



MARGO GEORGIADIS

President and CEO

&

DR. CATHERINE BALL

Chief Scientific Officer

A grayscale photograph of a vast, snow-covered mountain range. In the foreground, two hikers are seen from behind, walking up a steep, snowy slope. They are wearing backpacks and using trekking poles. The background features a series of jagged, snow-covered mountain peaks under a cloudy sky. The overall tone is serene and adventurous.

We empower journeys of personal discovery to enrich lives

Trusted, long-term relationships

Customer-centric business model

30-year history of growth and innovation



Ancestry is the global market leader

#1 in Family History

3.5M subscribers and \$1B in subscription revenue

- 116M family trees, more than 3.5x the nearest competitor
- Global leader in digitized historical records: 27B+ in 30,000 collections (\$300M+ invested)
- Loyal and engaged base: ~30% of subscribers with Ancestry 4+ years and 68% have purchased AncestryDNA

#1 in Consumer Genomics

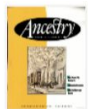
18M samples in database (1.5x nearest competitor)

- 1000+ regions + traits and health insights
- Over 1 trillion network connections
- 27% have cross-sold into a Family History subscription
- Engaged network enables re-contact / collection of new data (370M+ phenotypic data points)

Over three decades of consistent innovation & growth

Ancestry

(1983 – 2003)



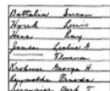
Genealogy catalogs (1983)



Ancestry.com (1996)



CD References (1997)



First Census Images (2000)

Ancestry.co.uk (2001)

1B records (2001)

Ancestry Today

(2004 – 2020E)

Sustained Family History growth





COVID-19: Managing through uncertainty





Managing through Uncertainty - Anchored in Mission and Values

**Open & Frequent
Communication: Employee
Wellbeing and Safety**

**Business Continuity
& Customer Success**

Community Support

**Financial Flexibility &
Stability**

Staying connected with Our People





Weekly Leadership Updates

- **Weekly COVID-19 Email** from Chief People Officer with updated information about workplaces and processes
- **Weekly CEO email** to be more personal - demonstrate empathy, reinforce business priorities and great teamwork and have fun!
- **Monthly Virtual Town Halls** for deeper business updates, recognize milestones, and answer employee questions

New Ways to Build Connections

- Weekly **coffee talks** hosted by senior leadership with their own teams and key cross functional collaborators
- **Open office hours** held by leaders to replace impromptu “hallway talks”
- Employee led **trivia nights and happy hours** via Zoom
- **People and Places** team working hand-in-hand **with our Science team** to make informed decisions about COVID-19

Added Employee Support

- **\$1,000 bonus** to help with expenses and home office needs
- **Additional sick leave** for anyone affected by COVID-19, or caring for someone affected
- **Manager training** and support for leading a remote team
- **Extra Company holiday** to help relieve WFH burnout
- **Fireside chat** with Ancestry board member and Dean of the Stanford University School of Medicine, Lloyd Minor

Finding New Shared Humanity at Work



To: FYIAI@
From: Margo
Date: 4.23.2020
Subject: Finding joy in the moment

Hi Everyone,

It was so great to come together again in our virtual Town Hall this week. We all know how challenging it's been to work from home, but I can't reiterate enough how impressed I am with the collaboration I've seen across the entire company to deliver for our customers. It's also been so nice to see our colleagues in a different light and get to know them better, on a personal level. From the Zoom cameos from kids to taking a few minutes at the start of each call to see how everyone is doing and how they've been passing the time outside of work, I love the connections we're all making. So, in that spirit I wanted to share some of the things the senior leadership team has been doing to find joy...and stay sane outside of work!

I've been enjoying all the meals I've been having with my family, trying new recipes and some old favorites. I finally found the courage to try my mother in law's secret recipe for spinach pie. It took me 4 hours and turned out nicely :-).



