

STRÖER



Ströer SE & Co. KGaA

Salesforce Briefing September 2016



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STRÖER #1 in OOH & DIGITAL



lufthansa.com
Günstig weg
Ein Produkt von Lufthansa.
In nur 85 Minuten
landen wir in
Oslo.
Direkt ab Hamburg bis zu
1x täglich.

lufthansa.com
Günstig weg
Ein Produkt von Lufthansa.
In nur 2 Stunden
landen wir
in Nizza.
Direkt ab Hamburg

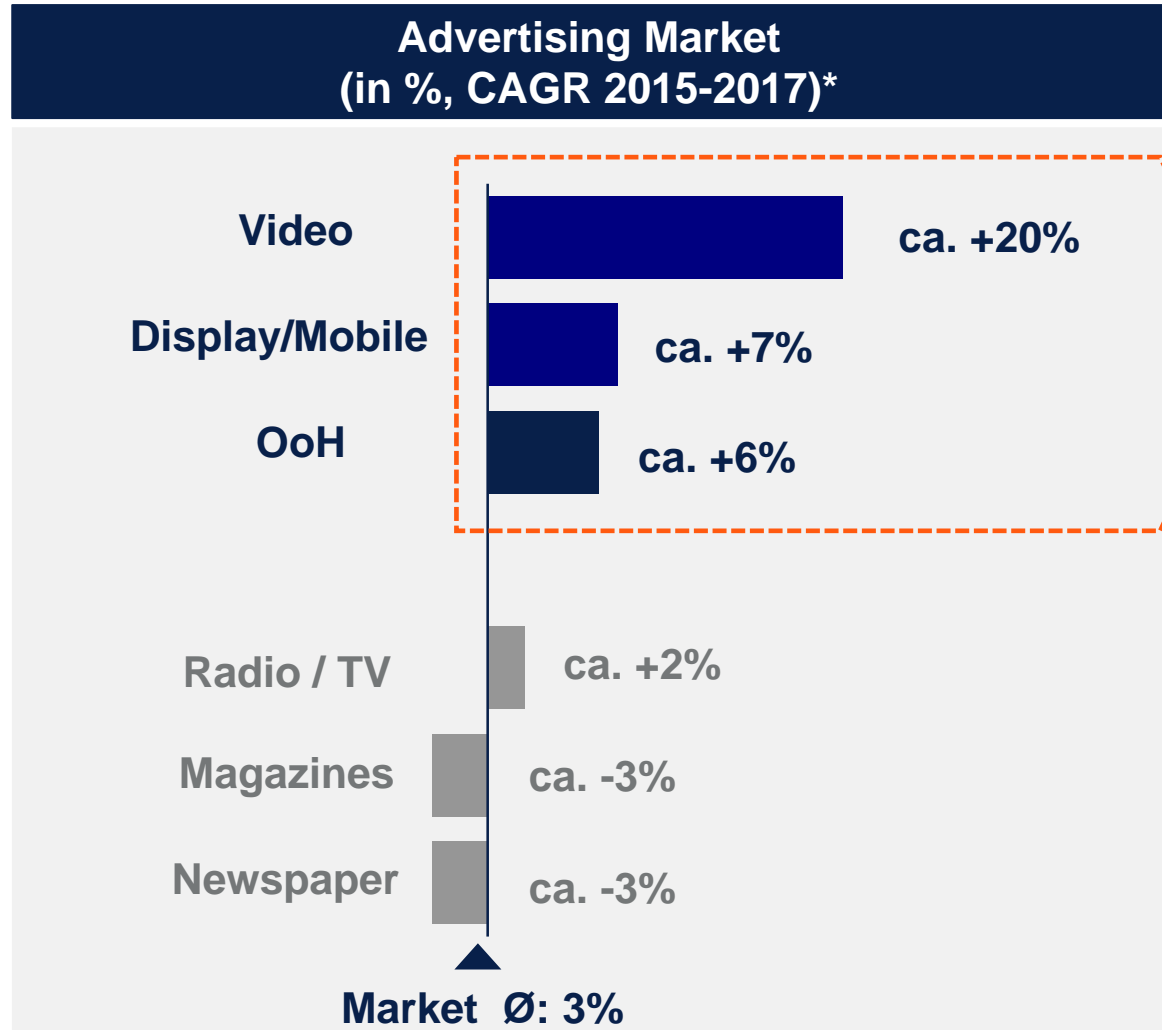
lufthansa.com
Günstig weg
Ein Produkt von Lufthansa.
In nur 2 Stunden
landen wir
in Nizza.
Direkt ab Hamburg

