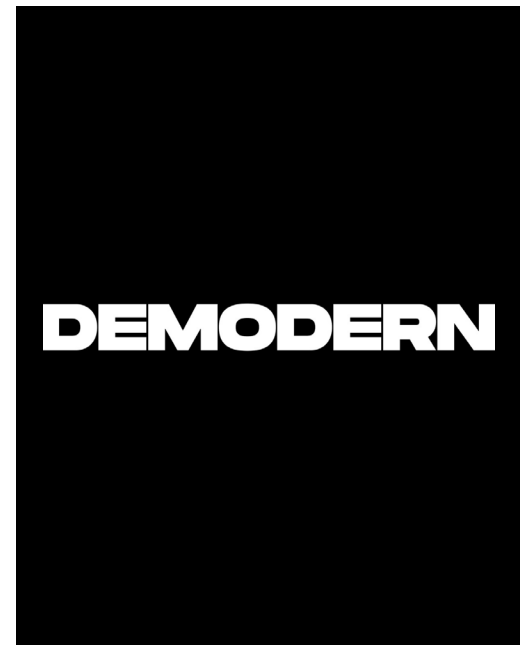


# Performance Excellence



# Global advancements

In 2025 and early 2026, mci group continued to evolve its platform to support client growth across markets. The group invested in specialist expertise, raised delivery standards, and further developed its approach to sustainability, data protection, and leadership. Together, these actions enabled more consistent, integrated, and trusted solutions in complex, multi-market environments.



A key milestone was the expansion of creative technology capability in Germany through the acquisition of Demodern. Based in Hamburg, Demodern added expertise in creative technology, artificial intelligence, immersive experiences, and digital platforms. This development allows mci group to more effectively connect live communication, digital touchpoints, and technology into cohesive client experiences.



Eight offices now hold internationally recognised sustainability certifications, and mci group is committed to reaching ten by 2030. These demonstrate the group's accountability as a partner dedicated to responsible practice.



In the UK, mci group advanced its corporate growth agenda through the acquisition of Meet & Potato in Liverpool and the merger with Pure Communications Group in London. These developments broadened expertise across content, strategy, creative production, and live experience design.

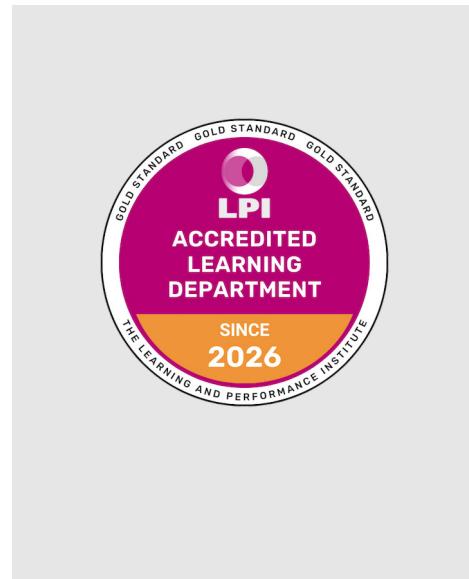


In Belgium, mci group strengthened its communications expertise for EU Institutions and public-sector stakeholders through the acquisition of Brussels-based agency Tipik. The addition of editorial, web, and digital expertise enhances the group's ability to deliver clear, reliable, and integrated communication in complex institutional environments.



Sustainability performance and accountability advanced further in 2025. mci group achieved an EcoVadis score of 70 out of 100, up from 67 in 2024, placing the group in the 81st percentile globally. This improvement reflected stronger results across environmental management, ethics, labour practices, and sustainable procurement, including an eight-point increase in ethics.

# Global advancements



MCI Institute, mci group's centre for talent development, received Gold Accreditation from the Learning and Performance Institute, recognising the quality of its learning and development practices and its role in preparing people and the organisation for future needs.



Data protection and cyber resilience remained a key focus throughout the year. With a CyberVadis score of 915 out of 1,000, mci group continues to rank among leading global performers, supported by certified management systems, updated access controls, and regular employee training.



In Brazil, mci group acquired a majority stake in Eyxo, an agency specialising in content, influence, and narrative development. This integration strengthens expertise in brand positioning and long-term engagement strategies, adding strategic depth across Latin America.



At SXSW London, mci group approached the event as a place for collaboration. Working alongside clients and peers, hosting a panel on the role of creativity today, and linking ideas to real business challenges reinforced the group's consultative role. This approach supported clients in turning creativity into practical strategy and long-term value.



In North America, mci group expanded association and event management capacity in Canada through the acquisition of Sea to Sky Meeting and Association Management in Vancouver. This addition enhanced regional delivery and increased the group's ability to support associations with complex governance, membership, and revenue models.



Across the organisation, mci group renewed ISO 27001 and ISO 27701 certifications, confirming consistent standards for information security, data protection, and privacy management. These frameworks are reinforced through regular internal updates and structured awareness programmes.

