

Results Presentation

Full year ended 30 September 2025

Driving sustainable earnings growth

Agenda

- 1 Group FY25 highlights
- 2 Financial results
- 3 Business update
- 4 Key takeaways
- 5 Q&A



Alex Scott
Chief Executive Officer



Euan Marshall
Chief Financial Officer

FY25 highlights – delivering on strategic priorities



1

Strong net inflows

Net inflows of £4.4bn in FY25, up 76% YoY and representing 6.9% of opening FUD

2

Record Group revenue

FY25 Group revenue up 8% to £156.8m

3

Record underlying earnings

Underlying PBT grew 7% to £75.4m (FY24: £70.6m), Underlying EPS grew 7% to 17.4p (FY24: 16.3)

4

Cost and efficiency initiatives being implemented

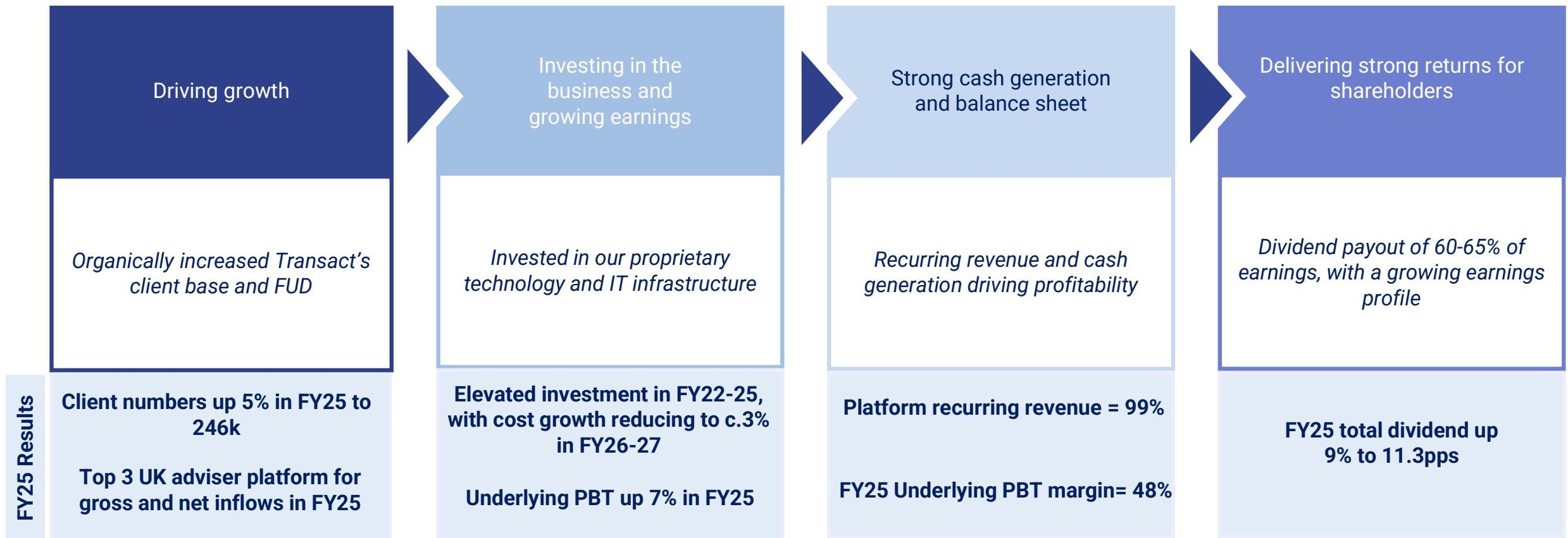
Driving productivity across the Group with a focus on enhancing profit margin

5

Growing dividends

Total dividend for FY25 up 9% to 11.3p

IHP's differentiated proposition drives earnings growth



Key Group workstreams

1

Transact digitalisation

- Delivering operational efficiencies
- Advanced functionality and streamlined processes for advice firms

2

Transact integrations

- Increased Transact platform APIs for external CRMs and software
- Greater two-way connectivity to create an integrated advice ecosystem

3

IHP cost and efficiency programme

- Enhance operating model and automate processes
- Productivity gains in support functions

Key takeaways

- Transact enhancements driving client retention (FY25: 95%) and strong net inflows (FY25: 6.9% of opening FUD)
- IHP cost and efficiency programme to deliver increasing operating margin

