

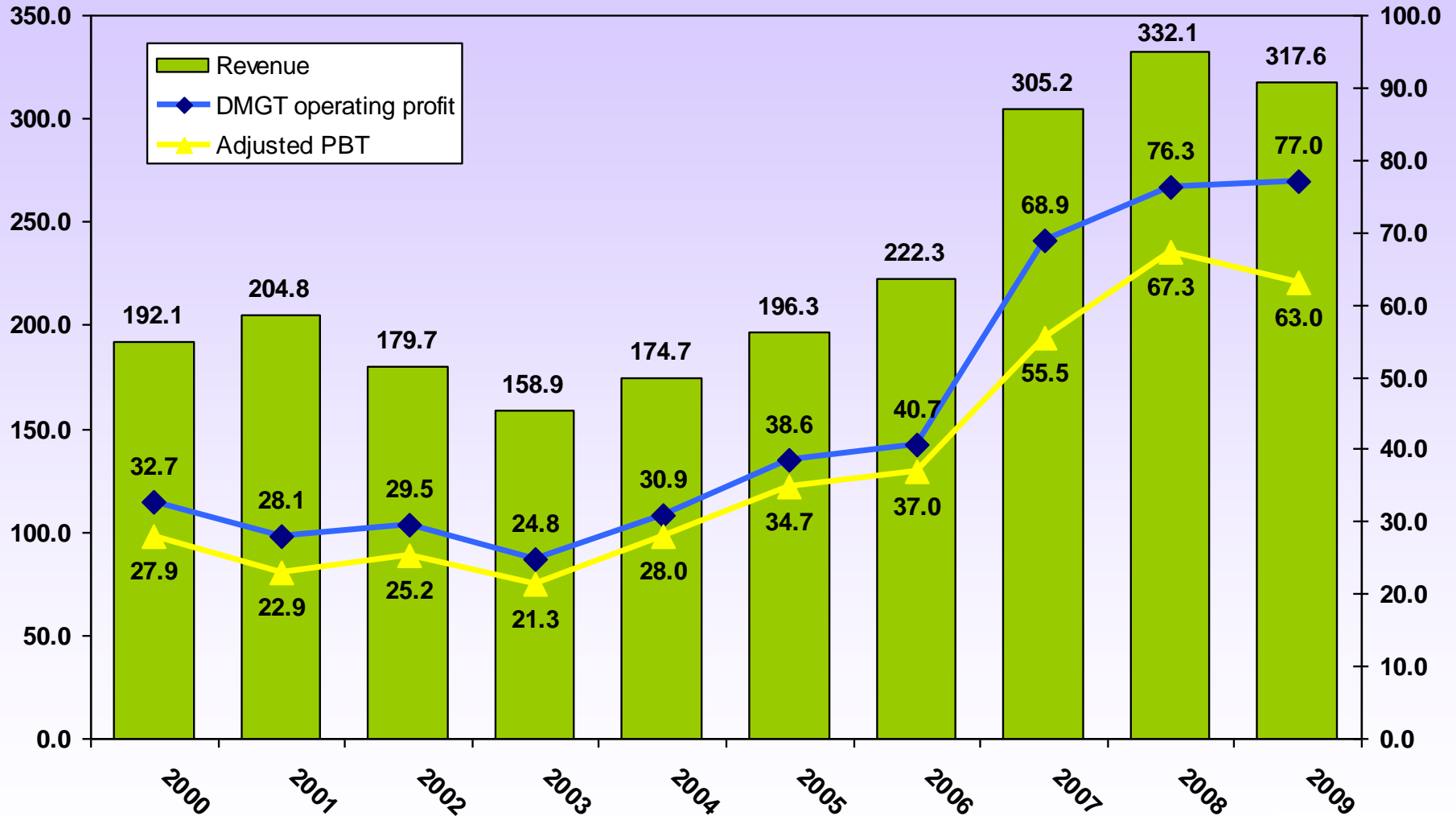
EUROMONEY INSTITUTIONAL INVESTOR

A trajectory of growth

Christopher Fordham

April 19, 2010

PROFITS TRIPLED SINCE 2003



RESILIENT RESULTS IN 2009

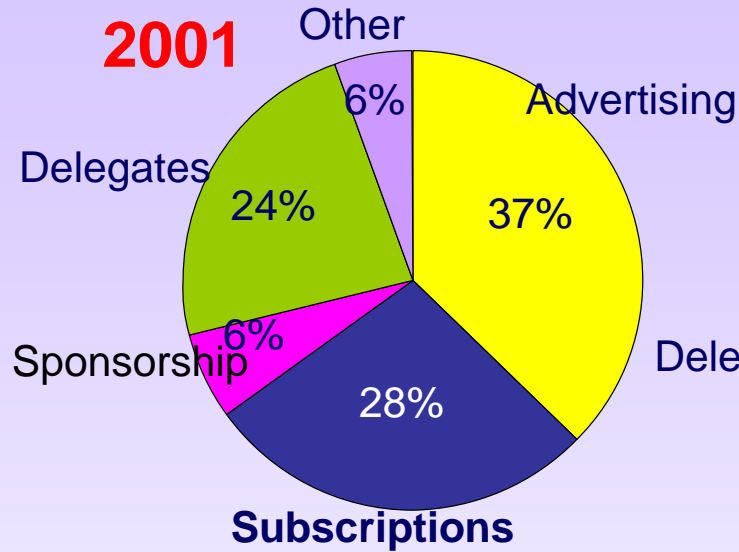
£m	2008	2009	%
Revenue	332.1	317.6	-4%
Business profit	98.5	102.0	+4%
<i>DMGT operating profit</i>	76.3	77.0	+1%
Interest	(8.9)	(14.0)	
Adjusted PBT	67.4	63.0	-6%

