

Analyst & Press Meeting

Leiden, 15 April 2020

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Agenda

- Brill in 2019
- Covid-19
- Financial Performance
- Brill in 2020
 - Strategy 2020-2022
 - Organization
 - Publishing
 - Operations
 - Marketing & Sales
- Q&A

Brill in 2019

Brill in 2019

- Strong recovery, back on track
- Revenue up by 3,3% and Ebitda by 23%
- Gross margin to 70%
- Strong performance in the US in Q2
- Growth drivers: Sales in the US, eBooks and Open Access

Brill in 2019

- New Mission very well received
- New in-house Text Editions platform launched
- Collaboration with Jus Mundi
- Digital Health Check launched

Covid-19

Covid-19

- Market: universities closed, libraries closed, bookshops closed (DACH), some trade partners stopped ordering/delivering print books
- Sales: Expected strong decline/delays in sales, faster migration to e-only
- Publishing/Production: conferences cancelled, possible delays in copy flow and printing

Covid-19

- Actions taken:
 - Established the Brill Corona Crisis Team
 - Established Cash Management Team
 - Implemented working from home
 - Developed possible 2020 scenario's
- Actions in preparation:
 - Cost cutting, delay investments,
 - Discussions with Rabo about credit lines
 - Delay tax payments
 - Investigate subsidies etc. in NL, Ger and USA

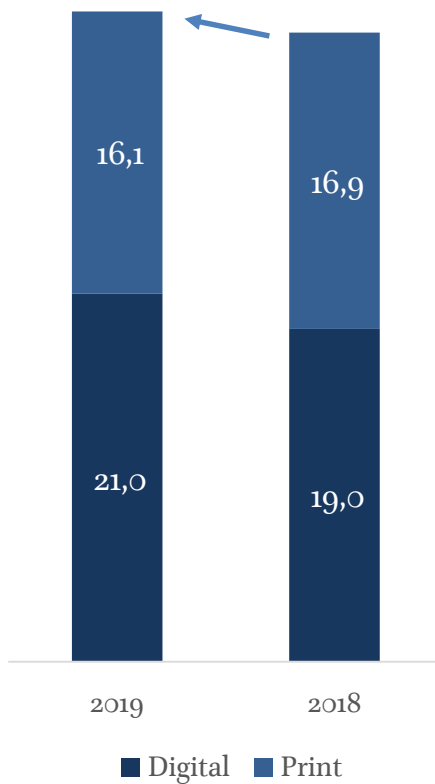
Financial Performance in 2019

2019 Key Figures

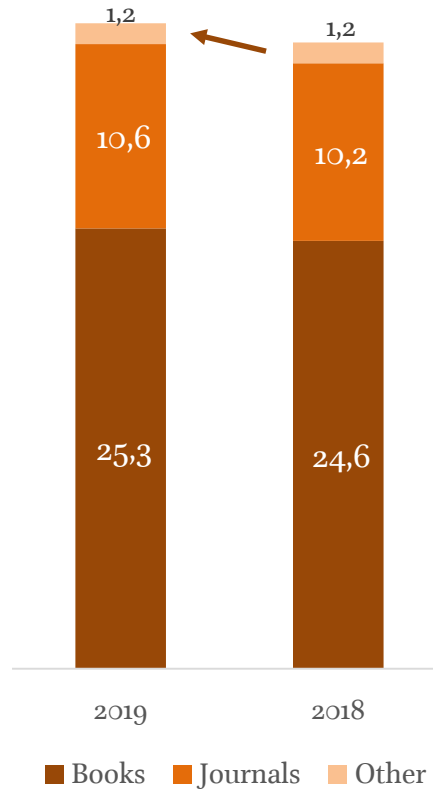
	2019	2018	change
Revenues	37.128	35.951	3,3%
Organic growth	2,5%	-0,1%	
EBITDA	5.183	3.623	43%
Net profit	2,162	2,304	-6,2%
ROIC	10.1%	7.6%	32,9%
EPS	1,15	1,23	-6,2%
Dividend share	0,50	0,85	-41,2%

