

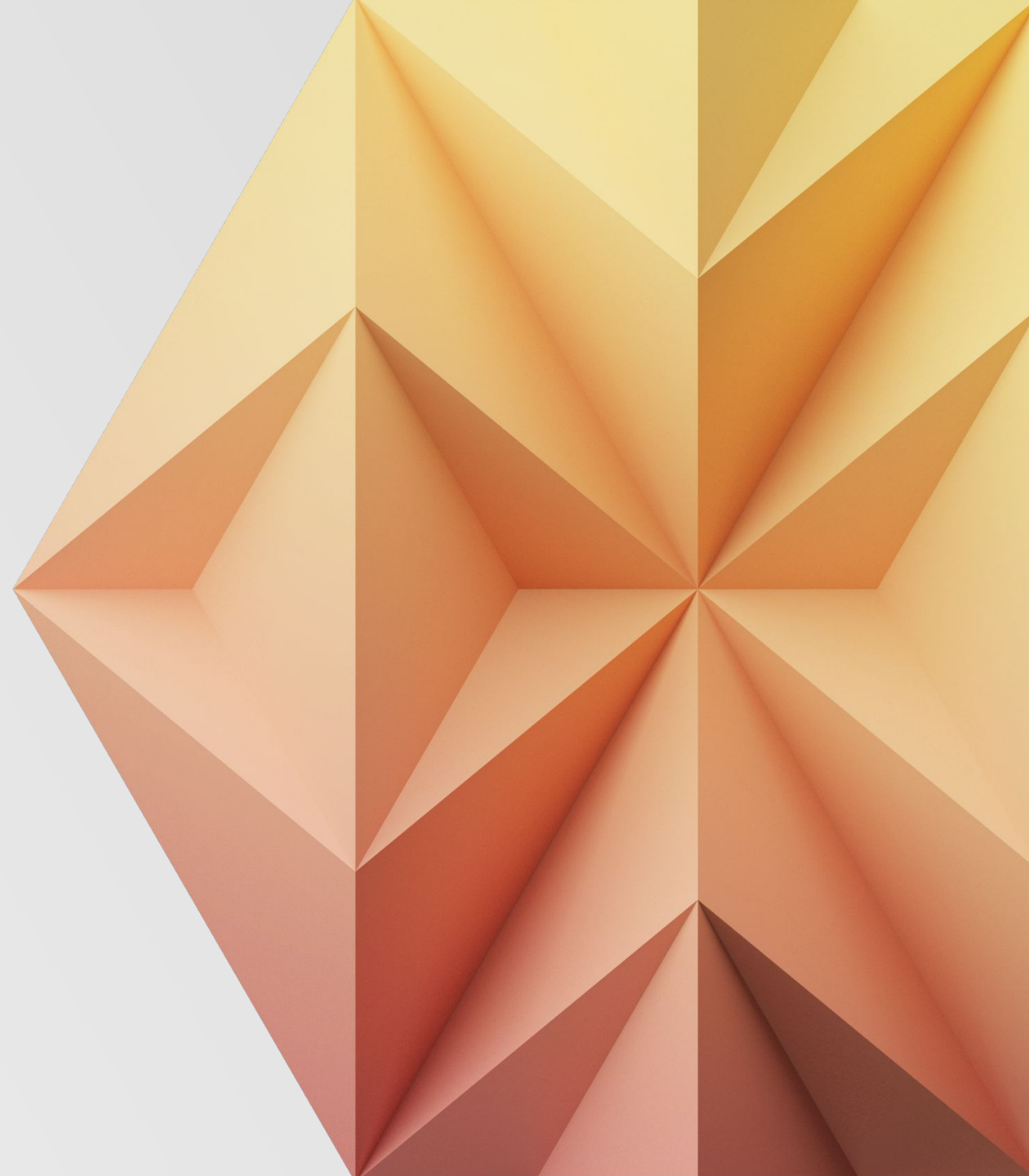
# ASCENTIAL

Act today, win tomorrow.

## Capital Markets Day

A deep dive into the products  
of the Intelligence & Events  
division

Cannes, June 2022



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# Agenda

- 12:00pm BST / 1:00pm CET: Welcome
- 12:15pm BST / 1:15pm CET: Intelligence & Events Introduction
- 12:45pm BST / 1:45pm CET: Product Design - WGSN
- 1:30pm BST / 2:30pm CET: Marketing - Lions
- 2:00pm BST / 3:00pm CET: Break
- 2:30pm BST / 3:30pm CET: Marketing - WARC
- 3:00pm BST / 4:00pm CET: RFS - Money20/20
- 3:30pm BST / 4:30pm CET: Closing Remarks

# ASCENTIAL

## Welcome

Duncan Painter

**ASCENTIAL**

# Introduction to Intelligence & Events

Phil Thomas & Mandy Gradden

# Overview of the Intelligence & Events division



**WHO WE ARE:** we are a data-led, information business



**PURPOSE:** we provide clarity on the future via insights, benchmarking and data tools



**SCALE:** our global team of around 1,000 serves a customer base of c.20,000 in over 120 countries



**HOW:** through digital subscriptions, awards, advisory and events

# Key strengths



Market leading, long established products



Sets benchmark for product quality



Significant competitive moats



Multiple addressable markets and levers for growth



High levels of recurring revenue and customer retention



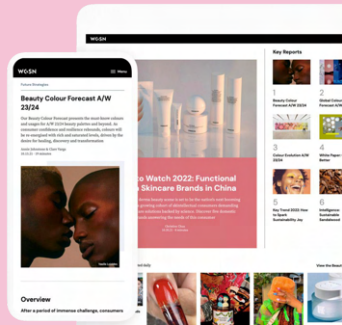
Attractive financial profile with strong operating leverage

# Our brands

## Intelligence & Events division

### PRODUCT DESIGN SEGMENT

# WGSN

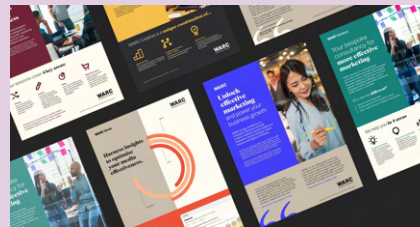


INCLUDING

**coloro**    **START**

### MARKETING SEGMENT

# LIONS    WARC



### RETAIL & FINANCIAL SERVICES SEGMENT

# .MONEY 20/20



INCLUDING

**RetailWeek**

**WORLD RETAIL CONGRESS**

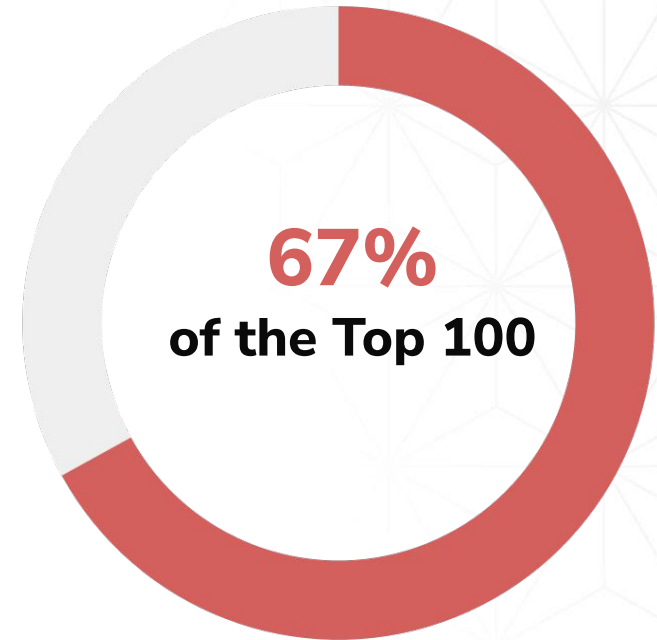
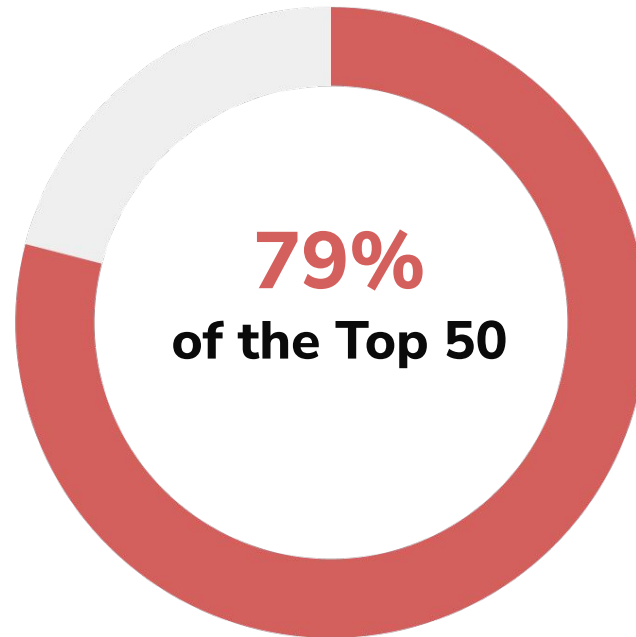
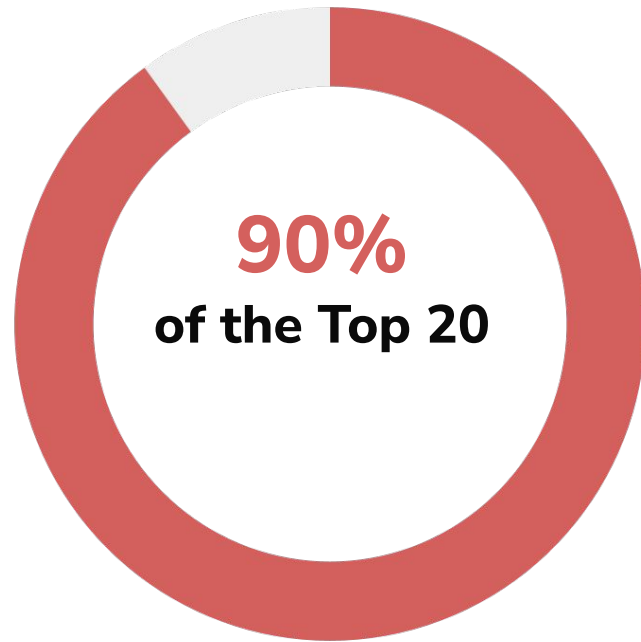
**PRICE + PROMOTION**

**RETAIL INSIGHT**



# High quality customer base

We serve the World's most valuable brands\*, but with considerable runway for further growth



# Innovating for organic growth

Deeply integrated into our customers' operating models

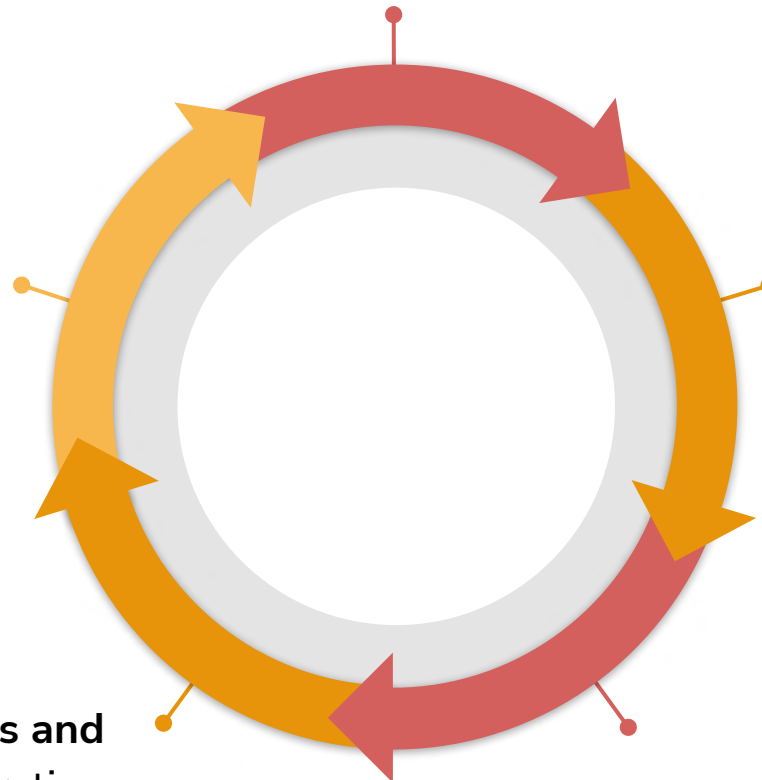
Leaders pride themselves on **proximity to market**, anticipating demand

**Category-defining products** allow significant yield growth

**Focused expertise** in information and events allows cross-fertilization of innovation and cost leverage

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

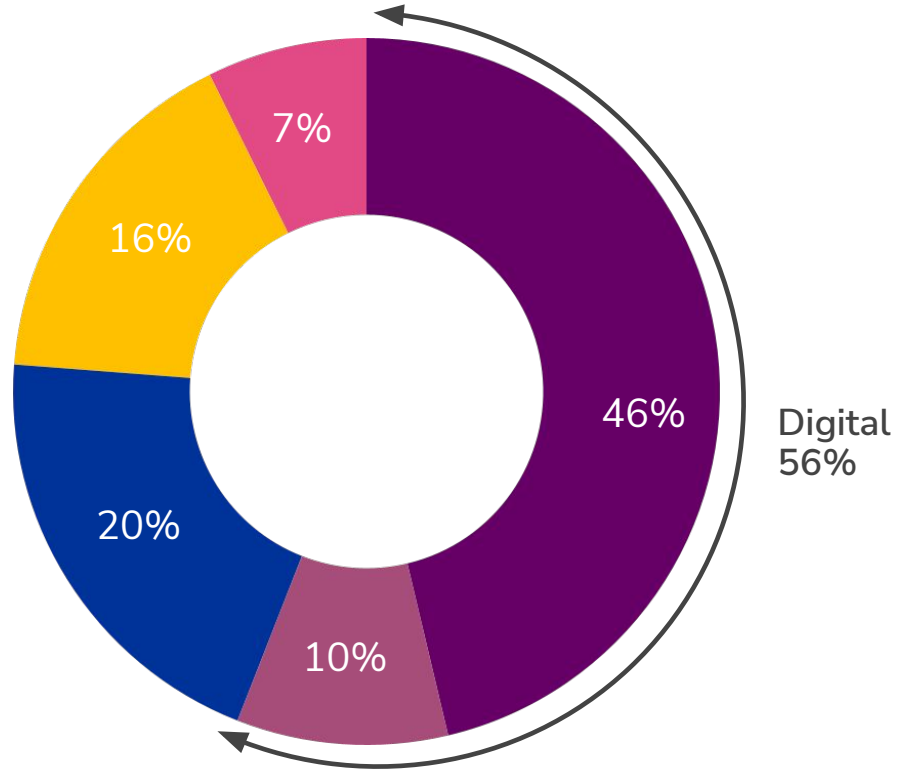
**Innovation** allows entry into new verticals and business models



