STRÖER

Capital Markets Day

April 2017

Capital Markets Day Berlin 2017: Agenda & Focus Areas

Morning Session: 10:00 – 13:00		
Start	**Topic**	**Who?**
10:00	Welcome & Agenda for the Day	Board
10:15	Strategic Update & Long-term Perspectives	Udo
10:45	Group Development & Business Segments	Christian
11:15	Q&A	Udo & Christian
11:45	Coffee Break	
12:00	Financial Steering @ Ströer	Bernd
12:40	Q&A	Bernd

Afternoon Session: 14:00 – 16:00		
Start	**Topic**	**Who?**
14:00	OoH & Digital Content: Location-based & content-based Audiences	Christian
14:25	Inside our Clients: Q&A	Christian & Gregor
14:40	Local & National Sales: Convenience and Customer Journey Solutions	Robert & Christian
15:05	Q&A	Udo & Christian
15:20	Update on Statista: Accelerating Growth & International Rollout	Friedrich
15:45	Q&A	Bernd & Friedrich
15:55	Summary & Wrap-up	Board

Strategic Update

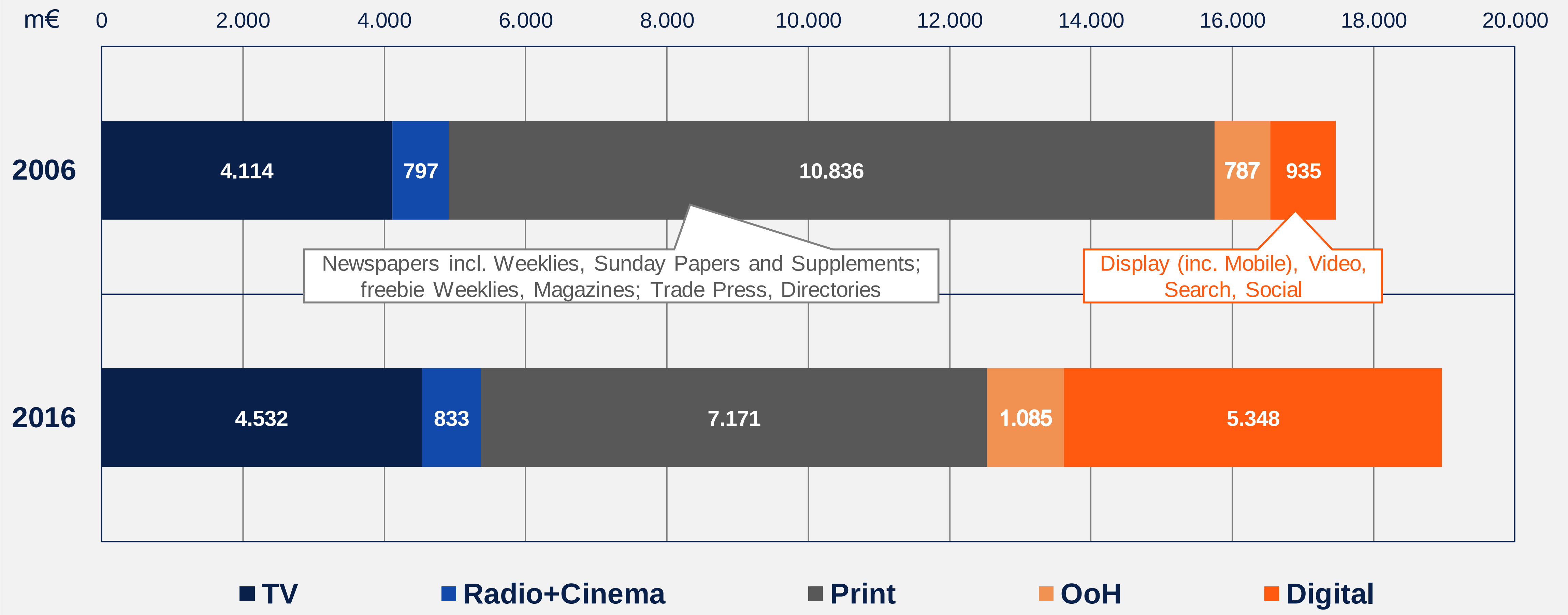
The Media Industry Yesterday 2006 , Today 2016 and Tomorrow 2026

Digitisation & Globalisation will drive massive further Change

Start of the digital media age	Halftime	The Endgame
		
Yesterday (2006) ✓	**Today (2016)** ✓	**Tomorrow (2026)** ?
▪ Separate media silos & and distribution of content linked to physical media channels ▪ Online media still driven locally, search as only global platform	▪ Accelerating digital distribution of content breaks up physical silos ▪ Growing dominance of global (tech) platforms with strong network effects	▪ Global tech & data based companies dominating the global media market ▪ Local heroes dominating local media markets

Tectonic Changes within the Global Advertising Landscape Example: Germany

Net Revenues per ATL Medium in m€ - Basis: ZAW Annual Report (incl. projections for 2016)



Sources: ZAW, BVDW/OVK, Statista/ZenithOptimedia, Schickler, PWC

Tectonic Changes within the German Advertising Landscape

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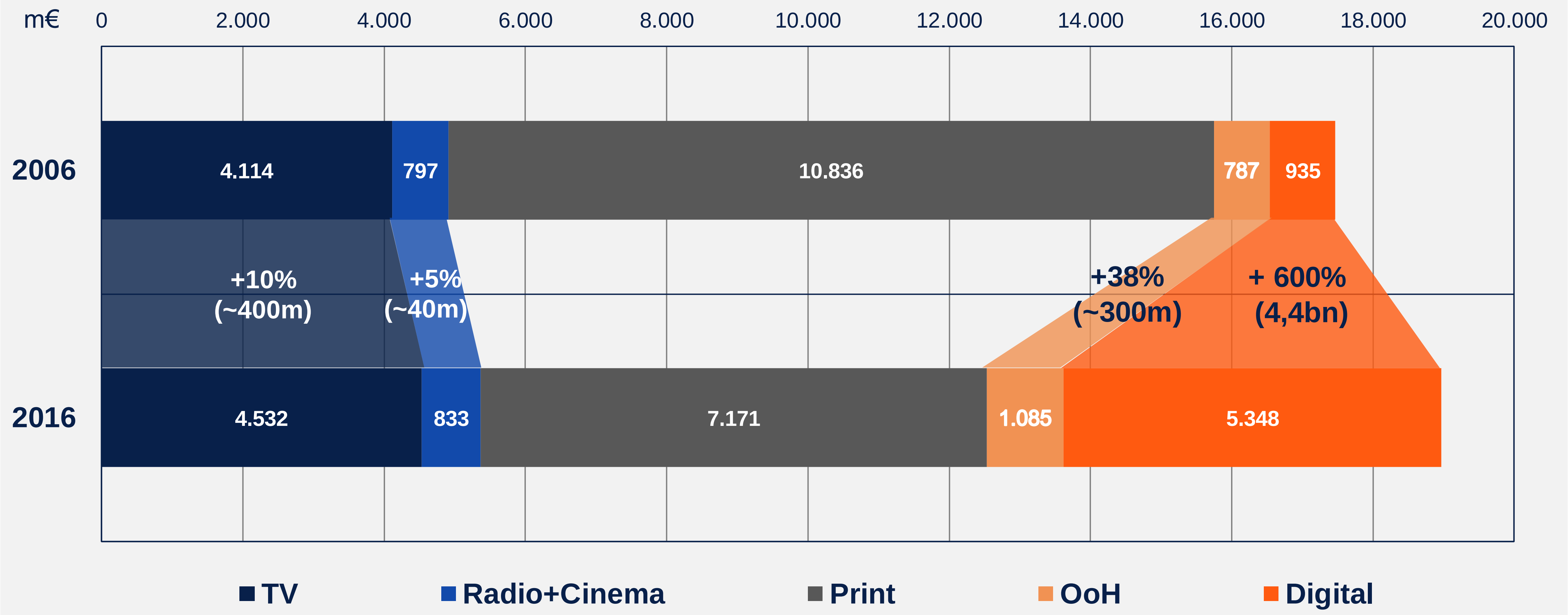
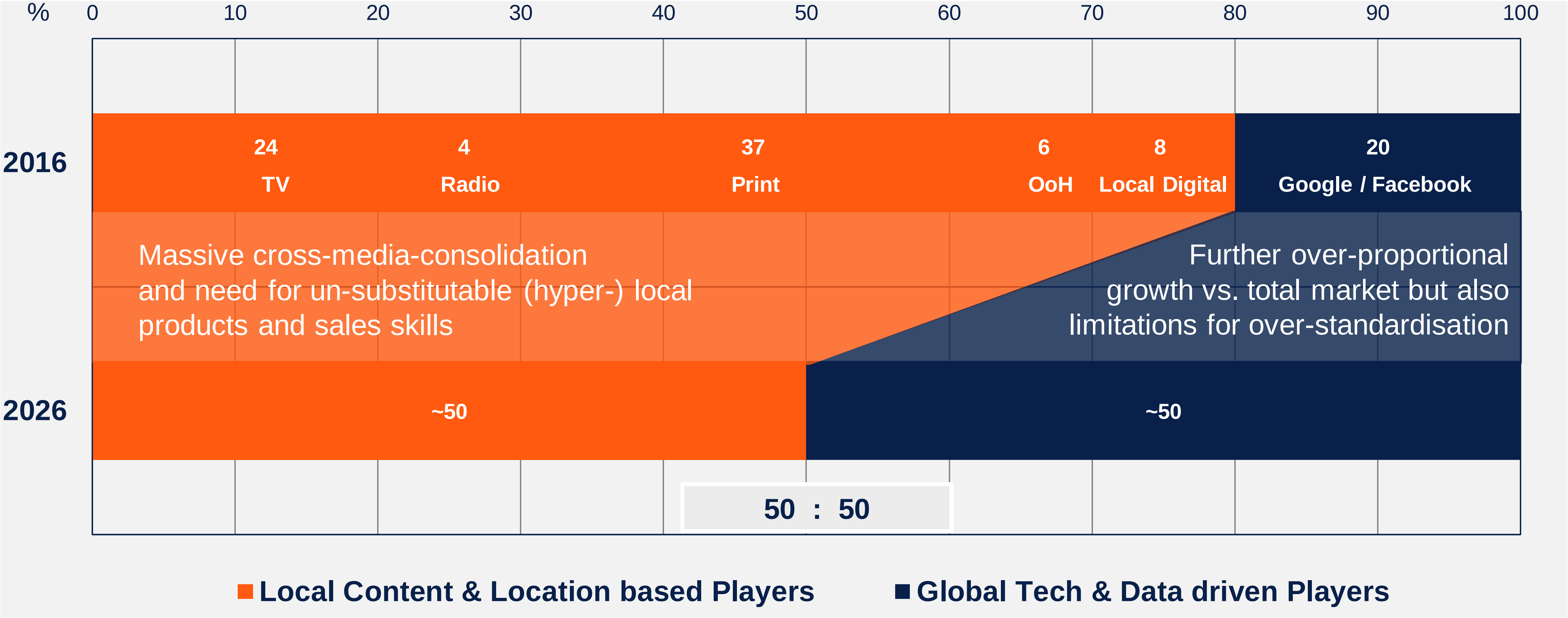


Sources: ZAW, BVDW/OVK, Statista/ZenithOptimedia, Schickler, PWC

We are going to see a drastically changed Media World in the Future

Current Market Situation (2016) vs. Future Scenario (2026) in a "Fully Digital World"



Sources 2016: ZAW, BVDW/OVK, Statista/ZenithOptimedia, Schickler, PWC; Numbers for 2026: schematic illustration of macro trend

Two Key Business Approaches with a very different Profile

LOCAL HEROES

VS

GLOBAL CHAMPIONS

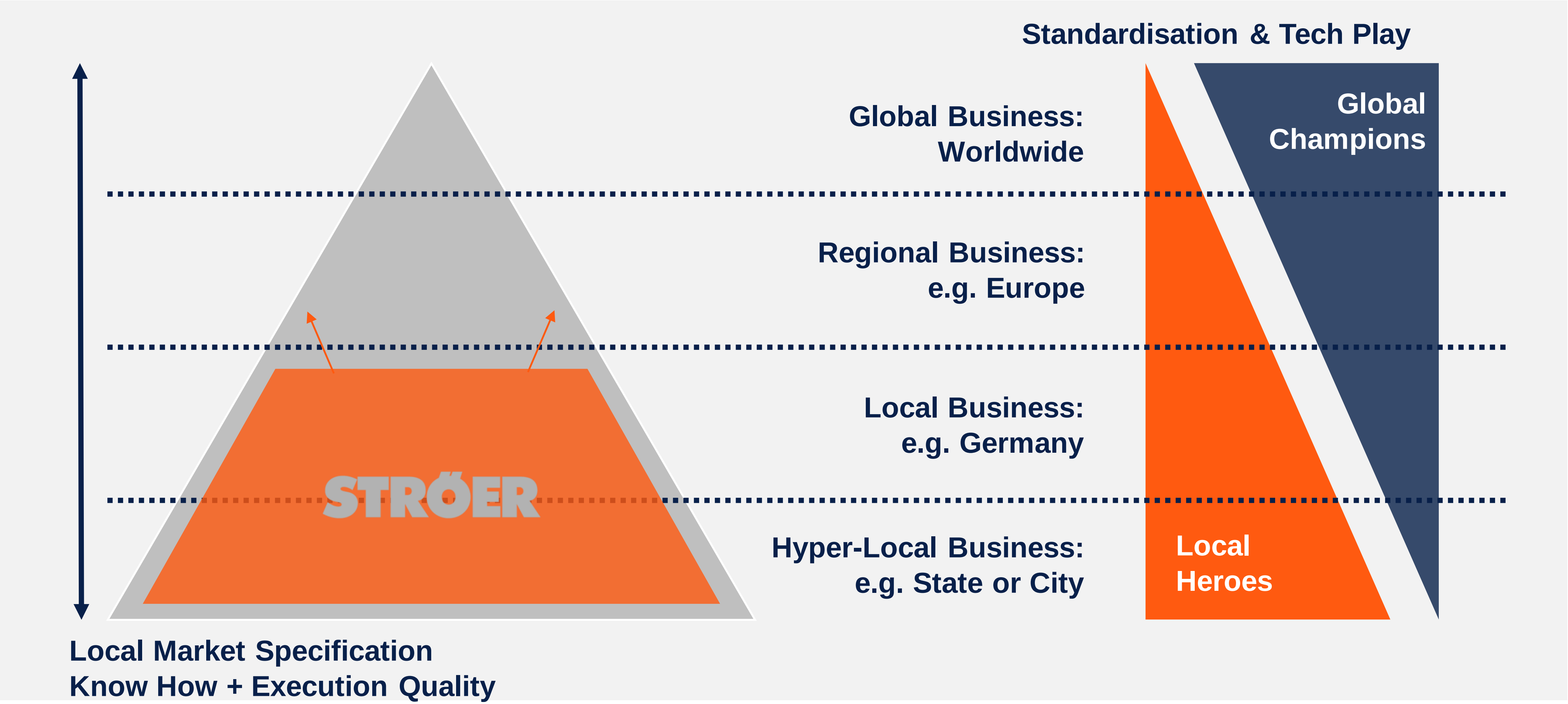
- Local market specification know-how
- Local execution quality
- Local do-it-for-you solutions with strong local client access

Strong barrier to entry

- Global tech-based standardisation
- Global premium content rights
- Global data-supported network effects

Strong barrier to entry

Digitisation & Globalisation re-structuring the complete Media Market



Our business segments have a clear & consistent local hero profile:

- local market know-how is key
- execution-quality & do-it-for you focus
- diversified rights portfolio
- high market entry barriers

Milestones of Ströer Strategic Development

1990: Foundation of Ströer City Marketing

2006: German OoH Market consolidated

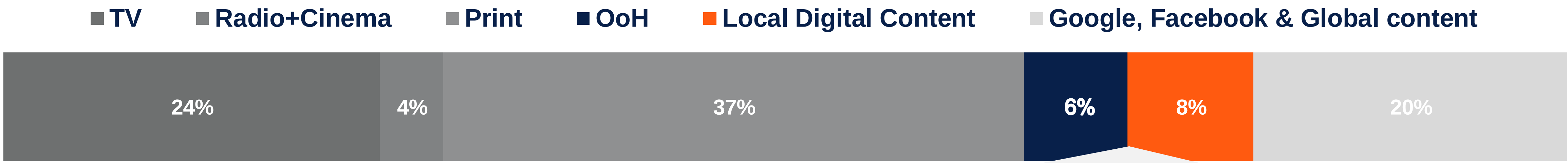
2016: German Online Market consolidated

Scroller	DSM Acquisition	DERG Acquisition	IPO	Digital OoH Network	Online Acquisitions	T-Online Acquisition	Multi-Touchpoint

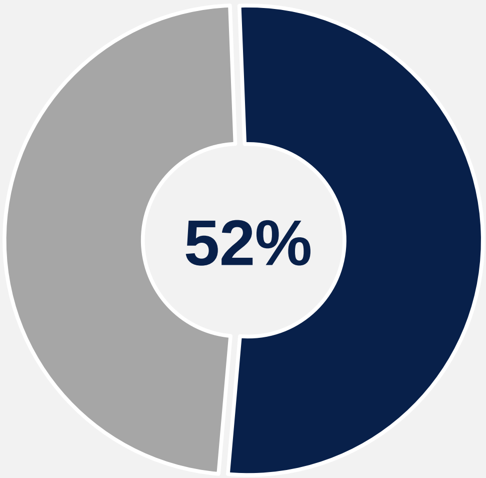
1990	1995	2004	2005	2010	2011	2013	2015	2017

Successful Execution of our Strategy over the last Years

Current Market Position of Ströer Group within the two Focus Areas (2016)



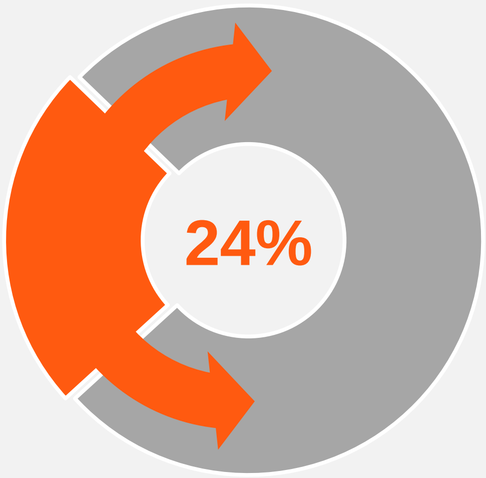
OoH: Ströer Market Share



more than 90% national coverage: almost impossible to substitute in OoH plans

Local Digital Content: Ströer Market Share

more than 80% audience coverage: massive potential for digital plan over-weight!



Sources: ZAW, BVDW/OVK, Statista/ZenithOptimedia, Schickler, PWC

1 Our Online Consolidation Strategy is constantly evolving

Further Inventory Consolidation in Q1/2017

1 January – from Axel Springer: aufeminin Group

e.g.

Onmeda.de Für meine Gesundheit, aufeminin

8.2m UUs, strengthening women and health vertical

2 February – from Funke Group: Funke Digital Assets

e.g.

Hamburger Abendblatt, Berliner Morgenpost, WAZ, Braunschweiger Zeitung, DerWesten

4.9m UUs, strengthening news & local products

3 March – from Bauer Group Bauer Xcel Assets

e.g.

Bravo, Cosmopolitan, Auto Zeitung, TV Movie, Wunderweib, Grazia

14.3 UUs, strengthening women & car vertical

4 April – Data Joint Venture with Otto Group Media

Over 60 e-commerce platforms, e.g.

OTTO, myToys, limango, About You, SportScheck, Lascana, Crate&Barrel, sheego, bonprix, privileg, Hermes, BAUR, I'm walking, neckermann.de, Quelle, heine, mirapodo, Schwab, Cnouch, Witt Weiden, 3 Pagen, Ackermann, Schlafwelt

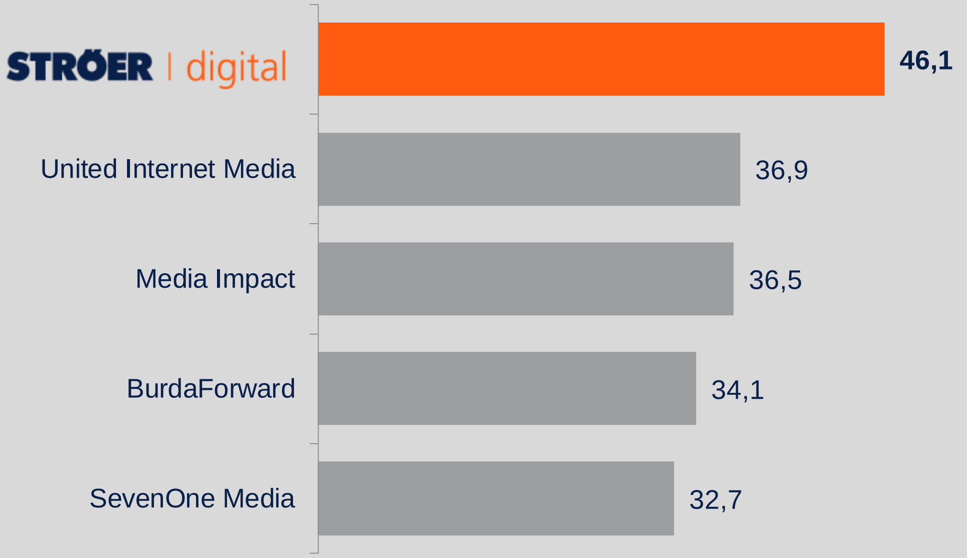
- Combining the largest digital sales house (>45m UUs) and the largest data provider (>25m CRM profiles)
- Kick-off with 10 lifestyle segments in combination with age, gender, shopping habits and price sensitivity
- High impact branding formats in brand safe context („made in Germany“)

Ströer is already the local hero in digital national sales and runs the by far biggest German online portal by reach at the same time

Strong Market Position: No 1 Saleshouse & No 1 Portal

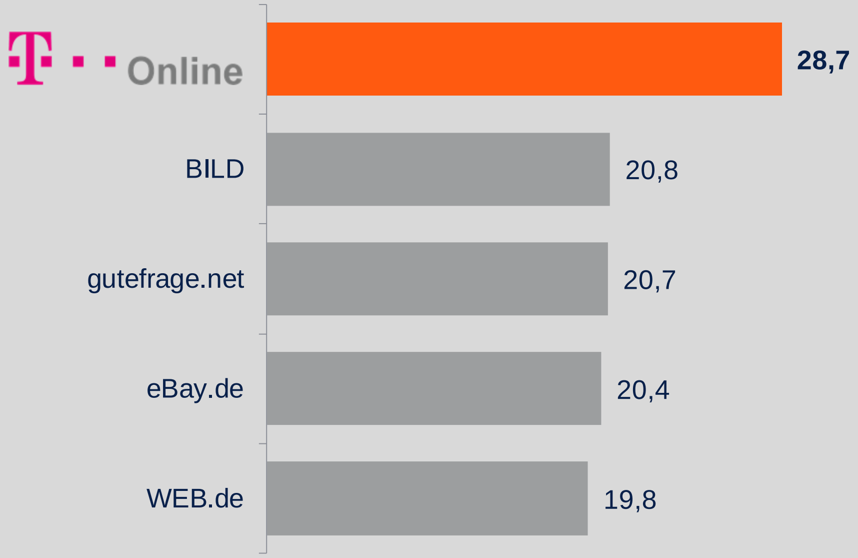
Ranking Online Saleshouses

+25% vs. No. 2, +26% vs. No.3



Ranking Online Portals

+38% vs. No. 2, +39% vs. No. 3



Source: AGOF12/2016; Unique Users in million (adults 14+) across all devices (Desktop&Mobile),

Extending & enriching 3rd Party Inventory with 1st Party Content + Public Reach

Digital Publishing: Content based Reach

>35m UUs

- Well-positioned and highly profitable assets covering general interest, special interest as well as lucrative B2B areas
- Optimizing traffic with own proprietary toolbox of Public Video distribution, video production unit, mobile (monetisation) expertise and transactional services
- Creating new products by combining online and mobile reach with public media platforms

2 Our Out-of-Home Infrastructure goes more and more Digital

Out of Home: Location based Reach

>230k Sites

- Over 25,000 individual long-term contracts on private & public ground as well as long-term partnerships with Deutsche Bahn (Stations) and ECE (malls)
- Unique monetisation model via national, regional, local as well as programmatic sales units allow outperforming any competition
- Merging both data management platforms and adtech solutions from digital with (increasingly digital) Out-of-Home
- Roadside digitisation just started

Digitisation for OoH means more flexible yielding, better targeting and growing relevance!

For non-digital content media it means loss of reach and market share.

- We attract online budgets by plugging Public Video into online tech ecosystems
- Our roadside products focus on SMBs & over 90% of new revenues come from print
- We do not cannibalize existing revenues on analogue sites and benefit from the structural decline of content media.

3 Both Online & Out of Home supported by strong National Sales

National Ad Sales: Cut-throat Competition

#1 German Online & OoH

- High share of owned and operated inventory in combination with a huge number of exclusive deals & partnerships ensure independence as well as top quality products
- No. 3 position amongst German ad sales houses allows premium access to key clients and accelerates market consolidation
- Unique combination of No. 1 OoH and No. 1 German online position: merging two structurally growing and almost un-substitutable advertising media

❹ Our long-term structural Growth Driver: Full-Service for SMBs

Local Marketing Services: Do-it-for-You

Only nation-wide Setup

- Unique nation-wide and constantly growing local and regional salesforce fuelled by long-term recruitment and a roll-out strategy
- Combination of owned & operated as well as 3rd party products delivers the gross margin to re-finance the OPEX-intense organisation
- High share of signage and subscription business ensures sustainable long-term recurring revenues while our current market penetration is still low
- High OoH market share and broad mix of digital product modules allows full service to SMBs who look for external partners to manage their (digital) marketing presence out of one hand

Ströer‘s successful local hero strategy is addressing the market challenges

1. Leveraging the incremental potential of digitisation for OoH

2. Online: consolidation of 1st & 3rd party inventory + integration at public media reach

3. Do-it-for-you services for SMB only national Sales Force for local ad products

4. Smart and focused digital niches

Group Development

How we are reporting the results of our business segments:

Full transparency down to sub-segments on product level with clear growth & margin drivers!

