2019 Investor Day

Depth & Specialisation

10 May 2019

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The Informa Group

informa

- informa markets
- informa connect
- informa tech
- informa intelligence
- Taylor & Francis Group an informa business

Global Support (Group Operations, Group Functions)

Agenda

Depth & Specialisation	Stephen A Carter
Strength & Growth from Specialisation	Charlie McCurdy
Specialist Markets: Pharma Focus	Adam Andersen
Specialist Markets: Fashion Focus	Mark Temple-Smith & Colette Tebbutt
Specialist Markets: China Focus	Margaret Ma Connolly
Scale & Simplification	Patrick Martell & Ian Branch
The Power of Specialist Data & Information	Patrick Martell
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Wrap-Up	Stephen A Carter

informa

The Knowledge & Information Economy

294bn
emails sent daily,
rising to 306bn by 2020
and 320bn by 2021…
with 3.9bn people using emails

Source: Radicati Group

500m
tweets sent every day

Source: Twitter

5bn
searches made per day,
with 3.5bn from Google

Source: Smart insights

4PB
data created by Facebook,
inc. 350m photos and
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generated from wearable
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Source: Statista

4.4ZB
Accumulated digital universe
of data in 2019,
rising to 44ZB by 2020

Source: PWC

Informa's Journey to Depth & Specialisation

2013

- Distributed portfolio
- UK, Europe, MEA
- Short-term targets
- Product orientated
- Multiple platforms & systems
- Margins before growth

2014
ULG 0.7%

Addition of Virgo Publishing

Launch of *Growth Acceleration Plan*

Addition of Hanley Wood Exhibitions

2016
ULG 1.6%

Addition of Penton Information Services

Addition of YPI Inc

Addition of UBM plc

2018
ULG 3.7%

2020

- Industry specialisation
- International reach
- Investment for growth
- Customer orientated
- Operational fitness
- Consistent 3%+ growth

gap Growth Acceleration Plan

Depth & Specialisation

Specialist.

1. A person who concentrates primarily on a particular subject or activity; a person highly skilled in a specific and restricted field *(noun)*
2. Possessing or involving detailed knowledge or study of a restricted topic *(adjective)*

Depth & Specialisation

Increasing depth & specialisation

Health & Nutrition → Ingredients → Protein → Collagen

Range of B2B Brands & Services

Events

ESCA BONA
Natural ingredients
Food ingredients South America
Vitafoods Europe
Vitafoods Asia
Food ingredients Global
Natural Products EXPO WEST
Food ingredients Asia
Health ingredients Europe
SupplySide EAST
Food ingredients India
Health ingredients China 健康天然源
SupplySide WEST
Natural Products EXPO EAST
Food ingredients Europe

Data & Insight

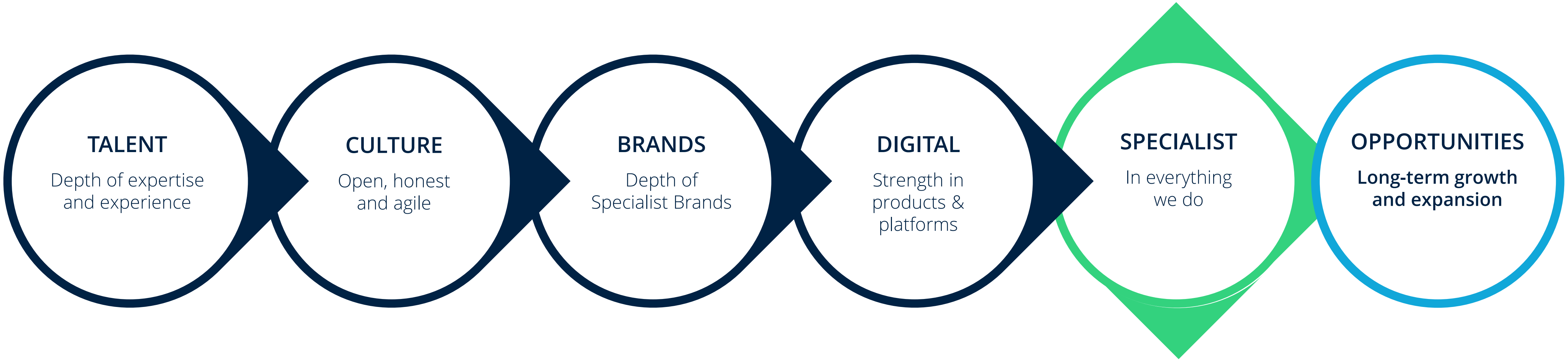
NFM
New Hope NETWORK
NEXT
MarkitMakr
Vitafoods INSIGHTS

Media

NATURAL PRODUCTS INSIDER
NBJ NUTRITION BUSINESS JOURNAL
ingredients network.com

Depth & Specialisation

Informa 2019 Investor Day



Depth & Specialisation in key areas

Informa Connect Today

Informa Connect is the Group's Content, Connectivity and Data business, organising content-driven events, training and programmes that provide a platform for professional communities to meet, network and share knowledge. With over 500 major brands across the world, it has particular strength in Life Sciences and Finance

£220m+
Revenue

c.£30m
Adj. Op Profit

35+
£1m+ Brands

120k+
Delegates

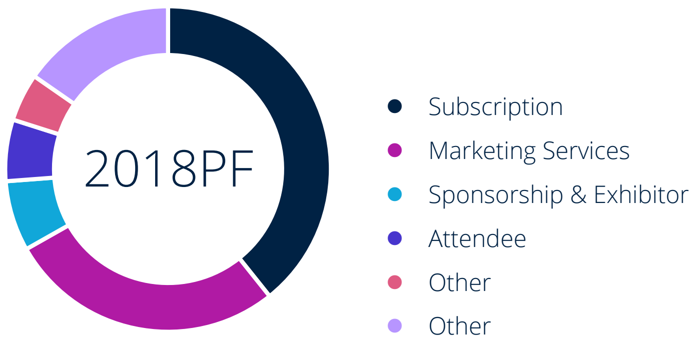
c.2.5%
Underlying Growth

c.8%
Group Revenue

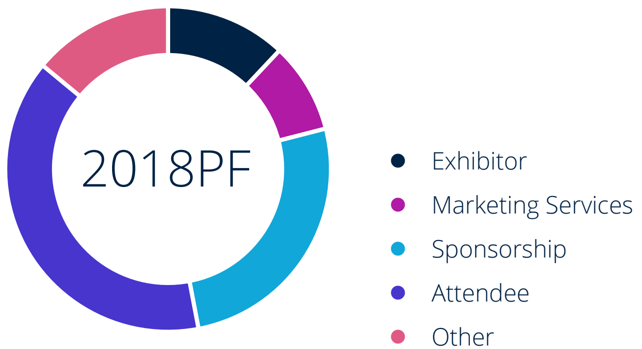
1,100+
Colleagues

+19%
YoY digital audience

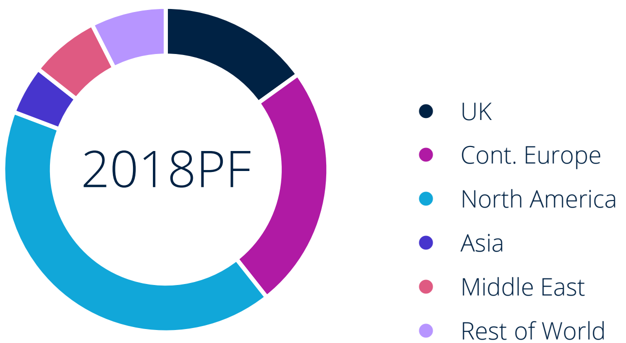
Revenue by vertical



Revenue by type



Revenue by region



Informa Focus in 2019

Combination	**Focus** on completing the Combination, including operating and systems improvement
Culture	**Focus** on embedding a shared purpose and set of values across the enlarged Group
Deleverage	**Focus** on returning to our target leverage range of 2.0-2.5x Net Debt / EBITDA
Delivery	**Focus** on delivering financial and operational targets, including on synergies

Delivery: 2019 Growth Outlook

2019 Performance & Growth

informa markets	informa connect	informa tech	informa intelligence	Taylor & Francis Group an informa business
4.5%+ underlying revenue growth	2.5%+ underlying revenue growth	2%+ underlying revenue growth	c.3% underlying revenue growth	2%+ underlying revenue growth

2019 Informa Group underlying revenue growth 3.5%+

24 May 2019 AGM & Update

24 July 2019 Half-Year Results

Accelerated Integration Plan: 12 month programme

Phase 1

Discovery & Validation

June – August 2018

- Learn more about each other's businesses and teams
- Continued collaboration between senior management teams
- Regular updates for all Colleagues
- Validating approach to combination
- Providing clarity on obvious areas of overlap between businesses

Phase 2

Combination

August – November 2018

- Finalise new operating structures and models, and start to combine businesses
- Confirm leadership and reporting lines in line with these structures
- Start formulating plans for 2019 and preparing budgets as a combined business
- Initial linking and combination of some tools and technology platforms

Phase 3

Completion

Nov 2018 – March 2019

- Start to operate as a single, combined business
- Set objectives for 2019 based on the new Group's business plans
- Engaging with customers about opportunities across brands and businesses
- Additional systems and platforms integration
- Start shift to new brand architecture

Phase 4

Ambition & Creation

April – July 2019

- Introduction of the New Group's Purpose & Promise, internally and externally
- Systems integration
- Reap the full benefits of Combination and Creation
- Long-term opportunities and ambition for new Informa Group

Capital Allocation Framework for Enlarged Group

Adj. Operating Profit

£900m+

(OP cash conversion of 90%+)

Free Cash Flow

£600m+

Organic Growth
- Consistent reinvestment for growth
- Capex at 3-4% of revenue (c.£80-110m)

Shareholder Returns
- Progressive dividends, growing broadly in line with earnings (c.£300m)

Capital Structure
- Target leverage of 2x to 2.5x net debt / EBITDA (2.9x at 31 Dec 2018)

Inorganic Growth
- Continuous pipeline of opportunities

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Strength & Growth from Specialisation

Charlie McCurdy
Chief Executive, Informa Markets

10 May 2019

Informa Markets
Speakers


Charlie McCurdy
Chief Executive


Adam Andersen
Brand Director, Pharma


Mark Temple-Smith
Managing Director, Fashion


Colette Tebbutt
Fashion Industry Advisor


Margaret Ma Connolly
CEO, Asia

The Knowledge & Information Economy

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emails sent daily,
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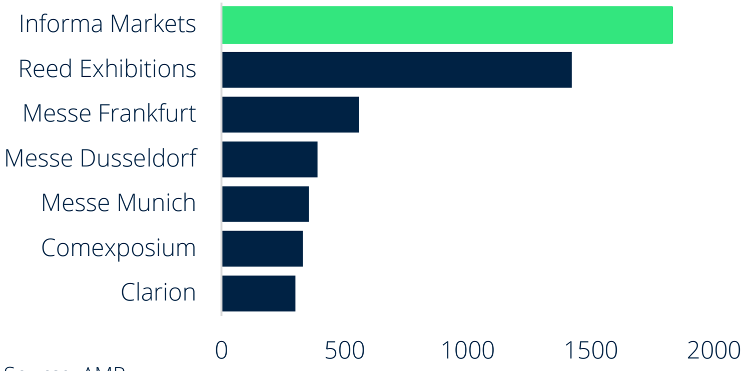
Exhibitions Market & The Power of Face-to-Face

- Rising value of high quality face-to-face interactions
- International growth and trade
- Commercially-driven events
- Barriers to entry
- Attractive financial model

Global Exhibitions Market ($bn)

Leading Exhibition Organisers ($m)

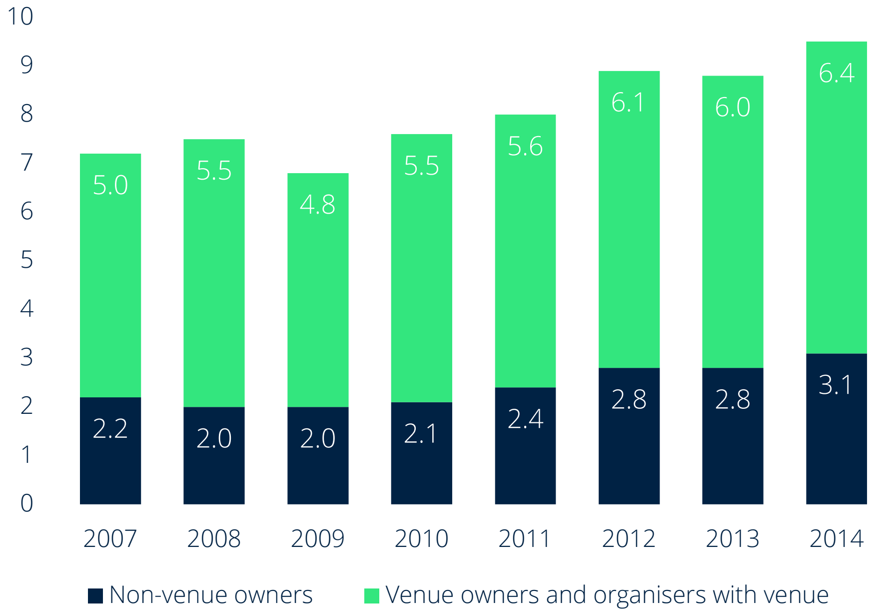


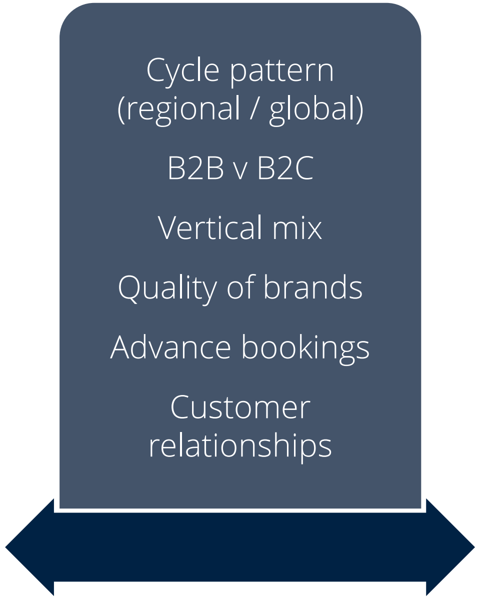
Source: AMR

Large, growing and fragmented market with attractive characteristics

Performance Through the Cycle

Trade Fair Industry: Revenue of Top 40 (€bn)





Typical Cost Mix

ORGANISER	
Total Costs	**100**
Venue	35
Marketing Related Costs	10
Staff Related Costs	30
Office & Other	25

EXHIBITOR	
Total Costs	**100**
Raw Space	25
Stand Related Costs	25
Travel / Hotels / Entertainment	50

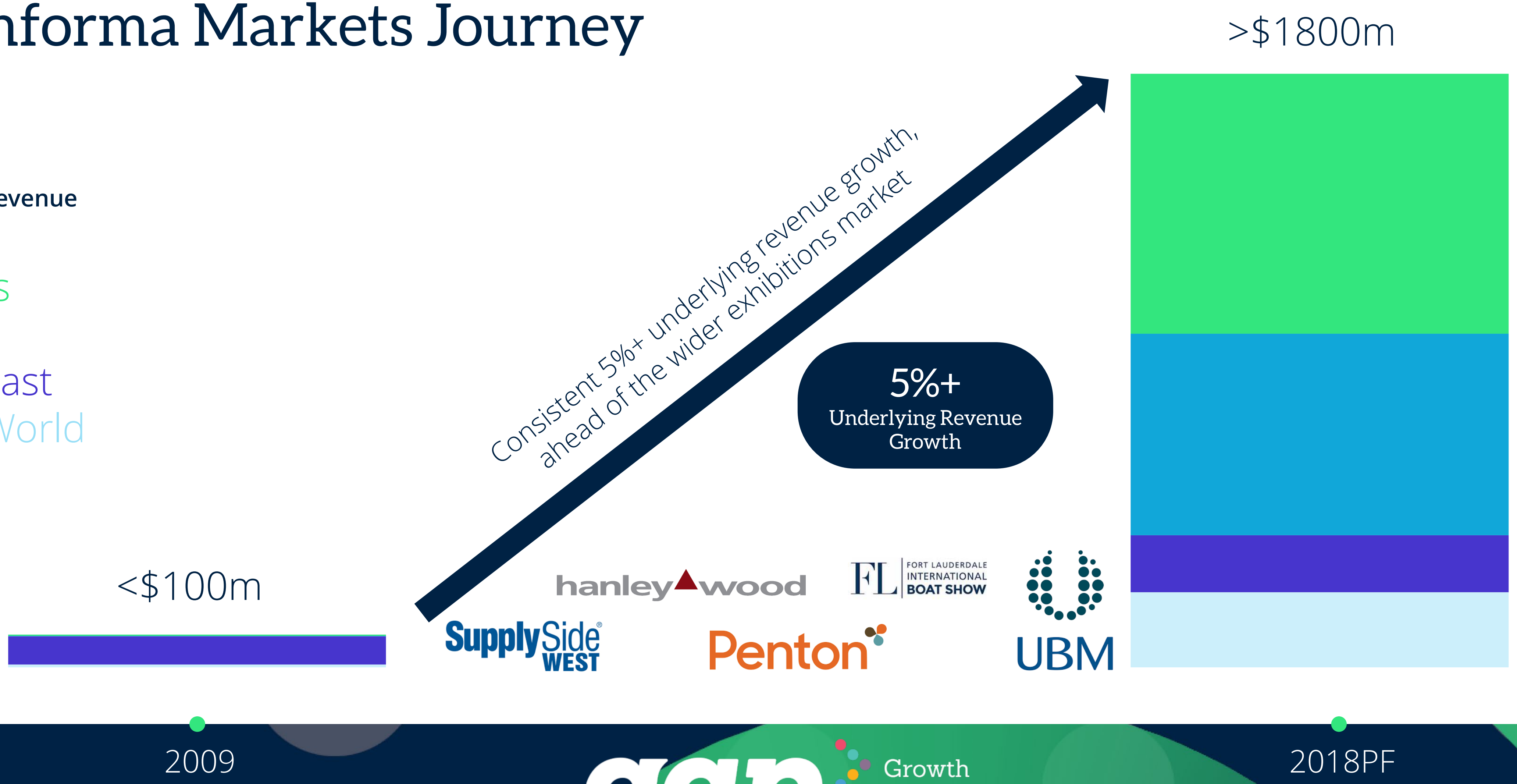
Source: Company Reports, jwc research, jwc estimates

Some revenue variance across the cycle but with visibility and cost flexibility

The Informa Markets Journey

Exhibitions Revenue

Americas
Asia
Middle East
Rest of World



gap Growth Acceleration Plan

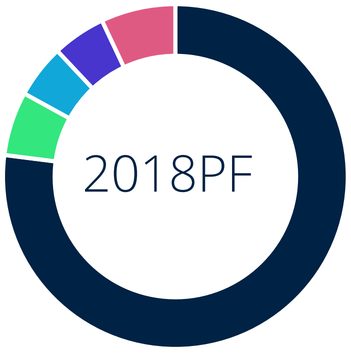
Informa Markets Today

Informa Markets creates platforms for industries and specialist markets to trade, innovate and grow. Through more than 550 international B2B brands, we provide opportunities to engage, experience and do business via face-to-face exhibitions, specialist digital content and actionable data solutions

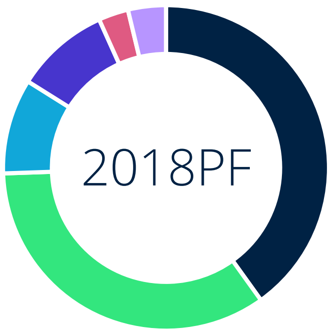
£1.4bn+ Revenue	c.£0.5bn Adj. Op Profit	550+ B2B Brands	5.5m+ Attendees
4.5%+ Underlying Growth	c.50% Group Revenue	4,400+ Colleagues	4m sqm+ Exhibition Space

Revenue by vertical

Revenue by type



Revenue by region



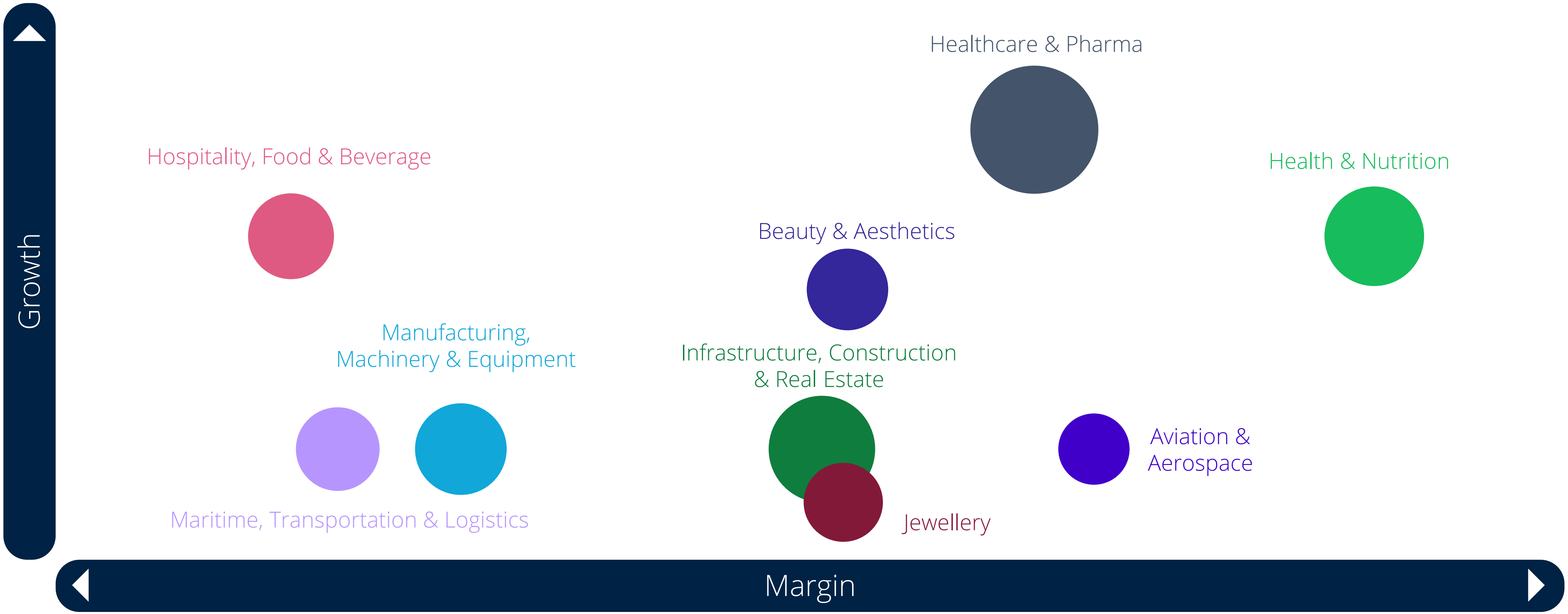
Depth in Specialist B2B Brands

Healthcare & Pharmaceuticals	Infrastructure, Construction & Building	Fashion & Apparel	Health & Nutrition	Manufacturing, Machinery & Equipment
CPhI worldwide, Arab Health, Hospitalar, Medlab Middle East	World of Concrete, Concrete Show, Cityscape Global, International Roofing Expo	MAGIC, PROJECT, COTERIE, CURVELASVEGAS	SupplySide West, Natural Products Expo West, Vitafoods Europe, Food ingredients Global	wwett19, CIOE China International Optoelectronic Expo, PROPAK ASIA
c.£200m	c.£140m	c.£130m	c.£120m	c.£100m

Hospitality, Food & Beverage	Maritime, Transportation & Logistics	Beauty & Aesthetics	Jewellery	Aviation & Aerospace
HOFEX, FHC Food & Hotel China, Hotelex Shanghai	MYS Monaco Yacht Show, Sea Asia, FLIBS Fort Lauderdale International Boat Show	China Beauty Expo, AMWC Aesthetic & Anti-Aging Medicine World Congress, Cosmoprof Asia Hong Kong	Hong Kong Jewellery & Gem Fair, Jewellery Arabia Bahrain	Aviation Week MRO Europe, Routes, CAPA Centre for Aviation
c.£90m	c.£85m	c.£80m	c.£75m	c.£60m

Depth in Specialist B2B Markets

Relative Growth and Margin across major verticals



*Excludes Fashion & Apparel
**Margin scale doesn't start at zero

Combination Strength & Opportunities

Build & Buy a scale international exhibitions business

Culture & Brand

- New Brand Identity
- Customer Value Proposition
- Colleague Value Proposition

informa markets

Operational Excellence

- Sales optimisation
- Marketing Excellence
  - Single view of customer
  - Personalised
- Digital experience
- Procurement platform

Cost Efficiency

- Management overlap
- Office consolidation
- Systems duplication
- Buying power

Revenue Initiatives

- Increased breadth and depth
- Customer relationships
- Specialist market expertise
- Scale opportunities
- Technology

Depth in verticals
International reach
Digital / data capability

Exhibition organiser to market maker – a strategic partner in specialist markets

Revenue Initiatives

6-Step Revenue Growth Plan

1 **Cross-Marketing**

Target quick wins in Health & Nutrition, Real Estate & Construction, Beauty & Aesthetics

2 **Internationalisation**

International cross selling, co-location and launch project focused on virtual verticals opportunity

3 **Data & Marketing Solutions**

Content, data and marketing services initiatives underway in Health & Nutrition, Pharma, Life Sciences, Beauty

4 **Digitisation**

Advance by Informa Markets established. Aligning plans and models, including continued rollout of Markit Makr

5 **Sponsorship**

Non-endemic sponsorship team established and priority plan launched

6 **Customer Value Initiatives**

Share best practice. Top 50 events review underway

Revenue opportunities from international reach in specialist markets

informa markets

Revenue Initiatives

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Revenue opportunities from international reach in specialist markets

❷ Internationalisation: Virtual Verticals

Vertical	China	ASEAN	India	Middle East	Europe	North America	Brazil	Total £m
Pharma								110
Healthcare								80
Food / Hospitality								70
Power								40
Packaging*								35
Concrete								35
Agriculture								25
Manufacturing**								15
Total	55	75	20	85	75	70	30	410

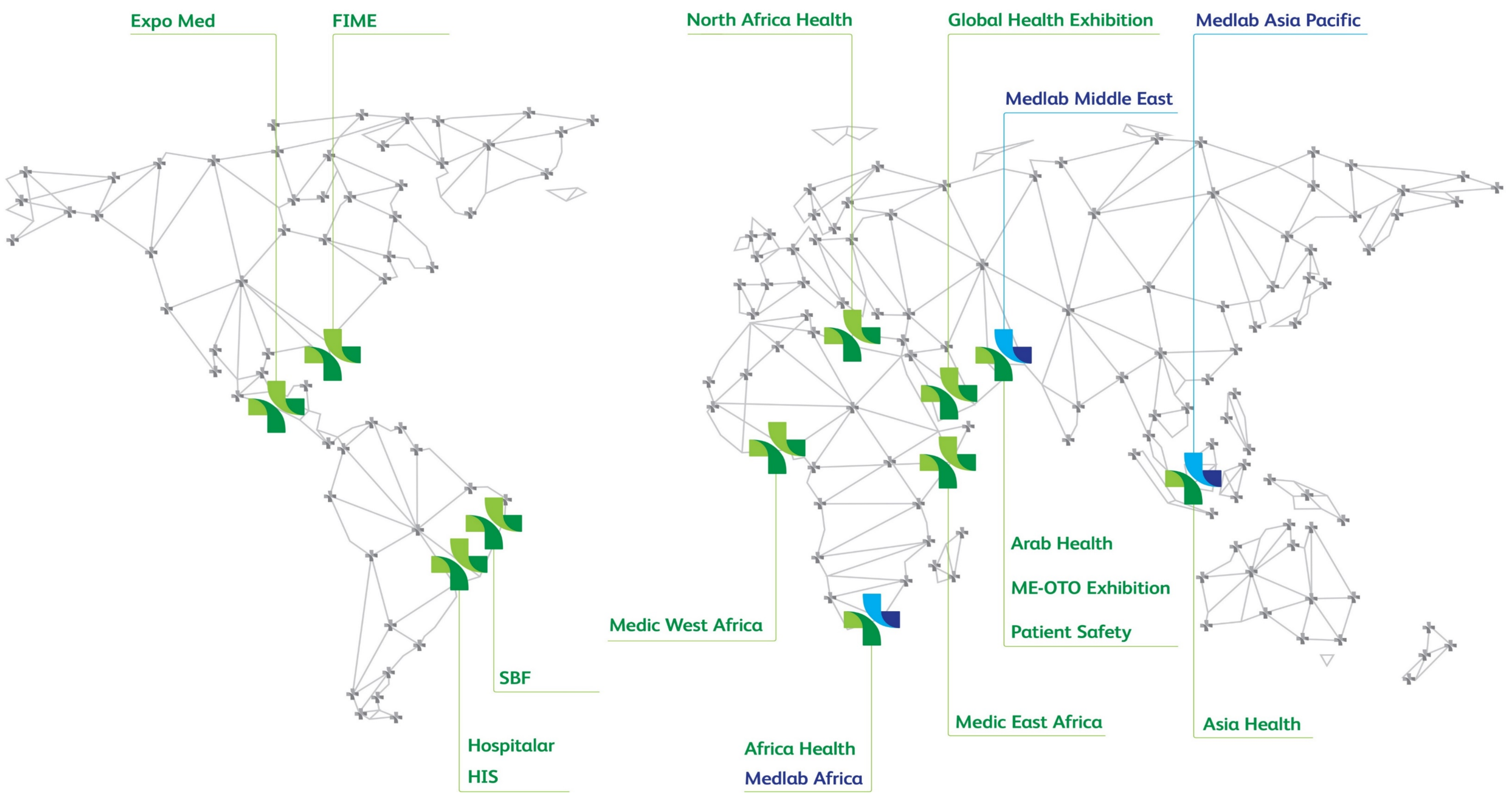
Shading corresponds to event revenue in region

