

2019 Investor Day

Depth & Specialisation

10 May 2019

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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

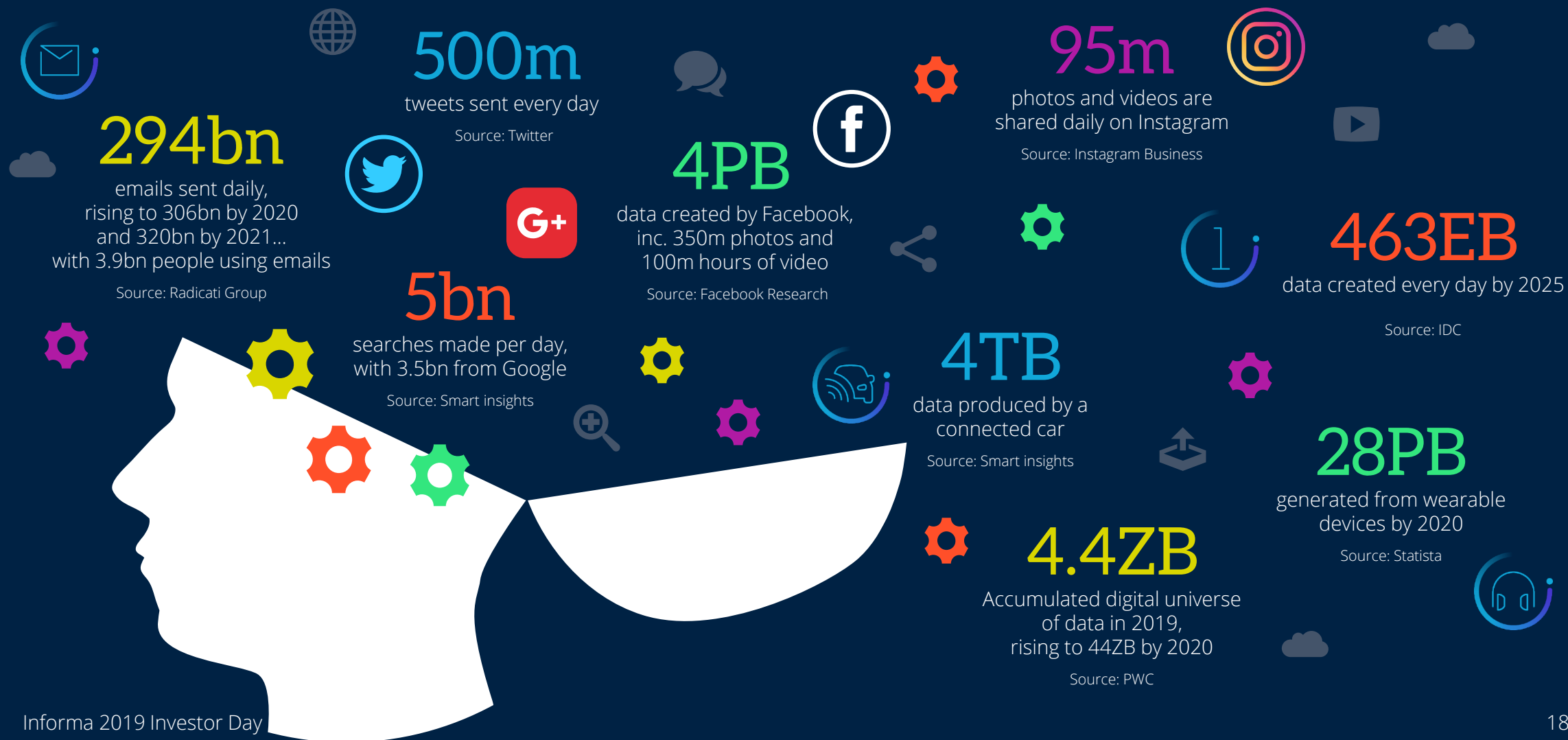
Fashion Industry Advisor



Margaret Ma Connolly

CEO, Asia

The Knowledge & Information Economy



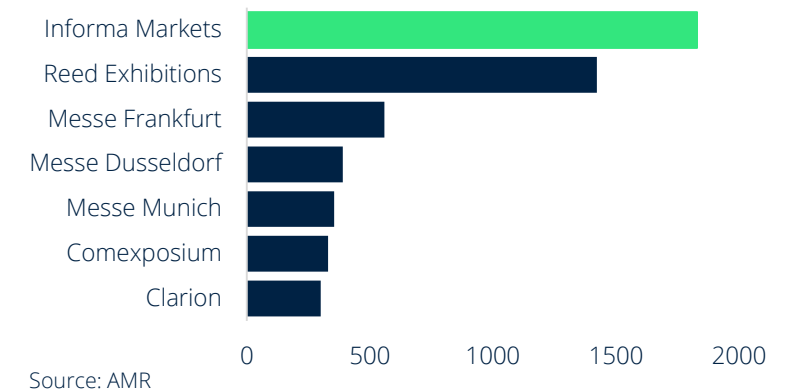
Exhibitions Market & The Power of Face-to-Face

-  Rising value of high quality face-to-face interactions
-  International growth and trade
-  Commercially-driven events
-  Barriers to entry
-  Attractive financial model

Global Exhibitions Market (\$bn)



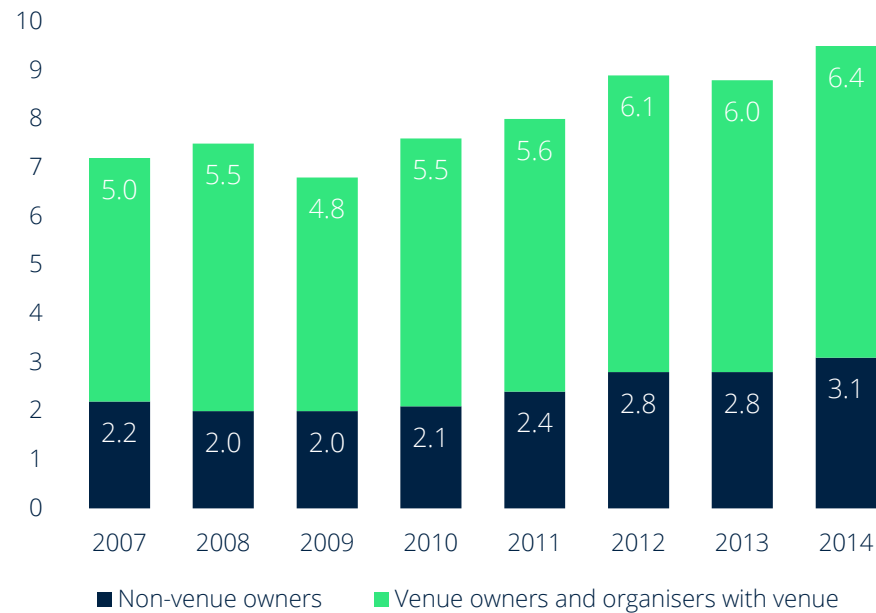
Leading Exhibition Organisers (\$m)



Large, growing and fragmented market with attractive characteristics

Performance Through the Cycle

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



Cycle pattern
(regional / global)
B2B v B2C
Vertical mix
Quality of brands
Advance bookings
Customer relationships

Typical Cost Mix

ORGANISER		EXHIBITOR	
Total Costs	100	Total Costs	100
Venue	35	Raw Space	25
Marketing Related Costs	10	Stand Related Costs	25
Staff Related Costs	30	Travel / Hotels / Entertainment	50
Office & Other	25		

