DISCLAIMER

This presentation contains forward-looking statements concerning the financial condition, results of operations and businesses of the Group. Although the Group believes that the expectations reflected in such forward-looking statements are reasonable, these statements are not guarantees of future performance and are subject to a number of risks and uncertainties and actual results, performance and events could differ materially from those currently being anticipated, expressed or implied in such forward-looking statements.

Factors which may cause future outcomes to differ from those foreseen in forward-looking statements include, but are not limited to, those identified under “Principal Risks and Uncertainties” of the Group’s Annual Report.

The forward-looking statements contained in this presentation speak only as of the date of preparation of this presentation and the Group therefore cautions against placing undue reliance on any forward-looking statements.

Nothing in this presentation should be construed as a profit forecast.

Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained in this presentation to reflect any change in the Group’s expectations or any change in events, conditions or circumstances on which any such statement is based.
GROWTH & CAPABILITY
2017 INFORMA INVESTOR DAY: AGENDA

Stephen A. Carter
Group Chief Executive
Gareth Wright
Group Finance Director

Growth & Capability

Patrick Martell
CEO, Business Intelligence

The Journey To Growth
Opportunities From a Fully Integrated Penton

Gary Nugent
MD, Business Intelligence

Lara Boro
MD, Business Intelligence

Kate Spellman
President, Marketing Services

Andrew Mullins
CEO, Knowledge & Networking

Simplify, Focus, Grow

Anna Chrisman
MD, Life Sciences

Carolyn Dawson
MD, TMT

Expansion, Growth and Scale

Charlie McCurdy
CEO, Global Exhibitions

Fred Linder
MD, Global Health & Nutrition Network

Future Growth & Opportunity

Stephen A. Carter
Group Chief Executive
The Knowledge and Information Economy

**International Platforms for Trade & Commerce**
- Globalisation of industries and networks
- International industry verticals
- Value of face-to-face transactions

**Specialist Insight & Intelligence**
- Overload of available information and content
- Niches, sub-niches and nano-niches
- Value of data-driven decision making

**Scholarly Research and Academic Knowledge**
- Growth in international research and development
- Subject categories and specialisms
- Value of knowledge sharing and collaboration

**Community Engagement & Learning Platforms**
- Globalisation of industries and networks
- Communities and sub-communities
- Value of face-to-face professional networking
INFORMA INVESTOR DAY: NOVEMBER 2015

Key Themes

Growth Acceleration Plan: Progress to date
Focus on Academic Publishing (Taylor & Francis) and Global Exhibitions

Academic Publishing: Content Depth and Operating Efficiency
• The strength of Academic Journals
• Focus and depth in Scholarly and Reference-led Academic Books
• Digital investment and Academic Services

Global Exhibitions: Maximising the Growth Opportunity
• Industry dynamics and growth drivers
• The ambition: Exhibition Organiser to Market Maker
• US entry strategy and focus on Construction & Real Estate

Operational & Financial Update: Improving Financial Discipline
• GAP programme and operational fitness
• Divisional structure and management
• Increased working capital and cashflow discipline
New Leadership:

Annie Callanan

- Experienced leader of information services and technology businesses
- Track record of delivering operational improvement, innovation and shareholder value
- Deep knowledge and expertise in digital platforms and technology
- Currently serving as CEO, Quantros
  - COO Systech International
  - COO ProQuest
- Relocating from US to UK
### ACADEMIC PUBLISHING: TRADING ON TRACK

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRENGTH</strong></td>
<td>Strong renewals and consistent growth in Academic Journals</td>
</tr>
<tr>
<td><strong>CONSISTENT</strong></td>
<td>Solid performance in upper level scholarly research and reference-led Academic Books</td>
</tr>
<tr>
<td><strong>FOCUS</strong></td>
<td>No further deterioration in Lower Level textbooks; further focus through Garland disposal</td>
</tr>
<tr>
<td><strong>INVESTMENT</strong></td>
<td>Continued investment in discoverability; expansion of digital services through Colwiz</td>
</tr>
<tr>
<td><strong>GROWTH</strong></td>
<td>Continue to target underlying growth similar to last year in 2017</td>
</tr>
</tbody>
</table>
ACADEMIC PUBLISHING: FUTURE GROWTH & OPPORTUNITIES

+ive
Underlying revenue growth

Robust
Adjusted operating margins

Cash
Consistently strong generation

International
Expand presence and partnerships overseas

Strength
Consistent growth and strength in peer review, scholarly journals

Open
Continued expansion and innovation in Open Access Publishing

Discover
Investment in granular digitisation and discoverability

Data
Enhanced analytics to drive customer insight

Services
Expansion of Academic Digital Services offering

SCALE BUSINESS WITH ATTRACTIVE MARGINS AND STRONG CASHFLOW
The goal is simple but demanding: to progressively return every part of our business to growth, and to simultaneously build the capabilities and platforms needed for future scale and consistent performance.

Informa Annual Report 2014
2014-2017 GROWTH ACCELERATION PLAN

GAP AMBITION

GROWTH

• Aggregate underlying growth of 3%+
• Platform for sustainable future growth
• All four Divisions in growth going into 2018

CAPABILITY

• Functional discipline and expertise
• Operational fitness
• Capacity and capability for future scale
2014-2017 GROWTH ACCELERATION PLAN FRAMEWORK

Growth Acceleration Plan (GAP)

- GAP Operating Structure
- GAP Management Model
- GAP Portfolio Management
- GAP Acquisition Strategy
- GAP Investment
- GAP Funding
# ENHANCED CAPABILITIES THROUGH GAP

## OPERATIONAL FITNESS

<table>
<thead>
<tr>
<th>Divisional Operating Structure</th>
<th>Strengthened Senior Management</th>
<th>M&amp;A Focus and Experience</th>
<th>Strengthened Finance and Treasury</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-Year Planning Discipline</td>
<td>Operating Metrics</td>
<td>Group and Divisional Strategy</td>
<td>Communication and Culture</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>Equity Incentives</td>
<td>Strengthened Finance Systems</td>
<td>Technology Platforms</td>
</tr>
<tr>
<td>Risk and Compliance</td>
<td>Board Depth and Breadth</td>
<td>Talent Development and Training</td>
<td>Advertising and Marketing Capability</td>
</tr>
</tbody>
</table>

- Increased Revenue
- Increased Earnings
- Increased Free Cash Flow
- Increased Dividends
## ENHANCED FINANCIAL CAPABILITIES THROUGH GAP

### FINANCIAL FITNESS

<table>
<thead>
<tr>
<th>Financial Fitness</th>
<th>Enhanced Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgraded Finance Systems</td>
<td>Increased Revenue</td>
</tr>
<tr>
<td>Relocation and expansion</td>
<td>Increased Earnings</td>
</tr>
<tr>
<td>Divisional Operating</td>
<td>Increased Free Cash Flow</td>
</tr>
<tr>
<td>Capital Investment</td>
<td>Increased Dividends</td>
</tr>
<tr>
<td>Metrics</td>
<td></td>
</tr>
<tr>
<td>3-Year Business Planning</td>
<td></td>
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<tr>
<td>Capital Investment</td>
<td></td>
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<tr>
<td>Committee</td>
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<tr>
<td>Working Capital Management</td>
<td></td>
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<tr>
<td>Revenue to Profit</td>
<td></td>
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<tr>
<td>Conversion</td>
<td></td>
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<tr>
<td>Order to Cash Efficiency</td>
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<tr>
<td>Forecasting Consistency</td>
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<td>and Rigour</td>
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<tr>
<td>Strengthened Risk and</td>
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<td>Compliance Function</td>
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<tr>
<td>Group Authority Framework</td>
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<tr>
<td>Relocation and expansion</td>
<td></td>
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<tr>
<td>of Treasury team</td>
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<td>Divisional Operating</td>
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<tr>
<td>and Rigour</td>
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<tr>
<td>Balance Sheet Leverage</td>
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<tr>
<td>Long-term Flexible</td>
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<tr>
<td>Financing</td>
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<tr>
<td>Re-domicile to UK</td>
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<tr>
<td>Capital Allocation</td>
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<tr>
<td>Discipline</td>
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<tr>
<td>Discipline</td>
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</tbody>
</table>

**INFORMA INVESTOR DAY: 15 JUNE 2017**
# INVESTMENT FOR GROWTH

## GAP INVESTMENT
- c. £90m over three years
- Catch-up investment
- Product refresh
- Platform upgrade
- Technology capacity
- Electronic to digital

