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Welcome
# Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker(s)</th>
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<tbody>
<tr>
<td>1:30pm</td>
<td>Registration and Coffee</td>
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<tr>
<td>2:00pm</td>
<td>Introduction and Overview</td>
<td>Duncan Painter and Mandy Gradden</td>
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<tr>
<td>2:20pm</td>
<td>Cannes Lions: 2018 Festival</td>
<td>Phil Thomas</td>
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<tr>
<td>3:00pm</td>
<td>Break</td>
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<tr>
<td>3:10pm</td>
<td>MediaLink: In Focus</td>
<td>Michael Kassan</td>
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<td>4:30pm</td>
<td>Money20/20 : Expansion</td>
<td>Phil Thomas</td>
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<tr>
<td>5:00pm</td>
<td>Refreshments</td>
<td></td>
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</tbody>
</table>
Providing trusted information to better inform customers.

Size relates to LTM revenue to June 2017 proforma for OCR and MediaLink
Connect

Major marketplaces for customers to share knowledge, build partnerships and trade.

Size relates to LTM revenue to June 2017 proforma for OCR and MediaLink
Specific actions and recommendations to improve performance and realise objectives.

Size relates to LTM revenue to June 2017 proforma for OCR and MediaLink
Where all three elements are offered customer engagement is higher and our relationship is more strategic.
Bubble size, proportion and growth figures all relate to LTM revenue to June 2017 proforma for OCR and MediaLink.
Revenue

- **Information Services**: £175.4m, 47%
- **Cannes Lions**: £65.5m
- **Other Information Services**: £131.8m
- **Money20/20**: £39.3m
- **MediaLink**: £43.6m
- **Other Events**: £93.1m
- **Exhibitions & Festivals**: £198.0m, 53%

LTM revenue June 2017 proforma for OCR and MediaLink
How we generate revenue

£65.5m €74.8m (+7%)
Revenue LTM June 2017

Entries

- €29.4m (+8%)
- 39%

Fee paid to enter work for awards

Delegates

- €30.4m (+3%)
- 41%

Fee paid to attend and network at the festival

Partnership & Digital
(including Archive, Trophies and Commissions)

- €14.9m (+24%)
- 20%

Branding of events and festival infrastructure, cabana hire etc.
How we generate revenue

£43.6m $55.2m (+9%)
Revenue LTM June 2017

Advisory - Retainer
- 64% of £35.3m
  - Advisory services, paid via annual retainer

Advisory - Projects
- 19% of $10.7m
  - Bespoke advisory services (media reviews, commercial diligence)

Events
- 8% of $4.2m
  - Tailored partner activations (including positioning, visibility, and networking plan)

Talent Optimization
- 9% of $5.1m
  - Optimisation of executive talent base

Proforma for last twelve months to June 2017 (acquired February 2017)
How we generate revenue

£39.3m (+24%)
US £26.9m (+17%) Europe £12.3m (+42%)
Revenue LTM June 2017

Delegates – Direct
- £20.6m (+21%)
  - Fee paid to attend
  - 52%

Delegates – Indirect
- £6.2m (+35%)
  - Fee paid to attend, within Stand/Sponsorship package
  - 16%

Stand Space
- £9.3m (+30%)
  - Fee paid for exhibition space and meeting rooms (inc. commissions)
  - 24%

Sponsorship
- £3.2m (+17%)
  - Fee paid by companies to promote their business
  - 8%

Fee paid to attend
Capital Markets Day 14 November 2017
2018 Festival
BUSINESS MODEL

1. Global “Must Attend” Festival
   No.1 market position

2. Ability to Address Segments & Markets with New Propositions

3. Entries and Delegates
   Expansion of both categories in line with industry changes

4. More, Better Content
   Over 360 content sessions from over 700 speakers

5. Greater Media Coverage
   Over 600,000 video views

6. Greater Brand/Tech Platform and General Industry Awareness
   Increasing global convergence, wider media platforms, broader brand/client engagement

