If you are in any doubt as to what action you should take, it is recommended that you immediately seek your own independent advice from your stockbroker, solicitor, accountant, financial adviser or other professional adviser who is authorised under the Financial Services and Markets Act 2000 if you are resident in the United Kingdom or, if not, from another appropriate authorised financial adviser.

If you sell or transfer, or have sold or transferred, all of your shares in Ascential plc please forward this document, together with the accompanying documents, as soon as possible to the purchaser or transferee or to the person who arranged the sale or transfer so that they can pass the documents to the person who now holds the shares. If you sell or transfer or have sold or otherwise transferred, only part of your holding of shares in Ascential plc, please consult the bank, stockbroker or other agent through whom the sale or transfer was effected as to the action you should take.

ASCENTIAL plc

Notice of the 2023 Annual General Meeting

The notice of an Annual General Meeting of Ascential plc to be held at 9.00am (UK time) on Thursday 18 May 2023 at 33 Kingsway, London WC2B 6UF, United Kingdom is set out in this document. A Form of Proxy for use in connection with the Annual General Meeting is enclosed with this notice. To be valid the Form of Proxy should be completed and returned in accordance with the instructions printed thereon, as soon as possible and, in any event, so as to reach Ascential plc’s registrars Equiniti by no later than 9:00am (UK time) on Tuesday 16 May 2023. Completion and return of a Form of Proxy will not preclude shareholders from attending and voting at the Annual General Meeting should they choose to do so. Further instructions relating to the Form of Proxy are set out in the notice of Annual General Meeting.
Dear Shareholder

Annual General Meeting (‘AGM’)

I am pleased to inform you that the AGM of Ascential plc (the ‘Company’) will be held at 9.00am (UK time) on Thursday 18 May 2023 at 33 Kingsway, London WC2B 6UF, United Kingdom.

The Notice of the 2023 AGM (the ‘Notice’) contains the resolutions proposed on pages 3 to 5 of this document. Explanatory notes to all the resolutions to be considered at the AGM appear on pages 6 to 7.

A copy of the Annual Report and Accounts (comprising the Company’s audited financial statements for the financial year ended 31 December 2022, together with the Directors’ and Auditor’s reports on those financial statements) is available on our website ascential.com.

The Board recognises that the AGM provides an opportunity for shareholders to ask questions that they have relating to the Company and that shareholders may wish to receive answers to their questions before they submit their proxy vote. We will fully respond in writing to questions submitted by registered shareholders in advance of the proxy submission deadline. Registered shareholders can submit questions by email to company.secretarial@ascential.com.

Voting

Voting on all the proposed resolutions will be conducted on a poll, in line with recommended best practice. Voting by poll is more transparent and equitable because it counts the votes of shareholders according to the number of shares registered in their names.

Website

Our website ascential.com provides more information including a copy of our full Annual Report and Accounts and all the latest news about the Company, including regulatory announcements.

Action to be taken

Enclosed with this Notice is a Form of Proxy for the resolutions to be proposed at the AGM. Please sign and return the Form of Proxy in accordance with the directions on it as soon as possible in order to ensure that your vote is counted and, in any event, so that it is received before 9am on Tuesday 16 May 2023.

You may also complete the Form of Proxy by logging on to sharevote.co.uk. You will need your Voting ID, Task ID and Shareholder Reference Number, which is printed on the enclosed Form of Proxy.

Completion and return of the Form of Proxy will not preclude you from attending the AGM and voting in person should you wish to do so.

If you are planning to attend the AGM, please bring your attendance card with you. The card is attached to the enclosed Form of Proxy. The results of the AGM will be announced through a regulatory information service and on the Company website, ascential.com, as soon as possible following the conclusion of the AGM.

Admission on the day

If possible, please arrive by 08:45am to allow sufficient time for registration and security clearance. Please bring your attendance card with you. This will be either the tear off portion of your Form of Proxy or, for those registered for electronic communications, a copy of the email you will have received.

Recommendation

Your Directors consider that all the Resolutions to be considered at the AGM are in the best interests of the Company and shareholders as a whole. Accordingly, your Directors unanimously recommend that shareholders vote in favour of all the Resolutions, as the Directors intend to do in respect of their own shareholdings.

Yours sincerely

Scott Forbes
Chairman
Notice of Annual General Meeting

Notice is hereby given that the Annual General Meeting (‘AGM’) of Ascential plc (the ‘Company’) will be held at 9am (UK time) on Thursday 18 May 2023 at 33 Kingsway, London WC2B 6UF, United Kingdom for the purpose of considering and, if thought fit, passing the Resolutions set out in this Notice.

Resolutions 1 to 17 (inclusive) will be proposed as ordinary resolutions. Resolutions 18 to 21 (inclusive) will be proposed as special resolutions.

