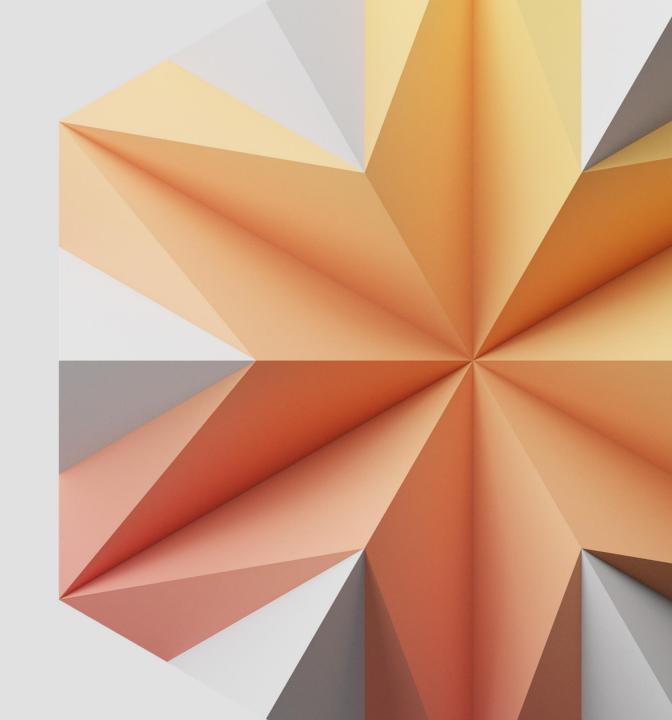


Ascential Events

Capital Markets Day

June 2023 Money20/20, Amsterdam



Agenda

Time (UK)	Time (CET)	Topic	Presenter
1:00pm	2:00pm	Ascential Events Overview	Philip Thomas and Mandy Gradden
1:45pm	2:45pm	LIONS	Simon Cook
2:45pm	3:45pm	Break	
3:00pm	4:00pm	WARC	Paul Coxhill
3:35pm	4:35pm	Money20/20	Tracey Davies and Scarlett Sieber
4:35pm	5:35pm	Q&A	Philip Thomas and Mandy Gradden
4:45pm	5:45pm	Close	

Presenters

Philip Thomas, CEO Intelligence & Events



Mandy Gradden, CFO



Simon Cook, LIONS



Tracey Davies, Money20/20



Scarlett Sieber, Money20/20



Paul Coxhill, WARC



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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.

Marketing



Financial Technology ¹

MONEY 20/20

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

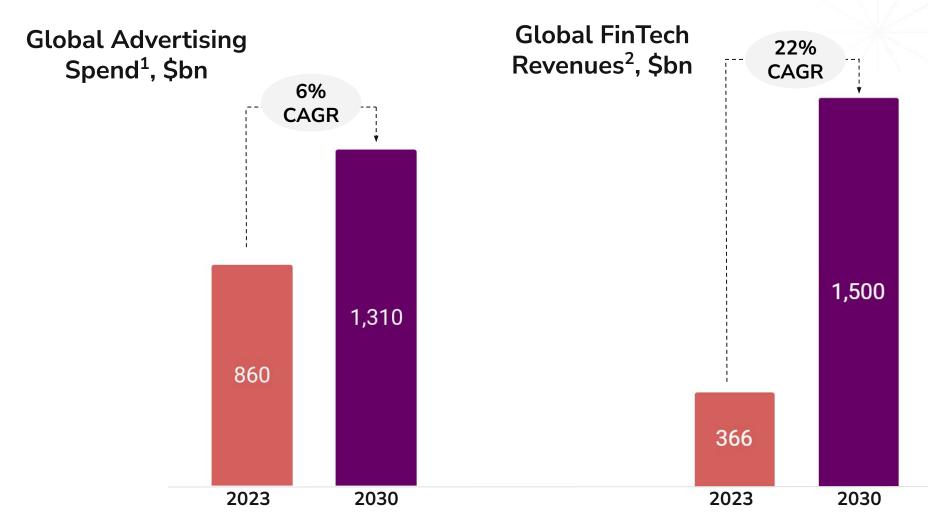
Levers for growth

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



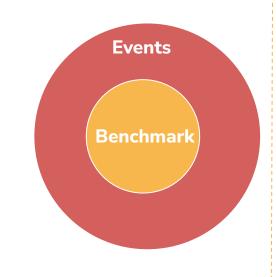
¹Group M, This Year, Next Year, Dec 2022: 6% CAGR 2023-2026 (extrapolated to 2030).

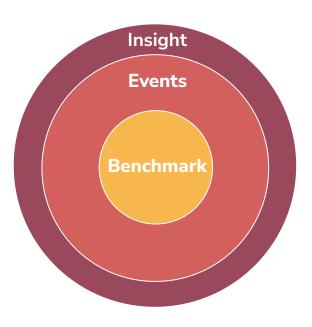
²BCG and QED Investors, Reimagining the Future of Finance, May 2023.

