



STRATEGIC GOALS & FINANCIAL OBJECTIVES

To be the #1 global, specialist information company.....
enabling customers in the consumer value chain....
to win in the digital economy....
by excelling at product design, marketing and sales





Accelerate the organic growth of our revenues....

while optimising margins and profits

Maximise value creation through the application of a tightly focussed capital allocation process

THE CONSUMER VALUE CHAIN: A BROAD AND ATTRACTIVE MARKET TO SERVE

Generation 1



Key characteristics

- Local, independent, fragmented
- Limited distribution and catalogue based
- · Wholesaler controlled
- Largely manual / mechanical

Key Supplier / Retailer Challenge

• Distribution / access to products

Generation 2



Key characteristics

- Mass marketed, major store based chains
- Scale based economics: Power SKUs, national brands
- Early non direct call centre sales and introduction of online sales
- Global / national supply chains

Key Supplier / Retailer Challenge

• Scale / trade terms

Generation 3

Marketplaces







Digital Intermediaries







Google

Key characteristics

- Marketplace & intermediary driven digital retail
- High transparency but largely still single channel
- Social & borderless commerce
- Algorithmically driven with minimal human intervention

Key Supplier / Retailer Challenge

 Managing price & quality transparency & the infinite shelf

Generation 4

Digitization of physical commerce and O2O becoming managed and integrated

Key characteristics

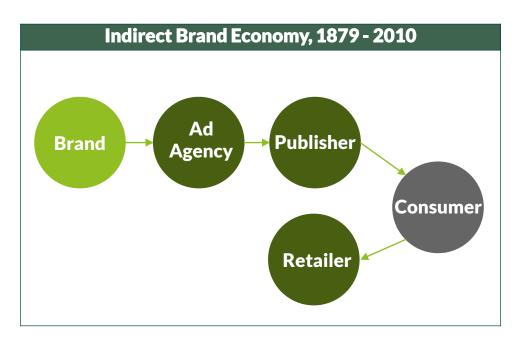
- Marketplaces provide enterprise infrastructure as a service
- Consolidation & integration of marketplaces & intermediaries into scale platforms
- Offline-to-Online (O2O) propositions

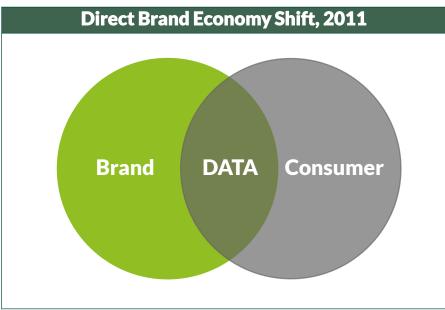
Key Supplier / Retailer Challenge

 Developing integrated online & offline experiences

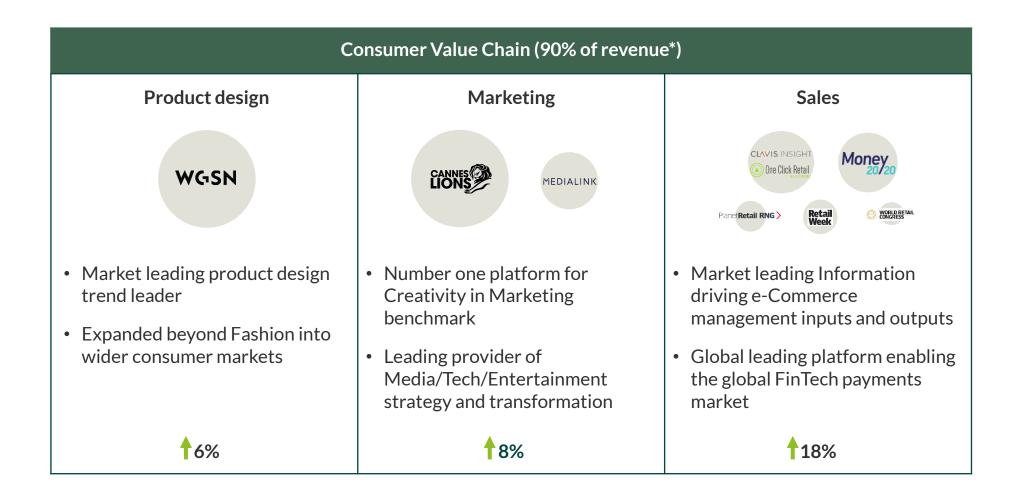
Source: Adapted from Planet Retail RNG 2017: Evolution of consumer product distribution

TRADITIONAL PLAYERS DISINTERMEDIATED - INFORMATION AND INSIGHT ON THE DIGITAL ECONOMY IS NOW CRITICAL





OUR BRANDS SERVE THE NEEDS OF CUSTOMERS IN PRODUCT DESIGN, MARKETING AND SALES



Bubble size, proportion and growth figures all relate to 2017 revenue proforma for MediaLink and Clavis. *Excludes Exhibitions

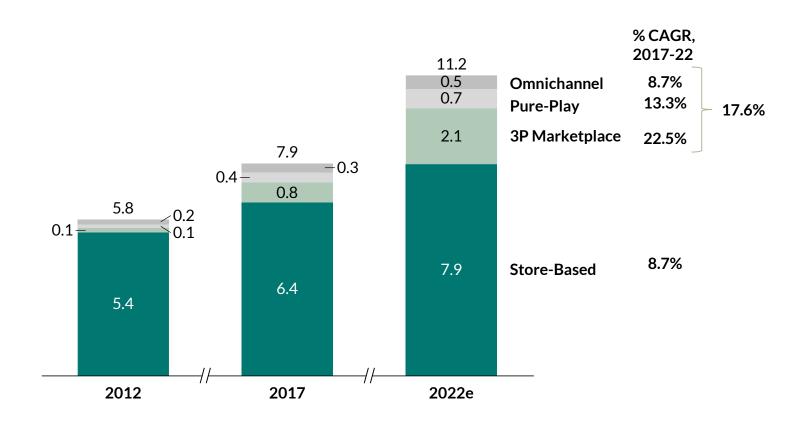


AGENDA

- 1 Trends Driving Demand for Our Products
- 2 Our Products Today
- The Vision
- 4 eCommerce Growth Platform in Development
- 5 Q&A

E-commerce is growing rapidly and taking share, but store based chain retail sales is still expected to grow globally

Global Chain Retail Sales, \$tn





The growth of e-commerce is impacting the nature of the Store...

Stores historically combined Range, Price & Proximity to create propositions...

'Stores of the Future' combine new elements:

Experiential

Social

Frictionless

Curated





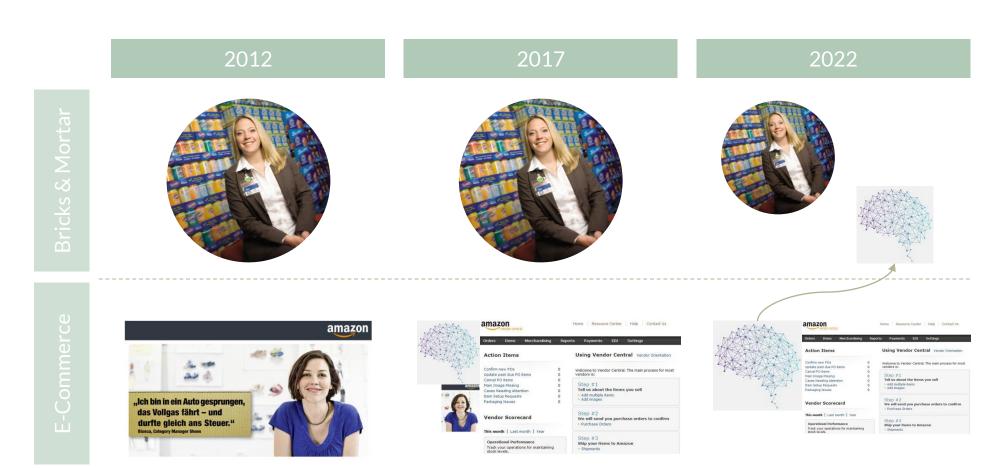




...and fundamentally altering the global retail landscape

Rank	2012 Sales (USD bn)		2017 Sales (USD bn)			2022e Sales (USD bn)			
1	Walmart:	\$431	=	Walmart:	\$497	1	Alibaba Group:	\$697	
2	Carrefour:	\$101	1	Alibaba Group:	\$342	1	Walmart:	\$602	
3	Kroger:	\$96	1	Amazon:	\$237	=	Amazon:	\$458	
4	Seven & I Holdings:	\$93	1	JD.com:	\$143	=	JD.com:	\$412	
5	Costco:	\$91	1	Carrefour:	\$124	=	Carrefour:	\$160	
Top 5 Share		14%			17%			21%	
Predominantly store-based retailer Predominantly ecommerce-based retailer									

These trends have profound implications for how retail suppliers seek to drive their sales



Suppliers negotiate with human on Price, Product, Placement & Promotion in both channels (supported by tech in e-comm) Suppliers to e-commerce 'work' with the 'Price, Product, Placement & Promotion algorithm' (experiments in China by Alibaba to do the same in physical retail)

Suppliers work with algorithm stores as well as e-commerce

These trends imply a growing need for suppliers to identify successful strategies and to trade online successfully



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Ascential's Retail Analytics Products