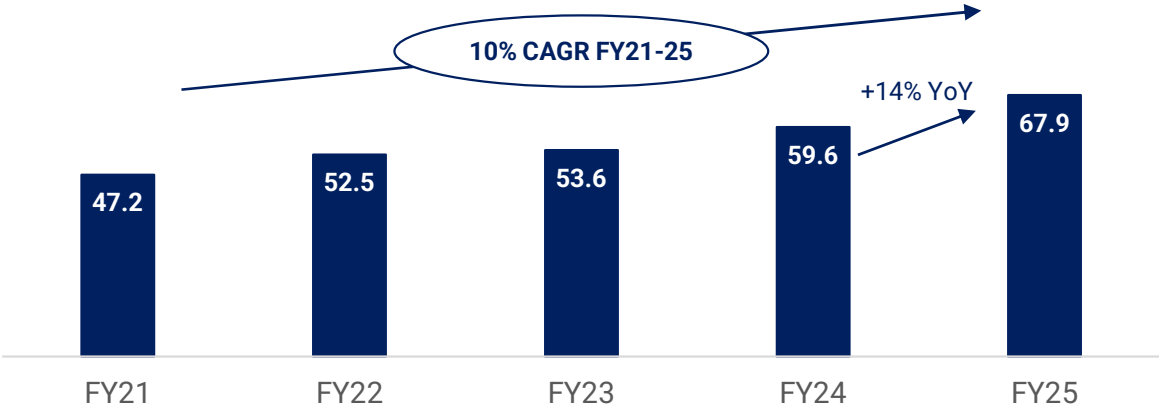
Financial results FY25

Delivering strong financial momentum

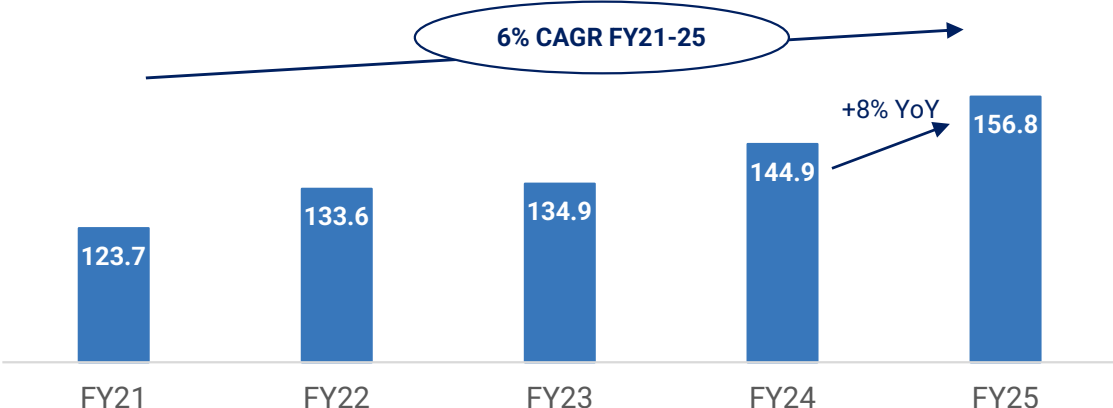
Euan Marshall
Chief Financial Officer

Strong financial momentum

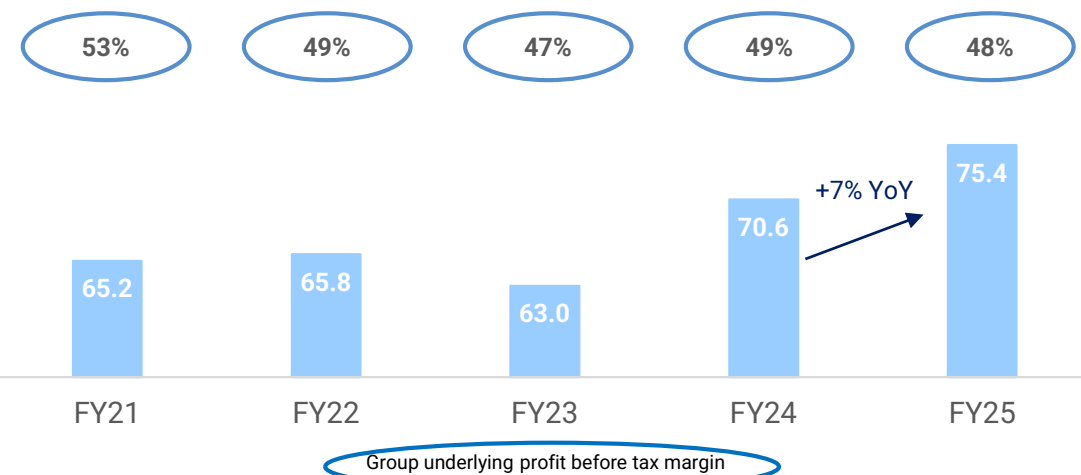
Average daily Funds Under Direction (£bn)



Group revenue (£m)



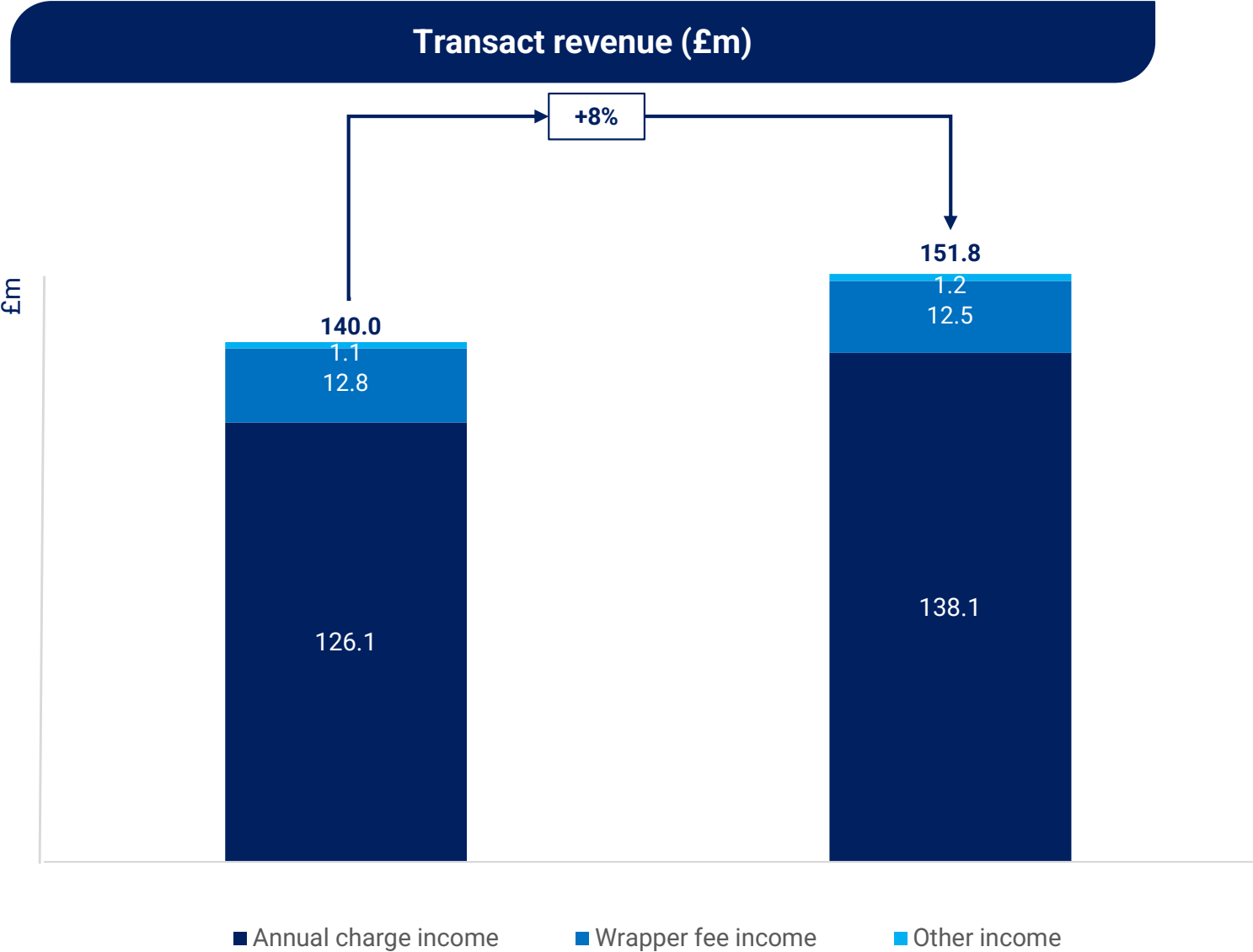
Group underlying profit before tax (£m), and margin (%)



