



# Building **momentum**

Full year results 2025

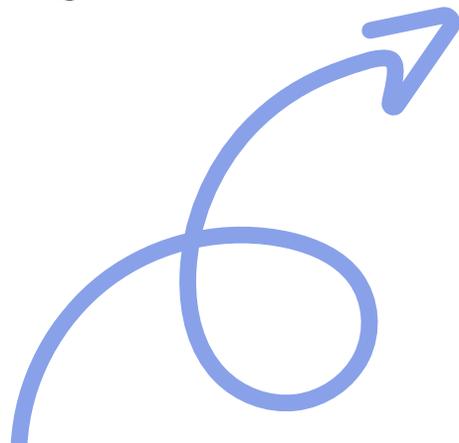


# Agenda

 Full year overview

 Financial review

 Strategy progress



**RM**<sup>TM</sup>



# FY25 **overview**

Mark Cook  
Chief Executive



We believe education should be accessible for everyone. Because when education works for more people, the future gets better for all of us.

# FY25 overview

Our performance reflects the momentum building across the company

- Adjusted operating profit improved to £11.5m (FY24: £8.6m)
- Adjusted EBITDA excluding share-based payments increased from £13.7m to £16.5m
- Overall revenue moderately down 2.5% with Assessment revenue up 19.9%
- Good headway made on plans to simplify the business
- Successful equity raise brought in new investment

RM™



RM Full Year Results 2025

# RM at a glance



## Learners

We help learners globally through the entire education journey from early years to higher education and professional qualifications.



## Educators

Our managed services help schools in the UK run effectively and securely.



## Accreditors

We help accreditors provide unbiased and secure assessment, marking, and results.



## Assessment

A global partner in platform delivery of digital assessment and exam marking solutions for accreditors, educators and learners.

FY25 revenue  
**£47.6m**



## Resources (TTS)

A developer and supplier of award-winning innovative curriculum aligned learning resources.

FY25 revenue  
**£67.3m**



## Technology

A provider of IT managed services and value-added IT reseller solutions to schools, authorities and trusts.

FY25 revenue  
**£47.2m**

# FY25 overview

## Divisional summary



- Assessment revenue up 19.9% with operating margin increasing to 22.9%
- Launch of RM Ava marks a major milestone in our assessment focused growth strategy
- High customer renewals, solid operational performance, and winning new work including Trinity College London



- Revenue temporarily affected by the challenging UK schools' market and US tariffs
- Further investment made in our Dubai office, with 20% growth achieved in the MENA region
- Launched 130 products using our own IP, significantly differentiating TTS from other learning resource providers



- Revenue impacted by pressures on UK school budgets and delayed government funding for key initiatives
- Marginally improved operating profits
- Secured key renewals and new logo work, representing recurring revenue and demonstrating our trusted education IT partner position



# Financial **review**

Simon Goodwin  
Chief Financial Officer



# FY25 momentum showing through in our financial results

	<b>FY 2025</b>	<b>FY 2024<sup>1</sup></b>	<b>% change</b>
Revenue from continuing operations	£162.1m	£166.1m	(2.5)%
Assessment revenue	£47.6m	£39.7m	19.9%
Adjusted operating profit	£11.5m	£8.6m	33.2%
Adjusted EBITDA <sup>2</sup>	£16.5m	£13.7m	19.9%
Adjusted EBITDA <sup>2</sup> margin	10.2%	8.3%	1.9%
Adjusted net debt	£50.6m	£51.7m	2.1%

<sup>1</sup> Discontinued operations in FY 2024 include the closure of RM Consortium, which occurred during the year ended 30 November 2024. There are no discontinued operations in FY 2025

<sup>2</sup> Adjusted EBITDA excludes share-based payment charges or credits on the basis they are non-cash. The comparative has accordingly been restated