Segment "Digital": Revenue Streams & reported Products

Display (Desktop & Mobile)
~45% of revenue

- Monetisation of digital traffic (both mobile and desktop) via display advertising
- Strong German No.1 position with exclusive 3rd party inventory as well as own assets (~ 35-40%)
- To agencies, direct clients, SMBs

Video (Multiscreen)
~20% of revenue

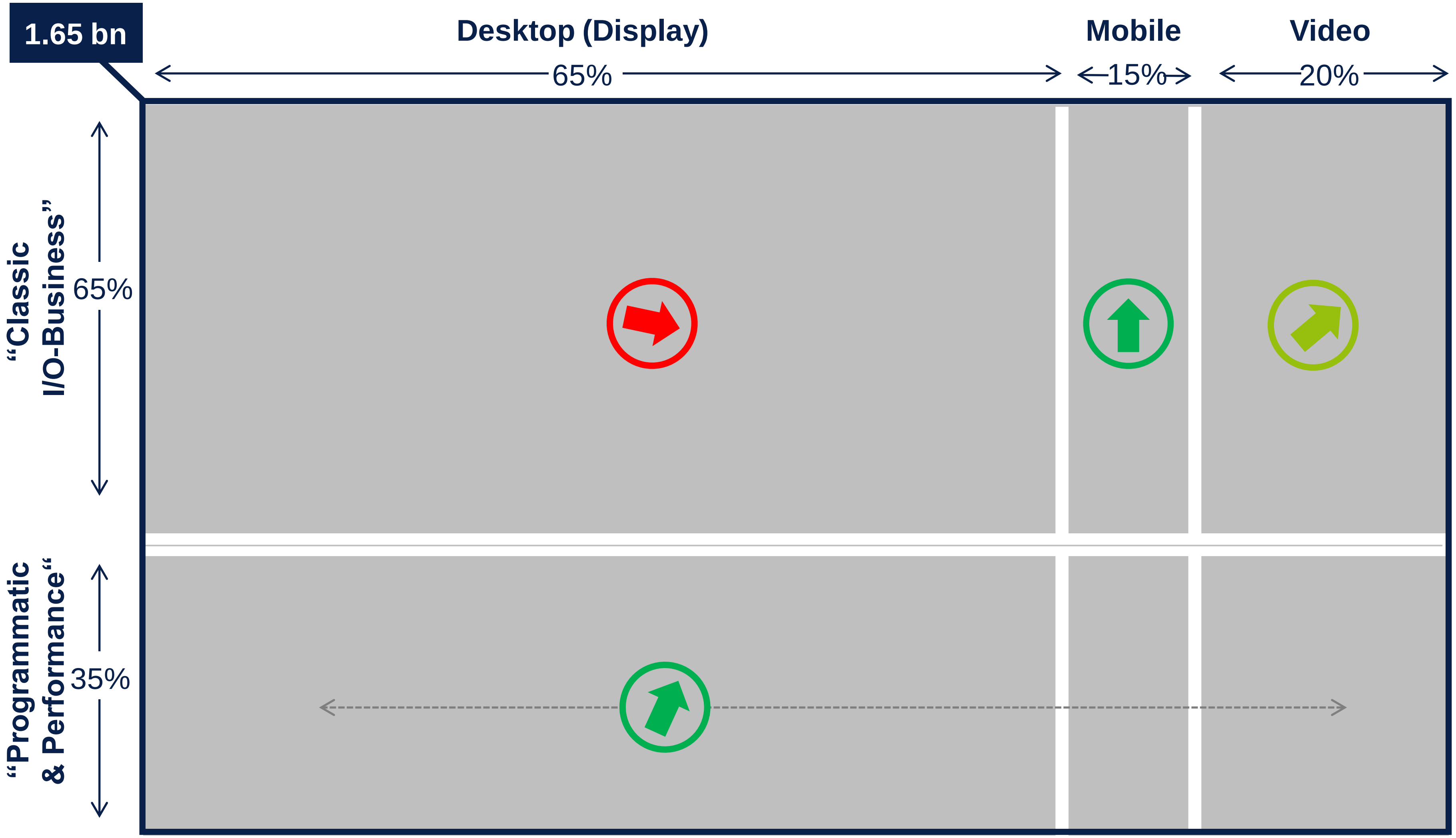
- Monetisation of video views across home/desktop, mobile and public screens
- Dedicated video specialists for own assets as well as sales house and product/tech development
- To agencies, direct clients, SMBs

Transactional
~35% of revenue

- Monetisation of traffic of own assets via affiliate and performance marketing offers
- Dedicated subscription models & SMBs marketing services
- Own e-commerce models and integrated shopping concepts

Basis: 2016/2017

Key Dynamics of the German Online Market at the Moment

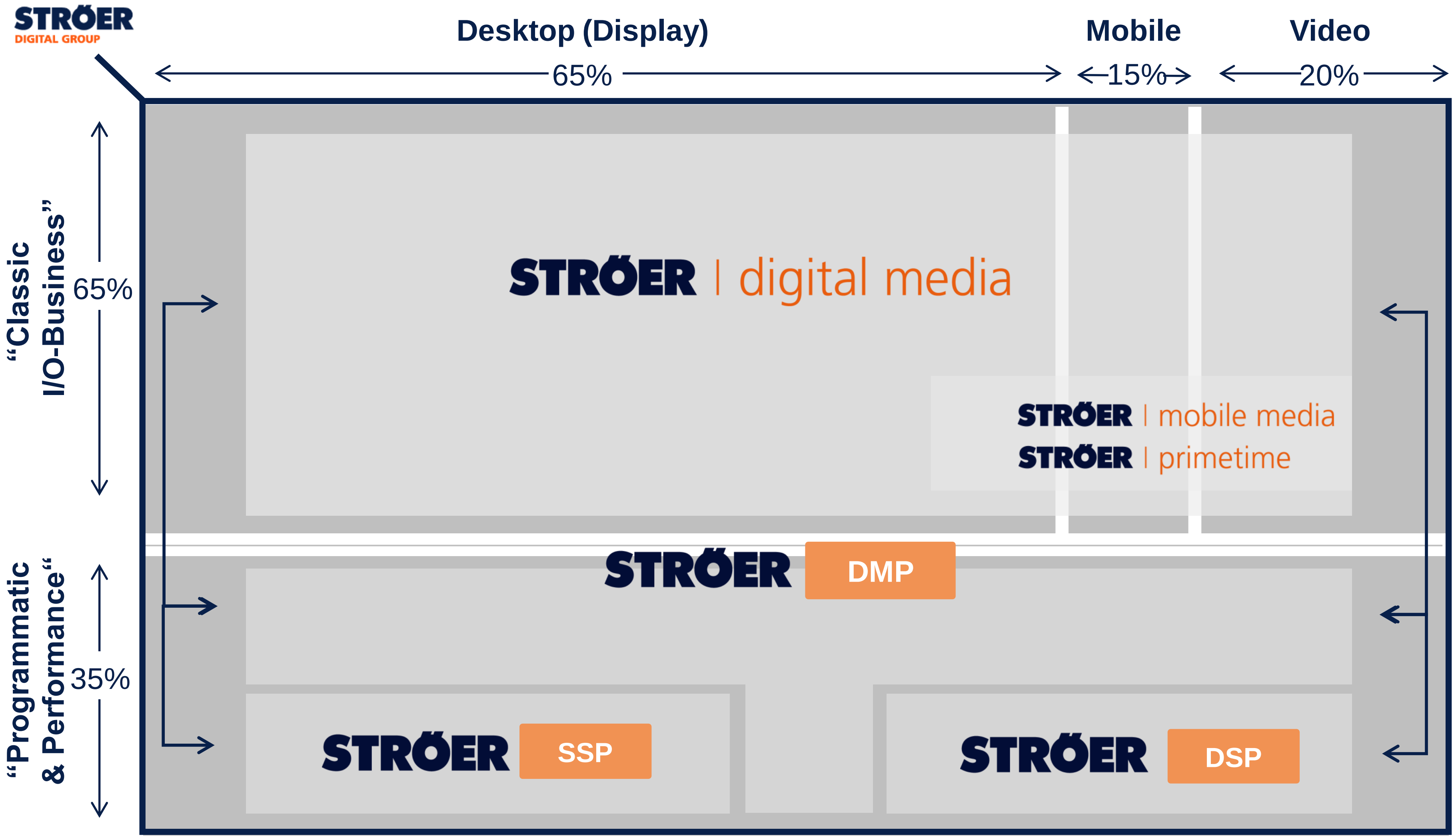


Market-Dynamics & Trends

1. Desktop display market slightly declining (-5%) – but on the basis of higher CPMs for premium inventory
2. On-going shift from desktop to mobile traffic with currently +40% growth: money follows eye-balls
3. Video (+15%) with still growing demand but meanwhile too much low quality inventory
4. Accelerating shift to programmatic and data-driven solutions
5. On-going technological innovation and market fragmentation regarding new products

Source: PwC, OVK, GroupM, Vivaki

Our Digital Monetisation is addressing the changing Environment



Key Elements of our strategic Setup

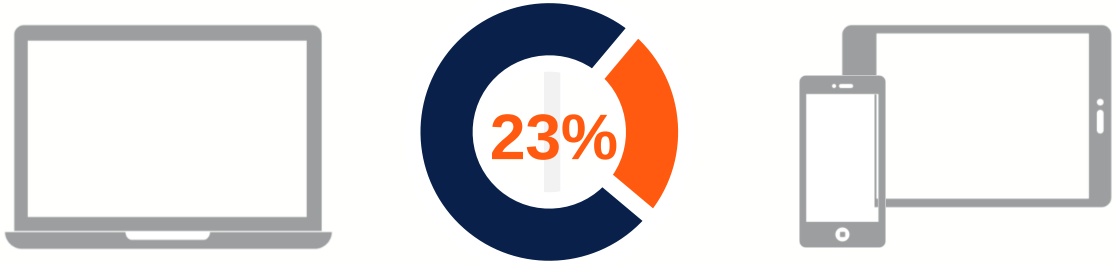
1. Premium sales house with growing inventory and a concept driven approach
2. Dedicated in-bound specialists for mobile and video growth (cross-device incl. Public Video)
3. Leveraging DMP platform, proprietary group data and growing data partnership business
4. Integrated own tech stack for full control of monetisation in combination with selective 3rd party solutions
5. Only fully integrated player across all digital market segments and in conjunction with No. 1 OoH position

Source: PwC, OVK, GroupM, Vivaki

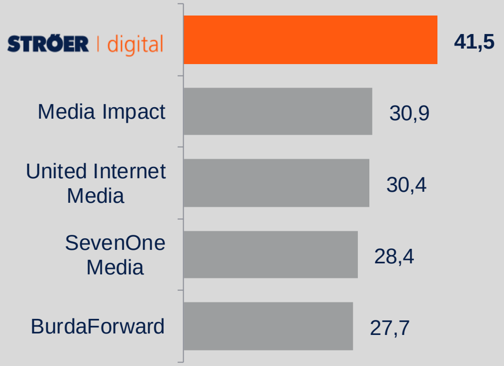
Sub-Segment “Display (Desktop & Mobile)”: 23% Mobile

Display (Desktop & Mobile)
~45% of digital revenue

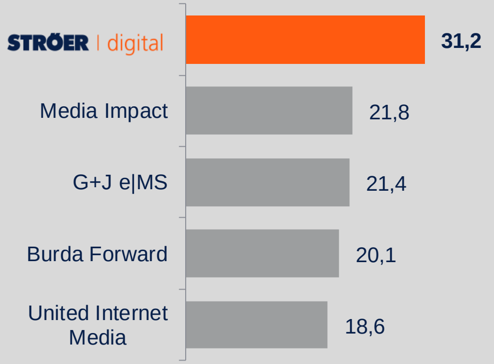
- Monetisation of digital traffic (both mobile and desktop) via display advertising
- Strong German No.1 position with exclusive 3rd party inventory as well as own assets (~ 35-40%)
- To agencies, direct clients, SMBs



Desktop
AGOF Ranking



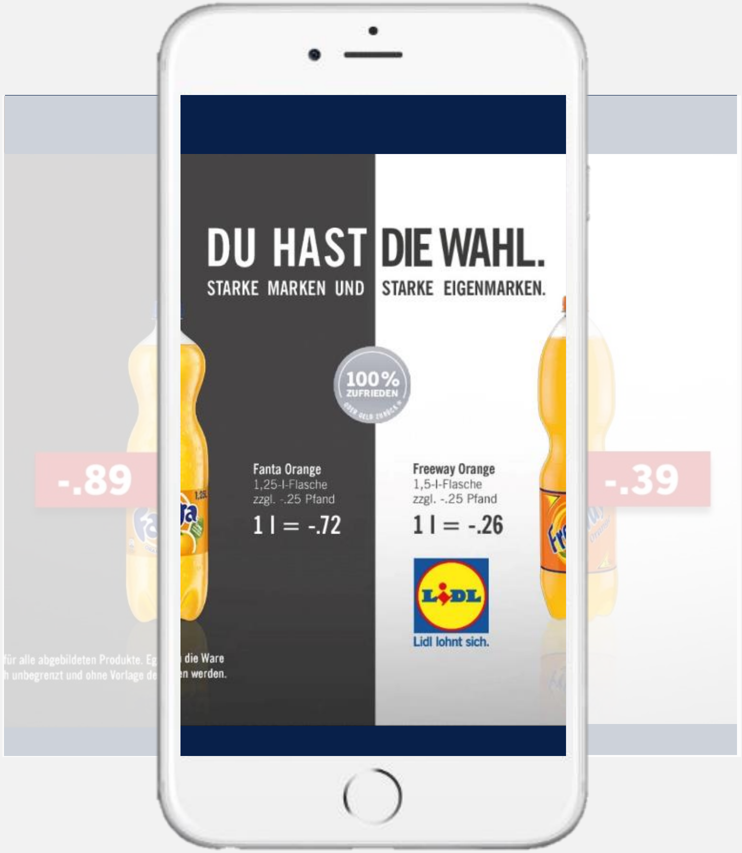
Mobile (MEW & App)
AGOF Ranking



Source: UU in Mio. acc. to AGOF df 2016-12 (Base: age14+)

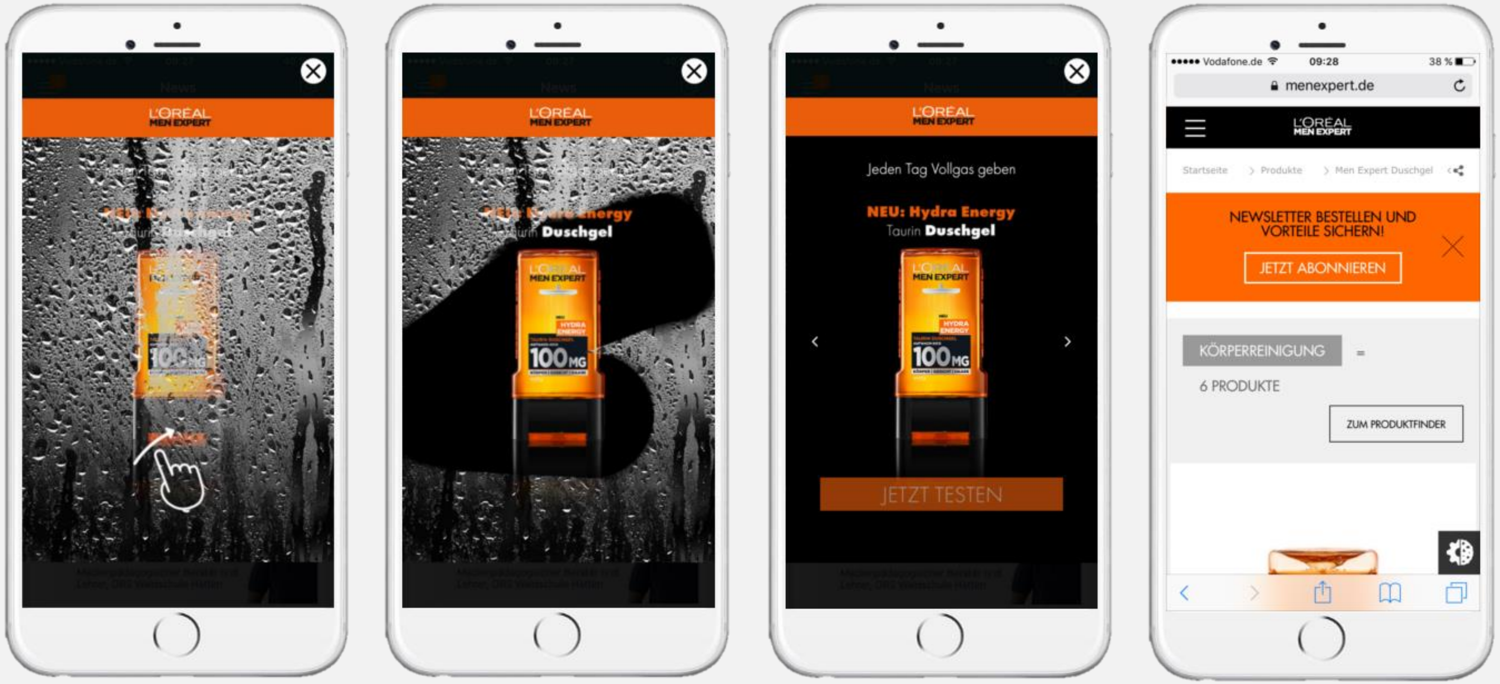
Mobile in-App-Monetisation: Scalable Full Service (1)

Product Innovation “Panorama Ad” for e.g. Opel/GM & Lidl



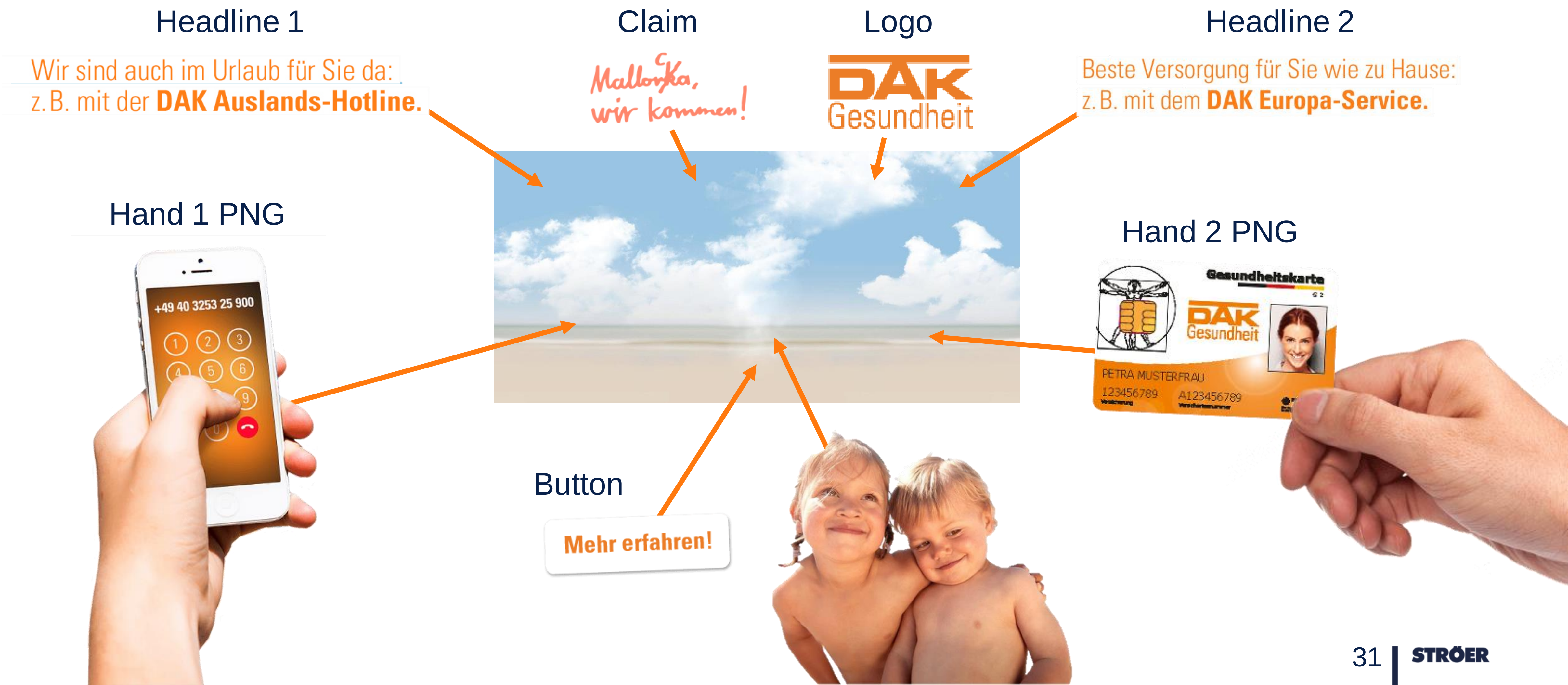
Mobile in-App-Monetisation: Scalable Full Service (2)

Gamification for e.g. L'Oreal / Men Expert



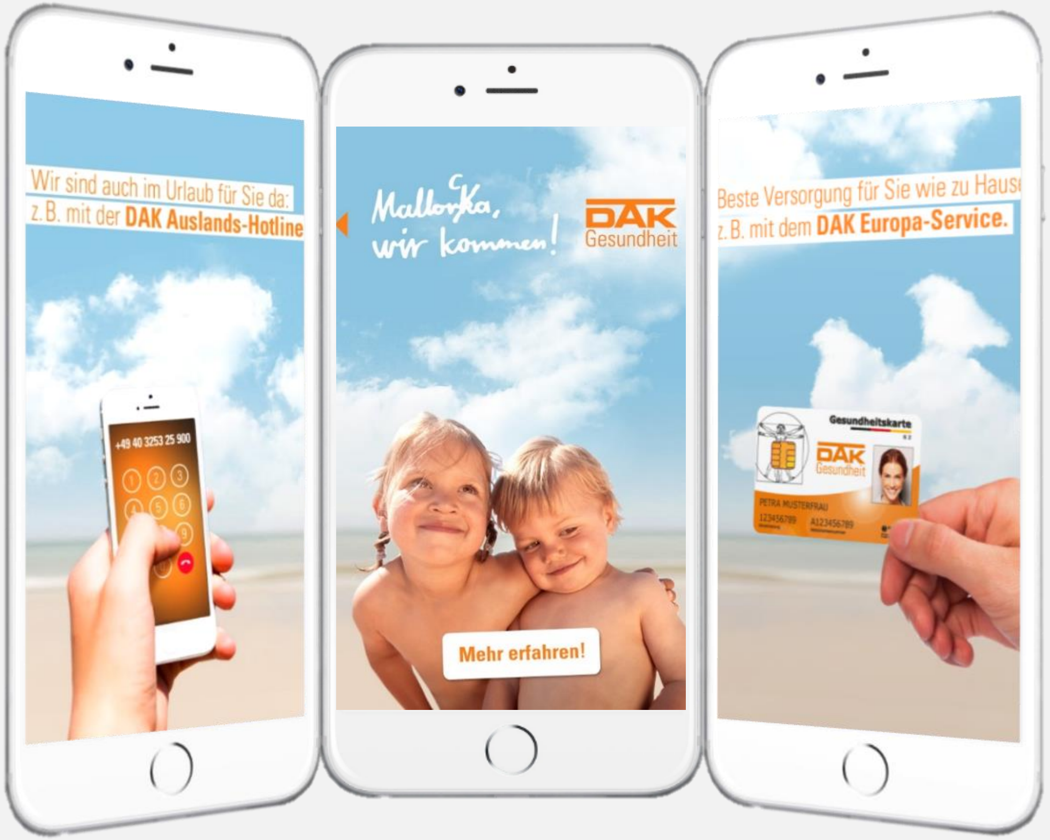
Mobile in-App-Monetisation: Scalable Full Service (3)

Modular advertising media production



Mobile in-App-Monetisation: Scalable Full Service (4)

Product Innovation “Panorama Ad” for DAK Insurance



- Full creative gets visible by moving the smartphone
- AI‘s > 1.7 Mio
- Interaction Rate: 12%
- CTR: 2.3%

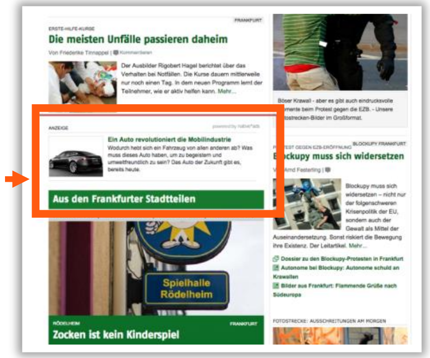
Acquisition Seeding Alliance: Further Focus on Mobile & Native (1)

Example: AdIn format on Desktop & Tablet Devices

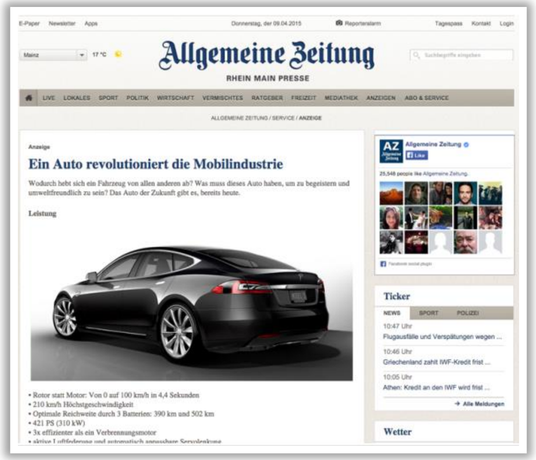
Content + Text-Image

Automatic & scalable Distribution of teaser content at the same time in all relevant Media

After clicking, the content is shown like an original full content. shareable & native.



€ = CPV



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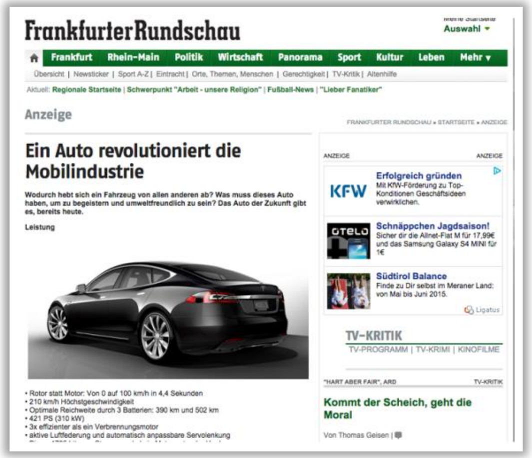


Adimpressions
25.000.000

CTR
0,26%

Earned Media
3,5%

No. of Publishers
134

Engagem. Avg.
72sec.

Acquisition Seeding Alliance: Further Focus on Mobile & Native (2)

Example: AdIn format on Mobile Devices

Content & Text-Image

Automatic & scalable distribution of native teaser at the same time in all relevant media

€ = CPV

After clicking, the content is shown like an original full content. shareable & native.

