



Exhibitions teach-in

November 9, 2017

London



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Exhibitions overview

Chet Burchett

Chief Executive Officer, Exhibitions



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Agenda

Exhibitions overview	Chet Burchett Chief Executive Officer, Exhibitions
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Organic growth case study: in-cosmetics	Lucy Gillam Portfolio Director
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Use of technology in Exhibitions	Kumsal Bayazit President, Exhibitions Europe & Chair, RELX Technology Forum
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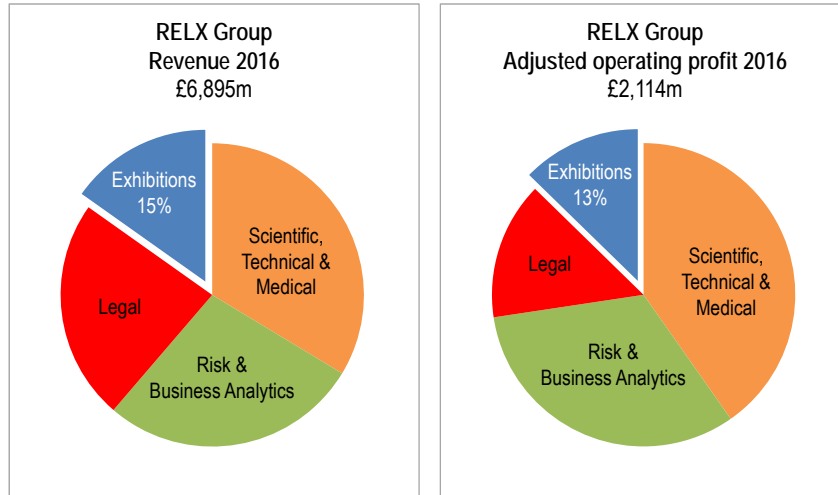
Concluding remarks	Chet Burchett Chief Executive Officer, Exhibitions
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Q&A



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Exhibitions position within RELX Group

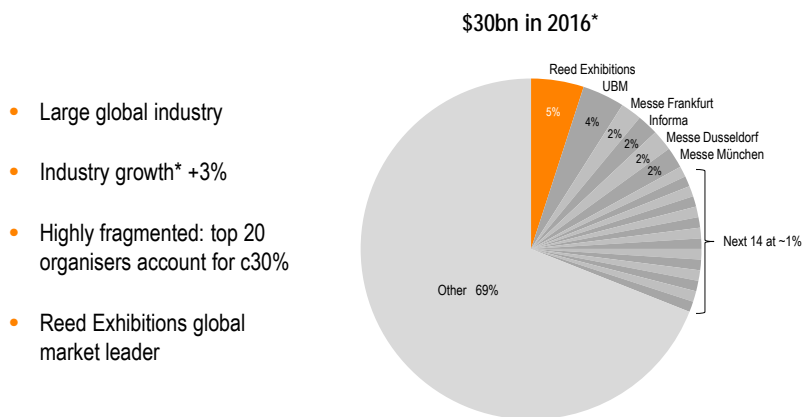


RELX Group

Reed Exhibitions

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Global exhibitions industry landscape



*Source: AMR / company analysis; +3.3% CAGR 2012-2016

RELX Group

Reed Exhibitions

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Reed Exhibitions business overview

