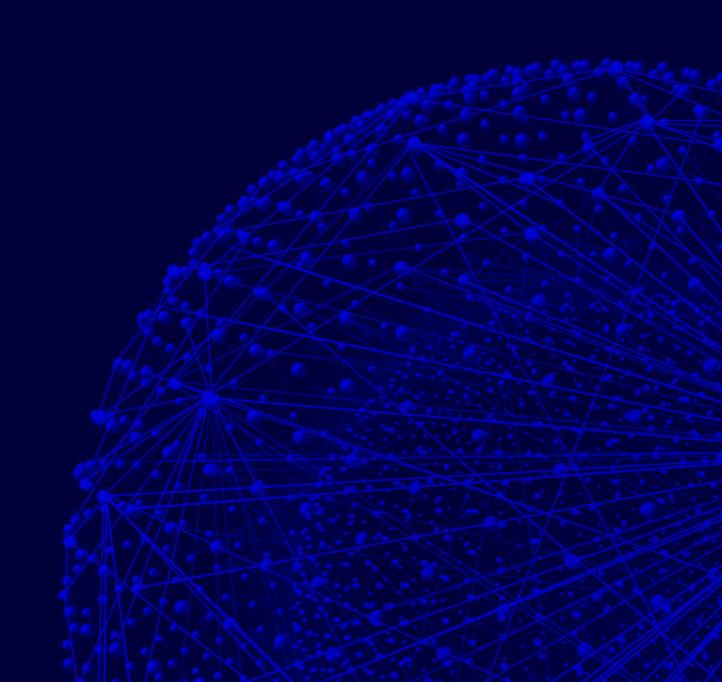


2025 Informa Capital Markets Day

Compounding Growth

17 November 2025







Compounding Growth

Schedule for today*

Dubai (UK GMT)					
14:30 (10:30)	Compounding Growth at Dubai & Informa Speed	His Excellency Helal Saeed Al Marri and Stephen A. Carter In conversation with Thorold Barker			
15:20 (11:20)	Compounding Growth Informa 2025-2028	Stephen A. Carter			
15:45 (11:45)	Compounding Growth The Power of B2B Live Events	Patrick Martell, Andrew Mullins, Matthieu Comard In conversation with Penny Ladkin-Brand			
16:15 (12:15)	Compounding Growth Q&A	Stephen A. Carter, Patrick Martell, Andrew Mullins, Matthieu Comard and Penny Ladkin-Brand			
16:30 (12:30)	Coffee, Conversations and Product Demonstrations				
17:00 (13:00)	Compounding Growth India, Middle East & Africa	Shabnam Rawal, Yogesh Mudras, Annabelle Mander, Atilla Marangozoglu, Peter Hall In conversation with Doug Emslie			
17:45 (13:45)	Compounding Growth Academic Markets	Penny Ladkin-Brand, Alex Robinson and Ashok Subramanian			
	Compounding Growth				





The Power of Live...Product Demonstrations

The Power of...First Party Data



The Power of...the AI Dividend





The Power of...AI in Research Integrity



The Power of...Customer Intent





Compounding

Growth at
Dubai & Informa
Speed



2025 Capital Markets Day

Compounding Growth at Dubai and Informa Speed

Hosted by Thorold Barker







Compounding

Growth

Informa 2025-2028









We are building the Aviation capital of the world.

Sheikh Mohammed Bin Rashid Al Maktoum Vice President and Prime Minister of the UAE, Ruler of Dubai

GROWTH



To go back to go forward...2013

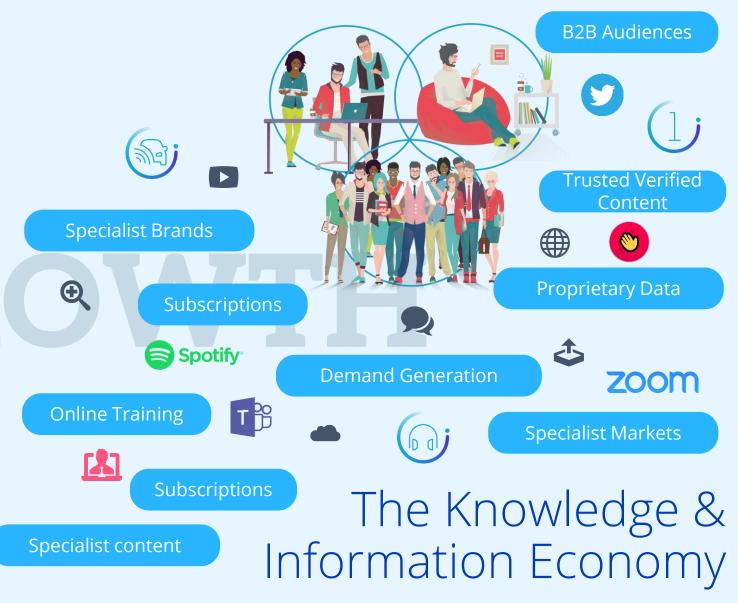
Strategy:

The Power of Live

Market Leadership

The Rise of Open Access

Proprietary First Party Data





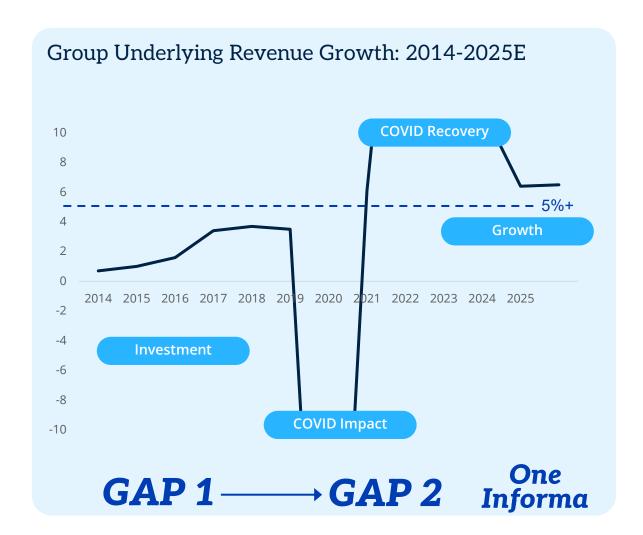
The Journey to Compounding Growth

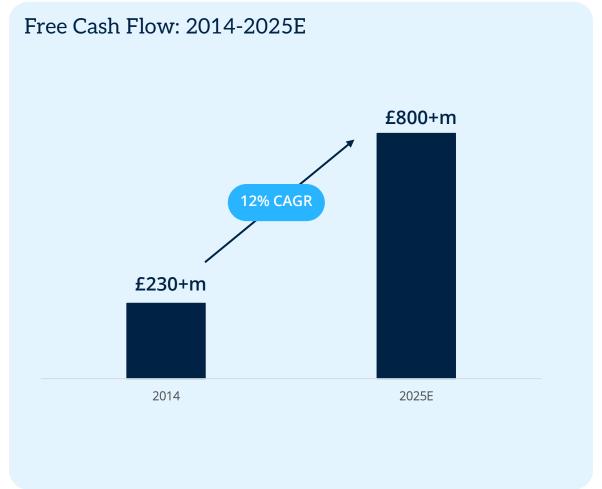
Spot conferences A Global leader in B2B **INVESTMENT GROWTH FOCUS Exhibitions & Events** and training 2025F Traditional academic **Open Research** New Leadership at New Leadership at publishing £4.0bn± platform Informa Intelligence Informa Markets Creation of URG6%± Declining/small Informa Tech £2.5bn value for portfolio of New Leadership at Informa Intelligence Informa Connect £1.8bn+ Share information assets 2018 Buybacks since 2021 £2.4bn 2020 UK, Europe, MEA ShareMatch equity International reach Creation of Informa plan launched **URG 3.7%** £1.7bn TechTarget c.£100m GAP **URG-41%** Investment for Launch of Growth **Short-term targets** investment Non-core Launch of Informa Acceleration Plan 1 growth divestments Festivals COVID-19 Action Plan 2016 Sales orientated **Customer orientated** Post UBM Year 1 of Launch of Growth £1.3bn Integration Plan One Informa 2014 Acceleration Plan 2 **URG 1.6%** Multiple platforms £1.4bn **Operational fitness** Divest Intelligence & systems **URG 0.7%** for £2.5bn value Lack of investment for Focus on organic growth **Consistent underlying** Addition of Addition of Addition of Addition of Addition of Addition of Ascential, Hanley Wood Penton Info Dove Medical **UBM** plc F1000 Tarsus, HIMSS & Winsight growth growth (Average c.11x EV/EBITDA) Exhibitions Services Press 2013 2025 One Informa + **GAP 1** GAP 2

informa 2025 Capital Markets Day

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The Journey to Compounding Growth





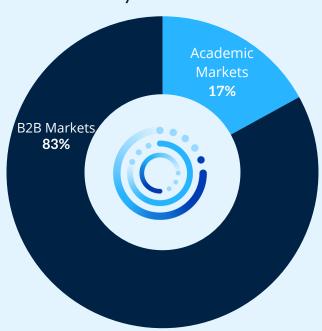




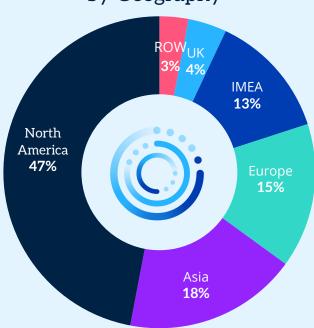
Informa today

Leading positions in growth markets

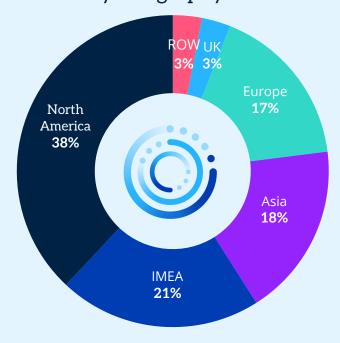




2025E Group Revenue by Geography



2025E B2B Live Events Revenue by Geography¹



Revenue: £4bn±

Operating £1bn+ **Profit:**

Flow:

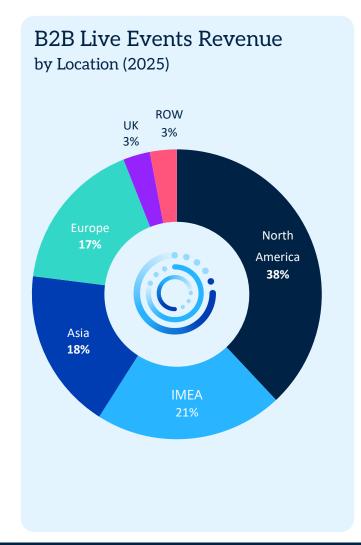
Free Cash £800m+

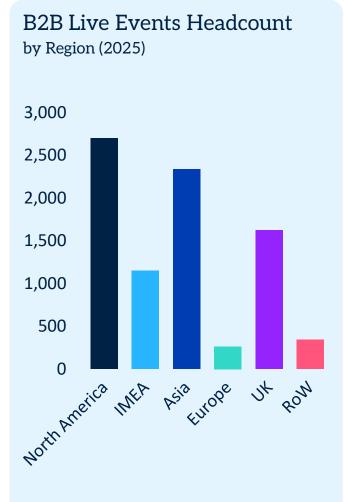
Dividends & £600m+ **Buybacks**

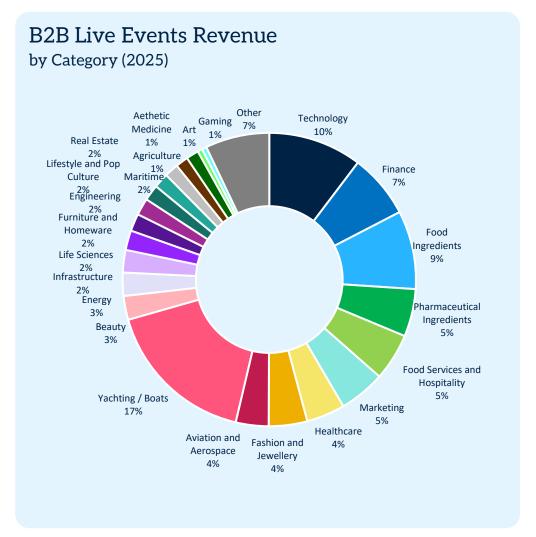




Informa's B2B Live Events Portfolio¹











Informa today

Leading positions in growth markets

B2B Live Events

\$3,900m+ \$1,100m±

Revenue

Adj Op. profit

- The Leading B2B Live Events Group
- 6%+ URG
- Market-leading Brand portfolio
- The power of Live in an increasingly digital world









B2B Digital Services

\$450m+

\$50m±

Revenue

Adj Op. profit

- A Leading B2B Digital Services Provider
- Growth to return in 2026
- Portfolio of market-leading B2B Brands
- The power of proprietary First Party Data





Academic Markets

\$850m+

\$300m+

Revenue

Adj Op. profit

- A Leading HSS & STEM Knowledge Provider
- 3-4% URG¹
- Market-leading Journal & Reference subject specialism
- The power of Specialist Knowledge, verification and authentication in an Al world

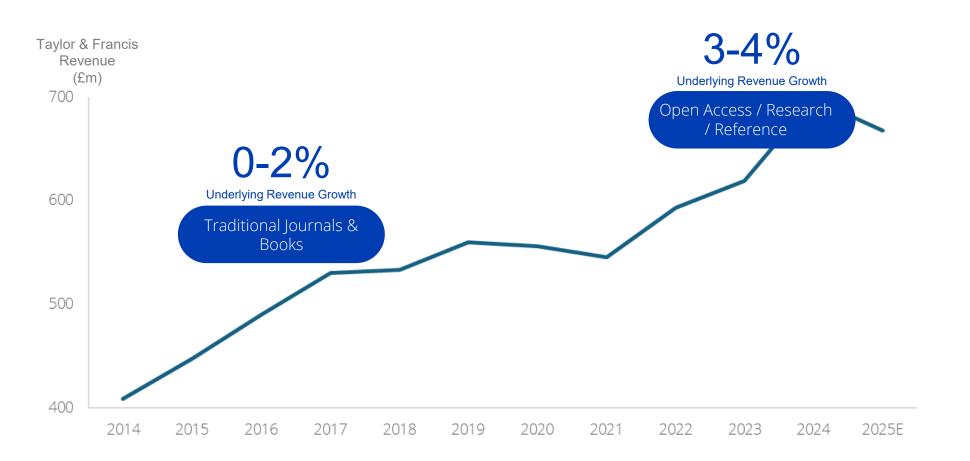






The Ambition for Taylor & Francis

Leading in the Age of Intelligence







Positive Market Dynamics

Open Research Services

Depth in all customer segments

International reach

Intelligent Technology

Maximising the growth and value of Informa's B2B portfolio through the 2025-2028 One Informa programme





















Market-leading
Brands &
Brand Value









Amplification Services





Delivering an AI Time Dividend

Brand

Agent

Brand

specific

content

creation

Elysia Launch Browser & Microsoft Teams application

App Builder & Store

Create and share Al applications tailored to individual needs

Career Coach

Personalised

guidance, 500

opportunities,

development

courses for

colleagues

internal job

career

27k

Generator

Image

Multimedia Al text to image generation

PapagAlo Media App

Turn media into written content in seconds

Digital Learning App

Elysia Al powered tutor bot

Event Concierge

Personalised digital concierge

Al Ignite

Elysia Al powered report assistant

Mobile Native App

Access Elysia on the go

Outlook Email Agent

Enhanced email drafting and summarisation

Data Analysis Agent

Advanced analysis for spreadsheets and tables

Platform Enhancements

Sharepoint integration



2.5 million questions asked

17,000 unique users

619 Al Apps in the App Builder & Store

1.1 billion words or responses delivered

2000+ images generated

Apr '25 Jun '25

Sep '25

Oct '25

Nov'25

Dec'25



Informa 2025-2028: Compounding Financial Returns

Compounding Group Underlying Rev	renue Growth 5%+
B2B Live Events	6%+
Academic Markets	3-4% (5% ambition
B2B Digital Services	Growth in 2026 (5%+ ambition in Plan period



Compounding **Profit Growth**

Ahead of Revenue Growth

(Underlying)

Compounding **Earnings Growth**

(Underlying)

Increasing **Operating Margin**

30%

(By end of Plan period)

Compounding

Cashflows

90%+ Conversion

21

(Operating Profit to Operating Cashflow)



- ➤ Three years of compounding growth from 2025 = £630m± additional Revenue
- > At a 40% drop through = £250m± additional Operating Profit
- > At a market multiple = £3.5bn+ value...+£0.9bn± in dividends over 3 years...+£2bn± excess capital over 3 years for share buybacks or inorganic investment



The Power of Live

Sports

\$450bn+ in global sports events

c.300m annual attendees at US professional sports events

2025 Capital Markets Day

Music

\$40bn+ in global music events

c.160m annual attendees at live music events

Theatre

\$40bn+ in global theatre events

c.190m annual attendees at global theatre events

B2B

\$30bn+ in global B2B events

180m+ annual attendees at B2B exhibitions





Market for B2B Live Events

Structural Growth Market

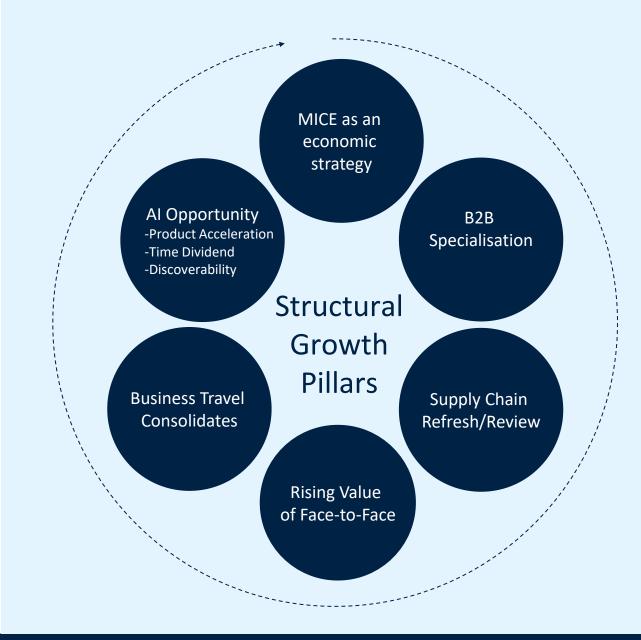
- \$30bn+ annual market value
- Global industry with local delivery
- Long-term structural growth dynamics

Fragmented Industry Structure

- c.50% of market run by Trade Associations
- 10%+ of market run by venue owner/operators
- Top 10 independent operators constitute **c.20%** of market
- Proliferation of entrepreneurial businesses



An attractive, scale international market with positive long-term growth characteristics