STRATEGY FOCUSED ON GROWTH

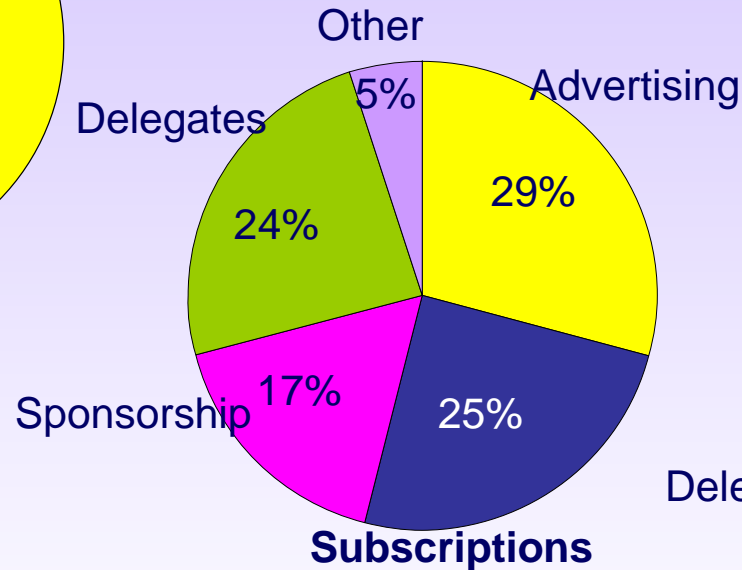
- ◆ Strategy designed to build a more focused, more robust and higher-quality information business
- ◆ (1) Drive organic growth:
 - ◆ *Invest in building high-quality electronic subscription products*
 - ◆ *Improve product quality through edit investment*
 - ◆ *Reduce dependence on ad-driven products and free content*
 - ◆ *Focus on key strength – quality and effectiveness of marketing*
 - ◆ *Quickly roll out successes to new geographies/markets*
- ◆ (2) Maintain high margin:
 - ◆ *Rigorous focus on cost control*
 - ◆ *Eliminate low-margin product*
 - ◆ *Maintain high operational and cost flexibility*
- ◆ (3) Selective acquisitions to accelerate growth strategy and build market share
- ◆ (4) Invest in people / infrastructure to support growth

