DRIVING INNOVATION

Jeff Anthony, Vice President, Entertainment Services

IRON MOUNTAIN® ENTERTAINMENT SERVICES

MOUNTAINEERS & IMAGINEERS
THREE DISTINCT SERVICE LINES

SECURE PROTECTION
30+ MILLION ASSETS
- Vaults equipped with state of the art environmental and security controls
- Facilities tailored to media type, specifically designed to preserve for the long term
- Sophisticated portal to manage assets

DIGITAL STUDIOS
1.5M HOURS
- Film, video, audio, image & data conversion
- Evaluation, restoration, and project management
- Migration, digitization, digital conversion, transcoding and repurposing
- Worldwide digital delivery

DIGITAL CONTENT REPOSITORY
50 PETABYTES
- Secure digital preservation to view, promote, and monetize assets
- Archival digital preservation with on-line streaming proxy availability
- Data management with triple redundancy and data migration
- Externally hack tested with 0% fail rate
THE PLAYBOOK

WHO WE ARE

PHYSICAL STORAGE
Drive Profitable Revenue Growth: Grow Cube Volume

DIGITAL CONVERSION
Drive Profitable Revenue Growth: Grow Projects in All Five Disciplines (Audio, Video, Film, Photos, Data)

DIGITAL STORAGE
Drive Profitable Revenue Growth: Grow Storage Volumes in the Digital Content Repository (DCR)

LEVERAGE REAL ESTATE PLATFORM TO CREATE LONG-TERM VALUE

INNOVATION
Continue to Develop and Disrupt With New Products and Services

TALENT, DIVERSITY AND CULTURE
Develop and Enable Diverse Talent, Foster a Ownership Culture
IMES - WHO WE ARE

• 10 facilities (SoCal, NorCal, NY/NJ, Nashville, Chicago, Boyers)

• Over 30M assets under management (motion picture film, audio tape, video tape)

• 4 fully equipped Digital Studios with over 45 Award Winning Engineers/Imagineers on staff

• Thousands of historical capture machines (Many one of a kind)

• Successfully transferred over 1.5M hours of content

• Home to some of the largest names in Entertainment (Disney, HBO, MTV, Sony and more)

• If you’ve seen a movie or heard a song, the masters are probably preserved in an IM vault somewhere in the world.
Behind the Numbers

- Over 1300 Entertainment Specific Clients
- In 2008, digital revenue did not exist
- In 2016, digital represented 25% of revenue
- Digital growing at 20% YOY
- 3 year CAGR = 23%
PUBLICITY

NEXT STEPS

PATENTS PENDING
MTV’s Newest Channel Is Nonstop Nostalgia

Beavis and Butt-head, Daria, and Total Request Live emerge from the vaults on MTV Classic.
INNOVATION

IMAGINEERS/REMEDICATION

• BOB MARLEY LIVE TAPES

• SAVED “ONE OF A KIND” MASTER

• ENGINEERS AS CHAMPIONS

• SKUNKWORKS/ PATENT SUBMISSIONS

EDDIE KRAMER
Producer/Engineer,
Jimi Hendrix, Led Zeppelin
EDDIE KRAMER
Producer/Engineer,
Jimi Hendrix, Led Zeppelin

JOE TRAVERS
Vaultmeister, Zappa Family Trust
INNOVATION

NEW HOLLYWOOD FACILITY
INNOVATION

MONETIZATION OPTIONS

- **D2C FAN DIRECT BUY**

- **WHITE LABEL LICENSING**

- **METADATA ENRICHMENT**
  DEEPER METADATA / DEEPER DISCOVERY
  MORE REVENUE OPPORTUNITIES

- **AI FOR DEEPER METADATA**
Library Services
Jeremy Suratt
Director, Product Management
Leverage the Core

Library Services

Horizontal Innovation
- Extension of existing solutions into new markets
- Rollout of existing products in a new geography, segment, industry or channel
- New offerings around the core
Does this look familiar?
Classrooms and Labs
Audio and Video Production Studios
What do they do with all of their books?
Who have we consulted?

**Boston advisory**
Feb 26, 2015

**West Coast advisory**
April 30, 2015

**UK Market**

**Other Institutions**
They Manage Important Collections

Bound Journals
Monographs
Special Collections
Government Documents
Multimedia
Microform
Art and Artifacts
What are we selling?

What we Sell Today:
Leverages Existing Storage and Logistics Services

Offsite Storage  Moving  Digitization Services  ASRS Library Facilities

Thought Leadership & Long Term Vision
Offsite Storage

Books in Boxes

Climate Controlled Underground Vault

Boxed Special Collections

Climate Controlled Vault in a Record Center

Pallets of bound Dissertation and Theses

Ambient Records Center
Challenge:
Free up library space by relocating 700,000 volumes

Iron Mountain Differentiators:
- Process Expertise
- Local in-market resources and scale translates to lower cost
Challenge: Free up space in Harvard Depository for 1,000,000 more volumes

Iron Mountain Differentiators:
Faster and Cheaper due to
- Process & logistics expertise
- Fabricated custom lids to allow palletization
- Local resources in both originating (Boston, MA) and destination (Princeton, NJ) markets
Growth Plan

Product

1. Leverage the Core
   - Offsite Storage
   - Moving
   - Digitization Services

2. Continue to learn and evolve

Customers

Library and Archives Communities are Similar but Distinctly Different

- Academic Libraries
- Corporate Libraries & Archives
- Museums & Historical Societies
- Public Research Libraries
- Private Libraries & Archives
Disrupting Consumer Storage

Ted Maclean, EVP, Chief Marketing Officer
## Consumer Storage Market is Ripe for Disruption