# Summary income statement



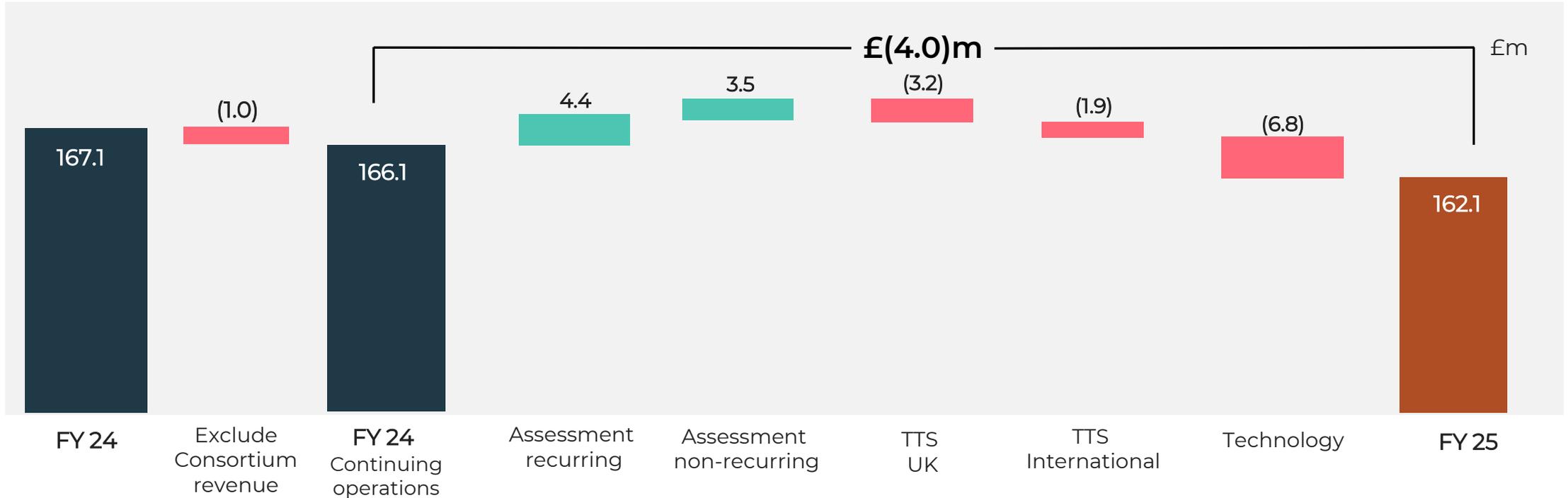
£m	FY 2025			FY 2024			Variance
	Continuing	Discontinued <sup>1</sup>	Total	Continuing	Discontinued <sup>1</sup>	Total	Total
Revenue	162.1	-	162.1	166.1	1.0	167.1	(5.0)
Divisional contribution	32.3	-	32.3	32.8	(1.7)	31.1	1.2
Divisional contribution margin	20.0%	-	20.0%	19.8%	n/a	18.6%	1.4%
<b>Adjusted<sup>2</sup> operating profit/(loss)</b>	<b>11.5</b>	-	<b>11.5</b>	<b>8.6</b>	<b>(1.7)</b>	<b>6.9</b>	<b>4.6</b>
Adjusted <sup>2</sup> operating margin	7.1%	-	7.1%	5.2%	n/a	4.1%	3.0%
Net finance costs	(6.0)	-	(6.0)	(6.2)	-	(6.2)	0.2
<b>Adjusted<sup>2</sup> profit/(loss) before tax</b>	<b>5.5</b>	-	<b>5.5</b>	<b>2.4</b>	<b>(1.7)</b>	<b>0.7</b>	<b>4.8</b>
Tax	(1.3)	-	(1.3)	7.4	0.4	7.8	(9.1)
<b>Adjusted<sup>2</sup> profit/(loss) after tax</b>	<b>4.2</b>	-	<b>4.2</b>	<b>9.8</b>	<b>(1.3)</b>	<b>8.5</b>	<b>(4.3)</b>
Adjustments (after tax)	(2.0)	-	(2.0)	(13.7)	0.4	(13.3)	11.3
<b>Profit/(loss) after tax</b>	<b>2.2</b>	-	<b>2.2</b>	<b>(3.9)</b>	<b>(0.9)</b>	<b>(4.8)</b>	<b>7.0</b>
Adjusted <sup>2</sup> diluted EPS	4.9p	-	4.9p	11.7p	(1.5)p	10.2p	(5.3)p