We want to make a difference where we can, so we've become a foster family for dogs during COVID-19. Our first, a one-year old Dalmatian named Pluto, has already gone off to his forever home. Up next, a Husky mix named Misty Elliott. - Julie



Our spring break trip to Hawaii has been postponed, so we got the Roy's of Hawaii cookbook, and made his famous Braised Short Ribs. It was a ton of work, but it was awesome with some homemade MaïTaf's. And even better...our son's did most of the cooking. [Here's the recipe](#) - Ron

Our household has been focused on the many uses for the sourdough starter my oldest son made from wild yeast - bread, pizza, pancakes. Here is the winning bread entry, so far, made by my younger son. The recipe is from Tartine bakery. - Carla



We've gone pizza mad over here, and have been making pizzas each weekend. Here is the [recipe we follow](#). Our family is watching Race across

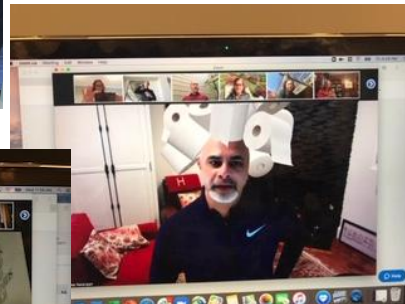
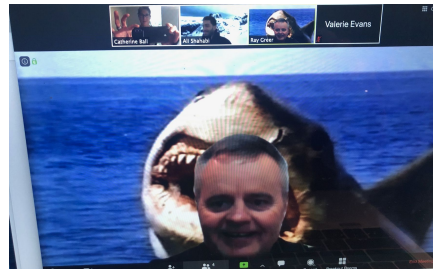
From: Margo
To: FYIAI@
Date: 4/16/2020
Subject: Celebrating firsts and working together

Hi all,

COVID-19 has brought on many "firsts" for all of us. At work, for our families, in our communities and throughout the world we're all experiencing a new way of living and working. But one of the silver linings for me is seeing how people all over the world are coming together and experiencing so many "firsts". From states banding together to create working groups to combat COVID-19 to scientists and researchers from around the world working together on solutions for testing and a vaccine (see the great NYT article attached) and our teams at Ancestry Empowering Each other and collaborating like never before to deliver for our customers.

I think it's important we all take a pause from our busy days to celebrate some of the collaboration "first ever's" we've accomplished together:

- Despite the challenges presented by COVID-19 (and the 5.7 magnitude earthquake in Salt Lake City) **ProGen** recorded its highest-ever company cSAT of 8.08 on March 31.
- The **Product & Technology** team ramped up infrastructure in record speed to support our remote work needs, which includes 3x the Zoom meetings in March compared to the previous two months and 70,000 slack messages per day in March compared to 50,000 per day in the previous two months.
- Our **Finance** team conducted their first-ever virtual quarter close.
- **Science, Marketing, Communications** and our **Legal** teams all worked together to prioritize our GWAS research study going out next week.
- The **Member Services** team is doing a stellar job working from home, for the first time, and have maintained their high level of customer satisfaction, as evidenced by this comment from member 'Nolky', who posted a 5-star review, saying: "The lady I spoke to immediately understood my problem and that at my age I'm not technically proficient.... She would not ring off until she was certain I had understood, then left me with a cheery 'stay well.'"
- **People & Places** and our **TechHub** teams have collaborated to ensure our recruiting and new hire orientation process has not skipped a beat. They are executing fully virtual recruiting and onboarding and ensuring hardware and equipment is mailed to new hires homes for a seamless start at Ancestry.
- The **Creative** and **Brand Media** teams are making their footage work harder than ever due to COVID-19 restraints. They're meeting the challenge by sourcing existing footage to cut new and relevant TV spots [like this one](#).
- **Content Production** worked with **Content Tech Development**, and our offshore dev teams to ensure that our indexing partners in Asia (5,000+ people) can access tools and data to continue their work as many shift to working from home.



Checking In Regularly To Learn and Improve



COVID-19 Survey (March 29 to April 3, 2020)

Satisfied with
Ancestry's
response?

