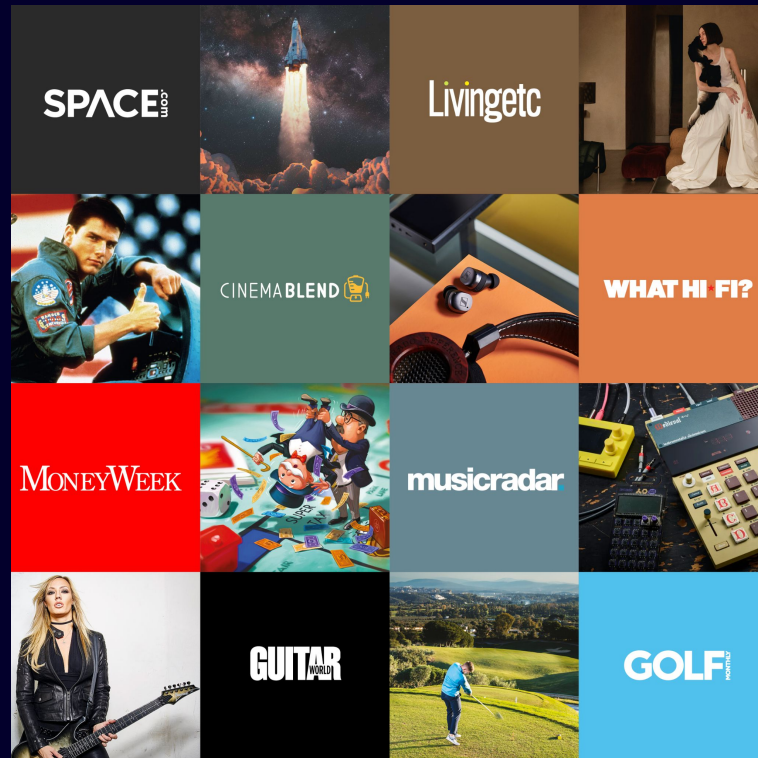


**Delivering on today,
whilst building for tomorrow:**

**A look into new products that
drive the platform effect**

Investor webinar

Introduction

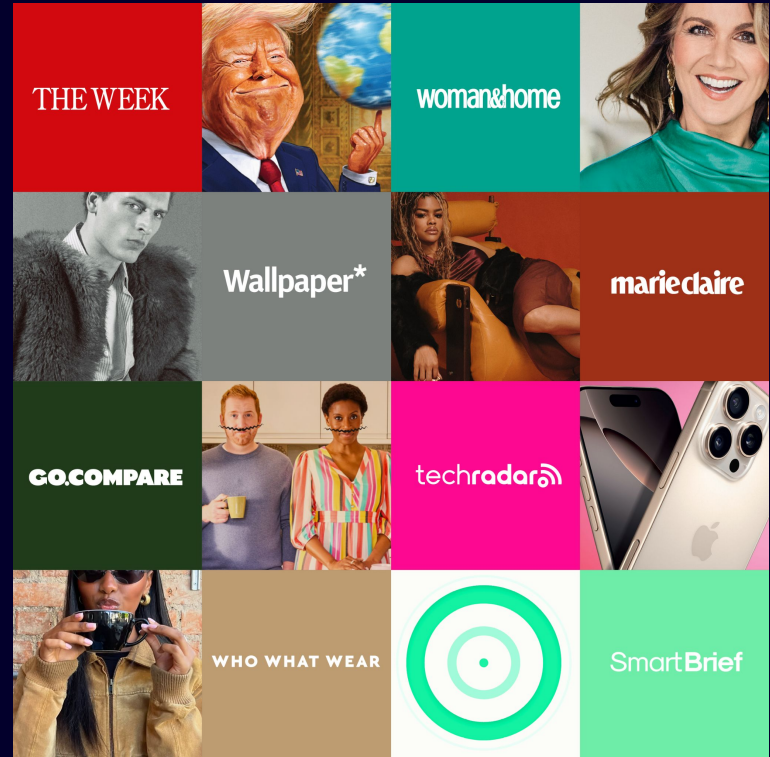
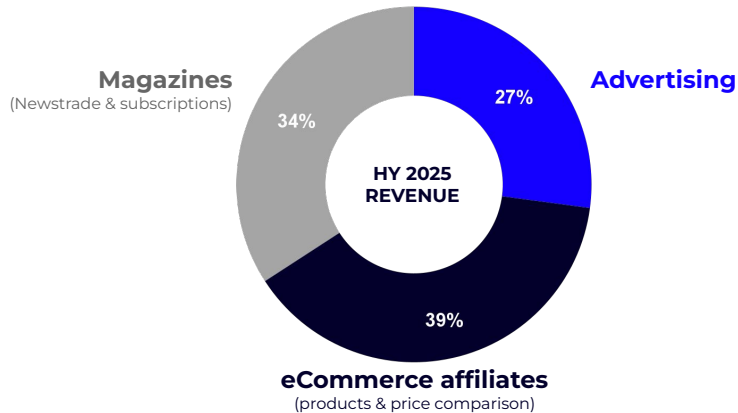


