



# INTERIM RESULTS

6 months to 30<sup>th</sup> June 2017

**CENTAUR**  
MEDIA

# AGENDA

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**Business  
overview**

**Financial  
performance**

**A revitalised,  
repositioned &  
repurposed B2B  
business**

**Summary**

# BUSINESS OVERVIEW

## FINANCIAL HIGHLIGHTS

- Underlying Revenue ..... **1%**
  - Events ..... **+16%\***
  - Digital premium content ..... **+4%**
  - Advertising ..... **-22%**
- Adjusted operating profits ..... **£4.2m**  
(2016:£5.0m)
- Adjusted operating margins ..... **10.5%**  
(2016:12.5%)
- Net debt ..... **£10.1m**  
(Dec 2016:£14.1m)

## OPERATIONAL HIGHLIGHTS

- Sale of Home Interest
- Acquisition of MarketMakers
- Successful integration of Oystercatchers
- Reduced print exposure and migration to digital
- Product development upgrades underway for business intelligence products

**Results in line with expectations; significant cash management improvements**

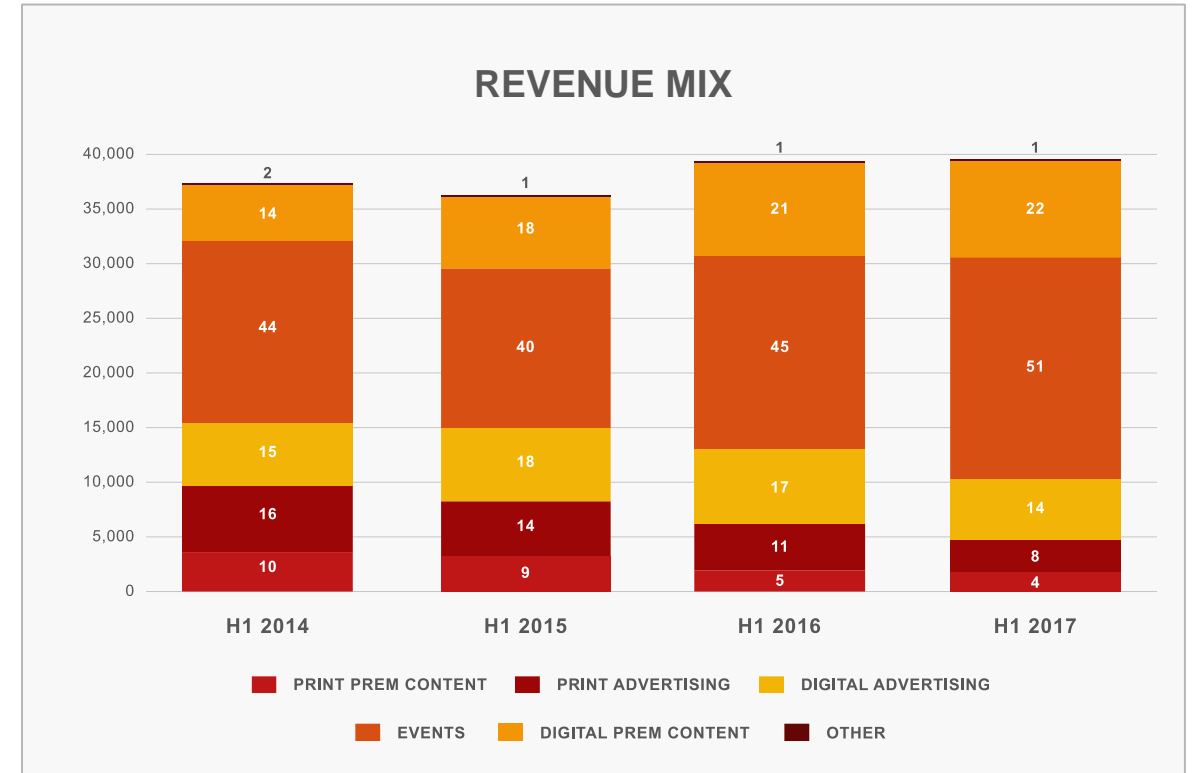
**Good progress in strategically reshaping the business**