- Interest costs reflect debt facility charges and net finance income from the defined benefit pension schemes
- Adjustments (after tax) relate to £1.8m of restructuring costs linked to implementation of the Target Operating Model, £0.2m of amortisation of acquisition related intangibles, and £0.2m ongoing pension costs for the Consortium CARE Scheme which is no longer related to the trade of the Group
- FY25 tax charge mainly relates to foreign tax payable in India and utilisation of current year losses

<sup>1</sup> Discontinued operations reflects the income statement for Consortium which ceased operations in FY 2024

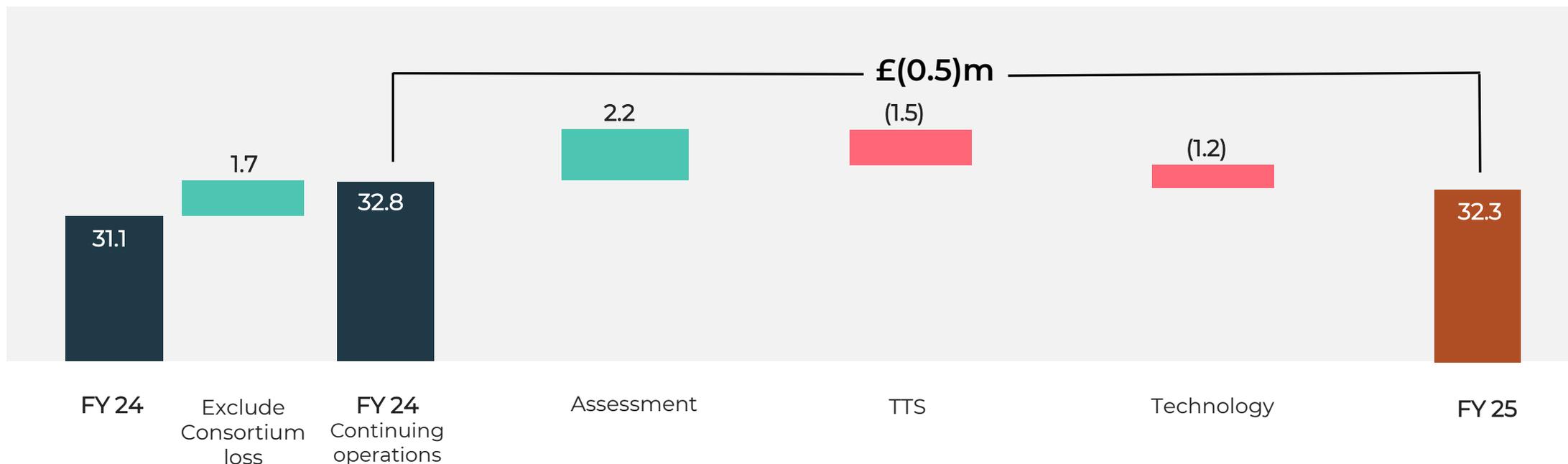
<sup>2</sup> Adjusted operating profit and adjusted profit/(loss) before and after tax are before discontinued operations, restructuring costs, amortisation of acquisition related intangibles, and the CARE Scheme pension costs

# Revenue



- Assessment revenue on core platforms up 17.3%
- Assessment revenue from underlying recurring contracts up 15.5%
- TTS UK revenue decreased 6.1% due to continuing budgetary pressures for UK schools
- TTS International key markets impacted by introduction of US tariffs and delays on several European tenders
- Technology revenue down 12.5% due to impacts of the delays to the Connect the Classroom Government funding

