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AGENDA

01
STRATEGY UPDATE
Duncan Painter
2:30pm

02
FLYWHEEL
Chip DiPaula
2:45pm

03
EDGE
Michael Lisowski, Boren Novakovic, Marc Concannon, Clare Conway
3:15pm

04
SEGMENTAL REPORTING & CAPITAL ALLOCATION
Mandy Gradden
4:30pm

REFRESHMENTS
4:45pm

Q&A

Q&A

Q&A
/ STRATEGY UPDATE
DUNCAN PAINTER
STRATEGIC GOAL

Global market leader in delivering specialist information that enables our customers to win in the digital commerce economy
**TRANSFORMATION SINCE 2011**

- Transformed from a generic media company with over 350 brands to six primary, global, market-leading brands today.
- IPO was a springboard to further accelerate the transition.
- **2016** - defined the capabilities we needed to achieve a leading market position.
- **2018** - a critical year establishing these capabilities and making final transitional moves.
- We are now confident we have the critical capabilities we need.
- **2019** - focus on integrating unique information sources we now have and returning Marketing segment to growth.
SERVING THE NEEDS OF CUSTOMERS IN PRODUCT DESIGN, MARKETING AND SALES

90% of our Revenue comes from the consumer value chain
PRODUCT DESIGN: STRENGTH OF CURRENT OFFERING

- **WGSN Beauty**: New markets
- **WGSN Lifestyle & Interiors**: New markets
- **WGSN Insight**: Consumer trends
- **WGSN Mindset**: Trend advisory
- **WGSN Instock**: Digital trends
- **Coloro**: Colour system / tools

**Trend Forecasting**
- 24 categories
- Emerging market trends

**Integrated Tools** (e.g. 3D CAD)

**New Markets**

**Emerging Markets**

**Market Leader**

**New Product Lines**

**New Opportunity**
MARKETING: STRENGTH OF CURRENT OFFERING

- Digital audience measurement
- Cannes Lions Digital
  - Launch new segments
  - 365 video reach
- Media mix optimisation
- Creativity benchmark
  - Digital knowledge creativity
- Next generation media
  - CLX
- Digital transformation for media
  - Medialink
- Digital platform for effectiveness
  - WARC

- Market leader
- New product lines
- New opportunity
SALES: STRENGTH OF CURRENT OFFERING

- **PIM (Product Information Management)**
- **EDGE**: Total eCommerce
- **Money 20/20**: Payments
- **EDGE**: Price + promotion
- **EDGE**: Retail insights
- **EDGE**: Market share
- **flywheel**: Digital shelf
- **flywheel**: Managed services
- **flywheel**: AMS optimisation

Legend:
- Market leader
- New product lines
- New opportunity
**SALES: PLATFORM**

We now have strong capabilities within Amazon. Opportunity to extend capabilities to other major platforms, where forecast growth is even greater.

Source: Edge Retail Insight
Revenue is proforma for the acquisitions: One Click Retail, MediaLink, Clavis, WARC, Brandview and Flywheel as if owned from January 2016.
SUMMARY

Major stages of transformation now complete
Well positioned to become the global leader for specialist information in digital commerce economy
Established the core capability sets we need

GOING FORWARD

Focus on integrating the capabilities we have
Providing global customers with the most trusted market-winning information
Expanding capabilities to address key China platforms
Continuing our policy of focused capital allocation
Technology platform driven managed services provider for the Amazon platform.

Market leader in North America for major CPG manufacturers trading on Amazon.

Two focus areas that are inherently linked:

**RETAIL OPERATIONS**
Management of essential on-line trading activities, eg. merchandising, package design, supply logistics managed using FILA

**MARKETING**
Optimisation of AMS* search and display advertising, to drive consumer traffic and sales conversion again managed using FILA

Annual subscription contracts, based on sales value (retail) and AMS spend (marketing)

* Amazon Marketing Services
DEDICATION
We've spent years solely focused on deconstructing the Amazon machine. This is all we do.

EXPERIENCE
We’ve helped hundreds of brands exceed fair share on the Amazon platform.