Adimpressions
15.000.000

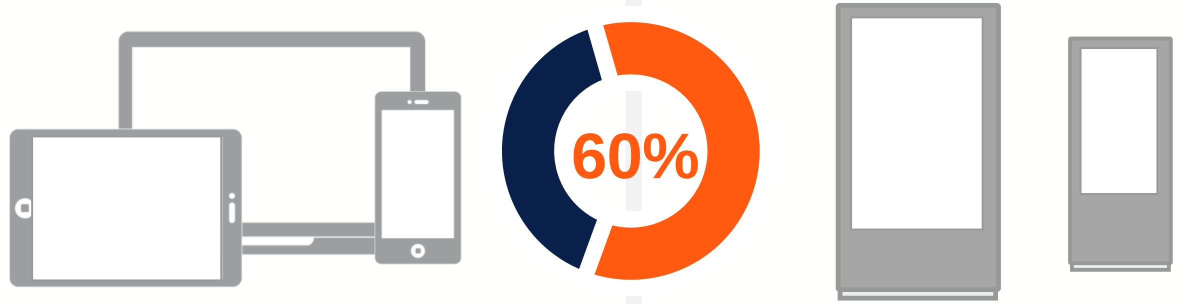
CTR
0,46%

Earned Media
2,2%

No. of Publishers
35

Engagem. Avg.
81sec.

Sub-Segment “Video (Multiscreen)”: 60% Public Video



Video (Multiscreen)
~20% of digital revenue

- Monetisation of video views across home/desktop, mobile and public screens
- Dedicated video specialists for own assets as well as sales house and product/tech development
- To agencies, direct clients, SMBs

Desktop & Mobile

- Video production unit (>50 pieces per day) accelerating video traffic on 1st party inventory (desktop & mobile)
- Integration of MCN video traffic to offer multi-screen products including social

Public Video

- Adserver based technology enables programmatic Public Video campaigns and drives yield optimization & efficiency
- First online DSPs (Active Agent, Mediamath, AdForm) connected

Basis: 2016/2017

Addressable Public Video: Solutions for all Market Segments

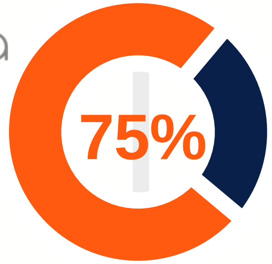
Product access for specialist OoH agencies, digital & full service agencies, direct clients and DSPs

Full Service	Self-Service	Programmatic Buying DSP-SSP Interface
Booking via Ströer	**Booking by Agency / Client**	**Full Automation**
▪ Location-based planning (historic model) ▪ Booking via email or phone (I/O) ▪ Smallest bookable unit (time): hourly ▪ Smallest bookable unit (regional): city or indoor location (Mall/Station)	▪ More **granular bookable** units down to area and screen level ▪ **Audience based plans** with pre-defined GRP-levels ▪ **Marketplace** Standardised packages for fixed and promo-prices	▪ Public Video Supply Side Platform (SSP) connected via API with all key Agency Demand Side Platforms (DSP) and Trading Desks ▪ Automatic request, planning, booking, execution as well as reporting
unchanged broadcasting logics	**NEW from Q4/2017!**	**NEW since Q3/2016!**

Sub-Segment "Transactional": 75% Content & Advertising Driven

Transactional
~35% of Revenues

- Monetisation of traffic of own assets via affiliate and performance marketing offers
- Dedicated subscription models & SMBs marketing services
- Own e-commerce models and integrated shopping concepts



Performance Advertising & Subscription

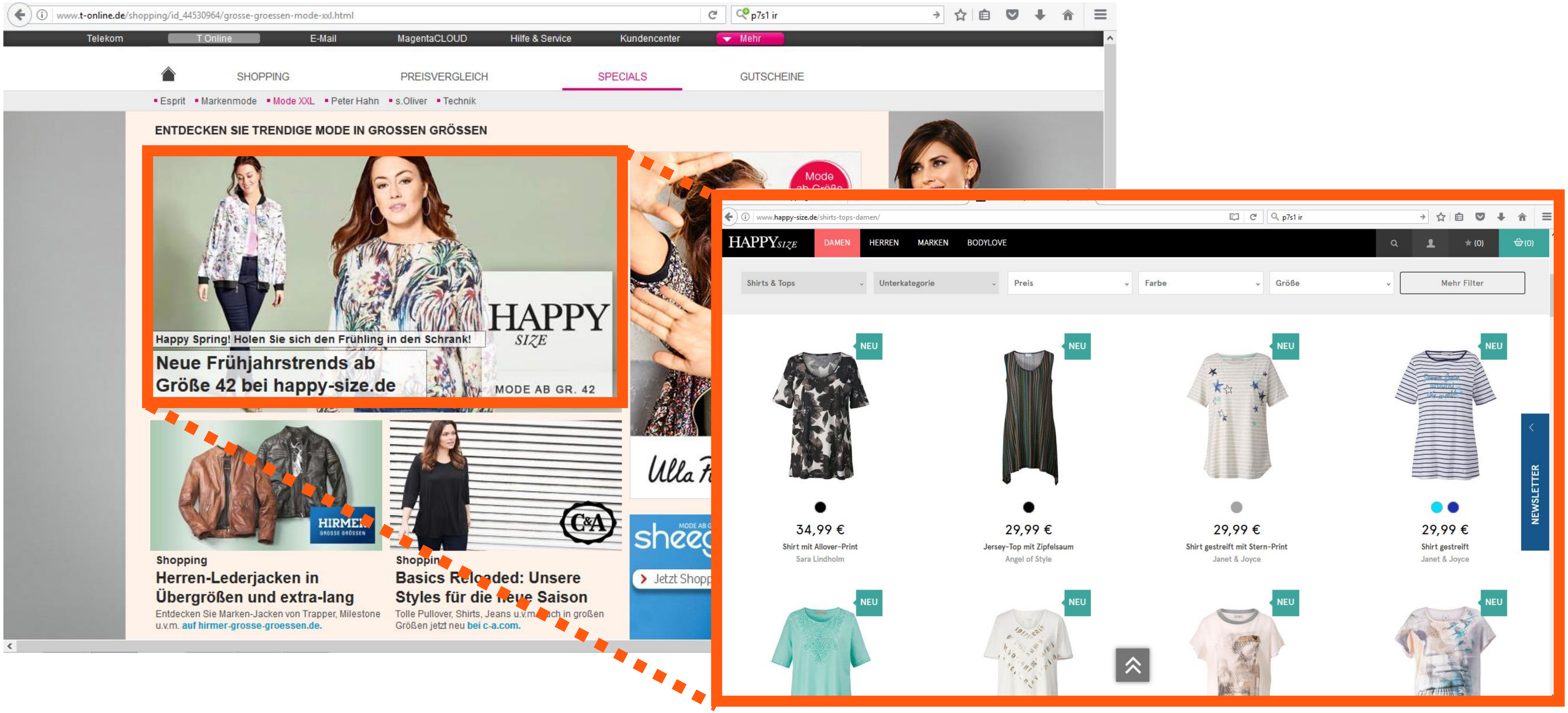
- Lead generation
- Affiliate Marketing
- Performance Marketing (CpX-Deals)
- Local Digital Services
- Subscription

Digital Commerce

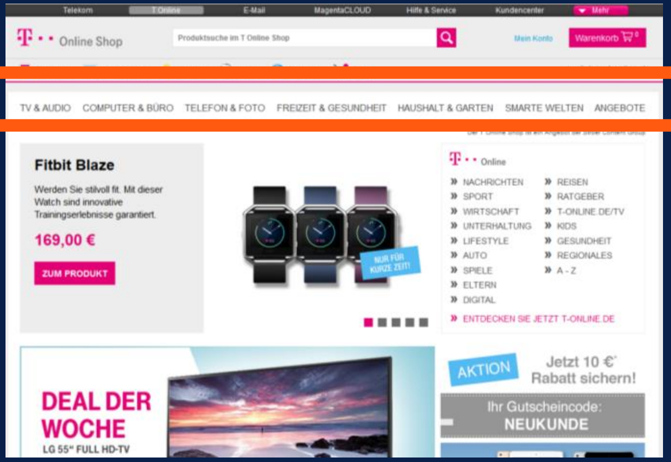
- Trade with products in specific verticals
- Clear focus – in line with content assets and marketing toolkit – own beauty & health vertical with strong growth perspective

Basis: 2016/2017

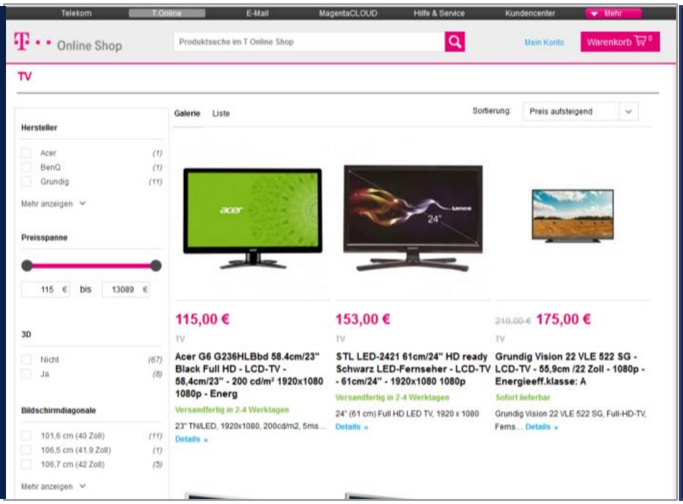
Traditional CpX Advertising Business: Click-out to Online-Shops



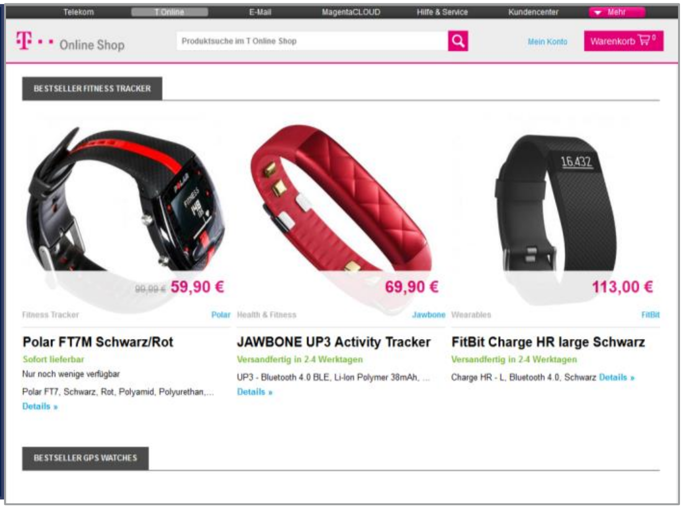
Leveraging Portal Traffic & Audience Fit: Check-out inside Portal



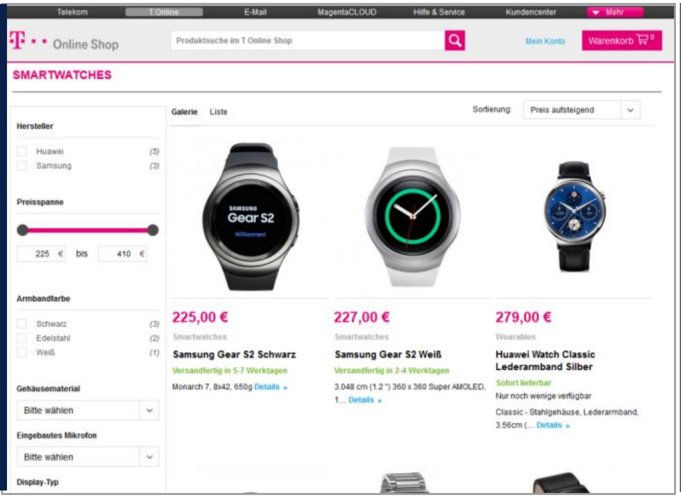
TV & Audio



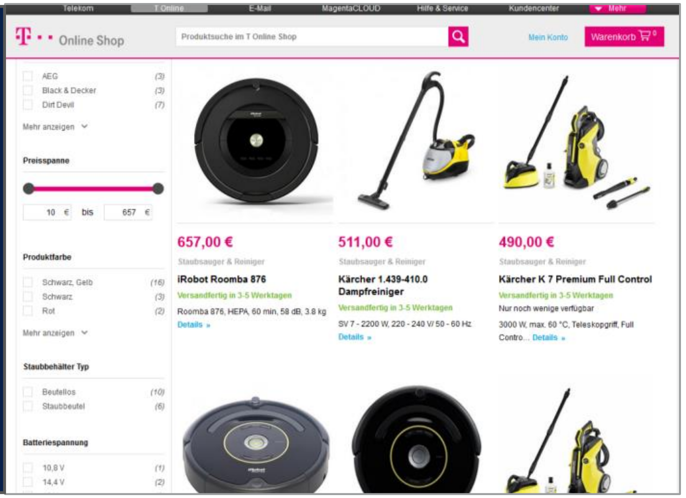
Smart Home & Devices



Computer & Mobile Phone



Home & Health



Segment “Digital”: Reported Products & Growth Drivers

Display (Desktop & Mobile)
~5% Revenue Growth

- Further market consolidation (organically/un-organically)
- Massive mobile growth
- Tech stack for programmatic and data driven advertising
- Local sales: growing potential of small and mid-sized clients

Video (Multiscreen)
~10-15% Revenue Growth

- Strong structural growth of video products across all our platforms
- Unique multiscreen approach including integrated ad-serving
- Focussed video strategy for own content assets as well as growth of MCN TubeOne

Transactional
~15-20% Revenue Growth

- Growth of subscription business with e.g. Statista or BodyChange
- Strong growth of digital marketing services for SMBs (locally)
- Diversification of content revenues via e-commerce models and affiliate revenues

Segment "OoH Germany": Growth Opportunities in all Areas

Large Format
~50% of revenue

- Leveraging dominant market leader position for national branding campaigns as well as local & regional signage business
- Sub-segment includes traditional billboards as well as premium scrollers (>50% of inventory)

Street Furniture
~30% of revenue

- Premium small format solutions (4 sheets) in mid-sized and large cities predominantly on bus shelters and other street furniture
- Illuminated columns to optimize city portfolio and attract national & international advertisers

Transport & Others
~20% of revenue

- Advertising solutions in and on busses and trains with focus on larger cities and premium inventory
- Integrated solutions incl. events & special ads along the entire travel chain at airports and stations

Basis: 2016/2017

Segment “OoH Germany”: Working on all Client Segments

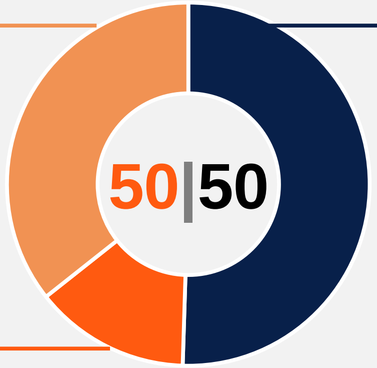
Large Format
~50% of revenue

Street Furniture
~30% of revenue

Transport & Others
~20% of revenue

1 “Regional”, mostly direct client business with focus on campaign business

2 “Local” signage & subscription business via “hunter” sales teams

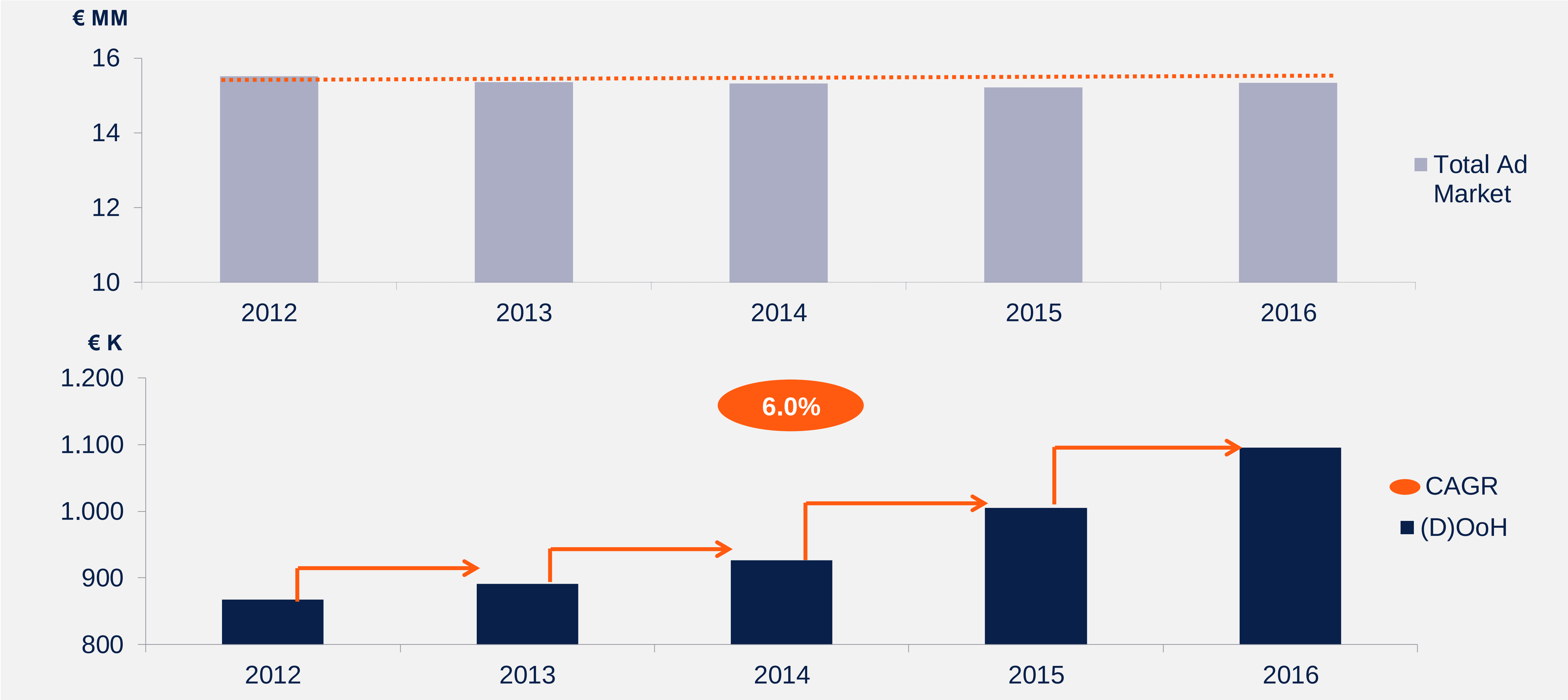


3 “National”, mostly agency driven business with complex requirements

Growth across all segments with highest dynamics in the “local” segment

Basis: 2016/2017

Growth of total Ad Market vs. (D)OoH Market 2012-2016

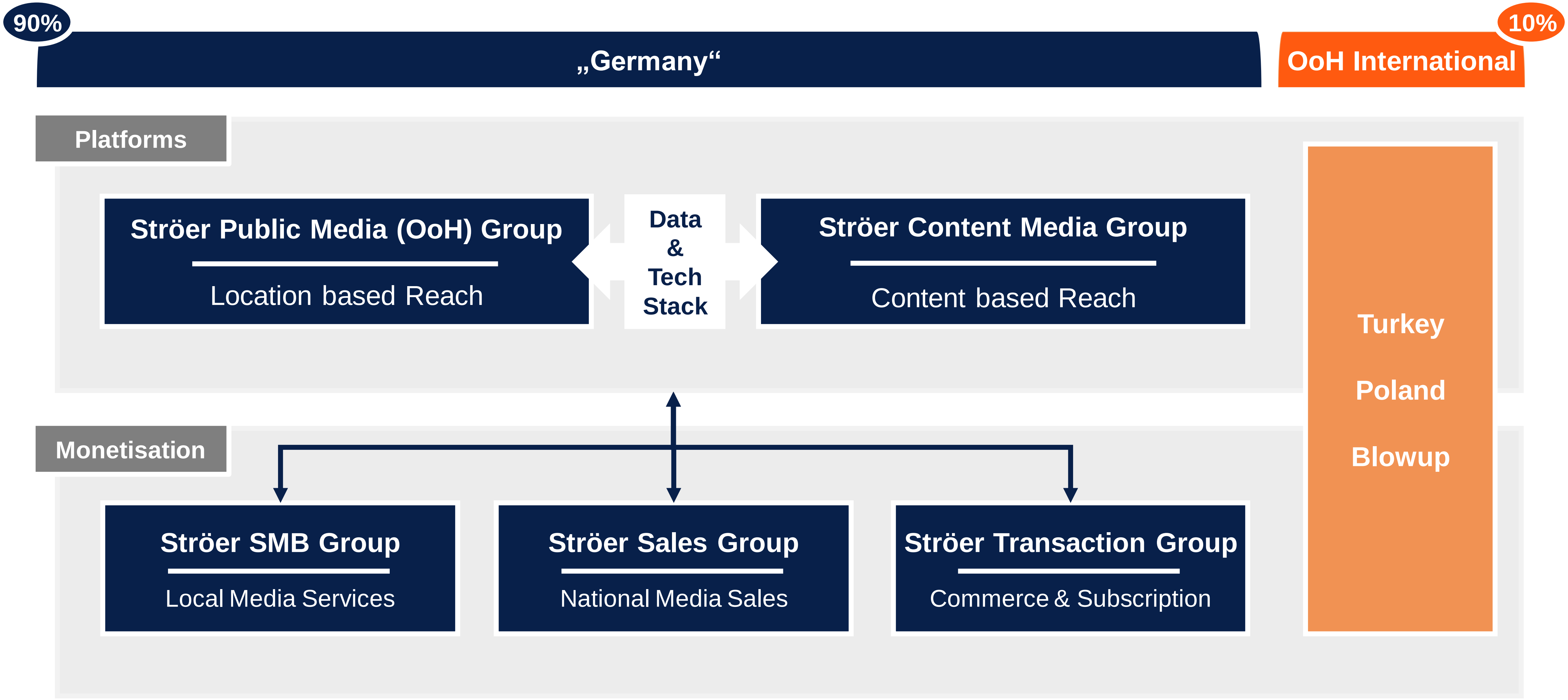


Source: ZAW, Net spendings, 2016 est.based on Nielsen gross

How we are managing and steering our operations:

Clear structure to optimize platforms and monetisation levers!

Ströer Multi-Channel & Integrated Monetisation Ecosystem



Broadened Leadership: ExCom with 3 Segment CEOs for Germany

Public Media (OoH)
&
Local Media Services

Alexander Stotz

Managing Decentralised Structures

since 25 years with Ströer, knows the local markets inside out

National Media Sales
for
Public Media (OoH) & Digital

Robert Bosch

Cross-Media Sales & Consolidation

since 2/2016 with Ströer; before: Sociomantic, Google, Springer

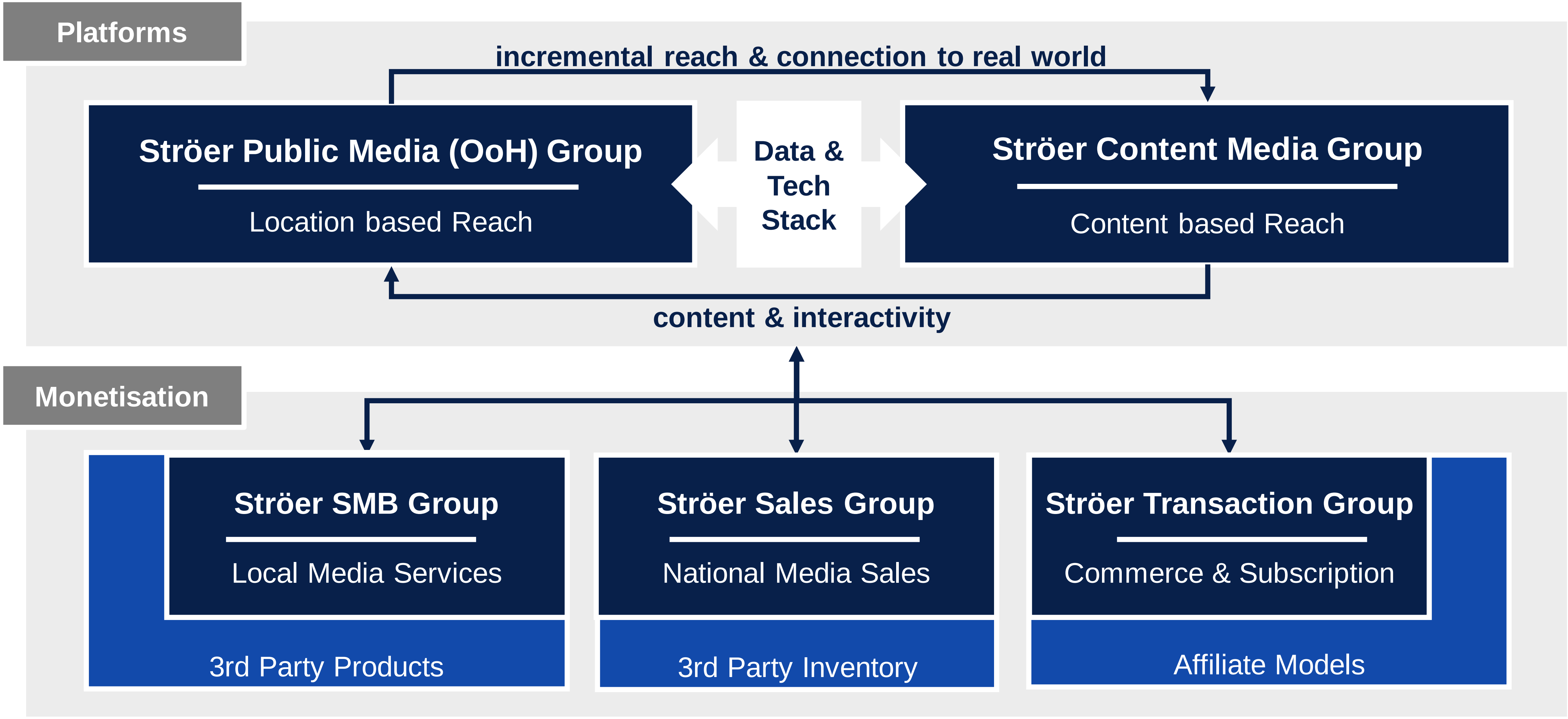
Content Media
&
Transaction Businesses

Marc Schmitz

User Stickiness & Engagement

since 5/2016 with Ströer; before: Springer/aufeminin, onvista/onmeda

Ströer Multi-Channel & Integrated Monetisation Ecosystem



Our two platforms with growing synergies & overlaps:

Delivering location-based and content-based reach!