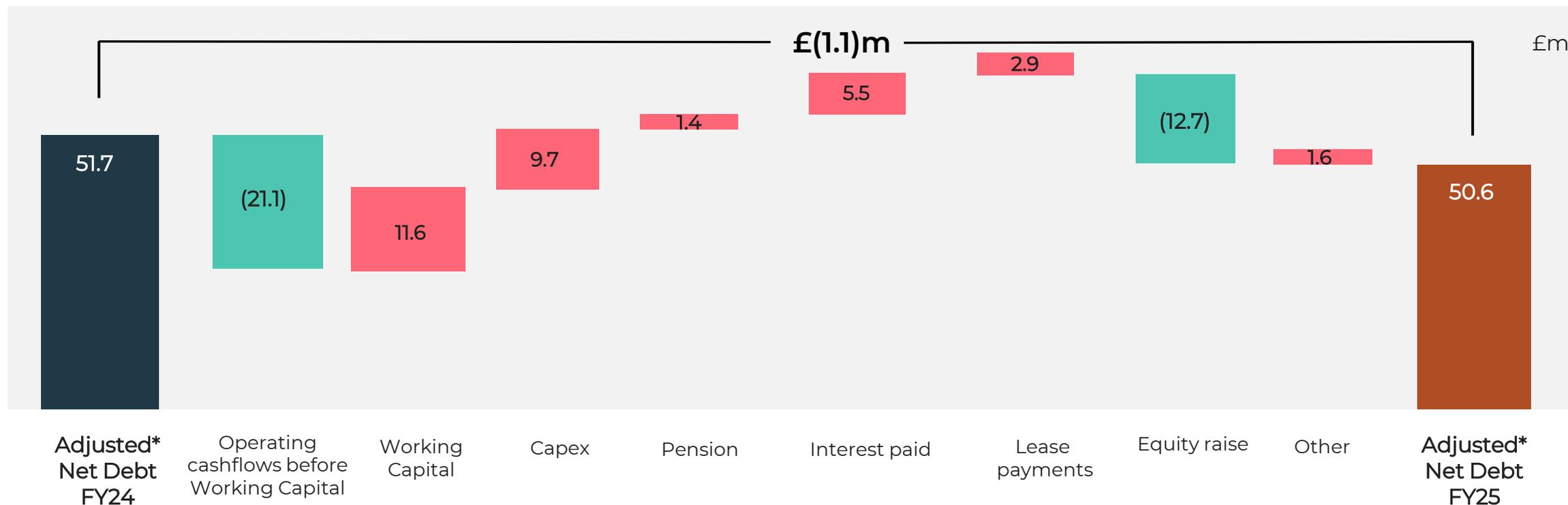
# Divisional contribution\*



- Assessment contribution increased £2.2m to £16.6m due to growth in core platform and recurring revenues, as well as non-recurring project revenue, offset by hosting charge increases and investment in sales & marketing capability
- TTS contribution decreased £1.5m to £7.4m due to market discounting pressures, significant impact of US tariffs and delayed tenders impacting revenue, offset by continuing operating efficiencies
- Technology contribution decreased £1.2m to £8.3m due to delays in government funding

\*Divisional contribution is adjusted operating profit before the allocation of corporate overheads

# Cashflow



- Adjusted net debt £50.6m – in line with market expectations
- Positive Operating Cashflows have been used to fund working capital normalisation and capital expenditure
- Pension deficit recovery payments have now ceased, following new triennial funding valuations and with agreement of trustees
- Increase in Capex, principally related to investment in RM Ava

\* Adjusted net debt is defined as the total of borrowings less capitalised fees, cash and cash equivalents and overdrafts

# Financial outlook

- Continue to see a higher proportion of revenue coming from our high margin Assessment division
- Strong visibility of future revenues from long-term contracts with longstanding customers
- Investment in RM Ava will continue into 2027, enabling the onboarding of a wider range of customer sizes and types
- Increased investment in go-to-market activity will continue to fuel growth ambitions
- No further pension contributions due to technical funding surplus in all three schemes
- Separation activity anticipated to unlock the next wave of cost savings, support net debt reduction and create optionality for future divestment



# Strategy update

Mark Cook  
Chief Executive



# Our strategy

RM's strategy is to become the world-class EdTech platform for learner assessment