	Planet Retail RNG	One Click Retail	CLAVIS INSIGHT
2017 Rev	• £11.0 (+3%)	• £12.1 (+58%)	• £13.4 (+29%)
FTE	• C.50	• C.90	• C.170
Bus Model	76% Subscription20% Advisory4% Events	96% Subscription4% Advisory	95% Subscription5% Advisory
Products	 Retail Competitive & Market Intelligence Platform Advisory services 	 Amazon Sales & Share Add on products: 3P, Traffictrack, Promotrack, Searchtrack 	6Ps (Product, Price, Promotion, Placement, Perfect Page, and Performance) Digital Shelf Measurement
Geographic Coverage	• Global	• US, Canada, UK, Germany, France, Italy, Spain, & Japan	Global (500 Retailers)

The Products: PlanetRetail RNG >



Proposition Overview

- Retail competitive and market intelligence service enabling customers to assess 'where to play' and 'how to win':
 - 1. Forecasts by country, retailer, banner and channel along with key associated stats (e.g. store numbers, size, sales per sq. meter...)
 - 2. Disruption in retail insight reports with case studies on retail platforms, markets, sectors and capabilities... reports apply two proprietary lenses:
 - STEIP Society, Technology, Economy, Industry & Policy
 - 4 Winning Strategies: Ecommerce & digital ecosystem mgmt., store of the future, supply chain & fulfillment, and engagement & retention
 - 3. Advisory services: custom research, inperson updates & explorations, workshops, guided store tours

The Products:

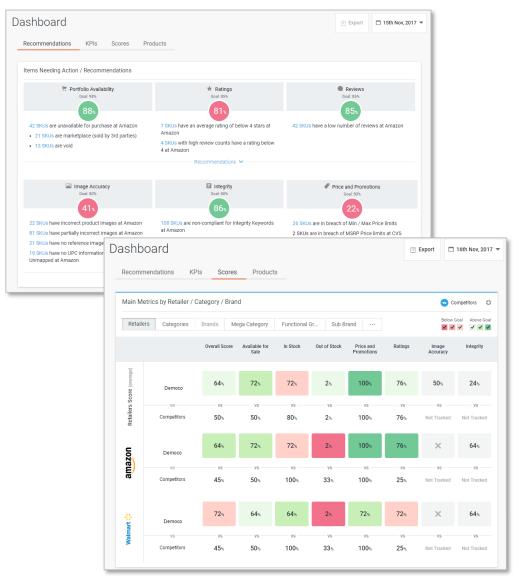




Proposition Overview

- Sales & Share analytics platform enabling customers to optimise their sales on Amazon in US, UK, Germany, France, Spain, Italy & Japan:
 - 1. 1P & 3P Sales and Share: sales and share evolution at SKU level derived from highly accurate estimation models, along with key drivers and action-oriented dashboards (enabling actions to counter, for example, revenue loss by SKU due to out of stock, shift to exclusively on Prime...)
 - 2. Traffic: derived traffic at SKU level (and hence conversion) from highly accurate estimation models along with key drivers to help identify which SKUs would benefit from greater marketing promotion
 - 3. **Promotions**: detailed promotions tracking to identify which price promotions to run (for example, given sustained growth in traffic and sales post the promotion)
 - **4. Search**: identification of key words that would drive increased traffic through retitling, different descriptions, or use hidden keywords

The Products: CLAVIS INSIGHT



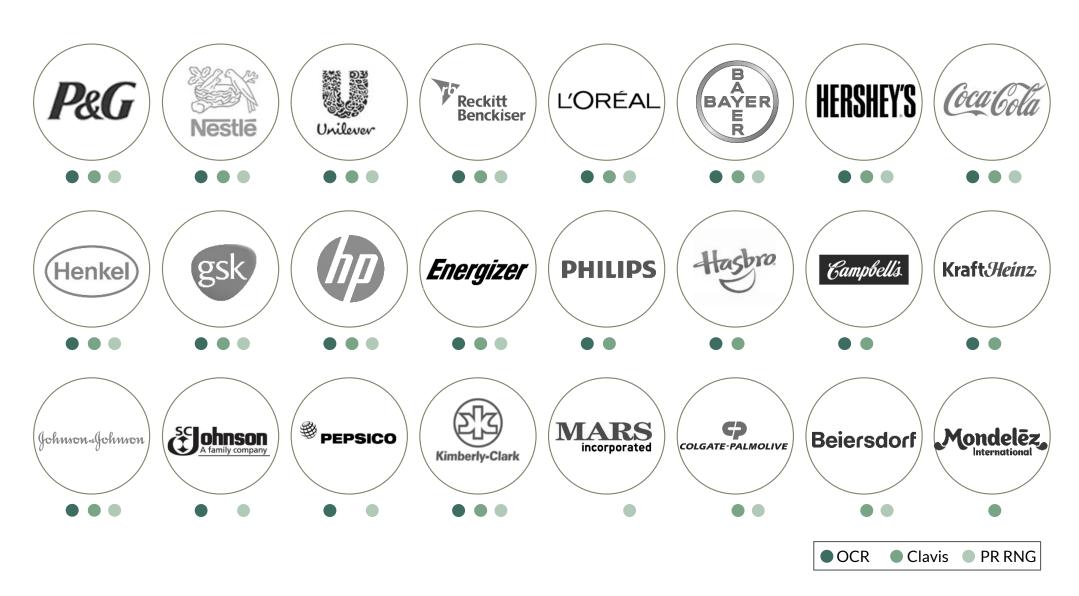
Proposition Overview

- Digital Shelf 6Ps eCommerce Intelligence[™] platform enabling customers to optimise their ecommerce sales across 500 retailers globally, utilizing leading-edge proprietary technology to automate online retailer monitoring at scale
 - KPI dashboards for governance and measurement, enabling engagement and compliance
 - 2. Product, Placement, Price, Promotions, Product Page, and Search Performance insights to identify and prioritize actions that drive growth
 - Content auditing to help protect and enhance brand equity
 - 4. Consulting and Professional services led by in-market teams with over 100 years of eCommerce Retail & Insight experience, to ensure customer success and provide deep strategic analytics

The components of a holistic proposition



Example 2017 Customers



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The Vision

To create the most comprehensive, accurate and actionable digital retail strategy & analytics platform in the world

We have several advantages to build upon



- Clavis provides the broadest retailer coverage (c.500) and deepest local market expertise (e.g. c.35 employees in Shanghai)
- OCR is unique in providing Traffic at a SKU level
- PR RNG's coverage spans omnichannel and pureplay retailers globally, along with all major retail markets



- OCR has the largest historic and current client training set for its algorithms
- OCR's algorithms have been refined over 5 years
- Clavis & OCR have strong harvesting, data processing and cataloguing capabilities
- PR RNG has a highly refined market, retailer, channel and format forecasting methodology and serves 7 of the top 10 global retailers



- All products are built with action-orientation based on input of largest customer base in the market and in-house e-commerce experts (often former CPG or Amazon / Walmart e-comm team members)
- Clavis & OCR support their customers with insights teams who identify key actions to be taken and provide recommendations on a weekly basis
- PR RNG offers custom advisory service with both omnichannel and e-commerce experts

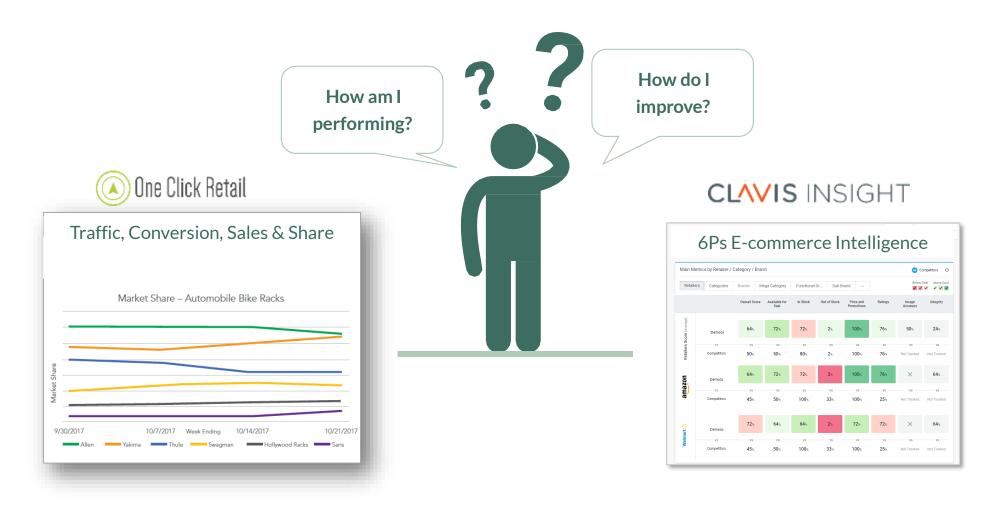
To achieve our vision we will...

- 1. Bring the three companies together (integration underway), resulting in an overall rebrand of a 'new' company with multiple product lines
- 2. Extend our market leading propositions (e.g. redevelopment of PR RNG data tool, launch of Clavis multi-metric view, increase insights teams...)
- 3. Develop integrated shelf & share products, and enhance our digital retail insight reports leveraging shelf / share data
- 4. Seek out additional partnerships and M&A targets

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Customers will realize new benefits from joining digital shelf with share



1. We are integrating Amazon ASIN-level traffic estimates and sales into Clavis

Customer Challenge

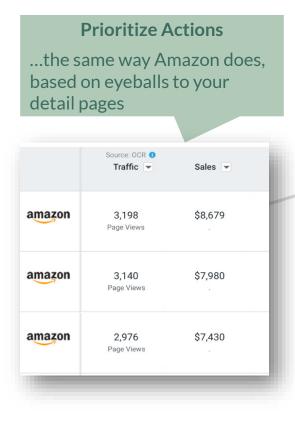
- Clavis tells me I have lots of problems to fix on Amazon...
 - But what do I do first?

