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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 in the “Principal Risks and Uncertainties” section of the Group's Annual Report.

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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
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

- **500m** tweets sent every day (Source: Twitter)
- **4PB** data created by Facebook, including 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)
- **5bn** searches made per day, with 3.5bn from Google (Source: Smart Insights)
- **5bn** photos and videos are shared daily on Instagram (Source: Instagram Business)
- **4TB** data produced by a connected car (Source: Smart Insights)
- **4.4ZB** Accumulated digital universe of data in 2019, rising to 44ZB by 2020 (Source: PWC)
- **463EB** data created every day by 2025 (Source: IDC)
- **28PB** generated from wearable devices by 2020 (Source: Statista)
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

Large, growing and fragmented market with attractive characteristics

Global Exhibitions Market ($bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>23.0</td>
</tr>
<tr>
<td>2017</td>
<td>26.3</td>
</tr>
<tr>
<td>2022</td>
<td>33.7</td>
</tr>
</tbody>
</table>

Leading Exhibition Organisers ($m)

- Informa Markets
- Reed Exhibitions
- Messe Frankfurt
- Messe Dusseldorf
- Messe Munich
- Comexposium
- Clarion

Source: AMR
Performance Through the Cycle

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

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Value</td>
<td>5.0</td>
<td>5.5</td>
<td>4.8</td>
<td>5.5</td>
<td>5.6</td>
<td>6.1</td>
<td>6.0</td>
<td>6.4</td>
</tr>
</tbody>
</table>

Typical Cost Mix

**ORGANISER**

- Total Costs: 100
  - Venue: 35
  - Marketing Related Costs: 10
  - Staff Related Costs: 30
  - Office & Other: 25

**EXHIBITOR**

- Total Costs: 100
  - Raw Space: 25
  - Stand Related Costs: 25
  - Travel / Hotels / Entertainment: 50

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

Consistent 5%+ underlying revenue growth, ahead of the wider exhibitions market

<$100m

5%+
Underlying Revenue Growth

>$1800m

2009

2018PF

Informa 2019 Investor Day
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**

- Healthcare & Pharma
- Infrastructure, Construction & Build.
- Fashion & Apparel
- Health & Nutrition
- Manufacturing, Machinery & Equip.
- Hospitality, Food & Beverage
- Maritime, Transport & Logistics
- Beauty & Aesthetics
- Jewellery
- Aviation
- Other

**Revenue by type**

- Exhibitor
- Marketing Services
- Sponsorship
- Attendee
- Other

**Revenue by region**

- North America
- Asia
- Middle East
- Cont. Europe
- UK
- Rest of World

- 2018PF
- £1.4bn+
- Revenue
- c.£0.5bn
- Adj. Op Profit
- 550+
- B2B Brands
- c.50%
- Group Revenue
- 4,400+
- Colleagues
- 4m sqm+
- Exhibition Space
- 5.5m+
- Attendees

Informa 2019 Investor Day
Depth in Specialist B2B Brands

<table>
<thead>
<tr>
<th>Industry</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare &amp; Pharmaceuticals</td>
<td>c.£200m</td>
</tr>
<tr>
<td>Infrastructure, Construction &amp; Building</td>
<td>c.£140m</td>
</tr>
<tr>
<td>Fashion &amp; Apparel</td>
<td>c.£130m</td>
</tr>
<tr>
<td>Health &amp; Nutrition</td>
<td>c.£120m</td>
</tr>
<tr>
<td>Manufacturing, Machinery &amp; Equipment</td>
<td>c.£100m</td>
</tr>
<tr>
<td>Hospitality, Food &amp; Beverage</td>
<td>c.£90m</td>
</tr>
<tr>
<td>Maritime, Transportation &amp; Logistics</td>
<td>c.£85m</td>
</tr>
<tr>
<td>Beauty &amp; Aesthetics</td>
<td>c.£80m</td>
</tr>
<tr>
<td>Jewellery</td>
<td>c.£75m</td>
</tr>
<tr>
<td>Aviation &amp; Aerospace</td>
<td>c.£60m</td>
</tr>
</tbody>
</table>
Depth in Specialist B2B Markets

Relative Growth and Margin across major verticals

- Healthcare & Pharma
- Health & Nutrition
- Beauty & Aesthetics
- Aviation & Aerospace
- Jewellery
- Infrastructure, Construction & Real Estate
- Manufacturing, Machinery & Equipment
- Maritime, Transportation & Logistics
- Hospitality, Food & Beverage

*Excludes Fashion & Apparel
**Margin scale doesn't start at zero
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

1. Cross-Marketing
   - Target quick wins in Health & Nutrition, Real Estate & Construction, Beauty & Aesthetics

2. Internationalisation
   - International cross selling, co-location and launch project focused on virtual verticals opportunity

