Euromoney Institutional Investor PLC

Half Year Report 2021

The risk matrix below shows the relative likelihood of the principal risks crystallising and their potential impact on the Group, and highlights changes made to the matrix at the half-year point for two of the Group's principal risks. The risks are shown as post-mitigation residual risks.



Risk Description

- Covid-19 continues to have a significant impact on the Group's business activities, particularly events.
- Recession or poor business economic conditions in major markets hinder organic revenue growth.
- 3 Compliance and Controls: complex global regulations and a litigious environment causes reputational, legal or financial damage.
- 4 Inability to execute M&A strategy or integrate acquisitions successfully in to the Group on a timely basis prevents the delivery of the strategy.
- 5 Geopolitical upheaval has a major impact on the business environment.
- 6 Cybersecurity and information security threats compromise data integrity or result in a loss of key data.
- 7 Inadequate investment in technology creates competitor risk and slows execution of 3.0 strategy.

- 8 Inadequate ability of the business to manage talent churn effectively results in the loss of key personnel in critical roles.
- Uncertain tax liabilities leads to material cash outflows.
- 10 Existing and emerging competitor activity creates product and pricing pressures, as well as potentially eroding margins.
- Support systems implementations and obsolescence does not meet business needs resulting in inefficiencies and increased cost.
- 12 Exposure to USD exchange rate leads to unexpected swings in reported results.
- 13 Changing customer needs, new technology or disruptive new entrants into the market cause structural changes in markets reducing the value delivered by our products and services.