

2019 Investor Day

Depth & Specialisation

10 May 2019

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The Informa Group



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

Specialist Markets: Pharma Focus

Linda Blackerby & Ramsey Hashem

Culture Question Time

Eleanor Souster & Panel

Resilience & Strength through Specialist Knowledge

Annie Callanan & Team

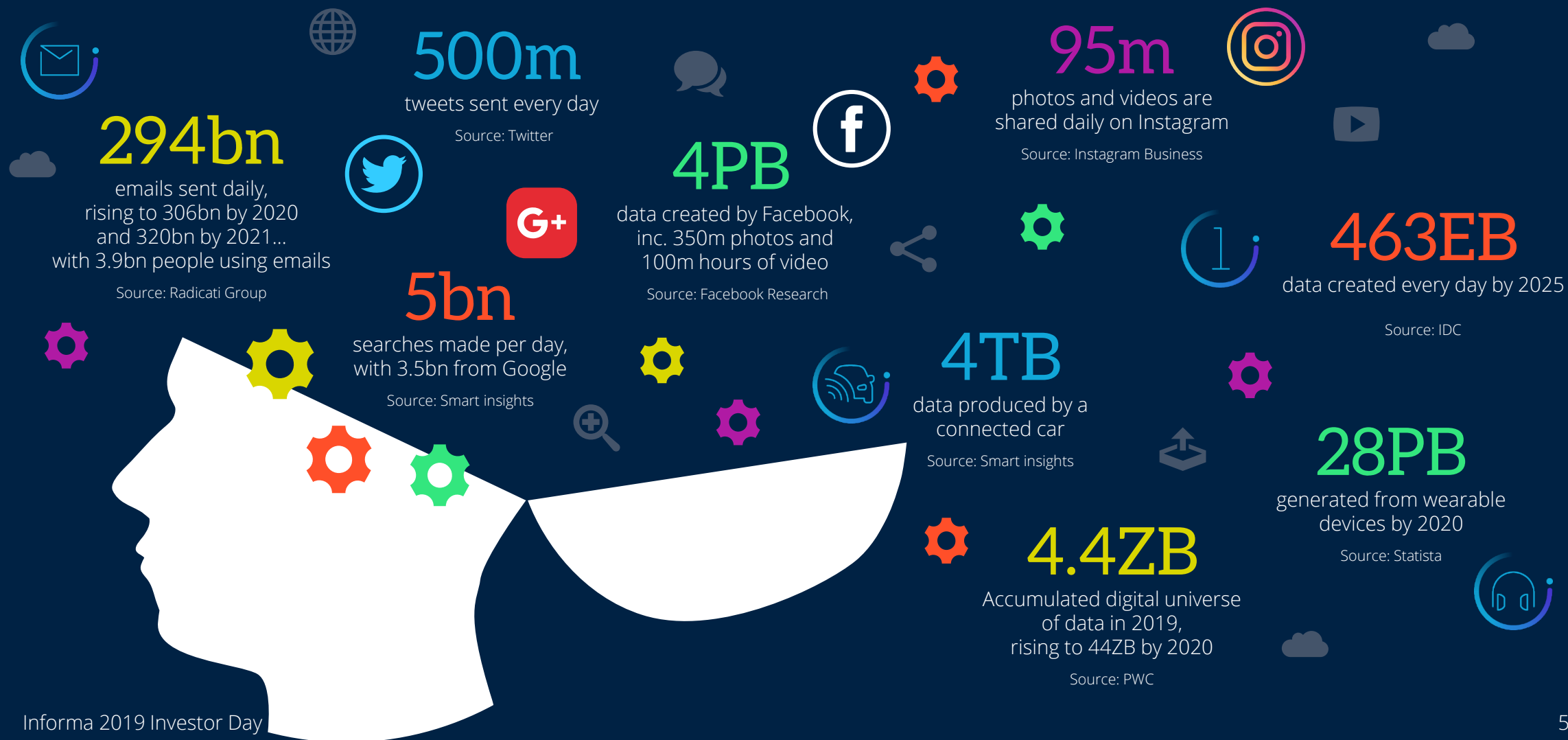
Reformatting the Programme around Specialist Markets

Gary Nugent, Marco Pardi & Carolyn Dawson

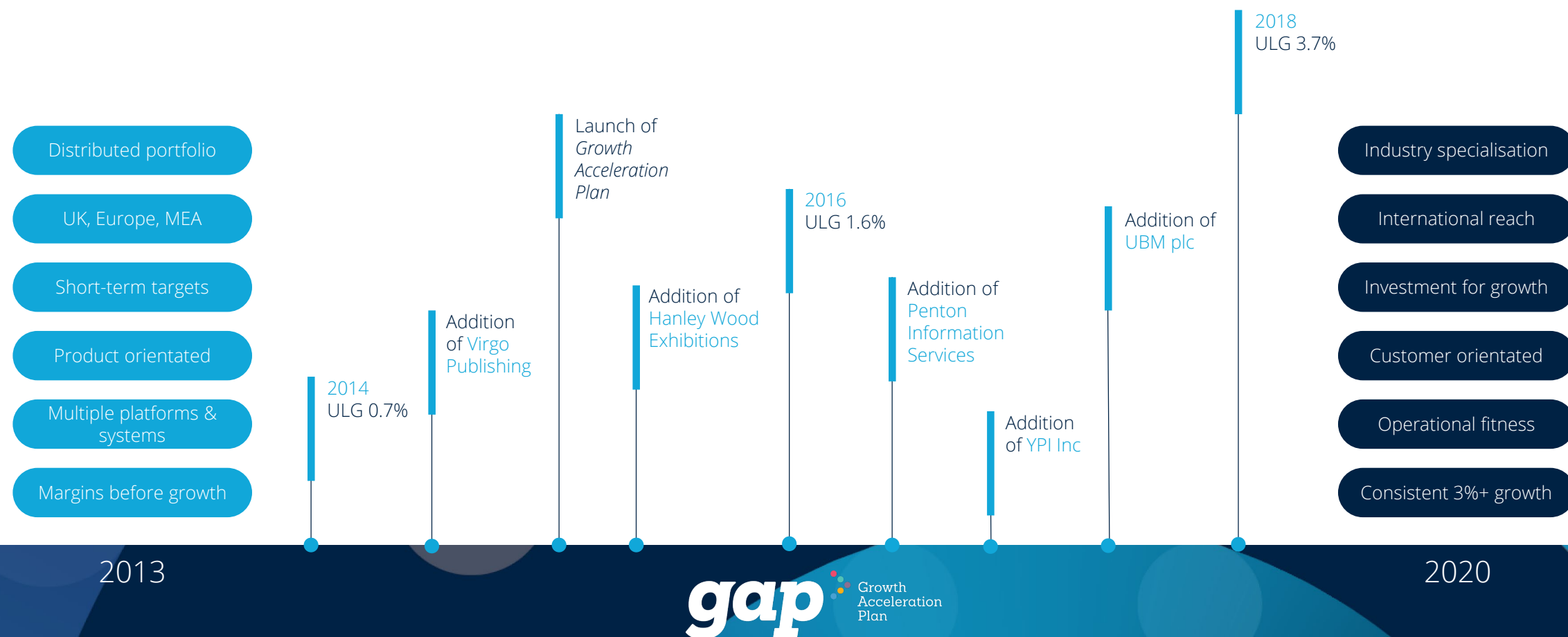
Wrap-Up

Stephen A Carter

The Knowledge & Information Economy



Informa's Journey to Depth & Specialisation



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



Range of
B2B Brands
& Services

Events

ESCA BONA

Vitafoods Europe

Hi Health ingredients Europe

Hi Health ingredients China 健康天然源

Ni Natural ingredients

Vitafoods Asia

Natural Products EXPO WEST

SupplySide EAST

SupplySide WEST

Natural Products EXPO EAST

Fi Food ingredients South America

Fi Food ingredients Global

Fi Food ingredients Asia

Fi Food ingredients India

Fi Food ingredients Europe

Data & Insight

NFM

New Hope NETWORK

NEXT

MarkitMakr

V Vitafoods INSIGHTS

Media

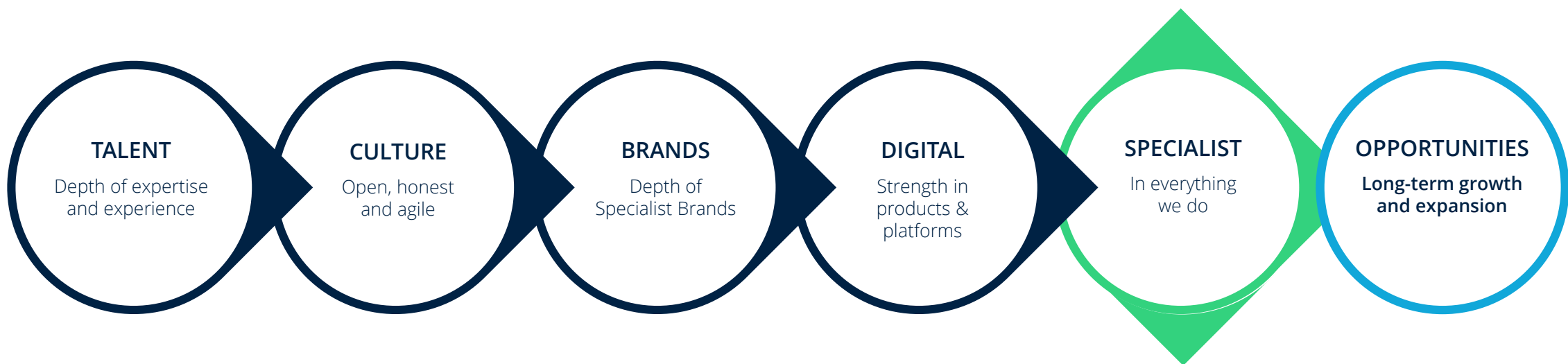
NATURAL PRODUCTS INSIDER

NBJ NUTRITION BUSINESS JOURNAL

iN 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

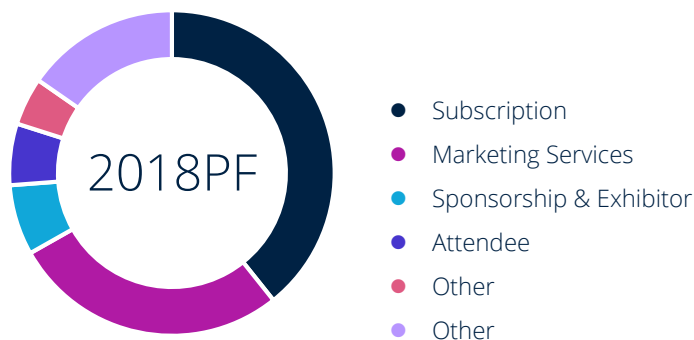
c.2.5%
Underlying Growth

c.8%
Group Revenue

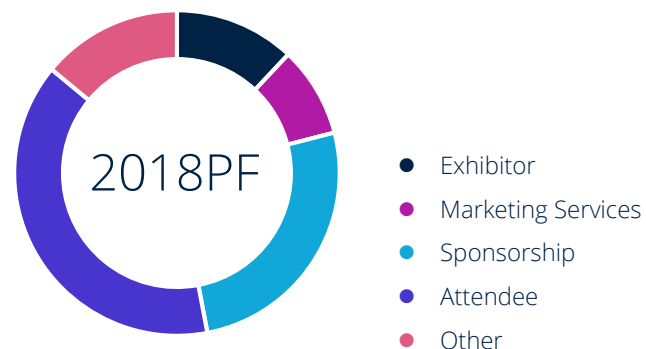
1,100+
Colleagues

+19%
YoY digital audience

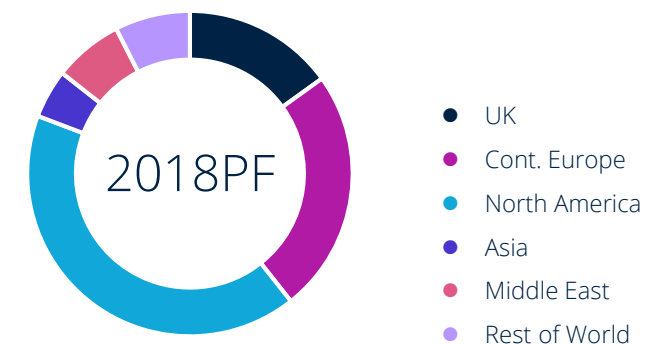
Revenue by vertical



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

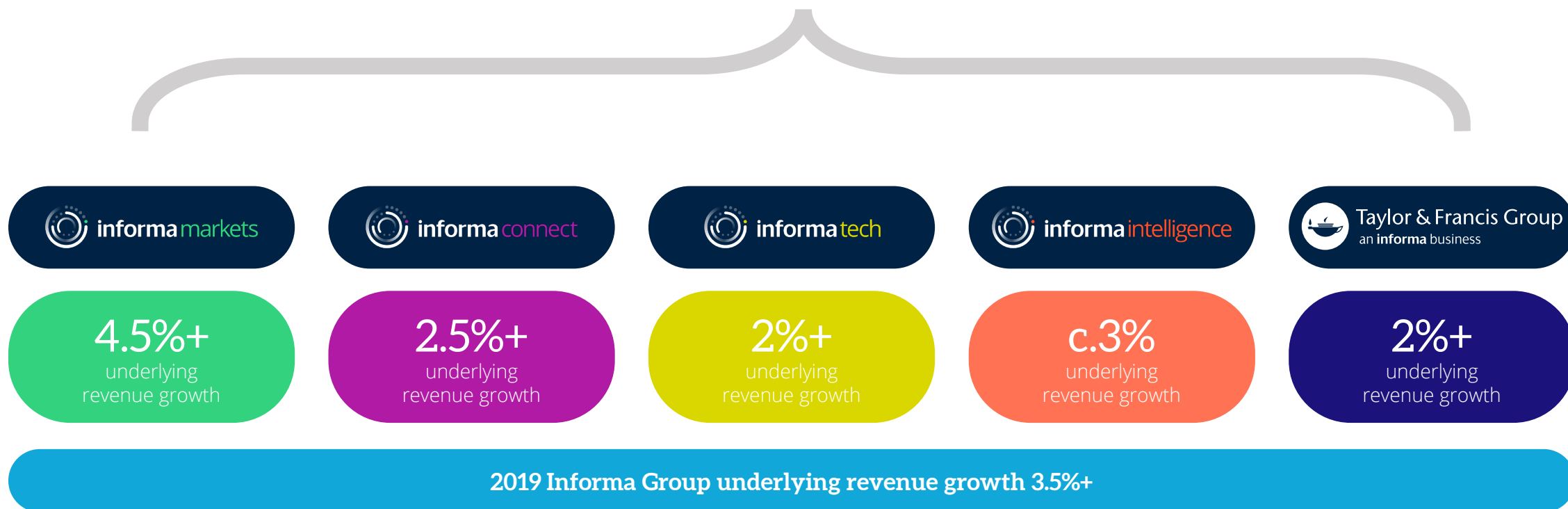
Focus on returning to our target leverage range of 2.0-2.5x Net Debt / EBITDA

Delivery

Focus on delivering financial and operational targets, including on synergies

Delivery: 2019 Growth Outlook

2019 Performance & Growth



Accelerated Integration Plan: 12 month programme



Capital Allocation Framework for Enlarged Group



Agenda

Depth & Specialisation

Stephen A Carter

Strength & Growth from Specialisation

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Specialist Markets: Pharma Focus

Adam Andersen

Specialist Markets: Fashion Focus

Mark Temple-Smith & Colette Tebbutt

Specialist Markets: China Focus

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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

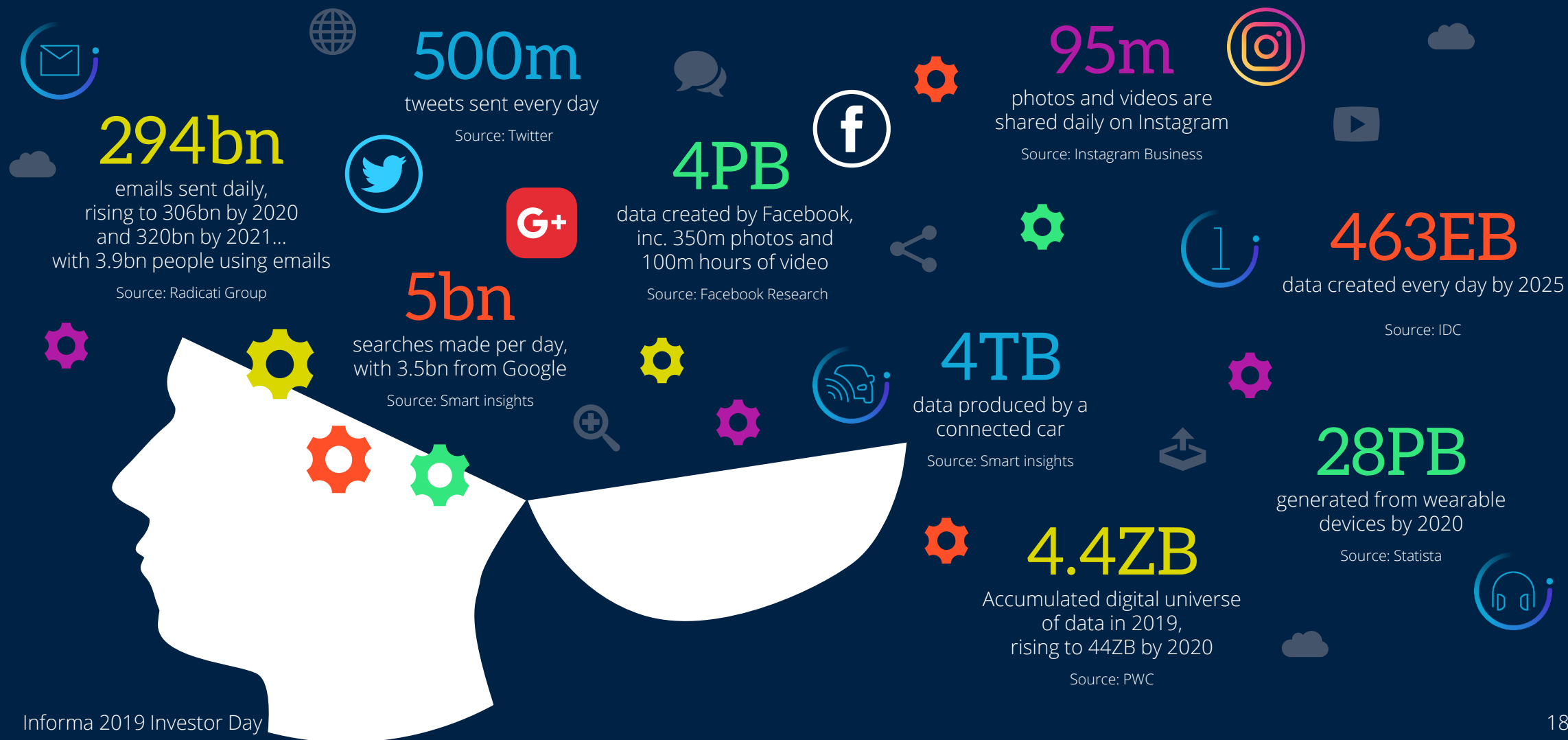
Fashion Industry Advisor



Margaret Ma Connolly

CEO, Asia

The Knowledge & Information Economy



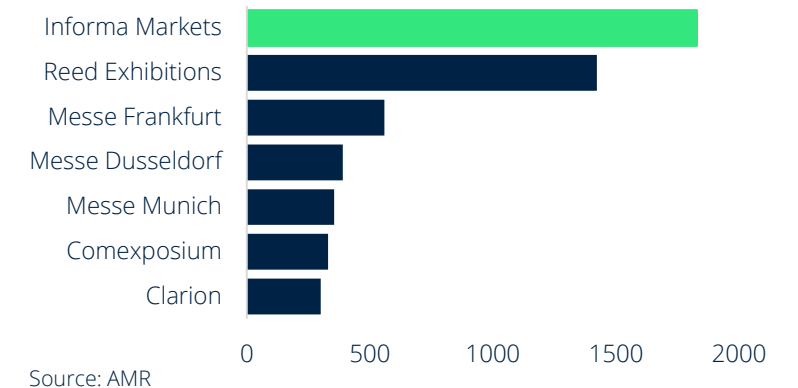
Exhibitions Market & The Power of Face-to-Face

-  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)



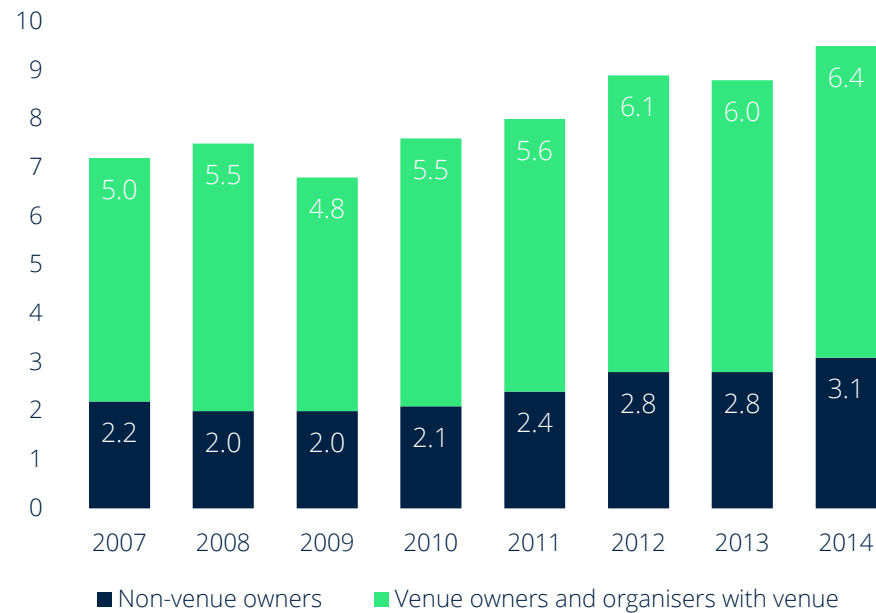
Leading Exhibition Organisers (\$m)



Large, growing and fragmented market with attractive characteristics

Performance Through the Cycle

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



Cycle pattern
(regional / global)
B2B v B2C
Vertical mix
Quality of brands
Advance bookings
Customer relationships

Typical Cost Mix

ORGANISER		EXHIBITOR	
Total Costs	100	Total Costs	100
Venue	35	Raw Space	25
Marketing Related Costs	10	Stand Related Costs	25
Staff Related Costs	30	Travel / Hotels / Entertainment	50
Office & Other	25		

Source: Company Reports, jwc research, jwc estimates

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

The Informa Markets Journey

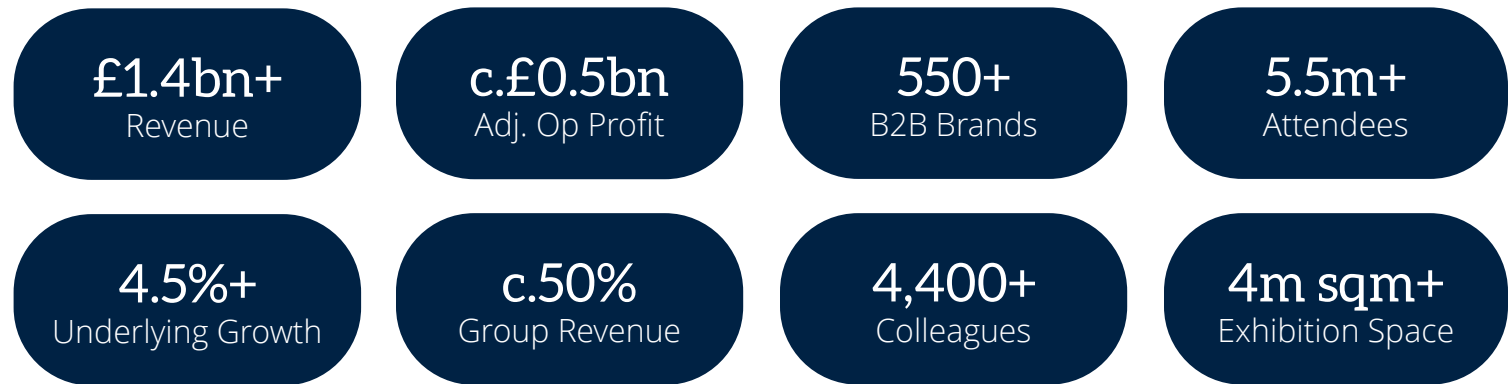
Exhibitions Revenue

Americas
Asia
Middle East
Rest of World

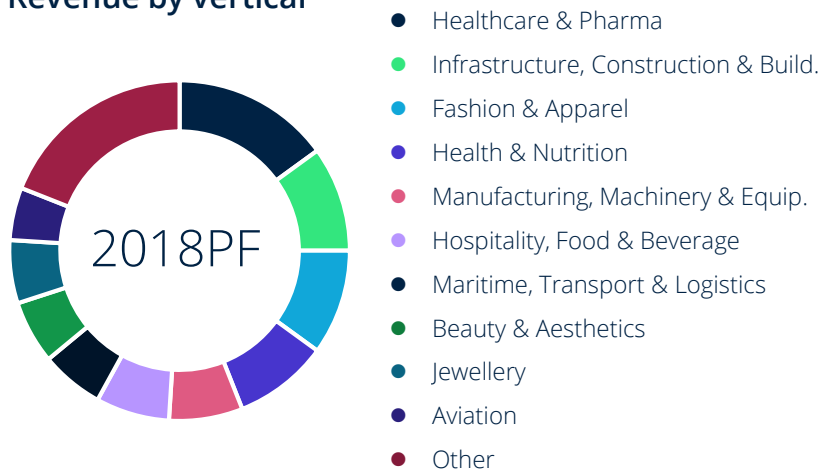


Informa Markets Today

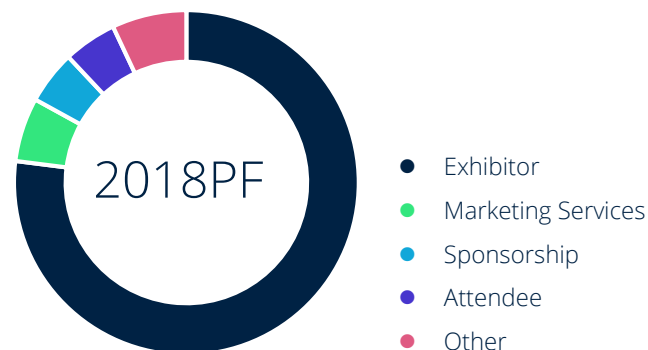
Informa Markets creates platforms for industries and specialist markets to trade, innovate and grow. Through more than 550 international B2B brands, we provide opportunities to engage, experience and do business via face-to-face exhibitions, specialist digital content and actionable data solutions



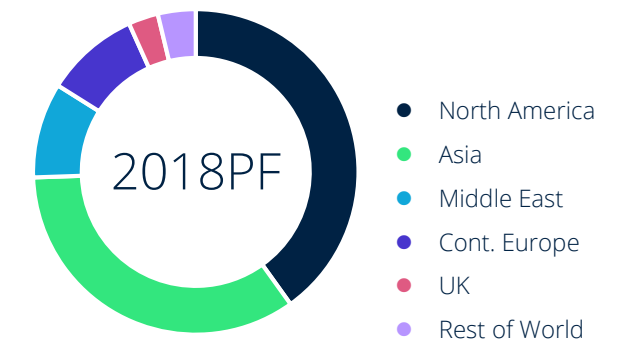
Revenue by vertical



Revenue by type



Revenue by region



Depth in Specialist B2B Brands

Healthcare & Pharmaceuticals



c.£200m

Infrastructure, Construction & Building



c.£140m

Fashion & Apparel

MAGIC

PROJECT

COTERIE



c.£130m

Health & Nutrition



c.£120m

Manufacturing, Machinery & Equipment



c.£100m

Hospitality, Food & Beverage



c.£90m

Maritime, Transportation & Logistics



c.£85m

Beauty & Aesthetics



c.£80m

Jewellery



c.£75m

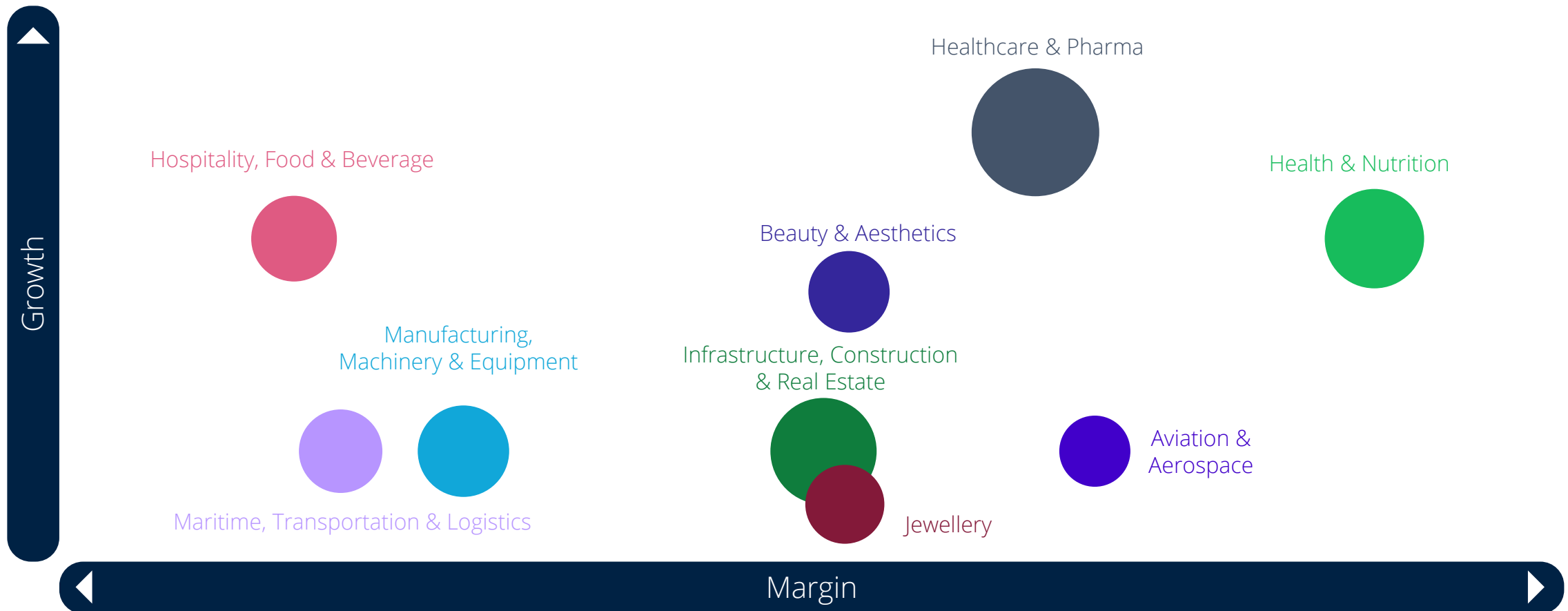
Aviation & Aerospace



c.£60m

Depth in Specialist B2B Markets

Relative Growth and Margin across major verticals



Combination Strength & Opportunities

Build & Buy a scale international exhibitions business

Culture & Brand

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



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

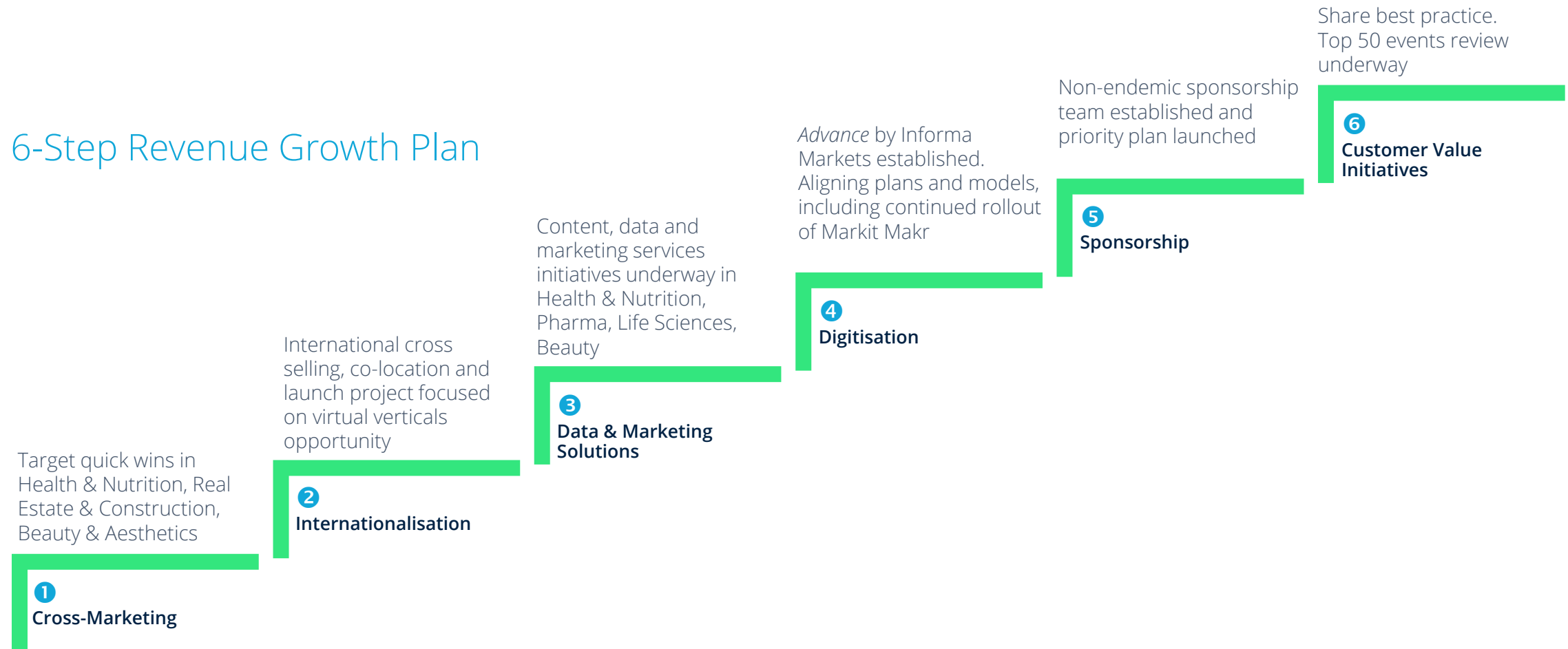
- Increased breadth and depth
- Customer relationships
- Specialist market expertise
- Scale opportunities
- Technology

