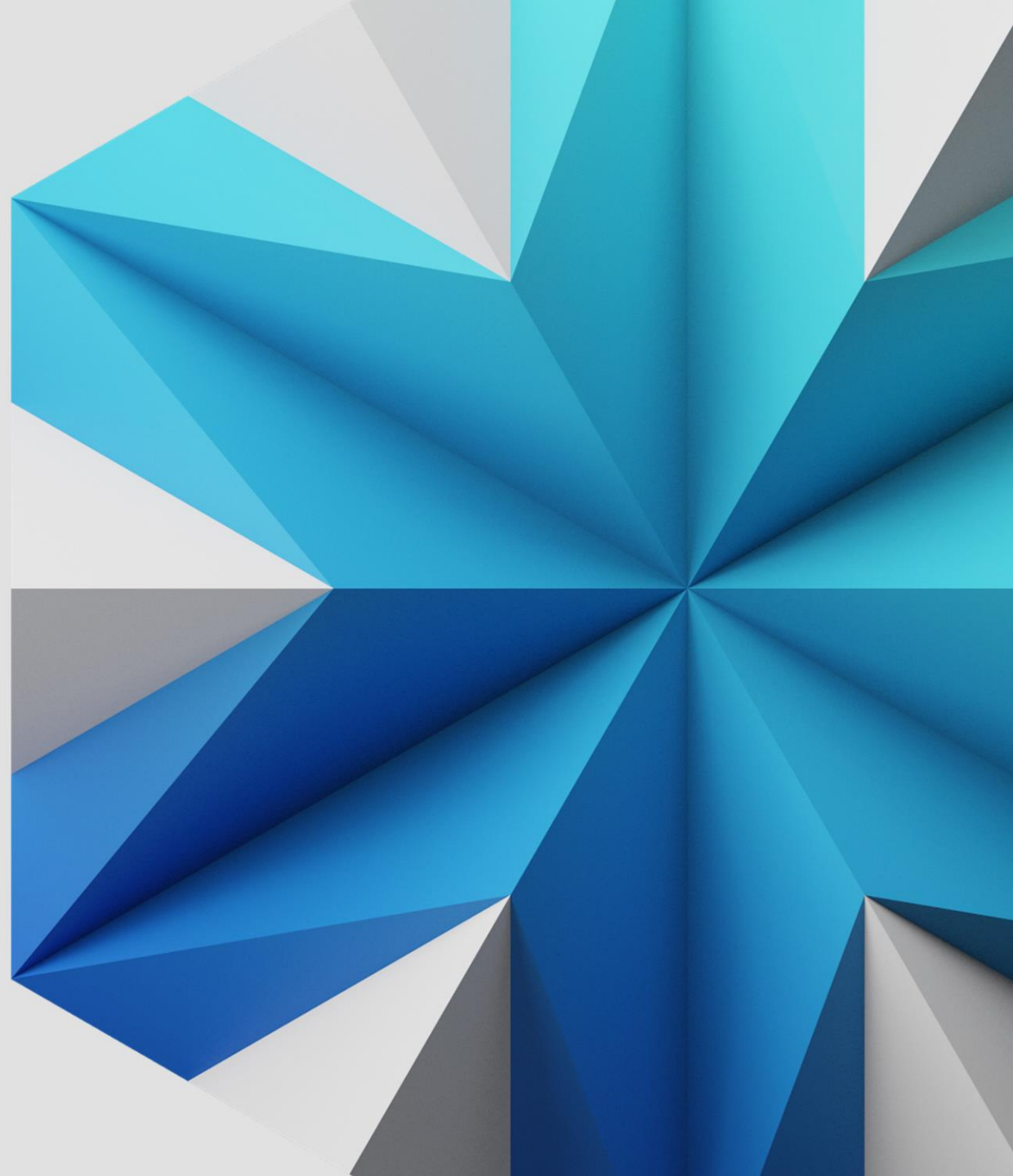


ASCENTIAL

Act today, win tomorrow.