Extending Platform Strategy: Location based & Content based Reach

Ströer Public Media (OoH) Group

Location based Reach

>230k Sites

Data & Tech Stack

Ströer Content Media Group

Content based Reach ("all digital")

>35m UUs

- Optimizing outstanding market leader position and portfolio
- Further extension of indoor Public Video Network and inventory capacities; Massive roll-out of roadside screens
- Up to 1,000 screens within 4 years and up to 2,000 screens within 7 years

- 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-Adserving-Solutions for Digital „All-Screen End-Game"

- Focus on the existing high-margin portfolio of content assets
- Further harmonization of tech as well as exploitation of cost synergy-potential and traffic optimization
- Simplification of structure by concentrating on and consolidation into 3 content hubs

Long-term Strategy behind the Digitisation of Public Advertising

1 Digitisation of inventory

= fully flexible display of content/advertising

2 Sensor / Beacon infrastructure

= granular adressable audiences

3 System for flexible yield management

= dynamic pricing & yield management

4 Ad tech stack & market demand(side)

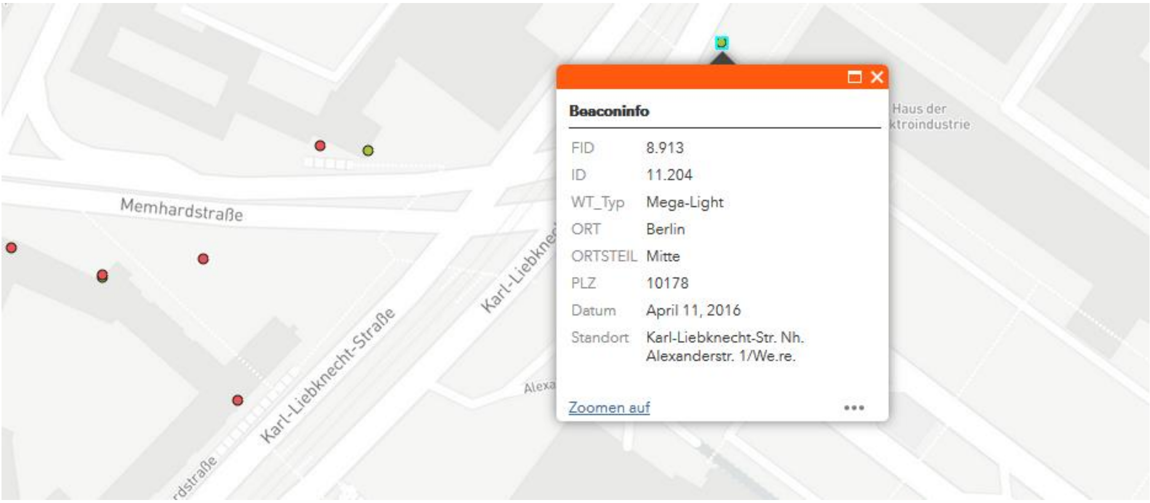
maximizing fill rate & city services

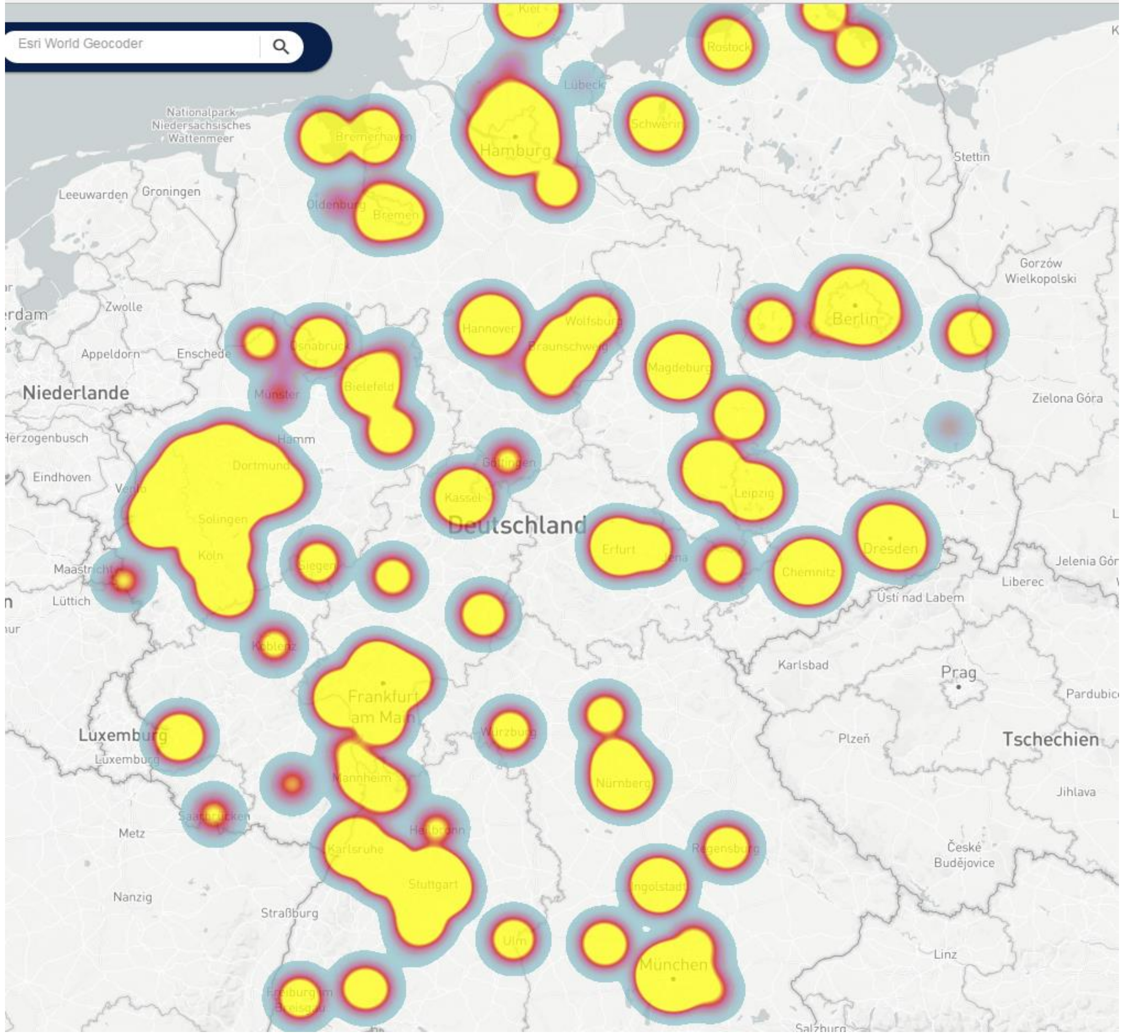
Infrastructure / Hardware

Software / Monetisation

Status quo of Sensor/Beacon Hardware Rollout

- Current roll-out status: 28,700 beacons nationwide (3,900 in train stations of the Deutsche Bahn)
- Constant hardware responsivity tests (interaction with mobile devices) with WPP/Mindshare
- Own beacon management system and data collection established in azure cloud
- Full roll-out of 50k beacons finalized early 2018





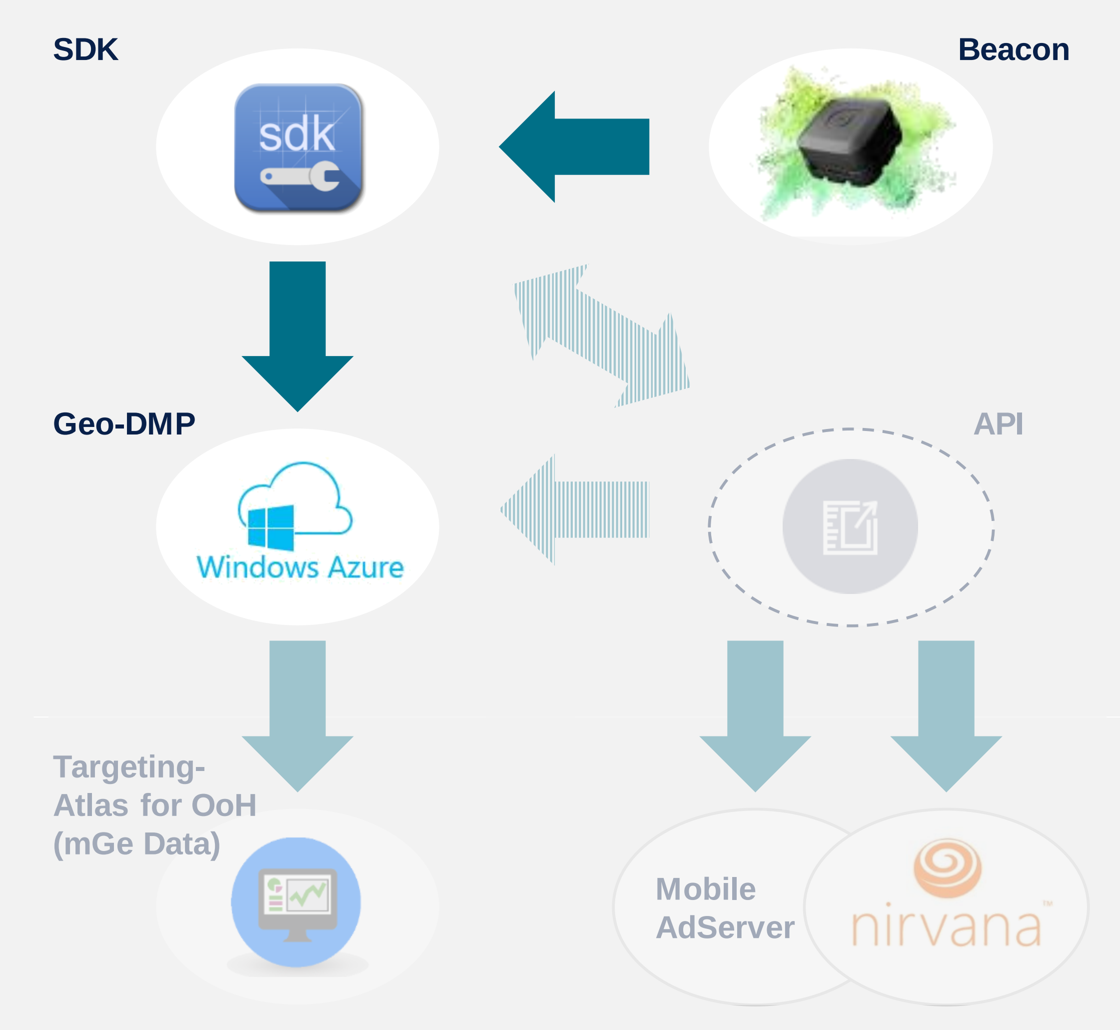
The General Logics behind the Beacon SDK

1. **Generation and Collection of Data**
   For every contact with a beacon signal the enter-leave-events and the IDFA (Identifier for Advertisers) per App are collected
2. **Processing and Clustering of Data**
   The gathered data are collected and stored within our Geo DMP (Azure Cloud)
3. **Refine Data**
   From the Geo DMP, data & audience clusters can be handed over to other operating systems

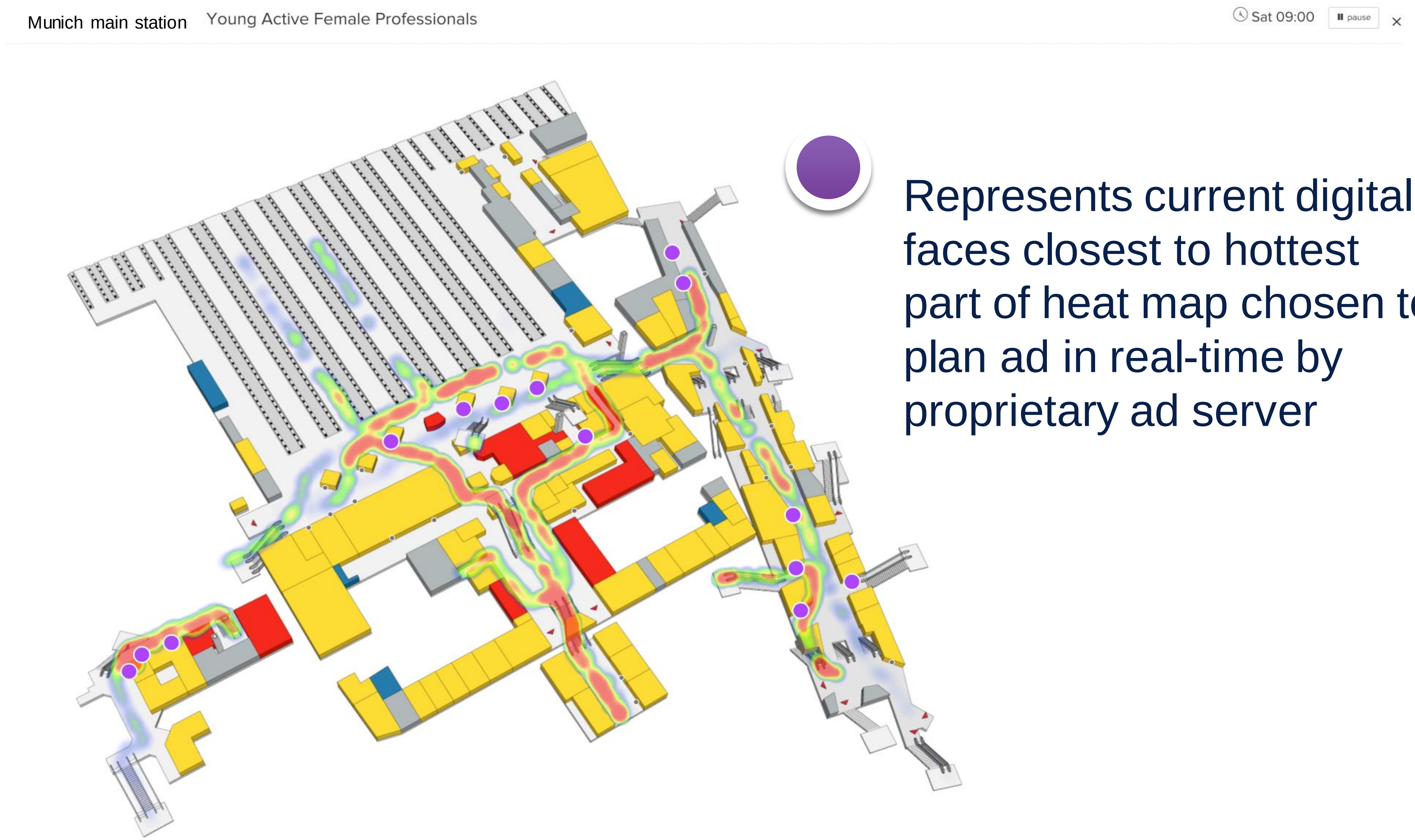
   Beacon contacts per 100 meter geo cell and per hour for our OoH targeting systems

   Beacon contacts in real time for any incremental service applications
4. **Application Programming Interface**

   Communication between SDK and the Public Video & Mobile AdServer



Video Example of serving Ads based on Real-time Beacon Data



Represents current digital faces closest to hottest part of heat map chosen to plan ad in real-time by proprietary ad server

Think Outernet

Growing Public Distribution Platform for our Content Businesses

Digital Content: Three Hubs – All Key Assets fully on Track

T-Online / StayFriends

“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

STRÖER media brands

“Special Interest“
Consolidation Case

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

statista

“B2B Statistics”
Organic Growth Case

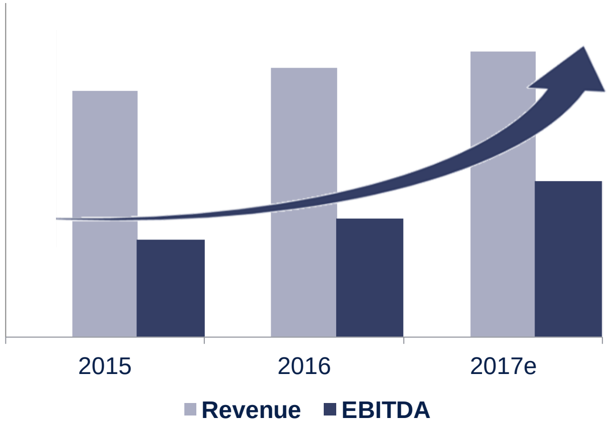
- Proven scalable business model (data from 500 industry sectors in 50 countries) with high-margin market Germany
- Internationalisation strategy with show-case USA
- Roll-out fully on track with currently 12 markets live

Digital Content: Strategy & Rigorous Execution clearly pay off

T · · Online
StayFriends®

“News & Services“
Re-Positioning Case

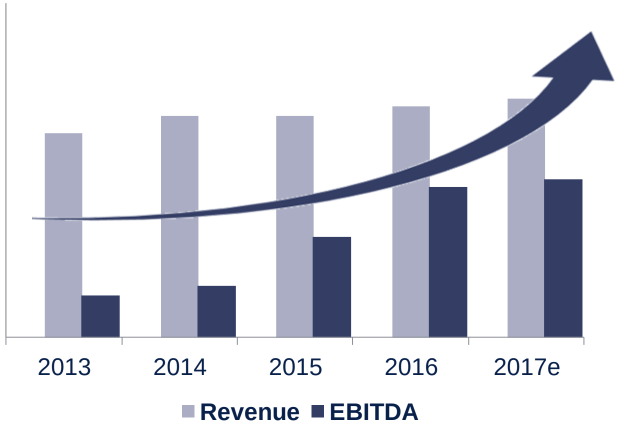
EBITDA CAGR >20%



STRÖER media brands

“Special Interest“
Consolidation Case

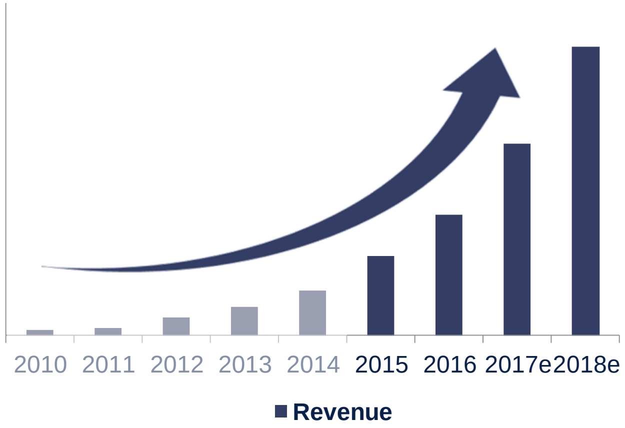
EBITDA CAGR >40%



statista

“B2B Statistics”
Organic Growth Case

Revenue CAGR >50%



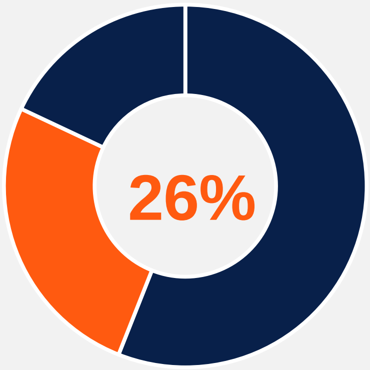
Our three monetisation arms maximize revenues & fill rates:

Balanced yielding approach across national & local advertisers as well as transactional businesses!

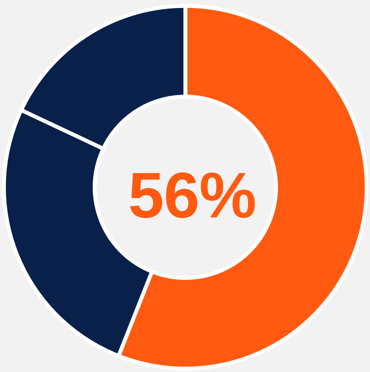
Evolving our Marketing & Ad Sales Model beyond the National Market: Full Monetisation Kit for any Traffic & Eye Balls

Ströer SMB Group	Ströer Sales Group	Ströer Transaction Group
Local Media Services	National Media Sales	Performance & Subscription

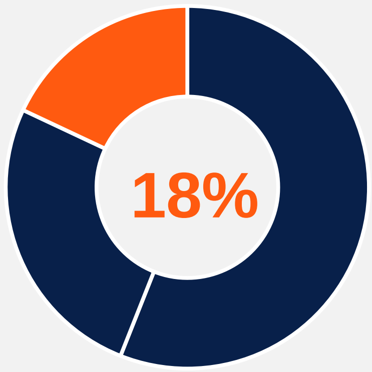
- Do-it-for-you solutions around local digital & OoH Products



- Customer journey solutions in a continuously consolidating market



- Leveraging marketing toolkit & un-utilized inventory and data



Revenue mix/structure on the basis of German market (e2017).

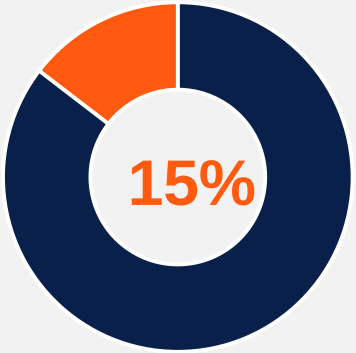
Local Market: Higher Share of Recurring Revenues & One-Stop-Shop

Ströer SMB Group

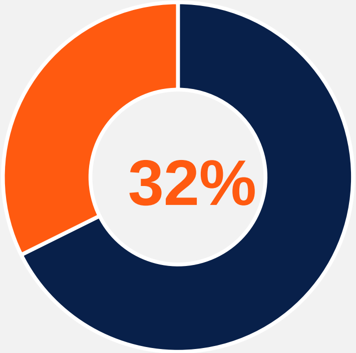
Local Media Services

Share of small local clients (“signage & subscription”) vs. regional clients (“campaigns & services”)

2012

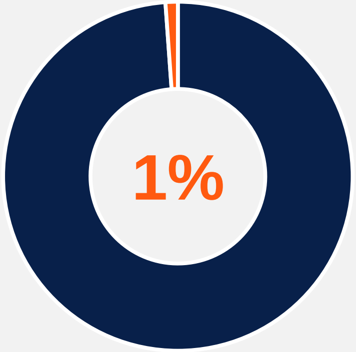


2017

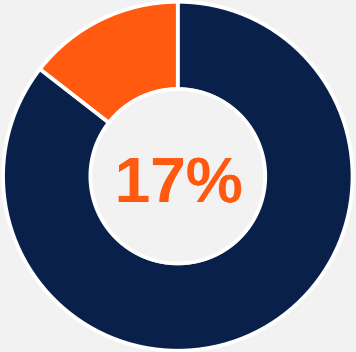


Share of digital services and ad revenues vs. out-of-home media and production revenues

2012



2017



Revenue mix/structure on the basis of German market (e2017).

Roadside Screens with promising SMB Approach

Test City 1: Wuppertal

6 screens, start of sales-rollout: November 2015

fill-rate in 2016 for "Branchenfenster": 93%

Test City 2: Cologne

27 screens, start of sales-rollout: April 2016

fill-rate in HY2/2016 for "Branchenfenster": 84%

Client Case 1: Metzgerei Kremer

- Typical SMB local retail client
- Switching small advertising budget from yellow pages to roadside screens

Client Case 2: Stonegate

- Typical local craftsman
- Growing importance of online; excellent results of roadside screens & search

Cross-Media-Teams on Top of OoH & Digital Sales Teams

Case "Stadt-Theater Wolfburg"

- Local campaign bundle with columns, city light posters and targeted online display advertising
- Test-campaign in September and extended follow-up booking November/December

Structured Sales-Rollout for Product Bundles per Industry

- Wolfsburg case now allows rollout across all regions for theatres and shows
- Currently 350 active OoH clients in that sector
- Total market potential: over 1,200 theatres in Germany with over 125,000 shows per year

National Market: Pushing Cross-Media and Direct Deals

Ströer Sales Group

National Media Sales

Share of digital services and ad revenues vs. out-of-home media and production revenues

Share of direct client deals and relationships vs. revenues managed by media agencies/intermediates

Revenue mix/structure on the basis of German market (e2017).

Top 100 Clients with strong cross-selling Case Studies

	Retail/ E-commerce	FMCG/Beauty/ Food/Beverages	Telco/Consumer Electronics/Media	Automotive/ Touristic	Others e.g Finance/Gastro
How Clients use our total Portfolio*	87 / 14	91 / 9	84 / 16	100	89 / 11
Mix Digital/OoH	48,1 / 51,9	42,5 / 57,5	41,3 / 58,7	35,6 / 64,4	66,8 / 33,2
Exemplary Sales Strategy Focus	Focus on data- and KPI-driven campaign bundles	Connecting online & Public Video complimentary to TV	Growth via cross-device customer journeys	Winning from i.e. print media via cross-media packages	Using digital relationships for OoH growth

both (in %) · only OoH or Digital (in %)

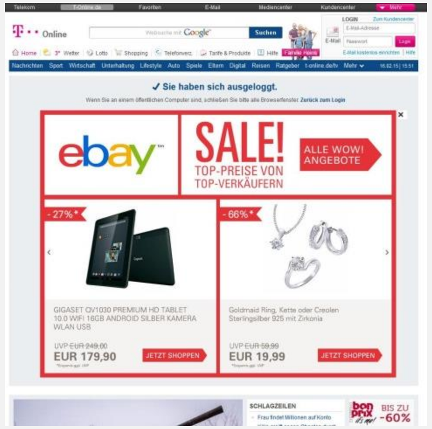
Digital (in %) · OoH (in %)

Excluding tobacco clients; * calculated on budget weighted shares

Example eBay: Cross-Media Packages to maximize Client Spending

- Using large & non-exchangeable portfolio as #1 OoH & #1 German online player to strengthen client relationship and maximizing campaign impact over all digital channels
- Higher margins, improved creative integration and better revenue visibility due to direct client contact
- Historic online-only client developed towards a top 10 account across all products and offerings

ONLINE



MOBILE

PUBLIC VIDEO

Summary: Our Ad Sales Units accelerate Cross Media Integration

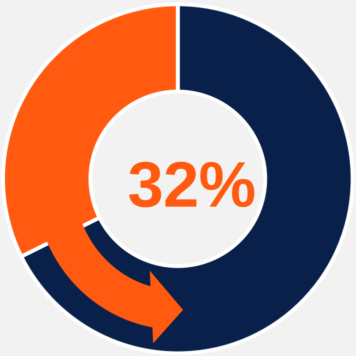
Ströer SMB Group

Local Media Services

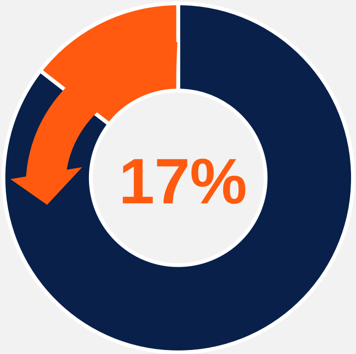
Ströer Sales Group

National Media Sales

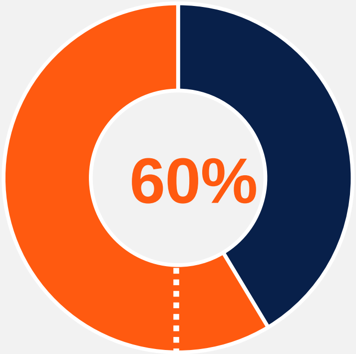
Share of small local clients (“signage & subscription”) vs. regional clients (“campaigns & services”)



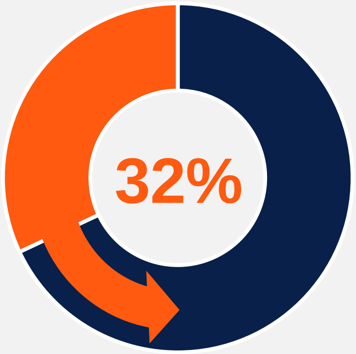
Share of digital services and ad revenues vs. Out-of-Home media and production revenues



Share of digital services and ad revenues vs. Out-of-Home media and production revenues



Share of direct client deals and relationships vs. revenues managed by media agencies/intermediates

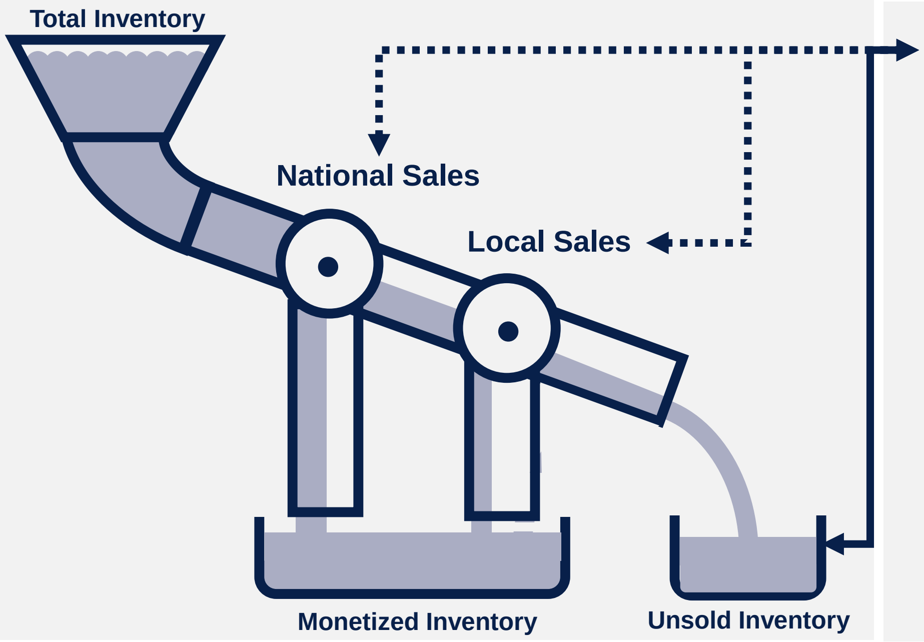


Revenue mix/structure on the basis of German market (e2017).

