Informa
Capital Markets Day

2021-2024 Growth Acceleration Plan II

7 December 2021

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Today's Presenters

Stephen A. Carter

Group Chief Executive

Gareth Wright

Group Finance Director

Charlie McCurdy

CEO, Informa Markets

Max Gabriel

President , IIRIS

Annie Callanan

CEO, Taylor & Francis

Capital Markets Day Schedule

1.00pm GMT	Stephen A. Carter, Group Chief Executive and Gareth Wright, Group Finance Director
	New Informa: Accelerated Growth & Portfolio Focus
2.00pm GMT	Q&A
2.30pm GMT	Refreshment Break
2.45pm GMT	Charlie McCurdy, Chief Executive Informa Markets and Max Gabriel, President IIRIS
	Growth & Acceleration: B2B Events & B2B Market Access
3.15pm GMT	Annie Callanan, Chief Executive, Taylor & Francis
	Growth & Acceleration: Academic Markets & Knowledge Services
3.45pm GMT	Q&A and Wrap-Up

2021-2024 GAP II

New Informa:
Accelerated Growth & Portfolio Focus

Stephen A. Carter
Group Chief Executive

New Informa

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B2B Markets & Digital Services

- informa markets
  - CPhI worldwide
  - China Beauty Expo 2017
  - Arab Health
  - World of Concrete
  - Natural Products Expo West
- informa connect
  - BIO-EUROPE SPRING
  - SuperReturn International
  - FINOVATE
  - IM|Power
- informa tech
  - black hat
  - OMDIA
  - GDC
  - enterprise CONNECT
  - London Tech Week

Academic Markets & Knowledge Services

Taylor & Francis Group
an informa business

- Routledge (Taylor & Francis Group)
- Taylor & Francis
- Psychology Press (Taylor & Francis Group)
- Dovepress
- cogent oa
- CRC Press (Taylor & Francis Group)
- F1000

Global Support (Group Operations, Group Functions)

Knowledge & Information Economy

85%
of exhibitors & attendees expect to return to F2F by 2022
Source: Freeman

High-quality research

Spotify

$9.9tn
of B2B transactions through digital channels in 2020 up 12% YoY
Source: Digital Commerce 360

Online partnering

Online market platforms

1-4 days
the amount executives expect their employees will be on-site per week
Source: McKinsey & Co

55hrs
extra time spent online per year versus 2019
Source: Ofcom

Data delivery

86%
of top organisations are redesigning processes for remote workers
Source: McKinsey & Co

438M
People accessed BBC news per week in 2020 up 13% YoY
Source: BBC

Virtual Events

60%
of business travel rebound will be driven by a 'fear of missing out' on a competitive advantage
Source: McKinsey & Co

Subscriptions

Webinars

90%
attendees surveyed reported saving flights by attending trade shows
Source: Informa

Online Training

zoom

80.2%
Of event organizers have been able to reach wider audiences with virtual
Source: Bizzabo

Critical data insights

400%
Increase in time spent on smartphones in 2020 versus 2019
Source: Ofcom

Digital content

First Party Data

Championing the Specialist

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Championing the Specialist

connecting people with knowledge to help them learn more, know more and do more

Think Big. Act Small	Trust must be earned	Success is a partnership	More freedom. Fewer barriers

Specialist Content	Specialist Data	Specialist Brands	Subscriptions
B2B Audiences	Specialist Knowledge	Depth in Specialist Markets	Audience Development
First Party Customer Data	Digital Demand Generation	Virtual Events	Advanced Learning

2014-2024 Market Specialisation

Depth in Specialist Markets, closer to customers, improving mix & quality of revenue

2014-2019 GAP I: Investment, Focus and Growth

2013

- Spot conferences and training
- Traditional academic publishing
- Declining portfolio of information assets
- UK, Europe, MEA
- Short-term targets
- Product orientated
- Multiple platforms & systems
- Margins before growth

INVESTMENT → FOCUS → GROWTH

New Leadership at Informa Intelligence

New Leadership at Informa Markets

New Leadership at Taylor & Francis

Launch of *Growth Acceleration Plan*

ShareMatch equity plan launched

Divisional Operating Structure & Model

2014
£1,137m
URG 0.7%

Addition of Hanley Wood Exhibitions

c£100m *GAP* investment

2016
£1,345m
URG 1.6%

Addition of Penton Info Services

3%+ Underlying Revenue Growth

Addition of Dove Medical Press

2018
£2,370m
URG 3.7%

Non-core divestments

Accelerated Integration Plan

Addition of UBM plc

Addition of F1000

2019
£2,890m
URG 3.5%

Launch of FasterForward

Launch of Informa Tech

Further non-core divestments

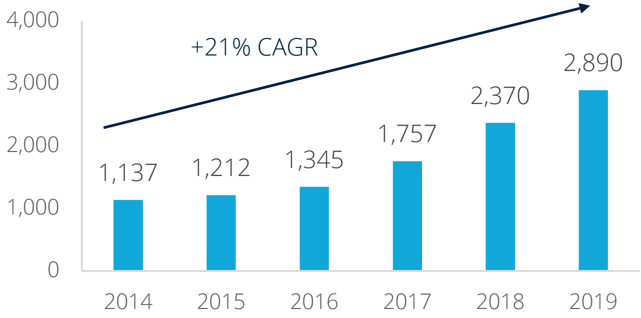
Pre-COVID

- Global leader in B2B Exhibitions & Events
- Open Research platform
- High renewal, 3%+ B2B subscriptions
- International reach
- Investment for growth
- Customer orientated
- Operational fitness
- Consistent 3%+ growth

gap Growth Acceleration Plan

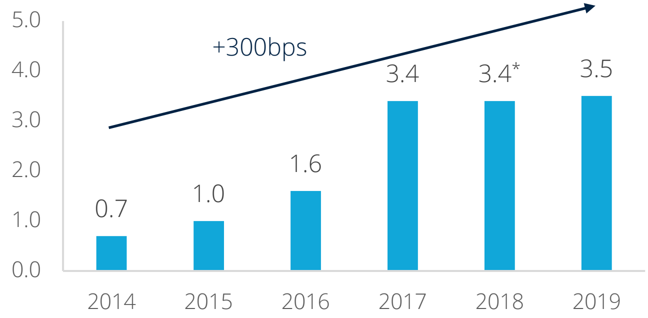
2014-2019 GAP I: Accelerated Growth & Performance

Reported Revenue (£m)

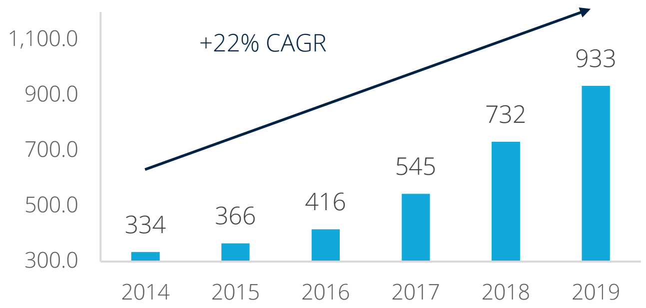


Underlying Revenue Growth (%)

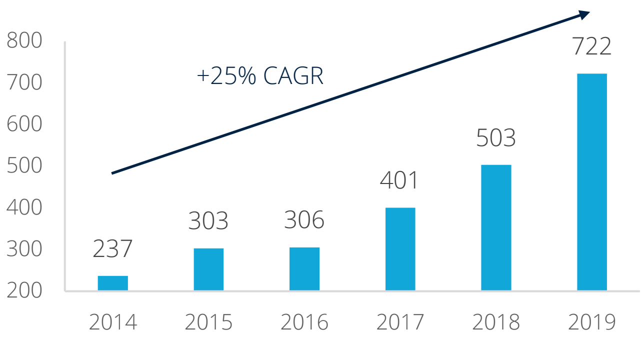
*2018 New Informa Underlying Revenue Growth



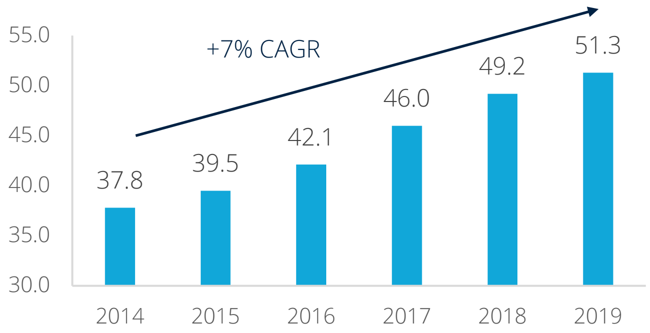
Adjusted Operating Profit (£m)



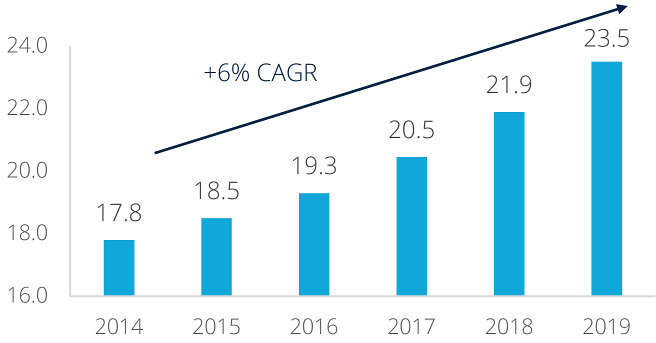
Free Cash Flow (£m)



Adjusted Earnings per Share (p)



Dividends per Share (p)



2014-2019: SIX CONSECUTIVE YEARS OF GROWTH IN REVENUE, PROFIT, EARNINGS, CASHFLOW & DIVIDENDS

2020-2021 Stability & Security

COVID-19 Impact: 2020/2021/2022: Considerably longer and more enduring than many expected

COVID-19 ACTION PLAN

Postponement Extended to mid/late Spring 2021

- **Postponement Programme** extended to mid 2021, with c250 physical events and £300-400m budgeted revenue moved to later in the year
- Full schedule of **Virtual Events**, with extensive pre-planning and pre-marketing
- **Informa AllSecure** adopted by all Informa events

Effective Cost & Cash Management

- **£300m total savings** to adj. operating profit in H1 2020 through:
  | Direct Costs | Recruitment Rate | Discretionary Costs |
  | Project Review | Rewards Phasing | Employment Flexibility |
- **Next phase of Cost Management Programme** secure £400m FY direct savings & £200m+ annualised indirect savings by year-end 2020
- **Cashflow positive by January 2021**

Further Financing Flexibility

- **Increased liquidity and flexibility** in H1 through extension of banking facilities and raising additional equity
- **Additional steps to increase flexibility:**
  - **£500m equivalent Euro Bond**
  - **Renegotiate or repay** US Private Placement notes
- **Remove point covenant & extend maturities**

Ongoing Colleague Support

- **Prioritise the safety & wellbeing of Colleagues and Customers**
- **Adherence and advice** on local measures and restrictions
- **Remote working** support
- Flexibility for **community volunteering**
- **Informa Colleague Support Fund**
- **Balanced Working Programme**

Future Forward – lasting COVID trends and opportunities

The Future has arrived early

- Remote office working
- Digital event registration
- Regionalisation
- Online purchasing
- Digital communications
- Digital versus cash payments
- Smart Events
- Value of face-to-face interactions
- Data & Knowledge
- Value of customer access
- Pre & Post event digital connections
- Efficient & Purposeful travel
- Digital technology
- Corporate travel restrictions
- Internal & closed company digital meetings
- Vaccine requirements
- Online learning & teaching
- Teams/Zoom culture

2021-2024 GAP II

AMBITION	Consolidate Informa's leadership positions in B2B Markets and Academic Markets through strong underlying growth and targeted additions in B2B Events, B2B Market Access and Open Research
GROWTH	Ambition to exceed rebased 2019 revenue by 2024, with scenario upside depending on the level of reinvestment in M&A
TALENT	Build a world class data and digital talent capability to support accelerated Digital Services growth in two leadership businesses
RETURNS	£1bn of embedded value returned to shareholders post full sale and completion, combined with reinvestment for further growth and scale in two leadership businesses; Resumption of ordinary dividends in 2022

Informa's Sustainability Commitments: FASTER FORWARD

2021-2024 Growth Acceleration Plan II

gap II

GAP Portfolio Focus

Focus and accelerate investment in two growth markets

GAP Digital & Data

Expand in Open Research, Smart Events, Audience Development & Digital Demand Generation

GAP Leadership & Talent

Build a world-class data and digital talent capability

GAP Investment

Strengthen technology platforms, digital product management and digital marketing capabilities

GAP Shareholder Returns

Return embedded value realised through divestment; Restart ordinary dividends

GAP Faster Forward

Continued commitment to sustainable business practices

Early and long-term operational commitment to sustainability

- Long-term commitment to sustainable business practices
- Group commitments through **FasterForward**
  - Carbon Neutral Company today
  - Carbon Neutral Publications by 2024
  - Carbon Neutral Events by 2025
  - Zero Waste and Net Zero Carbon by 2030 or earlier
- Sustainability embedded within all GAP II targets
- **B2B Markets & Digital Services**
  - Net Zero Carbon Events Pledge
  - Informa Fundamentals & Better Stands programmes
  - B2B Events as a consolidator of carbon
- **Academic Markets & Knowledge Services**
  - Carbon Neutral Print Books & Journals today

CERTIFIED CARBON NEUTRAL® Company CarbonNeutral.com

ESG Ratings

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA	No 1 Globally in Media Sector
CDP DISCLOSURE INSIGHT ACTION	A- 2020 rating
SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION	+1.5° Verified targets
MSCI ESG RATINGS	AA 2021 rating

Continued commitment to sustainable business practices

FASTER FORWARD

Accelerating sustainable change in our business and the specialist markets we serve.

Faster to Zero

Moving faster to become a zero waste and net zero carbon business.

Sustainability Inside

Embedding sustainability inside every one of our brands to help our customers accelerate sustainable development in their specialist markets.

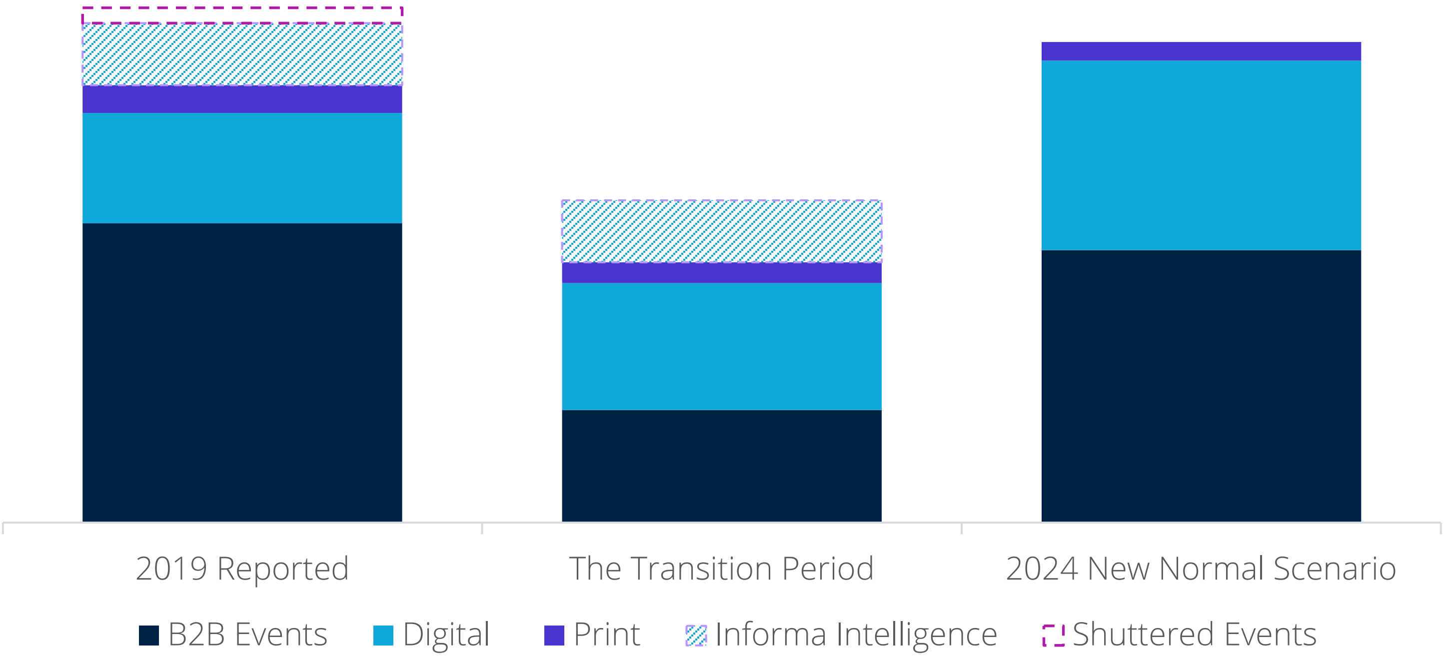
Impact Multiplier

Multiplying the positive impact we create when we improve access to knowledge, help people connect more efficiently and invest in our communities.

