

Ascential delivers specialist information, analytics and eCommerce optimisation platforms to the world's leading consumer brands and their ecosystems

Strategic report

Ascential at a glance	02
Chief Executive's statement	04
Our investment case	08
Our stakeholders	10
Market review	16
Business model	18
Our strategy	20
Key performance indicators	22
Segmental review	24
– Digital Commerce	26
– Product Design	29
– Marketing	30
– Retail & Financial Services	33
– Built Environment & Policy	34
Financial review	36
Alternative performance measures	44
Risk management	48
Principal risks	50
Our people	56
Corporate and social responsibility report	60

Governance report

Governance report	74
Board of Directors	76
Governance framework	78
Audit Committee report	83
Nomination Committee report	88
Directors' Remuneration report	90
Directors' Remuneration Policy	92
Annual Report on Remuneration	100
Directors' Report	107
Independent Auditor's Report	110

Financial statements

Consolidated statement of profit or loss	120
Consolidated statement of other comprehensive income	121
Consolidated statement of financial position	122
Consolidated statement of changes in equity	123
Consolidated statement of cash flows	124
Notes to the financial statements	125
Parent Company balance sheet	160
Parent Company statement of changes in equity	161
Notes to the Company financial statements	162

Financial highlights

Revenue¹

£263.7m

Reported revenue reduction¹

(31%)

Adjusted EBITDA^{1,2}

£28.5m

Adjusted EBITDA Margin^{1,2}

10.8%

Adjusted Diluted Earnings Per Share

1.9p

Net Debt

£229.3m

¹ Reflects results from Continuing Operations

² Refer to glossary of Alternative Performance Measures on page 47

Operational highlights

- Strong delivery against long-term strategic priorities in a transitional year
- Segemental performance demonstrates resilience in a challenging backdrop
- Paul Harrison, our former Audit Chair and CFO of Just Eat plc and The Sage Group plc, appointed as Chief Operating Officer. New Audit Chair, and two other NEDs appointed to an experienced and diverse Board
- Sale of non-core Built Environment & Policy business, for £257.9m
- Further investment in digital products and capabilities
- Acquisitions of X Target (China) and Intellibrand (Brazil) further extend capabilities and geographic reach for Digital Commerce; ongoing investment in Hudson MX's pioneering media-buying platform



More information online:

Our website gives you fast, direct access to a wide range of Company information. ascential.com

“Our people and their dedication to ensuring we serve our customers, and their flexibility to ensure the Company has not missed a beat, has been remarkable.”

“The last year has underlined the importance of our strategic focus: serving brands that operate in digital marketplaces. We were already operating in a highly digital world, and the fundamental shift towards online channels has only accelerated since the pandemic. This further drives demand for our data-driven insights in the three ways we support customers: creating the right products, maximising their marketing impact, and optimising their trading performance on eCommerce platforms.”

Duncan Painter
Chief Executive Officer