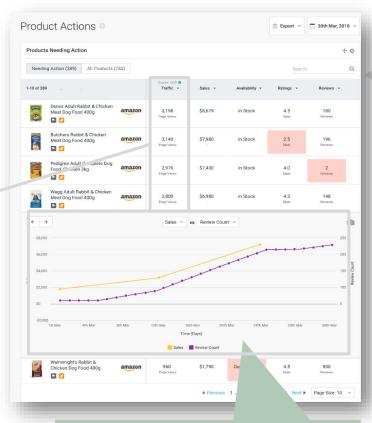


OCR / Clavis Solution

- Provide reports / data to enable customers to prioritize their actions against SKUs most seen and purchased by consumers
 - Combine OCR Traffic (the ONLY provider of SKU level traffic) with Clavis 6P's to focus action
 - Enable a 'multi-metric' view so correlations between traffic / sales and other metrics can be visualized
- Go to market approach (July for Traffic, Q4 for Sales)
 - Provide to Clavis only customers through upsell with trial and as 'lead' into sale of OCR Sales & Share Dashboard
 - Provide to joint customers as part of existing subscription

Amazon ASIN-level traffic estimates in Clavis & multi-metric view





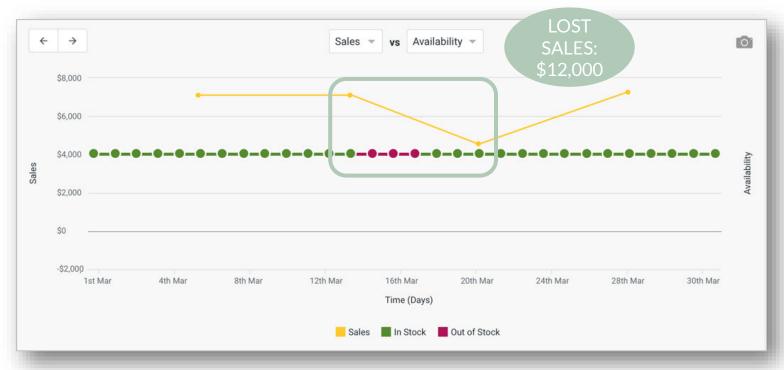
Visual Correlation with multimetric view

...so you can see how (and if) one action or metric impacts another

User Feedback

- "Very useful correlation report one of my favorites... is what everyone wants"
- "I like the action oriented side at the product level"
- "Great look at comp items on key metrics. Love it."

Example use case for multi-metric view



What happened?

- Item ABC123 went out of stock for 3 days and took two weeks to recover fully

So What?

- \$12,000 in lost revenue

Now What?

 The Account Manager would identify the break down in the supply chain and improve inventory positions so stock outage does not happen again

2. We are creating a new, 'total e-commerce' solution

Customer Challenge

- OCR provides sales and share and, along with Clavis, their drivers on Amazon (which is ~44% of US e-commerce)...
 - But what about the other 56% of eCommerce?



OCR / Clavis Solution

- Launch 'Total E-Commerce' solution to provide sales and share and drivers at category and brand level measuring over 90% of US and UK eCommerce revenue
- Combine with Clavis to identify drivers and prompt action

Total E-commerce: Preliminary Mock ups

12 WEEK

15,467 ^ 1%

15,467 ^ 2%

15,467 ^ 1%

15,467 > 3%

15,467 ^ 14%



Categories Brands Sub-Category

4 WEEK

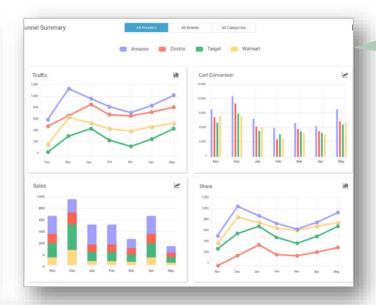
15,467 ^ 5%

15,467 ^ 8%

15,467 × 11%

15,467 ^ 12%

15,467 ^ 12%



52 WEEK

15,467 ~ 16%

15,467 ^ 13%

15,467 ^ 7%

15,467 ^ 12%

15,467 ^ 12%

26 WEEK

15,467 > 11%

15,467 ^ 12%

15,467 ^ 12%

15,467 ^ 9%

15,467 × 2%

Double click to drill into 6P's drivers and actions

Executive Dashboard summaries for quick leadership view

User Feedback

"I think the idea of linking sales / conversion / traffic data with execution information (content, availability, etc.) is great."

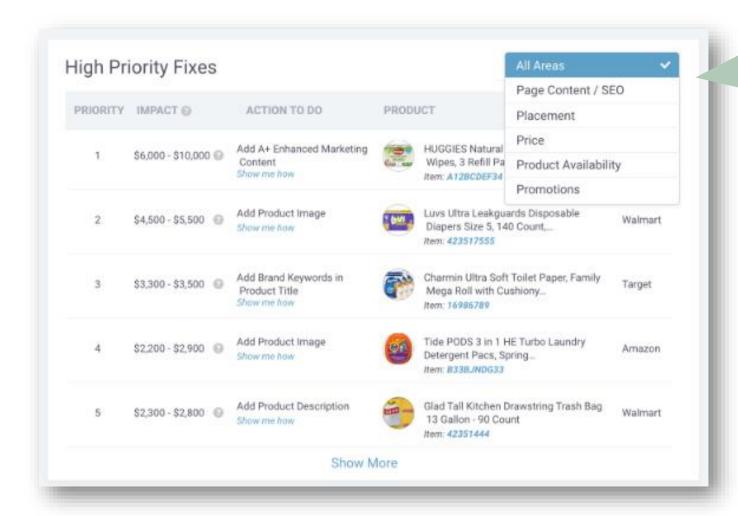
Share

RETAILERS

a

jet

Total E-commerce: Preliminary Mock ups



Prioritized actions based on \$ impact to your business, leveraging Clavis and OCR data to deliver new, easy to action insights

User Feedback

- "I like the display of \$ impact estimate and direct actions to take on the digital shelf with the "show me how" prompt. Very actionable."
- "Overall I like the weekly summary, "top things to fix" section with actions and forecasted impact, and charts with further detail."

3. We are laying the foundations for a fully integrated, enhanced 'Amazon' dashboard

Enhanced Amazon
Dash in Single Platform

Joint Customer Catalogues
(work initiated)

First Integration + Report Builder
(Q3 2018)

 Single platform with enhanced Amazon share and shelf reports

 Customer data on like for like basis between Clavis and OCR, enabling integration of Share with Clavis metrics

- Underlying tech changes to enable integration
- UI that enables customer (and Ascential dev teams) to build multi-metric reports

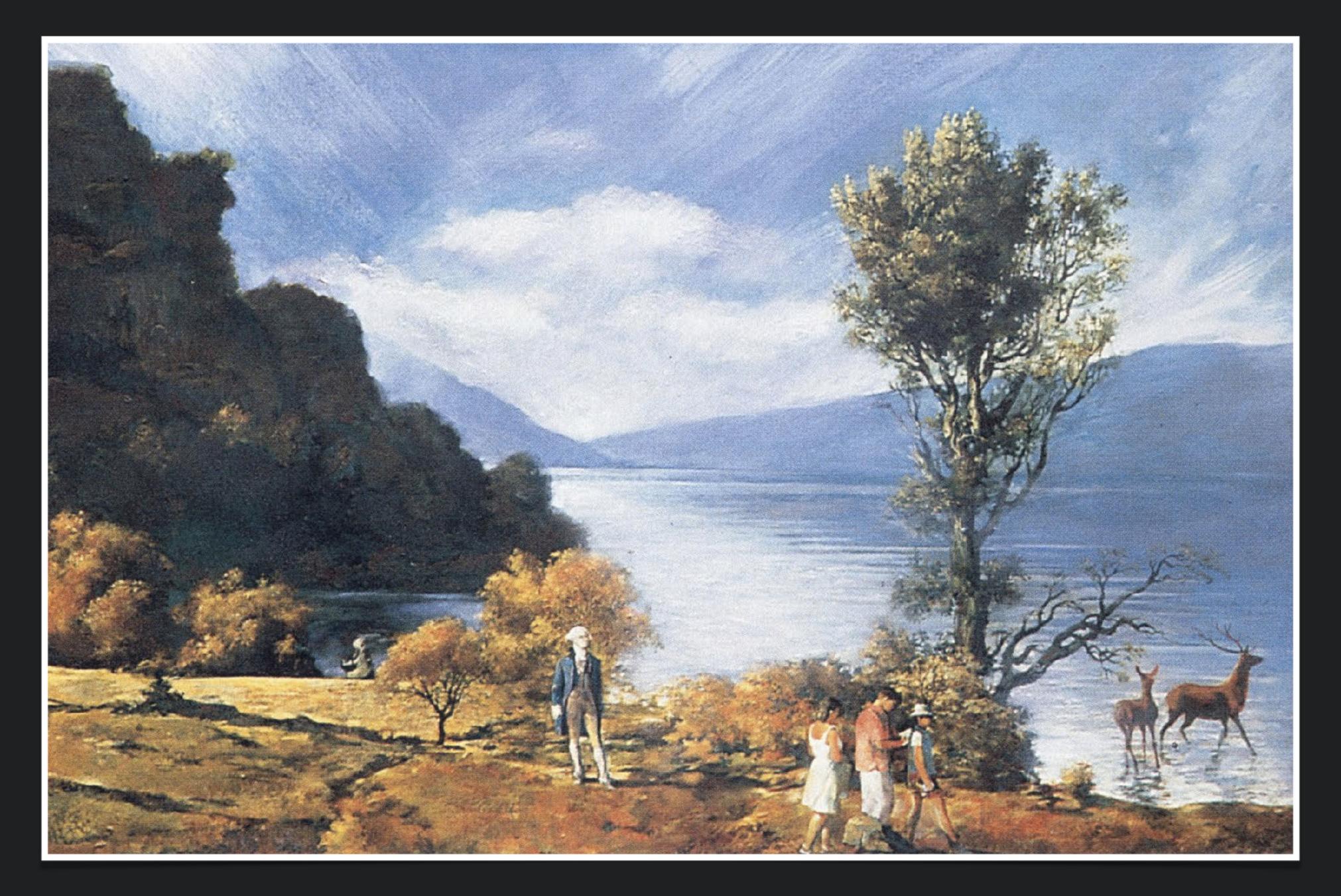
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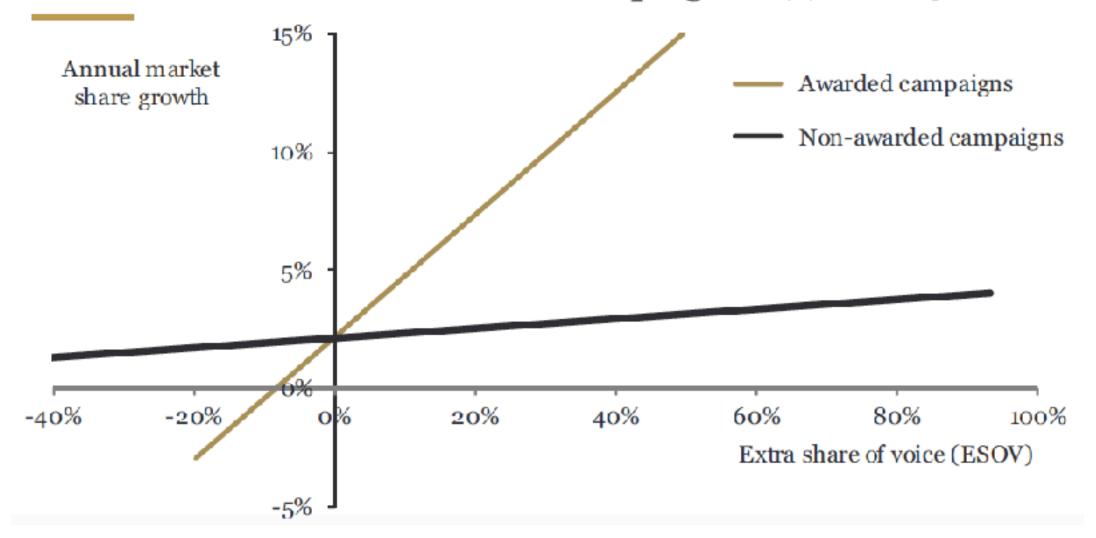




