

2017
INFORMA
INVESTOR DAY

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DISCLAIMER

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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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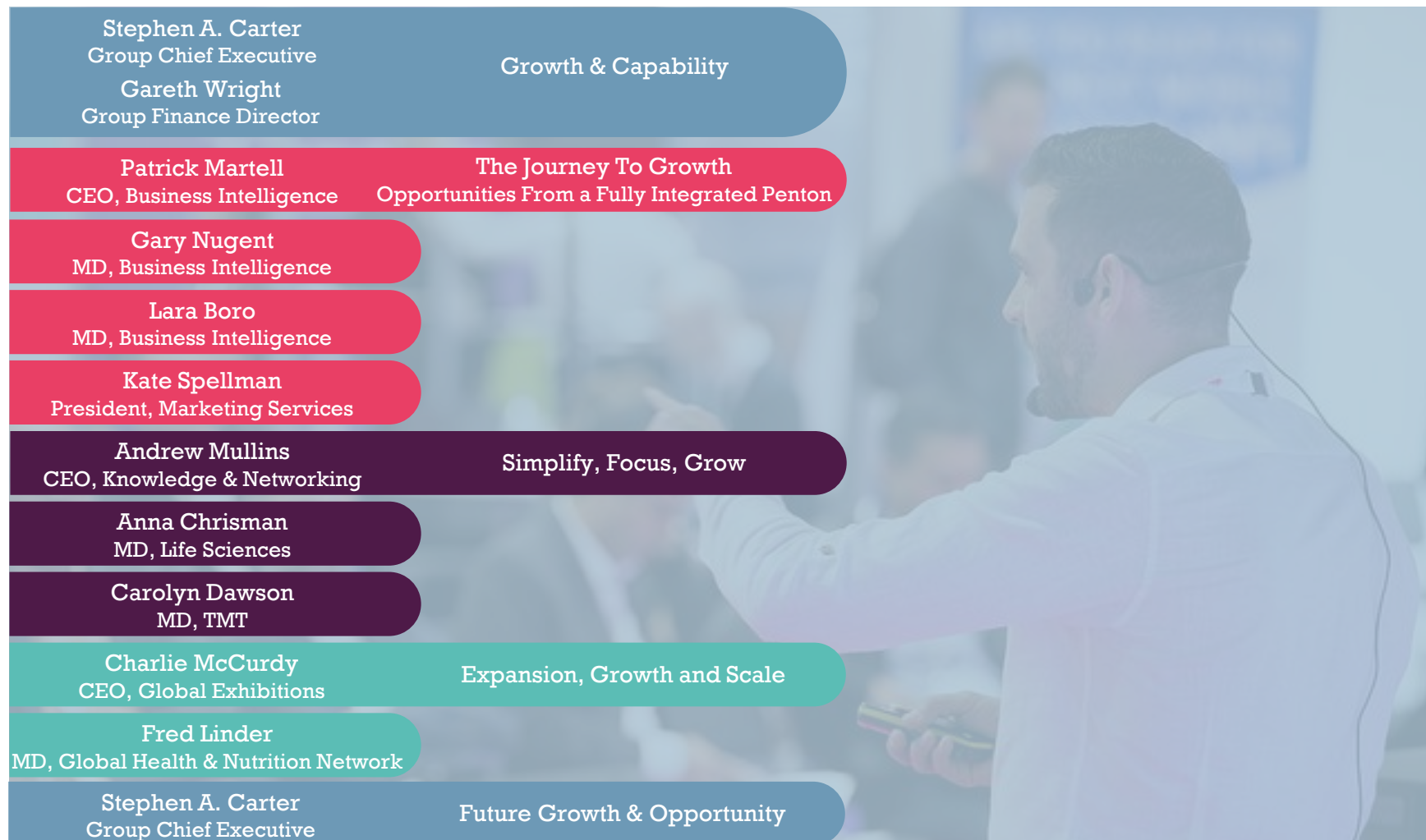
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STEPHEN A. CARTER
GROUP CHIEF EXECUTIVE

GARETH WRIGHT
GROUP FINANCE DIRECTOR

GROWTH & CAPABILITY

2017 INFORMA INVESTOR DAY: AGENDA



Stephen A. Carter Group Chief Executive Gareth Wright Group Finance Director	Growth & Capability
Patrick Martell CEO, Business Intelligence	The Journey To Growth Opportunities From a Fully Integrated Penton
Gary Nugent MD, Business Intelligence	
Lara Boro MD, Business Intelligence	
Kate Spellman President, Marketing Services	
Andrew Mullins CEO, Knowledge & Networking	Simplify, Focus, Grow
Anna Chrisman MD, Life Sciences	
Carolyn Dawson MD, TMT	
Charlie McCurdy CEO, Global Exhibitions	Expansion, Growth and Scale
Fred Linder MD, Global Health & Nutrition Network	
Stephen A. Carter Group Chief Executive	Future Growth & Opportunity

ATTRACTIVE INTERNATIONAL MARKETS

The Knowledge and Information Economy

International Platforms for Trade & Commerce

Globalisation of industries and networks

International industry verticals

Value of face-to-face transactions

GLOBAL EXHIBITIONS

Specialist Insight & Intelligence

Overload of available information and content

Niches, sub-niches and nano-niches

Value of data-driven decision making

BUSINESS INTELLIGENCE

Scholarly Research and Academic Knowledge

Growth in international research and development

Subject categories and specialisms

Value of knowledge sharing and collaboration

ACADEMIC PUBLISHING

Community Engagement & Learning Platforms

Globalisation of industries and networks

Communities and sub-communities

Value of face-to-face professional networking

KNOWLEDGE & NETWORKING

INFORMA INVESTOR DAY: NOVEMBER 2015



Key Themes

Growth Acceleration Plan: Progress to date
Focus on Academic Publishing (Taylor & Francis) and Global Exhibitions

Academic Publishing: Content Depth and Operating Efficiency

- The strength of Academic Journals
- Focus and depth in Scholarly and Reference-led Academic Books
- Digital investment and Academic Services

Global Exhibitions: Maximising the Growth Opportunity

- Industry dynamics and growth drivers
- The ambition: Exhibition Organiser to Market Maker
- US entry strategy and focus on Construction & Real Estate

Operational & Financial Update: Improving Financial Discipline

- GAP programme and operational fitness
- Divisional structure and management
- Increased working capital and cashflow discipline

ACADEMIC PUBLISHING: TAYLOR & FRANCIS

New Leadership:

Annie Callanan



- Experienced leader of information services and technology businesses
- Track record of delivering operational improvement, innovation and shareholder value
- Deep knowledge and expertise in digital platforms and technology
- Currently serving as CEO, Quantros
 - COO Systech International
 - COO ProQuest
- Relocating from US to UK

ACADEMIC PUBLISHING: TRADING ON TRACK

STRENGTH

Strong renewals and consistent growth in Academic Journals

CONSISTENT

Solid performance in upper level scholarly research and reference-led Academic Books

FOCUS

No further deterioration in Lower Level textbooks; further focus through Garland disposal

INVESTMENT

Continued investment in discoverability; expansion of digital services through Colwiz

GROWTH

Continue to target underlying growth similar to last year in 2017

ACADEMIC PUBLISHING: FUTURE GROWTH & OPPORTUNITIES

+ive

Underlying revenue growth

Robust

Adjusted operating margins

Cash

Consistently strong generation

International

Expand presence and partnerships overseas

Strength

Consistent growth and strength in peer review, scholarly journals

Open

Continued expansion and innovation in Open Access Publishing

Discover

Investment in granular digitisation and discoverability

Data

Enhanced analytics to drive customer insight

Services

Expansion of Academic Digital Services offering

SCALE BUSINESS WITH ATTRACTIVE MARGINS AND STRONG CASHFLOW

“ The goal is simple but demanding: to progressively return every part of our business to growth, and to simultaneously build the capabilities and platforms needed for future scale and consistent performance. ”

**Informa Annual Report
2014**



2014-2017 GROWTH ACCELERATION PLAN

GAP AMBITION

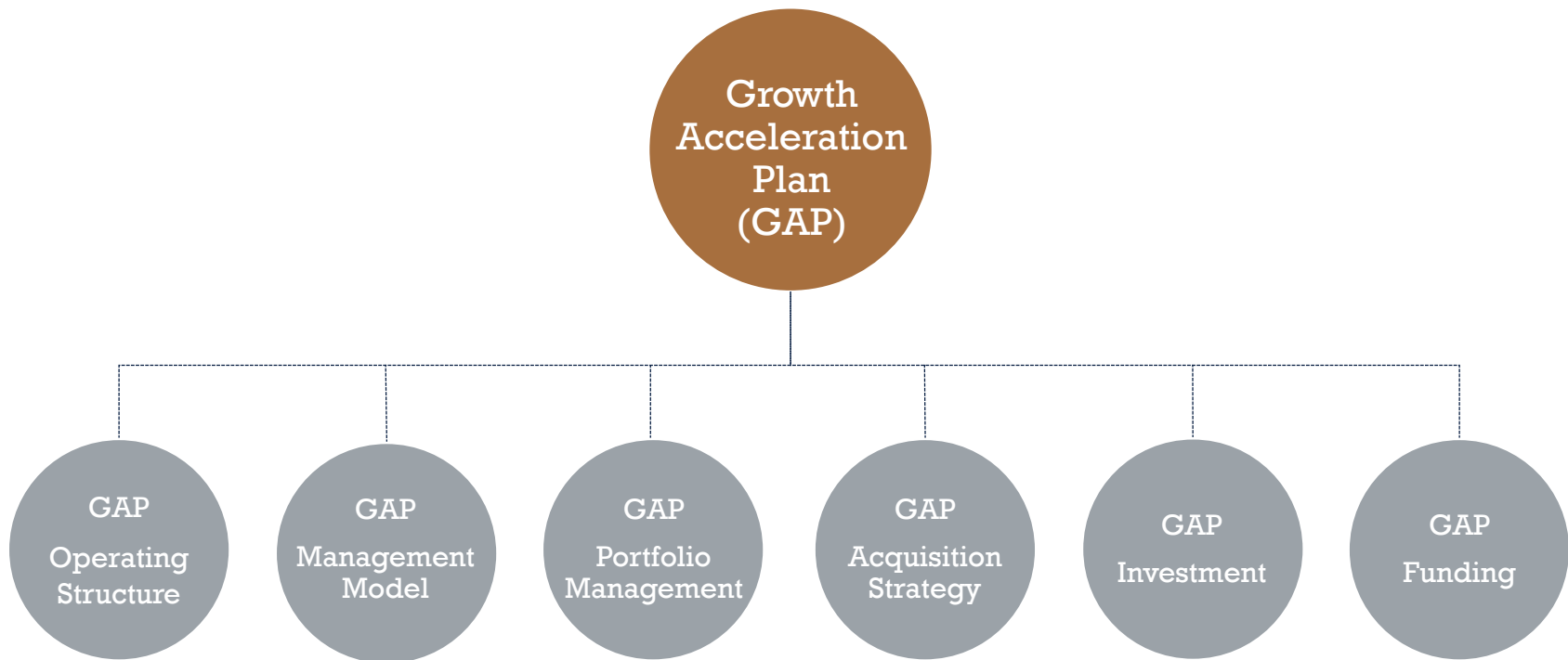
GROWTH

- Aggregate underlying growth of 3%+
- Platform for sustainable future growth
- All four Divisions in growth going into 2018

CAPABILITY

- Functional discipline and expertise
- Operational fitness
- Capacity and capability for future scale

2014-2017 GROWTH ACCELERATION PLAN FRAMEWORK



ENHANCED CAPABILITIES THROUGH GAP

OPERATIONAL FITNESS

Divisional Operating Structure	Strengthened Senior Management	M&A Focus and Experience	Strengthened Finance and Treasury
3-Year Planning Discipline	Operating Metrics	Group and Divisional Strategy	Communication and Culture
Customer Focus	Equity Incentives	Strengthened Finance Systems	Technology Platforms
Risk and Compliance	Board Depth and Breadth	Talent Development and Training	Advertising and Marketing Capability
Increased Revenue	Increased Earnings	Increased Free Cash Flow	Increased Dividends

ENHANCED FINANCIAL CAPABILITIES THROUGH GAP

FINANCIAL FITNESS

Upgraded Finance
Systems

Relocation and expansion
of Treasury team

Strengthened Risk and
Compliance Function

Group Authority
Framework

3-Year Business
Planning

Divisional Operating
Metrics

Forecasting Consistency
and Rigour

Re-domicile to UK

Working Capital
Management

Capital Investment
Committee

Balance Sheet Leverage

Long-term Flexible
Financing

Order to Cash Efficiency

Revenue to Profit
Conversion

Profit to Cash Conversion

Capital Allocation
Discipline

Increased
Revenue

Increased
Earnings

Increased
Free Cash Flow

Increased
Dividends

INVESTMENT FOR GROWTH

GAP INVESTMENT

c. £90m over three years

Catch-up investment

Product refresh

Platform upgrade

Technology capacity

Electronic to digital

FUTURE INVESTMENT

Capex 3-5% of revenue
(1-2% in GE/K&N; 4-5% in AP/BI)

Continuous reinvestment for growth

Product innovation

Platform enhancement

Technology capability

Enhanced digital

VIRTUOUS CIRCLE OF HIGHER SUSTAINABLE GROWTH AND REINVESTMENT

ENHANCED PRODUCTS AND PLATFORMS THROUGH GAP



POST-GAP FINANCIAL FRAMEWORK

INFORMA GROUP

3%+ underlying revenue growth
Consistent margins over 30%
Continuous re-investment for growth

GLOBAL EXHIBITIONS

5%+ underlying revenue growth
Market-leading margins

BUSINESS INTELLIGENCE

3%+ underlying revenue growth
Improving margins with growth

KNOWLEDGE & NETWORKING

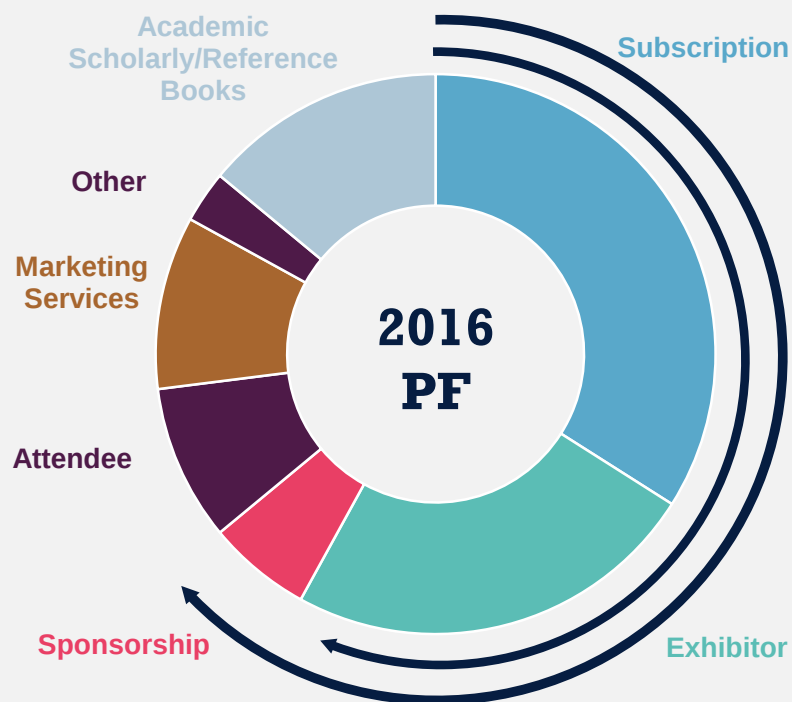
Positive underlying revenue growth
Improving margins with mix

ACADEMIC PUBLISHING

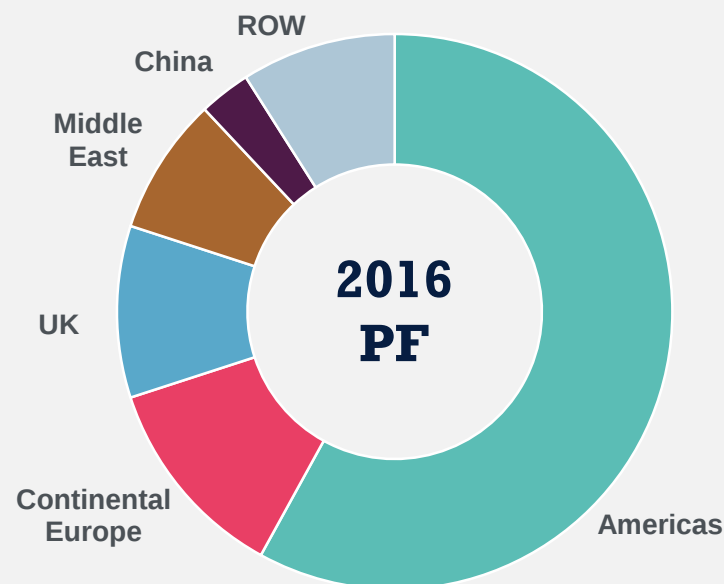
Consistent underlying revenue growth
Strong margins (with currency variability)

INCREASED BALANCE AND BREADTH

Revenue by type

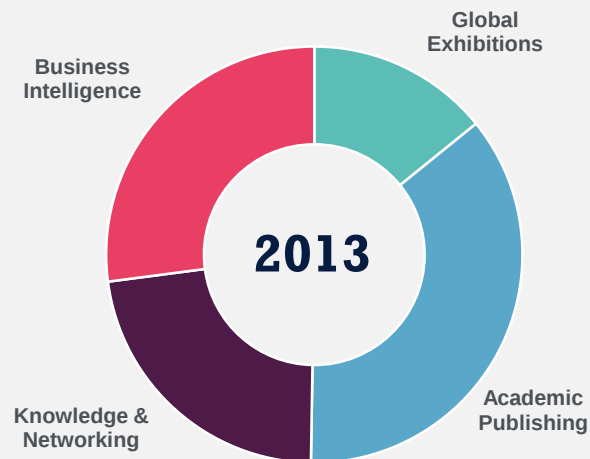


Revenue by geography

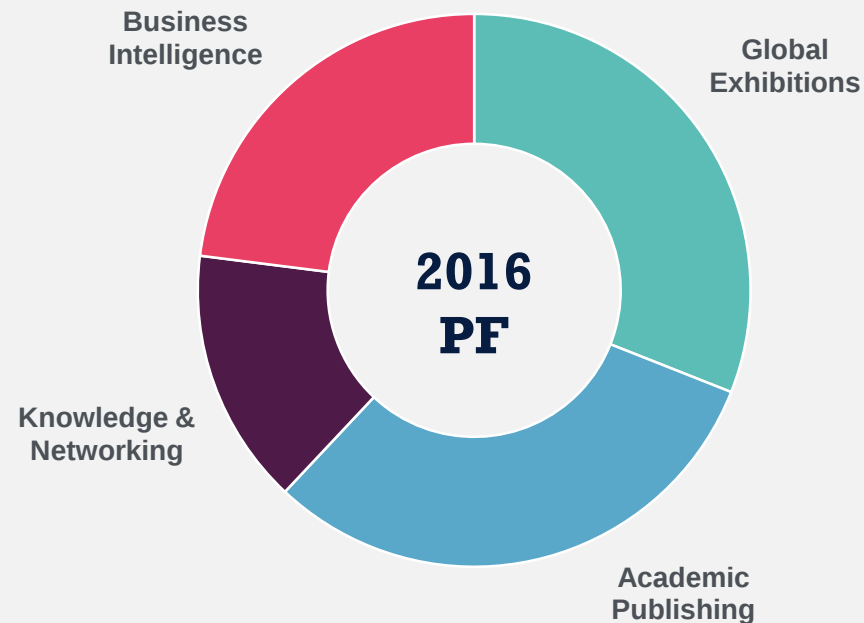


➡ Pre-booked / Recurring / Visible Revenue = 60%+

INCREASED BALANCE AND BREADTH



**Revenue
£1.1bn**



**Revenue
£1.7bn+**

2017 INFORMA INVESTOR DAY: AGENDA

Stephen A. Carter
Group Chief Executive
Gareth Wright
Group Finance Director

Patrick Martell
CEO, Business Intelligence

The Journey To Growth
Opportunities From a Fully Integrated Penton

Gary Nugent
MD, Business Intelligence

Lara Boro
MD, Business Intelligence

Kate Spellman
President, Marketing Services

Andrew Mullins
CEO, Knowledge & Networking

Anna Chrisman
MD, Life Sciences

Carolyn Dawson
MD, TMT

Charlie McCurdy
CEO, Global Exhibitions

Fred Linder
MD, Global Health & Nutrition Network

Stephen A. Carter
Group Chief Executive

BUSINESS INTELLIGENCE: THE JOURNEY TO GROWTH

SPEAKERS



Patrick Martell

CEO Business Intelligence



Lara Boro

Group MD Business Intelligence



Gary Nugent

Group MD Business Intelligence



Kate Spellman

President, Marketing Services

TOPIC

Business Intelligence

The Journey to Growth
Opportunities From a Fully Integrated Penton

Pharma

Product and Platform Innovation
Vertical Profile: Pharma

AgriBusiness

Customer Focus and Sales Excellence
Vertical Profile: AgriBusiness

Marketing Services

Growth Opportunity

THE MARKET AND OUR BUSINESS

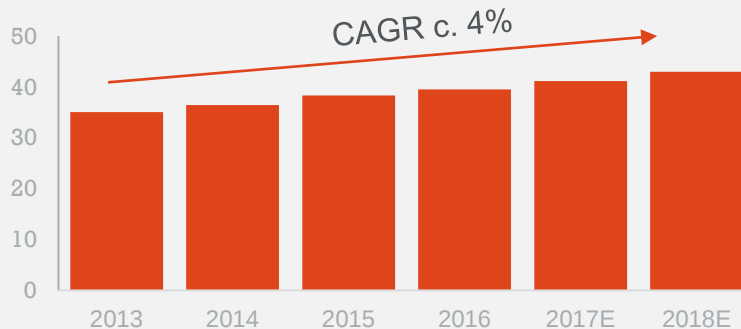
MARKET CHARACTERISTICS

- Business data and information
- Large and growing market
- Relatively fragmented
- International with US bias
- Specialist niche segments

OUR BUSINESS

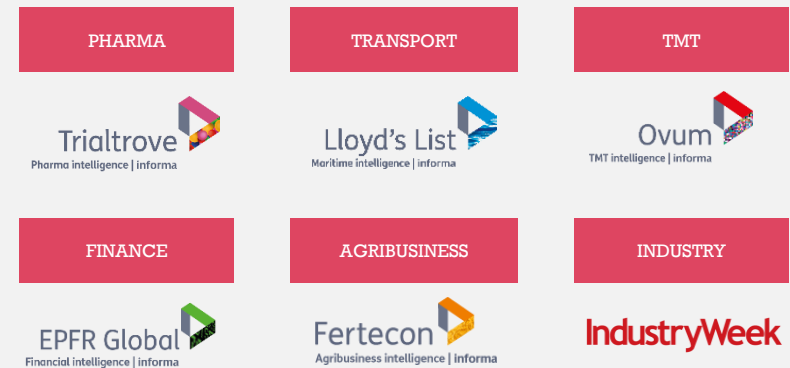
- Subscription-based revenue
- Organised around six end market verticals
- Narrow and deep niche focus
- Strong brands in niches
- Consulting and Marketing Services

MARKET GROWTH



Source: Outsell (B2B Media & Business Information Market, \$bn)

OUR VERTICALS AND BRANDS



BUSINESS INTELLIGENCE SNAPSHOT

Business Intelligence provides specialist data-driven intelligence and insight to businesses, helping them to make better decisions faster.