National Market: Pushing Cross-Media and Direct Deals

Ströer Transaction Group

Performance & Subscription



Marketing Toolkit

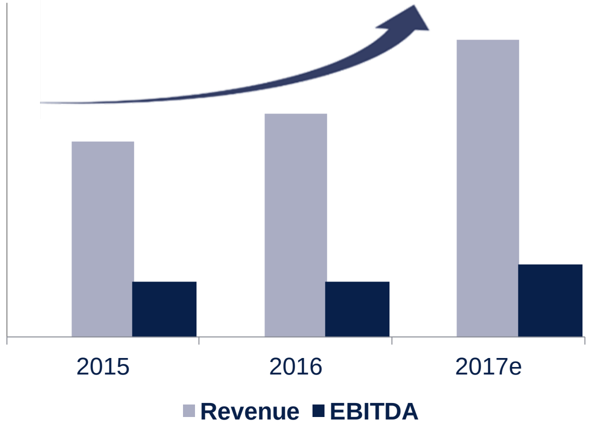
- >35 million unique users on owned and operated platforms
- >1 billion unsold OoH inventory
- >65 billion digital consumer data touchpoints per month
- Marketing & advertising KPIs via >50,000 national and local clients
- Owned and operated tech stack including DMP to optimize performance marketing
- Cross-marketing opportunities

Leveraging Marketing & Advertising Toolkit for Transactional Assets

M. Asam®

Accelerating Performance Marketing

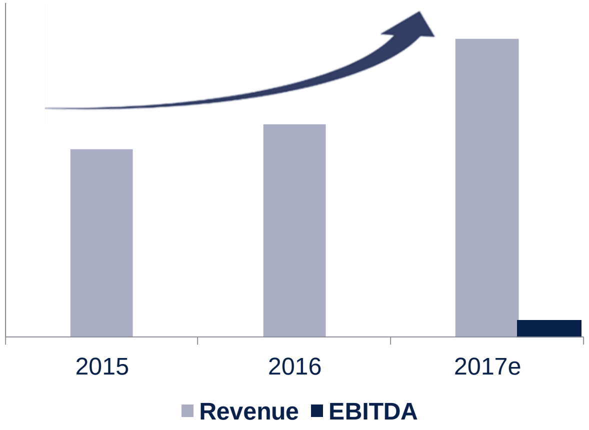
Revenue CAGR >25%



VITALSANA VERSANDAPOTHEKE

Pushing Broad Brand Presence

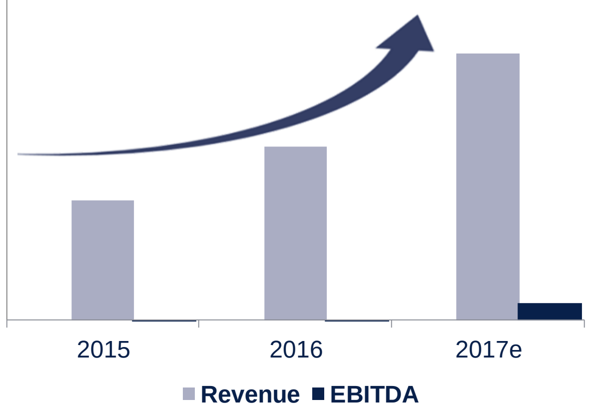
Revenue CAGR >15%



BODYCHANGE®

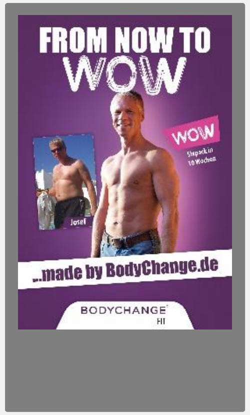
Pushing both Subscription and Online-Shop

Revenue CAGR >40%

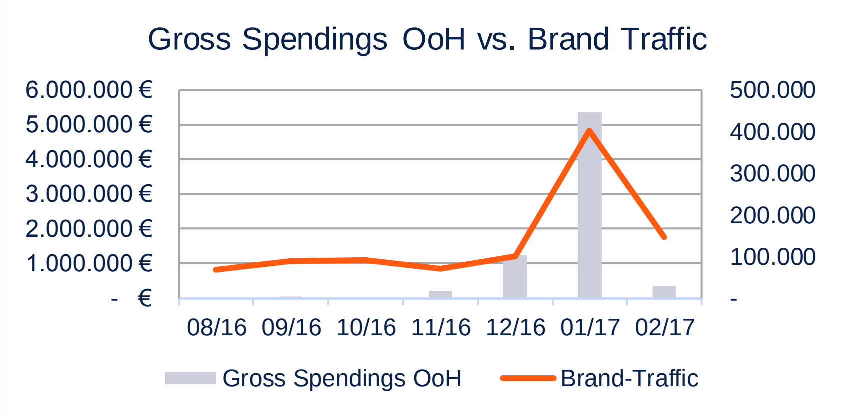


Marketing Case Bodychange: OoH drives Brand & Direct Traffic

OoH Campaigns – for Brand & REWE Coop



Boost for Direct Traffic



Multi-Channel Model

- Leveraging group relationship with REWE for roll-out of multi-channel presence; in combination with strong local OoH campaign to push sale
- Co-operation with health insurances regarding health protection: Bodychange as licenced partner allows clients to get subscription funded and subsidized by health insurances
- Network effects between online-/offline media as well as different sales channels

Unchanged Priorities: Our strategic Focus for 2017

1. <u>Out of Home:</u> focus on organic growth and on-going digitisation
2. <u>Digital Content:</u> organic growth by leveraging further synergy potentials
3. <u>National Sales:</u> driving market consolidation to the next level
4. <u>Local Sales:</u> further build-up of sales force & cross-media strategy
5. <u>Transaction Business Models:</u> optimizing our waterfall approach

Strategic Update & Group Development

Financial Steering

Steering the Ströer Group – Key Performance Indicators

In 2016, all Key Performance Indicators of Ströer Group performed well

Key Performance Indicators of Ströer

- **ROCE** 16.9%
- **Organic Revenue Growth** 7.2%
- **Free Cash Flow before M&A** 138.5 EURm
- **Operational EBITDA** 285.2 EURm
- **Net Income Adjusted** 156.3 EURm

Our Targets for 2017: Consistent KPIs & Sustainable Performance

Our Key KPIs and Guidance Statements

1	Total Revenues	~1.3 bn €
2	Organic Growth	mid to high single digit
3	EBITDA	>320 m€
4	Free Cash Flow	~145 m€
5	Net Income Adj.	> 175m€
6	ROCE	Stable (PY: 16.9%)

Guidance Achievement Year by Year

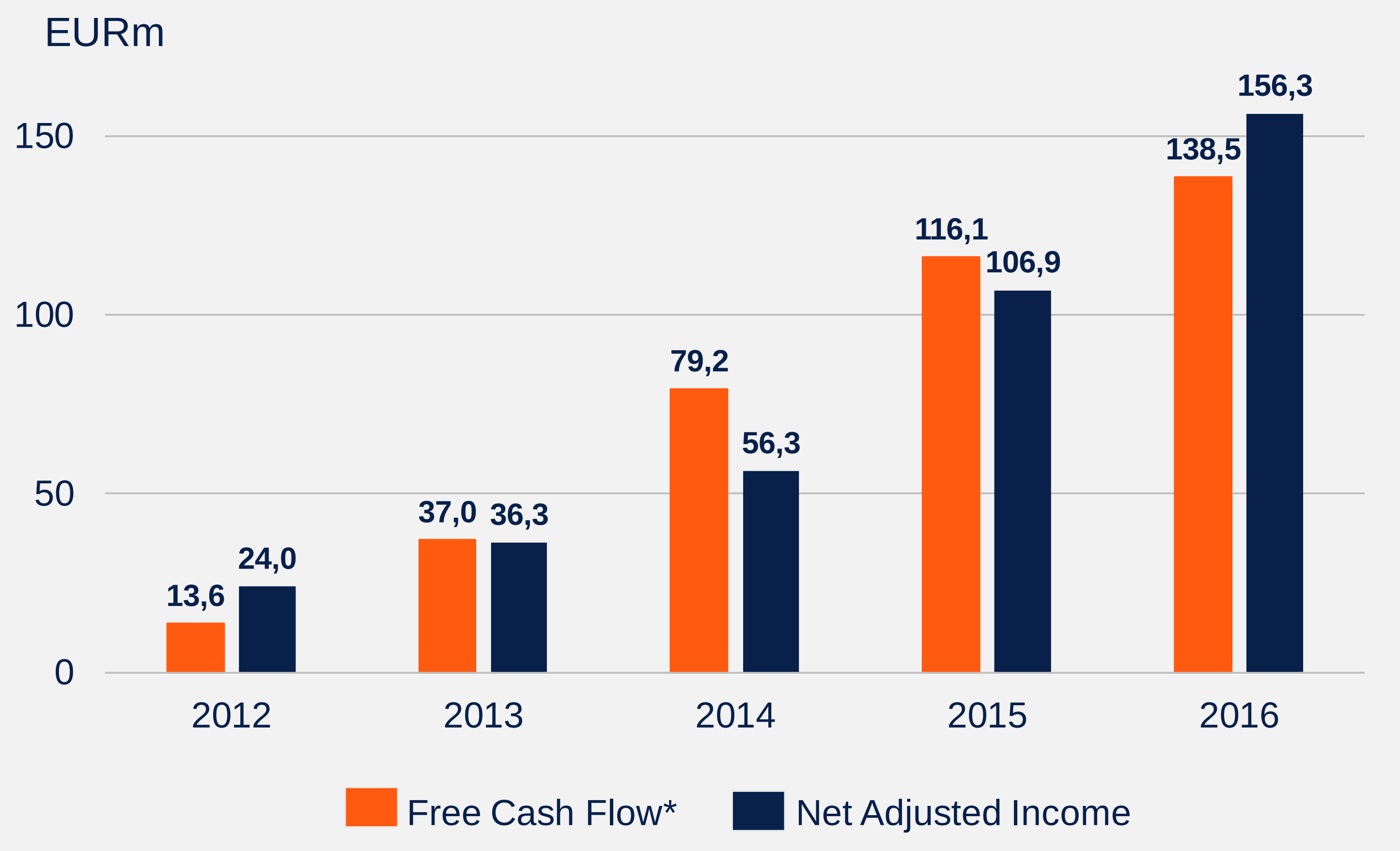
EURm	2013			2014			2015			2016			2017E	
	Guidance	Actual		Guidance	Actual		Guidance	Actual		Guidance	Actual		Guidance	Actual
Organic growth	Low single digit	**3.5%**	✓	>10%	**11.4%**	✓	High single digit	**9.8%**	✓	5-10%	**7.2%**	✓	5-10%	
Operational EBITDA	Moderate increase	**118 (+10%)**	✓	~145	**148**	✓	>200	**208**	✓	>280	**285**	✓	>320	
Net Income Adj.	Moderate increase	**36 (+51%)**	✓	>50	**56**	✓	~100	**107**	✓	>150	**156**	✓	>175	
Free cash Flow*	Moderate increase	**39**	✓	Slight increase	**80 (+103%)**	✓	~100	**116**	✓	~135	**139**	✓	~145	
Return on Capital Employed (ROCE)	Moderate increase	**10.3%**	✓	>10%	**13.8%**	✓	Consider-able increase	**15.4% (+1.6% p.p.)**	✓	stable	**16,9 %**	✓	~16.9%	

Source: Company filings, broker research

* Free Cash Flow before M&A

Strong Cash Conversion Rate

Cash conversion rate around 1,0 over time



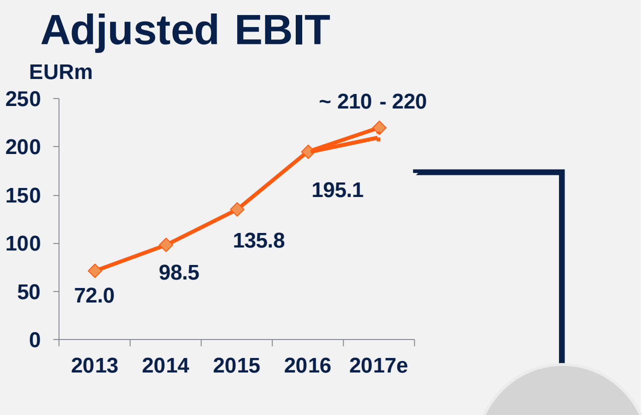
Analysis

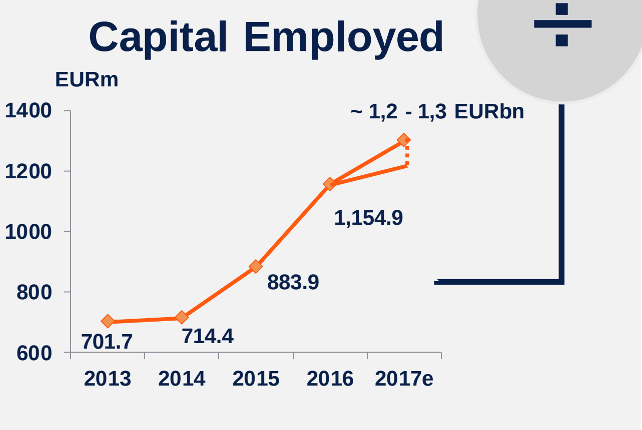
- Strong operational performance translates into strong earnings growth as well as free cash flow growth
- Cash conversion rate since 2012 at around 1,0 in the average
- Free cash flow* growth expanding stronger than net adjusted income
  - Free Cash Flow:
    CAGR 2012-2016: > 150%
  - Net Income (adjusted):
    CAGR 2012-2016: > 60 %
- Cash Flow is the central KPI of the Management Board

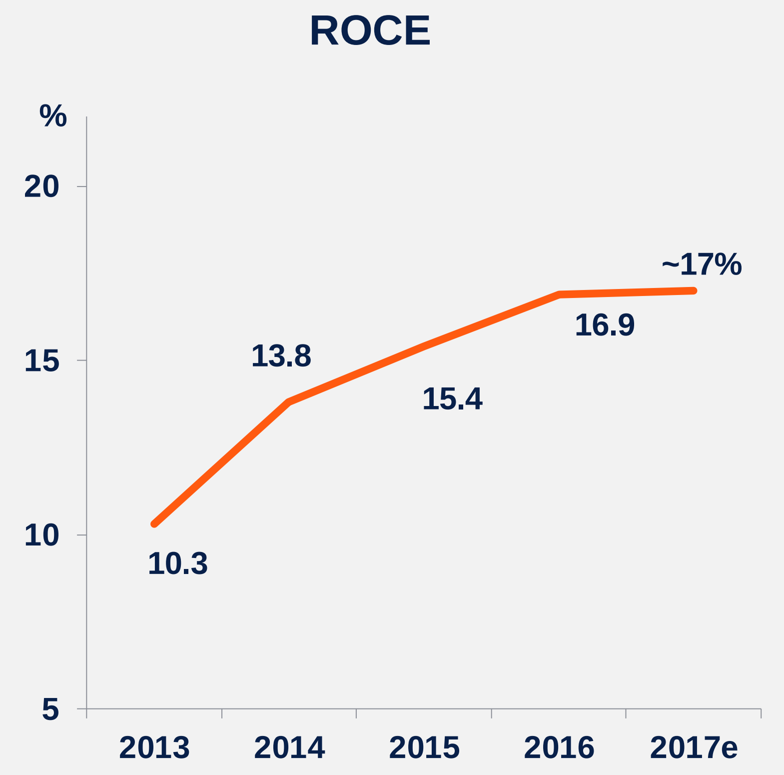
* Free Cash Flow before M&A

Stable ROCE in 2017 expected

ROCE Development over Time







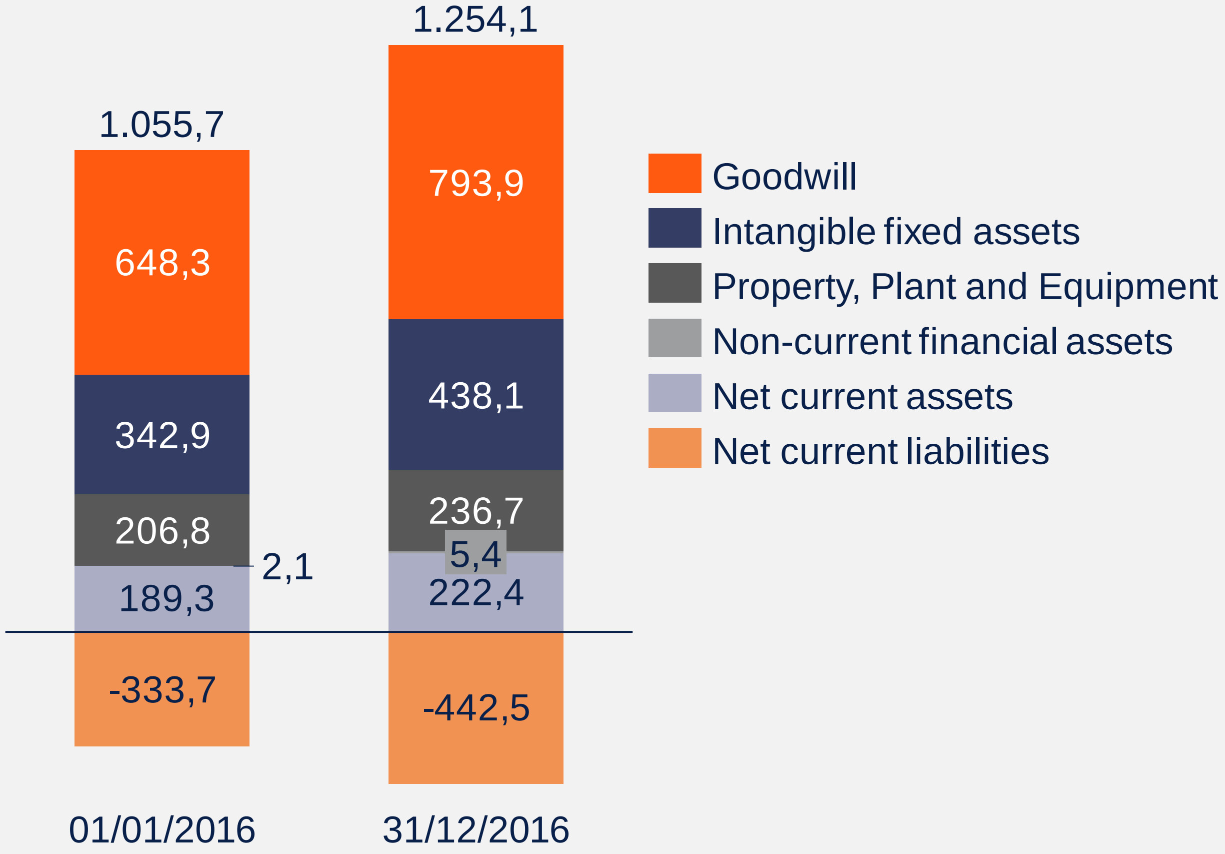
Analysis

- EBIT Adjustments:
  - exceptional items
  - D&A of M&A related revaluations (PPA effect)
- Increasing Adjusted EBIT in line with strong operational performance
- Capital Employed arithmetic average of total assets less non-interest-bearing responsibilities
- Increasing Capital employed due to investments and acquisitions
- Stable ROCE in 2017 expected

Two Views on Capital Employed Calculation 2016

Composition of Capital Employed

In EURm



Capital Employed (**including** goodwill):

$$\frac{1055{,}7 + 1254{,}1}{2} = \mathbf{1.154{,}9}$$

Capital Employed (**excluding** goodwill):

$$\frac{407{,}4 + 460{,}2}{2} = \mathbf{433{,}8}$$

Ströer‘s ROCE (w/ and w/o goodwill) outperforming Peergroup

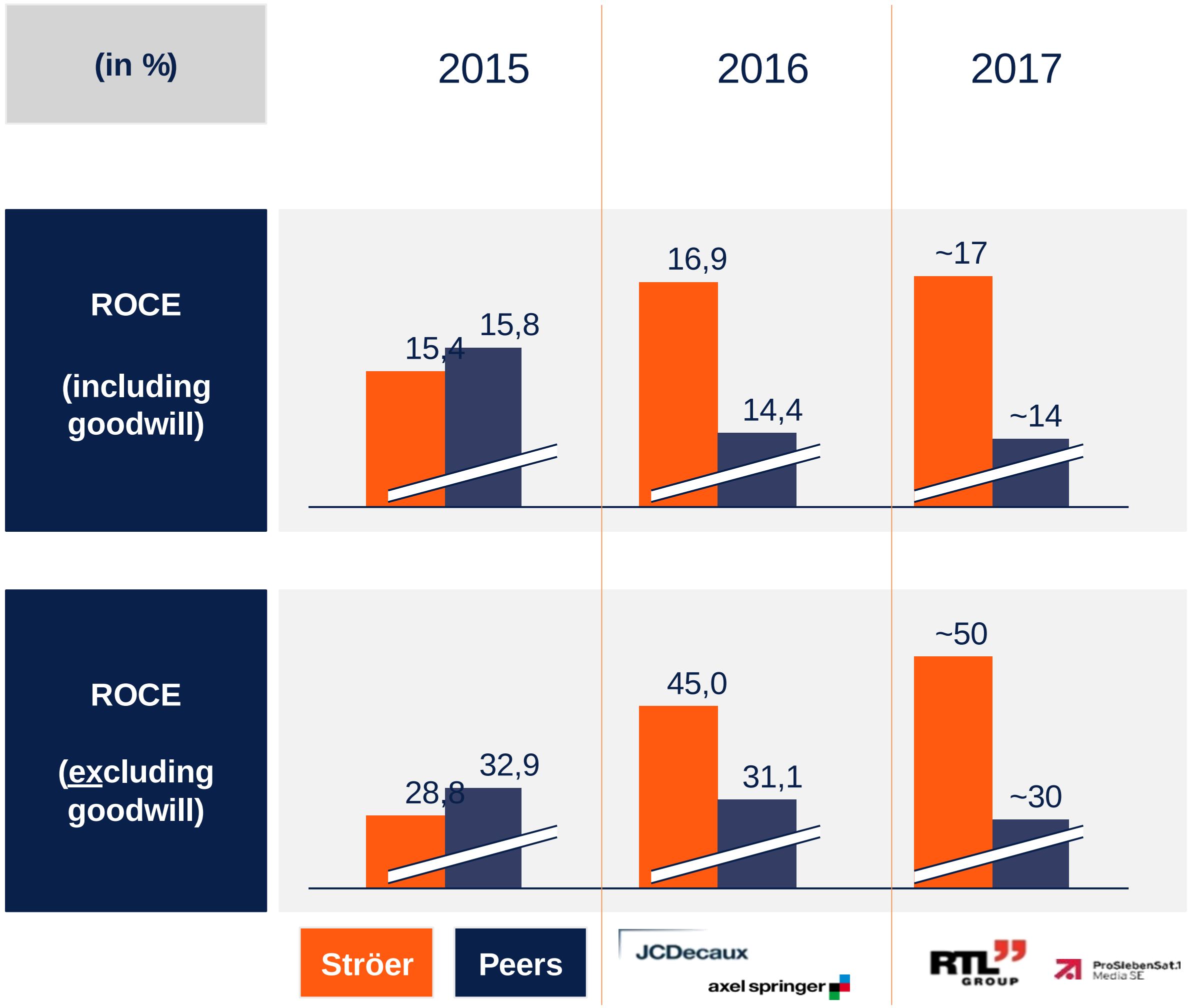
Ströer 2016

ROCE 2016
(including goodwill):

16,9%

Roce 2016
(excluding goodwill):