\* Events revenue growth includes Oystercatchers

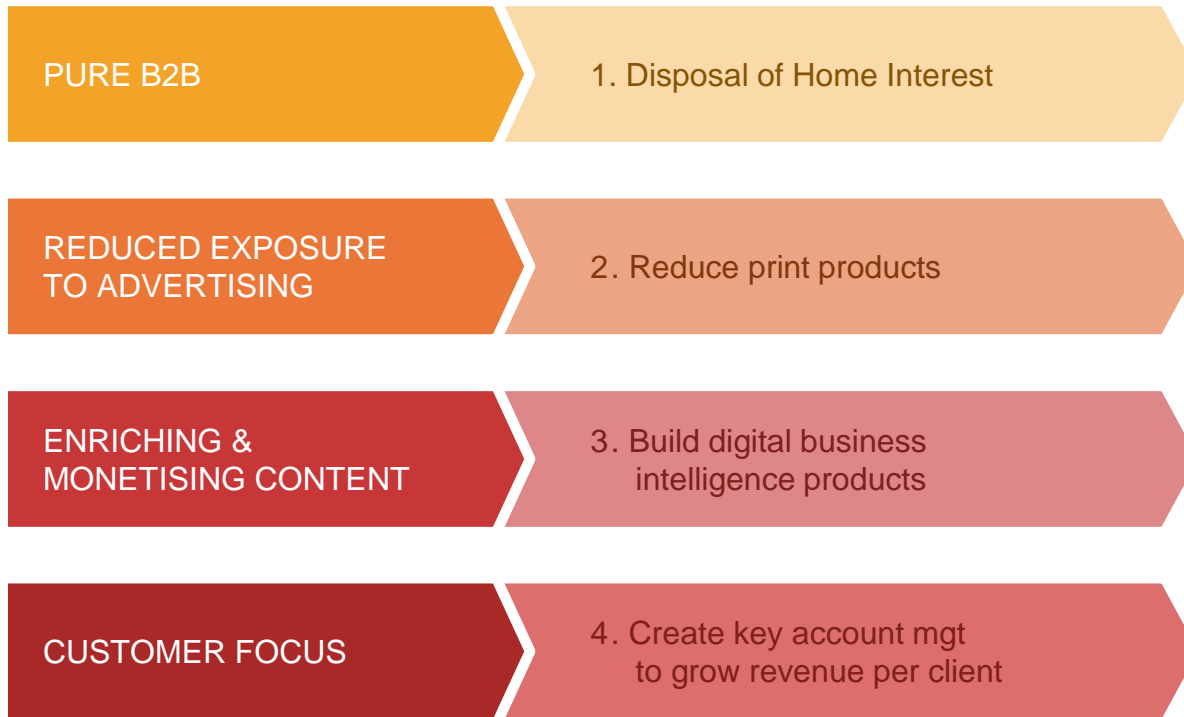
# REVENUE MIX IMPROVEMENTS

## Digital premium content & events now account for 73% of total revenues

- Print premium content decreases by..... **14%**
- Print advertising decreases by..... **28%**
- Digital advertising decreases by..... **18%**
- Event revenues..... **14%**
- Total digital premium content..... **4%**



# SIMPLIFYING AND FOCUSING THE CORE BUSINESS



A business to business media company that **informs, advises** and **connects** business professionals through **insight, data** and **events**.

Products and services that help leaders **accelerate** their business performance



# FINANCIAL PERFORMANCE

## FINANCIAL RESULTS IN LINE FOR HALF YEAR 2017

### REVENUE

**£40.0m -**

(2016: £39.9m)

### ADJUSTED OPERATING PROFIT

**£4.2m ▼ 16%**

(2016: £5.0m)

### DIGITAL PREMIUM CONTENT REVENUES

**£8.9m** (2016: £8.6m) ▲ 4%

### LIVE EVENTS REVENUES

**£20.4m** (2016: £17.9m) ▲ 14%\*

### DEFERRED REVENUES

**£16.4m -**

(2016: £16.5m)

### ADJUSTED DILUTED EARNINGS PER SHARE

**2.1 pence**  
▼ 16%

(2016: 2.5 pence)

### DIVIDEND PER SHARE

**1.5 pence**

(2016: 1.5 pence)

### NET DEBT

**£10.1m ▼ 40%**

(Dec 2016: £14.1m)