Underlying earnings per share, and dividend (pps)



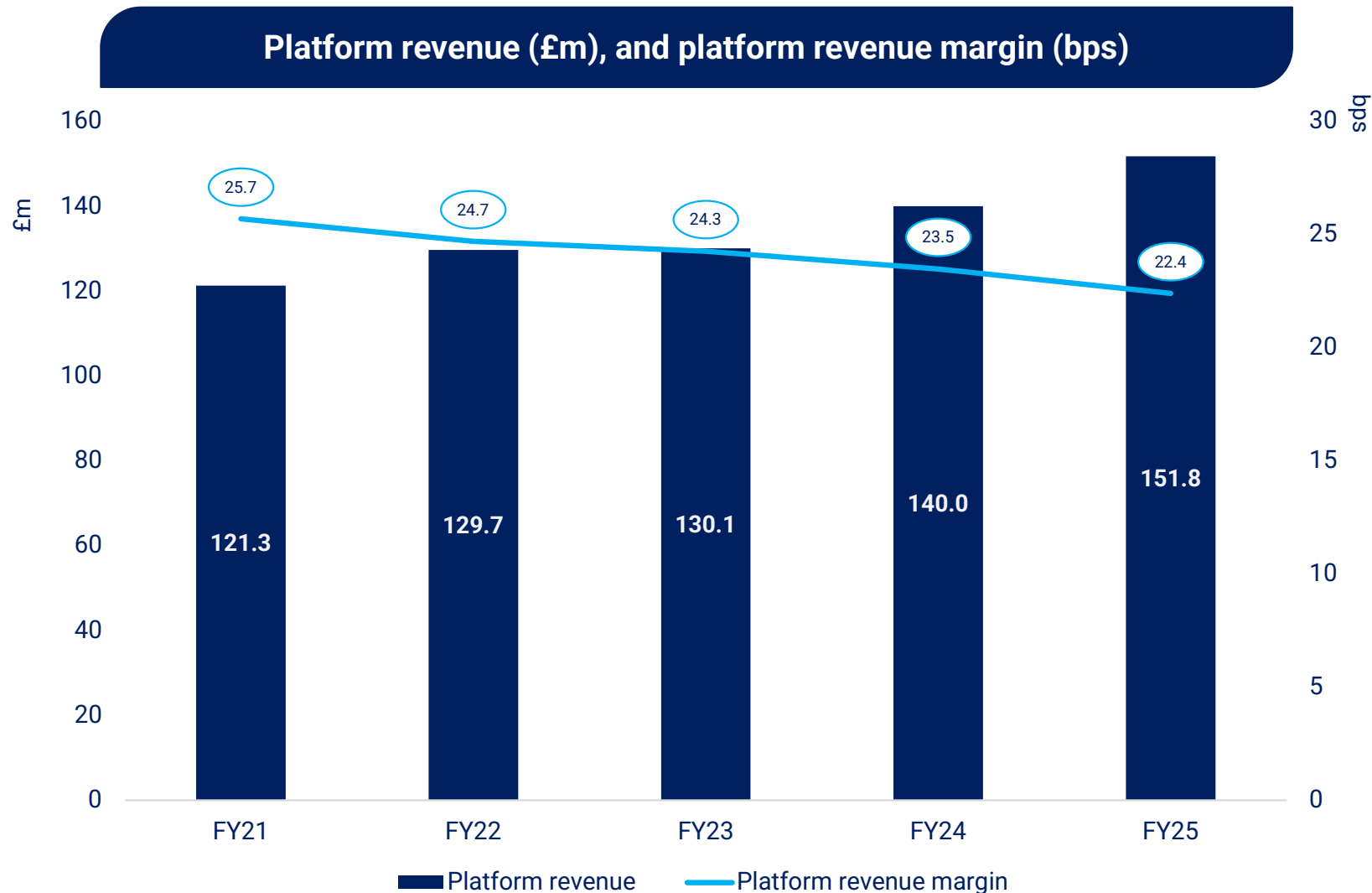
Strong platform revenue growth



Key takeaways

- Transact platform revenue represents 97% of Group revenue
- Increased annual charge income driven by higher average daily FUD in FY25
- Wrapper fee income decreased due to the reduction in FY25 of charges for pensions in family linked portfolios

