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(Audience Operations Director)

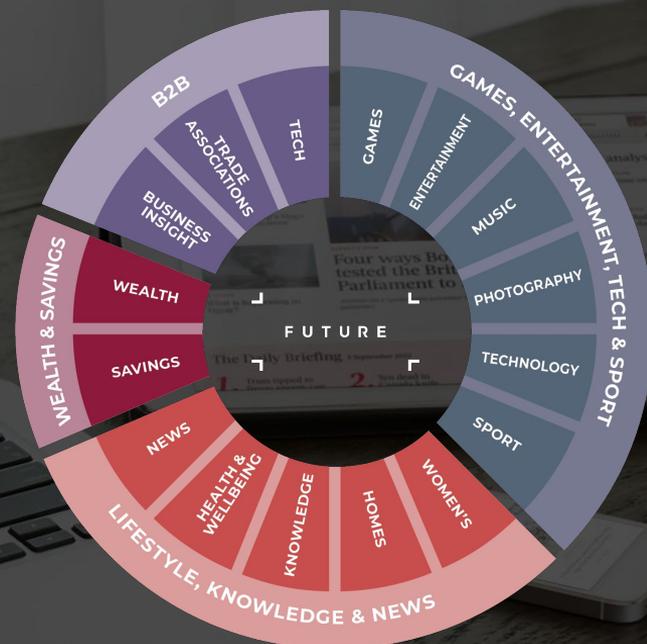
# Knowing our valuable audiences

┌ We reach large audiences across diversified verticals

Our content reaches\* more than

**1 in 3**

people online in the US and we're on track to reach **1 in 2 US consumers**



Our Vertical Markets at Future

## ┌ Reaching everyone, but focussed on the Right One

### Everyone

#### Horizon 1-2

The power of the Future network. Grow our audience reach such that combined across all Future brands we connect with 1 in 2 people a month in our core markets

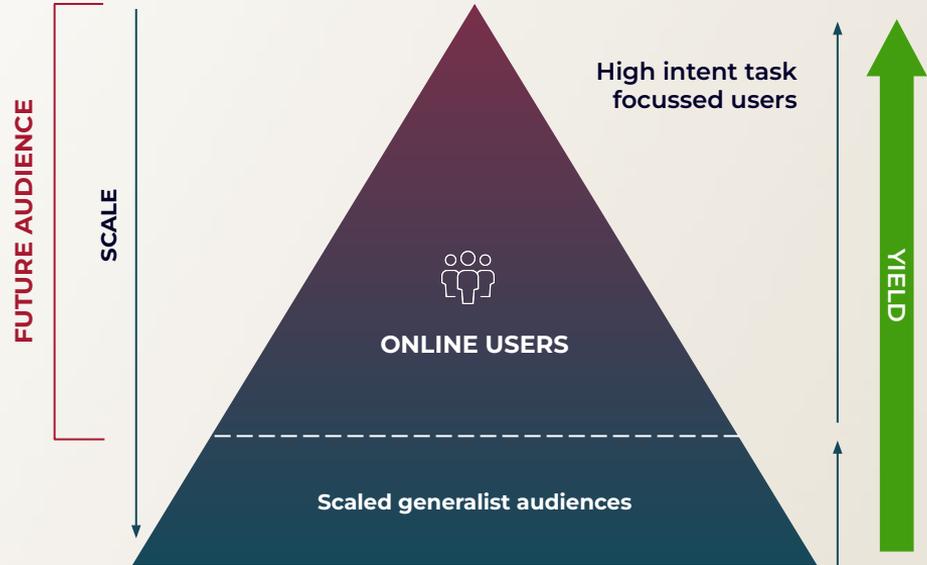
### The right one

#### Horizon 1-2

Focus on ensuring we have the most qualified and valuable audiences in our verticals. Recognising the value of the right connection, we will find the one person we most need to connect with

### Enabled by the 3Ps:

People, Platform & Process



# Expansion of Audience Centre of Excellence

Continued investment in horizontal audience capability



## Embed audience best practice across enlarged portfolio

Recent organic and acquisition-driven growth means a larger and more diverse portfolio across multiple verticals and territories



## Platform effect drives operating leverage

Leverage our scale with platforms and partners to drive cost saving, efficiency and innovation



## Quickly scale acquisition derived capability

Audience Centre of Excellence (CoE) enables us to capture new skills and codify across the wider portfolio to multiply the impact