World's leading exhibition organiser



529
Stand-alone
exhibitions



>30
countries



43
industries

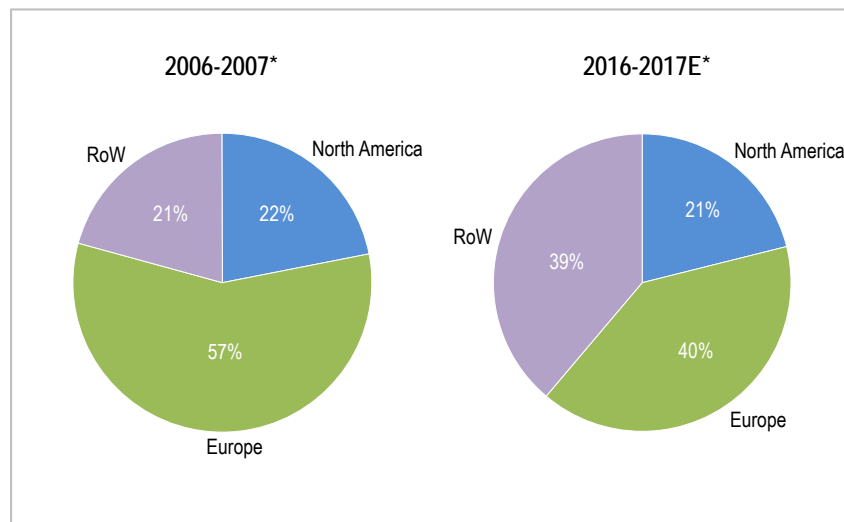


140k
exhibitors



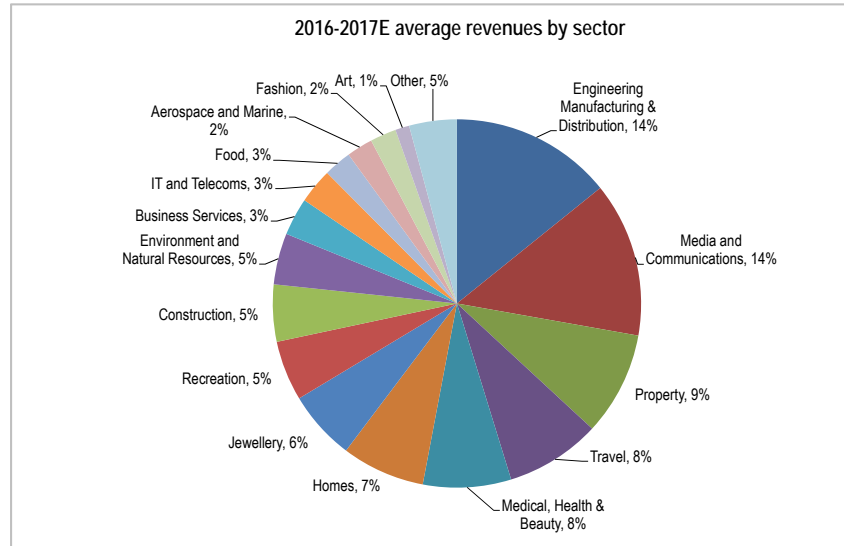
7m
visitors

Reed Exhibitions revenue by geography

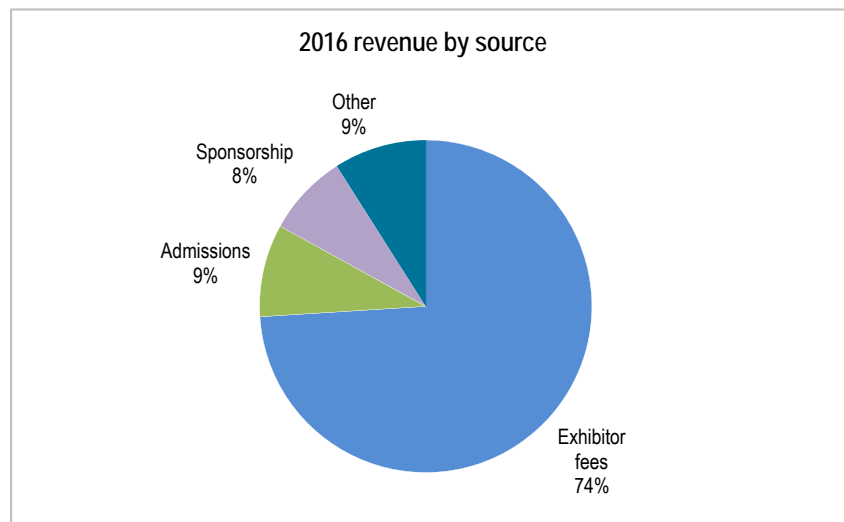


*2 year average

Reed Exhibitions revenue by sector



Reed Exhibitions revenue by source



Financial performance

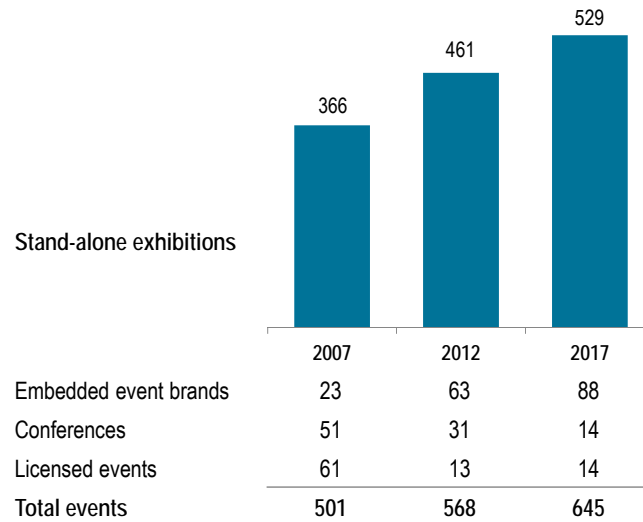
	2012	2013	2014	2015	2016
Underlying revenue growth	+7%	+7%	+7%	+5%	+5%
Impact of cycling shows	+8%	-5%	+2%	-5%	+3%
Impact of acquisitions / divestments	+10%	0%	+2%	+1%	+1%
Total revenue growth at constant currencies	+25%	+2%	+11%	+1%	+9%
Underlying adjusted operating profit growth*	+20%	+4%	+9%	+2%	+7%
Adjusted operating margin	24.6%	24.4%*	24.4%	25.3%	25.7%

*2013 adjusted operating profit was restated following the adoption of a new method for the allocation of corporate and shared costs.
2013 under 2012 methodology was 24.7%

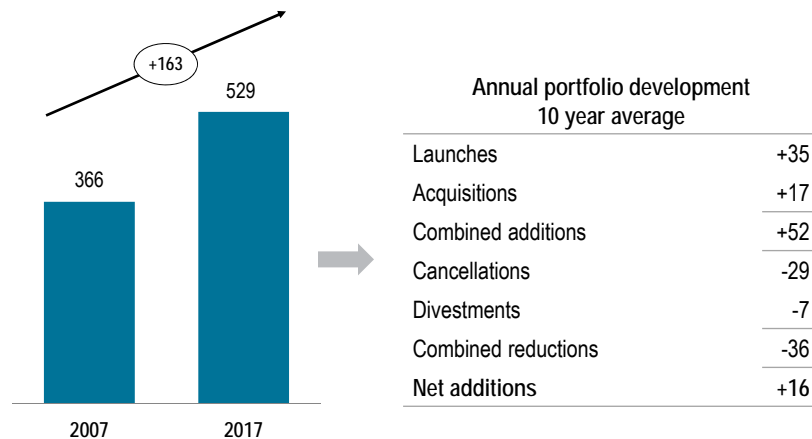
Organic growth driven strategy

- Deliver improved outcomes, demonstrable and measurable customer value
- Combine the best of face-to-face with data and decision tools
- Leverage our global network and global technology platforms to drive faster, more agile innovation
- Prioritise faster growing geographies and sectors through organic launches, selective acquisitions and selective divestitures / closures

