



ASCENTIAL
Unlock the future

4 December 2018

ASCENTIAL PLC
CAPITAL
MARKETS DAY
2018

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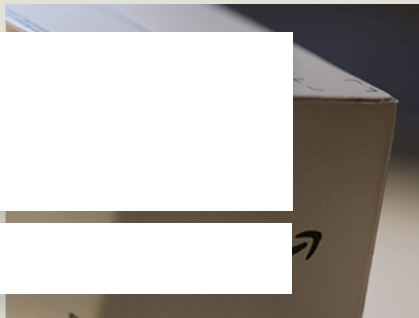
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AGENDA

01 / **STRATEGY UPDATE**
Duncan Painter
2:30pm

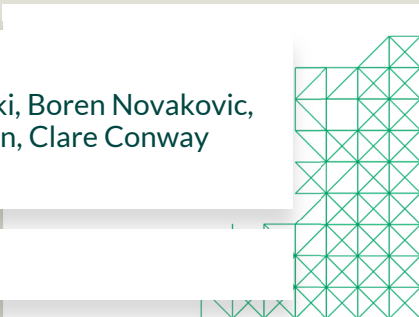


02 / **FLYWHEEL**
Chip DiPaula
2:45pm



Q&A

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



Q&A

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



Q&A

REFRESHMENTS
4:45pm

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.

