

Informa Capital Markets Day

2021-2024 Growth Acceleration Plan II

7 December 2021



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Today's Presenters



Stephen A. Carter

Group Chief Executive



Gareth Wright

Group Finance Director



Charlie McCurdy

CEO, Informa Markets



Max Gabriel

President, IIRIS



Annie Callanan

CEO, Taylor & Francis

Capital Markets Day Schedule

- 1.00pm GMT ●● Stephen A. Carter, Group Chief Executive and Gareth Wright, Group Finance Director

●● New Informa: Accelerated Growth & Portfolio Focus
- 2.00pm GMT ●● Q&A
- 2.30pm GMT ●● Refreshment Break
- 2.45pm GMT ●● Charlie McCurdy, Chief Executive Informa Markets and Max Gabriel, President IIRIS

●● Growth & Acceleration: B2B Events & B2B Market Access
- 3.15pm GMT ●● Annie Callanan, Chief Executive, Taylor & Francis

●● Growth & Acceleration: Academic Markets & Knowledge Services
- 3.45pm GMT ●● Q&A and Wrap-Up

2021-2024 GAP II

New Informa:
Accelerated Growth & Portfolio Focus

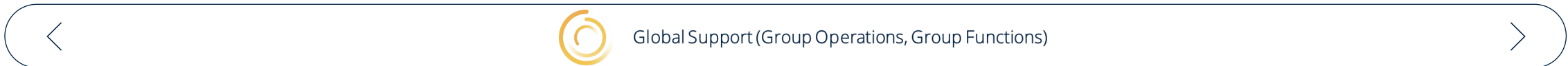
Stephen A. Carter
Group Chief Executive

New Informa



B2B Markets & Digital Services

Academic Markets & Knowledge Services



Knowledge & Information Economy



85%

of exhibitors & attendees expect to return to F2F by 2022
Source: Freeman



Online market platforms



60%

of business travel rebound will be driven by a 'fear of missing out' on a competitive advantage
Source: McKinsey & Co



Subscriptions



Webinars

90%

attendees surveyed reported saving flights by attending trade shows
Source: Informa



Online Training

High-quality research



1-4 days

the amount executives expect their employees will be on-site per week
Source: McKinsey & Co



55hrs

extra time spent online per year versus 2019
Source: Ofcom



zoom

80.2%

Of event organizers have been able to reach wider audiences with virtual
Source: Bizzabo

\$9.9tn

of B2B transactions through digital channels in 2020 up 12% YoY
Source: Digital Commerce 360

Data delivery

86%

of top organisations are redesigning processes for remote workers
Source: McKinsey & Co

Critical data insights



Online partnering

438M

People accessed BBC news per week in 2020 up 13% YoY
Source: BBC

400%

Increase in time spent on smartphones in 2020 versus 2019
Source: Ofcom

Digital content



Virtual Events

First Party Data

Championing the Specialist



Championing the Specialist

connecting people with knowledge to help them learn more, know more and do more

Think Big. Act Small Trust must be earned Success is a partnership More freedom. Fewer barriers



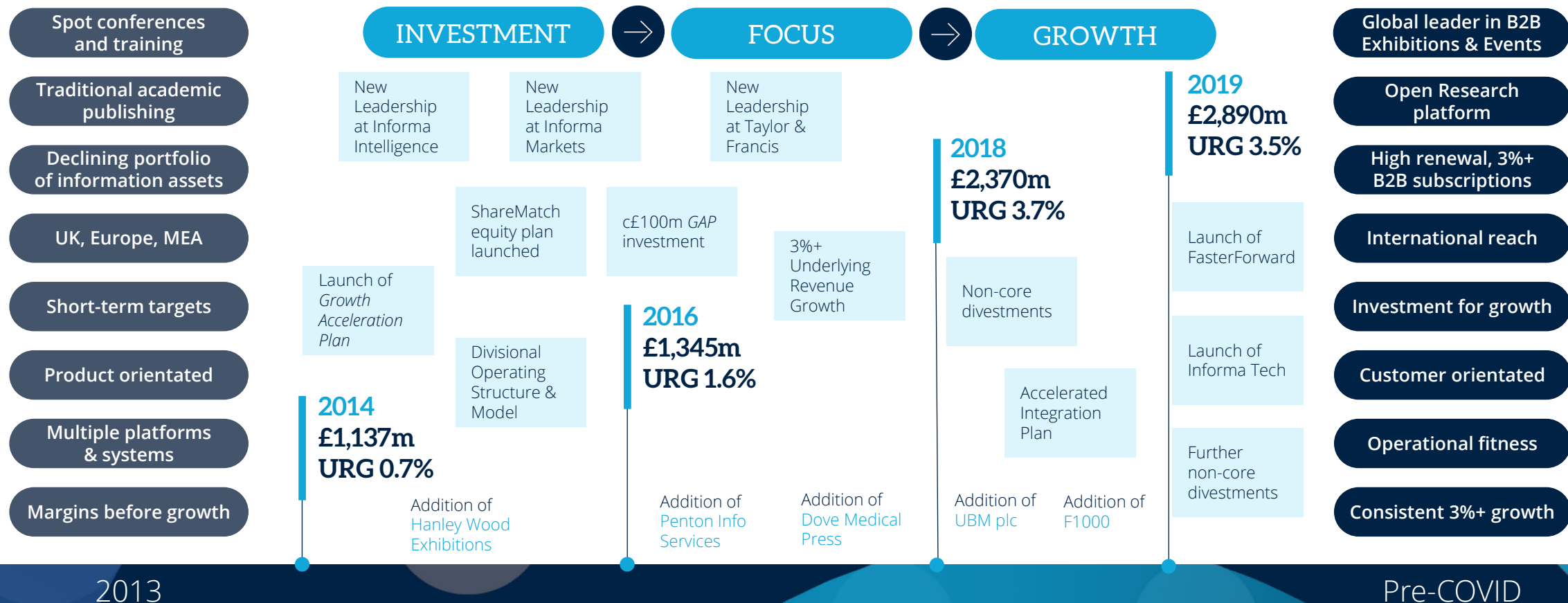
- Specialist Content
- Specialist Data
- Specialist Brands
- Subscriptions
- B2B Audiences
- Specialist Knowledge
- Depth in Specialist Markets
- Audience Development
- First Party Customer Data
- Digital Demand Generation
- Virtual Events
- Advanced Learning

2014-2024 Market Specialisation



Depth in Specialist Markets, closer to customers, improving mix & quality of revenue

2014-2019 GAP I: Investment, Focus and Growth



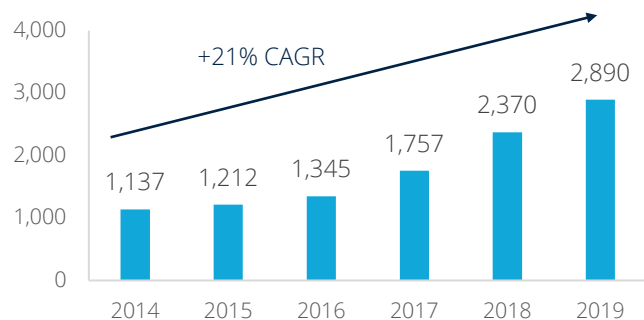
- Spot conferences and training
- Traditional academic publishing
- Declining portfolio of information assets
- UK, Europe, MEA
- Short-term targets
- Product orientated
- Multiple platforms & systems
- Margins before growth

- Global leader in B2B Exhibitions & Events
- Open Research platform
- High renewal, 3%+ B2B subscriptions
- International reach
- Investment for growth
- Customer orientated
- Operational fitness
- Consistent 3%+ growth



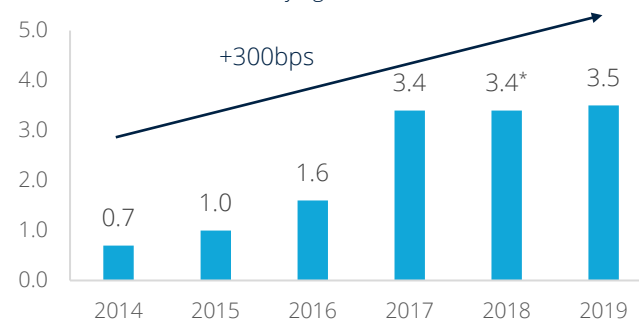
2014-2019 GAP I: Accelerated Growth & Performance

Reported Revenue (£m)

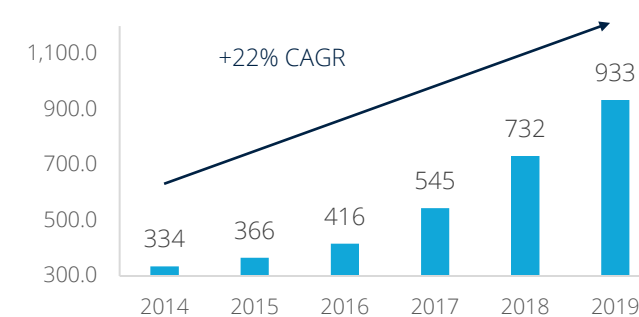


Underlying Revenue Growth (%)

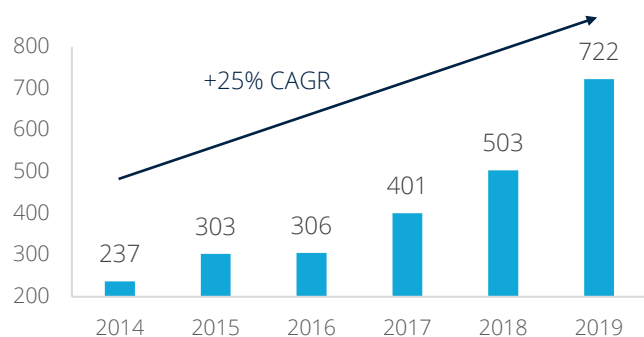
*2018 New Informa Underlying Revenue Growth



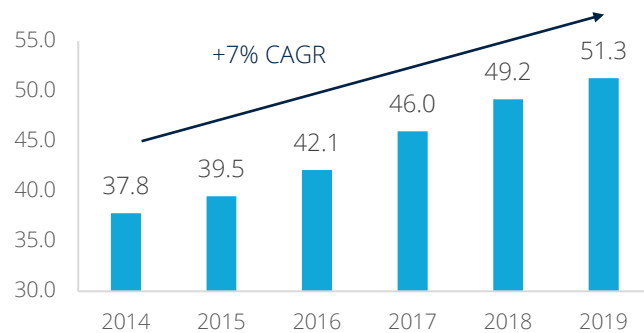
Adjusted Operating Profit (£m)



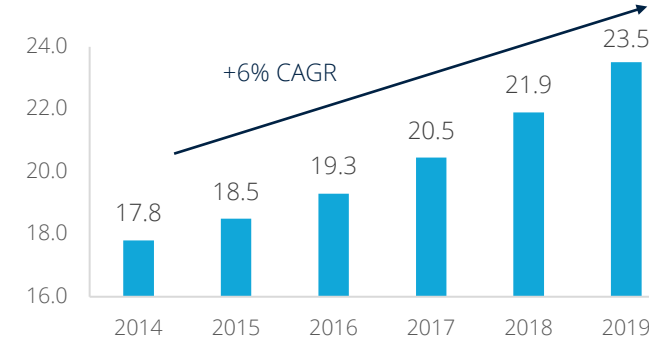
Free Cash Flow (£m)



Adjusted Earnings per Share (p)



Dividends per Share (p)



2014-2019: SIX CONSECUTIVE YEARS OF GROWTH IN REVENUE, PROFIT, EARNINGS, CASHFLOW & DIVIDENDS

2020-2021 Stability & Security

COVID-19 Impact: 2020/2021/2022: Considerably longer and more enduring than many expected

Postponement Extended to mid/late Spring 2021

- **Postponement Programme** extended to mid 2021, with c250 physical events and £300-400m budgeted revenue moved to later in the year
- Full schedule of **Virtual Events**, with extensive pre-planning and pre-marketing
- **Informa AllSecure** adopted by all Informa events

Further Financing Flexibility

- **Increased liquidity and flexibility** in H1 through extension of banking facilities and raising additional equity
- **Additional steps to increase flexibility:**
 - **£500m equivalent Euro Bond**
 - **Renegotiate or repay** US Private Placement notes
- **Remove point covenant & extend maturities**



Effective Cost & Cash Management

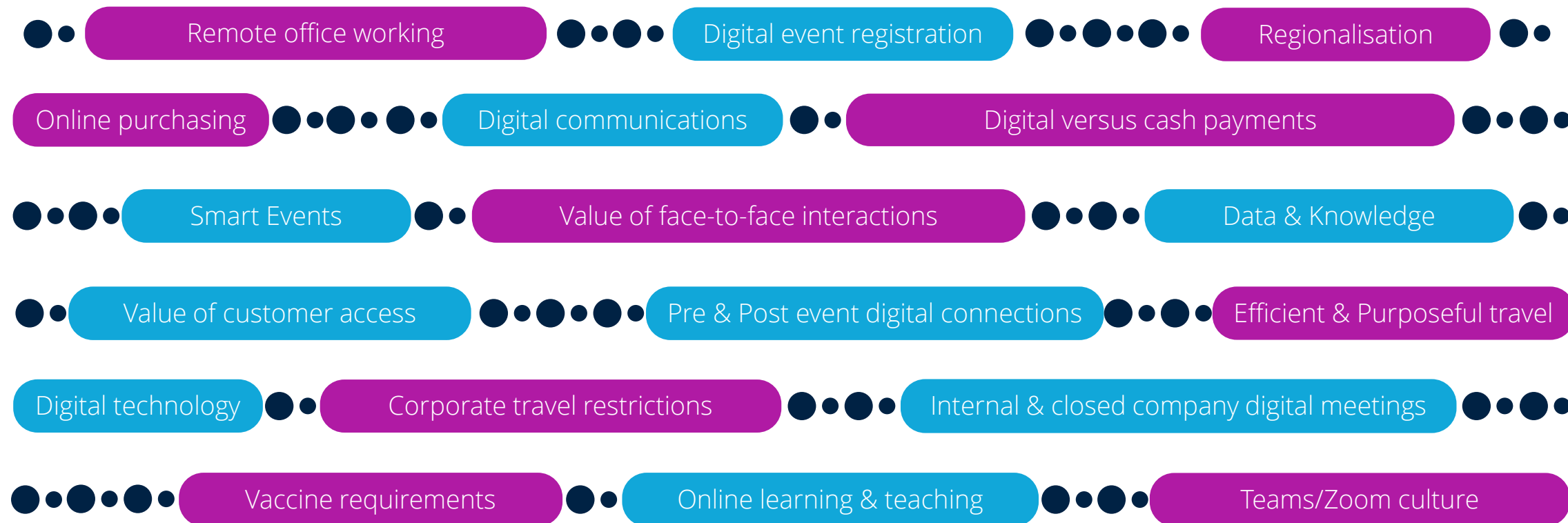
- **£300m total savings** to adj. operating profit in H1 2020 through:
 - | [Direct Costs](#) | [Recruitment Rate](#) | [Discretionary Costs](#) |
 - | [Project Review](#) | [Rewards Phasing](#) | [Employment Flexibility](#) |
- **Next phase of Cost Management Programme** secure £400m FY direct savings & £200m+ annualised indirect savings by year-end 2020
- **Cashflow positive by January 2021**

Ongoing Colleague Support

- **Prioritise the safety & wellbeing of Colleagues and Customers**
- **Adherence and advice** on local measures and restrictions
- **Remote working** support
- Flexibility for **community volunteering**
- **Informa Colleague Support Fund**
- **Balanced Working Programme**

Future Forward – lasting COVID trends and opportunities

The Future has arrived early



2021-2024 GAP II

AMBITION

Consolidate Informa's leadership positions in B2B Markets and Academic Markets through strong underlying growth and targeted additions in B2B Events, B2B Market Access and Open Research

GROWTH

Ambition to exceed rebased 2019 revenue by 2024, with scenario upside depending on the level of reinvestment in M&A

TALENT

Build a world class data and digital talent capability to support accelerated Digital Services growth in two leadership businesses

RETURNS

£1bn of embedded value returned to shareholders post full sale and completion, combined with reinvestment for further growth and scale in two leadership businesses;
Resumption of ordinary dividends in 2022

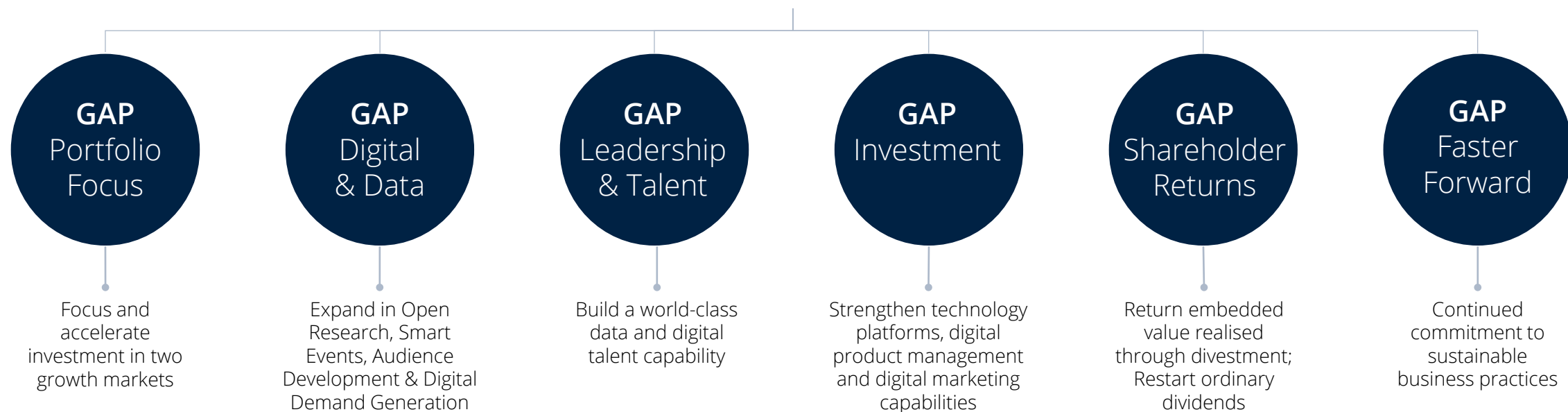
Informa's Sustainability Commitments:

FASTER



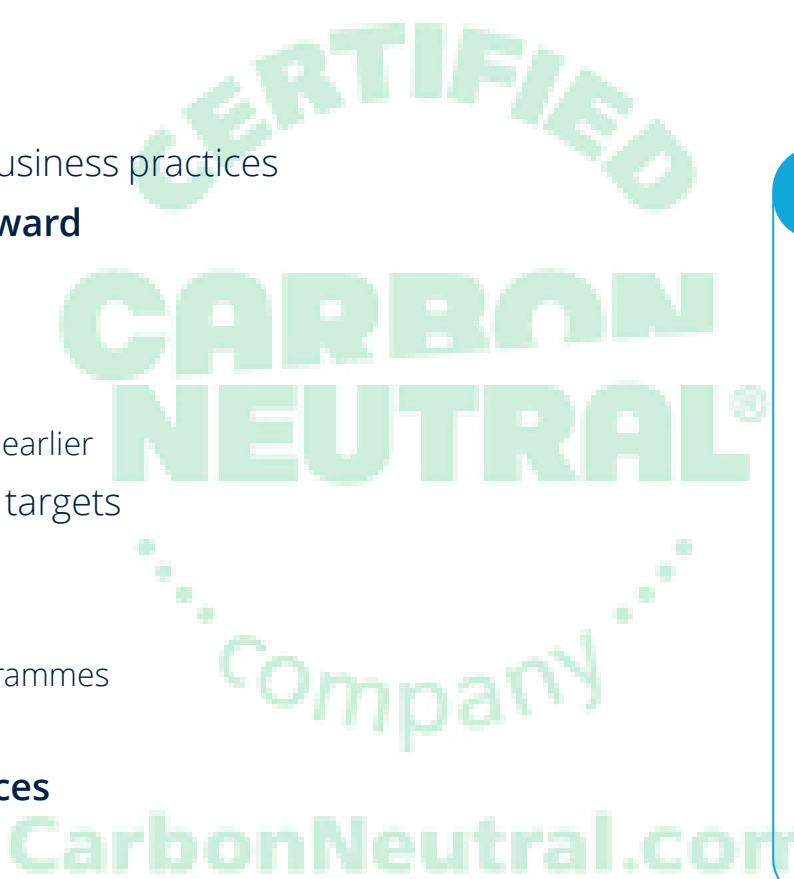
FORWARD

2021-2024 Growth Acceleration Plan II



Early and long-term operational commitment to sustainability

- Long-term commitment to sustainable business practices
- Group commitments through **FasterForward**
 - Carbon Neutral Company today
 - Carbon Neutral Publications by 2024
 - Carbon Neutral Events by 2025
 - Zero Waste and Net Zero Carbon by 2030 or earlier
- Sustainability embedded within all GAP II targets
- **B2B Markets & Digital Services**
 - Net Zero Carbon Events Pledge
 - Informa Fundamentals & Better Stands programmes
 - B2B Events as a consolidator of carbon
- **Academic Markets & Knowledge Services**
 - Carbon Neutral Print Books & Journals today



ESG Ratings

Member of Dow Jones Sustainability Indices <small>Powered by the S&P Global CSA</small>	No 1 Globally in Media Sector
	A- 2020 rating
	+1.5° Verified targets
MSCI ESG RATINGS	AA 2021 rating

Continued commitment to sustainable business practices

FASTER FORWARD

Accelerating sustainable change in our business and the specialist markets we serve.

Faster to Zero

Moving faster to become a zero waste and net zero carbon business.

Sustainability Inside

Embedding sustainability inside every one of our brands to help our customers accelerate sustainable development in their specialist markets.