ORDINARY RESOLUTIONS

1. To receive and adopt the Company’s Annual Report and Accounts, comprising the audited financial statements for the financial year ended 31 December 2022 and the reports of the Directors and Auditor thereon and the Strategic Report.
2. To approve the Directors’ Remuneration Policy as set out on pages 118 to 125 of the Annual Report and Accounts.
3. To approve the Annual Report on Remuneration for the financial year ended 31 December 2022, as set out on pages 126 to 132 of the Annual Report and Accounts.

To elect the following Directors who are seeking re-election to the Board:

4. Suzanne Baxter
5. Rita Clifton
6. Scott Forbes
7. Mandy Gradden
8. Joanne Harris
9. Paul Harrison
10. Gillian Kent
11. Duncan Painter
12. Charles Song
13. Judy Vezmar

14. To re-appoint KPMG LLP as Auditor of the Company to serve from the conclusion of this AGM to the conclusion of the next Annual General Meeting at which accounts are laid.
15. To authorise the Board to determine the remuneration of the Auditor.

16. Political donations
   To authorise the Company and any company which, at any time during the period for which this Resolution has effect, is a subsidiary of the Company, in accordance with sections 366 and 367 of the Companies Act 2006 (the ‘2006 Act’), to:
   a) make political donations to political parties or independent electoral candidates not exceeding £50,000 in total;
   b) make political donations to political organisations other than political parties not exceeding £50,000 in total; and
   c) incur political expenditure not exceeding £50,000 in total (as such terms are defined in sections 363 to 365 of the 2006 Act) during the period of one year commencing on the date of the passing of this Resolution.

17. Authority to allot shares

a) To generally and unconditionally authorise the Board in accordance with section 551 of the 2006 Act to exercise all of the Company’s powers to allot shares in the Company and to grant rights to subscribe for shares and to convert any security into shares in the Company (‘Rights’);
   i) up to an aggregate nominal amount of £1,467,558; and
   ii) comprising ‘equity securities’ (as such term is defined in section 560 of the 2006 Act) up to an aggregate nominal amount of £2,935,117, such amount to be reduced by the aggregate nominal amount of any allotments or grants made under Resolution 17a) i) above) in connection with an offer by way of fully pre-emptive offer (including an offer by way of rights issue or open offer):
      a) to ordinary shareholders in proportion (as nearly as may be practicable) to their existing holdings;
      b) to holders of other equity securities as required by the rights of those securities or as the Board otherwise considers necessary or appropriate, and so that the Board may impose any limits or restrictions and make any arrangements which it deems necessary or expedient in relation to fractional entitlements, treasury shares, record dates or legal, regulatory or practical problems under the laws of, or the requirements of any relevant regulatory body or stock exchange in any territory or any other matter; such authority expiring upon the earlier of the end of the next Annual General Meeting of the Company or, if earlier, 18 August 2024, but in each case so that the Board is entitled to make offers or agreements before the expiry of such authority which would or might require shares to be allotted or Rights to be granted after such expiry and the Board shall be entitled to allot shares and grant Rights pursuant to any such offer or agreement as if this authority had not expired.

b) That this Resolution revokes and replaces all unexercised authorities previously granted to the Board to allot equity securities or Rights but without prejudice to any allotment of equity securities or allotment or grant of Rights already made, offered or agreed to be made pursuant to such authorities.
SPECIAL RESOLUTIONS

18. Disapplication of pre-emption rights
That if Resolution 17 is passed, but without prejudice to the exercise of any such authority prior to the date of the passing of this Resolution, the Board be and is hereby empowered pursuant to section 570 and section 573 of the 2006 Act to allot equity securities (within the meaning of section 560 of the 2006 Act) (including the grant of Rights for the Company's ordinary shares with a nominal value of £0.01 ('Ordinary Shares') for cash under the authority granted in Resolution 17 above and/or to sell treasury shares for cash, as if section 561 of the 2006 Act did not apply to any such allotment, such power to be limited by the following terms:

a) this power is limited to the allotment of equity securities and the sale of treasury shares in connection with an offer of, or invitation to apply for, equity securities (in the case of the authority sought under Resolution 17 a) ii), by way of a fully pre-emptive offer (including an offer by way of rights issue or open offer) only:
   i) to ordinary shareholders in proportion (as nearly as may be practicable) to their existing holdings;
   ii) to holders of other equity securities as required by the rights of those securities or as the Board otherwise considers necessary or appropriate;

and so that the Board may impose any limits or restrictions and make any arrangements which it deems necessary or expedient in relation to fractional entitlements, treasury shares, record dates or legal, regulatory or practical problems under the laws of, or the requirements of any relevant regulatory body or stock exchange in, any territory or any other matter; and

b) otherwise than under paragraph a), up to a total nominal value of £220,133;

and provided that this power expires (unless previously renewed, varied or revoked) on the date of the Company's next Annual General Meeting or, if earlier, on 18 August 2024 but in each case so that before this power expires, the Board may make offers or agreements which would or might require equity securities to be allotted (and/or treasury shares to be sold) after it expires and the Board is entitled to allot equity securities (and/or sell treasury shares) pursuant to any such offer or agreement as if this power had not expired.

