

**STRÖER**

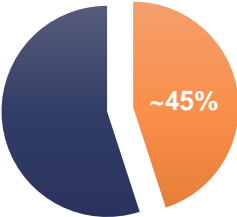
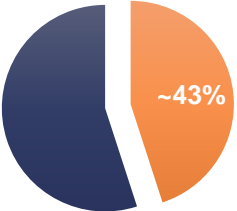
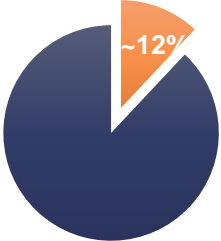


**RUN ON AIR.**

**Ströer SE & Co. KGaA**  
**16<sup>th</sup> German Corporate Conference**  
**UniCredit , Kepler Cheuvreux**

January 16<sup>th</sup> 2017 | Frankfurt, Villa Kennedy

# Ströer Reporting – Summary 2016e - Consensus

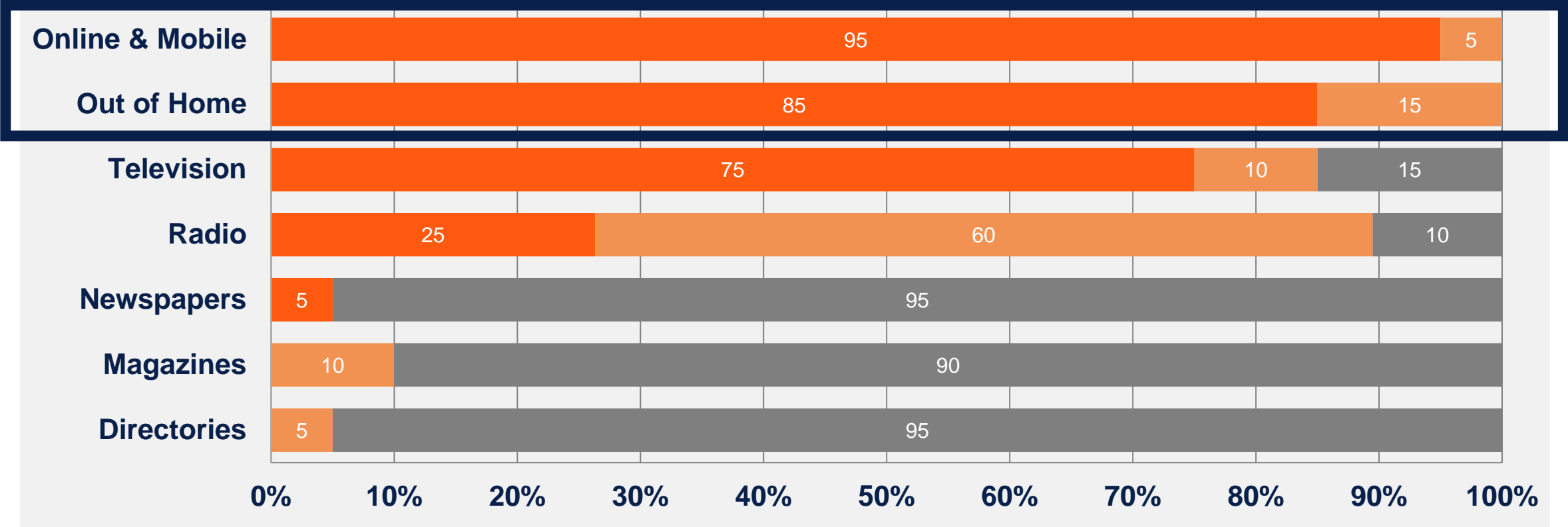
	Ströer SE	Digital 	OoH Germany 	OoH International 	Recon.*
<b>Statutory Net Sales</b>	<b>1.116</b>	<b>509</b>	<b>496</b>	<b>142</b>	<b>-31</b>
<b>Operational EBITDA</b>	<b>281</b>	<b>146</b>	<b>135</b>	<b>23</b>	<b>-23</b>
<b>Op. EBITDA Margin</b>	<b>25%</b>	<b>29%</b>	<b>27%</b>	<b>16%</b>	

in EURm, Consensus numbers

\* includes Holding, Consolidation and IFRS11 adjustments

# Outlook 2017: Media Agencies expect strong Growth for our Segments

**Expected Net Revenue Development by Media for 2017**      ■ growing   ■ stable   ■ declining



**Ströer operating in THE two structurally fastest growing segments: market context fully intact!**

Source: OMG Preview 2017 (Association of German Media Agencies; Forecast from October 2016 for 2017; numbers rounded to 100%)