lufthansa.com
Günstig weg
Ein Produkt von Lufthansa.
I ♥ EUROPE
I ♥ LONDON

There's no better way to fly.
Lufthansa

Direkt ab Hamburg
zu über 20 Zielen
in Europa.
There's no better way to fly.
Lufthansa

Ströer: Focus on highest growing Ad Sub Segments



Ströer's Focus

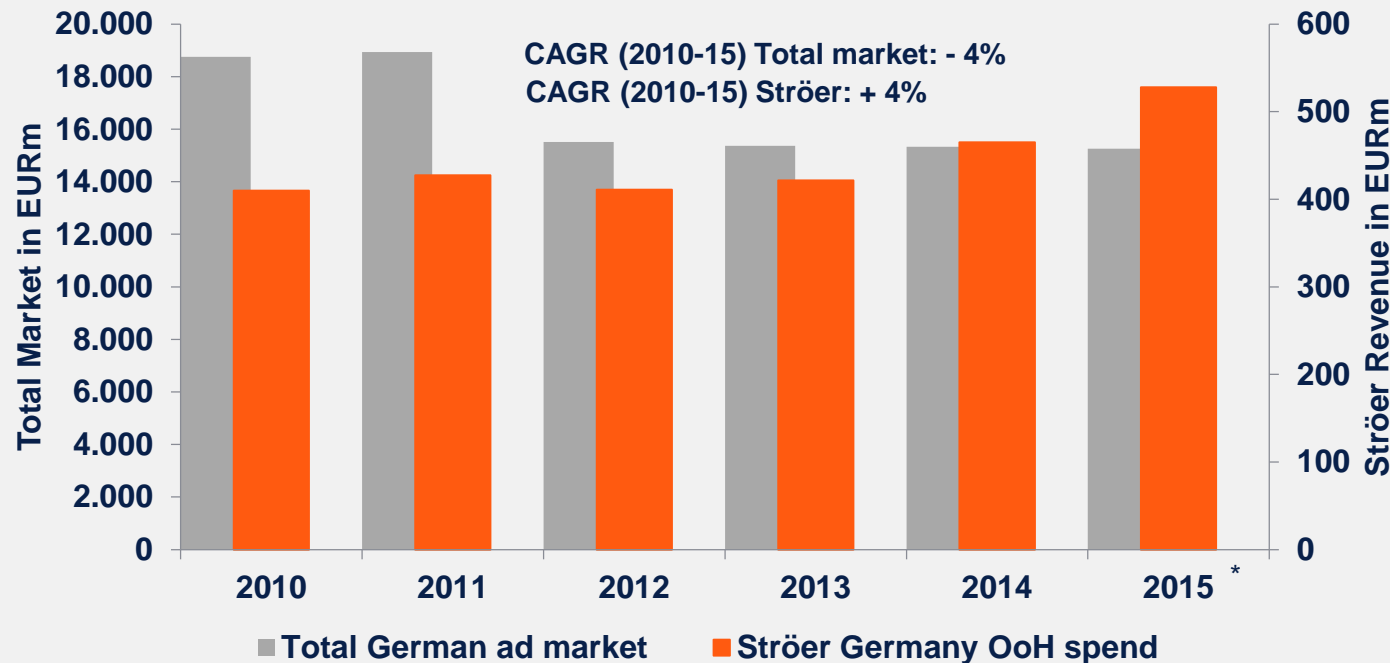
- **Video**
 - **TOP3 WEB TV** with 900m video views (incl. social media)
 - **Leading public video network** in Europe with 3bn views per month
- **Display/Mobile**
 - **# 1 German Sales House**
(~ 1,000 exclusive websites access to around 5,000 more in extended network, 35 - 40% of revenues based on own digital websites)
- **Transactional**
 - Leading statistics portal worldwide - Statista
 - Various strong subscription revenue models
- **OoH**
 - **# 1 marketer in Germany**
 - 230,000 advertising faces
 - ~50% market share

