



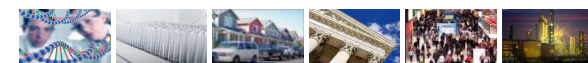
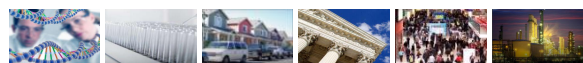
# Nomura Global Media Field Trip

## New York

### June 2011

 Reed Elsevier

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# Agenda

## Science & Technology

Jay Katzen

Managing Director, Elsevier S&T Academic & Government Markets

## ICIS

Jim Muttram

Managing Director, RBI-UK Data Services Division

Christopher Flook

Managing Director, ICIS





# Science & Technology Nomura Global Media Field Trip

**Jay Katzen**

Managing Director, Academic & Government Markets

# Elsevier: global leader in science and health information

- Founded 130 years ago
- 2010 Revenues: £2 billion
- Customers in 180 countries
- ~6,700 employees in 24 countries
- Serving more than 11 million researchers
- Publish annually around 2,000 journals and almost 20,000 books and major reference works

## Science & Technology

£1 billion revenue

## Health Sciences

£1 billion revenue



## Overarching objective

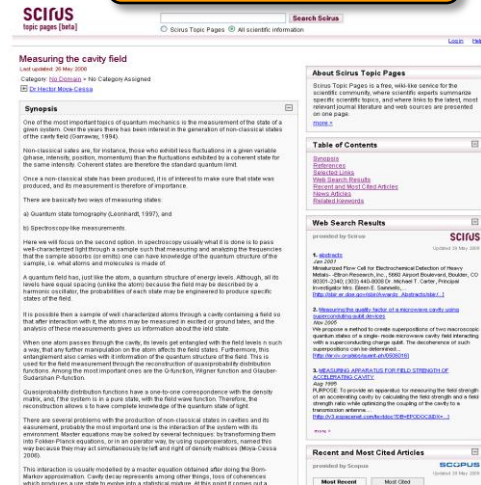
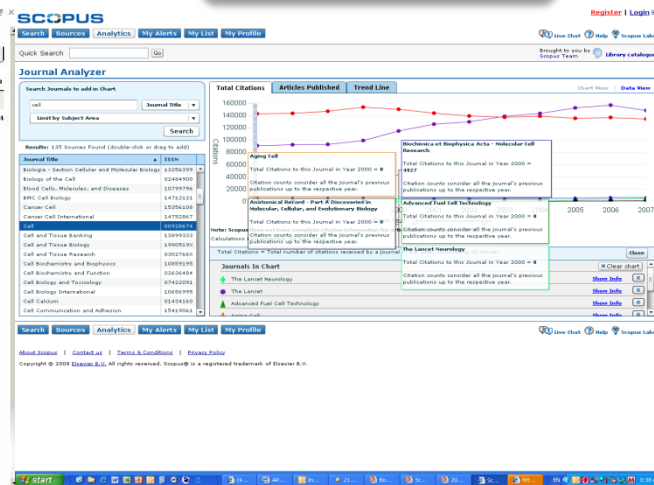
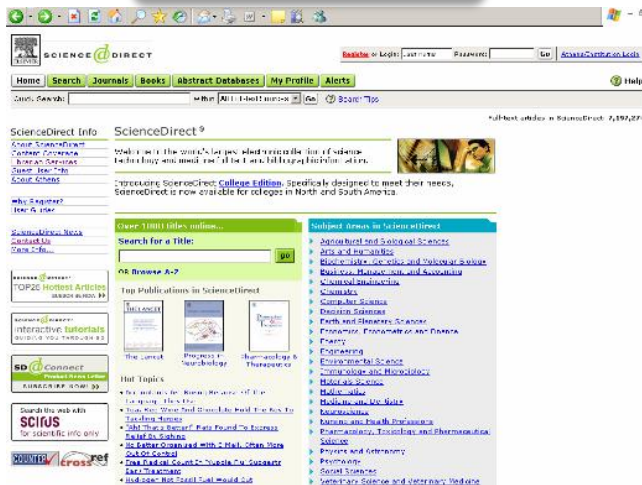
Help customers advance science and improve healthcare by improving customer outcomes

# Elsevier S&T started a new journey in 1998

ScienceDirect

Scopus

Scirus



- Covers 25% of world's English language full text STM literature in 24 fields of science
- 10M+ Articles
- 2,500+ Journals
- 140 years of back issues
- ~15,000 ebooks
- Largest collection of Abstracts and Indexes in the world
- ~ 65% of sources outside US
- 40M+ records
- 18,500+ Journals
- 500+ conference proceedings
- 1000 open access journals
- The most comprehensive science-specific search engine on the Internet
- Searches over 300 million science-specific Web pages
- 330+ Libraries participating in the Partner Program

# Many forces shape a new research landscape for the Academic & Government markets

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## Institution Policies

- Governments are implementing new research assessment frameworks
- Demand for more accountability for research quality
- Increased need to demonstrate R&D impact
- Need for new metrics integration educational and research outputs

## Global Competition

- Research cuts across geographic boundaries
- Emerging countries more prolific in research output
- Global landscape has changed with new leaders in output

## Workflow Productivity

- Funding pressures drive need for improved efficiencies
- Increase in multi-disciplinary research drives collaboration

## Technology

- Social networking and collaboration tools becoming more mainstream
- Semantics search, text mining, and other search enhancements
- Proliferation of new access methods

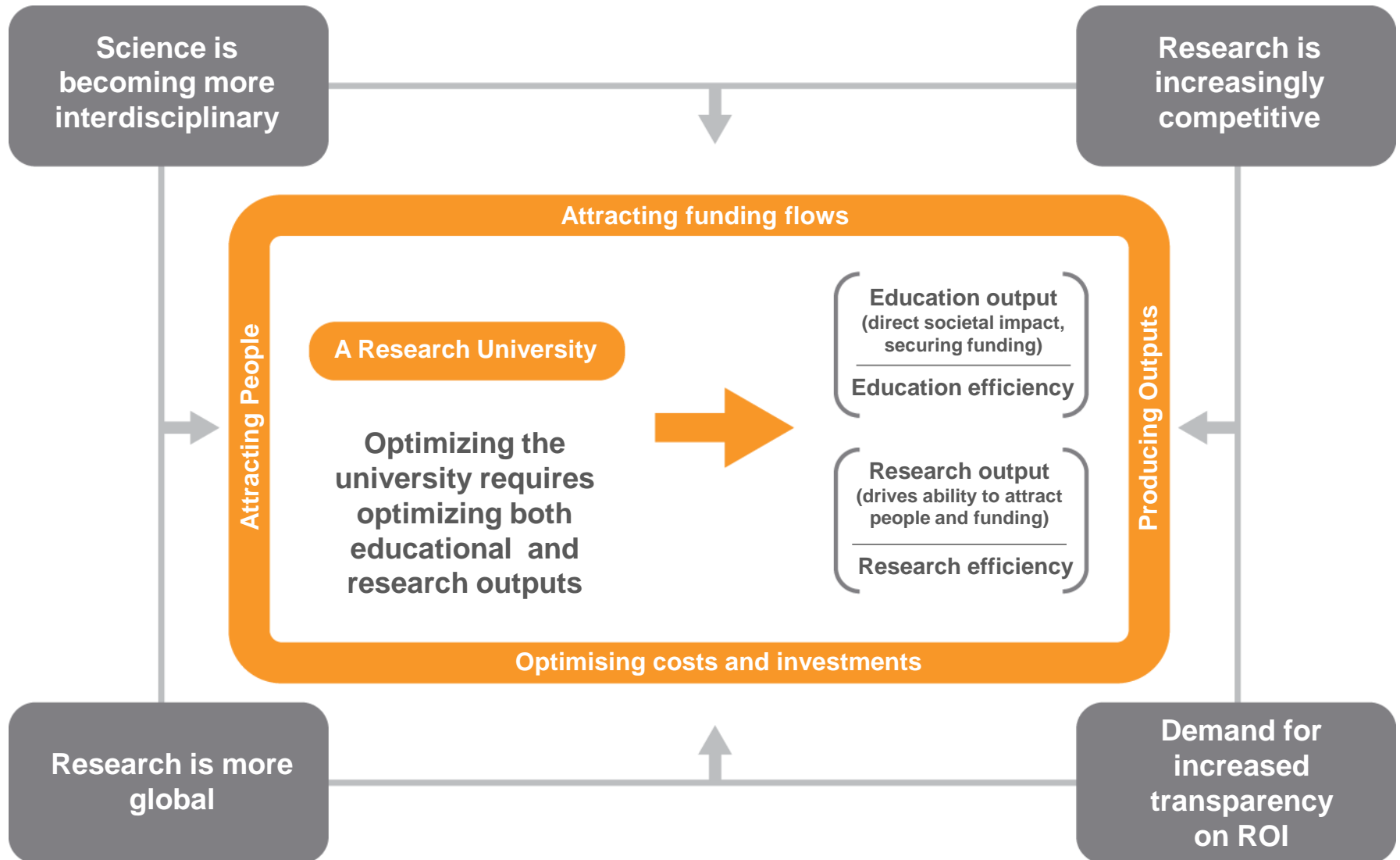


# Governments are actively guiding their national research agenda

Program	Sponsor	Description
		<ul style="list-style-type: none"> <li>• 6-yearly assessment of research quality of research in universities</li> <li>• Enables the HEFCE to allocate funds to high-performing institutions</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify thematic domains for future European support</li> <li>• Enables the ARC to allocate funds to high-performing institutions</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify thematic domains for future European support</li> <li>• Part of EU's strategy to become "the most dynamic competitive knowledge-based economy in the world"</li> </ul>
	  	<ul style="list-style-type: none"> <li>• Measuring the effect of research on employment, knowledge generation and health outcomes</li> </ul>