## FUTURE INVESTMENT
- Capex 3-5% of revenue (1-2% in GE/K&N; 4-5% in AP/BI)
- Continuous reinvestment for growth
- Product innovation
- Platform enhancement
- Technology capability
- Enhanced digital

---

**VIRTUOUS CIRCLE OF HIGHER SUSTAINABLE GROWTH AND REINVESTMENT**
ENHANCED PRODUCTS AND PLATFORMS THROUGH GAP

**ENHANCED PRODUCTS AND PLATFORMS THROUGH GAP**

**2016 - 2018**

**AP: Analytics capability**
**GE: Global Web Platform**
**GE: Marketing Automation platform**
**K&N: CORE publishing & media capabilities**
**K&N: CORE web rollout 2**
**K&N: Vertical Constellations**
**BI: L&PD rollout**

**AP: Enhanced CRM platform**
**AP: Enhanced Content Management**
**GE: Enhanced Customer Insights**
**GE: Market Maker Platform**
**GE: Sales order processing**
**GE: Global Sales CRM**

**K&N: CORE web rollout 3**
**K&N: Social platform enhancement**
**BI: E-Commerce platform**
**BI: Next Gen Pharma 1 and new data feeds**
**BI: Phase 3 release - FOL**
**BI: Crop Protection Portal and data service**
**BI: Fertilizer Portal and data service**

**K&N: L&PD rollout**
**BI: Agra Insight platform upgrade**
**BI: Crop Protection Portal and data service**
**BI: Fertilizer Portal and data service**
**BI: Self Service website**
**BI: ID & Entitlement**
**BI: CPQ platform**

**Scheduled Product/Platform releases**

**K&N: Launch of CORE platform**
**BI: Vertical Brand structure**

**AP: Book Content Platform**
**K&N: CORE web rollout 1**
**BI: Scrip Insight Platform**
**BI: DMHC TM1 forecasting**
**BI: L&I Marketing Site**
**BI: DMHC disease additions**

**AP: Unified Books and Journals Experience**
**AP: Data visualisation**
**GE: Enhanced digital marketing**
**GE: Global Data Platform**
**K&N: E-commerce enhancement**
**K&N: Salesforce enhancement**
**K&N: Pricing Model**
**BI: TAS 2**
**BI: SFDCC Finance Migration**
**BI: Citeline authoring**
**BI: Early access rolling Pharma launches**
**BI: Commodities Portal and Data Services**
**BI: Pharma Insight Products**
**BI: 1st Pharma API upgrade launch**

**BI: SFDC single customer view**
**BI: Shop Window**
**BI: Addition of SOC data**
**BI: Additon of EPI data**
**BI: Shop Window**
**BI: L&I Re-platform**
**BI: Analytics POC**
**BI: MAP platform**

**BI: Shop Window**
**BI: L&I Re-platform**
**BI: Analytics POC**
**BI: MAP platform**

**2016 - 2018**

**INFORMA INVESTOR DAY: 15 JUNE 2017**
## POST-GAP FINANCIAL FRAMEWORK

| INFORMA GROUP | 3%+ underlying revenue growth  
Consistent margins over 30%  
Continuous re-investment for growth |
|---------------|--------------------------------------------------------------------------------|
| GLOBAL EXHIBITIONS | 5%+ underlying revenue growth  
Market-leading margins |
| BUSINESS INTELLIGENCE | 3%+ underlying revenue growth  
Improving margins with growth |
| KNOWLEDGE & NETWORKING | Positive underlying revenue growth  
Improving margins with mix |
| ACADEMIC PUBLISHING | Consistent underlying revenue growth  
Strong margins (with currency variability) |
INCREASED BALANCE AND BREADTH

Revenue by type

Subscription
Academic Scholarly/Reference Books
Marketing Services
Attendee
Sponsorship
Other

2016 PF

Pre-booked / Recurring / Visible Revenue = 60%+

Revenue by geography

ROW
China
Middle East
UK
Continental Europe
Americas

2016 PF

INFORMA INVESTOR DAY: 15 JUNE 2017

2016 charts are pro-forma estimates, including a full year of Penton and YPI and excluding domestic conference businesses under review
INCREASED BALANCE AND BREADTH

2013

Revenue
£1.1bn

Global Exhibitions
Business Intelligence
Knowledge & Networking
Academic Publishing

2016 PF

Revenue
£1.7bn+

Global Exhibitions
Business Intelligence
Knowledge & Networking
Academic Publishing

INFORMA INVESTOR DAY: 15 JUNE 2017

2016 charts are pro-forma estimates, including a full year of Penton and YPI and excluding domestic conference businesses under review.
BUSINESS INTELLIGENCE: THE JOURNEY TO GROWTH

SPEAKERS

Patrick Martell
CEO Business Intelligence

Lara Boro
Group MD Business Intelligence

Gary Nugent
Group MD Business Intelligence

Kate Spellman
President, Marketing Services

TOPIC

Business Intelligence
The Journey to Growth
Opportunities From a Fully Integrated Penton

Pharma
Product and Platform Innovation
Vertical Profile: Pharma

AgriBusiness
Customer Focus and Sales Excellence
Vertical Profile: AgriBusiness

Marketing Services
Growth Opportunity
THE MARKET AND OUR BUSINESS

MARKET CHARACTERISTICS

- Business data and information
- Large and growing market
- Relatively fragmented
- International with US bias
- Specialist niche segments

OUR BUSINESS

- Subscription-based revenue
- Organised around six end market verticals
- Narrow and deep niche focus
- Strong brands in niches
- Consulting and Marketing Services

MARKET GROWTH

CAGR c. 4%

OUR VERTICALS AND BRANDS

- **PHARMA**
- **TRANSPORT**
- **TMT**
- **FINANCE**
- **AGRIBUSINESS**
- **INDUSTRY**

Source: Outsell (B2B Media & Business Information Market, $bn)
Business Intelligence provides specialist data-driven intelligence and insight to businesses, helping them to make better decisions faster.

- £360M+ Revenue
- £75M+ Adj. Op
- 2000+ Colleagues
- 250+ Brands
- 1%+ Underlying growth
- 20-25% Group Revenue
- 150k+ Active users
- 30k+ Subscribers

Revenue by Vertical:
- Agribusiness
- Finance
- Industry & Infrastructure
- Transportation
- Pharma
- TMT

Revenue by Type:
- Subscriptions
- Marketing Services
- Consulting
- Other
- Other

Revenue by Region:
- North America
- Central Europe
- UK
- ROW

Charts and numbers are pro-forma estimates, including a full year of Penton.
2014-2017 GROWTH ACCELERATION PLAN

Objective: Organic revenue growth

- Skills and capability investment (Sales, Product, Technology, Sector Specialists)
- Restructure around market verticals
- Focus on customer retention & subscription revenues
- Invest in product, people & technology to drive new business
- Align incentives to revenue growth and performance
APPROACH AND KEY INITIATIVES

PROCESS

CUSTOMER

Focus on retaining existing customers
Sales & marketing alignment
Product management
Ease of doing business
New business

KEY INITIATIVES

Growth Acceleration Plan

Improved customer engagement & retention
Investment in sales & marketing
Investment in products and platforms
Revenue +: Marketing Services / Consulting
## The Journey to Growth: Operational Fitness

<table>
<thead>
<tr>
<th>2013</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Archipelago of businesses</td>
<td>• Market-facing verticals, focused portfolio</td>
</tr>
<tr>
<td>• UK-centric culture; underweight US</td>
<td>• International business with growing US footprint</td>
</tr>
<tr>
<td>• Dated technology infrastructure</td>
<td>• Refreshed platforms, cloud hosting</td>
</tr>
<tr>
<td>• Underinvested products</td>
<td>• Embedded product development cycles</td>
</tr>
<tr>
<td>• Customer management</td>
<td>• Customer prioritisation</td>
</tr>
<tr>
<td>• Distributed knowledge and processes</td>
<td>• Functional expertise: Sales, IT, Product</td>
</tr>
<tr>
<td>• US/Asia operations managed from UK</td>
<td>• Regional management teams for US &amp; APAC</td>
</tr>
</tbody>
</table>
## The Journey to Growth: Operating Metrics