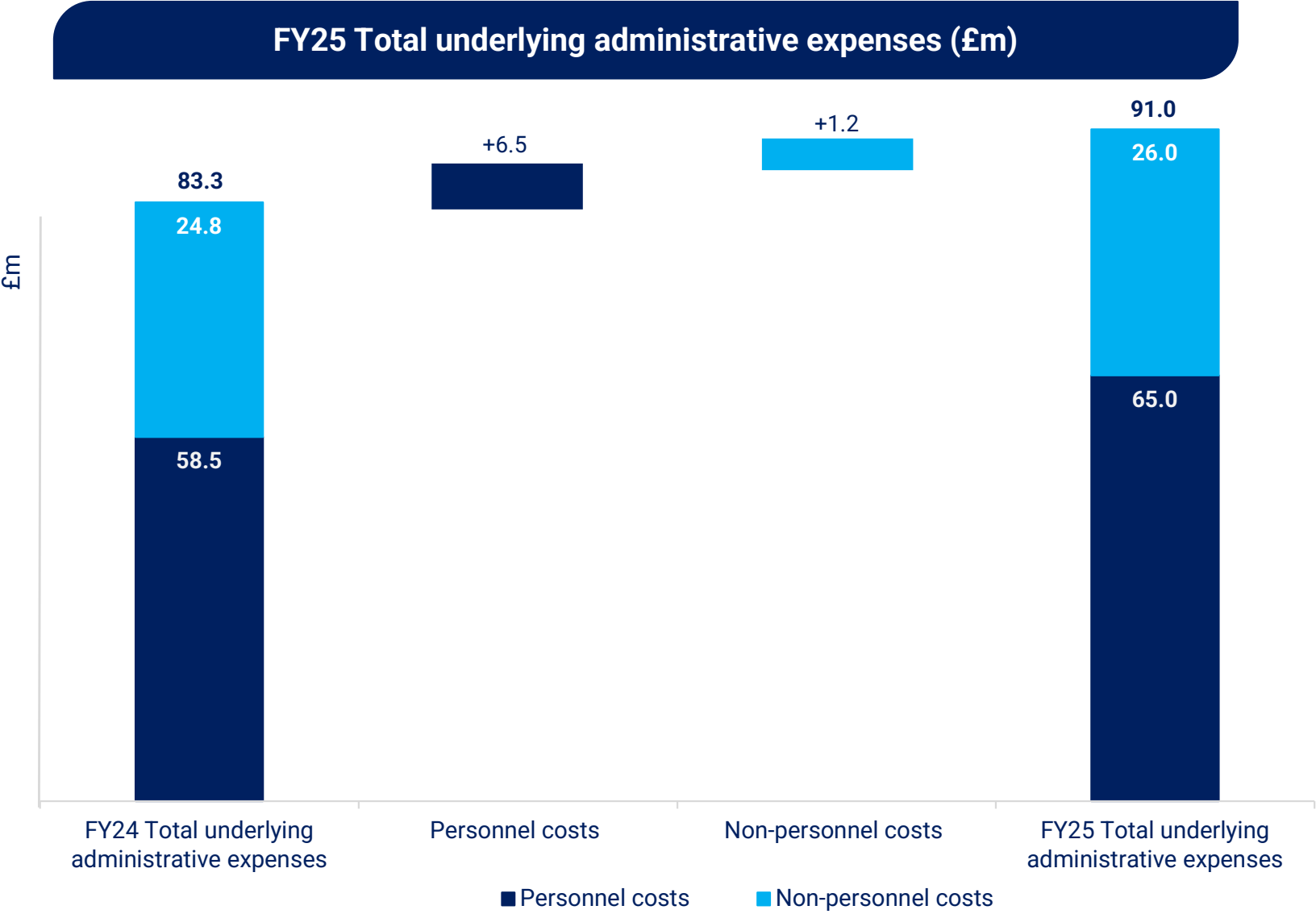
Scalable platform delivering revenue growth



Key takeaways

- Transact platform revenue has grown consistently during FY21-25 (CAGR: 6%)
- Revenue margin declines modestly as client portfolios grow (due to tiered pricing), this supports long-term asset growth
- Looking forward, we expect the reduction in platform revenue margin to slow, with the decrease primarily driven by the tiered charging structure