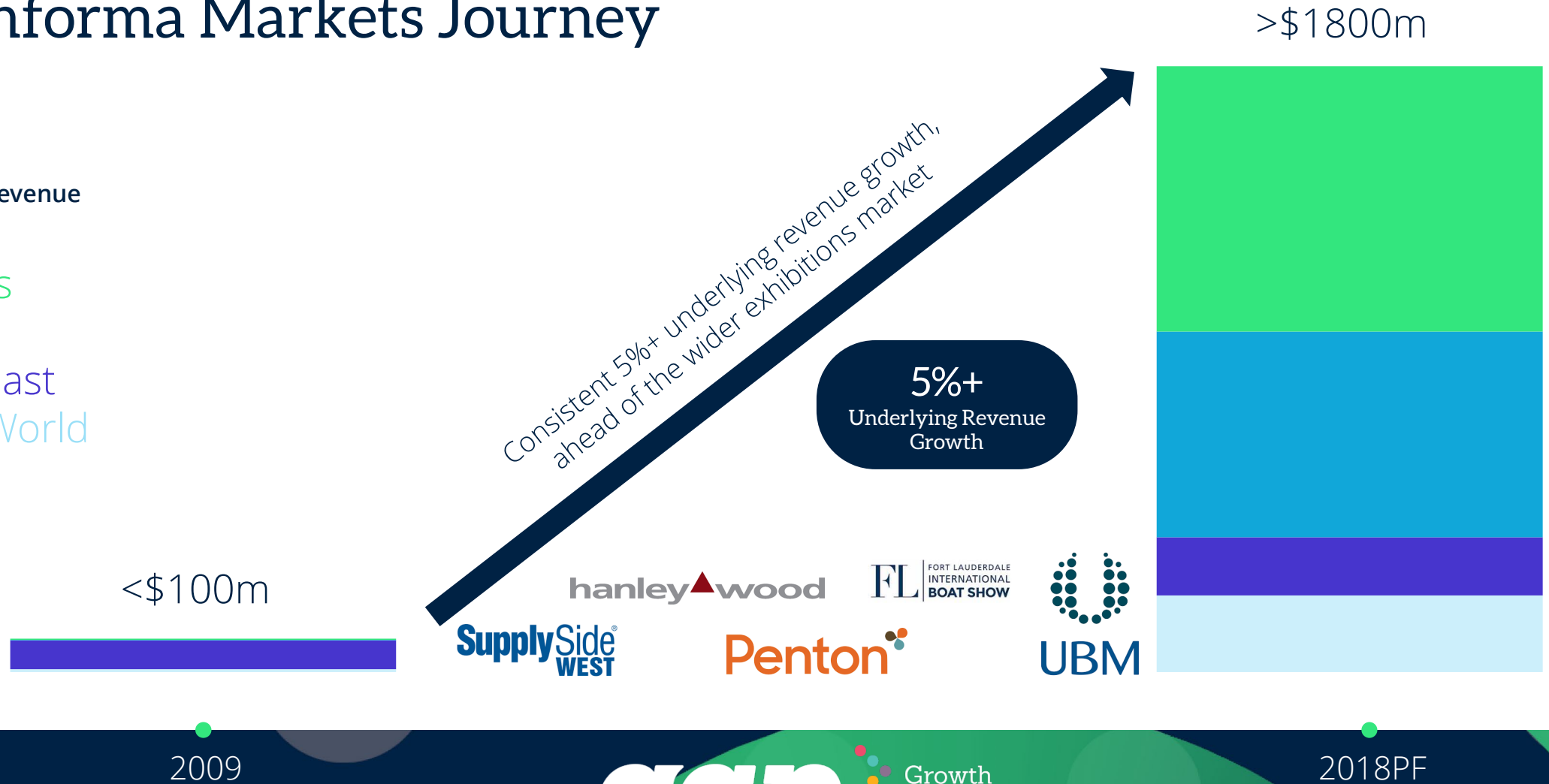
Source: Company Reports, jwc research, jwc estimates

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



gap Growth Acceleration Plan

Informa Markets Today

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

£1.4bn+
Revenue

c.£0.5bn
Adj. Op Profit

550+
B2B Brands

5.5m+
Attendees

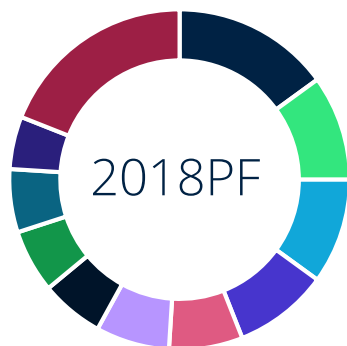
4.5%+
Underlying Growth

c.50%
Group Revenue

4,400+
Colleagues

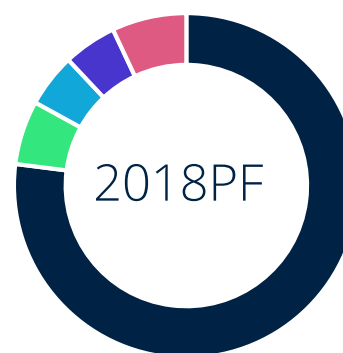
4m sqm+
Exhibition Space

Revenue by vertical



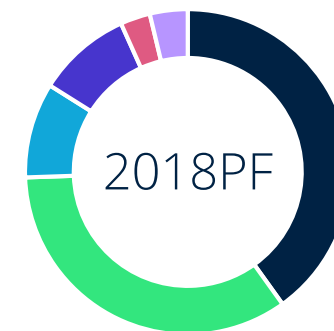
- Healthcare & Pharma
- Infrastructure, Construction & Build.
- Fashion & Apparel
- Health & Nutrition
- Manufacturing, Machinery & Equip.
- Hospitality, Food & Beverage
- Maritime, Transport & Logistics
- Beauty & Aesthetics
- Jewellery
- Aviation
- Other