Total events: active portfolio development



Stand-alone exhibitions: active portfolio development



Four types of organic launch

Adjacencies and co-locations



Clone



Geoclone



Greenfield



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Three types of acquisition

Bolt-on to existing geography and sector:
MAPIC



New geography, existing sector:
Korea



New sector, existing geography:
Bar Convent Berlin



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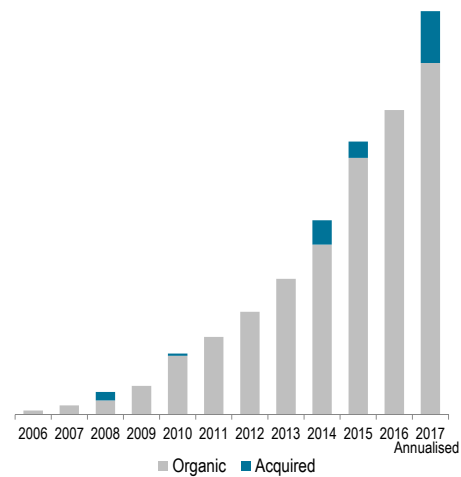
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When launch & acquisition work together

Pop Culture event launches and acquisitions

- 2006 New York Comic Con (Greenfield)
- 2008 PAX West (Acquisition)
- 2009 UFC FAN EXPO (Greenfield)
- 2010 Star Wars Celebration (Greenfield), C2E2 (Clone),
PAX East (Clone), Singapore Toy (Acquisition)
- 2011 PAX Dev (Co-location)
- 2013 PAX Oz (Geoclone)
- 2014 NY Super Week (Co-location), Indonesia Comic Con
(Geoclone), Oz Comic Con (Acquisition), ReedPop
Supply Co (Greenfield), Special Edition: NYC (Clone)
- 2015 Emerald City Comic Con (Acquisition), TwitchCon
(Greenfield), Comic Con Austria (Geoclone), Comic
Con Paris (Geoclone), China Comic Con (Geoclone),
PAX South (Clone)
- 2017 Comic Con Seoul (Geoclone), PAX Unplugged
(Cloned Co-location), MCM Comic Con (Acquisition)

