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Future PLC Capital Markets Day

6th February 2020

Today's Speakers



Zillah Byng-Thorne
Chief Executive Officer



Penny Ladkin-Brand
Chief Financial Officer



Kevin Li Ying
Chief Technology Officer



Aaron Asadi
Managing Director of
eCommerce



Marcus Adolfsen
Senior Vice President,
Future Labs



Chris Convey
Senior Vice President,
B2B



Matthew Pierce
Brand Director



Sam Barcroft
Barcroft Studios CEO



Kevin Michaluk
Strategy & Execution,
Future Labs



Agenda

Execution of strategy

Zillah Byng-Thorne

| 3:00pm

Importance of diversification

Marcus Adolfsson

| 3:15pm

Organic growth through audience

Kevin Michaluk & Aaron Asadi

| 3:25pm

Today's growth from past initiatives

Matthew Pierce & Kevin Li Ying

| 3:55pm

Coffee Break

| 4:15pm

Acquisition Playbook

Chris Convey

| 4:30pm

New Video Revenue

Sam Barcroft

| 4:50pm

Global operating model

Penny Ladkin-Brand

| 5:00pm

Conclusion & questions

Zillah Byng-Thorne

| 5:10pm

Drinks



Execution of strategy

Zillah Byng-Thorne
Chief Executive Officer



A tried and tested four-step process to deliver sustainable organic growth over the long term.

The Future Playbook

Organisational alignment around common framework



Horizon Planning

Ensuring the optimal mix of short, medium and long term planning to deliver sustainable growth



Focussed Execution

Once aligned and clear the focus is on executing well



Annual Planning & Review Cycle

To enable delivery and course correction as events unfold





The Future Playbook



The Future Playbook

1 Why do we exist?
Our Purpose

2 How do we behave?
Our Values

3 What we do?
Our Business Model



4 How will we succeed?
Our Strategy

5 What's important
right now?
Our Current Plan

6 Who must do what?
Our Responsibilities



Why we exist **Our Purpose**

We change people's lives through **sharing our knowledge and expertise** with others, making it **easy and fun** for them to do what they want.





How we behave **Our Values**



We are part of the audience and their community.

We are proud of our past and excited about our future.

We all row the boat.

It's the people in the boat that matter.

Results matter; success feels good.

Let's do this!

What we do **Our Business Model**

We entertain, **inform** and engage our audiences with **content that connects** in specialist verticals via **magazines, websites, email, video and events**; we **monetise this** via paid-for content, media advertising sales, ticket sales and eCommerce.





Future is a **global platform** for specialist media **driven by technology** with diversified revenue streams.

We create **loyal communities and fans** of our brands by giving them a place they want to spend their time and meet their needs.

We **diversify our monetisation models** to create significant revenue streams.

We **leverage our data and analytics** to drive our strategy

We **expand our global reach** through organic growth, acquisitions and strategic partnerships.

└ What's important right now **Our 2020 Plan**

We execute our strategy through a series of intentional steps, we call this 'what's important right now'.

Be #1

Become the global leader in our specialist markets, growing our audience through content and platform.

Horizon 1

Unlock new brand potential

Deliver on our promise to grow audience, advertising, and eCommerce effectively and efficiently across acquired and new brand launches.

Horizon 1 & 2

Supercharge the support

Transform Future's back office operations to improve scalability and deliver enhanced, sustainable partnership to the core.

Horizon 2 & 3

Evolve the Future Wheel

Grow our expertise and develop new ways to monetise our audience, from new verticals to new products.

Horizon 2 & 3



Who must do what **Our Responsibilities**



A core part of the strategy is **alignment of objectives** and performance management.

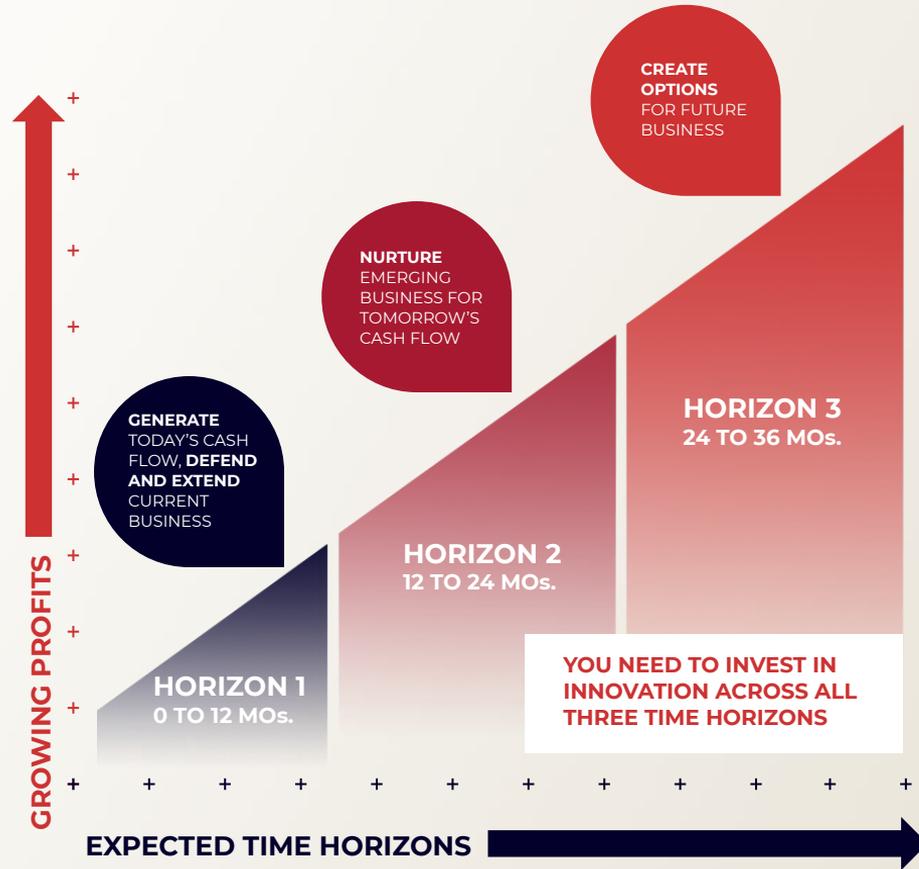
We focus on helping everyone be their best self at Future, while aligning our rewards such that success is based on Future performance rather than the individual. This creates alignment, through shared goals and success.
As I get better, Future gets better.



Horizon Planning

Mckinsey Planning Horizons

By determining “what's important right now” we ensure we focus on growth for today and tomorrow.





Focused execution



Same principles, greater ambition

The principles which underpin our strategy have not changed since 2016: **be a market leader, grow revenue streams organically, and accelerate growth with value add acquisitions.** Only our ambition is greater.

Focused execution

Executive Summary

Future

- Future is currently subscale, driving scale is key to growing the margin
- We have a number of options to deliver the strategy, Accelerate, Consolidate or Divest
- Having undertaken a strategic review during the Autumn 2015 Divest is no longer a priority in the next 12mths
- The focus is on Consolidation and Acceleration

Accelerate

Consolidate

Divest

Consolidation opportunity

Ambition to build a £250m+ enterprise value business

Driven through three key levers:

1. Continue to have core strategy at heart of what we do and drive innovation. Focusing on sustainable and predictable revenues streams.
2. Acquire mixed media assets to leverage infrastructure and scale the magazine business, increasing margins and cash generation.
3. Invest (organically and inorganically) in digital to take market leadership in the US and disrupt the content monetisation model.

Future is a combination of a legacy print business, global super sites and a successful event business.

The value of the core growing global digital assets is discounted due to the legacy nature of the print portfolio. While the cash costs to support this are masked

Splitting the business into two divisions exposes the true sum of the parts of the business.

However at this stage divestment is not the proposed option

Our Future Strategy - The Road to 2018

By 2018 Future will be the #1 or #2 content provider globally. In Technology & Gaming digitally, with digital and diversified revenues in excess of £40m. The place where content, code, community and commerce all connect.

Tech
We will build a global technology media portfolio, with strength in apps, services and online which leads to a new and improved global technology media brand with 100m users each month.

Games & Film
We will build the #1 global games and film portfolio, underpinned by GameReactor™, FilmMaker and Total Film, reaching 100m users each month.

Photography
We will build the #1 global photography portfolio, with an international, respected presence in The Photography Show.

Music
We will build the #1 global music playing portfolio, with leadership in print, online and events.

Creative & Design
We will be the #1 global content provider for the creative community, with leadership in print, online and events.

Digital Revenues:
Double our digital advertising revenues to £20m by 2018.

Event & Experiential Revenues:
Create a £10m revenue stream from our worlds and experiential activity.

Retail Revenues:
Create a £10m revenue stream from e-commerce and subscription-based activity.

People:
Hire, reward, grow, retain and engage our people, building a culture that supports fast growth.

Platforms:
Develop DSP in our platform strategy that supports product marketing, applications, personalisation, transactions and advertising.

UNDERPINNED BY:



┌ A series of intentional steps **What's important right now**

Our strategy is broken into a series of intentional steps each year, this is **what's Important right now.**

Ongoing execution demands that today's activities are **aligned with tomorrow's ambition.**

What's important right now Our Current Plan

We execute our strategy through a series of intentional steps, we call this 'what's important right now'.

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Grow our expertise and develop new ways to monetise our audience, from new verticals to new products.
Horizon 2 & 3



Execution of 2020 strategy Underpinned by four core pillars



Grow our existing brands and audiences

Extension into new categories on legacy brands driving double digit growth

Launched new mainstream cycling site to broaden audience reach

Launched new 5G Radar brand to grow B2B business and play to Future expertise

Relaunch of Purch forums, in addition to three new forums, embracing the community

Launch new brands & verticals

Scalable, lean and robust platform, with eight sites migrated to Vanilla in the last six months. Overall 24 websites on platform

Continued improvements in eCommerce and digital advertising, including development of video & image-led solutions

Standardising the model - Playbooks rolled out across Purch, Cycling and MoNa

SmartBrief adds significant off-platform expertise and client base

Continued diversification

Acquisition of SmartBrief introduces a material new revenue stream in email marketing

54% of revenue now delivered from the US

Investment in headcount to scale our Canadian opportunities

Ongoing trials with, TechRadar Hispanic, Language formats, Marketing intent, Podcasting, Video commerce

Ongoing Investment

Acquisition of Cycling, MoNa and SmartBrief all enabled Future to scale opportunity

Continued investment in our technology, development of Hybrid & Flexi during the year, in addition to increased investment in internationalisation of technology stack

Launch of three new websites in last six months

Continued investment in our people, headcount increased 22% YoY

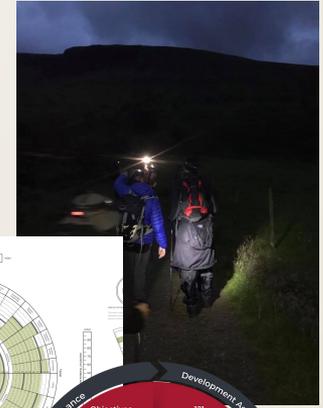
Fast scaling Alignment of culture

A fast-scaling business means we need people to hit the ground running, identifying quickly who will fit from a culture and capability perspective. We might not be right for everyone, and that's okay

We use a number of tools to identify Future Pirates, from personality profiling and behavior-based interviews to in-network referrals and peer reviews.

We onboard people well and provide support around development, induction and ongoing team engagement around the things that matter most.

Focused execution



KORN FERRY
| HayGroup

Talent Q Dimensions

Dimensions Report

Name: Elish Byng-Thomas

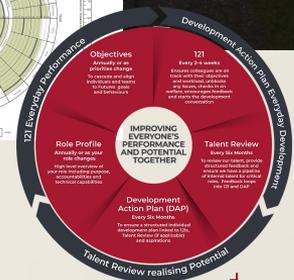
Date of Report: 19/02/2018

Leadership	4	Leadership - Member Expert	5
Team Profile	4	Development Profile	5
Behavioral Type of Work Profile	5	Developmental Potential Score	5
Sales Profile	5		

Key Recommendations: This user has high Public, Private, Active, Creative, Openness, Trust and Social skills.

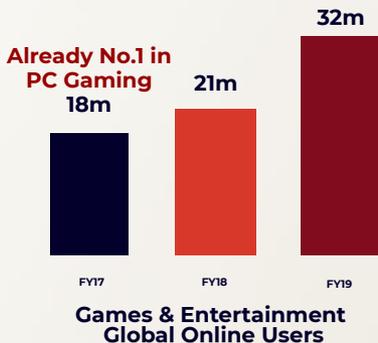
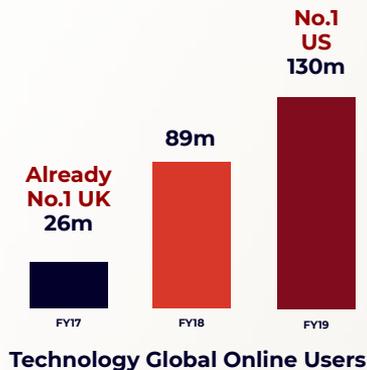
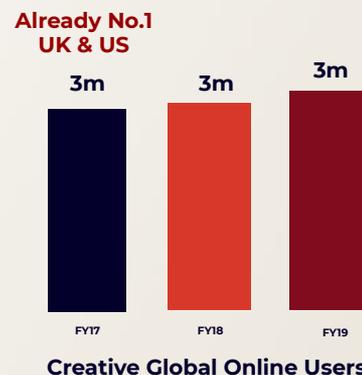
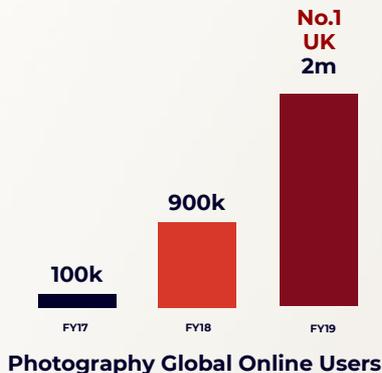
Key competencies of this report are:

- Leadership
- Team Profile
- Behavioral Type of Work Profile
- Sales Profile
- Leadership - Member Expert
- Development Profile
- Developmental Potential Score
- Public
- Private
- Active
- Creative
- Openness
- Trust
- Social



Executing our current plan **Be #1**

Organic growth **underpins** our leadership positions, while acquisitions **accelerate** the strategy



┌ Executing our current plan **Unlock new brand potential**

We take existing brands and unlock their full potential.



Focused execution

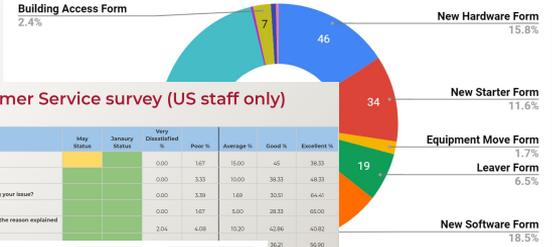
Executing our current plan **Supercharge the support**

Our operating model delivers efficiencies which enable us to optimise our core business and acquisitions.