£360M+
Revenue

£75M+
Adj. Op

2000+
Colleagues

250+
Brands

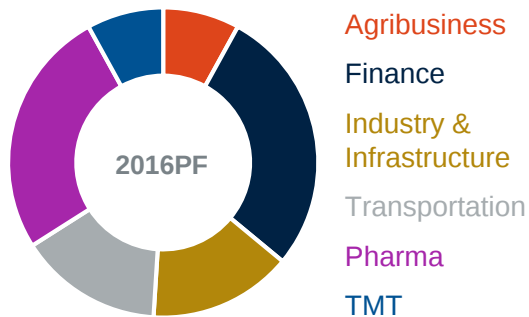
1%+
Underlying growth

20-25%
Group Revenue

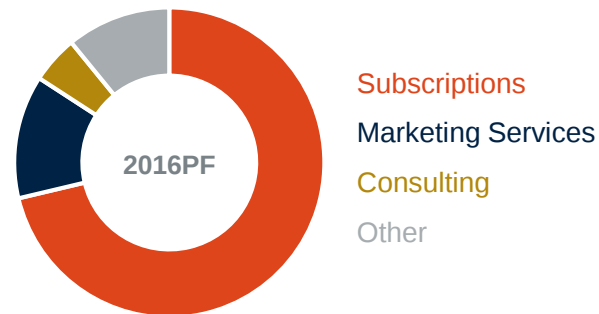
150k+
Active users

30k+
Subscribers

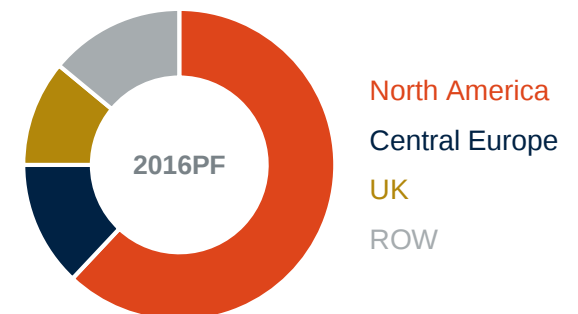
REVENUE BY VERTICAL



REVENUE BY TYPE



REVENUE BY REGION

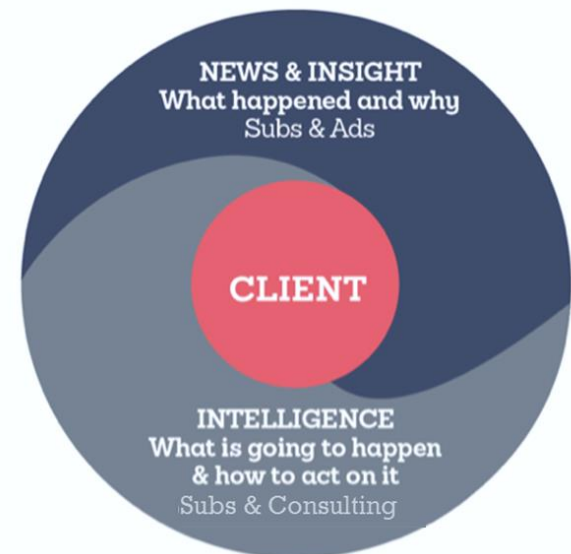


2014-2017 GROWTH ACCELERATION PLAN

Objective

Organic revenue growth

- Skills and capability investment (Sales, Product, Technology, Sector Specialists)
- Restructure around market verticals
- Focus on customer retention & subscription revenues
- Invest in product, people & technology to drive new business
- Align incentives to revenue growth and performance

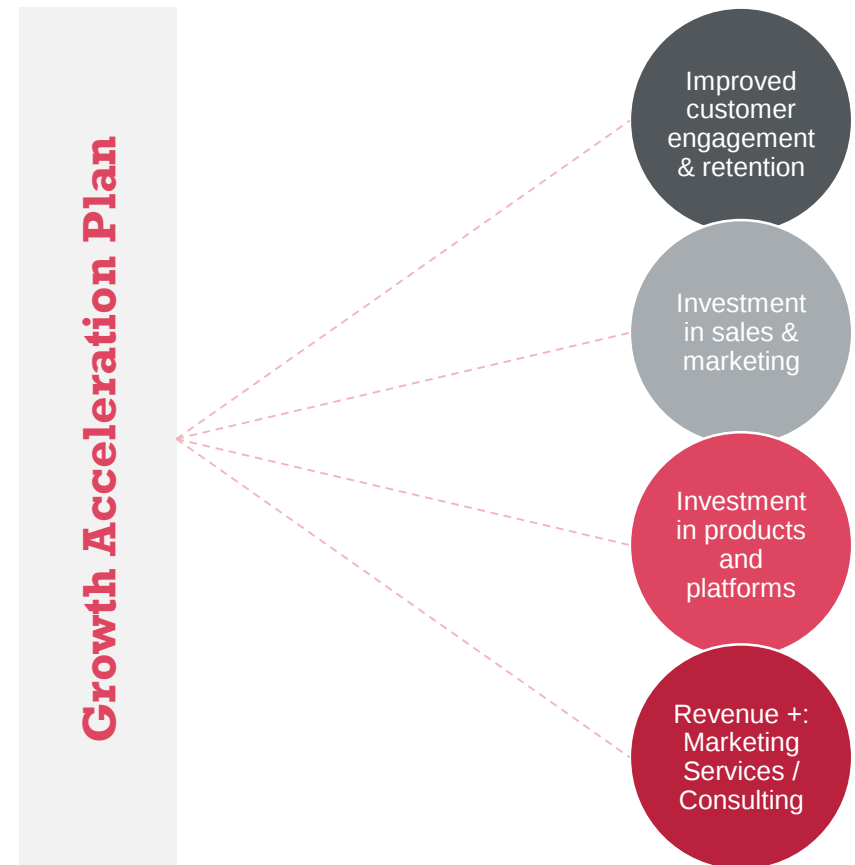


APPROACH AND KEY INITIATIVES

PROCESS



KEY INITIATIVES



THE JOURNEY TO GROWTH: OPERATIONAL FITNESS

2013



2017

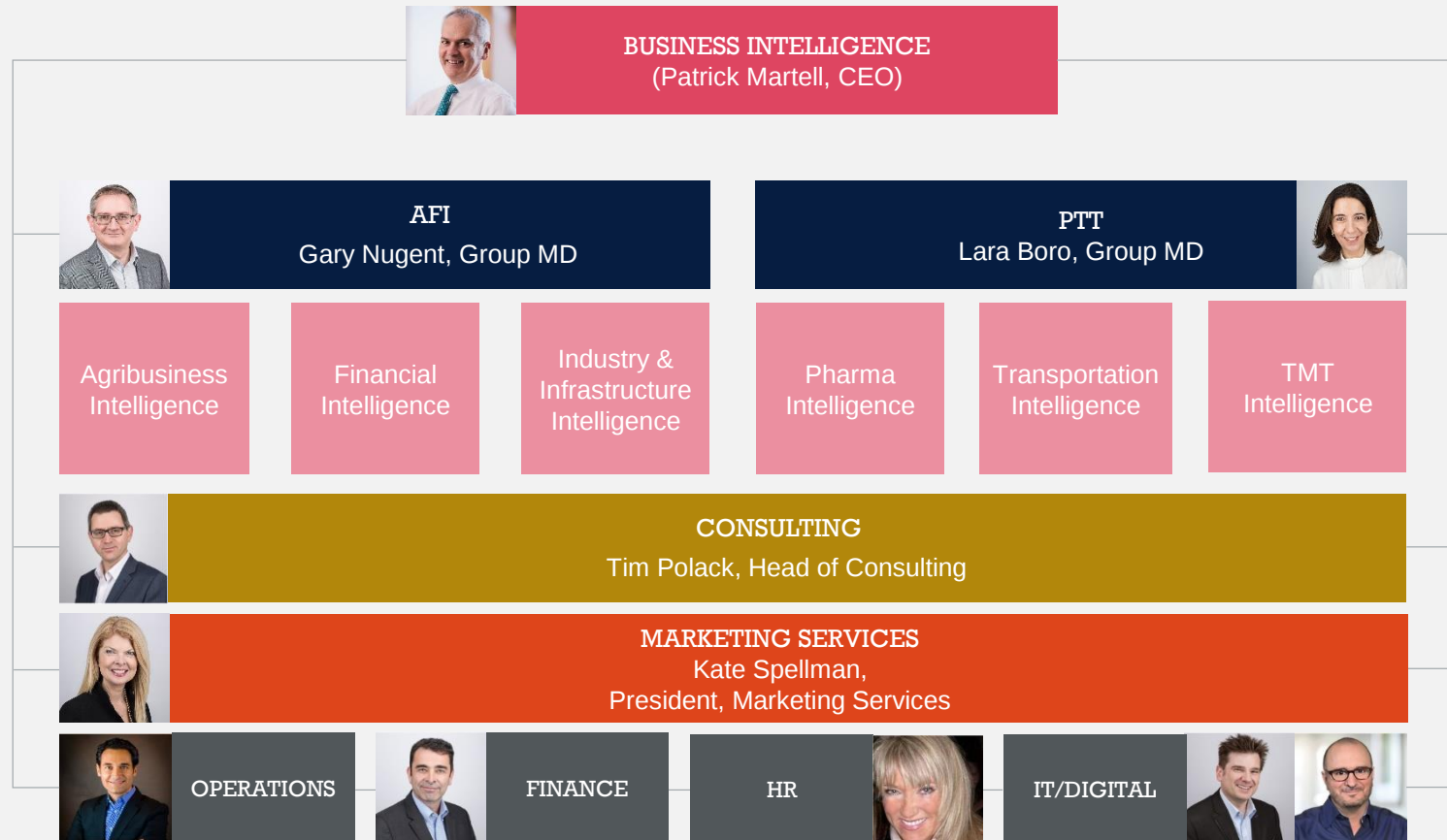


- | | |
|---|--|
| <ul style="list-style-type: none"> • Archipelago of businesses | <ul style="list-style-type: none"> • Market-facing verticals, focused portfolio |
| <ul style="list-style-type: none"> • UK-centric culture; underweight US | <ul style="list-style-type: none"> • International business with growing US footprint |
| <ul style="list-style-type: none"> • Dated technology infrastructure | <ul style="list-style-type: none"> • Refreshed platforms, cloud hosting |
| <ul style="list-style-type: none"> • Underinvested products | <ul style="list-style-type: none"> • Embedded product development cycles |
| <ul style="list-style-type: none"> • Customer management | <ul style="list-style-type: none"> • Customer prioritisation |
| <ul style="list-style-type: none"> • Distributed knowledge and processes | <ul style="list-style-type: none"> • Functional expertise: Sales, IT, Product |
| <ul style="list-style-type: none"> • US/Asia operations managed from UK | <ul style="list-style-type: none"> • Regional management teams for US & APAC |

THE JOURNEY TO GROWTH: OPERATING METRICS

OPERATING METRIC	2013 	2017 
• Annualised Contract Values (ACV)	• Falling	• Rising
• Value Renewal Rate	• 70 - 75%	• c. 90%
• Pre-Expiry Renewal Rate	• <40%	• >70%
• New Business Value Rate	• Falling	• Rising
• Active users per month (subscriptions)	• 138k	• 175k (+27%)
• Average monthly unique visitors (marketing services)	• 8.6m	• 12.5m (+44%)
• Average pages per session from Known Users (marketing services)	• 2.63	• 3.25 (+24%)
• Organic Revenue Growth	• -4% to -9%	• >1.1%

OPERATING STRUCTURE: ORGANISED AROUND END MARKETS



BUSINESS INTELLIGENCE GROWTH OPPORTUNITY

HELPING CUSTOMERS MAKE BETTER DECISIONS FASTER

CORE REVENUE:

SUBSCRIPTIONS (75%+ revenue)

- Intelligence
- Insight

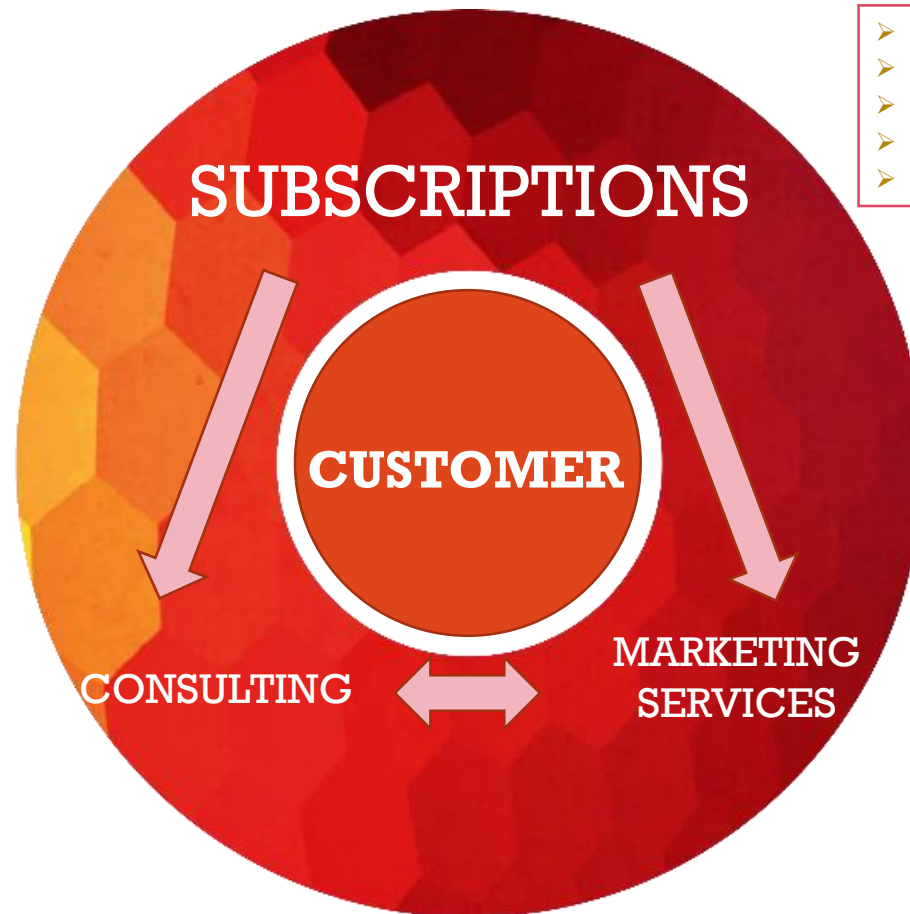
CONTINGENT REVENUES:

MARKETING SERVICES (10%+ revenue)

- Content
- Audience
- Brand

CONSULTING (5%+ revenue)

- Custom market research
- Expert market analysis
- Strategic market advice



GROWTH OPPORTUNITY: CONSULTING



Renewed focus and leadership

Strengthens strategic relationships

Incremental revenue opportunity

Deepens customer insight



Opportunities From a Fully Integrated Penton

Patrick Martell
CEO Business Intelligence



PENTON SNAPSHOT

Health & Nutrition



Agriculture



Transportation



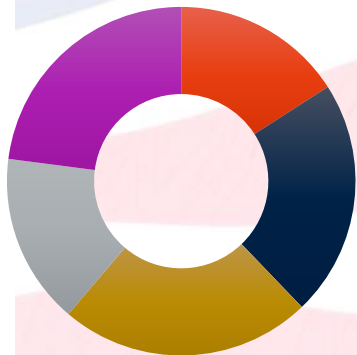
Design & Manufacturing



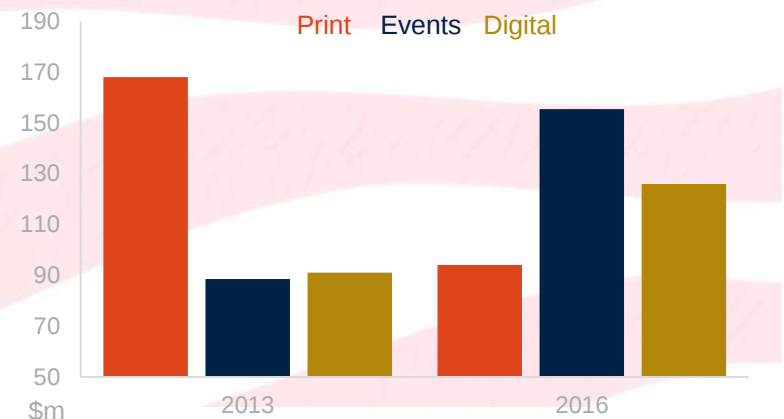
Infrastructure



TMT

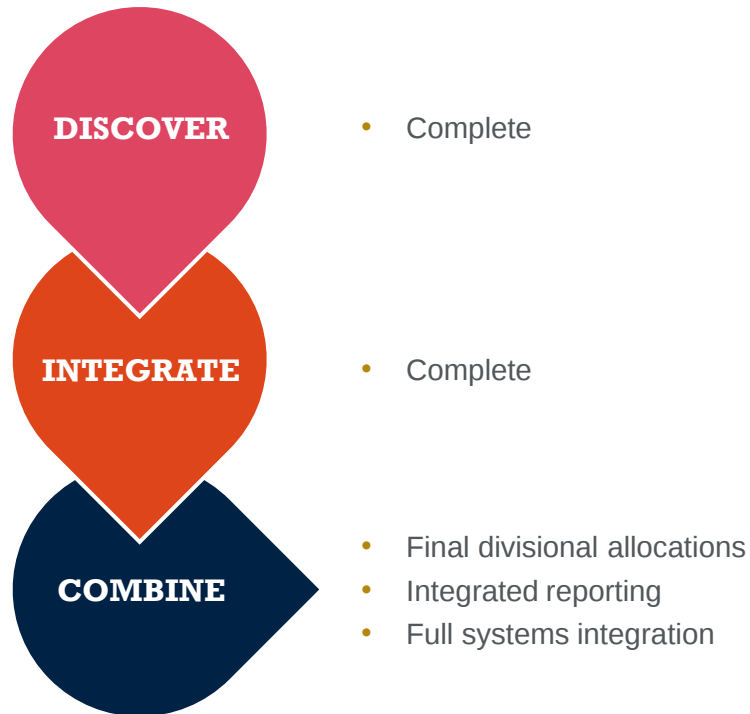


Infrastructure & TMT	23%
Design & Manufacturing	16%
Health & Nutrition	23%
Transportation	22%
Agriculture	16%

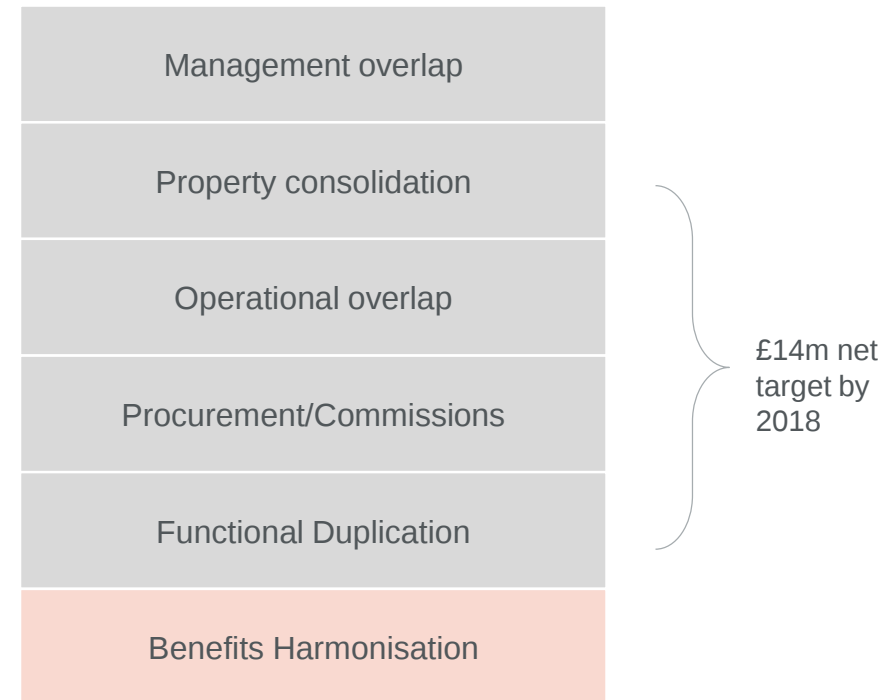


FULL COMBINATION WITH INFORMA

INTEGRATION PLAN



NET OPERATING SYNERGIES



INTEGRATION AND SYNERGY PLAN AHEAD OF SCHEDULE

FULL COMBINATION WITH BUSINESS INTELLIGENCE

STRONG BRANDS

Industry & Infrastructure



IndustryWeek

FOUNDRY
MANAGEMENT • TECHNOLOGY

AMERICAN
MACHINIST

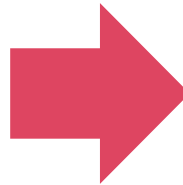
sourceesb

electronic
design

Transportation

WARDS AUTO.

