

STRÖER

PIRATEN XHAIN
14 ANTRÄGE,
10 ÄMTER,
8 WOCHEN,
FÜR 1 OPEN AIR.
ECHT
JETZT!



HOTEL



RAW.
G-STAR RAW
WHAT IS RAW?
PROVE IT FOR THE FULL STORY OF G-STAR RAW.

Ströer SE & Co. KGaA Oddo Salesforce Briefing

17th February 2017

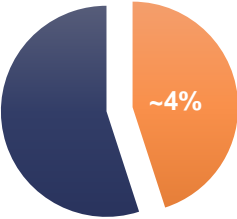
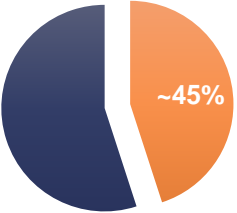

FinanzCenter

BUR

BURGER

FREUNDE
QUARTIER

Ströer Reporting – Summary 2016e - Consensus

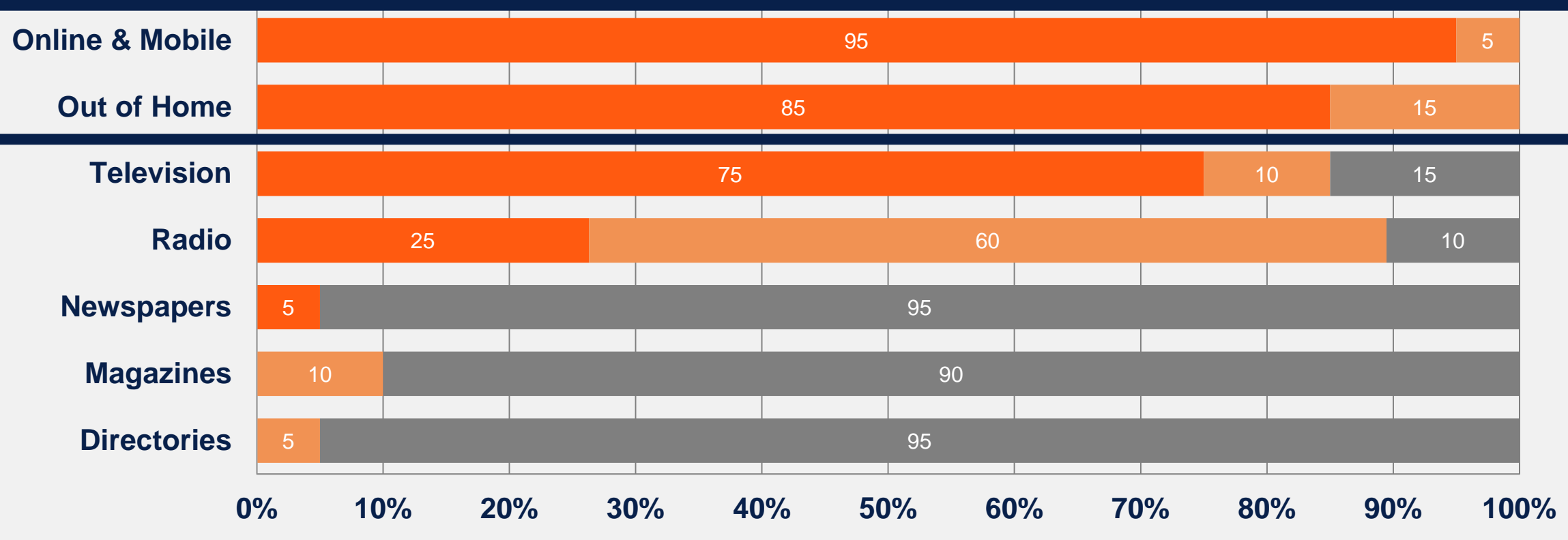
	Ströer SE	Digital	OoH Germany	OoH International	Recon.*
					
Statutory Net Sales	1.117	510	496	141	-30
Operational EBITDA	282	146	135	22	-21
Op. EBITDA Margin	25%	29%	27%	16%	

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 2nd 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

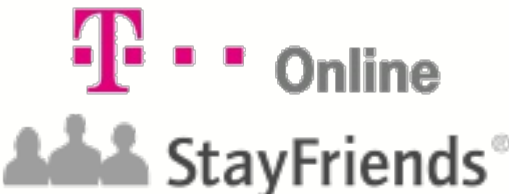
- Consolidation of various special interest portals under “Media Brands” in Berlin completed
- Rigorous performance publishing approach to optimize monetization per user
- Leveraging #1 online sales house organisation for monetization