20. Company's authority to purchase its own shares
To generally and unconditionally authorise the Company for the purposes of section 701 of the 2006 Act to make one or more market purchases (within the meaning of section 693 of the 2006 Act) of Ordinary Shares, such power to be limited by the following terms:

a) the maximum aggregate number of Ordinary Shares authorised to be purchased is 44,026,769;

b) the minimum price (exclusive of expenses) which may be paid for an Ordinary Share is the nominal amount of that Ordinary Share at the time of such purchase;

c) the maximum price (exclusive of expenses) which may be paid for an Ordinary Share does not exceed the higher of: i) an amount equal to 105 per cent. of the average market value of an Ordinary Share of the Company for the five business days immediately preceding the day on which Ordinary Share is contracted to be purchased; and ii) an amount equal to the higher of (A) the price of the last independent trade of, and (B) the highest current independent bid for, any number of Ordinary Shares on the trading venues where the purchase is carried out;

d) unless previously varied, revoked or renewed, this authority shall expire at the close of the next Annual General Meeting of the Company after the date this Resolution 19 is passed or, if earlier, on 18 August 2024; and

e) the Company may make a contract to purchase Ordinary Shares under this authority and before the expiry of this authority, which will or may be completed wholly or partly after the expiry of this authority and may make a purchase of Ordinary Shares in pursuance of any such contract as if this authority had not expired.

21. Calling of general meetings on 14 days' notice
To authorise the Company to call any general meeting of the Company (other than an Annual General Meeting) on not less than 14 clear days' notice.

By order of the Board
Louise Meads
Company Secretary
5 April 2023
Registered Office: 3 Kingsway, London WC2B 6UF, United Kingdom
Registered in England and Wales
Registered number: 9934451
Explanatory notes

Resolutions 1 to 17 (inclusive) are ordinary resolutions. This means that each resolution requires more than 50 per cent. of the votes cast to be in favour of the resolution to be passed. Resolutions 18 to 21 (inclusive) are special resolutions. This means that each of these resolutions require at least 75 per cent. of the votes cast to be in favour of the resolution to be passed.

Resolutions 2 and 3

The Directors’ Remuneration Report is set out in full in the Annual Report and Accounts on pages 116 to 132. In accordance with the provisions of the 2006 Act and the Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations 2008, the Directors’ Remuneration Report in the Annual Report and Accounts contains:

- the annual statement by Judy Vezmar, Chair of the Company’s Remuneration Committee;
- the Directors’ Remuneration Policy; and
- the Annual Report on Remuneration.

The Directors’ Remuneration Policy sets out Ascential’s Remuneration Policy for its Executive and Non-Executive Directors. The policy was developed considering the principles of the 2018 UK Corporate Governance Code, and guidelines from major investors. Section 439A of the 2006 Act requires the Remuneration Policy to be put to a vote of the shareholders at the AGM. If the Directors’ Remuneration Policy is approved by our shareholders it will take immediate effect. It does not require the AGM to be held until 2026 AGM without new shareholder approval. The vote on the Remuneration Policy is binding and as such the Company will only be able to make a remuneration payment in line with the Remuneration Policy.

The annual statement summarises the key decisions made by the Remuneration Committee during the year. The Annual Report on Remuneration sets out in detail the remuneration policy which has been applied for the financial year ended 31 December 2022, the remuneration received by Directors for the financial year ended 31 December 2022 and how the policy will be applied in 2023. The vote is advisory only and does not therefore affect the remuneration paid to any Director.

Resolutions 4 to 13

Resolutions 4 to 13 deal with the re-election of all the Directors of the Company. The Company’s Articles of Association require all Directors to submit themselves for election or re-election every year. Additionally, the UK Corporate Governance Code recommends that all Directors should be put forward for re-election every year. In accordance with the Articles of Association and the UK Corporate Governance Code, the Directors are retiring at this AGM, and being eligible, submit themselves for re-election.

Following the outcome of the Board evaluation process, the Company’s Nomination Committee concluded that each Director, including the Non-Executive Directors:

i) makes an effective and valuable contribution to Board meetings, and to the meetings of the committees on which they sit; and

ii) demonstrates commitment to their roles.

The Board recommends the re-election of the Directors set out in Resolutions 4 to 13. Further details of the activities of the Nomination Committee can be found on pages 114 to 115 of the Annual Report and Accounts.