*Source: Video, Display/Mobile – PwC; OOH, Radio / TV, Magazines, Newspaper – Zenith OptiMedia/GroupM

Ströer outperformed the total Ad Market & OoH Market

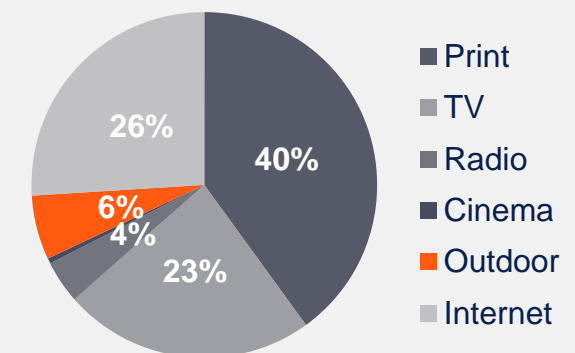
Ströer's OoH Market Share beyond 50%

Ströer / OoH market	44%	46%	44%	46%	50%	52%
OoH / Total market	4.1%	4.7%	5.6%	5.8%	6.0%	6.6%



Media Market Breakdown

- Print market share (magazines and newspapers) is constantly declining
- Out of Home market share is continuously growing, in 2015 exceeds radio advertising spendings for the first time
- Online overall is still showing massive growth in advertising spendings

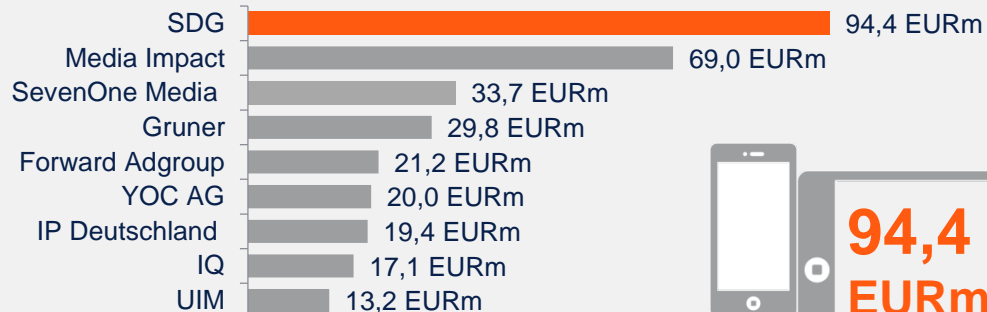


Digital: Market Leadership and Launch of new Products and Services

Clear German Market Leader in both Display & Mobile



**935,5
EURm***



**94,4
EURm***

Roll out of new Products on ONE Platform



Roadblock Pilot: June 2016



- New products to offer reach and quality products for advertisers e.g. Homepage Roadblock, First Contact
- Automatized yield optimization drives monetization for publishers by approx. 15%
- New cooperations and acquisitions enable new services to offer full range monetization (e.g. TWIAGO)
- DMP strategy and roll out from ONE tech are central enabler for further growth

