

Ebiquity Group Plc

10th November 2020

Today's team



Nick Waters
Global Chief Executive Officer



Ruben Schreurs
Group Chief Product Officer



Federica Bowman
Chief Executive Officer, FirmDecisions



Laetitia Zinetti
Managing Director, Continental Europe



Leela Nair
Managing Director, Asia Pacific



Mike Campbell
Head of International
Marketing Effectiveness



Jim Mason
Managing Director, Client Services,
North America

Content

1. Market Context
2. Digital Product Strategy
3. Media Lifecycle Management
4. Effectiveness
5. Contract Compliance
6. US Market Opportunity
7. Asia Pacific Market Opportunity
8. Conclusion

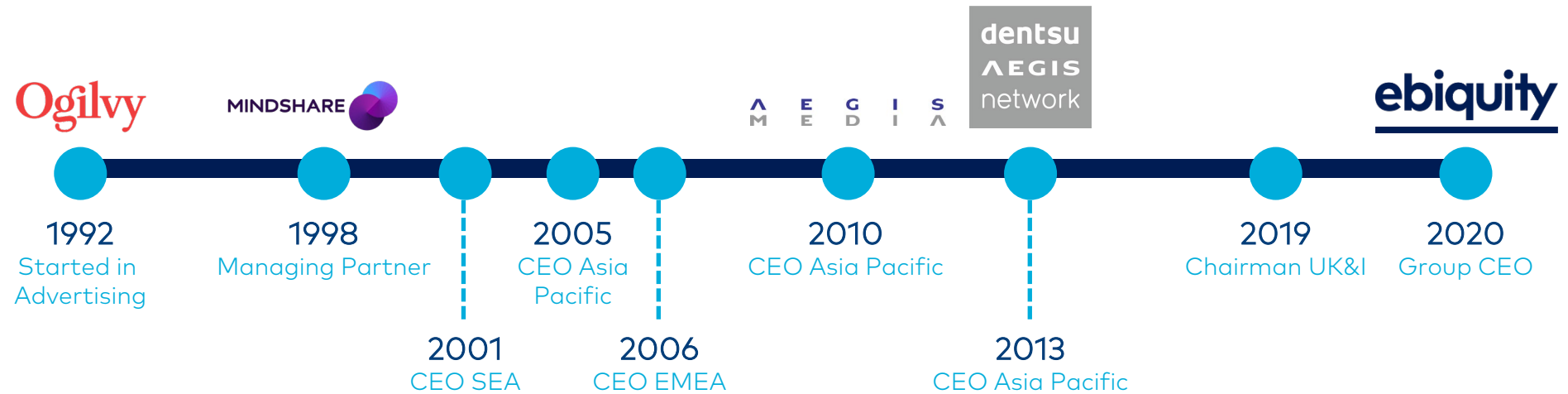
Market Context



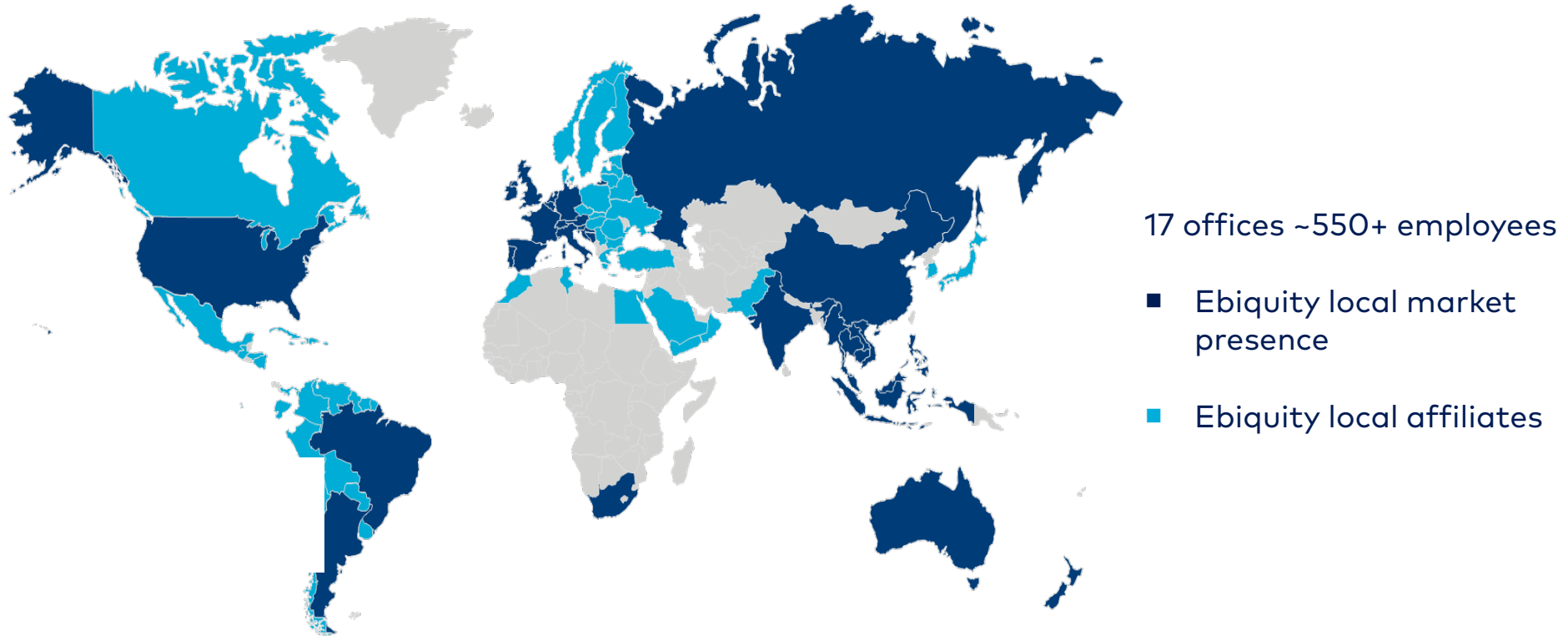
Nick Waters
Chief Executive Officer



Nick Waters
Chief Executive Officer

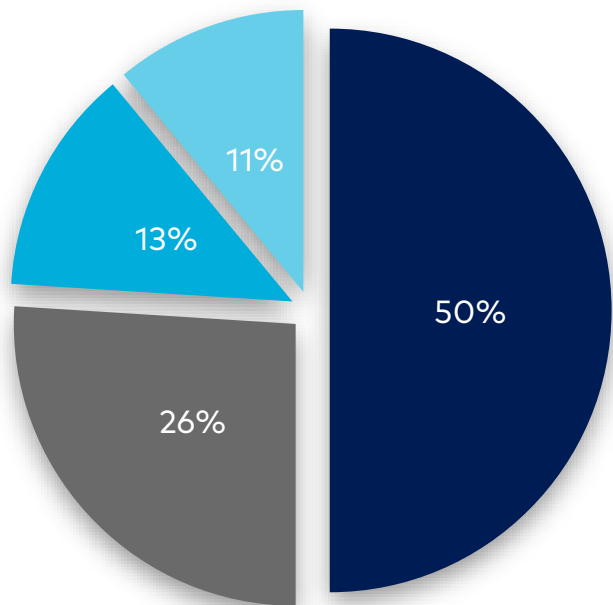


Our business



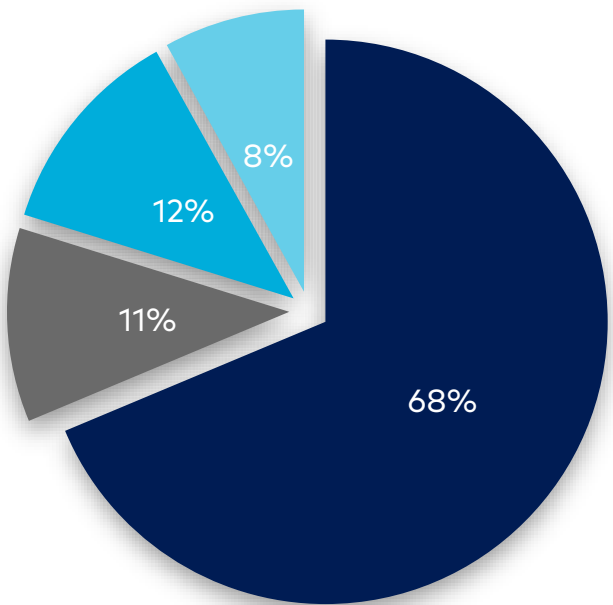
Revenue distribution - 2019

Revenue Share by Region 2019



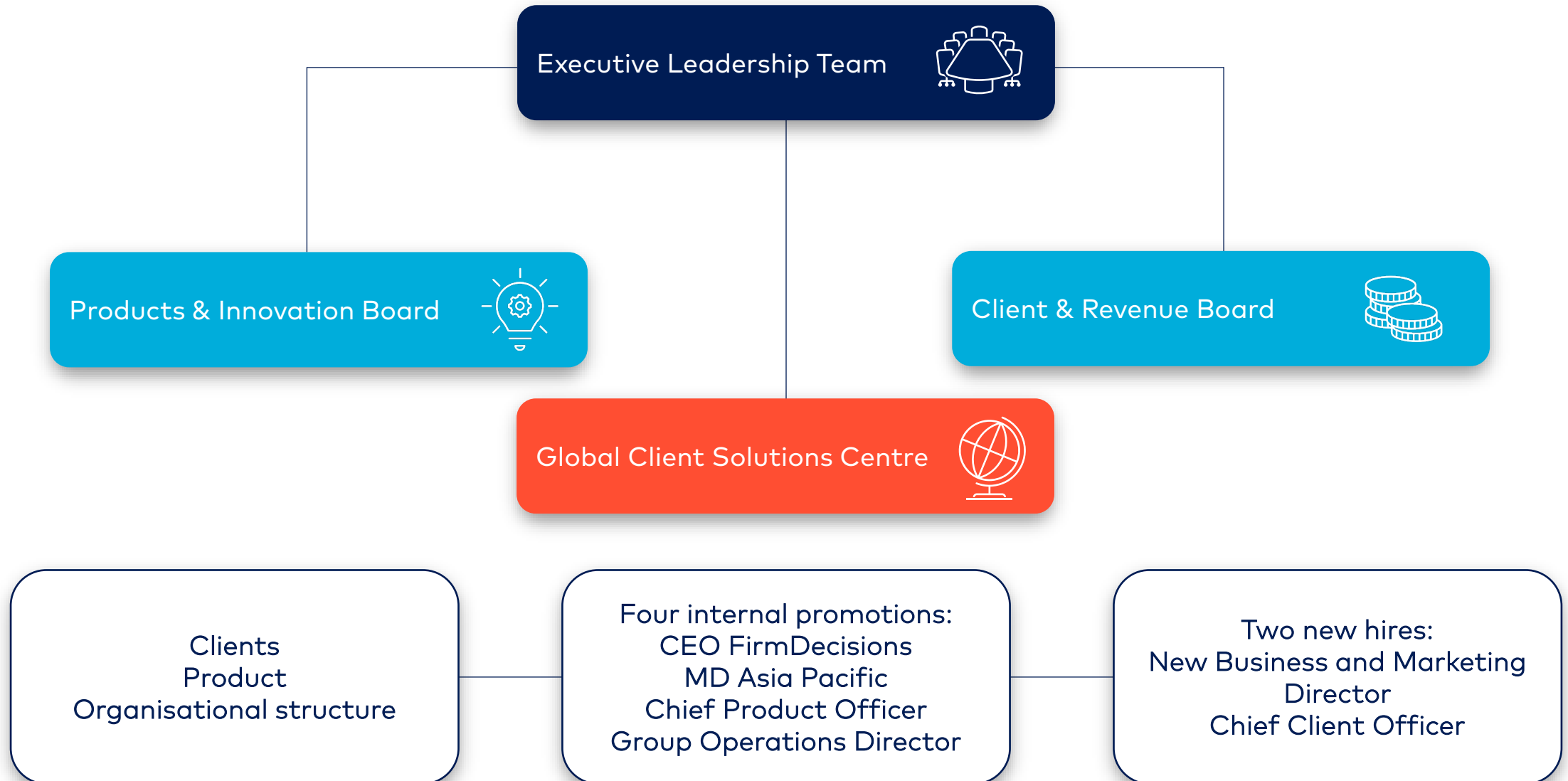
■ UK and Ireland ■ Continental Europe ■ USA ■ Asia Pacific

Revenue Share by Service 2019

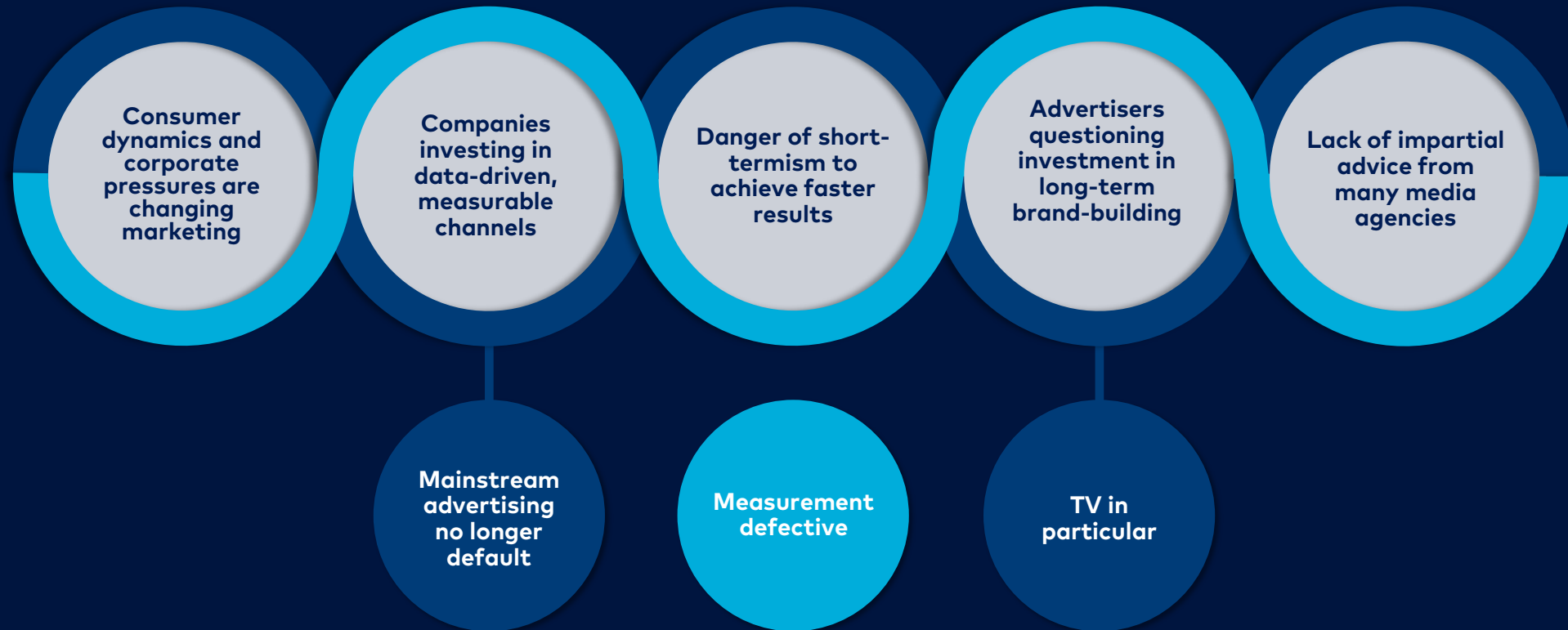


■ Media Perf & Mgt ■ Contract Compliance ■ Analytics ■ Tech

Management structure



Advertising at a crossroads



The media world has taken a turn down the wrong path

CMO struggle to prove effectiveness and ROI

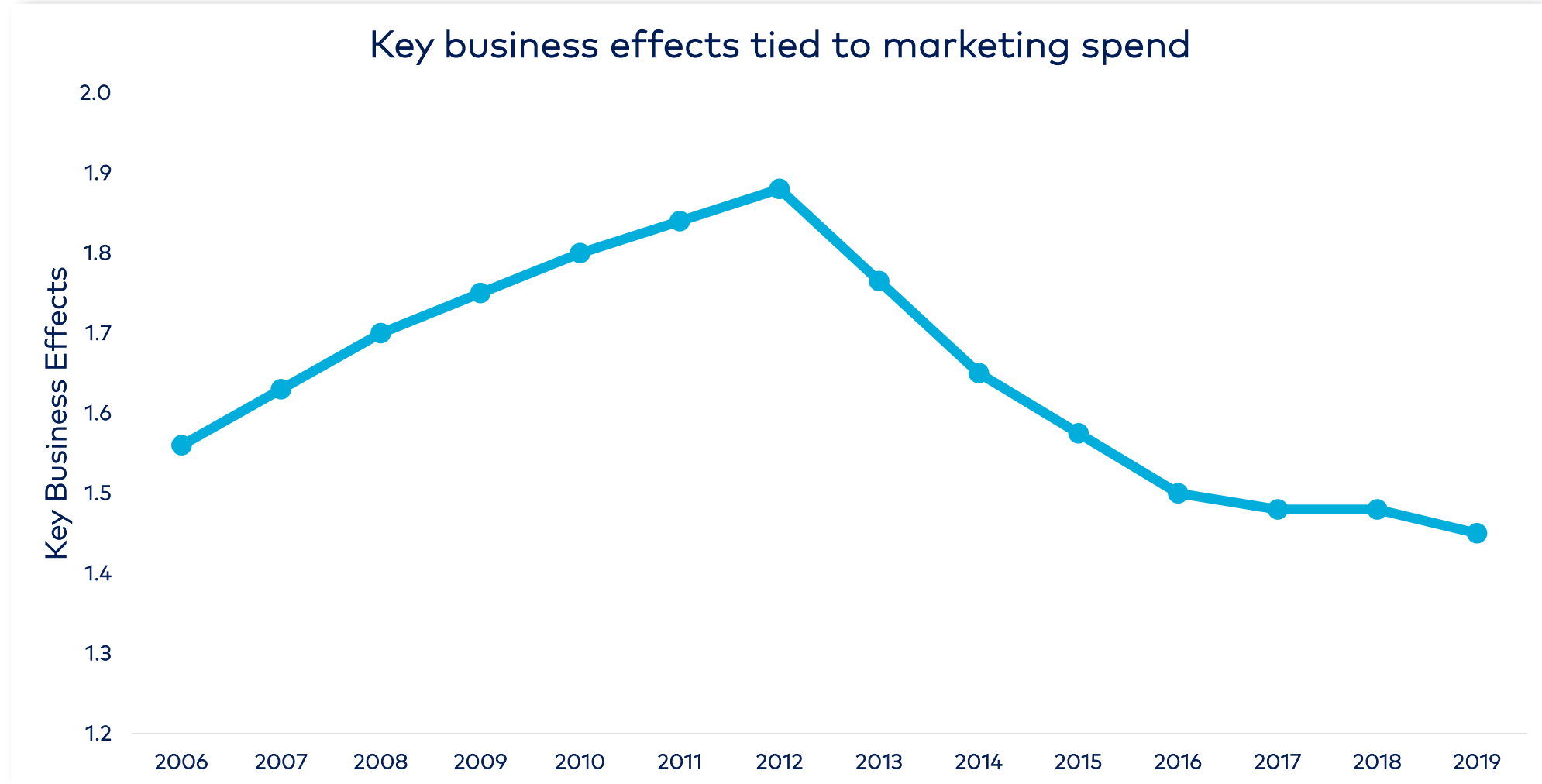
60% of marketers face pressure to prove ROI – So what can be done about it?

