would pay for the CGU less the costs of disposal and uses an income-based approach calculated using a discounted cash flow analysis based on the cash flows of the CGU on a post-tax basis. If the recoverable amount of the CGU or group of CGUs is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

In undertaking the impairment testing at 31 December 2025, management considered its view on the likely outcome from potential climate change scenarios, and after taking into account the materiality of the expected impact, did not view there to be any adjustment needed to the cash flow forecasts or long-term growth rates used in the testing.

2. Material accounting policies continued

Intangible assets

Intangible assets are initially measured at cost. For intangible assets acquired in business combinations, cost is calculated based on the Group's valuation methodologies. These assets are amortised over their estimated useful lives on a straight-line basis, as follows:

Book lists	20 years ¹
Journal titles	20 years ¹
Brands and trademarks	5–30 years
Customer relationship databases	5–30 years
Intellectual property	5–30 years
Software	3–10 years
Product development	3–7 years

¹ Or licence period if shorter

Software which is not integral to a related item of hardware is included in intangible assets. Capitalised internal-use software costs include external direct costs of materials and services consumed in developing or obtaining the software, and payroll and other direct costs for colleagues who devote substantial time to the project. Capitalisation of these costs ceases when the project is substantially complete and available for use. These costs are amortised on a straight-line basis over their expected useful lives.

Product development expenditure is capitalised as an intangible asset only if all capitalisation criteria are met, with all research costs and other development expenditure being expensed when incurred. The capitalisation criteria are as follows:

- An asset is created that can be separately identified, and which the Group intends to use or sell
- It is technically feasible to complete the development of the asset for use or sale
- It is probable that the asset will generate future economic benefit
- The development cost of the asset can be measured reliably

Software and product development expenditure that is part of a Software-as-a-Service (SaaS) arrangement that conveys to the Group only the right to receive access to the supplier's application software in the future is a service contract and is not shown as an intangible asset. Similarly, the costs of configuring or customising the supplier's application software in a SaaS arrangement that is determined to be a service contract is not shown as an intangible asset with such costs being expensed as incurred, with the exception being if the spend resulted in an 'identifiable' asset that meets the recognition criteria in IAS 38 Intangible Assets.

The expected useful lives of intangible assets are reviewed annually. The Group does not have any intangible assets with indefinite useful lives (excluding goodwill).

Property and equipment

Property and equipment is recorded at cost less accumulated depreciation and provision for impairment. Depreciation is provided to expense the cost less the estimated residual value of property and equipment on a straight-line basis over the estimated useful lives of the assets.

Freehold land is not depreciated. These assets are depreciated over their estimated useful lives, as follows:

Freehold buildings	50 years
Leasehold land and buildings including right-of-use assets	Shorter of useful economic life or life of the lease
Equipment, fixtures and fittings	2–5 years

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the net sale proceeds and the carrying amount of the asset, and is recognised in the Consolidated Income Statement.

Leases

The Group as lessee

The Group assesses whether a contract is or contains a lease at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments directly in the Consolidated Income Statement as expenses.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, using the discount rate implicit within the lease. Where a discount rate is not implicit in the lease, an incremental borrowing rate reflecting the risk profile of the underlying asset and the term of the lease length is calculated. The lease liability is presented as a separate line in the Consolidated Balance Sheet. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the discount rate used at commencement) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- A lease contract is modified and the lease modification is not accounted for as a separate lease. At the effective date of the modification, the lease liability is remeasured based on the modified lease term by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index, rate or expected payments. At the effective date of the change, the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the change in lease payments arises from a change in floating interest rates, then a revised discount rate is used).

Right-of-use assets comprise the initial measurement of the corresponding lease liability and any lease payments made at or before the commencement date, less any lease incentives received and vacant property provisions. They are subsequently measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated over the expected lease term of the underlying asset. The depreciation starts at the commencement date of the lease. Right-of-use assets are presented as a separate line in the Consolidated Balance Sheet. The Group applies IAS 36 to assess whether a right-of-use asset is impaired and accounts for any identified impairment loss against the right-of-use asset.

IFRS 16 requires certain judgements and estimates to be made. The most significant of these relate to the discount rates used and the term of the lease. However, these are not considered a critical accounting judgement or key source of estimation uncertainty.

Discount rates are calculated on a lease-by-lease basis. For most leases, the rate used is a portfolio rate, based on estimates of incremental borrowing costs. The portfolio of rates depends on the territory of the relevant lease, hence the currency used, and the weighted average lease term. As a result, reflecting the breadth of the Group's lease portfolio, a level of judgement is required in selecting the most appropriate discount rate. The standard permits the adoption of a portfolio approach whereby a single group guarantee discount rate can be used for leases of a similar nature; therefore, this practical expedient has been used where appropriate.

IFRS 16 defines the lease term as the non-cancellable period of a lease together with the options to extend or terminate a lease if the lessee were reasonably certain to exercise that option. Where a lease includes the option for the Group to extend the lease term, the Group makes a judgement as to whether it is reasonably certain that the option will be taken, and an assumed expiry date is determined. Where there are extension options on specific leases and the assumed expiry date is determined to have changed, the lease term is reassessed. This reassessment of the remaining life of the lease could result in a recalculation of the lease liability and the right-of-use asset, and potentially result in a material adjustment to the associated balances of depreciation and lease interest.

The Group as lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sub-lease as two separate contracts. The sub-lease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. Rental income from operating leases is recognised directly in the Consolidated Income Statement. The Group acts as a lessor only when office properties leased by the Group have been vacated and subsequently sublet to third parties.

Amounts due from lessees under finance leases are recognised as finance lease receivables at the amount of the Group's present value of the lease receipts. The finance lease receivable is subsequently measured by increasing the carrying amount to reflect interest on the finance lease receivable (using the discount rate used at commencement) and by reducing the carrying amount to reflect the lease payments received.

2. Material accounting policies continued

Impairment of tangible and intangible assets

At each reporting date, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any. Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the CGU to which the asset belongs.

The recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset, for which the estimates of future cash flows have not been adjusted. Fair value less costs of disposal uses an income-based approach to calculate a value.

If the recoverable amount of an asset, or CGU, is estimated to be less than its carrying amount, the carrying amount of the asset, or CGU, is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Other investments

Other investments are entities over which the Group does not have significant influence (typically where the Group holds less than 20% of the entity's voting interests). Other investments are classified as assets held at fair value through profit or loss under IFRS 9, with changes in fair value reported in the Consolidated Income Statement.

Inventory

Inventory is stated at the lower of cost and net realisable value. Cost comprises direct materials and expenses incurred in bringing the inventory to its present location and condition. Net realisable value represents the estimated selling price less marketing and distribution costs expected to be incurred. Pre-publication costs are included in inventory, representing costs incurred in the origination of content prior to publication. These are expensed systematically, reflecting the expected sales profile over the estimated economic lives of the related products, typically over four years.

Financial assets

Financial assets are recognised in the Group's Consolidated Balance Sheet when the Group becomes a party to the contractual provisions of the instrument.

Trade and other receivables

Trade and other receivables without a significant financing component are initially measured at the transaction price and are subsequently measured at amortised cost using the effective interest rate method, less any impairment. Further details on the Group's loss allowance considerations can be found in Note 33(f).

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and balances with banks and similar institutions. Cash equivalents comprise bank deposits and money market funds, which are readily convertible to known amounts of cash and have a maturity of three months or less, are subject to an insignificant risk of changes in value and there is a reasonable expectation that these funds will be used for meeting the short-term cash commitments of the Group.

Impairment of financial assets

The Group recognises lifetime expected credit losses (ECL) for trade receivables and lease receivables. The ECL on these financial assets are estimated based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. The carrying amount is reduced by the ECL through the use of a provision account. When a trade receivable is considered uncollectible, it is written off against the provision account.

Subsequent recoveries of amounts previously written off are credited against the provision account. Changes in the carrying amount of the provision are recognised in the Consolidated Income Statement.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Financial liabilities and equity instruments issued by the Group

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into.

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments issued by the Group are recorded at the proceeds received, net of direct issue costs.

Borrowings

Interest-bearing loans are recorded at the proceeds received, net of direct issue costs, and stated at amortised cost using the effective interest rate method. The amortised cost calculation is revised when necessary to reflect changes in the expected cash flows and the expected life of the borrowings, including the effects of the exercise of any prepayment, call or similar options. Any resulting adjustment to the carrying amount of the borrowings is recognised as finance costs in the Consolidated Income Statement. Cash flows relating to finance costs are included in operating activities in the Consolidated Cash Flow Statement.

Net debt

Net debt consists of cash and cash equivalents and includes bank overdrafts, borrowings, derivatives associated with debt instruments, finance leases, lease liabilities, deferred borrowing fees and other loan receivables or loan payables, excluding in either case fair value through profit or loss items and amounts in escrow, where these are interest-bearing and do not relate to deferred consideration arrangements for acquisitions or disposals.

Debt issue costs

Debt issue costs, including the premium payable on settlement or redemption, are accounted for on an accrual basis in the Consolidated Income Statement using the effective interest rate method. These costs are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

Trade and other payables

Trade and other payables (including accruals) are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Other financial liabilities

Other financial liabilities are initially measured at fair value, net of transaction costs. Other financial liabilities are subsequently measured at amortised cost using the effective interest rate method, as set out above, with interest expense recognised on an effective yield basis.

Derivative financial instruments and hedge accounting

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. The derivative instruments utilised by the Group to hedge these exposures are cross-currency interest rate swaps. The Group does not use derivative contracts for speculative purposes.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship. A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. Derivatives are not offset in the Consolidated Financial Statements unless the Group has both a legally enforceable right and intention to offset.

The Group designates certain derivatives as either:

- Hedges of a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge)
- Hedges of a net investment in a foreign operation (net investment hedge)
- Hedges of changes in the fair value of a recognised asset or liability or unrecognised firm commitment (fair value hedge)

2. Material accounting policies continued

The Group designates and documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is expected to be or has been highly effective in offsetting changes in cash flows, net investment assets or fair values of the hedged item attributable to the hedged risk. This will occur when the hedging relationship meets all of the following hedge effectiveness requirements:

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

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

The Group elects to exclude foreign currency basis from the designation of the financial instrument, applying the cost of hedging approach. The amounts accumulated in the cost of hedging reserve are reclassified to profit or loss in line with the aligned hedged item.

Cash flow hedges

Changes in the fair value of derivative financial instruments that are designated, and effective, cash flow hedges of forecast transactions are recognised in other comprehensive income and accumulated under the heading of cash flow hedging reserve, limited to the cumulative change in the fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

The cumulative amount recognised in other comprehensive income and accumulated in equity is reclassified into the Consolidated Income Statement out of other comprehensive income in the same period the hedged item is recognised in profit or loss.

Hedges of net investment in foreign operations

Hedges of net investment in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument in relation to the effective portion of the hedge is recognised in other comprehensive income and accumulated in the foreign currency translation reserve. The gain or loss relating to the ineffective portion is recognised immediately in the Consolidated Income Statement. Gains and losses on the hedging instrument relating to the effective portion of the hedge accumulated in the foreign currency translation reserve are reclassified to profit or loss when the hedged item is disposed of.

Fair value hedges

The Group has designated fair value hedges of certain fixed rate debt instruments where the derivatives used as hedging instruments result in the Group paying a floating rate of interest. Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in profit or loss, together with any changes in the fair value of the hedged debt that are attributable to the hedged risk. The gain or loss relating to the effective portion of interest rate swaps hedging fixed rate borrowings is recognised in profit or loss within finance costs, together with changes in the fair value of the hedged fixed rate borrowings attributable to interest rate risk. The gain or loss relating to the ineffective portion is recognised in profit or loss.

Discontinuation of hedge accounting

Hedge accounting is discontinued when the hedge instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting; the discontinuation is accounted for prospectively. At that time, any cumulative gain or loss on the hedging instrument recognised in equity is retained in equity until the forecast transaction occurs. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in equity is transferred to the Consolidated Income Statement in the period.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities. Further details of derivative financial instruments are disclosed in Notes 23 and 33.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, and it is probable that the Group will be required to settle that obligation. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material. Any difference between the amounts previously recognised and the current estimates is recognised immediately in the Consolidated Income Statement.

Restructuring provisions are recognised when the Group has a detailed formal plan for the restructuring that has been communicated to the affected parties. Acquisition and integration provisions are recognised when there is a commitment to settle an obligation relating to expenditure incurred on acquisition-related items or integration items of spend that relate to an acquisition. Onerous contract provisions are recognised when it is determined that the cost to fulfil the contract is higher than the economic benefit to be obtained from it.

Alternative performance measures

In addition to the statutory results, adjusted results are prepared for the Consolidated Income Statement, including adjusted operating profit and adjusted diluted earnings per share, as the Board considers these non-GAAP measures to be a useful and alternative way to measure the Group's performance in a way that is comparable to the prior year. See the Glossary of terms: alternative performance measures on page 220 for definitions of non-GAAP measures, which includes adjusted measures shown in Notes 7 and 13.

Adoption of new and revised International Financial Reporting Standards (IFRSs)

Standards and interpretations adopted in the current year

The following new standards and interpretations have been adopted in the current year, effective as of 1 January 2025:

- Amendments to IAS 21 – *Lack of Exchangeability*

The adoption of the above amendment did not lead to any significant changes to the Group's accounting policies or have any material impact on the financial position or performance of the Group.

Management also notes the IFRS Interpretations Committee (IFRIC) agenda decision from June 2024 relating to disclosures under IFRS 8 – Operating Segments. The impact of the IFRIC agenda decision has been considered and reflected in these financial statements. Refer to Note 5 for further details.

All other amendments and interpretations of IFRSs effective for the year ended 31 December 2025 have not led to any changes to the Group's accounting policies or had any material impact on the financial position or performance of the Group.

Standards and interpretations in issue, but not yet effective

At the date of authorisation of these financial statements, the following standards and interpretations, which have not been applied in these Consolidated Financial Statements, were in issue but have not yet come into effect:

- Amendments to IFRS 9 and IFRS 7 – *Amendments to the Classification and Measurement of Financial Instruments*
- Annual Improvements to IFRS Accounting Standards Volume 11 – *Amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7, IFRS 9 Financial Instruments, IFRS 10 Consolidated Financial Statements, and IAS 7 Statement of Cash Flows*
- Amendments to IFRS 9 and IFRS 7 – *Contracts Referencing Nature-dependent Electricity*
- Amendments to IAS 21 – *Translation to a Hyperinflationary Presentation Currency*
- IFRS 18 – *Presentation and Disclosure in Financial Statements*
- IFRS 19 – *Subsidiaries without Public Accountability: Disclosures*

The adoption of the above standards and interpretations, with the exception of IFRS 18, is not expected to lead to any changes to the Group's accounting policies or have any material impact on the financial position or performance of the Group.

In April 2024, the IASB issued IFRS 18, which replaces IAS 1, and is effective from 1 January 2027. It introduces new requirements for presentation within the statement of profit or loss, including the classification of all income and expenses into five categories: operating, investing, financing, income tax and discontinued operations, and introduces defined subtotals, including operating profit. It also introduces new requirements to provide disclosures on 'management-defined performance measures' (MPMs) in the notes to the accounts, and further considerations around the aggregation and disaggregation of information.

The Group is in the process of determining the impact of applying IFRS 18 on the Consolidated Financial Statements, and is on track to report our first IFRS 18-compliant Consolidated Interim Financial Statements for the period ending 30 June 2027 and Consolidated Financial Statements for the period ending 31 December 2027.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

3. Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, which are described in Note 2, the Directors are required to make judgements and estimates about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other relevant factors. Actual results may differ from these estimates.

Critical accounting judgements

In addition to the judgement taken by the Group in selecting and applying the accounting policies set out above, the Directors have made the following judgements concerning the amounts recognised in the Consolidated Financial Statements. There are no additional critical accounting judgements and key sources of estimation uncertainty relating to climate-related risks.

Identification of adjusting items

The Group provides adjusted results and underlying measures in addition to statutory measures, in order to provide additional useful information on business performance trends to shareholders. The Board considers these non-GAAP measures as an appropriate way to measure the Group's performance because it aids comparability to the prior year.

The terms 'adjusted' and 'underlying' are not defined terms under IFRS and may not therefore be comparable with similarly titled measurements reported by other companies. Management is therefore required to exercise its judgement in appropriately identifying and describing these items. These measures are not intended to be a substitute for, or superior to, IFRS measurements. Refer to the Glossary of terms: alternative performance measures for further understanding of adjusting items.

The Financial Review provides reconciliations of alternative performance measures (APMs) to statutory measures and provides the basis of calculation for certain APM metrics. These APMs are provided on a consistent basis with the prior year.

Estimation uncertainty

As at the year ended 31 December 2025, the Group noted two key sources of estimation uncertainty, which are outlined below.

Measurement of retirement benefit obligations

The measurement of the retirement benefit obligation and surplus involves the use of a number of assumptions. The most significant of these relates to the discount rate and mortality assumptions where reasonable changes to these estimates could result in a material adjustment to the retirement benefit obligations within the next financial year. The most significant scheme is the UBM Pension Scheme (UBMPS). Note 34 details the principal assumptions which have been adopted following advice received from independent actuaries and also provides sensitivity analysis with regard to changes to these assumptions.

Assumptions used in the goodwill impairment assessment

The construction of the annual goodwill impairment assessment relies on management's estimate of future cash flows, discount rates and long-term growth rates to calculate the recoverable amount of each group of CGUs. In line with the requirements of IAS 1, management has considered the impact of these assumptions on the future as well as at the balance sheet date. Accordingly, we identify that a reasonably possible change in the discount rate, long-term growth rate and future cash flow assumptions could cause a material change to the recoverable amount of the Informa TechTarget division, which could give rise to an adjustment to the carrying value of assets. Note 15 provides further details of the sensitivity analysis conducted.

4. Revenue

An analysis of the Group's revenue by type is set out below; refer to the accounting policy in Note 2 on revenue for an explanation of the nature of revenue types, their timing and related expected cash flows, and any uncertainties and significant payment terms.

Year ended 31 December 2025

	Informa Markets £m	Informa Connect £m	Informa Festivals £m	B2B Live Events £m	Taylor & Francis £m	Informa TechTarget £m	Total £m
Sponsorship and exhibitor	1,731.6	315.5	200.4	2,247.5	-	5.7	2,253.2
Subscriptions	38.7	55.8	35.5	130.0	384.2	59.1	573.3
Transactional sales	5.5	27.4	50.9	83.8	285.0	26.4	395.2
Attendee revenue	93.8	205.2	106.1	405.1	-	1.4	406.5
Marketing and lead generation	94.5	36.7	5.0	136.2	1.6	275.4	413.2
Total	1,964.1	640.6	397.9	3,002.6	670.8	368.0	4,041.4

Year ended 31 December 2024 (re-presented)

Revenue by type for the year ended 31 December 2024 has been re-presented. Refer to Note 41 for further details.

	Informa Markets £m	Informa Connect £m	Informa Festivals £m	B2B Live Events £m	Taylor & Francis £m	Informa TechTarget £m	Total £m
Sponsorship and exhibitor	1,518.3	271.2	107.5	1,897.0	-	6.6	1,903.6
Subscriptions	38.2	151.5	9.8	199.5	368.8	53.2	621.5
Transactional sales	6.0	44.3	5.0	55.3	327.6	27.1	410.0
Attendee revenue	79.0	196.0	73.2	348.2	-	1.1	349.3
Marketing and lead generation	96.4	38.0	3.1	137.5	1.8	129.4	268.7
Total	1,737.9	701.0	198.6	2,637.5	698.2	217.4	3,553.1

5. Business segments

The Group has identified reportable segments based on financial information used by the Directors in allocating resources and making strategic decisions. We consider the chief operating decision maker to be the Executive Directors.

As at 31 December 2025, the Group has five operating segments: Informa Markets, Informa Connect, Informa Festivals, Taylor & Francis and Informa TechTarget, the results of which are reported within three reportable segments: B2B Live Events, Taylor & Francis and Informa TechTarget. The results of the Group's segments are presented in this note, and the re-presentation of segments in relation to prior reporting periods is presented in Note 41.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

5. Business segments continued

Segment results

The Group's primary internal income statement performance measures are revenue and adjusted operating profit. A reconciliation of adjusted operating profit to statutory operating profit and profit before tax is provided below:

Year ended 31 December 2025

	Notes	B2B Live Events £m	Taylor & Francis £m	Informa TechTarget £m	Total £m
Adjusted operating profit before joint ventures and associates ¹		853.0	245.7	36.6	1,135.3
Share of adjusted results of joint ventures and associates		4.5	-	-	4.5
Adjusted operating profit		857.5	245.7	36.6	1,139.8
Intangible asset amortisation ²	16	(264.0)	(20.5)	(58.0)	(342.5)
Impairment – goodwill	15	-	-	(484.2)	(484.2)
Impairment – acquisition-related and other intangible assets	16	(24.1)	(7.9)	-	(32.0)
Impairment – investment in joint ventures	19	(13.1)	-	-	(13.1)
Impairment – right-of-use assets	7	(1.4)	(0.1)	(3.8)	(5.3)
Acquisition costs	7	(7.1)	(0.2)	(2.8)	(10.1)
Integration costs	7	(30.1)	(0.9)	(53.4)	(84.4)
Restructuring and reorganisation (costs)/credits	7	(16.0)	(8.7)	3.5	(21.2)
Foreign exchange gain	7	2.3	0.5	0.3	3.1
Fair value gain on contingent consideration	7	1.4	-	-	1.4
Fair value loss on contingent consideration	7	(9.1)	-	(0.7)	(9.8)
Operating profit/(loss)		496.3	207.9	(562.5)	141.7
Fair value loss on investments	19	-	-	-	(57.6)
Loss on disposal of subsidiaries and operations		-	-	-	(2.1)
Finance income	10	-	-	-	15.1
Finance costs	11	-	-	-	(161.4)
Loss before tax					(64.3)

1 Adjusted operating profit before joint ventures and associates included the following amounts for depreciation and other amortisation: £71.2m for B2B Live Events, £19.2m for Taylor & Francis and £11.6m for Informa TechTarget

2 Intangible asset amortisation is in respect of acquired intangibles and excludes amortisation of software and non-acquired product development

Adjusted operating profit includes the below significant costs:

	Notes	B2B Live Events £m	Taylor & Francis £m	Informa TechTarget £m	Total £m
Cost of sales	6	1,158.3	199.6	67.6	1,425.5
Staff costs	6	710.3	172.9	202.1	1,085.3

Year ended 31 December 2024 (re-presented)

The business segment results for the year ended 31 December 2024 have been re-presented. Refer to Note 41 for further details.

	Notes	B2B Live Events £m	Taylor & Francis £m	Informa TechTarget £m	Total £m
Adjusted operating profit before joint ventures and associates ¹		715.1	255.7	21.4	992.2
Share of adjusted results of joint ventures and associates		2.8	-	-	2.8
Adjusted operating profit		717.9	255.7	21.4	995.0
Intangible asset amortisation ²	16	(251.3)	(31.7)	(26.6)	(309.6)
Impairment – acquisition-related and other intangible assets	16	(11.6)	(16.2)	(0.7)	(28.5)
Impairment – right-of-use assets	7	(2.2)	(0.3)	(2.5)	(5.0)
Acquisition costs	7	(32.4)	(1.5)	(32.1)	(66.0)
Integration costs	7	(24.0)	(1.0)	(17.2)	(42.2)
Restructuring and reorganisation costs	7	(10.9)	(2.5)	(0.7)	(14.1)
Fair value gain on contingent consideration	7	10.8	-	18.7	29.5
Fair value loss on contingent consideration	7	(16.3)	-	-	(16.3)
Operating profit/(loss)		380.0	202.5	(39.7)	542.8
Fair value loss on investments	19	-	-	-	(9.2)
Loss on disposal of subsidiaries and operations		-	-	-	(24.1)
Finance income	10	-	-	-	12.9
Finance costs	11	-	-	-	(115.1)
Profit before tax					407.3

1 Adjusted operating profit before joint ventures and associates included the following amounts for depreciation and other amortisation: £61.9m for B2B Live Events, £21.5m for Taylor & Francis and £7.3m for Informa TechTarget

2 Intangible asset amortisation is in respect of acquired intangibles and excludes amortisation of software and non-acquired product development

Adjusted operating profit includes the below significant costs:

	Notes	B2B Live Events £m	Taylor & Francis £m	Informa TechTarget £m	Total £m
Cost of sales	6	970.2	210.2	40.5	1,220.9
Staff costs	6	671.4	173.1	139.5	984.0

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 2. Adjusted operating results by operating segment is the measure reported to the Directors for the purpose of resource allocation and assessment of segment performance. Finance costs and finance income are not allocated to segments, as this type of activity is driven by the central Treasury function, which manages the cash positions of the Group.

Segment assets

The business segment assets for the year ended 31 December 2024 have been re-presented. Refer to Note 41 for further details.

	31 December 2025 (re-presented) £m	31 December 2024 £m
B2B Live Events	9,839.9	10,333.0
Taylor & Francis	959.9	1,022.2
Informa TechTarget	831.3	1,524.1
Total segment assets	11,631.1	12,879.3
Unallocated assets	693.7	811.4
Total assets	12,324.8	13,690.7

For the purpose of monitoring segment performance and allocating resources between segments, the Group monitors the non-current tangible, intangible and financial assets attributable to each segment. All assets are allocated to reportable segments except for certain centrally held balances, including cash, some intangible software assets relating to Group infrastructure, balances receivable from businesses sold and taxation (current and deferred). Assets used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

5. Business segments continued

Geographic information

The Group's revenue by location of customer and information about its segment assets by geographic location are detailed below:

	Revenue		Segment non-current assets ¹	
	2025 £m	2024 £m	2025 £m	2024 £m
UK	191.4	195.6	2,824.5	2,875.2
Continental Europe	633.3	405.1	1,282.8	1,294.1
North America	1,784.9	1,752.2	4,900.2	5,927.1
China	479.9	466.3	1,581.8	1,717.9
Rest of World	951.9	733.9	274.9	220.7
	4,041.4	3,553.1	10,864.2	12,035.0

¹ Non-current amounts exclude other investments, non-current tax assets, deferred tax assets, derivative financial asset and retirement benefit surplus of £364.3m (2024: £320.7m)

No individual customer contributed more than 10% of the Group's revenue in either 2025 or 2024.

6. Net operating expenses and other operating income

Operating profit has been arrived at after charging/(crediting):

Notes	Adjusted results	Adjusting items	Statutory results	Adjusted results	Adjusting items	Statutory results
	2025 £m	2025 £m	2025 £m	2024 £m	2024 £m	2024 £m
Cost of sales (excluding staff costs, depreciation and adjusting items)	1,425.5	-	1,425.5	1,220.9	-	1,220.9
Staff costs	1,085.3	-	1,085.3	984.0	-	984.0
Auditor's remuneration for audit services	9.2	-	9.2	10.1	-	10.1
Intangible asset amortisation	37.6	342.5	380.1	46.1	309.6	355.7
Depreciation – property and equipment	21.2	-	21.2	17.5	-	17.5
Depreciation – right-of-use assets	43.2	-	43.2	27.1	-	27.1
Impairment – goodwill	-	484.2	484.2	-	-	-
Impairment – acquisition-related and other intangible assets	-	32.0	32.0	-	28.5	28.5
Impairment – investment in joint ventures	-	13.1	13.1	-	-	-
Impairment – right-of-use assets	-	5.3	5.3	-	5.0	5.0
Acquisition costs	-	10.1	10.1	-	66.0	66.0
Integration costs	-	84.4	84.4	-	40.7	40.7
Restructuring and reorganisation costs	-	21.2	21.2	-	14.1	14.1
Net foreign exchange loss/(gain)	1.1	(3.1)	(2.0)	5.5	-	5.5
Fair value gain on contingent consideration	-	(1.4)	(1.4)	-	(29.5)	(29.5)
Fair value loss on contingent consideration	-	9.8	9.8	-	16.3	16.3
Other operating expenses	283.0	-	283.0	249.7	-	249.7
Total net operating expenses and other operating income before share of joint ventures and associates	2,906.1	998.1	3,904.2	2,560.9	450.7	3,011.6

Amounts payable to the auditors, PricewaterhouseCoopers LLP, and its associates by the company and its subsidiary undertakings are provided below:

	2025 £m	2024 £m
Fees payable to the company's auditors for the audit of the company's annual financial statements	4.1	4.2
Fees payable to the company's auditors and its associates for other services to the Group:		
Audit of the company's subsidiaries	5.1	5.9
Total audit fees	9.2	10.1
Fees payable to the company's auditors for non-audit services comprises:		
TechTarget acquisition regulatory filings	-	14.0
Half-year review	0.4	0.3
Other services	0.1	0.2
Total non-audit fees	0.5	14.5

The Audit Committee approves all non-audit services within the company's policy. The Committee considers that certain non-audit services should be provided by the external auditors, because its existing knowledge of the business makes this the most efficient and effective way for those non-audit services to be carried out, and does not consider the provision of such services to impact the independence of the external auditors in accordance with the FRC's 'Revised Ethical Standard 2019'.

In 2025, the non-audit fees paid to PricewaterhouseCoopers LLP totalled £0.5m (2024: £14.5m), which represented 5% of the 2025 audit fee (2024: 144% of the 2024 audit fee). The 2025 non-audit fees include £nil (2024: £14.0m) relating to regulatory filings associated with the acquisition of TechTarget and £0.4m (2024: £0.3m) relating to the half-year review.

A description of the work of the Audit Committee is set out in the Corporate Governance Statement on pages 99 to 108 and includes an explanation of how auditor objectivity and independence is safeguarded when non-audit services are provided by the auditor. No services were provided under contingent fee arrangements.

7. Adjusting items

The Board considers certain items should be recognised as adjusting items (see Glossary of terms: alternative performance measures on page 220) since, due to their size, nature or infrequency, such presentation is relevant to an understanding of the Group's performance. These items do not relate to the Group's underlying trading and are adjusted to facilitate a comparative understanding of the Group's adjusted operating profit measure.