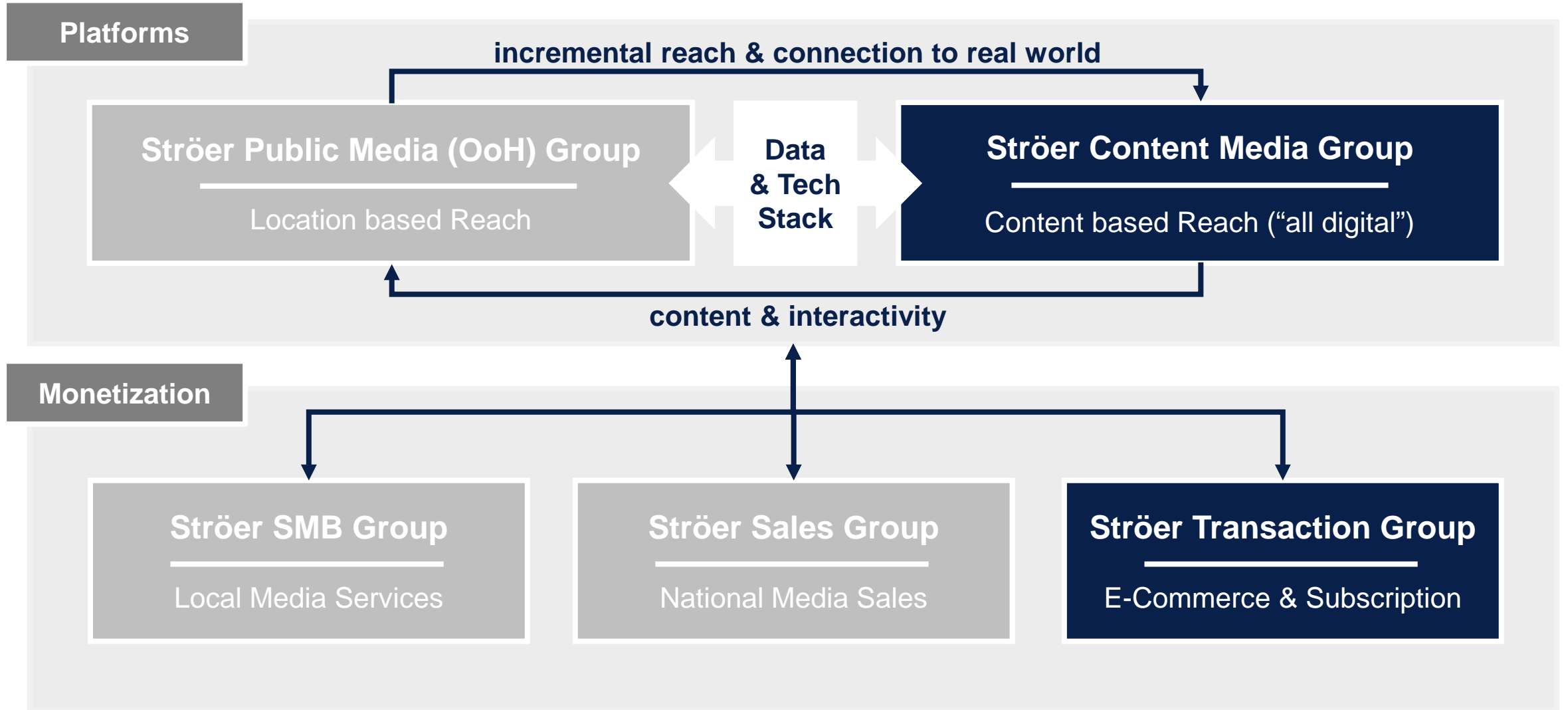
* Source: Nielsen Fully Year 2015 (excluding adScale, TubeOne)

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STRATEGIC UPDATE



Ströer Multi-Channel & Integrated Monetization Ecosystem

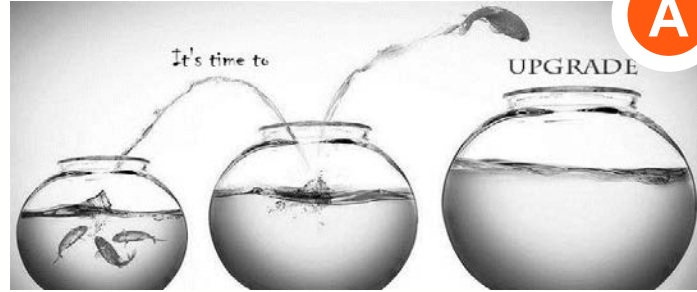


All M&A Activities follow Three Clear Principles

1. Every target or new asset has a robust standalone case.
2. Every acquired asset needs to perform better with Ströer than in a standalone case based on our group synergies.
3. Every asset also delivers synergies or scale effects back to our group.



