## Agenda

<table>
<thead>
<tr>
<th>Time (UK)</th>
<th>Time (CET)</th>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00pm</td>
<td>2:00pm</td>
<td>Ascential Events Overview</td>
<td>Philip Thomas and Mandy Gradden</td>
</tr>
<tr>
<td>1:45pm</td>
<td>2:45pm</td>
<td>LIONS</td>
<td>Simon Cook</td>
</tr>
<tr>
<td>2:45pm</td>
<td>3:45pm</td>
<td>Break</td>
<td></td>
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<tr>
<td>3:00pm</td>
<td>4:00pm</td>
<td>WARC</td>
<td>Paul Coxhill</td>
</tr>
<tr>
<td>3:35pm</td>
<td>4:35pm</td>
<td>Money20/20</td>
<td>Tracey Davies and Scarlett Sieber</td>
</tr>
<tr>
<td>4:35pm</td>
<td>5:35pm</td>
<td>Q&amp;A</td>
<td>Philip Thomas and Mandy Gradden</td>
</tr>
<tr>
<td>4:45pm</td>
<td>5:45pm</td>
<td>Close</td>
<td></td>
</tr>
</tbody>
</table>
Presenters

Philip Thomas, CEO
Intelligence & Events

Scarlett Sieber, Money20/20

Mandy Gradden, CFO

Tracey Davies, Money20/20

Simon Cook, LIONS

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Mandy Gradden, CFO

Tracey Davies, Money20/20

Simon Cook, LIONS
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Ascential Events

Philip Thomas, CEO, Intelligence & Events, Ascential
Mandy Gradden, CFO, Ascential
Who we are

About us
We are an exceptional B2B events business.
We bring together global ecosystems where our customers do business, network and learn.
The two industries we serve are Marketing and Financial Technology.

Key strengths
● Well-established premium event brands
● Valuable, growing markets with multiple revenue streams
● Broad geographic spread: customers in over 120 countries
● Highly attractive financial profile

Marketing

Financial Technology ¹

¹ Includes Price & Promotion, which serves retail customers (2022: £5m revenue)

Levers for growth
We have a clear strategy for organic growth, through penetration of new markets, geographical expansion, pricing opportunities and product innovation.
## Our markets
We serve two large, growing, disrupted global marketplaces

### Global Advertising Spend

<table>
<thead>
<tr>
<th>Year</th>
<th>Spend ($bn)</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>860</td>
<td></td>
</tr>
<tr>
<td>2030</td>
<td>1,310</td>
<td>6%</td>
</tr>
</tbody>
</table>

### Global FinTech Revenues

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues ($bn)</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>366</td>
<td></td>
</tr>
<tr>
<td>2030</td>
<td>1,500</td>
<td>22%</td>
</tr>
</tbody>
</table>

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1. Group M, This Year, Next Year, Dec 2022: 6% CAGR 2023-2026 (extrapolated to 2030).
Our business model: four key value streams

Multiple customer touch points, building upon events platform

Awards **benchmark** for industry excellence

Delivering premium global **events** that sit at the heart of their industry and fuel connection, business and learning

Setting the bar through benchmarking and unlocking data and **insight** to raise it, accessed through subscriptions

Providing expert **advisory** services to create the conditions for creative transformation and maximum marketing effectiveness
Competitive positioning: why our products are #1

We are the global standard for premium events

- Category-defining products and services
- Unique proprietary industry benchmark data
- Industry-leading customer loyalty and advocacy
Diverse revenue streams
Increasing diversification over time

2016
Event driven 98%
Not event driven 2%

2022
Event driven 67%
Not event driven 33%

Subscriptions
Benchmark
Delegates
Sponsorship

Subscriptions
Delegates
Sponsorship

Ascential | Events - Capital Markets Day
Our journey to two world-leading brands
Clear long-term strategy to focus on fewer, larger events to drive growth and profitability

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events #</td>
<td>285</td>
<td>3</td>
</tr>
<tr>
<td>Revenue</td>
<td>£92m</td>
<td>£184m</td>
</tr>
<tr>
<td>EBITDA</td>
<td>£31m</td>
<td>£72m</td>
</tr>
</tbody>
</table>

2010 data represents the EMAP Connect and Networks divisions.
Financial overview
A business of scale: strong growth, leading levels of profitability and low capital requirements

Revenue ¹

Adjusted EBITDA ¹,²,³

Adjusted Operating Profit ¹,²,³

¹ Excludes RWRC disposed of in December 2022
² Adjusted EBITDA and Operating Profit is stated prior to share based payments and amortisation of acquired intangibles
³ Adjusted EBITDA and Operating Profit is stated prior to a share of unallocated PLC costs of £20.9m (2019: £17.3m) and PLC depreciation of £1.1m (2019: £3.5m)
Revenue

Strong 10-year track record

Revenue shown proforma for acquired businesses (Money20/20 acquired 2014, WARC acquired 2018) and excluding RWRC.