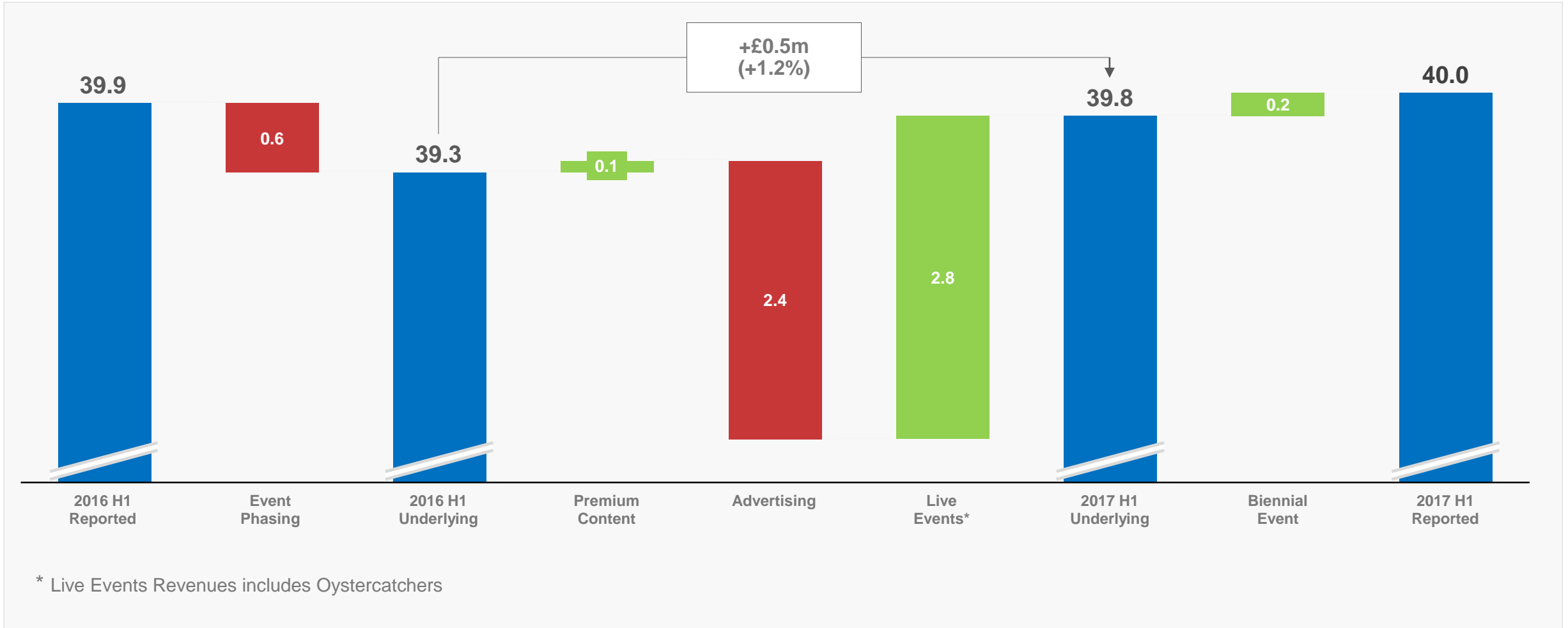
### ADJUSTED WORKING CAPITAL FLOW

**£4.3m**

£1.0M SWING

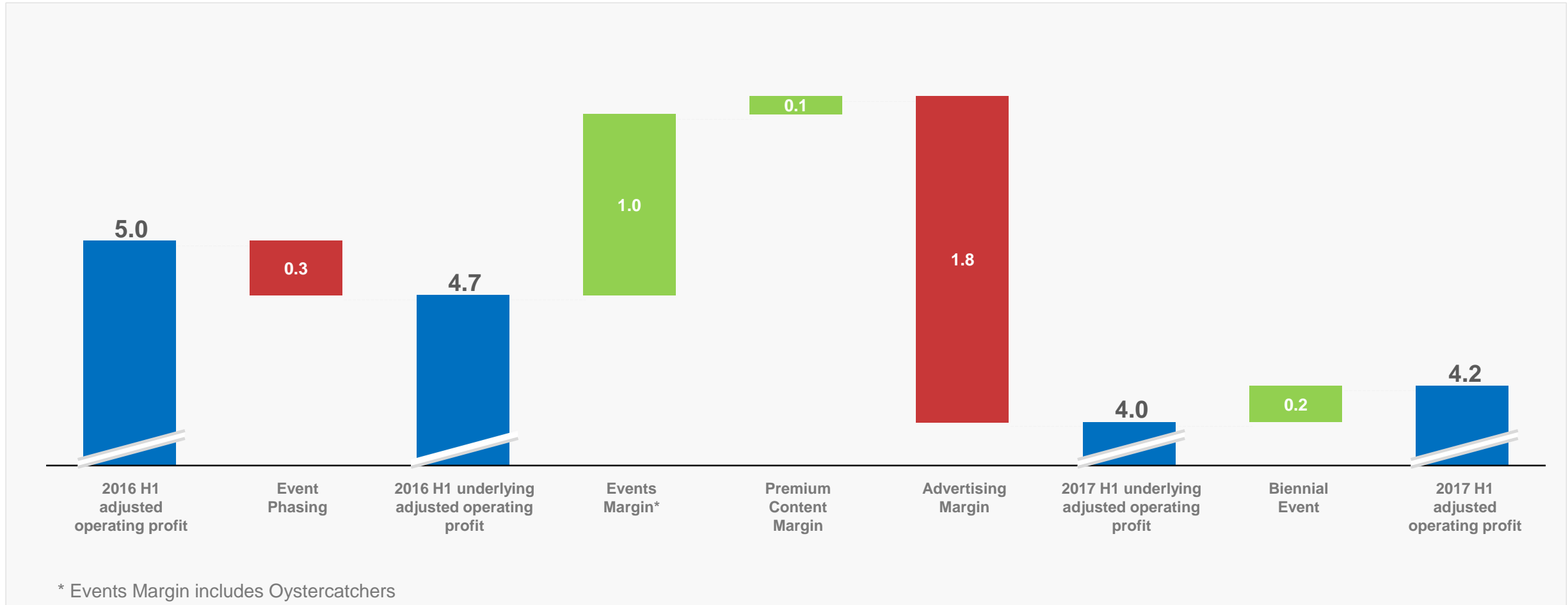
(2016: £3.3m)