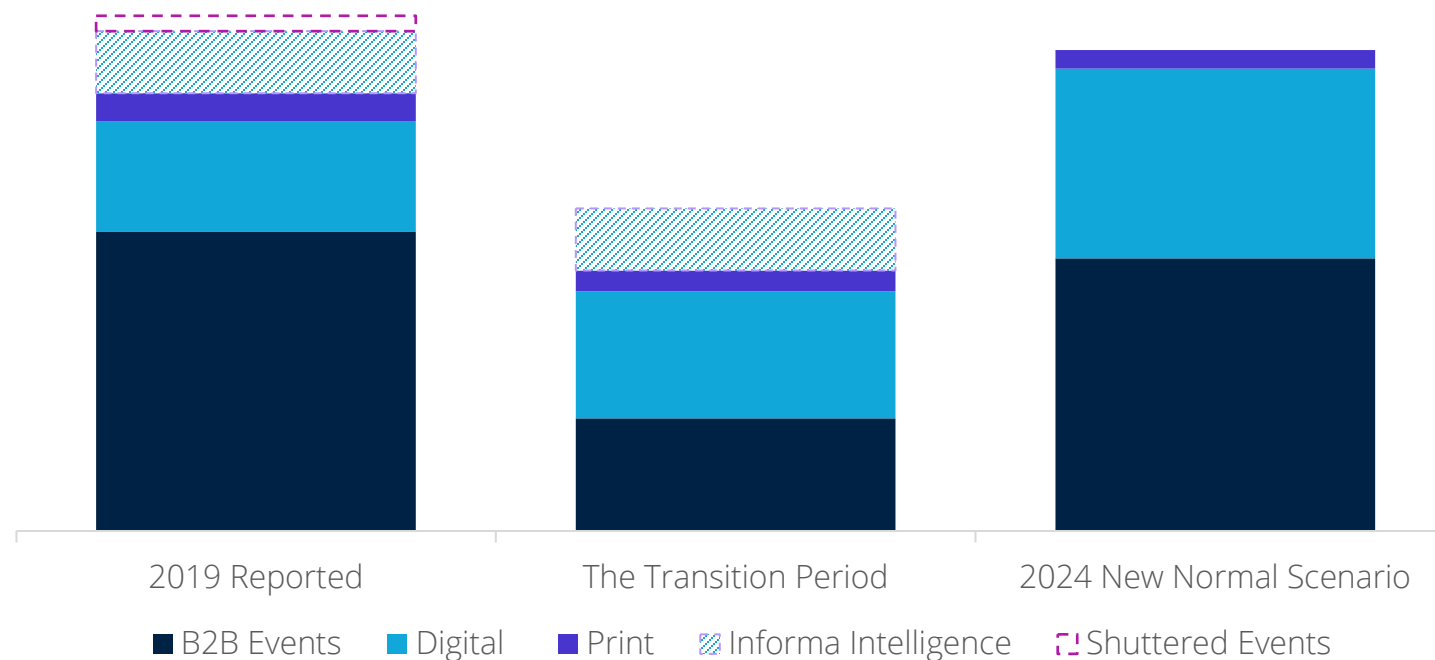
Impact Multiplier

Multiplying the positive impact we create when we improve access to knowledge, help people connect more efficiently and invest in our communities.

FASTER FORWARD CORE COMMITMENTS:

1. Become carbon neutral as a business and across our products by 2025
2. Halve the waste generated through our products and events by 2025
3. Become zero waste and net zero carbon by 2030 or earlier
4. Embed sustainability inside 100% of our brands by 2025
5. Help and promote the achievement of the UN's Sustainable Development Goals through our brands
6. Enable one million disconnected people to access networks and knowledge by 2025
7. Contribute \$5bn per year in value for our host cities by 2025
8. Contribute value of at least 1% of profit before tax to community groups by 2025
9. Save customers more carbon than we emit by 2025

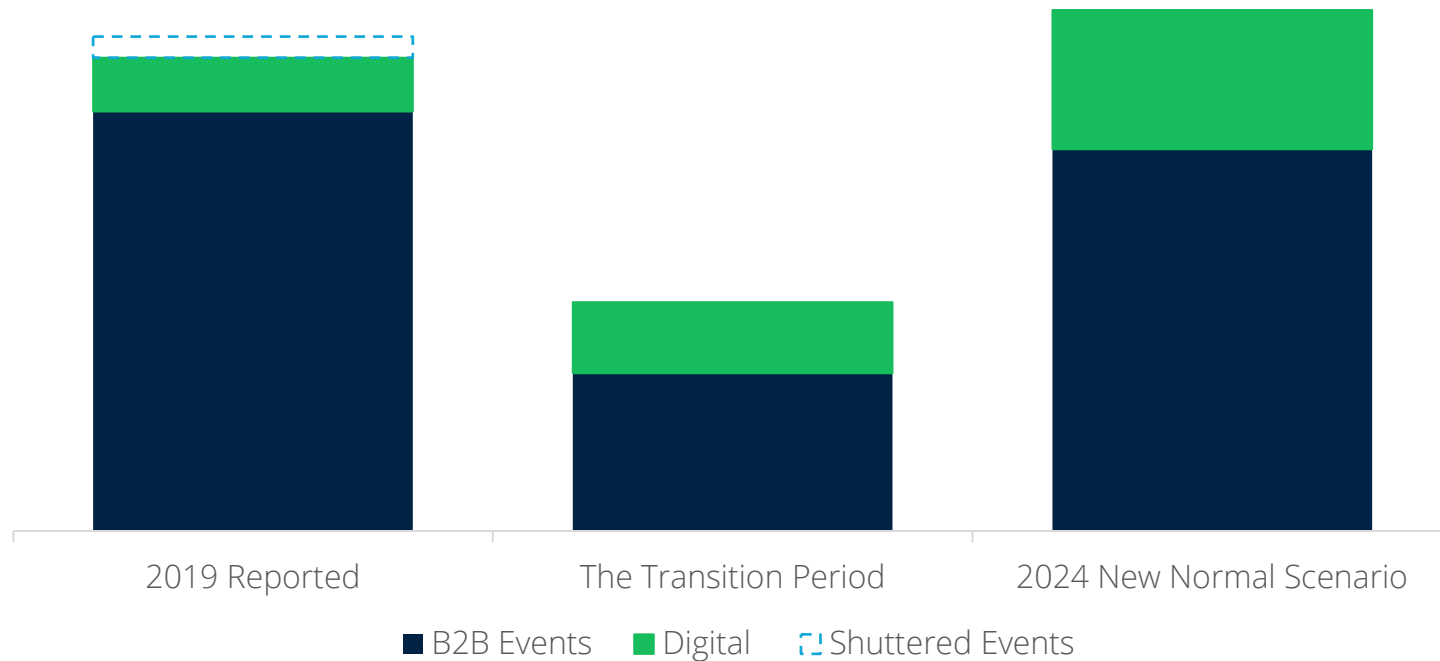
GAP II: New Informa Group - New Normal Scenario (ex Intelligence)



- 2024 revenue ahead of 2019 (rebased)
- GAP II delivers accelerated digital growth (40%+ of revenue by 2024)
- Shuttering impact absorbed
- Higher growth, higher quality

Increased scale, increased quality and faster growth

GAP II: B2B Markets - New Normal Scenario



- 2024 revenue ahead of 2019
- GAP II delivers accelerated digital growth (25%+ revenue by 2024)
- Shuttering impact absorbed
- Higher growth, higher quality

Increased scale, increased quality and faster growth

The enduring strength & power of B2B events in 2021



300+

Events run in 2021



32k

Exhibitors at physical events in 2021

70%

Q1 2022 events return versus 2019, as indicated by current bookings



30+

Countries where physical events ran in 2021



2m

NSQM of exhibition space in 2021



1.6m+

Attendees at 2021 physical events



75%

Cash collected of 2022 Q1 bookings

25%

Improvement in attendee to exhibitor ratio to Oct 21 versus 2019

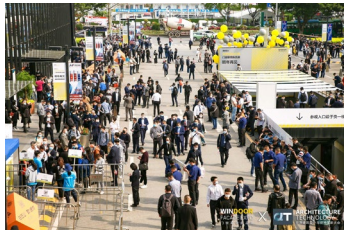
Improving trends through the Transition Year

All featured events 85%+

Mainland China

- 44 events run in 2021
- 17 events with revenue > 85% of 2019
- Limited international participation

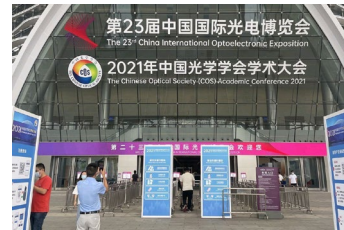
Windoer (March)



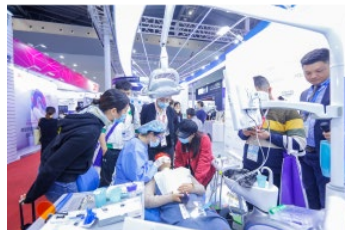
China Beauty (May)



CIOE (September)



Dentech (November)



North America

- 118 events run in 2021
- 16 events with revenue > 85% of 2019
- Limited international participation

Megacon (August)



Battery Show (September)



Farm Progress (September)



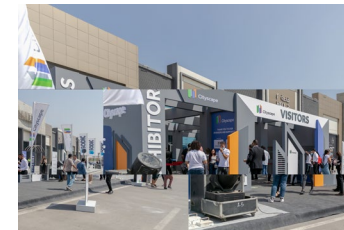
Channel Partners (Nov)



Rest of World

- 171 events run in 2021
- 35 events with revenue > 85% of 2019
- Limited international participation

Cityscape Egypt (September)



AMWC (September)



Vitafoods (October)



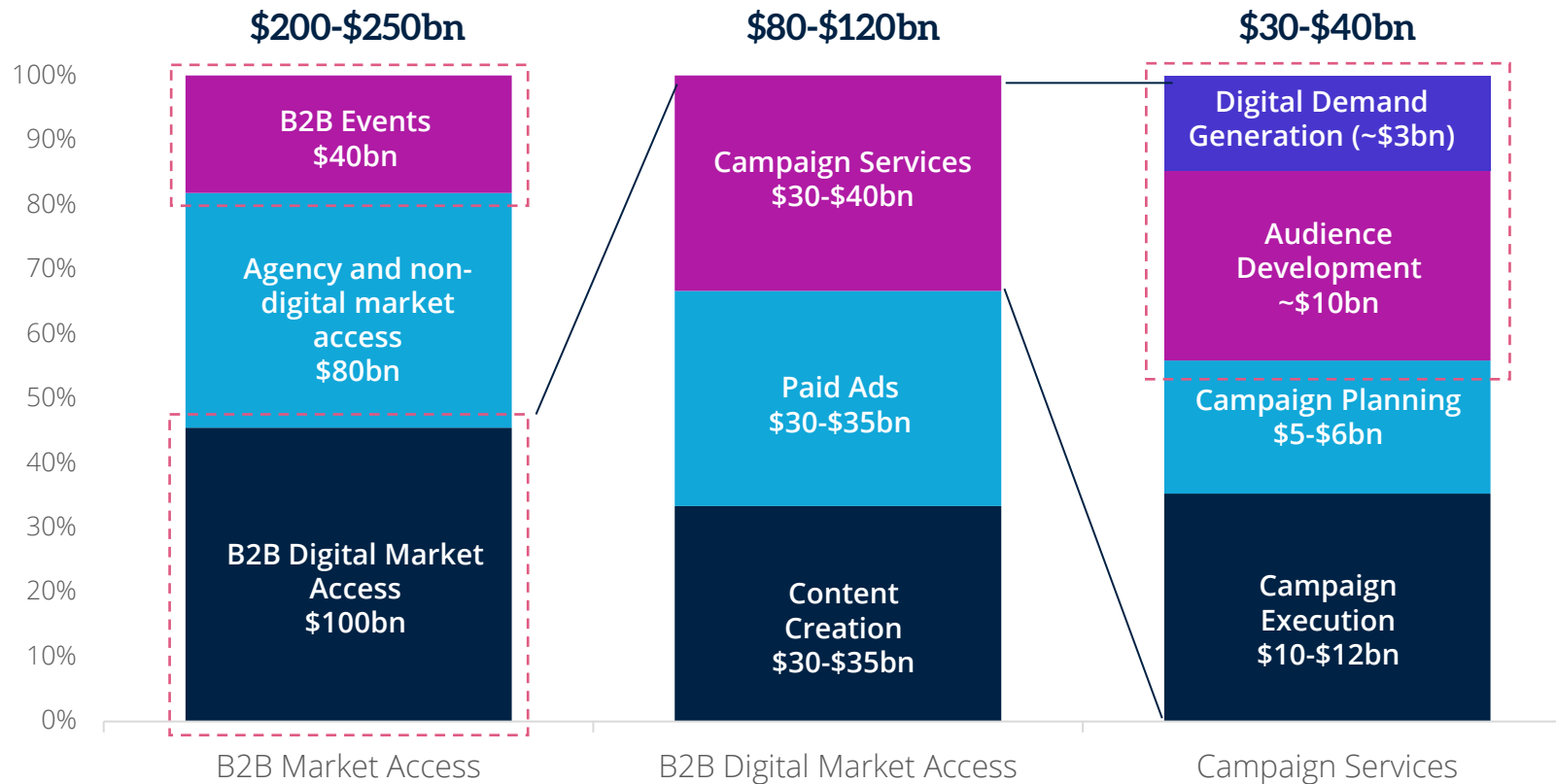
SuperReturn (November)



2021 Face-to-Face Event Revenue of £600m+
 2021 Pro-forma Face-to-Face Event Revenue £850m± (on full portfolio and without localised spot disruption)

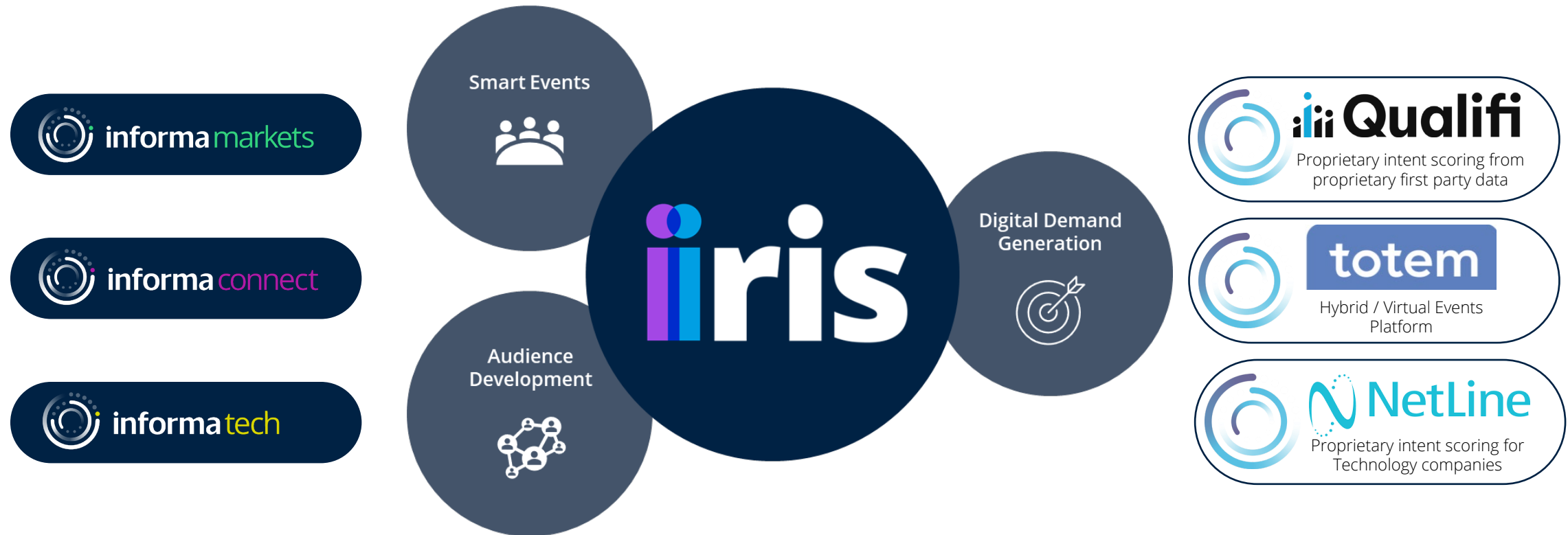
Accelerate expansion from B2B Events to B2B Market Access

From B2B Events to B2B Market Access



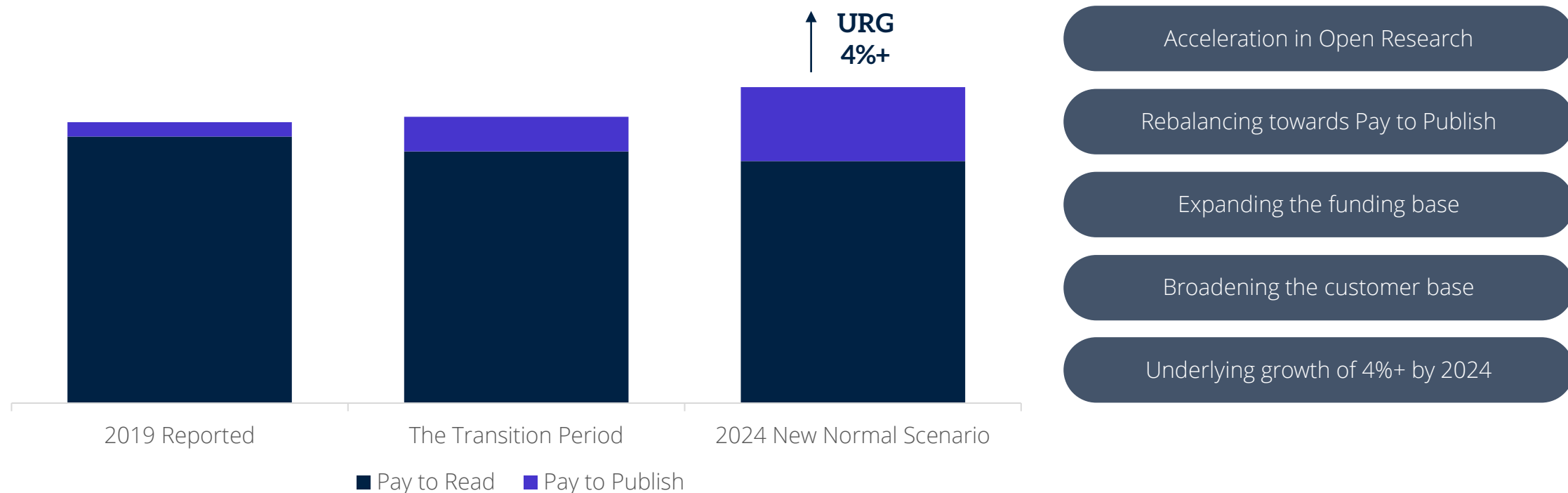
- Opportunity to further expand in B2B Market Access
- First Party Data and trusted brands
- Building on existing strengths in Audience Development
- Investing in new capabilities in Digital Demand Generation
- Incremental growth opportunities

Growth Acceleration: B2B Events and B2B Market Access



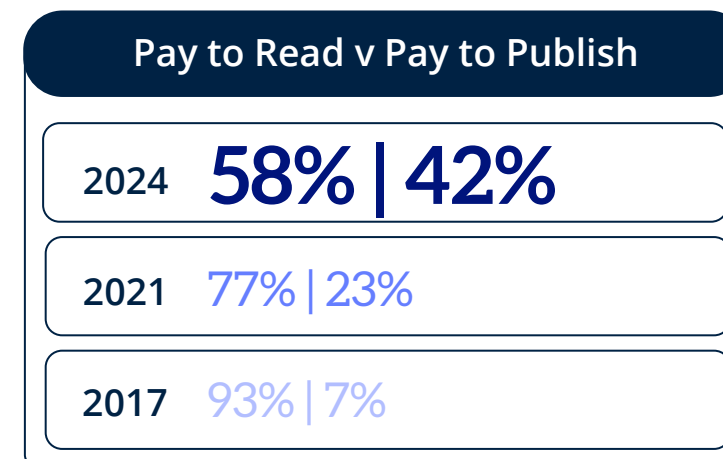
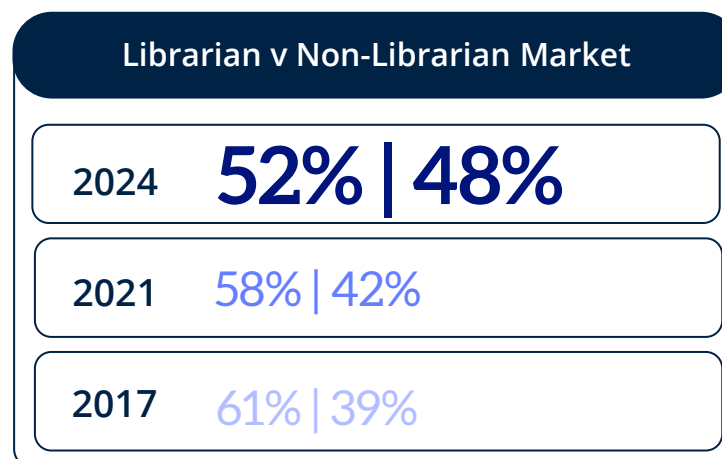
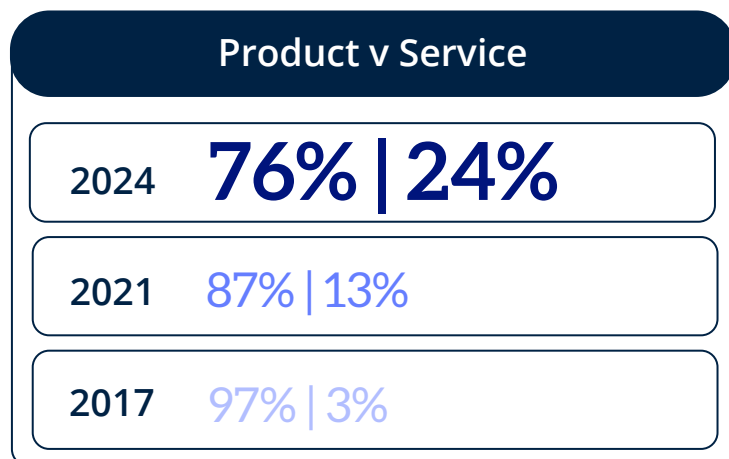
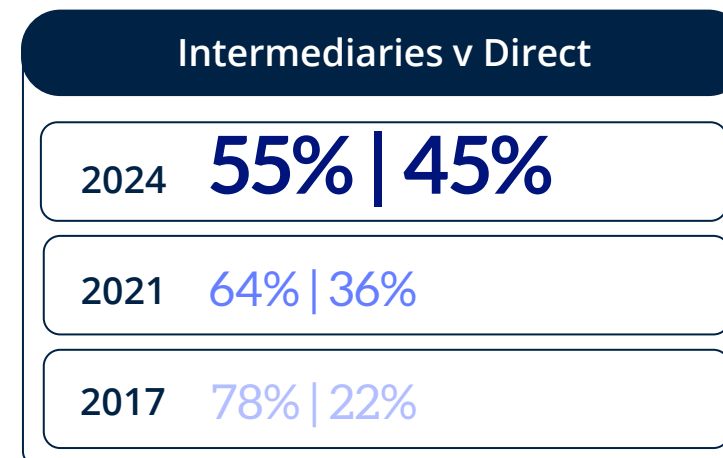
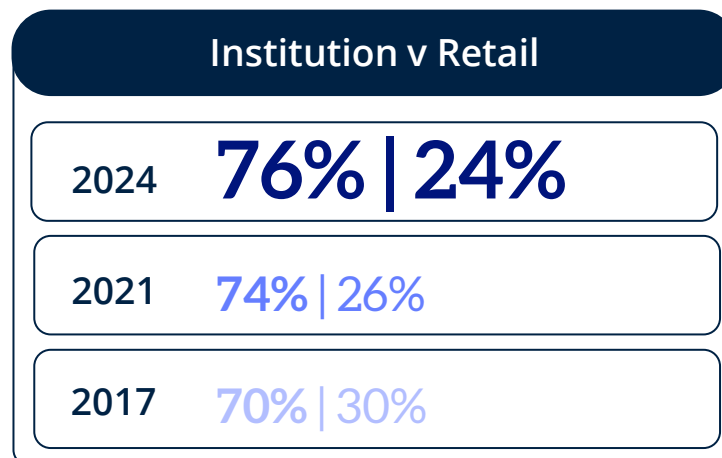
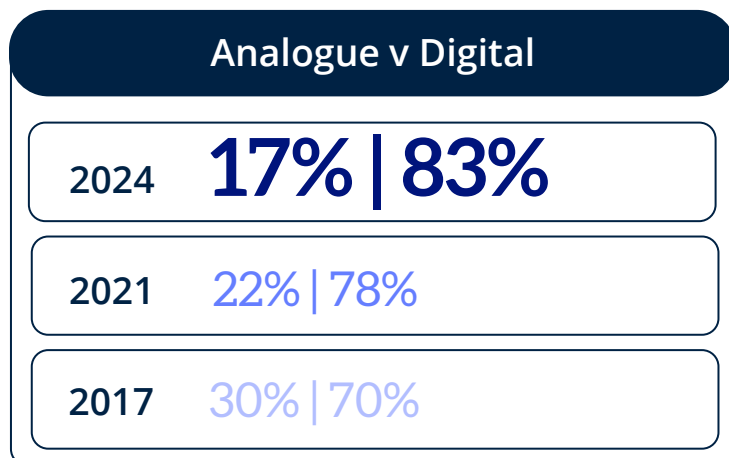
Proprietary Data, Proprietary Technology, Proprietary Capability