# Our strategic Focus for the next 15 Months

1. **Out of Home:** focus on organic growth via on-going digitization
2. **Digital Content:** organic growth by leveraging further synergy potentials
3. **National Sales:** driving market consolidation to the next level
4. **Local Sales:** further build-up of sales force & cross-media strategy
5. **Transaction Business Models:** optimizing inventory monetization in a waterfall approach

# Out of Home: Digitization entering the 2<sup>nd</sup> Phase

## Mid- & longterm Plan for further digital Rollout on Track

Example Full Digital Public Transport Station



Example Roadside Screens



- Optimizing outstanding market leader position and portfolio at “market places”
- Further extension of indoor Public Video Network and inventory capacities
- Massive roll-out of roadside screens: up to 1,000 screens within 4 years, up to 2,000 screens within 7 years
- Focus on fully incremental client budgets

- Growing Digital OoH inventory allows continuously more cross-media solutions
- Building Data Management Platform across OoH (Beacons, Mass Mobility Data) and Digital Media (existing DMP-setup)
- Cross-Media-Ad-serving-Solutions for Digital “All-Screen End-Game”

# Digital Content: All Key Assets fully on Track



## “News & Services” Re-Positioning Case

- Similar target groups (40+) and similar service USPs for users
- Merging content & tech teams and integrating services and content offerings/traffic exchange
- Development from mono-screen content portal to multi-screen content & service platform



## “Special Interest” Consolidation Case

- Consolidation of various special interest portals under “Media Brands” in Berlin completed
- Rigorous performance publishing approach to optimize monetization per user
- Leveraging #1 online sales house organisation for monetization



## “B2B Statistics” Organic Growth Case

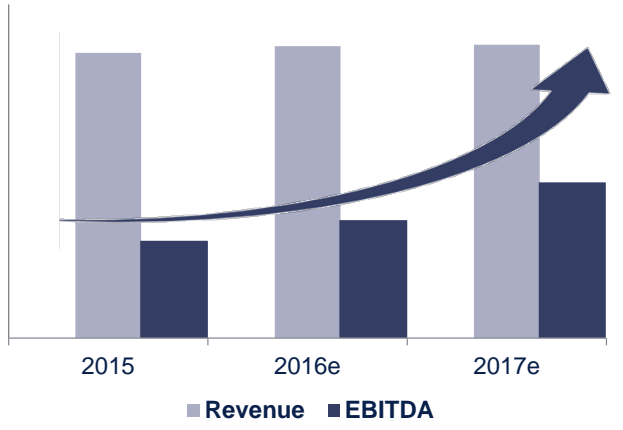
- Proven scalable business model (data from 500 industry sectors in 50 countries) with high-margin market Germany
- Internationalisation strategy with show-case USA
- Roll-out fully on track with currently 12 markets live

# Digital Content: Strategy & Rigorous Execution clearly pay off



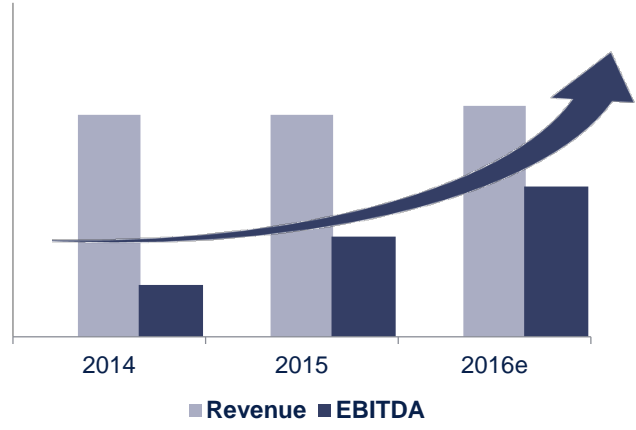
**“News & Services”  
Re-Positioning Case**