FASTER FORWARD CORE COMMITMENTS:

1. Become carbon neutral as a business and across our products by 2025
2. Halve the waste generated through our products and events by 2025
3. Become zero waste and net zero carbon by 2030 or earlier
4. Embed sustainability inside 100% of our brands by 2025
5. Help and promote the achievement of the UN's Sustainable Development Goals through our brands
6. Enable one million disconnected people to access networks and knowledge by 2025
7. Contribute $5bn per year in value for our host cities by 2025
8. Contribute value of at least 1% of profit before tax to community groups by 2025
9. Save customers more carbon than we emit by 2025

GAP II: New Informa Group - New Normal Scenario (ex Intelligence)



2024 revenue ahead of 2019 (rebased)

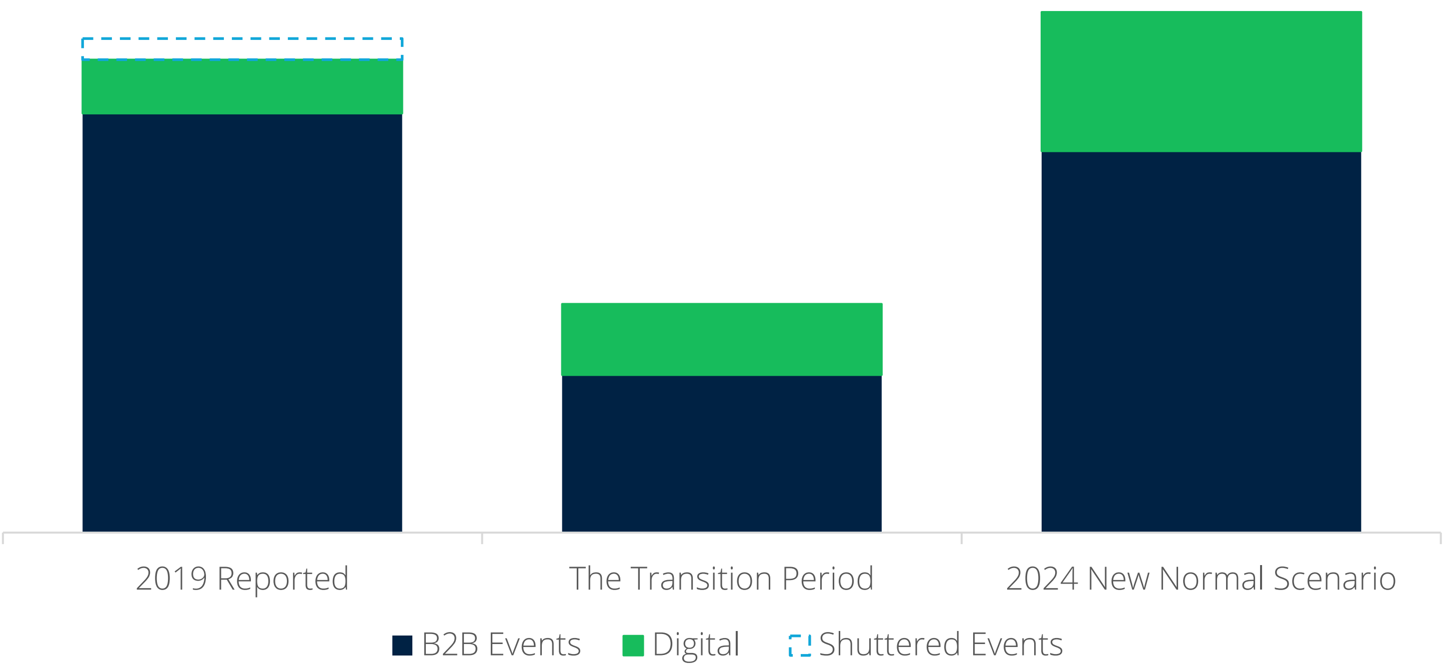
GAP II delivers accelerated digital growth (40%+ of revenue by 2024)

Shuttering impact absorbed

Higher growth, higher quality

Increased scale, increased quality and faster growth

GAP II: B2B Markets - New Normal Scenario



2024 revenue ahead of 2019

GAP II delivers accelerated digital growth (25%+ revenue by 2024)

Shuttering impact absorbed

Higher growth, higher quality

Increased scale, increased quality and faster growth

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The enduring strength & power of B2B events in 2021

300+
Events run in 2021

32k
Exhibitors at physical events in 2021

70%
Q1 2022 events return versus 2019, as indicated by current bookings

30+
Countries where physical events ran in 2021

2m
NSQM of exhibition space in 2021

1.6m+
Attendees at 2021 physical events

75%
Cash collected of 2022 Q1 bookings

25%
Improvement in attendee to exhibitor ratio to Oct 21 versus 2019

Improving trends through the Transition Year

All featured events 85%+

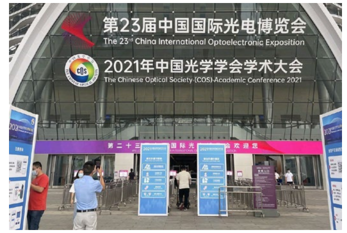
Mainland China

- 44 events run in 2021
- 17 events with revenue > 85% of 2019
- Limited international participation

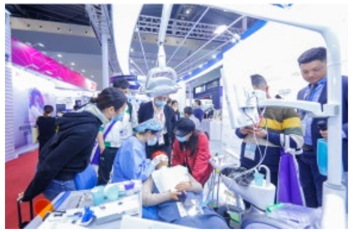
Windoor (March)

China Beauty (May)

CIOE (September)



Dentech (November)



North America

- 118 events run in 2021
- 16 events with revenue > 85% of 2019
- Limited international participation

Megacon (August)

Battery Show (September)

Farm Progress (September)

Channel Partners (Nov)

Rest of World

- 171 events run in 2021
- 35 events with revenue > 85% of 2019
- Limited international participation

Cityscape Egypt (September)

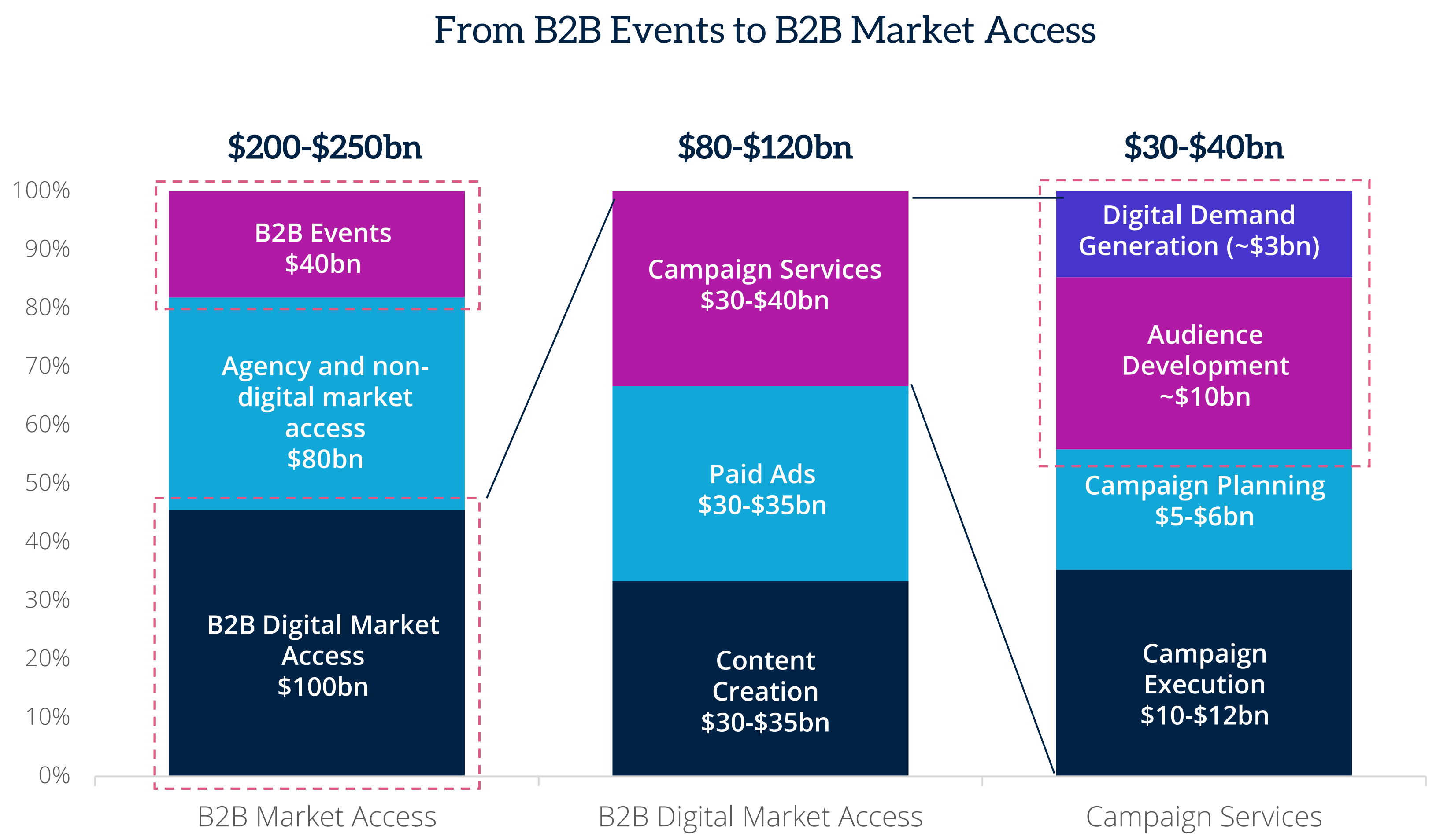
AMWC (September)

Vitafoods (October)

SuperReturn (November)

2021 Face-to-Face Event Revenue of £600m+
2021 Pro-forma Face-to-Face Event Revenue £850m± (on full portfolio and without localised spot disruption)

Accelerate expansion from B2B Events to B2B Market Access



- Opportunity to further expand in B2B Market Access
- First Party Data and trusted brands
- Building on existing strengths in Audience Development
- Investing in new capabilities in Digital Demand Generation
- Incremental growth opportunities

Source: L.E.K. research and analysis, PWC

Growth Acceleration: B2B Events and B2B Market Access

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Smart Events

Audience Development

iris

Digital Demand Generation

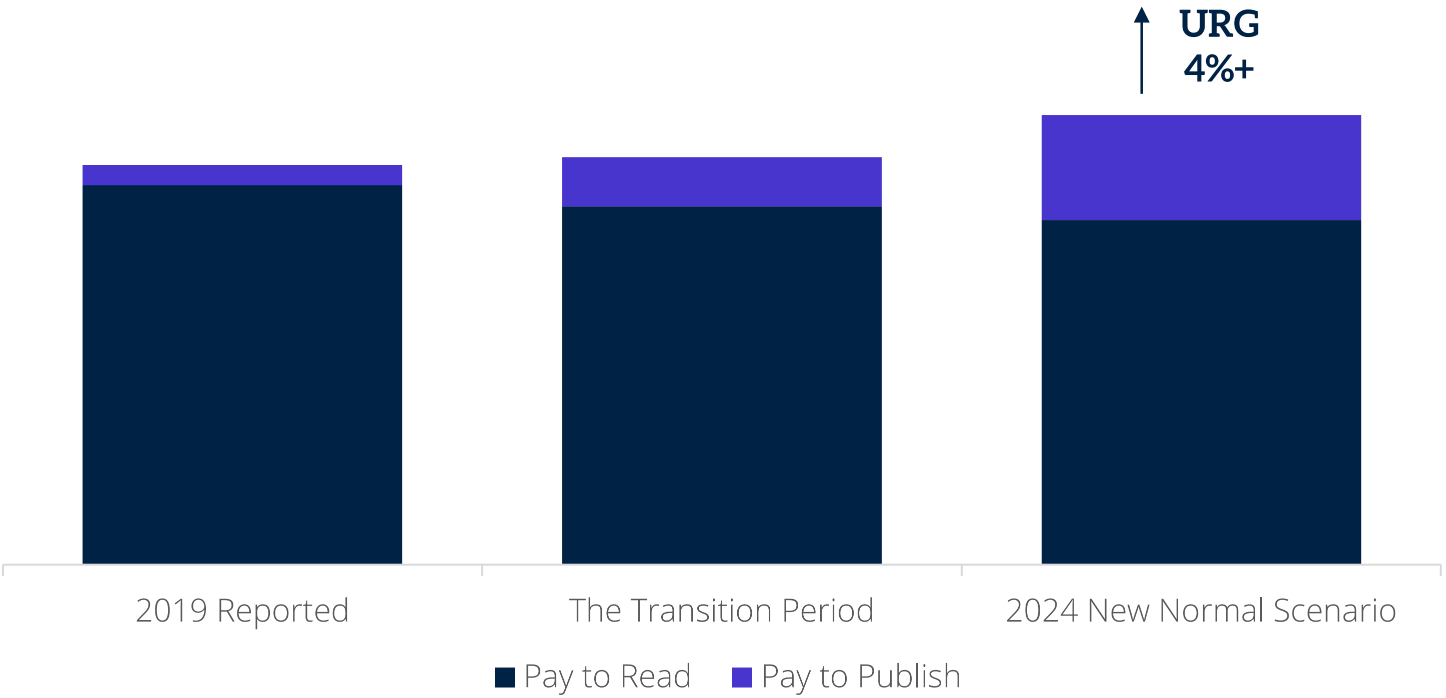
Qualifi
Proprietary intent scoring from proprietary first party data

totem
Hybrid / Virtual Events Platform

NetLine
Proprietary intent scoring for Technology companies

Proprietary Data, Proprietary Technology, Proprietary Capability

GAP II: Academic Markets underlying growth doubling by 2024



- Acceleration in Open Research
- Rebalancing towards Pay to Publish
- Expanding the funding base
- Broadening the customer base
- Underlying growth of 4%+ by 2024

Increased scale, increased quality and faster growth

Growth Acceleration: Further expansion in Open Research Services

Analogue v Digital	
2024	17% | 83%
2021	22% | 78%
2017	30% | 70%

Institution v Retail	
2024	76% | 24%
2021	74% | 26%
2017	70% | 30%

Intermediaries v Direct	
2024	55% | 45%
2021	64% | 36%
2017	78% | 22%

Product v Service	
2024	76% | 24%
2021	87% | 13%
2017	97% | 3%

Librarian v Non-Librarian Market	
2024	52% | 48%
2021	58% | 42%
2017	61% | 39%

Pay to Read v Pay to Publish	
2024	58% | 42%
2021	77% | 23%
2017	93% | 7%

Digital First Future at Taylor & Francis

Alexa Ranking
3rd ↑
Publisher, ranked
#550

5K academic publishers
2B websites
30T web pages globally

Platform user sessions
24% ↑ 384m

Returning unique platform users
9% ↑ 43.5m

Submissions
27% ↑

Content views
52% ↑

Articles hosted on T&F platforms
4% ↑ 4.3m

Book titles available
10% ↑ 161k

Customers
21% ↑

Customer transactions
19% ↑

Alt-metric mentions
16% ↑ 1.02m

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Creating value in Informa Intelligence through GAP I

2013

- Disparate set of information assets
- Lack of portfolio depth and focus
- Mid-70's subscription renewal rates
- Specialist news and information
- Sales-led approach
- Short-term targets & limited investment
- Sale of Datamonitor Consumer c7x EBITDA
- Shrinking revenues and limited visibility

INVESTMENT → FOCUS → GROWTH

Refreshed Leadership at Informa Intelligence

c£35m *GAP* investment

Launch of *Growth Acceleration Plan*

Updated sales incentives programme

Operating Model focused on Markets & Customers

2014
URG -8.5%

Investment in data collection and management

Investment in product mgt capability

2016
URG +1.1%

Addition of Penton Information Services

Roll out of upgraded APIs

Enhanced data visualisation capability

Addition of Skipta and Icon

Development of predictive analytics capability

2019
URG +3.3%

Divestment of Agribusiness & Media Portfolio

Addition of Trialscope

2021
URG +6%

Divestment of Barbour ABI / EHS & Asset Intelligence

Addition of Clinerion

Today

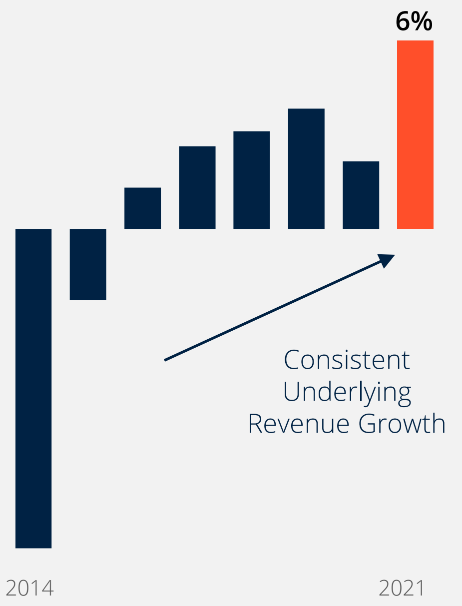
- High value, high growth subscriptions
- Three performing & cohesive businesses
- 90%+ consistent renewal rates
- High value data, intelligence analytics
- Customer & Market-led approach
- Consistent growth re-investment
- Three divestments for av. 16x EBITDA
- 6%+ underlying revenue growth

gap Growth Acceleration Plan

High quality, high value specialist data and intelligence

informa intelligence

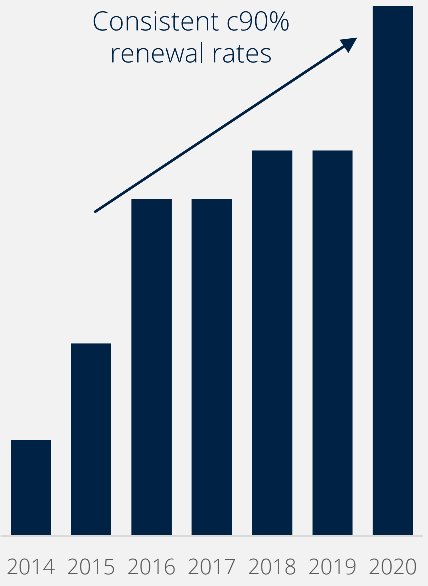
Strong Underlying Growth



Specialist Data

- Specialist data and information
- Subscriptions-based
- 3 category specific sub-vertical businesses
- High quality, high growth, high value portfolio
- 2022 consensus revenue c.£325m*
- 2022 consensus adjusted operating profit c.£100m*

Predictable Revenues



Specialist Brands

1. Clinical Trials

Citeline – Informa Pharma Intelligence
Trialtrove – Informa Pharma Intelligence
CLINERION Real World Data Solutions

2. Vessel Tracking

Lloyd's List Intelligence
Lloyd's List Intelligence Seasearcher

3. International Fund & Income Flows

EPFR – Informa Financial Intelligence
IGM

High Quality Revenues

A high quality and high performing portfolio

* Consensus reflects divestment of Barbour EHS / ABI / Asset Intelligence and addition of Curinos joint venture (Novantas + FBX)

Unlocking value and increasing portfolio focus through divestment

FOCUS	Focus the Informa Group on two growth businesses with leadership positions of scale: **B2B Markets** and **Academic Markets**
DIVEST	Divestment of all three **Informa Intelligence** businesses: **Clinical Trials, Vessel Tracking, International Fund & Income Flows**
VALUE	Balance sheet embedded carrying value for three businesses of c.£1bn; Confident of achieving multiple ahead of average for recent divestments of *Barbour EHS, Barbour ABI* and *Asset Intelligence* (16x EBITDA);
RETAIN	Intention to retain *Curinos* joint venture investment in Retail Banking
TIMING	Divestment process expected to run through H1 2022 with Buyback programme likely to run into H1 2023; Significant unsolicited interest already received

Divestment of Informa Intelligence

Accelerating shareholder returns

Divestment Returns

- £1bn of embedded value to be returned **upon full sale and completed divestment of Informa Intelligence**
- Return in line with current balance sheet carrying value
- Capital returned via the combination of a **Special Dividend** and a **Share Buyback Programme**
- Remaining proceeds used for growth investment and to further de-lever the balance sheet

Annual Returns

- 2021 Free Cash Flow of £325m+
- Net debt / EBITDA c.3x by year-end 2021
- Ordinary Dividends to resume in 2022
- 2022 Revenue expectations of £2.2bn to £2.4bn (including Informa Intelligence)
- 2022 Balance Sheet strengthened post divestment

One-off capital return of £1bn*; Resumption of annual dividends from 2022

*Subject to full sale, completion and proceeds

2021-2024 GAP II

New Informa:
Accelerated Growth & Returns

Gareth Wright
Group Finance Director

Accelerating growth and returns through GAP II

GROWTH	Ambition to return to rebased 2019 revenues by 2024, with a better quality mix and faster growth trajectory
FOCUS	Divestment of Informa Intelligence to focus on two leadership businesses of scale
RETURNS	Subject to full sale and completion, return £1bn of embedded value realised through divestment to shareholders through a special dividend and share buyback programme; Restart Ordinary Dividends paid out of free cash flow from H1 2022
EXPAND	Redeploy growing free cash flow both internally into *GAP II* and externally into targeted M&A, further accelerating growth in two leadership businesses

2021-2024 Accelerated Growth and Performance

GAP II: 2021-2024 Growth & Acceleration Scenarios

2019 Reported Financials		Rebasing adjustments:	2019 Re-based Financials		Divestment adjustments:	2019 Re-based Financials (ex-Intelligence)*	
Revenue	£2,890m	FX movements	Revenue	c.£2,800m		Revenue	c.£2,450m
Adjusted Operating Profit	£933m	Net M&A since 2019 excluding Intelligence	Adjusted Operating Profit	c.£900m	Divestment of Informa Intelligence	Adjusted Operating Profit	c.£800m
Adjusted EPS	51.0p	£1bn equity addition	Adjusted EPS	c.40p		Adjusted EPS	c.35p