Growth Drivers of B2B Live Events

Market Factors



- Fragmented supply chain
- International communities
- Industry cycles

Customer Factors

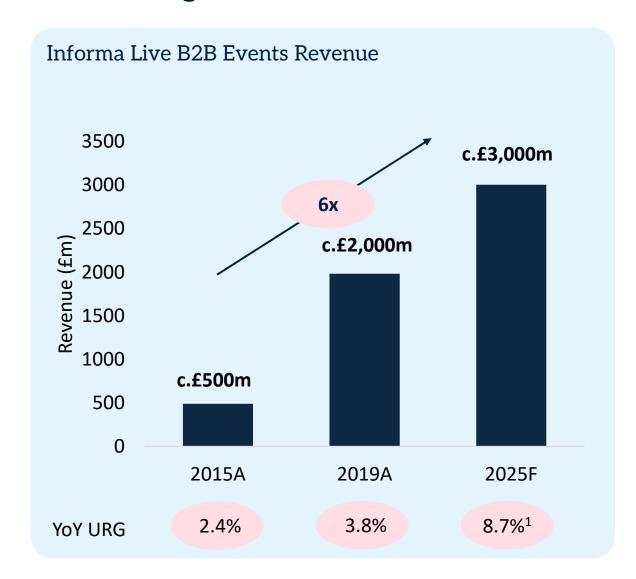
- Emergence of personalisation
- Demand for specialist knowledge and information
- Ecosystem enabler (efficiency)
- Must-have products & services

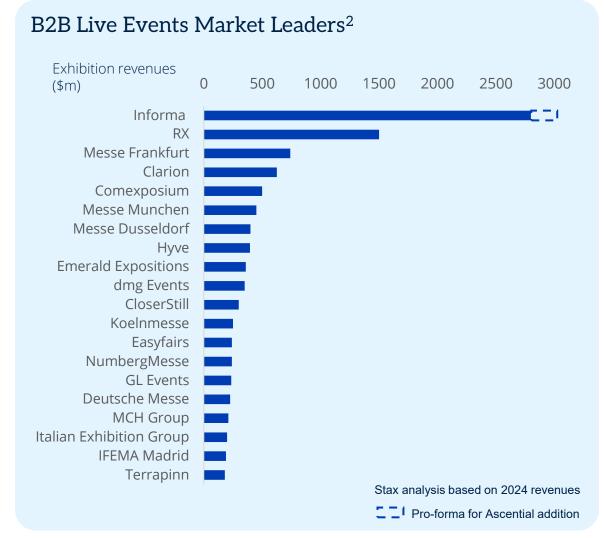
Operating Factors

- High levels of innovation and change
- Digital and emerging technologies
- Low capital requirement
- Working capital positive, strong cash flows

24

Informa's growth in B2B Live Events

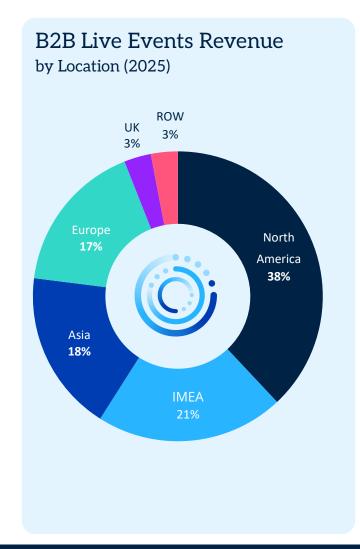


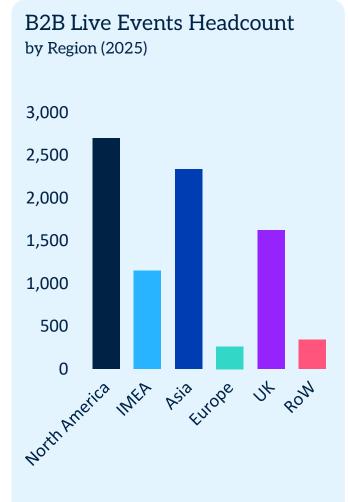


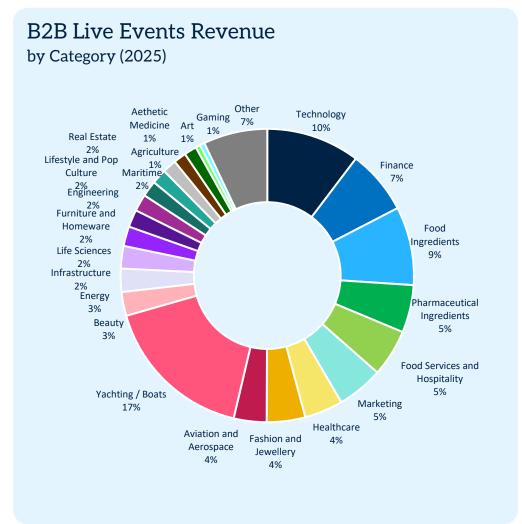




Informa's B2B Live Events Portfolio¹









Marquee Brand Franchises

\$1.2bn+ of revenue generated by 10 largest brand franchises

Category	Brand Franchise	Revenues	Number of Events annually
Pharmaceutical Ingredients	СРНІ	\$220m+	10
Healthcare	WHX	\$195m+	14
Marketing	LIONS	\$145m+	4
FinTech	Money20/20	\$125m+	4
Cybersecurity	Black Hat	\$105m+	6
Aerospace and Aviation	Dubai Airshow / MRO	\$95m+	10
Real Estate	Cityscape	\$90m+	5
Lifestyle	Fan Expo	\$75m+	17
Jewellery	Jewellery & Gem	\$75m+	11
Private Capital	SuperReturn	\$70m+	24

800±

B2B Live Event Brands

28

Marquee Brands (\$30m+)

46

Power Brands (\$10-30m)

\$50m±

To enter Top 10 Brands

\$15m+

To enter Top 50 Brands

c.50%

Top 50 as % of B2B Rev

27



Top 50 B2B Live Event Brands

Hospitalar

CPHI China

£1.5bn± Revenues...from \$15m to \$140m, with 10+ brands over \$50m





Miami Boat Show

World of Concrete

Sept Hong Kong Gem Fair

From Events to Experiences

Growth through market segmentation

Core Purpose

Core Activity

Points of Distinction

Positioning

Core Customers

Transaction-Led B2B Live Events

To Create & Grow Markets

Doing Business

Industrial buying and business development activity

Transaction-led B2B Events creating a marketplace for B2B Buyers, B2B Sellers and the supply chain to meet, discover, promote and do business

B2B Buyers & Sellers



Content-Led B2B Live Events

To Connect & Educate Markets

Developing Business

Professional content, professional accreditation and industry relationships

Content-led B2B Events convening industries for professional content, professional accreditation, market access and high value networking

B2B Professionals



Experience-Led B2B Live Events

To Inspire & Celebrate Markets

Inspiring Business

Personal inspiration, professional development and industry recognition

Experience-led Events, inspiring and celebrating business via high impact content, deep connections, personal enrichment & development

Industry Colleagues







The building blocks of 6%+ B2B Live Events Growth

Multiple growth levers

...to 6%+ Growth



Market-Leading Customer Experience, Data-led Marketing, Market-Leading Brands & Brand Value, The Al Time Dividend

Growth Geographies

Growth Market Categories MICE as an economic strategy

Supply Chain Refresh/Review Business Travel Consolidates

B2B Specialisation

Rising value of B2B F2F

Al Time Dividend





Price for Value

Focus on improving yield through customer experience and customer value

Key Pricing Input Components

Local inflation rate

Industry / Market growth

Event position and maturity

Exhibitor momentum: NPS, new segments, pacing

Attendee momentum: NPS, new segments, pacing

Other variables: Location, Competition, Timing

Each component is weighted and scored with a narrative to aid decision making



Pricing calculator provides indicative base value

Additional value through bundling and services

Target yield above inflation / costs

Top 50 Brands signed off centrally

85% of B2B revenue now using calculator

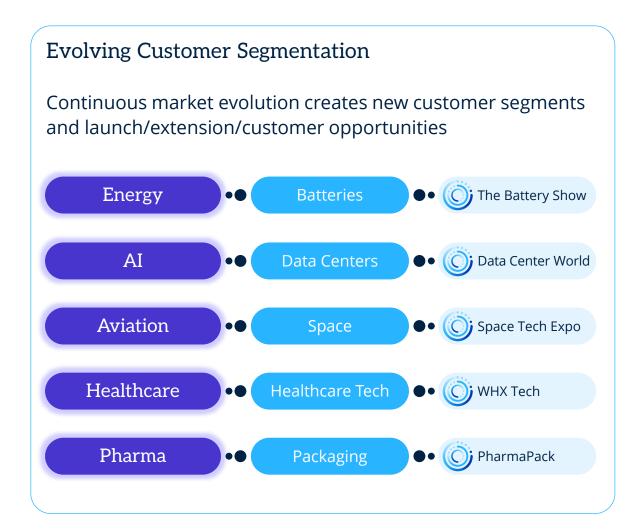
Certain sectors/locations more volume-driven