TECHNOLOGY
FILA Proprietary technology & analytics that allows our team to manage massive amounts of data at scale.
AMAZON VENDOR LIFECYCLE

Selection & initial Growth
Solving for the Uniqueness of the Platform
Joint Value Creation

New Vendor

Supply Chain
Channel Clean Up
Ecom Assist & packaging

Dual Acceptable Margin
Traffic Drive & Search Increase
Initial Selection
Optimize PDPs

Unencumbered Sales Growth
Promotions & Traffic
Search & Sales Growth
Increasing price matches
Pre-CRaP

Salesannon Back to Front
Profit Falls Back to CRaP
CLIENT RESULTS

Monthly Amazon Sales - USD

Start of Engagement
WHY ASCENTIAL?

- Alignment with values, vision and culture
- Customer relationship pipeline
- Global footprint
- Infrastructure support
- Technology scale and expertise
Q&A
INTRODUCTION TO EDGE
OVERARCHING CLIENT PROPOSITION & BRAND

We provide the data, insights and advisory solutions needed to win in an ecommerce-driven world.

KNOW. ACT. WIN.

Practical / expert / pioneering / connected
ECOMMERCE IS TAKING SHARE OF RETAIL AT A RAPID PACE

GLOBAL MODERN RETAIL SALES

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Sales</th>
<th>Store Based</th>
<th>Ecommerce Retailer</th>
<th>Ecommerce Marketplace</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$7.4tn</td>
<td>89%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>2018</td>
<td>$8.6tn</td>
<td>80%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>2022</td>
<td>$11.3tn</td>
<td>74%</td>
<td>10%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Source: Edge Retail Insights
## Brands and Retailers Need New Data and Insight Solutions in an Ecommerce Driven World

<table>
<thead>
<tr>
<th>Traditional Retail</th>
<th>Ecommerce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Velocity of change slow given physical realities</td>
<td>High velocity of change (assortment, pricing and promotions, changes hourly / daily)</td>
</tr>
<tr>
<td>Brands intermediated by retailers</td>
<td>Opportunity for brands to sell direct at scale via marketplaces</td>
</tr>
<tr>
<td>Buyers and sellers work together to build commercial relationships and drive sales</td>
<td>Algorithms determine placement in search, price, promotion acceptance, etc.</td>
</tr>
<tr>
<td>Managing business @ category/brand level</td>
<td>Managing business @ SKU level</td>
</tr>
</tbody>
</table>

- Brands run on monthly / quarterly / annual data
- Insights on assortment, price architecture, promotions, facias, advertising...
- Brands need hourly / daily / weekly data
- Insights and data on key equation: Availability x Traffic x Conversion = Sales
SIGNIFICANT GROWTH OPPORTUNITY GIVEN MARKET POTENTIAL

Est. global syndicated data & analytics market\(^1\)

- $4.8bn
- $1.2bn

Addressable data & analytics market\(^1\)

- $0.4bn
- $0.8bn
- c.$1.2bn

Ecommerce analytics market\(^3\)

- c.$6bn

Incrementally addressable with new propositions\(^\text{3} \text{)}

Addressable by Edge with current propositions (based on bottom-up sizing\(^2\))

Likely to grow with ecommerce growth

Markets relevant to Edge Share (OCR), Edge Digital Shelf (Clavis), Edge Price & Promo (Brandview)

1. Source: e-marketer, company financials, PwC analysis; Ascential analysis; 2. Assumes ecommerce analytics spend should be proportionate to ecommerce as percent of chain retail sales (i.e. 20% of market); 3. Bottom up number of addressable companies times assumed revenue per customer.
EDGE SOLUTIONS HAVE BEEN DESIGNED FOR AN ECOMMERCE DRIVEN WORLD

- >1,600 retailers harvested
- >50 countries covered
- 2.9bn pages harvested per month
- >52m individual products matched across retailers
- >100m data points processed on Amazon US on black Friday