Rebased 2019 revenue of c£2,450m and Operating Profit of c£800m post divestments

* Calculated using reported 2019 financials for Informa Intelligence (c.£350m revenue and c.£100m Adj. Operating Profit)

GAP II: 2021-2024 Growth & Acceleration Scenarios

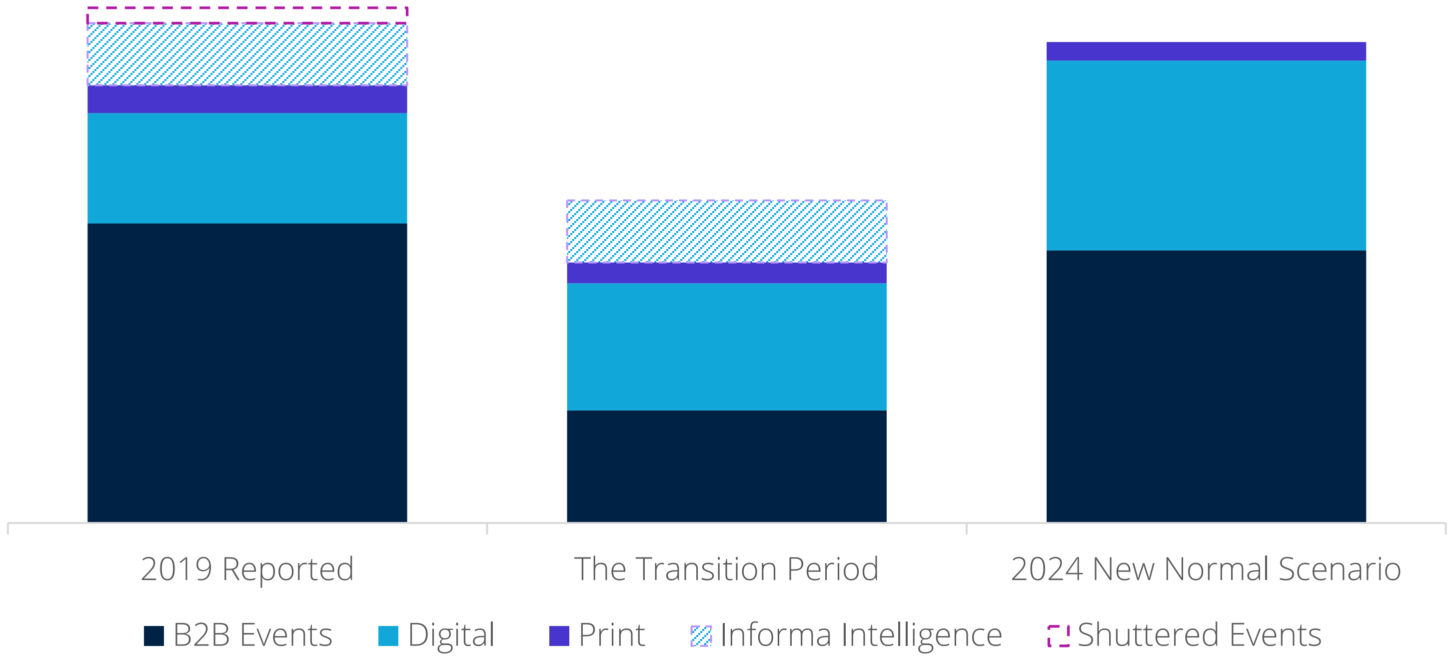
2019 Re-based Financials (ex-Intelligence)		2021 Re-based Financials (ex-Intelligence)*		2021-2024 GAP II:	2021-2024 Growth & Acceleration Scenarios			
					New Normal 2024 Scenario**		M&A Re-investment 2024 Scenario***	
Revenue	c.£2,450m	Revenue	c.£1,480m	Underlying Revenue Growth	Revenue	£2,600m+	Revenue	£2,600m+ to £3,300m
Adjusted Operating Profit	c.£800m	Adjusted Operating Profit	c.£270m	GAP Investment & Returns £1bn Divestment Returns				
Adjusted EPS	c.35p	Adjusted EPS	c.10p	Ordinary Dividends from 2022				

Informa Intelligence portfolio divestment a Class 1 transaction

New Normal Scenario sees revenue exceed 2019 levels by 2024

* Based on Guidance less 2021 consensus for Informa Intelligence (c.£320m revenue and c.£105m Adj. Operating Profit)
**New Normal Scenario assumes normalised c.£100m annual bolt-on activity and £500m share buyback
***M&A Re-Investment Scenario assumes majority reinvestment of excess cash flow into M&A

GAP II: New Informa Group - New Normal Scenario (ex Intelligence)



- 2024 revenue ahead of 2019 (rebased)
- GAP II delivers accelerated digital growth (40%+ of revenue by 2024)
- Shuttering impact absorbed
- Higher growth, higher quality

Increased scale, increased quality and faster growth

GAP II Investment to accelerate digital growth

- *GAP II* net investment of up to £150m in 2021-2024
- Projects focused on growth acceleration in two leadership businesses
- Builds on *GAP I* investment focus:
  - Data management
  - Product management expertise
  - Digital product development
  - Digital marketing enablement
  - Digital content production and management
- *GAP II Investment Council* for project sign-off and governance
- Benefits tracking and stage-gate funding model, mirroring *GAP I*

GAP II Investment Projects

- Digital Media Production Platform
- Open Research Acceleration
- T&F Online
- Ingredients Community Platform
- UBX platform upgrade
- IIRIS Customer Data & Analytics Engine
- KEMA Upgrade
- F1000 enhancement
- AQMEN365 Digital Events
- Streamly Video Content Platform
- Qualifi expansion
- Natural Products Audience Development
- Beauty Marketplace Platform
- Content Management
- Licensing Audience Development
- EMEA Smart Events expansion

Investment in data capability and digital acceleration

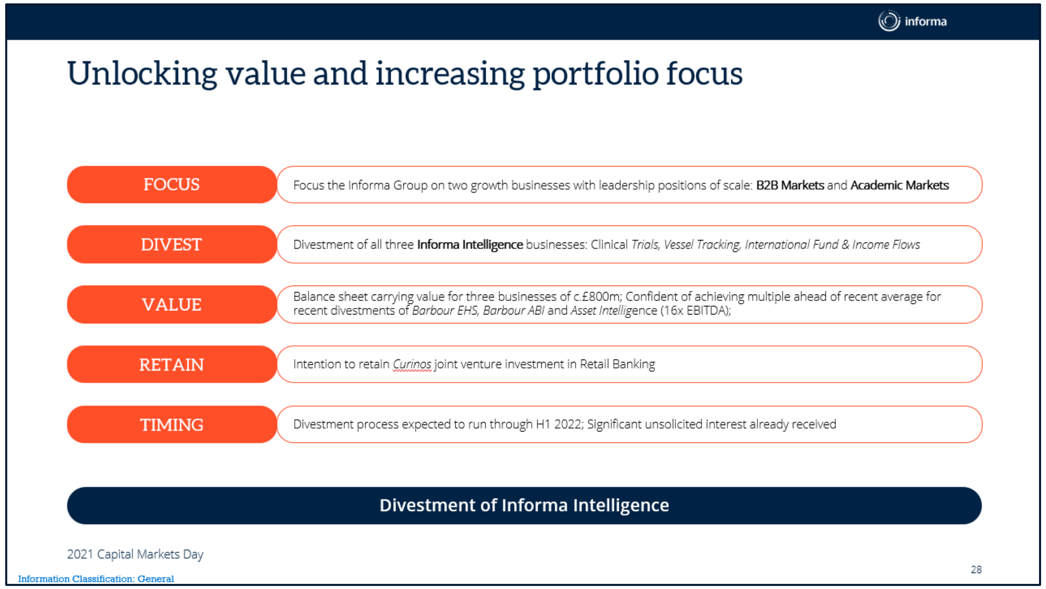
GAP II investment returns from 2024

- GAP net investment of up to £150m expected to be split c.80%/20% Capex/Opex
- Front end loaded, with expected phasing of investment of c.50% / 30% / 20% across 2022-2024
- Underpinning digitisation of events, platform and technology capabilities
- Target incremental revenue benefits of £200m± by 2024
  - **Open Research** acceleration
  - Full **Smart Events** deployment
  - Expansion of **Audience Development** across verticals
  - New products and services in **Digital Demand Generation**
- Target for positive and growing operating profit contribution by 2024

Growing revenue and operating profit contribution from GAP II investment by 2024

Divestment Returns and Growth Investment

Divestment Process expected to run through H1 2022



Use of Proceeds
(subject to full sale, completion & proceeds)

- £1bn embedded value realised through divestment to be returned to Shareholders
  - Special Dividend
  - Share Buyback Programme
- Provide funds for growth investment
  - *GAP II* Investment Programme
  - Targeted M&A to further accelerate growth in B2B Events, Audience Development, Digital Demand Generation and Open Research Services
- Strong and robust balance sheet

Share embedded value with shareholders; Provide funds for growth investment

2021-2022 Short-term financial guidance

2021 Guidance

- Revenue: £1,800m±
- Adj Operating Profit: £375m±

- Free Cash Flow: £325m+
- Net debt / EBITDA: 3x±

2022 Guidance**
(Inc. Informa Intelligence)

- Revenue: £2,200m – £2,400m
- Adj Operating Profit: £520m – £540m

- Peak investment year for GAP II
- £15m impact from SaaS capex accounting change*

2022 Guidance ***
(Ex-Informa Intelligence)

- Revenue: £1,875m – £2,075m
- Adj Operating Profit: £420m – £440m

- £1bn Divestment Returns through 2022/2023, subject to full sale, completion and proceeds
- Ordinary Dividends resume from H1 2022 @ c30% payout

£1bn Divestment Returns; Resumption of annual dividends from H1 2022

*Change in accounting treatment of certain software-as-a-service implementation costs, which are now classed as operating expenses rather than capital costs
** 2022 guidance based on 1.35 GBP/USD exchange rate
*** Based on guidance less 2022 consensus for Informa Intelligence (c.£325m revenue and c.£100m Adj. Operating Profit)

2021-2024 GAP II

New Informa:
Accelerated Growth & Portfolio Focus

Stephen A. Carter
Group Chief Executive

New Informa

informa

B2B Markets & Digital Services

informa markets

CPhI worldwide

China Beauty Expo

Arab Health

World of Concrete

Natural Products Expo West

informa connect

BIO-EUROPE SPRING

SuperReturn International

FINOVATE

IM|Power

informa tech

black hat

OMDIA

GDC

enterprise CONNECT

London Tech Week

Academic Markets & Knowledge Services

Taylor & Francis Group
an informa business

Routledge, Taylor & Francis Group

Taylor & Francis

Psychology Press, Taylor & Francis Group

Dovepress

cogent oa

CRC Press, Taylor & Francis Group

F1000

Global Support (Group Operations, Group Functions)

Q&A

Capital Markets Day Schedule

1.00pm GMT	Stephen A. Carter, Group Chief Executive and Gareth Wright, Group Finance Director
	New Informa: Accelerated Growth & Portfolio Focus
2.00pm GMT	Q&A
2.30pm GMT	Refreshment Break
2.45pm GMT	Charlie McCurdy, Chief Executive Informa Markets and Max Gabriel, President IIRIS
	Growth & Acceleration: B2B Events & B2B Market Access
3.15pm GMT	Annie Callanan, Chief Executive, Taylor & Francis
	Growth & Acceleration: Academic Markets & Knowledge Services
3.45pm GMT	Q&A and Wrap-Up

informa markets informa connect informa tech

Informa Capital Markets Day

2021-2024 GAP II

B2B Markets & Digital Services

Charlie McCurdy
Chief Executive, Informa Markets

Today's Presenters

Stephen A. Carter

Group CEO

Gareth Wright

Group Finance Director

Charlie McCurdy

CEO, Informa Markets

Max Gabriel

President , IIRIS

Annie Callanan

CEO, Taylor & Francis

New Informa

B2B Markets & Digital Services

informa markets

CPhI worldwide

CHINA BEAUTY EXPO 2017 22ND EDITION 中国美容博览会

Arab Health
An Informa Experience

WORLD OF CONCRETE

Natural Products EXPO WEST

informa connect

BIO-EUROPE SPRING

SuperReturn International

FINOVATE

IM|Power

informa tech

black hat

OMDIA

GDC

enterprise CONNECT

LONDON TECH WEEK

The enduring strength & power of B2B events in 2021

300+
Events run in 2021

32k
Exhibitors at physical events in 2021

1.6m+
Attendees at 2021 physical events

70%
Q1 2022 events return versus 2019, as indicated by current bookings

75%
Cash collected of 2022 Q1 bookings

30+
Countries where physical events ran in 2021

2m
NSQM of exhibition space in 2021

25%
Improvement in attendee to exhibitor ratio to Oct 21 versus 2019

Accelerating performance of major B2B brands

Performance of B2B Markets Power Brands compared to 2019

Revenue 2021 v 2019	Mainland China	North America	Middle East	Europe	ASEAN & Hong Kong
<50%	0	10	3	5	2
50%-70%	1	14	1	2	0
70%-90%	2	7	0	2	0
90%+	7	3	2	3	0
Total	**10**	**34**	**6**	**12**	**2**
Average Performance	**90%+**	**c45%**	**c50%**	**c55%**	**<15%**

- Performance correlated to reopening
- Location / Market confidence
- On-cycle / Off-cycle dates
- Short / Long sales cycle
- Domestic / International participation
- Bookings carried over from 2020

Average performance over 50% versus 2019, with multiple factors affecting individual brands

Strong customer demand for face-to-face events

Business Development

Vitafoods Europe is a great venue to meet all of our customers, especially after COVID. We have met new companies interested in our industry and we made great deals that we expect to convert into good business in the near future

Vitafoods Europe, Health & Nutrition

Networking

A must attend event for anyone in the Asset Management Industry. Excellent speakers and great networking opportunities.

IM Power, Global Finance

Localities

Arab Health is sending a message to the whole world that Dubai is safe, it's open for everyone, and we succeed as a health care industry with Arab Health bringing all these exhibitors from all over the world—it's a huge success to all of us

Arab Health, Healthcare

Hybrid+

You pulled off a great hybrid event that was both meaningful in-person with reduced footprint and attendance (but more engaged, enthusiastic attendees) and with virtual sessions. The quality of the leads we generated as a vendor were very high

Black Hat, Cyber Security

Industries

China Beauty Expo (CBE) shared global innovation resources, with both Chinese characteristics and a global vision. It fully demonstrated the new look and sustained vitality of the beauty industry post-pandemic.

China Beauty, Beauty

Value for SMEs

It's exciting to get out to see and touch the newest equipment, but also to interact with not only exhibitors but fellow farmers.

Farm Progress, Agriculture

New Product Launches

This is my first World of Concrete as our company is entering this industry from trucking, we source mobile technology for blue collar professionals. I attend many events each year and determine which ones based on the demographics of the audience; here has been a good fit of influences, decision makers and owners.

World of Concrete, Construction

Targeted Meetings

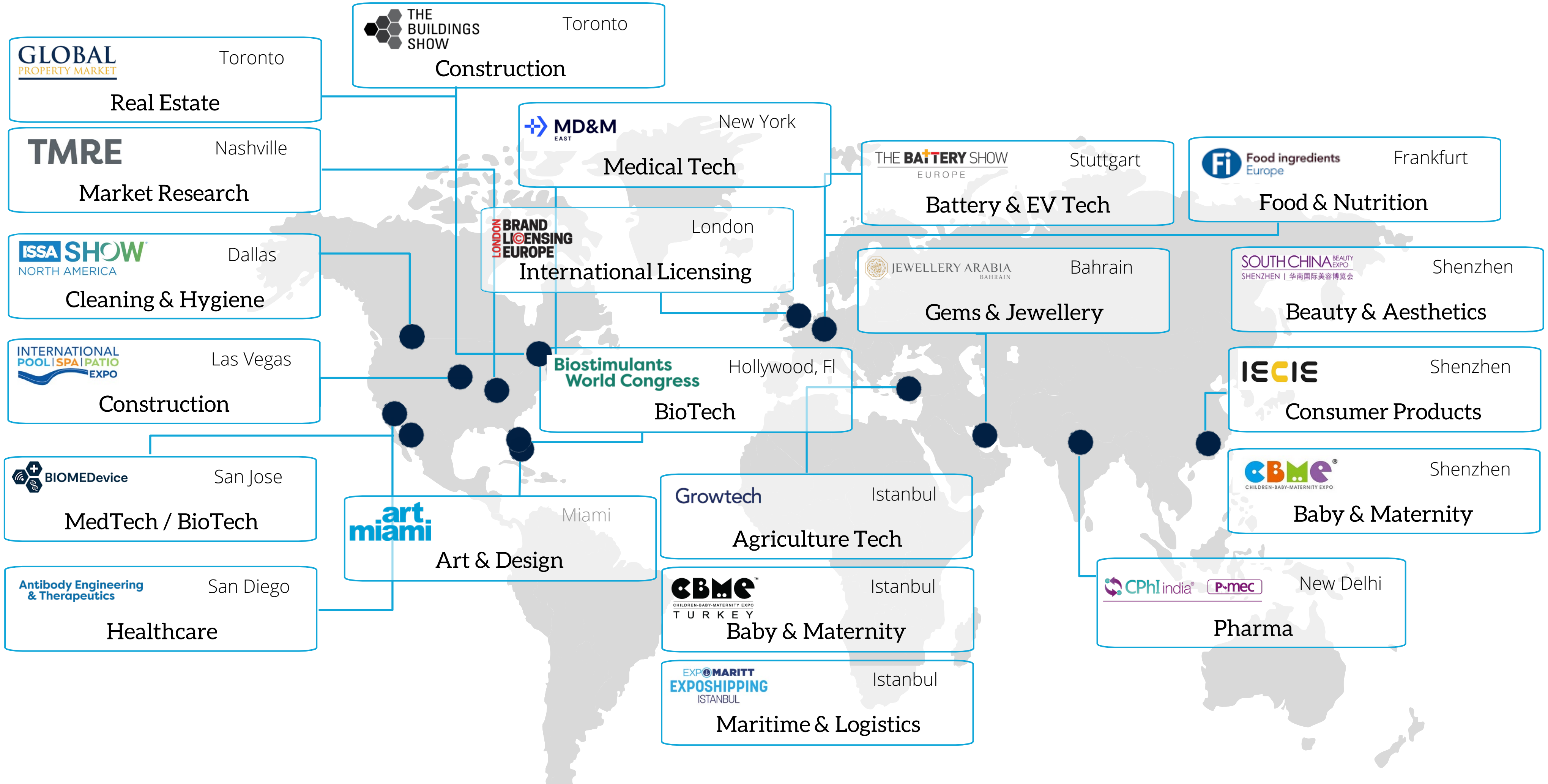
Over the course of 4 days, I managed to secure 47 1:1 meetings with individuals perfectly matching my target profile. Besides the efficiency of networking throughout the daytime schedule, a huge effort was made in delivering bespoke networking evenings for attendees.