Pop Culture event revenues

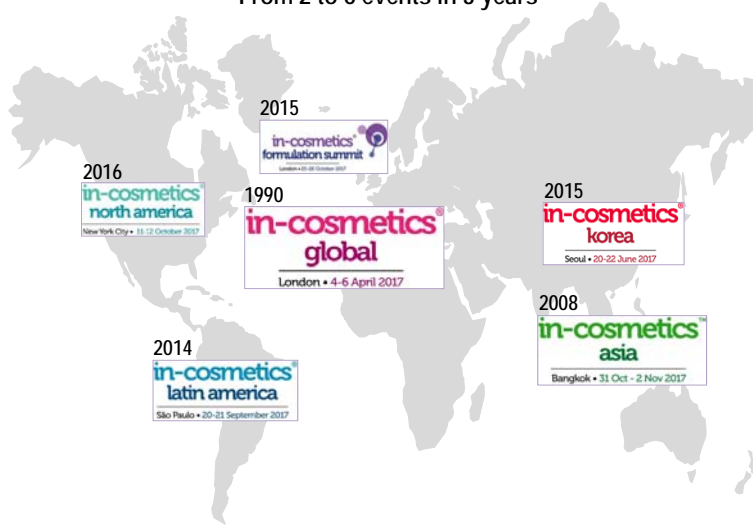


Organic growth case study: in-cosmetics

Lucy Gillam
Portfolio Director

World-leading portfolio with global reach

From 2 to 6 events in 3 years



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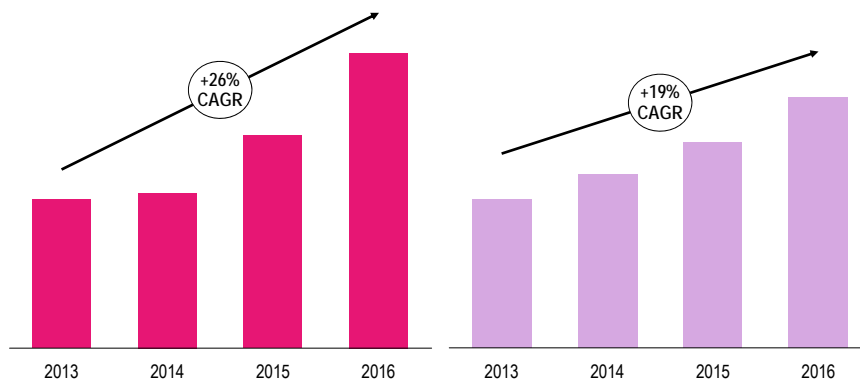
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Strong customer demand

Global visitors

Global revenue



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in-cosmetics in 2013



- Two shows – one in Europe and one in Asia
- Exhibitors are global suppliers of raw materials to the cosmetics and toiletries industries
 - eg BASF, Croda
- Visitors are global and local R&D professionals from manufacturers / brands
 - eg L'Oreal, Chanel, Dr Hauschka, Amore Pacific (Korea), Natura (Brazil), Victoria's Secret (USA)

Growth acceleration approach: customer insight to inform strategy

Interviewed hundreds of customers and prospects to build compelling value proposition

Existing shows / geographies

- Significant expansion of non-space revenue offerings for exhibitors:
 - Technical seminars: exhibitors pay to deliver product pitches; now expanded to online webinars
 - Formulation Lab: exhibitor-led training sessions / demonstration of product applications to formulators
- New offerings are attractive to attendees and create virtuous circle

New launches

- Global exhibitors voted for highest-priority new geographies for launches
 - Obtain 40-50 firm indications before approving a new launch
- Solicited feedback from global and local exhibitors to adjust show for local market conditions

Growth acceleration approach: low upfront investment, test and learn and iterate, leverage the global network

Minimise upfront investment

- Utilised expertise of existing sales, marketing and event management teams
- No additional costs until launch was well underway

Test and learn with agility

- Launch shows will require changes in years 2 and 3 to be successful and grow
- Significant iteration with customers to determine optimal features, eg local market characteristics, pricing strategy