SUBS ALMOST HALF REVENUES

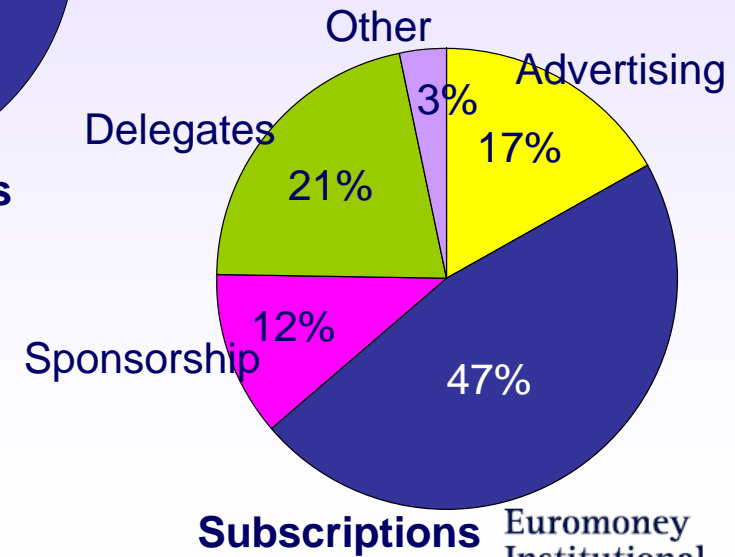
2001



2005

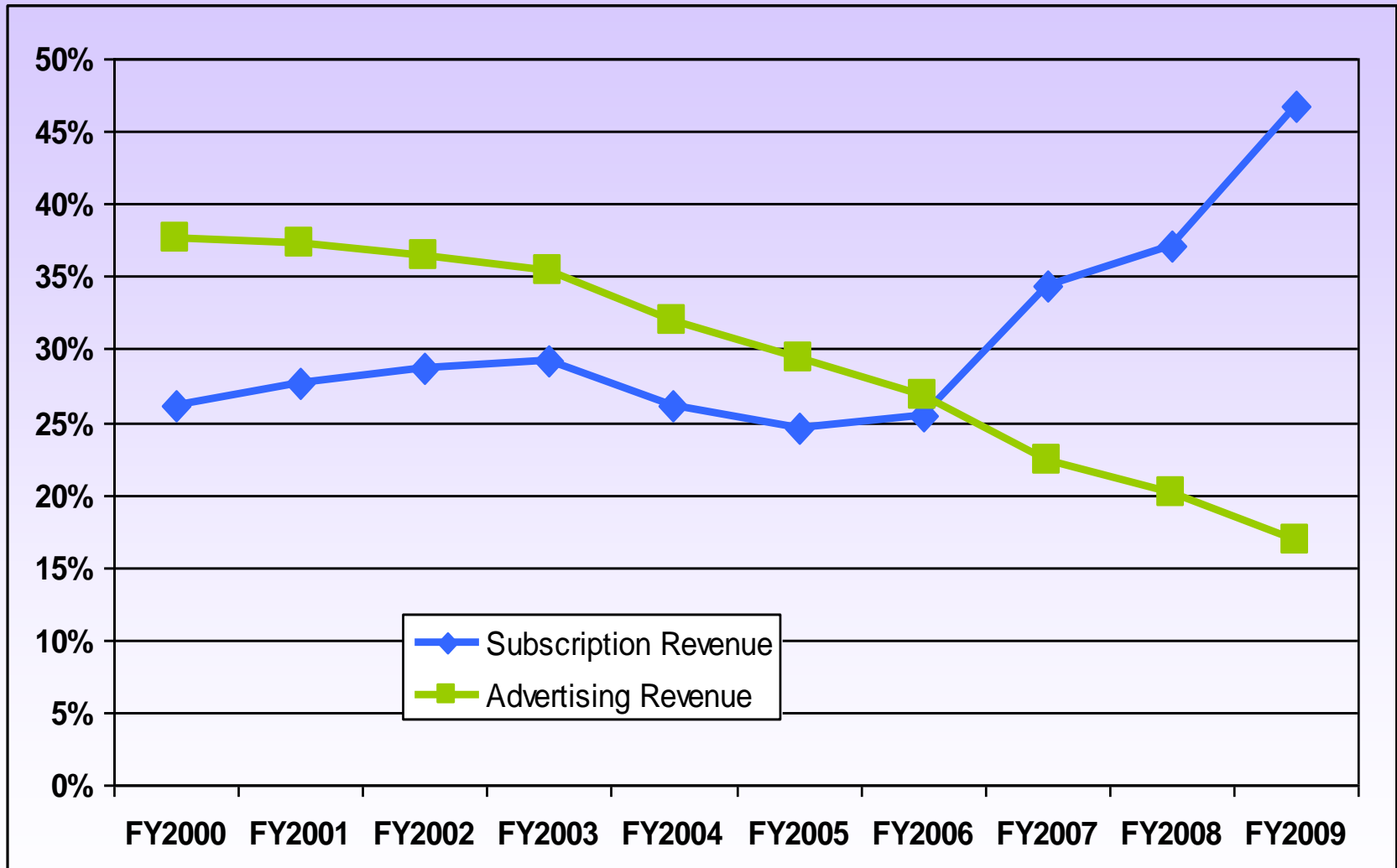


2009



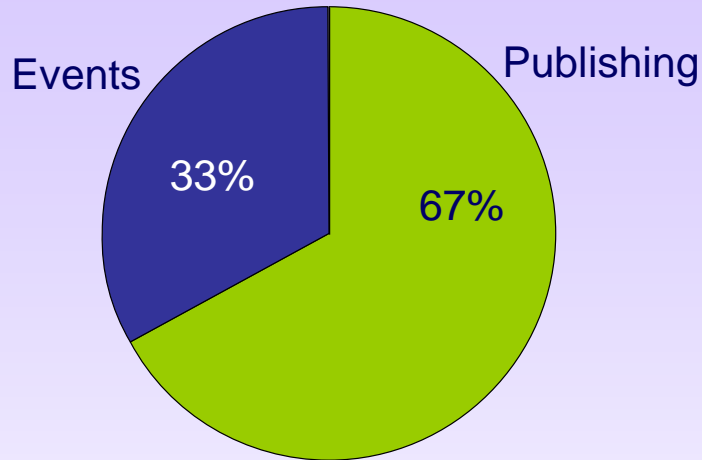
Subscriptions Euromoney
Institutional
Investor PLC