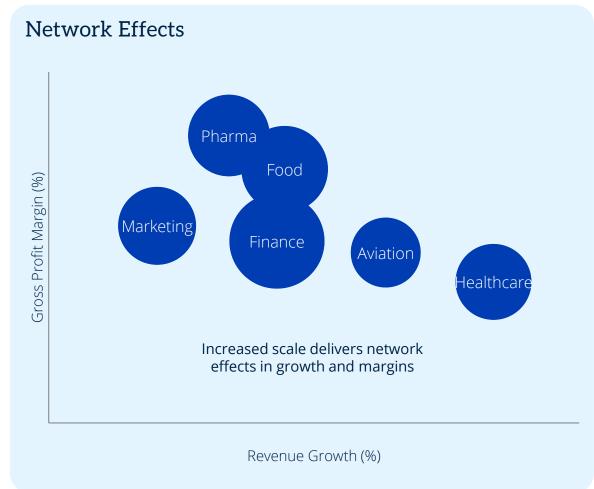




2 Market Penetration

Benefits of scale and leading market positions

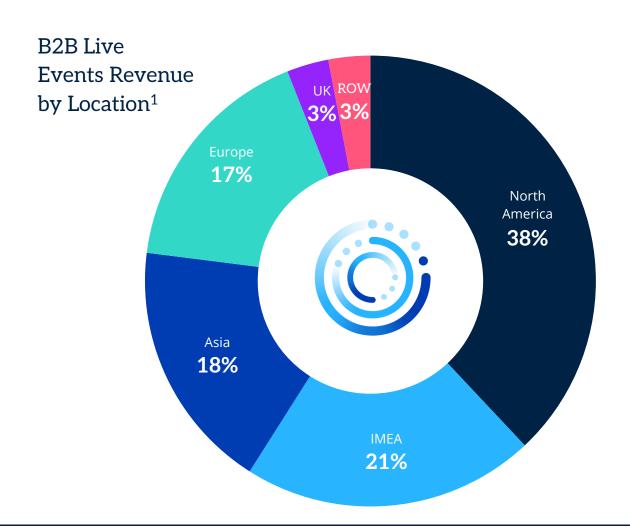








Growth geographies



The IMEA Growth Engine

- Rapidly growing economies
- MICE as an economic strategy
- Connectivity between West and East
- Investment in transport links, venues and infrastructure, including high quality and range of hotel capacity
- Partnerships for growth
- Informa the largest commercial operator with capability across the region
- Double-digit regional growth opportunity







OneCo partnership in Dubai to unlock further growth opportunities



Healthcare / Energy / Aviation













Technology / Food / Cybersecurity











OneCo scale

\$650m±*

Combined Revenues

30%+

Operating Margins

 $1,000 \pm$

Colleagues

Double-digit

Underlying revenue growth





The IMEA Growth Engine: Turkey, India

Turkey...a scale and growth market

- 100+ Informa Colleagues
- 2 Major Venues in Istanbul, plus 2 others
- 10± Informa B2B Brands
- 300k± Attendees at Informa events



India...a scale and growth market

- 275± Informa Colleagues
- 8 Major Venues
- 25 Informa B2B Brands
- 300k+ Attendees at Informa events



The IMEA Growth Engine: KSA

Kingdom of Saudi Arabia...a scale and growth market

- 300± Informa Colleagues
- 2 Major Venues in Riyadh
- 20+ Informa B2B Brands
- 1m± Attendees at Informa events
- \$8bn ± economic impact estimated in 2025



Cityscape KSA: Real Estate and Construction

- Largest commercial real estate event in the world
- 183% growth in exhibitors since last edition
- 180,000 expected attendees at 2025 edition
- 166,000 sqm





4 Capacity/Supply

Increasing venue supply in key Gateway Cities



Key Features of a Global Gateway City















4 Capacity/Supply

Increasing venue supply in key Gateway Cities



Dubai Venue Expansion Gross Square Metres

~165k

~**260k**

~280k

~300k

Dubai World Trade Centre & Dubai Exhibition Centre combined capacity

Frankfurt Venue Agreement

- ➤ 10-year Informa commitment to host CPHI Worldwide at Frankfurt Messe
- ➤ Largest venue in Europe
- Preferential rates
- City support and incentives





5 Attendee Value

Recognising the value of Live B2B Events for all participants

Attendee Value from B2B Events:

Meet the whole supply chain

Source new suppliers

Discover new innovations

Deepen relationships

Education and training

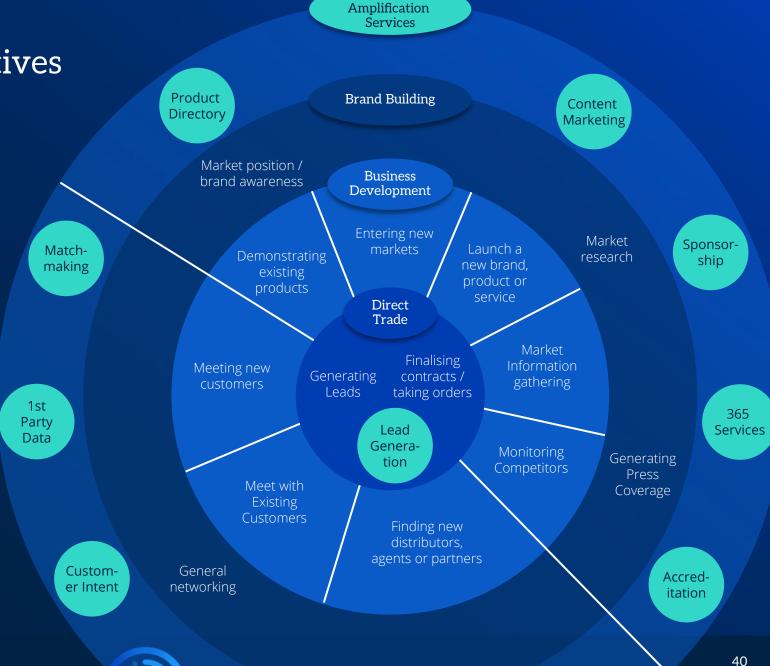
	Markets	Connect	Festivals	B2B Events
Attendee Revenue	\$110m+	\$250m+	\$130m+	\$490m+
No. of Attendees	7m±	1m+	0.2m±	8m+
% Paid Attendees	30%+	70%+	55%+	35%+

- ➤ Significant value for attendees at B2B Events
- Progressive introduction of attendee pricing at more transaction-led major brands, with exceptions by category and geography
- > Attendee pricing also helps improve quality of audience
- ➤ Additional indirect attendee value through Hotels and Cities strategy

Amplification Services

Delivering to Customer Objectives

- Opportunity to drive yield through additional amplification services
- Focus on increasing customer ROI (Return on Investment) and/or ROO (Return on Objectives)
- Objectives range from Direct Trade and Lead Generation, to Business Development and **Brand Building**
- On-site transactions are not always the objective, particularly in markets with complex buying cycles e.g. Pharma
- Awareness, pipeline velocity, knowledge and relationships can be equally valuable
- Services can be sold separately, bundled into a space package or even introduced as a compulsory add-on



Informa

6 Amplification Services

Lead Insights & Campaign Analytics: delivering increased ROI & year-round value

- Lead Insights...a proprietary lead reporting and analytics platform, built on IIRIS and unique to Informa
- 10,000+ Informa customers at 150 Informa events used **Lead Insights** in 2025, registering 2m+ platform interactions
- Lead Insights provides customers with access to actionable lead and campaign data all year round



6 Amplification Services

Broadening the range of services at CPHI

New to 2026





Travel and accommodation

- Visa support service available
- Hotel commissions from hotel bookings through portal and preferred suppliers

Operational

- Commission from preferred logistic and customs partner and vendor services
- Early access to exhibition grounds means companies can extend their construction period by up to 2 days



Lead Gen and Digital Services

- 1,149 leads delivered
- 360 digital directory gives exhibitors enhanced visibility
- Lead Retrieval Service through the Event Planner App has 100% adoption among Exhibitors – 7000 meetings were facilitated during the event
- Digital Product directory, CPHI
 Online had 4.2m page views and
 1.2m unique visitors
- Engaged and marketable audience is 490,000+
- Lead Insights fee as lead scoring service introduced for 2026 events

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Informa 2025-2028: Compounding Financial Returns

Compounding Group Underlying Rev	renue Growth 5%-1
B2B Live Events	6%+
Academic Markets	3-4% (5% ambition
B2B Digital Services	Growth in 2026 (5%+ ambition in Plan period



Compounding
Profit Growth

Ahead of Revenue Growth

(Underlying)

CompoundingEarnings Growth

8%+

(Underlying)

Increasing
Operating Margin

30%

(By end of Plan period)

Compounding

Cashflows

90%+ Conversion

(Operating Profit to Operating Cashflow)

- ➤ Three years of compounding growth from 2025 = £630m± additional Revenue
- ➤ At a 40% drop through = £250m± additional Operating Profit
- At a market multiple = £3.5bn+ value...+£0.9bn± in dividends over 3 years...+£2bn± excess capital over 3 years for share buybacks or inorganic investment



Compounding Financial Returns 2025-2028:



Compounding

Growth

The Power of B2B Live Events





Compounding Growth: The Power of B2B Live Events

Hosted by Penny Ladkin-Brand











Coffee, Conversations & Product Demonstrations



Compounding

Growth

India, Middle East, Africa







Compounding Growth: India, Middle East, Africa

Hosted by Doug Emslie











Compounding

Growth

Academic Markets



Compounding Growth: Academic Markets

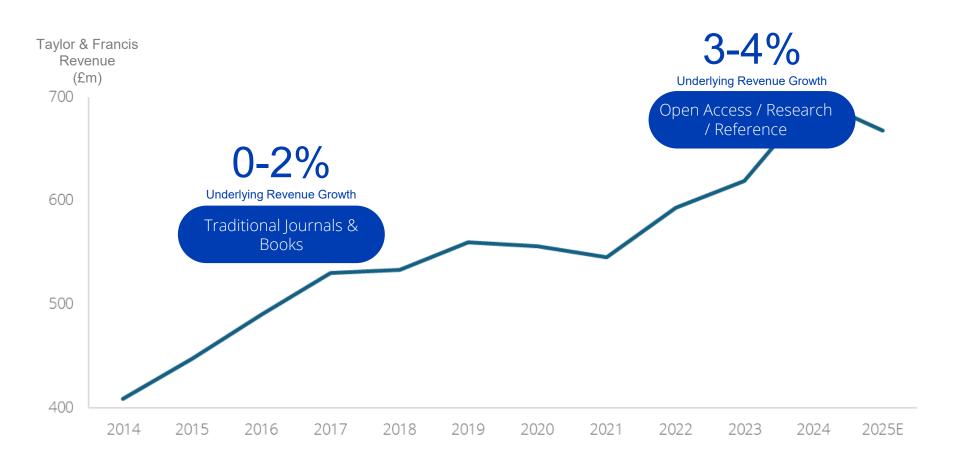






The Ambition for Taylor & Francis

Leading in the Age of Intelligence







Positive Market Dynamics

Open Research Services

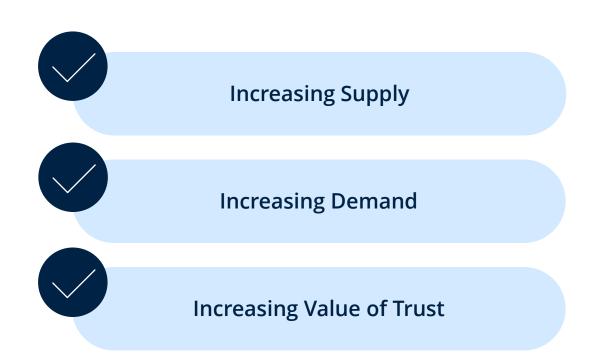
Depth in all customer segments

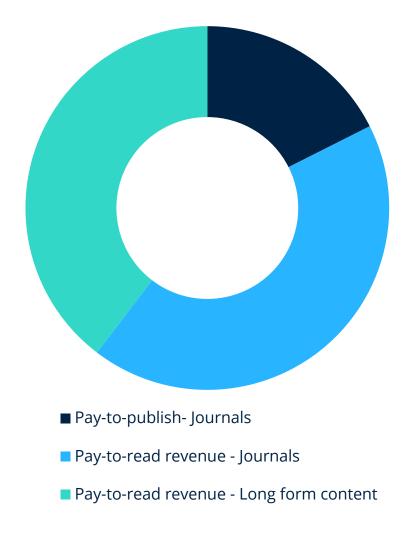
International reach

Intelligent Technology

Structural Growth in Specialist Knowledge

Positive market dynamics for accelerating growth









Creating impact and changing lives

Driving breakthroughs in cancer treatments from research to application

1 Research published



Research on cancer drug 'Ibrutinib'

Published in 'Expert Opinion' – our leading high impact journals 2 Approved by FDA & WHO



Approved by FDA in 2013 to treat cell lymphoma

Added to WHO list of essential medicines in 2021

3 Drug used to treat cancer



Prescribed in the treatment of a number of cancers:

Cell lymphoma Leukemia Non-Hodgkin's lymphoma



A Leading Portfolio of Specialist Products and Services

Balanced mix of cutting-edge content

Humanities & Social Sciences



Market leadership position in HSS, leading long-form publisher with Routledge



Impact across disciplines

2,500+ journals

75k± journal submissions per month

5.4m+ articles in corpus

200k+ ebooks in backlist

Journals in 237 subjects

6.4m citations (in 2024)

Science, Technology, Engineering, Maths & Medical

c.500k patents citing research published in T&F journals







300+ journals focusing on Al or incorporating Al methods



DovepressTaylor & Francis Group



Serving the Global Knowledge Market

Significant opportunity to expand international reach in growth markets



The Knowledge Marketplace

The research ecosystem: connecting creators and consumers of knowledge

Motivations & needs

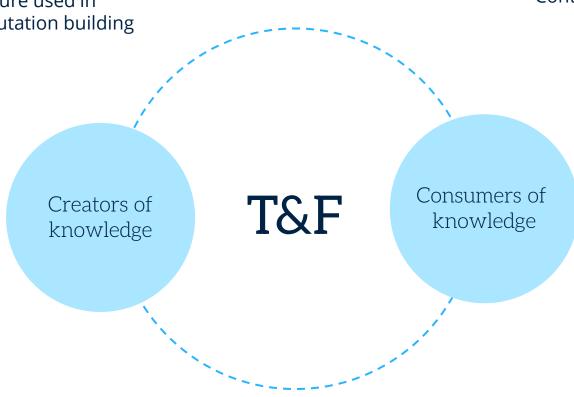
Content creation is the main measure used in research career progression & reputation building

Required to create for career progression

Need to differentiate themselves from peers

Desire to build a reputation & name

Desire to support their community



Motivations & needs

Content consumption is the main way that new research & knowledge is ideated

To stay up-to-date

To further their own research

To learn & develop their thinking

To enable Al-powered applications



An enhanced customer-centric operating model to support our ambition

Focus on three key customer segments

Academic & Government

Librarians, research offices, government agencies, funders

Aim:

- Advance knowledge and publish impactful findings
- Use content to inform key decisions in research, teaching, policy etc





Gates Open Research

wellcometrust

Market Opportunities:

- Heartland of customers today
- Opportunity to drive more value and continue to grow penetration

We partner through F1000 to provide Gates Foundation and Wellcome Trust researchers with routes to publishing Open Access & announced Open Access partnership with United Arab Emirates University in 2024

Professional

Professionals, continuous learners

Aim:

- Advance understanding of developments in area of professional expertise
- Learn more about an area with high quality, specialist trusted content

AECOM





Market Opportunities:

- Strong content and existing customers
- Deeper focus and expanding product offering to drive more value

We partner with industry leaders such as AECOM to power innovation in their field. Our series of Routledge Classics drive enduring readership

Corporate

Knowledge management teams, R&D professionals

Aim:

- Drive innovation and product development for competitive advantage
- Make well-informed business decisions







Market Opportunities:

- Under penetrated in large TAM of >100k companies buying R&D content
- R&D spend in corporates growing rapidly >5% 2015-23 CAGR in OECD)

Taylor & Francis publishes research from top pharmaceutical companies like Pfizer, Roche & GlaxoSmithKline





The Power of Technology, Data and AI

Leveraging human and machine intelligence

Technology Data & Al

Customer: Market-leading experiences, value made easy

Creating scalable advantage by becoming an intelligent enterprise

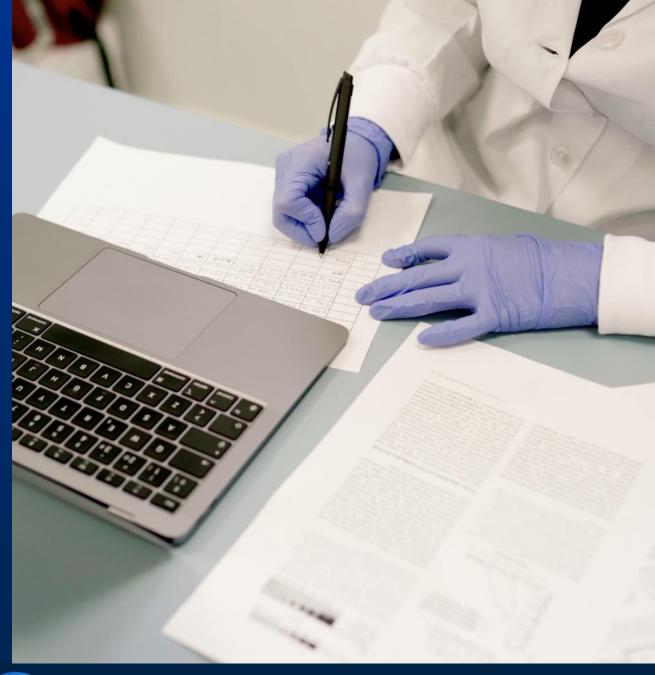
Agility: Faster response to market change

Efficiency: Reimagining how we operate



Market dynamics & how we serve our communities



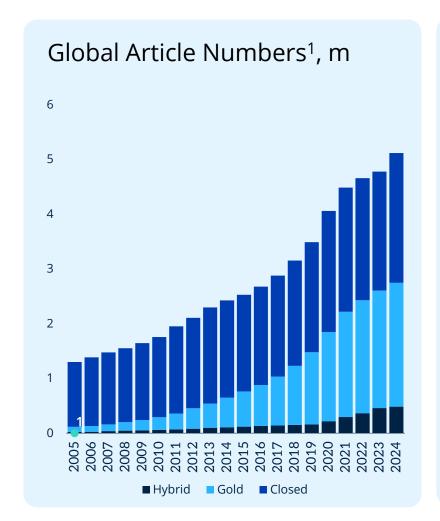


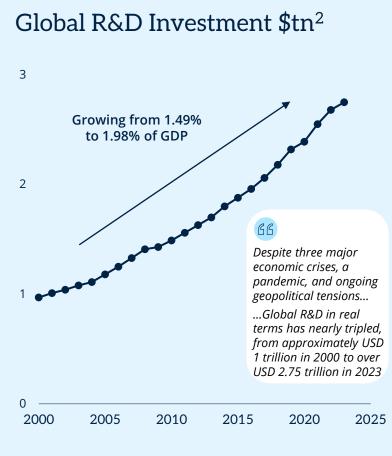


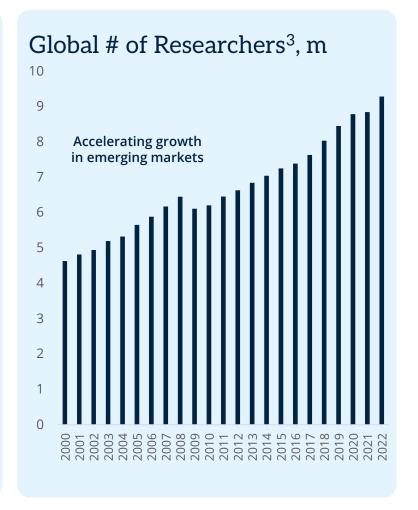
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Increasing Supply and Demand: Growth in Research, Researchers and R&D spend