Harness the global network

- Support from local teams in South Korea, Brazil and US
- Leveraged one of Reed Exhibitions' key differentiators – global reach for sales

International Sales Group

A global sales force

176 people

14 offices around the world

14 languages



A unique resource

Use of technology in Exhibitions

Kumsal Bayazit

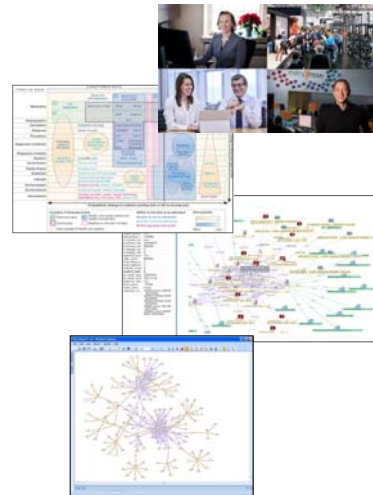
President, Exhibitions Europe
Chair, RELX Technology Forum

Strategic priorities

1. Deliver improved outcomes, demonstrable and measurable customer value
2. Combine the best of face-to-face with data and decision tools
3. Leverage our global network and global technology platforms to drive faster, more agile innovation
4. Prioritise faster growing geographies and sectors through organic launches, selective acquisitions and selective divestitures / closures

Our four key capabilities to deliver electronic decision tools

1. Deep customer understanding
2. Leading content and data sets
3. Sophisticated analytics
4. Powerful technology in global platforms



1. Deep customer understanding

Attendees



Exhibitors



- Numbers:
- >7 million visitors
 - >20 million days of visiting

- >140k exhibitors
- >500k days of exhibiting

- Evolution of Understanding:
- 10 years ago: all exhibitions received same value proposition
 - 5 years ago: value proposition presented based on cohorts, eg first timers, bellwethers
 - Today: custom value proposition presented based on granular understanding of individual goals

2. Leading content and data sets

Traditional
sets of data:



Surveys



Registrations



Website usage

New
sets of data:



Physical interactions



Behavioural



Digital interactions

3. Sophisticated analytics – pilots in progress

- Linking the different data sets (registration, surveys, web usage, at event traffic, etc)
- Scoring models and attributes – eg matchmaking, lead scoring
- Descriptive, diagnostic, predictive and prescriptive analytics – based on visitor and exhibitor behaviour





4. Powerful technology in global platforms

Digital Platform
A/B testing, improved
customer experience, digital data,
multi-channel

Technology Talent
Technology leadership, product
management, data science,
modelling and scoring

Global Business Systems
Rapid globalisation
of local learning

Investment
£27m average annual capex
>95% spent on technology



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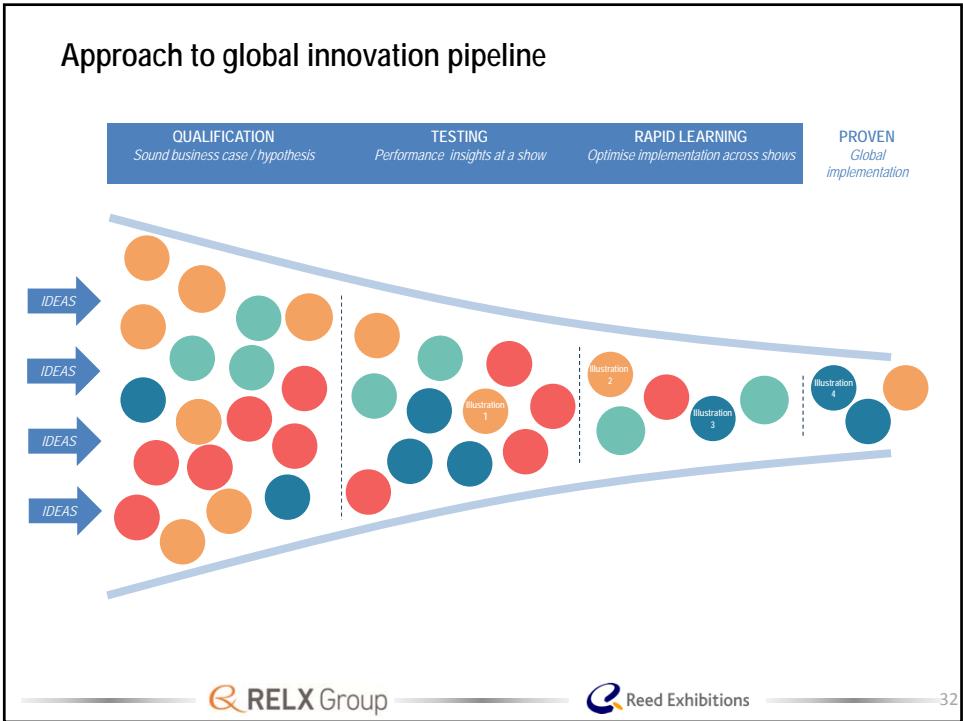