“B2B Statistics” Organic Growth Case

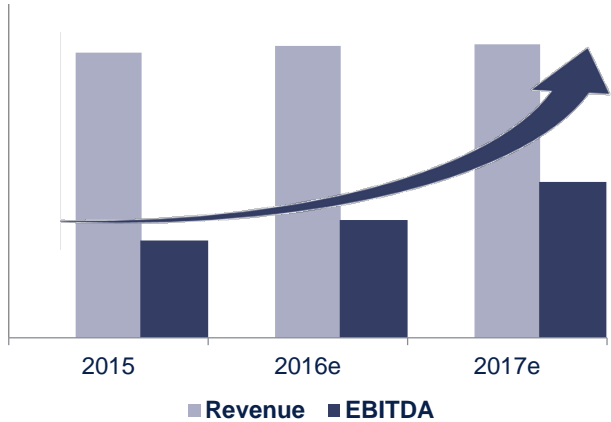
- Proven scalable business model (data from 500 industry sectors in 50 countries) with high-margin market Germany
- Internationalisation strategy with show-case USA
- Roll-out fully on track with currently 12 markets live

Digital Content: Strategy & Rigorous Execution clearly pay off



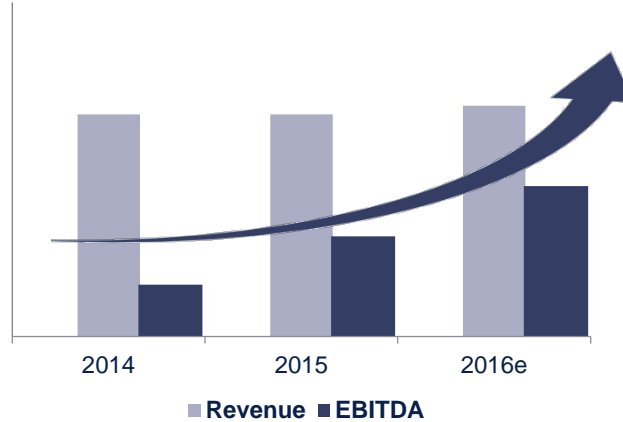
**“News & Services”
Re-Positioning Case**

EBITDA CAGR >20%



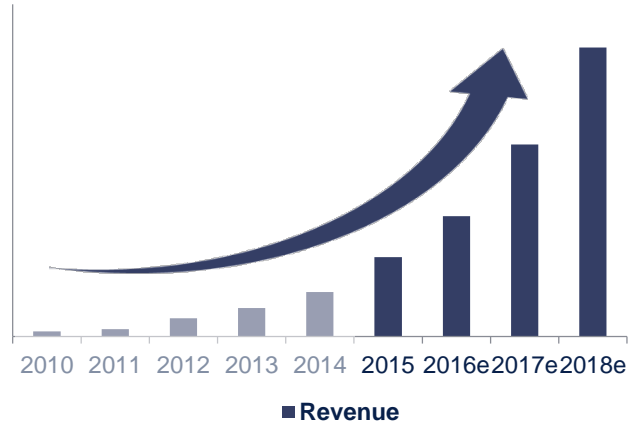
**“Special Interest”
Consolidation Case**