Our business model: four key value streams

Multiple customer touch points, building upon events platform



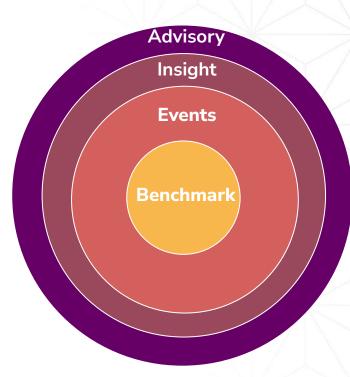




Awards
benchmark for
industry
excellence

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

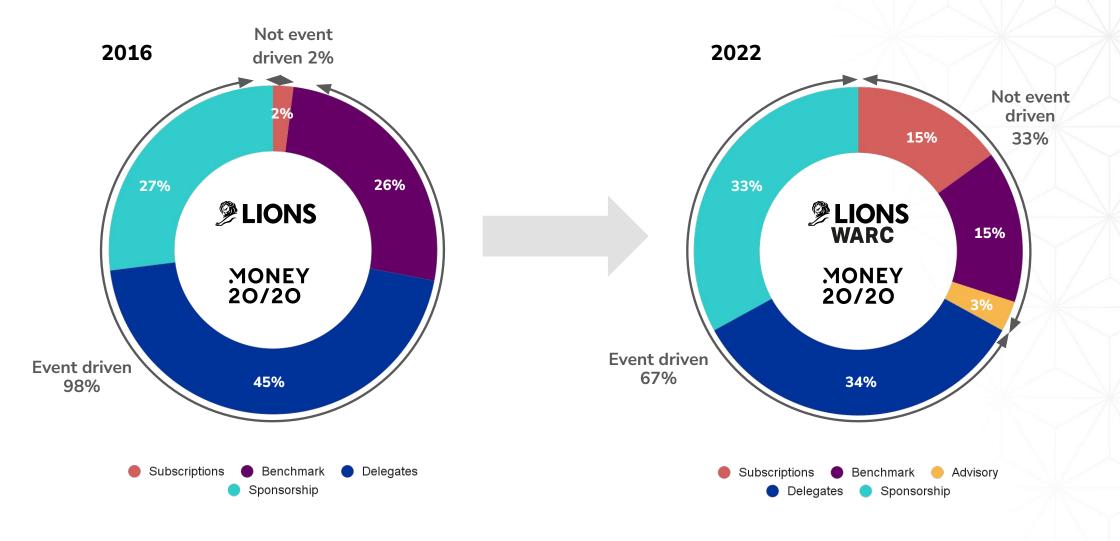
Unique proprietary industry benchmark data

Industry-leading customer loyalty and advocacy



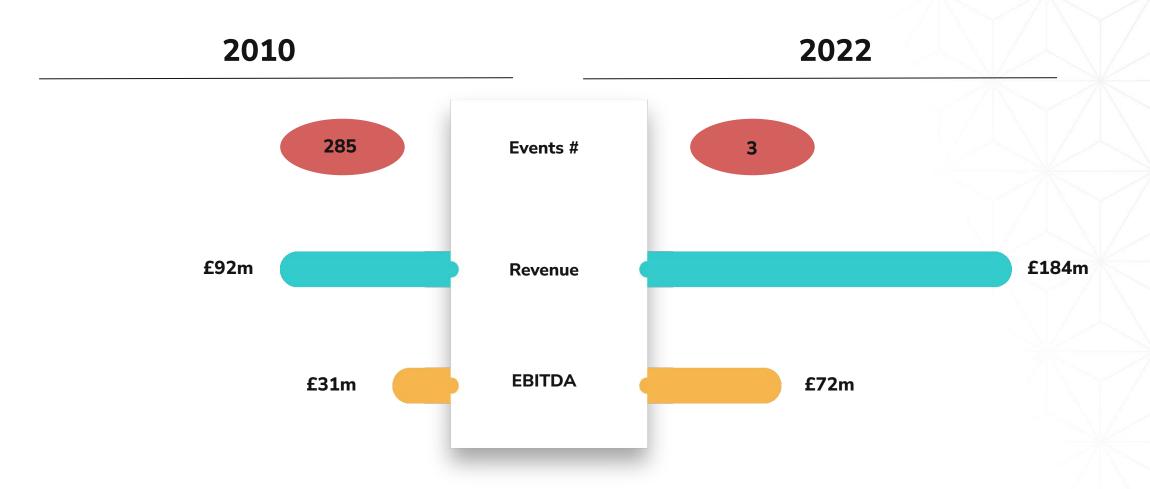
Diverse revenue streams

Increasing diversification over time



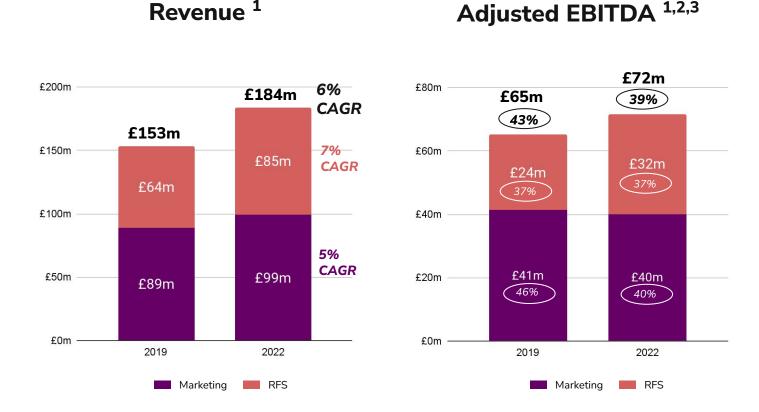
Our journey to two world-leading brands

Clear long-term strategy to focus on fewer, larger events to drive growth and profitability

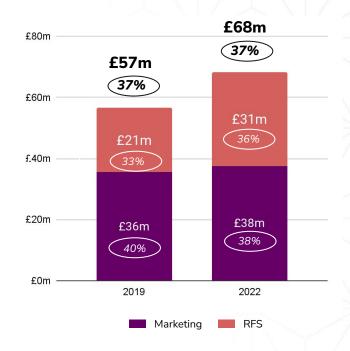


Financial overview

A business of scale: strong growth, leading levels of profitability and low capital requirements