# Integrating AI and technology

## Trust is everything

People will only rely on AI when they trust the outcome, trust the source, and trust how their data is used. This applies to every part of modern engagement, from recommendations and purchasing to content credibility and brand reputation. For clients, this means the winners will not be the companies that “use AI”, but the ones that use it in a way that is reliable, transparent, and accountable.

The strategic shift is to redefine the role of the partner. Not “we produce outputs”, but “we help clients grow”. That changes how value is created, how work is priced, and what is measured. For clients, the benefit is practical: AI becomes a tool that strengthens decisions and outcomes, rather than a way to generate more activity with less clarity.



# 2025

In 2025, mci group advanced AI adoption with a clear dual focus: implementing AI-powered agents across departments to improve automation, efficiency, and decision-making, while continuing to train talents on general AI tools and practices to ensure consistent adoption in daily work.

The work was approached as “AI as an assistant, not a replacement”. AI was used to improve productivity and speed, support content creation and planning, and help teams move from manual effort to higher-value thinking. At the same time, mci group kept a clear emphasis on ethical considerations, legal compliance, and transparency with clients around AI usage.

In 2025, the focus was to make delivery faster and more consistent, while keeping decisions accountable and quality controlled. This improves reliability in execution and strengthens confidence in how work is produced and governed.



# 2026

Looking forward, mci group's direction is to scale AI in a way that remains trusted, commercially realistic, and compliant.

## **Governance and compliance by design**

The EU AI Act becomes fully applicable in 2026 with a phased approach. This increases expectations around transparency, oversight, and responsible use. mci group's focus is to be ready for this environment, with clear rules and accountability.

## **Building hands-on capability, not just adoption**

mci group is building an AI development team in Spain to create practical AI solutions and agents. The plan includes implementing practical solutions that boost productivity, improve visibility of mci group's work, and accelerate creativity. This is a move from experimentation to repeatable capability.

## **Evolving commercial models as AI changes the shape of work**

As AI absorbs some production effort and introduces new operating costs, the old billable-hour model becomes less aligned with how value is created. The direction of travel in the industry is towards models that bundle senior expertise with AI workflows and repeatable systems. For clients, this can mean more output, faster delivery, and continuous improvement inside a stable relationship. At the same time, mci group recognises the challenge: AI running costs can be unpredictable.

The forward plan is designed to deliver three outcomes. Faster execution where speed matters, clearer proof of value where investment needs justification, and stronger trust through transparency, governance, and responsible use.

# mci group



### Creativity

Creativity isn't a buzzword we throw around. It's just how we think and work every day. It's what helps us turn ideas into something that actually makes a difference.

We strive to use creativity with intention: figuring things out, solving real challenges, connecting with people in a meaningful way, and creating something that keeps going long after the project is done.

## Creativity as a brand signal

At mci group, creativity is a brand value. Being recognised as a creative partner signals originality, confidence and strategic value. It opens conversations with brands and organisations seeking innovation, clarity and progress. Clients choose to work with mci group because they expect creative solutions before they experience them.

Creative leadership does more than deliver work. It shapes perception and positions brands as relevant cultural players.

Watch: [mci group @SXSW London](#)



# Our principle

Creativity is not the finishing touch. It is the foundation. Creativity is how mci group connects insight to experience, ideas to outcomes, and ambition to growth. It underpins expertise, strengthens partnerships and creates value that lasts.

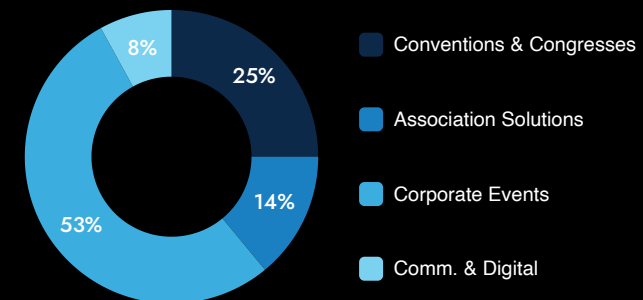
# Financial review



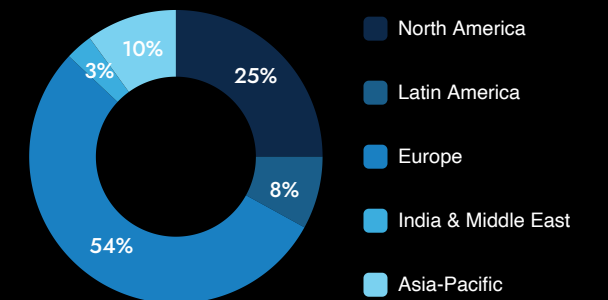
## Financial Figures (in Million Euros and pre-IFRS16)

	2024	2025	Variance	Outlook 2026
Revenues	574.5m	581.7m	+1%	600m+
Third party costs from operations	-365.2m	-363.7m	—	-370m
Gross margin from operations	209.3m	218m	+4.2%	30m
General expenses	174.5m	177.8m	—	190m
EBITDA from operations	34.8m	40.2m	+16%	40m+

## Gross Margin (by expertise)



## Gross Margin (by region)






































## Gross Margin (in Million Euros)



# Awards

In 2025, mci group and its agencies received broad industry recognition across events, association management, sustainability, creativity, technology, and workplace excellence.