The following charges/(credits) are presented as adjusting items:

Notes	2025 £m	2024 £m
Intangible asset amortisation ¹	16	342.5
Impairment – goodwill	15	484.2
Impairment – acquisition-related and other intangible assets	16	32.0
Impairment – investment in joint ventures	19	13.1
Impairment – right-of-use assets	18	5.3
Acquisition costs		10.1
Integration costs		84.4
Restructuring and reorganisation costs		21.2
Foreign exchange gain		(3.1)
Fair value gain on contingent consideration		(1.4)
Fair value loss on contingent consideration	31	9.8
Adjusting items in operating profit or loss²	998.1	452.2
Fair value loss on investments		57.6
Loss on disposal of subsidiaries and operations		2.1
Finance costs	11	2.6
Adjusting items in profit/(loss) before tax	1,060.4	508.1
Tax credit related to adjusting items	12	(123.1)
Adjusting items in profit/(loss) for the year	937.3	370.8

¹ Intangible asset amortisation is in respect of acquired intangibles and excludes amortisation of software and non-acquired product development of £37.6m (2024: £46.1m)

² Includes £nil (2024: £1.5m) relating to joint ventures and associates

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

7. Adjusting items continued

Further descriptions of the above adjusting items:

- Intangible asset amortisation is the amortisation charged in respect of intangible assets, including product development, acquired through business combinations or the acquisition of trade and assets. The charge is not considered to be related to the underlying performance of the Group and can fluctuate materially period-on-period as and when new businesses are acquired or disposed. Revenue and results from the related business combinations have been included within the adjusted results.
- Impairment of goodwill is the impairment charge arising as a result of the Group's review of the carrying value of goodwill on the Group's balance sheet. The impairment review is performed at least annually or more frequently where an indicator exists. The impairment charge recognised in the twelve months to 31 December 2025 relates to the Informa TechTarget group of CGUs. Refer to Note 15 for further details.
- Impairment of acquisition-related and other intangible assets is the impairment charged as a result of the impairment test performed annually, or more frequently when an indicator of impairment exists.
- Impairment of investment in joint ventures is the impairment charge relating to the carrying value of a joint venture.
- Impairment of right-of-use assets is the impairment charged as a result of an impairment indicator.
- Acquisition and integration costs are costs incurred in acquiring and integrating share and asset acquisitions as part of M&A activity.
- Restructuring and reorganisation costs are charges incurred by the Group in business restructuring, operating model changes and non-recurring legal costs. These costs relate to specific initiatives following reviews of our organisational operations.
- Foreign exchange gain relates to the recognition of derivative contracts entered into alongside the 2031 Euro Medium Term Note (EMTN) issuance and the recycling of the accumulated balance in the cash flow hedge reserve relating to the EMTN settled in October 2025. Refer to Note 27 for further details.
- Fair value (gains)/losses on contingent consideration arise as a result of acquisitions. The fair value remeasurement is recognised in the period as charges or credits to the Consolidated Income Statement, unless these qualify as measurement period adjustments arising within one year from the acquisition date.
- Fair value loss on investments is the loss as a result of a decrease in the fair value of investments held.
- Loss on disposal of subsidiaries and operations relates to disposals in the current period or subsequent costs relating to prior period disposals.
- Finance costs relate to charges incurred specifically as part of M&A activity. In 2025, this relates to the remeasurement, and subsequent settlement, of convertible notes which were acquired through a share acquisition. For 2024, this related to the financing arrangement of a share acquisition.
- The tax items relate to the tax effect on the items above and adjusting tax items, which are analysed in Note 12.

8. Staff numbers and costs

The monthly average number of persons employed by the Group (including Directors) during the year, analysed by segment, was as follows:

	Average number of employees	
	2025 (re-presented) ¹	2024
B2B Live Events	9,104	8,663
Taylor & Francis	2,763	2,860
Informa TechTarget	2,285	1,569
Total	14,152	13,092

¹ The business segment results for the year ended 31 December 2024 have been re-presented in accordance with Note 41

Their aggregate remuneration comprised:

	2025 £m	2024 £m
Wages and salaries	928.6	853.5
Social security costs	86.2	78.6
Pension costs associated with staff charged to operating profit (Note 34a)	31.5	29.7
Share-based payments (Note 9)	39.0	22.2
Staff costs (excluding adjusting items)	1,085.3	984.0
Redundancy costs ¹	19.1	8.3
Total	1,104.4	992.3

¹ Included within restructuring and reorganisation, and integration costs (see Notes 7 and 9)

The remuneration of the Directors, who are the key management personnel of the Group, is set out below in aggregate for each of the categories specified in IAS 24 Related Party Disclosures (Note 38). Further information about the remuneration of individual Directors is provided in the audited part of the Remuneration Report on pages 115 to 119.

	2025 £m	2024 £m
Short-term benefits ¹	7.5	6.5
Post-employment benefits	0.2	0.2
Share-based payments	4.4	3.2
Total	12.1	9.9

¹ The 2024 balance has been re-presented to include compensation paid to Non-Executive Directors

9. Share-based payments

The Group recognised total expenses of £42.5m (2024: £22.2m) relating to share-based payment costs in the year ended 31 December 2025, including £3.5m (2024: £nil) which has been recognised within adjusting items in relation to the Informa TechTarget redundancy programme. Total expenses comprise £17.9m (2024: £14.3m) relating to equity-settled long-term incentive plan awards, £5.5m (2024: £4.4m) relating to equity-settled ShareMatch awards, £18.2m (2024: £1.6m) relating to equity-settled Informa TechTarget share awards, £0.4m (2024: £0.7m) relating to cash-settled Tahaluf long-term incentive plan share awards, £0.5m (2024: £0.6m) relating to Employee Share Purchase Plan (ESPP) awards and £nil (2024: £0.6m) relating to equity-settled Curinos Management Incentive Plan share awards, which were disposed of as part of the sale of the Curinos business on 24 December 2024.

Long-Term Incentive Plan (LTIP)

During the year, the Group awarded options at nominal cost to the Executive Directors and the Executive Management Team as part of the LTIP. The grant price used in the valuation of the awards is the closing share price on the date of grant less nominal cost.

The LTIP awards are conditional share awards with four performance conditions. The performance period is three years, starting with the year in which the grant is made. To the extent that the performance conditions are met or satisfied, awards will be exercisable following the vesting date. LTIP allocations are equity-settled and will lapse if the colleague leaves the Group before an LTIP grant is exercisable, unless the employee meets certain eligibility criteria. For Executive Directors, any LTIP awards that vest will be subject to an additional two-year holding period.

The performance conditions with regards to the LTIP awards are as follows: cumulative adjusted operating profit, cumulative operating cash flow, relative Total Shareholder Returns (TSR) against FTSE 100, and an ESG-related measure relating to the number of events in which the Group's *Sustainable Event Fundamentals programme* has been implemented. For each performance measure, if the threshold is achieved then 25% of the award will vest, which increases on a straight-line basis to full vesting if the maximum is achieved. The period to which these measures relate spans from 2025 through to 2028.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

9. Share-based payments continued

The TSR component of the LTIP awards are valued using the Stochastic and Black-Scholes models. Additionally, the Chaffe model has been used to value the discount applied to those awards which are subject to an additional holding period. The inputs into the valuation models for the LTIP performance conditions are as follows:

Grant date	Vesting date	Share price at grant date	Exercise price	Expected volatility	Expected life (years)	Risk free rate
14 April 2025 ¹	14 April 2028	£6.97	0.1p	20.81%	3.0	4.02%
1 August 2025 ²	14 April 2028	£8.63	0.1p	20.74%	2.7	3.79%

1 The expected volatility and risk-free rate for share awards that are subject to a two-year holding period is 20.20% and 4.07% respectively

2 These awards are not subject to a holding period

In addition to this LTIP award, the Group also awarded options at nominal cost during the year as part of the Management Equity Plan (MEP). These are restricted share awards which have a three-year vesting period, after which the shares vest and become available to colleagues, provided they are in continuous employment throughout the vesting period. MEP awards have no specific performance conditions. The grant price used in the valuation of these awards is the closing share price as at the day of grant less nominal cost. Allocations are equity-settled and will lapse if the colleague leaves the Group before a grant is exercisable, unless the employee meets certain eligibility criteria.

The Group also awarded long-term incentive plan awards in January 2022 and January 2023 as part of the Equity Revitalisation Plan (ERP). These are restricted share awards which have a three-year vesting period. These awards are subject to a shareholder value underpin: if, at the point when an award is due to vest, Informa's share price does not exceed £5.454 for the ERP award, the award will not vest until the share price exceeds that price for a period of at least three months. If this has not been achieved within two years from the original vesting date, no shares will vest and the award will lapse. The grant price used in the valuation of these awards is the closing share price as at the day of grant less nominal cost. Allocations are equity-settled and will lapse if the colleague leaves the Group before a grant is exercisable, unless the employee meets certain eligibility criteria.

The movement in the number of awards across all of the Group's equity-settled LTIP, MEP and ERP schemes during the year is as follows:

	2025 Number of options	2024 Number of options
Outstanding as at 1 January	9,160,251	8,878,745
Granted in the year	4,032,490	2,664,756
Exercised in the year	(2,479,153)	(2,066,899)
Lapsed in the year	(180,169)	(316,351)
Outstanding as at 31 December	10,533,419	9,160,251
Exercisable awards included in outstanding number of options as at 31 December	1,586,699	1,822,072

In order to satisfy outstanding share awards granted under the Group's equity-settled LTIP, MEP and ERP schemes, the share capital would need to be increased at 31 December 2025 by 5,602,605 shares (2024: 1,641,407 shares) taking account of the 4,930,814 (2024: 7,518,844) shares held in the Employee Share Trust (Note 36). The company will satisfy the awards either through the issue of additional share capital or the purchase of shares as needed on the open market. The weighted average share price for LTIPs exercised during the year was £8.28 (2024: £7.98). The exercise price for the majority of LTIP, MEP and ERP awards is 0.1p per share award. The average contractual remaining period was 5.0 years (2024: 5.3 years) for awards exercisable at 31 December 2025, and 7.9 years (2024: 7.6 years) for total awards outstanding at 31 December 2025.

The expected life used in the model has been adjusted, based on the Group's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

ShareMatch (Share Incentive Plan)

In June 2014, the company launched ShareMatch, a global Share Incentive Plan, under which eligible colleagues can invest up to the limit of £1,800 per annum in the company's shares. For every one share purchased by the colleague, the company awards the participant two matching shares after a three-year period.

Matching shares are subject to forfeiture if the purchased shares are withdrawn from the scheme within three years of purchase or if the colleague leaves the Group, unless the reason for leaving is due to restructuring or retirement. In addition, both the purchased and matching shares are eligible to receive any dividends payable by the company, which are reinvested in more shares. Employee subscriptions can be made on a monthly or one-off lump sum basis and matching shares are purchased on a monthly basis, through a UK Trust. Further details are set out in the remuneration section of the financial statements.

	2025 ShareMatch Number of share awards	2024 ShareMatch Number of share awards
Outstanding as at 1 January	2,316,743	1,889,766
Granted in the year	885,372	756,491
Exercised in the year	(352,671)	(256,548)
Lapsed in the year	(70,914)	(72,966)
Outstanding as at 31 December	2,778,530	2,316,743

Informa TechTarget share plan

Informa TechTarget operates as a separate publicly traded company and has issued equity-settled restricted stock units. Grants have a three-year vesting period and will lapse if the colleague leaves the Group before a grant is exercisable, unless the employee meets certain eligibility criteria. The awards have no specific performance conditions.

The Group recognised total expenses of £18.2m (2024: £1.6m) in relation to the Informa TechTarget share awards. Within this, £3.5m (2024: £nil) related to accelerated charges incurred due to the redundancy of employees, which has been reflected within adjusting items (see Note 7) to reflect the non-recurring nature of the Informa TechTarget redundancy programme.

The movement in the number of awards during the year is as follows:

	2025 Informa TechTarget Number of share awards	2024 Informa TechTarget Number of share awards
Outstanding as at 1 January (2024: 2 December)	1,500,427	1,492,858
Granted in the year/period	676,792	13,626
Exercised in the year/period	(929,808)	(6,057)
Lapsed in the year/period	(54,518)	-
Outstanding as at 31 December	1,192,893	1,500,427
Exercisable awards included in outstanding number of options as at 31 December	8,240	36,826

The weighted average share price for awards exercised during the year/period was \$6.24 (2024: \$19.82). There is no exercise price for the awards and the average remaining contractual life for awards outstanding at 31 December 2025 was 1.4 years (2024: 1.4 years).

10. Finance income

	2025 £m	2024 £m
Interest income on bank deposits	14.3	12.1
Interest income from finance lessor leases	0.3	0.4
Fair value gain on financial instruments	0.5	0.4
Total finance income	15.1	12.9

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

11. Finance costs

	Notes	2025 £m	2024 £m
Interest expense on borrowings and loans ¹		142.8	79.4
Interest on lease liabilities	18	16.1	13.3
Interest income on pension scheme net surplus	34	(2.3)	(1.9)
Total interest expense		156.6	90.8
Other		2.2	1.7
Financing costs before adjusting items		158.8	92.5
Adjusting items ²	7	2.6	22.6
Total finance costs		161.4	115.1

1 Included in interest expense above is the amortisation of debt issue costs of £4.2m (2024: £2.8m)

2 The adjusting items for finance costs in 2025 relate to a fair value adjustment arising on convertible loan notes acquired as part of the TechTarget acquisition. The adjusting items for finance costs in 2024 relates to fair value losses on derivative contracts executed in expectation of the October 2024 EMTN issuance and fees on the Ascential acquisition bridge facility

12. Taxation

The tax charge comprises:

	2025 £m	2024 £m
Current tax:		
Current year		
UK	29.1	24.0
Continental Europe	42.1	28.7
US	8.8	71.6
China	36.9	35.4
Rest of world	52.2	32.5
Prior years	(45.1)	30.5
Total current tax	124.0	222.7
Deferred tax:		
Current year		
Current year	(62.5)	(105.6)
Prior years	14.1	(79.0)
Charge arising from tax rate changes	5.5	2.8
Total deferred tax	(42.9)	(181.8)
Total tax charge	81.1	40.9

The tax on adjusting items within the Consolidated Income Statement relates to the following:

	Notes	Gross 2025 £m	Tax 2025 £m	Gross 2024 £m	Tax 2024 £m
Intangible asset amortisation	7	(342.5)	77.9	(309.6)	72.6
Benefit of goodwill amortisation for tax purposes only		-	(17.1)	-	(16.0)
Impairment - goodwill	7	(484.2)	12.2	-	-
Impairment - acquisition-related and other intangible assets	7	(32.0)	7.7	(28.5)	7.1
Impairment - investment in joint ventures	7	(13.1)	-	-	-
Impairment - right-of-use assets	7	(5.3)	1.3	(5.0)	1.3
Acquisition and integration-related costs	7	(94.5)	42.9	(108.2)	9.9
Restructuring and reorganisation costs	7	(21.2)	5.0	(14.1)	3.3
Foreign exchange gain	7	3.1	(1.3)	-	-
Fair value gain on contingent consideration	7	1.4	-	29.5	-
Fair value loss on contingent consideration	7	(9.8)	-	(16.3)	-
Fair value loss on investments	7	(57.6)	5.1	(9.2)	(0.1)
Loss on disposal of subsidiaries and operations	7	(2.1)	-	(24.1)	(28.1)
Finance costs	7	(2.6)	0.7	(22.6)	1.7
Movement in deferred tax asset on Luxembourg losses		-	(8.9)	-	66.9
Adjustments for prior years		-	(2.4)	-	18.7
Total tax on adjusting items		(1,060.4)	123.1	(508.1)	137.3

The current and deferred tax charges are calculated on the estimated assessable profit for the year. Taxation is calculated in each jurisdiction based on the prevailing rates of that jurisdiction. A reconciliation of the actual tax expense to the expected tax expense at the applicable statutory rate is shown below:

	2025		2024	
	£m	%	£m	%
(Loss)/profit before tax	(64.3)		407.3	
Tax charge at effective UK statutory rate of 25% (2024: 25%)	(16.1)	25.0	101.8	25.0
Different tax rates on overseas profits	4.4	(6.8)	0.1	-
Disposal-related items ¹	0.5	(0.8)	34.3	8.4
Acquisition-related items	(23.7)	36.9	16.9	4.1
Non-deductible expenditure ²	145.0	(225.5)	22.9	5.6
Non-taxable income ³	(4.6)	7.2	(9.9)	(2.4)
Tax incentives	(3.8)	5.9	(3.5)	(0.9)
Adjustments for prior years ⁴	(31.0)	48.2	(48.5)	(11.9)
Net movement in provisions for uncertain tax positions ⁵	7.7	(12.0)	(2.6)	(0.6)
Impact of changes in tax rates	5.5	(8.6)	2.8	0.7
Change in recoverability of deferred tax assets ⁶	(13.5)	21.0	(66.9)	(16.4)
Movements in other deferred tax not recognised	10.7	(16.6)	(6.5)	(1.6)
Tax charge and effective rate for the year	81.1	(126.1)	40.9	10.0

1 Disposal-related items relate to the difference between a loss for accounting and a gain for tax purposes on the disposal of subsidiaries and operations

2 Non-deductible expenditure in 2025 predominantly relates to the impairment charge in relation to the Informa TechTarget group of CGUs as set out in Note 15

3 Non-taxable income includes income in relation to the remeasurement of contingent consideration as set out in Note 31

4 Adjustments for prior years incorporate refinements to tax computations made on submission or resubmission and agreement with tax authorities

5 The net movement in provisions for uncertain tax positions reflects management's reassessment of the provisions required in relation to historical tax exposures

6 In 2024, additional deferred tax was recognised in relation to Luxembourg losses as, based on the Group's forecasts, it was expected that there would be taxable profits against which they could be utilised

In addition to the income tax charge in the Consolidated Income Statement, a tax charge of £1.2m (2024: £4.4m) has been recognised directly in the Consolidated Statement of Comprehensive Income during the year.

Current tax liabilities include £48.7m (2024: £45.0m) in respect of provisions for uncertain tax positions.

On 11 July 2023, the UK Government enacted the Pillar Two income taxes legislation, effective for the financial year beginning 1 January 2024. Under the legislation, Informa PLC is required to pay, in the UK, top-up tax on profits of its subsidiaries and permanent establishments that are taxed at a Pillar Two effective tax rate of less than 15%.

The Group has performed an assessment of the exposure to Pillar Two income taxes in 2025. Based on this assessment, the majority of entities fall within the transitional safe harbours or have an effective tax rate of more than 15%. However, there are a limited number of jurisdictions where the transitional safe harbour relief may not apply and the Pillar Two effective tax rate is below 15%. The Group has recognised a £7.9m tax charge for the year in relation to this (2024: £6.6m) of which £3.7m is payable in the UK by Informa PLC (2024: £6.6m).

13. Earnings per share

Basic EPS

The basic earnings per share (EPS) calculation is based on the profit/(loss) attributable to the equity holders of the Parent Company divided by the weighted average number of shares in issue less those shares held by the Employee Share Trust and ShareMatch.

Diluted EPS

The diluted EPS calculation is based on the basic EPS calculation above, except that the weighted average number of shares includes all potentially dilutive options granted by the reporting date as if those options had been exercised on the first day of the accounting period or the date of the grant, if later.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

13. Earnings per share continued**Weighted average number of shares**

The table below sets out the weighted average number of shares used in the calculation of basic and diluted EPS.

	2025	2024
Weighted average number of shares used in basic and adjusted basic EPS	1,300,708,559	1,335,773,495
Effect of dilutive potential ordinary shares	9,332,861	8,218,817
Weighted average number of shares used in diluted and adjusted diluted EPS	1,310,041,420	1,343,992,312

Statutory EPS

	Earnings 2025 £m	Per share amount 2025 Pence	Earnings 2024 £m	Per share amount 2024 Pence
(Loss)/profit for the year	(145.4)		366.4	
Non-controlling interests	156.4		(68.7)	
Earnings and EPS for the purpose of statutory basic EPS	11.0	0.8	297.7	22.3
Effect of dilutive potential ordinary shares	-	-	-	(0.1)
Earnings and EPS for the purpose of statutory diluted EPS	11.0	0.8	297.7	22.2

Adjusted EPS

In addition to basic EPS, adjusted diluted EPS has been calculated to provide useful additional information on underlying earnings performance. Adjusted diluted EPS is based on profit attributable to equity holders which has been adjusted to exclude items that, in the opinion of the Directors, would distort underlying results (see Note 7).

	Earnings 2025 £m	Per share amount 2025 Pence	Earnings 2024 £m	Per share amount 2024 Pence
Earnings and EPS for the purpose of statutory basic EPS	11.0	0.8	297.7	22.3
Intangible asset amortisation	342.5	26.3	309.6	23.2
Impairment – goodwill	484.2	37.2	-	-
Impairment – acquisition-related and other intangible assets	32.0	2.5	28.5	2.1
Impairment – investment in joint ventures	13.1	1.0	-	-
Impairment – right-of-use assets	5.3	0.4	5.0	0.3
Acquisition costs	10.1	0.8	66.0	4.9
Integration costs	84.4	6.5	42.2	3.2
Restructuring and reorganisation costs	21.2	1.6	14.1	1.1
Foreign exchange gain	(3.1)	(0.2)	-	-
Fair value gain on contingent consideration	(1.4)	(0.1)	(29.5)	(2.2)
Fair value loss on contingent consideration	9.8	0.8	16.3	1.2
Fair value loss on investments	57.6	4.4	9.2	0.7
Loss on disposal of subsidiaries and operations	2.1	0.2	24.1	1.8
Finance costs	2.6	0.2	22.6	1.7
Tax related to adjusting items	(123.1)	(9.5)	(137.3)	(10.3)
Non-controlling interest adjusting items	(219.7)	(16.9)	4.8	0.4
Earnings and EPS for the purpose of adjusted basic EPS	728.6	56.0	673.3	50.4
Effect of dilutive potential ordinary shares	-	(0.4)	-	(0.3)
Earnings and EPS for the purpose of adjusted diluted EPS	728.6	55.6	673.3	50.1

14. Dividends

	2025 Pence per share	2025 £m	2024 Pence per share	2024 £m
Amounts recognised as distributions to equity holders in the year:				
Interim dividend for the year ended 31 December 2024	-	-	6.4	84.6
Final dividend for the year ended 31 December 2024	-	-	13.6	177.4
Interim dividend for the year ended 31 December 2025	7.0	90.7	-	-
Proposed final dividend for the year ended 31 December 2025	15.0	193.1	-	-
Total dividend for the year	22.0	283.8	20.0	262.0

At 31 December 2025, unpaid dividends from prior periods amounted to £0.4m (2024: £0.3m). Total dividend payments during the year were £268.1m (2024: £248.2m). The proposed final dividend for the year ended 31 December 2025 of 15.0p (2024: 13.6p) per share is subject to approval of shareholders at the Annual General Meeting and has not been included as a liability in these Consolidated Financial Statements. The payment of this dividend will not have any tax consequences for the Group.

In the year ended 31 December 2025, there were dividend payments of £29.9m (2024: £31.0m) to non-controlling interests.

15. Goodwill

	£m
Cost	
At 1 January 2024	7,281.6
Additions in the year	1,381.3
Disposals	(228.8)
Deconsolidation of former subsidiaries	(37.6)
Exchange differences	32.6
At 31 December 2024	8,429.1
Additions in the year	32.5
Exchange differences	(296.9)
At 31 December 2025	8,164.7
Accumulated impairment losses	
At 1 January 2024	(651.8)
Exchange differences	9.7
At 31 December 2024	(642.1)
Charge in the period	(484.2)
Exchange differences	15.0
At 31 December 2025	(1,111.3)
Carrying amount	
At 31 December 2025	7,053.4
At 31 December 2024	7,787.0

The Group has historically tested goodwill for impairment at the operating segment level (see Note 5) representing an aggregation of CGUs, reflecting the level at which goodwill is monitored. There were five groups of CGUs for goodwill impairment testing in 2025 (2024: six groups of CGUs) which represent the operating segments of the Group following its reorganisation in 2025. Impairment testing involved comparing the aggregated carrying value of assets with income-based fair value less costs of disposal (FVLCD) calculations derived from the latest Group cash flow projections, which are Level 3 inputs per IFRS 13, and which reflect past experience of the Group. This is consistent with the approach in 2024. Where the FVLCD shows an impairment charge in the year for a group of CGUs, a value in use is also calculated for this Group.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

15. Goodwill continued

CGU groups	Goodwill carrying amount 31 December 2025 £m	Goodwill carrying amount 31 December (re-presented) ¹ 2024 £m	Number of CGUs 2025	Number of CGUs (re-presented) ¹ 2024
Informa Markets	4,213.8	4,320.4	6	6
Informa Connect	944.1	991.1	6	5
Informa Festivals	1,163.2	1,189.3	4	1
B2B Live Events	6,321.1	6,500.8		
Taylor & Francis	571.2	588.2	1	1
Informa TechTarget	161.1	698.0	1	1
	7,053.4	7,787.0	18	14

1 The business segment results for the year ended 31 December 2024 have been re-presented. Refer to Note 41

Impairment review

As goodwill is not amortised, it is tested for impairment at least annually, or more frequently if there are indicators of impairment. At half-year 2025, indicators of impairment were identified for the Informa TechTarget group of CGUs. The indicators consisted of a decline in underlying revenues in the first half of the year and, as Informa TechTarget is listed on the Nasdaq, the market capitalisation was compared to the net assets of the Informa TechTarget group of CGUs and it was found to be below the net assets. As a result, an impairment test was carried out at 30 June 2025 and an impairment of £484.2m was recognised in the Informa TechTarget group of CGUs. Impairment testing involved comparing the aggregated carrying value of assets with the recoverable value. FVLCD was higher than value in use and was therefore used to calculate the recoverable amount of £695.8m. The FVLCD calculation as at 30 June 2025 was derived using the latest Group cash flow projections, a long-term growth rate of 3% and post-tax discount rate of 11%. No other groups of CGUs had indicators of impairment during the year so no further review was carried out.

In line with our accounting policy, an annual impairment review was performed for all groups of CGUs as at 31 December 2025, where FVLCD calculations were used to calculate the recoverable amount of all CGU groups.

Management has used the following key assumptions in its impairment analysis:

Key assumption	How we have defined this
Projected cash flows	For 2026, management has used the annual budget. For 2027 and 2028, management has used the three-year plan forecast. For 2029 to 2031, forecasts have been extrapolated using linearly declining growth rates to arrive at the long-term growth rate. A review of all forecast revenue streams has been undertaken. These forecasts include management expectations of the business's future performance and represent the Directors' best estimate of the future performance of these businesses. All cashflows are post-tax, in line with the selection of a FVLCD approach. Management has considered the quantitative impact of unmitigated climate-related risks on asset recoverable amounts and concluded that this would not cause a material impact to annual cash flows. In its forecasts, management has considered recent trading performance, current market conditions and relevant uncertainties when determining these estimates.
Long-term growth rate	Long-term growth rates are based on external reports of long-term CPI rates for the main geographic markets in which each CGU operates and therefore are not considered to exceed the long-term average growth prospects for the individual markets. Long-term growth rates have not been risk adjusted to reflect any of the uncertainties noted above, as these uncertainties are already reflected in the forecasts.
Discount rate applied	To arrive at the recoverable amount for each group of CGUs, the cash flows are discounted at a rate specific to each CGU. To calculate discount rates, we have considered market rates for comparable entities for the cost of debt and the cost of equity is calculated using the Capital Asset Pricing Model (CAPM). Discount rates have not been risk adjusted to reflect any of the uncertainties noted above, as these uncertainties are already reflected in the forecasts.

Management has concluded that there was no impairment indicated in the impairment tests conducted as at 31 December 2025, with headroom above the carrying value of assets in all groups of CGUs. The key assumptions used in the tests are stated below:

Key assumptions	Long-term growth rates		Post-tax discount rates	
	2025	2024	2025	2024
Informa Markets	2.0%–3.3%	2.0%–3.3%	7.6%–15.3%	6.6%–18.3%
Informa Connect	2.1%–2.3%	2.1%–2.2%	9.0%–9.7%	9.5%–10.2%
Informa Festivals	1.9%–2.2%	n/a	8.2%–8.9%	n/a
Taylor & Francis	2.1%	2.1%	8.8%	8.5%
Informa TechTarget	3.0%	n/a	11.0%	n/a

The ranges presented for long-term growth rates and discount rates are due to different rates being used across the CGUs that make up Informa Markets, Informa Connect and Informa Festivals, reflecting the different geographies they operate in and the risk characteristics relevant to them.

Sensitivity analysis

Key uncertainties relate to the continued growth of the events, technology and publishing businesses, and the variability in the impact of higher interest rates across the geographies in which the Group operates. In addition, for the Informa TechTarget group of CGUs, a key uncertainty relates to the length of subdued market activity, the speed of recovery and uncertainty in the macro-economic environment it operates in. These uncertainties may impact the future cash flows, discount rates and long-term growth rates. Management has applied sensitivities to each of those three areas.

The cash flow scenario considered a 10.0% reduction in cash flows in all forecast periods, 2026 to 2028, including the perpetuity year, reflecting an estimation of the impact on both revenue and profitability across all revenue streams for a reduction in the number or profitability of physical events and in digital revenue. To reflect disadvantageous changes in the economies in which the Group operates, we applied 1.0% increases in discount rates and 0.5% decreases in long-term growth rates.

The above sensitivities indicate management's assessment of reasonably plausible material changes to assumptions. The results of the sensitivity analysis showed there remained headroom in each group of CGUs under all three scenarios tested with the exception of reduction in cash flows and increase in discount rate for the Informa TechTarget group of CGUs. Whilst the 0.5% decrease in long-term growth rate does not result in an impairment charge, it reduces the recoverable amount and therefore headroom. The results, as presented below, indicate the impairment charge which would have been recorded as a result of the 31 December 2025 Informa TechTarget group of CGUs impairment test for each of these sensitivities. These sensitivities have been applied in isolation, and a combination of the sensitivities would result in a larger impairment.