Illustration 1 – Buyer recommendations based on past and current usage behaviour – *testing*

- Approach:**
- Real time analysis of current and historical viewings of children's TV shows by buyers
 - Elsevier's ScienceDirect recommendation engine team developed algorithms to recommend TV shows at and post event

- Benefits:**
- Provided new content to buyers
 - Increased engagement in content before, during and after event

- Customer outcome:**
- 72% click through rate with average of 5 additional viewings per buyer
 - 35% of buyers logged-in post event to continue screenings



Illustration 2 – Tracking physical interactions for targeted attendee recommendations and exhibitor benchmarking – *rapid learning*

- Approach:**
- Track attendee movements throughout show, eg locations visited, time spent in booth, using Bluetooth technology, WiFi, wearables
 - Link to other data sets gathered at show, eg lead scans

- Benefits:**
- Targeted visitor recommendations based on real time behaviour and messaging around categories of interest

- Benchmarking exhibitor performance at the event

- Customer outcome:**
- 99%+ opt-in by exhibitors and 75%+ opt-in by visitors



Product demonstration

Demonstration

Illustration 3 – Improve exhibitor rebooking and retention – *rapid learning*

- Approach:
- Built exhibitor database with RELX Group HPCC big data platform
 - Algorithms predict an exhibitor's likelihood of not rebooking based on factors such as leads generated at prior event
 - 3,900 factors considered
 - 410 factors identified as predictive
 - 8 selected as most significant

- Benefits:
- Focus on factors most influential to exhibitor retention and customer value
 - Development of value-enhancing packages
 - Targeted customer service and sales effort on at risk customers

Business outcome:

- Average 13% point improvement in rebooking rate for at risk exhibitors across multiple events

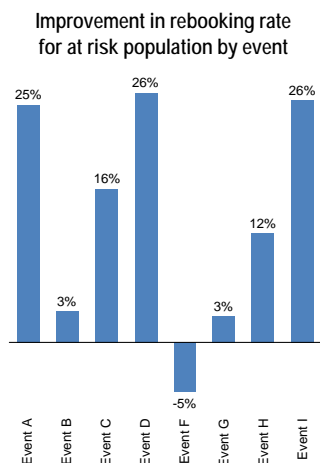
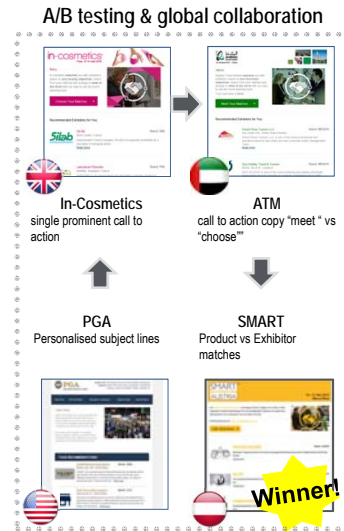


Illustration 4 – Matchmaking 2.0 – *global implementation*

- Approach:**
- Exhibitors recommendations based on visitor objectives
 - Event based algorithms with variables such as product, region, distribution, quantity, etc
 - Use of proprietary and third-party matching algorithms

- Benefits:**
- Attendees discovering new suppliers who can meet specific needs and objectives
 - Event NPS for visitors who used recommendations was 45% higher than the average NPS

- Business outcome:**
- Rapid expansion across global portfolio
 - 8 pilots in 2015
 - 80 events in 2016
 - 200+ events in 2017



Concluding remarks

Chet Burchett

Chief Executive Officer, Exhibitions

Concluding remarks

- Reed Exhibitions is a global leader in a fragmented industry with a broad and diverse portfolio
- Pursuing organic growth driven strategy
- We are focused on creating individuated value for our customers by combining the face-to-face value proposition with digital and data
- Our position within RELX uniquely qualifies Reed Exhibitions to lead such value transformation and continue to deliver organically-led revenue and profit growth



Exhibitions teach-in

Q&A