Our investment case

2021



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execution

Our Investment Case



Clear long- term vision



Robust business model



Market leaders



Structural growth

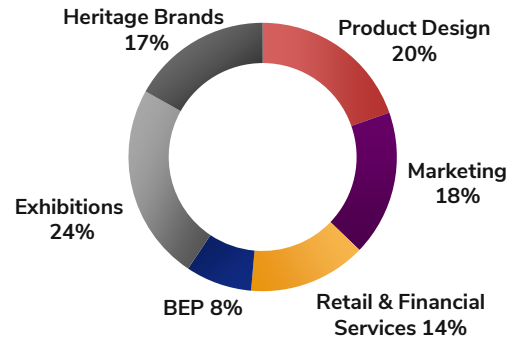


Transformation since IPO

Digital information company

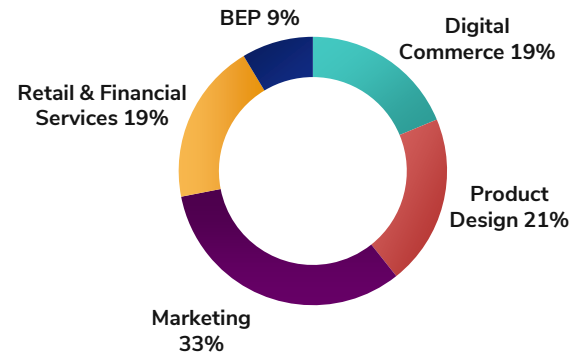
2016

c.50% revenue from strategic core segments



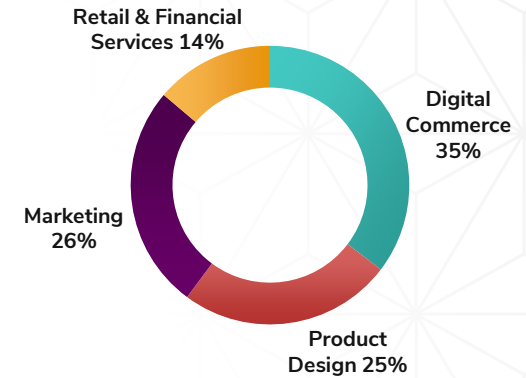
2019

c.90% revenue from strategic core segments



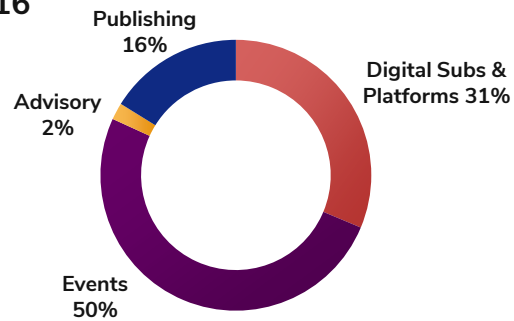
2021*

100% revenue from strategic core segments

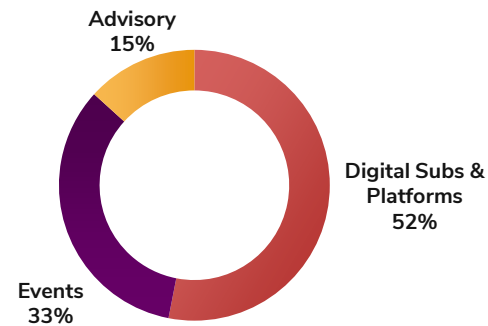


Subscription based revenue streams have doubled, bringing greater resilience and visibility

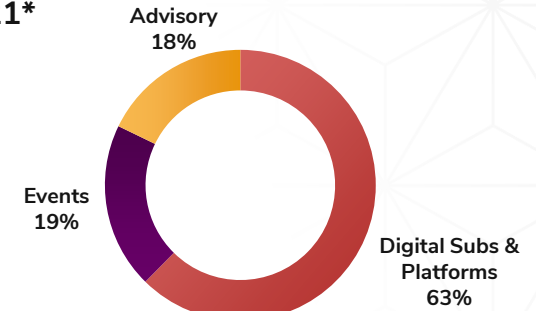
2016



2019



2021*



*Analyst estimate range (March 2021)