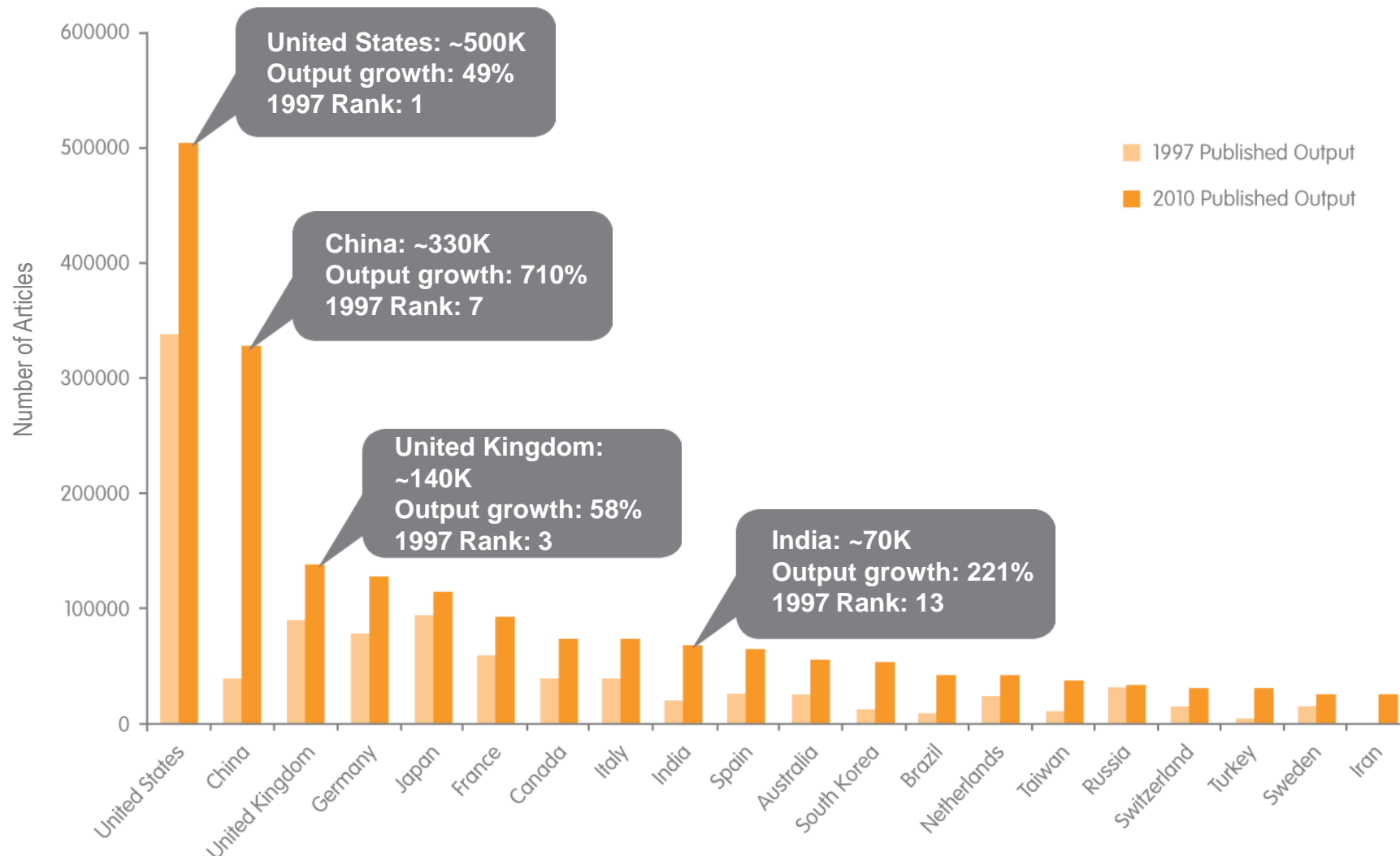
# Changes in the environment impact universities



# Global landscape is changing

## Countries ranked by published output in 2010

Source: Scopus



# Workflow changes

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## Research now...

- More multi-disciplinary
- Crosses national boundaries
- Exhibits high mobility of resources, people, ideas, technologies and infrastructure
- Balances competition and collaboration
- More competitive - increased funding pressures; low grant approval rate

# Technology enables new solutions

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- Proliferation of access and discovery mechanisms for STM content; mobile access increasing
- Use of semantic search, text mining, social networking and collaboration tools increasing
- Computing power increasing to enable more real-time analytics on large datasets
- Open architecture and crowd sourcing are key enablers

# Science & Technology mission defining a new future

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**Scientific Publisher**



**Scientific Information  
Solutions Provider**

**Contribute to the progress and  
application of science, by  
delivering superior information  
products and tools that build  
insights and enable  
advancement in research**



**Provide content driven  
information and workflow  
solutions that help institutional  
decision-makers and  
researchers create significant  
value by building insights,  
enabling advancement in  
research, and improving  
research-driven  
returns-on-investment**

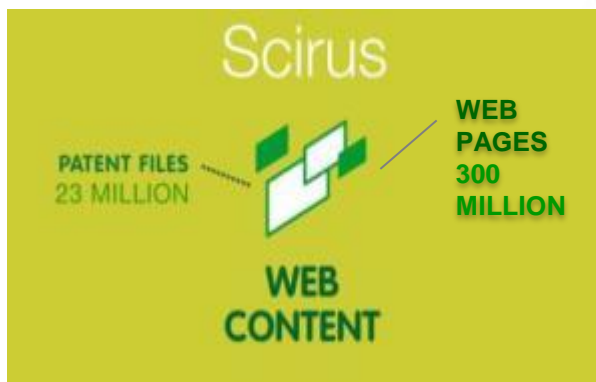
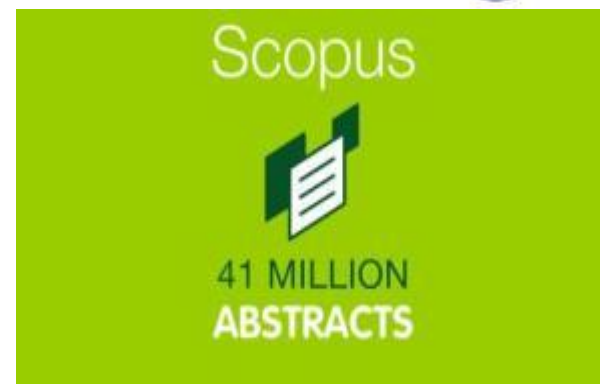
# SciVerse will enable Elsevier and the community to deliver solutions to improve productivity and accelerate discoveries



APP

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APP



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# Elsevier's Academic & Government solutions SciVal

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**Leveraging existing strengths, expanding to address customer needs around Performance, Planning, and Funding**

**For those making tough decisions in today's increasingly complex research environment, SciVal is a lens on the world's research activity providing the objective and analytical insight needed to maximize the potential of individuals and institutions.**



# SciVal delivers value across the research continuum in universities and government agencies

## Expanded customer engagement

## Established customer base

### Research Executives Research Administrators Department Heads & Managers

- Work closely with the institutional leadership, including the Provost, Vice Chancellor, Vice President of Evaluation, and science policy makers
- Establish vision and strategic direction
- Develop research partnerships
- Allocate funding and allocate resources
- Identify key metrics, benchmark, and measure performance
- Increase efficiency and ROI

### Librarians

- Expand content coverage and deliver resources anytime, anywhere
- Provide access to the right content
- Support researchers and students
- Help with performance measurement

### Researchers

- Identify the next idea, obtain grants and find collaborators
- Perform research, publish, get recognition
- Measure individual performance

# SciVal delivers value to S&T

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## Position Elsevier as a solution provider and partner

- Address needs of senior decision makers in universities and government agencies
- Enables S&T to expand relationships within our customer community and enhances the value we deliver to institutions.
- Enables new relationships and partnerships, e.g. with the Royal Society, that re-position Elsevier.

## Improve relevance of key Search & Discovery solutions

- Partnerships with government and funding agencies accelerate Scopus adoption at the university level.
- Universities licensing of SciVal stimulates the adoption of Scopus.
- Interoperability of SciVal and Scopus drive value and usage

# Elsevier technology, services & analytics, and content drive new solutions

## HPCC from Risk Solutions

- On-the-fly generation of research-related KPIs for millions of researchers
- Enables execution of complex algorithms to identify research competencies
- Enables processing of 4,000+ institutions per day, up from ~20 per day

## Visualization Technology

- Dynamic collaboration networks of scientists and research institutions
- Intuitive graphical interface displaying an institution's areas of leadership
- Collexis NLP engine creates fingerprints for all researchers based on Scopus data

## Agile Development

- Time-to-market can be as short as 4 weeks
- Software releases every month to continuously improve the customer value
- Creating shared customers ownership across Product and IT


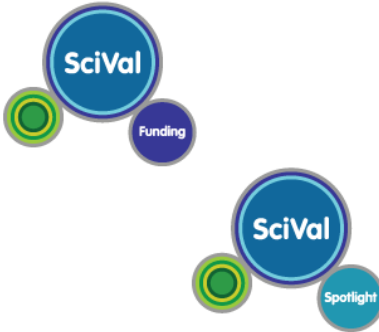






## Services & Analytics

- Implementation and integration with customer and vendor systems
- Customized development based on core technology
- Customer analytics and reports to support institutional decisions

## Content

- Scopus database delivers expert profiles on more than 10M researchers, and more than 40M abstracts and citations from over 18,500 journals
- More than 20M patent records from LexisNexis TotalPatent®
- Funding database with about 19,000 open and awarded grants
- Local (customer) content, e.g., grant success rates

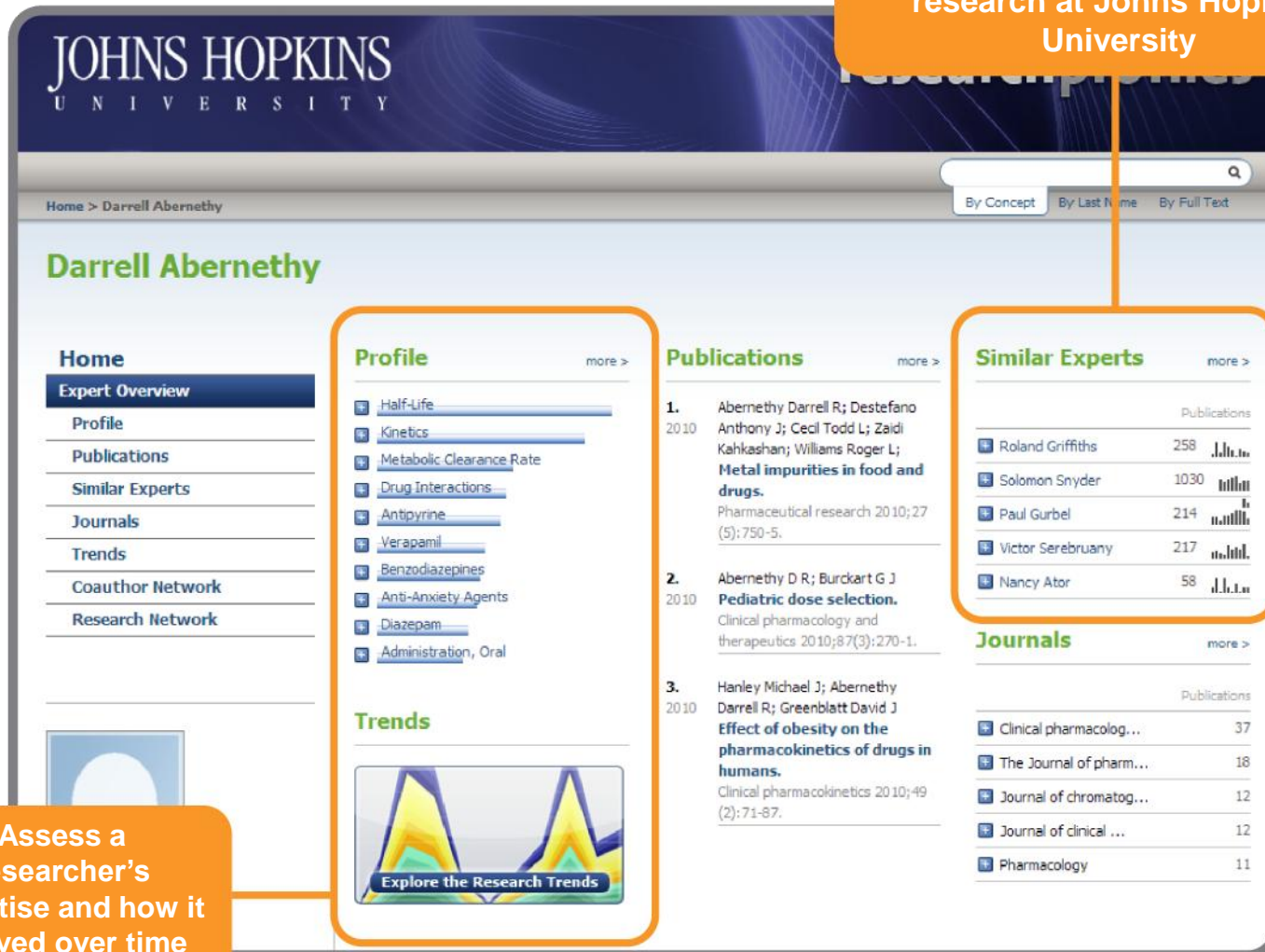
# SciVal's evolution over time

	2008	2009	2010	2011
	Supporting specialist research groups	Launch of first two tools	Expansion through Collexis acquisition	New tools and service capability expansion
Products				 Custom Analytics & Custom Solutions
Partners			 Italian Ministry of Health	

# SciVal Experts helps institutions demonstrate and connect expertise

Use case 1a

Locate experts in an area of research at Johns Hopkins University



Assess a researcher's expertise and how it evolved over time

# SciVal Funding increases efficiencies in seeking research funding

Use case 1b

A single search across funding opportunities and awarded grants from more than 3,500 funding bodies

The screenshot displays the SciVal Funding web application. At the top, there's a navigation bar with 'SciVal Funding' logo and links for 'Funding', 'Spotlight', and 'Strata'. Below this is a search bar with 'Quick Search' and 'Search' buttons, and tabs for 'Opportunities' (selected) and 'Awarded Grants'. A message indicates 'Number of recommendations: 100' and '20 results per page'. Action links include 'Select All', 'Print selected', 'Email selected', 'Export selected to Excel', 'Compare 2 selected recommendations', and 'Exclude Opportunity'. A 'Search within results' box is also present. The main content is a table of 11 research grants, all from the 'National Institutes of Health' in the 'United States'. The table columns are Title, Sponsor, Deadline, Type, Country, Amount, Currency, and Funding No. The first 10 grants have a 'Not Available' amount, while the last two have amounts of 275,000 USD. A relevance bar is shown on the right side of the table.