<table>
<thead>
<tr>
<th>Operating Metric</th>
<th>2013</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annualised Contract Values (ACV)</td>
<td>Falling</td>
<td>Rising</td>
</tr>
<tr>
<td>Value Renewal Rate</td>
<td>70 - 75%</td>
<td>c. 90%</td>
</tr>
<tr>
<td>Pre-Expiry Renewal Rate</td>
<td>&lt;40%</td>
<td>&gt;70%</td>
</tr>
<tr>
<td>New Business Value Rate</td>
<td>Falling</td>
<td>Rising</td>
</tr>
<tr>
<td>Active users per month (subscriptions)</td>
<td>138k</td>
<td>175k (+27%)</td>
</tr>
<tr>
<td>Average monthly unique visitors (marketing services)</td>
<td>8.6m</td>
<td>12.5m (+44%)</td>
</tr>
<tr>
<td>Average pages per session from Known Users (marketing services)</td>
<td>2.63</td>
<td>3.25 (+24%)</td>
</tr>
<tr>
<td>Organic Revenue Growth</td>
<td>-4% to -9%</td>
<td>&gt;1.1%</td>
</tr>
</tbody>
</table>
OPERATING STRUCTURE: ORGANISED AROUND END MARKETS

BUSINESS INTELLIGENCE
(Patrick Martell, CEO)

AFI
Gary Nugent, Group MD
- Agribusiness Intelligence
- Financial Intelligence
- Industry & Infrastructure Intelligence

PTT
Lara Boro, Group MD
- Pharma Intelligence
- Transportation Intelligence
- TMT Intelligence

CONSULTING
Tim Polack, Head of Consulting

MARKETING SERVICES
Kate Spellman, President, Marketing Services

OPERATIONS
FINANCE
HR
IT/DIGITAL
BUSINESS INTELLIGENCE GROWTH OPPORTUNITY

HELPING CUSTOMERS MAKE BETTER DECISIONS FASTER

CORE REVENUE:
SUBSCRIPTIONS (75%+ revenue)

- Intelligence
- Insight

CONTINGENT REVENUES:
MARKETING SERVICES (10%+ revenue)

- Content
- Audience
- Brand

CONSULTING (5%+ revenue)

- Custom market research
- Expert market analysis
- Strategic market advice

INFORMA INVESTOR DAY 15 JUNE 2017
GROWTH OPPORTUNITY: CONSULTING

Renewed focus and leadership

Incremental revenue opportunity

Strengthens strategic relationships

Deepens customer insight

BUSINESS INTELLIGENCE CONSULTING
Opportunities From a Fully Integrated Penton

Patrick Martell
CEO Business Intelligence
PENTON SNAPSHOT

Health & Nutrition

Agriculture

Transportation

Design & Manufacturing

Infrastructure

TMT

Infrastructure & TMT 23%
Design & Manufacturing 16%
Health & Nutrition 23%
Transportation 22%
Agriculture 16%

INFORMA INVESTOR DAY 15 JUNE 2017
FULL COMBINATION WITH INFORMA

INTEGRATION PLAN

DISCOVER
- Complete

INTEGRATE
- Complete
- Final divisional allocations
- Integrated reporting
- Full systems integration

COMBINE

NET OPERATING SYNERGIES
- Management overlap
- Property consolidation
- Operational overlap
- Procurement/Commissions
- Functional Duplication
- Benefits Harmonisation

INTEGRATION AND SYNERGY PLAN AHEAD OF SCHEDULE

£14m net target by 2018
FULL COMBINATION WITH BUSINESS INTELLIGENCE

<table>
<thead>
<tr>
<th>STRONG BRANDS</th>
<th>EFFECTIVE INTEGRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Industry &amp; Infrastructure</strong></td>
<td>• Smooth combination with relevant BI verticals</td>
</tr>
<tr>
<td>EquipmentWatch, IndustryWeek, Foundry</td>
<td>— Transportation</td>
</tr>
<tr>
<td>AMERICAN MACHINIST, sourceesb, electronic design</td>
<td>— Industry &amp; Infrastructure</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>• Updated management structure</td>
</tr>
<tr>
<td>WARDsAUTO, FleetOwner</td>
<td>• Administrative functions aligned (HR, Finance, Ops)</td>
</tr>
<tr>
<td></td>
<td>• Full systems integration progressing</td>
</tr>
</tbody>
</table>

OPERATING AND REPORTING AS A SINGLE BUSINESS
## BENEFITS & OPPORTUNITIES FROM A FULL COMBINATION

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>Both specialist content and data businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRANDS</td>
<td>Powerful combined portfolio of niche brands</td>
</tr>
<tr>
<td>AUDIENCE</td>
<td>Build, understand and monetise specialist audiences through content and brands</td>
</tr>
<tr>
<td>SCALE</td>
<td>Increased scale in verticals and across North America</td>
</tr>
<tr>
<td>EXPERTISE</td>
<td>Leverage Informa subscription knowhow and Penton Marketing Services capabilities</td>
</tr>
</tbody>
</table>
Customer Focus & Sales Excellence

Gary Nugent
Group MD, Business Intelligence
OVERVIEW

FINANCE

£100m+ revenue

AGRIBUSINESS

£25m+ revenue

INDUSTRY & INFRASTRUCTURE

£50m+ revenue

SALES & MARKETING

Subscriptions / Marketing Services / Consulting / Other

Charts and numbers are pro-forma estimates, including a full year of Penton
## CUSTOMER FOCUS & SALES EXCELLENCE

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KPIs</strong></td>
<td>Are we doing what we said we would do? Is it having the desired effect?</td>
</tr>
<tr>
<td><strong>STRUCTURE</strong></td>
<td>From product to market and customer-centric coverage</td>
</tr>
<tr>
<td><strong>TALENT &amp; INCENTIVES</strong></td>
<td>Incentives aligned to performance and growth</td>
</tr>
<tr>
<td><strong>CUSTOMER MANAGEMENT</strong></td>
<td>Selling is a team sport: Customer Engagement Programme</td>
</tr>
<tr>
<td><strong>CLIENT SERVICES</strong></td>
<td>Recognising the product is not just the product</td>
</tr>
<tr>
<td><strong>BRAND &amp; MARKETING</strong></td>
<td>Brand refresh: Precision, Authority, Forward Focus and Connected</td>
</tr>
</tbody>
</table>

**PRIORITY: RETAIN AND GROW EXISTING CUSTOMERS**
Agribusiness Profile
AGRIBUSINESS SNAPSHOT

AGRIBUSINESS MARKET CHARACTERISTICS

• Demand for more, better quality food on the rise
• Supply & demand is global and volatile
• Investment to optimise fragmented, opaque supply chains
• Investment in bio-chemistry and digital to drive productivity and yield
• Hunger for data, forecasts and decision support services

OUR KEY BRANDS

Fertecon
Phillips McDougall
IEG Vantage
IEG Vu
IEG Policy
Agrow

OUR REVENUE MIX

2016PF

Subscriptions
Marketing Services
Consulting
Other

OUR GEOGRAPHIC FOOTPRINT

55%
30%
15%
EXPERT INTELLIGENCE ACROSS THE VALUE CHAIN

- Expert coverage across 5 core sectors
- Providing intelligence to 20,000+ users
- Through 130+ global experts based in 7 countries

5. Retail & Industry
- Food Service
- Restaurants

4. Food Policy & Regulation
- US Agriculture
- US Food Policy
- European Agriculture
- European Food Law

3. Food Processing
- Meat & meat cuts
- Dairy
- Fruit juice
- Canned & frozen food
- Transportation & logistics
- Weather

2. Agricultural Commodities
- Grains & oilseeds
- Livestock, poultry & cattle
- Soft commodities
- Animal feed
- R.U.S. Energy – Biofuels & Coal

1. Inputs
- Fertilizers
  - Ammonia
  - Nitrate
  - Phosphate
  - Potassium
  - Sulphur
  - Sulphuric acid
  - Urea
  - NPK
- Crop protection & seed
  - Agrochemicals
  - Seeds
  - Genes
  - Biostimulants
  - Biopesticides

Animal health
- Pharmaceuticals
- Vaccines
- Diagnostics
- Generics
- Feed

News & Insight
Market analysis, price reporting & forecasting
Agribusiness consulting
**AGRIBUSINESS: IEG VANTAGE GAP ILLUSTRATION**

**PRODUCT**

- Deep analysis of market impacts affecting crops & livestock commodities
- Provides critical supply, demand, price & trade data and proprietary forecasts
- Unrivalled breadth of coverage and depth of intelligence

**CUSTOMERS**

- Broad appeal across the Agribusiness value chain, with focus on growth segments
- Buyers, traders, analysts etc.
- Enables clients to develop optimal trading, purchasing and investment strategies

INFORMA INVESTOR DAY 15 JUNE 2017
AGRIBUSINESS: GAP ENHANCEMENT

- Fragmented
- Inconsistent
- Electronic
- Poor customer experience

- Unified vertical identity
- Connected and consistent through channels
- Digital
- Enhanced customer experience
Product & Platform Innovation
Lara Boro
Group MD
Business Intelligence
OVERVIEW