FleetOwner



EFFECTIVE INTEGRATION

- Smooth combination with relevant BI verticals
 - Transportation
 - Industry & Infrastructure
- Updated management structure
- Administrative functions aligned (HR, Finance, Ops)
- Full systems integration progressing

OPERATING AND REPORTING AS A SINGLE BUSINESS

BENEFITS & OPPORTUNITIES FROM A FULL COMBINATION

CONTENT

Both specialist content and data businesses

BRANDS

Powerful combined portfolio of niche brands

AUDIENCE

Build, understand and monetise specialist audiences through content and brands

SCALE

Increased scale in verticals and across North America

EXPERTISE

Leverage Informa subscription knowhow and Penton Marketing Services capabilities



Customer Focus & Sales Excellence

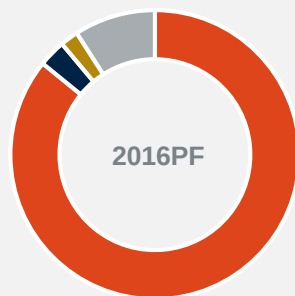
Gary Nugent
Group MD, Business Intelligence



OVERVIEW

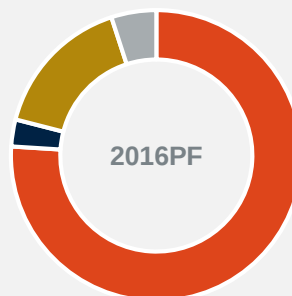
FINANCE

£100m+ revenue



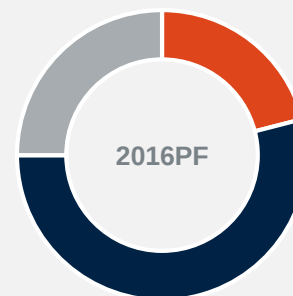
AGRIBUSINESS

£25m+ revenue



INDUSTRY & INFRASTRUCTURE

£50m+ revenue



SALES & MARKETING

Subscriptions / Marketing Services / Consulting / Other

CUSTOMER FOCUS & SALES EXCELLENCE

KPIs	Are we doing what we said we would do? Is it having the desired effect?
STRUCTURE	From product to market and customer-centric coverage
TALENT & INCENTIVES	Incentives aligned to performance and growth
CUSTOMER MANAGEMENT	Selling is a team sport: Customer Engagement Programme
CLIENT SERVICES	Recognising the product is not just the product
BRAND & MARKETING	Brand refresh: Precision, Authority, Forward Focus and Connected

PRIORITY: RETAIN AND GROW EXISTING CUSTOMERS



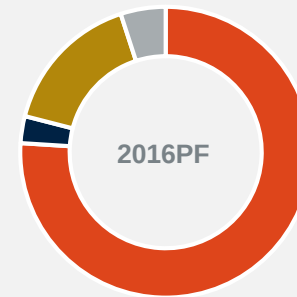
Agribusiness Profile

AGRIBUSINESS SNAPSHOT

AGRIBUSINESS MARKET CHARACTERISTICS

- Demand for more, better quality food on the rise
- Supply & demand is global and volatile
- Investment to optimise fragmented, opaque supply chains
- Investment in bio-chemistry and digital to drive productivity and yield
- Hunger for data, forecasts and decision support services

OUR REVENUE MIX

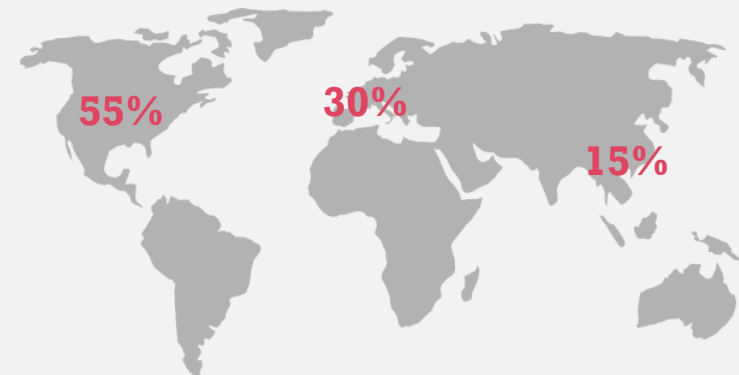


Subscriptions
Marketing Services
Consulting
Other

OUR KEY BRANDS



OUR GEOGRAPHIC FOOTPRINT



EXPERT INTELLIGENCE ACROSS THE VALUE CHAIN

-  ▶ Expert coverage across 5 core sectors
-  ▶ Providing intelligence to 20,000+ users
-  ▶ Through 130+ global experts based in 7 countries

		
Markets news & insight	Market analysis, price reporting & forecasting	Agribusiness consulting

5. Retail & Industry

- ▶ Food Service
- ▶ Restaurants

4. Food Policy & Regulation

- ▶ US Agriculture
- ▶ US Food Policy
- ▶ European Agriculture
- ▶ European Food Law

3. Food Processing

- ▶ meat & meat cuts
- ▶ dairy
- ▶ fruit juice
- ▶ canned & frozen food
- ▶ transportation & logistics
- ▶ weather

1. Inputs

- | | |
|---|--|
| Fertilizers <ul style="list-style-type: none"> ▶ ammonia ▶ nitrates ▶ phosphate ▶ potash ▶ sulphur ▶ sulphuric acid ▶ urea ▶ NPK | Crop protection & seed <ul style="list-style-type: none"> ▶ agrochemicals ▶ seeds ▶ GM crops ▶ biostimulants ▶ biopesticides |
| Animal health <ul style="list-style-type: none"> ▶ pharmaceuticals ▶ vaccines ▶ diagnostics ▶ generics ▶ feed | |

2. Agricultural Commodities

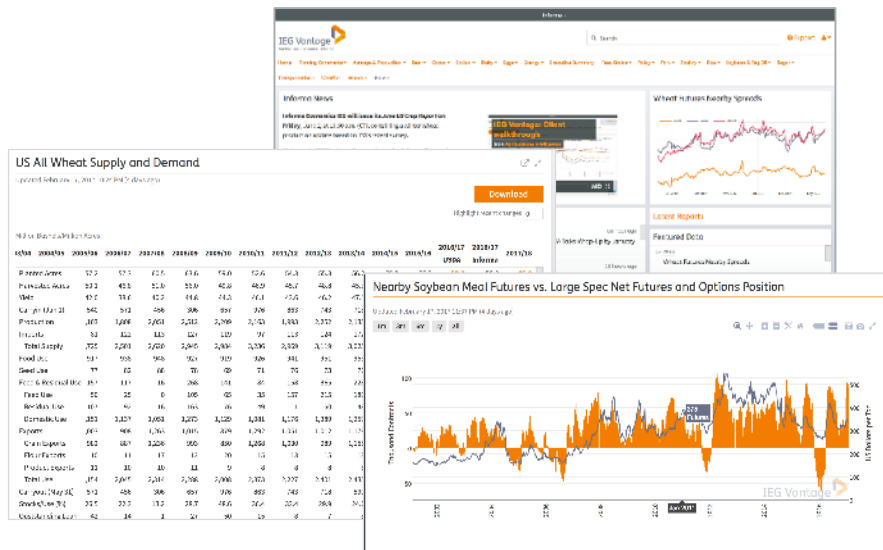
- ▶ grains & oilseeds
- ▶ livestock, poultry & cattle
- ▶ soft commodities
- ▶ animal feed
- PLUS Energy – Biofuels & Coal



AGRIBUSINESS: IEG VANTAGE GAP ILLUSTRATION



PRODUCT



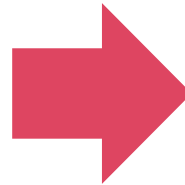
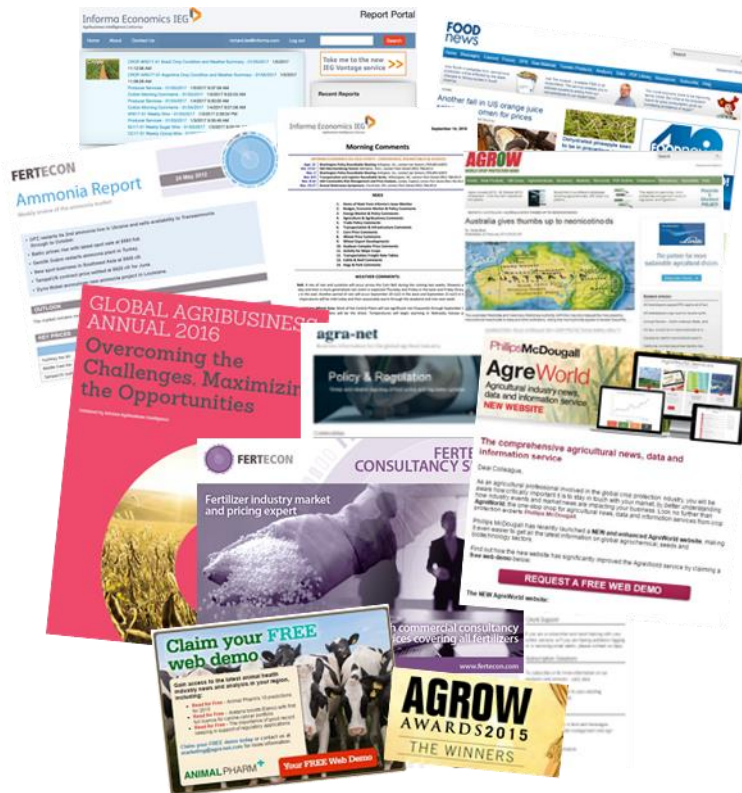
CUSTOMERS



- Deep analysis of market impacts affecting crops & livestock commodities
- Provides critical supply, demand, price & trade data and proprietary forecasts
- Unrivalled breadth of coverage and depth of intelligence

- Broad appeal across the Agribusiness value chain, with focus on growth segments
- Buyers, traders, analysts etc.
- Enables clients to develop optimal trading, purchasing and investment strategies

AGRIBUSINESS: GAP ENHANCEMENT



- Fragmented
- Inconsistent
- Electronic
- Poor customer experience

- Unified vertical identity
- Connected and consistent through channels
- Digital
- Enhanced customer experience



Product & Platform Innovation

Lara Boro

Group MD

Business Intelligence



OVERVIEW

PHARMA

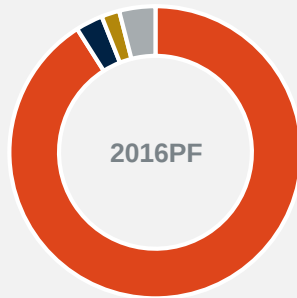
£100m+ revenue

Sitetrove
Pharma intelligence | informa

Biomedtracker
Pharma intelligence | informa

Pharmaprojects
Pharma intelligence | informa

Datamonitor Healthcare
Pharma intelligence | informa



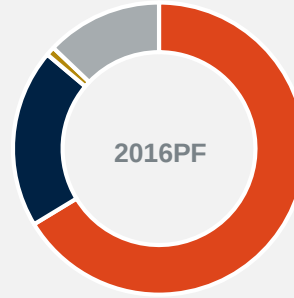
TRANSPORTATION

£55m+ revenue

Lloyd's List
Maritime intelligence | informa

WARDS AUTO

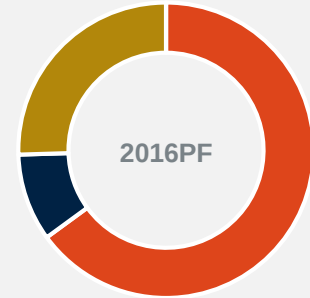
Lloyd's List Intelligence
Maritime intelligence | informa



TMT

£30m+ revenue

Ovum
TMT intelligence | informa



PRODUCT & PLATFORM STRATEGY

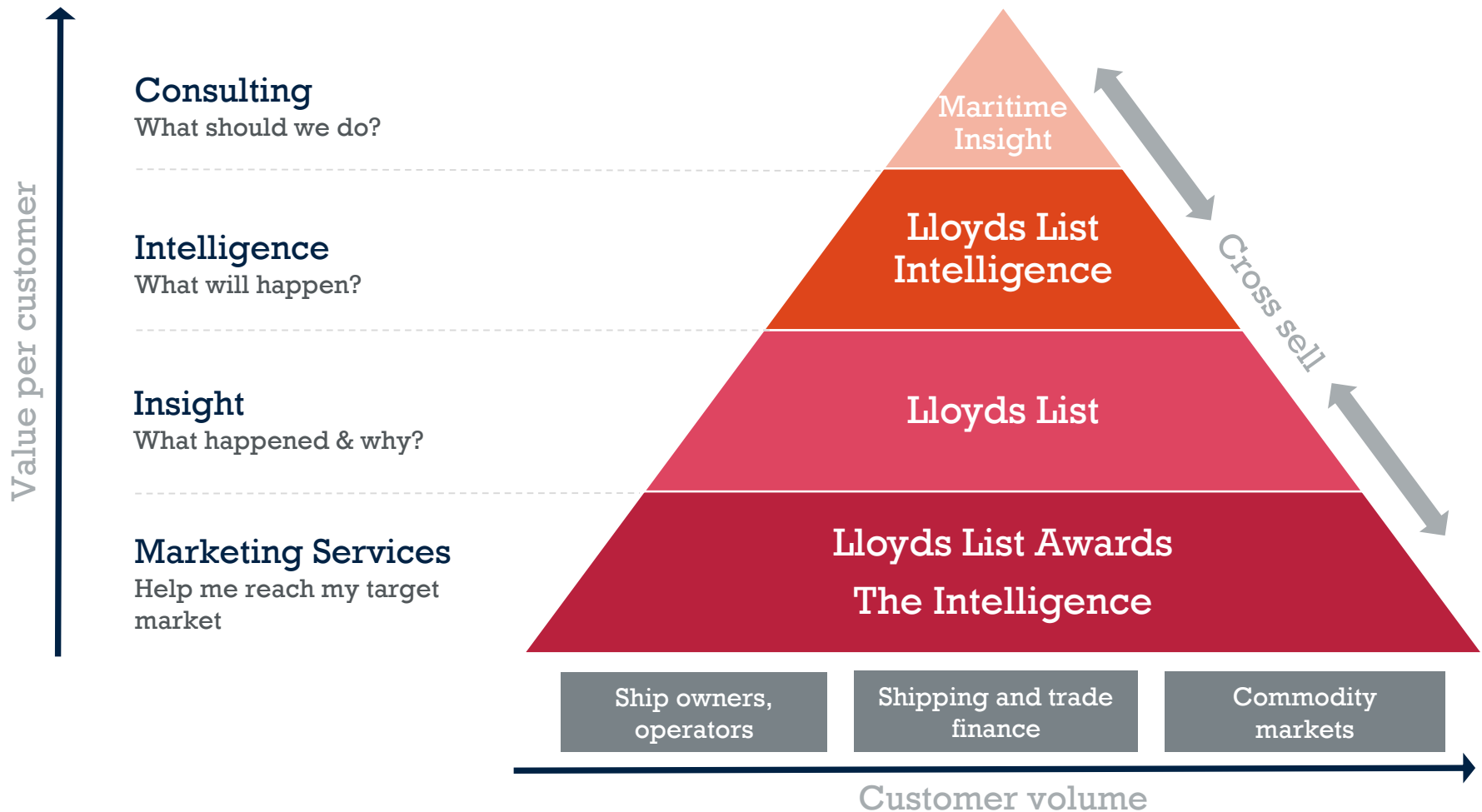
Subscriptions / Marketing Services / Consulting / Other

CUSTOMER FIRST PRODUCT MANAGEMENT

CAPABILITY	Product Management Experts
COMMON FRAMEWORK	Pragmatic Marketing
CUSTOMER FOCUS	Outside-In Development Approach
COMMERCIAL BUSINESS CASES	GAP Governance Framework
INNOVATION	Technology, R&D Team, Partnership
TRACKING AND MEASUREMENT	Lead KPIs, Innovation Index

PRIORITY: INVEST IN KEY INTELLIGENCE ASSETS, SIMPLIFY INSIGHT PORTFOLIO

PRODUCT STRATEGY AND ARCHITECTURE





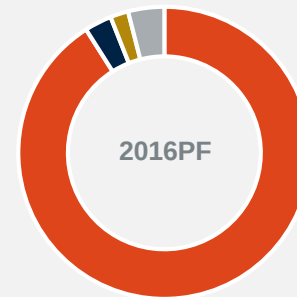
Pharma Profile

PHARMA SNAPSHOT

PHARMA MARKET CHARACTERISTICS

- c.\$12bn pharma information/solutions market
- Global, highly regulated, yet dynamic
- \$60bn annual spend on R&D
- High risk drug development:
 - \$2.5bn cost
 - 10-15 years to develop
 - 90% failure rate

OUR REVENUE MIX

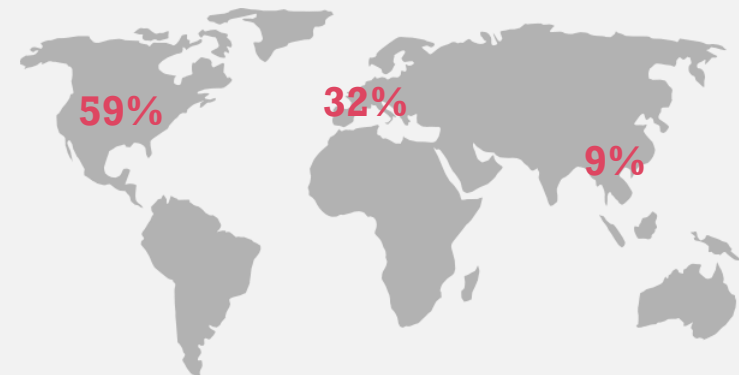


Subscriptions
Marketing Services
Consulting
Other

OUR KEY BRANDS



OUR GEOGRAPHIC FOOTPRINT



PHARMA: CUSTOMER SEGMENTATION

4 CORE CUSTOMER GROUPS

Pharma & Biotech Companies

e.g. GlaxoSmithKline, Amgen



Contract Research Organisations

e.g. Covance, Parexel



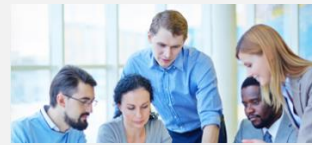
Medtech Companies

e.g. Boston Scientific, Teleflex

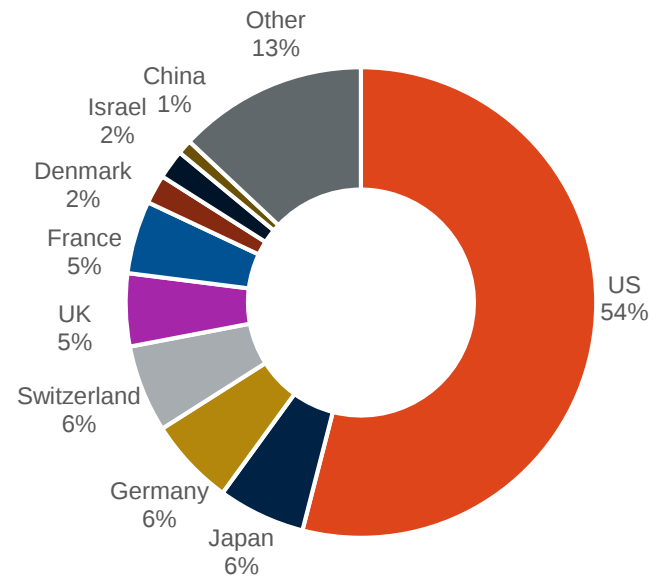


Professional Services: Consultants, Agencies

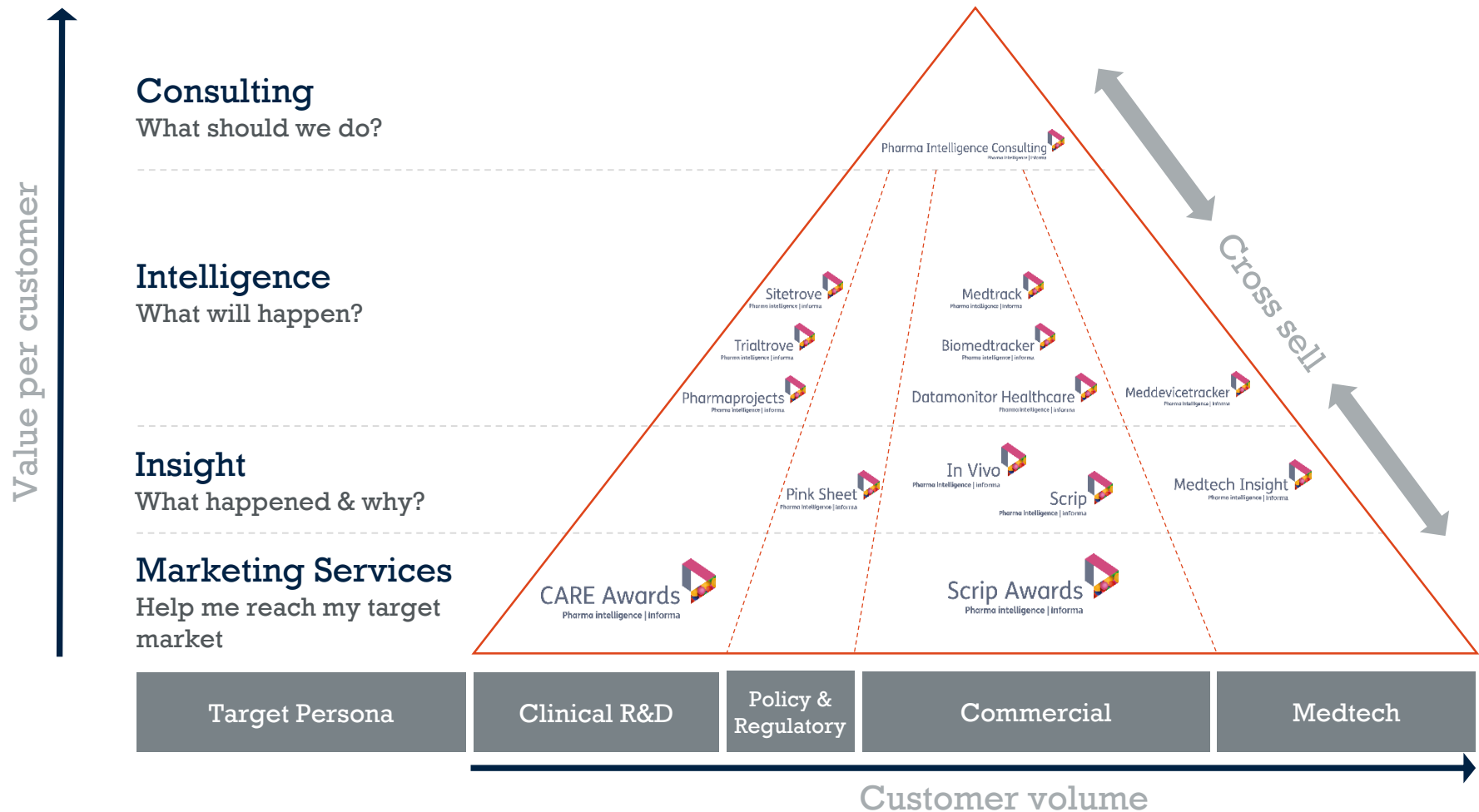
e.g. Bain & Co, Omnicom



GEOGRAPHIC SPREAD OF CUSTOMERS



PHARMA: PRODUCT STRATEGY & ARCHITECTURE

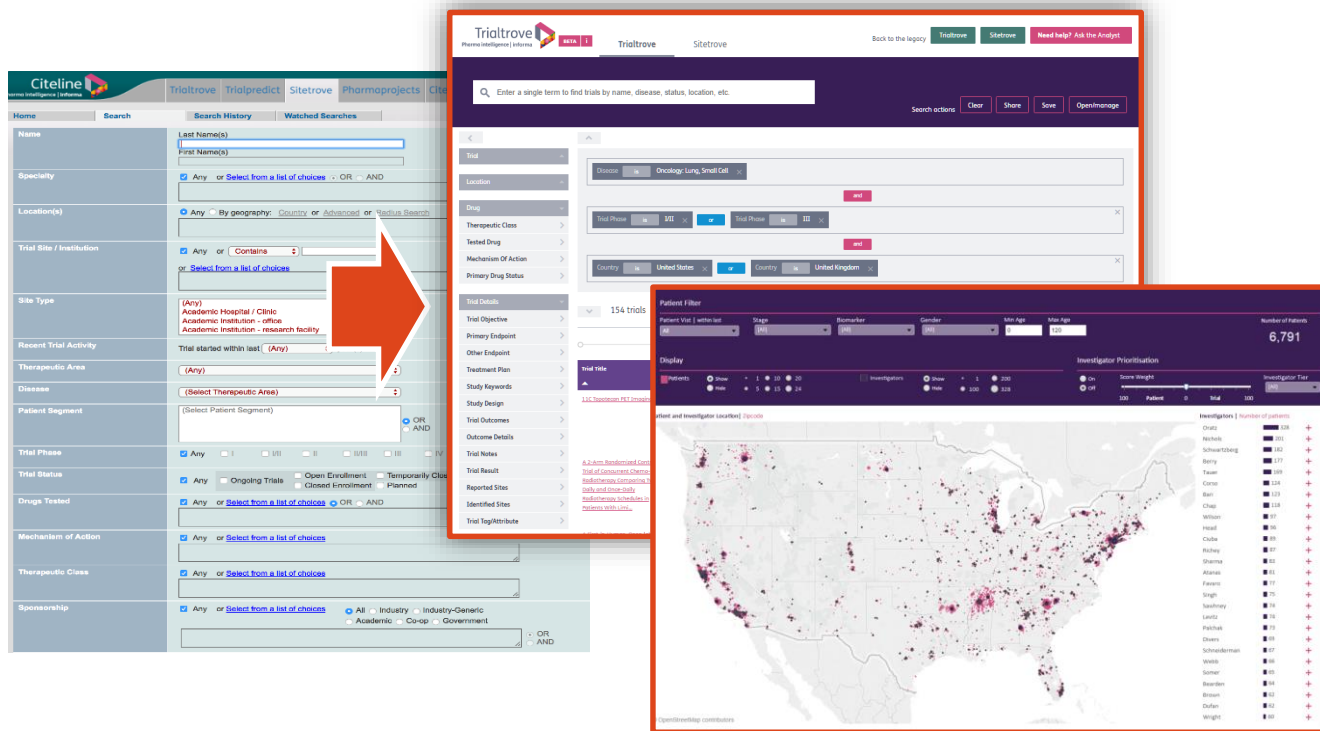


PHARMA: TRIALTROVE PRODUCT & GAP ENHANCEMENT

PRODUCT



CUSTOMERS



- Intelligence, data and analysis on completed and ongoing clinical trials
- Informs critical R&D strategy decisions
- Market leading solution in all major Pharma's and clinical research organizations (CROs)

- GAP funded platform rebuild, developed in conjunction with customers
- Enhanced capabilities preserve and extend market leadership position
- Includes APIs to embed in customer platforms