3. Data & Marketing Solutions
   - Content, data and marketing services initiatives underway in Health & Nutrition, Pharma, Life Sciences, Beauty

4. Digitisation
   - Advance by Informa Markets established. Aligning plans and models, including continued rollout of Markit Makr

5. Sponsorship
   - Non-endemic sponsorship team established and priority plan launched

6. Customer Value Initiatives
   - Share best practice. Top 50 events review underway

Revenue opportunities from international reach in specialist markets

Informa 2019 Investor Day
Revenue Initiatives

6-Step Revenue Growth Plan

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   - Share best practice. Top 50 events review underway

Revenue opportunities from international reach in specialist markets
# Internationalisation: Virtual Verticals

<table>
<thead>
<tr>
<th>Vertical</th>
<th>China</th>
<th>ASEAN</th>
<th>India</th>
<th>Middle East</th>
<th>Europe</th>
<th>North America</th>
<th>Brazil</th>
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<tbody>
<tr>
<td>Pharma</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>110</td>
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<tr>
<td>Healthcare</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>80</td>
</tr>
<tr>
<td>Food / Hospitality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70</td>
</tr>
<tr>
<td>Power</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Packaging*</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td>35</td>
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<tr>
<td>Concrete</td>
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<td></td>
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<td></td>
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<tr>
<td>Agriculture</td>
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<td></td>
<td></td>
<td></td>
<td>25</td>
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<tr>
<td>Manufacturing**</td>
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<td>15</td>
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<tr>
<td>Total</td>
<td>55</td>
<td>75</td>
<td>20</td>
<td>85</td>
<td>75</td>
<td>70</td>
<td>30</td>
<td>410</td>
</tr>
</tbody>
</table>

Shading corresponds to event revenue in region

* Some overlap with Pharma. **Machine tools, automation, assembly. Does not include medical.
Internationalisation: Virtual Verticals - Power
Internationalisation: Virtual Verticals - Healthcare
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

Informa 2019 Investor Day
Digitisation: Advance by Informa Markets

Insights that help B2B buyers make an informed purchasing decision.
- Digital content & online media
- Databases & data services
- Custom reports and intelligence services

Tools and Services that help buyers and suppliers be more effective or efficient in sourcing and selling.
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Platforms that facilitate actual B2B transactions by helping buyers and suppliers connect, transact and fulfil.
- Pure-play directories
- Buyer communities
- B2B marketplaces
Digitisation: MarkitMakr

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

31+ events using MarkitMakr
80k+ products listed

Informa 2019 Investor Day
**Sponsorship: Non-Endemic Team**

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

- **HISTORY**
  - Successful Penton revenue synergy initiative

- **TEAM**
  - 4 Sales people
  - 1 Marketer
  - 1 Account Manager

- **FOCUS**
  - Automotive, Tech, Luxury, Financial customer markets

- **REWARD**
  - Bonus contribution.
  - Incentive for lead referrals

- **CHALLENGES**
  - Consistent audience data.
  - 6-18 month sale.
  - Internal planning & comms

- **AMBITION**
  - Initial target of $5m+ non-endemic sponsorship by 2020

---

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)

- 2017: 1.1
- 2022: 1.3

5.3% CAGR

Geographic Mix (%)

- North America
- Europe
- Japan
- Africa & Asia
- Latam


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

87% stand space
3% digital
3% sponsorship
7% other

Customers

Key Brands

Informa 2019 Investor Day
Spotlight: CPhI Worldwide

- **30th Anniversary in 2019**
- **165+ countries**
- **2,500 Exhibitors**
- **100k+ SQM**
- **45k+ professionals**

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

<table>
<thead>
<tr>
<th>Market</th>
<th>Consistent high levels of growth and innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depth &amp; breadth</td>
<td>Informa's wider portfolio opens up new geographies, resources and opportunities</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Initial focus on strengthening digital offering and expanding into new markets</td>
</tr>
<tr>
<td>Ambition</td>
<td>Consistent mid to high single digit growth with attractive margins</td>
</tr>
</tbody>
</table>

Informa 2019 Investor Day
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

Revenue by Segment

17% footwear  
16% mens  
50% Women’s  
9% sourcing  
8% other

Customers

Hero Fashion Brands

Informa 2019 Investor Day
Dissecting the issues: Market shifts

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

Advantage acquires ENK
UBM acquires Advanstar
UBM acquires BJI
Informa acquires UBM

2012 2014 2016 2018
Three year program to stabilise and return the fashion business to growth

GAP Leadership & Talent
- Refresh leadership
- Invest in talent
- Skills mix

GAP Venues & Scheduling
- Optimise dates for industry
- Venue review

GAP Operational Fitness
- Data Management
- Sales & Marketing Excellence
- Customer Service
- Investment in price

