STARBOARD VALUE®

2023 Active-Passive Investor Summit

www.10XEBITDA.com

October 2023

This presentation is for discussion and general informational purposes only. Under no circumstances is this presentation to be used or considered as an offer to sell or a solicitation of an offer to buy any security. This presentation should not be construed as legal, tax, investment, financial or any other category of advice. The views expressed herein represent the opinions of Starboard, and are based on publicly available information with respect to GoDaddy Inc., News Corporation, and Fortrea Holdings Inc. Certain financial information and data used herein have been derived or obtained from public filings, including filings made by the company with the securities and exchange commission ("SEC"), and other sources.

Disclaimer

Except where otherwise indicated herein, this presentation is as of the date indicated on the cover, is not complete and is subject to change. This presentation is for general information purposes only, is not complete and does not constitute advice or a recommendation to enter into or conclude any transaction or buy or sell any security (whether on the terms shown herein or otherwise). This presentation and the information contained herein should not be construed as an offer to buy any interest in any fund advised by, or enter into any managed account arrangement with, Starboard Value LP ("Starboard"). All investments involve risk, including the risk of total loss. Past performance is not indicative of future results. This presentation is only for qualified investors and is not intended for public use or distribution.

The views and information contained in this presentation represent the opinions of Starboard as of the date hereof. Starboard reserves the right to change any of its opinions expressed herein at any time, but is under no obligation to update the data, information or opinions contained herein at any time. The information contained in this presentation is provided for general informational purposes only, is not complete and may not contain all of the information required in order to evaluate the value of the companies discussed in this presentation. None of the information contained herein represents advice or a recommendation to enter into or conclude any transaction or buy or sell any security (whether on the terms shown herein or otherwise). This presentation should not be construed as legal, tax, investment, financial or other advice. Investors should seek independent financial advice regarding the suitability of investing in any securities or of following any investment strategies; Starboard is not offering nor providing such services in connection with this presentation.

The views expressed in this presentation are based on publicly available information, including information derived or obtained from filings made with the Securities and Exchange Commission and other regulatory authorities and from third parties. Starboard recognizes that there may be nonpublic or other information in the possession of the companies discussed herein that could lead these companies and others to disagree with Starboard's conclusions. Starboard has not sought or obtained consent from any third party to use any statements or information indicated herein as having been obtained or derived from statements made or published by third parties, nor has it paid for any such statements. None of Starboard, its affiliates, its or their representatives, agents or associated companies or any other person makes any express or implied representation or warranty as to the reliability, accuracy or completeness of the information contained in this presentation, or in any other written or oral communication transmitted or made available to the recipient. Information presented from third parties has been obtained from sources believed to be reliable, however, no representation or warranty is made, express or implied, as to the reliability, accuracy or completeness of such information. Starboard, its affiliates and its representatives, agents and associated companies expressly disclaim any and all liability based, in whole or in part, on such information, errors therein or omissions therefrom.

There is no assurance or guarantee with respect to the prices at which any securities of the company will trade, and such securities may not trade at prices that may be implied herein. The estimates, projections, pro forma information and potential impact of the analyses set forth herein are based on assumptions that Starboard believes to be reasonable as of the date of this presentation, but there can be no assurance or guarantee that actual results or performance of the Company will not differ, and such differences may be material.

The analyses provided may include certain forward-looking statements, estimates and projections prepared with respect to, among other things, the historical and anticipated operating performance of the companies discussed in this presentation, access to capital markets, market conditions and the values of assets and liabilities, and the words "anticipate," "believe," "expect," "potential," "could," "opportunity," "estimate," "plan," and similar expressions are generally intended to identify such forward-looking statements. Such statements, estimates, and projections reflect Starboard's various assumptions concerning anticipated results that are inherently subject to significant economic, competitive, and other uncertainties and contingencies. Thus, actual results may vary materially from the estimates and projected results contained herein. No representations, express or implied, are made as to the accuracy or completeness of such statements, estimates or projections or with respect to any other materials herein and Starboard disclaims any liability with respect thereto. In addition, Starboard will not undertake and specifically disclaims any obligation to disclose the results of any revisions that may be made to any projected results or forward-looking statements in this presentation to reflect events or circumstances after the date of such projected results or statements or to reflect the occurrence of anticipated or unanticipated events.

All registered or unregistered service marks, trademarks and trade names referred to in this presentation are the property of their respective owners, and Starboard's use herein does not imply an affiliation with, or endorsement by, the owners of these service marks, trademarks and trade names.

It should not be assumed that Starboard will make investments in the future similar to those described herein.

© Starboard Value 2023

All Rights Reserved

Last Year, We Presented Three New Ideas

We believed there was significant opportunity to improve these companies on a growth + profitability basis.







www.10XEBITDA.com

Salesforce, Splunk, and Wix Have Delivered Positive Returns

Salesforce and Splunk have delivered outsized returns relative to the broader market.

Starboard's 13D Monitor Active-Passive Investor Summit Conference Ideas



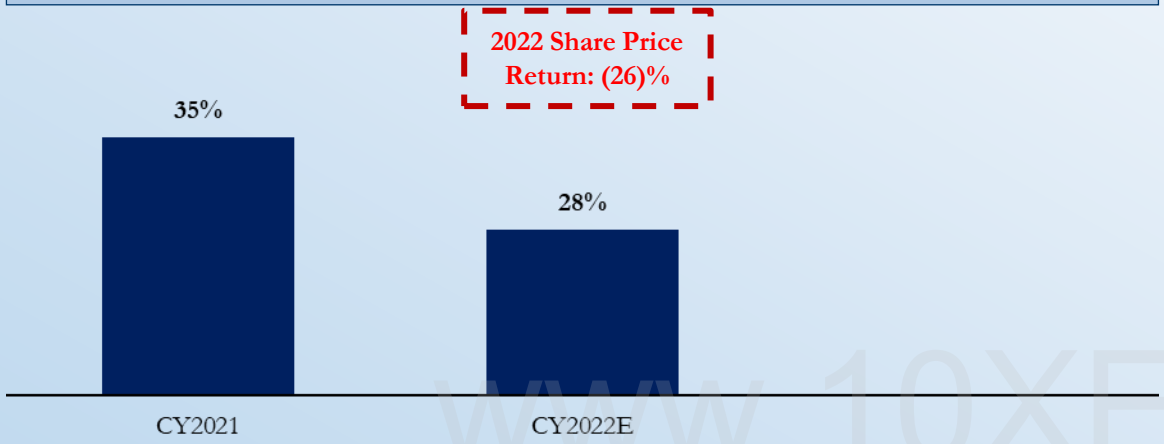
Salesforce and Splunk have outperformed the market over the past 12 months.

Source: Capital IQ. Market data as of October 13, 2023. Note: Salesforce, Splunk, Wix, and S&P500 returns are adjusted for dividends and are from October 17, 2022, the day prior to Starboard's presentation at last year's 13D Monitor Active-Passive Investor Summit, to October 13, 2023.
Note: Past performance is not indicative of future results.

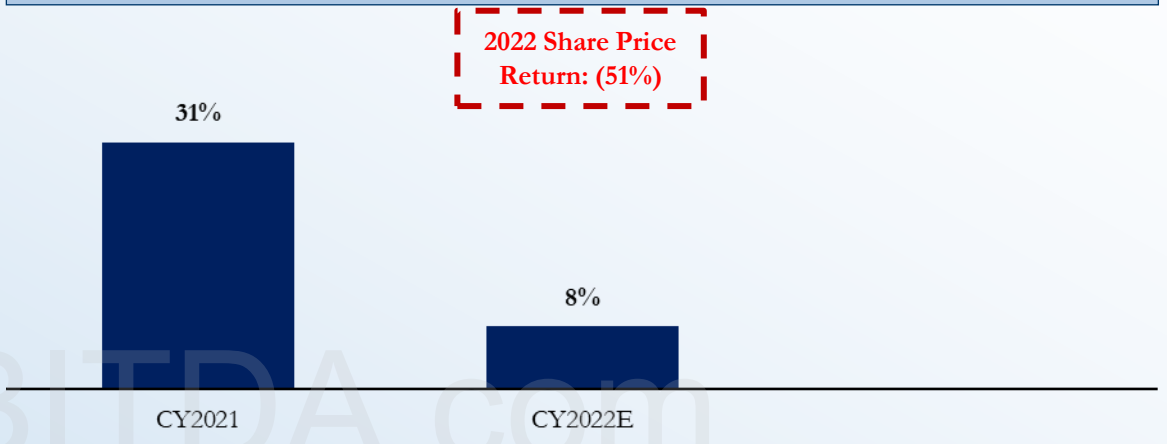
In 2022, Splunk, Wix, and Salesforce Were Expected to Have Worsening Growth + Profitability Profiles

As the growth + profitability profile of each of the companies declined in 2022, each company saw extremely poor share price performance.

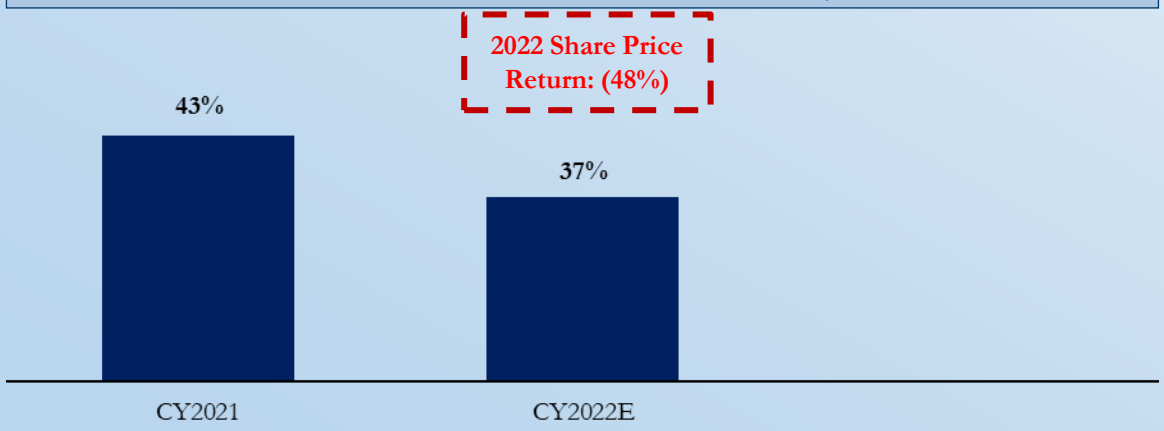
Splunk Growth + Profitability



Wix Growth + Profitability



Salesforce Growth + Profitability



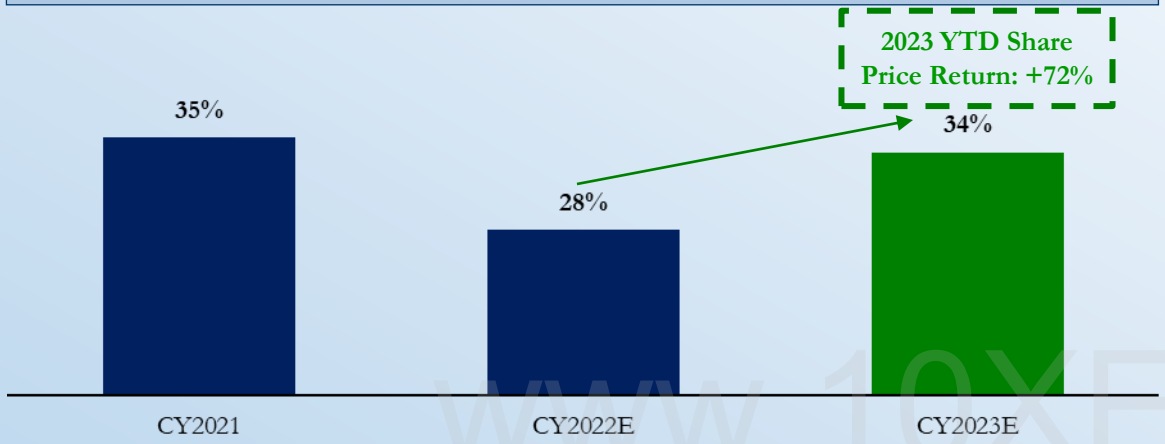
www.10XEBITDA.com

Source: Company filings, Capital IQ, Bloomberg. Market data as of 12/31/22.
Note: CY2022E estimates are as of 10/17/22, one day prior to the 2022 Active-Passive Conference. For each of the companies, growth + profitability is defined by how the corresponding company defines growth + profitability. Splunk growth + profitability is calculated as ARR growth + FCF margin as % of ARR. Wix growth + profitability is calculated as revenue growth + FCF margin. Salesforce growth + profitability is calculated as revenue growth + adjusted operating margin.

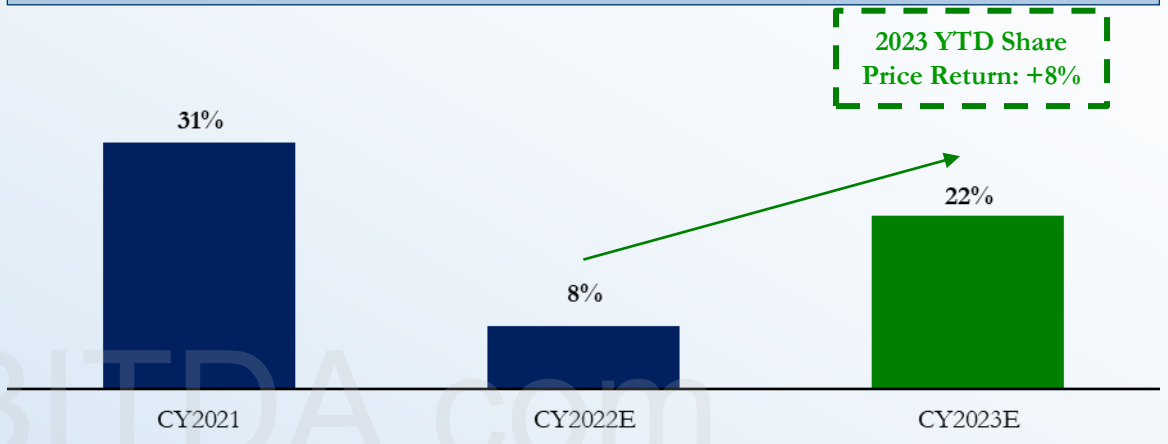
Splunk, Wix, and Salesforce Have Each Driven Strong Shareholder Returns in 2023 by Improving Margins in the Face of Slowing Growth

Each of the companies is expected to see improvement in growth + profitability in 2023, largely due to margin expansion.

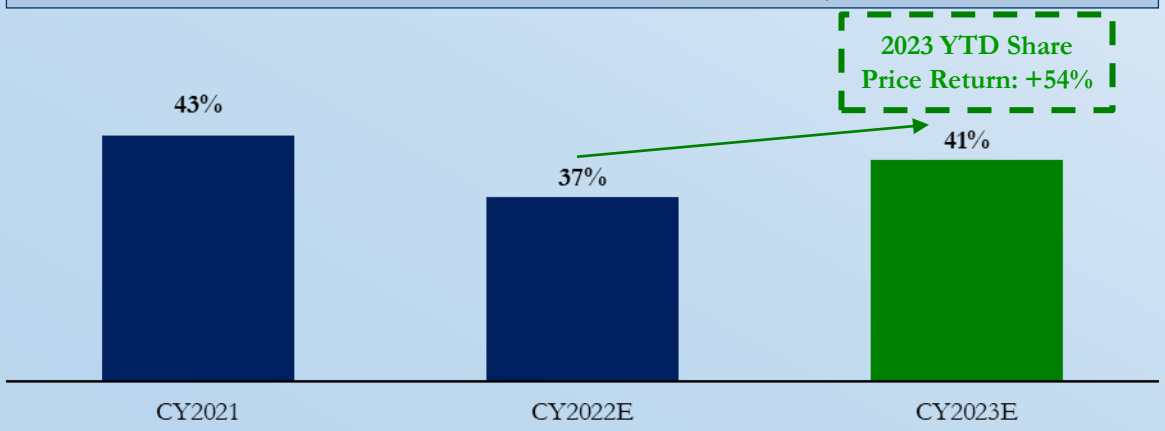
Splunk Growth + Profitability



Wix Growth + Profitability



Salesforce Growth + Profitability



www.10XEBITDA.com

Source: Company filings, Capital IQ, Bloomberg. Market data as of 10/13/23.
Note: CY2022E estimates are as of 10/17/22, one day prior to the 2022 Active-Passive Conference. For each of the companies, growth + profitability is defined by how the corresponding company defines growth + profitability. Splunk growth + profitability is calculated as ARR growth + FCF margin as % of ARR. Wix growth + profitability is calculated as revenue growth + FCF margin. Salesforce growth + profitability is calculated as revenue growth + adjusted operating margin.

Starboard Has Three Opportunities To Discuss Today





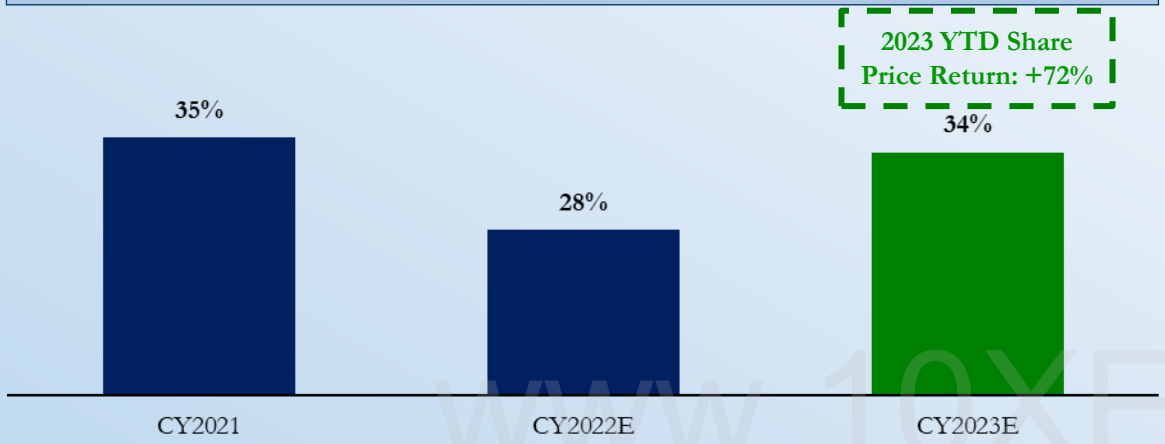


www.10XEBITDA.com

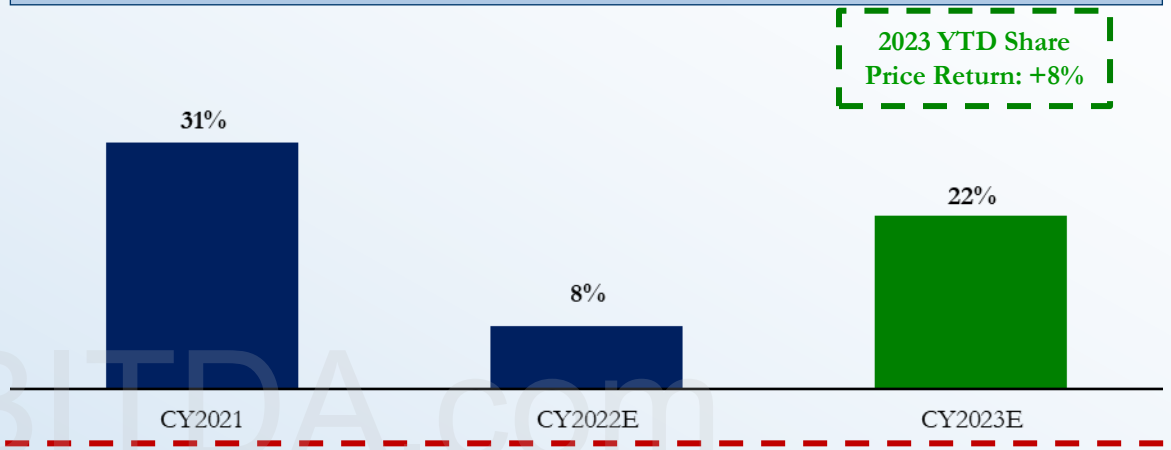
GoDaddy's Combination of Growth + Profitability Is Expected to Decline in 2023

GoDaddy Inc.'s ("GoDaddy", "GDDY", or "the Company") growth + profitability is expected to worsen in 2023, and as a result, GoDaddy has not been able to create shareholder value.