EVOLUTION OF RETAIL

Generation One -
Local independent



Generation Two -
Local independent



Generation Three -
Digital Marketplace

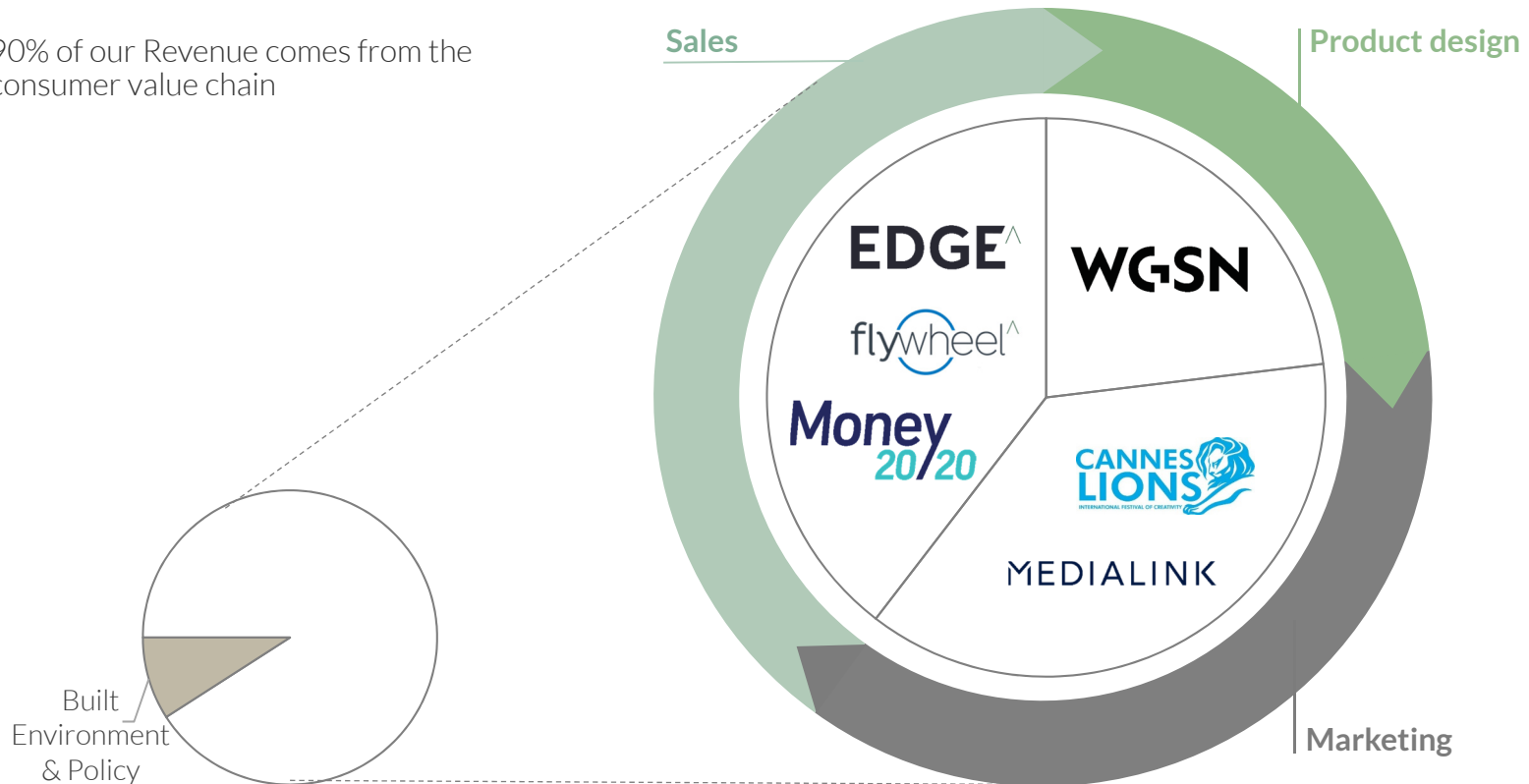


Generation Four -
Digital and Physical



SERVING THE NEEDS OF CUSTOMERS IN PRODUCT DESIGN, MARKETING AND SALES

90% of our Revenue comes from the consumer value chain

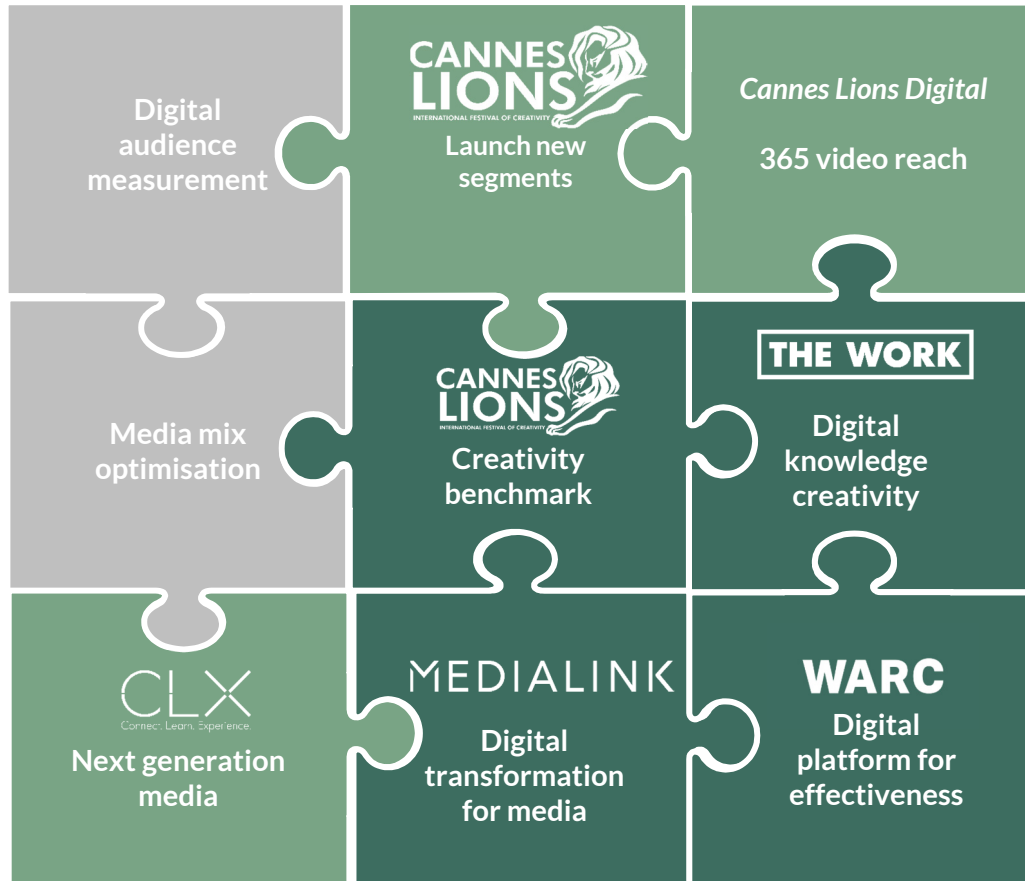


PRODUCT DESIGN: STRENGTH OF CURRENT OFFERING

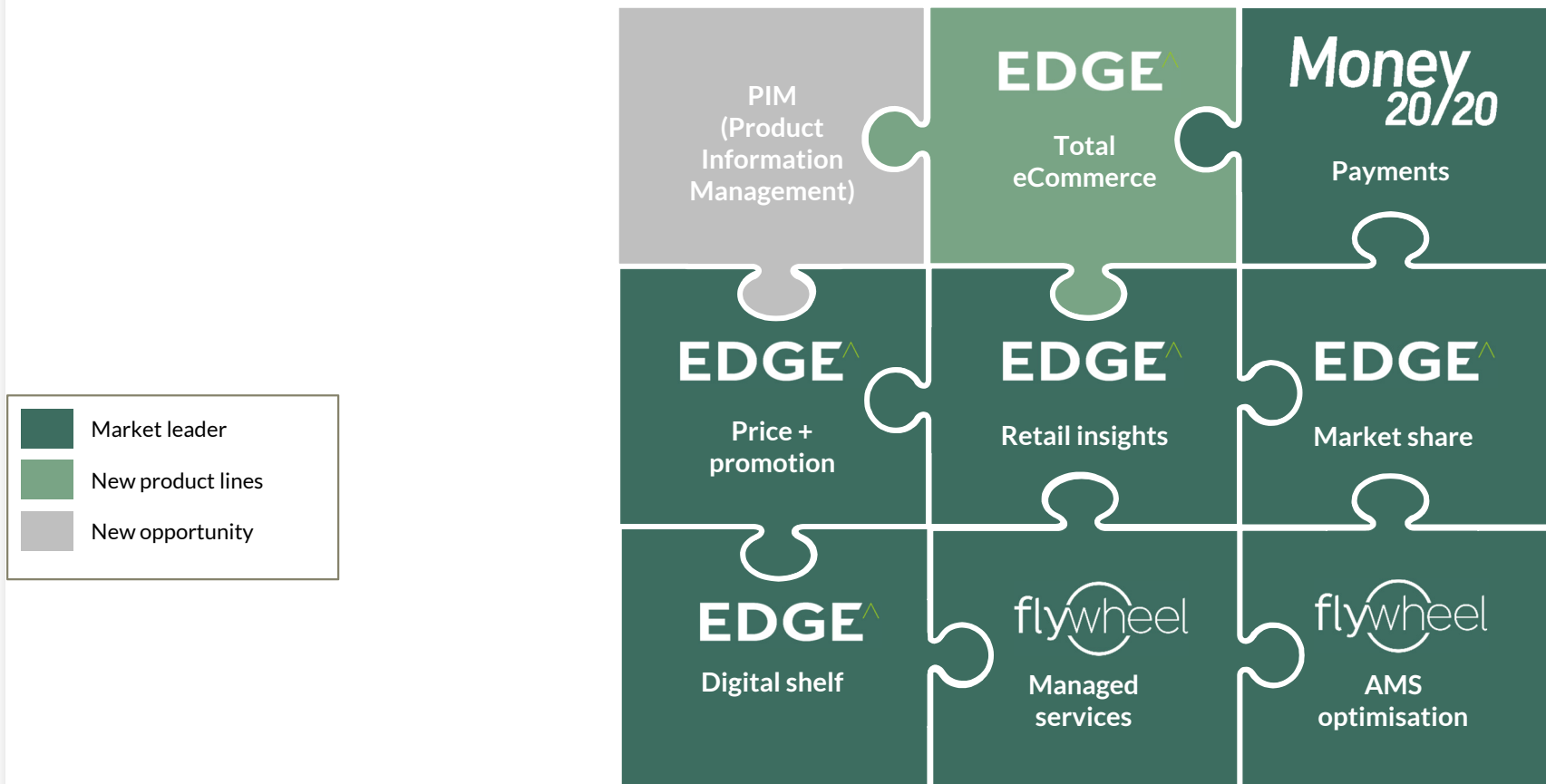


MARKETING: STRENGTH OF CURRENT OFFERING

	Market leader
	New product lines
	New opportunity



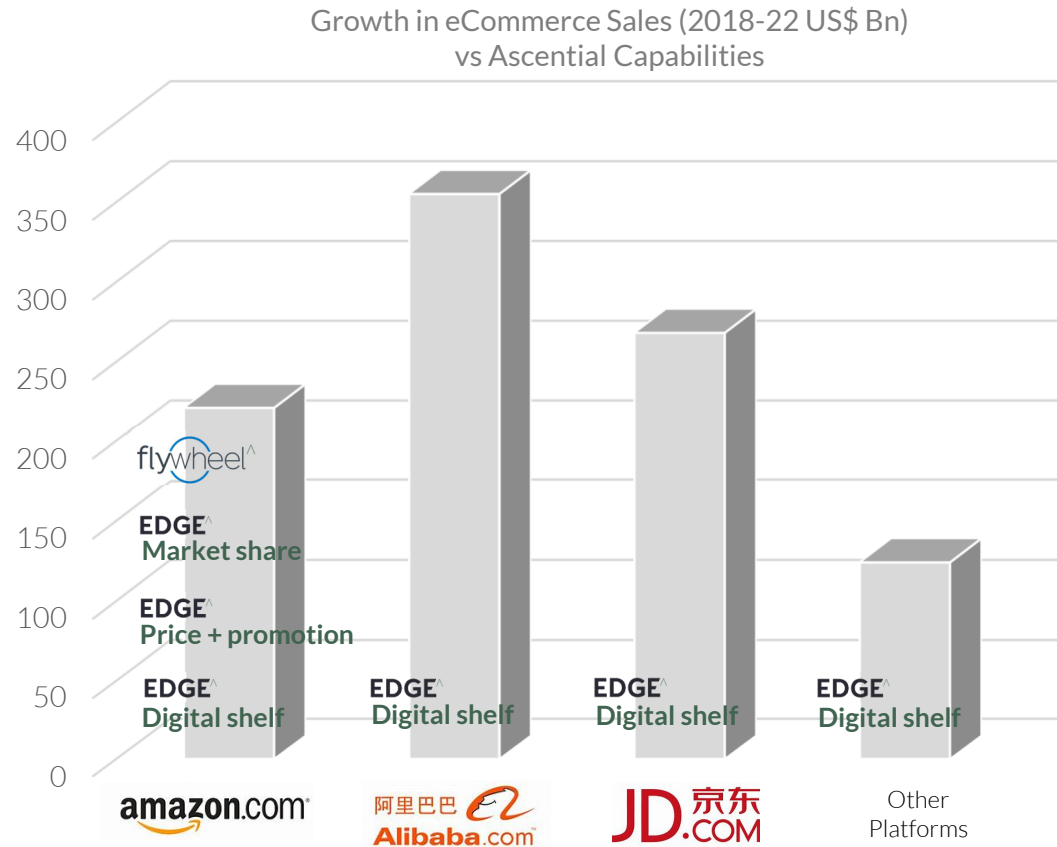
SALES: STRENGTH OF CURRENT OFFERING



SALES: PLATFORM

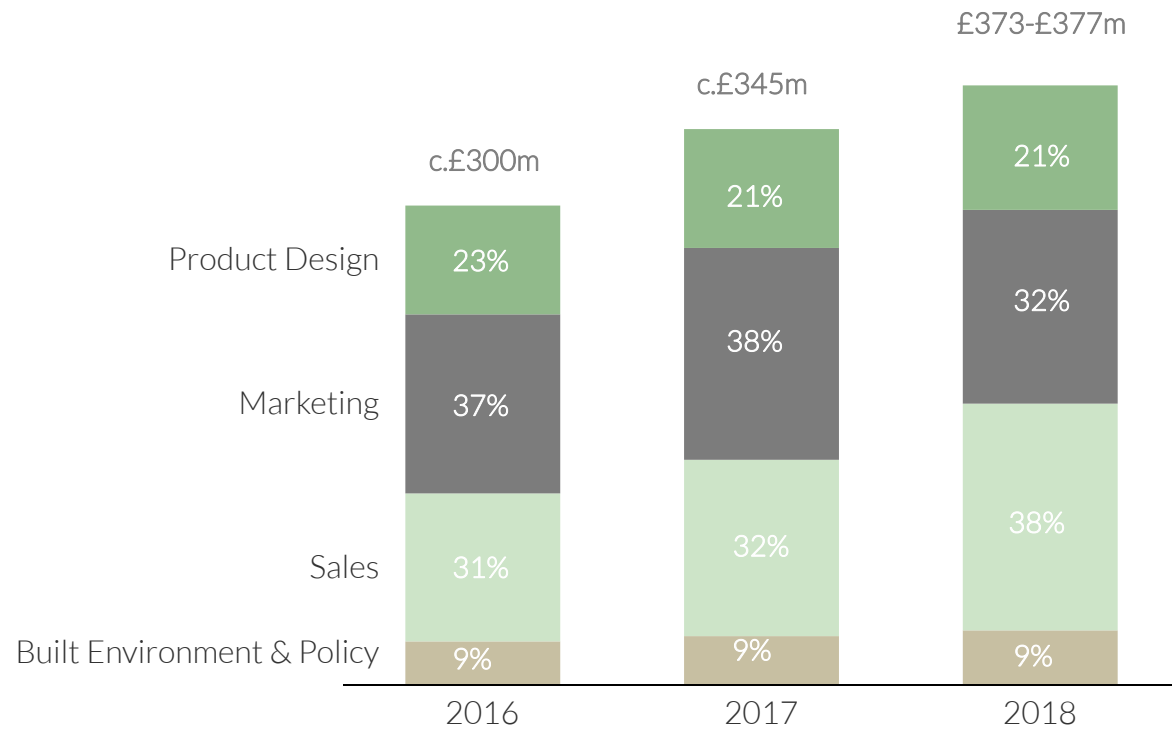
We now have strong capabilities within Amazon.

Opportunity to extend capabilities to other major platforms, where forecast growth is even greater.



Source: Edge Retail Insight

PROFORMA REVENUE



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

02

/ flywheel
CHIP DIPAUULA



DEDICATION

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

EXPERIENCE

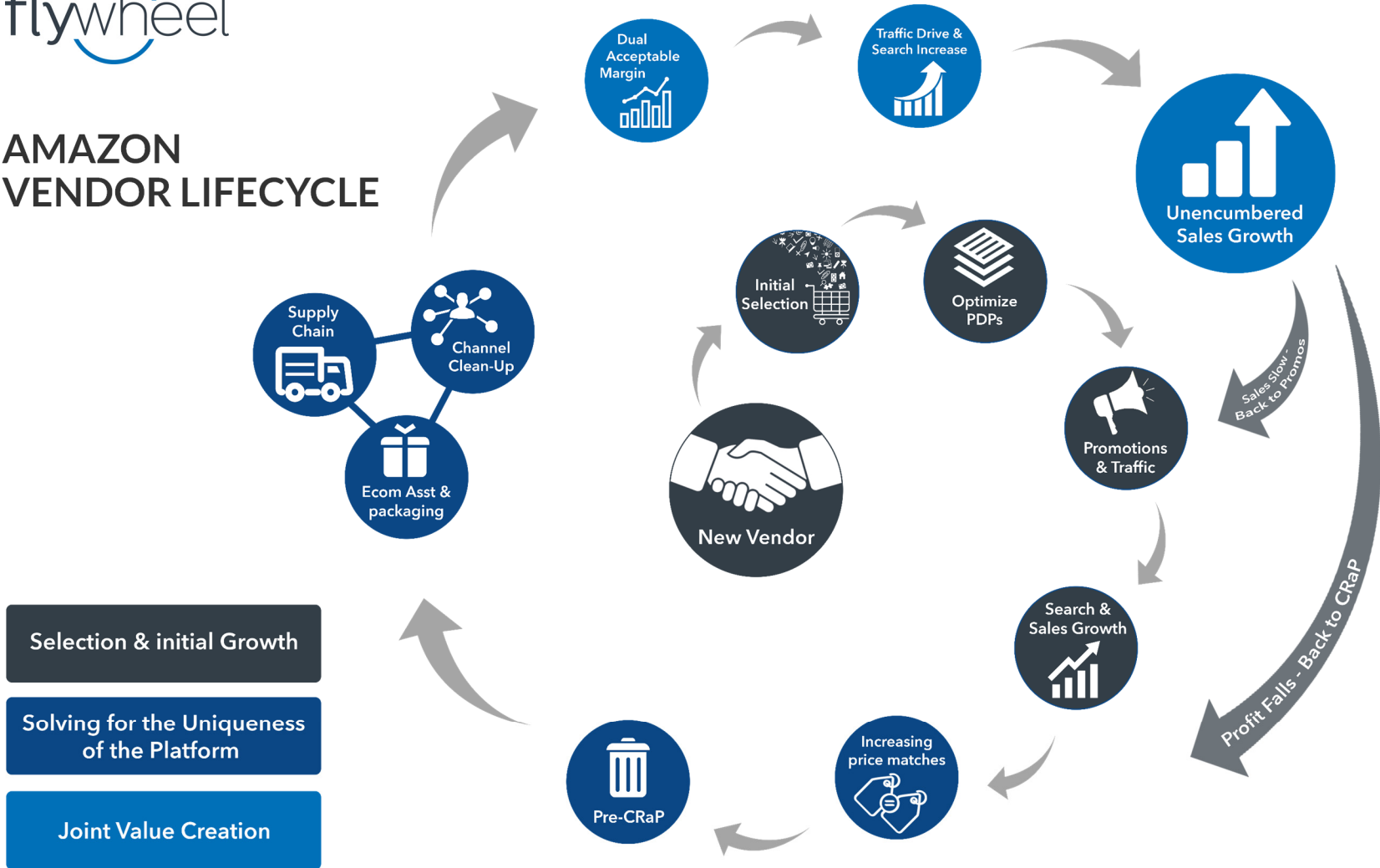
We've helped hundreds of brands exceed fair share on the Amazon platform.

TECHNOLOGY

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



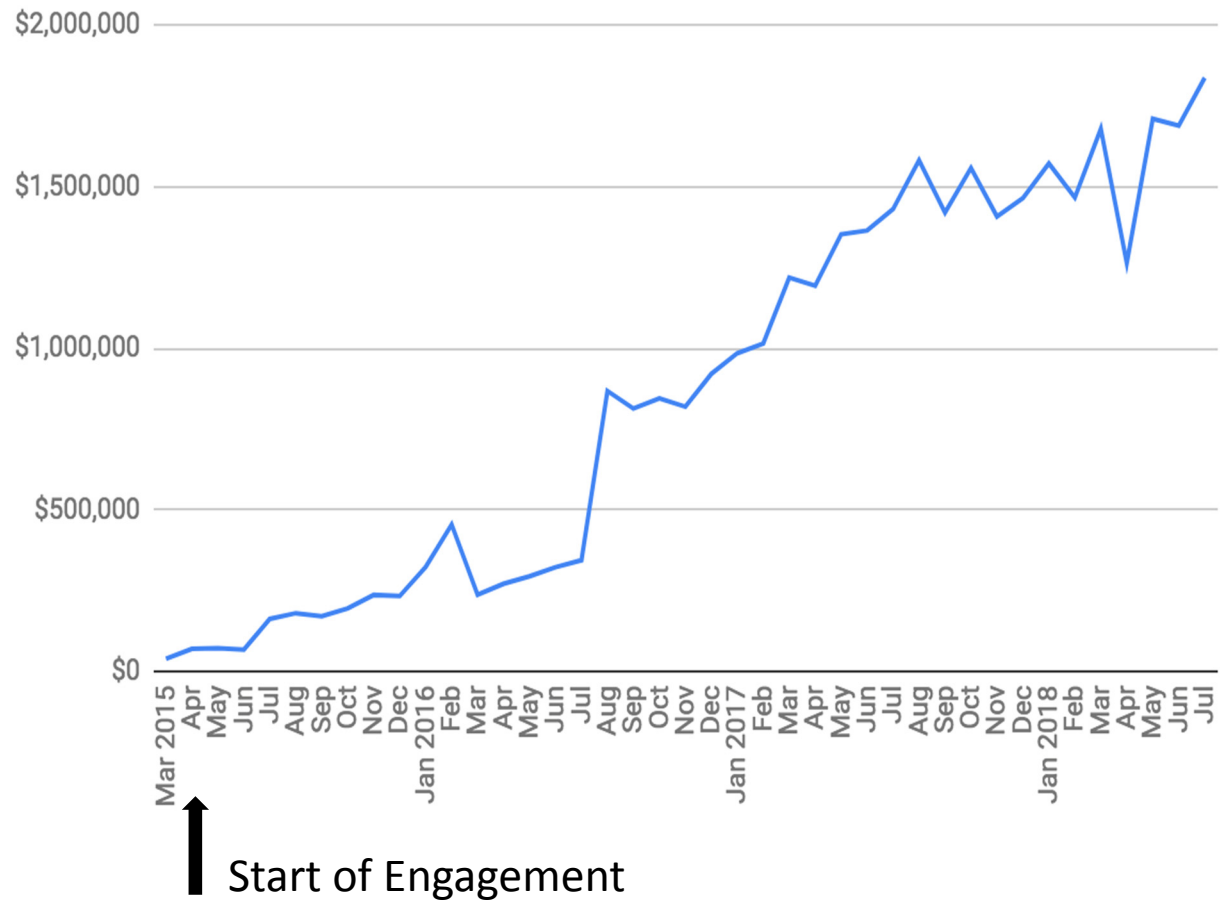
AMAZON VENDOR LIFECYCLE





CLIENT RESULTS

Monthly Amazon Sales - USD





WHY ASCENTIAL?

