

terri harford



LSEG

LONDON STOCK EXCHANGE GROUP

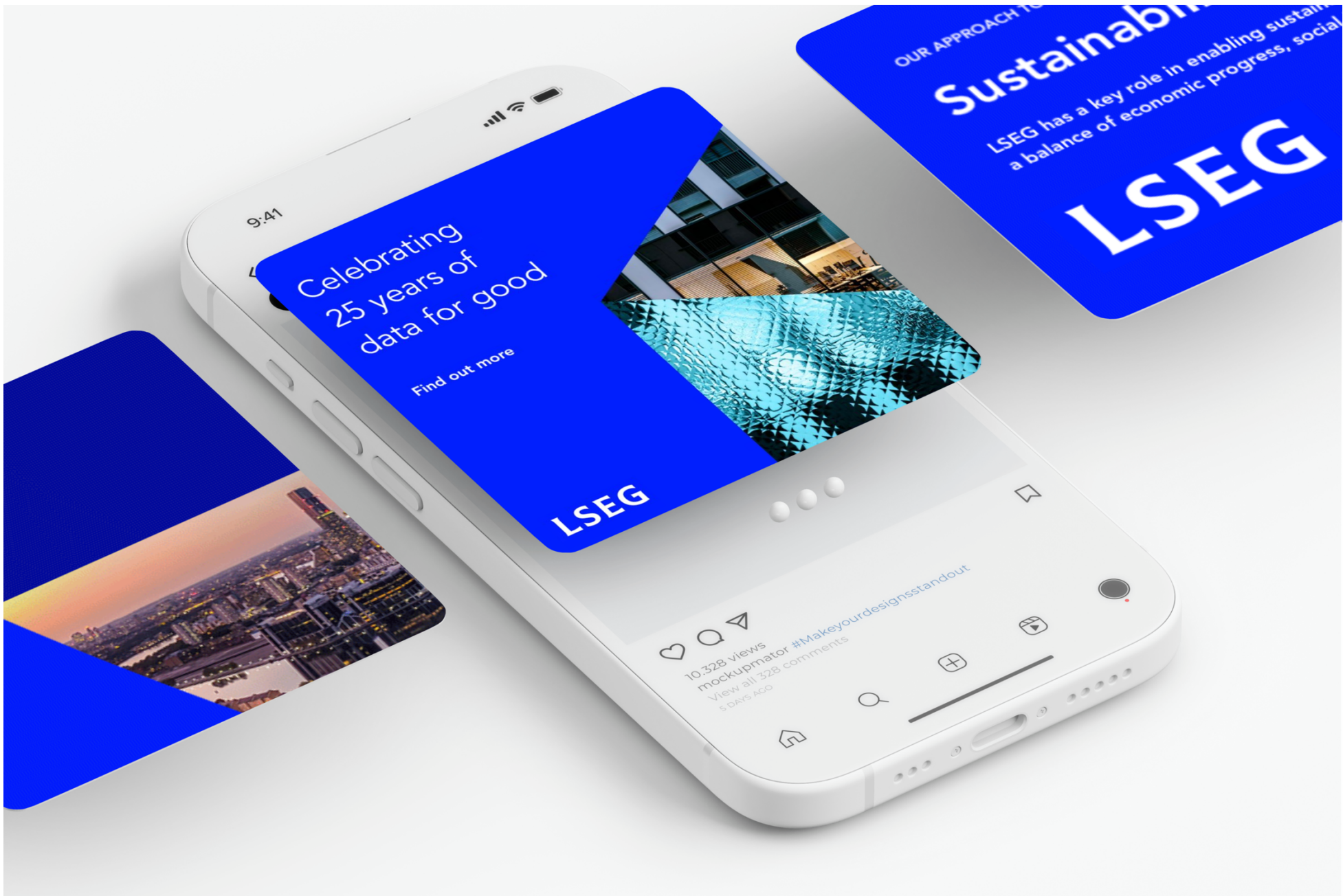
CAPE TOWN

lseg.com

- Risk Intelligence
- Data & Analytics
- Post Trade Risk Management
- FTSE Russell
- London Stock Exchange