Future

We are a **global specialist** media group reaching a diversified **intent-led audience** of over 475m, powered by **tech** and **data**.

Our content is **platform-agnostic** and reaches audiences in multiple ways: websites, magazines, events, social platforms, apps.

We **monetise our audiences** through:



Market leading brands

Meet the team



**Kevin
Li Ying**

CEO

Kevin joined Future in 2004 and was appointed CEO in March 2025. He was previously EVP B2C and before that, Kevin was Group Chief Technology & Product Officer and Chief Technology Officer for the Group



**Sharjeel
Suleman**

CFO

Sharjeel joined Future in September 2024 as CFO. Prior to Future, Sharjeel held various senior finance roles at ITV and was most recently CFO at ITV Studios



**Rob
George**

Senior Vice President
Product & eCommerce

Rob joined Future in January 2023 as SVP of eCommerce and has since broadened his remit to include Product. Prior to Future, Rob held senior positions at Sainsbury's and Argos. Rob is a member of the Executive Leadership Team (ELT)



**Hillary
Kerr**

Senior Vice President
Women and Luxury

Hillary joined Future in June 2022 through the acquisition of WhoWhatWear, a brand she co-founded. She joined as chief content officer for WhoWhatWear and since has extended her remit to include all women's and luxury brands such as Marie Claire, Wallpaper* and Country Life. Hillary is a member of the Executive Leadership Team (ELT)



**Dave
Clutterbuck**

Managing Director
Knowledge & Sports

Dave re-joined Future in 2019 and has worked in media across a range of sectors for almost 30 years including stints in Hong Kong and Sydney, Australia. His role has been extended to cover a wide portfolio of brands including FourFourTwo, Golf Monthly, Live Science and Space.com

Winning in a changing landscape



Our **strategy** is simple and timeless

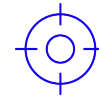
Objectives



Audience



Monetisation



Portfolio

Enablers



**Brands &
content**



**Tech &
data**

**Powered
By our DNA**



**Growth
mindset**



Innovation



**Agility &
rigorous
execution**

Our landscape is changing

From this...



SEO

To this...



Perplexity



Gemini



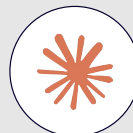
Google Discover



Open AI



SEO



Claude

What's changing?

1

Abundance of content sources

2

Speed of change

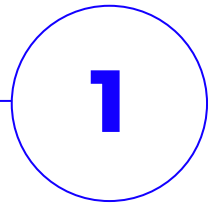
3

Lack of trust/ fake news/ biased reviews

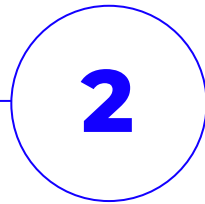
**Continue to be the best at SEO, optimising through AI
by adding GEO/AIO* as areas of expertise to drive new audience at scale**

But audience requirements are **timeless**

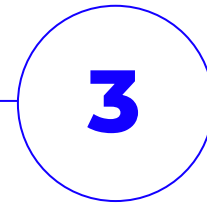
What does not change, is the need for:



Content
Expert advice



Engagement
Building communities



Trust
People trust people

Delivering what our audiences need in a platform-agnostic way

The right to play, the right to win

Key success factors



Enhancing the platform effect through scale and new products

Creating our Future

What we are doing

Using our **assets** (brands, tech) to launch **an initial set of new** products

CoLab

Share our reach and tech expertise with **content creators** in exchange of new audience and revenue

Signal

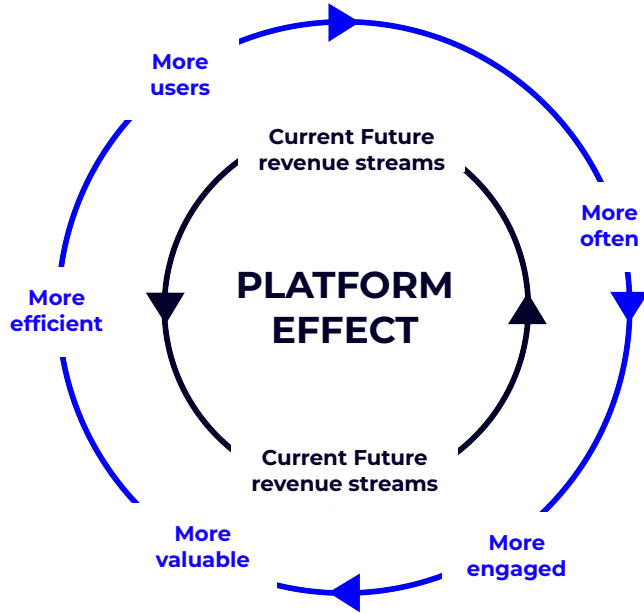
Leveraging our **brand authority and trust** coupled with ecom **tech expertise** to drive revenue growth

Future+

Scale **audience engagement** resulting in recurring revenue and build data from unknown users to **known users**

Building for tomorrow

Scaling our own ecosystem



The **PLATFORM EFFECT** is about value creation where $1+1=3$ or 4 .

The Platform Effect is all about driving audiences and using our tech stack to monetise it effectively, through new products, creating scale and operating leverage.

Delivering on today whilst building for tomorrow

Partnering with Content creators

CoLLab

The problem to solve

Audience behaviour is changing:

- Attention moving to creators
- Only top 1% of creators succeed

How we'll win

- Showcase vetted creators
- Strong brands, trusted voices
- Scale via our tech stack

What this delivers

More Users

Access younger, social audiences

More Engaged

Broaden & deepen content coverage

More Efficient

Scale content as 100% variable cost

More Users

Access younger,
Social audiences

**New demographics,
Google Zero**

More Engaged

Broaden &
deepen content
coverage

**Fashion, interior
design, gaming etc.**

More Efficient

Scale content
as 100% variable
cost

**Platform effect,
Revenue share**

Future of eCommerce



The problem to solve

Online shopping is broken:

- High overwhelm, low trust
- AI disruption of search

How we'll win

- Curated, expert advice
- Engaging shopping experience
- Wherever shoppers are

What this delivers

More Users

Commerce for our whole audience

More Engaged

Trust & experience drive engagement

More Valuable

Grow intent, lifetime value & loyalty

More Users

Commerce for our whole audience

Social, email, video, direct

More Engaged

Trust & experience drive engagement

Human curation, high trust, intuitive

More Valuable

Grow intent, lifetime value & loyalty

Wishlist, alerts, rewards

Memberships

Future 

The problem to solve

- Google's audience, not ours
- Generic user experience
- First-party data is critical

How we'll win

- Compelling free membership
- Engaging features & rewards
- Data-driven personalisation

