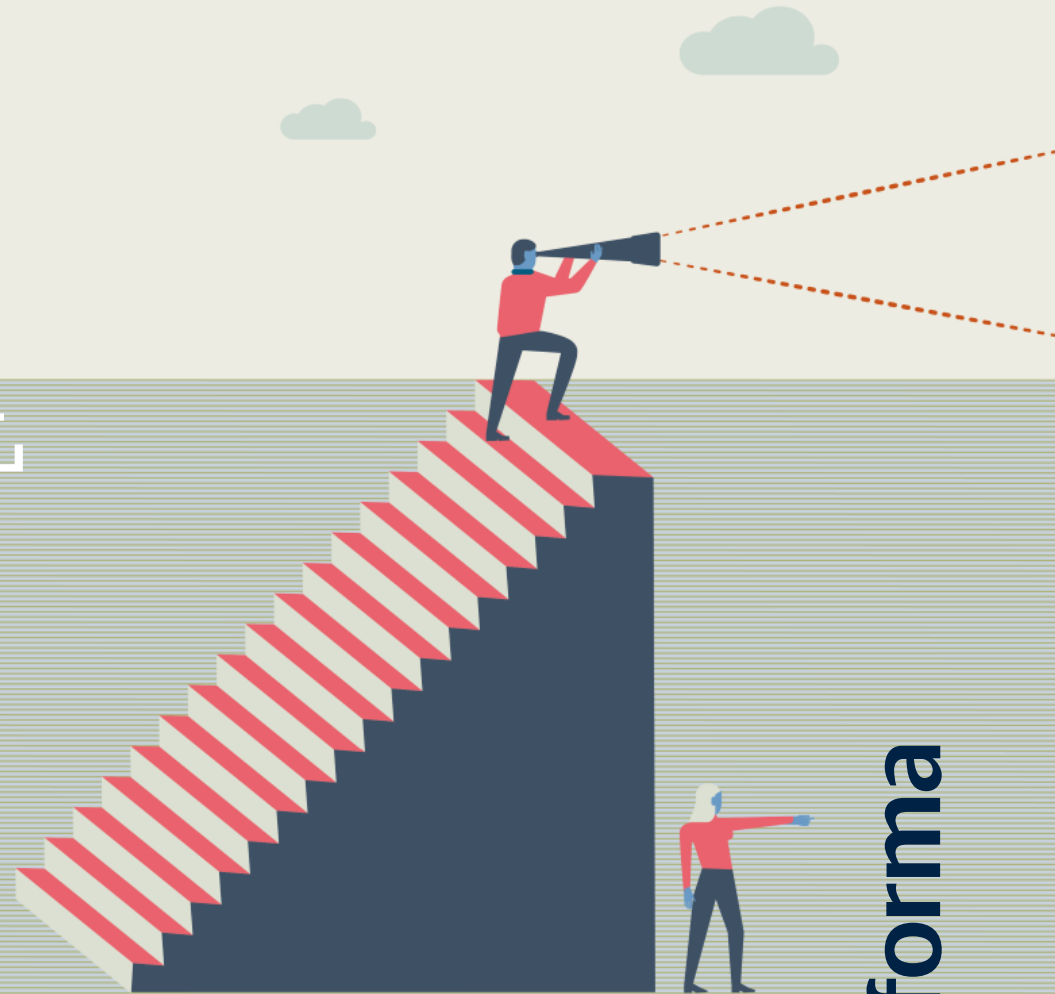


2018

# ANNUAL GENERAL MEETING

GROWTH CONTINUATION



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**informa**

## DISCLAIMER

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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 under “Principal Risks and Uncertainties” of the Group’s Annual Report.