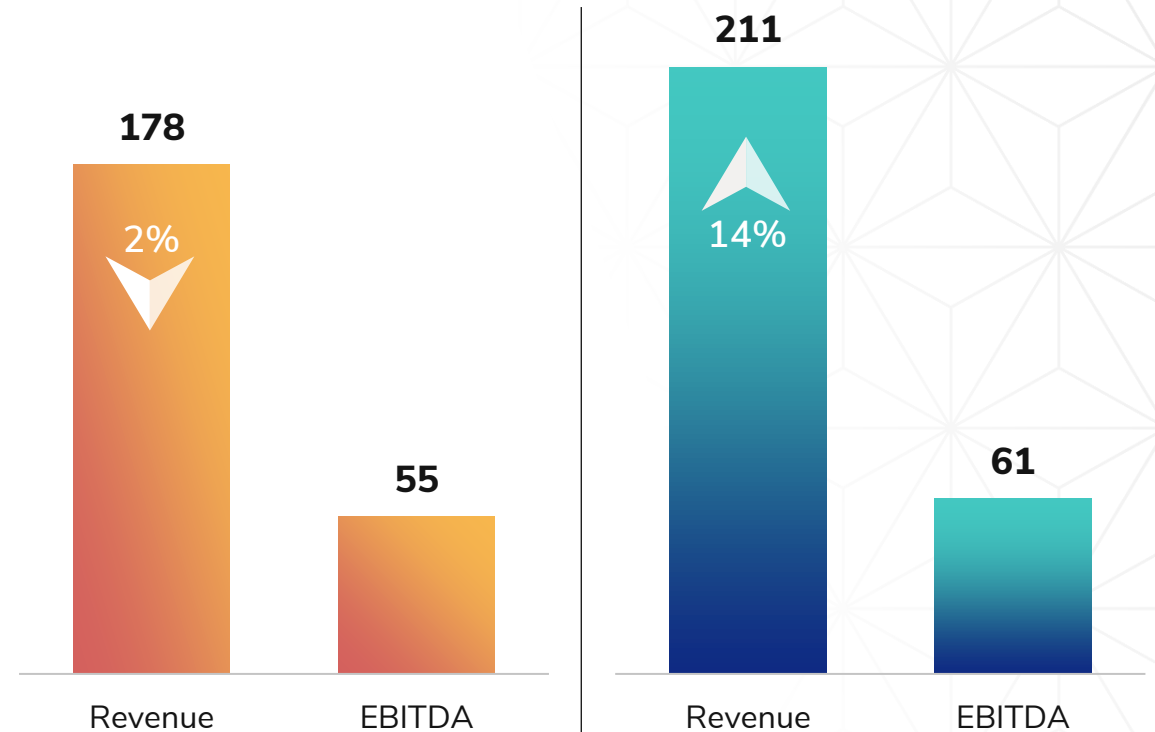
Legacy assets leveraged to focus on growth markets

Lower growth assets sold to fund acquisitions in higher growth, earlier stage assets

Cash generated/deployed 2014 to present (£m)



Performance of disposals v acquisitions (£m)