	After 10.0% reduction in cash flows £m	After 1.0% increase in discount rates £m
Informa TechTarget impairment charge	16.7	27.7

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

16. Other intangible assets

	Publishing book lists and journal titles £m	Database and intellectual property, brand and customer relationships £m	Exhibitions and conferences, brand and customer relationships £m	Sub-total £m	Intangible software assets £m	Product development £m	Total £m
Cost							
At 1 January 2024	925.2	677.9	4,025.2	5,628.3	316.9	50.0	5,995.2
Arising on acquisition of subsidiaries and operations	9.6	390.1	614.3	1,014.0	11.7	90.6	1,116.3
Additions ¹	3.7	-	2.7	6.4	51.9	20.5	78.8
Disposals	(0.6)	(154.2)	(53.3)	(208.1)	(50.2)	(3.2)	(261.5)
Deconsolidation of former subsidiaries	-	-	(51.4)	(51.4)	-	-	(51.4)
Exchange differences	6.2	11.8	11.2	29.2	0.9	1.7	31.8
At 31 December 2024	944.1	925.6	4,548.7	6,418.4	331.2	159.6	6,909.2
Arising on acquisition of subsidiaries and operations	-	0.7	9.3	10.0	-	-	10.0
Additions ¹	3.0	-	11.6	14.6	50.2	27.5	92.3
Disposals	-	(0.1)	(27.5)	(27.6)	(106.9)	(0.5)	(135.0)
Exchange differences	(33.5)	(55.5)	(155.4)	(244.4)	(4.2)	(5.2)	(253.8)
At 31 December 2025	913.6	870.7	4,386.7	6,171.0	270.3	181.4	6,622.7
Accumulated amortisation²							
At 1 January 2024	(754.2)	(325.4)	(1,564.8)	(2,644.4)	(196.3)	(13.6)	(2,854.3)
Charge for the year	(31.9)	(42.6)	(233.2)	(307.7)	(35.4)	(12.6)	(355.7)
Impairment losses	-	-	(11.2)	(11.2)	(16.4)	(0.9)	(28.5)
Disposals	0.6	63.3	51.0	114.9	27.8	2.2	144.9
Deconsolidation of former subsidiaries	-	-	3.2	3.2	-	-	3.2
Exchange differences	(5.6)	(3.9)	1.9	(7.6)	(0.3)	-	(7.9)
At 31 December 2024	(791.1)	(308.6)	(1,753.1)	(2,852.8)	(220.6)	(24.9)	(3,098.3)
Charge for the year	(20.8)	(53.5)	(252.0)	(326.3)	(29.1)	(24.7)	(380.1)
Impairment losses	-	(0.2)	(17.6)	(17.8)	(14.2)	-	(32.0)
Disposals	-	0.1	27.5	27.6	106.3	0.3	134.2
Exchange differences	28.5	19.1	69.1	116.7	4.0	(1.2)	119.5
At 31 December 2025	(783.4)	(343.1)	(1,926.1)	(3,052.6)	(153.6)	(50.5)	(3,256.7)
Carrying amount							
At 31 December 2025	130.2	527.6	2,460.6	3,118.4	116.7	130.9	3,366.0
At 31 December 2024	153.0	617.0	2,795.6	3,565.6	110.6	134.7	3,810.9

1 Additions include business asset acquisitions and product development. The Consolidated Cash Flow Statement shows £80.9m (2024: £77.6m) for these items, with £4.3m (2024: £8.2m) for titles, brands and customer relationships, £61.5m (2024: £51.2m) for intangible software assets and £15.1m (2024: £18.2m) of product development

2 Amortisation is included within the Net operating expenses line within the Consolidated Income Statement

Intangible software assets include a gross carrying amount of £232.0m (2024: £295.1m) and accumulated amortisation of £127.5m (2024: £190.2m) which relates to software that has been internally generated. There were additions of £44.4m (2024: £47.8m) related to internally generated intangible assets. The Group does not have any of its intangible assets pledged as security over bank loans. In 2025, £nil (2024: £nil) was recognised as research and development expenditure in the period.

In addition to the impairment review of goodwill, a review of intangible assets identified an impairment of £17.8m (2024: £11.2m) relating to brands and customer relationships where the recoverable amount did not support the carrying amount, and this included selected individual events which have been discontinued.

17. Property and equipment

	Freehold land and buildings £m	Leasehold land and buildings £m	Equipment, fixtures and fittings £m	Total property and equipment £m
Cost				
At 1 January 2024	3.4	70.3	84.6	158.3
Additions ¹	-	6.8	34.1	40.9
Acquisitions	-	1.1	2.7	3.8
Disposals	-	(3.6)	(10.0)	(13.6)
Exchange differences	(0.1)	0.1	(0.2)	(0.2)
At 31 December 2024	3.3	74.7	111.2	189.2
Additions ¹	0.4	15.3	15.7	31.4
Disposals	(2.4)	(4.7)	(33.5)	(40.6)
Exchange differences	-	(2.4)	(4.5)	(6.9)
At 31 December 2025	1.3	82.9	88.9	173.1
Accumulated depreciation				
At 1 January 2024	(0.8)	(35.6)	(61.1)	(97.5)
Charge for the year	-	(5.4)	(12.1)	(17.5)
Disposals	-	1.1	3.0	4.1
Exchange differences	-	(2.2)	(1.1)	(3.3)
At 31 December 2024	(0.8)	(42.1)	(71.3)	(114.2)
Charge for the year	-	(7.0)	(14.2)	(21.2)
Disposals	0.6	4.3	32.4	37.3
Exchange differences	-	0.7	2.7	3.4
At 31 December 2025	(0.2)	(44.1)	(50.4)	(94.7)
Carrying amount				
At 31 December 2025	1.1	38.8	38.5	78.4
At 31 December 2024	2.5	32.6	39.9	75.0

1 Cash paid in relation to additions was £27.4m (2024: £30.6m)

The Group does not have any of its property and equipment pledged as security over bank loans.

18. Leases

(a) Leases where the Group is a lessee

The Group's right-of-use assets and lease liabilities at 31 December are as follows:

Right-of-use assets

	Property leases £m	Event venue- related leases £m	Total £m
At 1 January 2024	96.6	114.5	211.1
Depreciation	(22.6)	(4.5)	(27.1)
Additions	53.2	-	53.2
Additions from business combinations ¹	11.3	-	11.3
Impairment (Note 7)	(5.0)	-	(5.0)
Disposals	(12.6)	(23.0)	(35.6)
Foreign exchange movement	0.3	1.2	1.5
At 31 December 2024	121.2	88.2	209.4
Depreciation	(24.8)	(18.4)	(43.2)
Additions	47.1	46.3	93.4
Impairment (Note 7)	(5.3)	-	(5.3)
Disposals	(2.3)	-	(2.3)
Foreign exchange movement	(6.9)	(8.1)	(15.0)
At 31 December 2025	129.0	108.0	237.0

1 Some leases acquired through business combinations were impaired or sublet at acquisition

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

18. Leases continued

Lease liabilities

	Property leases £m	Event venue-related leases £m	Total £m
At 1 January 2024	(135.3)	(128.5)	(263.8)
Repayment of lease liabilities	35.3	4.7	40.0
Interest on lease liabilities	(8.7)	(4.6)	(13.3)
Additions	(53.2)	-	(53.2)
Additions from business combinations	(22.7)	-	(22.7)
Disposals	15.1	23.0	38.1
Foreign exchange movement	(1.2)	(2.0)	(3.2)
At 31 December 2024	(170.7)	(107.4)	(278.1)
Repayment of lease liabilities	42.2	20.0	62.2
Interest on lease liabilities	(9.4)	(6.7)	(16.1)
Additions	(47.1)	(46.3)	(93.4)
Disposals	5.5	-	5.5
Foreign exchange movement	8.4	9.8	18.2
At 31 December 2025	(171.1)	(130.6)	(301.7)
2025			
Current lease liabilities	(34.1)	(15.4)	(49.5)
Non-current lease liabilities	(137.0)	(115.2)	(252.2)
At 31 December 2025	(171.1)	(130.6)	(301.7)
2024			
Current lease liabilities	(33.4)	(1.0)	(34.4)
Non-current lease liabilities	(137.3)	(106.4)	(243.7)
At 31 December 2024	(170.7)	(107.4)	(278.1)

(b) Leases where the Group is a lessor

The Group is a lessor in relation to property leases which are sublet. These sub-lease arrangements are classified as either finance or operating leases. The Group's finance lease receivables at 31 December 2025 is £9.2m (2024: £11.7m).

(c) Low-value and short-term lease expense for the year ended 31 December

	2025 £m	2024 £m
Low value lease expense	-	-
Short-term lease expense (includes event venue-related leases)	236.4	159.2

19. Other investments and investments in joint ventures and associates

Investments in joint ventures and associates

The carrying value of investments in joint ventures and associates are set out below:

	2025 £m	2024 £m
At 1 January	92.7	58.8
Arising on disposals	-	(8.9)
Arising on acquisition	1.3	-
Deconsolidation of former subsidiaries	-	52.7
Arising on transfer to subsidiaries	-	(7.1)
Dividends	(3.4)	(3.1)
Share of profit	4.5	1.3
Impairment of investment	(13.1)	-
Foreign exchange loss	(0.9)	(1.0)
At 31 December	81.1	92.7

There was no comprehensive income from joint ventures and associates.

As per below, the Group's investments in joint ventures at 31 December 2025 were as follows and no joint venture is considered individually material to the Group:

Company	Divisions	Country of incorporation and operation	Class of shares held	Shareholding or share of operation	Registered office
Shanghai Intex Exhibition Co., Ltd	Informa Markets	China	Ordinary	50%	PRC1
Foshan Huaxia Home Textile Development Co., Ltd.	Informa Markets	China	Ordinary	65%	PRC2
Shenzhen Bo Ao Exhibition Co., Ltd.	Informa Markets	China	Ordinary	65%	PRC3
Shenzhen HKPCA Show Co., Ltd	Informa Markets	China	Ordinary	51%	PRC4
International Electronics Circuit Exhibition (Shenzhen) Co., Ltd	Informa Markets	Hong Kong	Ordinary	51%	HK1
Cosmoprof India Private Limited	Informa Markets	India	Ordinary	50%	IN1
Independent Materials Handling Exhibitions Limited	Informa Markets	UK	Ordinary	50%	UK1
Lloyd's Maritime Information Services Ltd	Informa Connect	UK	Ordinary	50%	UK2
Tak Mexico Holdings, LLC	Informa Markets	USA	Ordinary	50%	US1
Tarsus RAI Events, LLC	Informa Markets	USA	Ordinary	50%	US2

As per below, the Group's investments in associates at 31 December 2025 were as follows and no associate is considered individually material to the Group:

Company	Divisions	Country of incorporation and operation	Class of shares held	Shareholding or share of operation	Registered office
Guangdong International Exhibitions Ltd	Informa Markets	China	Ordinary	27.5%	PRC5
Independent Television News Limited	Informa Markets	UK	Ordinary	20.0%	UK3
PA Media Group Ltd	Informa Markets	UK	Ordinary	18.2%	UK4
Founders Forum LLP	Informa Festivals	UK	Membership Interest	26.8%	UK5
Tarsus BodySite LLC	Informa Connect	US	Membership Interest	49.0%	US1

Registered office	Registered office address
PRC1	Room 1208, No. 55 Loushanguan Road, Shanghai, China
PRC2	Room 2602, Building 1, South China International Financial Centre, 28 Haiwu Road, Guicheng Street, Nanhai District, Foshan, China
PRC3	Room 1405S, 14th Floor, Times Financial Center, No. 4001 Shennan Avenue, Fu'an Community, Futian Street, Futian District, Shenzhen, China
PRC4	Unit 2607B, 26/F, Huarong Building, 178 Mintian Road, Futian District, Shenzhen, China
PRC5	Room B358, No. 364 Industrial Avenue Middle Road, Haizhi District, Guangzhou, China
HK1	Unit 1508, 15/F., Greenfield Tower, Concordia Plaza, No. 1 Science Museum Road, Tsim Sha Tsui, Hong Kong
IN1	Solitaire-XIV Building, B-Wing, 1st Floor, Unit No. 3 & 4, Guru Hargovindji Marg, Chakala, Andheri (East), Mumbai 400093, India
UK1	5 Howick Place, London SW1P 1WG, United Kingdom
UK2	71 Fenchurch Street, London, EC3M 4BS, United Kingdom
UK3	200 Grays Inn Road, London, WC1X 8XZ, United Kingdom
UK4	The Point, 37 North Wharf Road, London W2 1AF, United Kingdom
UK5	6th Floor, 180 Strand, 2 Arundel Street, London, WC2R 3DA, United Kingdom
US1	c/o Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, USA
US2	c/o The Corporation Trust Company, Corporation Trust Center, 1209 Orange Street, Wilmington DE 19801, USA

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

19. Other investments and investments in joint ventures and associates continued**Other investments**

The Group's other investments (consisting of investments in listed and unlisted equity securities) as at 31 December 2025 are as follows:

	2025 £m	2024 £m
At 1 January	186.5	260.8
Arising on acquisition of subsidiaries and operations	-	2.5
Additions of listed equity securities in year	-	6.7
Disposal of preference shares	-	(74.2)
Fair value loss ¹	(57.6)	(9.2)
Foreign exchange loss	(10.3)	(0.1)
At 31 December²	118.6	186.5

- 1 The fair value loss recognised for the 12 months ended 31 December 2025 mostly relates to the retained equity interest in Norstella, previously Pharma Intelligence
- 2 Other investments consist of investments in listed equity securities, unlisted equity securities and preference shares. The most significant of these is the retained equity interest in Norstella, previously Pharma Intelligence, as well as the investment in BolognaFiere

20. Deferred tax

	Consolidated Balance Sheet as at 31 December		Consolidated Income Statement for the year ended 31 December ¹	
	2025 £m	2024 £m	2025 £m	2024 £m
Accelerated tax depreciation	(4.7)	(6.9)	1.5	3.5
Intangibles	679.8	755.6	(53.5)	(64.7)
Pensions	-	(1.4)	1.5	-
Losses	(121.5)	(162.6)	34.2	(92.4)
Other ²	(97.6)	(77.0)	(26.6)	(28.2)
	456.0	507.7	(42.9)	(181.8)

- 1 See Note 12
- 2 Included within Other is £58.8m (2024: £45.0m) of deferred tax related to interest carried forward

The movement in net deferred tax liabilities during the year was as follows:

	2025 £m	2024 £m
Net deferred tax liabilities at 1 January	507.7	523.3
Charge to other comprehensive income	2.2	-
Acquisitions and additions	2.5	189.9
Disposals	-	(21.2)
Credit to profit or loss for the year	(42.9)	(181.8)
Foreign exchange and other movements	(13.5)	(2.5)
Net deferred tax liabilities at 31 December	456.0	507.7

Certain deferred tax assets and liabilities have been offset. The analysis of deferred tax balances for the Consolidated Balance Sheet is set out below:

	2025 £m	2024 £m
Deferred tax liabilities	527.7	593.4
Deferred tax assets	(71.7)	(85.7)
Net deferred tax liabilities	456.0	507.7

Deferred tax assets have been recognised because, based on the Group's current forecasts, it is expected that there will be taxable profits against which these assets can be utilised. A deferred tax asset of £69.4m (2024: £83.5m) has been recognised in respect of Luxembourg tax losses. Notwithstanding the fact that the relevant company generated additional tax losses in 2024, and the utilisation of the deferred tax asset is dependent on future taxable profits in excess of the profits arising from the reversal of existing taxable temporary differences, this deferred tax asset has been recognised on the basis that profit forecasts demonstrate that sufficient taxable profits will be available to utilise these losses in the foreseeable future.

The Group has the following unused tax losses in respect of which no deferred tax assets have been recognised:

- £376.7m (2024: £316.7m) of UK tax losses
- £192.4m (2024: £85.8m) of US Federal tax losses which expire between 2026 and 2037
- £484.4m (2024: £175.9m) of US State tax losses which expire between 2026 and 2045
- £385.2m (2024: £270.2m) of UK capital losses which are only available for offset against future capital gains
- £13.1bn (2024: £7.1bn) of Luxembourg tax losses
- £140.7m (2024: £157.4m) of tax losses in other countries

Other than as noted, none of the losses are due to expire.

No deferred tax has been recognised in respect of these tax losses as it is not considered probable that these losses will be utilised. This assessment has been made on the basis of the latest financial forecasts for the Group which set out management's expectations of the profit before tax in each of the relevant jurisdictions.

In addition, the Group has other deductible temporary differences not recognised of £56.5m (2024: £58.1m). No deferred tax assets have been recognised in respect of these amounts as it is not considered probable that they will be utilised.

No liability has been recognised in relation to withholding tax on undistributed earnings of subsidiaries because the Group, being in a position to control the timing of the distribution of intra-Group dividends, has no intention to distribute intra-Group dividends in the foreseeable future. The amount of withholding tax for which deferred tax liabilities have not been recognised was £11.6m (2024: £9.6m). The gross temporary differences associated with investments in subsidiaries amount in aggregate to £3.0bn (2024: £3.0bn).

21. Inventory

	2025 £m	2024 £m
Work in progress	21.5	20.0
Finished goods and goods for resale	22.6	23.0
	44.1	43.0

The write-down of inventory during the year amounted to £0.7m (2024: £nil). The cost of inventories recognised as a cost of sales expense during the year was £28.1m (2024: £27.6m).

22. Trade and other receivables

	2025 £m	2024 £m
Current		
Trade receivables	499.8	498.4
Less: provision	(28.6)	(22.5)
Trade receivables net	471.2	475.9
Other receivables	45.6	64.6
Accrued income	48.2	45.4
Prepayments	120.4	131.1
Total current	685.4	717.0
Non-current		
Other receivables	42.3	51.2
Total non-current	42.3	51.2
Trade and other receivables net	727.7	768.2

In 2022, as a result of the Pharma Intelligence disposal, an agreement with the Trustees of the UK pension schemes was made to accelerate deficit repair contributions. This resulted in a contribution of £28.2m into an escrow fund, with payment from this fund to the pension schemes being dependent on the future financial strength of the schemes. In December 2025, balances held in escrow of £13.1m were returned to the Group in agreement with the respective Trustees, as insurance buy-in policies were entered into for two of the schemes (see Note 34). In 2025, the remaining contribution for the UBMPs scheme, worth £16.2m including accrued interest, is included within non-current other receivables (2024: £15.9m in non-current other receivables).

The average credit period taken on sales of goods is 51 days (2024: 53 days). Under the normal course of business, the Group does not charge interest on its overdue receivables.

The Group's exposures to credit risk and impairment losses related to trade and other receivables are disclosed in Note 33(f). The Directors consider that the carrying amount of trade and other receivables approximates their fair value.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

23. Derivative financial instruments

	2025 £m	2024 £m
Financial assets – non-current		
Cross-currency swaps designated in a hedging relationship	43.8	-
Cross-currency interest rate swaps designated in a hedging relationship	28.9	-
	72.7	-
Financial assets – current		
Currency forwards	-	0.1
Cross-currency swaps designated in a hedging relationship	7.2	-
	7.2	0.1
Financial liabilities – current		
Currency forwards	(2.2)	(1.5)
Cross-currency swaps designated in a hedging relationship	-	(74.9)
	(2.2)	(76.4)
Financial liabilities – non-current		
Cross-currency swaps designated in a hedging relationship	(4.5)	(89.7)
Cross-currency interest rate swaps designated in a hedging relationship	-	(38.1)
	(4.5)	(127.8)

Cross-currency swaps and cross-currency interest rate swaps that are associated with debt instruments are included within net debt (see Note 29). £79.9m (2024: £nil) derivative financial assets and £4.5m (2024: £202.7m) derivative financial liabilities are in hedging relationships (see Note 33). Currency forwards are also included in net debt.

24. Notes to the Consolidated Cash Flow Statement

	Notes	2025 £m	2024 £m
(Loss)/profit before tax		(64.3)	407.3
Adjustments for:			
Intangible asset amortisation	16	380.1	355.7
Depreciation of property and equipment	17	21.2	17.5
Depreciation of right-of-use assets	18	43.2	27.1
Impairment – goodwill	7	484.2	-
Impairment – acquisition-related and other intangible assets	7	32.0	28.5
Impairment – investment in joint ventures	7	13.1	-
Impairment – right-of-use assets	7	5.3	5.0
Fair value gain on contingent consideration	7	(1.4)	(29.5)
Fair value loss on contingent consideration	7	9.8	16.3
Fair value loss on investments	7	57.6	9.2
Loss on disposal of subsidiaries and operations	7	2.1	24.1
Share-based payments	9	42.5	22.2
(Gain)/loss on lease modifications		(3.7)	1.3
Loss on disposal of property, equipment and software		-	0.1
Finance income	10	(15.1)	(12.9)
Finance costs	11	161.4	115.1
Share of adjusted results of joint ventures and associates	19	(4.5)	(2.8)
Net exchange differences		-	0.9
Operating cash inflow before movements in working capital		1,163.5	985.1
Increase in inventories		(2.2)	(6.8)
Increase in receivables		(64.0)	(174.4)
Increase in payables		83.6	208.6
Movements in working capital		17.4	27.4
Pension receipt from escrow	22	13.1	-
Pension deficit recovery contributions	34	(6.5)	(1.1)
Cash generated by operations		1,187.5	1,011.4

Reconciliation of total net financing liabilities

	Total net financing liabilities (Note 29) £m	Share buyback liability £m	Total financing cash flows £m
At 1 January 2024	(1,845.7)	(90.9)	(1,936.6)
Non-cash movements	(518.5)	-	(518.5)
Cash flow	(1,367.2)	90.9	(1,276.3)
Exchange movements	45.3	-	45.3
At 31 December 2024	(3,686.1)	-	(3,686.1)
Non-cash movements	186.4	-	186.4
Cash flow	240.9	-	240.9
Exchange movements	(137.9)	-	(137.9)
At 31 December 2025	(3,396.7)	-	(3,396.7)

Cash paid on acquisitions, net of cash acquired

	2025 £m	2024 £m
Current year acquisitions	27.9	-
Prior year acquisitions including deferred and contingent payments		
Ascential	-	1,169.0
IMN	-	95.0
TechTarget	-	59.2
Solar Media	4.5	37.4
Other	29.7	89.9
Total cash paid in year, net of cash acquired	62.1	1,450.5

25. Cash and cash equivalents

	2025 £m	2024 £m
Cash and cash equivalents ¹	330.5	484.3

¹ Cash and cash equivalents comprises balances valued at amortised cost of £319.5m (2024: £482.7m) and those at fair value of £11.0m (2024: £1.6m)

The Group's exposure to interest rate risks and a sensitivity analysis for financial assets and liabilities are disclosed in Note 33.

26. Investments

	2025 £m	2024 £m
At 1 January	61.8	-
Arising on acquisition	-	61.0
Withdrawals	(62.2)	-
Foreign exchange gain	0.4	0.8
At 31 December	-	61.8

Investments relate to Floating Rate and Short-Term Bond Funds acquired upon the acquisition of TechTarget in December 2024. These investments were converted to cash in January 2025.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

27. Borrowings

Total borrowings, excluding derivative assets and liabilities associated with borrowings, are as follows:

	Notes	2025 £m	2024 £m
Current			
Convertible notes		-	329.5
Bank borrowings		-	329.5
Euro Medium Term Note (€700.0m) – due October 2025		-	580.6
Euro Medium Term Note (£450.0m) – due July 2026		450.0	-
Euro Medium Term Note issue costs		(0.2)	(0.8)
Euro Medium Term Note borrowings		449.8	579.8
Total current borrowings	29	449.8	909.3
Non-current			
Bank borrowings – revolving credit facility		175.0	-
Bank borrowings issue costs		(3.0)	(3.8)
Bank borrowings	29	172.0	(3.8)
Euro Medium Term Note (£450.0m) – due July 2026		-	450.0
Euro Medium Term Note (€600.0m) – due October 2027		524.0	497.6
Euro Medium Term Note (€500.0m) – due April 2028		436.6	414.7
Euro Medium Term Note (€650.0m) – due October 2030		564.0	540.7
Euro Medium Term Note (€700.0m) – due June 2031		611.3	-
Euro Medium Term Note (€500.0m) – due October 2034		436.6	414.7
Euro Medium Term Note issue costs		(16.9)	(15.6)
Euro Medium Term Note borrowings	29	2,555.6	2,302.1
Total non-current borrowings		2,727.6	2,298.3
Total borrowings		3,177.4	3,207.6

The Group does not have any of its property and equipment and other intangible assets pledged as security over its Group-level loans. The Group's borrowings do not have any financial covenants.

Convertible notes were acquired as part of the TechTarget acquisition on 2 December 2024. The Group repurchased the notes for cash on 24 January 2025 at a purchase price equal to 100% of the aggregate principal amount, plus accrued and unpaid interest.

On 9 June 2025, the Group issued a 6-year fixed-term Euro Medium Term Note of €697.2m (notional value €700.0m). The Group repaid a 5-year fixed-term Euro Medium Term Note of €700.0m upon maturity on 6 October 2025.

The average debt maturity on the Group's drawn borrowings is currently 4.0 years (2024: 3.4 years). The effective interest rate on total borrowings for the year ended 31 December 2025 was 4.2% (2024: 3.7%).

The Group maintains the following lines of credit:

- £1,145.5m (2024: £1,050.0m) non-current revolving credit facility, of which £175.0m (2024: £nil) was drawn down at 31 December 2025. Interest is payable at SONIA or SOFR plus a margin
- £39.1m (2024: £41.0m) comprising a number of bilateral uncommitted bank facilities that can be drawn to meet short-term financing needs, of which £10.1m (2024: £0.2m) was drawn at 31 December 2025. These facilities consist of £10.0m (2024: £10.0m), USD 22.8m (2024: USD 22.8m), AUD 1.0m (2024: AUD 1.0m), CAD 2.0m (2024: CAD 2.0m) and SGD 1.0m (2024: SGD 1.0m), JPY 20.0m (2024: JPY 20.0m), BHD 0.3m (2024: BHD 0.3m), AED 30.0m (2024: AED 30.0m), INR 360.0m (2024: INR 360.0m) and ZAR 3.0m (2024: ZAR nil). Interest is payable at the local base rate plus a margin
- Four bank guarantee facilities comprising up to USD 10.0m (2024: USD 10.0m), €0.9m (2024: €0.9m), £14.0m (2024: £14.0m) and INR 25.0m (2024: INR 25.0m)

The Group's exposure to liquidity risk is disclosed in Note 33.

28. Reconciliation of movements in net debt

	2025 £m	2024 £m
(Decrease)/increase in cash and cash equivalents in the year (including cash acquired)	(143.5)	89.9
Cash flows from net drawdown of borrowings, derivatives associated with debt, and lease liabilities	240.9	(1,367.2)
Change in net debt resulting from cash flows	97.4	(1,277.3)
Non-cash movements including foreign exchange, excluding leases	125.6	(434.1)
Movements in net debt in the period	223.0	(1,711.4)
Net debt at beginning of the year	(3,201.8)	(1,456.4)
Net lease additions in the year	(87.4)	(34.0)
Net debt at end of the year	(3,066.2)	(3,201.8)

29. Movements in net debt

	At 1 January 2025 £m	Non-cash movements £m	Cash flow £m	Exchange movements £m	At 31 December 2025 £m
Cash and cash equivalents	484.3	-	(143.5)	(10.3)	330.5
Other financing assets					
Derivative assets associated with borrowings due in more than one year	-	72.7	-	-	72.7
Derivative assets associated with borrowings due in less than one year	-	7.2	-	-	7.2
Finance lease receivables	11.7	0.5	(3.3)	0.3	9.2
Total other financing assets	11.7	80.4	(3.3)	0.3	89.1
Other financing liabilities					
Bond borrowings due in more than one year	(2,317.7)	455.3	(588.4)	(121.7)	(2,572.5)
Bond borrowings due in less than one year	(580.6)	(450.0)	616.7	(36.1)	(450.0)
Bond borrowing fees	16.4	(5.5)	6.2	-	17.1
Bank loans due in more than one year ¹	-	-	(175.0)	-	(175.0)
Bank loan fees due in more than one year	3.8	(0.8)	-	-	3.0
Acquired debt	(329.5)	(2.6)	331.1	1.0	-
Derivative liabilities associated with borrowings due in less than one year	(76.4)	74.2	-	-	(2.2)
Derivative liabilities associated with borrowings due in more than one year	(127.8)	123.3	-	-	(4.5)
Lease liabilities	(278.1)	(87.9)	46.1	18.2	(301.7)
Loans received from other parties ²	(7.9)	-	7.5	0.4	-
Total other financing liabilities	(3,697.8)	106.0	244.2	(138.2)	(3,485.8)
Total net financing liabilities	(3,686.1)	186.4	240.9	(137.9)	(3,396.7)
Net debt	(3,201.8)	186.4	97.4	(148.2)	(3,066.2)

¹ Bank loans include the non-current revolving credit facility, of which £1,166.3m was drawn down and £991.3m was repaid during the year

² Loans received from other parties are included within current other payables (see Note 32)

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

29. Movements in net debt continued

	At 1 January 2024 £m	Non-cash movements £m	Cash flow £m	Exchange movements £m	At 31 December 2024 £m
Cash and cash equivalents	389.3	-	89.9	5.1	484.3
Other financing assets					
Finance lease receivables	10.5	3.8	(2.4)	(0.2)	11.7
Total other financing assets	10.5	3.8	(2.4)	(0.2)	11.7
Other financing liabilities					
Bond borrowings due in more than one year	(1,492.6)	606.5	(1,464.6)	33.0	(2,317.7)
Bond borrowings due in less than one year	-	(608.2)	-	27.6	(580.6)
Bond borrowing fees	6.2	(2.8)	13.4	(0.4)	16.4
Bank loans due in more than one year ^{1,2}	(30.4)	38.3	-	(7.9)	-
Bank loan fees due in more than one year	2.3	(7.1)	8.4	0.2	3.8
Acquired debt	-	(384.9)	59.2	(3.8)	(329.5)
Derivative liabilities associated with borrowings due in less than one year	-	(76.4)	-	-	(76.4)
Derivative liabilities associated with borrowings due in more than one year	(77.9)	(49.9)	-	-	(127.8)
Lease liabilities	(263.8)	(37.8)	26.7	(3.2)	(278.1)
Loans received from other parties ³	-	-	(7.9)	-	(7.9)
Total other financing liabilities	(1,856.2)	(522.3)	(1,364.8)	45.5	(3,697.8)
Total net financing liabilities	(1,845.7)	(518.5)	(1,367.2)	45.3	(3,686.1)
Net debt	(1,456.4)	(518.5)	(1,277.3)	50.4	(3,201.8)

1 Bank loans include the Curinos debt acquired as part of the Novantas transaction in 2021. On 24 December 2024, the Group disposed of the Curinos business

2 Bank loans include the non-current revolving credit facility, of which £914.5m was drawdown and repaid within the year

3 Loans received from other parties are included within current other payables (see Note 32)

30. Provisions

	Acquisition and integration £m	Property leases £m	Restructuring provision £m	Onerous contract provision £m	Other provision £m	Total £m
At 1 January 2024	15.9	10.1	8.6	0.5	36.5	71.6
Provided in the year	20.1	1.4	10.5	-	5.2	37.2
Acquisitions of subsidiaries	-	2.7	5.2	12.4	1.1	21.4
Disposal of subsidiaries	-	(0.3)	-	-	(0.7)	(1.0)
Utilisation	(29.5)	(2.1)	(17.6)	(8.5)	(11.6)	(69.3)
Release	(4.5)	(1.3)	(0.1)	-	(11.9)	(17.8)
At 31 December 2024	2.0	10.5	6.6	4.4	18.6	42.1
Provided in the year	6.9	1.9	9.2	0.2	11.6	29.8
Utilisation	(5.4)	(1.2)	(4.6)	(4.3)	(2.3)	(17.8)
Release	(1.0)	(2.3)	(2.3)	-	(7.3)	(12.9)
Currency translation	(0.1)	(0.2)	0.8	0.2	(1.3)	(0.6)
At 31 December 2025	2.4	8.7	9.7	0.5	19.3	40.6
2025						
Current liabilities	2.4	1.7	9.0	0.5	12.5	26.1
Non-current liabilities	-	7.0	0.7	-	6.8	14.5
2024						
Current liabilities	2.0	3.0	6.6	4.4	10.8	26.8
Non-current liabilities	-	7.5	-	-	7.8	15.3

Acquisition and integration provisions relate to the costs and fees incurred in acquiring businesses and subsequently integrating these into the Group.

