

Ascential 

 **Capital Markets Day**

Cannes | 19–20 June 2024

Presenters



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Ascential



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Money20/20



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Officer, LIONS



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Chief Financial
Officer, Ascential



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Chief Strategy &
Growth Officer,
Money20/20



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Chief Operating
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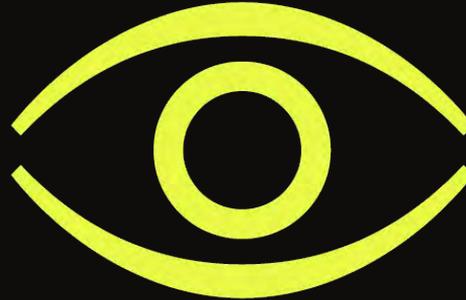
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Introduction



The *vision*

> To give our customers and stakeholders opportunities to grow and succeed



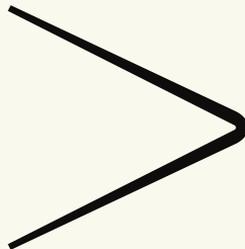
> To create the “events” business of the future



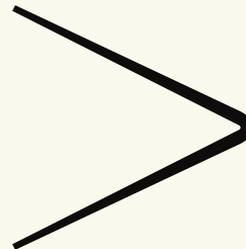
Events-*led*



Industry-leading events that offer unique opportunities to do business, network and learn.

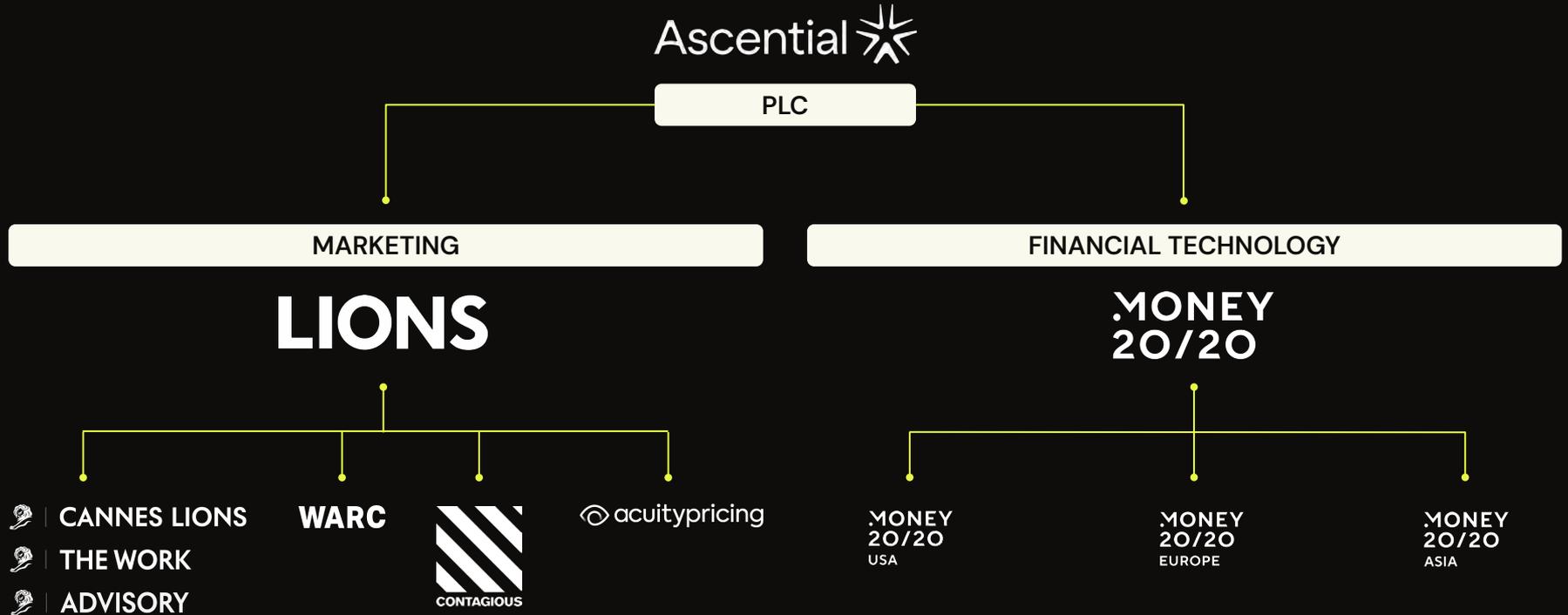


Data, analytics and insights platforms that provide actionable intelligence to drive informed strategic decisions.



Expert advisory and training that help customers lead the way in industry trends and best practice.

Our business



Our investment case



Key strengths



Large and
fast-growing
addressable
markets



Market-leading
businesses



Significant
competitive
moats



Diverse
revenue
streams



Multiple levers
for growth



Highly attractive
financial profile

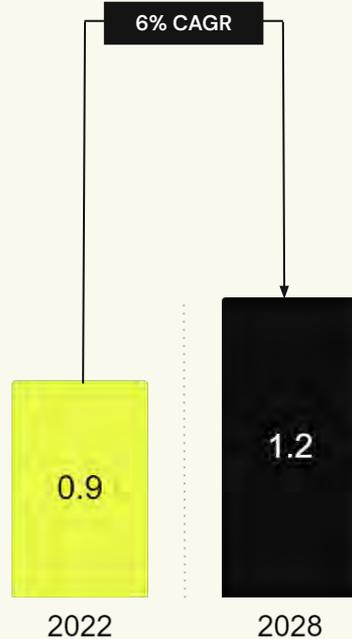
Large and fast-growing addressable markets

We serve two large markets with strong medium-term growth prospects

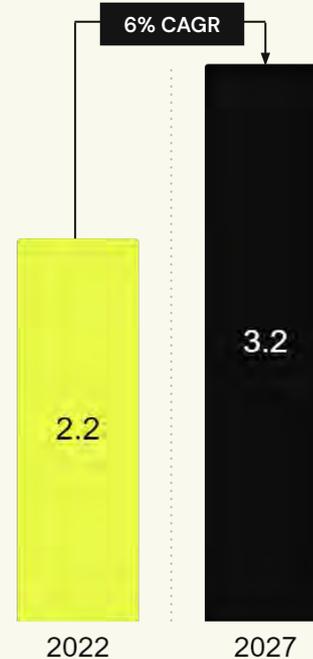
Market characteristics

- > Fast-growing
- > Global
- > Scaled
- > Multiple stakeholders
- > Digitally disrupted

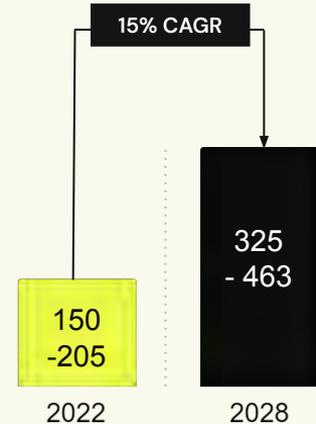
Global Advertising Spend¹, \$tn



Global Payments Revenues², \$tn



Global FinTech Revenues³, \$bn



¹ Group M, *This Year, Next Year*, December 2023

² McKinsey & Co., *Global payments report*, September 2023

³ McKinsey & Co., *Fintechs: A new paradigm of growth*, October 2023

Market-leading businesses

Our events are distinct from the broader events industry

KPIs



Focused on customer experience, innovation, ecosystem and content

Delegate pass prices

Lions: €4,095 (Classic) to €10,495 (Platinum)
Money20/20: \$3,999 (Standard)

NPS (delegates, 2023)

Cannes Lions +58
Money20/20 Europe +48
Money20/20 USA +39

Revenue from non event sources

34%



Significant competitive moats

> Industry expertise

- Our understanding of our end markets uniquely positions us to create world-class events and products that constantly evolve and innovate.

> World-class scalable platforms

- Our market-leading event platforms serve global and regional audiences at scale, serving over 10,000 customers from over 120 countries.

> At the centre of our ecosystems

- We serve a complex customer ecosystem with products serving a range of needs based around a tentpole event.

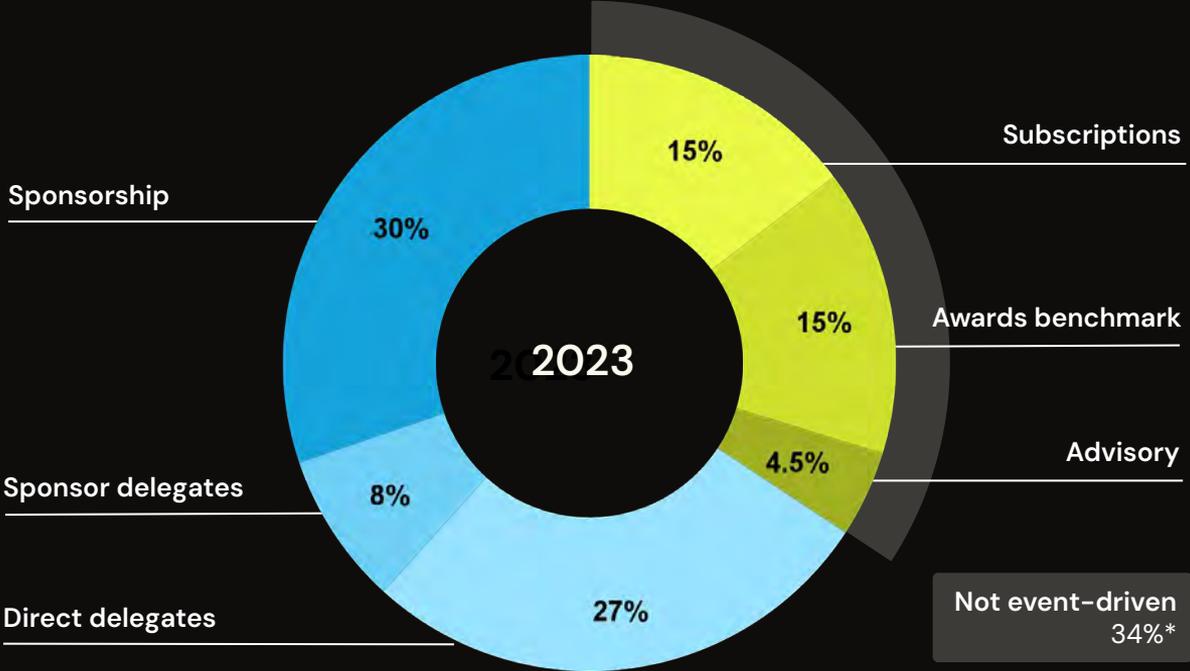
> Network effect

- We attract the entire industry to our events and products, we can serve them in unique ways.



Diverse revenue streams..

..with over a third of revenue not event-driven



*2014: Not event-driven 1%

Multiple levers for organic growth

1

New customers



2

Geographical expansion



3

Yield and AOV growth
(price, mix, volume)



4

Product innovation



Bolt-on acquisitions



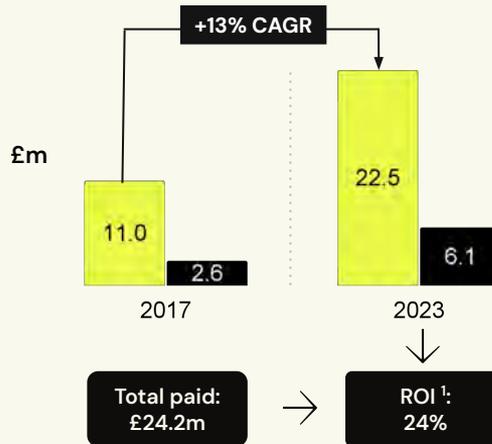
Bolt-on acquisitions

- > Modest scale
- > Complementary products
- > Track record of growth and return on investment

WARC (acquired 2018)

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

- Revenue
- Operating profit



Contagious (acquired 2023)

Digital Subscriptions:

Creative trend analysis and insights

Advisory:

Expertise in creative marketing transformation

- Revenue
- Operating profit



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

Opportunities in new markets

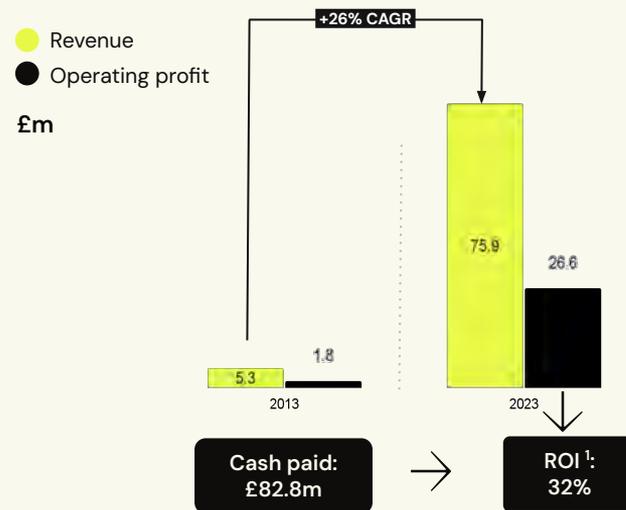


New markets

- > Global and growing
- > Highly disrupted
- > Multiple customer groups

Money20/20 (acquired 2014)

- > Entry into the Financial Technology market
- > Consideration of £26m paid up front with balance paid in 2015–2018 under a revenue and profit based earnout
 - 6x average EBITDA over the earnout period
- > Total consideration multiple:
 - 6x average EBITDA over the earnout period
- > Acquisition plan for 2018 met two years early in 2016



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

Our M&A framework

End market criteria

Global and growing

Highly disrupted

Multiple customer groups

Specific criteria

Position

The leading event in its industry

Purpose

Platform that helps the industry grow

Attendee profile

High level of C Suite attendees

Delegate and Sponsorship fees

Ticket and sponsorship prices reflect the high value delivered for customers

Data and information

Ability to build digital propositions around core event



Driving sustainable growth

Our vision

- > To give our customers and stakeholders opportunities to grow and succeed
- > To build the events company of the future

Delivered through:



Our key strengths



Lever for growth



Promoting diversity, equity & inclusion



Distinctive events-led model



Clear focus on environmental impact



MONEY
20/20

MONEY
20/20 SUNDAY NIGHT LIVE

MONEY
20/20

M

MONEY
20/20

M

MONEY
20/20



**.MONEY
20/20**

FINANCIAL TECHNOLOGY

/ 01

OUR BUSINESS



ACCELERATE DEALS

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

MARC PETTICAN, CHIEF COMMERCIAL OFFICER, PAYMENTS



BUILD PARTNERSHIPS

"Live events are extremely important to our global sales team. We sponsor all three Money20/20 events and here on the show floor, we've actually just moved forward with a partnership with Mastercard!"