Service Desk - Service Requests

In January we have resolved 292 service requests, the following shows how these were categorised

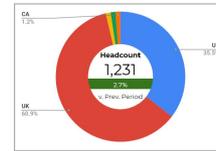
Service Requests by Sub-Category



Key trends - IT Customer Service survey (US staff only)

Question	May Status	January Status	Very Dissatisfied %	Poor %	Average %	Good %	Excellent %
How would you rate our response times to your issues?	Yellow	Green	0.00	1.67	15.00	45	38.33
How would you rate the efficiency of resolution to your request?	Green	Green	0.00	3.33	10.00	38.33	48.33
How would you rate the knowledge of the IT representative handling your issue?	Green	Green	0.00	3.33	1.69	30.01	64.41
How would you rate the resolution of your issue / issues?	Green	Green	0.00	1.67	5.00	28.33	65.00
If an IT engineer was unable to resolve your issue, how did you rate the reason explained to you?	Green	Green	2.04	4.08	10.20	42.86	40.82

New Starters 61 79.7% v. Prev. Period	Avg. Otlly Colleague Turnover 15% -21.6% v. Prev. Period
Voluntary Leavers 28 6.0% v. Prev. Period	Avg. Salary (in GBP) 47.5K N/A v. Prev. Period

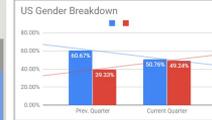


Time to Offer (in days) 53.8 35.0% v. Prev. Period	Open Positions (as % of headcount) 5% N/A v. Prev. Period
Avg. Age 37.7 N/A v. Prev. Period	Avg. Tenure (years) 4.8 N/A v. Prev. March
% Female 42.49% 10.04% v. Prev. Period	Voluntary Leavers % (by gender & role) 7.1% N/A v. Prev. March

Integration Scorecard

One page high level view of integrations / acquisitions:

Acquisition / Divestment	Email	Offices Close	Office Move	RingCentral	NetSuite	Websites	Source & Studio	Skeleton Network	Futurised Devices	IT Contracts / Budget
NewBay	Done	Done	Done	Done	Done	Aug 20	Done	Done	Done	Done
Purch	Done	Done	Done	Done	Done	July 20	Done	Done	Done	Done
Innovalliance	Done	N/A	Done	Done	Done	Done	Done	N/A	Done	Done
							Done	N/A	Done	Done
							Done	Done	Done	Done
							Not Started	Not Started	Not Started	Done
							tbc	Not started	Mar 20	Feb 20
							Not Started	N/A	Not started	Mar 20



Focused execution

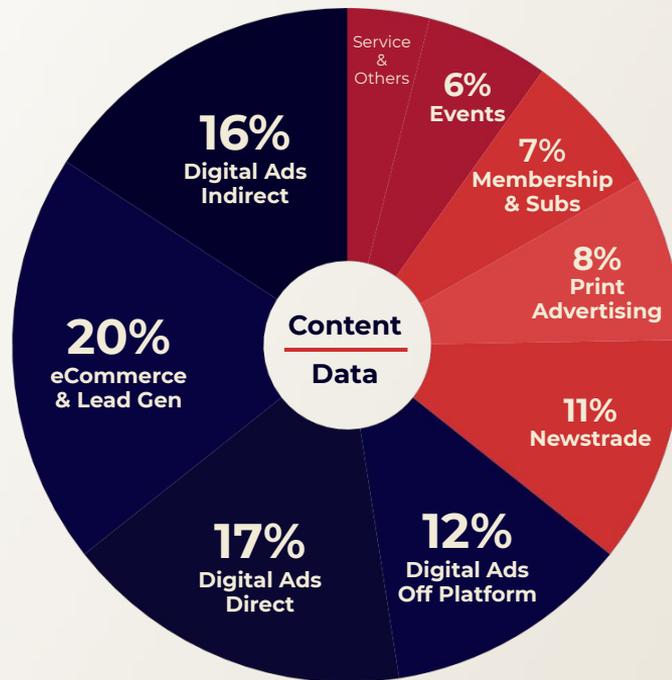
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└ executing our current plan **Evolve the future wheel**

We grow new revenue streams both **organically** and **by acquisition**, at a constant rate.

We have 9 meaningful revenue streams.



At constant rate, Proforma includes full year revenue for SmartBrief

The right acquisition for Future is one we believe can uniquely create additional value while accelerating our strategy

Ability to add value

Use data and analytics to identify assets where we can add value.

Opportunity to increase operating leverage

Digitizing and growing brands through our platforms

Clear criteria

Clear investment criteria focussing on financial and non-financial metrics

Focus on people & IP

Look at longer term NPV/Value multiples

Hurdle rates vs where we want to be, not our current valuation

Speedy integration

Integrate rapidly and efficiently

Have a clear plan, involve the right people early (but only them)

Free up resource from BAU to focus on delivering integration

Identify opportunities for further additional value creation



Constant review to ensure timely course correction



Established business planning cycle and review

Annual Strategy Refresh

Review of performance vs What's Important for year

Update of strategy based on market factors

Agree new year What's Important right now

Weekly Trading Updates & Steering Meetings

Immediate trading focus

Opportunity to lean in where winning

Course correct where problems

Ensure strategic initiatives get focus

Quarterly Business Reviews

Strategy check-in

Investment review

What's important right now update

New news

Monthly Business Reviews & Steering Meetings

Progress on execution of strategy

Update on financial performance

Update of people and resource needs

Ensure tactical and strategic are being delivered

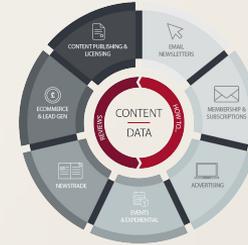
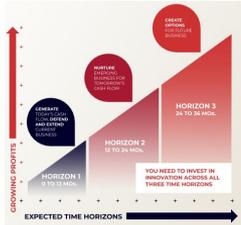


Constant review to ensure timely course correction



Summary

Clear strategy, aligned with organisation, with a focus on execution and results.



Constant review to ensure timely course correction

Strategy

Scalable platform

Focus on short and medium term

Delivering more spokes & more wheels

Alignment

Blend of people + technology + processes

Delivering operating margin/efficiency

Efficient, faster, accurate, precise

Execution

Go to market fast

Ability and agility to pivot as market requires

Organic growth accelerated via acquisition



Importance of Diversification

Marcus Adolfsson
Senior Vice President, Future Labs



Delivering more spokes &
more wheels is core to
Future's strategy

**Diversified
Footprint**

**Diversified
Verticals**

**Diversified
Revenue
Streams**



Diversification allows us to better approach any challenge.

Strong Defence

Against the impact of detrimental changes to any one revenue stream

Strong Offense

Seeding Horizon 3 opportunities that enable continued organic revenue growth



Importance of Diversification

Diversified Footprint

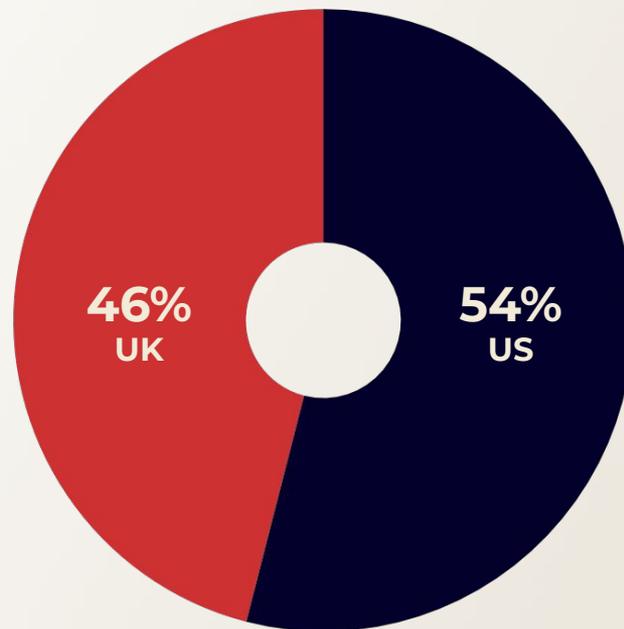


We run our operations across two geographies

Revenue from the US is now at **54%**, up from **31% in 2018**, demonstrating our ability to materially diversify geographically.

Reduces risk from political or economic instability in any particular region

US organic growth higher than any other region





Partners extend audience to non-English markets

Unlike other media publishers who only license their brands, we provide our partners with **complete systems**, similar to a franchise model.

Three new partners in India, Benelux and Italy

Launched multi-language site in Nordics

Franchise like model protects margin as local partners assume the expansion risk

Diversified Footprint

Asia

-  India
-  UAE
-  Singapore
-  Bahrain
-  Kuwait
-  Oman
-  Qatar
-  Saudi Arabia

Europe

-  Danmark
-  Suomi
-  Norge
-  Sverige
-  Italia
-  Nederland
-  België (Nederlands)
-  Deutschland



Importance of Diversification

Diversified Verticals

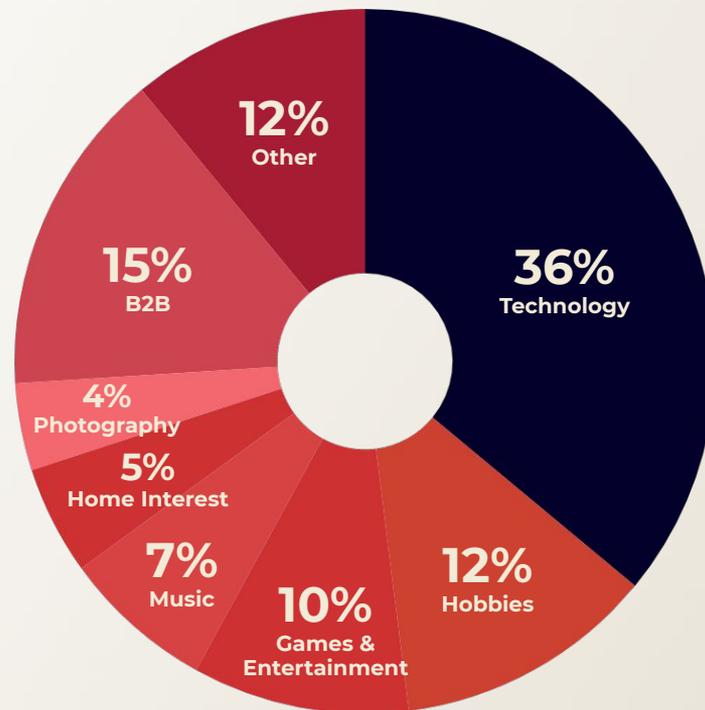


Through diversification, **64% of revenue** now comes from outside of Technology vertical.

Launching multiple brands within a vertical enables “Search 1-2-3” strategy

Diversification across multiple content verticals and brands reduces risk of search engine algorithm updates affecting overall traffic materially

Diversified verticals allows for faster audience growth



FY19 Revenue by Vertical



Our scale

An average month at
Future in 2019

10,000

Published pieces
of new written
content

9,000

Updated existing
pieces of written
content

14,000

Posted pieces of
content to social
platforms

8,000

Published
newsletters

600

Published
videos

78

Published magazine
and bookazine issues

4

Hosted major
industry events

across

185

Brands

Hobbies & Knowledge

+10%

Organic Online Audience FY19

Vertical lead by Live Science and Space.com. Space is exciting again!

12%

of FY19 Revenue

Hobby brands such as BikePerfect offer significant eCommerce growth opportunities





Photography

+331%

Organic Online Audience FY19

4%

of FY19 Revenue

DigitalCameraWorld.com is the number one photography website in the UK and number two in the US

The Photography Show remains the largest photography exhibition in the UK and attracted over 32,000 visitors last year





Home Interest

+41%

Organic Online Audience FY19

5%

of FY19 Revenue

Delivered significant audience and ecommerce growth on Realhomes.com!

The Homebuilding & Renovating Show is the number 1 homebuilding show in the UK with over 100,000 attendees

Diversified Verticals

REAL HOMES

REAL HOME
of the 90s

Homebuilding & Renovating

Homebuilding & Renovating Show

PERIODLIVING

Plotfinder





Games & Entertainment

+31%

Organic Online Audience FY19

10%

of FY19 Revenue

GamesRadar+ last year grew its audience by 72%

PC Gamer is the number 1 global PC gaming website

Diversified Verticals

gamesradar+ **PC GAMER**

SFX

PlayStation
Official Magazine - UK

EDGE **FILM**

 GOLDEN JOYSTICK AWARDS

Kotaku | UK

 **XBOX**
THE OFFICIAL MAGAZINE

retro GAMER

MAXIMUM PC



Technology

+28%

Organic Online Audience FY19

56% w/ acquisitions

Number 1 consumer technology publisher in UK and US online

36%

of FY19 Revenue

Continuous stream of new content opportunities, 5G, streaming



Music

+42%

Organic Online Audience FY19

7%

of FY19 Revenue

The music vertical caters to the needs of both music fans and musicians themselves

Guitarworld and MusicRadar holds 2 and 3 positions in Music Making websites in the UK and US



B2B

Technology | Media | Entertainment | Prosumer | Education

+20%

Online Audience
FY19

9% Organic

Connects advertisers with decision makers by delivering exclusive industry insight

15%

of FY19 Revenue

~25% on pro forma basis

Audience smaller but more valuable on per user basis

Diversified Verticals





Importance of Diversification

Diversified Revenue Streams

└─ Nine significant revenue streams at different stages of maturity

We continue to invest in higher margin Horizon 1 revenue streams such as eCommerce, which grew organically at 73%.

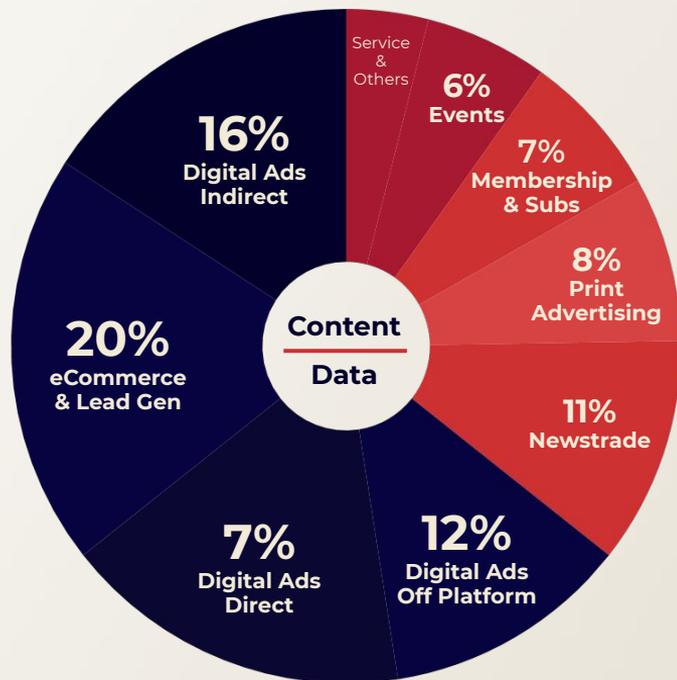
Over 70% of revenue now outside of print

+73% eCommerce organic growth*

+25% digital advertising organic growth*

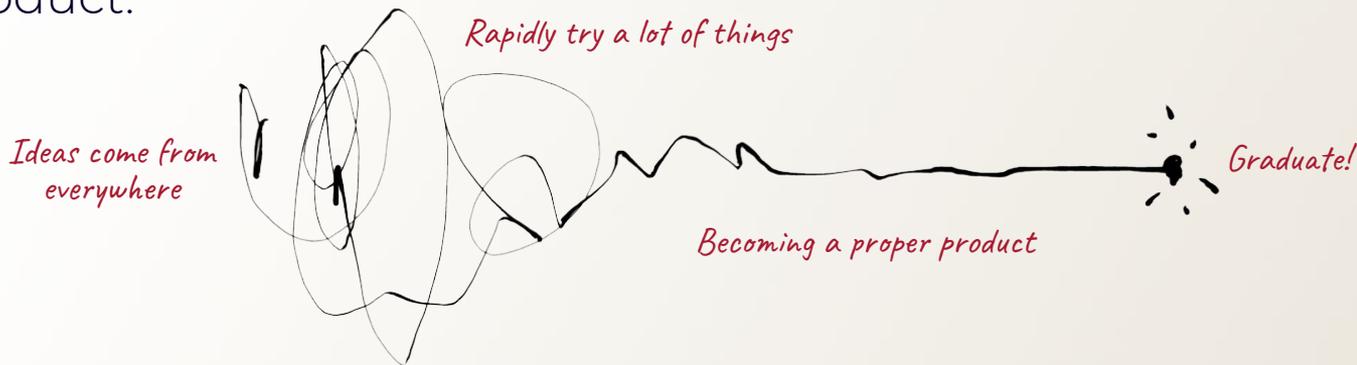
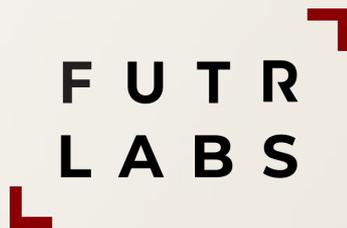
Strategy calls for continued diversification via new revenue streams either through acquisitions (such as email marketing via SmartBrief and video via Barcroft) or internally

*At constant rate, Proforma includes full year revenue for SmartBrief



Formalize the internal development of new revenue streams

FUTR Labs has built a playbook that industrializes Horizon 3, by identifying opportunities and then cost effectively innovate the idea into a minimum viable product.



Ideas come from everywhere

Identify
Opportunities and spark change

Innovate
Cost effectively innovate into a minimum viable product

Incubate
Support projects until validated

Integrate
Transition successful projects into broader Future organization

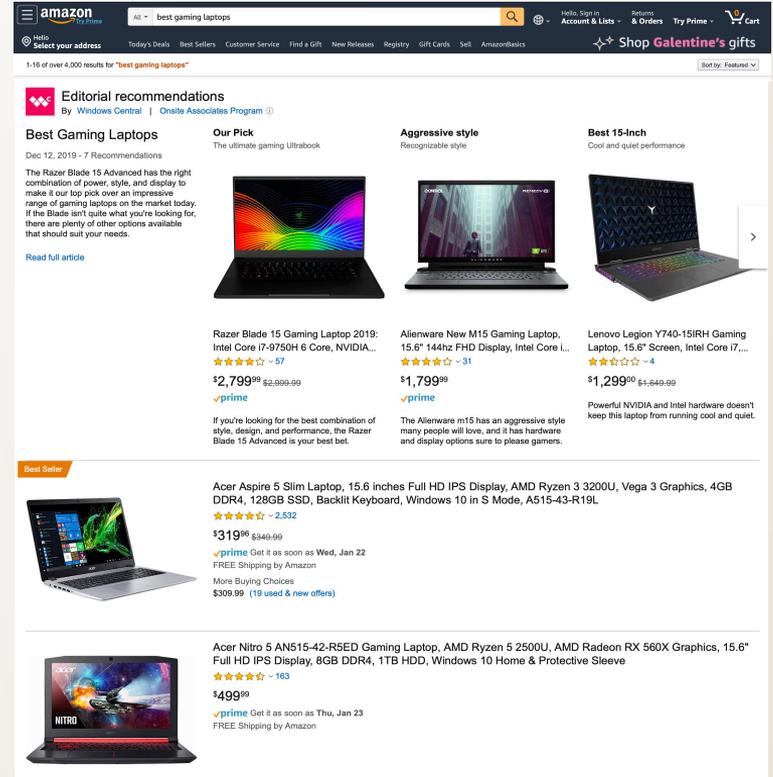


Off Platform eCommerce

Syndicating our recommendation content to partners, such as retailers.