**EBITDA CAGR >20%**



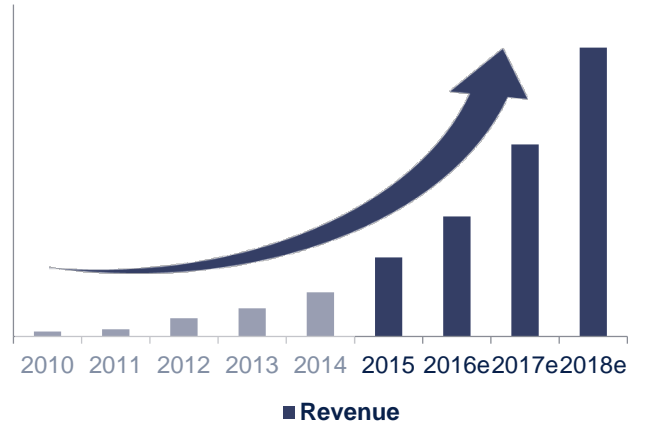
**“Special Interest”  
Consolidation Case**

**EBITDA CAGR >50%**

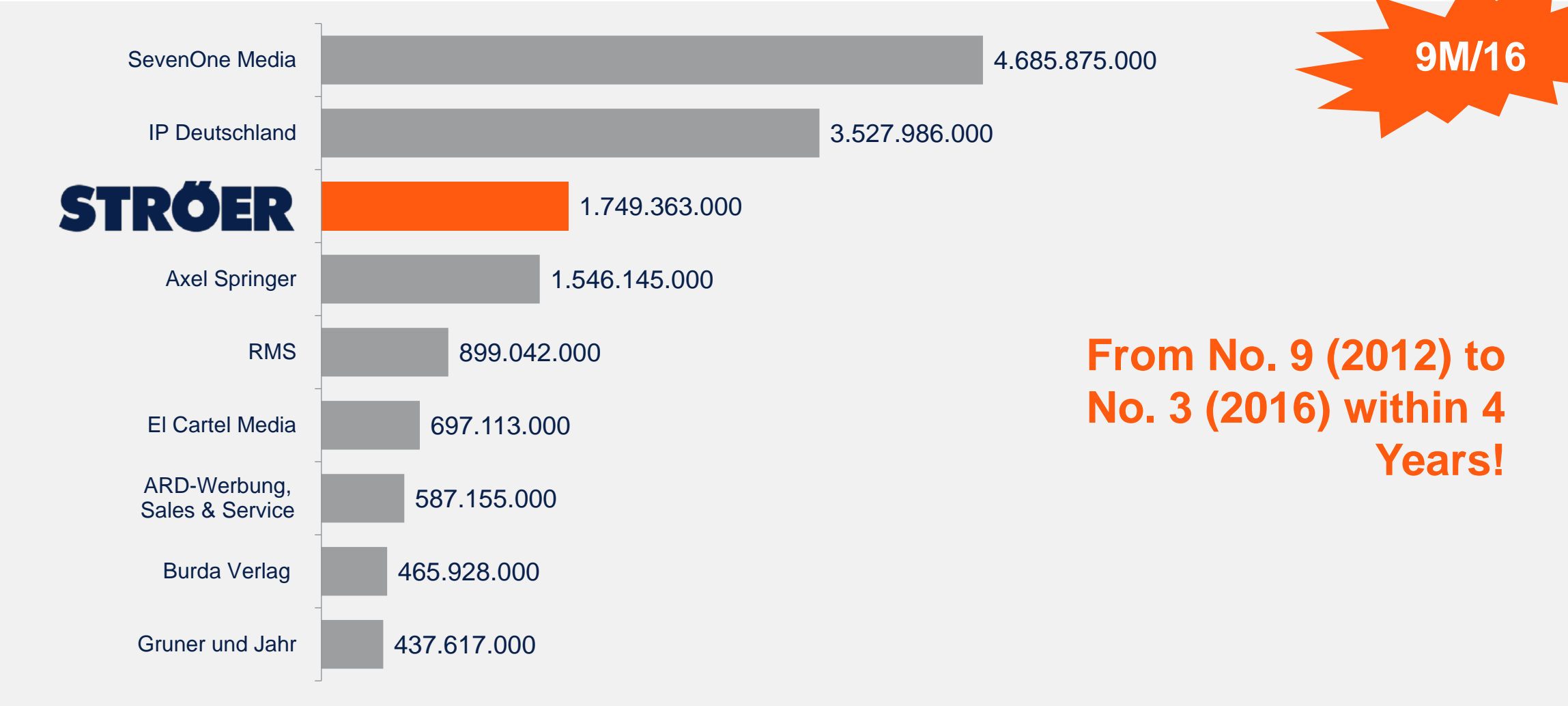


**“B2B Statistics”  
Organic Growth Case**

**Revenue CAGR >50%**



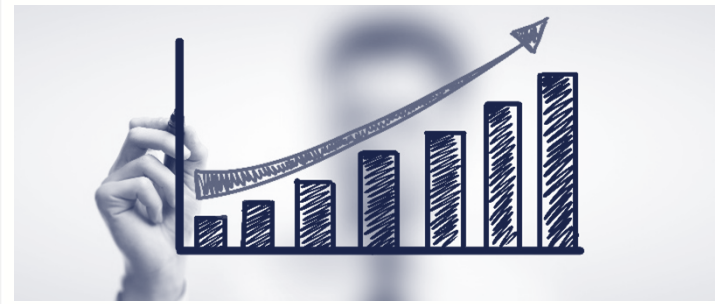
# National Ad Sales: German Top 3 Position across all Media



Source: Nielsen Gross 9M1 2016; OoH Germany + all digital saleshouses of the Group



# Local Ad Sales: Massive Development Opportunities



## Long-term Strategy



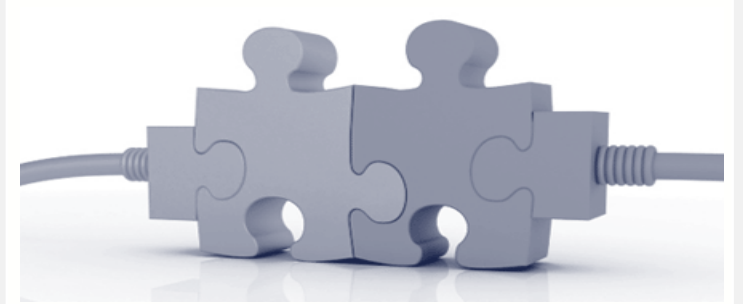
- Continuous rollout of local sales strategy since 4 years now
- Continuous and sustainable revenue growth in combination with extended product portfolio
- Shrinking local print market as massive source of business



## Extending Local Salesforce



- On-Going growth of local salesforce from <50 (2012) to >400 (2016)
- Ahead of mid-term plan of ~800 FTEs by end of 2018
- Optimized recruitment and training funnel for teams fully scalable