WENDY BAKER, VICE PRESIDENT OF REVENUE MARKETING



Money20/20 is where the world's fintech leaders convene to grow their businesses

RAISE PROFILE

"We were really excited to launch our new partnership between Mastercard Open Banking and bunq at Amsterdam's Money20/20 this month. Open banking and AI combined...the future of finance is here!"

BART WILLAERT, EVP OPEN BANKING INTERNATIONAL MARKETS



MAKE BREAKTHROUGHS

"This week, (at Money20/20) the CFPB will activate a dormant authority under Section 1033 of the Consumer Financial Protection Act that...will accelerate... open banking for Americans."

ROHIT CHOPRA, DIRECTOR OF THE CONSUMER FINANCIAL PROTECTION BUREAU



THE POWER OF THE MONEY20/20 PLATFORM

convera

convera

.MONEY
20/20

.MONEY
20/20



“We chose Money20/20 to launch Convera’s new brand proposition because of the power of the Money20/20 platform and the quality of attendees. Our multi-channel approach to brand activation at Money20/20 – via content, branded spaces and media engagement – gave us unparalleled reach and awareness.”

JENNIFER PARKER, CHIEF COMMERCIAL OFFICER, CONVERA



MONEY 20/20

MONEY
20/20
USA

£47m
October 2023

MONEY
20/20
EUROPE

£29m
June 2023

MONEY
20/20
ASIA

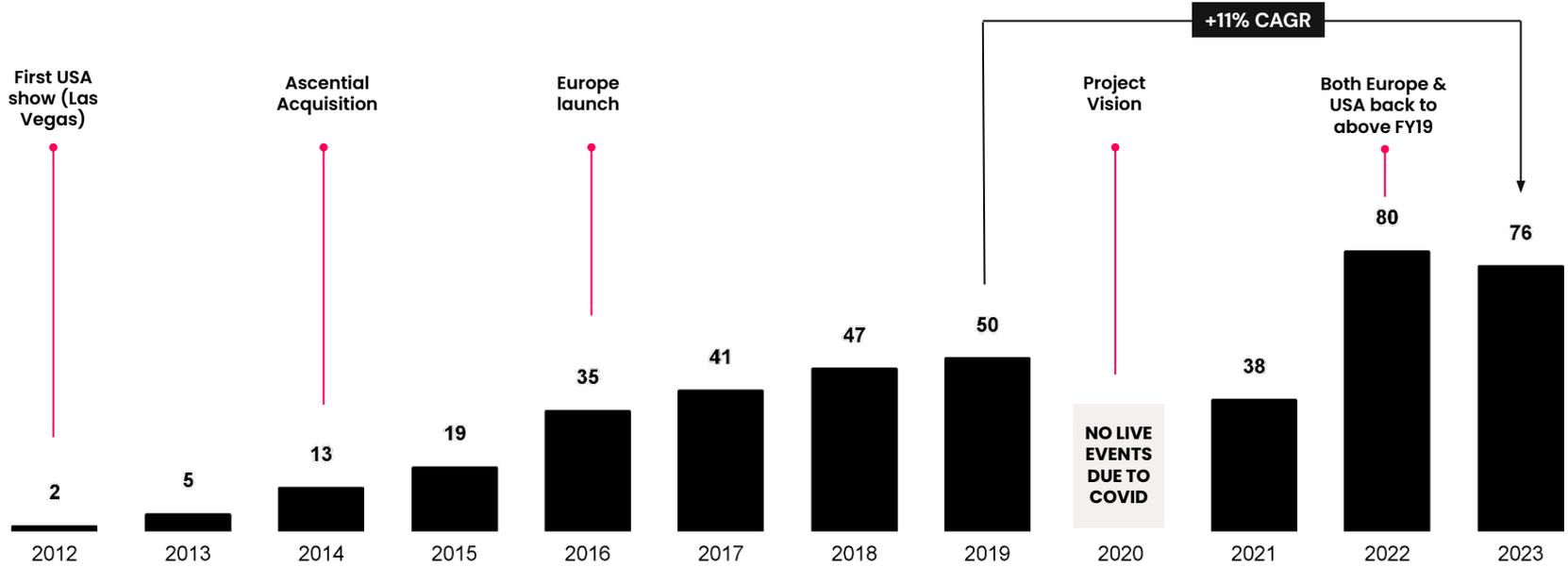
£6m
April 2024



LONG TERM GROWTH PROFILE

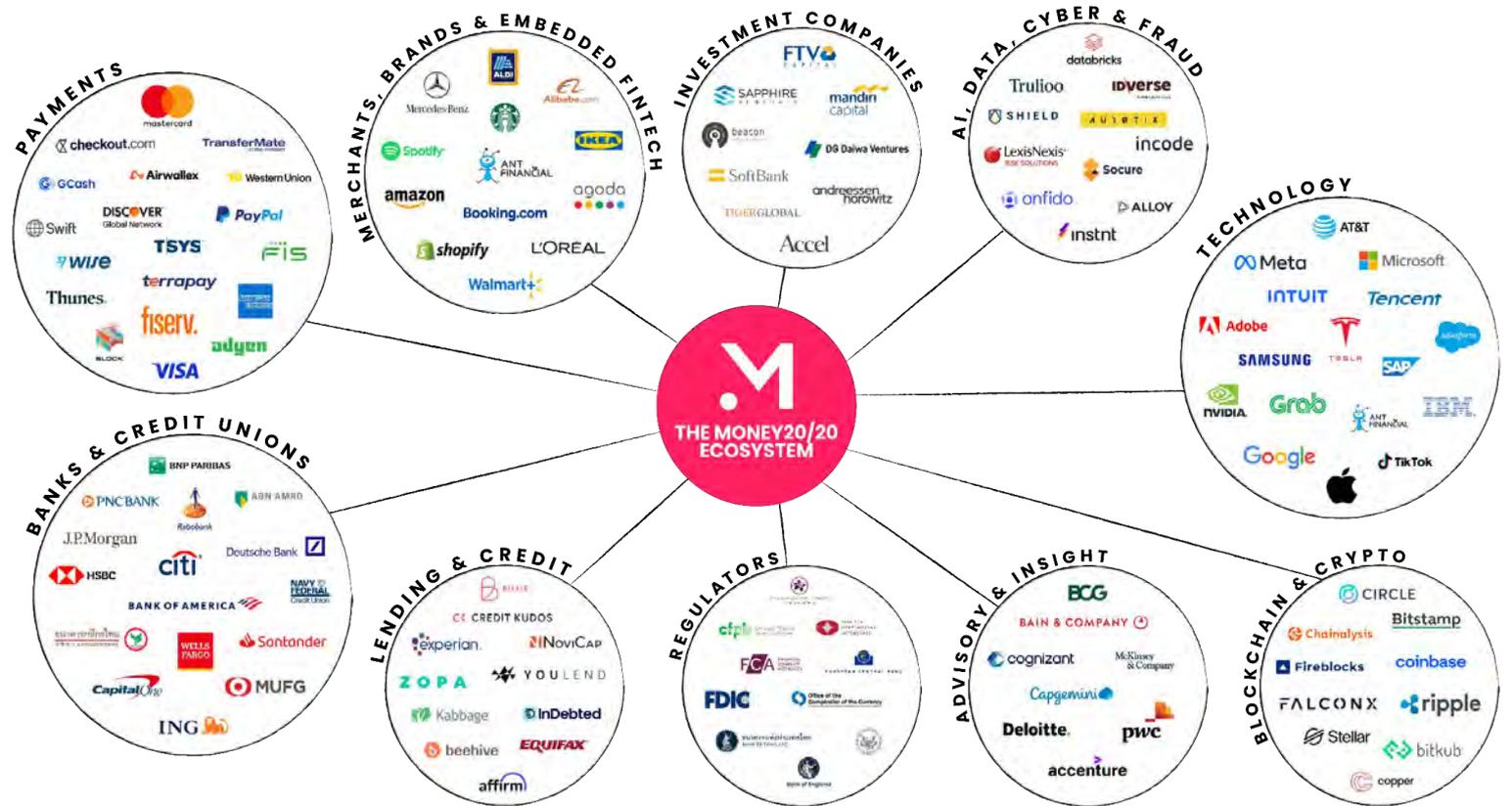
We have grown Money20/20 revenue almost 6x since its acquisition in 2014.

US AND EUROPE REVENUE (£M)



Excludes China (2018) and Asia (2018 and 2019). CAGR at constant currency.

SERVING A COMPLEX INDUSTRY IN A GLOBAL, GROWING END MARKET



WE WORK WITH... ALL OF THE TOP 20 US BANKS



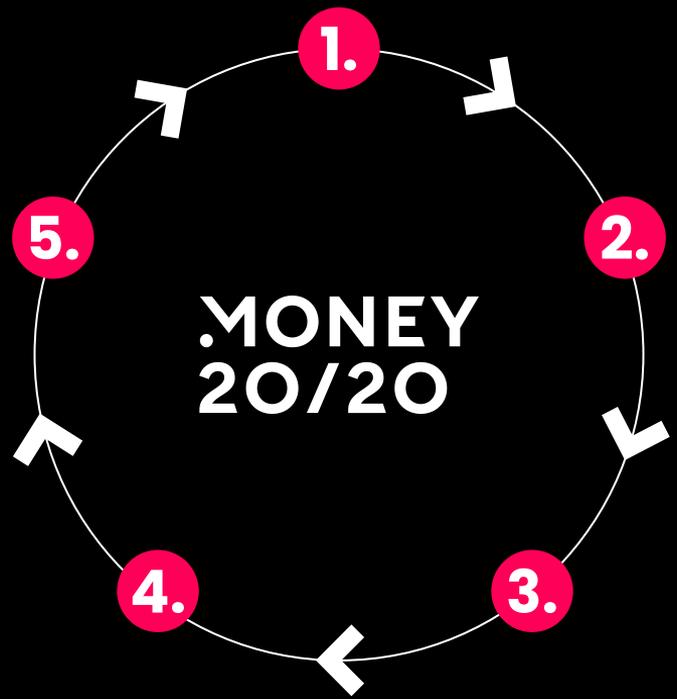
WE WORK WITH... THE LEADING PAYMENTS COMPANIES



WE WORK WITH... THE LEADING TECH COMPANIES



OUR NETWORK EFFECT



5.
Growing media attendance

4.
Provides a platform for new product and partnership announcements

1.
Attracts attendees and sponsors 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

KEY MARKET TRENDS

OPEN BANKING

REAL TIME PAYMENTS

CROSS BORDER PAYMENTS

FRAUD PREVENTION

AI

SUPERAPPS

// 02

OUR REVENUE

REVENUE STREAMS KEY DATA

KEY STATS

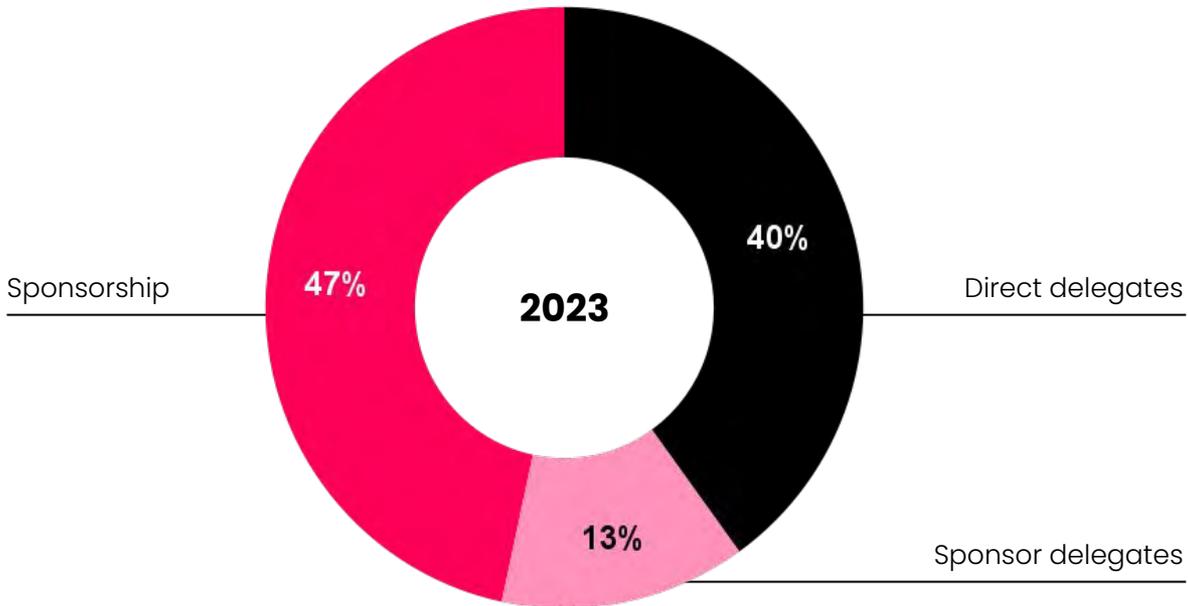
> **11,500**
USA attendees (Oct 2023)