PHARMA
£100m+ revenue

TRANSPORTATION
£55m+ revenue

TMT
£30m+ revenue

PRODUCT & PLATFORM STRATEGY

Subscriptions / Marketing Services / Consulting / Other

Charts and numbers are pro-forma estimates, including a full year of Penton
# CUSTOMER FIRST PRODUCT MANAGEMENT

<table>
<thead>
<tr>
<th>CAPABILITY</th>
<th>Product Management Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMON FRAMEWORK</td>
<td>Pragmatic Marketing</td>
</tr>
<tr>
<td>CUSTOMER FOCUS</td>
<td>Outside-In Development Approach</td>
</tr>
<tr>
<td>COMMERCIAL BUSINESS CASES</td>
<td>GAP Governance Framework</td>
</tr>
<tr>
<td>INNOVATION</td>
<td>Technology, R&amp;D Team, Partnership</td>
</tr>
<tr>
<td>TRACKING AND MEASUREMENT</td>
<td>Lead KPIs, Innovation Index</td>
</tr>
</tbody>
</table>

**PRIORITY: INVEST IN KEY INTELLIGENCE ASSETS, SIMPLIFY INSIGHT PORTFOLIO**
PRODUCT STRATEGY AND ARCHITECTURE

Consulting
What should we do?

Intelligence
What will happen?

Insight
What happened & why?

Marketing Services
Help me reach my target market

Maritime Insight

Lloyds List Intelligence

Lloyds List

Lloyds List Awards
The Intelligence

Ship owners, operators
Shipping and trade finance
Commodity markets

Customer volume

Cross sell
Pharma Profile
PHARMA SNAPSHOT

PHARMA MARKET CHARACTERISTICS

- c.$12bn pharma information/solutions market
- Global, highly regulated, yet dynamic
- $60bn annual spend on R&D
- High risk drug development:
  - $2.5bn cost
  - 10-15 years to develop
  - 90% failure rate

OUR REVENUE MIX

<table>
<thead>
<tr>
<th>2016PF</th>
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<tbody>
<tr>
<td>Subscriptions</td>
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<tr>
<td>Marketing Services</td>
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<tr>
<td>Consulting</td>
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<tr>
<td>Other</td>
</tr>
</tbody>
</table>

OUR KEY BRANDS

- Trialtrove
- Biomedtracker
- Pharmacprojects
- Scrip
- Citeline
- Datamonitor Healthcare

OUR GEOGRAPHIC FOOTPRINT

- 59%
- 32%
- 9%
PHARMA: CUSTOMER SEGMENTATION

4 CORE CUSTOMER GROUPS

Pharma & Biotech Companies
e.g. GlaxoSmithKline, Amgen

Contract Research Organisations
e.g. Covance, Parexel

Medtech Companies
e.g. Boston Scientific, Teleflex

Professional Services: Consultants, Agencies
e.g. Bain & Co, Omnicom

GEOGRAPHIC SPREAD OF CUSTOMERS

- US: 54%
- China: 6%
- Japan: 6%
- Germany: 6%
- Switzerland: 6%
- France: 5%
- UK: 5%
- Denmark: 2%
- Israel: 2%
- Other: 13%
PHARMA: PRODUCT STRATEGY & ARCHITECTURE

Consulting
What should we do?

Intelligence
What will happen?

Insight
What happened & why?

Marketing Services
Help me reach my target market

Target Persona | Clinical R&D | Policy & Regulatory | Commercial | Medtech

Customer volume

Value per customer

Cross sell
PHARMA: TRIALTROVE PRODUCT & GAP ENHANCEMENT

PRODUCT

- Intelligence, data and analysis on completed and ongoing clinical trials
- Informs critical R&D strategy decisions
- Market leading solution in all major Pharma’s and clinical research organizations (CROs)

CUSTOMERS

- GAP funded platform rebuild, developed in conjunction with customers
- Enhanced capabilities preserve and extend market leadership position
- Includes APIs to embed in customer platforms

INFORMA INVESTOR DAY 15 JUNE 2017
PHARMA: GAP INVESTMENT

PHARMAPREMIA: MONETIZING OUR DRUG DATA FOR PREDICTIVE ANALYTICS

Enables rapid evaluation of drug success rates and helps manage R&D portfolio risk across full range of pharma players for different disease trials.
Marketing Services Opportunity

Kate Spellman
President, Marketing Services
BUSINESS INTELLIGENCE GROWTH OPPORTUNITY

HELPING CUSTOMERS MAKE BETTER DECISIONS FASTER

CORE REVENUE:
SUBSCRIPTIONS
(75%+ revenue)

• Intelligence
• Insight

CONTINGENT REVENUES:
MARKETING SERVICES
(10%+ revenue)

• Content
• Audience
• Brand

CONSULTING
(5%+ revenue)

• Custom market research
• Expert market analysis
• Strategic market advice
OUR APPROACH

1. Deepen and expand client relationships from traditional advertising to marketing campaigns built on audience reach

2. Leverage our brands and scale to develop advantaged capabilities versus competitors (audience knowledge)

3. Offer full capabilities to enable turnkey programs and make it easy for our customers

4. Focus on integrated, high value programs that:
   • Don’t compete with agencies
   • Have high margin
   • Scale and renew
   • We can deliver
PRODUCT/SERVICES SOLUTIONS FOR MARKETING REVENUE

**Advertising**
Ads are designed to drive engagement and awareness

- **Display**: generic banner ads
- **Native**: ads embedded within a site providing a high degree contextual relevance
- **Targeted**: placing ads to a clearly defined audience based on first party data (e.g. eNewsletters)
- **Direct**: variety of media to communicate directly to customers (e.g. email)
- **Print**: print advertising solutions (e.g. Supplements)

**Content Marketing**
Creating and distributing valuable, relevant content to attract, engage and retain a clearly-defined audience (measurability/ROI)

- Social media
- Case studies
- Blogs
- White papers, essential guides
- Microsites
- Research reports
- Website content
- Data solutions
- Video
- Webinars/webcasts
- Campaign management

**Events**
Event related marketing either through the organisation of industry relevant events or through sponsorship (online & in-person)

- In-person events (e.g. award ceremony, conference, gala etc.)
- Virtual events
- Event sponsorship
- Streaming video

**AUDIENCE**
demos, segmentation, insight, intent, consumption
**CASE STUDY**

**EXAMPLE:** Large manufacturing company launching new product

**NEED:** To fill sales pipeline

Program

- **DISCOVERY**
  - Research: Market need & Audience target

- **AWARENESS**
  - Advertising: Broad Reach

- **CONSIDERATION**
  - Webinars, White Papers: Education, targeted reach, leads

- **PURCHASE**
  - Lead Nurturing: Targeted content, Hand Raised

- **ADVOCACY**
  - Microsite: Continued engagement / pipeline

Pipeline fulfillment ongoing

Leads ready to talk to company
OUR ADVANTAGE

Niche audience & market knowledge + Content engagement + Execution expertise
AUDIENCE AT THE CENTER

ENGAGEMENT PROCESS

1. Determine Audience (Vertical)
2. Acquire (Marketing Services)
3. Engage/Retain (Content)
4. Analyse Behaviour
5. Modify/React
Informa Marketing Services

GLOBAL POWERHOUSE OF BRANDS WITH DEEP AUDIENCE RELATIONSHIPS
MARKETING SERVICES POTENTIAL AT INFORMA

Incremental revenue opportunity from monetising existing B2B audiences and relationships:

- Marketing Services >£30m
- Total Penton Revenue c.£290m

2016

New Informa

2017

*3-4x the B2B revenue & audience base potential*

Informa £1.7bn+

B2B Audiences £1.2bn+

Academic Publishing £500m+
Future Growth & Opportunity

Patrick Martell
CEO Business Intelligence
**FULLY COMBINED INFORMA AND PENTON**

### PROGRESS
- Integration ahead of plan
- Synergies on track
- People & culture fit
- Penton brand
- Full systems integration underway
- Operating and reporting as a single business

### CONTRIBUTION
- Strong niche brands
- Subscription assets
- Market leading events
- Digital brands and expertise
- Marketing Services capability and capacity
- US scale

### OPPORTUNITIES
- Informa subscription expertise
- Scale in growth verticals
- Cross marketing of products
- Operating efficiencies
- Monetisation of Informa audiences/relationships
- International expansion and geo-cloning