FY25 cost analysis

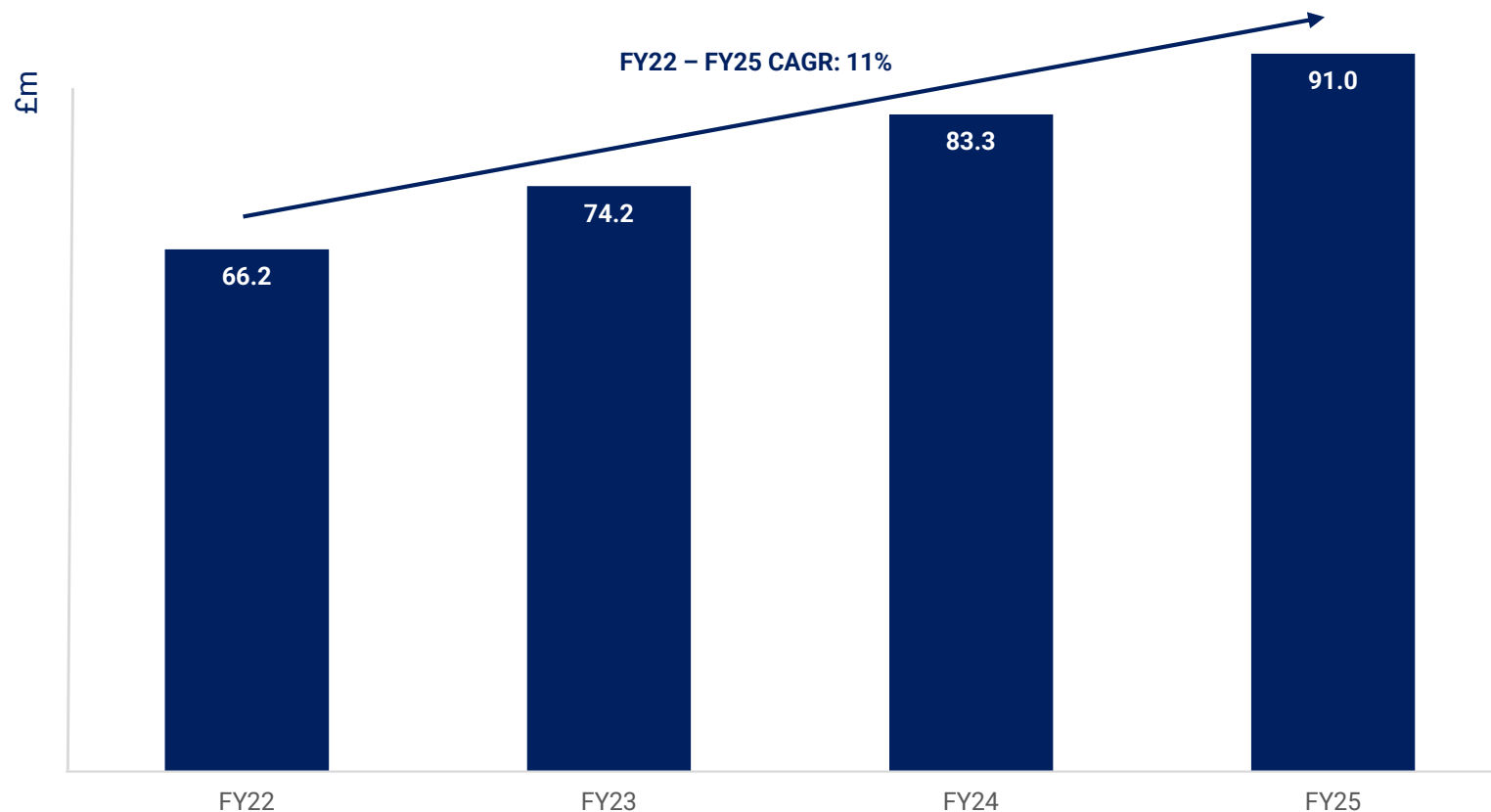


Key takeaways

- FY25 underlying administrative expense growth in line with prior guidance
- Personnel costs increased in FY25 due to a 2% average headcount increase; investment in broadening the senior management level; and pay rises to the wider workforce
- Non-personnel costs moderately increased due to inflationary impacts

Targeted prior investment supporting platform scalability

Group underlying administrative expenses (£m)



Key takeaways

- Elevated investment in FY22-25 has enhanced the Group's technology capabilities and IT infrastructure, including:
 - Transact digitalisation
 - Transact online self serve processes for advice firms
 - Transact integrations with third party software providers
- Reducing cost to serve platform clients as a % of FUD
- Targeted technology investment will deliver lower cost to serve platform clients, and drive platform scalability

Group-wide cost review initiatives

Group-wide cost review - the following initiatives are now under way:

IHP support function productivity

- Restructuring of support functions and adoption of third-party technology
- Enhanced productivity through process refinement and automation

Optimised supplier base

- Supplier and procurement review
- More effectively leveraging our buying power and corporate partnerships