Revenue by type



- Exhibitor
- Marketing Services
- Sponsorship
- Attendee
- Other

Revenue by region



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

Depth in Specialist B2B Brands

Healthcare & Pharmaceuticals



c.£200m

Infrastructure, Construction & Building



c.£140m

Fashion & Apparel

MAGIC

PROJECT

COTERIE



c.£130m

Health & Nutrition



c.£120m

Manufacturing, Machinery & Equipment



c.£100m

Hospitality, Food & Beverage



c.£90m

Maritime, Transportation & Logistics



c.£85m

Beauty & Aesthetics



c.£80m

Jewellery



c.£75m

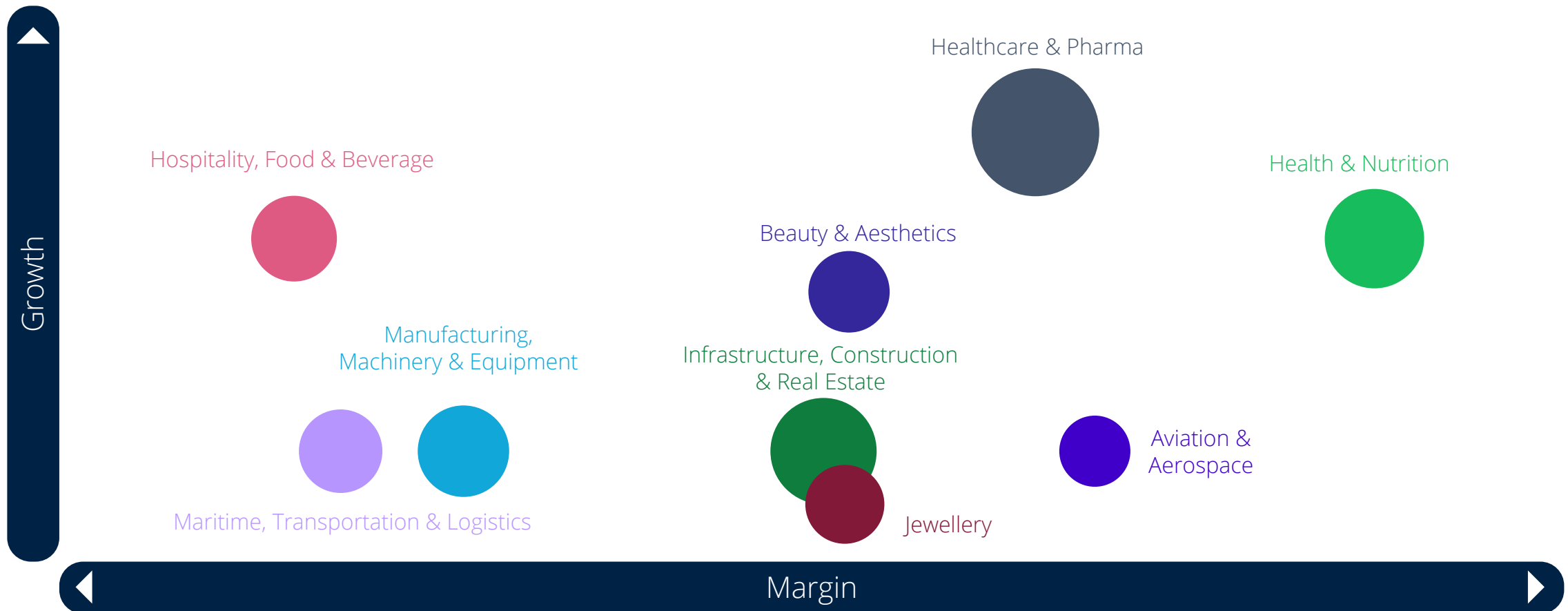
Aviation & Aerospace



c.£60m

Depth in Specialist B2B Markets

Relative Growth and Margin across major verticals



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

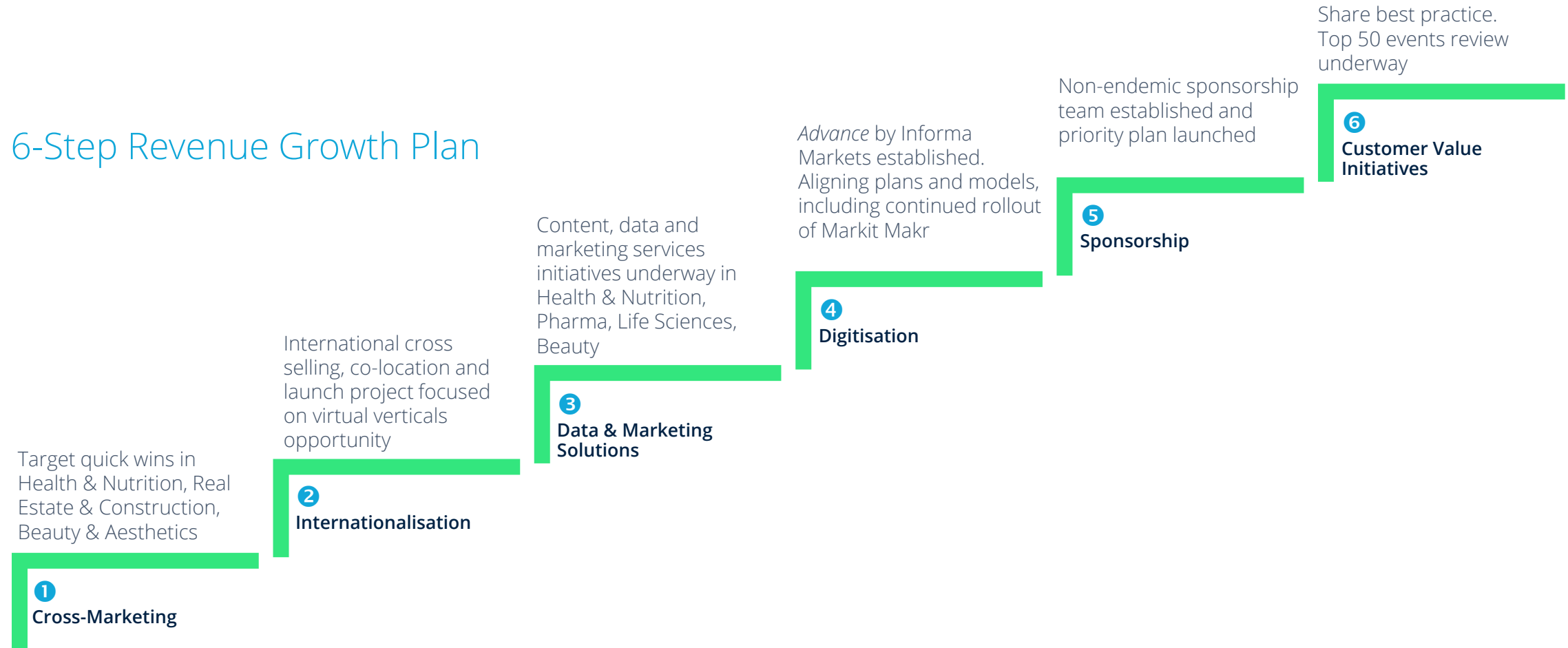
- Increased breadth and depth
- Customer relationships
- Specialist market expertise
- Scale opportunities
- Technology

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



Revenue opportunities from international reach in specialist markets

Revenue Initiatives

6-Step Revenue Growth Plan



② Internationalisation: Virtual Verticals

Vertical	China	ASEAN	India	Middle East	Europe	North America	Brazil	Total £m
Pharma								110
Healthcare								80
Food / Hospitality								70
Power								40
Packaging*								35
Concrete								35
Agriculture								25
Manufacturing**								15
Total	55	75	20	85	75	70	30	410

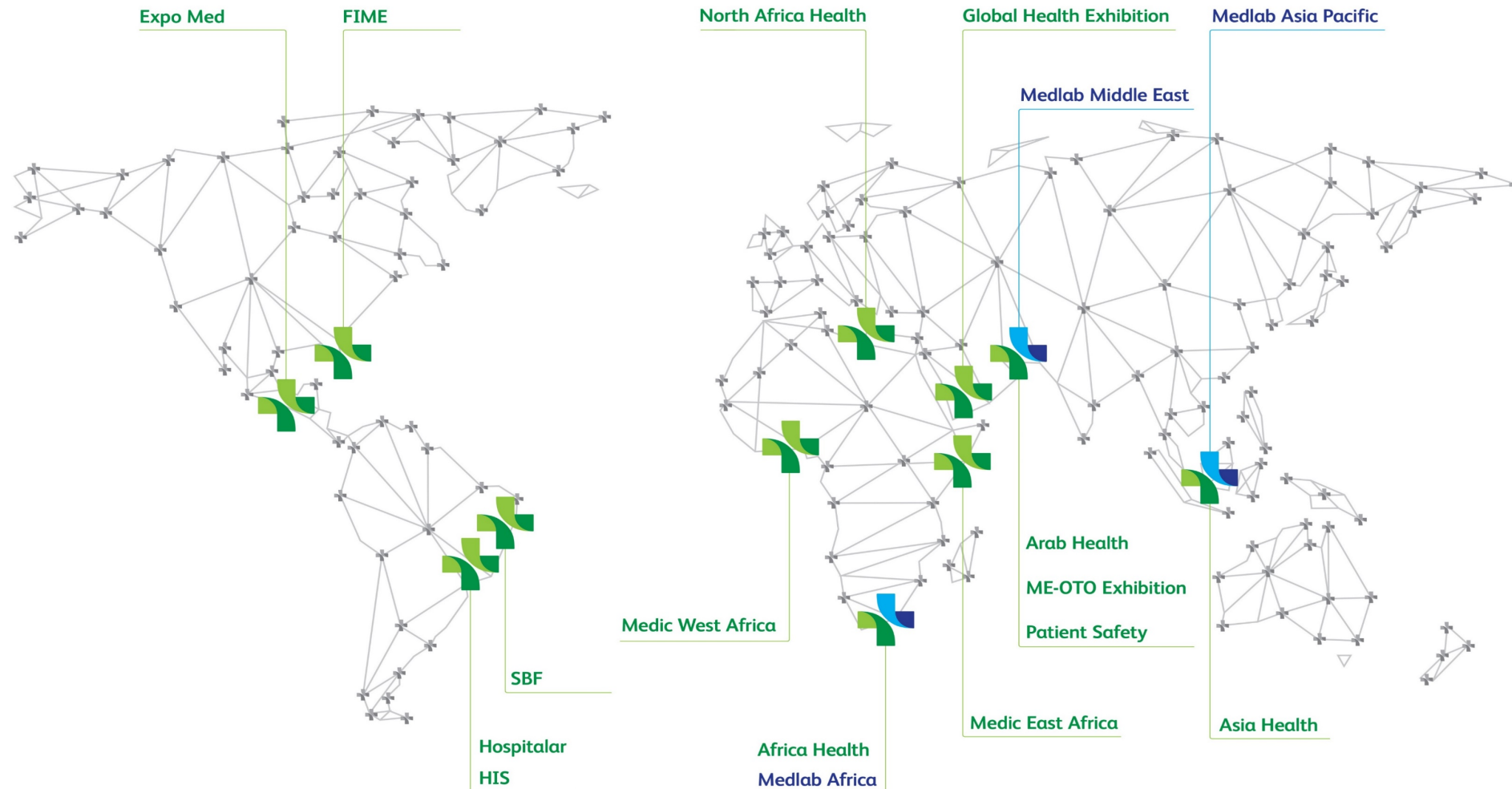
Shading corresponds to event revenue in region

0	< £5	£5 - 10	£10 - 20	£20+
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② Internationalisation: Virtual Verticals - Power



2 Internationalisation: Virtual Verticals - Healthcare



4 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

4 Digitisation: *Advance* by Informa Markets

Advance by Informa Markets

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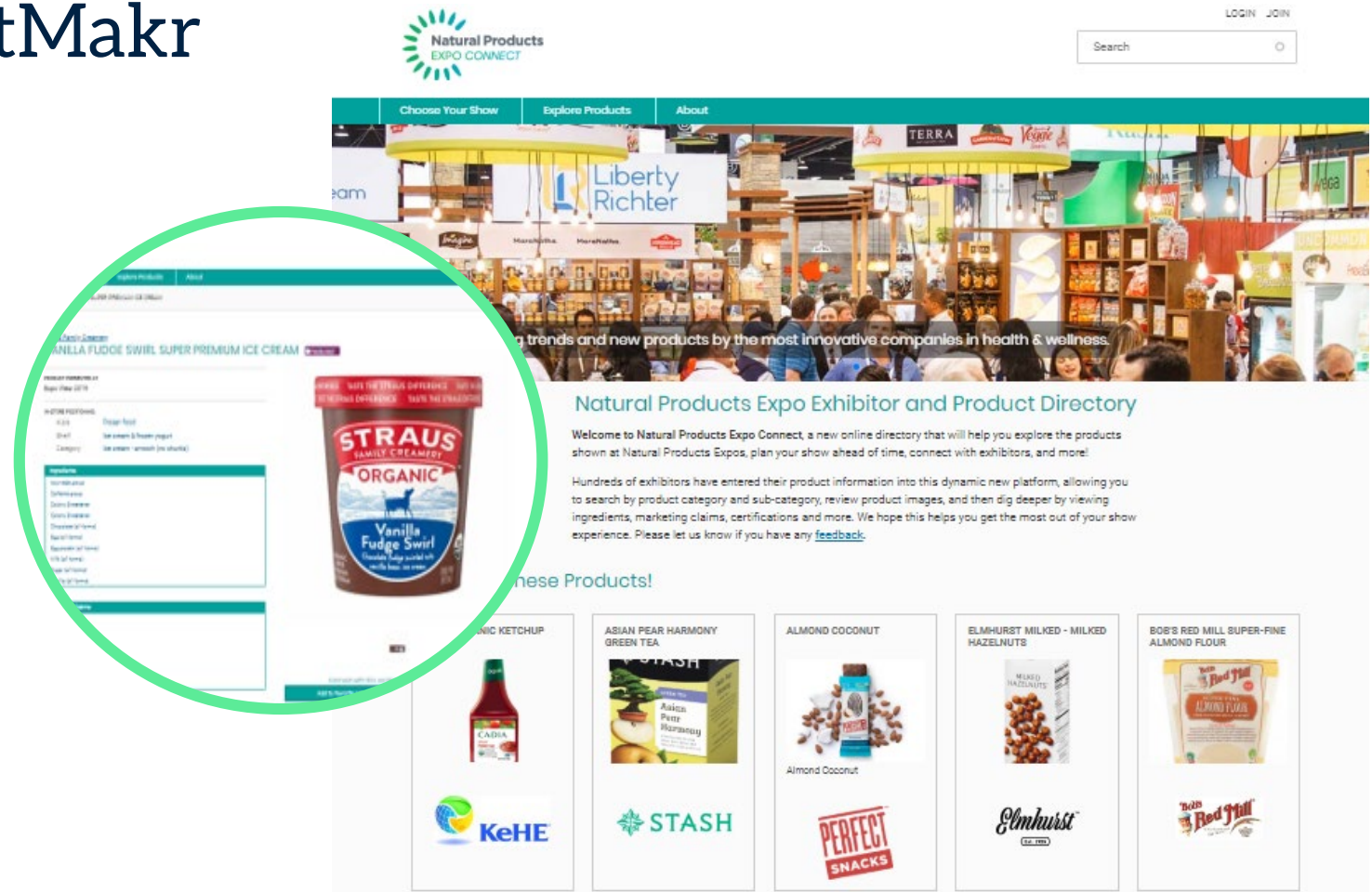
- Pure-play directories
- Buyer communities
- B2B marketplaces