Data acquisition at scale

Big data cleaning, processing & cataloguing

Analytics & data science

Visualization of insights

Recommended actions
THE EDGE SOLUTION SET

1. EDGE\(^A\) RETAIL INSIGHT
   ‘What channel and market strategies do I need to implement to grow today and tomorrow?’
   FORMERLY
   PlanetRetail RNG

2. EDGE\(^A\) MARKET SHARE
   ‘Am I growing faster than the category and my competition on Amazon?’
   FORMERLY
   one Click Retail

3. EDGE\(^A\) DIGITAL SHELF
   ‘What actions should I take to optimize my products online, for accelerated growth?’
   FORMERLY
   Clavis INSIGHT

4. EDGE\(^A\) PRICE + PROMOTION
   ‘How can I adjust price and promotions to drive improved margins and increased sales?’
   FORMERLY
   BrandView

ADVISORY + EDUCATION  Edge also delivers professional services, customized training and events.
RETAIL INSIGHT

“What strategies will maximize revenue growth?”

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, in-person updates & explorations, workshops, guided store tours
MARKET SHARE

“Am I growing faster than the category and my competitors on Amazon?”

Sales & Share analytics platform enabling customers to optimise their sales on Amazon in US, UK, Germany, France, Spain & Italy:

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

2. **Promotions**: detailed promotions tracking to identify which price promotions to run (for example, given sustained growth in traffic and sales post the promotion)

3. **Search**: identification of key words that would drive increased traffic through retitling, different descriptions, or use hidden keywords
DIGITAL SHELF

“What actions should I take to optimize my products online, for accelerated growth?”

Digital Shelf platform enabling customers to optimise their e-commerce sales across 783 retailers globally, utilizing leading-edge proprietary technology to automate online retailer monitoring at scale

1. **KPI dashboards** for governance and measurement, enabling engagement and compliance

2. **Traffic, Conversion, Assortment, Availability, Placement, Price, Promotions, Content, and Search** insights to identify and prioritize actions that drive growth

3. **Content auditing** to help protect and enhance brand equity
PRICE + PROMOTION

“How can I optimize price and promotions to drive margin and growth?”

Competitive pricing and promotions tracking to assess both retailer and brand price position and promotional using a matched product database:

1. **Daily dynamic assortment price and promotion analysis**: total retailer through to SKU level pricing analysis
2. **Price indexing**: trended competitor price position by retailer
3. **Price management**: semi and fully automated price change decision software
4. **Historic pricing**: by category, brand, SKU and attribute
SELECTED CUSTOMERS

Brands

- Market Share
- Digital Shelf
- Retail Insights
- Price & Promo

Retailers
REVENUE BREAKDOWN JUNE 2018 LTM

- Advisory/Other: 8%
- Subscription: 92%

- Brands: 72%
- Retailers: 16%
- Tech/Consultancy/Other: 12%
EDGE’S VALUE CREATION OPPORTUNITY
THE EDGE VALUE CREATION OPPORTUNITY

ADVANTAGED GROWTH PLATFORM

1. Superior customer proposition
   Holistic, targeted proposition meets customers’ key needs
   New products based on joint capabilities / data

2. Superior go to market
   Unified brand / marketing
   maximise market presence
   Integrated sales and insights teams maximise sales potential

3. Superior ops execution
   Unified catalogue 2.0 to improve data accuracy and reduce customer hassle
   Unified tech stack for cost efficiency & customer benefits
1. SUPERIOR CUSTOMER PROPOSITION

JILL
Head of Commercial Strategy & Insights

ANDREW
Director of Sales, Amazon

GEORGE
eCommerce Content Manager

MAGGIE
Category & Pricing Analyst
1. SUPERIOR CUSTOMER PROPOSITION

RETAIL INSIGHT

WHERE CAN I FIND GROWTH IN THE RETAIL MARKET?

WHAT ARE FUTURE TRENDS AND OPPORTUNITIES IN RETAIL?