SuperReturn International, Global Finance

Power of B2B trade shows remains strong and is enhanced by smart technology

informa connect informa tech informa markets

Three weeks in the life of Informa B2B Markets



£60m±
Total Revenue from these Brands

200k+
Participating attendees

5k+
Participating Exhibitors

70%+
Revenue performance versus 2019

B2B Events delivering for specialist markets all over the world

B2B Events >£1m revenue

Building further depth in targeted Specialist Markets

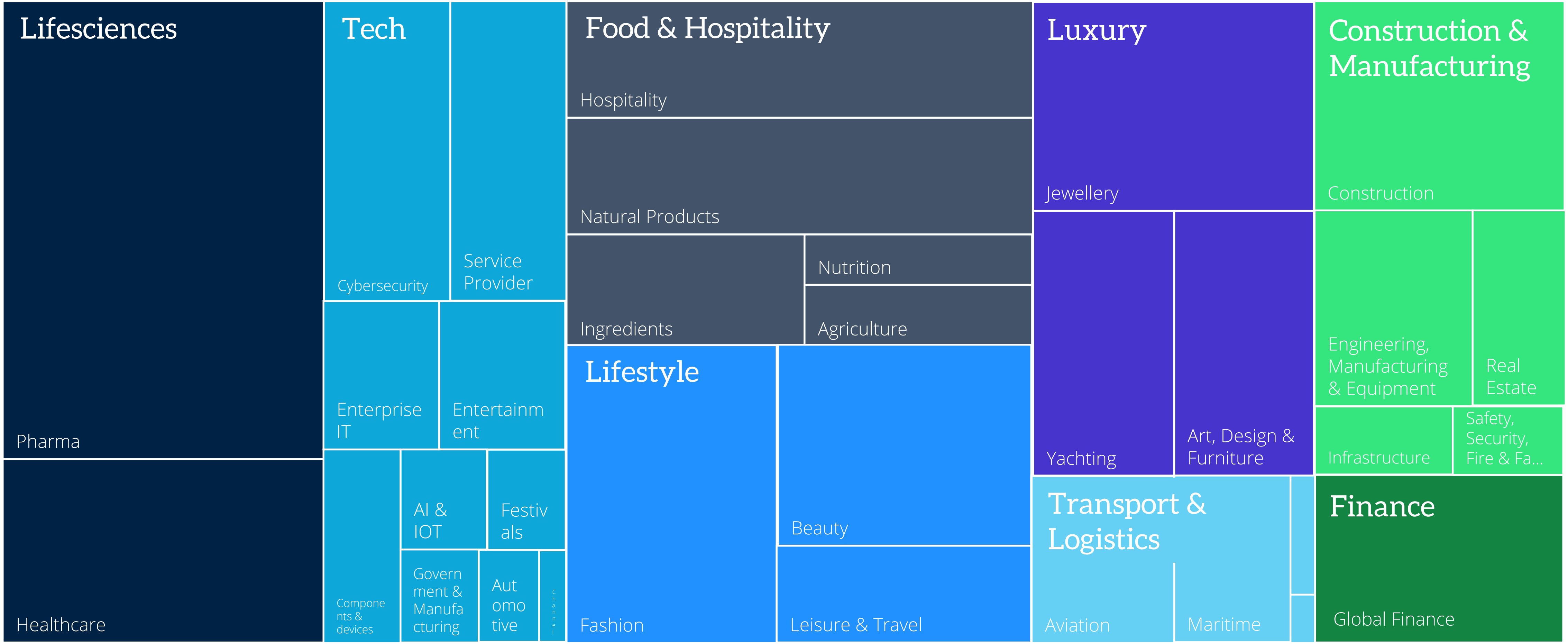
LIFESCIENCES	CONSTRUCTION & MANUFACTURING	TRANSPORT & LOGISTICS	LIFESTYLE	LUXURY	FOOD & HOSPITALITY	TECH	FINANCE
Pharma	Construction	Aviation	Fashion	Yachting	Nutrition	Cyber Security	FinTech
Healthcare	Manufacturing	Maritime	Beauty	Jewellery	Ingredients	Enterprise IT	Private Equity
			Leisure & Travel	Art & Design	Food & Beverage	Entertainment	Investment Mgt
					Agriculture	AI & IOT	

PLATFORMS & TECHNOLOGY

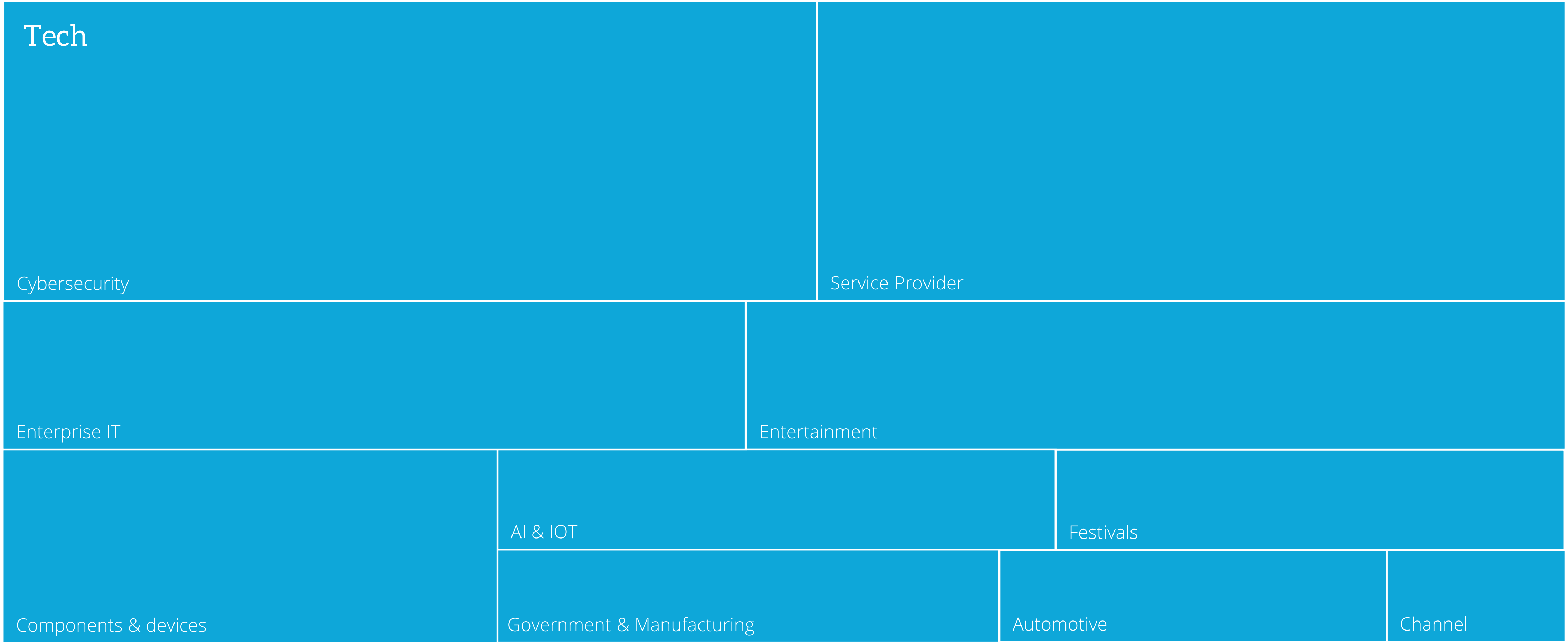
iris

Informa's Sustainability Commitments: FASTER FORWARD

Depth in targeted Specialist Markets



Deep Specialist Knowledge and Connections in Tech



Enterprise IT – Specialist Brands

Tech

DATA CENTRE WORLD

Data Center Knowledge

Enterprise communications

no jitter
Insight for the Connected Enterprise

enterprise CONNECT

WorkSpace Connect

Service management & support

HDI

SUPPORT WORLD LIVE
POWERED BY HDI

SERVICE MANAGEMENT WORLD

IT/Cloud/Networking

InformationWeek

ITProToday

Interop

Contact centre

ICMI

CALL & CONTACT CENTER EXPO

2014-2019 GAP I: Building a leadership position in B2B Events

2013

- Spot conferences and solus event brands
- Minimal non-face to face revenue
- Opportunistic approach to customer markets
- Dubai & Monaco focus
- Short-term targets
- Inconsistent customer management
- Distributed operating model
- Sub-scale, inconsistent growth & performance

INVESTMENT → EXPANSION → GROWTH

Launch of *Growth Acceleration Plan*

2014
Rev: £246m
URG (3.2%)

2014
Rev: £200m
URG 18.9%

Addition of Virgo Publishing

Priority verticals established eg Beauty

Addition of Hanley Wood Exhibitions

US becomes largest market

2016
Rev £307m
URG 8.7%

2016
Rev: £224m
URG (4.1%)

Addition of Penton Information Services

GAP Investment in Digital Marketing

GAP Investment in Digital Directories

Addition of YPI Inc

2018
Rev: £1,190m
URG 5.1%

2018
Rev: £262m
URG 2.3%

Creation of informa tech

Addition of UBM plc

2019
Rev: £1,450m
URG 4.3%

2019
Rev: £275m
URG 2.9%

2019
Rev: £256m
URG 2%

Accelerated Integration Plan completed

Pre-COVID

- Global leader in B2B Exhibitions & Events
- Digital capabilities & growing revenues
- Depth in targeted specialist B2B markets
- North America, China, Middle East, Europe
- Investment for growth
- IIRIS Customer Data Engine
- FasterForward on Sustainability
- Consistent 4% organic growth at scale

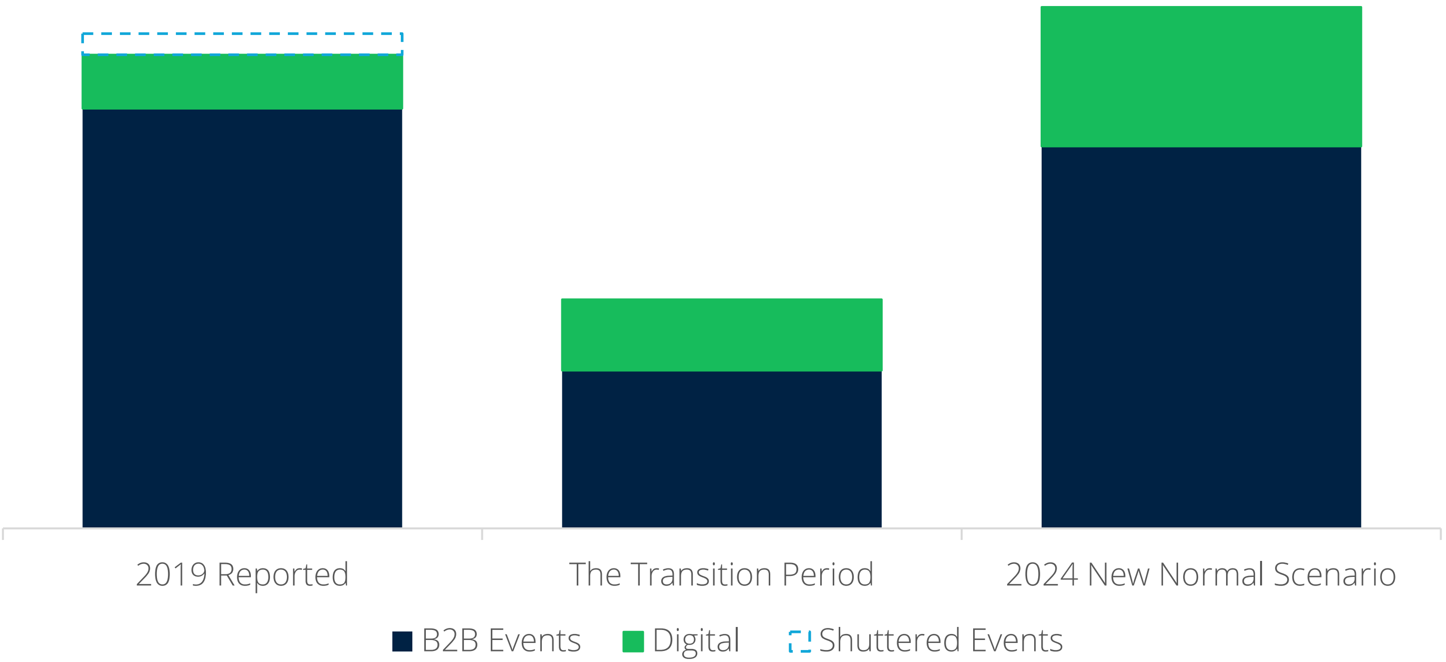
gap Growth Acceleration Plan

2021-2024 GAP II: B2B Markets & Digital Services

AMBITION	1. Maximise the return and growth of **B2B Events/Smart Events** 2. Become a leader in **B2B Market Access**
GROWTH	Target higher than 2019 revenue by 2024, with a higher quality mix and faster growth trajectory
TALENT	Strengthen digital & data talent to complement strengths in F2F operations, sales & marketing
RETURNS	GAP II investment to accelerate growth in B2B Events and B2B Market Access, with target for Digital Services to be 25% of revenue by 2024

Informa's Sustainability Commitments: FASTER FORWARD

GAP II: B2B Markets - New Normal Scenario



- 2024 revenue ahead of 2019
- GAP II delivers accelerated digital growth (25%+ revenue by 2024)
- Shuttering impact absorbed
- Higher growth, higher quality

Increased scale, increased quality and faster growth

A leader in B2B Events to a leadership position in B2B Market Access

Growth acceleration 2021-2024

1

Enduring Strength and power of B2B Events

Existing Market

2

Transformation from B2B Events into Smart Events

New Market

3

Expansion of capabilities in Audience Development and Digital Demand Generation

New Budgets

Create a leader in B2B Events and B2B Market Access

Accelerating performance of B2B Events

1 Enduring Strength and power of B2B Events

What are B2B Digital Services?

2 Transformation from B2B Events into Smart Events

3 Expansion of our capabilities in Audience Development & Digital Demand Generation

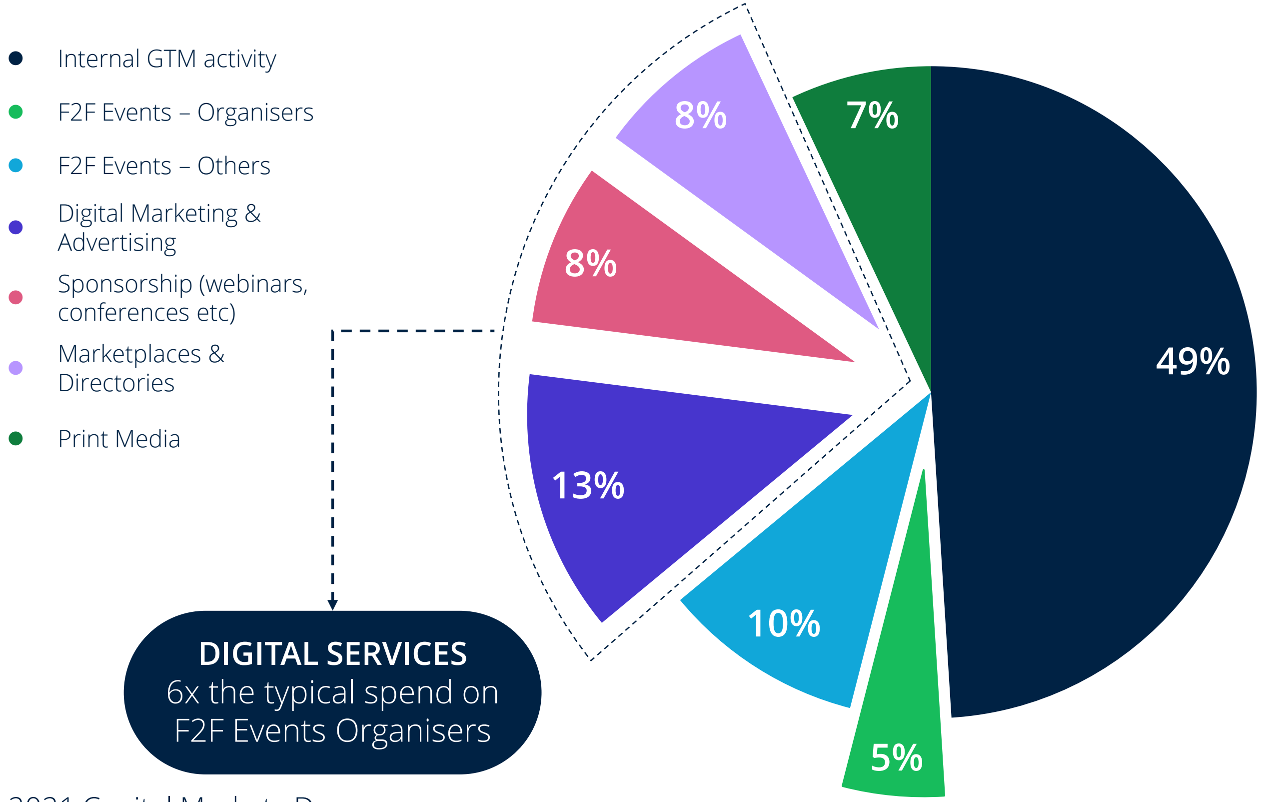
SMART EVENTS	The Smart part of Smart Events, adding productivity to the power of in-person events
AUDIENCE DEVELOPMENT	Content-led lead generation programs, increasingly differentiated by data segmentation
DIGITAL DEMAND GENERATION	Data analytics that provide intent-based, qualified B2B buyers and sales prospects

B2B Digital Services Revenue Opportunity

2 Transformation from B2B Events into Smart Events

3 Expansion of our capabilities in Audience Development & Digital Demand Generation

Typical breakdown of Go-To-Market Expenditure



- Adjacent market opportunities in **Audience Development** and **Digital Demand Generation**
- Significant customer expenditure here already and high levels of growth
- Informa already generating £250m+ revenues in Digital Services across B2B Markets
- Building off existing event/media brands and customers
- Expands our addressable audiences and drives audience engagement
- Higher quality mix of revenue
- Accelerated growth opportunities

Source: Informa Markets research

Enhanced value and growth through the Digitisation of Events

2 Transformation from B2B Events into Smart Events

All B2B Events are becoming Smart Events

Full Digital Events and Hybrid Events + Digitisation of all aspects of in-person B2B Events

- Pre-show discovery and planning
- Registration
- On-site digital access and interactions
- Digital data capture – firmographic, behavioural etc
- Post-show analysis

CPhI worldwide

9 - 11 November 2021
Fiera Milano, Milan, Italy
25 Oct - 19 Nov 2021
Online Conference & Networking

Smart Event features:

- ✓ Comprehensive digital educational content
- ✓ Product level digital discovery
- ✓ Enhanced connectivity via digital matchmaking
- ✓ Digital registration for enhanced safety and behavioural data
- ✓ Automated contact swapping
- ✓ Hybrid access – both face-to-face and online

"We were surprised not just by the high volume of foot traffic but also the quality of the leads we got. Even compared to 2019 we secured more quality leads this year."

Tony Martin
Director – Regional Marketing
GRACE
Talent | Technology | Trust™

Biotech Week Boston

In-Person 20 – 23 September
Virtual 28 – 30 September

- ✓ Hybrid experience
- ✓ Sustainability game building investment in Million Mangroves Project
- ✓ 5 fully hybrid events and 2 digital only
- ✓ 12 simultaneous tracks over 4 days, 250 content sessions
- ✓ Access to on-demand afterwards

connectme

"It takes a lot of effort, coordination, creativity, and personal investment to cover all aspects of this hybrid program. This event was delivered seamlessly to both attendees and speakers."