4 Digitisation: MarkitMakr



31+
events using
MarkitMakr

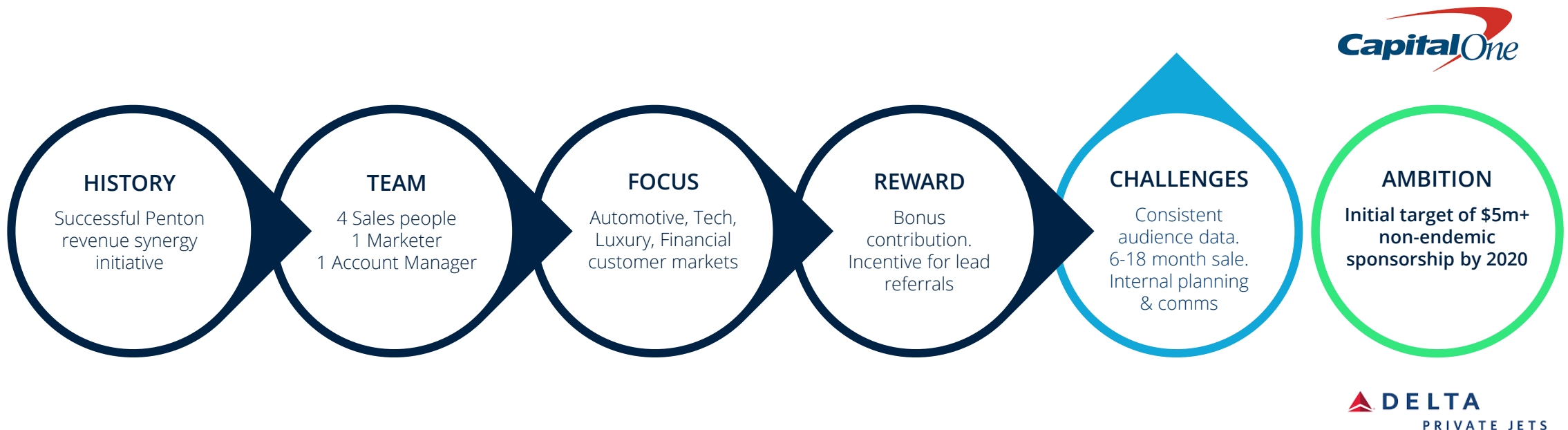
80k+
products listed



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

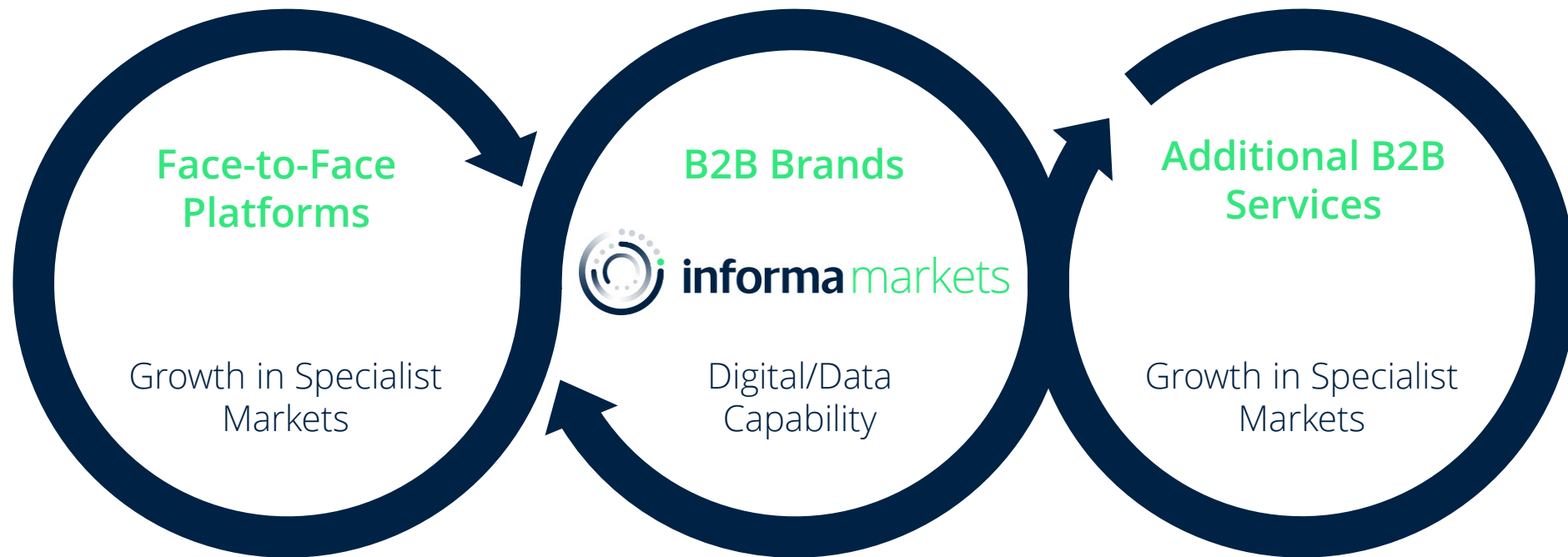
5 Sponsorship: Non-Endemic Team

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



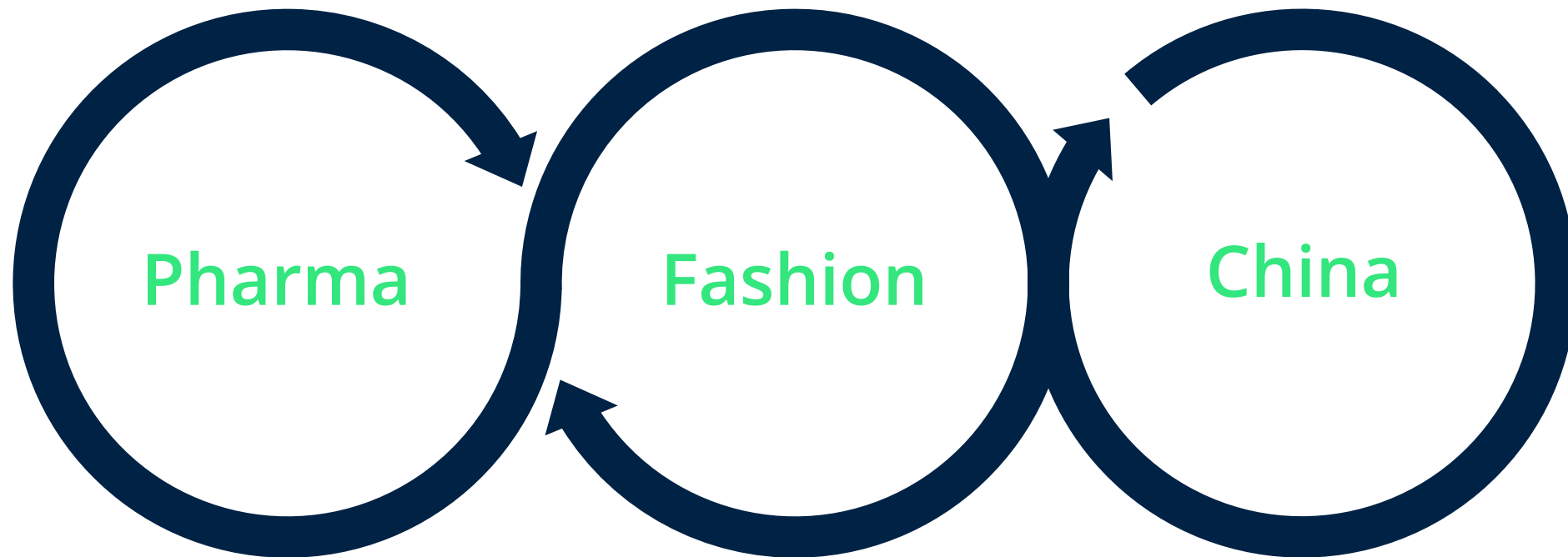
Increased scale and broader network creates new revenue opportunity