Adjusted Operating Profit 1,2,3



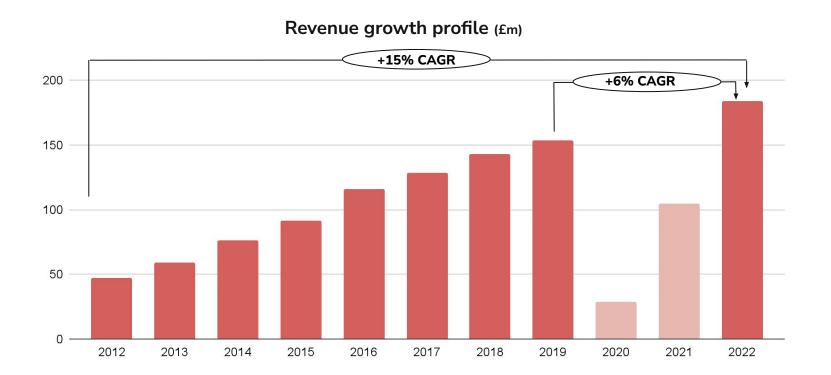
¹ Excludes RWRC disposed of in December 2022

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





Strong revenue growth

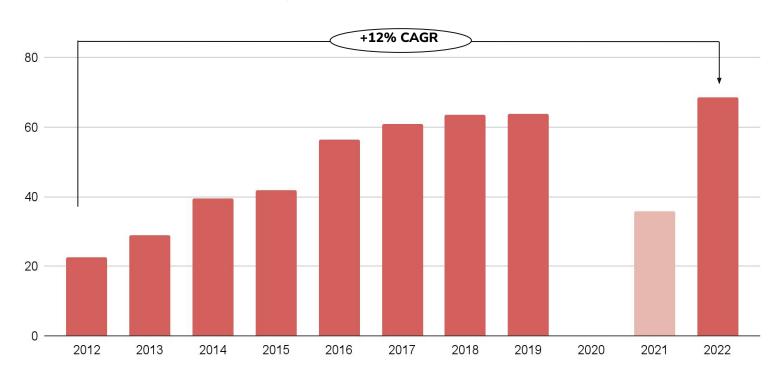
2019-2022: 6% CAGR.

Targets mid-high single digit organic growth in the medium term.

Profit

Strong 10-year track record

Adjusted EBITDA growth profile (£m)





Excellent levels of profit

Low-mid 30's % EBITDA margin (after allocation of PLC costs).

Strong cash flow fundamentals



Strong cash generation

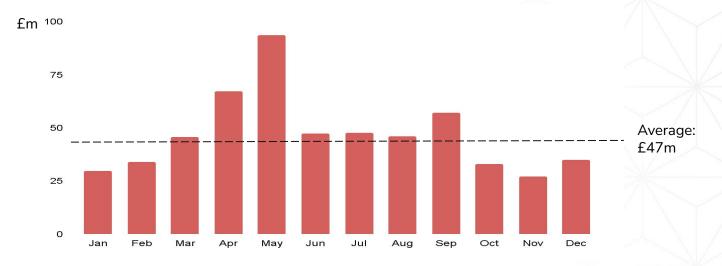
Structurally negative working capital, with strong operating and free cash conversion targeting >100% and 70% respectively over the medium term.



Low capital needs

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

Net negative working capital position (2022)







Ascential | Events - Capital Markets Day

£m

Highly attractive financial profile







Excellent levels of profit



Low capital needs

Medium-term targets

Revenue growth

Averaging mid-high single digit per annum over the medium-term

Standalone PLC costs

c.50% of Ascential PLC

EBITDA margin after standalone costs

Low - mid 30's %

Capex

c.2-3% of revenue

Effective tax rate

c.26-27%

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)

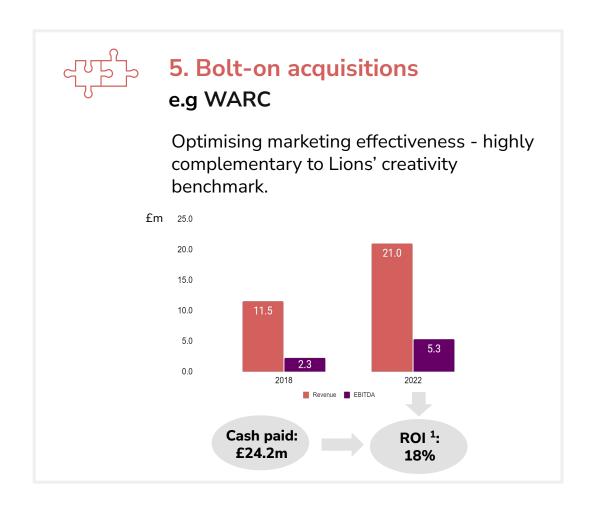


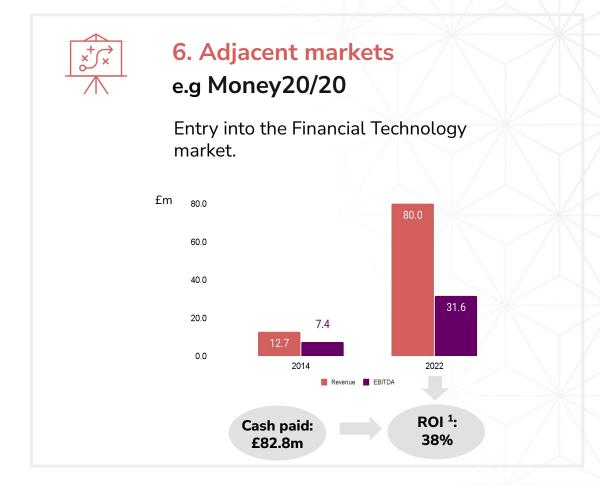
4. Product innovation

e.g. LIONS Awards:

Successful pivot to digital benchmarking for 2021

Levers for growth - Inorganic







Marketing / Revenues

2022 Revenue



(including WARC £21m)