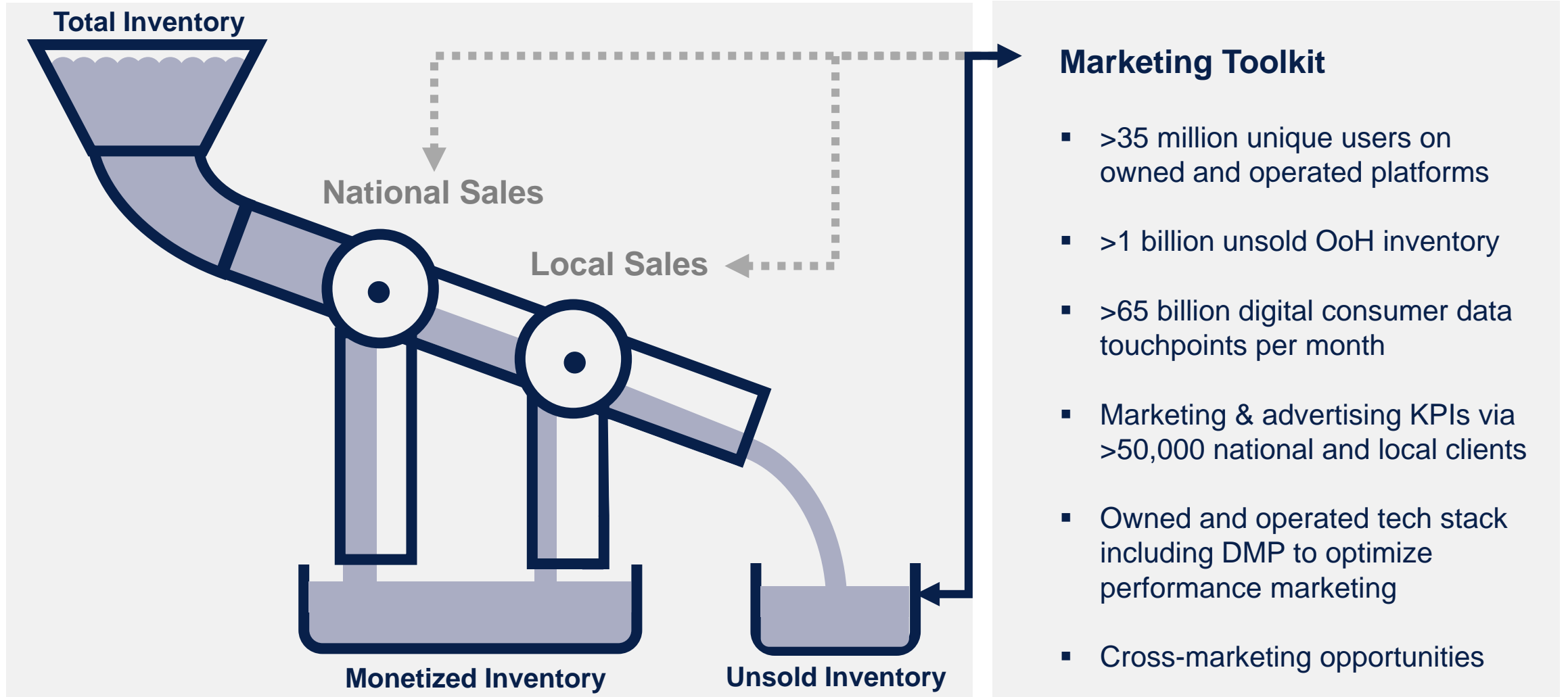


## Integrated Offering



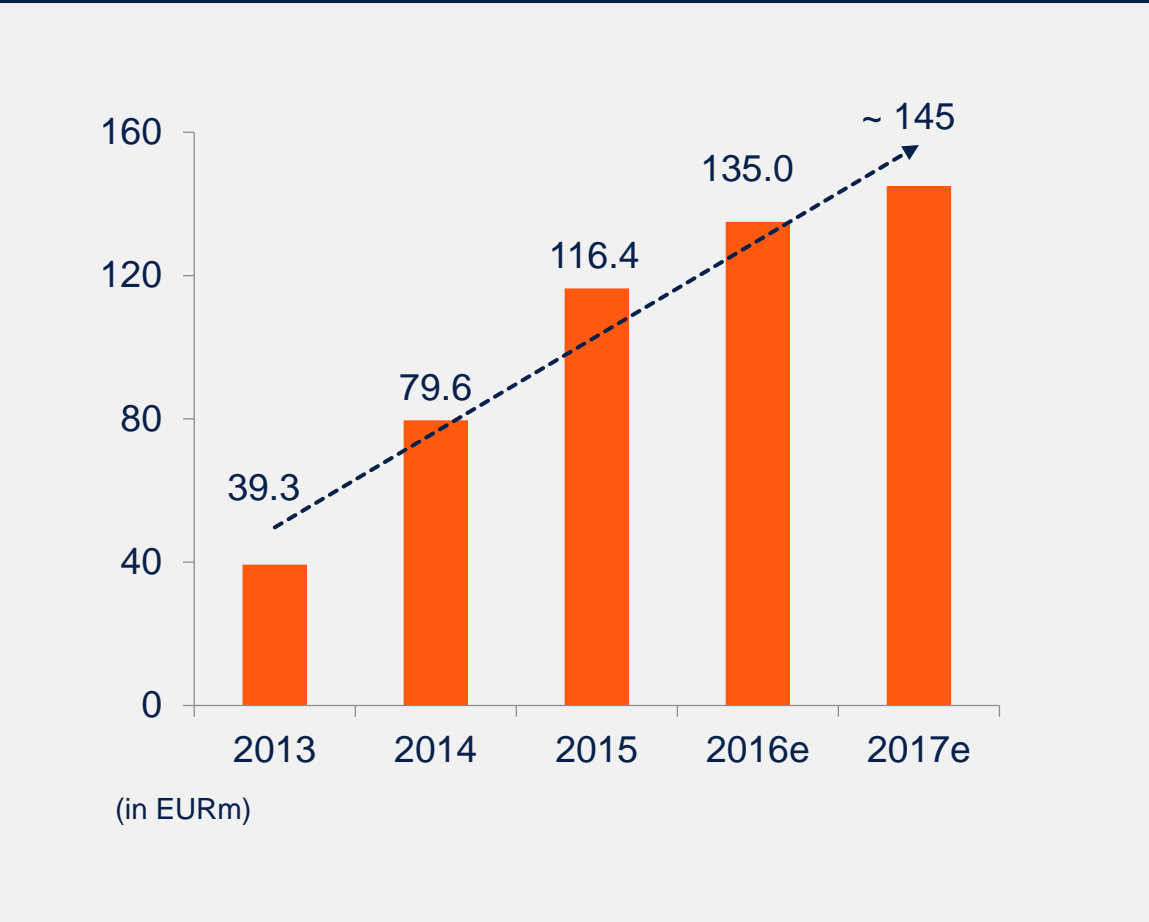
- Investing in incremental cross-media teams to work more intensively with clients and win over-proportional market shares
- Technological and data development support synergistic sales approach