- Alignment with values, vision and culture
- Customer relationship pipeline
- Global footprint
- Infrastructure support
- Technology scale and expertise



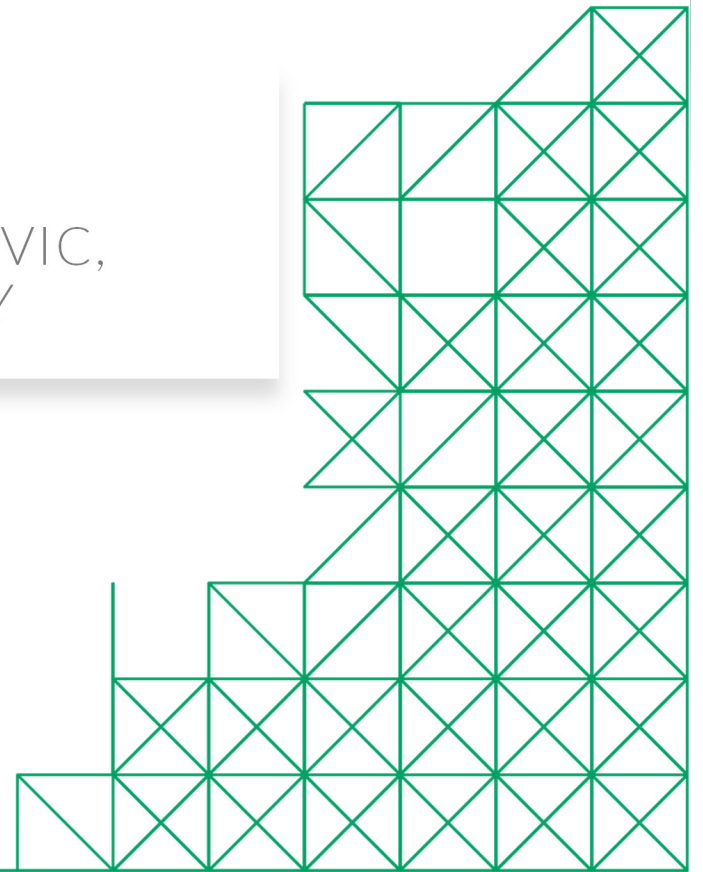
Q&A



03

/ **EDGE[^]**

MICHAEL LISOWSKI, BOREN NOVAKOVIC,
MARC CONCANNON, CLARE CONWAY



/ INTRODUCTION TO EDGE





OVERARCHING CLIENT PROPOSITION & BRAND

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

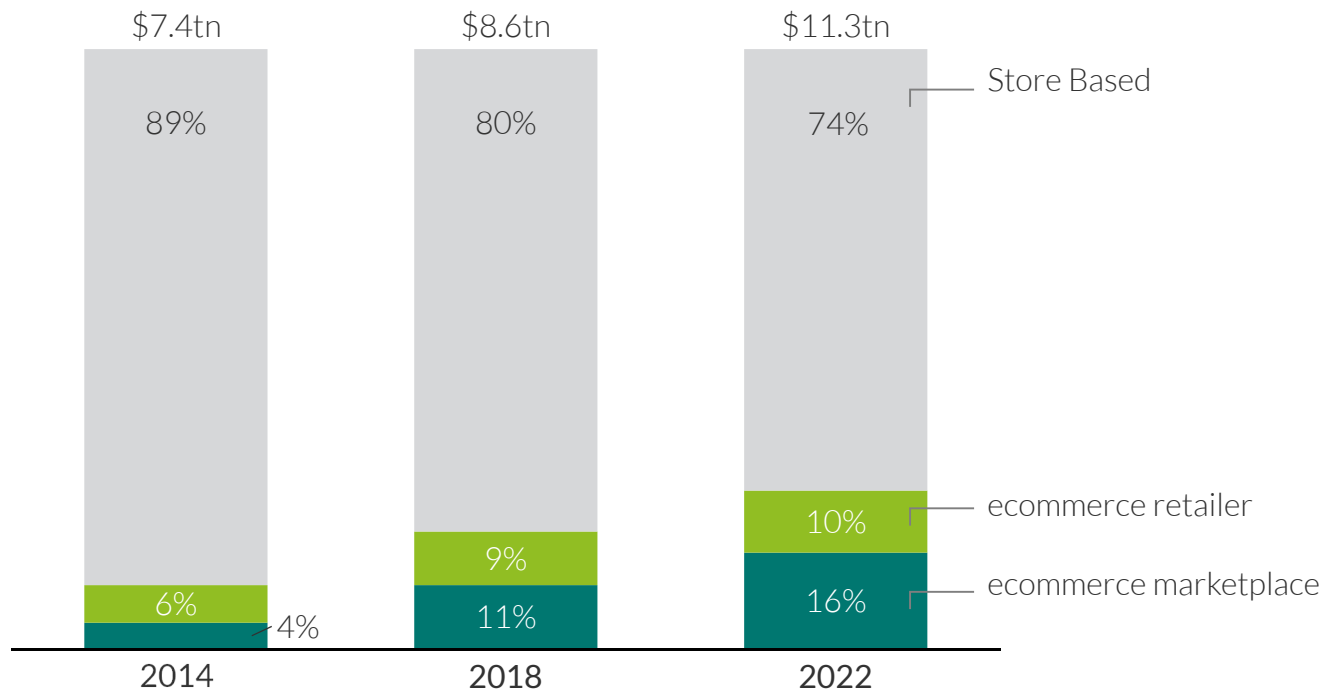
KNOW. ACT. WIN.

Practical / expert / pioneering / connected



ECOMMERCE IS TAKING SHARE OF RETAIL AT A RAPID PACE

GLOBAL MODERN RETAIL SALES



Source: Edge Retail Insights

BRANDS AND RETAILERS NEED NEW DATA AND INSIGHT SOLUTIONS IN AN ECOMMERCE DRIVEN WORLD



Traditional Retail

Velocity of change slow given physical realities

Brands intermediated by retailers

Buyers and sellers work together to build commercial relationships and drive sales

Managing business @ category/brand level



Brands run on monthly / quarterly / annual data

Insights on assortment, price architecture, promotions, facias, advertising...



Ecommerce

High velocity of change (assortment, pricing and promotions, changes hourly / daily)

Opportunity for brands to sell direct at scale via marketplaces

Algorithms determine placement in search, price, promotion acceptance, etc.

Managing business @ SKU level

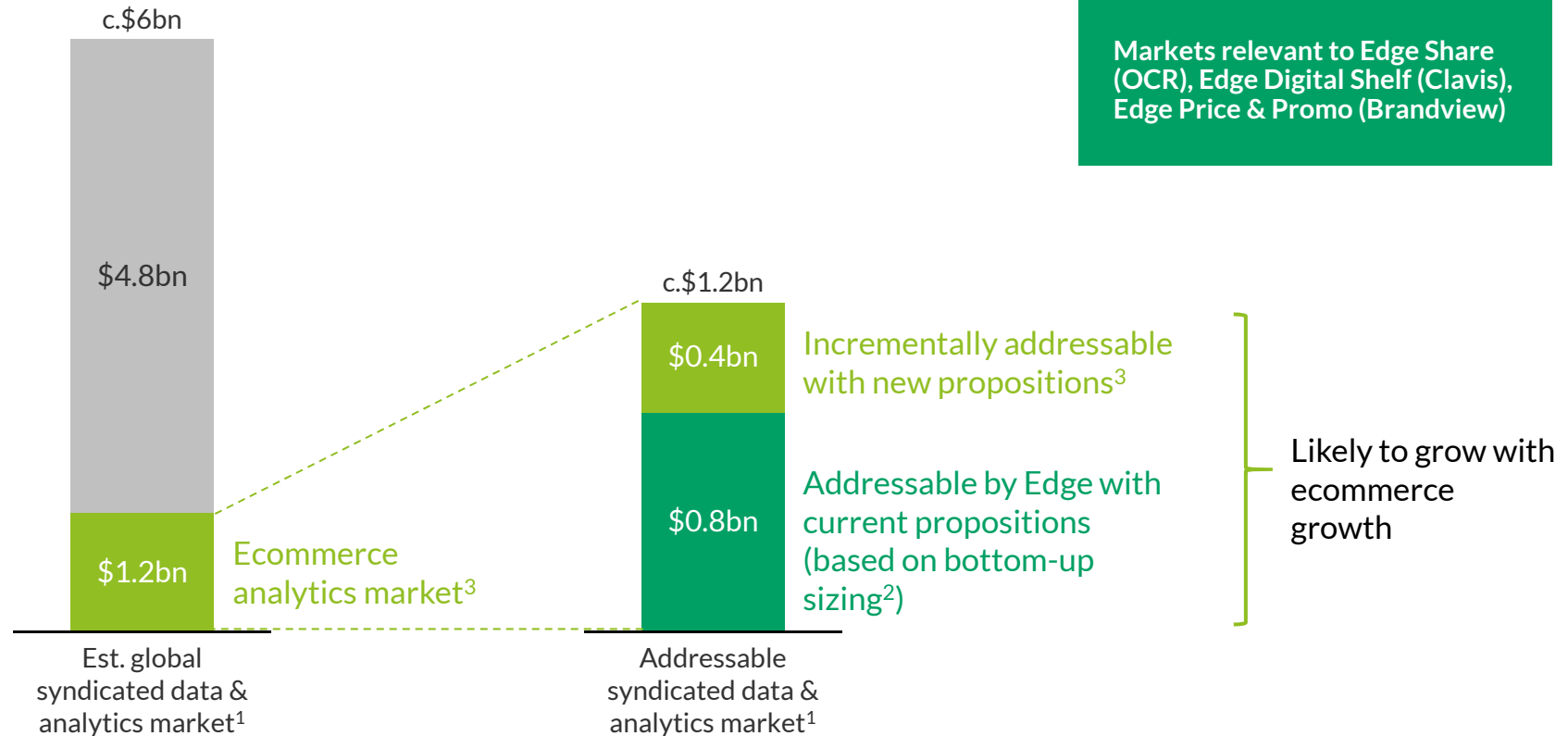


Brands need hourly / daily / weekly data

Insights and data on key equation:
 $Availability \times Traffic \times Conversion = Sales$

SIGNIFICANT GROWTH OPPORTUNITY GIVEN MARKET POTENTIAL

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

EDGE[^]
BY ^SCENTIAL

>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

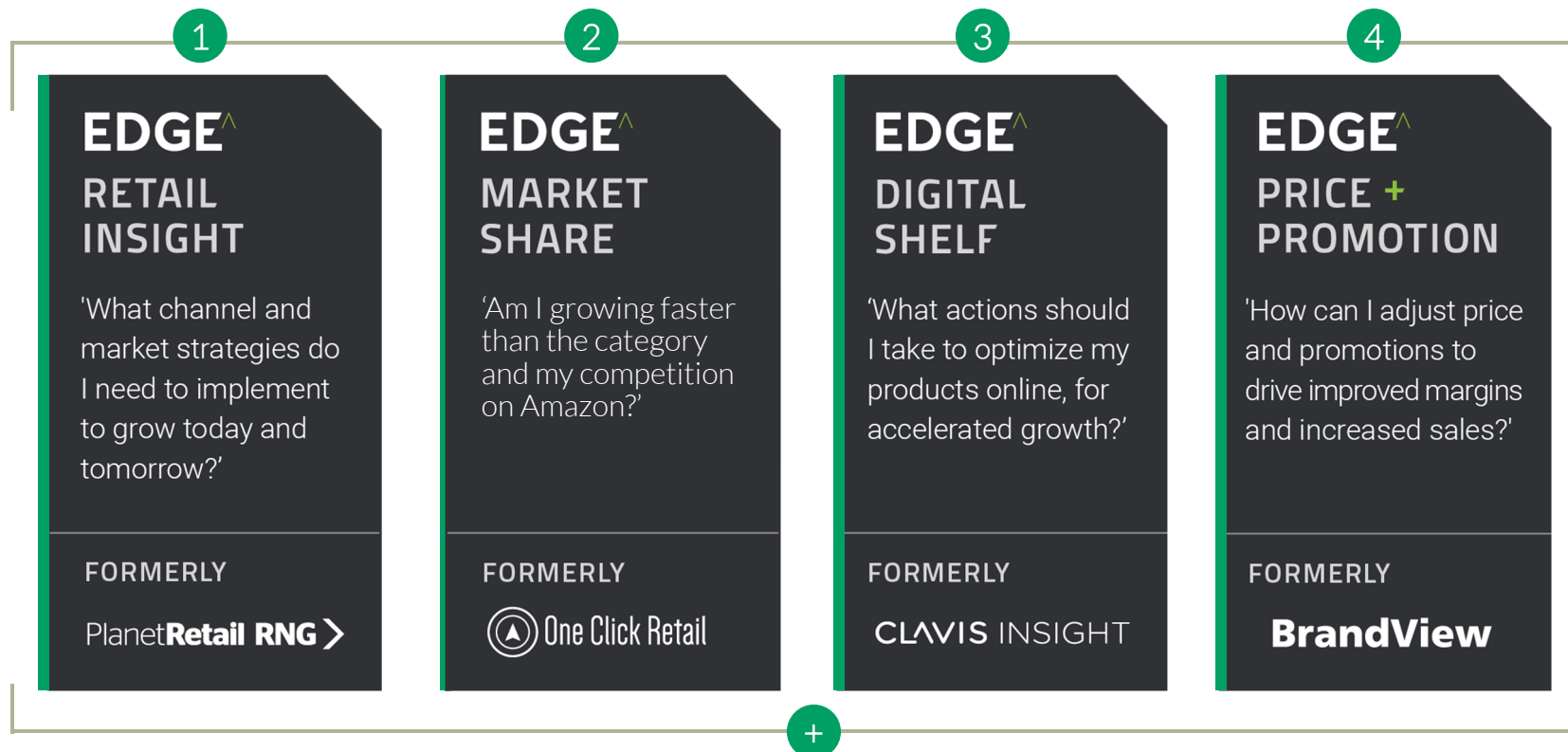
Big data
cleaning,
processing &
cataloguing