0 | < £5 | £5 - 10 | £10 - 20 | £20+

* Some overlap with Pharma. **Machine tools, automation, assembly. Does not include medical

❷ Internationalisation: Virtual Verticals - Power

❷ Internationalisation: Virtual Verticals - Healthcare



4 Digitisation: *Advance* by Informa Markets

Advance by Informa Markets

Digital & data value propositions

Information Solutions	Workflow Solutions	Transaction Solutions
Insights that help B2B buyers make an informed purchasing decision.	Tools and Services that help buyers and suppliers be more effective or efficient in sourcing and selling.	Platforms that facilitate actual B2B transactions by helping buyers and suppliers connect, transact and fulfil.
• Digital content & online media • Databases & data services • Custom reports and intelligence services	• Advanced matchmaking and scheduling • Marketing services • B2B qualified supplier & qualified buyer discovery	• Pure-play directories • Buyer communities • B2B marketplaces

4 Digitisation: *Advance* by Informa Markets

Advance by Informa Markets

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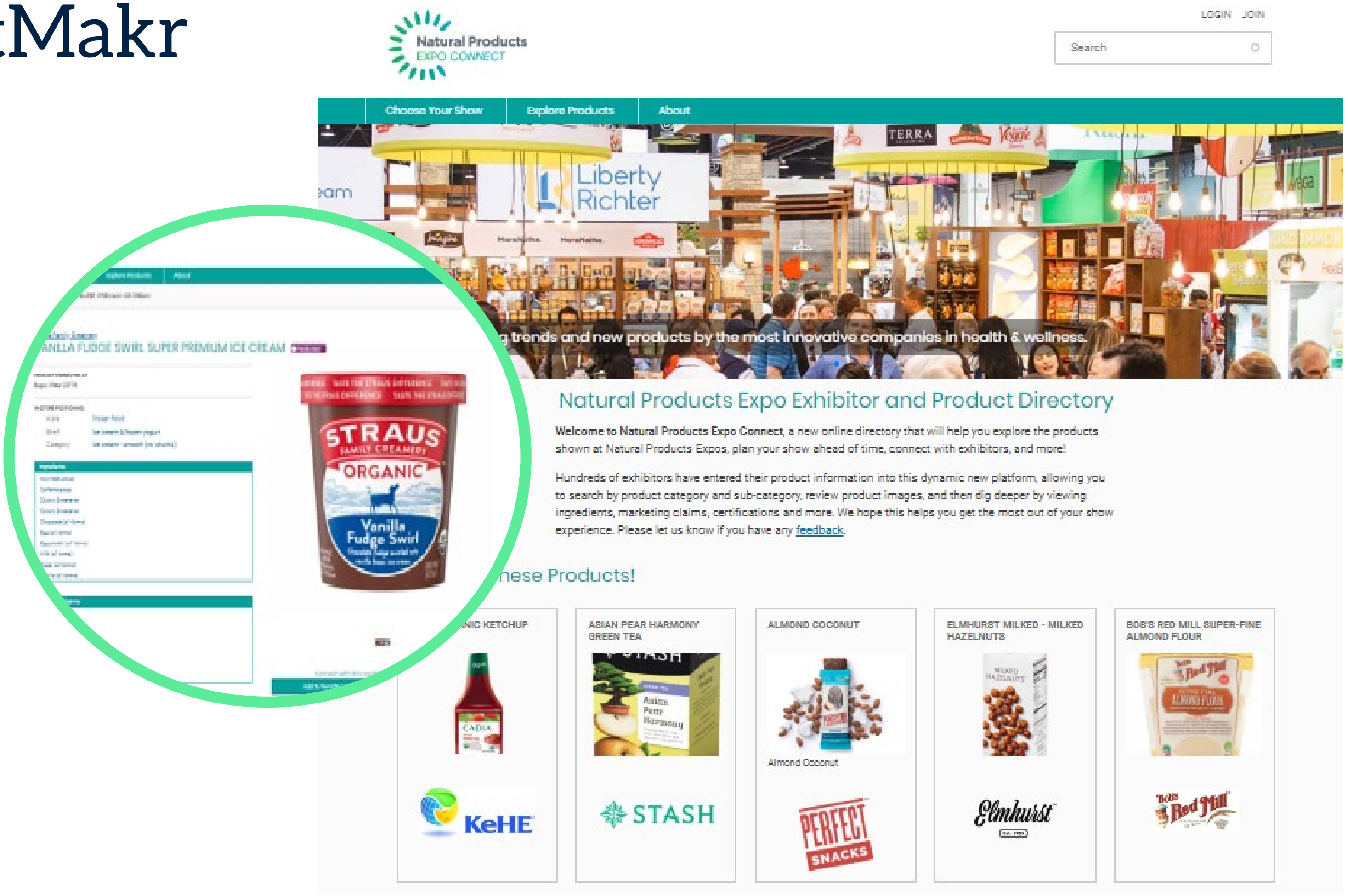
4 Digitisation: MarkitMakr

Natural Products
EXPO CONNECT

31+
events using MarkitMakr

80k+
products listed



Combining Informa platform technology with UBM go-to-market strategy

5 Sponsorship: Non-Endemic Team

Non-Endemic Sponsorship: Selling the value of Informa's horizontal network rather than its vertical depth

HISTORY
Successful Penton revenue synergy initiative

TEAM
4 Sales people
1 Marketer
1 Account Manager

FOCUS
Automotive, Tech, Luxury, Financial customer markets

REWARD
Bonus contribution. Incentive for lead referrals

CHALLENGES
Consistent audience data. 6-18 month sale. Internal planning & comms

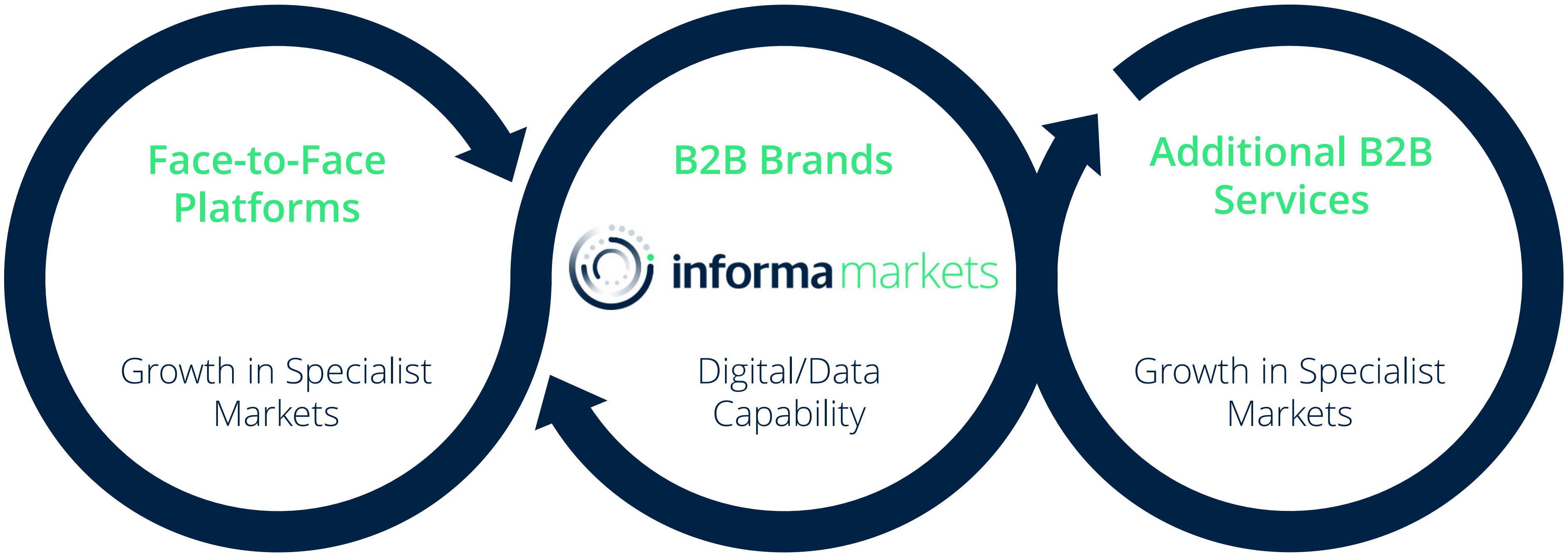
AMBITION
Initial target of $5m+ non-endemic sponsorship by 2020

Capital One

DELTA PRIVATE JETS

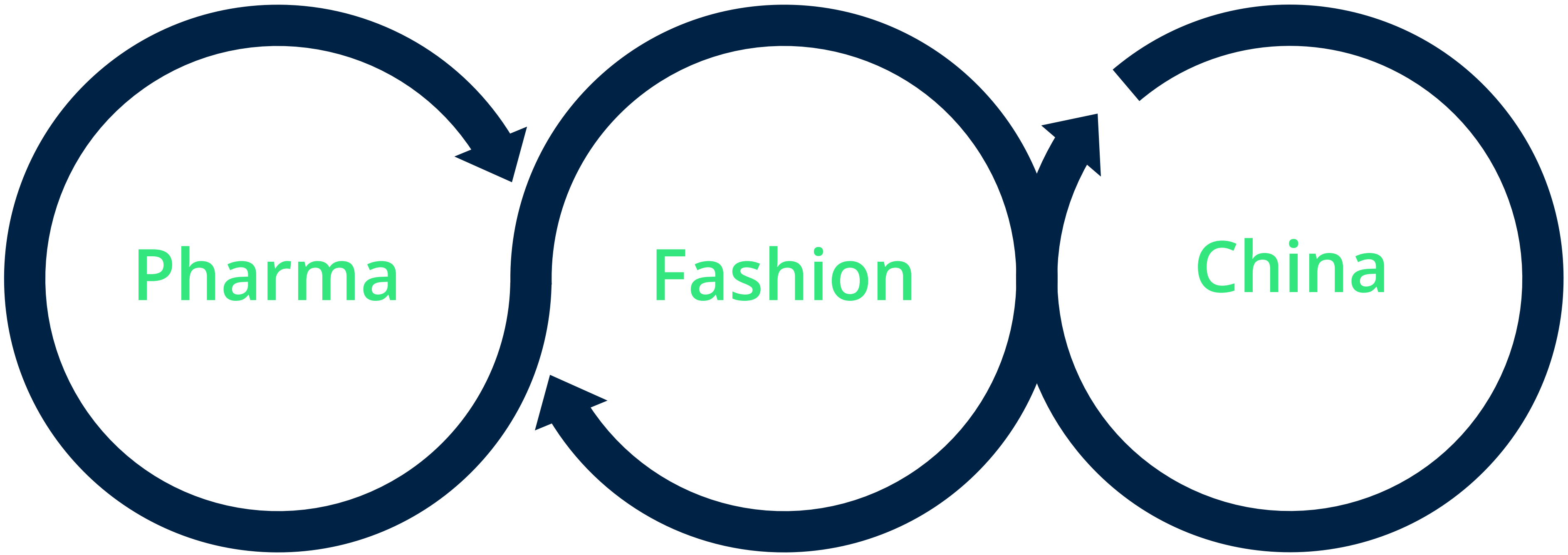
Increased scale and broader network creates new revenue opportunity

Depth & Specialisation in Informa Markets



Becoming a market maker: broad based growth consistently ahead of the wider market

Depth & Specialisation in Informa Markets



Becoming a market maker: broad based growth consistently ahead of the wider market

Specialist Markets: Pharma

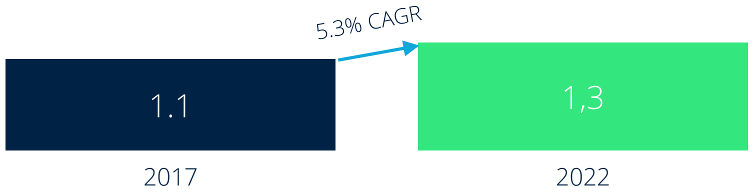
Adam Andersen
Group Brand Director, Pharma
Informa Markets

10 May 2019

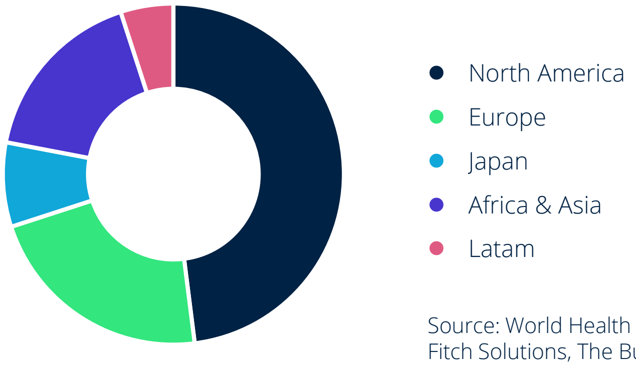
Specialist Markets: Pharma

- Aging population driving demand for innovative medicines and pharmaceuticals
- $181bn R&D spend by Pharma companies by 2022
- Cost of bringing a drug to market doubled to $2.2bn between 2010 and 2018
- Production/development growing faster in China and India than US, Europe, & Japan
- Consolidation of Big Pharma and repositioning to highlight positive contributions

Global Pharma Market ($tr)



Geographic Mix (%)



Source: World Health Organisation, Fitch Solutions, The Business Research Company, Deloitte, ABPI

An attractive, international market with high levels of innovation and growth

Informa Markets: Pharma Snapshot

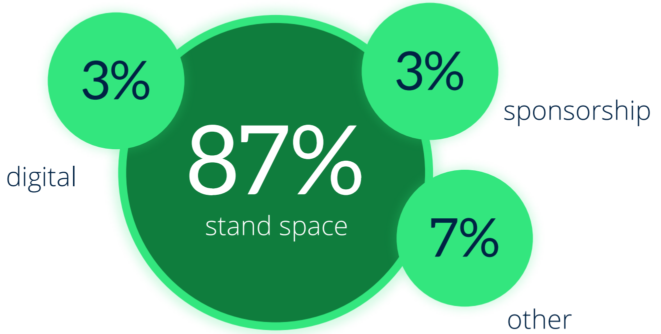
100+
colleagues
Selling into 165 countries

25+
years
Established, market leading brands

680k+
products
CPhI Online active digital marketplace for >7,300 suppliers

Leading international B2B Brands for entire Pharma supply chain

Revenue Breakdown



Customers

NOVARTIS
MERCK
Pfizer
BASF We create chemistry
gsk GlaxoSmithKline
abbvie

Key Brands

CPhI online Where intelligence gathers
MedtecLIVE
CPhI
Drug Delivery & Packaging Pharmapack INNOVATION • NETWORKING • EDUCATION

Spotlight: CPhI Worldwide

- 30th Anniversary in 2019
- 165+ countries
- 2,500 Exhibitors
- 100k+ SQM
- 45k+ professionals

The leading international event for:

- Pharma Ingredients
- Processing
- Manufacturing
- Packaging & Finished Products

Informa Markets: CPhI international expansion

Growth & Opportunities in Pharma

Collaboration

- EBD co-location with Bio-Production
- Pharma Intelligence Awards
- Packaging cross-selling initiative

Internationalisation

- Geo-adaptation opportunities:
  - Dubai 2020
  - North Africa 2021
  - Latin America 2021

Sustainable Growth

- Worldwide venue plan through 2030
- Diversify revenue through digital, sponsorship
- Consultative selling

Digitisation

- CPhI Online onto MarkitMakr platform
- Expanded Digital Content Team
- Vertical newsletter launch

Market Focused

- Content strategy to compliment new content platform
- Shared purpose organisations as partners.

Customer Value Initiatives

- Investment in customer services
- Secret Shopper at CPhI Worldwide
- Matchmaking services at all CPhI events

Specialist Markets: Pharma

Market	Consistent high levels of growth and innovation
Depth & breadth	Informa's wider portfolio opens up new geographies, resources and opportunities
Opportunity	Initial focus on strengthening digital offering and expanding into new markets
Ambition	Consistent mid to high single digit growth with attractive margins

Specialist Markets: Fashion

Mark Temple-Smith
MD, Fashion – Informa Markets

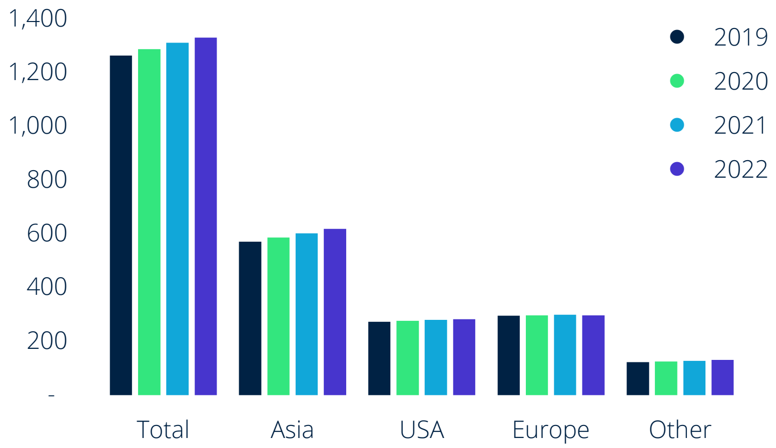
Colette Tebbutt
Fashion Industry Adviser

10 May 2019

Specialist Markets: Fashion

- Global apparel market large and growing
- Fast paced, with high levels of innovation and change
- Shift of spend online and towards direct and omnichannel retail
- Trend towards quality over quantity of physical stores
- Asia becoming a key component of the market

Global Apparel Market ($bn)



Source: Statista

Large, international and growing market with dynamic supply and demand trends

Informa Markets: Fashion Snapshot

135+
colleagues
Key hubs in NYC and Santa Monica

200k+
buyers
Annual number of unique buyers

c.$150m
revenue
Across Fashion portfolio

95%+
revenue
From stand sales at events in the US

Leading B2B Brands for US Fashion Industry

Revenue by Segment

50% Women's
17% footwear
16% mens
9% sourcing
8% other

Customers

amazon
NET-A-PORTER
Saks Fifth Avenue
BARNEYS NEW YORK
asos
KENZO
TOMMY HILFIGER
TRINA TURK
The Kooples
SCOTCH&SODA
LACOSTE
RALPH LAUREN

Hero Fashion Brands

MAGIC
LV
Feb & Aug

COTERIE
NYC
Feb & Sep

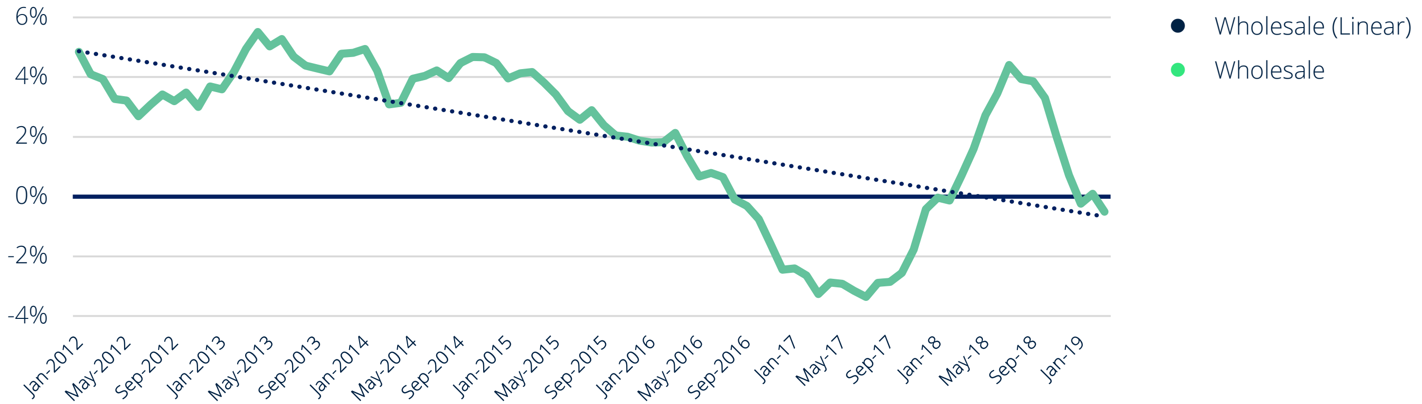
PROJECT
LV / NYC / INTL
Jan & Jun

Co-Located / Incorporated Shows

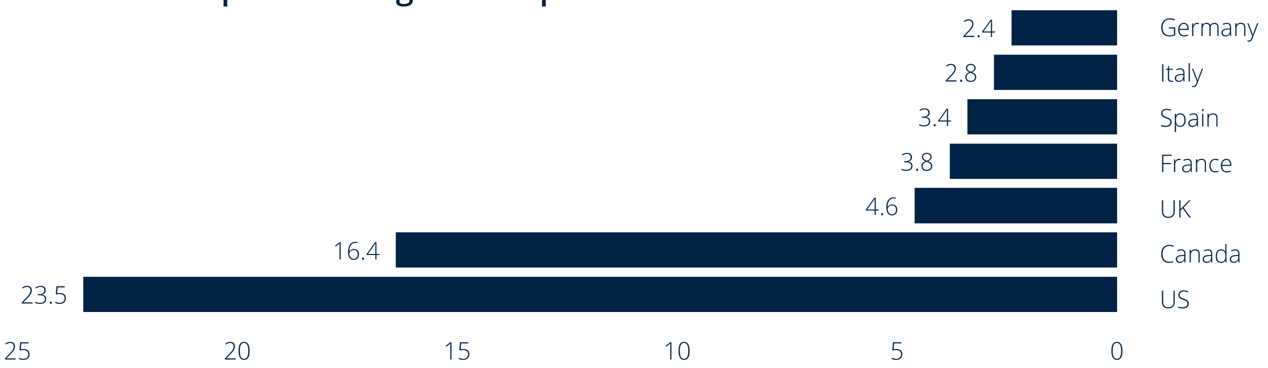
CURVELASVEGAS
FN PLATFORM
fame.
APLF LEATHER & MATERIALS+
MODA
stitch @COTERIE
children's club
SOLE COMMERCE
Accessories THE show

Dissecting the issues: Market shifts

US Monthly Clothing & Accessories Wholesale Sales
(Trailing 12-month average v corresponding period in prior years)



2018 Retail Square Footage Per Capita



US retail growing at +4.2%

Five times more retail space per capita in the US

Over-capacity correction in US bricks-and-mortar retail

5,816 store closures year-to-date

Source: Statista and Coresight Research

Dissecting the issues: Execution

- 2012: Advanstar acquires ENK
- 2014: UBM acquires Advanstar
- 2016: UBM acquires BJI
- 2018: Informa acquires UBM

Incomplete integrations post acquisitions

Four Managing Directors since 2016

Tactical decision making

Stretched industry relationships

Fashion GAP: Stabilisation & Growth

Fashion **GAP**

GAP Leadership & Talent
- Refresh leadership
- Invest in talent
- Skills mix

GAP Venues & Scheduling
- Optimise dates for industry
- Venue review

GAP Operational Fitness
- Data Management
- Sales & Marketing Excellence
- Customer Service
- Investment in price

GAP Simplify Proposition
- Brand complexity
- Go to market proposition

GAP Industry Depth
- Strengthen industry connections
- Invest in content and education

GAP Future Focus
- Target new growth segments

£10m+ investment

Three year program to stabilise and return the fashion business to growth

Fashion GAP: Leadership & Talent

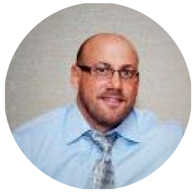
Mark Temple-Smith
Managing Director Fashion

Colette Tebbutt
Industry Advisor

Felicia Hamerman
Chief Marketing Officer

Sandy Voss
SVP US Operations

The Fashion Leadership Team



Scott Chowan
Head of Finance

Houda Abdallah
VP Business Transformation

Tom Nastos
Chief Commercial Officer

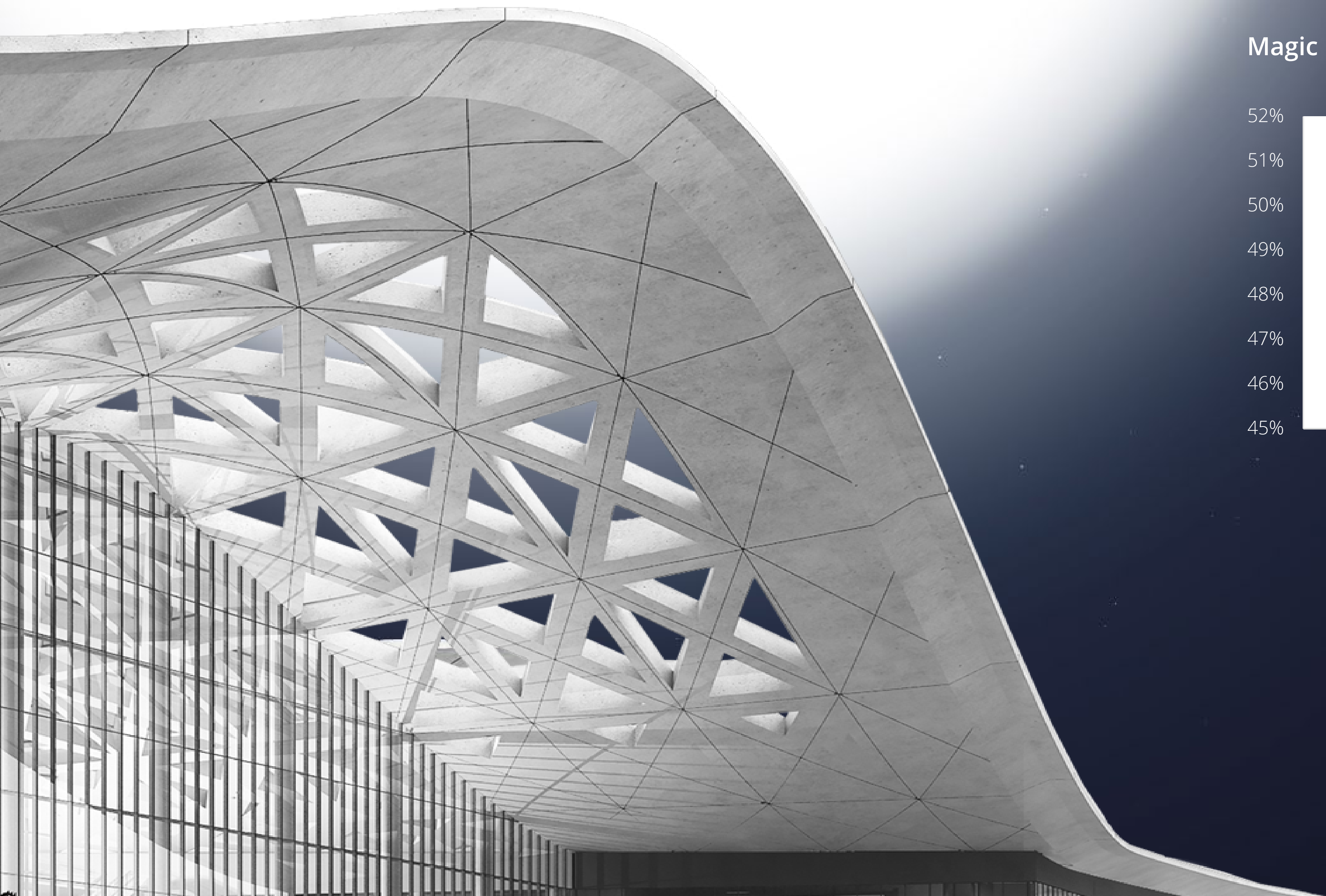
Erin Shirling
VP Human Resources

Investment in talent – blend of exhibitions experience and fashion expertise

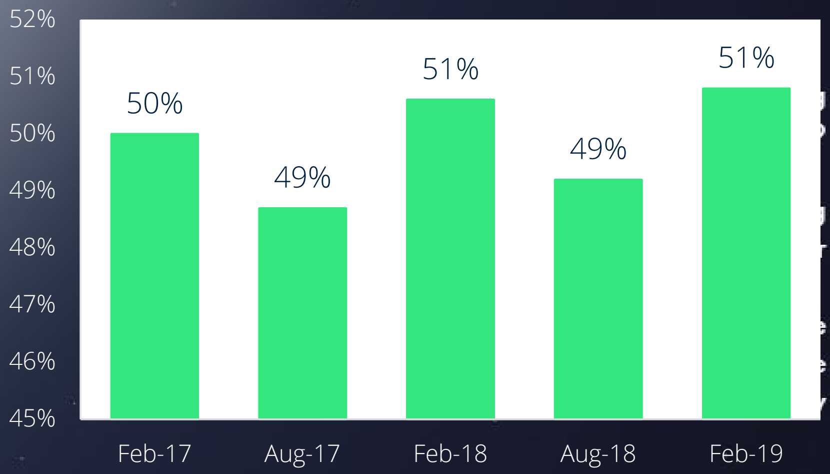
Fashion GAP: Venues & Scheduling

Dates	Timing is critical due to Fashion buying cycle
Strategy	Historical approach to withhold dates until last minute
Commitments	Sourcing impacted by Chinese New Year; FFANY clash in 2020
Venues	Split location for Magic undermining value proposition