GAP II: Academic Markets underlying growth doubling by 2024

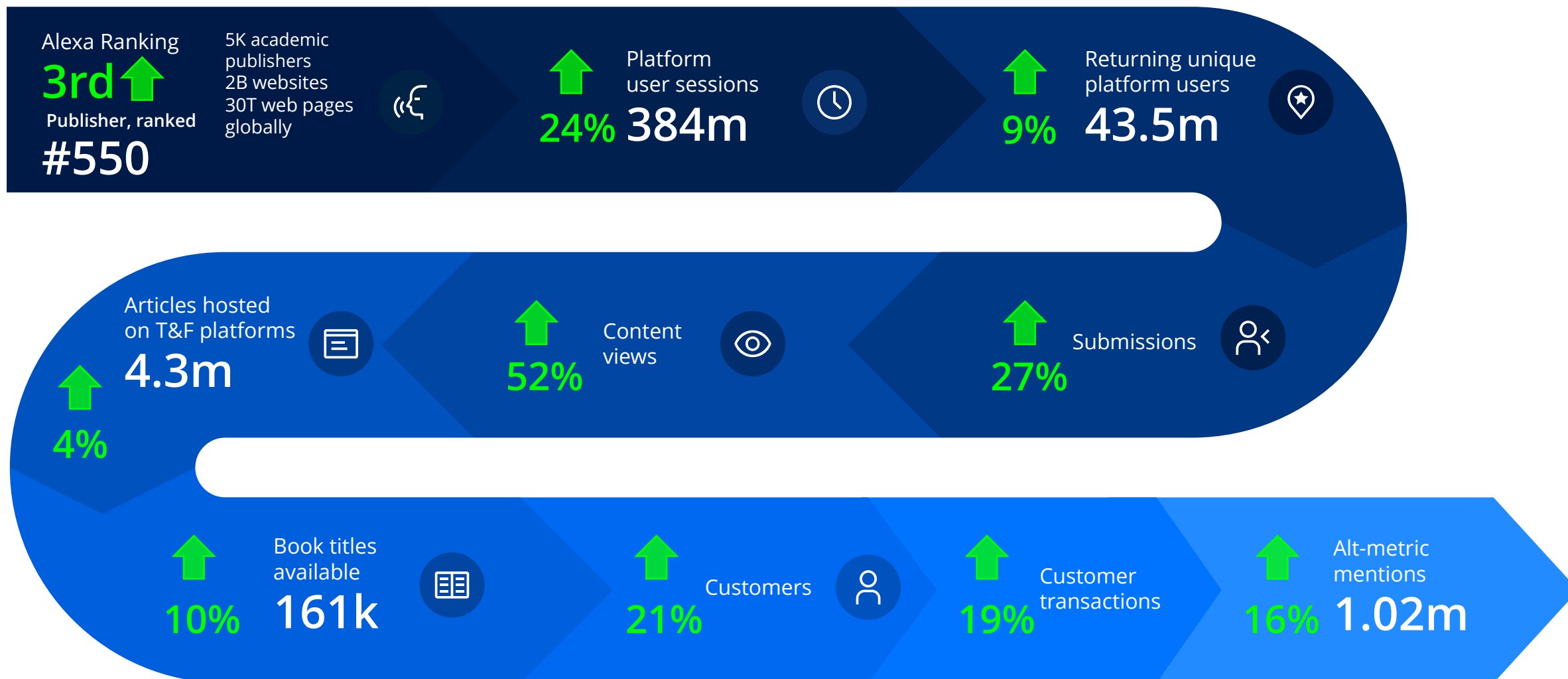


Increased scale, increased quality and faster growth

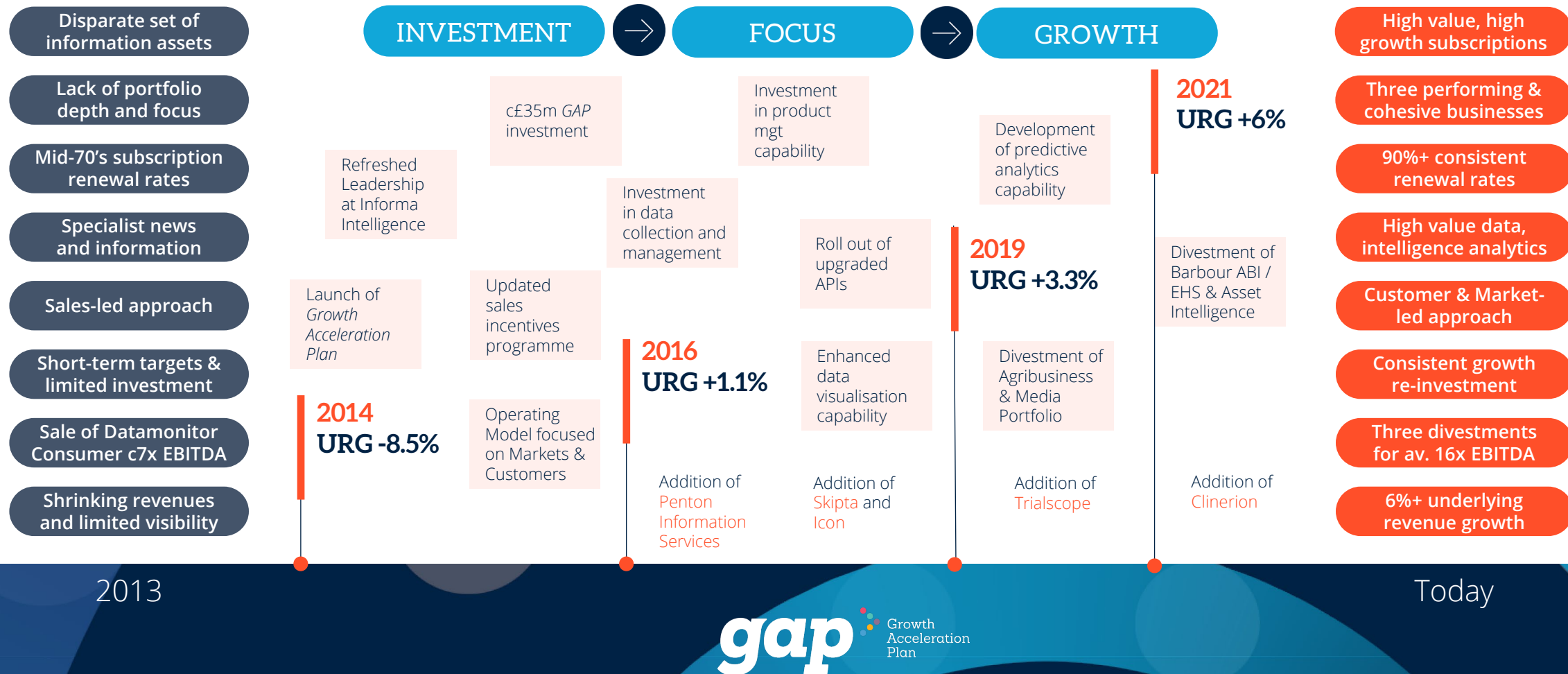
Growth Acceleration: Further expansion in Open Research Services



Digital First Future at Taylor & Francis



Creating value in Informa Intelligence through GAP I



High quality, high value specialist data and intelligence



Strong Underlying Growth

Consistent Underlying Revenue Growth

Specialist Data

- ✓ Specialist data and information
- ✓ Subscriptions-based
- ✓ 3 category specific sub-vertical businesses
- ✓ High quality, high growth, high value portfolio
- ✓ 2022 consensus revenue c.£325m*
- ✓ 2022 consensus adjusted operating profit c.£100m*

Predictable Revenues

Consistent c90% renewal rates

Specialist Brands

1. Clinical Trials

Informa Pharma Intelligence

Informa Pharma Intelligence

Real World Data Solutions

2. Vessel Tracking

Lloyd's List Intelligence

3. International Fund & Income Flows

Informa Financial Intelligence

High Quality Revenues

- Subscription
- Marketing Services
- Other

A high quality and high performing portfolio

Unlocking value and increasing portfolio focus through divestment

FOCUS

Focus the Informa Group on two growth businesses with leadership positions of scale: **B2B Markets** and **Academic Markets**

DIVEST

Divestment of all three **Informa Intelligence** businesses: **Clinical Trials, Vessel Tracking, International Fund & Income Flows**

VALUE

Balance sheet embedded carrying value for three businesses of c.£1bn; Confident of achieving multiple ahead of average for recent divestments of *Barbour EHS*, *Barbour ABI* and *Asset Intelligence* (16x EBITDA);

RETAIN

Intention to retain *Curinos* joint venture investment in Retail Banking

TIMING

Divestment process expected to run through H1 2022 with Buyback programme likely to run into H1 2023;
Significant unsolicited interest already received

Divestment of Informa Intelligence

Accelerating shareholder returns

Divestment Returns

- £1bn of embedded value to be returned **upon full sale and completed divestment of Informa Intelligence**
- Return in line with current balance sheet carrying value
- Capital returned via the combination of a **Special Dividend** and a **Share Buyback Programme**
- Remaining proceeds used for growth investment and to further de-lever the balance sheet

Annual Returns

- 2021 Free Cash Flow of £325m+
- Net debt / EBITDA c.3x by year-end 2021
- Ordinary Dividends to resume in 2022
- 2022 Revenue expectations of £2.2bn to £2.4bn (including Informa Intelligence)
- 2022 Balance Sheet strengthened post divestment

One-off capital return of £1bn*; Resumption of annual dividends from 2022

2021-2024 GAP II

**New Informa:
Accelerated Growth & Returns**

Gareth Wright
Group Finance Director

Accelerating growth and returns through GAP II

GROWTH

Ambition to return to rebased 2019 revenues by 2024, with a better quality mix and faster growth trajectory

FOCUS

Divestment of Informa Intelligence to focus on two leadership businesses of scale

RETURNS

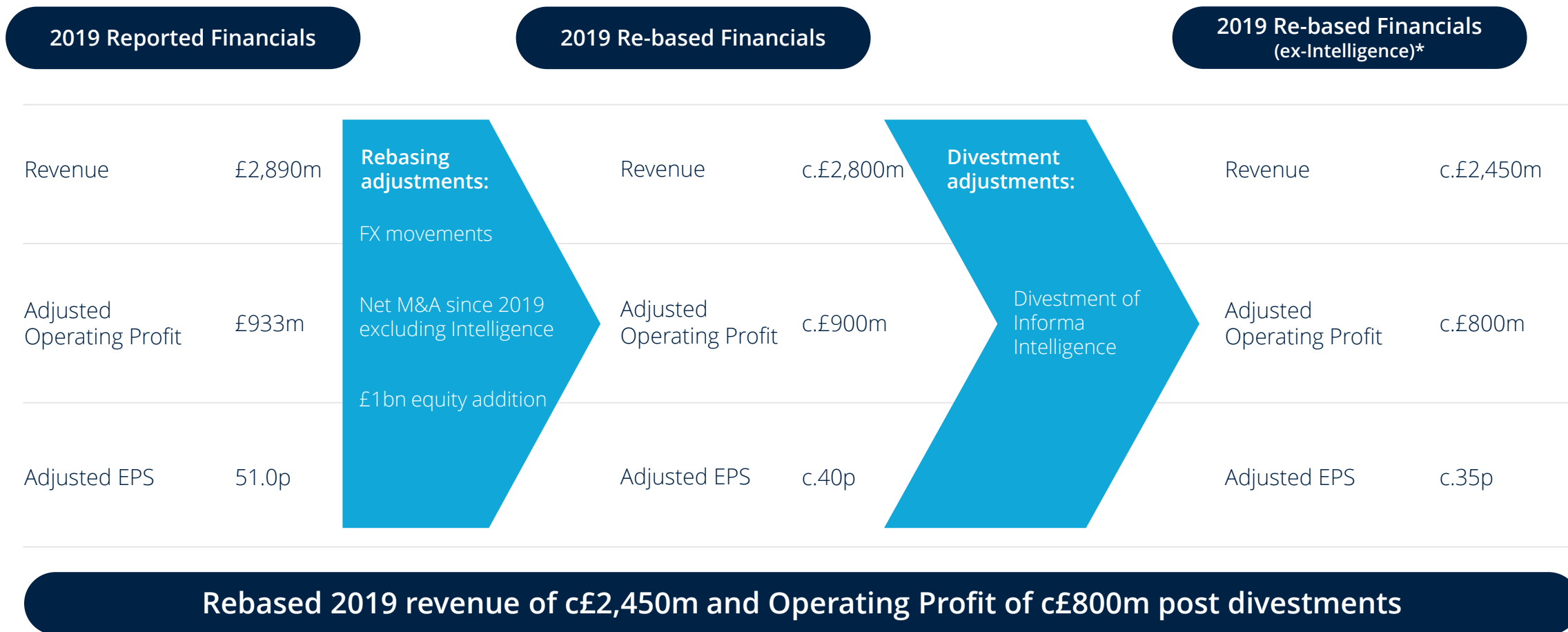
Subject to full sale and completion, return £1bn of embedded value realised through divestment to shareholders through a special dividend and share buyback programme; Restart Ordinary Dividends paid out of free cash flow from H1 2022

EXPAND

Redeploy growing free cash flow both internally into *GAP II* and externally into targeted M&A, further accelerating growth in two leadership businesses

2021-2024 Accelerated Growth and Performance

GAP II: 2021-2024 Growth & Acceleration Scenarios



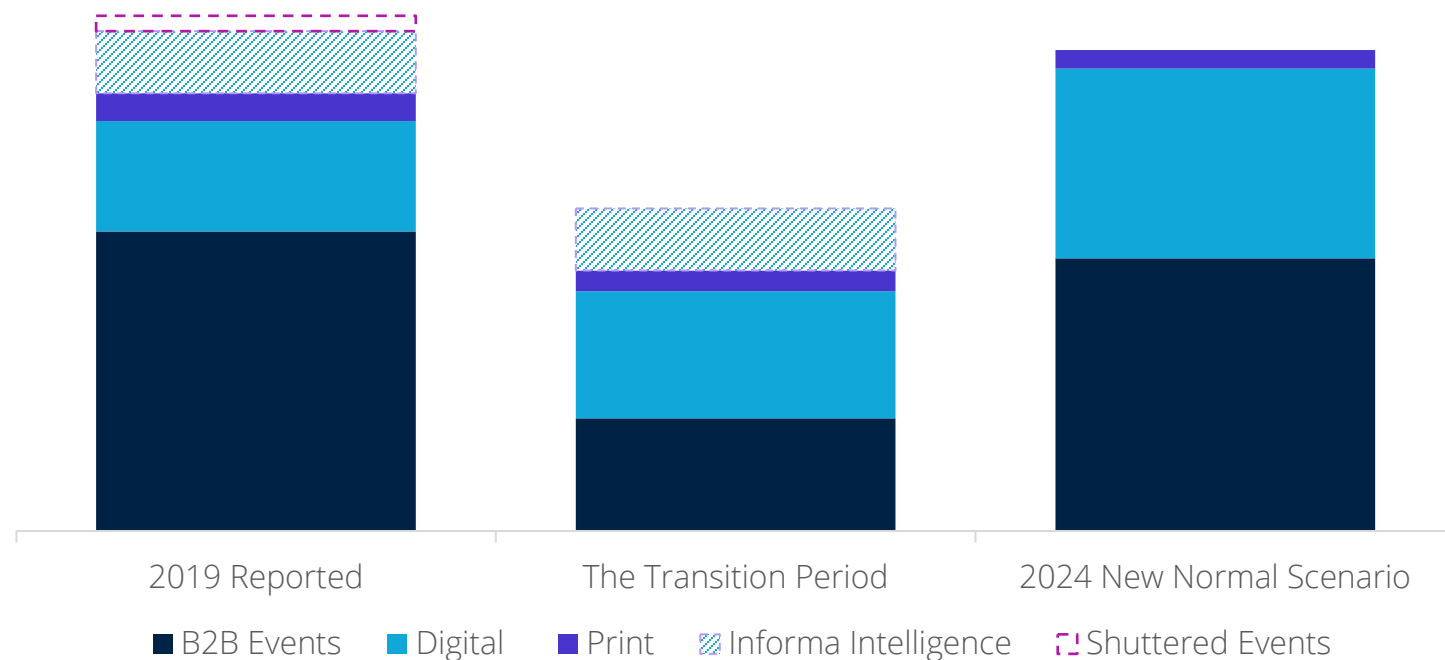
GAP II: 2021-2024 Growth & Acceleration Scenarios



New Normal Scenario sees revenue exceed 2019 levels by 2024

* Based on Guidance less 2021 consensus for Informa Intelligence (c.£320m revenue and c.£105m Adj. Operating Profit)
 **New Normal Scenario assumes normalised c.£100m annual bolt-on activity and £500m share buyback
 ***M&A Re-Investment Scenario assumes majority reinvestment of excess cash flow into M&A

GAP II: New Informa Group - New Normal Scenario (ex Intelligence)

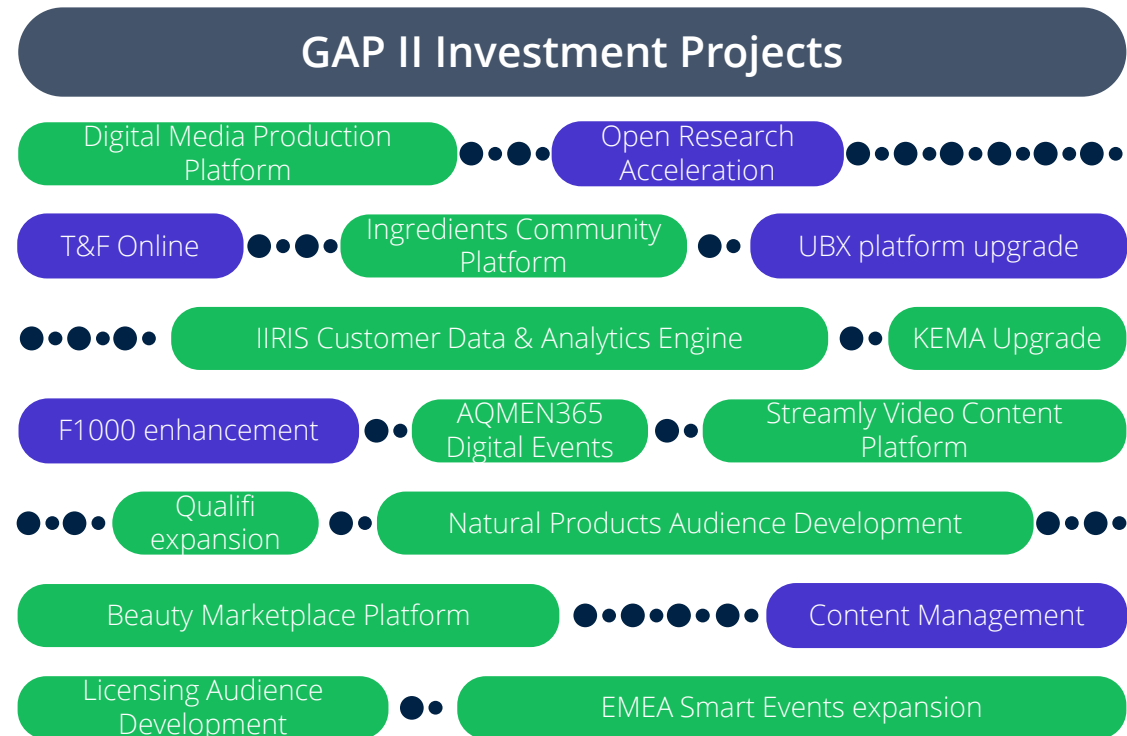


- 2024 revenue ahead of 2019 (rebased)
- GAP II delivers accelerated digital growth (40%+ of revenue by 2024)
- Shuttering impact absorbed
- Higher growth, higher quality

Increased scale, increased quality and faster growth

GAP II Investment to accelerate digital growth

- GAP II net investment of up to £150m in 2021-2024
- Projects focused on growth acceleration in two leadership businesses
- Builds on GAP I investment focus:
 - Data management
 - Product management expertise
 - Digital product development
 - Digital marketing enablement
 - Digital content production and management
- GAP II Investment Council for project sign-off and governance
- Benefits tracking and stage-gate funding model, mirroring GAP I



Investment in data capability and digital acceleration

GAP II investment returns from 2024

- GAP net investment of up to £150m expected to be split c.80%/20% Capex/Opex
- Front end loaded, with expected phasing of investment of c.50% / 30% / 20% across 2022-2024
- Underpinning digitisation of events, platform and technology capabilities
- Target incremental revenue benefits of £200m± by 2024
 - **Open Research** acceleration
 - Full **Smart Events** deployment
 - Expansion of **Audience Development** across verticals
 - New products and services in **Digital Demand Generation**
- Target for positive and growing operating profit contribution by 2024