Increasing global convergence, wider media platforms, broader brand/client engagement.
BACKGROUND

Cannes Lions – forever adapting to a changing industry

Campaign – July 1992

Campaign – June 1979

Jury chief hits out at standard of entries

Campaign – July 1992

Furious Weiland calls for industry Cannes boycott

Campaign – January 1994

Cannes festival pledges big shake-up
Eight macro-trends

1. **Macro challenges: low growth, slowing ad spend growth**

2. **Digital disruption**

3. **Rise of Social Media and the Tech Giants**

4. **The surge of consultancies**

5. **In-housing**

6. **Migration to the left brain – Creativity meets data**

7. **Convergence of content and distribution**

8. **Changing media consumption habits**

---

**Advertisers**

- **Creatives**
- **Media planning and buying**
- **Marketing and Data Services**
- **Public Relations**
- **Content owners**
- **Media owners/ aggregators/distributors**
- **Consumers**
CONTINUOUS DEVELOPMENT

Festival content


CMO Academy
Lions Entertainment
Masters of Creativity
Lions Innovation
Lions Health
CMO Academy
Forums and Tech Talks
Young Marketers Academy
Night School
CONTINUOUS DEVELOPMENT

Lions Awards
Evolution of customer base

**Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>Agencies</th>
<th>Brands, Media Platforms, Tech Companies</th>
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</thead>
<tbody>
<tr>
<td>2008</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>2017</td>
<td>64%</td>
<td>36%</td>
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</tbody>
</table>

Sizing of rings relates to revenue (LTM June)
# Advisory committee feedback

## Focus

Focus the event, Awards and content programme on Creativity

Streamline the Awards categories and ensure they reflect the evolution of the marketing landscape

Unify the Lions and the content to allow easier navigation of the Festival

---

## Affordability

Provide an environment where customers are able to enjoy the Festival at a reasonable and predictable cost

Address the length and sprawling nature of the event

Find ways to get more young people to the event

---

## Accessibility

Create an even more open platform for future generations to benefit from the insights from the Festival even if they can’t attend in person

---

**LIONS 2017**

**Ascential**

Capital Markets Day 14 November 2017 22
The Festival

Focus
- Aligned to the new Lions Awards architecture
- Moving from 8 days to 5 days
- A common language of creativity at the Festival

Affordability
- Young Lions delegate pass to every office who submitted 15+ entries in 2017
- Reduced length of Festival will lower incidental costs

Accessibility
- Screens around the city, with open air cinema on the beach
- All Awards shows, shortlisted & winning work available to view for free
- More free live-streamed seminars

Rationalisation of sub-categories will further raise Lions value. Each piece of work limited to entry in 6 Lions Awards.

Charity and NGO work to be presented separately to brand work for judging and at Awards shows.

Reshaping of Special Awards points to reflect the difficulty of winning a Lion.
## The new Awards structure

<table>
<thead>
<tr>
<th>Reach</th>
<th>Comms</th>
<th>Craft</th>
<th>Experience</th>
<th>Innovation</th>
<th>Impact</th>
<th>Good</th>
<th>Entertainment</th>
<th>Health</th>
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<tr>
<td>Creative Data</td>
<td>Film</td>
<td>Industry Craft</td>
<td>Brand Experience &amp; Activation</td>
<td>Innovation</td>
<td>Creative Effectiveness</td>
<td>Sustainable Development Goals</td>
<td>Entertainment</td>
<td>Pharma</td>
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<td>Social &amp; Influencer</td>
<td>Radio &amp; Audio</td>
<td>Digital Craft</td>
<td>Creative eCommerce</td>
<td>Product Design</td>
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<td>Health &amp; Wellness</td>
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<td>PR</td>
<td>Print &amp; Publishing</td>
<td>Film &amp; Production Craft</td>
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<tr>
<td>Direct</td>
<td>Outdoor</td>
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<tr>
<td>Media</td>
<td>Design</td>
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<td>Mobile &amp; Screen</td>
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<tr>
<td></td>
<td>Titanium</td>
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**Glass Lion:** The Lion for Change