Venues and scheduling now largely realigned through to 2030



Magic Crossover Venue Attendance



ONE MAGIC

Fashion GAP: Operational Fitness

DATA MANAGEMENT

Over 50% of buyer data was supressed

Initiative to cleanse and unlock full database

SALES & MARKETING

New business tracking at just 14% on best shows

Investment in Sales & Marketing team, systems upgrade

CUSTOMER SERVICE

Consistent decline in NPS scores and satisfaction

Revamp Customer Management

CUSTOMER VALUE

Lack of price consistency and value proposition

Investment in price, customer transparency and value initiatives

OPERATIONAL FITNESS

Improved operational effectiveness

Strengthened customer relationships

Increased propensity to purchase

Targeting low-hanging fruit through reorganisation and investment in data and systems

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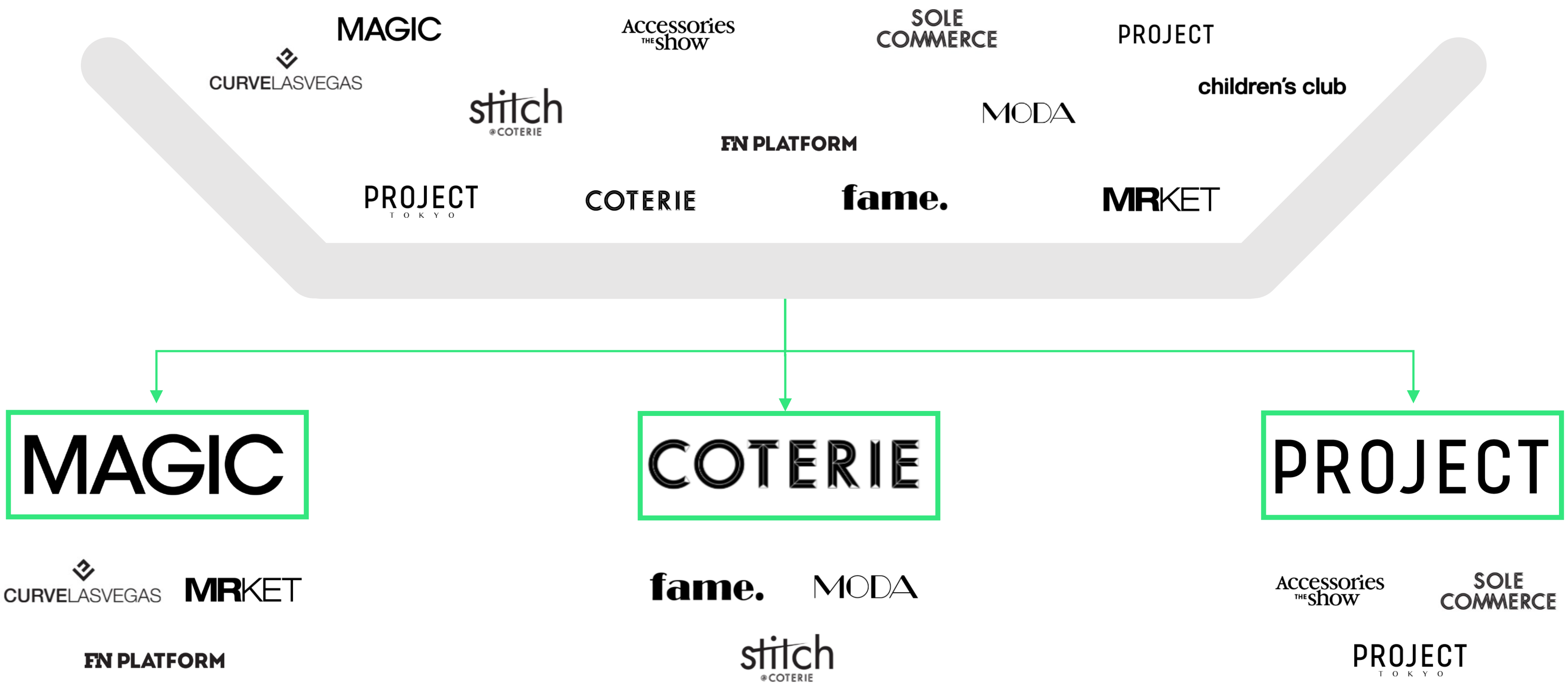
Fashion GAP: Simplify Proposition



Reducing brand complexity and improving alignment to strengthen the customer proposition

Specialist Markets: Fashion

Market	Backdrop challenging but large and growing international market
Execution	Majority of issues are self-inflicted and can be resolved
Plan	Positive impact of Fashion GAP, both internally and externally
Ambition	Stabilise the portfolio by end 2020 and then reach for growth

informa markets

Specialist Markets: China Focus

Margaret Ma Connolly
CEO, Asia
Informa Markets

10 May 2019

Greater China: Growth & Opportunities

Key Cities in Greater China (Population)

Source: www.worldpopulationreview.com

Population

1.4bn

GDP

USD 12.2tr

GDP growth

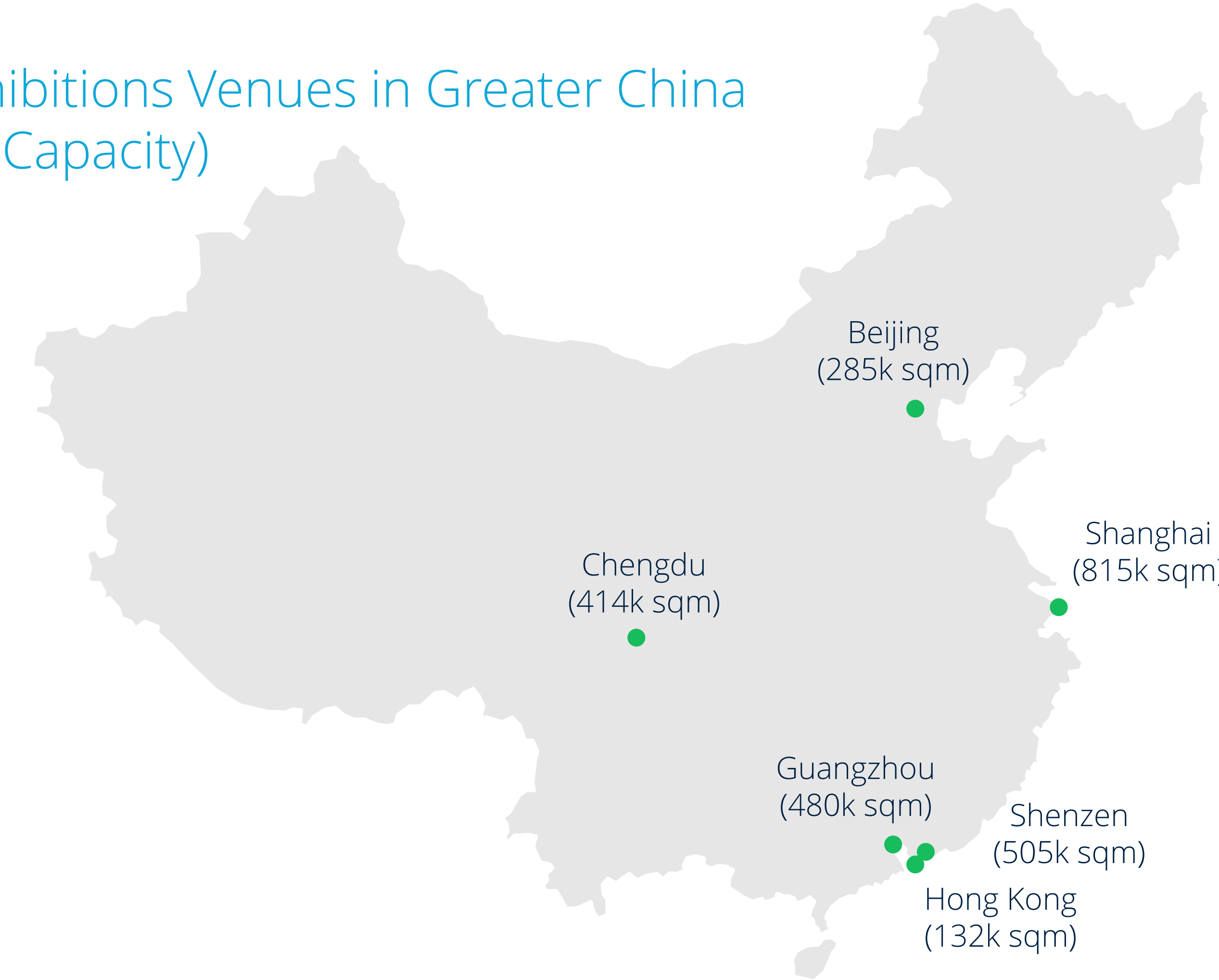
6%+

Consumption

7%+

Greater China: Exhibitions Growth & Opportunities

Key Exhibitions Venues in Greater China (Venue Capacity)

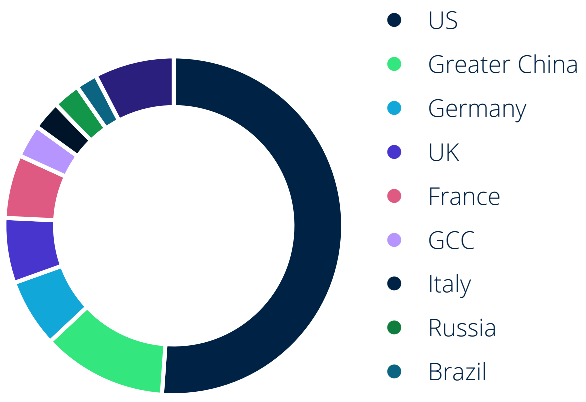


Attractive Backdrop for Exhibitions

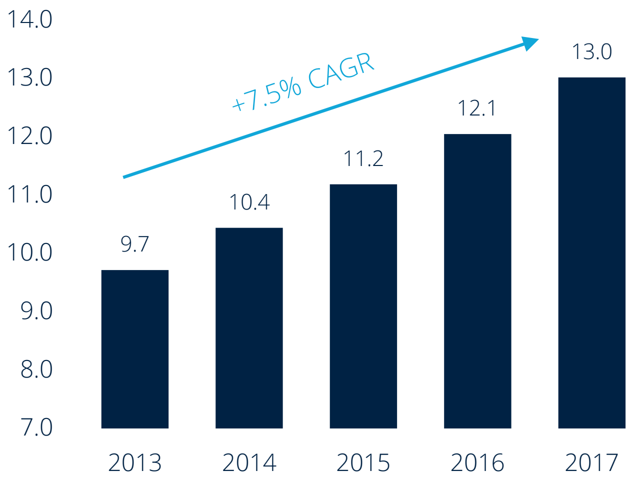
- Manufacturing based economy
- Consumption growth
- International trade
- Fragmented markets
- Venue capacity

Greater China: Exhibition Growth & Opportunities

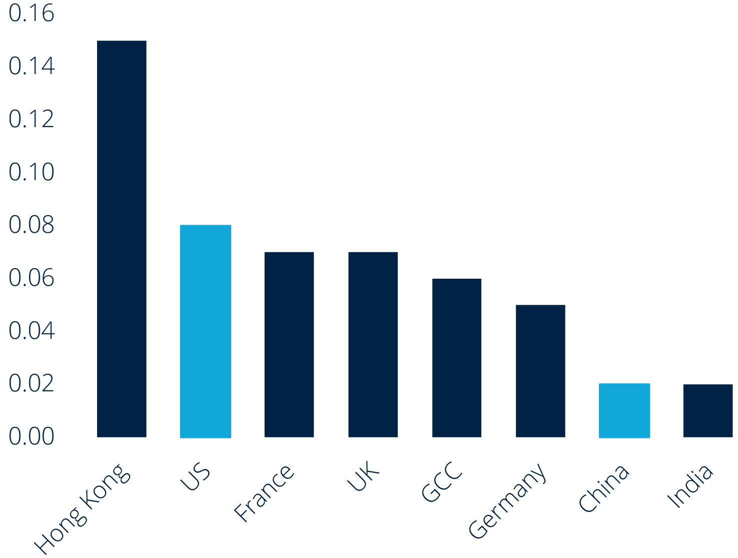
Exhibitions Revenue by Market 2017 (%)



China Exhibitions Market 2013-2017 (SQM sold)



Exhibitions market as a % of Real GDP (%)



Source: AMR

An established, dynamic and growing exhibitions market

Informa Markets: China Snapshot

800+
colleagues
Across 19 offices, inc. Hong Kong, Shanghai and Beijing

2.5m+
visitors
Attendees at our events in 2018

1.5m+
net SQM
Stand space solid in 2018

100+
leading B2B Brands in Greater China

Revenue by Segment

- 91% exhibitor
- 3% digital
- 3% marketing services
- 2% sponsorship
- 1% attendee

Customers

XUE, MiNDO Outdoor Furniture, 貝因美, Abbott, Johnson's, Fisher-Price, KIA, 3M, DuPont, Philips, KUKA, Haier

Key Brands

China Beauty Expo, CIOE China International Optoelectronic Expo, Hotelex Shanghai, Finefood Shanghai, Hong Kong Jewellery & Gem Fair, CBME China, CPhI china, Furniture China 2019

Depth in Specialist B2B Brands

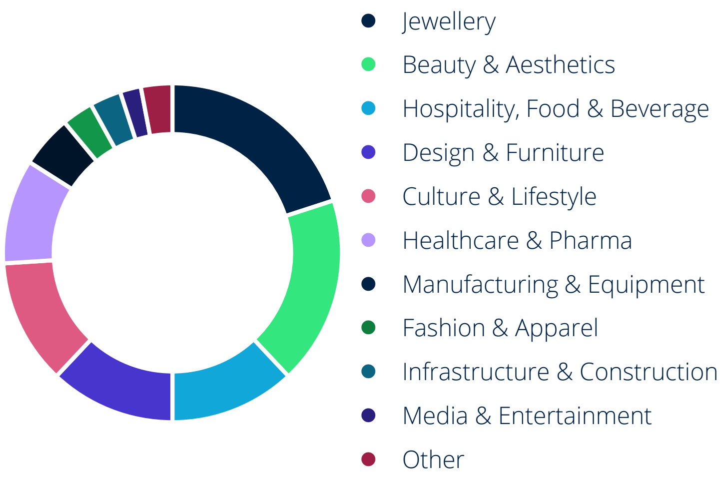
Beauty & Aesthetics	Infrastructure, Construction & Building	Culture & Lifestyle	Design & Furniture
China Beauty Expo; Cosmopack Asia Hong Kong; Chengdu Beauty Expo	World of Concrete Asia; CCBD; Windoor Expo China	CBME China; 24th; IECIE	Furniture China 2019; Maison Shanghai

Healthcare & Pharma	Hospitality, Food & Beverage	Jewellery	Manufacturing, Machinery & Equipment
CPhI china; iCSE; P-mec	Hotelex Shanghai; Finefood Shanghai; HOFEX 2019; FHC China	Asia's Fashion Jewellery & Accessories Fair; Hong Kong Jewellery & Gem Fair	CIOE China International Optoelectronic Expo; Propak China; Medtec China

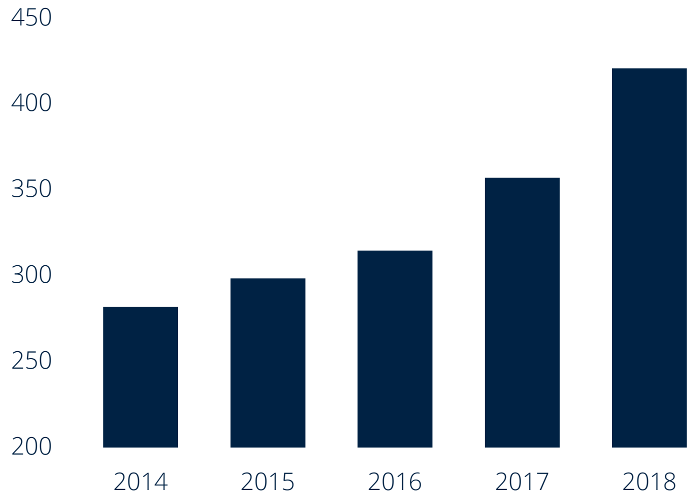
Leading brands in specialist B2B markets

Informa Markets Growth and Mix in Greater China

Exhibitions Revenue by Vertical (%)



Track Record of Expansion & Growth ($m)



*Revenue from Annual Events, excluding Biennials

Operating in China

- 20+ years presence and experience in China
- Local management teams
- 18 Joint Venture partners
- Strong government and association relationships
- Diversified portfolio in 12+ specialist markets

Largest organiser in Greater China delivering consistent growth & performance

Informa Markets Key Differentiators in Greater China:

Talent

- Thorough localization into the sub regions
- Recruiting for diversity to prep for future
- Strong culture of agility to empower people
- Proven success in the training academy

Community

- Embedded deep in key sectors (seat at the table)
- All year around education programs to foster industry growth
- Leading major sustainability initiatives

Partnership

- Proven track record of building successful joint ventures
- Unique internal partnerships in cross border collaboration
- Excel at global platform local implementation

One inch wide & one mile deep: benefits of scale & leadership in the region

Informa Markets: Strategy for Growth in Greater China

Growth via Business Development

Growth via Service Expansion

China Growth Engine

Existing Markets

- Further segmentation to grow market share
- Complete value chain by developing new co-locates
- Take advantage of growth in venue capacity

New Markets

- Sectors aligned with China 5-year plan and GBA strategy
- Incentivize geo-adapts and strengthen the launch culture
- Partner to accelerate development

Live Events

- Invest in the content and customer experience
- Help Chinese exhibitors to internationalize

Digital & Data

- Upgrade digital directories
- Expand digital offering into more verticals
- Up skill existing work force

Strategy for Growth: Beauty & Aesthetics

COSMOPROF ASIA HONG KONG 亞太區美容展

1 FAIR 2 VENUES!

3,000+ exhibitors
(75%+ International)

87k+ visitors

COSMOPACK ASIA HONG KONG 亞太區美容展

185,000
sqm net

c.$75m
2018

CHINA BEAUTY EXPO 中国美容博览会

3,200+ exhibitors
(90%+ domestic)

110k+ visitors

成都美博会 CHENGDU BEAUTY EXPO

1,700+ exhibitors

31k+ visitors

Strategy for Growth: Hospitality, Food & Beverage

HOFEX

ProWine CHINA

Natural & Organic Asia

FHC FOOD & HOTEL CHINA

SFE 上海国际连锁加盟展览会 SHANGHAI INTERNATIONAL FRANCHISE EXPO

HOTELEX Shanghai

清洁技术 CCE

HOTELEX BeiJing

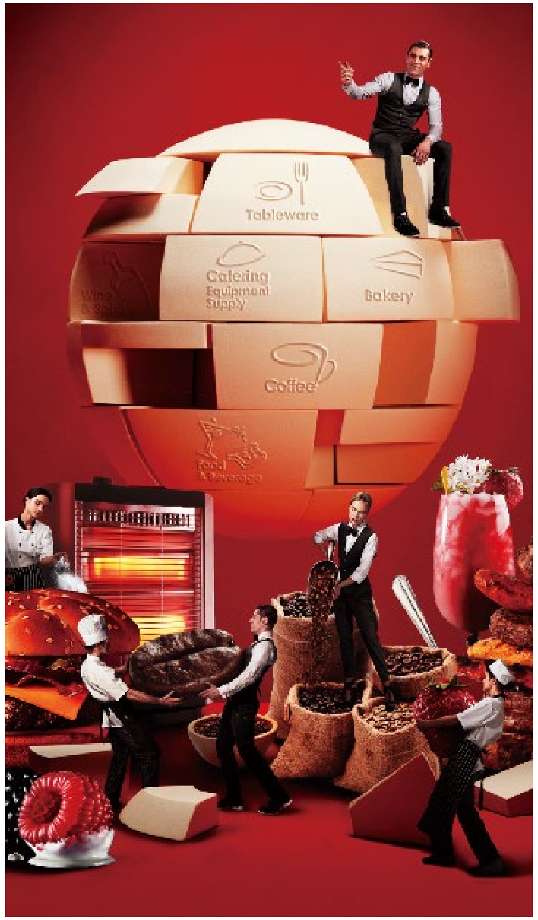
IHE INTER HEALTH EXPO 大健康展

HOTELEX Chengdu

Expo Food GZ

HOTELEX Guangzhou

ife INTERNATIONAL FOOD EXHIBITION China 大食品展



5
cities

11.8k+
exhibitors

20
events

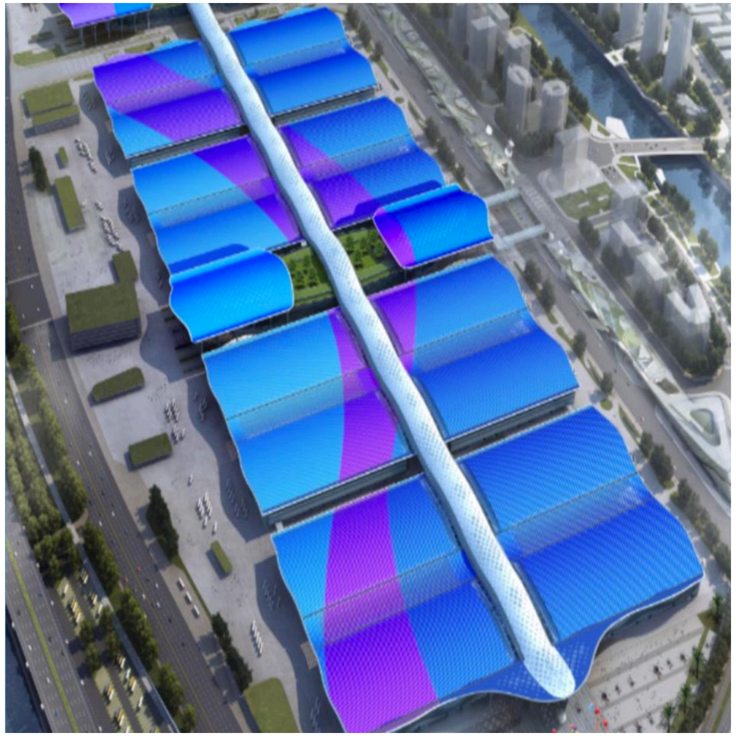
252k+
sqm net

500k+
visitors

Rise of the Super Venue

Shanghai NECC

400,000 + 53,000 sqm



Shenzhen SZWECC

400,000 + 100,000 sqm

Specialist Markets: China

Market	Long-term growth opportunities for specialist B2B brands in China
Focus	Grow in existing and launch into new markets, strengthen key verticals and expand digital offering
Differentiate	We excel in Talent, Community and Partnership
Ambition	Market leadership - consistent growth ahead of the market

COFFEE BREAK

Agenda

Depth & Specialisation	Stephen A Carter
Strength & Growth from Specialisation	Charlie McCurdy
Specialist Markets: Pharma Focus	Adam Andersen
Specialist Markets: Fashion Focus	Mark Temple-Smith & Colette Tebbutt
Specialist Markets: China Focus	Margaret Ma Connolly
Scale & Simplification	Patrick Martell & Ian Branch
The Power of Specialist Data & Information	Patrick Martell
Specialist Markets: Pharma Focus	Linda Blackerby & Ramsey Hashem
Culture Question Time	Eleanor Souster & Panel
Resilience & Strength through Specialist Knowledge	Annie Callanan & Team
Reformatting the Programme around Specialist Markets	Gary Nugent, Marco Pardi & Carolyn Dawson
Wrap-Up	Stephen A Carter

Scale & Simplification

Patrick Martell
Group COO &
CEO, Informa Intelligence

10 May 2019

Scale & Simplification

Speakers

Patrick Martell

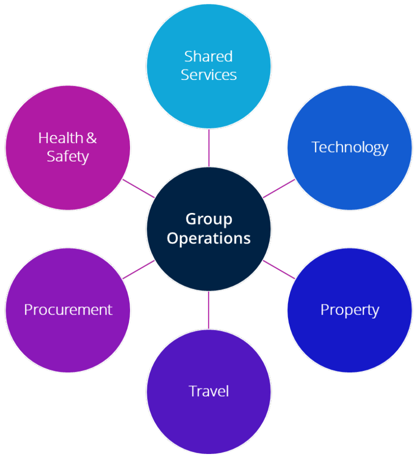
Group COO & CEO Informa Intelligence

Ian Branch

Global Business Services Director

The Informa Group – Group Operations

Focus on improving effectiveness & efficiency



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informa markets

informa connect

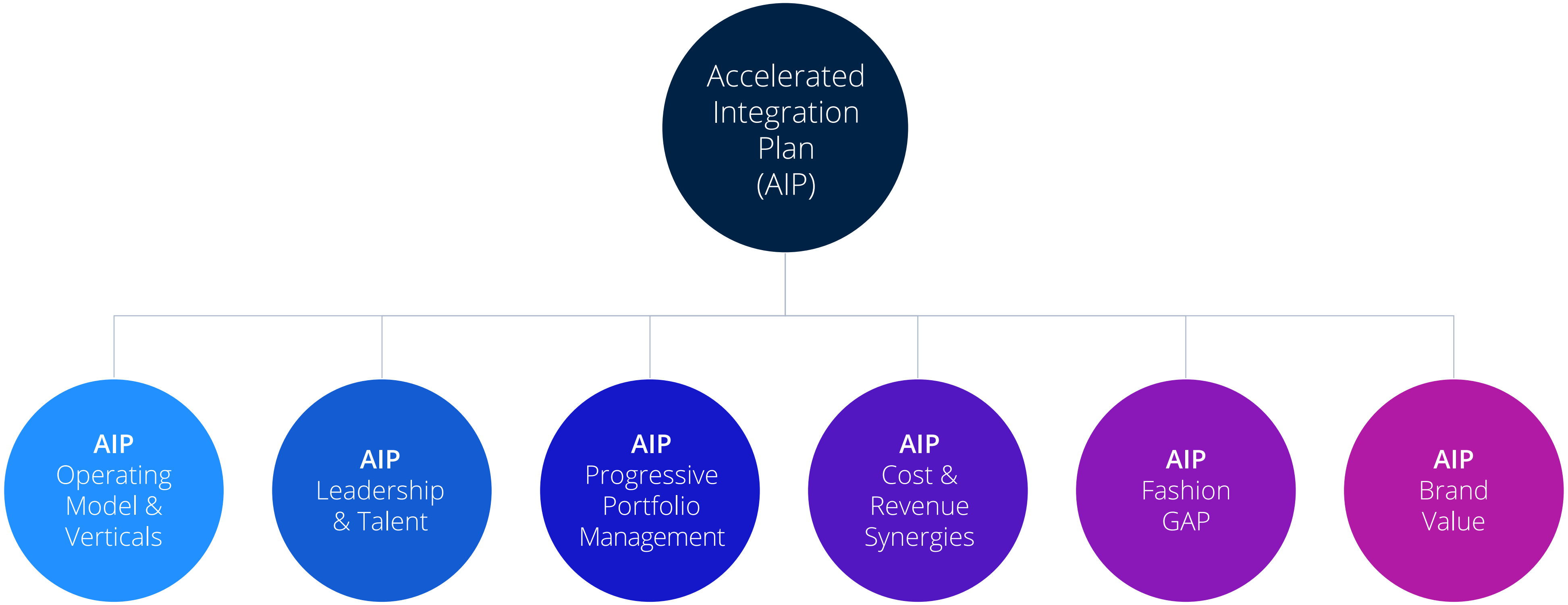
informa tech

informa intelligence

Taylor & Francis Group
an informa business

Global Support (Group Operations, Group Functions)