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

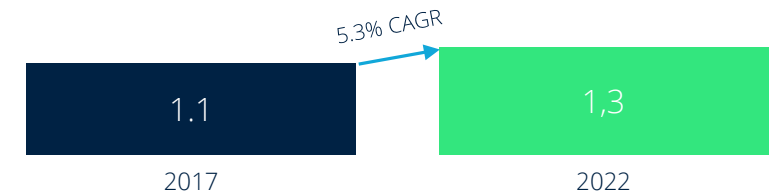
10 May 2019



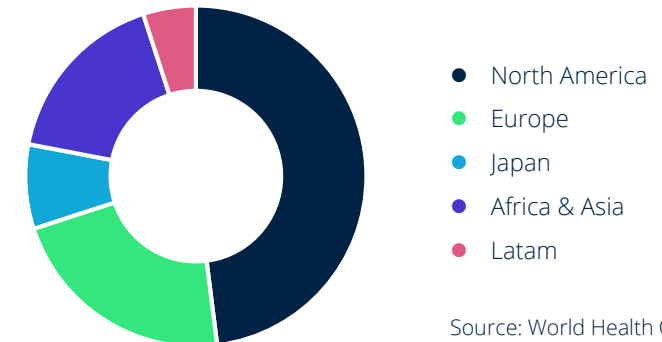
Specialist Markets: Pharma

-  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)



Geographic Mix (%)



Source: World Health Organisation, Fitch Solutions, The Business Research Company, Deloitte, ABPI

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

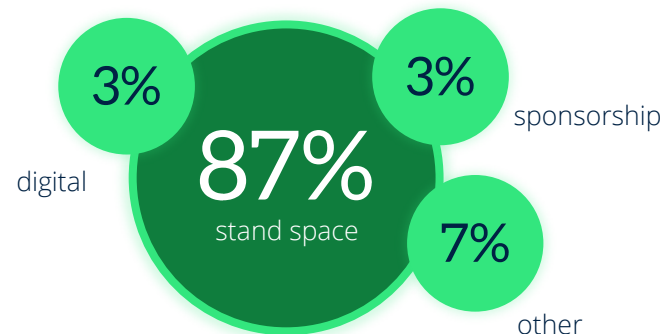
680k+

products

CPhI Online active
digital marketplace
for >7,300 suppliers

Leading
international
B2B Brands for
entire Pharma
supply chain

Revenue Breakdown



Customers



Key Brands



Spotlight: CPhI Worldwide

30th Anniversary in 2019

165+ countries

2,500 Exhibitors

100k+ SQM

45k+ professionals

Welcome to
CPhI worldwide®

p-mec InnoPack icse FDF bio LIVE

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

Market

Consistent high levels of growth and innovation

Depth & breadth

Informa's wider portfolio opens up new geographies, resources and opportunities

Opportunity

Initial focus on strengthening digital offering and expanding into new markets

Ambition

Consistent mid to high single digit growth with attractive margins

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

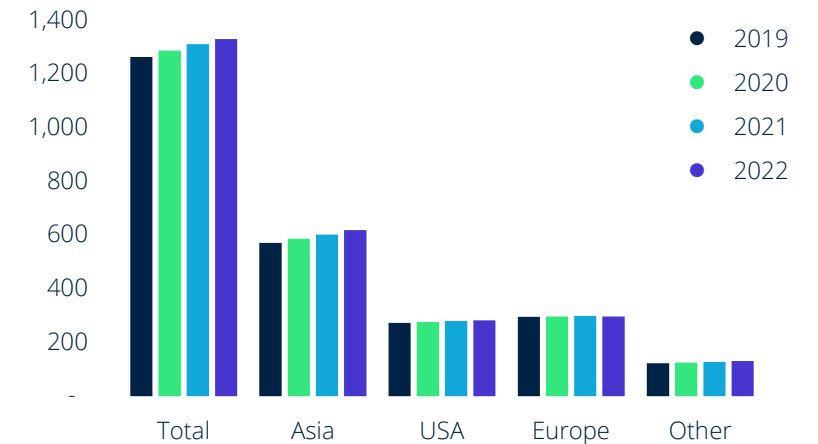


Trend towards quality over quantity of physical stores



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

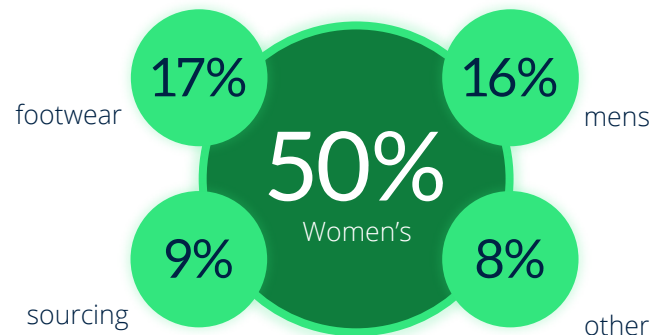
95%+

revenue

From stand sales
at events in the US

Leading B2B
Brands for US
Fashion
Industry

Revenue by Segment



Customers



Hero Fashion Brands

MAGIC

LV
Feb & Aug

COTERIE

NYC
Feb & Sep

PROJECT

LV / NYC / INTL
Jan & Jun

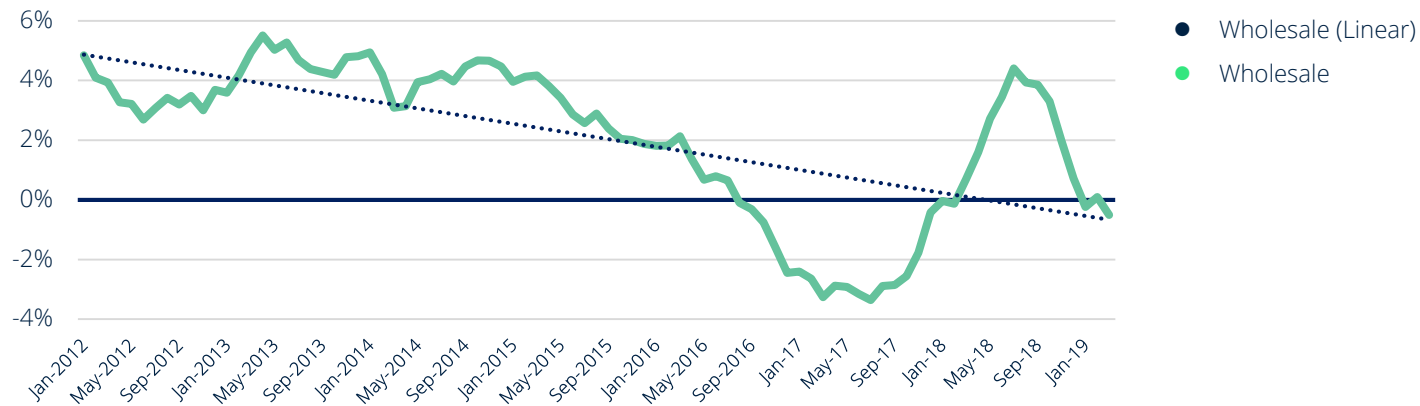
Co-Located / Incorporated Shows



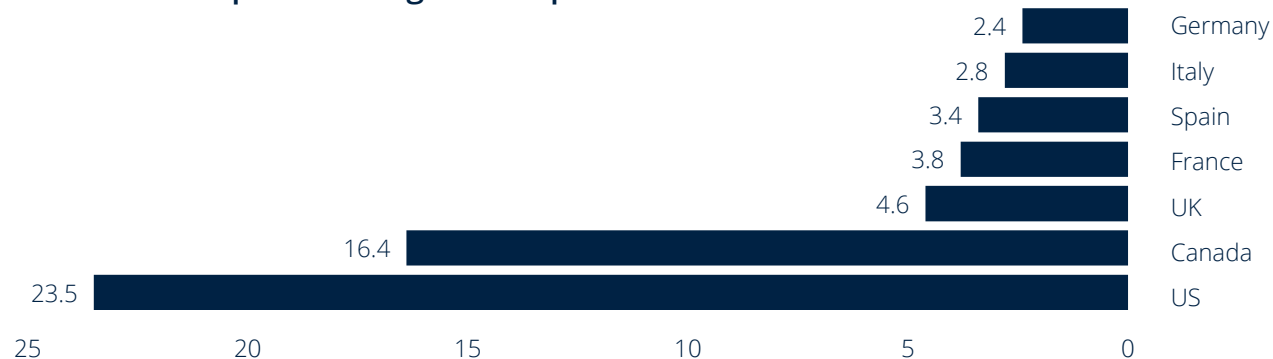
Dissecting the issues: Market shifts

US Monthly Clothing & Accessories Wholesale Sales

(Trailing 12-month average v corresponding period in prior years)