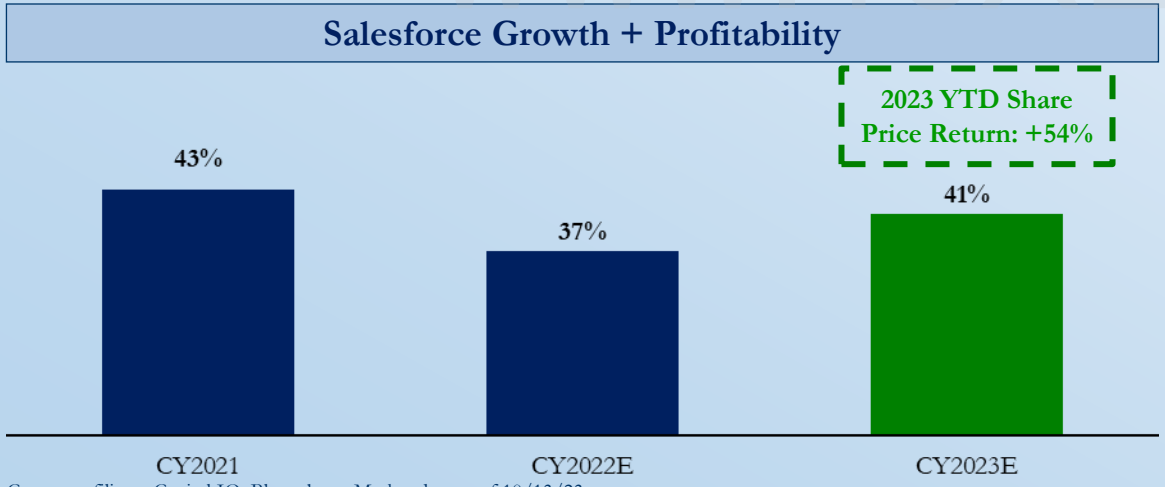
Splunk Growth + Profitability



Wix Growth + Profitability



Salesforce Growth + Profitability



GoDaddy Growth + Profitability



www.10XEBITDA.com

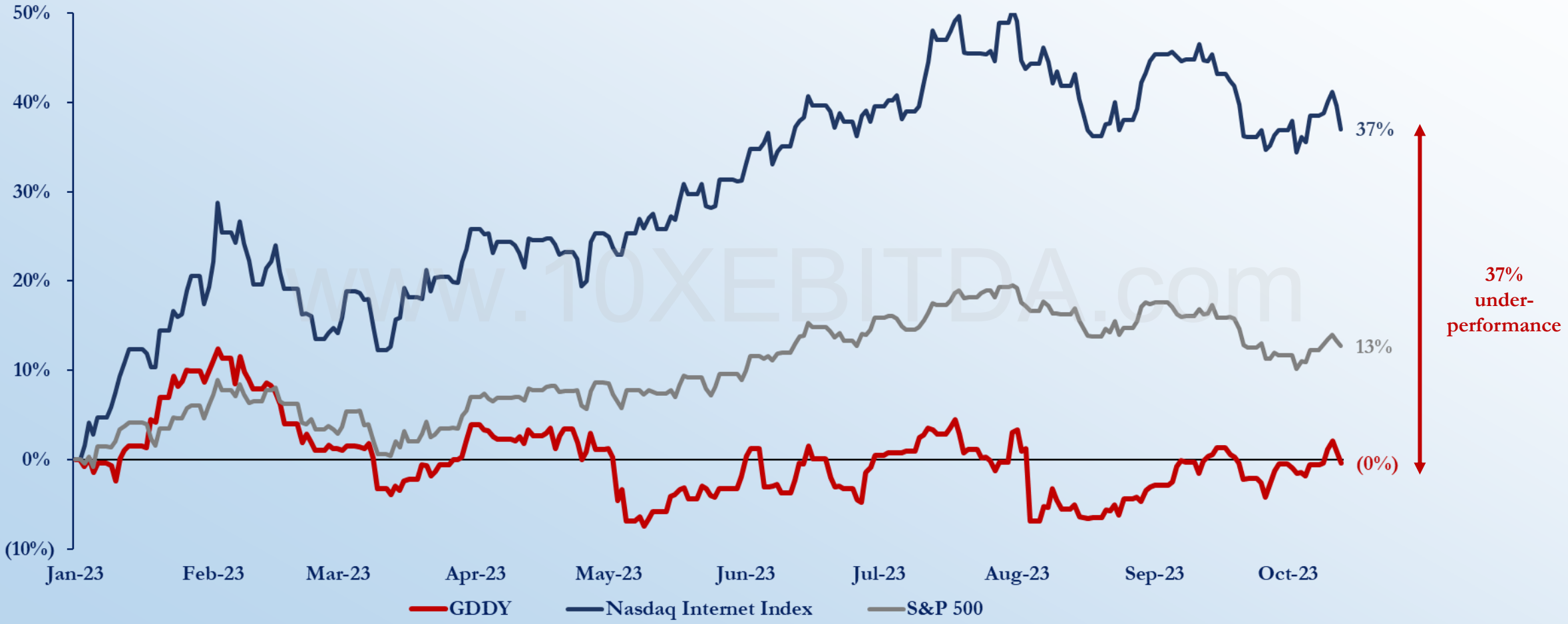
Source: Company filings, Capital IQ, Bloomberg. Market data as of 10/13/23.

Note: CY2022E estimates are as of 10/17/22, one day prior to the 2022 Active-Passive Conference. For each of the companies, growth + profitability is defined by how the corresponding company defines growth + profitability. Splunk growth + profitability is calculated as ARR growth + FCF margin as % of ARR. Wix growth + profitability is calculated as revenue growth + FCF margin. Salesforce growth + profitability is calculated as revenue growth + operating margin. GoDaddy growth + profitability is calculated as revenue growth + adjusted EBITDA margin.

This Worsening Financial Profile Has Driven Significant Share Price Underperformance in 2023

As a result of a worsening growth + profitability profile, GoDaddy has underperformed peers by 37%.

GoDaddy Share Price Performance YTD



www.10XEBITDA.com

Source: Capital IQ. Market data as of October 13, 2023.
Note: Returns are adjusted for dividends and are from January 1, 2023 to October 13, 2023.

GoDaddy Overview

GoDaddy is a leading provider of a cloud-based solutions that help small businesses, web design professionals, and individuals create and manage their online presence.

GoDaddy Financial Profile

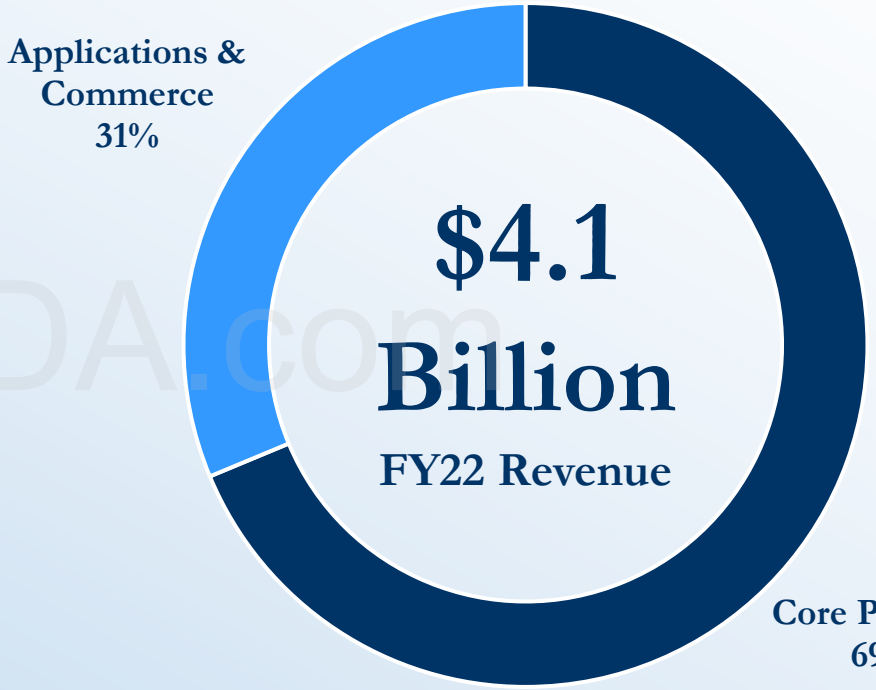
$14 Billion

Enterprise Value

11.0x

Price / FY23 Free Cash Flow





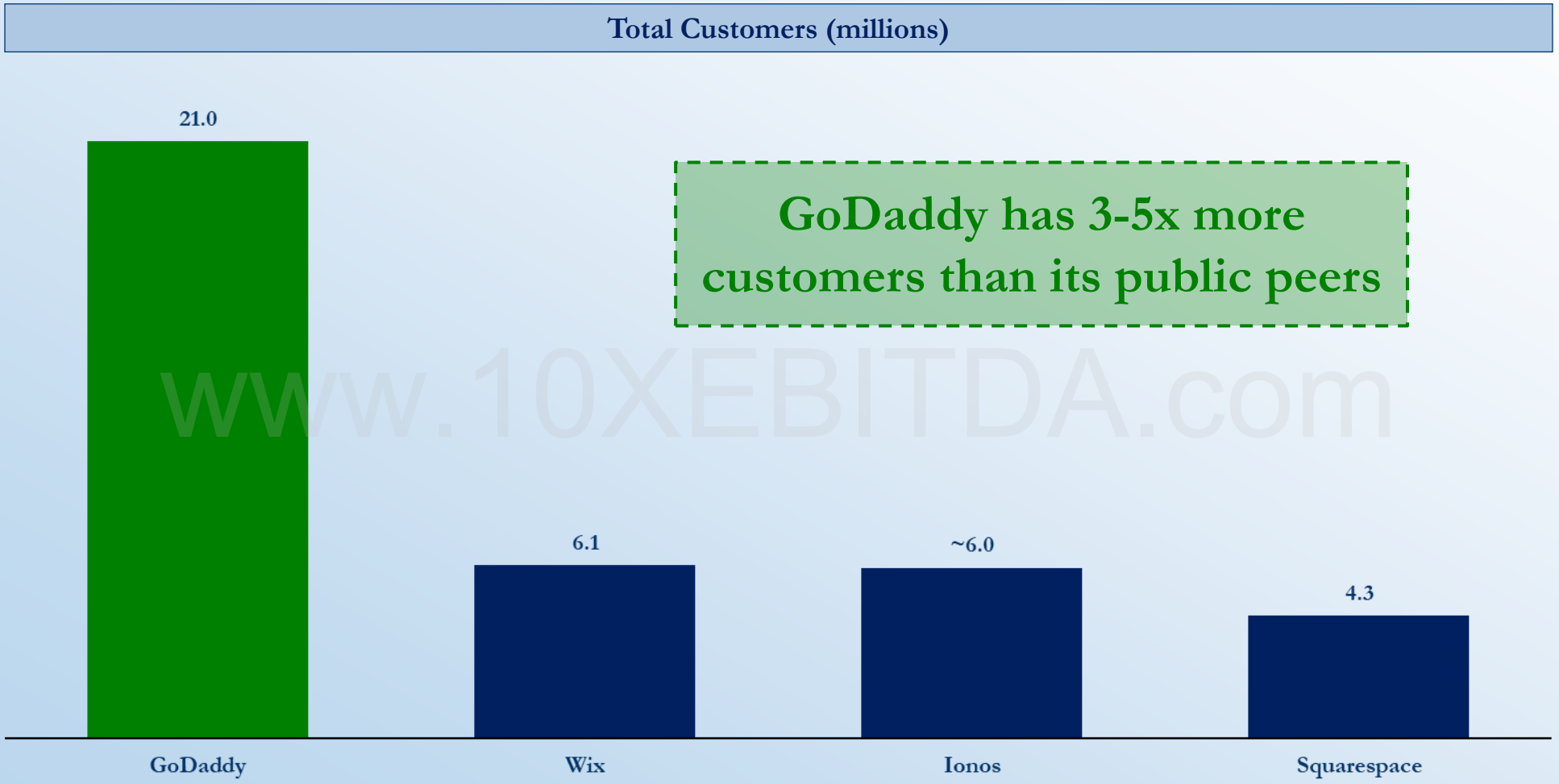
www.10YEBITDA.com

We believe GoDaddy has an opportunity to drive significant value creation through a combination of improved growth, profitability, and capital allocation.

Source: Capital IQ, Bloomberg, Wall Street consensus estimates, Company filings. Market data as of 10/13/23.

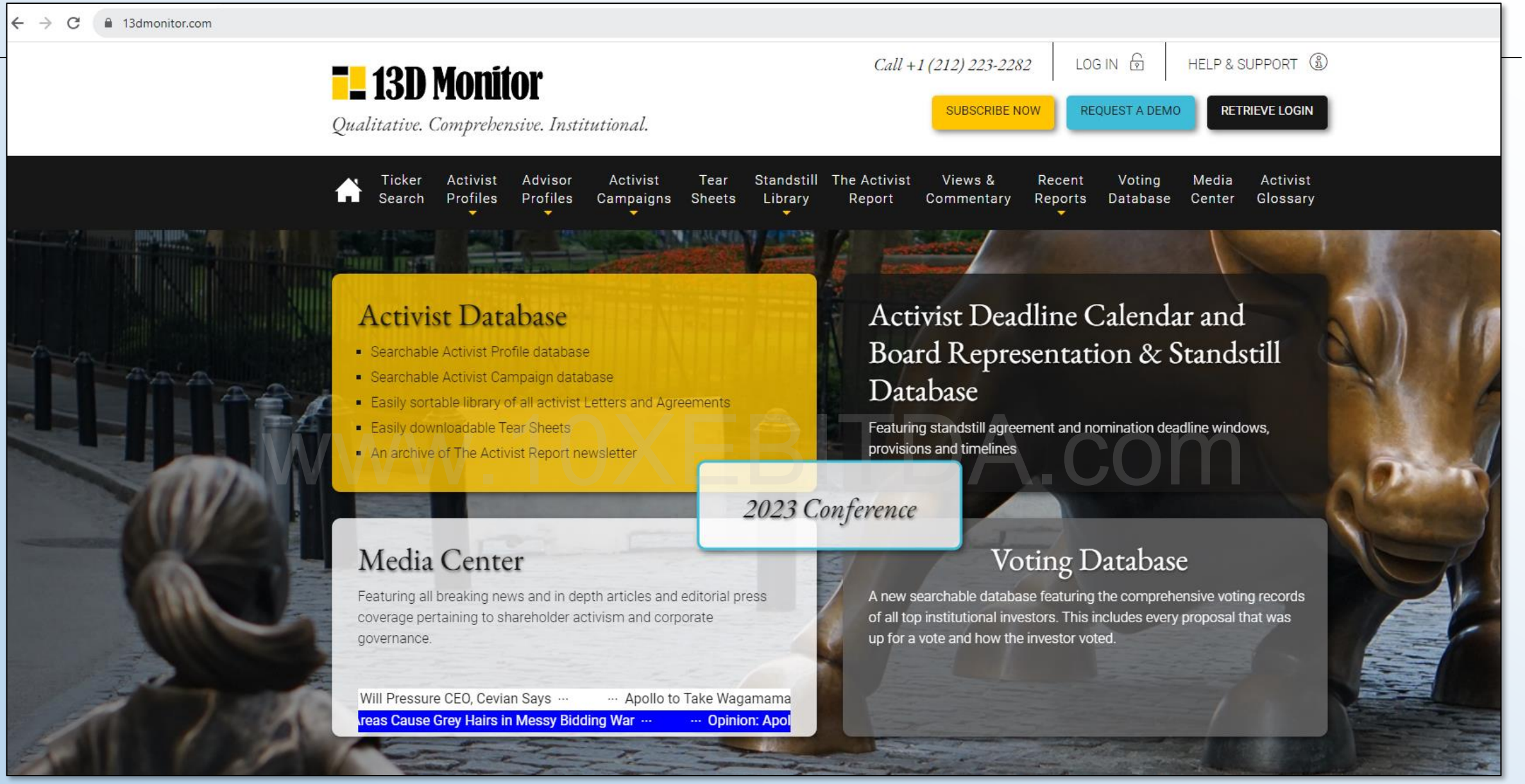
GoDaddy Is the Clear Market Leader

As GoDaddy continues to improve its product portfolio, GoDaddy has maintained a significant scale advantage vs. public competitors.



www.10XEBITDA.com

Source: Public company filings and presentations. Customer count is based on most recent data from each company.
Note: Starboard believes that the companies above provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.