> **8,500**
Europe attendees (June 2023)

> **3,000**
Asia attendees (April 2024)

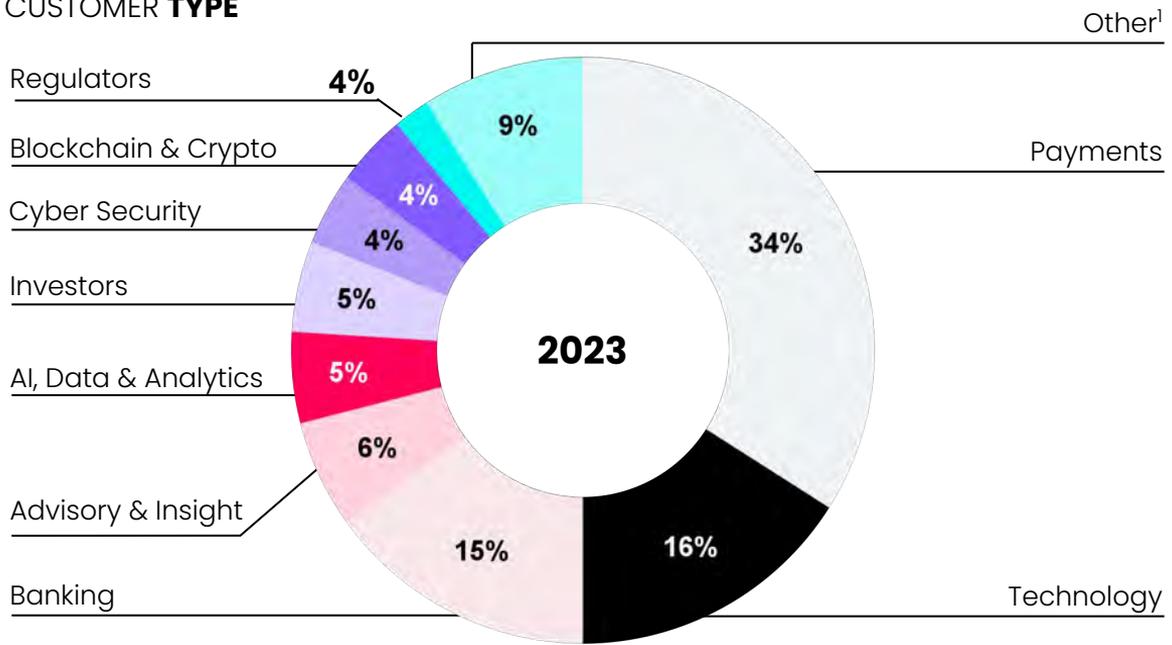
> **5,500**
Customers

REVENUE STREAMS

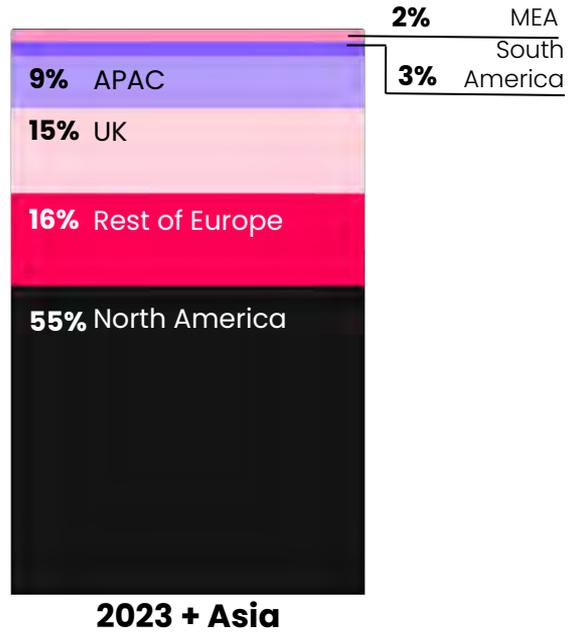


CUSTOMERS REGIONAL FOCUS WITH A BROAD CUSTOMER BASE

CUSTOMER TYPE



CUSTOMER LOCATION

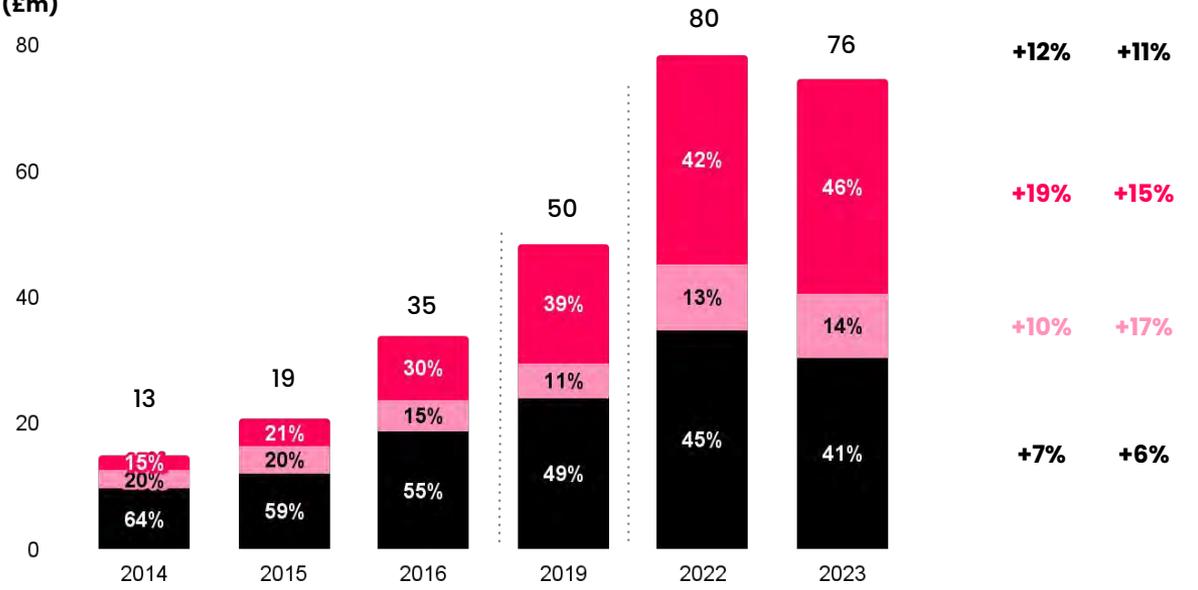




REVENUE GROWTH BY TYPE

- Sponsorship
- Sponsor delegates
- Direct delegates

(£m)



COMMENTARY

Sponsorship expansion driven by strong growth in AOV, achieved through:

- High levels of customer demand
- Inventory innovation
- Investment in sales engine
- Focus on enterprise relationships

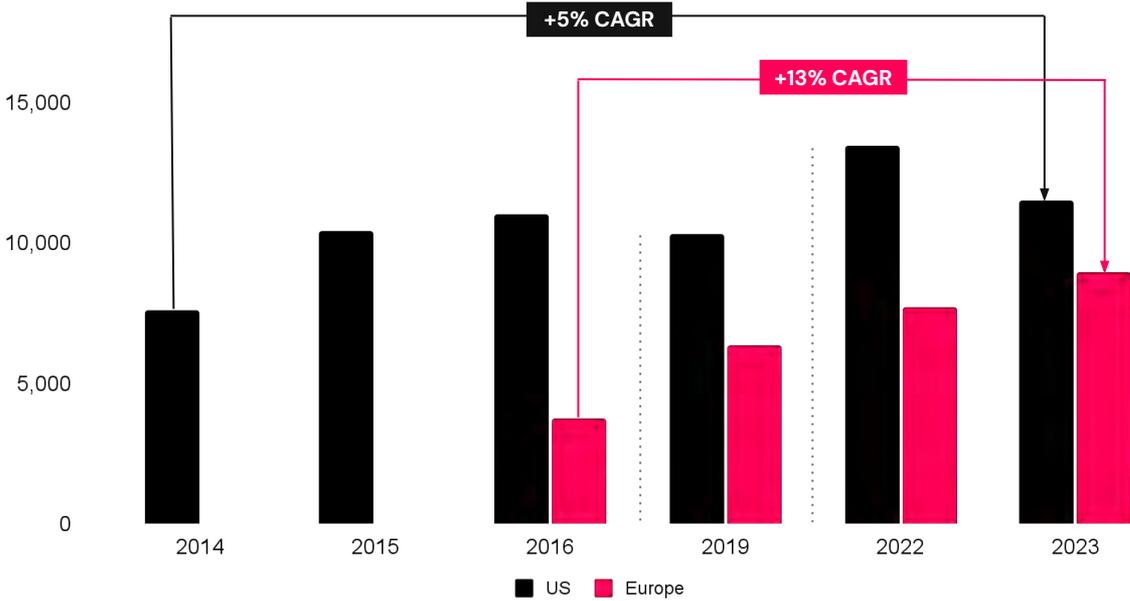
Delegate revenue growth driven by volume, with yield an increasing focus moving forwards.



GOOD ATTENDEE GROWTH, MODERATING OVER TIME

...increasing focus going forwards on yield drivers, alongside volume strategies.

ATTENDEES #

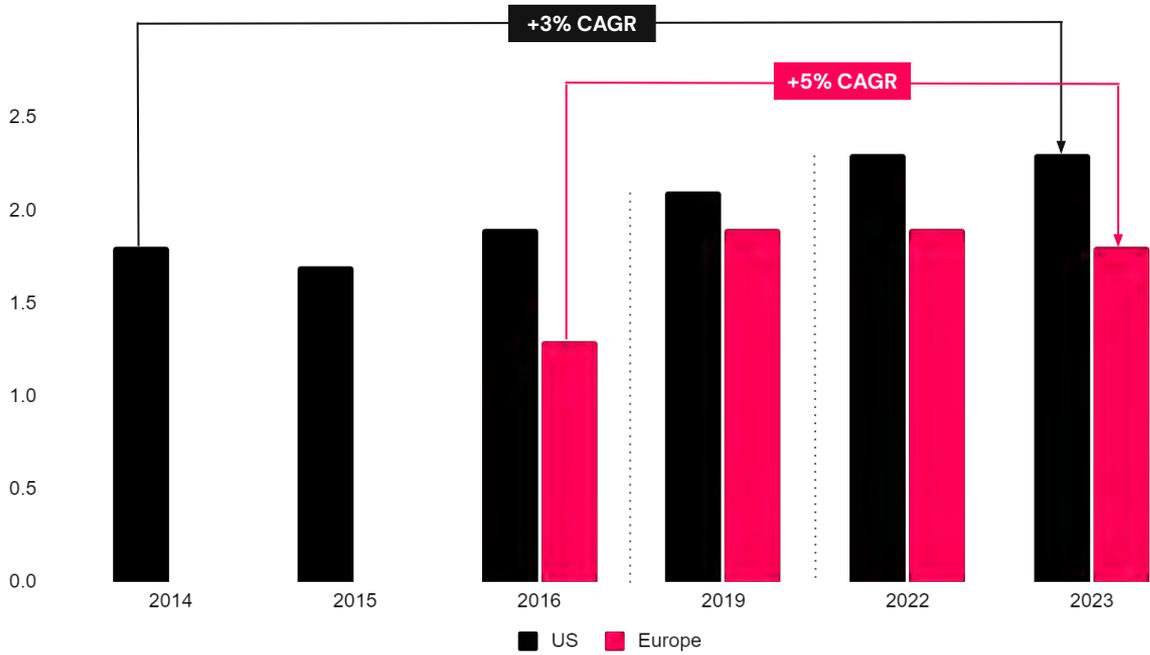




MODERATE DELEGATE AOV GROWTH

...recent yield driven by increasing startup attendance, with premium passes launched in 2024.

AOV (£000)

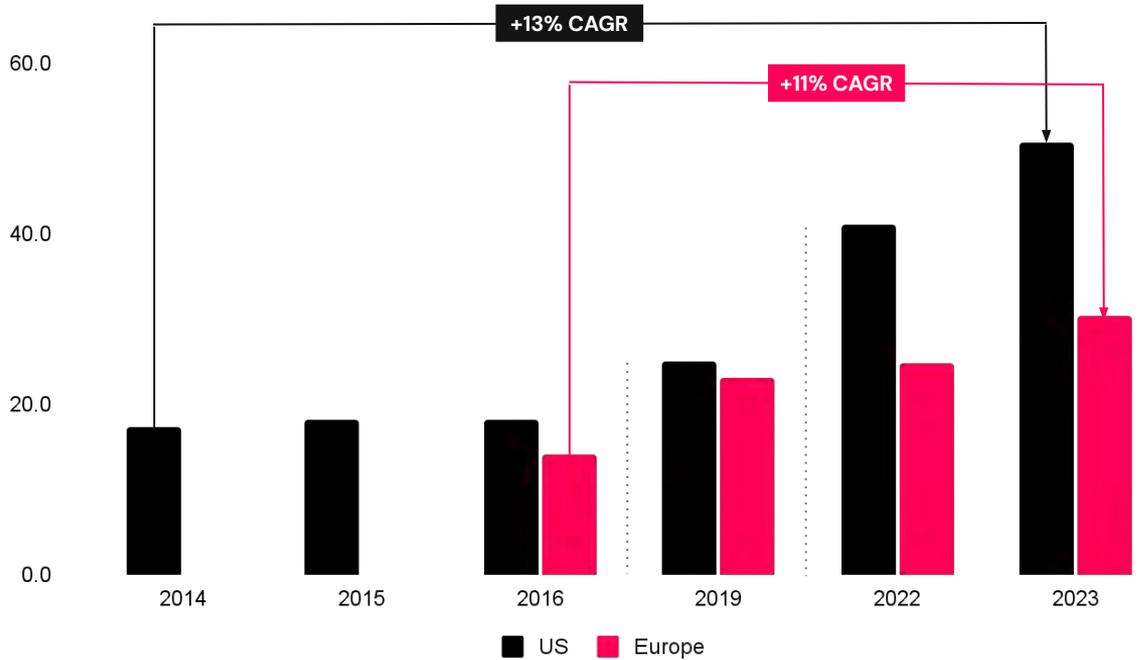




STRONG SPONSORSHIP AOV GROWTH

...through innovation, sales investment and focus on enterprise customers.