Strong revenue growth
2019-2022: 6% CAGR.

Targets mid-high single digit organic growth in the medium term.
Profit
Strong 10-year track record

Adjusted EBITDA growth profile (£m)

+12% CAGR

Excellent levels of profit
Low-mid 30’s % EBITDA margin (after allocation of PLC costs).

Adjusted EBITDA shown proforma for acquired businesses (Money20/20 acquired 2014, WARC acquired 2018) and excluding RWRC. EBITDA shown before PLC Costs.
Strong cash flow fundamentals

**Strong cash generation**
Structurally negative working capital, with strong operating and free cash conversion targeting >100% and 70% respectively over the medium term.

**Low capital needs**
Primarily an organic growth model with low capital needs and capex averaging at 2-3% of revenue over the medium term.
Highly attractive financial profile

- Strong revenue growth
- Strong cash generation
- Excellent levels of profit
- Low capital needs
Medium-term targets

<table>
<thead>
<tr>
<th>Category</th>
<th>Target/Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue growth</td>
<td>Averaging mid-high single digit per annum over the medium-term</td>
</tr>
<tr>
<td>Standalone PLC costs</td>
<td>c.50% of Ascential PLC</td>
</tr>
<tr>
<td>EBITDA margin after standalone costs</td>
<td>Low - mid 30’s %</td>
</tr>
<tr>
<td>Capex</td>
<td>c.2-3% of revenue</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>c.26-27%</td>
</tr>
</tbody>
</table>

Dividend policy and Leverage policy of the post-demerger Ascential Events to be confirmed
Levers for growth - Organic

1. Penetration of existing markets
   e.g. LIONS & WARC:
   Revenue from media and technology companies increased c.20% CAGR 2019-2022

2. Expansion into new geographies
   e.g. Money20/20 Europe:
   Launched 2016, £24m revenue in 2022

3. Pricing opportunities
   e.g. Investment in Money20/20:
   Drives step change in revenue (Sponsorship AOV up >70% vs 2019)

4. Product innovation
   e.g. LIONS Awards:
   Successful pivot to digital benchmarking for 2021
Levers for growth - Inorganic

5. Bolt-on acquisitions
e.g. WARC

Optimising marketing effectiveness - highly complementary to Lions’ creativity benchmark.

![Graph showing cash paid and ROI for WARC acquisition.]

- Cash paid: £24.2m
- ROI: 18%

6. Adjacent markets
e.g. Money20/20

Entry into the Financial Technology market.

![Graph showing cash paid and ROI for Money20/20 acquisition.]

- Cash paid: £82.8m
- ROI: 38%

1 Return on Investment: operating profit / total cash consideration paid
ASCENTIAL

Marketing
Marketing / Revenues
2022 Revenue

LIONS £99m

(including WARC £21m)
Marketing - LIONS

Simon Cook
CEO, LIONS
LIONS / What we do

LIONS is the definitive global Benchmark and year-round destination for everyone in the business of brand creativity.

Providing people with Events, Insight and Advisory services needed to drive progress and growth through creativity.

For people, business and society.
LIONS / Milestones

1954
First Festival takes place in Venice

1984
Festival permanently moves to Cannes

1988
Eurobest launched

2007-9
Dubai Lynx, Spikes Asia launched

2015
LIONS Innovation launched

2017
LIONS Advisory launched

2018
Global CMO Council established

2018
Re-Launch of The Work

2018
Acquisition of WARC

2020
Launch of Lions Live digital experience

2021
Return of Awards in a digital format.
Launch of LIONS membership

2022
Return of physical festival
LIONS / Overview
A balanced revenue model

Business model

Sponsorship 16%
Subscriptions 24%
Advisory 5%
Benchmark 28%
Delegates 27%
Not event driven 57%