EBITDA CAGR >50%

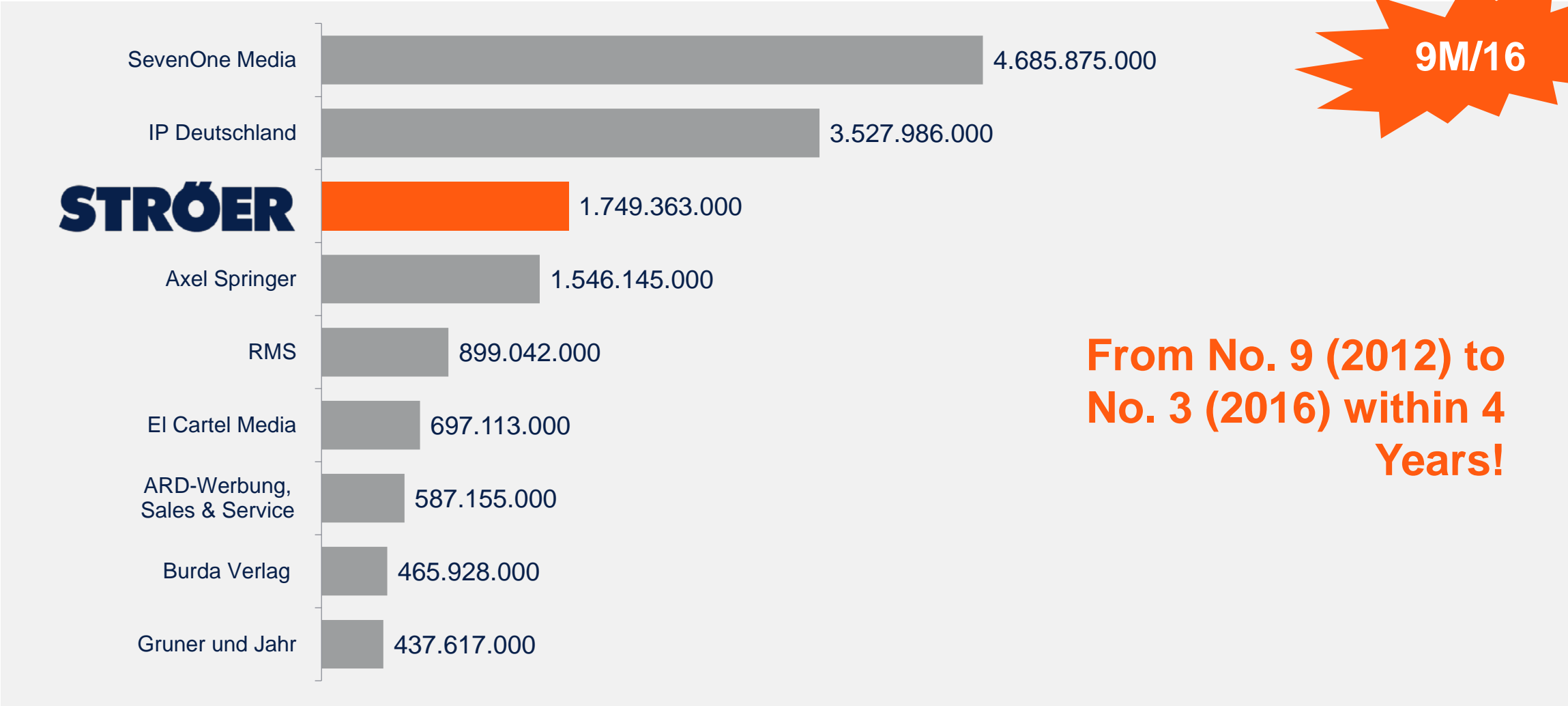


**“B2B Statistics”
Organic Growth Case**

Revenue CAGR >50%

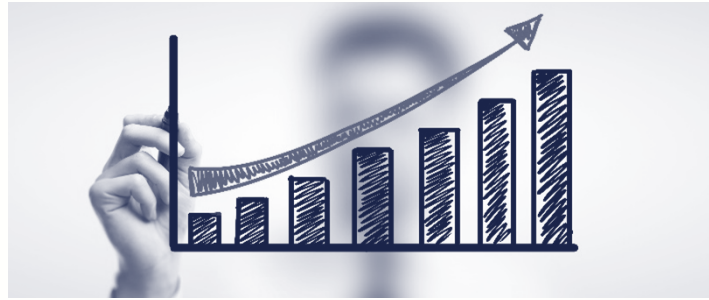


National Ad Sales: German Top 3 Position across all Media



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

Local Ad Sales: Massive Development Opportunities



Long-term Strategy



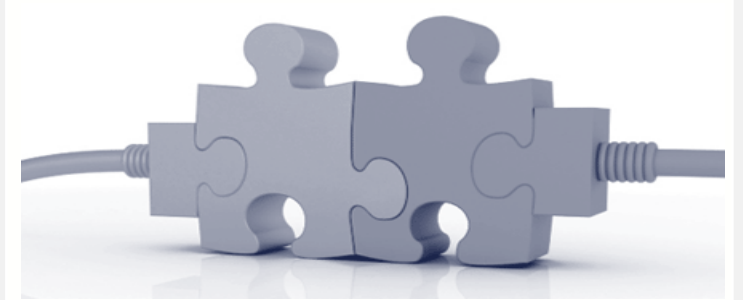
- Continuous rollout of local sales strategy since 4 years now
- Continuous and sustainable revenue growth in combination with extended product portfolio
- Shrinking local print market as massive source of business