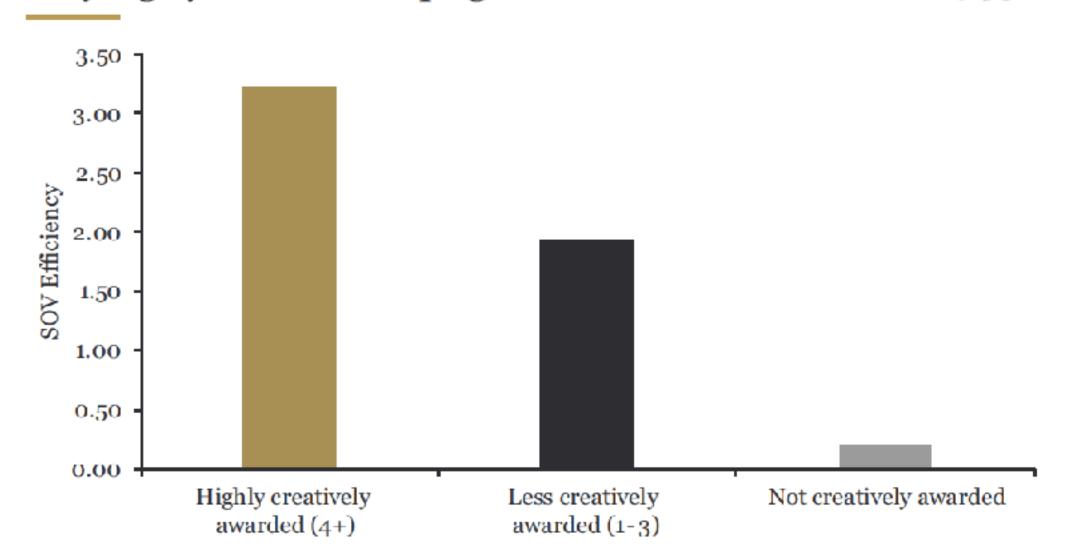
Painting by Numbers, Vitaly Kumar & Alexander Melami, 1994

Creativity matters

The relationship between ESOV and share growth for awarded and non-awarded campaigns (1996-2014)



Very highly awarded campaigns are the most efficient of all (1996-2014)



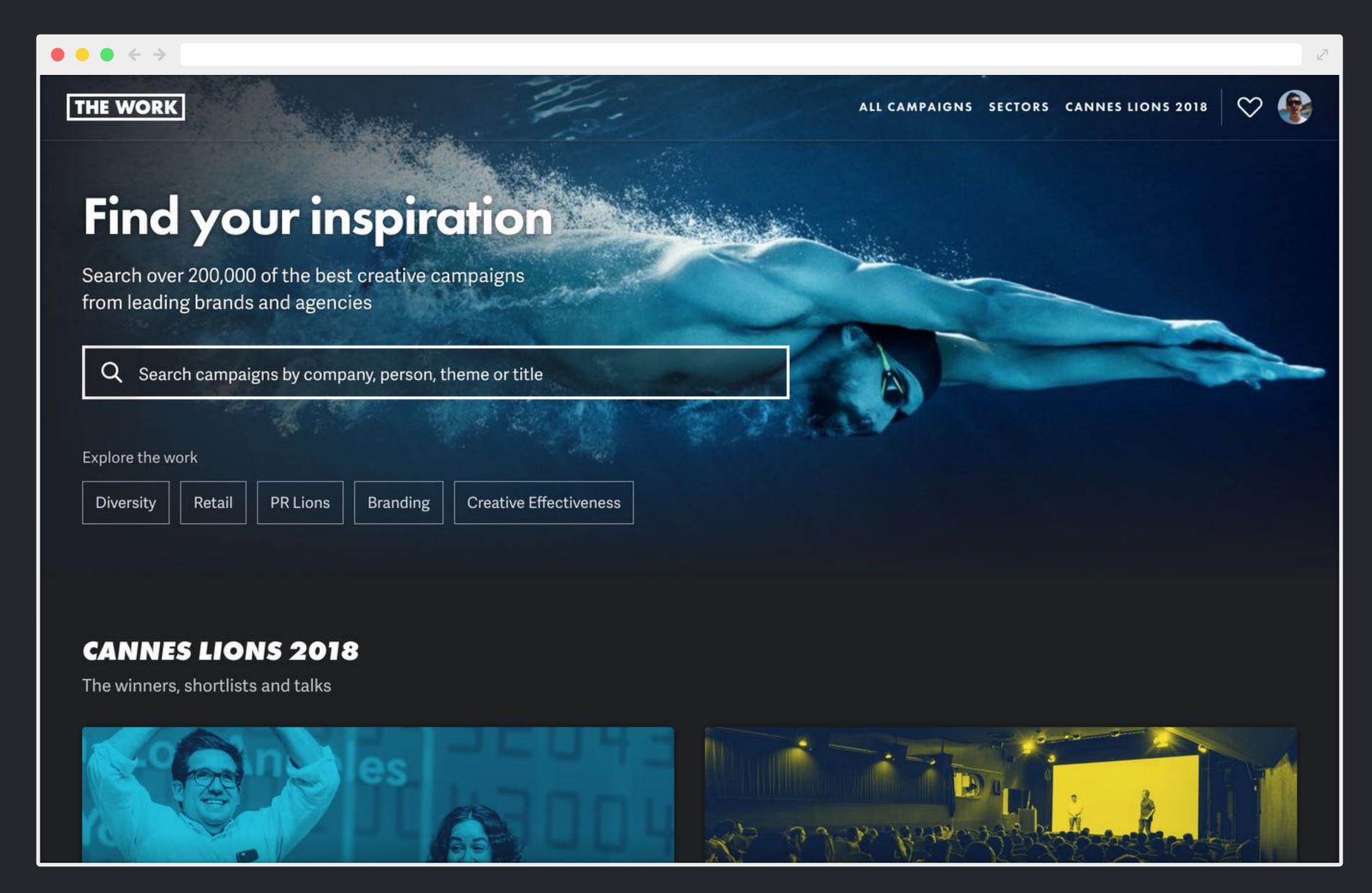
Just make better advertising, stupid



WHEN THE WORLD ZIGS, ZAG.