---

**AHEAD OF INTEGRATION PLAN AND FUTURE GROWTH OPPORTUNITIES**
THE FUTURE OPPORTUNITY FOR BUSINESS INTELLIGENCE

3%+
Consistent underlying revenue growth

US
Further increase scale in largest market

Marketing
Fully exploit Marketing Services opportunity

Consulting
Incremental revenue and strengthened customer relationships

Product
Maintain consistent investment in product development

Tech
Stay ahead of technology development and platform enhancements

Talent
Consistent investment in people, training and opportunities

Verticals
Maximise growth opportunity in new verticals

PREDICTABLE, GROWING, CASH GENERATIVE INFORMATION SERVICES BUSINESS
2017 INFORMA INVESTOR DAY: AGENDA

Stephen A. Carter
Group Chief Executive

Gareth Wright
Group Finance Director

Patrick Martell
CEO, Business Intelligence

Gary Nugent
MD, Business Intelligence

Lara Boro
MD, Business Intelligence

Kate Spellman
President, Marketing Services

Andrew Mullins
CEO, Knowledge & Networking

Simplify, Focus, Grow

Anna Chrisman
MD, Life Sciences

Carolyn Dawson
MD, TMT

Charlie McCurdy
CEO, Global Exhibitions

Fred Linder
MD, Global Health & Nutrition Network

Stephen A. Carter
Group Chief Executive
# Knowledge & Networking: Simplify, Focus, Grow

<table>
<thead>
<tr>
<th>Speakers</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrew Mullins</td>
<td>Knowledge &amp; Networking</td>
</tr>
<tr>
<td></td>
<td>Simplify, Focus, Grow</td>
</tr>
<tr>
<td>Anna Chrisman</td>
<td>Vertical profile</td>
</tr>
<tr>
<td></td>
<td>Life Sciences</td>
</tr>
<tr>
<td>Carolyn Dawson</td>
<td>Vertical profile</td>
</tr>
<tr>
<td></td>
<td>TMT</td>
</tr>
</tbody>
</table>

**INFORMA INVESTOR DAY** 15 June 2017
OPERATING STRUCTURE: ORGANISED AROUND VERTICALS

DIVISIONAL CEO
Andrew Mullins

DIVISIONAL CFO
Carl Barnes

CHIEF REVENUE OFFICER
Matt Harrison

CHIEF PRODUCT & TALENT OFFICER
Jeremy Davies

MD LIFE SCIENCES
Anna Chrisman

MD TMT
Carolyn Dawson

MD GLOBAL FINANCE
Julian Kirby

MD SPECIALIST EVENTS
Shabnam Rawal

Professional Leaders

Business Leaders
THE MARKET AND OUR BUSINESS

MARKET CHARACTERISTICS

• Face-to-Face
• Content-driven events
• Large, diverse and competitive market
• International
• Cyclicality

MARKET GROWTH
US spend on B2B lead generation through conferences

$6.80bn  
2013

$7.80bn  
2016

CAGR c. 3%

Source: Outsell, Informa

OUR BUSINESS

• Organised around Verticals: TMT, Life Sciences, Global Finance + SSMEs
• Refocused on High Impact Event Brands
• Community engagement model
• Content with high utility and monetary value
• Delegate, Sponsorship & Partnership revenues

OUR VERTICALS AND BRANDS

TMT  LIFE SCIENCES  GLOBAL FINANCE  SSME*

*Specialist Subject Matter Events

INFORMA INVESTOR DAY 15 JUNE 2017
The Knowledge & Networking Division organises content-driven events and programmes that provide a platform for communities to meet, network and share knowledge.

**Revenue by Vertical**
- Finance
- Life Sciences
- TMT
- SSMEs

**Revenue by Type**
- Attendee
- Sponsorship
- Exhibitor
- Advertising

**Revenue by Region**
- UK
- North America
- Europe
- Rest of World

*Charts and figures include a full year of Penton and Light Reading but exclude domestic conference businesses under review.*
SIMPLIFY, FOCUS, GROW: HISTORICAL DISTRIBUTED PORTFOLIO

OBJECTIVE:
Simplify and organise around verticals
## FOCUS, SIMPLIFY, GROW: OPERATIONAL FITNESS

<table>
<thead>
<tr>
<th>2013</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Archipelago of businesses</td>
<td>• Single business organised around verticals</td>
</tr>
<tr>
<td>• Multiple verticals, multiple languages and multiple geographies</td>
<td>• Focus on key verticals with three main operational hubs (US, Europe, Dubai)</td>
</tr>
<tr>
<td>• Multiple, separate P&amp;Ls</td>
<td>• One unified 8-person Operating Board</td>
</tr>
<tr>
<td>• In year profit-share incentives</td>
<td>• Growth oriented, target-based incentives</td>
</tr>
<tr>
<td>• Limited investment</td>
<td>• Focus, refresh and investment in event experience</td>
</tr>
<tr>
<td>• Limited revenue/customer performance data</td>
<td>• Customer analytics and CRM platform</td>
</tr>
<tr>
<td>• Minimal focus on technology</td>
<td>• Refreshed platforms, digital platform and marketing capabilities</td>
</tr>
</tbody>
</table>
ORGANISE AROUND VERTICALS

Revenue (£m)

OM (%)
PORTFOLIO IMPROVEMENT

- Focus on high impact event brands – cut in volume output from 12,000+ events per year to <1000
- Targeted exit from regional domestic conference businesses:
  - Spain
  - Portugal
  - South Africa
  - Netherlands – Amsterdam
  - Netherlands - Eindhoven
  - Sweden
  - Denmark
  - Russia
  - Brazil
  - Germany & Switzerland (in process)
  - Singapore (in process)
  - Australia (commenced)
FOCUS ON HIGH IMPACT EVENT BRANDS IN VERTICALS

Top 30 Events = c. 32% of event revenue*

* Excluding five domestic conference businesses under review
SALES EFFECTIVENESS AND DIGITAL CAPABILITY

SALES EFFECTIVENESS

• Commercial directors and key accounts

• New remuneration structure – rewarding short and medium term performance

• Customer needs and benefits driven

• Salesforce implementation: campaign planning, transparency and forecasting

• Tools and training to drive productivity

• Sales collateral and pricing capabilities

DIGITAL CAPABILITY

• Year round customer engagement

• Enhanced digital experience with online payment capability

• Specialist talent: insight, campaign excellence, digital content marketing and agile development

• Standards and best practise for Content Marketing, SEM, SEO, PPC, Paid Social etc.

• New business models for further exploitation across the platform

SALES PEOPLE NOW SPEND THEIR TIME SELLING

DIGITAL AS A MARKETING AND ENGAGEMENT PLATFORM
FROM TRANSACTION TO COMMUNITY ENGAGEMENT MODEL

2014

Attendees/audience
Delegate Revenues

Customer & Audience Need
Learn

F2F REVENUE MODEL

2017 +

Customers
Sponsorship & Exhibition Revenues

F2F Products

Digital Products

LEARNING & SHARING
(Insight Gathering)
- Public Training
- Onsite Training
- SME Speakers
- Workshops

- Digital Training
- eNewsletters
- White Papers
- Blogs/Vlogs
- Podcasts

CONNECTING
(Brand Building,
Thought Leadership &
Lead Generation)
- Sponsorship/Branding
- Exhibition Stands
- Informal Networking

- Webinars
- Native Advertising
- Custom Research

PARTNERING

- Structured Networking
- VIP Sessions

- Digital Communities

TRANSACTING

- 1-2-1 Meetings

- Ecommerce

RESTRICTED TRANSACTIONAL F2F REVENUE MODEL

ENGAGEMENT-BASED, F2F, DIGITAL AND KEY ACCOUNT-LED REVENUE MODEL
# The New Knowledge & Networking Division

## Features of Our Verticals

<table>
<thead>
<tr>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
</tr>
<tr>
<td>Technology</td>
</tr>
<tr>
<td>Innovation</td>
</tr>
<tr>
<td>Sub-communities</td>
</tr>
<tr>
<td>Horizontal links</td>
</tr>
</tbody>
</table>

## Features of Our Business

<table>
<thead>
<tr>
<th>Community brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialist content</td>
</tr>
<tr>
<td>Relationships</td>
</tr>
<tr>
<td>Partnering</td>
</tr>
<tr>
<td>High engagement</td>
</tr>
<tr>
<td>Customer insight</td>
</tr>
</tbody>
</table>

## Multiple Revenue Streams

<table>
<thead>
<tr>
<th>Delegates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsors &amp; exhibitors</td>
</tr>
<tr>
<td>Partnering</td>
</tr>
<tr>
<td>Presenter/demo</td>
</tr>
<tr>
<td>Marketing services</td>
</tr>
<tr>
<td>Learning/academies</td>
</tr>
</tbody>
</table>