Analytics &
data science

Visualization of
insights

Recommended
actions

THE EDGE SOLUTION SET



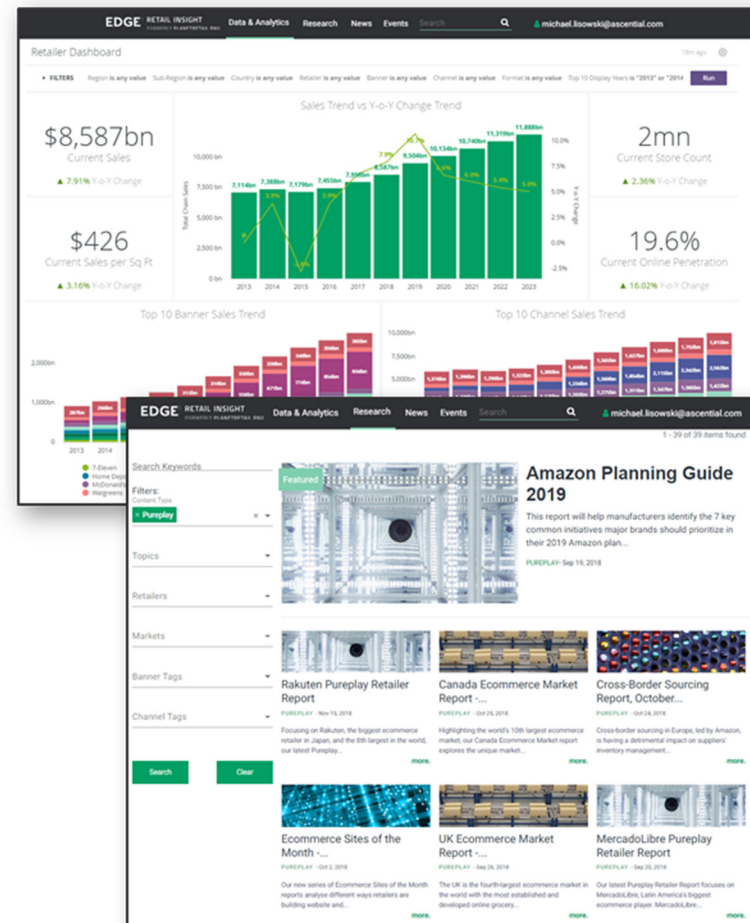
ADVISORY + EDUCATION Edge also delivers professional services, customized training and events

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:

- 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



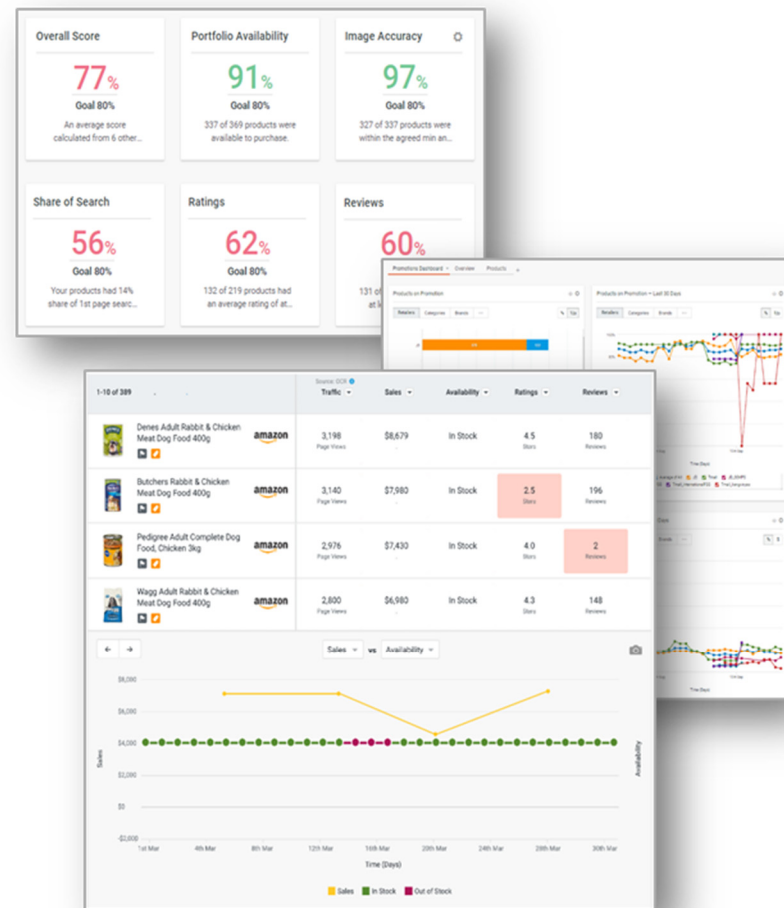
Formerly One Click Retail

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

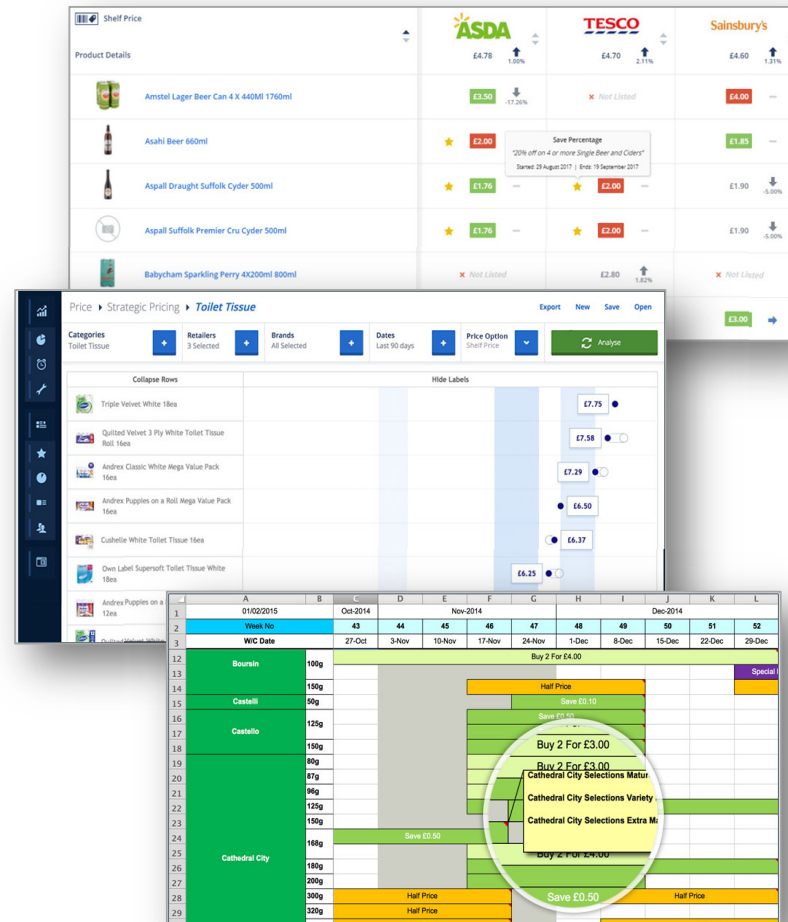


PRICE + PROMOTION

“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:

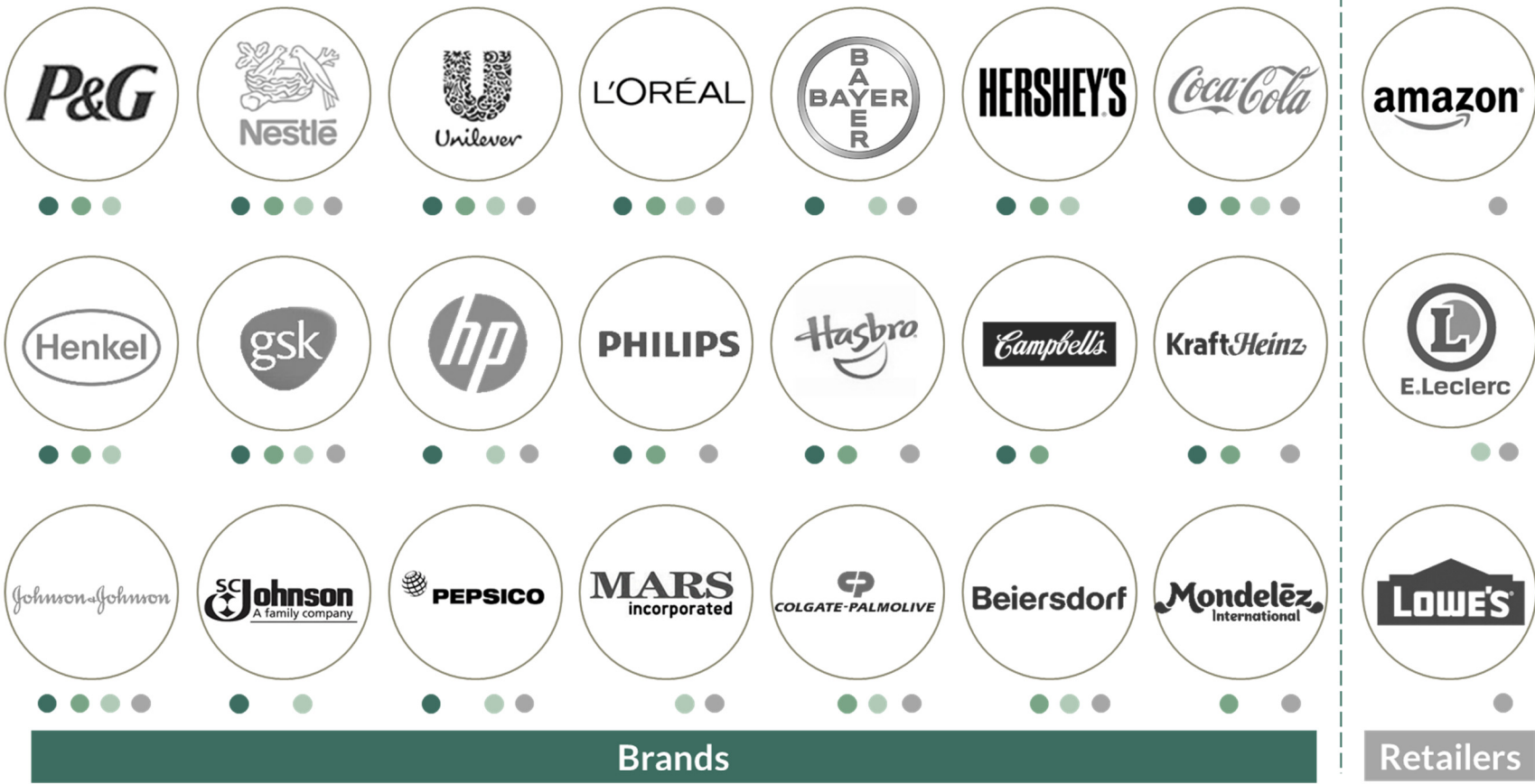
1. **Daily dynamic assortment price and promotion analysis:** total retailer through to SKU level pricing analysis
2. **Price indexing:** trended competitor price position by retailer
3. **Price management:** semi and fully automated price change decision software
4. **Historic pricing:** by category,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



Formerly **BrandView**

SELECTED CUSTOMERS

EDGE[^]
BY ASCENTIAL



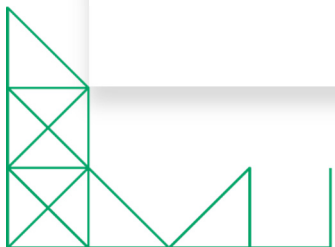
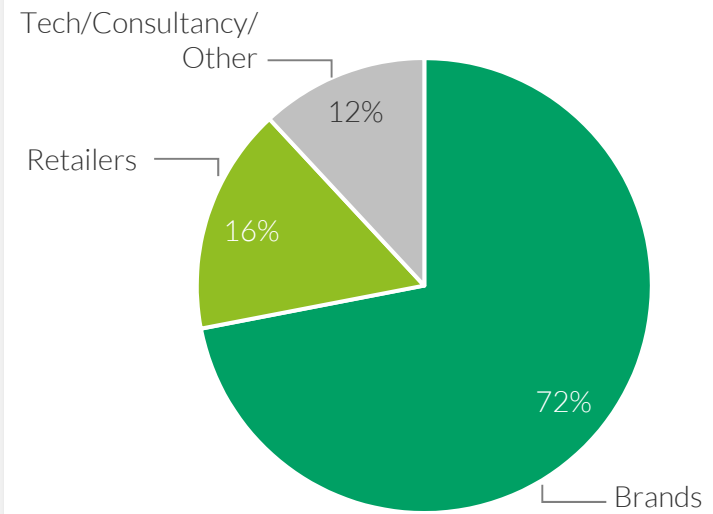
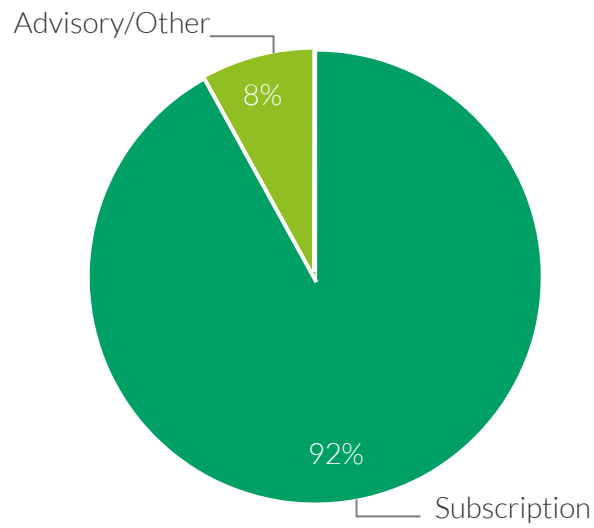
Brands