DESIGN WORK

- Social Media Brand Kits & Templates
- Lead Magnets & Digital Brochures
- Web Banners (Hero & Subhero)
- Digital & Print Asset Libraries
- Annual Reports | Internal Communications
- Social Media Ads (Instagram, Facebook, LinkedIn)
- 3D Experiential Design (Global Exhibitions)
- ATL TV Screen Design
- Webinars & Podcasts



9:41

Celebrating
25 years of
data for good

Find out more

LSEG

OUR APPROACH TO

Sustainability

LSEG has a key role in enabling sustainable
a balance of economic progress, social

LSEG

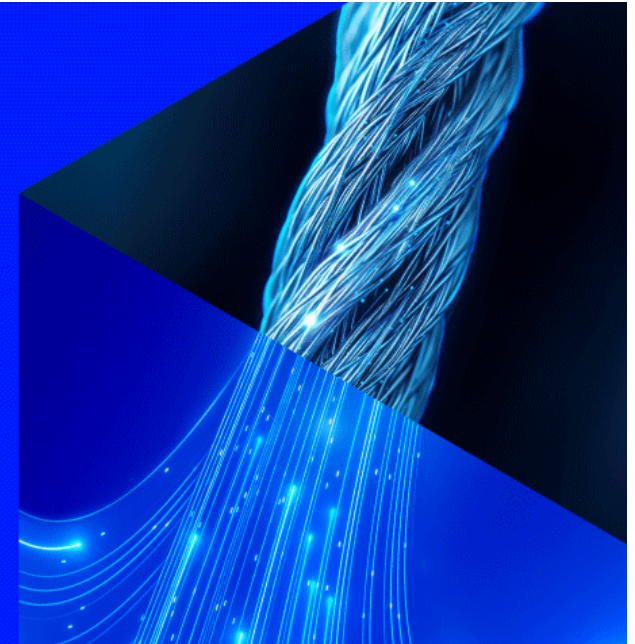
10,328 views
mockupmator #Makeyourdesignsstandout

View all 328 comments
5 DAYS AGO



Hear from World-Check customers

LSEG



OUR APPROACH TO SUSTAINABILITY

Sustainability at LSEG

LSEG has a key role in enabling sustainable economic development which demands a balance of economic progress, social inclusion and environmental protection.