AOV (£000)



Excludes Asia (2019). AOV and CAGR at constant currency.

/ 03

OUR STRATEGY

LEVERS FOR GROWTH

- 1. New customers
e.g Pavilions
- 2. Geographical expansion
e.g Asia
- 3. Yield and AOV
e.g New pass types
- 4. Product innovation
e.g MoneyRow



/ 04

ASIA LAUNCH

APRIL 2024 ASIA LAUNCH

KEY STATS

3,000+

attendees

1,100+

companies

35%

C-Suite

78%

in region attendees

24

Asian countries





“Partnering with Money20/20 for the SHIELD Trust Summit and speaking as one of their keynote speakers in Bangkok was an incredible experience. I hope to collaborate on more Money20/20 events in the future.”

– JUSTIN LIE, CEO, SHIELD

The logo for AUIOTIX, consisting of the word "AUIOTIX" in a bold, sans-serif font, with each letter contained within its own white rectangular box.

“Many connections, a lot of prospects, many new partnerships. Really networking every hour, walking around, meeting people. Money20/20 really gives you an opportunity to see different things in different parts of the world. So very important to be here.”

– DAN YERUSHALMI, CEO, AUIOTIX

The logo for CHUBB, featuring the word "CHUBB" in a bold, sans-serif font with a registered trademark symbol.

“Attending Money20/20 Asia provided unparalleled opportunities to forge new connections and deepen existing partnerships. Engaging with industry leaders and innovators opened doors to exciting collaborations and possibilities in the world of embedded insurance.”

– JUDY TAN, MARCOMMS LEAD, CHUBB

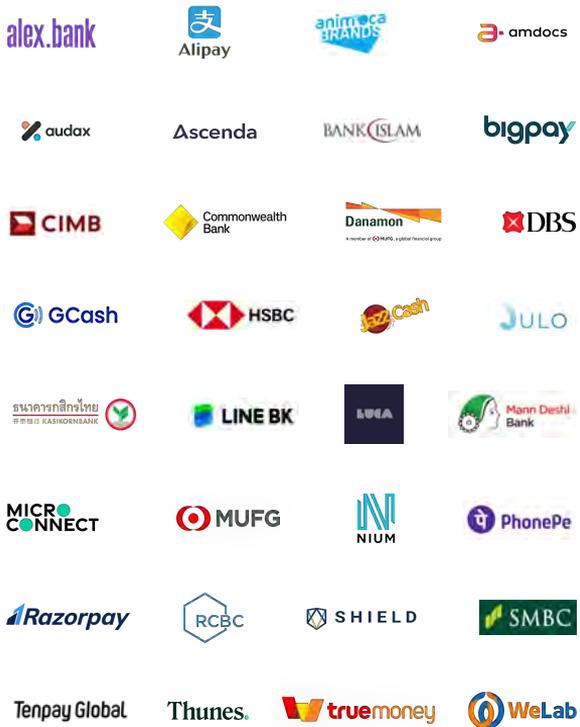
The logo for VISA, featuring the word "VISA" in a bold, sans-serif font.

“Money20/20 Asia was a hotbed of activity, with palpable energy, passion, and enthusiasm. The event allowed for a higher level of senior engagement, deeper connections, and more impactful exchange of ideas.”

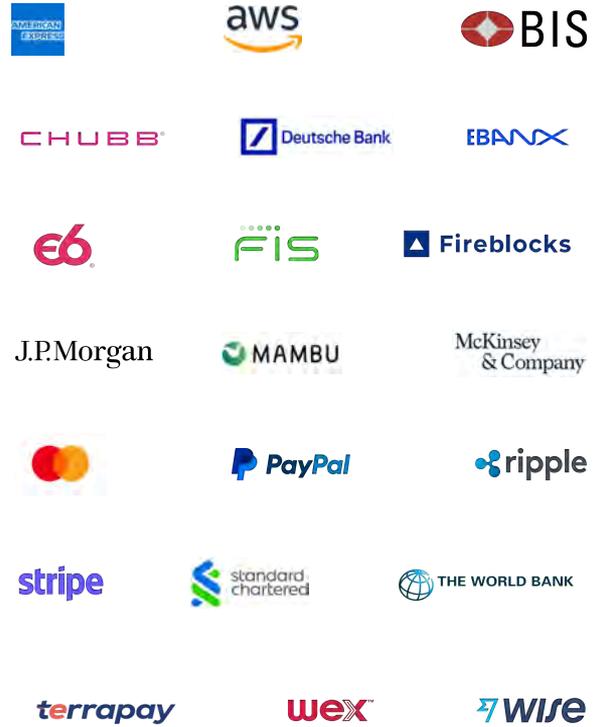
– CRISTIAN CATANESCU, MONEY MOVEMENT SALES AND PARTNERSHIPS DIRECTOR ASIA PACIFIC, VISA

WE WORK WITH THE LARGEST PLAYERS

ASIA HQS



INTERNATIONAL HQS



ASSOCIATIONS & REGULATORS



OUR 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.**

/ 05

Q&A

LIONS

Marketing

For creative **marketing** that **matters**.

MARKETING

Our business

LIONS



WARC



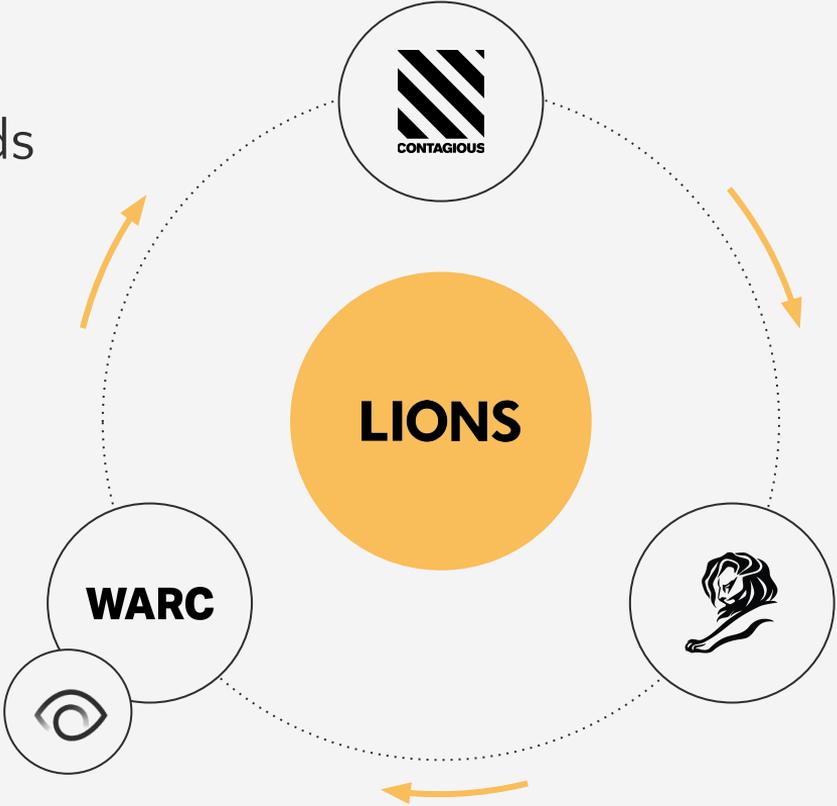
LIONS is an events-led business with year round customer engagement through our digital platforms and advisory services

LIONS



LIONS is the definitive platform for everyone in the business of creative marketing. Providing the **Events**, **Intelligence** and **Advisory** services needed to drive growth through creative marketing.

We deliver these services through four distinct brands and unique points of entry...

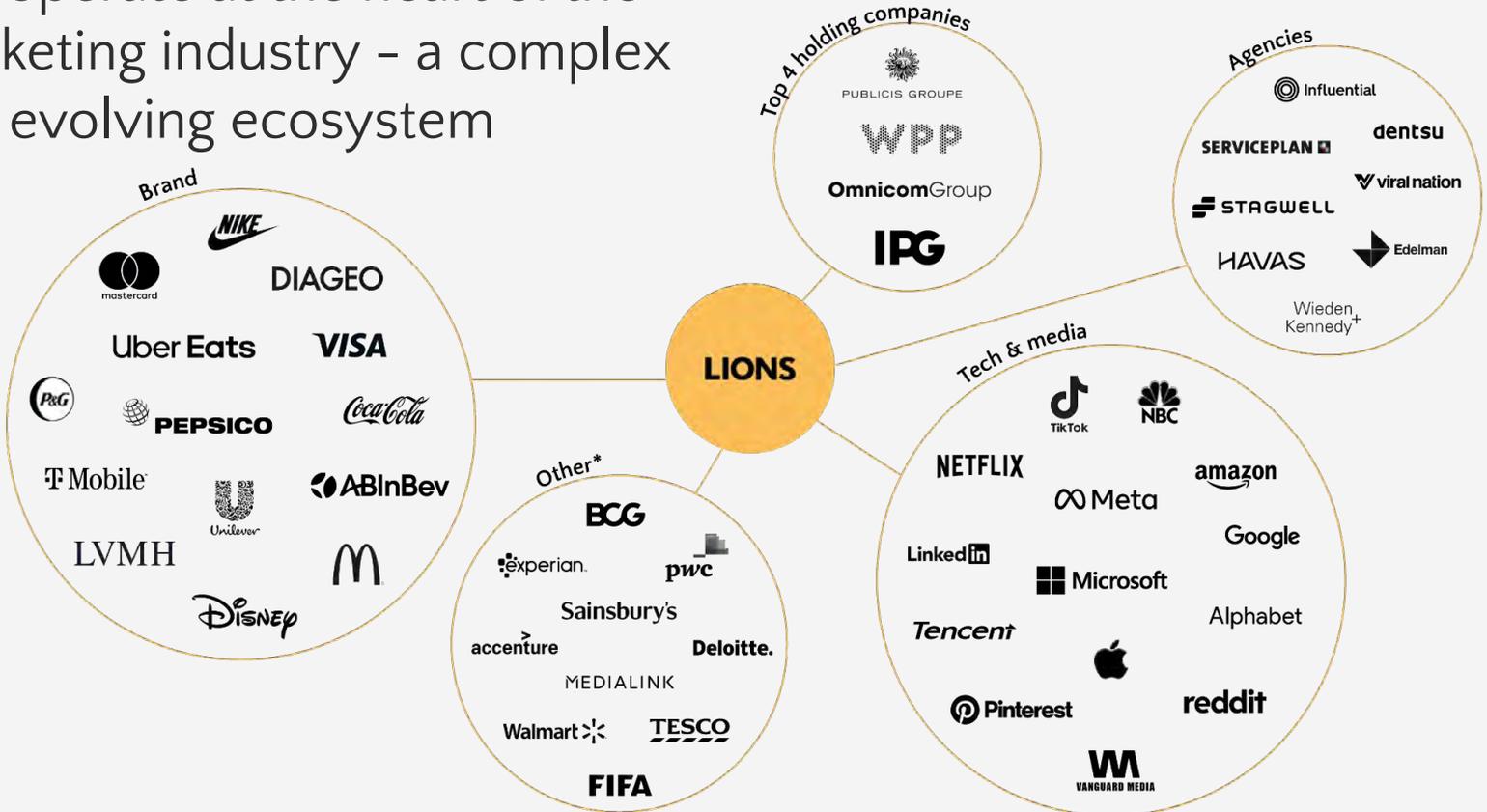


IMPACT (WARC and Acuity)
Measure, optimise and build future effectiveness strategies with unbiased evidence and insight.

INSIGHT (Contagious)
Fuel a culture of creativity by identifying and understanding the key ideas, innovations and cultural trends that are driving businesses forward.

EXCELLENCE (Cannes Lions)
Set an ambition, benchmark your work, track performance, and build your legacy with the gold standard of creative excellence.

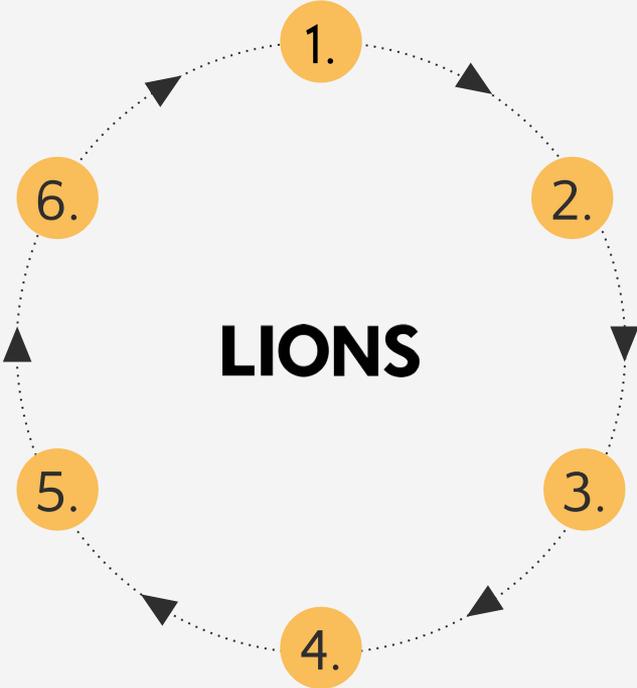
We operate at the heart of the marketing industry - a complex and evolving ecosystem



*Consultancy, Government, Industry Associations, Retail

And our platform creates a network effect that drives year-round engagement and growth

- 6.**
Measure creative marketing excellence...measured each as part of the Lions awards benchmark.
- 5.**
Support through digital platforms
Use of our four digital services, for creative marketing best practice, embedded within brands and their partners.
- 4.**
Provide Advisory services
Advisory and transformation programmes for marketing excellence foster year-round CMO engagement.