Growing revenue and operating profit contribution from GAP II investment by 2024

Divestment Returns and Growth Investment

Divestment Process expected to run through H1 2022

Unlocking value and increasing portfolio focus

FOCUS	Focus the Infoma Group on two growth businesses with leadership positions of scale: B2B Markets and Academic Markets
DIVEST	Divestment of all three Infoma Intelligence businesses: <i>Clinical Trials</i> , <i>Vessel Tracking</i> , <i>International Fund & Income Flows</i>
VALUE	Balance sheet carrying value for three businesses of c.£800m; Confident of achieving multiple ahead of recent average for recent divestments of <i>Barbour EHS</i> , <i>Barbour ABI</i> and <i>Asset Intelligence</i> (16x EBITDA);
RETAIN	Intention to retain <i>Curinos</i> joint venture investment in Retail Banking
TIMING	Divestment process expected to run through H1 2022; Significant unsolicited interest already received

Divestment of Infoma Intelligence

2021 Capital Markets Day
Information Classification: General

Use of Proceeds (subject to full sale, completion & proceeds)

- £1bn embedded value realised through divestment to be returned to Shareholders
 - Special Dividend
 - Share Buyback Programme
- Provide funds for growth investment
 - *GAP II* Investment Programme
 - Targeted M&A to further accelerate growth in B2B Events, Audience Development, Digital Demand Generation and Open Research Services
- Strong and robust balance sheet

Share embedded value with shareholders; Provide funds for growth investment

2021-2022 Short-term financial guidance

2021 Guidance

- Revenue: £1,800m±
- Adj Operating Profit: £375m±
- Free Cash Flow: £325m+
- Net debt / EBITDA: 3x±

2022 Guidance** (Inc. Informa Intelligence)

- Revenue: £2,200m – £2,400m
- Adj Operating Profit: £520m – £540m
- Peak investment year for GAP II
- £15m impact from SaaS capex accounting change*

2022 Guidance *** (Ex-Informa Intelligence)

- Revenue: £1,875m – £2,075m
- Adj Operating Profit: £420m – £440m
- £1bn Divestment Returns through 2022/2023, subject to full sale, completion and proceeds
- Ordinary Dividends resume from H1 2022 @ c30% payout

£1bn Divestment Returns; Resumption of annual dividends from H1 2022

2021-2024 GAP II

New Informa:
Accelerated Growth & Portfolio Focus

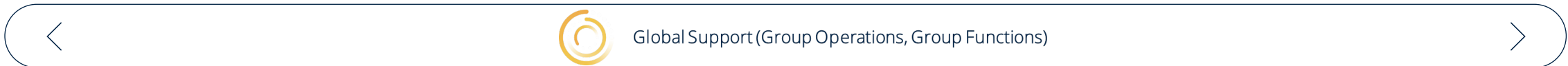
Stephen A. Carter
Group Chief Executive

New Informa



B2B Markets & Digital Services

Academic Markets & Knowledge Services



Q&A

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- 2.00pm GMT ●● Q&A
- 2.30pm GMT ●● Refreshment Break
- 2.45pm GMT ●● Charlie McCurdy, Chief Executive Informa Markets and Max Gabriel, President IIRIS

●● Growth & Acceleration: B2B Events & B2B Market Access
- 3.15pm GMT ●● Annie Callanan, Chief Executive, Taylor & Francis

●● Growth & Acceleration: Academic Markets & Knowledge Services
- 3.45pm GMT ●● Q&A and Wrap-Up



Informa Capital Markets Day

2021-2024 GAP II
B2B Markets & Digital Services

Charlie McCurdy
Chief Executive, Informa Markets



Today's Presenters



Stephen A. Carter

Group CEO



Gareth Wright

Group Finance Director



Charlie McCurdy

CEO, Informa Markets



Max Gabriel

President, IIRIS



Annie Callanan

CEO, Taylor & Francis

New Informa

B2B Markets & Digital Services


 informa markets


 informa connect


 informa tech


 CPhI worldwide

 CHINA BEAUTY EXPO 2017

 Arab Health

 WORLD OF CONCRETE

 Natural Products EXPO WEST


 BIO-EUROPE SPRING

 SuperReturn International

 FINOVATE

 IM|Power


 black hat

 OMDIA

 GDC

 enterprise CONNECT

 LONDON TECH WEEK

The enduring strength & power of B2B events in 2021



300+

Events run in 2021



1.6m+

Attendees at 2021 physical events



32k

Exhibitors at physical events in 2021



70%

Q1 2022 events return versus 2019, as indicated by current bookings



75%

Cash collected of 2022 Q1 bookings



30+

Countries where physical events ran in 2021



2m

NSQM of exhibition space in 2021



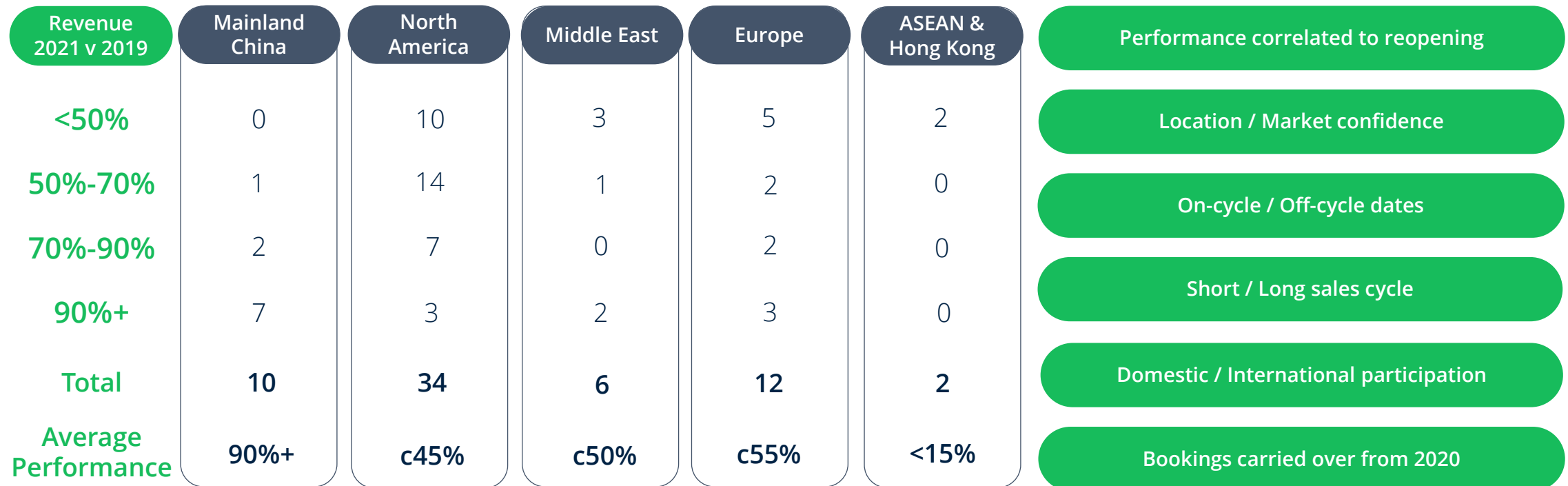
25%

Improvement in attendee to exhibitor ratio to Oct 21 versus 2019



Accelerating performance of major B2B brands

Performance of B2B Markets Power Brands compared to 2019



Average performance over 50% versus 2019, with multiple factors affecting individual brands

Strong customer demand for face-to-face events

●● Business Development

Vitafoods Europe is a great venue to meet all of our customers, especially after COVID. We have met new companies interested in our industry and we made great deals that we expect to convert into good business in the near future

Vitafoods Europe, Health & Nutrition

●● Networking

A must attend event for anyone in the Asset Management Industry. Excellent speakers and great networking opportunities.

IM Power, Global Finance

●● Localities

Arab Health is sending a message to the whole world that Dubai is safe, it's open for everyone, and we succeed as a health care industry with Arab Health bringing all these exhibitors from all over the world—it's a huge success to all of us

Arab Health, Healthcare

●● Hybrid+

You pulled off a great hybrid event that was both meaningful in-person with reduced footprint and attendance (but more engaged, enthusiastic attendees) and with virtual sessions. The quality of the leads we generated as a vendor were very high

Black Hat, Cyber Security

●● Industries

China Beauty Expo (CBE) shared global innovation resources, with both Chinese characteristics and a global vision. It fully demonstrated the new look and sustained vitality of the beauty industry post-pandemic.

China Beauty, Beauty

●● Value for SMEs

It's exciting to get out to see and touch the newest equipment, but also to interact with not only exhibitors but fellow farmers.

Farm Progress, Agriculture

●● New Product Launches

This is my first World of Concrete as our company is entering this industry from trucking, we source mobile technology for blue collar professionals. I attend many events each year and determine which ones based on the demographics of the audience; here has been a good fit of influences, decision makers and owners.

World of Concrete, Construction

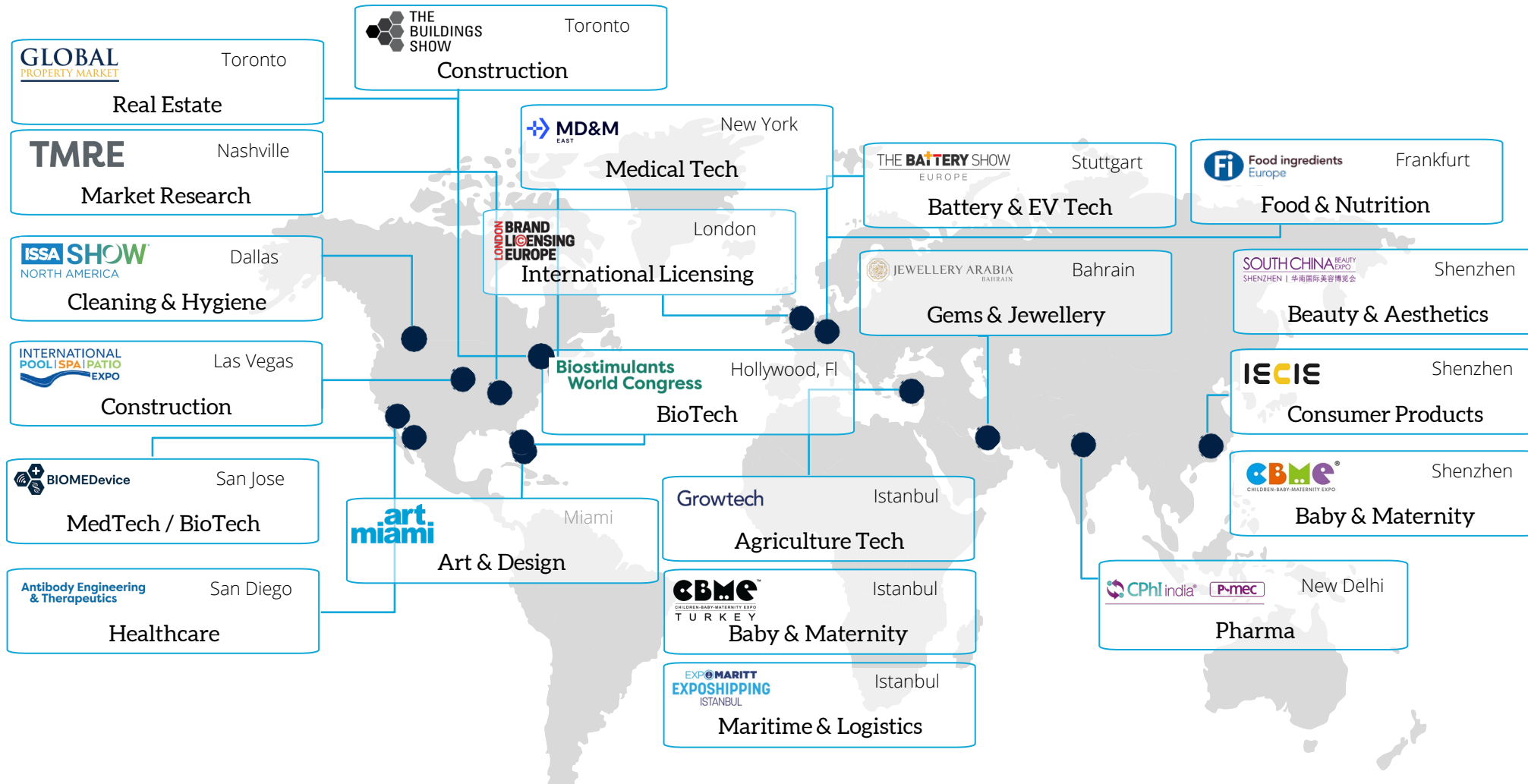
●● Targeted Meetings

Over the course of 4 days, I managed to secure 47 1:1 meetings with individuals perfectly matching my target profile. Besides the efficiency of networking throughout the daytime schedule, a huge effort was made in delivering bespoke networking evenings for attendees.

SuperReturn International, Global Finance

Power of B2B trade shows remains strong and is enhanced by smart technology

Three weeks in the life of Informa B2B Markets



£60m±
Total Revenue from these Brands








200k+
Participating attendees

5k+
Participating Exhibitors

70%+
Revenue performance versus 2019

B2B Events delivering for specialist markets all over the world

Building further depth in targeted Specialist Markets

 LIFESCIENCES	 CONSTRUCTION & MANUFACTURING	 TRANSPORT & LOGISTICS	 LIFESTYLE	 LUXURY	 FOOD & HOSPITALITY	 TECH	 FINANCE
Pharma	Construction	Aviation	Fashion	Yachting	Nutrition	Cyber Security	FinTech
Healthcare	Manufacturing	Maritime	Beauty	Jewellery	Ingredients	Enterprise IT	Private Equity
			Leisure & Travel	Art & Design	Food & Beverage	Entertainment	Investment Mgt
					Agriculture	AI & IOT	

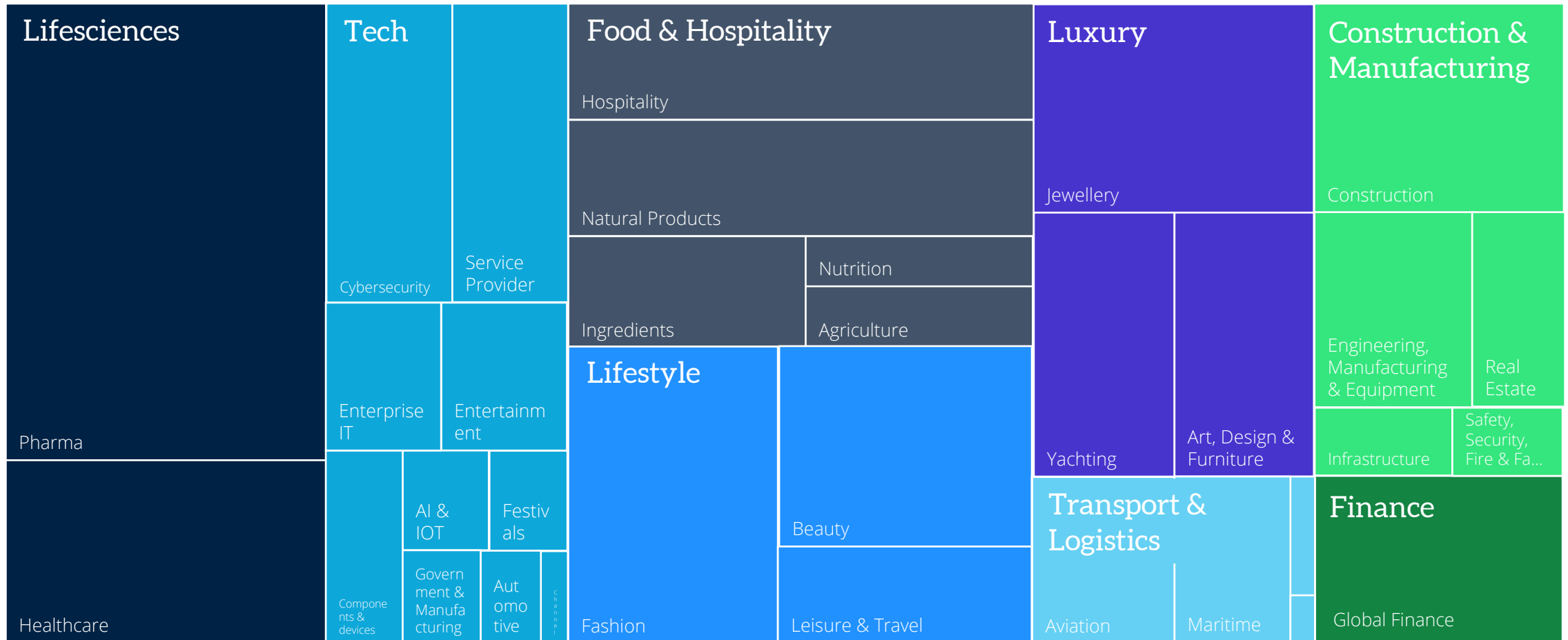
PLATFORMS & TECHNOLOGY



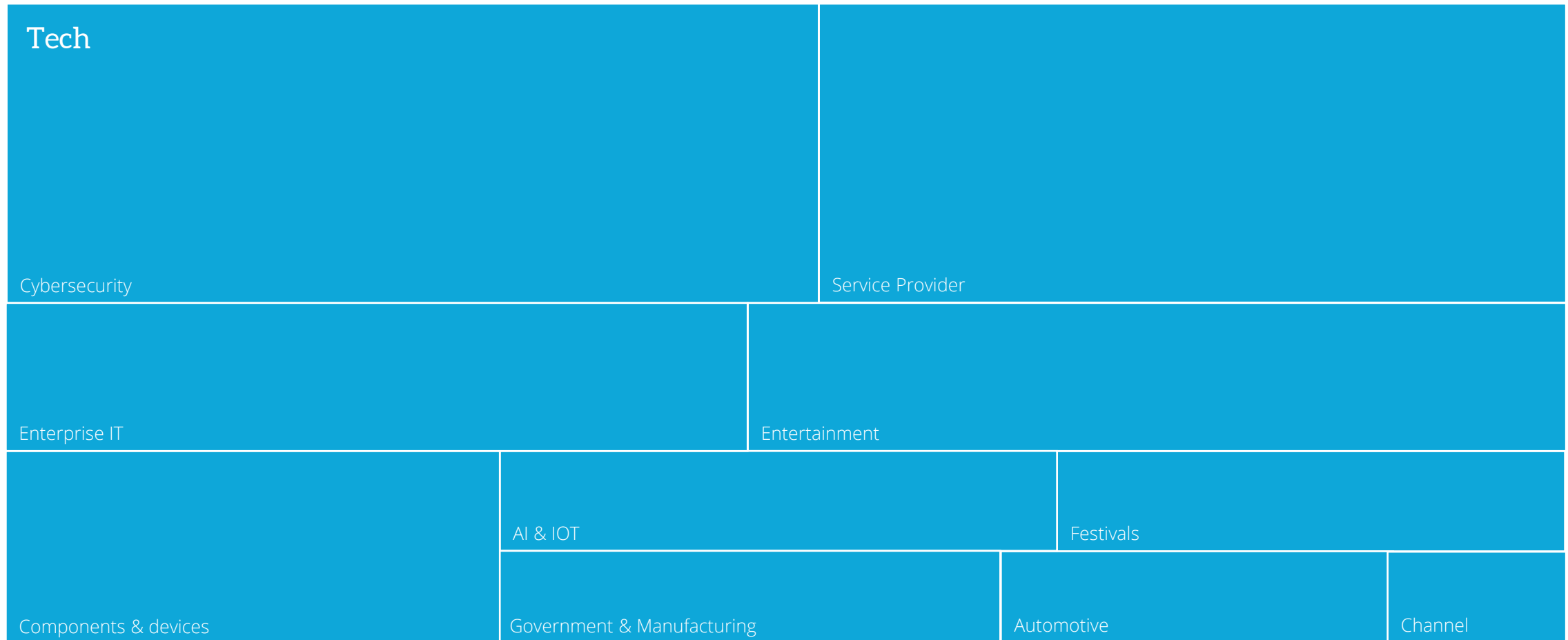
Informa's Sustainability Commitments:

FASTER  **FORWARD**

Depth in targeted Specialist Markets



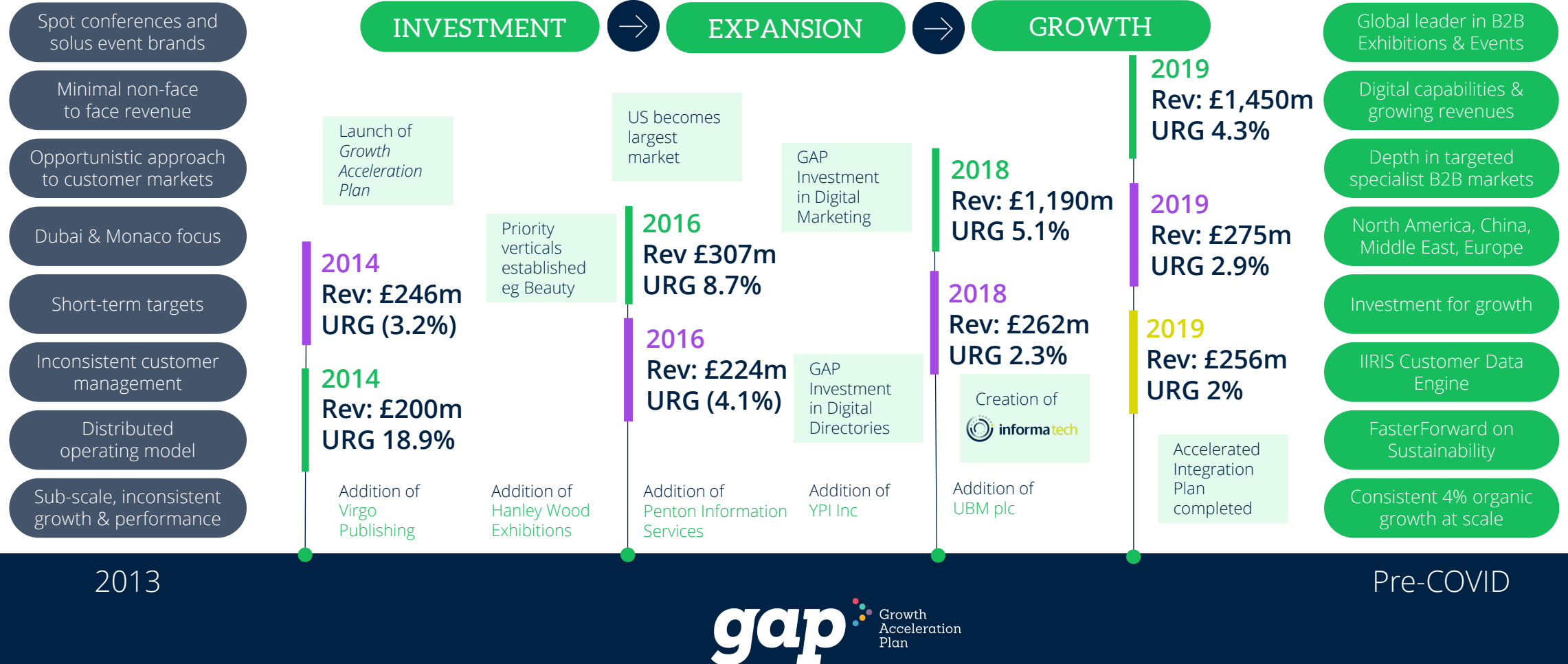
Deep Specialist Knowledge and Connections in Tech