GAP Simplify Proposition
- Brand complexity
- Go to market proposition

GAP Industry Depth
- Strengthen industry connections
- Invest in content and education

GAP Future Focus
- Target new growth segments

£10m+ investment
Fashion GAP: Leadership & Talent

Mark Temple-Smith
Managing Director Fashion

Colette Tebbutt
Industry Advisor

Felicia Hamerman
Chief Marketing Officer

Sandy Voss
SVP US Operations

Scott Chowan
Head of Finance

Houda Abdallah
VP Business Transformation

Tom Nastos
Chief Commercial Officer

Erin Shirling
VP Human Resources

The Fashion Leadership Team

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
Assessing the Challenge

Magic Crossover Venue Attendance

- Feb-17: 50%
- Aug-17: 49%
- Feb-18: 51%
- Aug-18: 49%
- Feb-19: 51%
Fashion GAP: Operational Fitness

DATA MANAGEMENT
- Over 50% of buyer data was suppressed
- Initiative to cleanse and unlock full database

SALES & MARKETING
- New business tracking at just 14% on best shows
- Investment in Sales & Marketing team, systems upgrade

CUSTOMER SERVICE
- Consistent decline in NPS scores and satisfaction
- Revamp Customer Management

CUSTOMER VALUE
- Lack of price consistency and value proposition
- Investment in price, customer transparency and value initiatives

OPERATIONAL FITNESS
- Improved operational effectiveness
- Strengthened customer relationships
- Increased propensity to purchase

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

- Beijing (+11 million)
- Shanghai (+22 million)
- Shenzhen (+10 million)
- Hong Kong (+7 million)
- Guangzhou (+11 million)
- Chengdu (+7 million)

Source: www.worldpopulationreview.com

Informa 2019 Investor Day
Greater China: Exhibitions Growth & Opportunities

Key Exhibitions Venues in Greater China (Venue Capacity)

- **Beijing** (285k sqm)
- **Shanghai** (815k sqm)
- **Shenzhen** (505k sqm)
- **Guangzhou** (480k sqm)
- **Chengdu** (414k sqm)
- **Hong Kong** (132k sqm)

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 (%)

- US
- Greater China
- Germany
- UK
- France
- GCC
- Italy
- Russia
- Brazil
- Other

China Exhibitions Market 2013-2017 (SQM sold)

- 2013: 9.7
- 2014: 10.4
- 2015: 11.2
- 2016: 12.1
- 2017: 13.0

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

Informa 2019 Investor Day
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 (%)
- Jewellery
- Beauty & Aesthetics
- Hospitality, Food & Beverage
- Design & Furniture
- Culture & Lifestyle
- Healthcare & Pharma
- Manufacturing & Equipment
- Fashion & Apparel
- Infrastructure & Construction
- Media & Entertainment
- Other

Track Record of Expansion & Growth ($m)
- 2014: 200
- 2015: 250
- 2016: 300
- 2017: 350
- 2018: 400

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

Largest organiser in Greater China delivering consistent growth & performance

*Revenue from Annual Events, excluding Biennials
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

**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

**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 workforce

**China Growth Engine**

Growth via Business Development
Strategy for Growth: Beauty & Aesthetics

185,000 sqm net

3,000+ exhibitors (75%+ International)
87k+ visitors

C.$75m
2018

3,200+ exhibitors (90%+ domestic)
110k+ visitors

1,700+ exhibitors
31k+ visitors
Strategy for Growth: Hospitality, Food & Beverage

- **HOFEX**
- **FHC China**
- **ProWine Asia**
- **SFE China**
- **CCE China**
- **IHE India**
- **CIFEX Guangzhou**
- **HOTELEX Shanghai**
- **HOTELEX Beijing**
- **HOTELEX Chengdu**
- **Expo Food GZ**

<table>
<thead>
<tr>
<th>Cities</th>
<th>Exhibitors</th>
<th>Events</th>
<th>Visitors</th>
</tr>
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<tbody>
<tr>
<td>5</td>
<td>11.8k+</td>
<td>20</td>
<td>500k+</td>
</tr>
<tr>
<td></td>
<td>sqm net</td>
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</table>
Rise of the Super Venue

Shanghai NECC
400,000 + 53,000 sqm

Shenzhen SZWECC
400,000 + 100,000 sqm
## Specialist Markets: China

<table>
<thead>
<tr>
<th>Market</th>
<th>Long-term growth opportunities for specialist B2B brands in China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Grow in existing and launch into new markets, strengthen key verticals and expand digital offering</td>
</tr>
<tr>
<td>Differentiate</td>
<td>We excel in Talent, Community and Partnership</td>
</tr>
<tr>
<td>Ambition</td>
<td>Market leadership - consistent growth ahead of the market</td>
</tr>
</tbody>
</table>