2018 Retail Square Footage Per Capita



US retail growing at +4.2%

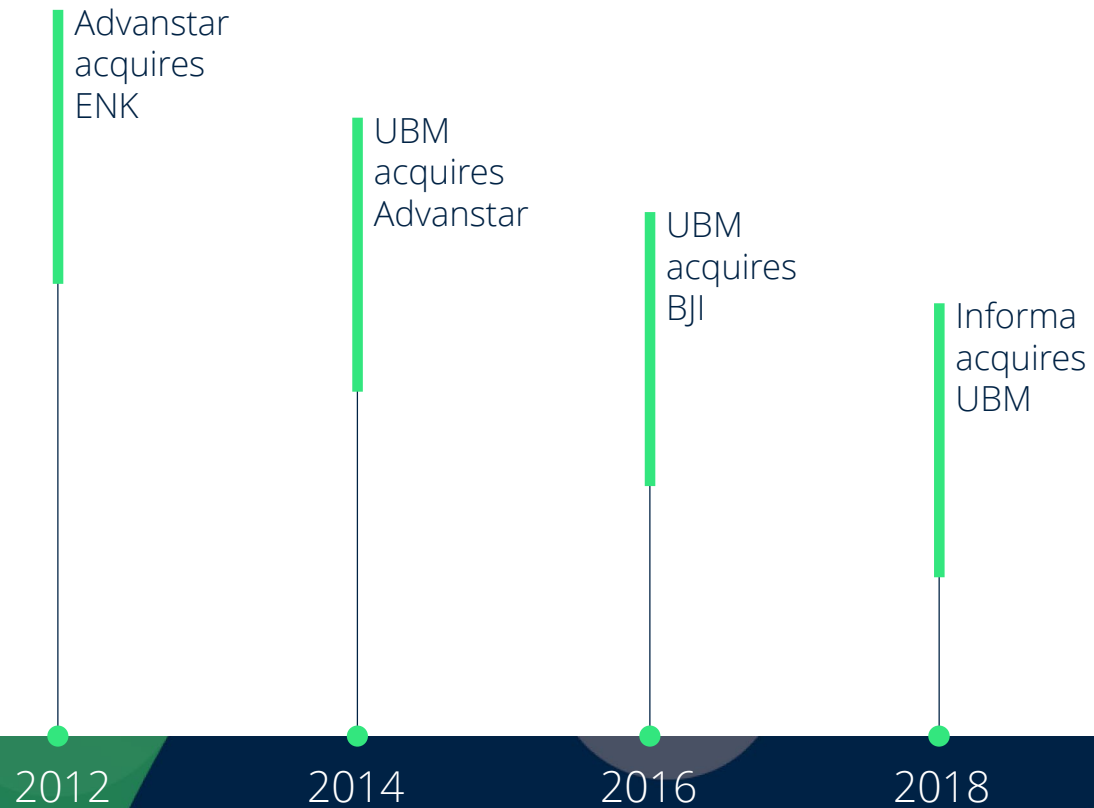
Five times more retail space per capita in the US

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

Fashion GAP: Stabilisation & Growth



Fashion GAP: Leadership & Talent



Mark Temple-Smith

Managing Director Fashion



Colette Tebbutt

Industry Advisor



Felicia Hamerman

Chief Marketing Officer



Sandy Voss

SVP US Operations

The Fashion Leadership Team



Scott Chowan

Head of Finance



Houda Abdallah

VP Business Transformation



Tom Nastos

Chief Commercial Officer



Erin Shirling

VP Human Resources

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

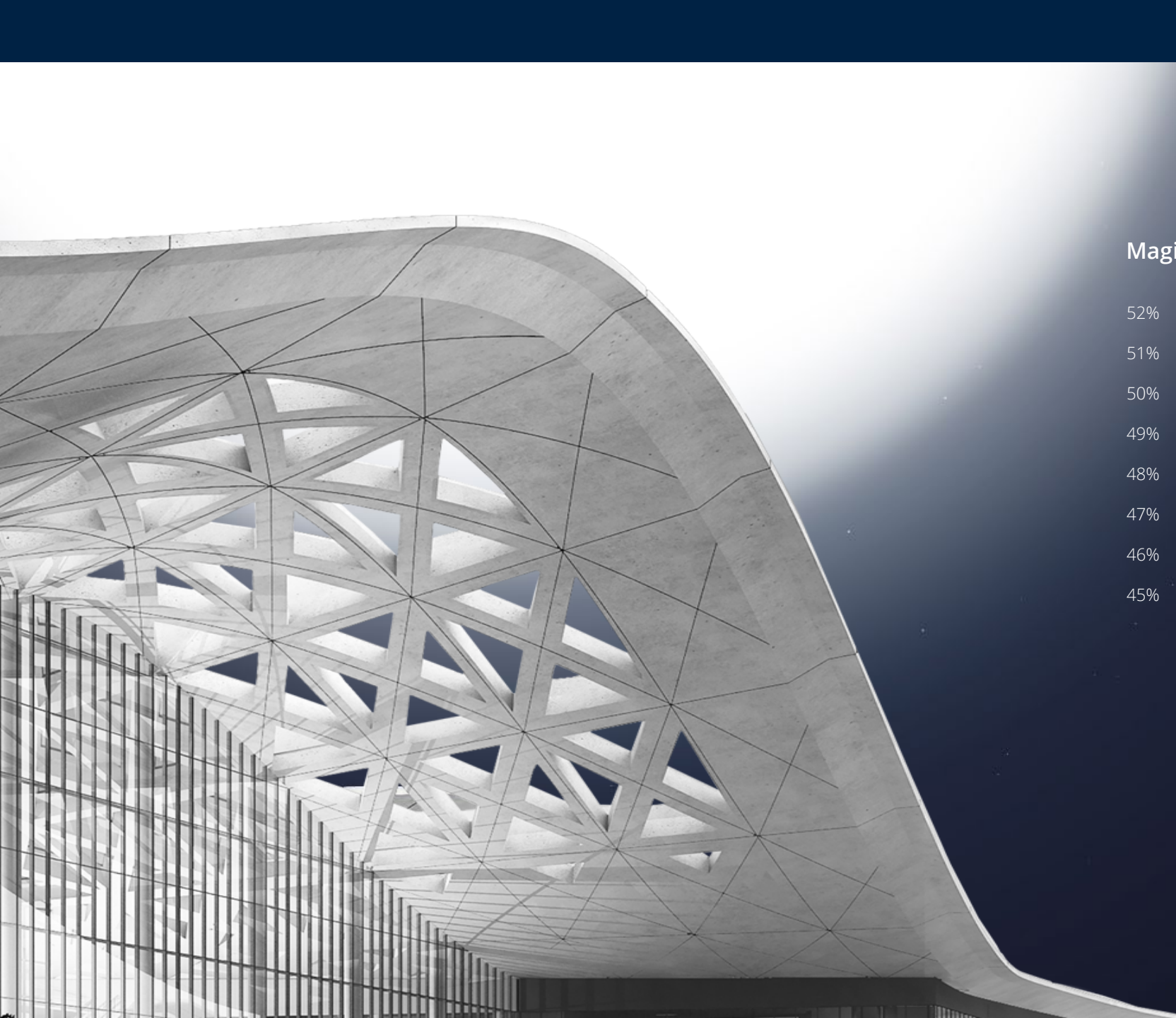
Sourcing impacted by Chinese New Year; FFANY clash in 2020



