



# 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 Adolfsson**  
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



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.

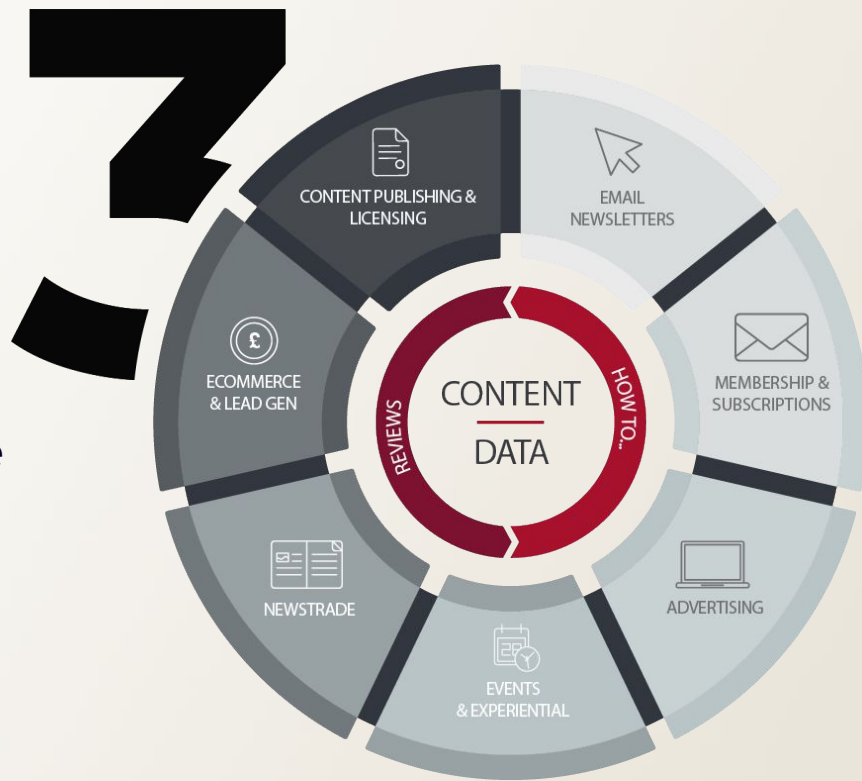
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Let's do this!



## 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.







## How we will succeed **Our strategy**



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.**

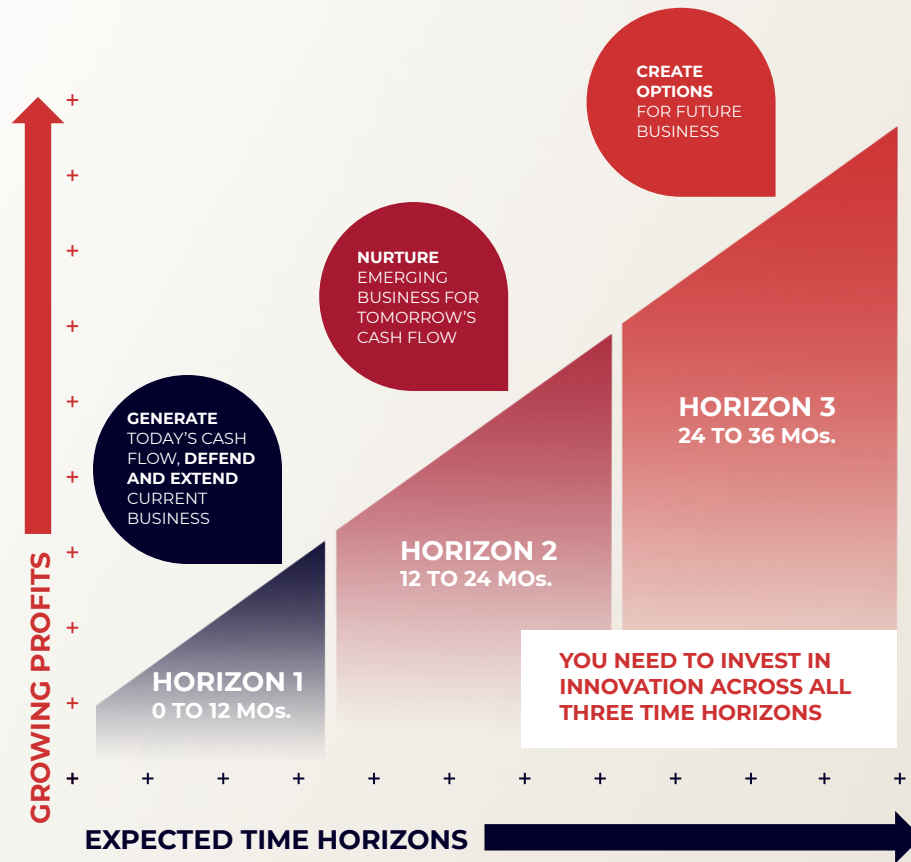


# Horizon Planning





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.

## 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



## ┌ 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'.

#### **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**

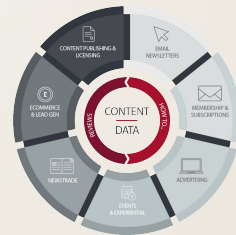


┌ FUTURE ┐

┌ FUTURE ┐



## 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

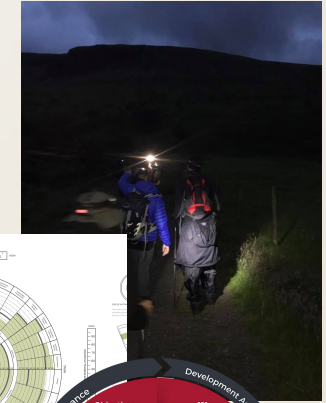
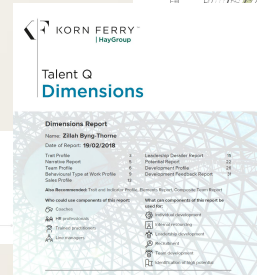
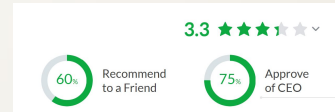
Continued investment in our people, headcount increased 22% YoY

## 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.

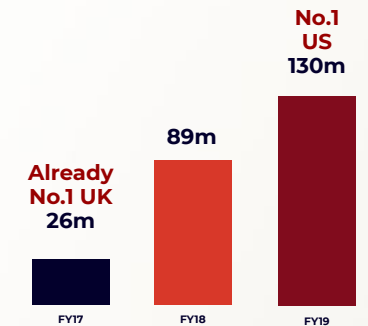
We onboard people well and provide support around development, induction and ongoing team engagement around the things that matter most.



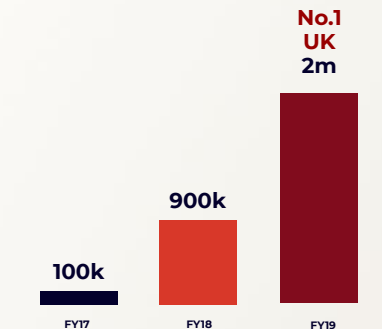


## Executing our current plan **Be #1**

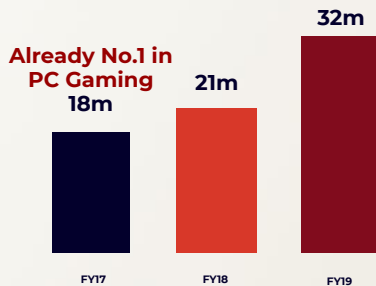
Organic growth  
**underpins** our  
leadership positions,  
while acquisitions  
**accelerate** the  
strategy



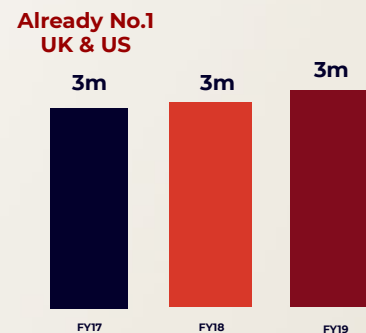
Technology Global Online Users



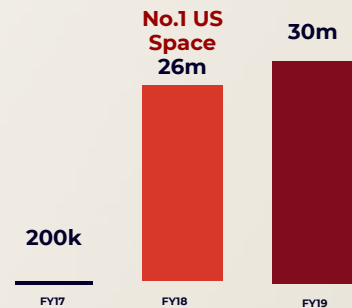
Photography Global Online Users



Games & Entertainment  
Global Online Users



Creative Global Online Users



Knowledge Global Online Users

## └ Executing our current plan **Unlock new brand potential**

We take existing brands and unlock their full potential.

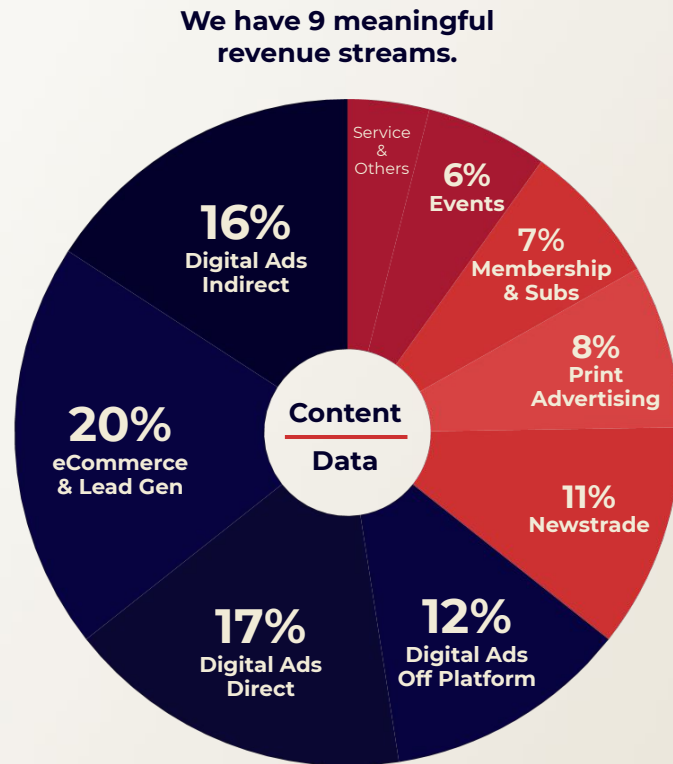
Focused execution







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



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

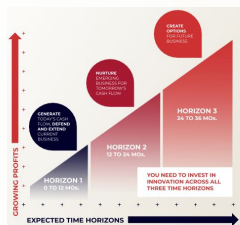
Update on financial performance

Update of people and resource needs

Ensure tactical and strategic are being delivered

## Summary

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



### Strategy

Scalable platform

Focus on short and medium term

Delivering more spokes & more wheels

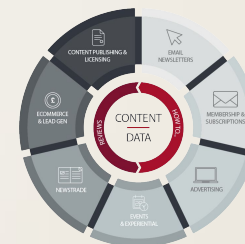


### Alignment

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



A scenic landscape featuring a white van parked on a paved road next to a calm lake. The van has two bicycles mounted on its rear rack. In the background, there are steep, green mountains under a blue sky with scattered white clouds. The water in the lake reflects the surrounding scenery.