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**Attractive and Sustainable Model for Future Growth**
GLOBAL FINANCE VERTICAL SNAPSHOT

FINANCE VERTICAL CHARACTERISTICS

• Large and growing
• International financial markets
• Defined, niche communities
• Technology disruption
• Product innovation

REVENUE MIX

2016

Attendee
Sponsorship
Exhibitor
Other

GLOBAL FINANCE

2016

UK
North America
Europe
Rest of World

KEY BRANDS

FINOVATE
FundForum Live
Inside ETFs
SuperReturn Live

GEOGRAPHIC FOOTPRINT

*Charts are 2016, excluding Penton assets, Light Reading and domestic conference businesses under review
LIFE SCIENCES SNAPSHOT

LIFE SCIENCES VERTICAL CHARACTERISTICS

- Rising global healthcare investment
- Scientific progress and discovery
- Defined niche communities
- Investment in R&D and innovation
- Collaboration, knowledge exchange and open source solutions

REVENUE MIX

<table>
<thead>
<tr>
<th>Attendee</th>
<th>Sponsorship</th>
<th>Exhibitor</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
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</tbody>
</table>

KEY BRANDS

- Biotech Week Boston
- EBD Group
- BioProcess International Conference & Exhibition

GEOGRAPHIC FOOTPRINT

<table>
<thead>
<tr>
<th>North America</th>
<th>Europe</th>
<th>Rest of World</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
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</tbody>
</table>

*Charts are 2016, excluding Penton assets, Light Reading and domestic conference businesses under review.
LIFE SCIENCES: CATEGORIES AND BRANDS
PROFILE

7
International brands

$20M+
Revenue

50K+
Meetings

34K+
Attendees

16K+
Companies

- Attractive vertical – Biotech growth
- Unique model – lead generation through Partnering
- Effective, targeted and valuable networking
- PartneringOne proprietary software platform
- Very high retention rates
- Consistent levels of growth
...the best opportunity to meet people and expand the network creating new relationships...

...one of the essential events to attend, Partnering is the way to go...

Companies with a certain maturity need to attend...

Perfect networking opportunities via PartneringOne...

What can I say…I met with Bayer, MSD, Merck, JNJ, SGS, Capital Health, Quintiles IMS, Covance…where else could I do that?
# FESTIVALS: BIOTECH WEEK BOSTON

<table>
<thead>
<tr>
<th>Event/Activity</th>
<th>Monday Sept. 25</th>
<th>Tuesday Sept. 26</th>
<th>Wednesday Sept. 27</th>
<th>Thursday Sept. 28</th>
</tr>
</thead>
<tbody>
<tr>
<td>BioProcess International Conference &amp; Exhibition</td>
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<tr>
<td>Cell &amp; Gene Therapy Bioprocessing &amp; Commercialization</td>
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<tr>
<td>Viral Safety</td>
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<tr>
<td>Clinical Developments in Cell &amp; Gene Therapy</td>
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<tr>
<td>BWB Festival Keynotes</td>
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<tr>
<td>Brewery Tour/Offsite Excursions</td>
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<tr>
<td>Celebration of Science</td>
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<tr>
<td>Women’s Dinner</td>
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<tr>
<td>Battle of the Bands</td>
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<tr>
<td>BioPharm America</td>
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<tr>
<td>Start-up Pitch Competition</td>
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<tr>
<td>Cell &amp; Gene Therapy CEO</td>
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<tr>
<td>Diversity Panel</td>
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<tr>
<td>Boston Life Sciences Disruptors</td>
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<tr>
<td>Xconomy Awards at Biotech Week Boston</td>
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<tr>
<td>CRO/CMO Symposium</td>
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</table>

**KEY FACTS**

- 4500 attendees
- Scientists, investors, technologists and executives from 37+ countries
- 6 content driven events, one partnering meeting, numerous joint social & networking components
- 450+ speakers
- 300+ exhibitors
- 2500+ one-to-one meetings
- Celebrating advances in science, showcasing the Boston life science community
TMT SNAPSHOT

TMT VERTICAL CHARACTERISTICS

- Growing global industry
- Defined niche communities
- Technology convergence and change
- Internet of Things growth
- High levels of innovation

REVENUE MIX

- Attendee
- Sponsorship
- Exhibitor
- Advertising

KEY BRANDS

- Broadband World Forum
- TechXLR8
- Tech Week
- 5G World
- Internet of Things World
- Africa Com

GEOGRAPHIC FOOTPRINT

- UK
- North America
- Europe
- Rest of World

*Charts are 2016, excluding Penton assets, Light Reading and domestic conference businesses under review
# TMT Vertical: Categories and Brands

## Traditional Telecoms Events
- Telco Networks & Services
  - Telco Data Analytics USA
  - Network Virtualization Series
  - MEC Congress
  - Self-Organising Networks World
- Broadband & Optical
  - Broadband World Forum
  - Broadband Latin America
  - Next Generation Optical Networking Summit
- Media Networks
  - TV Connect
  - TV Connect MENA
  - OTTtv World Summit
- 5G Tech
  - 5G World
  - 5G Asia
  - 5G MENA
- MVNO
  - MVNOs World Congress
  - MVNOs Asia
  - MVNOs North America

## High-Growth, Large-Scale Events Focused on New Tech
- Telco Networks & Services
- Broadband & Optical
- Media Networks
- 5G Tech
- MVNO
- Critical Comms.
- London Tech Week
- Connecting Africa
- Cloud & Enterprise
- Connected Innovation

## Year-Round Digital Community Platforms
- TechXLR8
- TechXLR8 Asia
- VR & AR World
- Smart Cities Summit
- AI & Machine Learning World
- Automotive
NEW LAUNCHES: INTERNET OF THINGS WORLD

WORLD’S LARGEST IoT audience

- 25,000+ attendees
- 18 events
- In 8 countries

IN-PERSON EVENTS

DIGITAL REACH

- Database of 23M+
- 12 verticals / industries
- 15,000+ IoT leads produced for clients in 2016
IoT BRAND PORTFOLIO

Internet of Things World
May 16-18, 2017
Santa Clara, CA

Connected Cars & Autonomous Vehicles
May 16-18, 2017
Santa Clara, CA

Internet of Things World Europe
June 13-15, 2017
Excel, London

Internet of Things World Asia
October 3-5, 2017
Marina Bay Sands, Singapore

Enterprise IoT World
October 16-17, 2017
McCormick Place, Chicago

Smart Cities Summit
October 16-17, 2017
McCormick Place, Chicago

Blockchain 360
October 23-24, 2017
InterContinental, NYC

IoT Security Summit
October 23-24, 2017
InterContinental, NYC

Apps World San Francisco
October 29 – November 1, 2017
San Francisco, CA

Smart Home Summit
November 15-16, 2017
Crowne Plaza, Palo Alto

IoT Data & AI Summit
November 15-16, 2017
Crowne Plaza, Palo Alto
# Festivals: London Tech Week Profile

<table>
<thead>
<tr>
<th>Event</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
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<tr>
<td>Opening Ceremony</td>
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<td>200+ Crowd Sourced events across the city</td>
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<td>LeadersIn Tech Summit</td>
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<td>London Tech Week Academy</td>
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<td>DRL Drone Racing</td>
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<td>Prince's Trust Gala Dinner</td>
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<tr>
<td>Tech Week Awards</td>
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<tr>
<td>Europa's</td>
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<tr>
<td>Festival Concert @ Wembley Arena featuring Hans Zimmer</td>
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<tr>
<td>TechXLR8 Awards</td>
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<td>Tech Week TV</td>
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</tbody>
</table>
Future Growth & Opportunities

Andrew Mullins
CEO Knowledge & Networking
FUTURE GROWTH & OPPORTUNITIES

**Steady**
Underlying revenue growth

**Focus**
Adjusted Operating Margin
Strengthen core vertical positions

**Customer**
Broaden and deepen relationships

**Network**
Maximise networking and partnering

**Data**
Actionable insights from data capability

**Digital**
Community engagement, content and revenue

**Multiple**
Revenue streams including Marketing Services

**X-Div**
Cross-divisional revenue opportunities

FOCUSED AND GROWING BUSINESS WITH MULTIPLE REVENUE STREAMS
INTERNATIONAL EXPANSION
# INTERNATIONAL EXPANSION THROUGH TARGETED M&A