# Our business model

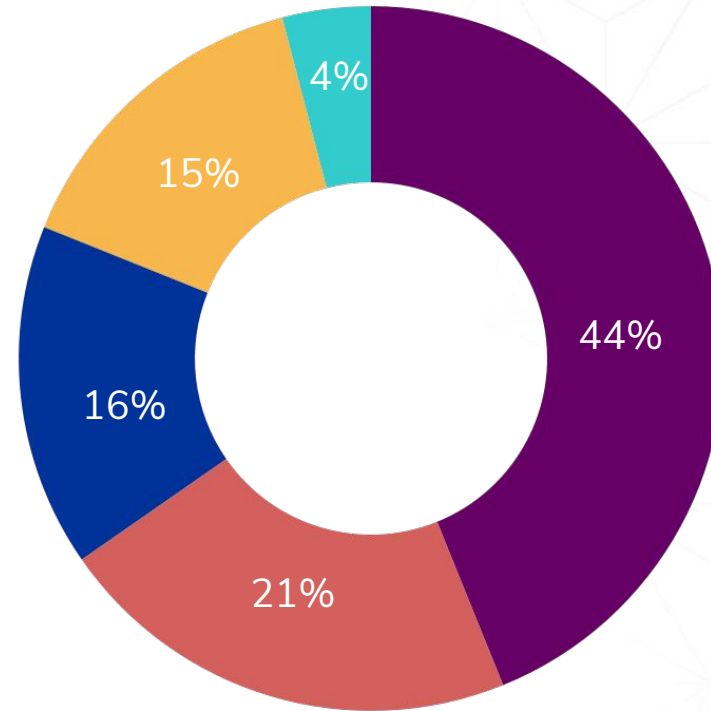
Balanced revenue streams and broad geographic spread

### Revenue Model<sup>1</sup>



- Digital Subscriptions
- Awards
- Delegates
- Sponsorship & Partnership
- Advisory

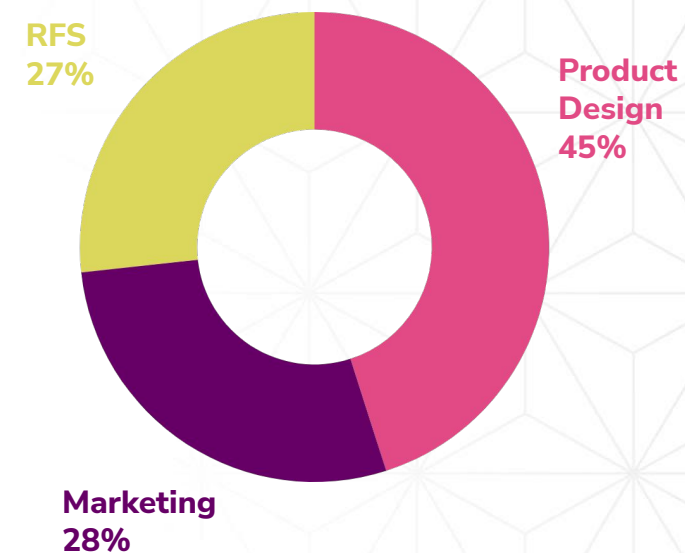
### Global Customer Base<sup>2</sup>



- Americas
- Europe
- UK
- APAC
- RoW

# Financial overview - 2021

Segment	Revenue	Growth	EBITDA	Margin
Product Design	£91m	7%	£41m	45%
Marketing	£57m	188%	£26m	45%
Retail & Financial Services	£54m	205%	£11m	20%
<b>Total</b> before Group costs	<b>£202m</b>	<b>63%</b>	<b>£78m</b>	<b>39%</b>
Group cost allocation <sup>1</sup>			(£10m)	
<b>Total</b> inc Group costs	<b>£202m</b>	<b>63%</b>	<b>£68m</b>	<b>34%</b>



# Highly attractive financial profile



## Strong revenue growth

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



## Market-leading profitability

*With opportunity to enhance through operating leverage.*



## Low capital needs

*Primarily an organic growth model with low capital needs with capex averaging at 3-4% of revenue over the medium term.*



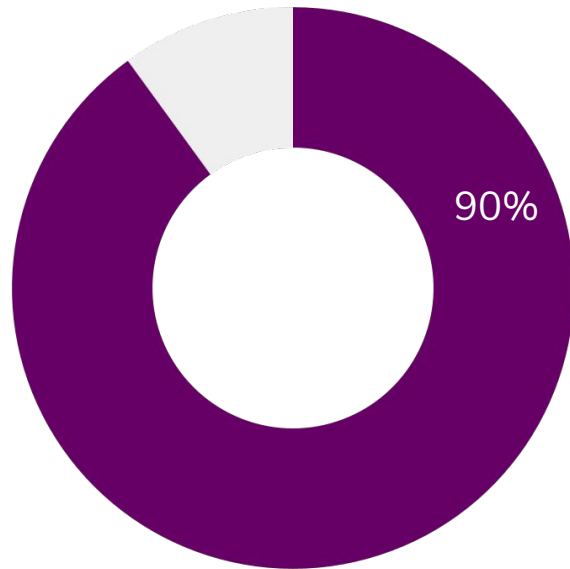
## Strong cash generation

*Structurally negative working capital, with operating cash conversion of 90%+ and free cash flow conversion of 60%+.*

# Revenue characteristics

Highly recurring revenue streams with strong retention and excellent visibility and cash profiles

Almost all revenue comes from **repeating revenue streams**<sup>1</sup>

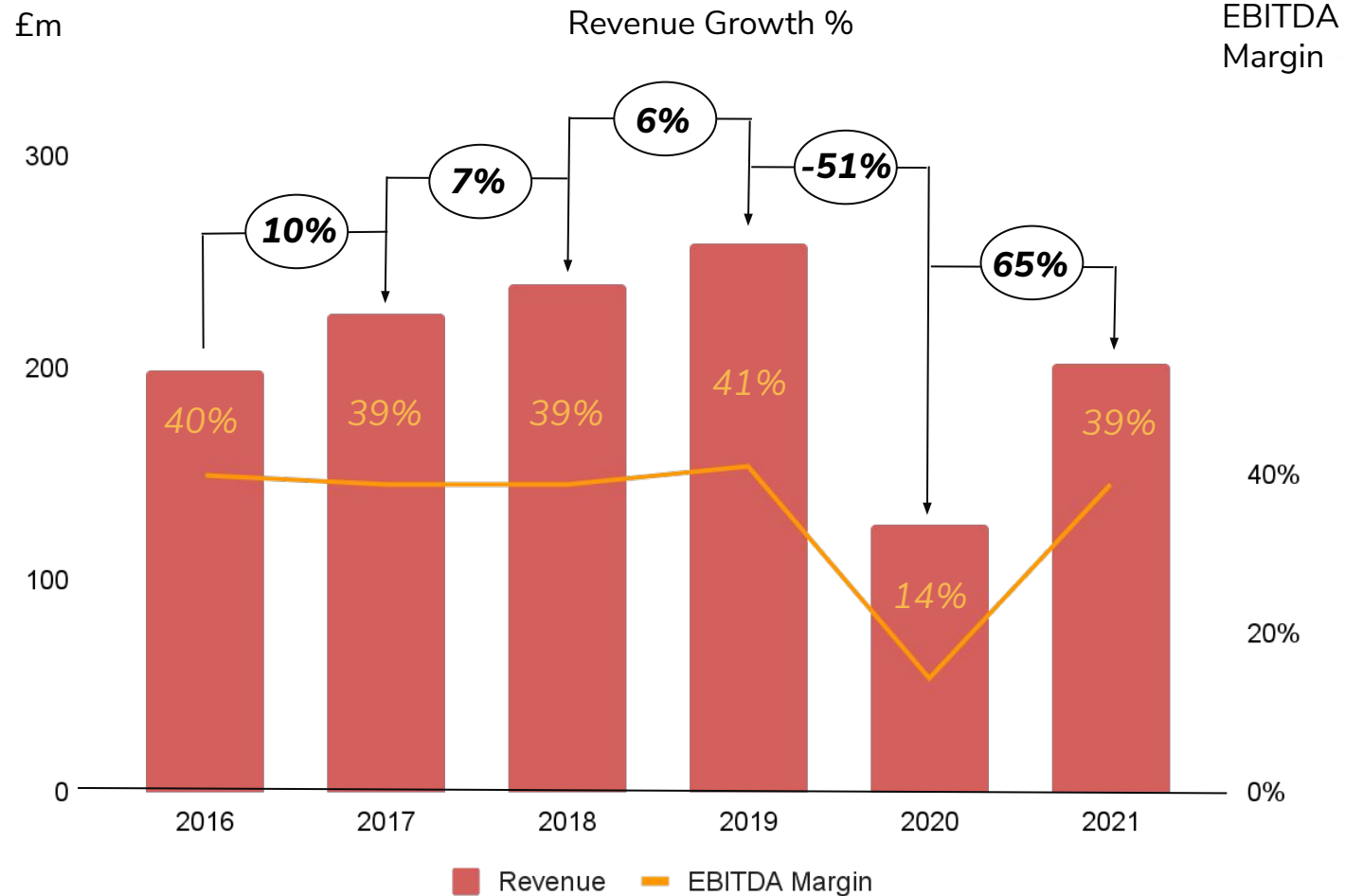


Visibility from repeat revenues and high retention / forward bookings and net **negative working capital** of £50-80m



# Historic performance

Strong and consistent growth, high margins and rapid post-pandemic recovery



# Levers for growth

Considerable headroom for future revenue and profit growth



## Product innovation

Eg. WGSN data-led products, Lions Membership, WARC Digital Commerce index



## Penetration of existing markets

Eg. WARC US, Money20/20 US & Europe



## Extension into adjacent markets

Eg. WGSN Consumer Tech, Food & Drink, Beauty, New Verticals



## Pricing

Eg. WGSN auto renewal with RPI



## Recovery post pandemic

Eg. WGSN Fashion, Lions Asia and Latam delegates



## Expansion into new geographies

Eg. WARC China, Money20/20 future new geographies



**ASCENTIAL**

# Product Design - WGSN

Carla Buzasi

# WGSN / What we do

We enable brands to win in the digital economy by ensuring they create the **right products**, for the **right consumer**, at the **right time**, **right volume** and **right colour**.

We are uniquely placed to do this by combining our **market** and **trend** expertise, **unique data**, and advanced **data science** and **analytics** capabilities.