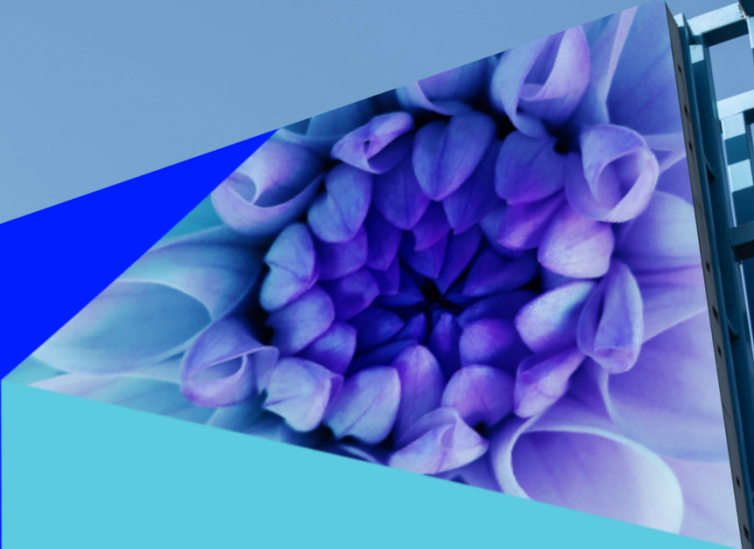
LSEG



Investing in the
green economy
2025

Navigating volatility and disruption

LSEG



Risk Intelligence Investor webinar



LSEG



Q3 financial performance and guidance

Michel-Alain Proch, CFO

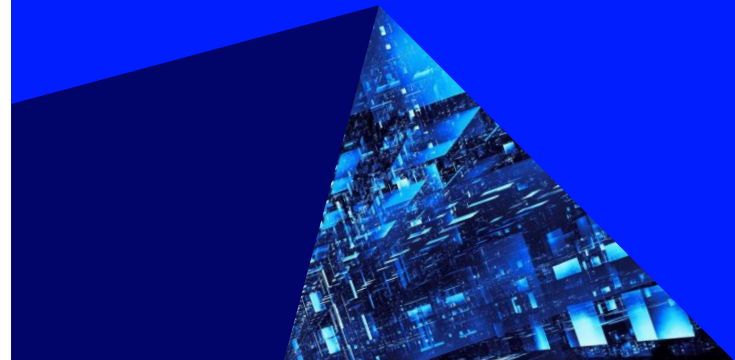
LSEG



Make more possible

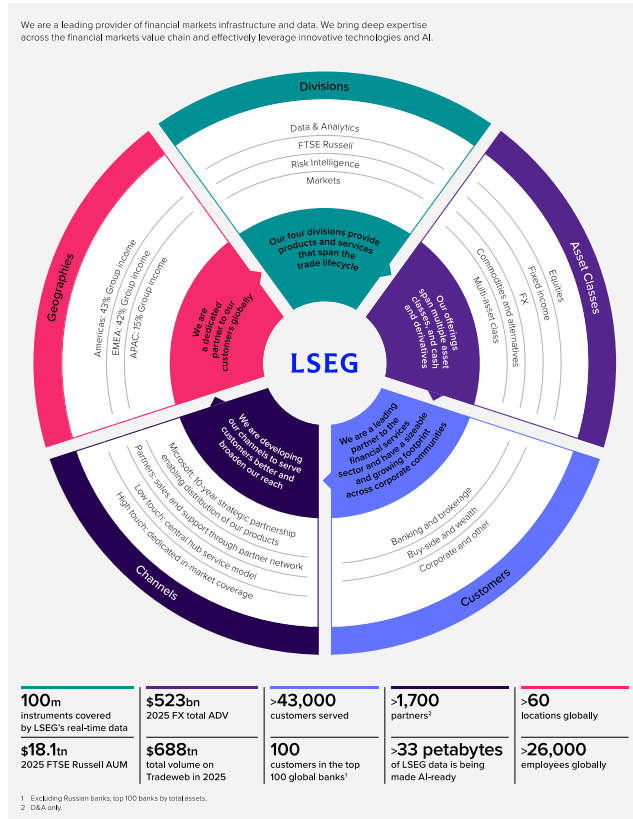
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Our business model

What we do



Our investment case: all-weather growth

With market-leading positions built on trusted partnerships and aligned to attractive long-term trends, LSEG's highly cash-generative, well-diversified financial model, driven by largely recurring revenue, offers a compelling investment story.

How we have positioned our business

We operate in markets that offer long-term, structural growth to improve further

- All of our businesses operate in addressable markets with a strong growth profile – at least mid-single-digit annual percentage growth or better.
- Key drivers include the growing use of data in decision-making, the digitalisation of markets, increasing regulation, capital optimisation, and reputation and risk management.

We have strong competitive positions, with scope to improve further

- We are a top-three global player in all of our major businesses, and a clear leader in real-time data, interest rate swaps clearing, electronic fixed income trading and counterparty screening.
- We are investing at a significantly higher rate than our peers¹ to enhance our products and further strengthen our competitive position.

We are highly diversified – by product, asset class and geography

- We have leading data, trading and clearing franchises in equities, foreign exchange and fixed income, and a growing presence in commodities and derivatives.
- We provide services in more than 170 countries, with operations in over 60.

The combination of our trade lifecycle and data value chains is unmatched

- We are a leader in pre-trade research, counterparty risk management, execution, benchmarking and clearing.
- The Trade Lifecycle offerings enhance the depth and breadth of our trusted data, with millions of datapoints added every second. We increasingly combine the two to develop differentiated products for customers.