91% Favorability
Score*

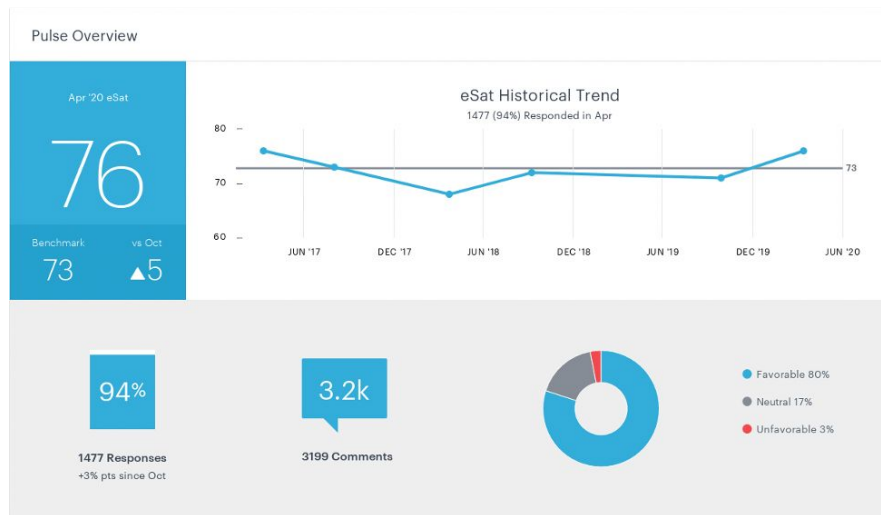
Supported by their
manager?

92% Favorability
Score*

Ancestry is doing a good
job helping employees
feel **connected** to one
another?

87% Favorability
Score*

Employee Engagement Survey (April 13 to April 24, 2020)



Activating Our Assets to Help the Community



Leveraging our Unique Assets for Good: Family History



Parents need fun ways to engage, educate kids at home

- Free access to Ancestry K12 lesson plans for anyone to download

People feeling isolated with social distancing and looking for new connections

- Free access to ~500M records in partnership with the U.S. NARA
- Free online educational programming - expert-led tutorials and video courses for the beginner to advanced genealogist

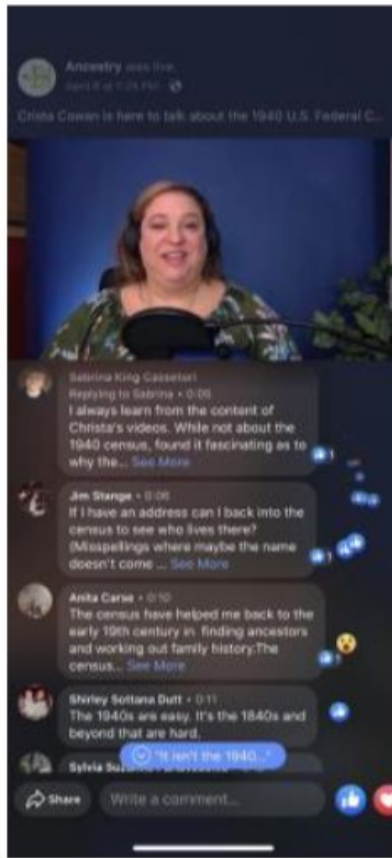
Important remembrance events no longer possible in person due to bans on large group gatherings (e.g., Memorial Day, Funerals)

- Virtual Memorial Day “Parade of Heroes” to memorialize those who lost their lives fighting for our freedom
- We Remember - free platform for virtual memorial services and to crowdsource memories of loved ones who have passed



Ancestry Extra

- Dedicated educational programming during COVID on social channels
- > 225K engagements from 340 pieces of content
- Reached 4.5M people in 8 week and increased social engagement by 99.6%



Virtual Memorial Day Parade

- **Show host:** Emmy award-winning Kathie Lee Gifford
- **Special performances:** Grammy award-winning singer Tori Kelly and AcaPOP! Kids; Rob Lowe and LL Cool J (all with personal military family connections).
- **Powerful stories:** veteran personal stories of strength and hope, including direct-to-camera interviews with WWII veterans, an interview with Deborah Josefson, the great niece of 2nd Lt. Hyman Josefson, the first American soldier to die in the liberation of Luxembourg in WWII (quintessential 'Unknown Soldier'); commemorative 'Salute to the Fallen' with an Honor Wall.
- **Activation:** find personal connection to this historic milestone at www.Ancestry.com/WWII and share their stories #RememberAtHome
- **Business Impact:**
 - 2.8B earned media impressions; 3.2M parade views
 - Highest free trial day of the year - signups up +52% Y/Y





Leveraging our Unique Assets for Good: Science and DNA

People have vastly different responses to COVID-19

- Launched COVID 19 study in late April to search for a genomic component to how we respond to the novel coronavirus.

