

Strategic Report continued

We invest in building cleaner energy systems, decarbonising industry and growing ambitious companies.

Business review

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Business review

Foresight's investment strategies are designed to generate long-term investment returns.

Investment

Infrastructure

Foresight's Infrastructure division is one of Europe's and Australia's most established real assets investors. We invest across many technologies, focusing on the energy transition which includes renewable generation, grid infrastructure and hydrogen, and also natural capital, social, transport and digital infrastructure.

£9.8bn

81%

of AUM

60%

of revenue



See more on pages 16 to 22

Private Equity

Our Private Equity division is one of the most active UK regional SME investors, supporting companies through their own and economic cycles. We partner with promising SMEs across all sectors and deal stages. Each year we review over 3,000 business plans and are currently supporting more than 250 SMEs.

£1.6bn

13%

of AUM

33%

of revenue



See more on pages 23 to 29

Foresight Capital Management

Our Foresight Capital Management ("FCM") division applies private market expertise to opportunities in listed markets. The FCM Team and investment approach were established in 2017 to facilitate retail and institutional investors accessing infrastructure, renewables and real estate investment opportunities through actively managed open-ended funds investing in listed securities.

£0.7bn

6%

of AUM

7%

of revenue



See more on pages 30 to 35

Distribution

69%

Institutional AUM

31%

Retail AUM

Business review continued

Infrastructure

One of Europe's and Australia's most established real asset investors, focusing on the energy transition, natural capital and social, transport and digital infrastructure.

Business review continued

Infrastructure continued

Operational overview

£9.8bn

Assets Under
Management

438

infrastructure
assets

180+

investment, commercial
and technical
professionals

4.7GW

total green energy
technology capacity¹

Foresight's Infrastructure division is one of Europe's and Australia's most established real assets investors. We invest across many technologies, focusing on the energy transition which includes renewable generation, grid infrastructure and hydrogen, and also natural capital, social, transport and digital infrastructure. As at 31 March 2024, we managed 438 infrastructure assets, including assets with 4.7GW of total green energy capacity.

The experienced in-house team comprises over 180 investment, commercial and technical professionals who provide a complete end-to-end solution for retail and institutional investors. This includes:

1. Creating a bespoke range of products that meet the needs of investors, the economy and the environment
2. Investment origination and execution, including sourcing and structuring transactions
3. Ongoing active commercial, operational and technical management and optimisation of our assets

We utilise our established UK international networks to access the best available markets and opportunities at any given time.

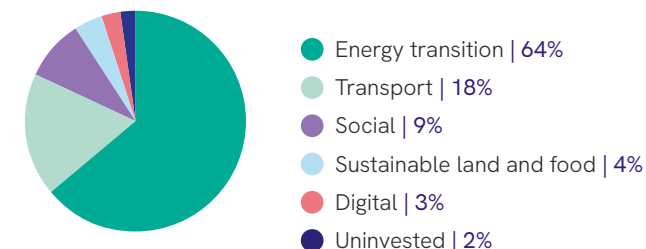
The division deploys and manages capital across a wide range of infrastructure sectors at various stages of an asset's life, through development, construction and operational stages. This creates further investment opportunities and enables us to maximise return on investment.

When considering investment opportunities, we apply five ESG principles to evaluate, monitor and encourage portfolio companies to make improvements:

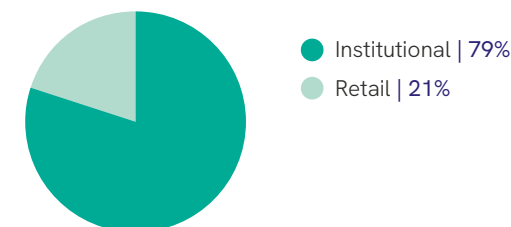
1. Sustainable development contribution: contribution made towards the global sustainability agenda
2. Environmental footprint: localised environmental impact of an investment
3. Social: the interaction with local communities and the welfare of employees
4. Governance: compliance with relevant laws and regulations
5. Third-party interactions: the sustainability of key counterparties and the broader supply chain

Our in-house asset management team focuses on operational performance, asset optimisation, commercial management, as well as useful life enhancement, with the objective of generating sustainable long-term asset operations and associated economic benefits. We believe this team provides the wider Infrastructure division with a competitive advantage that few in the market can offer.

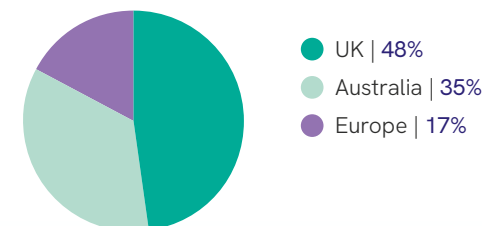
Infrastructure AUM by theme:



Infrastructure AUM by client type:



Infrastructure AUM by geography:



1. As defined by the London Stock Exchange Green Economy Mark.

Business review continued

Infrastructure continued

Market opportunity

Due to strong global decarbonisation agendas, the sustainable infrastructure market is driven by powerful long-term structural and regulatory tailwinds with the aims of:

1. Achieving net zero targets (in line with the Paris Agreement or other verified timelines)
2. Strengthening energy security in light of recent global conflicts

Whilst global investment in the energy transition reached a record \$1.8 trillion in 2023, a 17% increase on 2022, the 2024 BNEF Energy Transition Investment Trends report estimates that global investment levels need to nearly triple to \$4.8 trillion per year between 2024 and 2030 to remain on track to achieve global net zero targets. With most countries not yet aligned to meet this increased demand, there is a growing need for public and private institutions to work more closely together to help scale the investment required.

We are now seeing evidence of strategic plans at a national/regional level, supported by new regulations that underpin these global ambitions. Specifically within our key markets:

- The UK Energy Act came into force in October 2023 aiming to create a more efficient energy system that can support the growth in the electrification of technologies to achieve net zero targets. It seeks to ensure the UK energy system is cleaner, more affordable and more secure, leveraging private investment in clean technologies to achieve this.

- The amended Renewable Energy Directive (“RED III”), that has been adopted by the EU Council, came into force in November 2023. This sets out the aim to increase the share of renewable energy in the EU’s overall energy consumption to at least 42.5% by 2030 with an aspiration for 45%. This has significant implications for many sectors across industry, transport and buildings. For example, in the industrial sector, RED III requires a 1.6% annual increase in renewable energy usage.
- The expansion of the Australian Government’s Capacity Investment Scheme (“CIS”) was announced in November 2023. The expanded CIS seeks to incentivise the national deployment of 32GW of renewable capacity and clean dispatchable capacity by 2030. The Government is seeking to unlock more than A\$65 billion of investment in renewable capacity through the CIS. Competitive tenders for revenue underwriting will be held approximately every six months starting from May 2024. Post period end, the Federal Budget for 2024-25 was announced in May 2024 and is the biggest clean energy budget in Australian history. The “Future Made in Australia” package will realise Australia’s potential to become a renewable energy superpower, add value to resources, and strengthen economic security by attracting investment in priority areas.

Foresight’s Infrastructure division, through its current and identified future strategies, targets these resulting significant investment opportunities.



Skaftåsen Wind Farm, Sweden, part of Foresight’s portfolio

Business review continued

Infrastructure continued

Fundraising update

With the increasing focus on decarbonisation, our funds are well placed to benefit from the global drive to support the energy transition and wider net zero ambitions. There is a growing need for investment in energy storage and green hydrogen alongside the continued development of renewable energy production and investment upgrades to the grid that are needed to support these new energy sources and increased consumption resulting from electric vehicles and AI-related data centres.