SUBS NEARLY 3x AD REVENUES

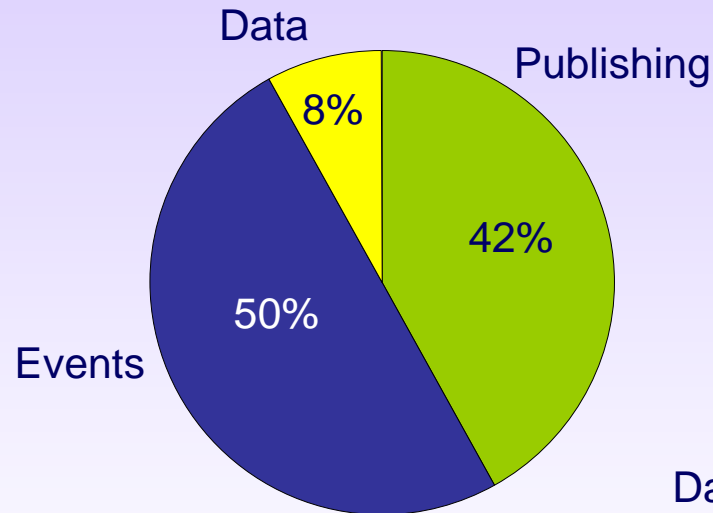


DATA NOW 36% OF PROFITS

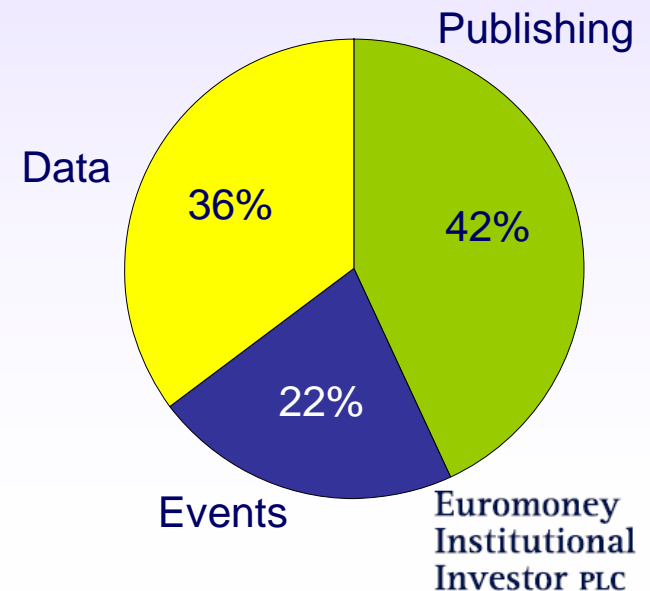
2001¹



2005



2009



¹Data loss £2.4m in 2001

SEVEN SECRETS FOR SUCCESS

1. Focus on emerging markets

8 out of top 20 customer countries are emerging markets

Rank	Country	No. of customers
4	India	7,624
9	Egypt	5,393
10	Malaysia	5,315
11	China	5,055
12	Brazil	4,906
15	Indonesia	3,923
18	Russia	3,801
20	Mexico	3,147

Selective countries with over 100 active customers *

Kazakhstan	Tanzania
Libya	Uganda
Cayman Islands	Angola
Azerbaijan	Syria
Lebanon	Bolivia
Estonia	Jamaica
Mauritius	Bangladesh
Jordan	Barbados
Latvia	Sudan
Yemen	Malawi
Lithuania	Uruguay
Puerto Rico	Zimbabwe

* Active customers over last 2 years

SEVEN SECRETS FOR SUCCESS

1. Focus on emerging markets
2. Focus on subscriptions

SEVEN SECRETS FOR SUCCESS

3. Focus on electronic delivery

- ◆ Print not dead, but unlikely to be a key driver of growth
- ◆ Build new, highly specialised, data and information services, targeted at niche audiences
- ◆ The Holy Grail - products must become embedded in customer work flows: “I can’t do my job without it”
- ◆ Advantages:
 - ◆ Subscription-based
 - ◆ Premium-prices and higher yields
 - ◆ Better targeted to customer needs
 - ◆ High renewal rates / customer loyalty
 - ◆ High margin / low delivery cost
 - ◆ Leverage existing brands
 - ◆ Technology in place – fast to market
 - ◆ High barriers to entry for competitors

SEVEN SECRETS FOR SUCCESS

4. Investment in new products

- ◆ Historic emphasis on using brand strength and product quality to roll out successes to new sectors / products / geographical markets
 - ◆ *Focus on what we do well, do more of it, more often and better*
- ◆ Unlikely to launch new print or ad-only products
- ◆ Opportunity to drive organic growth by accelerating online migration of print products, and launching new electronic data and info services
 - ◆ *Much of which can be done irrespective of the state of markets*
- ◆ Now is the time for investment in new electronic products

SEVEN SECRETS FOR SUCCESS

1. Focus on emerging markets
2. Focus on subscriptions
3. Focus on electronic delivery
4. Investment in new products
5. EDEN* database & marketing

* EDEN = Euromoney's Database of Every Name

SEVEN SECRETS FOR SUCCESS

6. Approach to acquisitions

- No acquisitions since Metal Bulletin in Oct 2006 – focus on integration and debt reduction
- Debt constraint in FY09 largely eliminated – acquisition headroom of £100m+
- Focus on small, strategic transactions, most likely in electronic publishing, with strong growth potential
- Difficult market – price mis-match between buyers and sellers, deal pipeline weak
- Growth is not dependent on acquisitions