Geographic mix

Europe 31%
Americas 54%
Asia 15%

Key Data (2022)

Awards: > 25,000
Attendees: >11,000
Largest customer: < 8% of total revenue
LIONS / Customers
Global brand with broad customer base

2017
- Top 4 Agency Hold Cos 39%
- Tech & Media 12%
- Brands 13%
- Other Agencies 30%
- Production & Other 7%

2022
- Top 4 Agency Hold Cos 27%
- Tech & Media 17%
- Brands 21%
- Other Agencies 27%
- Production & Other 8%
- Other Agencies 54%

69% Agencies
54% Agencies
LIONS / How we make money

**Benchmark**
Fee paid to enter creative work for the awards
- Number of entries × Entry fee

28%

**Delegates**
Fee paid by individuals to attend the festival
- Number of delegates × Pass price

27%

16%

**Subscriptions**
**The Work:** Intelligence platform powered by the awards
**WARC:** Global authority on marketing effectiveness
- Number of subscribers × Annual subscription

24%

5%

**Sponsorship**
Fee paid by companies to promote their business at the festival
- Number of companies × Fee paid

28%

16%

5%

**Advisory**
Helping brands produce better, more effective creative work
- Number of companies × Fee paid
LIONS / Customers
Established at the heart of the industry

Brands
We work with the world’s leading brands.

Agencies
We work with 100% of leading advertising and creative agencies.

Tech & Media
We work with the leading global media platforms.

- P&G
- Nike
- McDonald’s
- Omnicom Group
- WPP
- Interpublic Group
- Publicis Groupe
- Havas
- Wieden + Kennedy
- Edelman
- Serviceplan
- LVMH
- Disney
- Unilever
- Meta
- Netflix
- Alphabet
- Google
- Amazon
- TikTok
- LinkedIn
- Tencent
- Coca-Cola
- Visa
- Mastercard
"Creativity and the number of Lion wins feature in our annual report and are now considered a key metric for growth."
Michel Doukeris, Global CEO, AB InBev

"The Agency Network of the Year award demonstrates our commitment to creativity and our desire to raise the creative bar, for our people, culture, talent and clients."
Liz Taylor, Global Chief Creative Officer, Ogilvy

"For our business, this is one of the most important gatherings of the year, and there’s really nothing else like it. It’s important for us to show up and connect with customers from around the world."
Claire Paull, Global Marketing Director, Amazon Ads
LIONS / Our platform
Global destination for the creative marketing community

**BENCHMARK:**
Access to year-round benchmarking & rankings

**EVENTS:**
Community, learning, networking and inspiration

**INSIGHT:**
Year-round subscription to essential insight platforms

**ADVISORY:**
On-going advice and consultancy services
LIONS / Proposition - The Lions Awards
The benchmark for industry excellence

The awards have constantly evolved to reflect emerging trends within the creative industry and broader society.

- **2014**
  - Health & Wellness and Pharma Lions
    - A creative benchmark for the healthcare industry

- **2016**
  - Digital Craft Lions
    - Recognising the rise of digital creativity

- **2019**
  - Entertainment Lions for Sport
    - Creativity at the intersection of culture, people to brands

- **2022**
  - Creative Commerce Lions
    - Addresses commerce, payment solutions and transactional journeys

- **2015**
  - Glass: The Lion for Change
    - Creative Work that challenges gender stereotyping in branded communication

- **2018**
  - Re-formatting of categories
  - Creative eCommerce and Social Influencer Lions
    - Reflects shift to commerce and community

- **2021**
  - Creative Business Transformation Lions
    - Reinvention of operations and customer experiences

- **2023**
  - Entertainment Lion for Gaming
    - Creative work that connects people to brands through gameplay

Ascential | Events - Capital Markets Day
LIONS / Proposition - Delegates
Unmissable event proposition for delegates with a range of entry points

Delegate pass types
- Premier: €9,995
- VIP: €5,495
- Standard: €3,895
- Future: €1,995
- Digital: €299

“Fundamentally, marketing is a relationship business so the festival allows us to reconnect and inspire each other in person through conversations and connections. It's a creative boost.”