Does the rest of the C-suite have confidence in marketing?

Report: CMO tenure shortest of the C-suite

Trust in advertising has never been more important

Falling impact of advertising investment



Source: IPA Databank: study by Peter Field and Les Binet of 500 effectiveness papers/ Ebiquty Effectiveness modelling data bank

Brand owner-agency trust problem

Client/agency relationships need more transparency and accountability

**TSB's Nigel Gilbert:
Media agencies face a loss of trust similar to the banks**

Unilever marketing chief on the need for trusted agency partners in these testing times

GENERAL MILLS CMO SAYS AGENCIES NEED TO WIN BACK MORE OF HIS 'TRUST, ADMIRATION AND MONEY'

Rapid shift in marketing delivery structures

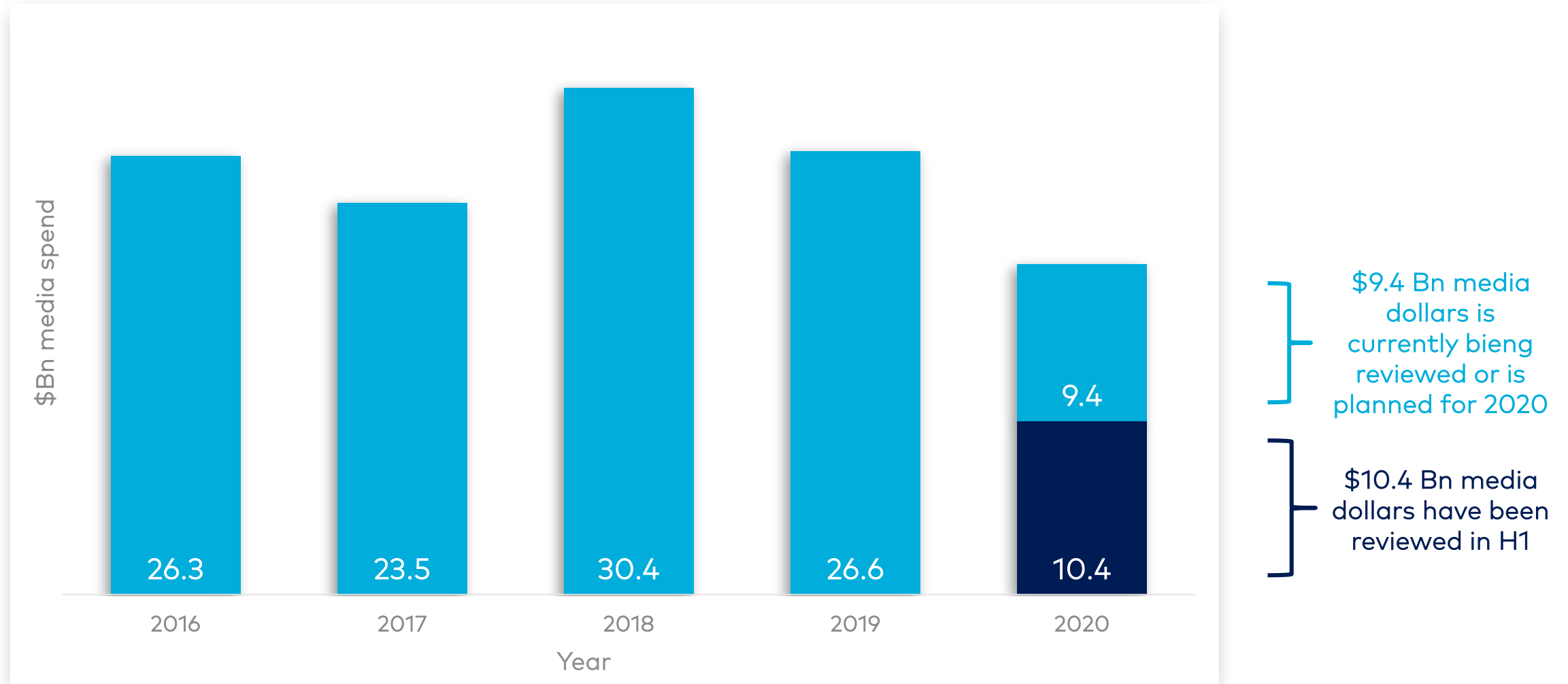
European brands shift programmatic in-house

57% of multinationals now in-house creative, as Covid-19 deepens trend

2021 will see CMOs reinvent themselves and their teams, says Forrester

Why Clients Are Rethinking Their Agency Partnerships Right Now

An active market - global media pitch volume



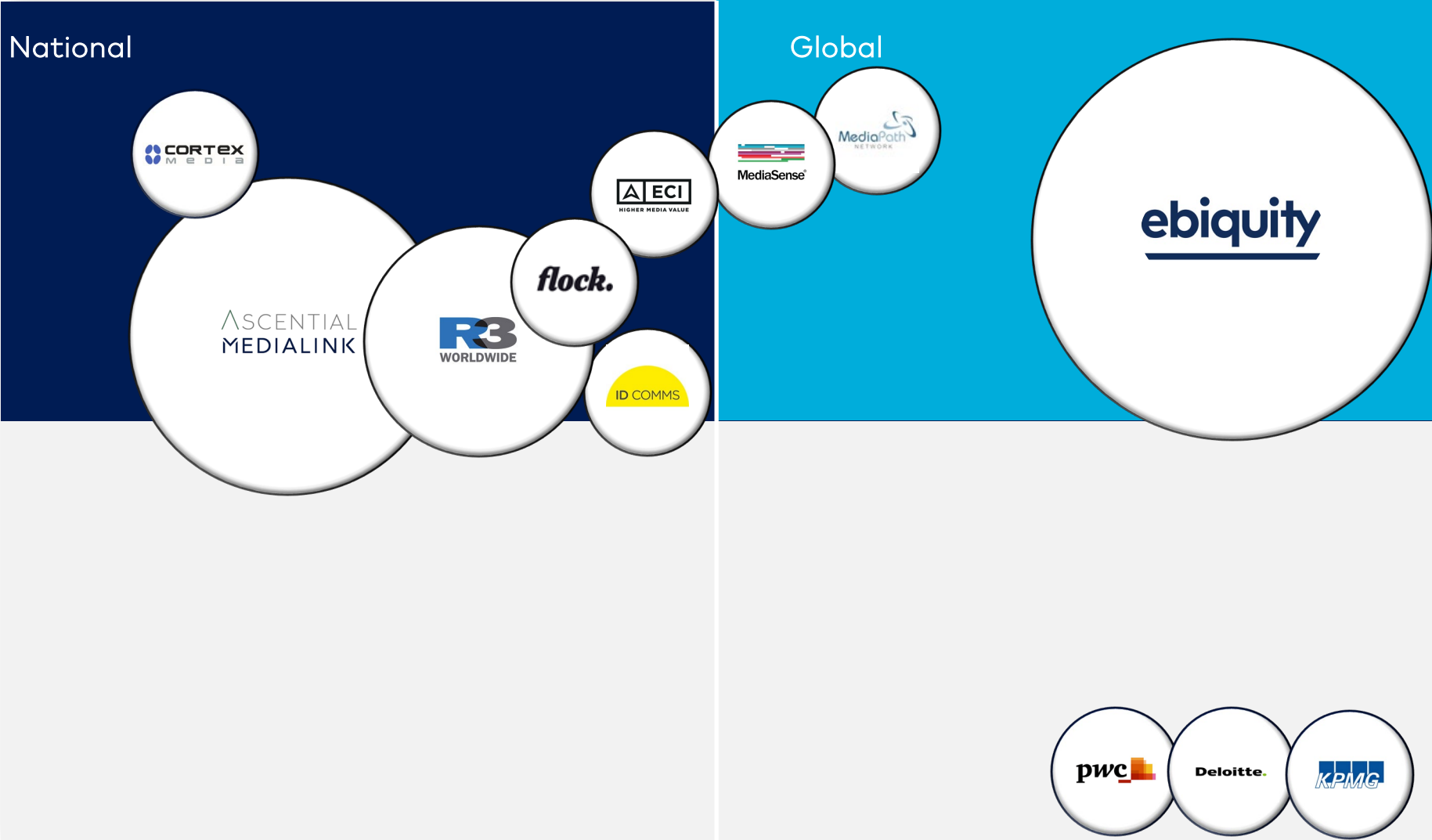
Source: COMvergence H1 2020

Ebiquity – global specialist market leader






Specialist
Media
Consultants

Marketing
Consultants

General
Auditors



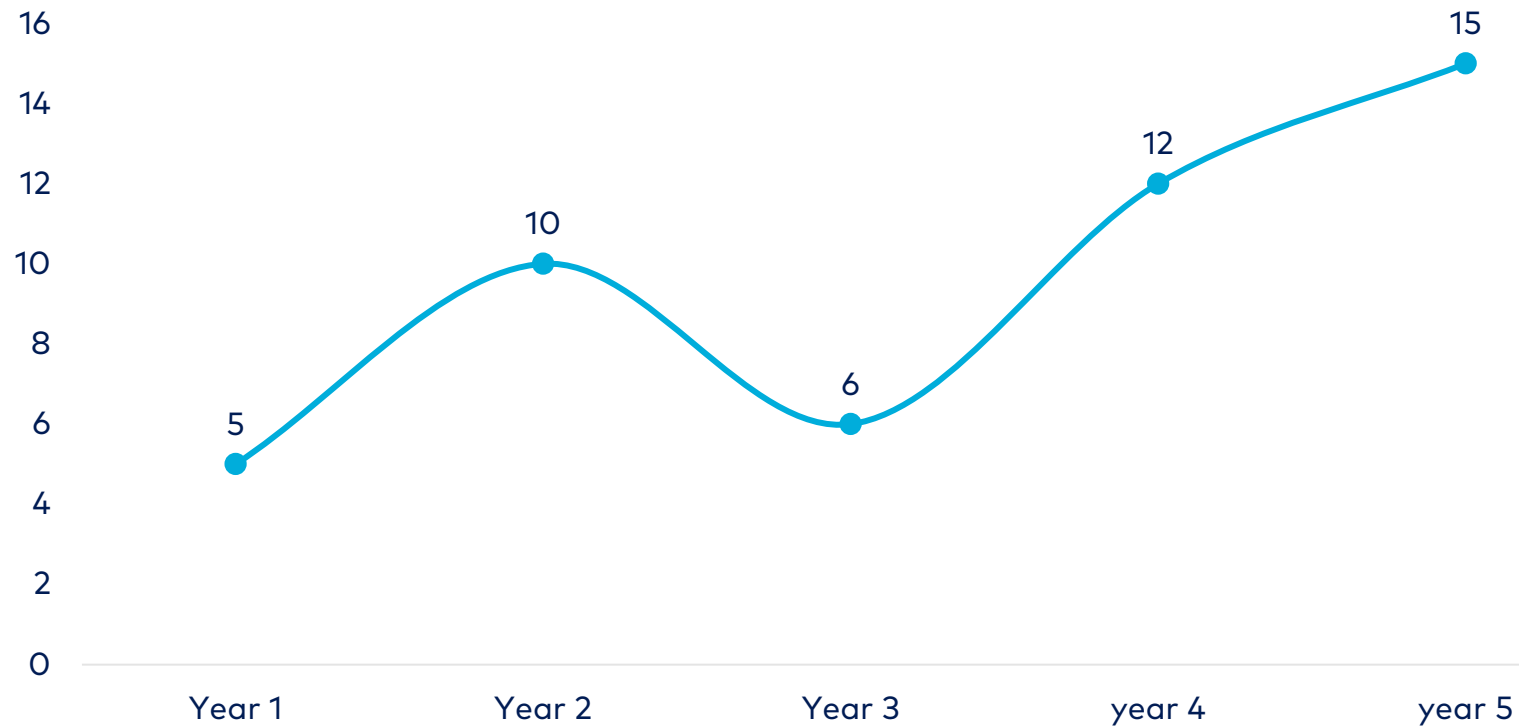
Ebiquity well placed to meet market needs

	Media Pool Benchmarking	Media Savings Tracking	Contract Compliance	Media Management & Pitch	Digital Consulting	Adtech Consulting	MMM / ROI
ebiquity	●	●	●	●	●	●	●
 MediaSense®	●	●	●	●	●	●	●
 MediaPath NETWORK	●	●	●	●	●	●	●
 ECI HIGHER MEDIA VALUE	●	●	●	●	●	●	●
 R3 WORLDWIDE	●	●	●	●	●	●	●
flock.	●	●	●	●	●	●	●
 ID COMMS	●	●	●	●	●	●	●
MEDIALINK	●	●	●	●	●	●	●

Source:- Ebiquity assessment

Client revenue development

Revenue*



Multiple entry points

Add markets

Cross-sell services

Integrated service offering

End to end solutions

*The figures serve as an indicative revenue only

The biggest issue and opportunity

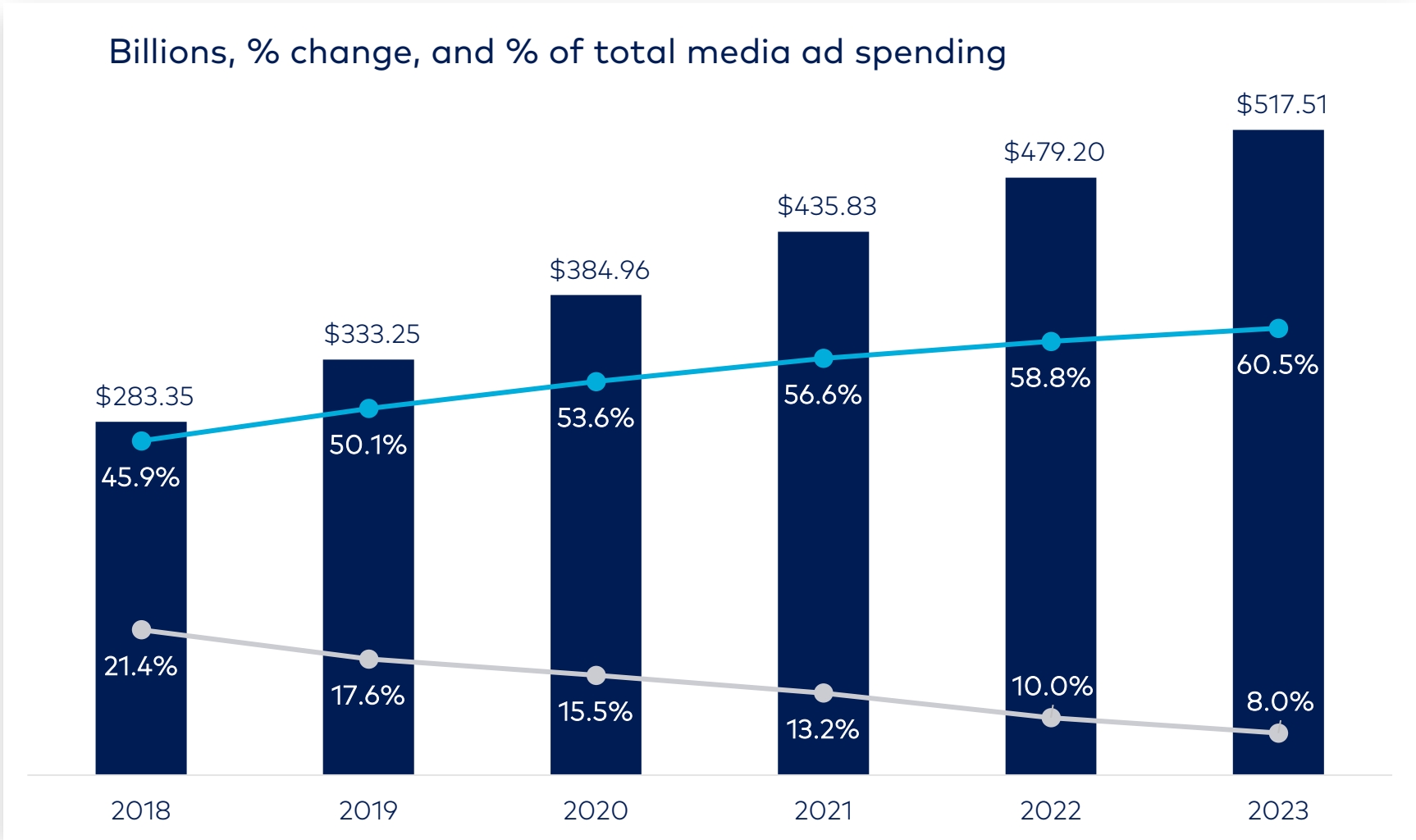
Why trust is at the core of transparency and brand safety: Programmatic Punch APAC

Trust in the digital duopoly isn't what it was, advertisers should take note

'There is a big hole in the value chain': Brands lose 50% of the money they invest in programmatic ads

P&G's Marc Pritchard urges marketers to 'go layers deeper' to gain digital transparency

Sizing the market opportunity



- Digital ad spending (Bn)
- % of total media ad spending
- % of change

Note: Includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets, and other internet-connected devices, and includes all the various formats of advertising on those platforms; excludes SMS, MMS, and P2P messaging-based advertising

Source: eMarketer

Sizing the market opportunity

Total digital ad market

over \$400 Bn by 2021

Top 100 advertisers (primary target market)