Lillian Schaff
Associate Director & Global Congresses Lead
EMD Serono Inc

Opportunity to accelerate growth in Audience Development

3 Expansion of our capabilities in Audience Development

Specialist Brands | Specialist Markets | Specialist Audiences | Specialist Content

Specialist Content Website | Specialist Newsletters | White Papers

B2B Marketplace | Sponsorship | Specialist Marketing Services

Specialist Media | Lead Generation Services | Content Marketing

Specialist Research | B2B Communities | Virtual Events

Webinars | Learning & Accredited Training | Buyer/Product Discovery Services

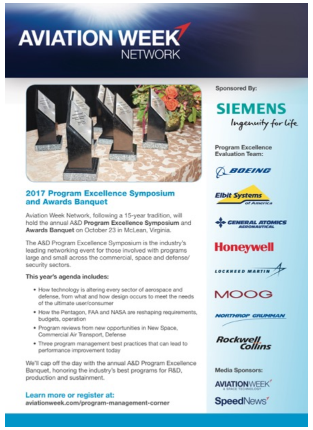
Content-led lead generation programmes built around existing market knowledge, brands & relationships

Creating Customer Value through Audience Development

3 Expansion of our capabilities in Audience Development

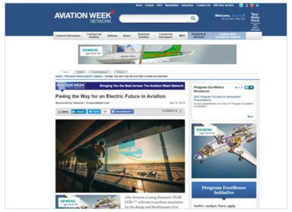
The Brief

To help the Product Lifecycle Management Division of a long-established partner of the aerospace industry to engage more frequently and deeply with aerospace Program Managers

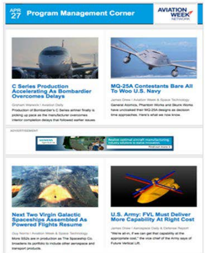


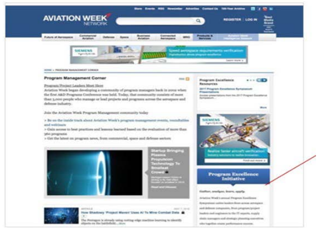
Content Syndication

➤ Paving the Way for an Electric Future in Aviation



Program Management Corner





Known & Marketable 10m+
- Technology 3.0M+
- Food & Hospitality 2.0M+
- Life Sciences 1.5M+
- Transportation 1M+
- Others 2M+

Transportation & Logistics 1m
- Maritime 0.5M
- Aviation 0.5M

Aviation 0.5m
- Aerospace 0.1M
- Commercial 0.2M
- MRO 0.2M

MRO Audience Roles
- CXOs 20%
- Engineering 30%
- Program Management 20%
- Others 30%

Aviation Week worked with me to create a long-term program with measurable and agreed upon goals. Each year we have continued to track these goals and Aviation Week has exceeded the tangible numbers. The benefits include full contact leads, clicks and touch points. During the events we participated in, our Senior Management team has also had great exposure to key decision makers.

The Solution

A multi-year, multi-channel initiative to connect the partner's business development leaders with aerospace program leaders year round with multiple digital and face-to-face touch points

Content-led lead generation for highly specific B2B communities

Opportunity to accelerate growth in Digital Demand Generation

3 Expansion of our capabilities in Digital Demand

Smart Events

Audience Development

iris

Digital Demand Generation

Qualifi

Proprietary intent scoring from proprietary first party data

First Party Data

- Industry specific
- Highly targeted
- Consented
- Constantly refreshed

Audience Intelligence

- Custom audience targeting
- Intent scoring
- ABM targeting & augmentation
- Personalisation engine

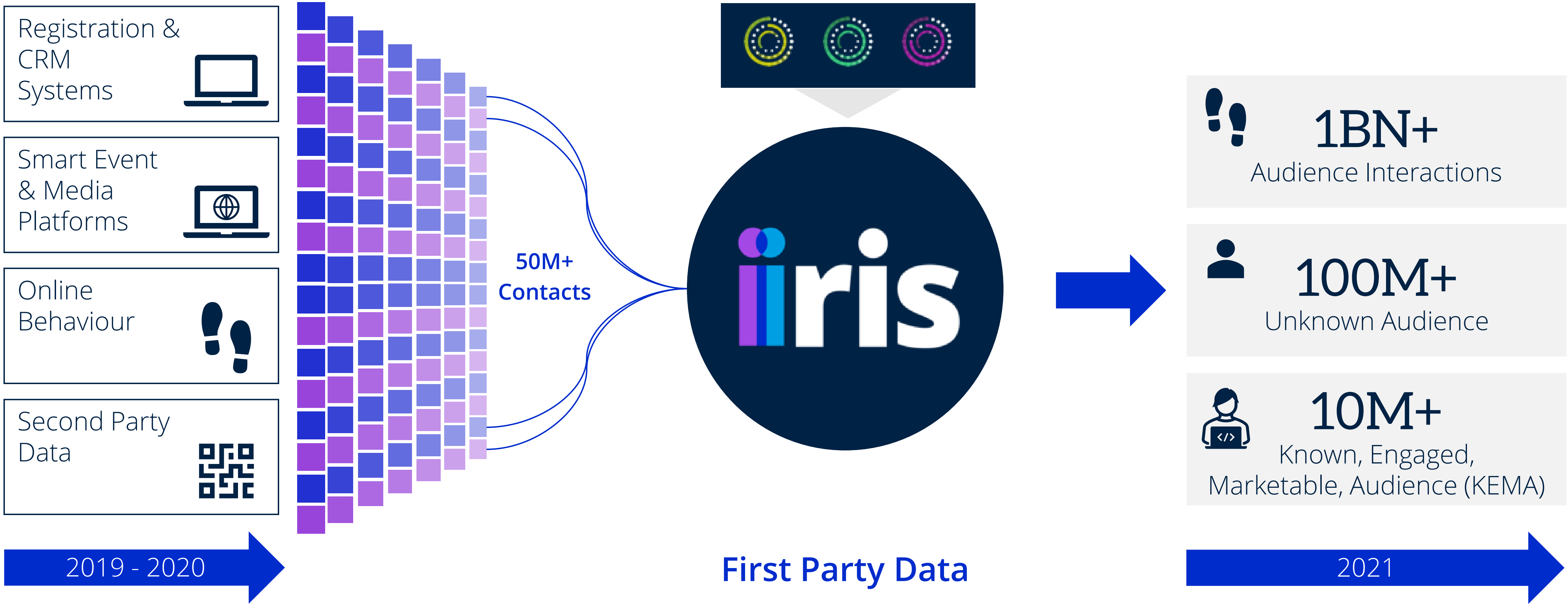
Multi-Channel Delivery

- Optimised campaigns
- Social channels
- Premium inventory
- Proliferating across all sectors

NetLine

Proprietary intent scoring for Technology companies

Where did we start?



Discipline in collection, consent, continuous enrichment helped create high quality audience profiles

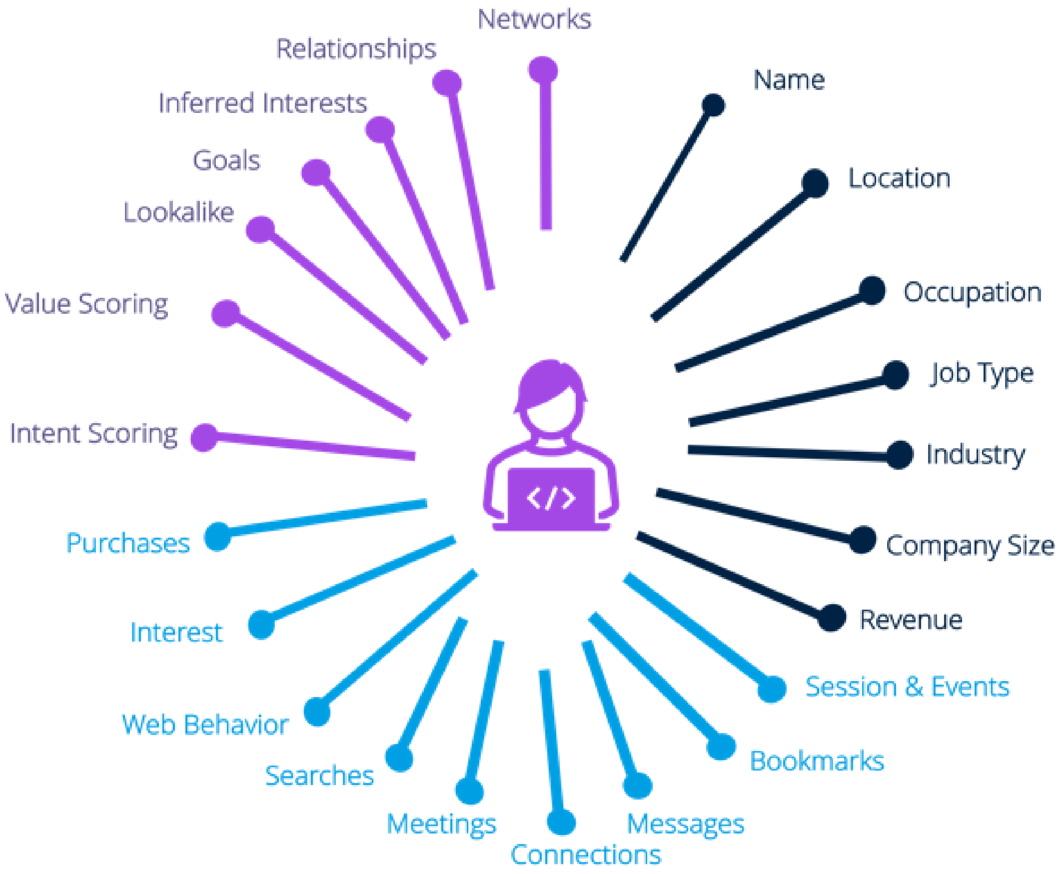
What do we mean by KEMA?

Enriched Data

Insights

Behavioral Data

Recommend



100's

Data points captured and enriched

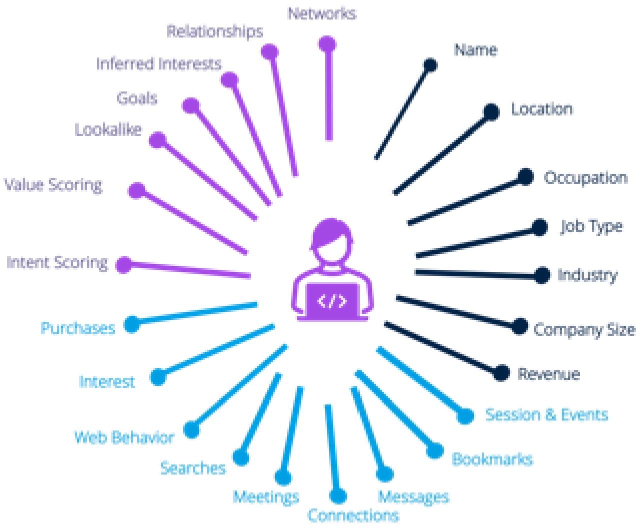
Demographics & Firmographics

Passport

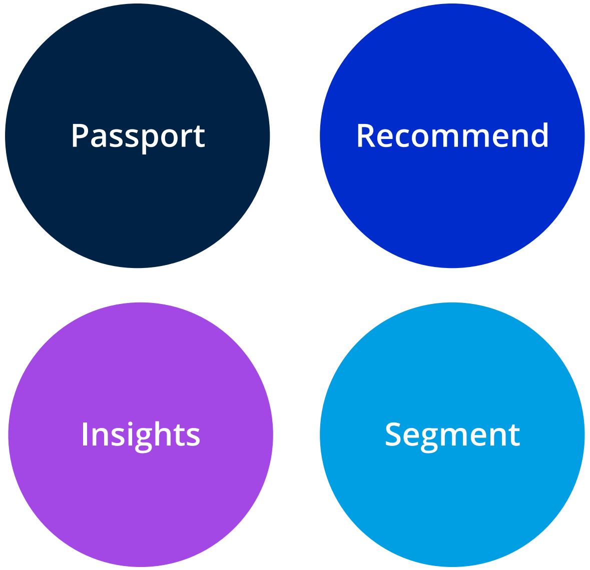
The depth of high quality first party data increases the value per audience

2021: What have we done?

Standardised KEMA



Intelligent Services



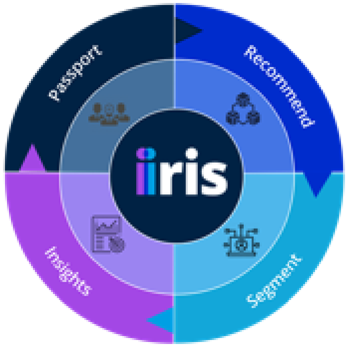
Customer Data & Analytics Engine

Targeted implementation of IIRIS is already delivering commercial value

2021: How is IIRIS adding commercial value?

CPhI online

Powered by
IIRIS Recommend



AVIATION WEEK
& SPACE TECHNOLOGY

Powered by
IIRIS Segment

2x
Product discovered

30%
More
RFIs

RFI is a clear signal of buyer's purchasing intent

2x
Click through rates

4x
Paid subscriptions

Behaviour based segmentation results in better sales conversion

Good quality content → Better engagement → More behaviour data → More value per audience

How are we helping our customers using a data-driven approach?

Elsa (Altered)
Founder & CEO
Antivirus Software Company

Help me find qualified buyers

Audience Development

What topics and products are they interested in?

Help me serve **relevant content and product** information to nurture the lead

Digital Demand Generation

Where are they in their buying cycle?

Offer value in **their buying moment** to close the deal

Precise matching of qualified buyers and prospects through IIRIS Segment and Insights

In-depth audience profiles amplifies lifetime value

In-depth company profile amplifies lifetime value

Behaviour Data

Data

IIRIS enables cross sector view of a company (both on buy side and sell side)

Where are we going? IIRIS Growth Acceleration Plan

	2021	2022	2023	2024
	IIRIS Live	Intent Scoring	Scale Digital Demand Generation	Data-driven Products
Brands powered by IIRIS	20%	70%	100% →	
KEMA Target	10m	14m	16m	20m
Digital Revenue enabled by IIRIS		20%	60%	80%

Amplify value of the business by doubling the volume and value of audience

	Audience Interactions	KEMA	Value per Audience
2021	1bn	10M	1X
2024	3bn	20M	2x-3X

World class B2B customer data and analytics engine at the heart of our growth ambition

From B2B Events to a leadership position in Market Access

Growth acceleration 2021-2024

1

Enduring Strength and power of B2B Events

Existing Market

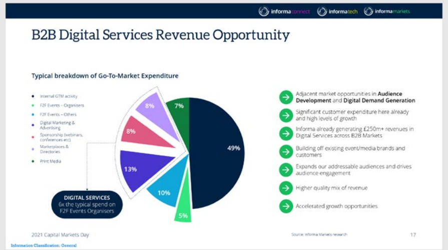
2

Transformation from B2B Events into Smart Events

New Market

3

Expansion of capabilities in Audience Development and Digital Demand Generation



New Budgets

Create a leader in B2B Market Access

Accelerating Digital Services growth across B2B Markets

	Vertical Market	Smart Events	Audience Development	Digital Demand Generation
Investing in legacy capability in line with revenue	Aviation	✓ (Emerging)	✓ (Developed)	
	Agriculture	✓ (Emerging)	✓ (Developed)	
	Medical Technology	✓ (Developed)	✓ (Developed)	✓ (Emerging)
	Tech	✓ (Developed)	✓ (Developed)	✓ (Developed)
Investing in new capability ahead of revenue	Infrastructure & Construction	✓ (Emerging)	✓ (Emerging)	
	Fashion	✓ (Emerging)	✓ (Emerging)	
	Food	✓ (Emerging)	✓ (Emerging)	
	Health & Nutrition	✓ (Emerging)	✓ (Emerging)	
	Healthcare	✓ (Emerging)	✓ (Emerging)	
	Pharma	✓ (Developed)	✓ (Emerging)	
	Finance	✓ (Emerging)	✓ (Emerging)	

✓ Developed capability
✓ Emerging capability

Expanding our portfolio of B2B Digital Services across all our specialist markets

gap II

B2B Markets & Digital Services
in North America and EMEA

Energy
All B2B Events to be powered by renewable energy

Waste
All B2B Events to be compliant with Better Stands programme, removing single use stands

Carbon
All B2B Events to save customers more carbon than we emit through role as carbon consolidator

Content
All B2B Events to incorporate Sustainability Inside, providing on-site content to accelerate sustainable development in our customer markets

Summary

Growth acceleration 2021-2024

1 Enduring strength & power of B2B Events

- Full return and strong **growth in B2B Events**
- Consider continued **sector consolidation** (eg Premiere)
- Lead the industry in driving sustainable solutions, including as a **consolidator of carbon**

Existing Market

2 Transition from B2B Events to Smart Events

- Transition the full portfolio of **B2B Events** to be **Smart Events**
- Expand the range of **Smart services** available to customers
- Grow and improve the quality of our **Known, Engaged, Marketable Audience (KEMA)**

New Market

3 Expansion of capabilities in Audience Development & Digital Demand Gen.

- Operationalise the full power of **IIRIS Customer Data Engine**
- Rapid growth off existing strengths in **Audience Development**
- Build on Netline capabilities to expand in **Digital Demand Generation**