WHAT CAPABILITIES DO WE NEED TO DEVELOP TO WIN?
1. SUPERIOR CUSTOMER PROPOSITION
MARKET SHARE

In-stock/Operations

What is it?
1 unit in 1 fulfillment center (FC) and you’re in stock. 0 units in the FC, you’re considered out-of-stock (OOS).
(Note: New products are not considered OOS until received into Amazon’s inventory at least once). Internally, Amazon ranks OOS by the number of glance views (customer visits to the pages of products without inventory). Amazon’s In Stock Manager (ISM) will prioritize the products receiving the most OOS Glance Views across the hundreds of manufacturers they cover. Any manual intervention is called out proactively, so make sure you have good!

Why is it happening:
The most common OOS is:
- Poor forecasting by
  This is most pronounced
  match price drops. The
  forecasting model struggles with price elasticity and new product launches.
- Too tight of “P Bands”:
  Once in steady state, inventory ordering is uses probability bands (or P Bands) (e.g. P55, P90, etc.). If P
  Band is too low (e.g. P55 means a 55% probability of being in stock) your items will go out of stock more
  often as a P90 bands.
- Manufacturer Issues:
  This occurs if a manufacturer has product shortages or problems in the order system. Issues show up as
  high “P55 for Place”, “Accept & Confirm” rate, or “Reject Fill” rates (see your metrics at the bottom the
  dashboard section). In addition to OOS, Amazon will issue chargebacks of 1-5% of OOS, adding insult to
  injury.

Insights & Recommendations
Delivered to Inbox

ANDREW
Director of Sales, Amazon
1. SUPERIOR CUSTOMER PROPOSITION
DIGITAL SHELF

- What actions should I take to optimize my products online for accelerate growth?
- What are my opportunities to win in search?
- How do I improve our product content experience?
- What are shoppers saying about my products and are there urgent cases to address?
1. SUPERIOR CUSTOMER PROPOSITION
PRICE & PROMOTION

Daily Prices and Promotions

Strategic Pricing

Promotional History - Depth of Cut

Email Alerts

MAGGIE
Category & Pricing Analyst
THE EDGE VALUE CREATION OPPORTUNITY

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   - Integrated sales and insights teams
     - maximise sales potential

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   - Unified tech stack for cost efficiency & customer benefits
2. SUPERIOR GO TO MARKET OPPORTUNITY

**Global Presence**
- London
- Dublin
- Paris
- Frankfurt
- Boston
- New York
- Salt Lake City
- Shanghai
- Singapore

**Marketing, Events & Thought Leadership**
- 4 brands combining marketing activity
- 6 of customer events globally
- Industry leading thought leadership content w/40k+ subscribers

**Customer Experience**

*EDGE® by Ascential*

Client Strategy & Insights

Account Exec

Technical Account Mgmt
THE EDGE VALUE CREATION OPPORTUNITY

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3. SUPERIOR OPS EXECUTION
CATALOGUE FUNDAMENTAL TO DELIVERY

Criticality

Catalogues are applied in a tech enabled process to cleaned data so that customers receive:

- Share statistics are accurate on a basis that accords with their internal views
- Price / promo statistics based on like for like products
- Digital shelf metrics by category accurately reflect the actions taken by teams
A Catalogue is a representation of a Product in a dataset and consists of a number of labels associated with the product. Each product will have multiple labels allowing us to group that product with other similar products.

This is a **Medicated Shampoo**

- Which is a type of **Shampoo**
  - More generally it is known as **Hair Care**
    - It will be found in the **Health & Beauty** aisle

It is manufactured by **Johnson & Johnson**

- Under the **Neutrogena** Brand
  - And the Sub-Brand is **Neutrogena T/Gel**

Each of these is a label which correctly identifies the Product, some are more granular than others and each is critical to accurate reporting.
Each manufacturer wants to be able to compare products across retailers while looking at the same product on their own terms.
3. SUPERIOR OPS EXECUTION
CATALOGUES CREATED USING MAPPING ALGORITHMS

- Data acquisition
- Data feeds
- Clean & validate raw data
- Product listings
- Apply mapping algorithms
- Apply customer view
- QA & validate

Millions of products across 1000+ sites in 50+ countries

Extensive tooling and data pipelines built out to monitor and action data issues

Applying proprietary mapping and matching algorithms and aligning to customer views