	Title	Sponsor	Deadline	Type	Country	Amount	Currency	Funding No	Relevance
<input type="checkbox"/>	1. Epigenetic Approaches in Cancer Epidemiology	National Institutes of Health	10-05-2011	Research Grants	United States	Not Available	USD	PA-10-031	██████████
<input type="checkbox"/>	2. Diet, Epigenetic Events, and Cancer Prevention	National Institutes of Health	10-05-2011	Research Grants	United States	Not Available	USD	PA-09-234	██████████
<input type="checkbox"/>	3. Vulnerable Dendrites and Synapses in Aging and Alzheimer's Disease	National Institutes of Health	10-05-2011	Research Grants	United States	Not Available	USD	PA-09-061	██████████
<input type="checkbox"/>	4. Erythropoiesis Stimulating Agents and Tumor Progression	National Institutes of Health	10-05-2011	Research Grants	United States	Not Available	USD	PA-09-023	██████████
<input type="checkbox"/>	5. Stress Pathways in Alcohol Induced Organ Injury and Protection	National Institutes of Health	10-05-2011	Research Grants	United States	Not Available	USD	PA-10-093	██████████
<input type="checkbox"/>	6. Genetic and Genomic Analysis of Xenopus	National Institutes of Health	09-30-2011	Research Grants	United States	Not Available	USD	PAR-09-240	██████████
<input type="checkbox"/>	7. Exploratory Cancer Prevention Studies Involving Molecular Targets for Bioactive Food Components	National Institutes of Health	06-16-2011	Research Grants	United States	275,000	USD	PA-10-088	██████████
<input type="checkbox"/>	8. Ribosomal Disorders and Their Role in Inherited Bone Marrow Failure Syndromes	National Institutes of Health	10-05-2011	Research Grants	United States	Not Available	USD	PA-11-121	██████████
<input type="checkbox"/>	9. Model Systems for Fragile X Pre-Mutation and Primary Ovarian Insufficiency (FX-POI)	National Institutes of Health	06-01-2012	Research Grants	United States	275,000	USD	PAR-11-137	██████████
<input type="checkbox"/>	10. The Role of Cellular Organelles in Alcohol-Induced Tissue Injury	National Institutes of Health	06-16-2011	Research Grants	United States	275,000	USD	PA-10-086	██████████
<input type="checkbox"/>	11. Investigational Nutrigenetic Studies for Cancer Prevention	National Institutes of Health	06-16-2011	Research Grants	United States	275,000	USD	PA-08-221	██████████

Retrieve targeted funding opportunities based on your research profiles

# Integration across SciVal helps research administrators realize efficiencies

Use case 1c

Research administrators can distribute funding opportunities to research staff based on their expertise

**Home**  
Opportunities Admin  
Expert View  
**Opportunity View**  
Settings  
Change Password

**Funding Opportunities Administration - Opportunities**

**Refine groups by choosing filters:**

University:   
Department:

**238 opportunities proposed to 250 Experts**

- 0% were found interesting
- 0% were not found interesting
- 0% are missing collaborators
- 100% are not yet reviewed

**AIDS and Immunosuppression Program**  
National Institutes of Health  
USD \$0.00

Selwyn, Peter Alan	No Follow-Up yet	Not reviewed yet	★★★★	Match: 2.0726
Rapkin, Bruce D.	No Follow-Up yet	Not reviewed yet	★★★★	Match: 2.0218
O'Dowd, Mary A.	No Follow-Up yet	Not reviewed yet	★★★★	Match: 1.9269

**Follow-Up**

<b>36</b>	<b>Matched Experts</b>
0%	(0) Applied
0%	(0) Interested in collaboration
0%	(0) Not interested
100%	(36) Not reviewed

**AIDS-Science Track Award for Research Transition**  
National Institutes of Health  
USD \$200,000.00 - Deadline: 09/07/2011

Selwyn, Peter Alan	No Follow-Up yet	Not reviewed yet	★★★★	Match: 1.7672
Rivnick, Anita	No Follow-Up yet	Not reviewed yet	★★★★	Match: 1.6413
Mary A.	No Follow-Up yet	Not reviewed yet	★★★★	Match: 1.6122

**Follow-Up**

<b>29</b>	<b>Matched Experts</b>
0%	(0) Applied
0%	(0) Interested in collaboration
0%	(0) Not interested
100%	(29) Not reviewed

Research administrators can coordinate the grant writing to avoid duplicate and/or competing proposal



# SciVal Spotlight helps identify areas of research strength that are underfunded

Use case 2a

Each circle represents an area where the university has a global leadership position

- The larger the circle, the more articles are in that competency.
- The location of each circle is documented by the primary subject area of that competency. Circles closer to the center are more interdisciplinary.

[Learn more >](#)

## Subject areas

- Math & Physics
- Chemistry
- Engineering
- Earth Sciences
- Biology
- Biotechnology
- Infectious Diseases
- Medical Specialities
- Health Sciences
- Brain Research
- Humanities
- Social Sciences
- Computer Science
- Other

[Filter](#)

[Export Image](#)

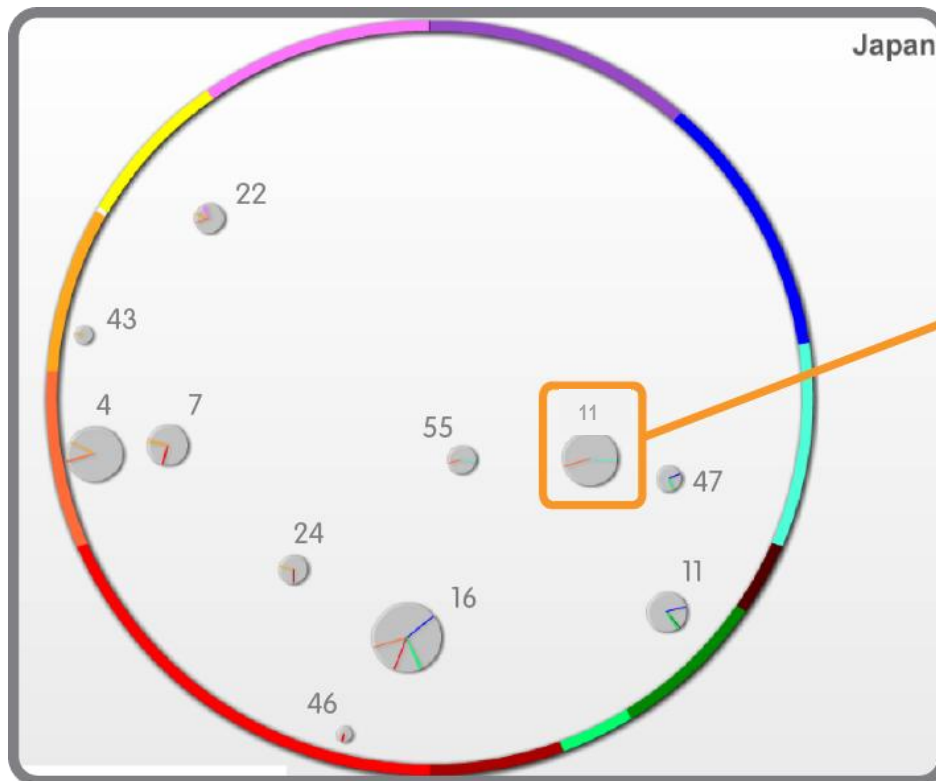
☐ Normalized circle sizes

# SciVal Spotlight helps identify strengths that are underfunded

Use case 2b

## Partial view of map

Six subject areas: Biology, Biotechnology, Infectious Disease, Medical Specialty, Health Sciences, Brain research



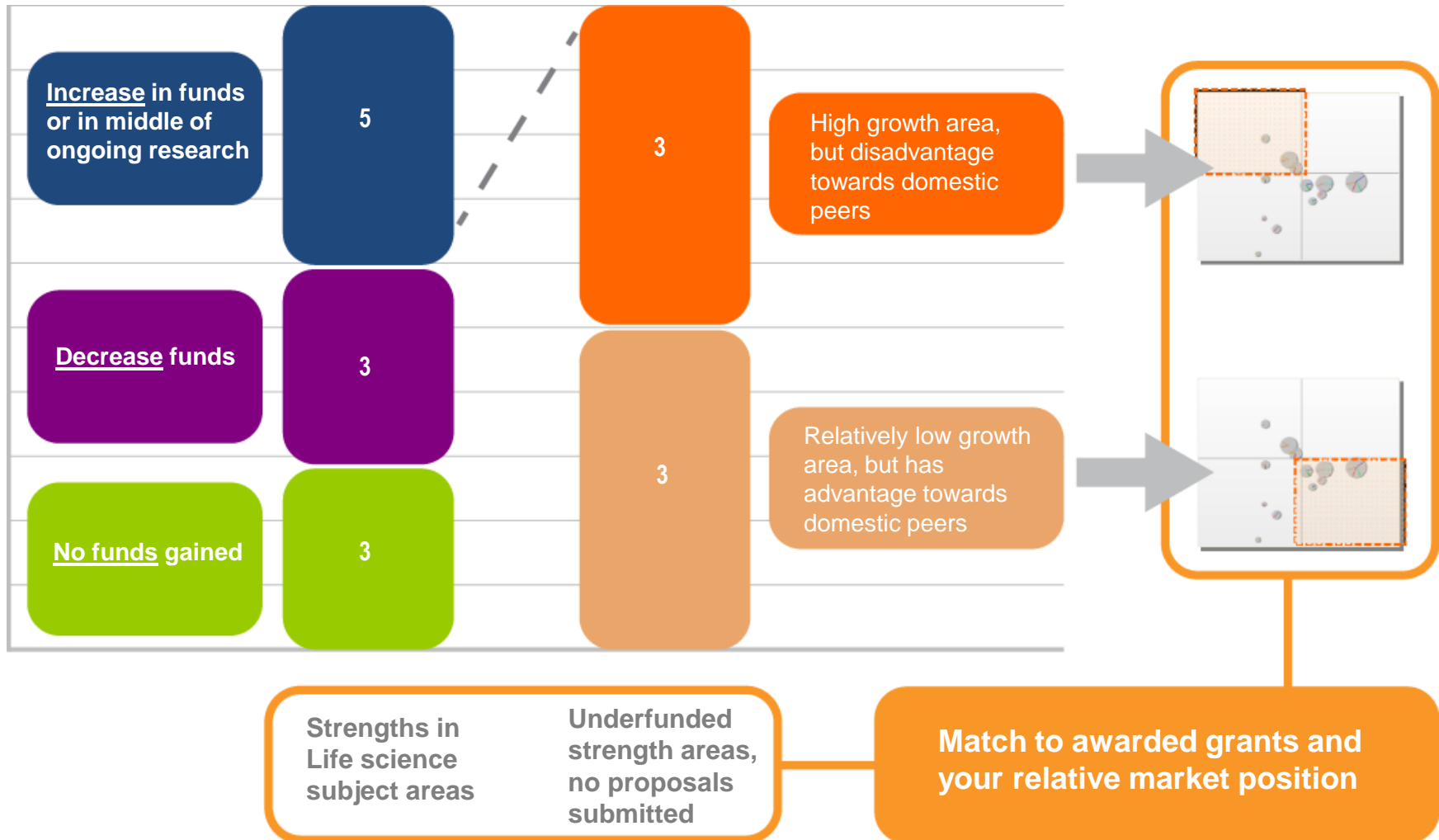
Identify areas in Life Sciences that your institution has a leadership position in