# EVENTS REVENUE OFFSET ADVERTISING DECLINE





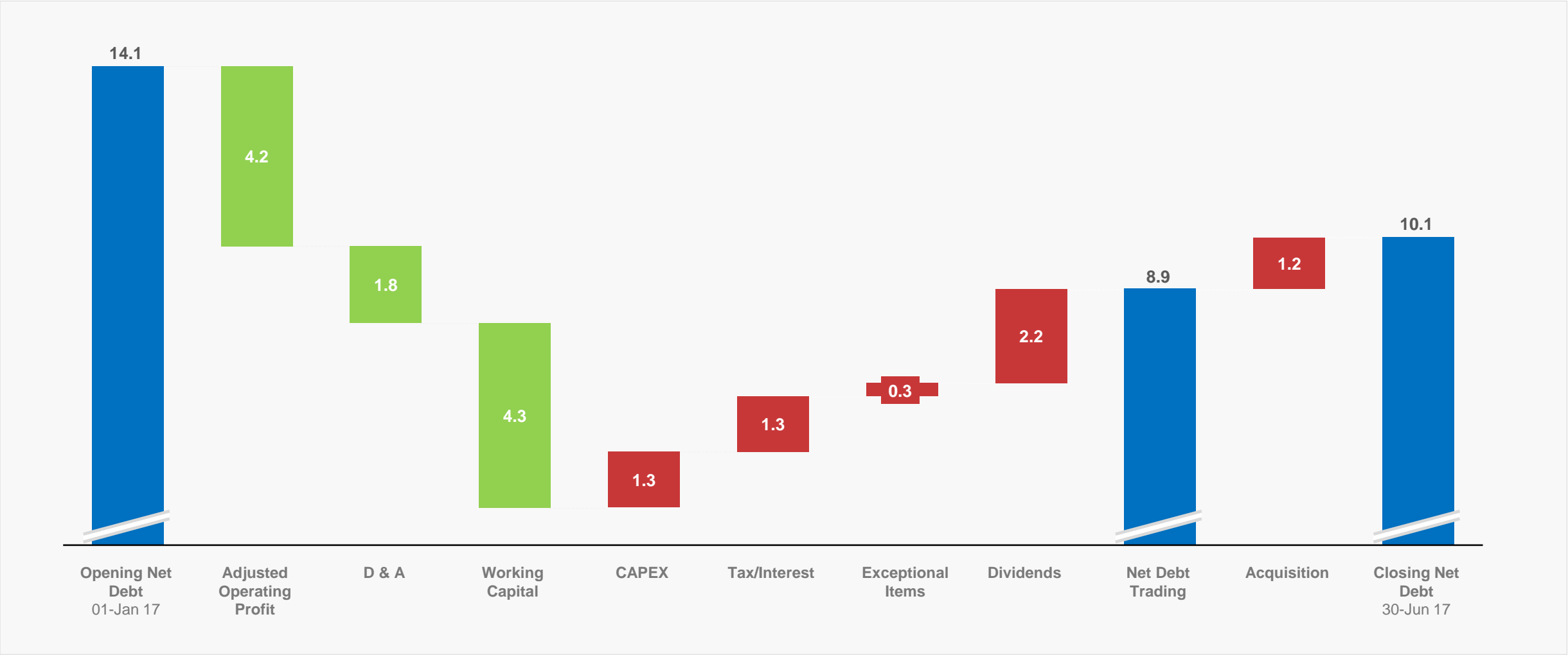
# EVENT CONTRIBUTION HELPS MITIGATE HIGH MARGIN ADVERTISING DECLINE



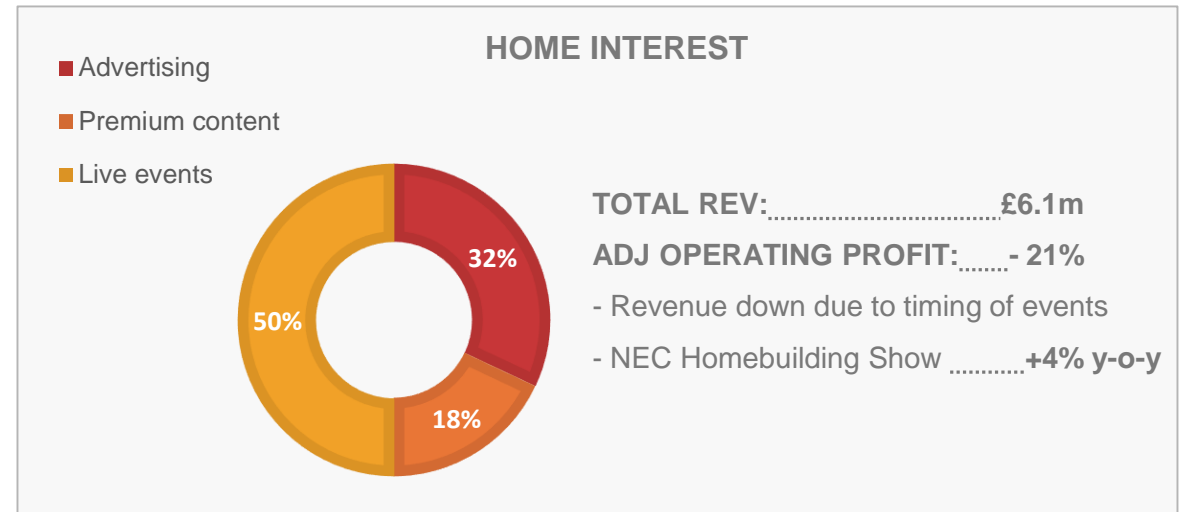