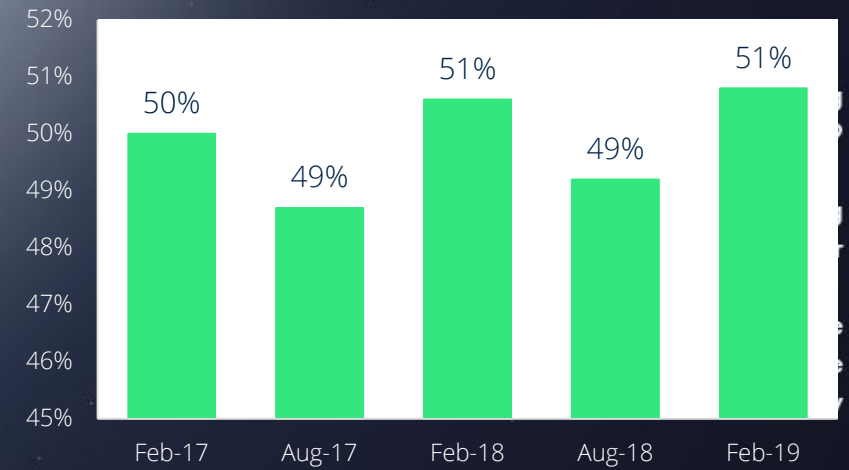
Venues

Split location for Magic undermining value proposition

Venues and scheduling now largely realigned through to 2030



Magic Crossover Venue Attendance



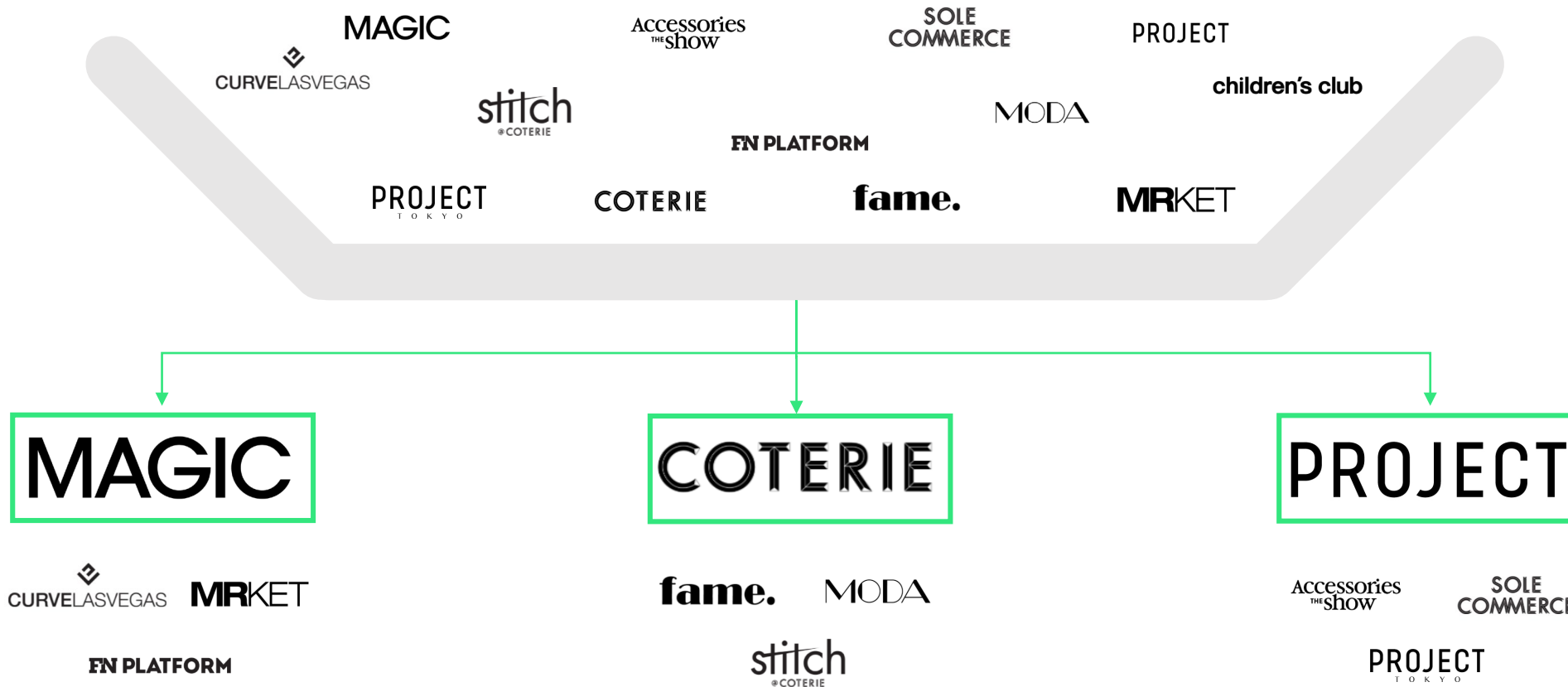
ONE MAGIC

Fashion GAP: Operational Fitness



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

Fashion GAP: Simplify Proposition



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)



Source: www.worldpopulationreview.com

Population

1.4bn

GDP

USD 12.2tr

GDP growth

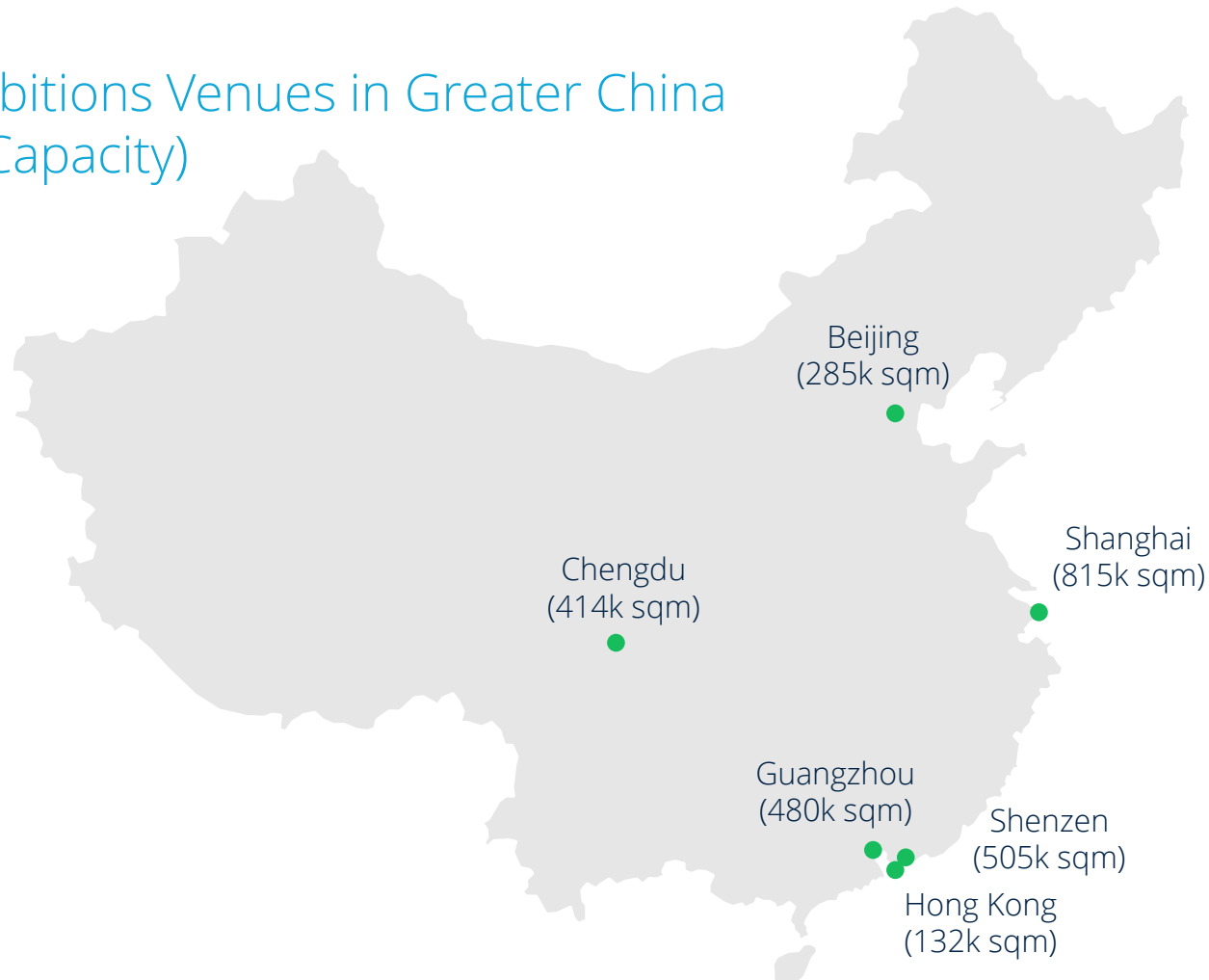
6%+

Consumption

7%+

Greater China: Exhibitions Growth & Opportunities

Key Exhibitions Venues in Greater China (Venue Capacity)



Attractive Backdrop for Exhibitions

Manufacturing based economy



Consumption growth



International trade



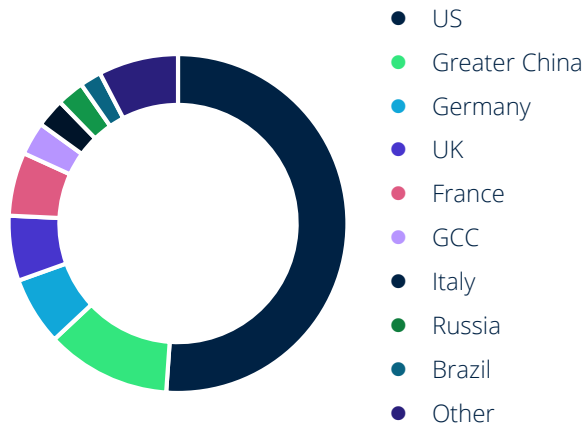
Fragmented markets



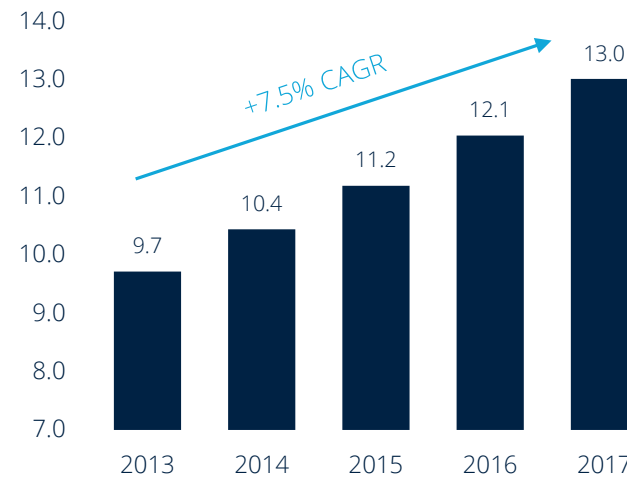
Venue capacity

Greater China: Exhibition Growth & Opportunities

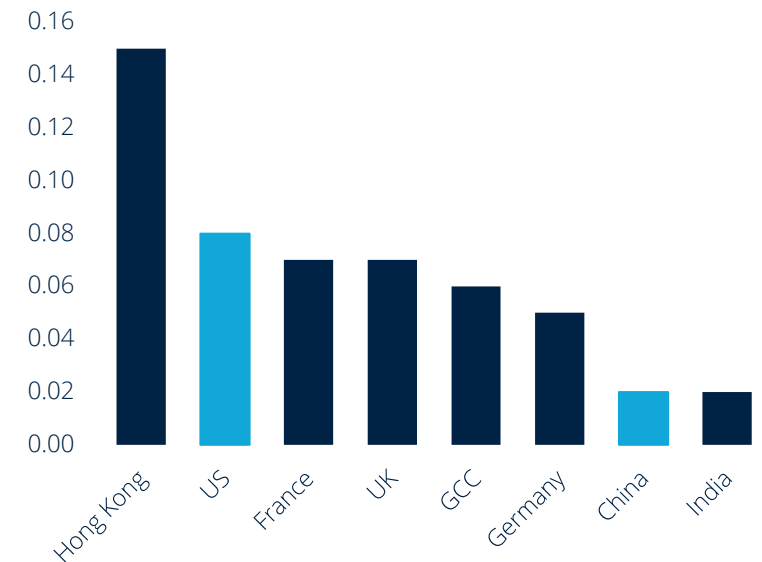
Exhibitions Revenue by Market 2017 (%)