## Details of strengths identified from Spotlight data

EC	4	Researcher Aa Researcher Ab Researcher Ac	skeletal muscle; magnetic resonance; knee extension
DC	7	Researcher Ba Researcher Bb Researcher Bc	circadian clock; suprachiasmatic nucleus; clock genes
DC	11	Researcher Ca Researcher Cb Researcher Cc	ammonia-oxidizing bacteria; wastewater treatment; bacteria AOB
DC	12	Researcher Da Researcher Db Researcher Dc	hydrogen embrittlement; strain rate; hydrogen absorption
DC	18	Researcher Ea Researcher Eb Researcher Ec	oxygen carriers; red blood; oxygen carrier
EC	22	Researcher Fa Researcher Fb Researcher Fc	talking robot; vocal tract; human vocal
EC	24	Researcher Ga Researcher Gb Researcher Gc	cell lines; galectin-1 expression; cell migration
EC	43	Researcher Ha Researcher Hb Researcher Hc	suprachiasmatic nucleus; circadian rhythms; circadian clock
EC	48	Researcher Ia Researcher Ib Researcher Ic	homologous recombination; cell lines; strand exchange
EC	47	Researcher Ja Researcher Jb Researcher Jc	model compound; flavin mononucleotide; methyl benzoylformate
EC	55	Researcher Ka Researcher Kb Researcher Kc	calcium phosphate; composite layer; laminin-apatite composite

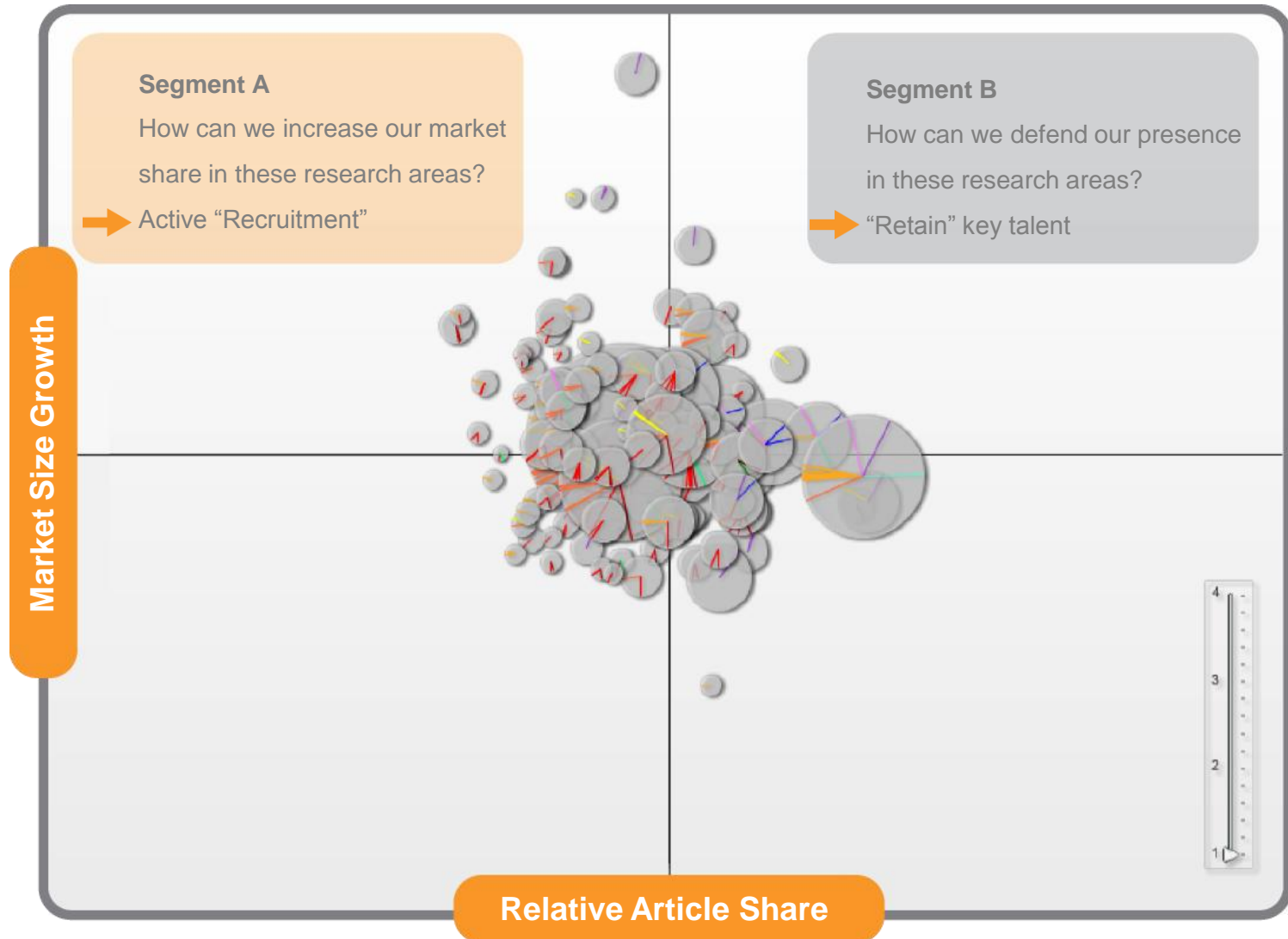
# SciVal Spotlight helps identify strengths that are underfunded

Use case 2c



# SciVal Spotlight informs recruitment, retention, and investment strategies

Use case 3a



# SciVal Spotlight and Strata inform recruitment strategies

Use case 3b

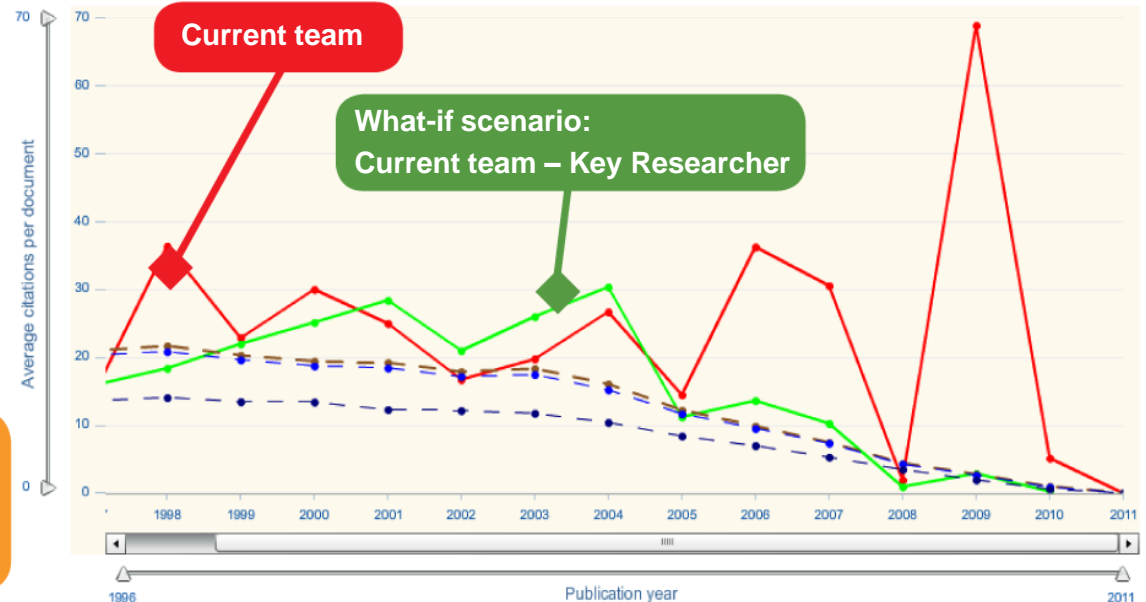
## Boston University authors

The table below lists the top 10 contributing authors from Boston University.

Name	Institution / Country	Fractionalized articles	Total articles	SotA	Citation count
1. Castro Neto A.H.	Boston University USA	12.1	22	0.18	612.5
2. Neto A.H.C.	Boston University USA	4.3	5	1.51	132.3
3. Pereira V.M.	Boston University USA	3.1	5	-0.21	18.9
4. Kotov V.N.	Boston University USA	2.7	4	2.34	0.0
5. Campbell D.K.	Boston University USA	1.0	1	1.87	0.0
6. Kotov V.N.	Boston University USA	0.8	1	1.87	0.8
7. Pi S.Y.	Boston University				

Retrieve the researchers that contribute most to an area of research being a distinctive competency

Measure the impact of a particular research leaves the institution (e.g. significant drop after 2005) and take appropriate action



# SciVal Reviewer Finder drives efficiencies and enables transparency by funding bodies

Use case 4a

**National Heart Lung and Blood Institute**  
National Institutes of Health

Workspaces Grant Applications

Grant Application List Grant Application

### Reviewer Selection

**Filter**

Show: All Reviewers ☒ Show Authors Clustered

Minimum 5 Publications in: No Country Selected Maximum 5 Publications in: No Country Selected

Calculation based on: 500 Publications Publications since: 2005

Find Reviewers

200 Reviewer Candidates Found

Previous Page 1 2 3 4 5 6 7 8 9 10 Next Page

**Internal Reviewers**

Rank	Name	Matching Publications	All Publications	Organization Matching	Shortest Path	Show CRISP Profile	Find Information
1	Jean-Yves Blay (Coauthor)	6	144	48/431	1		
2	Isabelle Ray-Coquard (Applicant)	6	89	25/411	0		
3	Axel Le Cesne (Applicant)	3	106	75/415	0		
4	Philippe A Cassier (Coauthor)	1	18	3/12	1		
5	Dominique Ranchère (Coauthor)	3	23	8/77	1		
6	Jérôme Fayette (Coauthor)	2	30	8/78	1		
7	Martine Van Glabbeke (Applicant)	4	91	50/561	0		
8	Gabriel N Hortobagyi	9	564	316/84	2		
9	Ana M Gonzalez-Angulo	7	80	55/70	2		
10	Kristine Broglio	6	68	50/69	2		
11	Vicente Valero	5	153	95/2	2		
12	Shu-Wan Kau	4	48	38/69	2		
13	Aman U Buzdar (Coauthor)	3	302	174/12	1		
14	W Fraser Symmans	3	91	48/77	2		
15	Lajos Pusztai	3	110	64/72	2		
16	Fabrice Andre	3	36	29/72	2		

Connect grant proposals with the best reviewers based on their prior history, expertise, and relationship to avoid conflict of interest