Revenue development

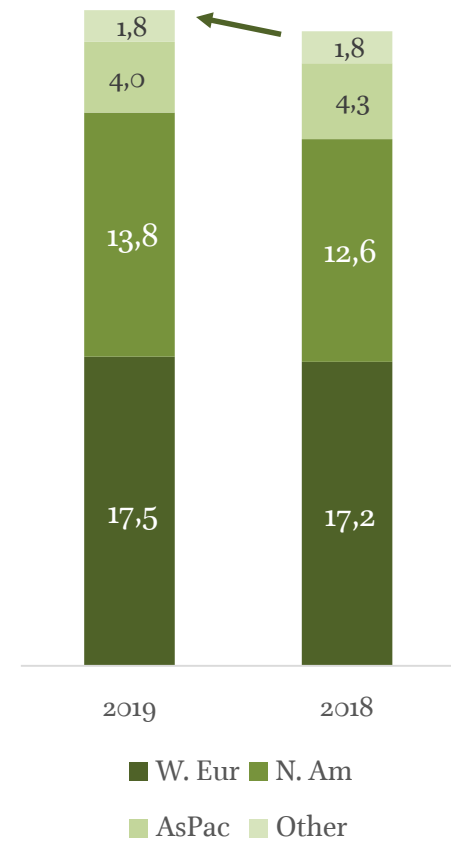
Revenue by Format



Revenue by Publication Type

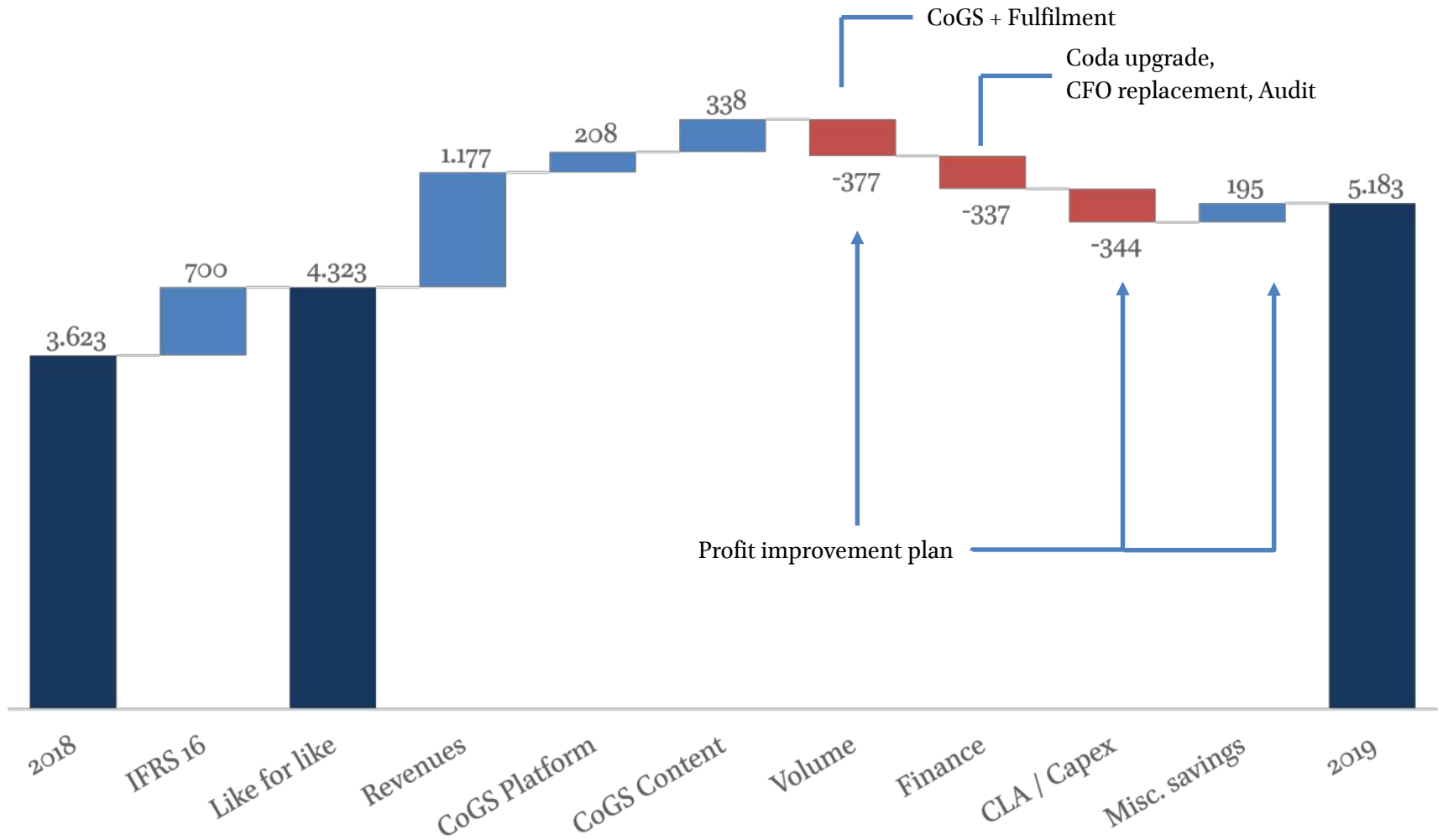


Revenue by Region



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EBITDA development



Profit Improvement Plan

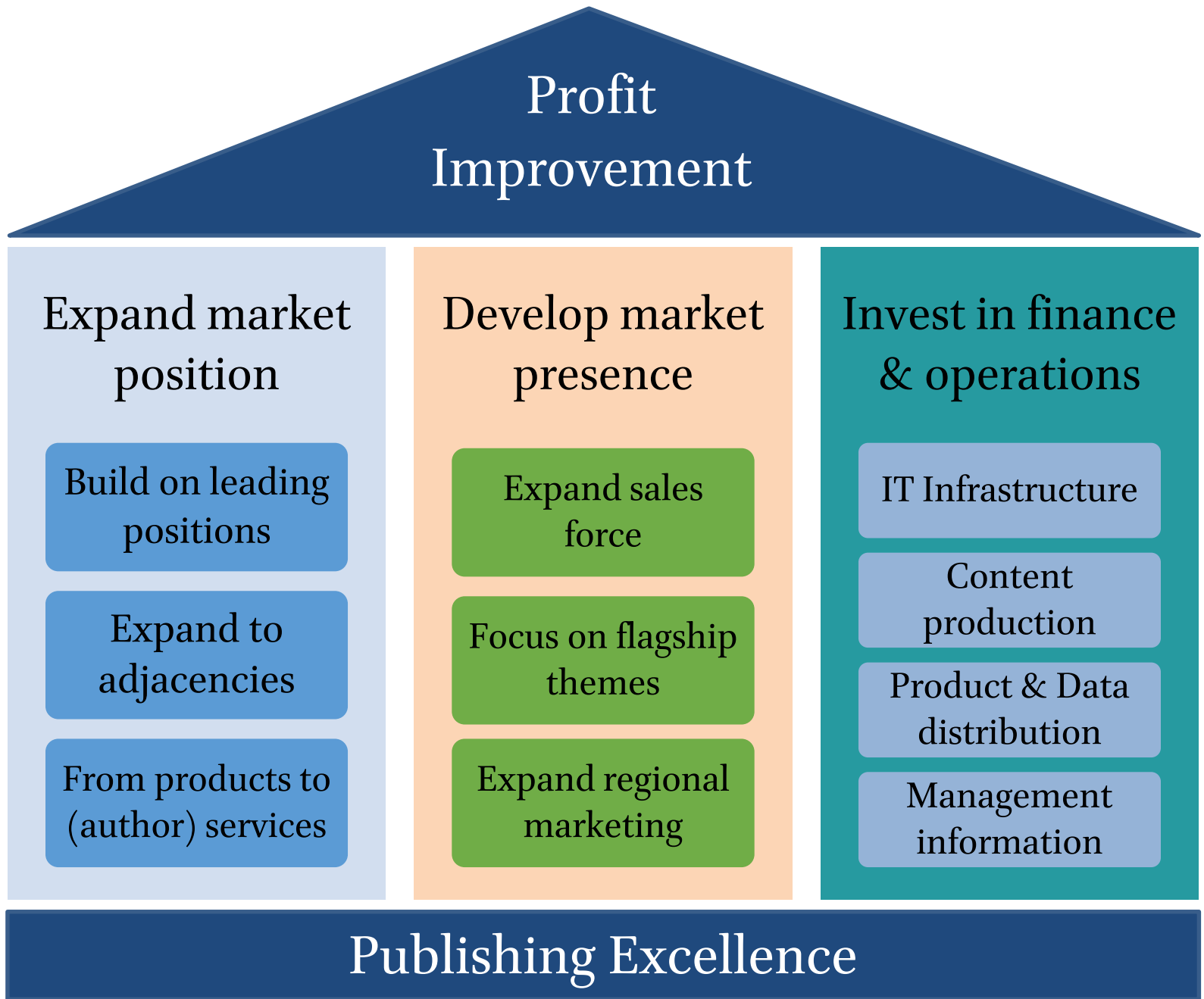
- 2019 delivering savings as expected; spend slower than expected (0.3m to date); e.g.
 - PoD
 - Singapore move to local management
 - New management structure
 - Operating and purchasing savings
- Part of savings reinvested (Open Access, Digital Publishing)
- Several plans still in execution
- 2020 expected spend 0,3m
- Run rate savings expected vs 2018 baseline: 0.7m as of 2021

