

## IIR MANAGEMENT LIMITED

### STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2023

#### BUSINESS REVIEW

The principal activity of the Company is that of a holding company on behalf of Informa PLC, the ultimate parent undertaking. Due to the impairment of its investment in the year, the Company has reported a loss before tax in the year of £20,534,000 (2022: £nil). As at 31 December 2023, the Company has net assets of £242,797,000 (2022: £263,331,000).

#### PRINCIPAL RISKS AND UNCERTAINTIES

The Company has no specific principal risks and uncertainties due to the nature of the Company activities. However, the principal risks and uncertainties of the Informa PLC Group impact the Company. The management of these risks is integrated with that of the Informa PLC Group and not managed separately.

#### EMERGING RISKS

While the Company concentrates on principal risks, it also looks at risks that are emerging. These are risks that are not yet material or of a scale to present a significant problem to the Company, or risks that have a degree of ambiguity or uncertainty around their effects or timing.

The Company monitors and assesses emerging risks in the same way as principal risks. Some emerging risks also present opportunities that are actively addressed and responded to. The management of these risks is integrated with that of the Informa PLC Group and not managed separately.

#### FINANCIAL KEY PERFORMANCE INDICATORS

As the Company's principal purpose is holding investments in Informa PLC Group companies, the Directors do not consider a KPI review to be relevant for the understanding of the development, performance or position of the business.

#### SECTION 172 STATEMENT

The Directors have full regard for their duties and the matters as set out in Section 172 of the Companies Act 2006. This statement focuses on matters of strategic importance to the Company and the level of information disclosed is consistent with the nature and size of the business.

In carrying out their duties, the Directors have acted in good faith, to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- the likely consequences of any decision in the long term;
- the interests of the Company's employees;
- the need to foster the Company's business relationships with suppliers, customers and others;
- the impact of the Company's operations on the community and the environment;
- the desirability of the Company maintaining a reputation for high standards of business conduct; and
- the need to act fairly between members of the Company.

IIR Management Limited forms part of the Informa PLC Group of companies. The Informa PLC section 172 statement is set out on page 102 of its 2023 Annual Report. Details of how to obtain a copy of the Informa PLC 2023 Annual Report are provided in note 8 and the 2023 Annual Report can also be found on the Informa website ([www.informa.com/investors/annual-report/](http://www.informa.com/investors/annual-report/)).

This report was approved by the Board on 15 October 2024 and signed on its behalf.

Signed by:



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**Nicholas Perkins**  
Director