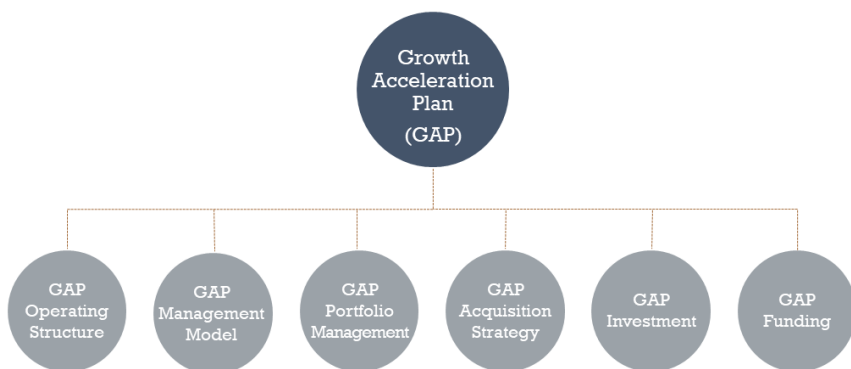
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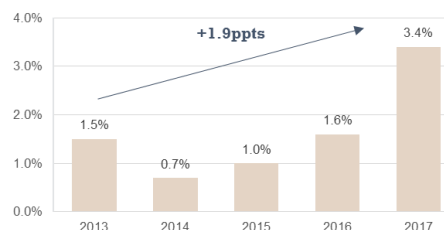
## 2017: GROWTH ACCELERATION PLAN COMPLETED

“ *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.* ”

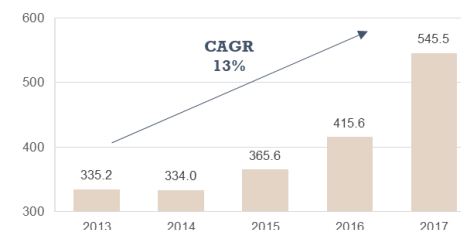
### Informa 2014 Annual Report



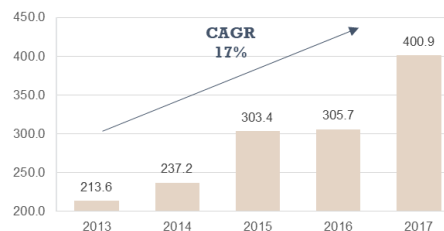
**Organic/Underlying Revenue Growth (%)\***



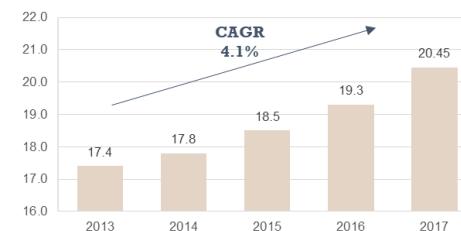
**Adjusted Operating Profit Growth (£m)**



**Free Cash Flow Growth (£m)**



**Dividends Per Share Growth (p)\***



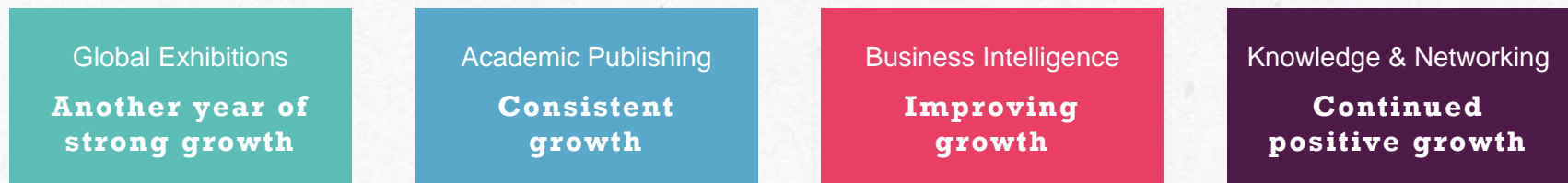
## 2018: AGM TRADING UPDATE

“

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*.

”

### 2018...GROWTH CONTINUATION



## 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

### 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

GLOBALISATION POPULATION

TECHNOLOGY 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

### 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

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**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