China Exhibitions Market 2013-2017 (SQM sold)



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

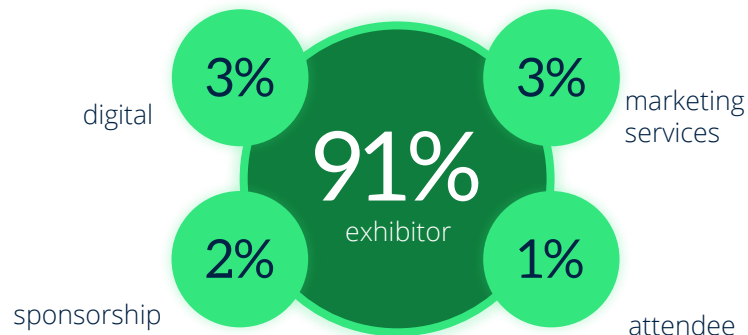
1.5m+

net SQM

Stand space
solid in 2018

100+
leading B2B
Brands in
Greater China

Revenue by Segment



Customers



Key Brands



Depth in Specialist B2B Brands

Beauty & Aesthetics



Infrastructure, Construction & Building



Culture & Lifestyle



Design & Furniture



Healthcare & Pharma



Hospitality, Food & Beverage



Jewellery



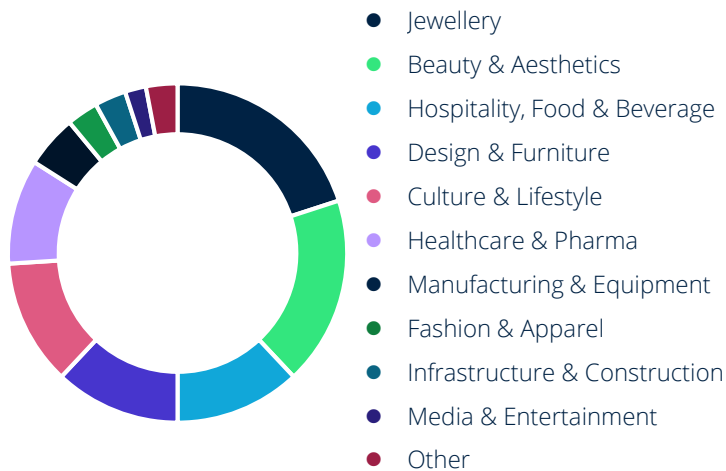
Manufacturing, Machinery & Equipment



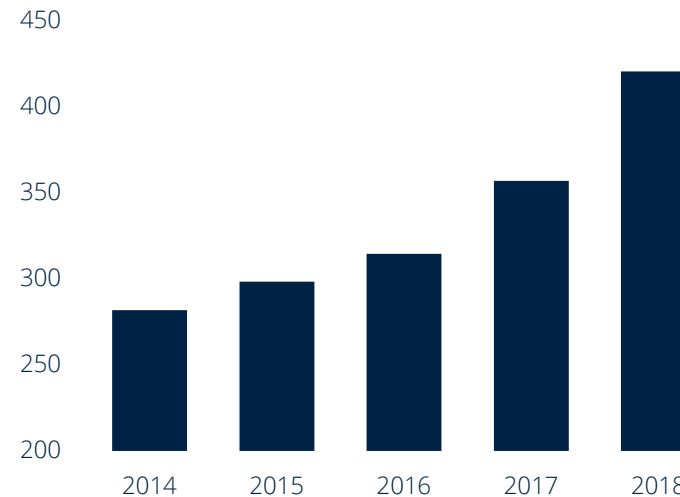
Leading brands in specialist B2B markets

Informa Markets Growth and Mix in Greater China

Exhibitions Revenue by Vertical (%)



Track Record of Expansion & Growth (\$m)



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

*Revenue from Annual Events, excluding Biennials

Largest organiser in Greater China delivering consistent growth & performance

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

Growth via Business Development

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



China Growth Engine

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 work force

Growth via Service Expansion



Strategy for Growth: Beauty & Aesthetics

COSMOPROF
ASIA HONG KONG
亞太區美容展

**1 FAIR
2 VENUES!**

3,000+ exhibitors
(75%+ International)

87k+ visitors

COSMOPACK
ASIA HONG KONG
亞太區美容展

**CHINA
BEAUTY
EXPO**
中国美容博览会

3,200+ exhibitors
(90%+ domestic)

110k+ visitors

成都美博会
**CHENGDU
BEAUTY EXPO**

1,700+ exhibitors

31k+ visitors

185,000

sqm net

c.\$75m

2018

Strategy for Growth: Hospitality, Food & Beverage



5
cities

11.8k+
exhibitors

20
events

252k+
sqm net

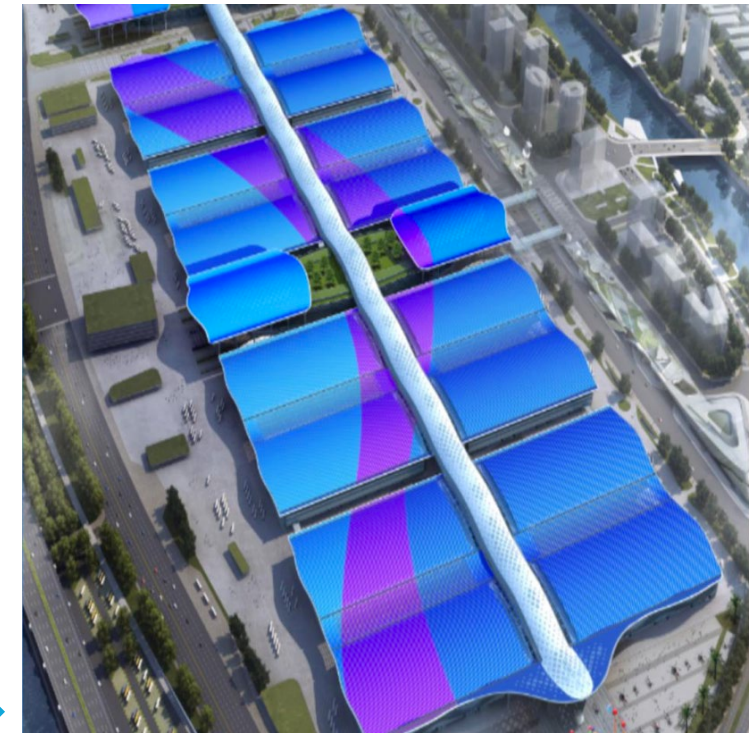
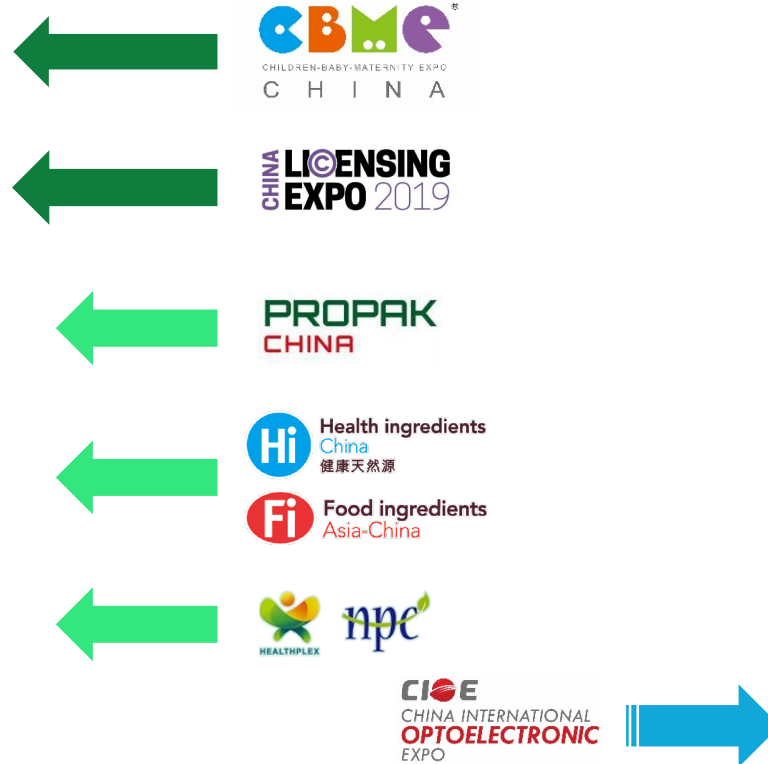
500k+
visitors

Rise of the Super Venue



Shanghai NECC

400,000 + 53,000 sqm



Shenzhen SZWECC

400,000 + 100,000 sqm

Specialist Markets: China

Market

Long-term growth opportunities for specialist B2B brands in China

Focus

Grow in existing and launch into new markets, strengthen key verticals and expand digital offering

Differentiate

We excel in Talent, Community and Partnership

Ambition

Market leadership - consistent growth ahead of the market