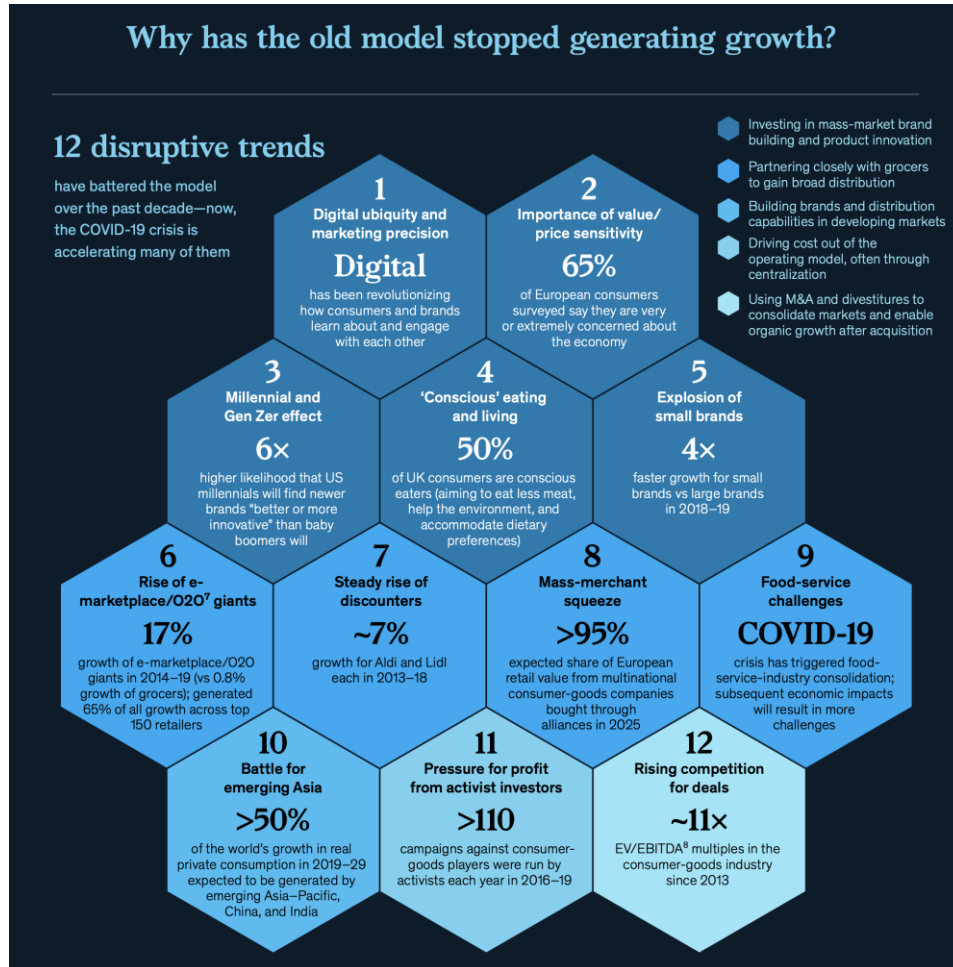


1 Disposal performance: year prior to disposal (Heritage Brands, Exhibitions and BEP)

2 Acquisition performance: 2019 (Money20/20), 2020 (Edge, MediaLink, WARC, Flywheel Digital, Yimian, X Target, Intellibrand) Growth: CAGR across period post acquisition to 2020