What this delivers

More Users

Scale, direct,
known audience

More Engaged

Drive habitual,
repeat visits

More Valuable

Power
monetisation
with first-party
data

More Users

Scale,
direct, known
audience

**Brand aligned,
CRM activated**

More Engaged

Drive habitual,
repeat visits

**Tailored,
sticky features**

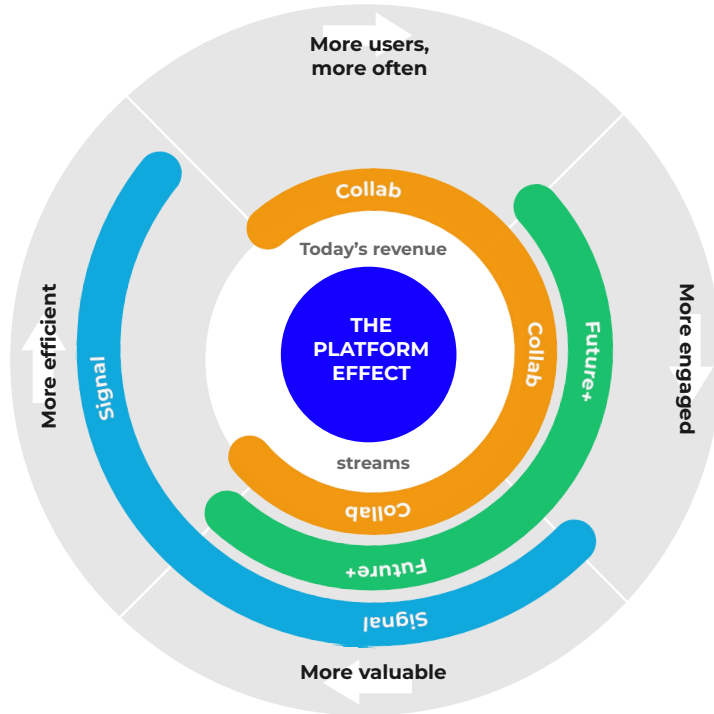
More Valuable

Power
monetisation
with first-party
data

**Better data,
higher yield**

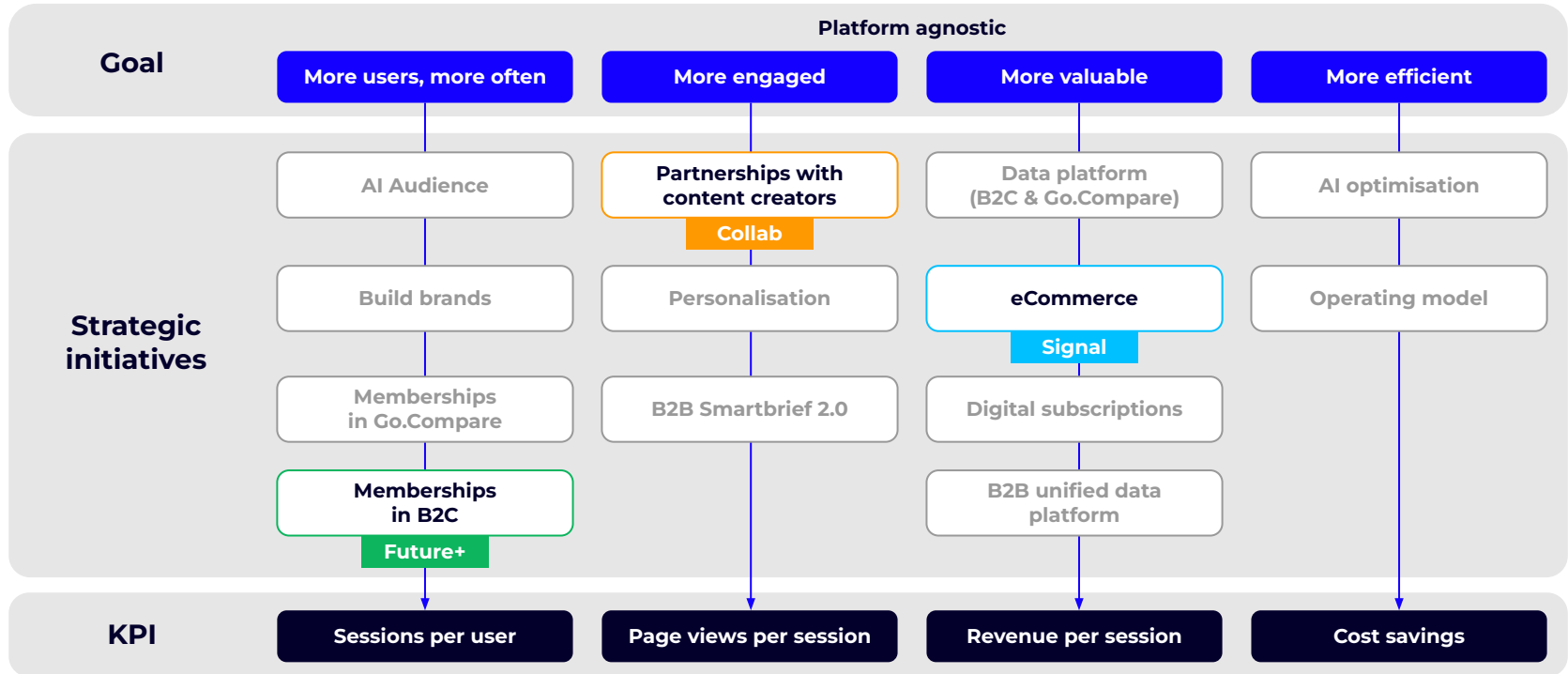
Summary