We are a trusted, long-term partner with an open model

- Our data and financial markets infrastructure are deeply trusted to power the processes of major institutions globally, through our partnership approach, we operate and grow critical platforms that are developed in partnership with the industry.
- Our LSEG Everywhere AI strategy is a natural extension of our open model, delivering our data in an easy-to-access way to where our customers are working.

What this delivers to shareholders

High-quality and high-visibility revenue

- Over 70% of our income is recurring in nature and benefits from long-term customer relationships. Our services are vital to our customers' businesses.
- Our transactional revenue, which comes mainly from Tradeweb and post-trade, is very high quality with strong existing positions and long-term growth drivers.

Uncorrelated growth

- We are not over-exposed to any single macroeconomic or industry measure – be it GDP growth, debt issuance, volatility or equity markets performance.
- We have achieved consistent mid to high single-digit organic revenue growth since 2018, despite significant and unforeseen factors – including the COVID-19 pandemic, the Russia/Ukraine war and the rapid increase in inflation and interest rates.

Improving profitability and cash generation

- EBITDA margin is expanding significantly, with organic improvement of 250bps guided across the three years to 2026, with a further 130bps benefit from the Post Trade Solutions transaction realised over 2025 and 2026.
- With capex intensity declining, we are delivering very strong free cash flow, which reached £2.4 billion in 2025².

Strong capital allocation track record, driving long-term growth and shareholder value

- Our adjusted earnings per share (AEPS) and dividend CAGRs over the last 20 years have been 16% and 17% respectively.
- M&A has driven significant value over time, through the combination of major acquisitions, such as Refinitiv, and continued bolt-on deals to enhance our services to customers.
- We are consistently proactive in deploying excess capital, with \$4.6 billion of share buybacks executed since 2022³.

Recurring revenue (as a % of total income incl. recoveries)	EBITDA margin expansion (on constant currency basis)	Capex (as a % of total income excl. recoveries)	Equity free cash flow generated in 2025
73%	+210bps ⁴	10.2%	£2.4bn

For more information on our business model – refer to pages 14 and 15.

Find out more about our products and services in our Divisional reviews on pages 20 to 25.

¹ Based on publicly available information on listed peers.
² For a reconciliation to statutory free cash flow, refer to our Financial review on page 35.
³ Refers to period between 1 January 2022 and 31 December 2025.
⁴ Includes 100bps benefit from the Post Trade Solutions transaction.



CHAPTER 2 | CAPE TOWN & UK

[chapter2.group](#)

Chapter 2 is a group at the forefront of talent acquisition. They build and design scalable talent ecosystems and impactful solutions. Stephen Bartlett (Diary of A CEO) is an investor in the group.

DESIGN WORK

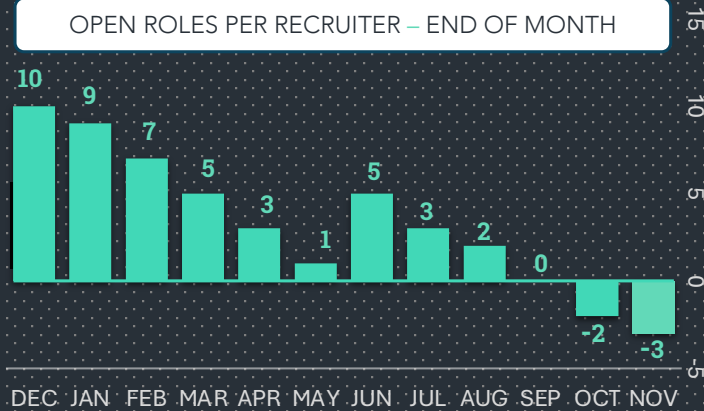
- Pitch Deck Design
- Competitor Analysis Decks
- MS Word Multi-Page PDF Design
- PowerPoint Presentation Design
- Data Visualization
- Icon Design