The balance of £8.7m (2024: £10.5m) in property leases relates to provisions for the future costs, excluding rental costs, of a number of office properties that have been permanently vacated. These provisions will be utilised over the course of the remaining lease term. The majority of the provisions are expected to be utilised as follows: £6.0m (2024: £7.3m) in two to five years and £1.0m (2024: £0.2m) after five years.

Other provisions primarily consist of legal and various other claims. Of the total £19.3m (2024: £18.6m), the non-current element of £6.8m (2024: £7.8m) is expected to be settled as follows: £4.0m (2024: £4.4m) within three years, and £2.8m (2024: £3.4m) within five years.

31. Contingent consideration and put call options

	2025 £m	2024 £m
At 1 January	46.3	137.9
Fair value gain through profit or loss	(1.4)	(29.5)
Fair value loss through profit or loss	9.8	16.3
Fair value (gain)/loss through equity on put call options	(0.4)	1.8
Acquisitions of subsidiaries	7.0	4.3
Acquisitions of assets	0.3	1.0
Utilisation	(28.5)	(84.9)
Disposal of subsidiary	(1.5)	-
Currency translation	(1.2)	(0.6)
At 31 December	30.4	46.3
Current liabilities	11.2	31.4
Non-current liabilities	19.2	14.9

The contingent consideration is based on future business valuations, revenue growth and profit multiples (Level 3 fair value measurements) and has been estimated on an acquisition-by-acquisition basis using available forecasts (a significant unobservable input). The higher the forecast, the higher the fair value of any contingent consideration (subject to any maximum payout clauses).

32. Trade and other payables

	2025 £m	2024 £m
Current		
Trade payables	203.0	178.0
Other payables	44.0	61.2
Deferred consideration	2.4	8.0
Accruals	433.3	440.7
Total current	682.7	687.9
Non-current		
Other payables and deferred income	14.5	10.1
Deferred consideration	1.0	0.6
Total non-current	15.5	10.7
	698.2	698.6

Trade payables and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is 51 days (2024: 51 days).

There are no suppliers who represent more than 10% of the total balance of trade payables in either 2025 or 2024.

The Group has financial risk management policies in place to ensure that all payables are paid within the credit timeframe. Therefore, under the normal course of business, the Group is not charged interest on overdue payables. The Directors consider that the carrying amount of trade payables approximates their fair value.

33. Financial instruments

(a) Financial risk management

The Group has exposure to the following risks from its use of financial instruments:

- Market risk
- Credit risk
- Liquidity risk

This note presents information about the Group's exposure to each of the above risks, the Group's management of capital, and the Group's objectives, policies and procedures for measuring and managing risk.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Board has established a Treasury Committee which is responsible for developing and monitoring the Group's financial risk management policies. The Treasury Committee meets regularly and reports to the Audit Committee on its activities.

The Group Treasury function provides services to the Group's businesses, co-ordinates access to domestic and international financial markets, and monitors and manages the financial risks relating to the operations of the Group. These risks include market risk (including currency risk, interest risk and price risk), credit risk and liquidity risk.

The Treasury Committee has put in place policies to identify and analyse the financial risks faced by the Group and has set appropriate limits and controls. These policies provide written principles on funding investments, credit risk, foreign exchange risk and interest rate risk. Compliance with policies and exposure limits is reviewed by the Treasury Committee. This Committee is assisted in its oversight role by the Internal Audit function, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

Capital risk management

The Group manages its capital to ensure that the Group is able to continue as a going concern while maximising the return to stakeholders and supporting the future development of the business. In order to maintain or adjust the capital structure, the Group may suspend or adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The capital structure of the Group consists of net debt, which includes cash and cash equivalents (Note 25), borrowings (Note 27), and equity attributable to equity holders of the Parent Company, comprising issued capital (Note 35), reserves and retained earnings.

Cost of capital

The Group's Treasury Committee reviews the Group's capital structure on a regular basis and, as part of this review, the Committee considers the weighted average cost of capital and the risks associated with each class of capital.

Informa Leverage ratio

There are no financial covenants on our Group-level debt facilities in issue at 31 December 2025.

(b) Categories of financial instruments

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised in respect of each class of financial asset, financial liability and equity instrument, are disclosed in Note 2.

	Notes	2025 £m	2024 £m
Financial assets			
Trade receivables	22	471.2	475.9
Other receivables	22	87.9	115.8
Finance lease receivables	18	9.2	11.7
Cash and cash equivalents – at amortised cost	25	319.5	482.7
Cash and cash equivalents – at fair value ¹	25	11.0	1.6
Derivative assets	23	79.9	0.1
Other investments	19, 26	118.6	248.3
Total financial assets		1,097.3	1,336.1
Financial liabilities			
Convertible notes	27	–	329.5
Bank borrowings	27	172.0	–
Bond borrowings	27	3,005.4	2,881.9
Lease liabilities	18	301.7	278.1
Derivative liabilities	23	6.7	204.2
Trade payables	32	203.0	178.0
Accruals ²	32	304.5	307.1
Other payables ³	32	47.7	66.0
Deferred consideration	32	3.4	8.6
Contingent consideration	31	30.4	46.3
Total financial liabilities		4,074.8	4,299.7

1 Comprises money market funds which are measured at fair value – no change in valuation compared to being held at amortised cost

2 Accruals relating to employee benefits of £128.8m (2024: £133.6m) are not included here, in line with their separate treatment under IAS 19

3 Non-current deferred income of £10.8m (2024: £5.3m) is not included here, as that balance is settled by delivery of goods or services, not cash or another financial asset

(c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange and interest rates, will affect the Group's income or the value of its holdings of financial instruments.

The Group manages these risks by maintaining a mix of fixed and floating rate debt and currency borrowings using derivatives where necessary. The Group does not use derivative contracts for speculative purposes.

The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise adverse effects on the Group's financial performance. Risk management is carried out by a central Treasury function under policies approved by the Board of Directors. There has been no change to the Group's exposure to market risks or the manner in which these risks are managed and measured.

(d) Interest rate risk

The Group has no significant interest-bearing assets at floating rates, except cash, but is exposed to interest rate risk as entities in the Group borrow funds at both fixed and floating interest rates. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. Borrowings issued at or converted to fixed rates expose the Group to fair value interest rate risk.

The interest rate risk is managed by maintaining an appropriate mix of fixed and floating rate borrowings and by the use of interest rate swap contracts. The Group's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk section of this note.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

33. Financial instruments continued

The following table details financial liabilities by interest category before the effect of hedge accounting, note that the change in the derivative liabilities line reflects fair value gains in the year, resulting in the Group's cross-currency interest rate swaps being in an asset position as at 31 December 2025, in addition to a majority of the cross-currency swap portfolio (see Note 23):

	2025				2024			
	Fixed rate £m	Floating rate £m	Non-interest bearing £m	Total £m	Fixed rate £m	Floating rate £m	Non-interest bearing £m	Total £m
Convertible notes	-	-	-	-	329.5	-	-	329.5
Bank borrowings	-	172.0	-	172.0	-	-	-	-
Bond borrowings	3,005.4	-	-	3,005.4	2,881.9	-	-	2,881.9
Lease liabilities	301.7	-	-	301.7	278.1	-	-	278.1
Derivatives liabilities	6.7	-	-	6.7	166.1	38.1	-	204.2
Trade payables	-	-	203.0	203.0	-	-	178.0	178.0
Accruals	-	-	304.5	304.5	-	-	307.1	307.1
Other payables	-	-	47.7	47.7	-	-	66.0	66.0
Deferred consideration	-	-	3.4	3.4	-	-	8.6	8.6
Contingent consideration	-	-	30.4	30.4	-	-	46.3	46.3
	3,313.8	172.0	589.0	4,074.8	3,655.6	38.1	606.0	4,299.7

Interest rate sensitivity analysis

95% (2024: 100%) of total borrowings are at fixed interest rates; the EMTN tranche maturing in 2030 of €650m is subject to a floating rate of interest after considering the effect of hedge accounting. The Group's interest rate sensitivity would only be affected by the exposure to variable rate debt.

If interest rates on variable debt had been 100bps higher or lower and all other variables were held constant, the Group's profit for the year would have decreased or increased by £5.4m (2024: £1.0m).

Financial assets are both fixed and floating interest rate bearing but any interest received on these amounts is immaterial to the Group.

Should interest rates fluctuate by a different rate to those disclosed, the impact can be linearly interpolated.

(e) Foreign currency risk

The Group is a business with significant net USD or currencies pegged to USD transactions; hence exposures to exchange rate fluctuations arise.

Allied to the Group's policy on the hedging of surplus foreign currency cash inflows, the Group will usually seek to finance its net investment in its principal overseas subsidiaries by borrowing in those subsidiaries' functional currencies, primarily USD and EUR. This policy has the effect of partially protecting the Group's Consolidated Balance Sheet from movements in those currencies to the extent that the associated net assets are hedged by derivatives.

The carrying amounts of the Group's foreign currency denominated assets and liabilities, excluding derivatives and deferred income, at the reporting date are as follows:

	Assets		Liabilities	
	2025 £m	2024 £m	2025 £m	2024 £m
USD	604.0	742.8	(621.4)	(1,153.6)
EUR	134.4	135.1	(2,741.7)	(2,593.8)
CNY	129.5	114.0	(108.3)	(111.4)
Other	216.1	226.9	(356.1)	(302.7)
	1,084.0	1,218.8	(3,827.5)	(4,161.5)
GBP	176.0	267.3	(1,044.4)	(833.6)
	1,260.0	1,486.1	(4,871.9)	(4,995.1)

Cross-currency swaps and the 2034 EMTN debt tranche are used to hedge the Group's net investments in foreign subsidiaries which resulted in a gain of £167.2m (2024: loss of £80.3m) being recognised through other comprehensive income.

	Average rate		Closing rate	
	2025	2024	2025	2024
USD	1.32	1.28	1.34	1.26
EUR	1.17	1.18	1.15	1.21

Foreign currency sensitivity analysis

In 2025, approximately 61% (2024: 66%) of Group revenue was received in USD or currencies pegged to USD. Similarly, the Group incurred approximately 53% (2024: 55%) of its costs in USD or currencies pegged to USD. Each one cent (\$0.01) movement in the USD to GBP exchange rate has a circa £18m (2024: circa £19m) impact on annual revenue, a circa £7m (2024: circa £8m) impact on annual adjusted operating profit and a circa £22m (2024: circa £21m) impact on the net investment hedge reserve. Should exchange rates fluctuate by a different rate to those disclosed, the impact can be linearly interpolated.

Derivatives designated in hedge relationships

	2025 £m	2024 £m
Cross-currency swaps – derivative financial assets	79.9	-
Cross-currency swaps – derivative financial liabilities	(4.5)	(202.7)

There are cross-currency swaps and cross-currency interest rate swaps over the EMTN borrowings where the company receives the following:

- A fixed rate of interest for £450.0m of EMTN borrowings with a maturity of July 2026 and pays a fixed rate of interest for \$588.9m
- A fixed rate of interest on €600.0m of EMTN borrowings with a maturity of October 2027 and pays a fixed rate of interest for \$655.6m
- A fixed rate of interest on €500.0m of EMTN borrowings with a maturity of April 2028 and pays a fixed rate of interest for \$551.6m
- A fixed rate of interest on €650.0m of EMTN borrowings with a maturity of October 2030 and pays a floating rate of interest of SOFR plus premium for \$710.2m
- A fixed rate of interest on €700.0m of EMTN borrowings with a maturity of June 2031 and pays a fixed rate of interest for \$799.2m

At 31 December 2025, the fair value of these swaps was a net financial asset of £75.4m (2024: liability of £202.7m); of these amounts, a £37.0m asset (2024: £135.9m liability) was designated in a net investment hedge relationship, £22.1m asset (2024: £57.8m liability) was designated in a cash flow hedge relationship and £16.3m asset (2024: £9.0m liability) was designated in a fair value hedge relationship.

The cross-currency interest rate swaps in place are used to hedge against benchmark interest rate risk, foreign exchange risk of net investments in foreign operation assets and repayments of EUR denominated debt. As such, the Receive EUR Pay USD cross-currency swaps have been separated into synthetic cross-currency swaps, whereby the EUR fixed to GBP fixed legs are hedging the cash flow risk on EUR debt, the EUR fixed to GBP floating legs (on the €650.0m EMTN with maturity October 2030) are hedging fair value risk on the bond and the GBP to USD legs are hedging foreign currency risk relating to net investments.

The result of the synthetic cross-currency swaps has been to swap €1,800.0m to £1,525.2m to hedge the cash flow risk at an average foreign exchange rate of €1.18:£1 and additionally £1,525.2m to \$2,006.3m to hedge the foreign currency risk at an average foreign exchange rate of \$1.32:£1. Further, €650.0m has been swapped to £545.8m to hedge the fair value risk at an average foreign exchange rate of €1.19:£1 and £545.8m has been swapped to \$710.2m to hedge foreign currency risk at an average foreign exchange rate of \$1.30:£1.

The net investment hedge reserve at 31 December 2025 was £31.6m (2024: £135.6m). The total gain during the year was £167.2m (2024: £80.3m loss) in respect of the hedging instruments, of which a loss of £21.9m (2024: loss of £4.4m) is in relation to exchange losses on debt instruments in a net investment hedge relationship.

The cash flow hedge reserve at 31 December 2025 was £0.1m (2024: £45.3m). The fair value gain during the year was £32.6m (2024: £49.3m loss) in respect of the hedged instruments, and a loss of £79.4m (2024: £62.5m gain) in respect of the hedged items which has been reclassified to finance costs in the Consolidated Income Statement, along with the recycling of £1.6m upon maturity of the cash flow hedge arrangement relating to the Euro Medium Term Note of €700.0m that was repaid on 6 October 2025. Interest of £21.6m (2024: £11.5m) has been reclassified to the Consolidated Income Statement.

For the fair value hedge, a total loss of £23.1m (2024: £2.3m gain) was recognised in the Consolidated Income Statement to account for the change in the fair value of the hedged item. A total gain of £25.0m (2024: £5.4m loss) was recognised in finance costs to account for changes in fair value of the hedging instrument.

33. Financial instruments continued

The main source of ineffectiveness in the above hedging relationships is the effect of the Group's own and counterparty credit risk on the fair value of the cross-currency swaps, which is not reflected in the fair value of the hedged item that is exposed to change in foreign exchange rates, the change in value of the hedged item used as the basis for recognising hedge ineffectiveness for the period. No other significant sources of ineffectiveness have emerged from these hedging relationships.

These hedges were assessed to be highly effective during the year ended 31 December 2025 with no ineffectiveness recognised in the Consolidated Income Statement.

(f) Credit risk

The Group's principal financial assets are trade and other receivables (Note 22), and cash and cash equivalents (Note 25), which represent the Group's maximum exposure to credit risk in relation to financial assets.

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of assessing creditworthiness of counterparties as a means of mitigating the risk of financial loss from defaults.

The Group's exposure and the creditworthiness of its counterparties are continuously monitored, and the aggregate value of transactions concluded is spread among approved financial institutions. Credit exposure is controlled by counterparty limits that are reviewed and approved as part of the Group's treasury policies.

Predominantly all of the Group's cash and cash equivalents are held in investment grade counterparties; where this is not the case, approval is required by the Group Treasury Committee.

The carrying amount of financial assets recorded in the financial statements, which is net of impairment losses, represents the Group's maximum exposure to credit risk.

Trade receivables

The Group's credit risk is primarily attributable to its trade receivables and the amounts presented in the Consolidated Balance Sheet are net of the expected credit loss (ECL). Trade receivables consist of a large number of customers, spread across diverse industries and geographic areas, and the Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The Group does not have significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics.

The majority of customers have credit limits set by credit managers and are subject to the standard terms of payment of each division. As B2B Live Events, the journals subscriptions part of the Taylor & Francis division and Informa TechTarget operate predominantly on a prepaid basis, they have a low bad debt history. The Group is exposed to normal credit risk, and potential losses are mitigated as the Group does not have significant exposure to any single customer.

The Group recognises lifetime ECL for trade receivables using a provisioning matrix. The ECL is estimated based on the Group's historical credit loss experience where for non-event receivables a 50% provision is made over 180 days based on due date and a 100% provision is made over 270 days, and a 100% provision is made for events receivables three months post event date. This is then adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. The carrying amount is reduced by the ECL through the use of a provision account. The Group writes off a trade receivable against the provision account when the receivable is considered uncollectible. This occurs when the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings. None of the trade receivables that have been written off are subject to enforcement activities. Subsequent recoveries of amounts previously written off are credited against the provision account. Changes in the carrying amount of the provision are recognised in the Consolidated Income Statement.

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

Ageing of trade receivables:

	Gross 2025 £m	Provision 2025 £m	Gross 2024 £m	Provision 2024 £m
Not past due	227.0	-	234.3	-
Past due 0-30 days	134.0	-	126.2	-
Past due over 31 days	138.8	(22.4)	137.9	(16.0)
	499.8	(22.4)	498.4	(16.0)
Books return provision (see below)	-	(6.2)	-	(6.5)
Total	499.8	(28.6)	498.4	(22.5)

Trade receivables that are less than three months past the date due for payment are generally not considered impaired. Of the gross trade receivables balance of £499.8m (2024: £498.4m), £48.2m (2024: £49.7m) was more than three months past the due date for payment. The Group believes there has not been a significant change in the credit quality and the amounts are considered recoverable. The Group does not hold any collateral over these balances.

A provision relating to returns on books which are yet to be paid for of £6.2m (2024: £6.5m) has been disclosed separately in the table above. This is based on the Group's best estimate of returns for future periods, taking account of returns trends, and the amount is included as part of the overall provision balance of £28.6m (2024: £22.5m). There are no customers who represent more than 5% of the total gross balance of trade receivables in either 2025 or 2024.

(g) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. Ultimate responsibility for liquidity risk management rests with the Board of Directors, though operationally it is managed by Group Treasury with oversight by the Group Treasury Committee. Group Treasury has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding. The Group manages liquidity risk by maintaining adequate reserves and debt facilities, together with continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Included in Note 27 is a summary of additional undrawn facilities that the Group has at its disposal.

Historically and for the foreseeable future, the Group has been, and is expected to continue to be, in a net borrowing position. The Group's policy is to fulfil its borrowing requirements by borrowing in the currencies in which it operates, principally USD and EUR, thereby providing a natural hedge against projected future surplus USD cash inflows.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

33. Financial instruments continued**(h) Liquidity and interest risk tables**

The following tables present the earliest date on which the Group can settle its financial liabilities. The table includes both interest and principal cash flows.

	Carrying amount £m	Contractual cash flows ¹ £m	Less than 1 year £m	1-2 years £m	2-5 years £m	Greater than 5 years £m
31 December 2025						
Non-derivative financial liabilities						
Bank borrowings	172.0	172.0	172.0	-	-	-
Bond borrowings	3,005.4	3,413.2	533.0	596.8	1,167.0	1,116.4
Lease liabilities	301.7	422.4	58.3	55.0	75.8	233.3
Trade and other payables	555.2	555.2	551.4	3.8	-	-
Deferred consideration	3.4	3.4	2.4	1.0	-	-
Contingent consideration	30.4	30.4	11.2	11.3	7.9	-
	4,068.1	4,596.6	1,328.3	667.9	1,250.7	1,349.7
Derivative financial liabilities						
Currency forwards	2.2	2.2	2.2	-	-	-
Cross-currency swaps – receipts	4.5	(722.3)	(20.5)	(20.5)	(61.8)	(619.5)
Cross-currency swaps – payments		761.2	30.8	30.8	92.7	606.9
	6.7	41.1	12.5	10.3	30.9	(12.6)
Total financial liabilities	4,074.8	4,637.7	1,340.8	678.2	1,281.6	1,337.1
31 December 2024						
Non-derivative financial liabilities						
Convertible notes	329.5	329.5	329.5	-	-	-
Bond borrowings	2,881.9	3,235.2	657.1	509.6	1,028.6	1,039.9
Lease liabilities	278.1	405.2	42.3	40.7	88.5	233.7
Trade and other payables	551.1	551.1	546.3	4.8	-	-
Deferred consideration	8.6	8.6	8.0	0.6	-	-
Contingent consideration	46.3	46.3	31.4	9.1	5.8	-
	4,095.5	4,575.9	1,614.6	564.8	1,122.9	1,273.6
Derivative financial liabilities						
Currency forwards	1.5	1.5	1.5	-	-	-
Cross-currency swaps – receipts	202.7	(2,673.0)	(641.9)	(494.5)	(983.6)	(553.0)
Cross-currency swaps – payments		3,009.3	765.3	551.9	1,100.0	592.1
	204.2	337.8	124.9	57.4	116.4	39.1
Total financial liabilities	4,299.7	4,913.7	1,739.5	622.2	1,239.3	1,312.7

1 Under IFRS 7, contractual cash flows are undiscounted and therefore may not agree with the carrying amounts in the Consolidated Balance Sheet

Fair values and fair value hierarchy

Valuation techniques use observable market data where it is available and rely as little as possible on entity-specific estimates. The fair values of interest rate swaps and forward exchange contracts are measured using discounted cash flows. Future cash flows are based on forward interest/exchange rates (from observable yield curves/forward exchange rates at the end of the reporting period) and contract interest/forward rates, discounted at a rate that reflects the credit risk of the counterparties.

Financial instruments that are measured subsequently to initial recognition at fair value are grouped into Levels 1 to 3, based on the degree to which the fair value is observable, as follows:

Level 1 fair value measurements are those derived from unadjusted quoted prices in active markets for identical assets or liabilities.

Level 2 fair value measurements are those derived from inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).

Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs), such as internal models or other valuation methods. Level 3 balances for contingent consideration, other investments and convertible bonds use future cash flow forecasts to determine the fair value, with the fair value of deferred consideration balances taken as the receivable amount less any provision.

Financial assets and liabilities measured at fair value in the Consolidated Balance Sheet and their categorisation in the fair value hierarchy 31 December 2025 and 31 December 2024:

	Level 1 2025 £m	Level 2 2025 £m	Level 3 2025 £m	Total 2025 £m
Financial assets				
Derivative financial instruments in designated hedge accounting relationships ¹	-	79.9	-	79.9
Cash and cash equivalents measured at fair value	11.0	-	-	11.0
Other investments (Note 19)	-	40.0	78.6	118.6
	11.0	119.9	78.6	209.5
Financial liabilities at fair value through profit or loss and through equity				
Unhedged derivative financial instruments	-	2.2	-	2.2
Derivative financial instruments in designated hedge accounting relationships ¹	-	4.5	-	4.5
Deferred consideration on acquisitions	-	-	3.4	3.4
Contingent consideration on acquisitions (Note 31)	-	-	30.4	30.4
	-	6.7	33.8	40.5

1 Amounts relate to cross-currency interest rate swaps associated with Euro Medium Term Notes (see Notes 23 and 27)

	Level 1 2024 £m	Level 2 2024 £m	Level 3 2024 £m	Total 2024 £m
Financial assets				
Unhedged derivative financial instruments	-	0.1	-	0.1
Investments (Note 26)	-	61.8	-	61.8
Cash and cash equivalents measured at fair value	1.6	-	-	1.6
Other investments (Note 19)	-	27.6	158.9	186.5
	1.6	89.5	158.9	250.0
Financial liabilities at fair value through profit or loss and through equity				
Unhedged derivative financial instruments	-	1.5	-	1.5
Derivative financial instruments in designated hedge accounting relationships ¹	-	202.7	-	202.7
Deferred consideration on acquisitions	-	-	8.6	8.6
Contingent consideration on acquisitions (Note 31)	-	-	46.3	46.3
	-	204.2	54.9	259.1

1 Amounts relate to cross-currency interest rate swaps associated with Euro Medium Term Notes (see Notes 23 and 27)

Fair value of other financial instruments (unrecognised)

The Group also has a number of financial instruments which are not measured at fair value in the Consolidated Balance Sheet. For the majority of these instruments, the fair values are not materially different to their carrying amounts, since the interest receivable/payable is either close to current market rates or the instruments are short-term in nature. Significant differences were identified for the following instruments at 31 December 2025 and 31 December 2024:

	Carrying amount 31 December 2025 £m	Estimated fair value 31 December 2025 £m	Carrying amount 31 December 2024 £m	Estimated fair value 31 December 2024 £m
Financial liabilities				
Bond borrowings	3,005.4	3,000.0	2,881.9	2,850.5
Total	3,005.4	3,000.0	2,881.9	2,850.5

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

34. Retirement benefit schemes**(a) Charge to operating profit**

The charge to operating profit for the year in respect of pensions, including both defined benefit and defined contribution schemes, was £31.5m (2024: £29.7m).

(b) Defined benefit schemes – strategy

The Group operates four (2024: five) defined benefit pension schemes (the Group Schemes): the Informa Final Salary Scheme (Informa FSS), the Taylor & Francis Group Pension and Life Assurance Scheme (T&F GPS), the UBM Pension Scheme (UBMPS) and the United Newspapers Executive Pension Scheme (UNEPS). These are for qualifying UK colleagues and provide benefits based on final pensionable pay. During the year, the Group entered into an agreement with an insurer to buy-out the defined benefit obligations for the Group's defined benefit scheme in the US, the Penton Inc. Retirement Plan. Under IAS 19, as at 31 December 2025, the Scheme is treated as settled, with the plan assets having been transferred to the insurer, and the insurer now being responsible for the Scheme's defined benefit obligations.

All of the Group Schemes are closed to future accruals. Contributions to the UK Schemes are determined following triennial valuations undertaken by a qualified actuary using the Projected Unit Credit Method.

The Group Schemes are administered by separate funds that are legally separated from the company. The Trustees are responsible for running the Group Schemes in accordance with the Trust Deed and Rules, which set out their powers. The Trustees are required to act in the best interests of the beneficiaries of the Group Schemes. There is a requirement that one third of the Trustees are nominated by the members of the Group Schemes. The Trustees of the pension funds are responsible for the investment policy with regard to the assets of the fund. None of the Schemes have any reimbursement rights.

The Group's pension funding policy is to provide sufficient funding, as agreed with the Trustees, to ensure any pension deficit will be addressed to ensure pension payments made to current and future pensioners will be met. The investment strategies adopted by the Trustees of the Group Schemes include some exposure to index-linked gilts and corporate bonds.

The current asset allocation of all schemes consists primarily of liability driven investment (LDI) funds, annuity contracts, buy and maintain liquid credit, asset backed securities, diversified growth funds and illiquid credit funds. All assets are managed by a third-party investment manager in consultation with the company.