New Budgets

A global leader in B2B Market Access

Capital Markets Day Schedule

1.00pm GMT	Stephen A. Carter, Group Chief Executive and Gareth Wright, Group Finance Director
	New Informa: Accelerated Growth & Portfolio Focus
2.00pm GMT	Q&A
2.30pm GMT	Refreshment Break
2.45pm GMT	Charlie McCurdy, Chief Executive Informa Markets and Max Gabriel, President IIRIS
	Growth & Acceleration: B2B Events & B2B Market Access
3.15pm GMT	Annie Callanan, Chief Executive, Taylor & Francis
	Growth & Acceleration: Academic Markets & Knowledge Services
3.45pm GMT	Q&A and Wrap-Up

informa

Informa
Capital Markets Day

2021-2024 GAP II

Academic Markets & Knowledge Services

Annie Callanan
Chief Executive, Taylor & Francis

Informa

informa

Academic Markets & Knowledge Services

Taylor & Francis Group
an informa business

Routledge
Taylor & Francis Group

Taylor & Francis

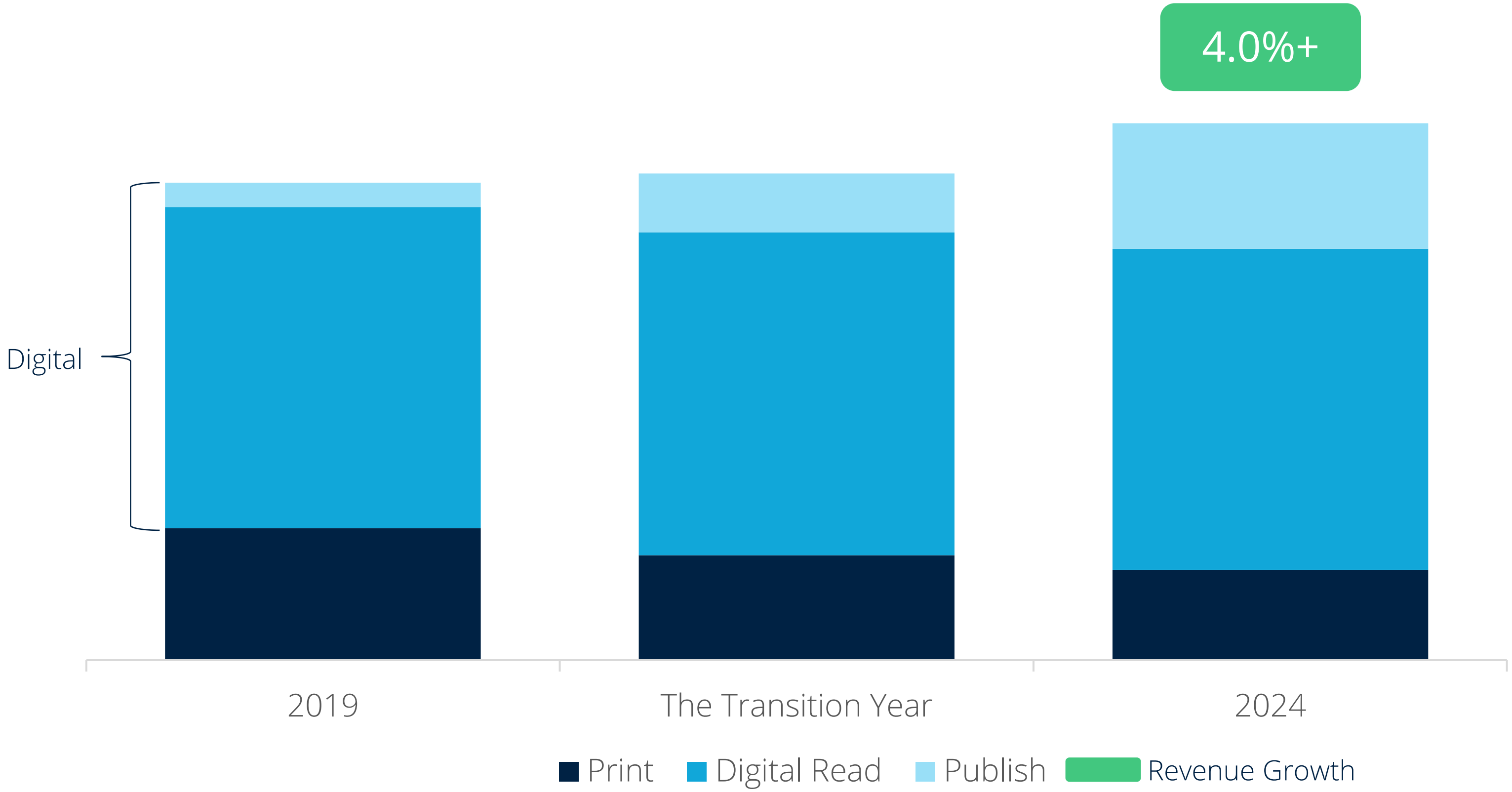
F1000

CRC Press
Taylor & Francis Group

Dovepress

2021-2024 GAP II: Academic Markets & Knowledge Services

Revenue and Operating Margin development through GAP II for Taylor & Francis



- Extending Leadership as Pre-eminent Academic Knowledge Services provider
- Revenue Growth c2% Rises to 4%+ by 2024
- Data, Automation, Researcher Services and Personalization
- Successfully managing margins through to 2025

Increased Open Research Capacity Doubles Growth Rate To 4%+ by 2024

Diversifying Business Models

Pay to Read

Publisher underwrites the cost of validating, publishing, curating and hosting content – subscription fees (largely from libraries) to access

Sustainability of Pay to Read (Subscription):

- Subscription Access Where Pay to Publish Funds Unavailable
- Importance of Curation in a Rapidly Expanding Knowledge Base
- Speed of Imparting Knowledge

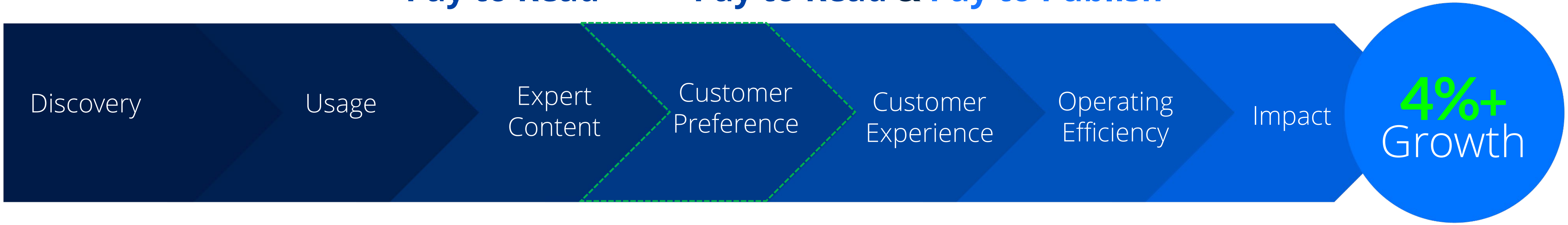
Pay to Publish

Experts pay processing fee for publisher to validate, publish, curate and host content

Growth drivers of Open Research:

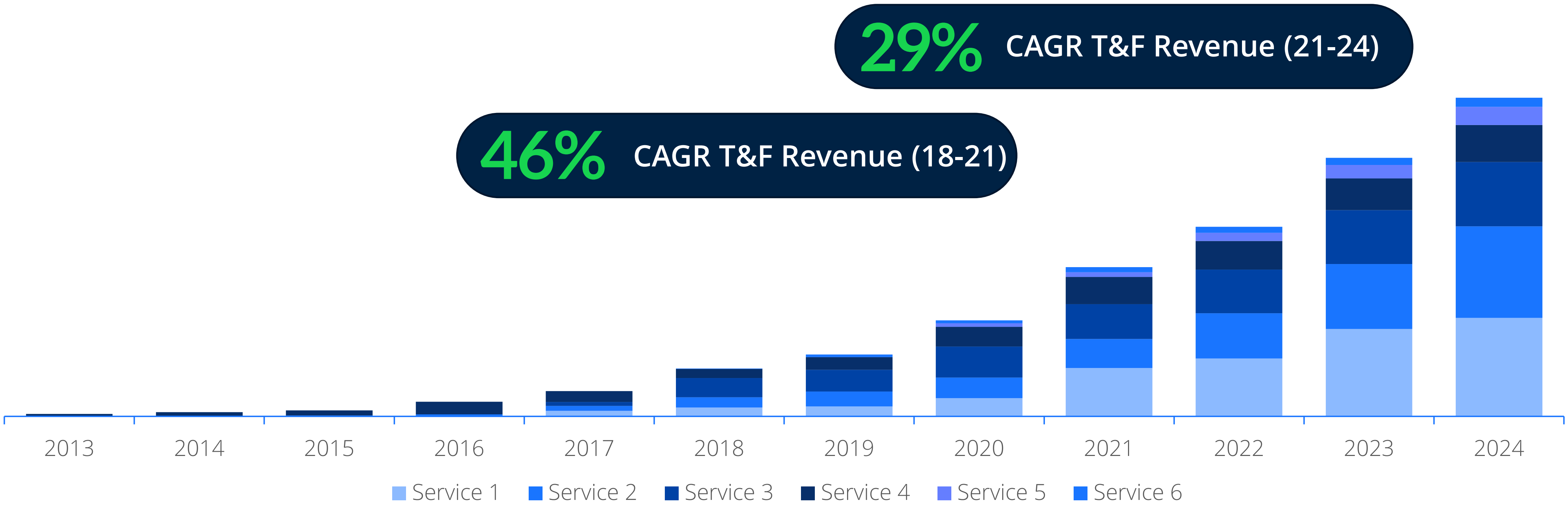
- Attracts Funding Diversity
- Facilitates Increased Publication Volumes
- Drives Interdisciplinary Usage
- Enhances Real World Application
- Invites Geographical Diversity

Pay to Read ⟶ Pay to Read & Pay to Publish

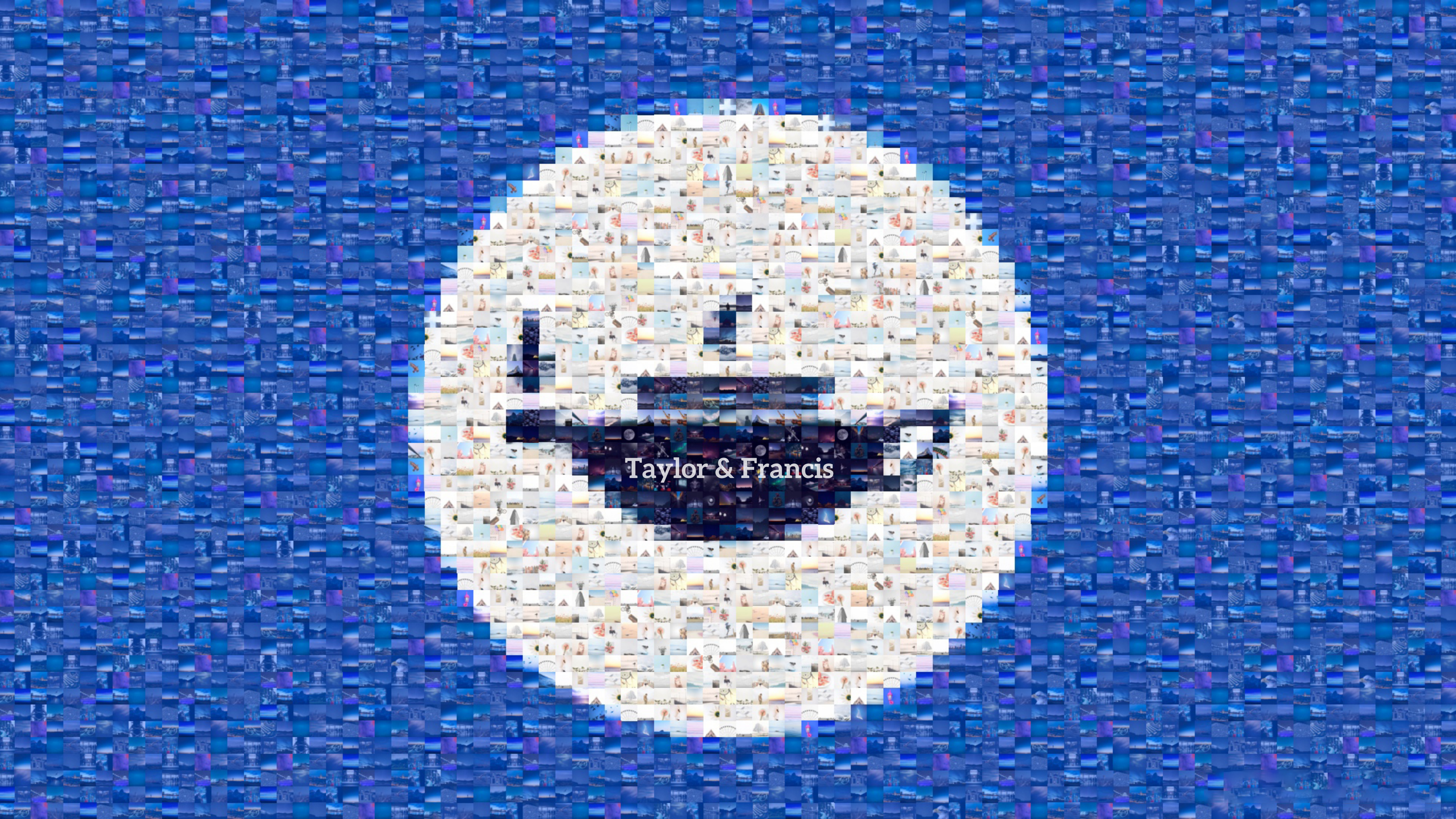


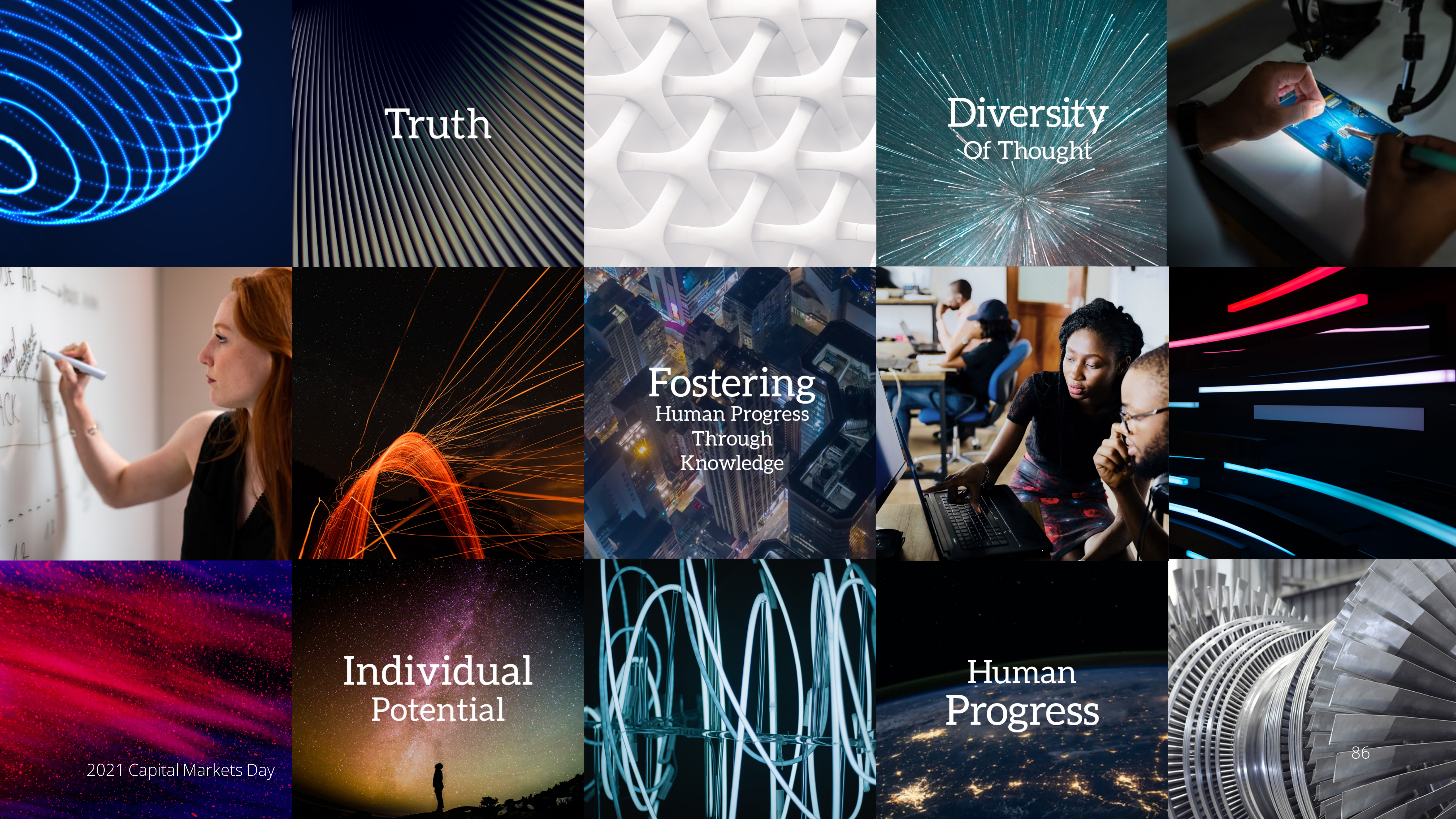
Pay to Publish (Open Research) Revenue Growth (£M)

Satisfying Customer Preferences Through a Range of Services

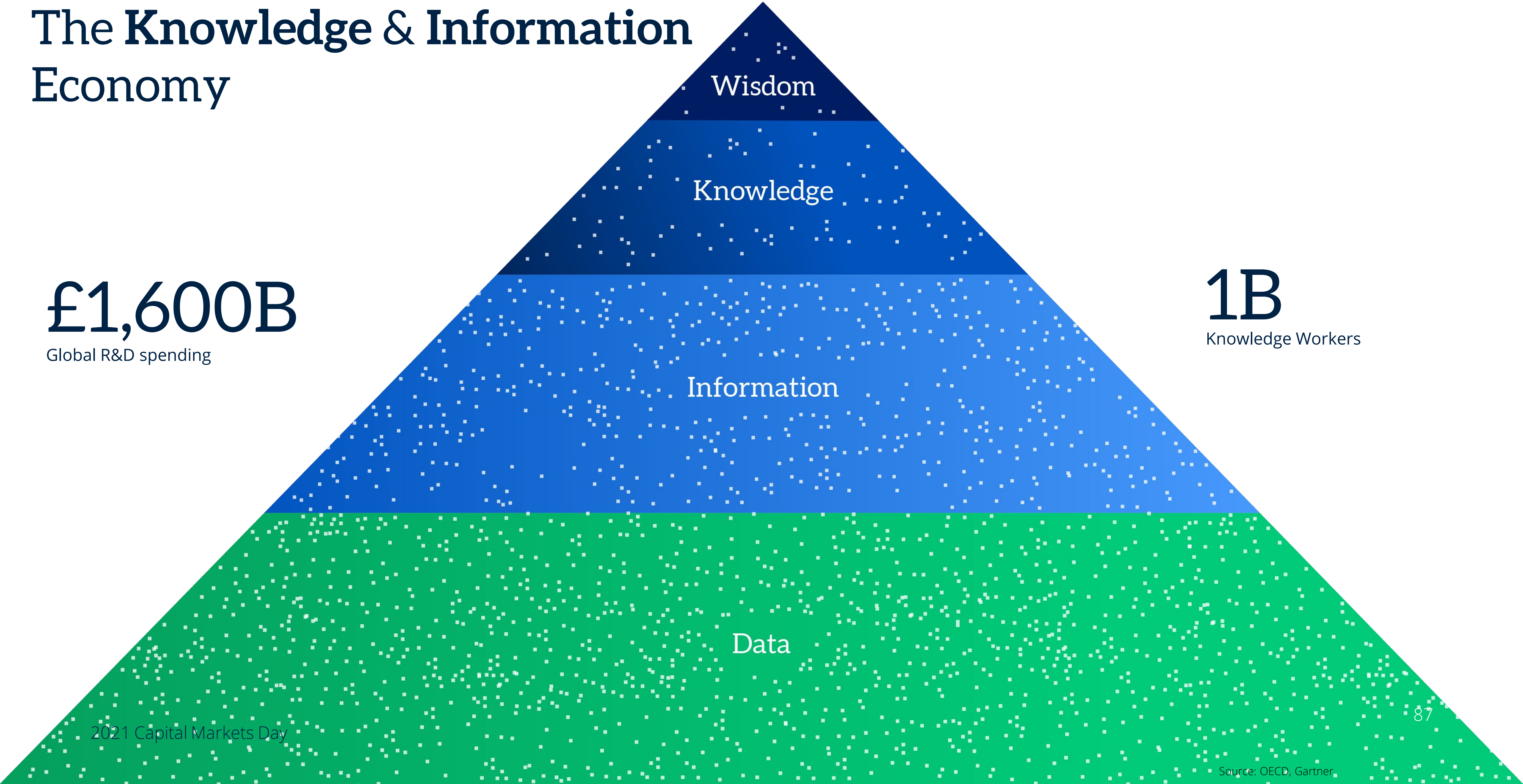


Open Research Volumes Across the Sector are Accelerating: 10% YoY in 2017; 24% YoY in 2020


Taylor & Francis


Truth
Diversity
Of Thought
Fostering
Human Progress
Through
Knowledge
Individual
Potential
Human
Progress