The consumer products industry: Most significant period of change in 25 years

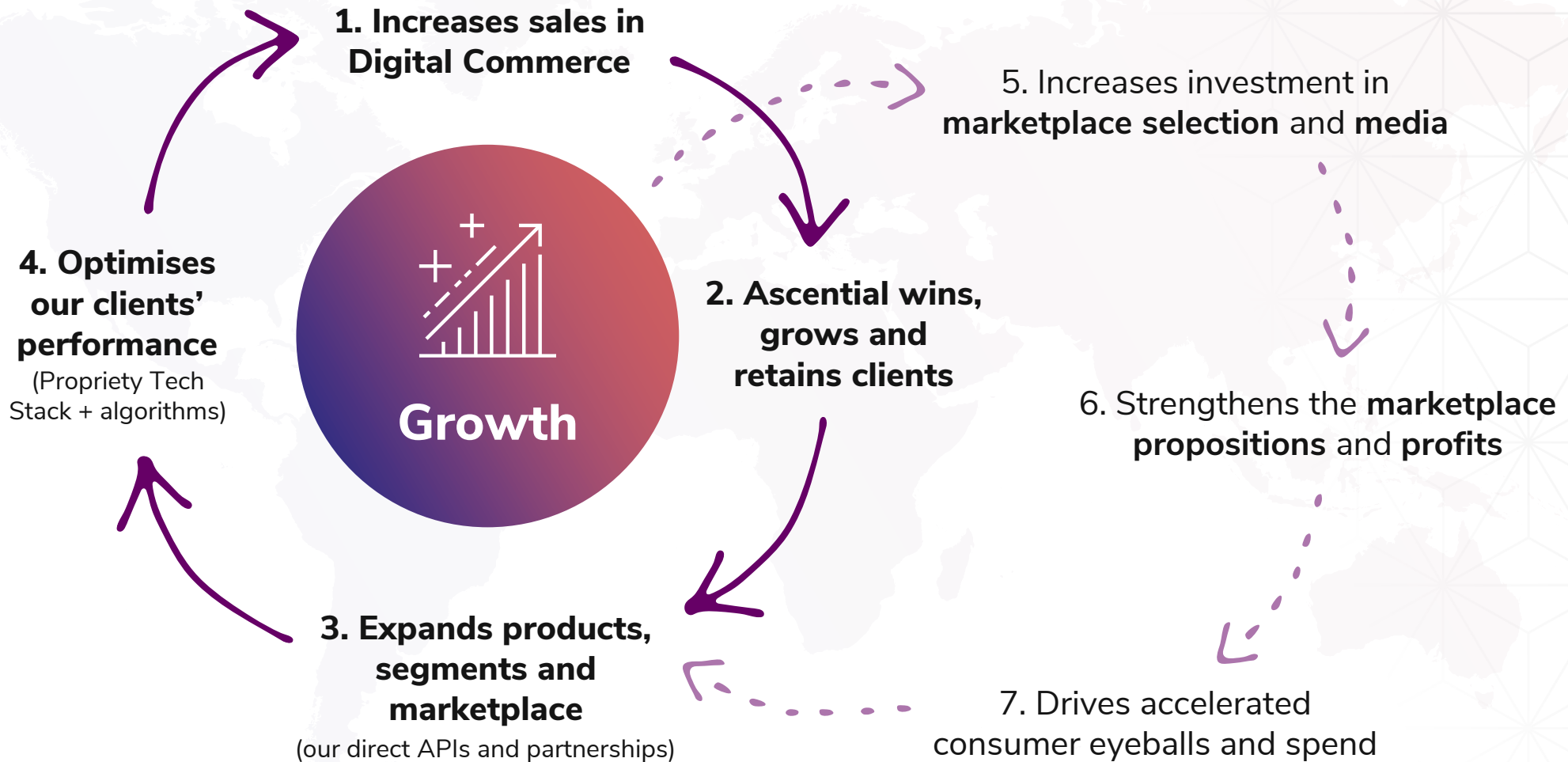


- Purchasing (not Search) is now the primary goal for consumers.
- Transparency and ubiquity driven by the digital world.
- Proliferation of categories, products and competitors.
- Collapsing product life cycles.
- Intelligent supply chains.
- Digital mass personalization.
- Shift to real-time digital retail.