US\$50 Bn+

New products and services identifying
15-30% waste in client digital spend

US\$7.5-15 Bn

Incremental mid term opportunity
0.5% of primary target market spend

US\$250m

Source: eMarketer, COMvergence

Digital product strategy



Ruben Schreurs
Group Chief Product Officer

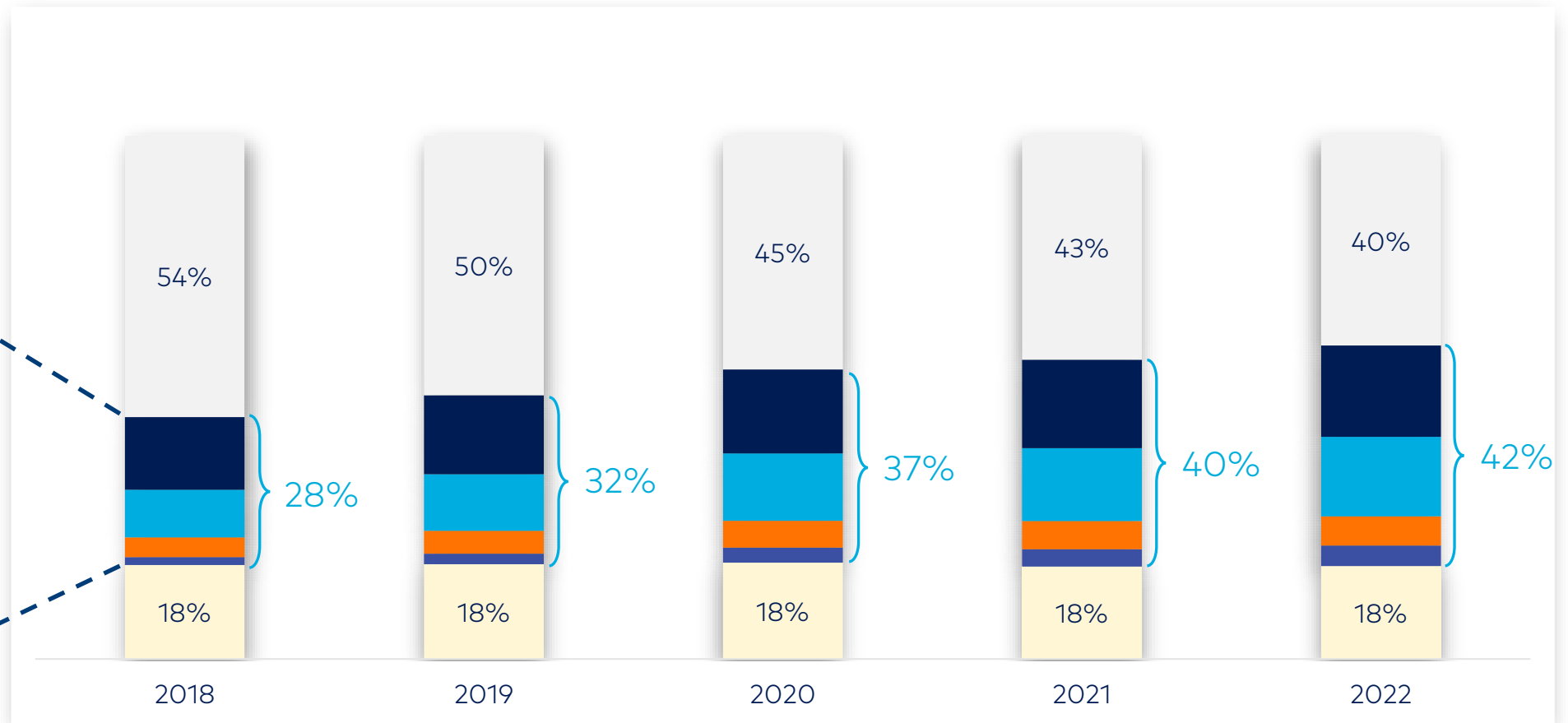


Ruben Schreurs
Group Chief Product Officer



Large platform dominance

Share of annual ad spend



Traditional media
'Other' digital media

Source: eMarketer

The digital market

Key differences to address

Saturated / Commoditized

Static

Transparent

Growth decline

Focus on output price

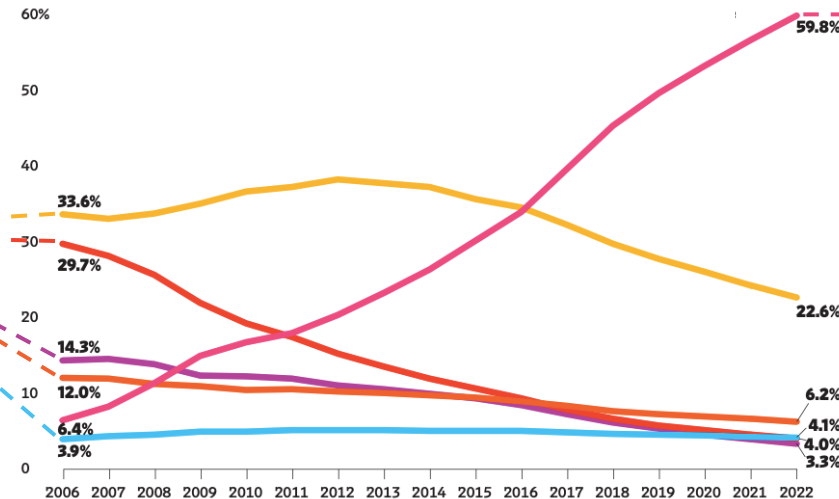
Traded as commodity

Guarantees &
Commitments

Share of U.S. ad spending by medium

From Zenith. The media agency expects the internet to pass the halfway point in 2020, reaching 53 percent of ad spending, with the internet's share rising to nearly 60 percent in 2022. The internet accounted for less than 17 percent of ad spending in 2010.

60% Internet TV Radio Newspaper Out of home Magazine



Source: Publicis Groupe's Zenith (Advertising Expenditure Forecasts, December 2019) based on current prices. Numbers rounded. Internet including internet display, online video, classified, paid search, internet radio, podcasts and social media for desktop and mobile. Out of home including outdoor and cinema. More info: zenithmedia.com.

High-growth

Dynamic

Opaque

High growth

Focus on value

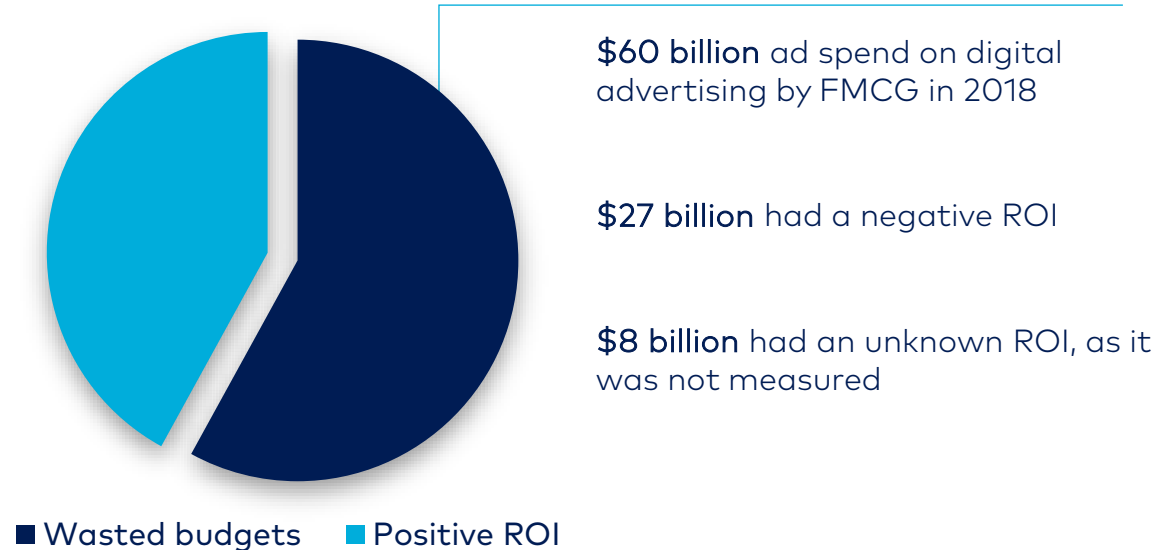
High variance

Quality, governance,
brand-safety

Advertisers waste up to 60% of digital media investments

Transparency, ad fraud and brand safety are the primary issues

58% of FMCG digital media budget is wasted*



The Drum

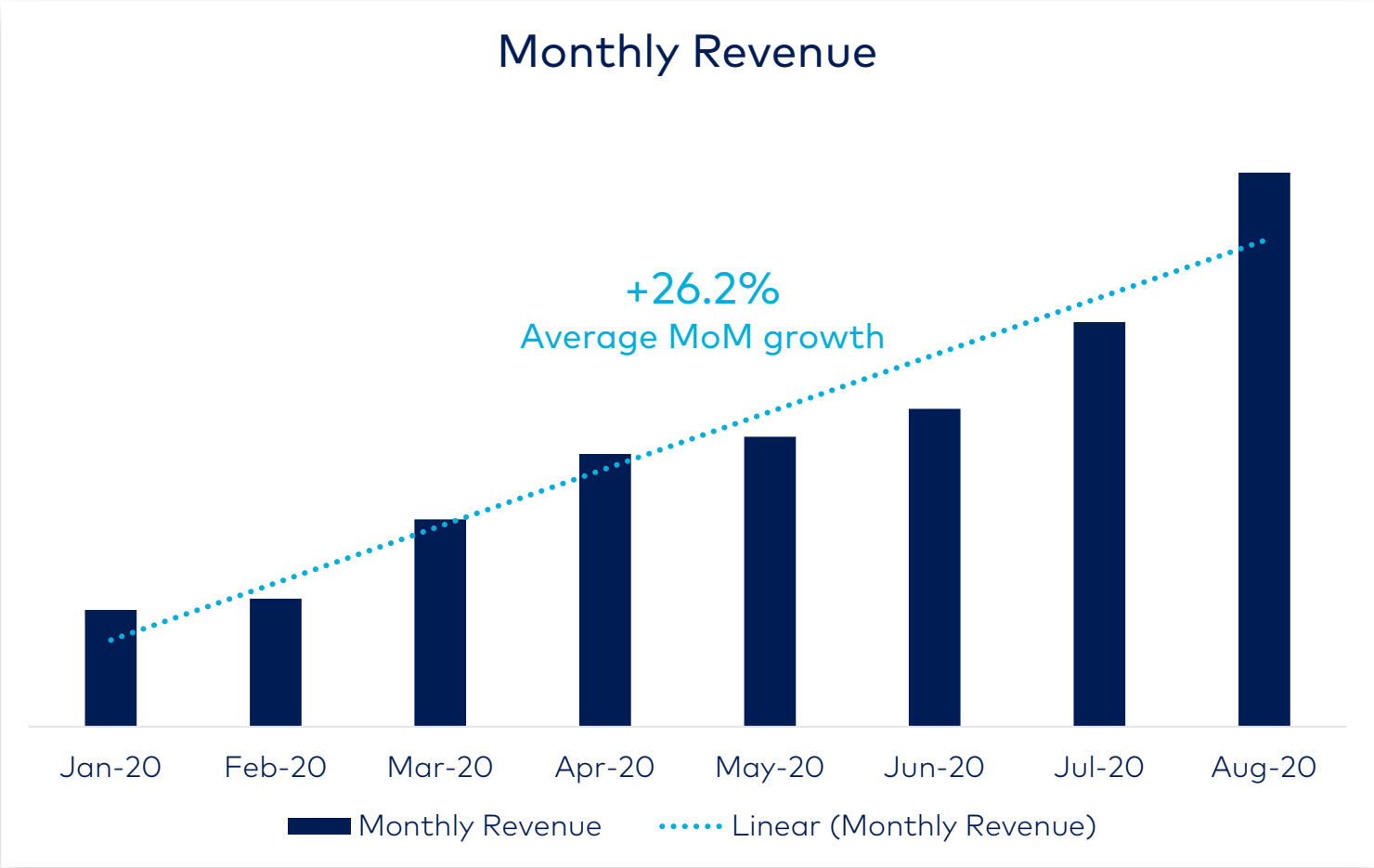
"Cost of global ad fraud could top \$30bn"

ebiquity

65% of UK's top advertisers are present in non-brand safe environments

Advertisers who monitor digital media are 70% more likely to drive positive ROI

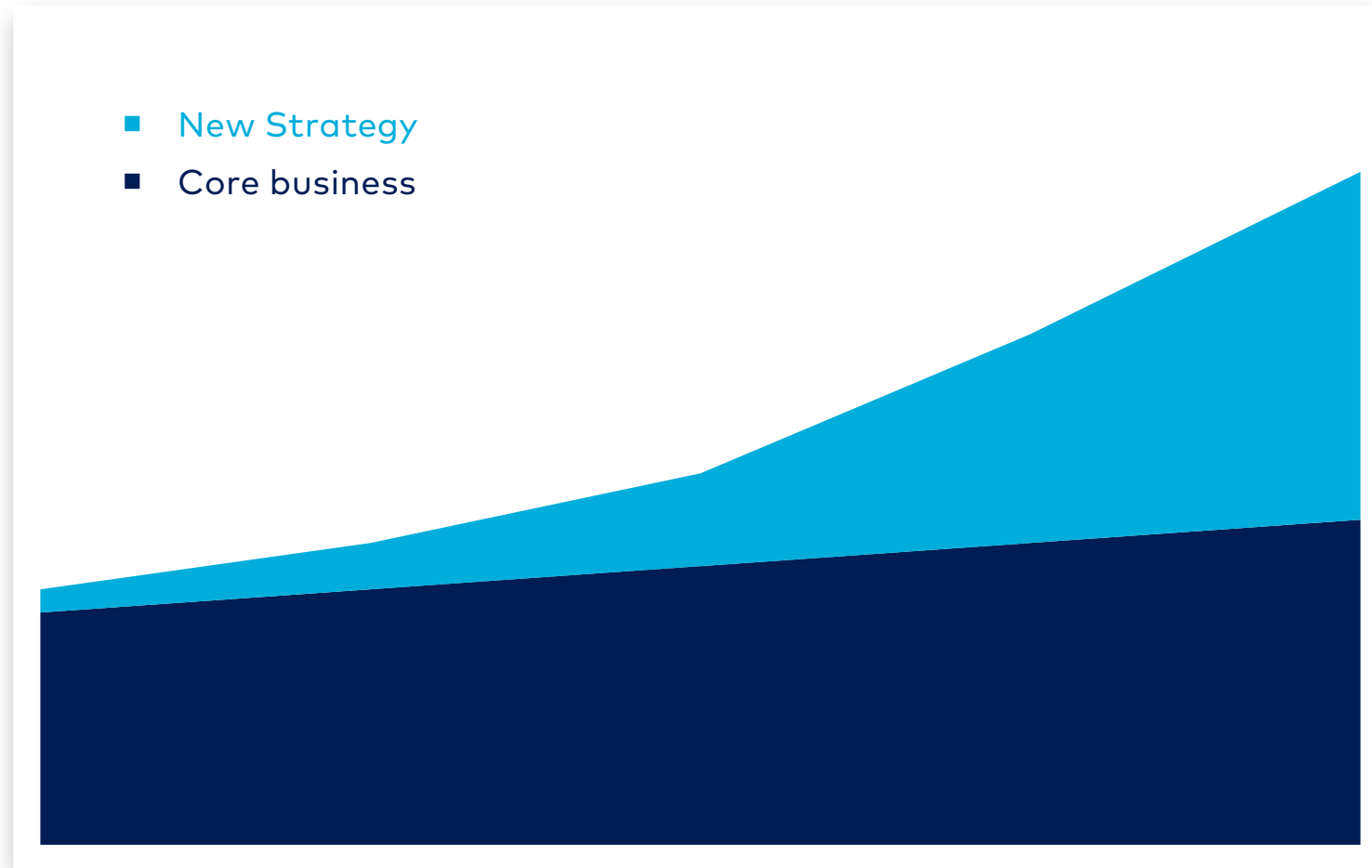
2020 | 9 months results



2020 performance highlights

- 11 new clients on-boarded
- Active in 80+ markets
- Over \$4bn of spend in scope

Creating and leading in a new market



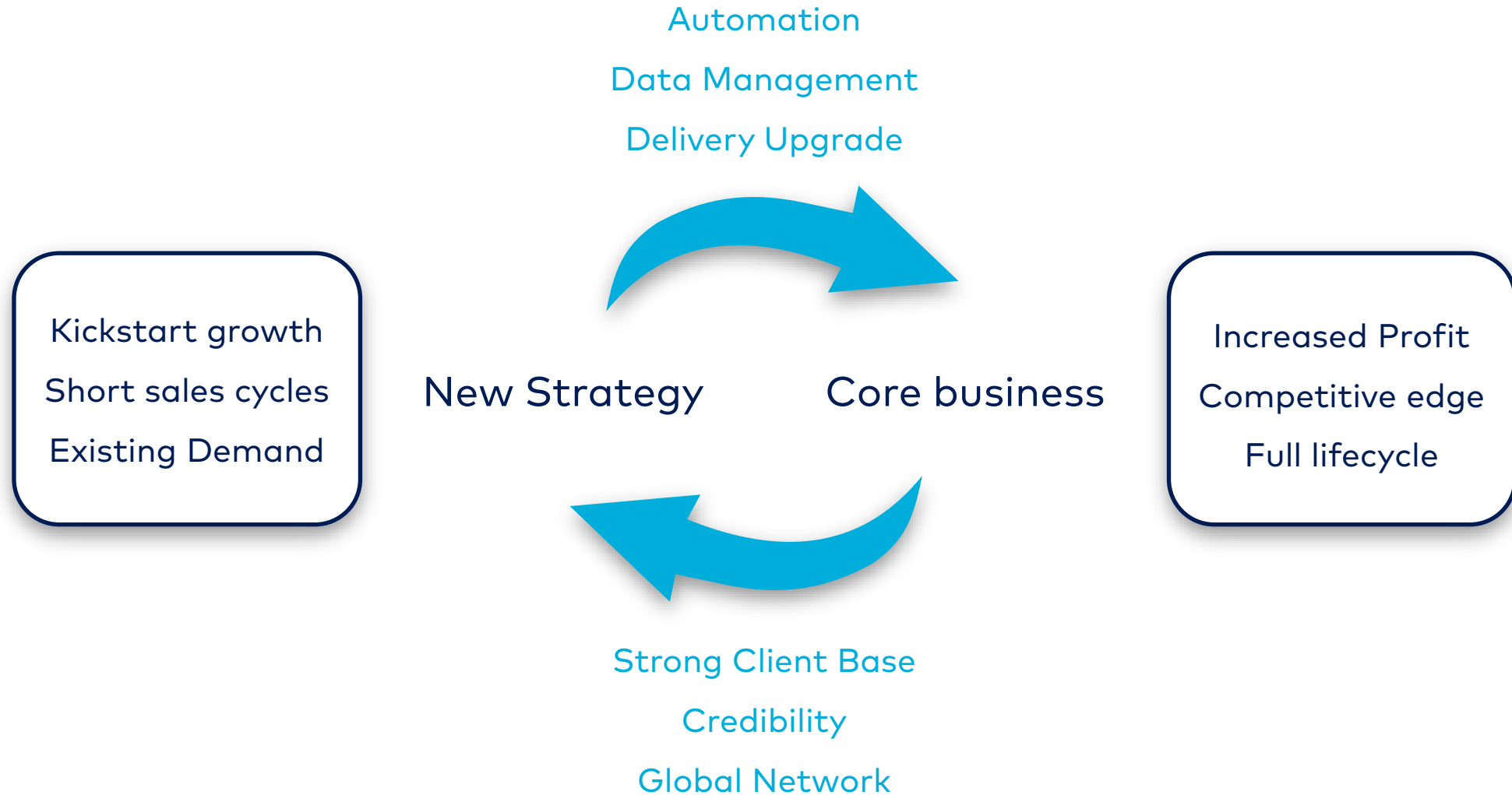
■ New Strategy

High Growth (first-mover)
Profitable & Scalable
Anti-cyclical in nature (savings)