# 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

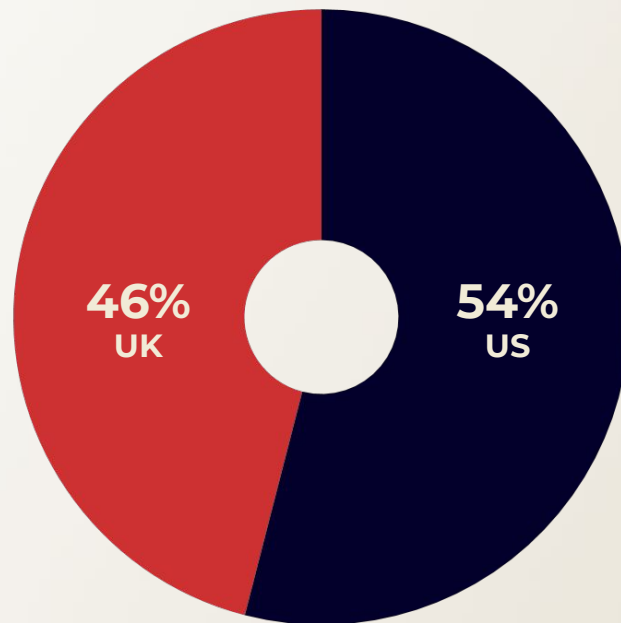


We run our operations across two geographies

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

### Asia



### Europe





Importance of Diversification

# Diversified Verticals

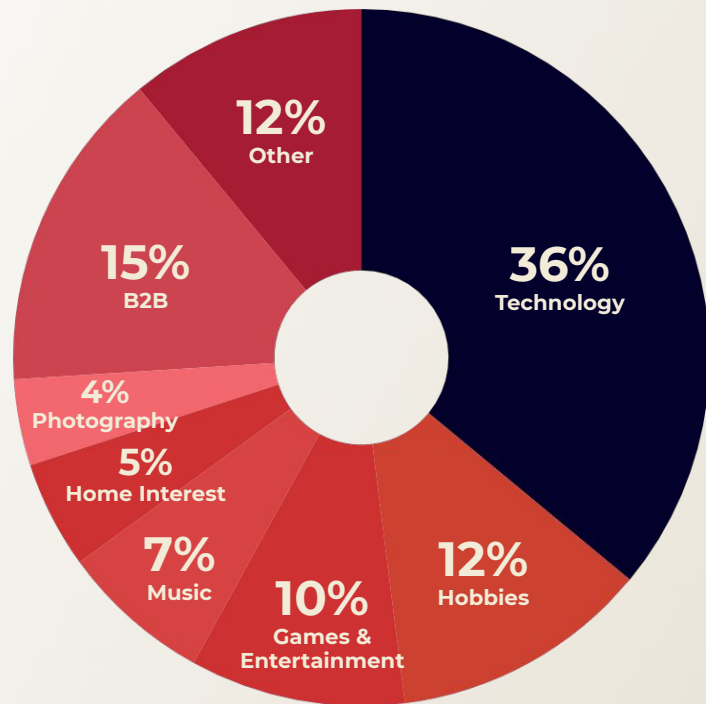


Through diversification,  
**64% of revenue** now comes  
from outside of Technology  
vertical.

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



Photography  
week

BRAND  
Photoshop  
SENSATIONAL IMAGES PRICE SHIPPER

The  
Photography  
Show

The  
Video  
Show

3D  
WORLD

BRAND  
IMPACT  
AWARDS

Digital  
Camera  
World

Digital  
Camera

NPhoto  
100% NIKON 100% INDEPENDENT

generate

VERTEX  
THE EVENT FOR UK & EU ARTISTS

PhotoPlus  
THE CANON MAGAZINE

Digital  
Photographer



# Home Interest

**+41%**

Organic Online  
Audience FY19

**5%**

of FY19 Revenue

Delivered significant  
audience and  
ecommerce growth on  
Realthomes.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  
SHOW**

**Homebuilding  
& Renovating**

**Homebuilding  
& Renovating**

**Show**

**PERIODLIVING**

**Plotfinder**



# Games & Entertainment

**+31%**

Organic Online  
Audience FY19

GamesRadar+ last year  
grew its audience by  
72%

**10%**

of FY19 Revenue

PC Gamer is the  
number 1 global PC  
gaming website

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



techradar | 10TopTenReviews | Laptop | Windows Central | GIZMODO | UK | BlackBerry

lifehacker | UK | VECTOR | thrifter | apc | TECHlife | TWICE | 5Gradar

techradar MOBILE AWARDS 2019 | T3 | T3 AWARDS 2019 | WHAT HI-FI? | WHAT HI-FI? AWARDS 2019 | cordcutters | iMore | Mac FORMAT | MOBILE

LINUX | iCreate | DAD | ANANDTECH | tom's guide | tom's HARDWARE | technobuffalo

Windows Help & Advice | androidcentral | MacLife





# 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

44



FUTURE





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%.

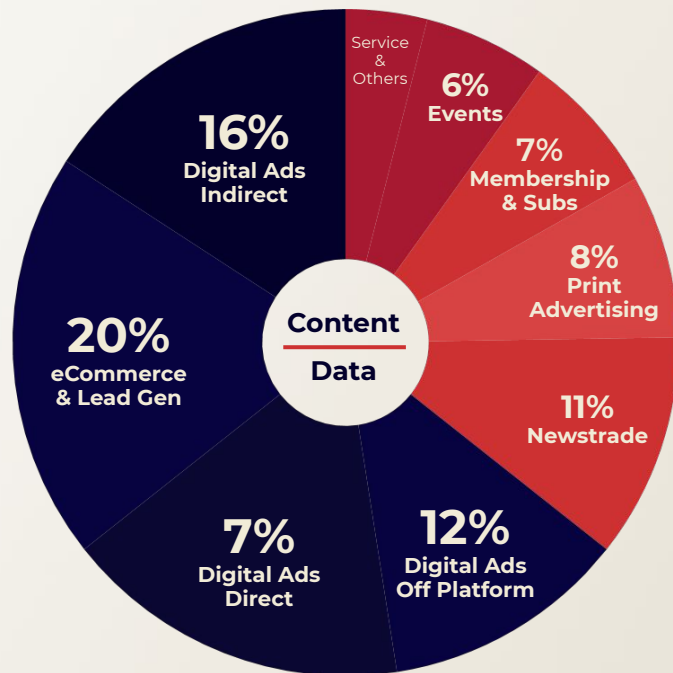
Over 70% of revenue now outside of print

.....  
+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

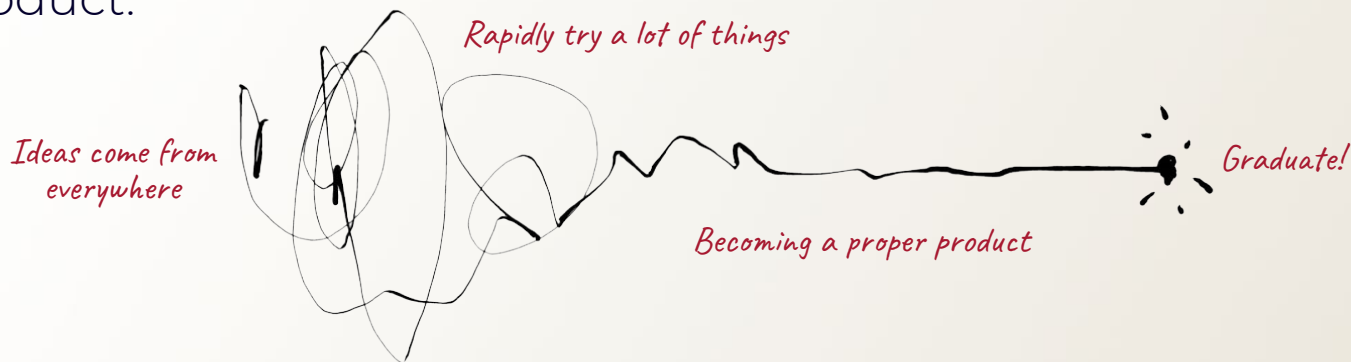
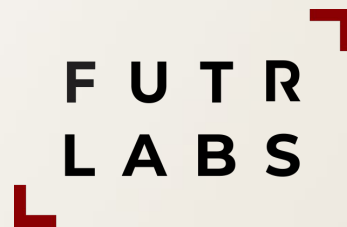
\*At constant rate, Proforma includes full year revenue for SmartBrief





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.



## 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.

**amazon**  [Hello, Sign In](#) [Account & Lists](#) [Returns](#) [Try Prime](#) [Cart](#)

[Select your address](#) [Today's Deals](#) [Best Sellers](#) [Customer Service](#) [Find a Gift](#) [New Releases](#) [Registry](#) [Gift Cards](#) [Sell](#) [AmazonBasics](#) [Shop Galentine's gifts](#)

1-16 of over 4,000 results for "best gaming laptops" [Sort by: Featured](#)

**Editorial recommendations**  
By [Windows Central](#) | [Onsite Associates Program](#)

### Best Gaming Laptops

Dec 12, 2019 - 7 Recommendations

The Razer Blade 15 Advanced has the right combination of power, style, and display to make it our top pick over an impressive range of gaming laptops on the market today. If the Blade isn't quite what you're looking for, there are plenty of other options available that should suit your needs.

[Read full article](#)

**Our Pick**  
The ultimate gaming Ultrabook

**Razer Blade 15 Gaming Laptop 2019:**  
Intel Core i7-9750H 6 Core, NVIDIA...  
★★★★☆ ~ 57  
\$2,799<sup>00</sup> ~~\$2,999.99~~  
[prime](#)

If you're looking for the best combination of style, design, and performance, the Razer Blade 15 Advanced is your best bet.

**Aggressive style**  
Recognizable style

**Alienware New M15 Gaming Laptop,**  
15.6" 144hz FHD Display, Intel Core i...  
★★★★☆ ~ 31  
\$1,799<sup>00</sup>  
[prime](#)

The Alienware m15 has an aggressive style many people will love, and it has hardware and display options sure to please gamers.

**Best 15-Inch**  
Cool and quiet performance

**Lenovo Legion Y740-15IRH Gaming Laptop,**  
15.6" Screen, Intel Core i7,...  
★★★★☆ ~ 4  
\$1,299<sup>00</sup> ~~\$1,449.99~~

Powerful NVIDIA and Intel hardware doesn't keep this laptop from running cool and quiet.

**Best Seller**

**Acer Aspire 5 Slim Laptop,** 15.6 inches Full HD IPS Display, AMD Ryzen 3 3200U, Vega 3 Graphics, 4GB DDR4, 128GB SSD, Backlit Keyboard, Windows 10 in S Mode, A515-43-R19L  
★★★★☆ ~ 2,532  
\$319<sup>00</sup> ~~\$349.99~~  
[prime](#) Get it as soon as Wed, Jan 22  
FREE Shipping by Amazon  
More Buying Choices  
\$309.99 (19 used & new offers)

**Acer Nitro 5 AN515-42-R5ED Gaming Laptop,** AMD Ryzen 5 2500U, AMD Radeon RX 560X Graphics, 15.6" Full HD IPS Display, 8GB DDR4, 1TB HDD, Windows 10 Home & Protective Sleeve  
★★★★☆ ~ 163  
\$499<sup>00</sup>  
[prime](#) Get it as soon as Thu, Jan 23  
FREE Shipping by 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**.





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**.