Enterprise IT – Specialist Brands



2014-2019 GAP I: Building a leadership position in B2B Events



2021-2024 GAP II: B2B Markets & Digital Services

AMBITION

1. Maximise the return and growth of B2B Events/Smart Events
2. Become a leader in B2B Market Access

GROWTH

Target higher than 2019 revenue by 2024, with a higher quality mix and faster growth trajectory

TALENT

Strengthen digital & data talent to complement strengths in F2F operations, sales & marketing

RETURNS

GAP II investment to accelerate growth in B2B Events and B2B Market Access, with target for Digital Services to be 25% of revenue by 2024

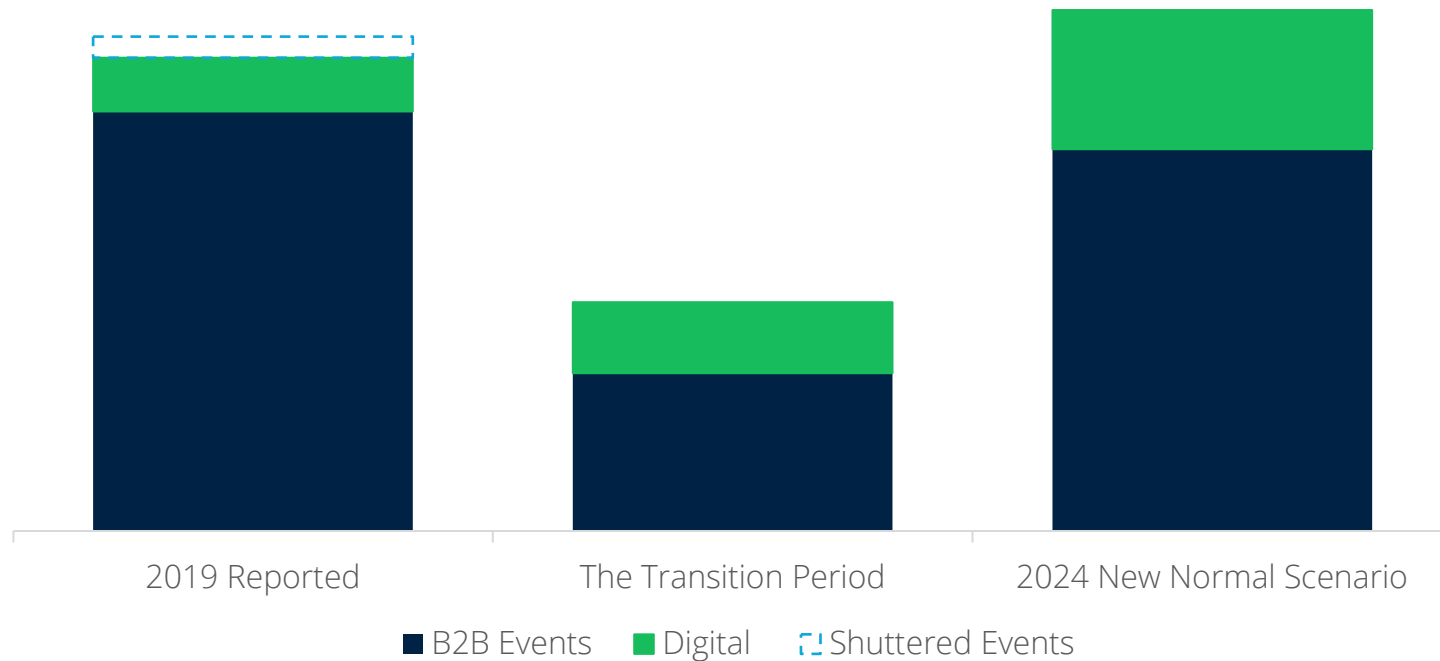
Informa's Sustainability Commitments:

FASTER



FORWARD

GAP II: B2B Markets - New Normal Scenario



- 2024 revenue ahead of 2019
- GAP II delivers accelerated digital growth (25%+ revenue by 2024)
- Shuttering impact absorbed
- Higher growth, higher quality

Increased scale, increased quality and faster growth

A leader in B2B Events to a leadership position in B2B Market Access

Growth acceleration 2021-2024

1

Enduring Strength and power of B2B Events

Existing Market

2

Transformation from B2B Events into Smart Events

New Market

3

Expansion of capabilities in Audience Development and Digital Demand Generation

New Budgets

Create a leader in B2B Events and B2B Market Access

Accelerating performance of B2B Events

1 Enduring Strength and power of B2B Events

Three weeks in the life of Informa

B2B Events >£1m revenue

B2B Events delivering for specialist markets all over the world

Information Classification: General

The enduring strength & power of B2B events

- 300+** Events run in 2021
- 32k** Exhibitors at physical events in 2021
- 70%** Q1 2022 events return versus 2019, as indicated by current bookings
- 30+** Countries where physical events ran in 2021
- 2m** NSQM of exhibition space in 2021
- 25%** Improvement in attendee to exhibitor ratio
- 70%+** Revenue performance versus 2019

2021 Capital Markets Day

Information Classification: General

Accelerating performance of major B2B brands

Performance of B2B Markets Power Brands compared to 2019

Revenue 2021 v 2019	Mainland China	North America	Middle East	Europe	ASEAN & Hong Kong
<50%	0	10	3	4	2
50%-70%	1	14	1	2	0
70%-90%	2	7	0	2	0
90%+	7	3	2	4	0
Total	10	34	6	12	2
Average Performance	90%+	c45%	c50%	c55%	<15%

Average performance over 50% versus 2019, with multiple factors affecting individual brands

2021 Capital Markets Day

Information Classification: General

Strong customer demand for face-to-face platforms

- Business Development**
Vitafoods Europe is a great venue to meet all of our customers, especially after COVID. We have met new companies interested in our industry and we made great deals that we expect to convert into good business in the near future.
Vitafoods Europe, Health & Nutrition
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- Hybrid+**
You pulled off a great hybrid event that was both meaningful in-person with reduced footprint and attendance (but more engaged, enthusiastic attendees) and with virtual sessions. The quality of the leads we generated as a vendor were very high.
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World of Concrete, Construction
- Targeted Meetings**
Over the course of 4 days, I managed to secure 47 1:1 meetings with individuals perfectly matching my target profile. Besides the efficiency of networking throughout the daytime schedule, a huge effort was made in delivering bespoke networking evenings for attendees.
SuperReturn International, Global Finance

Power of B2B trade show platforms remains strong and is enhanced by smart technology

2021 Capital Markets Day

Information Classification: General

- Domestic / International participation
- Bookings carried over from 2020

What are B2B Digital Services?

- 2 Transformation from B2B Events into Smart Events
- 3 Expansion of our capabilities in Audience Development & Digital Demand Generation

SMART EVENTS

The Smart part of Smart Events, adding productivity to the power of in-person events

AUDIENCE DEVELOPMENT

Content-led lead generation programs, increasingly differentiated by data segmentation

DIGITAL DEMAND GENERATION

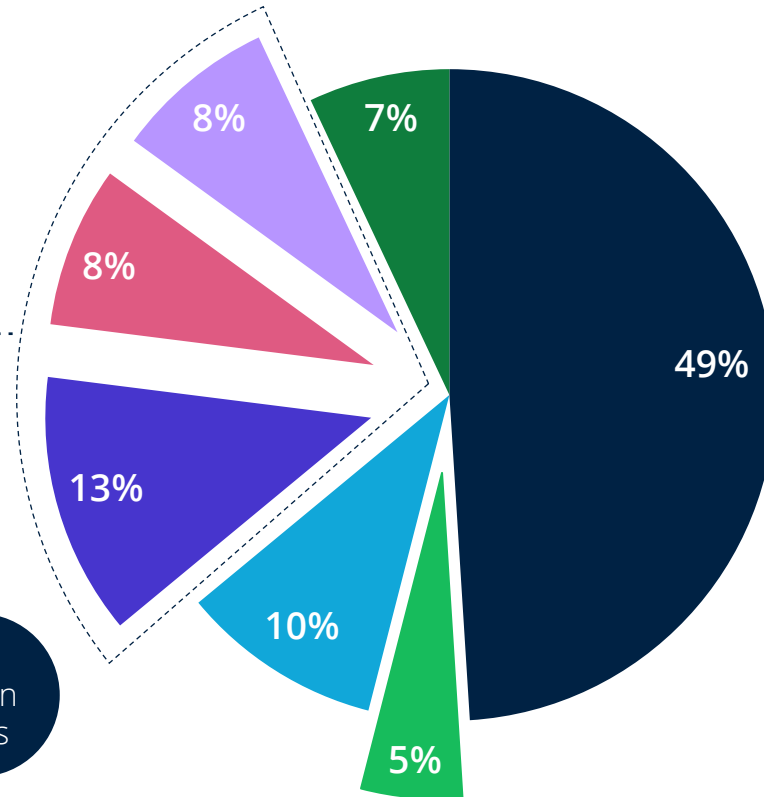
Data analytics that provide intent-based, qualified B2B buyers and sales prospects

B2B Digital Services Revenue Opportunity

- 2 Transformation from B2B Events into Smart Events
- 3 Expansion of our capabilities in Audience Development & Digital Demand Generation

Typical breakdown of Go-To-Market Expenditure

- Internal GTM activity
- F2F Events – Organisers
- F2F Events – Others
- Digital Marketing & Advertising
- Sponsorship (webinars, conferences etc)
- Marketplaces & Directories
- Print Media



DIGITAL SERVICES
6x the typical spend on F2F Events Organisers

- ➔ Adjacent market opportunities in **Audience Development** and **Digital Demand Generation**
- ➔ Significant customer expenditure here already and high levels of growth
- ➔ Informa already generating £250m+ revenues in Digital Services across B2B Markets
- ➔ Building off existing event/media brands and customers
- ➔ Expands our addressable audiences and drives audience engagement
- ➔ Higher quality mix of revenue
- ➔ Accelerated growth opportunities

Enhanced value and growth through the Digitisation of Events

2 Transformation from B2B Events into Smart Events

All B2B Events are becoming Smart Events



📅 9 - 11 November 2021
📍 Fiera Milano, Milan, Italy

📅 25 Oct - 19 Nov 2021
📍 Online Conference & Networking

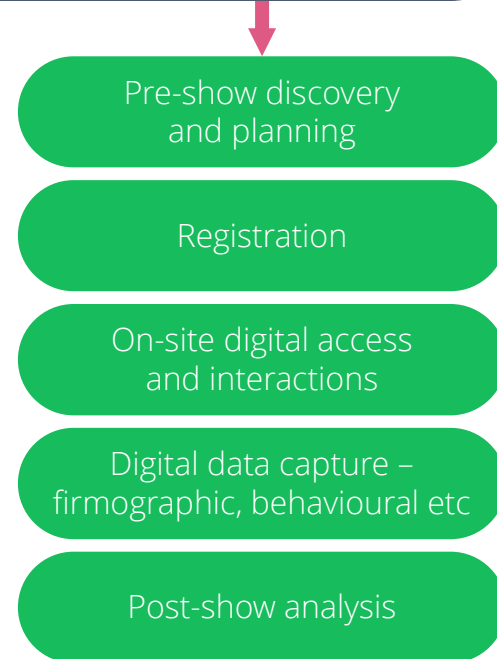
Smart Event features:

- ✓ Comprehensive digital educational content
- ✓ Product level digital discovery
- ✓ Enhanced connectivity via digital matchmaking
- ✓ Digital registration for enhanced safety and behavioural data
- ✓ Automated contact swapping
- ✓ Hybrid access – both face-to-face and online

"We were surprised not just by the high volume of foot traffic but also the quality of the leads we got. Even compared to 2019 we secured more quality leads this year."

Tony Martin
Director – Regional Marketing

Talent | Technology | Trust™



Biotech Week Boston

In-Person 20 – 23 September
Virtual 28 – 30 September

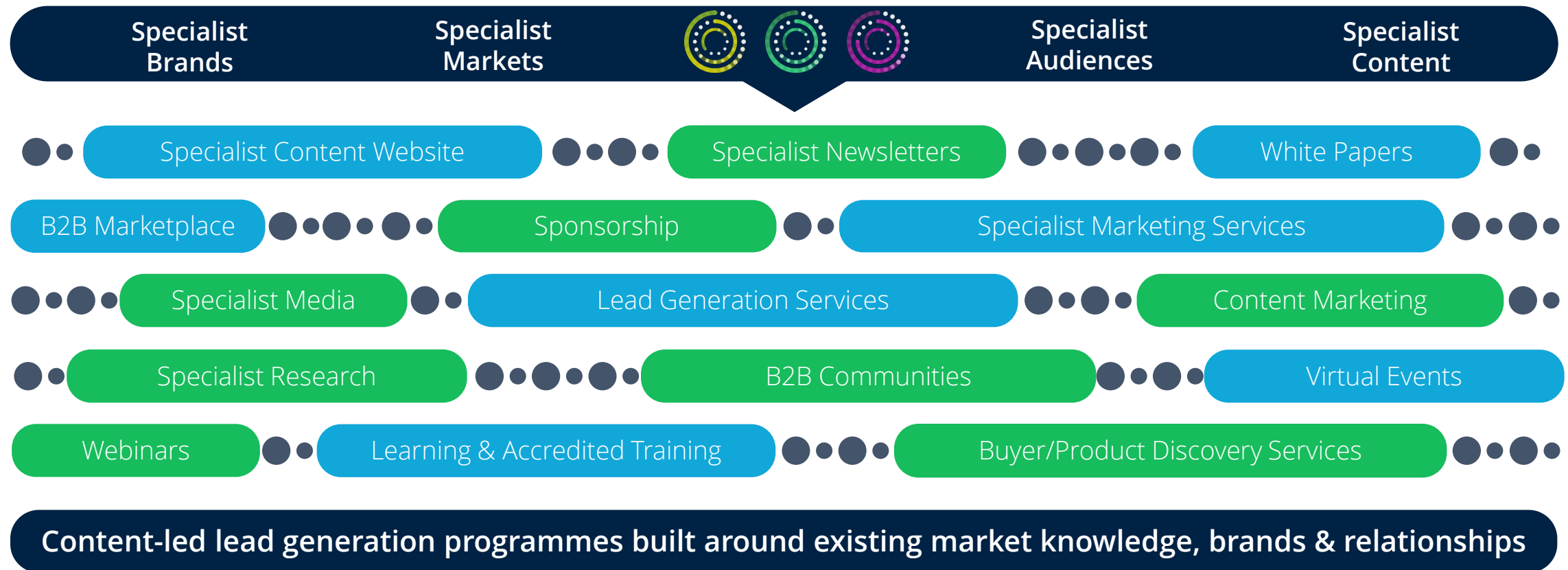
- ✓ Hybrid experience
- ✓ Sustainability game building investment in Million Mangroves Project
- ✓ 5 fully hybrid events and 2 digital only
- ✓ 12 simultaneous tracks over 4 days, 250 content sessions
- ✓ Access to on-demand afterwards

"It takes a lot of effort, coordination, creativity, and personal investment to cover all aspects of this hybrid program. This event was delivered seamlessly to both attendees and speakers."

Lillian Schaff
Associate Director & Global Congresses Lead
EMD Serono Inc

Opportunity to accelerate growth in Audience Development

3 Expansion of our capabilities in Audience Development



Creating Customer Value through Audience Development

3 Expansion of our capabilities in Audience Development

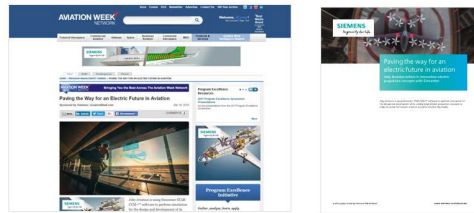
The Brief

To help the Product Lifecycle Management Division of a long-established partner of the aerospace industry to engage more frequently and deeply with aerospace Program Managers

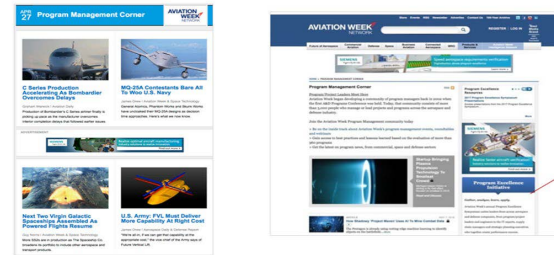


Content Syndication

► Paving the Way for an Electric Future in Aviation

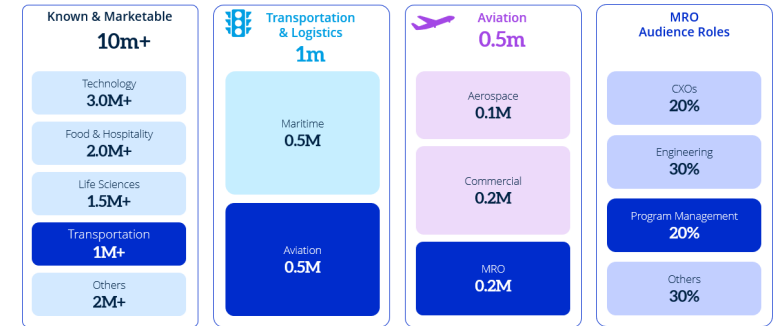


Program Management Corner



The Solution

A multi-year, multi-channel initiative to connect the partner's business development leaders with aerospace program leaders year round with multiple digital and face-to-face touch points



Aviation Week worked with me to create a long-term program with measurable and agreed upon goals. Each year we have continued to track these goals and Aviation Week has exceeded the tangible numbers. The benefits include full contact leads, clicks and touch points. During the events we participated in, our Senior Management team has also had great exposure to key decision makers.

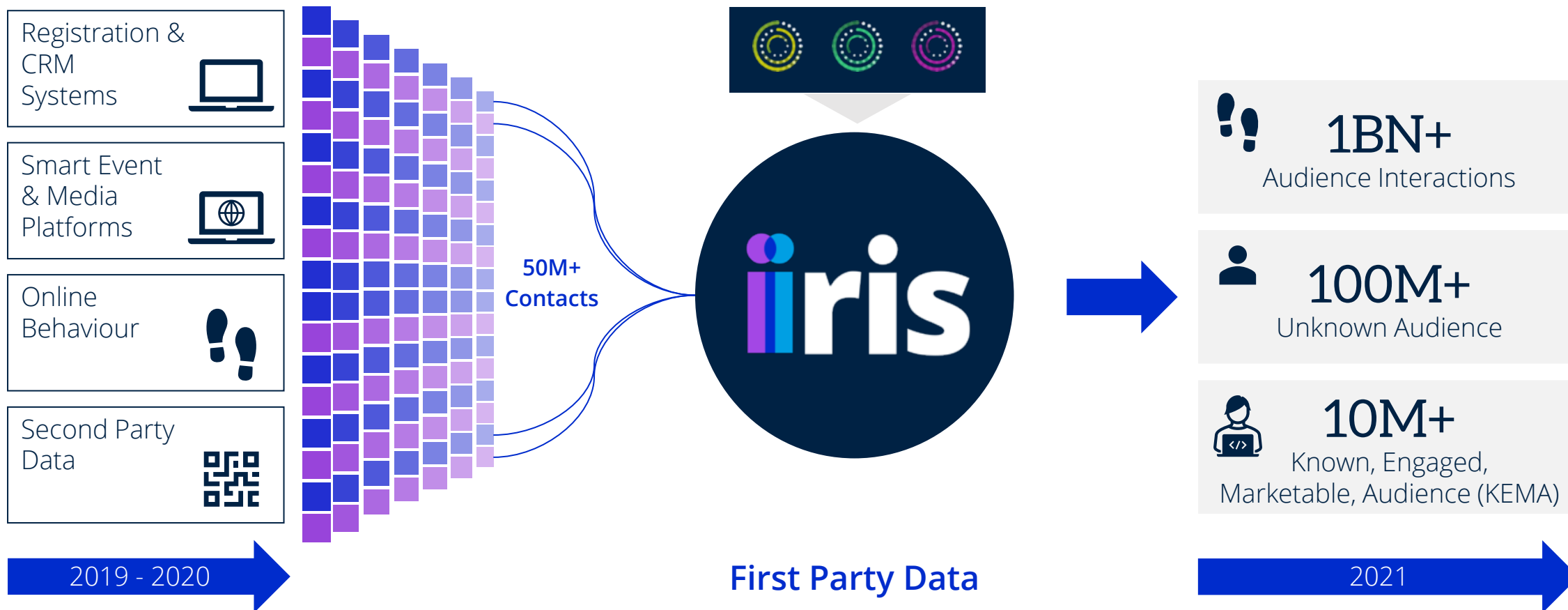
Content-led lead generation for highly specific B2B communities

Opportunity to accelerate growth in Digital Demand Generation

3 Expansion of our capabilities in Digital Demand



Where did we start?



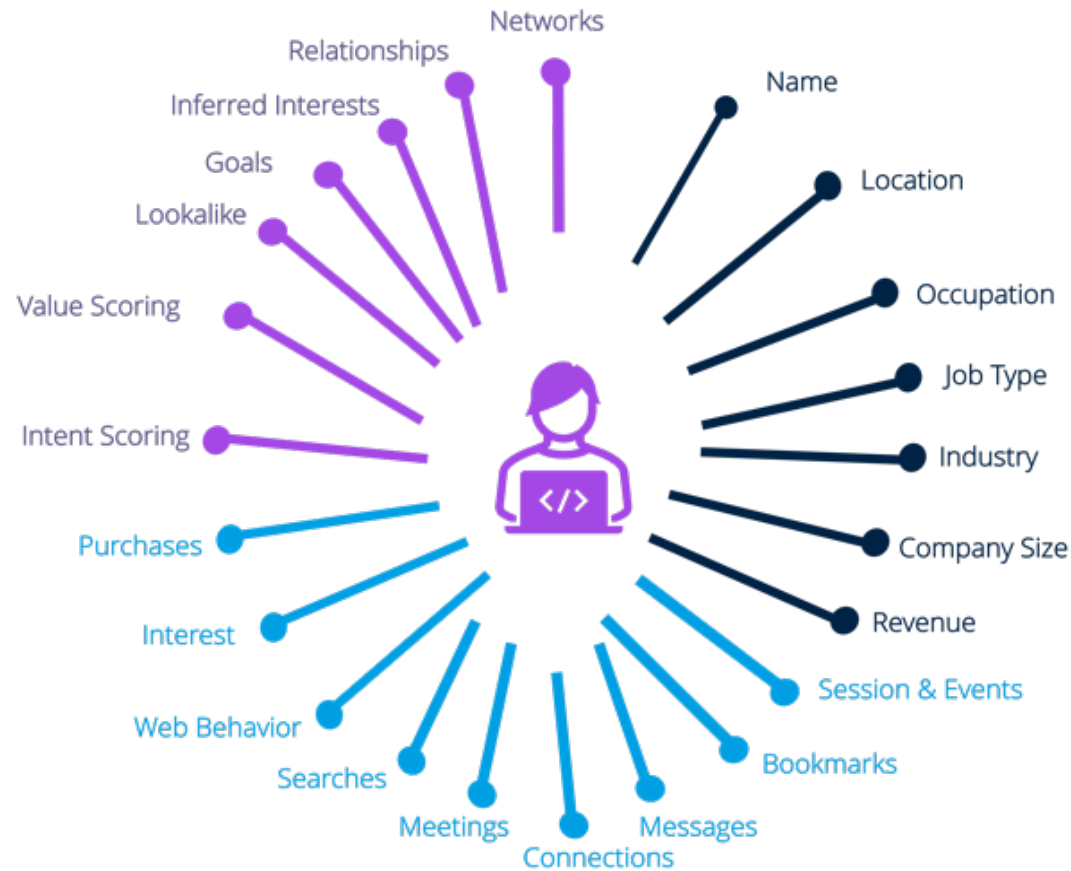
Discipline in collection, consent, continuous enrichment helped create high quality audience profiles

What do we mean by KEMA?