■ Core business

Financial Continuity
Network (clients & group)
Strategically embedded

Group synergies



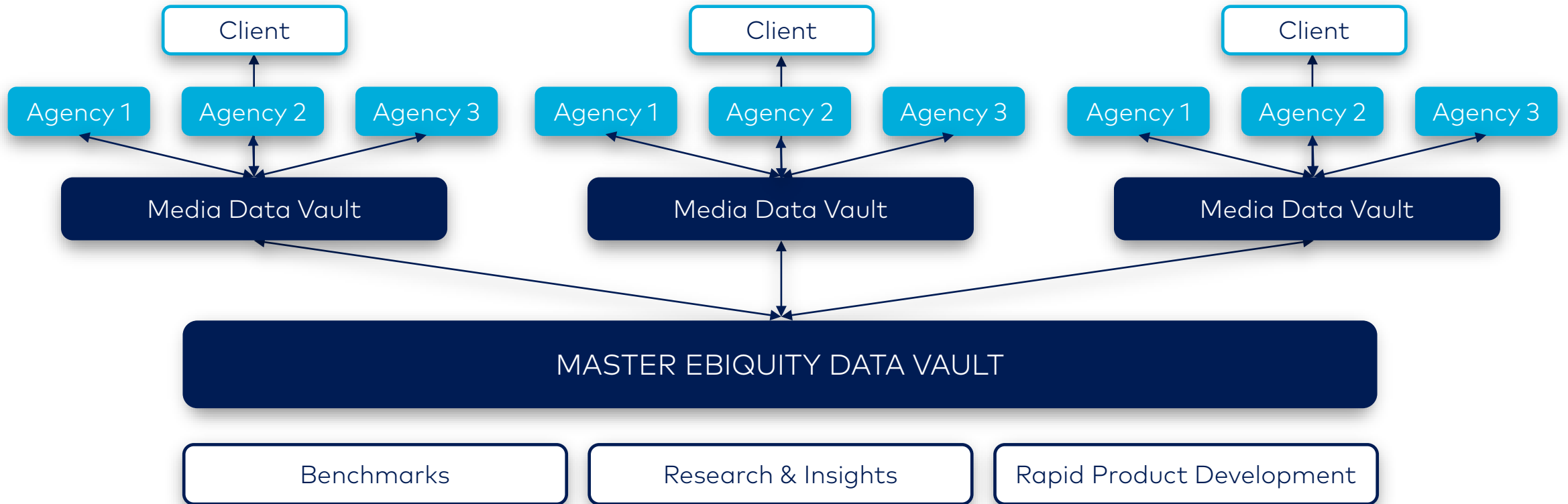
Changing our ambition: "From McKinsey to McDonald's"



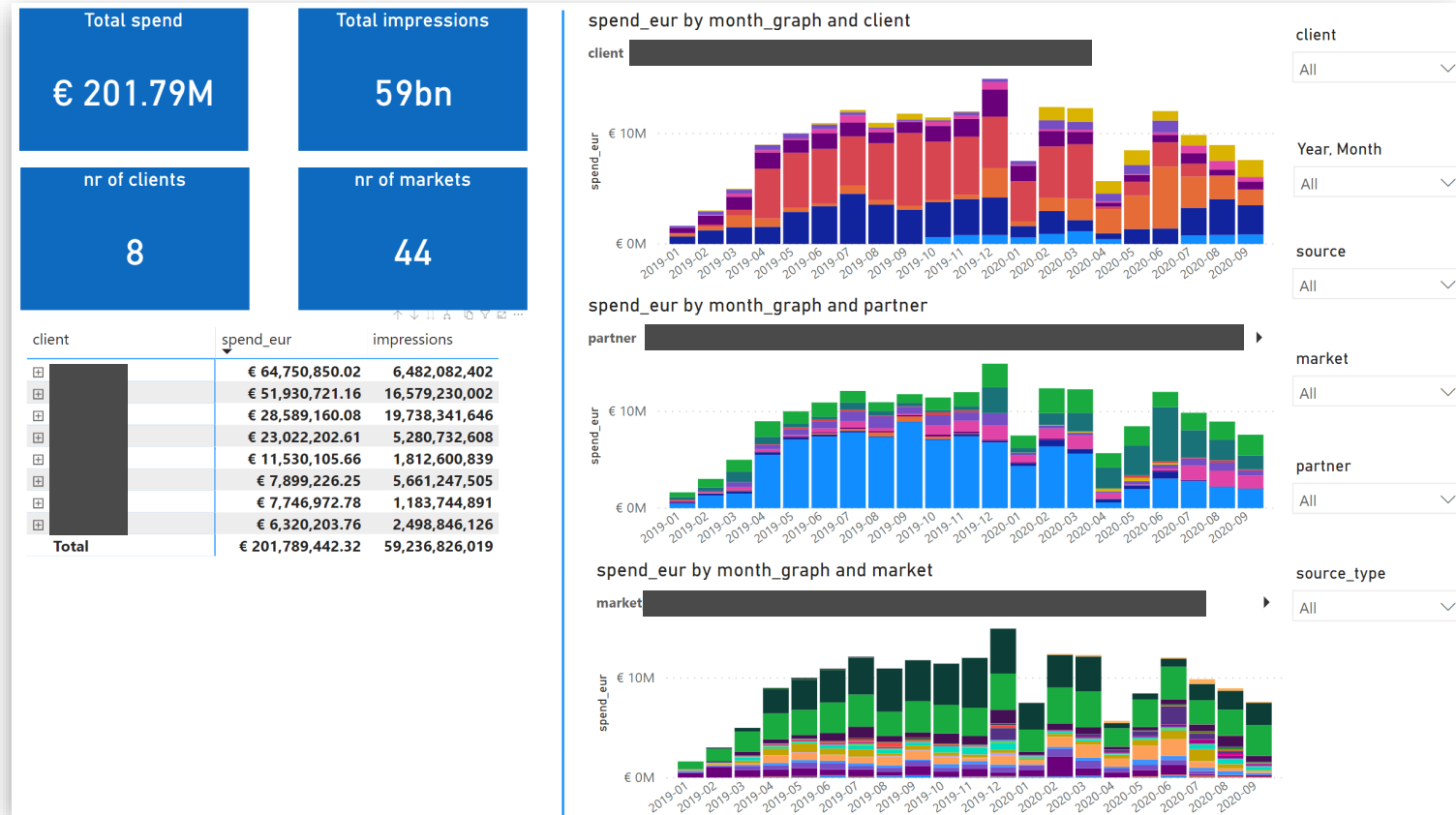
Key priorities



Media Data Vault unique in market



Alpha tracking deployed in August: > €200mio / 59bn impressions



Core services offered

Digital Media Suite

Monthly Sourcing

Structural Monthly Sourcing of global digital advertising data.

Central overview of global activity, spend and performance data. Gathered directly from source ensuring valid and comprehensive data to drive decision making.

Output: DB + PowerBI
Delivery: Central
Price Point: £

Governance Monitoring

Structural global monthly governance monitoring of digital advertising.

Ensuring global governance on digital media investments, addressing quality, brand safety, fraud, regulatory and responsible buying frameworks.

Output: PowerBI
Delivery: Central
Price Point: ££

Commitments & Productivity

Periodic validation of agency delivery vs commitments and media productivity.

Validating delivery vs commitments to determine agency performance and set the appropriate PRFs. Tracking periodic productivity using true value-driving KPIs.

Output: PPT (PowerBI)
Delivery: Local
Price Point: ££

Digital Media Review
'mile wide – yard deep'

Robust review of selected digital advertising delivery for a campaign or period of time. This is the 'Big Mac' service. Comprehensive assessment of delivery against plans, benchmarks and Ebiquity best practice; **Focused on Value.**

Clear recommendations to improve business outcomes.

Output: PPT (PowerBI) | Delivery: Local | Price Point: £££

Forensic 'Add-Ons' (requirements based / 'inch wide – mile deep')

Supply-Chain Scan

DSP Review

Adwords Forensic

YouTube Forensic

Amazon Forensic

Google Shopping Forensic

Digital Testing (Test Match)

...

33

Development strategy

Digital Media Suite

Monthly Sourcing

Structural Monthly Sourcing of global digital advertising data.

New Service

Central overview of global activity, spend and performance data. Built on DD infra and EBQ tech assets ensuring valid and comprehensive data to drive decision making.

Output: DB + PowerBI
Delivery: Central
Price Point: £

Governance Monitoring

Structural global monthly governance monitoring of digital advertising activity.

Redesigned Service

Ensuring governance on digital media investments addressing quality, brand safety, fraud, responsible buying frameworks.

EBQ group version of SDM, non-cannibalistic

Output: PowerBI
Delivery: Central
Price Point: ££

Commitments & Productivity

Periodic validation of agency delivery vs commitments and media productivity.

Updated Service

Validating agency vs commitments to determine agency performance and set appropriate PRFs.

New ValueTrack for digital media, utilising source data activity using true value-driving KPIs.

Output: PPT (PowerBI)
Delivery: Local
Price Point: ££

Digital Media Review

'mile wide – yard deep'

Redesigned Service

Robust review of selected digital advertising delivery for a campaign over a period of time. This is the 'Big Mac' service. Comprehensive assessment of delivery against plans, benchmarks and Ebiquity best practice. Focused on Value.

The 'Hero' product of Ebiquity for Digital Media Reviews. Redesign using Ebiquity assets and methodology, built on Media Data Vault infrastructure

Clear relationship to business outcomes.

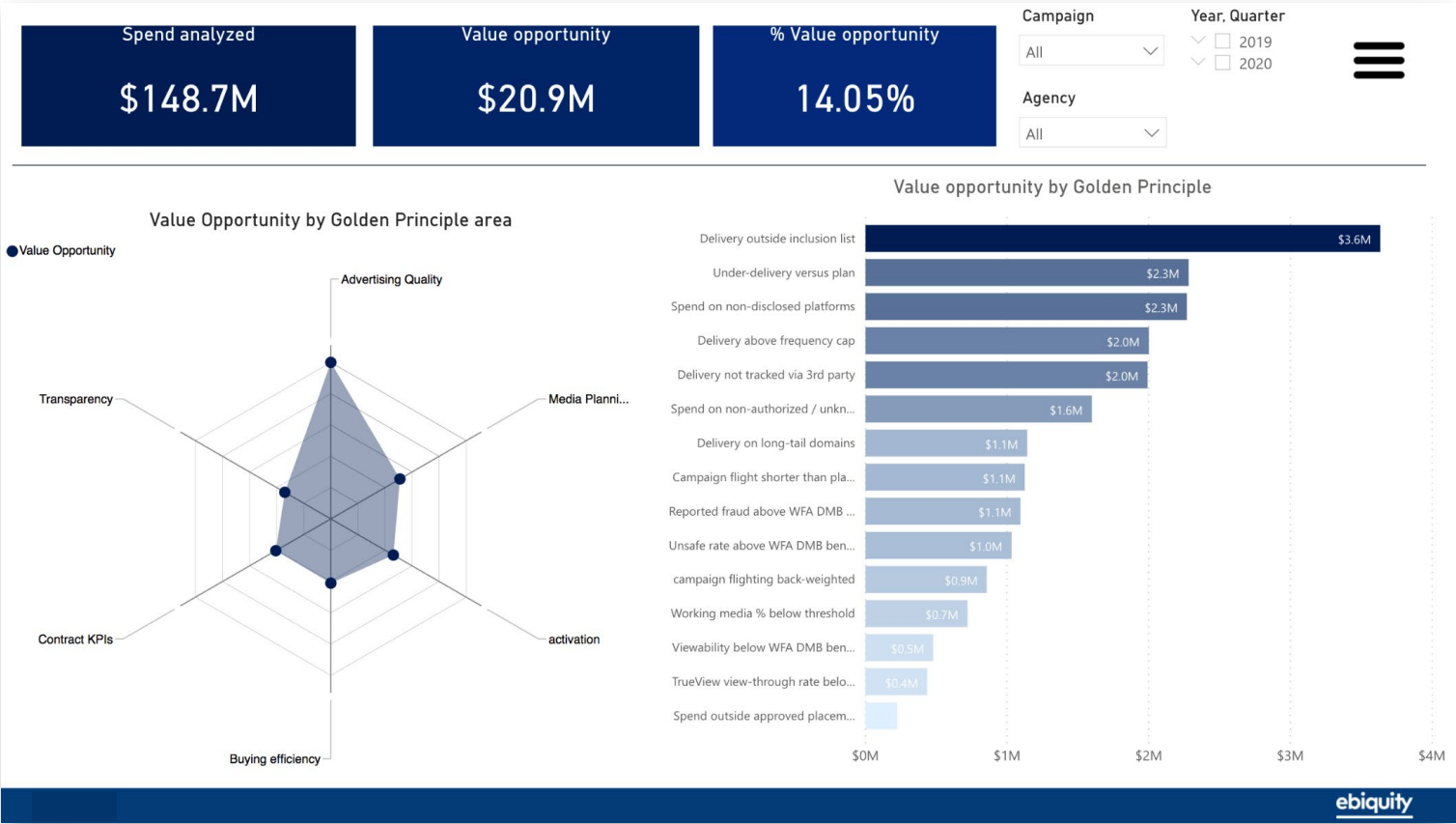
Output: PPT (PowerBI) | Delivery: Local | Price Point: £££

Forensic 'Add-Ons' (requirements based / 'inch wide – mile deep')

Supply-Chain Scan	DSP Review	Keywords Forensic	Youtube Forensic
Amazon Forensic	Google Shopping Forensic	Digital Testing (Test Match)	...

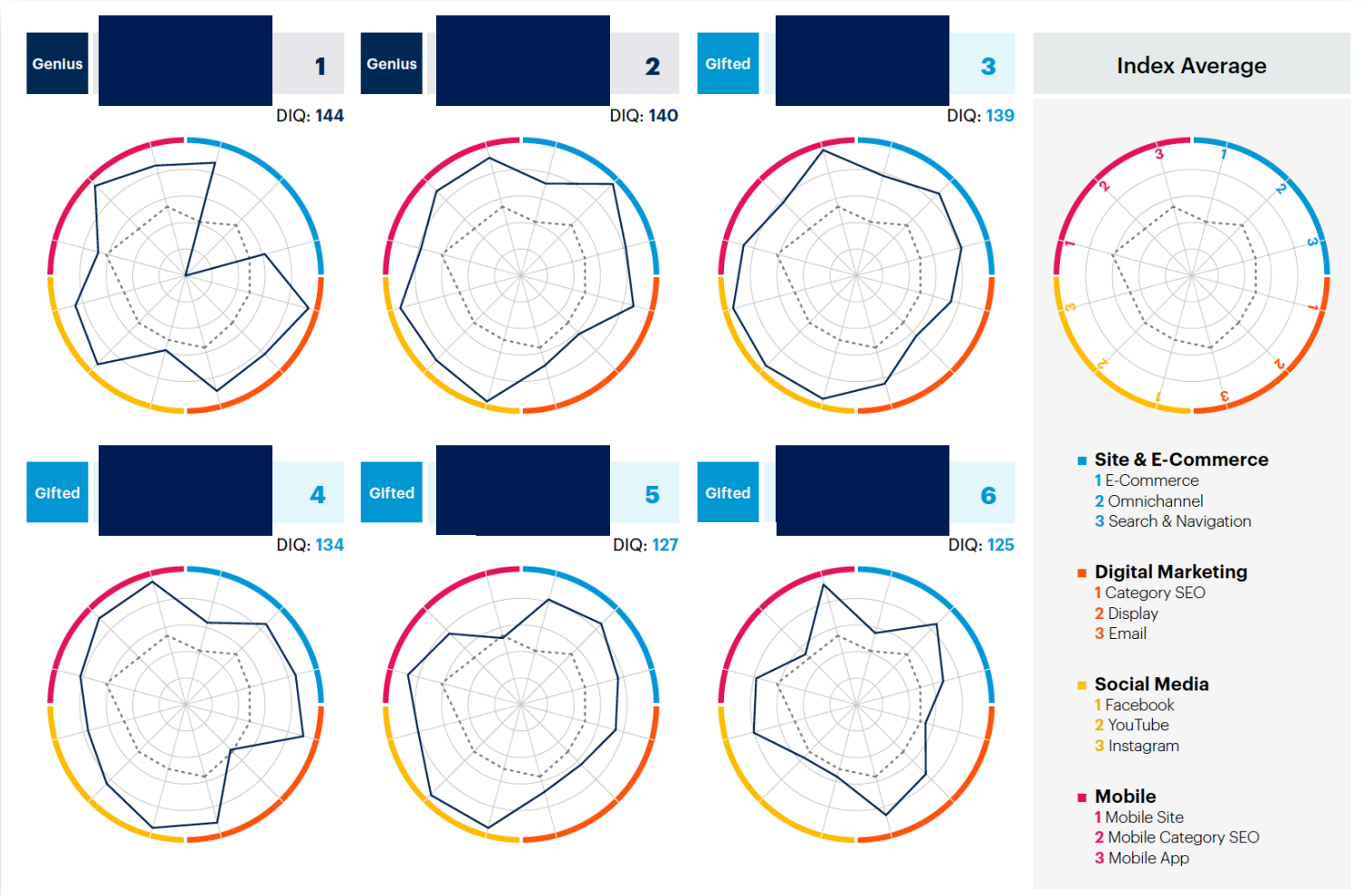
Building on existing practices and methodology