Chapter 2

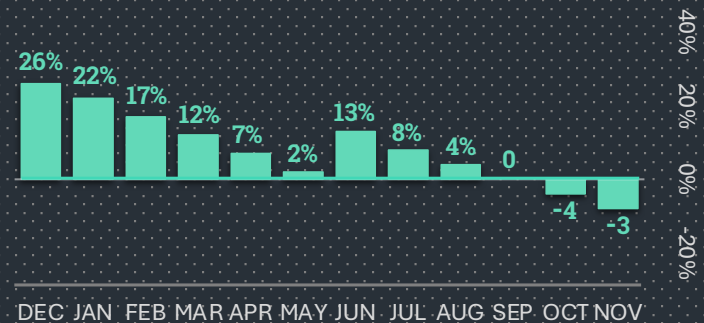
Step 01 – Open Roles

Open roles for recruiters and organisations.

OPEN ROLES PER RECRUITER – END OF MONTH



OPEN ROLES AS A % OF APPROVED ORG SIZE



↓ 36% ↑ 70% ↓ 29%

Duis sed fermentum diam,
et dapibus ante. Etiam diam
dignissim nec velit sed.

Duis sed fermentum et
diam, et dapibus ante.
Etiam dignissim nec velit.

Orbi gravida nisi imperdiet
pretium posuere. Donec
congue porttitor.

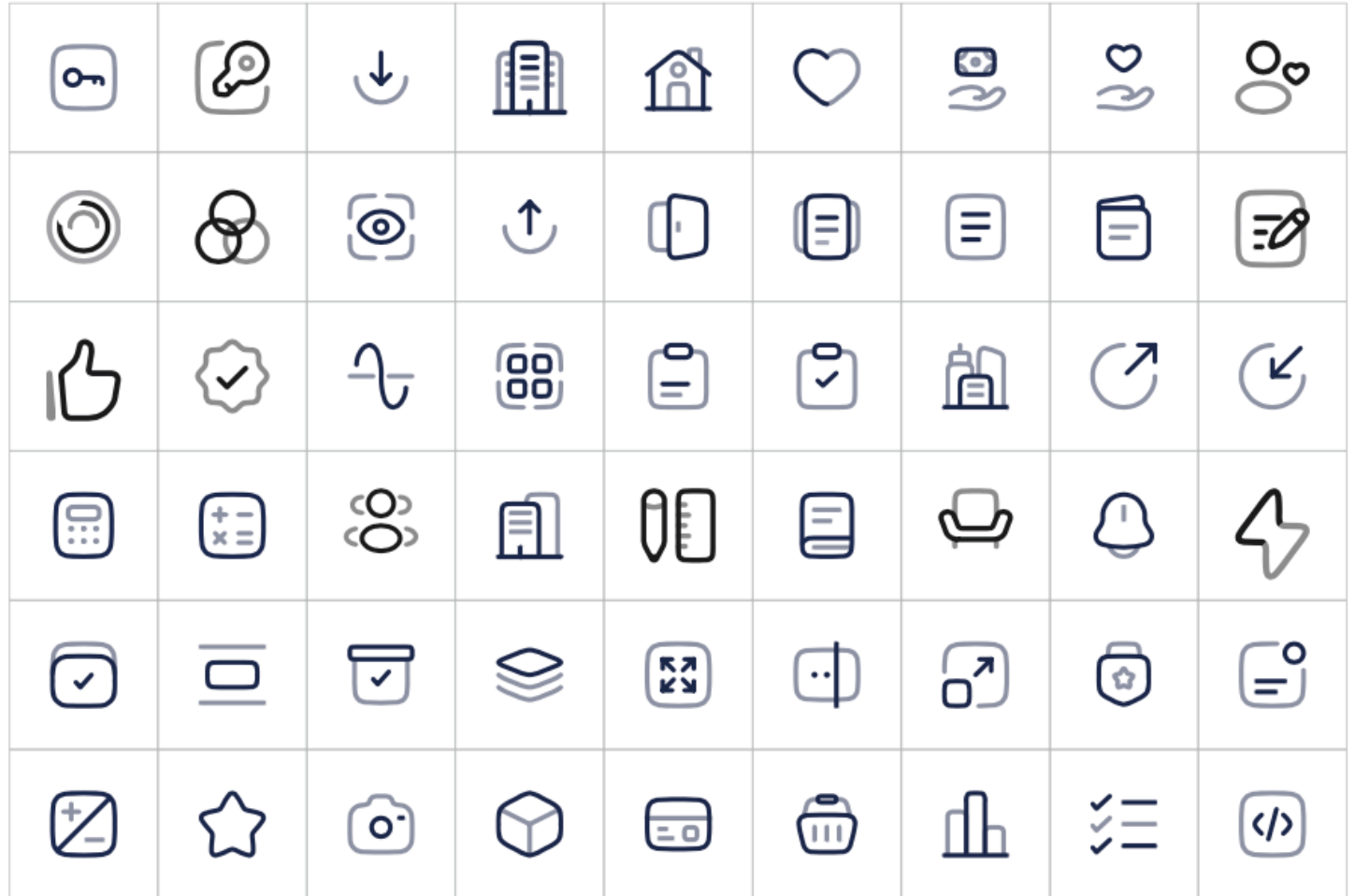
C2.