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



Revenue opportunities from international reach in specialist markets

Revenue Initiatives

6-Step Revenue Growth Plan



② Internationalisation: Virtual Verticals

Vertical	China	ASEAN	India	Middle East	Europe	North America	Brazil	Total £m
Pharma	£20+	< £5	£5 - 10	< £5	£20+	< £5		110
Healthcare	< £5	< £5		£20+		< £5	< £5	80
Food / Hospitality	£20+	£20+	< £5	< £5		< £5	< £5	70
Power		< £5	< £5	£20+		< £5	< £5	40
Packaging*	< £5	£5 - 10	< £5	< £5	< £5	< £5	< £5	35
Concrete	< £5	< £5	< £5			£20+	< £5	35
Agriculture		< £5		< £5		< £5	< £5	25
Manufacturing**		< £5				< £5	< £5	15
Total	55	75	20	85	75	70	30	410

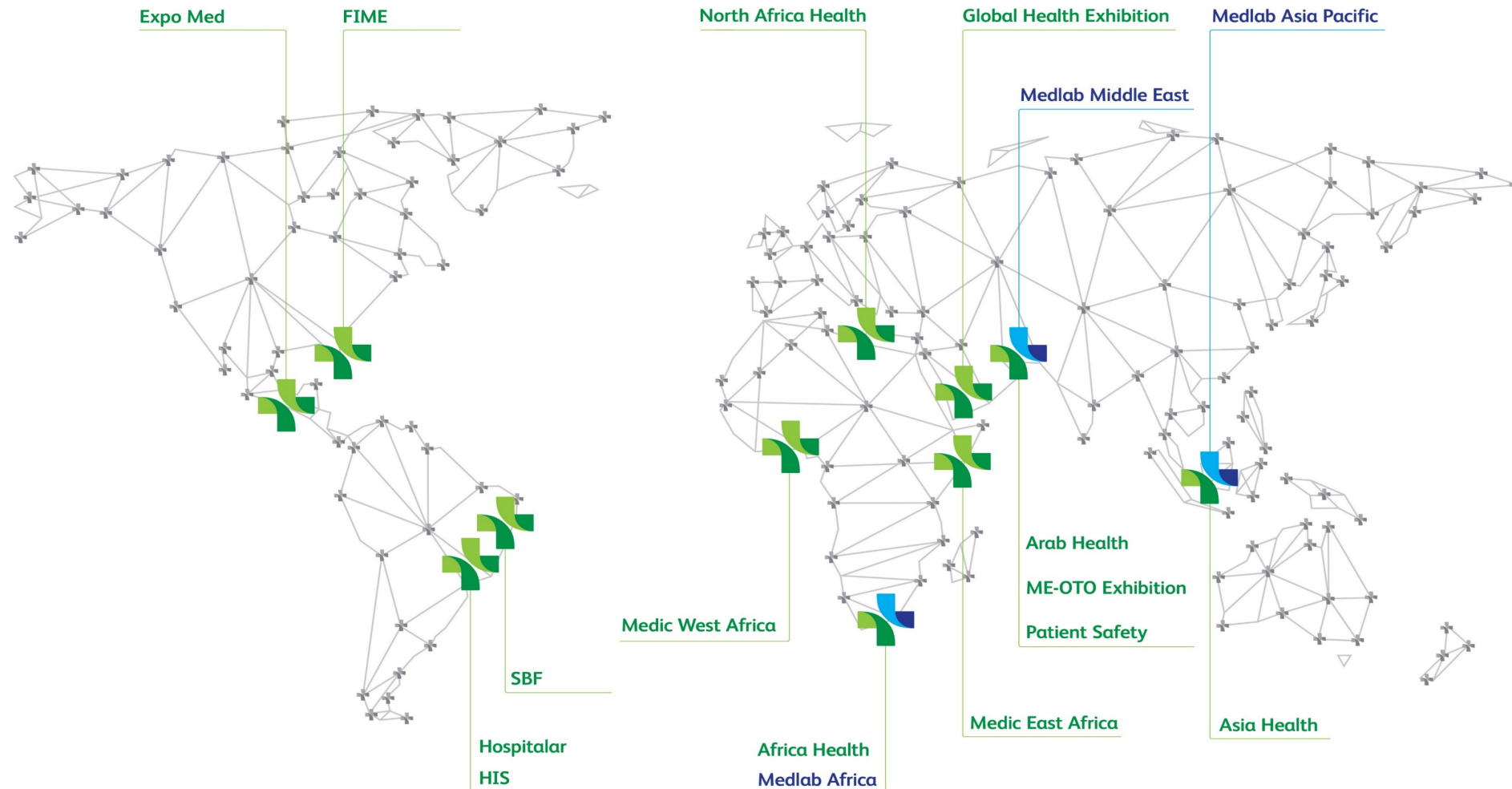
Shading corresponds to event revenue in region

0	< £5	£5 - 10	£10 - 20	£20+
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② Internationalisation: Virtual Verticals - Power



2 Internationalisation: Virtual Verticals - Healthcare



4 Digitisation: *Advance* by Informa Markets

Advance by Informa Markets

Digital & data value propositions

Information Solutions

Insights that help B2B buyers make an informed purchasing decision.

- Digital content & online media
- Databases & data services
- Custom reports and intelligence services

Workflow Solutions

Tools and Services that help buyers and suppliers be more effective or efficient in sourcing and selling.

- Advanced matchmaking and scheduling
- Marketing services
- B2B qualified supplier & qualified buyer discovery

Transaction Solutions

Platforms that facilitate actual B2B transactions by helping buyers and suppliers connect, transact and fulfil.

- Pure-play directories
- Buyer communities
- B2B marketplaces

4 Digitisation: *Advance* by Informa Markets

Advance by Informa Markets

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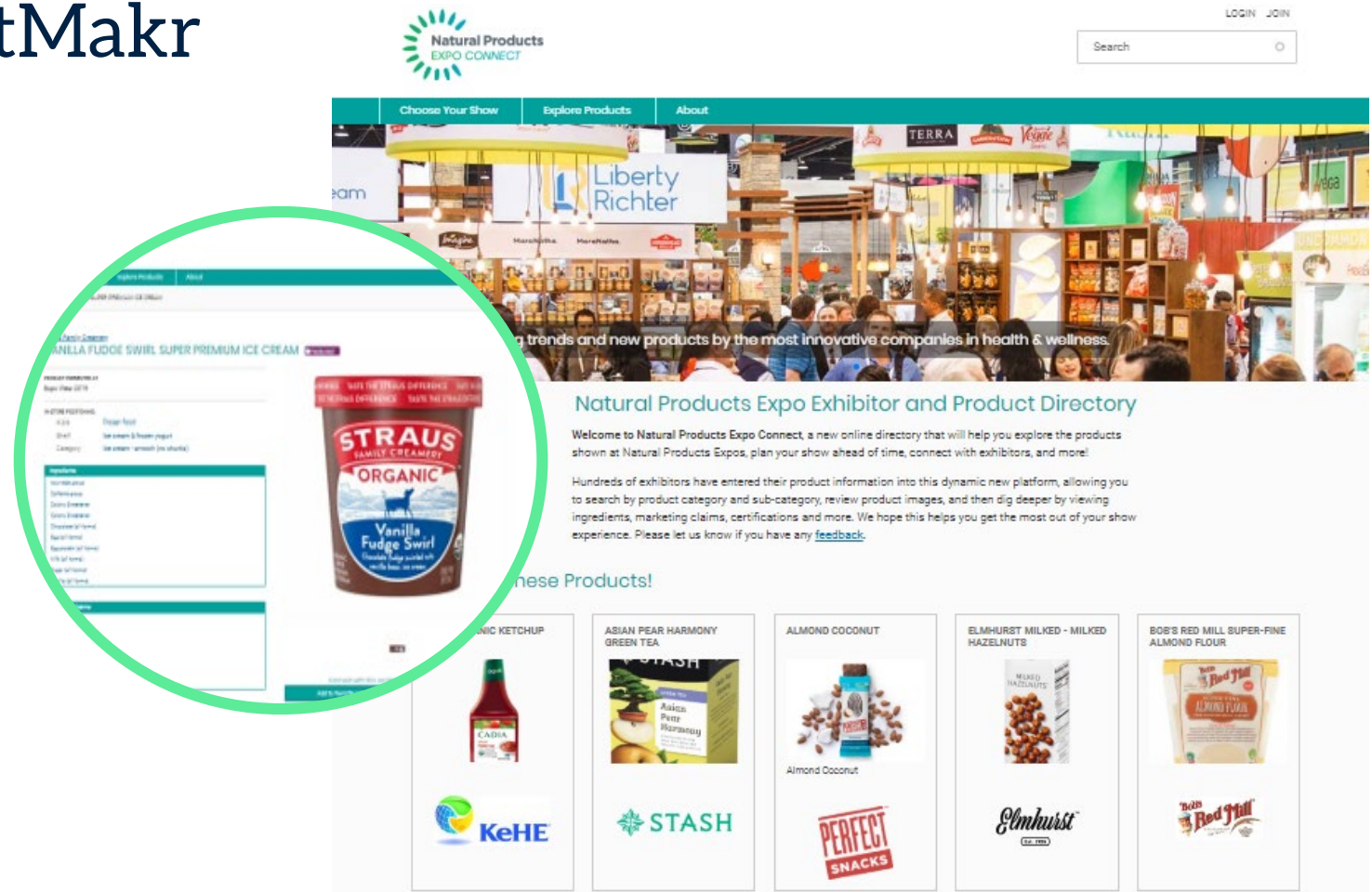
- Pure-play directories
- Buyer communities
- B2B marketplaces

4 Digitisation: MarkitMakr



31+
events using
MarkitMakr

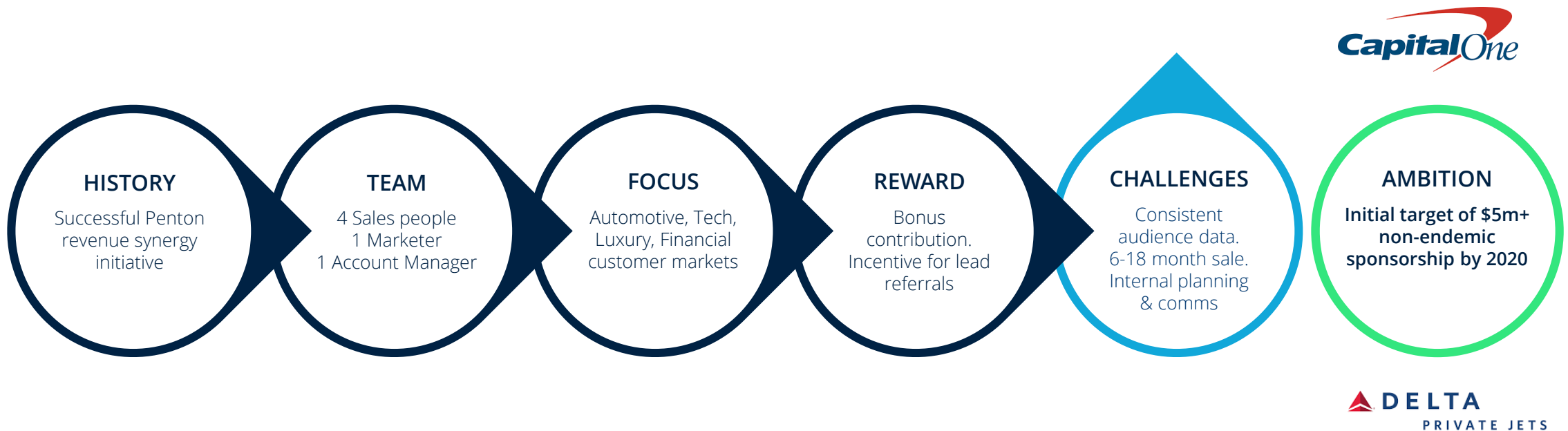
80k+
products listed



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

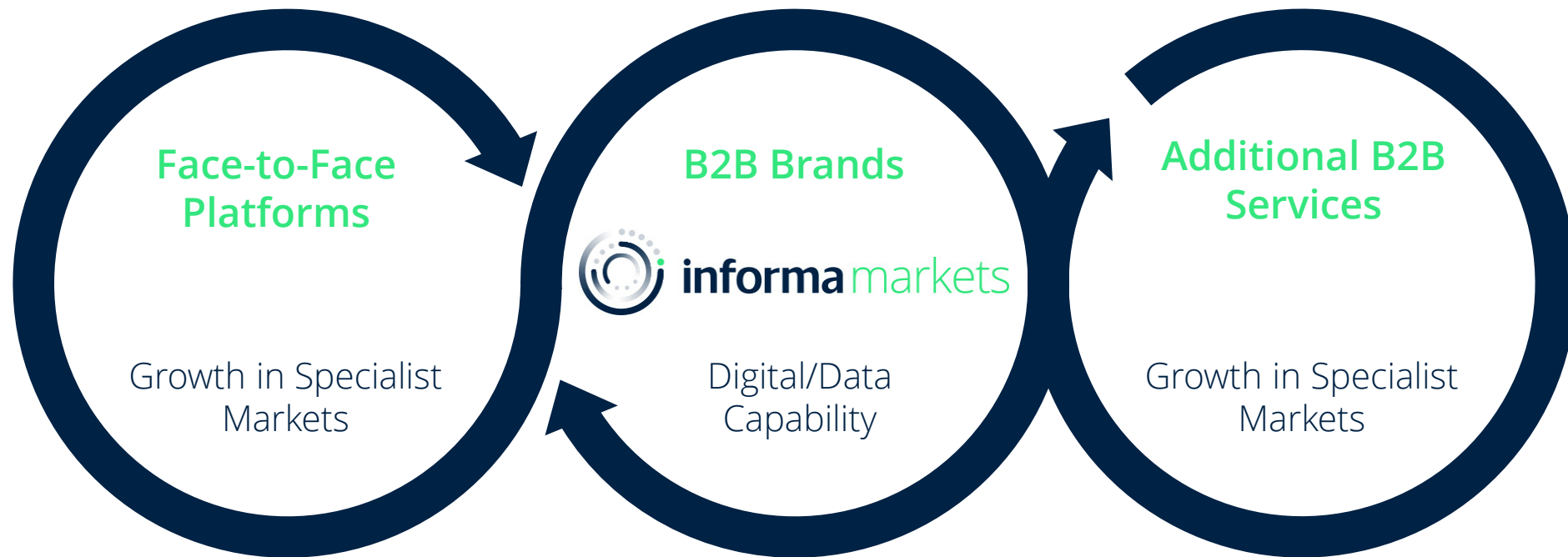
5 Sponsorship: Non-Endemic Team

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



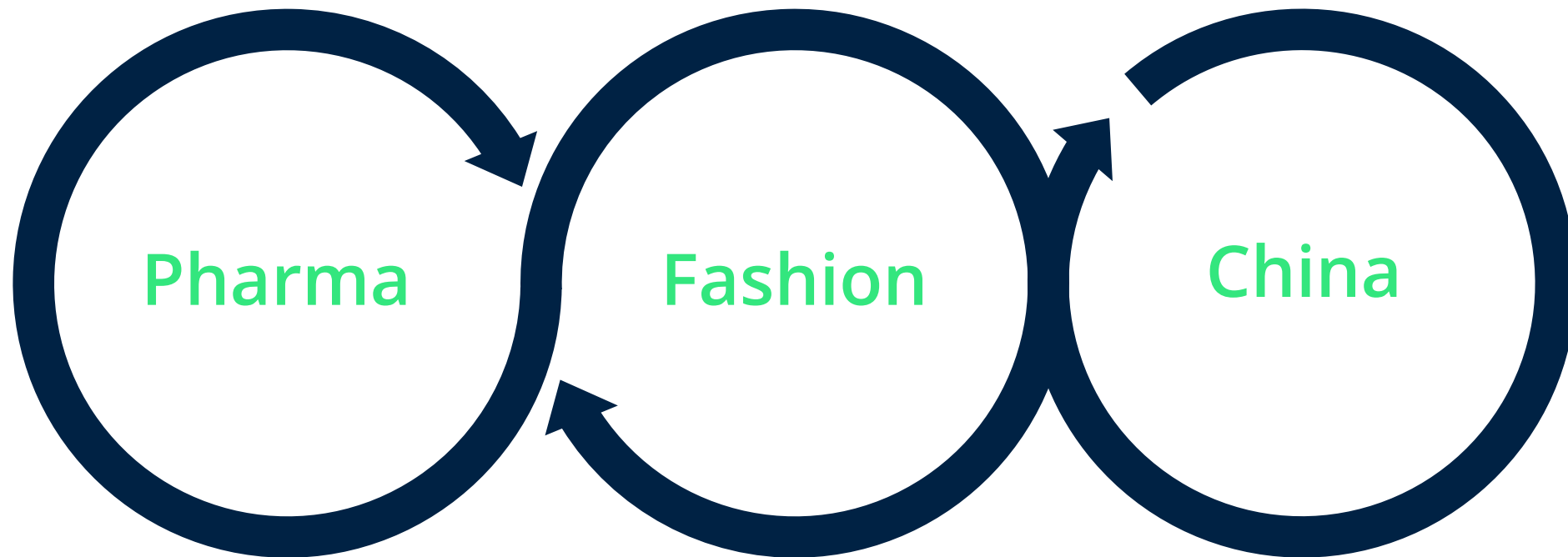
Increased scale and broader network creates new revenue opportunity

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

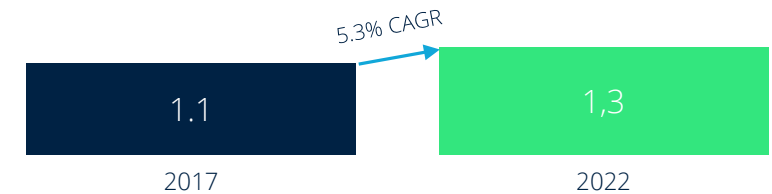


Production/development growing faster in China and India than US, Europe, & Japan

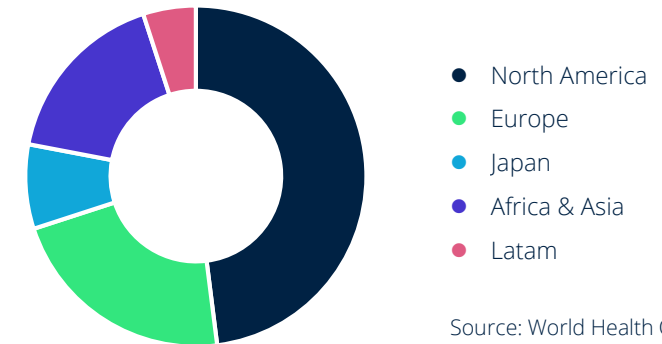


Consolidation of Big Pharma and repositioning to highlight positive contributions

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

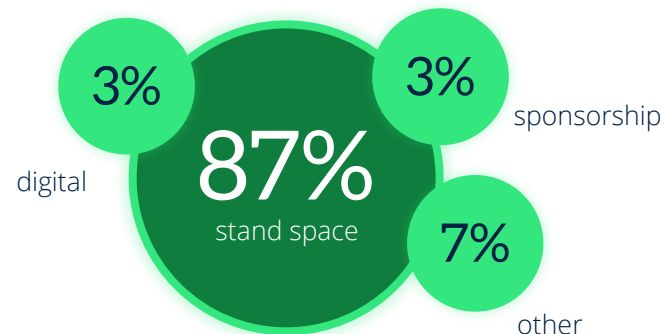
680k+

products

CPhI Online active
digital marketplace
for >7,300 suppliers

Leading
international
B2B Brands for
entire Pharma
supply chain

Revenue Breakdown



Customers



Key Brands



Spotlight: CPhI Worldwide

30th Anniversary in 2019

165+ countries

2,500 Exhibitors

100k+ SQM

45k+ professionals

Welcome to
CPhI worldwide®
p-mec InnoPack icse FDF bio LIVE

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

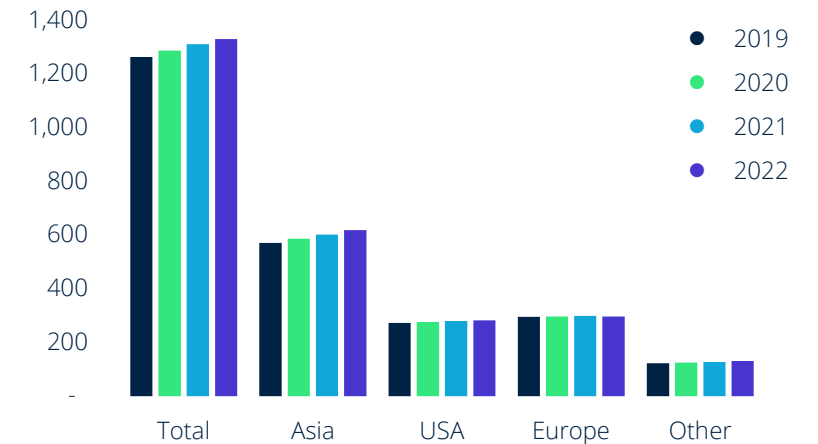


Trend towards quality over quantity of physical stores



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

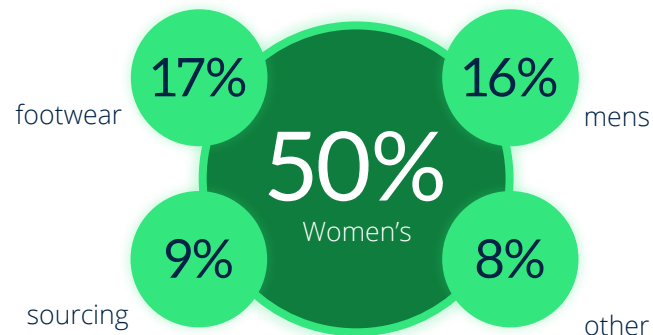
95%+

revenue

From stand sales
at events in the US

Leading B2B
Brands for US
Fashion
Industry

Revenue by Segment



Customers



Hero Fashion Brands

MAGIC

LV
Feb & Aug

COTERIE

NYC
Feb & Sep

PROJECT

LV / NYC / INTL
Jan & Jun

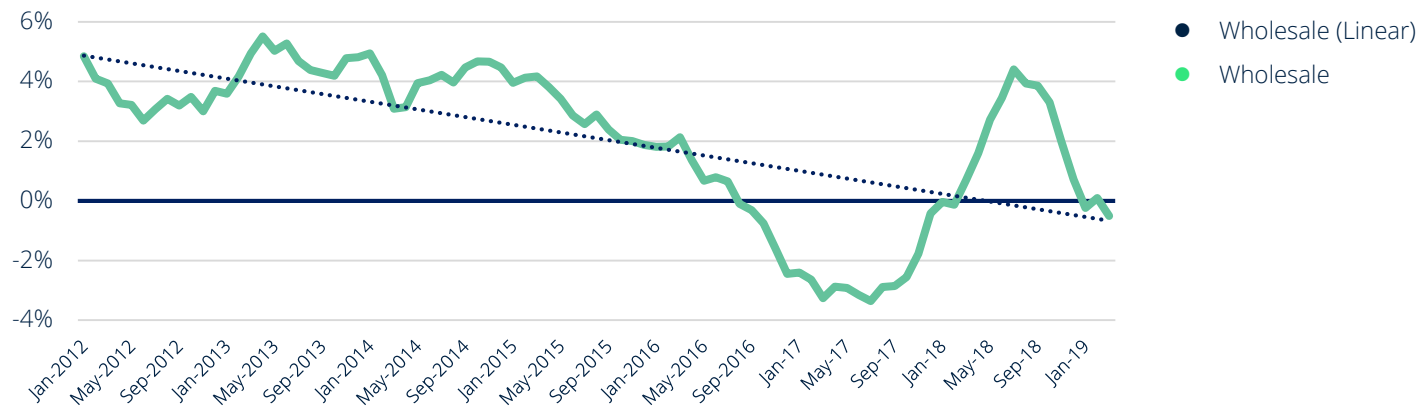
Co-Located / Incorporated Shows



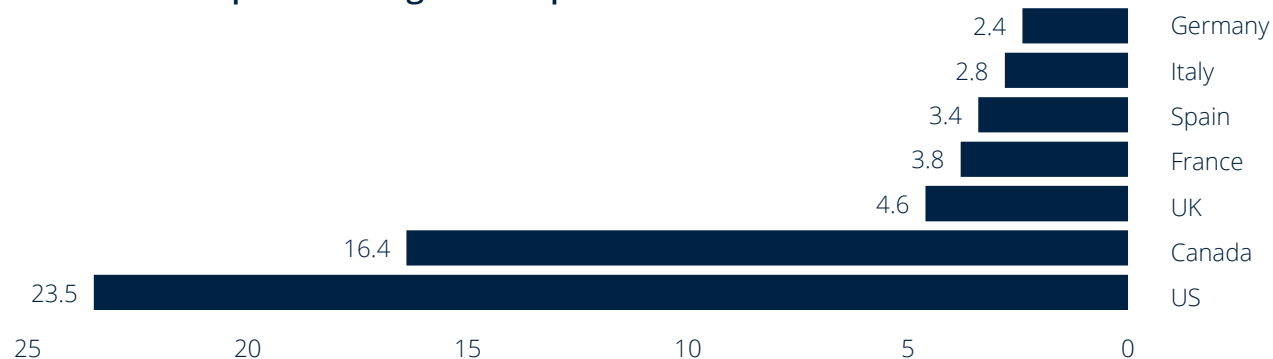
Dissecting the issues: Market shifts

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%

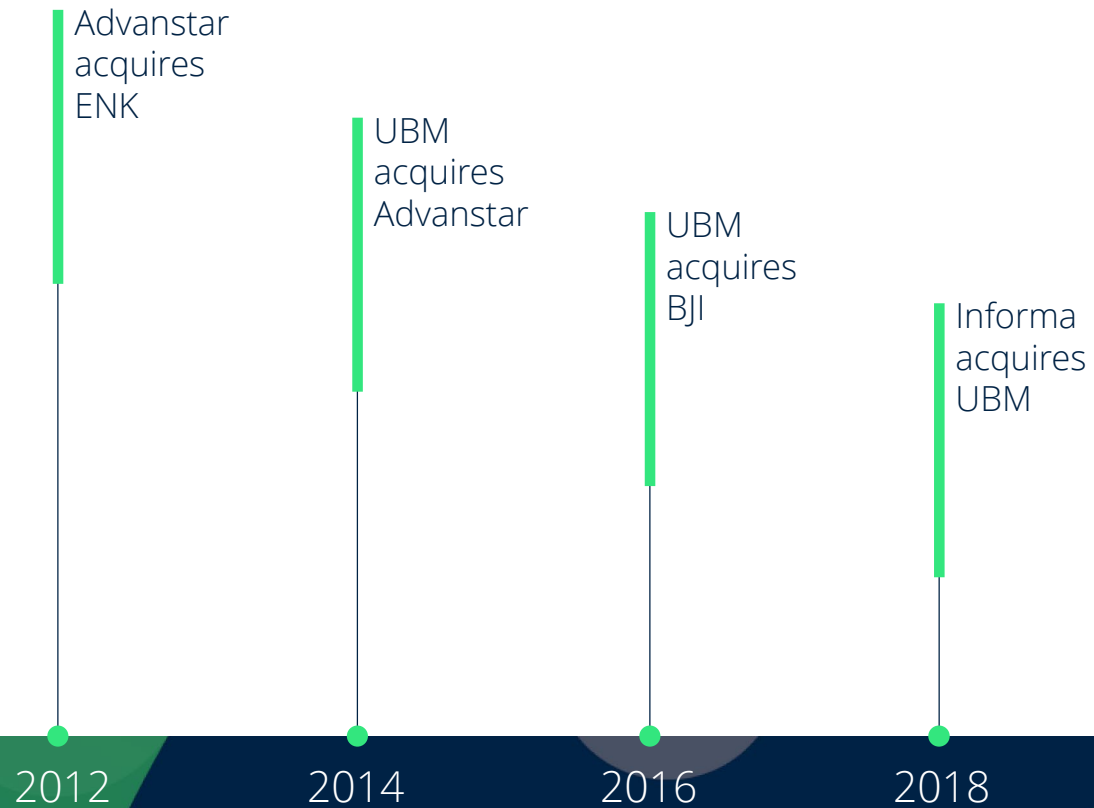
Five times more retail space per capita in the US

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



Incomplete integrations post acquisitions

Four Managing Directors since 2016

Tactical decision making

Stretched industry relationships

Fashion GAP: Stabilisation & 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