WWW.10XEBITDA.COM

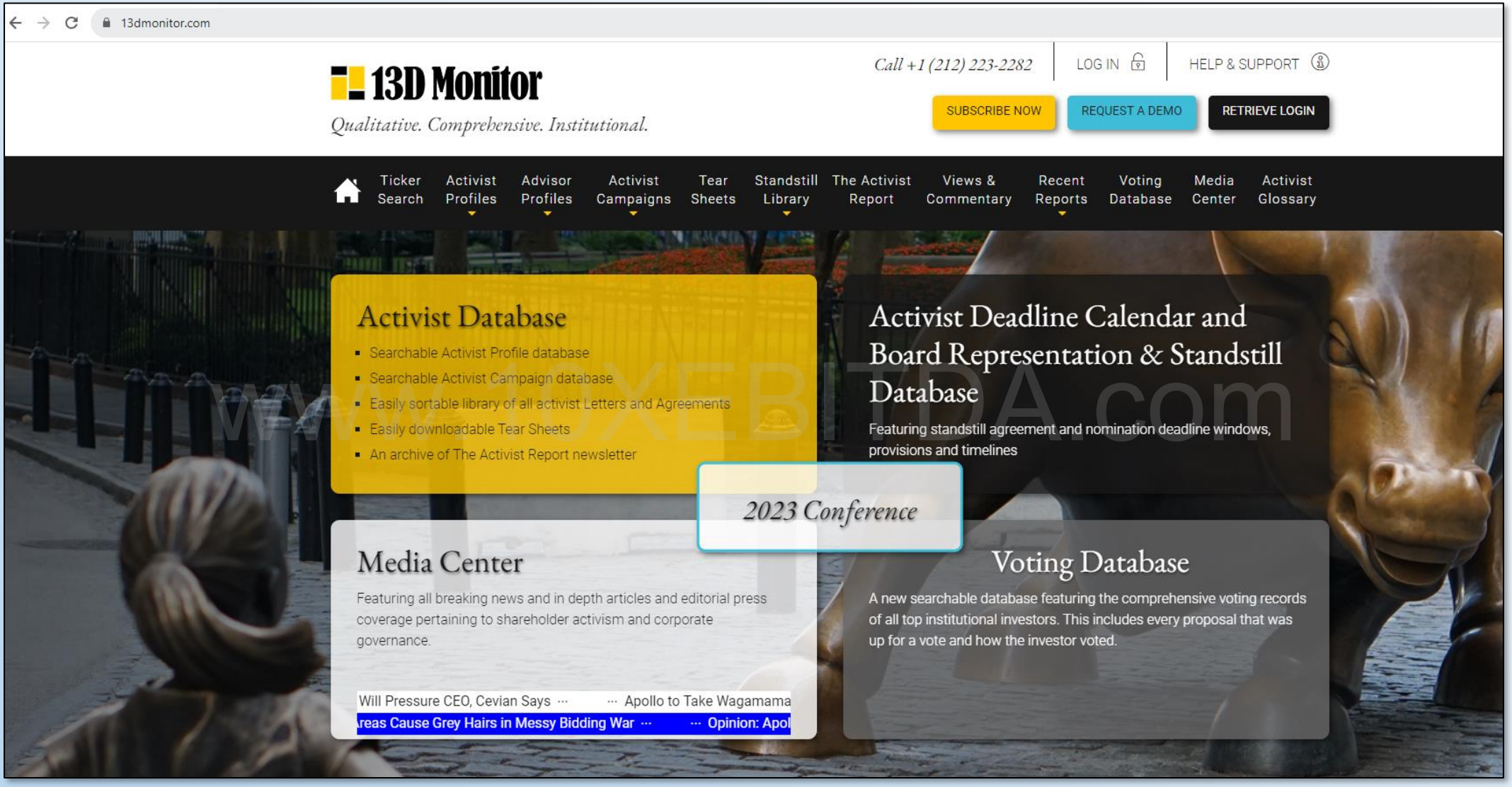
Source: 13dmonitor.com

GoDaddy Is the Leading Domain Registration Platform



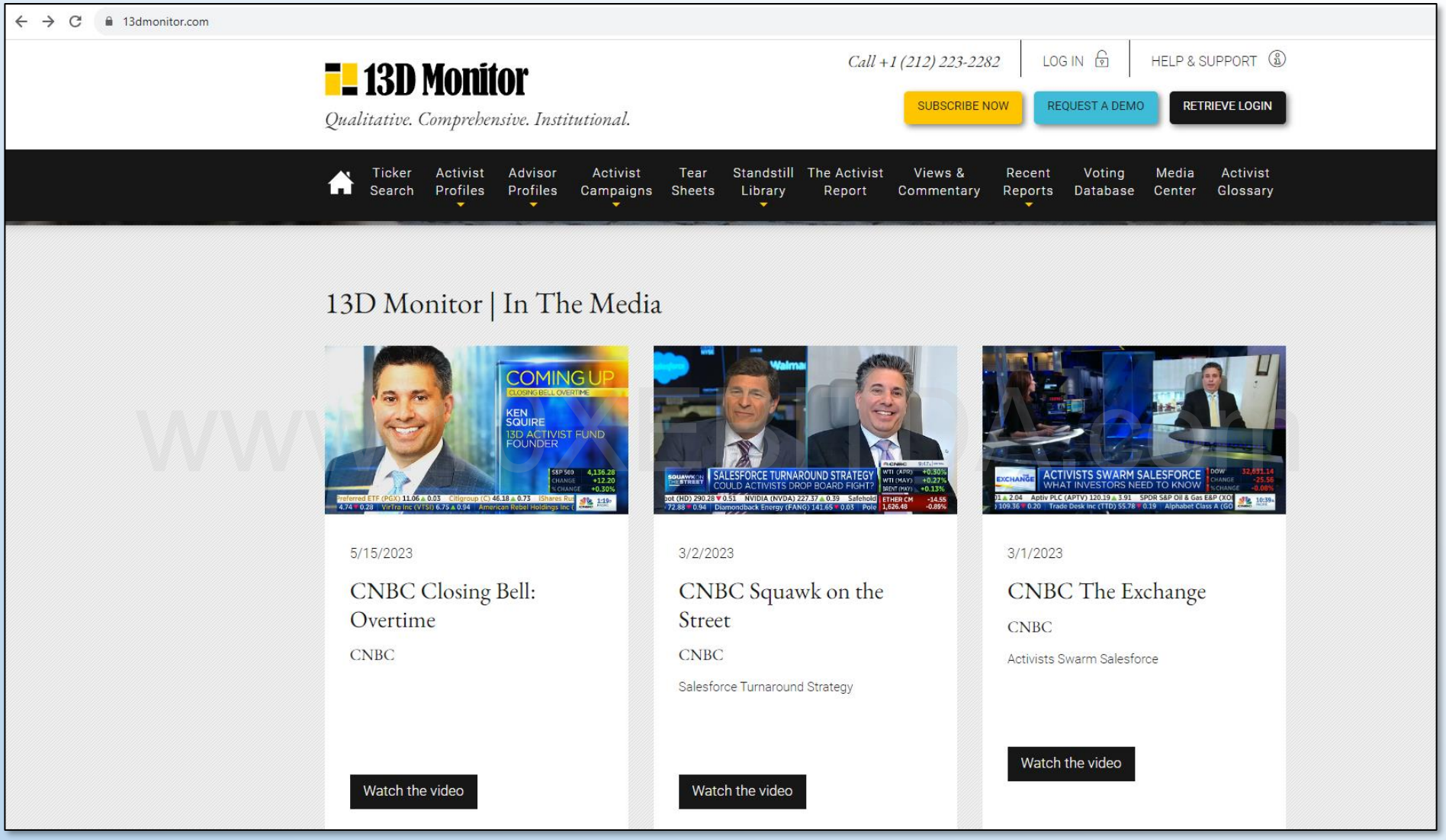
Source: 13dmonitor.com

GoDaddy Offers Hosting and Security Services to Avoid Downtime



Source: 13dmonitor.com

GoDaddy Provides Web Presence Tools to Allow Users to Make Professional Looking Websites Quickly and Easily

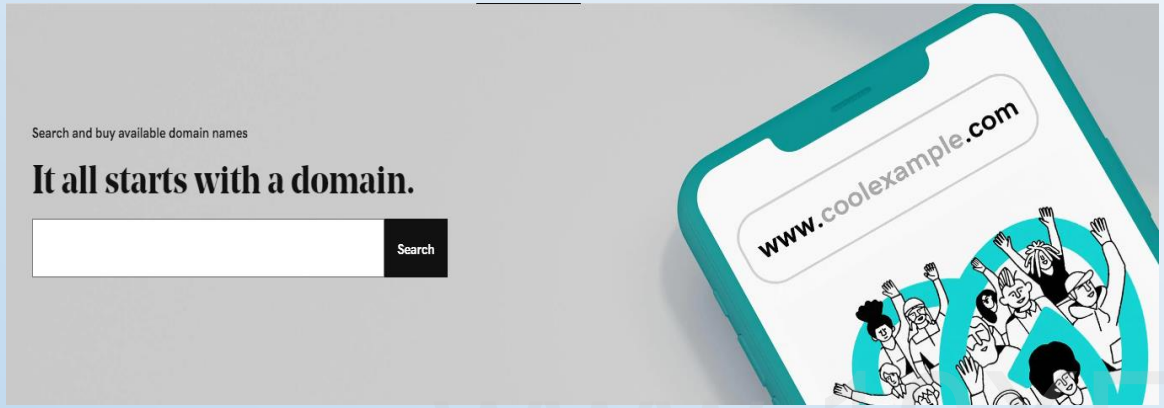


Source: 13dmonitor.com

GoDaddy Is a One-Stop Shop for Micro and Small Businesses

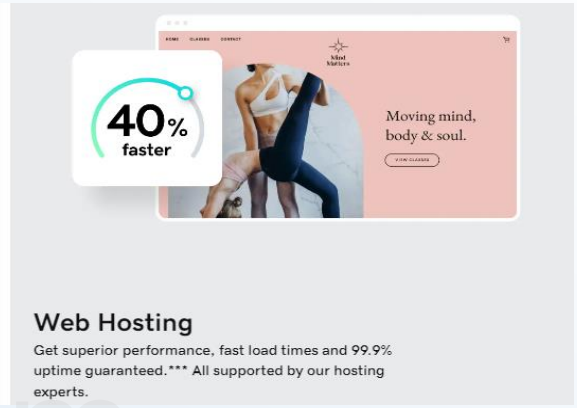
GoDaddy has transformed itself from a domains-only business into a one-stop shop whose solutions have become indispensable for micro and smallbusinesses.

Domains

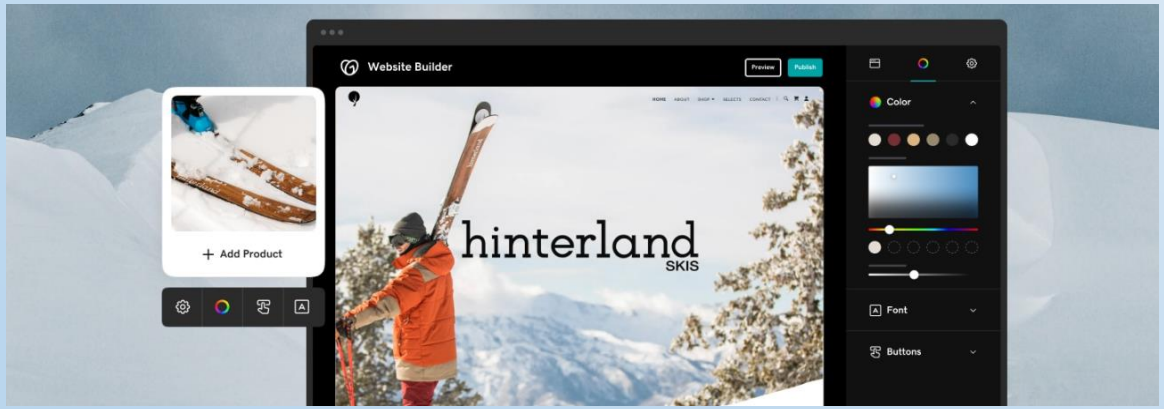


Hosting





Web Presence

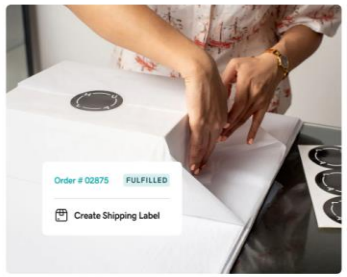


Applications & Commerce



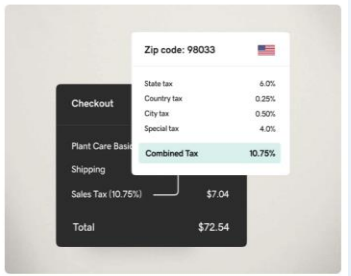
Payment Options

Use integrated GoDaddy Payments to accept all kinds of online payments, from credit and debit cards to Apple Pay, and see it all in one dashboard. Or choose Square, Stripe or Paypal.



Flexible Shipping

Eliminate guesswork with dynamic shipping calculations at checkout and allow customers to place orders for local delivery or pickup. Plus, save time and money on shipping orders with discounted rates and easy label creation.



Automated Sales Tax Calculation

Stay compliant and save time with automated sales tax calculation and easily file with auto-populated forms for submission.

Source: Company website.

www.TOXEBITDA.com

GoDaddy Has Been Able to Grow Its Customer Base and Customer Spend Over Time

GoDaddy's customer count has grown over time as micro and small businesses increasingly developed a web presence, and its broader portfolio offerings allows the Company to sell more products to its customers, resulting in higher ARPU.

Customer Count Over Time (millions)



Average Revenue Per User ("ARPU") Over Time



www.10XEBITDA.com

GoDaddy is a high-quality, infrastructure-like business that should be able to generate best-in-class financial results.

Source: Company filings.

Starboard's Investment Thesis

www.10XEBITDA.com

Starboard's Investment Thesis

We believed that GoDaddy had significant opportunities to deliver on strong revenue growth, meaningful margin expansion, and a more appropriate capital allocation strategy, which, collectively, would result in meaningful shareholder value creation.

Starboard's Investment Thesis

Improve GoDaddy's combination of growth + profitability

+

Improve GoDaddy's capital allocation policies

Significant Shareholder Value Creation

www.10XEBITDA.com

Note: Starboard publicly disclosed its ownership interest in GoDaddy via a Schedule 13D filing in December 2021.

GoDaddy Outlined New Financial Targets at Its 2022 Investor Day

In early 2022, GoDaddy hosted an Investor Day and made commitments to drive strong revenue, Adj. EBITDA, and free cash flow growth.

GoDaddy 2022 Investor Day Commitments



www.10XEBITDA.com

GoDaddy also committed to a $1.3 billion free cash flow target for FY2024

We believed these targets were a step in the right direction, but left room for outperformance, particularly around margin expansion.

Source: Company presentation.

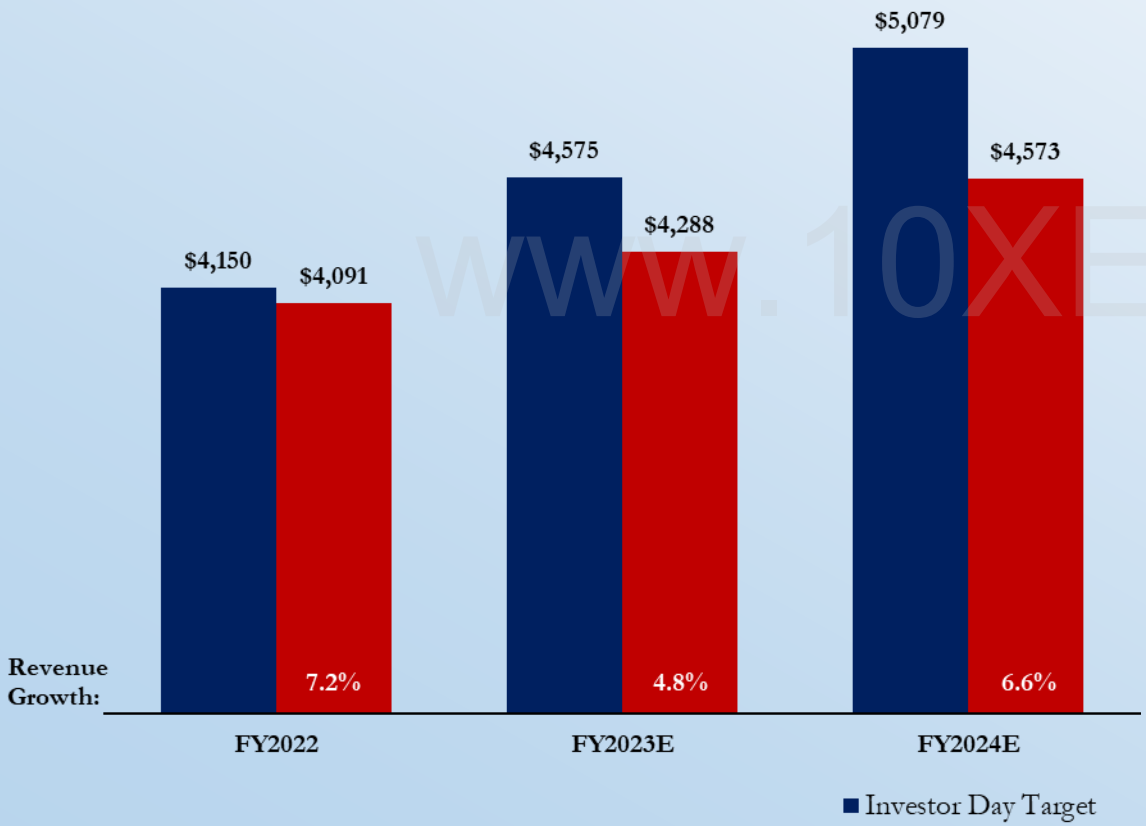
Unfortunately, GoDaddy Is Expected to Significantly Miss Its Commitments

The Company's growth and profitability are well below its Investor Day commitments.

Revenue Growth Is Well Below the 10% Growth Target

($ in millions)

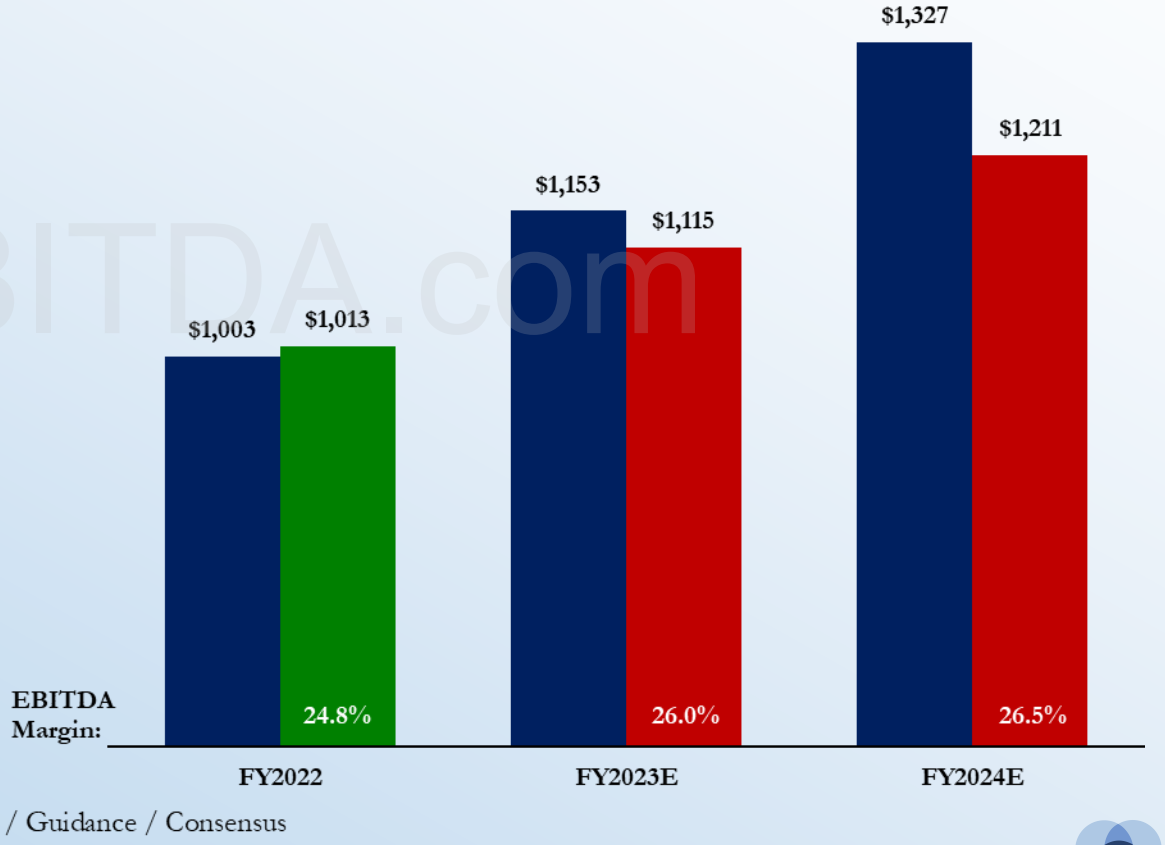
GoDaddy is expected to miss its 2024 revenue target by more than $500 million



Adj. EBITDA Is Expected to Miss GoDaddy's Targets

($ in millions)

GoDaddy is expected to miss its 2024 Adj. EBITDA target by more than $100 million



Investor Day Target Actual / Guidance / Consensus

www.10XEBITDA.com

Source: Company presentation, Capital IQ, Bloomberg, Starboard estimates.