Real-time & forward looking

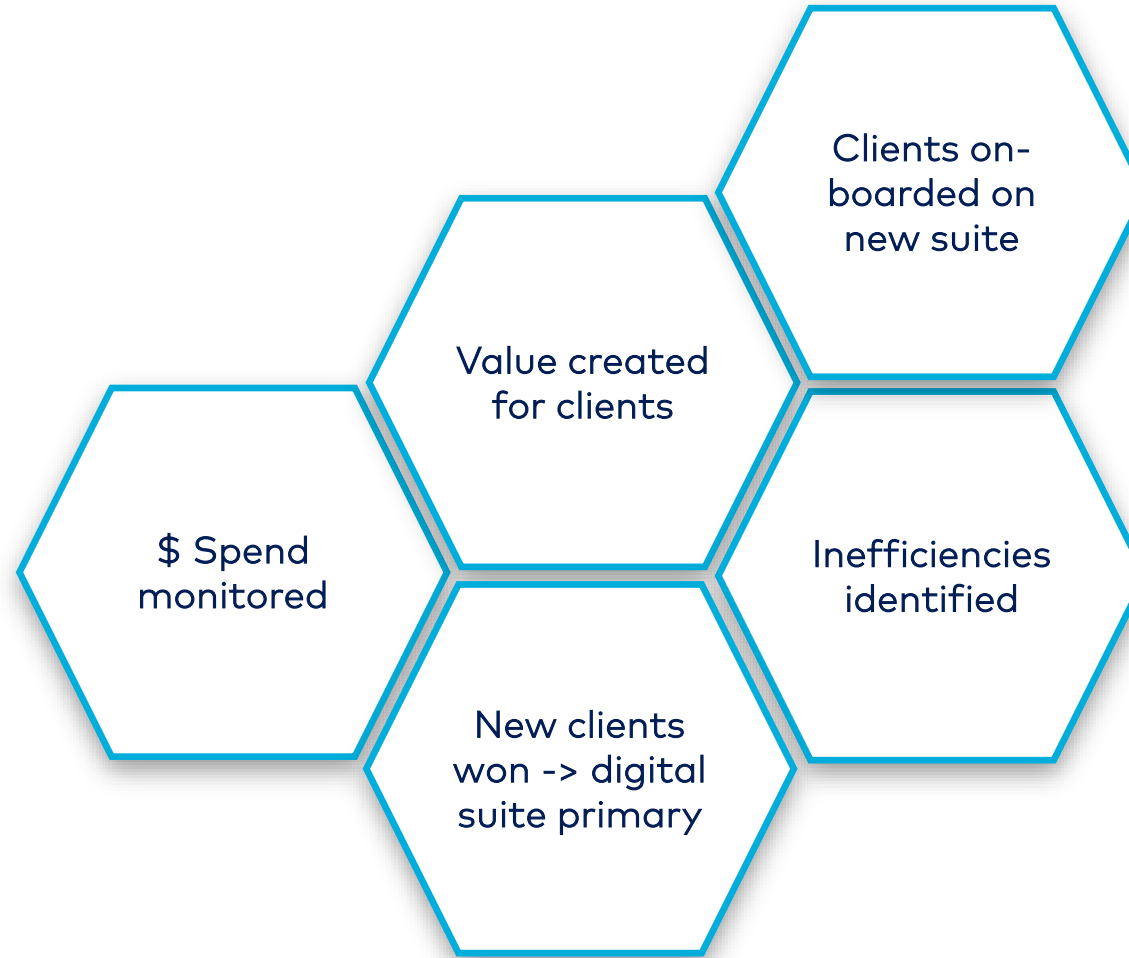


ebiquity

First group product



Metrics & KPIs



New opportunity

- 1 We are on the verge of creating a new market with the opportunity to lead
- 2 Our network is ready, we believe client demand is high
- 3 Ebiquity is market leader, the time to capitalise is now
- 4 We set course based on proven business success in <9 months
- 5 Our scale and data will give us competitive advantage

Media lifecycle management



Laetitia Zinetti
Managing Director, Continental
Europe



Laetitia Zinetti

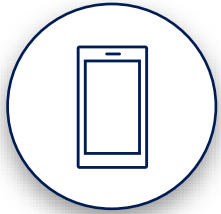
Managing Director, Continental Europe



Key media challenges for brand owners



Significant disruption this year now means that media could be managed very differently



Media Consumption changing
Fast evolving media consumption habits



E-commerce and tech critical
Increased investment in e-commerce and technology in short term



Talent and specialisms key
Access to agency talent and specialist skills - rising up the agenda



Need for agility in the process
Media organisation and structure reassessed (internally and with partners)

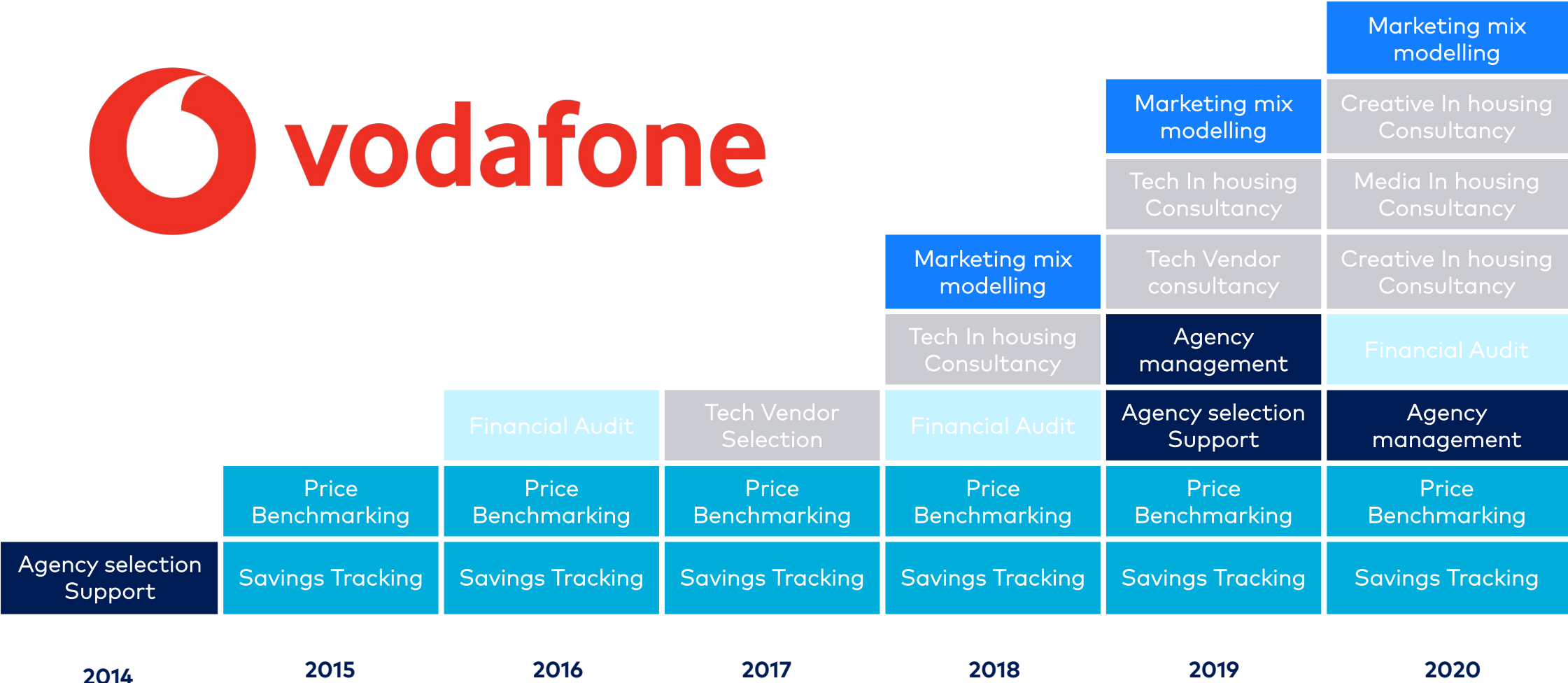
Ebiquity services cover the full spectrum



Flexible Approach
Clients can enter at any point, then develop into the other areas. There is not a single-entry point to the cycle.

Integrated Approach
Answering brand owners' challenges with end to end solutions

Success story to replicate (Vodafone)



Leadership capabilities



#1
in Performance
Measurement with
~60% share, more
markets, biggest
proprietary media data
pool, and better clients
than anyone else



#1
in Agency Selection
with ~100 assignments
per year



#1
in Contract Compliance
with ~70% share
globally



"Award winning"
marketing analytics
with a world-class
talent, proprietary
technology and ROI
data platform



One of the most
respected independent
partners for ad
technology
management

The combination of Ebiquity assets make it unique to tackle all brand owners' challenges



Talent



Portfolio of clients,
references, and
case studies



Geographic
footprint



Proprietary
data and tools



Independence

Analytics

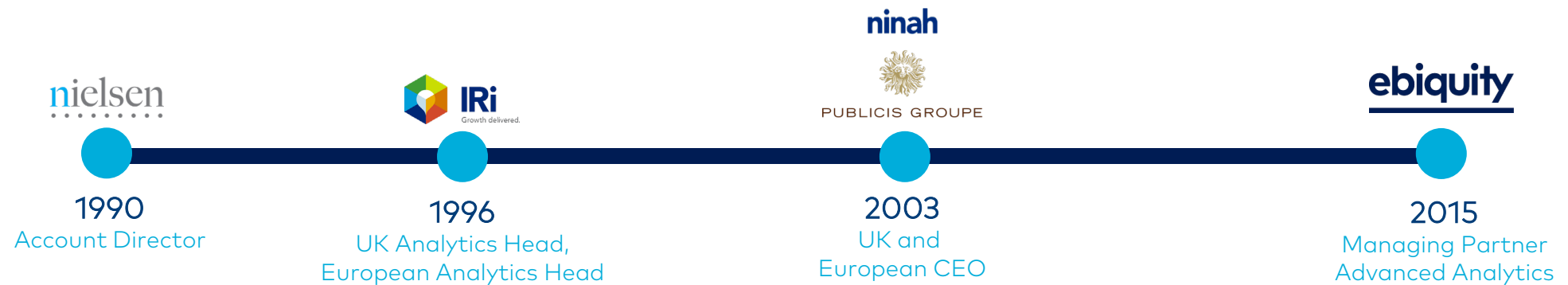


Mike Campbell
Head of Advanced Analytics

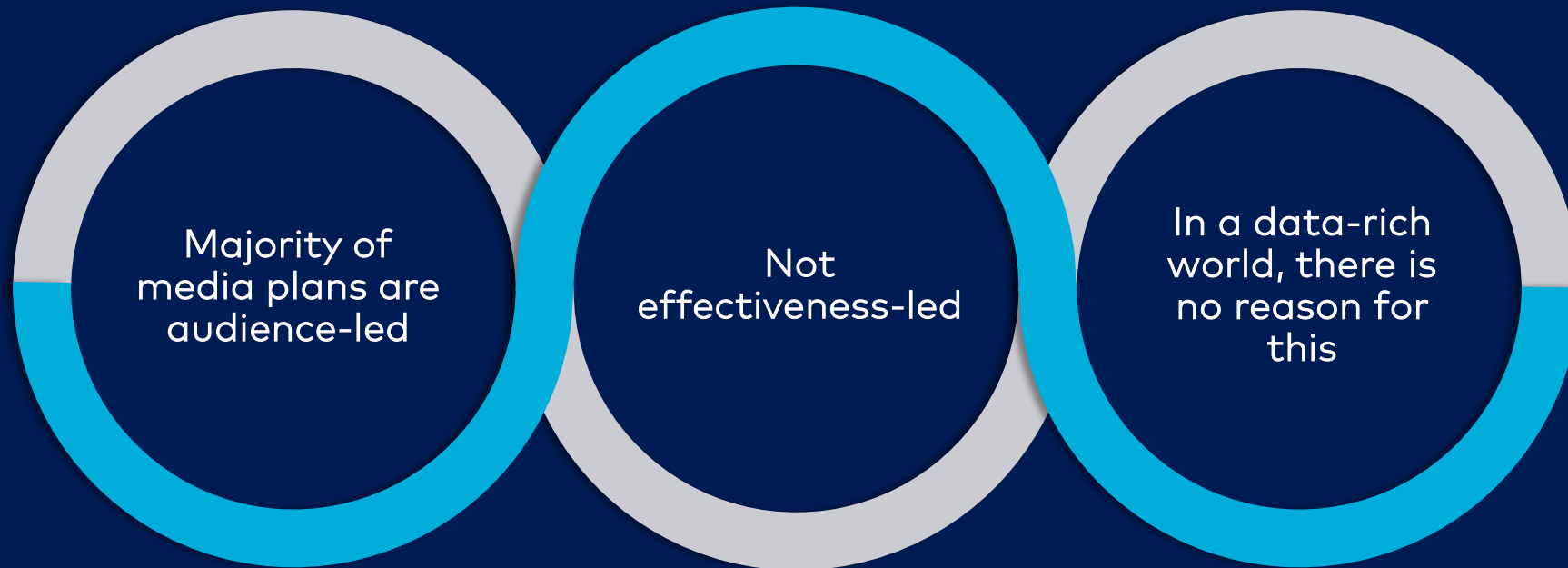


Mike Campbell

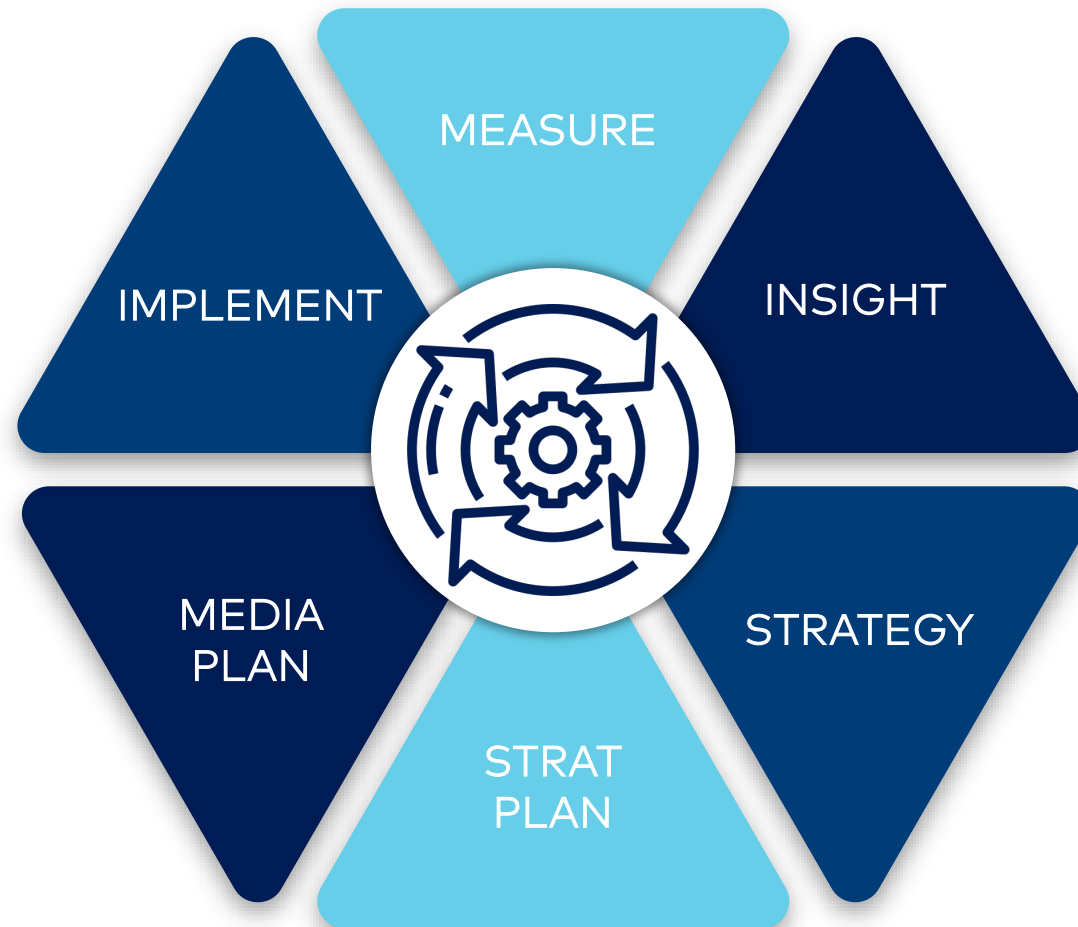
Head of Advanced Analytics



There is a shocking lack of science and math in media planning



How to plan for media effectiveness



How to plan for media effectiveness



MMM modelling typically increases the ROI derived from media plans by over 20%. It is a major strategic advantage for Ebiquity against other media auditors/ advisors



Ebiquity's Advanced Analytics Team has been Recognised by the industry



Gold for Lidl
Gold for DLG
Silver for Weetabix
Silver for Yorkshire Tea
Cannon Prize for Best New Learning for DLG



'18 Gold Award for best 'Trade body research' for Thinkbox study, 'Profit Ability: The business case for advertising'



2018 Grand Effie Award for the most effective marketing communications effort for work on Lidl – "How Lidl Grew A Lot" with TBWA and Starcom