80% selling the idea





Try the product at <u>lovethework.com</u>

Engagement with Cannes Lions Digital Touchpoints

PLANNING APP & WEB NETWORK

DURING FESTIVAL

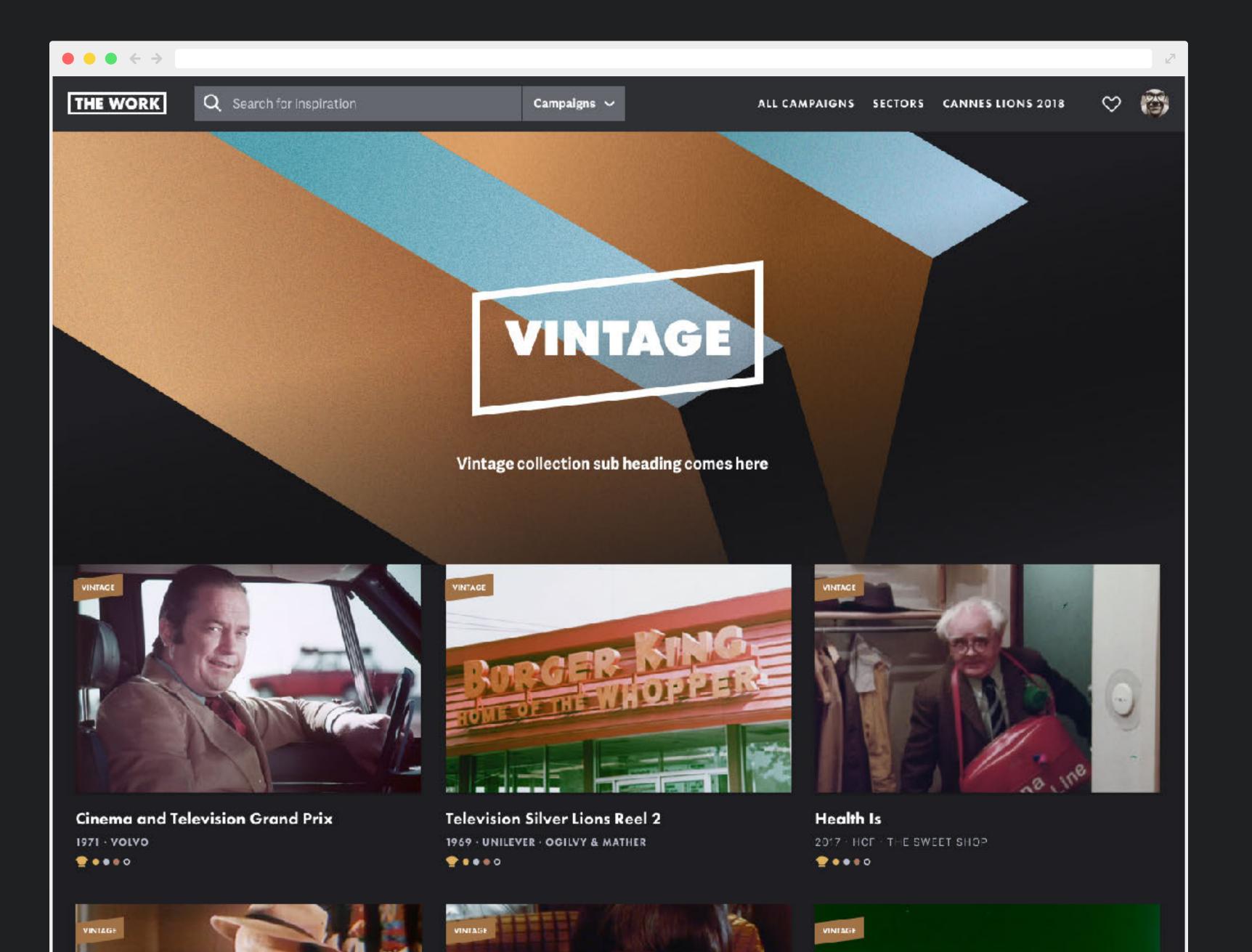
Engagement with Cannes Lions Digital Touchpoints

PLANNING APP & WEB NETWORK

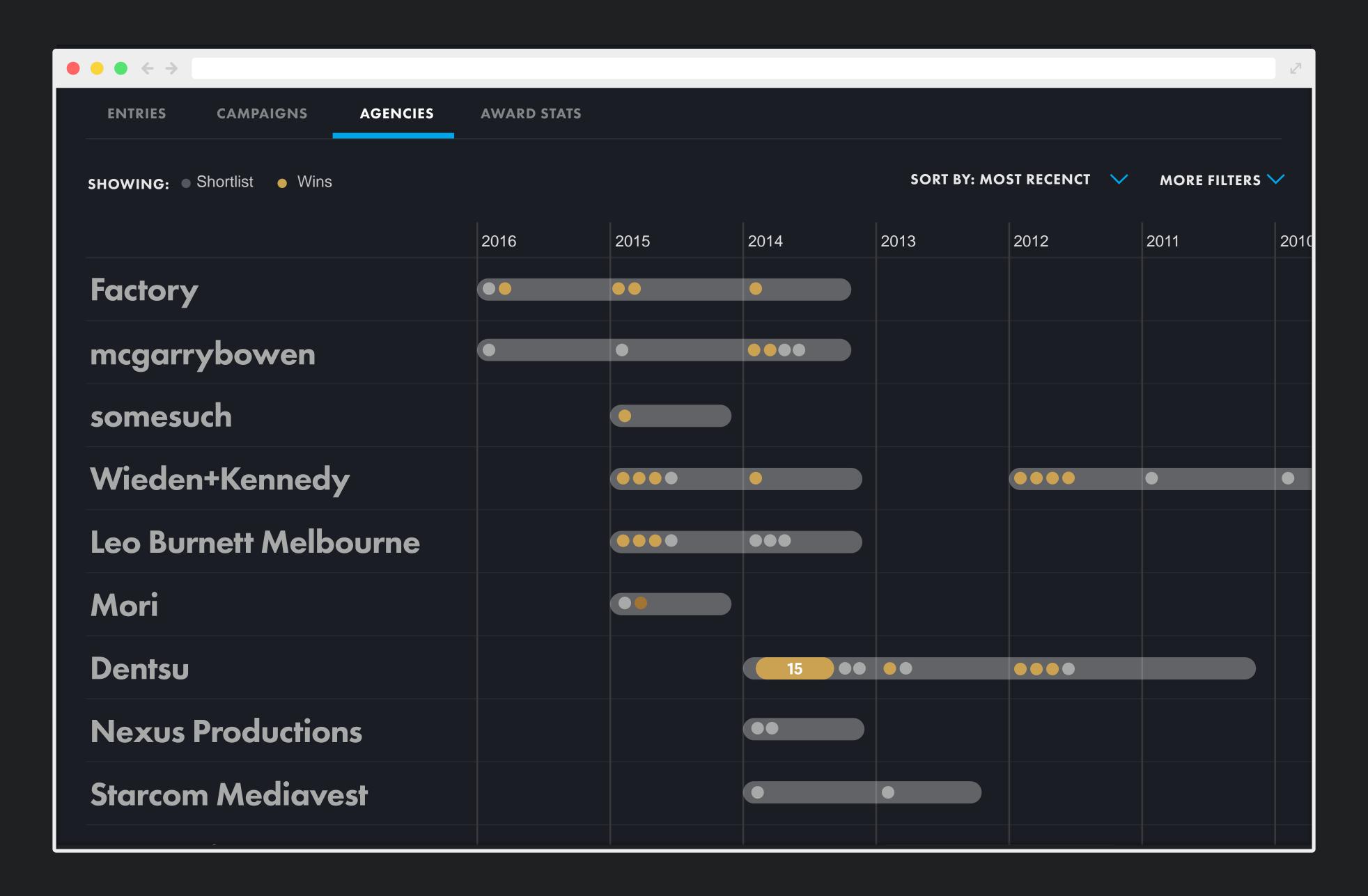
THE WORK

DURING FESTIVAL

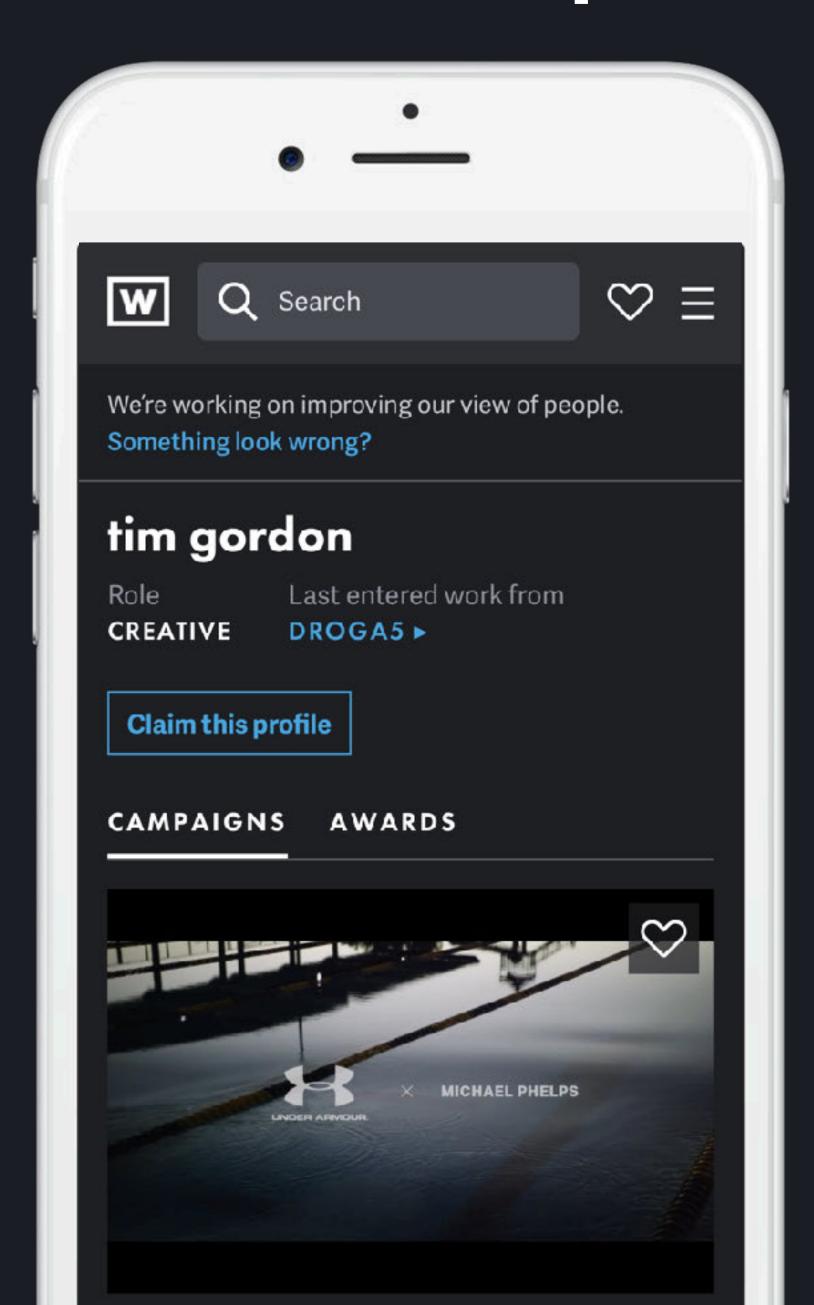
Future: Content



Future: Data & effectiveness



Future: People



Questions?