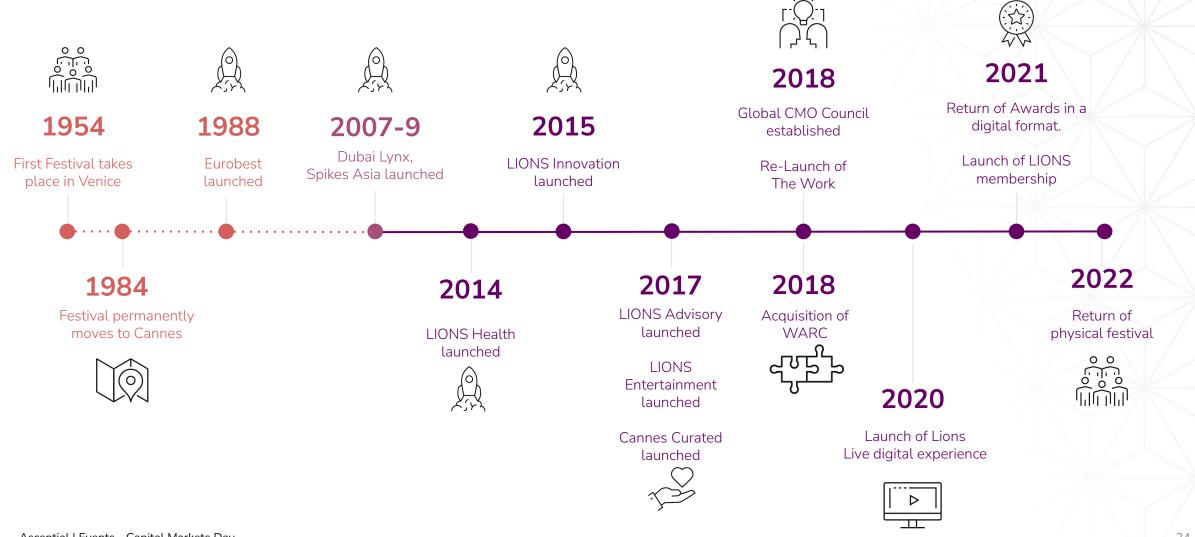
LIONS / What we do

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.

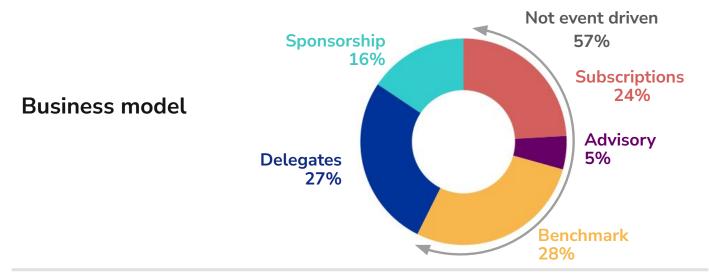
For people, business and society.

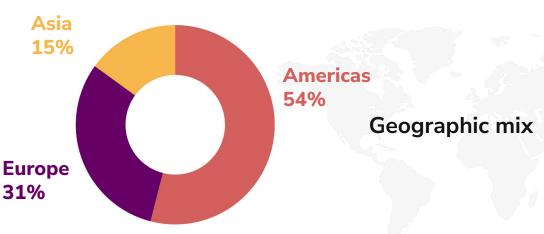
LIONS / Milestones



LIONS / Overview

A balanced revenue model





Key Data (2022)



Awards: > 25,000



Attendees: >11,000

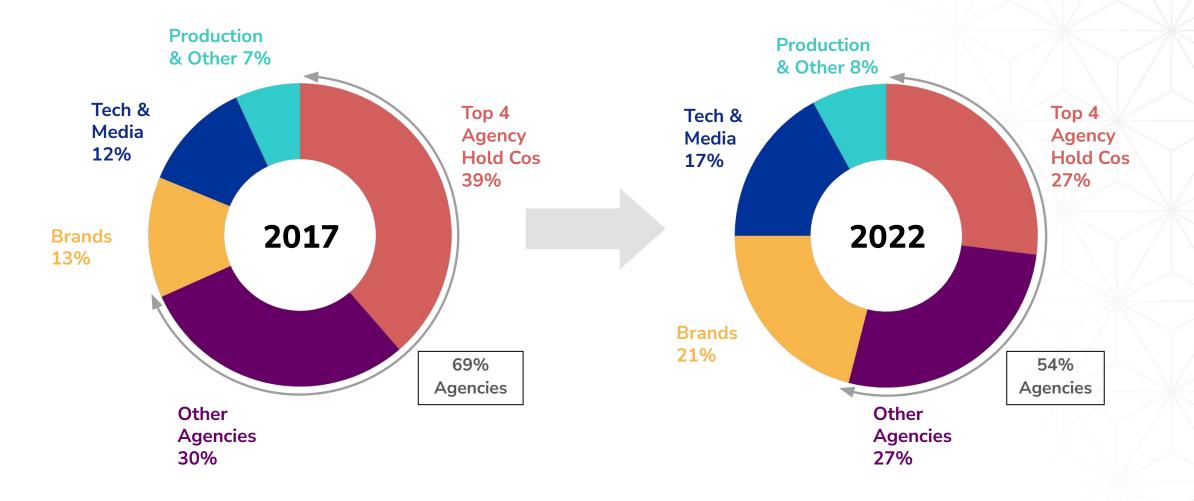


Largest customer:

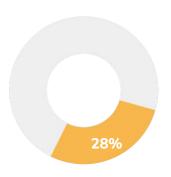
< 8% of total revenue

LIONS / Customers

Global brand with broad customer base



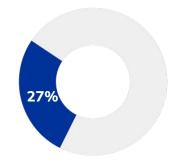
LIONS / How we make money



Benchmark

Fee paid to enter creative work for the awards

Number of entries **X** Entry fee



Delegates

Fee paid by individuals to attend the festival

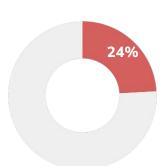
Number of delegates **X** Pass price



Sponsorship

Fee paid by companies to promote their business at the festival

Number of companies **X** Fee paid

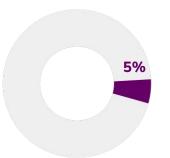


Subscriptions

The Work: Intelligence platform powered by the awards

WARC: Global authority on marketing effectiveness

Number of subscribers **X** Annual subscription



Advisory

Helping brands produce better, more effective creative work

Number of companies **X** 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.