Retailers

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

REVENUE BREAKDOWN JUNE 2018 LTM

EDGE[^]
BY ASCENTIAL



/ 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



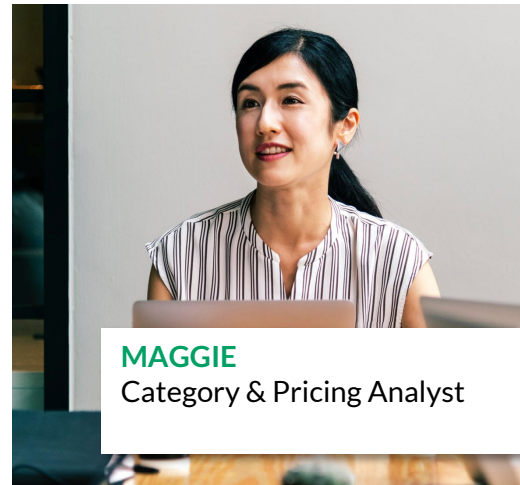
JILL
Head of Commercial
Strategy & Insights



ANDREW
Director of Sales, Amazon



GEORGE
eCommerce Content Manager



MAGGIE
Category & Pricing Analyst

1. SUPERIOR CUSTOMER PROPOSITION

RETAIL INSIGHT

The screenshot displays the EDGE Retail Insight website interface. At the top, there are navigation menus for 'Data & Analytics', 'Research', 'News', and 'Events', along with a search bar and a user profile for 'borennovakovic'. Below the navigation, the 'UPCOMING EVENTS' section is highlighted with a calendar icon. It lists several webinars:

- NOV 2018** **Organize for 2019 Ecommerce Success**
CPG ecommerce has grown tremendously the past five years, significantly outpacing the growth rate of in-store. Join Boston Consulting Group and the Ascential... [more](#). [PUBLIC WEBINAR](#)
- NOV 2018** **4 Ways CPG Brands Can Organize for Ecommerce Success in 2019**
CPG ecommerce has grown tremendously the past five years significantly outpacing the growth rate of in-store, and now accounts for 50% of the growth in CPG... [more](#). [PUBLIC WEBINAR](#)
- NOV 2018** **The Edge by Ascential Amazon Monthly Briefing**
In this webinar, we will examine Amazon's latest tactics and top developments for November. ### [Register for the... [more](#). [PUBLIC WEBINAR](#)
- DEC 2018** **Winning with Hypermarkets**
Amid a fast shift away from big-box formats, discount, convenience and online have become the fastest-growing shopping channels. However, hypermarkets and... [more](#). [PUBLIC WEBINAR](#)
- DEC 2018** **2018 Year in Review**
In this webinar, we will share with attendees a recap of the retail landscape in 2018, and what lies ahead for CPGs and Retailers as we enter 2019. ###... [more](#). [PUBLIC WEBINAR](#)
- DEC 2018** **The Edge by Ascential Amazon Monthly Briefing**
In this webinar, we will examine Amazon's latest tactics and top developments for December. [more](#). [PUBLIC WEBINAR](#)
- DEC 2018** **Store of the Future Predictions for 2019**
Retail stores are under threat, with both the rate of new store openings and the average size of stores in decline. This is compounded by stagnant sales... [more](#). [PUBLIC WEBINAR](#)

At the bottom of the screenshot, a URL is visible: <https://www.ascential.com/events/6LwtmoFRyoeYi6a0KlwUCm/2018-year-in-review>



JILL
Head of Commercial
Strategy & Insights

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 by ISM is called out publicly, so make sure you have good i

Why is it happening:

The most common OOS pr

- **Poor forecasting by**

This is most pronounced match / price drops. The always conservative. 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 item will go out of stock more often vs a P95 bands.

- **Manufacturer issues:**

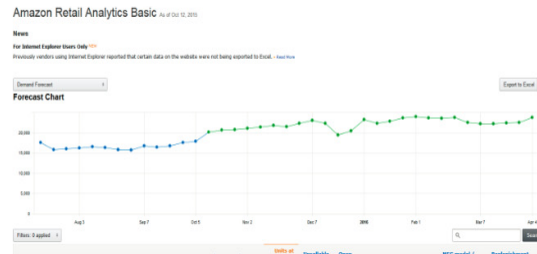
This occurs if a manufacturer has product shortages or problems in the order system. Issues show up as high "Problem Receive", "Accept / Confirm" rate, or "Receive Fill" rates (see your metrics at the bottom the dashboard section). In addition to OOS, Amazon will issue chargebacks of 1-5% of COGS, adding insult to injury.

Insights & Recommendations Delivered to Inbox

The screenshot shows two Amazon product listings. The first listing is for a ViewSonic VT2216-L 22-inch 60Hz LED TV, which is 'Temporarily out of stock'. The second listing is for a product priced at \$386.00, which is 'Pre-Order Message' and will be released on October 29, 2015. Both listings show 'Add to Cart' and 'Add to Wish List' buttons.

TH backorder

Pre-Order Message

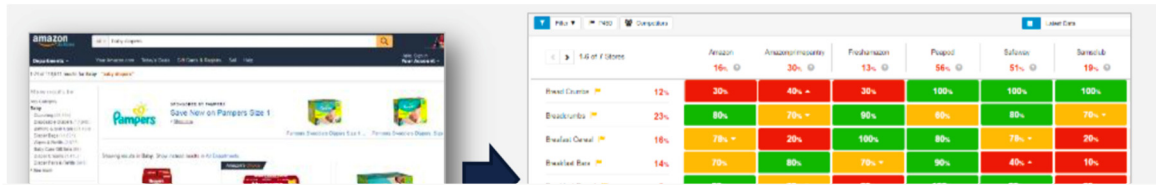


Ins



ANDREW
Director of Sales,
Amazon

1. SUPERIOR CUSTOMER PROPOSITION DIGITAL SHELF



Integrity **71%**

4th Sep, 2017

Product Compliance by Online Store

Ratings & Reviews

Five Stars, March 9, 2015
By **leigh** - See all my reviews
Verified Purchase (What's this?)
This review is from: **Casa Cola Zero, 24 ct., 2.3 FL OZ Mini Can (Grocery)**
Excellent value for the price, ships well, arrives timely n undamaged
Help other customers find the most helpful reviews
Was this review helpful to you? (Yes) (No) Comment

Huggies Snug and Dry Diapers, Size 1, 112 Count
Huggies changed they are horrible my twins dry, TT
\$18.83 (\$0.17/Count)
FREE Shipping on eligible Details
Get it by **Monday, Oct 17**
Add to Cart

Five Stars
By **Chris M Mast**
Verified Purchase (What's this?)
This review is from: **Huggies Snug and Dry Diapers, Size 4, 192 Count (One Month Supply) (Health and Beauty)**
I have been using Huggies exclusively for over 10 years & they have definitely changed something. My son can't even sleep through the night in these without soaking through his clothes! During the day

Ratings And Reviews - Review Details
Reviews
Classification = Description Review Type = Review Trigger Weeks Rating =
AMAZON: Neuroscience Research...
but the Neuroscience Research... it's a bit high for price here compared...
AMAZON: Neuroscience Research...
No issue both all...
I used this all during the summer, it immediately my pain but does not...
leave it dry or sticky, it also



GEORGE
eCommerce Content
Manager

1. SUPERIOR CUSTOMER PROPOSITION

PRICE & PROMOTION

Daily Prices and Promotions

Strategic Pricing

Promotional History - Depth of Cut

30 ————— 29.4%

Email Alerts



New Listings

[Kinnikinnick Donuts Chocolate Dipped Gluten Free 11.3oz](#) ← listed at \$ 5.99 on 10/4/17
ASIN: Not stocked

Price Changes

[Edys Fruit Bars Made With Real Fruit In Lime Strawberry And Wild Berry 12x1.5oz 18oz](#)
ASIN: B000PNAURU

Promotions Started in the Last Week

[Emergency Essentials Freeze Dried Neapolitan Slices 14oz](#)
ASIN: Not stocked
Was \$21.95 Now \$14.18 Save \$7.77

Email Alerts inform National Account Managers as soon as competitors launch new products, move on price, go on promotion or go of our stock. They can act rapidly with retailers to capitalise on a competitor change.



MAGGIE
Category & Pricing Analyst

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2. SUPERIOR GO TO MARKET OPPORTUNITY

Global Presence

London
Dublin
Paris
Frankfurt
Boston
New York
Salt Lake City
Shanghai
Singapore

Marketing, Events & Thought Leadership

18 OCT 2018	Ecommerce for Consumer Electronics – Part 2 <small>In part two of this two-part webinar series, we focused on how consumer electronics brands can grow sales in an ecommerce driven marketplace. PUBLIC WEBINAR</small>
17 OCT 2018	Amazon Q4 Advertising Playbook for CPG Brands <small>Listen to the Ascential ecommerce family of brands (Brand View, Clavis Insight, One Click Retail, and PlanetRetail RNG), along with renowned Amazon experts. PUBLIC WEBINAR</small>
11 OCT 2018	Winning Retail Strategies Your Quarterly Update <small>On Thursday, October 11, we shared with CPGs and Retailers the latest strategic initiatives changing the retail landscape, including: • Key takeaways PUBLIC WEBINAR</small>
4 OCT 2018	Ecommerce for Consumer Electronics - Part 1 <small>In this webinar, we introduced part one of a two-part series, providing a clearer picture of the changing retail landscape for the Consumer Electronics sector. PUBLIC WEBINAR</small>
3 OCT 2018	Sector Series Webinar Health, Beauty and Personal Care <small>On Wednesday, October 3, we examined the transition of the Health, Beauty and Personal Care Sector, including: • The retailers and markets driving the sector's growth. PUBLIC WEBINAR</small>
26 SEP 2018	Amazon September Monthly Briefing <small>In this webinar, we examined Amazon's latest tactics and top developments for September. ## [Watch the Webinar... more. PUBLIC WEBINAR</small>

- 4 brands combining marketing activity
- 6 of customer events globally
- Industry leading thought leadership content w/40k+ subscribers

Customer Experience



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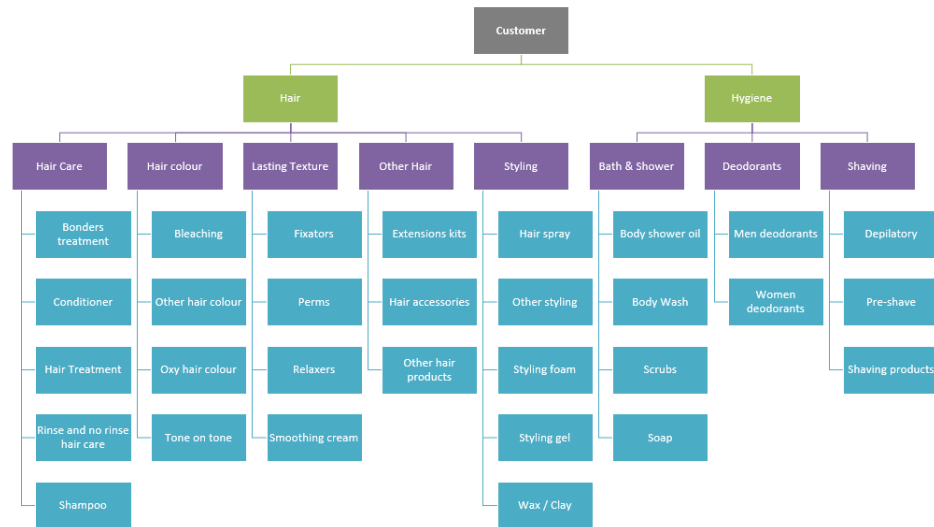
3. SUPERIOR OPS EXECUTION

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



3. SUPERIOR OPS EXECUTION

WHAT IS CATALOGUE ?