JUNE 20, 2018

THE STATE OF MEDIA & MARKETING

THE RULES OF ENGAGEMENT



- As consumer attention fragments, embedded utility becomes a must for differentiated consumer experience
- 2. Fragmentation of commerce cannot be solved with plans designed for the fragmentation of media
- As the new monopolies solidify closed ecosystems, look for distinct business needs that require an independent third party.
- 4. Compounding an ongoing grab for talent, marketers are overwhelmed attempting to navigate the complex data and technology ecosystem that enables precision marketing
- 5. And the one rule so simple you won't believe it....



DRIVE TO THE CONSUMER



CREATING THE UNIVERSE THAT MARKETERS LIVE IN

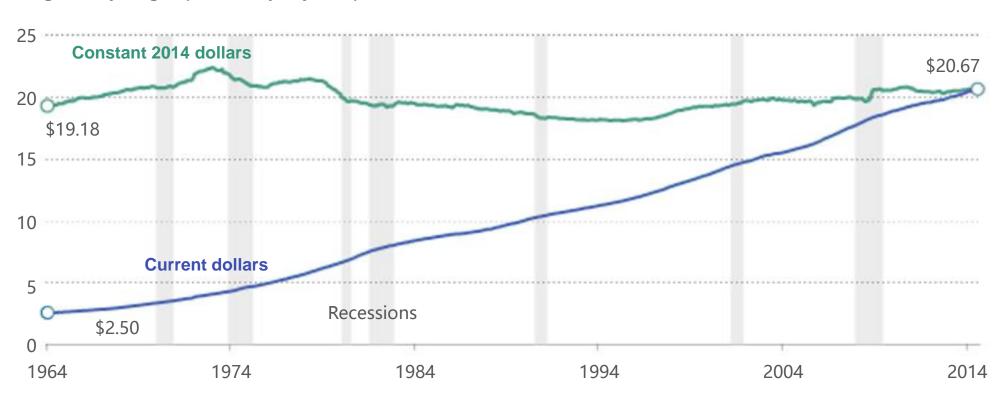
"If you want to bake an apple pie from scratch, first you have to create the universe."

- Carl Sagan Socioeconomic Commerce Media Marketing



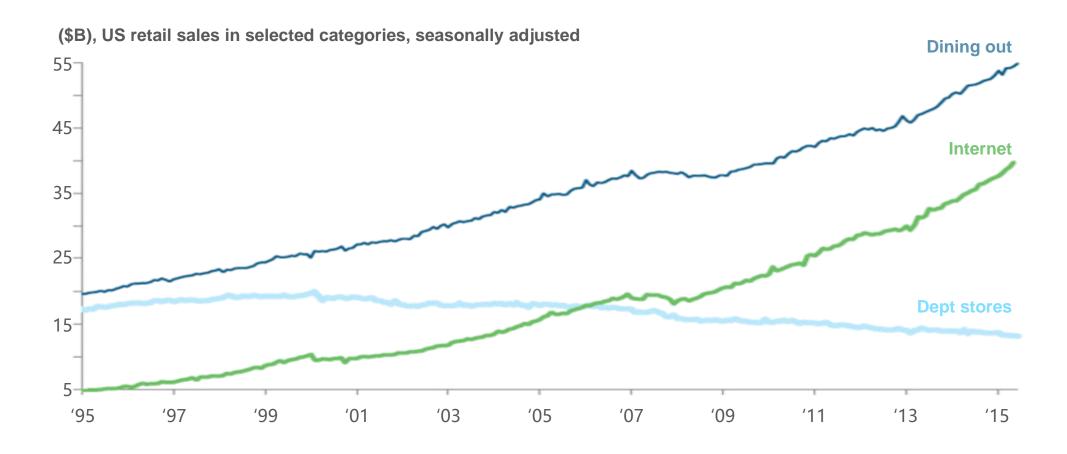
FLAT CONSUMER SPENDING POWER CREATES ZERO-SUM BATTLE AMONG BRANDS

Avg. Hourly Wages (seasonally adjusted)





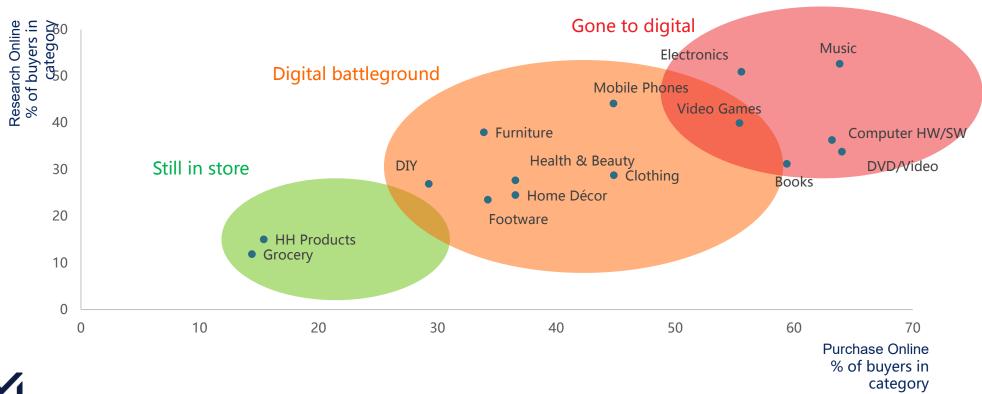
SPENDING SHIFT TOWARD EXPERIENTIAL RETAIL COMPOUNDS SECULAR THREAT OF ECOMMERCE





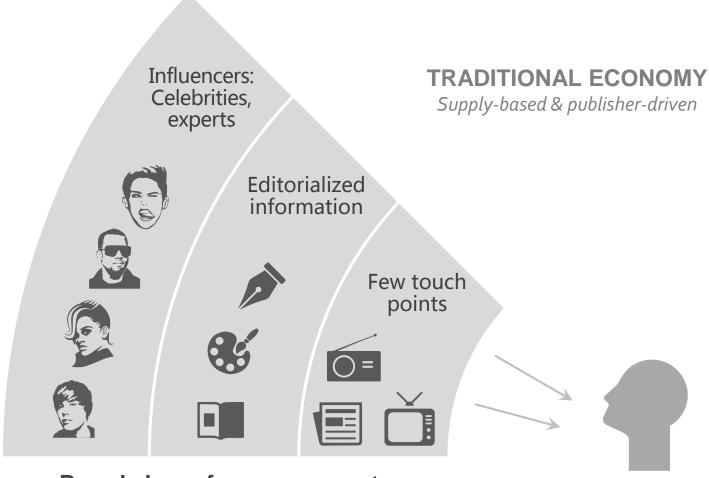
FRAGMENTATION OF COMMERCE IS EXTREMELY DISRUPTIVE TO MARKETING

- Greater choice
- Instantaneous decisions
- Mobility
- Mass / scaled / global 1:1 and 1: millions connectivity





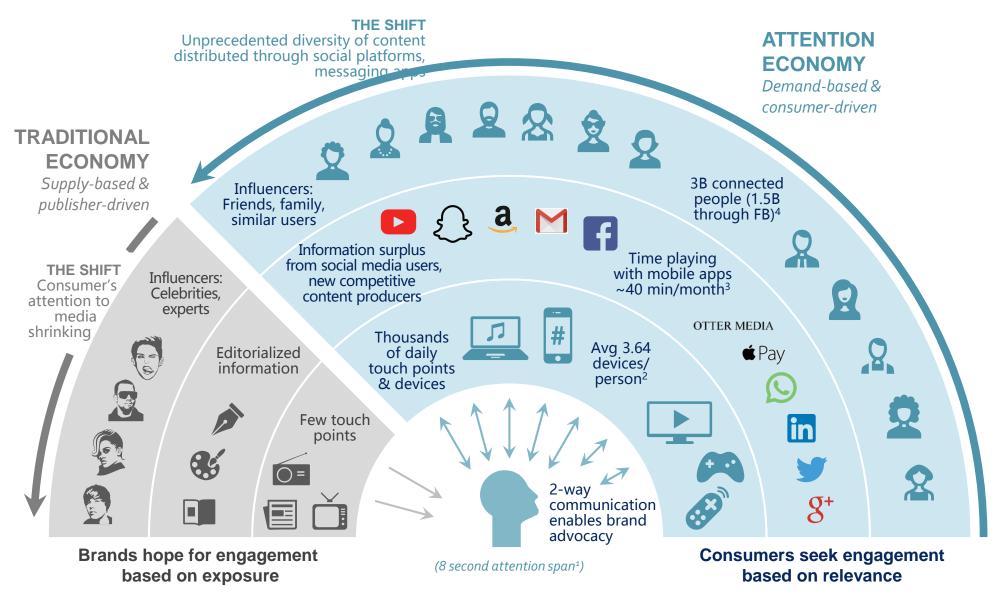
EVOLUTION OF MEDIA CONSUMPTION: THE "ATTENTION ECONOMY"