Photography
Illustrations
Icons
Video

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Imagery

05





KANGA FINANCE (PEPKOR)

CAPE TOWN

Kanga.co.za

Kanga Finance, a subsidiary of Pepkor, provides finance for home building or renovations. They partner with hardware stores to provide credit. Design work included a Brand Strategy and Brand Guidelines, including but not limited to the following:

DESIGN WORK

- Vehicle Branding
- Billboard Design
- Print Advertising
- In-Store Kiosks
- Image Libraries
- PowerPoint | MS Word presentations
- Digital Assets
- Stationery & Signage
- Clothing
- Web-based collateral



kanga
finance











Build your sense of place.

Let Kanga Finance bring your family closer together.

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Let Kanga Finance bring your family closer together.

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Kanga helped me get a
loan of R50 000
to build a new room
for my children

George Siphilo

SMS 'HOME' to 30633

WHAT YOU NEED TO APPLY:

- 3 Months bank statements
(showing your monthly salary)
- Pensioners - Bank Statement
(showing pension payment)
- Your South African Identity Book.



UNITED NATIONS GLOBAL COMPACT
@ EMPANDA IN CAPE TOWN
[lseg.com](https://www.unglobalcompact.org/)

Experts in online course development.
Home to a team of instructional designers
and multimedia creatives, Empanda has the
tools and expertise to create, develop and
convert the learning journey blend.

CLIENTS: UNGC | PICK n PAY

DESIGN WORK

- Character Design for Animation
- Digital Lead Magnets & Printed Brochures
- Client-led Asset Library Design
- Internal PowerPoint Presentations
- Presentation Decks
- Infographic Design



United Nations
Global Compact

UN GLOBAL COMPACT AFRICA STRATEGY

2021–2023

**Mobilizing
African Business
for Impact**

THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

HUMAN RIGHTS

- 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2 make sure that they are not complicit in human rights abuses.



LABOUR

- 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and
- 6 the elimination of discrimination in respect of employment and occupation.



ENVIRONMENT

- 7 Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- 9 encourage the development and diffusion of environmentally friendly technologies.



ANTI-CORRUPTION

- 10 Businesses should work against corruption in all its forms, including extortion and bribery.

The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

ABOUT THE UNITED NATIONS GLOBAL COMPACT

As a special initiative of the UN Secretary-General, the **United Nations Global Compact** is a call to companies everywhere to align their operations and strategies with Ten Principles in the areas of human rights, labour, environment and anti-corruption. Our ambition is to accelerate and scale the global collective impact of business by upholding the Ten Principles and delivering the Sustainable Development Goals through accountable companies and ecosystems that enable change. With more than 13,000 companies and 3,000 non-business signatories based in over 160 countries, and 70 Local Networks, the UN Global Compact is the world's largest corporate sustainability initiative — one Global Compact uniting business for a better world.