Launch partner of Amazon's syndication program, where our recommendations lives inside Amazon's search results.

Additive revenue as the users' search journey started on Amazon.





Scaling Lead Generation

Capturing in-market customer information and monetizing it multiple times at high cost-per-lead.

Future's advantages:

High Authority Brands

Content Expertise

Strong Commercial Relationships

Targeting our growing B2B vertical as a priority.

Scale lead gen business from a position of strength.





Diversified Footprint

By running our operations across the UK and US, we reduce the risk from political or economic instability in any particular region.

Diversified Verticals

64% of revenue comes outside of the technology vertical, such as hobbies, home interest, and B2B.

Diversified Revenue Streams

Nine significant revenue streams at different stages of maturity



Data-Driven Content Strategy

Kevin Michaluk

Strategy & Execution, Future Labs



We are not like other publishers, where editors exclusively **determine what to write about** and what to skip.

Our data-led audience strategy helps us work out what our readers truly want to read and then our editors and creators work their craft to bring it to life with authority, opinion and passion.





Our Target Audience

Our **most valuable audiences** have **intent** behind the content they are viewing. We're not just holding their attention, but helping them **accomplish an objective**.

What are the best MicroSD cards for the Nintendo Switch?

Samsung Galaxy Watch vs Apple Watch?

What's the battery life on Beats Solo headphones?

Best answer: Your Beats Solo 3 headphones will last you about 40 hours on a full charge. While charging the entire battery will take a few hours, you can get about three hours of battery life from just five minutes of charging when the battery is low.

Amazon: [Beats Solo3](#) (\$197)

High-end headphones
If you really want to treat yourself, pick up a pair of these headphones. They're waterproof, Bluetooth-enabled, and offer 20 hours of music playback on a full charge. They're also made of recycled plastic, so you can feel good about them, too. [Beats Solo3](#) (\$197) at Amazon

The ultimate biking companion
The SmartHalo Bike System takes your bicycle to a whole new level. It gives you turn-by-turn navigation, notifications from your iPhone, theft protection, lighting, fitness tracking, and more. [\\$150 at Apple](#)

Power and light
The Halo Power Halo... [\\$50](#)



How we reach them

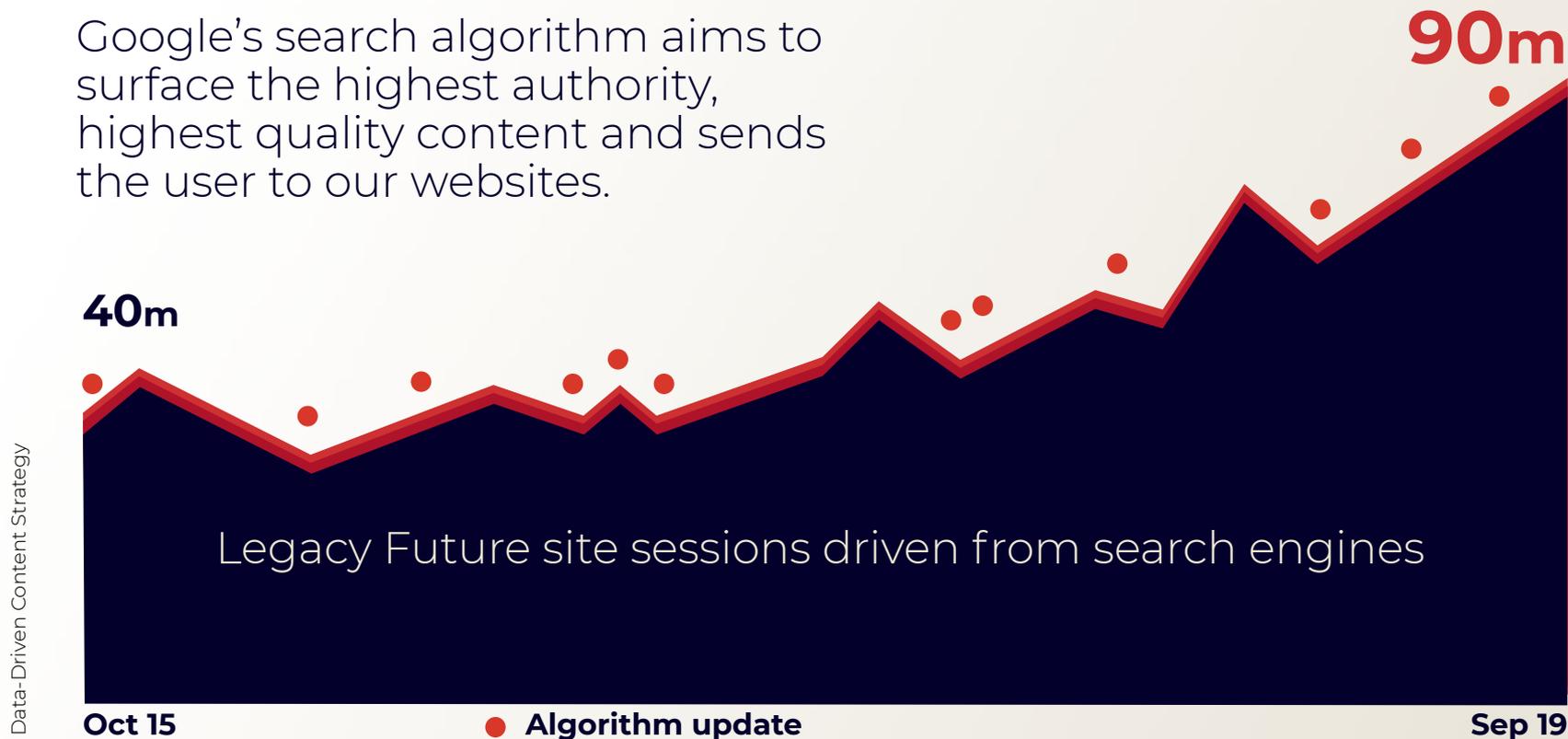
Our results prove it is less volatile to **scale quality content** than it is to fight for attention. The best source for non-volatile and sustainable content is **Google search**.

	Google	facebook.
	Intent-based	Feed-based
Rewards	Quality	Catchiness
Need	'Service me'	'Entertain me'
Reqs.	Search brand or bust	Mega brand or bust
Character	Analytical	Volatile



Continued Growth in Search

Google's search algorithm aims to surface the highest authority, highest quality content and sends the user to our websites.



Data-Driven Content Strategy

Legacy Future site sessions driven from search engines



We triangulate data from several sources to generate **high potential content ideas**.

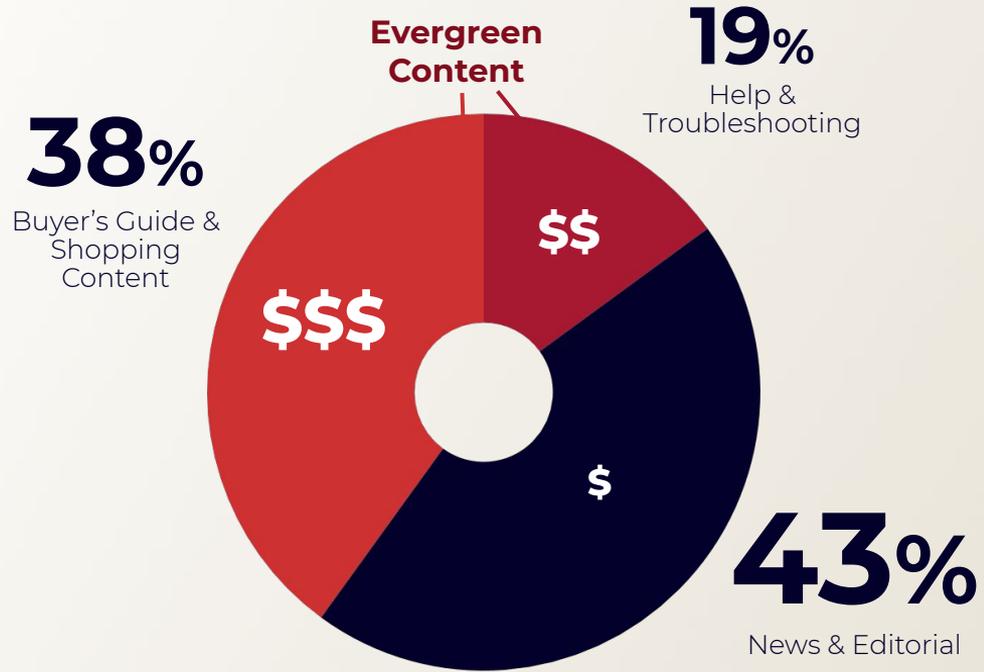
SEO data shows us the lay of the land we are entering into.

Retail interest data shows us the volume of interest around topics.

Insight tools shows us consumer data and trends.



Not all content we publish has the same revenue potential, however all content is designed to maximize the effectiveness of our top earners.



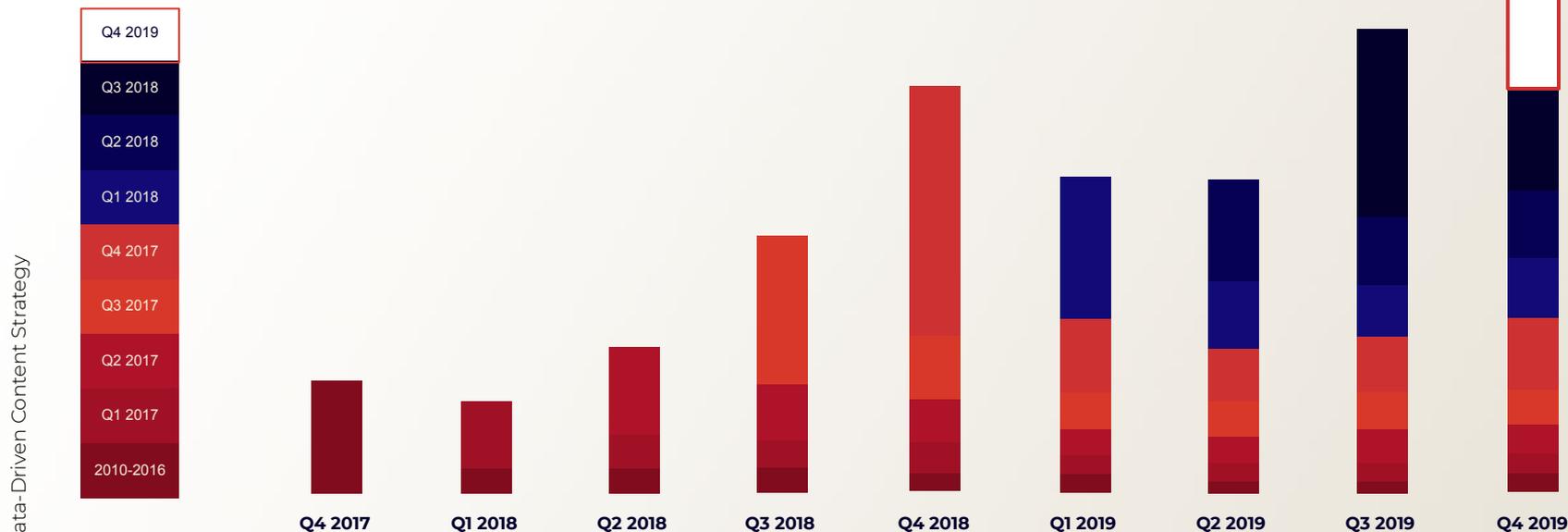
Content Publishing Mix 2019

Data Sample: Android Central, iMore, Windows Central



Today's Most Valuable Content

Revenue from shopping content **compounds over time**. Content paid for in 2017 still drove revenue in 2019.



Data Sample: Android Central, iMore, Windows Central



Regardless of where a user starts their consumer journey, at some point during their research they're likely going to pass through **Google**.

Today's consumer journey is non-linear and the user, not the marketer, is in control of it.

87% of shoppers now begin product searches online.

As product purchases become more expensive and considered, a consumer will do more research.



Planning Content for the Consumer Journey

Data-Driven Content Strategy



When we focus on the needs of the consumer, we win.

Users move through the consumer journey by making decisions. Decisions get made through research and answering questions.



We want to be the last port of call for your purchase decision.

Users move through the consumer journey by making decisions. Decisions get made through research and answering questions

This type of user need's thinking allows us to conceive of literally hundreds of content ideas for almost any product or service.

Addressable Audience / Consumer Pool



Awareness

Best Tech to Lose Weight, Get Fit in 2020!

I want to
How can I do?

Interest

Best Fitness Trackers with Heart Rate Monitors

How does it work?
Can I do?

Consideration

Fitbit Versa vs. Fitbit Ionic - Which Should You Buy?

What is the best?
Is it worth it?

Preference

Fitbit Versa Review: What a Difference a New Design Makes

Does it work with?
What colors?

Purchase

How to Measure Your Wrist Before Buying a Fitbit

What is the best price?

Post-purchase

Best Replacement Bands for Fitbit Charge 3 in 2020

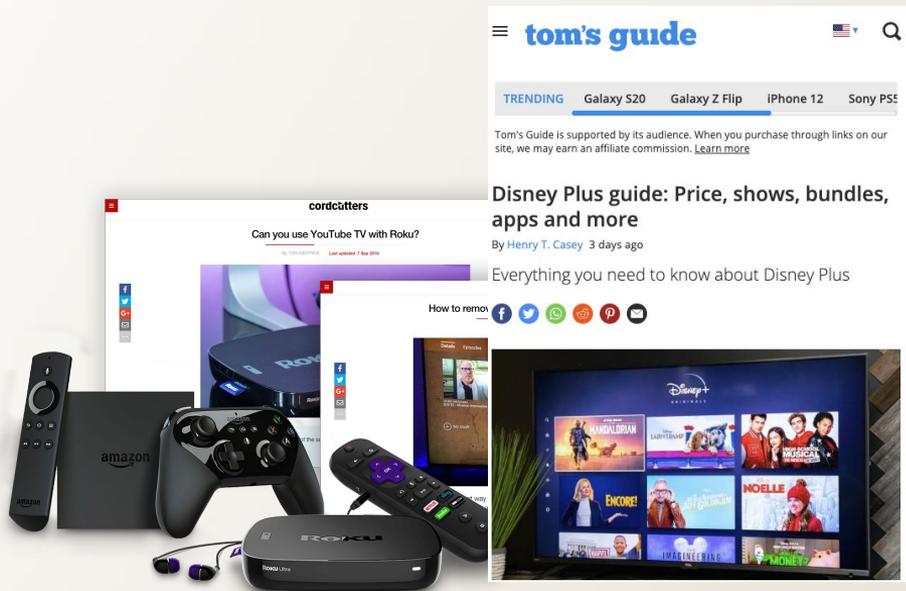




With the launch of Disney Plus **we ranked #1 in Google** for what became the **most searched keyword** in the US in 2019.

A data insight in 2018 that streaming service content was trending prompted us to start covering this content in earnest.

Building on this insight, in 2019 we applied our audience development strategy to Disney+ to build and fortify rank in Google for the upcoming launch of Disney Plus.





A Data-Driven Content Strategy and Workflow Yields Many Paths to Continued to Growth.

Our Target Audience

Our most valuable readers have intent.

How We Reach Them

Google is the most reliable source from which to grow this audience.

Data Leads Planning

We triangulate data from many sources to come up with high potential content ideas.

Content Architecture

Optimizing our content mix allows us to fully leverage the authority we have built in each vertical and brand. Shopping content offers incredible opportunities for continued revenue growth.

Consumer Journey

Putting ourselves in the shoe's of the consumer and answering their questions drives high value intent traffic.

Insights Drive Growth

Following data trends and anomalies allows us to spot opportunities early and take action on them to continuously grow the business.



Adjacent Markets

Aaron Asadi
Managing Director of eCommerce



Moving into New Markets is what we do

Unlike many other media businesses, we have never been restricted to certain categories or markets.

Moving into new areas is what Future has always been about

Started in just one market now in multiple markets across multiple platforms and territories

This has been achieved through:
Solid market research
Product testing
Scaling fast

2020



1985





Adjacent Markets

How we assess



We know a lot about our audience because **we are the audience** – our games writers are gamers, our music editors are musicians, homes teams are homebuilders. We don't just look outward for insight, we can look within.

Our compass is our audience

Who are they? Are we sure we know? How are they changing? What do they now want?