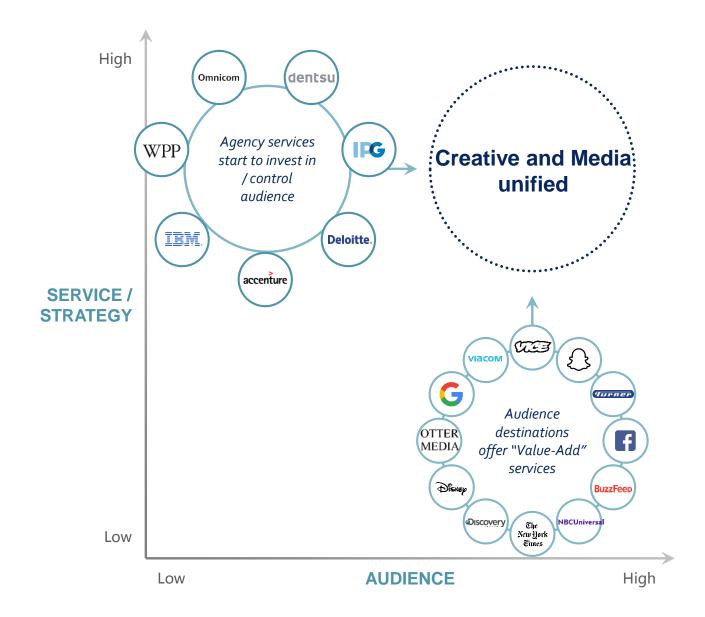


TODAY'S ATTENTION ECONOMY





...AS THE ECONOMICS OF MEDIA INVENTORY BECOME LESS ATTRACTIVE

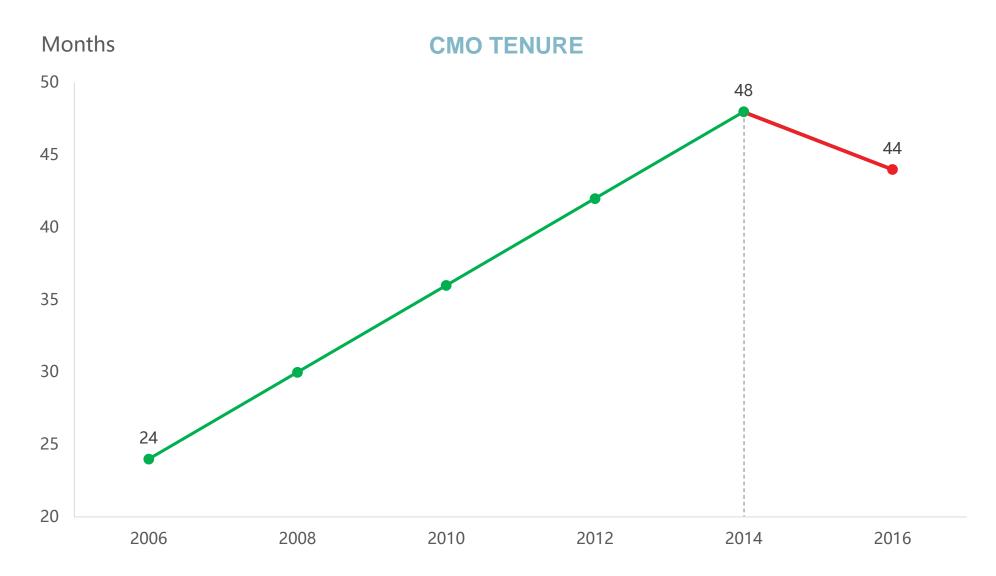




MIND OF THE MARKETER

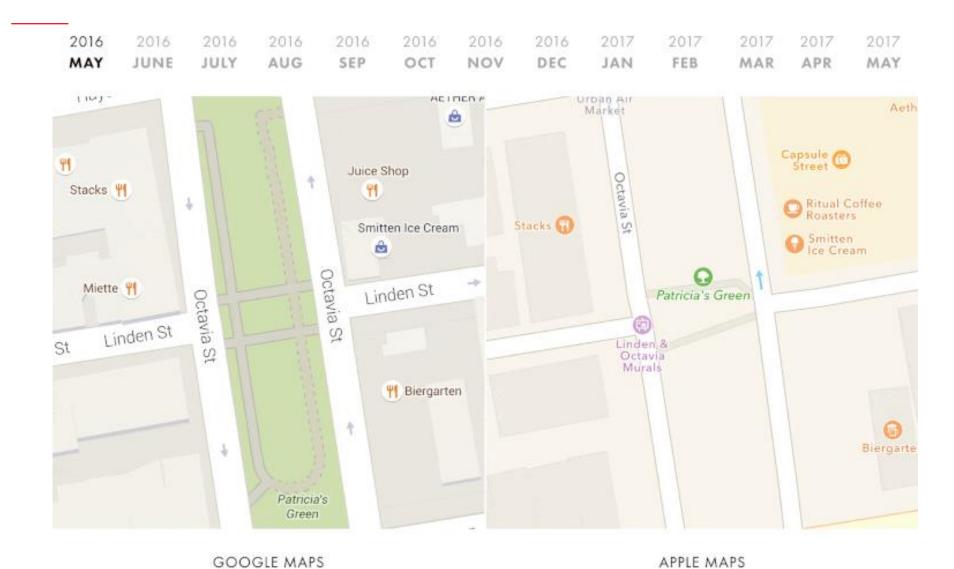


CMO'S INCREASINGLY "UNSTABLE" IN C-SUITE





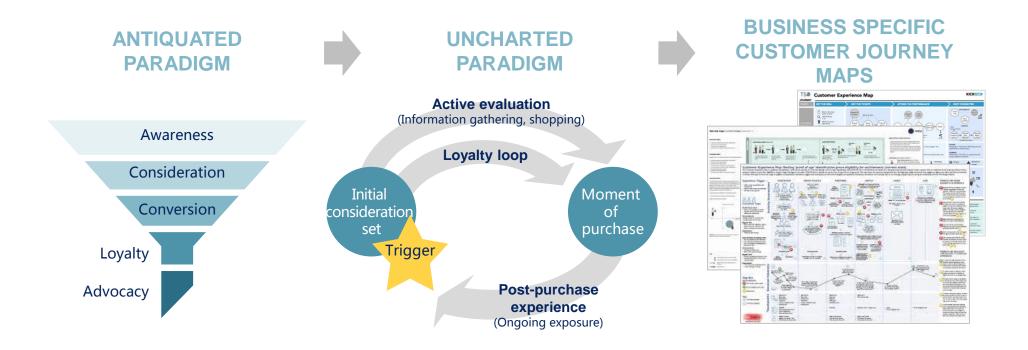
COMPLEXITY FOR MARKETERS INCREASES WHEN ATTENTION INTERSECTS WITH UTILITY





HOW HAVE MARKETERS REACTED: COMPLEXITY HAS BRED COMPLEXITY

The traditional marketing funnel lost its efficacy; Create individualized databases about customers, and mapping and grouping specific journeys





SO WHAT?



THE "DUOPOLY" IS REMINISCENT OF THE EARLY 2000s "AGE OF THE PORTAL"

AOL Time Warner





PROPERTY	REVENUE (2002)
AOL	\$9,094
Cable	7,035
Filmed	10,040
Networks	7,655
Music	4,205
Publishing	5,422

PROPERTY	REVENUE (2002)
MSN	\$1,571
Client	9,360
Server Platforms	6,157
Information Worker	8,212
Home and Entertainment	2,453
Business Solutions	308
Mobile and Embedded Devices	112



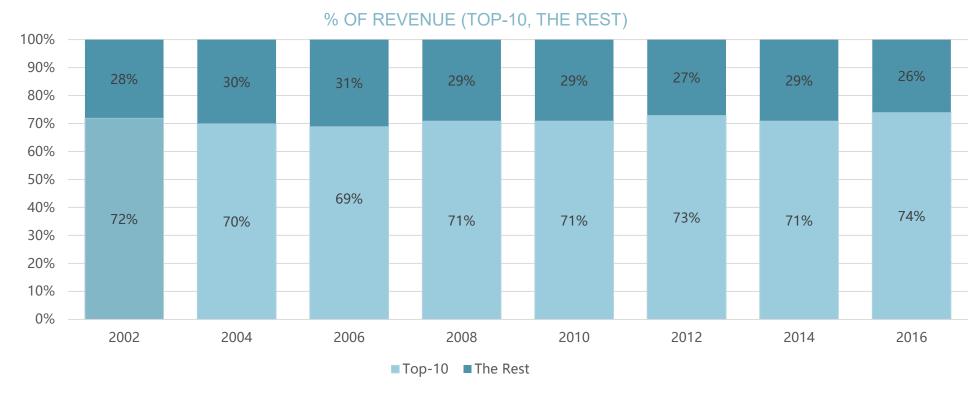


Source: Company filings

REVENUE CONCENTRATION IS A CONSTANT IN DIGITAL ADVERTISING

"The big point is that if Google and Facebook are the primary interfaces to buyers, over the long-run they own the relationships and the related data. every partner they work with is subservient."