Consistent strong growth in knowledge input and output





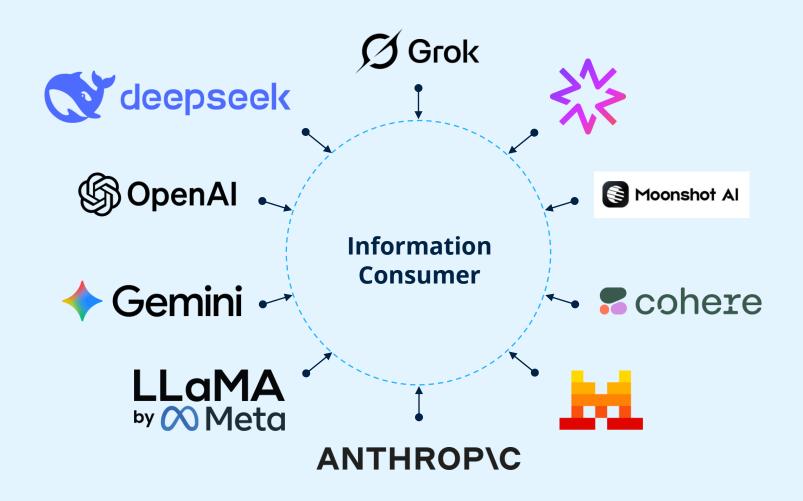






Increasing Value of Trust...the Power of Verified Content

Critical role of verified information will make us an AI winner



Key Commercial Dynamics and Activities

Greater benefits for our customers and partners

Growth

in Open Access

Growth

in Usage & Impact

Growth

from existing customers through content packaging Growth

in new geographies and in corporate customers



Technology as an advantage

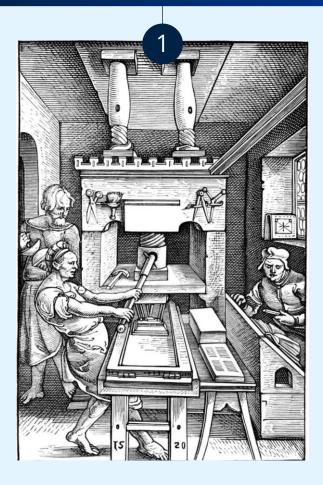




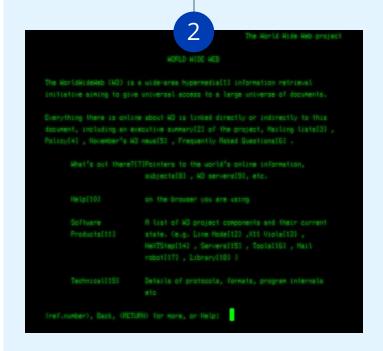
The Evolution of Knowledge Distribution

Thriving in an increasingly AI-driven world

Printing Press – Invented 1440



Internet – Public Release 1993*



ChatGPT - Public Release 2022*

Great, I'll gather quantitative global data on and distribution across all major sectors—including education, research, media, and more.

I'll let you know as soon as the findings are ready.

Research completed in 5m · 25 sources · 116 searches

Global Impact of Generative AI on Knowledge Generation & Distribution

Generative Al's rapid advancement since 2022 has led to an explosion in Al-created content and widespread adoption across sectors. Below we compile quantitative global data (2023–2025) illustrating how generative Al is transforming knowledge generation (content creation) and distribution (sharing and access) in academia, media, education, enterprise, and beyond.

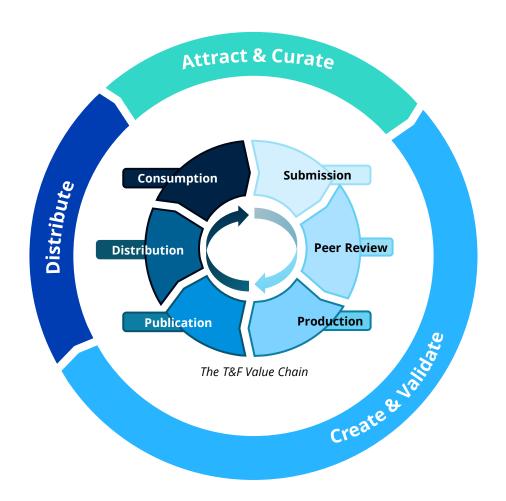
Surge in Al-Generated Content Creation

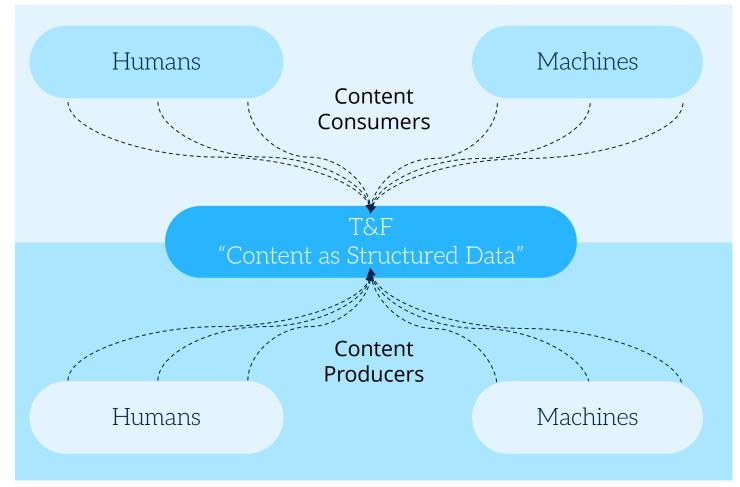




Our AI-integrated approach

Spanning the entire research lifecycle

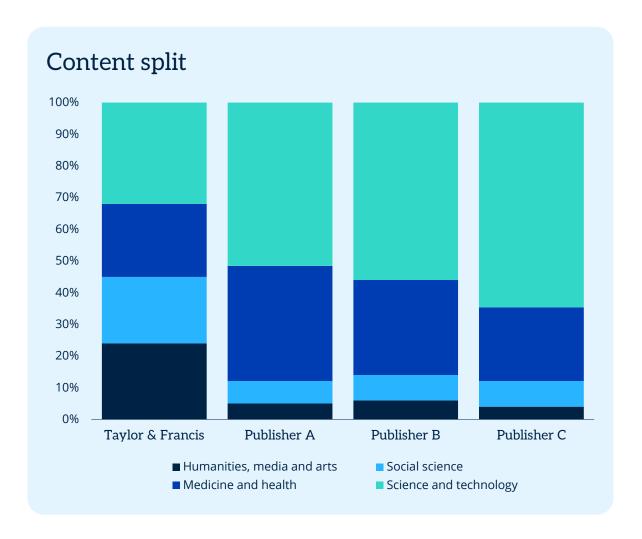




A portfolio suited towards interdisciplinary breakthroughs

The most balanced portfolio of any major publisher

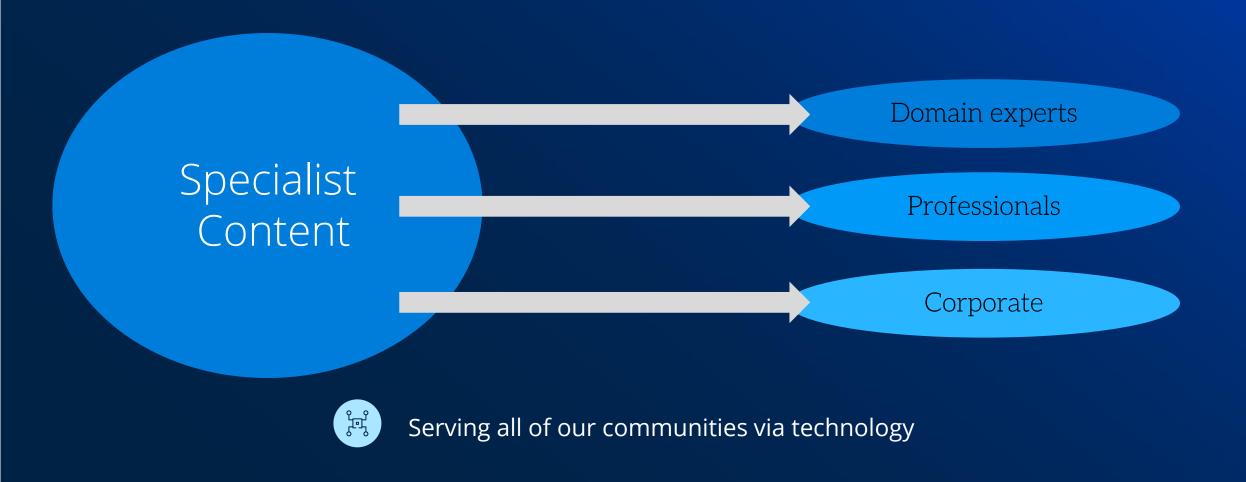
Taylor & Francis Journals Advertising **Expert Collection** COMMUNICATION Annals of Medicine Journal of the American Statistical MONTHLY ONCOLOGY Psychologist





