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
Welcome

Duncan Painter
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
- Significant competitive moats
- High levels of recurring revenue and customer retention
- Sets benchmark for product quality
- Multiple addressable markets and levers for growth
- Attractive financial profile with strong operating leverage
Our brands

Intelligence & Events division

PRODUCT DESIGN SEGMENT

WG-SN

MARKETING SEGMENT

LIONS  WARC

RETAIL & FINANCIAL SERVICES SEGMENT

MONEY 20/20

INCLUDING

coloro  START

PRICE + PROMOTION

RETAIL INSIGHT
High quality customer base
We serve the World’s most valuable brands*, but with considerable runway for further growth

90% of the Top 20
79% of the Top 50
67% of the Top 100

*Source: Kantar BrandZ Most Valuable Global Brands 2021
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
- Digital Subscriptions: 46%
- Sponsorship & Partnership: 16%
- Awards: 7%
- Delegates: 10%
- Advisory: 20%

Global Customer Base
- Americas: 44%
- Europe: 21%
- Asia Pacific (APAC): 15%
- Rest of the World (RoW): 16%
- UK: 4%
## Financial overview - 2021

<table>
<thead>
<tr>
<th>Segment</th>
<th>Revenue</th>
<th>Growth</th>
<th>EBITDA</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Design</td>
<td>£91m</td>
<td>7%</td>
<td>£41m</td>
<td>45%</td>
</tr>
<tr>
<td>Marketing</td>
<td>£57m</td>
<td>188%</td>
<td>£26m</td>
<td>45%</td>
</tr>
<tr>
<td>Retail &amp; Financial Services</td>
<td>£54m</td>
<td>205%</td>
<td>£11m</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total before Group costs</strong></td>
<td><strong>£202m</strong></td>
<td><strong>63%</strong></td>
<td><strong>£78m</strong></td>
<td><strong>39%</strong></td>
</tr>
</tbody>
</table>

Group cost allocation\(^1\) (\(£10m\))

| **Total inc Group costs**      | **£202m** | **63%** | **£68m** | **34%** |

\(^1\) 50% of total Group costs (£20m)
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\(^1\)

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

\(^1\) Repeating revenue based on 2019: digital subscriptions plus events and advisory revenue for customers contracted in both 2019 and 2018.
Historic performance
Strong and consistent growth, high margins and rapid post-pandemic recovery

Revenue Growth %

- 10%
- 7%
- 6%
- 65%
- 51%
- 7%
- 6%

Revenue is proforma for the acquisition of WARC, with growth rates presented on a constant currency basis.

EBITDA margin is before share of Group costs.
Levers for growth
Considerable headroom for future revenue and profit growth

<table>
<thead>
<tr>
<th>Product innovation</th>
<th>Penetration of existing markets</th>
<th>Extension into adjacent markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eg. WGSN data-led products, Lions Membership, WARC Digital Commerce index</td>
<td>Eg. WARC US, Money20/20 US &amp; Europe</td>
<td>Eg. WGSN Consumer Tech, Food &amp; Drink, Beauty, New Verticals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pricing</th>
<th>Recovery post pandemic</th>
<th>Expansion into new geographies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eg. WGSN auto renewal with RPI</td>
<td>Eg. WGSN Fashion, Lions Asia and Latam delegates</td>
<td>Eg. WARC China, Money20/20 future new geographies</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Brand</th>
<th>What we do</th>
<th>Who we serve</th>
<th>Business model</th>
<th>Key stats</th>
</tr>
</thead>
<tbody>
<tr>
<td>WGSN</td>
<td>Consumer insight &amp; product design forecasts</td>
<td>Strategy &amp; innovation product teams, Designers, buyers, merchandisers</td>
<td>- 90% subs &amp; 10% advisory (Mindset), - Direct sales model</td>
<td>c. 6,300 customers, &gt;450 employees, &gt;90% retention rate</td>
</tr>
<tr>
<td>coloro</td>
<td>Intelligent colour solutions</td>
<td>Fashion supply chain and brands</td>
<td>- Swatches, code books, custom colour, Digital products from 2022, - Direct &amp; ecomm sales model</td>
<td>c. 500 customers</td>
</tr>
<tr>
<td>START by WGSN</td>
<td>Fashion trends and images with how-to info and tech packs</td>
<td>SME fashion brands</td>
<td>- 100% Subscription, - Direct sales model for Trends and E-comm only for Tools</td>
<td>c. 900 customers</td>
</tr>
</tbody>
</table>
WGSN / Global reach
Experts across 16 countries
WGSN / Market trends
Driving demand for our insight

- Changing retail landscape
- Labour shortages & online working
- Diversity & Inclusion
- Supply chain disruption
- Changing consumer demands
- Rise of the creator economy
- Impact of geopolitical developments
- Metaverse & web3
- Rise of the experience economy
- Sustainability concerns
WGSN / Revenue and Margin Evolution

Growth track record, driving high margins

Reported revenue

Business model¹

Advisory 10%
Digital Subscriptions 90%

Revenue EBITDA Margin

1 Based on 2021 revenue mix
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/ 02 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 ski-n-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.