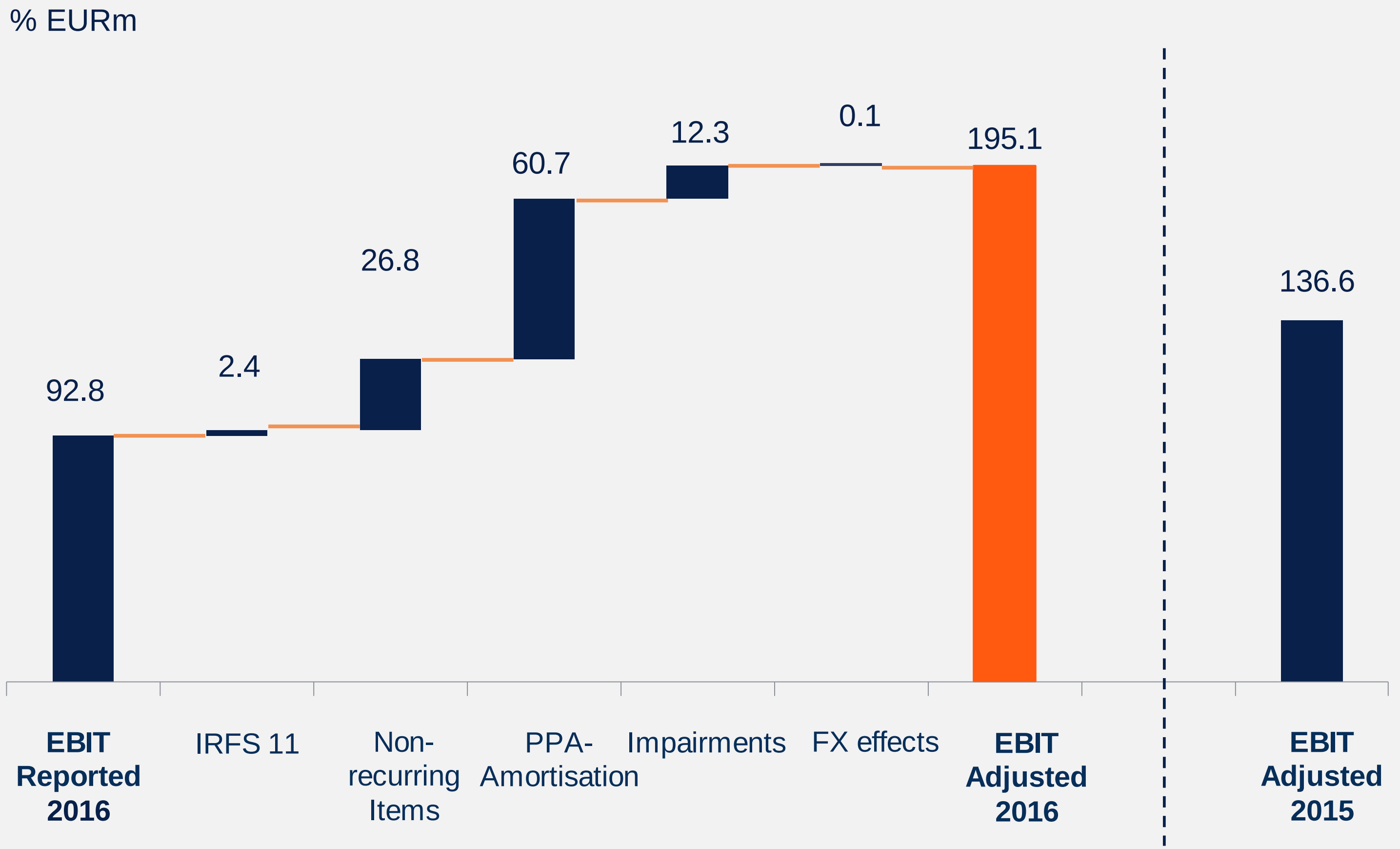
45,0%



Source: Company filings, JP Morgan research

Transition of EBIT to EBIT Adjusted

Development of Net Income Adjusted

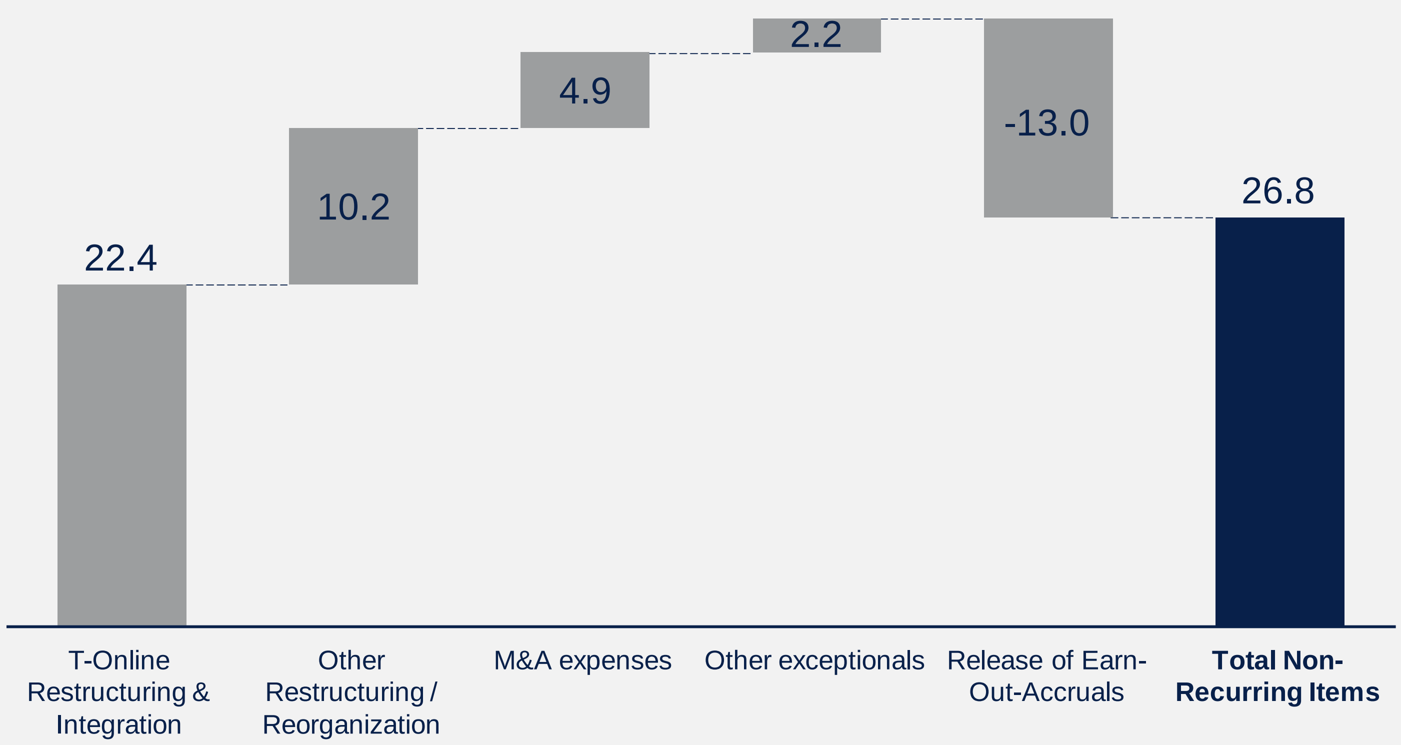


Analysis

- Non-recurring items strongly driven by T-Online migration and restructuring
- D&A of M&A related revaluations (PPA Amorization)
- More than 40% increase of adjusted EBIT as result of strong operational growth

2016: Year of Restructuring and Integration

Non-recurring items 2016

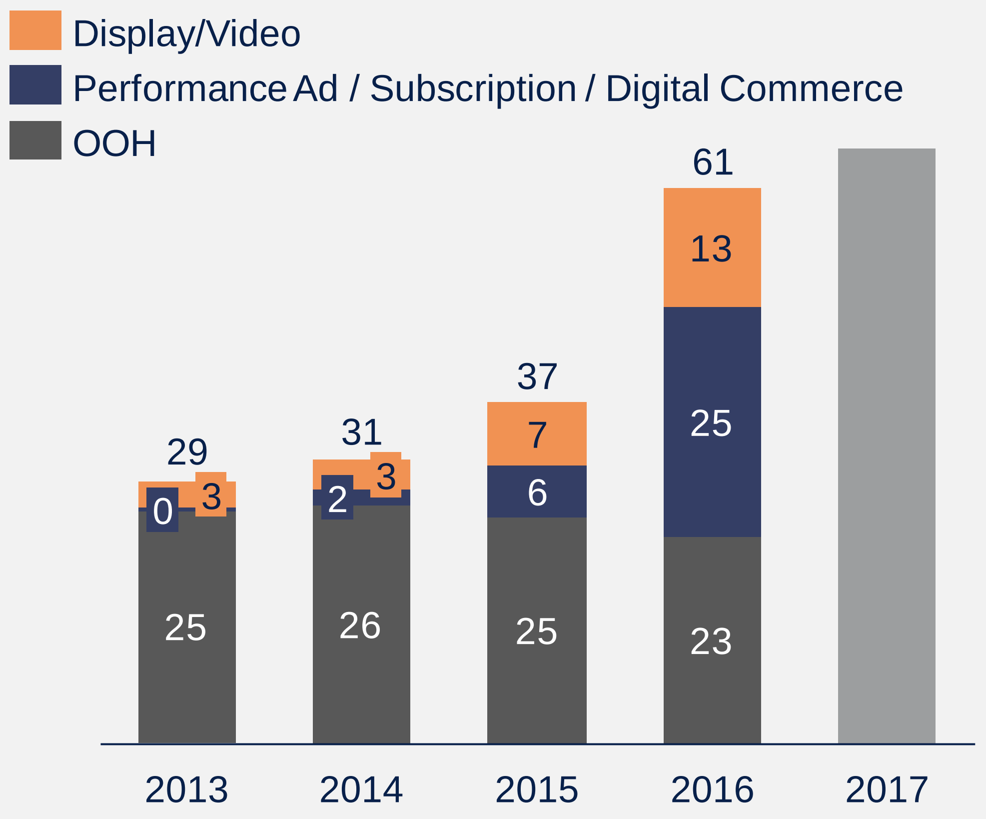


Analysis

- Basically all exceptional expenses of 40 mEUR in the Digital segment
- More than 30 mEUR exceptional expenses for integration and restructuring activities
- More than 50% of exceptional expenses related to T-Online migration and restructuring
- Exceptional expenses will go down significantly in 2017

Depreciation on PPA (2013 – 2017)

Depreciation on PPA



Analysis

- OoH based on M&A related revaluations of intangible advertising concessions (eg. Acquisition of Deutsche Städtemedien in 2006)
- Strong increase especially in 2016 mainly driven by following acquisitions:

	2013	2014	2015	2016
T Online*			3,4	16,7
GIGA**		0,8	3,7	4,3
Statista				3,1
Permodo			0,2	1,5
bodychange				1,4
Regiohelden***			0,4	1,2
Asam				1,1
Other Digital	3,2	4,1	4,9	9,0
Total Digital	3,2	4,9	12,6	38,2

* T online including IAM; ** GIGA including GIGA kino, webguidez, Spieleaffe, Spieletipps, Erdbeerlounge, Ströer Entertainment Web; *** Regiohelden including OMNEA

New Standard: IFRS 16 - Leases

IFRS 16

- Replaces previous standard IAS 17 – Leases
- Becomes effective on 1 January 2019
- Earlier application is permitted (planned for 1 January 2018)

Application of IFRS 16 for Ströer

- Advertising contracts with private lessors should mainly be classified as „finance leases“ in the future, which means:
  - Capitalization of the „right of use“ by recognizing present value of the future lease payments as intangible assets
  - Recognition of the obligation to make future lease payments as financial liabilities

New Standard: IFRS 16

Current situation before IFRS 16

Consolidated Statement of Financial Position

31 December 2016

New Standard: IFRS 16

New Standard Applied to Ströer

Consolidated Statement of Financial Position

31 December 2016

under the new

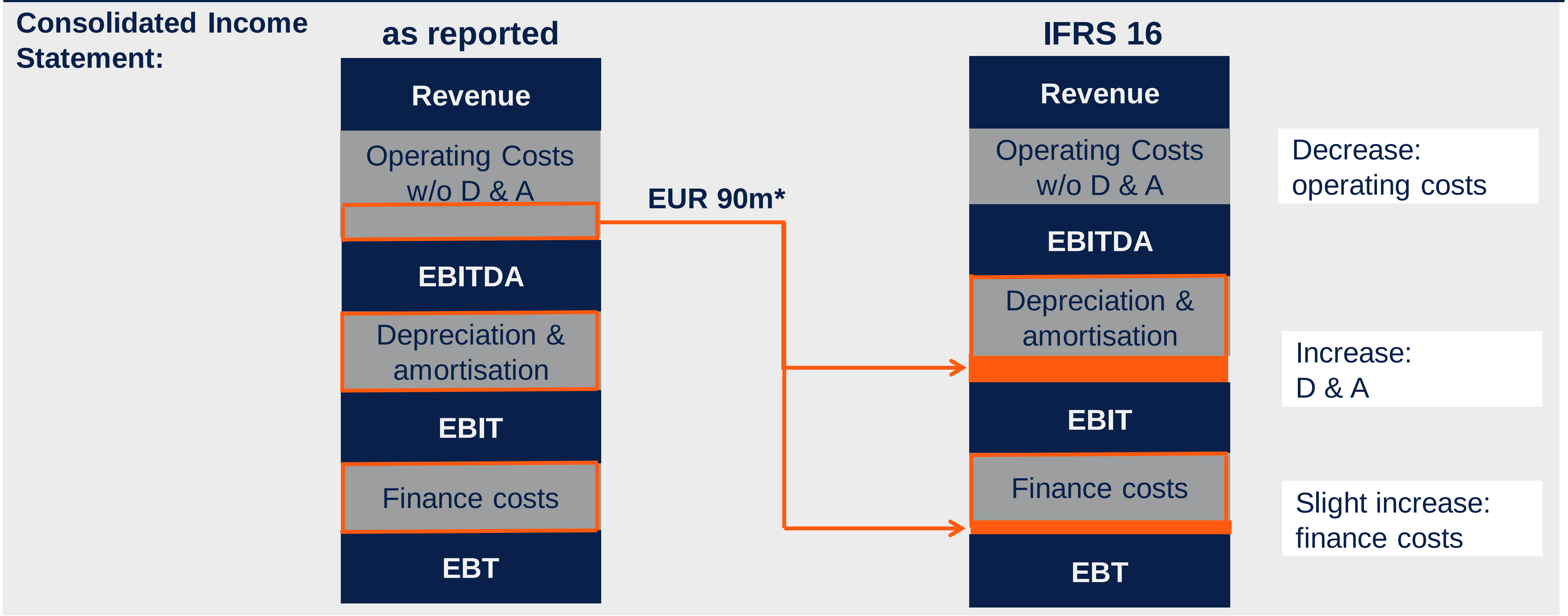
IFRS 16

Assets	Equity
Assets EUR 1,725m	Equity EUR 660m
	Liabilities EUR 1,065m
additional Intangible Assets EUR 400m*	additional Fin. Liabilities EUR 400m*

* Amounts represent an initial assessment and are based on note 35 of our annual report 2016 (page 152). Final classification of lease contracts is depending on further investigation.

New Standard: IFRS 16

Applied to Ströer



* Amounts represent an initial assessment and are based on note 35 of our annual report 2016 (page 152). Final classification of lease contracts is depending on further investigation.

New Standard: IFRS 16 – Major Impact for Ströer KPIs

Expected impact on Ströer KPI

- EBITDA: increase by around EUR 90m*
- Net Debt: increase by around EUR 400m*
- Leverage Ratio: increase by around 0.8 times*

* Amounts represent an initial assessment and are based on note 35 of our annual report 2016 (page 152). Final classification of lease contracts is depending on further investigation.

Other Accounting Changes

1st January 2016:

- Organic Growth Presentation in alternative ways
- Introduction of Product Groups in the Digital Segment

1st January 2017:

- Outline of Cash Flow Presentation
- Further break down of Product Groups in the Digital Segment

1st January 2018 (planned)

- Introduction of IFRS 16
- Elimination of IFRS 11-Adjustment

Breakdown of Ströer Group's Statutory Net Sales 2016

Ströer Group:
1,135.1 EURm*

OoH Germany: **501.2 EURm**	OoH International: **135.6 EURm**	Digital: **514.8 EURm**
Large Formats: **231.2 EURm**	Large Formats: **110.2 EURm**	Display: **249.1 EURm**
Street Furniture: **141.5 EURm**	Street Furniture: **19.0 EURm**	Video: **105.4 EURm**
Transport: **61.1 EURm**	Other: **6.4 EURm**	Transactional: **160.4 EURm**
Other: **67.4 EURm**		

* Management View (IFRS adjustment); Including Consolidation effect of -16.4 EURm

More detailed Reporting of Product Segment Transactional

Transactional

160 EURm 2016

- Monetisation of traffic of own assets via affiliate and performance marketing offers
- Dedicated subscription models & SMBs marketing services
- Own e-commerce models and integrated shopping concepts

Performance Ad & Subscription

138 EURm 2016

- Lead generation
- Affiliate Marketing
- Performance Marketing (CpX-Deals)
- Local Digital Services
- Subscription

RegioHelden FOODIST omnea statista

Digital Commerce

22 EURm 2016

- Trade with products in specific verticals
- Clear focus - in line with content assets and marketing toolkit - on beauty & health vertical with strong growth perspective

VITALSANA M. Asam

Segment “Digital”: Revenue Streams & reported Products (2017e)

Display (Desktop & Mobile)
35 – 40% of revenue

- Monetisation of digital traffic (mobile and desktop) via display advertising
- Strong German No.1 position with exclusive 3rd party inventory as well as own assets (~ 35-40%)
- To agencies, direct clients, SMBs

Video (Multiscreen)
15 - 20% of revenue

- Monetisation of video views across home/desktop, mobile and public screens
- Dedicated video specialists for own assets as well as sales house and product/tech development
- To agencies, direct clients, SMBs

Performance Ad & Subscription
~30% of revenue

- Monetisation of traffic of own assets via affiliate and performance marketing offers
- Dedicated subscription models & SMBs marketing services

Digital Commerce
~15% of revenue

- Trade with products in specific verticals
- Clear focus – in line with content assets and marketing toolkit – on beauty & health vertical with strong growth perspective

Guidance in Detail for 2017

Group	Reported Sales	**~ 1.3 EURbn**
	Organic Growth	**Mid to high single digit percentage**
	Operational EBITDA	**> 320 EURm**

Segments	Digital	OoH Germany	OoH International
	Organic Growth **Around 10 percent**	Organic Growth **Mid single digit percent**	Organic Growth **Low single digit percent**
	EBITDA-Margin **25 – 30 percent**	EBITDA-Margin **Stable yoy**	EBITDA-Margin **Slight improvement**

Financial Steering

Our Platforms: Location- and Content-based Reach

Accelerating and Fine-Tuning our Digital OoH Roll-out Strategy

1. Both our financial and operational capabilities enable us to roll-out more screens faster and across all promising touchpoints.

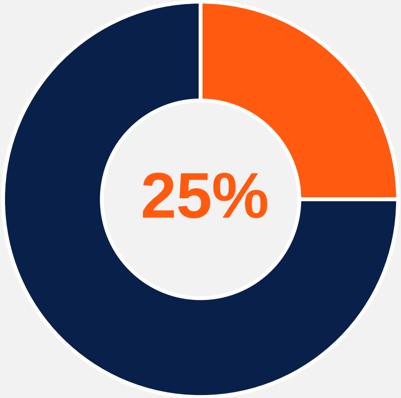
2. Demand in “market place locations” (i.e. stations & public transportation systems) is growing and we want to increase inventory also in smaller cities.

3. Short-term opportunities to completely “own” the mall segment with sustainable long-term benefits.

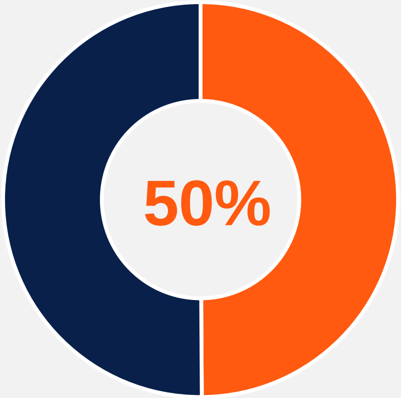
4. Fully loaded pipeline for roadside screen roll-out with optimized implementation funnel after 9 months into the project.

Delivery against our 4 Year Target of +1,000 Premium Screens?

time gone



target delivery



Location		Q2/2016	Q2/2016	FC Q4/2017
Stations		1,052	+97	+80
Malls		2,137	+198	+80
Public Transport		303	+86	+120
Roadside		7	+119	+80
TOTAL		3,499	+499	+420

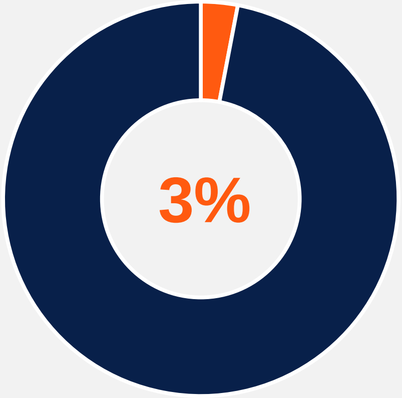
Updated Digitisation Strategy across our Key Touchpoints

Location		Q2/2016	FC Q4/2017	e2018	e2019	e2020
Stations		1,052	1,230			
Malls		2,137	2,415			
Public Transport		303	510			
Roadside		7	205			
TOTAL		3,499	4,360	4,855	5,350	5,800

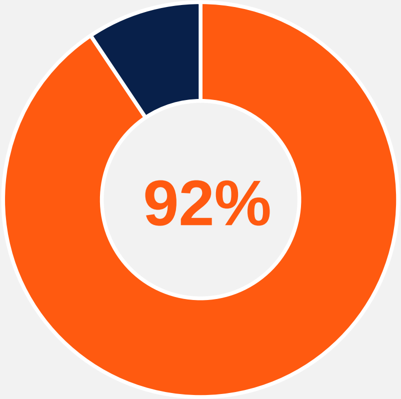
On-going optimisation and fine-tuning of roll-out plan between touchpoints to balance CAPEX, short-term EBITDA & opportunities as well as long-term strategy.

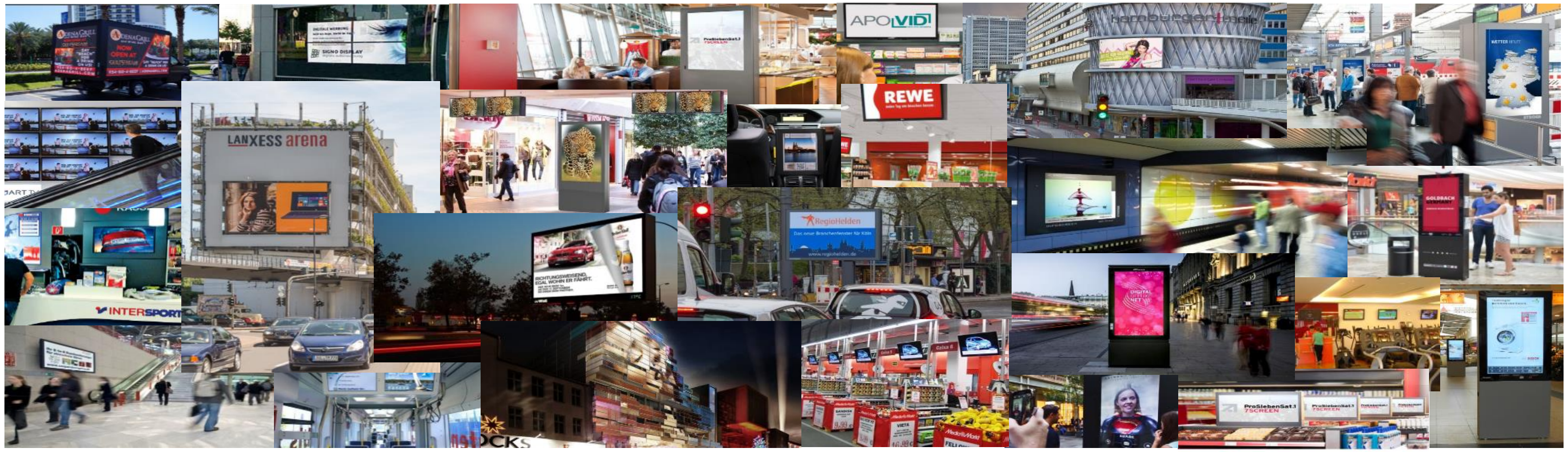
Ströer DOoH/Public Video Market Shares: Only Premium works today

Share of Screens*



Share of AdSpend**





- Train Station
- Street & Inner City
- Fast Food Restaurant
- Cinema
- Consumer Electronics Market
- School & University
- Shopping Mall
- Public Transport
- Airports
- Pharmacy & Surgery
- Super-market
- Gym

Source: * Invidis (2015); ** FAW (2015), exkluding "WKZ" (Advertising Subsidy)

Three Clear Principles for our further Digitisation Strategy

1. Clear focus on the extension of owned and operated top premium inventory – with robust roll-out process

2. Selective but constant development of large format highlights

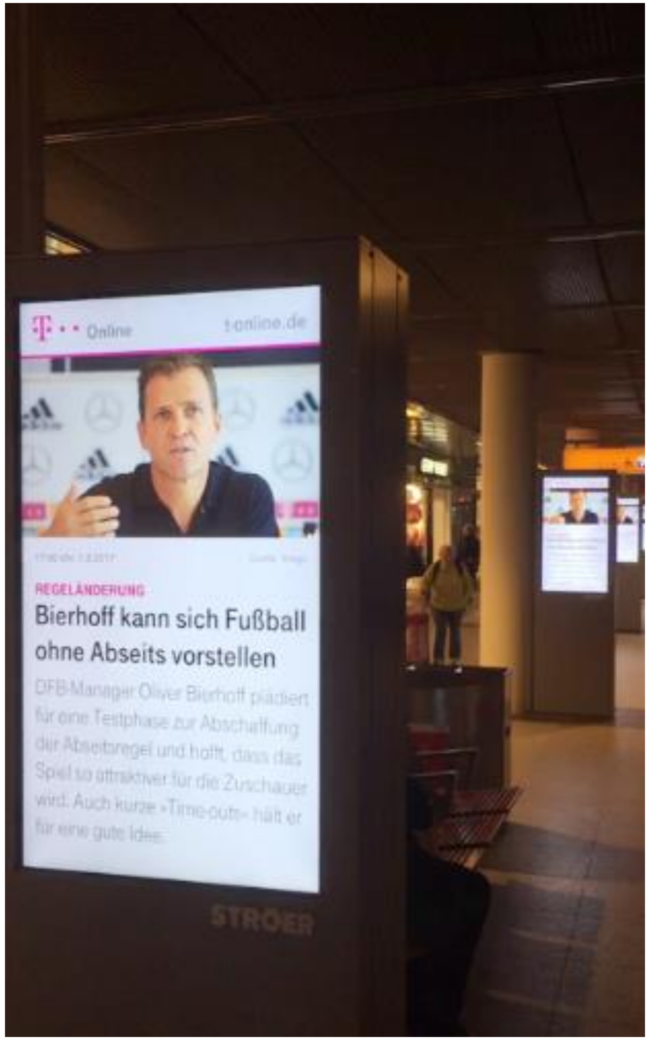
3. Looking into technological and local/regional sales approach for long tail inventory