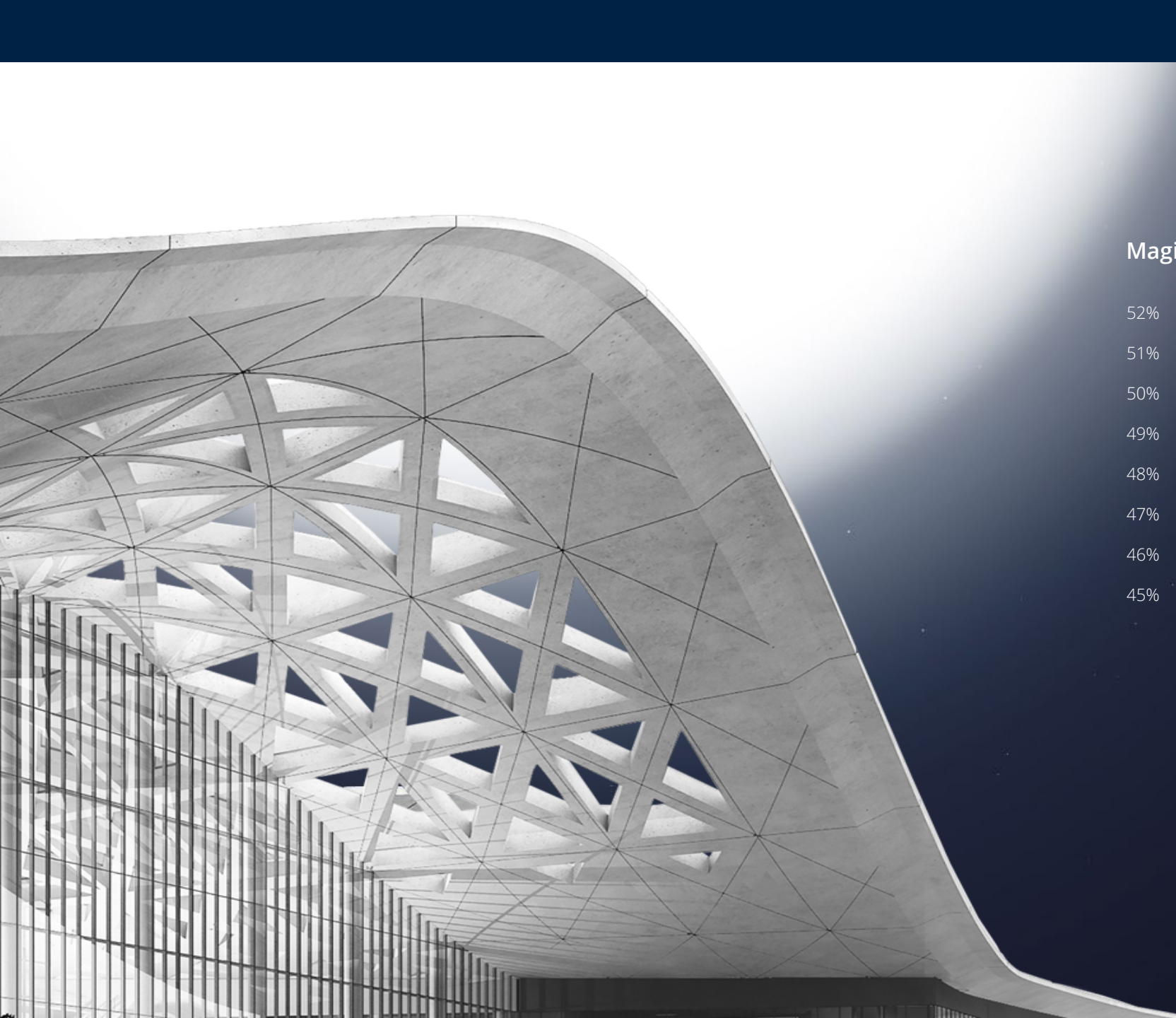
Sourcing impacted by Chinese New Year; FFANY clash in 2020



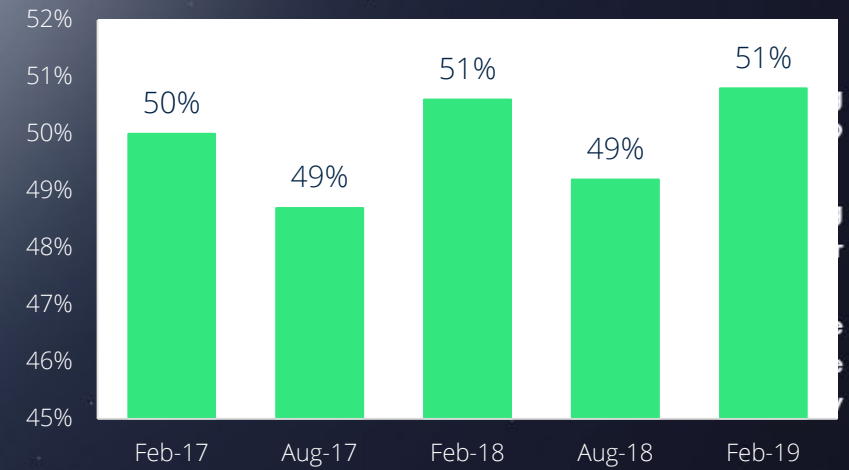
Venues

Split location for Magic undermining value proposition

Venues and scheduling now largely realigned through to 2030



Magic Crossover Venue Attendance



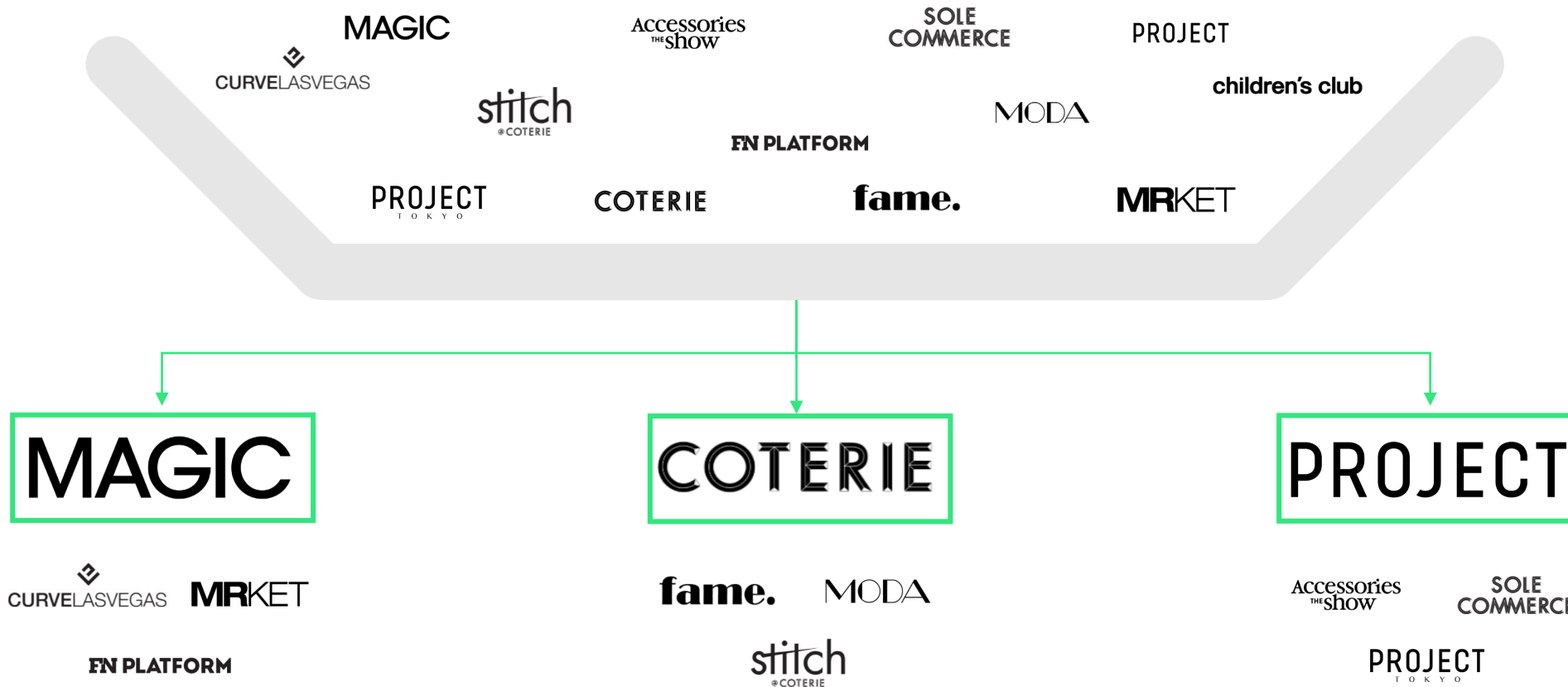
ONE MAGIC

Fashion GAP: Operational Fitness



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

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

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

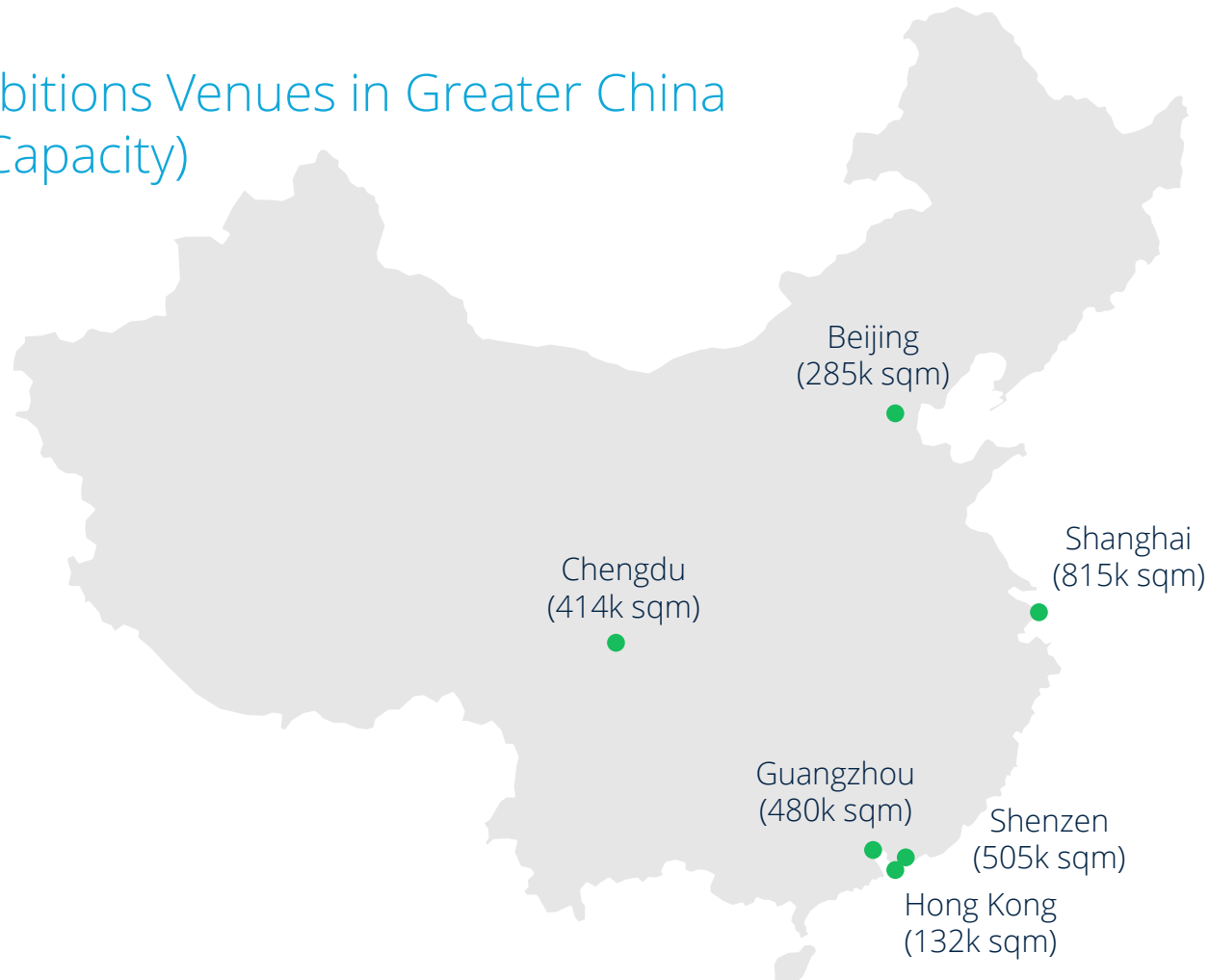
6%+

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



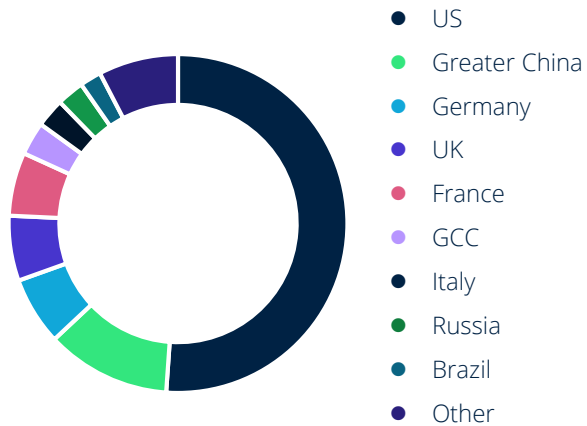
Fragmented markets



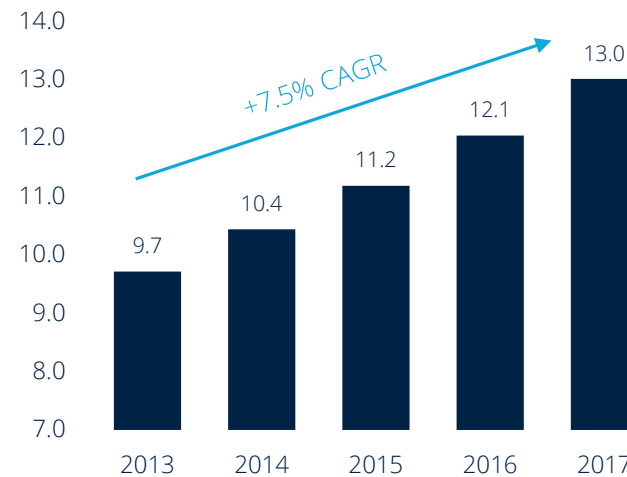
Venue capacity

Greater China: Exhibition Growth & Opportunities

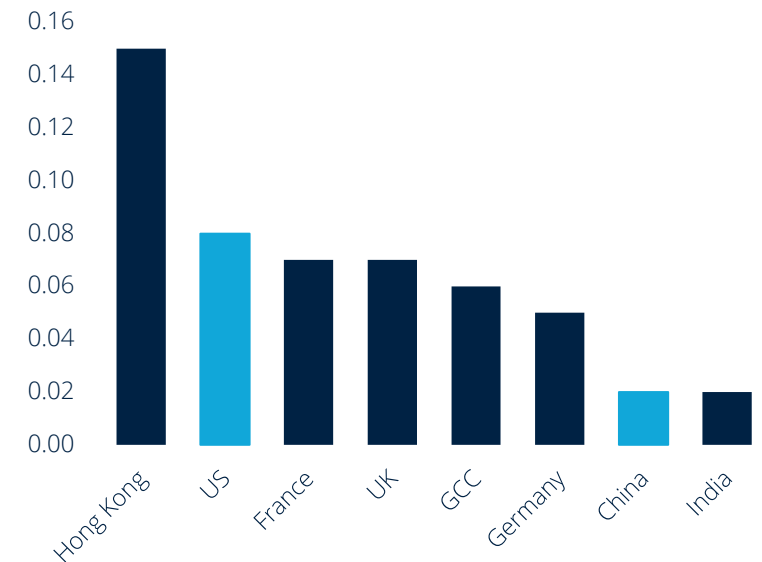
Exhibitions Revenue by Market 2017 (%)



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

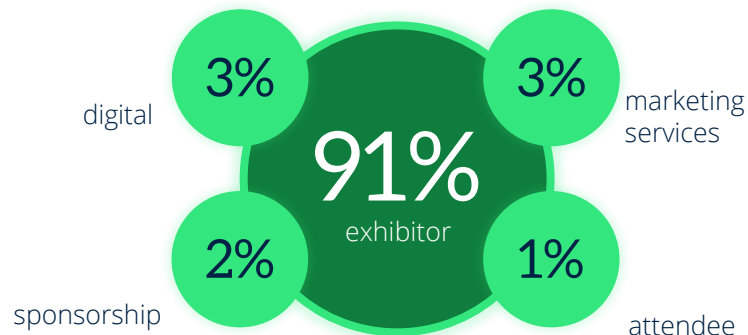
1.5m+

net SQM

Stand space
solid in 2018

100+
leading B2B
Brands in
Greater China

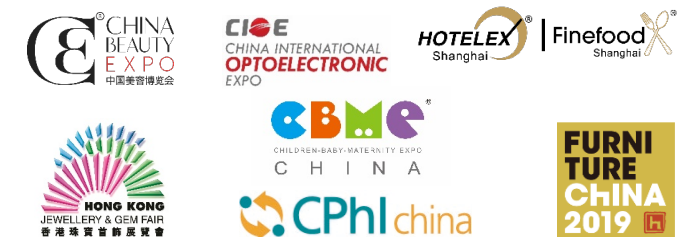
Revenue by Segment



Customers



Key Brands



Depth in Specialist B2B Brands

Beauty & Aesthetics



Infrastructure, Construction & Building



Culture & Lifestyle



Design & Furniture



Healthcare & Pharma



Hospitality, Food & Beverage



Jewellery



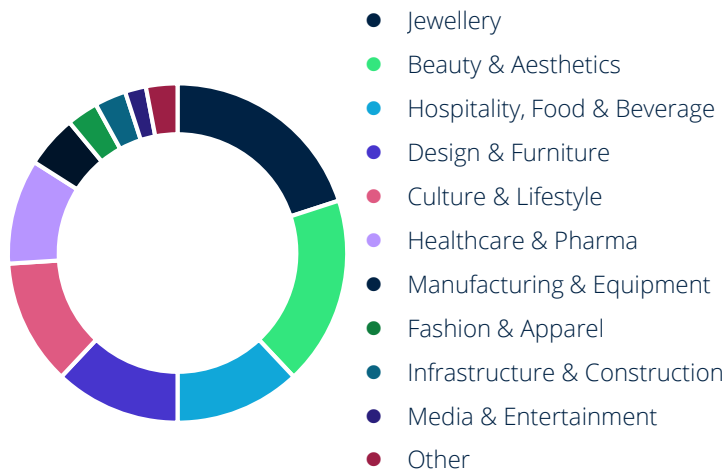
Manufacturing, Machinery & Equipment



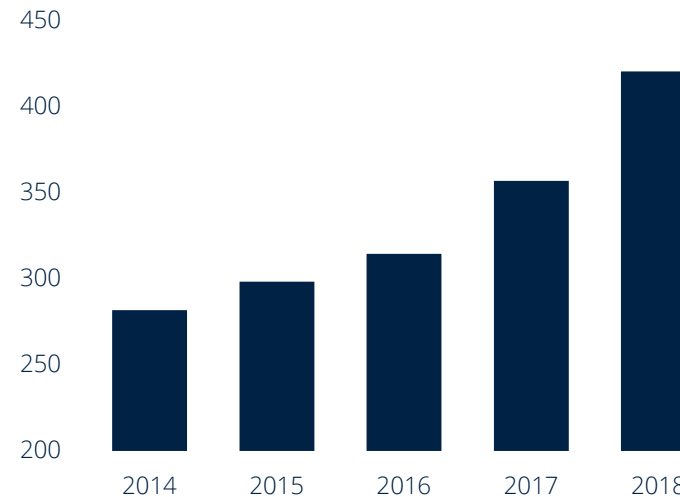
Leading brands in specialist B2B markets

Informa Markets Growth and Mix in Greater China

Exhibitions Revenue by Vertical (%)



Track Record of Expansion & Growth (\$m)



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

*Revenue from Annual Events, excluding Biennials

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

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



China Growth Engine

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

Growth via Service Expansion



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

**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

185,000

sqm net

c.\$75m

2018

Strategy for Growth: Hospitality, Food & Beverage



5
cities

11.8k+
exhibitors

20
events

252k+
sqm net

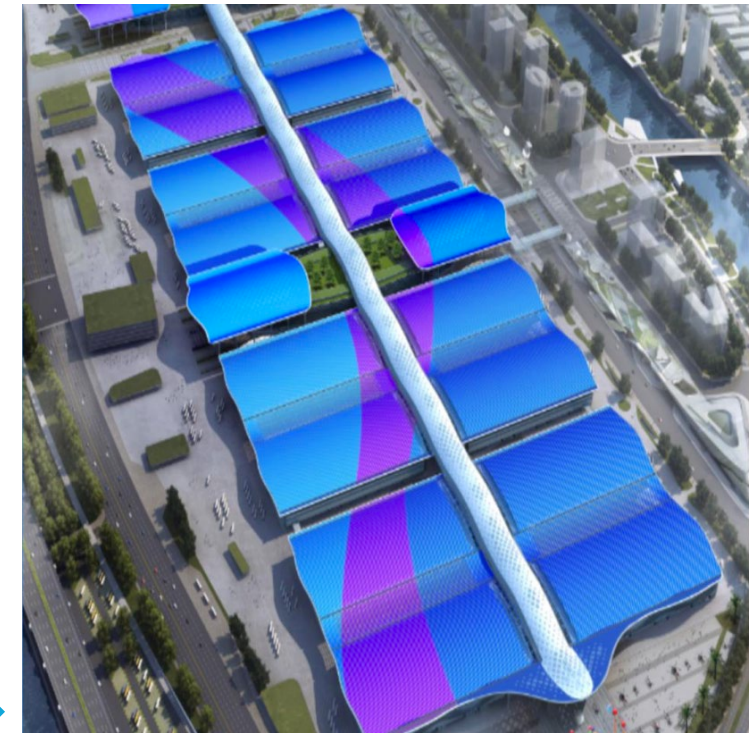
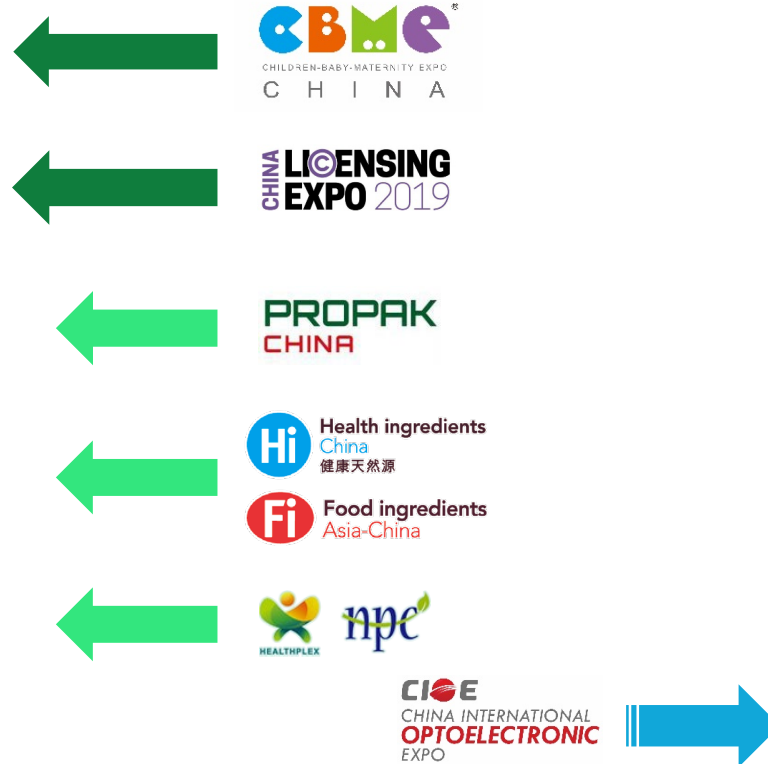
500k+
visitors

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

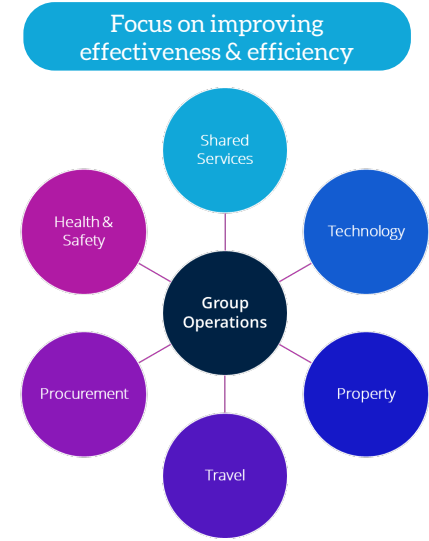
Group COO & CEO Informa
Intelligence



Ian Branch

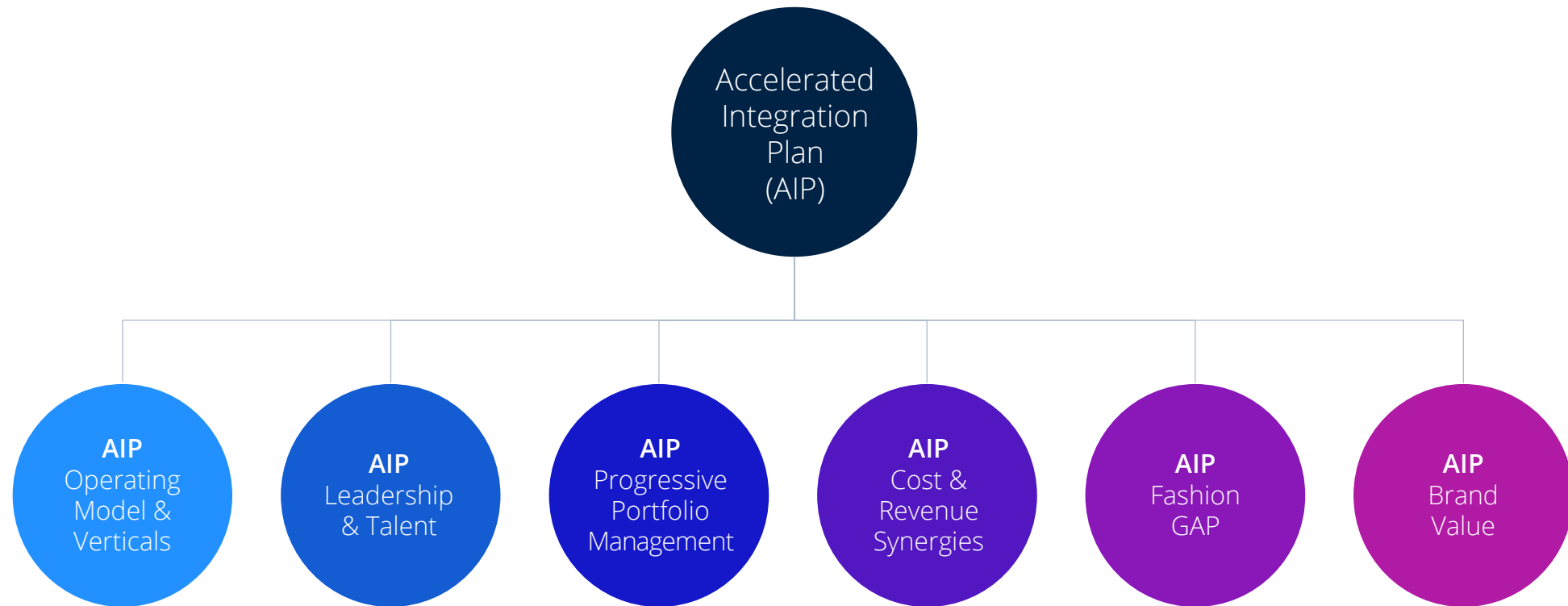
Global Business Services
Director

The Informa Group – Group Operations



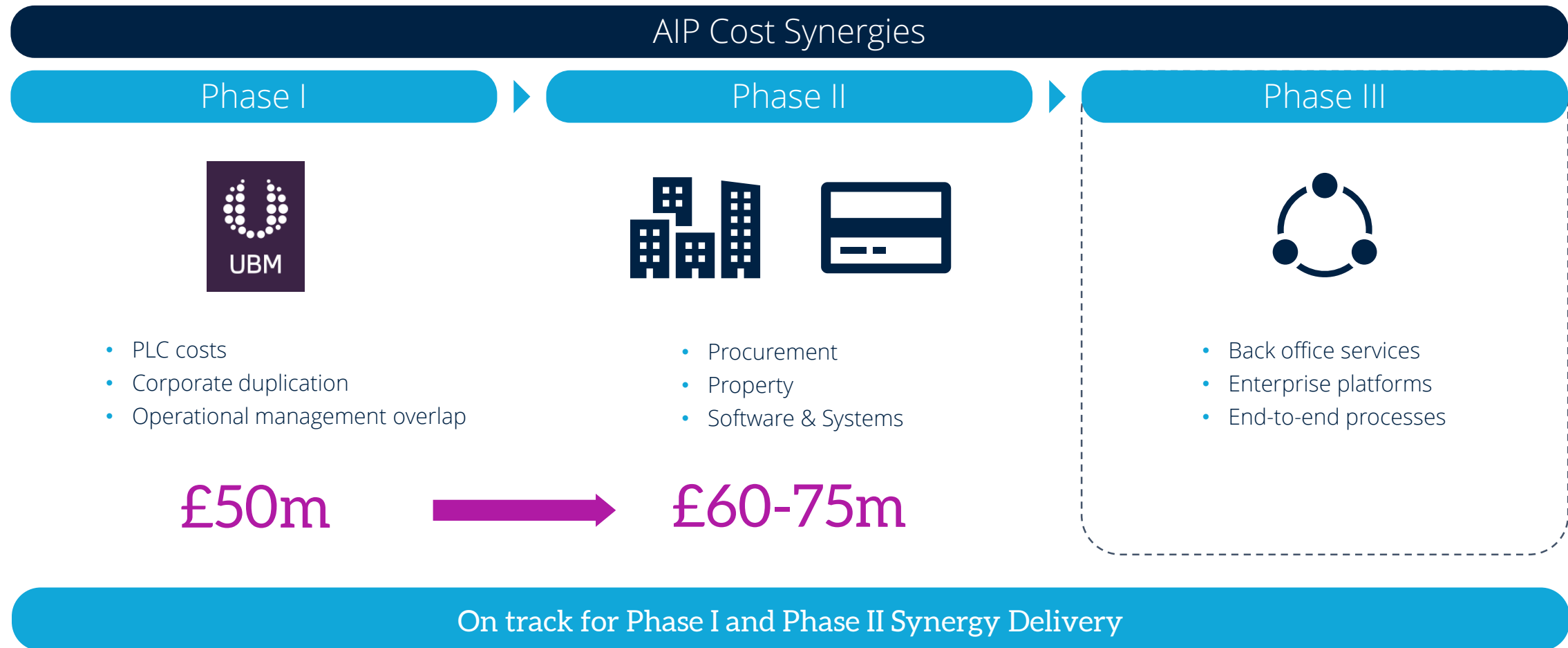
Global Support (Group Operations, Group Functions)

