

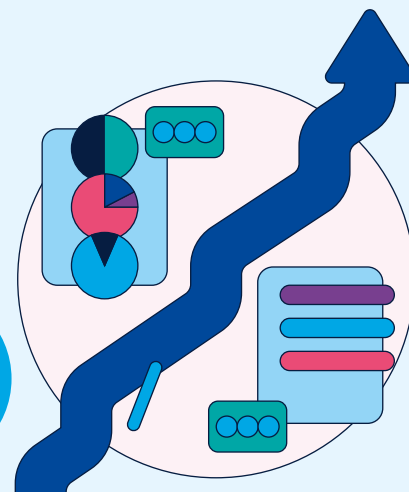
Chair's Introduction



Growth

&

Opportunity



It has been an outstanding year for Informa, and the Board and I are delighted with the way the company continues to deliver for customers, colleagues and shareholders.

Closing out GAP 2

2024 was the last year of our 2021-2024 Growth Acceleration Plan – GAP 2 as we call it. By our own measures, we have delivered what we set out to do, and I believe the company has more than met the expectations our shareholders had when we started out.

In financial terms, Informa delivered record results in 2024, demonstrating the accelerated growth that was our key goal under GAP 2. Those included double-digit underlying revenue growth in both our B2B Markets and Academic Markets businesses, which in turn translated into double-digit growth in the Group's underlying revenues, adjusted operating profit and free cash flow. A truly standout year.

Operationally, the company also made significant progress. Two key developments to highlight are the addition of the Ascential business in October – which has expanded our portfolio of scale, marquee B2B event brands – and the combination of our Informa Tech digital businesses with TechTarget – which completed in December and has created Informa TechTarget, a leading US-listed business in which we are the majority shareholder.

Each move was closely considered by the Board, weighing up the use of capital and resources alongside alternatives. The focus now turns to making the most of the brands, capabilities and talent we have added to the Group, and I have full confidence in the company's ability to do so.

In other highlights, we expanded Informa's first-party customer data capabilities under GAP 2. This has allowed us to grow further in digital services and was a key part of the Informa TechTarget combination in particular.

We are continuing to invest in our events, research, and media products and platforms. This is important for delivering the high-quality experience that customers rightly expect and a product or service that, as set out in Informa's purpose, allows them to learn more, know more or do more in their markets, businesses or professions. I am also proud of our ongoing work to make B2B events ever more sustainable, which includes collaborations with peers and partners that are driving industry-wide progress.

“ Our brands play such an important role in their markets ”

Investing in Informa

For shareholders, there are many reasons to consider Informa as an attractive investment proposition. One is that the company has significant international reach and diversification. The US is Informa's single largest market and, as I have written about before, we have a growing business in the Middle East as well as in high growth markets in Asia.

Our business model is highly cash generative. A high proportion of revenues come from exhibitor bookings made in advance and annual or multi-year subscriptions, giving us a strong degree of visibility on our revenues.

Informa is home to many well-established, high-quality and specialist brands that serve dynamic international markets such as Healthcare, Technology and FinTech.

Importantly, the company also has an engaged and committed leadership team who has worked together over a long period and consistently delivered strong results. We were pleased to expand that team's talent and experience in 2024, appointing new leaders in Taylor & Francis, Informa Festivals, Marketing and Talent, who bring fresh perspectives and energy not only to their areas, but to the management of the company overall.

Sharing the benefits of our growth with investors, as well as with colleagues and, through reinvestment, with customers, continues to be our approach. We were pleased to increase the dividend by 11% in 2024, paying a final dividend of 20p, and to complete the £1.5bn GAP 2 share buyback programme.

Impact and energy

When I meet colleagues, partners and shareholders in different locations around the world, two particular things strike me about the company.

The first is that our brands play such an important role in their markets and make a real difference. Our B2B products help companies do business and trade, within a country and often across international supply chains.

Standing in the middle of a major event and speaking to an exhibitor, it is clear how valuable it is to be there, meeting new customers and forging deeper trading connections and relationships. Speaking to a regional or government partner, it is clear how much inward investment and economic activity is generated by events. And engaging with colleagues and partners in the research publishing market, it is clear how important the work of supporting and disseminating expert knowledge is today.

The second is Informa's culture. The company has maintained an entrepreneurial spirit as it has grown, which you feel through its energy and focus on acting on opportunity. This is in good measure down to the close attention we pay to culture; the considerable investment that goes into creating professional opportunity for colleagues as well as providing support and reward; and an emphasis on enabling everyone to bring their talent to the table and make a difference.

Informa has transformed over the period I have been a Director and Chair. There is no standing still. It has an optimism and energy, combined with a good level of resilience that, I believe, makes the company well positioned to act on opportunity and respond to change over the next period too.

One Informa – which will be the company's key programme over the next four years – is, the Board believes, the right plan at the right time to continue to deliver growth, deliver customer and product excellence, and make the most of the platform created over the last ten years.

Thank you to everyone at Informa, and to all of our partners, for your continued contribution and support.

John Rishton
Chair

13 March 2025



John Rishton speaks to colleagues as part of a Board lunch with future leaders in our London office

Long-term success and Section 172

Informa's Board is committed to performing all the duties set out in Section 172 of the Companies Act 2006. For full information about how we performed these duties, see the Board's year (pages 86 to 91) and our Section 172 statement (pages 92 to 95).