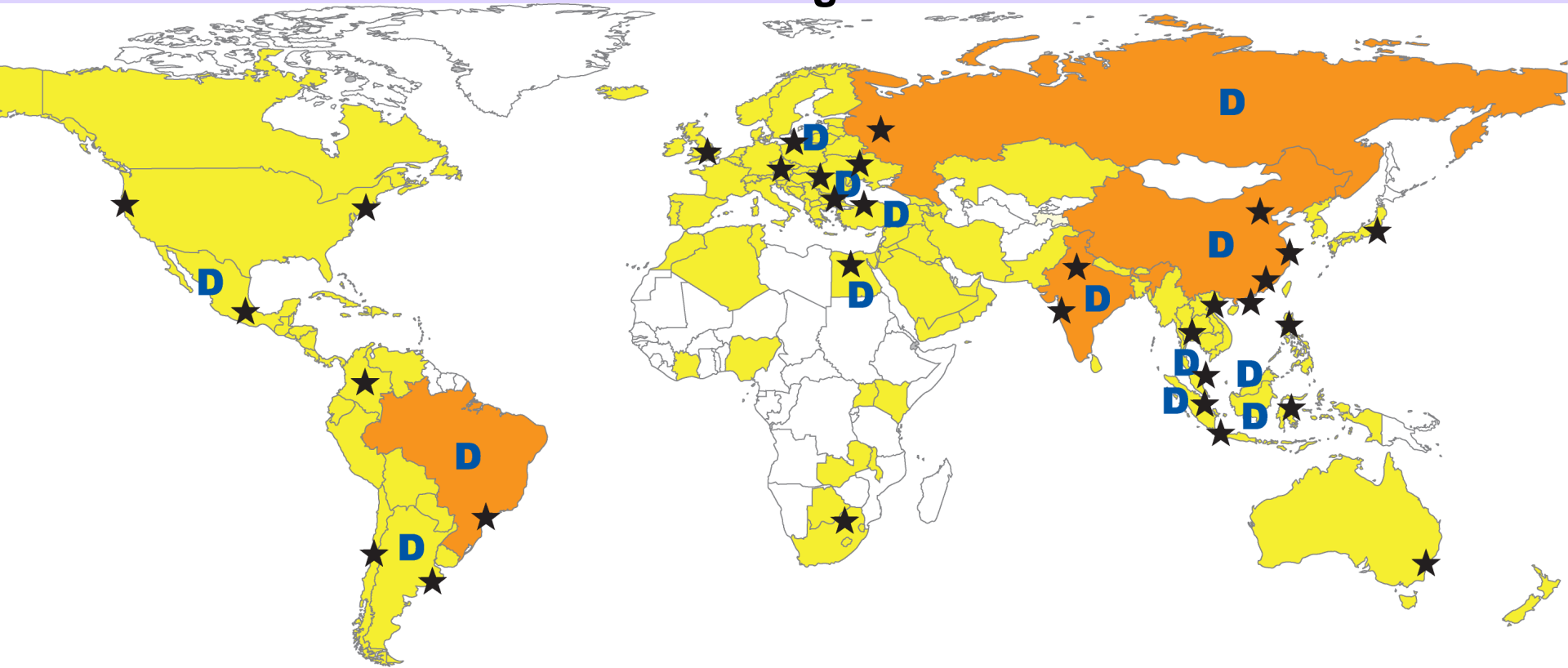
SEVEN SECRETS FOR SUCCESS

1. Focus on emerging markets
2. Focus on subscriptions
3. Focus on electronic delivery
4. Investment in new products
5. EDEN database & marketing
6. Approach to acquisitions
7. Entrepreneurial, accountable culture

CEIC: globalising a regional business

CEIC Data is the leading economic research database on emerging markets for economists around the globe