COVID-19 testing shortage

- Donated 1000s of DNA kits to multiple universities, labs and researchers to evaluate their utility for coronavirus and antibody testing.



Ancestry's COVID-19 Study

- **Goal:** search for a genomic component to how people contract and respond to the virus.
- **Opportunity for impact:** use insights to assist the global effort to develop treatments, preventatives, or vaccines for the disease.
- **Commitment to Collaboration:** Insights will be shared at no cost with qualified researchers developing treatments, preventatives or vaccines for COVID-19.
- **Privacy Protection:** De-identified DNA only will be compared with other volunteer participants to discover genomic similarities in reactions to the virus.

The screenshot shows the Ancestry website's landing page for the COVID-19 study. At the top, the Ancestry logo is on the left, and navigation links like 'Hire an Expert' and a user profile are on the right. The main header features a large image of a female doctor in a white lab coat holding a tablet. Overlaid on the image is the text: 'We can all do it together—help advance research to fight COVID-19.' Below this, a paragraph explains the study's purpose: 'With your help, we can make a difference in the development of treatments and vaccines for COVID-19. Your partnership, combined with our DNA database and expertise in genomic research, can contribute to new knowledge and resources. Join our study today and let's take on this challenge, together.' A link 'Read on to see what we're doing and if you qualify to participate.' is provided. A green circular arrow icon indicates a process flow. On the left, a vertical sidebar lists four steps: 'STEP 1 Study Details', 'STEP 2 Sign in', 'STEP 3 Consent to Participate', and 'STEP 4 Take Survey'. The main content area has a heading 'Our goal' followed by text about the study's aim to understand COVID-19 by searching for genetic components. Below that, 'How the study will work' explains that participants will complete a survey and their DNA will be compared to others. A section titled 'Participating is easy, you just need to:' lists four requirements with icons: 'Be 18 years of age or older' (person icon), 'Be a resident of the United States' (US map icon), 'Be an existing AncestryDNA® customer' (DNA helix icon), 'Consent to participate in research (if you haven't)' (thumbs up icon), and 'Be able to complete a short survey' (document icon).

ancestry Hire an Expert 99% 20

We can all do it together—help advance research to fight COVID-19.

With your help, we can make a difference in the development of treatments and vaccines for COVID-19. Your partnership, combined with our DNA database and expertise in genomic research, can contribute to new knowledge and resources. Join our study today and let's take on this challenge, together.

Read on to see what we're doing and if you qualify to participate.

STEP 1 Study Details →

STEP 2 Sign in

STEP 3 Consent to Participate

STEP 4 Take Survey

Our goal

Ancestry® is working to gain a deeper understanding of COVID-19 by searching for a genetic component to how people contract and respond to the virus. This information may be useful in the global effort to develop treatments, preventatives, or vaccines for the disease.

How the study will work

People who have taken an AncestryDNA® test and who want to participate will be asked to complete a short survey. If eligible, your DNA will be compared against other participants to discover any genetic similarities that may be associated with reactions to the virus.

This information may then be shared with qualified researchers who are studying different treatment options for COVID-19, including possible vaccines or other preventative measures. Your privacy is our top priority. You can learn more about how it is protected in our FAQs and in the section below, "How we protect your privacy."

Participating is easy, you just need to:

- Be 18 years of age or older
- Be a resident of the United States
- Be an existing AncestryDNA® customer
- Consent to participate in research (if you haven't)
- Be able to complete a short survey



Early results from Ancestry's COVID-19 Study



In the first 4 weeks of Ancestry's COVID-19 Study, 500,000+ members our DNA network have volunteered: **accelerating to our 1M goal.**



Volunteers from all 50 U.S. states have participated in the study.



Self-reported data in line with national trends for infection rates, symptoms, hospitalizations and severity.

Ancestry COVID-19 Study self-reported data findings on likelihood of testing positive:

- **4.8x** more likely if a health care worker with direct exposure
- **9x** more likely if “directly exposed” to someone who tested positive
- **72x** more likely if sharing a home with someone who tested positive



How you can help...