National Heart Lung and Blood Institute (NHLBI) manages to absorb a significant increase in grant applications without increasing cost or any delays

# SciVal Summary

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## Customer Challenges

- Research is more complex and more competitive
- Institutions need more data to demonstrate ROI
- Manual work done by internal FTEs for evaluation, but data is hard to find
- Analytical expertise is limited
- Traditional metrics need to be expanded to include other data elements

## Customer Value

- Evidence based analysis for strategic decision making (areas of investment, collaboration, portfolio analysis)
- Optimize allocation of resources (funding, people, etc)
- Improve institutional outcomes

## Why Elsevier?

- We leverage existing assets to solve a new problem and redefine the value proposition
- We have deep knowledge via domain expertise
- Our platforms are interoperable, scalable, and enable integration of customer data
- We have the analytical services capabilities to augment customers needs



# Executing the strategy to fulfill S&T's new vision

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**Scientific Publisher**



**Scientific Information  
Solutions Provider**

**Contribute to the progress and application of science, by delivering superior information products and tools that build insights and enable advancement in research**



**Provide content driven information and workflow solutions that help institutional decision-makers and researchers create significant value by building insights, enabling advancement in research, and improving research-driven returns-on-investment**

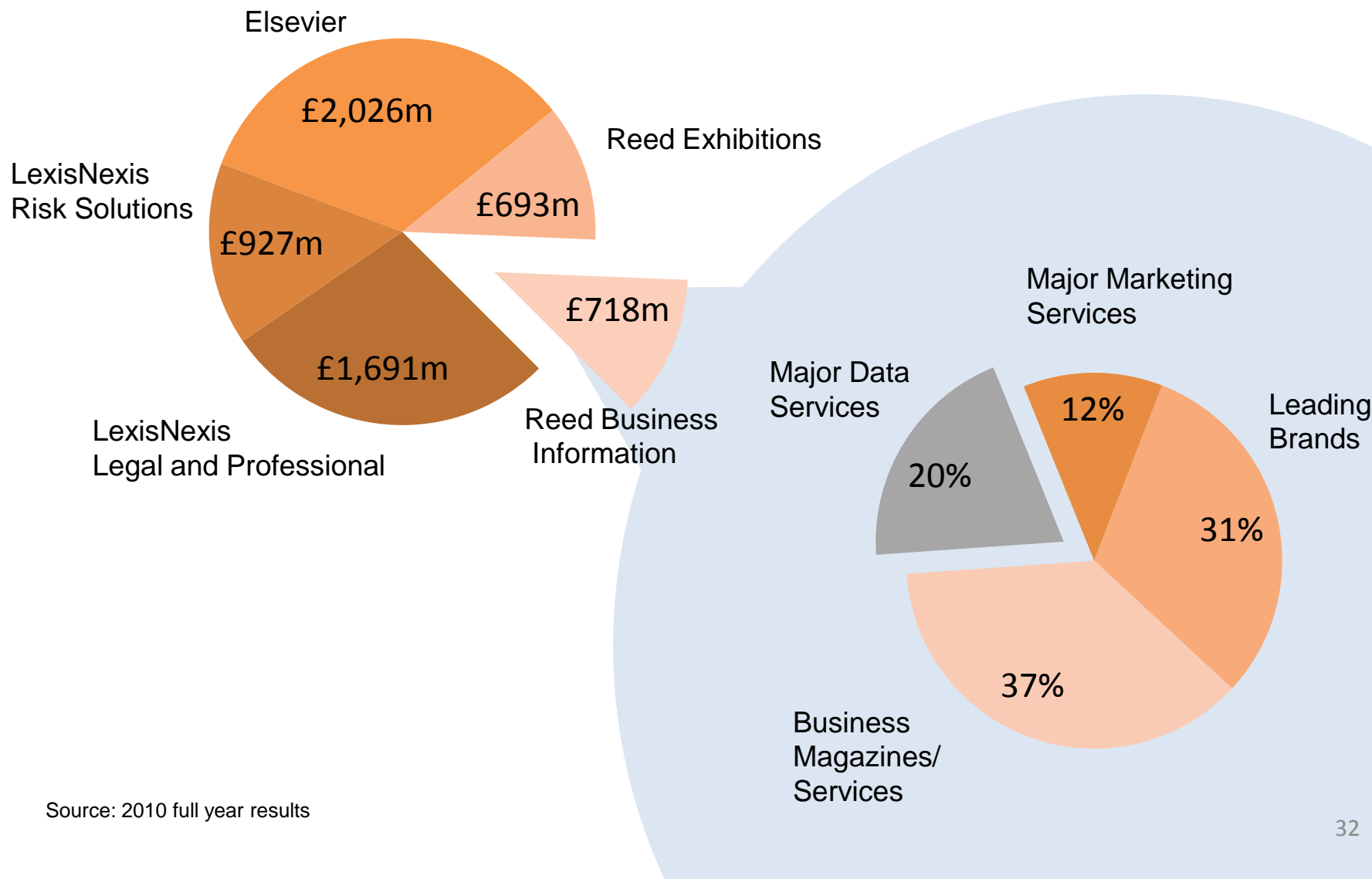
# ICIS

## Nomura Global Media Field Trip

Jim Muttram  
Christopher Flook

# RBI Data Services

## 2010 Revenue

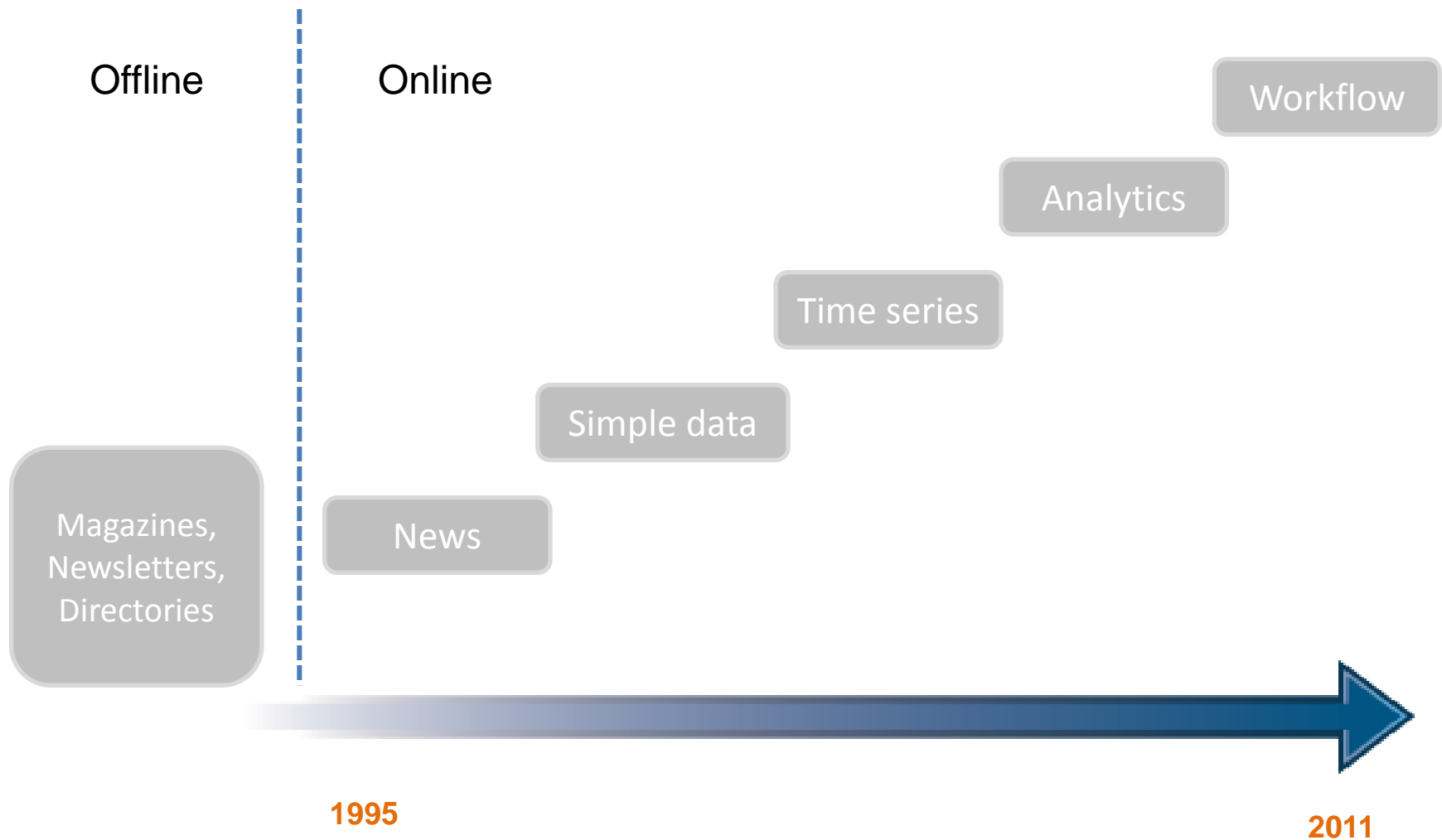


Source: 2010 full year results

# RBI Data Services

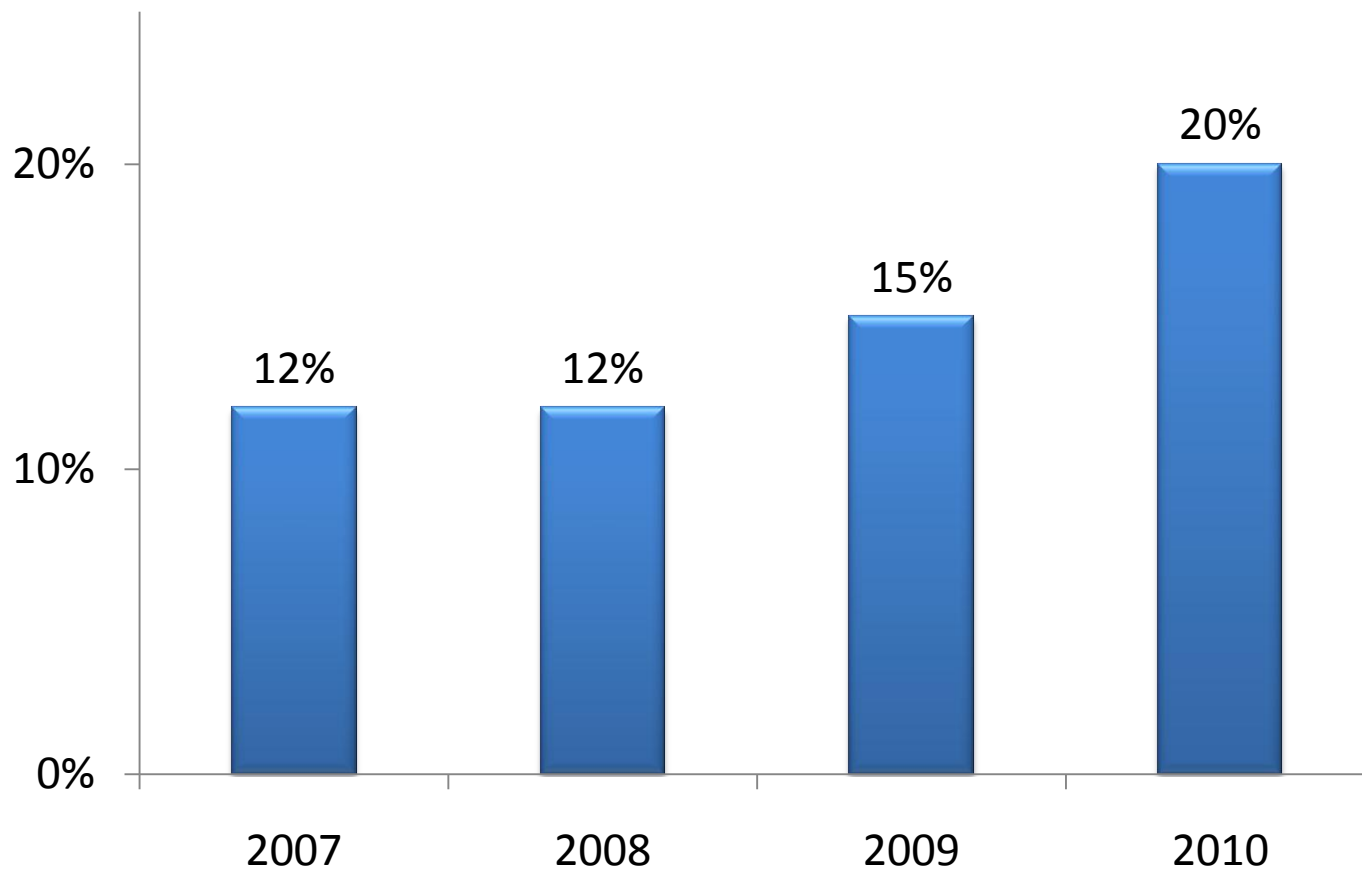
- Key businesses: ICIS, Bankers Almanac, XpertHR, Reed Construction Data
- 83% online (revenue from news, data, analytics, workflow)
- 79% subscription revenue with some PAYG, consultancy, conferences and training
- Strong growth profile – organic and acquisition – 4% underlying growth in 2010
- Close to customers with deep penetration of vertical segments
- 2010 revenue £144m