CEIC Database Coverage and Sales Teams



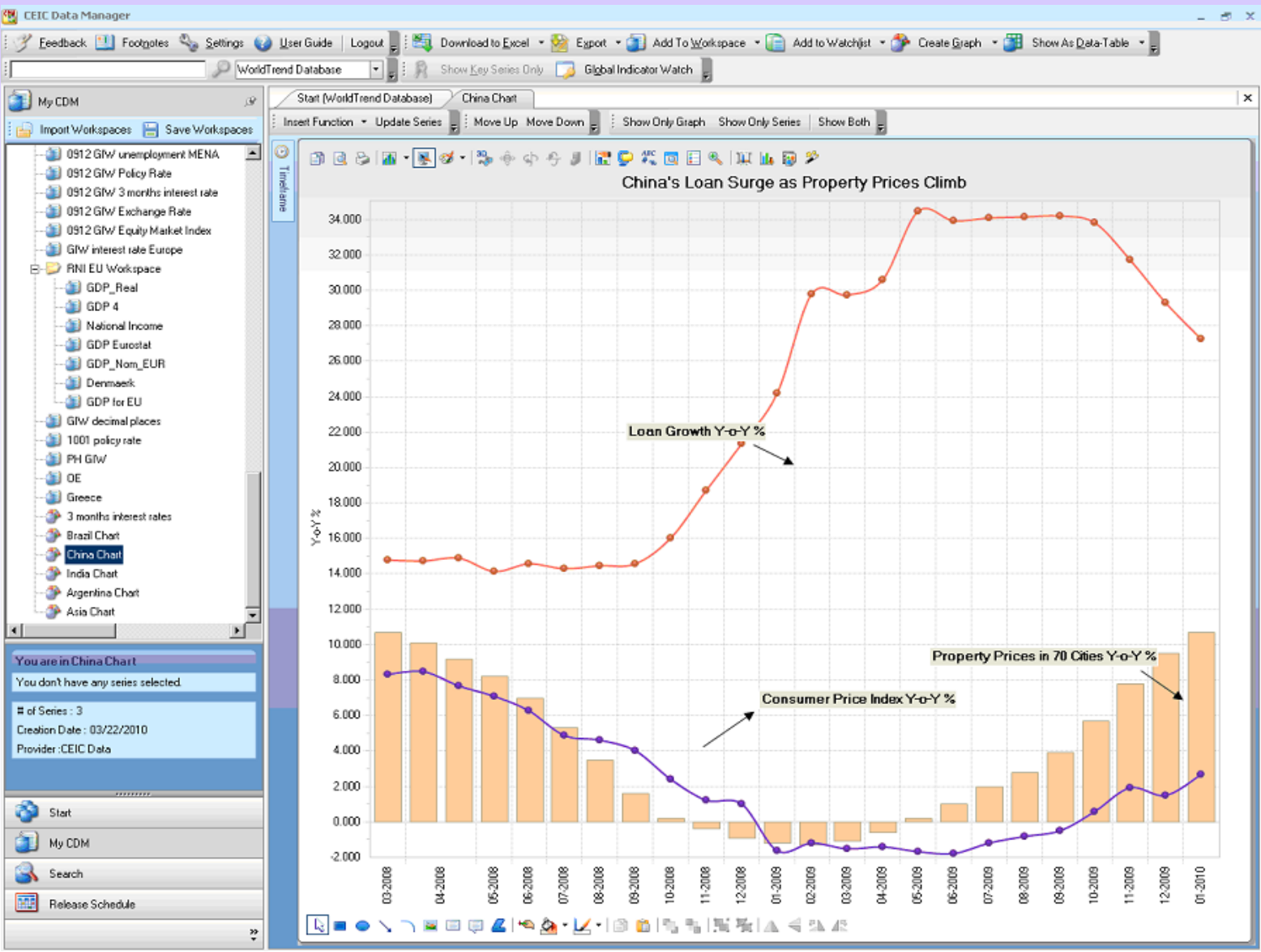
★ Sales Teams

D Database Teams

15 Database Coverage

○ Premium Database

CEIC: globalising a regional business



CEIC: globalising a regional business

- Online, subscription data
- Emerging markets
- 2005 acquisition on earn-out
- Strong, local management
- Sales & marketing opportunities
- Global roll-out opportunities

	FY2005	FY2010	Variance
Revenue (US\$m)	5,009	16,750	334%
EBITA (US\$m)	1,533	6,010	392%
Net Margin	31%	36%	117%
No. of Customers	328	777	237%
<i>Data series</i>			
No. of Countries Covered	25	117	468%
No. of Time Series	612,832	2,593,923	423%
<i>Staffing</i>			
Product Analysts	62	124	200%
Sales	10	25	260%

BCA: a global growth story

BCA RESEARCH
Independent Investment Research

THE BANK CREDIT ANALYST

Monthly forecast and U.S. economy and...

2010 - Vol. 61 - No. 10

BCA RESEARCH
Independent Investment Research Since 1949

GLOBAL INVESTMENT STRATEGY

Equities, interest rates, currencies and business conditions for the major economies

April 9, 2010

Weekly Bulletin

- EQUITIES**
- Stay overweight against the benchmark.
 - Go long the DAX and the CAC 40.
 - Stay long DAX/short ISAGI.
 - Hold the Nikkei as a tactical trade.

STRATEGY & MARKET TRENDS*

	Equity Prices / World Benchmark**	Bond Yields	Short Rates	Currency vs. US\$
U.S.	Down	Up	Flat	Up

This issue's Special Report:
A China Slowdown: Implications For The Global Economy

BCA RESEARCH
Independent Investment Research Since 1949

EMERGING MARKETS STRATEGY

March 10, 2010

Investment strategy and recommendations in equities, bonds and currencies for developing economies

Special Report

SOUTH AFRICA: A CASE OF SUB-OPTIMAL RESOURCE ALLOCATION

HIGHLIGHTS

- South Africa's resource allocation is...

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Independent Investment Research Since 1949

U.S. EQUITY STRATEGY

April 5, 2010

Weekly Bulletin

- PORTFOLIO STRATEGY**
- Trim the materials sector to underweight. Overvaluation amidst headwinds from U.S. dollar firmness and Chinese policy tightening has intensified downside risks. Execute this downgrade via profit-taking in the S&P steel index.
 - It is too soon to consider reducing overweight exposure to the technology sector, despite the impressive run over the past year. Today's Bulletin provides a watchlist of factors to monitor before locking in gains.
 - Macro indicators remain highly bearish for the restaurant industry and related shares should be avoided.

- RECENT CHANGES**
- Take profits in the S&P steel index and reduce to neutral
 - Cut the S&P materials sector to underweight.

EDITORIAL BOARD
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- Matthew Pugsley, Consulting Editor
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- Anastasio Avgeriou, Senior Analyst

CHURNING

Stocks churned for the second positive job creation may prove but the sustainability of any Treasury market. Good economic a Fed interest-rate normalization strength in the U.S. dollar. Tor risk aversion would rise sequentially, we continue to cash to work at the moment.