PHARMA: GAP INVESTMENT

PHARMAPREMIA: MONETIZING OUR DRUG DATA FOR PREDICTIVE ANALYTICS



Enables rapid evaluation of drug success rates and helps manage R&D portfolio risk across full range of pharma players for different disease trials



Marketing Services Opportunity

Kate Spellman
President, Marketing Services



BUSINESS INTELLIGENCE GROWTH OPPORTUNITY

HELPING CUSTOMERS MAKE BETTER DECISIONS FASTER

CORE REVENUE:
SUBSCRIPTIONS
(75%+ revenue)

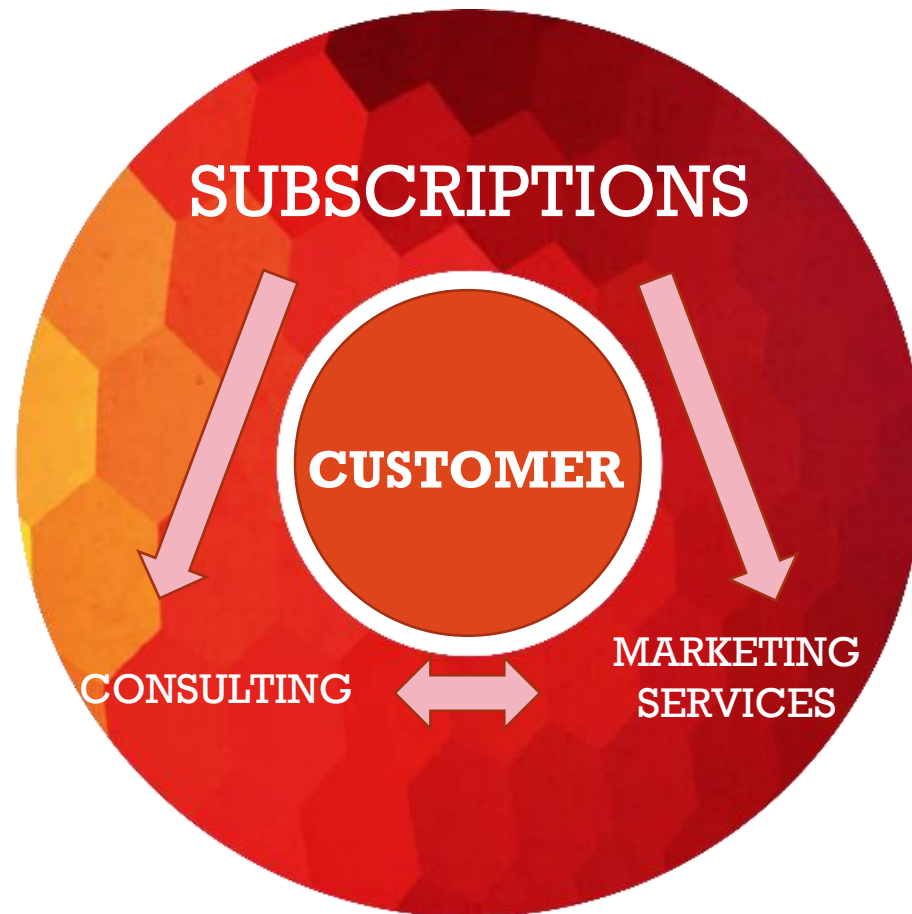
- Intelligence
- Insight

CONTINGENT REVENUES:
MARKETING SERVICES
(10%+ revenue)

- Content
- Audience
- Brand

CONSULTING
(5%+ revenue)

- Custom market research
- Expert market analysis
- Strategic market advice



OUR APPROACH

1. Deepen and expand **client relationships** from traditional advertising to marketing campaigns built on audience reach
2. Leverage our brands and scale to develop **advantaged capabilities** versus competitors (audience knowledge)
3. Offer **full capabilities** to enable **turnkey programs** and make it easy for our customers
4. Focus on integrated, **high value** programs that:
 - Don't compete with agencies
 - Have high margin
 - Scale and renew
 - We can deliver

PRODUCT/SERVICES SOLUTIONS FOR MARKETING REVENUE

Advertising



Ads are designed to drive engagement and awareness

- **Display:** generic banner ads
- **Native:** ads embedded within a site providing a high degree contextual relevance
- **Targeted:** placing ads to a clearly defined audience based on first party data (e.g. eNewsletters)
- **Direct:** variety of media to communicate directly to customers (e.g. email)
- **Print:** print advertising solutions (e.g. Supplements)

Content Marketing



Creating and distributing valuable, relevant content to attract, engage and retain a clearly-defined audience (measurability/ROI)

- Social media
- Case studies
- Blogs
- White papers, essential guides
- Microsites
- Research reports
- Website content
- Data solutions
- Video
- Webinars/webcasts
- Campaign management

Events



Event related marketing either through the organisation of industry relevant events or through sponsorship (online & in-person)

- In-person events (e.g. award ceremony, conference, gala etc.)
- Virtual events
- Event sponsorship
- Streaming video

AUDIENCE

demos, segmentation, insight, intent, consumption

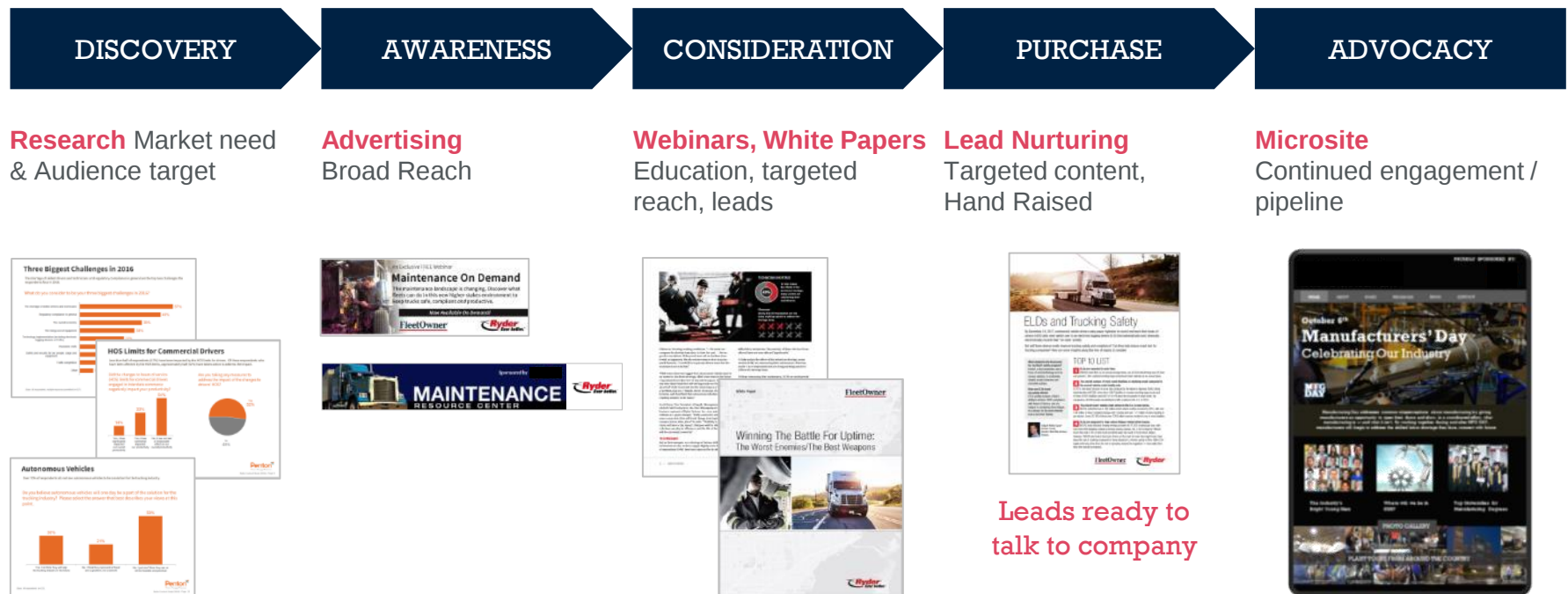
CASE STUDY

EXAMPLE: Large manufacturing company launching new product

NEED: To fill sales pipeline

Pipeline fulfillment ongoing

Program

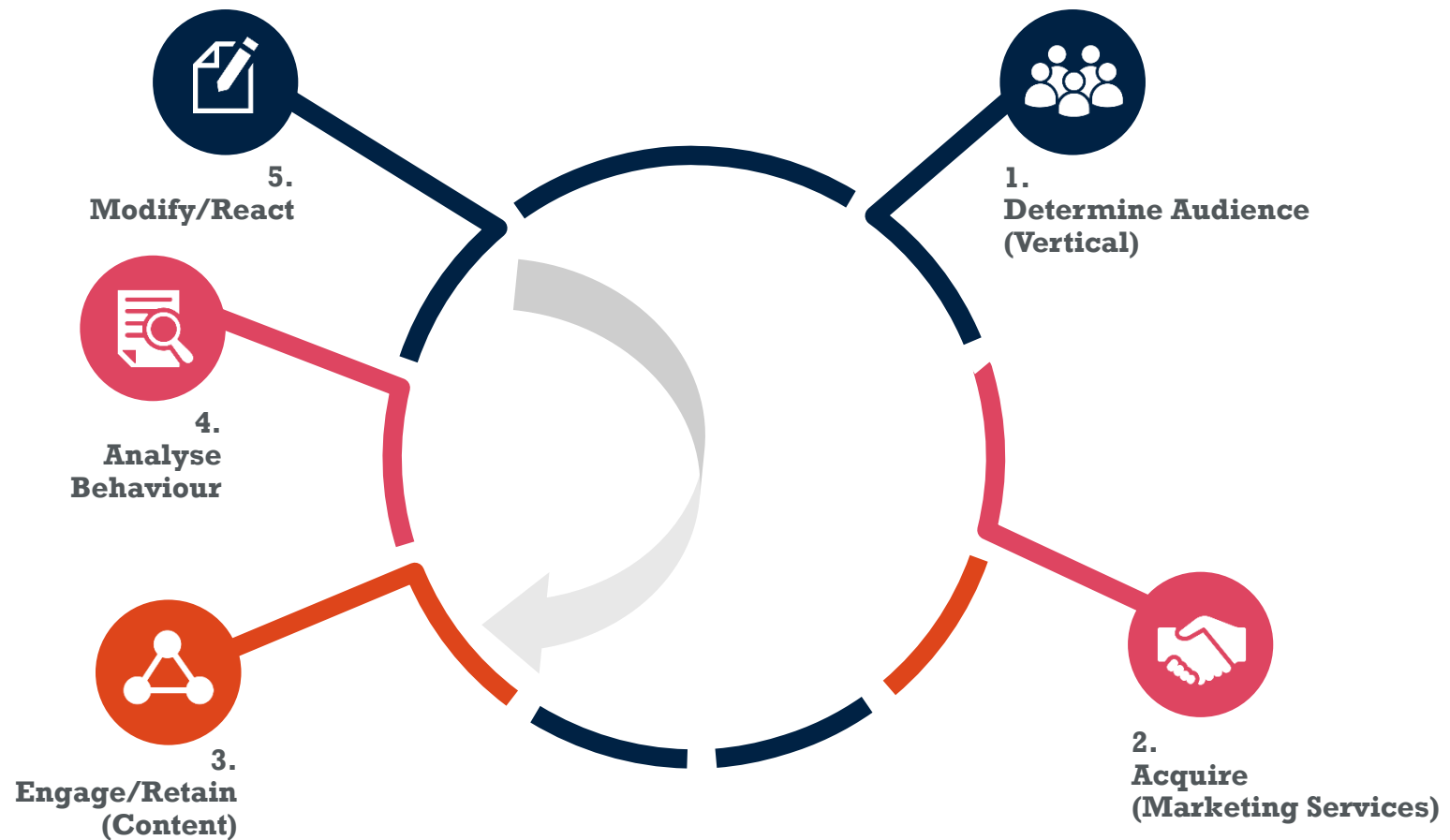


OUR ADVANTAGE



AUDIENCE AT THE CENTER

ENGAGEMENT PROCESS



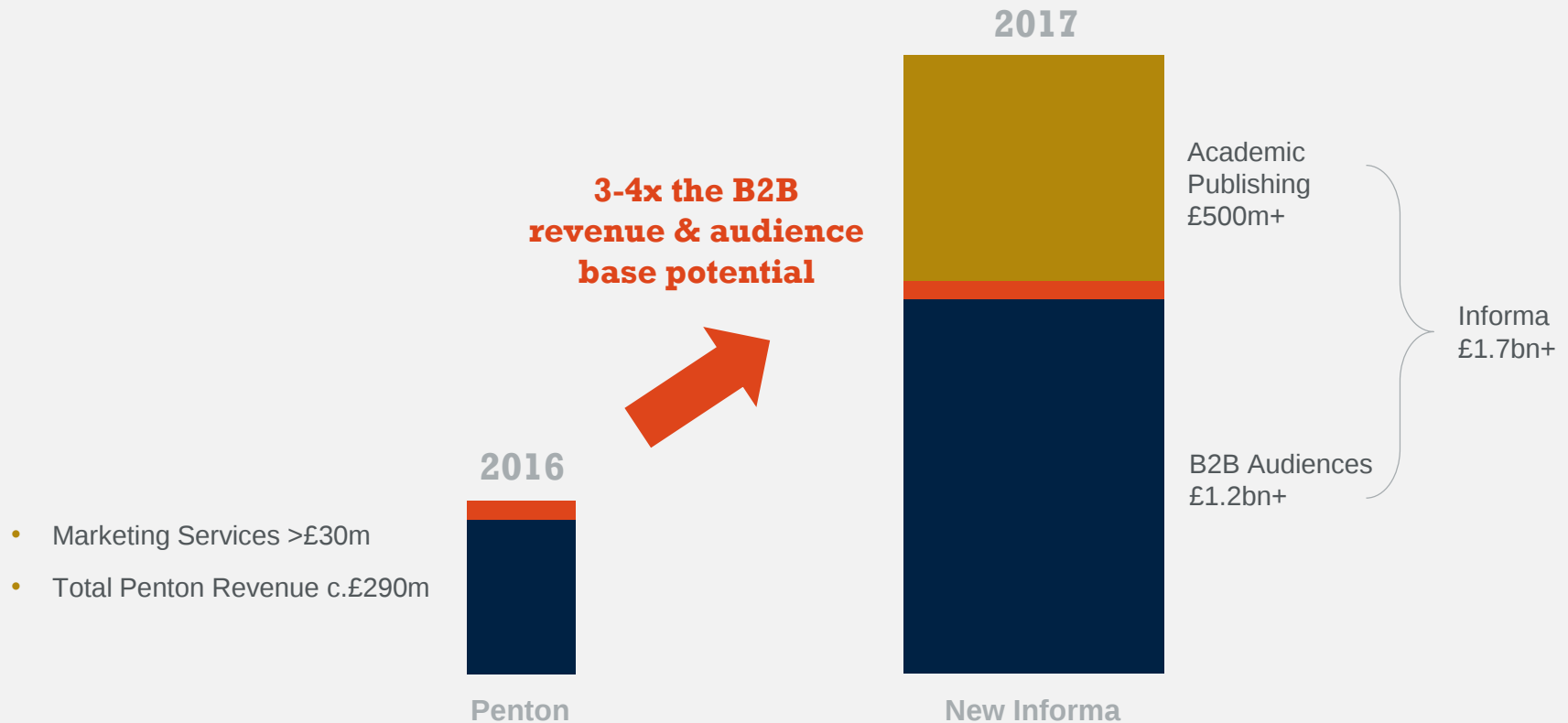
Informa Marketing Services

GLOBAL POWERHOUSE OF BRANDS WITH DEEP AUDIENCE RELATIONSHIPS



MARKETING SERVICES POTENTIAL AT INFORMA

Incremental revenue opportunity from monetising existing B2B audiences and relationships:





Future Growth & Opportunity

Patrick Martell
CEO Business Intelligence



FULLY COMBINED INFORMA AND PENTON

PROGRESS

- Integration ahead of plan
- Synergies on track
- People & culture fit
- Penton brand
- Full systems integration underway
- Operating and reporting as a single business

CONTRIBUTION

- Strong niche brands
- Subscription assets
- Market leading events
- Digital brands and expertise
- Marketing Services capability and capacity
- US scale

OPPORTUNITIES

- Informa subscription expertise
- Scale in growth verticals
- Cross marketing of products
- Operating efficiencies
- Monetisation of Informa audiences/relationships
- International expansion and geo-cloning

AHEAD OF INTEGRATION PLAN AND FUTURE GROWTH OPPORTUNITIES

THE FUTURE OPPORTUNITY FOR BUSINESS INTELLIGENCE

3%+

Consistent underlying revenue growth



Adjusted operating margins
with higher growth

US

Further increase scale in largest market

Marketing

Fully exploit Marketing Services
opportunity

Consulting

Incremental revenue and strengthened
customer relationships

Product

Maintain consistent investment
in product development

Tech

Stay ahead of technology development
and platform enhancements

Talent

Consistent investment in people,
training and opportunities

Verticals

Maximise growth opportunity
in new verticals

PREDICTABLE, GROWING, CASH GENERATIVE INFORMATION SERVICES BUSINESS

2017 INFORMA INVESTOR DAY: AGENDA

Stephen A. Carter
Group Chief Executive
Gareth Wright
Group Finance Director

Patrick Martell
CEO, Business Intelligence

Gary Nugent
MD, Business Intelligence

Lara Boro
MD, Business Intelligence

Kate Spellman
President, Marketing Services

Andrew Mullins
CEO, Knowledge & Networking

Simplify, Focus, Grow

Anna Chrisman
MD, Life Sciences

Carolyn Dawson
MD, TMT

Charlie McCurdy
CEO, Global Exhibitions

Fred Linder
MD, Global Health & Nutrition Network

Stephen A. Carter
Group Chief Executive

KNOWLEDGE & NETWORKING: SIMPLIFY, FOCUS, GROW

SPEAKERS



Andrew Mullins

CEO Knowledge & Networking



Anna Chrisman

MD Life Sciences



Carolyn Dawson

MD TMT

TOPIC

Knowledge & Networking

Simplify, Focus, Grow

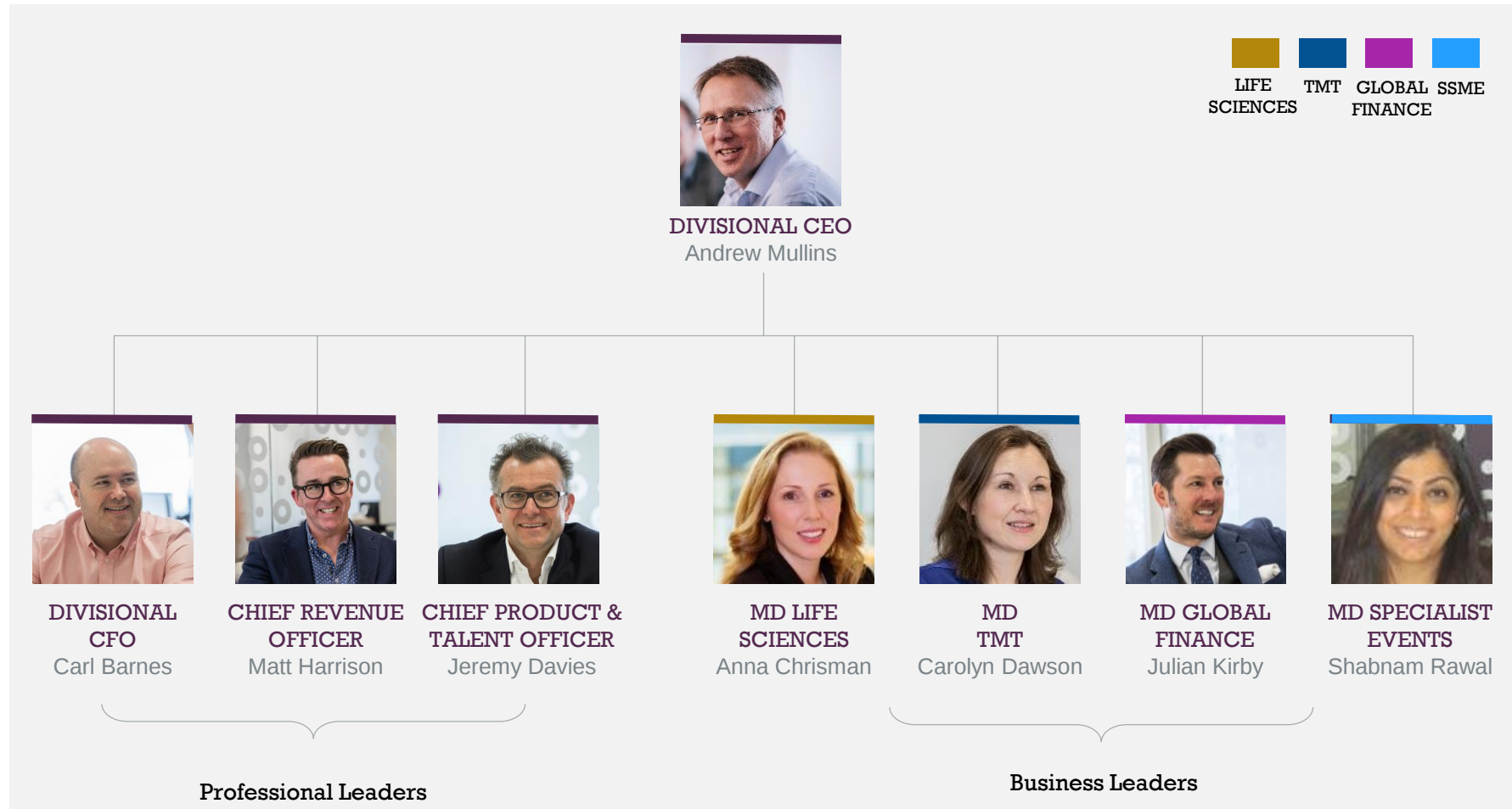
Vertical profile

Life Sciences

Vertical profile

TMT

OPERATING STRUCTURE: ORGANISED AROUND VERTICALS



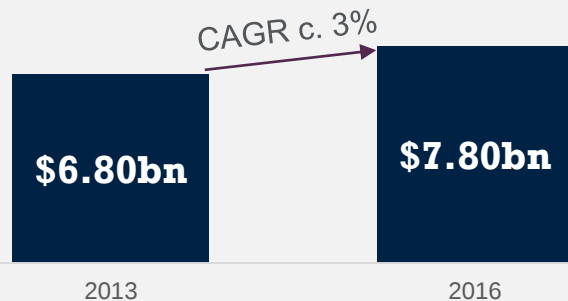
THE MARKET AND OUR BUSINESS

MARKET CHARACTERISTICS

- Face-to-Face
- Content-driven events
- Large, diverse and competitive market
- International
- Cyclicity

MARKET GROWTH

US spend on B2B lead generation through conferences



Source: Outsell, Informa

OUR BUSINESS

- Organised around Verticals: TMT, Life Sciences, Global Finance + SSMEs
- Refocused on High Impact Event Brands
- Community engagement model
- Content with high utility and monetary value
- Delegate, Sponsorship & Partnership revenues

OUR VERTICALS AND BRANDS



*Specialist Subject Matter Events

KNOWLEDGE & NETWORKING SNAPSHOT

The Knowledge & Networking Division organises content-driven events and programmes that provide a platform for communities to meet, network and share knowledge.

