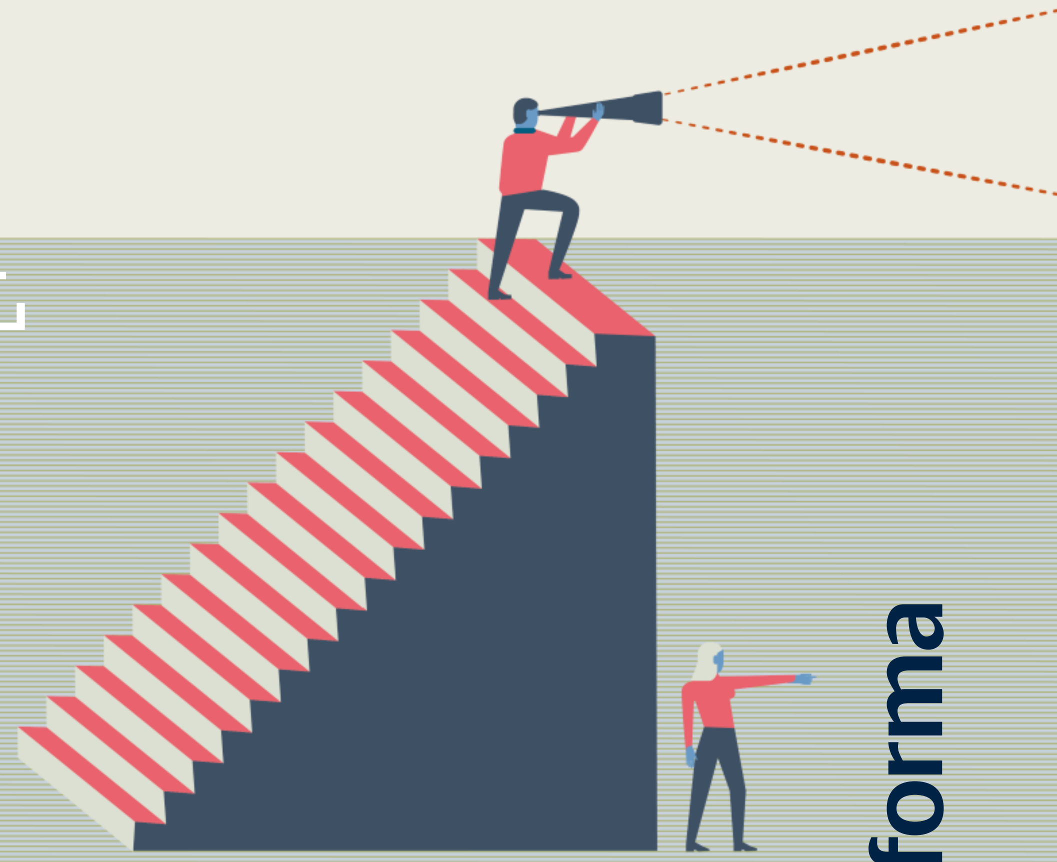
2018

ANNUAL GENERAL MEETING

GROWTH CONTINUATION



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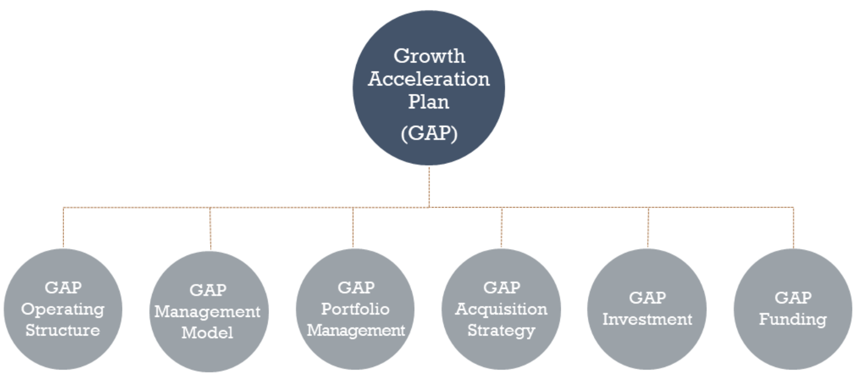
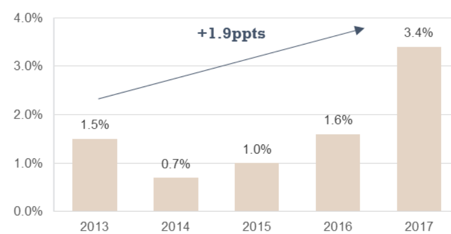
2017: GROWTH ACCELERATION PLAN COMPLETED

> *"The goal is simple but demanding: progressively to return every part of our business to growth, and simultaneously to build the capabilities and platforms needed for future scale and consistent performance."*