Finance priorities 2020

- Focus on compliance
 - Audit and internal control requirements
 - Tax Compliance
 - Stock exchange regulations
- Service to the business
 - Tableau data analysis
 - Improved planning & reporting cycle
 - Business support

Strategy

2020-2022



Financial ambitions

- Organic Revenue: growth min. 2% annually
- EBITDA margin: >17% in 2022
- Solvency: Between 40% and 60%
- Dividend policy:
 - Solvency objective
 - Capital management
 - Covenants

M&A Strategy

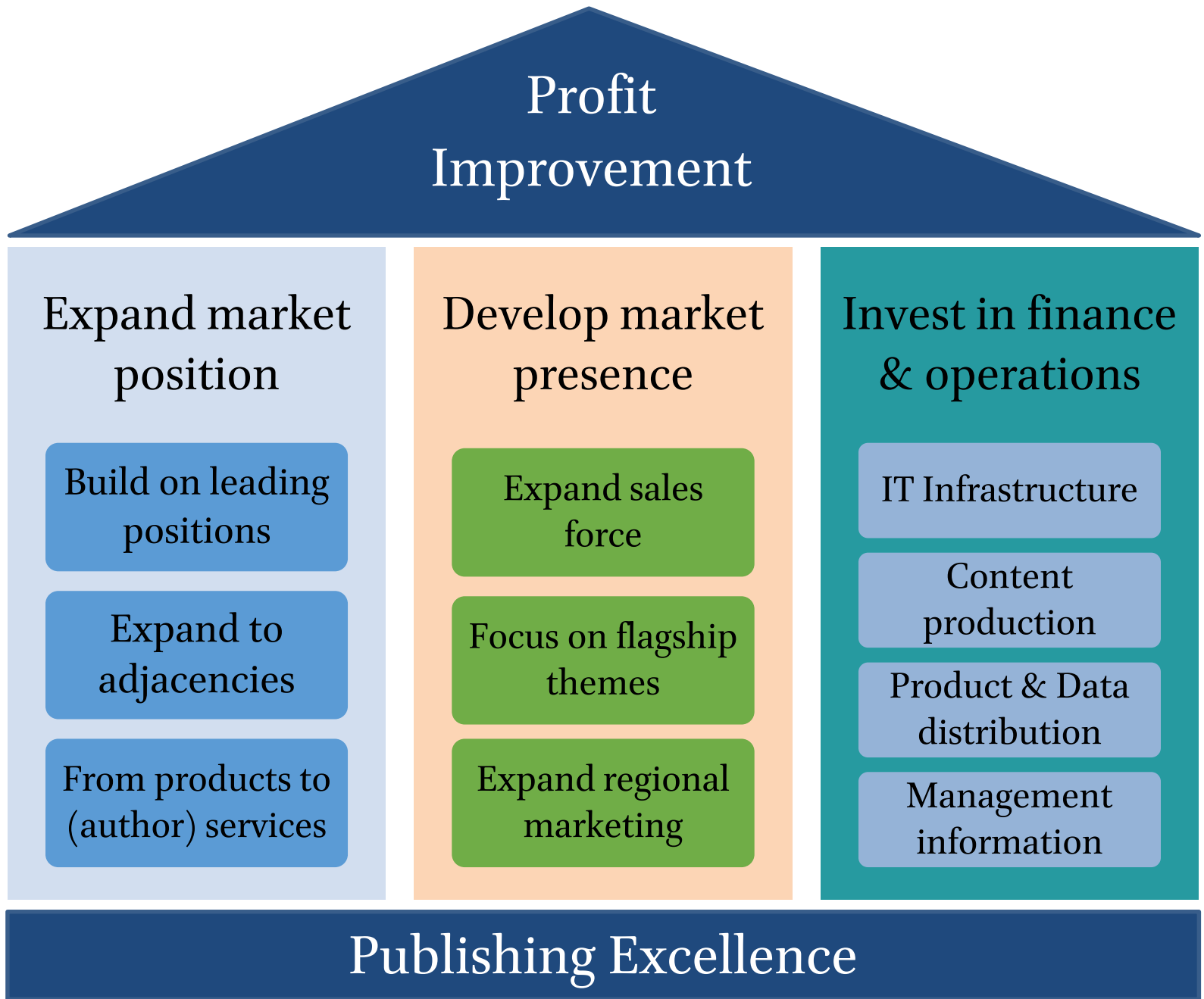
- Subject fields humanities, social sciences, international law, and biology
- Particular focus on linguistics (e.g. language policy), philosophy (e.g. ethics), public international law (e.g. environmental law), political science (e.g. international relations), social sciences (e.g. education), and contemporary studies (e.g. Japan, South Asia, Middle East)
- Geographical focus on Benelux, Germany, UK, and the USA
- Target lists, company visits