£250M+
Revenue

£40M+
Adj. Op

c.1200
Events

150k+
Delegates

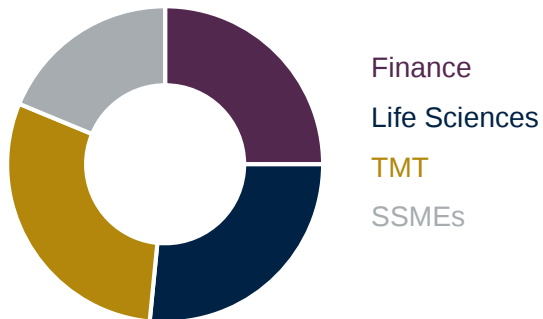
-4%
Organic growth in 2016

10-15%
Group Revenue

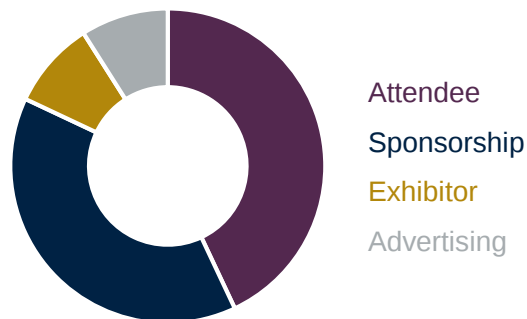
60
Countries where run events

1000+
Colleagues

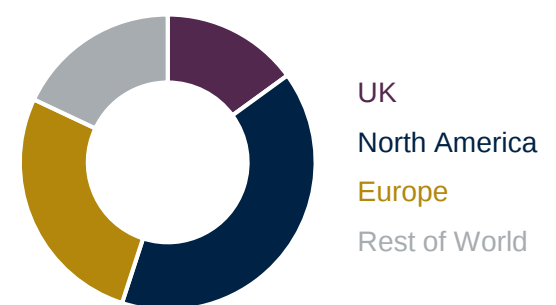
REVENUE BY VERTICAL



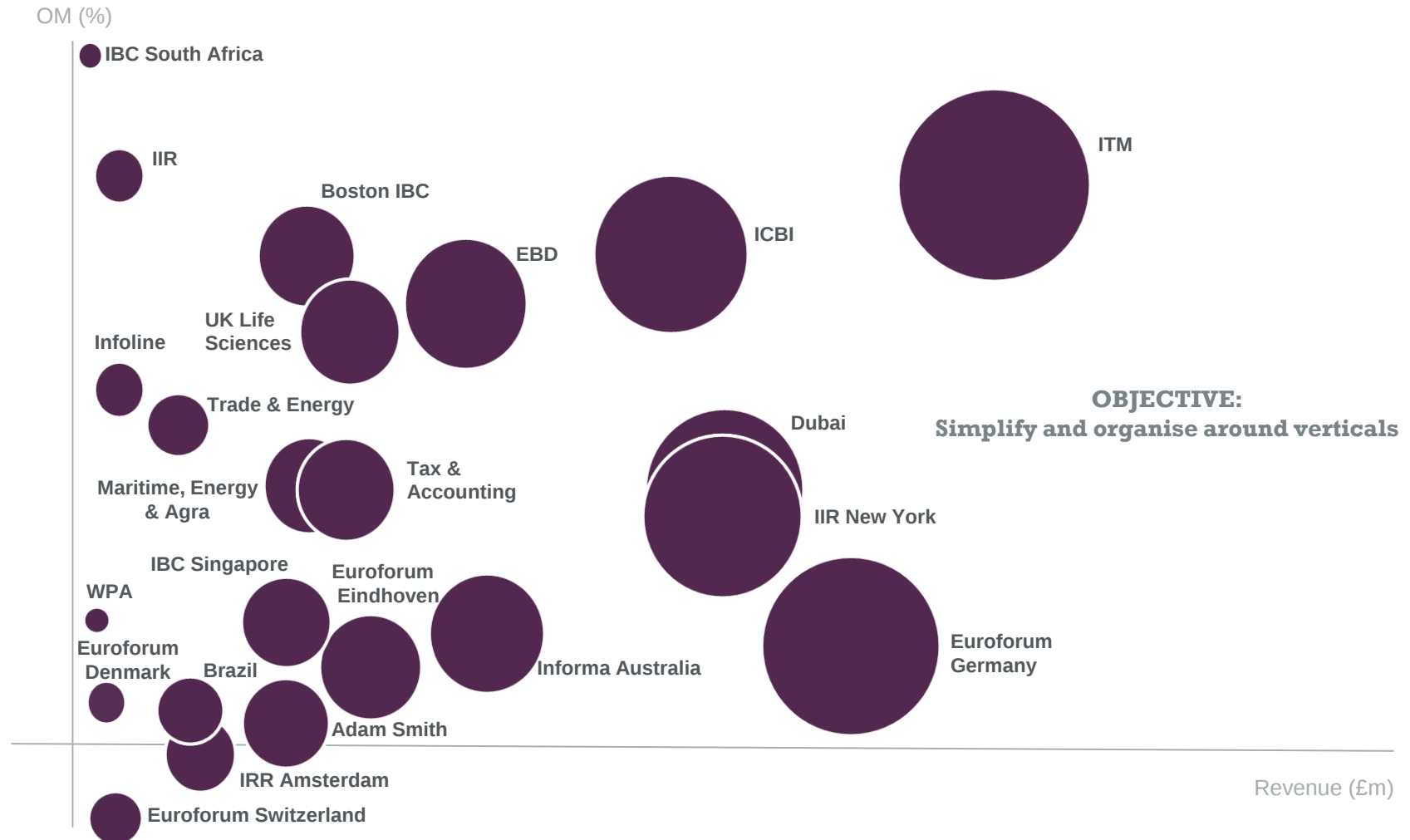
REVENUE BY TYPE



REVENUE BY REGION

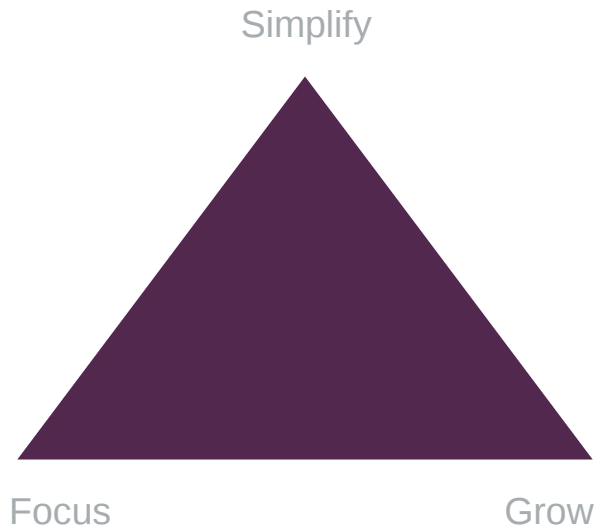


SIMPLIFY, FOCUS, GROW: HISTORICAL DISTRIBUTED PORTFOLIO

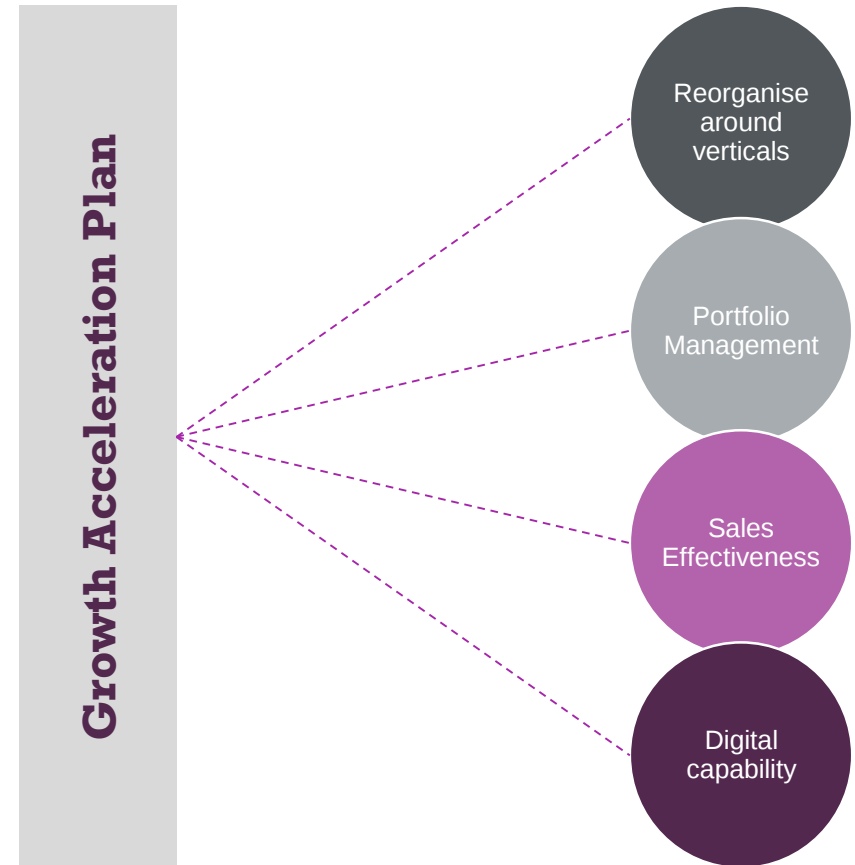


2014-2017 GROWTH ACCELERATION PLAN

APPROACH



KEY INITIATIVES



FOCUS, SIMPLIFY, GROW: OPERATIONAL FITNESS

2013

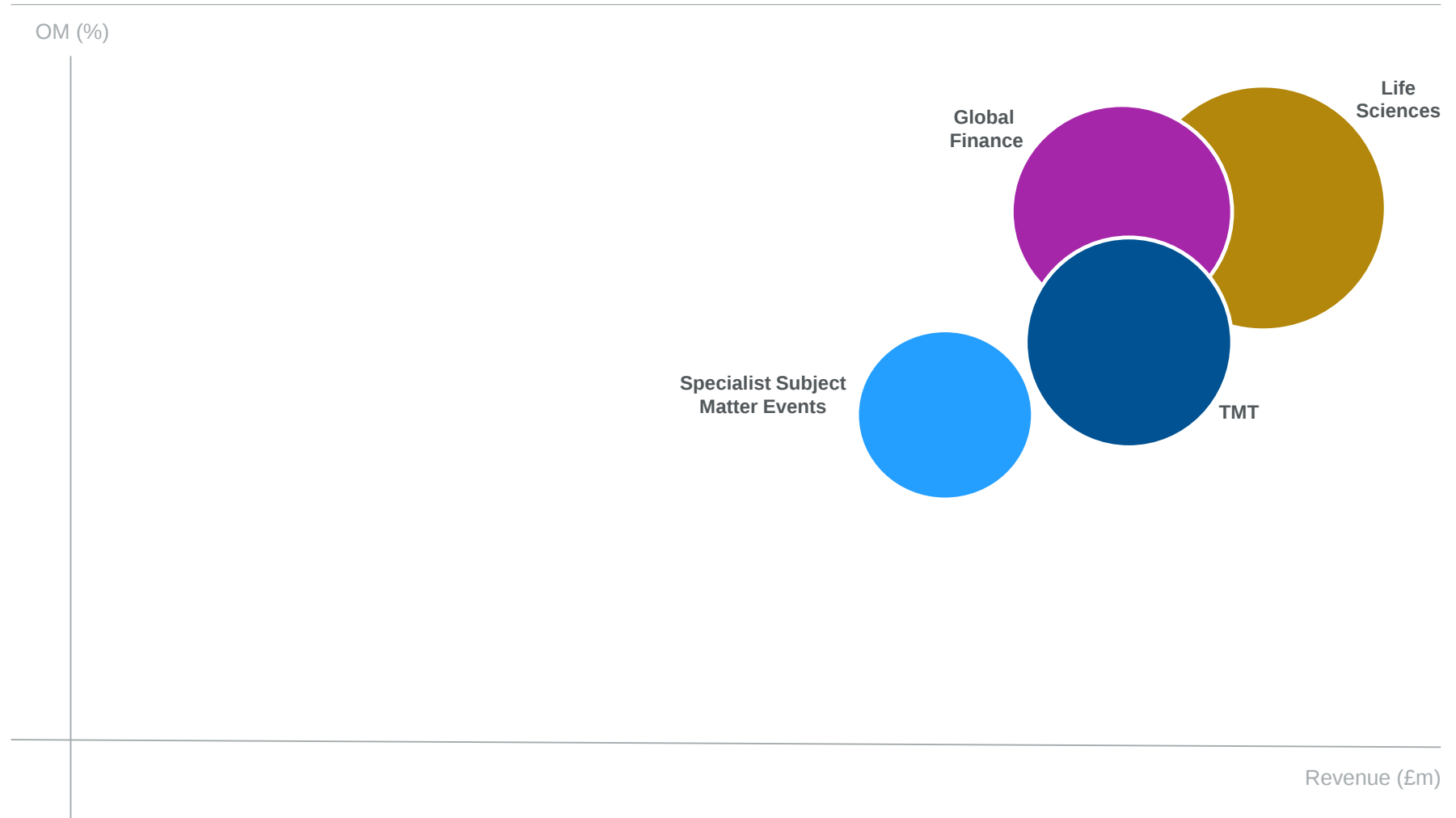


2017



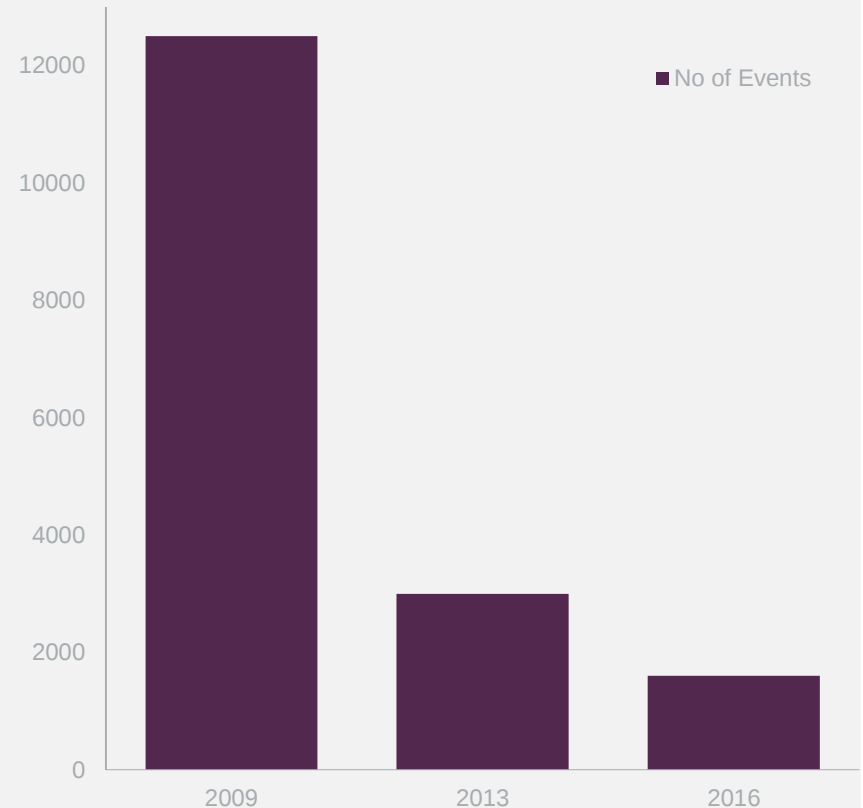
- | | |
|---|---|
| <ul style="list-style-type: none"> • Archipelago of businesses | <ul style="list-style-type: none"> • Single business organised around verticals |
| <ul style="list-style-type: none"> • Multiple verticals, multiple languages and multiple geographies | <ul style="list-style-type: none"> • Focus on key verticals with three main operational hubs (US, Europe, Dubai) |
| <ul style="list-style-type: none"> • Multiple, separate P&Ls | <ul style="list-style-type: none"> • One unified 8-person Operating Board |
| <ul style="list-style-type: none"> • In year profit-share incentives | <ul style="list-style-type: none"> • Growth oriented, target-based incentives |
| <ul style="list-style-type: none"> • Limited investment | <ul style="list-style-type: none"> • Focus, refresh and investment in event experience |
| <ul style="list-style-type: none"> • Limited revenue/customer performance data | <ul style="list-style-type: none"> • Customer analytics and CRM platform |
| <ul style="list-style-type: none"> • Minimal focus on technology | <ul style="list-style-type: none"> • Refreshed platforms, digital platform and marketing capabilities |

ORGANISE AROUND VERTICALS



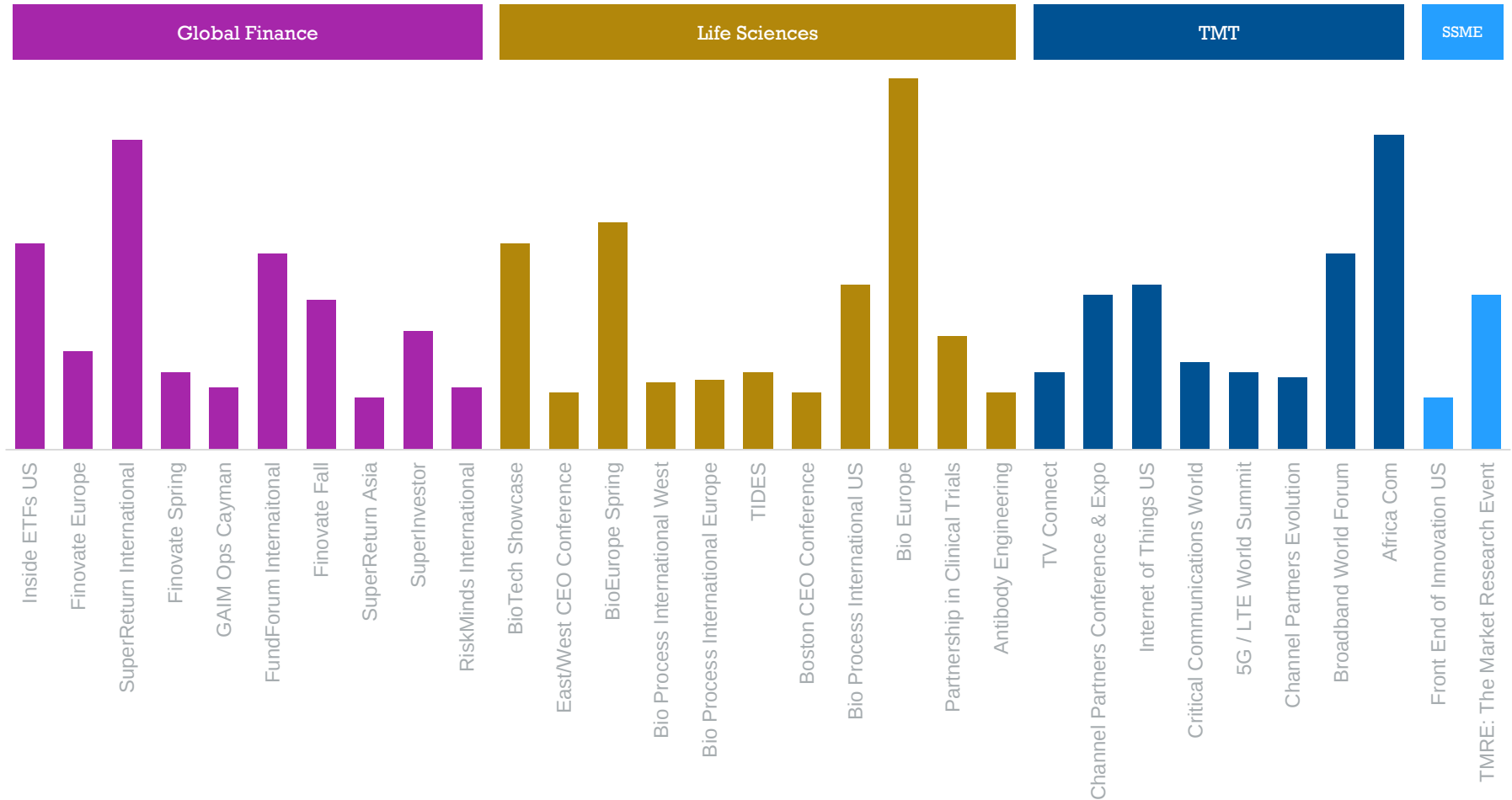
PORTFOLIO IMPROVEMENT

- Focus on high impact event brands – cut in volume output from 12,000+ events per year to <1000
- Targeted exit from regional domestic conference businesses:
 - Spain
 - Portugal
 - South Africa
 - Netherlands – Amsterdam
 - Netherlands - Eindhoven
 - Sweden
 - Denmark
 - Russia
 - Brazil
 - Germany & Switzerland (in process)
 - Singapore (in process)
 - Australia (commenced)



FOCUS ON HIGH IMPACT EVENT BRANDS IN VERTICALS

Top 30 Events = c. 32% of event revenue*



SALES EFFECTIVENESS AND DIGITAL CAPABILITY

SALES EFFECTIVENESS

- Commercial directors and key accounts
- New remuneration structure – rewarding short and medium term performance
- Customer needs and benefits driven
- Salesforce implementation: campaign planning, transparency and forecasting
- Tools and training to drive productivity
- Sales collateral and pricing capabilities

**SALES PEOPLE NOW SPEND
THEIR TIME SELLING**

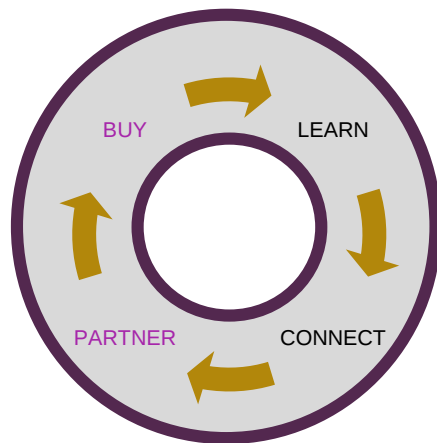
DIGITAL CAPABILITY

- Year round customer engagement
- Enhanced digital experience with online payment capability
- Specialist talent: insight, campaign excellence, digital content marketing and agile development
- Standards and best practise for Content Marketing, SEM, SEO, PPC, Paid Social etc.
- New business models for further exploitation across the platform

**DIGITAL AS A MARKETING AND
ENGAGEMENT PLATFORM**

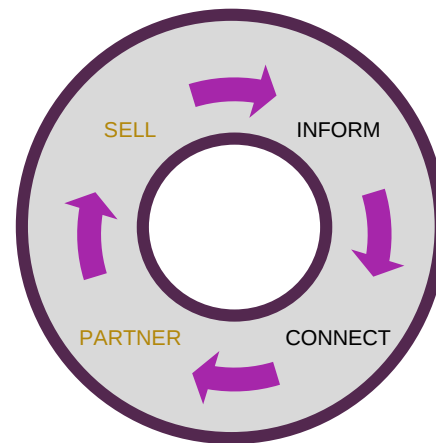
FROM TRANSACTION TO COMMUNITY ENGAGEMENT MODEL

2014



Attendees/audience

Delegate
Revenues



Customers

Sponsorship & Exhibition
Revenues

**RESTRICTED TRANSACTIONAL
F2F REVENUE MODEL**

2017 +

Customer & Audience Need	F2F Products	Digital Products
LEARNING & SHARING (<i>Insight Gathering</i>)	- Public Training - Onsite Training - SME Speakers - Workshops	- Digital Training - eNewsletters - White Papers - Blogs/Vlogs - Podcasts
CONNECTING (<i>Brand Building, Thought Leadership & Lead Generation</i>)	- Sponsorship/Branding - Exhibition Stands - Informal Networking	- Webinars - Native Advertising - Custom Research
PARTNERING	- Structured Networking - VIP Sessions	Digital Communities
TRANSACTIONING	1-2-1 Meetings	Ecommerce

**ENGAGEMENT-BASED, F2F, DIGITAL AND
KEY ACCOUNT-LED REVENUE MODEL**

THE NEW KNOWLEDGE & NETWORKING DIVISION

FEATURES OF OUR VERTICALS

Growth
International
Technology
Innovation
Sub-communities
Horizontal links

FEATURES OF OUR BUSINESS

Community brands
Specialist content
Relationships
Partnering
High engagement
Customer insight

MULTIPLE REVENUE STREAMS

Delegates
Sponsors & exhibitors
Partnering
Presenter/demo
Marketing services
Learning/academies