# WGSN / Milestones

**1998**



WGSN founded

**2013**



Stylesight acquired  
Mindset Brazil acquired

**2015**



Lifestyle & Interiors  
launched  
China JV launched

**2016**



Insights launched

**2017**



Use Fashion acquired  
Coloro launched



**2019**



Beauty launched

**2020**



Food & Drink launched  
Start launched

**2021**



Consumer Tech  
launched  
Interiors & Insight  
relaunched

**2022**



TrendCurve+ launched  
Start: Trend and Tools  
launched

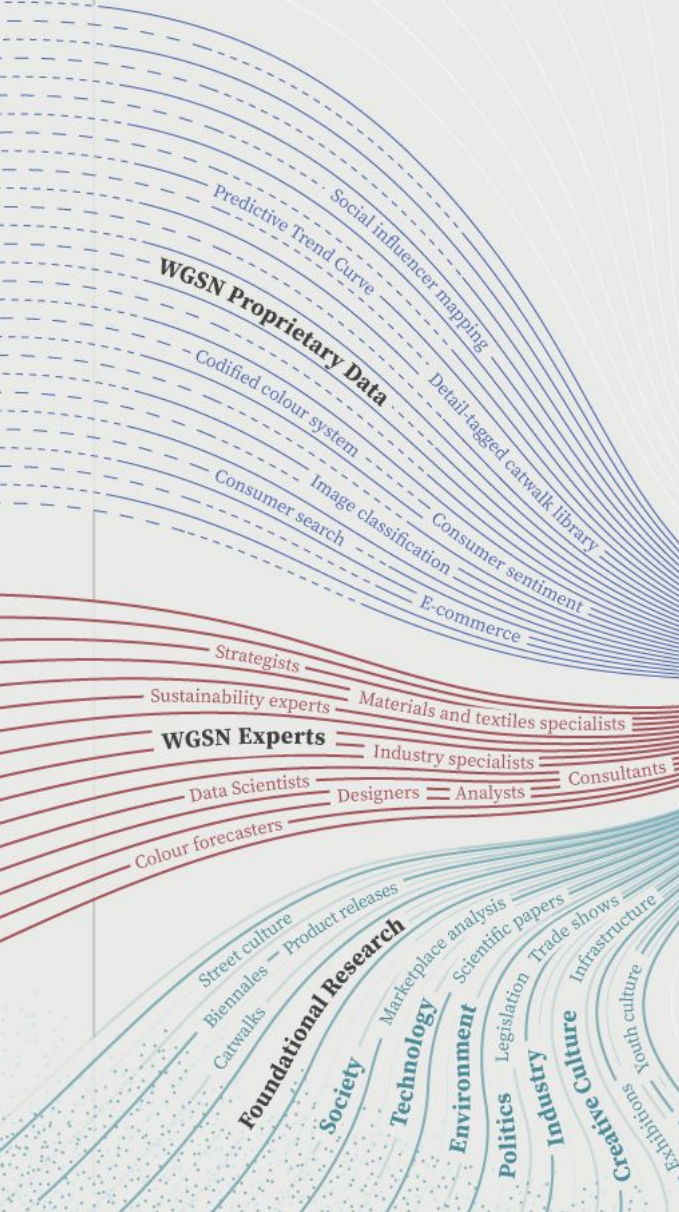


# WGSN / Customers and key facts

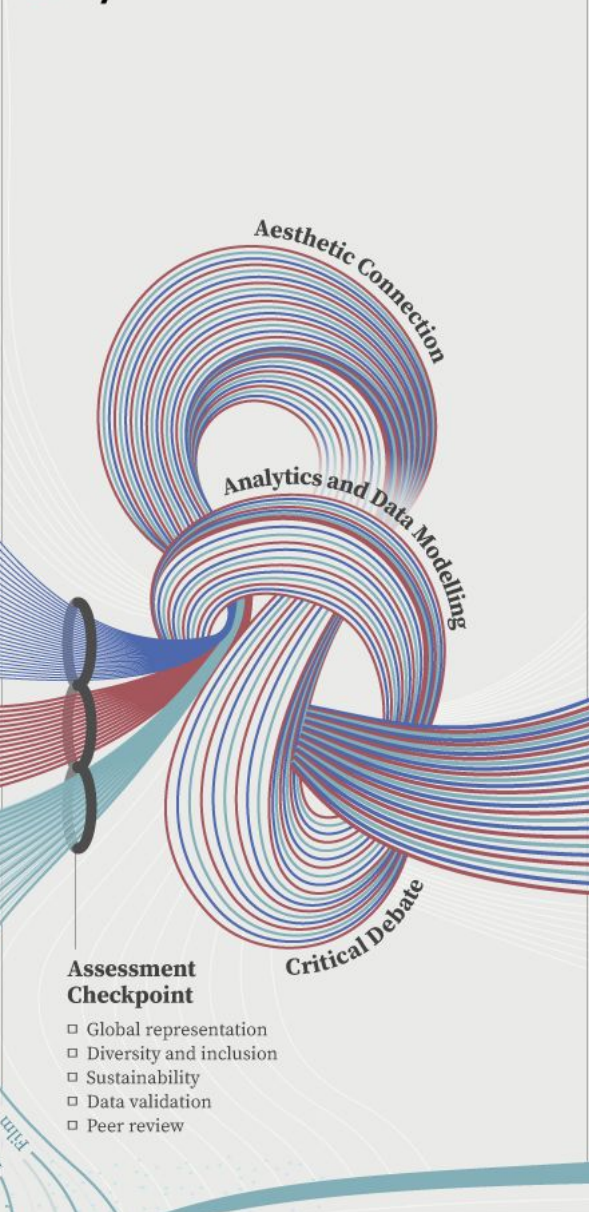
Brand	What we do	Who we serve	Business model	Key stats
<b>WGSN</b>	Consumer insight & product design forecasts	Strategy & innovation product teams Designers, buyers, merchandisers	<ul style="list-style-type: none"><li>– 90% subs &amp; 10% advisory (Mindset)</li><li>– Direct sales model</li></ul>	c. 6,300 customers >450 employees >90% retention rate
<b>coloro</b>	Intelligent colour solutions	Fashion supply chain and brands	<ul style="list-style-type: none"><li>– Swatches, code books, custom colour. Digital products from 2022</li><li>– Direct &amp; ecomm sales model</li></ul>	c. 500 customers
<b>START</b> by WGSN	Fashion trends and images with how-to info and tech packs	SME fashion brands	<ul style="list-style-type: none"><li>– 100% Subscription</li><li>– Direct sales model for Trends and E-comm only for Tools</li></ul>	c. 900 customers

# WGSN / methodology

## 1 Observe



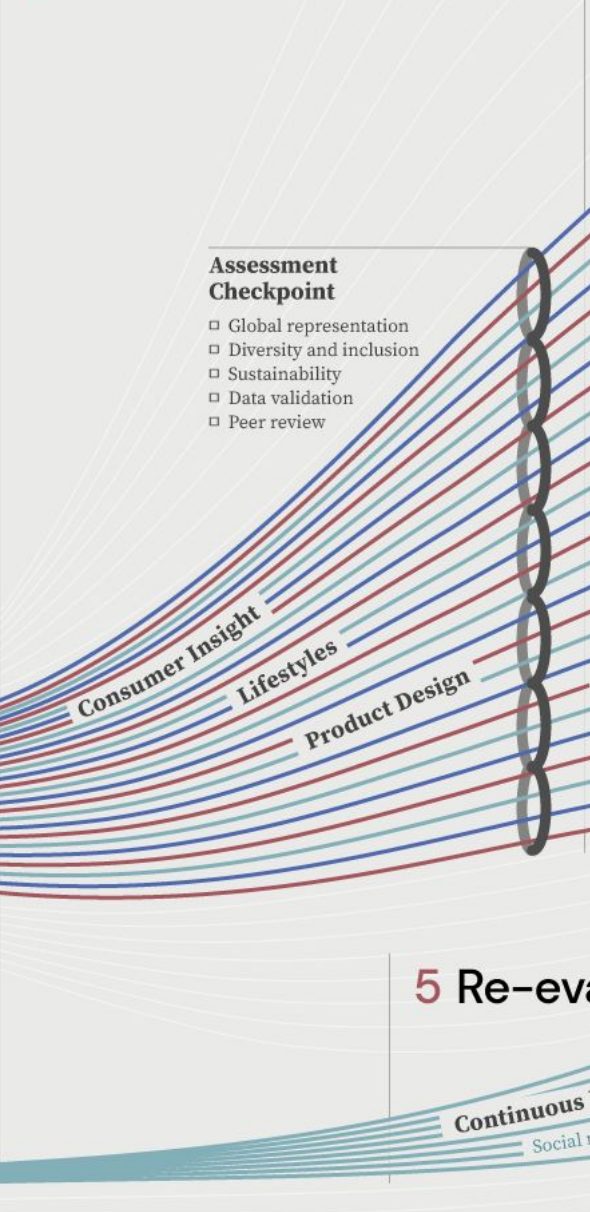
## 2 Synthesise



### Assessment Checkpoint

- Global representation
- Diversity and inclusion
- Sustainability
- Data validation
- Peer review

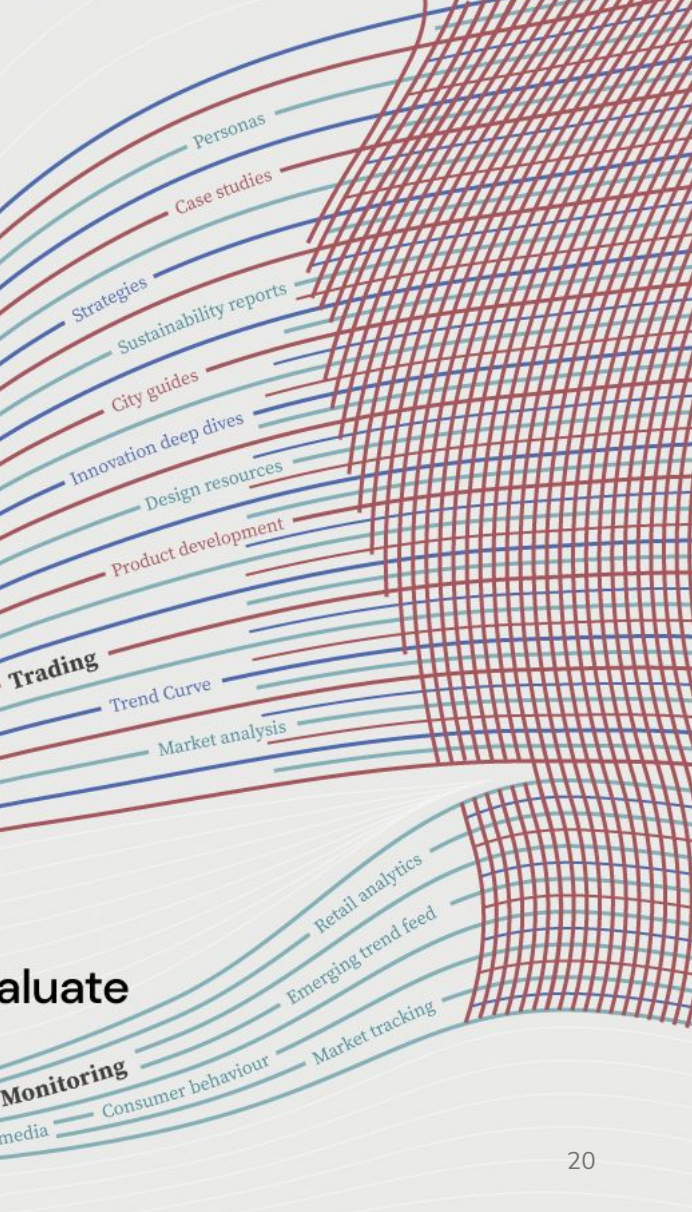
## 3 Forecast



### Assessment Checkpoint

- Global representation
- Diversity and inclusion
- Sustainability
- Data validation
- Peer review