The recent equity investment will support four key priorities

Complete the work to simplify and separate the business

Strengthen RM Ava and accelerate its development

Invest in RM Assessment's sales and marketing capability

Manage general working capital purposes



RM™



# Legal and operational separation of our three divisions

Paving the way for growth through simplification, cost reduction, and divestment



Simplifying structures with **each division moving to its own legal entity**

Untangling legacy IT complexity with a **new ERP launching Q2 2026**

Creating a business built for **flexibility, focus and faster execution**

**Supporting net debt reduction** and creating optionality for **future divestment**

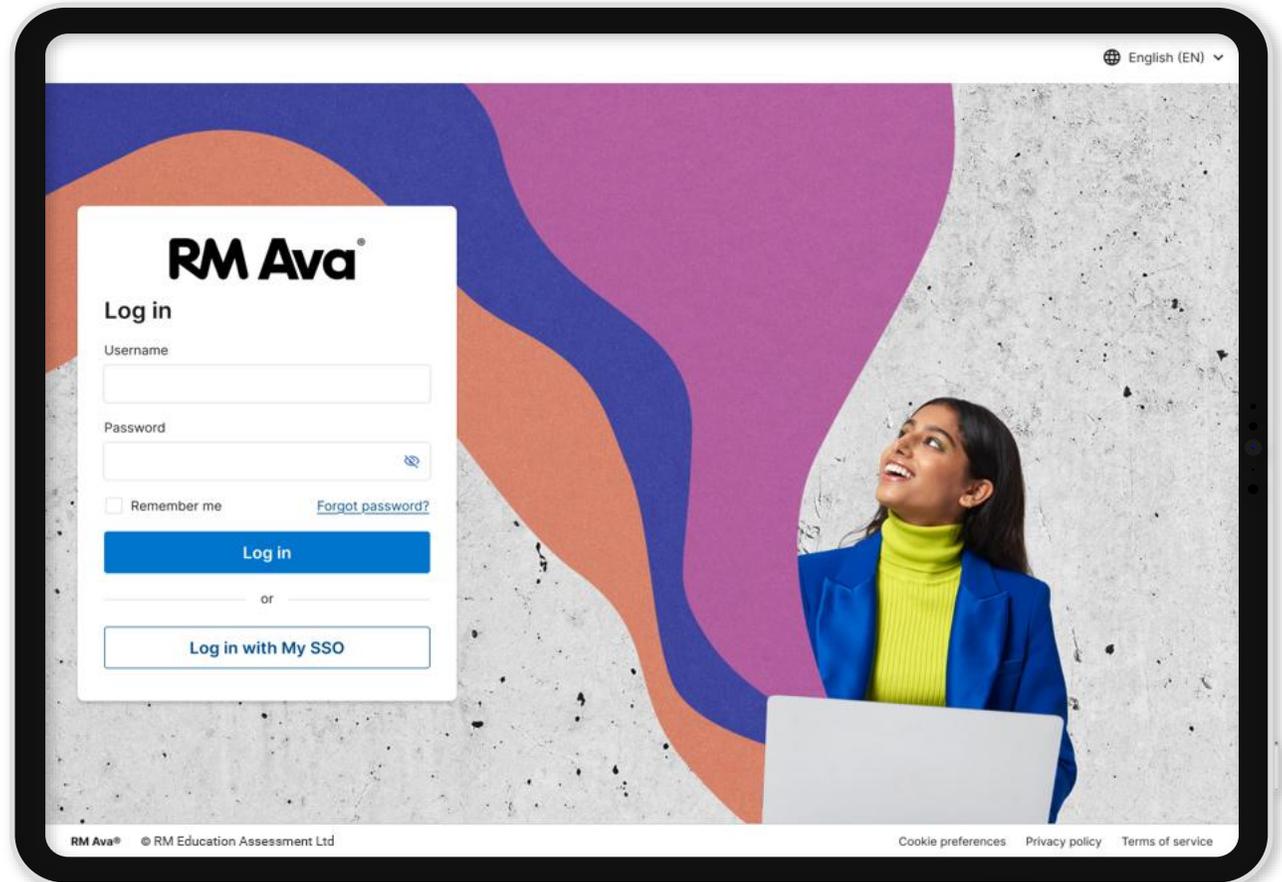
# Accelerate development and growth of RM Ava®

Providing a smarter way to create, deliver and manage assessment

RM operates in the global EdTech market which is forecast to grow by \$170.8 billion at a CAGR of 15.9% between 2024 and 2029.

The shift to hybrid and digital assessment is driving this growth phase.

Continued development of RM Ava, which unites core solutions into a world-leading accreditation platform, is a strategic priority to capture this opportunity.



# Accelerate development and growth of RM Ava



RM Ava brings our world-class tools into a single cloud-based platform. It creates a seamless way for customers to work and a brilliant experience for their candidates.