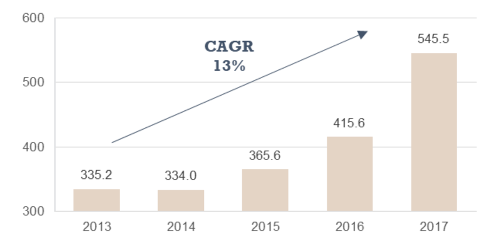
Informa 2014 Annual Report



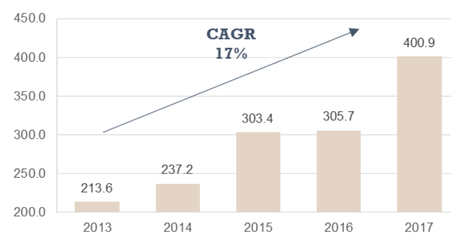
Organic/Underlying Revenue Growth (%)*



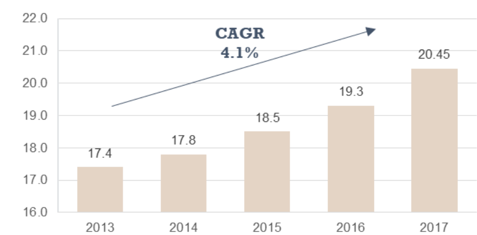
Adjusted Operating Profit Growth (£m)



Free Cash Flow Growth (£m)



Dividends Per Share Growth (p)*



2018: AGM TRADING UPDATE

"Our performance in the first four months of 2018 has been encouraging, with continued operating progress and robust underlying trading reflecting our increased scale and international breadth post the successful completion of the *Growth Acceleration Plan*."

2018…GROWTH CONTINUATION

Global Exhibitions	Academic Publishing	Business Intelligence	Knowledge & Networking
Another year of strong growth	**Consistent growth**	**Improving growth**	**Continued positive growth**

MARKET OPPORTUNITIES

MACRO THEMES

- Global growth trends
- Monetary stimulus, interest rates and inflation
- Geo-political risk
- Power of US Tech companies
- Robotics and Artificial Intelligence
- Aging population
- Globalisation and Specialisation

REGIONAL THEMES

North America
- Fiscal stimulus, interest rates and politics

Asia
- China / Asia growth in a global context

MENA
- Oil price, growth and regional sensitivities

South & Latin America
- Growth, inflation and rise of the middle class

UK/Europe
- Brexit ramifications

MARKET THEMES

B2B Events
- Focused Scale
- Industry Specialisation

Specialist Business Information
- Focused scale
- Workflow, data and artificial intelligence

Scholarly Research and Reference-led Content
- Education investment and growth
- Open Access trends and opportunities

VERTICAL THEMES

Health & Nutrition
- Growth in organic, “free from”, nutritious foods

Life Sciences
- Biotech, genetics and drug development

TMT
- Internet of Things, Quantum Computing, 5G

Agriculture
- Food demand, resource scarcity, efficiency and technology

Construction & Real Estate
- Policy stimulus, structural and cyclical growth

GROWTH ACCELERATION PLAN: KEY INITIATIVES

1. Build and buy a scale B2B events business in the **Global Exhibitions** Division
2. Repair and return to growth the **Business Intelligence** Division
3. Simplify, focus and grow the **Knowledge & Networking** Division
4. Build scale and management capability in the US market
5. Invest in platforms and capabilities for future scale and growth in all 5 divisions

GROWTH ACCELERATION PLAN: OPERATIONAL FITNESS

International reach	Breadth & Balance	Predictable revenues	Depth in verticals
Digital platforms	Deep data & content	Functional capability	Strong cash conversion and balance sheet
US footprint	Shared services capability	Strong brands	M&A execution and integration
Attractive margins	Portfolio focus	Scale benefits	Management capacity

2018:
GROWTH CONTINUATION

CREATION OF NEW INFORMA: BEST OF BOTH

informa

UBM

NEW informa

A leading B2B information services company

International Scale

Vertical Scale

Specialist Knowledge

Face-to-Face Platforms

Data Strength

THE ACCELERATED INTEGRATION PLAN

PHASE 1 — DISCOVERY & VALIDATION

June – August 2018

- Learn more
- Engage with new colleagues
- Validate approach to combination
- Senior management collaboration
- Purpose & Direction
- Clarity on obvious areas of overlap

PHASE 2 — COMBINATION

August – November 2018

- Finalise operating model
- Confirm leadership and reporting lines
- Formally combine businesses
- Clear budget ownership
- Combine some front-end systems
- Develop new brand architecture

PHASE 3 — COMPLETION

November 2018 – March 2019

- Start to operate as a single, combined business
- Colleague value proposition further developed
- Additional systems integration
- Start shift to new brand architecture
- 2018 Full Year Results as New Informa

PHASE 4 — AMBITION & CREATION

March – June 2019

- Introduction of New Informa Purpose & Promise, internally and externally
- Complete systems integration
- Reap the full benefits of Combination and Creation
- Long term opportunities and ambition for New Informa

TIMETABLE TO COMPLETION

- Recommended offer for UBM to create a leading B2B Information Services Group
- For every UBM share
  - 1.083 New Informa Shares and 163p in cash
- Highly complementary portfolios
- Operating momentum following *GAP* and *Events First* programmes
- Operating Scale and Industry Specialisation
  - At least £60m of cost savings
  - Revenue opportunities in cross-marketing, internationalisation, sponsorship, digital & data
- Attractive earnings accretion in first full year, ROIC ahead of WACC within 3 full years

Key Dates	
30 January	Publication of Offer Announcement
28 February	Informa and UBM 2017 Full Year Results
14 March	Publication of Circular, Prospectus and Scheme Document
17 April	Shareholder approval by Informa and UBM shareholders
20 April	Record date for final dividends
Q2 2018	Anticipated completion date in Q2 2018

PURPOSE AND PROMISE

balance
allinforma

Inside informa

ShareMatch

wtw

inspire

allinforma

STEPHEN A. CARTER
GROUP CHIEF EXECUTIVE

Q&A