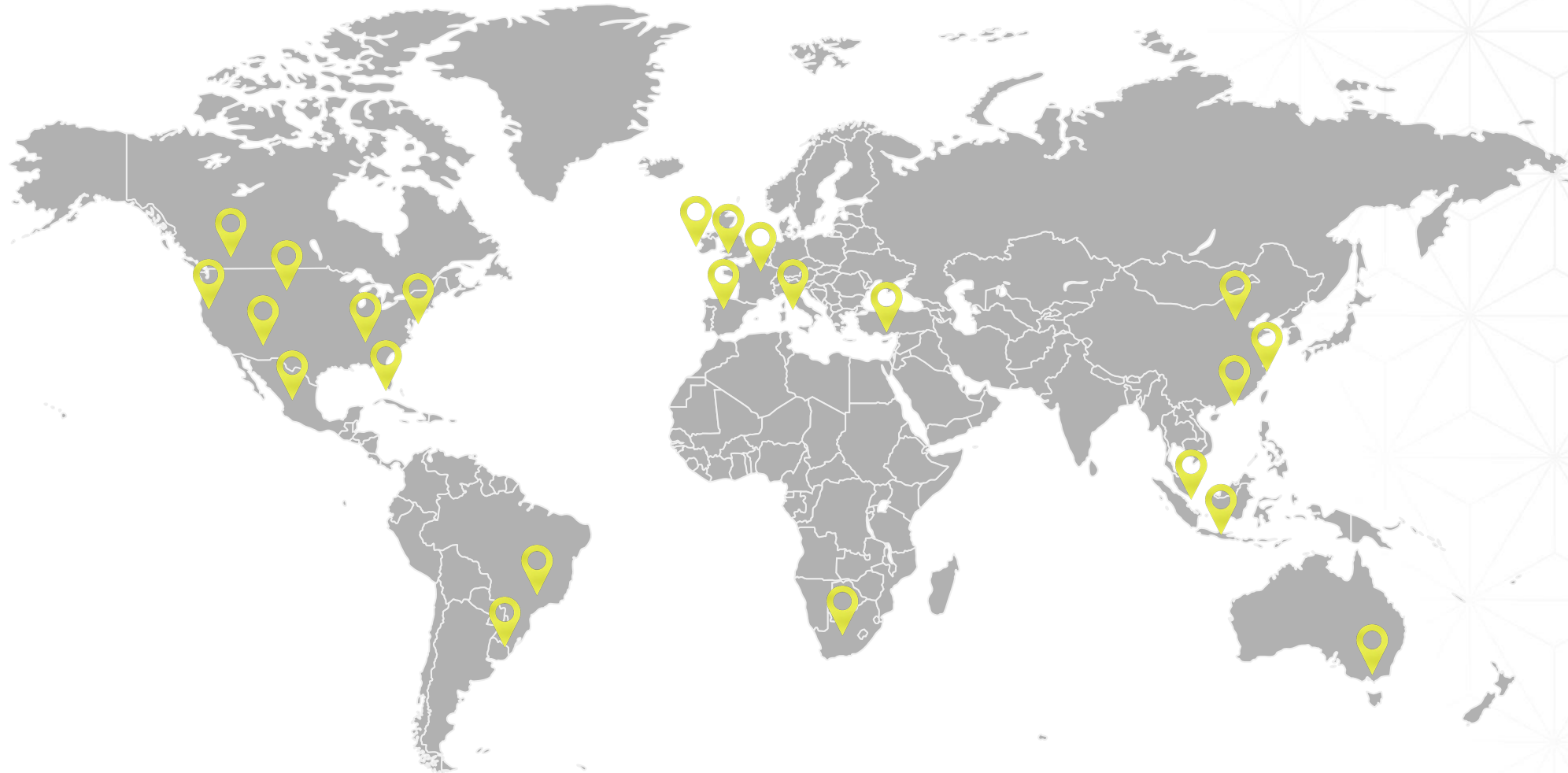
## 4 Focus



## 5 Re-evaluate

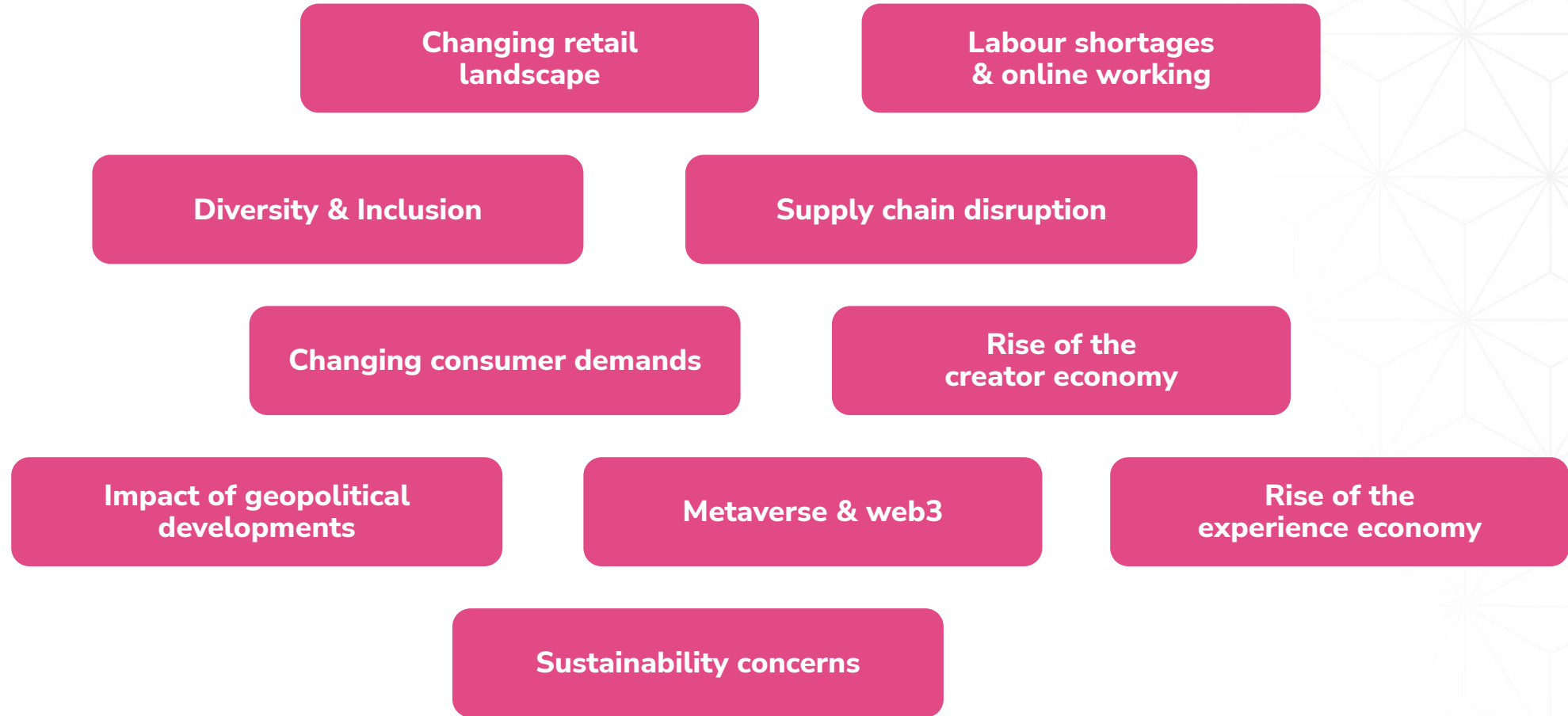
# WGSN / Global reach

Experts across 16 countries



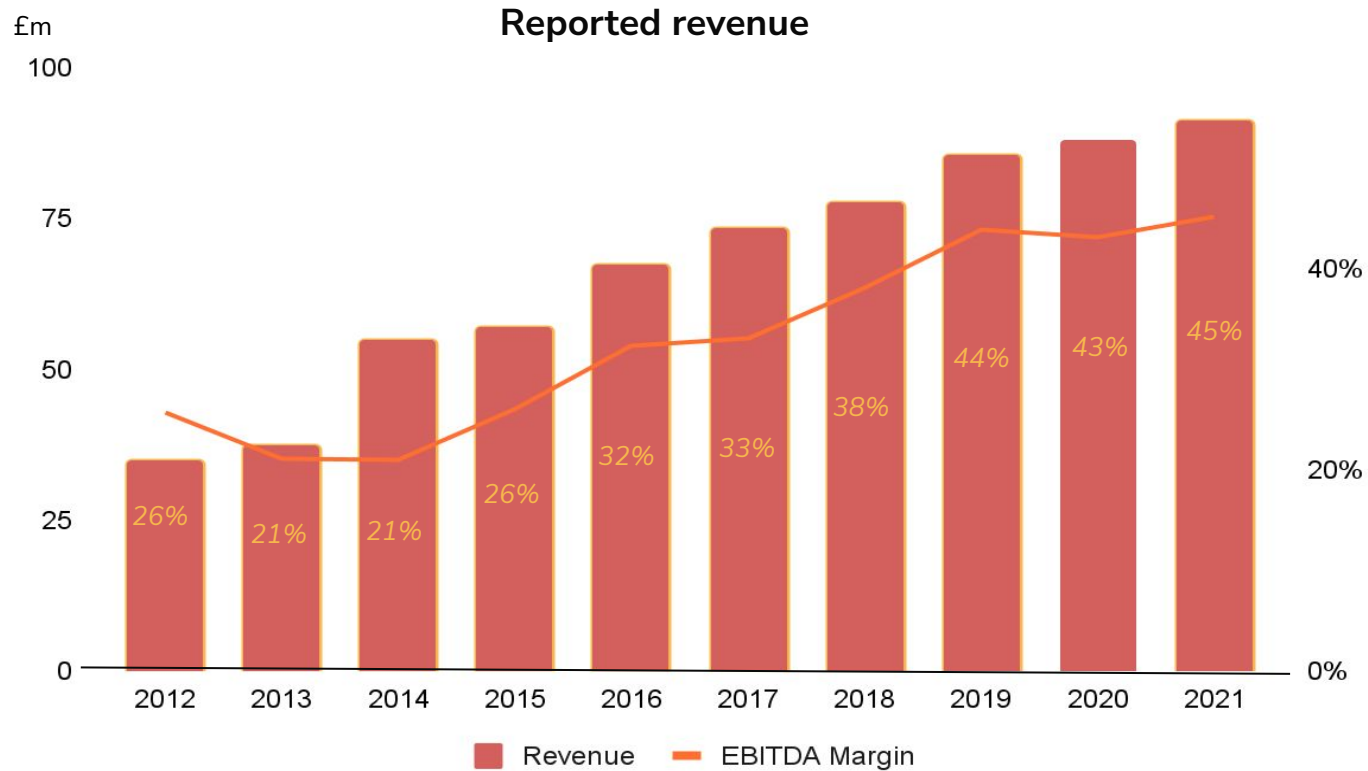
# WGSN / Market trends

Driving demand for our insight

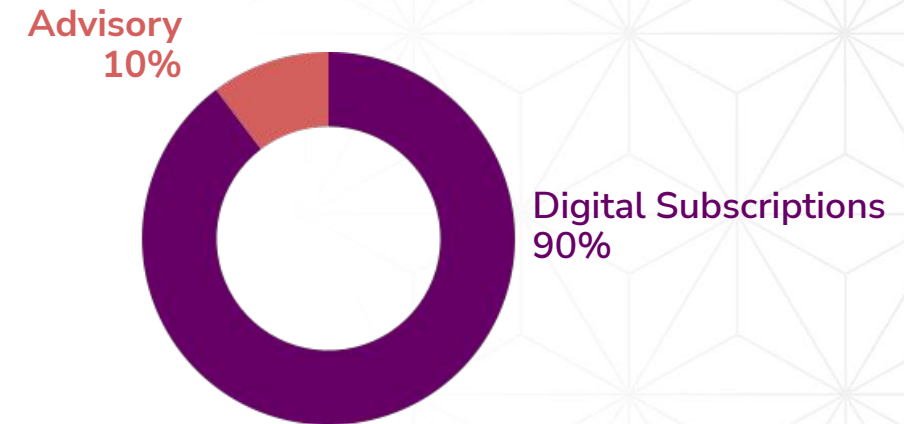


# WGSN / Revenue and Margin Evolution

Growth track record, driving high margins



Business model<sup>1</sup>





# WGSN / Our two strategic imperatives



## 01 Vertical Expansion

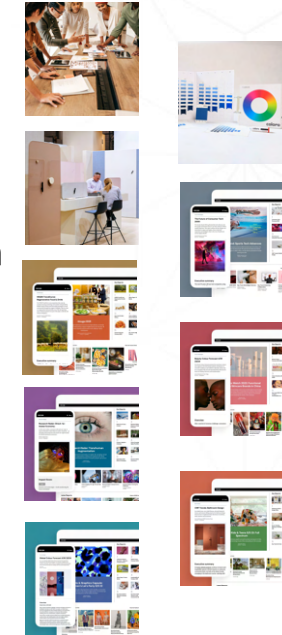
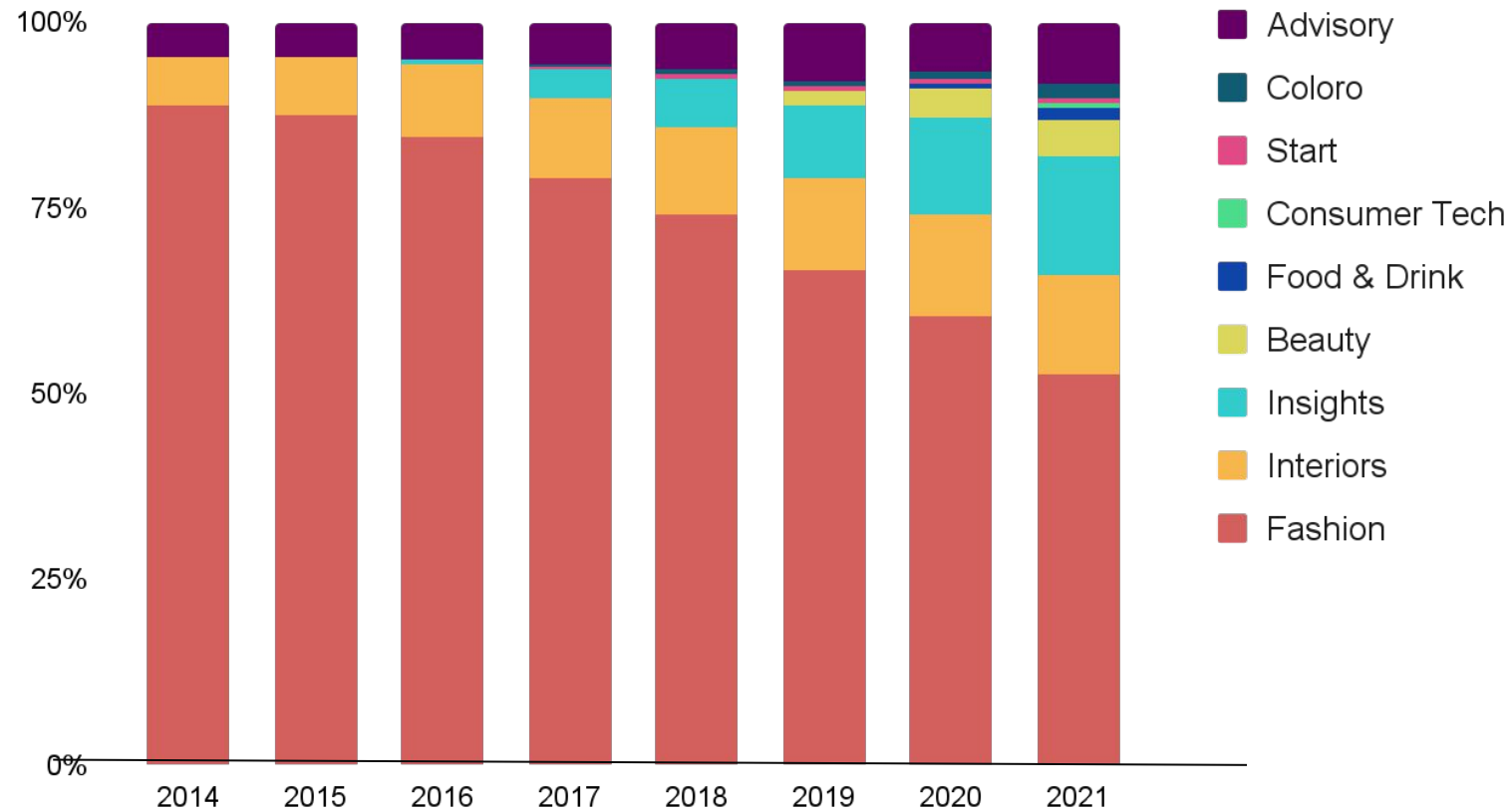
Continue our vertical expansion beyond fashion, eg beauty and tech, and underpin with horizontal product design needs, eg consumer insight or packaging

## 02 Data-led Products

Expand offering of data-led analytics trends, platforms and tools

# WGSN / 01 Vertical expansion

## Serving multiple industries to drive growth



# WGSN/ O2 Data-led forecasts: Skinimalism

WGSN began tracking skinimalism back in 2019 with The End of More concept, highlighting that buying less but better will be the mantra of 2021 and onwards. For beauty this means a focus on functional, results-driven products, with consumers defining value by efficacy and efficiency.



## 2019

We began tracking skinimalism, following on from K-beauty's skin-care trend. Also called out by Pinterest, multi-step routines were swapped for minimal ones, driven by conscious consumption and intentionalism.

## 2020

The pandemic accelerated the skinimalist trend, as make-up-free days and breakouts caused by overloaded skincare routines and stress increased. Mainstreamers grew most during the pandemic, rising from 8% penetration in March 2020 to 11% in November 2020.

## 2020 – 2021

Between 2020 and 2021, SPF was the top product category to grow in the skinimalism conversation on social media, with a 15% share.

Social media discussions that include SPF in the skinimalism conversation steadily increased by 12ppt between 2018 and 2021, with skincare, serums and make-up hybrids most prominent.

Recent data shows that as of 2021, the global sun care market generated \$8.28bn in revenue. By 2026, it's estimated this sector will reach \$13.64bn.

Skinimalism is a popular trend with a penetration of 8%, however it has slowed over the past year. Innovators and Early Adopters are leading this trend, while late-stage users have lower penetration and are declining. This trend is benefits-driven, excluding the Innovators who are ingredients-driven.

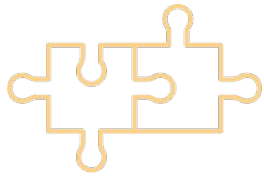
## 2022

The skinimalism conversation is geared towards skincare (62%) and make-up (45%), however hair and bodycare are emerging as the next categories to implement skinimalism, making up 21% and 17% of conversations on social media respectively. Brands must create solutions that fit into everyday life, whether on the go or taking time for wellbeing. Position products for the Skinimalists and Super Basics, consumers that value quality, simplicity and frugality with a no-fuss mentality.

## What's next?

WGSN

# WGSN / Levers for growth



*Extension into adjacent markets*

*New verticals*



*Product innovation*

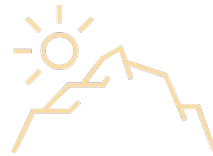
*Data-led analytics trends*

*Advisory, Start, Coloro*



*Penetration of existing markets*

*Increasing penetration of Consumer Tech,  
Food & Drink, Beauty*



*Recovery post pandemic*

*Opportunity for Fashion to return to growth*



*Pricing*

*Annual auto renewal inflation  
Bundling strategies*

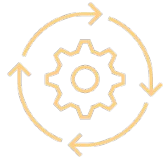
# WGSN / Key strengths



Clear, global #1 in its market, established for over 20 years



High levels of customer retention, revenue resilience and visibility



Self-reinforcing business model, with high barriers to entry



Extensive runway for continued growth, through multiple addressable markets



Industry leading customer satisfaction



Strong operating leverage

# WGSN / Three trends to takeaway!



# ASCENTIAL

## Marketing - Lions

Simon Cook

# Lions / What we do

Lions is the definitive global **benchmark** and year-round destination for everyone in the business of creativity. Providing people and businesses with the **community, intelligence** and **advisory** services needed to drive progress through creativity.  
For people, business and society.





# Lions / Milestones

**1954**



First Festival takes place in Venice

**1984**



Festival permanently moves to Cannes

**2007-9**



Dubai Lynx, Spikes Asia launched

**2015**



LIONS advisory launched

**2018-19**



CMO Council established  
Launch of The Work

**2020**



Festival not held  
Launch of Lions Live digital experience

**2021**



Return of awards in a digital format  
Launch of LIONS membership

**2022**



Return of physical festival!