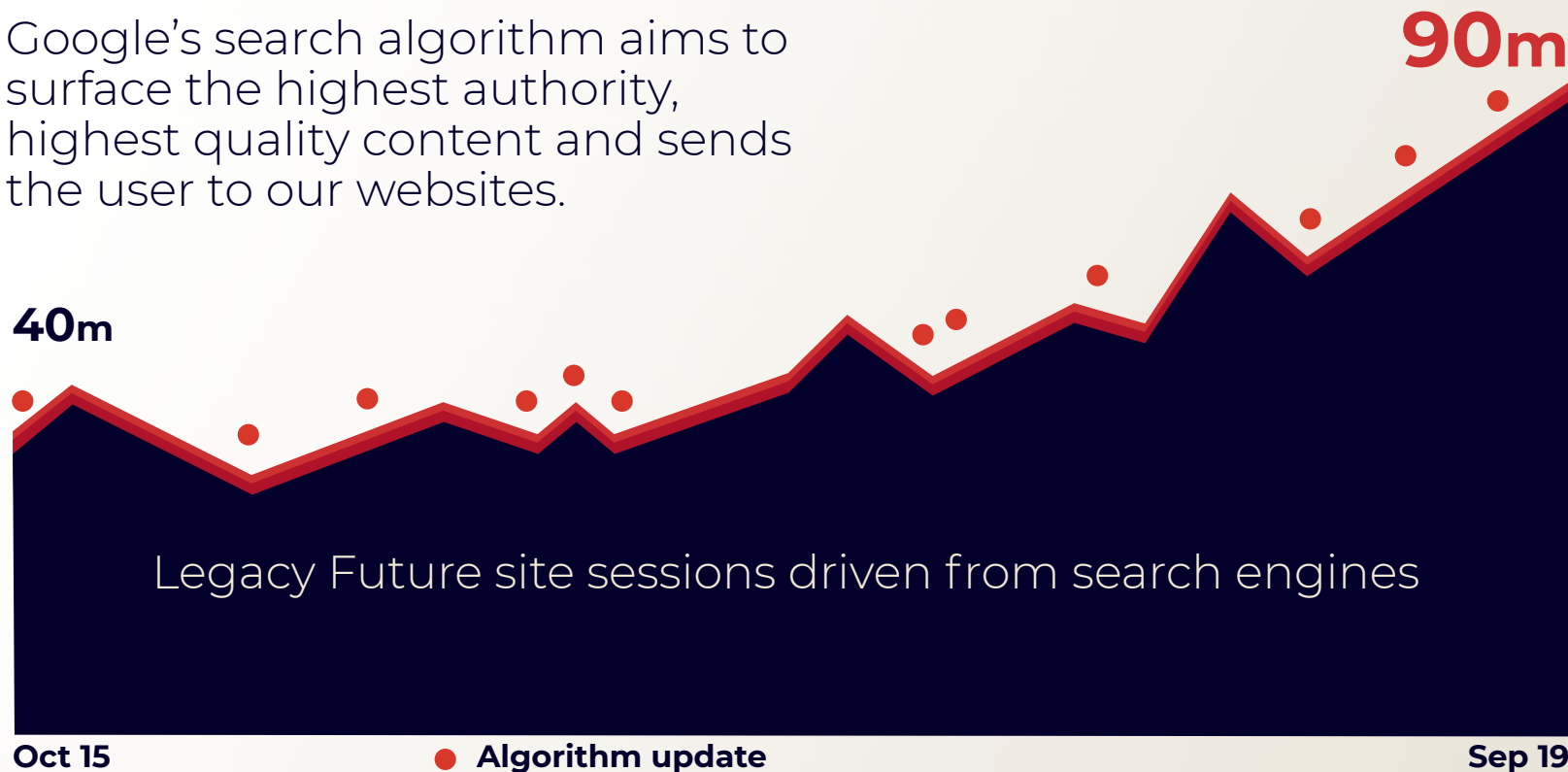
		Google	facebook.
		Intent-based	Feed-based
Rewards		Quality	Catchiness
Need		'Service me'	'Entertain me'
Reqs.		Search brand or bust	Mega brand or bust
Character		Analytical	Volatile



## 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





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.

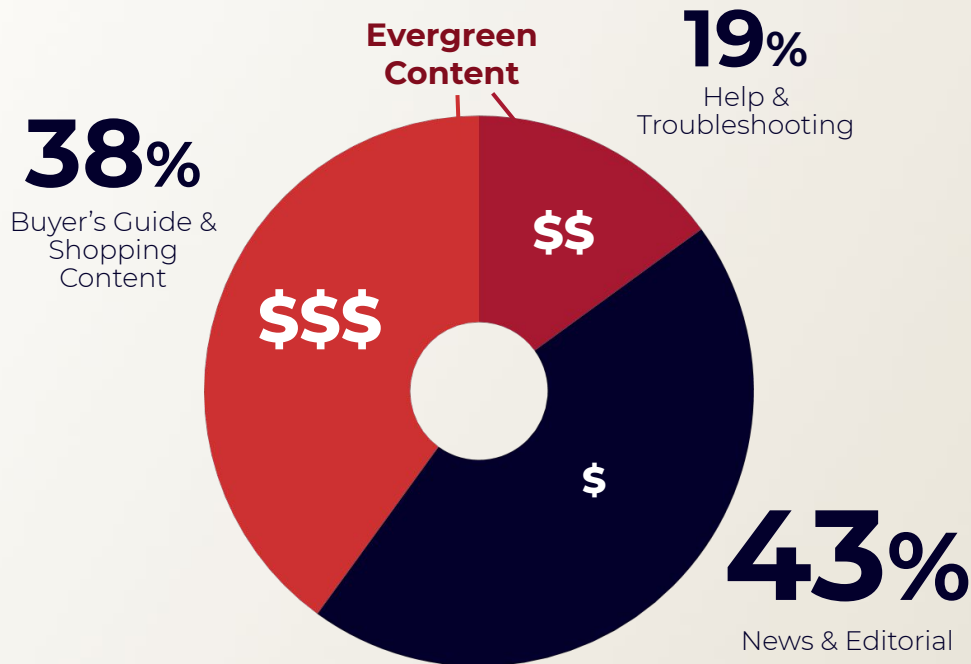
Retail interest data shows us the volume of interest around topics.

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.



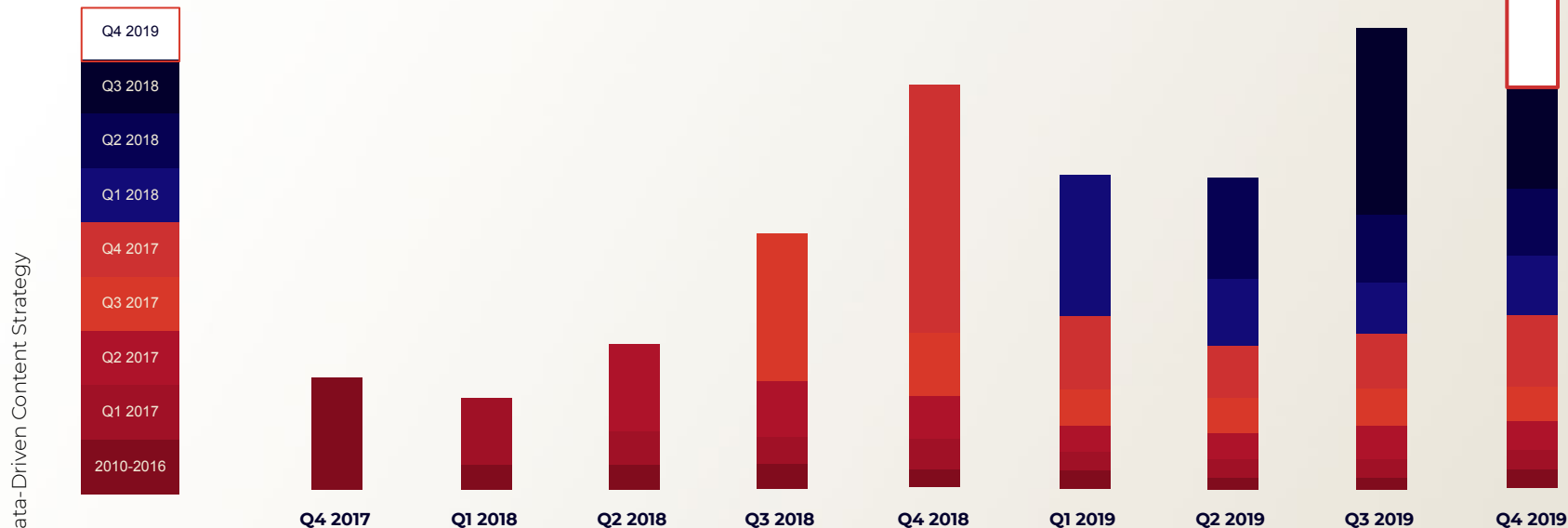
**Content Publishing Mix 2019**

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



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.

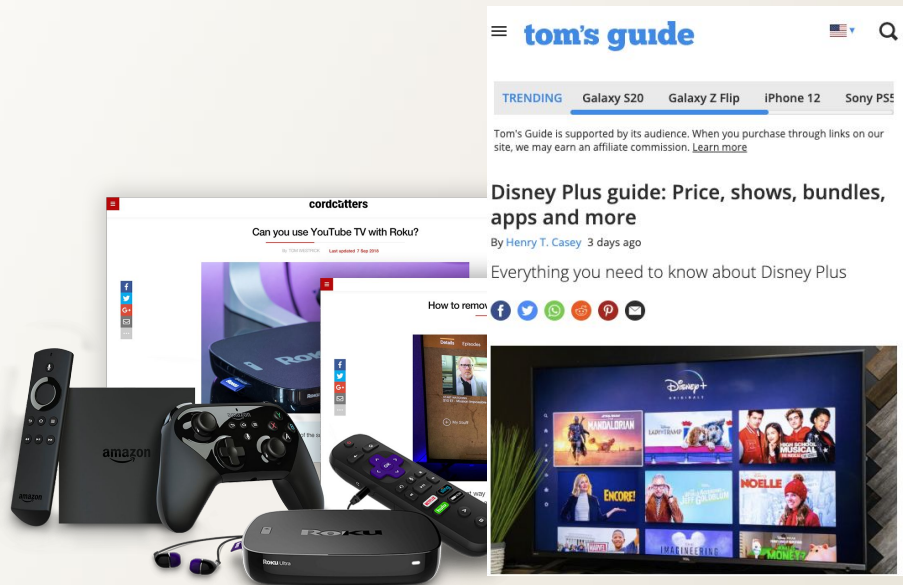




With the launch of Disney Plus **we ranked #1 in Google** for what became the **most searched keyword** in the US in 2019.

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.

A modern, dark-themed interior space. The background wall is a dark, textured grey. On the left, a tall, dark metal shelving unit holds various potted plants and decorative objects. In the center, a small desk with a black metal frame and a wooden chair is set up. The desk holds a potted plant, a stack of books, and a small black object. A wire mesh grid is mounted on the wall behind the desk, holding several small wooden clothespins and a string of green leaves. To the right of the desk, a small sofa with a grey cushion and a striped pillow is visible. A large, patterned rug covers the floor. A copper-colored geometric pendant light hangs from the ceiling. A large, white and gold striped bag is on the floor next to the sofa. A woven basket filled with green apples sits on a dark, textured ottoman in the foreground. The overall aesthetic is modern and minimalist with a focus on natural elements and textures.

# Adjacent Markets

Aaron Asadi  
Managing Director of eCommerce



Moving into New Markets is what we do

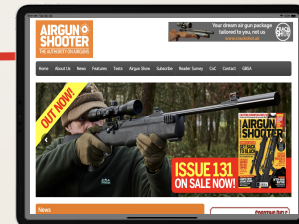
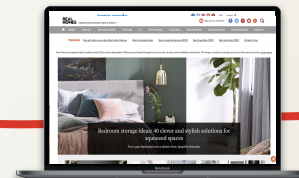
Unlike many other media businesses, we have never been restricted to certain categories or markets.

Moving into new areas is what Future has always been about

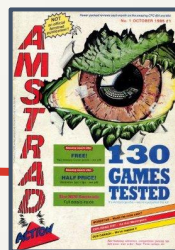
Started in just one market now in multiple markets across multiple platforms and territories

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

2020



1985



FUTURE



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.

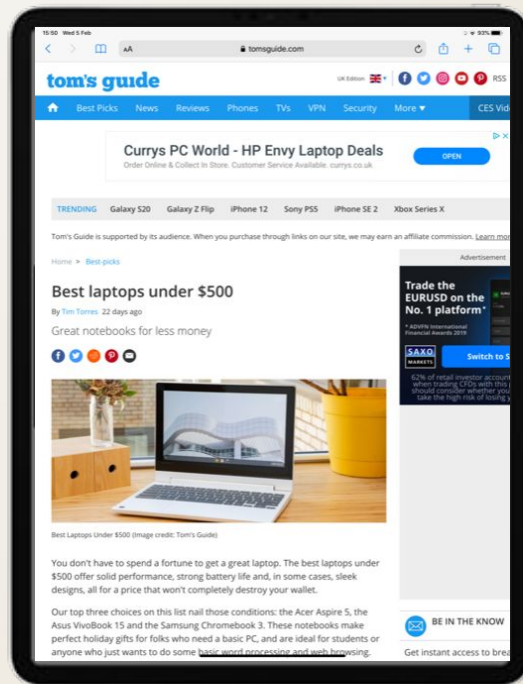
This is an important part in our recipe for success. You can't cheat this – it takes time and expertise to achieve what we have.