Biographical details of all Directors standing for re-election are given in Appendix 1 on page 10 and can be found on pages 100 and 101 of the Annual Report and Accounts. They are also available on the Company’s website at asciential.com/investors/board-of-directors.

Resolutions 14 and 15

Auditors are required to be appointed, or re-appointed at each Annual General Meeting at which accounts are presented. Resolution 14 proposes that KPMG LLP be re-appointed as Auditor of the Company (and the group of companies to which it belongs) and that they hold office from the conclusion of this AGM until the conclusion of the next general meeting at which accounts are presented.

Resolution 15 follows usual practice in corporate governance by separately seeking authority for the Board to determine the remuneration of the Auditor. The Company’s Audit Committee considers and approves the remuneration of the Auditor and makes its recommendation to the Board.

Resolution 16

Part 14 of the 2006 Act prohibits companies from making political donations exceeding £5,000 in aggregate in any 12 month period to: i) political parties; ii) other political organisations; and iii) independent election candidates and from incurring political expenditure without shareholders’ consent. However, as the definitions used in the 2006 Act are quite broad, it is possible that normal business activities and expenditure (such as knowledge and content gathering at major party conferences and the related expenses of attendance), which might not be thought to be political donations or expenditure in the usual sense, could be caught.

It remains the policy of the Company not to make political donations or incur political expenditure within the ordinary meaning of those words and the Board has no intention of using the authority for that purpose. The authority being sought in this Resolution will not change that policy, but is being sought as a precaution to ensure that the Company’s normal business activities do not infringe the 2006 Act.
Resolution 17
Resolution 17 is proposed as an ordinary resolution and seeks the approval of shareholders, pursuant to the provisions of section 551 of the 2006 Act, to confer on the Board the authority to allot shares in the Company, or to grant Rights. The Board’s existing authority expires at the close of the forthcoming AGM. If passed, the authority would permit the allotment of relevant securities with an aggregate nominal amount of £1,467,558 (representing 146,755,898 Ordinary Shares). This nominal amount represents approximately one-third of the issued share capital of the Company as at 4 April 2023 (being the latest practicable date prior to publication of this notice), save in connection with an offer by way of a fully pre-emptive offer, including a rights issue or open offer in which case the authority would permit the allotment of equity securities with an aggregate nominal amount of £2,935,117 (representing 293,511,796 Ordinary Shares). This nominal amount represents approximately two-thirds of the issued share capital of the Company as at 4 April 2023 (being the latest practicable date prior to publication of this notice), such amount to be reduced by the aggregate nominal amount issued under paragraph a) i) of Resolution 17.

If approved, the authority will expire at the close of the Company’s next AGM or, if earlier, 15 months from the date of the passing of the resolution, being 18 August 2024, unless such authority is renewed prior to this time. The terms of this Resolution are in accordance with the latest institutional guidance (Share Capital Management Guidelines) issued by the Investment Association (‘IA’). The Board is seeking the authority under this Resolution to ensure that the Company has maximum flexibility in managing the Company’s resources. The Board would use this authority only if satisfied at the time that to do so would be in the interests of the Company. The Board has no present intention of exercising this authority except that they intend to satisfy options and awards under the Company’s option and incentive schemes. However, if the Board does decide to exercise it, it intends to follow best practice as regards to its use as recommended by the IA. At the date of this Notice, no shares are held by the Company in treasury.

Resolutions 18 and 19
Pursuant to the provisions of sections 570 and 573 of the 2006 Act, Resolutions 18 and 19 propose to waive the statutory pre-emption rights application to the allotment of equity securities for cash (or sale of treasury shares for cash). Equity securities include Ordinary Shares in the Company. The limits in Resolutions 18 and 19 are in line with those set out in the Pre-Emption Group’s Statement of Principles issued in November 2022, which supports the annual disapplication of pre-emption rights in respect of allotment of shares and other equity securities and sales of treasury shares for cash representing no more than 10% of the issued ordinary capital (exclusive of treasury shares), without restriction as to the use of proceeds of those allotments. In addition, the revised Statement of Principles supports the annual disapplication of pre-emption rights in respect of all allotments of shares and sales of treasury shares for cash representing no more than an additional 10% of issued ordinary share capital (exclusive of treasury shares), to be used in connection with an acquisition or specified capital investment.

Resolution 18 allows the Board to issue equity securities and to sell treasury shares for cash on a non-pre-emptive basis:

i) to holders of Ordinary Shares in proportion to their existing shareholdings and to holders of other equity securities as required by the rights of those securities or as the Board considers necessary or appropriate to deal with fractions, overseas entitlements and other practical considerations, for example in the case of a fully pre-emptive offer, including a rights issue or open offer or other similar share issues; and

ii) otherwise up to an aggregate nominal value of £220,133 (representing 22,013,384 Ordinary Shares). This nominal value represents five per cent. of the Company’s issued share capital as at 4 April 2023, being the latest practicable date prior to the date of this Notice.