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Capital Markets Day 14 November 2017
LIONS 2018

Partnership with the host city of Cannes

- **Fixed price taxi fare**
  from Cannes to Nice Airport (€80)

- **Freeze on hotel prices**
  for 2018

- **Fixed price menus**
  (€20, €30 and €50) for delegates at 50+ restaurants

- **Free Wi-Fi**
  along the Croisette and on all beaches
Serve the growing presence of consultancies, media, platforms, entertainment industry

Continue to engage clients, creating new products

Membership 365 model

Accelerate digital product growth
Q&A
Break
WHO WE ARE

Our team: diverse and operationally-minded

Michael Kassan
Chairman and CEO

Grant Gittlin
Chief Growth Officer

Matt Spiegel
Managing Director and
Head of Data & Technology Solutions

Dana Anderson
Chief Transformation Officer

Martin Rothman
Managing Director and
Head of Corporate Development
Focused on driving business impact across adjacent industries

~60% of Ad Age’s Top 50 Advertisers

8 of the 10 largest media companies of the Fortune 500
“MediaLink brings a breadth and depth of experience from the media buying, selling and technology functional areas. The company is well versed on emerging companies, platforms, business models, systems and processes that are driving change in the … media landscape.”

– Joe Bihlmier, VP Global Media, American Express
WHO WE ARE

Partner with companies at all stages of the business life cycle, across the value chain.
Generate revenue from diverse and complementary industry segments

Revenue share
(LTM June 2017)

- Traditional Media: 25%
- Digital Media: 26%
- Technology: 16%
- Brand: 7%
- Agency: 3%
- Investor: 3%
- Other: 3%
Drive growth through one brand, supported by diverse expertise

**WHAT WE DO**

- Strategic foundation & implementation
  - Defining the business infrastructure required to compete today

- Digital innovation execution
  - Creating the experiences consumers expect today
Drive growth through one brand, supported by diverse expertise – examples by practice area

**BRAND / AGENCY OPTIMIZATION**

- **Market factors**
  - Fragmenting attention and commerce initiates:
    - Focus to navigate corporate priorities
    - New working relationships amongst traditional partners

**DATA / TECH SOLUTIONS**

- **Market factors**
  - Shift to data-enabled buying / selling of media creates:
    - Guidance on the value and distribution of data
    - Partnership on strategy, selection, and execution

**TALENT**

- **Market factors**
  - The rate of change across business needs demands:
    - Changes to organizational structure and skills
    - The right leadership at all levels
Drive growth through one brand, supported by diverse expertise – examples by practice area (cont’d)

**Business Acceleration**

- **Market factors**
  - Marketplace "noise" requires:
    - Evolution of current business models and formats
    - Commercialization strategies for next-gen offerings

- **Case Studies**
  - Legacy Reinvention
  - Emerging Launch

**Customer Experience**

- **Market factors**
  - Changing competitive advantages demand:
    - Shifts in corporate purpose and resource allocation
    - Evolving skill sets to produce consumer/enterprise experiences

- **Case Studies**
  - Brand Purpose
  - Product Build

**Investor Strategy**

- **Market factors**
  - Market complexities and competitive pressure require:
    - Insights on scaled and emerging assets to drive growth
    - Real-world, operational insights on product, team and differentiation

- **Case Studies**
  - Financial Investment
  - Strategic Acquisition
Multiple levers for growth accelerated by Ascential

Multi-Practice Area Expansion

Brand Advisory Depth / Breadth

Service Expansion

Productization of IP

Geographic Expansion

Collaboration Across Ascential

WHAT WE DO
Operational Expertise
OPERATIONAL EXPERTISE

Transform conferences into marketplaces

Las Vegas
Barcelona
Cannes
New York City
Orlando

Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec

Huntington Beach
Austin
Los Angeles
Cologne

Full, large-scale MediaLink client activations
Smaller-scale MediaLink client activations
Navigate and connect the data, technology and expertise to drive growth

**Team of strategists, architects and builders** – create the mindsets, tools, organizations, and processes that enable new actions and new measurements

Started in programmatic; today provide answers to more complex challenges of marketing transformation that requires data driven decision making and technology enablement.