# Evolution of Data Services



# RBI Data Services

% total RBI revenue





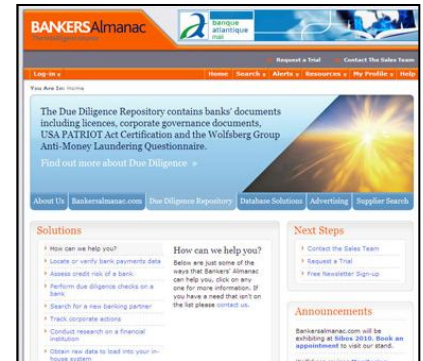
- Market served: Petrochemicals and Energy
- Geography: Global
- Founded: 1980. Fax then email/online 1995
- Employees: 611
- Main claim: World-leading petrochemical and energy reporting agency.
- Main products: Daily and weekly price reports, online access to price history and news, online analytics
- Customers: 95 of the top 100 companies in the sector
- Revenue CAGR 2007-2010: 7.2% underlying
- Recent initiatives: Bought majority CBI China, launched LNG daily, launched German-specific product





# BANKERSAlmanac.com

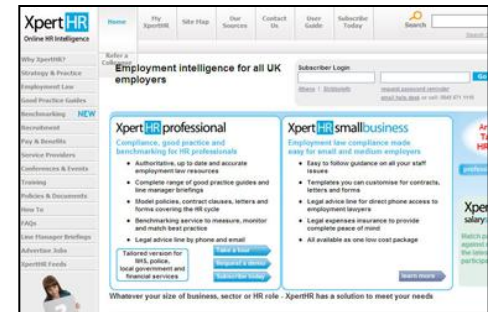
- Market served: International Banking
- Geography: Global
- Founded: 1845 – online in 1999
- Employees: 178
- Main claim: A leading provider of reference data on the banking industry. Its portfolio of solutions aims to help financial decision-makers make payments, conduct due diligence, assess credit risk and conduct financial research on the world's banks.
- Main products: Payment codes and routing online
- Customers: 99 of top 100 banks
- Revenue CAGR 2007-2010: 8.6% underlying
- Recent initiatives: Launched Due Diligence and Credit Risk services



# XpertHR

Online HR Intelligence

- Market served: HR departments in firms over 100 people
- Geography: UK, NL
- Founded: 2002
- Employees: 225
- Main claim: The leading online HR information service – providing guidance on employment law compliance, best practice and benchmarking data
- Main products: Compliance, good practice and benchmarking online services
- Customers: 39 of FTSE 100 companies
- Revenue CAGR 2007-2010: 9.6% underlying
- Recent initiatives: Launched SME product and Liveflo





- Market served: Construction Industry
- Geography: US, Canada, Australia
- Founded: Construction Cost Data: 1942; Construction Project Data: 1981; Cordell: 1969
- Employees: 777
- Main claim: Leading provider of construction cost data in North America and Australia
- Customers: Over 80,000 customers across fragmented construction industry
- Main products: Construction project data; construction cost data; construction product marketing programs; tenders
- Revenue CAGR 2007-2010: 0.4% underlying
- Recent initiatives: Targeted data pushed to mobile platforms; launch of industry-unique integrated marketing service for product manufacturers





Christopher Flook  
Managing Director



A leading provider of price benchmarks, market analysis and workflow tools supporting transactions in the marketing of energy and chemicals worldwide

611 staff in 9 locations across the World.

Delivering market price assessments, real time news and analytics on petrochemical and energy markets.

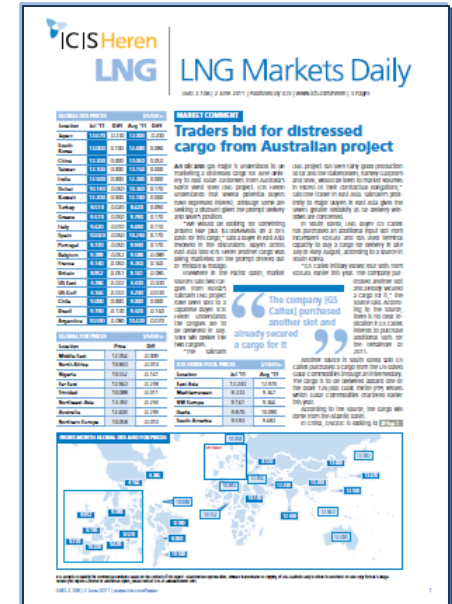
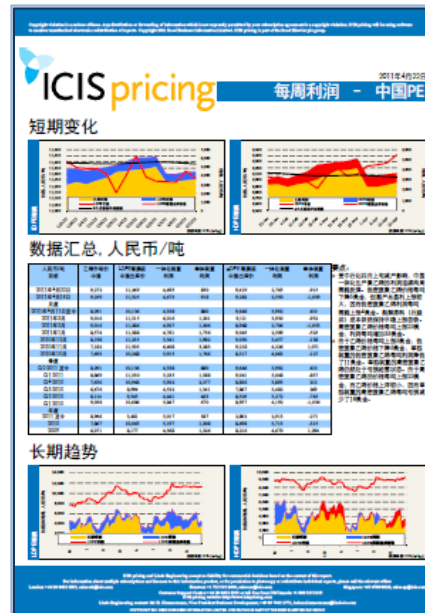
In over 50% of the 400+ chemical markets we cover, our prices are used as the leading benchmarks.

UK gas market price assessments are the industry benchmarks.

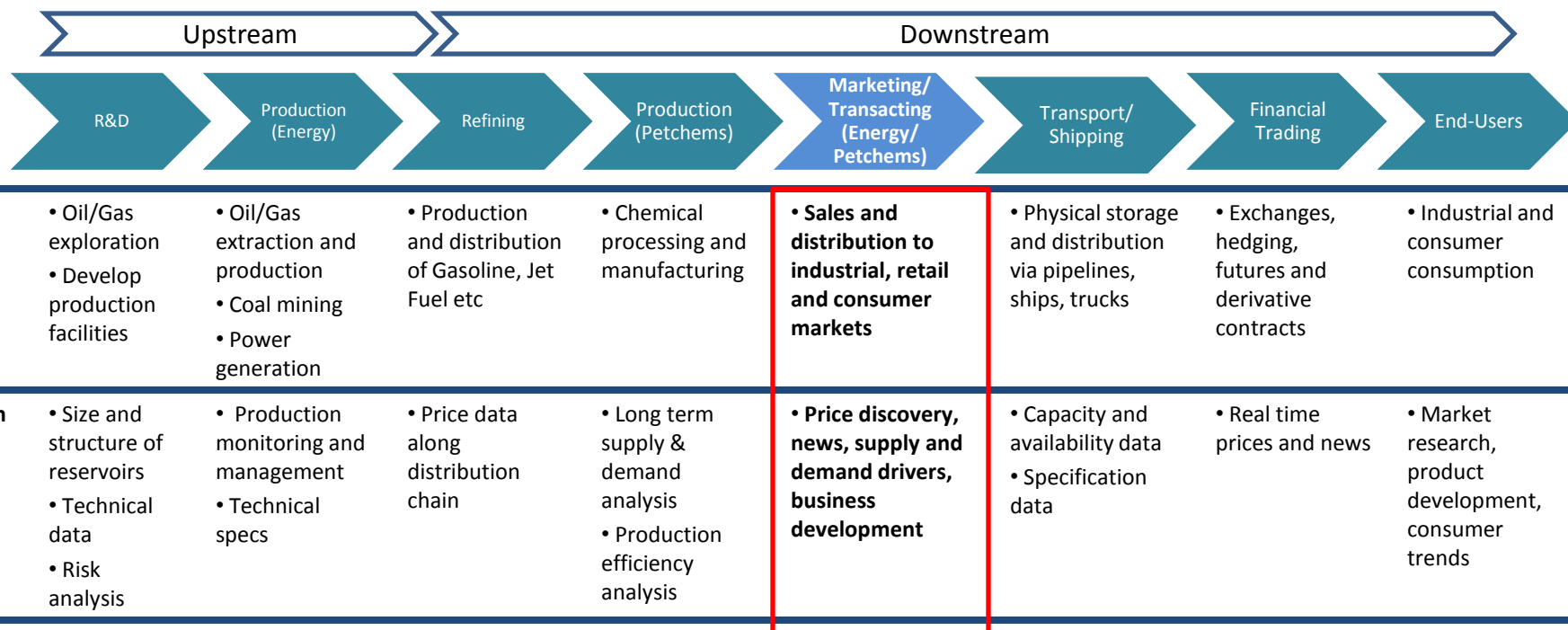
ICIS China is the leading domestic energy and chemical price reporting agency.

# Products

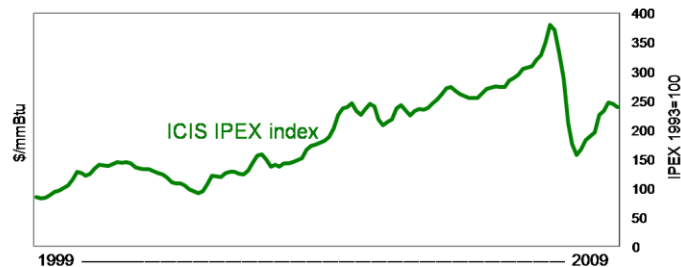
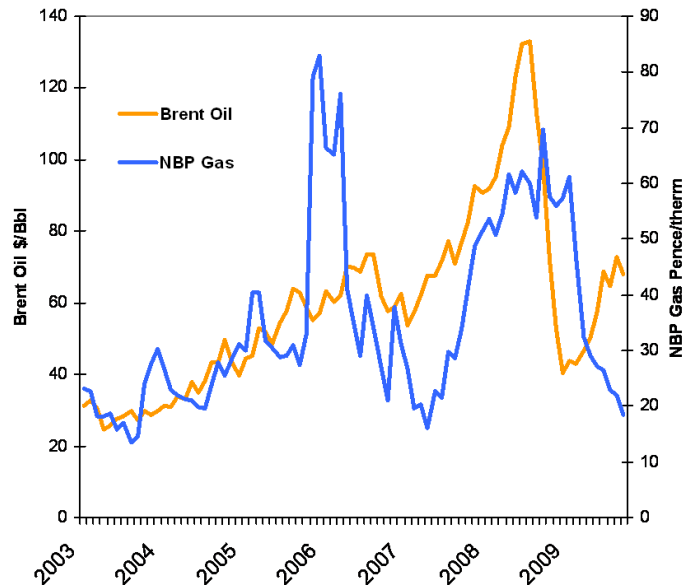
- ICIS revenues are 98% subscription based.
- Over 90% of revenues are from online services.
- Core content is market price assessments, indices, news and analysis.
- Core products are delivered by web, email, data feed and SMS.
- Over recent years we have extended delivery into terminals, online video and blogs.