Whilst challenging market conditions in 2023 necessarily slowed the pace but not the size or scope of our institutional infrastructure fundraising activities, we have been encouraged in 2024 by investor demand for our institutional infrastructure pipeline of products:

- **FEIP/FEIP II:** As part of our Foresight Energy Infrastructure Partners ("FEIP") differentiated energy transition strategy, we endeavour to create strong diversification across technologies and geographies, investing in complementary and negatively correlated assets to deliver a superior risk-adjusted return. In January 2024, FEIP successfully concluded its investment period, having deployed over €1 billion in capital.
- Post period end, less than six months after FEIP I's investment period ended, we were pleased to announce the accelerated first close of €300 million for the second vintage of this strategy, Foresight Energy Infrastructure Partners II ("FEIP II"), to meet investor requirements. With a target fundraise of €1.25 billion, FEIP II will continue to raise capital until late 2025.

- **Hydrogen:** Over the last 12 months, new or updated national hydrogen strategies and Government legislation have been announced that continue to support the investment case for low carbon hydrogen opportunities in key geographic regions. In addition, we are observing the increasing demand for this product, with large corporations such as TotalEnergies issuing public tenders for significant volumes every year. This gives Foresight confidence that the momentum to build a hydrogen economy is growing and long lasting. As such, we are increasing our emphasis on a new Foresight Hydrogen Infrastructure Fund ("FHIF") that is currently pre-marketing to financial institutions, sovereign funds and corporations across Europe, the US, Middle East and Asia.
- **Australian Renewables Income Fund ("ARIF"):** During the year, the continued global demand for sustainable investment has driven Australia's push towards decarbonisation. Achieving the Australian Energy Regulator's energy transition goals will require significant institutional investment, presenting substantial opportunities for ARIF, which remains open to capital commitments.

We continue to explore new opportunities in the market and look to develop further products to support decarbonisation agendas; for example, within natural capital, a sector that we already have experience investing in through forestry and aquaculture assets.

Against the backdrop of challenging market conditions for institutional fundraising in FY24, our Foresight Inheritance Tax Fund achieved a record year of inflows, with £289 million allocated to infrastructure investment strategies.

Performance and capital deployment

Our divisional AUM increased by 4% to £9.8 billion (FY23: £9.5 billion) in the period, largely supported by a strong performance through our retail fundraising.

FY24 deployment decreased year-on-year, reflecting fundraising constraints experienced during 2023. However, our team's well-established international networks resulted in the origination and review of over 900 investment opportunities, a 26% increase on the prior period. Improving institutional infrastructure fundraising conditions in 2024 provide us with confidence in unlocking a greater proportion of this origination pipeline in FY25.

	FY24	FY23
Transactions completed	29	54
Value (£m)	359	690
New future deployment rights (£m) ¹	1,141	1,657
Total (£m)	1,500	2,347

1. New future deployment rights associated with transactions completed during the period.

Business review continued

Infrastructure continued

Performance and capital deployment continued

Investments that progressed or completed in the year included:

- HH2E – Progress has continued towards a final investment decision (“FID”) on the Company’s green hydrogen production site project in Lubmin, Germany, which is expected in the second half of 2024. The Company also has a further pipeline of projects at various stages of development of which the Thierbach site in Germany is the furthest advanced. The Company continues to see strong interest from corporates from a range of sectors that need to decarbonise in discussing green hydrogen offtake from HH2E sites.
- In Australia, the Kondinin Energy Project with Shell received developmental approval for a 280MW wind, 80MW solar and 60MW Battery Energy Storage System. Stage 1 of the development comprises approximately 120MW of wind; ongoing development activities have included offtake marketing, EPC tendering, grid connection and community engagement.
- FEIP acquired the 1,800MWh capacity development stage pumped storage hydro (“PSH”) project in Silvermines, Co Tipperary, Ireland. See the case study on page 22 for further details.

At the year end, the division held a strong total future deployment rights pipeline in international infrastructure of over £5 billion, across sectors including renewable generation, storage, hydrogen and natural capital.

Outlook

In FY24, a higher interest rate environment created headwinds to institutional infrastructure fundraising and therefore our ability to deploy capital. However, as a division we remain ideally positioned to benefit from the significant investment opportunities provided by global decarbonisation agendas and the resulting powerful long-term structural and regulatory tailwinds present within our key infrastructure markets.

Our heritage in supporting a range of renewable energy sources, including wind and solar, and our recent success in moving into grid flexibility and green hydrogen further highlights our ability to identify opportunities for growth and build diversified portfolios that deliver attractive, risk-adjusted returns.

This investment experience, combined with encouraging investor sentiment shown in 2024, as shown by the post period end first close of the second vintage of our flagship energy transition strategy, Foresight Energy Infrastructure Partners (“FEIP”) II, provides confidence in our ability to continue to grow and unlock our strong investment pipeline in international infrastructure.

Our recent success in moving into grid flexibility and green hydrogen further highlights our ability to identify opportunities for growth

Business review continued

Infrastructure continued

The Lorca portfolio

The global focus on achieving decarbonisation continues to offer us strong investment opportunities. In Europe, the Spanish electricity market is one of the most active for the deployment of renewable projects, and having huge potential for harvesting photovoltaic energy, solar assets are particularly attractive.

In 2020, the listed investment trust, Foresight Solar Fund Limited ("FSFL"), purchased three assets in Andalusia, expanding its Iberian portfolio with further subsidy-free projects. The (99MW) project was acquired at the pre-construction stage, and our presence in and knowledge of the local market was key in structuring the construction, offtake and financing agreements for the portfolio – adding value at every stage.

Our team in Madrid worked to secure a ten year fixed power purchase agreement with Statkraft, Europe's largest producer of renewable energy. This secured long-term revenue visibility for our Spanish portfolio, directly contributing to dividend cover for FSFL. Foresight's local team were also able to secure debt financing for the portfolio, reflecting the strength of its revenue profile, further optimising financial returns.

Less than 24 months after acquisition of the initial project rights, all three assets, Las Salinas (30MW), Los Llanos (49MW) and Los Picos (20MW), started exporting to the grid. The resulting capital uplift from reaching commercial operations made a strong contribution to the FY23 performance of FSFL, delivering a 1.9pps uplift to the Company's net asset value.

In November 2023 we sold a 50% stake in the portfolio at a 21% premium to holding value. The sale crystallised a further capital uplift, enabling the fund to recycle capital into other investment opportunities and strengthen its balance sheet in accordance with its prudent capital allocation strategy, whilst retaining exposure to assets that will continue to support FSFL's financial objectives for the long term.

Lorca is a great example of how well our value creation strategy works. By acquiring assets at the pre-construction stage, we can utilise our experience within our investment management team to build and operate assets that can realise full financial upside for Foresight managed funds.

Los Llanos, part of Foresight and FSFL's Lorca Portfolio in Spain

Business review continued

Infrastructure continued

Silvermines

The revised European Renewable Energy Directive, adopted in 2023, has established new climate targets for EU countries to achieve net zero by 2050. In support of this, Ireland's Climate Action Plan 2023 aims to have renewables account for 80% of power by 2030. The transition needed to achieve these targets, in a country with a strong dependency on fossil fuels, requires improved flexibility and storage capacity in Ireland's electricity generation infrastructure to respond quickly to changes in renewable electricity supply and demand.