(c) Defined benefit schemes – risk

Through the Group Schemes, the company is exposed to a number of potential risks as described below:

- **Asset volatility:** The Group Schemes' defined benefit obligation is calculated using a discount rate set with reference to long-dated AA corporate bond yields whereas the Group Schemes invest in other asset classes as stated above. The investment strategies have been significantly de-risked in recent years, and the mix of assets is now expected to perform broadly in line with corporate bonds over the long-term. However, the Group Schemes' assets may perform better or worse than the liabilities in the short-term
- **Changes in bond yields:** A decrease in corporate bond yields would increase the Group Schemes' defined benefit obligation; however, this would be partially offset by an increase in the value of the Schemes' bond holdings
- **Inflation risk:** A significant proportion of the Group Schemes' defined benefit obligation is linked to inflation; therefore, higher inflation will result in a higher defined benefit obligation (subject to caps for the Group Schemes). The majority of the Group Schemes' assets target being fully hedged against inflation; therefore, an increase in inflation is not expected to impact the surplus
- **Life expectancy:** If the Group Schemes' members live longer than expected, the Group Schemes' benefits will need to be paid for longer, increasing the Group Schemes' defined benefit obligations

The Trustees and the company manage risks in the Group Schemes through the following strategies:

- **Diversification:** Investments are well diversified, such that the failure of any single investment would not have a material impact on the overall level of assets
- **Investment strategy:** The Trustees are required to review their investment strategy on a regular basis

There are three categories of pension scheme members:

- Employed deferred members: Currently employed by the company
- Deferred members: Former colleagues of the company
- Pensioner members: In receipt of pension

The defined benefit obligation is valued by projecting the best estimate of future benefit payments (allowing for future salary increases for employed deferred members, revaluation to retirement for deferred members and annual pension increases for members) and then discounting to the Consolidated Balance Sheet date. Members receive increases to their benefits linked to inflation (subject to caps for the Group Schemes). The valuation method used for all Schemes is known as the Projected Unit Credit Method.

The approximate overall duration of the Group Schemes' defined benefit obligation as at 31 December 2025 was as follows:

	2025			2024		
	Informa FSS and T&F Schemes	UBMPS and UNEPS Schemes	Penton Scheme ¹	Informa FSS and T&F Schemes	UBMPS and UNEPS Schemes	Penton Schemes
Overall duration (years)	13	11	n/a	14	11	10

¹ The Group no longer has an obligation to the Penton Inc. Retirement Plan as at 31 December 2025

The assumptions which have the most significant effect on the results of the IAS 19 valuation for the Schemes are those relating to the discount rate, the rates of price inflation, salaries, and pensions and life expectancy. The main assumptions adopted are:

	2025			2024		
	Informa FSS and T&F Schemes	UBMPS and UNEPS Schemes	Penton Scheme ¹	Informa FSS and T&F Schemes	UBMPS and UNEPS Schemes	Penton Schemes
Discount rate	5.40%	5.40%	n/a	5.35%	5.35%	5.35%
Rate of price inflation	2.30% (CPI)	2.30% (CPI)	n/a	2.65% (CPI)	2.65% (CPI)	n/a
Rate of increase for deferred pensions	2.80% (RPI)	2.80% (RPI)	n/a	3.20% (RPI)	3.20% (RPI)	n/a
Rate of increase for pensions in payment	2.30%	2.30%	n/a	2.65%	2.65%	n/a
Life expectancy:						
For an individual aged 65 – male (years)	1.85%–3.60%	1.85%–3.60%	n/a	1.95%–3.75%	1.95%–3.75%	n/a
For an individual aged 65 – female (years)	86	87	n/a	86	86	85
	89	88	n/a	88	88	87

¹ The Group no longer has an obligation to the Penton Inc. Retirement Plan as at 31 December 2025

For the Group Schemes, mortality assumptions used in the IAS 19 valuations are taken from tables published by Continuous Mortality Investigation (CMI). The UBMPS Scheme uses 100%/108% (male/female) of the 'SAPS' S3 Pensioner tables (2024: no changes since previous year end) based on the year of birth, the Informa FSS Scheme uses 'SAPS' S3 Pensioner tables with a scaling factor of 100% (2024: no change since previous year end), the T&F GPS Scheme uses 'SAPS' S3 Middle tables with a scaling factor of 100% (2024: no change since previous year end) and the UNEPS Scheme uses the 'SAPS' S3 Normal Very Light tables with a scaling factor of 100% (2024: 'SAPS' S3 Normal tables with a scaling factor of 100%). All Schemes use life expectancy improvements taken from CMI 2024 (2024: CMI 2023) with an initial addition parameter of 0% (2024: 0%), a half-life parameter of 0.5 (2024: n/a – a new parameter for CMI 2024, replacing the previous weighting parameter from the CMI 2023 model) and a long-term rate of improvement of 1.25% (2024: 1.00%).

(d) Defined benefit schemes – individual defined benefit scheme details

	Informa FSS	T&F GPS	UBMPS	UNEPS
Latest valuation date	31.03.2023	30.09.2023	31.03.2023	05.04.2023
Funding surplus at valuation date ¹	£11.5m	£1.5m	£36.1m	£0.8m

¹ At the latest valuation date, all schemes are in a funding surplus; hence, no recovery plans are in place

The sensitivities regarding the principal assumptions used to measure the IAS 19 pension scheme liabilities as at 31 December 2025 are set out below:

	Increase in scheme liabilities			
	Informa FSS £m	T&F GPS £m	UBMPS £m	UNEPS £m
31 December 2025				
Discount rate – Decrease by 1.00%	9.3	2.0	31.2	0.9
Rate of price inflation pre-retirement – Increase by 1.00%	6.6	1.0	11.2	1.0
Life expectancy – Increase by 1 year	1.7	0.6	11.6	1.7
31 December 2024				
Discount rate – Decrease by 1.00%	9.5	2.0	31.7	1.0
Rate of price inflation pre-retirement – Increase by 1.00%	6.3	1.2	10.5	1.1
Life expectancy – Increase by 1 year	1.7	0.5	11.3	2.0

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

34. Retirement benefit schemes continued

Sensitivities have been prepared using the same approach as 2024. The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant, although in practice this is unlikely to occur and changes in some assumptions may be correlated. Should discount and inflation rates fluctuate by a different rate to those disclosed, the impact can be linearly interpolated.

Amounts recognised in respect of these defined benefit schemes are as follows:

	2025 £m	2024 £m
Recognised in profit before tax		
Administrative expenses	2.0	0.9
Interest income on net pension surplus (Note 11)	(2.3)	(1.9)

	2025 £m	2024 £m
Recognised in the Consolidated Statement of Comprehensive Income		
Actuarial loss on scheme assets	(8.6)	(37.5)
Experience loss	(2.6)	(4.6)
Change in irrecoverable element of pension surplus	2.4	11.0
Change in demographic actuarial assumptions	(6.6)	0.4
Change in financial actuarial assumptions	9.9	29.7
Total recognised in the Consolidated Statement of Comprehensive Income	(5.5)	(1.0)

	2025 £m	2024 £m
Movement in net surplus during the year		
Net surplus in Schemes at beginning of the year (before irrecoverable element of pension surplus)	60.2	68.9
Past service credit and administrative expenses	(2.0)	(0.9)
Net finance income	3.3	3.2
Actuarial loss	(7.9)	(12.0)
Deficit recovery contributions from the employer to the Schemes	6.5	1.1
Effect of movement in foreign currencies	-	(0.1)
Net surplus in Schemes at end of the year (before irrecoverable element of pension surplus)	60.1	60.2
Irrecoverable element of pension surplus	(16.0)	(17.5)
Net surplus in Schemes at end of the year after irrecoverable element of pension surplus	44.1	42.7

Amounts recognised in the Consolidated Balance Sheet in respect of the Group Schemes are as follows:

	2025 £m	2024 £m
Present value of defined benefit obligations	(401.4)	(439.9)
Fair value of Scheme assets	461.5	500.1
Irrecoverable element of pension surplus	(16.0)	(17.5)
Net surplus	44.1	42.7
Reported as:		
Retirement benefit surplus recognised in the Consolidated Balance Sheet	44.1	48.5
Deficit in scheme and liability recognised in the Consolidated Balance Sheet	-	(5.8)
Net surplus	44.1	42.7

Changes in the present value of defined benefit obligations are as follows:

	2025 £m	2024 £m
Opening present value of defined benefit obligation at 1 January	(439.9)	(478.2)
Interest cost	(22.5)	(21.2)
Benefits paid	45.7	34.3
Actuarial gain	0.7	25.6
Effect of settlement	13.3	-
Effect of movement in foreign currencies	1.3	(0.4)
Closing present value of defined benefit obligation at 31 December	(401.4)	(439.9)

Changes in the fair value of Scheme assets are as follows:

	2025 £m	2024 £m
Opening fair value of Scheme assets at 1 January	500.1	547.1
Return on Scheme assets	25.7	24.4
Actuarial loss	(8.6)	(37.5)
Benefits paid	(45.7)	(34.3)
Other payments from Schemes	(2.3)	(0.9)
Contributions from the employer to the Schemes	6.5	1.1
Effect of settlement	(13.0)	-
Effect of movement in foreign currencies	(1.2)	0.2
Closing fair value of Scheme assets at 31 December	461.5	500.1

On 10 December 2025, the Informa Final Salary Scheme and the Taylor & Francis Group Pension and Life Assurance Scheme purchased buy-in policies with The Prudential Assurance Company Limited. The majority of the assets of the Informa Final Salary Scheme and the Taylor & Francis Group Pension and Life Assurance Scheme are therefore held in annuity contracts. A small proportion of assets are held in illiquid credit funds with Partners Group with the remaining assets being held in cash.

The assets of the UBM Pension Scheme are held in buy and maintain bonds, bespoke LDI funds and asset backed securities with Legal & General Investment Management Limited (LGIM), real return funds with Newton Investment Management Limited, a property fund with Aviva Investors Jersey Unit Trusts, an illiquid credit fund with M&G, annuities to cover a small number of pension members and cash.

The assets of the United Newspapers Executive Pension Scheme assets are held in an insurance buy-in policy with Aviva Life & Pensions UK Limited and a Sterling Liquidity Fund with LGIM.

The fair values of the assets held are as follows:

	Informa FSS £m	T&F GPS £m	UBMPS £m	UNEPS £m	Penton £m ¹	Total £m
31 December 2025						
Equities	-	-	-	-	n/a	-
Bonds and gilts	-	-	-	-	n/a	-
Property funds	-	-	9.1	-	n/a	9.1
Asset backed securities	-	-	44.5	-	n/a	44.5
Diversified growth fund	-	-	35.7	-	n/a	35.7
Illiquid credit funds	0.3	-	33.4	-	n/a	33.7
LDI funds	-	-	122.8	-	n/a	122.8
Buy and maintain liquid credit	-	-	98.4	-	n/a	98.4
Annuity contracts	64.2	16.7	2.9	14.9	n/a	98.7
Cash	8.1	1.3	7.8	1.4	n/a	18.6
Total	72.6	18.0	354.6	16.3	n/a	461.5

1 The Group no longer has an obligation to the Penton Inc. Retirement Plan as at 31 December 2025

	Informa FSS £m	T&F GPS £m	UBMPS £m	UNEPS £m	Penton £m	Total £m
31 December 2024						
Equities	13.4	3.0	-	-	-	16.4
Bonds and gilts	20.8	4.8	106.1	-	11.0	142.7
Property funds	9.8	2.4	34.5	-	-	46.7
Diversified growth fund	5.5	1.3	43.9	-	-	50.7
Illiquid credit funds	0.6	0.2	44.0	-	-	44.8
Bespoke funds (LDI and hedge funds)	22.0	4.9	118.2	-	0.7	145.8
Annuity contracts	-	-	3.1	14.9	-	18.0
Cash	9.4	2.9	11.2	1.3	10.2	35.0
Total	81.5	19.5	361.0	16.2	21.9	500.1

All the assets listed above have a quoted market price in an active market, with the exception of illiquid credit funds, LDI funds, annuities, property and cash. The Group Schemes' assets do not include any of the Group's own financial instruments, nor any property occupied by, or other assets used by, the Group.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

35. Share capital and share premium**Share capital**

Share capital as at 31 December 2025 amounted to £1.3m (2024: £1.3m). For details of options issued over the company's shares see Note 9.

	2025 £m	2024 £m
Issued, authorised and fully paid		
1,287,469,671 (2024: 1,330,244,733) ordinary shares of 0.1p each	1.3	1.3

	2025 Number of shares	2024 Number of shares
At 1 January	1,330,244,733	1,368,029,699
Issue of new shares to Employee Share Trust	-	8,860,000
Issue of shares	71,437	4,397,622
Share buyback	(42,846,499)	(51,042,588)
At 31 December	1,287,469,671	1,330,244,733

The Group issued 71,437 new ordinary shares of 0.1p each on 3 February 2025 as consideration for the acquisition of TM Events S.à.r.l., parent company of the Top Marques brand.

During 2025, the Group bought back 42,846,499 ordinary shares (2024: 51,042,588) at the nominal value of 0.1p for a total consideration of £352.3m (2024: £424.2m) and cancelled 42,846,499 ordinary shares (2024: 51,554,769) including nil (2024: 512,181) shares that had been bought in the prior year and settled and cancelled in 2025 for consideration of £nil (2024: £4.0m).

Share premium

	2025 £m	2024 £m
At 1 January	1,878.6	1,878.6
Issued in the year	0.6	-
At 31 December	1,879.2	1,878.6

36. Other reserves

	Reserves for shares to be issued £m	Merger reserve £m	Other reserve £m	Employee Share Trust and ShareMatch shares £m	Cash flow hedging reserve £m	Cost of hedging reserve £m	Total £m
At 1 January 2024	31.6	4,299.1	(2,246.8)	(20.9)	32.1	(4.5)	2,090.6
Fair value movements on derivatives in hedging relationships	-	-	-	-	13.2	(1.2)	12.0
Share award expense (equity-settled)	20.6	-	-	-	-	-	20.6
Issue of share capital	-	37.5	-	-	-	-	37.5
Shares for Trust purchase	(5.4)	-	-	-	-	-	(5.4)
Transfer of vested LTIPs	(12.9)	-	-	-	-	-	(12.9)
Share buyback (Note 32)	-	-	90.9	-	-	-	90.9
Transfer to realised profit ¹	(4.0)	-	-	-	-	-	(4.0)
Transactions with non-controlling interests	-	-	(0.6)	-	-	-	(0.6)
Remeasurement of put call options	-	-	(1.8)	-	-	-	(1.8)
At 31 December 2024	29.9	4,336.6	(2,158.3)	(20.9)	45.3	(5.7)	2,226.9
Fair value movements on derivatives in hedging relationships	-	-	-	-	(45.2)	1.8	(43.4)
Share award expense (equity-settled)	40.0	-	-	-	-	-	40.0
Shares for Trust purchase	(6.3)	-	-	-	-	-	(6.3)
Transfer of vested LTIPs	(13.0)	-	-	-	-	-	(13.0)
Remeasurement of put call options	-	-	0.4	-	-	-	0.4
At 31 December 2025	50.6	4,336.6	(2,157.9)	(20.9)	0.1	(3.9)	2,204.6

1 Relates to the IFRS 2 reserve for the MIP scheme transferred to realised profit as part of the Curinos disposal

Reserve for shares to be issued

This reserve relates to LTIP and MEP share awards granted to colleagues and reduced by the transferred and vested awards. Further information is set out in Note 9.

Merger reserve

In 2004, the merger of Informa PLC and Taylor & Francis Group plc resulted in a merger reserve amount of £496.4m being recorded.

On 2 November 2016, the Group acquired Penton Information Services and the £82.2m share premium on the shares issued to the vendors was recorded as an increase in the merger reserve in accordance with the merger relief rules of the Companies Act 2006.

There were 427,536,794 shares issued on 15 June 2018 in connection with the acquisition of UBM plc, which at the acquisition-date closing share price of 829p resulted in an increase in the merger reserve of £3,544.6m. From 19 July 2018 to 13 December 2018, there were 256,689 shares issued in connection with the satisfaction of Save As You Earn (SAYE) awards in the UBM business, which resulted in an increase in the merger reserve of £2.2m.

On 17 April 2023, the Group acquired Tiger Acquisitions (Jersey) Limited, the parent company of Tarsus Group Limited and issued 25,957,663 shares, resulting in an increase in the merger reserve of £169.8m.

On 1 September 2023, the Group issued 535,137 ordinary shares at the nominal value of 0.1p to Canalys Pte Limited in relation to the acquisition of Canalys, resulting in an increase to the merger reserve of £3.9m.

On 16 May 2024, the Group issued 4,397,622 shares as deferred consideration for the acquisition of the Tarsus group of companies, resulting in an increase in the merger reserve of £37.5m.

Other reserve

The other reserve includes the inversion accounting reserve of £2,189.9m which was created from an issue of shares under a Scheme of Arrangement in May 2014.

Employee Share Trust and ShareMatch shares

As at 31 December 2025, the Informa Employee Share Trust held 4,930,814 (2024: 7,518,844) ordinary shares in the company at a market value of £43.6m (2024: £60.0m). As at 31 December 2025, the ShareMatch scheme held 2,778,530 (2024: 2,316,743) matching ordinary shares in the company at a market value of £24.6m (2024: £18.5m). At 31 December 2025, the Group held 0.6% (2024: 0.7%) of its own called-up share capital.

Cost of hedging reserves

The cash flow hedging reserve and cost of hedging reserve arise from the Group's hedging arrangements, as described in Note 33.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

37. Non-controlling interests

The Group has subsidiary undertakings where there are non-controlling interests. At 31 December 2025, these non-controlling interests were composed entirely of equity interests and represented the following holding of minority shares by non-controlling interests:

- APLF Limited (40%, 2024: 40%)
- BrightTALK Limited (41.71%, 2024: 41.71%)
- BrightTALK, Inc. (41.71%, 2024: 41.71%)
- Canalys Economic Information Consulting (Shanghai) Co., Ltd (41.71%, 2024: 41.71%)
- Canalys Pte. Ltd. (41.71%, 2024: 41.71%)
- Canalys Solutions and Experiences Private Limited (41.71%, 2024: 41.71%)
- Canalys.com Ltd (41.71%, 2024: 41.71%)
- Canalys.com, Inc. (41.71%, 2024: 41.71%)
- CCA Limited (45%, 2024: 45%)
- China International Exhibitions Co., Ltd (30%, 2024: 30%)
- Colwiz Pakistan (0.02%, 2024: 0.02%)
- Cosmoprof Asia Limited (50%, 2024: 50%)
- E-Magine Media SAS (41.71%, 2024: 41.71%)
- Fort Lauderdale Convention Services, Inc. (10%, 2024: 10%)
- GKT Events LLC (n/a, 2024: 25%)
- Global Exhibition and Conference Joint Stock Company (30.03%, 2024: 30.03%)
- Global Media Payments, Inc. (10.3%, 2024: 10.3%)
- Guangzhou Citiexpo Jianke Exhibition Co., Ltd. (40%, 2024: 40%)
- Guangzhou Sinobake International Exhibition Co., Ltd. (65%, 2024: 65%)
- Health Connect Partners Inc. (40%, 2024: 40%)
- Hong Kong SinoExpo Informa Markets Limited (30%, 2024: 30%)
- Hudson MX Holdings, Inc. (10.3%, 2024: 10.3%)
- Hudson MX Limited (10.3%, 2024: 10.3%)
- Hudson MX, Inc. (10.3%, 2024: 10.3%)
- Industry Dive, Inc (41.71%, 2024: 41.71%)
- Industry Dive, Ltd (41.71%, 2024: 41.71%)
- Informa and Tharawat W.L.L. (51%, 2024: 51%)
- Informa Baiwen Exhibitions (Hangzhou) Co., Ltd (40.5%, 2024: 40.5%)
- Informa Data Service (Shanghai) Co., Ltd. (41.71%, 2024: 41.71%)
- Informa Intelligence G.K. (41.71%, 2024: 41.71%)
- Informa Intrepid Holdings Inc (41.71%, 2024: 41.71%)
- Informa Marine Holdings, Inc. (10%, 2024: 10%)
- Informa Markets Art, LLC (10%, 2024: 10%)
- Informa Markets BN Co. Ltd. (40%, 2024: 40%)
- Informa Markets KOAMI Co. Ltd (40%, 2024: 40%)
- Informa Tech (Shanghai) Co., Ltd. (70.27%, 2024: 70.27%)
- Informa Tech Founders Limited (45%, 2024: 45%)
- Informa Tech Germany GmbH (41.71%, 2024: 41.71%)
- Informa Tech Holdings Limited (41.71%, 2024: 41.71%)
- Informa Tech Korea Co. Ltd (41.71%, 2024: 41.71%)
- Informa Tech LLC (41.71%, 2024: 41.71%)
- Informa Tech MMS (US) LLC (41.71%, 2024: 41.71%)
- Informa Tech MMS LLC (41.71%, 2024: 41.71%)
- Informa Tech Research Limited (41.71%, 2024: 41.71%)
- Informa Tech Taiwan Limited (41.71%, 2024: 41.71%)

- Informa Telecoms & Media Limited (41.71%, 2024: 41.71%)
- Informa Tianyi Exhibitions (Chengdu) Co., Ltd (40%, 2024: 40%)
- Informa Wiener Exhibition (Chengdu) Co., Ltd (40%, 2024: 40%)
- ITF2 Limited (n/a, 2024: 45%)
- Marketworks Datamonitor (Pty) Ltd (41.71%, 2024: 41.71%)
- Monaco Yacht Show S.A.M. (10%, 2024: 10%)
- Netline Corporation (41.71%, 2024: 41.71%)
- Ovum Pty Ltd (41.71%, 2024: 41.71%)
- PEPTarsus Corporation (24%, 2024: 49%)
- Piattaforma LLC (40%, 2024: 40%)
- PT Tarsus Indonesia SEA (33%, 2024: 33%)
- PT UBM Pameran Niaga Indonesia (33%, 2024: 33%)
- Sada Uzmanlik Fuarlari A.S. (40%, 2024: 40%)
- SCBE Exhibitions (Shenzhen) Co., Ltd. (n/a, 2024: 42.2%)
- Scuba Holdings, Inc (41.71%, 2024: 41.71%)
- Sea Asia Singapore Pte Limited (10%, 2024: 10%)
- Shanghai Baiwen Exhibitions Co., Ltd (15%, 2024: 15%)
- Shanghai IMSinoexpo Digital Services Co., Ltd. (30%, 2024: 30%)
- Shanghai Informa Markets ShowStar Exhibition Co., Ltd. (30%, 2024: 30%)
- Shanghai Meisheng Culture Broadcasting Co., Ltd. (15%, 2024: 15%)
- Shanghai SinoExpo Informa Markets International Exhibitions Co., Ltd. (30%, 2024: 30%)
- Shanghai Yingye Exhibitions Co., Ltd. (40%, 2024: 40%)
- Shenzhen Informa Markets Herong Exhibition Co., Ltd. (30%, 2024: 30%)
- Shenzhen Shengshi Jiuzhou Exhibition Co., Ltd. (25%, 2024: 25%)
- Southern Convention Services, Inc. (10%, 2024: 10%)
- Tahaluf Events Limited (49%, 2024: 49%)
- Tarsus Bodysite LLC (51%, 2024: 40%)
- Tarsus Map LLC (30%, 2024: 30%)
- TechTarget (Australia) Pty. Limited (41.71%, 2024: 41.71%)
- TechTarget (Hong Kong) Limited (41.71%, 2024: 41.71%)
- TechTarget (Singapore) Pte. Limited (41.71%, 2024: 41.71%)
- TechTarget Germany GmbH (41.71%, 2024: 41.71%)
- TechTarget Holdings, Inc (41.71%, 2024: 41.71%)
- TechTarget Limited (41.71%, 2024: 41.71%)
- TechTarget Securities Corporation (41.71%, 2024: 41.71%)
- TechTarget, Inc. (41.71%, 2024: 41.71%)
- TM Events S.à.r.l. (20.0%, 2024: n/a)
- UBM Asia (Thailand) Co., Limited (51%, 2024: 51%)
- UBM Tech Research Malaysia Sdn Bhd (41.71%, 2024: 41.71%)
- USA Beauty LLC (55%, 2024: 55%)
- Yachting Promotions, Inc. (10%, 2024: 10%)
- Zhongshan Guzhen Lighting Expo Co., Ltd. (64.3%, 2024: 64.3%)

The non-controlling interest in Informa TechTarget represents a minority shareholding of 43% on a fully diluted basis. As at the year ended 31 December 2025, the accumulated non-controlling interest of Informa TechTarget was £257.2m (2024: £523.8m). As of the end of the reporting period and before intercompany eliminations, Informa TechTarget's total assets were £872.0m (2024: £1,747.2m) and total liabilities were £273.7m (2024: £529.1m). The comparatives have been restated for an updated allocation of tax and intangible asset balances.

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

38. Related party transactions

All transactions with related parties are conducted on an arm's-length basis and in accordance with normal business terms. Transactions between related parties that are Group subsidiaries are eliminated on consolidation. The related parties, identified by the Directors, include joint ventures, associates and key management personnel, who are the Directors of the company.

Transactions with joint ventures and associates

All transactions with joint ventures and associates are in the normal course of business. Transactions between the Group and its joint ventures and associates are disclosed below:

	Year ended 31 December 2025 £m	Year ended 31 December 2024 £m
Sales to joint ventures	(0.8)	(0.2)
Sales to associates	-	(0.8)
Purchases from joint ventures	-	0.4
Purchases from associates	-	1.2
Dividends received from joint ventures (Note 19)	2.0	1.7
Dividends received from associates (Note 19)	1.4	1.4
Other receivables owed by joint ventures	0.4	-
Trade receivables owed by joint ventures	-	0.2
Trade payables owed to joint ventures	-	(0.4)

Trade payables owed to joint ventures are settled net of trade receivables due from joint ventures 60 days after the delivery of goods or services. There are no loans to or from joint ventures.

Transactions with key management personnel

There were no material transactions with Directors of the company during the period, except for those relating to remuneration and shareholdings. Refer to the Directors' Remuneration Report on page 109 and Note 8 for disclosure on remuneration. For the purposes of IAS 24 Related Party Disclosures, Executives below the level of the company's Board are not regarded as related parties.

Other related party disclosures

At 31 December 2025, Informa Group companies have guaranteed the UK pension scheme liabilities of the Taylor & Francis Group Pension and Life Assurance Scheme, the Informa Final Salary Scheme and the UBM Pension Scheme as described in Note 34.