Organization

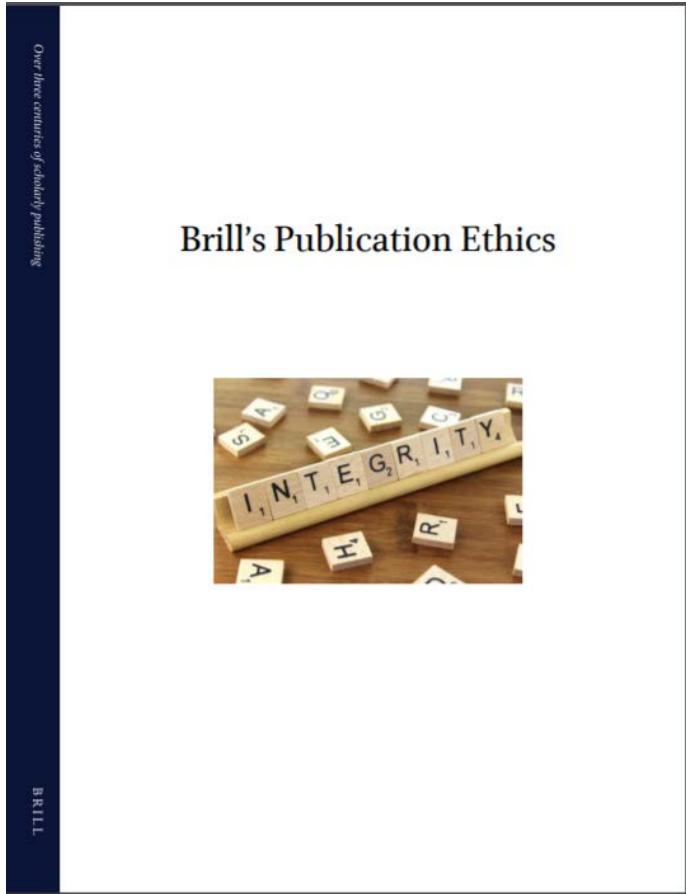
Changes in 2019-2020

- Supervisory Board from 3 to 4
- Management Board
 - 3 Statutory Directors
- Management Team
 - 3 SDs + 4 VPs (Ops, M&S, HR)
- Two new Publishing Directors

Publishing



Publication ethics



Insights into Publication Ethics: An interview with Professor Michael V. Dougherty

5 December 2019



In cooperation with its community of authors, editors, and peer reviewers, Brill safeguards the quality and integrity of its publications. We recently corresponded with Michael V. Dougherty, Professor of Philosophy at Ohio Dominican University and publication ethics expert, as part of our ongoing effort to deepen our understanding of publication ethics and of some of the most pressing challenges faced by the publishing community today.