Further QA and checks made by highly experienced teams with in-depth knowledge of product verticals
3. Superior Ops Execution
Catalogue Creation and Maintenance Is Challenging

1. Retailers do not present goods in a common catalogue (and are constantly optimising)

2. Products are constantly churning
   c.20% of items new month to month

3. Brands prefer to see their data in a custom catalogue

   BRAND A
   Personal Care, Deo, Male Body Spray

   BRAND B
   Hygiene, Deodorant, Men’s Deodorant

Lynx Apollo
Body Spray
3. SUPERIOR OPS EXECUTION
LEVERAGING THE IP DEVELOPED BY EACH PRODUCT, WE WILL DEVELOP AN IMPROVED, TECH-ENABLED CATALOGUE

<table>
<thead>
<tr>
<th></th>
<th>CLAVIS INSIGHT</th>
<th>One Click Retail</th>
<th>BrandView</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Breadth</strong></td>
<td>50+ markets, ~700 Stores</td>
<td>6 markets, Amazon only</td>
<td>39 markets, ~1,100 stores</td>
</tr>
<tr>
<td><strong>Depth</strong></td>
<td>Priority products in the vertical</td>
<td>All products in the vertical</td>
<td>All products in the vertical</td>
</tr>
<tr>
<td><strong>Mapping</strong></td>
<td>Customer defined view</td>
<td>Customer defined view</td>
<td>Universal view</td>
</tr>
<tr>
<td><strong>Matching</strong></td>
<td>Provided as additional service</td>
<td>N/A</td>
<td>Fully matched as part of core service</td>
</tr>
</tbody>
</table>

50+ markets, ~1,600 stores

All products in the vertical

Universal view + customer defined view

Fully matched as part of core service
## 3. SUPERIOR OPS EXECUTION
EDGE CATALOGUE 2.0 WILL HAVE BENEFITS FOR CUSTOMERS AND FOR EDGE

<table>
<thead>
<tr>
<th>BENEFITS TO CUSTOMERS</th>
<th>BENEFITS TO EDGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly accurate product classification and hence improved data quality</td>
<td>More scalable, more tech-enabled approach</td>
</tr>
<tr>
<td>High-frequency addition of new products</td>
<td>Ability to leverage universal category catalogue for smaller customers / specific product use cases</td>
</tr>
<tr>
<td>Faster client set up</td>
<td>Enables rapid product development / new product opportunities using matched data</td>
</tr>
<tr>
<td>Improved ability to identify new competitors / competing SKUs</td>
<td></td>
</tr>
<tr>
<td>Improved breadth of product information to power internal analysis</td>
<td></td>
</tr>
</tbody>
</table>
THE EDGE VALUE CREATION OPPORTUNITY

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   Unified tech stack for cost efficiency & customer benefits
3. SUPERIOR OPS EXECUTION
AT PRESENT, EDGE HAS DUPLICATIVE TECH STACKS

ONE CLICK RETAIL
Sales & share
Customer catalogue
Collected data
Data acquisition

CLAVIS INSIGHT
Digital shelf
Customer catalogue
Collected data
Data acquisition

BRANDVIEW
Price & promotion
Customer catalogue
Collected data
Data acquisition

PLANET RETAIL RNG
Marketplace trends
Collected data

EDGE

Capital Markets Day 2018
3. SUPERIOR OPS EXECUTION
SINGLE TECH STACK BENEFITS CUSTOMERS AND EDGE

CUSTOMERS WANT
All relevant data & insight to max sales
Rapid new product development

EDGE PRODUCT & TECH WANT
Build new, more insightful products more quickly
Reduce duplication of effort

A single tech stack that provides one source of truth and integrates all relevant data
3. SUPERIOR OPS EXECUTION
CONSOLIDATE INTO SINGLE TECH STACK OVER 2019

APPLICATION API/UI PLATFORM

- Use case 1
- Use case 2
- Use case 3
- Use case 4
- New/combined dashboards
- ...