Integration Officer for the UBM Combination



Delivering the 12-month Accelerated Integration Plan to budget and schedule

AIP: Cost Synergies

AIP Cost Synergies

Phase I	Phase II	Phase III
UBM		
• PLC costs • Corporate duplication • Operational management overlap	• Procurement • Property • Software & Systems	• Back office services • Enterprise platforms • End-to-end processes
£50m	£60-75m	

On track for Phase I and Phase II Synergy Delivery

AIP: Phase III Cost Synergies – Scale & Simplification

Phase III

Back Office Services & Enterprise Platforms

1. Enterprise Resource Planning (ERP) Systems
2. Shared Service Centres
3. End-to-End Processing

Focus on operational effectiveness ahead of efficiency

Targeting the benefits of increased scale & operating simplification

PHASE III: Back Office & Enterprise Platforms

Current ERP landscape at Informa

Revenue on no ERP platform

c.£100m

Different platforms & multiple incidences within each business

PHASE III: Back Office & Enterprise Platforms

ERP Simplification Plan

- Retain a mix of SAP and Oracle to suit business needs
- Informa Markets to migrate onto Oracle
- All other businesses migrate onto SAP
- Reduce variations and multiple incidences of same thing where possible
- £1bn of revenue to change ERP platform & £100m to migrate to an ERP platform

Simplification plan to improve quality and timeliness of data to deliver just-in-time management information

PHASE III: Back Office & Enterprise Platforms

Order To Cash (O2C)

- 60 different systems
- 250 Finance staff
- Manual processes and interfaces

Purchase to Pay (P2P)

- 70% invoices with no PO
- 100 Finance staff
- Manual processes and interfaces

Record To Report (R2R)

- Complex structures around legacy systems
- 200 Finance staff
- Multiple platforms and accounting systems

Opportunity to simplify and improve efficiency: end-to-end processing within a total Finance cost of c.£100m

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PHASE III: Back Office & Enterprise Platforms

CLEVELAND SSC
40 Heads
Oracle

NEW YORK COE
30 Heads
Oracle

FLORIDA SSC
85 Heads
SAP + Legacy

BRAZIL SSC
21 Heads
SAP

Approx. 600 employees

Approx. 85 BPO staff (Bangalore & Krakow)

BPO (IND, POL)
85 Heads
Oracle

COLCHESTER SSC
200 Heads
SAP

KENT COE
33 Heads
Oracle

HONG KONG SSC
50 Heads
Oracle

SINGAPORE SSC
55 Heads
SAP

PHASE III: Back Office & Enterprise Platforms

Current Backdrop

- Current Shared Services organisation an assembly of UBM and Informa businesses
- Significant mix of locations, processes, platforms, and service levels
- Two major ERP platforms at different stages of maturity & built for different businesses than the combination
- Legacy UBM organisation with Centres of Excellence (COEs) and long-term BPO partnership
- Legacy Informa organisation with recent SAP implementation

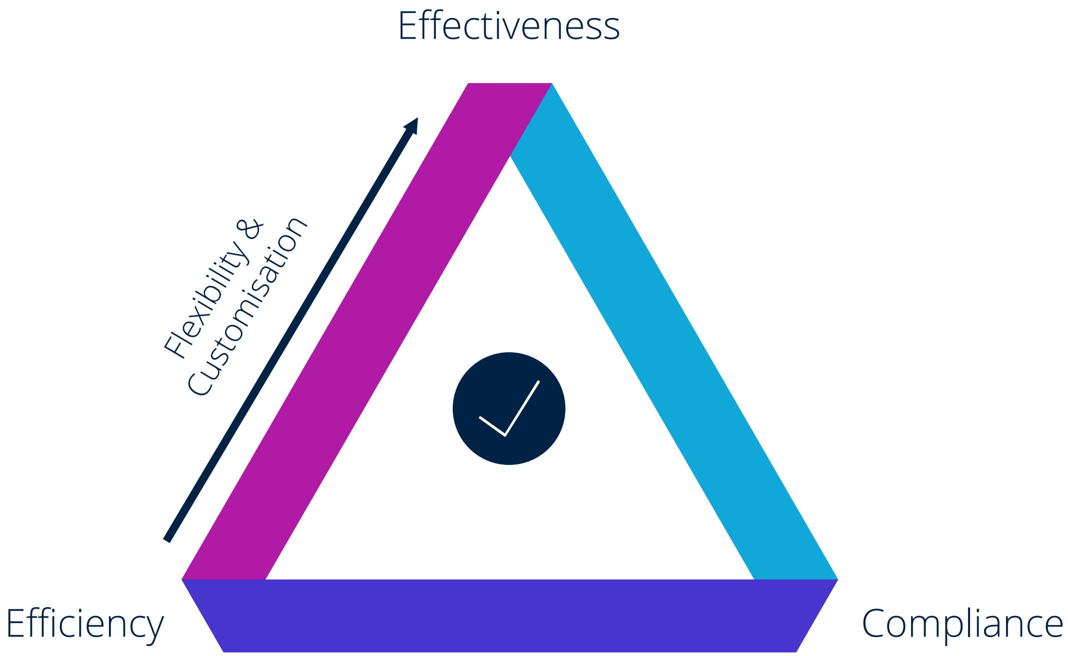
Opportunities

- Rationalisation of legacy platforms on to single instances of SAP and Oracle
- Divisional alignment to one of the ERP platforms
- Lean re-engineering (value analysis) and Six Sigma (reduce variation) methodologies to drive process effectiveness and efficiency
- Location and BPO strategy

Opportunity to align systems and improve operational effectiveness

PHASE III: Back Office & Enterprise Platforms

Global Process Focus



- Shared Services strategy, centred around …
  - **Global Process**-led design and definition of platforms, process and organisation
  - **Balance** of divisional requirements (**customer and growth led**) with operational **efficiency**
  - Clear **leadership** and **accountability**
  - A **sound control environment**

PHASE III: Back Office & Enterprise Platforms

Divisional Business Requirements

Controls & Assurance

Platform Stability and Connectivity	eg Integrations and interfaces
Optimisation of Platforms and Processes	eg Migration to align ‘SAP to Standard’
Leadership & Organisational Model	eg Global vs. local Accountability Matrix
Footprint & Partner Strategy	eg Labour efficiencies Automation

Scale & Simplification

DELIVERY	On track for target AIP cost synergies
OPPORTUNITIES	Phase III synergy programme underway
SIMPLIFY	Systems, Services and Processing complexity
AMBITION	Improved operational effectiveness and increased operational efficiency

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The Power of Specialist Data & Information

Patrick Martell
Group COO & CEO, Informa Intelligence

10 May 2019

Informa Intelligence
Speakers

Patrick Martell

Group COO & CEO
Informa Intelligence

Linda Blackerby

President,
Pharma Intelligence

Ramsey Hashem

Chief Commercial Officer,
Pharma Intelligence

The Knowledge & Information Economy

294bn
emails sent daily,
rising to 306bn by 2020
and 320bn by 2021…
with 3.9bn people using emails

Source: Radicati Group

500m
tweets sent every day

Source: Twitter

5bn
searches made per day,
with 3.5bn from Google

Source: Smart insights

4PB
data created by Facebook,
inc. 350m photos and
100m hours of video

Source: Facebook Research

95m
photos and videos are
shared daily on Instagram

Source: Instagram Business

463EB
data created every day by 2025

Source: IDC

4TB
data produced by a
connected car

Source: Smart insights

28PB
generated from wearable
devices by 2020

Source: Statista

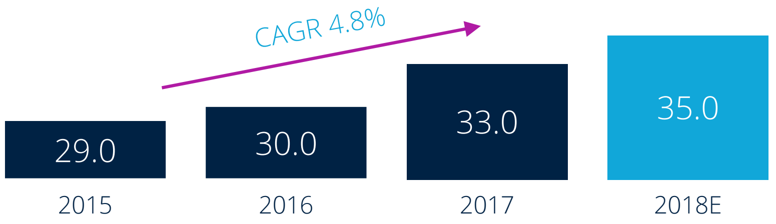
4.4ZB
Accumulated digital universe
of data in 2019,
rising to 44ZB by 2020

Source: PWC

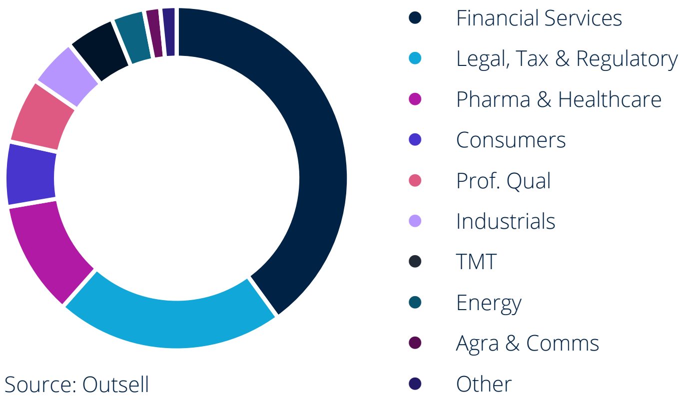
Intelligence Market and the Power of Specialist Information

- Rising value of specialist B2B information and data
- Globalisation and segmentation of specialist markets
- US accounts for close to half the global market
- Data, actionable insight and workflow
- Attractive subscription-based business model

B2B Media & Business Information Market (£bn)



Information Services Market, by Sector (%)



Source: Outsell

Large, growing and predictable market with attractive characteristics

The Informa Intelligence Journey

2014

Underlying Revenue Decline of -8.5%

Patrick Martell appointed CEO

Management restructure

Reorganise around verticals

Focus on subscription renewals

Focus on customer management

2015

Underlying Revenue Decline of -1.9%

GAP investment into core products and platforms

Build Colleague Value Proposition and strengthen culture

2016

Underlying Revenue Growth of +1.1%

Addition of Penton Information Services

Investment in upgrading Sales and Marketing systems

2017

Underlying Revenue Growth of +2.2%

New products and platforms launched

New EPFR Platform

Launch of Ovum Forecaster

Upgraded Citeline platform

127 new products

2018

Underlying Revenue Growth of +2.6%

UBM Combination

Progressive Portfolio Management: review of IGM and Agribusiness Portfolio

2019

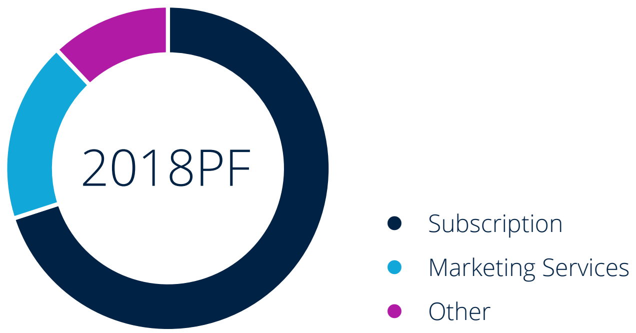
gap Growth Acceleration Plan

Informa Intelligence Today

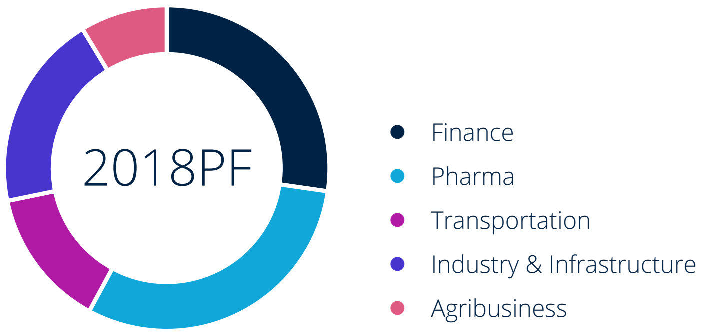
Informa Intelligence provides specialist data, intelligence and insight to businesses, helping them make better decisions, gain competitive advantage and enhance return on investment. Through a range of specialist B2B subscription brands, we provide critical intelligence to niche communities within Pharma, Finance, Transportation, Agribusiness and Industry & Infrastructure

£350m+ Revenue	c.£90m Adj. Op Profit	250+ B2B Brands	>40k Subscribers
c.3% Underlying Growth	c.13% Group Revenue	2,000+ Colleagues	560+ Analysts & Editors

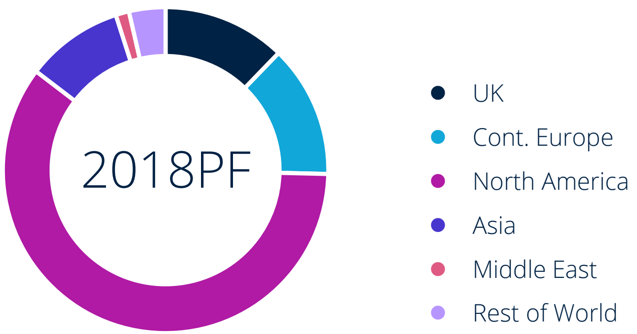
Revenue by type



Revenue by vertical



Revenue by region



Specialist B2B Brands in attractive customer markets

Pharma	Finance	Industry & Infrastructure	Transportation	Agribusiness
Sagient Research (Pharma intelligence)	Informa Investment Solutions (Financial intelligence)	Price Digests	insuranceday (Business intelligence)	Phillips McDougall (Agribusiness intelligence)
Medtrack (Pharma intelligence)	Mapa Research (Financial intelligence)	EquipmentWatch	Lloyd's List (Maritime intelligence)	Agrow (Agribusiness intelligence)
Citeline (Pharma intelligence)	Informa Research Services (Business intelligence)	Design and Electronics (Infrastructure intelligence | informa)	Lloyd's List Intelligence	Fertecon (Agribusiness intelligence)
Pink Sheet (Pharma intelligence)	ICON (Competitive Lending Analytics)	Power (Infrastructure intelligence | informa)	i-law.com (Business intelligence)	International Sugar Journal (Agribusiness intelligence)
Biomedtracker (Pharma intelligence)	iMoneyNet (Financial intelligence)	EnergyTimes	Lloyd's List Intelligence (Maritime intelligence | informa)	F.O. Licht (Agribusiness intelligence)
In Vivo (Pharma intelligence)	EPFR (Financial intelligence | informa)			
c.£115m	c.£100m	c.£75m	c.£50m	c.£30m

Portfolio of niche B2B brands within specialist B2B markets

Strategy for Performance & Growth

Reorganise & Repair

- Leadership change
- Reorganise around verticals
- Increase customer focus
- Refresh talent
- Focus on subscription renewals
- Revamp sales organisation and incentives

Stabilise performance

Invest & Grow

- Invest in platform capability
- Improve core product functionality
- Invest in Sales & Marketing systems
- Leverage into Consulting and Marketing Services
- Data, analytics & workflow

Return to growth

Focus & Expand

- Focus on new business and pipeline conversion
- Progressive Portfolio Management
- Focus on strongest brands in markets with greatest opportunity
- Look for adjacent opportunities or capability infill

Growth acceleration

Move up the value chain... Insight to Intelligence.... Improving Underlying Growth

Operating Performance

Operating Metric	2013	2019
Annualised Contract Values (ACV)	Falling	Consistent Growth
Value Renewal Rate	70-75%	c.90%
Pre-Expiry Renewal Rate	<40%	>75%
New Business Value Rate	Falling	Rising (double-digit)
Active Users per Month (subscriptions)	138k	180k (+30%)
Organic Revenue Growth	-4% to -9%	c.+3%

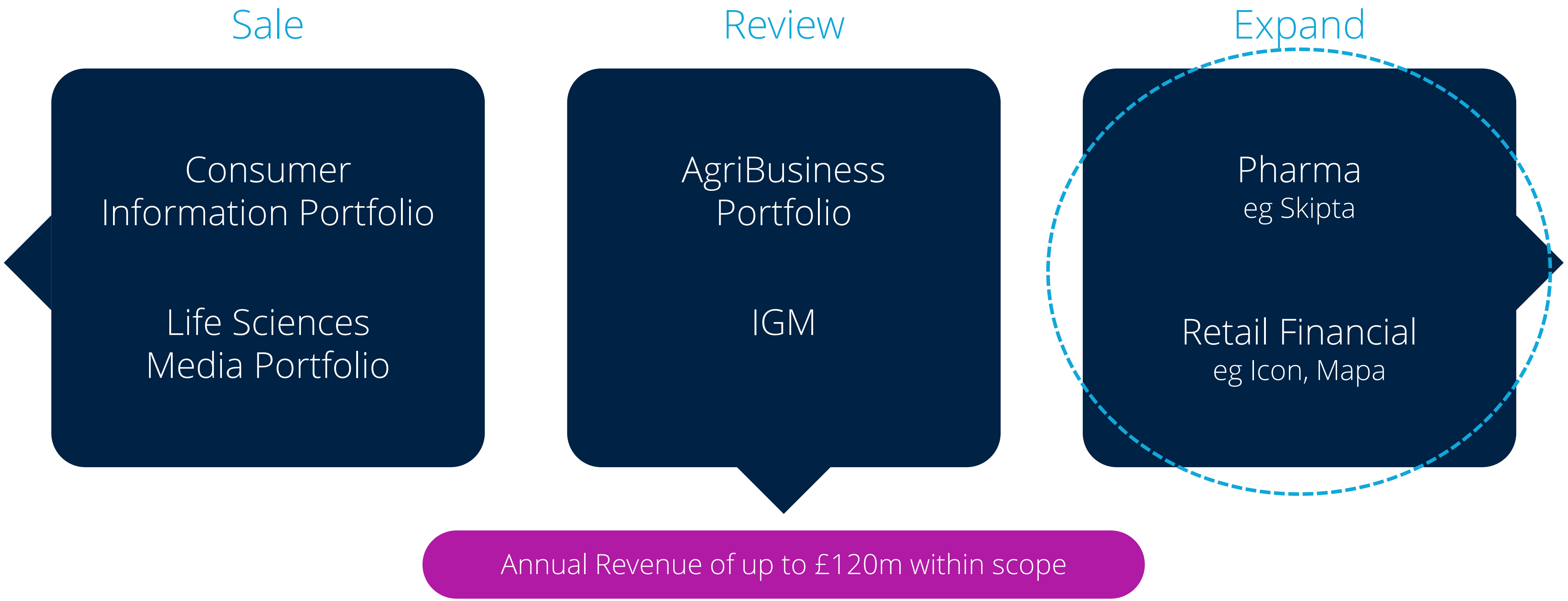
Progressive Portfolio Management

Sale	Review	Expand
Consumer Information Portfolio	AgriBusiness Portfolio	Pharma eg Skipta
Life Sciences Media Portfolio	IGM	Retail Financial eg Icon, Mapa

Annual Revenue of up to £120m within scope

Focus on strongest brands in specialist markets with the best opportunities for growth and expansion

Progressive Portfolio Management



Focus on strongest brands in specialist markets with the best opportunities for growth and expansion

Informa Intelligence: Finance Snapshot

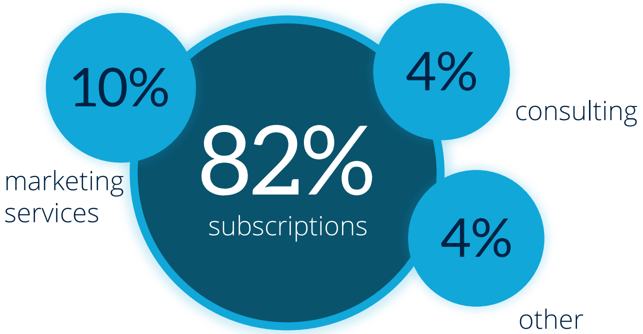
500+
colleagues
Selling into 60+ countries

500k+
global users
Across product range

c.90%
renewal rate
On subscription products

Leading international B2B Brands for the Banking, Asset & Wealth Management markets

Revenue Breakdown



Customers

WELLS FARGO
citi
UBS
SunTrust
BANK OF AMERICA
TD Bank
BMO Harris Bank
HSBC
JPMorgan Chase & Co.
CommonwealthBank
中国银行 BANK OF CHINA

Key Brands

Informa Research Services — Business intelligence
Mapa Research — Financial intelligence
Informa Investment Solutions — Financial intelligence
EPFR — Financial intelligence | informa
iMoneyNet — Financial intelligence
eBenchmarkers
ICON — Competitive Lending Analytics

Specialist Markets: Retail Banking

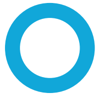
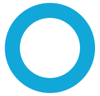
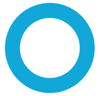
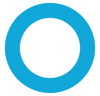
- Market for research in the US Retail Financial Services & Insurance Industry is c£500m, growing at c.5% p.a.
- Fragmented end market with no clear market leader. 500+ Deposit and 400+ Mortgage Tier 1 & 2 institutions
- Disruptive change impacting Banking through digital transformation and Fintech
- Opportunity to help banks solve problems: better and faster decisions, omni-channel customer experience, managing risk and compliance

Our Solutions

Helping customers improve performance across the balance sheet via quantitative data and qualitative research

Specialist Markets: Retail Banking

Value add

Products	Description	Mortgage	Home Equity	Auto	Cards	Personal	Deposits
Analytics & Managed Services	Using indicative and transactional data to create price optimization strategies tailored to customer objectives (eg Market share, margin)						
Transactional Data	Benchmarking actual transacted volume with rates/fees, to understand price elasticity, market dynamics and tailored pricing strategies						
Indicative Data	Benchmarking advertised rates against competitors, for competitive positioning and regional variance. Key input to pricing strategy						

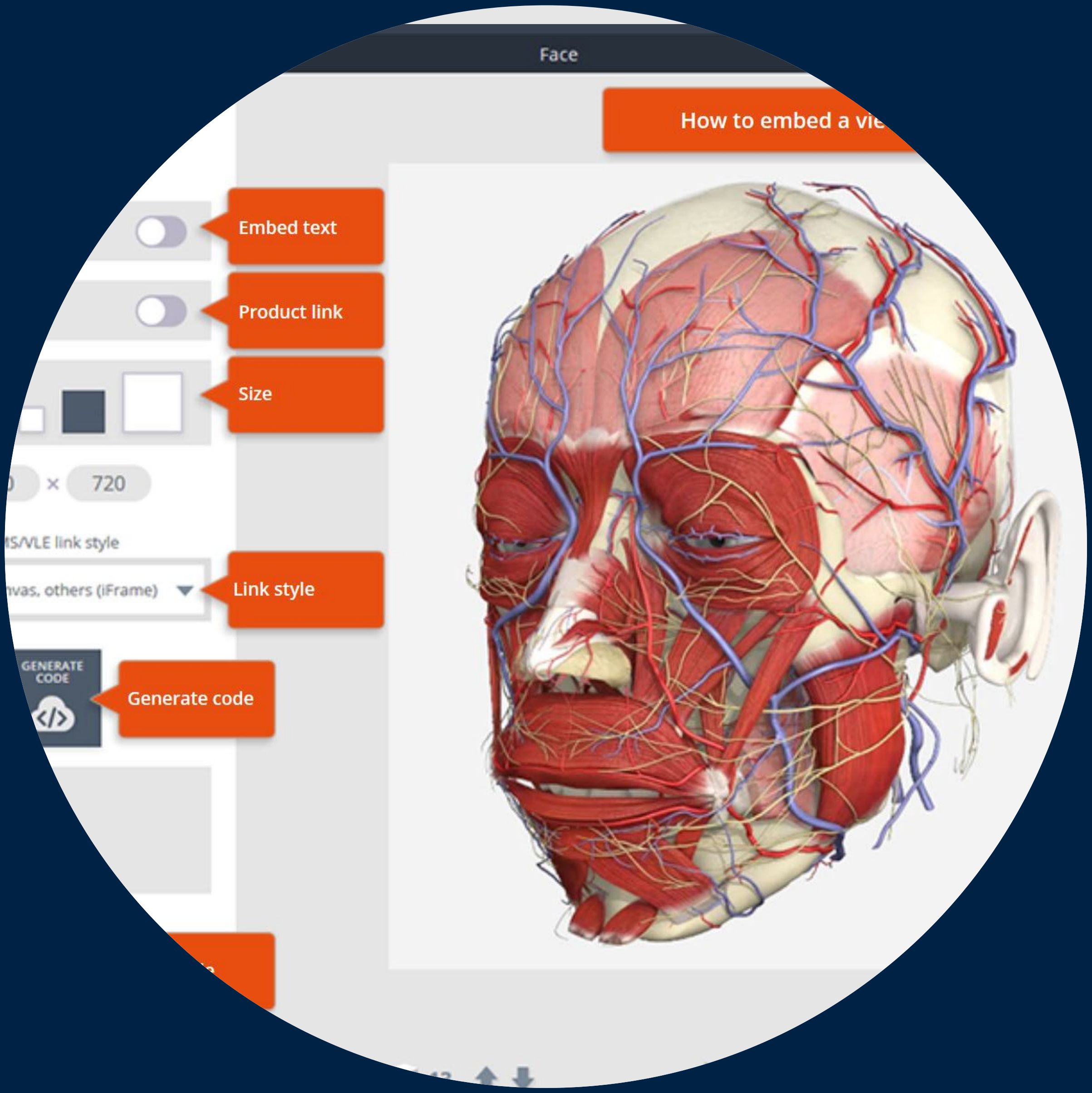
Uniquely positioned to move up the value chain and provide solutions across the balance sheet

Specialist Markets: Pharma

Linda Blackerby
President, Pharma – Informa Intelligence

Ramsey Hashem
CCO, Pharma – Informa Intelligence

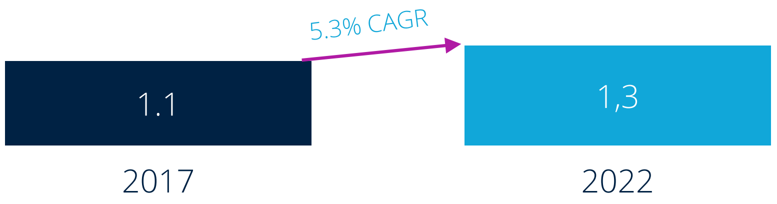
10 May 2019



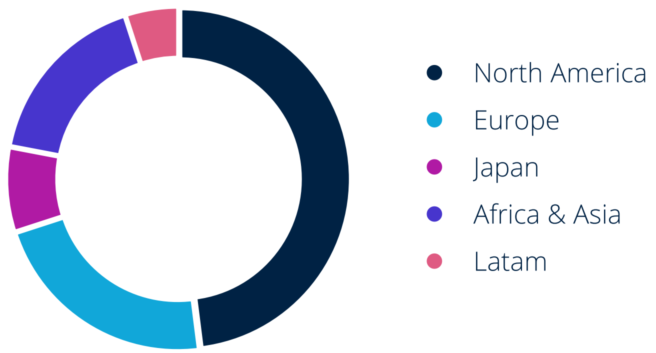
Specialist Markets: Pharma

- Aging population driving demand for innovative medicines and pharmaceuticals
- $181bn R&D spend by Pharma companies by 2022
- Cost of bringing a drug to market doubled to $2.2bn between 2010 and 2018
- Production/development growing faster in China and India than US, Europe, & Japan
- Consolidation of Big Pharma and repositioning to highlight positive contributions

Global Pharma Market ($tr)



Geographic Mix (%)



Source: World Health Organisation, Fitch Solutions, The Business Research Company, Deloitte, ABPI

An attractive, international market with high levels of innovation and growth

Informa Intelligence: Pharma Snapshot

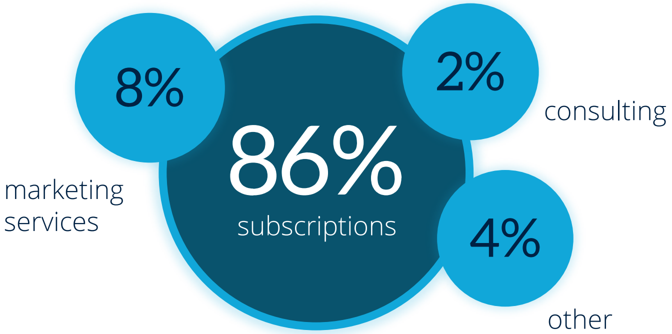
400+
colleagues
Coverage across 175 countries

5.5%
ACV growth
With c90% renewal rates

3,000+
customer firms
Including Top 50 Pharma & Top 10 CROs

Specialist B2B Brands with particular strength in Clinical Intelligence

Revenue Breakdown



Customers

NOVARTIS, MERCK, Pfizer, accenture, astellas, immunogen, ORACLE, Bristol-Myers Squibb, Omnicom

Key Brands

Biomedtracker, Datamonitor Healthcare, Scrip, Pharmaprojects, Trialtrove

Pharma Intelligence: What We Do

Clinical Trials Strategy and Operations

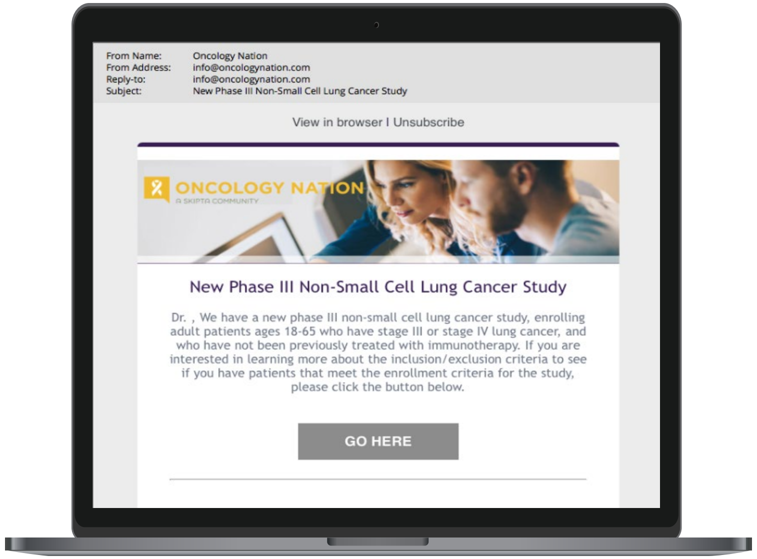
- Which diseases should a drug be tested in and in which order?
- Where should the clinical trials be held?
- Which hospitals (sites) and which doctors (investigators)?
- How should the trials be designed for fastest patient enrollment and best approval route?