Tencent

LIONS / Customer personas

Brands



Michel DoukerisGlobal Chief
Executive Officer

♦ ABInBev

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

Agencies



Liz Taylor
Global Chief
Creative Officer
Ogilvy

"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

Tech and Media



Claire PaullGlobal Marketing
Director

amazon

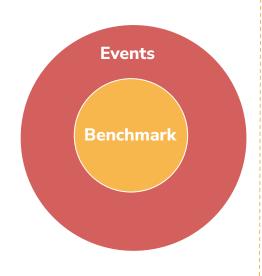
"For our business, this is one of the most important gatherings of the year, and there's really nothing else like it. It's important for us to show up and connect with customers from around the world."

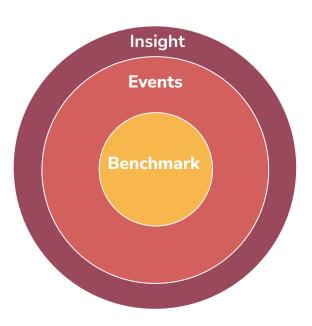
Claire Paull, Global Marketing Director, Amazon Ads

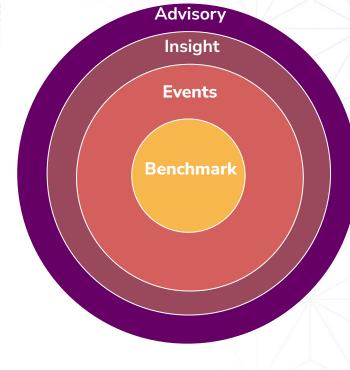
LIONS / Our platform

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 LionsRecognising 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 LionsReinvention of operations and customer experiences

2023

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

LIONS / Proposition - Delegates

Unmissable event proposition for delegates with a range of entry points

Content



Learning





Networking

Inspiration

Delegate pass types



"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

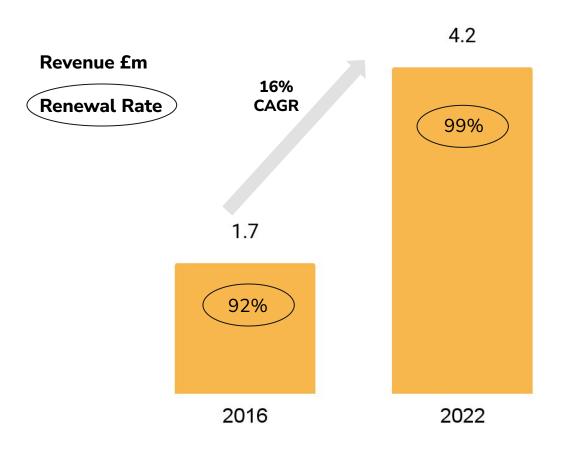
Curated Programmes & Experiences

Real Estate / Yacht Pass / Corporate HQs

365 Integrated Partnerships

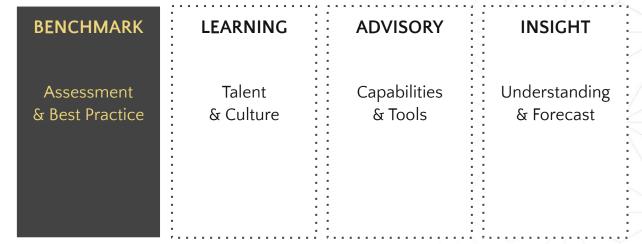
LIONS / Proposition - The Work

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 the full LIONS 'ecosystem' of products to market and create new entry points for a diversified mix of customers across agencies, brands and media.

LIONS / Levers for growth

PRODUCT INNOVATION

EVENTS: Cannes Curated



ADVISORY: LIONS Advisory



EVENTS:The Creative
Brand Marketer
Pass



INSIGHT: LIONS Membership



BENCHMARK: Entertainment Lion for Gaming



LIONS / Levers for growth

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







PENETRATION OF EXISTING MARKETS

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







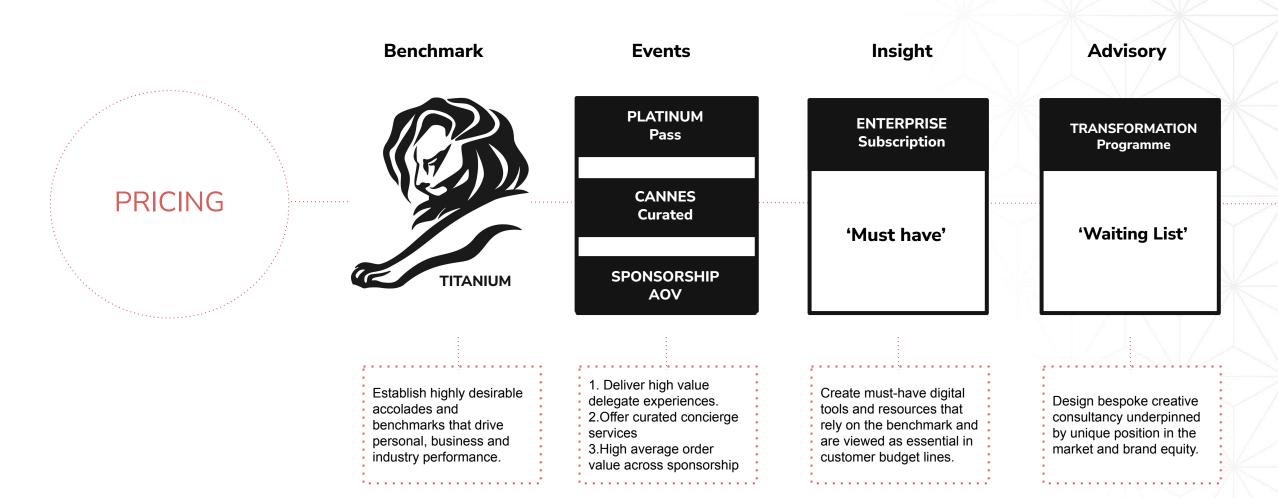
LUXURY?