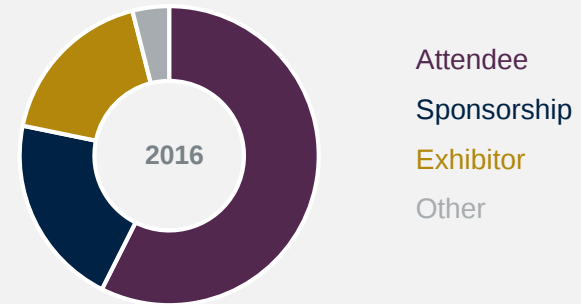
ATTRACTIVE AND SUSTAINABLE MODEL FOR FUTURE GROWTH

GLOBAL FINANCE VERTICAL SNAPSHOT

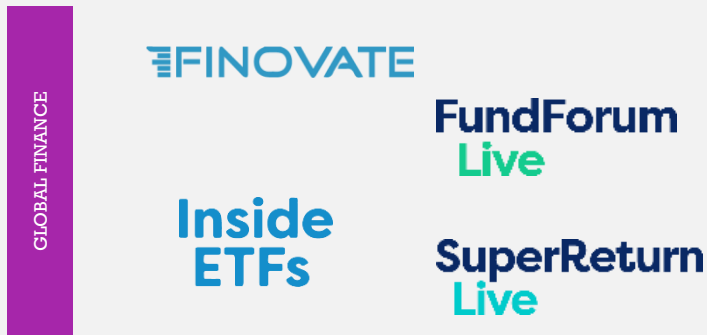
FINANCE VERTICAL CHARACTERISTICS

- Large and growing
- International financial markets
- Defined, niche communities
- Technology disruption
- Product innovation

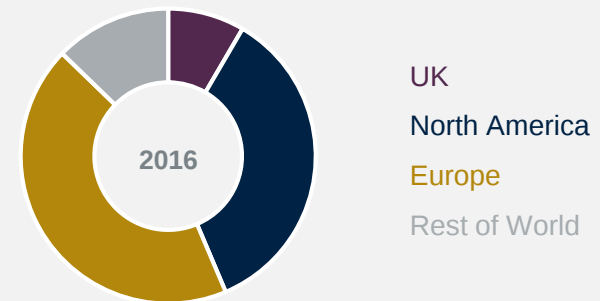
REVENUE MIX



KEY BRANDS



GEOGRAPHIC FOOTPRINT





Life Sciences Vertical

Anna Chrisman
MD Life Sciences

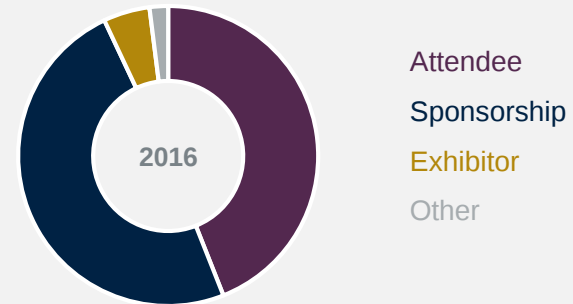


LIFE SCIENCES SNAPSHOT

LIFE SCIENCES VERTICAL CHARACTERISTICS

- Rising global healthcare investment
- Scientific progress and discovery
- Defined niche communities
- Investment in R&D and innovation
- Collaboration, knowledge exchange and open source solutions

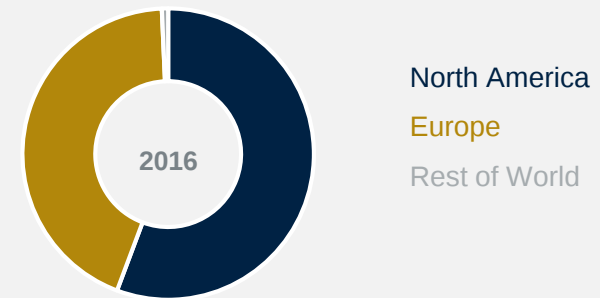
REVENUE MIX



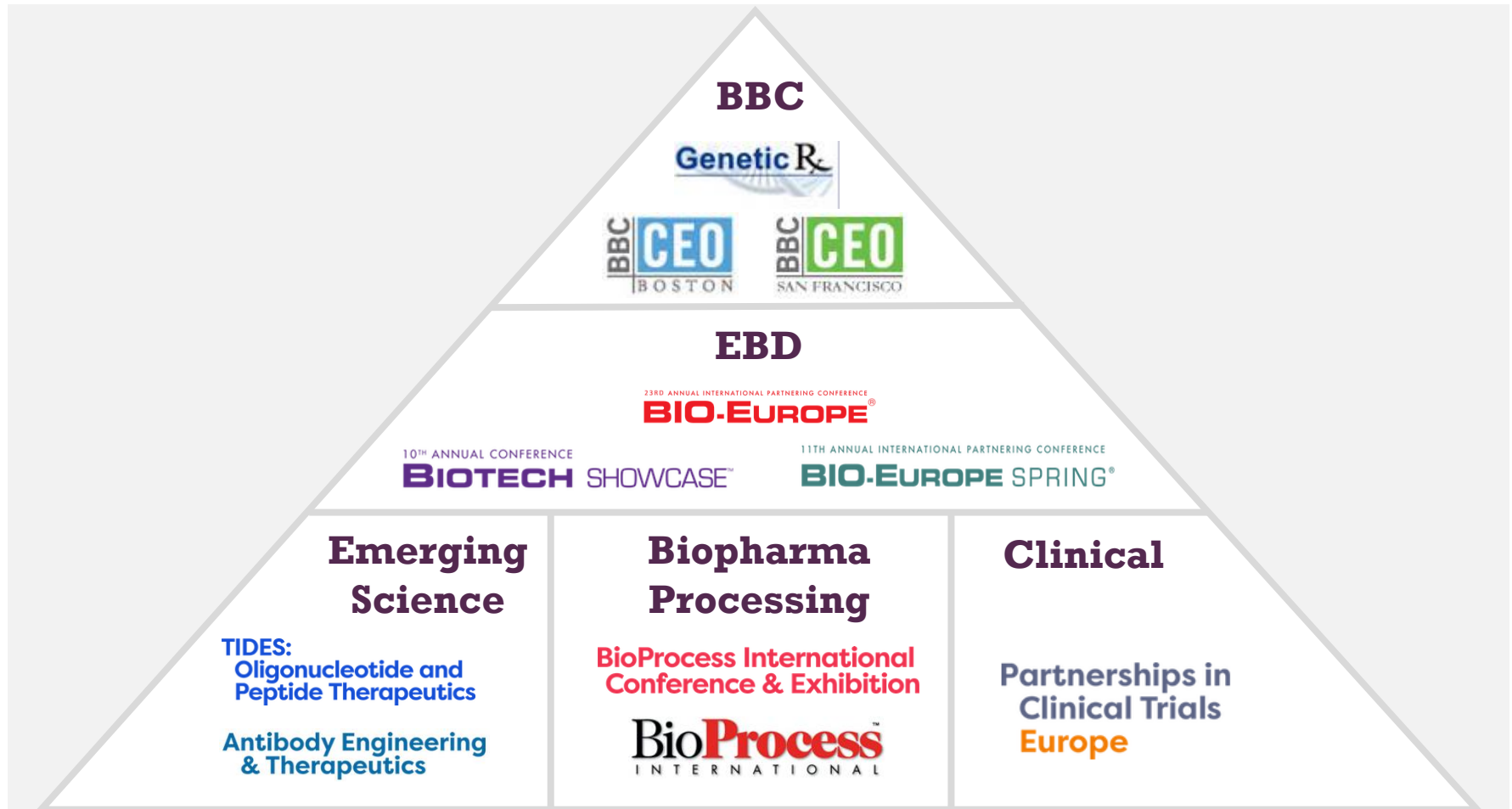
KEY BRANDS



GEOGRAPHIC FOOTPRINT



LIFE SCIENCES: CATEGORIES AND BRANDS



EBD GROUP PROFILE

7

International brands

\$20M+

Revenue

50K+

Meetings

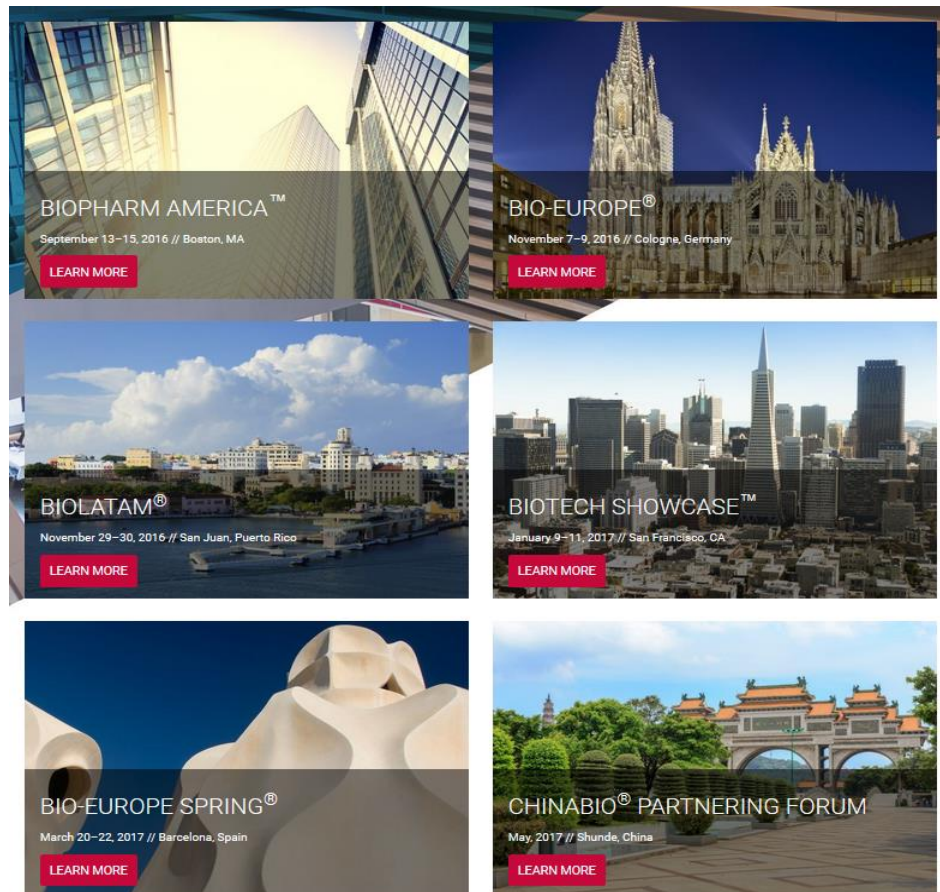
34K+

Attendees

16K+

Companies

- Attractive vertical – Biotech growth
- Unique model – lead generation through Partnering
- Effective, targeted and valuable networking
- PartneringOne proprietary software platform
- Very high retention rates
- Consistent levels of growth



VALUE THROUGH PARTNERING

“

...the best opportunity to meet people and expand the network creating new relationships...

...one of the essential events to attend, Partnering is the way to go...

Companies with a certain maturity need to attend...

One of the certainties of my calendar...



Perfect networking opportunities via PartneringOne...

What can I say...I met with Bayer, MSD, Merck, JNJ, SGS, Capital Health, Quintiles IMS, Covance...where else could I do that?

”

FESTIVALS: BIOTECH WEEK BOSTON

Host	Event/Activity	Monday Sept. 25	Tuesday Sept. 26	Wednesday Sept. 27	Thursday Sept. 28
KNect 365	BioProcess International Conference & Exhibition				
	Cell & Gene Therapy Bioprocessing & Commercialization				
	Viral Safety				
	Clinical Developments in Cell & Gene Therapy				
	BWB Festival Keynotes				
	Brewery Tour/Offsite Excursions				
	Celebration of Science				
	Women's Dinner				
	Battle of the Bands				
EBD GROUP	BioPharm America				
	Start-up Pitch Competition				
BOSTON BIOTECH CONFERENCES	Cell & Gene Therapy CEO				
BioPharma EXECUTIVE COUNCIL	Diversity Panel				
xconomy	Boston Life Sciences Disruptors				
	Xconomy Awards at Biotech Week Boston				
MassBio	CRO/CMO Symposium				

KEY FACTS

- 4500 attendees
- Scientists, investors, technologists and executives from 37+ countries
- 6 content driven events, one partnering meeting, numerous joint social & networking components
- 450+ speakers
- 300+ exhibitors
- 2500+ one-to-one meetings
- Celebrating advances in science, showcasing the Boston life science community



TMT Vertical

Carolyn Dawson
MD TMT

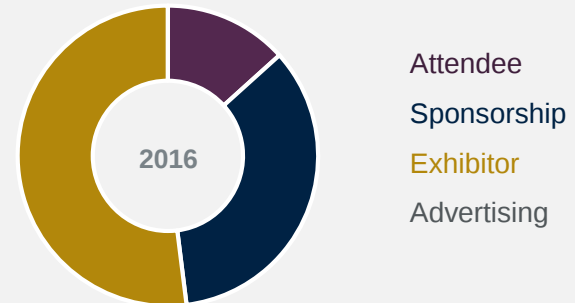


TMT SNAPSHOT

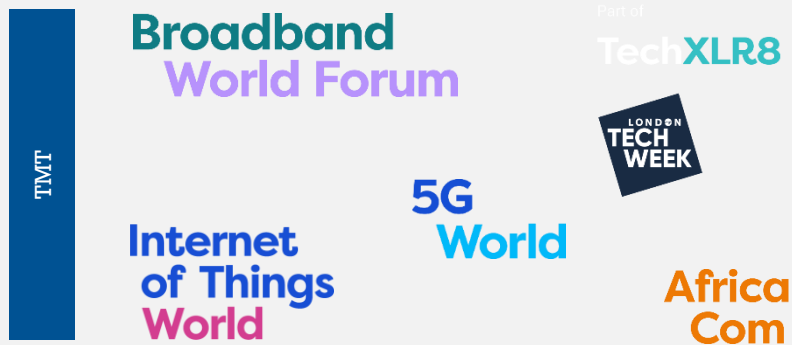
TMT VERTICAL CHARACTERISTICS

- Growing global industry
- Defined niche communities
- Technology convergence and change
- Internet of Things growth
- High levels of innovation

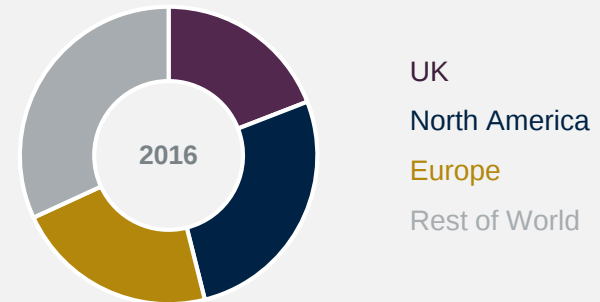
REVENUE MIX



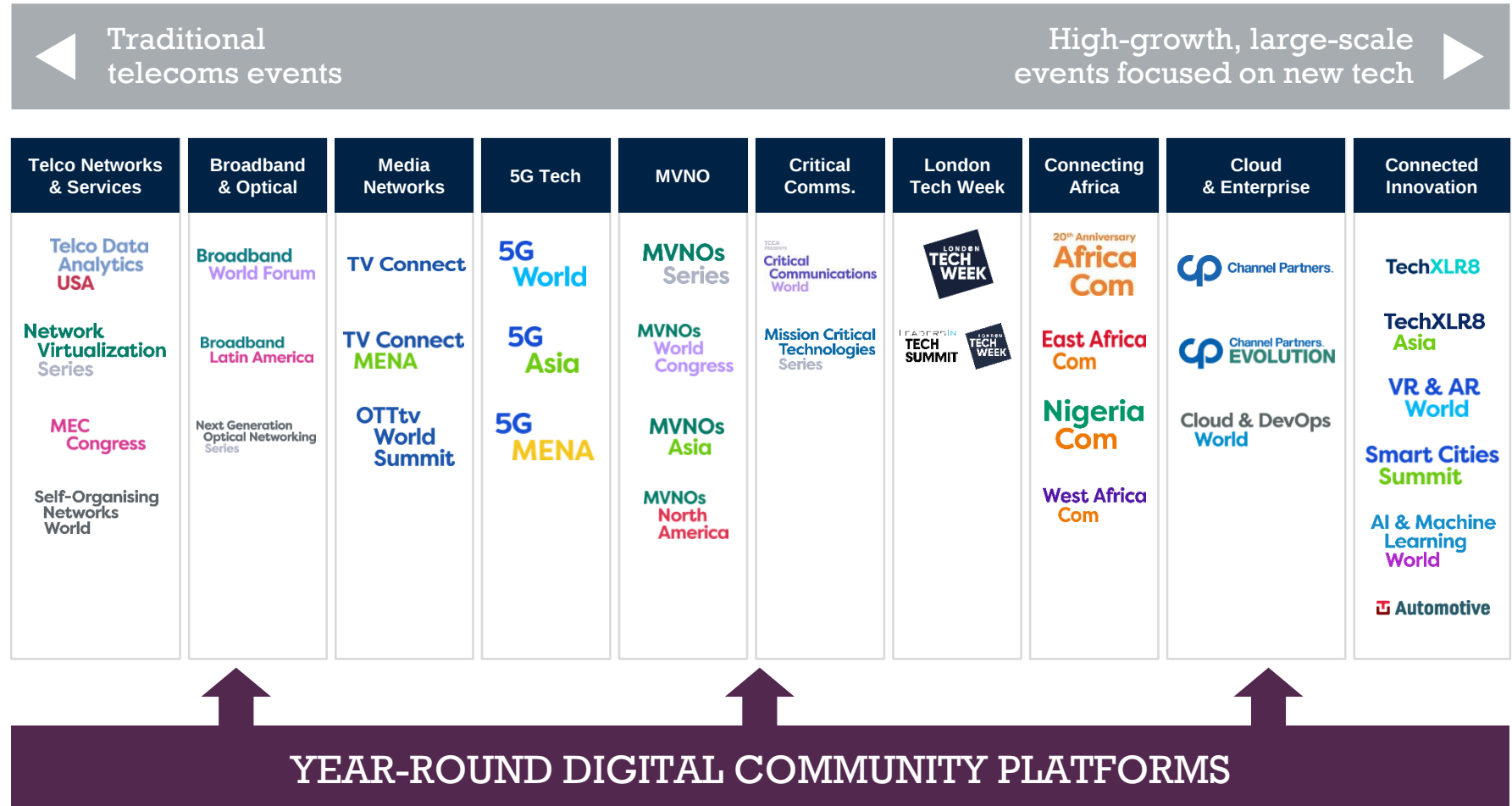
KEY BRANDS



GEOGRAPHIC FOOTPRINT



TMT VERTICAL: CATEGORIES AND BRANDS



NEW LAUNCHES: INTERNET OF THINGS WORLD

WORLD'S LARGEST IoT audience

Internet of Things World

- 25,000+ attendees
- 18 events
- In 8 countries

IN-PERSON EVENTS

DIGITAL REACH



Internet of Things
INSTITUTE™

- Database of 23M+
- 12 verticals / industries
- 15,000+ IoT leads produced for clients in 2016

IoT BRAND PORTFOLIO

Internet of Things World

May 16-18, 2017
Santa Clara, CA

Connected Cars & Autonomous Vehicles

May 16-18, 2017
Santa Clara, CA

Internet of Things World Europe

June 13-15, 2017
Excel, London

Internet of Things World Asia

October 3-5, 2017
Marina Bay Sands, Singapore

Enterprise IoT World

October 16-17, 2017
McCormick Place, Chicago

Smart Cities Summit

October 16-17, 2017
McCormick Place, Chicago

Blockchain 360

October 23-24, 2017
InterContinental, NYC

IoT Security Summit

October 23-24, 2017
InterContinental, NYC

Apps World San Francisco

October 29 – November 1, 2017
San Francisco, CA

Smart Home Summit

November 15-16, 2017
Crowne Plaza, Palo Alto

IoT Data & AI Summit

November 15-16, 2017
Crowne Plaza, Palo Alto

IoT
informa

FESTIVALS: LONDON TECH WEEK PROFILE

	Monday	Tuesday	Wednesday	Thursday	Friday
Opening Ceremony					
200+ Crowd Sourced events across the city					
LeadersIn Tech Summit					
TechXLR8		VRAR: Connected Cars: IoT Europe: 5G: Cloud & DevOps: Apps World: Kairos: AI Summit			
London Tech Week Academy					
DRL Drone Racing					
Prince's Trust Gala Dinner					
Tech Week Awards Europa's					
Festival Concert @ Wembley Arena featuring Hans Zimmer					
TechXLR8 Awards					
Tech Week TV	TechX365.com				



LEADERSIN
TECH
SUMMIT



TechXLR8



SUPPORTED BY Google

LONDON
& PARTNERS

SUPPORTED BY
MAYOR OF LONDON





Future Growth & Opportunities

Andrew Mullins
CEO Knowledge & Networking



FUTURE GROWTH & OPPORTUNITIES

Steady

Underlying revenue growth



Adjusted Operating Margin

Focus

Strengthen core vertical positions

Customer

Broaden and deepen relationships

Network

Maximise networking and partnering

Data

Actionable insights from data capability

Digital

Community engagement,
content and revenue

Multiple

Revenue streams including
Marketing Services

X-Div

Cross-divisional revenue
opportunities

FOCUSED AND GROWING BUSINESS WITH MULTIPLE REVENUE STREAMS

STEPHEN A. CARTER
GROUP CHIEF EXECUTIVE

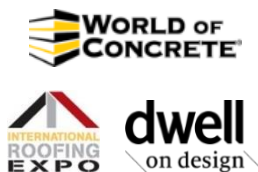
INTERNATIONAL EXPANSION

INTERNATIONAL EXPANSION THROUGH TARGETED M&A

GAP ACQUISITION STRATEGY

- | | |
|--|--|
| <ul style="list-style-type: none"> • US Exhibitions focus • International scale in verticals | <ul style="list-style-type: none"> • Focus on quality of assets, strategic fit • Target growth regions and verticals |
|--|--|