# Information value chain



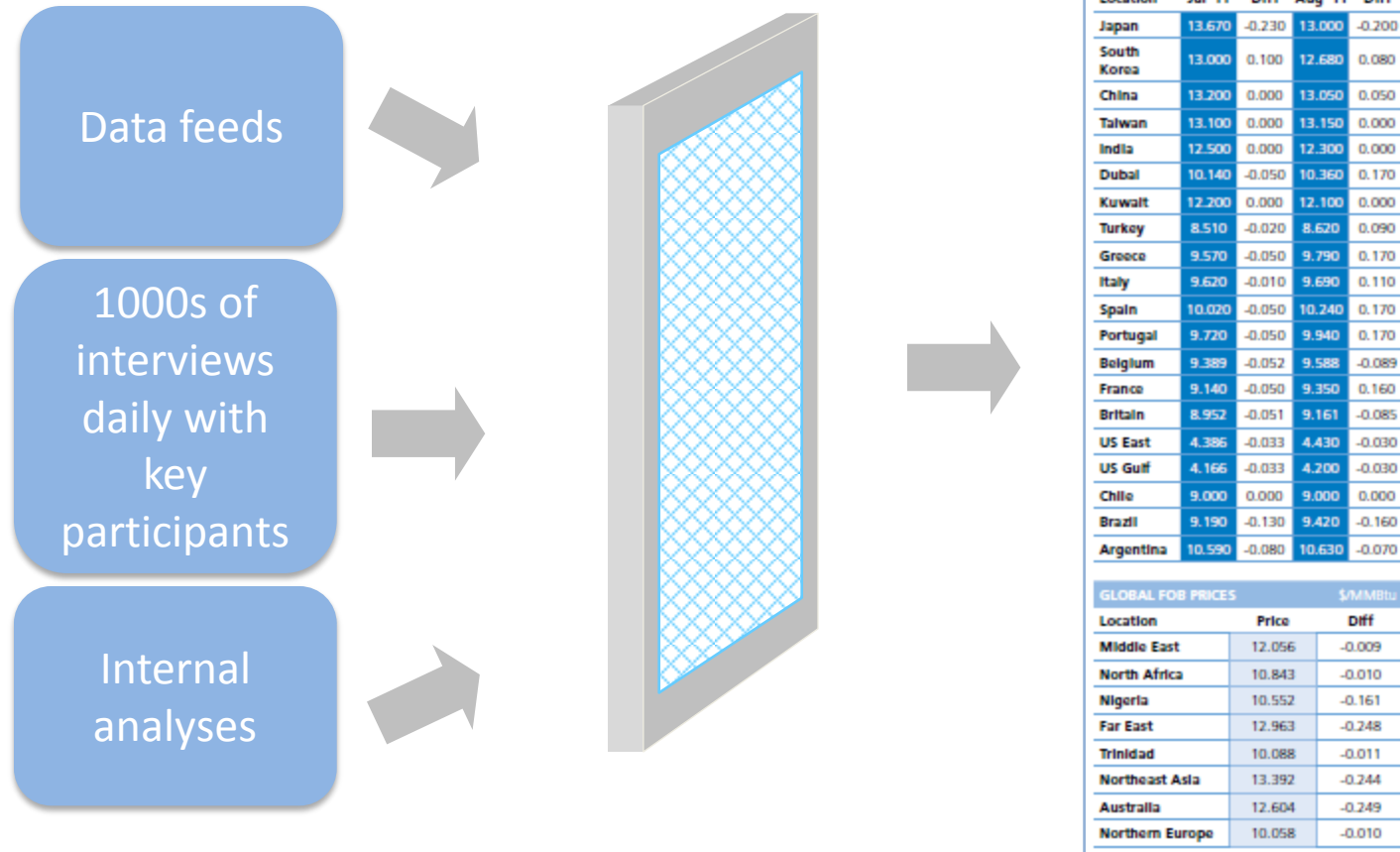
# Petrochemical and energy markets



- Markets are becoming increasingly volatile and unpredictable.
- Physical markets are complex and value is inherently obscure.
- Complexity is increased by globalisation, interconnection of multiple markets, increasing speed of trade, development of financial instruments and speculation.
- ICIS and other price reporting agencies, play a critical role in bringing transparency to these markets.



# ICIS turns disparate data points into trusted benchmarks



*Price discovery and analysis*

*Data assessed, synthesized and proprietary methodology applied*

*Independent benchmarks produced*

# How ICIS customers use our data

## Market players

Product Managers  
Purchasing  
Traders



### Independent price benchmarks:

- As a spot market reference in long term contracts
- Commodity price comparison – for spread trading and margin based pricing
- Hedging – as a floating price for forward trade and as a settlement price for derivatives
- To benchmark business performance

## Market analysts

Planning dept  
Trading analysts  
Financial



### Real time news:

- To drive decision making, in response to perceived fluctuations in supply/demand and fluctuations in related markets

### Price data and analysis:

- To support scenario planning, forecasting, investment analysis, strategy development.

# Some key customers

**ExxonMobil**

**BASF**  
The Chemical Company

**gsk**  
GlaxoSmithKline



中国石油天然气股份有限公司  
PetroChina Company Limited

سابك  
sabic

**Coca-Cola**

**Nestlé**  
Good Food, Good Life

**P&G**

**DOW**

**Goldman Sachs**

**Tetra Pak**

**BAIN & COMPANY**

**centrica**

**British Gas**



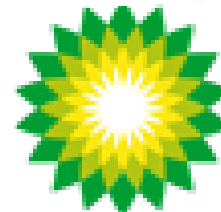
**Bayer**

**bp**

**GAZPROM**



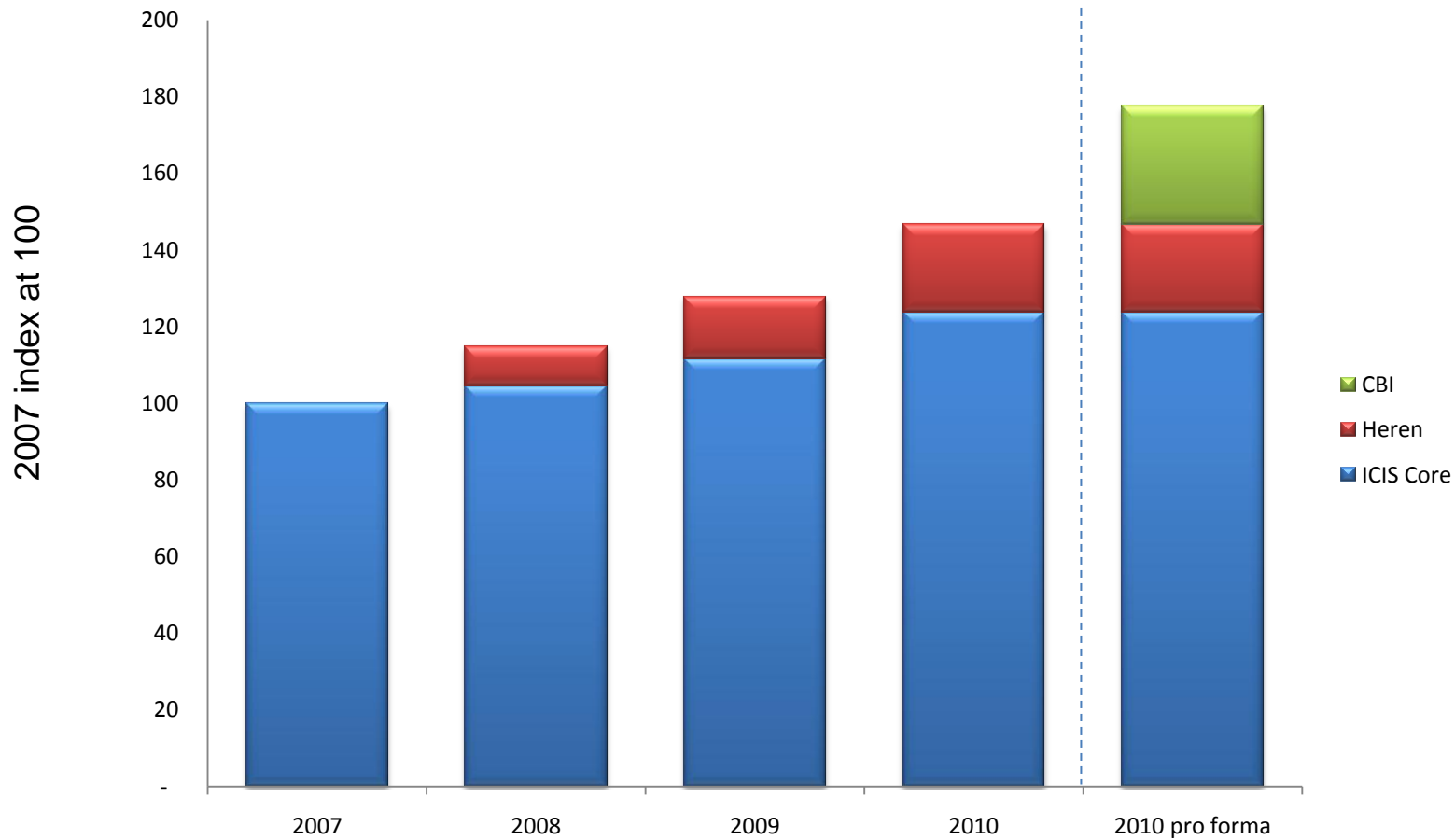
**Chemtura**



## Key Facts

- 8,500 customers
- Largest contracts in excess of \$1m
- Top 25 customers represent only 18% of revenue

# Revenue growth profile



Underlying growth CAGR 7.2%

# Opportunities for growth

## Geographical Expansion

- Accelerate growth in Asia.
- Developing our position in key emerging markets – Former Soviet Union, India, Latin America, Africa.

## Market coverage

- Targeting LNG (Liquified Natural Gas) benchmark.
- Developing energy market coverage.
- Ongoing launches in chemicals.

## Information value chain

- Deepening analysis into market fundamentals to further develop higher value analytics.
- New tools shaped around workflow, increasing real time coverage.

# Geographical expansion : CBI China



- Demand growth from China for energy and chemicals eclipses all other markets.
- In 2003 we set about defining our market entry strategy for China.
- 2004 - ICIS partnered with HC International on a pilot project.
- 2005 - we established our own representative office in Shanghai.
- 2007 - took minority stake in CBI China Ltd.
- 2011 – acquired majority stake in CBI China's information and consulting division.