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



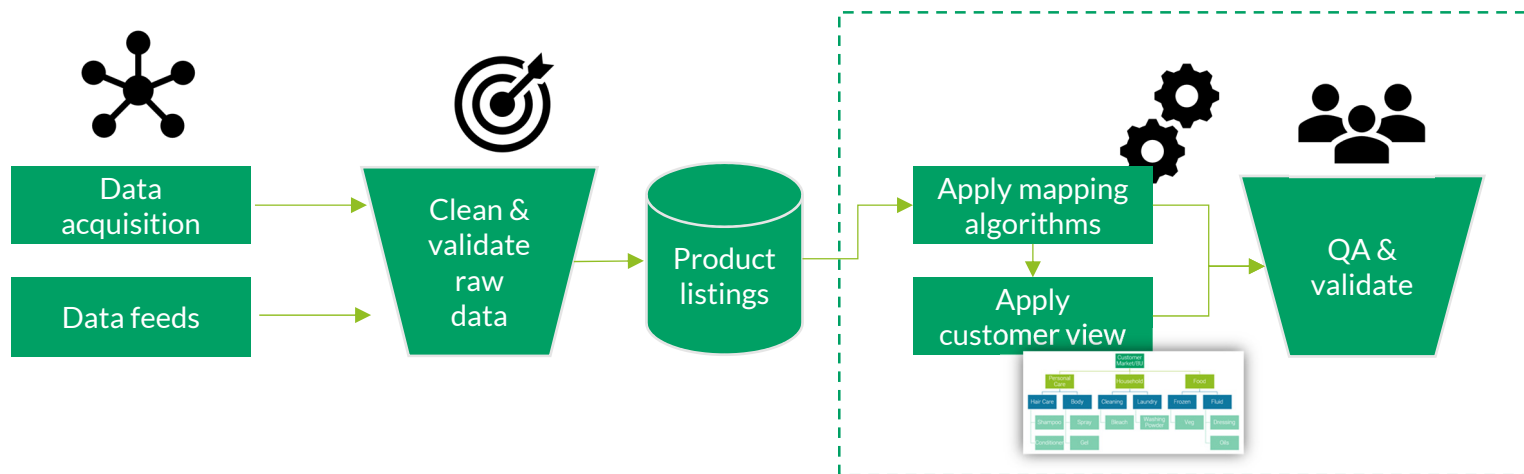
3. SUPERIOR OPS EXECUTION WHAT IS CATALOGUE ?

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



Millions of products across 1000+ sites in 50+ countries

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

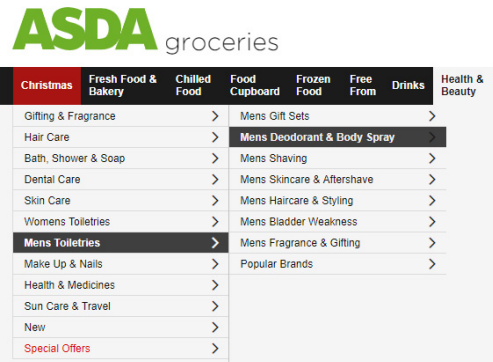
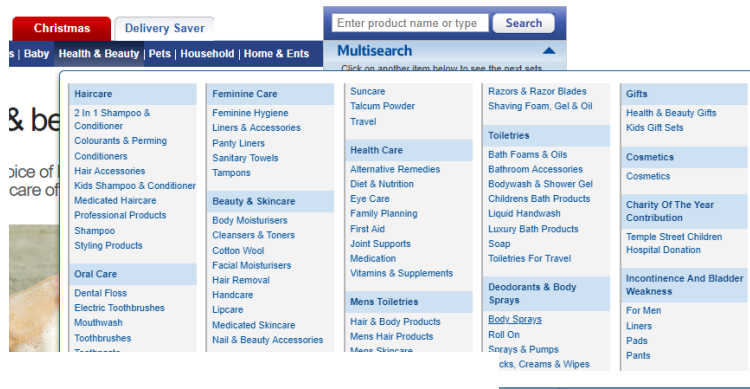
Applying proprietary mapping and matching algorithms and aligning to customer views

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



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



Lynx Apollo Body Spray

BRAND A
Personal Care, Deo, Male Body Spray

BRAND B
Hygiene, Deodorant, Men's Deodorant

3. SUPERIOR OPS EXECUTION

LEVERAGING THE IP DEVELOPED BY EACH PRODUCT, WE WILL DEVELOP AN IMPROVED, TECH-ENABLED CATALOGUE

CLAVIS INSIGHT

 One Click Retail

BrandView

EDGE[^]
BY ASCENTIAL

Breadth	50+ markets, ~700 Stores	6 markets, Amazon only	39 markets, ~1,100 stores		50+ markets, ~1,600 stores
Depth	Priority products in the vertical	All products in the vertical	All products in the vertical		All products in the vertical
Mapping	Customer defined view	Customer defined view	Universal view		Universal view + customer defined view
Matching	Provided as additional service	N/A	Fully matched as part of core service		Fully matched as part of core service

3. SUPERIOR OPS EXECUTION

EDGE CATALOGUE 2.0 WILL HAVE BENEFITS FOR CUSTOMERS AND FOR EDGE

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

THE EDGE VALUE CREATION OPPORTUNITY

EDGE[^]
BY ^SCENTIAL

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

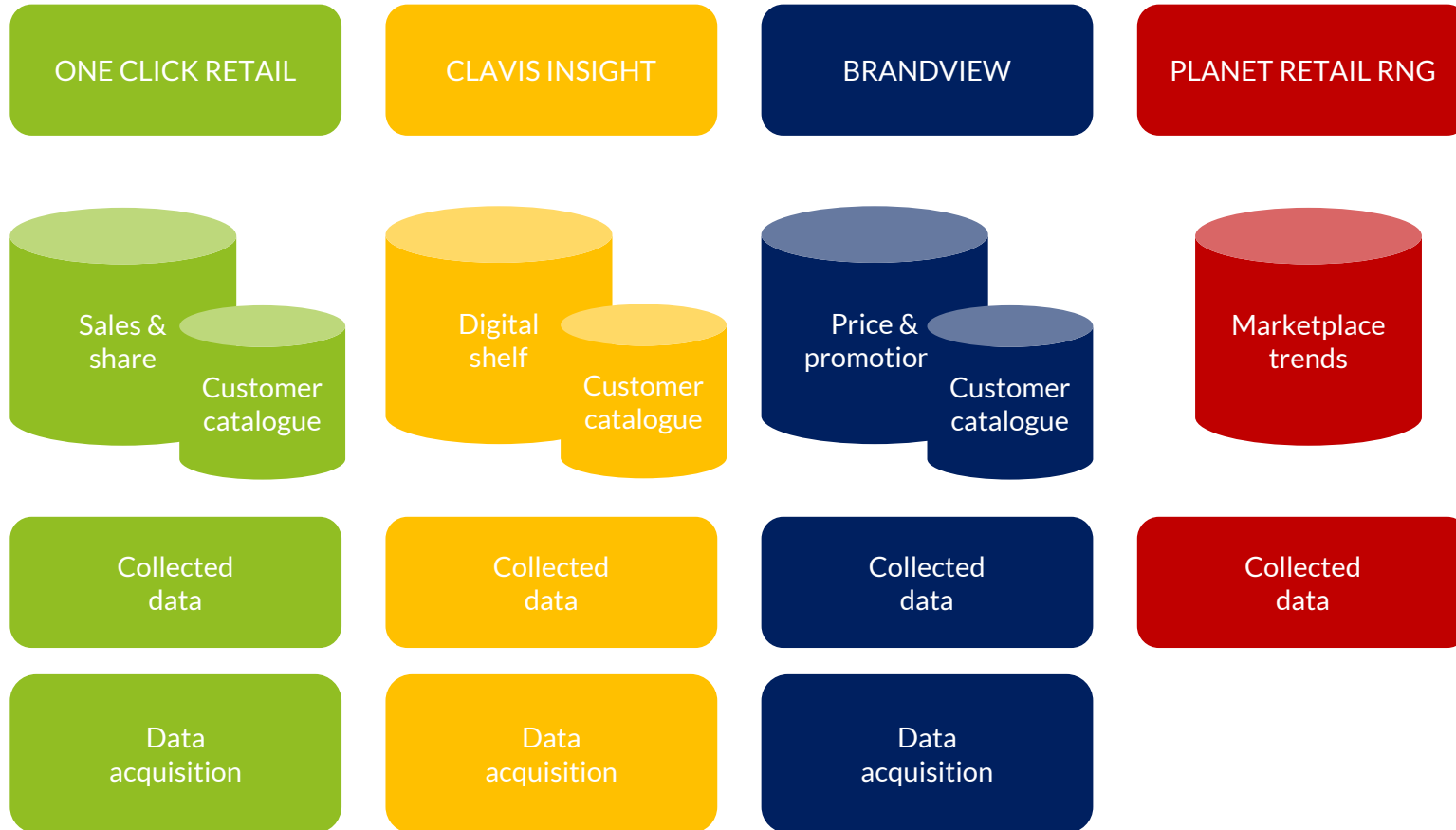
3. Superior ops execution

Unified catalogue 2.0 to improve data accuracy and reduce customer hassle

Unified tech stack for cost efficiency & customer benefits

3. SUPERIOR OPS EXECUTION

AT PRESENT, EDGE HAS DUPLICATIVE TECH STACKS



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

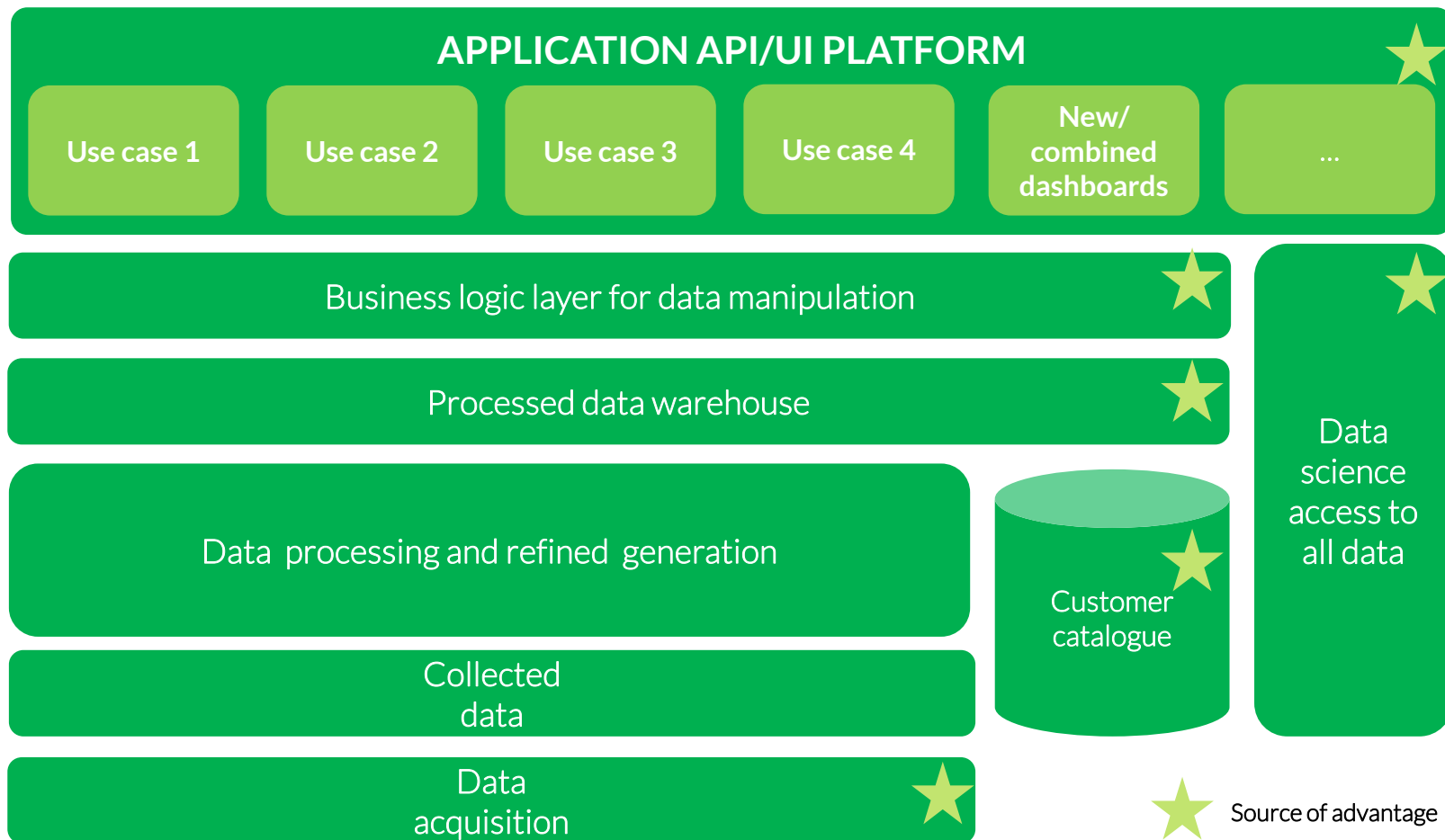
Build new, more insightful products more quickly
Reduce duplication of effort

A single tech stack that provides one source of truth and integrates all relevant data