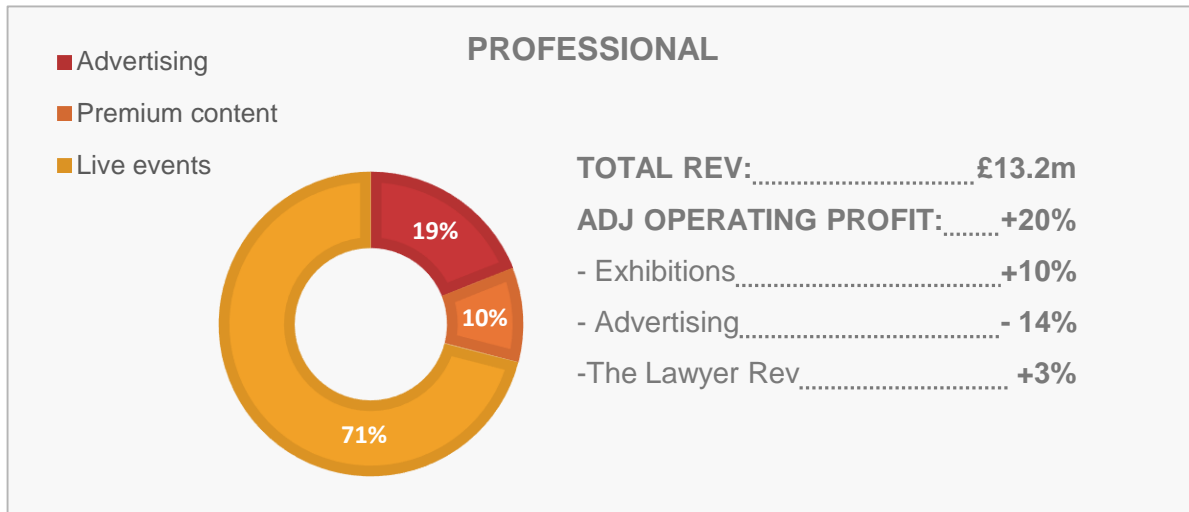
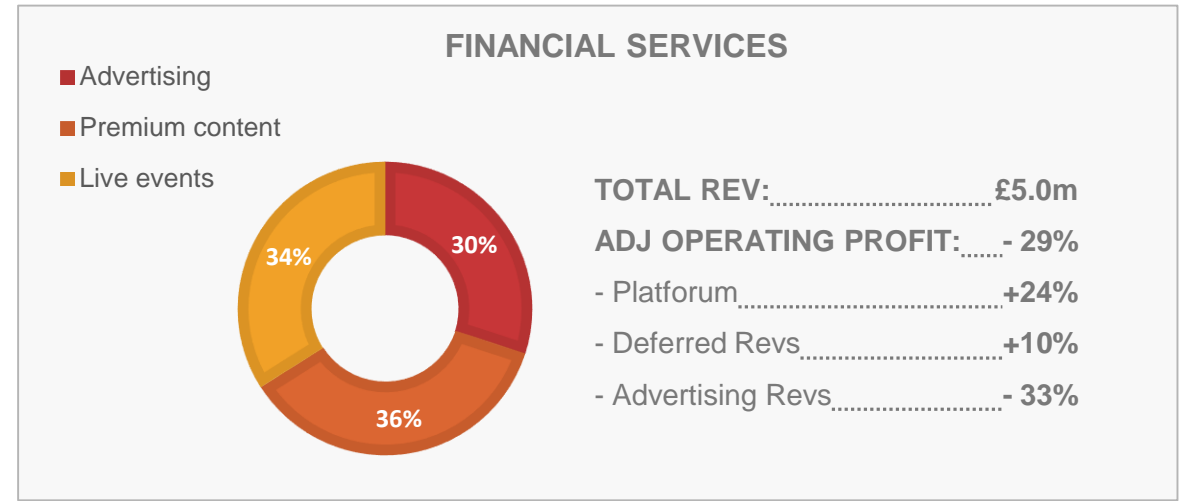
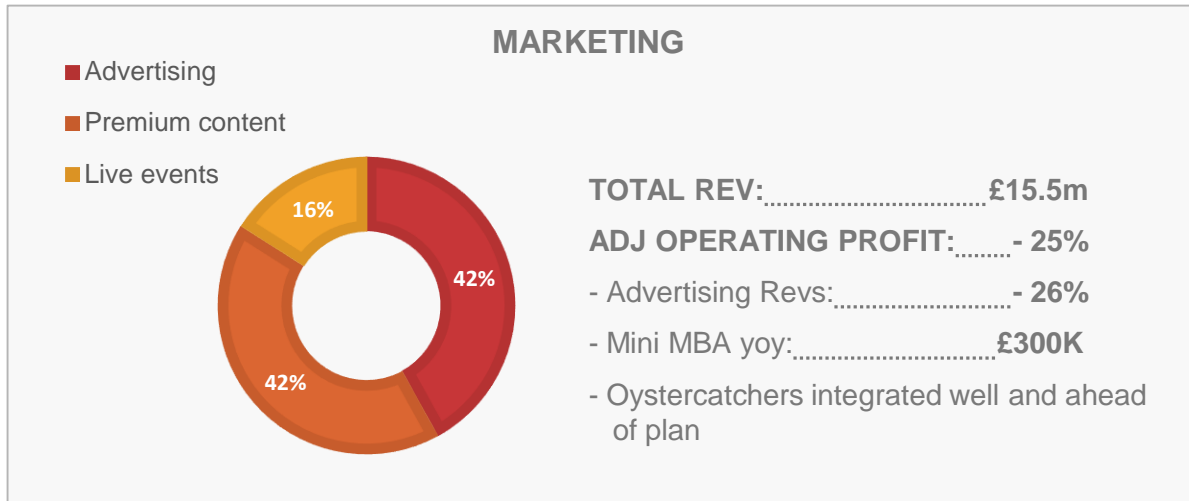
## POSITIVE WORKING CAPITAL TREND CONTINUES