- 1.**
Set the definitive global benchmark
The Lions awards are the global standard for creative marketing, reflecting the expanding ecosystem.
- 2.**
Decode creative marketing excellence
Delegates attend the festival to better understand how to achieve creative marketing excellence.
- 3.**
Create partnership opportunity
Sponsors from new sectors are attracted by opportunities to interact and do business with the ecosystem.

MARKETING

Our revenue

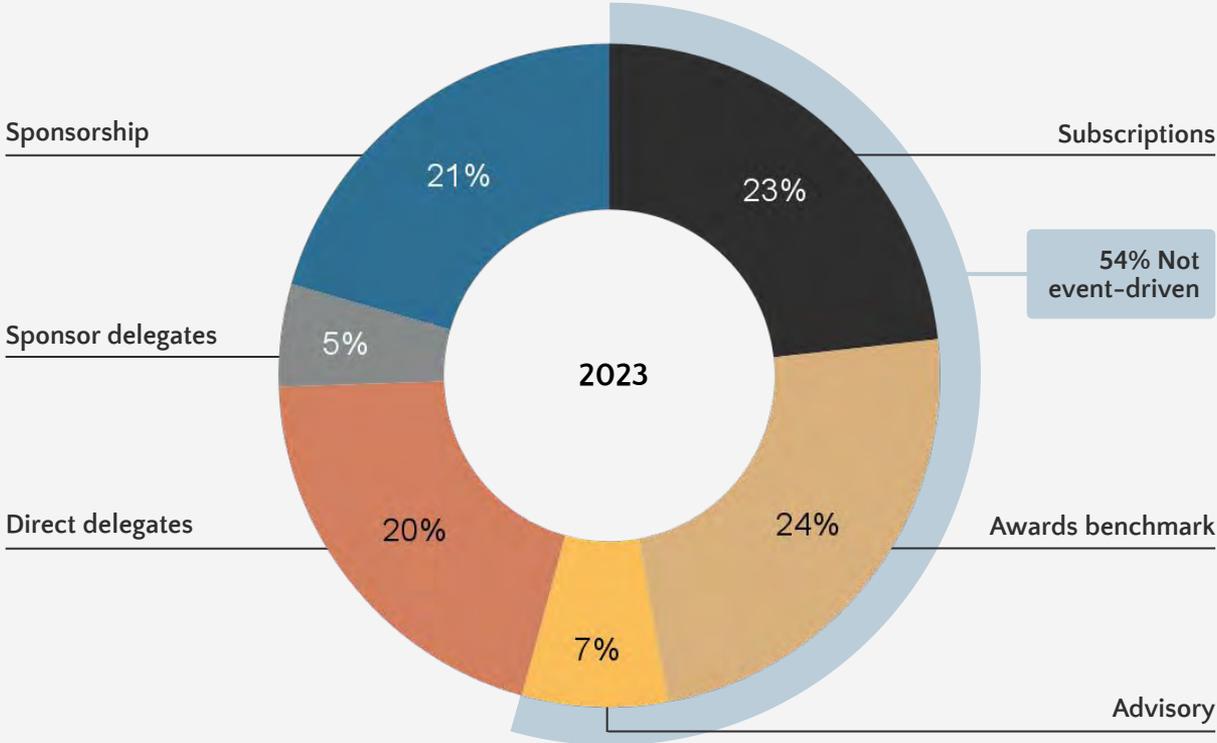
Broad revenue base, with a wide range of products

Key data 2023

Customers **c.5,000**

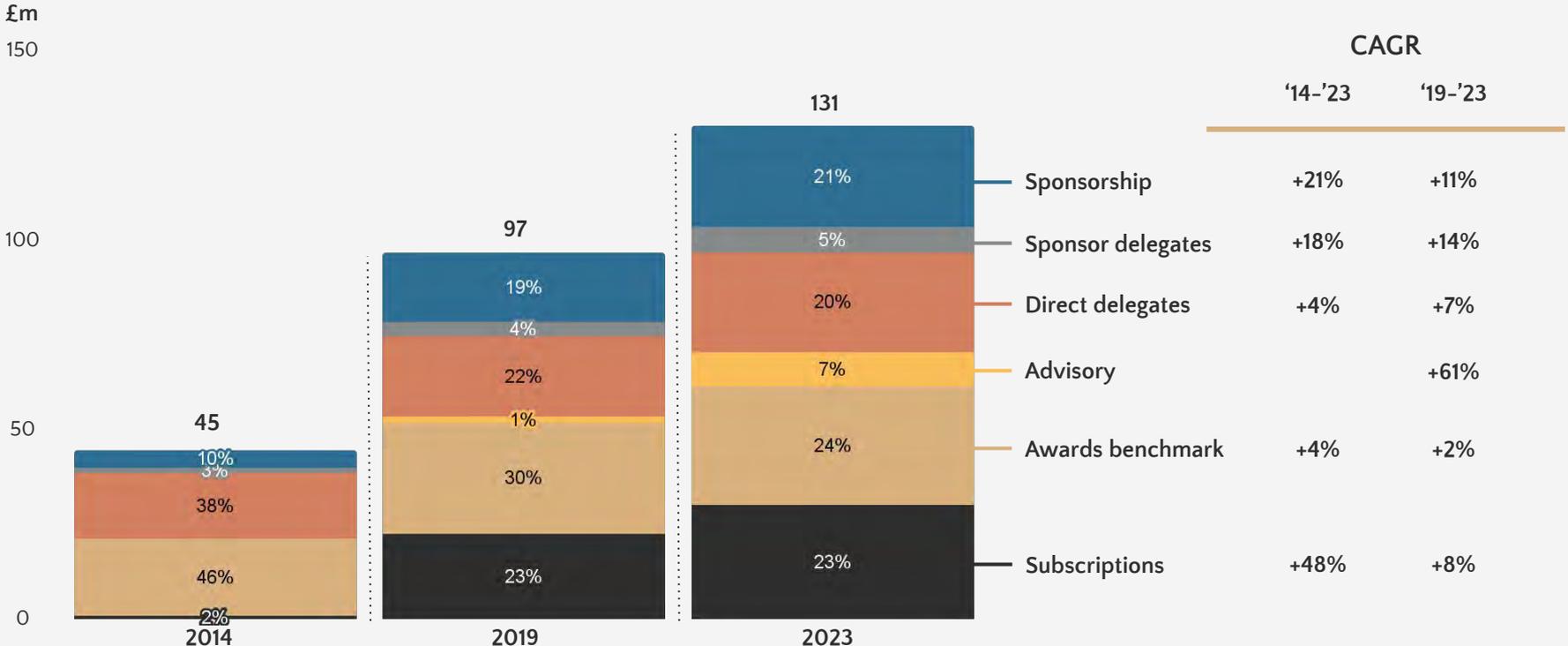
Customer retention* **> 90%**

Countries represented **> 100**



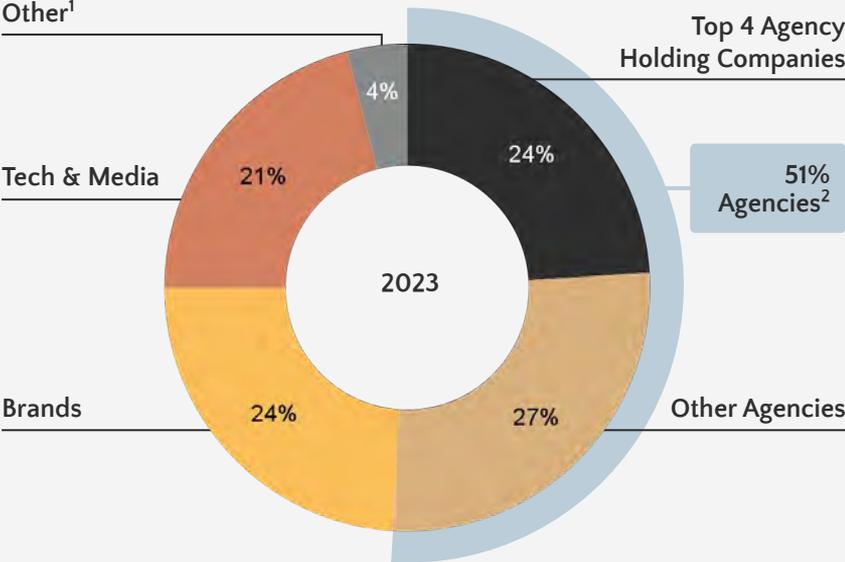
*2023 vs 2022 revenue of customers in both years

Our product mix is increasingly balanced as we execute our strategy for growth

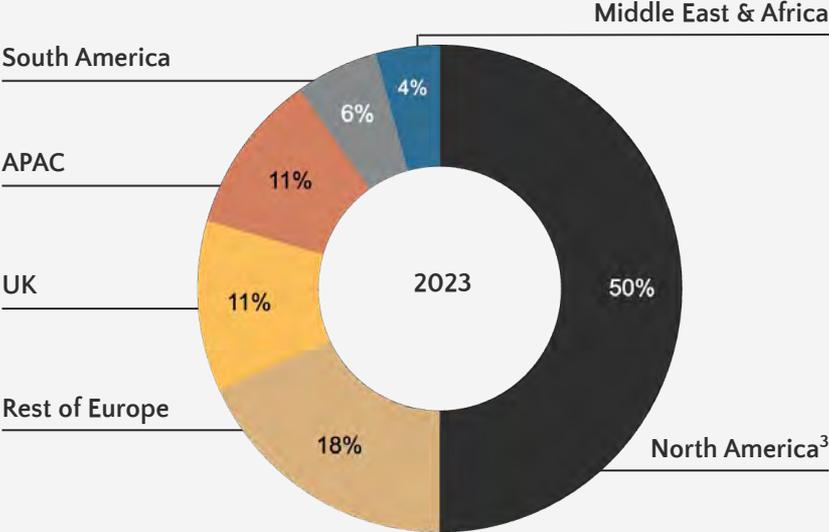


Our customer base is increasingly diverse with expansion beyond agencies and into the US market

Customer type



Customer location



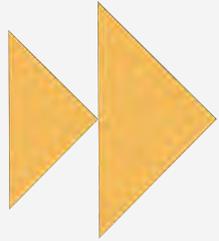
¹ Consultancy, Government, Industry, Associations, Retail
² vs. 2014 Agencies: 75%

³ vs. 2014 North America: <30%

MARKETING

Our strategy

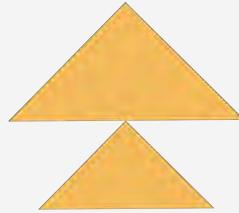
We have three clear routes to growth...



Horizontal

Expand our addressable market

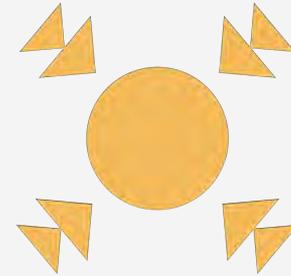
Eg. *New customers* from the Creator Economy ecosystem



Vertical

Attract sub-verticals within 'marketing'

Eg. *New customers* from the Luxury marketing sector



Penetration

Go deeper into our core across priority markets

Eg. *Innovation* with new eLearning revenue stream

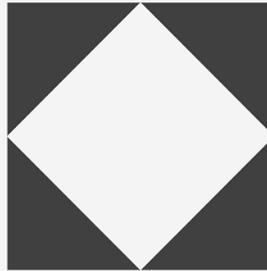
We will execute the strategy through three focus areas



Innovation

Organic growth

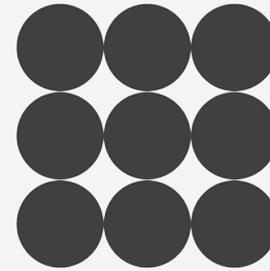
New products and services that address unmet needs



Excellence

Market leading quality

A relentless focus on best practice and product value



Integration

Integration & Value Creation

Complementary acquisitions and new value created through cross brand product integration

MARKETING

Innovation

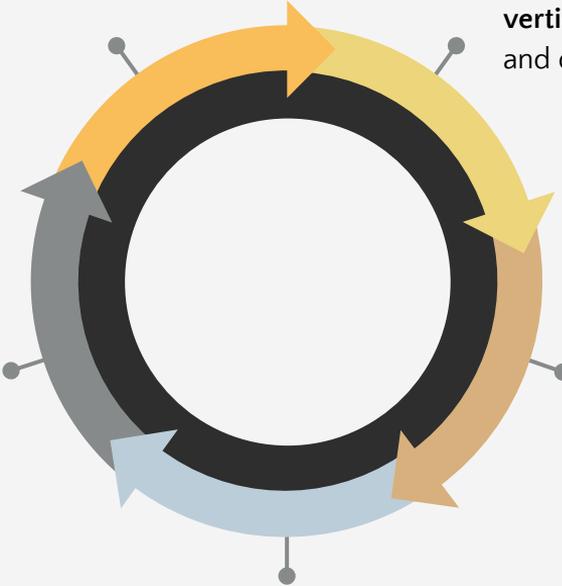
We know that addressing unmet needs through innovation delivers organic growth...