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**



FUTURE



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.

## New areas of opportunity

Home appliances

Pet care

Finance and insurance

## Research spend & competitors

Insight, sales and ecommerce teams will research spend and competitors

## TI Media adds even more

Outdoors

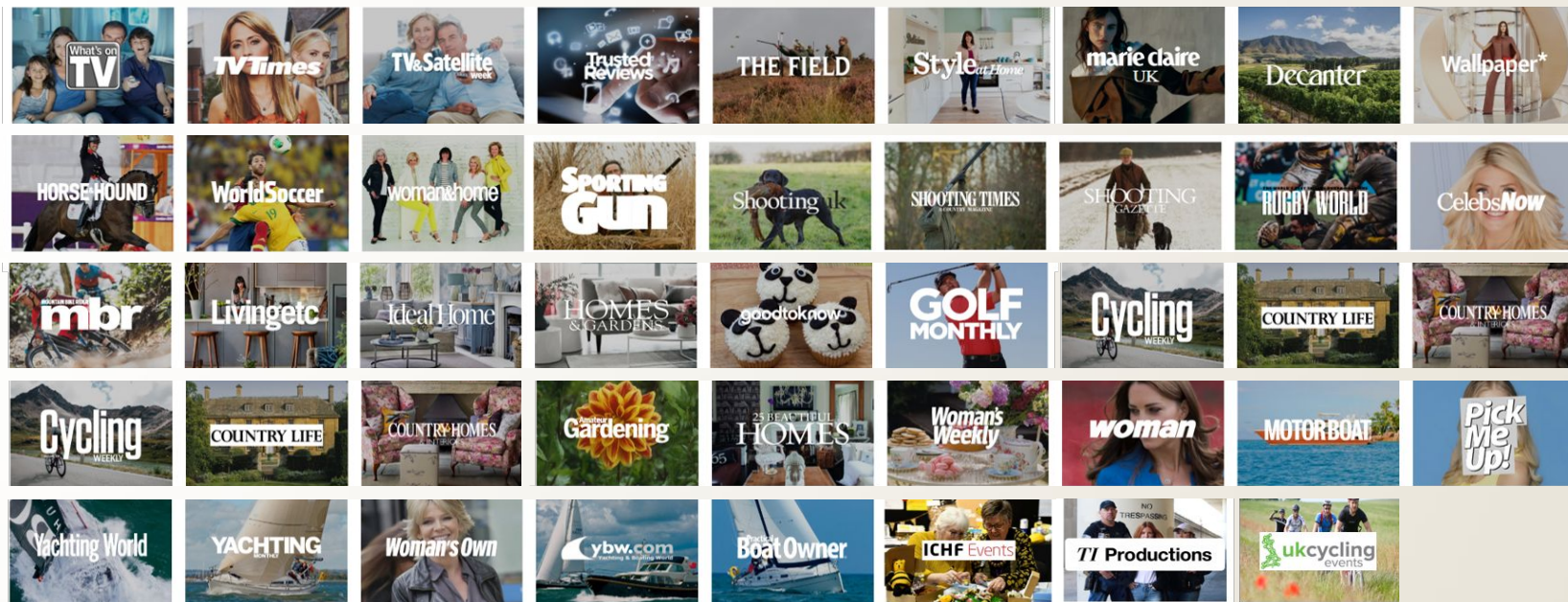
Sports

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.

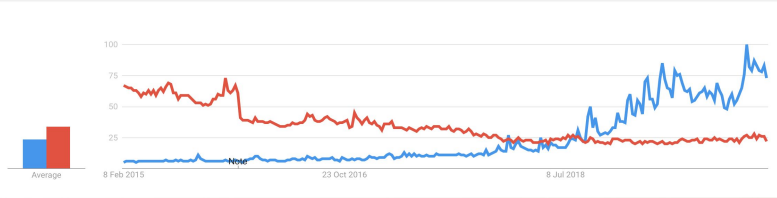
Fitness – huge global interest.

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.





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

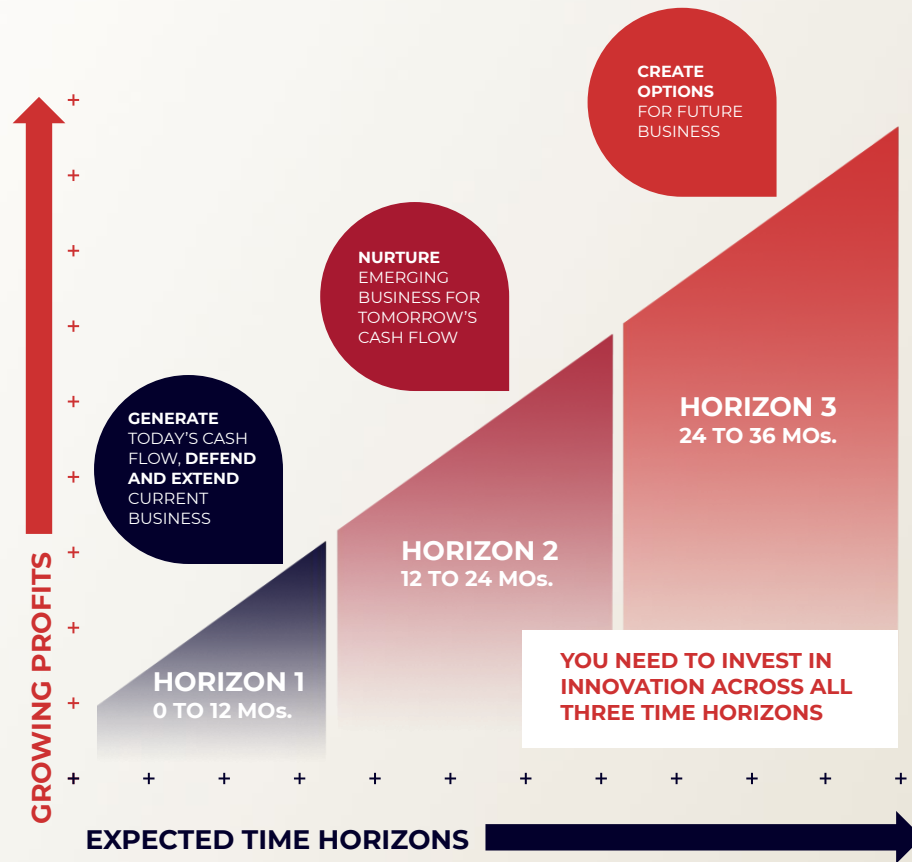
Matthew Pierce  
Brand Director

Kevin Li Ying  
Chief Technology Officer





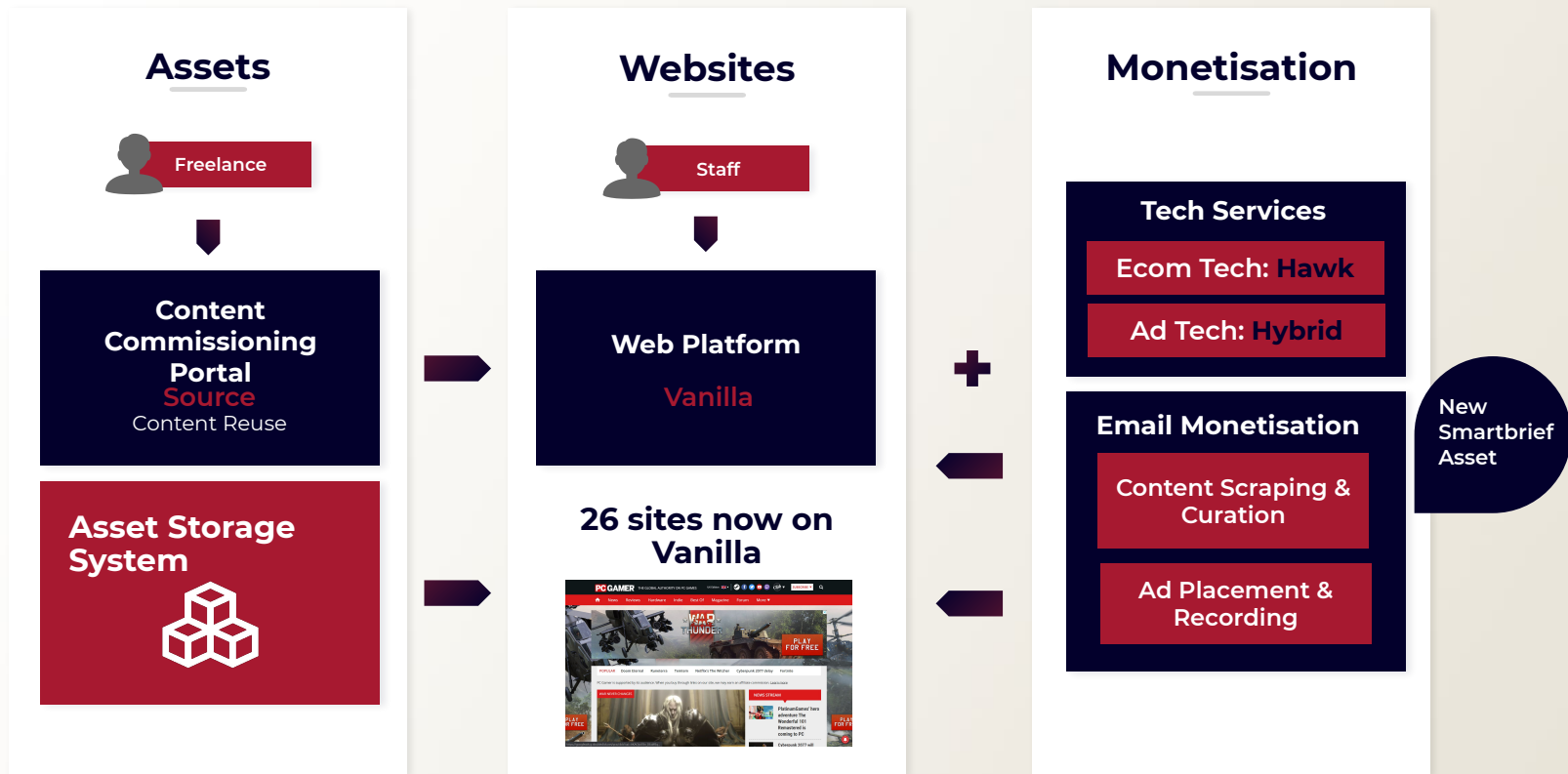
Horizon 3 is where we make strategic bets which ensure we focus on long-term growth beyond today.





