2019 Investor Day
Depth & Specialisation

10 May 2019
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The Informa Group

Global Support (Group Operations, Group Functions)
The Agenda:

1. Depth & Specialisation
   - Stephen A Carter
2. Strength & Growth from Specialisation
   - Charlie McCurdy
3. Specialist Markets: Pharma Focus
   - Adam Andersen
4. Specialist Markets: Fashion Focus
   - Mark Temple-Smith & Colette Tebbutt
5. Specialist Markets: China Focus
   - Margaret Ma Connolly
6. Scale & Simplification
   - Patrick Martell & Ian Branch
7. The Power of Specialist Data & Information
   - Patrick Martell
8. Specialist Markets: Pharma Focus
   - Linda Blackerby & Ramsey Hashem
9. Culture Question Time
   - Eleanor Souster & Panel
10. Resilience & Strength through Specialist Knowledge
    - Annie Callanan & Team
11. Reformatting the Programme around Specialist Markets
    - Gary Nugent, Marco Pardi & Carolyn Dawson
12. Wrap-Up
    - Stephen A Carter
The Knowledge & Information Economy

- **294bn** tweets sent every day, rising to 306bn by 2020 and 320bn by 2021... with 3.9bn people using emails (Source: Twitter)
- **5bn** searches made per day, with 3.5bn from Google (Source: Radicati Group)
- **500m** tweets sent every day (Source: Twitter)
- **4PB** data created by Facebook, inc. 350m photos and 100m hours of video (Source: Facebook Research)
- **95m** photos and videos are shared daily on Instagram (Source: Instagram Business)
- **294bn** emails sent daily, rising to 306bn by 2020 and 320bn by 2021... with 3.9bn people using emails (Source: Radicati Group)
- **463EB** data created every day by 2025 (Source: IDC)
- **4.4ZB** Accumulated digital universe of data in 2019, rising to 44ZB by 2020 (Source: PWC)
- **4TB** data produced by a connected car (Source: Smart Insights)
- **95m** photos and videos are shared daily on Instagram (Source: Instagram Business)
- **4TB** data produced by a connected car (Source: Smart Insights)
- **28PB** generated from wearable devices by 2020 (Source: Statista)
Informa’s Journey to Depth & Specialisation

- 2013: Addition of Virgo Publishing
- 2014: ULG 0.7%
- 2014: Launch of Growth Acceleration Plan
- 2016: ULG 1.6%
- 2016: Addition of Hanley Wood Exhibitions
- 2018: ULG 3.7%
- 2018: Addition of UBM plc
- 2020: Addition of YPI Inc

Key Areas:
- Distributed portfolio
- UK, Europe, MEA
- Short-term targets
- Product orientated
- Multiple platforms & systems
- Margins before growth
- Industry specialisation
- International reach
- Investment for growth
- Customer orientated
- Operational fitness
- Consistent 3%+ growth
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

Health & Nutrition → Ingredients → Protein → Collagen

Range of B2B Brands & Services

Events

Data & Insight

Media
Depth & Specialisation

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TALENT
Depth of expertise and experience

CULTURE
Open, honest and agile

BRANDS
Depth of Specialist Brands

DIGITAL
Strength in products & platforms

SPECIALIST
In everything we do

OPPORTUNITIES
Long-term growth and expansion

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.

- **Revenue by vertical:**
  - Subscription
  - Marketing Services
  - Sponsorship & Exhibitor
  - Attendee
  - Other

- **Revenue by type:**
  - Exhibitor
  - Marketing Services
  - Sponsorship
  - Attendee
  - Other

- **Revenue by region:**
  - UK
  - Cont. Europe
  - North America
  - Asia
  - Middle East
  - Rest of World

- **Key Figures:**
  - **£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

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## Informa Focus in 2019

<table>
<thead>
<tr>
<th>Focus</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combination</td>
<td><strong>Focus</strong> on completing the Combination, including operating and systems improvement</td>
</tr>
<tr>
<td>Culture</td>
<td><strong>Focus</strong> on embedding a shared purpose and set of values across the enlarged Group</td>
</tr>
<tr>
<td>Deleverage</td>
<td><strong>Focus</strong> on returning to our target leverage range of 2.0-2.5x Net Debt / EBITDA</td>
</tr>
<tr>
<td>Delivery</td>
<td><strong>Focus</strong> on delivering financial and operational targets, including on synergies</td>
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Delivery: 2019 Growth Outlook

2019 Performance & Growth

2019 Informa Group underlying revenue growth 3.5%+

- **informa markets**: 4.5%+ underlying revenue growth
- **Informa Connect**: 2.5%+ underlying revenue growth
- **Informa Tech**: 2%+ underlying revenue growth
- **Informa Intelligence**: c.3% underlying revenue growth
- **Taylor & Francis Group**: 2%+ underlying revenue growth

**Informa 2019 Investor Day**

- **24 May 2019**: AGM & Update
- **24 July 2019**: Half-Year Results
# Accelerated Integration Plan: 12 month programme

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
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<tbody>
<tr>
<td><strong>Discovery &amp; Validation</strong></td>
<td><strong>Combination</strong></td>
<td><strong>Completion</strong></td>
<td><strong>Ambition &amp; Creation</strong></td>
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<td>June – August 2018</td>
<td>August – November 2018</td>
<td>Nov 2018 – March 2019</td>
<td>April – July 2019</td>
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<tr>
<td>• Learn more about each other’s businesses and teams</td>
<td>• Finalise new operating structures and models, and start to combine businesses</td>
<td>• Start to operate as a single, combined business</td>
<td>• Introduction of the New Group’s Purpose &amp; Promise, internally and externally</td>
</tr>
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<td>• Continued collaboration between senior management teams</td>
<td>• Confirm leadership and reporting lines in line with these structures</td>
<td>• Set objectives for 2019 based on the new Group’s business plans</td>
<td>• Systems integration</td>
</tr>
<tr>
<td>• Regular updates for all Colleagues</td>
<td>• Start formulating plans for 2019 and preparing budgets as a combined business</td>
<td>• Engaging with customers about opportunities across brands and businesses</td>
<td>• Reap the full benefits of Combination and Creation</td>
</tr>
<tr>
<td>• Validating approach to combination</td>
<td>• Initial linking and combination of some tools and technology platforms</td>
<td>• Additional systems and platforms integration</td>
<td>• Long-term opportunities and ambition for new Informa Group</td>
</tr>
<tr>
<td>• Providing clarity on obvious areas of overlap between businesses</td>
<td></td>
<td>• Start shift to new brand architecture</td>
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Capital Allocation Framework for Enlarged Group

- Organic Growth
  - Consistent reinvestment for growth
  - Capex at 3-4% of revenue (c.£80-110m)

- Shareholder Returns
  - Progressive dividends, growing broadly in line with earnings (c.£300m)

- Capital Structure
  - Target leverage of 2x to 2.5x net debt / EBITDA (2.9x at 31 Dec 2018)

- Inorganic Growth
  - Continuous pipeline of opportunities

Adj. Operating Profit
- £900m+ (OP cash conversion of 90%+)

Free Cash Flow
- £600m+
Culture Question

Eleanor Souster
Chief of Staff
Taylor & Francis

10 May 2019