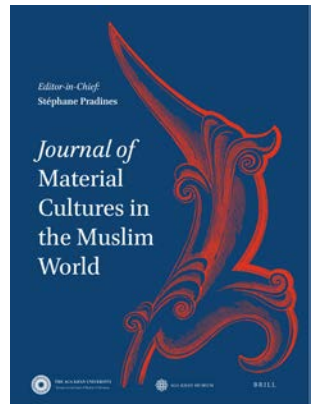
Please tell us about your interest in publication ethics, the professional path that led you to becoming a leading voice on these matters, and the current direction of your work.

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Conclusions

Portfolio Analysis

- Transformative agreements
- Acquire subscription journals with strong reputation & high copy flow
- OA journals with sustainable funding
- Launch of *The Brill Book Archive*
- OA books and OA book series
- Scholarly editions platform & new online tools



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The Brill Book Archive

Three centuries of excellent scholarship

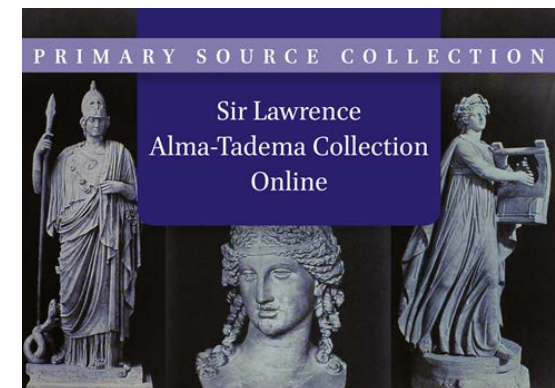
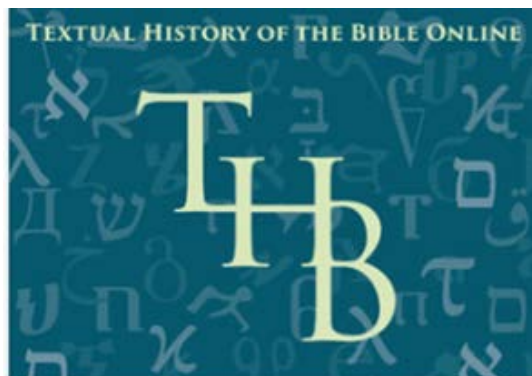
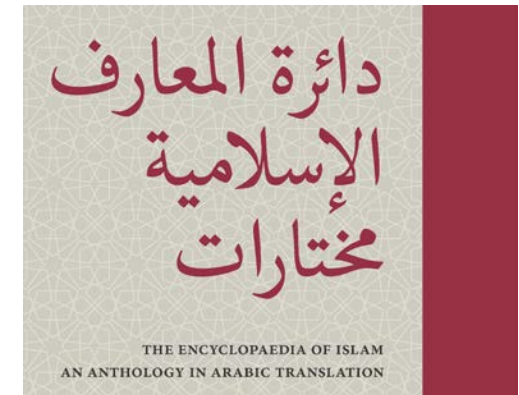
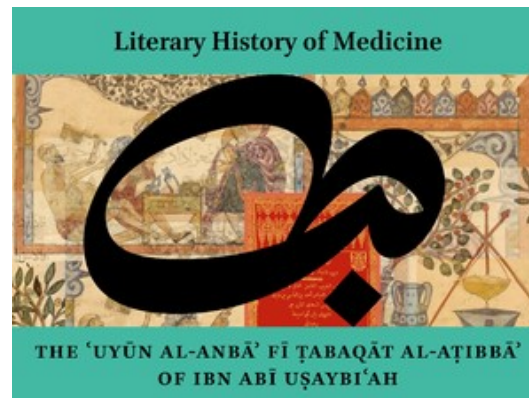


Scope & Rationale

Expand Brill's e-book collection of 18,000 titles with 6,500 in **phase 1** and digitize the full catalogue of more than 20,000 titles in **phase 2**.