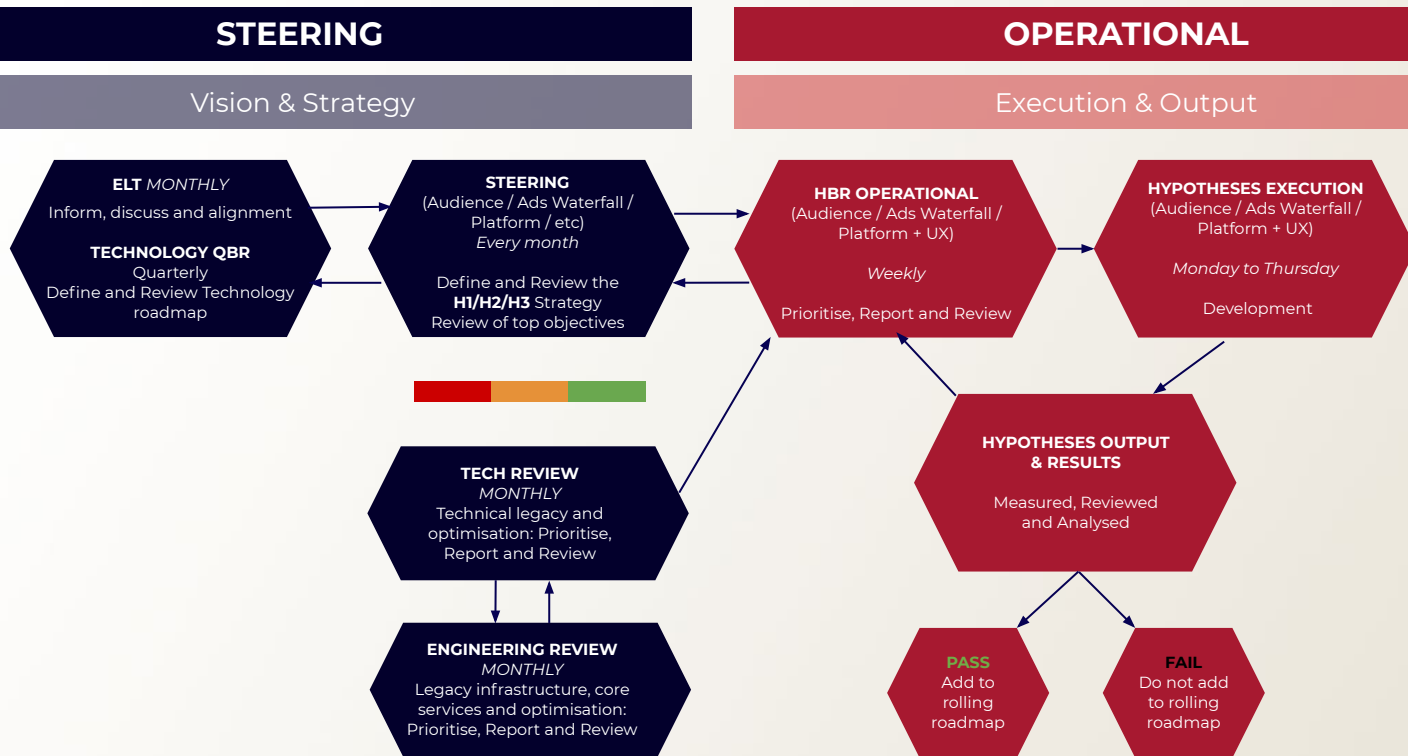
Living in Horizon 3 Today's  
growth from past initiatives

# Technology Innovation





## Technology Innovation: Our Operating framework to deliver organic growth







Past H3 Initiatives Delivering Today's Organic Growth

# Internal Systems Source

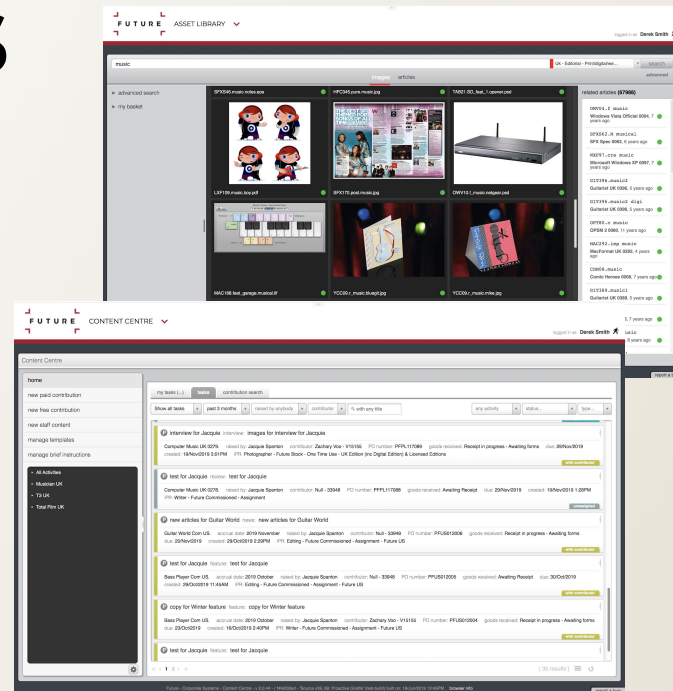
Editorial content and asset management software allowing content commissioning, reuse with asset rights management capabilities.

**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**

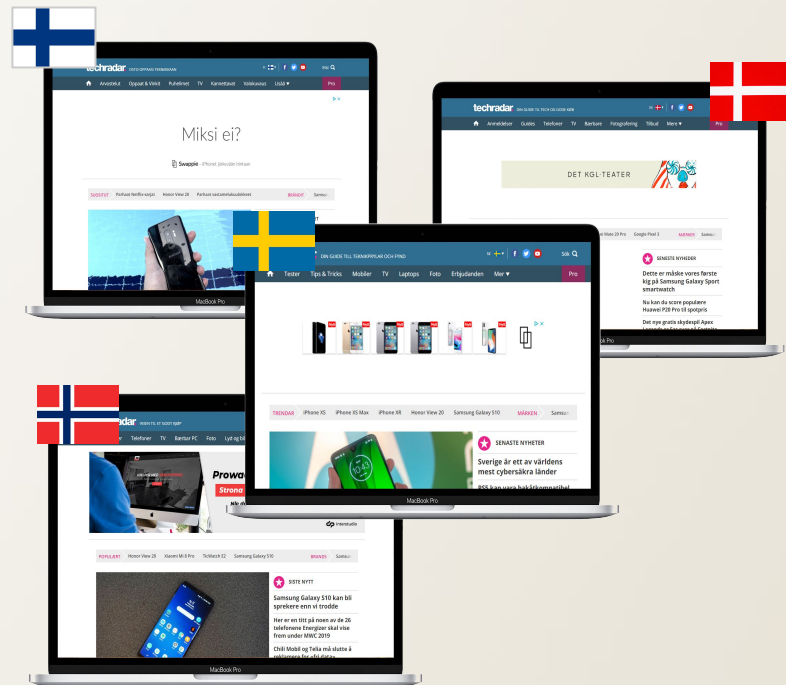
Avg 6 weeks turn around per new site

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





Past H3 Initiatives Delivering Today's Organic Growth

# 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.

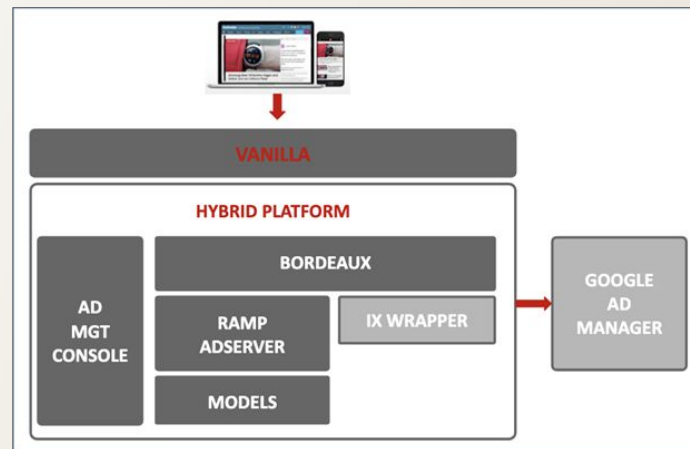
Provides a marketplace for advertising auction.

**+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.

OUR VERDICT

Where its predecessor was capable a Canon EOS M6 Mark II is a potent pri... Its powerhouse 32.5MP sensor sets a along with ferocious 14fps continuou all in a truly pocketable body with an desire. In everything save the mount EOS R beater.

**+** FOR

Monster 32.5MP APS-C sensor  
14fps continuous / 30fps burst  
Uncropped 4K with Dual Pixel CMOS AF

JUMP TO: Specifications Build and

Canon EOS M6 Mark II deals

	amazon.co.uk		
	JOHN LEWIS PARTNERS	£869	<a href="#">VIEW</a>
	Currys	£869	<a href="#">VIEW</a>
	Canon	£869.99	<a href="#">VIEW</a>

Price comparison: Find the best deal for your next phone

Contract Deals Apple iPhone 11 Recommended

See all prices (277072 found) [FILTER](#)

**EDITOR'S PICK**

Apple iPhone 11 (64GB Black)

Clicked by 87 people today

	24 months	Data 100GB	Upfront £29	Monthly £39 /mth	<a href="#">VIEW</a>	at iStock
--	-----------	------------	-------------	------------------	----------------------	-----------

**BEST ON EE**

Apple iPhone 11 (64GB Black)

	24 months	Data 50GB	Upfront £49	Monthly £38 /mth	<a href="#">VIEW</a>	at Fairphone
--	-----------	-----------	-------------	------------------	----------------------	--------------

**UNLIMITED DATA CONTRACT**

Apple iPhone 11 (128GB Purple)

	24 months	Data Unlimited	Upfront £29.99	Monthly £56 /mth	<a href="#">VIEW</a>	at Carphone Warehouse
--	-----------	----------------	----------------	------------------	----------------------	-----------------------

[SHOW MORE DEALS](#)

## 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

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

Digital  
**Camera**  
World





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**



## Summary

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

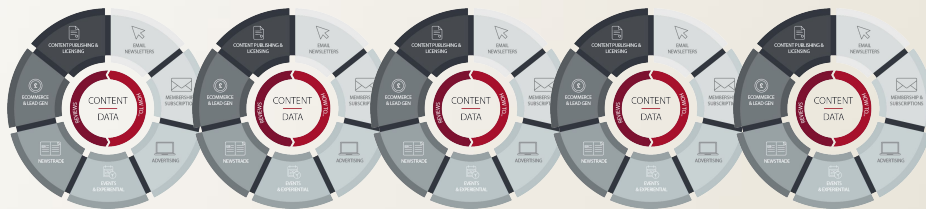
Chris Convey  
SVP B2B

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

# Organic Growth



## Acquisitions





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.



## Investment Targets

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 <sup>1</sup>	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	★★★
<b>Total</b>		<b>£171m</b>		

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
<b>Revenue</b>	<b>16.4</b>	<b>-7.2</b>	<b>9.2</b>
<b>Costs</b>	<b>8.7</b>	<b>+7.2</b>	<b>1.6</b>
<b>Operating Profit</b>	<b>7.6</b>	<b>-</b>	<b>7.6</b>

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.**

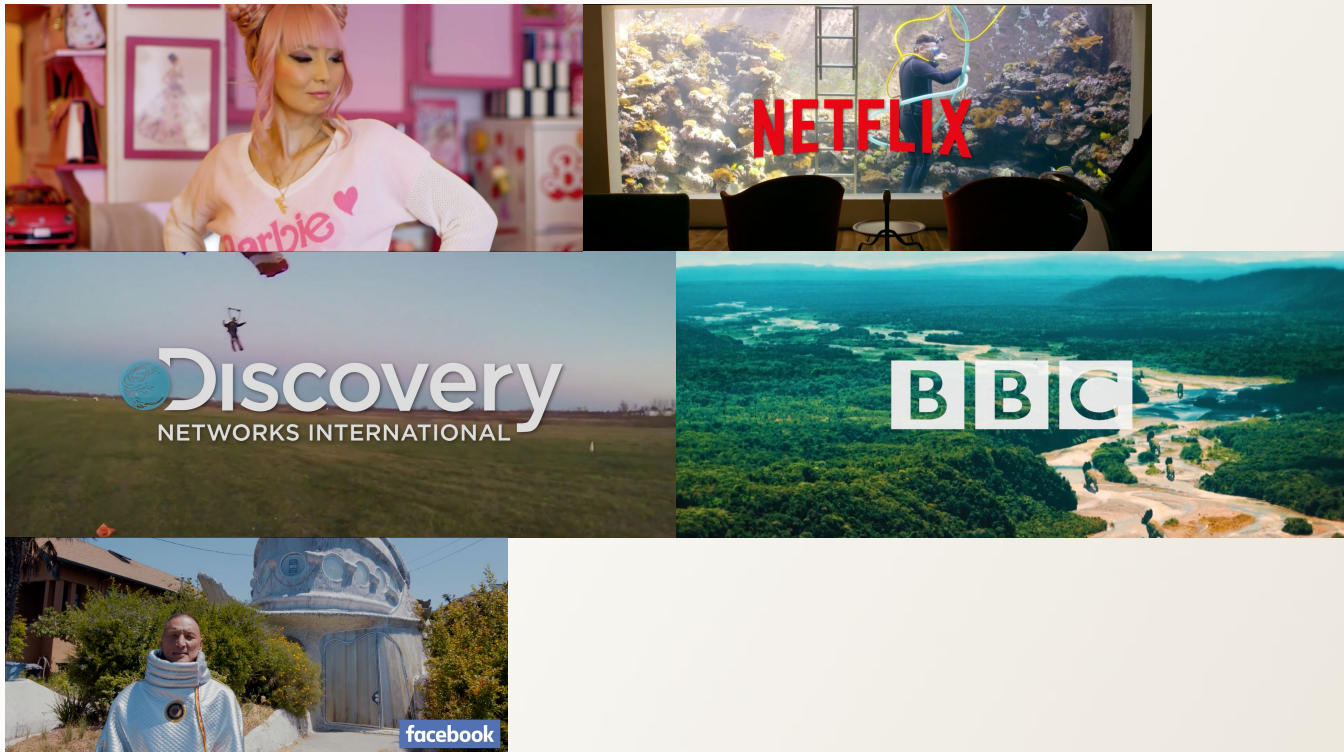
**There is no one deal we have to do so can remain disciplined on price and have a wide pool of opportunity.**



