Contents

Who we are

LSEG is a leading global financial markets infrastructure and data provider. We play a vital social and economic role in the world's financial system. With our trusted expertise and global scale, we enable the sustainable growth and stability of our customers and their communities.

Our purpose

Driving financial stability, empowering economies and enabling customers to create sustainable growth.

Strategic Report

Approval of the Strategic Report is provided in the Directors' Report on page 154.	
LSEG at a glance	02
Our business model	04
Market trends and our response	08
Chair's statement	10
Chief Executive Officer's statement	12
Executive management team	14
A compelling investment story	16
Partnering to transform our industry: Microsoft	18
Key performance indicators	20
Partnering to transform our industry: BlackRock	24
Our purpose and strategy	26
Partnering to transform our industry: HSBC	32
Divisional review: Data & Analytics	34
Divisional review: Capital Markets	38
Divisional review: Post Trade	40
Partnering to transform our industry: Post Trade Solutions	42
Chief Financial Officer review	44
Financial review	48
Sustainability	58
Board engagement with stakeholders	69
Section 172(1) Statement	75
Principal risks and uncertainties	79
Financial viability statement	89

Governance

Corporate governance introduction	92
Board of Directors	94
Corporate governance report	98
Complying with the provisions of the Code	105
Report of the Nomination Committee	106
Report of the Audit Committee	109
Report of the Risk Committee	115
Directors' Remuneration Report	117
Directors' Report	154
Statement of Directors' responsibilities	159

Financial Statements

Independent Auditor's Report	162
Consolidated income statement	171
Consolidated statement of comprehensive income	172
Consolidated balance sheet	173
Consolidated statement of changes in equity	174
Consolidated cash flow statement	175
Notes to the consolidated financial statements	176
Company balance sheet	241
Company statement of changes in equity	242
Notes to the Company financial statements	243

Shareholder Information

Glossary	255
Investor Relations	259

London Stock Exchange Group plc

10 Paternoster Square London EC4M 7LS

Telephone: +44 (0)20 7797 1000 Registered in England and Wales

No. 5369106



Further information on London Stock Exchange Group can be found at: www.lseg.com.