The Board has no current intention to exercise this authority.

Resolution 19 then seeks this separate authority to issue equity securities and to sell treasury shares for cash on a non-pre-emptive basis:

i) up to a total nominal value of £220,133 (representing 22,013,384 Ordinary Shares which is five per cent. of the Company’s issued share capital as at 4 April 2023, being the latest practicable date prior to the date of this Notice); and

ii) only for the purposes of financing (or refinancing, if the authority is to be used within twelve months after the original transaction) a transaction which the Board determines to be an acquisition or specified capital investment as contemplated by the revised Statement of Principles referred to above.

Where the authority granted under Resolution 19 is used, the circumstances that have led to its use and the consultation process undertaken will be disclosed by the Company in its next annual report.

If approved, the authorities granted under Resolutions 18 and 19 will expire at the close of the Company’s next AGM or, if earlier, 15 months from the date of the passing of the resolution, being 18 August 2024 unless such authority is renewed prior to this time.

Resolution 20
Resolution 20 authorises the Company to make market purchases of Ordinary Shares as permitted by the 2006 Act. The authority limits the number of Ordinary Shares that could be purchased to a maximum of 4,402,866 (representing approximately ten per cent. of the Company’s issued share capital as at 4 April 2023, being the latest practicable date prior to the publication of this document) and sets minimum and maximum prices. If approved this authority will expire at the close of the Company’s next AGM or, if earlier, 15 months from the date of the passing of the Resolution, being the close of business on 18 August 2024, unless such authority is renewed prior to this time. Ordinary Shares purchased by the Company may either be cancelled or held in treasury (following which they may then be sold or transferred out of treasury and cancelled), depending on which course of action is considered by the Board to be in the best interests of shareholders at the time. The maximum price which may be paid for an Ordinary Share in the Company is the highest of i) an amount equal to five per cent above the average market value for an Ordinary Share in the Company for the five business days immediately preceding the date of the purchase; and ii) the higher of the price of the last independent trade and the highest current independent bid on the trading venue where the purchase is carried out at the relevant time.
The Directors have no present intention of exercising the authority to make market purchases, however the authority provides the flexibility to allow them to do so in the future. The Directors will exercise this authority only when to do so would be in the best interests of the Company, and of its shareholders generally, and could be expected to result in an increase in the earnings per share of the Company.

The Company has options and awards outstanding under existing share schemes over an aggregate of Ordinary Shares, representing approximately 4.17% of the Company’s issued ordinary share capital as at 4 April 2023, the latest practicable date prior to the publication of this Notice. This would represent approximately 4.63% of the Company’s issued share capital if the proposed authority being sought at the AGM to buy back 44,026,769 Ordinary Shares was exercised in full (and all of the repurchased Ordinary Shares were cancelled).

Resolution 21
The Board would like to be able to call general meetings (other than Annual General Meetings) on 14 clear days’ notice, rather than the 21 clear days’ notice stipulated in the 2006 Act. The 14 clear days’ notice period would only be used in exceptional circumstances, where the flexibility is merited by the business of the meeting and is thought to be in the interests of the shareholders as a whole.

This Resolution will be passed as a special resolution and, if approved, will grant authority effective until the Company’s next AGM (or, if earlier, until the close of business on 18 August 2024). The Board intends to seek this authority each year.
Shareholder notes

Notice of AGM
A copy of this Notice and other information required by section 311A of the 2006 Act, is available on the Company’s website at ascential.com/investors/governance.

Electronic communications
Any website or electronic address (within the meaning of section 333(4) of the 2006 Act) provided either in this Notice or in any related documents (including the Form of Proxy) may not be used to communicate with the Company for any purposes other than those expressly stated.

Voting
All resolutions put to the AGM will be decided by poll. A ‘Not voted’ option is provided on the Form of Proxy accompanying this Notice, the purpose of which is to enable a member to withhold their vote on any particular resolution. It should be noted that a vote withheld is not a vote in law and will not be counted in the calculation of the proportion of votes for or against a resolution.

Right to attend, speak and vote at the AGM
Only those shareholders registered in the register of members of the Company at 6.30pm on Tuesday 16 May 2023 shall be entitled to attend or vote at the AGM in respect of the number of shares registered in their name at that time.

If the meeting is adjourned, the Company specifies that only shareholders entered on the Company’s register of members not later than 6.30pm on the date which is two days prior (not counting days that are not business days) to the reconvened meeting shall be entitled to attend and vote at the meeting. Changes to the register of members after the relevant deadline will be disregarded in determining the rights of any person to attend and vote.

