World Productions Limited

Strategic Report for the year ended 31 December 2025

The Directors present their Strategic Report for World Productions Limited ("the Company") for the year ended 31 December 2025. The Company is a wholly owned subsidiary of ITV Studios Limited and the ultimate parent of the Company is ITV plc.

Principal activity
The principal activity of the Company continues to be that of television programme production for UK broadcast and distribution throughout the world.

Fair review of the business
The results for the Company show a profit for the year of £3,550,761 (2024: £2,141,083). At the statement of financial position date, the Company had net assets of £9,679,660 (2024: £6,128,899).

The Company's programme productions in the year included Malpractice Series 2 and two new productions for Netflix which has resulted in an increase in revenue from outside the UK.

KPI's
The Directors of the group owned by ITV plc manage the Group's operations on a divisional basis with this Company being included within the ITV Studios division. For this reason, the Company's Directors use the ITV plc ITV Studios division's Operating and Performance Review in managing and understanding the development, performance and position of the Company. The business review is included on pages 18 to 21 of ITV plc's 2025 Annual Report.

Future developments
The Directors do not anticipate any significant developments or changes to the Company in the immediate future. The Directors focus continues to be on the growth of the business through the production of high quality content for broadcast and distribution both in the UK and internationally.

Principal risks and uncertainties
The key business risks and uncertainties affecting the Company are considered to relate to:

- Competition from both broadcasters' production arms and other independent producers, as well as change in broadcaster commissioning strategy and personnel. In order to mitigate this risk, the Company continues to invest in the creative pipeline and focus on programmes and genres that can return and travel internationally.

- Increasing costs of production and lower spend by commissioners. In order to mitigate this risk, the Company maintains strict oversight over all production budgets and works to minimise costs wherever possible, whilst maximising value on-screen.

- The Company fails to attract, develop and retain key creative, commercial and management talent. In order to mitigate this risk, the Company invests both time and resources to train and develop staff and assesses company structure to ensure the right individuals are in the right roles.

A comprehensive review of the Company's strategy, outlining the development, performance and position of the Company's business can be found in the Strategic Report of the group in the ITV plc Annual Report. The Annual Report of ITV plc is available to the public and may be obtained from www.itvplc.com or the Company Secretary, ITV White City, 201 Wood Lane, London, W12 7RU.

Section 172 (1) Statement - Directors Statement in performance of their duties under section 172(1)

The Board of ITV plc are responsible for governance and oversight across the ITV Group and the duties under Section 172(1) of the Companies Act 2006 ('s172') in respect of ITV plc. As World Productions Limited (the 'Company') is part of the ITV Group, its directors (the 'Directors') believe that certain matters they are responsible for under s172 in respect of the Company have been considered to an appropriate extent by the Board of ITV plc in relation both to the ITV Group and the Company and reference to this is made below.

The Directors consider and approve relevant matters during the year. To the extent necessary for an understanding of the development, performance and position of the Company, an explanation of how the Directors have specifically considered the matters set out in s172 is set out below:

• **The long term**: The Directors remain focused on maintaining the Company's position as a leading producer of high-end drama within a highly competitive global production environment. The Directors continue to prioritize attracting and retaining world-class creative talent, nurturing an environment that supports the development of critically acclaimed and commercially successful content. The Company remains well-positioned in its relationships with major broadcasters and streaming platforms in the UK and internationally to exploit new IP and distribution opportunities. In 2025, the Company continued its integration with the ITV Together Programme, driving digital transformation and global collaboration across the production lifecycle. The Company contributed to the Group's achievement of £63 million in permanent cost savings in 2025, ensuring resource allocation remains aligned with evolving viewer dynamics.

• **Employees**: The Directors know that the workforce are key to the Company's success and are dedicated to nurturing an inclusive working environment where everyone can reach their full potential and thrive. As part of the ITV Group, the Company aligned with new 2025 milestones, including the publication of the first class pay gap report to improve social mobility within the creative sector. The Directors support the Group's enhanced workforce engagement through the Cultural Advisory Council, which now includes representation from all five colleague networks. As the Company is embedded within the ITV Group governance structure it is fully aligned with ITV on workforce engagement and an explanation of how ITV plc have engaged with the workforce and taken them into consideration through its discussions and decision-making is set out on pages 73 to 74 of ITV plc's 2025 annual report. Further information on ITV's commitment to its workforce is set out on page 32 of ITV plc's 2025 annual report, which does not form part of this report.

• **Business relationships - suppliers, customers**: The Directors are committed to fostering good working business relationships with the Company's customers and the key contract relationships it holds with the BBC, ITV Network and ITV Global Distribution are kept under regular consideration in order to maintain strong and mutually beneficial opportunities. The Directors recognise that an understanding of the issues relating to these stakeholders is fundamental to building and maintaining successful relationships, enabling the Company to take advantage of the strong and mutually beneficial opportunities needed to ensure the success of the Company. As a part of the ITV Group the Company benefits from ITV's business relationships with other broadcasters and platform owners as potential customers for its productions and seeks to align itself with the good practices fostered by ITV plc.

Section 172 (1) Statement - Directors Statement in performance of their duties under section 172(1) (*continued*)

• **Community and environment**: The Directors are constantly striving to reduce the environmental impact of the Company's productions, both on and off screen. The Company remains a committed affiliate of Albert. In 2025, the Directors continued to work toward Albert certification for all new and returning productions, supporting the Group's net-zero targets. The Company aligns with the Group's renewed £80 million Diversity Commissioning Spend (2025-2027), ensuring a continued commitment to diversity and inclusion in its storytelling and production teams. The Directors further consider that as a result of being embedded within the ITV Group governance structure, the Directors of ITV plc have taken the lead in carrying out the duties in respect of the wider community, environmental issues, diversity and inclusion targets and further information is set out on pages 28 to 31 of ITV plc's 2025 annual report, which does not form a part of this report.

• **High standards of business conduct**: The Directors' intention is to ensure that the Company and its subsidiaries operate in an ethical and responsible way. As a part of the ITV Group, they recognise that a healthy corporate culture is the cornerstone to ensuring high standards of business conduct and governance that also pervade business dealings with stakeholders outside of the organisation. The Directors consider that as a result of being embedded within the ITV Group governance structure, the Directors of ITV plc have taken the lead in promoting these facets and details on how it monitored and assessed culture during the year is set out on pages 75 to 78 in ITV plc's 2025 annual report, which does not form a part of this report. ITV's commitment to high standards of business contact is also enshrined in the Code of Ethics and Conduct available on the ITV plc website. ITV's culture also pervades its business dealings with stakeholders outside of the organisation, as exemplified by its work with suppliers in relation to modern slavery and membership of the Prompt Payment Code.

Approved by the Board on 18 September 2026 and signed on its behalf by:

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R J R Seligman
Director