£m	2017	2016
Adjusted operating profit	4.2	5.0
Depreciation and amortisation	1.8	1.5
Movement in working capital	4.3	3.3
Capital expenditure	(1.3)	(1.0)
<b>Adjusted operating cash flow</b>	<b>9.0</b>	<b>8.8</b>
Operating cash conversion	214%	176%

# NET DEBT HAS REDUCED BY 28%



# PORTFOLIO PERFORMANCE



# IMPACT OF HOME INTEREST DISPOSAL & MARKETMAKERS ACQUISITION

## HOME INTEREST

### 2017

- Aug-Dec 2017 Revenues ..... **£6m**
- Gross contribution (GC) ..... **£2.7m**

### 2018

- Expected GC increase ..... **£1m**
- Target 50% of Home Interest allocated group overheads

## MARKETMAKERS

### 2016

- EBITDA ..... **£1.7m**
- 3 year Revenue CAGR ..... **13%**

### 2017

- Growth expected to continue
- No cost or revenue synergies expected

### 2018

- Accelerated growth expected

- 2017 revenue will be in line, EBITDA will be down
- Group is cash positive after the transactions complete
- Balance sheet continues to strengthen into 2018
- Continue to be acquisitive

A photograph of three business professionals in an office setting, overlaid with a semi-transparent red filter. They are gathered around a desk, looking at a laptop. The laptop screen displays a data visualization with a bar chart and a table of numbers. The background shows office blinds and a wall with some papers.

**A REVITALISED,  
REPOSITIONED,  
REPURPOSED  
MEDIA GROUP**

# A MEDIA GROUP WITH A CLEAR PURPOSE

A business to business media company that informs, advises and connects business professionals through insight, data and events.

## MEDIA & EVENTS

Multi-platform content solutions, connecting



## CONNECT

Multi-platform content solutions and events to reach, activate and communicate

## BUSINESS INTELLIGENCE

Data products, insight & analysis, best practice, value management, research



## INFORM

To help you understand market dynamics, best practice and competitive landscape

## EXPERT CONSULTANCY

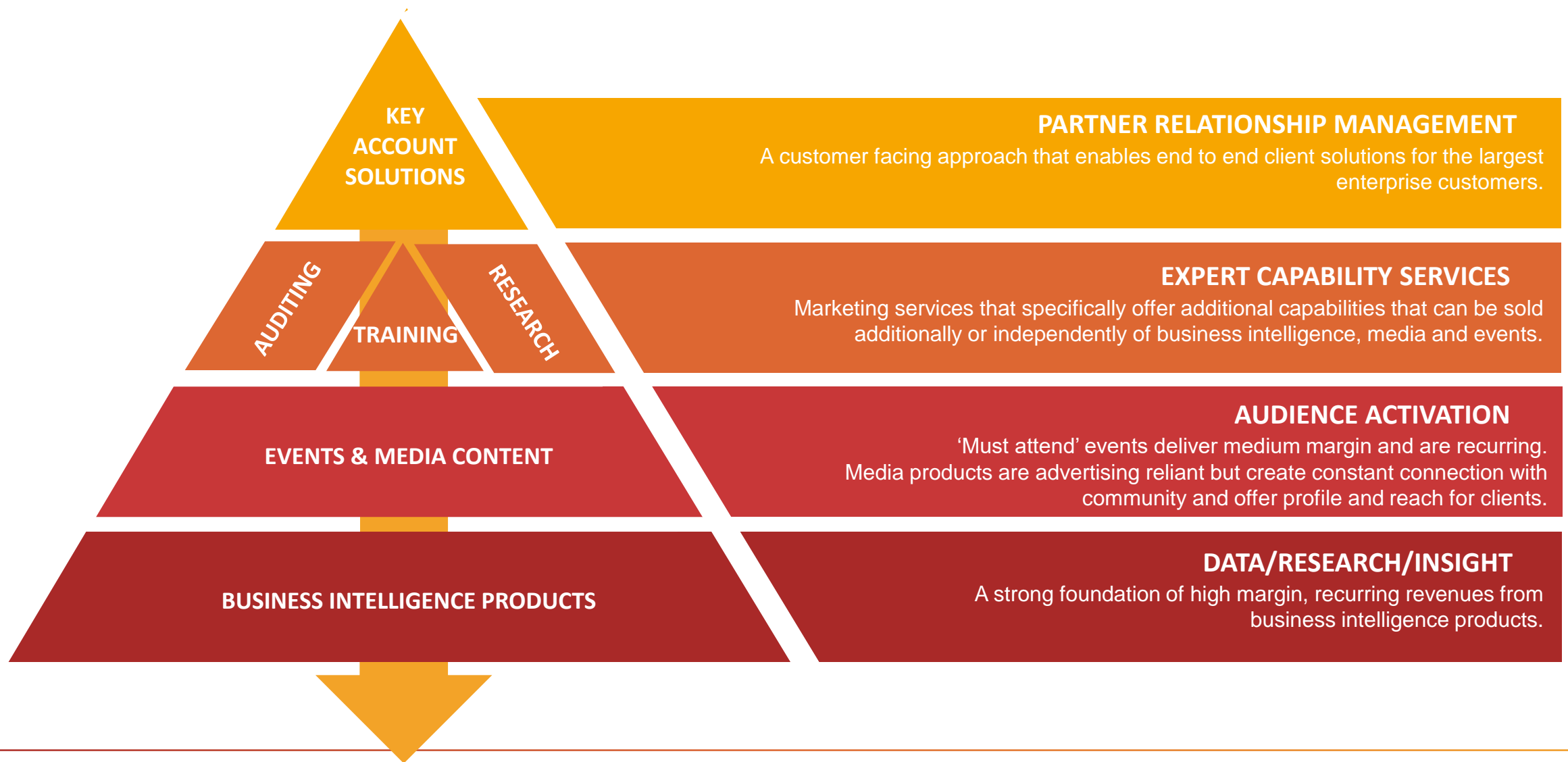
Modern marketing excellence, E-learning, strategic consultancy