For more information, follow [@globalcompact](#) on social media and visit our website at [unglobalcompact.org](#).



United Nations
Global Compact

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685 Third Avenue New York, NY 10017, USA

6. TARGETS

The growth agenda of the Global Compact in Africa is ambitious, deliberate, and geared towards ensuring that companies affiliated with the Global Compact are enthusiastic drivers of the corporate sustainability and responsible business practice movement. The Africa Strategy thus calls for four strategic growth targets to be achieved by 2023:

Maximize Penetration of the Top 100 Companies in Africa
To ensure that the Global Compact has the greatest impact possible on Africa's private sector, the strategy calls for at least 90 of Africa's top 100 companies to be actively engaged with the Global Compact, ideally as participants.

Focus on Growth in the Four Centres

To meet the highest growth targets in each of the Four Centres, at least seven of the top ten national companies

need to be actively engaged as participants; more broadly, more than one-third of all businesses with more than \$25M in turnover should become participants of the Global Compact.

Grow Presence in the Rest of Africa

By 2023, Global Compact growth will extend beyond the Four Centres and the top 100 companies to include an average of one-third of all African businesses with more than \$25M in turnover.

Increase the Number of SME Participants in Local Networks

To scale impact, the number of SME participants of the Global Compact across all Local Networks on the Continent should grow by approximately 50 per cent.