### Need

- **Media measurement models**
  - Need ways to judge impact of media investments, to increase ROI

- **Advertising tech solutions**
  - Need understanding of solutions required for delivering desktop/mobile ads and to map needs against current capabilities

### Impact

- Created detailed plan for what measurement model to develop; used for global model and implemented

- Examined future tech needs & used intel to develop detailed blueprint of tech components required; analyzed 50+ targets
Deepening relationships with brands

Focus:
- More entry points to begin client relationship beyond brand / agency optimization

Rationale:
- Disrupted marketing landscape, over-burdened marketers, struggling brands and sparse resources
- The need for speed and clarity by today’s marketers

Evolving offering

Specific example:

Starting point: 3 brands

Today: 12 brands

$1.3M incremental revenue

Brand premise
Comms planning development
Content journey / strategy
Marketing dept. re-org?
Agency review?
UX/UI?
Harnessing power of Ascential to drive improved business results

Operations

- Initial integration components completed (technology, legal, finance)
- Expanded access to US for Ascential
- Created access to UK/Europe for MediaLink
- Utilizing tech infrastructure of Ascential for MediaLink efficiency (Salesforce)

Collaboration & Education + Revenue Potential

- Money20/20
- Cannes Lions / Lions Entertainment
- WGSN
- One Click Retail
Money 20/20

Expansion
BACKGROUND

- First show in 2012
- Founders steeped in the Payments industry
- Content and Exhibition proposition
- Industry is both Global and Local
- Ecosystem: “Everyone. Every time”
An ecosystem event

The Industry

Investors: Bain Capital Ventures

Banks: Bank of America, fidor bank, ING, HSBC, solarisBank

Advisory: Addleshaw Goddard, McKinsey & Company

Big Tech: IBM, Intel, Samsung

Retail: METRO GROUP, Amazon, Rakuten

Mobile Wallet: Money 20/20, PayPal, Revolut, Samsung Pay, monzo, Alipay

Consumer Tech: Facebook, Google, Apple

Payments/Fin.: Adyen, Klarna, ingenico Group, MasterCard, Stripe

Regulation: FCA, Monetary Authority of Singapore, MAS

Marketing & Data: AIMIA, Bink, yoyo

Security: Feedzai, Fraugster
Key topics

- Banking
- Internet of Things
- ECommerce
- Entrepreneurship
- Payments
- Blockchain
- AI
- Regulation
- Cyber Security
- Identity
Money20/20 is arguably the most important Fintech conference today globally."

Giulio Montemagno
General Manager Europe

You should come to Money20/20 not only for the presentations or the conversations but also to meet people and find people who are thinking about what you’re going after in a different way. It changes your perspective.”

Jack Dorsey
CEO & founder

There’s no other place out there where you can have so much return on your time”

Nuno Sebastião
CEO
PROPOSITIONS

The delegate proposition

Ideas and inspiration
World class speakers across global events

Networking
Thousands of meetings creating partnerships and business opportunities with combined attendance of over 16,000 (US and Europe)

Business Building
Over 600 exhibitors to meet, understand new products, services and technologies
Exclusive content from the biggest and most innovative brands

Carlos Torres Villa
CEO
BBVA

“Millennials would rather go to the dentist than go to the bank”

Giulio Montemagno
GM Europe
amazon pay

“Immediacy is everything”

Jack Dorsey
CEO and Founder

“You don’t have to be first. You just have to be the best”

Rita Liu
Head of EMEA
Alipay

“What matters is using technology to drive financial inclusion and a cashless society.”