39. Subsidiaries

The listing below shows the subsidiary undertakings as at 31 December 2025:

Company name	Country	Ownership	Registered office
Datamonitor Pty Limited	Australia	100.00%	AU1
Informa Australia Pty Limited	Australia	100.00%	AU1
Centre for Asia Pacific Aviation Pty. Limited	Australia	100.00%	AU2
Centre for Aviation Pty Limited	Australia	100.00%	AU2
Informa Holdings (Australia) Pty Limited	Australia	100.00%	AU2
Ovum Pty Limited	Australia	58.29%	AU3
TechTarget (Australia) Pty Limited	Australia	58.29%	AU3
Informa Bahrain W.L.L.	Bahrain	100.00%	BA1
Informa Middle East Limited	Bermuda	100.00%	BM1
Informa Markets Ltda	Brazil	100.00%	BR1
AMB Tarsus Exhibitions (Cambodia) Pte. Ltd.	Cambodia	100.00%	CM1
Informa Canada Inc.	Canada	100.00%	CA1
Informa Tech Canada Inc.	Canada	100.00%	CA1
iNet Interactive Canada Inc.	Canada	100.00%	CA2
Informa Boats Inc.	Canada	100.00%	CA3
Afterhurst (Beijing) Information Consulting Co., Ltd.	China	100.00%	PRC1
Canalys Economic Information Consulting (Shanghai) Co., Ltd	China	58.29%	PRC2
China International Exhibitions Co., Ltd.	China	70.00%	PRC3
Guangzhou CitiExpo Jianke Exhibition Co., Ltd.	China	60.00%	PRC4
Guangzhou Sinobake International Exhibition Co., Ltd. ¹	China	35.00%	PRC5
IBC Conferences and Event Management Services (Shanghai) Co., Ltd.	China	100.00%	PRC6
Informa Baiwen Exhibitions (Hangzhou) Co., Ltd	China	59.50%	PRC7
Informa Data Service (Shanghai) Co., Ltd.	China	58.29%	PRC8
Informa Enterprise Management (Shanghai) Co., Ltd.	China	100.00%	PRC9
Informa Exhibitions (Beijing) Co., Ltd.	China	100.00%	PRC10
Informa Information Technology (Shanghai) Co., Ltd.	China	100.00%	PRC11
Informa Markets China (Chengdu) Co., Ltd.	China	100.00%	PRC12
Informa Markets China (Guangzhou) Co., Ltd.	China	100.00%	PRC13
Informa Markets China (Hangzhou) Co., Ltd.	China	100.00%	PRC14
Informa Markets China (Shanghai) Co., Ltd.	China	100.00%	PRC15
Informa Markets China (Shenzhen) Co., Ltd.	China	100.00%	PRC16
Informa Tech (Shanghai) Co., Ltd. ¹	China	29.73%	PRC17
Informa Tianyi Exhibitions (Chengdu) Co., Ltd.	China	60.00%	PRC18
Zhongshan Guzhen Lighting Expo Co., Ltd. ¹	China	35.70%	PRC19
Shenzhen Informa Markets Herong Zhongxin Exhibition Co., Ltd.	China	100.00%	PRC20
Shanghai Baiwen Exhibitions Co., Ltd.	China	85.00%	PRC21
Shanghai IMsinoexpo Digital Services Co., Ltd.	China	70.00%	PRC22
Shanghai Informa Markets ShowStar Exhibition Co., Ltd.	China	70.00%	PRC23
Shanghai Meisheng Culture Broadcasting Co., Ltd.	China	85.00%	PRC24
Shanghai SinoExpo Informa Markets International Exhibitions Co., Ltd.	China	70.00%	PRC25
Shanghai Yingye Exhibitions Co., Ltd.	China	60.00%	PRC26
Shenzhen Shengshi Jiuzhou Exhibition Co., Ltd	China	75.00%	PRC27
Shenzhen Informa Markets Herong Exhibition Co., Ltd.	China	70.00%	PRC28
Informa Wiener Exhibitions (Chengdu) Co., Ltd.	China	60.00%	PRC29
Tarsus Exhibition (Shanghai) Co., Ltd	China	100.00%	PRC30
Tarsus Exhibition (Shenzhen) Co., Ltd	China	100.00%	PRC31
Tarsus Hope Exhibition Co., Ltd	China	100.00%	PRC32
WARC Business Information Consulting (Shanghai) Co., Ltd	China	100.00%	PRC33
Zhengzhou Tarsus Hope Exhibition Co., Ltd	China	100.00%	PRC34
Effie Cultural Dissemination (Shanghai) Co., Ltd.	China	100.00%	PRC35
Stormcliff Limited	Cyprus	100.00%	CY1
Informa Egypt LLC	Egypt	100.00%	EG1
Informa Egypt for Administrative Services LLC	Egypt	100.00%	EG2

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

39. Subsidiaries continued

Company name	Country	Ownership	Registered office
Euromedicom SAS	France	100.00%	FR1
Eurovir SAS	France	100.00%	FR1
New AG International S.à.r.l.	France	100.00%	FR1
Informa Events France SAS	France	100.00%	FR2
Edimer SAS	France	100.00%	FR3
E-Magine Media SAS	France	58.29%	FR4
EBD Group GmbH	Germany	100.00%	DE1
Informa Holding Germany GmbH	Germany	100.00%	DE1
Informa Tech Germany GmbH	Germany	58.29%	DE1
Taylor & Francis Verlag GmbH	Germany	100.00%	DE1
UBM Canon Deutschland GmbH	Germany	100.00%	DE1
TechTarget Germany GmbH	Germany	58.29%	DE2
APLF Limited	Hong Kong	60.00%	HK1
CCA Limited	Hong Kong	55.00%	HK1
Cosmoprof Asia Limited ¹	Hong Kong	50.00%	HK1
Great Tactic Limited	Hong Kong	100.00%	HK1
Hong Kong Sinoexpo Informa Markets Limited	Hong Kong	70.00%	HK1
Informa Global Markets (Hong Kong) Limited	Hong Kong	100.00%	HK1
Informa Limited	Hong Kong	100.00%	HK1
Informa Markets Asia Group Limited	Hong Kong	100.00%	HK1
Informa Markets Asia Holdings (HK) Limited	Hong Kong	100.00%	HK1
Informa Markets Asia Limited	Hong Kong	100.00%	HK1
Informa Markets Asia Partnership	Hong Kong	100.00%	HK1
Informa Markets South China Limited	Hong Kong	100.00%	HK1
MAI Brokers (Asia & Pacific) Limited	Hong Kong	100.00%	HK1
Mills & Allen Holdings (Far East) Limited	Hong Kong	100.00%	HK1
Penton Media Asia Limited	Hong Kong	100.00%	HK1
TechTarget (Hong Kong) Limited	Hong Kong	58.29%	HK2
Informa Markets India Private Limited	India	100.00%	IN1
Taylor & Francis India Private Limited	India	100.00%	IN2
Taylor & Francis Technology Services LLP	India	100.00%	IN3
UBM Exhibitions India LLP	India	100.00%	IN4
Tarsus Exhibitions India Private Limited	India	100.00%	IN5
Canalys Solutions and Experiences Private Limited	India	58.29%	IN6
Informa Exhibitions India Private Limited	India	100.00%	IN7
PT Pamerindo Indonesia	Indonesia	100.00%	ID1
PT UBM Pameran Niaga Indonesia	Indonesia	67.00%	ID1
PT Tarsus Indonesia SEA	Indonesia	67.00%	ID2
Donytel Unlimited Company	Ireland	100.00%	IR1
F1000 Open Science Platforms Limited	Ireland	100.00%	IR1
Maypond Holdings Limited	Ireland	100.00%	IR1
Maypond Limited	Ireland	100.00%	IR1
Tanahol Unlimited Company	Ireland	100.00%	IR1
Colwiz Limited	Ireland	100.00%	IR2
UNM International Holdings Limited	Isle of Man	100.00%	IM1
Informa Global Markets (Japan) Co., Ltd	Japan	100.00%	JP1
Informa Intelligence Godo Kaisha	Japan	58.29%	JP1
Informa Markets Japan Co., Ltd	Japan	100.00%	JP2
Taylor & Francis Japan G.K.	Japan	100.00%	JP3
Informa Events Financing Limited	Jersey	100.00%	JE1
Tarsus Group Limited	Jersey	100.00%	JE1
UBM (Jersey) Limited	Jersey	100.00%	JE1
UBM Limited	Jersey	100.00%	JE1
Informa Jersey Limited	Jersey	100.00%	JE2
CMP Holdings S.à r.l.	Luxembourg	100.00%	LX1
CMP Intermediate Holdings S.à r.l.	Luxembourg	100.00%	LX1

Company name	Country	Ownership	Registered office
UBM Finance S.à r.l.	Luxembourg	100.00%	LX1
UBM IP Luxembourg S.à r.l.	Luxembourg	100.00%	LX1
United Commonwealth Holdings S.à r.l.	Luxembourg	100.00%	LX1
United CP Holdings S.à r.l.	Luxembourg	100.00%	LX1
United News Distribution S.à r.l.	Luxembourg	100.00%	LX1
United Professional Media S.à r.l.	Luxembourg	100.00%	LX1
UNM Holdings S.à r.l.	Luxembourg	100.00%	LX1
Vavasseur International Holdings S.à r.l.	Luxembourg	100.00%	LX1
Informa Markets Malaysia Sdn Bhd	Malaysia	100.00%	MA1
Malaysian Exhibition Services Sdn Bhd	Malaysia	100.00%	MA1
UBM Tech Research Malaysia Sdn Bhd	Malaysia	58.29%	MA1
UBMMG Holdings Sdn Bhd	Malaysia	100.00%	MA1
AMB Tarsus Exhibitions Sdn Bhd	Malaysia	100.00%	MA2
Informa Markets, S.A.P.I. de C.V.	Mexico	100.00%	MX1
Tarsus Services, S. de R.L. de C.V.	Mexico	100.00%	MX1
Informa Monaco SAM	Monaco	100.00%	MC1
Monaco Yacht Show SAM	Monaco	90.00%	MC1
TM Events S.à r.l.	Monaco	80.00%	MC2
Myanmar Trade Fair Management Company Limited	Myanmar	100.00%	MY1
IIR South Africa B.V.	Netherlands	100.00%	NL1
Informa Europe B.V.	Netherlands	100.00%	NL1
Informa Finance B.V.	Netherlands	100.00%	NL1
Informa Markets B.V.	Netherlands	100.00%	NL1
UBM Asia B.V.	Netherlands	100.00%	NL2
Dove Medical Press (NZ) Limited	New Zealand	100.00%	NZ1
Informa Healthcare A.S.	Norway	100.00%	NO1
Colwiz Pakistan Private Limited ²	Pakistan	99.98%	PK1
UBM Exhibitions Philippines Inc	Philippines	100.00%	PH1
AMB Tarsus Exhibitions (Philippines) Corporation	Philippines	100.00%	PH2
PEPTarsus Corporation	Philippines	76.00%	PH3
Informa and Tharawat Limited ¹	Qatar	49.00%	QT1
Informa Markets BN Co Ltd	Republic of Korea	60.00%	KR1
Informa Markets Korea Corporation	Republic of Korea	100.00%	KR1
Informa Markets KOAMI Co. Ltd	Republic of Korea	60.00%	KR2
Informa Tech Korea Co., Ltd	Republic of Korea	58.29%	KR3
Tahaluf Events Limited	Saudi Arabia	51.00%	KSA1
IBC Asia (S) Pte Ltd	Singapore	100.00%	SG1
Informa Exhibitions Pte Limited	Singapore	100.00%	SG1
Informa Global Markets (Singapore) Pte Limited	Singapore	100.00%	SG1
Taylor & Francis (S) Pte Ltd	Singapore	100.00%	SG1
Sea Asia Singapore Pte Limited	Singapore	90.00%	SG2
Singapore Exhibition Services (Pte) Limited	Singapore	100.00%	SG2
Tarsus (Singapore) Pte Ltd	Singapore	100.00%	SG2
Tarsus Asia Exhibitions Pte. Ltd	Singapore	100.00%	SG2
Canalys Pte. Ltd	Singapore	58.29%	SG3
Informa Events (Singapore) Pte Limited	Singapore	100.00%	SG3
TechTarget (Singapore) Pte. Limited	Singapore	58.29%	SG4
Informa South Africa (Pty) Limited	South Africa	100.00%	SA1
Marketworks Datamonitor (Pty) Ltd	South Africa	58.29%	SA2
Institute for International Research Espana S.L.	Spain	100.00%	SP1
Co-Action Publishing AB	Sweden	100.00%	SW1
Taylor & Francis AB	Sweden	100.00%	SW1
Informa IP GmbH	Switzerland	100.00%	SX1
Informa Tech Taiwan Limited	Taiwan	58.29%	TW1
Informa Events (Thailand) Co., Ltd.	Thailand	100.00%	TH1
Informa Events Holding (Thailand) Co., Ltd.	Thailand	100.00%	TH1

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

39. Subsidiaries continued

Company name	Country	Ownership	Registered office
Bangkok Exhibition Services Ltd	Thailand	100.00%	TH2
UBM Asia (Thailand) Co. Ltd ¹	Thailand	49.00%	TH2
Informa Fuarçılık Anonim Şirketi	Turkey	100.00%	TK1
Sada Uzmanlik Fuarlari A.S	Turkey	60.00%	TK2
Informa FZE	U.A.E.	100.00%	UAE1
Informa Holdings FZE	U.A.E.	100.00%	UAE1
Informa International FZE	U.A.E.	100.00%	UAE1
Taylor & Francis FZE	U.A.E.	100.00%	UAE1
Informa Middle East Media FZ LLC	U.A.E.	100.00%	UAE2
ABI Building Data Limited	U.K.	100.00%	UK1
Afterhurst Limited	U.K.	100.00%	UK1
Blessmyth Limited	U.K.	100.00%	UK1
Boat International Business Limited	U.K.	100.00%	UK1
Boat International Group Limited	U.K.	100.00%	UK1
Boat International Media Limited	U.K.	100.00%	UK1
Bridge Event Technologies Limited	U.K.	100.00%	UK1
Canalys.com Ltd	U.K.	58.29%	UK1
CapRegen Limited	U.K.	100.00%	UK1
CapRegen Magnum Limited	U.K.	100.00%	UK1
CapRegen Nutraceuticals Limited	U.K.	100.00%	UK1
Colonygrove Limited	U.K.	100.00%	UK1
Colwiz UK Limited	U.K.	100.00%	UK1
Contagious Communications Limited	U.K.	100.00%	UK1
Crosswall Nominees Limited	U.K.	100.00%	UK1
DIVX Express Limited	U.K.	100.00%	UK1
Dove Medical Press Limited	U.K.	100.00%	UK1
Expert Publishing Medicine Ltd	U.K.	100.00%	UK1
Expert Publishing Science Ltd	U.K.	100.00%	UK1
F1000 Research Limited	U.K.	100.00%	UK1
Fairs & Exhibitions (1992) Limited	U.K.	100.00%	UK1
Fairs And Exhibitions Limited	U.K.	100.00%	UK1
Futurum Media Limited	U.K.	100.00%	UK1
GNC Media Investments Limited	U.K.	100.00%	UK1
Green Thinking (Services) Limited	U.K.	100.00%	UK1
Hirecorp Limited	U.K.	100.00%	UK1
Hudson MX Limited	U.K.	89.70%	UK1
IBC (Ten) Limited	U.K.	100.00%	UK1
IBC (Twelve) Limited	U.K.	100.00%	UK1
IIR Management Limited	U.K.	100.00%	UK1
Industry Dive, Ltd	U.K.	58.29%	UK1
Informa Connect Holdings Limited	U.K.	100.00%	UK1
Informa Connect Limited	U.K.	100.00%	UK1
Informa Cossec Limited	U.K.	100.00%	UK1
Informa Events (Europe) Limited	U.K.	100.00%	UK1
Informa Events America Holdings Limited	U.K.	100.00%	UK1
Informa Events Group Limited	U.K.	100.00%	UK1
Informa Events Limited	U.K.	100.00%	UK1
Informa Events Financing Limited	U.K.	100.00%	UK1
Informa Events P&P Limited	U.K.	100.00%	UK1
Informa Events Radio Financing Limited	U.K.	100.00%	UK1
Informa Events UK Holdings Limited	U.K.	100.00%	UK1
Informa Exhibitions Limited	U.K.	100.00%	UK1
Informa Final Salary Pension Trustee Company Limited	U.K.	100.00%	UK1
Informa Finance Australia Limited	U.K.	100.00%	UK1
Informa Finance Brazil Limited	U.K.	100.00%	UK1
Informa Finance Egypt Limited	U.K.	100.00%	UK1

Company name	Country	Ownership	Registered office
Informa Finance Mexico Limited	U.K.	100.00%	UK1
Informa Finance USA Limited	U.K.	100.00%	UK1
Informa Global Markets (Europe) Limited	U.K.	100.00%	UK1
Informa Group Holdings Limited	U.K.	100.00%	UK1
Informa Group Limited	U.K.	100.00%	UK1
Informa Holdings Limited	U.K.	100.00%	UK1
Informa Investment Plan Trustees Limited	U.K.	100.00%	UK1
Informa Investments Limited	U.K.	100.00%	UK1
Informa Manufacturing Europe Limited	U.K.	100.00%	UK1
Informa Markets (Europe) Limited	U.K.	100.00%	UK1
Informa Markets (Maritime) Limited	U.K.	100.00%	UK1
Informa Markets (UK) Limited	U.K.	100.00%	UK1
Informa Markets Limited	U.K.	100.00%	UK1
Informa Overseas Investments Limited	U.K.	100.00%	UK1
Informa Prestige Holdings Limited	U.K.	100.00%	UK1
Informa Property (Colchester) Limited	U.K.	100.00%	UK1
Informa Services Limited	U.K.	100.00%	UK1
Informa Six Limited	U.K.	100.00%	UK1
Informa Tech Founders Limited	U.K.	55.00%	UK1
Informa Tech Holdings Limited	U.K.	58.29%	UK1
Informa Tech Research Limited	U.K.	58.29%	UK1
Informa Telecoms & Media Limited	U.K.	58.29%	UK1
Informa Three Limited	U.K.	100.00%	UK1
Informa UK Limited	U.K.	100.00%	UK1
Informa United Finance Limited	U.K.	100.00%	UK1
Informa US Holdings Limited	U.K.	100.00%	UK1
Light Reading UK Limited	U.K.	100.00%	UK1
LSX Limited	U.K.	100.00%	UK1
Miller Freeman Worldwide Limited	U.K.	100.00%	UK1
MRO Exhibitions Limited	U.K.	100.00%	UK1
MRO Publications Limited	U.K.	100.00%	UK1
Newlands Press Limited	U.K.	100.00%	UK1
Oes Exhibitions Limited	U.K.	100.00%	UK1
PeerJ Limited	U.K.	100.00%	UK1
Penton Communications Europe Limited	U.K.	100.00%	UK1
PNO Exhibition Investment (Dubai) Limited	U.K.	100.00%	UK1
Roamingtarget Limited	U.K.	100.00%	UK1
Solar Media Limited	U.K.	100.00%	UK1
Steel River Media Limited	U.K.	100.00%	UK1
Superyacht Media Limited	U.K.	100.00%	UK1
Tarsus AM Shows Ltd	U.K.	100.00%	UK1
Tarsus Atlantic Limited	U.K.	100.00%	UK1
Tarsus Cedar Limited	U.K.	100.00%	UK1
Tarsus China Limited	U.K.	100.00%	UK1
Tarsus Exhibitions & Publishing Limited	U.K.	100.00%	UK1
Tarsus Group Limited	U.K.	100.00%	UK1
Tarsus Holdings Limited	U.K.	100.00%	UK1
Tarsus Investments Limited	U.K.	100.00%	UK1
Tarsus Leeward Limited	U.K.	100.00%	UK1
Tarsus Luzhniki Limited	U.K.	100.00%	UK1
Tarsus Medical Limited	U.K.	100.00%	UK1
Tarsus Overseas Limited	U.K.	100.00%	UK1
Tarsus UK Holdings Limited	U.K.	100.00%	UK1
Tarsus US Limited	U.K.	100.00%	UK1
Tarsus Windward Limited	U.K.	100.00%	UK1
Taylor & Francis Books Limited	U.K.	100.00%	UK1

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

39. Subsidiaries continued

Company name	Country	Ownership	Registered office
Taylor & Francis Group Limited	U.K.	100.00%	UK1
Taylor & Francis Limited	U.K.	100.00%	UK1
Taylor & Francis Publishing Services Limited	U.K.	100.00%	UK1
The W.R.Kern Organisation Limited	U.K.	100.00%	UK1
Tiger Acquisitions Holding Limited	U.K.	100.00%	UK1
Tiger Acquisitions Intermediate Holding Limited	U.K.	100.00%	UK1
Tiger Acquisitions UK Limited	U.K.	100.00%	UK1
Times Aerospace Publishing Holdings Limited	U.K.	100.00%	UK1
Times Aerospace Publishing Limited	U.K.	100.00%	UK1
TU-Automotive Limited	U.K.	100.00%	UK1
Turtle Diary Limited	U.K.	100.00%	UK1
UBM (GP) No1 Limited	U.K.	100.00%	UK1
UBM International Holdings UK Societas	U.K.	100.00%	UK1
UBM Property Services Limited	U.K.	100.00%	UK1
UBM Shared Services Limited	U.K.	100.00%	UK1
UBM Trustees Limited	U.K.	100.00%	UK1
UBMG Holdings	U.K.	100.00%	UK1
UBMG Services Limited	U.K.	100.00%	UK1
United Executive Trustees Limited	U.K.	100.00%	UK1
United Trustees Limited	U.K.	100.00%	UK1
UNM Investments Limited	U.K.	100.00%	UK1
Smarter Shows Limited	U.K.	100.00%	UK2
BrightTALK Limited	U.K.	58.29%	UK3
TechTarget Limited	U.K.	58.29%	UK4
Brainweek, LLC	U.S.A.	100.00%	US1
BrightTALK, Inc.	U.S.A.	58.29%	US1
Canalys.com, Inc.	U.S.A.	58.29%	US1
Connect Biz, LLC	U.S.A.	100.00%	US1
Connect Travel, LLC	U.S.A.	100.00%	US1
Farm Progress Limited	U.S.A.	100.00%	US1
Hudson MX Holdings, Inc.	U.S.A.	89.70%	US1
Hudson MX, Inc.	U.S.A.	89.70%	US1
Industry Dive, Inc.	U.S.A.	58.29%	US1
Informa Business Media Holdings LLC	U.S.A.	100.00%	US1
Informa Business Media LLC	U.S.A.	100.00%	US1
Informa Connect USA LLC	U.S.A.	100.00%	US1
Informa Data Sources, Inc.	U.S.A.	100.00%	US1
Informa Exhibitions Holding Corp.	U.S.A.	100.00%	US1
Informa Exhibitions U.S. Construction & Real Estate, Inc.	U.S.A.	100.00%	US1
Informa Exhibitions, LLC	U.S.A.	100.00%	US1
Informa Global Sales, Inc.	U.S.A.	100.00%	US1
Informa Global Shared Services LLC	U.S.A.	100.00%	US1
Informa Ignite LLC	U.S.A.	100.00%	US1
Informa Intrepid Holdings Inc.	U.S.A.	58.29%	US1
Informa Life Sciences Exhibitions, Inc.	U.S.A.	100.00%	US1
Informa Marine Holdings, Inc.	U.S.A.	90.00%	US1
Informa Markets Art, LLC	U.S.A.	90.00%	US1
Informa Markets France, Inc.	U.S.A.	100.00%	US1
Informa Markets Holdings LLC	U.S.A.	100.00%	US1
Informa Markets Investments LLC	U.S.A.	100.00%	US1
Informa Markets Manufacturing LLC	U.S.A.	100.00%	US1
Informa Markets Medica LLC	U.S.A.	100.00%	US1
Informa Media LLC	U.S.A.	100.00%	US1
Informa Operating Holdings LLC	U.S.A.	100.00%	US1
Informa Spectrum LLC	U.S.A.	100.00%	US1
Informa Support Services, Inc.	U.S.A.	100.00%	US1

Company name	Country	Ownership	Registered office
Informa Tech Holdings LLC	U.S.A.	100.00%	US1
Informa Tech LLC	U.S.A.	58.29%	US1
Informa Tech MMS LLC	U.S.A.	58.29%	US1
Informa US Beauty Holdings LLC	U.S.A.	100.00%	US1
Internet World Media, Inc.	U.S.A.	100.00%	US1
LOE Holdings, LLC	U.S.A.	100.00%	US1
Ludgate USA LLC	U.S.A.	100.00%	US1
MCI OPCO, LLC	U.S.A.	100.00%	US1
Money2020 LLC	U.S.A.	100.00%	US1
Piattaforma LLC	U.S.A.	60.00%	US1
Roast LLC	U.S.A.	100.00%	US1
Scuba Holdings, Inc.	U.S.A.	58.29%	US1
Spectrum ABM Corp.	U.S.A.	100.00%	US1
Tarsus Bodysite LLC ¹	U.S.A.	49.00%	US1
Tarsus Connect, LLC	U.S.A.	100.00%	US1
Tarsus Events, LLC	U.S.A.	100.00%	US1
Tarsus Map LLC	U.S.A.	70.00%	US1
Tarsus Mexico Events, LLC	U.S.A.	100.00%	US1
Tarsus US Holdings Incorporated	U.S.A.	100.00%	US1
Taylor & Francis Group, LLC	U.S.A.	100.00%	US1
Technomic, Inc.	U.S.A.	100.00%	US1
TechTarget Holdings, Inc.	U.S.A.	58.29%	US1
TechTarget, Inc.	U.S.A.	58.29%	US1
Trade Show News Network, Inc.	U.S.A.	100.00%	US1
UBM Delaware LLC	U.S.A.	100.00%	US1
UBM Finance, Inc.	U.S.A.	100.00%	US1
UBM UK LLC	U.S.A.	100.00%	US1
USA Beauty LLC ¹	U.S.A.	45.00%	US1
WARC LLC	U.S.A.	100.00%	US1
Winsight, LLC	U.S.A.	100.00%	US1
Advanstar Communications, Inc.	U.S.A.	100.00%	US2
Informa Princeton LLC	U.S.A.	100.00%	US2
Boat International Media, Inc.	U.S.A.	100.00%	US3
Fort Lauderdale Convention Services, Inc.	U.S.A.	90.00%	US3
Southern Convention Services, Inc.	U.S.A.	90.00%	US3
Yachting Promotions, Inc.	U.S.A.	90.00%	US3
Informa Business Intelligence LLC	U.S.A.	100.00%	US4
Informa USA, Inc.	U.S.A.	100.00%	US4
Health Connect Partners Inc.	U.S.A.	60.00%	US5
Informa Tech MMS (US) LLC	U.S.A.	58.29%	US6
Metabolic Medical Institute, Inc.	U.S.A.	100.00%	US7
Tarsus Cardio, Inc.	U.S.A.	100.00%	US7
Tarsus Medical Education LLC	U.S.A.	100.00%	US7
Tarsus Expositions, Inc.	U.S.A.	100.00%	US8
Medical Conferences International, Inc.	U.S.A.	100.00%	US9
Netline Corporation	U.S.A.	58.29%	US10
TechTarget Securities Corporation	U.S.A.	58.29%	US11
Global Media Payments, Inc	U.S.A.	89.70%	US12
SES Vietnam Exhibition Services Company Limited	Vietnam	100.00%	VN1
Global Exhibition and Conference Joint Stock Company	Vietnam	69.97%	VN2

¹ This entity is included here as a subsidiary and in the Consolidated Financial Statements due to the circumstances of its ownership and management, in line with the requirements of IFRS 10

² A strike off application has been filed for this entity since the year end date

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

39. Subsidiaries continued

Company registered office addresses

Registered office	Registered office address
AU1	Level 4, 24 York Street, Sydney, NSW 2000, Australia
AU2	c/o LBW & Partners, Level 3, 845 Pacific Highway, Chatswood, NSW 2067, Australia
AU3	420 Elizabeth Street, Level 1, Surry Hills, Sydney, NSW 2010, Australia
BA1	Office No. 4001, 40th Floor, The United Tower, Building 316, Road 4609, Block No. 346, Manama, Bahrain
BM1	Victoria Place, 5th Floor, 31 Victoria Street, Hamilton, HM10, Bermuda
BR1	Avenida Doutor Ruth Cardoso, 7221-22º andar, Edifício Birmann 21, Pinheiros, Sao Paulo – SP, CEP 05425-902, Brazil
CM1	Building #128, Office No. 103, 1st Floor, Russian Federation Blvd (110), Sangkat Toek Laak 1, Khan Tuolkork, Phnom Penh, Cambodia 120404
CA1	12th Floor, 20 Eglinton Avenue West, Yonge Eglinton Centre, Toronto, ON M4R 1K8, Canada
CA2	c/o McMillan LLP, 1500 Royal Centre, 1055 W. Georgia Street, Vancouver, BC V6E 4N7, Canada
CA3	c/o McMillan LLP, 181 Bay Street, Suite 4400, Toronto, ON M5J 2T3, Canada
PRC1	Unit 101, 1st Floor, Building 8, Yard 1, Gaolizhang Road, Haidian District, Beijing, China
PRC2	Room 501-7445, No.1566 West Yan'an Road, Changning District, Shanghai, China
PRC3	Floor 7/8, Urban Development International Tower, No. 355 Hong Qiao Road, Xu Hui District, Shanghai, 200030, China
PRC4	25/5000 Room 1403, No. 996, Xinggang East Road, Haizhu District, Guangzhou, China
PRC5	Room 2807, No. 1022 East Xingang Road, Haizhu District, Guangzhou, China
PRC6	Room 2072, 2nd Floor, 124 Building, No. 960 Zhong Xing Road, Jing'an District, Shanghai, China
PRC7	Room 537, No.857 of North Shixin Road, Ningwei Street, Xiaoshan District, Hangzhou, China
PRC8	Room 6396 No. 650 Dingxi Road, Changning District, Shanghai, China
PRC9	Room 302, No.10, Lane 308, Xumin Road, Qingpu District, Shanghai
PRC10	Room 901, 902, 917a, Building A, Pacific Century Place, 2A, Worker's Stadium North Road, Chaoyang District, Beijing 100020, China
PRC11	West-South Area Fl. 3, No. 2123 Pudong Avenue, Free Trade Zone, Shanghai, China
PRC12	China (Sichuan) Pilot Free Trade Zone, East Section of Ningbo Road, Zhengxing Street, Tianfu New District, Chengdu, China
PRC13	Room 1159-1164, China Hotel Office Tower, Liu Hua Road, Guangzhou, China
PRC14	Room 601, 6/F, Building 1 West, Huijin International Building, No. 169, Huancheng North Road, Gongshu District, Hangzhou, China
PRC15	Room 3056, Building 8, No. 33 Guangshun Road, Changning District, Shanghai, China
PRC16	V3 East, Level 17 Daqing Building, Tian'an Shatou Street, Futian District, Shenzhen, China
PRC17	Room 501-7, 1566 West Yan'an Road, Changning District, Shanghai, China
PRC18	No. 108, Annex, Building 5, No. 2288, South Section 3, Tianfu Avenue, Jiancha Street, Tianfu New Area, Chengdu, China
PRC19	2F, Guzhen Convention & Exhibition Center, Zhongshan, Guangdong, China
PRC20	No. 1502A5, Building 2, Zhuyue Meilin Central Plaza (North), 128 Zhongkang Road, Meidian Street, Meilin Street, Futian District, Shenzhen, China
PRC21	Room 1010, 10F, No. 993 West Nanjing Road, Jingan District, Shanghai, China
PRC22	8/F UDIT, 355 Hong Qiao Road, Shanghai 200030, China
PRC23	Unit 2901, 300 Huai Hai Road Central, Huangpu District, Shanghai 200021, China
PRC24	Room 101-75, No.15 Jia, No. 152 Alley, Yanchang Road, Jing'an District, Shanghai, China
PRC25	Room 608, Block A, No. 1 Building, No. 3000 Longdong Avenue, Pilot Free Trade Zone, Shanghai, China
PRC26	Room 226, Zone M, 2nd Floor, Building 1, No. 88, Huilong Road, Qingpu District, Shanghai
PRC28	Room 3509, Zhongxing Hotel (Qianhai HOP International), No. 19, Xinghua 1st Road (Extension), Haiwang Community, Xin'an Subdistrict, Bao'an District, Shenzhen, China
PRC27	Room 1703, Block C, Tairan Building, Futian District, Shenzhen, China
PRC29	Room 1009, Western Tower, No. 19 Way 4, South People Road, Chengdu City, China
PRC30	Room V1134, 11F, No. 158 Shuanglian Road, Qingpu District, Shanghai, China
PRC31	44AC-1229, Block A, NEO Lvjing Era Building, 6011 Shennan Avenue, Futian District, Shenzhen, China
PRC32	Rm D326, No. 1 – 9 Clapping Hands Incubator, Tower A, Asia Trade Plaza, No. 628 Wuluo Road, Zhongnan Road Street, Wuchang District, Wuhan City, Hubei Province, China
PRC33	No.158 of Shuang Lian Road, Xujing Town, Qing Pu district, Shanghai, China
PRC34	Rm. 2106, 60 Zi Jinshan Road, Cheng District, Zhengzhou, China
PRC35	Room 231, 2/F, 410 Gulang Road, Putuo District, Shanghai, China
CY1	2nd Floor, Sotiri Tofini 4, Agios Athanasios, Limassol, 4102, Cyprus
EG1	Building 12B03/B, First Floor, Cairo Festival City, New Cairo, Egypt
EG2	No.422 Enawalks, Enawalks Mall, New Cairo 1, Egypt
FR1	37 avenue de Friedland, 75008 Paris, France
FR2	5 Rue Marechal Joffre, 06400 Cannes, France
FR3	35 Rue de la Bienfaisance, 75008 Paris, France