M&A follow a consistent Strategy: Three Value Creation Approaches (1)



A

Re-Positioning Cases

- Robust standalone case with strong cash-flow and high margin – but clear re-positioning potential
- *Examples:*



B

Dynamic Growth Cases

- Structurally fast and sustainably growing business model with a still limited margin or investment case
- *Examples:*



C

Consolidation Cases

- Individually interesting assets or products in a fragmented market segment with lack of USP or scale
- *Examples (consolidation into ...):*



M&A follow a consistent Strategy: Three Value Creation Approaches (2)

A

Re-Positioning Cases

- We stabilize and protect top line performance through strong group levers, media for equity and marketing/sales support
- We improve bottom-line massively through cost reduction and structural efficiency programs

B

Dynamic Growth Cases

- We accelerate the underlying growth through three key elements
 1. capital / cash-flow
 2. management support
 3. tailor-made, selective group support packages

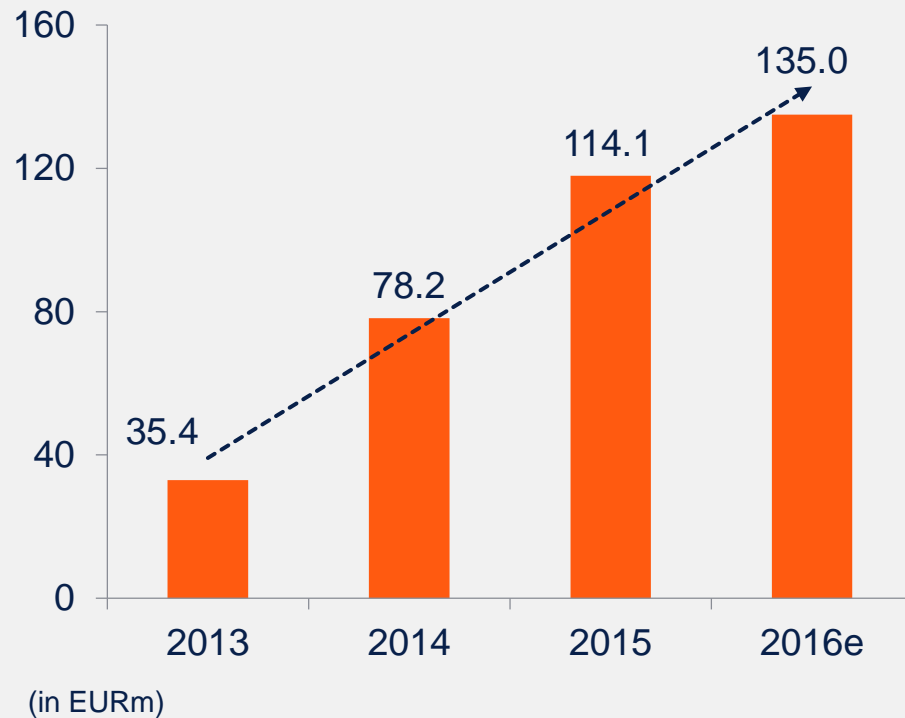
C

Consolidation Cases

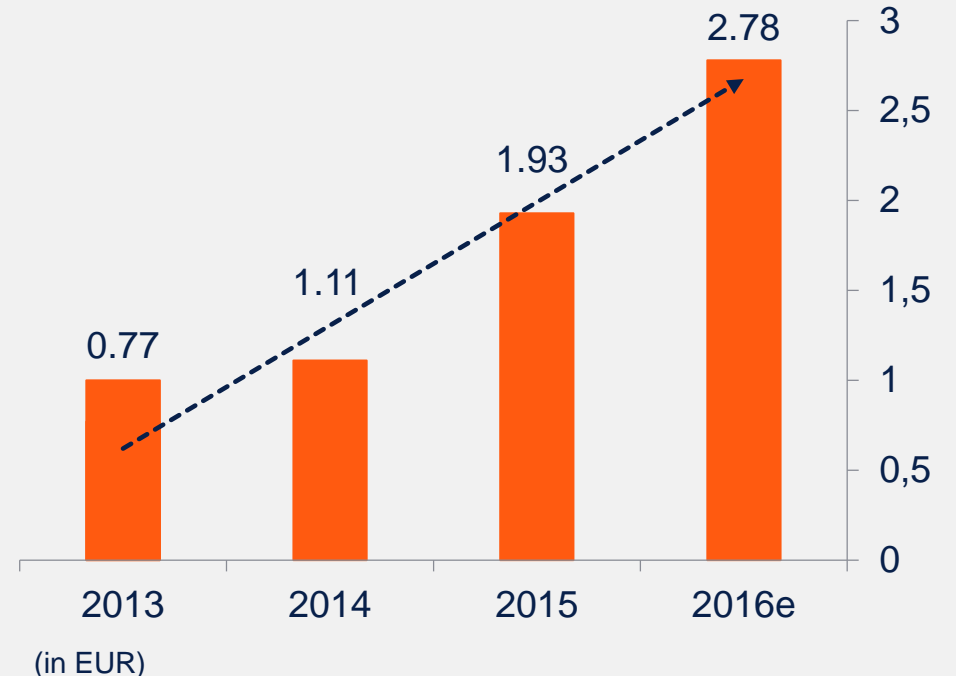
- We merge various assets and build one consolidated platform to drive market share and leverage structural synergies
- We focus primarily on tech alignment, overhead reduction and consolidation of salesforces

Our M&A Strategy pays off: Significant KPI Improvements

Free Cash Flow (before M&A)
increased ~ 4 times since 2013



Adjusted EPS increased ~ 4 times since 2013



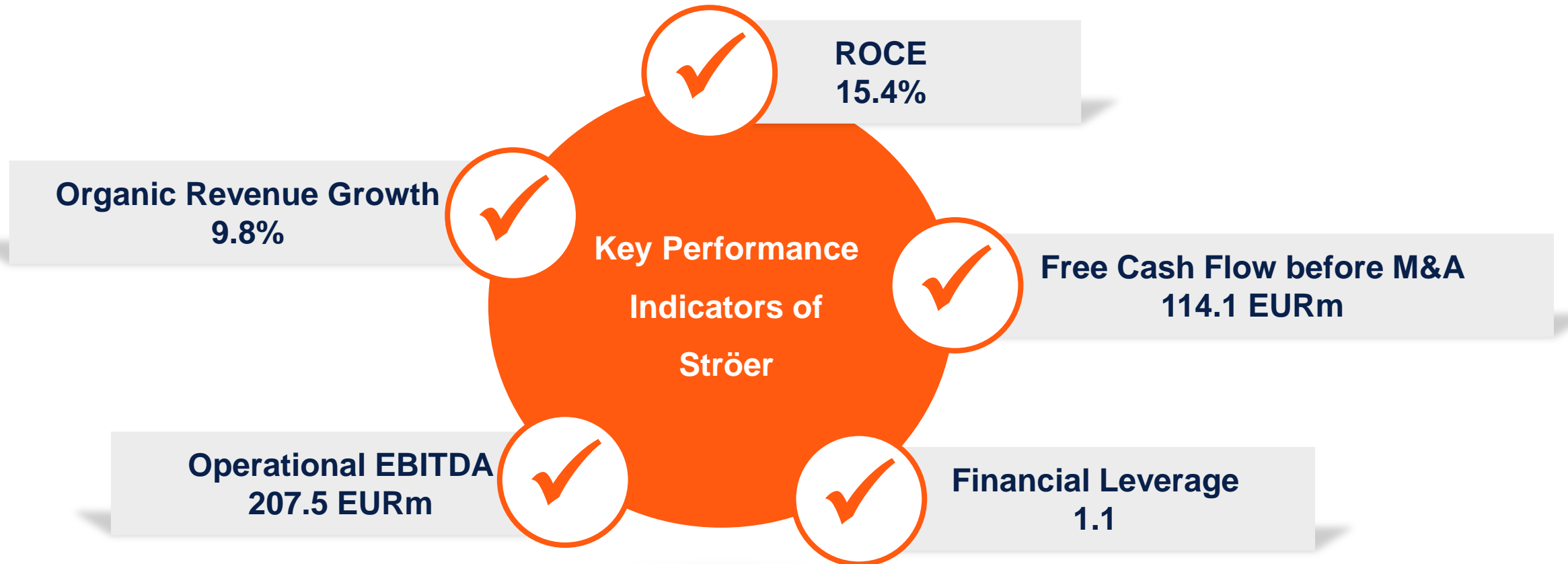
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FINANCIALS FY 2015