## GAP ACQUISITION STRATEGY

- **US Exhibitions focus**
- **International scale in verticals**
- **Focus on quality of assets, strategic fit**
- **Target growth regions and verticals**

### Verticals

- **Construction & Real Estate**
  - World of Concrete
  - dwell on design
- **Health & Nutrition**
  - SupplySide West
  - Natural Products Expo West
  - Natural Products Expo East
- **Life Sciences**
  - FIME
- **Agriculture**
  - Farm Progress
  - Husker Harvest Days 2017
- **International Yachting**
  - Fort Lauderdale International Boat Show
  - Yachts Miami Beach
- **Beauty & Aesthetics**
  - Vegas Cosmetic Surgery
  - AMEC
  - Face
- **Pop Culture**
  - MegaCon
  - Dallas Comic Con
- **Transportation**
  - MRO Americas
  - WardsAuto
- **Science, Tech & Medical**
  - Landes Science
  - Maney Publishing
  - Ashgate
- **Humanities & Social Science**
  - Anderson Books

INFORMA INVESTOR DAY: 15 JUNE 2017
GEOGRAPHIC BALANCE AND BREADTH

Revenue by geography

**2013**

**Revenue**

£1.1bn

**2016**

**Revenue**

£1.7bn+

2016 charts are pro-forma estimates, including a full year of Penton and YPI and excluding Domestic Conferences under review.
GROUP’S NORTH AMERICAN BALANCE AND BREADTH

$1.1bn+ revenue
$340m+ AP revenue
$350m+ GE revenue
$350m+ BI revenue
3000+ Colleagues
80+ exhibitions
50%+ Group sales
60%+ Group profit

COUNTRY HQ
VERTICALS
CONTENT
SHARED SERVICES
## 2017 INFORMA INVESTOR DAY: AGENDA

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stephen A. Carter</td>
<td>Group Chief Executive</td>
</tr>
<tr>
<td>Gareth Wright</td>
<td>Group Finance Director</td>
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<tr>
<td>Charlie McCurdy</td>
<td>CEO, Global Exhibitions</td>
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<tr>
<td>Fred Linder</td>
<td>MD, Global Health &amp; Nutrition Network</td>
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</tbody>
</table>

Expansion, Growth and Scale
## GLOBAL EXHIBITIONS: EXPANSION, GROWTH AND SCALE

### SPEAKERS

<table>
<thead>
<tr>
<th>Charlie McCurdy</th>
<th>CEO Global Exhibitions</th>
</tr>
</thead>
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<tr>
<td>Fred Linder</td>
<td>MD Global Health &amp; Nutrition Network</td>
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</table>

### TOPIC

<table>
<thead>
<tr>
<th>Global Exhibitions</th>
<th>International Expansion, Growth and Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vertical Profile</td>
<td>Health &amp; Nutrition</td>
</tr>
</tbody>
</table>
THE MARKET AND OUR BUSINESS

MARKET CHARACTERISTICS

• Face-to-Face
• Transaction-driven events
• Fragmented
• International
• Barriers to entry

MARKET GROWTH

<table>
<thead>
<tr>
<th>2014</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$24bn</td>
<td>$30bn</td>
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</tbody>
</table>

CAGR c. 5%

OUR BUSINESS

• The Challenger Operator
• Top 3 organiser globally
• 14 of TSNN Top 250 US Exhibitions (excludes Agriculture and International Yachting Exhibitions)
• Revenue visibility and cash flow
• Market Maker Strategy

OUR VERTICALS AND BRANDS

- CONSTRUCTION & REAL ESTATE
- AGRICULTURE
- HEALTH & NUTRITION
- LIFE SCIENCES
- INTERNATIONAL YACHTING
- BEAUTY & AESTHETICS
The Global Exhibitions Division organises transaction-oriented Trade Shows and Exhibitions around the world, enabling specialist communities to meet face to face and conduct business.

**Revenue by Vertical**
- Construction & RE
- Health & Nutrition
- Life Sciences
- Aviation
- Agriculture
- International Yachting
- Beauty & Aesthetics
- Utilities
- Pop Culture
- Other

**Revenue by Type**
- Exhibitor
- Attendee
- Sponsorship & Ads

**Revenue by Region**
- North America
- MENA
- ROW
- Europe
- UK

*Charts are pro-forma to include a full year of Penton and YPI Inc*
2014-2017 GROWTH ACCELERATION PLAN

Objective

Accelerate and scale a small collection of independent exhibitions into a top-performing, global Market Maker

- Identify attractive, growing global vertical markets
- Expand internationally, led by the US, through targeted acquisition programme
- Strengthen management capability through selective additions
- Invest in common operational platforms in key functional areas
- Leverage proven show launch capabilities worldwide
- Create regional hubs and super-hubs for operational and admin support
- Enhance value proposition to both Exhibitors and Visitors

SUSTAINABLE ABOVE-INDUSTRY UNDERLYING GROWTH AND MARGINS
INTERNATIONAL EXPANSION, GROWTH AND SCALE

APPROACH

Market maker

Data

Scale

KEY INITIATIVES

International expansion programme

Build/ strength in Verticals

Sales, Customer & Marketing Excellence

Revenue+: Market Maker strategy

Growth Acceleration Plan
### INTERNATIONAL EXPANSION, GROWTH AND SCALE

#### BUILD

<table>
<thead>
<tr>
<th>VOLUME</th>
<th>CROSS-SELL</th>
</tr>
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<tbody>
<tr>
<td>Product innovation, new customers</td>
<td>International scale within verticals</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>PRICING</th>
<th>LAUNCH</th>
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<tbody>
<tr>
<td>Tiered and value based initiatives</td>
<td>New launches and geo-cloning</td>
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</table>

<table>
<thead>
<tr>
<th>PRODUCTIVITY</th>
<th>M’MAKER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales effectiveness, CRM, Vendor contracts</td>
<td>Sponsorship, online discovery, data insight, lead-gen</td>
</tr>
</tbody>
</table>

#### BUY

<table>
<thead>
<tr>
<th>CONSTRUCTION</th>
<th>NUTRITION</th>
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<tbody>
<tr>
<td>Hanley Wood Exhibitions, Dwell-on-Design</td>
<td>Virgo Publishing, Penton (New Hope Network)</td>
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<table>
<thead>
<tr>
<th>LIFE SCIENCES</th>
<th>AGRICULTURE</th>
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<tbody>
<tr>
<td>FIME, Mediconex, Eurogin</td>
<td>AgriShow, Penton Information Services</td>
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<tr>
<th>BEAUTY</th>
<th>YACHTING</th>
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<tbody>
<tr>
<td>China Beauty, FACE, Vegas Aesthetics</td>
<td>Fort Lauderdale Boat Show, Palm Beach Boat Show (YPI Inc)</td>
</tr>
</tbody>
</table>
INTERNATIONAL EXPANSION: THE CHALLENGER OPERATOR

GROWTH IN GLOBAL EXHIBITIONS REVENUE

Exhibitions business in 2009
- <$100m revenue
- <1% in Americas

Global Exhibitions Division in 2017
- >$600m revenue
- >60% in Americas
FROM EXHIBITION ORGANISER TO MARKET MAKER

Leverage customer relationships and data/digital capabilities to connect buyers and sellers in new and more powerful ways

FOR ATTENDEES

• Search & Discover products and services
• Interact with exhibitors
• Pre-show planning
• Post-show follow-up

FOR EXHIBITORS

• Year-round quality lead generator inside and outside exhibition
• Connections beyond the floor
• Access to active buyers
• Data to act upon market insights

FOR INFORMA

• Data to understand attendees / exhibitors
• Expand beyond the floor
• Access to new budgets
• Reinforce exhibition performance and quality of attendance
OPERATIONAL INITIATIVES: CUSTOMER VALUE OPPORTUNITY

TYPICAL COST/AIDSCOME MIX

- Raw space rent
- Stand costs
- Staff travel, accommodation and food
- Other

EXHIBITOR VALUE DRIVERS

- Stand layout (no of open sides)
- Marketing communications
- Build-up days
- Shell schemes
- Upper/lower hall floor
- Additional services (e.g., travel booking)

ORGANISER

- Raw space rent
- Other services
- Online activities

EXHIBITOR

TRANSACTIONS & LEADS

- Number and quality of visitors to stand
- Matchmaking
- Community content
- Booking time
- Specific hall at venue

VALUE DRIVERS

- Stand location
- Size / flexibility
- Column-free stand
- Exhibition specific (e.g., Hosted buyer programmes)