In November 2023 our Foresight Energy Infrastructure Partners ("FEIP") fund acquired an equity stake and committed capital to the development of a Pumped Storage Hydro ("PSH") project, Silvermines Hydro, in the Republic of Ireland. This is in addition to an earlier grant from the European Commission through the Connecting European Facility.

The project has officially been designated as a European Project of Common Interest, meaning that it is an essential infrastructure project that aims to strengthen the European energy market and help achieve energy and climate goals. This reflects our move into more high-profile, nationally significant projects.

Silvermines is FEIP's second investment in the PSH sector and is located on a 148-hectare site in Tipperary. The site was previously used as an open cast mine and by utilising the existing open pit to create a lower reservoir, the plant will have positive environment and biodiversity impacts. Silvermines will add over 300MW of flexible storage capacity to the grid, with PSH a dependable and proven way to flexibly store green energy and generate electricity at scale. It addresses the growing demand for electricity in Ireland while contributing to the security of energy supply.

The project will play an essential role in balancing the grid and help reduce Ireland's fossil fuel dependency. It has been identified as a mitigating solution to Ireland's energy challenges, helping achieve renewable energy targets and reduce carbon emissions. Our investment will also help to create job opportunities in the region and deliver significant environmental benefits across the country.

Silvermines Hydro, Tipperary, part of Foresight's portfolio

Business review continued

Private Equity

We aim to be the capital provider of choice for smaller companies in the UK, Ireland and beyond. We provide Growth Private Equity, Venture Capital and Private Credit across a broad range of sectors and development stages, partnering with promising companies to help them achieve their ambitions and create long-term sustainable growth.

Business review continued

Private Equity continued

£1.6bn

Assets Under
Management

3,000+

business plans
reviewed every year

250+

portfolio companies

23

different investment
vehicles

12

UK and Ireland offices

50+

investment professionals

Market opportunity

Foresight's Private Equity division operates strategies across Growth Private Equity, Venture Capital and Private Credit. We invest in SMEs in the UK and Ireland ("UK&I") and are increasingly addressing international markets. As is the case with many countries, the UK and Irish SME funding markets are structurally underserved. This equity gap, combined with our diverse sources of funding from both retail and institutional investors, creates fundraising opportunities for new fund mandates and additional closes of existing funds.

We invest in sectors with favourable long-term trends and structural growth drivers, partnering with promising SMEs to achieve long-term sustainable growth. Our investments cover a range of maturity profiles, from early stage to more mature companies. Annual revenues at portfolio companies are typically between £2 million and £20 million, although venture and seed investments can be into high tech, pre-revenue companies, including university spinouts. Our Private Credit strategy deploys larger investments through attractive secured structures into innovative lenders commonly targeting the SME and property markets.

We believe smaller companies prefer to source capital in their local markets rather than seeking this from London. As a result, we have established a regional office network with 12 offices across the UK and Ireland, which is key to the deployment of capital raised.

- Our regional focus aligns with the long-term cross-party political agenda to invest in and grow regional economies outside London and the South-East. This, combined with our strong track record, continues to lead to multiple fundraising opportunities.
- We continue to see a high volume of attractive investment opportunities across all our strategies and complete a high volume of new and follow-on transactions each year.
- We continue to complete attractive exits, with a number of companies on the market currently.
- We seek to develop the ESG credentials of our investee companies, being synergistic with value creation.
- Our impact on the market is increasingly recognised, winning multiple awards during the period.

Operational overview

We offer a variety of fund structures to facilitate investment by both institutional and retail investors. By undertaking multiple fundraising initiatives each year, we avoid risks associated with binary fundraising, allowing us to deliver incremental and consistent inflows into our retail funds and capitalise on the fundraising opportunities available to us across our institutional funds.

Deployment across Growth Private Equity, Venture Capital and Private Credit investments is driven by the team's experience and differentiated and growing local network. The team includes over 50 dedicated investment professionals across a total of 12 UK&I offices, following the opening of new offices in Cardiff and Newcastle during the period. This is alongside representatives based in the US, UAE and Israel. In addition, we provide Private Credit to alternative secured lending companies, which principally service the UK SME market.

The division currently manages investments in over 250 small companies across UK&I. Investments cover a wide range of sectors, including telecommunications, media and technology ("TMT"), healthcare and business services, supporting Foresight's diversified business model and providing the division's portfolio with greater resilience through economic cycles. The team also continues to seek out new asset classes and avenues for growth for Foresight more broadly.

Our expertise in growing businesses has long been recognised, but central to this is our ability to grow responsible, self-sufficient, resilient businesses. We do this by creating and sharing the tools and understanding necessary to develop the ESG credentials of our investment companies. We believe this not only improves business performance, but helps companies stand out from their peers and create competitive advantage, enabling us to drive real value at the time of exit.

Business review continued

Private Equity continued

Funds raised

£145m¹

Growth Private Equity
(FY23: £172m)

£66m

Venture Capital
(FY23: £64m)

£72m

Private Credit²
(FY23: £51m)

Fundraising

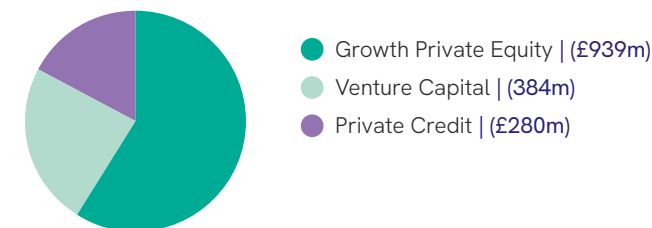
The Private Equity division delivered a strong performance in both institutional and retail fundraising during the year, resulting in a 12% increase to AUM, which totalled £1.6 billion as at 31 March 2024 (FY23: £1.4 billion).

We further strengthened our regional offering through multiple closes of existing and new institutional funds during the period:

- Foresight North East Fund increased from £59 million to £99 million³ following its third and fourth closes, including a £30 million commitment from Tyne and Wear Pension Fund. This fund was initially cornerstoned by Durham County Council's Pension Fund, with additional support from the Teesside Pension Fund in June 2022. This fund helps small growth companies across the North East and Yorkshire and, to further support investment in the region, we have opened an office locally in Newcastle.
- IFW Foresight Equity Finance Fund was launched after Foresight was chosen to manage a £50 million equity finance fund for the Investment Fund for Wales. The fund will provide equity investments that will help drive sustainable economic growth across Wales.

- Foresight Northern Ireland Fund was launched with a £15 million commitment from British Business Investments. The fund targets small debt and equity investments in established smaller companies with growth potential in Northern Ireland, with an office planned to be opened in Belfast.
- AIB Foresight SME Impact Fund increased from €30 million to €68 million³ following its second and third closes, including a commitment of €25 million from the Ireland Strategic Investment Fund. Through this fund, we are helping create high quality local jobs, whilst helping Ireland's transition to a green economy. This investment also allows us to further expand our Dublin office and broaden the scope of our activities in Ireland.
- Foresight Regional Investment Fund III ("FRIF III") received a £15 million commitment from South Yorkshire Pension Fund. FRIF III invests in growth companies across North-West England, South Yorkshire, West Yorkshire and North Wales.