### Market Ripe for Disruption

| North American self-storage market is large and growing (~$30B+) |
| Self-storage built around “renting space” not “managing stuff” (low entry price, rely on friction to maintain recurring rental streams) |
| Incumbents not incentivized to address pain points & new entrants don’t solve customer unmet needs |
| New technologies have emerged to enable disruption (e.g. image recognition) |

### Significant Customer Unmet Needs

<table>
<thead>
<tr>
<th>Time starved</th>
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<tbody>
<tr>
<td>People don’t feel like they have the time to manage their stuff</td>
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<table>
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<th>Lack motivation</th>
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<td>Few know where and how to start and even fewer are capable of maintaining their momentum</td>
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<th>Difficulty making decisions</th>
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<td>From storing to selling, donating or discarding, deciding what to do with your stuff is an emotional challenge</td>
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<th>Crave holistic solution</th>
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<tr>
<td>Current solutions only solve part of the stuff management problem; consumers want a holistic solution</td>
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Introducing OSOM, innovative “stuff management” service, helps consumers store & sell on-demand

**OSOM “Out of Sight, Out of Mind” Features**

- **One-click cataloging**
  Take a picture of an item and OSOM will identify the item and catalog it

- **Instant appraisal**
  Get an estimated market value and storage cost for your stuff

- **Decision support**
  Get the insights you need to quickly make a sell, store, or donate decision

- **On-Demand Storage (and Selling)**
  Let OSOM do all the work. Schedule a pickup and we’ll store, sell (or donate) your stuff for you
Concept Testing Key Findings

**Positive sentiment about OSOM**
- People are positive about the app and service offerings of OSOM.
- Viewed as innovative and the combination of services is something they have not seen.

**Capture is the hook**
- Capture remains the hook. Users unanimously mentioned the speed of the capture.
- Queue function was discovered as a latent desire.

**Value Prop & Features understood through updates**
- Overcoming earlier challenges in comprehension and "full-featuredness" of app.
- On-demand needs further explanation to drive home competitive advantages

**Ease of experience**
- Consumers are expressing more and more how the app and service is so easy to use.
- Most recent sprint of putting items into box and associating the items to the box need more clarity.
Why We’re Positioned to Lead

Market Position

➡️ Leverage core IRM assets
   - Brand
   - Storage / logistics infrastructure
   - Chain of custody experience

➡️ Synergies with existing operations
   - Utilize excess capacity in the core business
   - Leverage learnings from existing valet self storage

➡️ Compelling solution + early mover advantage
   - Few other major companies can create this new market

Why We’re Excited

➡️ Compelling investment case
   - Customer pain represents broad market
   - Compelling solution – “easy and magical”
   - Challenging for incumbents to pivot & copy

➡️ Positive contribution
   - Drives new revenue (REIT friendly storage revenue)
   - Multiple future high-contribution revenue streams

➡️ Demonstrates innovation potential
   - Demonstrates IRM is capable of innovating and incubating at entrepreneurial speed
   - Platform supports stream of future innovations
What’s Next?

- **It’s still early days:** we continue to test, learn and refine the product.

- **MVP build in progress:** we’re targeting a mid-summer release in New York.

- **We’re stage-gating our investment:** we’re committed to making this venture a success but will monitor product-market fit and adjust investment accordingly.
Policy Center as a Platform

Steve Formica, Vice President, IGDS and Professional Services Strategy
Policy Center is:

- An industry first cloud-based retention schedule management system

Tightly coupled with:

- Our unique global research service for records management
Product v. Platform Strategies

Product Strategy

• Push model — relies on pushing products and services to our customers

Platform Strategy

• Pull model — relies on the “network” effect and the “pull” of customers, partners and employees to develop revenue streams

• Something foundational we or other business partners can plug into or build upon to create value
Demand Curve
Shifting the Curve

• The EU General Data Protection Regulation (GDPR) is a major disruptor to the global information governance landscape

• Policy Center as a Privacy Management Tool

• Privacy management tools help organizations conduct privacy impact assessments and check processing activities against requirements of privacy regulations.
Moving Up the Curve

HPE has engineered Policy Center directly into their ECM stack.
GET CONNECTED

Moving Down the Curve

Technology and tools to make it easier to manage your information.

In today's highly complex and interconnected world, your company is creating more information for you to manage. We believe the power is in your hands. Here's a preview of what's available to help you transform to a more digital way of working.

IRON MOUNTAIN CONNECT™ Secure online access to your information anytime, anywhere. Through Iron Mountain Connect, our online hub, you have tools and resources to easily manage your outside records and shred programs. Place orders, run activity reports, access your inventory data and more - right at your fingertips!

IRON MOUNTAIN® GOVERNANCE, RISK AND COMPLIANCE SERVICE

As a small business, access records retention guidelines and create a culture of compliance and action for your organization. Access the guidelines for how long you need to keep electronic and physical business documents and who, why, and when you can take advantage of any benefits that you can use for profit, instead of storing piles of paper.

IRON MOUNTAIN® RFID-ENABLED LABELS AND BOXES

Take control of your physical records inventory. Managing paper records is considered the greatest hazard to information security. Through Iron Mountain's RFID labels and boxes, you'll be able to:

- Confidently improve the lifecycle management of your records
- Show how you demonstrate compliance through inventory audits, with no line of sight necessary
- Simplify the work required to demonstrate the controls of your file programs

Gain detailed insight into your RM program's performance. Our data visualization and information management tools design specifically for your customers, which you can:

- Inventory that is out of storage and proximity of risk
- Inventory that is eligible for destruction
- Status order behavior

You can do all this through Iron Mind Connect, your self-service hub.
Where are we going?