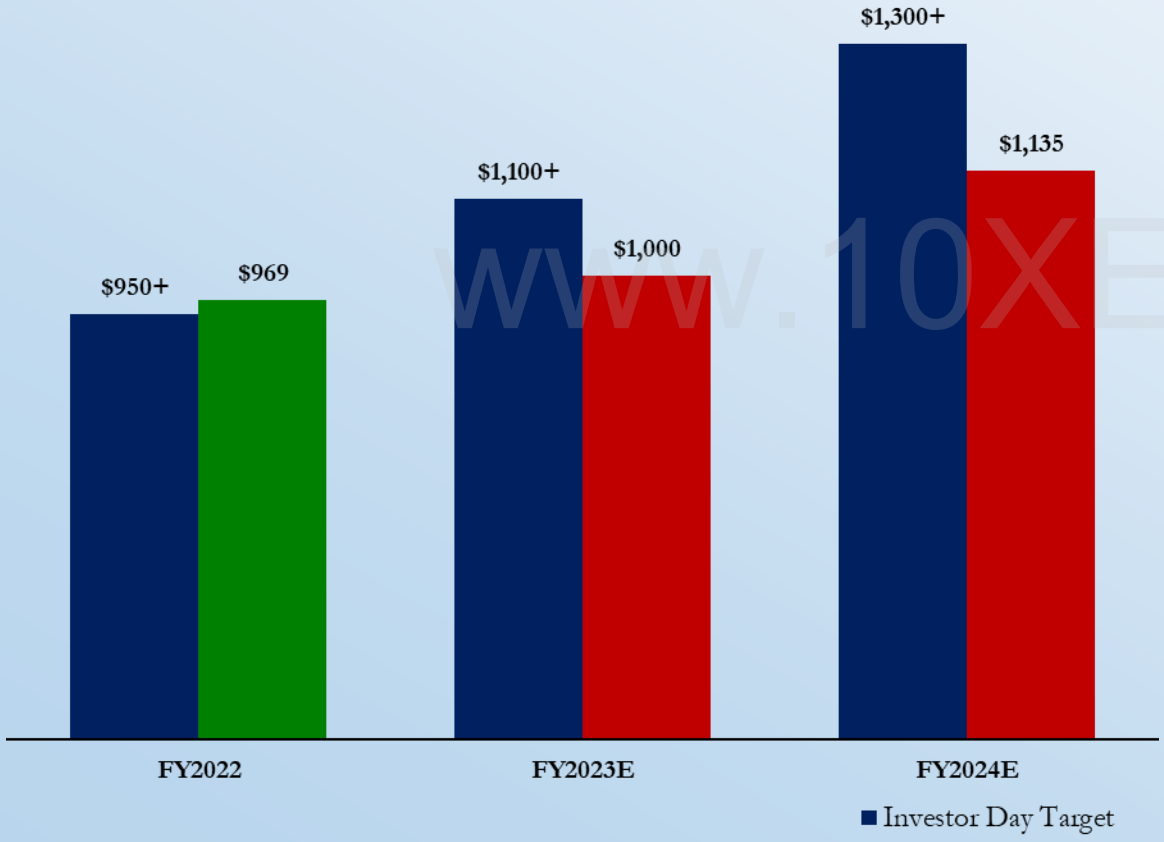
Unfortunately, GoDaddy Is Expected to Significantly Miss Its Commitments (Cont'd)

Despite being expected to significantly miss its free cash flow targets, GoDaddy is on track to hit its free cash flow per share targets due to accelerated share repurchases at a lower-than-expected prices.

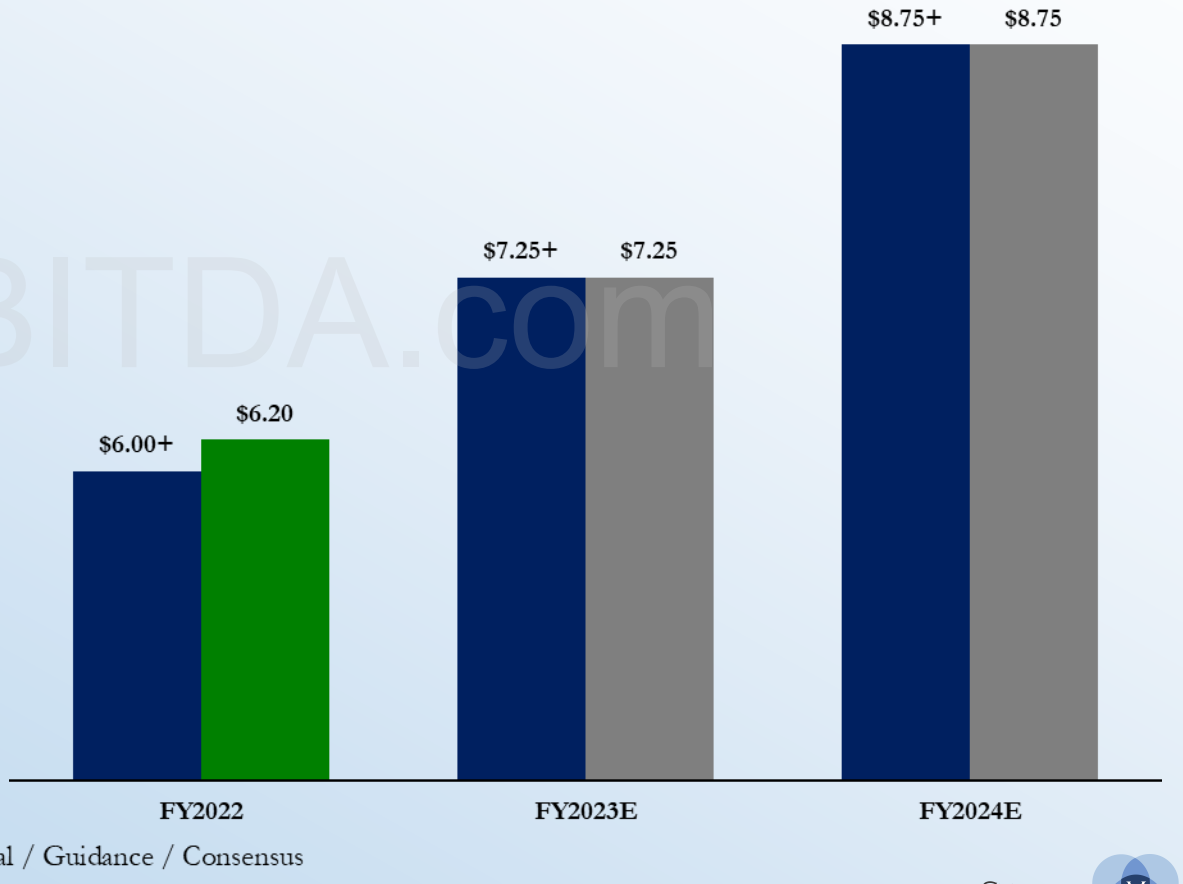
Free Cash Flow Is Expected to Miss GoDaddy's Targets

($ in millions)

GoDaddy is expected to miss its 2024 free cash flow target by more than $150 million



Free Cash Flow Per Share Is In-Line Due to Accelerated Buybacks



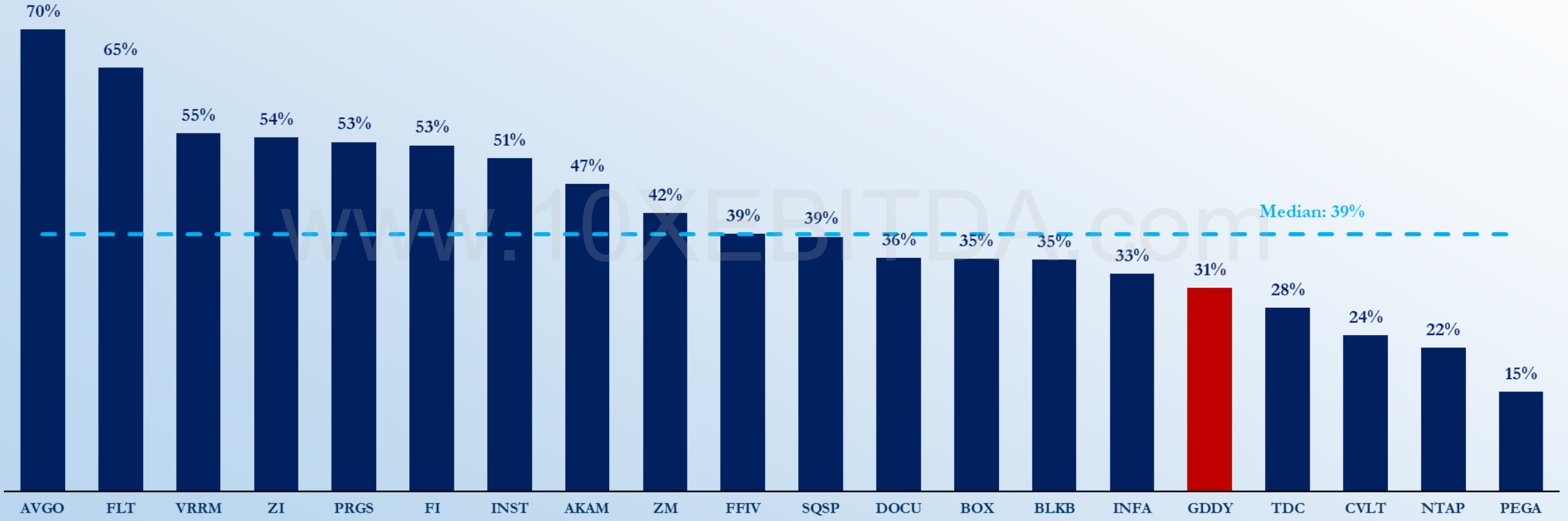
www.10XEBITDA.com

Source: Company presentation, Capital IQ, Bloomberg.

Today, GoDaddy's Combination of Growth + Profitability Compares Poorly to a Broader Set of Scaled Technology Peers

As a result of poor execution and missed commitments, GoDaddy's combination of growth and profitability is at the low end of its peer group.

CY2023E Revenue Growth + EBITDA Margin – Moderate Growth Technology Companies with Recurring Revenue



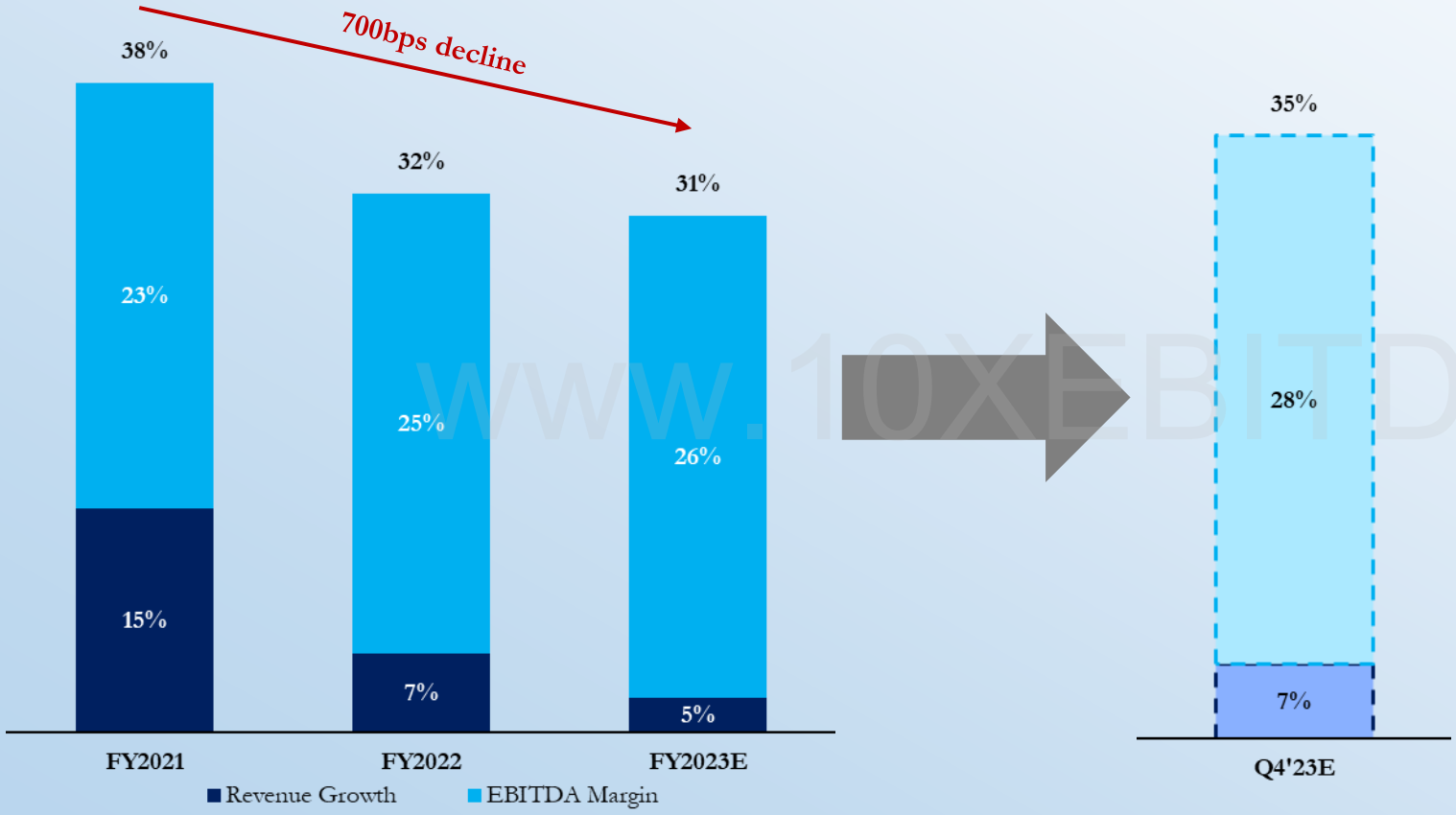
www.10XEBITDA.com

Source: Company filings, Capital IQ, Bloomberg. Market data as of 10/13/23.
Note: Starboard believes that the companies above provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.

GoDaddy Has Made An Initial Commitment to Improve Its Combination of Growth + Profitability

After a disappointing year to date, GoDaddy has committed to improving its financial profile and exiting the year at a growth + profitability rate of 35%.

GoDaddy's Growth + Profitability Over Time



Q4'23E Target: 35%

GoDaddy expects to generate 7% revenue growth and 28% Adj. EBITDA margins in Q4'23E as growth headwinds abate and operating leverage improves margins

www.10XEBITDA.com

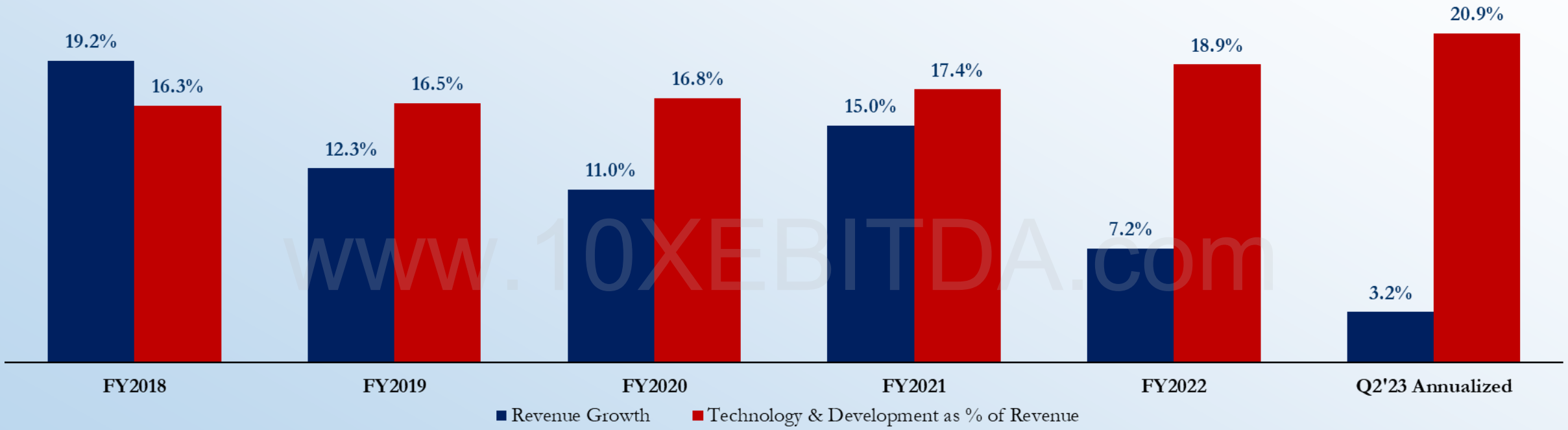
Achieving a growth + profitability rate of 35% would be a step in the right direction, but we believe significantly more opportunity exists.

Source: Company filings, Capital IQ, Starboard estimates.
Note: Growth + profitability is calculated as revenue growth + Adj. EBITDA margin.

Technology & Development Expenses Have Grown Far Faster than Revenue

GoDaddy has significantly increased its Technology & Developments expenses over the last several years, but has seen revenue growth continue to decelerate, indicating a likely opportunity for cost rationalization.

Revenue Growth vs. Technology & Development Expenses as % of Revenue



www.10XEBITDA.com

Note: Approximately 2/3 of GoDaddy's revenue is generated from its Domains and Hosting businesses, which should require less Tech & Development spending. This means that the Tech & Development spend on Applications & Commerce revenue is likely far higher than the expense ratio shown above and peer levels.

Source: Company filings.

We Believe GoDaddy Has Significant Margin Expansion Opportunities

Technology & Development Cost Reduction Opportunities

+

Additional Cost Reduction Opportunities:

G&A, Customer Care, and Marketing & Advertising

+

Operating Leverage on Revenue Growth

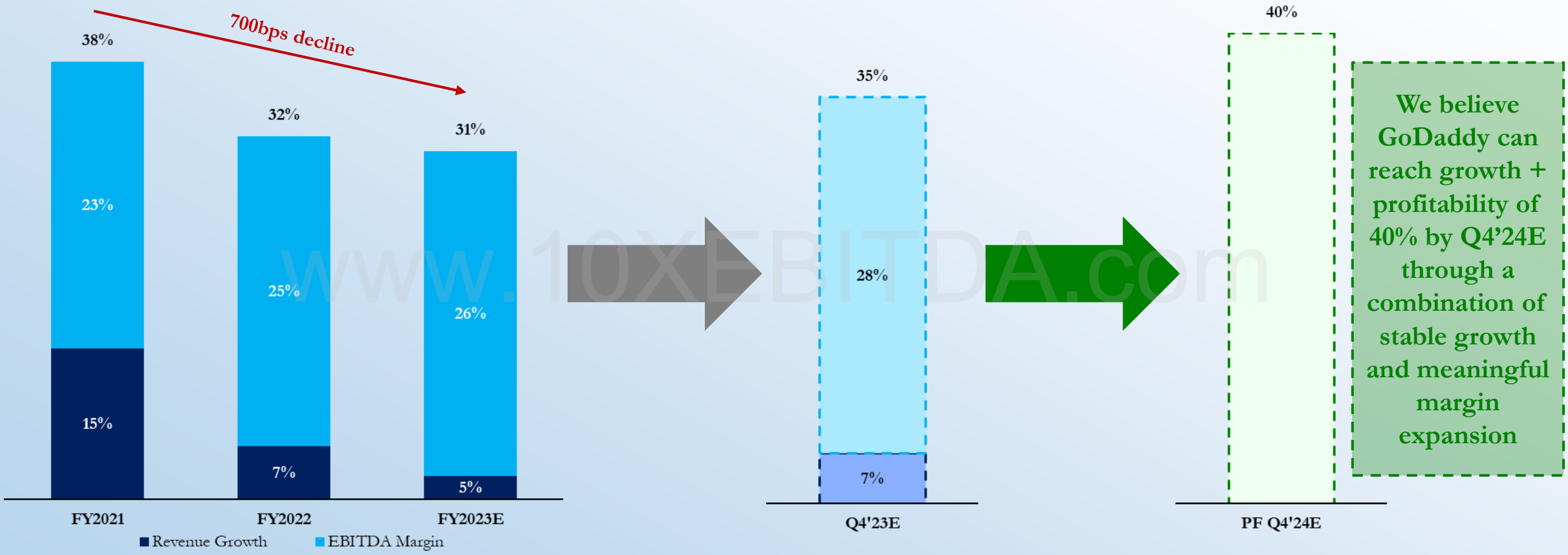
www.10XEBITDA.com

We believe GoDaddy should target Adj. EBITDA margins increasing from 28% exiting 2023 to 33%+ exiting 2024

We Believe GoDaddy Should Target a Combination of Growth + Profitability of 40% Exiting 2024

By meaningfully expanding margins, we believe GoDaddy can achieve a growth + profitability rate of 40% exiting FY2024.

