

Chair's introduction

Continuing

Growth



Informa had an excellent year in 2025, and we continue to focus on, and invest in, the continuing growth and success of this business.

Since the point at which I joined the Group around a decade ago, Informa has significantly transformed.

The company has built a true leadership position in B2B Live Events, working at an international scale that is markedly different from 10 years ago, and with a much-expanded portfolio of major brands that deliver real value to customers.

In Academic Markets, our business has also transformed. We have built strength in the growing area of open access, invested deeply in technology and AI, and grown revenues 50% since 2015.

We have grown our position in B2B Digital Services; invested significantly in colleagues and culture; and have made ongoing product development, customer experience and customer value priorities.

Thank you to all colleagues for the effort, day in and day out, that delivers these results, and to all shareholders for the ongoing engagement and support.

Growth and One Informa

As I have said to shareholders before, Informa's products and services have a tangible value and make a real difference to businesses, professionals, researchers and institutions.

There is nothing like engaging customers in the middle of a major live event to highlight how important these products are for connection and trade. Or meeting local businesses and government authorities, as we do on an ongoing basis in many countries, to underline the inward investment live B2B events generate. Or talking to institutions to understand the powerful real-world impacts that original published research can have.

There are many opportunities for Informa to continue to grow and succeed from here. The management team is as energised, ambitious and motivated as ever, and we are spending significant time and resources on making the most of the platform Informa has built over the last 10 or so years.

Those growth drivers include taking strong, established brands to new locations, particularly some of the higher-growth economies the Group has built a presence in. They include further developing our services to event customers to provide them with even greater value, particularly products that are driven or enhanced by our first-party data. In the research market, they include making the most of our technology investments so we can scale the research we publish in an efficient way.

Informa is embracing AI, in all its forms, as a way to develop products more quickly, improve customer experience and increase customer value, and unlock colleagues' time. Our proprietary AI capability, Elysia, is key to this, and work is progressing at pace, with much more to come.

Several of these initiatives are being run as part of the 2025-2028 One Informa programme, which will be an important contributor to Informa's continued development, growth and effectiveness for the benefit of customers and colleagues, as well as shareholders. Our goal is to deliver at least 5% underlying revenue growth, each year, in the period to 2028.

Inside and outside Informa

My fellow Non-Executive Directors and I always spend a considerable amount of time around the company, and stay closely connected to all our stakeholders and to what is happening in Informa's markets.

It is one of the real pleasures of the role too. It is always humbling to see the expertise that so many Informa colleagues have, and the professionalism and enthusiasm with which they work.

It would be an understatement to say that there is a lot happening in the world around us. This is where Board members aim to contribute our accumulated experience, relationships and insights to what direct or indirect impacts there could be from fast-changing geopolitical developments or evolving global trading relationships.

As the world evolves, so too do opportunities and risks. It is for all of us at Informa to stay aware of these, but also to stay focused on developing and delivering products that provide real value, keeping our culture of staying close to customers and trends and acting fast, and having the right combination of growth plans and risk management processes in place.

Capital allocation and shareholder engagement

Informa's shareholders will be familiar with the company's approach to allocating capital. In 2025, this was again balanced between paying a progressive dividend – which we increased 10% – undertaking share buybacks and investing for growth.

We believe that this balance, along with the target range we have set for leverage, is appropriate for the company and in the best interests of shareholders and all stakeholders. As we do each year, the management team and I continue to speak to shareholders regularly and take views and feedback into account in all key decisions.

In those conversations however, the key focus is usually on what further opportunities Informa has to grow. I am personally excited about what I can see ahead for the Group and continue to believe that Informa has the capabilities, ambition and plan to deliver success long into the future.

Board succession

This will be the last year that I stand for re-election as Chair of the company. As described in more detail in the Nomination Committee report, a planned succession process is underway, with a view to confirming a new Chair for the Group during 2026.

When that person formally takes up the role in early 2027, they will be leading a Group that has built leading positions in growing and attractive markets, a business with true international reach and, most important of all, a team of world-class talent.

As ever, thank you to our shareholders, to colleagues everywhere, and to our customers and partners for the ongoing engagement and support.

John Rishton
Chair

11 March 2026



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 84 to 87) and our Section 172 statement (pages 88 to 91).