Registered office	Registered office address
FR4	29 rue du Colisee, 75008 Paris, France
DE1	Kaufingerstraße 24, 80331 Munich, Germany
DE2	c/o RPI Roehm & Partner, Elsenheimerstr.7, 80687 Munich, Germany
HK1	Room 810, Silvercord, Tower 1, 30 Canton Road, Tsimshatsui, Kowloon, Hong Kong
HK2	Room 5705, 57/F The Center, 99 Queen's Road, Central, Hong Kong
IN1	Solitaire-XIV Building, B-Wing, 1st Floor, Unit No. 3 & 4, Guru Hargovindji Marg, Chakala, Andheri East, Mumbai 400093, India
IN2	2nd & 3rd floor, The National Council of YMCAs of India, 1 Jai Singh Road, New Delhi 110001, India
IN3	1st Floor, Tower C, Global Technology Park, Bellandur, Outer Ring Road, Bengaluru 560103, India
IN4	5th Floor, B Wing, Unit Number 1 & 2, Times Square Building, Andheri Kurla Road, Marol, Mumbai, Maharashtra 400059, India
IN5	9 Mathura Road, Jangpura-B, New Delhi 110014, India
IN6	58 Bowring Hospital Road, Shivaji Nagar Bangalore, Bangalore, Karnataka 560051, India
IN7	205, 2nd Floor, Harsh Bhawan, B.N. 64-65, Nehru Place, New Delhi 110019, India
ID1	Menara Jamsostek Utara, Lantai 12 Unit 12-04, Jalan Jendral Gatot Subroto No. 38, Jakarta 12710, Indonesia
ID2	Intiland Tower, 19th Floor Jalan Jendral Sudirman No.32, Jakarta Pusat, 10220, Indonesia
IR1	68 Merrion Square, Dublin 2, D02 W983, Ireland
IR2	70 Sir John Rogerson's Quay, Dublin 2, Ireland
IM1	First Names House, Victoria Road, Douglas, Isle of Man IM2 4DF
JP1	21F, Otemachi Financial City North Tower, 1-9-5 Otemachi, Chiyoda-ku, Tokyo, 100-0004, Japan
JP2	Kanda 91 Building, 1-8-3 Kajicho, Chiyoda-ku, Tokyo, 101-0044, Japan
JP3	9th Floor, JHV Building 1-54-4, Kanda Jimbocho, Chiyoda-ku, Tokyo, 101-0051, Japan
JE1	44 Esplanade, St Helier, JE4 9WG, Jersey
JE2	22 Grenville Street, St Helier JE4 8PX, Jersey
LX1	21 – 25 Allee Scheffer, L-2520, Luxembourg
MA1	Unit 30-01, Level 30, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia
MA2	41B Damai Complex, Jalan Datuk Haji Eusoff, Kuala Lumpur, 50400 Wilayah Persekutuan, Malaysia
MX1	Lago Alberto 319, 901-A, Colonia Granada, Delegación Miguel Hidalgo, Mexico City 11520, Mexico
MC1	Le Suffren, 7 rue Suffren-Reymond, Monaco 98000
MC2	41 avenue Hector Otto, Le Patio Palace, Monaco 98000
MY1	No. 3/A, # 14-00 Junction City Tower, Bogyoke Aung San Road, Pabedan Township, Yangon Region, Myanmar
NL1	WTC, Tower Ten, 7th Floor, Strawinskylaan 763, Amsterdam 1077 XX, Netherlands
NL2	Coengebouw, Suite 8.04, Kabelweg 37, 1014 BA Amsterdam, Netherlands
NZ1	HPCA Limited, 1 ihumata Road, Milford, Auckland 0620, New Zealand
NO1	c/o Advokat Merete Bardsen, Maltrostveien2B, 0786 Oslo, Norway
PK1	Office # M-12, Beaumont Plaza, Beaumont Road, Civil Lines, Karachi, Pakistan
PH1	Unit I-121, Ground Floor, One E-com Center Ocean Drive, Mall of Asia Complex, Pasay City, Philippines
PH2	12F Times Plaza Building, United Nations Ave, Cor. Taft Avenue, Ermita, Manila 100, Philippines
PH3	517 Protacio St. Brgy, 112 Zone 12, 1300 Pasay City, Metro Manila, Philippines
QT1	Sports Accelerator – Aspire Zone, 1st Floor, Office F-14, Doha 358000, Qatar
KR1	8F, Woodo Building, 214 Mangu-ro, Jungnang-gu, Seoul 131-861, Republic of Korea
KR2	7F, Main Building, Machinery Center, 37, Eunhaeng-ro, Yeongdeungpo-gu, Seoul 07238, Republic of Korea
KR3	S11002, JustCo Tower, 431 Teheran-ro, Gangnam-gu, Seoul 06159, Republic of Korea
KSA1	Office 109, 1st Floor, Aban Center, King Abdulaziz Road, Al Ghadir District, Riyadh, 13311, Saudi Arabia
SG1	230 Victoria Street, #04-06 Bugis Junction Towers, 188024 Singapore
SG2	63 Robinson Road, #06-02 Afro-Asia, 068894 Singapore
SG3	133 Cecil Street, #13-02 Keck Seng Tower, 069535, Singapore
SG4	50 Raffles Place, #16-03, Singapore Land Tower, 048623 Singapore
SA1	First Floor, Building 33, Waterford Office Park, Waterford Drive, Fourways, Gauteng 2191, South Africa
SA2	Broadacres Business Centre, Corner Cedar, 3rd Avenue Broadacres, Sandton Gauteng, Johannesburg, 2021, South Africa
SP1	Calle Azcona 36, Madrid 28028, Spain
SW1	Box 4255, 10265 Stockholm, Sweden
SX1	Suurstoffi 37, 6343 Rotkreuz, Switzerland
TW1	Floor 10, No. 66, Second 1, Neihu Rd, Neiting District, Taipei, Taiwan
TH1	2/3 Bangna Tower A, 16F, Unit A, Moo. 14 Thep Ratana Road, Bang Kaeo Sub-District, Bang Phli District, Samut Prakarn 10540, Thailand
TH2	Ari Hills Building, 18th Floor, 428 Phahonyothin Road, Samsen Nai, Phaya Thai, Bangkok 10400, Thailand

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

39. Subsidiaries continued

Registered office	Registered office address
TK1	Esentepe Mah, Harman 1 Sok, Nida Kule No: 7-9 İç Kapı No: 17, Şişli, Istanbul 34394, Turkey
TK2	Mustafa Kemal Mah 2143 Sok, Gokceoglu, Plaza, No 7/4-5, Cankaya, Ankara 06510, Turkey
UAE1	Level 6, The Offices 4 – One Central, Trade Centre 2, Sheikh Zayed Road, Dubai, P.O. BOX 9428, United Arab Emirates
UAE2	17th & 18th Floor Creative Tower, P. O. Box 4422, Fujairah, United Arab Emirates
UK1	5 Howick Place, London, SW1P 1WG, United Kingdom
UK2	2nd Floor, 79-83, North Street, Brighton, BN1 1ZA, United Kingdom
UK3	15th Floor, 240 Blackfriars Road, London SE1 8BF, United Kingdom
UK4	Suite 4, 7th Floor, 50 Broadway, London SW1H 0DB, United Kingdom
US1	c/o Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, USA
US2	c/o Corporation Service Company, 80 State Street, Albany, NY 12207-2543, USA
US3	c/o Corporation Service Company, 1201 Hays Street, Tallahassee, FL 32301, USA
US4	c/o Corporation Service Company, 84 State Street, Boston, MA 02109, USA
US5	c/o Corporation Service Company, 2908 Poston Avenue, Nashville, TN 37203, USA
US6	c/o Corporation Service Company, 1900 W. Littleton Boulevard, Littleton, CO 80120, USA
US7	c/o Corporation Service Company, 33 East Main Street, Suite 610, Madison, WI 53703, USA
US8	c/o Corporation Service Company, 1160 Dublin Road, Suite 400, Columbus, OH 43215, USA
US9	c/o Illinois Corporation Service Company, 801 Adlai Stevenson Drive, Springfield, IL 62703, USA
US10	c/o Corporation Service Company, 2710 Gateway Oaks Drive, Suite 150N, Sacramento, CA 95833, USA
US11	c/o Robert D. Cox, Jr., Bowditch & Dewey LLP, 311 Main Street, Worcester, MA 01615, USA
US12	c/o Corporate Creations Networks Inc., 3411 Silverside Road, Tatnall Building STE 104, Wilmington, DE 19810, USA
VN1	Ha Phan Building, 17-17A-19, Ton That Tung Street, Pham Ngu Lao Ward, District 1, Ho Chi Minh City, Vietnam
VN2	Room 63A, 6th Floor FOSCO Office Building, 6 Phung Khac Khoan, Da Kao Ward, District 1, Ho Chi Minh City, Vietnam

40. Contingent liabilities and assets

At 31 December 2025, there were no contingent liabilities or contingent assets (2024: nil).

41. Segmental re-presentation

As at 31 December 2025, following the re-organisation of the Group, which was effective as of 1 January 2025, under IFRS 8 Operating Segments, the Group has five operating segments: Informa Markets, Informa Connect, Informa Festivals, Taylor & Francis and Informa TechTarget, the results of which are reported within three reportable segments: B2B Live Events, Taylor & Francis and Informa TechTarget.

The following changes have taken place in the Group's segmental reporting since the year ended 31 December 2024:

- Reporting of Informa Festivals as an operating segment following the acquisition of Ascential in 2024, the reallocation of tech-related B2B events from the previously reported Informa Tech segment and the transfer of certain events from the Informa Markets and Informa Connect operating segments to the Informa Festivals operating segment. The results of Ascential were reported within Other for the year ended 31 December 2024
- Reallocation of tech-related B2B events, outside of those allocated to the Informa Festivals operating segment, from the previously reported Informa Tech operating segment to the Informa Markets and Informa Connect operating segments
- Re-presentation of the digital marketing business from the previously reported Informa Tech segment to the Informa TechTarget segment, and the inclusion of TechTarget's results following the acquisition of TechTarget in 2024. The results of TechTarget were reported within Other for the year ended 31 December 2024
- Transfer of the HIMSS business from the Informa Markets operating segment to the Informa Connect operating segment
- Aggregation of the Informa Markets, Informa Connect and Informa Festivals operating segments into the B2B Live Events reportable segment. The Group has aggregated these operating segments based on their similar economic characteristics, together with the nature of services provided and markets served, which management has determined meet the criteria for aggregation under IFRS 8 Operating Segments

No changes have been made to the Taylor & Francis segment.

The tables below provide a reconciliation between the Group's previous and current segmental reporting for the year ended 31 December 2024. The segments and revenue by type results disclosed in Note 4 and Note 5 have been re-presented to reflect these changes in segments.

Segment revenue by type for the year ended 31 December 2024

	As previously reported		Re-presentation ¹	Informa Markets
	Informa Markets	£m		
Exhibitor and related services		1,392.4		
Sponsorship revenue		102.7		
Sponsorship and exhibitor		1,495.1	23.2	1,518.3
Subscriptions		38.2	-	38.2
Transactional sales		6.0	-	6.0
Attendee revenue		88.6	(9.6)	79.0
Marketing and lead generation		95.1	1.3	96.4
Total		1,723.0	14.9	1,737.9

¹ Re-presentation reflects the reallocation of certain tech-related B2B events from the previously reported Informa Tech segment to Informa Markets, the transfer of the HIMSS business from Informa Markets to Informa Connect, and the transfer of certain events from Informa Markets to Informa Festivals

	As previously reported		Re-presentation ¹	Informa Connect
	Informa Connect	£m		
Exhibitor and related services		132.7		
Sponsorship revenue		86.3		
Sponsorship and exhibitor		219.0	52.2	271.2
Subscriptions		150.9	0.6	151.5
Transactional sales		43.3	1.0	44.3
Attendee revenue		179.3	16.7	196.0
Marketing and lead generation		38.5	(0.5)	38.0
Total		631.0	70.0	701.0

¹ Re-presentation reflects the reallocation of certain tech-related B2B events from the previously reported Informa Tech segment to Informa Connect, the transfer of the HIMSS business from Informa Markets to Informa Connect, and the transfer of certain events from Informa Connect to Informa Festivals

	As previously reported		Re-presentation ¹	Informa Festivals
	Other	£m		
Exhibitor and related services		9.5		
Sponsorship revenue		8.0		
Sponsorship and exhibitor		17.5	90.0	107.5
Subscriptions		9.5	0.3	9.8
Transactional sales		19.3	(14.3)	5.0
Attendee revenue		30.7	42.5	73.2
Marketing and lead generation		-	3.1	3.1
Total		77.0	121.6	198.6

¹ Re-presentation reflects the reallocation of certain tech-related B2B events from the previously reported Informa Tech segment to Informa Festivals, the transfer of certain events from Informa Markets and Informa Connect to Informa Festivals, and the exclusion of the results of TechTarget, which was acquired in December 2024 and reported within Other for the year ended 31 December 2024

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

41. Segmental re-presentation continued

	As previously reported		
	Informa Tech £m	Re-presentation ¹ £m	Informa TechTarget £m
Exhibitor and related services	98.6		
Sponsorship revenue	73.4		
Sponsorship and exhibitor	172.0	(165.4)	6.6
Subscriptions	54.1	(0.9)	53.2
Transactional sales ²	28.1	(1.0)	27.1
Attendee revenue ²	55.6	(54.5)	1.1
Marketing and lead generation ²	114.1	15.3	129.4
Total	423.9	(206.5)	217.4

1 Re-presentation reflects the reallocation of tech-related B2B events from the previously reported Informa Tech segment to Informa Markets, Informa Connect and Informa Festivals, and the inclusion of the results of TechTarget, which was acquired in December 2024 and reported within Other for the year ended 31 December 2024

2 We have further restated revenue between transactional sales (£14.3m), attendee revenue (£4.9m) and marketing and lead generation £19.2m

Segment results for the year ended 31 December 2024

	As previously reported		
	Informa Markets, Informa Connect and Other ¹ £m	Re-presentation ² £m	B2B Live Events £m
Adjusted operating profit before joint ventures and associates	654.3	60.8	715.1
Share of adjusted results of joint ventures and associates	2.8	-	2.8
Adjusted operating profit	657.1	60.8	717.9
Intangible asset amortisation ³	(240.8)	(10.5)	(251.3)
Impairment – acquisition-related and other intangible assets	(11.4)	(0.2)	(11.6)
Impairment – right-of-use assets	(3.2)	1.0	(2.2)
Acquisition costs	(63.8)	31.4	(32.4)
Integration costs	(24.2)	0.2	(24.0)
Restructuring and reorganisation costs	(10.2)	(0.7)	(10.9)
Fair value gain on contingent consideration	10.8	-	10.8
Fair value loss on contingent consideration	(16.3)	-	(16.3)
Operating profit	298.0	82.0	380.0

1 Other comprised the results of Ascential and TechTarget for the year ended 31 December 2024

2 Re-presentation reflects the reallocation of tech-related B2B events from the previously reported Informa Tech segment into the B2B Live Events segment, and the exclusion of the results of TechTarget, which were previously reported in Other for the year ended 31 December 2024

3 Intangible asset amortisation is in respect of acquired intangibles and excludes amortisation of software and non-acquired product development

	As previously reported		
	Informa Tech £m	Re-presentation ¹ £m	Informa TechTarget £m
Adjusted operating profit/(loss) before joint ventures and associates	82.2	(60.8)	21.4
Share of adjusted results of joint ventures and associates	-	-	-
Adjusted operating profit/(loss)	82.2	(60.8)	21.4
Intangible asset amortisation ²	(37.1)	10.5	(26.6)
Impairment – acquisition-related and other intangible assets	(0.9)	0.2	(0.7)
Impairment – right-of-use assets	(1.5)	(1.0)	(2.5)
Acquisition costs	(0.7)	(31.4)	(32.1)
Integration costs	(17.0)	(0.2)	(17.2)
Restructuring and reorganisation (costs)/credit	(1.4)	0.7	(0.7)
Fair value gain on contingent consideration	18.7	-	18.7
Operating profit/(loss)	42.3	(82.0)	(39.7)

1 Re-presentation reflects the reallocation of tech-related B2B events from the previously reported Informa Tech segment into the B2B Live Events segment, and the inclusion of the results of TechTarget, which were previously reported in Other for the year ended 31 December 2024

2 Intangible asset amortisation is in respect of acquired intangibles and excludes amortisation of software and non-acquired product development

Further information on the re-presentation of staff numbers, which is included in Note 8, is provided below:

	As previously reported		Re-presented average number of employees
	Average number of employees	Re-presentation Average number of employees ¹	
B2B Live Events ²	8,023	640	8,663
Taylor & Francis	2,860	-	2,860
Informa TechTarget	-	1,569	1,569
Informa Tech	1,947	(1,947)	-
Other	262	(262)	-
Total	13,092	-	13,092

1 Re-presentation reflects the reallocation of tech-related B2B employees from the previously reported Informa Tech segment to Informa Markets, Informa Connect and Informa Festivals, and the inclusion of previous employees of TechTarget, which was acquired in December 2024 and reported within Other for the year ended 31 December 2024

2 B2B Live Events is the aggregation of Informa Markets, Informa Connect and Informa Festivals

Segment assets for the year ended 31 December 2024

	As previously reported £m	Re-presentation £m	Re-presented £m
B2B Live Events ^{1,2,3}	8,043.2	2,289.8	10,333.0
Taylor & Francis	1,022.2	-	1,022.2
Informa TechTarget ^{3,4}	-	1,524.1	1,524.1
Informa Tech ³	1,337.6	(1,337.6)	-
Ascential ²	1,462.9	(1,462.9)	-
TechTarget ⁴	1,013.4	(1,013.4)	-
Total segment assets	12,879.3	-	12,879.3
Unallocated assets	811.4	-	811.4
Total assets	13,690.7	-	13,690.7

1 B2B Live Events segment assets as previously reported comprises the following amounts: £6,699.9m for Informa Markets, £1,343.3m for Informa Connect, and £nil for Informa Festivals

2 Assets previously reported within Ascential for the year ended 31 December 2024 have been reallocated to B2B Live Events

3 Assets relating to tech-related B2B events from the previously reported Informa Tech segment have been reallocated to the B2B Live Events and Informa TechTarget segments

4 Assets previously reported within TechTarget for the year ended 31 December 2024 have been reallocated to the Informa TechTarget segment

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 continued

41. Segmental re-presentation continued

Further information on the re-presentation of goodwill, which is included in Note 15, is provided below:

	As previously reported £m	Re-presentation £m	Re-presented £m
Goodwill carrying amount			
Informa Markets ¹	4,223.2	97.2	4,320.4
Informa Connect ¹	871.3	119.8	991.1
Informa Festivals ^{1,2}	-	1,189.3	1,189.3
B2B Live Events ^{1,2}	5,094.5	1,406.3	6,500.8
Taylor & Francis	588.2	-	588.2
Informa TechTarget ^{1,4}	-	698.0	698.0
Informa Tech ¹	835.1	(835.1)	-
Other ^{2,3,4}	1,269.2	(1,269.2)	-
Total goodwill	7,787.0	-	7,787.0

- 1 Goodwill previously reported within the Informa Tech segment has been reallocated to the B2B Live Events and Informa TechTarget segments
- 2 Goodwill relating to Ascential, which was previously reported within Other for the year ended 31 December 2024, has been reallocated to B2B Live Events
- 3 Other, as previously reported, comprised the post-acquisition values of Ascential and TechTarget, which were acquired during the year ended 31 December 2024
- 4 Goodwill relating to TechTarget, which was previously reported within Other for the year ended 31 December 2024, has been reallocated to the Informa TechTarget segment

Number of CGUs	As previously reported	Re-presentation ¹	Re-presented
Informa Markets	6	-	6
Informa Connect	5	-	5
Informa Festivals	-	1	1
Taylor & Francis	1	-	1
Informa TechTarget	-	1	1
Informa Tech	1	(1)	-
Other	2	(2)	-
Total goodwill	15	(1)	14

- 1 Ascential and TechTarget were previously reported within Other for the year ended 31 December 2024. These have been reallocated to Informa Festivals and Informa TechTarget respectively

42. Post balance sheet events

On 19 January 2026, the Group completed its partnership with the Dubai World Trade Centre (DWTC) to launch a new operating business, inD. This business combines Informa's wholly-owned B2B Live Events business in the IMEA region (India, Middle East and Africa) with DWTC's Dubai-based B2B Live Events business to accelerate growth across the United Arab Emirates and internationally. Informa owns a 52% equity stake in inD, which will be fully consolidated and reported within the Informa Group. A provisional fair value exercise will be completed in the first half of the year ending 31 December 2026.

Parent Company Balance Sheet as at 31 December 2025

	Notes	2025 £m	2024 £m
Fixed assets			
Investments in subsidiary undertakings	4	7,595.9	7,581.2
Current assets			
Debtors	5	6,550.8	6,280.3
Cash and cash equivalents		11.0	-
		6,561.8	6,280.3
Creditors: amounts falling due within one year	6	(1,180.0)	(1,236.9)
Net current assets		5,381.8	5,043.4
Total assets less current liabilities		12,977.7	12,624.6
Creditors: amounts falling due after more than one year	7	(2,735.5)	(2,424.6)
Net assets		10,242.2	10,200.0
Capital and reserves			
Share capital	8	1.3	1.3
Share premium	9	1,879.2	1,878.6
Reserve for shares to be issued	9	32.4	28.9
Merger reserve	9	4,713.1	4,713.1
Capital redemption reserve	9	(17.3)	(17.3)
Other reserves	9	0.2	0.2
Profit and loss account		3,633.3	3,595.2
Total shareholders' funds		10,242.2	10,200.0
Profit for the year ended 31 December		645.5	632.1

The financial statements on pages 211 to 217 of this company, registration number 08860726, were approved by the Board of Directors and authorised for issue on 11 March 2026 and were signed on its behalf by

Stephen A. Carter
Group Chief Executive

Gareth Wright
Group Finance Director

Parent Company Statement of Changes in Equity

for the year ended 31 December 2025

	Share capital £m	Share premium £m	Reserve for shares to be issued £m	Merger reserve £m	Capital redemption reserve £m	Other reserves £m	Hedging reserve £m	Profit and loss account £m	Total £m
At 1 January 2024	1.4	1,878.6	27.5	4,675.6	(17.3)	(90.7)	(1.3)	3,622.6	10,096.4
Profit for the year	-	-	-	-	-	-	-	632.1	632.1
Total comprehensive income for the year	-	-	-	-	-	-	-	632.1	632.1
Issue of shares	-	-	-	37.5	-	-	-	-	37.5
Share buyback	(0.1)	-	-	-	-	90.9	-	(424.2)	(333.4)
Share award expense	-	-	14.3	-	-	-	-	-	14.3
Equity dividends	-	-	-	-	-	-	-	(248.2)	(248.2)
Transfer of vested LTIPs	-	-	(12.9)	-	-	-	-	12.9	-
Reclassification of hedging reserves to profit or loss	-	-	-	-	-	-	1.3	-	1.3
At 31 December 2024	1.3	1,878.6	28.9	4,713.1	(17.3)	0.2	-	3,595.2	10,200.0
Profit for the year	-	-	-	-	-	-	-	645.5	645.5
Total comprehensive income for the year	-	-	-	-	-	-	-	645.5	645.5
Issue of shares	-	0.6	-	-	-	-	-	-	0.6
Share buyback	-	-	-	-	-	-	-	(352.3)	(352.3)
Share award expense	-	-	16.5	-	-	-	-	-	16.5
Equity dividends	-	-	-	-	-	-	-	(268.1)	(268.1)
Transfer of vested LTIPs	-	-	(13.0)	-	-	-	-	13.0	-
At 31 December 2025	1.3	1,879.2	32.4	4,713.1	(17.3)	0.2	-	3,633.3	10,242.2

Notes to the Parent Company Financial Statements

for the year ended 31 December 2025

1. Corporate information

Informa PLC (the company) is a company incorporated and domiciled in the United Kingdom under the Companies Act 2006 and is listed on the London Stock Exchange. The company is a public company limited by shares and is registered in England and Wales with registration number 08860726. The address of the registered office is 5 Howick Place, London SW1P 1WG.

Principal activity and business review

Informa PLC is the Parent Company of the Informa Group (the Group) and its principal activity is to act as the ultimate holding company of the Group.

2. Significant accounting policies**Basis of accounting**

The company meets the definition of a qualifying entity under Financial Reporting Standard FRS 102 issued by the Financial Reporting Council. The financial statements have therefore been prepared in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland as issued by the Financial Reporting Council, and the Companies Act 2006.

As permitted by FRS 102, the company has taken advantage of the disclosure exemptions available under that standard in relation to share-based payments, financial instruments, presentation of a cash flow statement, standards not yet effective and related party transactions. The company has elected to adopt the recognition and measurement provisions of IFRS 9 permitted under FRS 102. The Directors' Report, Corporate Governance Statement and Directors' Remuneration Report disclosures are on pages 109 to 126 of this report. The financial statements have been prepared on the historical cost basis except for the remeasurement of certain financial instruments which are measured at fair value at the end of each reporting period. Having assessed the principal risks and the other matters discussed in connection with the Group Viability statement, the Directors have considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

The principal accounting policies adopted are the same as those set out in Note 2 to the Consolidated Financial Statements and have been applied consistently, with the exception of the following:

- The merger reserve accounting treatment arising from the Scheme of Arrangement in 2014 and the key sources of estimation uncertainty (Note 3)
- In accordance with the classification and presentational requirements under the Companies Act, the company has classified amounts owed to and from Group undertakings as current within the financial statements, where they are contractually repayable on demand

The company's financial statements are presented in pounds sterling, being the company's functional currency.

Profit and loss account

As permitted by section 408 of the Companies Act 2006, the company has elected not to present its own profit and loss account or statement of comprehensive income for the year. The company's revenue for the year is £nil (2024: £nil), and profit after tax for the year is £645.5m (2024: £632.1m).

Share-based payment amounts that relate to employees of subsidiary Group companies are recorded as capital contributions to the relevant Group company.

Investments in subsidiary undertakings

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

Impairment of investments in subsidiary undertakings

At each reporting date, the company assesses the carrying amounts of its investments to determine whether there is any indication of impairment. Where such an indication exists, the company makes an estimate of the recoverable amount. If the recoverable amount of the investment is less than its carrying amount, the investment is written down to its recoverable amount. Any impairment loss is immediately recognised in the profit and loss account.

3. Critical accounting judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, which are described in Note 2, the Directors are required to make judgements and estimates about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other relevant factors. Actual results may differ from these estimates.

Notes to the Parent Company Financial Statements for the year ended 31 December 2025 continued

3. Critical accounting judgements and key sources of estimation uncertainty continued**Critical accounting judgements**

There are deemed to be no critical accounting judgements in the application of the company's accounting policies set out above.

Estimation uncertainty

As of 31 December 2025, the company noted one key source of estimation uncertainty, details of which are outlined below.

Impairment of investments in subsidiary undertakings

Annually, the company considers whether its investments in subsidiaries are impaired. Where an indication of impairment is identified at a cash generating unit (CGU) level, the recoverable amount of the CGU requires estimation. To estimate the recoverable amount, the company estimates the expected future cash flows from the CGUs and discounts them to their present value at a determined discount rate. The recoverable amount of the CGUs is a source of significant estimation uncertainty and determining this involves the use of significant assumptions. See Note 4 for details of the key assumptions.

4. Investments in subsidiary undertakings

Cost	£m
At 1 January 2024	8,166.6
Additions – other ¹	11.5
Additions	407.0
Disposals	(97.0)
At 31 December 2024	8,488.1
Additions – other ¹	13.3
Additions ²	4,677.3
Disposals ³	(4,675.9)
At 31 December 2025	8,502.8

Accumulated impairment loss	£m
At 1 January 2024	(906.9)
At 31 December 2024	(906.9)
At 31 December 2025	(906.9)

Carrying amount	£m
At 31 December 2025	7,595.9
At 31 December 2024	7,581.2

1 Additions – other relates to the fair value movement on share incentives issued to employees of subsidiary undertakings

2 The company increased its investment in Informa Jersey Limited by £4,675.9m during the year. The company also acquired an investment in TM Events S.à.r.l. at a value of £1.4m

3 The company disposed of its investments in UBM Limited and The W.R.Kern Organisation Limited to another Group company during the year

The listing below shows the direct subsidiary undertakings as at 31 December 2025 which affected the profit or net assets of the company:

Company	Country of registration	Principal activity	2025 Ordinary shares held	2024 Ordinary shares held
Informa Jersey Limited	Jersey	Holding company	100%	100%
Informa Global Sales, Inc.	USA	Domestic international sales corporation	100%	100%
TM Events S.à.r.l.	Monaco	Trading company	80%	-
UBM Limited	Jersey	Holding company	-	100%
The W.R.Kern Organisation Limited	UK	Holding company	-	100%

During the year, the company undertook an internal Group restructuring whereby it disposed of its 100% holdings in UBM Limited and The W.R.Kern Organisation Limited to Informa Group Holdings Limited, a wholly-owned Group entity. The transaction was settled through an equity-for-equity exchange with no profit or loss recognised on disposal.

Details of subsidiaries controlled by the company are disclosed in the Consolidated Financial Statements (Note 39).

Impairment review

The company performed its annual assessment of impairment indicators for investments in subsidiaries and identified that the carrying value of its investment in Informa Jersey Limited exceeded the subsidiary's net asset value, and therefore the company undertook an impairment review of its investments in subsidiary undertakings as at 31 December 2025. This review resulted in no impairment being required.

The company performed a sensitivity analysis on the key assumptions used in the fair value less costs of disposal impairment model. The analysis considered reasonably possible changes including a 10% reduction in cash flows, a 1% increase in discount rates and a 0.5% decrease in long-term growth rates. Under all three scenarios, sufficient headroom remained in the company's investments in subsidiaries.