Construction & Real Estate



Health & Nutrition



Life Sciences



Agriculture



International Yachting



Beauty & Aesthetics



Pop Culture



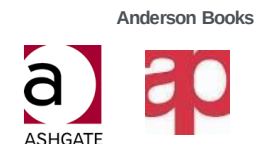
Transportation



Science, Tech & Medical

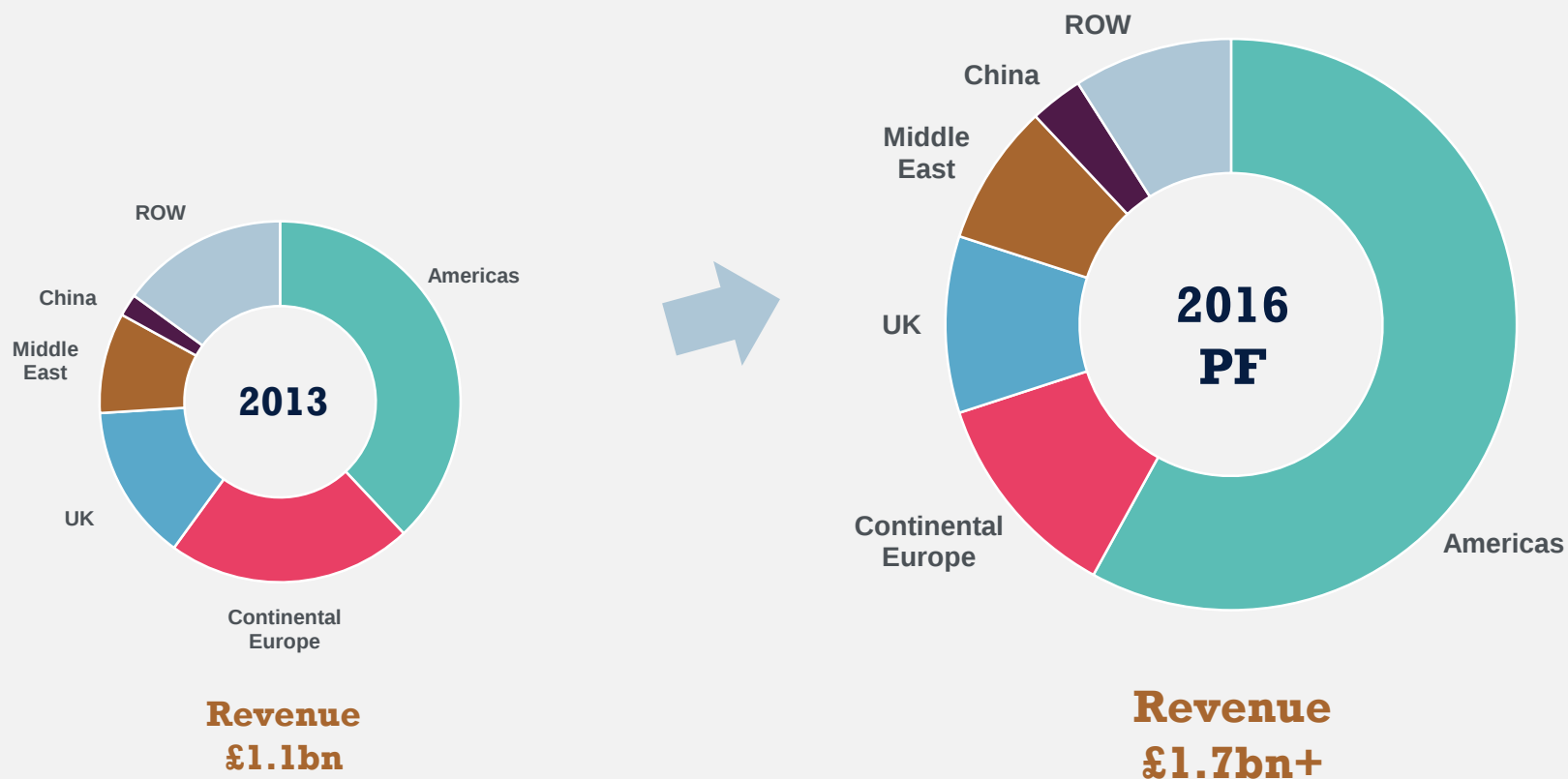


Humanities & Social Science



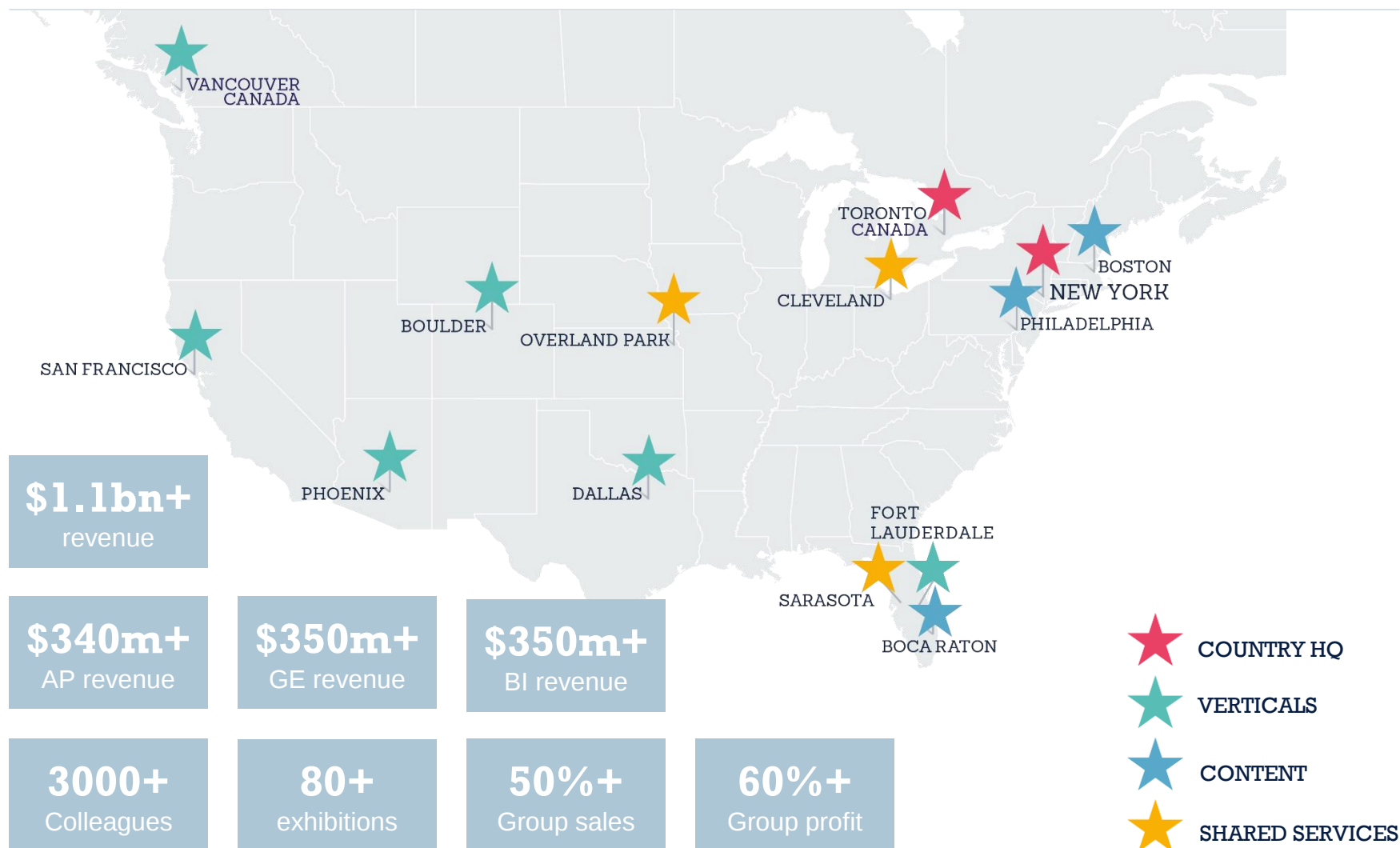
GEOGRAPHIC BALANCE AND BREADTH

Revenue by geography



Update figures?

GROUP'S NORTH AMERICAN BALANCE AND BREADTH



2017 INFORMA INVESTOR DAY: AGENDA

Stephen A. Carter
Group Chief Executive
Gareth Wright
Group Finance Director

Patrick Martell
CEO, Business Intelligence

Gary Nugent
MD, Business Intelligence

Lara Boro
MD, Business Intelligence

Kate Spellman
President, Marketing Services

Andrew Mullins
CEO, Knowledge & Networking

Anna Chrisman
MD, Life Sciences

Carolyn Dawson
MD, TMT

Charlie McCurdy
CEO, Global Exhibitions

Expansion, Growth and Scale

Fred Linder
MD, Global Health & Nutrition Network

Stephen A. Carter
Group Chief Executive

GLOBAL EXHIBITONS: EXPANSION, GROWTH AND SCALE

SPEAKERS



Charlie McCurdy
CEO Global Exhibitions



Fred Linder
MD Global Health &
Nutrition Network

TOPIC

Global Exhibitions

International Expansion, Growth and Scale

Vertical Profile

Health & Nutrition

THE MARKET AND OUR BUSINESS

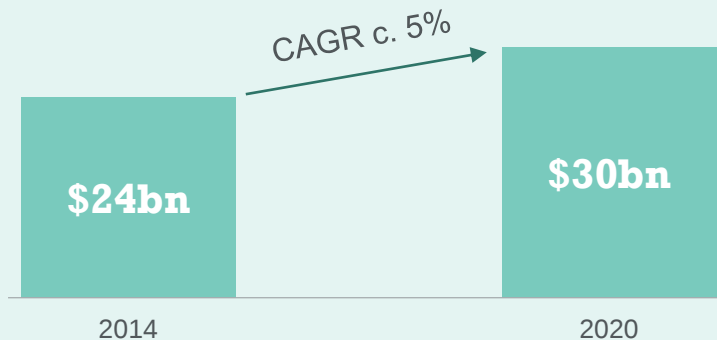
MARKET CHARACTERISTICS

- Face-to-Face
- Transaction-driven events
- Fragmented
- International
- Barriers to entry

OUR BUSINESS

- The Challenger Operator
- Top 3 organiser globally
- 14 of TSNN Top 250 US Exhibitions (excludes Agriculture and International Yachting Exhibitions)
- Revenue visibility and cash flow
- **Market Maker Strategy**

MARKET GROWTH



OUR VERTICALS AND BRANDS

CONSTRUCTION & REAL ESTATE



LIFE SCIENCES



AGRICULTURE



INTERNATIONAL YACHTING



HEALTH & NUTRITION



BEAUTY & AESTHETICS



GLOBAL EXHIBITIONS SNAPSHOT

The Global Exhibitions Division organises transaction-oriented Trade Shows and Exhibitions around the world, enabling specialist communities to meet face to face and conduct business.

£500M+

Revenue

£180M+

Adj. Op

c.200

Brands

1.9M SQM+

Exhibition Space

5%+

Underlying Growth

c.30%

Group Revenue

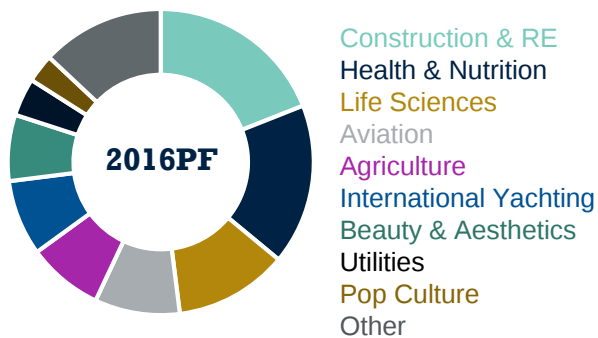
1100+

Colleagues

c.2M

Visitors

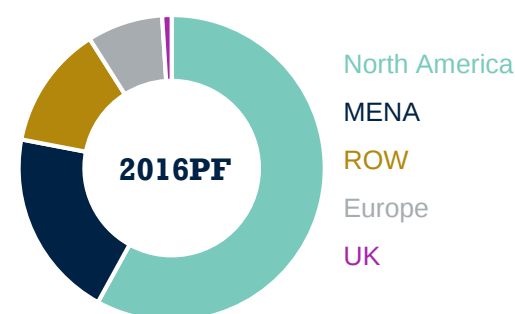
REVENUE BY VERTICAL



REVENUE BY TYPE



REVENUE BY REGION



2014-2017 GROWTH ACCELERATION PLAN

Objective

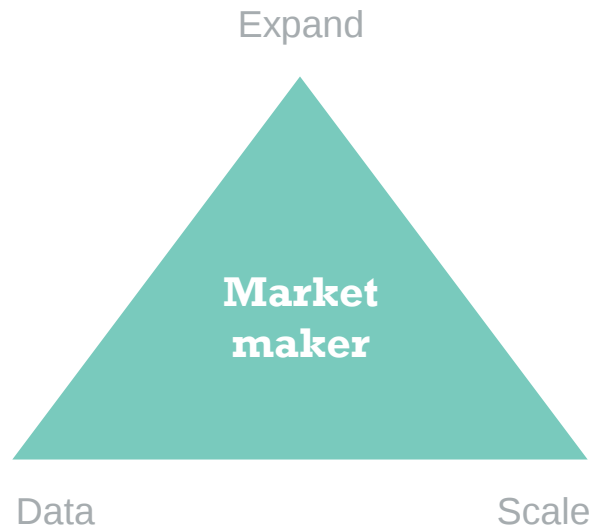
Accelerate and scale a small collection of independent exhibitions into a top-performing, global Market Maker

- Identify attractive, growing global vertical markets
- Expand internationally, led by the US, through targeted acquisition programme
- Strengthen management capability through selective additions
- Invest in common operational platforms in key functional areas
- Leverage proven show launch capabilities worldwide
- Create regional hubs and super-hubs for operational and admin support
- Enhance value proposition to both Exhibitors and Visitors

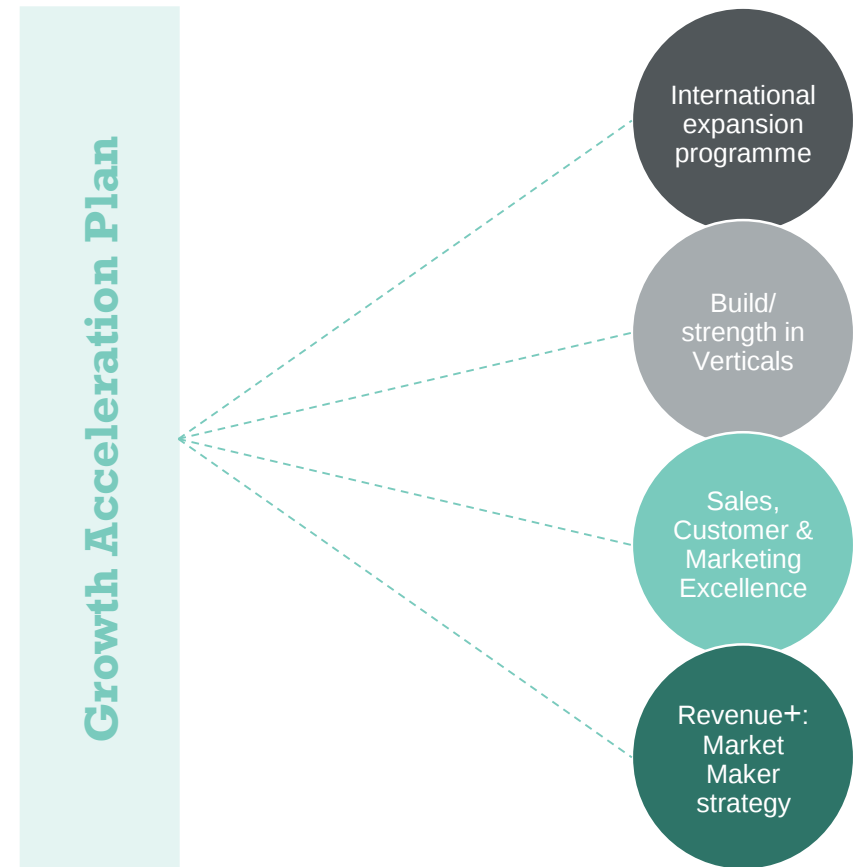
SUSTAINABLE ABOVE-INDUSTRY UNDERLYING GROWTH AND MARGINS

INTERNATIONAL EXPANSION, GROWTH AND SCALE

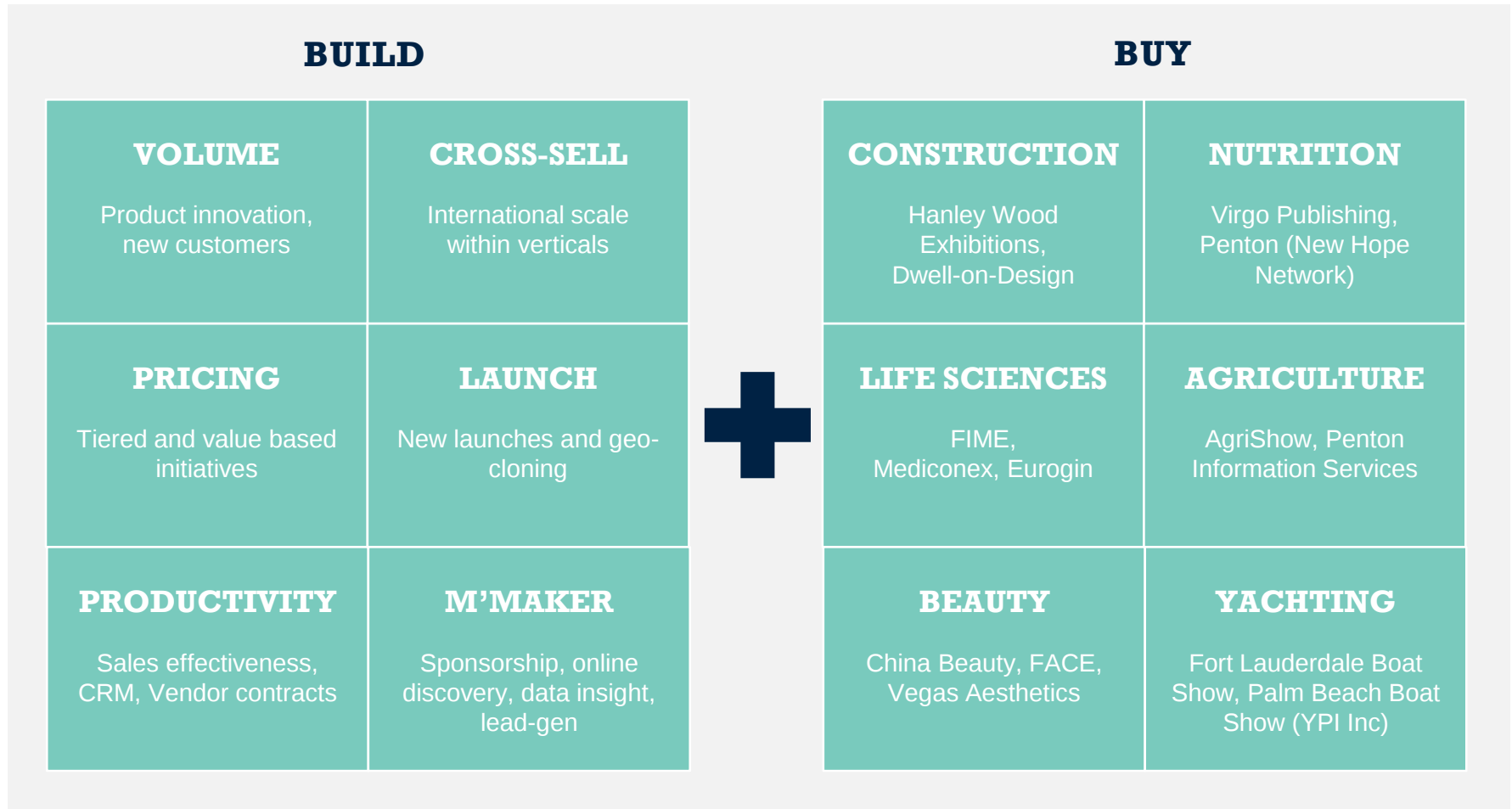
APPROACH



KEY INITIATIVES

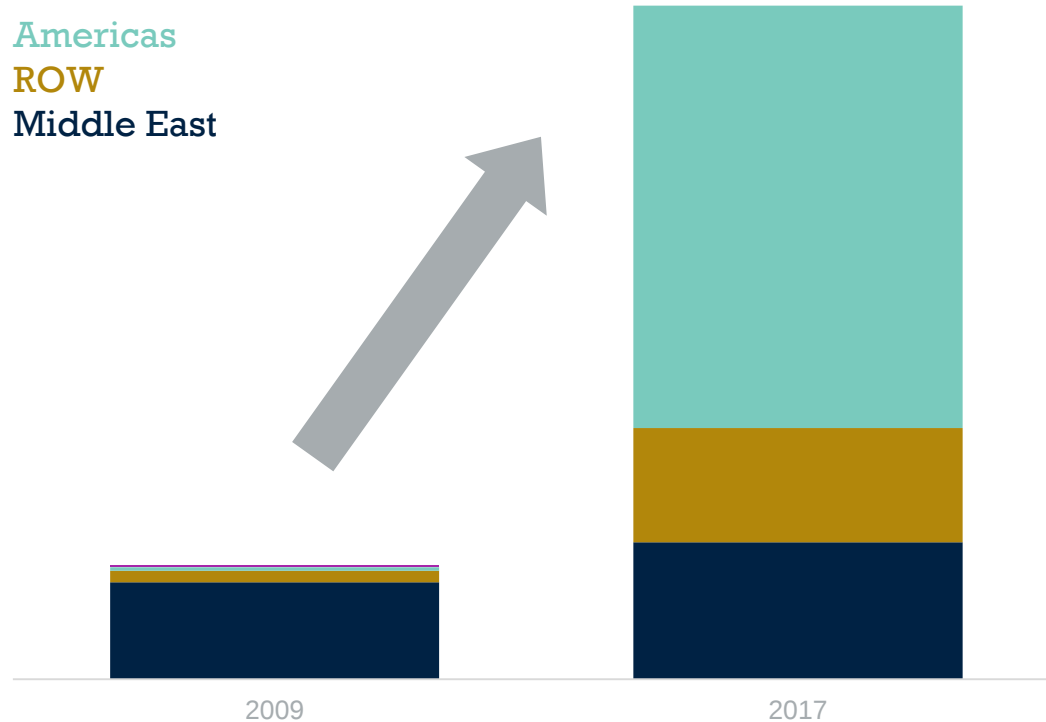


INTERNATIONAL EXPANSION, GROWTH AND SCALE



INTERNATIONAL EXPANSION: THE CHALLENGER OPERATOR

GROWTH IN GLOBAL EXHIBITIONS REVENUE



Exhibitions business in 2009

- <\$100m revenue
- <1% in Americas

Global Exhibitions Division in 2017

- >\$600m revenue
- >60% in Americas

FROM EXHIBITION ORGANISER TO MARKET MAKER

Leverage customer relationships and data/digital capabilities to connect buyers and sellers in new and more powerful ways

FOR ATTENDEES

- Search & Discover products and services
- Interact with exhibitors
- Pre-show planning
- Post-show follow-up

FOR EXHIBITORS

- Year-round quality lead generator inside and outside exhibition
- Connections beyond the floor
- Access to active buyers
- Data to act upon market insights

FOR INFORMA

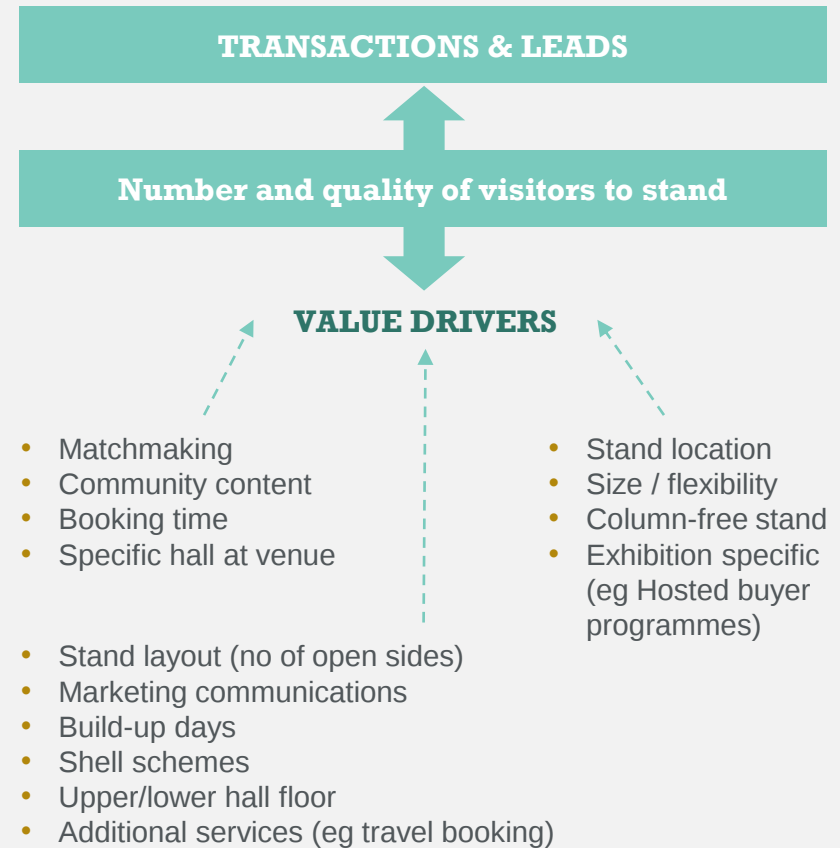
- Data to understand attendees / exhibitors
- Expand beyond the floor
- Access to new budgets
- Reinforce exhibition performance and quality of attendance