Divisional AUM split



From a retail fundraising perspective, we continued to see strong demand for our Foresight VCT plc and Foresight Enterprise VCT plc funds. Both were over-subscribed in the period and together raised £61 million. Whilst funds raised is comparable with prior years, we reached capacity far earlier in the year. This reflects positively on the Group's specialist in-house retail sales team and the strong recent performance of both funds when compared with peers on a one year share price total return basis.

In addition, our Foresight Inheritance Tax Fund allocated £72 million of total FY24 fundraising to our Private Credit strategy which is managed by the Private Equity division.

1. Excluding funds already under Foresight management.

2. Funds allocated to our Private Credit strategy by Foresight Inheritance Tax Fund.

3. Including funds already under Foresight management.

Business review continued

Private Equity continued

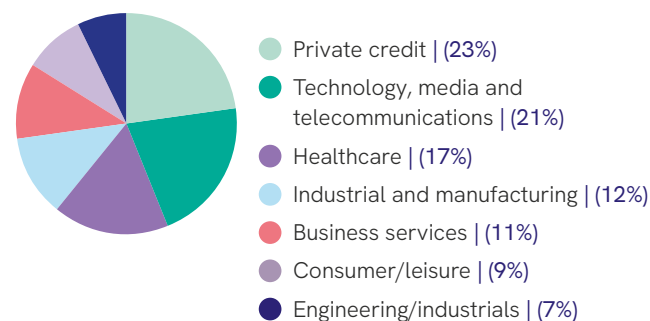
Division investment vehicles

14	7	2
Growth Private Equity funds (FY23: 13 funds)	Venture Capital funds (FY23: 6 funds)	Private Credit funds (FY23: 2 funds)

Capital deployed

£102m	£24m	£118m
Growth Private Equity (FY23: £78m)	Venture Capital (FY23: £27m)	Private Credit (FY23: £69m)

Portfolio split by carrying value



Performance

Against a challenging macroeconomic backdrop and following a strong period of fundraising in FY23 and FY24, the division's focus on utilising its capabilities in sourcing and completing investments continued to deliver strong deployment in the period.

Capital deployed during FY24 totalled £102 million (FY23: £78 million) across 39 Growth Private Equity transactions (FY23: 31) and £118 million across Private Credit investments (FY23: £69 million). Within Venture Capital, the division deployed £24 million (FY23: £27 million) over 44 deals. The year-on-year increase in divisional deployment in FY24 was driven by funds deployed from 23 vehicles, of which 18 continued to make new investments, covering a wide variety of sectors and investment types.

Throughout the year we have also continued to deliver a number of successful exits, further bolstering our exit track record. 12 exits were completed during the period across growth private equity and venture capital at a 2.5x average cash-on-cash return. You can learn more about one of these exits in our case study on page 29.



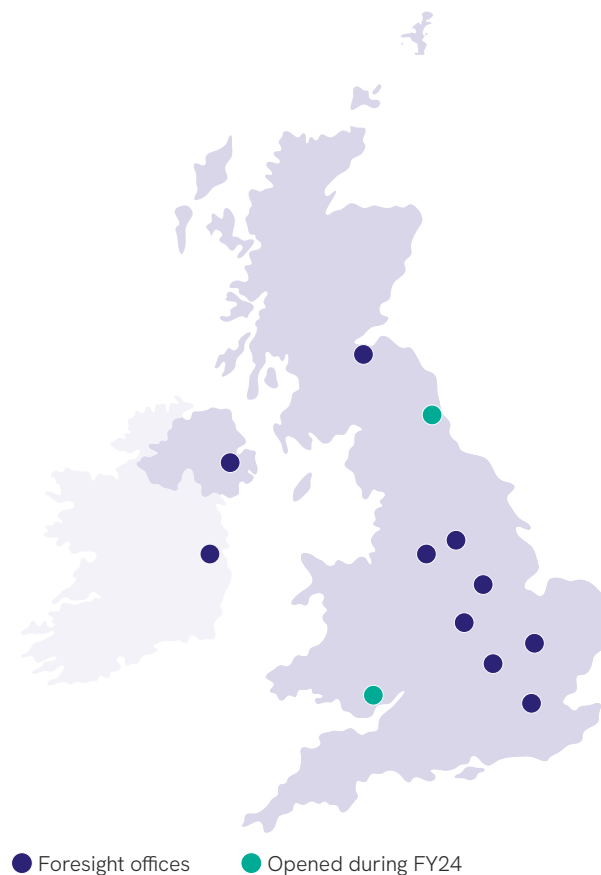
Member of Foresight's Private Equity team

Private Equity continued

We have a strong regional network of offices in the UK and Ireland. During FY24, we have scaled up our regional teams to embed local investors and expertise within the division, launching new regional funds and offices that will further strengthen our strategic position as we enter FY25.

We also continue to successfully navigate the volatility that has been felt across many of our markets during the year, through the diversity and low leverage profile of our portfolio, alongside the experience of our over 50 investment professionals in investing through various economic cycles. Against this challenging market backdrop we have continued to deliver good exits and will target further profitable exits in FY25.

Through the division's multiple fundraising avenues, hard-to-replicate regional network and investment experience through economic cycles, we remain confident in our ability to address the SME equity gap that exists in the UK and Ireland. Looking ahead, the division is well placed to continue to deliver value to our investors and investee companies, alongside profitable growth for the Foresight Group.



Members of the Foresight team

Business review continued

Private Equity continued

Refeyn

Refeyn spun out of Oxford University in 2018 with a focus on commercialising a new technology application in molecular mass measurement using light. Aiming to develop the next generation of scientific instrumentation, the company works to transform the rapidly evolving biopharma sector and improve the development and production of new pharmaceutical drugs. This is much needed in response to global rising healthcare needs, which are driven by a growing and ageing population, alongside the prevalence of chronic diseases.

Foresight WAE Technology ("FWT") EIS fund, a unique collaboration between Foresight and Fortescue Zero, (formerly Williams Advanced Engineering ("WAE")), first invested in Refeyn in 2019. The combination of companies enables Refeyn to benefit from our well-established investment management and growth expertise alongside WAE's engineering and technology experience.

Soon after the initial investment, we supported Refeyn on how best to launch a new product. Working closely with WAE to overcome some design and manufacturing challenges, Refeyn was able to get a new model of its instrument to market sooner and with very positive customer feedback. By helping develop much-needed technology that is easier to use and faster than more expensive technology with similar accuracy, Refeyn is enabling more protein research projects, helping accelerate important drug development, whilst keeping costs down.

FWT initially invested six months after the company spun out of Oxford University when it had sold just a few of its first instruments. It now has over 100 staff in the UK, US and Europe with approximately half being in STEM roles. The company also now has an installed base of over 200 instruments with customers all over the world.

Since the initial FWT investment, there have been two further rounds of funding, attracting significant capital from a US Venture Capital firm Northpond Ventures, with both rounds oversubscribed and at significant uplifts to the previous round's valuation. This highlights the benefit of our approach to investing at an earlier stage, helping provide investors with access to venture capital return profiles with the potential for high returns.

Refeyn, part of FWT's portfolio, has grown revenues by over 65x since our initial investment in 2019

Business review continued

Private Equity continued

Onfab

Onfab is a Cheshire-based company that specialises in the design, manufacture and installation of flexible containment equipment used in the pharmaceutical manufacturing process globally.

The prevalence of chronic diseases, such as cancer and cardiovascular and respiratory diseases, continues to rise globally. This is driving the demand for new and advanced pharmaceuticals to aid disease management, prevention and treatment.