Shopping Mall No. 100: “Mall of Berlin”

Top Class Location since January 2017, 39 Screens, Duration of Stay 1.5 hours; 60 & 70 inch premium Products

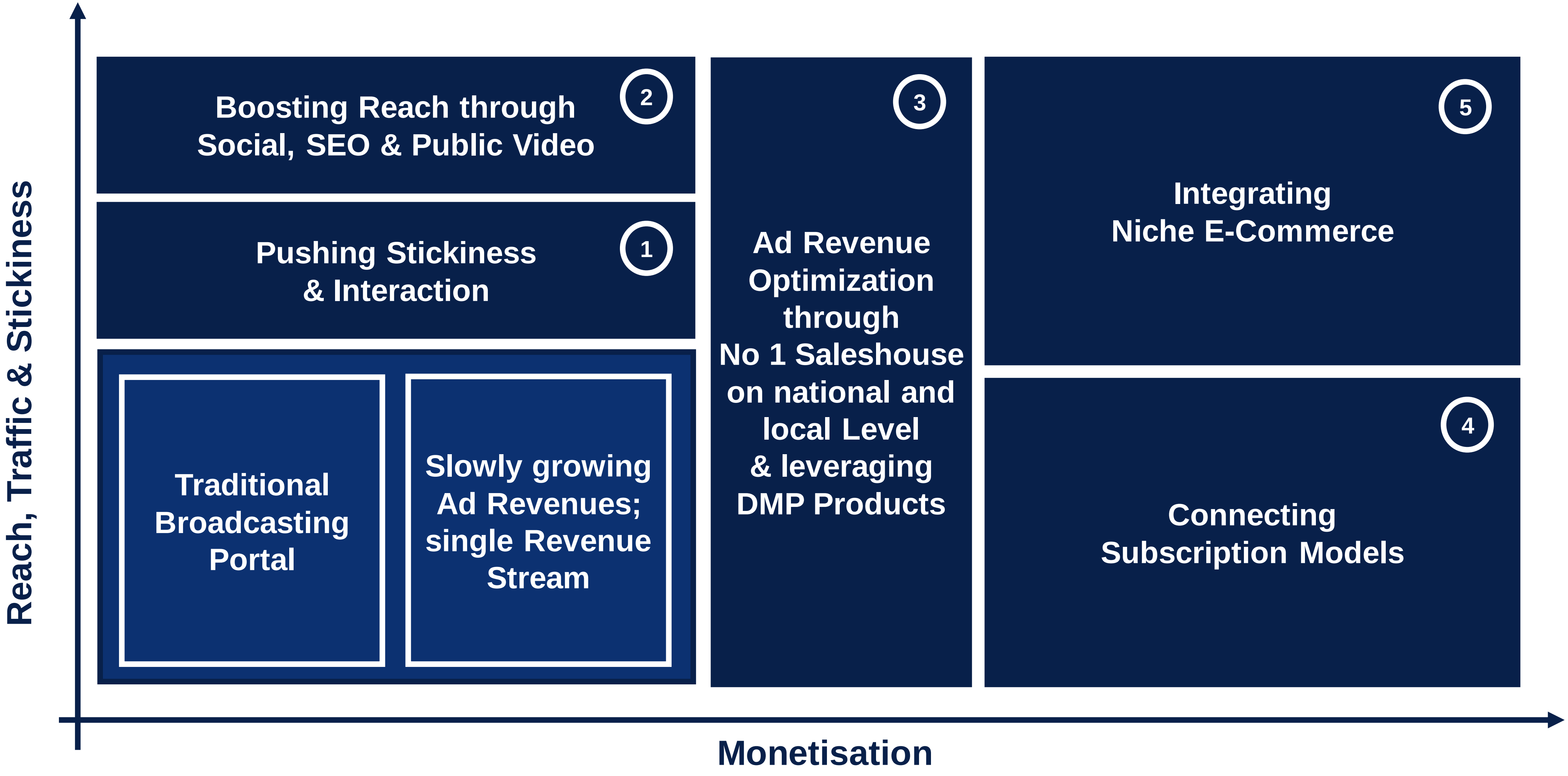
Growing Public Distribution Platform for T-Online …

Growing Public Distribution Platform for T-Online …

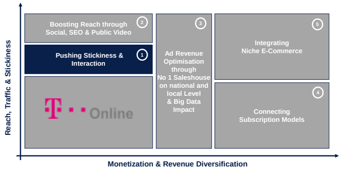


T-Online “NEXT”

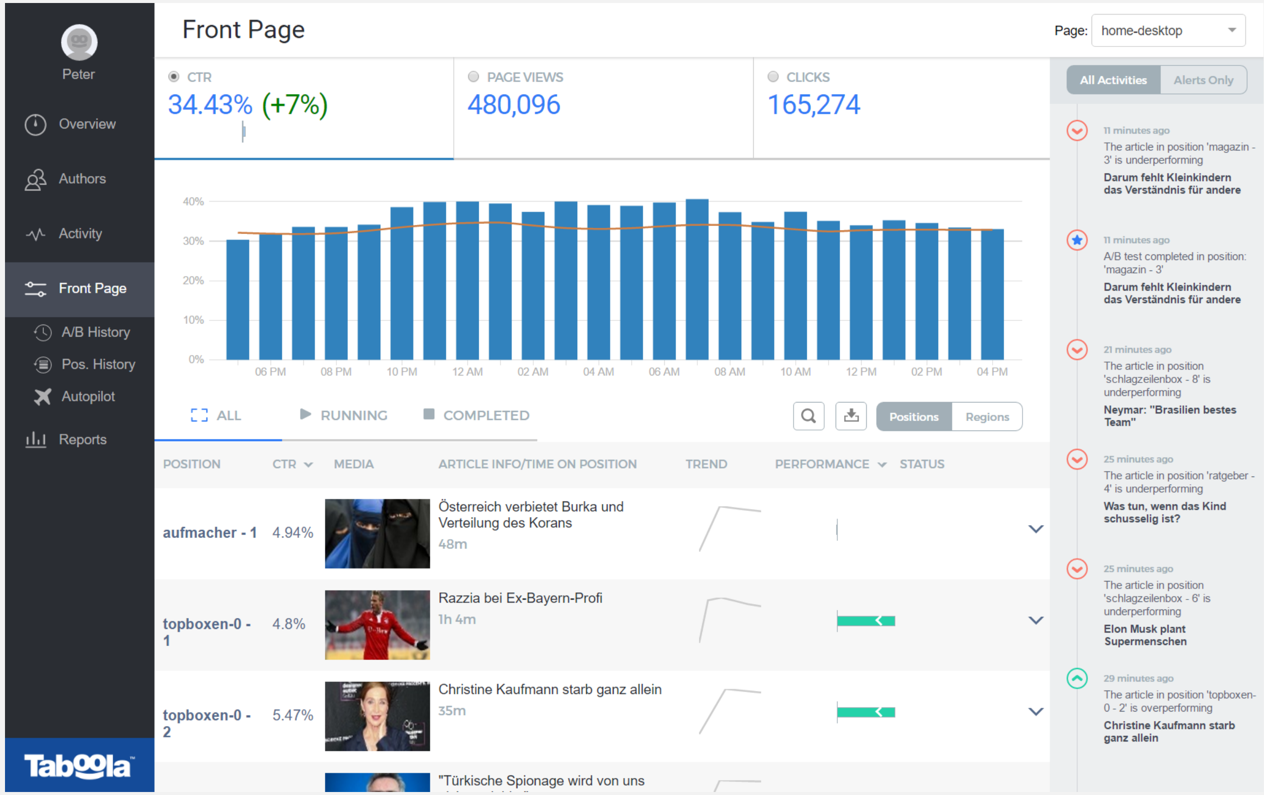
Ströer Value Creation Model for Digital Content & Transaction



T-Online: Leveraging Ströer Performance Publishing Suite

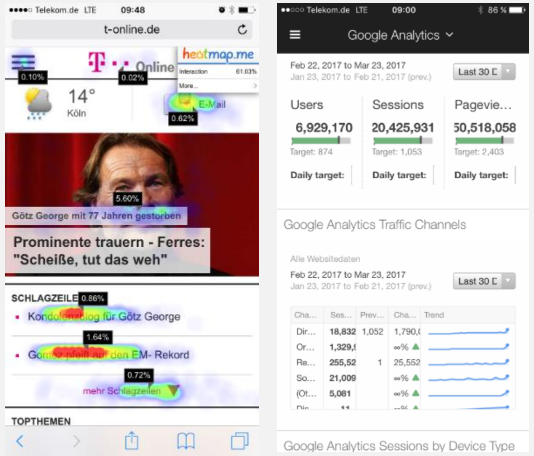


Example: New A/B headline testing tool "Newsroom"

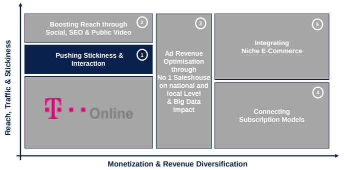


Driving T-Online Stickiness

- Live tracking (clicks, bounce rates, page views) on each page (desktop and mobile)
- Real time optimization of websites and elements incl. shopping modules
- Increase of user interaction rates and site stickiness beyond historic benchmarks
- Same & consistent tool for all assets: synergies and knowledge exchange



Central Ströer Video Unit tripling historic Video Content



Production Studio in Cologne supporting all Assets & Segments

Massive Quantitative & Qualitative Effects

1 Launch in April 2016

- Besides video producing, the unit is steering the video area of t-online.de

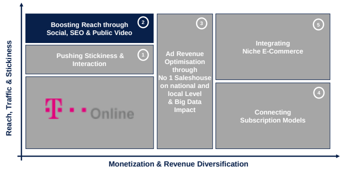
2 Further Scalability

- Same team increased its output from 35 to >50 (+>40%) videos (short-format) per day
- Price per piece 35% below decentralised historic setup

3 24/7 Real-time Output

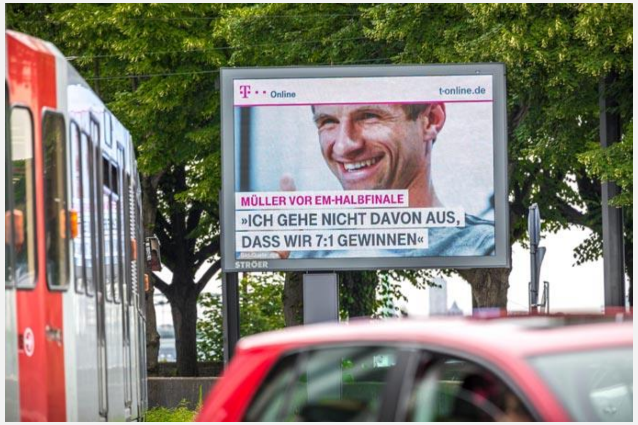
- Shift operations guarantee 24/7 output connected to performance analytics
- Fundamental traffic driver for news & service portal like T-Online

T-Online: Smart Traffic Growth Hacking

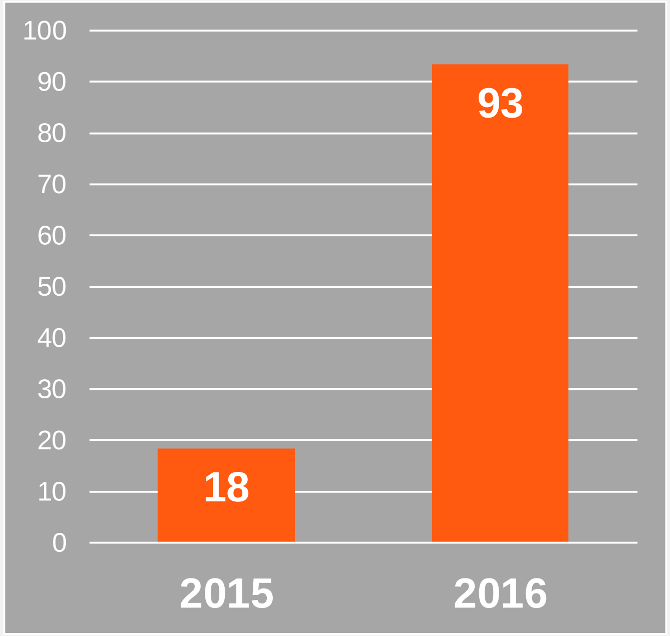


Public Video
40m Uniques/month

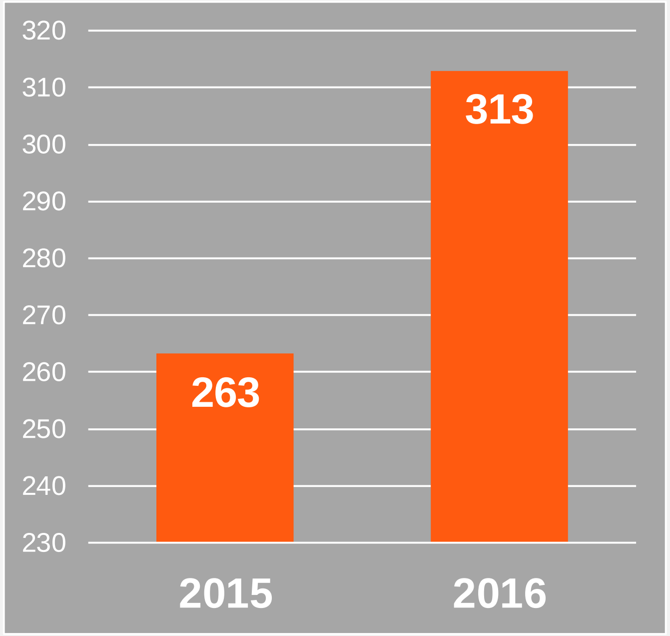
- T-Online content & brand presence since Q2/2016 on Public Video
- Massive marketing effect supporting homepage traffic



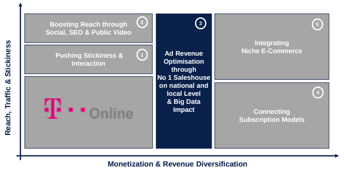
Social-driven Visits (million)
406% YoY growth



SEO-driven Visits (million)
19% YoY growth



T-Online: Leveraging Ströer Sales Organisation & Power



eCPM – eCPCs*

Over the last year, T-Online was able to increase the monetisation of ad inventory significantly

Video eCPM: +7%

- PreRoll & MidRoll Ads, sold on a CPM basis
- Smarter packaging and bundling with group inventory and public video; direct deals with larger FMCG clients

Web eCPM: +13%

- Display Ads, sold on a CPM basis
- Integrating special interest inventory in existing Ströer channels; significant programmatic uplifts

Mobile eCPM: +22%

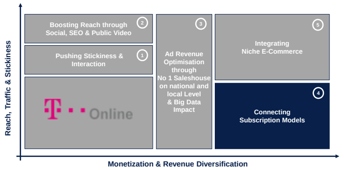
- Display Ads, sold on a CPM basis
- Growing share of "Multiscreen"-Deals: Bundling of Mobile and Web to push mobile CPMs

Shopping eCPC: +11%

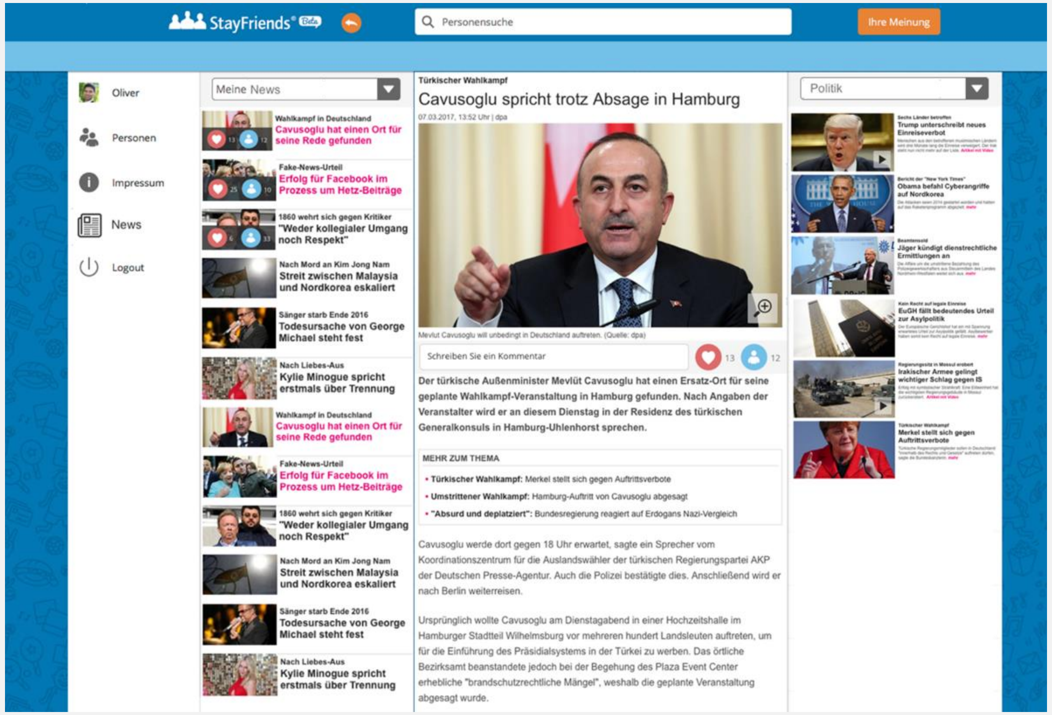
- Display Ads, sold on a CPC basis
- Leveraging Ströer direct client relationships as well as group benchmarks for improved client price negotiations

* Comparing 1-12/2016 vs. previous year

StayFriends becomes T-Online's Social Network

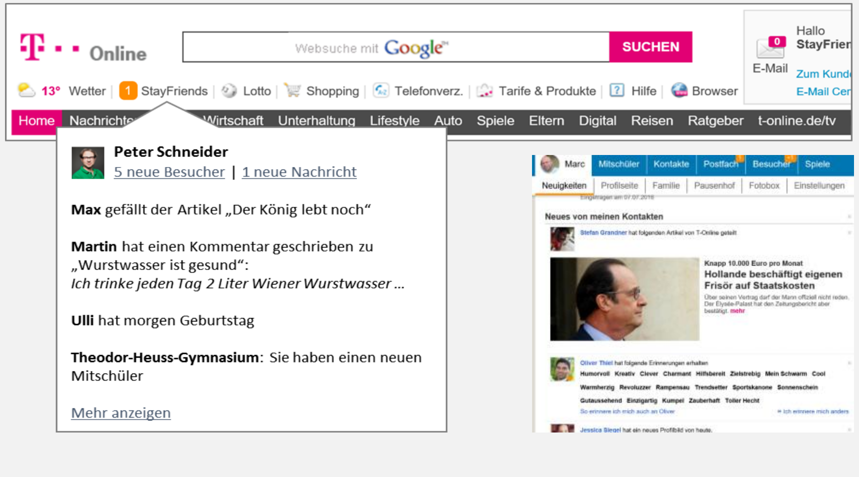


Deep two-way Integration

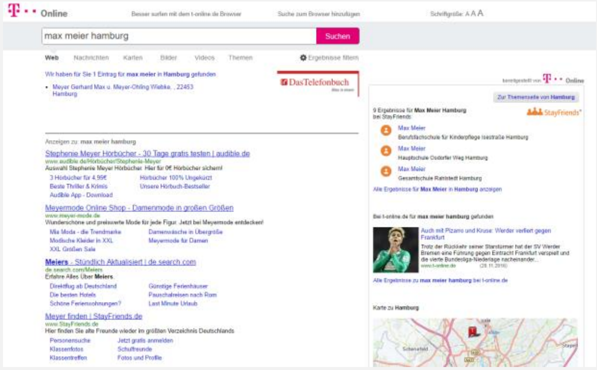


T-Online delivers content for StayFriends newsfeed & gets backlinks from StayFriends

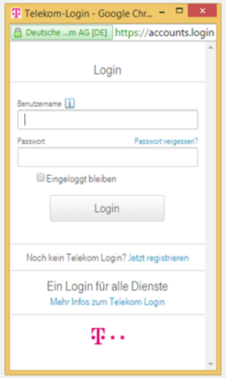
SF becomes TOL Social Feed



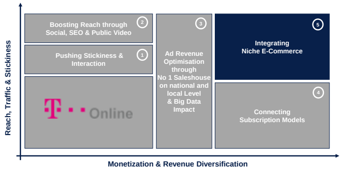
Value Adding Products



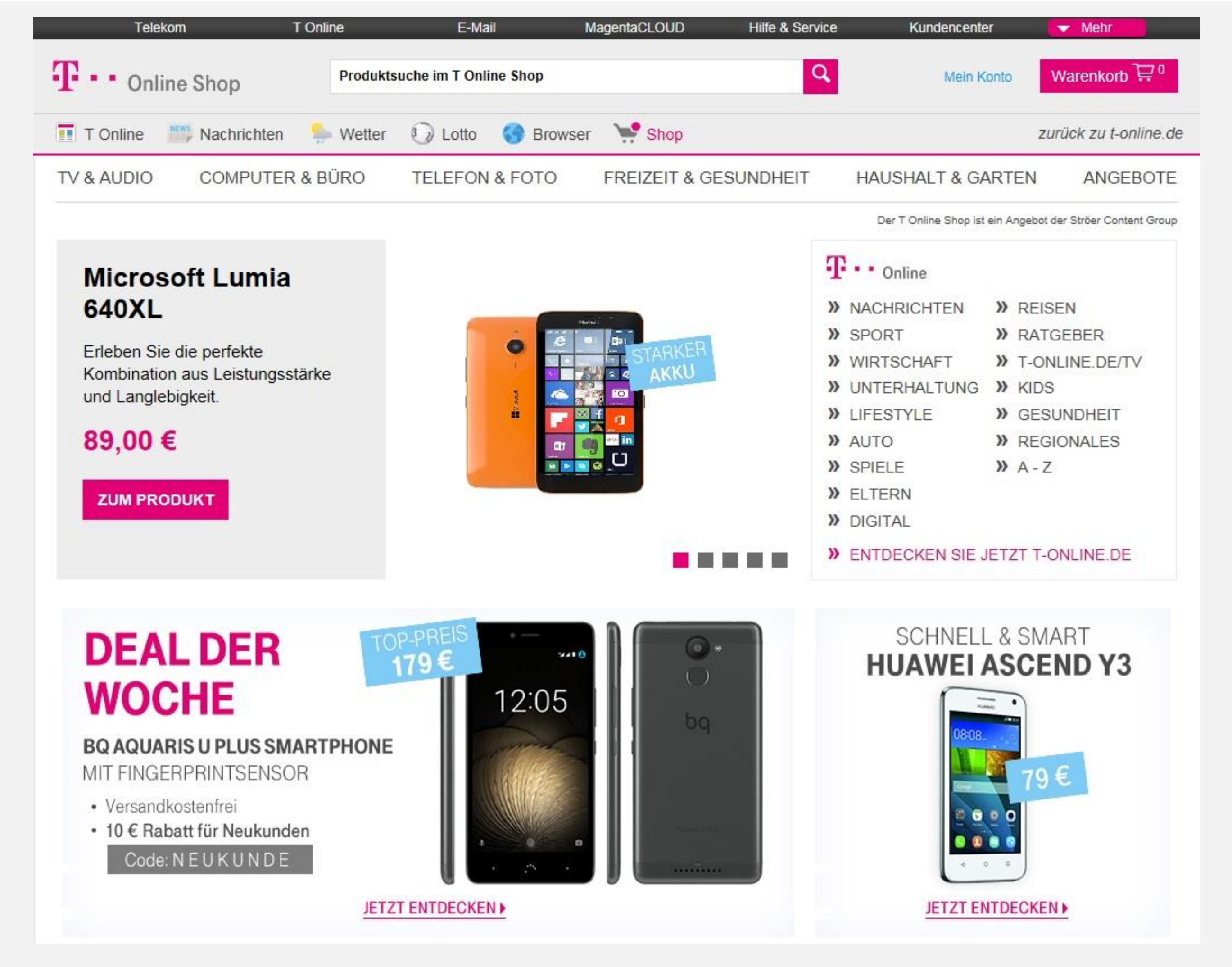
New search features like friends & connection finder



Single community sign-on

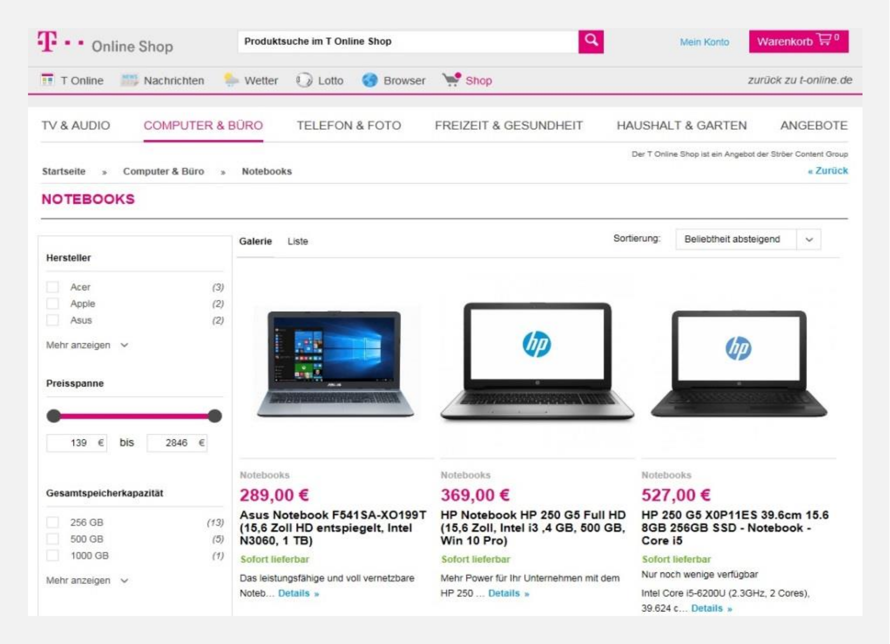


T-Online Shop: >10.000 Products until end of 2017



Online Shop for Electronic Products

- Up to 10,000 products available end of 2017
- Important data source for collecting user data
- Important accelerator for own niche e-commerce brands like FIXXO and Lioncast



T-Online Newsroom in Berlin: Move in 06/2017 & new Editor in Chief

Multi-Screen – Multi-Touchpoint: News & Services on all Devices

T · · Online **>45 million Unique Users across all Screens per Month**

Recap: Location based & Content based Reach

Ströer Public Media (OoH) Group

Location based Reach

>230k Sites

Data & Tech Stack

Ströer Content Media Group

Content based Reach ("all digital")