Kathleen Hall,
Chief Brand Officer
Microsoft
LIONS / Proposition - Sponsors
Strong brand engagement, with growth from major platforms

A complete offer:
- Classic Event Inventory
- Thought Leadership and Content Consultancy
- Curated Programmes & Experiences
- Real Estate / Yacht Pass / Corporate HQs
- 365 Integrated Partnerships

Sponsorship Revenue
£m

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>7</td>
</tr>
<tr>
<td>2022</td>
<td>18</td>
</tr>
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</table>

CAGR: 15%
LIONS / Proposition - The Work

Insight & Intelligence platform powered by the Awards benchmark

A single, digital destination for everyone in the business of brand creativity for growth.

Platform growth and expansion designed to bring the full LIONS ‘ecosystem’ of products to market and create new entry points for a diversified mix of customers across agencies, brands and media.

Revenue £m

- **Renewal Rate**
  - 2016: 92%
  - 2022: 99%
  - **16% CAGR**

**BENCHMARK**
- Assessment & Best Practice

**LEARNING**
- Talent & Culture

**ADVISORY**
- Capabilities & Tools

**INSIGHT**
- Understanding & Forecast
LIONS / Levers for growth

EVENTS:
- Cannes Curated

INSIGHT:
- LIONS Membership

BENCHMARK:
- Entertainment Lion for Gaming

PRODUCT INNOVATION

ADVISORY:
- LIONS Advisory
LIONS / Levers for growth

Go further into **existing markets** and continue to attract and retain top tier customers

Introduce new products and services for **new industry verticals**

Establish **new entry points** for new and existing customer sets

- **Pennetration of Existing Markets**
- **LIONS EVENTS**
- **LIONS INSIGHT**
- **LIONS ADVISORY**

- **Health**
- **Gaming**
- **Luxury**
LIONS / Levers for growth

**Pricing**

**Benchmark**
- TITANIUM

**Events**
- PLATINUM Pass
- CANNES Curated
- SPONSORSHIP AOV

**Insight**
- ENTERPRISE Subscription
- ‘Must have’

**Advisory**
- TRANSFORMATION Programme
- ‘Waiting List’

Establish highly desirable accolades and benchmarks that drive personal, business and industry performance.

1. Deliver high value delegate experiences.
2. Offer curated concierge services.
3. High average order value across sponsorship

Create must-have digital tools and resources that rely on the benchmark and are viewed as essential in customer budget lines.

Design bespoke creative consultancy underpinned by unique position in the market and brand equity.
LIONS / Key strengths

- Global #1, market-leading brand, with 70 years of brand history.
- Benchmark and reference point for the entire industry.
- Strong network effect, with deep brand/ecosystem relationships.
- Strong financial profile, with multiple levers for growth.
- High levels of customer satisfaction.
Marketing - LIONS - Q&A
Marketing - WARC

Paul Coxhill
CEO, WARC
WARC / Who we are

WARC is the global authority on marketing effectiveness. We provide rigorous and unbiased evidence, expertise, guidance and benchmarks to enable marketers to drive growth and ROI.
WARC / Milestones

1985
Founded

2018
Acquired by Ascential

2019
WARC for Brands
WARC for Media Owners
WARC Advisory

2020
International growth plan:
- US team expansion
- APAC expansion
AdMap became WARC Guides

2021
WARC Awards for Effectiveness benchmark launched Embedding data into WARC offering through:
- Creation of Data Science capability
- Launch of new media planning forecasts and benchmarks
Machine-learning translation of warc.com into Mandarin, Korean

2022
Launch of the Marketing Effectiveness Platform with 4 subscriptions products:
WARC Strategy, WARC Creative, WARC Media & WARC Digital Commerce
Launch of WARC Academy
WARC / Overview
Growth through expansion of customer base

Key facts

Subscribers: c. 1,400
Subscriber retention rate: > 95%
Locations UK, US, Singapore
Largest customer: < 7% of total revenue

Business model
- Subscriptions 90%
- Advisory 10%

Geographic mix
- Europe 39%
- Americas 44%
- Asia 18%

Customer type
- Agency 46%
- Brand 32%
- Tech & Media 14%
- Government/Education 8%
WARC / Key customers
Serving 1,400 companies in >100 countries

Brands
Over 450 customers. We work with 80% of Forbes' most valuable brands

Agencies
We work with over 600 agencies, including all major HoldCo networks

Tech & Media
150 media owners globally, including 40 of America's largest networks/platforms
WARC / Customer personas
Delivering trusted insight to the industry