Competitive Intelligence

- What are competitors doing compared to a company's internal programs?
- How should portfolio prioritization decisions be adapted to beat competitors to market?

Business Development and Licensing

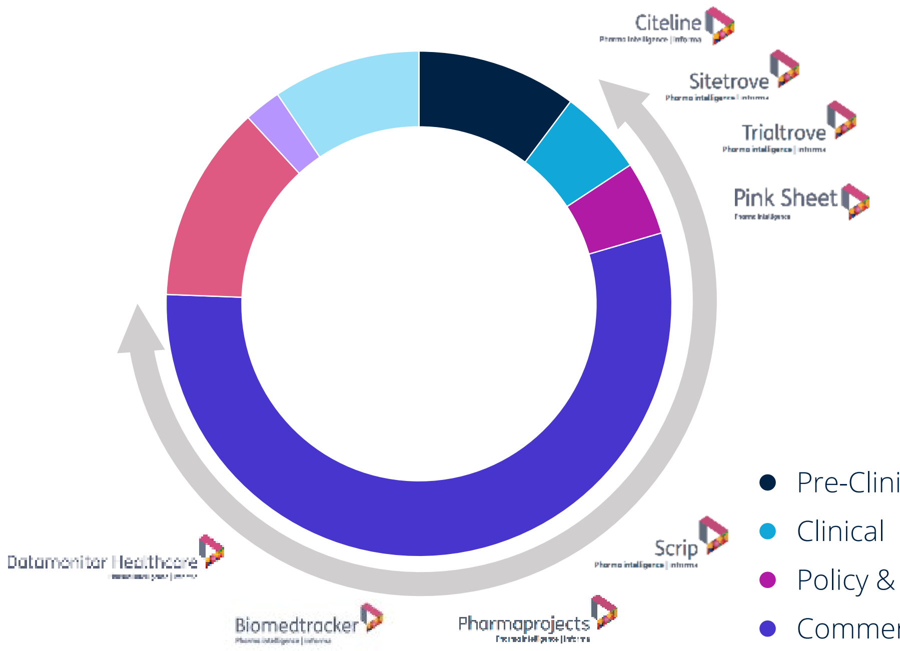
- Which Biotech companies have the most promising drugs to acquire?
- How do those drugs stack up against a company's internal portfolio and its competitors?
- How should a company and/or drugs be valued to structure the best deal terms?



Through our specialist content and industry expertise, we help answer critical questions and solve problems

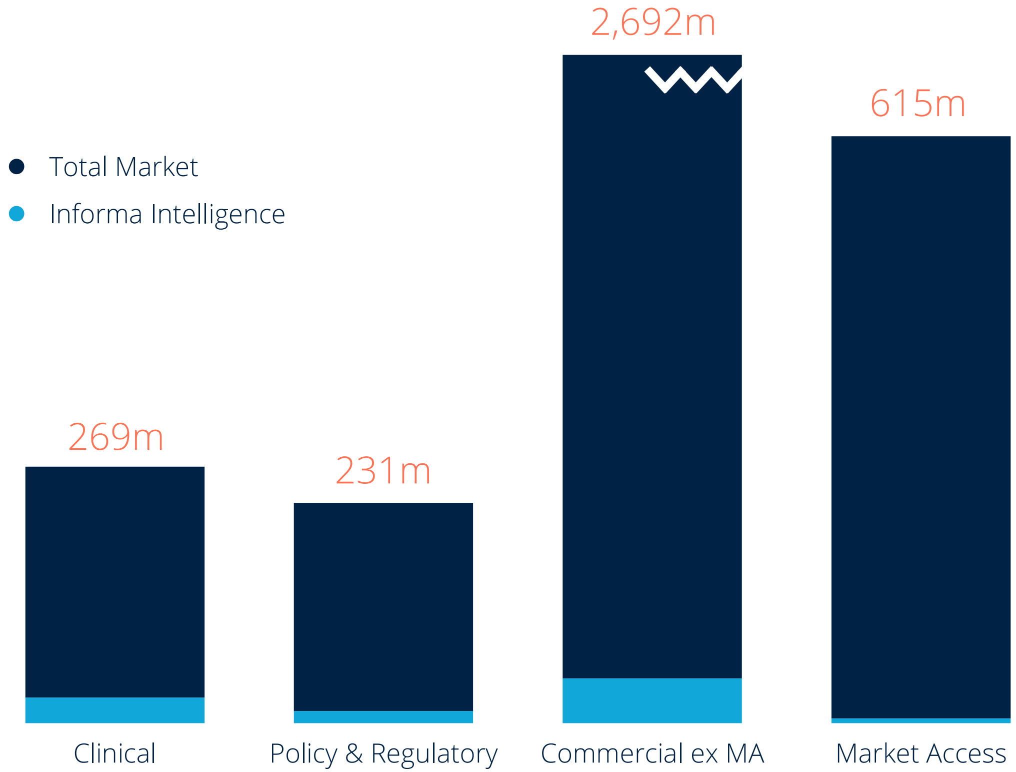
Pharma Intelligence Trends & Opportunities

Total Pharma Information Market: £4.8bn



Pre-Clinical	500m	10%
Clinical	269m	6%
Policy & Reg	231m	5%
Commercial	2,692m	55%
Market Access	615m	13%
Manufacturing	115m	2%
Distr./Wholesale	462m	9%

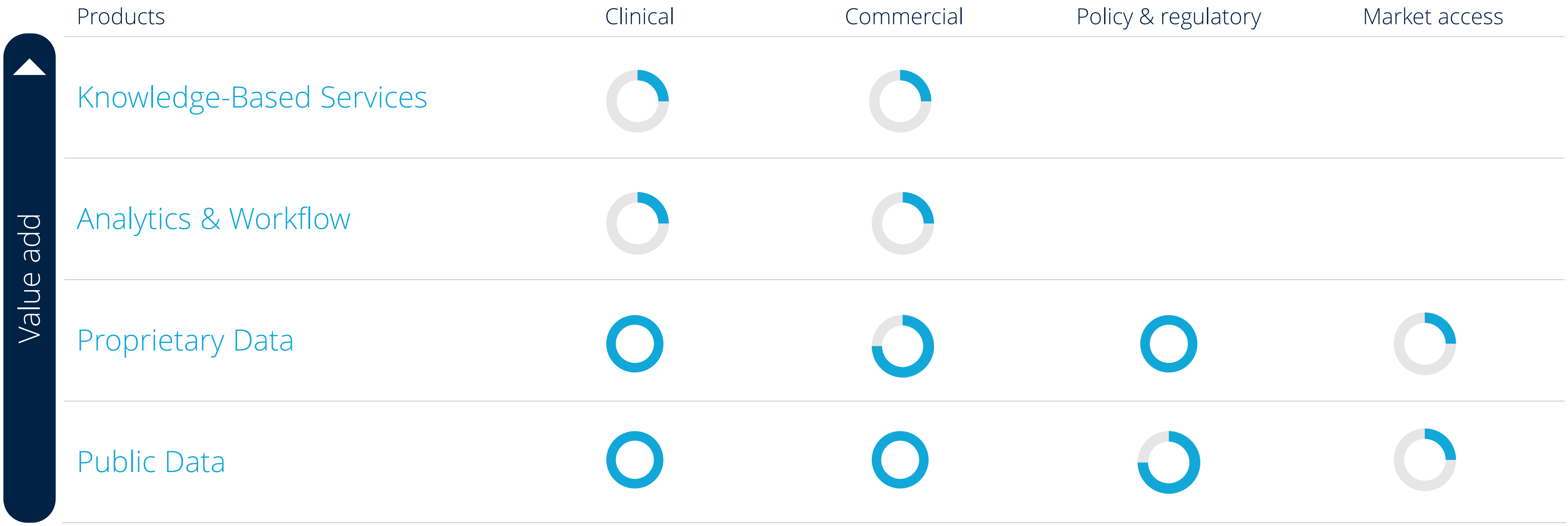
Informa Intelligence within the Pharma Information Market



Unsustainable cost of healthcare and explosion of digital and data fuelling growth in specialist intelligence

Source: Outsell, Informa Estimates

Pharma Intelligence: Adding Value for Customers



Driving higher value for customers through analytics, workflow tools and bespoke services

Pharma Intelligence: Strategy for Growth & Expansion

Grow through Business Development

Grow by Strengthening the core

Pharma Growth Engine

Core competencies

- Invest in breadth & depth of specialist content
- Add new data sets to differentiate clinical offering
- New authoring tools to ingest data faster and more efficiently

New Markets

- Leverage brands and expertise internationally
- Invest in capability and capacity in Asia

Analytics & Workflow

- Strengthen analytics capability
- Greater integration of our data with customer data
- Invest in real-world patient-level data to enrich insight and analysis

Adjacent Opportunities

- Build presence in Market Access segment
- Connect Clinical, Commercial & Market Access intelligence

Spotlight: Citeline

- 265,000+ Clinical Trials
- 40,000+ Sources
- 68,000+ Drugs
- 235,000+ Diseases
- 400,000+ Investigators
- Data from 166 countries

Citeline
Pharma intelligence

Comprehensive, reliable, global intelligence solutions for:

- Global Clinical Trials
- Sites & Investigators
- Drug development pipelines

Clinical Trials: Time & Money

Key challenges

Hospitals & Physicians selection

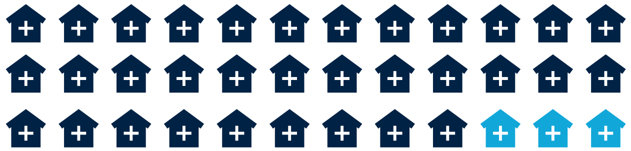
Awareness to ensure strong patient recruitment

Effective Trial protocol design

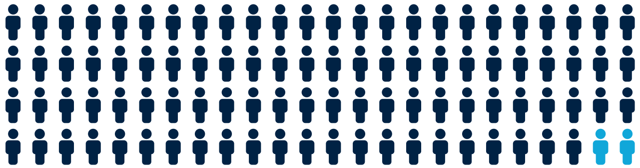
Significant value opportunity

Only 6% of trials complete on time

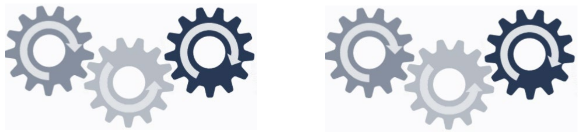
Only 5% of Physicians sign up to a trial



Only 2% of the eligible population enroll



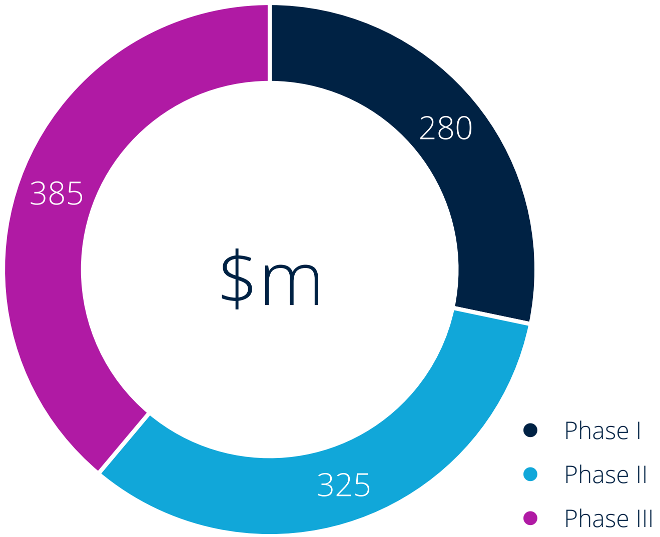
Multiple addendums at 50% of trials



Trials are frequently over-budget

Average Oncology Phase III trial is 36 months

Cost breakdown of Clinical Trail

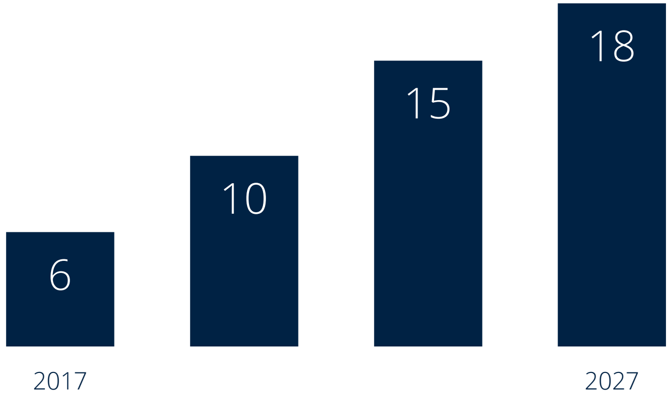


Total cost of a clinical trial Phase I to III is $1bn

Customer Challenge: Trial in Atopic Dermatitis

Clinical Trial in a Crowded Space

Atopic Dermatitis Market ($bn)



265 ongoing trials in atopic dermatitis

Delay in Drug Launch

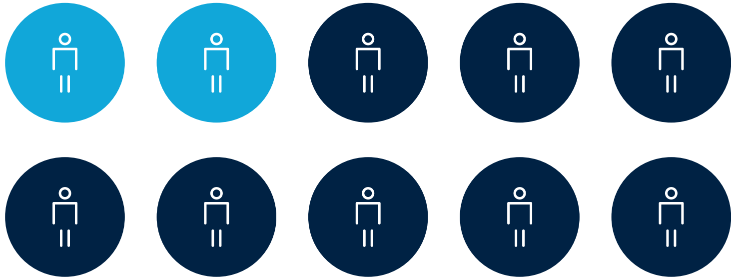
Every week of delay in a trial impacts commercial prospects

$3 - $4M/Day

Lost Sales

On average, drug delay announcements decrease shareholder value by about 12 percent and cost between $1m and $13m per day

Investigator Drop Out

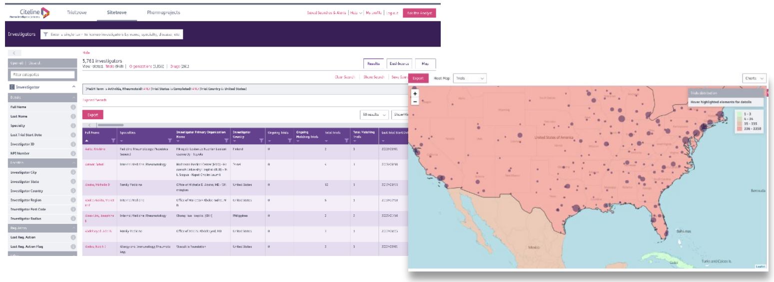


70 sites/doctors are required to hit targets, but

20% drop out is common so

85 sites needed in total

CITELINE - SITETROVE



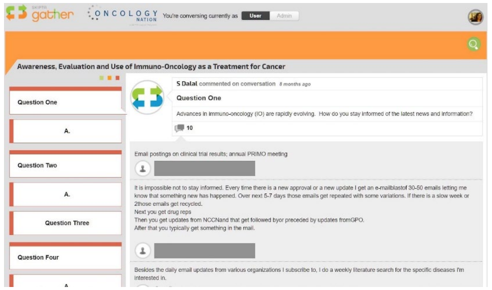
Identify Investigators & Healthcare Providers
AND
Understand Patient Pools

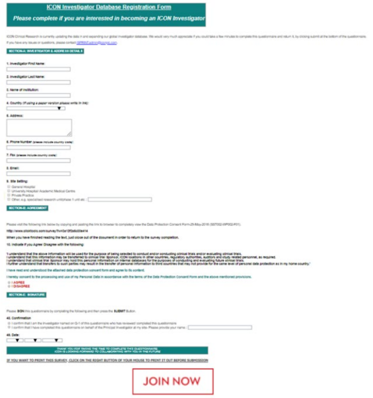
Pharma intelligence

Citeline Engage *powered by Skipta*

Option A	Option B	Option C

SKIPTA - CITELINE ENGAGE





Scoop

Targeted emails to drive awareness

Gather

Gather feedback on a protocol

Recruit

Recruit physicians & investigators

Citeline Customer can tailor outreach program for their trial based on the selected investigators

Citeline Engage: Trial Timeline

CRO/Pharma Traditional Approach: 15 Weeks to ID Sites

Start identification and recruitment of sites.

Week 1

54 engage sites and sign up for trial takes place

Week 15

Target:
84 sites for selection

Outcome:
54 sites selected

Citeline Engage: 2 Weeks to ID Sites

10% of the time to hit 50% of the sites...

Citeline Engage identified >1100 doctors with >700 in Skipta network

Week 1

26 new sites confirmed for selection

Week 2

Target:
To help increase sites for selection

Outcome:
26 additional sites selected

Specialist Markets: Pharma

Market	Large and growing market with high levels of innovation
Depth & breadth	Leading B2B brands and industry expertise, with real strength in Clinical Trials
Opportunity	To connect Clinical, Commercial and Market Access data with real world patient-level data
Ambition	Maintain leadership in Clinical and expand offering, underpinning consistent growth ahead of the market

informma

Agenda

Depth & Specialisation	Stephen A Carter
Strength & Growth from Specialisation	Charlie McCurdy
Specialist Markets: Pharma Focus	Adam Andersen
Specialist Markets: Fashion Focus	Mark Temple-Smith & Colette Tebbutt
Specialist Markets: China Focus	Margaret Ma Connolly
Scale & Simplification	Patrick Martell & Ian Branch
The Power of Specialist Data & Information	Patrick Martell
Specialist Markets: Pharma Focus	Linda Blackerby & Ramsey Hashem
Culture Question Time	Eleanor Souster & Panel
Resilience & Strength through Specialist Knowledge	Annie Callanan & Team
Reformatting the Programme around Specialist Markets	Gary Nugent, Marco Pardi & Carolyn Dawson
Wrap-Up	Stephen A Carter

Culture Question Time

Eleanor Souster
Chief of Staff
Taylor & Francis

10 May 2019

LUNCH BREAK

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Resilience & Strength through Specialist Knowledge	**Annie Callanan & Team**
Reformatting the Programme around Specialist Markets	Gary Nugent, Marco Pardi & Carolyn Dawson
Wrap-Up	Stephen A Carter

Resilience & Strength through Specialist Knowledge

10 May 2019

Speakers

Annie Callanan

Chief Executive Officer

Christoph Chesher

Group Sales Director

Leon Heward-Mills

MD Researcher Services

Max Gabriel

Chief Digital Officer

The Knowledge & Information Economy

294bn
emails sent daily,
rising to 306bn by 2020
and 320bn by 2021…
with 3.9bn people using emails

Source: Radicati Group

500m
tweets sent every day

Source: Twitter

5bn
searches made per day,
with 3.5bn from Google

Source: Smart insights

4PB
data created by Facebook,
inc. 350m photos and
100m hours of video

Source: Facebook Research

95m
photos and videos are
shared daily on Instagram

Source: Instagram Business

463EB
data created every day by 2025

Source: IDC

4TB
data produced by a
connected car

Source: Smart insights

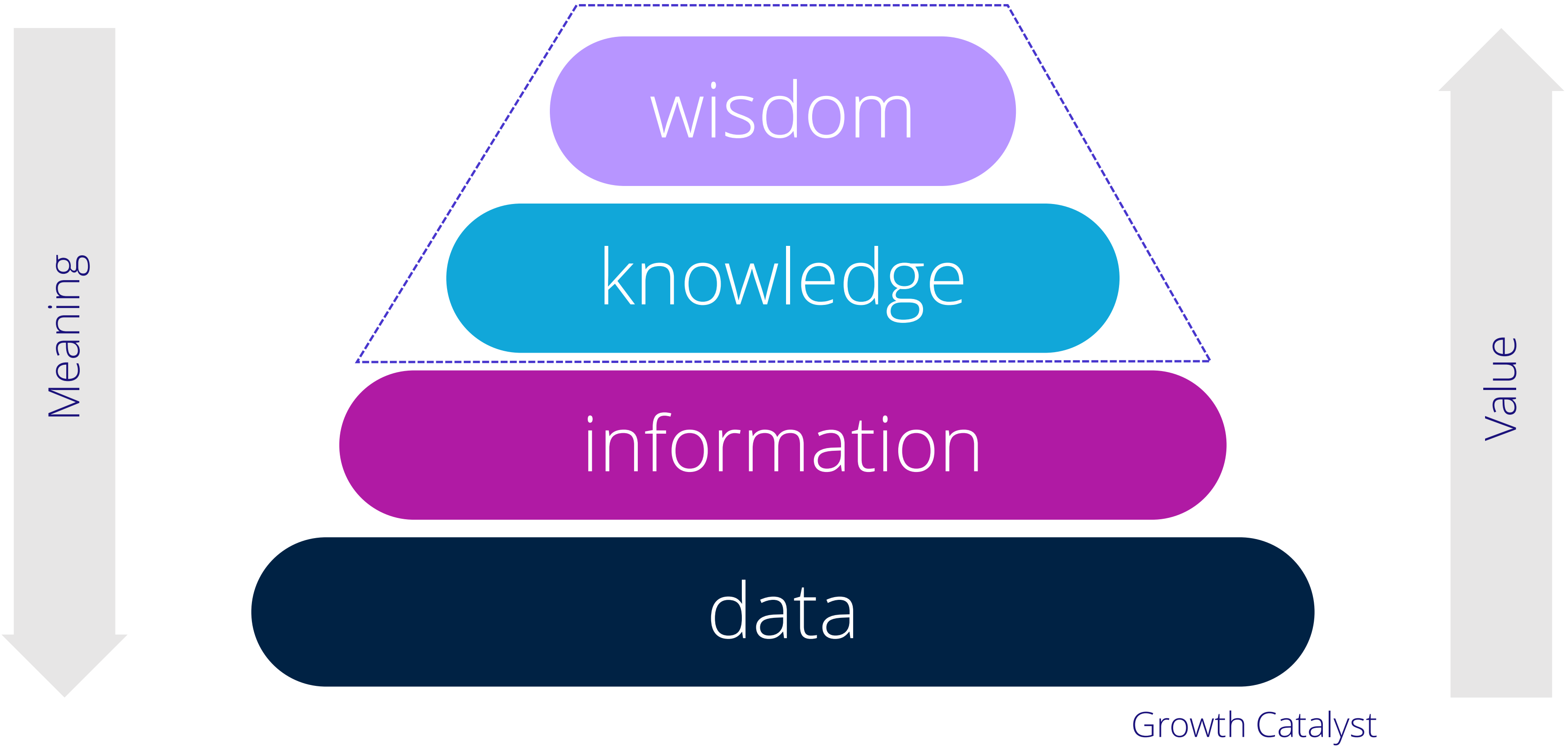
28PB
generated from wearable
devices by 2020

Source: Statista

4.4ZB
Accumulated digital universe
of data in 2019,
rising to 44ZB by 2020

Source: PWC

The Knowledge & Information Economy



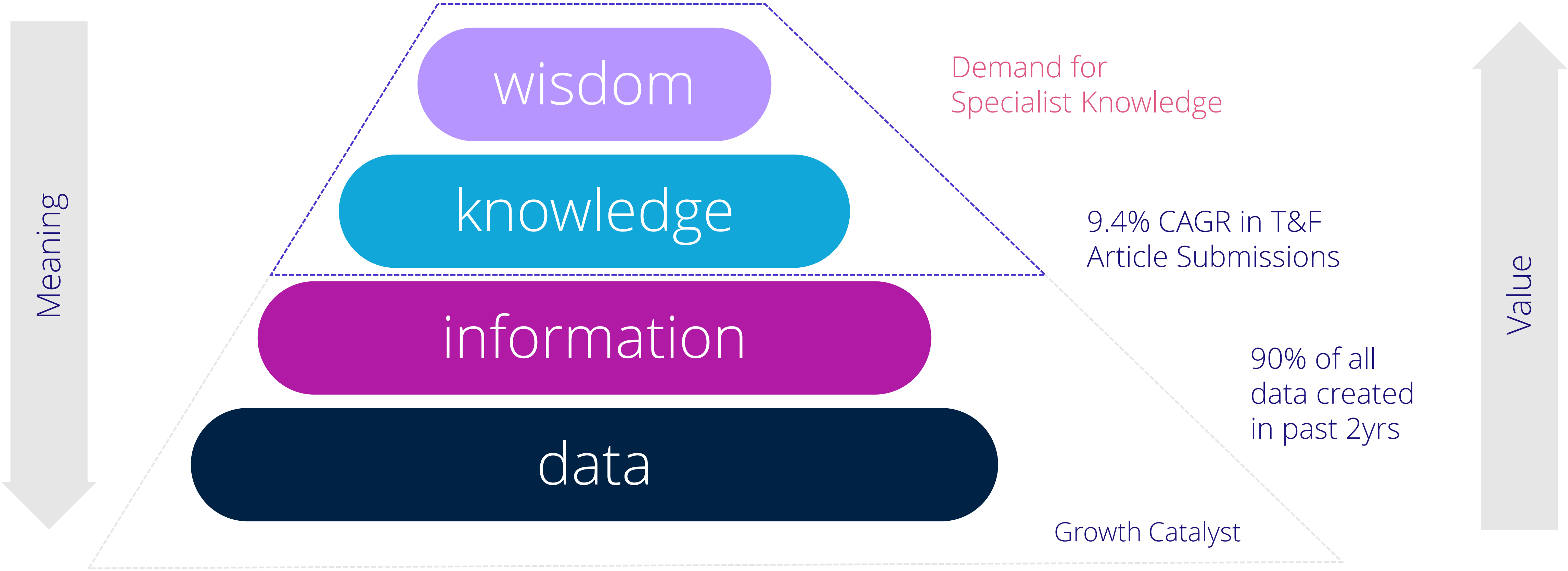
Specialist Knowledge

Over 1B Global Citations

5% growth in journal articles

5B searches worldwide per day

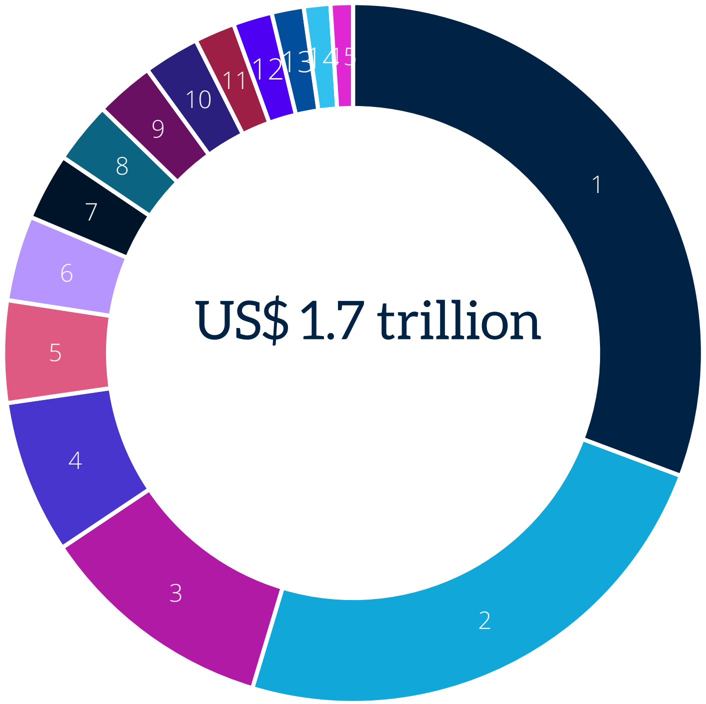
The Knowledge & Information Economy



Growth in Specialist Knowledge & Advanced Learning

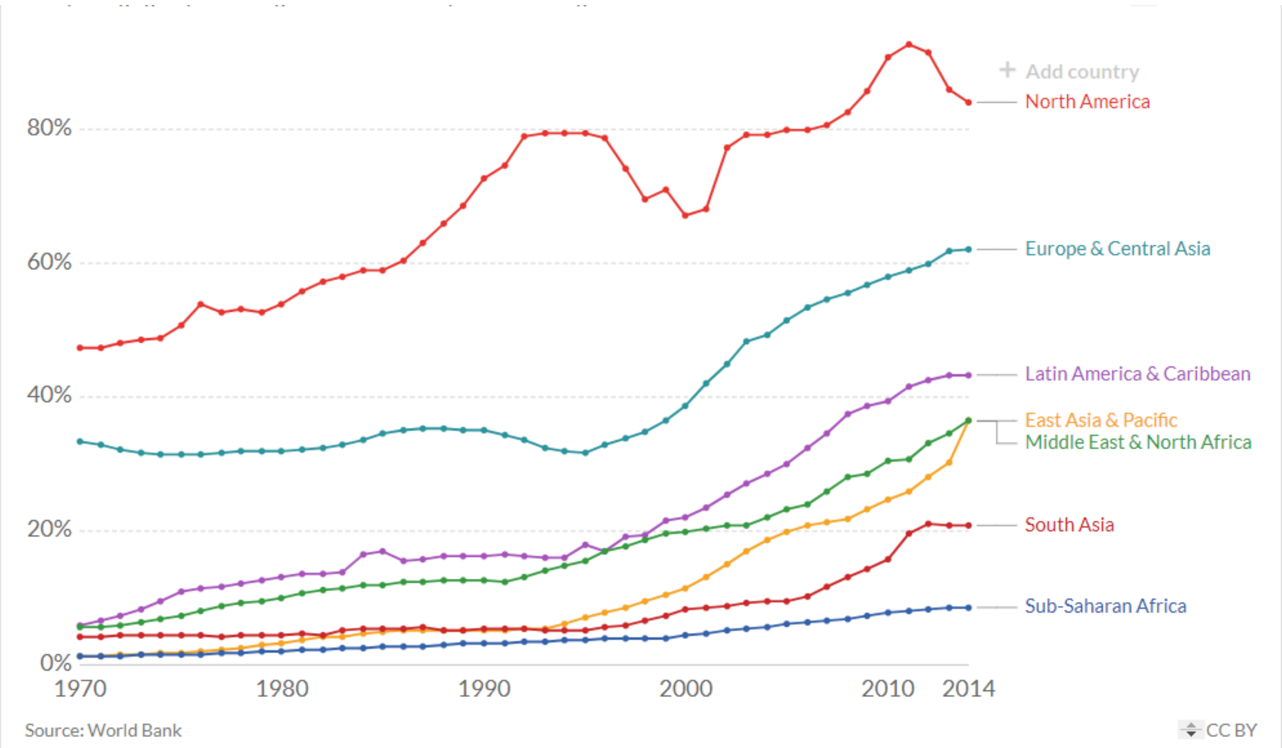
Top 15 countries by R&D spend (in $bn)

1	US	476
2	China	371
3	Japan	170
4	Germany	110
5	Korea Rep	73
6	France	61
7	India	48
8	UK	44
9	Brazil	42
10	Russian Fed	40
11	Italy	29
12	Canada	28
13	Australia	23
14	Spain	19
15	Netherlands	16



Source, UNESCO Institute for Statistics:
http://uis.unesco.org/apps/visualisations/research-and-development-spending/

Gross Enrolment in Tertiary Education expressed as a percentage of the total population of the five-year age group following on from secondary school leaving.