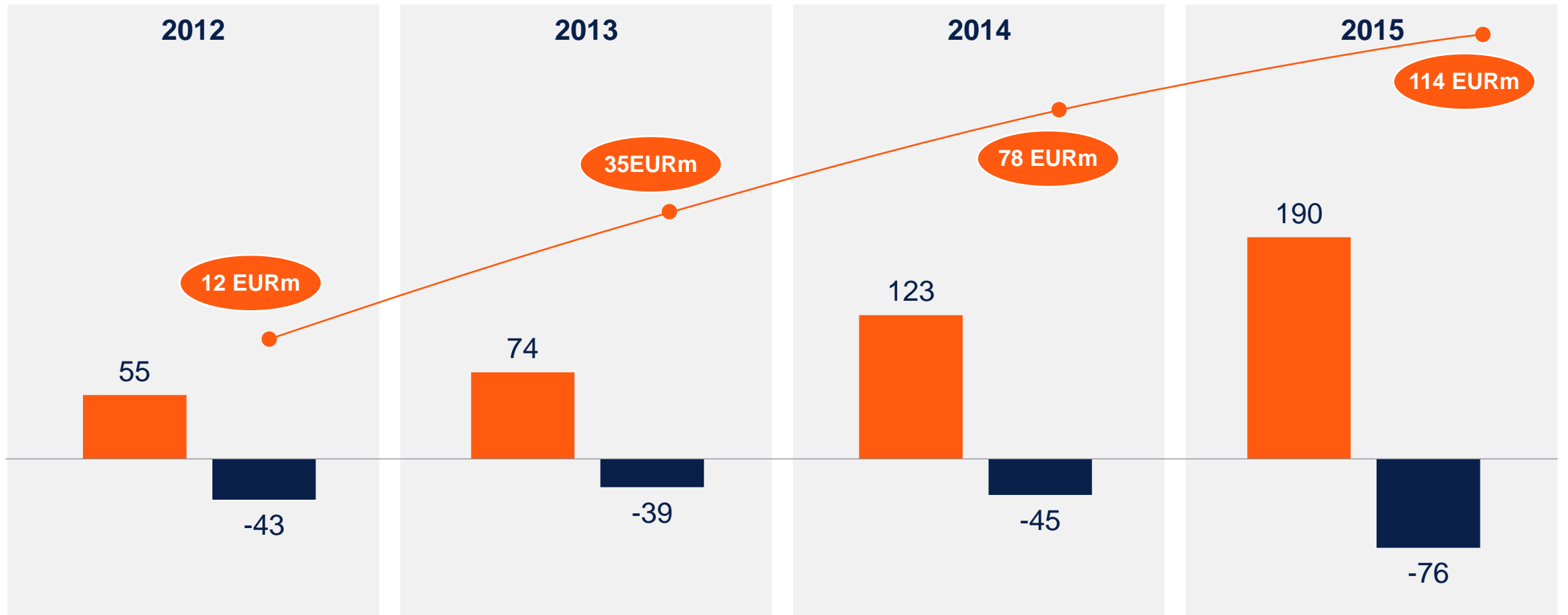
Steering the Ströer Group – Key Performance Indicators