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

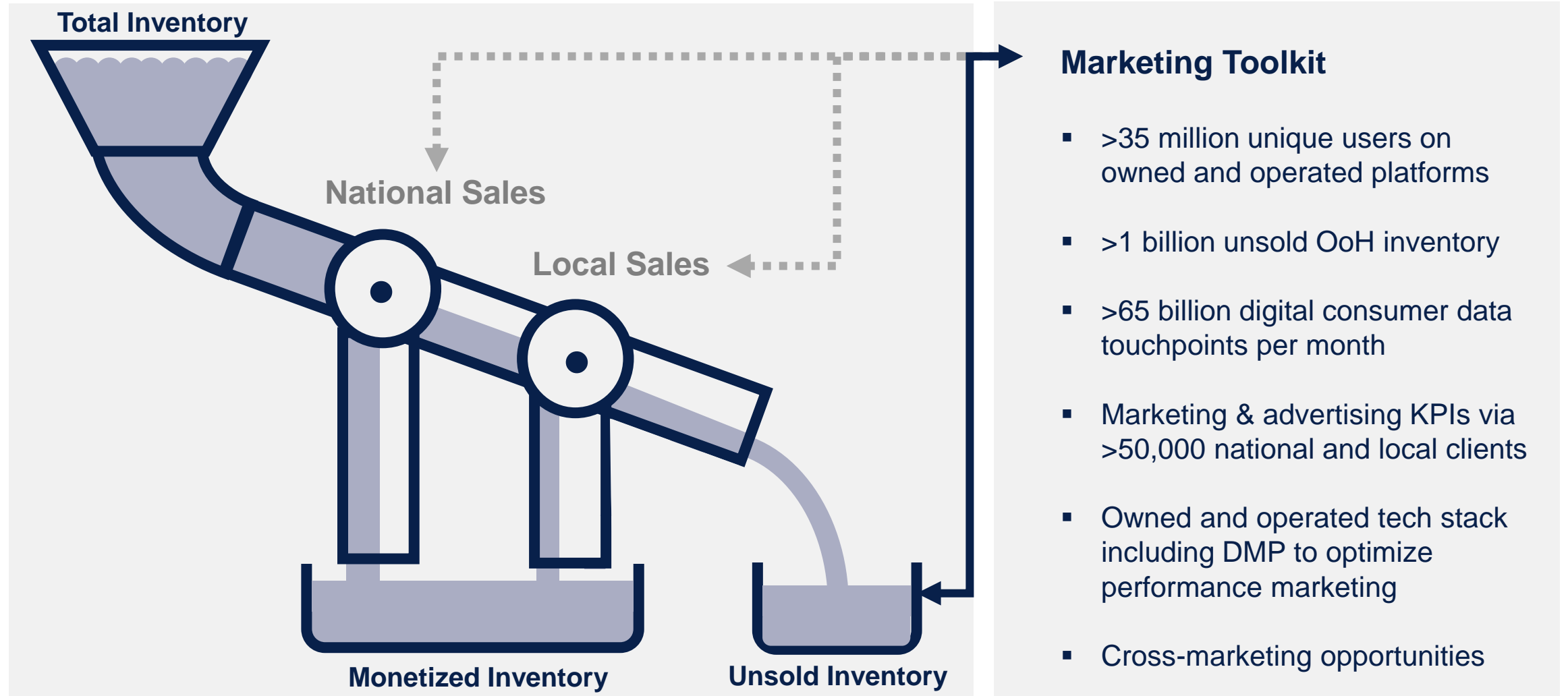


Integrated Offering



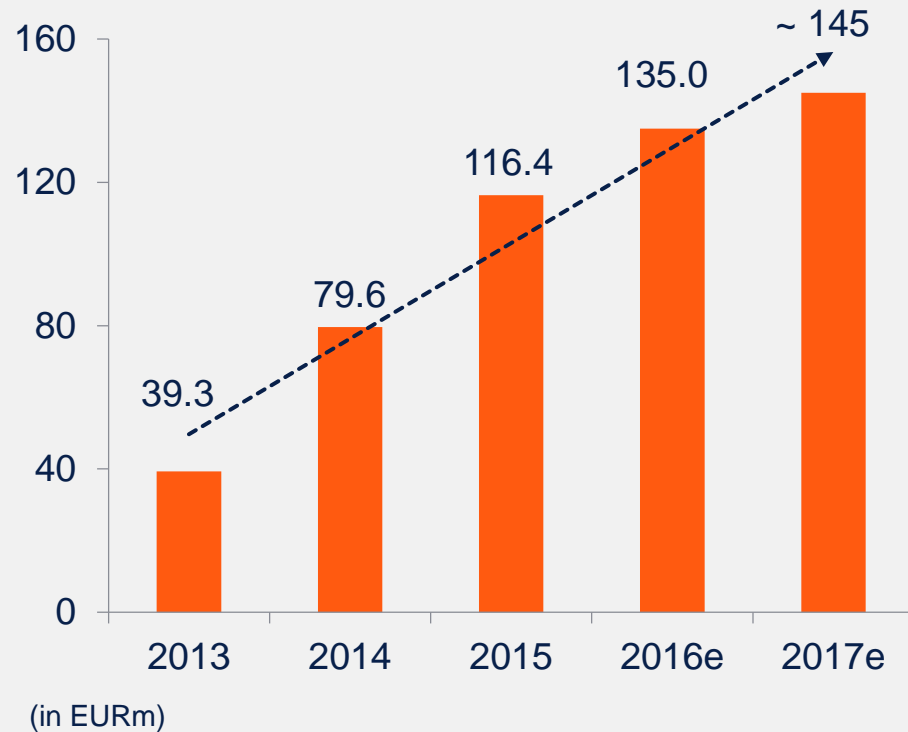
- Investing in incremental cross-media teams to work more intensively with clients and win over-proportional market shares
- Technological and data development support synergistic sales approach