Onfab works with world-leading pharmaceutical and biopharmaceutical companies, as well as contract manufacturing organisations around the world, to help develop next-generation drugs safely and consistently.

We initially invested in Onfab in 2017 and have invested a total of £9 million. We worked closely to provide structure in their management team, introducing a Chairperson, Managing Director and Finance Director. Reflecting our focus on ESG principles across our investments, we drove improved governance and sustainability practices, while helping to create a significant number of high-quality jobs.

Using our international expertise, we enabled Onfab to rapidly expand sales globally, helping to facilitate the faster development and production of life-changing drugs.

In November 2023 we sold our interest in Onfab to leading US life science business Saville. The overall investment is expected to generate a 3.2x return for investors in our first fund focused on North-West England, the Foresight Regional Investment Fund, once the residual business is realised over the coming months.

Business review continued

Foresight Capital Management

We leverage Foresight's deep knowledge of private markets to provide access to real assets and sustainable investment opportunities in listed markets.

Business review continued

Foresight Capital Management continued

AUM by investment strategy as at period end

£303m

UK Infrastructure
Income

£340m

Global
Infrastructure

£70m

Sustainable
Real Estate

£21m

Sustainable
Future Themes

Market opportunity

Globally, retail and institutional investors continue to demand investment products providing liquid exposure to asset classes such as infrastructure and real estate. Our differentiated approach to this market sets us apart from others.

Specifically, Foresight's experience investing in private markets through the Infrastructure and Private Equity divisions enables us to make attractive investments in listed companies. Our core investment competencies are renewable energy, the energy transition, infrastructure, real estate, natural capital and sustainable equity. These themes are supported by structural demand drivers and we believe that the market opportunities are characterised by:

- Continued demand for open-ended funds
- Transition to net zero driving international investors to demand access to sustainable investment strategies

- Opportunities for us to launch further investment vehicles globally to meet international demand for our existing strategies
- A scalable platform, with significant capacity for growth in AUM
- A UK sales team solely focused on FCM's product range, seeking to increase capital raising and retention by deepening both investor relationships and market penetration
- Potential to continue to expand distribution beyond the current focus on independent financial advisers ("IFAs") and wealth managers



Hume Hydro, Australia, part of Foresight's portfolio

Business review continued

Foresight Capital Management continued

Operational overview

£0.7bn	4	7	12	2
Assets Under Management	differentiated investment strategies	investment vehicles	dedicated professionals	institutional sub-advisory mandates

Operational overview

Our team of specialist listed securities professionals follows a sustainable, active and bottom-up investment process. The team of 12 draws on the Group's wider private market capabilities and applies these skills and knowledge to investing in public markets.

This experience, combined with dedicated internal resource focused on sustainability due diligence and analysis, creates valuable capabilities and insights that are hard to replicate. We continue to challenge ourselves to be a thought leader and have enhanced the sophistication of our investment approach beyond others in the market.

Our investment approach is to target listed companies at the leading edge of global sustainable development that offer potential for value accretion through increasing yield and capital appreciation. We seek to invest in businesses that are at the forefront of driving change and making a tangible difference. To achieve this, we follow a rigorous process to ensure that we continue to identify those companies in growth markets that can also offer ongoing resilience, especially during periods of macroeconomic uncertainty.

We have actively continued to expand the international reach of our distribution channels to further strengthen our resilience and enhance our growth potential. This has provided us with access to established distribution and marketing channels and opened new markets and countries. Specifically, in the year, we signed a new strategic agreement covering the Nordic region and Switzerland, complementing our existing US partnership and the creation of a specialist UK OEIC sales team. As a result of this strategic activity, we have positioned ourselves to deliver growth and ongoing sustainable investment opportunities and performance.

FCM expanded into the US market with its appointment as sub-adviser to the Baltimore-based Cromwell Foresight Global Sustainable Infrastructure Fund

Business review continued

Foresight Capital Management continued

Investment strategies and funds

FCM offers four investment strategies, which clients can access through four UK, one US and two Luxembourg domiciled funds:

Strategy	Fund	Investment focus
Foresight UK Infrastructure Income	<ul style="list-style-type: none"> FP Foresight UK Infrastructure Income Fund ("FIIF") 	<p>Harnesses Foresight's infrastructure investment expertise and taps into the demand for lower volatility, predictable and often inflation-related income, actively managing UK-listed renewable energy and infrastructure investment companies.</p> <p>The investment objective of the Fund is to generate income and preserve capital with potential for capital growth over an investment term of five years.</p> <p>As at 31 March 2024, the strategy's total net assets were £303 million.</p>
Foresight Global Infrastructure	<ul style="list-style-type: none"> FP Foresight Global Real Infrastructure Fund ("GRIF") VAM Global Infrastructure Fund (Lux) ("VAM") Foresight Global Real Infrastructure (Lux) Fund ("Foresight SICAV") Cromwell Foresight Global Sustainable Infrastructure Fund (US) ("Crom") 	<p>Invests in publicly traded shares of companies located in developed economies, which own or operate real infrastructure or renewable energy assets anywhere in the world.</p> <p>The Fund aims to grow, over any five year period, by more than 3% per annum above the rate of UK inflation (as measured by the UK Consumer Prices Index).</p> <p>As at 31 March 2024, the strategy's total net assets were £340 million.</p>
Foresight Sustainable Real Estate	<ul style="list-style-type: none"> FP Foresight Sustainable Real Estate Securities Fund ("REF") 	<p>Provides investors with exposure to a highly liquid and globally diversified portfolio of Real Estate Trusts. Given the lack of liquid open-ended funds in the UK that address sustainable real estate in a focused manner, REF is a highly differentiated strategy.</p> <p>The Fund aims to provide an income yield of 4% net of fees with a secondary objective to achieve capital growth over a rolling five year period.</p> <p>As at 31 March 2024, the strategy's total net assets were £70 million.</p>
Foresight Sustainable Future Themes	<ul style="list-style-type: none"> FP Foresight Sustainable Future Themes Fund ("SFT") 	<p>Invests in a global portfolio of scalable listed companies that address the following core themes of sustainable development and decarbonisation as a key sustainable investment focus:</p> <ul style="list-style-type: none"> Sustainable energy Sustainable food, land and forestry Waste, water and the circular economy Digital world Health and education <p>The Fund aims to grow capital over a five year period by investing in companies which meet the manager's sustainability criteria for positive environmental and/or social impact.</p> <p>As at 31 March 2024, the strategy's total net assets were £21 million.</p>

Business review continued

Foresight Capital Management continued

Performance

FY24 was characterised by continued interest rate volatility and emerging geopolitical risks driving performance across listed markets. Asset allocation rotations, changing expectations of short-term interest rates and, in the UK, industry consolidation and uncertainty over cost disclosures have driven greater downside in share prices than were warranted by fundamentals. Despite these headwinds, operational and financial performance from underlying portfolio companies remains resilient. Portfolio companies have adapted to prevailing macro realities and we remain well positioned towards areas that benefit from structural growth trends.

Against this challenging backdrop, AUM reduced by 44% to £0.7 billion (FY23: £1.3 billion). This reflected negative NAV performance of £122 million and net outflows of £446 million, including inflows of £274 million. In H2 net outflows decelerated when compared with H1.