Integration Officer for the UBM Combination

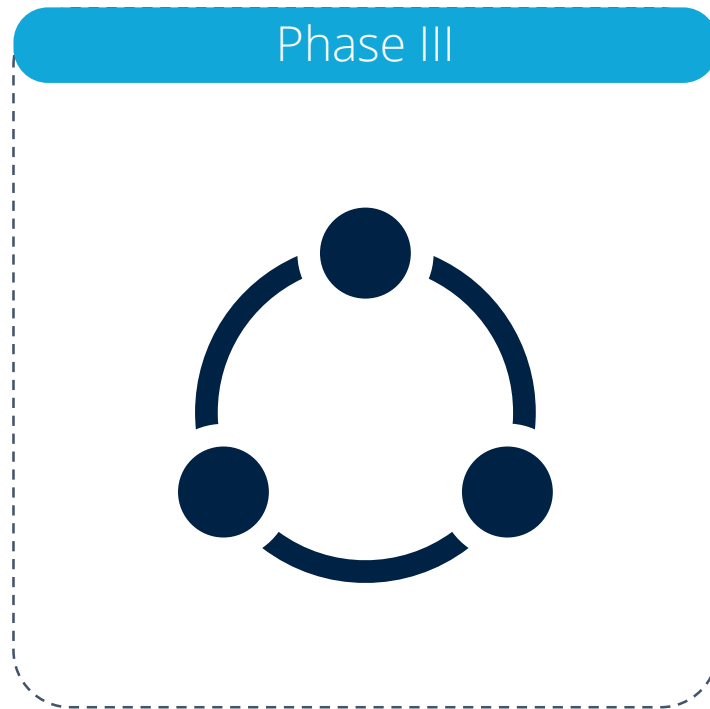


Delivering the 12-month Accelerated Integration Plan to budget and schedule

AIP: Cost Synergies



AIP: Phase III Cost Synergies – Scale & Simplification



Back Office Services & Enterprise Platforms

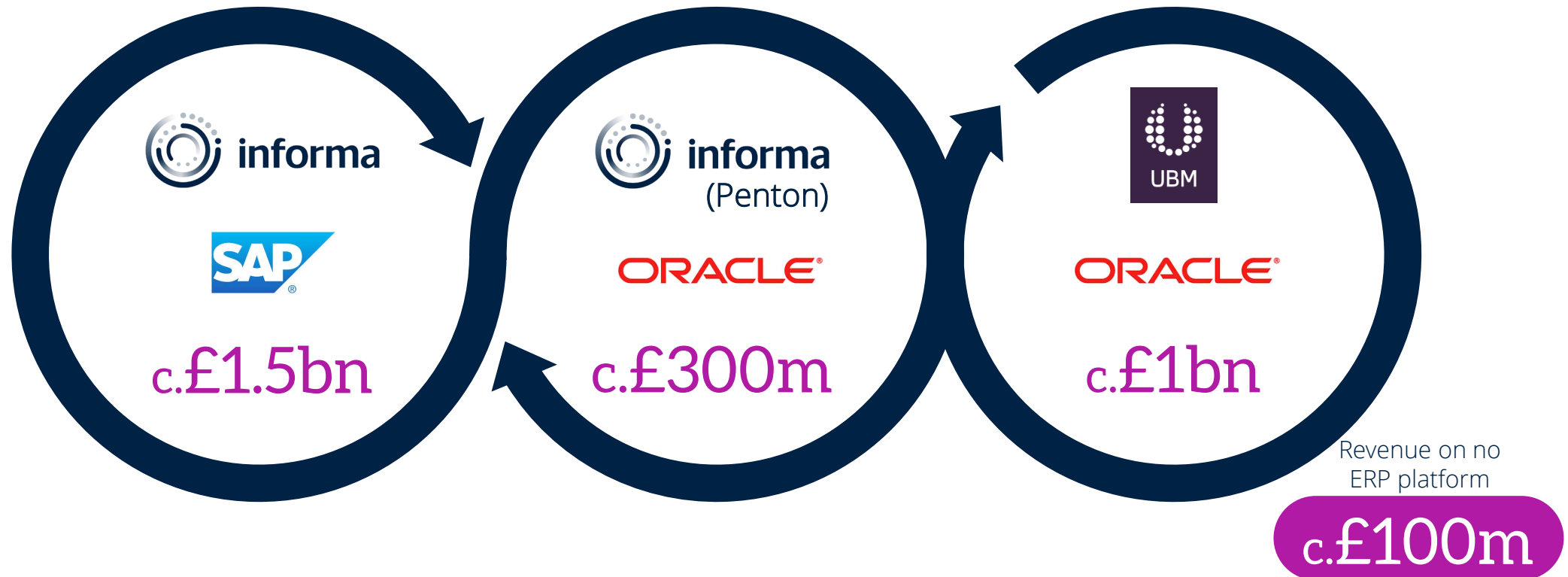
- 1 Enterprise Resource Planning (ERP) Systems
- 2 Shared Service Centres
- 3 End-to-End Processing

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



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



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

PHASE III: Back Office & Enterprise Platforms



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

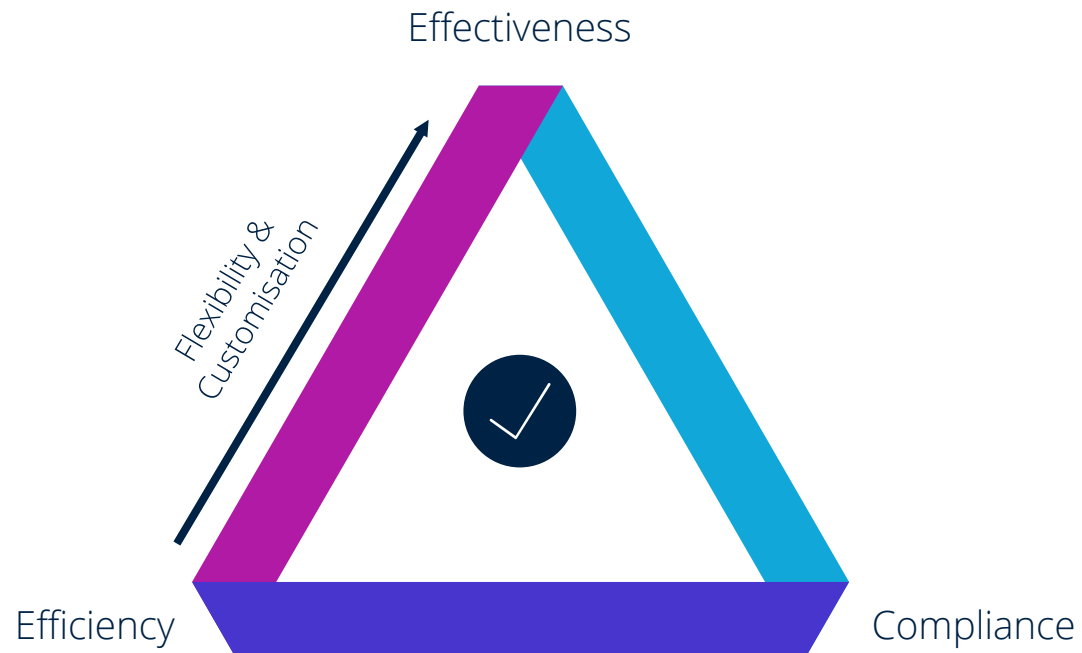
Opportunities

- 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

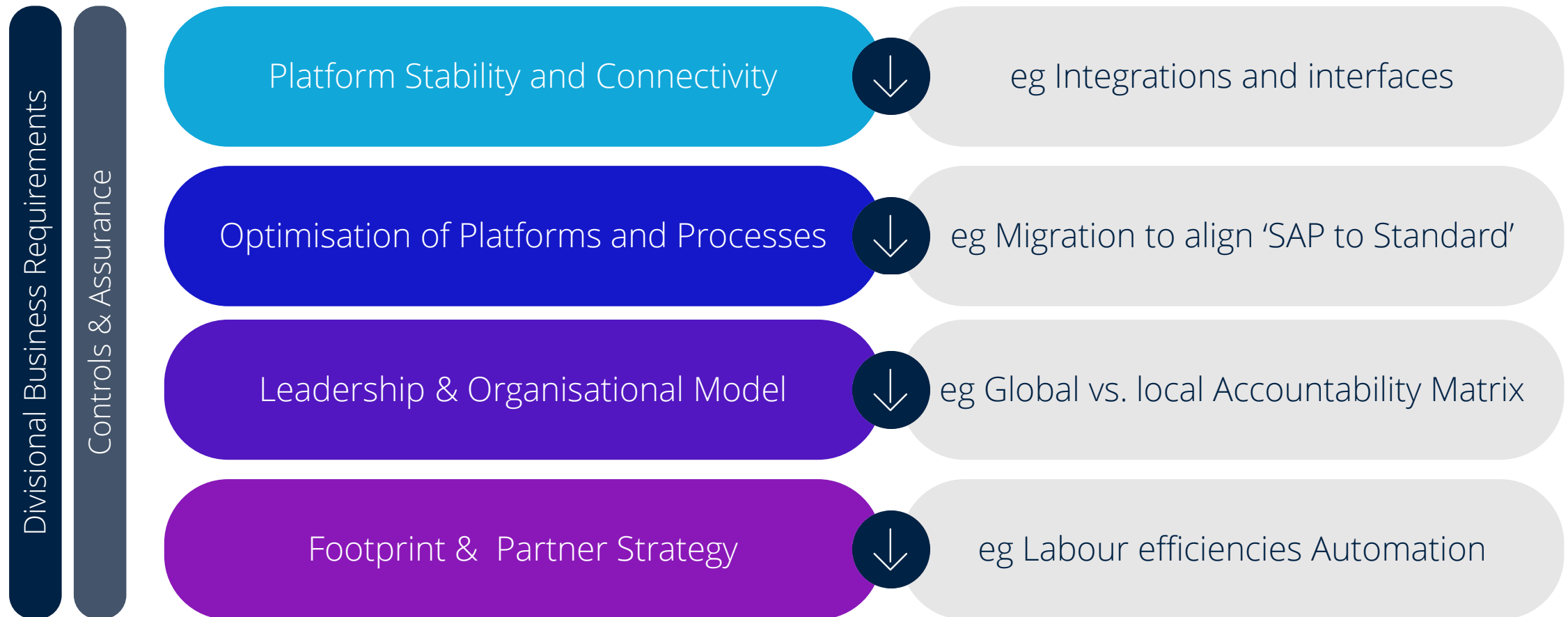
PHASE III: Back Office & Enterprise Platforms

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



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

Agenda

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Strength & Growth from Specialisation

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Linda Blackerby

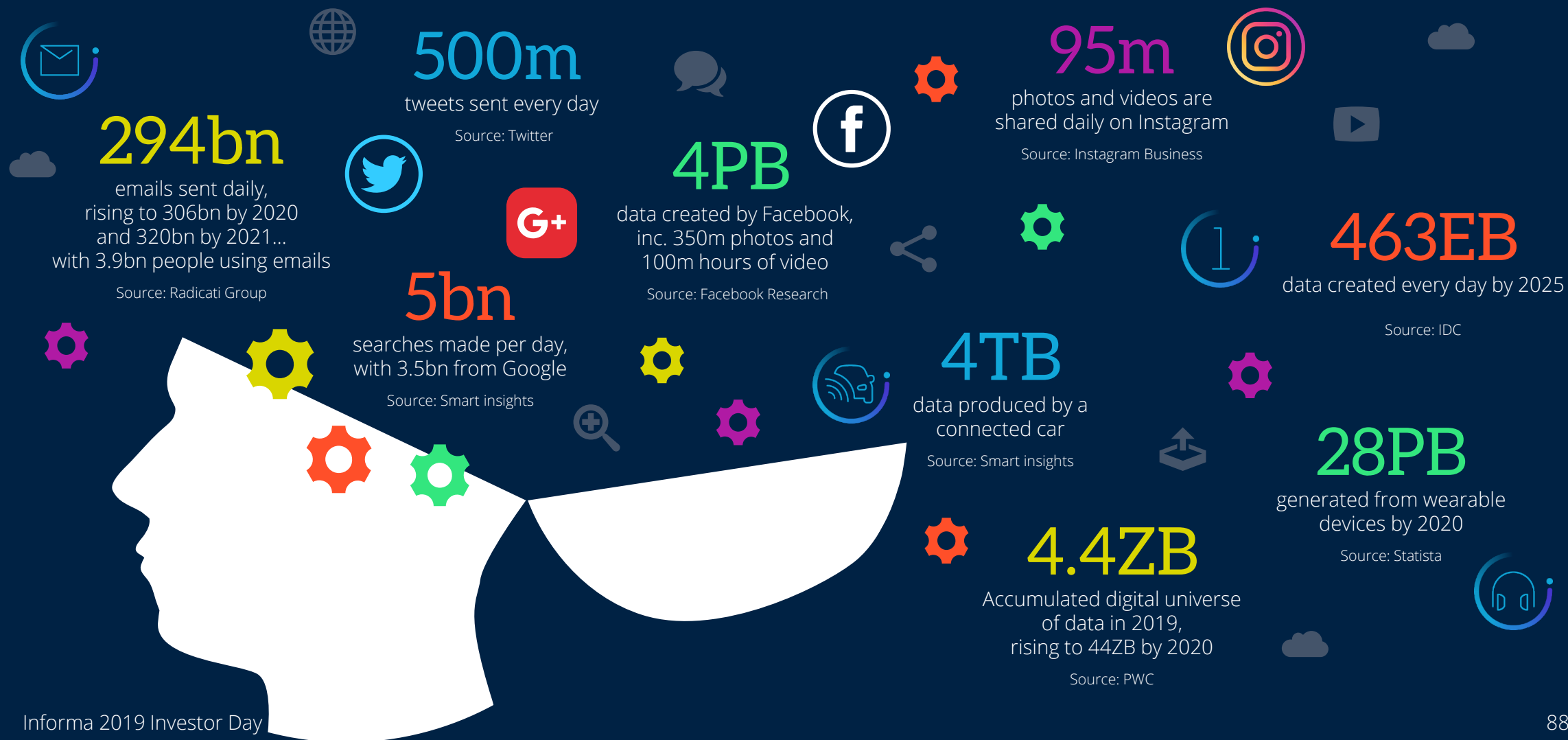
President,
Pharma Intelligence



Ramsey Hashem

Chief Commercial Officer,
Pharma Intelligence

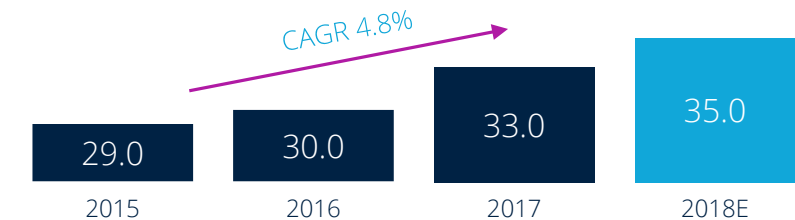
The Knowledge & Information Economy



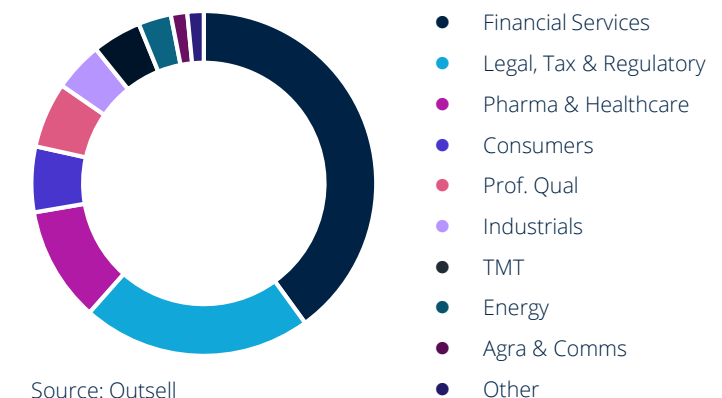
Intelligence Market and the Power of Specialist Information

-  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)



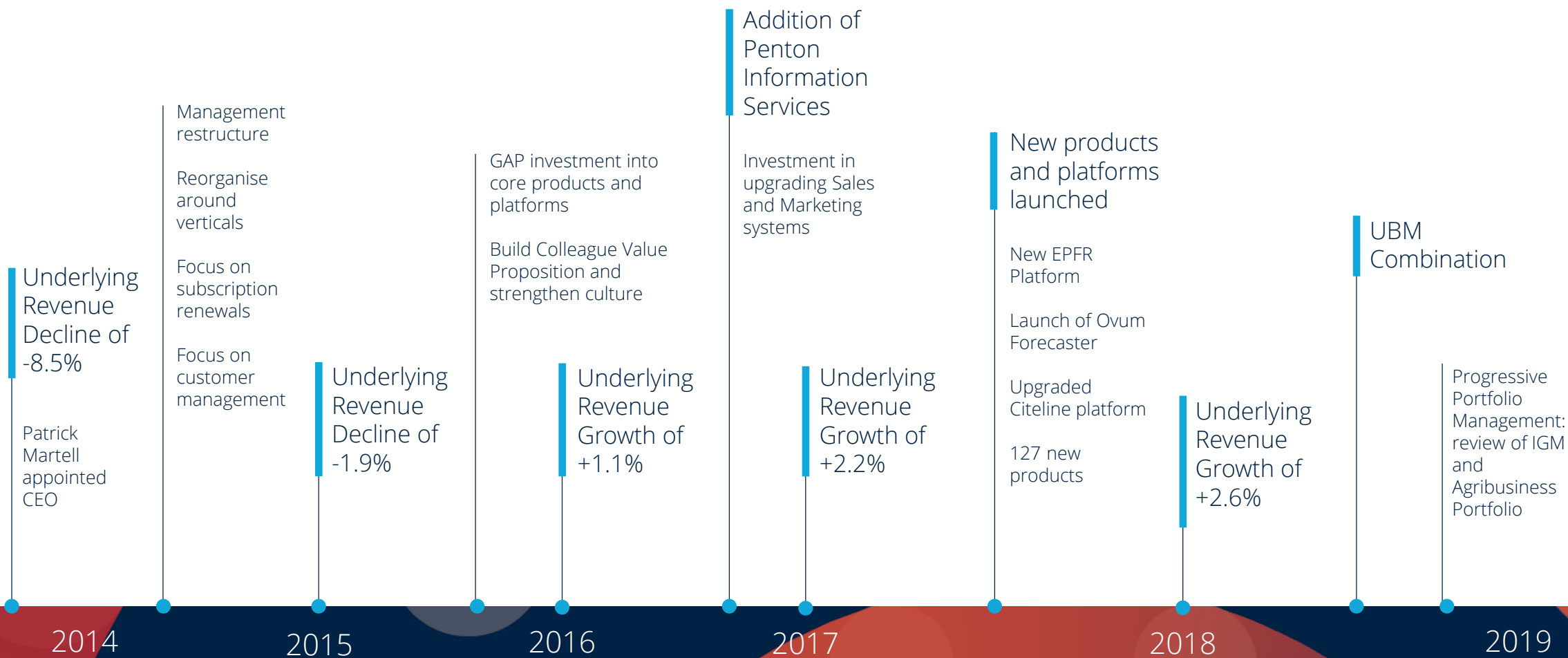
Information Services Market, by Sector (%)



Source: Outsell

Large, growing and predictable market with attractive characteristics

The Informa Intelligence Journey



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

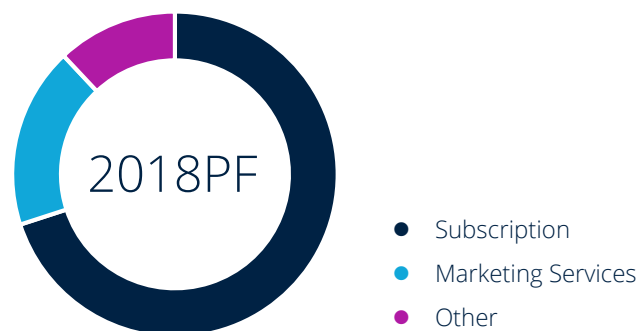
c.3%
Underlying Growth

c.13%
Group Revenue

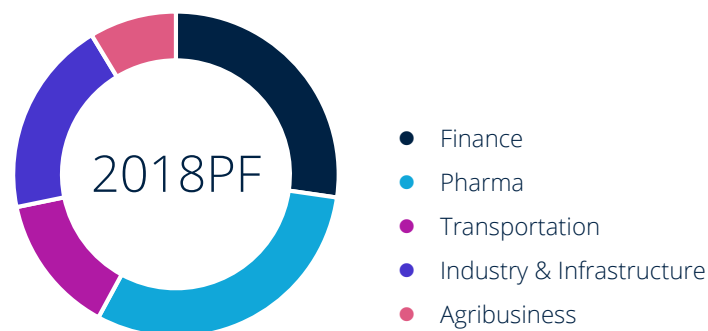
2,000+
Colleagues

560+
Analysts & Editors

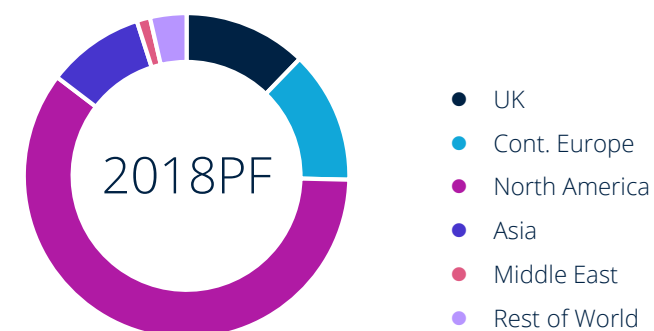
Revenue by type



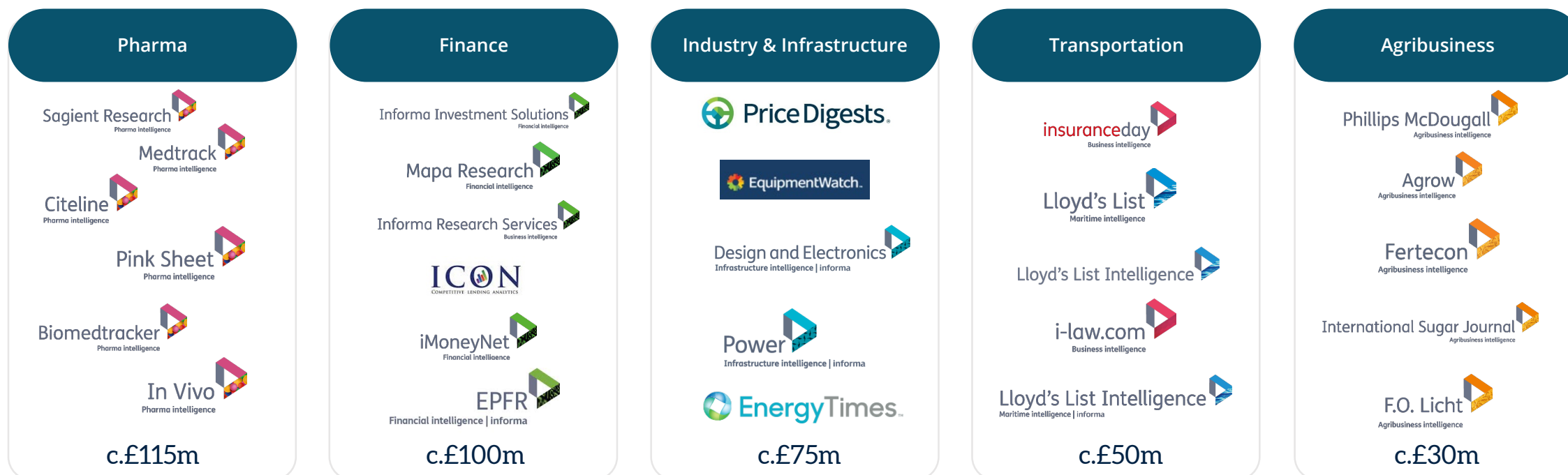
Revenue by vertical



Revenue by region



Specialist B2B Brands in attractive customer markets



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

Consumer
Information Portfolio

Life Sciences
Media Portfolio

Review

AgriBusiness
Portfolio

IGM

Expand

Pharma
eg Skipta

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



Annual Revenue of up to £120m within scope

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

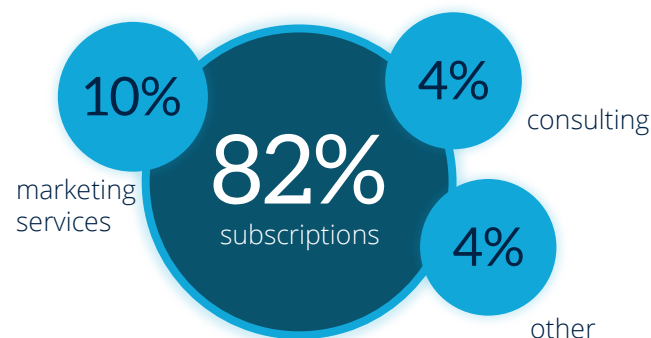
Across product
range

c.90%
renewal rate

On subscription
products

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

Revenue Breakdown



Customers



Key Brands



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

	Products	Description	Mortgage	Home Equity	Auto	Cards	Personal	Deposits
Value add	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						

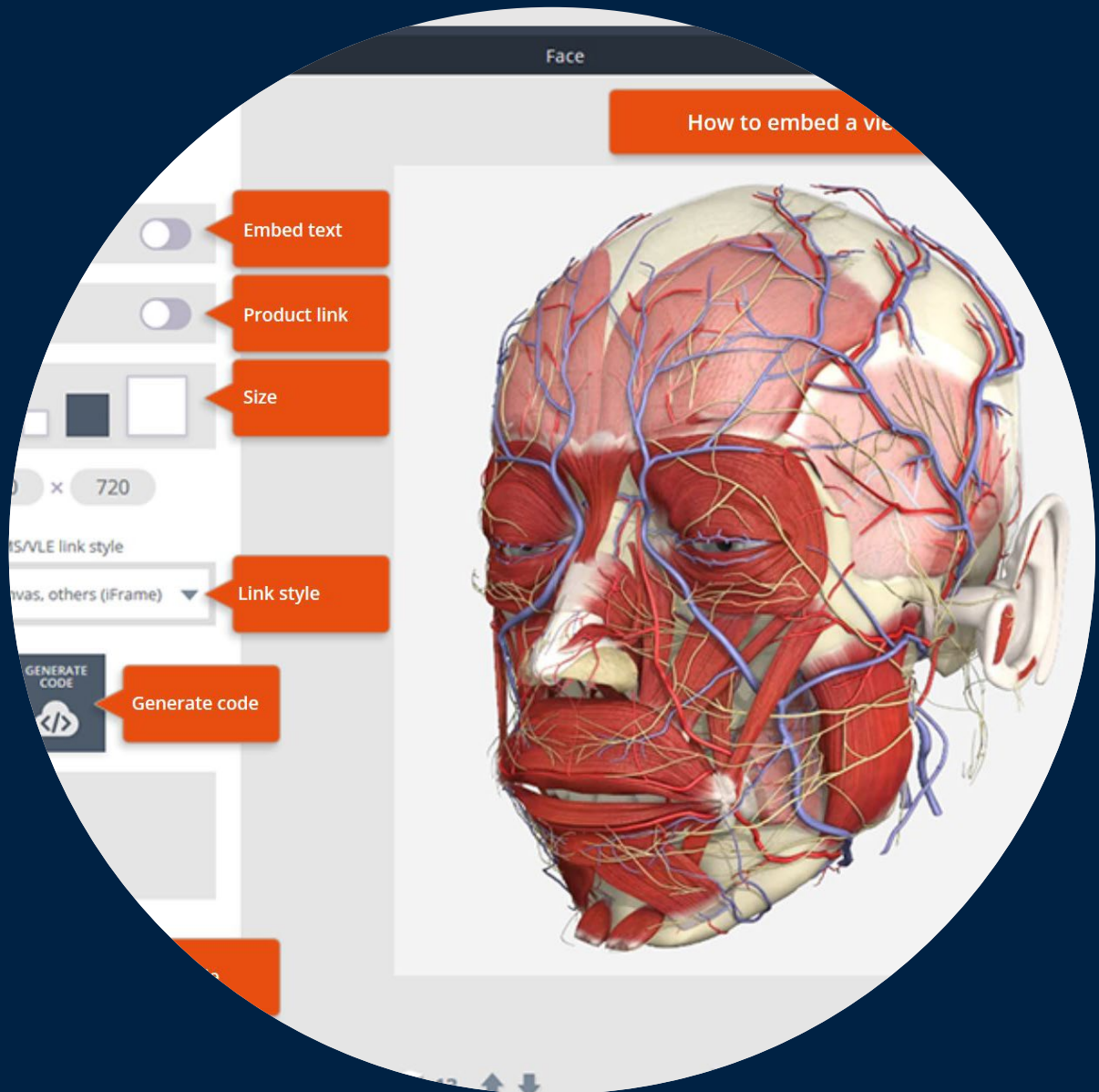
Uniquely positioned to move up the value chain and provide solutions across the balance sheet

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

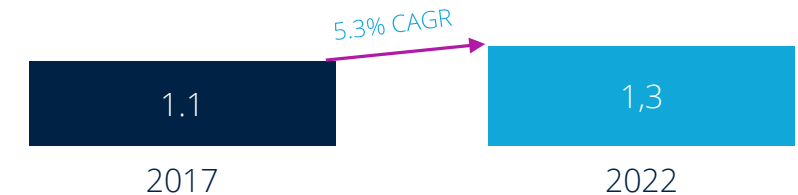


Production/development growing faster in China and India than US, Europe, & Japan

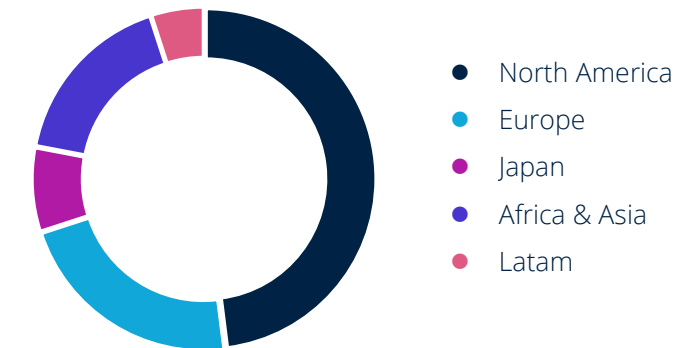


Consolidation of Big Pharma and repositioning to highlight positive contributions

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

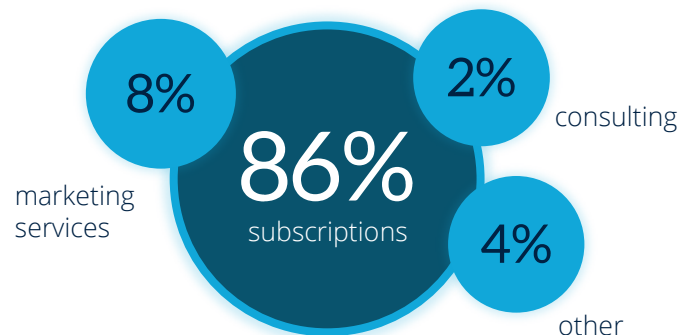
3,000+

customer firms

Including Top 50
Pharma & Top 10 CROs

Specialist B2B
Brands with
particular
strength in
**Clinical
Intelligence**

Revenue Breakdown



Customers



Key Brands



Pharma Intelligence: What We Do

Clinical Trials Strategy and Operations

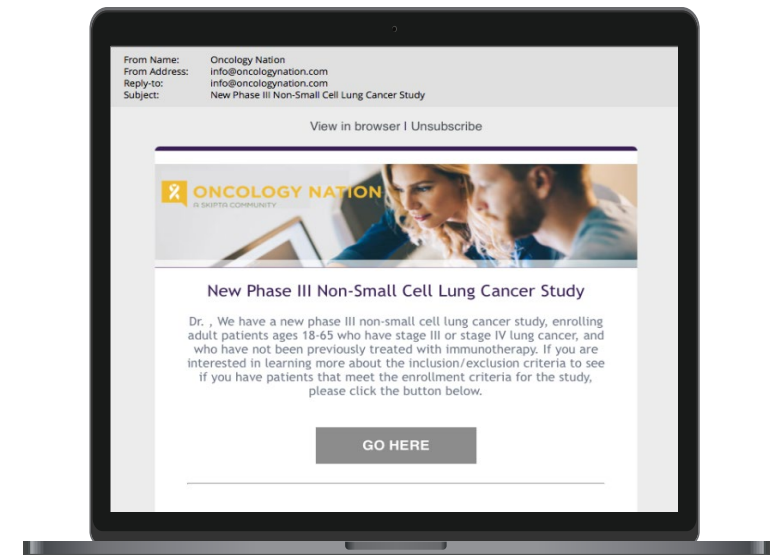
- Which diseases should a drug be tested in and in which order?
- Where should the clinical trials be held?
- Which hospitals (sites) and which doctors (investigators)?
- How should the trials be designed for fastest patient enrollment and best approval route?