# Lions / Our platform

Global destination for the creative community



## Progress Through Creativity

# Lions / Business Model

## Multiple customer entry points

Act on expert **Advice** to create the conditions for creative transformation



Define the **Learning** agenda that will grow capability and propel talent performance.



Understand where the bar sits and unlock creative **Intelligence** to raise it.

Attend global, convening moments that fuel connection and performance

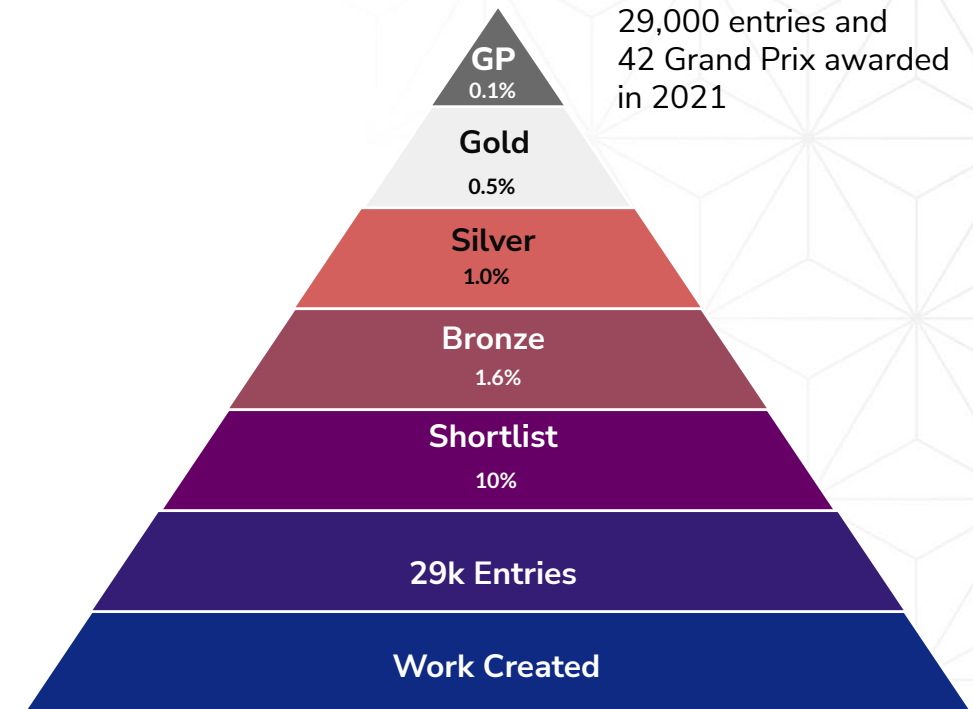
Compete with the best in the world and establish the creative **Benchmark**.

# Lions / Proposition - The Awards

## The benchmark for industry excellence

### 29 Lions Awards

+Titanium							
Craft	Experience	Engagement	Strategy	Classic	Health	Good	Entertainment
Focusing on the artistry, skill, talent and flair required to deliver beautifully executed ideas with the power to cut through and bring the creative idea to life.	Focusing on the powerful brand currency of intelligent customers journeys and immersive experiences - captivating audiences at every touch point.	Celebrating insightful creativity that captivates at every touchpoint. Creating authentic interaction and immersive experiences that engage consumers and impact culture.	Celebrating commercial effectiveness, strategic planning and creative application of solutions to unlock growth and measure impact.	The big creative idea - where work is brought to life through the long-standing yet ever-evolving fundamentals of image, sound and storytelling.	Celebrating creativity in branded communications in this highly innovative but fiercely regulated sector with the unique power to truly change lives.	Going beyond brand purpose to use creative communications to shift culture, create change and positively impact the world.	Celebrating creativity that goes beyond communications to create authentic entertainment that engages consumers and impacts culture.
Digital Craft	Brand Experience & Activation	Media	Creative Effectiveness	Film	Health & Wellness	Glass	Entertainment
Design	Creative Business Transformation	Direct	Creative Strategy	Outdoor	Pharma	Sustainable Development Goals	Entertainment for Sport
Film Craft	Innovation	PR		Print & Publishing			Entertainment for Music
Industry Craft	Creative Commerce	Social & Influencer		Radio & Audio			
	Mobile	Creative B2B					
		Creative Data					



# Lions / Proposition - Delegates

A must-attend event

## Content



13 stages, 341 speakers, curated experiences

## Learning



The Cannes Lions School, Academies, Young Lions Competitions, Executive Training

## Networking



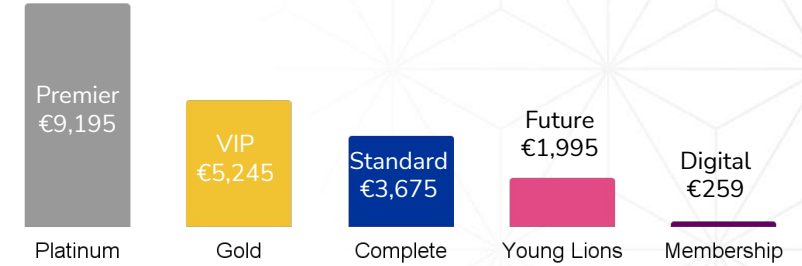
Facilitated digital networking, community meet-ups, and business development events

## Inspiration



5 Award shows, 29 Awards, Physical/Digital Exhibition of creative work

## Delegate pass offerings



## LIONS Live!



# Lions / Proposition - Sponsorship & Partnership

Consistent growth, with post-pandemic bounceback



*“For our business Cannes is one of the most important gatherings of the year, and there’s really nothing else like it. It transports its attendees away from the boardroom and provides an opportunity to experience brand and their stories in a unique way.”*



Classic Event Inventory

Thought Leadership Consultancy

Curated Programmes & Experiences

Real Estate / Yacht Pass / Corporate HQs

365 Integrated Partnerships

# Lions / Proposition - The Work Intelligence platform powered by the Awards

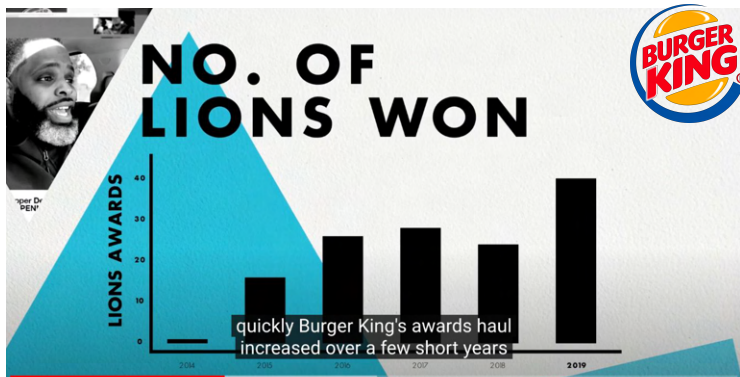
**Forecast:** Trends, Insight & Intelligence

**Compete:** Benchmarks & Ranking Reports

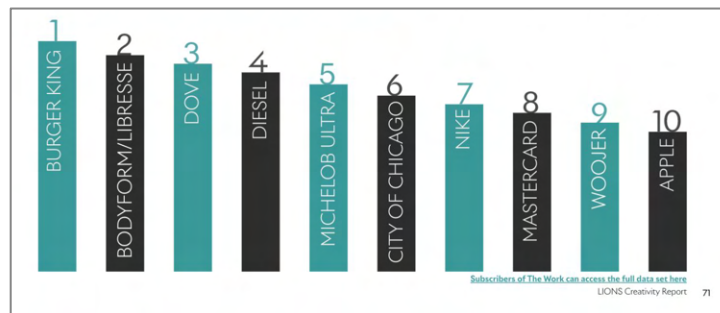
**Learn:** Over 1,600 talks and learning sessions

**Be Inspired:** Over 230,000 pieces of Lion-winning work

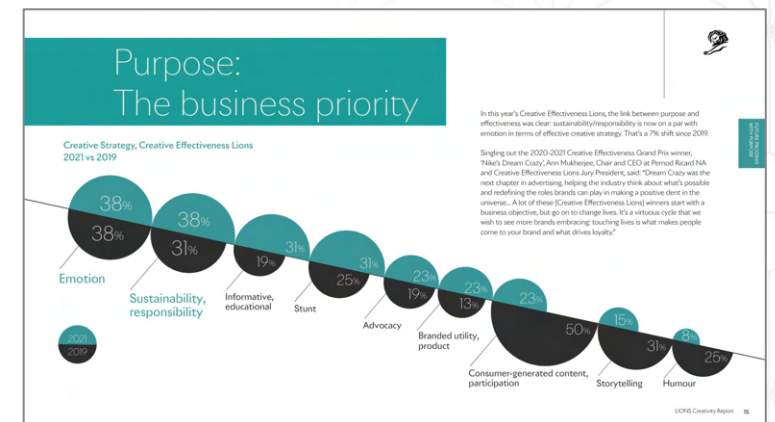
## Learning & Best Practice



## Benchmarks & Rankings



## Trends, Insight & Intelligence



# Lions / Customers

Established at the heart of the industry

## Brands

*“Cannes Lions is an important point for us to stop, reflect... we definitely use this moment to learn and get better.”*



Aline Santos,  
Chief Brand  
Officer

## Agency Groups

*“Awards at Cannes Lions build confidence, and motivate creatives to try harder..... At the end of the day, the real winner is the work. You can't get better than that!”*



Piyush Pandey  
Executive Chairman  
& Creative Director

## Media Platforms

*“Measuring ROI for Cannes Lions is really important to us....we found that if you look at it on an annual basis, it's actually a quite profitable event”*



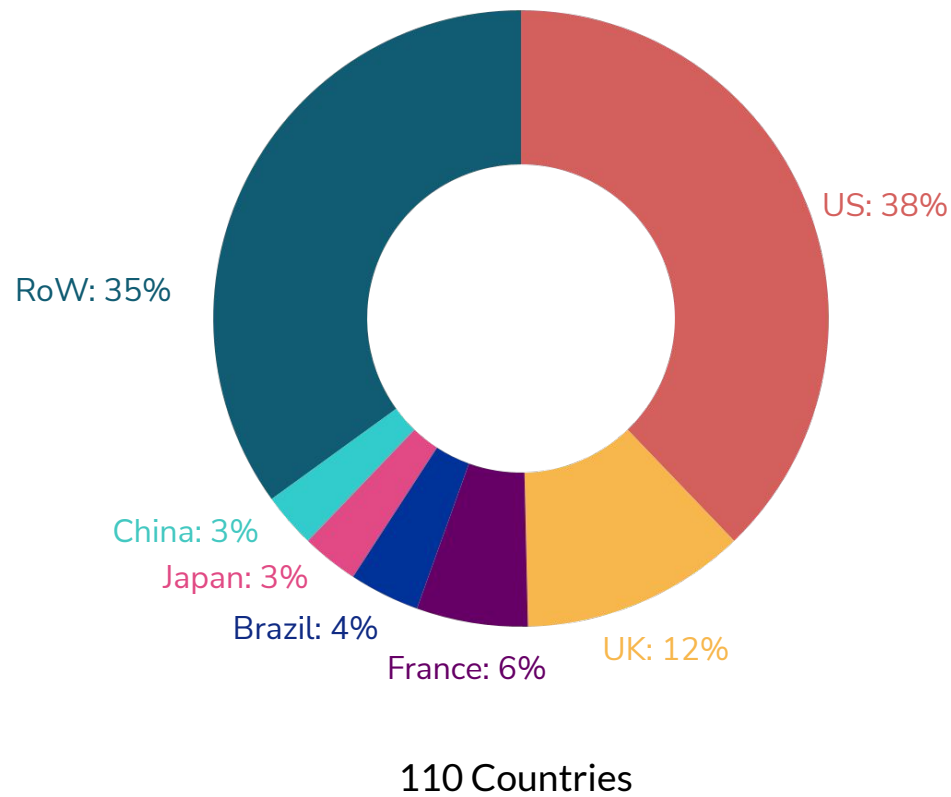
Jamie Credland  
SVP, Client Strategy &  
Marketing



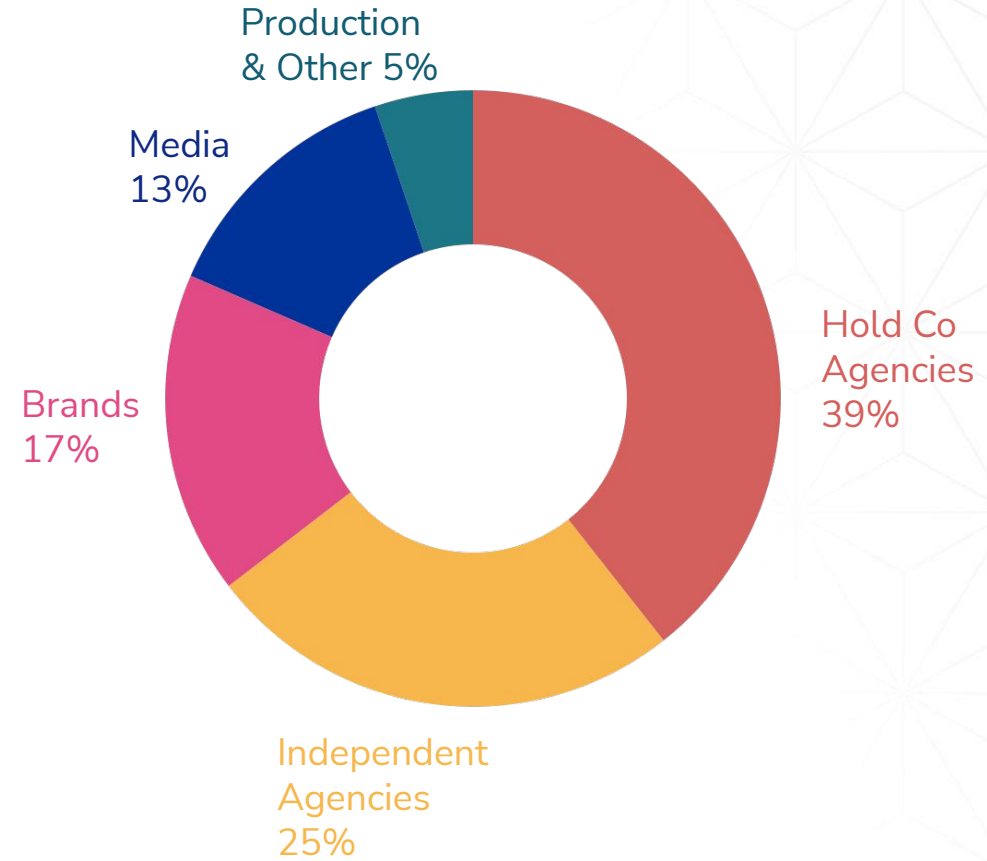
# Lions / Customers

Global brand with broad customer base

Revenue by Geography (2019 Revenue)



Revenue by Customer Type (2019 Revenue)



# Lions / Levers for growth



## *Product innovation*

*Curated  
Advisory  
Membership*



## *Penetration of existing markets*

*Digital participation  
Going deeper into brands*



## *Pricing*

*Lions Award/Delegate value based growth*



## *Recovery post pandemic*

*Return of Lions Asia and Latam delegates  
Monetise new digital audiences generated  
during pandemic*

# Lions / Key Strengths



Global # 1, market-leading brand, with over 60 years of brand history.