 <p><b>Australian Business Events Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Product or Initiative (2025)</li> <li><b>Winner</b> Event Manager of the Year</li> <li><b>Winner</b> Most Outstanding Marketing Campaign</li> <li><b>Winner</b> Social and Cultural Initiative</li> </ul>	 <p><b>C&amp;I Impact Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Conference (Small or Single Day)</li> </ul>	 <p><b>Galaxy Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Special Events: Digital Event</li> <li><b>Gold</b> Videos: DVDs, URLs and USBs – Video Storytelling</li> <li><b>Silver</b> Special Events: Employee Event</li> <li><b>Honour</b> Best Brand Activation</li> </ul>	 <p><b>Malt Excellence Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Corporate Event of the Year</li> </ul>	 <p><b>Premio Live</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Golden Microphone</li> </ul>
 <p><b>ABPCO Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best International Conference</li> </ul>	 <p><b>Agency Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Association Event of the Year</li> </ul>	 <p><b>Marketing Events Awards Singapore</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Best Internal Business Event</li> </ul>	 <p><b>Republik Event Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Excellence Award</li> </ul>	 <p><b>SITE Crystal Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Excellence in Incentive Travel</li> </ul>
 <p><b>ANUARIA Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Social Interest Campaign</li> </ul>	 <p><b>Cvent CONNECT Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Trailblazer Award</li> </ul>	 <p><b>Global Tech Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Convention Technology</li> </ul>	 <p><b>Pathé Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Immersive Promotional Device</li> </ul>	 <p><b>SPORSORA Awards</b></p> <ul style="list-style-type: none"> <li><b>Bronze</b> Event Activation</li> </ul>
 <p><b>Association Excellence Awards</b></p> <ul style="list-style-type: none"> <li><b>Bronze</b> Association Agency of the Year</li> <li><b>Bronze</b> International Association of the Year</li> </ul>	 <p><b>Eventex Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Event AI Technology</li> <li><b>Gold</b> Event Team</li> <li><b>Gold</b> Marketing Team</li> </ul>	 <p><b>Grand Prix Krea</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Public Event</li> </ul>	 <p><b>Memcom Awards</b></p> <ul style="list-style-type: none"> <li><b>Best Agency of the Year</b></li> <li><b>Best Event (Non-celebratory, Over 100k)</b></li> </ul>	 <p><b>Top Workplace</b></p> <ul style="list-style-type: none"> <li><b>Top Workplace (2025)</b></li> </ul>
 <p><b>Mental Health Award Best Practice</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Excellence Award</li> <li><b>Winner</b> Mental Health Award – Best Practice</li> </ul>	 <p><b>FIP Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Branding</li> <li><b>Winner</b> Big Events</li> <li><b>Winner</b> Creativity</li> <li><b>Winner</b> Sustainability</li> </ul>	 <p><b>Stratégies Grand Prix</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> B2C Communication Event: Sports and Cultural</li> </ul>	 <p><b>mia Meetings Industry Association Awards</b></p> <ul style="list-style-type: none"> <li><b>Bronze</b> Unlocking Our Full Potential</li> </ul>	 <p><b>TRENDY Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Exhibitor Sales Kit</li> <li><b>Winner</b> Media Kit Design</li> </ul>
 <p><b>PRÊMIO CAIO Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Diversity</li> <li><b>Gold</b> Support and Logistics</li> <li><b>Gold</b> B2B Fair and Exhibition</li> <li><b>Silver</b> Technical-Scientific Event</li> <li><b>Bronze</b> Event Agency and Event Organiser – Environmental Responsibility</li> </ul>	 <p><b>FOCUS-Business Awards – Mental Health Summit</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Mental Health Award – Best Practice (2025)</li> <li><b>Gold</b> Excellence Category</li> </ul>	 <p><b>Heavent Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Brand Activation around Sport</li> </ul>	 <p><b>micebook AWARDS</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Charity or ESG Award</li> </ul>	 <p><b>World Travel Awards</b></p> <ul style="list-style-type: none"> <li>Denmark's and Sweden's Leading Destination Management Companies</li> </ul>
		 <p><b>IAPCO Driving Excellence Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Collaboration Award</li> </ul>	 <p><b>MUSE Creative Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Event – Conference / Convention</li> <li><b>Gold</b> Event / Cause</li> <li><b>Gold</b> Marketing and Promotional – Media Kit / Sales Kit / Folder</li> <li><b>Gold</b> Publication – Programme Guide</li> <li><b>Silver</b> Advertising – Trade Show / Exhibit</li> </ul>	 <p><b>World MICE Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Best MICE Organiser</li> <li><b>Honour</b> Best MICE Agency in Denmark</li> </ul>
		 <p><b>Lacte Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> ESG for Travel and Events</li> </ul>		 <p><b>WOW Awards Asia</b></p> <ul style="list-style-type: none"> <li><b>Silver</b> Experiential Marketing, MICE and Live Entertainment</li> </ul>