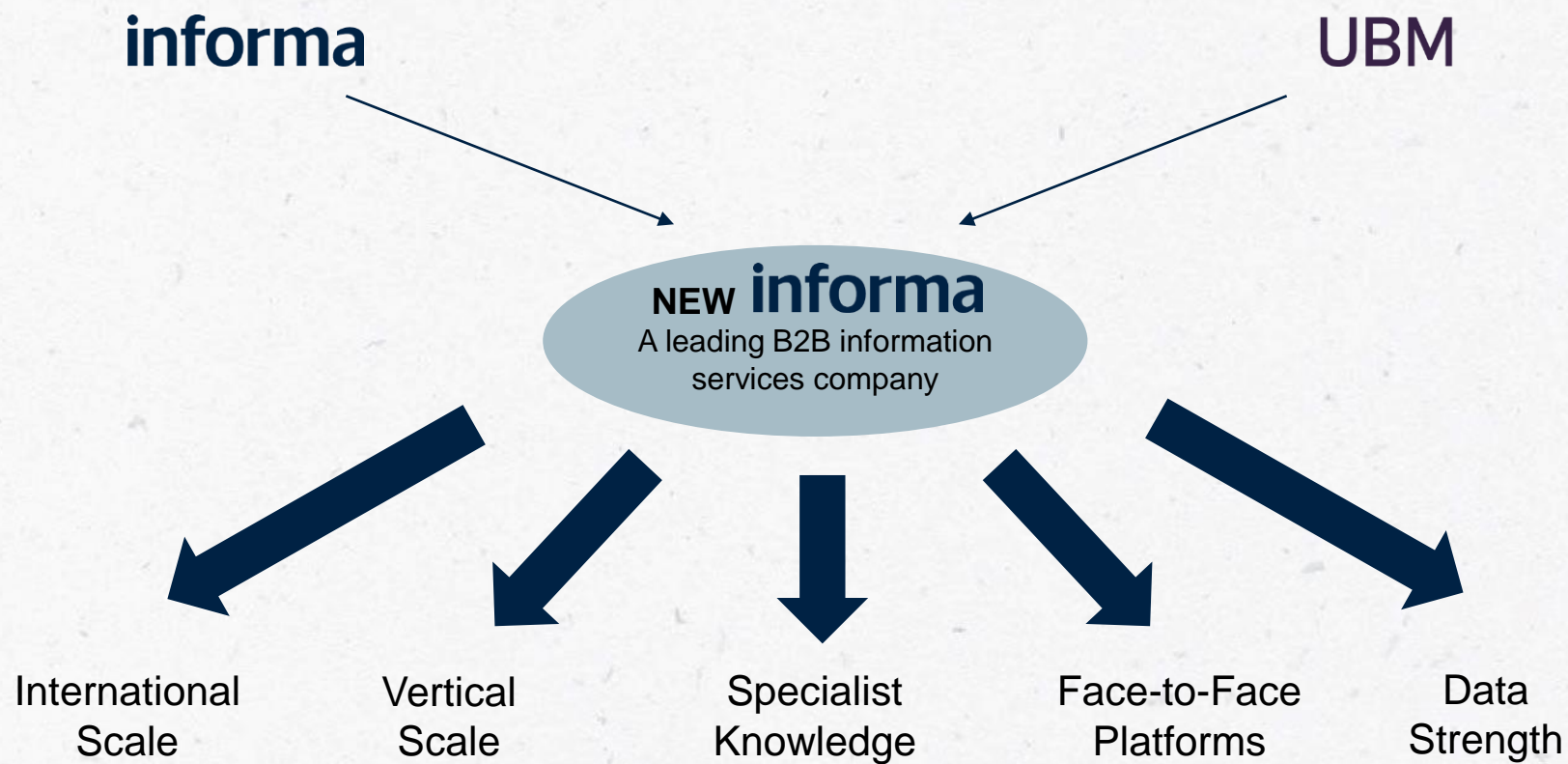
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International reach	Breadth & Balance	Predictable revenues	Depth in verticals
Digital platforms	Deep data & content	Functional capability	Strong cash conversion and balance sheet
US footprint	Shared services capability	Strong brands	M&A execution and integration
Attractive margins	Portfolio focus	Scale benefits	Management capacity

# 2018: GROWTH CONTINUATION



## CREATION OF NEW INFORMA: BEST OF BOTH



## THE ACCELERATED INTEGRATION PLAN



- Learn more
- Engage with new colleagues
- Validate approach to combination
- Senior management collaboration
- Purpose & Direction
- Clarity on obvious areas of overlap

- Finalise operating model
- Confirm leadership and reporting lines
- Formally combine businesses
- Clear budget ownership
- Combine some front-end systems
- Develop new brand architecture

- 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

- 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

### Key Dates

<b>30 January</b>	Publication of Offer Announcement
<b>28 February</b>	Informa and UBM 2017 Full Year Results
<b>14 March</b>	Publication of Circular, Prospectus and Scheme Document
<b>17 April</b>	Shareholder approval by Informa and UBM shareholders
<b>20 April</b>	Record date for final dividends
<b>Q2 2018</b>	Anticipated completion date in Q2 2018

## PURPOSE AND PROMISE

balance  
allinforma

Inside **nforma**



**ShareMatch**



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STEPHEN A. CARTER  
GROUP CHIEF EXECUTIVE

# Q&A