Innovation results in entry into new verticals and business models

Creation of **new business models and verticals** delivers maximum penetration and distance from competitors

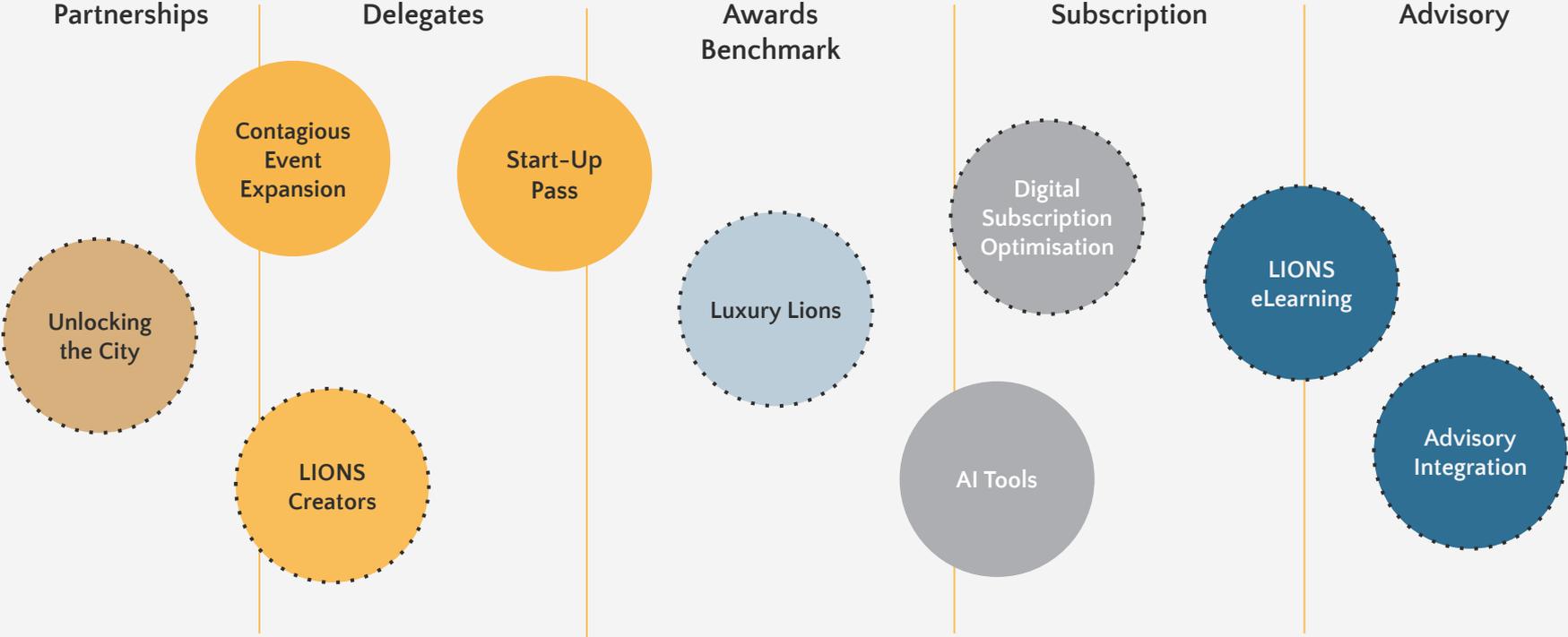
Focused expertise in information and events amplifies level of innovation

Category-defining products allow significant yield growth



Our **proximity to market** helps us anticipate demand

We have accelerated our innovation resulting in strong organic growth in 2024...



LIONS Creators

A key horizontal expansion initiative in 2024 has been product innovation for the **Creator Economy**...

Market Value

The Creator economy is worth **\$250bn¹**

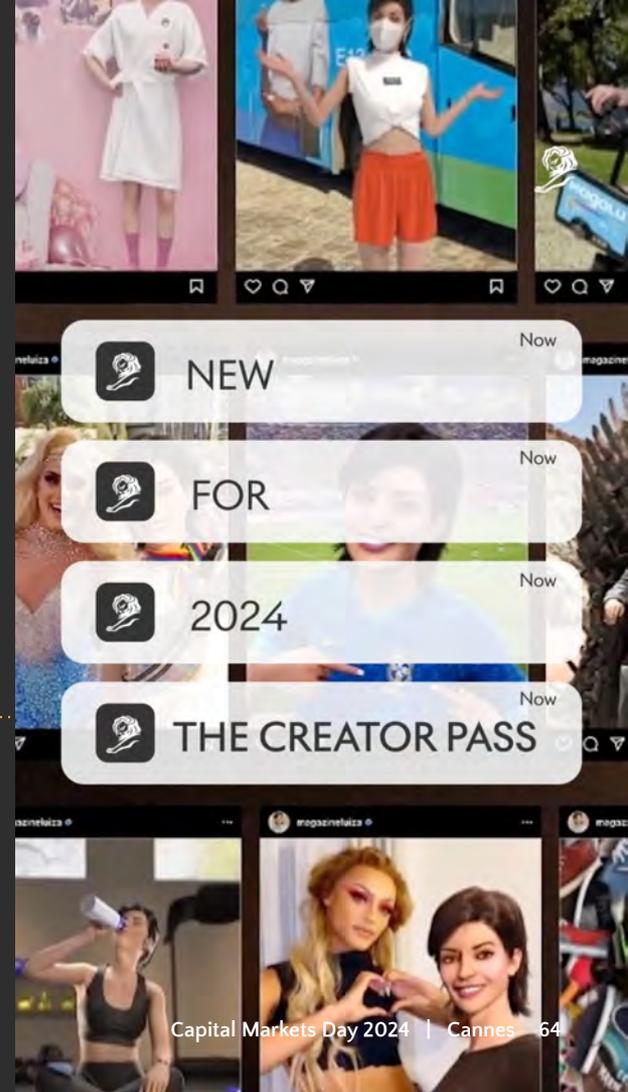
Creator marketing in US is worth **\$6bn¹**

Increased Investment

92% of global brands have increased their Creator marketing budgets

Penetration Opportunity

To date, LIONS has done business with **only 4 of the top 70** influencer marketing businesses



¹ Goldman Sachs, April 2023

LIONS Creators

Our network effect allows us to establish a unique ecosystem to unlock new value for every party involved, including...

CREATORS

Social media content **Creators** want to form and maintain brand partnerships and develop new business models

BRANDS

Brands would like to better understand how to work with Creators and optimise their budgets

TECH & MEDIA

Tech & Media would like to maintain and build relationships with Creators and establish themselves as a preferred distribution channel

AGENCIES

Creative **Agencies** are keen to identify and establish their role in the ecosystem

Forbes

Brands, Meet Creators: Cannes Lions Builds Bridge To Creator Economy



Jun 5, 2024, 01:38pm EDT



LIONS Creators

“Creators go to VidCon to see their fans. They go to Cannes to meet **the brands**. We see a 20x ROI from our presence at Cannes Lions.”

Ryan Detert

CEO, Influential

Luxury & lifestyle LIONS

We've established a new vertical in the disrupted, Luxury market. This is a new platform for growth over time (much like Lions Health, Entertainment, B2B).



Rankin

Photographer,
Publisher,
Director



**Caroline
Rush**

CEO, British
Fashion Council



**Ozwald
Boateng**

Founder &
Designer

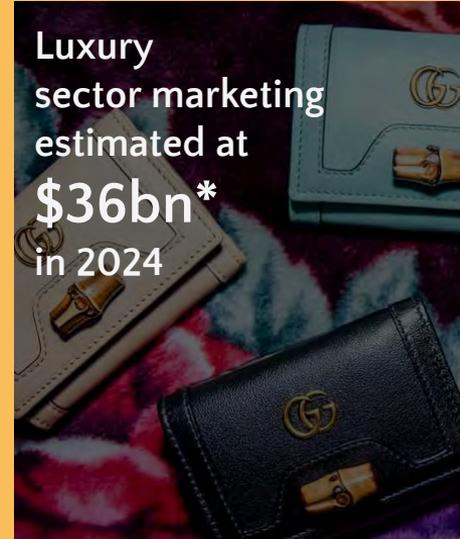


**Vanessa
Kingori**

Chief Business
Officer, Conde Nast

The Luxury & Lifestyle Lions will recognise branded communications and solutions that drive business performance and brand loyalty.

The Lion will also recognise creativity and innovation that are rooted in craftsmanship. Work that should aim to set a new benchmark for the luxury sector, including the creative evolution of business models and broader transformation.



*WARC Estimate, June 2024

Luxury & lifestyle LIONS

The good news is that the brands* in this new sector are engaging and have entered...



BOTTEGA VENETA



VOGUE



LVMH



LOEWE



Cartier

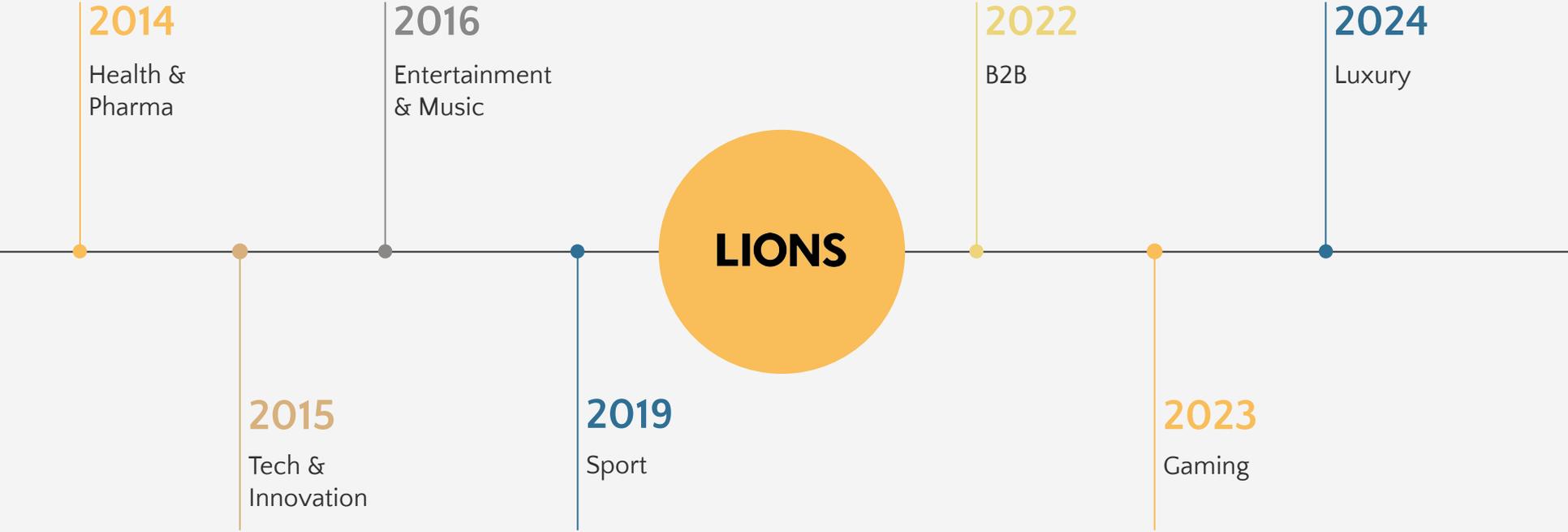


Sotheby's



*A selection of brands that have entered work into the Luxury Lions

A major lever for growth is our ability to consistently and successfully expand into new verticals...



LIONS Learning is a new digital pillar,
innovation and revenue stream

eLearning's global value
\$45bn by 2028,
growing at 11% CAGR*

*Statista 2024



Believe in something, even if
it means sacrificing everything.

“Brands shouldn’t
pick sides.”



LIONS Learning enables us to further mitigate market cyclicalities, improve our customer penetration and accelerate our growth through digital innovation

Proprietary & partner-led

Launching multiple vocational training courses in 2024.

1

Expansion of digital revenues

Reduces reliance on Event-linked, one-off revenues.

2

Permission to play

Builds upon the LIONS School platform from Cannes Lions.

3

Future customer

Promotes talent retention and brand loyalty.

4

Unlocking the City of Cannes

We are improving our market **penetration** by consistently creating new inventory and attracting new customers. By successfully expanding our footprint we can deliver innovative experiences and consistent service levels for attendees.

In 2024 c.£5m of sponsorship revenue is expected to come from inventory innovation.