Steve Wozniak
Co-Founder

“If you’re scared of AI, how are you going to stop it from happening? You can’t. You’ll just get in the way of the steamroller”

Dan Schulman
CEO and President
PayPal

“I don’t believe that any one company can address the issues in front of us alone”

“Millennials would rather go to the dentist than go to the bank”
Propositions
Exhibitor and sponsor proposition

A global platform
Showcase products and announce partnerships to over 16,000 attendees (US and Europe)

Raise brand awareness
Exhibit alongside the biggest brands and the most innovative start-ups

Connect with the industry
Host meetings and build networks with other industry players
VOLUME GROWTH

US and Europe

Attendees ('000)

Exhibitors

US and Europe

Capital Markets Day 14 November 2017
CUSTOMER BASE

Geographical distribution of attendees

Distinct regional regulations mean customer base for each event is largely local.

Sizing of rings relates to number of attendees at each event.
Market sizing

Population (2017 m)
- US
- Europe
- Asia
- China

GDP (2016 $Tn)
- US
- Europe
- Asia
- China

eCommerce Revenue (2017 $Bn)
- US
- Europe
- Asia
- China

Fintech Investment (2014-16 $Bn)
- US
- Europe
- Asia
- China

Sources:
- Worldometers.info
- Statista.com
- KPMG ‘Pulse of Fintech’ 2017
Geographical expansion
GLOBAL EVENT

Money Europe 2020

Amsterdam, The Rai
4-6 June 2018

Key Partners

[Logos of Key Partners]

Ascential
GLOBAL EVENT

MoneyASIA 20/20

Singapore, Marina Bay Sands
13-15 March 2018

Key Partners

Headline Speakers

Jonathan Larsen
Ping An

Cheng Li
Ant Financial

Pieter van der Does
Adyen
Global Event

Hangzhou, International Expo Center
November 2018

Key Partners

WeChat Pay
Ant Financial
LianLian Pay
Baidu

Signing Ceremony of Strategic Cooperation between Ascential Group and Hangzhou Municipal Government
Signing Ceremony of Cooperation Memorandum between Ascential Group and Xixian District Government
Q&A
Thank you
Biographies
Duncan joined the company in October 2011 as Chief Executive Officer. Following four years of turnaround of the business and growth, Top Right Group (previously known as EMAP) was rebranded Ascential and successfully floated on the London Stock Exchange in February 2016.

As CEO, Duncan has a relentless focus on improving our products and services to ensure this drives 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 over the last few years.

Before joining the Group, Duncan was an Executive at BskyB, where he supported their growth objectives to ten 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 also a non-executive director at Investis Limited and a non-executive advisory board member to ThoughtRiver Limited.
Mandy joined the company in January 2013. Mandy is an experienced corporate CFO with more than 20 years’ financial and senior management experience. Most recently, 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 listed 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 also sits as a non-executive director on the board, and is chairman of the audit committee, of SDL plc. Mandy qualified as a chartered accountant with Price Waterhouse in 1992.
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 in November 2006 was appointed Chief Executive Officer of Lions Festivals. Philip began his current role when Ascential Events was established in August 2016. He remains CEO of Cannes Lions.

Phil Thomas
CEO
Ascential Events
Prior to founding MediaLink, Michael was the President/COO and Vice-Chairman of Initiative Media Worldwide. In 1997, he was named one of the top media executives in America by Advertising Age Magazine. He joined Initiative Media Worldwide in 1994, and helped grow media billings from $1.5 billion to over $10 billion. Prior to Initiative, he was President and COO of International Video Entertainment (Artisan Entertainment).

Michael is often called upon as a speaker and commentator to share his insights on the media and advertising industries, changes within them, growth, and the places in which tangible opportunities exist for marketers. He is a regular keynote speaker at the world’s major media conferences.