McKinsey
& Company



The Ascential network effect





Ascential's reach

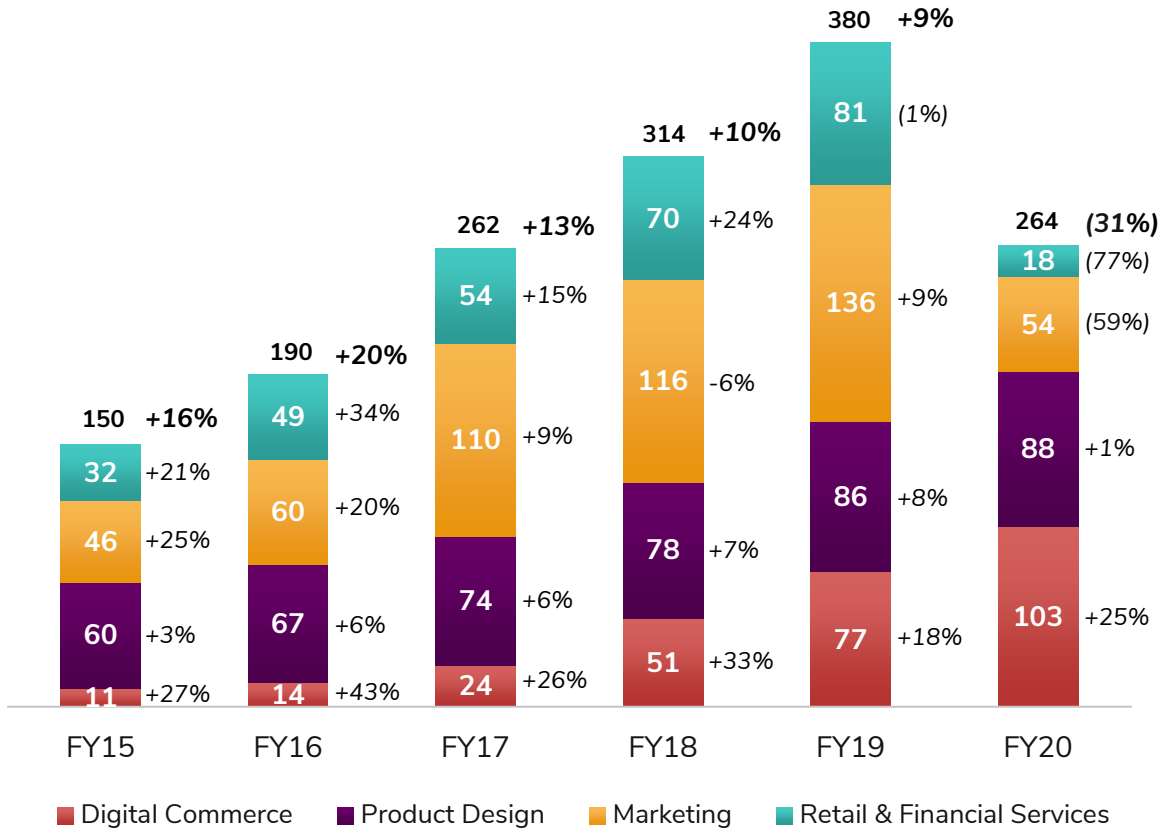
Partnering in over 100 countries with major eCommerce ecosystems





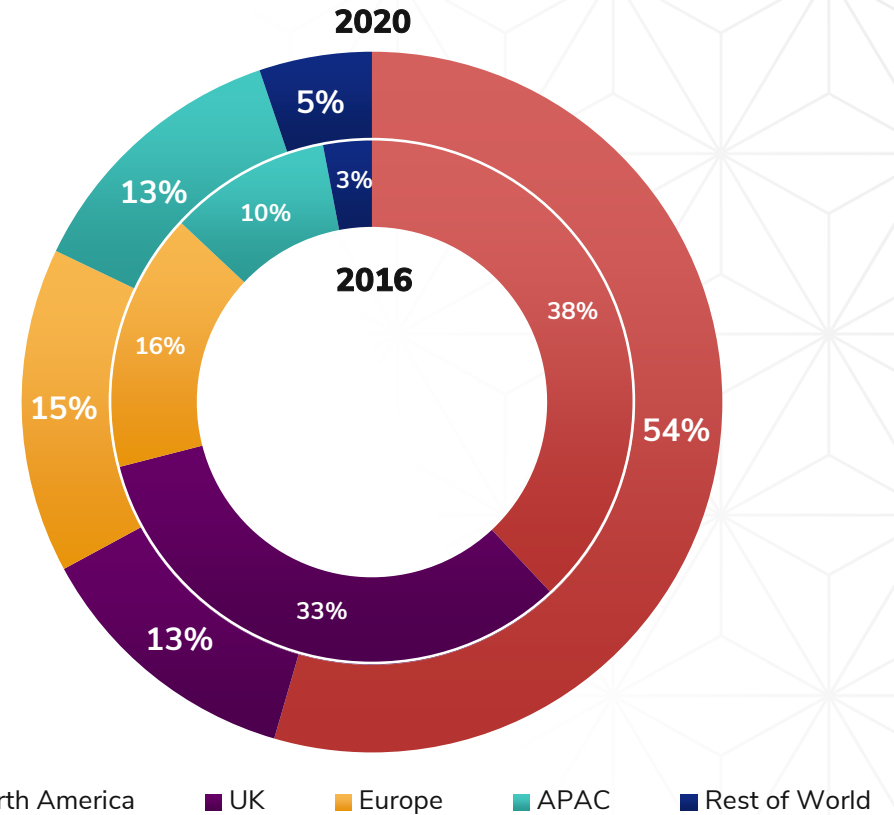
Growth track record and geographic expansion