We have remained steadfast and committed to our focus on managing attractive strategies that benefit from multi-decade structural growth trends while leveraging our private market approach to public market investing. We continue to invest in leading, innovative, sustainable and high-quality companies that remain well positioned for the long term.

Fund	Inception date	12 month TSR	TSR since inception
FP Foresight UK Infrastructure Income Fund	4 December 2017	-11.02%	11.55%
FP Foresight Global Real Infrastructure Fund¹	3 June 2019	-12.05%	11.06%
FP Foresight Sustainable Real Estate Securities Fund	15 June 2020	4.12%	-5.13%
FP Foresight Sustainable Future Themes Fund	28 March 2022	8.84%	2.86%

1. Return figures relate to UK domiciled vehicles in GBP.

FCM market outlook

Looking ahead, we believe our funds are well positioned to perform as the macroeconomic landscape normalises and markets focus again on fundamentals.

Considering the dislocation across markets, our portfolio of listed companies remains attractive relative to private markets and the valuation gap should eventually close as public markets re-rate with easing interest rates or as takeouts occur. The funds have already benefited from M&A activity in the sector, and we expect this to remain a theme over the next year as market participants seek to deploy capital into areas that offer attractive inflation-linked income streams and defensive growth characteristics. The investment opportunity across areas such as core infrastructure, data centres and renewable energy remains as strong as ever and the investment delivery models are going to continue to adapt as private capital is required in the sector.

The long-term investment themes of digitisation, ageing demographics, energy transition and deglobalisation are well represented across our funds. These themes continue to provide attractive investment opportunities within the strategies and the team remains vigilant for new investment ideas to benefit the funds. Our work in FY24 to lay strong foundations for future growth, including the expansion of our distribution channels, means that we are well positioned to capture appetite from the market into our highly scalable investment strategies, which have significant investment capacity.

We remain confident in the long-term prospects of the FCM funds, as well as the division's strategic positioning, which provides customer, product and geographic diversification to the wider Group.

Business review continued

Foresight Capital Management continued

Foresight Sustainable Future Themes Fund (“SFT”)

We launched our Sustainable Future Themes strategy in 2022 with a focus on providing capital either help to decarbonise certain sectors of the global economy or provide positive social outcomes. With around 90% of global GDP now covered by a net-zero target, the Fund is well positioned to benefit from the global push for decarbonisation and sustainable development. The Fund focuses its investments across five core themes:

- Sustainable energy
- Sustainable food, land and forestry
- Waste, water and the circular economy
- Digital world
- Health and education

When assessing companies for the Fund, we consider both their “footprint”, which is the impact of their day-to-day operations, and their “handprint”, which is the scope for their goods and services to decarbonise an economic sector or provide positive social outcomes. Through this focus we are aiming to build a portfolio that generates good financial returns and drives positive change. Our holdings include an energy company specialising in renewable energy solutions and a cable manufacturer facilitating the exchange of energy between countries. Both companies are set to benefit from the continued surge in demand for new, clean energy capacity globally.

We also believe that the emergence of AI is a developing structural megatrend that is set to benefit renewable energy developers and generators within our portfolio and the broader FCM investable universe.

We are also focusing on developing an effective framework to assess the environmental, social and economic impacts of SFT’s healthcare sector investments. We believe that many third-party metrics currently used within this investment sector ignore some of the important outcomes that healthcare companies can provide. Our focus is to develop metrics and indicators related to health outcomes, improved access to healthcare services, the environmental sustainability of healthcare operations, and potential economic benefits to communities.

There is increasing regulatory scrutiny on how sustainability-focused asset managers assess, monitor and communicate their impact. As such, beyond our investment work, a core focus of the past 12 months has been to ensure that the Fund’s sustainable investment processes are appropriately aligned with incoming regulations. This relates most notably to the FCA’s Sustainability Disclosure Requirements (“SDR”). In response to SDR, we have created and will disclose KPIs that will help us measure SFT’s performance against its sustainability objectives. We have always internally measured the Fund against KPIs, and we welcome the incoming sustainability regulation as an opportunity to further formalise and codify our long-term approach to sustainable investment.

Another key focus of the last 12 months has been our work to expand our stewardship activities. This year we released our Stewardship Framework which outlined the team’s approach to voting and engagement. We also implemented new engagement software enabling us to track, monitor and report our engagements. We will soon be releasing our inaugural Stewardship Report, providing highlights of our active ownership across the past year.

Our efforts and progress across our stewardship activities were reflected in Foresight Group’s UN PRI assessment. The Company received a five-star score across the “Policy, Governance and Strategy” sector which assessed, amongst other considerations, FCM’s stewardship approach. We will continue to work hard over the next reporting cycle to further build out our stewardship approach.

Stakeholders

The Board recognises the fundamental roles our stakeholders play in achieving the Group's long-term success and generation of value for Shareholders.

This section provides an overview of our engagement with stakeholders over the financial year.

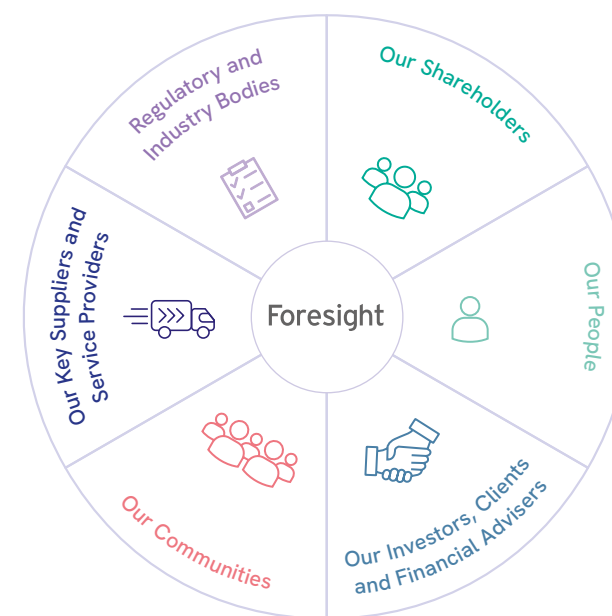
Stakeholder engagement is extremely important to ensure the resulting outcomes of the Group's operational, investment and strategic decisions are sustainable and positive. Through active engagement, we are able to foster relationships and collaborations, enhancing the quality of our interactions. This enables us to gain valuable insights and better comprehend the potential implications our business decisions may have on our Group and/or stakeholders. Consequently, we ensure that we are sufficiently and appropriately informed to effectively manage any negative impacts with a strong commitment to finding satisfactory solutions for all affected parties.

This section seeks to provide some insight to the stakeholder engagement that has taken place over the financial year. Engagement is undertaken by and for the Board, with the latter being undertaken by the Group's management across the business. In such circumstances, management feed back to the Board either directly to Board members or via Board reporting, which is provided by all investment and other functions across the business.

The Board strategy day, which takes place on an annual basis with the Executive Committee and other members of senior management provides an opportunity for the Board to receive direct feedback from those present and reports from those not in attendance. The day also enables the Board and Executive Committee to discuss market conditions and industry trends and changes (please also see page 18 for more details).

Details of the Board's activities over the year can be found on pages 79 to 80, and our Section 172(1) statement on page 42 provides an overview of how the Board has discharged its statutory obligations.

Additionally, details of key stakeholder group engagement is provided on the following pages.



Stakeholders_{continued}



Our Shareholders – current and future

Our Shareholders are the owners of our Company.