# Transaction Business Models: Optimizing our Monetization Waterfall

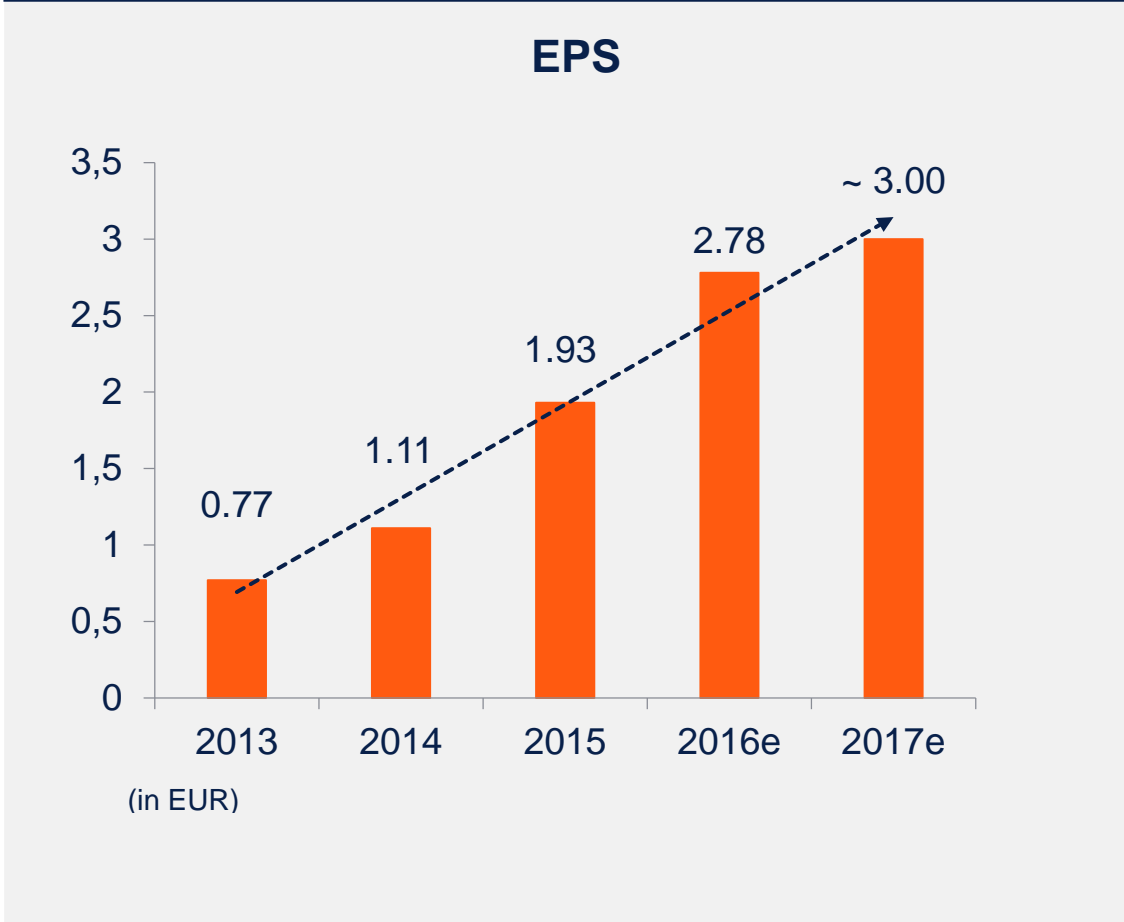


# Our Strategy pays off: Significant KPI Improvements YoY

**Free Cash Flow (before M&A)  
increased > 3 times since 2013**



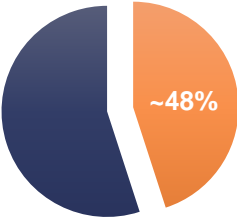
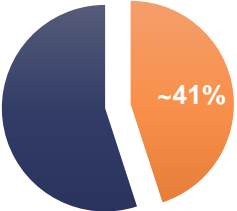
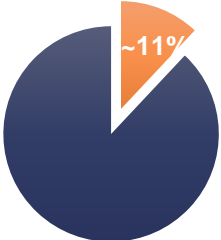
**Adjusted EPS increased ~ 4 times since 2013**



# Guidance Statement 2016 & 2017 : Confirmed

- For 2016 we expect total revenue of 1.15 EURbn and an Operational EBITDA of more than 280 EURm
- For 2017 we expect revenue between 1.2 and 1.3 EURbn and an Operational EBITDA of more than 320 EURm

# Ströer Reporting – Summary 2017e- Consensus

	Ströer SE	Digital 	OoH Germany 	OoH International 	Recon.*
<b>Statutory Net Sales</b>	<b>1.228</b>	<b>598</b>	<b>522</b>	<b>143</b>	<b>-35</b>
<b>Operational EBITDA</b>	<b>318</b>	<b>175</b>	<b>144</b>	<b>24</b>	<b>-25</b>
<b>Op. EBITDA Margin</b>	<b>26%</b>	<b>29%</b>	<b>28%</b>	<b>17%</b>	

in EURm, Consensus numbers

\* includes Holding, Consolidation and IFRS11 adjustments

# Summary of where we stand and what we focus on in 2017

- 1. Strong & unparalleled momentum across all business units**
- 2. Focus on organic growth and significant reduction of M&A**
- 3. On-going integration of new assets fully on track – with strong further potential**