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.

2022
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.

What’s next?

Ascential | 2022 Capital Markets Day - Intelligence & Events
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
- Self-reinforcing business model, with high barriers to entry
- Industry leading customer satisfaction
- High levels of customer retention, revenue resilience and visibility
- Extensive runway for continued growth, through multiple addressable markets
- Strong operating leverage
WGSN / Three trends to takeaway!

- **Fermented Beauty**
- **Baijiu**
- **Orchid Flower**
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

- **Intelligence (Digital Subs)**: Understand where the bar sits and unlock creative Intelligence to raise it.
- **Community (Events)**: Act on expert Advice to create the conditions for creative transformation.
- **Advisory (Consultancy)**: Define the Learning agenda that will grow capability and propel talent performance.
- **Benchmarks (Awards)**: Compete with the best in the world and establish the creative Benchmark.
- **Learning (Training)**: Attend global, convening moments that fuel connection and performance.

Ascential | 2022 Capital Markets Day - Intelligence & Events
Lions / Proposition - The Awards
The benchmark for industry excellence

29 Lions Awards

<table>
<thead>
<tr>
<th>Craft</th>
<th>Experience</th>
<th>Engagement</th>
<th>Strategy</th>
<th>Classic</th>
<th>Health</th>
<th>Good</th>
<th>Entertainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focusing on the anatomy, skill, stories and flair required to deliver beautifully executed ideas with the power to cut through and bring the creative idea to life.</td>
<td>Focusing on the powerful brand currency of intelligent customers, journeys and immersive experiences captivating audiences at every touchpoint.</td>
<td>Celebrating insightful creativity that captivates at every touchpoint. Creating authentic experiences and immersive experiences that engage consumers and impact culture.</td>
<td>Celebrating commercial effectiveness, strategic planning and creative application of solutions to unlock growth and measure impact.</td>
<td>The big creative idea where work is brought to life through the long-standing fundamentals of image, sound and storytelling.</td>
<td>Celebrating creativity in branded communications in the highly innovative but familiar regulated sector with the unique power to truly change lives.</td>
<td>Going beyond brand purpose to use creative communications to shift culture, create change and positively impact the world.</td>
<td>Celebrating creativity that goes beyond communications to create authentic entertainment that engages consumers and impacts culture.</td>
</tr>
</tbody>
</table>

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  
Radio & Audio  
Entertainment for Music

Industry Craft  
Creative Commerce  
Social & Influencer  
Creative Data  
Creative Video  
Creative Data

29 Lions Awards
29,000 entries and 42 Grand Prix awarded in 2021

29k Entries  
Work Created

Gold 0.5%  
Silver 1.0%  
Bronze 1.6%  
Shortlist 10%  
29k Entries  
Work Created

GLAS  
S  
ENTERTAINMENT  
FORMUSIC  
DIGITALCREATIVECRAFT  
TITANUM  
ENTERTAINMENT CREATIVE DATA  
CREATIVE EFFECTIVENESS  
CYBER DESIGN  
DIRECT FILM  
FILM CRAFT  
HEALTH & WELLNESS  
INNOVATION  
MENDEMOBILE OUTDOOR PHARMACARE

0.5%  
1.0%  
1.6%  
10%  
0.1%
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

Premier €9,195
VIP €5,245
Standard €3,675
Future €1,995
Digital €259

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

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**Learning & Best Practice**

**Benchmarks & Rankings**

**Trends, Insight & Intelligence**
Lions / Customers
Established at the heart of the industry

Brands

“A 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)

- US: 38%
- UK: 12%
- RoW: 35%
- China: 3%
- Japan: 3%
- Brazil: 4%
- France: 6%
- 110 Countries

Revenue by Customer Type (2019 Revenue)

- Independent Agencies: 39%
- Brands: 17%
- Media: 13%
- Production & Other: 5%
- Hold Co Agencies: 25%
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.
Marketing - WARC

Paul Coxhill
WARC / Who we are

We are the world’s most trusted, independent authority in marketing effectiveness.
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
- WARC for Brands
- WARC for Media Owners
- WARC Advisory

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)

The business has grown revenue at 11% CAGR since our acquisition.
WARC / Overview
Growth through expansion of customer base

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**<br>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 Strategy](image)