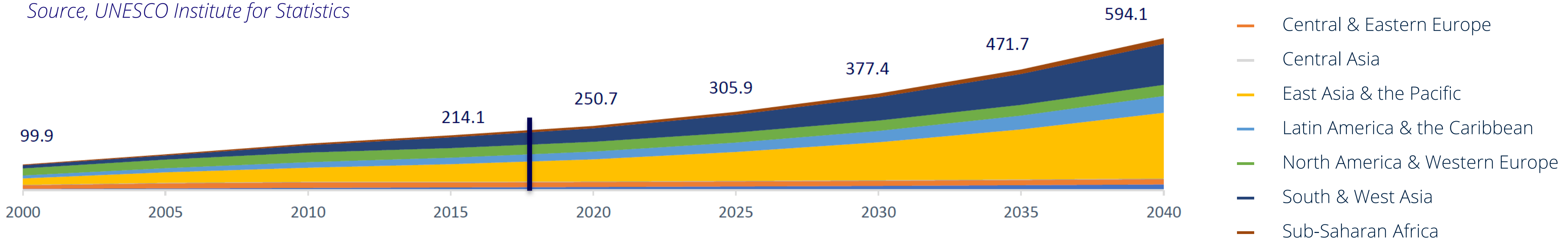


Source, World Bank via Our World in Data
https://ourworldindata.org/tertiary-education

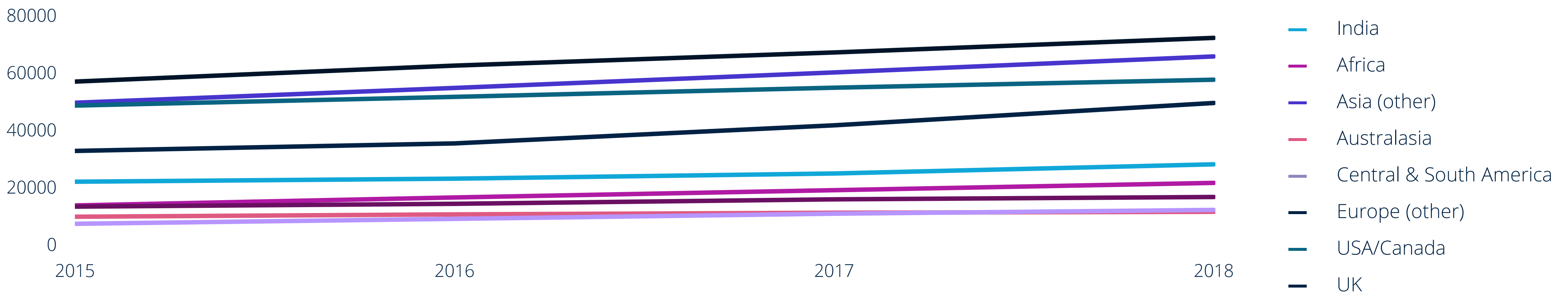
Growth in Specialist Knowledge & Advanced Learning

Tertiary Enrolments

Source, UNESCO Institute for Statistics



Research Paper Submissions by Region (T&F)



Value Drivers within the Advanced Learning Market

	Trust/Quality	Relevancy	Customers	Funding
Trend	Fake News	Too much information	Demand for new options, value	New funding sources
T&F Strength	Verification: Experts Truths Publishing Ethics	Specialist Knowledge Advanced Emergent Applied	Platform Agnostic Specialist Content Services	Flexible Business Models Efficient/ Variable Fulfilment

Taylor & Francis Today

Taylor & Francis publishes peer-reviewed scholarly research and specialist reference-led academic content across subject areas within Humanities & Social Sciences and Science, Technology and Medicine. It is recognised internationally through its major publishing brands such as *Taylor & Francis, Routledge, CRC Press* and *Dove Medical Press*

£530m+
Revenue

c.£200m
Adj. Op Profit

2,700+
Journal brands

140k+
Book titles

c.2%
Underlying Growth

c.18%
Group Revenue

2,200+
Colleagues

300+
OA journal brands

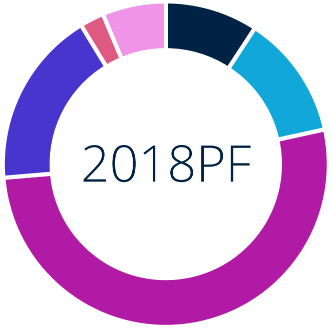
Revenue by type

- Electronic
- Print

Revenue by vertical

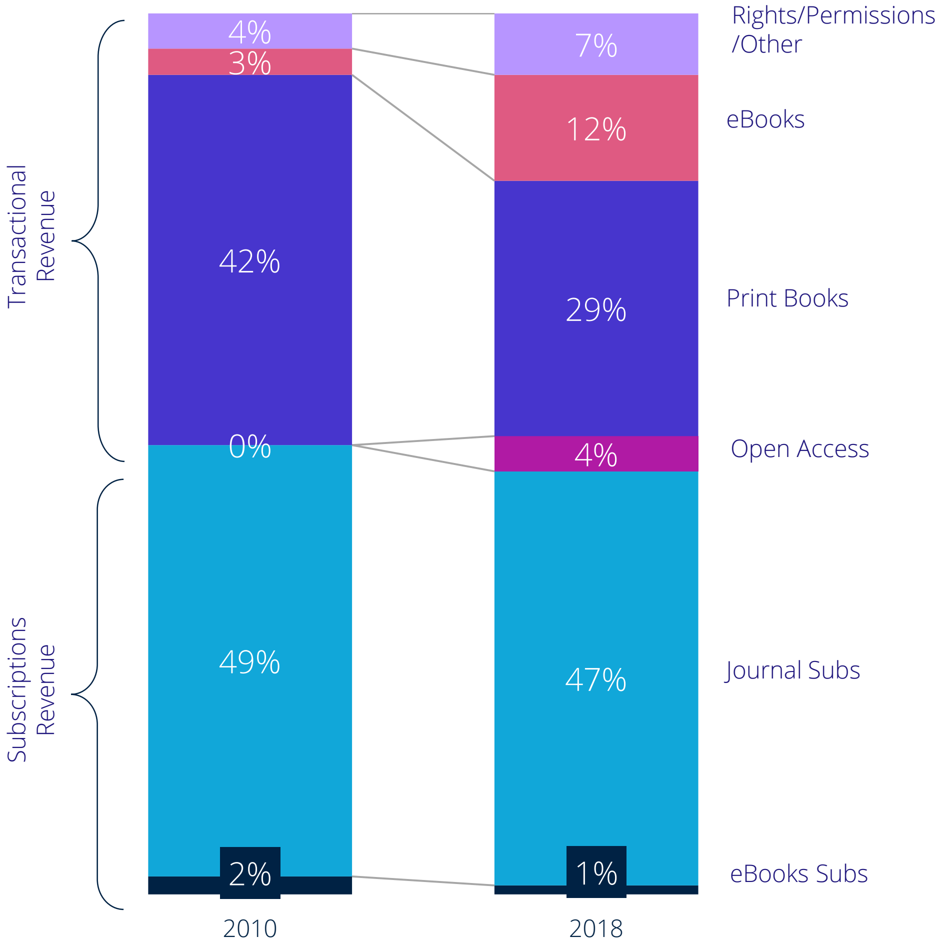
- Humanities & Social Science
- Science, Technical & Medical

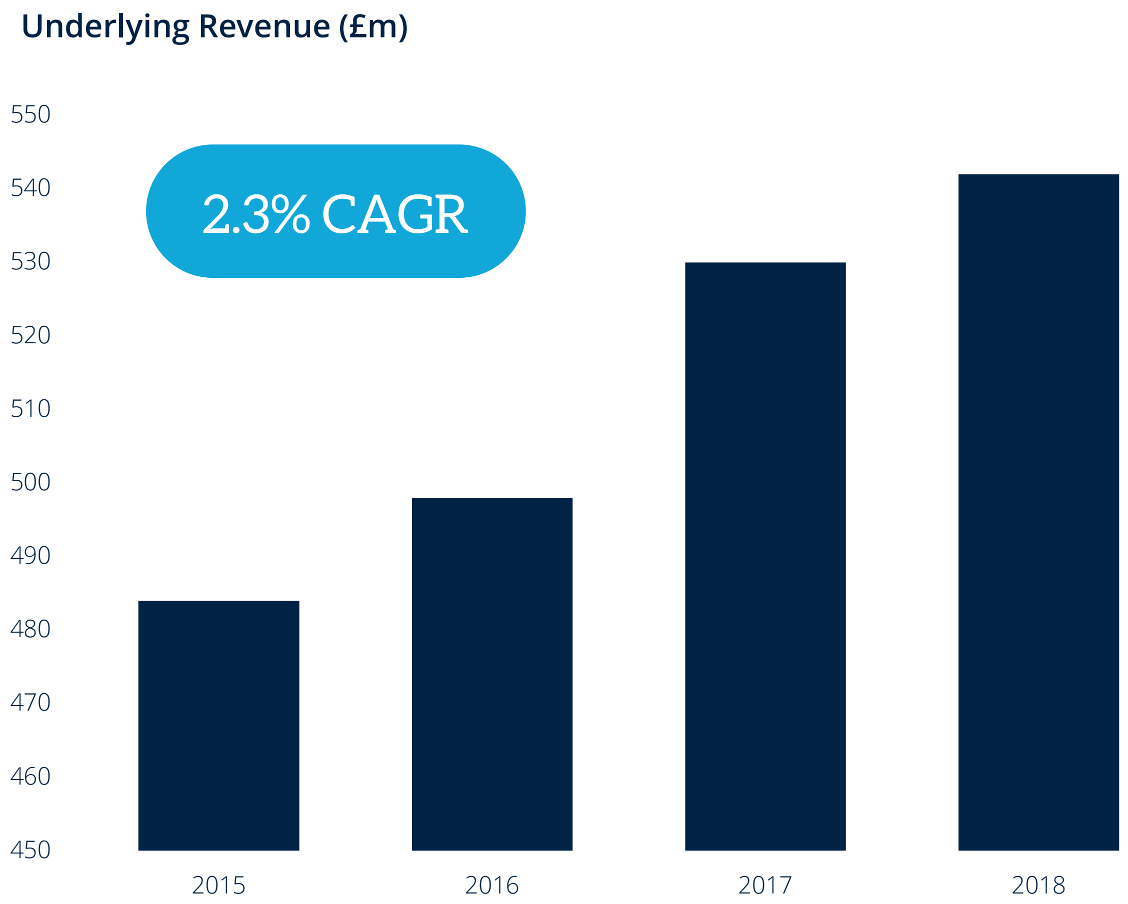
Revenue by region



- UK
- Continental Europe
- North America
- Asia
- Middle East
- Rest of World

Snapshot of T&F Revenue Trends at a Glance

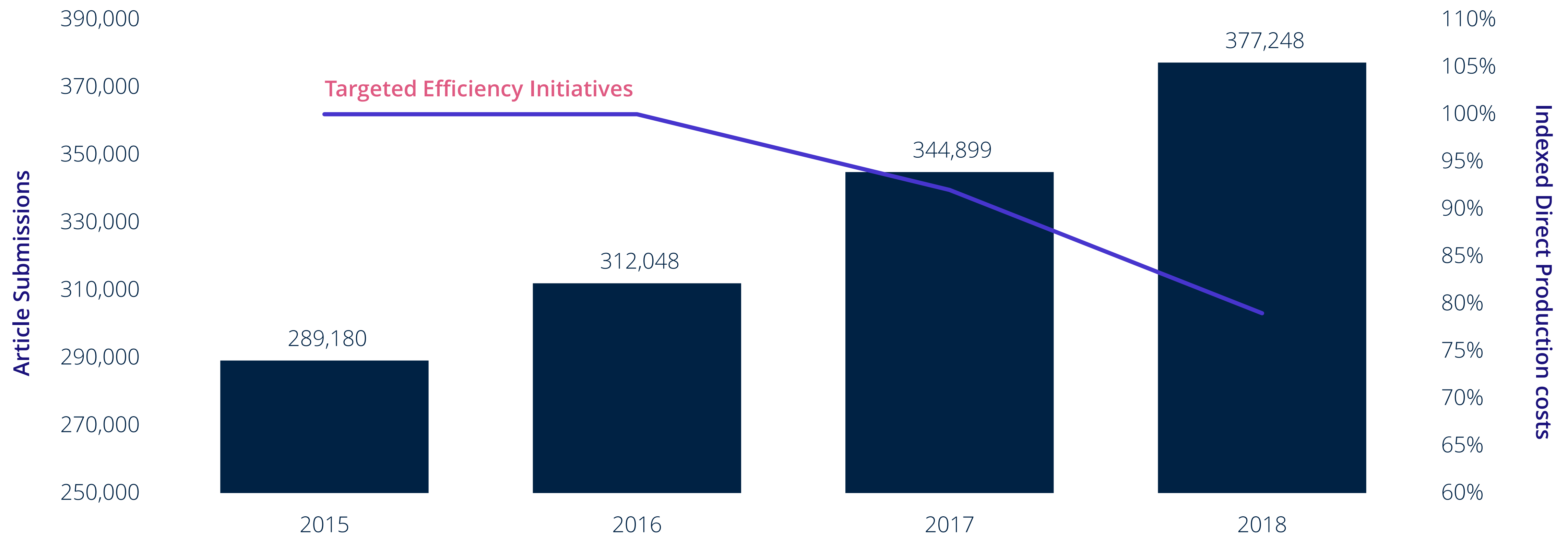




Consistent Article Submission Growth

Article Submission Growth

9.4%CAGR



Key Strengths of Taylor & Francis

Trust/Quality	Relevancy	Customers	Funding
Verification: Experts Truths Publishing Ethics	Specialist Knowledge Advanced Emergent Applied	Platform Agnostic Specialist Content Services	Flexible Business Models Efficient/ Variable Fulfilment

Breadth of Commercial Relationships

Strengths

Performance

Scale + Operational Excellence

Seizing the Opportunities from Growth in Knowledge

	Value Differentiators	3YR Strategy
Specialist Knowledge	**Subject Specialisation** Breadth of Specialisms Depth in Specialist Domains	**Human-Centered Science** Balance of HSS and STM Advanced, Emergent, Applied
Customer Flexibility	**Diverse Customer Base** Investment in Content Global Re-Purposing of Content	**Adapt to Global Customer Demand** Flexible Business Models + Services Academia and Beyond
Operational Excellence	**Scale and Culture** Delivery of Complexity at Scale Culture of Continuous Improvement	**Drive Operational Efficiencies** Variable Agile Fulfillment Article-Centric Workflow/Services
Digital-First Transformation	**Technology-Enabled** Platform Agnostic Digital-First Enterprise	**Transform Value** New Learning Modalities AI-Enabled Enterprise
	Resilient Operating Profit and Cash Flows	**Consistent Revenue Growth**

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Seizing the Opportunities from Growth in Knowledge

Strategic Value Creation

Inputs

Outputs

Acquisition & Curation

Workflow + Processing

Editorial

Production

Scale

Discovery & Dissemination

Specialist Content	**Channel Partnerships**	**Advanced Discoverability**
Advanced, Emergent, Applied	Geographic Expansion	AI-Enabled Enterprise
Specialty Curated Subscriptions	Variable Fulfilment	New Learning Modalities
Open Content	**Local Curation in Growth Markets**	Academia + Beyond

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International Sales Opportunities from Depth & Specialisation

Christoph Chesher
Group Sales Director
Taylor & Francis

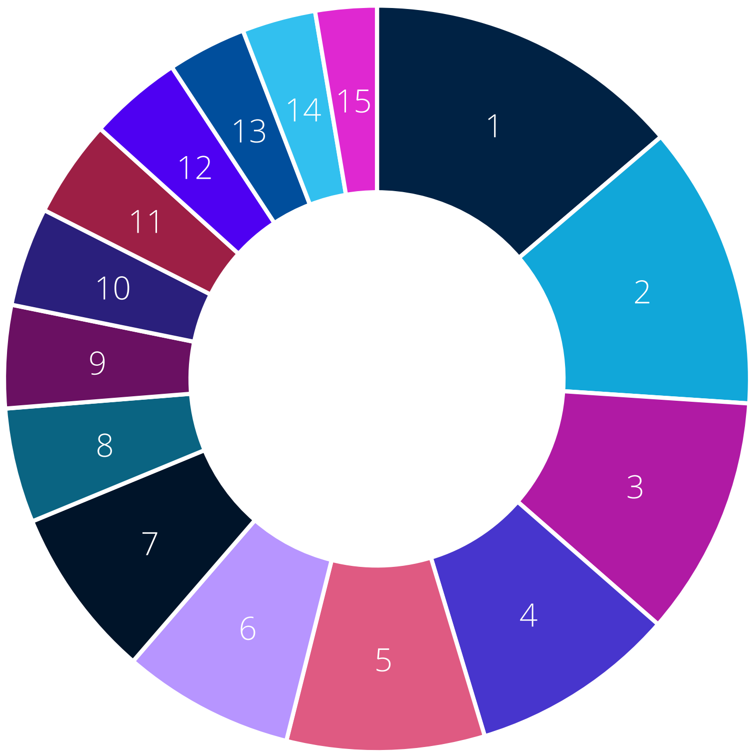
10 May 2019

Taylor & Francis: Depth & Specialisation

Content Corpus

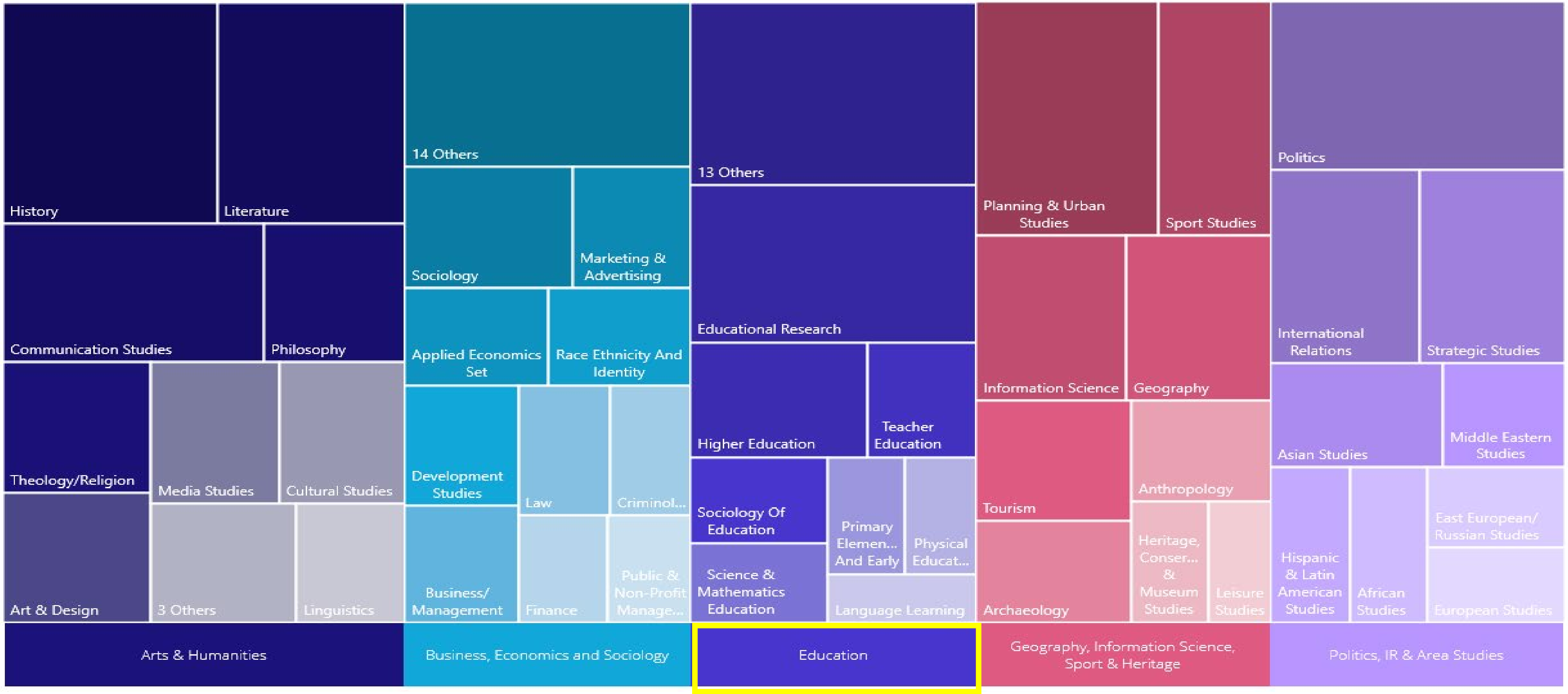
- T&F Specialist Content spans over 50 top level subject domains
- Each Domain spans multiple formats and geographies

T&F - Articles Published by Segment



1	Medicine & Health	13.8%
2	Physical Sciences & Mathematics	12.3%
3	Arts & Humanities	10.4%
4	Biological & Food Sciences	8.9%
5	Engineering Computing & Tech	8.6%
6	Behavioural Sciences & Social Care	7.4%
7	Education	7.4%
8	Sport, Planning, Urban & Geography	5.0%
9	Politics & IR	4.5%
10	Earth & Environmental Sciences	4.3%
11	Allied & Public Health	4.2%
12	Business & Economics	4.0%
13	Sociology & Law	3.4%
14	Area Studies	3.2%
15	Heritage & Information Science	2.7%

T&F Humanities & Social Sciences

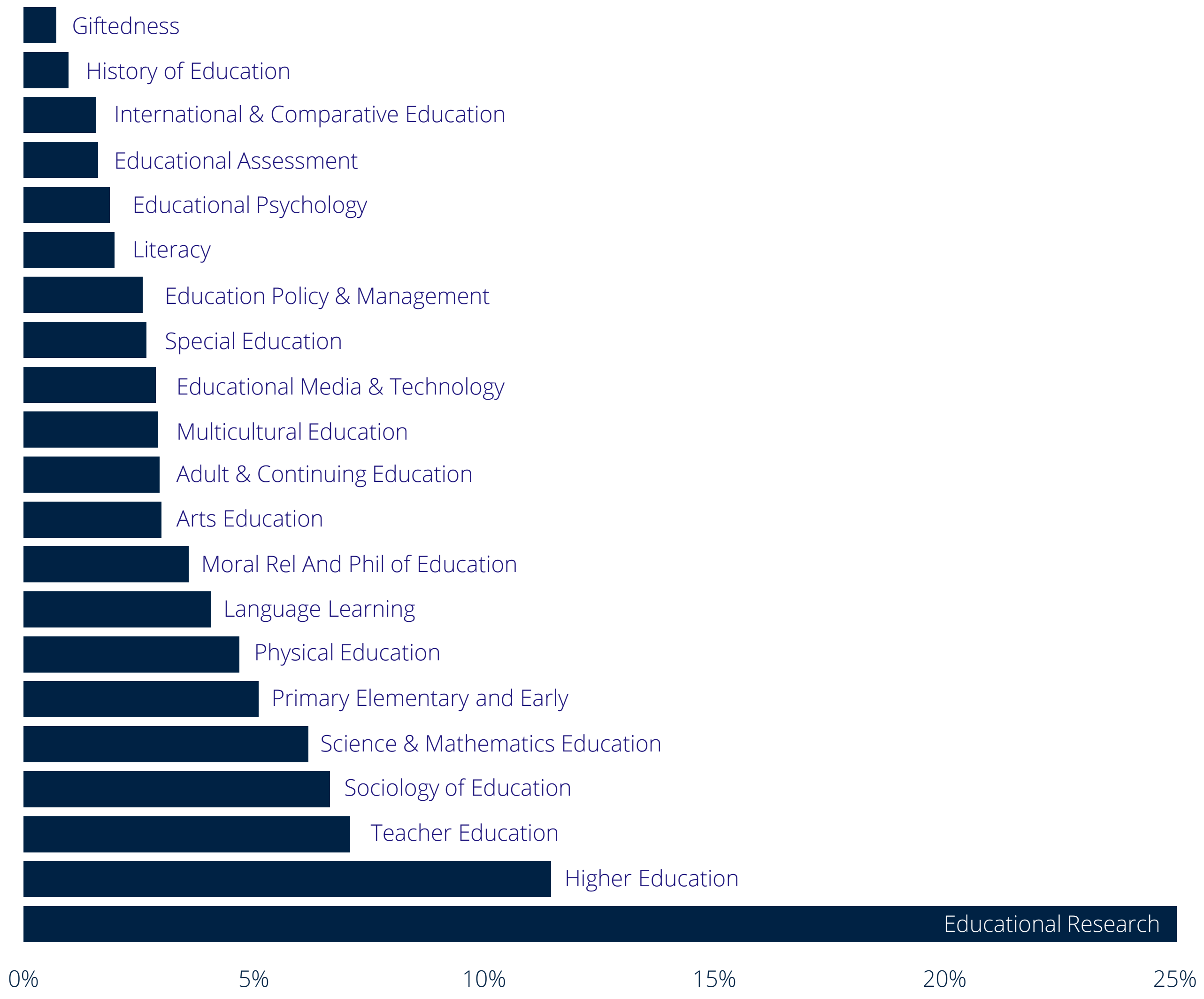


Taylor & Francis: Depth & Specialisation

Education: In Depth

- Education represents 7% of our corpus
- The Education domain is comprised of 21 sub-domains of micro-specialist content.
- Advanced. Emergent. Applied.