GoDaddy's Growth + Profitability Over Time



www.10XEBITDA.com

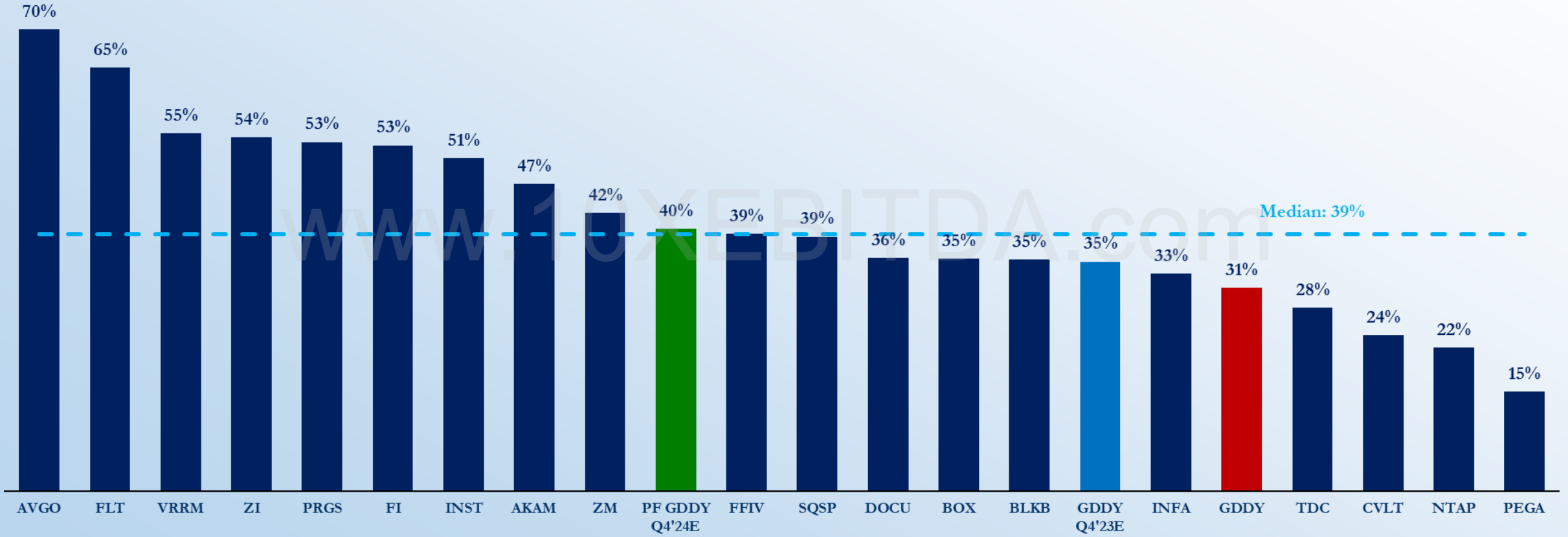
If GoDaddy can reach this financial profile, we believe the Company will generate $10+ of FCF per share in FY2025.

Source: Company filings, Capital IQ, Starboard estimates.
Note: Growth + profitability is calculated as revenue growth + Adj. EBITDA margin.

Achieving This Target Would Position GoDaddy In-Line with a Broad Set of Scaled Technology Companies

If GoDaddy executes against a long-term strategy focused on margin expansion, we believe the Company can generate a growth + profitability rate in-line with the broader set of scaled technology companies.

CY2023E Revenue Growth + EBITDA Margin – Moderate Growth Technology Companies with Recurring Revenue



Source: Capital IQ, Bloomberg. Market data as of 10/13/23.
Note: Starboard believes that the companies above provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.

We Believe GoDaddy Has a Significant Value Creation Opportunity

If management can successfully execute on a margin improvement plan, we believe GoDaddy shareholders will be meaningfully rewarded.

	FY23E Financial Profile	Q4'24E Annualized PF Financial Profile
Growth + Profitability	31%	40%
FCF / Share	$7.25	$10.00+
FCF Multiple	11.0x	~7x

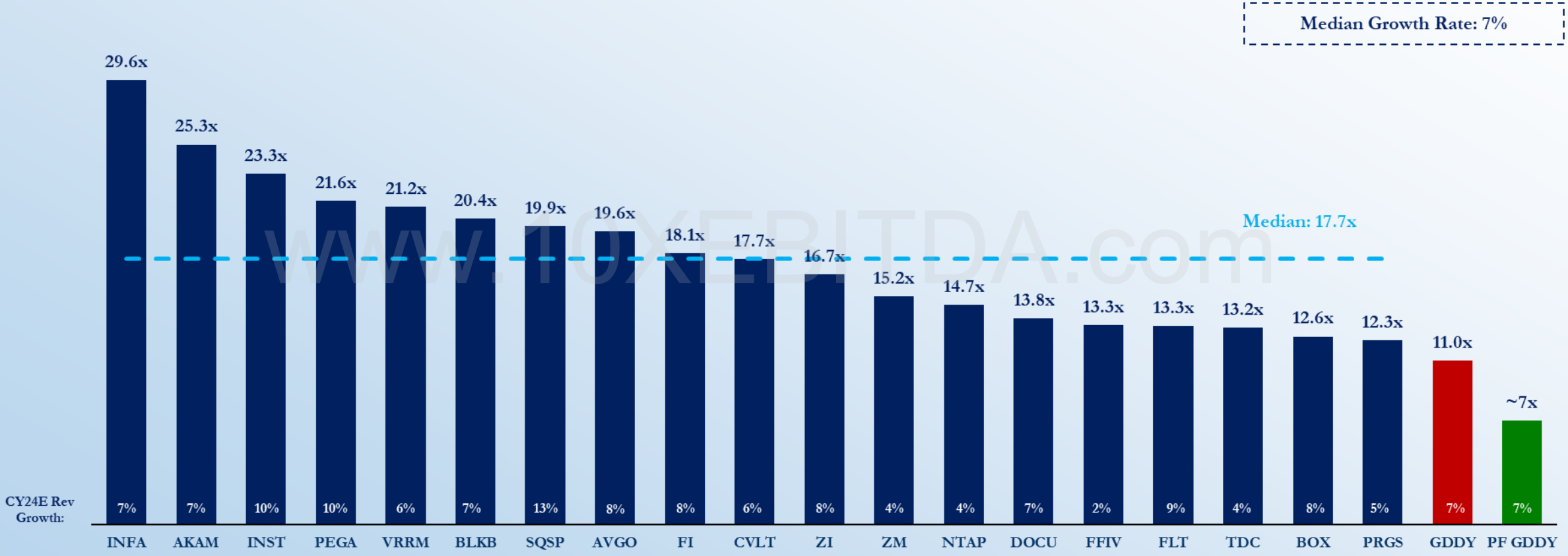
www.10XEBITDA.com

Source: Capital IQ, Bloomberg, Starboard estimates. Market data as of 10/13/23.

We Believe GoDaddy Has a Significant Value Creation Opportunity (Cont'd)

If GoDaddy can improve its growth + profitability rate to 40%, GoDaddy should trade more in-line with other predictable, recurring technology businesses that have strong leadership positions in growing markets.

Price / CY2023E Free Cash Flow – Moderate Growth Technology Companies with Recurring Revenue



Source: Capital IQ, Bloomberg. Market data as of 10/13/23.
Note: Starboard believes that the companies above provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.

Starboard Has Three Ideas To Discuss Today

GoDaddy™





www.10XEBITDA.com

Starboard Has Three Ideas To Discuss Today







www.10XEBITDA.com

News Corp Overview

News Corporation ("News Corp" or the "Company") is a global operator of media assets with a diverse revenue mix.

News Corp Financial Profile

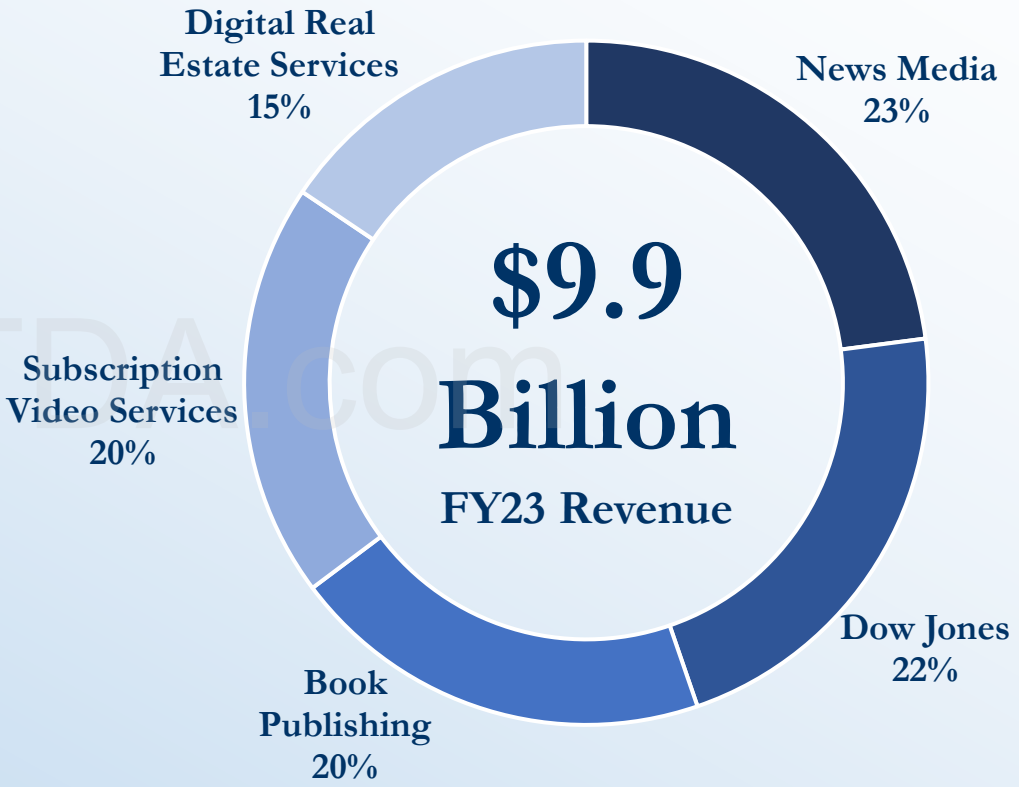
$12 Billion

Enterprise Value

7.9x

Enterprise Value / FY24 EBITDA





News Corp owns a highly valuable collection of assets in its portfolio.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023.

www.10XEBITDA.com

News Corp Owns a Valuable Collection of Businesses

News Corp's portfolio is comprised of a combination of valuable media assets, including a highly-valuable controlling stake in REA Group Ltd ("REA Group"), which is publicly traded in Australia.

Business Overview

News Corp

Digital Real Estate Services

- REA Group
- move
- realtor.com

Dow Jones

Consumer

- The Wall Street Journal.
- Barron's
- MarketWatch
- Investor's Business Daily

Professional Information Services

- OPIS – A Dow Jones Company
- Dow Jones Risk & Compliance
- Chemical Market Analytics – By OPIS, A Dow Jones Company

Book Publishing

- Harper Collins

News Media

- New York Post
- The Australian
- The Telegraph
- The Times

Subscription Video Services

- Foxtel
- Binge
- ANC

We believe News Corp owns a diverse portfolio of high-quality businesses.

Source: Public company filings, company websites.

Today, News Corp's Portfolio Is Valued at $12 Billion

News Corp Today

$12 Billion

Current Enterprise Value



7.9x

FY24E EBITDA[(1)] Multiple

www.10XEBITDA.com

We believe News Corp trades at an attractive valuation.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023.

News Corp Owns a Highly Valuable Stake in REA Group

News Corp owns a controlling stake in REA Group, a leading digital real estate business in Australia.

Business Overview

News Corp

Digital Real Estate Services

REA Group

move

realtor.com

Dow Jones

Flagship Business News

THE WALL STREET JOURNAL.

BARRON'S MarketWatch

INVESTOR'S BUSINESS DAILY

Professional Information Services

OPIS A DOW JONES COMPANY

DOW JONES RISK & COMPLIANCE

CHEMICAL MARKET ANALYTICS BY OPIS, A DOW JONES COMPANY

Book Publishing

Harper Collins

News Media

NEW YORK POST

THE AUSTRALIAN

The Telegraph

THE TIMES

Subscription Video Services

FOXTEL

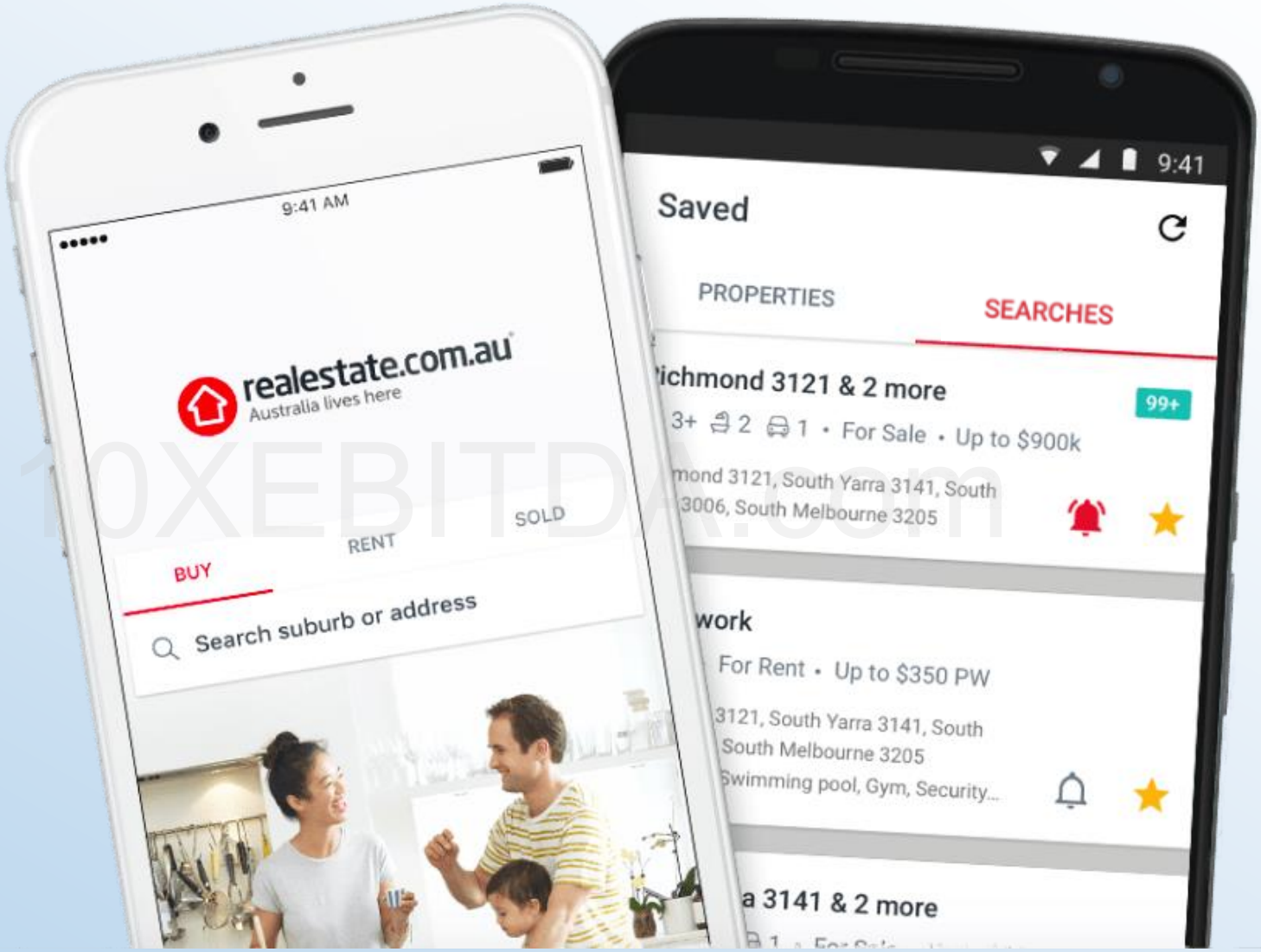
BINGE

ANC

We believe News Corp owns a diverse portfolio of high-quality businesses.

Source: Public company filings, company websites.

REA Group



www.10XEBITDA.com

REA Group Is a Leading Digital Real Estate Business

REA Group is an Australian digital real estate business that is publicly-traded on the Australian Stock Exchange.

REA Overview

Market Positioning

realestate.com.au

#1 in Australia

3.3x audience of the nearest competitor

Financial Performance

($ in millions)



News Corp owns 61% of REA Group, a market leading business with an attractive financial profile.

Source: Public company filings, company websites. (1) FY2015 calculated as News Corp's Digital Real Estate Services revenue less Move revenue. FY2016 through FY2023 revenue is REA Group revenue disclosed by News Corp.

www.10XEBITDA.com

REA Group Has Been an Incredible Investment for News Corp

News Corp initially acquired a 44% stake in REA in the early 2000s and has grown its ownership to 61% over time. REA Group shares not held by News Corp trade freely on the Australian Stock Exchange.

REA Group Share Price Performance[1] and Valuation



www.10XEBITDA.com

REA Market Cap: $13 Billion[2]

✖

News Corp's 61% Ownership

=

Market Value of News Corp's Stake: ~$8 Billion

We applaud News Corp for making the investment in REA Group but believe it is not receiving full credit for the value of its REA Group stake.

Source: Public company filings, Capital IQ. Market data as of October 13, 2023. (1) Returns adjusted for dividends and are from October 13, 2013 to October 13,2023. (2) REA market capitalization shown in USD.

Excluding the Value of Its Stake in REA Group, the Implied Value for News Corp's Other Businesses Is Only $4 Billion

News Corp Today

$12 Billion — Total News Corp Enterprise Value

−

$8 Billion — Current Value of News Corp's Stake in REA Group

=

$4 Billion — Total News Corp Enterprise Value ex REA Group Stake

4.0x — FY24E EBITDA[(1)] Multiple

We believe that News Corp's other businesses are significantly undervalued in the market today.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023. (1) Calculated as consensus News Corp FY24 EBITDA minus consensus REA FY24 EBITDA converted to USD at an exchange rate of 0.63.

Dow Jones Is the Key Business Within News Corp's Portfolio

Dow Jones is a global provider of news and business information for both consumer and professional use cases.

Business Overview

News Corp

Digital Real Estate Services

REA Group

move

realtor.com

Dow Jones

Consumer

THE WALL STREET JOURNAL.

BARRON'S MarketWatch

INVESTOR'S BUSINESS DAILY

Professional Information Services

OPIS A DOW JONES COMPANY

DOW JONES RISK & COMPLIANCE

CHEMICAL MARKET ANALYTICS BY OPIS, A DOW JONES COMPANY

Book Publishing

Harper Collins

News Media

NEW YORK POST

THE AUSTRALIAN

The Telegraph

THE TIMES

Subscription Video Services

FOXTEL

BINGE

ANC

WWW.10XFINANCIAL.COM

We believe News Corp owns a diverse portfolio of high-quality businesses.

Source: Public company filings, company websites.