## Audience Centre of Excellence - expertise embedded across the organisation

		KEY FUNCTIONS	CONTENT	ENGINEERING	MARKETING	COMMERCIAL	PLATFORM PARTNERS
Existing Capability	<b>AUDIENCE DEVELOPMENT</b>	Content strategy for search & social media	✓	✓		✓	✓
	<b>PLATFORM SEO</b>	Audit Migrations to Vanilla Platform SEO roadmap	✓	✓			✓
New Capability	<b>PAID ACQUISITION</b>	Paid search Paid social		✓	✓	✓	✓
	<b>EMAIL &amp; ENGAGEMENT</b>	CRM lifecycle management 3rd party publishing	✓		✓	✓	✓
	<b>DATA &amp; INSIGHTS</b>	Demand forecasting Performance Reporting Insight	✓	✓	✓	✓	✓
	<b>TRAINING &amp; DEVELOPMENT</b>	SEO skills for content creation	✓		✓	✓	✓

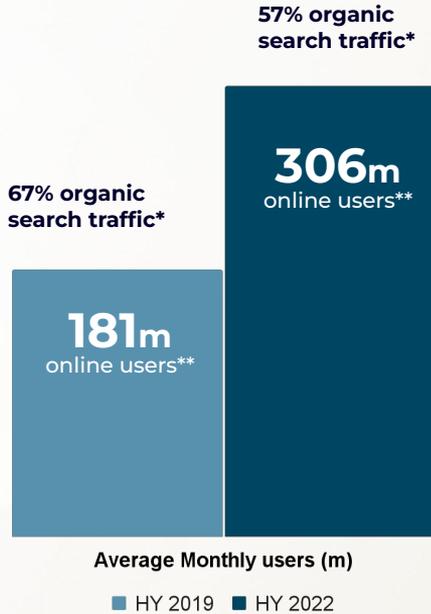
1. Audience team plays a crucial part in cross discipline expertise communities at Future:

- **Monthly editorial “lunch & learn” sessions**
- **Audience community of editorial staff meets monthly**

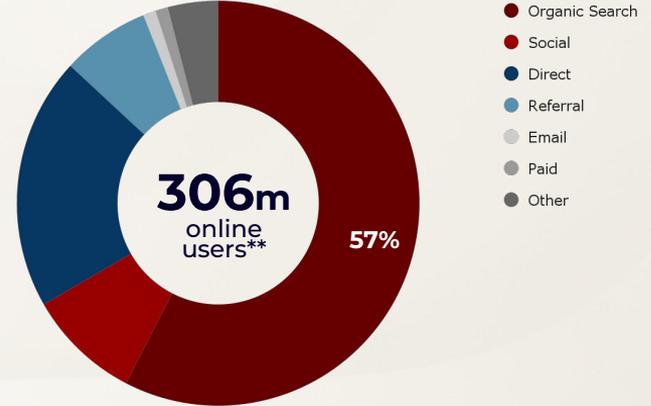
2. Audience squads engage closely on M&A activity, auditing targets and focussing closely on post deal integration & migration

## Decreasing reliance on organic search, and growing diversification of audience

Online users have grown 1.7x whilst other (non google SEO) traffic sources have increased by 10ppt



Giving us a greater diversification of traffic sources



HY 2022 Traffic sources\*

┌ **Leveraging our platform** - bringing SEO (search engine optimisation) improvements rapidly at scale

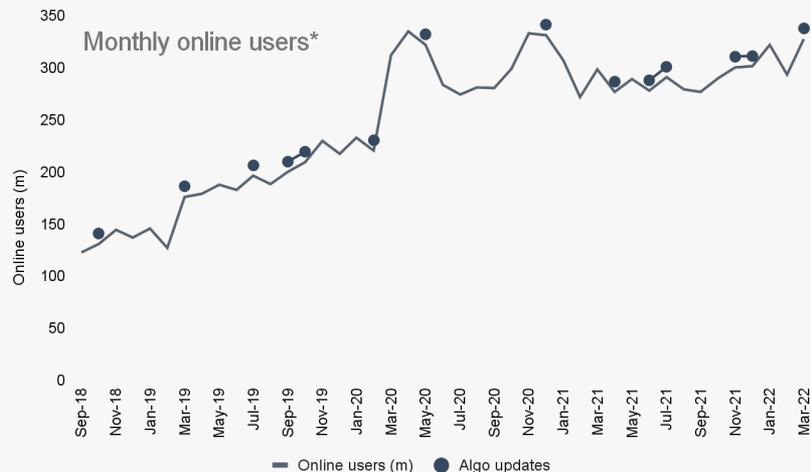
## Competitive advantage in search from platform leverage

Google policy changes have in general rewarded Future

.....  
Continuous investments in content creation

.....  
Enabled by our fast, flexible & web friendly publishing platform

.....  
Engineering agility has allowed us to quickly respond to changes in Google's policies over time



Successive algorithm updates have rewarded the strength of our brands and quality of our content