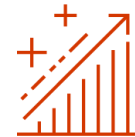
Strong network effect, with deep brand/ecosystem relationships.



High levels of customer satisfaction.



Benchmark and reference point for the entire industry.



Clear opportunity for post pandemic, recovery growth.



Strong operating leverage.

# ASCENTIAL

## Marketing - WARC

Paul Coxhill

# WARC / Who we are

We are the world's **most trusted, independent authority** in **marketing effectiveness.**



# WARC / What we do

Our purpose is to save the world from ineffective marketing by putting **evidence at the heart of every marketing decision.**

We champion **evidence-based knowledge** to ensure that marketers do **work that matters**, and businesses **thrive commercially** and recognise the value of marketing.

We do it by providing brands and their partners with the **ongoing, actionable insights, data benchmarks and advice** they need to design and optimise the most effective **creative, media and customer experience strategies.**

# WARC / Milestones

1985

Founded

2018

Acquired by Ascential

2019

WARC for Brands  
WARC for Media Owners  
WARC Advisory

2020

WARC.cn  
Expanded China Team  
New WARC Advisory modules  
AdMap became WARC Guides

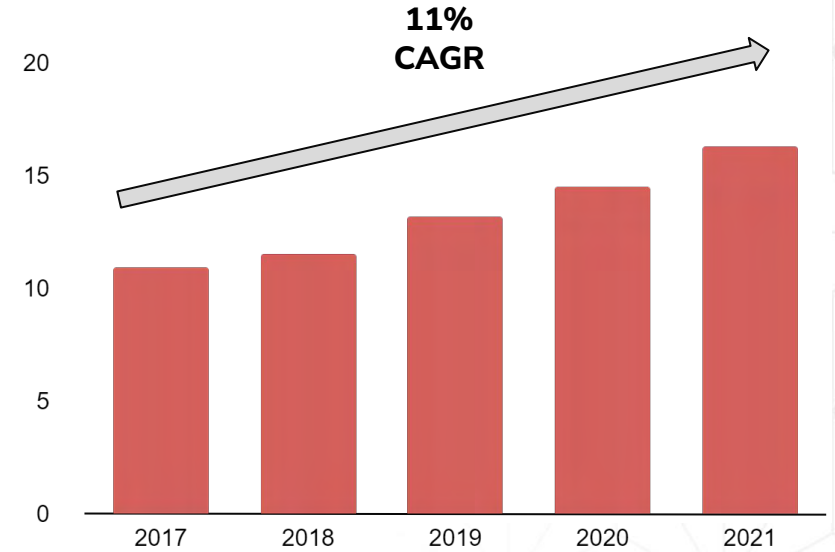
2021

WARC Effectiveness Awards  
Re-launch of WARC Data  
Re-platform of WARC.com  
Creation of Data Science capability  
Machine translation into multi-languages

2022

Launch of the Marketing Effectiveness Platform:  
WARC Creative, WARC Media (27th April)  
WARC Digital Commerce (20th June)

Revenue - £m

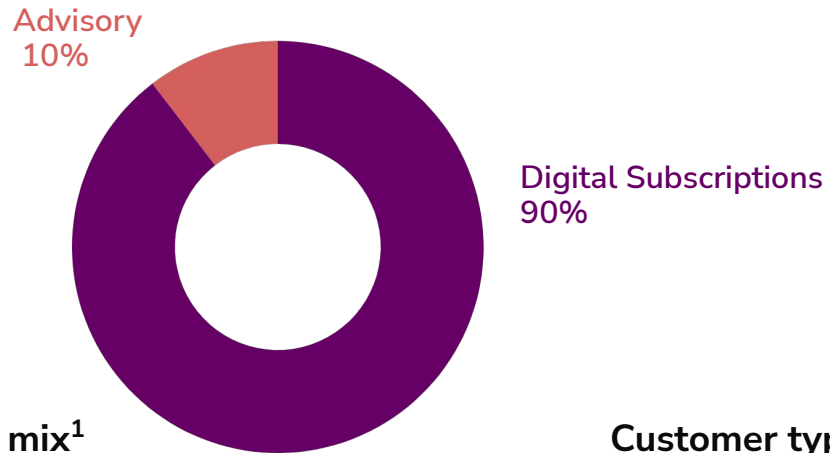


The business has grown revenue at 11% CAGR since our acquisition

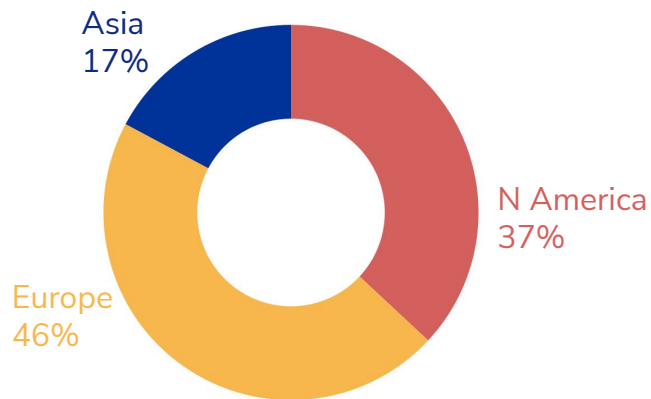
# WARC / Overview

Growth through expansion of customer base

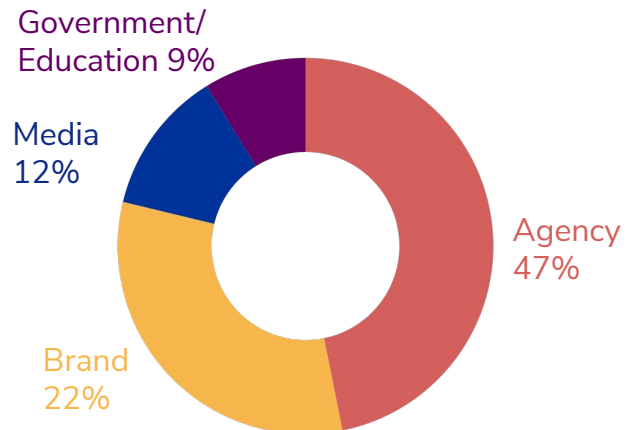
Business model<sup>1</sup>



Geographic mix<sup>1</sup>



Customer type<sup>1</sup>



## Key facts

- Subscribers: >1,400
- Value renewal rate: >90%
- Locations: UK, US, Singapore & China
- Staff: c.110



# WARC / Core offerings

Business line

What is it

In more detail...

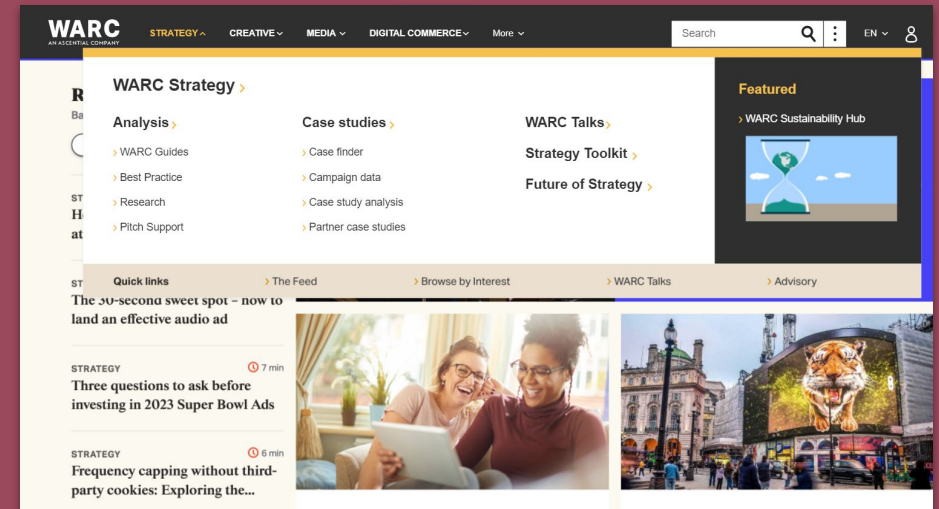
## WARC Strategy

*Our core subscription product. The #1 reference for effectiveness best practice analysis*

**Analysis** of the latest evidence on effectiveness and best-practice guidance for marketers

**Benchmarking:** 20,000+ case studies incl. campaign data and ROI tools - leveraging own global awards scheme

**Continuous development** resources (e.g. “strategy toolkits”)



## WARC Advisory

*Bespoke consultancy for marketing effectiveness*

**Measurement & optimisation:** analytical expertise to optimise media investment




**Benchmarking:** proprietary frameworks to evaluate marketing effectiveness

**Thought leadership:** forward-looking co-created reports that shape key industry debates



# WARC / Key Personas

Delivering trusted insight to the industry

	Customer type	Personas	Challenges
	Brand Owner	CMO	<ul style="list-style-type: none"><li>- Deliver positive, measurable marketing outcomes</li><li>- Develop in-depth knowledge of how marketing is changing</li><li>- L&amp;D for the marketing function</li></ul>
	Agency (Creative/Media/ Full-service)	CSO	<ul style="list-style-type: none"><li>- Validate strategies and ideas with trusted evidence</li><li>- Strategic insight for client pitches and growth</li><li>- Rapid intelligence on a category, audience or marketing topic</li></ul>
	Media Owner	CRO	<ul style="list-style-type: none"><li>- Trusted data to make the case for their channel</li><li>- Demonstrate impact on client business</li><li>- Broaden client inventory</li></ul>

**Key customers: type, size and geography fully overlap with the LIONS' base**

# WARC / Key Customers

Serving >75,000 marketers in >1,400 companies in >100 markets

## Brand owners

Over 400 clients. We work with 80% of Forbes' most valuable brands



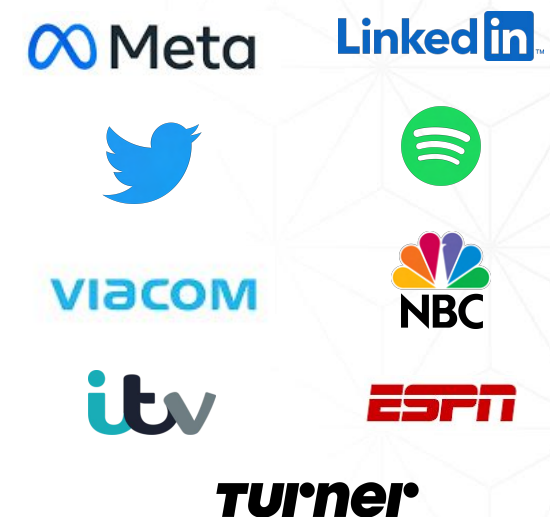
## Agency Groups

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



## Media Platforms

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



# WARC / Levers for growth



## Penetration of existing markets

Significant under-penetration in the US and APAC  
-> localised content, partnerships, sales focus,  
new propositions



## Extension into adjacent markets

A new segmented proposition (the Marketing Effectiveness Platform "MEP") designed to expand coverage, use cases and audiences



## Product innovation

Shifting core capabilities towards more data & benchmarking, starting with WARC Digital Commerce and the dComm Index



## Pricing

Value based products  
Auto renewal and RPI escalators



## Service and Product Excellence

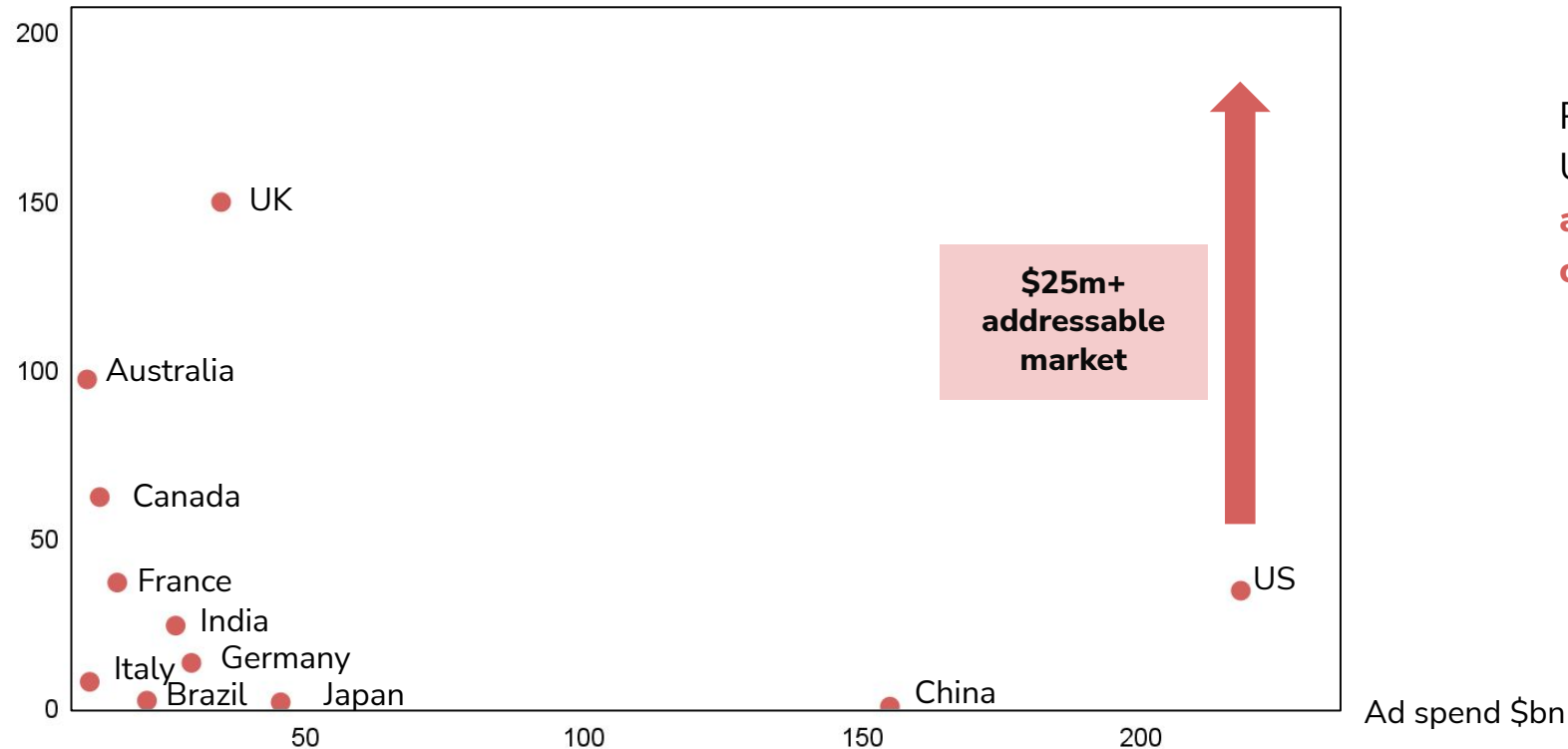
Proven ability to deeper customer relationships, which has delivered significant AOV and retention improvements over time