In addition, Michael has served on the Board of the Hollywood Radio and Television Society, the Commission on California State Government Organization and Economy and the Cultural Affairs Commission – City of Los Angeles and has been Chairman of the State Senate Select Committee on the Entertainment Industry. Michael is also a strong supporter of community and not-for-profit programs, and currently serves as Chair of the UJA-New York Marketing Communications Committee. He also plays an active role in children’s education and mentoring, having been involved in both the H.E.L.P. Group, a non-profit organization serving children with special needs, and the Big Brothers/Big Sisters program of Los Angeles.
Grant Gittlin  
Chief Growth Officer

As Chief Growth Officer, Grant is focused on maintaining MediaLink’s competitive advantage. His role includes ensuring current client satisfaction, securing new clients, and developing new market offerings.

Across our practice areas and the business of the business, there is no job too big or too small. He’s been recognized for his contributions by publications such as ReCode and a profile in Fortune / Millennial magazine. As well, he’s been named to Ad Age’s 40 Under 40 and Variety’s New Leaders.

He began his career at Bridgewater Associates – eventually leaving finance to find “someone who loved their job and did it well.” After a one-year professional adventure helping launch companies, MediaLink took him in allowing him to serve as the company’s first Chief of Stuff.

Additionally, he is the creator of ARTHA, an incubator for emerging artists based in Long Island City.
BIOGRAPHIES

Matt Spiegel
Managing Director & Head of Data / Technology Solutions

Matt’s experience as entrepreneur, agency executive, and marketing technology executive guides his focus and passion for being a guide and strategist at the intersection of marketing and media with technology and data. At MediaLink, Matt applies his expertise by helping enterprise marketers and media companies assess, plan for, and implement solutions needed to success with programmatic technologies and addressable marketing.

Matt comes to MediaLink with a background of executive leadership roles within digital marketing and technology organizations. He is the founder and former CEO of Resolution Media, Omnicom’s search marketing agency. As Omnicom Media Group’s global digital CEO, Matt launched Omnicom’s trading desk Accuen. Most recently he ran the enterprise sales and solutions business for MediaMath across North and Latin America.

In addition to Matt’s work connecting the marketing and technology industries, he advises/mentors start-ups and young entrepreneurs, is a board member of the Chicago Parks Foundation and was a Crain’s Chicago Business 40 under 40 honoree in 2014.
Dana Anderson  
Chief Transformation Officer

Dana is an intrepid explorer whose curiosity about people and what motivates them has propelled some of the world’s most beloved brands. She unleashes the power of a brand through four fundamental constructs: creativity, transformation, inspiration and powerful storytelling.

As Chief Transformation Officer of MediaLink, Dana applies her expertise, wit and wisdom to Fortune 500 marketers, helping them unearth new approaches to innovation, applying transformational thinking to enduring plans, seeking fresh inspiration in a brand’s promise and crafting compelling narratives that touch the hearts and minds of consumers.

Prior to joining MediaLink in April 2017, Dana was Chief Marketing Officer at global snacking powerhouse Mondelēz International. There she led the brand equity, strategy, marketing, media, data and digital teams that powered such iconic brands as Oreo and Trident. She joined Mondelēz in 2012 when Kraft Foods separated its global snack business from its grocery business. Dana had served as SVP of marketing strategy and communication for Kraft since 2009.

Ad Age calls her one of the “100 Most Influential Women in Advertising” and Business Insider named her one of the most innovative CMOs in the world. In 2015, she was on the Forbes list of Top 50 CMOs and was named “Woman of the Year” (She Runs It).
As Head of Corporate Development at MediaLink, Martin's time is spent spearheading strategic growth initiatives within the company. These include cross-portfolio collaboration under the Ascential plc umbrella, strategizing on other organic and inorganic revenue opportunities, and executing upon these strategies.

As Managing Director, Martin oversees a book of business with a select group of clients, and continues to work with Michael on other important initiatives including internal operational imperatives and industry thought leadership.

Previously, Martin was Chief of Stuff at MediaLink, where he worked closely with Michael and the rest of the staff.

Martin began his career in investment banking at Credit Suisse in the Equity Capital Markets Group and later in the Financial Institutions Group, where he assisted clients with capital raises, M&A and other strategic functions.