TABLE 1
Sector Performance

S&P Sectors
Industrials
Financials
Consumer Discretionary
S&P 500
Consumer Staples
Materials
Health Care
Technology
Energy
Utilities
Telecom Services
* IN ABSOLUTE TERMS

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GLOBAL FIXED INCOME STRATEGY

April 8, 2010

Weekly Bulletin

Bond strategy and specific recommendations across the major countries and sectors

PORTFOLIO DURATION: Below Benchmark.
We are comfortable maintaining our below benchmark duration allocation but are not expecting government bond yields to move decisively higher than current levels until the second half of the year. Stay overweight spread product (excluding U.S. MBS).

POLICY: The RBA will continue to unwind stimulus. The BoE should shift its tone and move towards the exits by mid-year. The ECB and BoJ will remain sidelined until 2011.

Chinese authorities are setting the stage to revalue the RMB.

REGIONAL ALLOCATION: Commodity-plays as well as the more cyclical U.S. and U.K. markets will lead an eventual backup in yields. Investors should maintain underweight allocations in these markets.

Similarly, focus flattens trades in the commodity-based countries.

TRADES: No changes this week.

BOND PORTFOLIO RECOMMENDATIONS

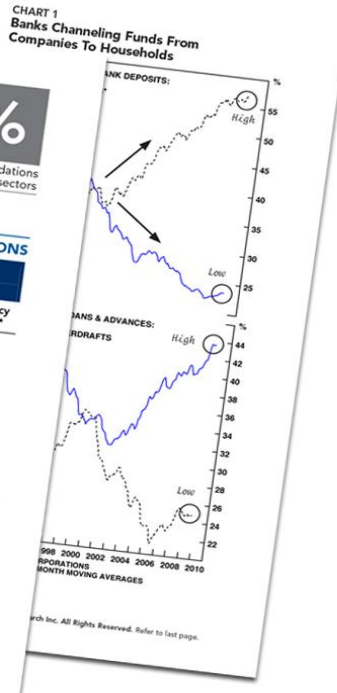
Regional Allocation
Portfolio Duration: Below Benchmark

Region	Regional Weight*	Policy Rate	Currency View**
U.S.	2/5	Flat	
Japan	4/5	Flat	Up
Euro Area	4/5	Flat	Up
U.K.	2/5	Flat	Up
Switzerland	2/5	Flat	Up
Sweden	3/5	Flat	Up
Canada	2/5	Flat	Up
Australia	3/5	Flat/Up	Up
New Zealand	2/5	Up	Up
Norway	2/5	Flat/Up	Up

Allocation Legend:
1 - Max Underweight
2 - Underweight
3 - Benchmark Weighting
4 - Overweight
5 - Max Overweight
* Refers to recommended allocation relative to global hedged benchmark weights.
** Versus USD.
Allocation represents our 6 month view.

4% HOLDS, FOR NOW

The benchmark 10-year Treasury yield tested the critical 4% level earlier this week on the back of a firm employment and strong ISM reports before catching a bid (Chart 1). As discussed in last week's Bulletin, we anticipate that government bond yields will break out of their long-standing trading range and grind higher during the second half of this year. On a multi-year horizon, G7 bond yields could...



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Mark McCl...

BCA: a global growth story

The **leading independent** provider of **top-down**, macro-economic investment research to financial institutions, corporations, governments and individuals **globally**

- ♦ Founded in 1949 with *The Bank Credit Analyst*
- ♦ Acquired as part of Metal Bulletin in 2006
- ♦ Coverage of all major asset classes and regions
- ♦ 123 staff - Montreal, London, New York, Hong Kong, San Francisco, Buenos Aires
- ♦ Now Euromoney's largest business
- ♦ Only one down-year in past three decades
- ♦ > 60% of revenue from companies which have been clients for 5+years
- ♦ Historic renewal rate of 90%+

BCA: a global growth story

BCA's growth

- ◆ Revenues tripled since acquisition in October 2006
- ◆ Research group development: more bench strength
- ◆ Global business development teams - 50 sales professionals globally
- ◆ Average account size increased 4 fold in 5 years
- ◆ Invested in editorial quality
- ◆ New products - Commodities and Energy, Tactical Asset Allocation
- ◆ Pricing power