EDGE[^]
BY ASCENTIAL

3. SUPERIOR OPS EXECUTION

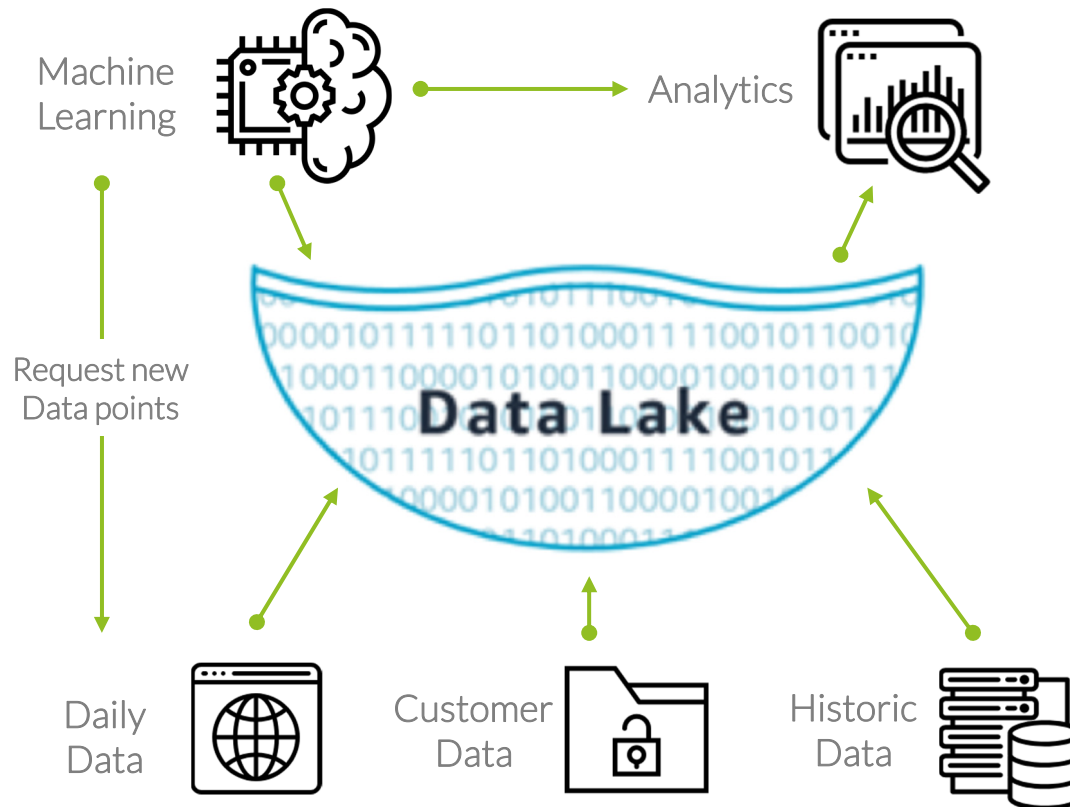
CONSOLIDATE INTO SINGLE TECH STACK OVER 2019



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

High Priority Fixes

PRIORITY	IMPACT ⓘ	ACTION TO DO	PRODUCT
1	\$6,000 - \$10,000 ⓘ	Add A+ Enhanced Marketing Content Show me how	 HUGGIES Natural Wipes, 3 Refill Pa Item: A12BCDEF34
2	\$4,500 - \$5,500 ⓘ	Add Product Image Show me how	 Luvs Ultra Leakguards Disposable Diapers Size 5, 140 Count... Item: 423517555 Walmart
3	\$3,300 - \$3,500 ⓘ	Add Brand Keywords in Product Title Show me how	 Charmin Ultra Soft Toilet Paper, Family Mega Roll with Cushiony... Item: 16986789 Target
4	\$2,200 - \$2,900 ⓘ	Add Product Image Show me how	 Tide PODS 3 in 1 HE Turbo Laundry Detergent Pacs, Spring... Item: 8338JNDG33 Amazon
5	\$2,300 - \$2,800 ⓘ	Add Product Description Show me how	 Glad Tall Kitchen Drawstring Trash Bag 13 Gallon - 90 Count Item: 42351444 Walmart

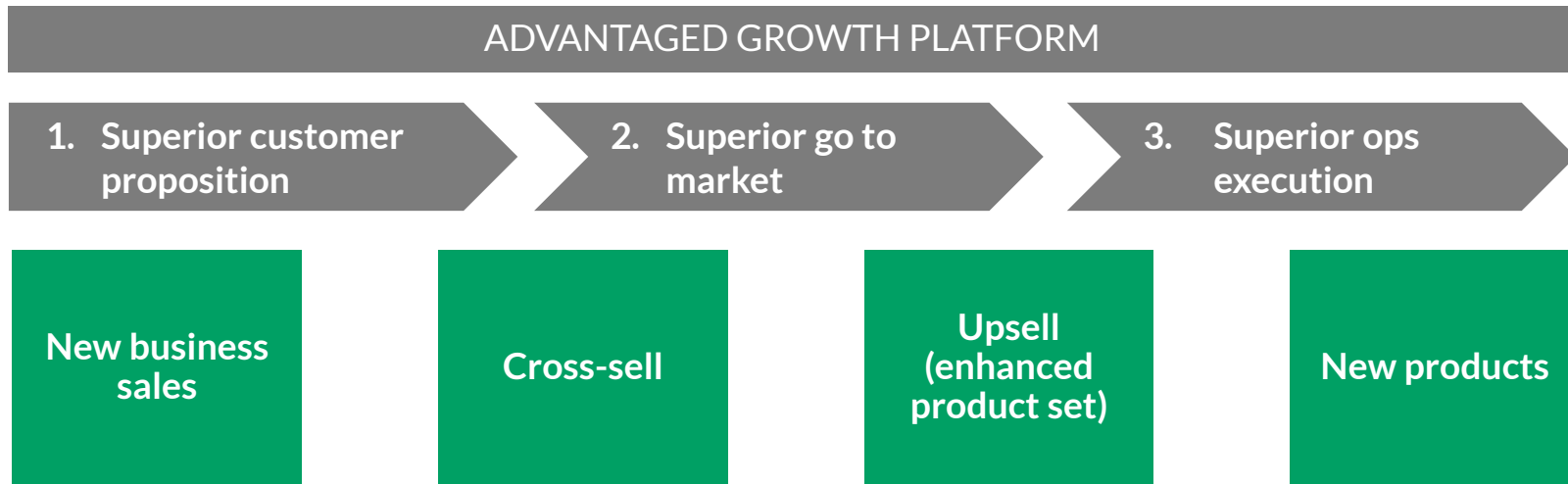
[Show More](#)

- All Areas ✓
- Page Content / SEO
- Placement
- Price
- Product Availability
- Promotions

3. SUPERIOR OPS EXECUTION ADVANTAGES OF SINGLE TECH STACK

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

LEVERS OF GROWTH



EDGE[^]
BY **ASCENTIAL**

Q&A



04

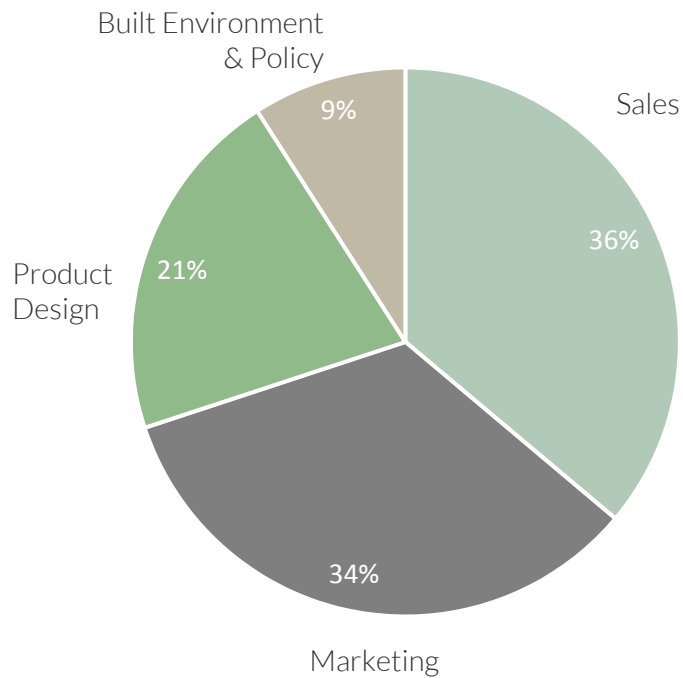
/ SEGMENTAL REPORTING & CAPITAL ALLOCATION

MANDY GRADDEN

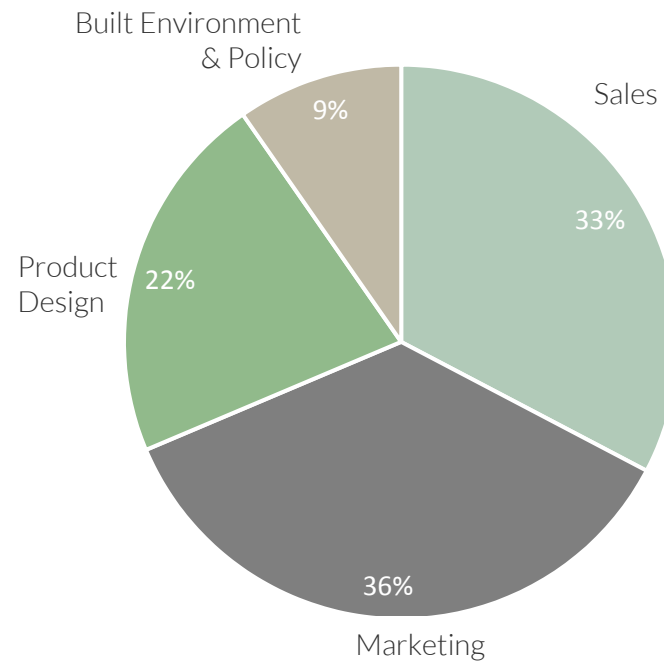


NEW SEGMENTAL REPORTING: OVERVIEW

REVENUE BY SEGMENT*



EBITDA BY SEGMENT*



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

SALES

EDGE[^]

flywheel[^]

Money
20/20

RWRC

eCommerce-driven data, insights and advisory.

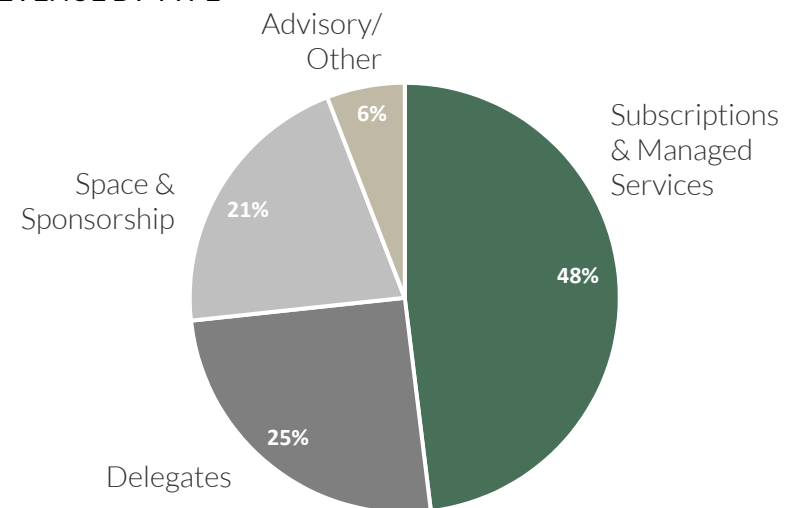
Leading managed services provider for brands trading on Amazon.

World's premier payments and Fintech congress.

Retail intelligence and congress.

	2017	2018 H1	2017 H1
Revenue	£78.0m	£53.4m	£32.3m
Organic Growth	15%	46%	
Proforma Growth		43%	
Adj. EBITDA	£29.3m	£15.2m	£9.8m
Adj. Margin	38%	28%	30%

REVENUE BY TYPE*



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

MARKETING



WARC

MEDIALINK

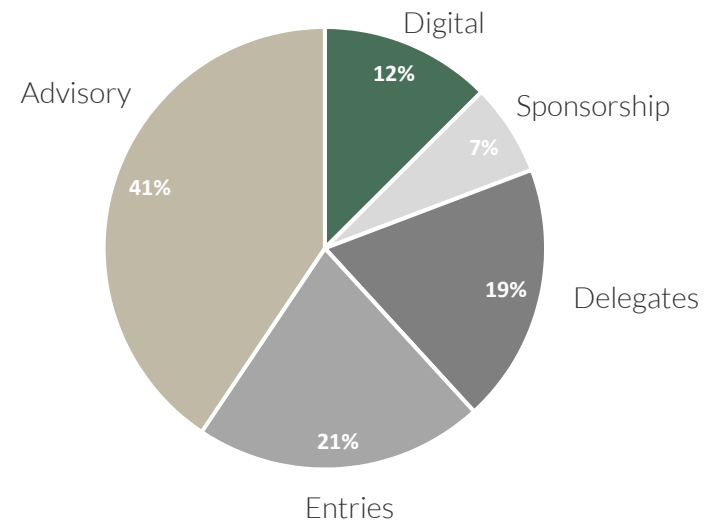
Global benchmark for creative excellence and effectiveness.