Sponsorship revenue (£m)

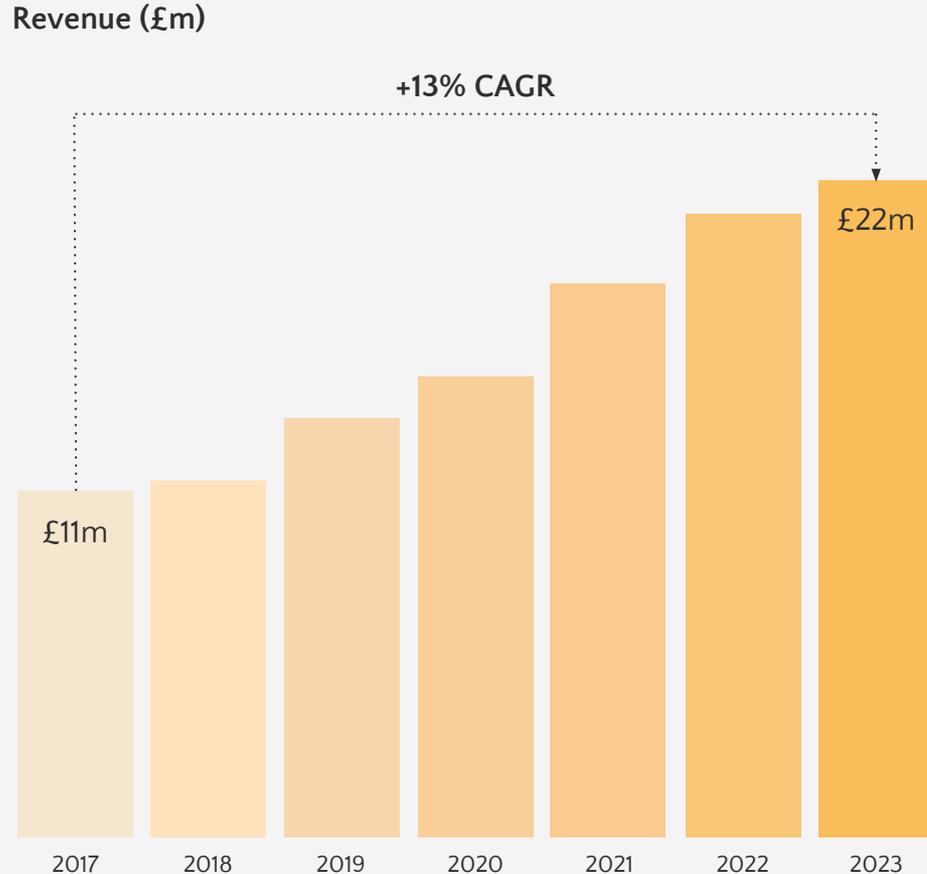


MARKETING

Integration

We have a strong track record of integrating smart acquisitions to deliver sustained organic growth

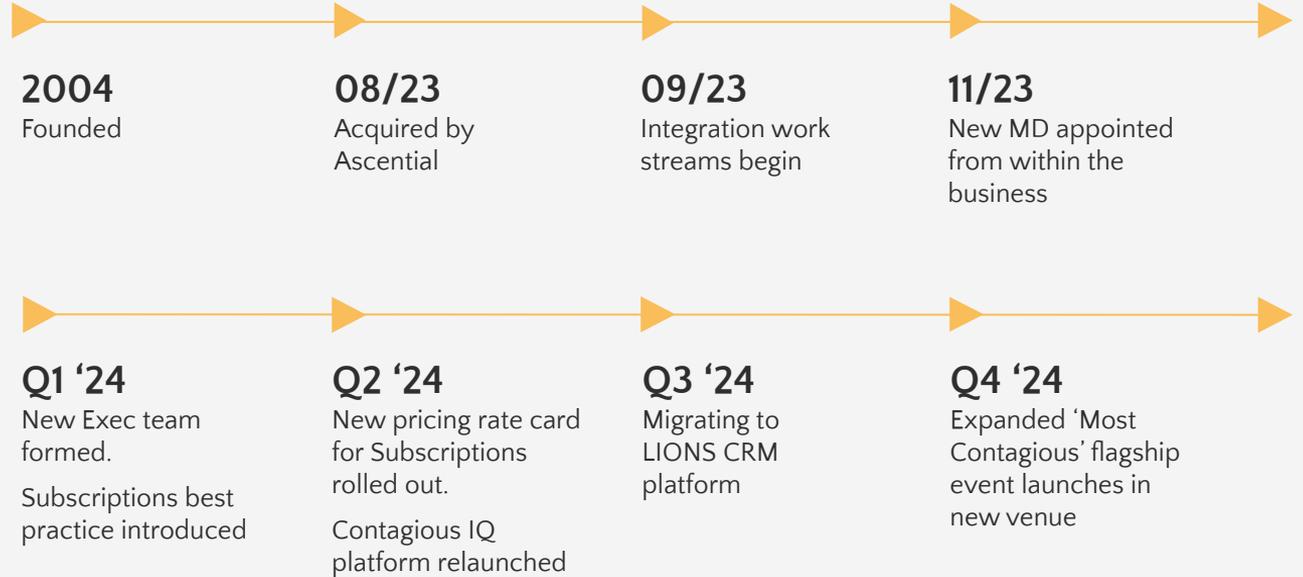
- WARC is the global reference point for marketing effectiveness, delivered through a leading digital subscription platform.
- The business has doubled its revenue, a **13% CAGR**, since acquisition.
- A key driver of this success has been improving renewal rates by over 10 percentage points to **>90%**.





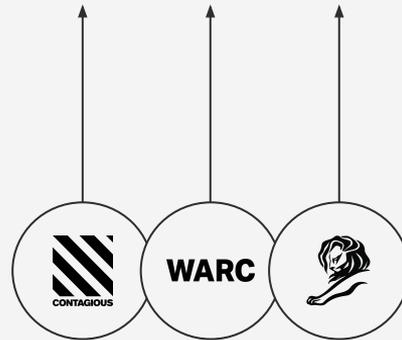
We have continued this success with the strong performance of Contagious post-acquisition

- Contagious also enables revenue diversification with > **80%** of revenue linked to digital subscriptions or advisory
- The business is on track to **beat the Acquisition Case**

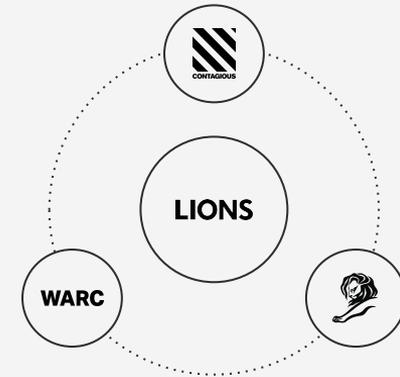


We are unlocking new value through **Advisory** integration - collectively, our brands are now able to deliver transformational year round programmes for the CMO audience...

CUSTOMERS



A shift from siloed, short-term, or even overlapping solutions...



...to cohesive, long-term, transformational, higher value programmes.

Digital Subscriptions

Integrated platform bringing together complementary suite of digital products

LIONS



Products ▾

Events & awards ▾

Solutions ▾

Resources ▾

Search 🔍



FOR YOU

Contagious Emotional ad stats

38%

From the world's most Creative Lions to our regional market winners, we give a platform to the best work and the industry's most talented to our only site, and expect to see work trends from creative excellence.

THE AWARDS

Cannes Lions, Eurobest, Spikes Asia, Dubai Lynx

GET INSPIRED

Discover creative uses of artificial intelligence

The Official Cannes Lions Wrap-Up 2023, The 2023 Good Track Grand Prix Winners, That's Entertainment, Card little gives linear and can wrap over text titles

SECTOR INSIGHTS BY WARC

38%

WARC aims to become a circular, climate-positive business by 2030. This means using only recyclable materials, minimising its emissions and prolonging the life of WARC products.

MARKETING EFFECTIVENESS

MARKETING EFFECTIVENESS, INSIGHTS & STRATEGY.

MEDIA

STRATEGY

THE WORLDS-BEST CREATIVE WORK

HOME TO WORLD-CLASS WORK & TALENT. BETTER BRIEFS. BETTER PITCHES. BETTER WORK.

THE WORK

PLAYER

CREATIVITY IS CONTAGIOUS

FUEL FOR CREATIVE AND STRATEGIC THINKING, AND AMMUNITION FOR PITCHES.

IQ

TRENDS

CONFIDENCE THROUGH CLARITY

ACUITY PRICING PUTS PRECISION AT THE HEART OF EVERYTHING.

PRICE INTELLIGENCE

OUR PLATFORM

- Single sign-on
- Multi-product search
- Cross-sell opportunities

MARKETING

Our Strengths

Our 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.



Track record demonstrates our uniquely innovative culture.



MARKETING

Q&A

Financial model



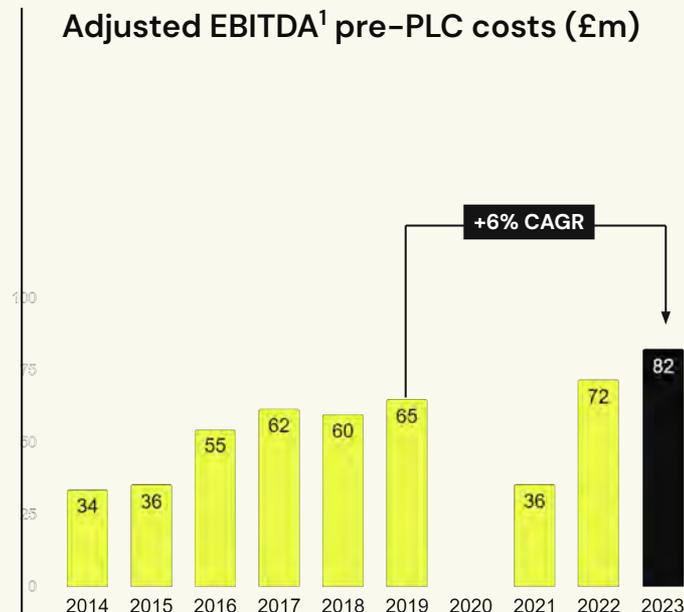
Our track record

Strong and consistent organic growth in both revenue and profit

Revenue (£m)



Adjusted EBITDA¹ pre-PLC costs (£m)



Adjusted EBITDA² post-proforma PLC costs

**2023: £69m
(33.6% margin)**

Shown (a) continuing basis (b) proforma for acquired businesses (Money20/20 acquired 2014, WARC acquired 2018) and (c) excluding RWRC (sold December 2022). Growth rates shown at constant currency.

¹ Excludes standalone PLC costs.

² Includes standalone PLC costs.

Our medium-term targets

Revenue growth

Averaging mid-high single digit p.a. over the medium-term

Adjusted EBITDA margin (after standalone PLC costs)

Low - mid 30's %

Operating cash flow conversion

>100% of EBITDA

Capex

c.2-3% of revenue

Free cash flow conversion

c.70% of EBITDA

Dividend

2-3x cover / >33% payout (dividend/adjusted profit after tax)

Leverage

1-2x net debt/adjusted EBITDA

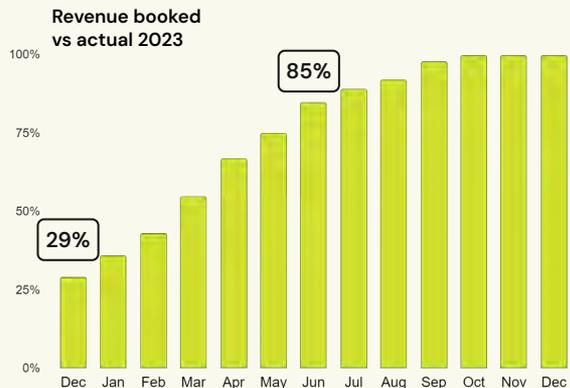
Our financial model

	Track record - (2023 Proforma)	2024 - Analyst consensus ¹	Our medium term targets
Revenue	£206m	£215m	
Organic revenue growth	+13%	+6%	5%–9%
Adjusted EBITDA	£69m	£71m	
EBITDA margin	34%	33%	31%–35%
Working capital	£7m	£1m	
Operating cash flow	£76m (110%)	£72m (101%)	>100%
Capital expenditure	(£5m)	(£6m)	
Tax paid	(£3m)	(£17m)	
Free cash flow	£68m (99%)	£49m (69%)	c.70%

¹P&L per Visible Alpha (at 10th June 2024). Consensus cash flow items on a company- compiled consensus basis.