Focus

- To provide more transparency and clarity in disclosures and communications generally
- To safeguard and improve market position
- To ensure the market, Shareholders and other stakeholders are kept informed

How we engaged

- Ongoing engagement programme for existing Shareholders and potential new Shareholders to meet with the Executive Directors and divisional management
- Attended sell side conferences and roadshows for the UK and European investor market
- Communicated with key Shareholders in regard to the revised Directors' Remuneration Policy
- At the request of a significant shareholder, arranged a meeting for them to meet the Audit & Risk Committee Chair to discuss the Group's approach to risk
- Communicated with proxy voting agencies in regard to AGM resolutions to ensure sufficient transparency and explanations, and to understand voting trends
- Engaged with our house brokers to review valuation, defence and market best practice for the communication of strategic targets

Outcomes

- Buyback programme announced in October 2023
- Feedback received on Directors' Remuneration Policy from Shareholders and proxy voting agencies
- Increased awareness of our position in the market via discussions with brokers, analysts and advisers to determine how to improve our position and address weaknesses



Our People – our Partners and staff

Our people are our most valuable assets, and their development and wellbeing are key to our success.

Focus

- To improve opportunities for people development
- To improve engagement and retention
- To improve diversity and inclusion

How we engaged

- Completed Annual Staff Engagement Survey and Employee Forum to gain employee feedback
- Increased attention to people development including Foresight Connect sessions to facilitate knowledge sharing across the Group, and the Foresight Skills Series to provide skills enhancement
- Launched LEAD, our middle management coaching courses run by our external executive coach in conjunction with senior leaders from within the business
- Launched ELEVATE, our bespoke Women in Leadership programme run by external coaches which is currently working with our second cohort of female leaders
- Launched THRIVE, our DE&I strategy, which shows both what we will achieve and how we intend to do this
- Refreshed and rebranded our mentoring programme, ACE, to provide both traditional mentoring and reverse mentoring

Outcomes

- 87% response rate to staff survey, scoring 81% for engagement. Noted both areas of strength and areas for improvement so that actions can be identified and addressed
- Skills enhancement initiatives gave effectiveness ratings of 90-100%. Excellent pick up of mentoring initiative with over 122 people currently taking part, and monitoring of staff undertaking formal external training
- Improvement in gender split and staff engagement scores for DE&I increased to 82%
- Wellbeing bonus offered to staff members to use for gym membership, leisure and other activities, with an uptake of 92%

Stakeholders_{continued}



Our Clients, Investors and Financial Advisers (“FAs”)

Understanding the needs of our clients and customers is important to our long-term success. For our retail products, our sales are via our FA network and it is important for us to build strong relationships with them.

Focus

- To ensure that our sales and investor relations operations are compliant with applicable regulations
- To ensure our staff are appropriately trained to promote a high standard of customer service
- To ensure we understand the needs of our clients, investors and FAs to develop our products and services
- To provide training to our FAs and build our FA network

How we engaged

- Carried out a customer survey with certain FAs to gain feedback for improvement
- Feedback from the sales and investor relations teams via Board reporting and direct presentations to the Board
- Reporting to and meetings with sales and investment teams’ senior management regarding:
 - expanding the distribution of products and services
 - potential business product development opportunities
- Sales and investor relations team engagement with FAs as regards the portal service and products

Outcomes

- Distribution of products in the US and engagement of placing agents to identify sales opportunities in other countries
- Portal roll-out to FAs bringing operational efficiencies and increased security over personal data
- New institutional funds in new investment sectors, e.g. hydrogen



Our Communities

We recognise the importance of contributing to our communities through volunteering, working with local schools, community investment and forming longer-term partnerships.

Focus

- To ensure that the investment teams have appropriate tools and controls in place to assess community impact, aligning with the UN SDGs
- To support staff in their charitable activities
- To promote Foresight’s external reputation by supporting communities local to our business locations across the Group

How we engaged

- Supported staff participation in local community projects in Australia, Italy and the UK
- Implemented PACT, our bespoke in-house platform, which allows us to monitor our portfolio companies’ community engagement
- Established internship programme for the Retail Sales team with the Amos Bursary, a charity that supports talented students of African and Caribbean heritage
- Foresight’s continued support of the Bayes Business School and new association with Svitlo School, an education charity offering English language classes to Ukrainian children

Outcomes

- One day cancer screening provided to women in Manfredonia, which doesn’t fall within the Apulia Region Screening system
- Raised funds for various charities through staff activities
- The first Amos Bursary intern was offered a full-time role at Foresight
- Hosted Svitlo School’s first and second anniversary celebrations and a five week-long interactive career series with Ukrainian students residing in the UK and Ukraine

Stakeholders continued



Our Suppliers and Service Providers

Our service providers enable us to enhance internal capabilities, strengthen business continuity and satisfy legal and regulatory requirements and are essential in ensuring high standards and efficiency in both our operations and our funds.

Focus

- To ensure due diligence is carried out at onboarding and periodically thereafter
- To ensure a robust selection process for new service providers
- To ensure active management and day-to-day contact and adequate oversight

How we engaged

- Service providers reviewed against our business standards and applicable regulatory obligations to manage and monitor risk
- Oversight of service providers is delegated to the senior management and compliance teams who carried out due diligence visits on a selection of service providers in accordance with a risk-based approach and updated the Board on material issues and risks via compliance and risk reporting
- Hosted service providers' own due diligence visits where the business has completed information and documentation requests and meetings with the service providers to a satisfactory standard
- Maintained day-to-day contact with our service providers via the operations teams, who manage these relationships

Outcomes

- As a result of our due diligence visits to and from our service providers, we have improved the processes between the business and the service providers for operational effectiveness and enhanced service delivery
- Where relevant, we made minor recommendations to the service providers such as changes to processes and procedures and continuing training
- Following the FCA imposing a number of restrictions on the custodian of two VCTs for which the management recently transferred to Foresight, the custodian's directors applied to Court to place the custodian into special administration, whereupon Joint Special Administrators ("JSAs") were appointed. Foresight senior management are working closely with the JSAs towards completing the special administration process and will appoint a new custodian



Regulatory and Industry Bodies

As an investment management group, we are subject to financial services regulation in the jurisdictions in which we operate.

Focus

- To ensure our various authorisations, registrations and licences are maintained
- To maintain an open and transparent relationship with our regulators
- To ensure we maintain our memberships and signatory status of the industry bodies important to our business

How we engaged

- Relationships with the regulators delegated to the Compliance and other teams across the business whose activities require engagement. The Board is kept informed via regular Board reporting
- Engagement with regulators to ensure filings and notifications made on time
- Engaging with industry bodies and regulators in matters relevant to Foresight
- The Company received a letter from the FRC on 1 March 2024 requesting further information following their review of our Annual Report and Accounts for the year ended 31 March 2023. Following our responses, the FRC confirmed post year end that they had closed their enquiry. Further detail is provided in the Audit & Risk Committee report on page 84.
- Completion of questionnaires and applications for renewal of memberships and signatory status

Outcomes

- The UK Compliance Team provided classroom training in various key areas over the course of the year in relation to changes in/upcoming regulations in addition to mandatory training
- All regulatory filings were made and all regulator correspondence duly answered
- The Board was updated and appraised on regulatory change implementation and upcoming regulatory change developments which will impact the business
- Review of our corporate structure to meet sustainability related regulations
- We scored 5 stars in the UN PRI assessment and contributed to a number of initiatives and consultations run by governmental and industry bodies to help bring about/influence positive change

Stakeholders continued

Annual Staff Engagement Survey

Stakeholders



Strategic pillars



Enhancing communication and strengthening Diversity, Equity and Inclusion (“DE&I”) at Foresight Group

Our annual employee survey results show an impressive 87% response rate, with a score of 81% for engagement. They consistently highlight our people, our culture and our sustainable ethos as the most rewarding aspects of working at Foresight Group.