Dow Jones


THE WALL STREET JOURNAL.
TUESDAY, NOVEMBER 9, 2021 - VOL. CCLXXVIII NO. 111
WSJ.com
$5.00
What's News
Business & Finance
Open Arms for Vaccinated Travelers
Kennedy Airport, New York City
Dulles Airport, Virginia
China's Tech Clampdown Hits SoftBank
Value of holdings fell $54 billion with Beijing tightening control on internet companies
By Megumi Fujikawa
TOKYO—SoftBank Group
THE WALL STREET JOURNAL.
What to Say When Someone Asks 'How Are You?' And Other Conv
Tips
Our communication skills have gotten rusty. Here are five ways to sharpen them.
WSJ
Why Do We Shout When We Argue? Lack of Confidence
By Vanessa Bohns
NOVEMBER 2020
WSJ.
THE WALL STREET JOURNAL. MAGAZINE
BTS
THE INNOVATORS ISSUE

Dow Jones Has Delivered Strong Revenue Growth and Margin Expansion

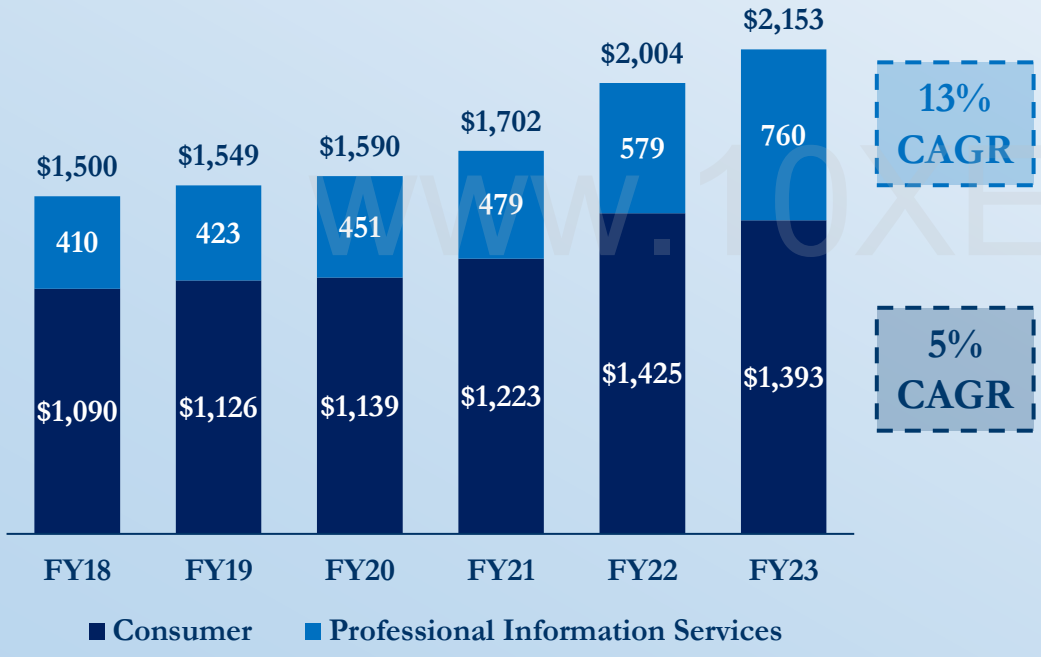
Dow Jones has an attractive financial profile, with an increasing mix of professional information services revenue.

Dow Jones Financial Overview

Revenue

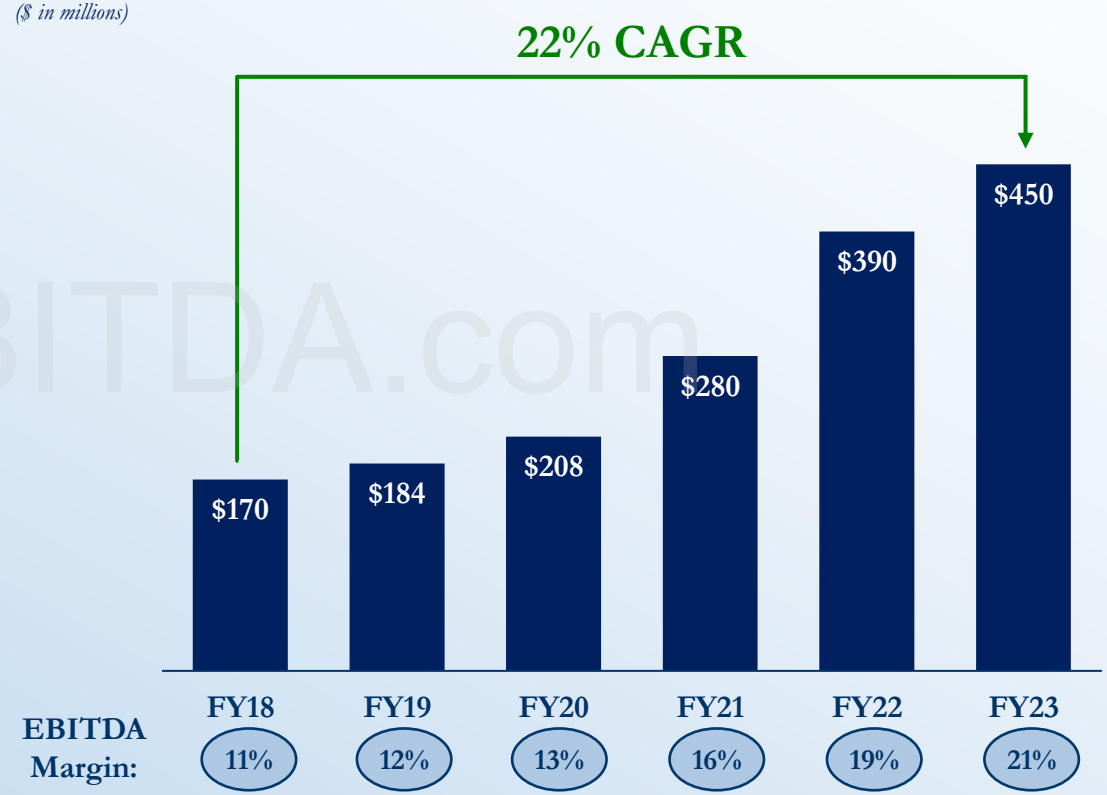
($ in millions)

Professional Information Services now represents 35% of revenue



EBITDA & EBITDA Margin[1]

($ in millions)



www.10XEBITDA.com

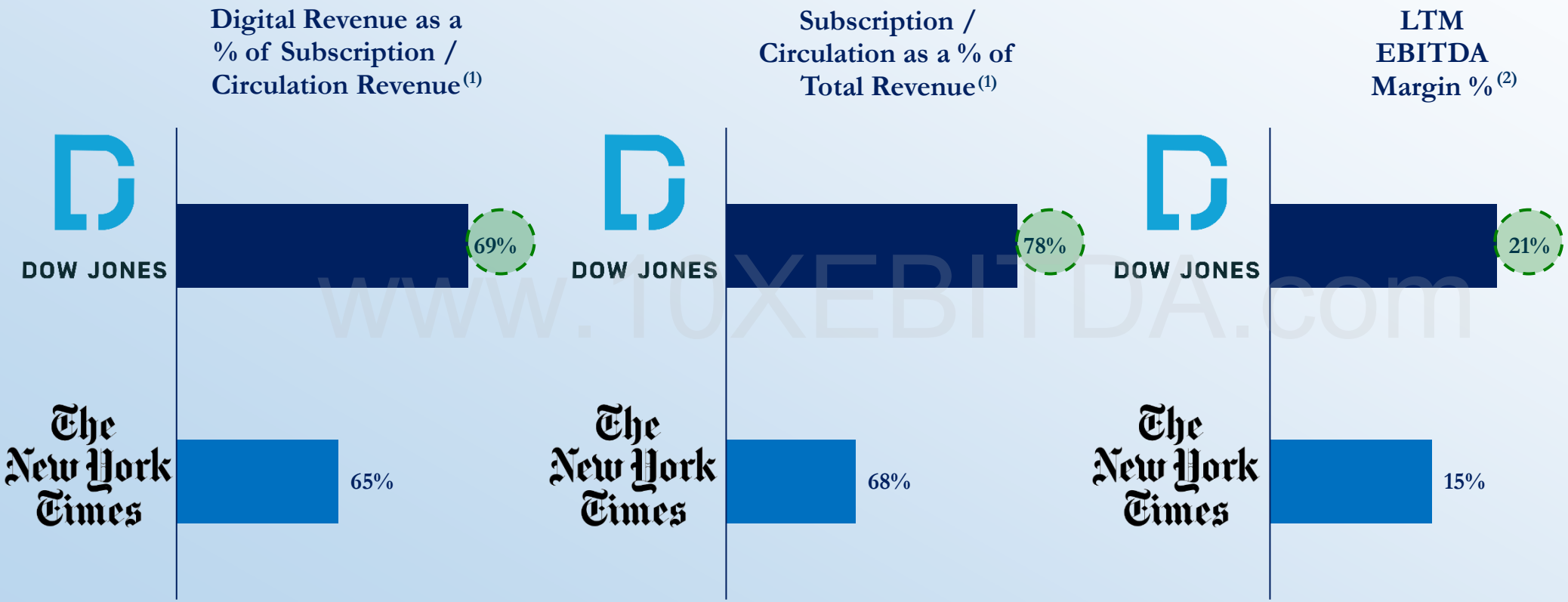
We believe Dow Jones is well-positioned to continue delivering healthy growth and margins.

Source: Public company filings. (1) EBITDA fully burdened for unallocated corporate costs. Corporate cost allocation calculated on a percentage of total revenue basis.

Dow Jones Compares Favorably to The New York Times Company

When compared with The New York Times Company (NYT), Dow Jones is more profitable, has more digital exposure, and has a greater subscription mix.

Side-by-Side Comparison of Dow Jones and The New York Times Company



www.10XEBITDA.com

The New York Times

For reference, the NYT trades at

>15x

NTM EBITDA

We believe Dow Jones is a high-quality business and should garner a premium valuation.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023. (1) Dow Jones revenue is based on circulation and subscription revenue, per company disclosures, and The New York Times revenue is based on subscription revenue, per company disclosures. (2) EBITDA margin fully burdened for unallocated corporate costs. Corporate cost allocation calculated on a percentage of total revenue basis. Note: All metrics included in the "Side-by-Side Comparison of Dow Jones and The New York Times Company" are based on LTM figures.

News Corp Is Significantly Undervalued

Excluding the value of its stake in REA Group, News Corp is valued at just 4x EBITDA, compared to The New York Times Company at greater than 15x EBITDA.



www.10XEBITDA.com

We believe the valuation discrepancy between News Corp and The New York Times Company represents a huge value creation opportunity.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023. (1) Calculated as consensus News Corp FY24 EBITDA minus consensus REA FY24 EBITDA converted to USD at an exchange rate of 0.63.

We Believe Dow Jones Is A Highly Valuable Business

We believe Dow Jones should garner a premium valuation, but even at the same multiple as The New York Times Company, Dow Jones would be worth more than $7 billion.

Dow Jones Valuation

~$475
Million
Consensus FY24 EBITDA(1)

×

15x
NTM EBITDA

→

$7+ Billion
Dow Jones
Estimated Value

www.10XEBITDA.com

We believe Dow Jones is meaningfully undervalued inside of News Corp's portfolio today.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023. (1) EBITDA fully burdened for unallocated corporate costs. Corporate cost allocation calculated on a percentage of total revenue basis. Note: All estimates are based on information obtained from sources believed to be reliable and incorporate certain assumptions. Such information and assumptions could turn out to be inaccurate. The estimates included here for the "Dow Jones Valuation" chart are based on several data points.

Excluding the Value of Its Stake in REA Group, the Implied Value for News Corp's Other Businesses Is Only $4 Billion

News Corp Today

$12 Billion — Total News Corp Enterprise Value

−

$8 Billion — Current Value of News Corp's Stake in REA Group

=

$4 Billion — Total News Corp Enterprise Value ex REA Group Stake

4.0x FY24E EBITDA[(1)] Multiple

We believe that News Corp's other businesses are significantly undervalued in the market today.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023. (1) Calculated as consensus News Corp FY24 EBITDA minus consensus REA FY24 EBITDA converted to USD at an exchange rate of 0.63.

News Corp Also Owns a Collection of High-Quality Businesses

News Corp's other segments contain a collection of valuable, market-leading businesses in a variety of media verticals.

Business Overview

News Corp

Digital Real Estate Services

- REA Group
- move
- realtor.com®

Dow Jones

Flagship Business News

- THE WALL STREET JOURNAL.
- BARRON'S
- MarketWatch
- INVESTOR'S BUSINESS DAILY

Professional Information Services

- OPIS, A DOW JONES COMPANY
- DOW JONES RISK & COMPLIANCE
- CHEMICAL MARKET ANALYTICS, BY OPIS, A DOW JONES COMPANY

Book Publishing

- Harper Collins

News Media

- NEW YORK POST
- THE AUSTRALIAN
- The Telegraph
- THE TIMES

Subscription Video Services

- FOXTEL
- BINGE
- ANC

We believe News Corp owns a diverse portfolio of high-quality businesses.

Source: Public company filings, company websites.

WWW.10XEBITDA.COM

We Believe News Corp's Other Assets Are Also Extremely Valuable

News Corp's businesses highlighted below are critical sources of news, entertainment, and real estate information for customers worldwide.

News Corp Business Segment Valuation

Move

(80% Ownership)

realtor.com®

+

Harper Collins

Harper Collins

+

News Media

NEW YORK POST

THE AUSTRALIAN

The Telegraph

THE TIMES

+

Subscription Video

FOXTEL

(65% Ownership)

ANC

$4+ Billion

We believe there is significant value in these assets within News Corp's portfolio.

Source: Public company filings. Note: All estimates are based on information obtained from sources believed to be reliable and incorporate certain assumptions. Such information and assumptions could turn out to be inaccurate. The estimates included here for the "News Corp Business Segment Valuation" chart are based on several data points.

www.10XEBITDA.com

We Believe News Corp's Assets Are Trading at a Significant Discount

We believe News Corp trades at a meaningful discount to the value of the sum of its parts.

News Corp Today

$4 Billion

News Corp Enterprise Value ex REA Group Stake

4x FY24 EBITDA(1)



Dow Jones

HarperCollins

News Media

Move

Foxtel

$11+ Billion

Estimated Value of News Corp Assets ex REA Group Stake

www.10XEBITDA.com

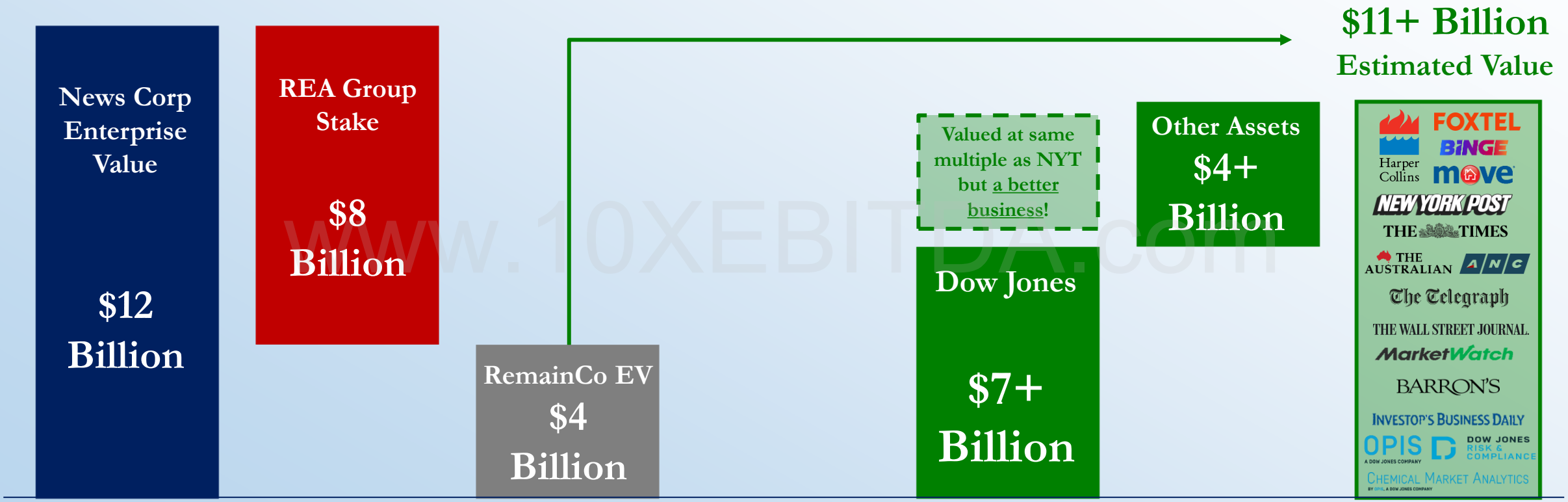
We believe Dow Jones is meaningfully undervalued at News Corp's current valuation.

Source: Public company filings, Capital IQ, Wall Street consensus estimates. Market data as of October 13, 2023. (1) Calculated as consensus News Corp FY24 EBITDA minus consensus REA FY24 EBITDA converted to USD at an exchange rate of 0.63.
Note: All estimates are based on information obtained from sources believed to be reliable and incorporate certain assumptions. Such information and assumptions could turn out to be inaccurate. The estimates included here for the "News Corp Today" chart are based on several data points.

A Separation of Digital Real Estate Assets Could Help Unlock $7+ Billion of Value

We believe that separating News Corp's Digital Real Estate businesses would help unlock significant shareholder value.

News Corp Value Creation Opportunity



WWW.10XEBITDA.COM

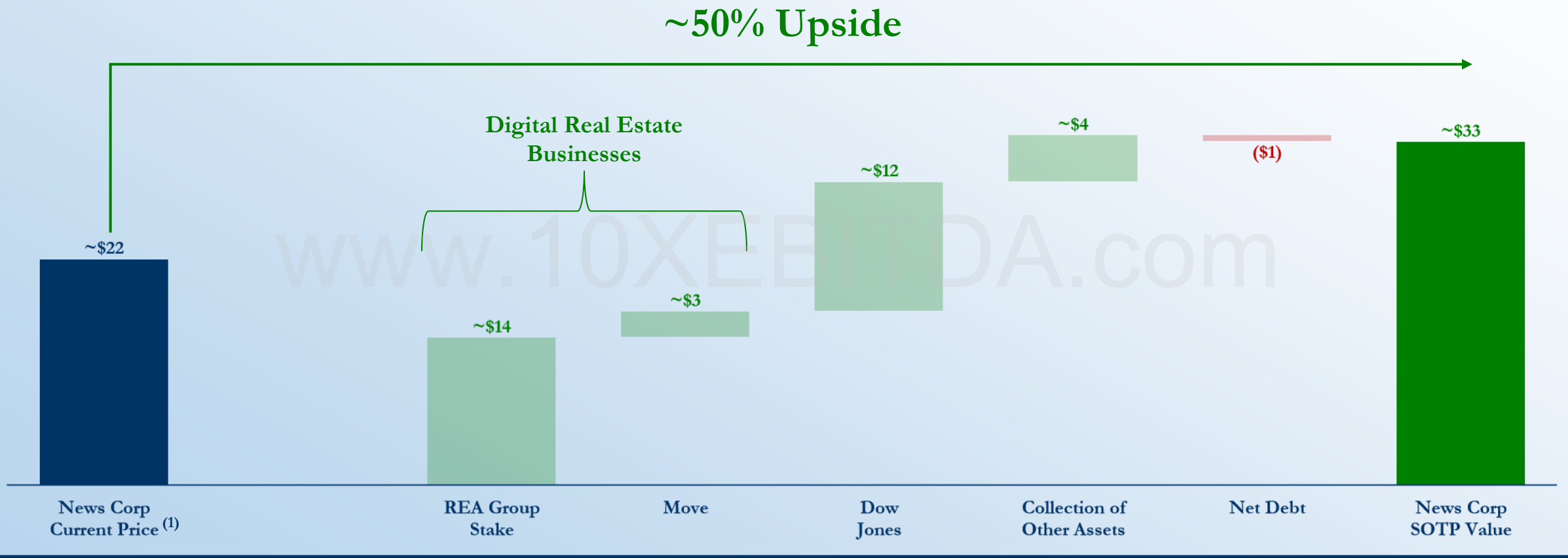
We believe the market is significantly undervaluing News Corp's valuable collection of businesses.

Source: Public company filings, Capital IQ. Market data as of October 13, 2023. Note: All estimates are based on information obtained from sources believed to be reliable and incorporate certain assumptions. Such information and assumptions could turn out to be inaccurate. The estimates included here for the "News Corp Value Creation Opportunity" chart are based on several data points.

We Believe News Corp's Collection of Assets Is Worth Over $33 Per Share

Even when using conservative assumptions, News Corp has an opportunity to create significant shareholder value through a separation of certain assets.

News Corp Sum-of-the-Parts Valuation



www.10XEBITDA.com

We believe separating the Digital Real Estate Assets will unlock substantial value at News Corp.

Source: Public company filings, Capital IQ. Market data as of October 13, 2023. (1) News Corp Class B Share Price as of October 13, 2023. Note: All estimates are based on information obtained from sources believed to be reliable and incorporate certain assumptions. Such information and assumptions could turn out to be inaccurate. The estimates included here for the "News Corp Sum-of-the-Parts Valuation" chart are based on several data points.