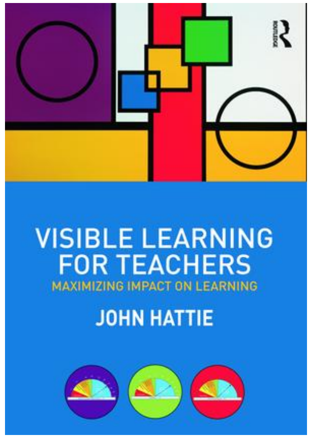
T&F Educational Articles - by Subject

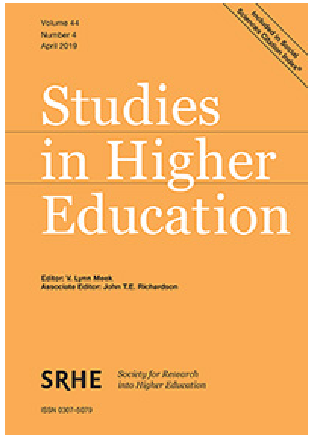


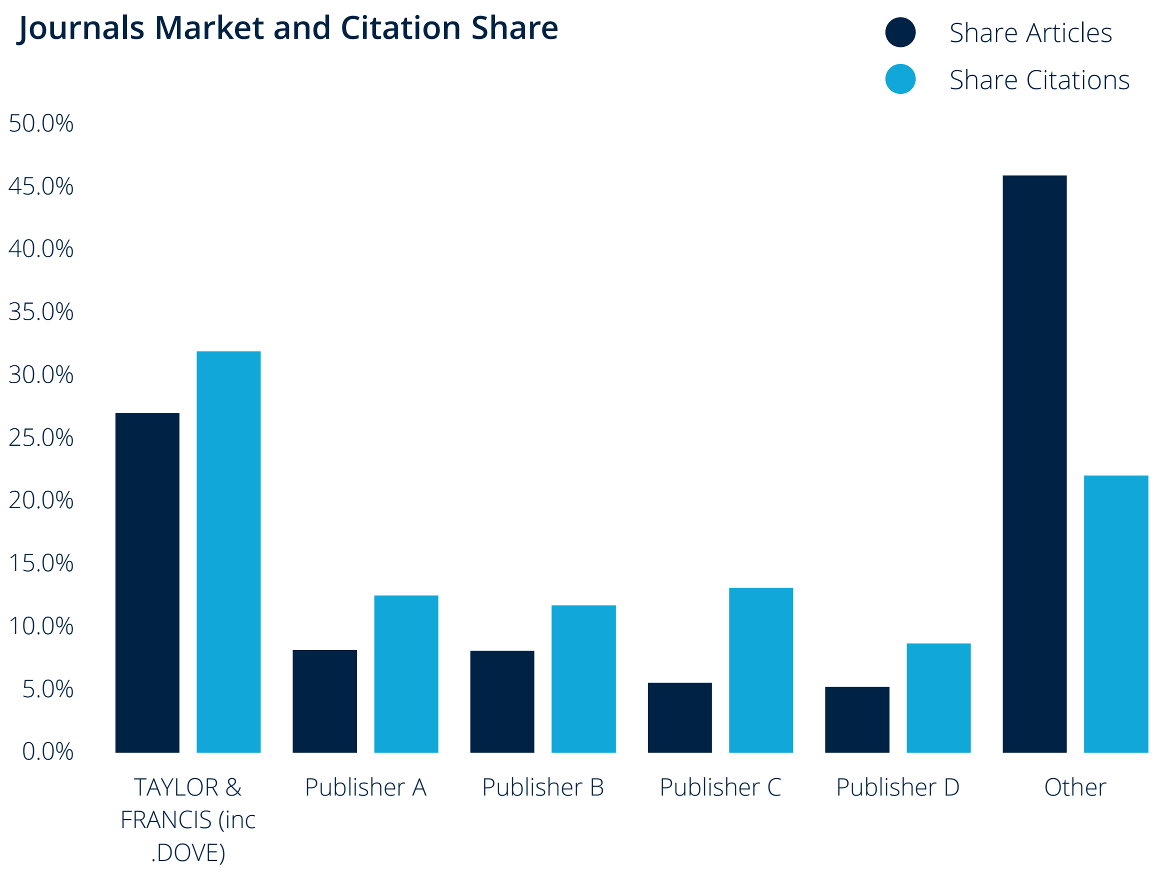
Depth & Specialisation in Education and Educational Research

Our Education Program

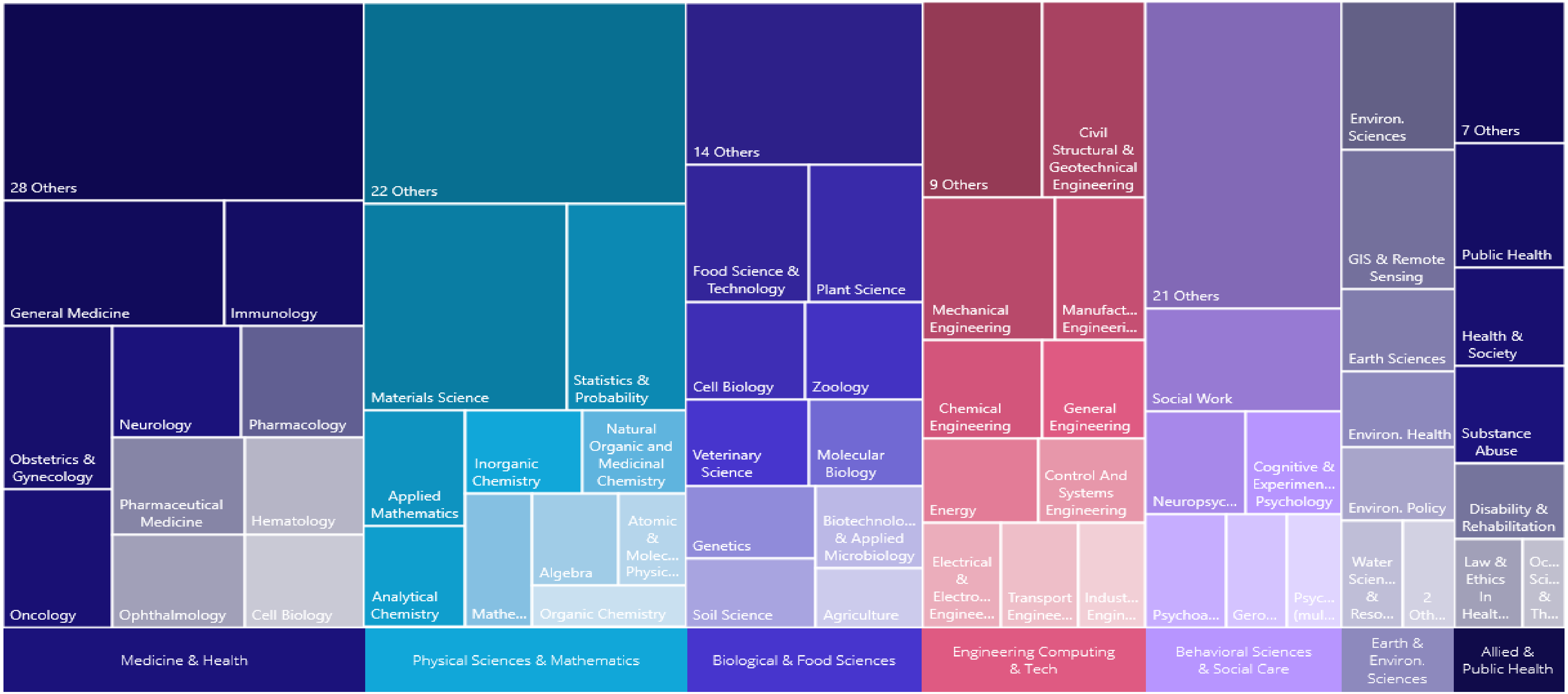
- 191 journals
- 7,136 articles
- 650 new books p/a
- c.10,000 backlist
- Over 80 society partners







T&F Science, Medical, Engineering & Technology

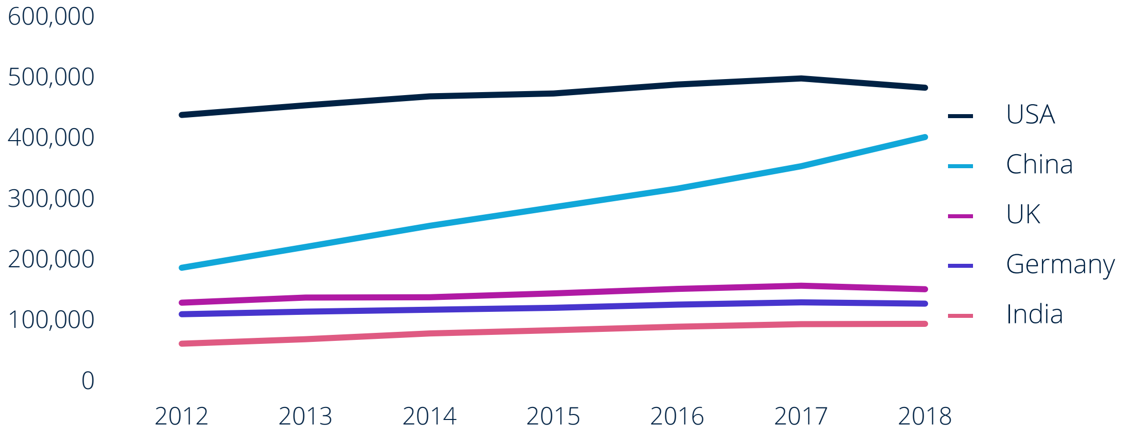


Revenue Versus Research Output

The Opportunity

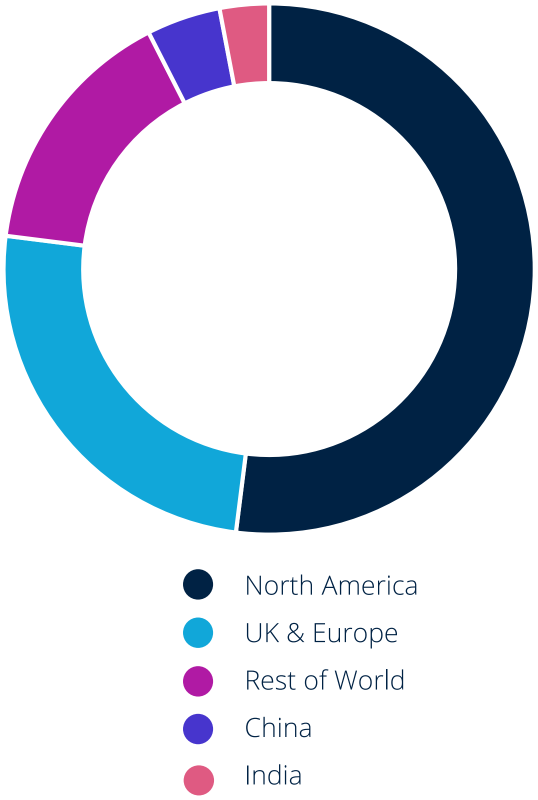
- China and India represent 4.5% and 3% of Global Sales Revenue
- Double digit sales growth expected to continue for foreseeable future
- Discounts are stable and not increasing
- Publishing output from both continues to grow significantly

Article Output - Top 5 Countries



Source: Clarivate Analytics InCites, Articles and Reviews only.

Taylor & Francis Revenue by Region



International Sales Trends By Category

Print Books

- Discount environment stable
- Leader in the library supply market

eBooks

- Double Digit Growth in 2018
- eBooks 30% of overall Books income
- Noticeable acceleration in conversion from Print to eBook sales
- Agnostic on channel fulfilment
- Close relationship with aggregators
- >50% eBook purchases on T&F platform
- Flexibility in customer offerings is key
- Open Access for eBooks

Journals

- High single digit growth in access fees
- Continued growth in big deals…T&F's differentiated offer
- Significant Growth in Open Access
- Introduction of Premium APC rates
- High interest in Plan S and 'Read & Publish' in UK & Europe
- Flexible approach according to customer need and situation

Taylor & Francis is the largest supplier of academic books to Starkmann. The imprints constitute some of the most important academic imprints that Starkmann supplies to its customers which comprise universities, and research libraries. In 2018 the Taylor and Francis Group accounted for 19% of Starkmann 's purchases of academic publications.

B.Starkmann, 26/04/2019

International Sales Strategy

Today

- 27 countries, 21 time zones
- Sales to 140+ countries
- Organisational Structure
- Major Regional Hubs

Strategy

- Think Global, Act Local
- Holistic view
- Long term relationships
- Regional sales within global context
- Sustainable growth

Ambition

- Further Investment in China and India
- China & India: high single digit growth
- Middle East
- Corporate Sales
- Hospitals Market

- Regional Sales deals are done within a global context.
- Regional Accountability partnered with strong central direction.
- Regional Offices aligned with Global strategies through Matrix Management in Sales, Editorial, Marketing & Production.

Open Access Opportunities

Leon Heward-Mills
MD Researcher Services
Taylor & Francis

10 May 2019

Open Access – an Evolving Market

Open Access preferences

- APC based
- Subscriptions and Green OA
- Mixed: subscriptions, green OA and APC-based Gold OA
- Undeclared

OA publishing now is 20 years old

Mixture of models and preferences eg Gold, Green

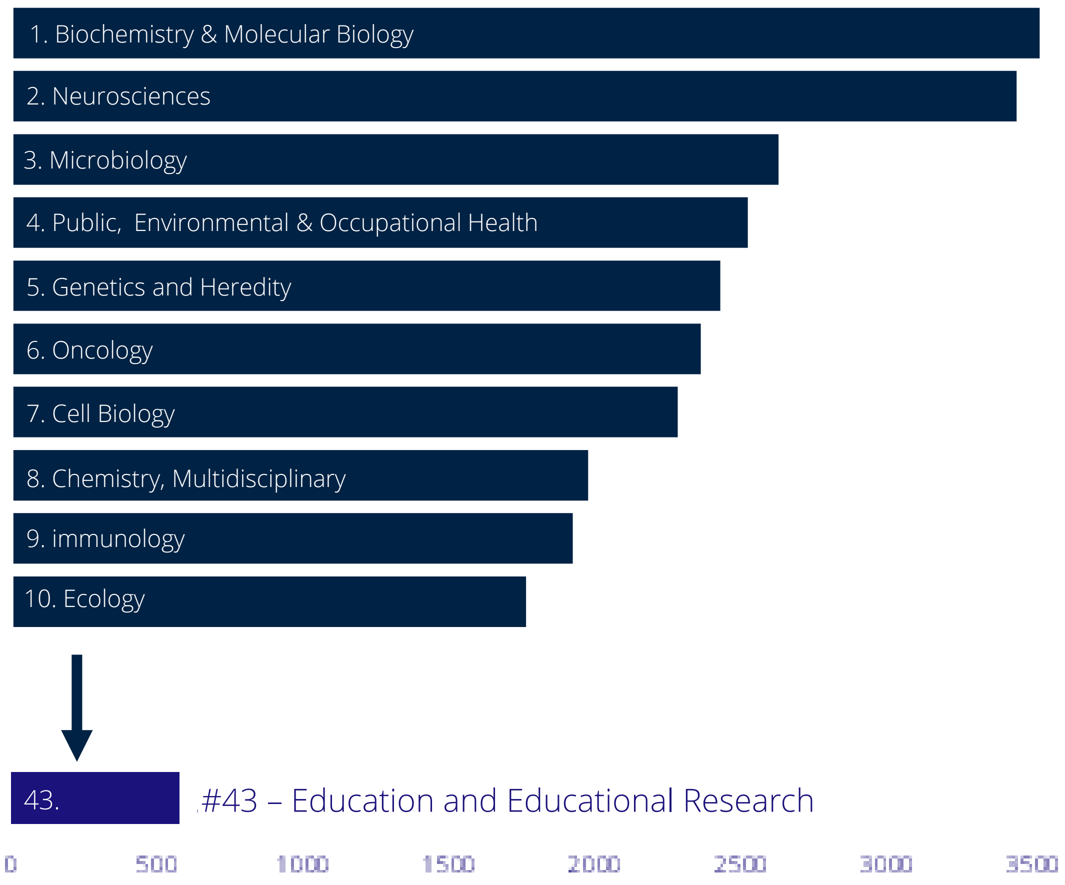
Hybrid versus Pure OA

OA accounts for around 10% of all articles published

Research integrity remains paramount

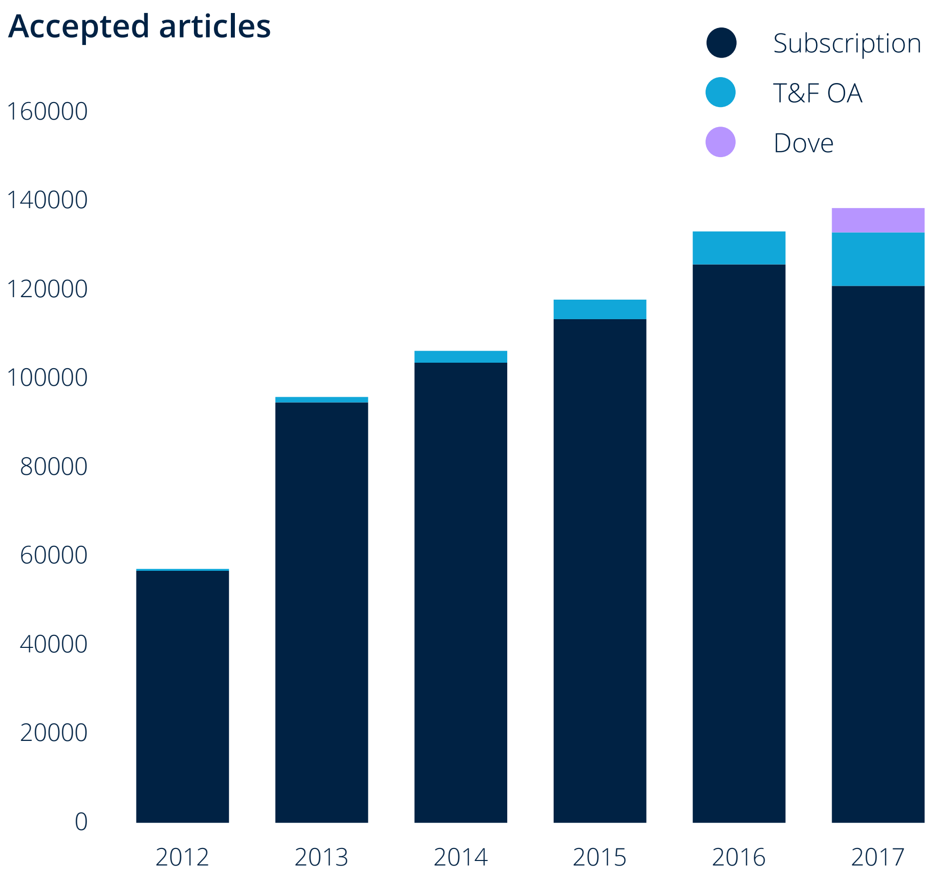
Open Access - an Evolving Market

US Full OA articles by subject 2017

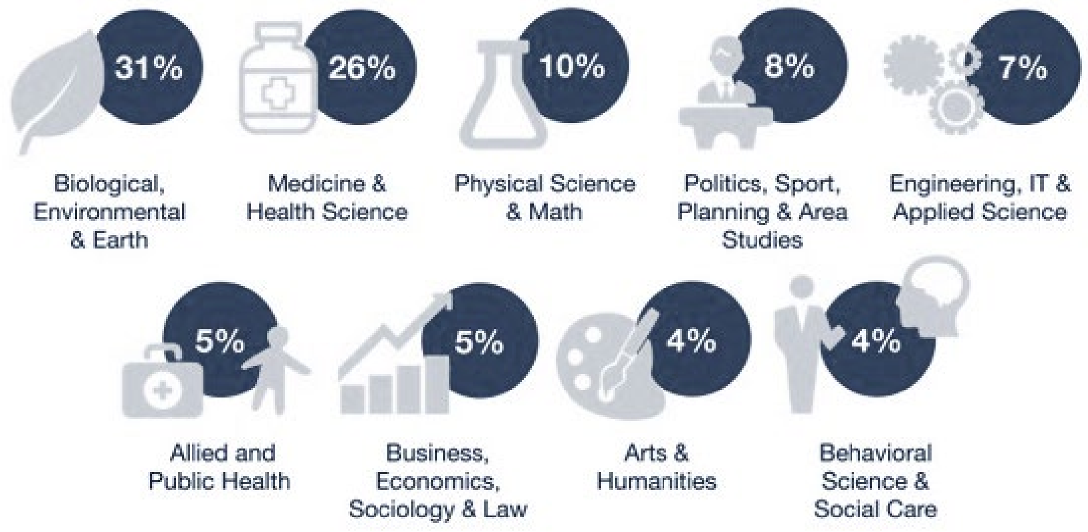


- OA publishing bias towards STM
- Lack of funding and immediacy in HSS
- Approach to transition varies by institution
- Read & Publish, Publish & Read
- Balanced approach, focus on research quality

Effectively Managing an Evolving Market



In 2018 Taylor & Francis published OA articles in:



Balance and Breadth: Our Open Access Offering

cogent oa	Dovepress	Taylor & Francis OPEN	Taylor & Francis OPEN SELECT
15 broad spectrum OA titles	93 OA medical journals	159 carefully developed specialist fully OA titles	Option to publish OA across 95% of our portfolio

Open Access and subscription content fully integrated

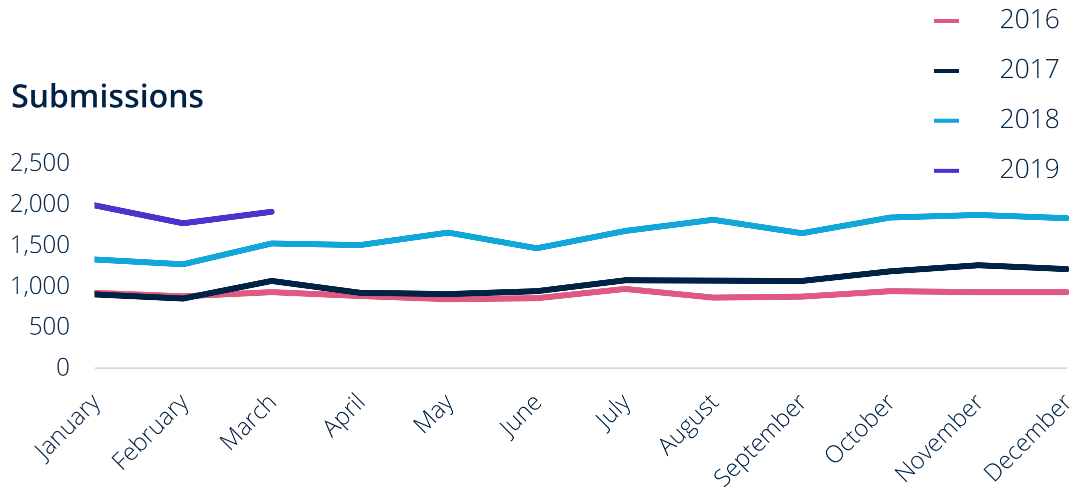
Depth & Capability in OA through the addition of Dove

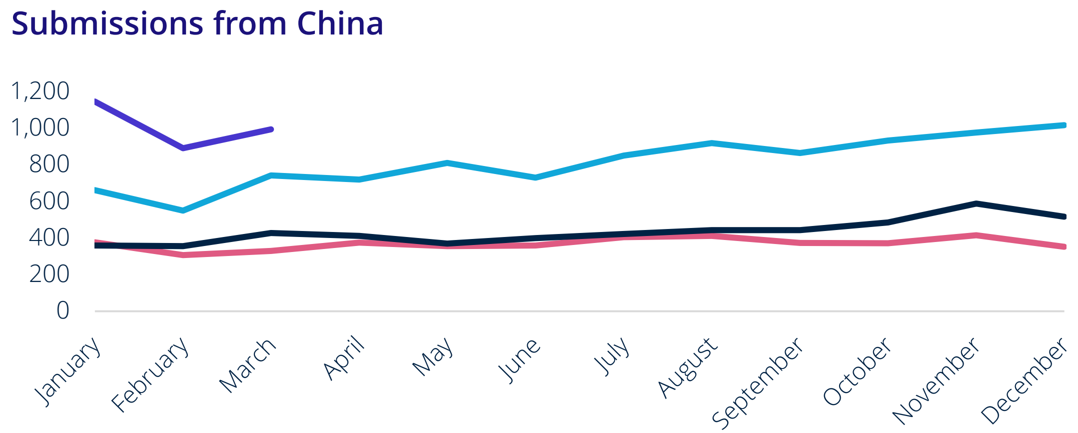
A step change for T&F in OA

- Acquired in September 2017
- c.100 medical OA journal brands
- Strong revenue growth since acquisition
- 21% increase in volume 2018/2019

Future growth drivers

- 2 additional impact factors in 2018 and 3 in 2019
- Excellent customer service and brand in China
- Additional expertise in OA journal development & marketing
- Leverage full capabilities across Taylor & Francis





Partnering for Success

850+ Society Partners

A deep relationship

A key society partner

Member organisation with suite of journals

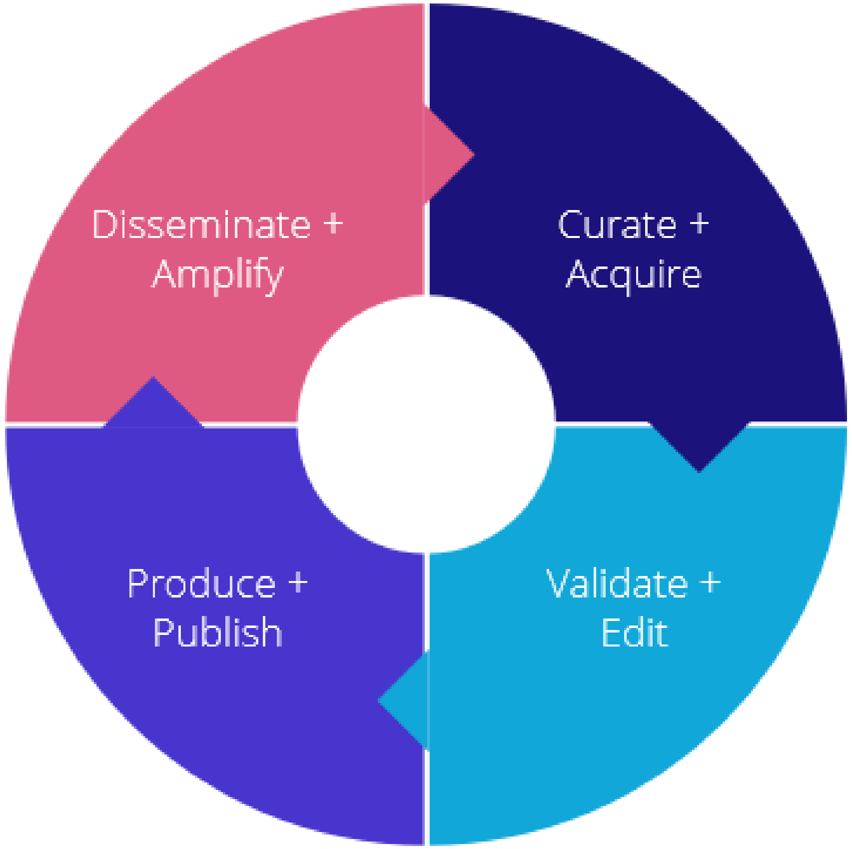
Trusted content

73 year old world leading journal

Real world impact

Moving to a World Beyond "$p < 0.05$"

Partnering for Success



Flexible

Balanced

Collaborative

Digital Transformation Opportunities

Max Gabriel
Chief Digital Officer
Taylor & Francis

10 May 2019

Targeted Investment Programme

Strategic Value Creation

Inputs

Workflow + Processing

Outputs

Acquisition & Curation → Editorial → Production → Discovery & Dissemination

Scale

Acquisition & Curation	Editorial / Production	Discovery & Dissemination
Specialist Content	**Channel Partnerships**	**Advanced Discoverability**
Advanced, Emergent, Applied	Geographic Expansion	AI-Enabled Enterprise
Specialty Curated Subscriptions	Variable Fulfilment	New Learning Modalities
Open Content	**Local Curation in Growth Markets**	Academia + Beyond