Proforma revenue growth by segment (£m/%)



Revenue growth is stated on a proforma basis, as if all acquisitions and disposals in the period 2015-20 were acquired/disposed at 1st January 2015. Revenue values are stated on a Continuing basis, proforma for disposals only.

Geographic diversification



Revenue by Geography:
2016 – Actual basis, 2020 - Continuing basis (excludes BEP)



The size of our opportunity

We operate in markets of substantial scale, with clear growth prospects

**Addressable market
by segment (2020)**
Forecast CAGR (2020-2023)

Total
\$15.7bn 14% ▲

Digital Commerce

\$4.7bn 29% ▲

Analytics & Advisory	+10-20%
Retail Managed Services	+20-30%
Media Managed Services	+40-50%
Managed Services, China	+30-40%
Content Syndication	+10-20%

Product Design

\$6.0bn 5% ▲

Trend Intelligence	+6-10%
Product Design Consultancy	+2-6%
Consumer Sentiment Analytics	+7-13%
Market Research	+2-6%

Marketing

\$5.1bn 6% ▲

Events & Benchmarks	+110-130%
Advisory	+4-10%
Media Management Systems	+3-7%
Measurement	+2-6%

Source: PwC market review, December 2020 (sub-segment growth range adjusted, based on CAGR 2019-2023 forecast)
The PwC market data quoted in this document is sourced from a publicly available market report that can be found on www.ascential.com. PwC owes no duty of care to anyone other than Ascential in relation to this report.



The size of our opportunity

Focus on Digital Commerce

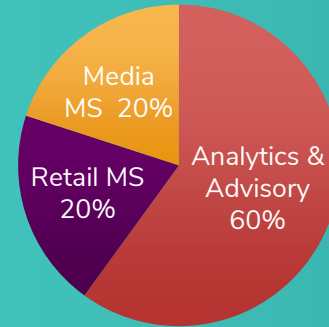
Addressable market by segment (2020)

Forecast CAGR (2020-2023)

Total

\$15.7bn

Ascential business mix



Growth rate weighted by business mix

- +18% Low (1P) Our business today addresses only 1P (1st party vendors)
- +23% Medium
- +28% High (3P) 3P (3rd party vendors) are estimated to be growing c.10% points faster than 1P*

*Source: marketpulse.com (Amazon Gross Merchandise Value)

Digital Commerce

\$4.7bn

29% ▲

Analytics & Advisory	+10-20%
Retail Managed Services	+20-30%
Media Managed Services	+40-50%
Managed Services, China	+30-40%
Content Syndication	+10-20%

Product Design

\$6.0bn

5% ▲

Trend Intelligence	+6-10%
Product Design Consultancy	+2-6%
Consumer Sentiment Analytics	+7-13%
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Marketing

\$5.1bn

6% ▲

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