**Challenges:**
Develop in-depth knowledge of how marketing is changing to upskill their teams and deliver positive, measurable outcomes

**“WARC helps us to stay aware of all the latest marketing trends. In the huge variety of cases and content, you can always find insights that are supporting your pursuit of efficiency.”**

Karine Roubaud
Chief Marketing Officer, Mazda

**Challenges:**
Rapid intelligence on a category, audience or marketing topic to validate strategies, client pitch and growth ideas

**“The broad selection of cases are insightful and inspiring, supported by relevant WARC content, which gives us a really solid strategic platform to develop our creative strategy.”**

Hakon Preus
Chief Strategy Officer, Schjærv

**Challenges:**
Trusted data to make the case for their channel or inventory and demonstrate impact on client business

**“WARC continues to be a pivotal resource for our strategy team, enabling them to acquire both local and global insights, trends and case studies with ease.”**

Lachlan Kent
Chief Revenue Officer, Spark Foundry

**Key customers: type, size and geography fully overlap with the LIONS’ base**
WARC / Products & Services
Digital subscriptions delivering insights across verticals, supported by advisory business

WARC Strategy
Inspirational thinking, putting insight and evidence at the heart of marketing decisions and proving the business case

WARC Media
Making the most of media investment, reaching the right audience and maintaining a competitive edge

WARC Creative
Maximising the effectiveness of creativity and transforming the commercial impact of marketing

WARC Digital Commerce
Success measurement, driving digital sales and marketing strategy guidance for the major digital commerce platforms

ADVISORY
- Team inspiration and category leading thinking, thought leadership and focus on delivering better business outcomes
- Upskilling for marketing teams, helping them keep pace with the latest trends and enhancing their marketing effectiveness, including elearning
WARC / Levers for growth

1. Penetration of existing markets
Under-penetration in the US and APAC -> localised content, channel and industry partnerships, regional sales focus, new propositions

2. Extension into adjacent markets
The Marketing Effectiveness Platform ("MEP") designed to expand coverage, use cases and audiences e.g. into Media Planners, Creatives

3. Pricing opportunities
Bundled packages to drive AoV
Auto renewal and RPI escalators

4. Product innovation
WARC Digital Commerce, expanding our offering to marketing e-commerce planners
WARC Academy and eLearning to drive further revenue from existing content assets
WARC / New for 2023

New content stream at LIONS: Creative Impact
A curated stream of content focusing on creative effectiveness, in partnership with LIONS.

DEI Hub
Featuring the latest best practice, new research, expert guidance and case studies to help marketers implement successful DEI strategies.

Academy offer and expansion into eLearning
A portfolio of executive education programmes, bespoke training and a first fully online, cohort-based course on the principles of marketing effectiveness.

Product innovation
New/enhanced data products across the platform inc. automated advertising spend forecasts, Search API and a new Portuguese-language site.
WARC / Key strengths

Clear, global #1 in market, established for over 35 years.

High levels of customer retention, AOV growth, revenue resilience and visibility.

Industry thought leader with trusted content and valued awards.

Extensive runway for continued growth, through product/market expansion.
A cross-fertilisation strategy: leveraging WARC’s content and experts to drive delegate engagement.

WARC will create a new stream of content aimed at demonstrating the power of brand and marketing to drive growth in fintech.
Marketing - WARC - Q&A
Financial Technology - Money20/20

Tracey Davies - CEO, Money20/20
Scarlett Sieber - Chief Strategy & Growth Officer, Money20/20
Money20/20 / Revenues
2022 Revenue

20/20

£80m

Retail and Financial Services segment revenue also includes Price & Promotion, which serves retail customers (2022: £5m revenue)
Money20/20 / What we do

We serve the Financial Technology industry - and the broader ecosystem of money.

We drive progress, growth and success through creating connections, driving deals, presenting new ideas and generating fresh insights. We deliver all this at pace and with fun.

As The Economist says, “Money20/20 is the place where the rockstars of fintech come to cut deals and court investors”.