Starboard Has Three Ideas To Discuss Today







www.10XEBITDA.com

Starboard Has Three Ideas To Discuss Today







www.10XEBITDA.com

Fortrea Overview

Fortrea Holdings Inc. ("Fortrea" or the "Company") is a global contract research organization ("CRO").

Fortrea Financial Profile

$4 Billion

Enterprise Value[1]

12x

Enterprise Value / FY24 EBITDA[2]

Fortrea

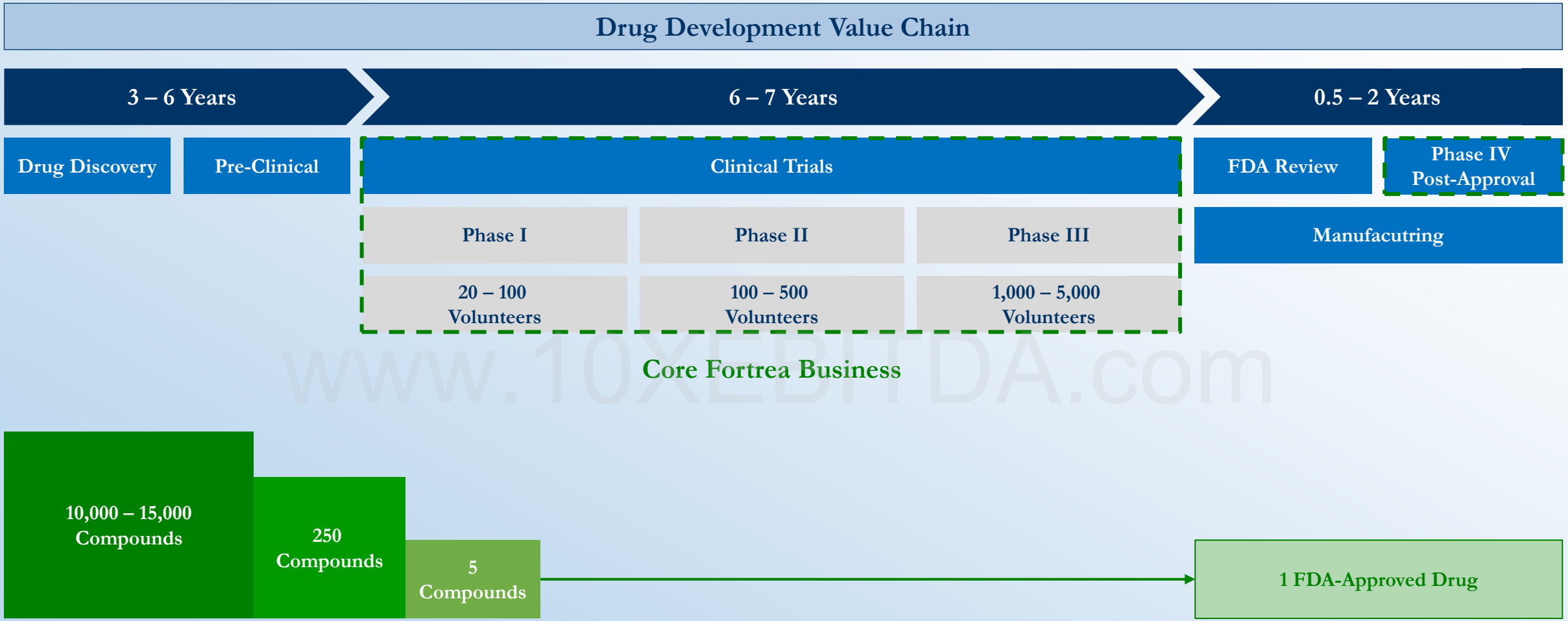


www.10XEBITDA.com

Fortrea is a large scale and global contract research organization.

Source: Public company filings and Bloomberg. (1) As of October 13, 2023. (2) Reflects consensus estimates for FY24 EBITDA of $330mm. (3) Reflects FY22 revenue split between Clinical Services and Enabling Services. (4) Reflects management's FY23 guidance.

What Exactly is a Contract Research Organization?



www.10XEBITDA.com

CROs play a critical role in the biopharma value chain.

Source: Wall Street research.

Scale and Global Presence Enhance CROs' Compelling Value Proposition

Customer Pain Points vs. CRO Value Proposition		
Biopharma Customer Challenges	**Do CROs Help?**	**Does CRO Scale Matter?**
Patient Recruitment / Retention in Clinical Trials	✓	✓
Increasing Complexity of Clinical Trials	✓	✓
Maximizing Asset Value / ROI	✓	✓
Talent / Staff Shortages	✓	✓
Keeping Up With Technology and Innovation	✓	✓
Elongated Study Startup Time	✓	✓
Patient Diversity	✓	✓
Research Site Burden	✓	✓

We believe large scale and global CROs will disproportionately benefit from industry growth

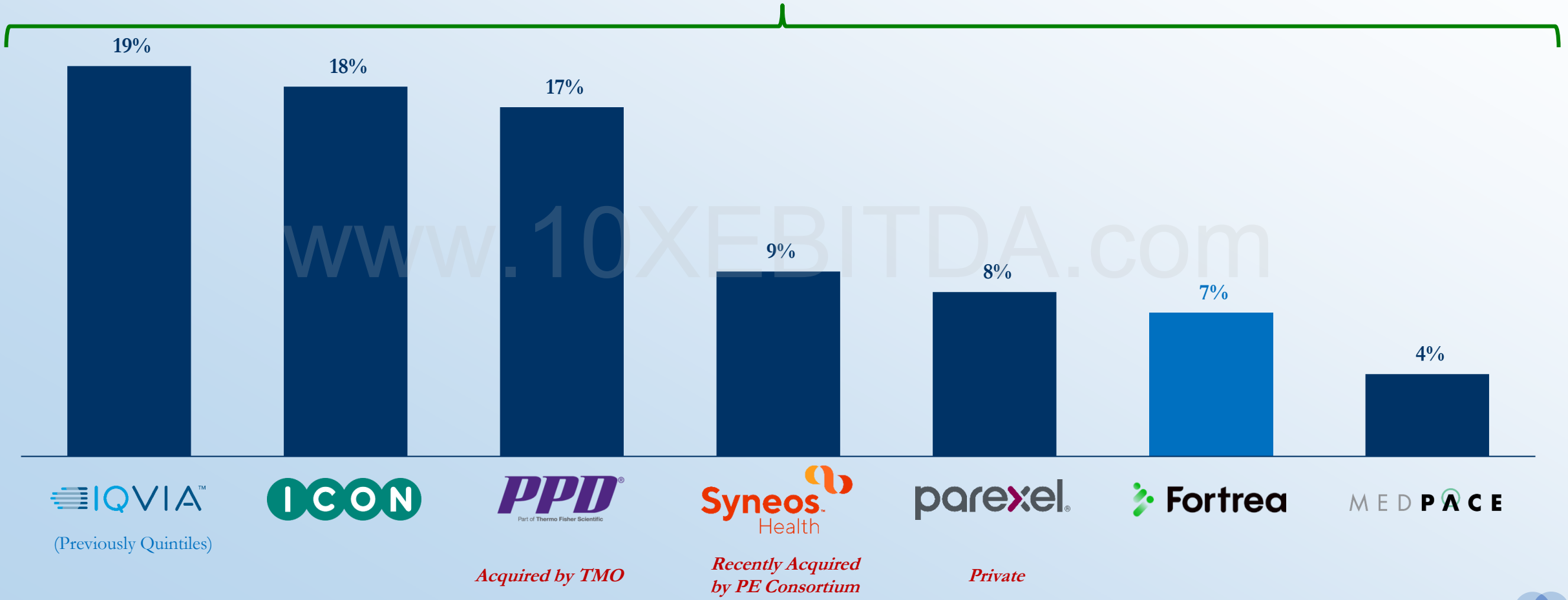
www.10XEBITDA.com

Source: Public company presentation.

The CRO Industry is Highly Concentrated Due to the Competitive Advantages of Scale

CRO Market Share Breakdown

Top 7 CROs control over 80% of the CRO market



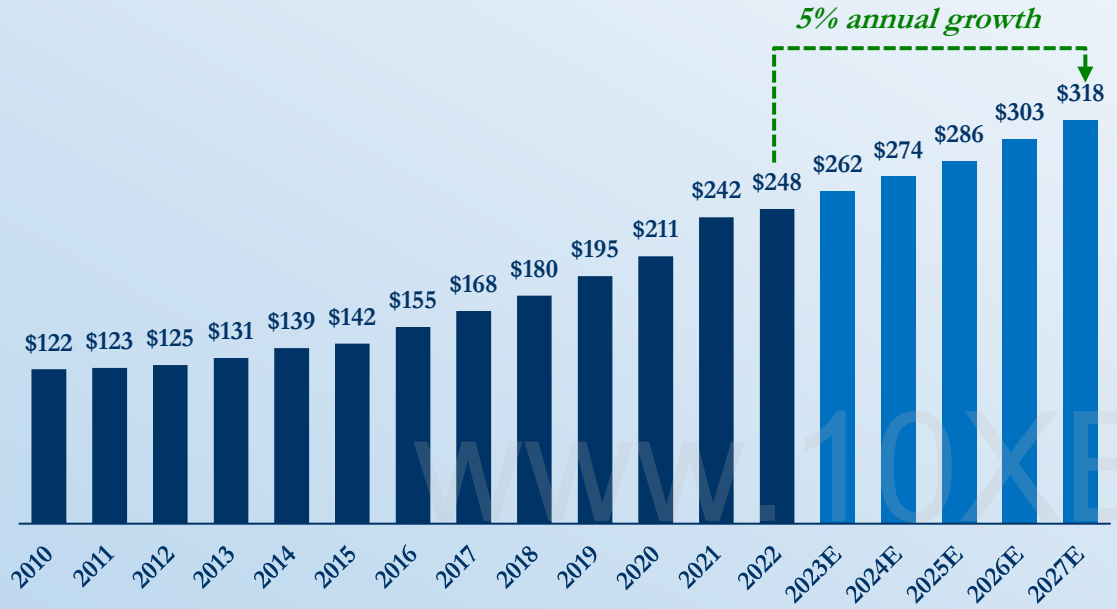
www.10XEBITDA.com

Source: Wall Street research. Starboard has identified the peers as the relevant peer set for comparing FTRE's metrics. Starboard believes these provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.

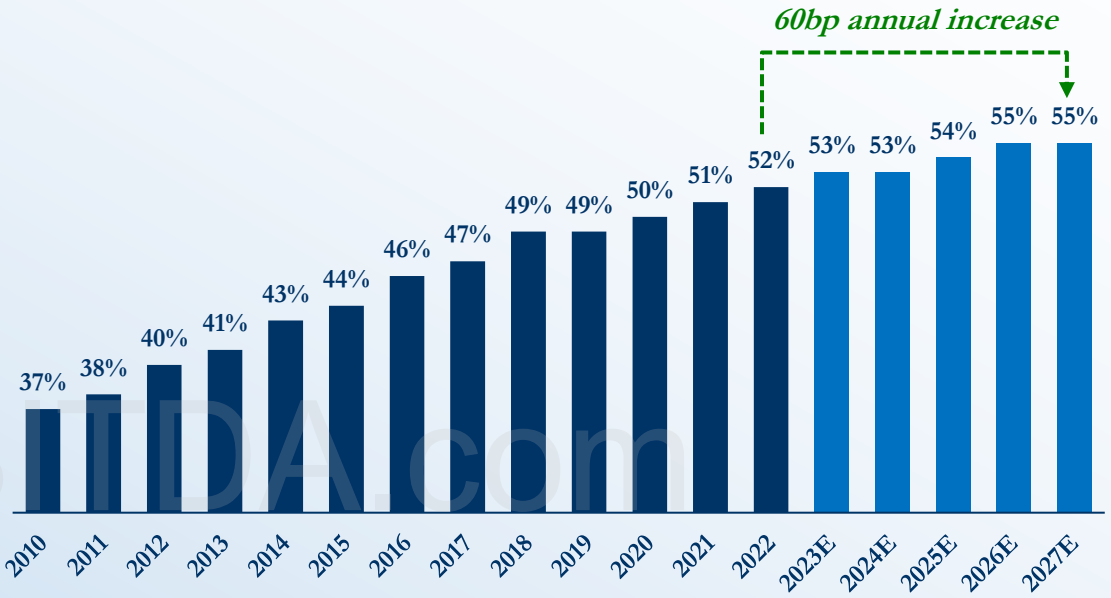
We Believe CROs Operate In a High-Quality Industry That Is Poised for Long-Term Growth

Biopharma R&D Spending

($ in billions)



CRO Outsource Penetration Rates



www.10XEBITDA.com

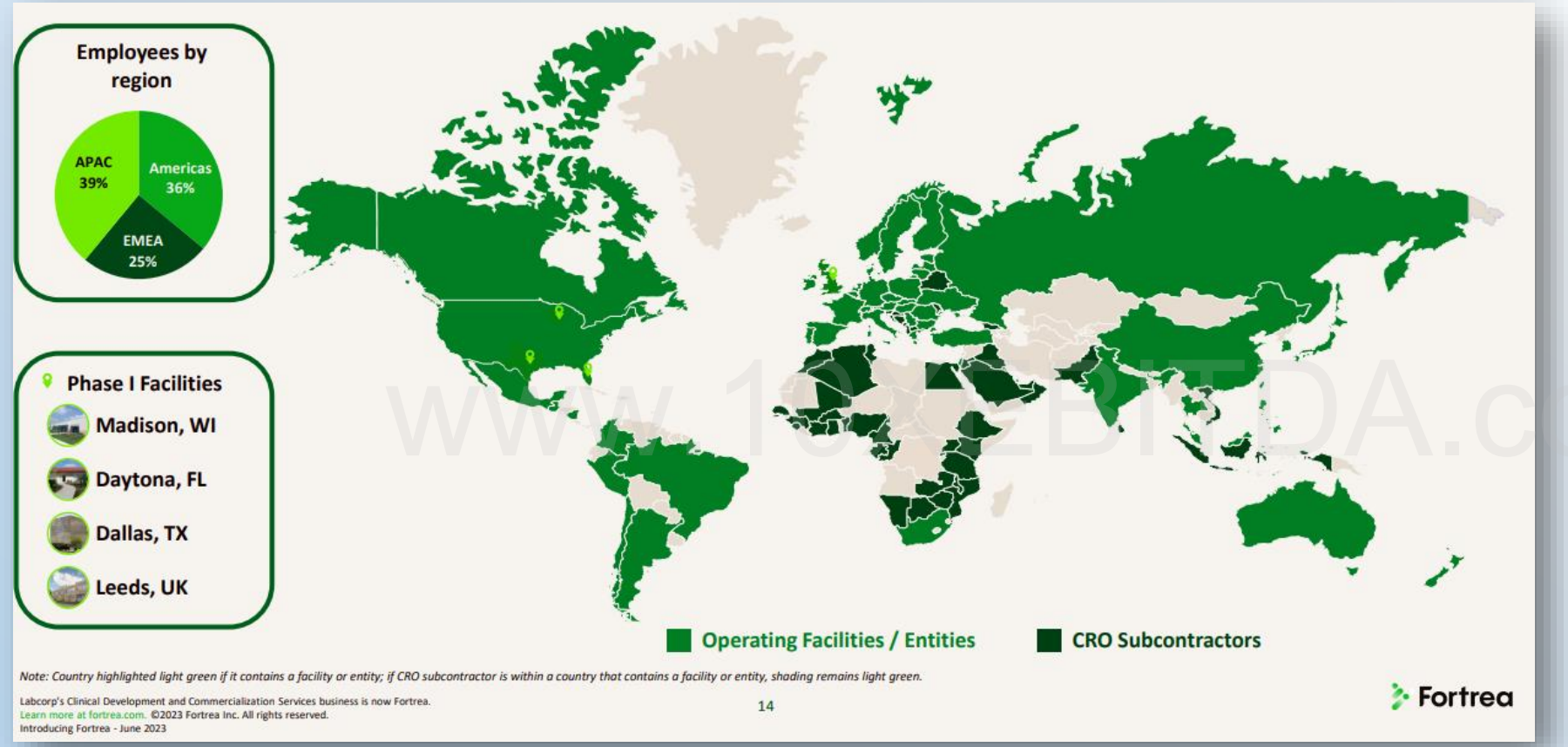
The CRO market is expected to grow ~7% per year from 2022 through 2027

We believe the CRO industry is poised to benefit from secular tailwinds that will drive durable growth.

Source: Wall Street research.

Within the CRO Industry, We Believe Fortrea Is an Attractive Investment Opportunity

Fortrea Is a Large Scale CRO with a Global Presence Spanning Over 90 Countries



- 90+ Countries
- 20+ Therapeutic Areas
- ~21,000 Global Staff
- Over 5,000 Trials Over the Past Five Years

Source: Public company presentation.

Fortrea Was Recently Spun-Out LabCorp's Drug Development Business

Fortrea Corporate History

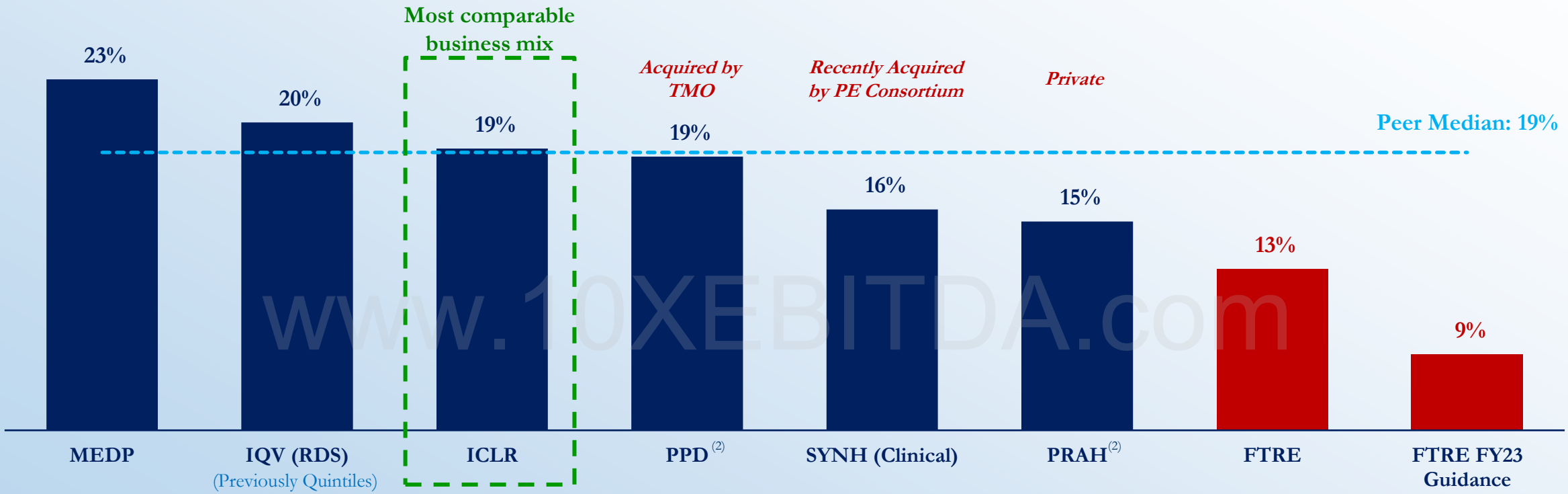
1997 – 2015	2015 – 2023	2023 – Present
COVANCE	labcorp Drug Development	Fortrea
Central Lab	Central Lab	LabCorp has retained the Central Lab and Pre-Clinical businesses
Pre-Clinical	Pre-Clinical	
Phase I-IV Clinical Development	Phase I-IV Clinical Development	Phase I-IV Clinical Development

www.10XEBITDA.com

Source: Public company filings.