We have many ways to find out, from our own panel, Illuminate, to our ad data, online analytics, social engagements and surveys.

Making the most of data

We learn a great deal about the audience and then we use that information to profile personas and design content and products around those.

We combine this with wider insights – such as retail reports from Hitwise.

How do our customers match what's happening right now?



What we gather

Using our data and research, we are able to learn about our audience.

Age

Gender

Territory

Interests

Opinions

Travel Plans

Preferred companies and retailers

Propensity to spend

Profession

Credit card spend

Eating and drinking habits

Scale protects us against evolving advertising standards.





How we gain insights

We gain insight into products that might not otherwise be considered high on the list of a specialist consumer.

Specialist sites a gateway for consumers to do more than before.

Gain insight into retailer-driven purchases rather than interest-driven.

Learn about interest in newly popular products eg Instapot.

We see how products perform on Google...

...and how they convert on platform...

...fundamentally we learn, away from our established core: do we have the ability to engage?





Adjacent Markets

How we use our insight



The advantage of our domain authority

After 15+ years of answering questions well, our sites are trusted.

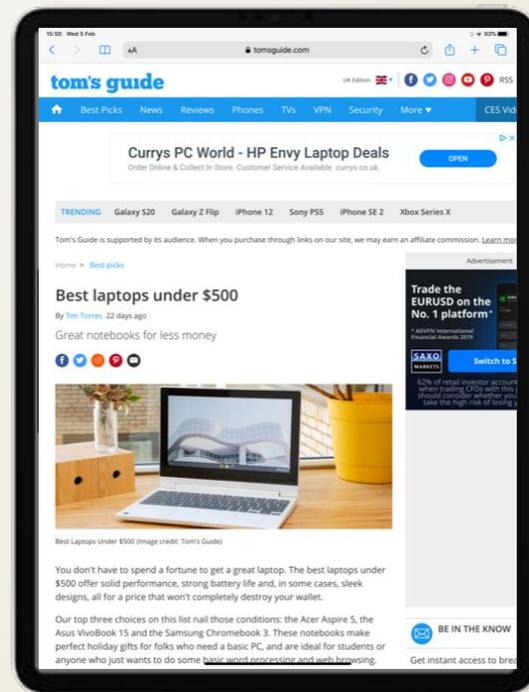
This is an important part in our recipe for success. You can't cheat this – it takes time and expertise to achieve what we have.

Domain performance gives us confidence that we can rank in new markets.

And right now, with our biggest ever audiences across our sites, we're confident about our ability to do more.

Proven ability to extend into new areas...

...Tom's Guide had zero laptop content – was ranking in top spots in US within a month





We win where others didn't

Tom's Guide reaches millions of tech enthusiasts a month, but its previous owner never saw the opportunity in laptops.

As part of the brand strategy, Future quickly:

Identified key terms

Tested in-category content

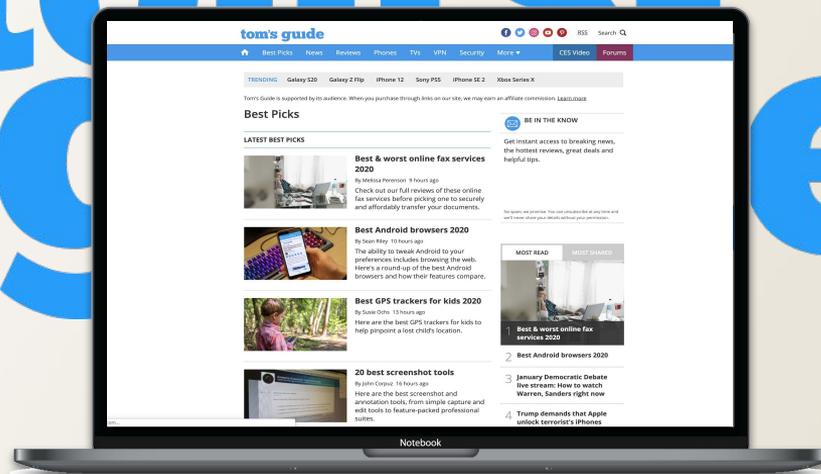
Rapid expansion through freelance

Embedded category as part of core team's plan

Laptops was ranking in US top spots within weeks

Now a fast-growth revenue stream for the brand

How we use our insight





Does it make sense for our brands?

T3 was Tech focussed but it has now steadily grown into a Lifestyle brand – with reach and engagement higher than ever.

T3 launched as a Tech brand in 1996

Was a hugely popular magazine in the sector

Spawned a website and awards event

Print sales declined and online content was second-place to TechRadar

Relaunched the brand in 2017 and pivoted into Men's Lifestyle

From 100% Tech content to nearly half of its audience engaging with new categories such as Travel and Automotive

T3 now an innovator brand – testing and scaling new areas at pace

Strategy also sees global audience growth for the brand

T3



How we use our insight



Adjacent Markets

Where next



Where can we go next?

We believe there are many, many more new opportunities for our brands.

Identify the commercial opportunity

Once we have a sense for where we can go, we then identify the commercial opportunity.

Research spend & competitors

Insight, sales and ecommerce teams will research spend and competitors

New areas of opportunity

Home appliances

Pet care

Finance and insurance

TI Media adds even more

Outdoors

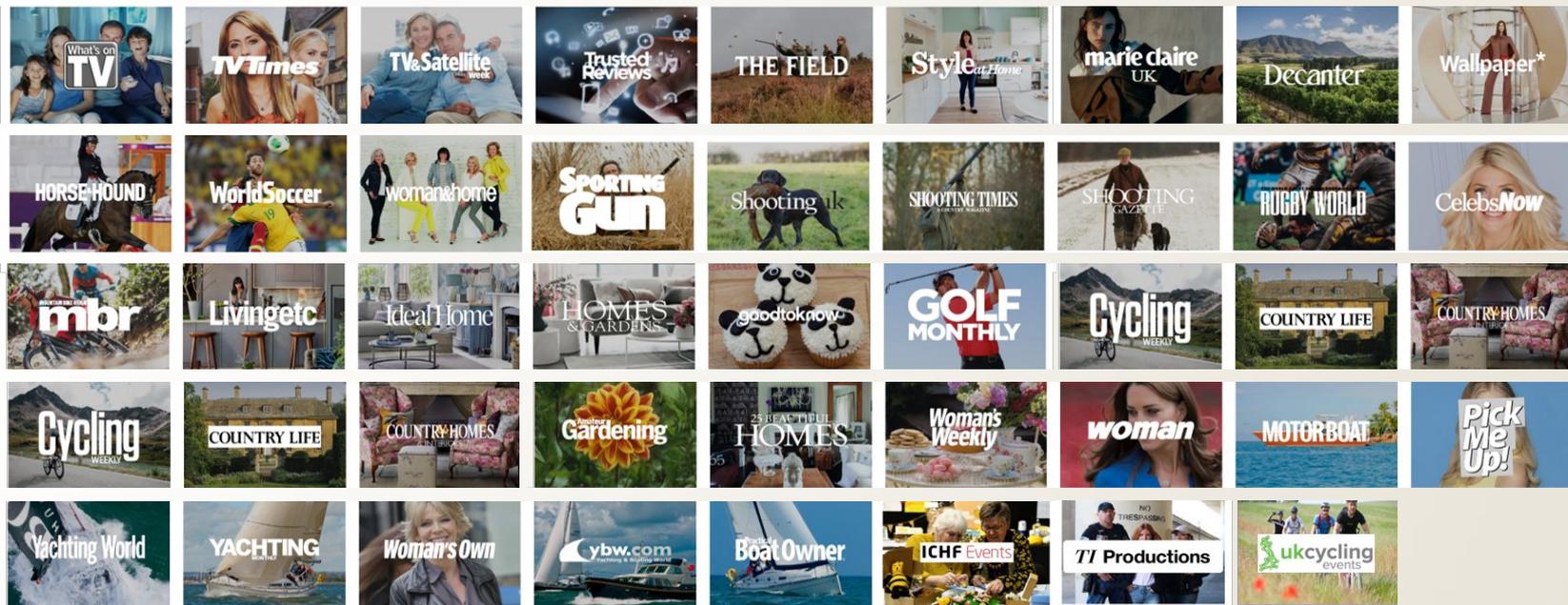
Sports

Travel



Unlocking the TI Media potential

All these fantastic brands await us..



Where next



We are in new markets right now

We are effectively targeting new adjacent markets to grow into.

Launch of Disney+ led to that massive interest converting to real success.

Streaming – big audience driver on brands.

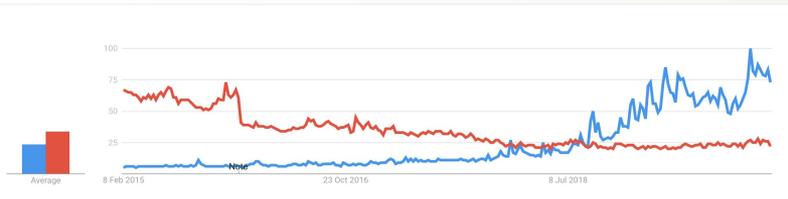
Fitness – huge global interest.

Increasingly involved with tech eg Apple Watch, Peloton.



5G is a New Next Big Thing

5G is already becoming a high value category – and has yet to penetrate the mainstream.



Future enjoys a leadership position in phone coverage.

.....
Surveyed thousands of consumers and businesses across UK and US in our biggest ever market research effort

.....
Recently booked seven-figure deal with major US carrier

Collaborative consumer content strategy across tech brands.

.....
Launched B2B-focussed 5G site, 5GRadar.com.

.....
Started major campaign to win US and UK 5G spend.

Where next





New Markets, Same Process

We are proud of our past, of everything we've done, but we know there is even more to come. Our established process ensures we are ready.