- Humanities research has a long shelf life
- Provide researchers with a vast resource of excellent scholarship / big data
- Compete with e-book programs of WdG, SN, T&F, CUP
- Provide libraries with an opportunity to replace physical copies and complete collections

Major Online Works



Operations

Digital Health Check

- Is our Digital Infrastructure strong enough to realize our growth and quality ambitions
- Complete review and gap analysis of Brill's digital infrastructure
- Change and improvement recommendations in April
- Implementation in 2020-2021

Other key projects

- Consolidate number of typesetters
- Online Platform strategy
- Cybersecurity
- Klopotek upgrade



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- Simplicity** - Clear, easy to use interface.
- Integrated search** - Content discoverable on one platform.
- Ease of use** - Improved search refinement. Easily accessed on mobile devices.

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Book History and Cartography



Social Sciences



Slavic and Eurasian Studies



Theology and World Christianity



Marketing & Sales

blog.brill.com

On the Relevance of the Humanities

"The humanities—including the study of languages, literature, history, jurisprudence, philosophy, comparative religion, ethics, and the arts—are disciplines of memory and imagination, telling us where we have been and helping us envision where we are going."

-American Academy of Arts & Science



[Living abroad in times of Corona - Brill's stories Part 1: Elisa Perotti](#)
Elisa Perotti



[Podcast: Ryan P. Burge on how religious leaders use Twitter today](#)
Ryan P. Burge



[Podcast: Adeyemi Balogun on the Yoruba community and inter-religious harmony](#)
Adeyemi Balogun

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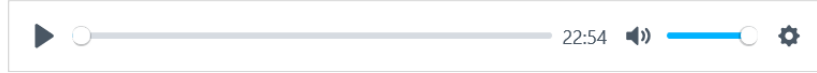
Podcast: Intractable Syria — Case Study of What Does and Does Not Lead to an Unmanageable Crisis

25 February 2020



Refining Intractability: A Case Study of Entrapment in the Syrian Civil War

Listen to our latest podcast with Siniša Vuković and Diane Bernabei (Johns Hopkins University and Leiden University)



The most intractable conflict in recent times is the Syrian Civil War: it has caused prolonged tensions, severe destruction, and devastating consequences and, despite several peacemaking efforts, has only escalated over time. How this conflict—which started out with the arrest of a few students—reached a state of intractability is much more nuanced than previously believed. Siniša Vuković and Diane Bernabei from The Johns Hopkins University, USA, in their study titled *“Refining Intractability: A Case Study of Entrapment in the Syrian Civil War”*, published in Brill’s *International Negotiation*, use the Syrian War as a case study to explain the factors that lead to an intractable crisis—and the ones that don’t

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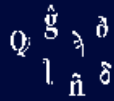
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BRILL *Over three centuries of scholarly publishing*



COVID-19 Collection



More than 30 leading STM publishers have committed to making all of their COVID-19 and coronavirus-related publications immediately accessible. At Brill we have opened up books and articles on topics such as public health, distance learning, crisis research. If any new related content is published with us, it will be added to this collection.

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Epidemics and crisis research past and present



Global Healing
Literature, Advocacy, Care
Author: Karen Laura Thornber

Author in Focus: Karen Thornber, author of the recently published *Global Healing*, on what narratives teach us about the way we look at illness and healing.

[See the interview here.](#)



“The Black Death in Iran, according to Iranian Historical Accounts from the Fourteenth through Fifteenth Centuries”

Authors: Ahmad Fazlinejad and Farajollah Ahmadi
In: Journal of Persianate Studies



“The Impact of the Black Death on Iranian Trade (1340s-1450s A.D.)”

Authors: Ahmad Fazlinejad and Farajollah Ahmadi
In: Iran and the Caucasus



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The officially unofficial MarkLogic Book Fair awards; best 4.2 booth goes to Brill Publishing! Great romantic presentation of language and research! Congrats @BrillPublishing #FBF19 #FBM19 #MLFBF19 #BookFairAwards



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Conclusions and Q&A