Our Technology Serves Everyone

Creating tailored experiences for different audiences







Moving faster with AI deployments

Rapidly delivering enhancement to core parts of the tech stack

Authoring processes

We are deploying AI not just in our products but in how we build the products

Peer review workflows

Discovery mechanisms

Trust & Partnerships

Our framework ensures we amplify human capability rather than replacing human judgement

Ethical AI Implementation

- 1 Business-Validated Use Case Selection
- 2 Minimalist Al Implementation (KISS Principle)
- 3 Human Oversight at Critical Junctures
- 4 Multi-Layer Verification Processes
- 5 Transparent Al Attribution & Limitations
- 6 Evaluation-First Development Methodology
- 7 Multi-Stage Alpha/Beta Testing Protocol

AI & the Research Community



Carefully considered partnerships with Al developers



Innovative licensing terms for institutions



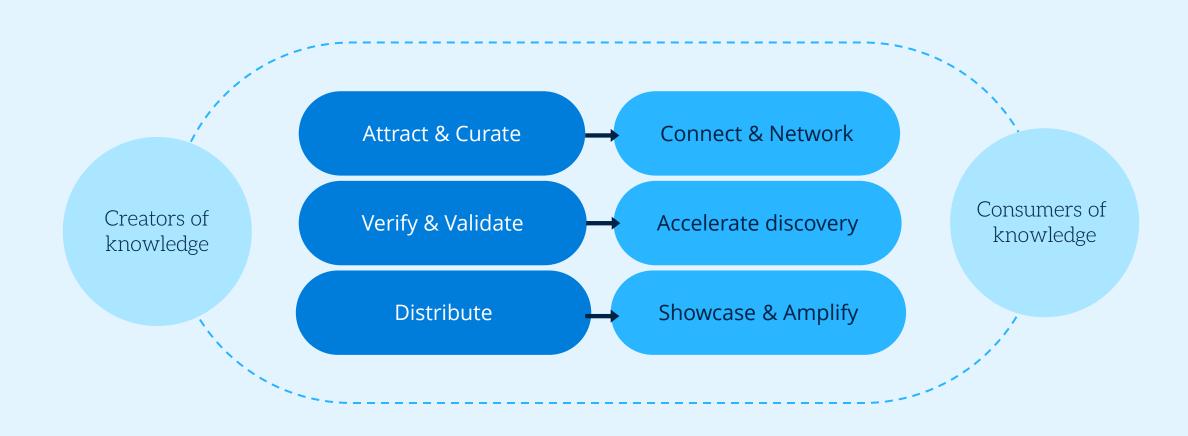
Clear policies for researchers using Al





Leading in the age of intelligence

Enabling the acceleration of human knowledge



71

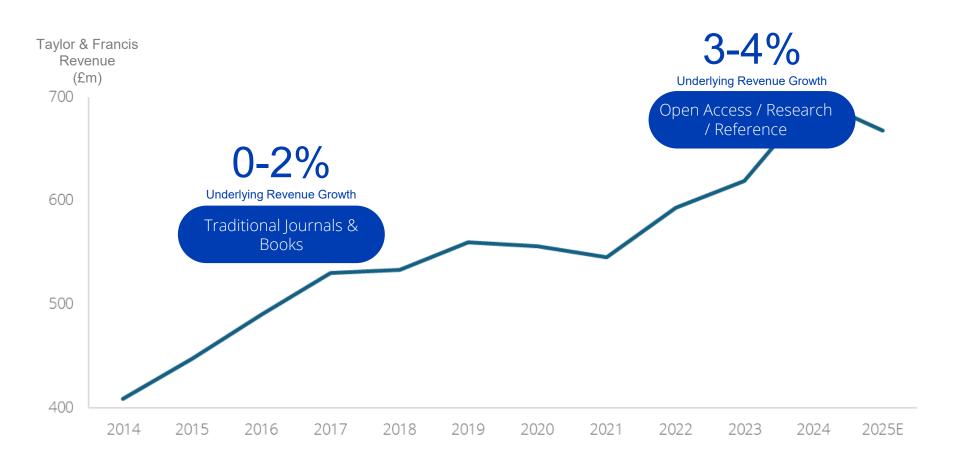
Compounding Growth Academic Markets





The Ambition for Taylor & Francis

Leading in the Age of Intelligence





Knowledge Platform



Positive Market Dynamics

Open Research Services

Depth in all customer segments

International reach

Intelligent Technology

Compounding

Growth

Informa 2025-2028



2025 Capital Markets Day

Informa 2025-2028: Compounding Financial Returns

Compounding Group Underlying Rev	renue Growth 5%-1
B2B Live Events	6%+
Academic Markets	3-4% (5% ambition
B2B Digital Services	Growth in 2026 (5%+ ambition in Plan period



Compounding
Profit Growth

Ahead of Revenue Growth

(Underlying)

CompoundingEarnings Growth

8%+

(Underlying)

IncreasingOperating Margin

30%

(By end of Plan period)

Compounding

Cashflows

90%+ Conversion

(Operating Profit to Operating Cashflow)

- Compounding Financial Returns 2025-2028:
- ➤ Three years of compounding growth from 2025 = £630m± additional Revenue
- > At a 40% drop through = £250m± additional Operating Profit
- At a market multiple = £3.5bn+ value...+£0.9bn± in dividends over 3 years...+£2bn± excess capital over 3 years for share buybacks or inorganic investment



75

Informa 2025-2028: Compounding Shareholder Returns

- Compounding Free Cash Flow 2025-20281: £3.5bn+
- **Compounding Capital Returns** enables us to continue:
 - > ...with Progressive Dividends 2025-2028: £1.1bn+
- £2.4bn+
 ...and Share Buybacks
 ...whilst deleveraging further
 ...and continuing to reinvest for further growth as the market consolidator

Compounding returns to shareholders

Capital Allocation Framework

90%+ Operating Cash Flow Conversion

Organic Investment

Consistent capex at c.3% of Revenue

Progressive Dividends

A growing dividend

Inorganic Investment

Targeted Portfolio additions, flexed with share buybacks

Share Buybacks

Annual share buybacks, flexed with inorganic investment

Target Informa Leverage Range of 1.5x to 2.5x Net Debt / adj. EBITDA



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Logistics for guests in Dubai

Tonight: Transfers to the Dubai Airshow Reception at Dubai Skydive will leave from the Informa Offices at One Central from **19:45**

Tomorrow: Join us from **07:30** for breakfast at the Informa Offices at One Central, before we transfer to the Dubai Airshow, with buses leaving at **08:30**

Please remember to bring your passport and your Dubai Airshow pass!

Compounding Growth

Investor schedule for Tuesday 18 November 2025

Dubai		
07:30	Breakfast	Meet for breakfast at the Informa Offices at One Central
08:30	Transfers	Transfer from the Informa offices at One Central to the Dubai Airshow
10:30	Dubai Airshow: Headline Content	Hear from: Paul Griffiths (CEO Dubai Airports), Sir Tim Clark (President Emirates Airlines) and other industry leaders
11:45	Hosted Tour	Experience the full scale of the Dubai Airshow on a hosted tour with Informa's Aviation team
13:00	Lunch	Lunch amongst the aircrafts at Rikas Hospitality
14:00	Flying Display	Watch the daily flying display from the Dubai Chalet
15:15	Informa Aviation and the Dubai Airshow	Learn more about Informa's Aviation portfolio and hear first-hand from customers
16:30+	Free time	Free time to explore the Dubai Airshow





Appendix





Stephen A. Carter Group Chief Executive, Informa

Stephen joined Informa in 2010 as a Non-Executive Director before becoming Group CEO in 2013. Under his leadership, Informa has expanded to become a leader in serving specialist markets internationally and is now home to some of the world's most significant B2B brands. Stephen has significant executive and non-executive experience across industries. He is a Non-Executive Director of Vodafone PLC and Chair of Informa's joint venture with the Principality of Monaco and the Tahaluf partnership in Saudi Arabia.



Gareth Wright Group Finance Director, Informa

Gareth has considerable experience in senior financial roles across multiple UK public companies. He joined Informa in 2009 and has been Group Finance Director since 2014, also chairing the Risk Committee. Before joining Informa, Gareth held a variety of roles at National Express plc, including Head of Group Finance and Acting Group Finance Director. He qualified as a chartered accountant with Coopers & Lybrand (now PwC).



Richard Menzies-Gow Director of Investor Relations, Corporate Communications & Brand

Richard joined Informa in 2012 to build and lead Informa's Investor Relations function, having spent the previous fifteen years as a leading sell-side Media equity research analyst, latterly as a Senior Director at Bank of America Merrill Lynch and at Dresdner Kleinwort. He has subsequently broadened his role to incorporate responsibility for Corporate Communications, Corporate Brand, Sustainability and Real Estate.



Patrick Martell Group Chief Operating Officer and Informa Markets Chief Executive

Patrick has significant and international experience of B2B markets and a track record of leading businesses through digital transformation and accelerated growth. He has been CEO of Informa Markets since January 2023, having joined Informa in 2014 as CEO of Informa Intelligence, returning the business to growth through significant investments in digital platforms, technology and customer experience before overseeing its divestment. Patrick is an Executive Director on the Informa PLC Board and a Board Director at Lloyds Register.