Credibility

Quality content

Expertise

Domain strength

Proven platform

Great SEO

Cross-company support





Living in Horizon 3 : Today's growth from past initiatives



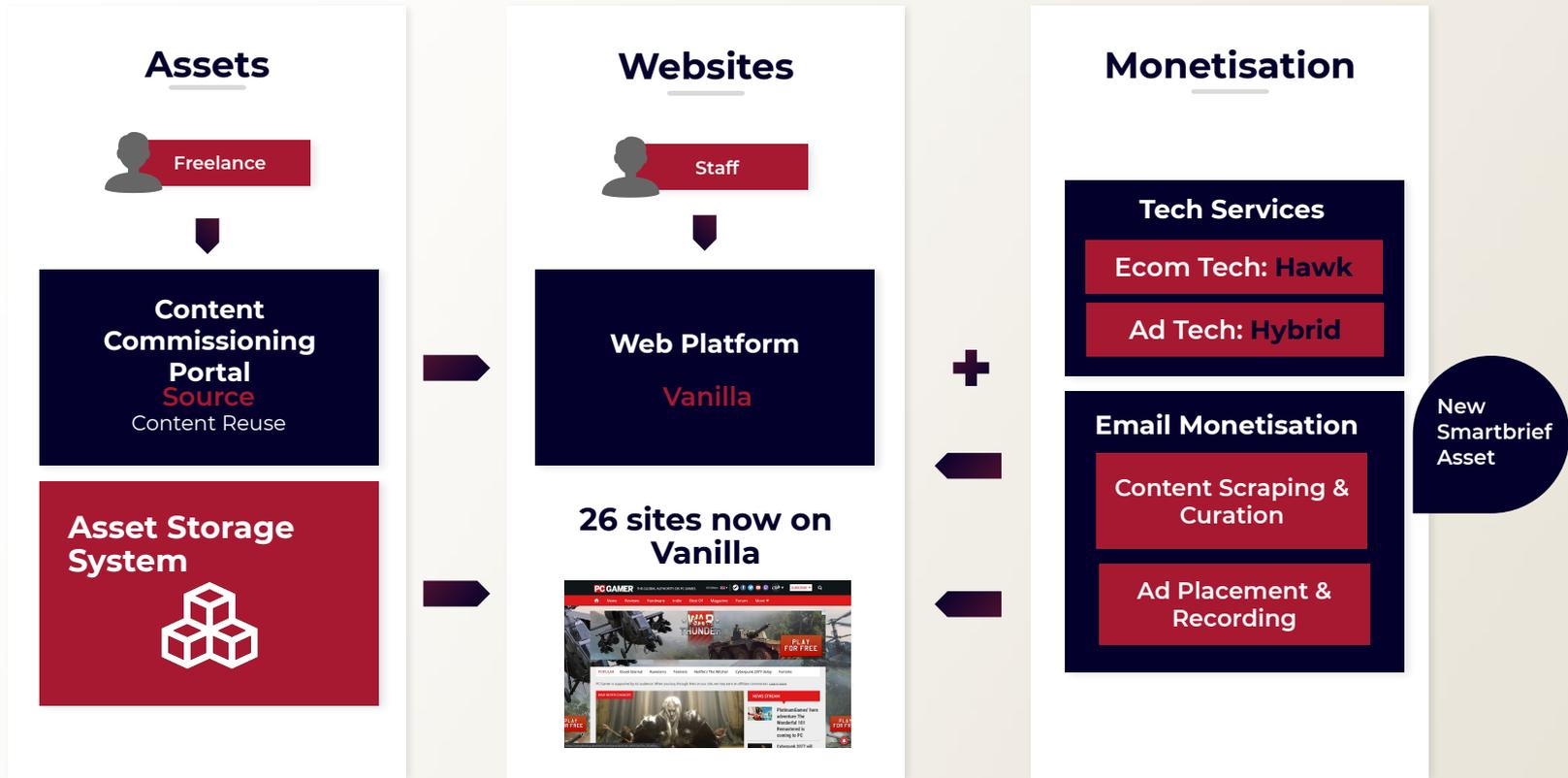
Matthew Pierce
Brand Director

Kevin Li Ying
Chief Technology Officer

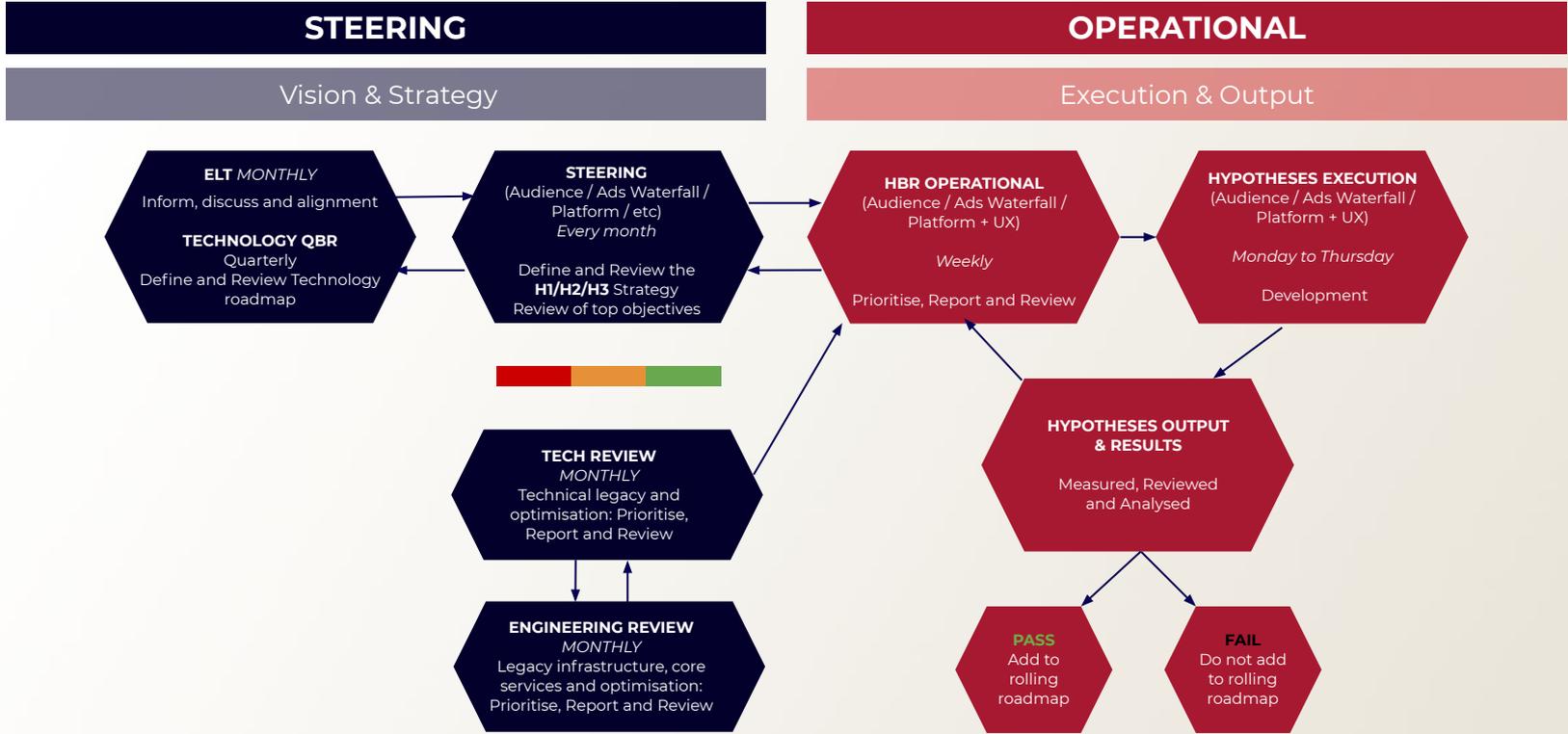


Living in Horizon 3 Today's
growth from past initiatives

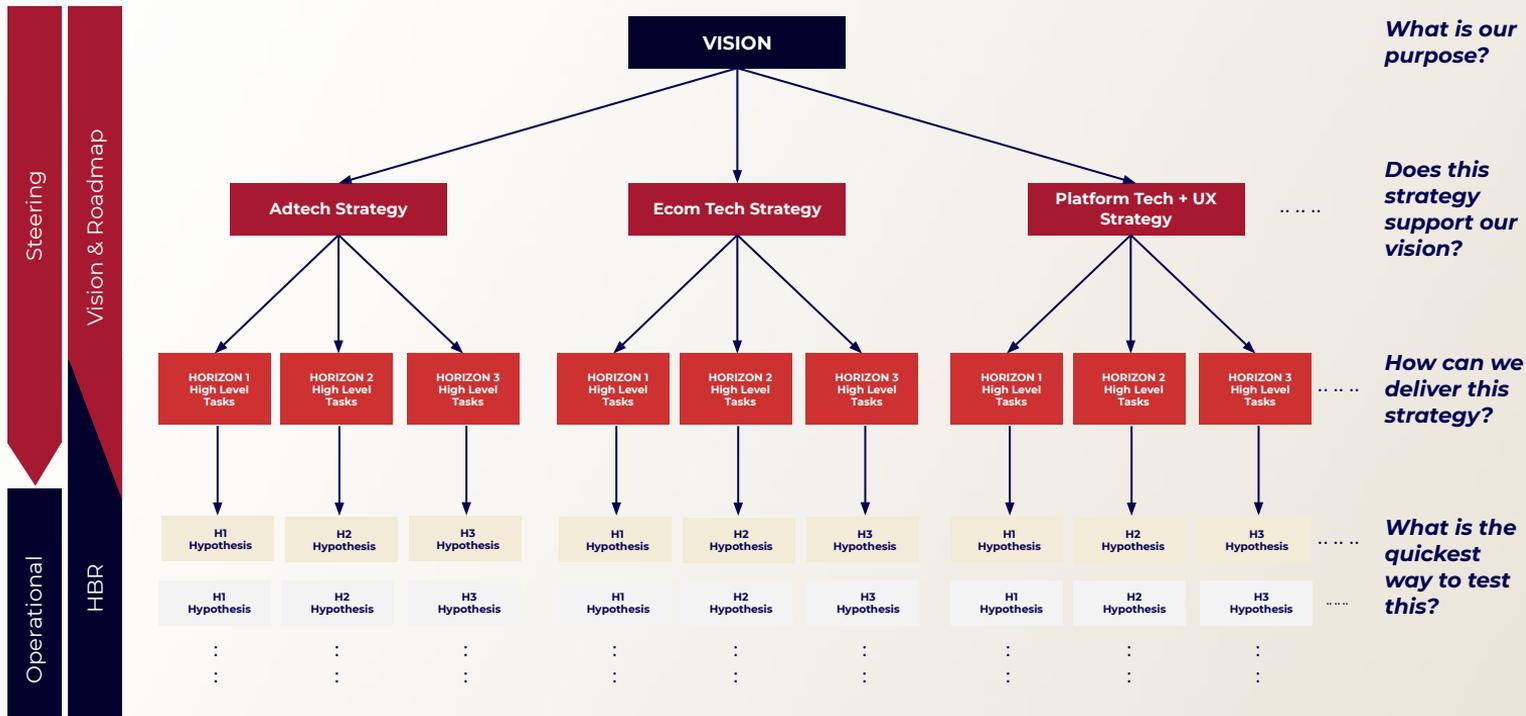
Technology Innovation



Technology Innovation: Our Operating framework to deliver organic growth



Technology Innovation: Lean value tree for agile development



Internal Systems Source

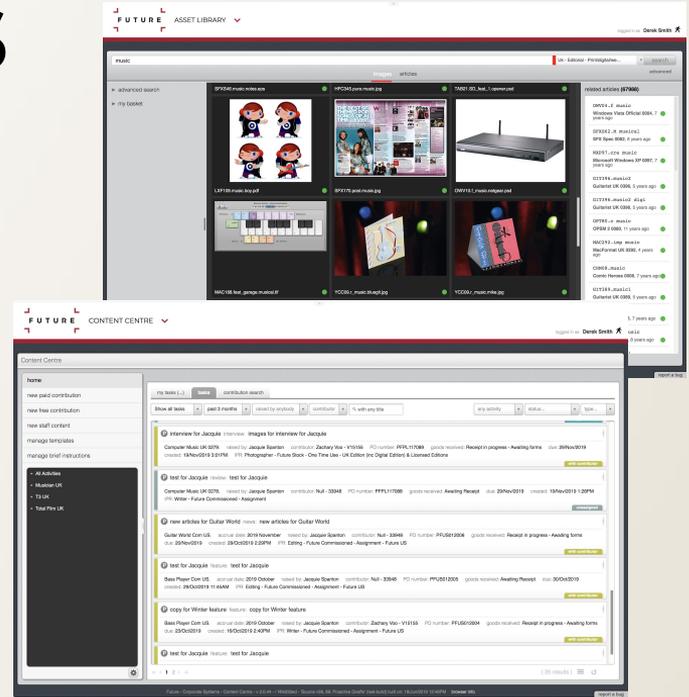
Editorial content and asset management software allowing content commissioning, reuse with asset rights management capabilities.

2700
commissioned
content per month

Increases editorial
productivity for online and
print.

7.3m
asset library size

Delivers operational
efficiency.



Web Platform Vanilla

Proven tech web platform supporting the growth of 26 core websites.

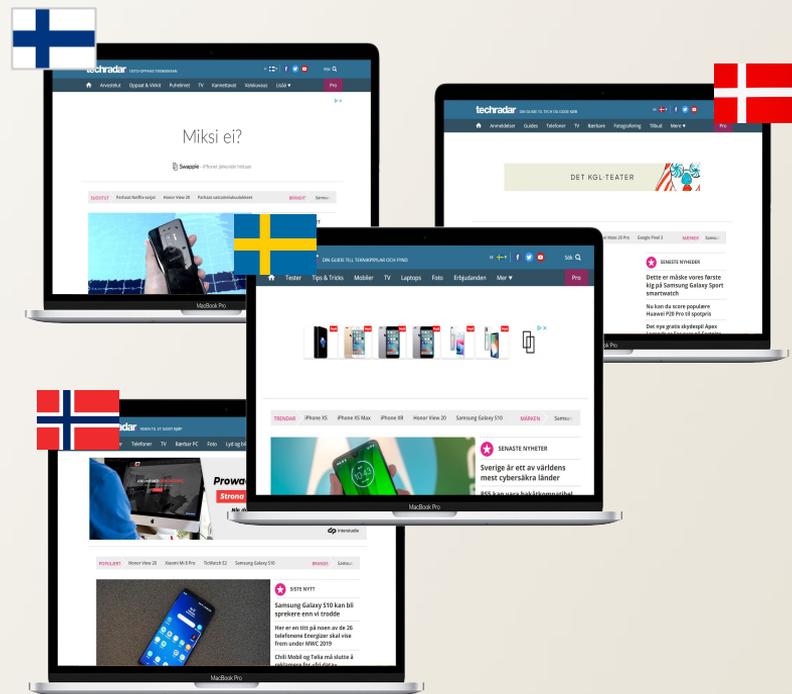
In calendar 2019,
7 sites migrated
Avg 12 weeks turn around per migrated site

4 new sites launched
Avg 6 weeks turn around per new site

Allows for global audience reach through English and non English language websites

In calendar 2019,
9 non-English + 2 English internationalisation
Avg 2 weeks turn around per migrated site

Flexible site generation with automated content analysis and tagging



Adtech Hybrid

Scalable, flexible technology to deliver ad impressions volume.

+19%

Increase in Tom's Guide viewability % with Hybrid

Improves viewability by intelligent placement of ad slots.

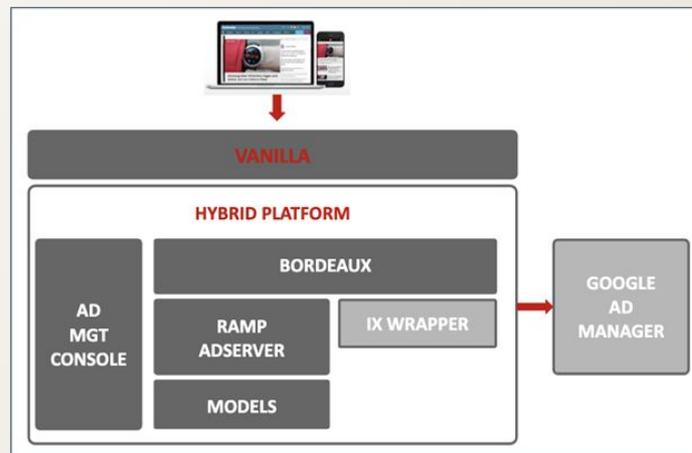
Provides a marketplace for advertising auction.

+11%

Increase in programmatic yields on Hybrid vs. Bordeaux (Future) or vs. RAMP (Purch)*

13.8bn

Total open auction programmatic ad impressions served in 2019 on Vanilla sites



Ecomtech Hawk

Dynamic, robust technology to deliver best, cheapest product offer recommendation.

2,100+

Active affiliate merchants

Up to
1,500

API or asset requests per second

Using algorithms that learn reducing manual product curation.

25

Territories covered

~2,000

Product updates per second

Successful high quality match rate.

The screenshot displays the Ecomtech Hawk interface. On the left, there is a section titled 'OUR VERDICT' for the Canon EOS M6 Mark II, followed by 'FOR' (For) details. Below this is a 'JUMP TO: Specifications' button. The main content area shows 'Price comparison: Find the best deal for your next phone' for an 'Apple iPhone 11'. It lists three offers: 'Editor's Pick' (100GB, £29 upfront, £39/mth), 'Best on EE' (50GB, £49 upfront, £38/mth), and 'Unlimited Data Contract' (Unlimited, £29.99 upfront, £56/mth). Below this is a 'Canon EOS M6 Mark II deals' section with a grid of offers from Amazon.co.uk, John Lewis, Currys, and Canon, all priced at £869 or £869.99.

Building the assets of tomorrow

Intent Marketing tech

Diversifying our monetisation option

A new lead generation tech asset

Build using technical expertise and knowhow

Fulfilling new audience needs

Further diversification of revenue streams

Delivering competitive sales-ready leads auction

Source 2.0

Expanding out rights management capabilities

Further boost productivity

More efficient content reuse

Capabilities to manage video rights

Enhancing our assets' search functionality to filter against more granular metadata



Living in Horizon 3 Today's
growth from past initiatives

Brand Development



Our vertical targets help deliver our overall goals

2016's strategic goal was to become the **#1** or **#2** content provider globally in Technology & Gaming (digitally).

2016



2019

TechRadar became the UK's biggest consumer technology site hitting 48m users in November.

Along with MusicRadar, we now have the 2nd and 3rd biggest music sites globally.



Creative and design website Creativebloq.com is now #1 in both the UK and US by some margin.

DigitalCameraWorld.com grew within 2 years to become the #1 photography site in the UK.

Kicked off a major project to overhaul our games and film group - details on next slide



No.1 In Games

Supercharging decade-old legacy brands and reaching number 1 in PC Games.

+216%*
22m

GamesRadar
Online Users 2019

Aim: transform our scale and profitability in Games, in turn materially growing our wider technology audience.

Well primed to capitalise on 2020 key next-generation console year

+232%*
33.7m

Online Sessions 2019

Common content management system empowered wider team to all contribute to digital growth.

Internationalisation of site helped fuel growth in the US.

Video and social monetisation the next step.

*Growth rate from Dec 2017 - Dec 2019



gamesradar+

FUTURE

Building the #1 photography site with Digital Camera World.

2.7m

Online Users 2019

Launched Digitalcameraworld.com July 2017

#2 in the US ComScore, with strong momentum

Highly profitable and diversified digital revenue mix

No 1

UK ComScore 2019

Strong affiliate revenues - made possible with our Hawk tech, editorial processes, ways of working, and efficient content management system

Generated +£1m revenue in FY19





Long-term brand development also applies to acquisitions. Optimisation is key to maximising returns.

Optimisation enables us to make the most out of our acquisitions

It means we realise content and platform efficiencies, and maximise revenues and ebitda

Measurable across several key areas:

- Platform
- Processes
- Brand and content
- CMS
- Advertising
- eCommerce
- Training

Loudersound.com demonstrates this model at work

They show how the optimisation plan needs to be bespoke to the acquisition



The fourth fastest growing website in the UK from SEO.

110%

Organic online user growth year 1

.....
Acquired Team Rock brands in 2017.

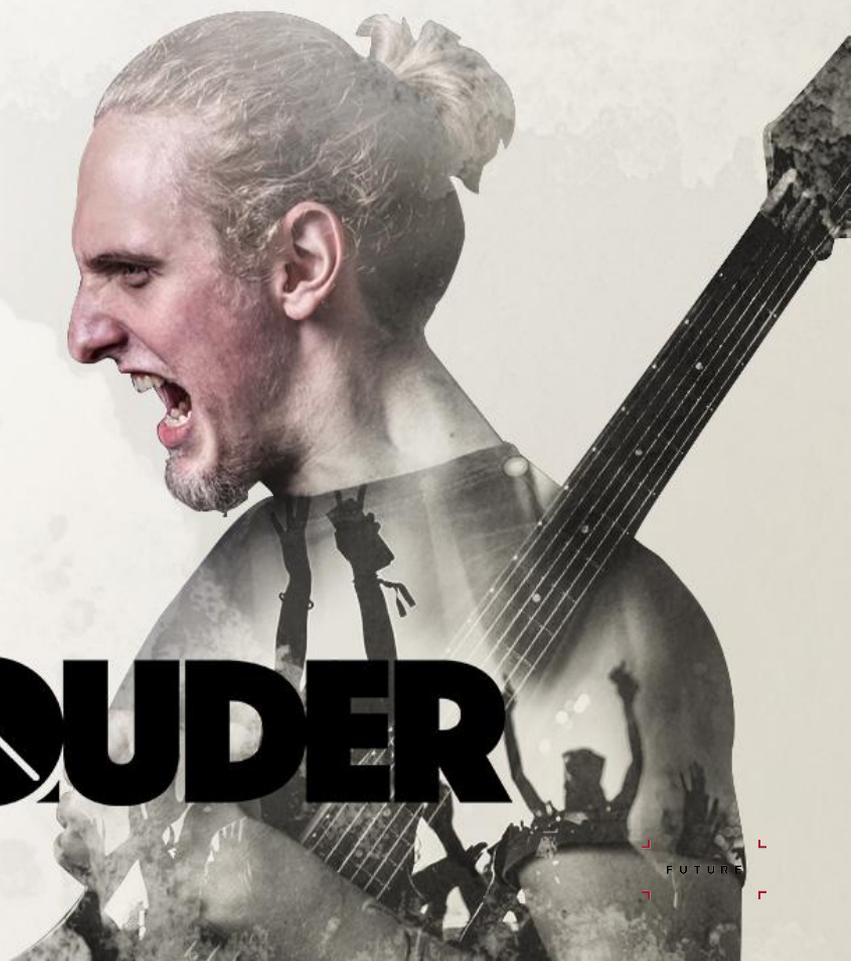
.....
Rebranded as Louder in March 2018.

No 4

Fastest growing UK website 2019

.....
Replatformed and migrated to Vanilla.

.....
Optimisation meant brand change, replatforming, team restructure, training.



LOUDER

A consistent focus on our future goals, ensures sustained, ongoing growth today.

Relentless focus on our strategy, underpinned with vertical objectives that **fuel overall growth**.

Platform and content work hand in hand.
Efficiency and profitability through optimisation.

Approach is **flexible**: as applicable to acquisitions and relaunches as legacy brands.

Brand Development can have a **transformative** impact on our audiences and revenues

Training print content teams in website tools further fuels **digital growth**

One **agile, lean, robust** and **scalable** technology ecosystem.



Coffee
Coffee
Coffee



Acquisition Playbook

Chris Convey
SVP B2B

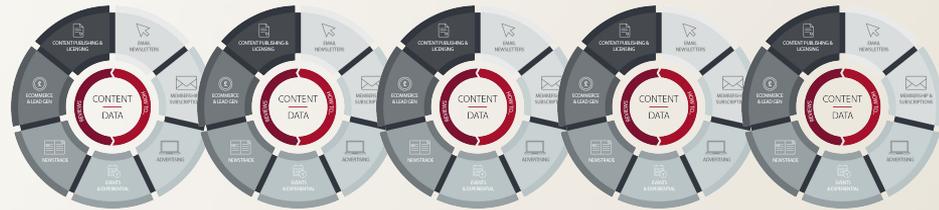
Our acquisitions complement and accelerate our organic growth, rather than replacing it.