Strong cash flow fundamentals

Good levels of revenue visibility



High levels of deferred income

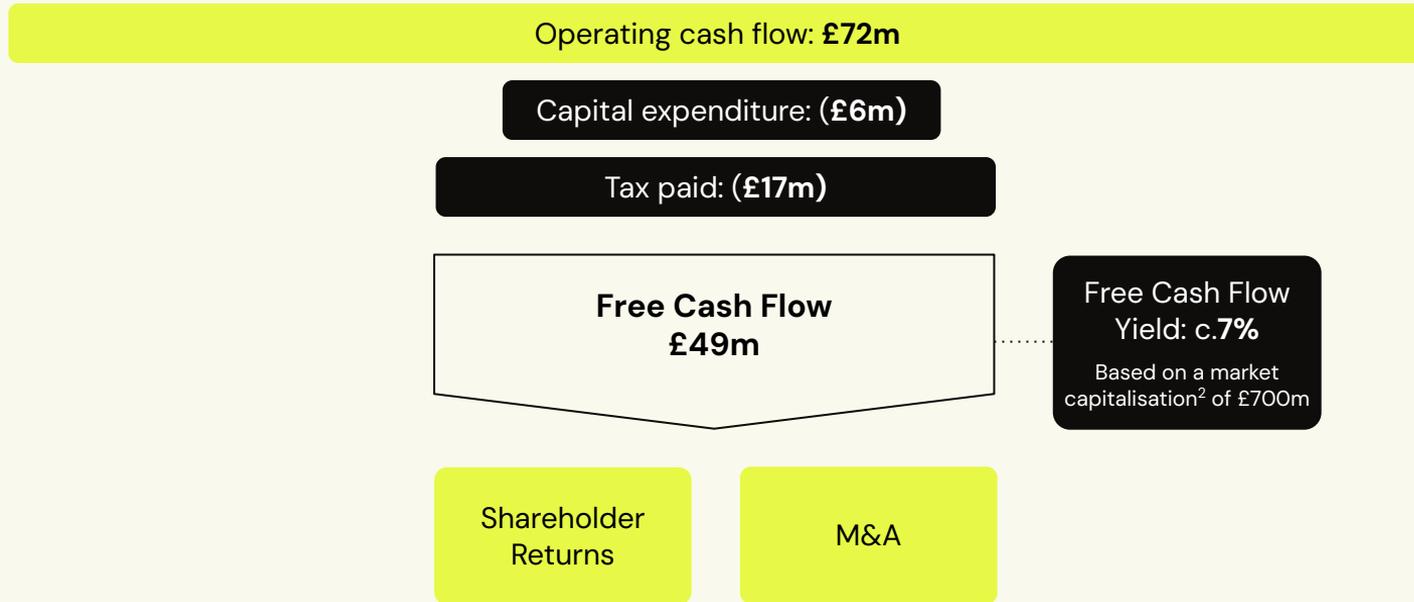


Structurally negative working capital



Capital allocation

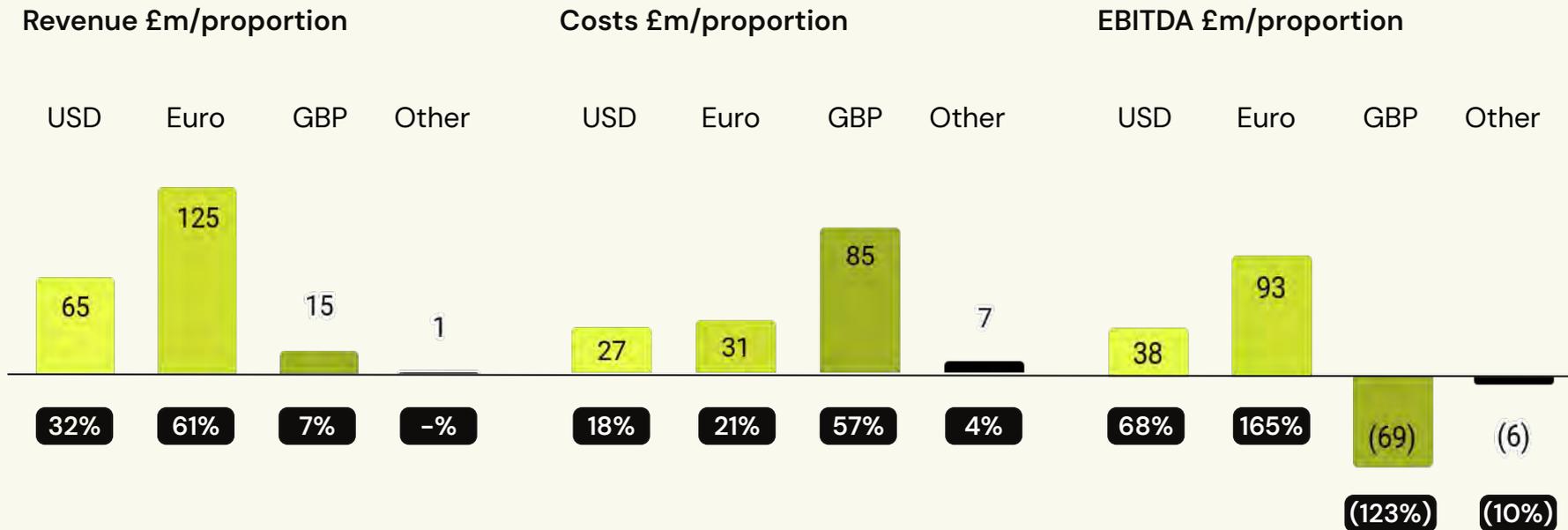
2024 – Analyst consensus¹



¹P&L per Visible Alpha (at 10th June 2024). Consensus cash flow items on company- compiled consensus basis.

² At 10th June 2024

Our currency mix



Currency headwinds from USD in 2024 (£1=\$1.27) compared to 2023 (£1=\$1.22)

Highly attractive financial profile

1. Strong revenue growth

2019-2023:

+8% CAGR

3. Strong cash generation

2023:

110%

operating cash conversion

5. Dividend policy

2-3x cover / **>33%** payout
dividend/adjusted net income

2. Excellent levels of profitability

2023:

33.6%

incl. proforma allocation of standalone
PLC costs

4. Low capital requirements

2023:

3%

capex/revenue

6. Leverage target

1-2x

Net debt/adjusted EBITDA

Concluding remarks



Key strengths



Large and fast-growing addressable markets



Market-leading businesses



Significant competitive moats



Diverse revenue streams



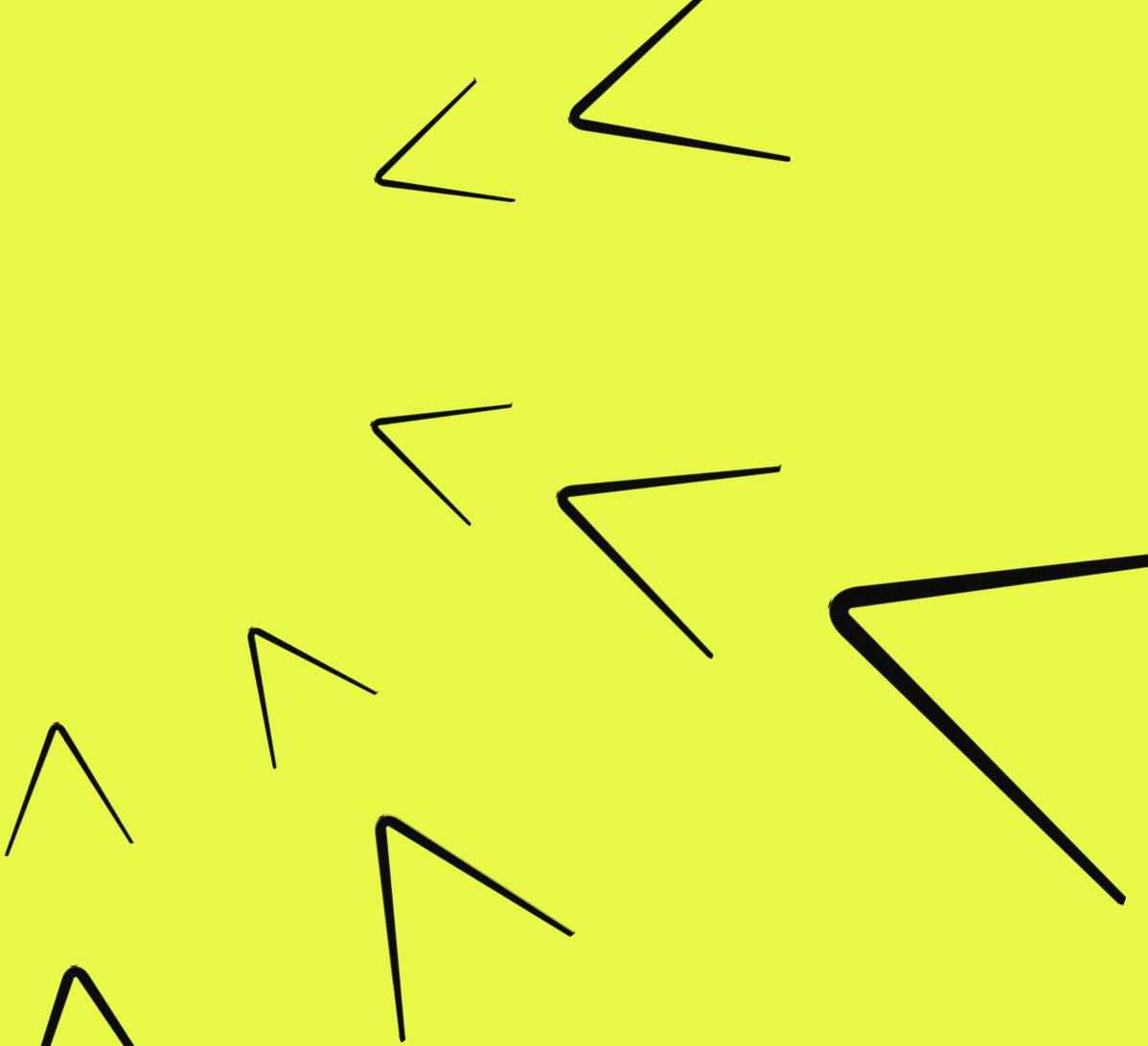
Multiple levers for growth



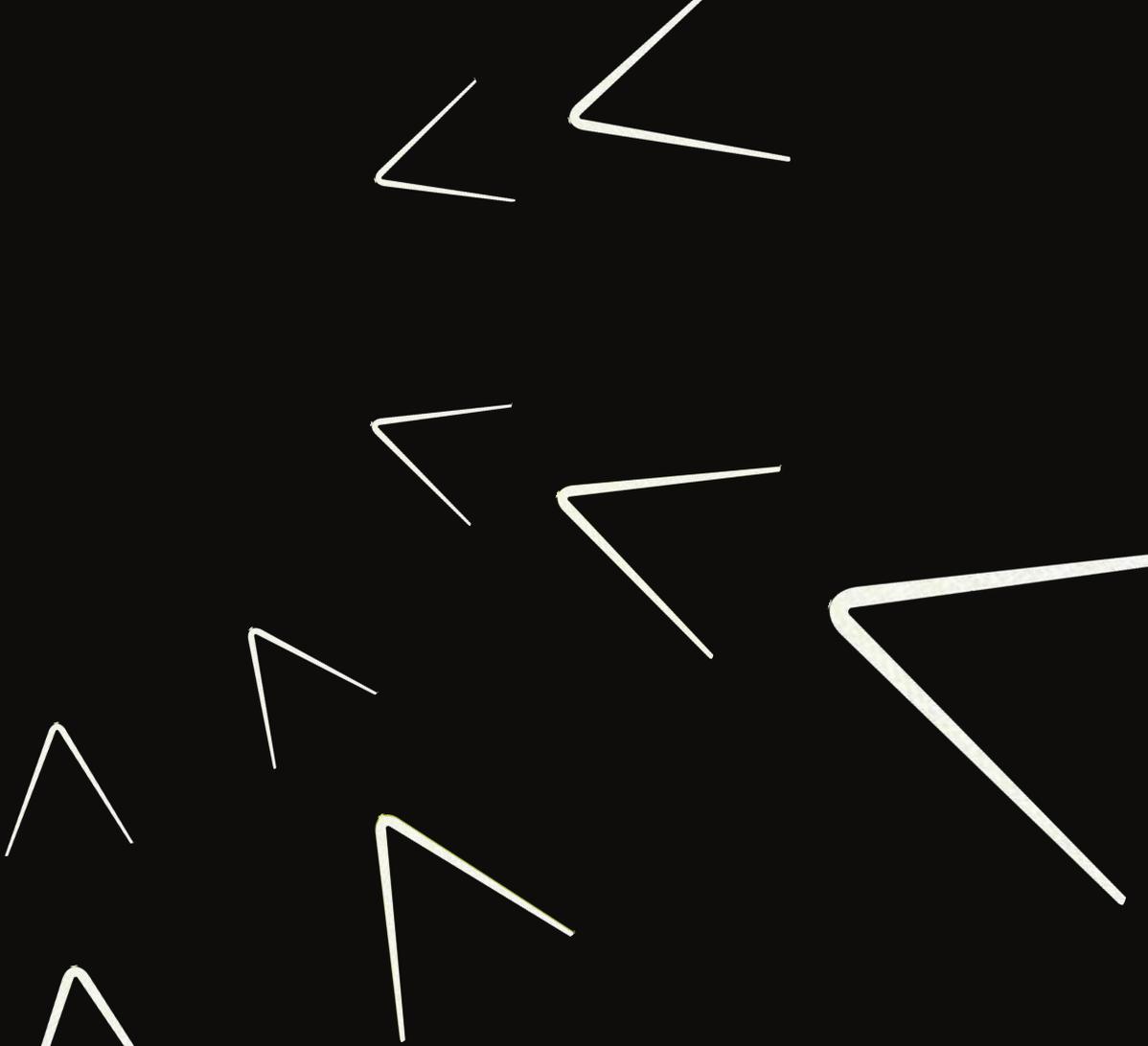
Highly attractive financial profile

Ascential 

Q&A



Presenters





Philip Thomas
Chief Executive,
Ascential

Philip Thomas is Chief Executive of Ascential plc. He is also Chair of Cannes 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, an honorary Fellow of the Institute of Practitioners in Advertising and a Member of the BBC Advisory Board on AI Personalised Content. Philip was cited as one of the Agents of Change for Gender Equality by the UK's Management Today magazine.



Mandy Gradden
Chief Financial
Officer, Ascential

Mandy Gradden joined the company as CFO in January 2013. As part of her role, Mandy leads the investor relations, finance, tax, treasury, legal and procurement teams working closely with the CEOs and finance leaders within the business divisions.

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 from £39 million to £203 million 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.

Mandy is a Non-Executive Director and the Audit Committee Chair of Spectris plc and Chair of the FCA's Listing Authority Advisory Panel.



Tracey Davies
President,
Money20/20

Tracey Davies is the President of Money20/20. With a wealth of experience in the retail and digital media industries, Tracey has led the Money20/20 business since 2016, and has subsequently been named one of the Top 100 Women in Fintech by Fintech Magazine.

Tracey is an influential diversity and inclusion advocate, and has launched significant initiatives RiseUp and Amplify. These impactful programmes ensure that women, minorities and underrepresented professionals have a louder voice and more seats at the financial services table.



Scarlett Sieber
Chief Strategy &
Growth Officer,
Money20/20

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 written the definitive book on Embedded Finance, published by Wiley to critical acclaim. She has won many plaudits in her career including being named "The Top 10 Women in Finance".



Simon Cook
Chief Executive
Officer, LIONS

Simon Cook is Chief Executive of the LIONS Division, bringing together LIONS, WARC, Contagious and Acuity Pricing to champion creative marketing that matters.

Over the past decade, Simon has spearheaded the creation and introduction of two thirds of the Lions awards. Simon has expanded the LIONS business which now provides year-round intelligence and advisory services beyond its flagship event, Cannes Lions, the International Festival of Creativity. Simon is deeply passionate about the work and is a tireless advocate for creative marketing excellence that drives business performance. He also founded the Global Chief Marketing Officers Growth Council.

Prior to joining Lions, Simon worked on the agency side and has been involved in the branded communications industry and Lions for over 15 years.



Paul Coxhill
Chief Operating
Officer, LIONS
and President,
LIONS Insight

Paul leads the digital businesses (WARC, LIONS Intelligence, Contagious, Acuity and eLearning) as well as the M&A/Integration programmes, marketing and product / AI capabilities across LIONS.

Prior to this role, he led the WARC business as CEO for 5 years, including the acquisition of the business, alongside the development of the Lions digital strategy, including the launch of The Work, the Lions Intelligence subscriptions platform, in 2018. Prior to this, Paul was CMO for WGSN for four years, leading the marketing, CRM, subscription management, insight and client management teams for the business, delivering the successful integration of the Stylesight proposition.

Prior to Ascential, Paul spent nearly 5 years as Marketing Director at online payments scale-up Ukash (now sold to Paysafe Group). Before that Paul had 13 years of Marketing experience with Barclays in the UK and South Africa.