

## Chair's Introduction

# Growth & Opportunity



The last year has been an exciting time to be part of Informa.

Informa entered 2023 well placed, thanks to the decisions and actions taken in previous years, and the progressive reopening of the world after the pandemic.

Notably, the Board and leadership team had taken the decision to fully focus the business on Academic Markets and B2B Markets, divesting Informa's Intelligence portfolio to enable the return of capital to shareholders and reinvest in growth initiatives for the benefit of all of Informa's stakeholders.

As a focused business with a clear growth strategy and strong balance sheet, facing into more normalised customer markets, Informa really fired on all cylinders during 2023; fantastic to see after the challenges the company had to manage in prior years.

### Specialisation and scale

The underlying business performed strongly and consistently in all areas in 2023. We expanded further in geographic growth markets, with a particular highlight being our Tahaluf partnership business in Saudi Arabia. This is going from strength to strength as the Kingdom diversifies its industries and invests in bringing new jobs and international connections to the region: all goals that B2B events support well.

As many readers will know, adding complementary businesses that operate in attractive specialist markets is an established part of Informa's approach to growth and building scale, and this was a particular feature of 2023.

Thanks to our strong financial position and the proceeds of 2022's divestments, we took the opportunity to add scale in several specialist markets, welcoming excellent brands and talent in Aviation and Packaging from Tarsus, in Foodservice from Winsight, in Tech Research from Canalys, in Healthcare Tech from HIMSS, in Life Sciences from LSX and in Scientific and Medical Research from Future Science Group over the course of 2023.

For several years, Informa has been building its position and capabilities in digital services that serve B2B customers. This accelerated during the pandemic, and when much business activity moved online, the company took the decision to invest in its first-party data platform IIRIS and in the specialist businesses NetLine and Industry Dive.

2024 began with an announcement that signifies the next step in Informa's progress in B2B Digital Services: a proposed combination of the digital businesses in Informa Tech with US-listed TechTarget. This is subject to satisfying customary approvals and conditions, but is an exciting development that demonstrates Informa's ambition and capacity for further scale and growth in the years to come.

### Investment and returns

For a business like Informa, ongoing investment in brands, products and platforms is key to delivering a great experience and value for customers. This has been a focus under the 2021-2024 Growth Acceleration Plan – known as GAP 2 – which is the structured, six-part programme through which we are delivering our growth strategy. It will continue to be a focus in 2024 and beyond, including the further deployment of new technology and generative AI-based tools where they can improve customer experience or help the business and our experts be more efficient.

We have also invested in accelerating shareholder returns to match the business's accelerated performance and share a good balance of the benefits of growth with investors.

Having restarted ordinary dividends in the middle of 2022, we have confirmed a dividend of 18p for 2023, a year-on-year increase of over 80%. The share buyback programme initiated in early 2022 was further extended in 2023, based on positive feedback from investors on this approach.

### Change and resilience

When I look at the broader world, the landscape that businesses like Informa are operating in is varied and changeable. Sadly, there is conflict in some areas of individual countries, although thankfully this is not directly impacting Informa's offices or operations. In some markets, inflation and cost of living pressures remain high, but in other markets, we are seeing good levels of growth, investment and innovation.

This makes it as important as ever to stay close to what is happening in our markets and with customers, take an agile approach and keep focusing on the areas of greatest opportunity, all of which I know Informa colleagues do well.

The company is well diversified by geography, customer market and product, and has a built-in level of resilience that comes from delivering on its purpose: providing must-have knowledge and connections that help specialist markets, and the customers operating in them, succeed.

As an international company, we are also mindful of the different circumstances colleagues may face. Over the years Informa has invested in a strong range of support services available to anyone personally affected by developments in the wider world or closer to home. We continued to take a flexible approach to pay reviews during 2023, introducing more frequent reviews for colleagues based in higher-inflation countries to provide confidence and ensure fair financial support.

### Opportunity and thanks

Informa is a very enjoyable company to be a part of and contribute to, and this is one of the most exciting periods in its development.

The business is not only in a strong position today, consistently delivering on its commitments to shareholders, customers, partners and colleagues; it is also moving forward with pace, ambition and confidence.

Thank you to the shareholders I have met over the last year at Informa's AGM, the Chair's annual roadshow or in other forums for the open exchange and the engaged and constructive support shown to the company and its leadership team.

And thank you to all of the colleagues at Informa, whose enthusiasm, professionalism, talent and skill make it all possible.

**John Rishton**  
Chair

7 March 2024

### 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. These include promoting Informa's success for the benefit of its members as a whole by considering the long-term consequences of decisions, the interests of colleagues, customers and partners and the impact of our operations on the community and environment. Full information on how we performed these duties can be found in the Board's year (pages 96 to 101) and in our Section 172 Statement on page 102.



John Rishton presents to shareholders at the 2023 Informa Annual General Meeting, with Group CEO Stephen A. Carter and Senior Independent Director Mary McDowell alongside him