Money20/20 / Where Money does business

Planned Meetings

Connections Lounge

Serendipity
Money20/20 / Network effect
Success breeds further growth

1. Attracts attendees and exhibitors from the whole ecosystem
2. Attracts C-suite audience and speakers
3. Attracts a large number of start-ups and early-stage companies and investors
4. Provides a platform for new product and partnership announcements
5. Growing media attendance

“Everybody is here and every year it’s getting bigger and bigger”
Starling Bank
Anne Boden
CEO & founder

“Money20/20 is basically the finest fintech meetup I have ever been to in the world. It attracts people from all over. It feels like a family.”
BARCLAYS
Megan Caywood
Chief Product Officer

“Money20/20 is a pretty unique event – few others can guarantee the same concentration of senior leaders from the FinTech community, in one city at the same time, with a single goal: to do business. There’s no doubt in my mind that meeting customers and prospects face to face is key to building long-lasting relationships and creating more value.”
OpenPayd
Michael Treacy
Head of Marketing, OpenPayd

273 Announcements
471 Media attendees
Money 20/20 / Milestones

- **2012**: Founded
- **2014**: Acquired by Ascential
- **2016**: Europe launched in Copenhagen
- **2017**: Meeting technology introduced
- **2018**: Europe moves to Amsterdam. Launch of Asia
- **2020**: No events held. Money20/20 reimagines the product
- **2021**: US and Europe return
- **2022**: US and Europe exceed 2019 attendee levels
Money20/20 / Overview

A balanced revenue model

**Business model**
- Sponsorship: 56%
- Delegates: 44%

**Geographic mix**
- Europe: 32%
- Americas: 62%
- Asia: 6%

**Customer type**
- Payments: 31%
- Banking: 15%
- Software: 15%
- Blockchain & Crypto: 6%
- Other: 22%
- Investors: 3%
- Data/Al: 3%
- Prof. Services: 5%
- Prof. Services: 5%

**Key Data (2022)**
- USA attendees: > 13,000
- Europe attendees: > 7,500
- Sponsorship customers: > 800
- Meetings: > 27,000
- Largest customer: < 2% of total revenue

1 Security, Lending, Regulation
Money20/20 / How we make money

**Delegates**
Fee paid by individuals to attend the event

44%

**Average pass price**

\[ \times \text{Delegates} \]

**Sponsorship**
Fee paid by companies to promote their business at the show (includes activations, stands and meeting facilities)

56%

**Average order value**

\[ \times \text{Companies} \]
Money20/20 / Attendees
Serving a complex industry in a global, growing end market

- We do business with
  - 18/20 top US banks
  - 16/20 largest fintechs

- 1850 attendees from startups
Money20/20 / Customer personas
Appeal throughout the fintech community

Chair/CEO Incumbent
Ana Botín
Executive Chair of Banco Santander, S.A

Chair/CEO Insurgent
Jason Gardner
Founder and Executive Chairman, Marqeta

CEO Founder - Start-up
Fatemeh Nikayan Lamiashvil
Co-founder Rivero

Venture Capital
Angela Strange
General Partner

Partnerships and Business Development
Richard Harris
SVP, Sales (APAC)

"Money20/20 gives you the unique opportunity to connect with companies and people that you usually would not see, all in one place."
Ana Botín

"Money20/20 was the first conference we’ve ever done. We’re talking early days...today, we have massive scale, we have lots of great customers, we’re a $4.3 billion company. So, the journey has been pretty special for us at Money20/20. We do it every year and it’s nice how we’ve grown together."
Jason Gardner

"We do a huge amount of business at Money20/20. We’ve signed contracts on the exhibition floor."
Richard Harris

Ascential | Events - Capital Markets Day
Money20/20 / Levers for growth

01 Product innovation
02 Geographical expansion
Money20/20 / Levers for growth

03 Digital innovation
Outpacing even the US with a 27% growth rate, APAC will become the world’s top fintech market by 2030.1

Global Fintech Revenue Growth by Region, 2021-2030

Growth multiple (X)
2030 revenues1 ($B)

North America
4x
520

Latam
12.5x
125

Europe
5.5x
190

Africa
13x
65

APAC
8.5x
600

1 BCG - Global FinTech Report 2023
Money 20/20 / Key strengths

- Clear, **Global # 1** brand in the market.
- Strong network effect, with deep brand/ecosystem relationships.
- High levels of customer satisfaction.
- Focal point for the entire industry, where business gets done.
- Multiple levers for continued growth.
Financial Technology - Money20/20 - Q&A
Closing remarks

Philip Thomas
Key strengths

- Market leading, long established products.
- Sets benchmark for product quality.
- Significant competitive moats.
- Multiple levers for growth.
- High levels of returning customer revenue.
- Highly attractive financial profile.
Thank You
Philip Thomas is Chief Executive Officer of Ascential Intelligence & Events, which comprises LIONS, WARC, WGSN, Money20/20 and Price & Promo. He is also Chairman of LIONS, having been CEO of Lions Festivals for ten years between 2006 and 2016.