Organic Growth

Acquisitions



More Wheels & Spokes





We are an operating business that wants to find complementary acquisition targets to fast track growth.

Selective

Very selective in what we go after & exec team responsible for delivery, highly engaged in process.

Review

We hold ourselves to account, via learnings and review after each acquisition

Use the playbook

Playbook has been developed and enhanced over last 4 years & 14 acquisitions.

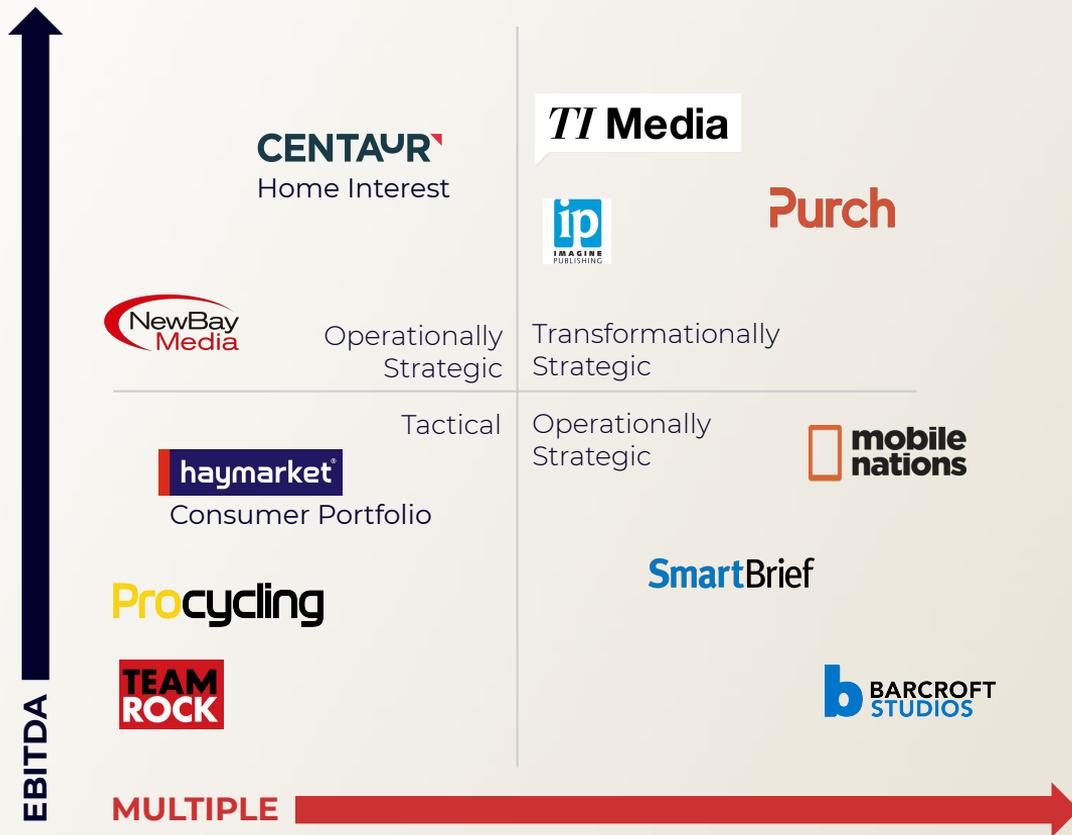
Robust pipeline

Robust pipeline & management process developed to support in-market and off-market deals.

As part of our 3 year planning, we identify gaps in our portfolio or plans that could be **solved by acquisitions**.

These acquisitions are either operationally strategic or transformational.

Additionally, we have looked at tactical acquisitions along the way but still within the overall strategic framework



Our acquisitions complement and accelerate our organic growth.

Tech

Organic

Strong organic legacy business supported by leading brands.



Acquisition

Purch acquisition 2018 - to strengthen consumer tech



Organic

Roll out Future operating model and grow acquired brands

Home Interest

Acquisition

Centaur Media acquisition 2017 - leading brands in Home Interest vertical.



Organic

Reposition / relaunch Realhomes.com

Hobbies

Acquisition

Blaze Publishing (2016) establish strong base for hobbies initially in field sports



Acquisition

Haymarket consumer titles in 2018 & Cycling from Immediate in 2019



Organic

Launched Bike Perfect to extend in to adjacent cycling markets in Q3 2019



Potential targets are increasing

Consolidation into markets opened up by acquisition or organic growth, offers further opportunity.

142

Deals we have reviewed since Oct 2018. Of which:

76

Strengthen current verticals or are adjacencies:

54

Were in new verticals/wheels

9

Would build out our platform/give us more spokes



We are picky



Over FY19 and FY20 Q1 we have reviewed around 15 opportunities to complete on one - we only execute on the most attractive deals.

Expert knowledge in the business means we self-generate c 40% of leads.

Strong gating process in place at each stage for effective management.



We are operators who add value

It is a core part of our strategy to buy and build where we identify assets which can add value.

Phase 0: Pre-purchase
Identification

Systemised identification of long list internally developed

Desktop review to understand value against strategic filters

Relationships with key staff developed (often CEO to CEO)

Thorough due diligence undertaken with financial screening

Phase 1: First 4 months
Integration

Diligence validation

Meet-and-greet all staff

Management assessment and new structure in place, cost savings delivered

Back office systems migration (Finance, IT, HR, Production, Rights Mgt)

Review

Phase 2: 4-12 months
Transformation

Implementation of new revenue streams based on Future platform model

Global audience focus

Website refreshes

Best practice sharing

Incentives review

Phase 3: 1-2 years
Optimisation

Yield management review

New product launches

eCommerce growth from digital focus

Review and lessons learnt



We delivered on the Purch investment case

Purch

Delivered Investment Thesis

Double digit earnings enhancing

.....
Significant growth in pro-forma ebitda to reduce effective price multiple

.....
ROIC > WACC in year 1

Operational Success

Key sites migrated to vanilla within 14 months

.....
Rapid disposal of non-core / loss making brands

.....
Best of both worlds 'Hybrid' programmatic solution built

.....
Successfully handled significant employee growth and consolidation in US staff in NY hub

What did we learn for next time

Combining finance migration with systems upgrade is challenging

.....
Not all companies use the same 'language' - need to really listen



A Successful Track Record

From April 2016 to September 2018, Future completed 9 acquisitions with a total consideration of £171m

Deal	Transaction Date	Purchase Price	Multiple ¹	Rating - 3 max
Noble House Media	April 2016	£0.1m	1.6x	★★★★
Blaze Publishing	May 2016	£0.4m	2.7x	★★★★
Next Commerce*	August 2016	\$1.7m AUD	5.2x	★★★★
Imagine Publishing	October 2016	£15.5m	4.7x	★★★★
Team Rock	January 2017	£0.8m	N/A	★★★★
Centaur Home Interest*	August 2017	£32.8m	8.4x	★★★★
Newbay	April 2018	£9.9m	3.3x	★★★
Haymarket	May 2018	£10.7m	3.1x	★★★★
Purch*	Sept 2018	£99.8m	13.1x	★★★★
Total		£171m		

A mix of different acquisitions with different multiples but, with the exception of Newbay, all in line with our investment rationale and forecasts.

Newbay was intended as a low cost route into B2B so delivers on a strategic aim for horizon 3 initiative

Two additional deals of Barcroft (completed Nov '19) and TI Media (to complete following CMA review later this year) acquisitions in FY20 are too new to grade.

1. Multiples based a range of P&L contribution and profit measures.



Acquisition of NewBay Media

A US based information and events company with a substantial B2B portfolio - April 2018

Historically declining print assets bought for EBITDA multiple of c.3.3x.

Acquisition creating a leadership position in consumer Music in the US.

Investment case planned revenue to decrease & recapitalisation required as materially under invested.

Complementary B2B brands facilitating further revenue diversification.

Divestment of a number of non-core brands that had no content overlap with Future verticals.

Exciting potential transforming a traditionally print-heavy business to a more digital focused one.





SmartBrief Acquisition

A US-based digital media publisher of targeted business news and information - July 2019

Opportunity for us to significantly expand our B2B audience with 5.8m new subscribers.

Contingent liability for approximately 75% of the earn-out payment reflecting expected growth

Stable revenue stream of \$35.1m pa, which delivers \$5.0m EBITDA on a TTM pro-forma basis.

Diversifies us into new verticals including healthcare/finance and improves our email marketing capabilities.



SmartBrief

Mobile Nations acquisition

High-growth consumer technology media company based in US - February 2019

Total consideration of \$115m - 2018 Revenue of \$16.4m and EBITDA of \$8.2m

Strong existing commercial relationship through long standing partnership with Purch.

MONA earnout accelerated owing to strong performance

Purch publisher services sold advertising on behalf of Mobile Nations - all advertising revenue recognised gross in Purch P&L with cost of sales of approximately 80% of the revenue.



\$m	MoNa Pro-Forma	Existing Purch	Incremental Impact
Revenue	16.4	-7.2	9.2
Costs	8.7	+7.2	1.6
Operating Profit	7.6	-	7.6

Source: Audited financial statements as disclosed in the Premium Listing Announcement dated 1st March 2019



Barcroft acquisition

Social media driven video production with key TV & streaming relationships

Significant diversification through expanded social & video monetisation

Evergreen video content accelerates Future content strategy

Efficient operating model allowing production at scale

Lean product development process leveraging 60+ Million social followers to test & lean on prototypes

Off platform algorithm expertise





Acquisition strategy complements organic growth strategy to enter new market or add new capability.

Acquisitions to date have been successful addition to growth.

There is no one deal we have to do so can remain disciplined on price and have a wide pool of opportunity.



New Video Revenue

Sam Barcroft
CEO Barcroft Studios



New Video Revenue



How we work

Our mission is to inspire the world through amazing true stories.

We make, publish and distribute **our own original shows** across social media

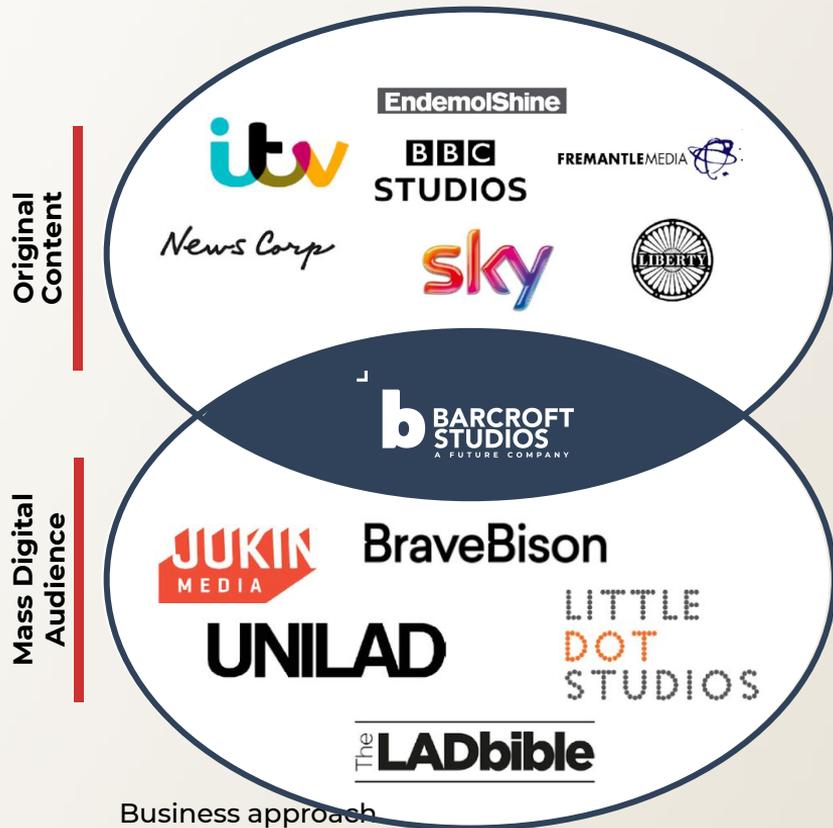


We also make shows for **others to publish**





We are both a video producer AND a publisher - creating value and income on both sides of the aisle.





Business model

Compelling Content

Grows audience and maintains engagement

Premium original digital content

12 original series brands
2 returning linear series
New content daily
Library of 2.5k wholly owned films built over 12 years

Consistent flow

Of original content and new series

Mass online audiences

500m monthly views across platforms
69m followers

Successful long-form shows

Netflix
Channel 4
A&E
Discovery

Multiple monetisation outcomes

Content monetised multiple times - across digital, social, linear, brand and licensing

The Barcroft studios business approach is based on the Hollywood movie studio business model, but adapted for the digital first age.



At Future, we focus on being number one.

Over the last 12 years of making video at Barcroft, we've hit top spot multiple times. It's what motivates our brilliant team of producers.



YOUTUBE
AWARD
WINNERS



MOST
WATCHED
UNSCRIPTED
SHOW



LARGEST
PROVIDER OF
SHOWS IN
DISCOVER



FACTUAL
CHANNEL OF
THE YEAR



HIGHEST
RANKED
CHANNEL IN
THE NEWS
VERTICAL



HIGHEST
AVERAGE
VIDEO VIEWS
IN FIRST 30
DAYS



ORIGINAL WEB
CHANNEL OF
THE YEAR



LONGEST
RUNNING
COMMISSIONED
SERIES





Barcroft Studios has developed a multi-faceted financial approach original video production and distribution.

Production Revenue

Production Revenue Long-form content for linear and digital customers and SVOD platforms. Self commissioned long-form content offered in partnership with distributor (IP retained)

Advertising-based Video On Demand

Short form video content monetised via online digital platforms - YouTube, Facebook, Snapchat

Original Digital Commissions

Creation of video content hubs for broadcasters, including the production of original videos.

Licensed Content

Licensing our library of pictures and videos and distribution of our long-form content.

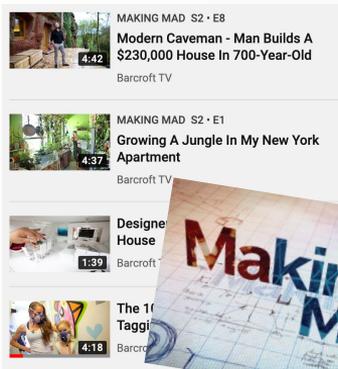
Brand Partnerships

Sponsorship on existing shows, integration into new episodes and original bespoke branded series

One of the benefits of having 60m+ followers on social is that you get a huge amount of feedback on your shows.

Original Content

Making Mad is an original video series brand by barcroft.