# New Video Revenue

Sam Barcroft  
CEO Barcroft Studios







## 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

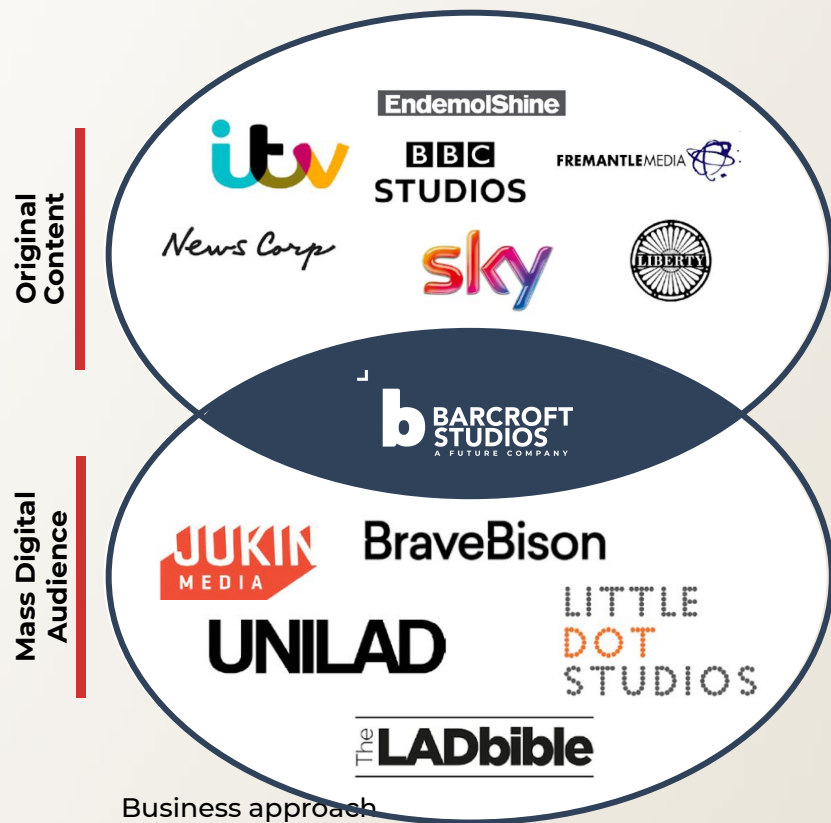


We also make shows for **others to publish**





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.



## Number 1

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



FACTUAL  
CHANNEL OF  
THE YEAR



ORIGINAL WEB  
CHANNEL OF  
THE YEAR



MOST  
WATCHED  
UNSCRIPTED  
SHOW



HIGHEST  
RANKED  
CHANNEL IN  
THE NEWS  
VERTICAL



LONGEST  
RUNNING  
COMMISSIONED  
SERIES



LARGEST  
PROVIDER OF  
SHOWS IN  
DISCOVER



HIGHEST  
AVERAGE  
VIDEO VIEWS  
IN FIRST 30  
DAYS





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**

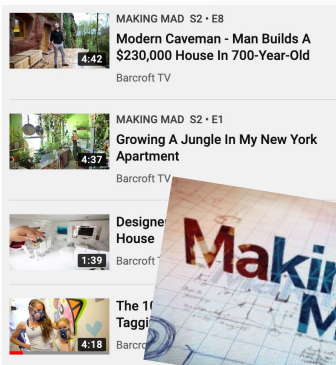
Sponsorship on existing shows, integration into new episodes and original bespoke branded series



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

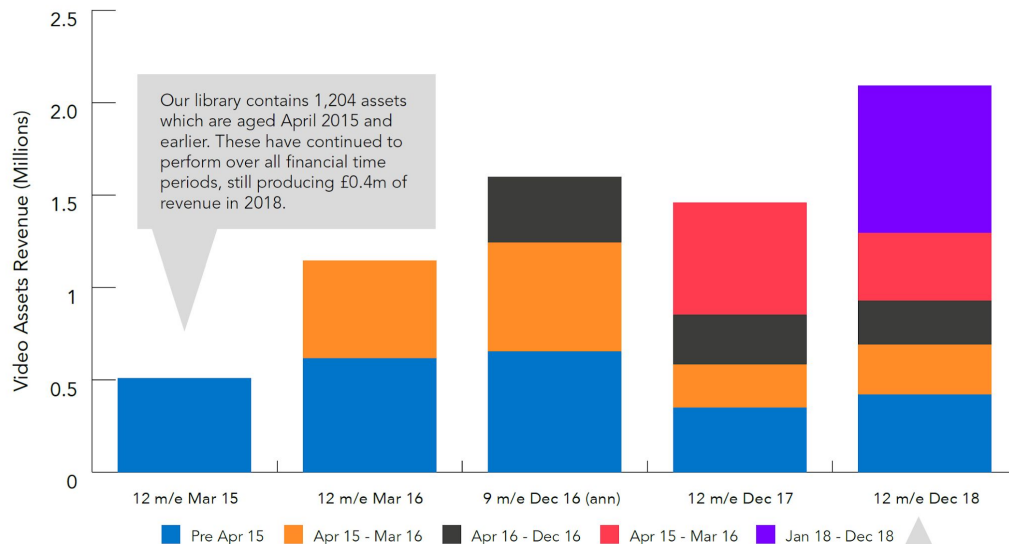
facebook

Most Incredible Homes  
5 x 12 episodes



We make evergreen content

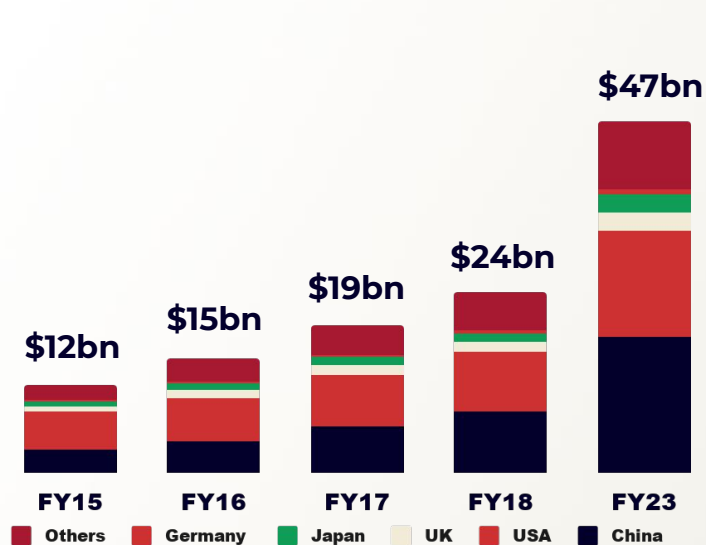
Video Assets Revenue Contribution by age of assets



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.

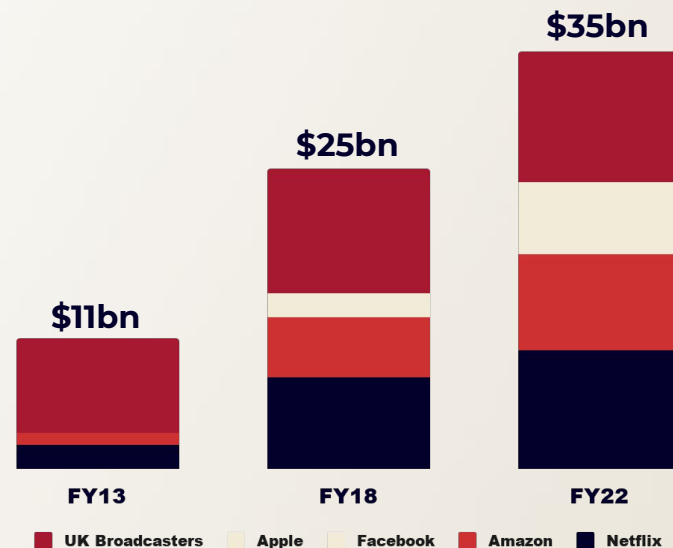
Source: Management information





## Advertisers

We are highly successful in an expanding global marketplace



## Broadcasters

...and the rapidly growing commissioning market



Currently  
producing for



In paid  
development for





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

**400**

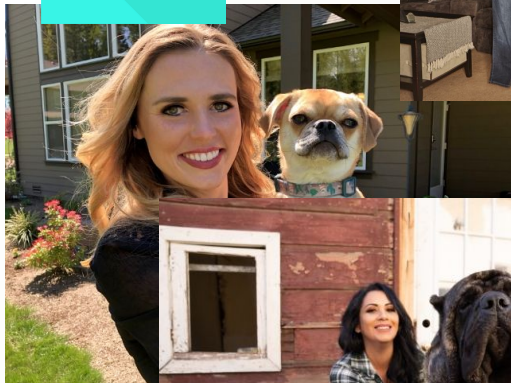
New episodes

**12**

Show brands

**4**

New OTT partnerships



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



### United States

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



### Australia

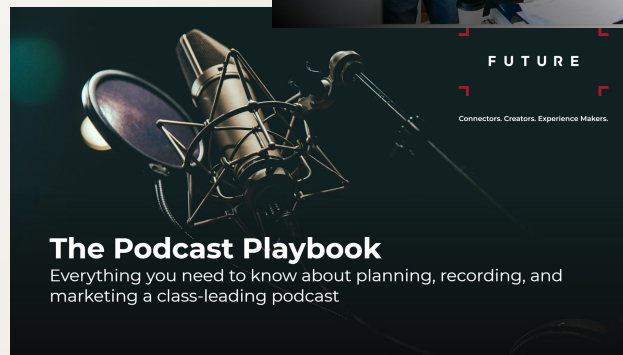
*Front office:*  
Sales & Marketing  
Editorial  
Local ecommerce