## ADVISE

Expert capability and training providing a clear path to tangible action

# A CUSTOMER FACING MEDIA AND MARKETING ECO-SYSTEM





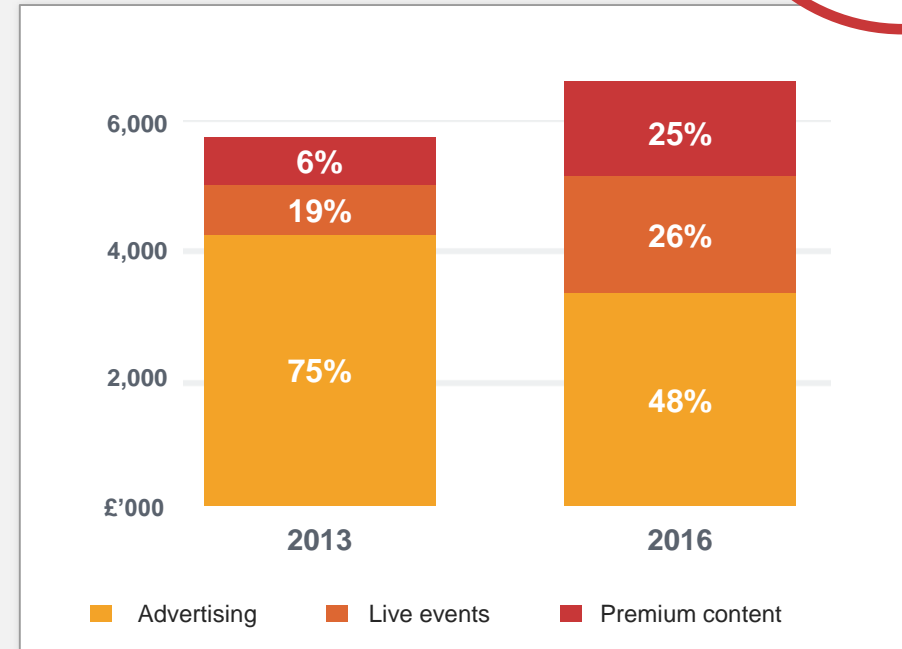
# BUSINESS INTELLIGENCE PRODUCTS

## - DEVELOPMENT PROGRESSING

- Tech development for TPG underway with real time data and 3<sup>rd</sup> party aggregation features launched in July
- Identity management product improvements for launch by end Q4

Renewal		Volume	Value
Platforum	+24%	87%	74%
The Lawyer	+40%	91%	123%

- Since 2014, The Lawyer has refocused its editorial and product proposition with higher value revenue streams and a diversified revenue mix
- Winner of the **BUSINESS MEDIA BRAND - PPA AWARDS 2017**