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

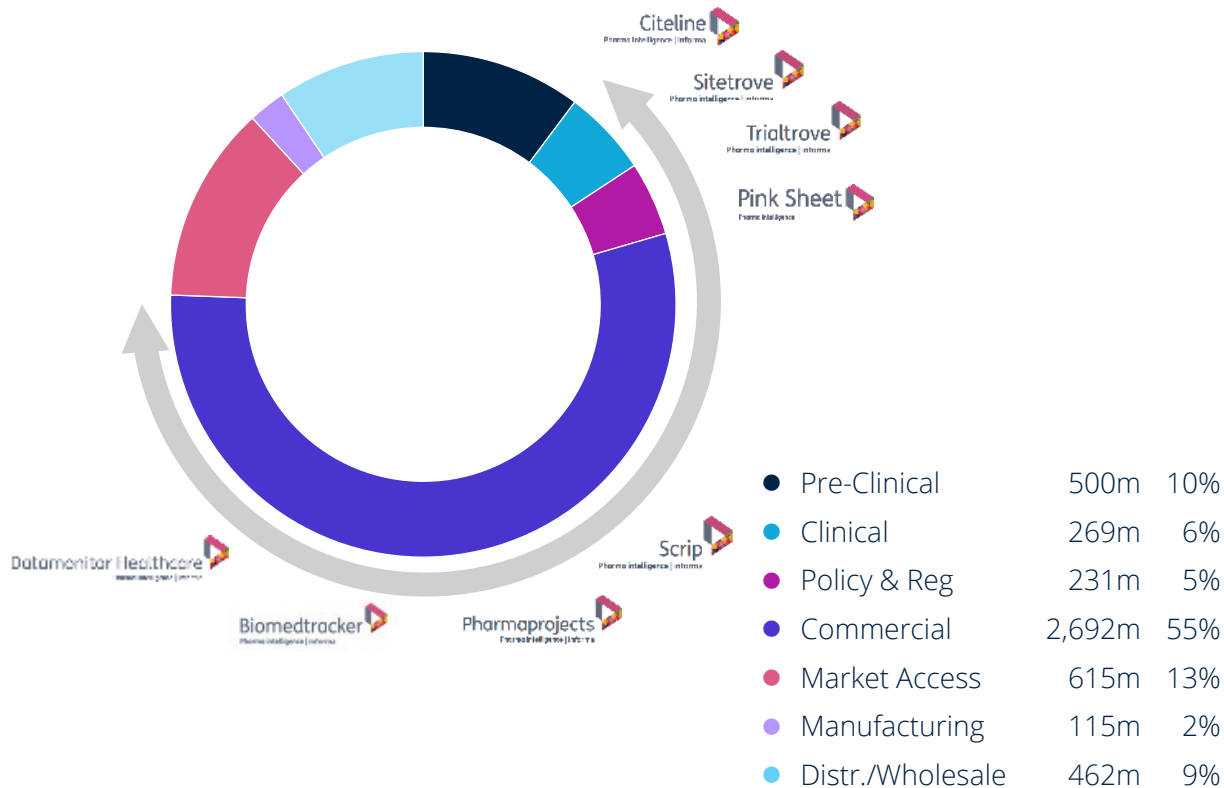
- Which Biotech companies have the most promising drugs to acquire?
- How do those drugs stack up against a company's internal portfolio and its competitors?
- How should a company and/or drugs be valued to structure the best deal terms?



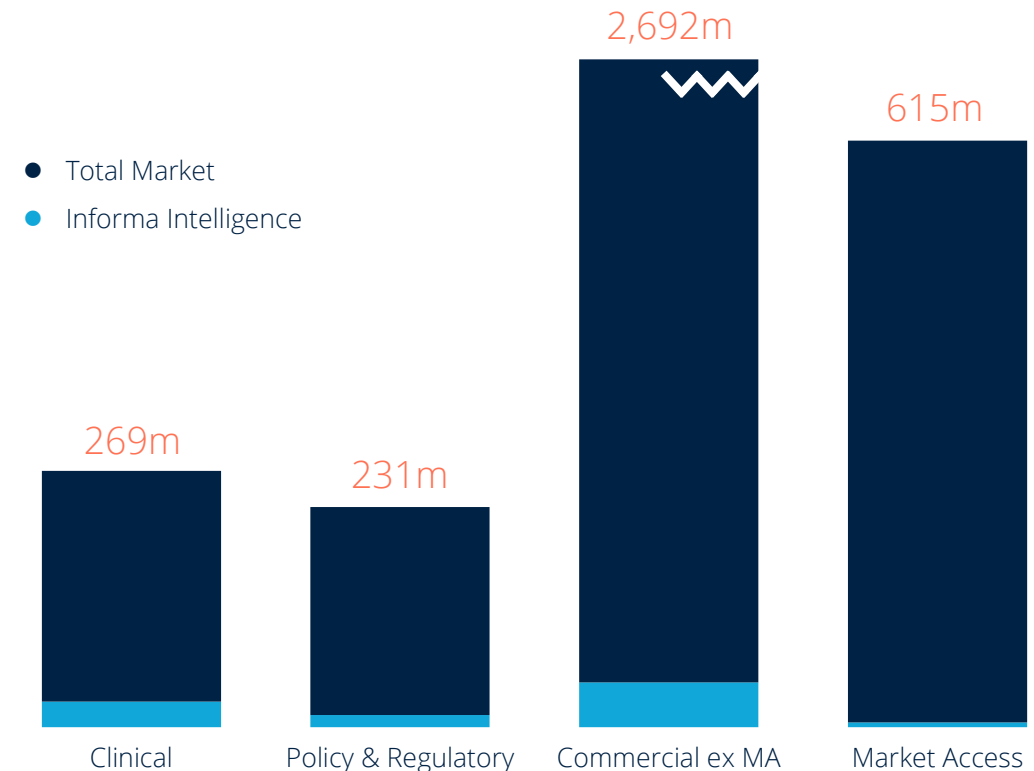
Through our specialist content and industry expertise, we help answer critical questions and solve problems

Pharma Intelligence Trends & Opportunities

Total Pharma Information Market: £4.8bn

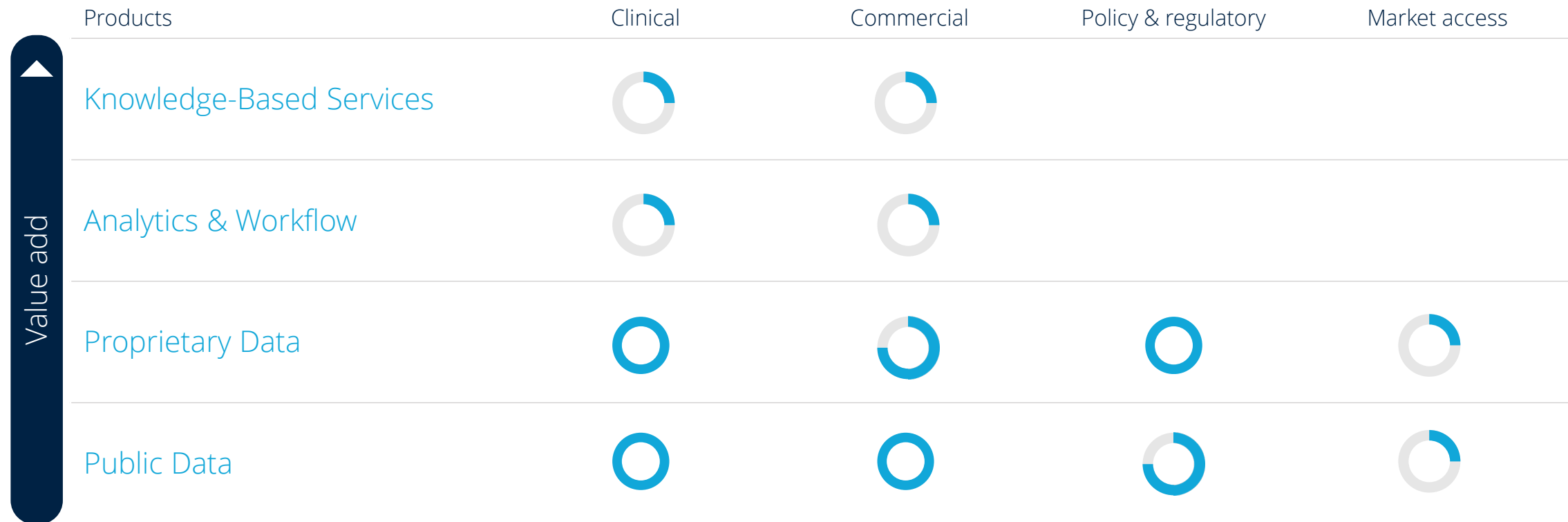


Informa Intelligence within the Pharma Information Market



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

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



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



Pharma Growth Engine

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



**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



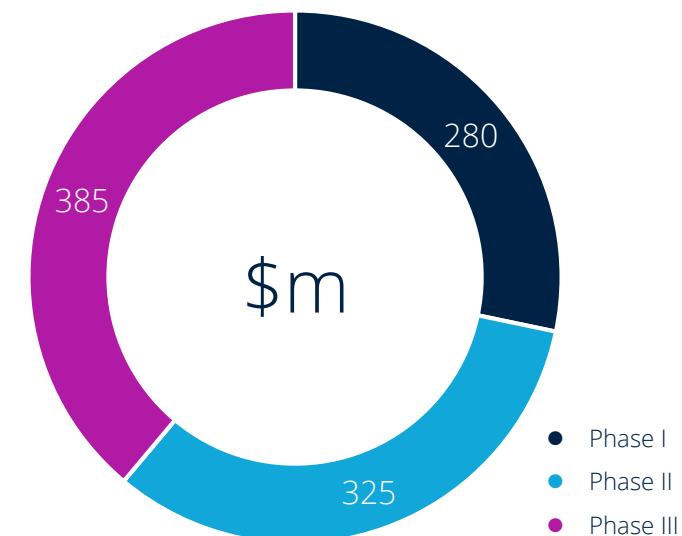
Multiple addendums at 50% of trials



Trials are frequently over-budget

Average Oncology Phase III trial is 36 months

Cost breakdown of Clinical Trail

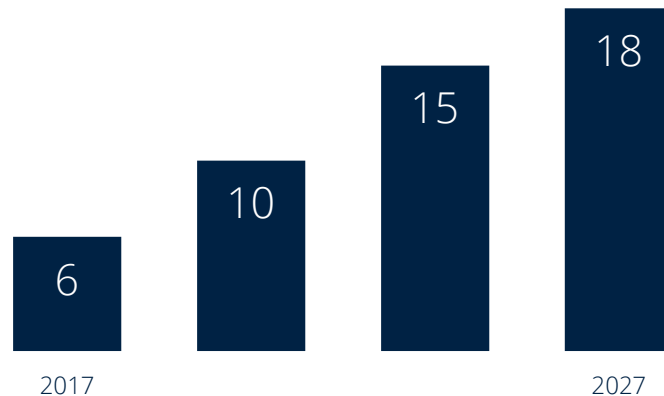


Total cost of a clinical trial Phase I to III is \$1bn

Customer Challenge: Trial in Atopic Dermatitis

Clinical Trial in a Crowded Space

Atopic Dermatitis Market (\$bn)



265 ongoing trials in atopic dermatitis

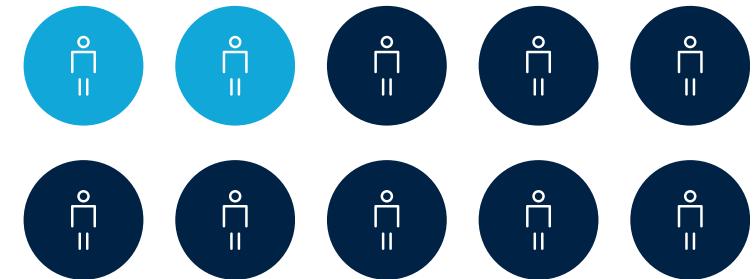
Delay in Drug Launch

Every week of delay in a trial impacts commercial prospects



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

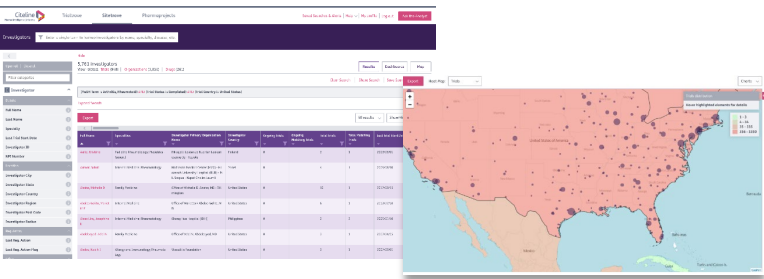
20%

drop out is common so

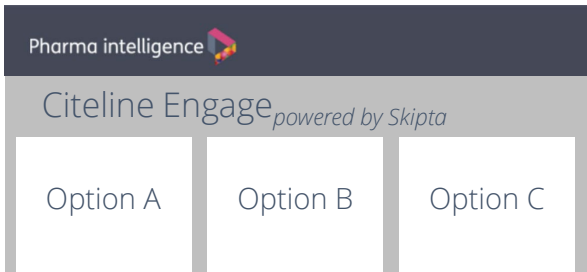
85

sites needed in total

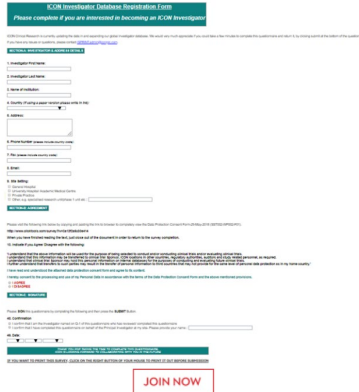
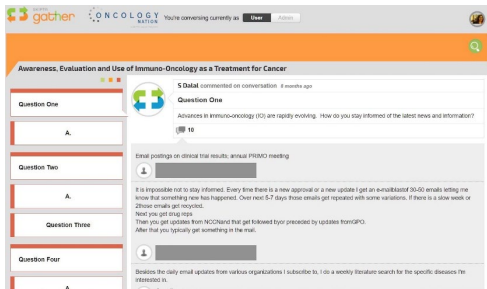
CITELINE - SITETROVE



Identify Investigators & Healthcare Providers
AND
Understand Patient Pools



SKIPTA - CITELINE ENGAGE



Scoop
Targeted
emails to drive
awareness

Gather
Gather
feedback on a
protocol

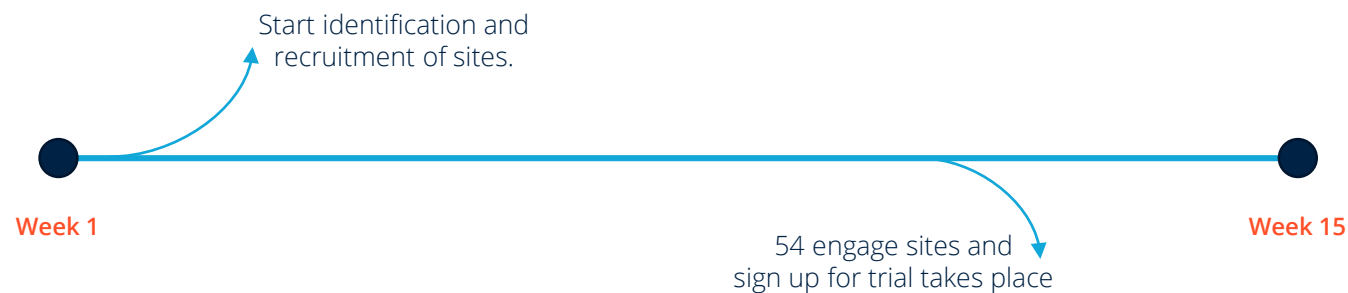
Recruit
Recruit
physicians &
investigators



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



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...



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

Agenda

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Stephen A Carter

Strength & Growth from Specialisation

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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

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

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Resilience & Strength through Specialist Knowledge

10 May 2019



Speakers



Annie Callanan

Chief Executive Officer



Christoph Chesher

Group Sales Director



Leon Heward-Mills

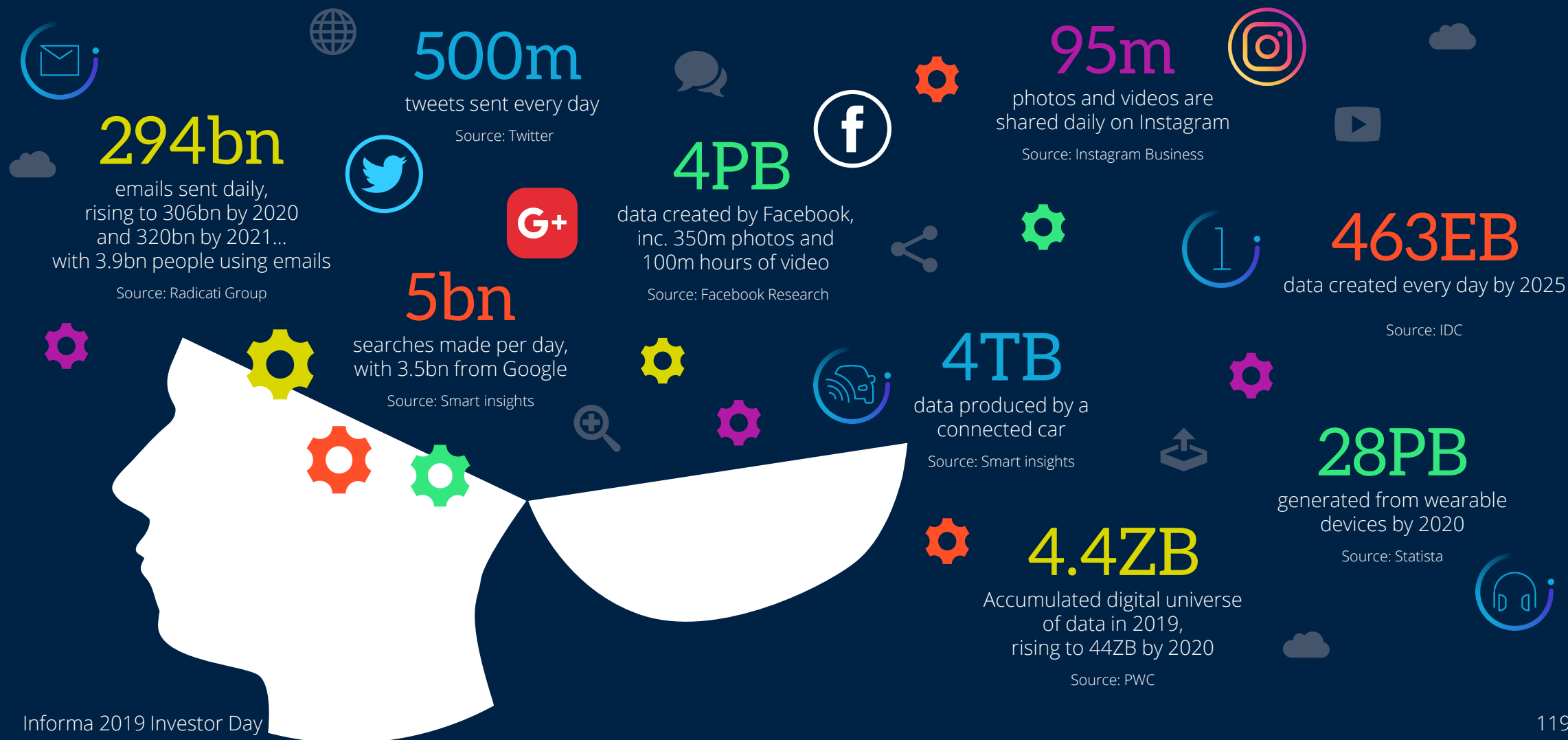
MD Researcher Services



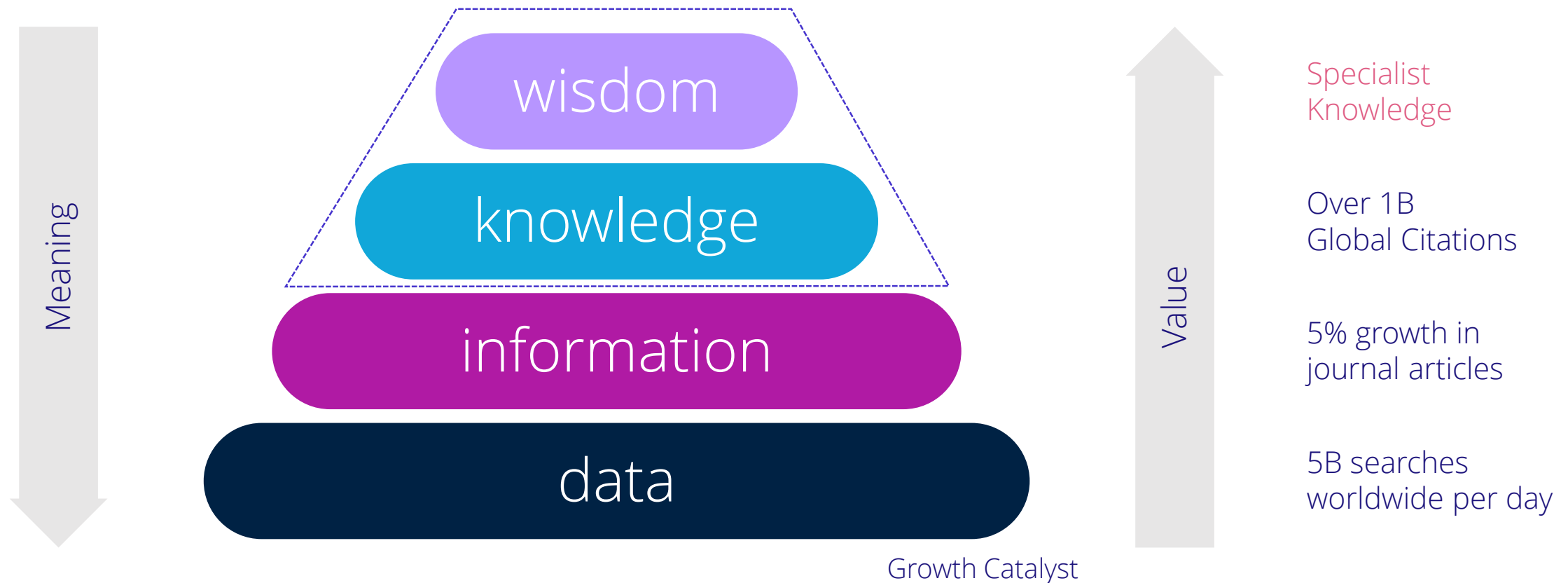
Max Gabriel

Chief Digital Officer

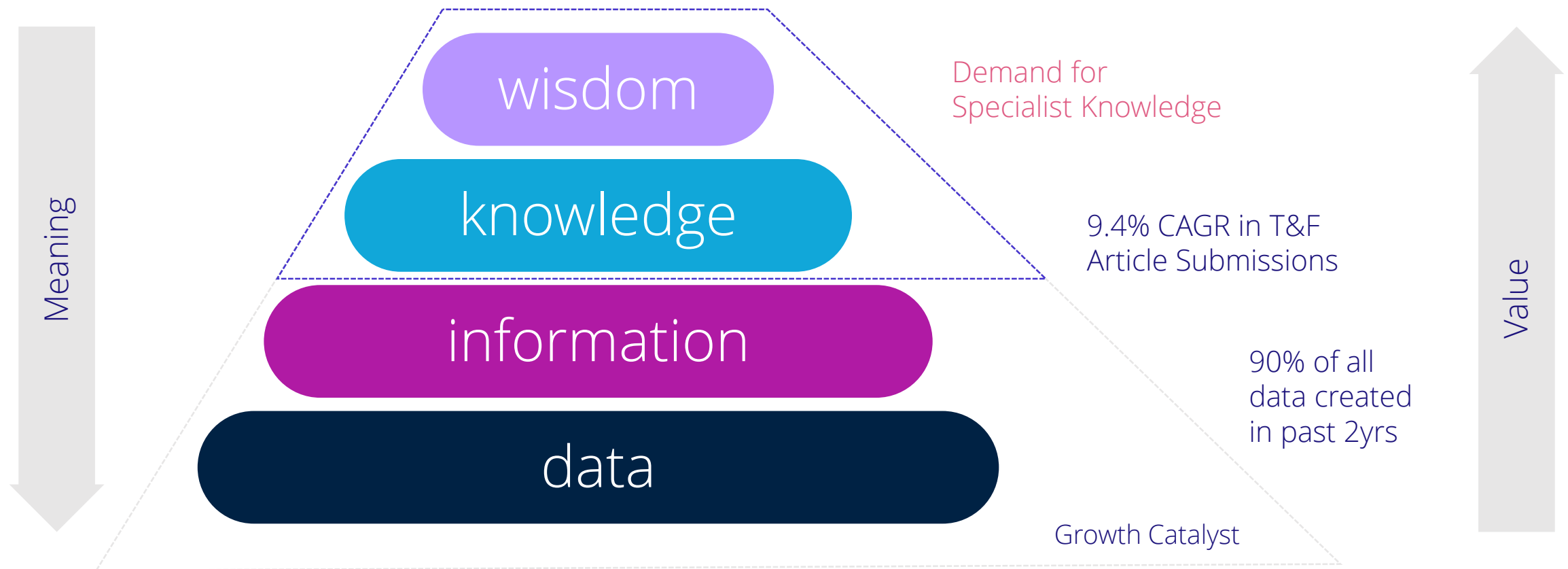
The Knowledge & Information Economy



The Knowledge & Information Economy

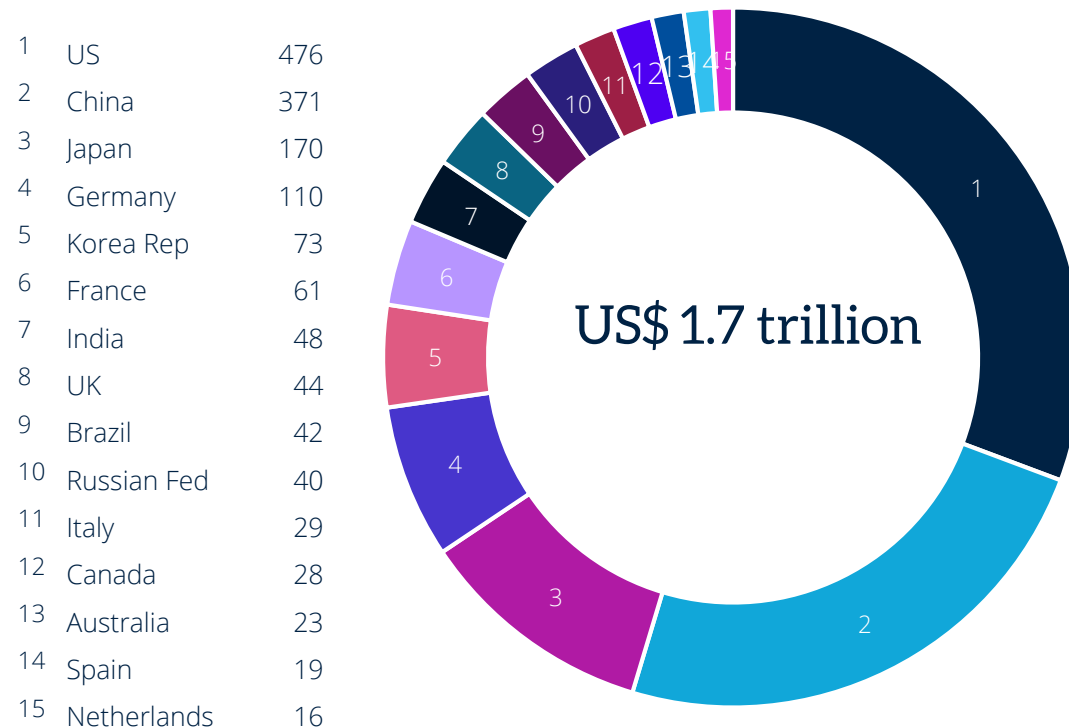


The Knowledge & Information Economy



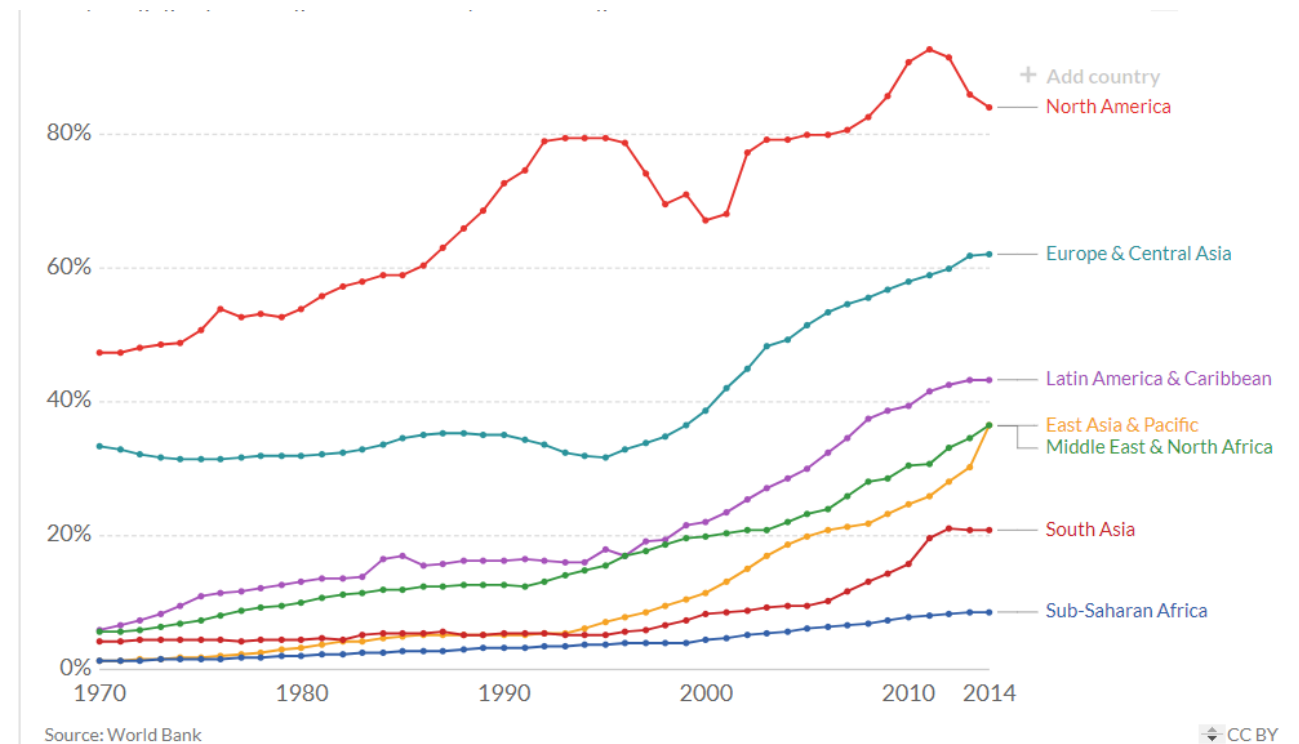
Growth in Specialist Knowledge & Advanced Learning

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



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.