# WARC / Levers for growth

## 1. Penetration of existing markets: the US opportunity

### Penetration map: market size (measured through advertising expenditure) vs. WARC revenue

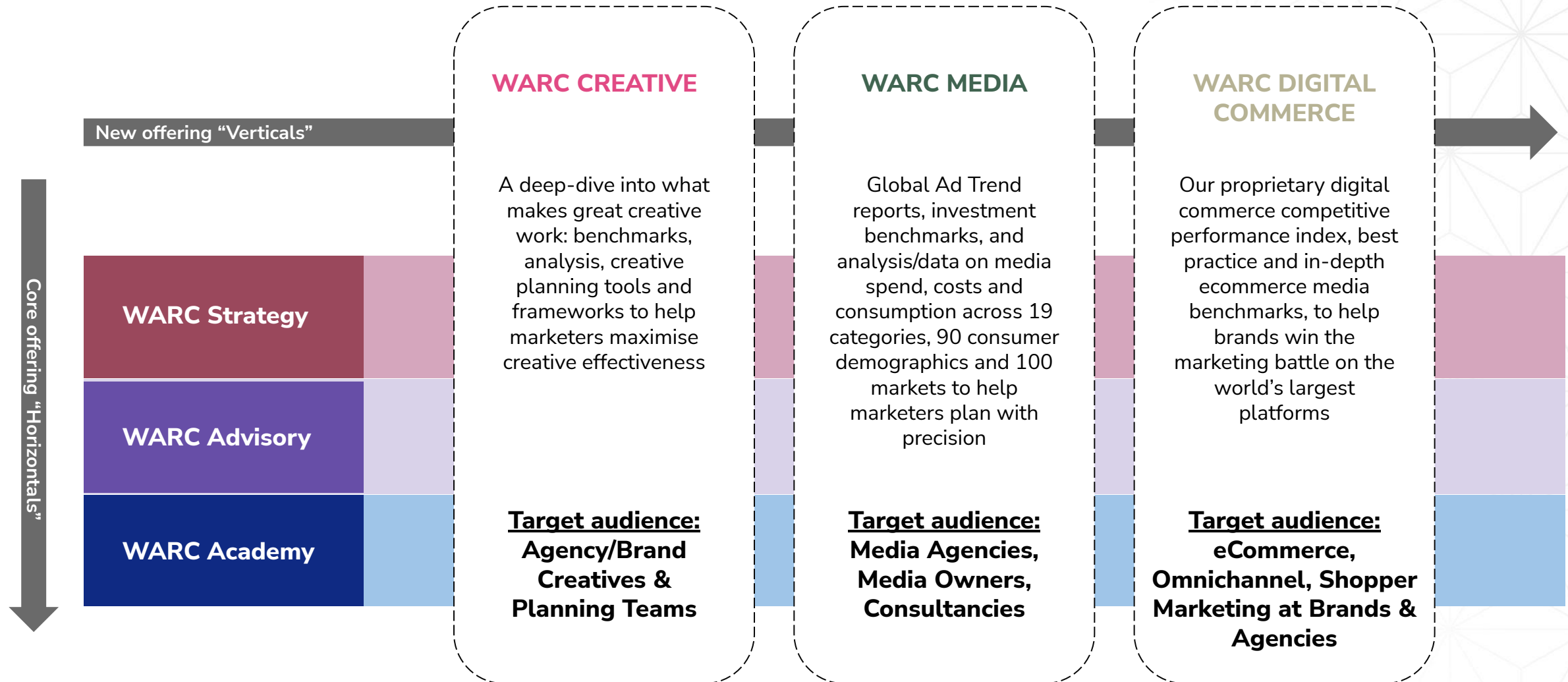
Penetration(WARC Revenue \$ /Ad spend \$bn)



Reaching the same penetration level in the US as in the UK represents **an incremental addressable market of \$25m+, doubling the size of WARC**

# WARC / Levers for growth

## 2. Extension into adjacent markets: MEP



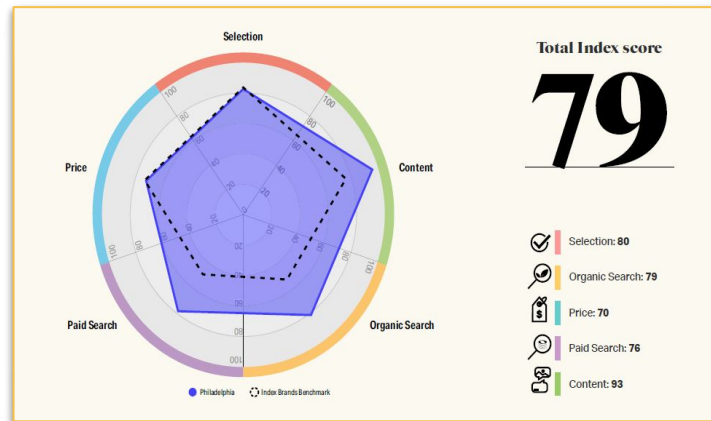
# WARC / Levers for growth

## 3. Product Innovation: WARC Digital Commerce

### The dComm Index™

Helping brands measure themselves against the competition and improve

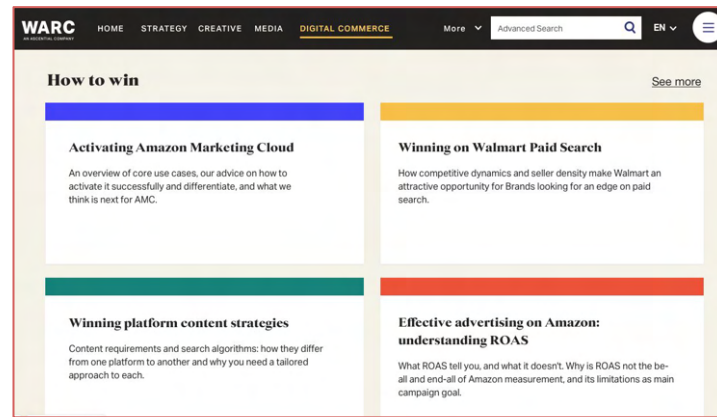
The WARC dComm Index™ is a cross-platform, cross-category competitive benchmarking tool we have developed with Flywheel and other DC sister brands



### Best practice

Helping brands learn what it takes to win the marketing battle on ecommerce

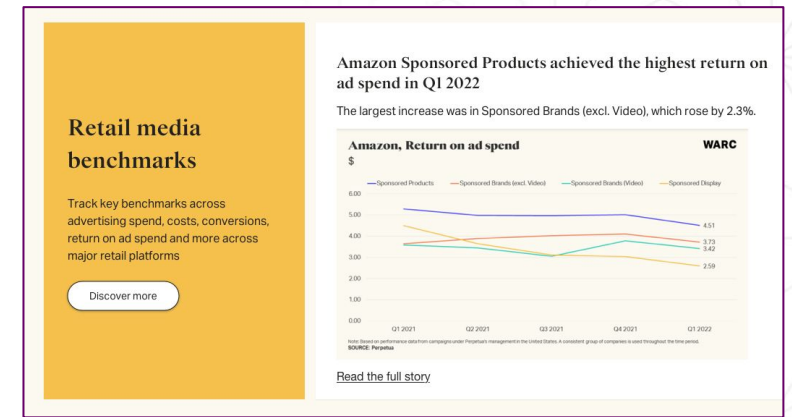
Insight from the brands that score highly, Best practice advice across platforms, playbooks, and the sharpest analysis of the retail media landscape



### Data points

Helping brands figure out where the money is going and why

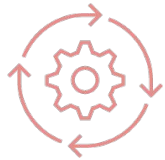
Media performance benchmarks and ad spend growth/returns analysis to refine and optimise media investment plans and ecomm strategies



# WARC / Key strengths



Clear, global # 1 in their market, established for over 30 years.



Celebrated, trusted industry thought leader through our editorial & awards capabilities as well as our commercial platforms.



Industry leading customer satisfaction.



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



Extensive runway for continued growth, through product/market expansion.



Strong operating leverage.



**ASCENTIAL**

# Retail & Financial Services - Money20/20

Tracey Davies and Scarlett Sieber

# Money20/20 / What we do

Money20/20 is where global Fintech communities love to do business.

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

We serve the entire Fintech community: Payments, Banks, Tech, VCs, Start Ups and Regulators at our core, attracting Retailers and brands to engage.

We were founded by the industry for the industry and our mission is to connect everyone in the ecosystem to drive success and progress in global Fintech.

We are Straightforward, Inclusive, Unboring.





# Money20/20 / Milestones

2012

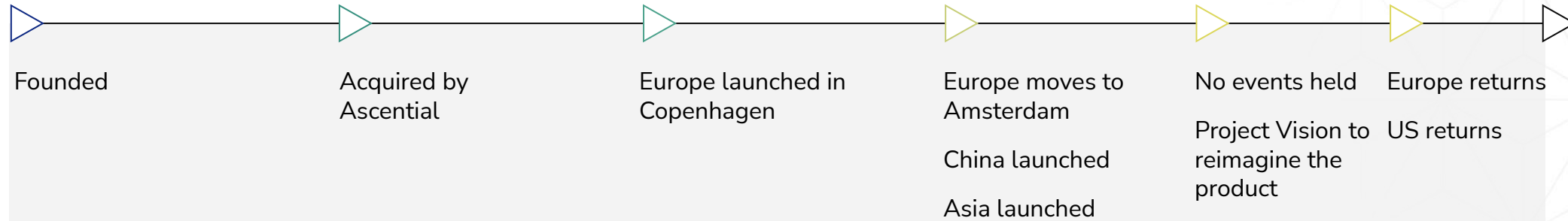
2014

2016

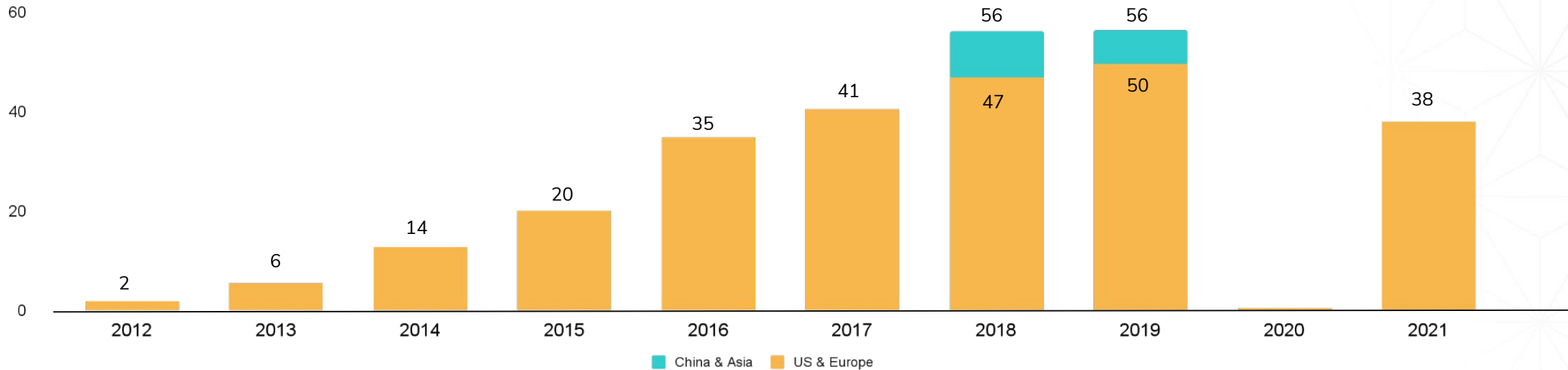
2018

2020

2021



Revenue £m



# Money20/20 / Customers

## Serving a complex industry in a global, growing end market

Incumbents Tech Other

### Financial Institutions (Incumbents)



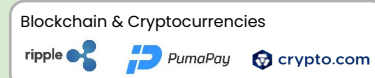
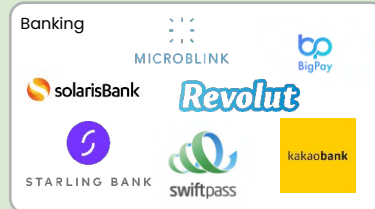
### Retail & Embedded Fintech



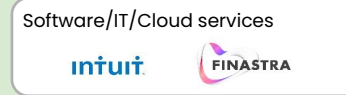
### Investors



### Fintechs



### Vendors



### Consumer Tech



### Reg Tech



### Advisory & Professional Services



### Government & Regulatory












- FinTech exploded after the financial crisis of 2008/9 as regulatory bodies moved focus to consumers
- E-commerce and then M-commerce rapidly accelerated digital payments
- VC money has flowed in- Q1 2022 represented the most active quarter ever for private company FinTech financing
- Change is constant and in the past 2 years Covid has further cemented digital transformation in payments and banking
- Other key trends are decentralised finance, embedded finance and web 3.0
- Money20/20 sits at the heart of a global, fast growing and changing digital finance landscape

