Opportunities for publishers in China and Asia Pacific

Publishers Forum

Berlin, May 2011

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Co-Chair, Outsell Leadership Programs
Industry Performance

Global Publishing & Information Industry

<table>
<thead>
<tr>
<th>Year</th>
<th>Industry Revenue ($B)</th>
<th>YOY % Change in Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>$344</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>$366</td>
<td>6.3%</td>
</tr>
<tr>
<td>2007</td>
<td>$397</td>
<td>6.7%</td>
</tr>
<tr>
<td>2008</td>
<td>$399</td>
<td>2.1%</td>
</tr>
<tr>
<td>2009</td>
<td>$366</td>
<td>-8.2%</td>
</tr>
<tr>
<td>2010(P)</td>
<td>$368</td>
<td>0.6%</td>
</tr>
</tbody>
</table>
Industry Drivers…

Global

Mobile

Social

Solutions
Social, Mobile, Solutions

Mobile Workflows
Big Data + Extreme Analytics
Customized Solutions
Essential Actions

• Develop Platforms, Not Products
• Perform at Industry Benchmarks or Better
• Invest in Web and Customer Analytics
• Help Make Money, Save Money, or Mitigate Risk