Any shareholder attending the meeting has the right to ask questions. The Company must provide an answer to any such question relating to the business being dealt with at the meeting but no such answer need be given if:

i) to do so would interfere unduly with the preparation for the meeting or involve the disclosure of confidential information;

ii) the answer has already been given on a website in the form of an answer to a question; or

iii) it is undesirable in the interests of the Company or the good order of the meeting that the question be answered.

Members satisfying the threshold requirements in section 527 of the 2006 Act can require the Company to publish a statement on its website setting out any matter relating to: a) the audit of the Company’s accounts (including the Auditor’s report and the conduct of the audit) that are to be laid before the AGM; or b) any circumstances connected with an Auditor of the Company ceasing to hold office since the last meeting at which accounts and reports were laid in accordance with section 437 of the 2006 Act, which members propose to raise at the meeting.

The Company may not require the Shareholders requesting any such website publication to pay its expenses in complying with sections 527 or 528 of the 2006 Act. Any statement placed on the website must also be sent to the Company’s Auditors no later than the time it makes its statement available on the website. The business which may be dealt with at the AGM includes any statement that the Company has been required to publish, under section 527 of the 2006 Act, on its website.

Processing of personal data
Personal data provided by shareholders at or in relation to the AGM (including names, contact details, votes and Shareholder Reference Numbers) will be processed in line with the company’s privacy policy which is available at https://www.ascential.com/site-services/privacy-policy

Proxies
Shareholders are entitled to appoint one or more proxies to exercise all or any of their rights to attend and to speak and vote on their behalf at the meeting. A proxy need not be a member of the Company.

A shareholder may appoint more than one proxy in relation to the AGM provided that each proxy is appointed to exercise the rights attached to a different share or shares held by that shareholder. A shareholder appointing more than one proxy should indicate the number of shares for which each proxy is authorised to act on his or her behalf.

A Form of Proxy which may be used to make such appointment and give proxy instructions accompanies this Notice. You can only appoint a proxy using the procedures set out in these notes and the notes to the Form of Proxy. To be valid, any Form of Proxy, and the original (or a certified true copy) of any power of attorney or other authority under which the Form of Proxy is signed must be deposited at the offices of the Company’s registrar, whose address is shown on the enclosed reply paid envelope, no later than 9:00am on 16 May 2023.

Alternatively, shareholders may register the appointment of a proxy electronically by logging onto sharevote.co.uk.

In the case of joint holders, any one of the holders may sign the Form of Proxy. Where more than one of the joint holders purports to appoint a proxy, only the appointment submitted by the most senior holder will be accepted. Seniority is determined by the order in which the names of the joint holders appear in the Company’s register in respect of the joint holding (the first named being the most senior).

Electronic proxy appointments must be received by Equiniti no later than 9.00am on Tuesday 16 May 2023. A proxy appointment made electronically will not be valid if sent to any address other than those provided or if received after 9.00am on Tuesday 16 May 2023.

The return of a completed Form of Proxy, other such instrument or any CREST Proxy Instruction will not prevent a shareholder attending the AGM and voting in person if he/she wishes to do so.

Corporate representatives
Any corporation which is a member can appoint one or more corporate representatives who may exercise on its behalf all of its powers as a member provided that they do not do so in relation to the same shares.
CREST

CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so for the AGM to be held on Thursday 18 May 2023 and any adjournment(s) thereof by using the procedures described in the CREST Manual which can be viewed at www.euroclear.com.

In order for a proxy appointment made by means of CREST to be valid, the appropriate CREST message (a ‘CREST Proxy Instruction’) must be properly authenticated in accordance with Euroclear UK & Ireland Limited’s specifications and must contain the information required for such instructions, as described in the CREST Manual (available via www.euroclear.com). The message, regardless of whether it constitutes the appointment of proxy or an amendment to the instruction given to a previously appointed proxy, must, in order to be valid, be transmitted so as to be received by the Company’s agent (RA19) by the latest time for receipt of proxy appointments specified in this Notice. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp applied to the message by the CREST Applications Host) from which the Company’s agent is able to retrieve the message by enquiry to CREST in the manner prescribed by CREST. After this time any change of instructions to proxies appointed through CREST should be communicated to the appointee by other means. The Company may treat as invalid a CREST Proxy Instruction in the circumstances set out in Regulation 35(5) a) of the Uncertificated Securities Regulations 2001.