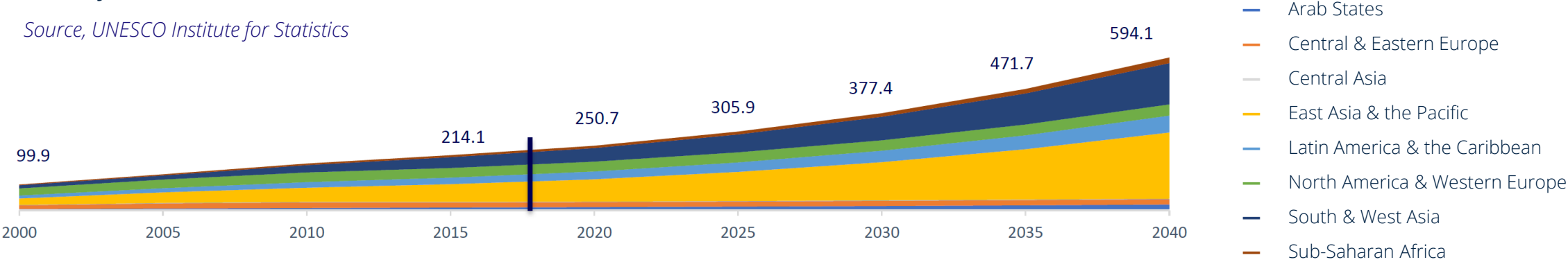


Source, World Bank via Our World in Data
<https://ourworldindata.org/tertiary-education>

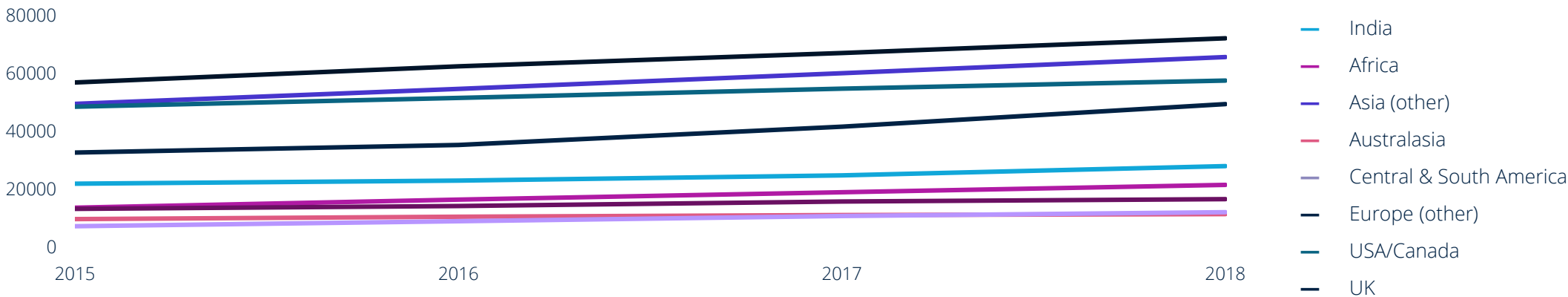
Growth in Specialist Knowledge & Advanced Learning

Tertiary Enrolments

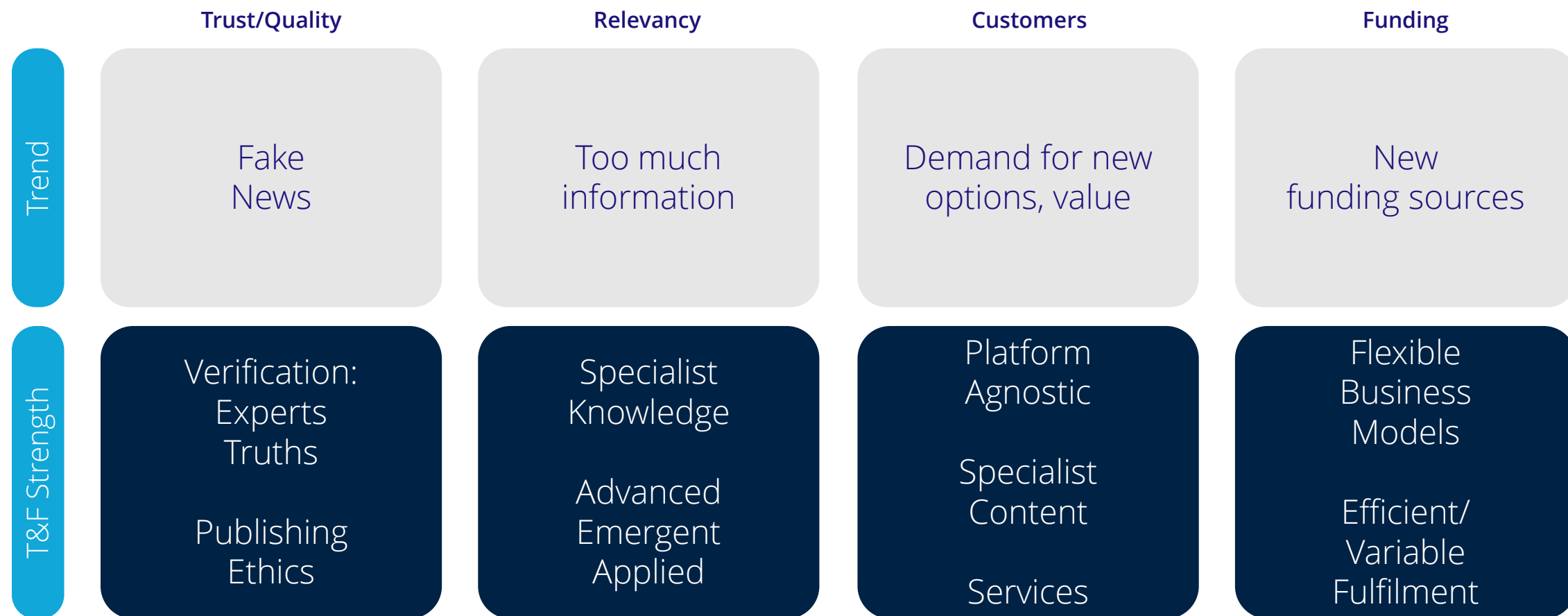
Source, UNESCO Institute for Statistics



Research Paper Submissions by Region (T&F)



Value Drivers within the Advanced Learning Market



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

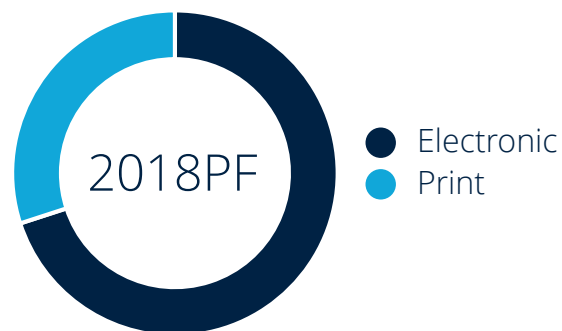
c.2%
Underlying Growth

c.18%
Group Revenue

2,200+
Colleagues

300+
OA journal brands

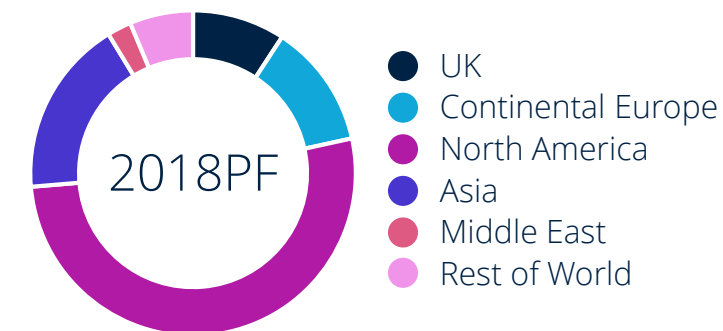
Revenue by type



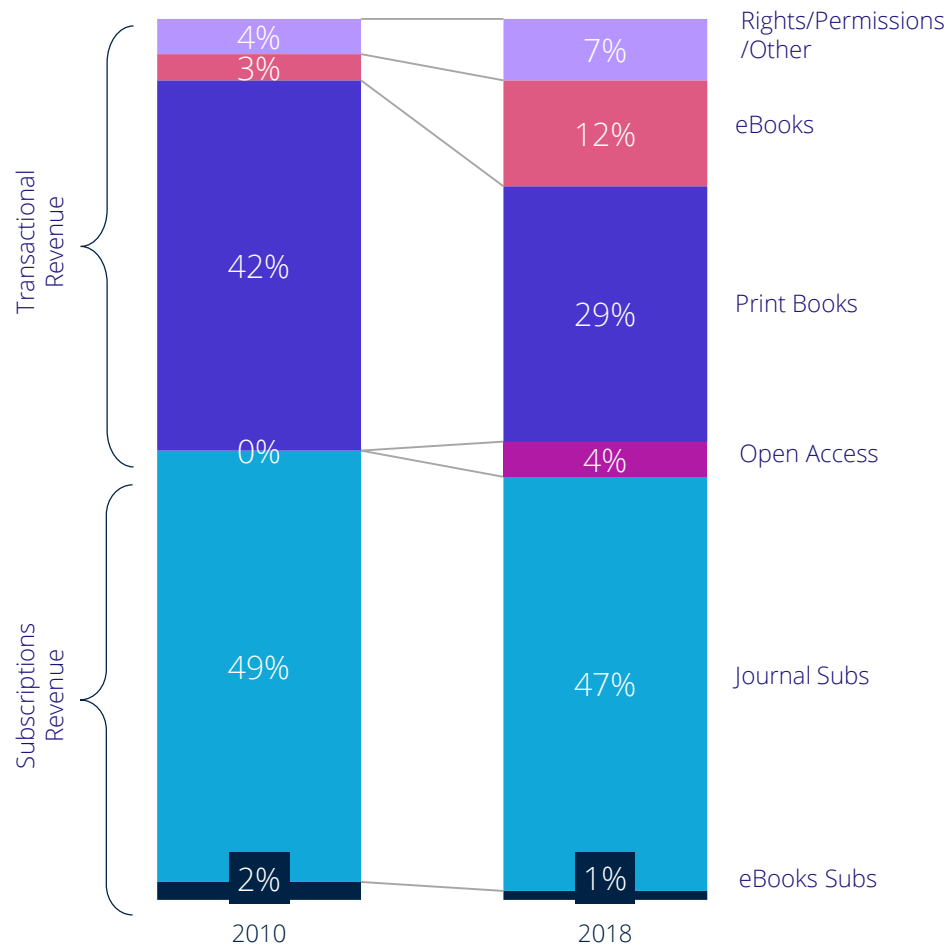
Revenue by vertical



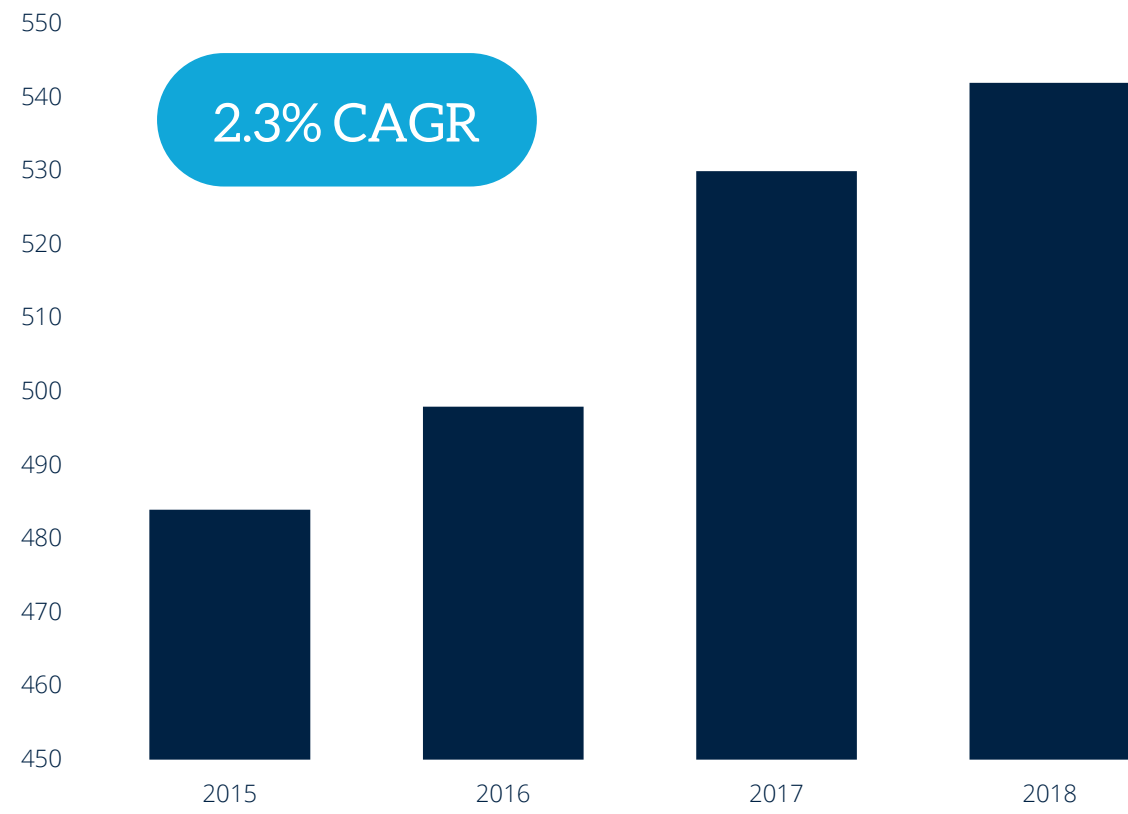
Revenue by region



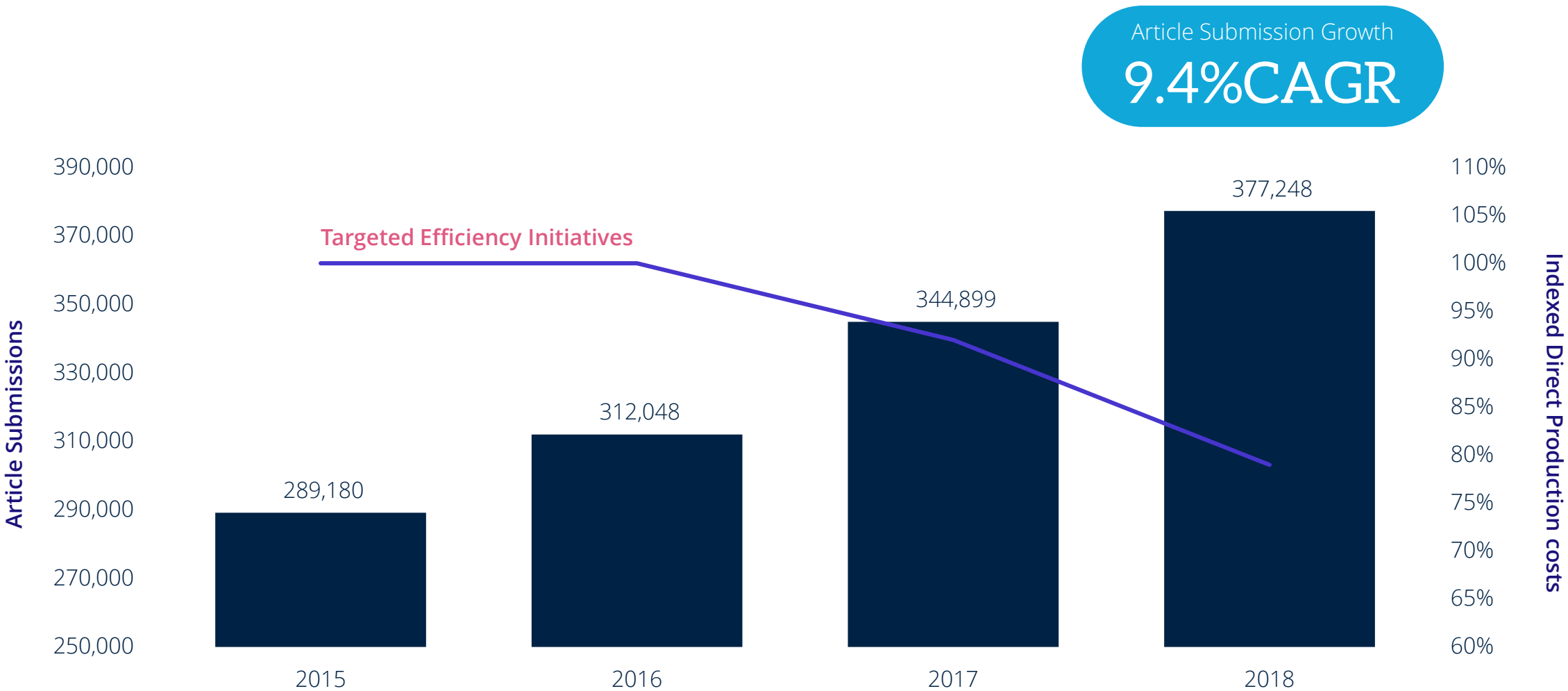
Snapshot of T&F Revenue Trends at a Glance



Underlying Revenue (£m)



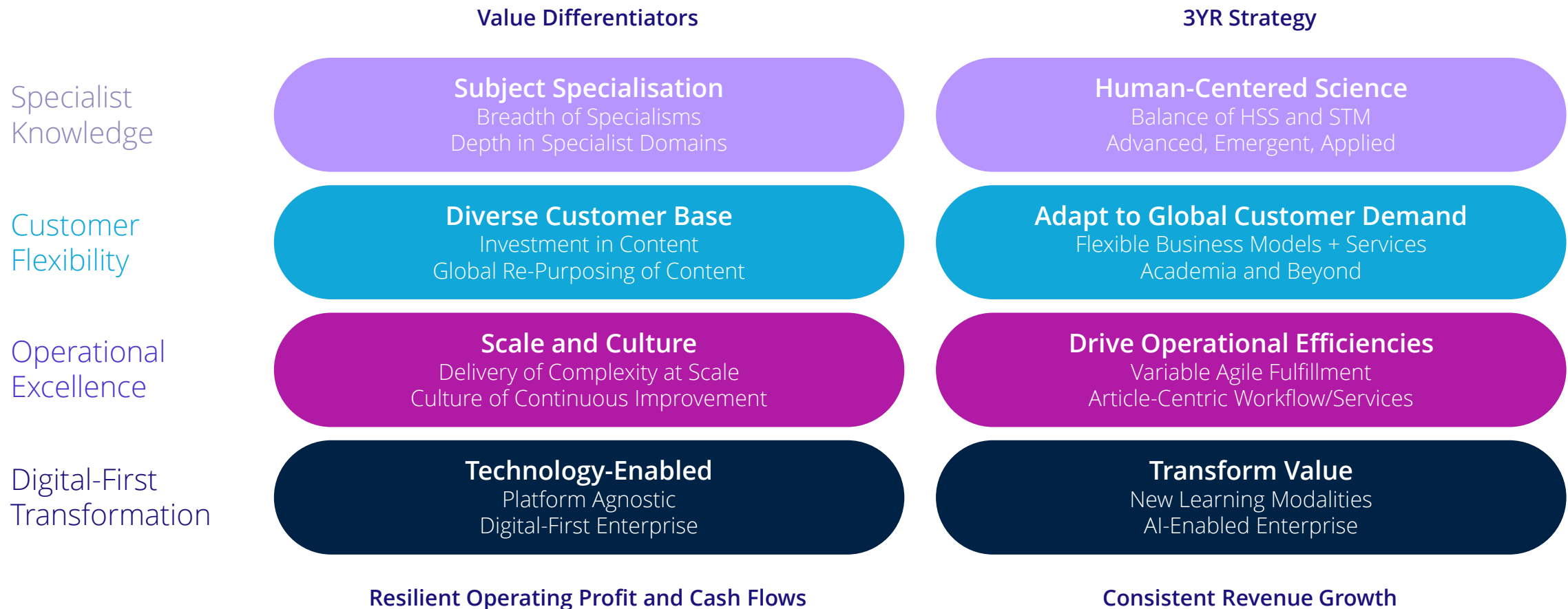
Consistent Article Submission Growth



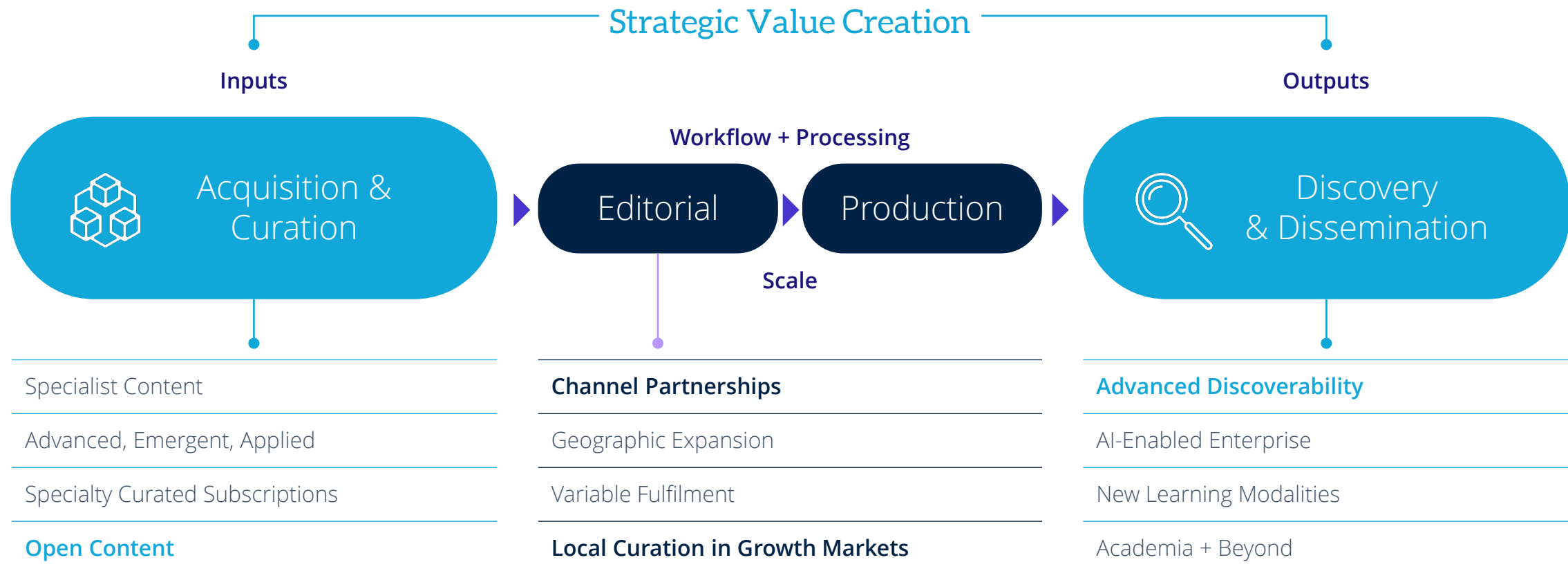
Key Strengths of Taylor & Francis



Seizing the Opportunities from Growth in Knowledge



Seizing the Opportunities from Growth in Knowledge



International Sales Opportunities from Depth & Specialisation

Christoph Chesher
Group Sales Director
Taylor & Francis

10 May 2019

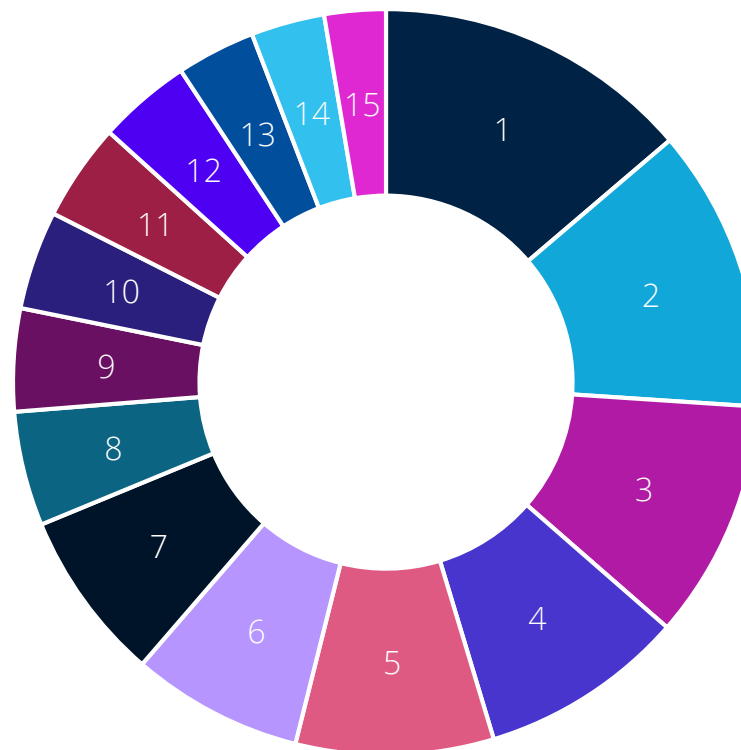


Taylor & Francis: Depth & Specialisation

Content Corpus

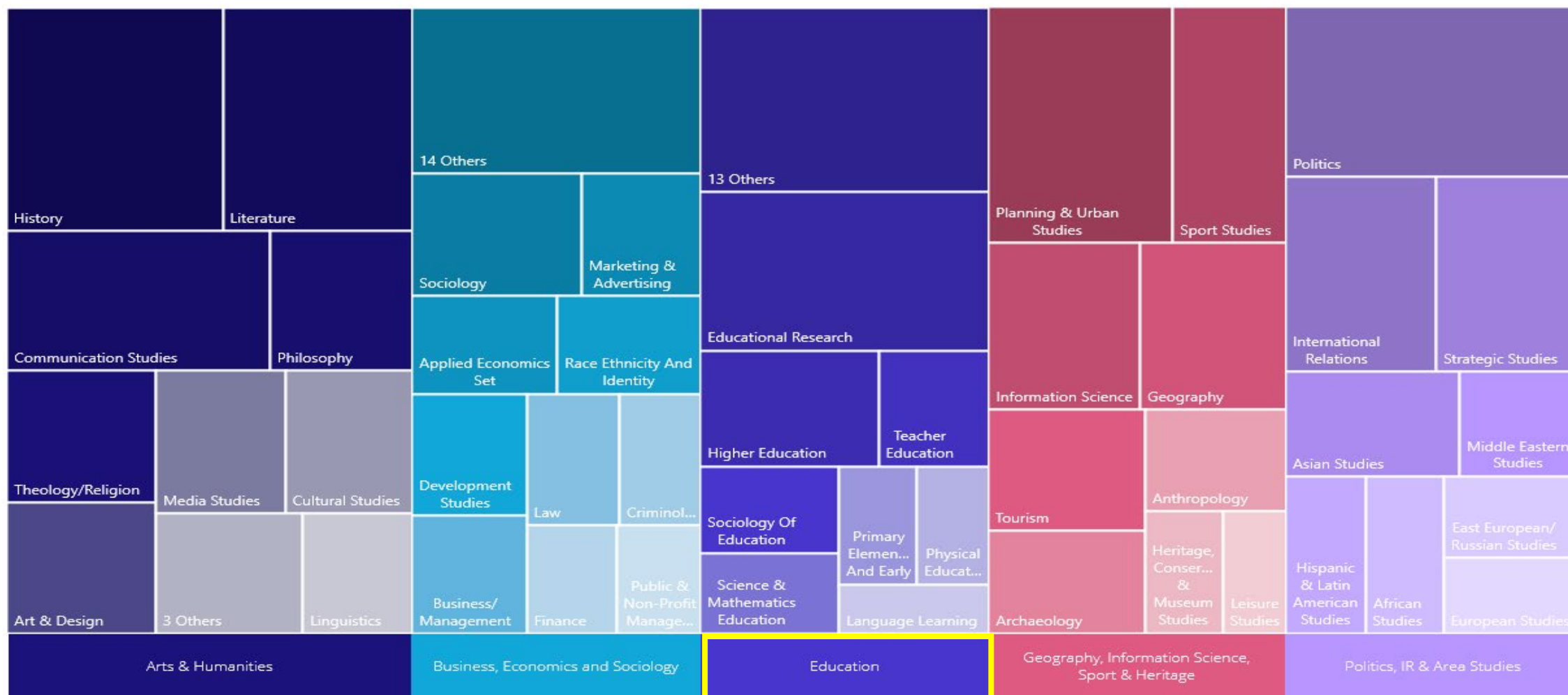
- T&F Specialist Content spans over 50 top level subject domains
- Each Domain spans multiple formats and geographies

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

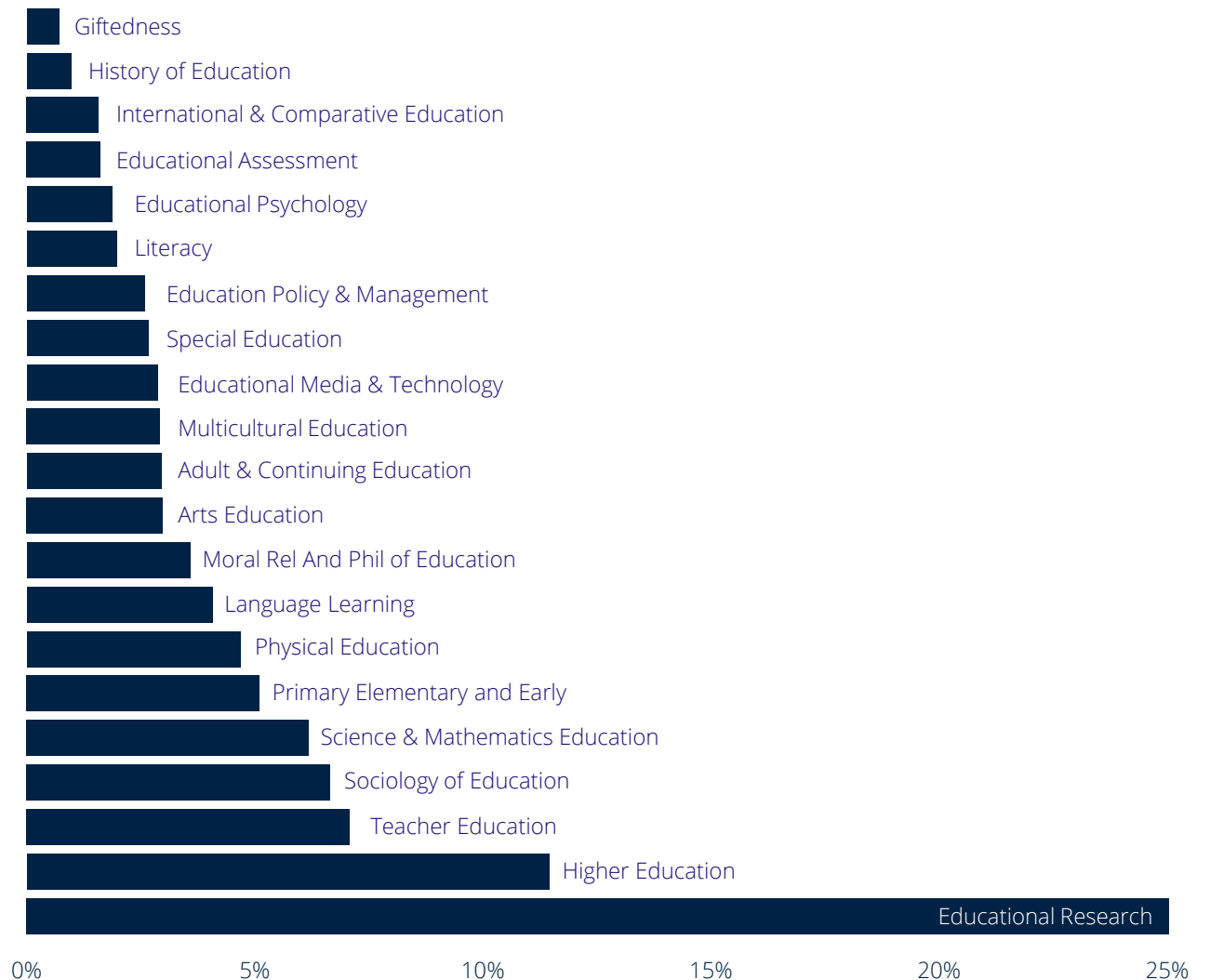


Taylor & Francis: Depth & Specialisation

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.