Enriched Data



Behavioral Data



100's
Data points captured and enriched

Demographics & Firmographics



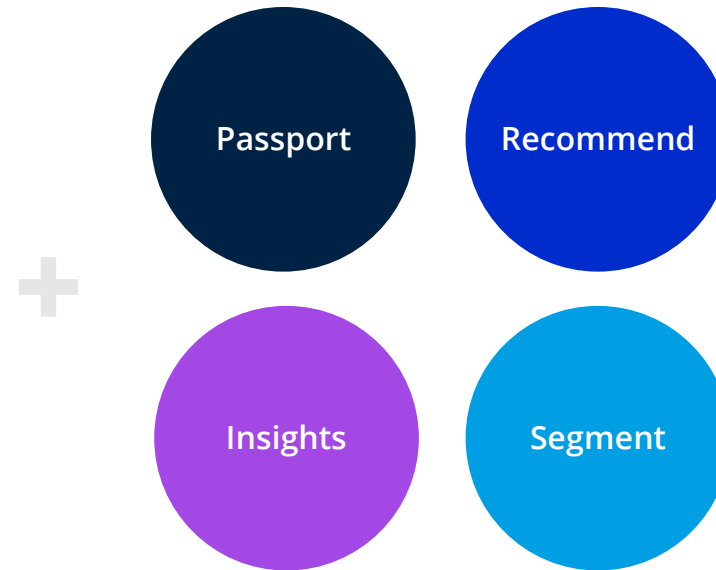
The depth of high quality first party data increases the value per audience

2021: What have we done?

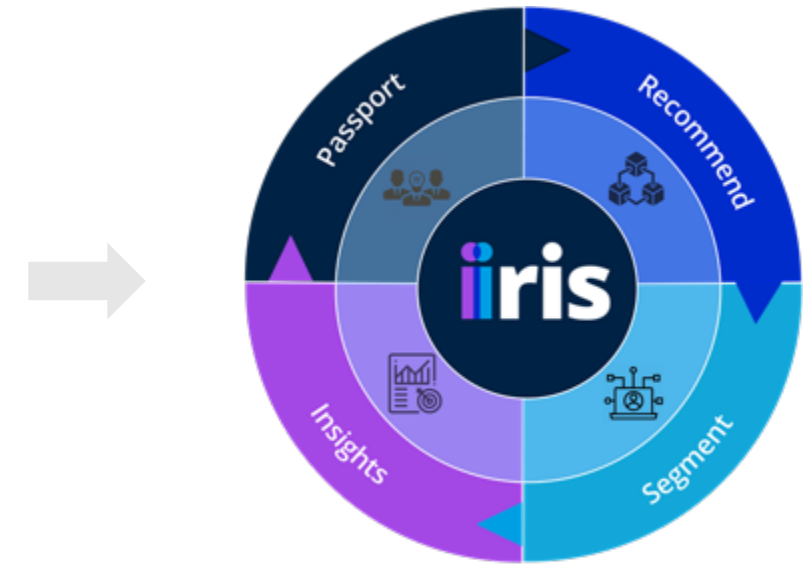
Standardised KEMA



Intelligent Services



Customer Data & Analytics Engine



Targeted implementation of IIRIS is already delivering commercial value

2021: How is IIRIS adding commercial value?



Powered by
IIRIS Recommend



Powered by
IIRIS Segment

2x

Product discovered

30%

More
RFIs

RFI is a clear signal of
buyer's purchasing
intent

2x

Click through rates

4x

Paid subscriptions

Behaviour based
segmentation results
in better sales
conversion

Good quality content → Better engagement → More behaviour data → More value per audience

How are we helping our customers using a data-driven approach?

Elsa (Altered)
Founder & CEO
Antivirus Software Company



Help me find qualified buyers



Audience Development

What topics and products are they interested in?
Help me serve **relevant content and product**
information to nurture the lead



Digital Demand Generation

Where are they in their buying cycle?
Offer value in **their buying moment** to close the deal

Precise matching of qualified buyers and prospects through IIRIS Segment and Insights

In-depth audience profiles amplifies lifetime value



In-depth company profile amplifies lifetime value

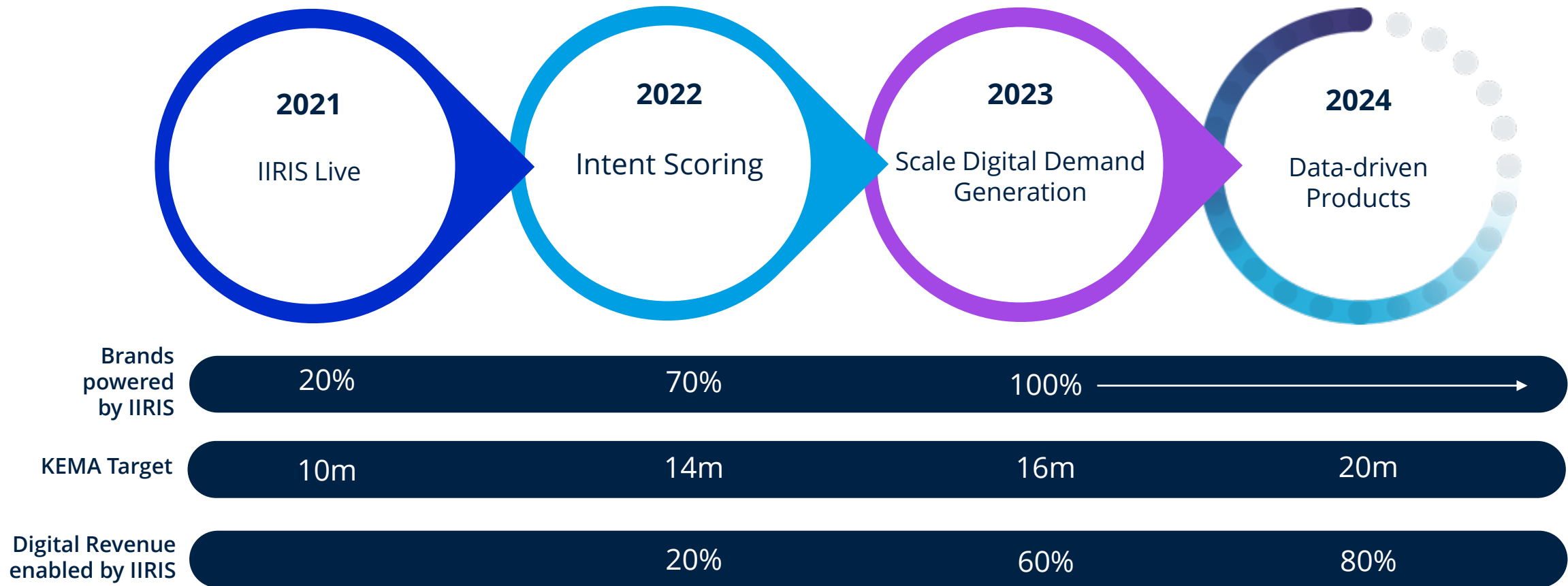
Behaviour Data

Data

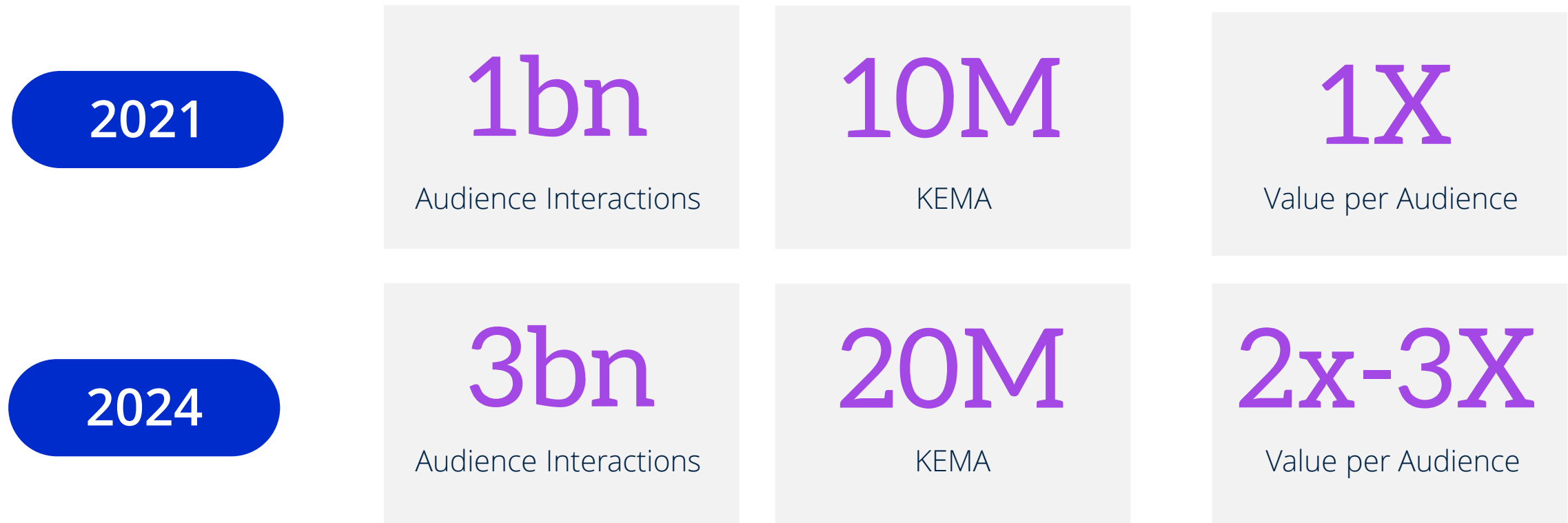


IIRIS enables cross sector view of a company (both on buy side and sell side)

Where are we going? IIRIS Growth Acceleration Plan



Amplify value of the business by doubling the volume and value of audience



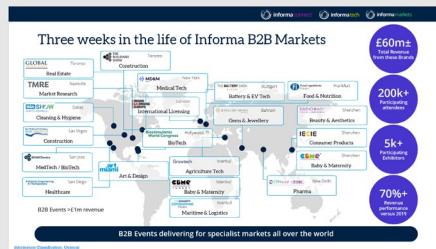
World class B2B customer data and analytics engine at the heart of our growth ambition

From B2B Events to a leadership position in Market Access

Growth acceleration 2021-2024

1

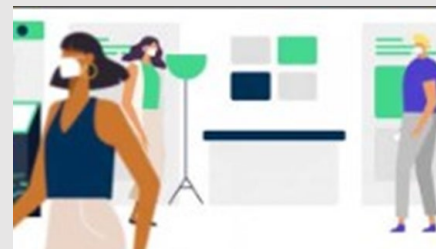
Enduring Strength and power of B2B Events



Existing Market

2

Transformation from B2B Events into Smart Events



New Market

3

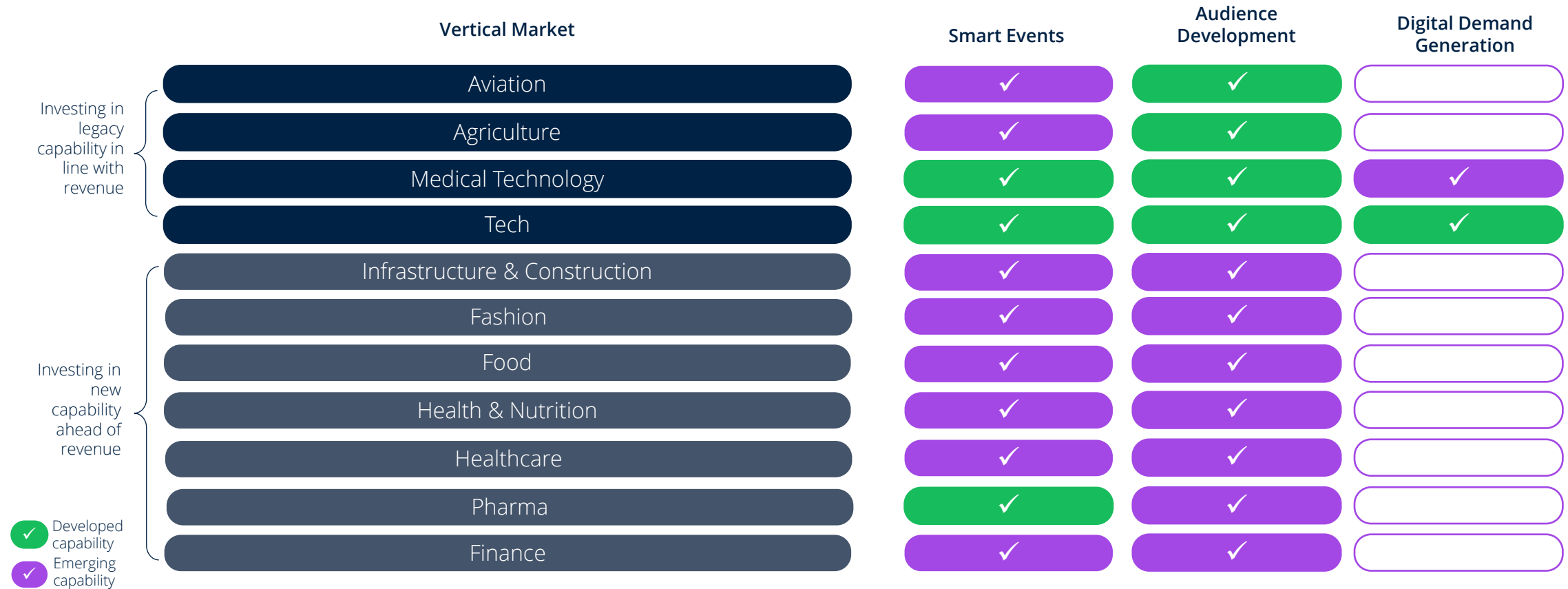
Expansion of capabilities in Audience Development and Digital Demand Generation



New Budgets

Create a leader in B2B Market Access

Accelerating Digital Services growth across B2B Markets



Expanding our portfolio of B2B Digital Services across all our specialist markets

FASTER FORWARD

gap II

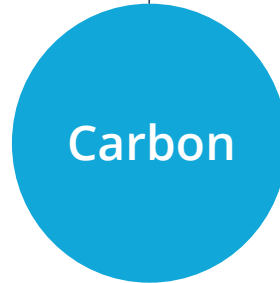
B2B Markets & Digital Services in North America and EMEA



All B2B Events to be powered by renewable energy



All B2B Events to be compliant with Better Stands programme, removing single use stands



All B2B Events to save customers more carbon than we emit through role as carbon consolidator



All B2B Events to incorporate Sustainability Inside, providing on-site content to accelerate sustainable development in our customer markets

Summary

Growth acceleration 2021-2024

1 Enduring strength & power of B2B Events

- Full return and strong **growth in B2B Events**
- Consider continued **sector consolidation** (eg Premiere)
- Lead the industry in driving sustainable solutions, including as a **consolidator of carbon**

Existing Market

2 Transition from B2B Events to Smart Events

- Transition the full portfolio of **B2B Events** to be **Smart Events**
- Expand the range of **Smart services** available to customers
- Grow and improve the quality of our **Known, Engaged, Marketable Audience (KEMA)**

New Market

3 Expansion of capabilities in Audience Development & Digital Demand Gen.

- Operationalise the full power of **IIRIS Customer Data Engine**
- Rapid growth off existing strengths in **Audience Development**
- Build on Netline capabilities to expand in **Digital Demand Generation**

New Budgets

A global leader in B2B Market Access

Capital Markets Day Schedule

1.00pm GMT

●● Stephen A. Carter, Group Chief Executive and Gareth Wright, Group Finance Director

●● New Informa: Accelerated Growth & Portfolio Focus

2.00pm GMT

●● Q&A

2.30pm GMT

●● Refreshment Break

2.45pm GMT

●● Charlie McCurdy, Chief Executive Informa Markets and Max Gabriel, President IIRIS

●● Growth & Acceleration: B2B Events & B2B Market Access

3.15pm GMT

●● Annie Callanan, Chief Executive, Taylor & Francis

●● Growth & Acceleration: Academic Markets & Knowledge Services

3.45pm GMT

●● Q&A and Wrap-Up

Informa Capital Markets Day

2021-2024 GAP II
Academic Markets & Knowledge Services

Annie Callanan
Chief Executive, Taylor & Francis



Informa



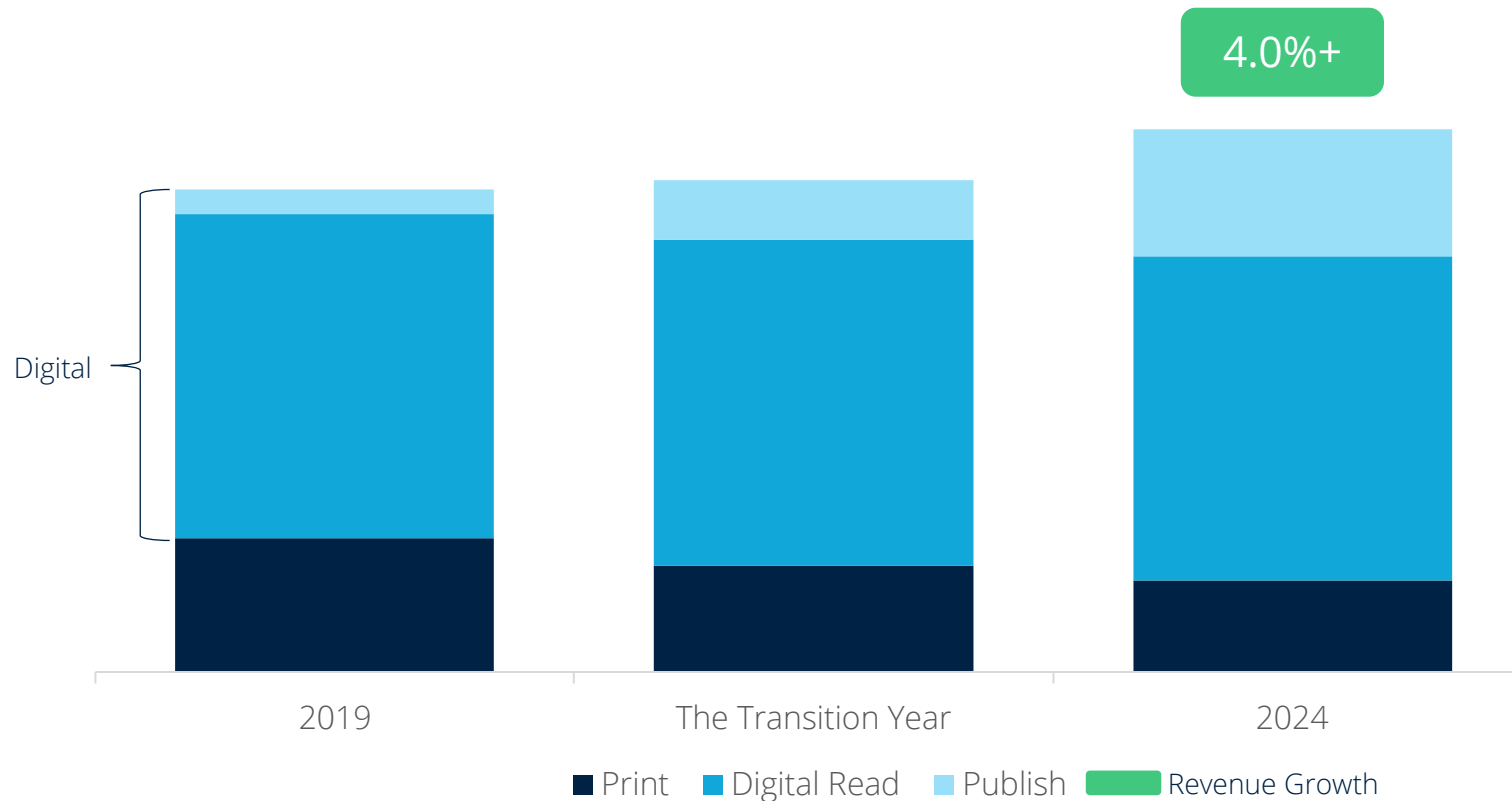
Academic Markets & Knowledge Services

 Taylor & Francis Group
an informa business



2021-2024 GAP II: Academic Markets & Knowledge Services

Revenue and Operating Margin development through GAP II for Taylor & Francis



- Extending Leadership as Pre-eminent Academic Knowledge Services provider
- Revenue Growth c2% Rises to 4%+ by 2024
- Data, Automation, Researcher Services and Personalization
- Successfully managing margins through to 2025

Increased Open Research Capacity Doubles Growth Rate To 4%+ by 2024

Diversifying Business Models

Pay to Read

Publisher underwrites the cost of validating, publishing, curating and hosting content – subscription fees (largely from libraries) to access

Sustainability of Pay to Read (Subscription):

- Subscription Access Where Pay to Publish Funds Unavailable
- Importance of Curation in a Rapidly Expanding Knowledge Base
- Speed of Imparting Knowledge

Pay to Publish

Experts pay processing fee for publisher to validate, publish, curate and host content

Growth drivers of Open Research:

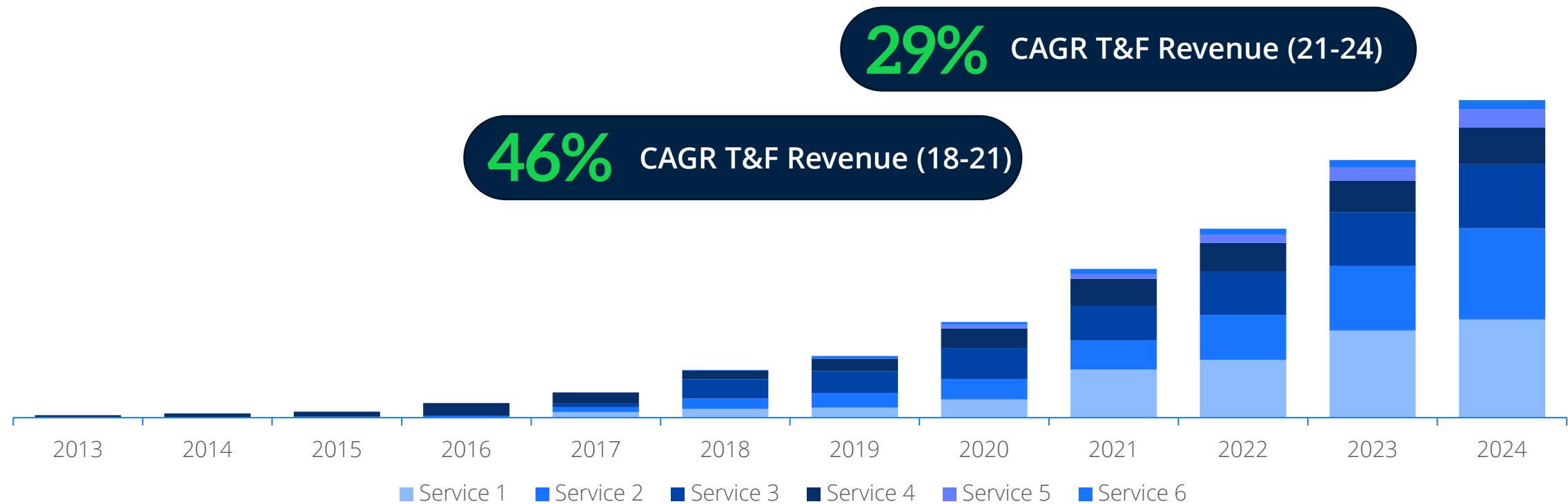
- Attracts Funding Diversity
- Facilitates Increased Publication Volumes
- Drives Interdisciplinary Usage
- Enhances Real World Application
- Invites Geographical Diversity

Pay to Read → Pay to Read & Pay to Publish



Pay to Publish (Open Research) Revenue Growth (£M)

Satisfying Customer Preferences Through a Range of Services



Open Research Volumes Across the Sector are Accelerating: 10% YoY in 2017; 24% YoY in 2020

The logo is a large, stylized letter 'A' composed of a grid of small, square images. The background of the entire image is a dense, repeating pattern of these same small images, which are predominantly in shades of blue and purple. The 'A' itself is filled with a variety of these images, creating a textured, mosaic-like effect. The text 'Taylor & Francis' is centered within the lower portion of the 'A' in a white, serif font.