Transaction Business Models: Optimizing our Monetization Waterfall

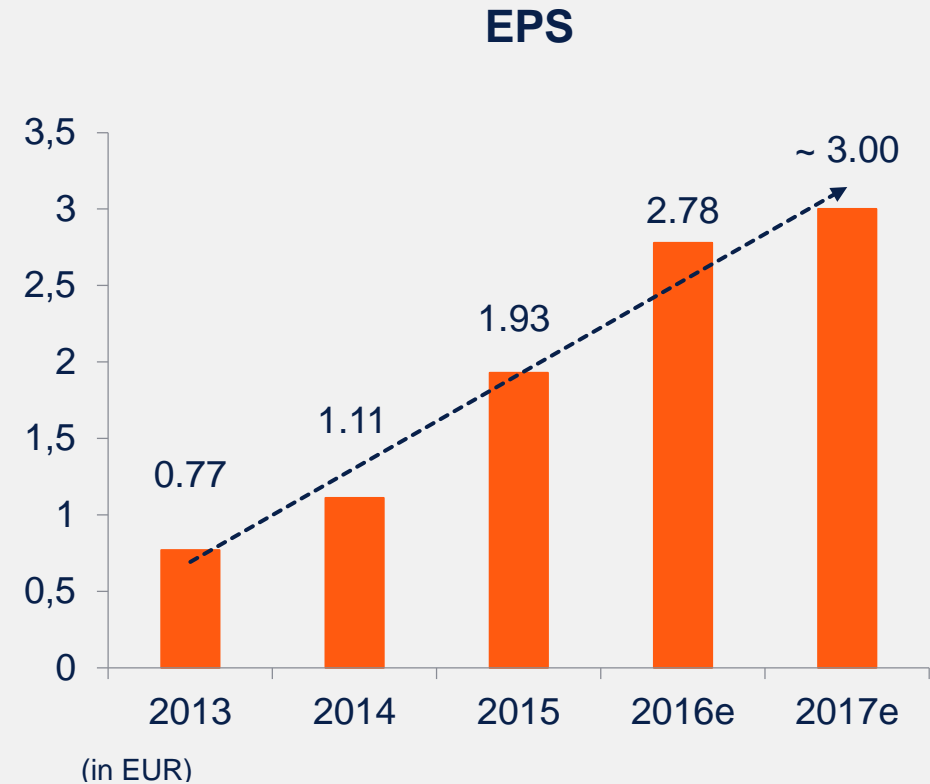


Our Strategy pays off: Significant KPI Improvements YoY

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



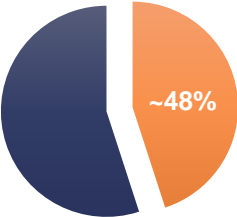
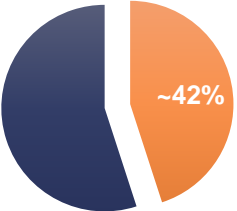
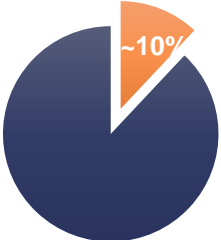
Adjusted EPS increased ~ 4 times since 2013



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.*
Statutory Net Sales	1.228	604	522	140	-38
Operational EBITDA	320	176	144	23	-23
Op. EBITDA Margin	26%	29%	28%	16%	

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**