Despite Global Reach and Scale, Fortrea's Adjusted EBITDA Margins Meaningfully Lag Its Peers

FY22 Adjusted EBITDA Margin Comparison: Fortrea vs. CRO Peers[1]



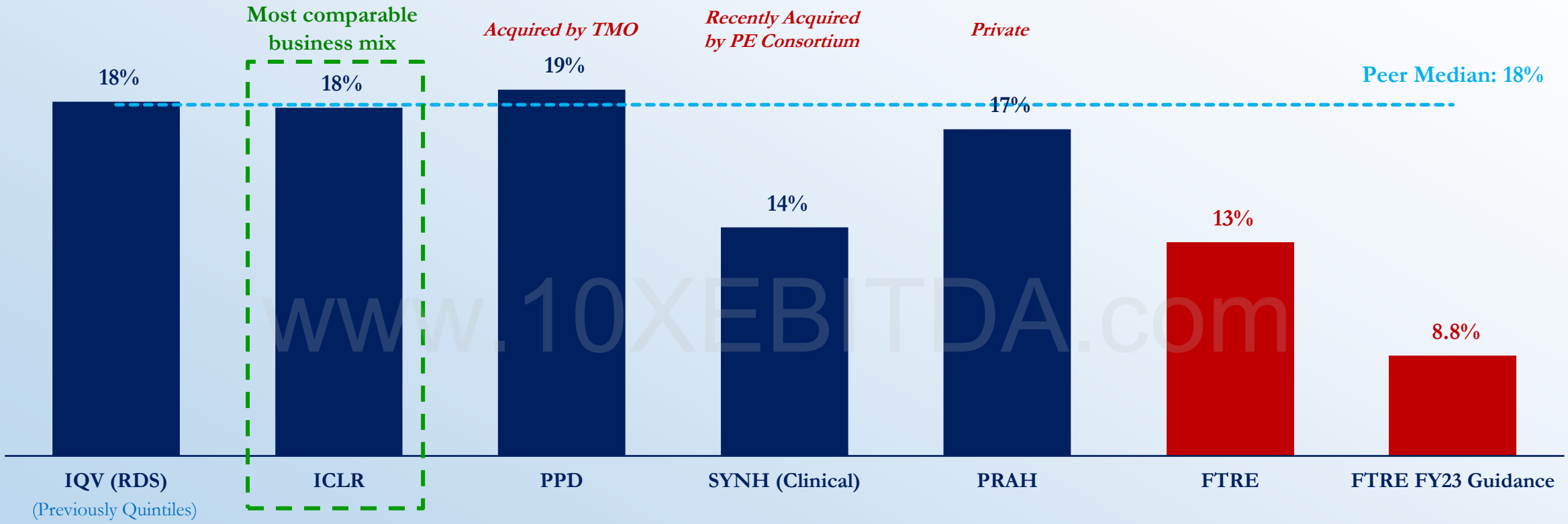
www.10XEBITDA.com

Fortrea's adjusted EBITDA margins are well below the peer median.

Source: Public company filings. Starboard has identified the peers as the relevant peer set for comparing FTRE's metrics. Starboard believes these provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included. (1) Reflects Starboard estimates and adjustments. (2) FY20 Adj. EBITDA Margins (last year as a standalone public company).

Fortrea's Margins Also Lag Peers When Adjusted for Scale

Adjusted EBITDA Margin Comparison: Fortrea vs. CRO Peers at Most Comparable Scales[1][2]



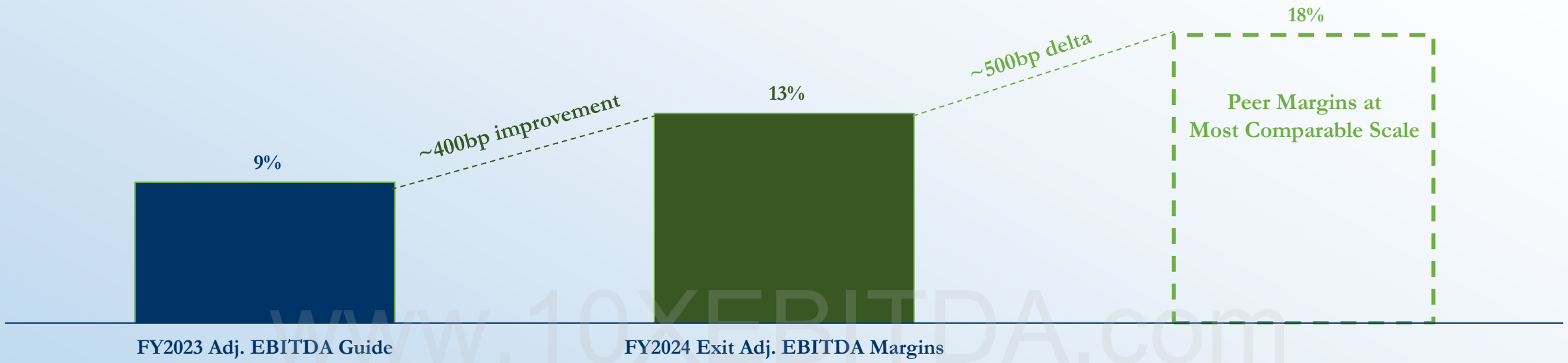
www.10XEBITDA.com

Even when adjusted for scale, Fortrea's adjusted EBITDA margins are well below the peer median.

Source: Public company filings. Starboard has identified the peers as the relevant peer set for comparing FTRE's metrics. Starboard believes these provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included. (1) Represents peer margins at closest revenue scale to FY22 Fortrea since the adoption of ASC 606. Excludes MEDP given considerably smaller revenue scale. (2) Reflects Starboard estimates and adjustments.

Fortrea Management Is Acutely Focused on Improving Its Margins

Fortrea Adjusted EBITDA Margin Progression



www.10XEBITDA.com



Tom Pike
President and CEO

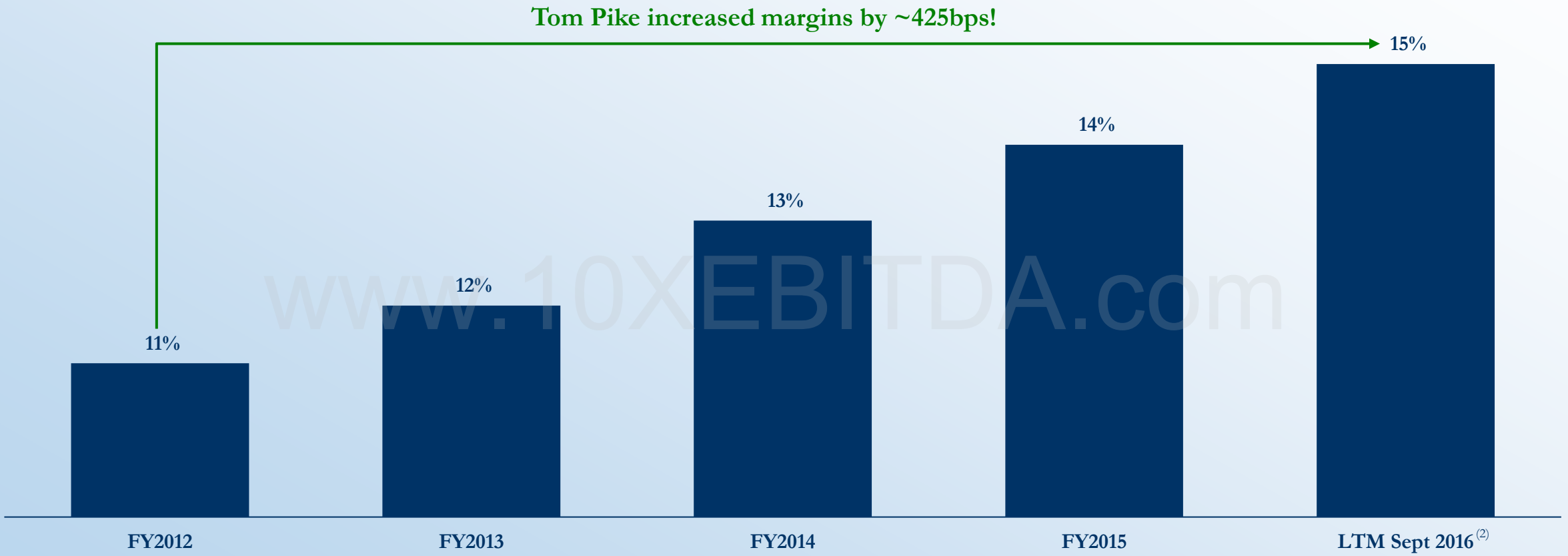
"We will get our financial house in order. **I have seen other CROs and there's nothing in pricing or operations-wise, that's unusual or concerning here**. This is a disciplined operations organization that can deliver programs with quality... In general, what our goal is **here 2024 is a year that we would like to return to the kind of performance you saw in 2022 by the time we exit the year. And then on top of that, as we exit the TSAs, we'd like to start moving toward those industry benchmarks of our competitors.** I think we publicly said there are a couple of competitors who have a business mix, it's a little bit more like ours, and we would go ahead and target those over time."

Management believes it can return to FY22 profitability by the end of FY24 and move toward peer margin levels thereafter.

Source: Public company filings and transcripts. Bold and underline added for emphasis. Starboard has identified the peers as the relevant peer set for comparing FTRE's metrics. Starboard believes these provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.

Fortrea's CEO, Tom Pike, Has a Track Record of Improving CRO Profitability…

IQVIA (fka Quintiles) Adjusted EBITDA Margins Under Tom Pike[1]



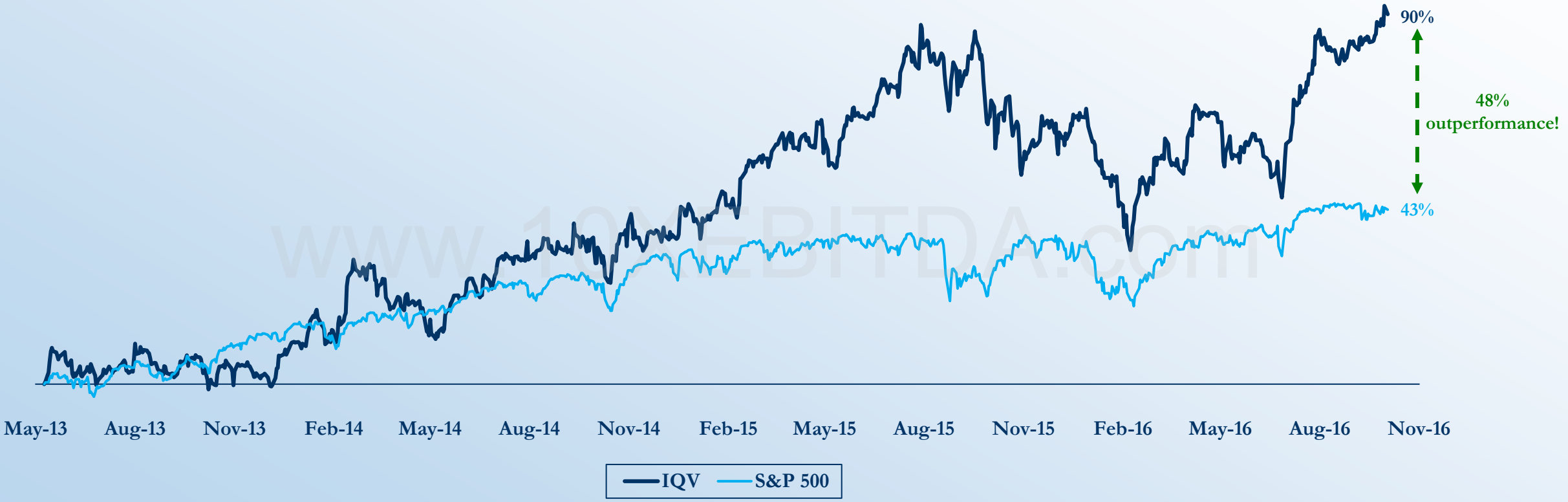
www.10XEBITDA.com

We believe Tom Pike is well suited to improve Fortrea's profitability.

Source: Public company filings. (1) Margin shown as a percentage of total revenue (including Reimbursed Expenses). Reflects ASC 605 accounting rules. (2) LTM as of September 30, 2016, given Quintiles and IMS Health merger which closed on October 3, 2016.

… And Creating Substantial Value for Shareholders

IQVIA (fka Quintiles) Total Shareholder Returns Under Tom Pike[1]

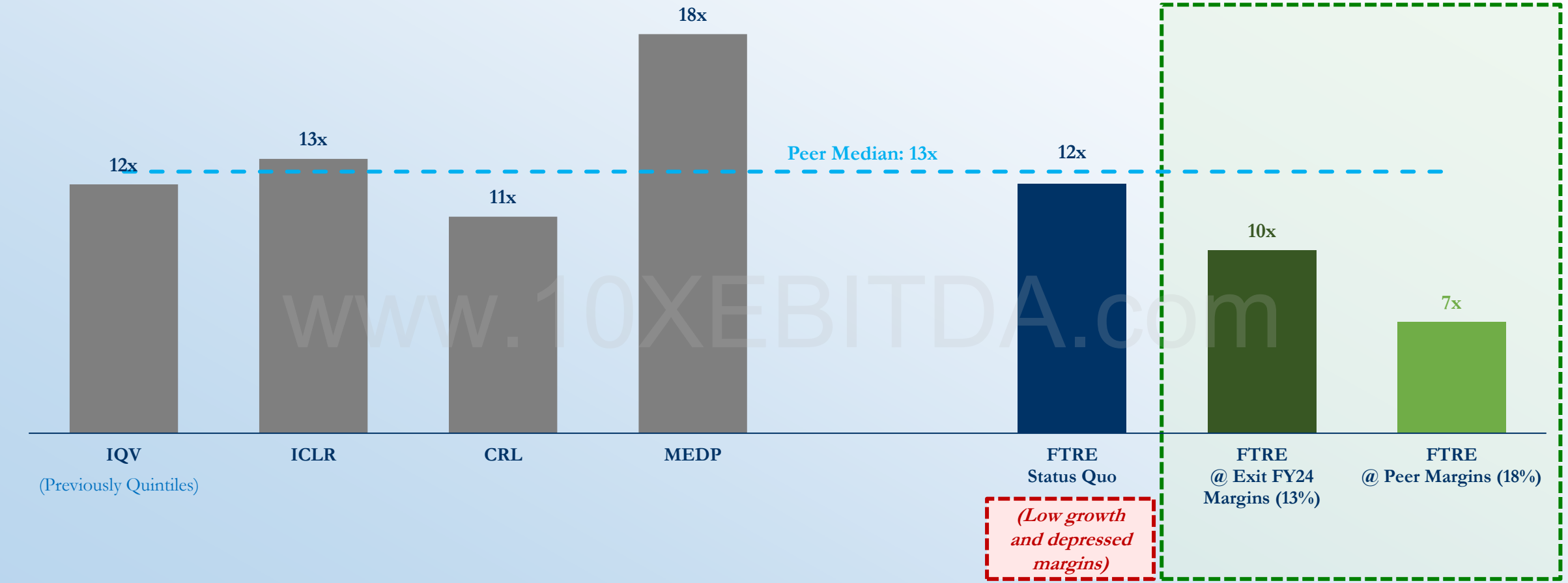


We believe Tom Pike will create considerable shareholder value at Fortrea.

Source: Bloomberg. (1) Total returns shown from May 9, 2013, through October 3, 2016.

Fortrea Trades at an Attractive Valuation Relative to Peers Considering the Margin Improvement Potential

EV / CY24 EBITDA Multiples



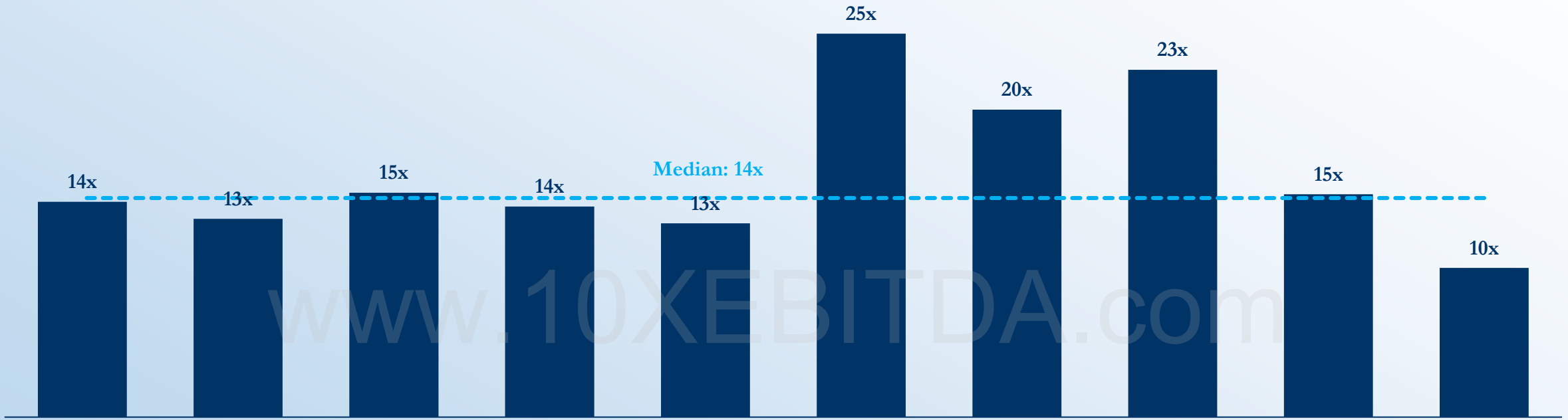
www.10XEBITDA.com

Fortrea presents an attractive risk / reward with considerable upside potential at normalized margins.

Source: CapIQ, Bloomberg, and Starboard estimates. As of October 13, 2023. Starboard has identified the peers as the relevant peer set for comparing FTRE's metrics. Starboard believes these provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.

Comparable Companies Have Also Transacted at Premium Multiples Compared to Fortrea's Current Valuation

Precedent Transaction EBITDA Multiples



www.10XEBITDA.com

	LabCorp / Covance	PE Consortium / PPDI	Pamplona Capital / PAREXEL	INC Research / inVentiv	LabCorp / Chiltern	ICON / PRA Health	EQT / Parexel	Thermo Fisher / PPD	Triton Advisers / Clinigen Group	PE Consortium / Syneos Health
TEV:	*$5.8b*	*$9.1*	*$5.0b*	*$4.2b*	*$1.2b*	*$12.3b*	*$8.5b*	*$20.8*	*$1.5b*	*$7.4b*
Year:	*2015*	*2017*	*2017*	*2017*	*2017*	*2021*	*2021*	*2021*	*2022*	*2023*

Both strategics and private equity firms have been active acquirers of CRO assets.

Source: Public company filings, CapIQ, Bloomberg, and Wall Street research. Starboard has identified the peers as the relevant peer set for comparing FTRE's metrics. Starboard believes these provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included.

We Believe Fortrea Can Create Significant Shareholder Value by Improving Its Profitability

	FY24 Exit Margins	Peer Margins at Most Comparable Scale
FY25 Revenue *FY22 – 25 CAGR %*	**$3.4 billion** *3% CAGR*	**$3.4 Billion** *3% CAGR*
FY25 Adj. EBITDA *Adj. EBITDA Margin %*	**$440 million** *13% margin*	**$609 million** *18% margin*
Peer Median EV / FY24 EBITDA Multiple	**13x**	**13x**
Implied Share Price *% Upside(1)*	**~$47** *~60% Upside*	**~$72** *~144% Upside*

www.10XEBITDA.com

We believe that there is significant share price upside potential at Fortrea.

Source: Starboard estimates. Starboard has identified the peers as the relevant peer set for comparing FTRE's metrics. Starboard believes these provide appropriate peer comparisons. This presentation is a determination that is subject to a certain degree of subjectivity. As the full universe of potential peers is not listed here, the comparisons made herein may differ materially if other firms had been included. (1) Based upon FTRE closing price of $29.46 on October 13, 2023.

STARBOARD VALUE®

www.10XEBITDA.com