Taylor & Francis



Truth



Diversity
Of Thought



Fostering
Human Progress
Through
Knowledge



Individual
Potential



Human
Progress



The Knowledge & Information Economy

£1,600B

Global R&D spending

1B

Knowledge Workers

Wisdom

Knowledge

Information

Data

Expanding Addressable Market

for Knowledge Services

£13B

Annual Library Market:
Market Spend on books and journals

Pay to Read

Wisdom



Knowledge

£60B

Annual
New Research Grants

Pay to Publish

£425B

Market Size of Active Academic R&D Grant Funding in 2020

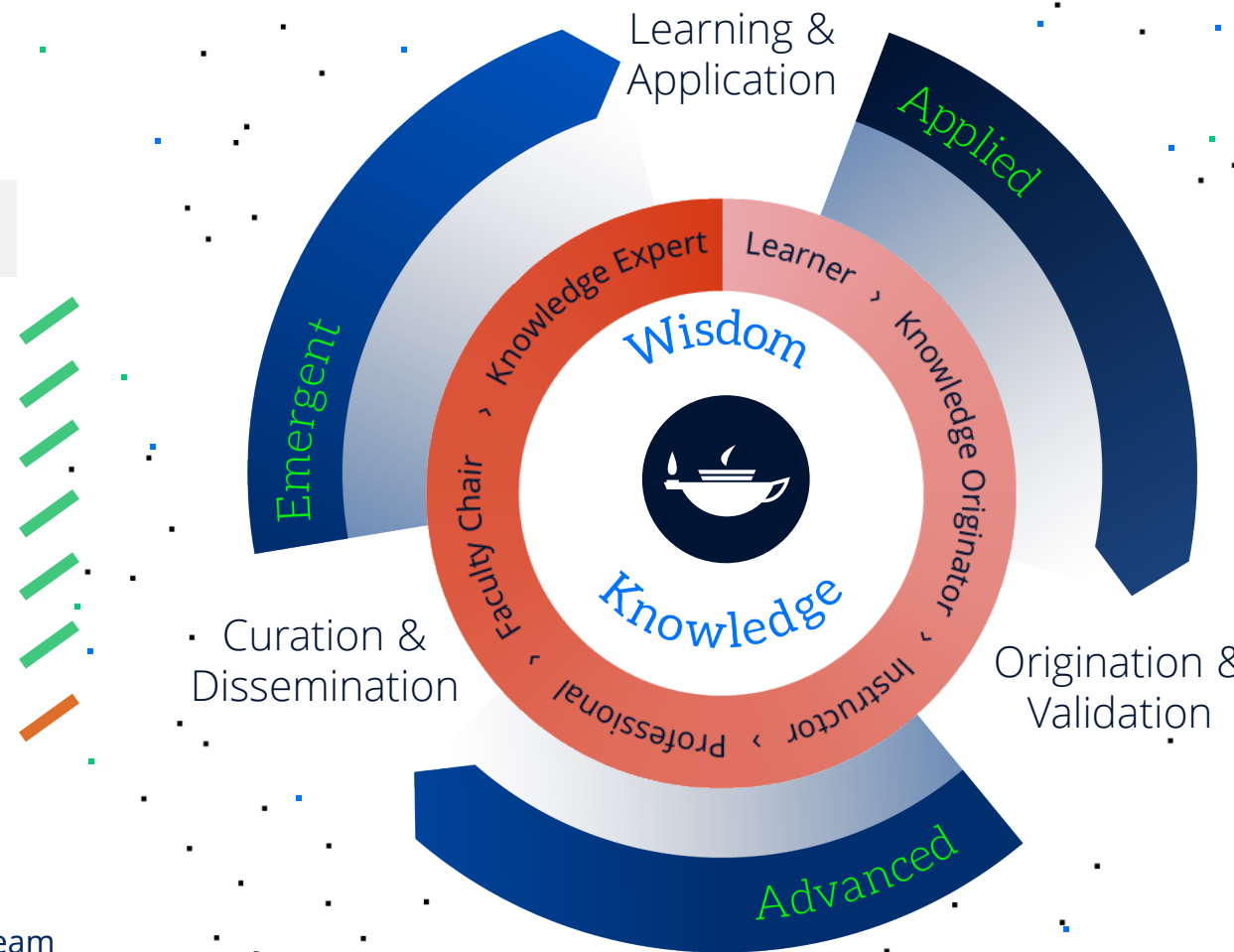
Academic Knowledge Services

Pay to Publish Researcher Services

Journal Publishing

- Open Research
- Open Books
- Publishing Platforms
- Readership Services
- Curation Services
- Editing Services
- Data Services

- Established Revenue Stream
- Nascent Revenue Stream



Pay to Read Advanced Learning

Book Publishing

- Enhanced eBooks
- Readership Services
- Digital Learning Material
- Curation Services
- Data Services

The Customer

Published Outputs

8.9M Experts

Monograph translated into Spanish and Mandarin

Re-uses published data

Authors multiple books and articles (including reviews & reports)

Consumes policy and technical materials for professional development

Consumes content in textbooks

Consumes journals and research monographs in speciality topic

Publishes research protocols and data notes

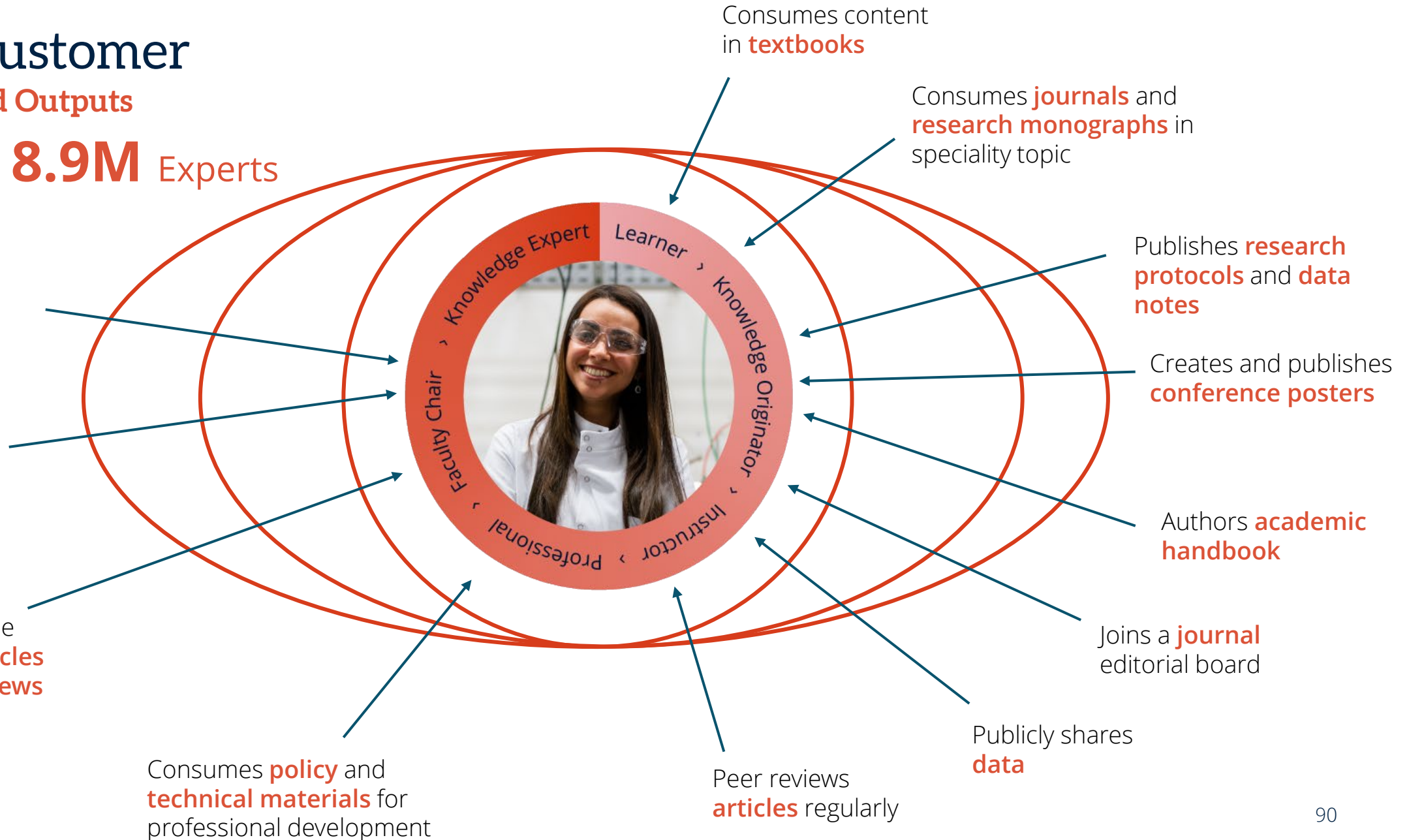
Creates and publishes conference posters

Authors academic handbook

Joins a journal editorial board

Publicly shares data

Peer reviews articles regularly



Content Assets: 5M+ Outputs

Science, Technology & Medicine 2,837,426			Humanities & Social Sciences 1,892,986	
Physical Sciences & Engineering 1,043,043	Life, Earth & Environmental Sciences 726,759	Medicine & Health 740,129	Social Sciences 1,023,433	Humanities, Media & Arts 460,044
	Behavioural Sciences & Social Care 327,495		Education 409,509	

Physical Sciences & Engineering 1,043,043										Life, Earth & Environmental Sciences 726,759										Medicine & Health 740,129																													
Materials Science 110,976		Condensed Matter 53,565		Mathematics 37,450		Electrical & Electronic Engineering 36,127		Physics 33,946		General Engineering 33,224		Zoology 110,976		Environmental Sciences 43,504		GIS & Remote Sensing 39,753		Veterinary Science 36,262		General Medicine 99,884			Oncology 44,642		Ophthalmology 40,068																								
Civil, Environmental & Geotechnical Engineering 42,763		Organic Chemistry 30,827		Analytical Chemistry 27,071		Manufacturing Engineering 26,965		Mechanical Engineering 42,154		Control & Systems Engineering 23,469		Plant Science 57,725		Cell Biology 35,814		Water Science & Resources 31,539		Toxicology 30,354		Agriculture 27,009		Neurology 39,195		Immunology 34,765		Substance Abuse 24,500		Hematology 23,944		Otorhinolaryngology 21,351																			
		Crystallography 29,467		Nuclear Physics 23,012		Algebra 17,036		Ergonomics 16,448		Energy 16,146				Spectroscopy 15,115		Environmental Health 34,762		Food Science & technology 26,336		Environmental Policy 16,154						Fishes 15,751		Forestry 14,837		Health & Society 21,103		Gastroenterology 14,899		Psychiatry 14,801		Disability & Rehabilitation													
Chemical Engineering 24,401		Science & Mathematics Education 28,493		Atomic & Molecular Physical Chem 21,148		Textiles 15,046		Optics 12,997		Natural Organic & Medicinal Chemistry 16,146		Transport Engineering 15,115		Earth Sciences 51,915		Botany 34,588		Physiology 13,808		Marine & Aquatic 10,746		Life Sciences 10,706		Genetics 10,706		Obstetrics & Gynecology 38,312		Public Health 34,311		Radiology 13,441		Surgery 11,995		Sports Medicine 19,016		Orthopedics 16,652		Occupational 16,652		Nutrition 16,652		Dentistry 16,652		Endocrinology 16,652					
						Analysis 14,095		Information Technology 14,095		Artificial Intelligence 14,095		Science & Technology 14,095						Biomechanics & Physical 14,095		Microbiology 13,654		Soil Science 10,098		Climate & Environmental 10,098						Ecology 6,046		Pharmaceutical Medicine 34,962		Pharmacology 29,389		Laboratory Medicine 16,652		Rheumatology 16,652		Audiology 16,652		Physical Therapy 16,652		Hypertension 16,652		Behavioral 16,652			
Statistics & Probability 75,225		Inorganic Chemistry 39,515		Industrial Engineering & Mathematics 27,282		Applied Mathematics 19,159		Environmental Chemistry 13,858		Polymer Chemistry 13,858		Optimization 13,858		Engineering 13,858		Work 13,858		Astro- 13,858		Design 13,858		Health 13,858		Women's 13,858		Social Work 48,916		Psychoanalysis 28,973		Cognitive & Experimental Psychology 28,092		Psychology (multidisciplinary) 27,572		Social Psychology 23,935		Neuropsychology 18,184		Marriage, Family & Developmental 18,184		Sexual Health 18,184		Forensic 18,184		Behavioral 18,184		Religion 18,184		Healing 18,184	
Behavioral Sciences & Social Care 327,495								Multidisciplinary Physics 13,858		History of Science 13,858		Chemistry 13,858		Nanoscience 13,858		Design 13,858		Health 13,858		Women's 13,858		Astro- 13,858		Design 13,858								Health 13,858		Women's 13,858		Social Work 48,916		Psychoanalysis 28,973		Cognitive & Experimental Psychology 28,092		Psychology (multidisciplinary) 27,572		Social Psychology 23,935		Neuropsychology 18,184		Marriage, Family & Developmental 18,184	

Physical Sciences & Engineering

1,043,043

Materials Science 110,976	Condensed Matter 53,565	Mathematics 37,450	Electrical & Electronic Engineering 36,127	Physics 33,946	General Engineering 33,224				
	Civil, Environmental & Geotechnical Engineering 42,763	Organic Chemistry 30,827	Analytical Chemistry 27,071	Manufacturing Engineering 26,965	Mechanical Engineering 42,154	Control & Systems Engineering 23,469			
		Crystallography 29,467	Nuclear Physics 23,012	Algebra 17,036	Ergonomics 16,448	Energy 16,146	Spectroscopy 15,115		
	Chemical Engineering 24,401	Science & Mathematics Education 28,493	Atomic & Molecular Physical Chem 21,148	Textiles 15,046	Optics 12,997	Natural Organic & Medicinal Chemistry 12,825	Transport Engineering 11,607		
Statistics & Probability 75,225	Inorganic Chemistry 39,515	Industrial Engineering & Ma... 27,282	Applied Mathematics 19,159	Analysis 14,095	Information Technology 11,146	Artificial Intelligence 9,123	Science & Technology studies 8,990	Biomechanics & Biomedical Engineering 8,727	
				Environmental Chemistry 13,858	Multidisciplinary Physics 10,167	History of Science 8,727	Chemistry 6,991	Physical Chemistry 3,992	
					Polymer Chemistry 10,152	Optimization 7,934	Nanoscience & Technology 3,779	Design Engineering 2,896	Analysis 2,483
							Engineering Education 3,203	Health & Safety Engineering 2,261	Wood Science & Engineering 1,806

Chemical Engineering
24,401

Fluid Mechanics, 64679

Inorganic
Chemistry
39,515

Nuclear Engineering, 38630

Structural Mechanical
Engineering, 13734

Heat Transfer, 17228

Nondestructive
Testing, 6180

Mechanics of Solids,
6376

Mechanics, 4898

Fracture & Damage
Mechanics, 5305

Tribology, 5075

Reliability & Risk Analysis, 11893

Thermodynamics, 11036

Heating
Ventilation
& Air
Conditionin
g, 2915

Composite
Materials, 2031

Waves, 1682

Dynamics &
Kinematics, 3544

MEMS, 4881

Computational
Mechanics, 3323

Structures &
Structural Stability,
4136

Mechanical
Engineering Design,
7313

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Industrial Engin
27,282

Science & Math
28,493

Crystallography
29,467

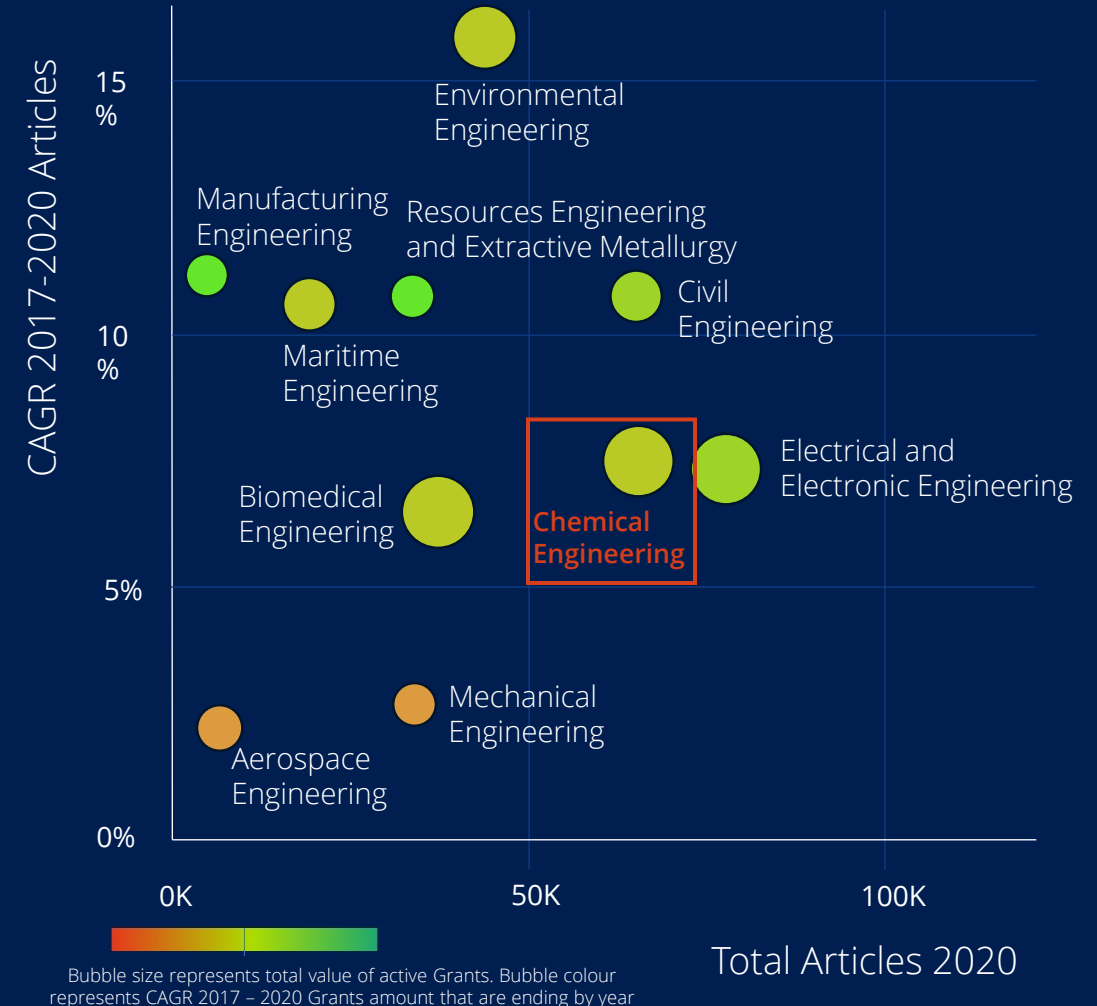
Chemistry
30,827

Tracking Funding Flows to Publication Volumes

Chemical Engineering

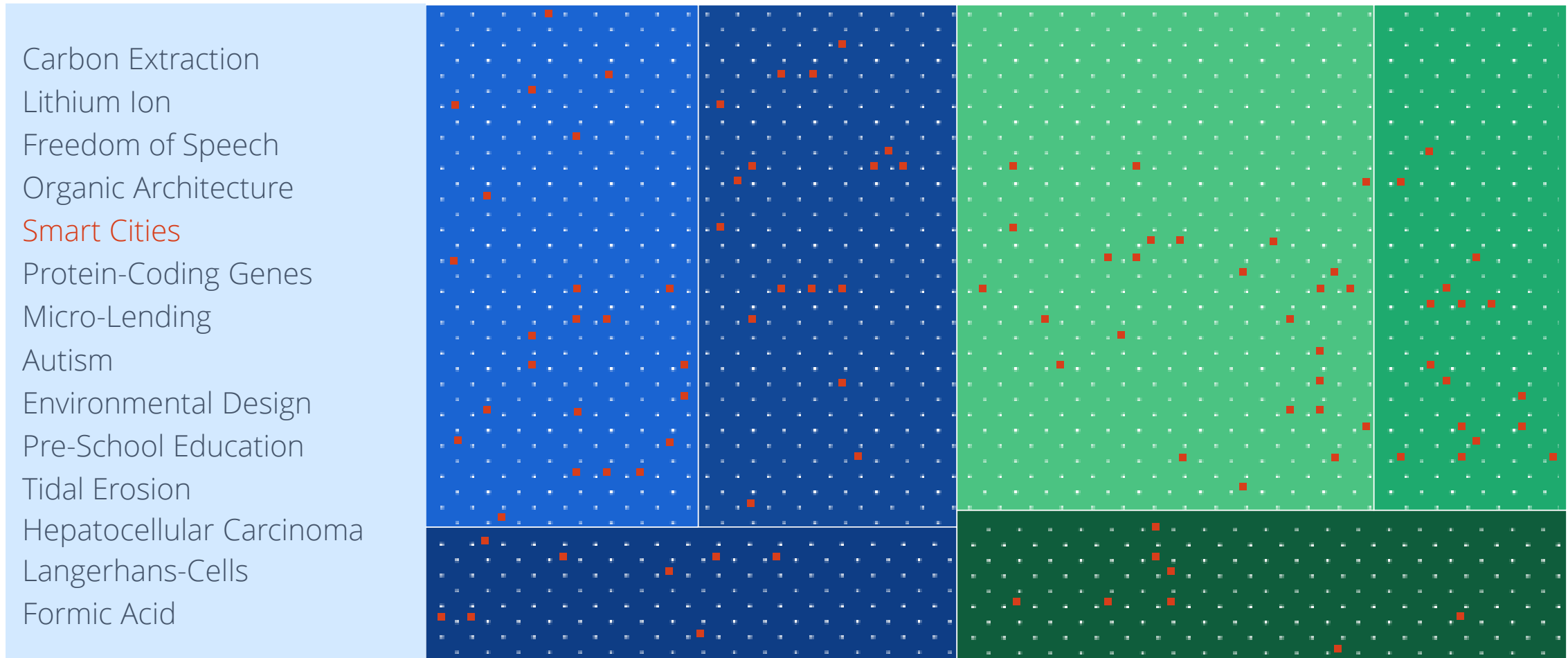
Increase (11% CAGR) in funding values drives publication growth (8% CAGR)