– Brian Wieser, Pivotal Research Group





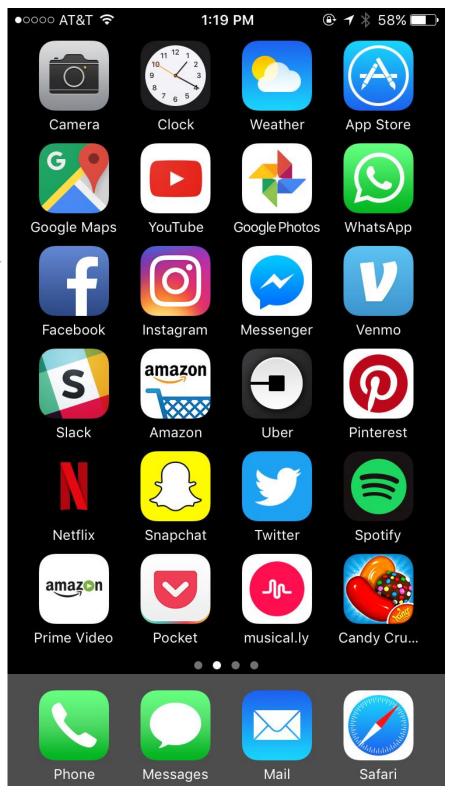
Source: IAB

THE \$10 BILLION QUESTION...



HAVE YOU EARNED A PLACE ON THE HOMESCREEN?













Society

Technology

Environment

Politics

Industry

Creativity

Research

and analyze drivers

Identify

and connect the trends

Challenge

assumptions

Verify

global relevance

Мар

the trend trajectory

Deliver

conclusions & solutions

So how do we do it?

Using qualitative and quantitative research, our global teams analyze various data sets, research papers, economic forecasts, consumption habits and white papers. These findings are layered with consumer interviews, visual aides, regional style drivers and insight from over 95 countries.

Proprietary Research

Catwalk shows, festivals, tradeshows, street-shots, urban exploration



WGSN image bank: 1.5m images tagged yearly, with an archive of over 30m images



Expert analysis (WGSN's forecasters, product designers, journalists, data scientists and analysts)



WGSN data sources: Instock and Barometer



Consumer interviews and focus groups



Secondary Research

Research papers (Harvard Business Review, MIT, Oxford, Stanford, Cambridge etc.,)



Economic forecasts (European Commission, OECD, PWC, IMF, World Economic Forum, United Nation, World Bank)



Annual CSR and sustainability





White papers (IBM, Deloitte, Gartner, Accenture, Ipsos Mori, Edelman, Episerve, Mintel, Pew Research)



Regional Census Information



Financial institution annual spending reports

Global Glance

Mexico

54 million
Mexicans
increased their
local activism

Brazil 200% growth in AirBnB

USA

>50% of those under 18 will be minorities by 2020

India

Uber's second biggest market

France

5G by 2020, \$250bn – projected sales made on mobile devices

UK

Over 1 million
British youth
have registered
to vote in the
General Election
since Brexit

Italy

172% ↑ in multiethnic marriages since 2000

China

4x increase in donations to NGOs in China

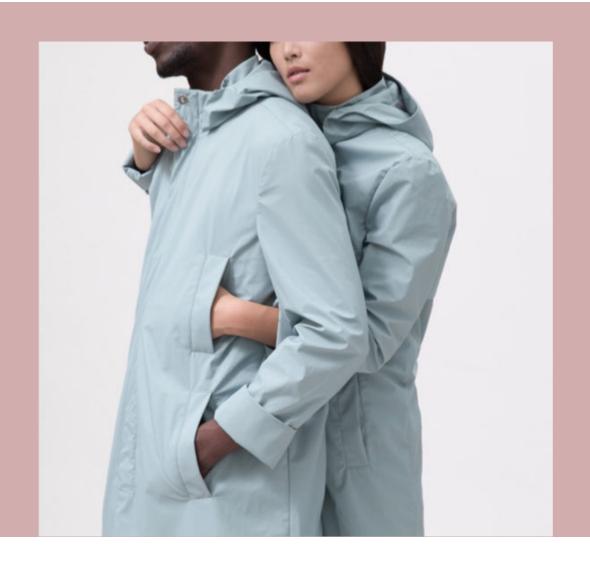
Australia

\$3 trillion estimated global economic growth from 5G wireless technology





New Consumer Voices



Generation M Muslim Millennials

> Projected to spend \$327bn on apparel by 2019

Travel expenditure estimated to reach \$300bn by 2026



 Projected to be a quarter of the world's population (2.8 billion) by 2050

Larger than the current combined clothing markets of the UK (\$107bn), Germany (\$99bn) and India (\$96bn)

Beauty spend is projected to reach \$213bn by 2021

The untapped market: Quinceañera

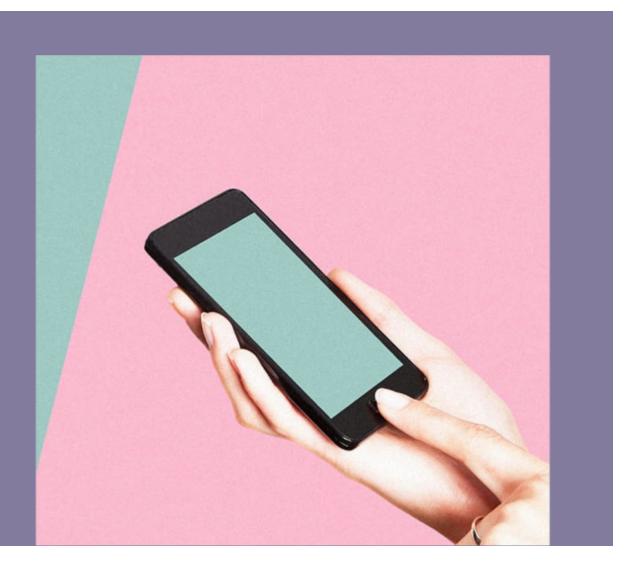


The Quinceañera: a Hispanic sweet 15 party

Event prices range from \$15,000 to \$80,000

Poised to be a "billion dollar" industry

M-Commerce Dominates



Crowd-based Capitalism

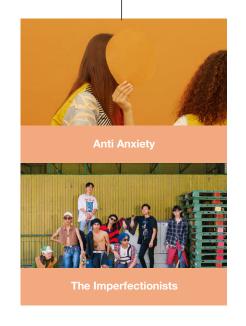




M-Commerce Dominates

Crowd-based Capitalism







Analogue Activism

- By 2020 Local activism will be the norm, evolving out of The Activism Age
- In the US, Lack of millennial Local participation resulted in a median age of 60 for mayoral elections in 2016
- Pre- Brexit, Youth turnout in the uk's local and eu elections haD been less than 20%—among the lowest in the eu
- Over 1 million British youth have registered to vote in general elections since Brexit



"You can't feel a cause on a smartphone but you can feel it on the streets. The streets are our new social media feed."



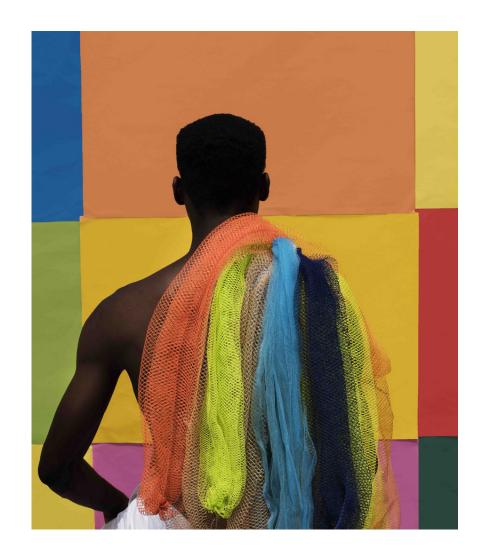


Localvists



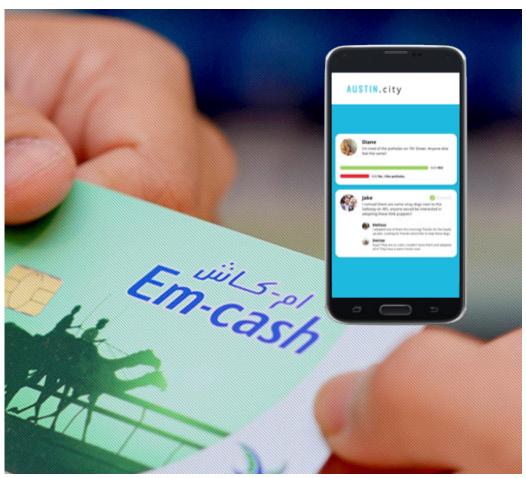
Rules of Engagement

- Context over content: companies need to make a true commitment to local communities
- The local crypto economy: trialling new payment and finance plans at a local level
- Wealth care: Price discounts and bundles don't add values—company values do



The Local Crypto Economy





Wealth Care







01 <u>5G Network</u>

The 5G network will create seamless connectivity and drive record m-commerce sales. Companies need to factor in speed and payment optimisation to compete in 2020.

02 New Majorities

There are considerable white space opportunities around event-based design and drops to drive market share.

03 Embedded Values

It's about mattering to people. How companies embed their values into the value chain will be the difference between growth and stagnation in 2020.

04 Local Crypto

As more cities invest in local crypto currencies, brands and retailers need to think about strategic partnerships and/or new payment options to hold market share.



Thank You