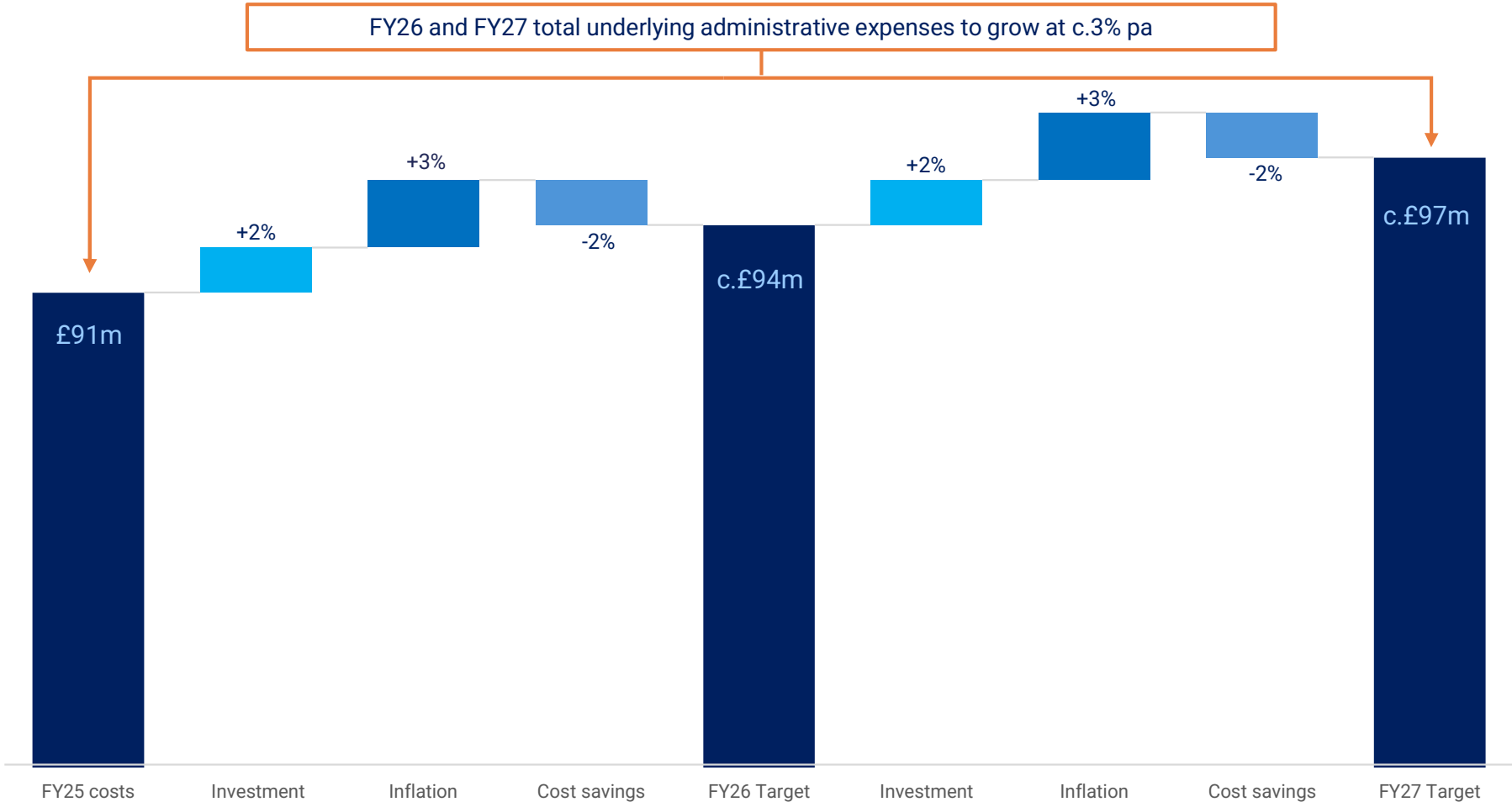
Platform scalability

- Straight through processing enabling redeployment of client service staff to higher value tasks
- Digitalisation enabling sustainable platform scale growth

FY27 targets:

- **£4m gross annual cost savings** (compared to FY25 underlying Group cost base)
- Lower underlying cost growth supporting enhanced operating margin
- Reduced cost to serve platform clients

Delivery of cost savings and technology investment



Key takeaways

- We will deliver **both Group-wide cost savings and technology investment** to extend Transact’s market leadership and reduce cost to serve platform clients
- Technology investment will be focused on:
 - Extension of Transact platform digitalisation
 - Transact APIs
 - Implementing third party software to enhance Group functions

Driving growth



Strong net flows fundamentals

- Transact is very well positioned to continue to attract strong net inflows in a growing UK adviser platform market, underpinned by a market-leading proposition



Platform revenue growth

- Delivering platform revenue growth, whilst managing revenue margin



Group-wide cost review and technology investment

- Reducing the rate of Group underlying cost growth, and cost to serve clients, by leveraging technology and implementing cost savings

Delivering sustainable earnings growth and strong cash generation

Highly cash generative business model

Group liquidity position (£m)	As at 30.9.25
Total Group consolidated cash	263.8
Less: Group cash held for regulatory and operational purposes	(133.7)
Less: foreseeable dividend	(26.5)
Less: coverage of policyholder returns in the life insurance companies	(69.9)
Liquidity buffer	33.7

Dividend	FY23	FY24	FY25
Pence per share			
Ordinary – first interim	3.2	3.2	3.3
Ordinary – second interim	7.0	7.2	8.0
Total dividend	10.2	10.4	11.3
Total dividend growth	0%	+2%	+9%

Key takeaways

- Cash generated during FY25 of £54.3m (FY24: £51.1m), equating to 94% of underlying profit after tax (FY24: 95%)
- Dividends paid and announced for FY25 of £37.4m equating to 69% of cash generated (FY24: 67%)

IHP capital allocation framework

1

Maintaining balance sheet strength

Strong regulatory capital and liquidity coverage across the Group's entities

2

Invest to drive organic growth

Technology investment to enhance Transact's market leading adviser platform proposition

3

Deliver a reliable dividend stream

Strong growth in FY25 dividend, up 9% to 11.3pps

4

Consideration of inorganic opportunities

No acquisitions in the year – focus remains on organic growth

5

Return excess capital

Continue to review opportunities to return excess capital, where it exceeds sustainable business requirements

Financial guidance for FY26 and FY27

Platform revenue	<ul style="list-style-type: none">• We are focused on growing revenue and managing the platform revenue margin. We expect the reduction in platform revenue margin to slow with the decrease primarily driven by the tiered charging structure, as well as prior year pricing changes.
Total underlying administrative expenses	<ul style="list-style-type: none">• Total underlying administrative expenses cost growth of c.3% per annum. In FY26 we expect the reduction in the speed of cost increases to be weighted towards H2.
Net interest income on corporate cash	<ul style="list-style-type: none">• Expected to be c.£9.0m per annum.
Net gain attributable to policyholder returns	<ul style="list-style-type: none">• Expected to be c.£2m per annum.