THE DNA OF THE UN GLOBAL COMPACT – THE FOUR CENTRES



HUMAN RIGHTS



LABOUR



ENVIRONMENT



ANTI-CORRUPTION

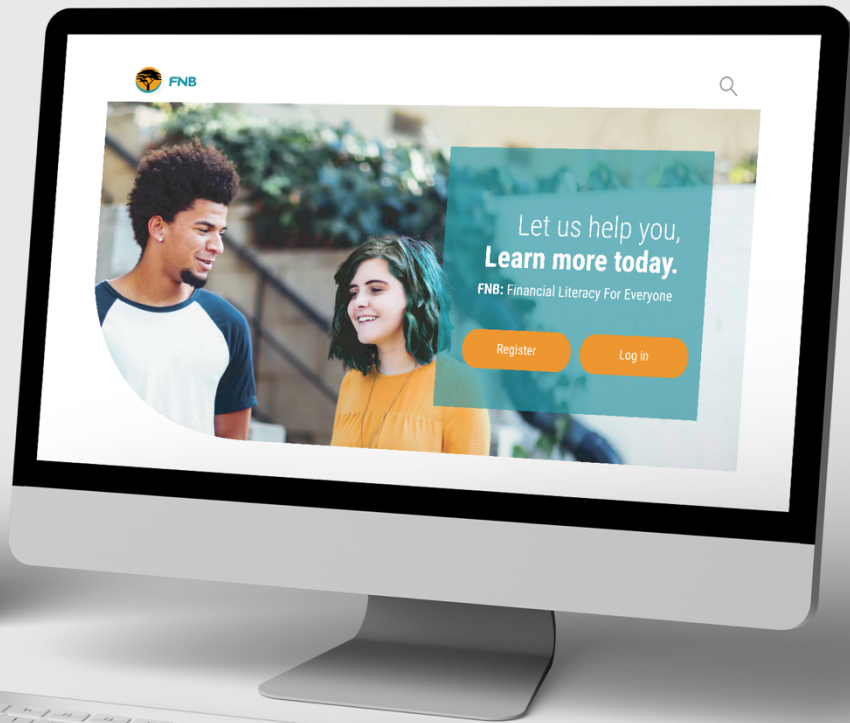


**VARIOUS
DESIGN
PROJECTS**

nomanini





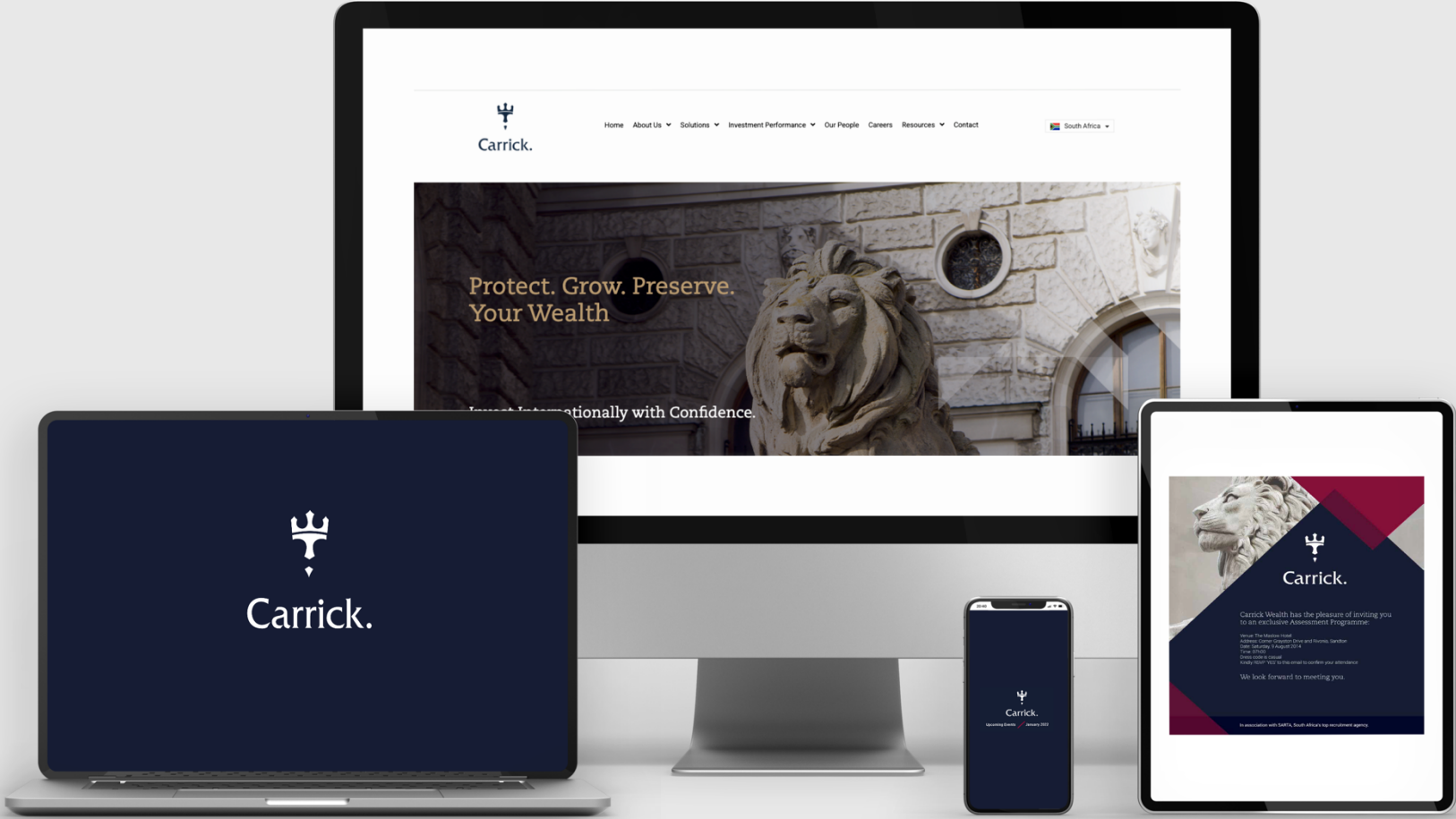




Carrick.

Because it is what you have, after you have it all, that counts.





Home About Us Solutions Investment Performance Our People Careers Resources Contact

South Africa

Protect. Grow. Preserve.
Your Wealth

Invest Internationally with Confidence.



Carrick.
Carrick Wealth has the pleasure of inviting you to an exclusive Assessment Programme.
We look forward to meeting you.
In association with SARBFA, South Africa's top recruitment agency.





ANCIENT SANDS



ANCIENT SANDS

EL GOUNA

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