Discoverability & Dissemination through targeted investment

Taylor & Francis Online

1051 - 799
Alexa ranking

4m+
articles

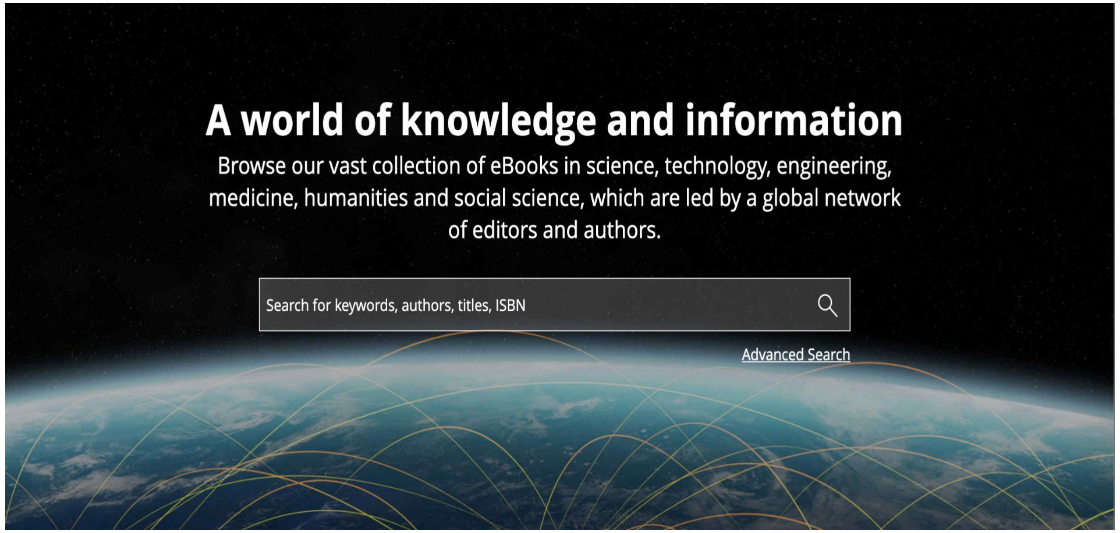
456m+
sessions

Taylor & Francis eBooks

75k – 13k
Alexa ranking

1.5m+
digitised chapters

1.5m+
active users



Scalable Platform + Agile Product Development + Smart Automation = Digital Momentum

Digital momentum unlocks future opportunities

17 UNSD Goals

4 million articles & 1.5 million chapters

90 Days

Interdisciplinary Content + Machine (AI) driven Curation + Cross Functional Team = Mission Driven Product

Resilience & Strength through Specialist Knowledge

Annie Callanan
Chief Executive Officer
Taylor & Francis

10 May 2019

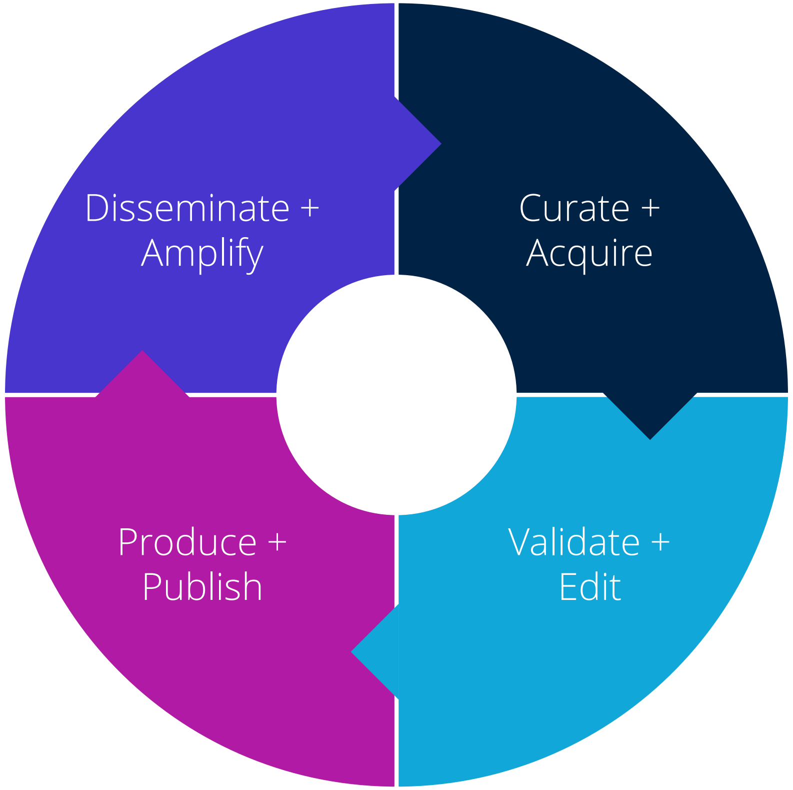
Growth Metrics From Publishing Value Chain

20% YOY inc. in content downloads

456m+ user sessions

40m mobile visits

3.3m citations and online mentions



3k+ research communities

400k+ submissions

26% growth in OA submissions

11% growth in overall submissions

68% rejection rate

26% US books distribution shift to 100% variable cost model produced 26% cost reduction

75%+ books available in POD

4.2m articles and 1.5M book chapters

260+ gold OA journals

100% peer review journals

80k+ peer reviewers

7.5k+ annual books front list

2.7k scholarly journals

40k+ of editorial board members

Depth & Specialisation at Taylor & Francis

A Leading Global Knowledge Brand

Agenda

Depth & Specialisation	Stephen A Carter
Strength & Growth from Specialisation	Charlie McCurdy
Specialist Markets: Pharma Focus	Adam Andersen
Specialist Markets: Fashion Focus	Mark Temple-Smith & Colette Tebbutt
Specialist Markets: China Focus	Margaret Ma Connolly
Scale & Simplification	Patrick Martell & Ian Branch
The Power of Specialist Data & Information	Patrick Martell
Specialist Markets: Pharma Focus	Linda Blackerby & Ramsey Hashem
Culture Question Time	Eleanor Souster & Panel
Resilience & Strength through Specialist Knowledge	Annie Callanan & Team
Reformatting the Programme around Specialist Markets	Gary Nugent, Marco Pardi & Carolyn Dawson
Wrap-Up	Stephen A Carter

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Re-formatting the Programme Around Specialist Markets

Gary Nugent
CEO, Informa Tech

10 May 2019

Informa Tech
Speakers

Gary Nugent

CEO Informa Tech

Carolyn Dawson

Managing Director Informa Tech

Marco Pardi

Managing Director Informa Tech

The Knowledge & Information Economy

294bn
emails sent daily,
rising to 306bn by 2020
and 320bn by 2021…
with 3.9bn people using emails

Source: Radicati Group

500m
tweets sent every day

Source: Twitter

5bn
searches made per day,
with 3.5bn from Google

Source: Smart insights

4PB
data created by Facebook,
inc. 350m photos and
100m hours of video

Source: Facebook Research

95m
photos and videos are
shared daily on Instagram

Source: Instagram Business

463EB
data created every day by 2025

Source: IDC

4TB
data produced by a
connected car

Source: Smart insights

28PB
generated from wearable
devices by 2020

Source: Statista

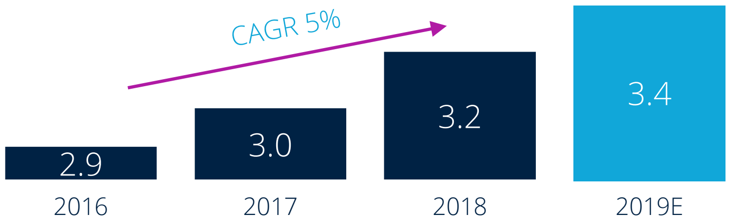
4.4ZB
Accumulated digital universe
of data in 2019,
rising to 44ZB by 2020

Source: PWC

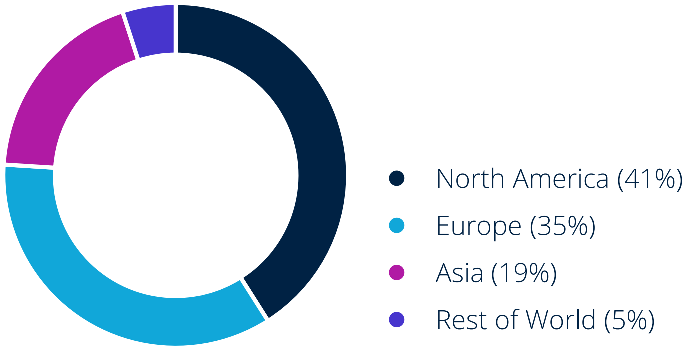
Specialist Markets: Technology

- Growth market with high levels of innovation and change
- Global Technology market spending c.$3.5tr
- Over 25% of $30tr US stock market is in Technology
- Cloud, 5G ,Big Data, AI, Cyber Security, Blockchain, IoT
- Public confidence - data, governance, security and privacy

Global Technology Market Spend ($tr)



Information Services Market, by Sector (%)



Source: Statista

Large, growing and international market with high levels of innovation and change

Informa Tech Today

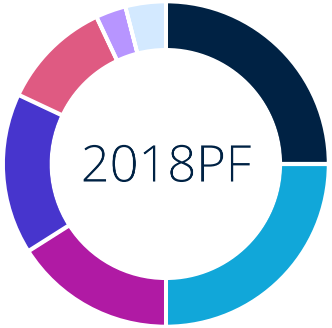
Informa Tech informs , educates and connects specialist Technology communities around the world. Through more than 100 B2B brands, we provide specialist intelligence and knowledge, and build platforms for customers to engage, learn and be inspired to create a better digital world.

£220m+ Revenue	c.£60m Adj. Op Profit	100+ B2B Brands	3.8m Monthly Readers
c.2% Underlying Growth	c.8% Group Revenue	c.600 Colleagues	360+ Subject Experts

Revenue by type

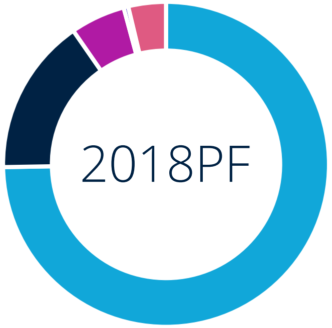
- Sponsorship & Exhibitor (38%)
- Attendee (22%)
- Media (13%)
- Subscription (9%)
- Training (8%)
- Other (10%)

Revenue by tech sub-vertical



- Enterprise IT (25%)
- Security (25%)
- Service Providers (16%)
- Gaming, Media & Entertainment (16%)
- Emerging Technologies (11%)
- Critical Communications (3%)
- Other (4%)

Revenue by region



- North America (75%)
- UK & Europe (16%)
- Asia (5%)
- Middle East (0.5%)
- Rest of World (3.5%)

Purpose, Ambition, and Target

informa tech

Audiences
Which Technologies to invest in or buy?
How to deploy and derive value?

Inspire
Inform
Educate
Connect

Clients
Which markets?
What products & services?
How to market & sell?

Purpose

We help drive the future by inspiring the Technology community to design, build and run a better digital world.

Ambition

To become the market-leading provider of information, education and connection to the Technology community

Target

Double organic growth:

>4%

Build & Buy revenue to

£300m+

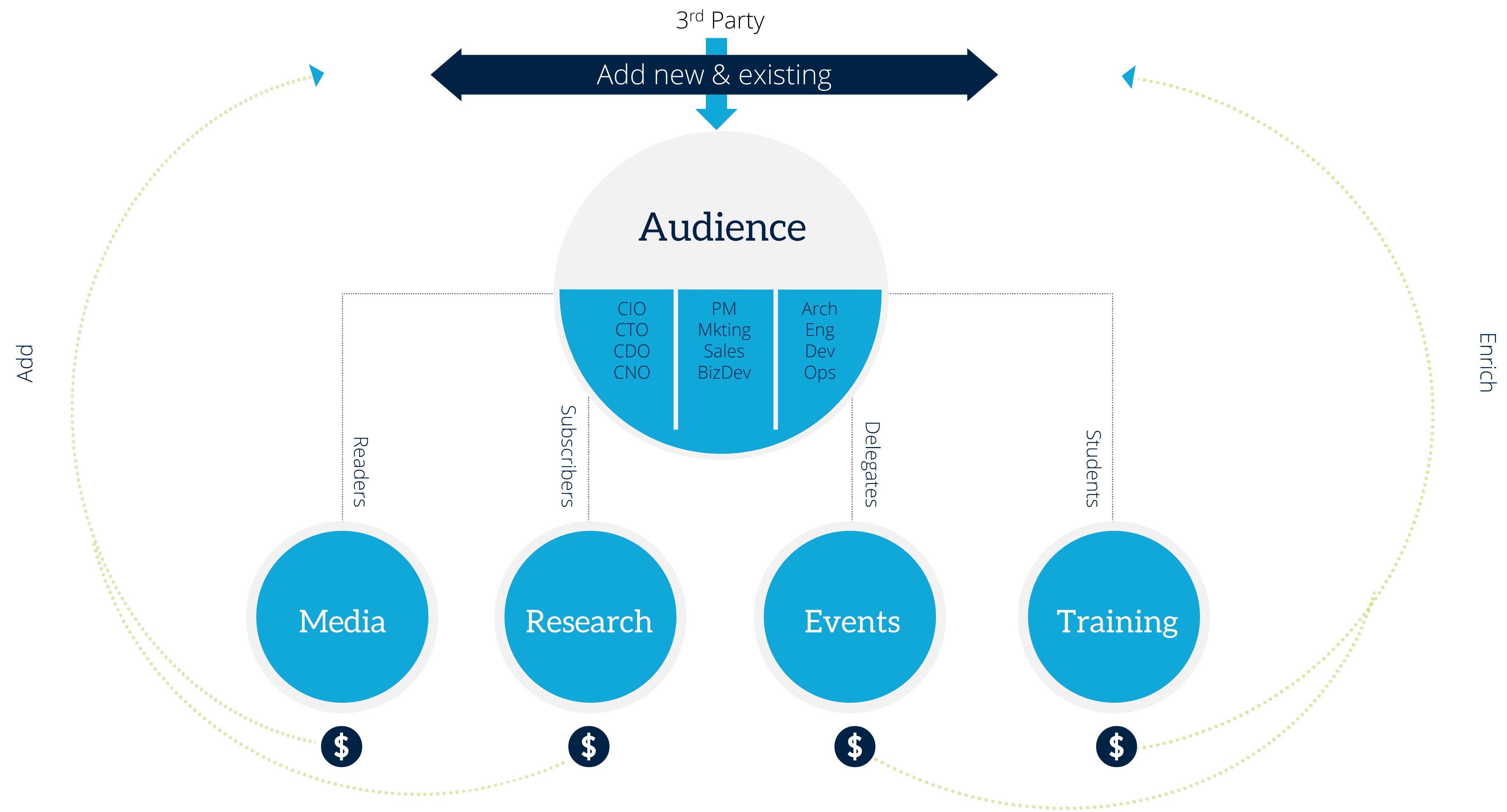
by the end of 2022

225k+	3.8m+	7.4k+	18k+
Annual Event Delegates	Monthly Media Readers	Research Subscribers	Training Students

Strategy for Growth & Expansion

- Market & Customer led
- Align & Integrate: Common Audiences and Common subject matter
- Content: Write once, run everywhere
- Leverage our Brands
- Cross-pollinate our Audiences
- Sell integrated solutions to our Clients

A Virtuous Circle of Connected, Educated & Informed Customers



Depth & Specialisation across the Technology market

	Critical Communications	Emerging Technologies	Enterprise IT	Marketing Technologies	Media & Entertainment	Security	Service Providers
Media	Urgent Communications; American City & County; Government Procurement	AI Business; WardsAuto; IoT World Today	InformationWeek; Network Computing; Enterprise Cloud; ITPro Today; Channel Futures; No Jitter; DataCenter Knowledge	Content Marketing Institute	DigitalTV.com; TBIVision; Gamasutra	Dark Reading; Security Now	Light Reading; Broadband World News; telecoms.com; Connecting Africa
Events	IWCE; Mission Critical Technologies; The International Critical Control Rooms Alliance Congress; IoT Saving Lives; Critical LTE Communications Forum	The AI Summit; Startup Elevate; Smart Cities Summit; Smart Home Summit; TU-Automotive Detroit; WardsAuto; Internet of Things World Series	Interop; HDI Conference & Expo; ICMI; Container World; Channel Partners Conference & Expo; Cloud & DevOps World; Enterprise Connect; Data Center World	Content Marketing World 2019 Conference & Expo; Content Tech	VRDC; OTTtv World Summit; XRDC; GDC; Cable Congress; Video Exchange Series	Black Hat	5G Series; AfricaCom; TechXLR8 Digital Series; Broadband World Forum; ConnecTechAsia; MVNOs Series
Training		Innovation Academy; Telecoms & Tech Academy	Telecoms & Tech Academy	Content Marketing Institute	Telecoms & Tech Academy	Black Hat Trainings	Telecoms & Tech Academy
Research		Wards Intelligence; Tractica; Ovum	Ovum		Ovum; Heavy Reading	Ovum	Ovum; Heavy Reading

Specialist Markets: 5G

Service Providers

Media: Light Reading; telecoms.com

Events: 5G World; 5G Asia; 5G Africa; 5G MENA; BIG 5G EVENT; 5G & LTE Latin America

Training: Telecoms & Tech Academy

Research: Ovum; Heavy Reading

20k+	165k+	4k+	18k+
Annual Event Delegates	Monthly Media Readers	Research Subscribers	Training Students

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Specialist Markets: Artificial Intelligence

Carolyn Dawson
MD, Informa Tech

10 May 2019

Exponential Growth in the Artificial Intelligence Market

> The pace of growth for AI continues unabated as use cases start to solidify and companies move from talking about AI to deploying and building solutions
>
> Tractica Analyst

Global Artificial Intelligence Market

- AI software, hardware and services market projected to grow from c$60bn in 2018 to more than $800bn in 2025

Broad industry relevance

- Agriculture, Automotive, Finance, Healthcare, Human Resources, Law, Manufacturing, Marketing, Retail, Security

Ethics debate

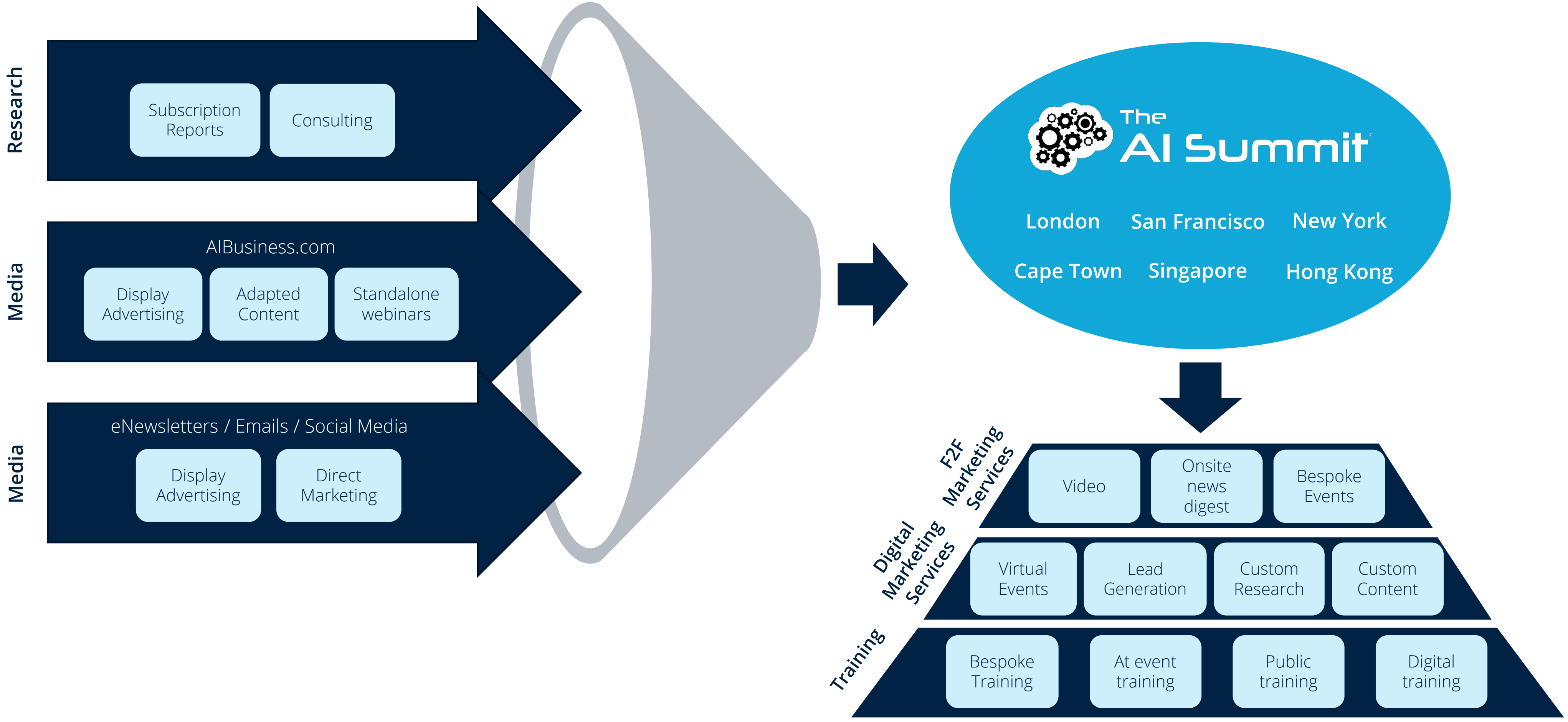
- Machine vs Human

Artificial Intelligence Market ($bn)

Artificial Intelligence Software Market by Region (%)

Source: Tractica

Building Communities in High Growth Markets



AI from Informa Tech

- 28,000+ attendees
- 8 events
- In 6 countries

IN-PERSON EVENTS

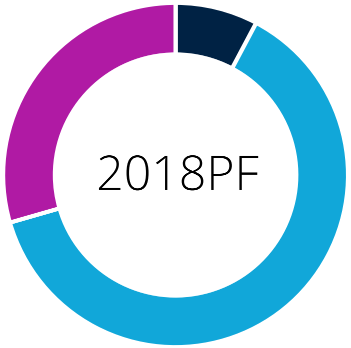
DIGITAL REACH

- Database of 2.2M+
- 12,000 subscribers

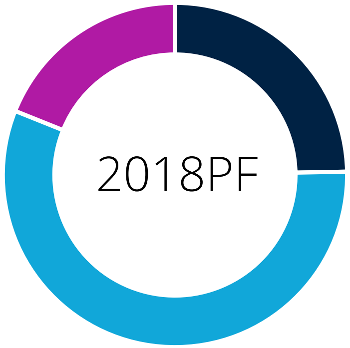
£1-12m
Revenue 2016-2019

35
International Colleagues

Events Revenue by region



Digital Revenue by region



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Specialist Markets: Cyber Security

Marco Pardi
MD, Informa Tech

10 May 2019

Exponential Growth in the Cyber Security Market

2.6bn+

Records exposed/stolen globally in 2018[1]


Russian hackers targeting European governments before elections, security firm warns

Hundreds of millions of Facebook records exposed on Amazon cloud servers

380,000 Passengers Affected By 'Malicious' British Airways Hack

Huawei Security 'Defects' Are Found by British Authorities

Marriott Hacking Exposes Data of Up to 500 Million Guests

> Cybersecurity is in the midst of a perfect storm of demand. Attackers only need to find one chink in an enterprise's armour
>
> Ovum Analyst

Global Information Security Spending

- Projected to exceed $124 Billion in 2019 – increase of 8.7 percent from 2018

Cost of Data Breaches

- Cybercrime projected to cost businesses over $2 Trillion total in 2019
- Average of $3.86 Million per breach; with large-scale breaches costing $350 Million

Demand for Cybersecurity Skills

- 2.93 Million security jobs open and unfilled globally

High Growth Market Opportunities: Black Hat + Dark Reading

Top Priorities

- Protection
- Detection
- Response

Infosec pros

ROADMAP

Delivering value for attendees and clients while expanding our cybersecurity position

EVENTS

- 2005: UBM Tech acquires Black Hat for $10M
- Flagship event is BH USA; held in Las Vegas for past 21 years
- Expansions:
  - 2000: BH Asia
  - 2000: BH Europe

TRAINING

- Critical component of Black Hat content program
- Expansions:
  - Washington DC (2017) Chicago (2018)
  - Launching in Japan 2019/2020

MEDIA

- 2006: Dark Reading launches as online publication dedicated solely to covering enterprise security, complementing Black Hat event series
  - Expansions: webinars, virtual events, newsletters, podcasts

+ *New: Informa Tech's Security Now*

RESEARCH

- 2008: Dark Reading launches research reports
  - Annual reports include Salary Survey and Strategic Security study

+ *New: Informa Tech's OVUM*

The Collective Power of Black Hat + Dark Reading

Black Hat USA + Dark Reading
2018 Collaboration Example

Research

- Attendee survey garnered global media coverage

Content

- Dark Reading News Desk streamed live on website
- Dark Reading workshop sessions attended by 175+ delegates
- Dark Reading's Show Daily sent to 60,000+ security pros
- 41 related articles on Dark Reading
- 500+ scans of delegates interested in Dark Reading e-newsletters
- Dark Reading presentation at CISO Summit

Overall results

c.$70m
2018 Combined Revenue

102%
Combined growth over 5 years

270,000
Audience Community

900+
Customer Community

Agenda

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2019 Investor Day

Depth & Specialisation

10 May 2019

The Knowledge & Information Economy

294bn

emails sent daily,
rising to 306bn by 2020
and 320bn by 2021…
with 3.9bn people using emails

Source: Radicati Group

500m

tweets sent every day

Source: Twitter

5bn

searches made per day,
with 3.5bn from Google

Source: Smart insights

4PB

data created by Facebook,
inc. 350m photos and
100m hours of video

Source: Facebook Research

95m

photos and videos are
shared daily on Instagram

Source: Instagram Business

463EB

data created every day by 2025

Source: IDC

4TB

data produced by a
connected car

Source: Smart insights

28PB

generated from wearable
devices by 2020

Source: Statista

4.4ZB

Accumulated digital universe
of data in 2019,
rising to 44ZB by 2020

Source: PWC

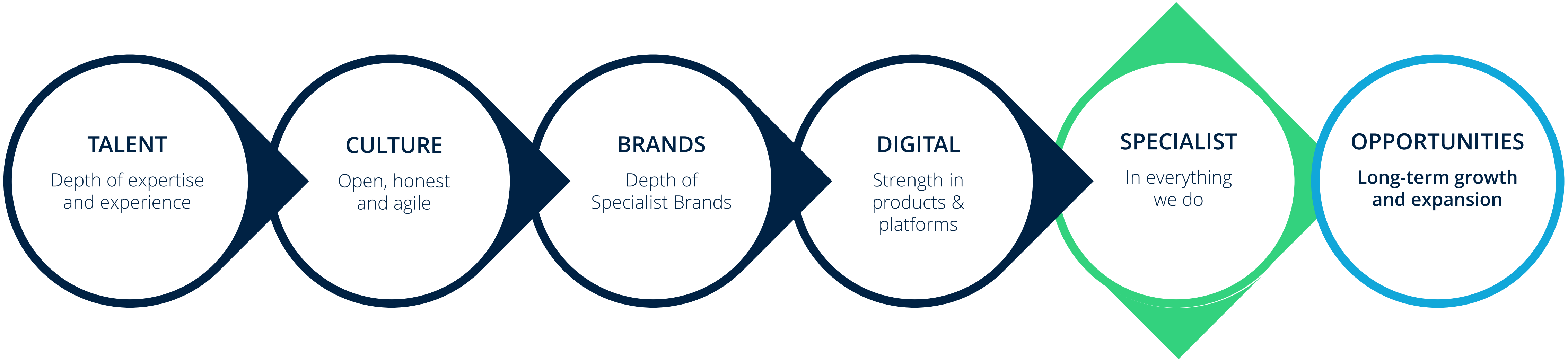
Depth & Specialisation

Specialist.

1. A person who concentrates primarily on a particular subject or activity; a person highly skilled in a specific and restricted field *(noun)*
2. Possessing or involving detailed knowledge or study of a restricted topic *(adjective)*

Depth & Specialisation

Informa 2019 Investor Day



Depth & Specialisation in key areas

Depth & Specialisation at Informa

Predictable performance and improving returns

QUESTIONS &
ANSWERS

Thank You