CREST members and, where applicable, their CREST sponsors or voting service providers should note that Euroclear UK & Ireland Limited does not make available special procedures in CREST for any particular messages. Normal system timings and limitations will therefore apply in relation to the input of CREST Proxy Instructions. It is the responsibility of the CREST member concerned to take (or, if the CREST member is a CREST Personal Member or sponsored member or has appointed a voting service provider(s), to procure that his/her CREST sponsor or voting service provider(s) take(s) such action as shall be necessary to ensure that a message is transmitted by means of the CREST system by any particular time. In connection with this, CREST members and, where applicable, their CREST sponsors or voting service providers are referred, in particular, to those sections of the CREST Manual concerning practical limitations of the CREST system and timings.

If you are an institutional investor you may be able to appoint a proxy electronically via the Proxymity platform, a process which has been agreed by the Company and approved by the Registrar. For further information regarding Proxymity, please go to www.proxymity.io. Your proxy must be lodged by 9am on 16 May 2023 in order to be considered valid. Before you can appoint a proxy via this process you will need to have agreed to Proxymity’s associated terms and conditions. It is important that you read these carefully as you will be bound by them and they will govern the electronic appointment of your proxy.

Nominated persons
Any person to whom this Notice is sent who is a person nominated under section 146 of the 2006 Act to enjoy information rights (a ‘Nominated Person’) may, under an agreement between him/her and the shareholder by whom he/she was nominated, have a right to be appointed (or to have someone else appointed) as a proxy for the AGM. If a Nominated Person has no such proxy appointment right or does not wish to exercise it, he/she may, under any such agreement, have a right to give instructions to the shareholder as to the exercise of voting rights.

The statement of the rights of shareholders in relation to the appointment of proxies in the section titled ‘Proxies’ above does not apply to Nominated Persons. The rights described in this section can only be exercised by shareholders of the Company.

Nominated Persons are reminded that they should contact the registered holder of their Ordinary Shares (and not the Company) on matters related to their investments in the Company.

Documents for inspection
The following documents may be inspected at the registered office of the Company during normal business hours from the date of this Notice to the date of the AGM (except Saturdays, Sundays and public holidays) and at the place of the AGM from 08:30am until the conclusion of the AGM:

• Executive Directors’ service contracts;
• Directors’ deeds of indemnity;
• Non-Executive Directors terms and conditions of appointment and letters of appointment; and
• a copy of the Articles of Association of the Company.

Total voting rights
As at 4 April 2023, being the latest practicable date prior to the publication of this Notice, the Company’s issued share capital consisted of 440,267,694 Ordinary Shares. Each Ordinary Share carries one vote. Therefore the total voting rights in the Company as at 4 April 2023 are 440,267,694. At the date of this Notice, no Ordinary Shares are held by the Company in treasury.

Information about the AGM
Date Thursday 18 May 2023
Time 9:00am
At 33 Kingsway, London WC2B 6UF. Kingsway is accessible by wheelchair users.
## Appendix 1

**BIOGRAPHIES OF THE DIRECTORS SEEKING ELECTION**

### Scott Forbes
- **Appointed to the Board:** January 2016
- **Meetings attended:** 8/8
- **Committees:**
  - Nomination Committee (Chair)
  - Independent: Yes (upon appointment)
- **Current external appointments:**
  - Chairman, Cars.com
  - Senior Independent Director, Auction Technology Group
- **Previous experience:**
  - Chairman, Rightmove plc
  - Chairman, Orbitz Worldwide
  - Non-Executive Director, Travelport Worldwide
  - Managing Director, Cendant Corporation
- **Key areas of prior experience**
  - Board and committee chairing, business strategy, digital marketplaces, operations, finance, mergers & acquisitions and capital markets

### Duncan Painter
- **Appointed to the Board:** October 2011
- **Meetings attended:** 8/8
- **Committees:** None
- **Independent:** No
- **Current external appointments:**
  - Non-Executive Director ITV plc
- **Previous experience:**
  - Managing Director, Sky plc
  - Global Product Leader, Experian plc
  - Founder and Chief Executive Officer, ClarityBlue
- **Key areas of prior experience**
  - Digital Commerce, digital media, consumer intelligence systems, mergers & acquisitions, business integration, operations, transformation

### Mandy Gradden
- **Appointed to the Board:** January 2013
- **Meetings attended:** 8/8
- **Committees:** None
- **Independent:** No
- **Current external appointments:**
  - Deputy Chair, Listing Authority Advisory Panel, FCA
- **Previous experience:**
  - Non-Executive Director and Chair of the Audit Committee, SDL plc
  - CFO, Torex Retail Holdings Limited
  - CFO, Detica Group plc
  - Telewest plc
  - Delgety plc
  - Price Waterhouse
- **Key areas of prior experience**
  - Chartered accountant, corporate finance, mergers & acquisitions, financial restructuring, transformation