IHP business update

Ongoing strategic progress

Alex Scott
Chief Executive Officer

Extending Transact's market leadership

Transact platform digitalisation	Transact APIs
<ul style="list-style-type: none">• Pension income online• DIM appointment and rebalancing online• Bond wrapper opening online	<ul style="list-style-type: none">• Account opening API• Transaction API• Remuneration reconciliation API

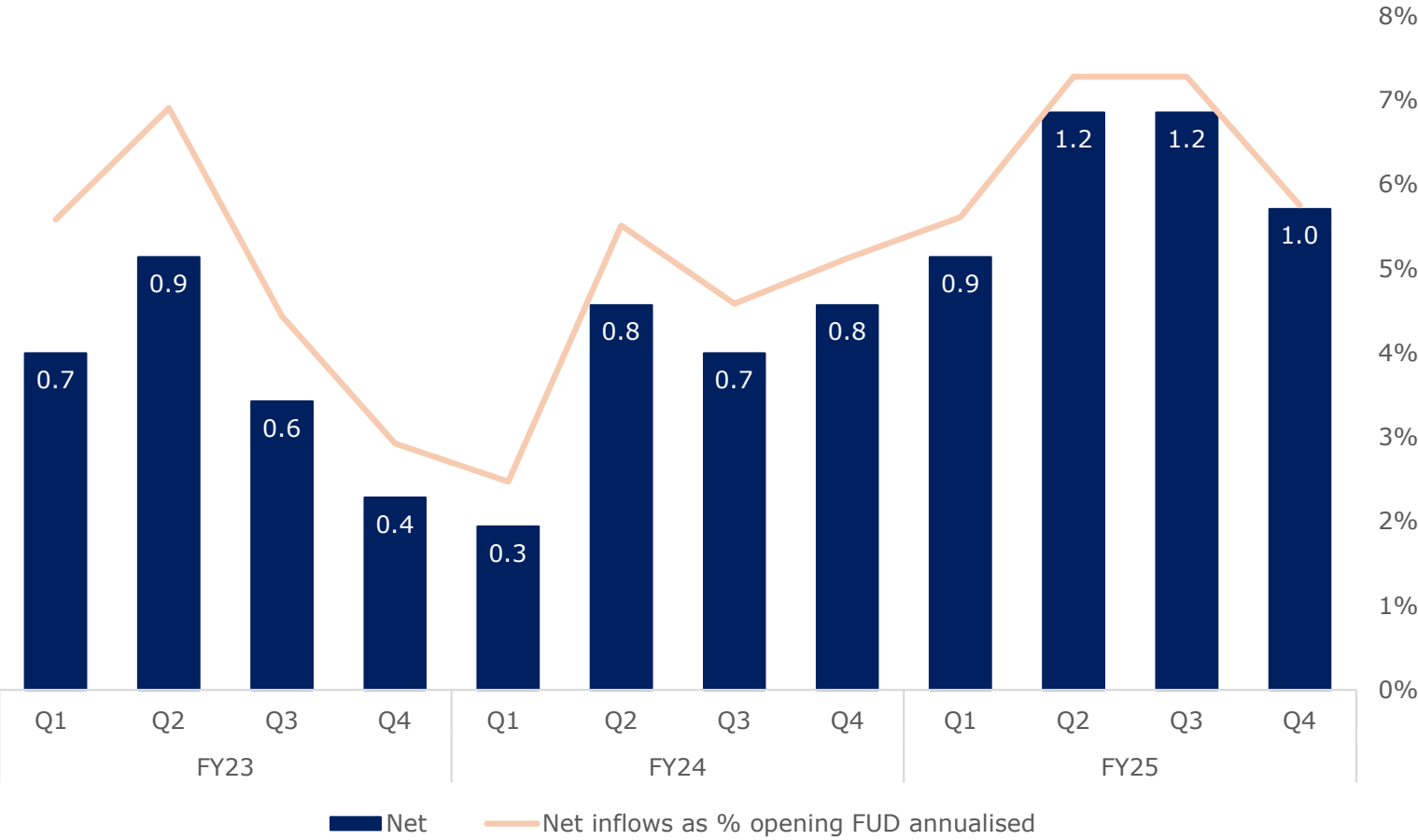


“The Transact proposition is first class and is considered by our firm to be the premier platform in the UK.”