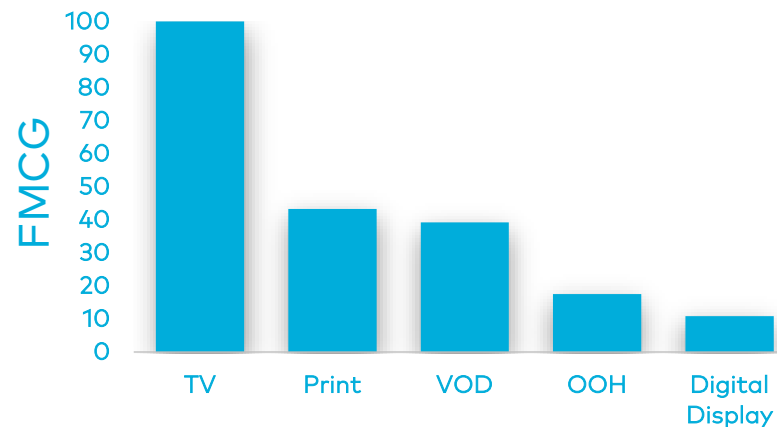
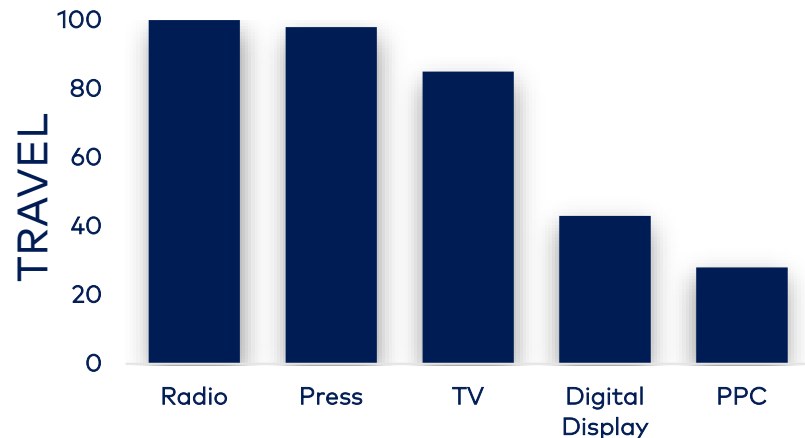
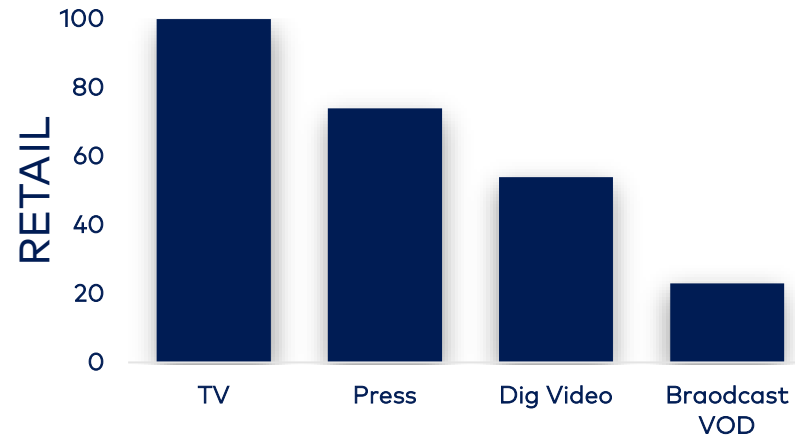
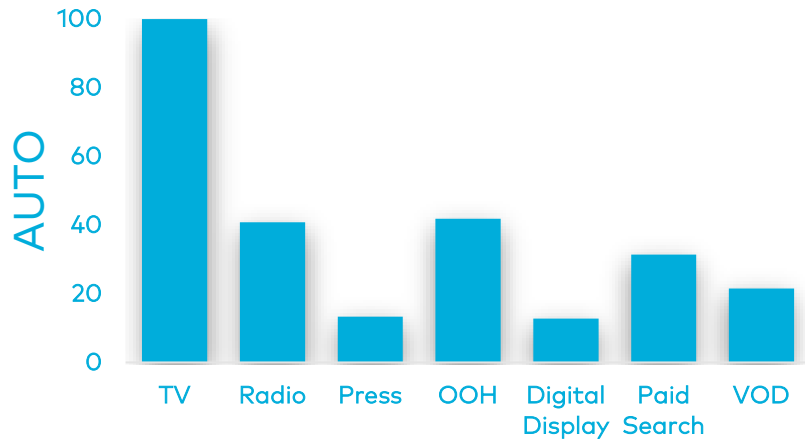
Our analytics work is now featured in a standard university textbook on marketing communications



"Whenever Ebiquity turn up at conferences or, as in this case, work with a client like DLG, it inevitably produces first-class work"

Mark Ritson, Professor of Marketing
Melbourne Business School

At Ebiquity we have extensive benchmarks of 'what works' which is often at odds with the level of acceleration into digital media



Source: Ebiquity Marketing Effectiveness project 2015-2017



Marketing Mix Modelling provides clients with the understanding of what the ROIs for their business are



Ebiquity has extensive ROI benchmarks to use before client specific models are built



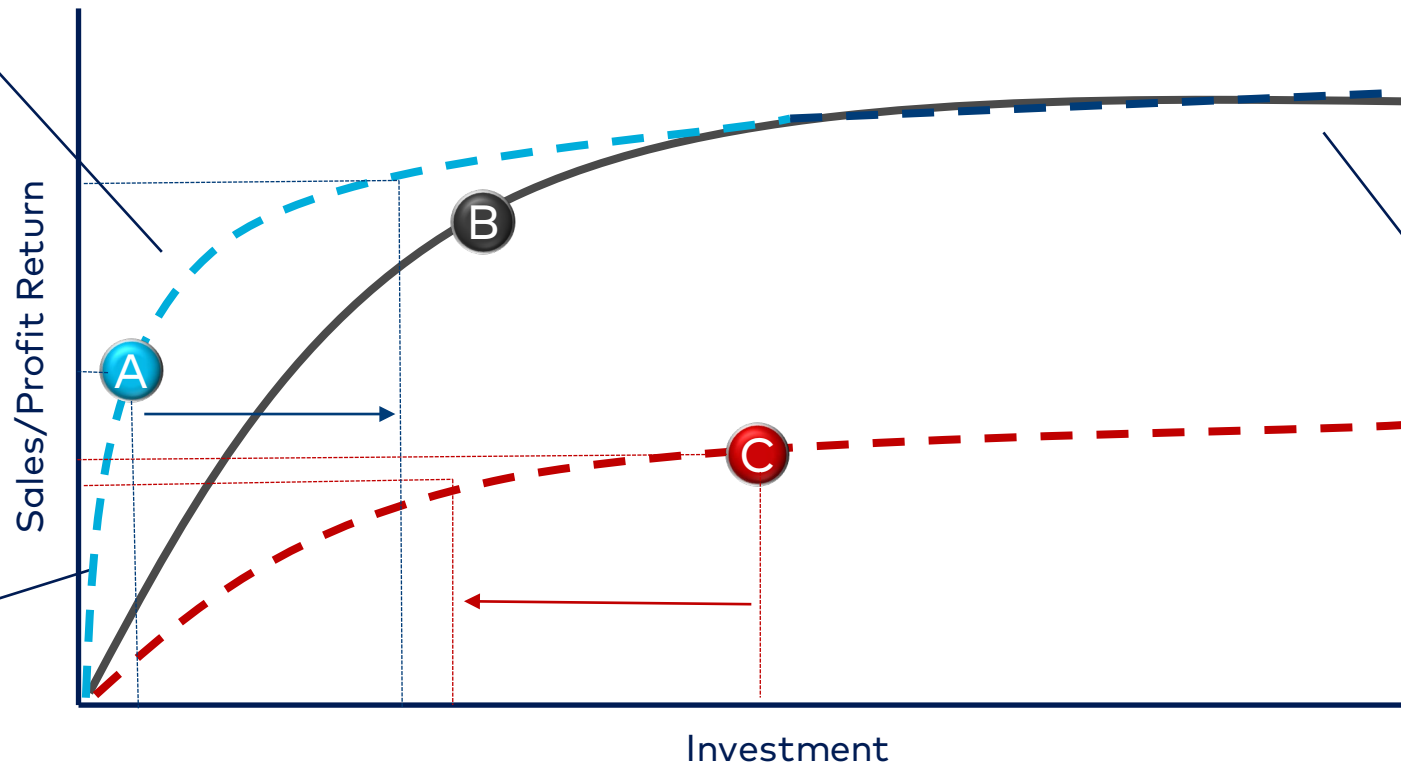
We can supplement opinion with science to better advise our clients

We can use this knowledge to change plans with either the minimum harm or the maximum benefit

Spend on Media channels **A**, **B** and **C** can be optimised by reducing spend on channel **C** and reallocating to channel **A** to generate more sales and profit

A corresponding increase in spend allocation to channel A will deliver greater sales

A large reduction in investment on channel C has a small impact on sales



As audience forecasts change and cost forecasts change the channel response curves also change.

Lower costs and bigger audiences will increase the gradient and ceiling height of the curves and that channel will attract more investment in an optimisation and will deliver more sales

We have developed state of the art Optimisation portals* which allows clients and agency partners to optimise by brand, product, media line and weekly phasing



*allows scenario planning and forecasting functionality

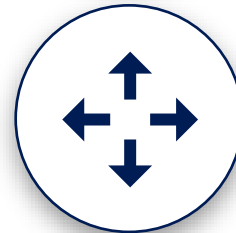
In 2018 we pitched to the European marketing meeting for VW group Marketing: "scientifically establish the relationship between investment and return"



KEY OUTCOMES:



ROI improvement opportunity across the carlines +18%



"2020 brings many things into focus, demonstrating that certain business practices like ROI modelling should be done everywhere"

VOLKSWAGEN

AKTIENGESELLSCHAFT

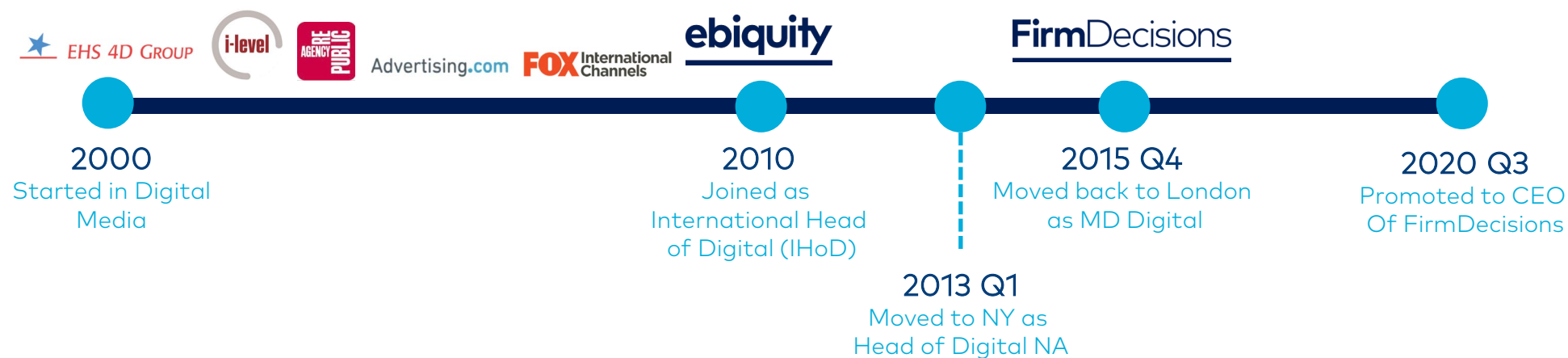
Contract Compliance



Federica Bowman
CEO FirmDecisions



Federica Bowman
CEO FirmDecisions



Our business



85

Brands we worked with in 2019

333

Average no. of audits we complete a year

75

Markets we have audited

87%

Audits in the last 4 years that have been of media vs. non media agencies

\$79B

Client spend we audited in 2019

The global marketing sector in 2019 was worth \$1.7 trillion* and we audited only \$40bn of that, leaving plenty of room for growth



*<https://www.forbes.com/sites/zarkodimitrioski/2019/02/13/how-much-money-is-in-the-global-marketing-industry-more-than-we-believed/#5d0ccf2017c3>

**<https://www.groupm.com/newsroom/indian-ad-spends-estimated-to-grow-at-10-7-in-2020-groupms-tyny-report/>

US Market Opportunity



Jim Mason
Managing Director, Client Services, NA



Jim Mason
Managing Director

Manhattan
Associates.



1997
Technology
Consulting

Deloitte.



2004
Strategy
Consulting

razorfish.



2010
Digital
Marketing

publicis
sapient



2016
Digital
Transformation

ebiquity



2018
Managing Director,
Client Services

Although the USA is the largest media market globally, media auditing is not as commonplace as in Europe

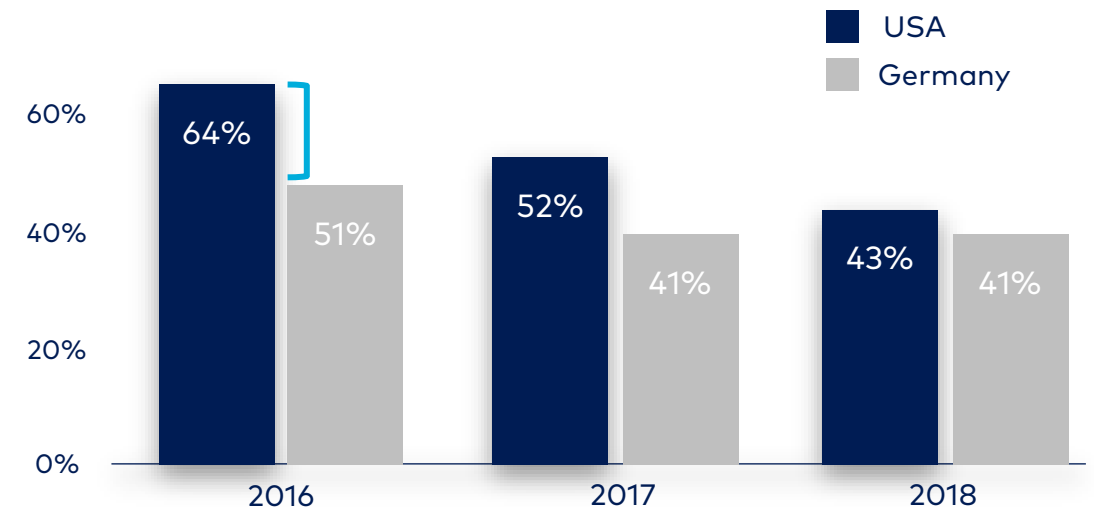
Top 10 Countries, Ranked by Media Spend (2020, in \$ billions)



Source: eMarketer, June 2020

Higher historical levels of trust in the US may contribute to a legacy of limited auditing

Average trust in institutions, by country



Source: Edelman Trust Barometer

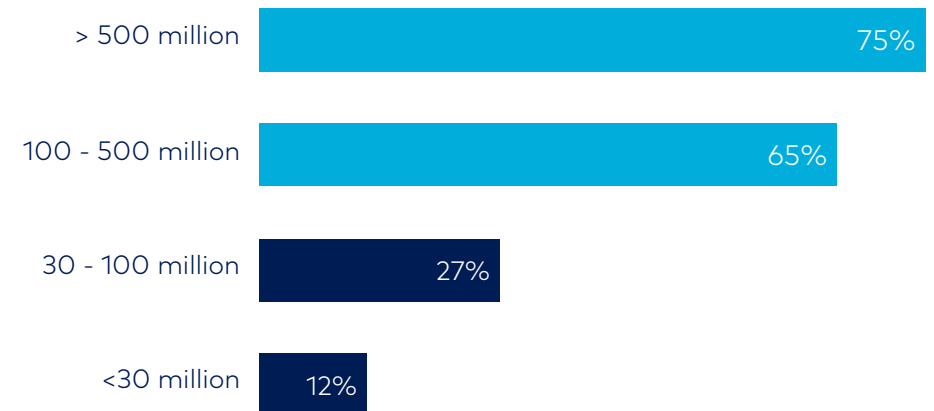
US market factors are increasing the need for independent advisory services

Digital market changes, complexity, and information asymmetry

- › Agencies / technologies hold the power
- › Complexity of evaluating agency performance
- › Data changes with the Cookie Apocalypse
- › Digital stewardship and operations
- › Technology ownership and fees

Increased use of performance incentives in agency compensation

% of brands with incentive comp by budget



Source: ANA 2019, Media Agency Compensation Practices

The nature of client asks extends well beyond traditional media benchmarking and into deeper digital analysis and strategy

Digital governance

Source Data Monitoring

Operational reviews

Paid Search Assessment

Digital advisory

Brand Safety Review,
Programmatic Health Check

Agency selection

Media Agency Review

Contract compliance

FirmDecisions financial audit

Savings Tracking

Ebiquity ValueTrack™
Savings Tracking

Ebiquity is building momentum in the US market with revenue holding steady despite the challenges of 2020

Success replacing Accenture

Retail

Top 5 US retailer /
Top 5 US advertiser

Retail

Top 5 US retailer

Fin Services

Top 3 advertiser in
the credit card
category

Technology

Leading global
consumer electronics
company

Beverage

Top 10 alcoholic
beverage company

Other notable wins

AdAge

ENTERPRISE LAUNCHES THREE AGENCY REVIEWS ACROSS GLOBAL MEDIA, BRAND STRATEGY AND DIGITAL

The parent of Enterprise Rent-A-Car, National Car Rental and Alamo Rent a Car is looking to ramp up marketing efforts despite sector downturn

By [Lindsay Rittenhouse](#), Published on October 09, 2020.