### Paul Harrison
- **Appointed to the Board:** January 2016 (as NED), January 2021 as COO
- **Meetings attended:** 8/8
- **Committees:** None
- **Independent:** No
- **Current external appointments:**
  - Non-Executive Director and Chair of Audit Committee, Darktrace plc
- **Previous experience:**
  - CFO, Just Eat plc
  - Senior Independent Director and Chair of Remuneration Committee, Hays plc
  - Non-Executive Director and Chair of Audit Committee, Hays plc
  - CFO, Wandisco plc
  - CFO, The Sage Group plc
  - Price Waterhouse
- **Key areas of prior experience**
  - Chartered accountant, strategy and corporate finance, mergers & acquisitions, capital markets, audit, voice of consumer
<table>
<thead>
<tr>
<th>Name</th>
<th>Appointed to the Board: Year</th>
<th>Meetings attended:</th>
<th>Committees:</th>
<th>Independent:</th>
<th>Key areas of prior experience</th>
<th>Current external appointments</th>
<th>Previous experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suzanne Baxter</td>
<td>January 2021</td>
<td>7/8</td>
<td>Audit Committee (Chair)</td>
<td>Yes</td>
<td>Chartered accountant, corporate finance, mergers &amp; acquisitions, business services, audit, transformation</td>
<td>Non-Executive Director and Audit Chair of Auction Technology Group plc&lt;br&gt;External Board member, Pinsent Masons International LLP&lt;br&gt;Independent Non-Executive, Public Interest Body of PricewaterhouseCoopers</td>
<td>Audit Committee Chair, WH Smith plc&lt;br&gt;CFO, Mitie Group plc</td>
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<tr>
<td>Rita Clifton</td>
<td>May 2016</td>
<td>8/8</td>
<td>Nomination Committee, Remuneration Committee</td>
<td>Yes</td>
<td>Brands, brand strategy, business leadership, global account sales, CPG voice of consumer</td>
<td>Deputy Chair, John Lewis Partnership&lt;br&gt;Chair, Forum for the Future&lt;br&gt;Trustee, Green Alliance</td>
<td>Non-Executive director, Nationwide Building Society&lt;br&gt;Non-Executive Director, Asos plc&lt;br&gt;Vice Chairman and Strategy Director, Saatchi &amp; Saatchi&lt;br&gt;CEO and Chairman, Interbrand&lt;br&gt;Non-Executive Director, Sustainable Development Commission, Trustee and Fellow World Wildlife Foundation</td>
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<tr>
<td>Joanne Harris</td>
<td>April 2021</td>
<td>8/8</td>
<td>None</td>
<td>Yes</td>
<td>Business integration, transformation, CPG, global account consultancy sales, talent management, digital commerce, voice of consumer &amp; customer</td>
<td>Board Director, UC Health</td>
<td>Chief Commercial Officer, Staples Inc.&lt;br&gt;Chief Customer Officer, Procter &amp; Gamble&lt;br&gt;Global President Beauty &amp; Personal Care, kdc/one</td>
</tr>
<tr>
<td>Gillian Kent</td>
<td>January 2016</td>
<td>8/8</td>
<td>Audit Committee, Remuneration Committee</td>
<td>Yes</td>
<td>Digital media, marketing, brands, remuneration, transformation, technology, strategy and voice of the consumer &amp; customer</td>
<td>Non-Executive Director, Mothercare plc&lt;br&gt;Non-Executive Director, SIG plc&lt;br&gt;Non-Executive Director, Marlowe plc&lt;br&gt;Non-Executive Director, THG plc</td>
<td>Non-executive Director, Pendragon plc&lt;br&gt;Non-Executive Director, NAHL Group plc&lt;br&gt;Non-Executive Director, Dignity plc</td>
</tr>
</tbody>
</table>
Appendix 1 continued

BIOGRAPHIES OF THE DIRECTORS SEEKING ELECTION

Charles Song
Appointment to the Board: October 2020
Meetings attended: 8/8
Committees: None
Independent: Yes
Key areas of prior experience
Financial technology, business building, global capital markets, investment banking, commercial banking and corporate finance

Current external appointments:
Chairman and CEO, Linklogis
Directors and Vice Chairman, Greenlink Digital Bank
Director and Chairman, Olea

Previous experience:
President and CEO, China Resources Bank
Strategy adviser, Tencent
Global Head of Trust Services, HSBC

Judy Vezmar
Appointment to the Board: January 2016
Meetings attended: 8/8
Committees: Remuneration Committee (Chair), Nomination Committee
Independent: Yes
Key areas of prior experience
Global portfolio leadership, talent management, remuneration, voice of the consumer, global account management

Current external appointments:
Non-Executive Director and Employee Non-Executive Director SSP Group plc

Previous experience:
CEO, LexisNexis International
Executive, Xerox Corporation
Non-Executive Director, Rightmove plc