The **Knowledge** & **Information** Economy



£1,600B
Global R&D spending

1B
Knowledge Workers

Source: OECD, Gartner

Expanding Addressable Market

for Knowledge Services

£13B
Annual Library Market:
Market Spend on books and journals
Pay to Read

£60B
Annual
New Research Grants
Pay to Publish

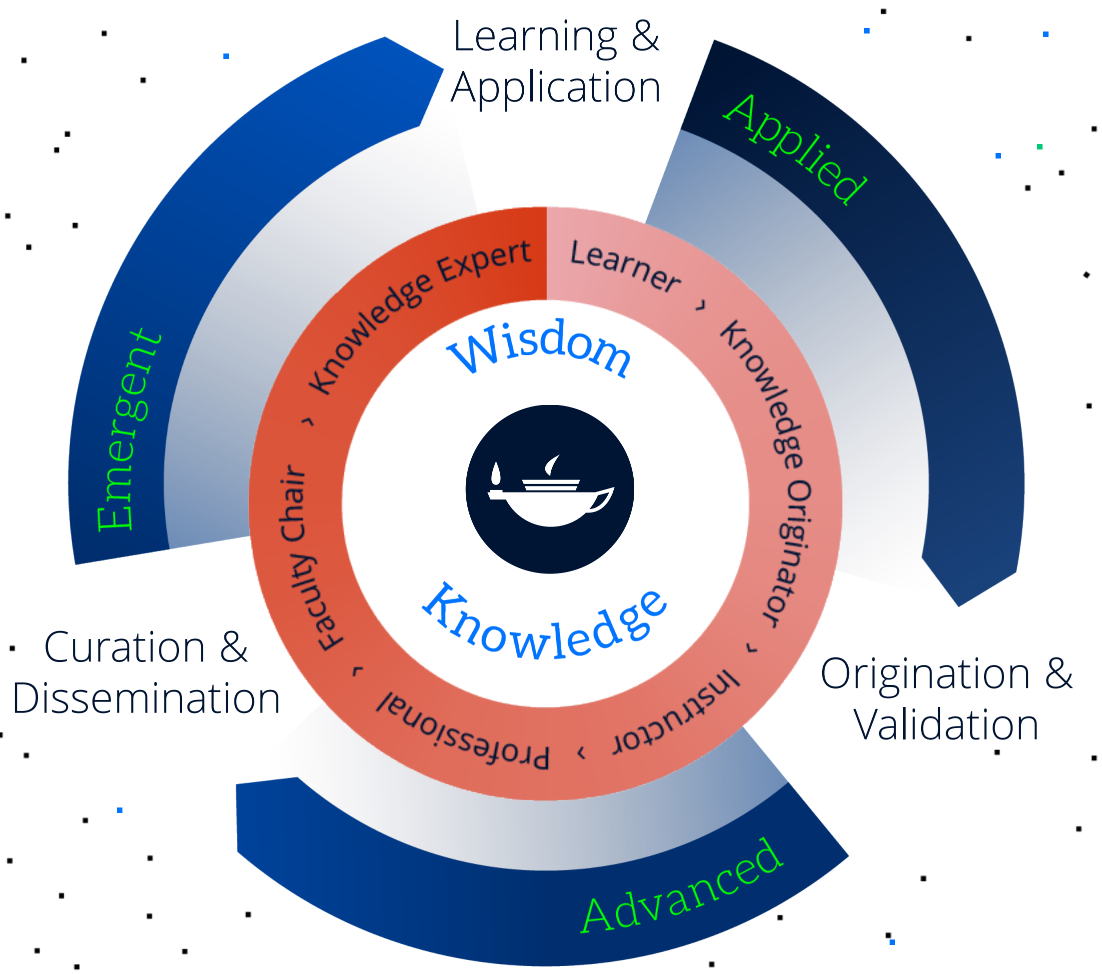
Source: Dimensions AI, EY Parthenon/SIMBA

Academic Knowledge Services

Pay to Publish
Researcher Services

Journal Publishing

- Open Research
- Open Books
- Publishing Platforms
- Readership Services
- Curation Services
- Editing Services
- Data Services



Pay to Read
Advanced Learning

Book Publishing

- Enhanced eBooks
- Readership Services
- Digital Learning Material
- Curation Services
- Data Services

Established Revenue Stream

Nascent Revenue Stream

The Customer

Published Outputs

8.9M Experts

Consumes content in **textbooks**

Consumes **journals** and **research monographs** in speciality topic

Monograph translated into Spanish and Mandarin

Publishes **research protocols** and **data notes**

Creates and publishes **conference posters**

Re-uses published **data**

Authors **academic handbook**

Authors multiple **books** and **articles (including reviews & reports)**

Joins a **journal** editorial board

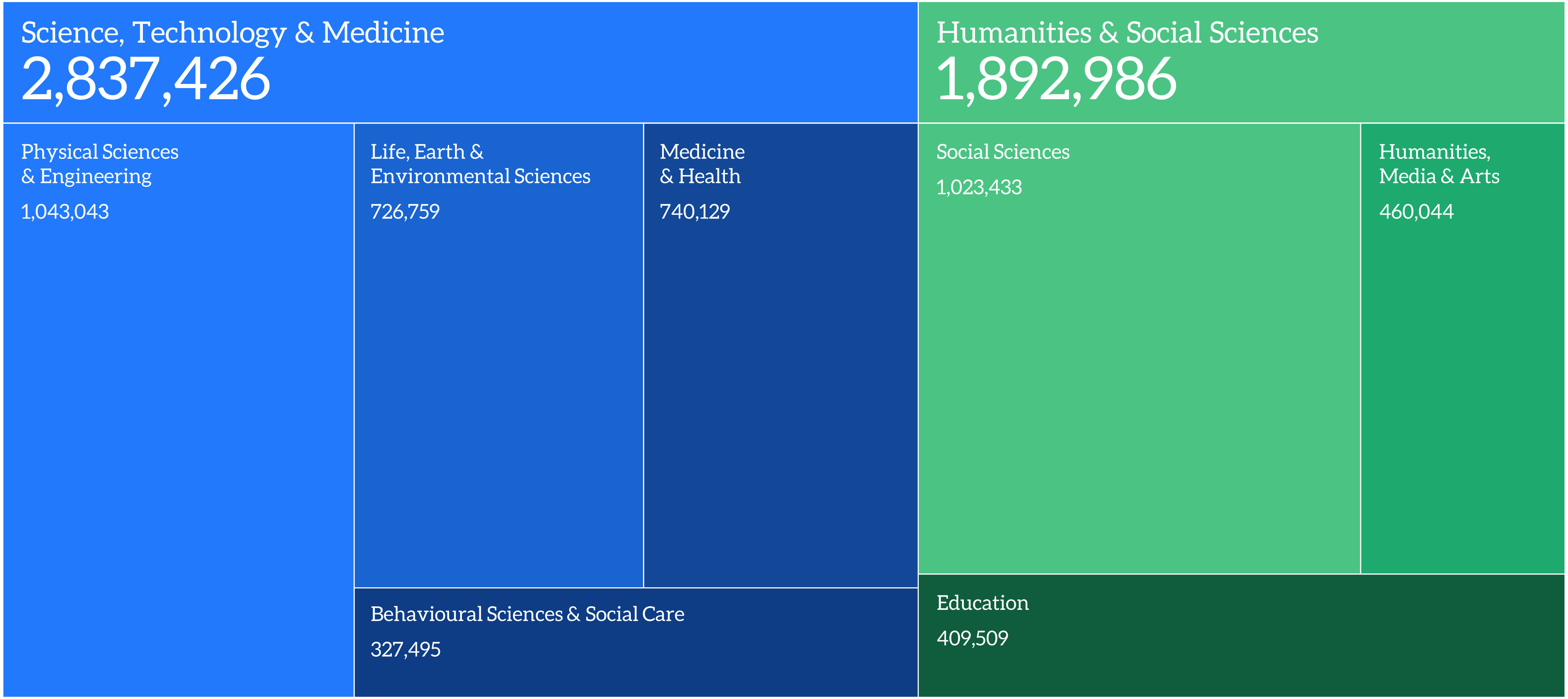
Publicly shares **data**

Consumes **policy** and **technical materials** for professional development

Peer reviews **articles** regularly

Source: UNESCO

Content Assets: 5M+ Outputs



Taylor & Francis Group
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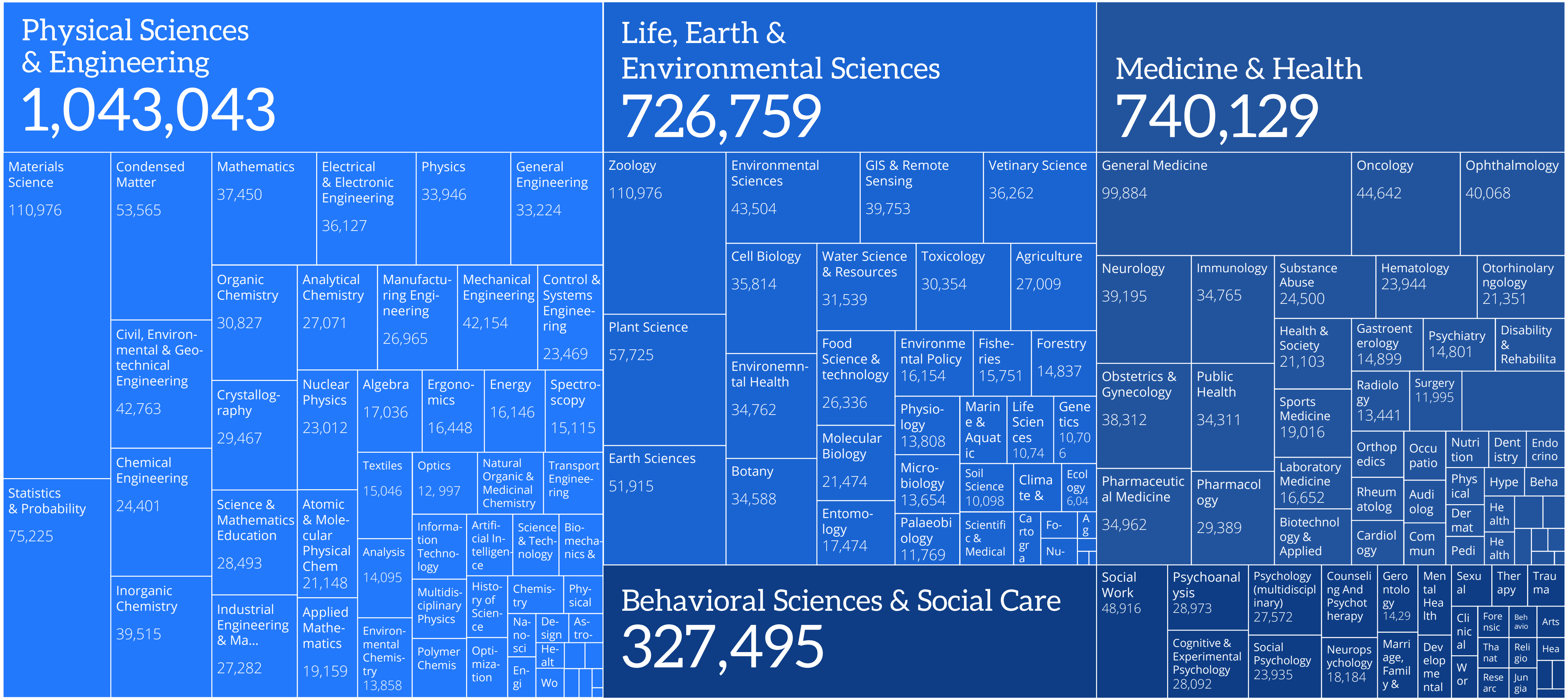
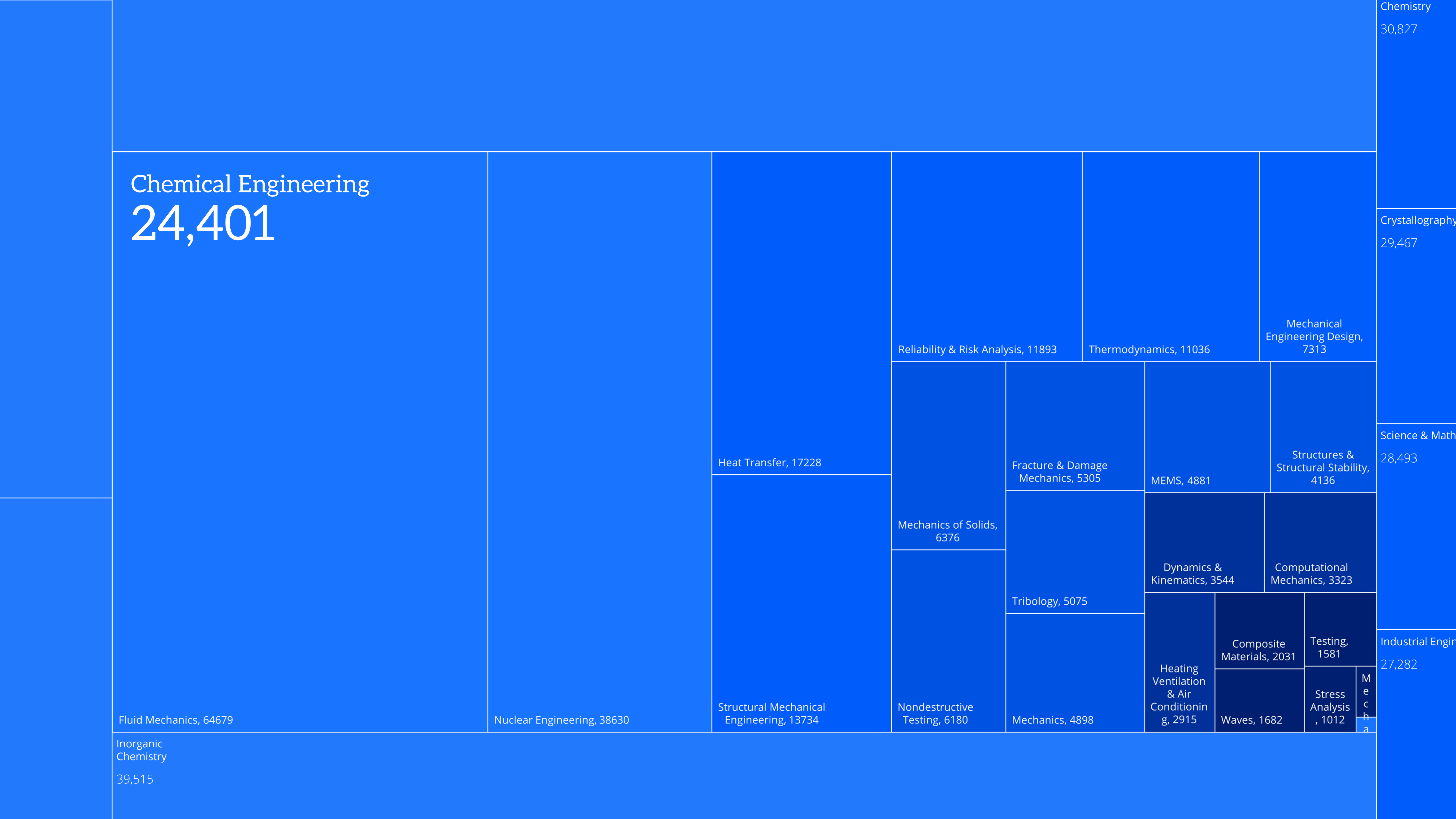


Taylor & Francis Group
an informa business

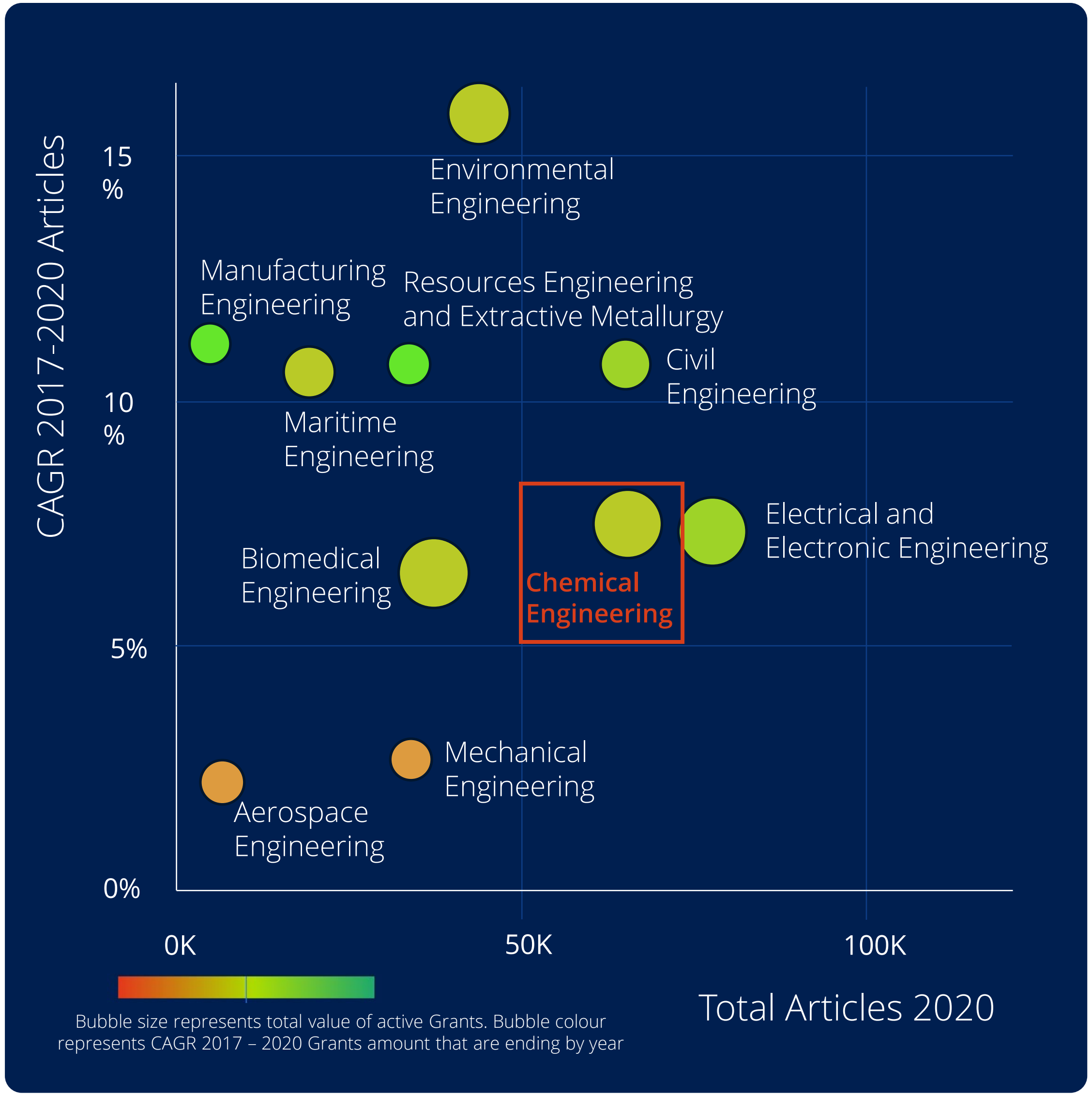

Chemistry
30,827
Crystallography
29,467
Science & Math
28,493
Industrial Engin
27,282
Chemical Engineering
24,401
Fluid Mechanics, 64679
Nuclear Engineering, 38630
Heat Transfer, 17228
Structural Mechanical Engineering, 13734
Reliability & Risk Analysis, 11893
Thermodynamics, 11036
Mechanical Engineering Design, 7313
Mechanics of Solids, 6376
Nondestructive Testing, 6180
Fracture & Damage Mechanics, 5305
Tribology, 5075
Mechanics, 4898
MEMS, 4881
Structures & Structural Stability, 4136
Dynamics & Kinematics, 3544
Computational Mechanics, 3323
Heating Ventilation & Air Conditioning, 2915
Composite Materials, 2031
Waves, 1682
Testing, 1581
Stress Analysis, 1012
Mecha
Inorganic Chemistry
39,515