Business logic layer for data manipulation

Processed data warehouse

Data processing and refined generation

Collected data

Data acquisition

Customer catalogue

Data science access to all data

Source of advantage
3. SUPERIOR OPS EXECUTION
DATA LAKE - ADDED VALUE FOR CLIENTS

A single data lake facilitates analytics and machine learning teams to deliver with speed and accuracy

IDENTIFY
Potential new correlations or previously unknown insights.

INVESTIGATE
Rapidly investigate to identify if data and if correlation exists.

VALIDATE
Using historic and customer supplied data allows unparalleled validation.

DELIVER
New functionality to end customers
### 3. SUPERIOR OPS EXECUTION

**EXAMPLE PRODUCT VIEW - WITH UNIFIED TECH STACK**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Impact</th>
<th>Action To Do</th>
<th>Product Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$6,000 - $10,000</td>
<td>Add A+ Enhanced Marketing Content</td>
<td>Show me how</td>
</tr>
<tr>
<td>2</td>
<td>$4,500 - $5,500</td>
<td>Add Product Image</td>
<td>Show me how</td>
</tr>
<tr>
<td>3</td>
<td>$3,300 - $3,500</td>
<td>Add Brand Keywords in Product Title</td>
<td>Show me how</td>
</tr>
<tr>
<td>4</td>
<td>$2,200 - $2,900</td>
<td>Add Product Image</td>
<td>Show me how</td>
</tr>
<tr>
<td>5</td>
<td>$2,300 - $2,800</td>
<td>Add Product Description</td>
<td>Show me how</td>
</tr>
</tbody>
</table>

- **High Priority Fixes**
  - Page Content / SEO
  - Placement
  - Price
  - Product Availability
  - Promotions
### 3. SUPERIOR OPS EXECUTION
ADVANTAGES OF SINGLE TECH STACK

<table>
<thead>
<tr>
<th>BENEFITS TO CUSTOMERS</th>
<th>BENEFITS TO EDGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>New, ground breaking insights and applications that span all data types and faster</td>
<td>New data acquisition infrastructure – lower</td>
</tr>
<tr>
<td>product development cycles</td>
<td>operational costs &amp; control</td>
</tr>
<tr>
<td>A single source of truth: data consistency across data types / sources</td>
<td>Consolidated data storage – increased quality &amp;</td>
</tr>
<tr>
<td>Only need to manage one catalogue</td>
<td>consistent data</td>
</tr>
<tr>
<td>Single API for all data</td>
<td>Big data storage – new scale and performance</td>
</tr>
<tr>
<td></td>
<td>now possible</td>
</tr>
<tr>
<td></td>
<td>Consolidated Catalogue – lower operational costs</td>
</tr>
<tr>
<td></td>
<td>Data Science access to all data – new and</td>
</tr>
<tr>
<td></td>
<td>unique insights and product opportunities</td>
</tr>
</tbody>
</table>
LEVERS OF GROWTH

ADVANTAGED GROWTH PLATFORM

1. Superior customer proposition
   - New business sales

2. Superior go to market
   - Cross-sell

3. Superior ops execution
   - Upsell (enhanced product set)
   - New products
SEGMENTAL REPORTING & CAPITAL ALLOCATION
MANDY GRADDEN
NEW SEGMENTAL REPORTING: OVERVIEW

**REVENUE BY SEGMENT***

- Built Environment & Policy: 9%
- Product Design: 21%
- Sales: 36%
- Marketing: 34%

**EBITDA BY SEGMENT***

- Built Environment & Policy: 9%
- Product Design: 22%
- Sales: 33%
- Marketing: 36%

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* Last 12 months to June 2018 (proforma for WARC, BrandView and Flywheel)
eCommerce-driven data, insights and advisory.

Leading managed services provider for brands trading on Amazon.

World's premier payments and Fintech congress.

Retail intelligence and congress.

* Last 12 months to June 2018 (proforma for BrandView and Flywheel)
MARKETING

CANNES LIONS

WARC

MEDIALINK

Global benchmark for creative excellence and effectiveness.

Strategic advisor to Media, Marketing, Advertising, Technology and Entertainment industries.