Strategy is all about execution

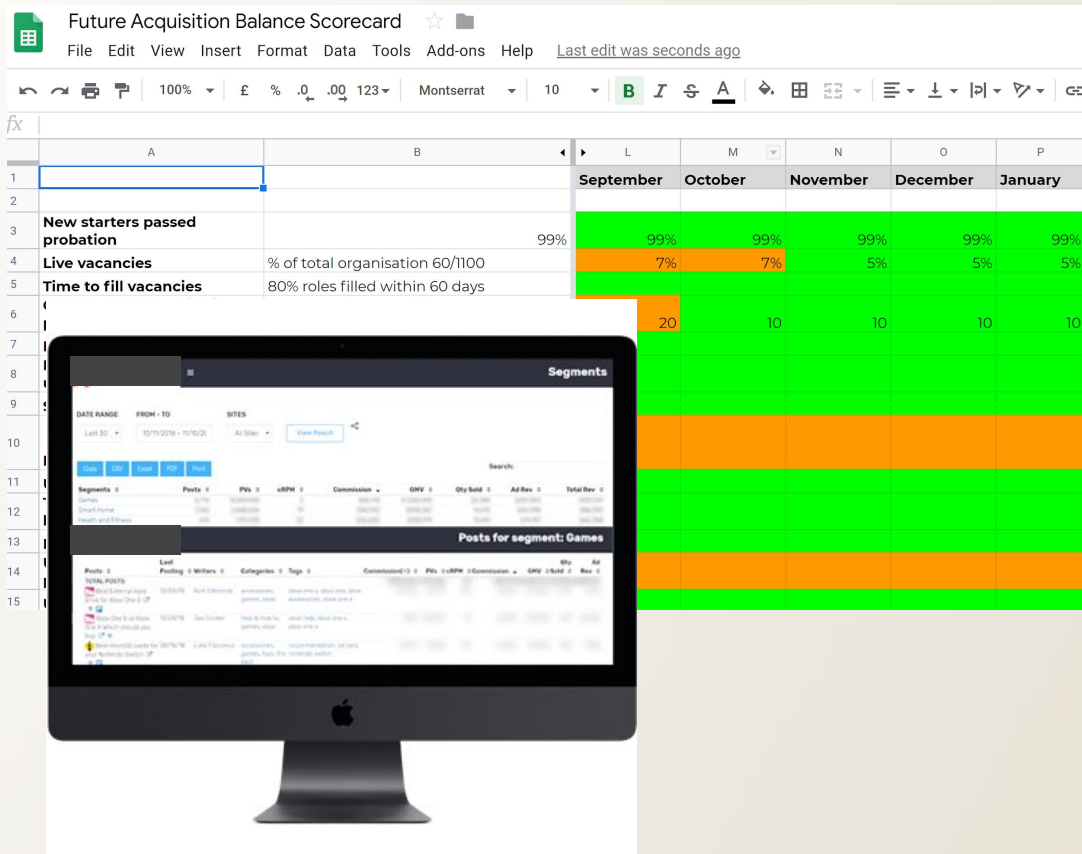
Execution of the strategy is facilitated through **playbooks to ensure consistency** and to onboard new staff.





Measurement provides early warnings

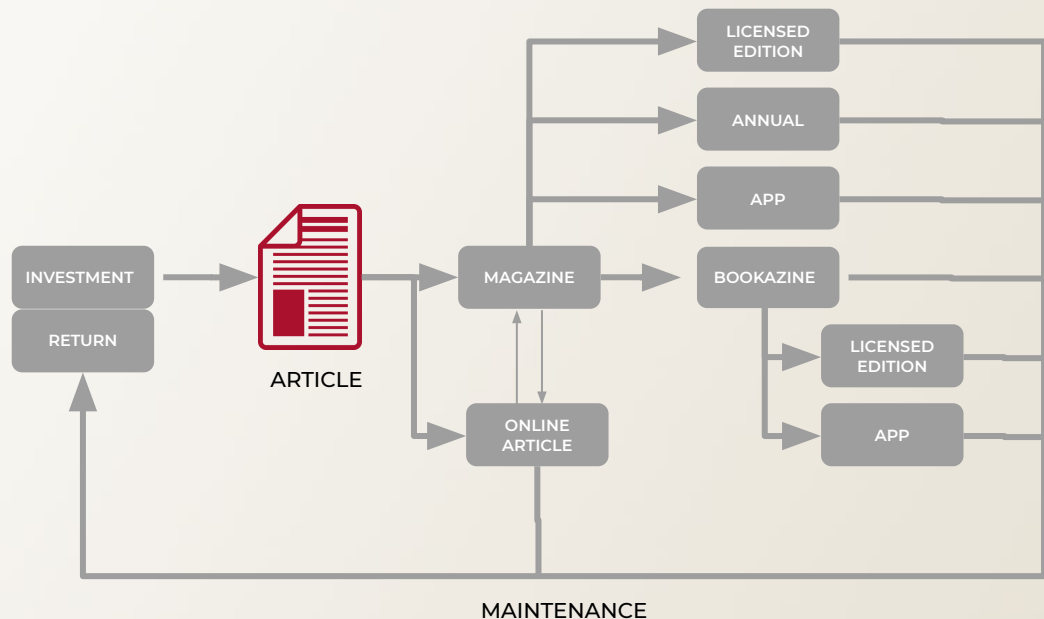
Operational dashboard provides diagnostic on organisational health; monitors operations pre and post acquisition to make sure we don't take on too much.





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**.

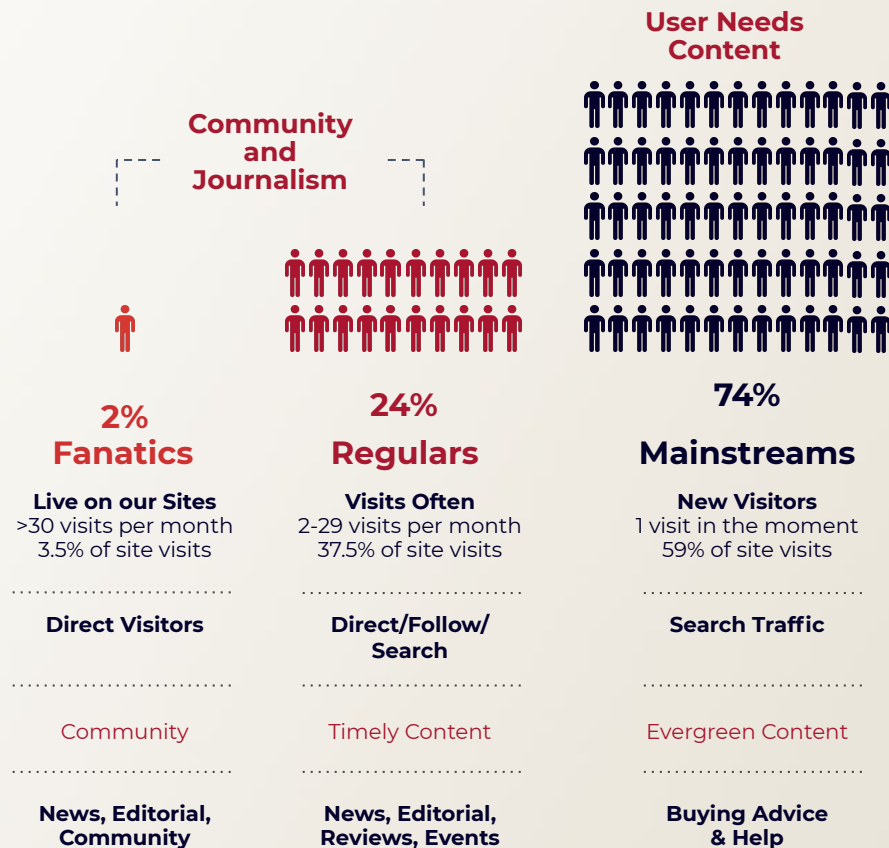






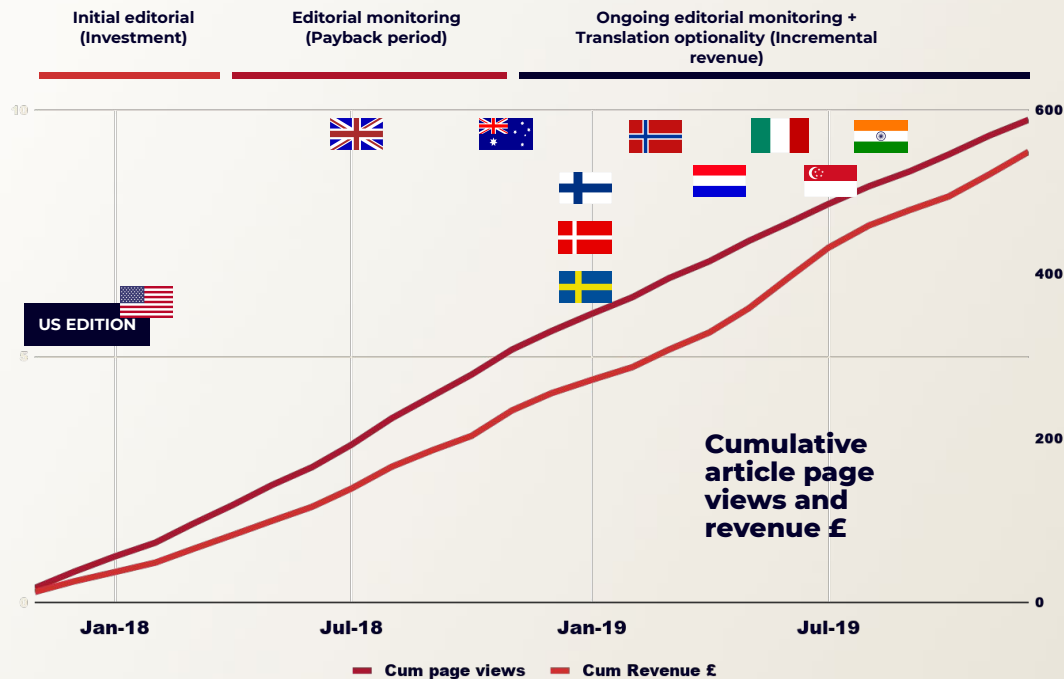
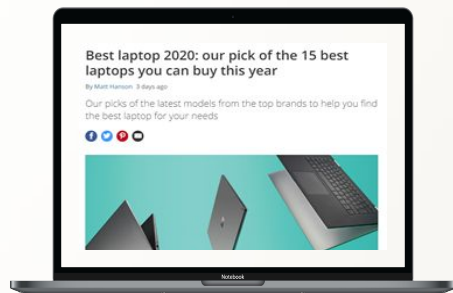
A specialist brand can **serve** the needs of many audiences.

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

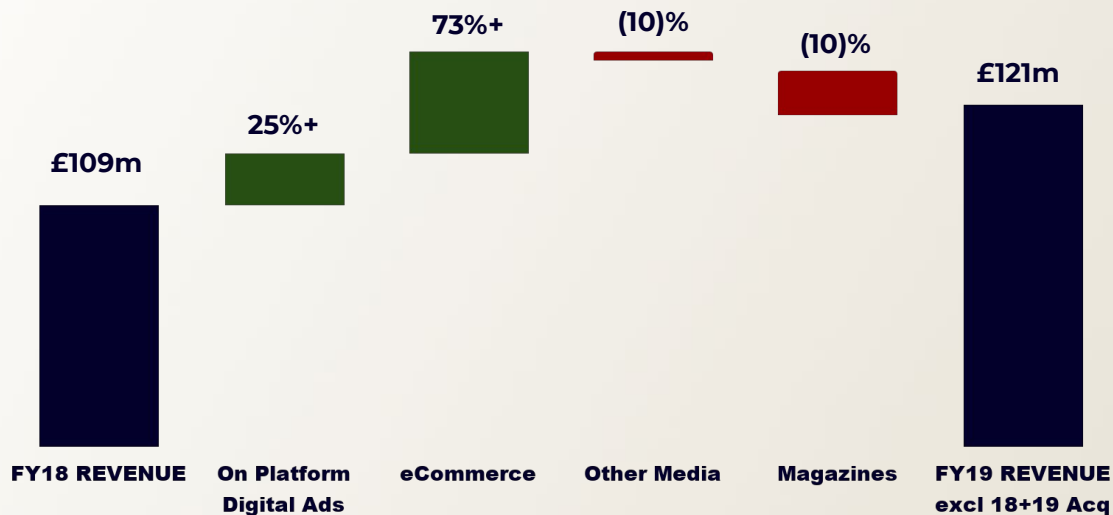


Chart shows the reconciliation of organic growth in FY19 and the key drivers; principally ecommerce and digital advertising  
Media other declined due to the shift on an event into FY20 and magazines declined organically by 10% in line with our expectations





### 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
<b>Total Revenue</b>	<b>221.5</b>	<b>130.1</b>
2018 acquisitions	82.5	21.0
2019 acquisitions	11.7	-
FX	5.9	-
Total inorganic revenue	(100.1)	(21.0)
<b>Total organic revenue</b>	<b>121.4</b>	<b>109.1</b>
<b>Organic growth</b>	<b>+11%</b>	