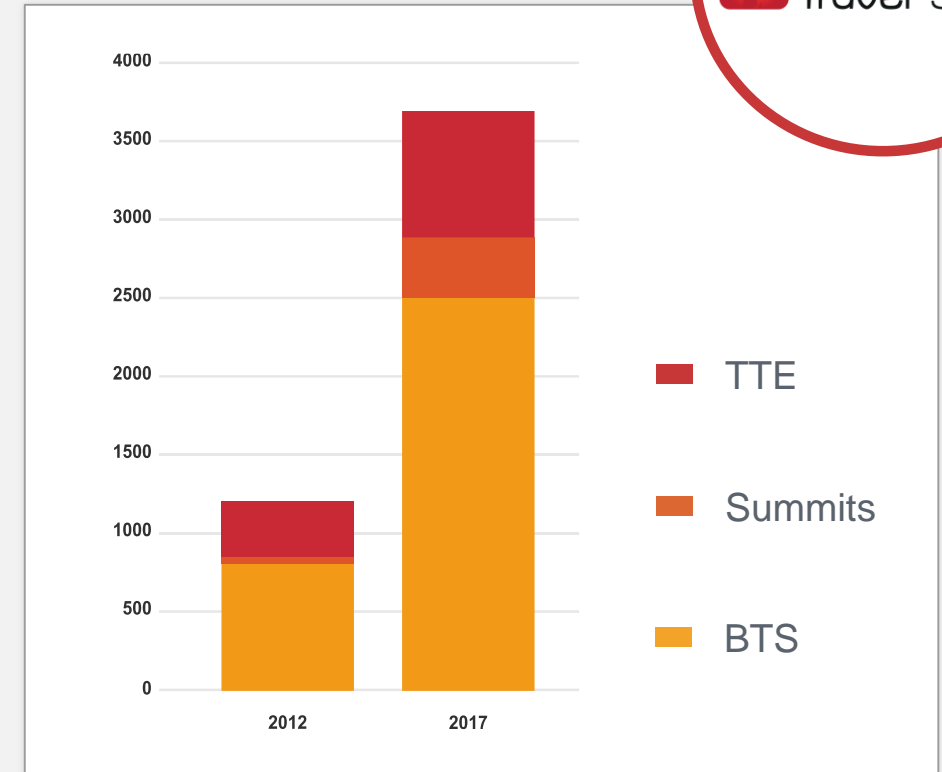


# MEDIA AND EVENTS

## - GROWTH THROUGH ENRICHING & MONETISING CONTENT

	Revenue	Profit
<b>Large events revenue grew</b>	<b>+10%</b>	<b>+34%</b>

- |                               |      |       |
|-------------------------------|------|-------|
| • Business Travel Show        | +14% | +29%  |
| • The Meetings Show           | +14% | +128% |
| • Subcon                      | - 4% | +22%  |
| • Marketing Week Live/Insight | +11% | +23%  |
- The Business Travel Show is a strong example of Centaur transformation. A show that was re-launched with a strong 'hosted buyers' content led programme which continues to grow well
  - Event growth supplemented with Tech Travel Event, additional conference sessions, and new summits
  - 2017 rebook @ 70%



# EXPERT CAPABILITY

## - CREATING NEW ELEARNING PLATFORM

A Marketing Week E-learning pilot with award winning contributor Professor Mark Ritson launched successfully in 2016

In H1 2017 we have;

- MW MBA: 500+ delegates
- MW MBA: Brand launched

This E-learning platform innovation has created new training product opportunities;

- New courses now planned for Econsultancy, Fashion & Beauty Monitor and Creative Review
- Bespoke programmes growing well
- Celebrity Intelligence and The Lawyer's online classroom pilots to launch in Q4



# EXPERT CAPABILITIES

## - BUILDING THROUGH ACQUISITION



MarketMakers brings Centaur a new expert capability that helps to grow some of its existing digital business intelligence products but also;

- Enables us to offer an end-to-end lead management and sales conversion service to our clients
- Enables Centaur to improve client media solutions from 'simple' lead generation to results driven marketing campaign with stronger ROI

### **Existing Centaur Clients can immediately benefit from;**

- Marketing automation to turn anonymous traffic into qualified leads
  - Webinar attendees (which Centaur set up & market on behalf of clients) can be followed up, qualified and product demos or sales appointments set up quickly and effectively
- Exhibitors ROI can be improved significantly by reducing the standard 80% lead generation waste
  - MarketMakers service can follow up on Exhibition stand leads from data captured from badge scanners; within 24hrs, qualified and converted into diarized appointments and product demos for sales rep visits to avoid leads going cold post events
- Simple data cleaning services to ensure GDPR compliance
- Market segmentation and targeting analysis

# A RESILIENT MEDIA AND MARKETING ECO-SYSTEM FOR THE FUTURE



\* % of total revenue

# SUMMARY

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- 2017 BUSINESS PLAN ON TRACK
- PORTFOLIO RESHAPE
  - Pure B2B media group
  - New acquisition adds complementary marketing services expert capabilities
  - Print exposure reduced
- BALANCE SHEET STRENGTHENED TO FUND ACQUISITIONS



# APPENDIX

## DIVISIONAL SUMMARY

Revenue	2017 £m	2016 £m	Reported revenue growth	Underlying revenue growth
Marketing	15.5	14.0	11%	11%
Professional	13.4	13.0	3%	2%
Financial Services	5.0	6.1	(18%)	(18)%
Home Interest	6.1	6.8	(10%)	(2)%
<b>Total</b>	<b>40.0</b>	<b>39.9</b>	<b>-</b>	<b>1%</b>
Adjusted operating profit	2017 £m	2016 £m	Reported 2017 margin	Reported 2016 margin
Marketing	0.8	0.8	5%	6%
Professional	1.0	1.3	7%	10%
Financial Services	0.2	0.5	4%	8%
Home Interest	2.2	2.4	36%	35%
<b>Total</b>	<b>4.2</b>	<b>5.0</b>	<b>11%</b>	<b>13%</b>



**CENTAUR**   
MEDIA