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

LIONS EVENTS

LIONS INSIGHT LIONS ADVISORY

LIONS / Levers for growth



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.



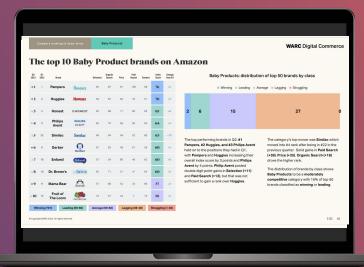


WARC / Who we are

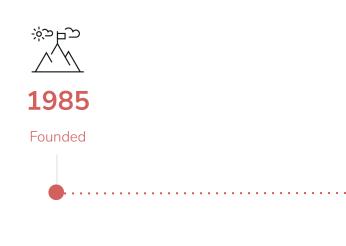
WARC is the global authority on marketing effectiveness.

We provide rigorous and unbiased evidence, expertise, guidance and benchmarks to enable marketers to drive growth and ROI.





WARC / Milestones





2019

WARC for Brands WARC for Media Owners WARC Advisory



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

2018

Acquired by Ascential



2020

International growth plan:

- US team expansion
- APAC expansion AdMap became WARC Guides



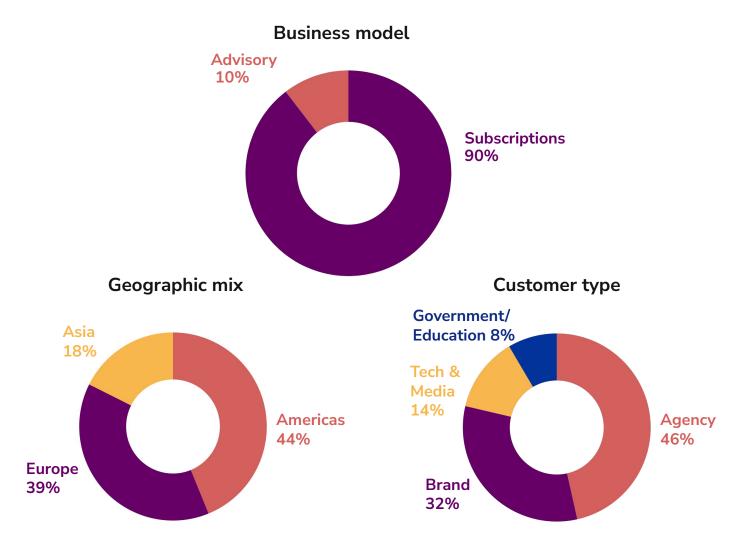
2022

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

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





Accenture Song









Tech & Media

150 media owners globally, including 40 of America's largest networks/platforms



















WARC / Customer personas

Delivering trusted insight to the industry

Brands



Karine Roubaud Chief Marketing Officer

ma/pa

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 wariety of cases and content, you can always find insights that are supporting your pursuit of efficiency."

Karine Roubaud Chief Marketing Officer, Mazda

Agencies



Hakon Preus Chief Strategy Officer

SCHJÆRVEN

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, Schjærven

Tech and Media



Lachlan KentChief Revenue
Officer

SPARK

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."

45

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.



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.



DEI Hub

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



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.

WARC @M2020

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.

MONEY 20/20

EUROPE 6-8 JUNE AMSTERDAM

I'M SPEAKING. JOIN ME IN AMSTERDAM.