Scaling our own ecosystem



Each initiative complements each other, adding scale, data and operating leverage

Delivering **growth** with asset light model



Scaling our own ecosystem

Our right to win

1

Scale & reach

2

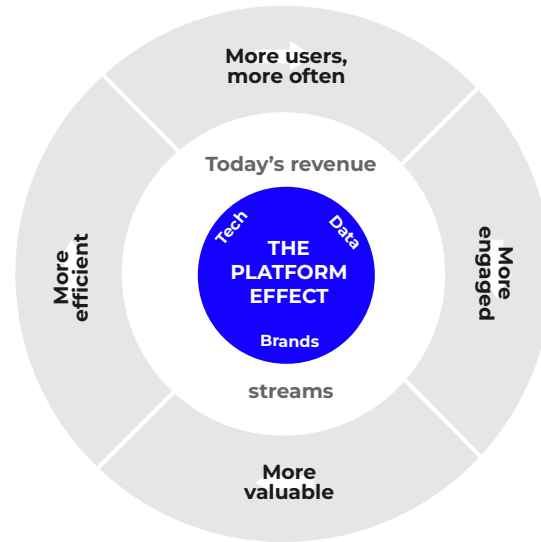
Asset light &
Strong balance sheet

3

Tech stack & expertise

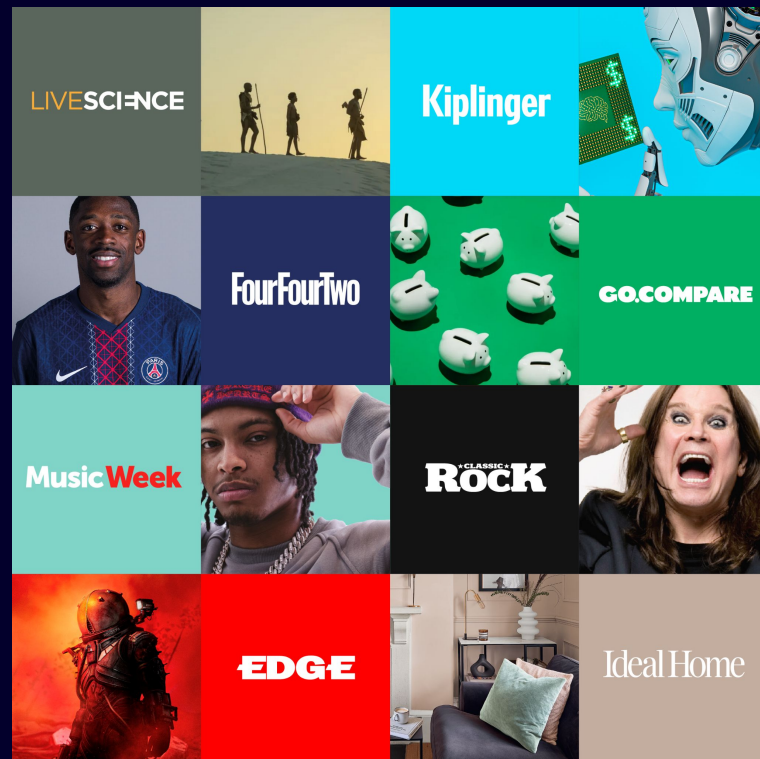
Our platform effect

is about value creation where $1+1=3$ or 4



Delivering on today whilst building for tomorrow

Q&A



Thank you for attending