Tracking Funding Flows to Publication Volumes

Chemical Engineering

Increase (11% CAGR) in funding values drives publication growth (8% CAGR)

Subject area	Total Value Grants Active in 2020 USD $B	Value Grants Ending 2019/20 Blended USD $M	3 Yr CAGR Value Grants by Ending Year	2020 Articles	3 Yr CAGR Articles
Biomedical Engineering	$6.4bn	$1213M	0%	32K	7%
Electrical and Electronic Engineering	$6.1bn	$1397M	9%	74K	8%
Chemical engineering	$4.8bn	$1062M	11%	51K	8%
Environmental Engineering	$4.0bn	$732M	3%	42K	16%
Civil Engineering	$3.1bn	$778M	9%	61K	11%
Manufacturing Engineering	$2.3bn	$513M	8%	17K	11%
Resources Engineering and Extractive Metallurgy	$2.0bn	$639M	28%	25K	11%
Aerospace Engineering	$1.1bn	$361M	-7%	4K	3%
Maritime Engineering	$0.9bn	$120M	40%	5K	11%
Mechanical Engineering	$0.9bn	$275M	-5%	32K	3%

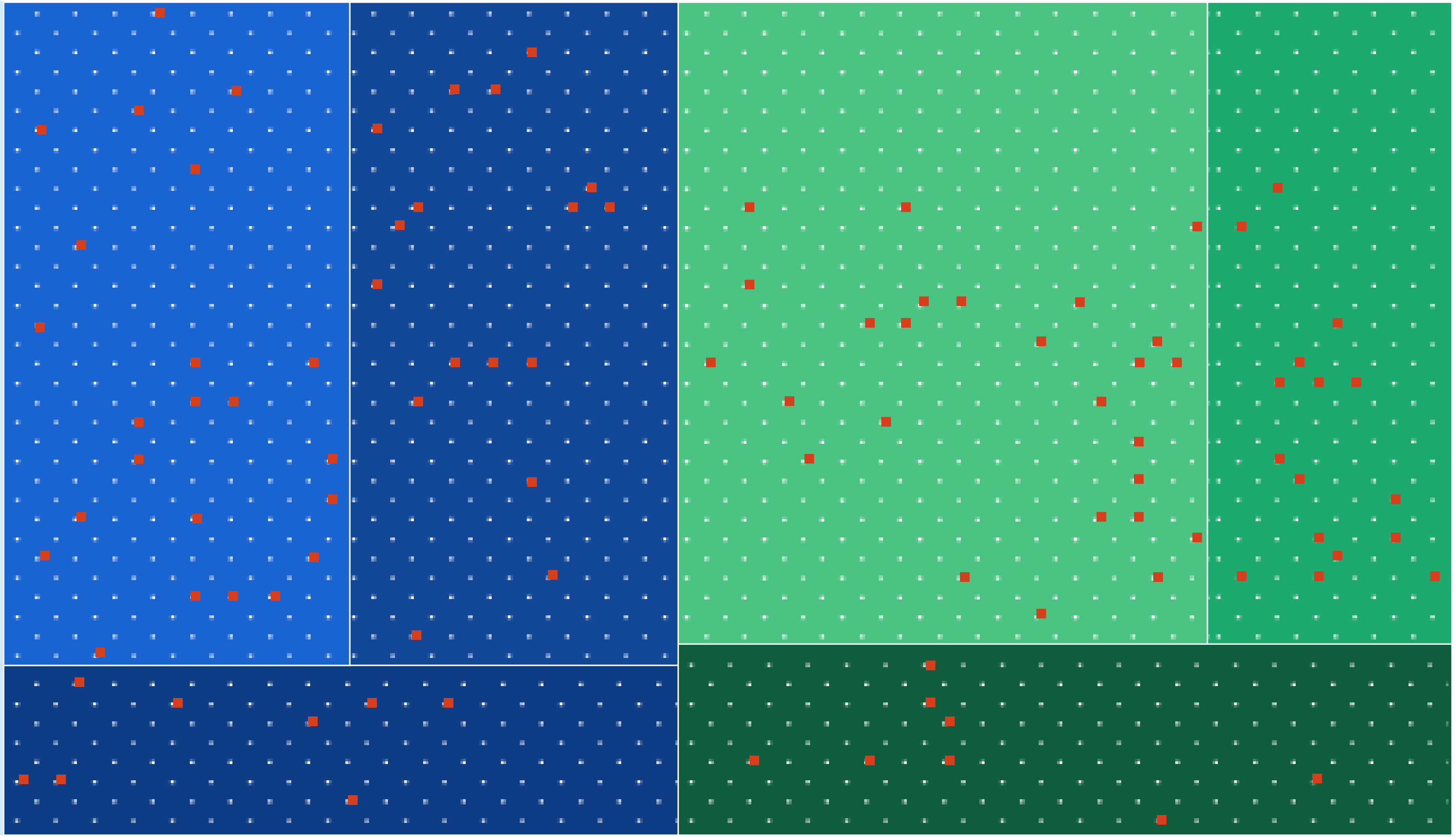


Source: Dimensions AI

Enabling Interdisciplinary Research: 480K Concepts Across our Corpus

Smart City Collection: 180K References across 70K Articles

- Carbon Extraction
- Lithium Ion
- Freedom of Speech
- Organic Architecture
- Smart Cities
- Protein-Coding Genes
- Micro-Lending
- Autism
- Environmental Design
- Pre-School Education
- Tidal Erosion
- Hepatocellular Carcinoma
- Langerhans-Cells
- Formic Acid



Source: Dimensions AI

10YR Modernisation Journey – driven by GAP I + gap II

Foundations
2014– 2022

Transition
2020 – 2022

Transformation
2022 – 2024

Acceleration
2024+

Modernization

Digital-First Culture and End-to-End Digital Value Chain
Dynamic Build Capability for New Collections in Support of Digital Learning
Zero-Touch Back Office Optimization

End-to-End Digital Customer Journey and Optimized User Experience
Open Research Submission Acceleration
Expansion of Academic Knowledge Services
Master Data Architecture to Drive Data as an Asset

Investments

Pay-to-Read

- Enablement of rapid product builds in emergent disciplines
- Enablement of multi-learning format types
- Feature rich optionality and zero-touch fulfilment/ invoicing for Librarian services

Pay to Publish

- Tracking the flow of funds for customer accountability and confidence
- Scaling for speed + quality of validation via use of AI
- Scaling for efficiency, experience for frictionless submission process
- Data-driven analytics to optimize customer experience, lifetime value

Print on Demand

Unified Architecture, Customer Experiences and Expert Loyalty Programs

Dynamic Curation On-Demand

Fit for Purpose Digital Infrastructure, and Zero-Touch Service Enablement

Continuous Improvement

Revenue Growth:
Under 2%

Revenue Growth:
4%+

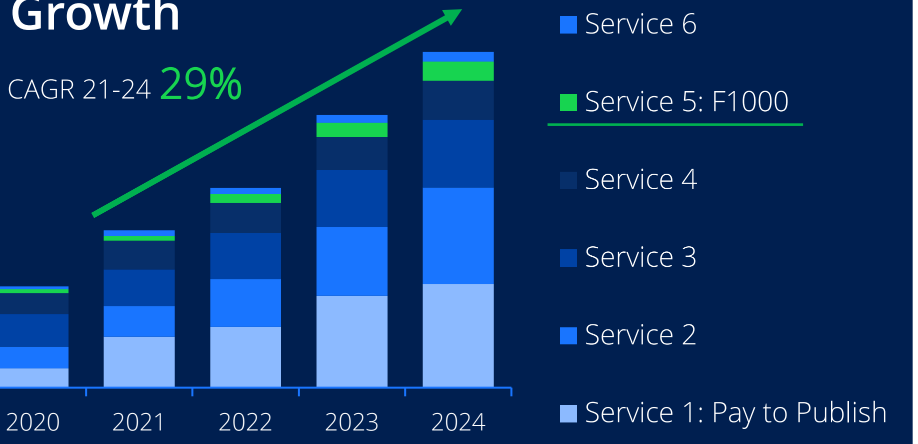
Growth mapped to **£13B** Library Budgets

Growth mapped to **£13B** Library and **£425B** Active research grants

Revenue Growth and Revenue Mix

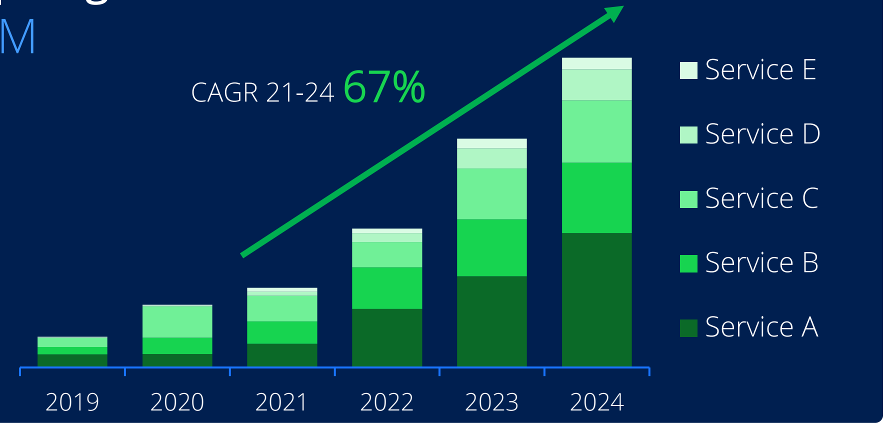
Open Research Revenue Growth

£M



Spotlight on Customer Preference in F1000

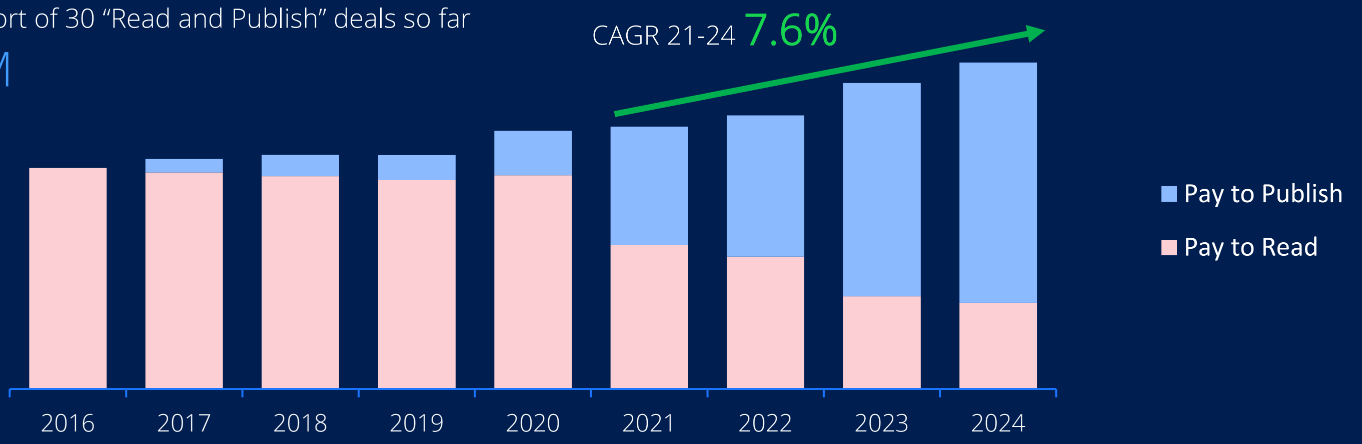
£M



Spotlight on Pay to Publish

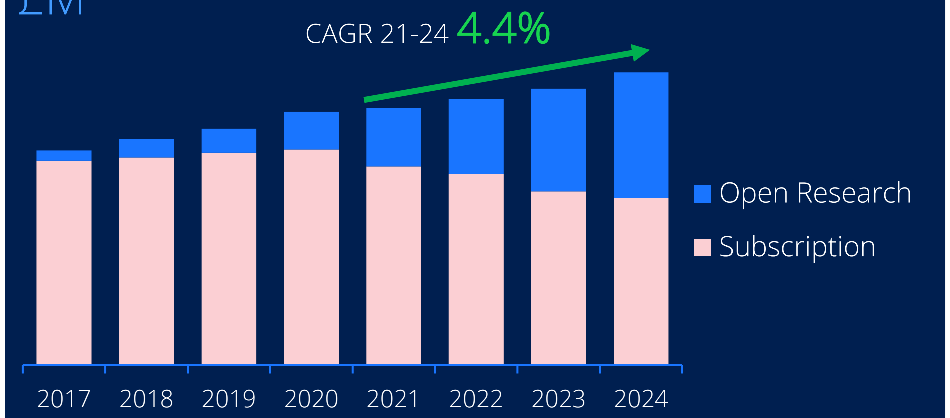
Cohort of 30 "Read and Publish" deals so far

£M



Total Article-based Revenue Streams

£M



Responding to Diversity in Customer Demand

Analogue v Digital	
2024	17% | 83%
2021	22% | 78%
2017	30% | 70%

Institution v Retail	
2024	76% | 24%
2021	74% | 26%
2017	70% | 30%

Intermediaries v Direct	
2024	55% | 45%
2021	64% | 36%
2017	78% | 22%

Product v Service	
2024	76% | 24%
2021	87% | 13%
2017	97% | 3%

Librarian v Non-Librarian Market	
2024	52% | 48%
2021	58% | 42%
2017	61% | 39%

Pay to Read v Pay to Publish	
2024	58% | 42%
2021	77% | 23%
2017	93% | 7%

FASTER FORWARD Environmental, Social & Governance

Faster to Zero

2021

100% CarbonNeutral® Print Books & Journals

75% Plastics removed from journal packaging

2024

100% CarbonNeutral® Across all products

100% Plastics removed from journal packaging

2030

T&F Net Zero and Zero Waste

Accessibility

'Connecting the Disconnected'

The leading publisher for accessible content:

121,000 Content uses by users with a disability in 2021

Certified by the leading body ASPIRE and the winner of the 2021 ABC International Excellence Award for Accessible Publishing

Driving Diversity of Global Authors

4-year author CAGR by region

16%	Africa	12%	Central and South America	10%	India
5%	Asia	18%	China	9%	Middle East
1%	Australasia	1%	Europe	2%	North America

2020 T&F Value Chain Metrics

Alexa Ranking
3rd
Publisher, ranked
#550

5K academic publishers
2B websites
30T web pages globally

24% Platform user sessions 384m

9% Returning unique platform users 43.5m

4% Articles hosted on T&F platforms 4.3m

52% Content views

27% Submissions

10% Book titles available 161k

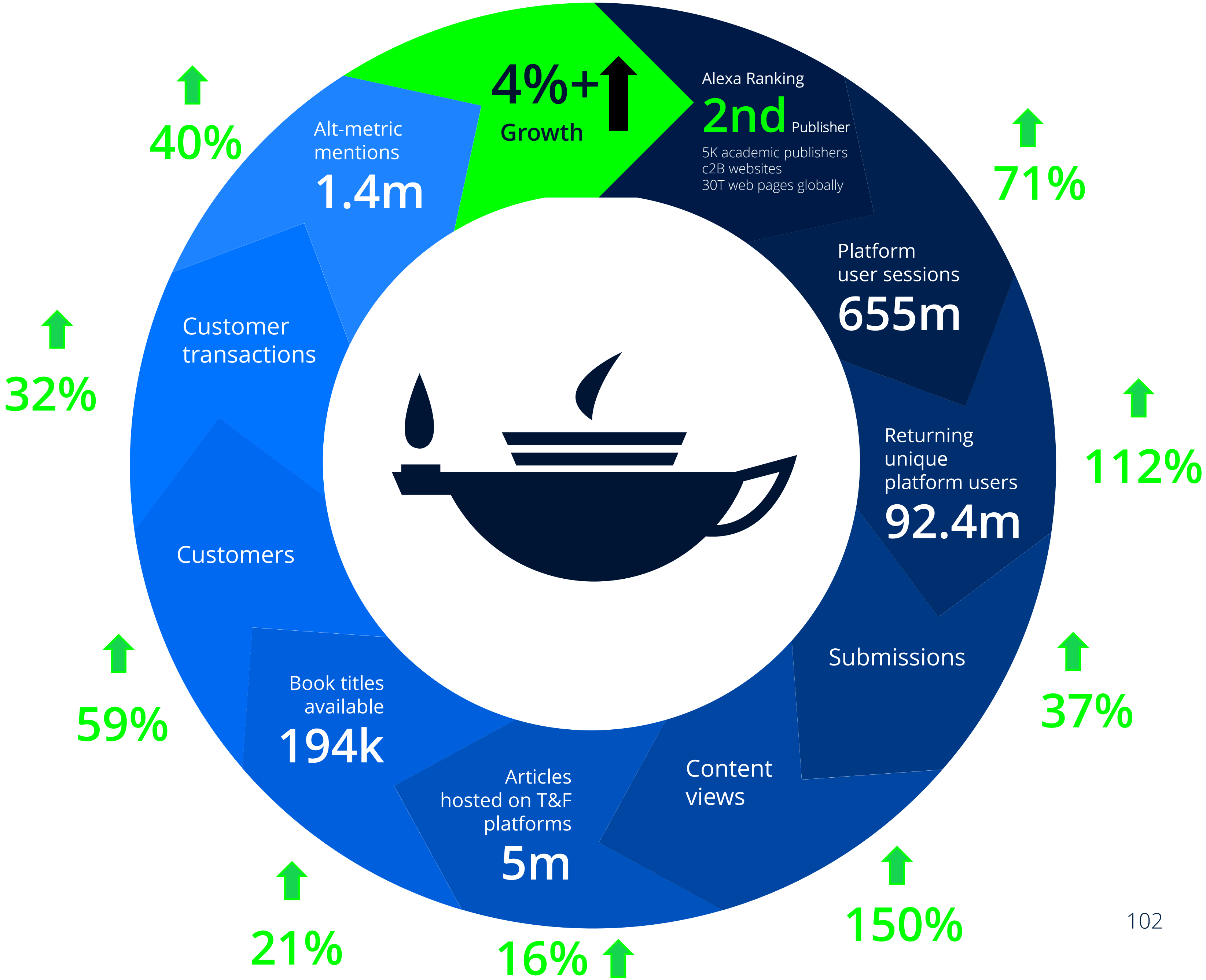
21% Customers

19% Customer transactions

16% Alt-metric mentions 1.02m

Value Chain Metrics – 2024

Increase against 2020



Summary

Taylor & Francis: A Global Knowledge Brand

- Serving a Growing Knowledge Economy
  £501B to **£1.6T** since 2000
- Modern Data and Technology Foundations
- Curating a Deep, Highly Diverse, Specialist Corpus of Content Assets **5M+** Units
- Expanding Addressable Market to Academic R&D **c£60B** Annual Research Funding & **£13B** Library Spend on Books and Journals
- Responding to Diversity of Customer Preferences
- Mitigating Risks to Changes in Funding
- Preserving Value with Library Customers
- Elevating Revenue Growth Target to **4%+** by YE 2024

At Run Rate Growth in Every Revenue Category to Achieve 4%+ Growth Target

Source: OECD, Dimensions.AI, EY Parthenon/SIMBA

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Q&A

Thank You