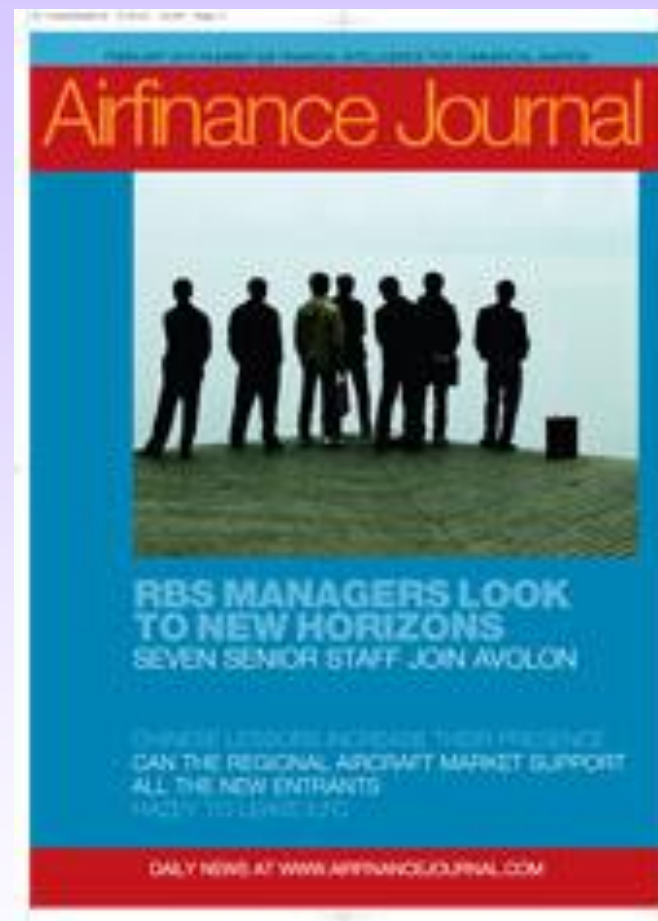
AIR CREDIT: new data opportunity

Euromoney is the market leader in aviation finance information

New online airline ratings product launches in September

Opportunity:

- banks cutting credit analysts
- tarnished image of ratings agencies
- only 18 out of 200 major airlines rated
- airline financial structures – e.g. EBITDA – meaningless because of aircraft leasing



AIR CREDIT: new data opportunity

200 data points, 50 derived ratios

Hired veteran aviation banker to design model for airline credit analysis + 4 Mumbai MBAs

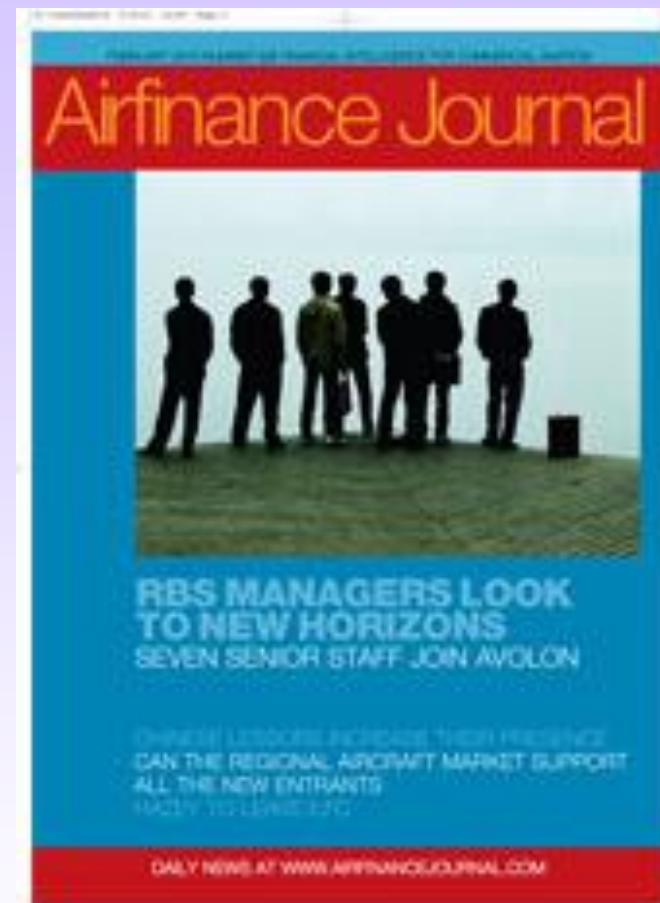
Sell through site licences

USPs:

- wider coverage
- specialist analysis
- saves time & money

“This is exactly what we want – we actually asked a data company if they would do this for us. Every aircraft bank in the world would use this.”

**Richard Moody, Head of Structured Aircraft Finance,
Deutsche Bank**



NEW BUSINESS INVESTMENT

£'000	2004	2005	2006	2007	2008	2009	Invest
<u>Revenue</u>	1,209	2,829	5,280	9,591	15,375	18,188	
Successes	825	2,137	4,267	7,247	11,688	14,296	
Start-ups	-	-	-	266	1,107	2,739	
Failures	384	692	1,013	2,078	2,580	1,153	
<u>Profit/(loss)</u>	(250)	513	331	(163)	28	2,547	(7,140)
Successes	(156)	422	818	397	1,630	3,269	(1,527)
Start-ups	-	-	(519)	(1,315)	(1,948)	(785)	(4,569)
Failures	(94)	91	33	210	346	63	(1,044)

A SUCCESSFUL STRATEGY

- ◆ Results show strategy is robust and works at all stages of cycle
- ◆ Long-term strategy refinement, and shift of focus according to state of markets, but no big changes needed
- ◆ 5 year objective to double profits and become known as ***“a leading provider of global electronic business information services”***
- ◆ Incentives in place to drive this growth
- ◆ Current focus on costs, margin and debt reduction to position group for rapid growth as soon as trading conditions improve...
- ◆ ...and investing now to accelerate transition to web-first, high-quality, subscription-driven business