**RM Ava**



**Assessment Creation**  
Design assessments in multiple languages with accessibility features



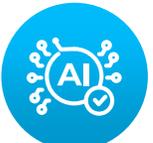
**Authentic Content**  
Incorporate real-world tasks for relevant evaluation



**Flexible Delivery**  
Conduct assessments in schools, centres, or remotely with secure access controls



**Candidate Support**  
Provide a seamless journey from viewing scheduled exams to receiving results



**Integrated Marking**  
Utilise examiner-led, auto and AI marking all within the same platform



**Secure Results Sharing**  
Digitally distribute results and feedback securely



**Role-based Access**  
Ensure users access only the tools and data relevant to their role



**Actionable Analytics**  
Access comprehensive data to continuously refine exams and delivery



A single platform makes it simpler for customers to move from paper to hybrid or fully digital assessment



Long term contracts already secured with flagship customers whose exams are collectively taken in over 15,600 schools globally



Easier to cross-sell services, increasing potential revenue from existing customers



Builds on our pedigree in high stakes general qualifications, and positions us to expand further into in-class assessments and professional qualifications

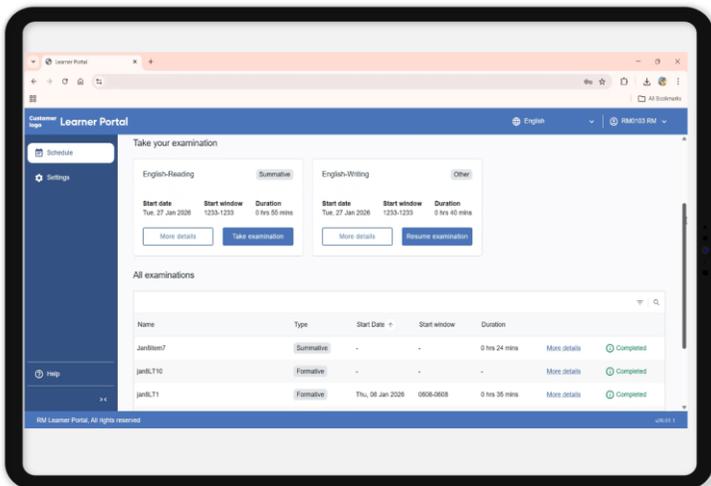


New features and further innovations easier to roll out as tech and customer needs evolve

# Accelerate development and growth of RM Ava<sup>®</sup>

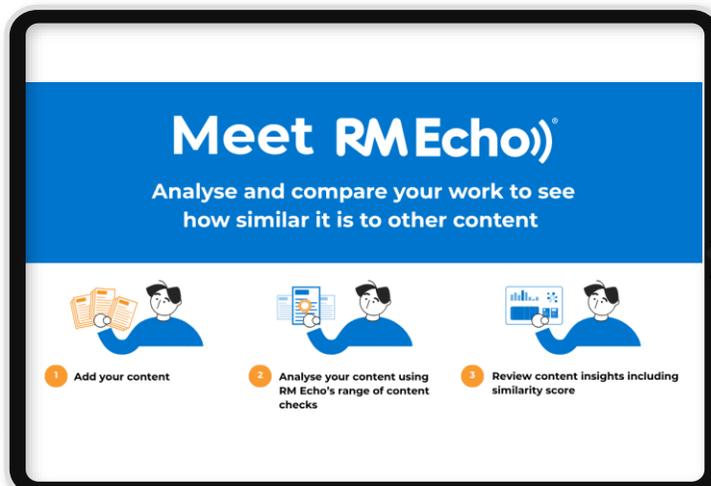
New feature and module releases in 2025 include:

## Learner portal



Simple candidate access for all things assessment

## RM Echo



Standalone malpractice detection module

## AI marking PoCs



Secure AI tooling supporting marking and feedback

# Future outlook

Current trading and full year outlook in line with expectations

## Priorities for FY26

- Progress plans to simplify the business
- Reduce net debt
- Accelerate development of RM Ava
- Continue to build a high growth, high margin Assessment business
- Provide a brilliant customer and learner experience



# Thank you

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