Mass Audience

YouTube

68m views
73 videos

facebook

64m views
675k followers

Monetization

NETFLIX

Amazing Interiors
12 x 30 episodes

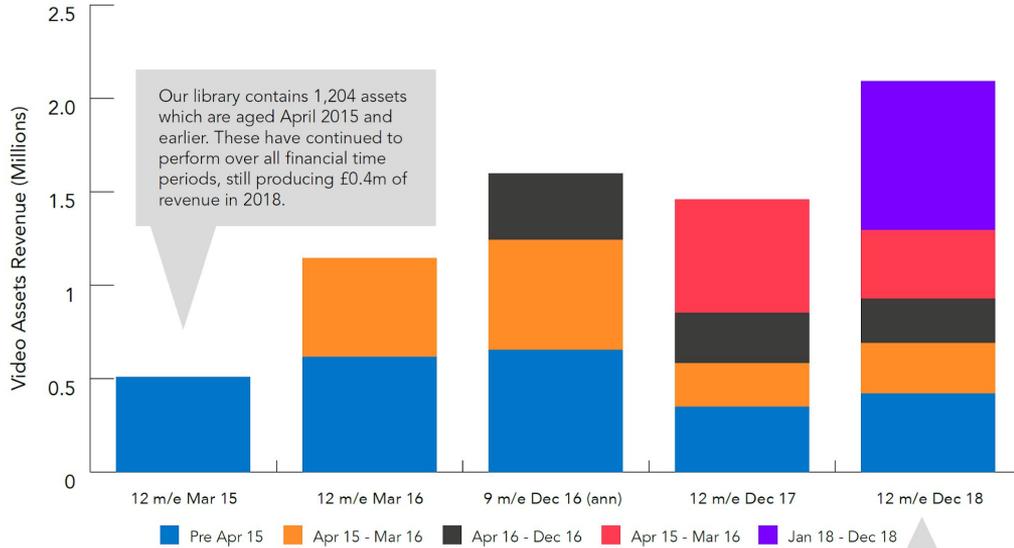
facebook

Most Incredible Homes
5 x 12 episodes



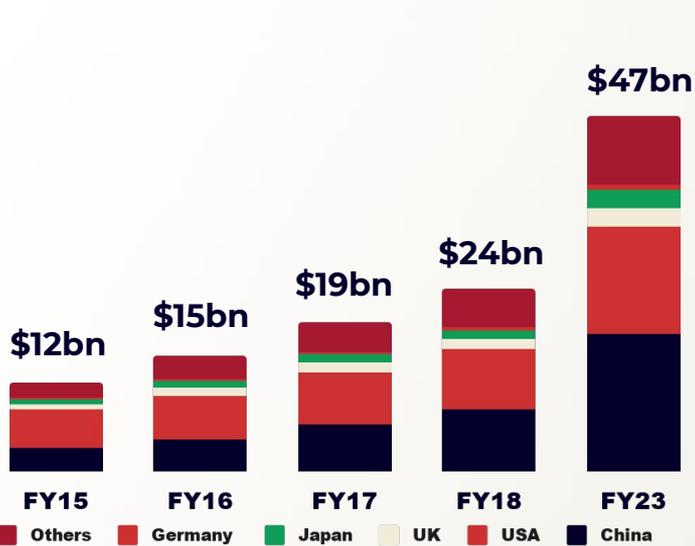
We make evergreen content

Video Assets Revenue Contribution by age of assets



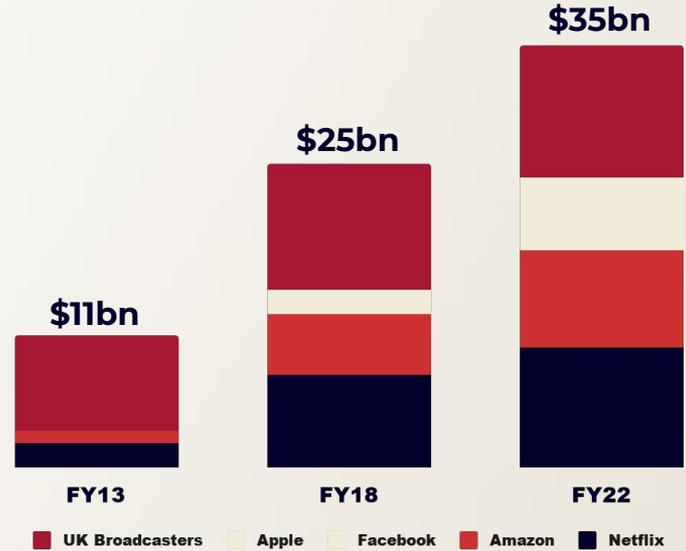
In 2018, we generated £1m of revenue from 2000 assets which are aged 2016 and older. A further £1m came from assets made in 2017 and 2018.

Source: Management information



Advertisers

We are highly successful in an expanding global marketplace



Broadcasters

...and the rapidly growing commissioning market

New Video Revenue



Currently producing for



In paid development for





The amount of VoD traffic by 2022 will be equivalent to 10 billion DVDs per month.

400

New episodes

12

Show brands

4

New OTT partnerships



Off Site Video: Advertisers



We are launching **truly**, our first scheduled OTT TV channel.

truly already has over 2.7 million followers on facebook.

The home of popular documentaries.

Available across mobile and connected televisions.

Featuring Barcroft, Future and third party television shows.

Test and learn environment for expansion into television.



Adding Barcroft's video playbook to Future's audience at scale, which grows commercial expertise and brand power.

We are taking the best practises and show distribution network which we've developed at Barcroft, and we are rolling it out at Future.

Barcroft is a trusted TV supplier with 69m+ social followers and a bespoke, efficient show production approach.

Future adds access to audiences, sales and new revenue streams at significant scale.

We're extending video across social, online and into to TV broadcasting.

As 5G rolls out globally, and people consume more video, we'll be perfectly positioned to deliver stand out shows.



Global Operating Model

Penny Ladkin-Brand
Chief Financial Officer



Global operating model is a key element of the platforms which drives Future as facilitates both **growth and margin expansion.**

Future operates a global operating model with a global functional team serving audiences in all geographies - we **monetise those audiences through mix of centralised and local resource.**

Global operating model allows us to **take content from any geography** and monetise in other geographies.

Focus on organic growth by leveraging the platform for **content expansion into adjacent markets.**

Platform allows for **accelerated growth through acquisition** to unlock audiences outside of core geography.

Playbook methodology allows for swift integrations and ensures consistency in operations

Model allows benefit of **operating leverage** to flow through to **margin and cash generation.**



Leadership team is focused on where the **biggest opportunities** are rather than the opportunities in the local market.

All teams are set up to service audiences in our core markets of US, UK and Australia.



United States

ELT:
Mike - CRO
Claire - COO
Marcus - Future Labs
Jason - SVP IT



United Kingdom

ELT:
Zillah - CEO
Penny - CFO
Aaron - CCO
Kevin - CTO
Sophie - SVP Marketing
Chris - SVP B2B



Australia

ELT:
Neville - MD, Australia





Our content reaches **1 in 3** people in the US.

31%

Our reach of people online in the US.

40%

Our reach of males online in the US.

35%

Our reach of tech enthusiasts in the US.

32%

Our reach of people online in the UK.

We see TI Media as a global opportunity to leverage our platform to target huge addressable markets

*comScore, no. of US unique visitors to sites in the Lifestyles - Home/Architecture category as a % of all US population online, desktop visitors age 2+ and mobile visitors age 18+, Dec-19.

**comScore, no. of US unique visitors to sites in the Lifestyles - Beauty/Fashion category as a % of all US females online, desktop visitors age 2+ and mobile visitors age 18+, Dec-19.

***Wine Analytics Report, Jan 2019

***Grand View Research, Feb 2019

43%

of US online audience use home & architecture sites*

\$70bn

Value of US Wine market***

71%

of US female online audience use fashion & beauty sites**

\$37bn

Value of global streaming market****



We go where our audiences are, which enables us to recruit talent around team hubs. Only those skills that need to be in market are local with centralised centres of excellence.

Centralised services are located in the lowest cost location with the UK the centre for many shared services and technology split across the UK and France.



United Kingdom

Front office:
Ecommerce
Sales & Marketing
Editorial
Events



Central services:
Technology
Audience
development
Finance
People & Culture



France

Central services:
Technology



Australia

Front office:
Sales & Marketing
Editorial
Local ecommerce



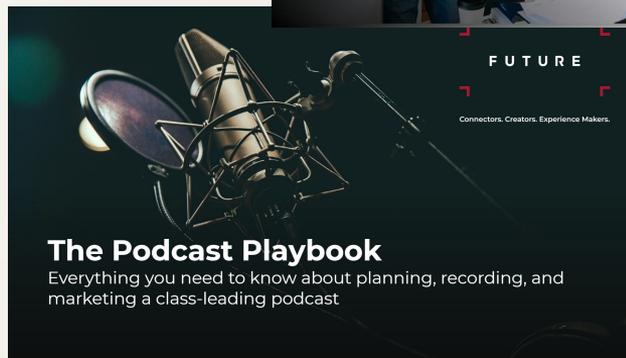
United States

Front office:
Sales & Marketing
Editorial
Events
Local People & culture
Smartbrief



Strategy is all about execution

Execution of the strategy is facilitated through **playbooks to ensure consistency** and to onboard new staff.





Measurement provides early warnings

Operational dashboard provides diagnostic on organisational health; monitors operations pre and post acquisition to make sure we don't take on too much.

Future Acquisition Balance Scorecard

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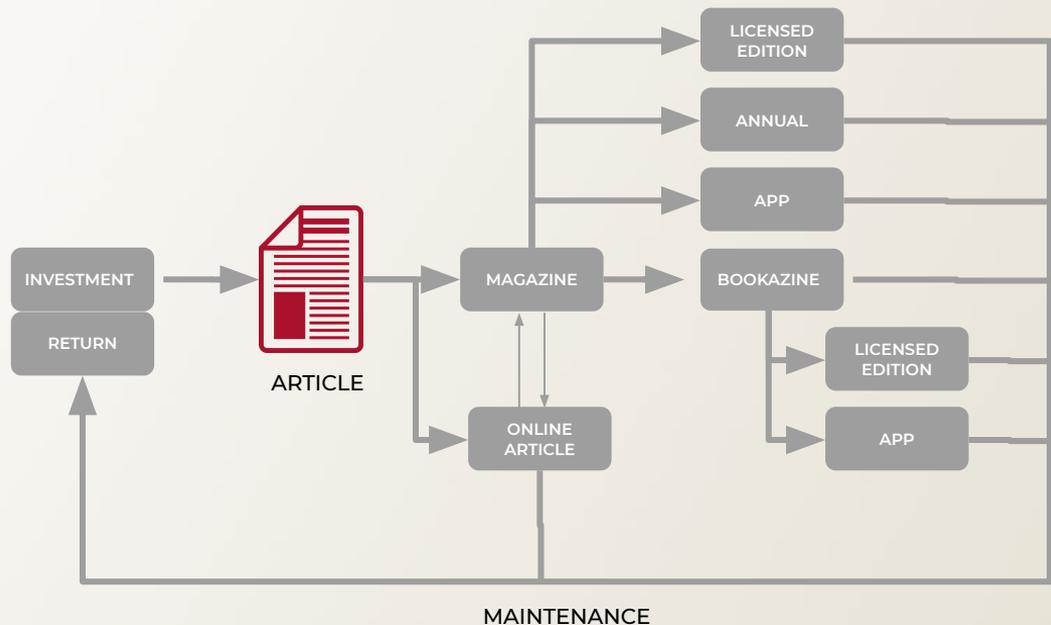
100% £ % .0 .00 123 Montserrat 10 B I S A

	A	B	L	M	N	O	P
			September	October	November	December	January
1							
2							
3	New starters passed probation	99%	99%	99%	99%	99%	99%
4	Live vacancies	% of total organisation 60/1100	7%	7%	5%	5%	5%
5	Time to fill vacancies	80% roles filled within 60 days	20	10	10	10	10
6							
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14							
15							



Platform facilitates multiple content uses

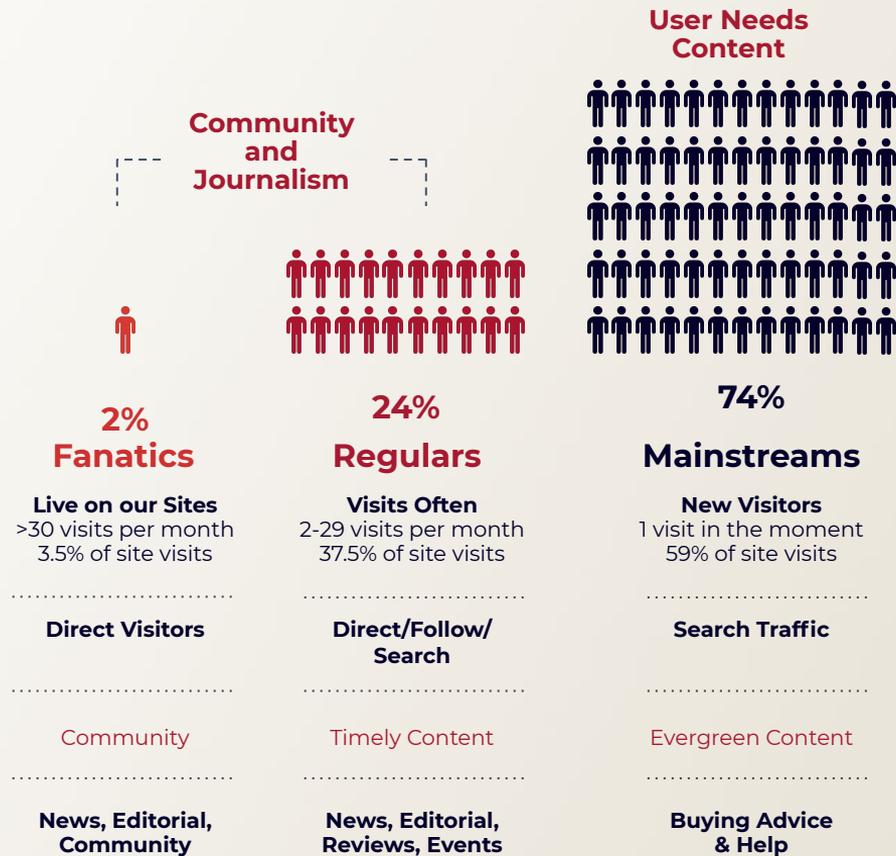
Future's article types are often **evergreen** so a single **article** can be published multiple times with **multiple monetisation opportunities**.



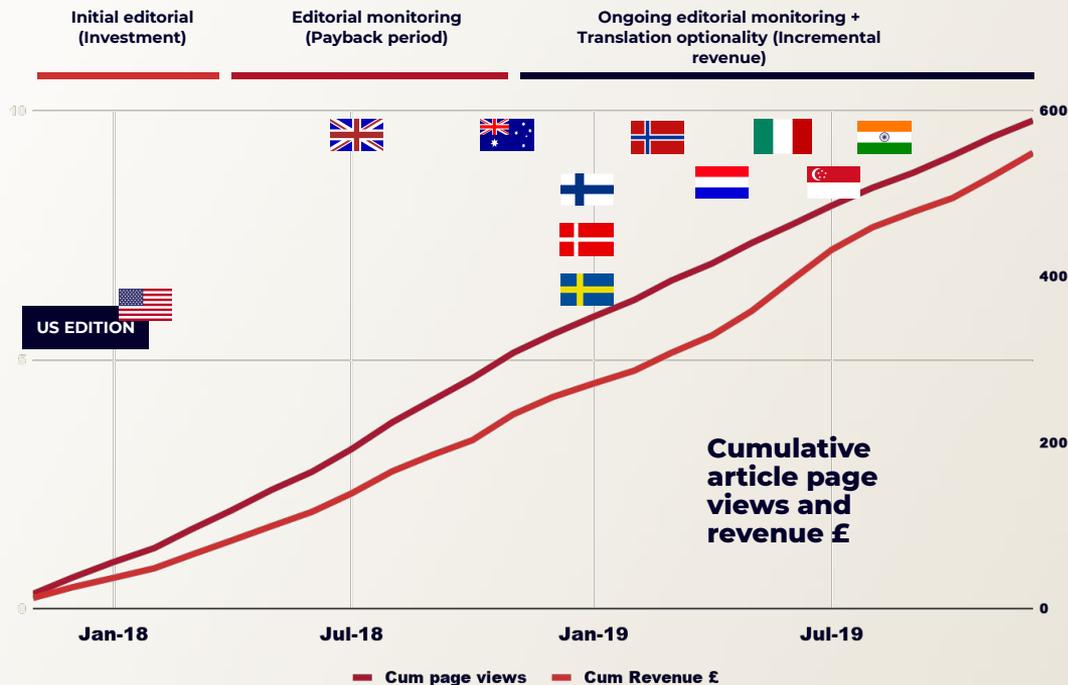
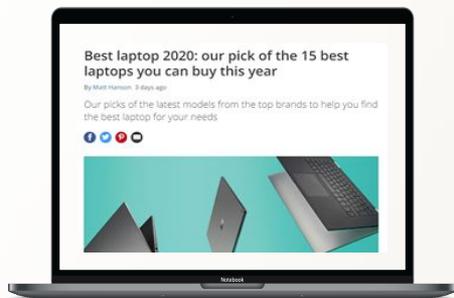


A specialist brand can serve the needs of many audiences.

Different audiences engage with our content in different ways, with monetisation appropriate to user need.



Evergreen and global content leads to increasing margins.





Drivers of organic growth

+31%

Media organic audience growth FY19

+32%

Media organic revenue growth FY19

+11%

Organic growth FY19

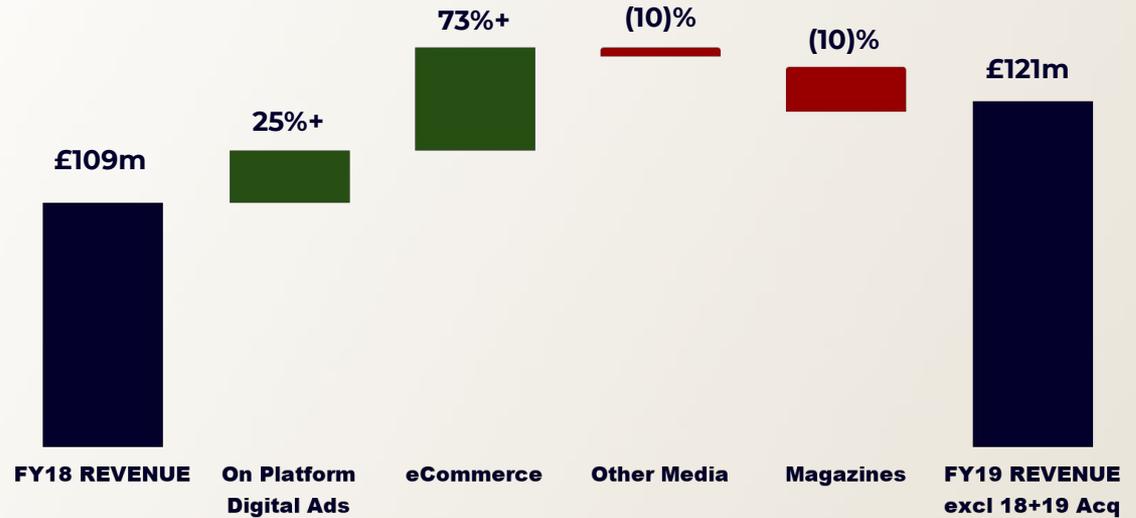


Chart shows the reconciliation of organic growth in FY19 and the key drivers; principally ecommerce and digital advertising. Media other declined due to the shift on an event into FY20 and magazines declined organically by 10% in line with our expectations



Definition of organic growth

Organic growth is defined as year-on-year growth for the like-for-like portfolio of brands and excludes all acquisitions made in the prior two year period, but includes any closed titles.