## Leveraging our brands - podium strategy ensures that we can maximise search traffic

# Podium strategy ensures maximum ROI on content investments

Podium strategy tackles valuable terms across multiple brands to maximise click potential

Future dominated the Search Engine Results page at key moments in US & UK

Content teams used new data tool to track “news box” positions

We dominated search with multiple brands and user intents for last week's Apple launch with US launch day traffic to our content was up 37% YoY

The image displays two screenshots of Google search results for the term 'apple launch'. The top screenshot shows the search results for 'apple launch', with the search bar containing 'apple launch' and the search button. Below the search bar, there are tabs for 'All', 'News', 'Videos', 'Images', 'Shopping', and 'More'. The search results show 'About 1,330,000,000 results (0.60 seconds)'. The 'Top stories' section is visible, featuring a large 'LIVE' badge and a video thumbnail of an iPhone 14. The bottom screenshot shows the search results for 'iphone 14', with the search bar containing 'iphone 14' and the search button. Below the search bar, there are tabs for 'All', 'News', 'Videos', 'Images', 'Shopping', and 'More'. The search results show 'About 1,330,000,000 results (0.60 seconds)'. The 'Top stories' section is visible, featuring a large 'LIVE' badge and a video thumbnail of an iPhone 14. The screenshots illustrate the 'news box' positions mentioned in the text.

## └ Data unlocks competitive advantage



### Forecasting & Reporting

Machine learning driven forecast brings efficiency & clarity



### Editorial Productivity

Content strategy is driven by search insights



### Real time insights

Proprietary tools to alert on “news box” instances for key terms in real time



### Increasing Engagement

“Next best action” harnesses behavioural data to drive newsletter & subscription sign up



### Topic suggestion

Smart Discovery early warnings on rising topics from social discussions



## Post Migration growth - Applying our audience operating model drives substantial growth

# Audience is a critical lever for post-acquisition growth

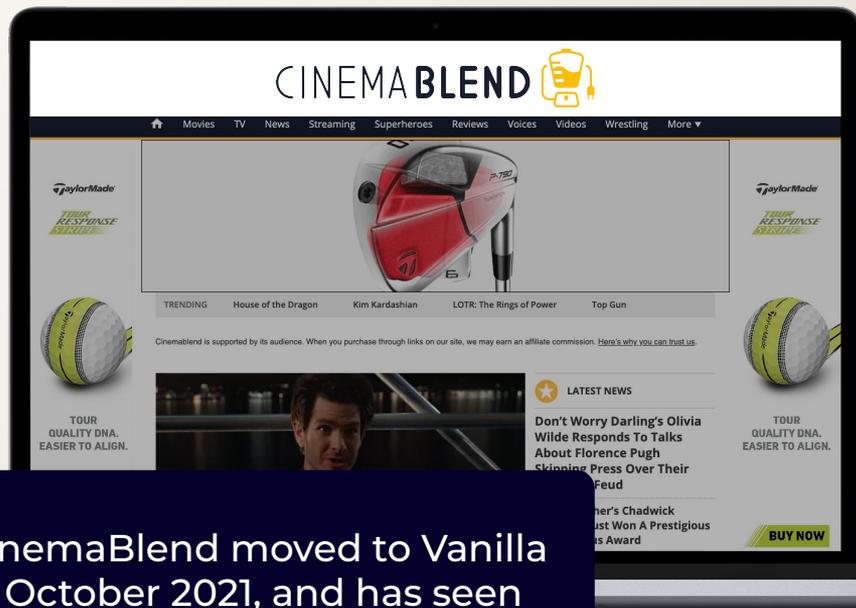
Safe, fast, brand friendly website platform (Vanilla)

Technical SEO expertise ensures optimal search exposure

Data driven approach to content strategy to understand, anticipate and meet audience demand

Developing an evergreen content strategy alongside existing news strategy

Innovation via Smart Publishing to improve content performance and provide demand insights to content team



CinemaBlend moved to Vanilla in October 2021, and has seen 25% YoY growth\* in FY22

## Looking Forward - Acquisitions bring new capabilities to a strong audience platform

### WHO WHAT WEAR

Substantial traffic from email and successfully delivers highly valuable transactional behaviours in fashion from daily sends to an in-market audience

Embedded **influencer marketing** agency to our audience capability, with skills and tools to recruit, launch, optimise and report on social media campaigns



Using audience data and CRM tools in combination to identify, nurture, and drive transactions from digital audiences. **Turning anonymous digital audiences into transactional multi-channel customers**



### For Future Audience means:

We target everyone & the right one

Our Audience capability has **broadened and diversified** as our audiences have scaled & diversified

We are **diversifying our audience mix**

**Data** is a key enabler of growth

**Acquisitions** have expanded our capability