Subject area	Total Value Grants Active in 2020 USD \$B	Value Grants Ending 2019/20 Blended USD \$M	3 Yr CAGR Value Grants by Ending Year	2020 Articles	3 Yr CAGR Articles
Biomedical Engineering	\$6.4bn	\$1213M	0%	32K	7%
Electrical and Electronic Engineering	\$6.1bn	\$1397M	9%	74K	8%
Chemical engineering	\$4.8bn	\$1062M	11%	51K	8%
Environmental Engineering	\$4.0bn	\$732M	3%	42K	16%
Civil Engineering	\$3.1bn	\$778M	9%	61K	11%
Manufacturing Engineering	\$2.3bn	\$513M	8%	17K	11%
Resources Engineering and Extractive Metallurgy	\$2.0bn	\$639M	28%	25K	11%
Aerospace Engineering	\$1.1bn	\$361M	-7%	4K	3%
Maritime Engineering	\$0.9bn	\$120M	40%	5K	11%
Mechanical Engineering	\$0.9bn	\$275M	-5%	32K	3%

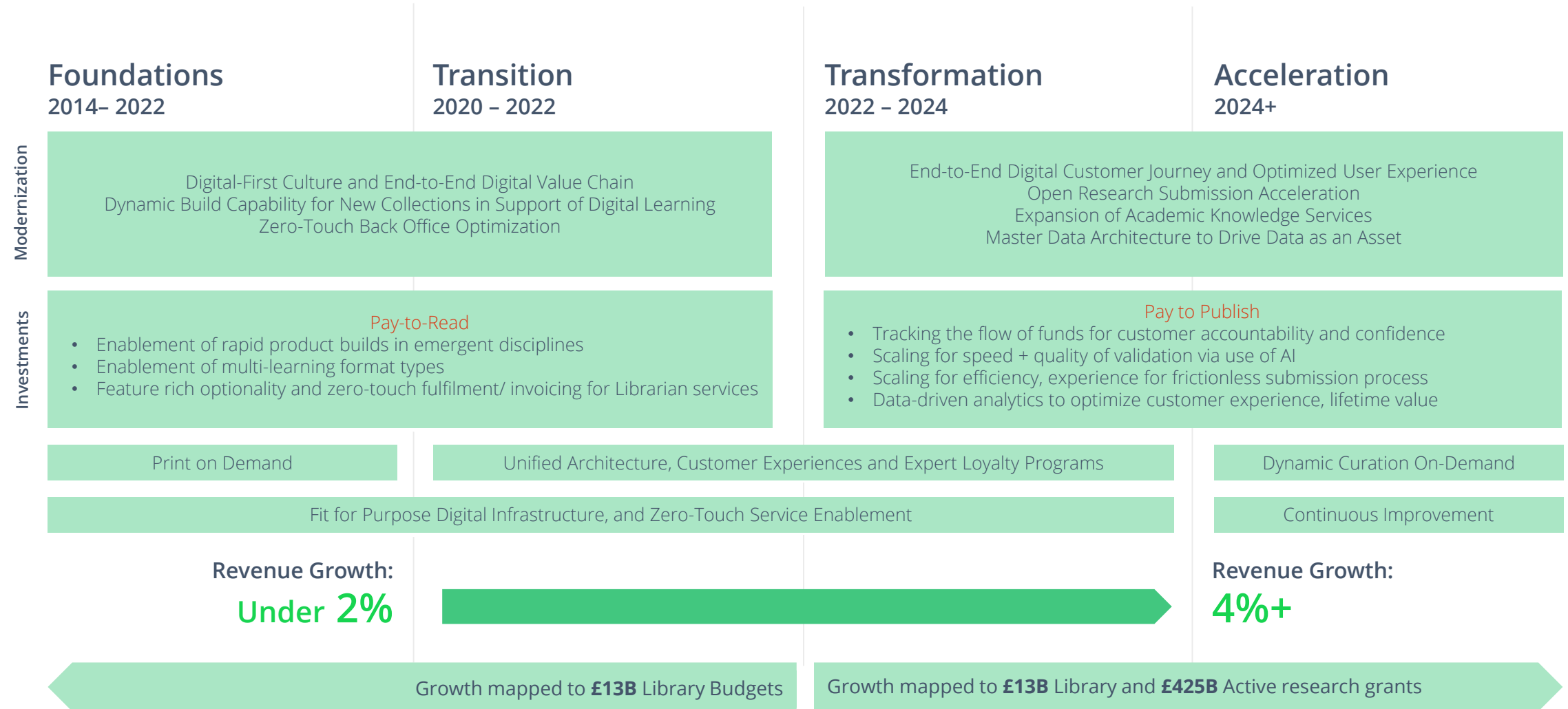


Enabling Interdisciplinary Research: 480K Concepts Across our Corpus

Smart City Collection: 180K References across 70K Articles

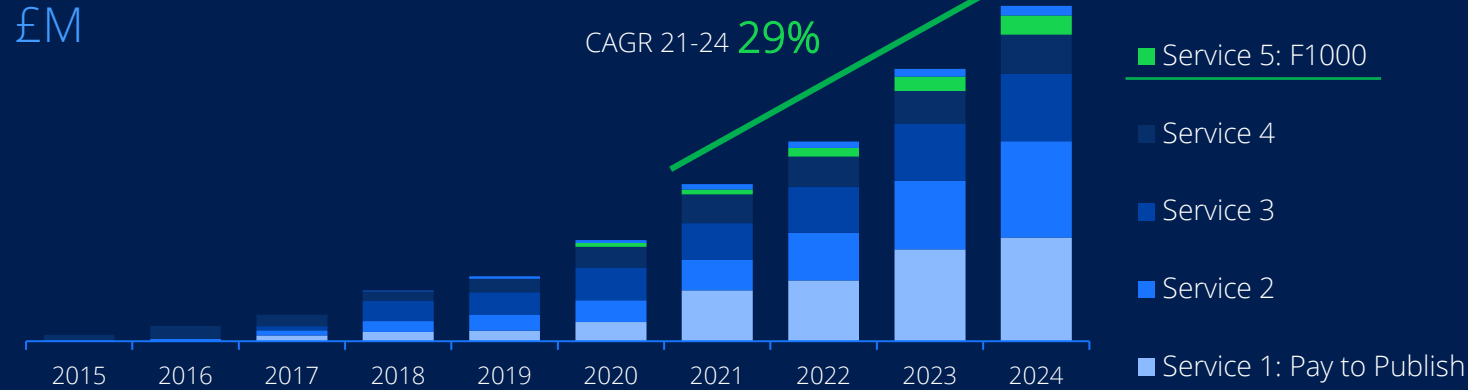


10YR Modernisation Journey – driven by GAP I + *gap*^{II}

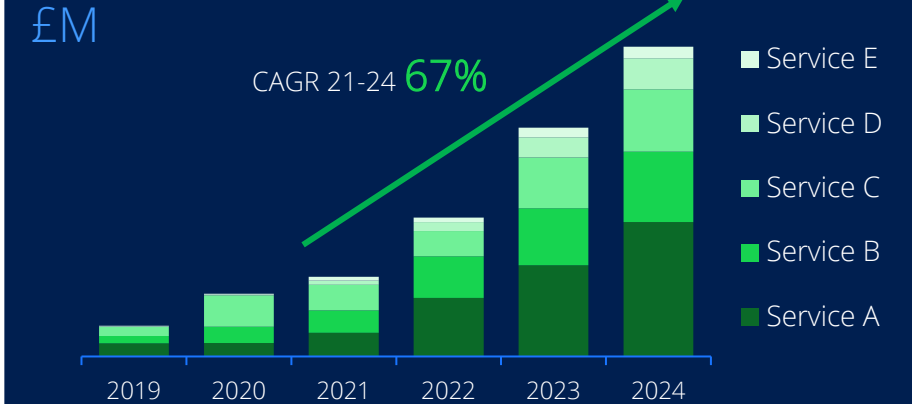


Revenue Growth and Revenue Mix

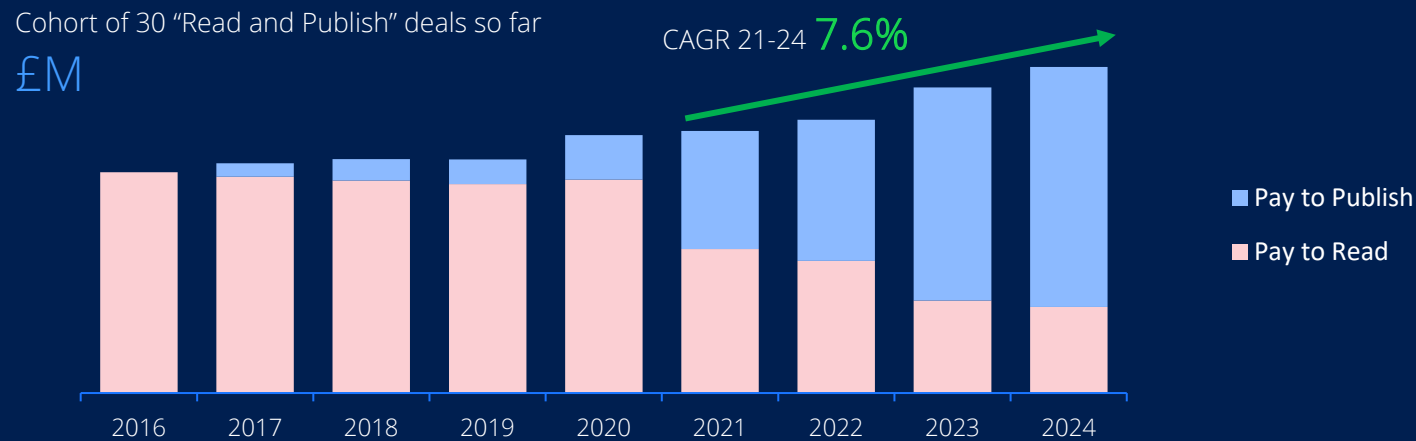
Open Research Revenue Growth



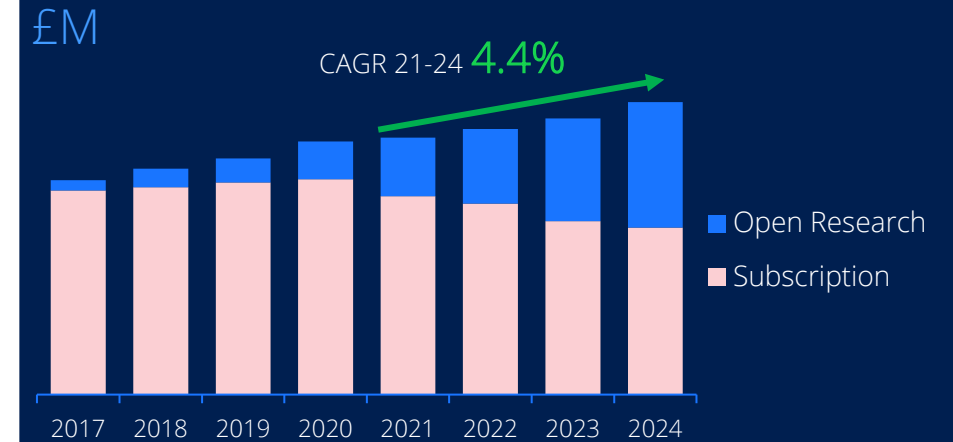
Spotlight on Customer Preference in F1000



Spotlight on Pay to Publish



Total Article-based Revenue Streams



Responding to Diversity in Customer Demand

Analogue v Digital

2024 **17% | 83%**

2021 22% | 78%

2017 30% | 70%

Institution v Retail

2024 **76% | 24%**

2021 74% | 26%

2017 70% | 30%

Intermediaries v Direct

2024 **55% | 45%**

2021 64% | 36%

2017 78% | 22%

Product v Service

2024 **76% | 24%**

2021 87% | 13%

2017 97% | 3%

Librarian v Non-Librarian Market

2024 **52% | 48%**

2021 58% | 42%

2017 61% | 39%

Pay to Read v Pay to Publish

2024 **58% | 42%**

2021 77% | 23%

2017 93% | 7%

FASTER



FORWARD

Environmental, Social & Governance

Faster to Zero

2021

100%

CarbonNeutral®
Print Books & Journals

75%

Plastics removed from journal packaging

2024

100%

CarbonNeutral®
Across all products

100%

Plastics removed from journal packaging

2030

T&F Net Zero and Zero Waste

Accessibility

'Connecting the Disconnected'

The leading publisher for accessible content:

121,000

Content uses by users with a disability in 2021

Certified by the leading body ASPIRE and the winner of the 2021 ABC International Excellence Award for Accessible Publishing

Driving Diversity of Global Authors

4-year author CAGR by region

16% Africa

12% Central and South America

10% India

5% Asia

18% China

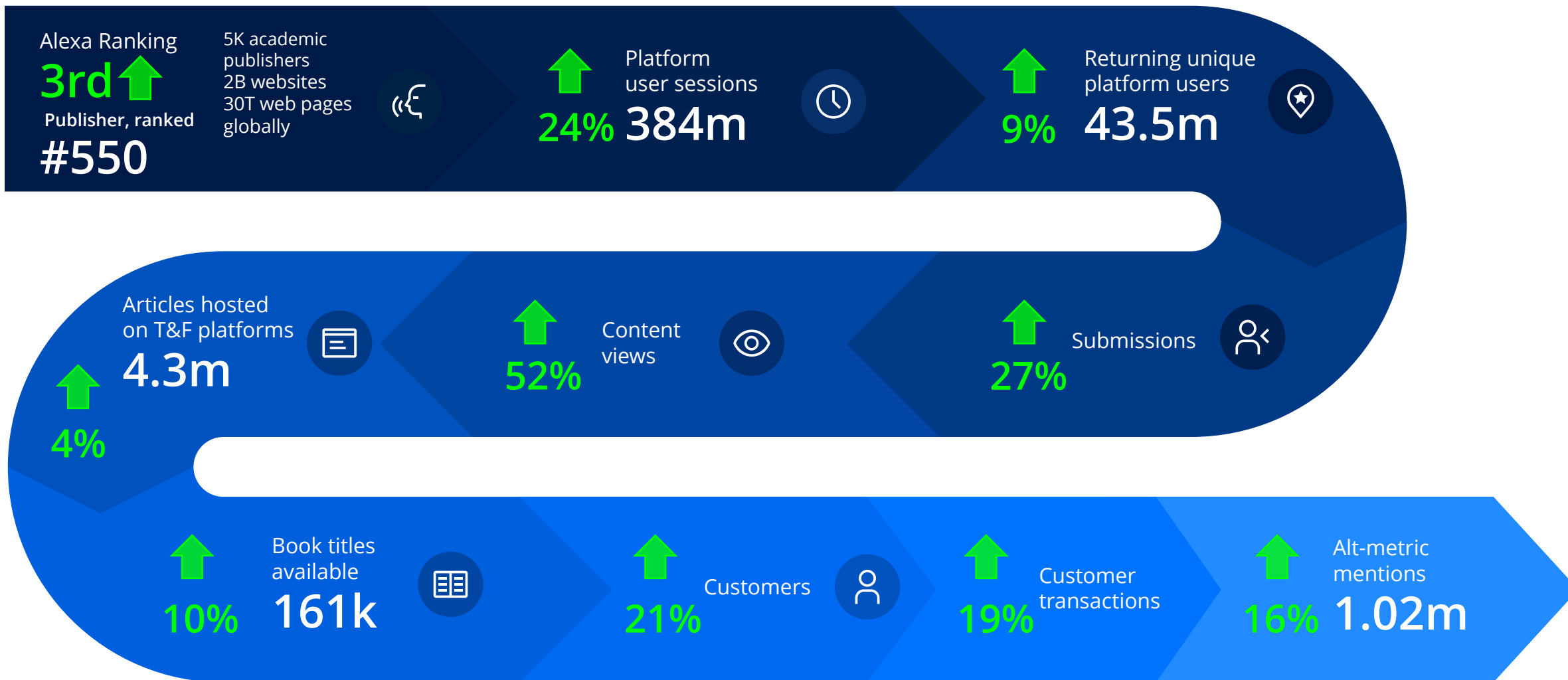
9% Middle East

1% Australasia

1% Europe

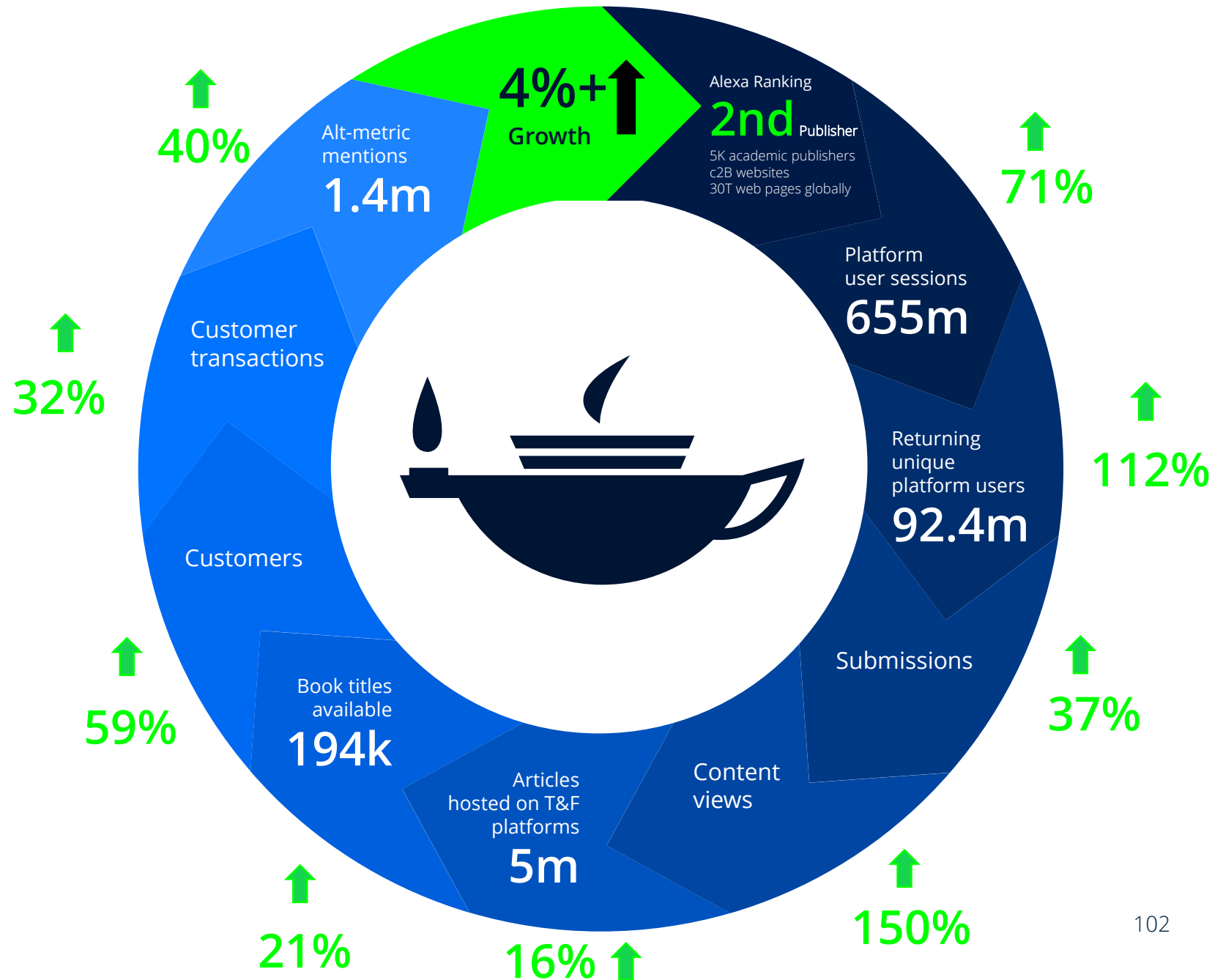
2% North America

2020 T&F Value Chain Metrics



Value Chain Metrics – 2024

Increase against 2020



Summary

Taylor & Francis: A Global Knowledge Brand

- Serving a Growing Knowledge Economy
£501B to £1.6T since 2000
- Modern Data and Technology Foundations
- Curating a Deep, Highly Diverse, Specialist
Corpus of Content Assets 5M+ Units
- Expanding Addressable Market to Academic R&D
c£60B Annual Research Funding & £13B Library
Spend on Books and Journals
- Responding to Diversity of
Customer Preferences
- Mitigating Risks to Changes in
Funding
- Preserving Value with Library
Customers
- Elevating Revenue Growth Target
to 4%+ by YE 2024

At Run Rate Growth in Every Revenue Category to Achieve 4%+ Growth Target

Q&A

Thank You