Marketing on a Changing Frontier: CMO Strategies to Succeed



Kavita Patel
Advisory Lead, EMEA
WARC

MONEY 20/20

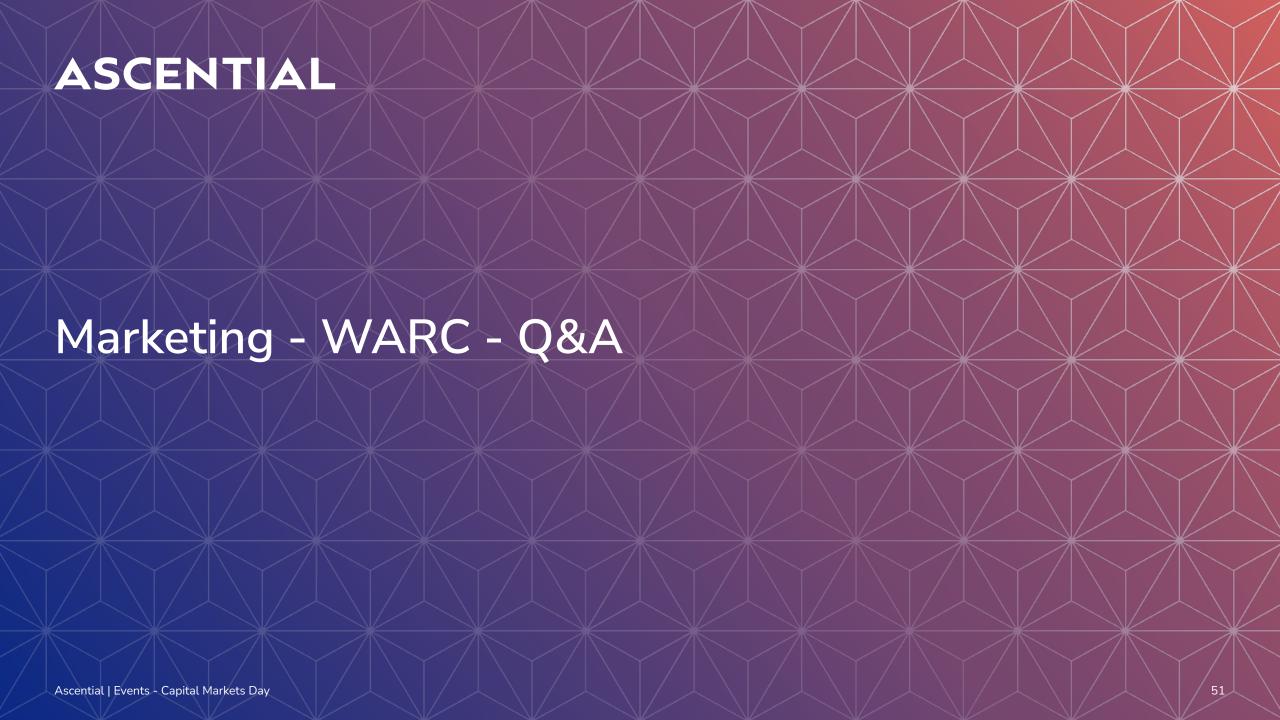
EUROPE
6-8 JUNE
AMSTERDAM

I'M SPEAKING. JOIN ME IN AMSTERDAM.

How to Build Brand Fame: Advice for Scale Ups



SVP Content WARC





Financial Technology - Money20/20

Tracey Davies - CEO, Money20/20

Scarlett Sieber - Chief Strategy & Growth Officer, Money 20/20

Money20/20 / Revenues

2022 Revenue

MONEY £80m 20/20

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.



fintech come to cut deals and court investors".

Money20/20 / Where Money does business

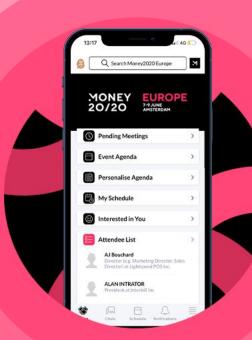
Serendipity



Planned Meetings



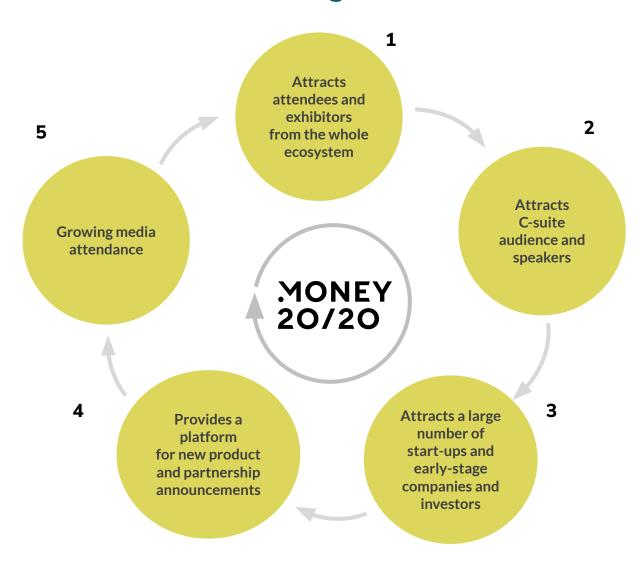
Connections Lounge





Money20/20 / Network effect

Success breeds further growth



L Everybody is here and every year it's getting bigger and bigger"



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."



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."



Michael Treacy Head of Marketing, OpenPayd

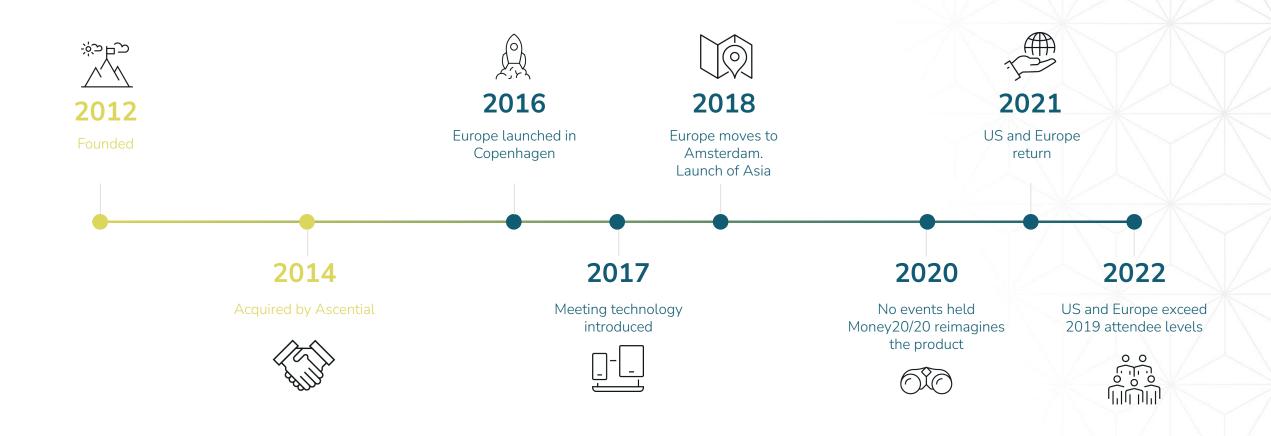
273

Announcements

471

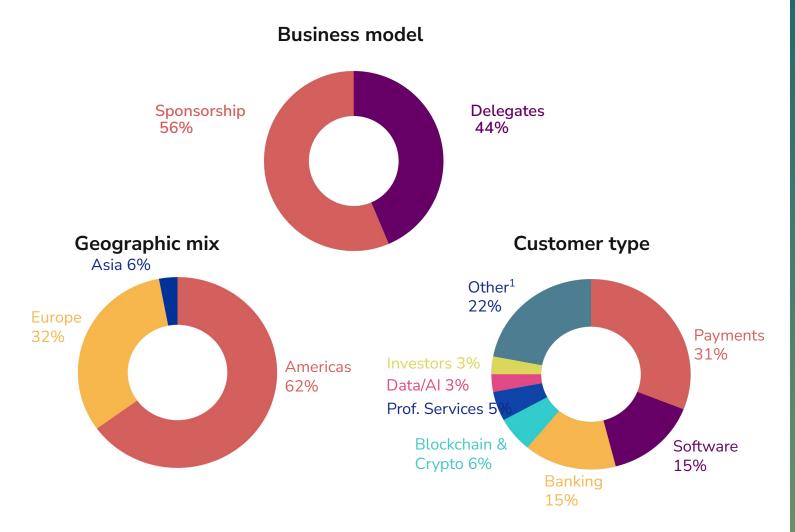
Media attendees

Money 20/20 / Milestones



Money20/20 / Overview

A balanced revenue model



Key Data (2022)