Our advancements in DE&I efforts were also positively reflected in the DE&I section of the engagement survey, showing an increase in scores from 76% last year to 81% this year. We have also seen an increase in membership in the Pride network, with members across all of our jurisdictions.

While we acknowledge the strengths shown in the survey, we also recognise areas for improvement, particularly in enhancing communication across the organisation. The leadership team acknowledges our challenges and is invested in implementing a strategic communication plan over FY25 to improve this at all levels. This can be measured using our Staff Engagement Survey results and our Employee Forum.

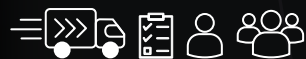
Our initiatives to support our female colleagues have led to us doubling our paid maternity leave offering and developing our own bespoke Women in Leadership programme run by external coaches to best position our female talent in achieving leadership roles. Our CFO is the Executive Committee sponsor of this course and he has been part of each cohort’s launch and celebration sessions.

Looking ahead, we are using systems to help strengthen our DE&I initiatives. We will be rolling out PACT, our bespoke in-house system, which will share people data metrics with Heads of Departments on a quarterly basis, so they have oversight and ownership of the DE&I statistics. A global calendar has already been shared, showing our DE&I initiatives and highlighting national events and public holidays that demonstrate the global business that we are and ensuring meetings can be scheduled in a more inclusive way.

Stakeholders continued

Foresight's Brand Evolution

Stakeholders



Strategic pillars



We view investment as more than just capital allocation; it's about creating lasting impact and sustainable growth for our investors. Our brand plays a pivotal role in communicating this message.

Drawing upon the expertise from both internal and external stakeholders, we have evolved the brand to position Foresight as a prominent international, founder-led FTSE 250 business. The strategy has been driven by our commitment to brand excellence, innovation, and investor-centricity.

Regulators and Competitors

The sustainable finance landscape is becoming increasingly competitive, with companies striving to stand out while adhering to new regulations to mitigate greenwashing. In response, we have enhanced our corporate narrative and visual identity to support our investment case, tailored to our various investor types, growth businesses, and other stakeholders.

Our peer analysis highlighted themes of solidity, commitment, advice and financial wellbeing. No other business model matches ours in terms of breadth and audience reach. While "sustainable impact" becomes harder to define, we represent it with new words and visuals, demonstrating our leadership. Under the Foresight banner, we now bring consistency and cohesion to our communications, clearly conveying who we are, and what we do.

Our Green Economy Mark substantiates our Group narrative. Over 70% of our assets under management (AUM) are investments that align with the Multilateral Development Banks' list of activities considered universally aligned with the Paris Agreement's mitigation goals. This includes energy transition, sustainable land and food, social infrastructure, and digital infrastructure.

Service Providers from the Creative & Communications industry

Collaborating with creative and communication agencies, we have developed a brand that reflects our bold, pioneering, entrepreneurial character, designed to be digital first.

'Invest. Build. Grow.'

is our narrative framework, enabling our messaging to flourish across all audiences, both internal and external.

We invest to build a sustainable future and grow thriving companies.

With decades of experience, our strategies offer investors access to compelling opportunities at the forefront of change. Every day, we are actively building and growing our investments to support the energy transition, decarbonise industry, enhance nature recovery and realise the economic potential of ambitious companies.

We have introduced a bold new colour palette with a graphic ripple to signify the impact we have on the markets we operate in, along with our commitment to the natural world and protecting biodiversity on the assets we manage.

We have invested in photography of our own assets to visually explain our portfolio performance, and bring to life the people and places behind each investment success story.

Colleagues & Communities

Our marketing and communications team, along with a broad community of contributors from across the business, managed this project internally. We held workshops involving a diverse range of roles and functions to ensure our company identity is built from within.

Investing in our future.
It takes *Foresight*.

Section 172(1) statement

Foresight Group Holdings Limited is incorporated under Guernsey law, which does not have a statutory equivalent to Section 172(1) of the Companies Act 2006 ("s172"). However, the Board is committed to complying with the UK Corporate Governance Code (the "Code") and, as required under Provision 5, has undertaken to act in a manner consistent with s172 and give consideration to the matters set out in s172 when making decisions and providing oversight and leadership of the Group.








To illustrate how the Board has considered the matters set out in s172, the table below highlights some of the key decisions and actions taken by the Board over the course of the year.

These decisions include alignment with the Group's strategy, the interests of our stakeholders and employees, and the impact of the Group's operations on the community and environment.

Other examples of how the Board has considered the matters set out in s172 can be found in our Stakeholders section on page 36 and our Group Sustainability Report¹.

As a result, the Board considers that it has promoted the success of the Group in compliance with s172 in a manner consistent with the Group's purpose, values and strategy, having due regard to the Group's ongoing regulatory responsibilities.

Examples:

The likely consequences of any decision in the long term	The need to foster the Group's business relationships with suppliers, customers and others	The desirability of the Group maintaining a reputation for high standards of business conduct	The interests of the Group's employees	The impact of the Group's operations on the community and the environment	The need to act fairly as between members of the Company
<ul style="list-style-type: none"> The acquisition of Wellspring Finance Company Limited and its portfolio allowed the Group to increase recurring revenue On 27 October 2023, the Board commenced a share buyback program of up to £5 million as the Board considered this to be an optimal use of cash resources 	<ul style="list-style-type: none"> During the year, the Group conducted a double materiality assessment of the Group's activities. The double materiality assessment followed the AA1000 Stakeholder Engagement Standard methodology and identified the sustainability matters most material to Foresight and our stakeholders by evaluating their impact on environmental and social factors and how these factors influence our business performance 	<ul style="list-style-type: none"> The Board has committed to initiate an internal audit function in FY25 The Board decided to extend the remit of the Audit & Risk Committee include Governance and Sustainability in recognition of their importance to the Group's activities 	<ul style="list-style-type: none"> During the year, the Board introduced a recurring agenda item for Board meeting to allow Alison Hutchison, the Board's workplace representative, to provide feedback directly to the Board on the discussions held at the Employee Forum 	<ul style="list-style-type: none"> Following the outcome of the double materiality assessment, the Board developed and adopted a Group Code of Conduct (the "Code") to ensure its operations are aligned with sustainability related legal requirements and the internationally agreed upon standards with which it is committed to comply 	<ul style="list-style-type: none"> As part of the review of the Company's Remuneration Policy, the Chair of the Remuneration Committee wrote to the Company's largest Shareholders to seek feedback on the proposed new policy to ensure that there was due regard was given to the views of our Shareholders
<p>Read more in:</p> <p> Financial Review</p> <p> Strategic Report</p>	<p>Read more in:</p> <p> Business Review</p>	<p>Read more in:</p> <p> Audit & Risk Committee Report</p>	<p>Read more in:</p> <p> Our Team, Development & Inclusion</p>	<p>Read more in:</p> <p> Sustainability Report</p>	<p>Read more in:</p> <p> Remuneration Report</p>

1. The link is to our Group Sustainability Report on our website.