OPERATIONAL INITIATIVES: CUSTOMER VALUE OPPORTUNITY

TYPICAL COST/INCOME MIX



EXHIBITOR VALUE DRIVERS



OPERATIONAL INITIATIVES: CUSTOMER VALUE OPPORTUNITY

THE INTERNATIONAL SURFACE EVENT (TISE) CASE STUDY

- Exhibitions typically have a cost-based approach with early-bird, volume and corner variations to list price
- New pricing approach for TISE 2018
 - Dynamic, value-based options introduced
 - Packages aligned to exhibitor preferences
 - Customer service focus – early communication programme, appointment-led, sophisticated on-site sales office
- Targeting incremental yield increase of 3-5%
- Increase in rebooking rate and onsite deposits



3-YEAR PROGRAM TO ROLL OUT CUSTOMER VALUE INITIATIVES

OPERATIONAL INITIATIVES: PRODUCT INNOVATION

DRIVING GROWTH THROUGH BRAND EXPANSION



- Leading Healthcare Exhibition in Middle East
- World Trade Center approaching full capacity
- Ongoing demand



- Additional capacity to sell: 4400+ exhibitors in Jan 2017
- Future growth runway

**DELIVERING TWO
POWERHOUSE BRANDS,
RUN CONSECUTIVELY**



- A section of Arab Health focused on laboratory equipment
- Strong brand in its own right with a defined community
- Growing demand



- Scale launch in Jan 2017: Top 20 show on debut with 700+ exhibitors
- Future growth runway

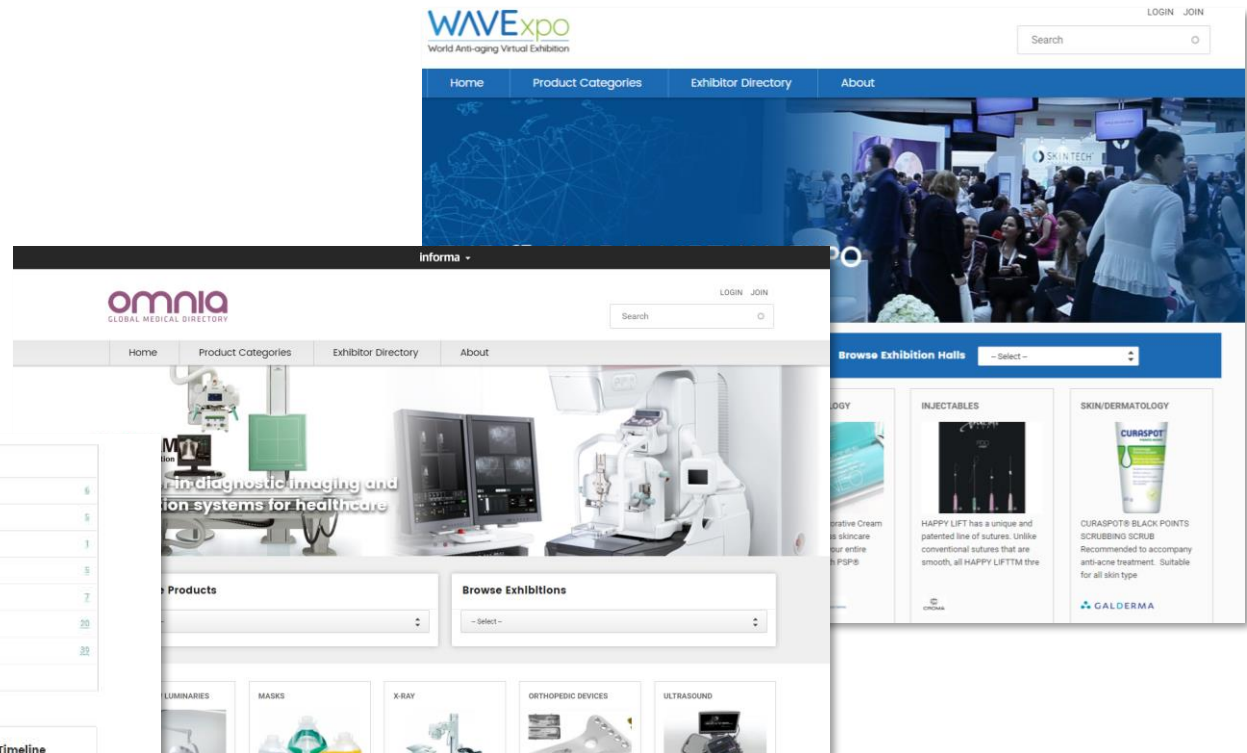
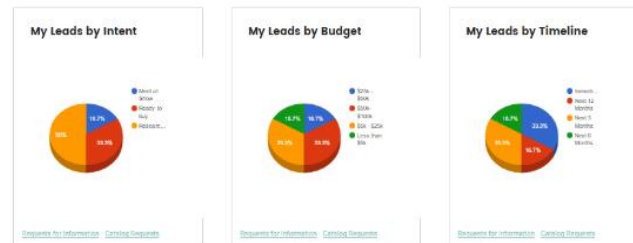
STRONG AGGREGATE GROWTH IN 2017 AND REBOOKING FOR 2018

FROM EXHIBITION ORGANISER TO MARKET MAKER



Site Data	
Total Leads	22
Product Leads	11
Catalog Requests	4
Walking List Appearances	57
Products on Walking Lists	44
Product Views	530
Company Views	722
Print 30 Days	

My Leads	
Total Leads	6
Product Leads	5
Catalog Requests	1
Walking List Appearances	3
Products on Walking Lists	7
Product Views	20
Company Views	22
Print 30 Days	



INTERNATIONAL EXPANSION: OPERATIONAL HUBS



FULL COMBINATION OF PENTON AND GLOBAL EXHIBITIONS



OPERATING AND REPORTING AS A SINGLE BUSINESS

BENEFITS AND OPPORTUNITIES FROM A FULL COMBINATION

CROSS SELLING

Leverage relationships within Verticals and internationally
eg Agriculture, Health & Nutrition

GEO-CLONING

Extend select Penton brands internationally

OPERATIONS

Efficiencies from duplication, shared services and Exhibitions services

CONTRACTS

Improved terms on facilities, venues and hotels; consolidate vendor management

TECHNOLOGY

Roll-out GAP-enabled digital platforms for marketing, sales, event management and websites. Develop Market Maker proposition

FOCUS ON SELECT, ATTRACTIVE GROWTH VERTICALS

THE FEATURES OF ATTRACTIVE VERTICALS IN EXHIBITIONS

INNOVATION

FRAGMENTED

HIGH VALUE

INTERNATIONAL

GROWING

Construction & Real Estate



Strength in US,
Canada and
Middle East

Life Sciences



Strength in US,
Middle East, Asia,
Europe & Africa

Agriculture



Strength in US
and Brazil

International Yachting



Strength in US
and Europe

Health & Nutrition



Strength in US,
Europe and Asia



Health & Nutrition Vertical

Fred Linder

MD Global Health & Nutrition Network

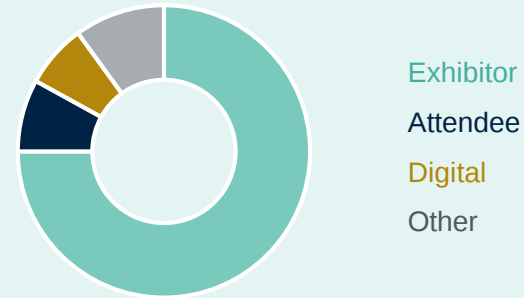


HEALTH & NUTRITION VERTICAL SNAPSHOT

HEALTH & NUTRITION VERTICAL

- B2B
- Global
- Fragmented
- Growth
- Regulation, policy and health drivers

REVENUE MIX



KEY BRANDS



GEOGRAPHIC FOOTPRINT



THE MARKET: TIPPING POINT INTO THE MAINSTREAM

GLOBAL HEALTH & NUTRITION MARKET

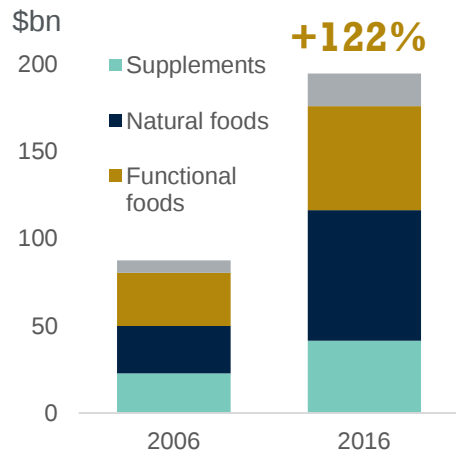
INGREDIENTS

- Pre and probiotics
- Vitamins & minerals
- Proteins & amino acids

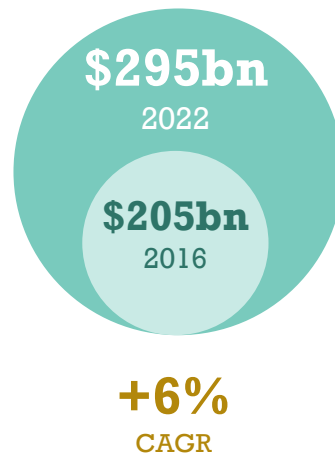
FINISHED PRODUCTS

- Functional foods & beverages
- Natural foods & beverages
- Non-processed
- Dietary supplements

US NATURAL PRODUCTS



FUTURE GROWTH



GROWTH DRIVERS

FRAGMENTATION

Highly fragmented supply chain

GLOBAL & LOCAL

Global market, with local trends and preferences

CONSUMER DEMAND

Rising demand for healthy and transparent food supply - clean label, natural, organic, Free-From

NEW PLAYERS

Falling trust in large brands paves way for innovation and niche players

PUBLIC POLICY

UN Action on Nutrition and Sustainable Development Goals

GLOBAL HEALTH & NUTRITION NETWORK



GLOBAL HEALTH & NUTRITION NETWORK
expertise | connections | business results

\$110m+
revenue

10%+
growth

9
major brands

125k+
SQM exhibition space

170k+
attendees



UNIQUE POSITION ACROSS THE INTERNATIONAL SUPPLY CHAIN

GROWTH AND OPPORTUNITIES

1. Maintain positive momentum and growth across all brands
2. Full combination of Informa and Penton brands with unified leadership across three hubs
3. Further increase scale to address the full industry value chain and deliver solutions to customers on a global basis
4. Leverage Informa international network to extend brands and customer relationships; maximise the cross-sell opportunity
5. Apply digital capability to strengthen market position, deepen customer relationships and generate ancillary revenues

MARKET MAKER FOR THE GLOBAL HEALTH AND NUTRITION INDUSTRY

SPOTLIGHT ON NATURAL PRODUCTS EXPO WEST

Education &
networking

NEXTY awards

500+ new
exhibitors in 2017

2,600+ exhibitors



Anaheim

Annual over 5 days

40,000+ sqm

80,000+ attendees

LARGEST INDIVIDUAL BRAND IN HEALTH & NUTRITION MARKET

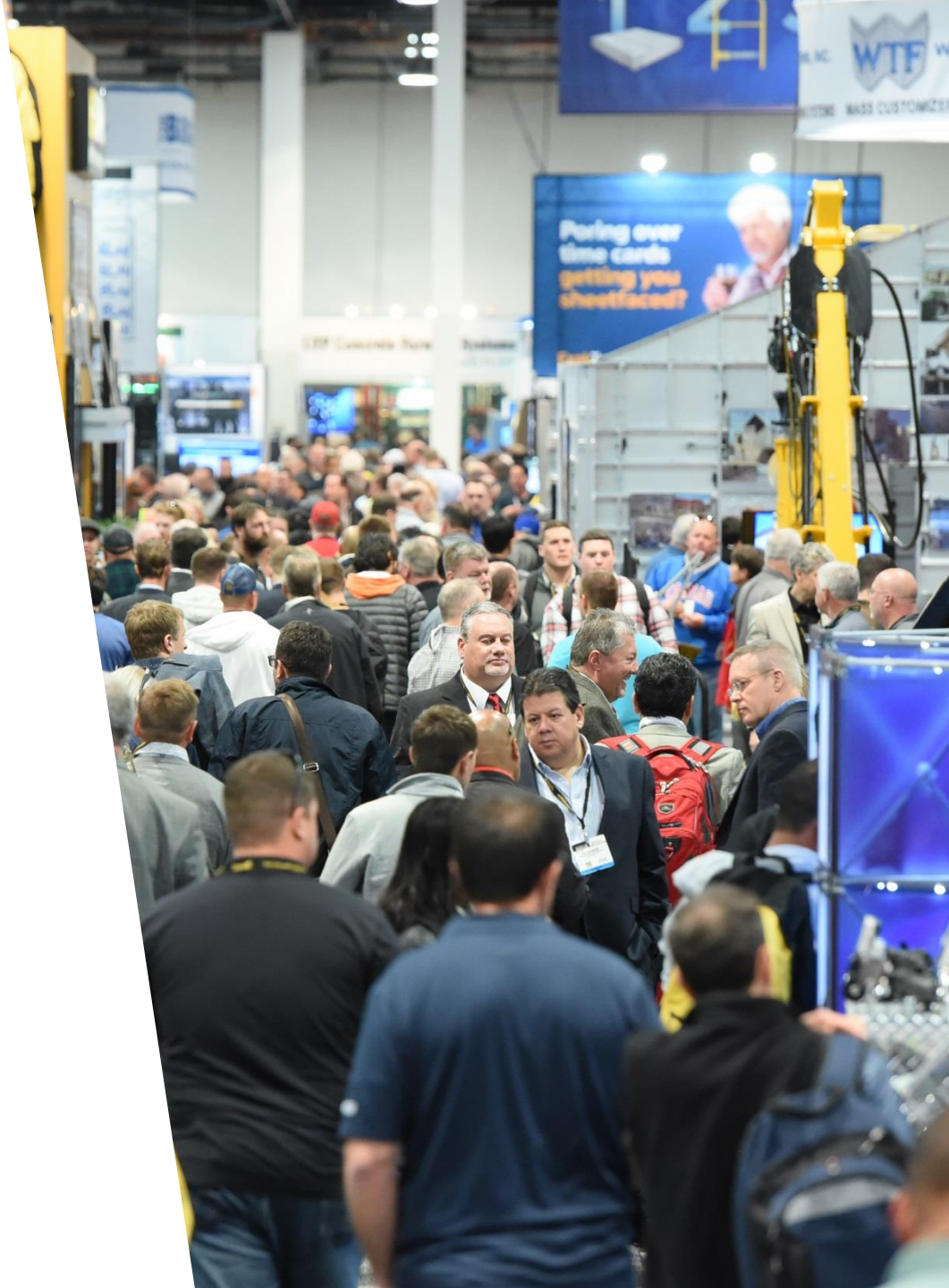
SPOTLIGHT ON NATURAL PRODUCTS EXPO WEST





Future Growth & Opportunities

Charlie McCurdy
CEO Global Exhibitions



FUTURE GROWTH AND OPPORTUNITIES

5%+

Consistent underlying revenue growth

Market leading

Adjusted operating margins

Cash

Consistently strong profit conversion

International

Further balance and breadth

Scale

Fully leverage size benefits

Verticals

Build further focused scale

Consolidator

Further targeted, enhancing M&A

Combine

Maximise the Penton opportunity

Digital

Growth in data-driven ancillary revenues

TOP-PERFORMING GLOBAL MARKET MAKER

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Group Chief Executive

Future Growth & Opportunity

STEPHEN A. CARTER
GROUP CHIEF EXECUTIVE

FUTURE GROWTH & OPPORTUNITY

2014-2017 GROWTH ACCELERATION PLAN

GAP AMBITION

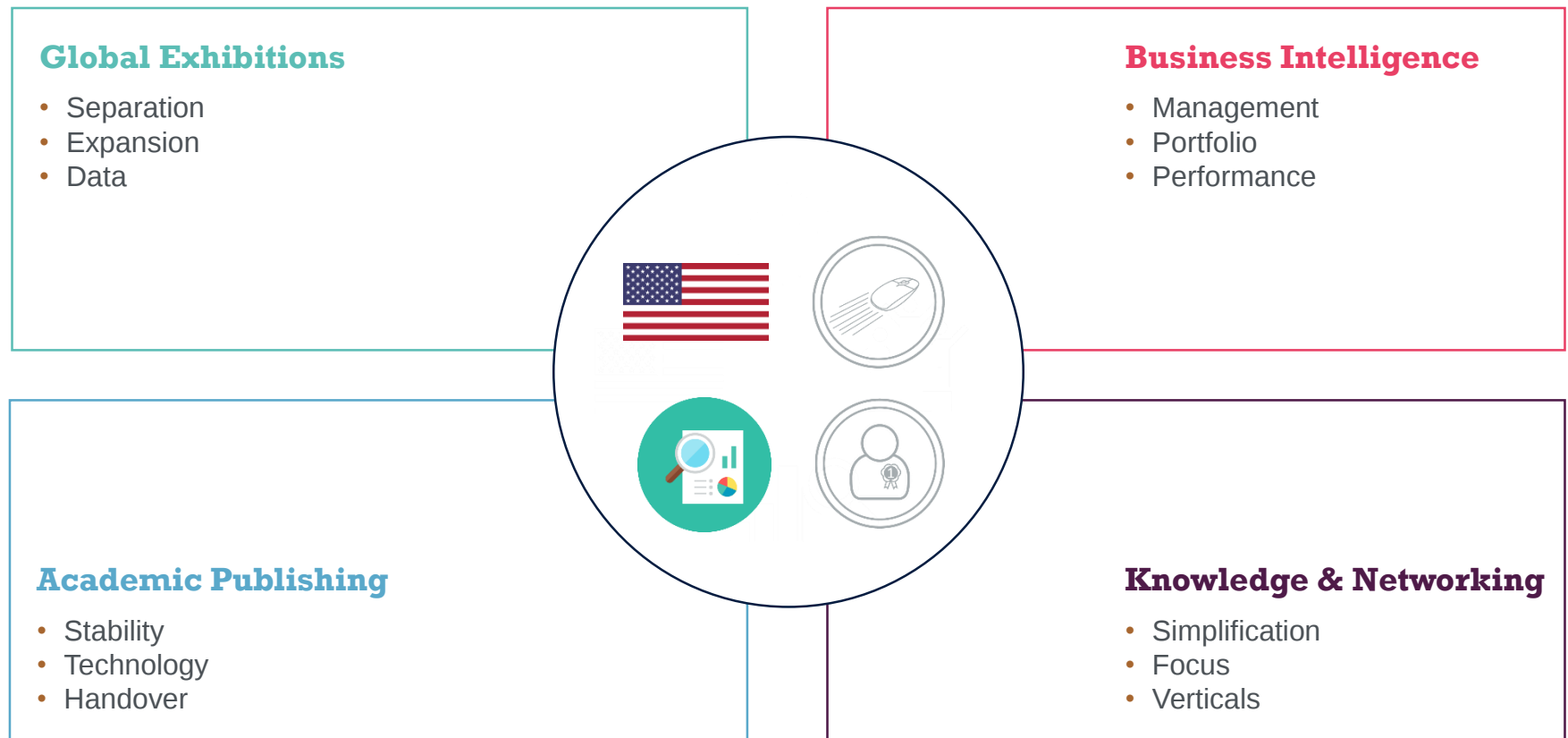
GROWTH

- Aggregate underlying growth of 3%+
- Platform for sustainable future growth
- All four Divisions in growth going into 2018

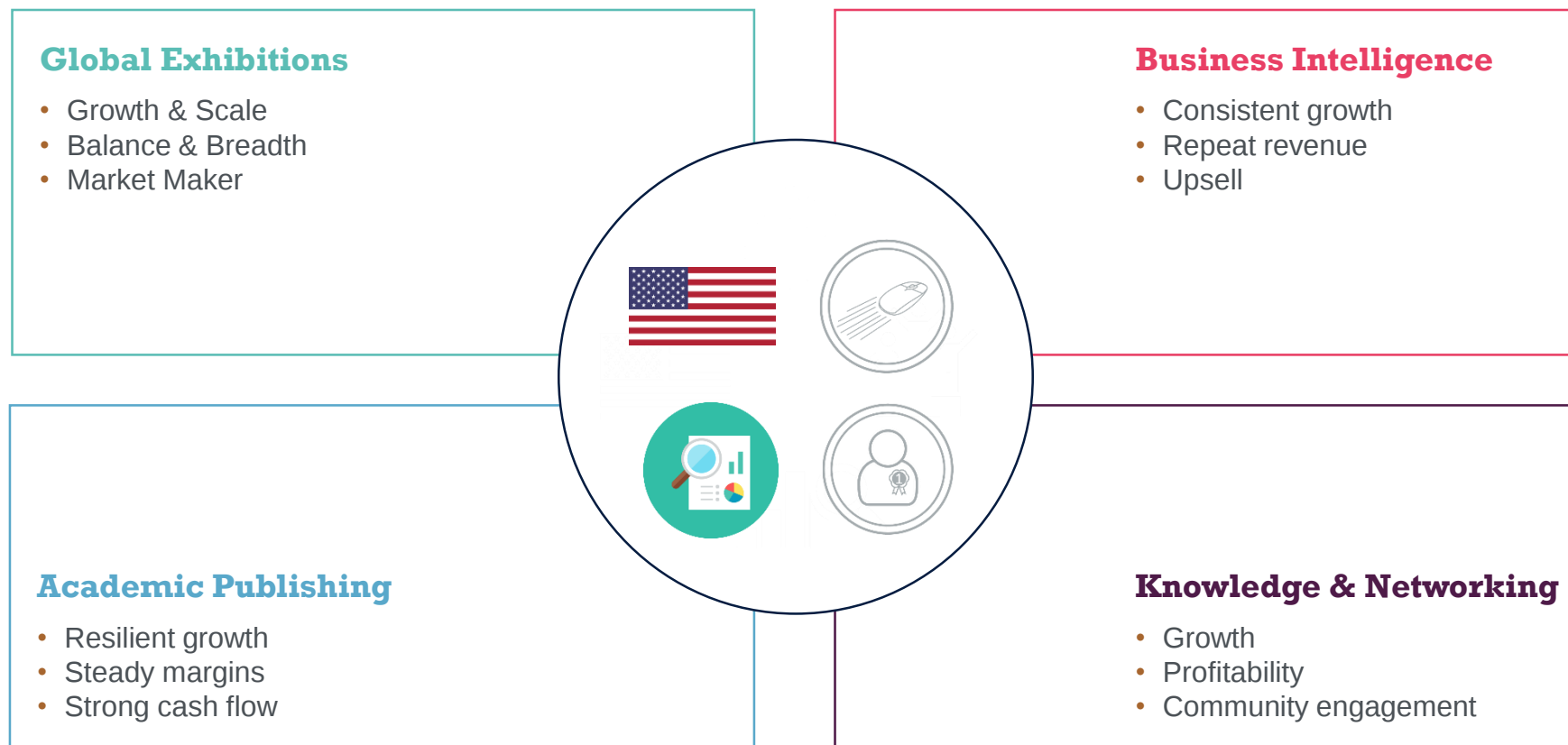
CAPABILITY

- Functional discipline and expertise
- Operational fitness
- Capacity and capability for future scale

DIVISIONAL GAP FOCUS



DIVISIONAL GAP DELIVERY





Stephen A. Carter
Group Chief Executive



Gareth Wright
Group Finance Director



Richard Menzies-Gow
Director of IR, Communications & Brand



Alex Roth
Director of Strategy & Planning



Patrick Martell
CEO Business Intelligence



Lara Boro
Group MD Business Intelligence



Gary Nugent
Group MD Business Intelligence



Kate Spellman
President, Marketing Services

Q&A



Charlie McCurdy
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