USA attendees

> 13,000



Europe attendees

> 7,500



Sponsorship customers

> 800



Meetings

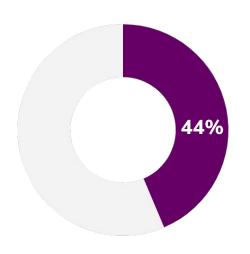
> 27,000



Largest customer:

< 2% of total revenue

Money20/20 / How we make money

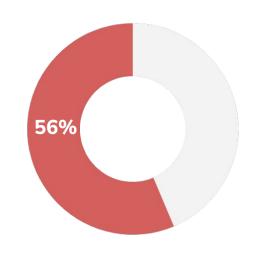


Delegates

Fee paid by individuals to attend the event

Average pass price

X Delegates



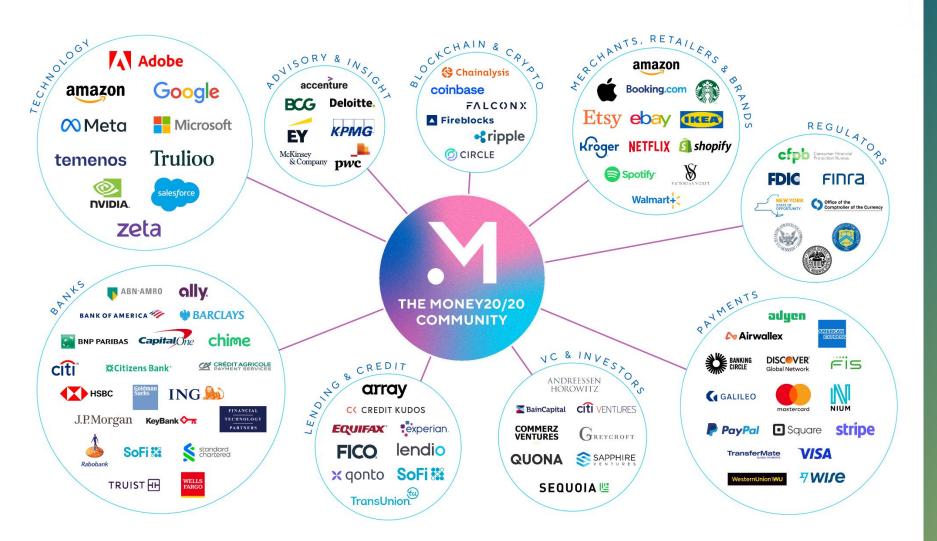
Sponsorship

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

Average order value

X Companies

Money20/20 / Attendees Serving a complex industry in a global, growing end market





We do business with 18/20 top US **banks** and **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, Margeta

MARQETA

CEO Founder - Start-up



Fatemeh Nikayan Lamiashvil

Co-founder Rivero

Rivero

Venture Capital



Angela Strange

General Partner

andreessen. horowitz

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

CONNECT ME

INSPIRE ME

INFORM ME

AMPLIFY ME

Money20/20 / Levers for growth

01 Product innovation



Money20/20 / Levers for growth

02 Geographical expansion



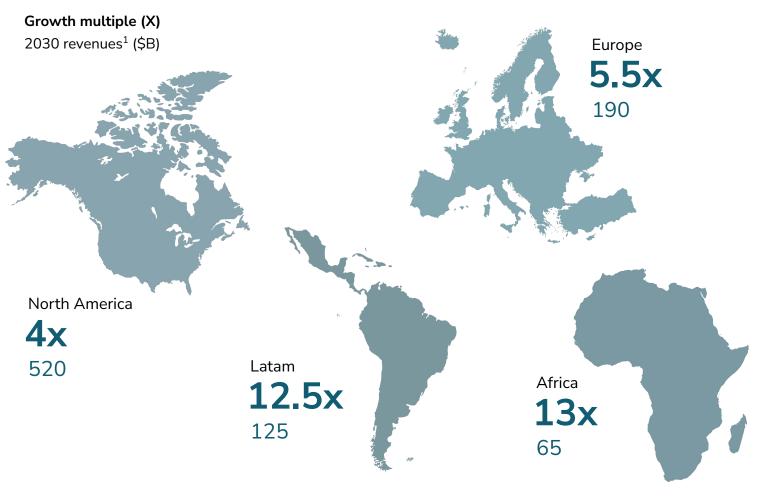
Money20/20 / Levers for growth

03 Digital innovation



Spotlight on Asia – launching 2024

Global Fintech Revenue Growth by Region, 2021- 2030



Outpacing even the US with a 27% growth rate, APAC will become the world's top fintech market by 2030¹.



BOG - Global Fin Tech Report 2023

Money 20/20 / Key strengths



Clear, Global # 1 brand in the market.



Focal point for the entire industry, where business gets done.



Strong network effect, with deep brand/ecosystem relationships.



Multiple levers for continued growth.



High levels of customer satisfaction.





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.









Philip Thomas Ascential Intelligence & Events CEO

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 Ascential CFO

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.



Simon Cook LIONS CEO

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.



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 Money20/20 CEO

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 Money20/20 Chief Strategy & Growth Officer

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.