He began his career as a journalist, working on national and international magazines and newspapers, and editing Empire, the UK's biggest-selling movie magazine, before moving into publishing and becoming Managing Director of FHM worldwide, launching the iconic men's magazine in more than 30 countries.

He was appointed Managing Director of Emap’s Australian and South East Asian division, based in Sydney for three years, before returning to the UK and being appointed Chief Executive Officer of Lions Festivals.

Philip is Chair of Media Trust and was cited as one the Agents of Change for Gender Equality by the UK’s Management Today magazine. In 2022, Philip was awarded an IPA Honorary Fellowship in recognition of his outstanding contribution to the advertising industry.
Mandy Gradden joined Ascential as CFO in January 2013. As part of her role, Mandy manages all Group financial reporting and leads the investor relations, central finance, legal and procurement teams. Mandy also works closely with the CEOs and finance leaders within the business operating units.

Before joining Ascential, Mandy was CFO at Torex, the privately held retail technology firm, and was a key member of the team that managed the successful turnaround and sale of that business. Prior to that, she was CFO at the FTSE 250 business and technology consultancy, Detica Group plc, where she was instrumental in managing the company's growth during her six-year term.

Earlier, she was Director of Corporate Development at Telewest Communications and Group Financial Controller at Dalgety. She began her career at Price Waterhouse, where she spent eight years and where, in 1992, she qualified as a chartered accountant.
Speaker biography

Simon Cook is the Chief Executive Officer of LIONS. He has worked in the branded communications industry and at LIONS for over 15 years.

He began his career in creative agencies before joining the business. During his tenure with LIONS he has spearheaded the creation and introduction of more than two thirds of the Lions awards.

More recently, Simon has expanded the LIONS business which now provides year-round insight, intelligence and advisory services beyond its flagship event, Cannes Lions, the International Festival of Creativity. He founded the Global Chief Marketing Officers’ Growth Council and The Lions Scholarship, a career acceleration programme for underrepresented talent from around the world.

Simon is deeply passionate about the work and is a tireless advocate for creative marketing excellence that drives business performance.
Speaker biography

Paul Coxhill
WARC
CEO

Paul has led WARC since it was acquired by Ascential in 2018, during which time he has also led the development of the Lions digital strategy, including launching The Work, the Lions Intelligence subscriptions platform.

Prior to this, Paul was CMO for WGSN, leading the marketing, CRM, subscription management, insight and client management teams for the business and delivering the successful integration of the Stylesight proposition after that business was acquired in 2013. Paul’s first role in Ascential was as Digital Marketing and Insight Director for the Group, embedding best practice and capability across the organisation.

Prior to Ascential, Paul was Marketing Director at online payments scale-up Ukash, part of the executive team that created an award-winning business across 6 continents (now part of Paysafe Group). Additionally, Paul has 13 years of blue-chip Marketing experience with Barclays in the UK and South Africa across all aspects of the marketing, customer strategy, and proposition spectrum.
Tracey Davies has been at Ascential for 15 years, where, prior to Money20/20, she led Retail Week, overseeing its transition from print to digital, including the launch of its first digital intelligence product, as well as leading its conference and awards events.

As president of Money20/20, in 2016 she relocated to New York to work closely with the founders, overseeing the full integration of the business into Ascential. Subsequently, she has led the business’ geographical expansion and, more recently, its strong return from Covid.

Tracey is the founder of Rise Up, an accelerator programme that takes place at Money20/20 to support the increase of women in senior roles in the financial services and Fintech industries globally. According to FinTech magazine she is one of the top 100 women in the industry globally.
Scarlett Sieber is Chief Strategy and Growth Officer for Money20/20. She has a decorated career spanning financial services and technology, including BBVA. She is a senior advisor to NASA and a regular contributor to Forbes and The Financial Brand.

Scarlett has just published the definitive book on Embedded Finance, published by Wiley to critical acclaim. She has won many plaudits in her career including being named "The 100 Most Influential Blockchain Women" by RichTopia.
Thank you