* Last 12 months to June 2018 (proforma for WARC)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018 H1</th>
<th>2017 H1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>£110.6m</td>
<td>£80.7m</td>
<td>£81.6m</td>
</tr>
<tr>
<td>Organic Growth</td>
<td>6%</td>
<td>-10%</td>
<td></td>
</tr>
<tr>
<td>Proforma Growth</td>
<td></td>
<td>-9%</td>
<td></td>
</tr>
<tr>
<td>Adj. EBITDA</td>
<td>£48.1m</td>
<td>£34.0m</td>
<td>£44.0m</td>
</tr>
<tr>
<td>Adj. Margin</td>
<td>44%</td>
<td>42%</td>
<td>54%</td>
</tr>
</tbody>
</table>

REVENUE BY TYPE*

- Advisory: 41%
- Sponsorship: 19%
- Delegates: 21%
- Entries: 12%
- Digital: 7%

* Global benchmark for creative excellence and effectiveness.

** Strategic advisor to Media, Marketing, Advertising, Technology and Entertainment industries.

* Last 12 months to June 2018 (proforma for WARC)
PRODUCT DESIGN

**WGSN**

Market-leading trend forecasting and insight.

* Last 12 months to June 2018

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<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018 H1</th>
<th>2017 H1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>£73.6m</td>
<td>£37.8m</td>
<td>£36.2m</td>
</tr>
<tr>
<td>Organic Growth</td>
<td>6%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Proforma Growth</td>
<td></td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Adj. EBITDA</td>
<td>£22.5m</td>
<td>£12.8m</td>
<td>£10.7m</td>
</tr>
<tr>
<td>Adj. Margin</td>
<td>31%</td>
<td>34%</td>
<td>30%</td>
</tr>
</tbody>
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**REVENUE BY TYPE**

- Subscriptions: 91%
- Advisory: 9%

*Last 12 months to June 2018*
Leading provider of UK environmental risk data to solicitors, conveyancers, architects and engineers.

Sales lead intelligence and insight to the UK construction industry.

UK political intelligence provider.
LOW LEVERAGE FOLLOWING REINVESTMENT OF DISPOSAL PROCEEDS TO DATE

- Sale of Exhibitions in July 2018
  - generated c.£285m of net proceeds
  - near zero net debt

- WARC
  - £20m paid in H2
  - plus £5m deferred due 2019

- BrandView
  - £30m paid in H2
  - plus £8m contingent deferred due 2018/2019

- Flywheel Digital
  - £46m paid in H2
  - plus contingent deferred due in 2020/21/22 of between £35m and £150m (acquisition accounting ongoing)

- Closing net debt leverage at December 2018 expected to be approximately 1.2x
The level of contingent, deferred, consideration depends on performance of the business post acquisition based on billings, revenue or EBITDA.

The contingent, deferred, consideration has three accounting elements:

1. Initial acquisition accounting (discounted expected value that is not dependent on continued employment)
2. Interest (unwind of discount in (1))
3. Exceptional charge (expected value that is dependent on continued employment accrued over time)

Flywheel acquisition accounting is underway and will be confirmed with 2018 full year results. As previously announced:

- Initial consideration - $60m
- Contingent, deferred, consideration expected to be in range of $47m - $196m depending on revenue
CAPITAL ALLOCATION CONSIDERATIONS

- Leverage target
- Contingent deferred consideration
- Deleveraging profile
- Organic investment
- Bolt on M&A
- Dividend policy
- Share buy backs
Q&A
DUNCAN PAINTER
CEO, ASCENTIAL

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 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 reach 10 million customers. Prior to that, he was Global Product Leader at Experian plc, Founder and Chief Executive Officer of consumer intelligence company ClarityBlue, acquired by Experian in 2006, and European Systems Integration Director for Hitachi Data Systems.

Duncan is a non-executive director of ITV plc.
MANDY GRADDEN  
CFO, ASCENTIAL

Mandy Gradden joined the company as CFO in January 2013. Mandy manages the finance function and also leads the investor relations, property, legal and procurement teams, working closely with CEOs and finance leaders within the brands.