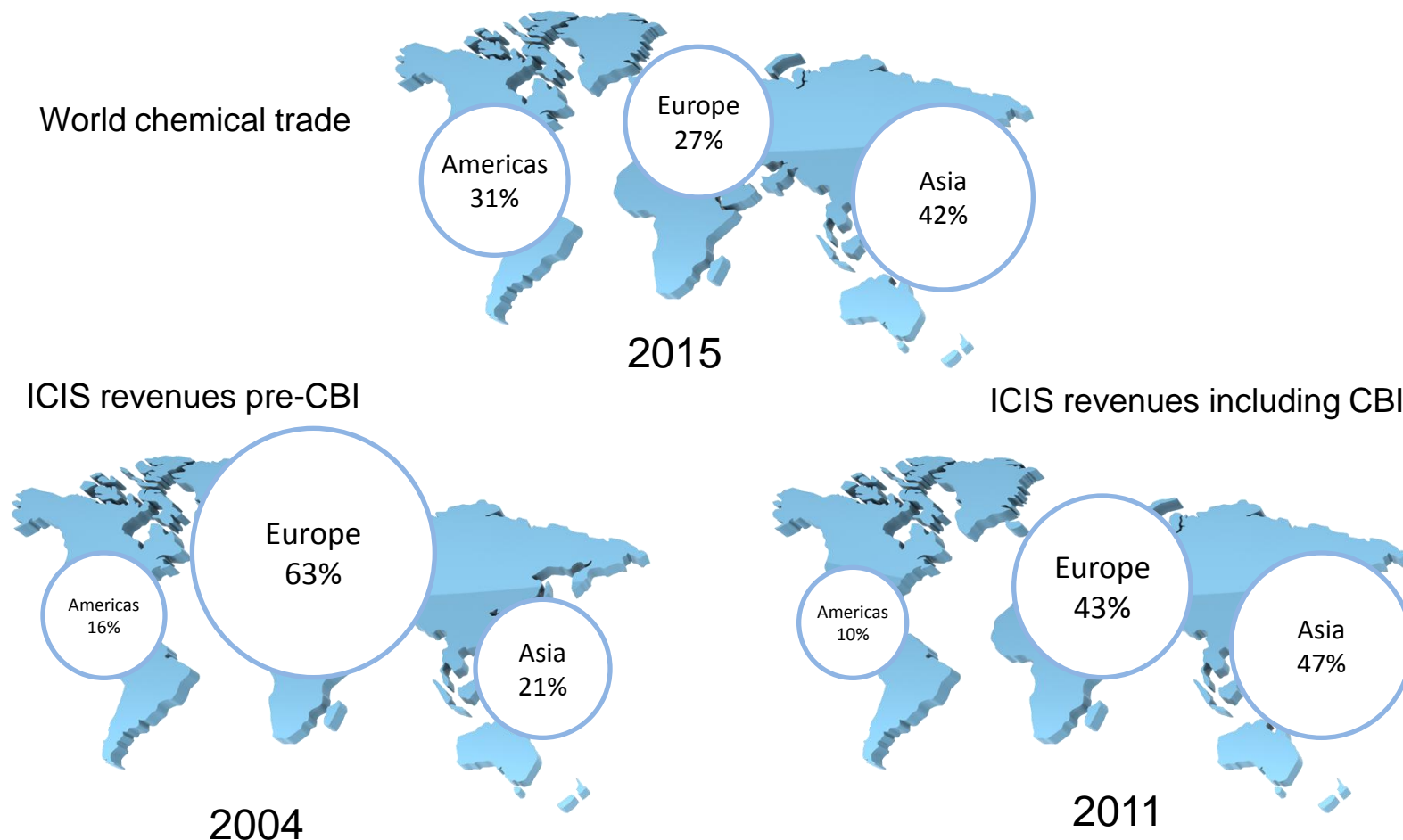
# ICIS China



- Over 270 staff deliver products ranging from SMS Alerts to dedicated information terminals to over 13,000 customers.

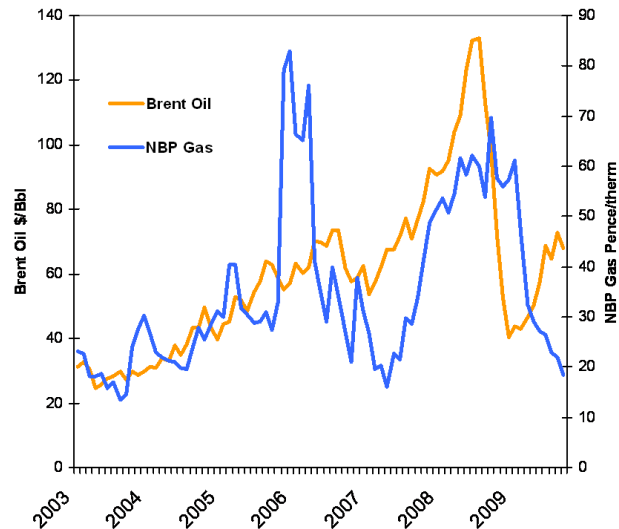
ICIS & CBI assessments are a mutually trusted reference point when China and International players trade.

# CBI rebalances ICIS revenues towards the World's fastest growing markets





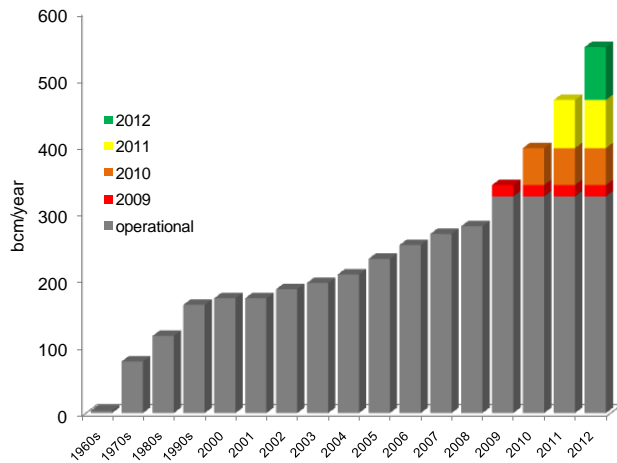
# Product market expansion : Gas



European oil and gas prices decouple

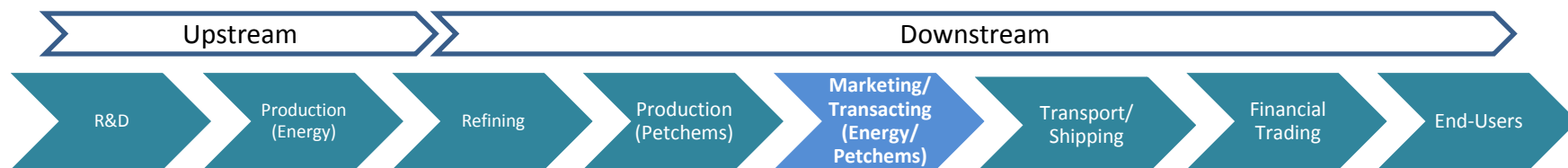
- In 2008 ICIS acquired Heren Energy, the creators of the UK gas market price benchmark.
- Since acquisition revenues have grown by around 250%.
- As European gas markets liberalise ICIS Heren is expanding coverage to all the new trading hubs in Europe supported by a new operation in Dusseldorf.
- Heren was the first to launch LNG market assessments in 2008. We are now targeting global benchmark status for our proprietary LNG market assessments.

ICIS Heren's LNG assessments have the potential to be a global gas benchmark.



LNG plants in operation or under construction

# Information value chain



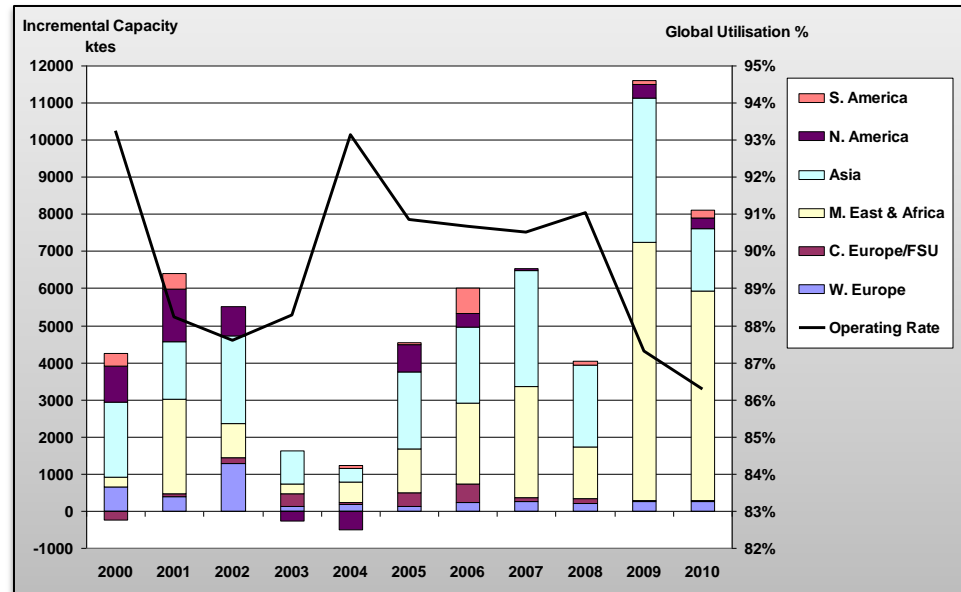
<b>Key activities</b>	<ul style="list-style-type: none"> <li>• Oil/Gas exploration</li> <li>• Develop production facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Oil/Gas extraction and production</li> <li>• Coal mining</li> <li>• Power generation</li> </ul>	<ul style="list-style-type: none"> <li>• Production and distribution of Gasoline, Jet Fuel etc</li> </ul>	<ul style="list-style-type: none"> <li>• Chemical processing and manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sales and distribution to industrial, retail and consumer markets</b></li> </ul>	<ul style="list-style-type: none"> <li>• Physical storage and distribution via pipelines, ships, trucks</li> </ul>	<ul style="list-style-type: none"> <li>• Exchanges, hedging, futures and derivative contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Industrial and consumer consumption</li> </ul>
<b>Information needs</b>	<ul style="list-style-type: none"> <li>• Size and structure of reservoirs</li> <li>• Technical data</li> <li>• Risk analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Production monitoring and management</li> <li>• Technical specs</li> </ul>	<ul style="list-style-type: none"> <li>• Price data along distribution chain</li> </ul>	<ul style="list-style-type: none"> <li>• Long term supply &amp; demand analysis</li> <li>• Production efficiency analysis</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Price discovery, news, supply and demand drivers, business development</b></li> </ul>	<ul style="list-style-type: none"> <li>• Capacity and availability data</li> <li>• Specification data</li> </ul>	<ul style="list-style-type: none"> <li>• Real time prices and news</li> </ul>	<ul style="list-style-type: none"> <li>• Market research, product development, consumer trends</li> </ul>



# Analytics and fundamentals



- Strong opportunity to expand datasets to long term supply/demand and other market fundamentals.
- Building unique assets in China ICIS can develop a powerful dataset.
- Strong position with market players presents an opportunity to present data in user friendly formats beyond planning teams.



# Real time and workflow tools



- In 2011 ICIS launches its Dashboard service, integrating all relevant data onto one screen.
- Platform enables product development :
  - Increased real time news and pricing services and alerting, as chemical markets become more liquid.
  - Tools built around workflow combining real time data with price history and fundamentals.
- Alerting services for iPhone and Android currently in development.



# Future growth driven by sustained product innovation

- ICIS growth is built upon a history of sustained product innovation.
- Development plans in place are expected to continue to drive strong revenue growth in future years.
- Development of our position in China will accelerate growth.
- Establish ICIS as a truly global energy market player.



# Conclusion

- Important and growing segment of RBI
- Strong growth prospects driven by:
  - Geographic expansion
  - Development of workflow tools
  - Development of multiple delivery platforms, especially mobile and tablet
  - Acquisition opportunities – in-fill and adjacency



# Nomura Global Media Field Trip

## New York

### June 2011

 Reed Elsevier