- If you're an AncestryDNA member, please participate in the study
- If you can help us recruit diverse patients known to have been diagnosed with COVID-19
- If you (or someone you know) can use data from this COVID-19 study to accelerate prevention and treatment

If you can help, contact emckeeby@ancestry.com

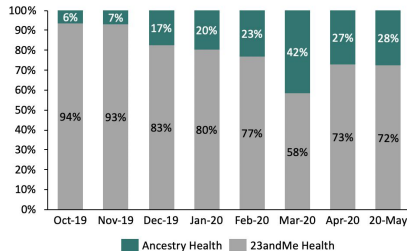
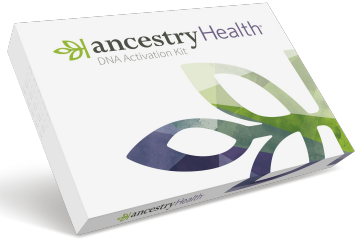
Our commitment to consumers - personalized, preventive health

Our long-term approach to consumer Health

- Deliver a product with features that consumers and HCPs say they want most:
 - **Actionable** insights they can act on to improve their and their family's health
 - **Access** to educational resources, including free genetic counseling
 - **Seamless** handoff to their physician and other healthcare providers
 - **Most comprehensive and affordable** DTC screening available

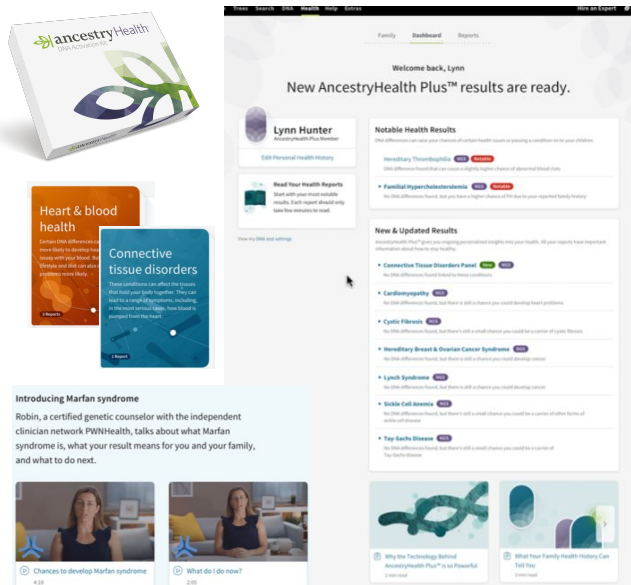
Ancestry Health Core launched in late 2019

- Initial product laid foundations for our long-term presence in Health
 - **Physician-ordered LDT model** with high quality partners, secure health data platforms and data pipes
 - **Consumer and Health system friendly** with free access to genetic counselors, printable reports to take to MDs including family history, UpToDate partnership
 - **Similar volume of Array-based health predisposition reports** to existing mass competitor
- Very positive consumer and ecosystem support - captured 30% share with minimal marketing support



Next Generation Sequencing - most affordable and comprehensive DTC screening service available in July

AncestryHealth Plus launching mid-2020



- Replaces and builds upon foundations created with AncestryHealth Core
- **First consumer product under \$200 using NGS technology**
- **Actionable insights in areas of highest concern to consumers**
 - Cancer, including breast & colon
 - Heart, stroke & blood disorders
 - Sight/hearing degeneration, connective tissue disorders, carrier status
 - Traits/Wellness insights (vitamins, nutrition, exercise)
- **Significant ability for future growth in actionable insights**
 - NGS granularity and integration of additional data enables increasing Health insights over time
 - Ecosystem-compatibility for further integration into clinical practice



Engaging Our Customers





Power of Family - Accelerating Subscriber Growth



Gross Subscriber Additions from 3/23-6/7

	YOY Growth %
United States	26%
United Kingdom	108%
Australia	49%
Canada	38%
ROW	38%

Growth in 10 out of 10 markets

Finding Your Family Story: Ancestry ProGenealogists

- **Professional** research division of Ancestry to support family discovery
- **Experts** in:
 - Research – Custom research to build family trees and stories
 - Travel – Curated travel to walk in the footsteps of your ancestors
 - Storytelling – Custom publishing to preserve your family story
 - Corporate connections – Team building program based on the power of shared cultural discovery
- Ready to help all TCN Members start their Family History journey
 - www.progenealogists.com





Q&A