Source: JWC, Company data
OPERATIONAL INITIATIVES: CUSTOMER VALUE OPPORTUNITY

THE INTERNATIONAL SURFACE EVENT (TISE) CASE STUDY

• Exhibitions typically have a cost-based approach with early-bird, volume and corner variations to list price

• New pricing approach for TISE 2018
  — Dynamic, value-based options introduced
  — Packages aligned to exhibitor preferences
  — Customer service focus – early communication programme, appointment-led, sophisticated on-site sales office

• Targeting incremental yield increase of 3-5%

• Increase in rebooking rate and onsite deposits

3-YEAR PROGRAM TO ROLL OUT CUSTOMER VALUE INITIATIVES
OPERATIONAL INITIATIVES: PRODUCT INNOVATION

DRIVING GROWTH THROUGH BRAND EXPANSION

- Leading Healthcare Exhibition in Middle East
- World Trade Center approaching full capacity
- Ongoing demand

- A section of Arab Health focused on laboratory equipment
- Strong brand in its own right with a defined community
- Growing demand

DELIVERING TWO POWERHOUSE BRANDS, RUN CONSECUTIVELY

- Additional capacity to sell: 4400+ exhibitors in Jan 2017
- Future growth runway

- Scale launch in Jan 2017: Top 20 show on debut with 700+ exhibitors
- Future growth runway

STRONG AGGREGATE GROWTH IN 2017 AND REBOOKING FOR 2018
INTERNATIONAL EXPANSION: OPERATIONAL HUBS

- Boulder
- Dallas
- Sao Paolo
- Toronto
- London
- Dubai
- Shanghai
FULL COMBINATION OF PENTON AND GLOBAL EXHIBITIONS

STRONG PENTON BRANDS

AGRICULTURE
- Farm Futures
- FarmProgress
- The Ag Data Conference 2016

HEALTH & NUTRITION
- New Hope Network
- Natural Products Expo West
- Engredea
- NEXT

SUSTAINABILITY & WASTE
- Waste Expo
- Waste360

AVIATION
- Aviation Week
- MRO Americas
- Aviation Week Network

COMPLEMENTARY INFORMA BRANDS

AGRICULTURE
- Vitafoods Europe
- SupplySide West

HEALTH & NUTRITION
- Vitafoods Asia
- SupplySide East

SUSTAINABILITY & WASTE
- WWETT

NEW VERTICAL

EFFECTIVE COMBINATION

- Smooth integration into GE
  - Agriculture
  - Health & Nutrition
  - Waste
  - Aviation
- Updated management structure
- Administrative functions aligned (HR, Finance, Ops)
- Full systems integration progressing

OPERATING AND REPORTING AS A SINGLE BUSINESS

INFORMA INVESTOR DAY 15 JUNE 2017
# Benefits and Opportunities from a Full Combination

## Cross Selling
- Leverage relationships within Verticals and internationally, e.g., Agriculture, Health & Nutrition

## Geo-Cloning
- Extend select Penton brands internationally

## Operations
- Efficiencies from duplication, shared services and Exhibitions services

## Contracts
- Improved terms on facilities, venues and hotels; consolidate vendor management

## Technology
- Roll-out GAP-enabled digital platforms for marketing, sales, event management and websites. Develop Market Maker proposition
FOCUS ON SELECT, ATTRACTIVE GROWTH VERTICALS

THE FEATURES OF ATTRACTIVE VERTICALS IN EXHIBITIONS

INNOVATION | FRAGMENTED | HIGH VALUE | INTERNATIONAL | GROWING

Construction & Real Estate | Life Sciences | Agriculture | International Yachting | Health & Nutrition

Strength in US, Canada and Middle East | Strength in US, Middle East, Asia, Europe & Africa | Strength in US and Brazil | Strength in US and Europe | Strength in US, Europe and Asia
Health & Nutrition Vertical

Fred Linder
MD Global Health & Nutrition Network
HEALTH & NUTRITION VERTICAL SNAPSHOT

HEALTH & NUTRITION VERTICAL
- B2B
- Global
- Fragmented
- Growth
- Regulation, policy and health drivers

REVENUE MIX
- Exhibitor
- Attendee
- Digital
- Other

KEY BRANDS

GEOGRAPHIC FOOTPRINT
- North America
- Europe
- Asia
THE MARKET: TIPPING POINT INTO THE MAINSTREAM

GLOBAL HEALTH & NUTRITION MARKET

**INGREDIENTS**
- Pre and probiotics
- Vitamins & minerals
- Proteins & amino acids

**FINISHED PRODUCTS**
- Functional foods & beverages
- Natural foods & beverages
- Non-processed
- Dietary supplements

**US NATURAL PRODUCTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Supplements</th>
<th>Natural foods</th>
<th>Functional foods</th>
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<tr>
<td>2006</td>
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<tr>
<td>2016</td>
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$205bn 2016

$+122% 2016

$295bn 2022

FUTURE GROWTH

GROWTH DRIVERS

**FRAGMENTATION**
- Highly fragmented supply chain

**GLOBAL & LOCAL**
- Global market, with local trends and preferences

**CONSUMER DEMAND**
- Rising demand for healthy and transparent food supply - clean label, natural, organic, Free-From

**NEW PLAYERS**
- Falling trust in large brands paves way for innovation and niche players

**PUBLIC POLICY**
- UN Action on Nutrition and Sustainable Development Goals
GLOBAL HEALTH & NUTRITION NETWORK

$110m+ revenue
10%+ growth
9 major brands
125k+ SQM exhibition space
170k+ attendees

UNIQUE POSITION ACROSS THE INTERNATIONAL SUPPLY CHAIN
GROWTH AND OPPORTUNITIES

1. Maintain positive momentum and growth across all brands

2. Full combination of Informa and Penton brands with unified leadership across three hubs

3. Further increase scale to address the full industry value chain and deliver solutions to customers on a global basis

4. Leverage Informa international network to extend brands and customer relationships; maximise the cross-sell opportunity

5. Apply digital capability to strengthen market position, deepen customer relationships and generate ancillary revenues

MARKET MAKER FOR THE GLOBAL HEALTH AND NUTRITION INDUSTRY
SPOTLIGHT ON NATURAL PRODUCTS EXPO WEST

- Education & networking
- NEXTY awards
- 500+ new exhibitors in 2017
- 2,600+ exhibitors

- Anaheim
- Annual over 5 days
- 40,000+ sqm
- 80,000+ attendees

LARGEST INDIVIDUAL BRAND IN HEALTH & NUTRITION MARKET
SPOTLIGHT ON NATURAL PRODUCTS EXPO WEST
Future Growth & Opportunities

Charlie McCurdy
CEO Global Exhibitions
FUTURE GROWTH AND OPPORTUNITIES

5%+
Consistent underlying revenue growth

Market leading
Adjusted operating margins

Cash
Consistently strong profit conversion

International
Further balance and breadth

Scale
Fully leverage size benefits

Verticals
Build further focused scale

Consolidator
Further targeted, enhancing M&A

Combine
Maximise the Penton opportunity

Digital
Growth in data-driven ancillary revenues

TOP-PERFORMING GLOBAL MARKET MAKER
2017 INFORMA INVESTOR DAY: AGENDA

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Stephen A. Carter
Group Chief Executive

Future Growth & Opportunity
FUTURE GROWTH & OPPORTUNITY
2014-2017 GROWTH ACCELERATION PLAN

GAP AMBITION

GROWTH

• Aggregate underlying growth of 3%+
• Platform for sustainable future growth
• All four Divisions in growth going into 2018

CAPABILITY

• Functional discipline and expertise
• Operational fitness
• Capacity and capability for future scale
DIVISIONAL GAP FOCUS

Global Exhibitions
• Separation
• Expansion
• Data

Business Intelligence
• Management
• Portfolio
• Performance

Academic Publishing
• Stability
• Technology
• Handover

Knowledge & Networking
• Simplification
• Focus
• Verticals
DIVISIONAL GAP DELIVERY

Global Exhibitions
- Growth & Scale
- Balance & Breadth
- Market Maker

Business Intelligence
- Consistent growth
- Repeat revenue
- Upsell

Academic Publishing
- Resilient growth
- Steady margins
- Strong cash flow

Knowledge & Networking
- Growth
- Profitability
- Community engagement
INFORMA INVESTOR DAY: 15 JUNE 2017

Stephen A. Carter
Group Chief Executive

Gareth Wright
Group Finance Director

Richard Menzies-Gow
Director of IR, Communications & Brand

Alex Roth
Director of Strategy & Planning

Charlie McCurdy
CEO Global Exhibitions

Fred Linder
MD Global Health & Nutrition Network

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Q&A