In 2015, all Key Performance Indicators of Ströer Group performed well

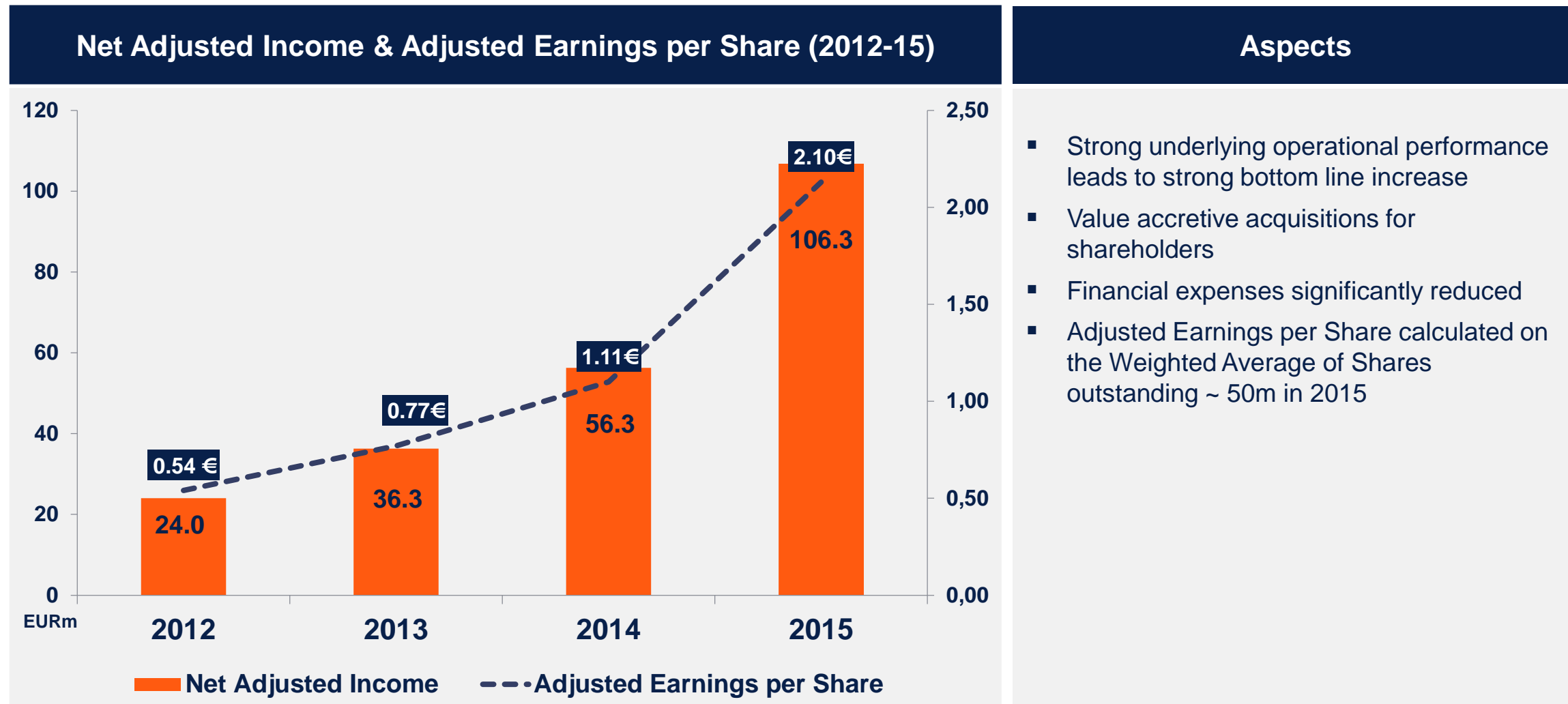


Strong Cashflow Development

CAGR 2012-2015: Free Cash Flow > 100%



Adjusted Earnings per Share almost tripled since 2013



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FINANCIALS H1 2016



Summary: Excellent First Half 2016

Total revenue growth by 38% to 502.3 EURm



Operational EBITDA expanded by 46% to 114.6 EURm



Net Income (adjusted) almost doubled to 60.6 EURm



Operating Cash Flow more than doubled to 83.4 EURm



Leverage Ratio at 1.5 times operational EBITDA



H1 Results 2016, Guidance Statement 2016

	H1 2016	▲	Specified FY Guidance
Revenue	502.3 EURm	38 %	1.1 - 1.2 EURbn
Operational EBITDA	114.6 EURm	46%	More than 280EURm
Organic Revenue Growth	8.7%	(2015: 8.4%)	Mid to high single digit organic growth

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The logo for STRÖER, featuring the word "STRÖER" in a bold, white, sans-serif font with a small registered trademark symbol (®) to the right. The logo is set against a solid orange rectangular background.