UK registered financial adviser

Transact net inflows growth

Net inflows to the Transact platform (£bn) – up 76% to £4.4bn in FY25



Strong and improving net transfer ratio

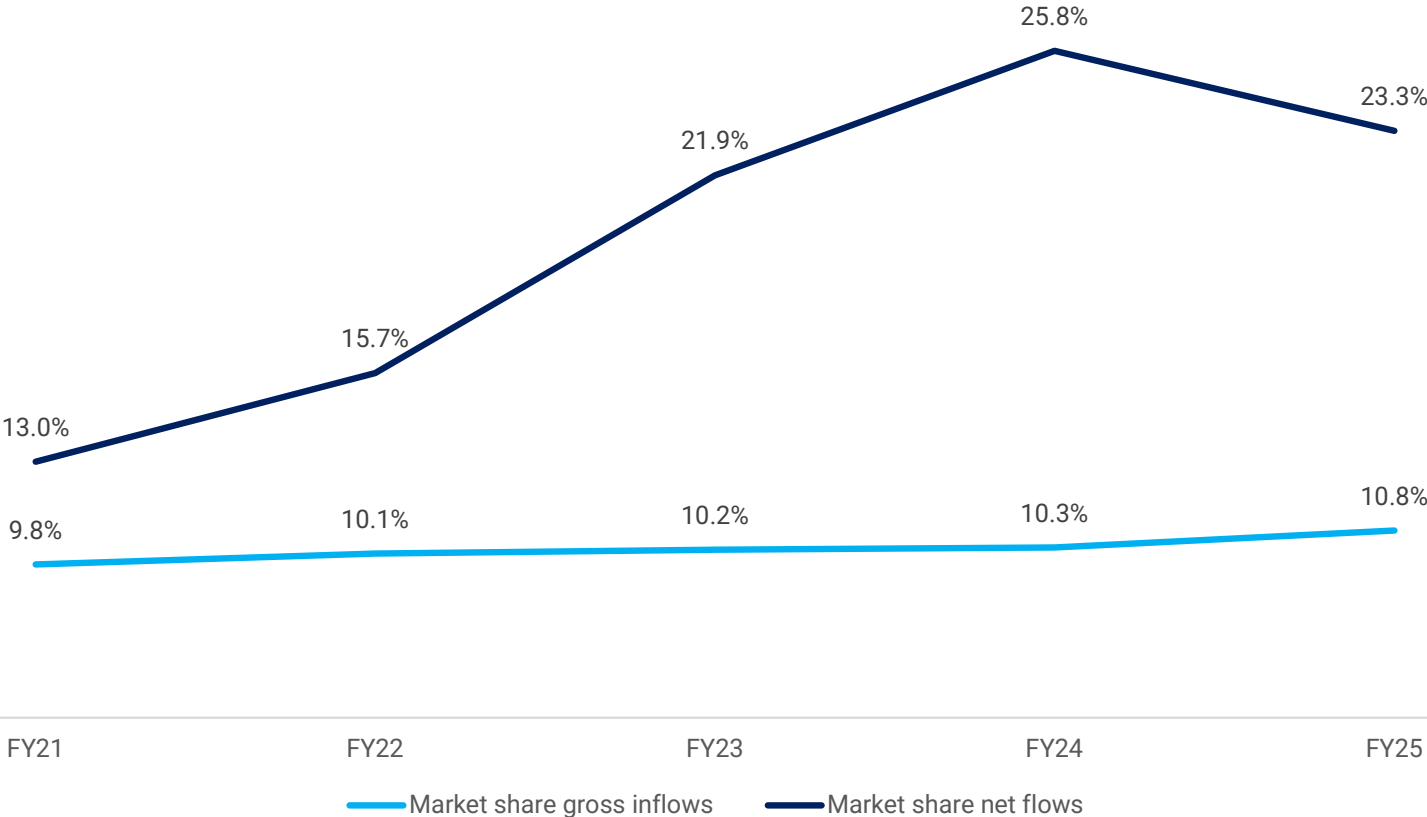
- Transact's net transfer ratio increased to 2.8 in FY25 (FY24: 1.7)
- Gaining more assets from key competitors

Growing inflows and stabilisation of outflows

- Transact's market-leading proposition delivered gross inflows of over £2bn in each quarter of FY25
- Outflows as a % of opening FUD moderated in FY25 to 9% (FY24: 10%)

Taking share in a growing adviser platform market

Transact’s share of net and gross flows to the UK adviser platform market



Key takeaways

- Transact’s share of net flows is consistently above 20%, and Transact is well positioned to continue to attract a strong share of adviser platform market flows
- Transact’s growth in FUD and clients is wholly organic

Transact's award-winning proposition drives growth in clients and FUD



Key takeaways

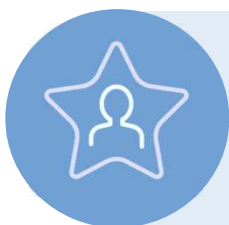
Alex Scott

Chief Executive Officer

Driving sustainable earnings growth



Transact delivered record gross (FY25: £10.1bn) and strong net inflows (FY25: £4.4bn), in a growing UK adviser platform market



Award winning platform with top-rated service, delivering digitalisation and API benefits for a growing client base (+5% in FY25)



Group-wide cost review to drive cost savings (FY27 target: £4m annual gross cost savings) and enhanced operating margin



Scalable platform with growing revenue (+8% in FY25) and cost efficiencies delivering strong earnings growth (+7% in FY25)

Q&A



Alex Scott
Chief Executive Officer



Euan Marshall
Chief Financial Officer

Appendix 1- IHP Group FY25 Reporting

£m	FY25	FY24
Revenue	156.8	144.9
Cost of sales	(3.4)	(3.0)
Gross profit	153.4	141.9
Underlying administrative expenses	(91.0)	(83.3)
Credit loss allowance on financial assets	-	0.1
Non-underlying administrative expenses	(9.2)	(1.7)
Operating profit	53.2	57.0
Underlying net interest income	10.6	10.5
Non-underlying interest expense	(0.5)	-
Underlying net gain attributable to policyholder returns	2.4	1.4
Non-underlying net gain attributable to policyholder returns	3.4	-
Reported profit before tax	69.1	68.9
Underlying profit before tax	75.4	70.6
Tax on ordinary activities	(17.9)	(16.8)
Non-underlying tax on ordinary activities	0.1	-
Reported profit after tax	51.3	52.1
Underlying profit after tax	57.5	53.8

Appendix 2- Transact's proprietary technology is a differentiator and driver of value

	Platform	FUD as at 30.09.25	Technology Provider
1	Nucleus	£107.0bn	FNZ
2	Quilter	£99.0bn	FNZ
3	aberdean	£75.8bn	FNZ
4	Transact	£74.2bn	Proprietary
5	AJ Bell Investcentre	£62.4bn	GBST + FNZ
6	Aviva	£61.9bn	FNZ
7	Fidelity	£59.5bn	Bravura
8	Aegon	£53.5bn	GBST + FNZ
9	True Potential	£33.9bn	Proprietary
10	Scottish Widows	£33.1bn	FNZ

	Platform	Net inflows FY25	Technology Provider
1	Quilter	£8.2bn	FNZ
2	Aviva	£5.1bn	FNZ
3	Transact	£4.4bn	Proprietary
4	Hubwise	£2.0bn	SS&C
5	7IM	£1.8bn	Proprietary

Key takeaways

- Technology ownership provides control over platform development and functionality
- Transact provides leading client service and high-quality proprietary platform technology