Notable new clients

TELECOM

Top 10 US advertiser

FOOD & BEVERAGE

Top 150 advertiser

Multi-year renewals

FINANCIAL SERVICES

Top 10 market capitalization

CONSUMER ELECTRONICS

Top 10 market capitalization

AUTOMOTIVE

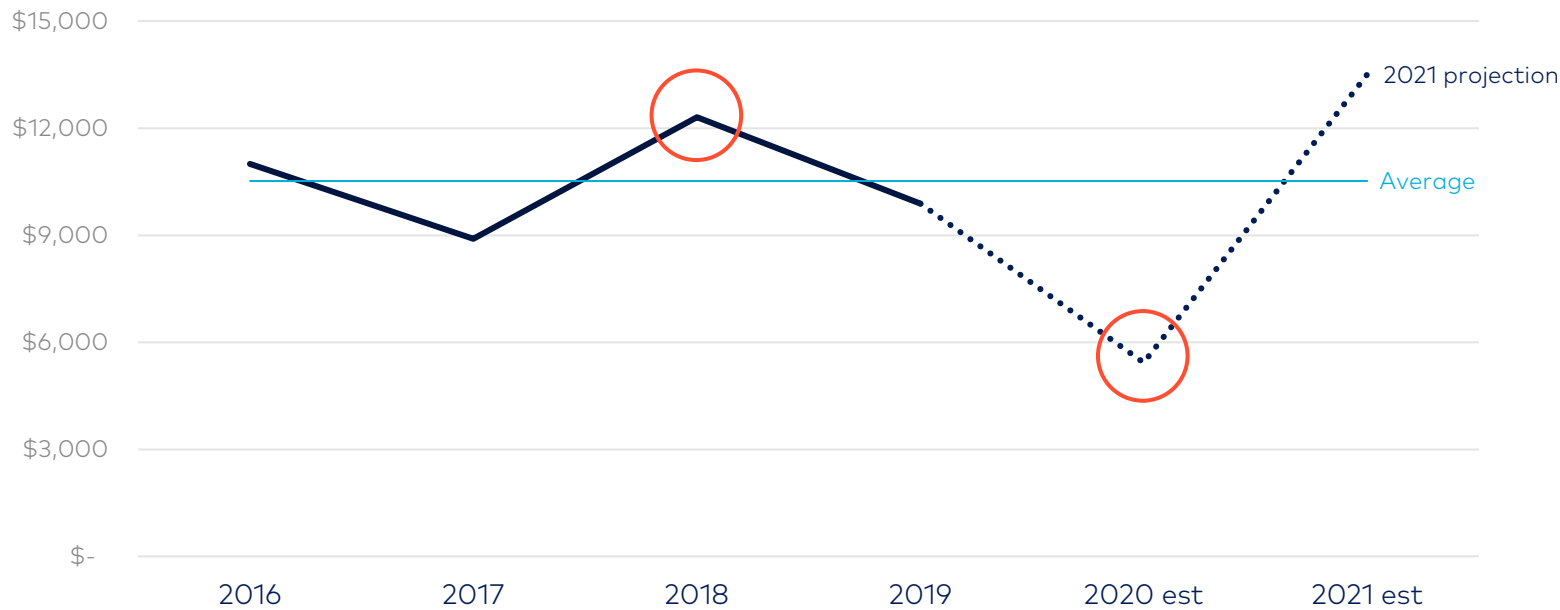
Top 20 US advertiser

TRAVEL

Top 20 US advertiser

The US market should expect significant agency selection activity in 2021, which we anticipate leading to new opportunities

USA Agency Selection Activity
(in \$ millions of media spend in review)



Source: COMvergence

2018 saw a peak in agency reviews. Media contracts tend to have a 3-year period, which means many contracts are up for renewal in 2021.

40% decrease in expected agency selection activity in 2020. We expect much of this activity will be deferred until 2021.

Capitalizing on the US growth opportunity

Ebiquity revenue by client
(Representative chart)



- 1 Adding client partners to grow existing accounts
- 2 Proactive outreach to capture new clients
 - Remaining Accenture clients
 - Announced agency reviews
 - Industry synergies
 - Prior lapsed clients
- 3 Developing a new offering targeting smaller, regional advertisers

The Asia Pacific Opportunity



Leela Nair
Managing Director Asia Pacific

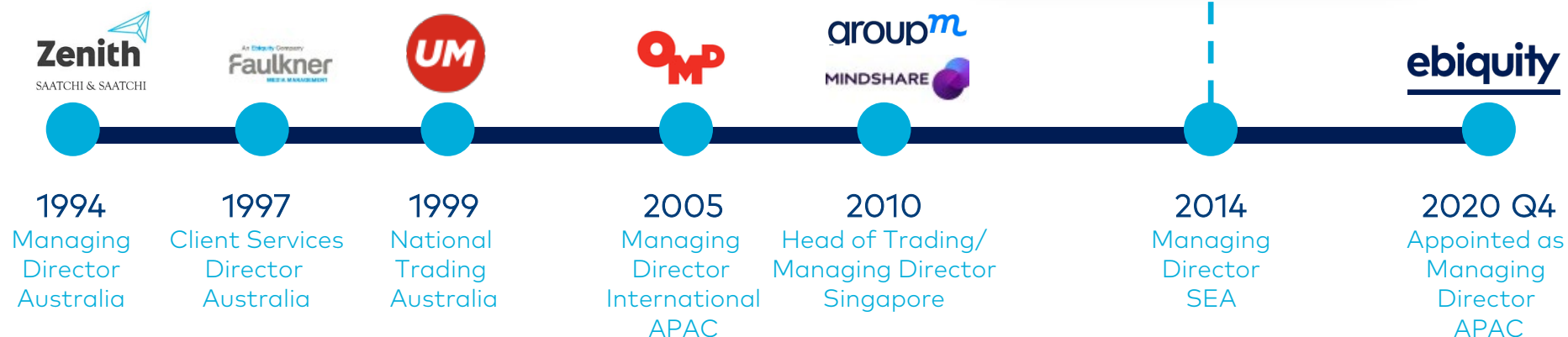


Leela Nair
Managing Director Asia Pacific

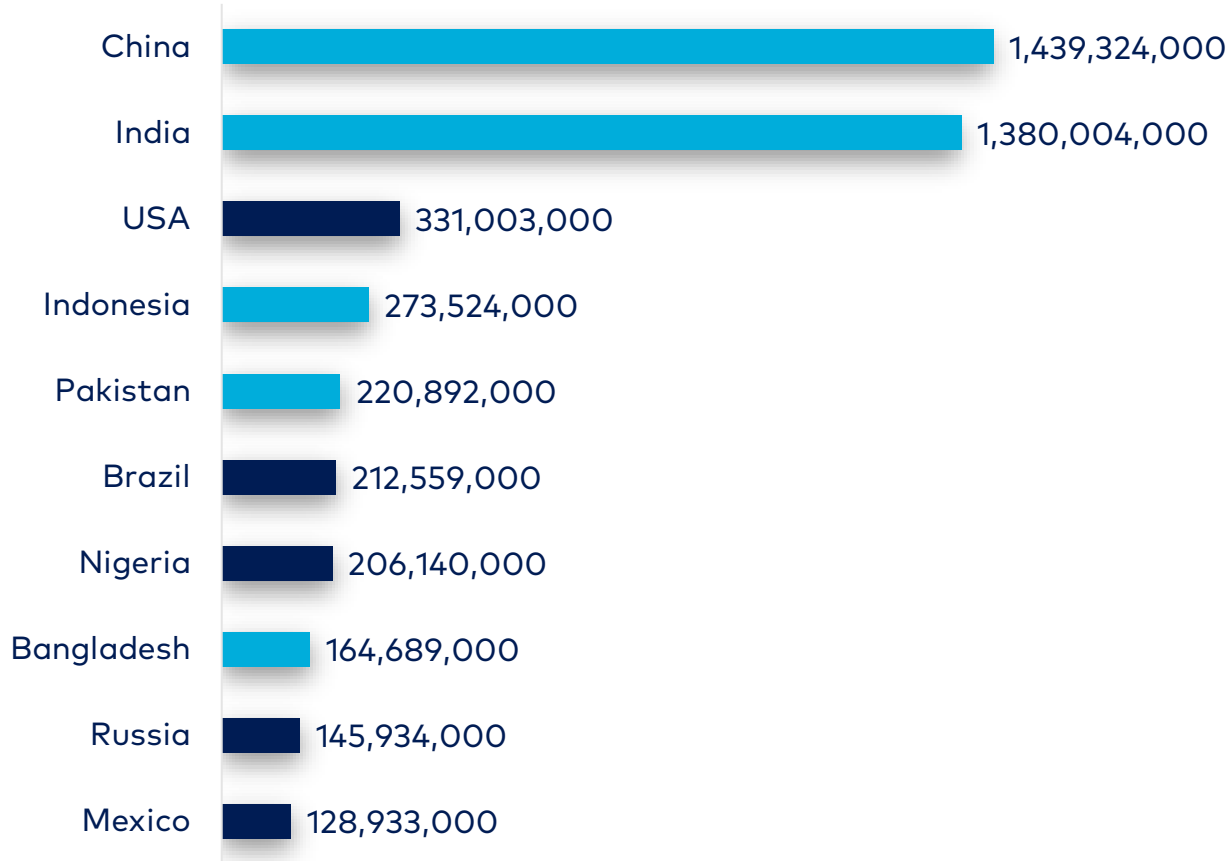
ebiquity

News & Insights / Blog / Ebiquity acquires digital media monitoring firm Di...

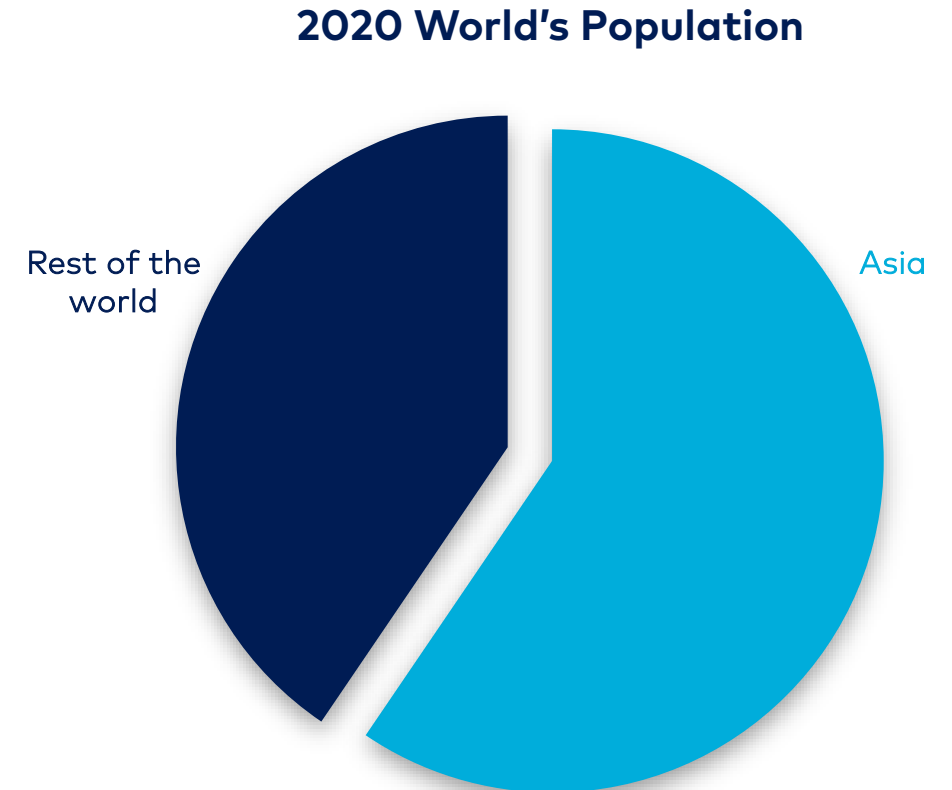
Former Mindshare MD Leela Nair launches Ebiquity SEA



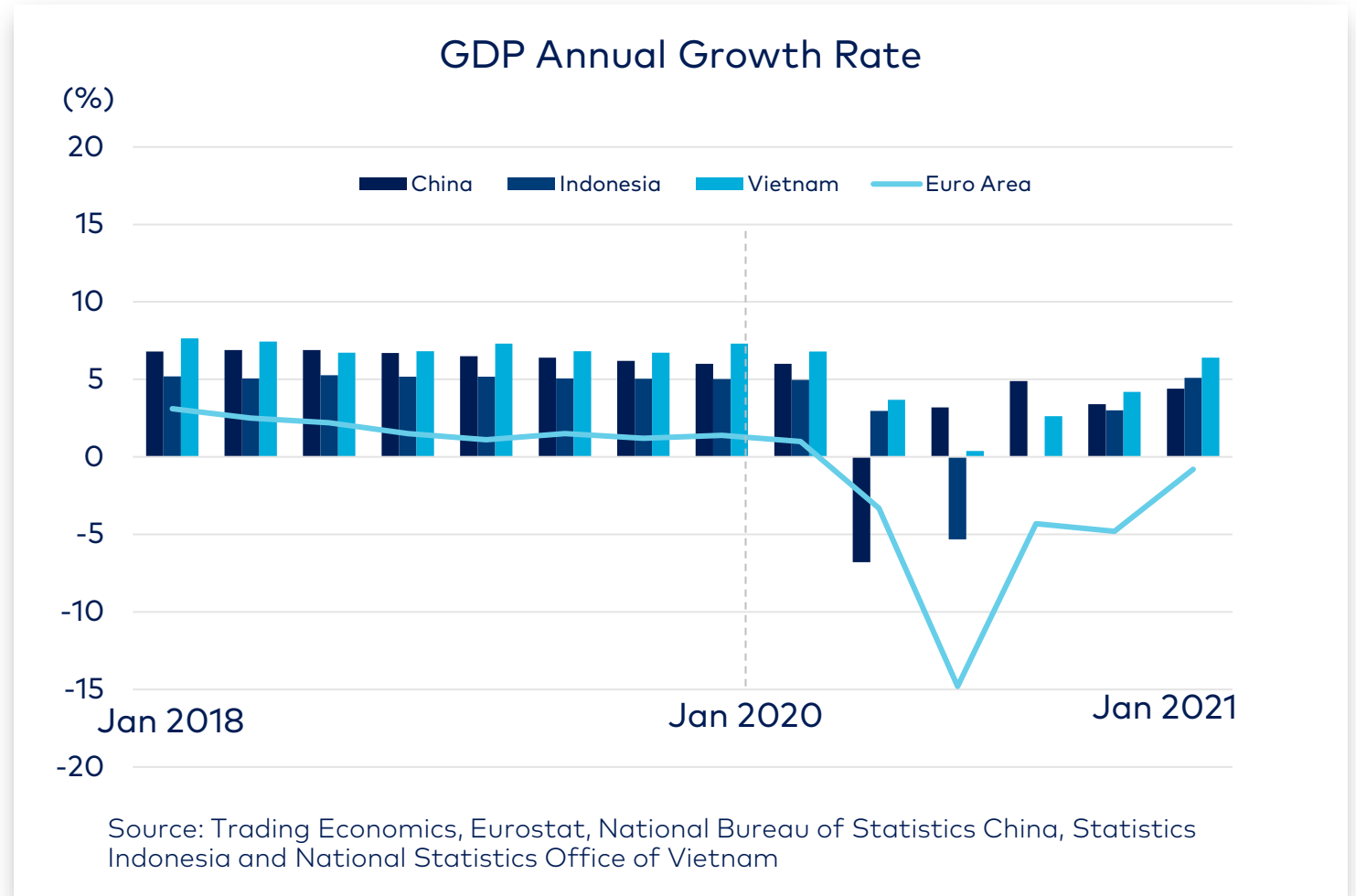
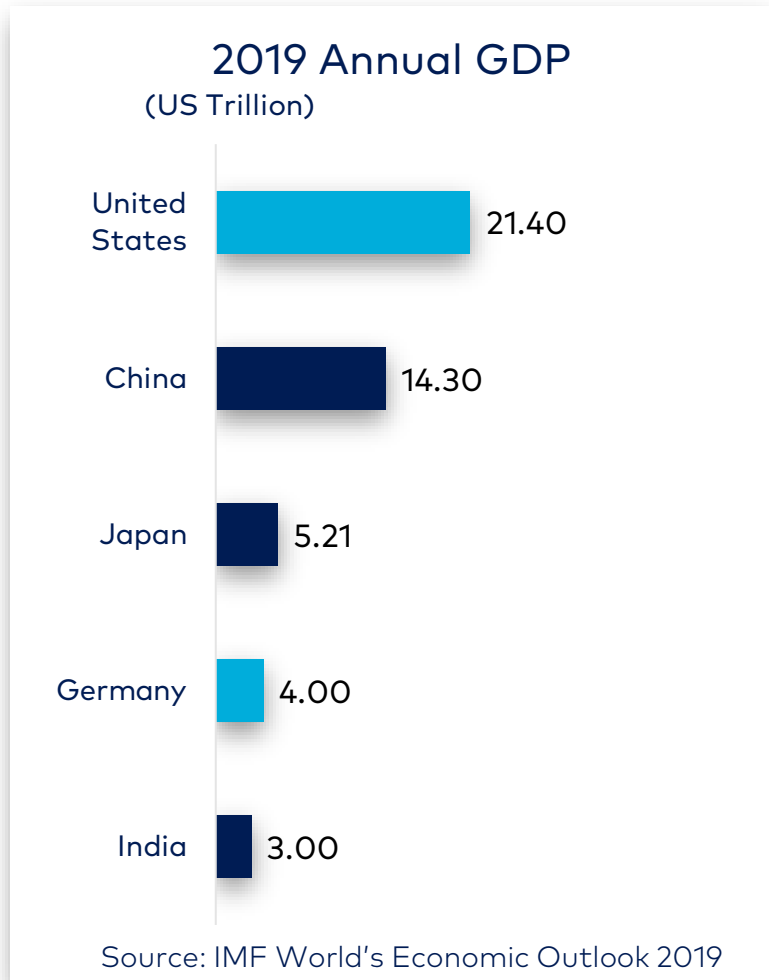
5 out of 10 of the most populated countries in the world are in Asia