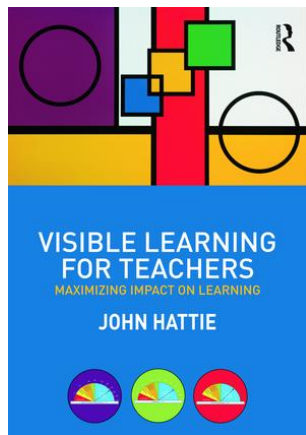
T&F Educational Articles - by Subject



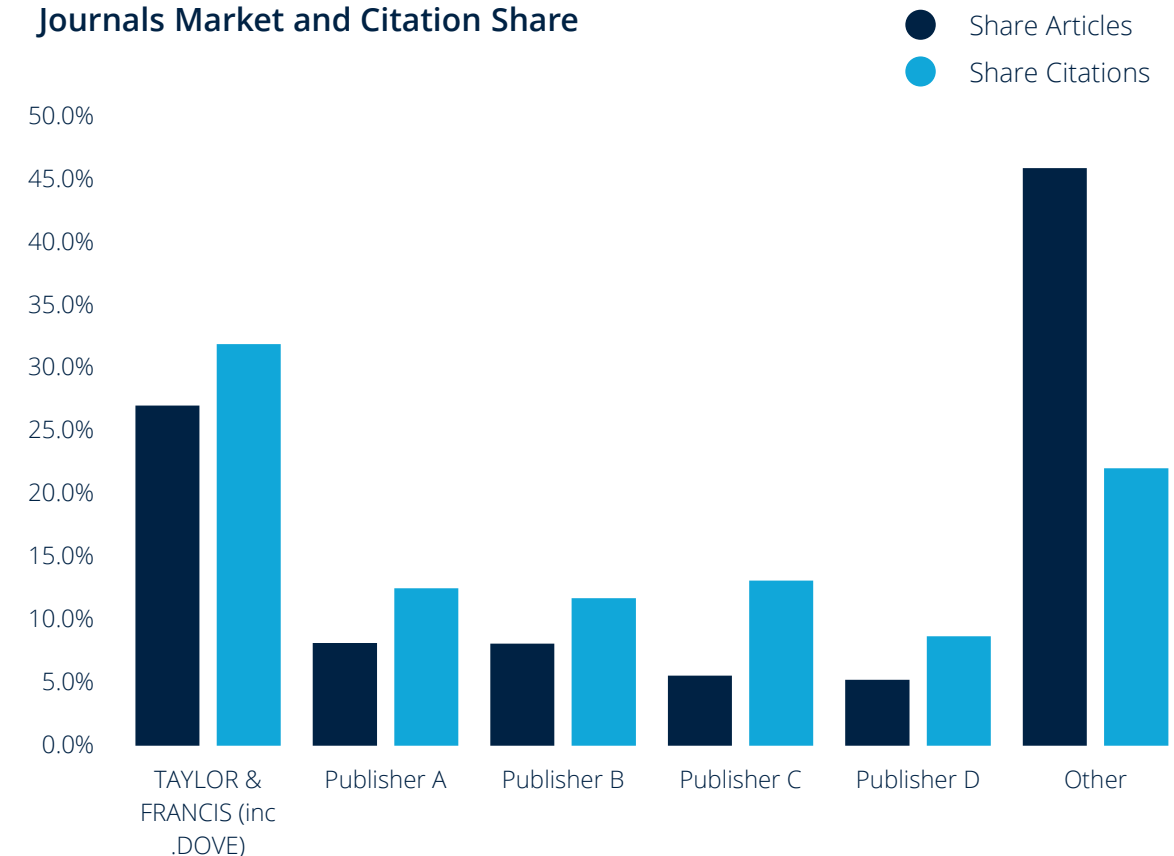
Depth & Specialisation in Education and Educational Research

Our Education Program

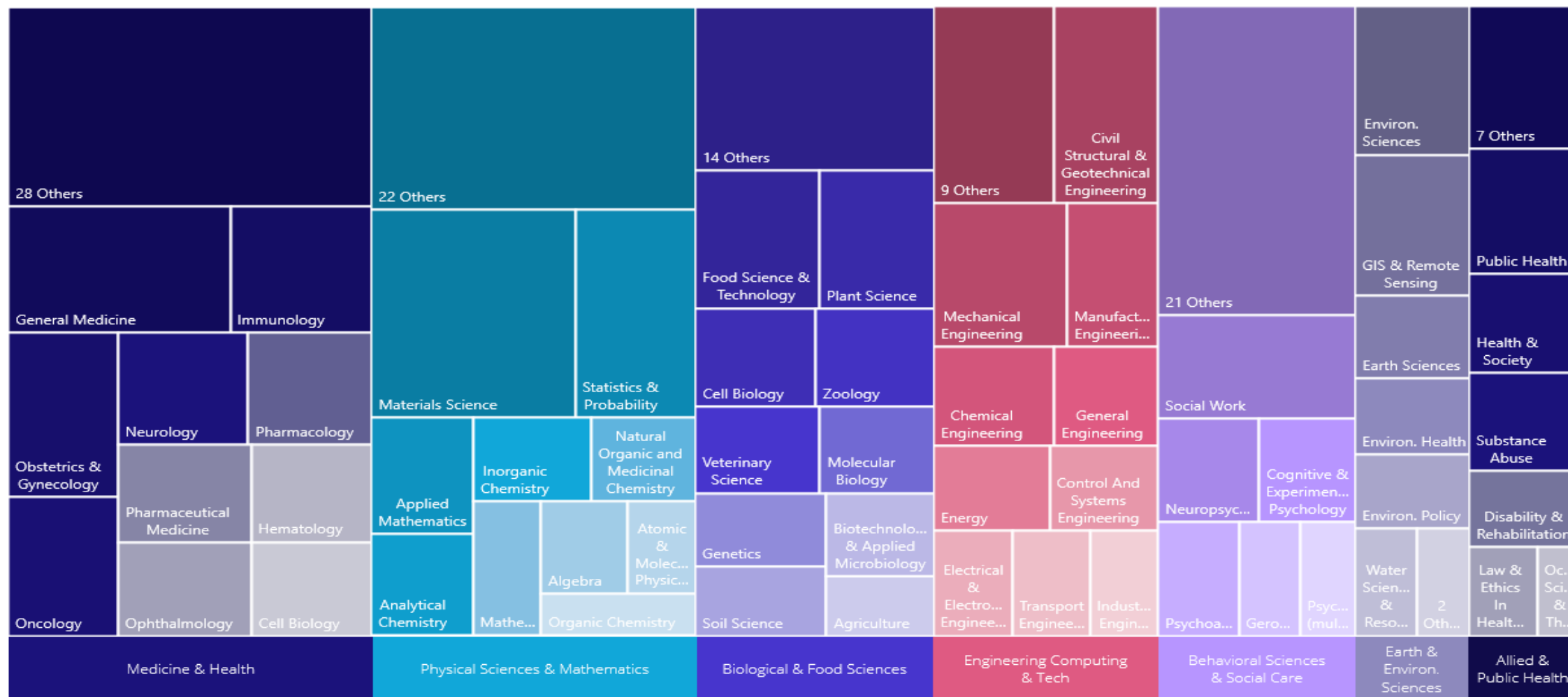
- 191 journals
- 7,136 articles
- 650 new books p/a
- c.10,000 backlist
- Over 80 society partners



Journals Market and Citation Share



T&F Science, Medical, Engineering & Technology

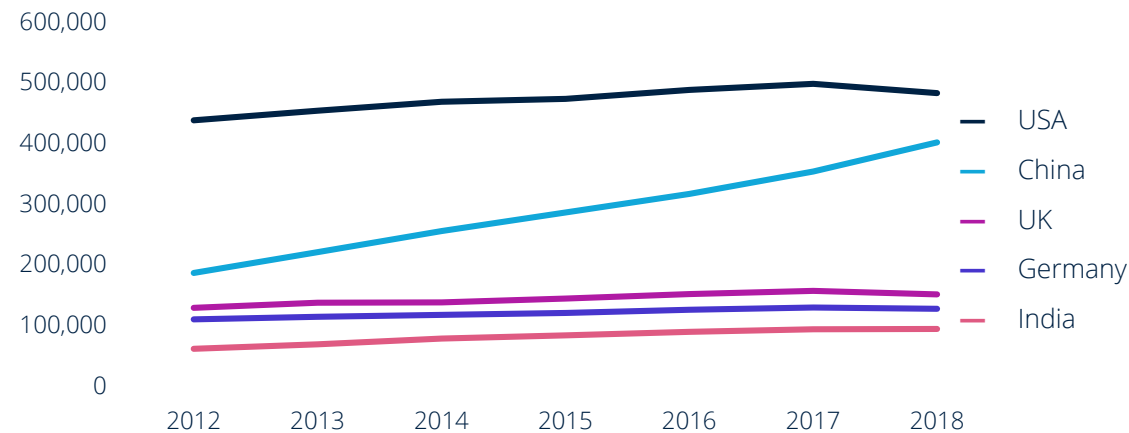


Revenue Versus Research Output

The Opportunity

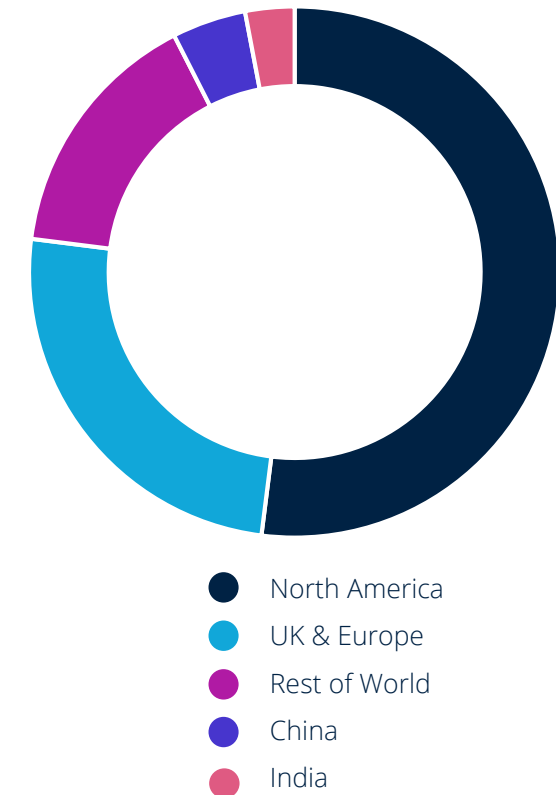
- China and India represent 4.5% and 3% of Global Sales Revenue
- Double digit sales growth expected to continue for foreseeable future
- Discounts are stable and not increasing
- Publishing output from both continues to grow significantly

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



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.

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

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

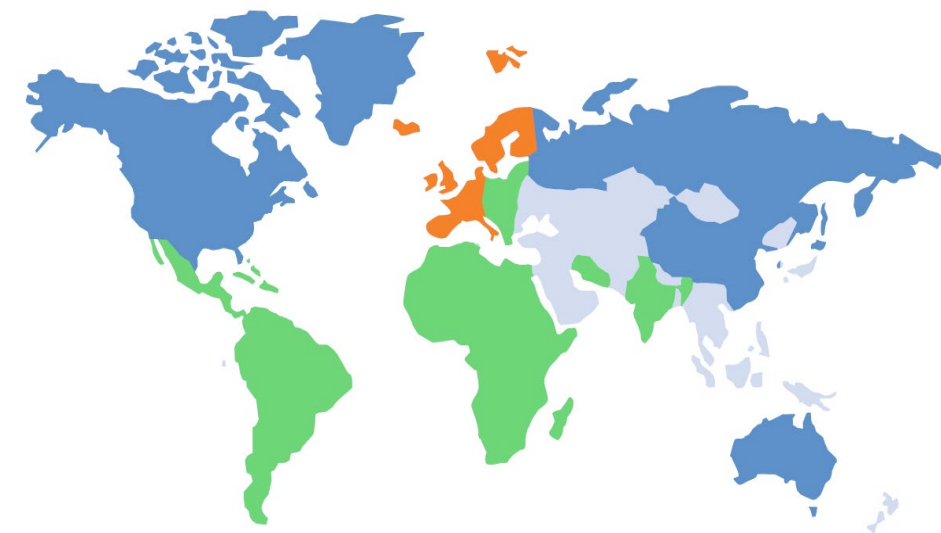
Leon Heward-Mills
MD Researcher Services
Taylor & Francis

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

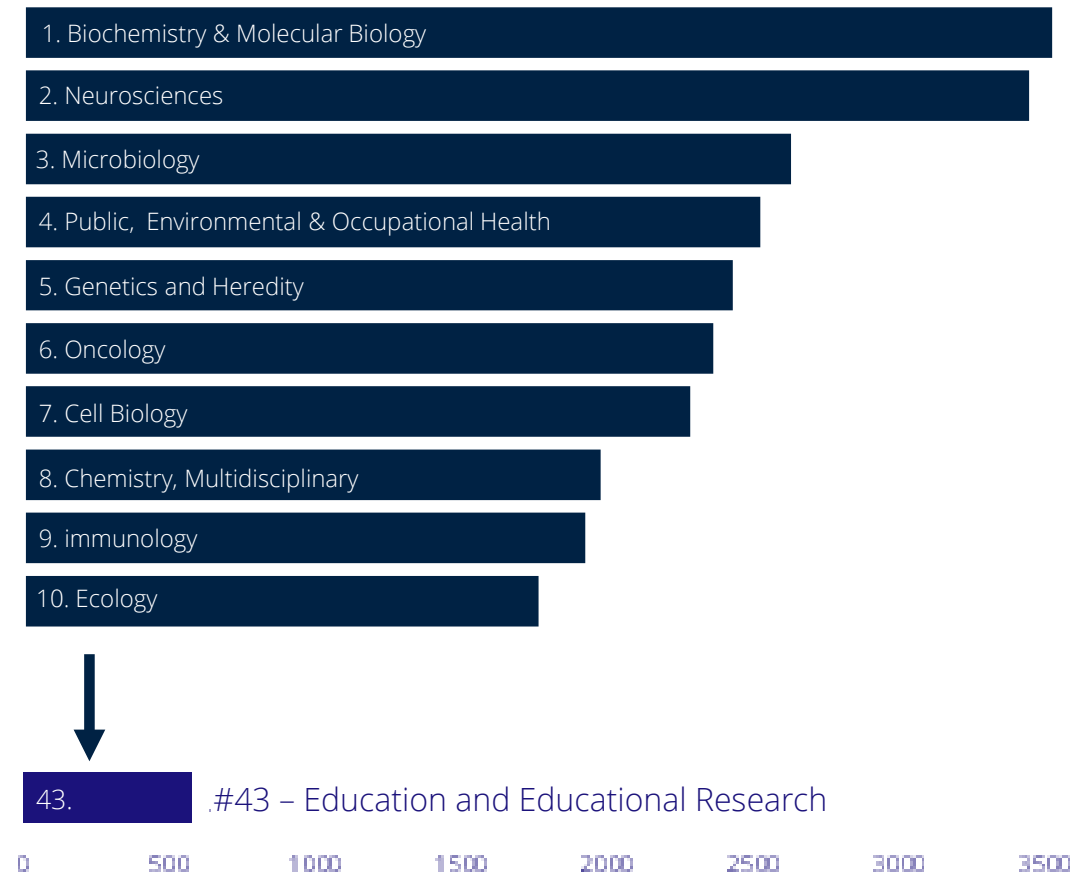
Hybrid versus Pure OA

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

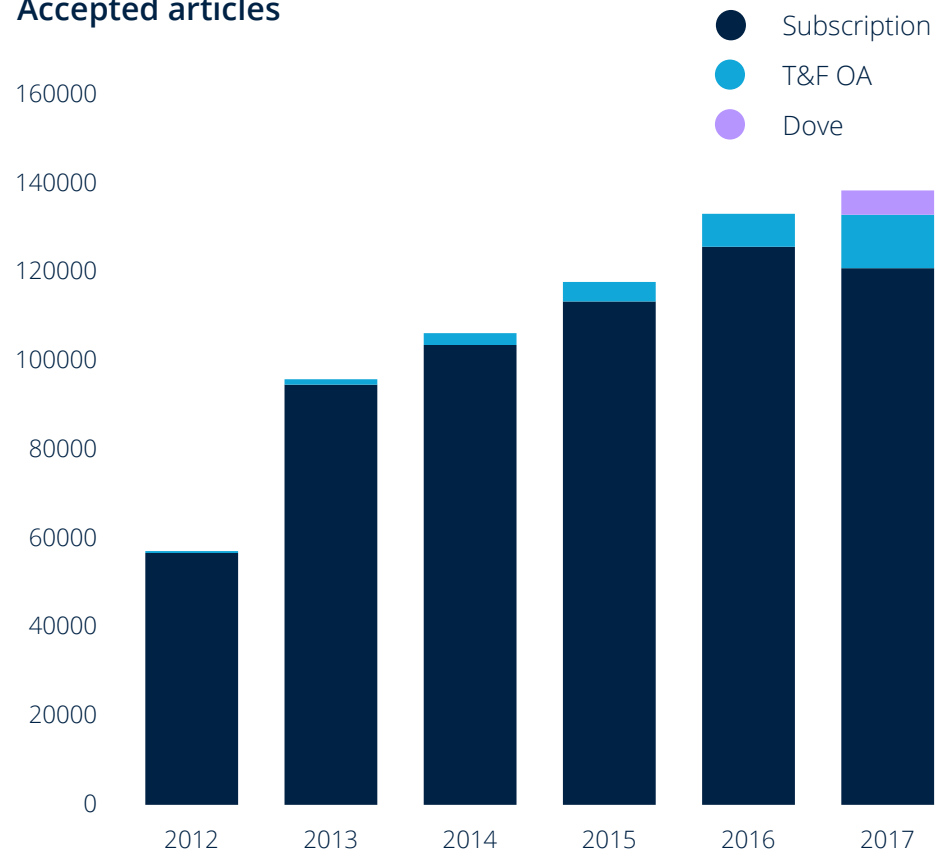
Approach to transition varies by institution

Read & Publish, Publish & Read

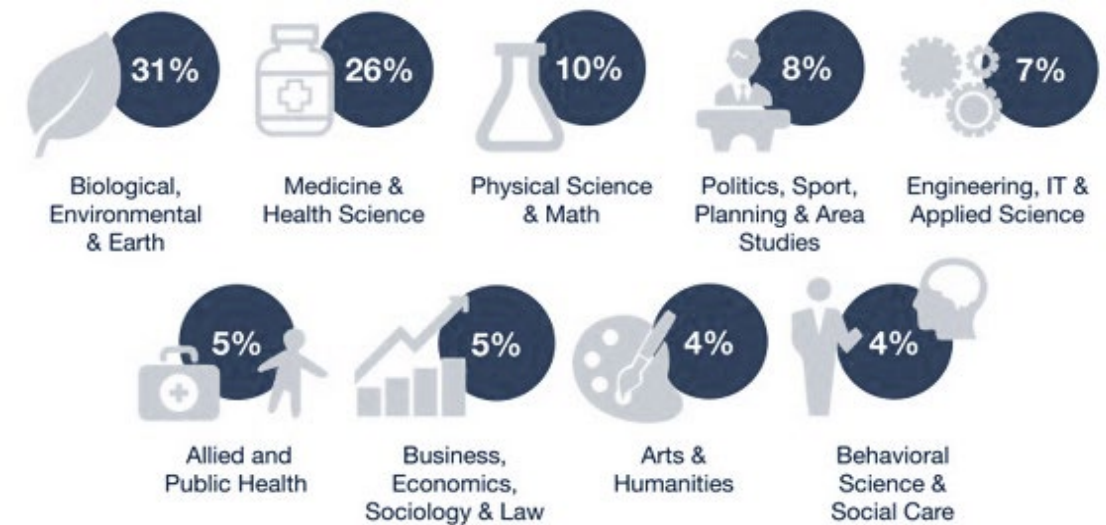
Balanced approach, focus on research quality

Effectively Managing an Evolving Market

Accepted articles



In 2018 Taylor & Francis published OA articles in:



Balance and Breadth: Our Open Access Offering



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

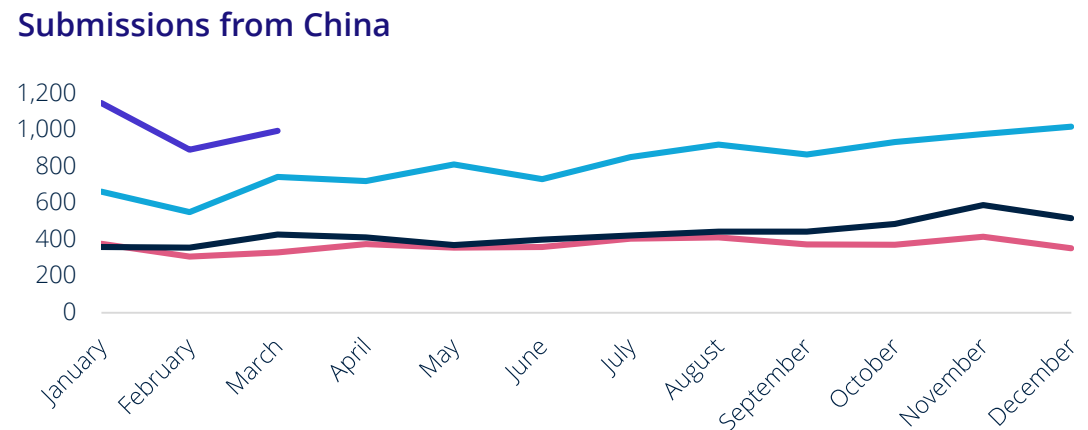
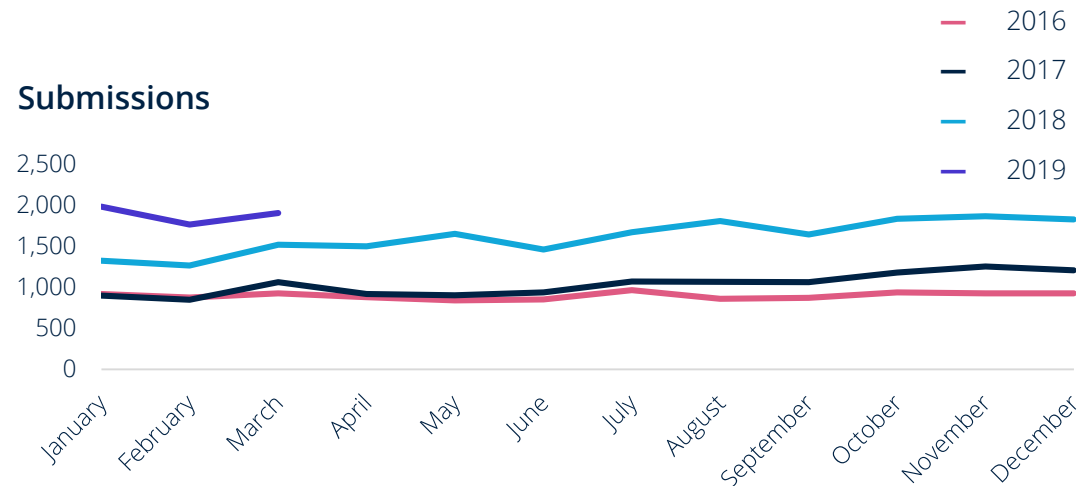
Depth & Capability in OA through the addition of Dove

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

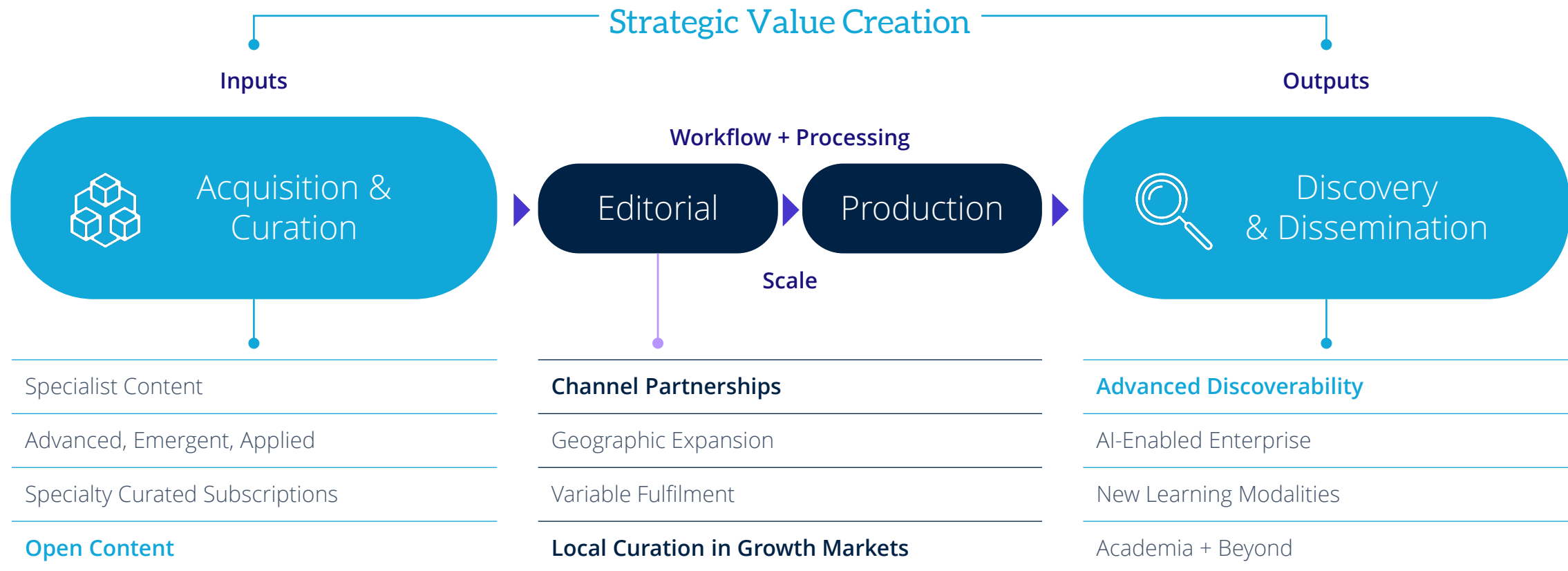
Digital Transformation Opportunities

Max Gabriel
Chief Digital Officer
Taylor & Francis

10 May 2019



Targeted Investment Programme



Discoverability & Dissemination through targeted investment

Taylor & Francis Online

1051 - 799

Alexa ranking

4m+

articles

456m+

sessions

75k – 13k

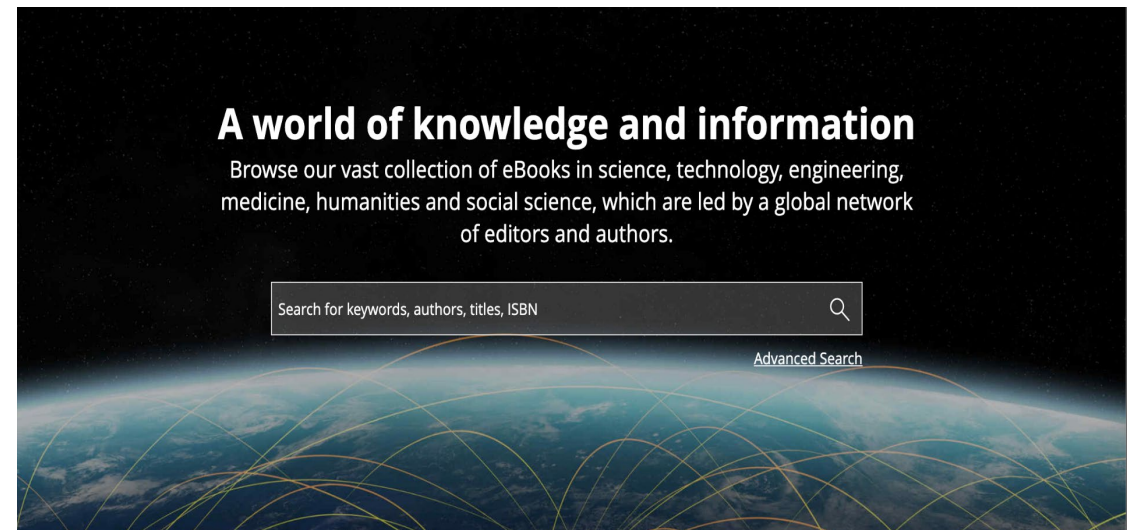
Alexa ranking

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



Search for keywords, authors, titles, ISBN

Search in SDG



SDGs

About

REQUEST A TRIAL

Login



Sustainable Development Goals Online

A curated library to support the United Nations' call to action to end poverty, fight inequality & injustice and protect the planet

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

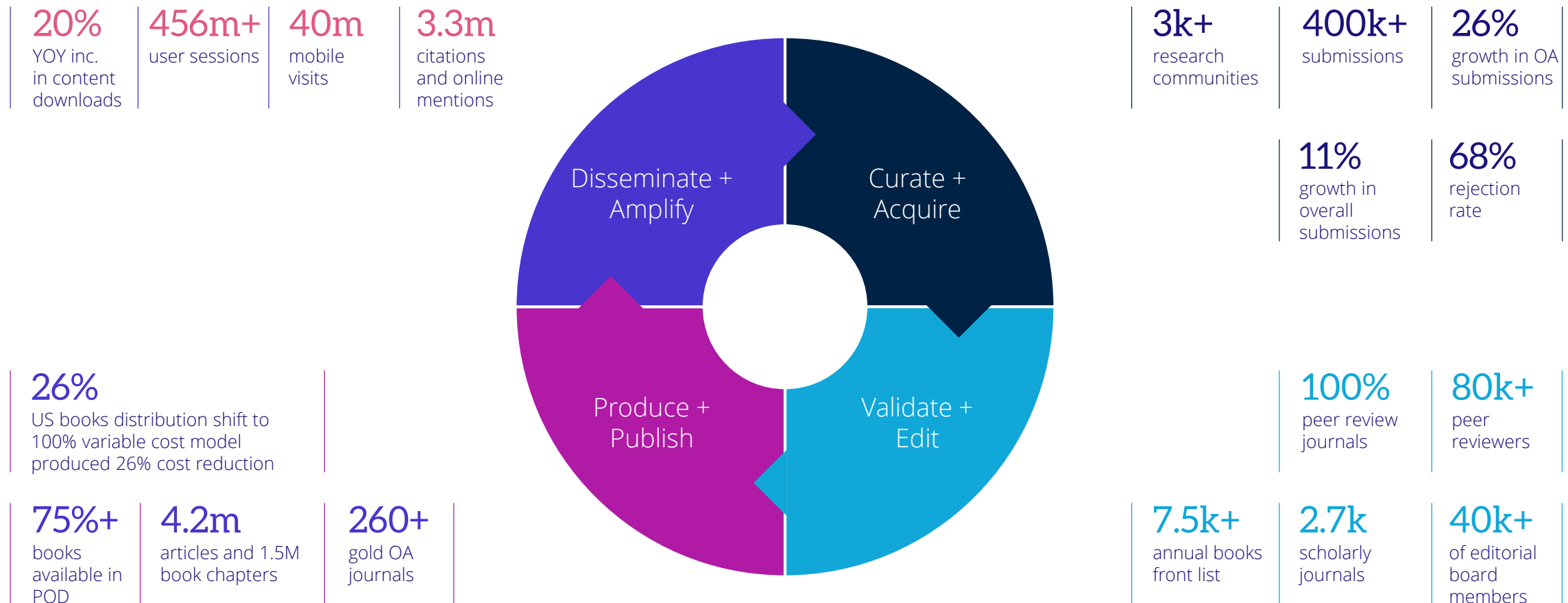
Resilience & Strength through Specialist Knowledge