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 plc and Group Financial Controller at Dalgety plc. She began her career at Price Waterhouse, where she spent eight years and where, in 1992, she qualified as a chartered accountant.

Mandy sits as a non-executive director of SDL plc, where she also chairs the audit committee.
CHIP DIPAULA
CO-FOUNDER FLYWHEEL

Chip is co-founder of Flywheel Digital, the preeminent digital sales and marketing managed service provider dedicated to helping manufacturers optimize their sales and brand performance on Amazon. Ascential acquired Flywheel in November 2018.

Chip brings to his role nearly three decades of hands-on budgeting and management experience. He served as Secretary of the Maryland Department of Budget and Management, and Chief of Staff in the administration of Governor Robert L. Ehrlich, Jr. In this role, Chip had oversight of all executive branch agencies, including over 80,000 Executive Branch State employees and the State’s $26 billion annual Operating Budget. In 2000, Chip served as the Convention Manager of the Republican National Convention in Philadelphia.

Chip serves on the Board of Directors for the University of Maryland Medical System (UMMS), and chair of the Patient Quality & Safety Committee.
MICHAEL LISOWSKI
COO, ASCENTIAL & PRESIDENT, EDGE

Michael is President of Edge, holding overall responsibility for its P&L and operations, and Chief Operating Officer of Ascential. During summer 2018, Michael guided the integration of the Planet Retail, One Click Retail, Clavis and BrandView to create Edge.

As COO of Ascential, Michael is responsible for a broad range of specialist teams that partner with the product brands, including technology, digital product development, transformation, pricing, strategy and M&A.

Michael has been instrumental in driving Ascential’s company strategy and portfolio evolution. Since 2012, when he joined as Group Director of Strategy. In this role, he had responsibility for defining the Group’s strategy, working with the brands to define their strategies and priorities, and providing commercial diligence on acquisitions, disposals and partnerships.

Michael began his career with OC&C Strategy Consultants in 2003 as Associate Consultant, becoming a partner in the Technology, Media and Telecoms practice in 2009.

Michael holds a DPhil and MPhil in International Relations from the University of Cambridge, and a MA in Economics from the University of Toronto.
Boren Novakovic
EVP & MD, Edge

Boren joined Ascential in 2017 after leading eCommerce businesses for brand manufacturers for over 12 years. During his career he has been a customer and user of all four of Edge’s products, giving him a unique, customer-centric perspective. Boren previously led Planet Retail RNG and One Click Retail, before being appointed EVP & MD, Edge in September 2018.

Prior to Ascential, Boren was Head of eCommerce and Digital for Kimberly Clark EMEA, driving growth through digital transformation based out of London. He spent over 5 years at KC leading global eCommerce growth initiatives where he built KC’s eCommerce business, strategy, organization, and capabilities across 30 countries and 6 continents, making Kimberly Clark one of the CPG leaders in the space.

Prior to KCC, Boren spent 12 years at Whirlpool Corporation leading Digital, as well as leadership roles in customer service, supply chain, strategy, M&A and product development.

Boren studied Chemical Engineering at Michigan Technological University, holds a Masters in Operations Management from University of Michigan and is an alumnus of Harvard Business School.
Since joining Edge by Ascential (formerly Clavis Insight) in 2012, Clare has held a number of roles including Head of Product Management, VP of Customer Success and VP for Data Operations for the Digital Shelf product.

Prior to joining Ascential, Clare worked for General Electric, AIB and Delta Index and later became Technical Director of Espri, a boutique data management consultancy.

Earning her B.A. degree in Management Science and Information Systems from Trinity College, Dublin in 1999, Clare was more recently awarded a first-class M.Sc. degree in Business Analytics from UCD Michael Smurfit Graduate Business School in 2012.
Marc joined Edge by Ascential (formerly Clavis Insight) in 2017 as Chief Technology Officer. Marc has more than 20 years’ experience in building web-based applications for business, leading teams delivering projects including a pan-European marketplace for financial services, a social network, and large-scale data analytics operations for big data and cybersecurity.