# Money20/20 / Customers

## Appeal throughout the fintech community

### 9 core Customer Personas <sup>1</sup>

<p><b>/ CEO INCUMBENT</b></p>  <p>Jane Fraser CEO <b>citi</b></p>	<p><b>/ CEO INSURGENT</b></p>  <p>Lucy Liu Co-founder &amp; President <b>Airwallex</b></p>	<p><b>/ CEO/FOUNDER START-UP</b></p>  <p>David Lomiashvili CEO <b>identomat</b></p>
<p><b>/ VENTURE CAPITAL</b></p>  <p>Angela Strange General Partner <b>andreesen horowitz</b></p>	<p><b>/ PRODUCT</b></p>  <p>Frederique Slevin VP, Product, Retail, Payments <b>ACI Worldwide</b> <small>Real-Time Payments</small></p>	<p><b>/ RETAILER</b></p>  <p>Omer Ismail CEO, New Co <b>Walmart</b></p>
<p><b>/ STRATEGY &amp; INNOVATION</b></p>  <p>Sunaya Tuteja Chief Innovation Officer <b>FEDERAL RESERVE BANK</b></p>	<p><b>/ PARTNERSHIPS &amp; BIZ DEV</b></p>  <p>Josh Gaines SVP Partnerships &amp; BD <b>Bill.com</b></p>	<p><b>/ EMBEDDED FINTECH</b></p>  <p>Sandra Alzetta VP, Global Head of Payments <b>Spotify</b></p>

### M20/20 Customer Needs can be grouped into 4 key areas <sup>1</sup>

**CONNECT ME**

**INSPIRE ME**

**INFORM ME**

**AMPLIFY ME**

### Feedback: Customers are giving M20/20 permission to do more <sup>2</sup>

“Our number one challenge is moving fast enough. Money20/20 should offer a service that allows companies to **network all year around**”

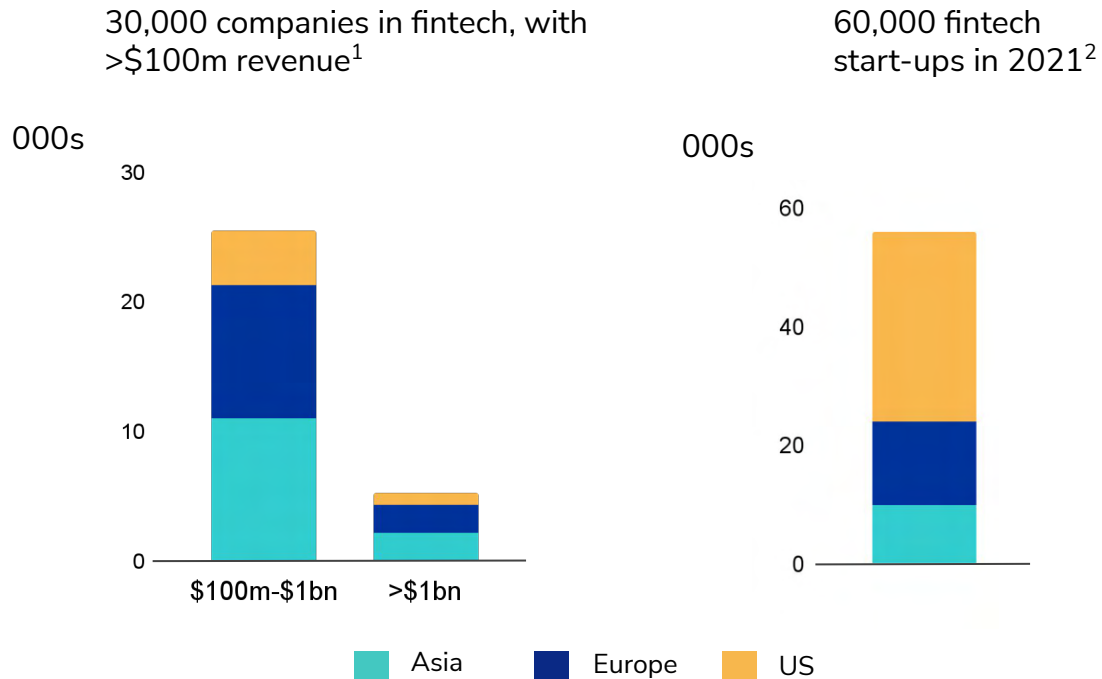
“Offer me customisable, **curated content** and data that is not available from typical industry titles”

“We are worried about: a) finding the right **start-ups** to work with and b) changing our image to be perceived as innovative. Would be interested in engaging with Money20/20 if they can help with this”

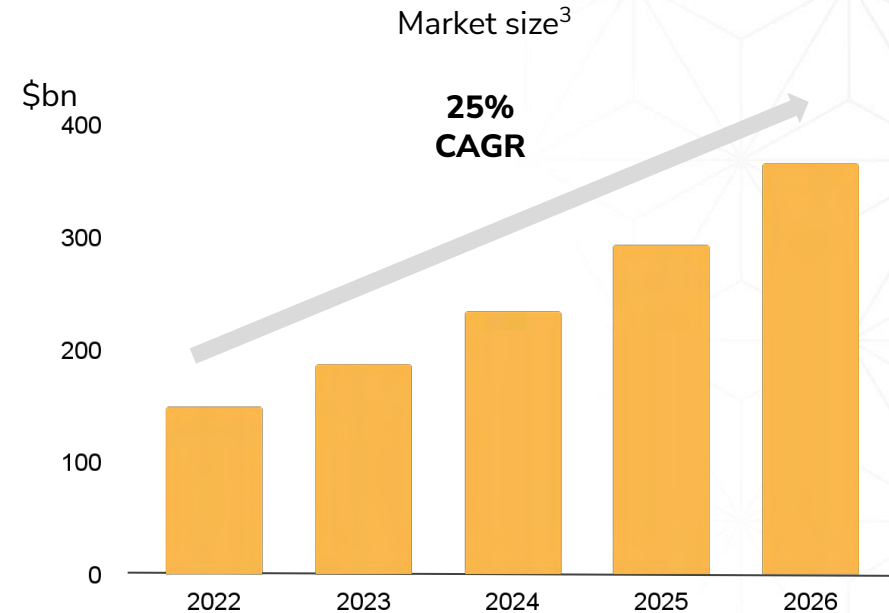
# Money20/20/ Landscape

## Industry is large and growing rapidly

### Targeting a community of 2m fintech professionals

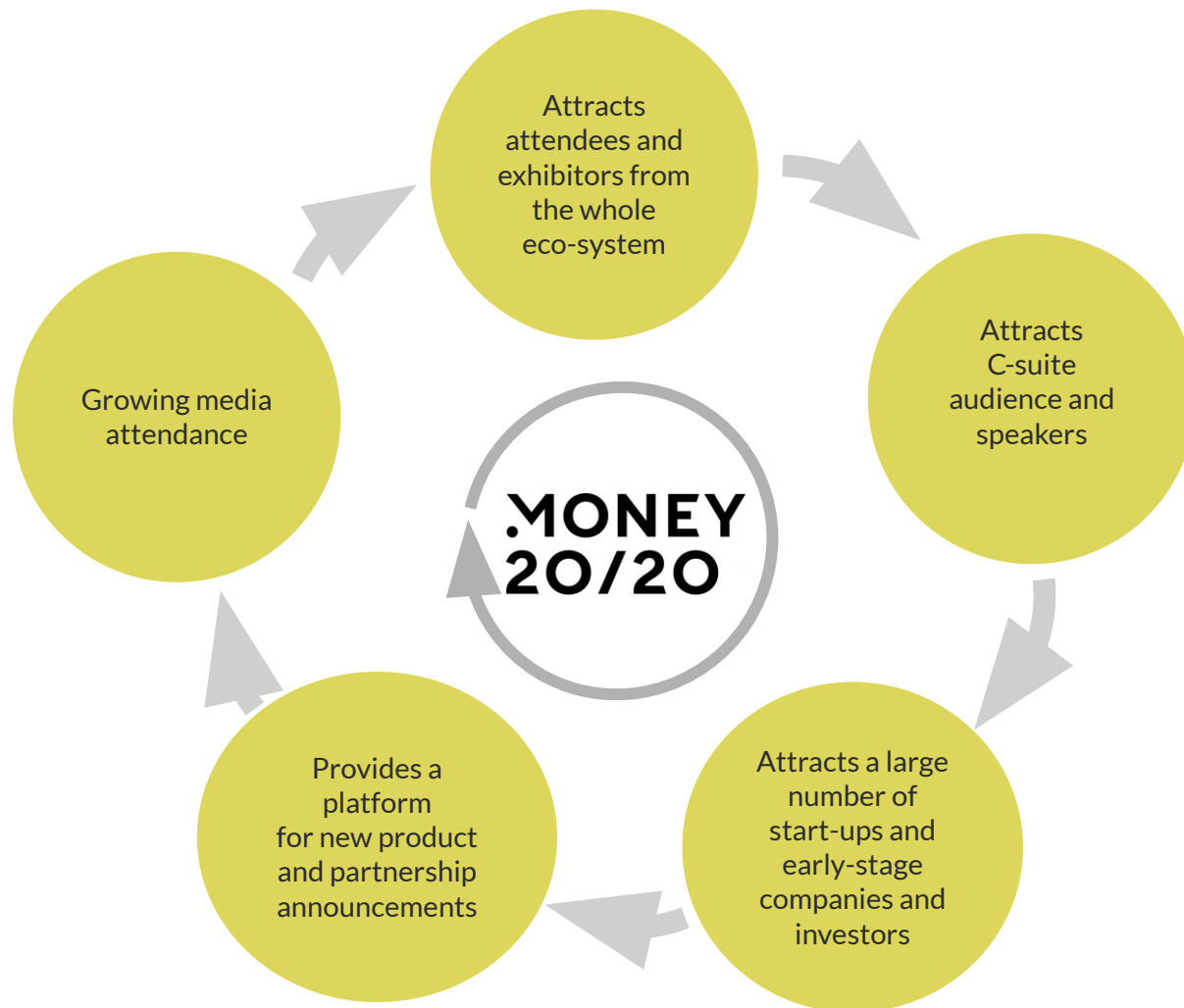


### The Fintech market is growing rapidly



# Money20/20 / Network effect

## Success breeds further growth



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

 **Santander** Ana Botin  
Executive Chairman

“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  
MD, Global Head of Digital Strategy

“Everybody is here and every year it's getting bigger and bigger”

 **Starling Bank** Anne Boden  
CEO & founder



# Money20/20 / Overview

## A balanced revenue model

Business model<sup>1</sup>



## Key Data<sup>2</sup>

- USA attendees > 8,000
- Europe attendees > 6,500
- Exhibitors >500
- Meetings >14,000
- Largest customer: <2% of total revenue

# Money20/20 / Our three strategic imperatives



**01 Double down on the core**

**02 Geographical expansion**

**03 New product formats**

# Money20/20 / Levers for growth



*Recovery post pandemic*

*In 2022*



*Penetration of existing markets*

*Double down on the Core of US & Europe*



*Geographical expansion*

*Global opportunities*



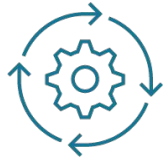
*Product innovation*

*Local events  
Curated Content*

# Money20/20/ Key strengths



Clear, global # 1 brand in the market



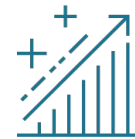
Strong network effect, with deep brand/ecosystem relationships



High levels of customer satisfaction



Focal point for the entire industry, where business gets done



Clear opportunity for organic growth



Strong operating leverage

**ASCENTIAL**

# Closing Remarks

Duncan Painter

# Key strengths



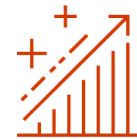
Market leading, long established products



Sets benchmark for product quality



Significant competitive moats



Multiple addressable markets and levers for growth



High levels of recurring revenue and customer retention



Attractive financial profile with strong operating leverage

# ASCENTIAL

## Thank You

# ASCENTIAL

## Speakers



# Speaker biography



**Duncan Painter**  
Ascential  
CEO

Duncan Painter joined the company in October 2011 as Chief Executive Officer and led the IPO on the London Stock Exchange in February 2016.

As CEO, Duncan has a relentless focus on improving our products and services to drive greater customer retention. Ensuring our customers get improved value every year from our products and empowering our experts to be champions of insight or access to the markets we serve, have been the core ingredients of our strong growth.

Before joining the Group, Duncan was an executive at Sky plc, where he supported their growth objectives to 10 million customers. Prior to that, he was Global Product Leader at Experian plc, Founder and Chief Executive Officer of consumer intelligence company ClarityBlue, which was acquired by Experian in 2006, and European Systems Integration Director for Hitachi Data Systems.

Duncan is a non-executive director of ITV plc.

# Speaker biography



Phil Thomas  
Intelligence & Events  
CEO

Philip Thomas is CEO of Ascential's Intelligence & Events division, which comprises its Product Design, Marketing and Retail & Financial Services segments. He is also Chairman of Cannes Lions, having been CEO of Lions Festivals for ten years, between 2006-2016.

Phil 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.

Phil is a Non-Executive Trustee of the Media Trust and Malaria No More charities, and was cited as one of the Agents of Change for Gender Equality by the UK's Management Today magazine.

# Speaker biography



**Mandy Gradden**  
Ascential  
CFO

Mandy Gradden joined the company 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 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.

# Speaker biography



Carla Buzasi  
WGSN

As President of Ascential's Product Design business, Carla leads an international team of global specialists, delivering insight, analysis and consultancy services to clients in over 90 countries.

An award-winning editor and journalist by background, she was founding Editor-in-Chief of The Huffington Post UK, where she was named Editor of the Year at the Online Media Awards in both 2012 and 2013, Media Innovator of the Year at the 2012 British Media Awards, and included in 2013's Top 50 Female Innovators in Digital Journalism and Management Today's 35 Under 35 list in 2016.

She is a commentator for shows including Channel 4's What Britain Buys, BBC Radio 4's Today programme, Sky News, The Andrew Marr Show and Newsnight, and a regular keynote speaker at events including SxSW, TedX, Cannes Lions, Web Summit and Inspiring Women. She writes a regular column for Retail Week and previously sat on the advisory board of The Telegraph Media Group.

# Speaker biography



**Simon Cook**  
Lions

Simon Cook worked on the agency side before joining the Lions business. He has worked in the branded communications industry and Lions for over a decade. During his tenure with Lions he has overseen the creation and introduction of more than half of the Lions awards.

Simon is deeply passionate about the work and is a tireless advocate for creative marketing excellence that drives business performance. Simon founded the Global Chief Marketing Officers Growth Council and is leading the expansion of the Lions brand including the provision of intelligence services and learning and advisory programmes with creativity at the core.

# Speaker biography



**Paul Coxhill**  
WARC

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.

# Speaker biography



**Tracey Davies**  
Money20/20

Tracey Davies has been at Ascential for 14 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.

# Speaker biography



**Scarlett Sieber**  
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 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.