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

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

	2017	2018 H1	2017 H1
Revenue	£110.6m	£80.7m	£81.6m
Organic Growth	6%	-10%	
Proforma Growth		-9%	
Adj. EBITDA	£48.1m	£34.0m	£44.0m
Adj. Margin	44%	42%	54%

REVENUE BY TYPE*



PRODUCT DESIGN

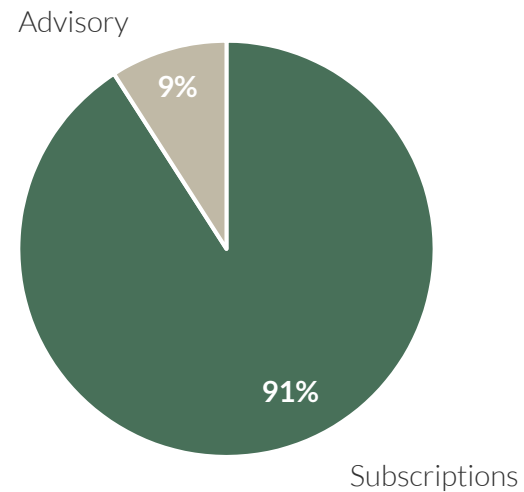
WGSN

Market-leading trend forecasting and insight .

* Last 12 months to June 2018

	2017	2018 H1	2017 H1
Revenue	£73.6m	£37.8m	£36.2m
Organic Growth	6%	7%	
Proforma Growth		7%	
Adj. EBITDA	£22.5m	£12.8m	£10.7m
Adj. Margin	31%	34%	30%

REVENUE BY TYPE*



BUILT ENVIRONMENT & POLICY



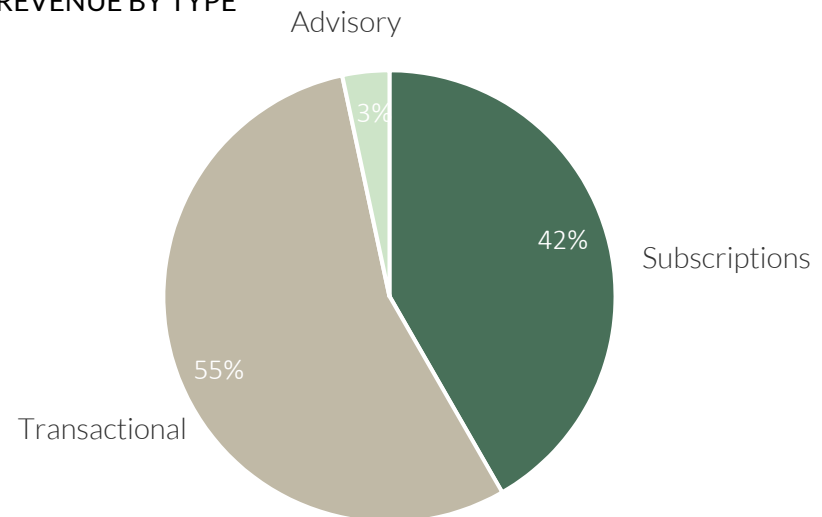
Leading provider of UK environmental risk data to solicitors, conveyancers, architects and engineers.

Sales lead intelligence and insight to the UK construction industry.

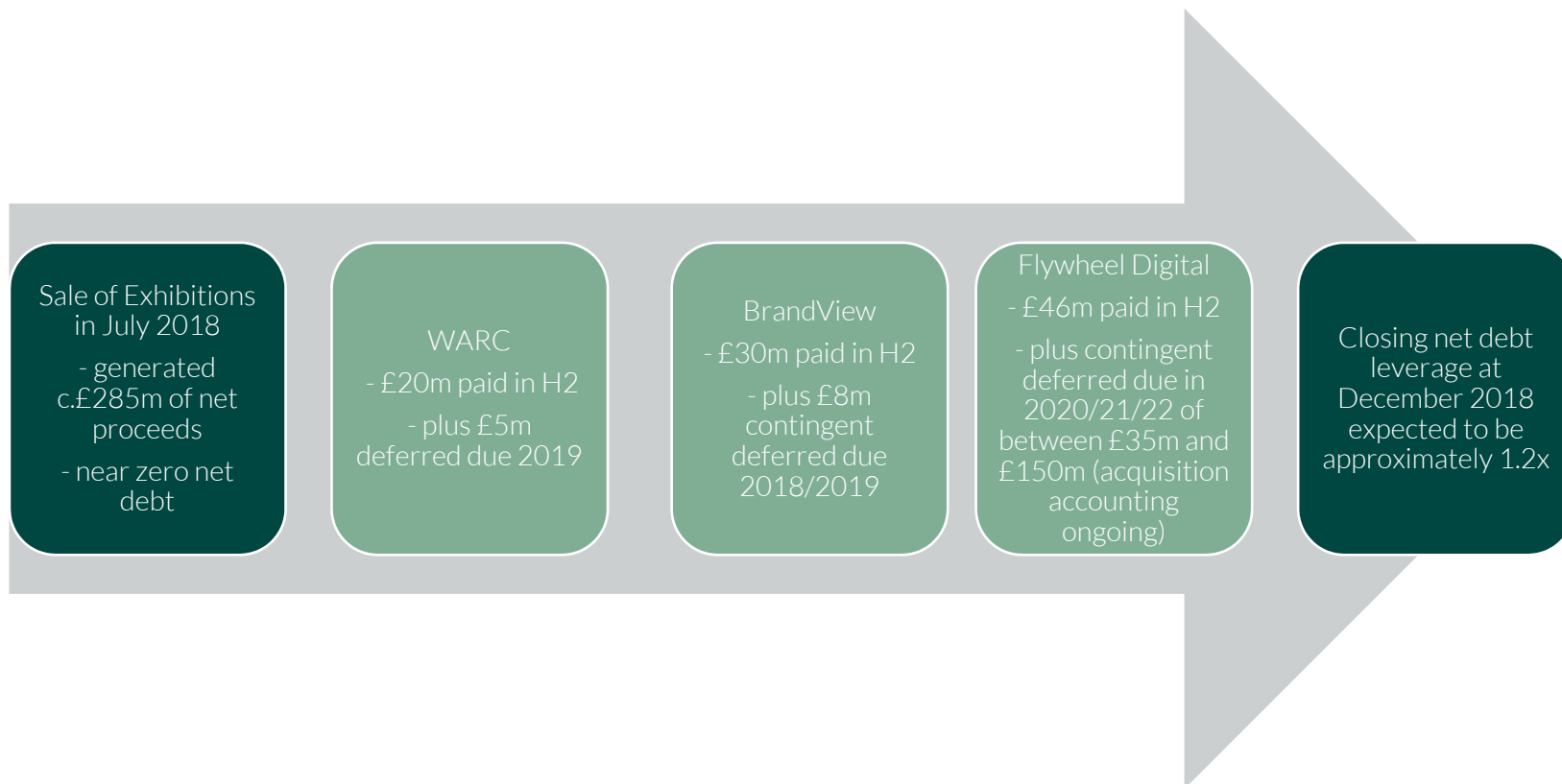
UK political intelligence provider.

	2017	2018 H1	2017 H1
Revenue	£30.7m	£17.0m	£15.0m
Organic Growth	12%	13%	
Proforma Growth		13%	
Adj. EBITDA	£9.1m	£6.4m	£4.5m
Adj. Margin	30%	38%	30%

REVENUE BY TYPE*

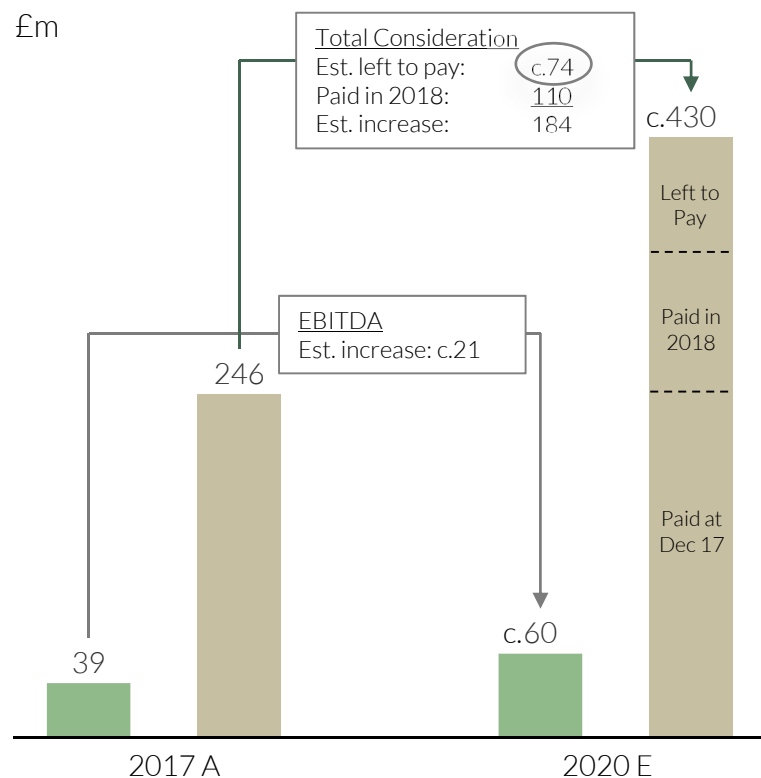


LOW LEVERAGE FOLLOWING REINVESTMENT OF DISPOSAL PROCEEDS TO DATE



CONTINGENT, DEFERRED, CONSIDERATION

Estimated total cumulative consideration and related annual EBITDA
 Excludes Flywheel



The level of contingent, deferred, consideration depends on performance of the business post acquisition based on billings, revenue or EBITDA

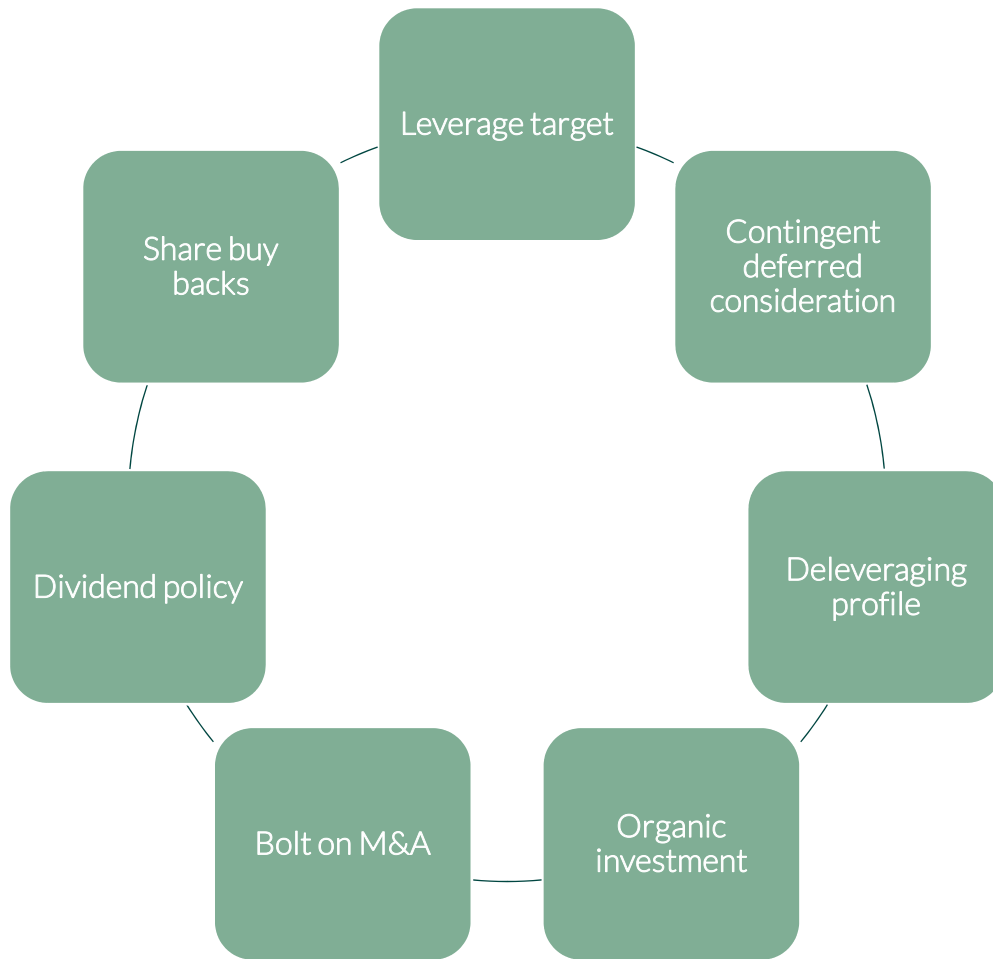
The contingent, deferred, consideration has three accounting elements:

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 up 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



Q&A



A photograph of a person in a white shirt sitting at a desk, using a laptop. The person's right hand is on the laptop trackpad, and their left hand is holding a gold credit card. The background is a blurred window with greenery outside. A dark teal diagonal shape is on the left side of the image, and a white horizontal bar is overlaid in the center.

/ APPENDIX BIOGRAPHIES

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.



CLARE CONWAY

VP DATA OPERATIONS, EDGE

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 CONCANNON

CTO, EDGE

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.