#### WARC Advisory<br>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 Advisory](image)
## WARC / Key Personas

**Delivering trusted insight to the industry**

<table>
<thead>
<tr>
<th>Customer type</th>
<th>Personas</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Owner</td>
<td>CMO</td>
<td>- Deliver positive, measurable marketing outcomes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Develop in-depth knowledge of how marketing is changing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- L&amp;D for the marketing function</td>
</tr>
<tr>
<td>Agency</td>
<td>CSO</td>
<td>- Validate strategies and ideas with trusted evidence</td>
</tr>
<tr>
<td>(Creative/Media/Full-service)</td>
<td></td>
<td>- Strategic insight for client pitches and growth</td>
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<tr>
<td></td>
<td></td>
<td>- Rapid intelligence on a category, audience or marketing topic</td>
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<tr>
<td>Media Owner</td>
<td>CRO</td>
<td>- Trusted data to make the case for their channel</td>
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<tr>
<td></td>
<td></td>
<td>- Demonstrate impact on client business</td>
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<tr>
<td></td>
<td></td>
<td>- Broaden client inventory</td>
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**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 Strategy**

A deep-dive into what makes great creative work: benchmarks, analysis, creative planning tools and frameworks to help marketers maximise creative effectiveness

**Target audience:** Agency/Brand Creatives & Planning Teams

**WARC Advisory**

Global Ad Trend reports, investment benchmarks, and analysis/data on media spend, costs and consumption across 19 categories, 90 consumer demographics and 100 markets to help marketers plan with precision

**Target audience:** Media Agencies, Media Owners, Consultancies

**WARC Academy**

Our proprietary digital commerce competitive performance index, best practice and in-depth ecommerce media benchmarks, to help brands win the marketing battle on the world's largest platforms

**Target audience:** eCommerce, Omnichannel, Shopper Marketing at Brands & Agencies

**WARC CREATIVE**

**WARC MEDIA**

**WARC DIGITAL COMMERCE**
WARC / Levers for growth

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.
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
- Founded

2014
- Acquired by Ascential

2016
- Europe launched in Copenhagen
- China launched
- Asia launched

2018
- Europe moves to Amsterdam
- China launched
- Asia launched

2020
- No events held
- Project Vision to reimagine the product

2021
- Europe returns
- US returns

Revenue £m

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<td>14</td>
<td>20</td>
<td>35</td>
<td>41</td>
<td>56</td>
<td>56</td>
<td>50</td>
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- China & Asia
- US & Europe
Money20/20 / Customers
Serving a complex industry in a global, growing end market

- 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

M20/20 Customer Needs can be grouped into 4 key areas

- CONNECT ME
- INSPIRE ME
- INFORM ME
- AMPLIFY ME

Feedback: Customers are giving M20/20 permission to do more

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

“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”

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

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1 M20/20 Customer Personae Research, Feb ‘21
2 50 Customer Interviews: Ascential Strategy team
Money20/20/ Landscape
Industry is large and growing rapidly

Targeting a community of 2m fintech professionals

- 30,000 companies in fintech, with >$100m revenue¹
- 60,000 fintech start-ups in 2021²

The Fintech market is growing rapidly

- Market size³
  - 25% CAGR

¹S&P Capital IQ ²Startup Blink ³Marketdataforecast.com (Jan 2022)
Money20/20 / Network effect
Success breeds further growth

- Growing media attendance
- Attracts attendees and exhibitors from the whole eco-system
- Attracts C-suite audience and speakers
- Provides a platform for new product and partnership announcements
- Attracts a large number of start-ups and early-stage companies and investors

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

“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
MD, Global Head of Digital Strategy
Barclays

“Everybody is here and every year it’s getting bigger and bigger”
Anne Boden
CEO & founder
Starling Bank
Money20/20 / Overview
A balanced revenue model

Key Data

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

Business model

Sponsorship & Partnership 45%
Delegates 55%
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
Closing Remarks

Duncan Painter
Key strengths

- Market leading, long established products
- Significant competitive moats
- High levels of recurring revenue and customer retention
- Sets benchmark for product quality
- Multiple addressable markets and levers for growth
- Attractive financial profile with strong operating leverage
Thank You
Speakers
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 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.
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

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 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.
Paul Coxhill
WARC

Speaker biography

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

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

Prior to Ascential, Paul was Marketing Director at online payments scale-up Ukash, part of the executive team that created an award-winning business across 6 continents (now part of Paysafe Group). Additionally, Paul has 13 years of blue-chip Marketing experience with Barclays in the UK and South Africa across all aspects of the marketing, customer strategy, and proposition spectrum.
Tracey Davies has been at Ascential for 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.
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.