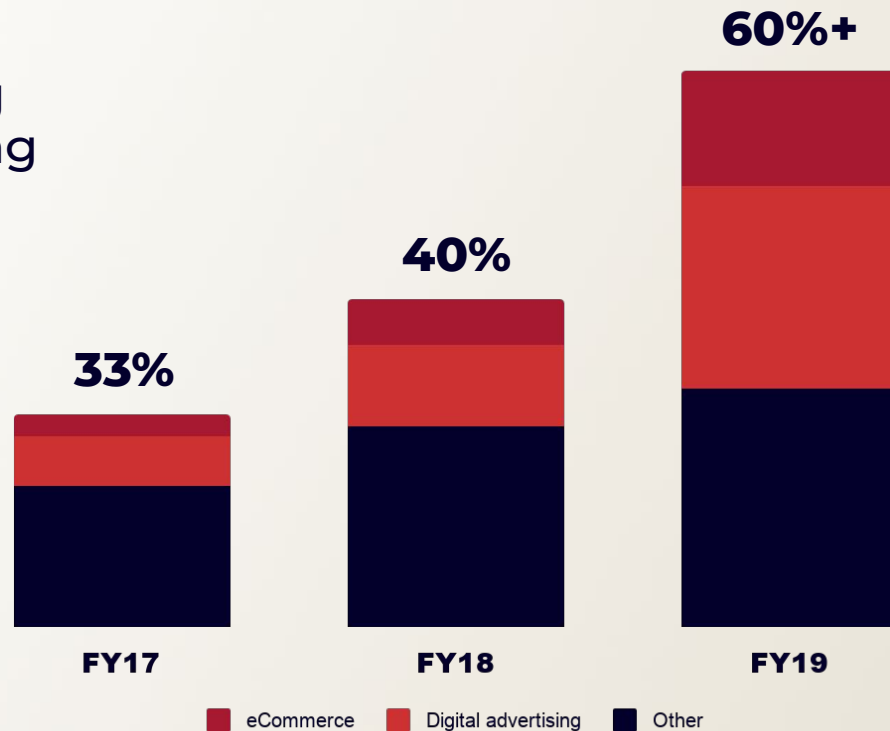


Share of total revenue FY17-FY19

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.





## Operating leverage

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

**9%**

Improvement in EBITDA margin

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



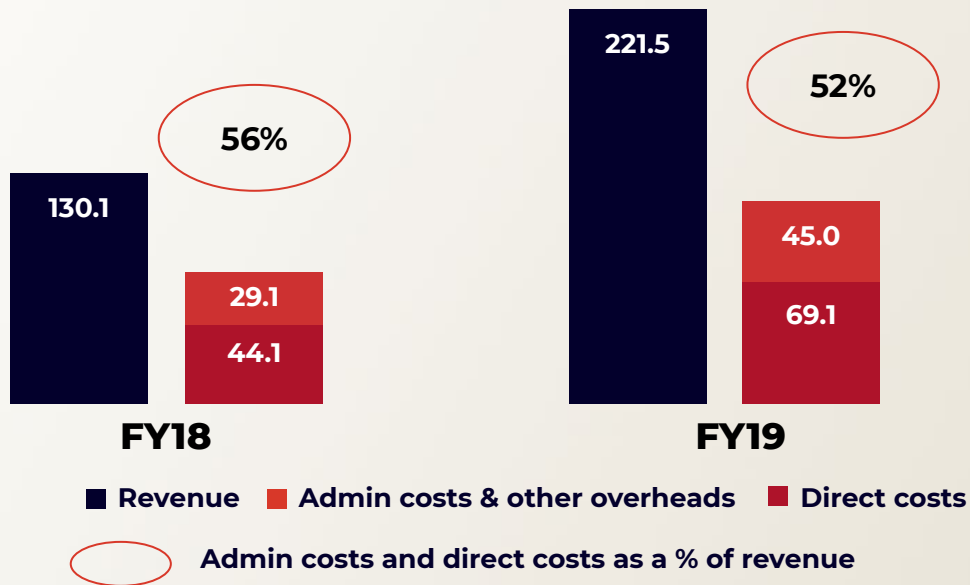


## Operating leverage

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

# 4%

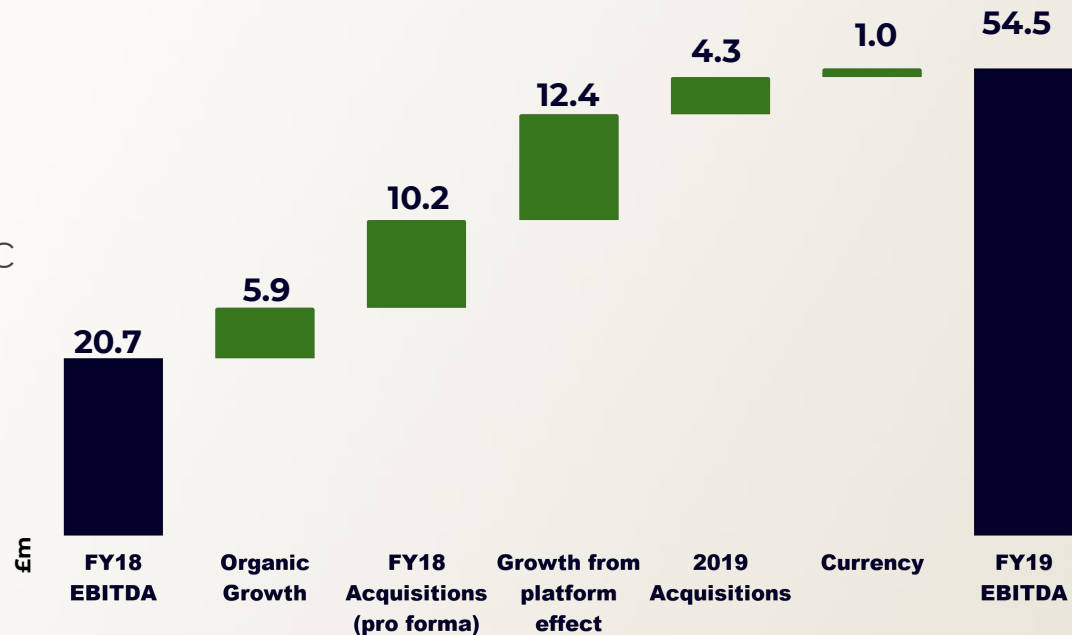
Improvement in admin and direct costs as percentage of revenue





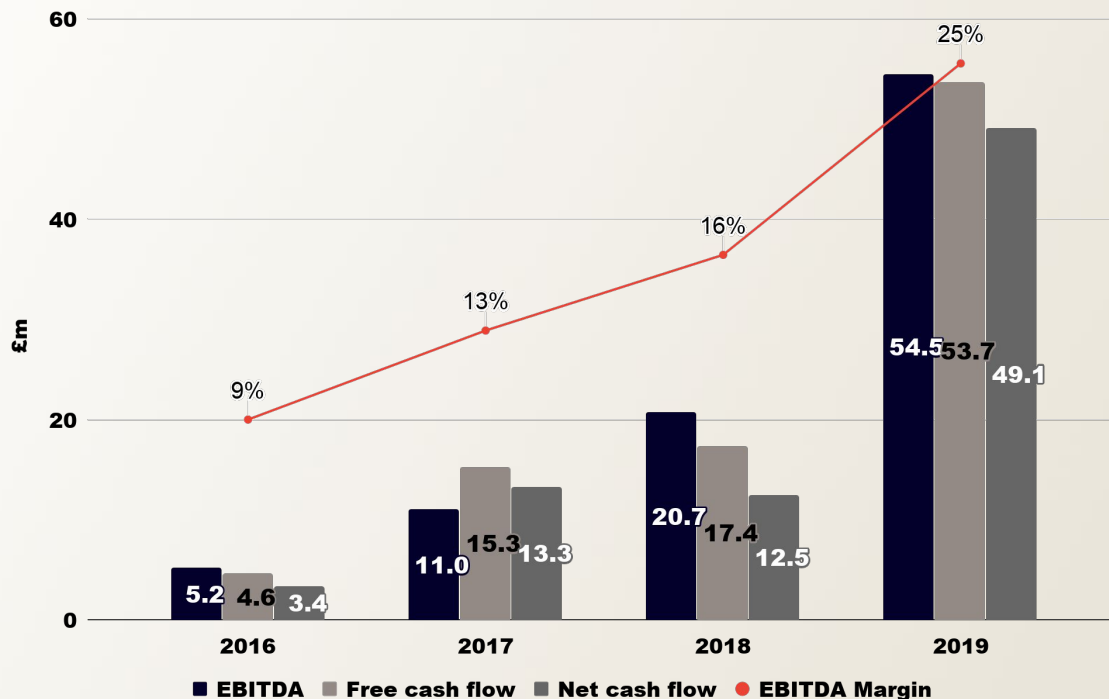
## How they feed into overall growth: EBITDA

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.



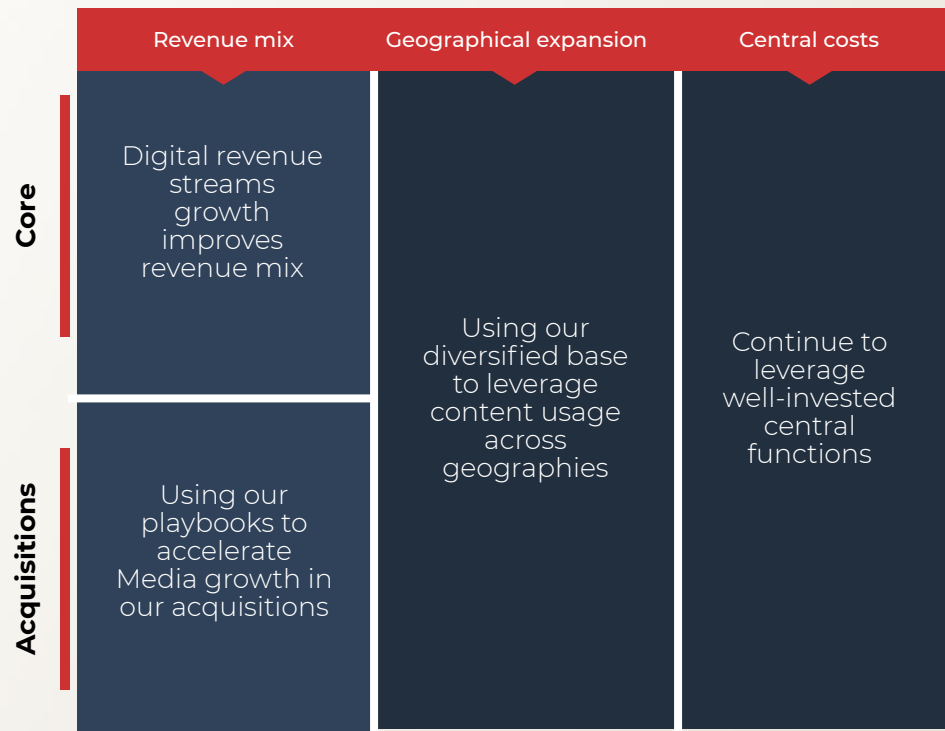
\* Free cash flow is defined as statutory operating cash inflow less capital expenditure.

\*\* 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

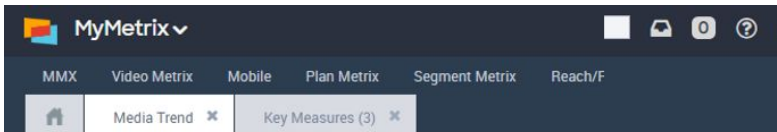
- Technology no. 1 online in UK and US: comScore technology news category, desktop visitors age 2+ and mobile visitors age 18+, UK position Oct-19; US position Dec-19
- No. 1 in PC gaming: based on websites in the Gaming Information comScore category that are PC gaming focused, desktop visitors age 2+ 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%



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.