2018
ANNUAL GENERAL MEETING
GROWTH CONTINUATION
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The goal is simple but demanding: progressively to return every part of our business to growth, and simultaneously to build the capabilities and platforms needed for future scale and consistent performance.
Our performance in the first four months of 2018 has been encouraging, with continued operating progress and robust underlying trading reflecting our increased scale and international breadth post the successful completion of the Growth Acceleration Plan.
MARKET OPPORTUNITIES

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

REGIONAL THEMES
- North America
  - Fiscal stimulus, interest rates and politics
- Asia
  - China / Asia growth in a global context
- MENA
  - Oil price, growth and regional sensitivities
- South & Latin America
  - Growth, inflation and rise of the middle class
- UK/Europe
  - Brexit ramifications

MARKET THEMES
- B2B Events
  - Focused Scale
  - Industry Specialisation
- Specialist Business Information
  - Focused scale
  - Workflow, data and artificial intelligence
- Scholarly Research and Reference-led Content
  - Education investment and growth
  - Open Access trends and opportunities

TECHNOLOGY

SPECIALISATION

GLOBALISATION

POPULATION

VERTICAL THEMES
- Health & Nutrition
  - Growth in organic, "free from", nutritious foods
- Life Sciences
  - Biotech, genetics and drug development
- TMT
  - Internet of Things, Quantum Computing, 5G
- Agriculture
  - Food demand, resource scarcity, efficiency and technology
- Construction & Real Estate
  - Policy stimulus, structural and cyclical growth
GROWTH ACCELERATION PLAN: KEY INITIATIVES

1. Build and buy a scale B2B events business in the Global Exhibitions Division

2. Repair and return to growth the Business Intelligence Division

3. Simplify, focus and grow the Knowledge & Networking Division

4. Build scale and management capability in the US market

5. Invest in platforms and capabilities for future scale and growth in all 5 divisions
## GROWTH ACCELERATION PLAN: OPERATIONAL FITNESS

<table>
<thead>
<tr>
<th>International reach</th>
<th>Breadth &amp; Balance</th>
<th>Predictable revenues</th>
<th>Depth in verticals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital platforms</td>
<td>Deep data &amp; content</td>
<td>Functional capability</td>
<td>Strong cash conversion and balance sheet</td>
</tr>
<tr>
<td>US footprint</td>
<td>Shared services capability</td>
<td>Strong brands</td>
<td>M&amp;A execution and integration</td>
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<tr>
<td>Attractive margins</td>
<td>Portfolio focus</td>
<td>Scale benefits</td>
<td>Management capacity</td>
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2018: GROWTH CONTINUATION
CREATION OF NEW INFORMA: BEST OF BOTH

informa

International Scale

Vertical Scale

Specialist Knowledge

Face-to-Face Platforms

Data Strength

UBM

NEW informa
A leading B2B information services company
THE ACCELERATED INTEGRATION PLAN

**PHASE 1**
**DISCOVERY & VALIDATION**
June – August 2018
• Learn more
• Engage with new colleagues
• Validate approach to combination
• Senior management collaboration
• Purpose & Direction
• Clarity on obvious areas of overlap

**PHASE 2**
**COMBINATION**
August – November 2018
• Finalise operating model
• Confirm leadership and reporting lines
• Formally combine businesses
• Clear budget ownership
• Combine some front-end systems
• Develop new brand architecture

**PHASE 3**
**COMPLETION**
November 2018 – March 2019
• Start to operate as a single, combined business
• Colleague value proposition further developed
• Additional systems integration
• Start shift to new brand architecture
• 2018 Full Year Results as New Informa

**PHASE 4**
**AMBITION & CREATION**
March – June 2019
• Introduction of New Informa Purpose & Promise, internally and externally
• Complete systems integration
• Reap the full benefits of Combination and Creation
• Long term opportunities and ambition for New Informa
TIMETABLE TO COMPLETION

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

<table>
<thead>
<tr>
<th>Key Dates</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 January</td>
<td>Publication of Offer Announcement</td>
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<tr>
<td>28 February</td>
<td>Informa and UBM 2017 Full Year Results</td>
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<td>14 March</td>
<td>Publication of Circular, Prospectus and Scheme Document</td>
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<td>17 April</td>
<td>Shareholder approval by Informa and UBM shareholders</td>
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<tr>
<td>20 April</td>
<td>Record date for final dividends</td>
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<td>Q2 2018</td>
<td>Anticipated completion date in Q2 2018</td>
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PURPOSE AND PROMISE
STEPHEN A. CARTER
GROUP CHIEF EXECUTIVE

Q&A