Annie Callanan
Chief Executive Officer
Taylor & Francis

10 May 2019



Growth Metrics From Publishing Value Chain



Depth & Specialisation at Taylor & Francis



A Leading Global Knowledge Brand

Agenda

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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

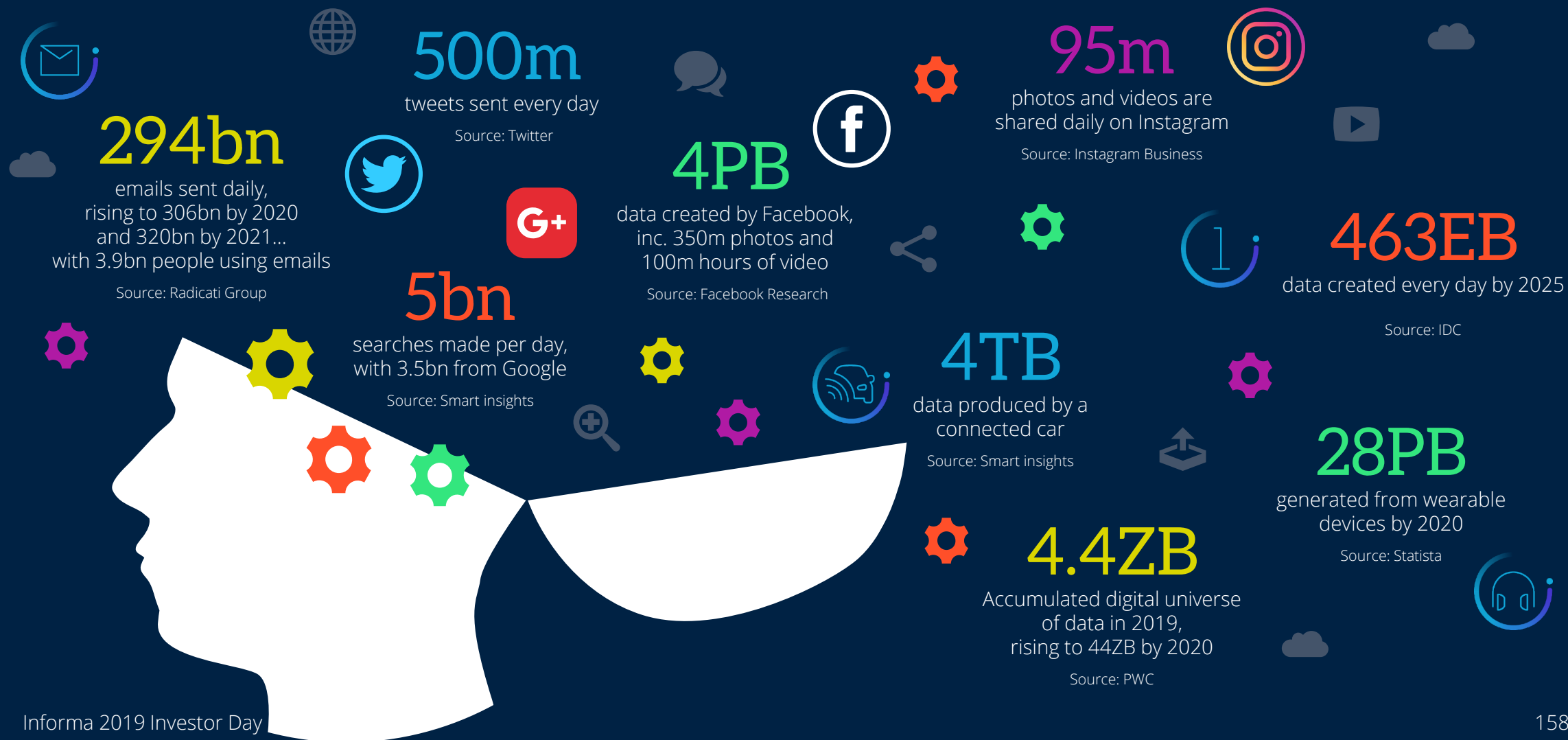
Managing Director Informa Tech



Marco Pardi

Managing Director Informa Tech

The Knowledge & Information Economy



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

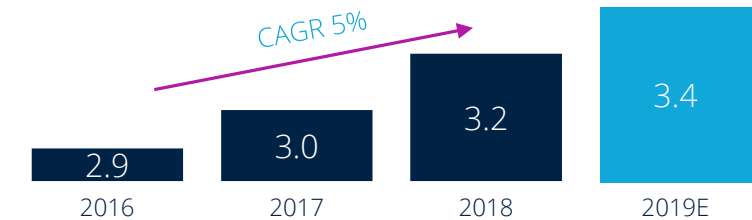


Cloud, 5G ,Big Data, AI, Cyber Security, Blockchain, IoT

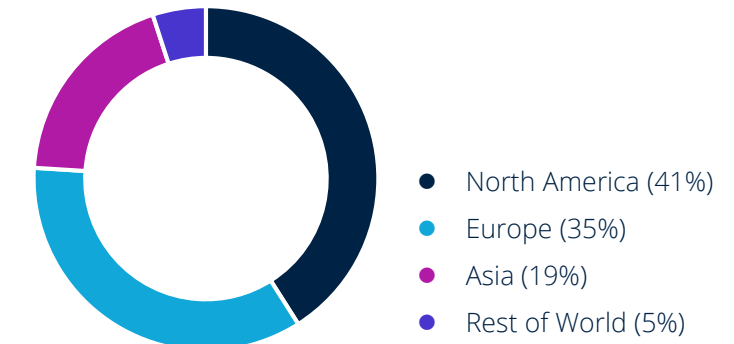


Public confidence - data, governance, security and privacy

Global Technology Market Spend (\$tr)



Information Services Market, by Sector (%)

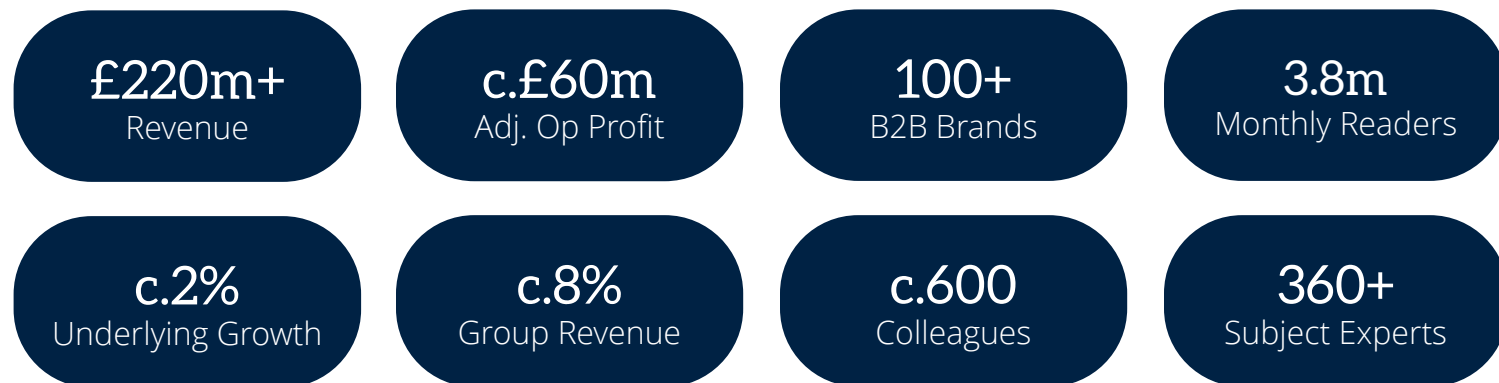


Source: Statista

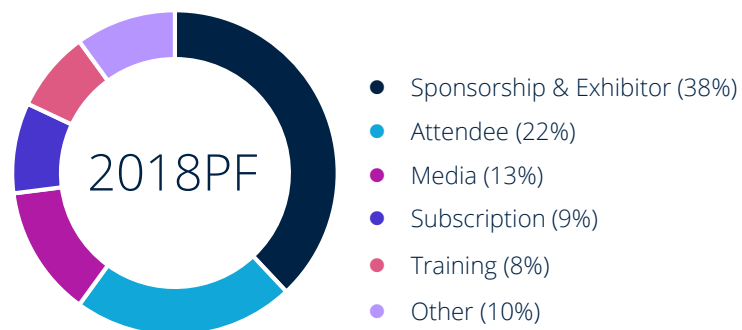
Large, growing and international market with high levels of innovation and change

Informa Tech Today

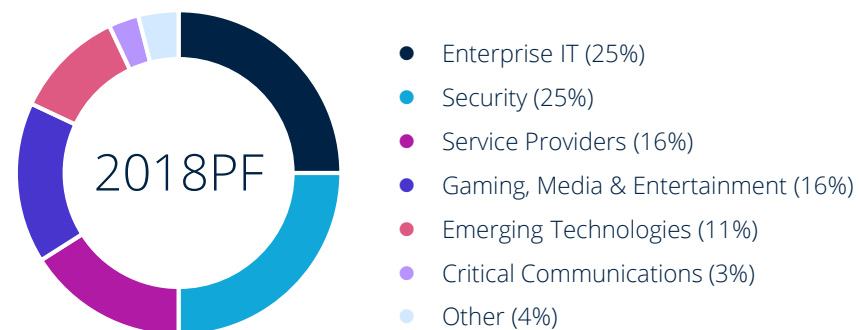
Informa Tech informs , educates and connects specialist Technology communities around the world. Through more than 100 B2B brands, we provide specialist intelligence and knowledge, and build platforms for customers to engage, learn and be inspired to create a better digital world.



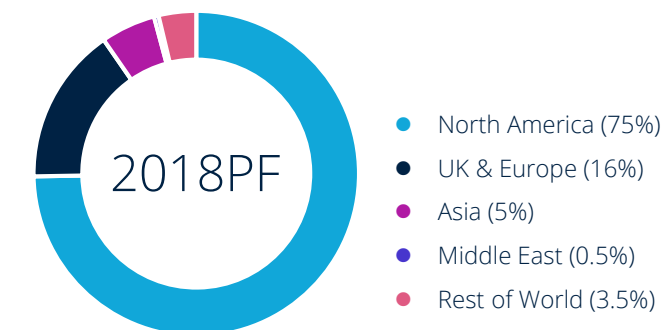
Revenue by type



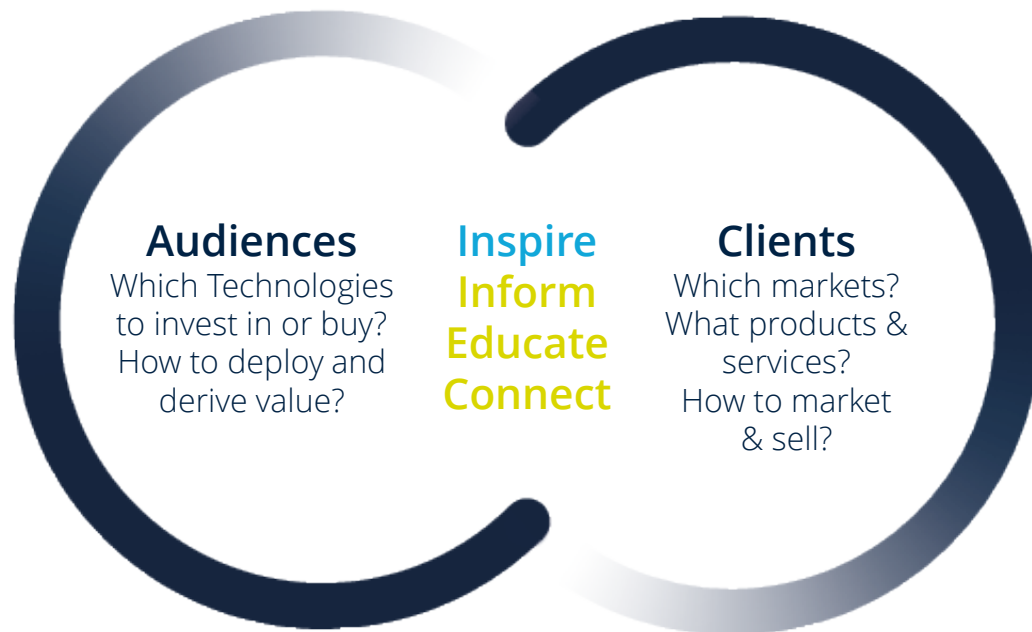
Revenue by tech sub-vertical



Revenue by region



Purpose, Ambition, and Target



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+

Annual Event Delegates

3.8m+

Monthly Media Readers

7.4k+

Research Subscribers

18k+

Training Students

Strategy for Growth & Expansion

Market & Customer led

Align & Integrate: Common Audiences and Common subject matter

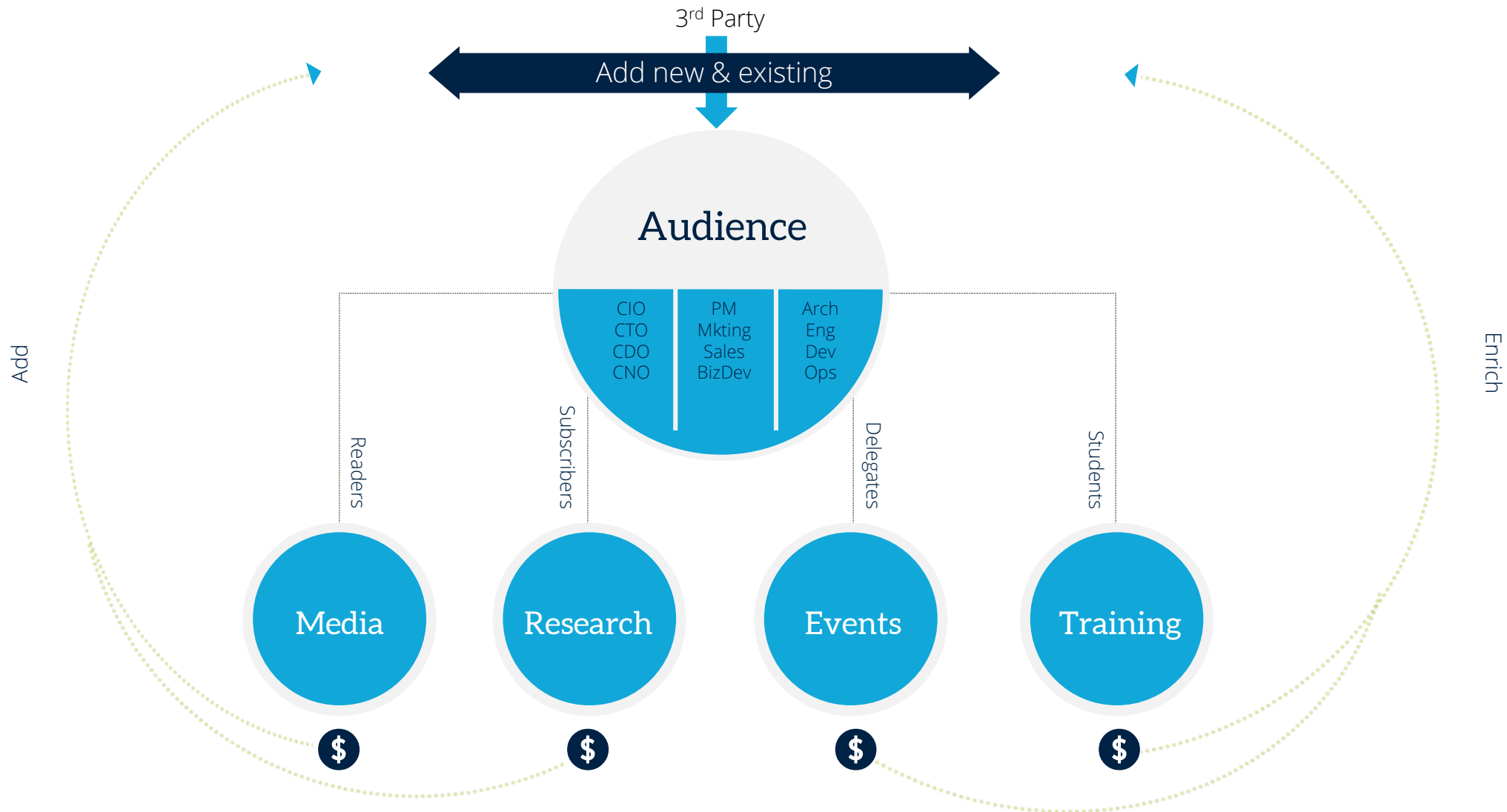
Content: Write once, run everywhere

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	 	 	 		 	 	
Events	 	 	 	 	 		
Training		 					
Research		 			 		

Specialist Markets: 5G

Media

Events

Training

Research

Service Providers

5G Series

ENABLING THE CONNECTED SOCIETY THROUGH 5G ACROSS 5 CONTINENTS

5G Series is the only global series of events to bring together the entire connectivity ecosystem enabling the connected society. Innovative operators, leading solution providers, disruptive new players and many more provide all the inspiration and innovation you need to successfully roll out 5G networks of the future, and monetise new use cases.

20k+

Annual Event Delegates

165k+

Monthly Media Readers

4k+

Research Subscribers

18k+

Training Students

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



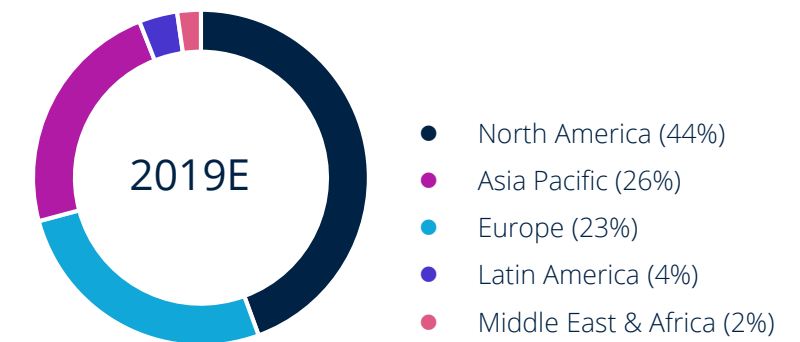
Ethics debate

- Machine vs Human

Artificial Intelligence Market (\$bn)

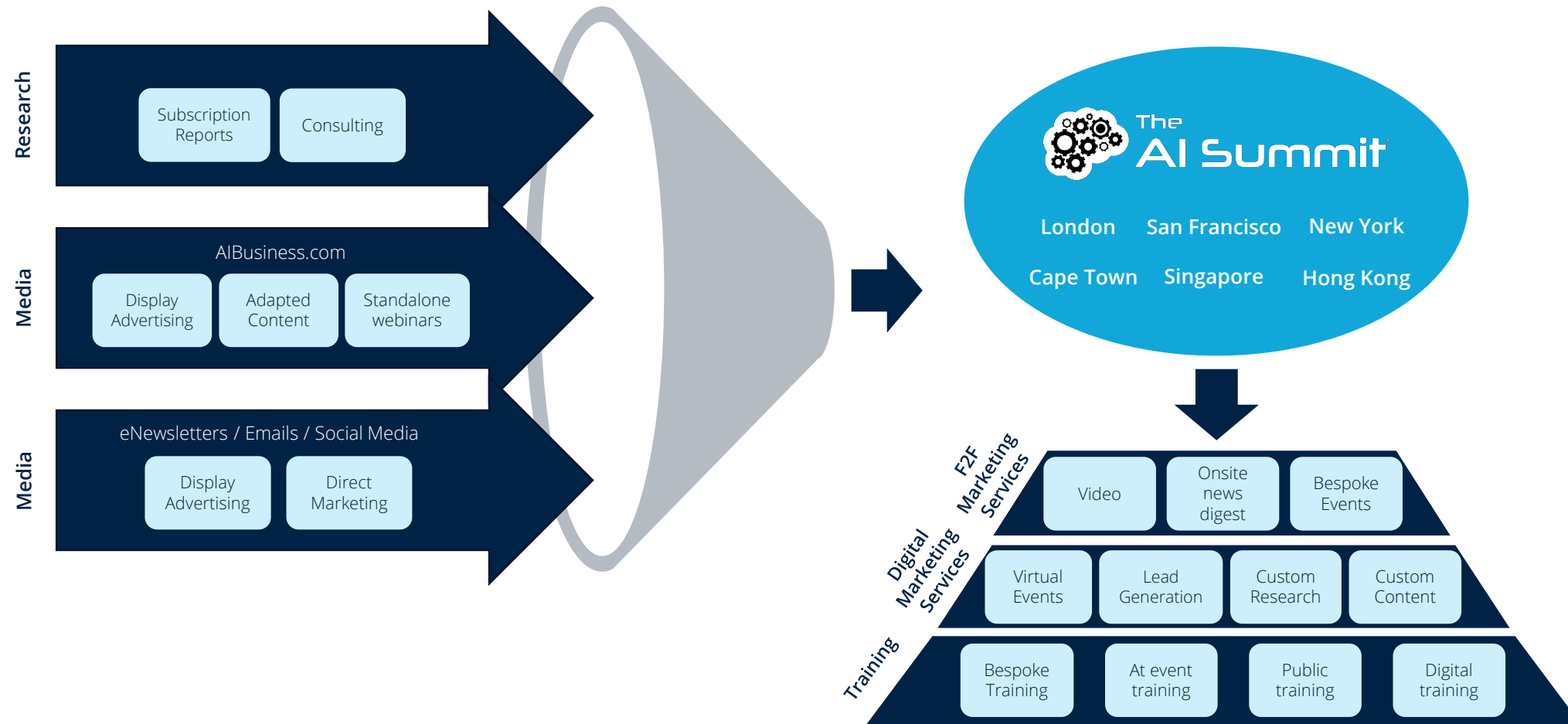


Artificial Intelligence Software Market by Region (%)



Source: Tractica

Building Communities in High Growth Markets



AI from Informa Tech

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

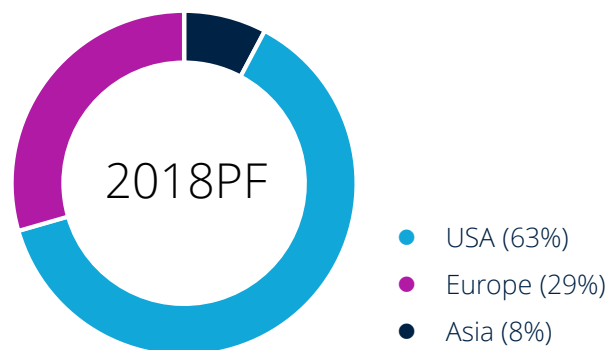
IN-PERSON EVENTS



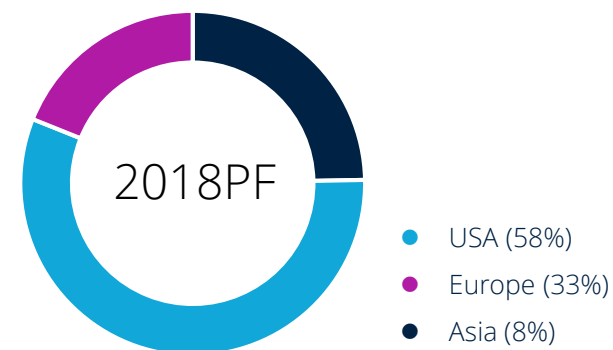
DIGITAL REACH

- Database of 2.2M+
- 12,000 subscribers

Events Revenue by region



Digital Revenue by region



£1-12m

Revenue
2016-2019

35

International
Colleagues



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 2018¹

Russian hackers targeting European governments before elections, security firm warns

Hundreds of millions of Facebook records exposed on Amazon cloud servers

By Seth Finkelstein and David C. Quinn, CNN Business
Published 3:44 PM ET, April 10, 2018

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

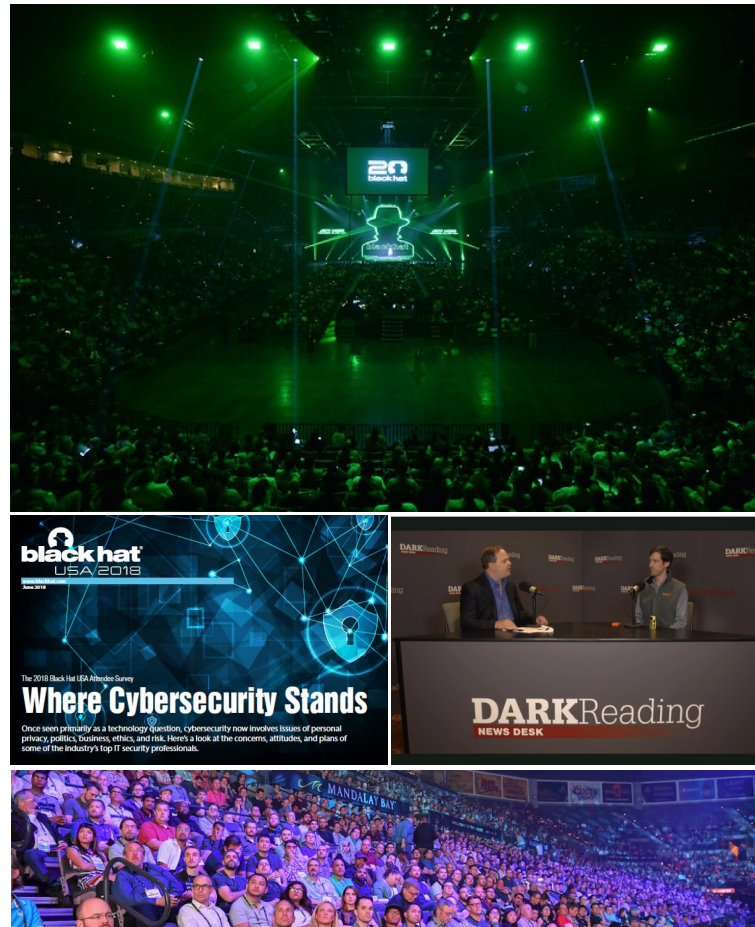
Black Hat USA + Dark Reading 2018 Collaboration Example

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

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

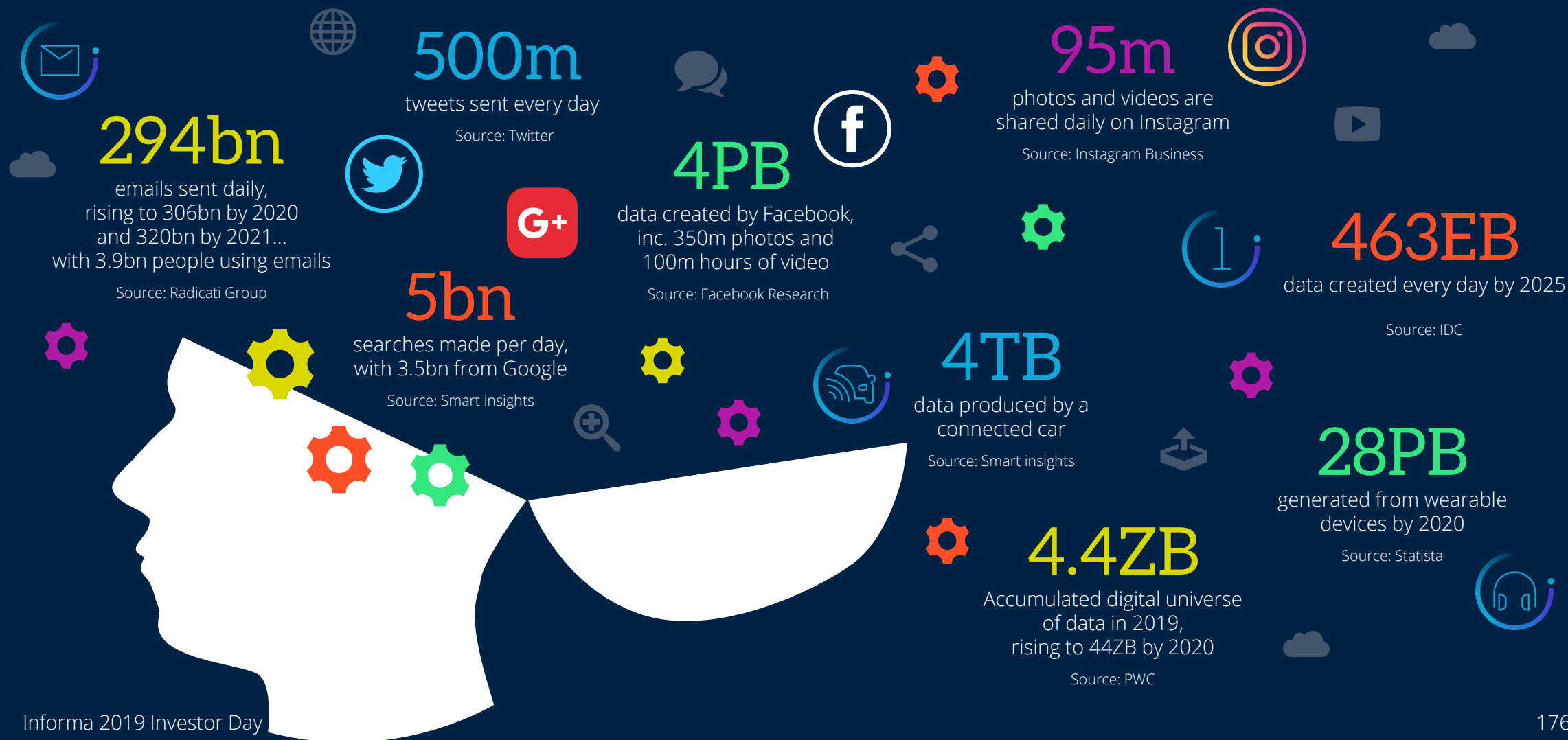
Stephen A Carter

2019 Investor Day

Depth & Specialisation

10 May 2019

The Knowledge & Information Economy



Depth & Specialisation



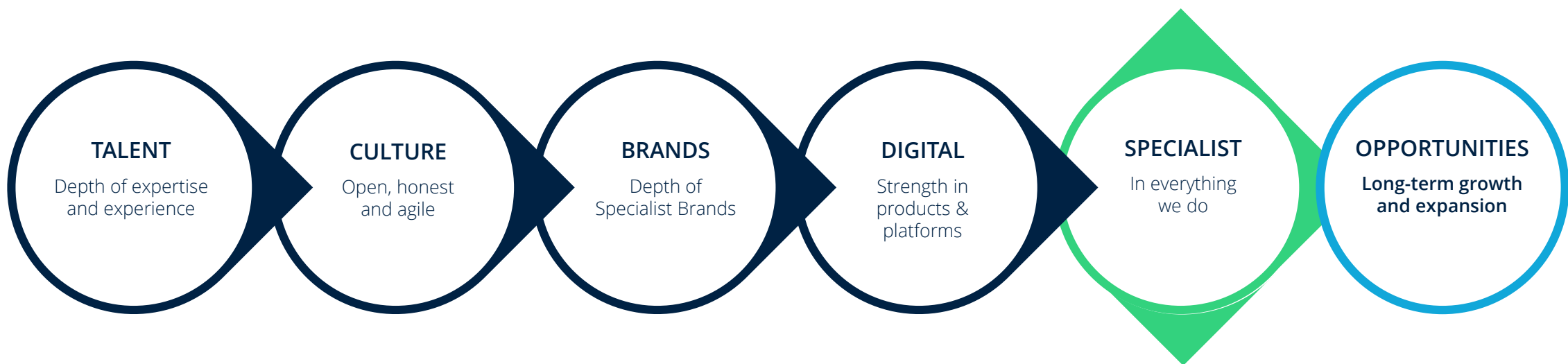
Specialist.

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