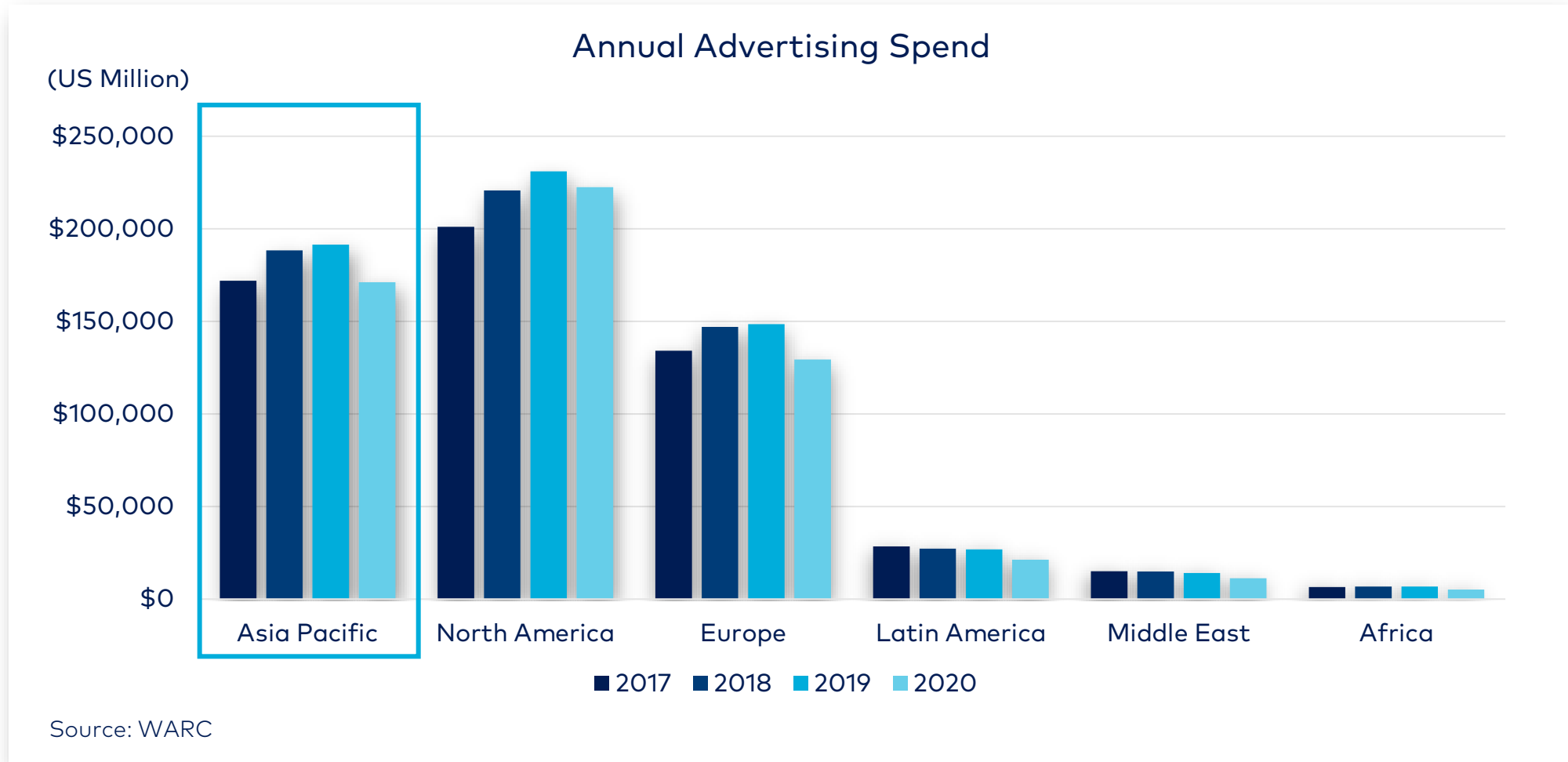
Source: Worldometer, 2 Nov 2020



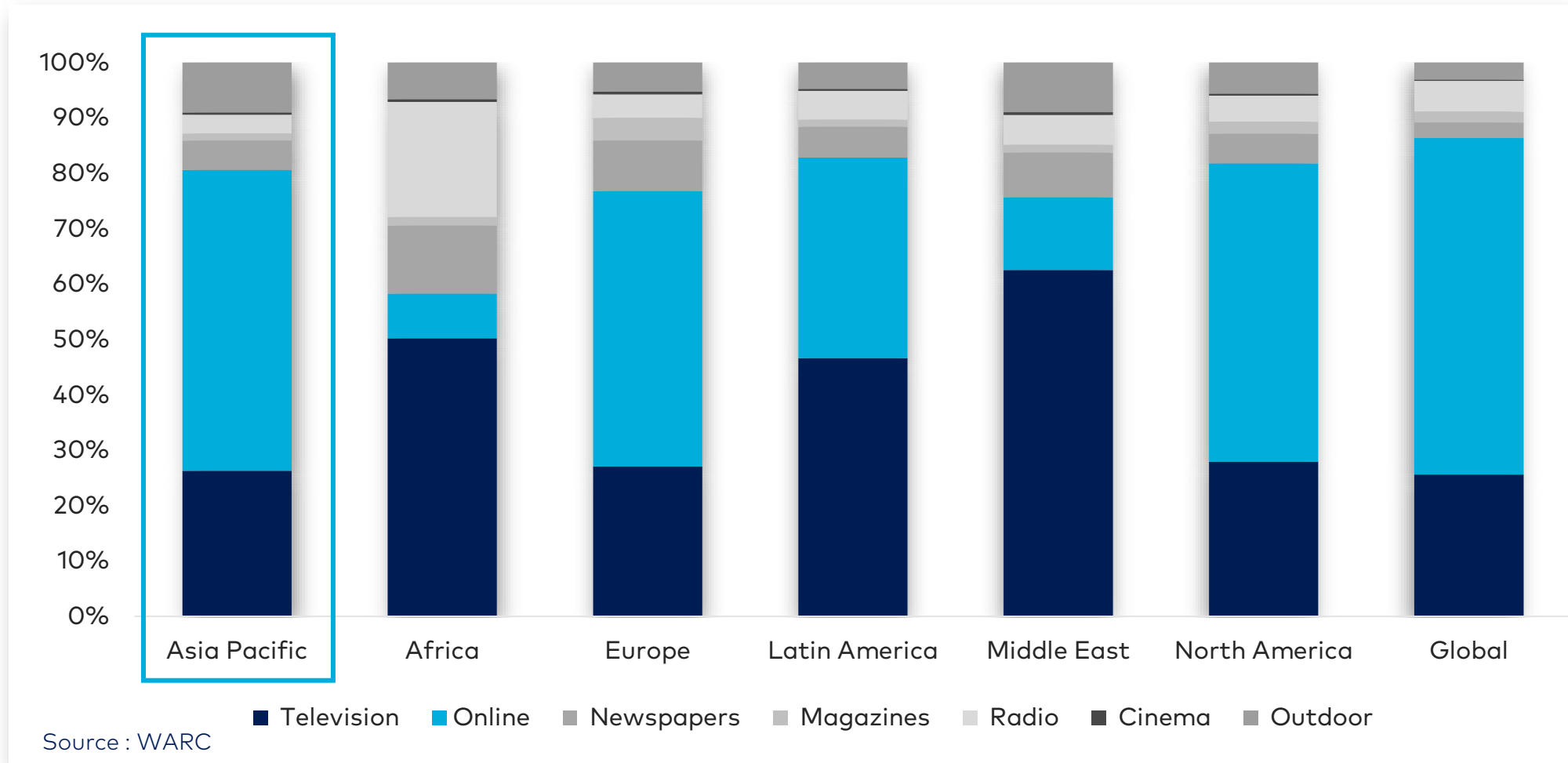
It also has 3 of the 5 largest economies in the world and the fastest growth rates



Asia Pacific is already the second largest ad spend region and future prospects are strong



Digital >50% of the market



Local advertisers represent a significant segment of the market and are more insulated from global influences

Top 20 Advertisers in Indonesia

- 1 UNILEVER
- 2 WINGSFOOD
- 3 INDOFOODS
- 4 PROCTER & GAMBLE
- 5 MAYORA
- 6 PUSAKA TRADISI IBU
- 7 GUDANG GARAM
- 8 SANTOS JAYA ABADI
- 9 NESTLE
- 10 GARNIER
- 11 WING'S
- 12 COCA-COLA
- 13 DJARUM
- 14 HM SAMPOERNA
- 15 FRIESCHE VLAG INDONESIA
- 16 GARO
- 17 GLAXO SMITHKLINE
- 18 RECKITT BENCKISER
- 19 ULTRASAKTI
- 20 TEMPO SCAN PASIFIC

Top 20 Advertisers in Vietnam

- 1 UNILEVER VIETNAM
- 2 VINAMILK CORPORATION
- 3 P&G VIETNAM
- 4 NESTLE
- 5 SUNTORY PEPSICO VIETNAM BEVERAGE
- 6 TAN HIEP PHAT BEVERAGE GROUP
- 7 ABBOTT LABORATORIES INC.
- 8 MASAN FOOD CORP
- 9 THE GIOI DI DONG JS
- 10 SAMSUNG VINA ELECTRONICS
- 11 FRIESLANDCAMPINA
- 12 NUTIFOOD JS
- 13 DIANA JSC
- 14 VINACAFE BIEN HOA JSC
- 15 GLAXO SMITHKLINE
- 16 ACECOOK
- 17 NHAT NHAT TRADITIONAL MED.
- 18 COCA-COLA
- 19 WIPRO UNZA VIETNAM
- 20 URC (UNIVERSAL ROBINA CO.) VIETNAM

Source : Nielsen 2019

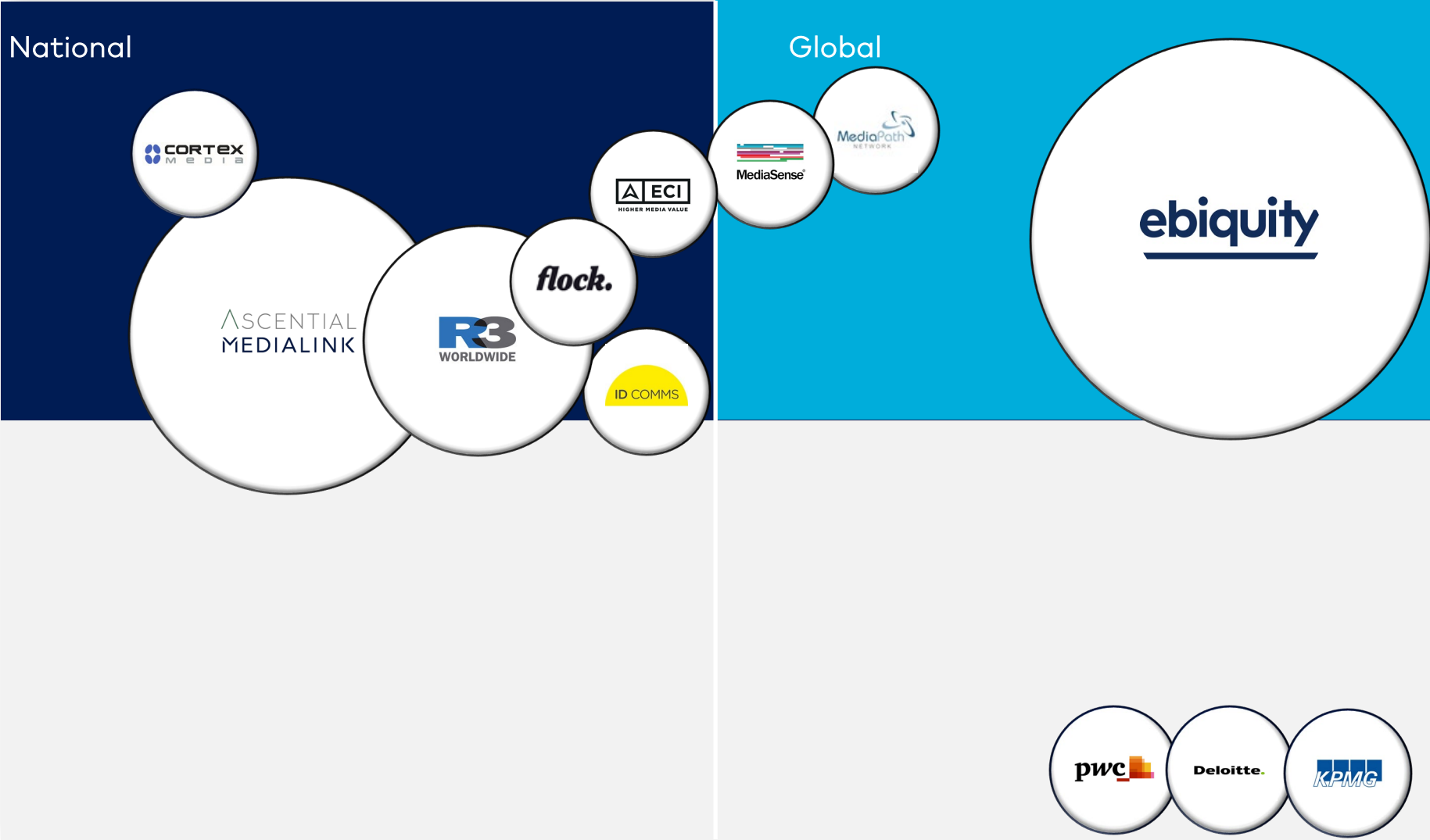
Highlighted in **BLUE are Local Advertisers*

Globally.....

Specialist
Media
Consultants

Marketing
Consultants

General
Auditors

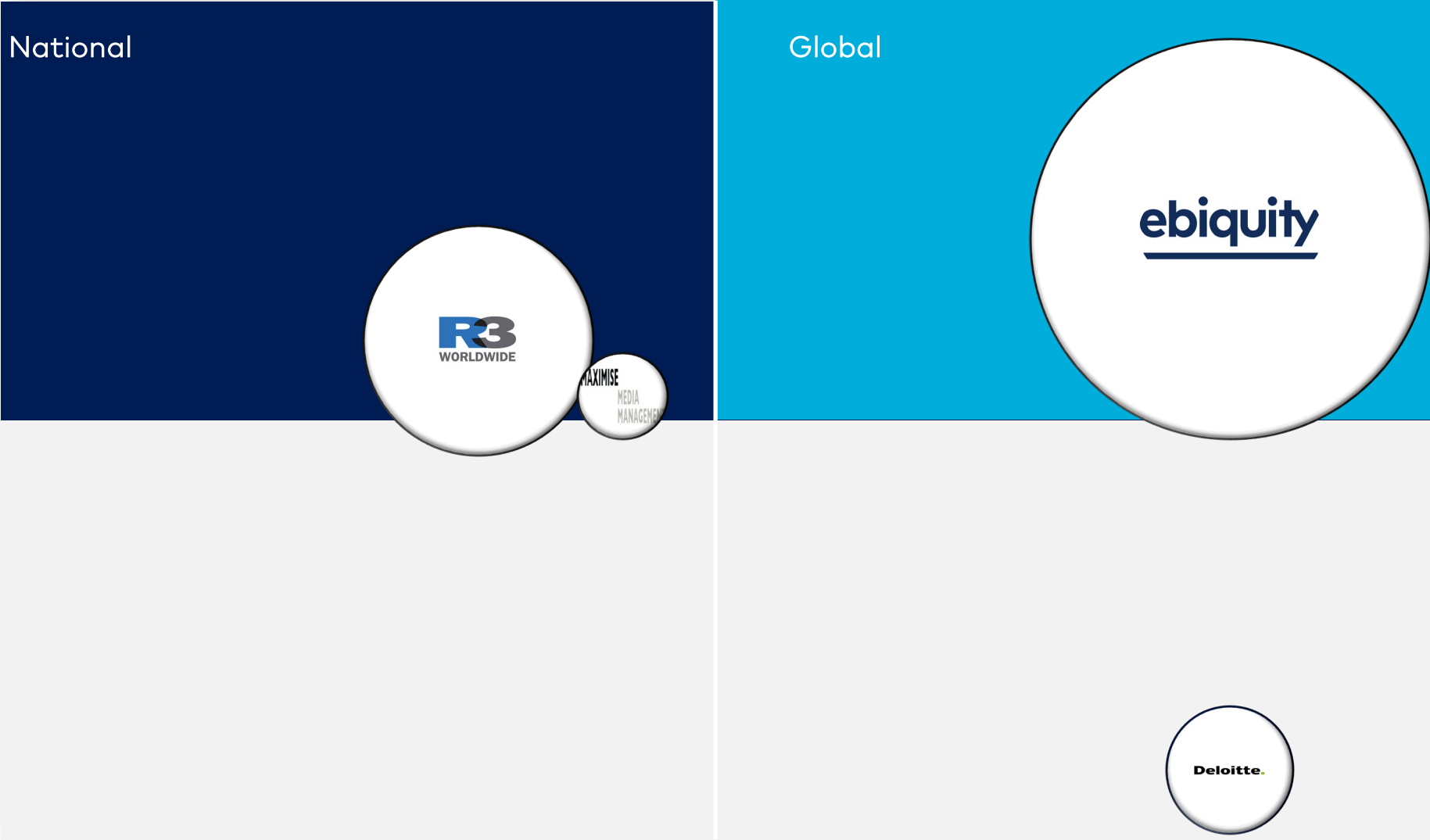


In Asia, the downside risk is limited

Specialist
Media
Consultants

Marketing
Consultants

General
Auditors



The opportunity to deliver greater transparency in Asia is high

	France	Canada	Australia	US	UK	Asia			
						Malaysia	India	Japan	China
Level of AVBs	28	44	55	37	93	144	111	155	155
Level of agency income derived from media owners	47	47	35	59	89	141	141	117	164
Number of intermediaries between advertiser and media owner	92	67	34	89	117	101	34	34	235
Amount of which the legislative environment adversely impacts transparency	51	41	41	61	51	102	214	41	41
Level of unmatched or unbilled media	44	88	117	88	117	73	29	147	59
Extent of practice of 'arbitrage' within agency trading desks	105	70	140	82	99	117	153	n/a	163
Level of certainty that booked ads were correctly placed	74	185	74	128	44	37	98	185	129
Extent of media being billed after receipt of media vendor invoices	47	62	31	78	117	31	81	156	218
Lack of visibility into the digital supply chain and advertiser money-flows	81	102	92	112	98	102	143	n/a	122
Lack of transparency surrounding data ownership, management and flow	65	130	146	130	108	97	97	n/a	227

Source : World Federation Of Advertisers ; Global Media Buying Transparency Index

Asia Pacific dominates eCommerce sales....another growth opportunity



Total retail eCommerce
spending worldwide
= \$3.914 trillion

Source: emarketer, May 2020

Conclusion



Nick Waters
Chief Executive Officer

Summary

Media market in turmoil - \$ billions wasted

New digital product strategy – eliminate wastage

Integrated solutions – strategic client development

Effectiveness – value creation

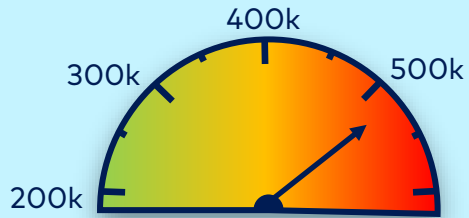
Contract compliance – leadership in a growing market

Geographic growth opportunity – US, Asia Pacific

Strong management team to deliver

Charting our journey – new KPIs

Strategic client development - revenue



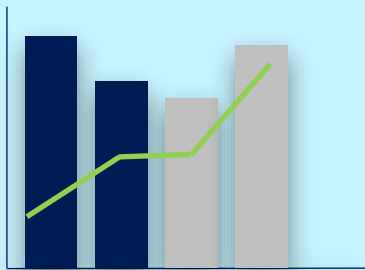
Client satisfaction



Efficiency gains



Revenue per client



Digital growth



Employee engagement



Q&A