Andrew Mullins Chief Executive, Informa Connect

Andrew has a strong track record of leading major brands and businesses forward through innovation and growth acceleration. He joined Informa in 2014 to lead the newly-formed Knowledge & Networking – now Informa Connect – business, with revenues more than doubling during his tenure. Previously Andrew held leadership positions at Lever Brothers (Unilever), Diageo, News International and Associated Newspapers. He is a Board Director at ITN and DN Media Group.



Matthieu Comard Chief Executive, Informa Festivals

Matthieu joined Informa in September 2024 and has spent over 25 years growing world-class brands and serving purpose-led communities. He formed and leads Informa Festivals, home to the Group's experience-led B2B brands. Previously Matthieu was Managing Director, Europe at Natura, where he re-launched Avon into a purpose-led, digital-first omnichannel brand, and spent 11 years at Diageo delivering consistent double-digit growth through brand building, innovation and omnichannel execution.





Penny Ladkin-Brand Chief Executive, Taylor & Francis

Penny joined Informa in July 2024 to lead Taylor & Francis, having spent much of her career dedicated to organisations that develop digital, print and live content that engages, inspires and empowers specialist communities. She was previously Chief Financial & Strategy Officer at Future PLC, a digital media platform for specialist content, and Commercial Director at Auto Trader UK, responsible for driving commercial strategy to generate sustainable revenue. Penny is Chair of Next 15, a data driven growth consultancy.



Alex Robinson
Chief Commercial Officer, Taylor & Francis

Alex has a wealth of experience in academic publishing, having led diverse sales and marketing teams across multiple offices in Europe, South Asia, APAC and the USA through periods of transformation. He joined Taylor & Francis in 2008 and worked in Marketing, Business Development and Commercial Strategy leadership roles before becoming Chief Commercial Officer in 2022 and taking on the leadership of the Academic division this year.



Ashok Subramanian Chief Technology Officer, Taylor & Francis

Ashok has over 20 years of experience in technology leadership and software development, and a proven track record of driving digital transformation and delivering enterprise-scale solutions. He joined Informa in 2025 to lead technology strategy and customer-focused innovation across Taylor & Francis in a way that drives positive impact for customers. Prior to this role, he was SVP, Global Head of Technology at Thoughtworks, where he led programmes spanning software development lifecycle, data-driven product development and enterprise IT design.





Peter Hall President, IMEA, Informa Markets

Peter joined Informa in 2000 and has held senior leadership roles in the Group across Europe, the Middle East, Africa and India. Based in Dubai, Peter has spent over 20 years establishing and growing B2B exhibition brands and working with partners to deliver excellent experiences and value to customers. He is passionate about the power of face-to-face connections to drive trade, accelerate innovation and shape industries.



Shabnam Rawal Managing Director, Informa Connect IMEA

Shabnam has nearly 30 years' experience in the events industry: building, managing and expanding high-impact B2B brands across events, conferences, training and media. Based in Dubai, Shabnam leads Informa Connect's EMEA portfolio, which serves specialist markets including HR and Education, Energy, Maritime and Pop Culture. Her focus is on driving product and digital innovation, operational excellence and business growth, and she oversees key partnerships and alliances including with CIPD, WorldatWork, EFQM and the Balanced Scorecard Institute.



Annabelle Mander Executive Vice President, Tahaluf (An Informa Group Company)

Annabelle has extensive experience in growing B2B brands and businesses in the IMEA region. She has been Executive Vice President at Tahaluf – Informa's partnership business in the Kingdom of Saudi Arabia – since January 2023, Previously Annabelle was a Group Director within Informa's IMEA events portfolio based in Dubai and held sales management positions at the Dubai World Trade Centre.



Atilla Marangozoglu General Manager, Turkey, Informa Markets

Atilla Alp Marangozoglu has over 20 years of experience steering B2B and events organisations to success within complex and dynamic markets. Based in Istanbul, he has been General Manager of Informa's portfolio of events in Turkey since 2018, overseeing the integration of new businesses, maintaining positive long-term partnerships with venues and associations and delivering consistent business and operational performance.



Yogesh Mudras Managing Director, India, Informa Markets

Yogesh leads Informa's portfolio of B2B events in India, which has grown to become the country's leading organiser of major trade and transaction focused exhibitions across sectors. He was previously Chief Financial Officer of the business and is a qualified chartered accountant.

Product Demonstration Leaders



Nick Corner The Power of the AI Dividend

Nick has significant experience building digital knowledge-based products for leading businesses including the BBC, News UK and the Telegraph. He joined Informa nearly four years ago in a digital product management capacity, working across our events and media portfolios. Nick has been part of our Elysia team since its inception nearly two years ago and is the lead product manager for Informa's dedicated GenAl personal assistant.



Mark Davies
The Power of the AI Dividend

Mark joined Informa's B2B events business in Dubai in 2014 and has worked across Marketing and Commercial Strategy leadership roles. His expertise is in harnessing customer data and insights, technology, marketing excellence and automation and AI to drive commercial growth and efficiency.



Thomas DaviesThe Power of Intent Data

Thomas Davies leads Informa TechTarget's sales organisation for the MENA region. He joined the company five years ago and works with some of our largest and global clients to support their sales and marketing strategies through products such as the Informa TechTarget Portal.

Product Demonstration Leaders



Mitesh Kotecha
The Power of Intent Data

Mitesh joined Informa's Investor Relations team in London in 2022 and relocated to the US at the end of 2024 to support our IR activities in North America. He has a decade of investor relations experience gained at various FTSE 100 and FTSE 250 companies. He previously spent over ten years working on the sell-side in research and sales teams at leading investment banks.



Kamini Naik
The Power of Customer Data

Kamini has over 10 years of experience in digital product leadership, with a focus on customer experience and Al and data-driven solutions. At Informa she has led the rollout of Lead Insights across our B2B businesses. Kamini previously consulted for global clients at Accenture and Deloitte, driving innovation and digital transformation at scale.



Lucy Gillam, The Power of Customer Data

Lucy joined Informa in October 2021 as Informa Connect's Chief Commercial Officer, with an initial focus on capitalising on digital growth opportunities after the pandemic. She has a long track record in the B2B events market, having started in conference production before moving into sales leadership roles and growing a series of market-leading B2B exhibition and media brands.

Product Demonstration Leaders



Sabina Alam The Power of AI in Research Integrity

After a research career in neuroscience, Sabina moved into scientific and medical publishing in 2008, working on open-access journals as well as a variety of peer review and publishing models. She joined Informa in 2018 to lead Taylor & Francis's Publishing Ethics and Integrity team, and provides investigative support and expert guidance on editorial policies, publishing ethics and research integrity.



Paolo Lombardi The Power of AI in Research Integrity

Paolo joined Informa in 2022 to work on AI services and solutions for Taylor & Francis. He began coding at age seven and developed his first neural network in 1995. He worked as an AI researcher with universities and applied science institutions, including the European Commission, until 2010 and subsequently co-founded two research-driven AI startups and the digital startup accelerator Techpeaks.

The Dubai Airshow



Tim Hawes
Managing Director, The Dubai Airshow

Tim has been working in B2B events and media across the Middle East and UK for over 20 years. He has significant experience in growing existing brands and launching into new sectors and markets. Based in Dubai, he works closely with our partners to lead the delivery of The Dubai Airshow.

Guest speakers



His Excellency Helal Saeed Al Marri

His Excellency Helal Saeed Almarri is the Director General of Dubai's Department of Economy and Tourism. He is a member of the Executive Council of Dubai, a member of the Board of Directors of the Investment Corporation of Dubai and also the Director General of the Dubai World Trade Centre Authority (DWTCA). Almarri is Chairman of Dubai Financial Market and is a board member at the Dubai Chambers. Taaleem PJSC and Emirates Nature – WWF.



Doug Emslie Chair, Cuil Bay Capital & former CEO Tarsus

Doug is a pre-eminent figure in the events industry. Having joined Tarsus Group when it was created in 1998, he ran the business as CEO and oversaw its acquisition by Informa in 2023. He now heads Cuil Bay Capital, an events investment portfolio that includes Raccoon Media, Jacobs Media, Easyfairs and Life Sciences Connect. He is a board member of US industry advocacy body the Exhibitions & Conferences Alliance and has chaired multiple events industry associations in the UK and US.



Thorold Barker Senior Adviser, AlixPartners and former EMEA Editor, Wall Street Journal

Thorold Barker is a speaker, director and advisor. He sits on the board of Moelis & Co and Tiger 21 in New York and is a Senior Adviser for AlixPartners. Thorold is the former Editor for Europe, Middle East and Africa at the Wall Street Journal, where he was also the masthead editor overseeing all global events and live Journalism. Before joining the Wall Street Journal in 2008 to recreate the paper's Heard on the Street Column, he was U.S. Lex Editor for the Financial Times.

2025: Meet the Brands, Meet the Colleagues, Meet the Company

Investor Fieldtrip



SuperReturn

4 Jun 2025
Berlin, Germany

Investor Fieldtrip



Cannes Lions
17 Jun 2025
Cannes, France

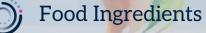
Capital Markets Day



Dubai Airshow 17-18 Nov 2025 Dubai, UAE

Investor Fieldtrip





3 Dec 2025 Paris, France