We classify revenue classified as “organic” once we have owned an acquisition and its titles for a full financial year, so we have comparative numbers that are under our ownership. This means that the components of organic in each year are not the same in each year.

E.g. SmartBrief acquired July 2019 (i.e. FY19); owned for full financial year end of FY20; enters organic FY21.

A new launch is regarded as organic.



How they feed into overall growth: Revenue

+11%

In organic
growth

£m	2019	2018
Total Revenue	221.5	130.1
2018 acquisitions	82.5	21.0
2019 acquisitions	11.7	-
FX	5.9	-
Total inorganic revenue	(100.1)	(21.0)
Total organic revenue	121.4	109.1
Organic growth	+11%	

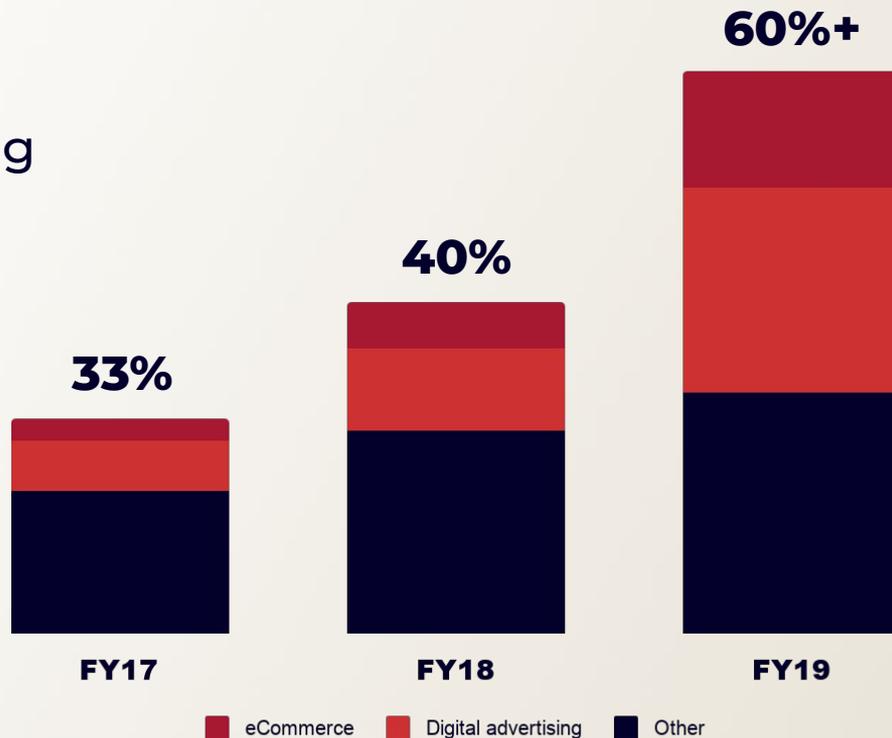


Share of total revenue FY17-FY19

Revenue quality is increasing over time: **our fastest growing revenues are our highest margin.**

eCom and digital advertising revenues operates at a margin premium to other revenue lines.

The super-charged growth of eCom revenues drives increasing operating leverage across the Group.



Change in revenue mix brings **improvement in operating margins.**

9%

Improvement in EBITDA margin

	2019	2018	YoY Var
Total Revenue:	221.5	130.1	+70%
Media Revenue	154.9	66.3	+134%
Media GC%	82%	82%	-
Magazine Revenue	66.6	63.8	+4%
Magazine GC %	62%	62%	-
Total Gross Contribution	168.6	93.9	+80%
Total GC margin %	76%	72%	+4ppts
Media % GC	75%	58%	+18ppts
EBITDA	54.5	20.7	+163%
EBITDA margin %	25%	16%	+9ppts

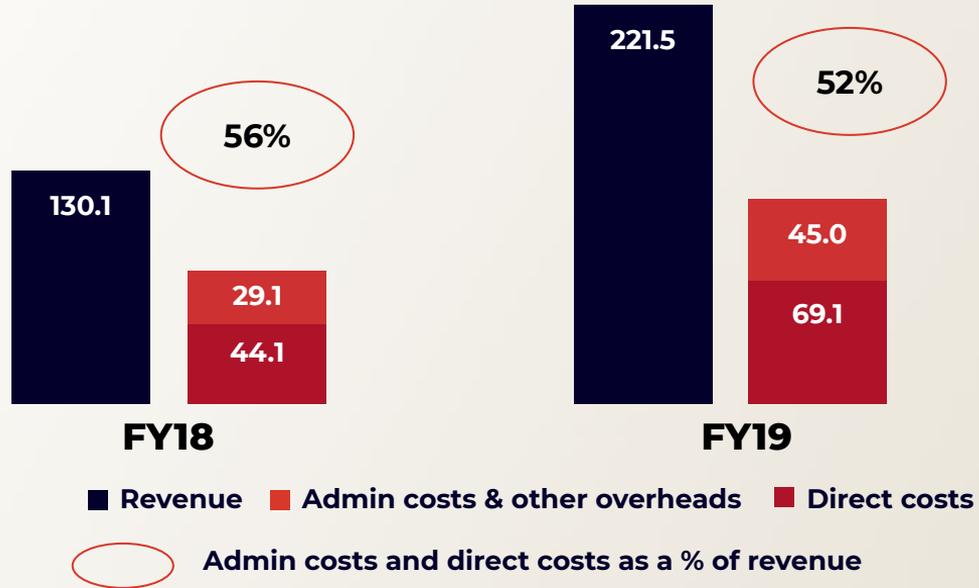


Operating leverage

Scale brings **natural operating leverage** from cost base.

4%

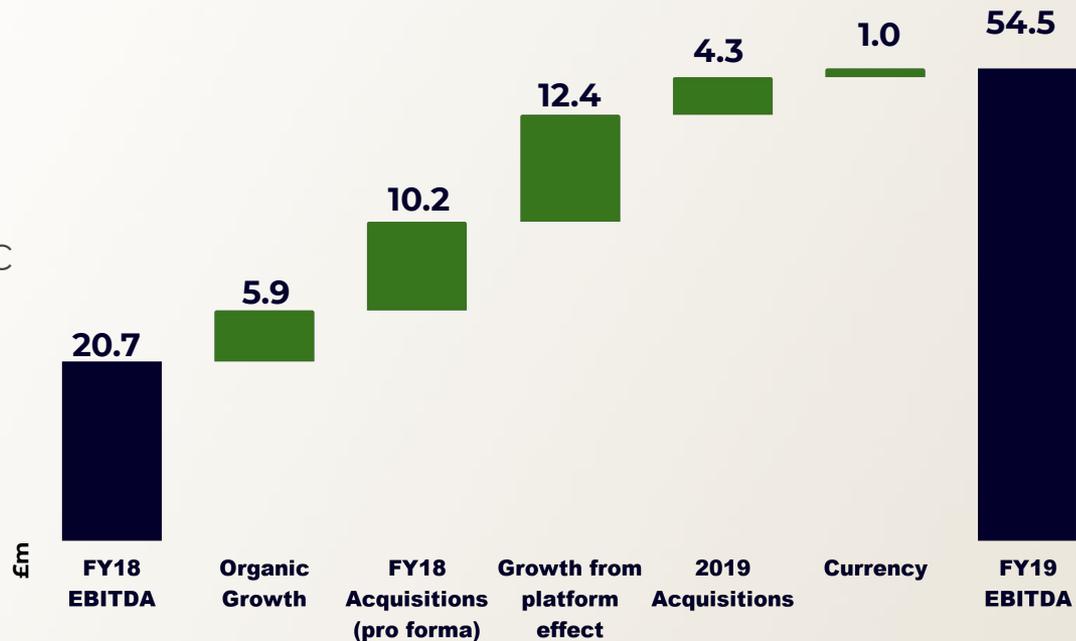
Improvement in admin and direct costs as percentage of revenue





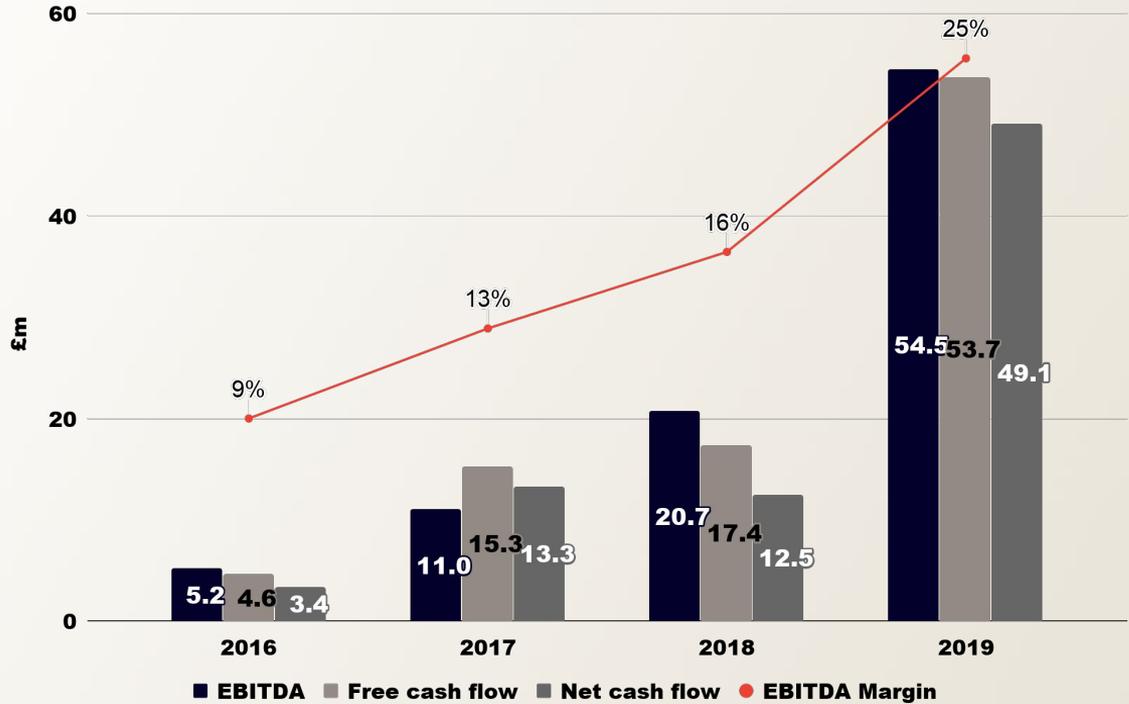
How they feed into overall growth: EBITDA

Focus on quality of revenues in organic and inorganic portfolio provides **focus on EBITDA growth.**





We focus on delivering sustainable growth in EBITDA, profitable revenues rather than top-line growth to drive margin expansion and converting profits to cash.



* Free cash flow is defined as statutory operating cash inflow less capital expenditure.

** Net cash is defined as free cash flow less interest and tax



Multiple growth levers

Our operating model delivers efficiencies which enable us to **optimise our core business through organic growth and acquisitions.**





Conclusions and questions

Zillah Byng-Thorne
Chief Executive Officer



APPENDIX

----REFERENCE SLIDES FROM HERE----

Sources & Definitions

Organic

- Organic growth is defined as year-on-year growth for the like-for-like portfolio of brands and excludes all acquisitions made during FY18 and FY19, but includes any closed titles.
- Acquisitions included in organic are: FY17 acquisitions Home Interest, Imagine and Team Rock, and FY16 acquisitions Blaze, , Next Commerce and Noble House
- Definition is the same for both revenue and audience

Total audience reach

- Magazine and bookazine print circulation per issue + monthly online users + event attendees + social reach (Twitter followers, Facebook unique impressions, YouTube subscribers) + newsletter subscribers

Market positions

- Technology no. 1 online in UK and US: comScore technology news category, desktop visitors age 2+ and mobile visitors age 18+, UK position Oct-19; US position Dec-19
- No. 1 in PC gaming: based on websites in the Gaming Information comScore category that are PC gaming focused, desktop visitors age 2+ and mobile visitors age 18+, UK position Oct-19; US position Dec-19.
- No. 1 online in Space in US: based on internally produced competitive set of all websites about space in the US, ranked by comScore desktop visitors age 2+ and mobile visitors age 18+, Oct-19
- No. 1 in creative online in UK & US: based on internally produced competitive set of all websites about digital design in the UK and US, ranked by comScore desktop visitors age 2+ and mobile visitors age 18+, UK position Oct-19; US position Dec-19
- No. 1 in print music making in UK & US: based on magazine copy sales in music making sector on UK newsstand (source: distributor data, 2019) and magazine copy sales in music sector on US Barnes & Noble newsstand (source: Barnes & Noble sales rankings, Jun 19)
- No. 1 in print home renovations in the UK: magazine copy sales in home improvement – DIY sector on UK newsstand (source: distributor data), 2019
- No. 1 in print AV tech in US: based on internally produced competitive set of all B2B AV technology magazines in the US, ranked by advertising pages, MediaRadar Jul 18-Jun 19
- No. 1 hi-fi mag in UK: magazine copy sales in Hi-Fi sector on UK newsstand (source: distributor data), 2019.
- No. 1 games mag publisher in UK: magazine copy sales in Gaming sector on UK newsstand (source: distributor data), 2019.
- No. 1 creative & design mag publisher in UK: magazine copy sales in Design sector on UK newsstand (source: distributor data), 2019.
- No. 1 UK consumer photo exhibition: based on floor space compared to other consumer photo exhibitions
- No. 1 UK home building show: based on number of events and attendees compared to other UK home building shows

Audience Growth

comScore shows our growth

Global Online Visits	Oct 19 YoY
TechRadar	+75%
Livescience	+120%
PC Gamer	+61%
GamesRadar	+159%
Android Central	+51%
Space	+90%
iMore	+24%
T3	+296%
Windows Central	+75%
Loudersound	+159%
Top Ten Reviews	+51%
What Hifi	+208%
Creativebloq	+35%
Cyclingnews	+337%
Gizmodo UK	+133%
Real Homes	+650%
Newsarama	+120%
MusicRadar	+118%
Digitalcameraworld	+414%
Kotaku UK	+5%
Crackberry	+166%

The screenshot shows the MyMetric dashboard with a table titled 'Media Trend' and 'Key Measures (3)'. The table displays audience data for various media sites, comparing October 2018 and October 2019. The data is as follows:

Media	Oct-2018	Oct-2019
Total Internet : Total Audience	184,821,173	173,863,679
1 TECHRADAR.COM (w/ history)	28,534	49,953
2 LIVESCIENCE.COM (w/ history)	15,147	33,340
3 PCGAMER.COM (w/ history)	15,206	24,406
4 GAMESRADAR.COM (w/ history)	9,332	24,187
5 ANDROIDCENTRAL.COM (w/ history)	15,305	23,125
6 SPACE.COM (w/ history)	9,998	19,010
7 IMORE.COM (w/ history)	13,709	17,029
8 T3.COM (w/ history)	3,444	13,627
9 WINDOWSCENTRAL.COM (w/ hist...)	6,934	12,115
10 LOUDERSOUND.COM (w/ history)	1,980	5,127
11 TOPTENREVIEWS.COM (w/ history)	3,175	4,788
12 WHATHIFI.COM (w/ history)	1,330	4,091
13 CREATIVEBLOQ.COM (w/ history)	2,585	3,503
14 CYCLINGNEWS.COM (w/ history)	791	3,459
15 GIZMODO.CO.UK (w/ history)	1,468	3,421
16 REALHOMES.COM (w/ history)	437	3,278
17 NEWSARAMA.COM (w/ history)	1,343	2,961
18 MUSICRADAR.COM (w/ history)	1,142	2,486
19 DIGITALCAMERAWORLD.COM (w/...)	465	2,391
20 KOTAKU.CO.UK (w/ history)	779	821
21 CRACKBERRY.COM (w/ history)	67	177

151 Note: comScore uses a slightly different methodology for measuring online audience than Google Analytics (which is Future's internal audience reporting tool and is used for all our audience figures). The primary differences lies with calculating online users/unique visitors and refers to how cross-website and cross-device users are counted. comScore's methodology for calculating online visits (reported above) is similar to Google Analytics' methodology, therefore visits are shown here instead of online users.