5. Debtors

	2025 £m	2024 £m
Amounts owed from Group undertakings	6,470.4	6,279.8
Derivative financial instruments	79.9	-
Other debtors	0.5	0.5
	6,550.8	6,280.3

Amounts owed from Group undertakings falling due within one year are unsecured, non-interest bearing and repayable on demand.

In accordance with IFRS 9, the amounts owed by Group undertakings have been assessed for 12-month expected credit losses. Due to the low credit risk, the expected credit loss is considered immaterial.

Derivative financial instruments include £72.7m of cross-currency swaps over the EMTN borrowings where the company received a fixed rate of interest on EMTN borrowings falling due after more than one year.

6. Creditors: amounts falling due within one year

	2025 £m	2024 £m
Amounts owed to Group undertakings	683.3	550.5
Euro Medium Term Notes ¹	449.8	579.8
Derivative financial instruments	-	74.9
Other payables	35.5	25.1
Corporation tax	11.4	6.6
	1,180.0	1,236.9

1 Stated net of arrangement fees of £0.2m (2024: £0.8m)

Amounts owed to Group undertakings falling due within one year are unsecured, non-interest bearing and repayable on demand.

Derivative financial instruments in the prior year relate to a cross-currency swap over the EMTN borrowings where the company received a fixed rate of interest on €700.0m of EMTN borrowings with a maturity of October 2025 and paid a fixed rate of interest for \$821.6m. At 31 December 2024, the fair value of this swap was a net financial liability of £74.9m.

The corporation tax liability of £11.4m (2024: £6.6m) relates to Pillar 2 income taxes.

7. Creditors: amounts falling due after more than one year

	2025 £m	2024 £m
Euro Medium Term Notes ¹	2,559.0	2,300.6
Revolving credit facility ²	172.0	(3.8)
Derivative financial instruments	4.5	127.8
	2,735.5	2,424.6

1 Stated net of arrangement fees of £16.9m (2024: £15.6m)

2 Stated net of arrangement fees of £3.0m (2024: £3.8m)

The revolving credit facility was drawn on 31 December 2025 and had a gross balance of £175.0m (2024: £nil) and is stated net of £3.0m (2024: £3.8m) arrangement fees. Interest is payable at the rate of SONIA or SOFR plus a margin.

Notes to the Parent Company Financial Statements for the year ended 31 December 2025 continued

7. Creditors: amounts falling due after more than one year continued

There are cross-currency swaps over the EMTN borrowings where the company receives the following:

- A fixed rate of interest for £450.0m of EMTN borrowings with a maturity of July 2026 and pays a fixed rate of interest for \$588.9m
- A fixed rate of interest on €600.0m of EMTN borrowings with a maturity of October 2027 and pays a fixed rate of interest for \$655.6m
- A fixed rate of interest on €500.0m of EMTN borrowings with a maturity of April 2028 and pays a fixed rate of interest for \$551.6m
- A fixed rate of interest on €650.0m of EMTN borrowings with a maturity of October 2030 and pays a floating rate of interest of SOFR plus premium for \$710.2m
- A fixed rate of interest on €700.0m of EMTN borrowings with a maturity of June 2031 and pays a fixed rate of interest for \$799.2m

At 31 December 2025, the fair value of these swaps was a net financial asset of £75.4m (2024: liability of £127.8m).

The company has additional EMTN borrowings of €500.0m maturing in July 2034, on which it pays a fixed rate of interest with no cross-currency swap in place.

8. Share capital

	2025 £m	2024 £m
Issued, authorised and fully paid		
1,287,469,671 (2024: 1,330,244,733) ordinary shares of 0.1p each	1.3	1.3

	2025 Number of shares	2024 Number of shares
At 1 January	1,330,244,733	1,368,029,699
Issue of new shares to Employee Share Trust	-	8,860,000
Issue of shares	71,437	4,397,622
Share buyback	(42,846,499)	(51,042,588)
At 31 December	1,287,469,671	1,330,244,733

The company issued 71,437 new ordinary shares of 0.1p each on 3 February 2025 as consideration for the acquisition of TM Events S.à.r.l., the parent company of the Top Marques brand.

During 2025, the company bought back 42,846,499 ordinary shares (2024: 51,042,588) at the nominal value of 0.1p for a total consideration of £352.3m (2024: £424.2m) and cancelled 42,846,499 ordinary shares (2024: 51,554,769) including nil (2024: 512,181) shares that had been bought in the prior year and settled and cancelled in 2025 for consideration of £nil (2024: £4.0m).

9. Capital and reserves**Share premium**

There has been an increase of £0.6m to share premium during the year relating to the acquisition of TM Events S.à.r.l., the parent company of the Top Marques brand (2024: no change).

Reserves for shares to be issued

This reserve relates to LTIP share awards granted to colleagues and reduced by the transferred and vested awards.

Merger reserve

On 30 May 2014, under a Scheme of Arrangement, the company subscribed to shares in Informa Switzerland Limited, formerly Old Informa, a subsidiary undertaking, which were valued at £3,500.0m. This resulted in new share capital of £2,627.1m from the issue of 603,941,249 shares at a nominal value of 435p and the creation of a merger reserve of £872.9m.

On 2 November 2016, the company acquired Penton Information Services and the Group issued 12,829,146 ordinary shares to the vendors, with the £82.2m share premium on the shares issued recorded against the merger reserve in accordance with the merger relief rules of the Companies Act 2006.

On 15 June 2018, the company acquired UBM plc and issued 427,536,794 shares resulting in an increase in the merger reserve of £3,544.6m. The company also issued 256,689 shares in 2018 to satisfy UBM SAYE scheme awards maturing in the post-acquisition period and there was an increase in the merger reserve of £2.2m in relation to the issue of these shares.

On 17 April 2023, the company acquired Tiger Acquisitions (Jersey) Limited, the parent company of Tarsus Group Limited and issued 25,957,663 shares, resulting in an increase in the merger reserve of £169.8m.

On 1 September 2023, the company acquired Canalys Pte Ltd and issued 535,137 shares, resulting in an increase in the merger reserve of £3.9m.

On 16 May 2024, the company issued 4,397,622 shares as deferred consideration for the acquisition of the Tarsus group of companies, resulting in an increase in the merger reserve of £37.5m.

Capital redemption reserve

The capital redemption reserve relates to the purchase of shares by the Employee Stock Ownership Plan (ESOP) in 2019 (£15.0m) and 2018 (£2.3m).

10. Share-based payments

Details of the share-based payments are disclosed in the Consolidated Financial Statements (Note 9).

11. Dividends

During the year, total dividends of £268.1m (2024: £248.2m) were recognised as a distribution by the company. At 31 December 2025, unpaid dividends from prior periods amounted to £0.4m (2024: £0.3m). Details of dividends are disclosed in the Consolidated Financial Statements (Note 14).

12. Related party transactions

The Directors of Informa PLC had no material transactions with the company or its subsidiaries during the year other than service contracts and Directors' liability insurance. Details of Directors' remuneration are disclosed in the Remuneration Report. In accordance with FRS 102 paragraph 33.1A, the company has not disclosed transactions with wholly-owned subsidiaries.

Audit exemption

The following UK subsidiaries will take advantage of the audit exemption set out within section 479A of the Companies Act 2006 for the year ended 31 December 2025:

Audit exempt company	Registration number	Audit exempt company	Registration number
ABI Building Data Limited	2385277	Informa Services Limited	2306113
Afterhurst Limited	1609566	Informa Six Limited	4606229
Blessmyth Limited	3805559	Informa Tech Founders Limited	12302369
Boat International Business Limited	8731010	Informa Tech Holdings Limited	15700047
Boat International Group Limited	6026344	Informa Tech Research Limited	11971005
Boat International Media Limited	2650007	Informa Telecoms & Media Limited	991704
Bridge Event Technologies Limited	11540817	Informa Three Limited	4595951
BrightTALK Limited	4432080	Informa UK Limited	1072954
Canalys.com Ltd	3631553	Informa United Finance Limited	948730
CapRegen Limited	6264929	Informa US Holdings Limited	9319013
CapRegen Magnum Limited	6460511	Light Reading UK Limited	8823359
CapRegen Nutraceuticals Limited	6695546	LSX Limited	8982745
Colonygrove Limited	4109768	Miller Freeman Worldwide Limited	1750865
Colwiz UK Limited	8164609	MRO Exhibitions Limited	2737787
Contagious Communications Limited	6183878	MRO Publications Limited	2732007
Crosswall Nominees Limited	950209	Newlands Press Limited	4982360
DIVX Express Limited	3212879	OES Exhibitions Limited	9958003
Dove Medical Press Limited	4967656	PeerJ Limited	8054414
Expert Publishing Medicine Ltd	4059017	Penton Communications Europe Limited	2805376
Expert Publishing Science Ltd	10134073	PNO Exhibition Investment (Dubai) Limited	9993836
F1000 Research Limited	8322928	Roamingtarget Limited	5419444
Fairs & Exhibitions (1992) Limited	2696019	Smarter Shows Limited (previously: Smarter Shows (Tarsus) Limited)	12338170
Fairs And Exhibitions Limited	635224	Solar Media Limited	5758671
Futurum Media Limited	9813559	Steel River Media Limited	7088513
GNC Media Investments Limited	3085849	Superyacht Media Limited	5900525
Green Thinking (Services) Limited	5803263	Tarsus AM Shows Ltd	7910136
Hirecorp Limited	4790559	Tarsus Atlantic Limited	6445661
Hudson MX Limited	14614576	Tarsus Cedar Limited	7954429
IBC (Ten) Limited	1844717	Tarsus China Limited	5949339
IBC (Twelve) Limited	3007085	Tarsus Exhibitions & Publishing Limited	1459268
IIR Management Limited	2922734	Tarsus Group Limited	2000544
Industry Dive, Ltd	12786552	Tarsus Holdings Limited	5246843
Informa Connect Holdings Limited	15615107	Tarsus Investments Limited	3527715
Informa Connect Limited	1835199	Tarsus Leeward Limited	6620137
Informa Cossec Limited	3849195	Tarsus Luzhniko Limited	6697908
Informa Events (Europe) Limited (previously: Ascential Events (Europe) Limited)	07814172	Tarsus Medical Limited	6004318
Informa Events America Holdings Limited (previously: Ascential America Holdings Limited)	00100991	Tarsus Overseas Limited	3671643

Audit exempt company	Registration number	Audit exempt company	Registration number
Informa Events Group Limited (previously: Ascential Group Limited)	00435820	Tarsus UK Holdings Limited	6774643
Informa Events Limited (previously: Ascential Limited)	09934451	Tarsus US Limited	5253899
Informa Events Financing Limited (previously: Ascential Financing Limited)	09938180	Tarsus Windward Limited	6620149
Informa Events P&P Limited (previously: Ascential P&P Limited)	14825281	Taylor & Francis Books Limited	3215483
Informa Events Radio Financing Limited (previously: Ascential Radio Financing Limited)	05289615	Taylor & Francis Group Limited	2280993
Informa Events UK Holdings Limited (previously: Ascential UK Holdings Limited)	00537204	Taylor & Francis Limited	314578
Informa Exhibitions Limited	5202590	Taylor & Francis Publishing Services Limited	3674840
Informa Final Salary Pension Trustee Company Limited	3267900	TechTarget Limited	5872378
Informa Finance Australia Limited	12008055	The W.R.Kern Organisation Limited	928594
Informa Finance Brazil Limited	12007958	Tiger Acquisitions Holding Limited	11987963
Informa Finance Egypt Limited	12008044	Tiger Acquisitions Intermediate Holding Limited	11996640
Informa Finance Mexico Limited	12008165	Tiger Acquisitions UK Limited	11988001
Informa Finance USA Limited	8940353	Times Aerospace Publishing Holdings Limited	13644712
Informa Global Markets (Europe) Limited	3094797	Times Aerospace Publishing Limited	13645657
Informa Group Limited	3099067	TU-Automotive Limited	9798474
Informa Holdings Limited	3849198	Turtle Diary Limited	1816342
Informa Investment Plan Trustees Limited	5557980	UBM (GP) No1 Limited	3259390
Informa Investments Limited	1693134	UBM International Holdings UK Societas	SE000009
Informa Manufacturing Europe Limited	9893244	UBM Property Services Limited	3212363
Informa Markets (Europe) Limited	8851438	UBM Shared Services Limited	4957131
Informa Markets (Maritime) Limited	495334	UBM Trustees Limited	2970035
Informa Markets (UK) Limited	370721	UBMG Holdings	152298
Informa Markets Limited	2972059	UBMG Services Limited	3666160
Informa Overseas Investments Limited	5845568	United Executive Trustees Limited	1693088
Informa Prestige Holdings Limited	16718313	United Trustees Limited	2113253
Informa Property (Colchester) Limited	3610056	UNM Investments Limited	1219152

Glossary of Terms: Alternative Performance Measures

The Group provides adjusted results and underlying measures in addition to statutory measures, in order to provide additional useful information on business performance trends to shareholders. The Board considers these non-GAAP measures to be a useful and alternative way to measure the Group's performance in a way that is comparable to the prior year.

The terms 'adjusted' and 'underlying' are not defined terms under IFRS and may not therefore be comparable with similarly titled measurements reported by other companies. These measures are not intended to be a substitute for, or superior to, IFRS measurements. The Financial Review provides reconciliations of alternative performance measures (APMs) to statutory measures and also provides the basis of calculation for certain APM metrics. These APMs are provided on a consistent basis with the prior year.

Adjusted results and adjusting items

Adjusted results exclude items that are commonly excluded across the media sector: amortisation and impairment of goodwill and intangible assets relating to businesses acquired and other intangible asset purchases of book lists, journal titles, acquired databases and brands related to exhibitions and conferences, acquisition and integration costs, profit or loss on disposal of businesses, restructuring costs and other items that in the opinion of the Directors would impact the comparability of underlying results. Adjusting items are detailed in Note 7 to the Consolidated Financial Statements.

Adjusted results are prepared for the following measures which are provided in the Consolidated Income Statement on page 136: adjusted operating profit, adjusted net finance costs, adjusted profit before tax, adjusted tax charge, adjusted profit after tax, adjusted earnings and adjusted diluted earnings per share. Adjusted operating margin, adjusted effective tax rate and adjusted EBITDA are used in the Financial Review on pages 50, 52 and 55 respectively.

Adjusted EBITDA

- Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation and other non-cash items such as share-based payments and before adjusting items. The full reconciliation and definition of adjusted EBITDA is provided in the Financial Review.
- Covenant-adjusted EBITDA for Informa interest cover purposes under the Group's previous financial covenants on debt facilities is earnings before interest, tax, depreciation and amortisation and adjusting items. It is adjusted to be on a pre-IFRS 16 basis.
- Covenant-adjusted EBITDA for Informa leverage purposes under the Group's previous financial covenants on debt facilities is earnings before interest, tax, depreciation and amortisation and adjusting items. It is adjusted to include a full year's trading for acquisitions and remove trading results for disposals, and to be on a pre-IFRS 16 basis.

Adjusted EBITDA margin

Adjusted EBITDA margin is shown as a percentage and is calculated by dividing Adjusted EBITDA by revenue, which is provided as an additional useful metric to readers.

Adjusted effective tax rate

The adjusted effective tax rate is shown as a percentage and is calculated by dividing the adjusted tax charge by the adjusted profit before tax. The Financial Review on page 53 shows the calculation of the adjusted effective tax rate, which is provided as an additional useful metric for readers on the Group's tax position.

Adjusted net debt

Adjusted net debt for Informa leverage purposes under the Group's previous financial covenants on debt facilities is translated using average exchange rates for the 12-month period and is adjusted to include deferred consideration payable, to exclude derivatives associated with borrowings and to be on a pre-IFRS 16 basis.

Adjusted operating margin

The adjusted operating margin is shown as a percentage and is calculated by dividing adjusted operating profit by revenue. The Financial Review on page 50 shows the calculation of the adjusted operating margin, which is provided as an additional useful metric on underlying performance to readers.

Adjusted tax charge

The adjusted tax charge excludes the tax effects of adjusting items, all deferred tax movements relating to tax losses in Luxembourg as well as significant one-off items. It includes the allowable tax benefit for goodwill amortisation in the US and elsewhere.

Dividend cover

Dividend cover is the ratio of adjusted diluted earnings per share to dividends per share for the year and is provided to enable year-on-year comparability on the level at which dividends are covered by earnings. Dividends consist of the interim dividend that has been paid for the year and the proposed final dividend for the year. Diluted earnings per share are adjusted to be stated before adjusting items impacting earnings per share. The Financial Review on page 54 provides the calculation of dividend cover.

Dividend payout ratio

This is the ratio of the total amount of dividends per share paid and proposed to shareholders relating to a financial year relative to the adjusted diluted earnings per share on continuing operations for the year. The dividend payout ratio is shown on page 54 of the Financial Review.

Free cash flow

Free cash flow is a key financial measure of cash generation and represents the cash flow generated by the business before cash flows relating to acquisitions and disposals and their related costs, dividends, any new equity issuance or repurchases of own shares and debt issues or repayments. Free cash flow is one of the Group's key performance indicators, and is an indicator of operational efficiency and financial discipline, illustrating the capacity to reinvest, fund future dividends and repay debt. The Financial Review on page 55 provides a reconciliation of free cash flow to statutory measures.

Informa interest cover

Informa interest cover is calculated according to the Group's previous financial covenants on debt facilities and is the ratio of covenant-adjusted EBITDA for interest cover purposes to adjusted net finance costs, excluding certain finance fair value items. It is provided to enable the assessment of our debt position together with our compliance with these previous specific debt covenants. The Financial Review on page 58 provides the basis of the calculation of Informa interest cover.

Informa leverage ratio

The Informa leverage ratio is calculated according to the Group's previous financial covenants on debt facilities and is the ratio of net debt to covenant-adjusted EBITDA, further adjusted for share-based payments charges, for Informa leverage information purposes, and is provided to enable the assessment of our debt position together with compliance with these previous specific debt covenants. The Financial Review on page 58 provides the basis of the calculation of the Informa leverage ratio.

Net debt

Net debt consists of cash and cash equivalents, and includes bank overdrafts (where applicable), borrowings, derivatives associated with debt instruments, finance leases, lease liabilities, deferred borrowing fees and other loan receivables or loan payables where these are interest bearing and do not relate to deferred consideration arrangements for acquisitions or disposals.

Operating cash flow and operating cash flow conversion

Operating cash flow is a financial measure used to determine the efficiency of cash flow generation in the business and is measured by and represents free cash flow before interest, tax, restructuring and reorganisation costs. The Financial Review on page 56 reconciles operating cash flow to statutory measures.

Operating cash flow conversion is a measure of the strength of cash generation in the business and is measured as a percentage by dividing operating cash flow by adjusted operating profit in the reporting period. The Financial Review on page 56 provides the calculation of operating cash flow conversion.

Underlying revenue and underlying adjusted operating profit

Underlying revenue and underlying adjusted operating profit refer to results adjusted for acquisitions and disposals, the phasing of events, including biennials, the impact of changes from implementing new accounting standards and accounting policy changes, and the effects of changes in foreign currency by adjusting the current year and prior year amounts to use consistent currency exchange rates.

Phasing and biennial adjustments relate to the alignment of comparative period amounts to the usual scheduling cycle of events in the current year. Where an event originally scheduled for 2024 or 2025 was either cancelled or postponed, there was an adverse impact on 2024 or 2025 underlying growth as no adjustment was made for these in the calculation.

The results from acquisitions are included on a pro-forma basis from the first day of ownership in the comparative period. Disposals are similarly adjusted for on a pro-forma basis to exclude results in the comparative period from the date of disposal. Underlying measures are provided to aid comparability of revenue and adjusted operating profit results against the prior year. The Financial Review on page 51 provides the reconciliation of underlying measures of growth to reported measures of growth in percentage terms.

Five-year summary

	2025	2024	2023	2022	2021
	£m	£m	£m	£m	£m
Results					
Revenue	4,041.4	3,553.1	3,189.6	2,389.3	1,798.7
Adjusted operating profit	1,139.8	995.0	853.8	535.0	388.4
Statutory operating profit	141.7	542.8	507.8	221.9	93.8
Statutory (loss)/profit before tax	(64.3)	407.3	492.1	1,946.9	137.1
Profit attributable to equity holders of the Parent Company	11.0	297.7	419.0	1,631.5	77.9
Free cash flow	884.8	812.1	631.7	466.4	438.7
Net assets					
Non-current assets	11,228.5	12,355.7	10,468.7	9,521.7	8,924.4
Current assets	1,096.3	1,335.0	1,055.5	2,624.0	1,273.2
Current liabilities	(2,503.7)	(3,061.3)	(1,789.2)	(2,008.8)	(1,350.0)
Non-current liabilities	(3,561.2)	(3,309.9)	(2,550.4)	(2,670.6)	(2,801.7)
Net assets	6,259.9	7,319.5	7,184.6	7,466.3	6,045.9
Key statistics (pence)					
Earnings per share	0.8	22.3	30.1	112.0	5.2
Diluted earnings per share	0.8	22.2	29.9	111.4	5.2
Adjusted diluted earnings per share	55.6	50.1	45.3	26.4	16.7
Dividends per share	22.0	20.0	18.0	9.8	-

Shareholder information

Shareholder queries

Our share register is maintained by Computershare. All enquiries about your shareholding should be addressed to Computershare using the details below.

Computershare Investor Services PLC

The Pavilions, Bridgwater Road
Bristol BS99 6ZZ
+44 (0)370 707 1679
investorcentre.co.uk

The helpline is available Monday to Friday, 8.30am to 5.30pm, excluding UK public holidays.

Shareholders can also use Computershare's online service (investorcentre.co.uk) to:

- View and manage all shareholdings
- Register for electronic communications
- Buy and sell shares online with the dealing service
- Deal with other matters such as a change of address, transferring shares or replacing a lost certificate

You will need the shareholder reference number shown on your share certificate(s) or dividend vouchers when first accessing investorcentre.co.uk.

Electronic shareholder communications

As part of Informa's commitment to the responsible use of natural resources and reducing our environmental impact, we offer all shareholders the opportunity to elect to register for electronic communications. To do so, please visit investorcentre.co.uk.

Dividend and dividend reinvestment

Shareholders are encouraged to have dividends paid directly into a bank or building society account. Please complete the dividend mandate instruction form available at investorcentre.co.uk or contact Computershare using the details above.

To receive dividends in a different currency, you will need to register for the global payments service provided by our registrar. More information is available at investorcentre.co.uk.

Informa offers a Dividend Reinvestment Plan where cash dividends are automatically reinvested in additional Informa shares. Details and full terms and conditions, including eligibility for shareholders based outside the UK, are available at investorcentre.co.uk.

ShareGift

ShareGift (registered charity no. 1052686) is an independent charity that takes unwanted holdings of shares, aggregates those shares and sells them for the benefit of thousands of charities. If you have a small shareholding in Informa and would like to support this initiative, you can find out more by visiting sharegift.org or calling +44 (0)20 7930 3737.

London Stock Exchange and ADR programme for US investors

Informa's ordinary shares are traded on the London Stock Exchange under the symbol INF, ISIN: GB00BMJ6DW54.

Since 2013, Informa has maintained a Level I American Depositary Receipt (ADR) programme with BNY Mellon. Each Informa ADR represents two ordinary shares, which trade on the over-the-counter market in the US under the symbol IFJPY, ISIN: US45672B2060. Information on Informa's ADRs can be found at bnymellon.com/dr.

Protecting your investment from share fraud

We are aware that shareholders in some companies have received unsolicited phone calls or correspondence from purported 'brokers' who offer to buy their shares at a price far above the usual market value. These approaches are often called 'boiler room' scams and the firms are unlikely to be authorised by the Financial Conduct Authority (FCA).

Shareholders are advised to be very wary of any unsolicited advice – including offers to buy your shares in Informa PLC at a premium or to sell you other investments at a discount, or requests to complete a confidentiality agreement with the caller.

Remember that if it sounds too good to be true, it probably is.

Shareholders are encouraged to read the FCA's guidance on how to avoid scams at fca.org.uk/consumers/protect-yourself-scams.

If you think you may have been targeted, report the matter to the FCA as soon as possible on 0800 111 6768 (freephone) or +44 (0)20 7066 1000 from outside the UK. You should also notify the registrar by calling 0370 707 1679.

If you have lost money to a scam, or for anything not regulated by the FCA, contact Report Fraud on 0300 123 2040 or visit its website at reportfraud.police.uk.

Advisers

Independent auditors**PwC**

1 Embankment Place
London WC2N 6RH
UK

[pwc.co.uk](https://www.pwc.co.uk)

Joint stockbrokers**BAML**

2 King Edward Street
London EC1A 1HQ
UK

[bofaml.com](https://www.bofaml.com)

Morgan Stanley

25 Cabot Square
London E14 5AB
UK

[morganstanley.com](https://www.morganstanley.com)

Deutsche Numis

45 Gresham Street
London EC2V 7BF
UK

[dbnumis.db.com](https://www.dbnumis.db.com)

Strategic financial advisers**Goldman Sachs International**

Plumtree Court, 25 Shoe Lane
London EC4A 4AU
UK

[goldmansachs.com](https://www.goldmansachs.com)

Depository bank**BNY Mellon Depository Receipts**

101 Barclay Street
New York NY 10286
US

[adrbnymellon.com](https://www.adrbnymellon.com)

Principal solicitors**Clifford Chance LLP**

10 Upper Bank Street
London E14 5JJ
UK

[cliffordchance.com](https://www.cliffordchance.com)

Communications advisers**Teneo**

The Carter Building, 11 Pilgrim Street
London EC4V 6RN
UK

[teneo.com](https://www.teneo.com)

Registrar**Computershare Investor Services PLC**

The Pavilions, Bridgwater Road
Bristol BS99 6ZZ
UK

[investorcentre.co.uk](https://www.investorcentre.co.uk)

Informa is grateful to all the colleagues, teams and partners that have contributed their time and support in the production of this Annual Report.

Consultancy, design and production by Luminous: [luminous.co.uk](https://www.luminous.co.uk).

Consultancy by Falcon Windsor: [falconwindsor.com](https://www.falconwindsor.com).

Cover and all text page illustrations created by Sua Balac: [suabalac.com](https://www.suabalac.com).

All Informa Board member photography on pages 79 to 81 and repeated on other pages by Chris Warren at CWA Studios: [cwa-studios.com](https://www.cwa-studios.com).

All other photography was contributed by our colleagues and teams across the company.

All information in this report is © Informa PLC 2026 and may not be used in whole or part without prior permission.

Printed by Pureprint Group, an ISO 14001, FSC® and CarbonNeutral® accredited printing company.

This document was printed using its Pureprint® environmental printing technology. 100% vegetable-based inks and a water-based coating were used. 99% of the dry waste and 95% of cleaning solvents associated with the production were recycled.

This document is printed on Revive 100 Uncoated, a fully recycled material from Denmaur Paper. The carbon produced in the manufacturing process and delivery to Pureprint has been offset with the World Land Trust, making the paper and printing carbon neutral.

Both the paper mill and printer are registered to the Environmental Management System ISO 14001 and are Forest Stewardship Council® (FSC®) chain-of-custody certified. The outer cover has not been laminated to make the document 100% recyclable.

Americas

Atlanta

3740 Davinci Court
GA 30092

Boca Raton

2385 NW Executive
Center Drive
FL 33431

Boston

One Riverside Center
Newton, MA 02466

Boulder

1710 29th Street
CO 80303

Chicago

300 Riverside Plaza
IL 60606

Fort Lauderdale

1650 SE 17th Street
FL 33316

Irving

222 West Las Colinas
Boulevard
TX 75039

Kansas City

22701 West 68th Terrace
KS 66226

Mexico City

Lago Alberto 319
Colonia Granada
Delegacion Miguel Hidalgo
11520

New York

605 Third Avenue
NY 10158

Philadelphia

530 Walnut Street
PA 19106

Phoenix

2828 North Central Avenue
AZ 85004

Santa Francisco

225 Bush Street
CA 94104

Santa Monica

2644 30th Street
CA 90405

São Paulo

Avenida Dra Ruth Cardoso
7221 Pinheiros

Toronto

20 Eglinton Avenue West
MP4 1A9

Washington DC

2121 K Street NW
DC 20037

Europe

Amsterdam

WTC Tower Ten
Strawinskylaan 763

Colchester

The Octagon
Essex CO1 1TG

London Blackfriars

240 Blackfriars
SE1 8BF

London Victoria (Registered Office)

5 Howick Place
SW1P 1WG

Monaco

7 Rue Suffren Reymond
Le Suffren
MC 98000

Oxford

4 Milton Park Square
Milton Park
OX14 4RN

IMEA and APAC

Bangkok

Ari Hills Building
428 Phahonyothin Road
Bangkok 10400

Cairo

First Floor, Building 12B03/B
Cairo Festival City

Dubai

The Offices 4, One Central
Sheikh Zayed Road

Ho Chi Minh City

10th Flr, Ha Phan Building
District 1

Hong Kong

17/F China
Resources Building
26 Harbour Road, Wanchai

Istanbul

4th Floor, Nidakule Levent
Esentepe Mahallesi Harman
1 Sokak

Jakarta

Menara Jamsostek
North Tower
Jakarta 12710

Kuala Lumpur

Sunway Visio Tower
Lingkaran SV, Sunway
Velocity 55100

Manama

The United Tower
Road 4609

Mumbai

R Square Building
Andheri-Kurla Road
Mumbai 400059

New Delhi

1 Jai Singh Road
New Delhi 110001

Riyadh

Building S4,
Riyadh Business Front
Airport Road

Shanghai

Hong Kong
New World Tower
No. 300 Huai Hai
Middle Road
Shanghai 200021

Singapore

Bugis Junction Towers
230 Victoria Street
Singapore 188024

Sydney

24 York Street
NSW 2000

Tokyo

Kanda 91 Building
Chiyoda-ku
Tokyo 101-0044