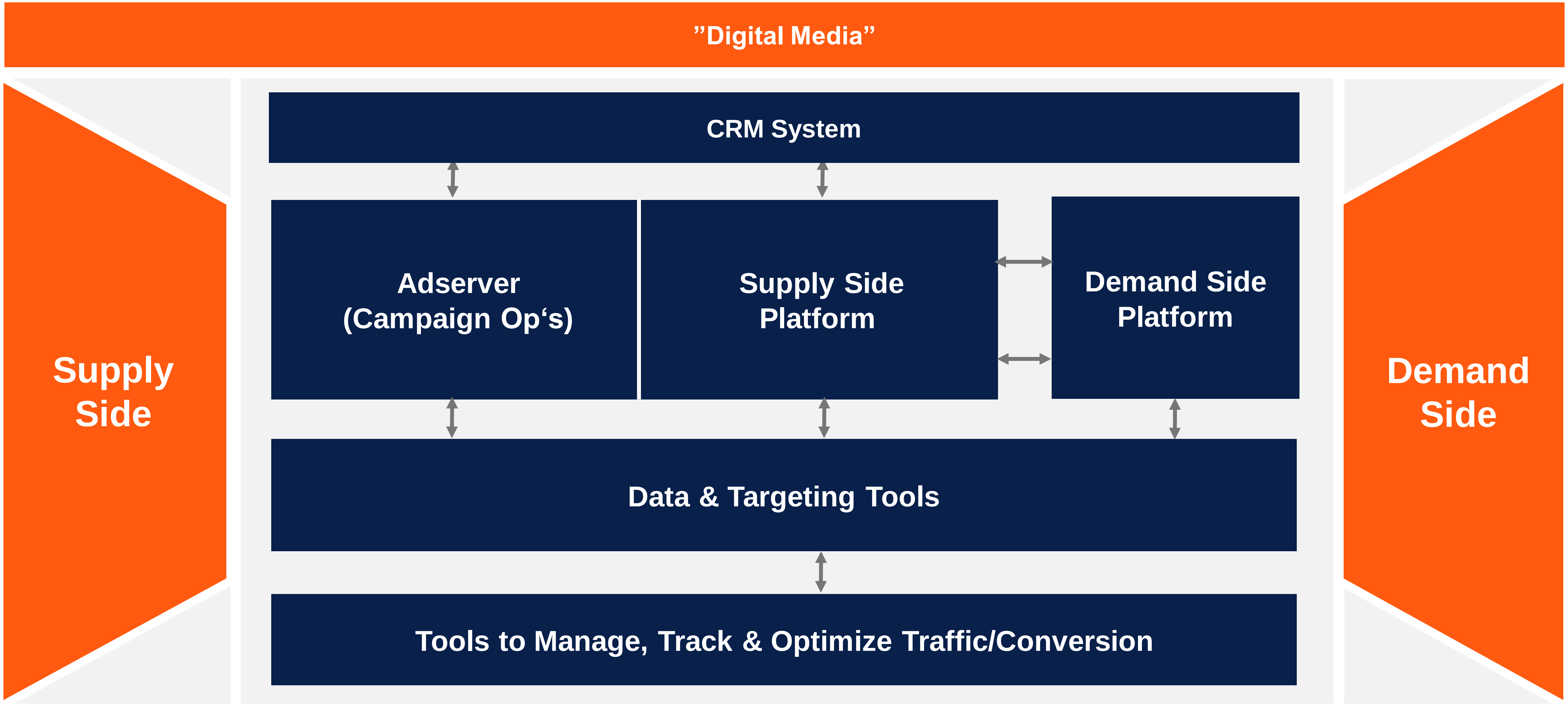
>35m UUs

- Optimizing outstanding market leader position and portfolio
- Further extension of indoor Public Video Network and inventory capacities; Massive roll-out of roadside screens
- Up to 1,000 screens within 4 years and up to 2,000 screens within 7 years

- 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-Adserving-Solutions for Digital „All-Screen End-Game"

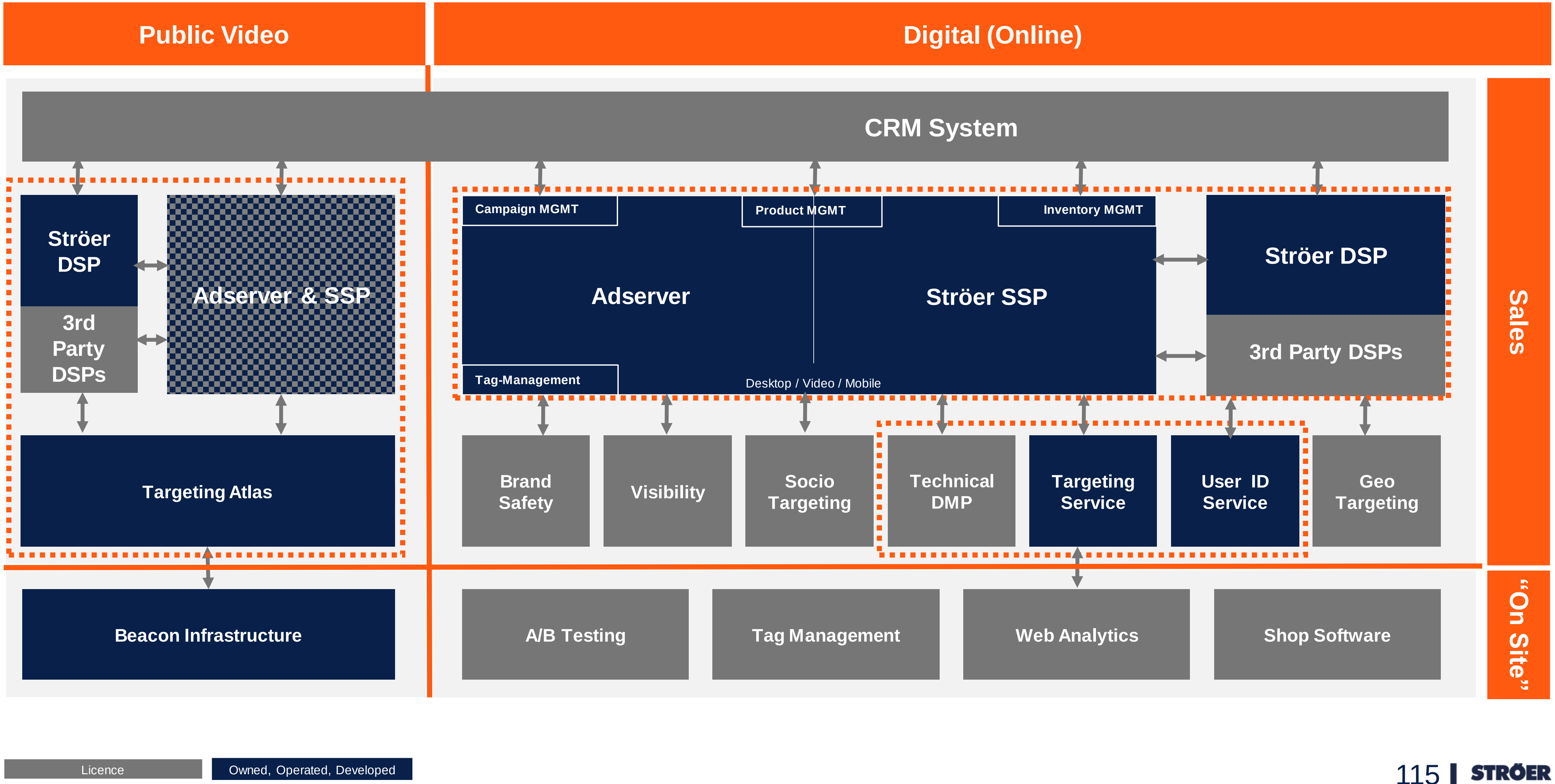
- Focus on the existing high-margin portfolio of content assets
- Further harmonization of tech as well as exploitation of cost synergy-potential and traffic optimization
- Simplification of structure by concentrating on and consolidation into 3 content hubs

Ad Served Media in a Digital World: Schematic Tech Setup*

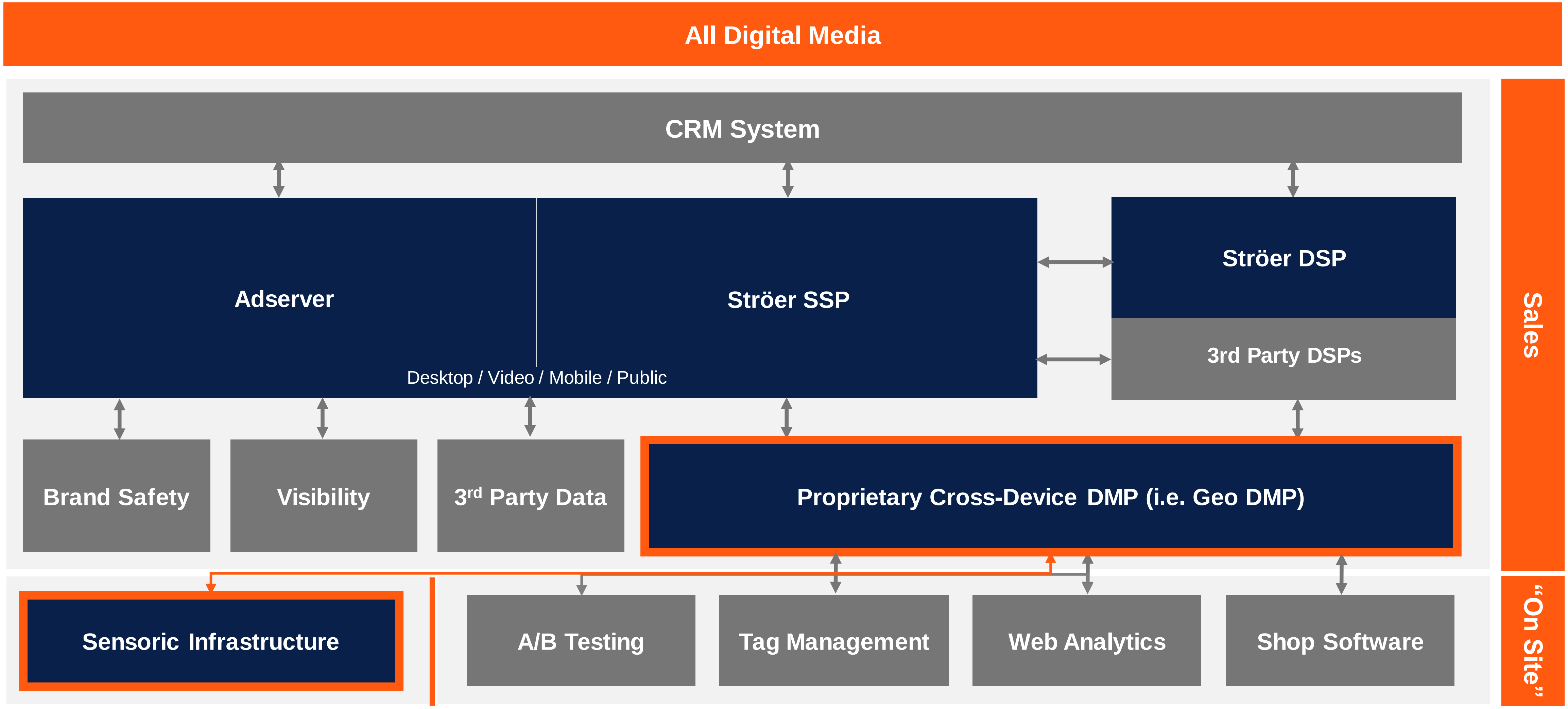


* From the supply-side perspective.

Overall Framework and Logics of our Tech Stack Development



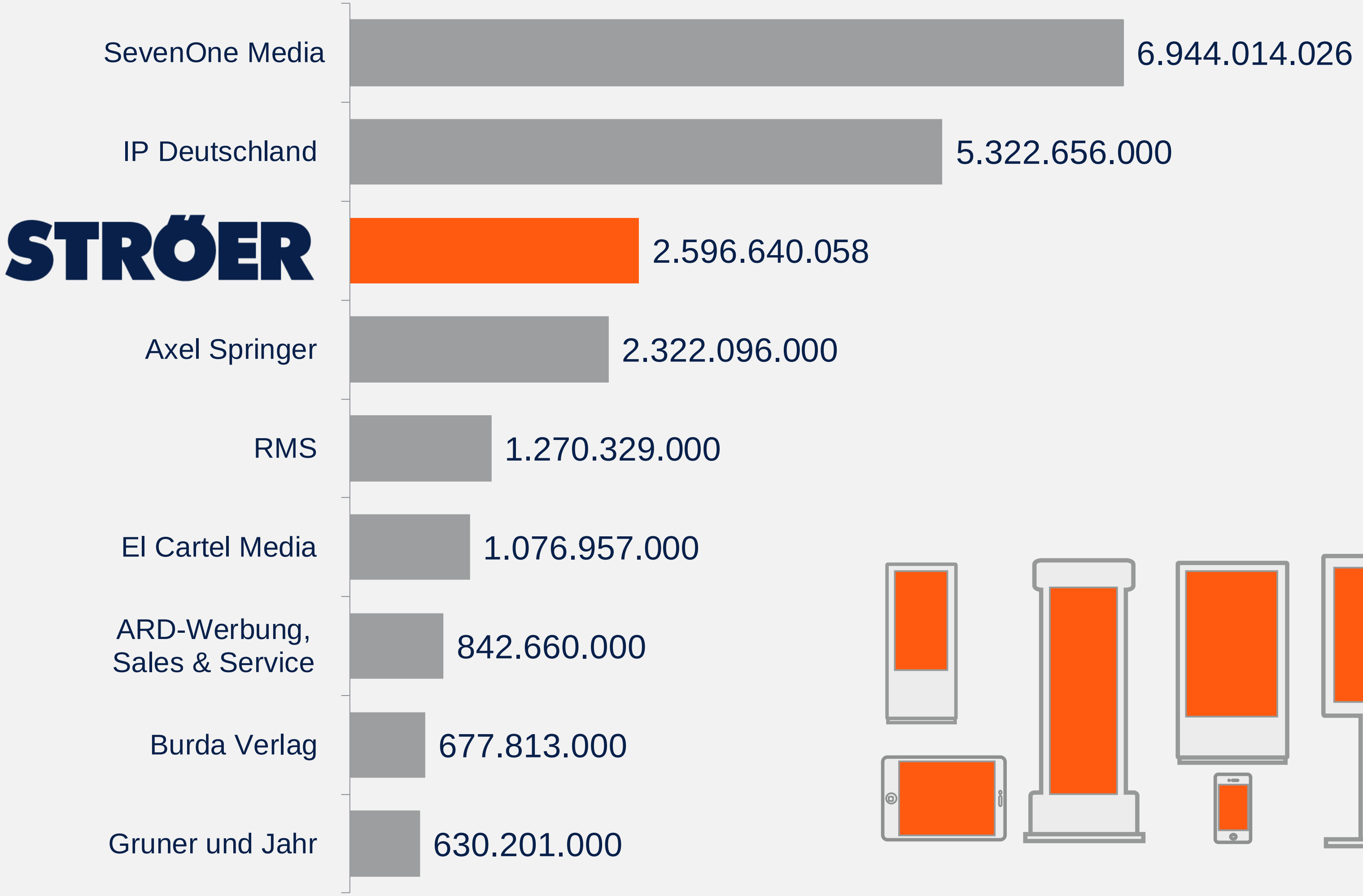
Longterm-Perspective on our Tech Stack Development

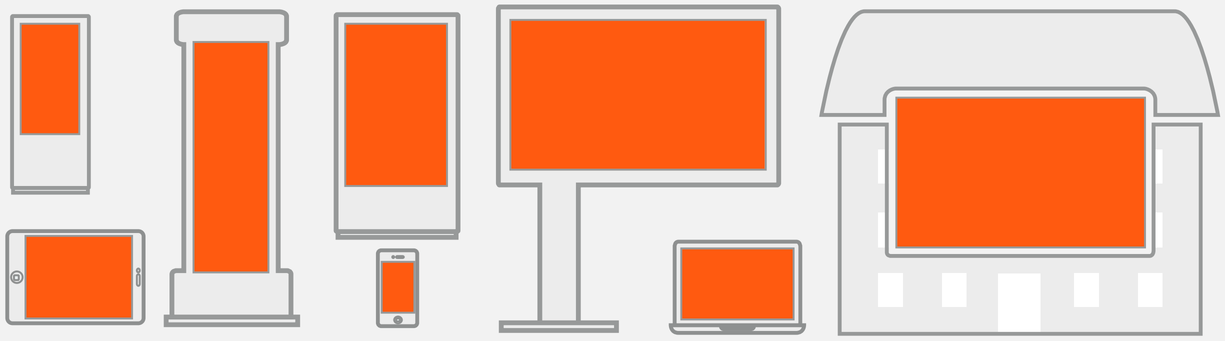


Licence | Owned, Operated, Developed

Monetisation:
Local & National Sales

Local & National Ad Sales: German Top 3 Position across all Media





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

National Ad Sales: Growth via "Customer Journey Solutions"

OoH becomes Outernet

- Technological and data development support a more integrated sales approach with more flexible audience packages
- Shrinking print market and fragmentation of content media as massive source of business

Digital Market Conso

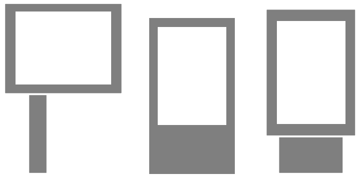
- All acquired sales house business on one platform with consistent approach since DMEXCO 2016
- On-going extension of business with new sales mandates
- Unique video offering incl. Public Video driving growth

Crossmedia Solutions

- Investing in incremental cross-media teams to work more intensively with clients and win over-proportional market shares
- Reduction of complexity for clients and agencies as key catalyst for market share development

Real-world customer journey & digital customer journey becoming ONE

Infrastructure as a proprietary Element of a Data driven Ecosystem



- More than 230.000 POIs all over Germany
- Unique proposition vs. any other digital media sales house in Germany

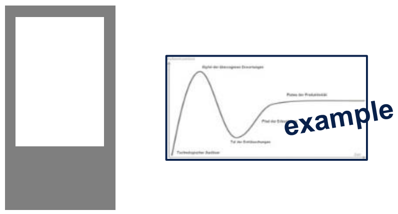
- Each location will be equipped with simple sensors, uncritical with strict German laws

- Ströer has a high reach on mobile devices
- Unique proposition vs. any other infra-structure driven media sales house in Germany

- We use our mobile reach to deploy our SDK and generate geo-temporal non personalized data

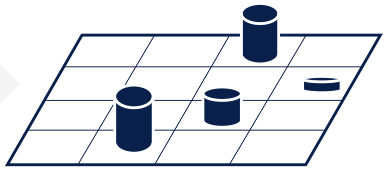
Infrastructure as a proprietary Element of a Data driven Ecosystem

1



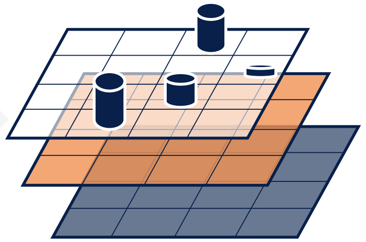
Flow track-data from our POI will feed our Geo Video Ad server. That makes our Public Video Network fully programmatic.

2



Heatmaps will be used for services to be deployed by our partners e.g. cities, Deutsche Bahn etc. to improve their own proposals.

3



SDKs will later be upgraded with additional functions providing new services in targeting.

4

Cross device attribution and tracking in the Ströer ecosystem.

Public Video: New Opportunities for Clients and Agencies

1. Flexible planning on the basis of more granular ad units
2. (Near) Real Time Playout
3. Automatic & programmatic access to the inventory
4. Laser-focused targeting for audiences
5. Both location- and audience based planning models
6. On the basis of the existing price structures and ratecards

And we try to leverage the Model also for OoH in general

Targeting Atlas
(Geo DMP)

One central data hub for any kind of audience data with geographic elements including API for client data

Audience Planner
(Planning System)

High-performing OoH planning system which connects data from the targeting atlas and data for our OoH sites

Private Marketplace
(Client Frontend)

Web based platform for clients and agencies to access – via own login – predefined products and plan modules

Demo: Our Automation Platform / Beta-Version live!

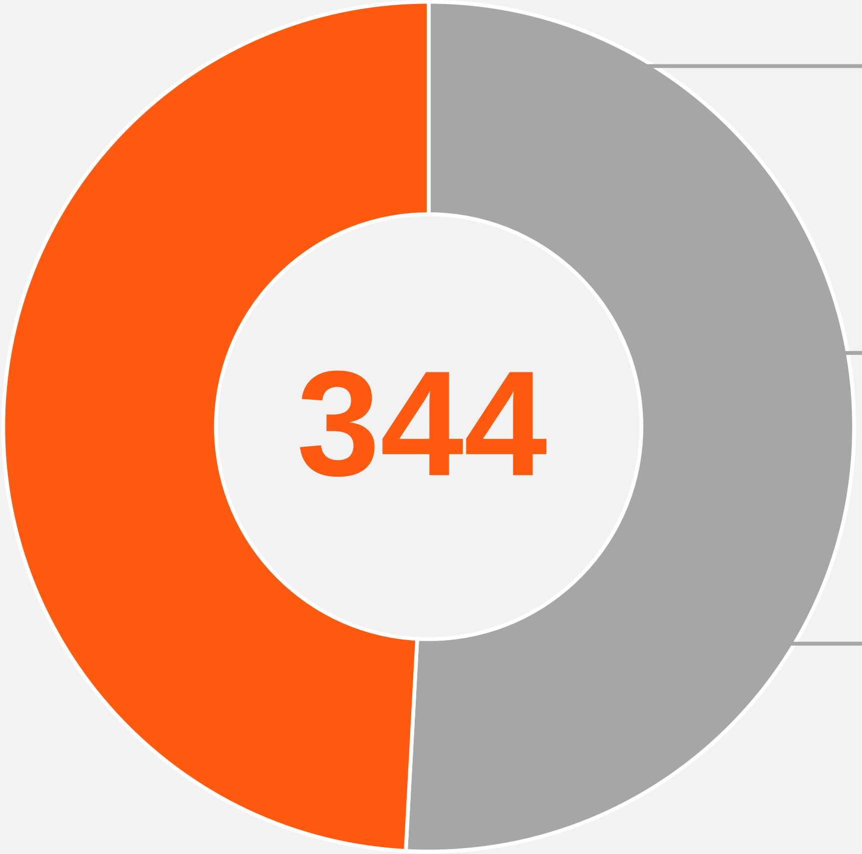
The more flexible and more digital OoH portfolio is combined with a growing (online) ecosystem and a constantly evolving market share!

Our publisher management handles – on an exclusive basis – over 400 mandates with over 2,000 assets.

Extract: Top 700 Digital Assets within AGOF Survey*

#	Assets – Examples	UUs
1	T-Online	28.7
…		
3	Gutefrage.net	20.7
…		
18	Giga.de	9.8
…		
33	kicker.de	6.7
34	RP Online	6.5
…		
45	wunderweib	5.8
…		
54	gofeminin	4.9
.55	promiflash	4.8
…		
63	kino.de	4.5
…		
91	auto-motor-und-sport.de	3.2
…		
113	Augsburger Allgemeine	2.5
…		
203	Cosmopolitan	1.4
…		
235	Mens health	1.0
569	Reuters	0.1
…		

No. of exclusive Ströer Assets amongst Top 700



Local Competition**

- **United Internet [8/700]**
  Web.de [5]
  GMX [11]
  Das Telefonbuch [14]
  Das Oertliche [16]
  Gelbe Seiten [58]
- **Media Impact [20/700]**
  Bild [2]
  Die Welt [10]
  Computer Bild [12]
  meinestadt.de [26]
  kaufda [36]
- **SevenOne Media [42/700)**
  Wetter.com [19]
  ProSieben [43]
  Motortalk [82]
  Gamestar [94]
  Stylight [107]

*Source AGOF 12/2016 Digital Facts; (Assets with > 0.1m monthly Unique Users); ** Number of Assets and AGOF Ranking of Assets

Clear & balanced Verticals structure our Portfolio

Entertainment	Digital Life	Directories	Travel	Active Living	eCommerce
Automotive	Sports	Health	Women	Family & Kids	Lifestyle

General Interest
T-Online / Freenet / OMS

C-Cluster / Pure Reach Publisher

D-Cluster / Programmatic only

Clear & balanced Verticals structure our Portfolio (examplary Brands)

Entertainment	Digital Life	Directories	Travel	Active Living	eCommerce
PROMI FLASH, TV Movie	GIGA, PC WELT	gutefrage.net, Langenscheidt	wetteronline, MERIAN Die Lust am Reisen	Men's Health, RUNNER'S WORLD	markt.de, Testberichte.de

Automotive	Sports	Health	Women	Family & Kids	Lifestyle
auto motor und sport, Auto Zeitung	kicker Sportmagazin, SPOX.com	NetDoktor, Onmeda.de Für meine Gesundheit	gofeminin, FÜR SIE	Disney, Leben & erziehen	desired.de, COSMOPOLITAN

General Interest

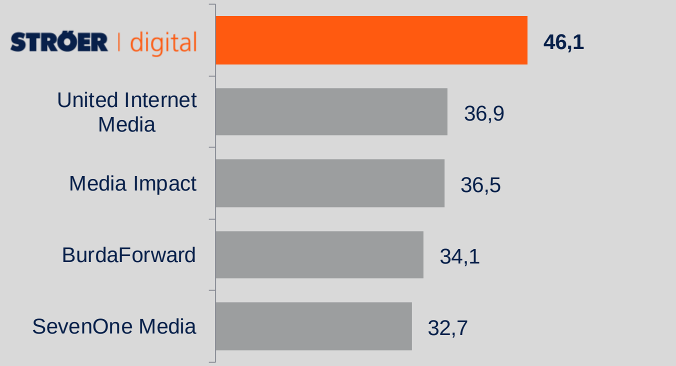
RP ONLINE, Hamburger Abendblatt, Frankfurter Rundschau, T-Online, freenet, EXPRESS, Hamburger Morgenpost, tz, Abendzeitung

C-Cluster / Pure Reach Publisher

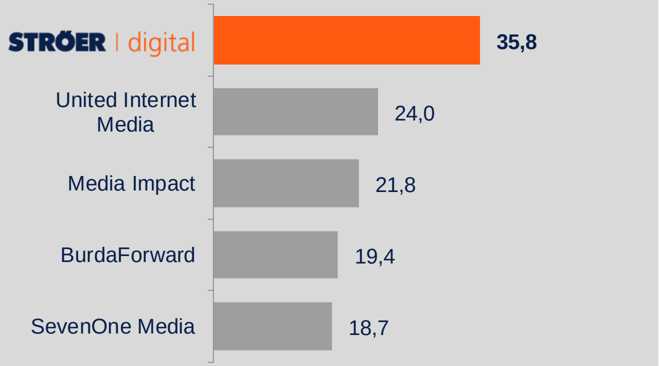
D-Cluster / Programmatic only

Strong Market Position: Our Audience Coverage versus Competition

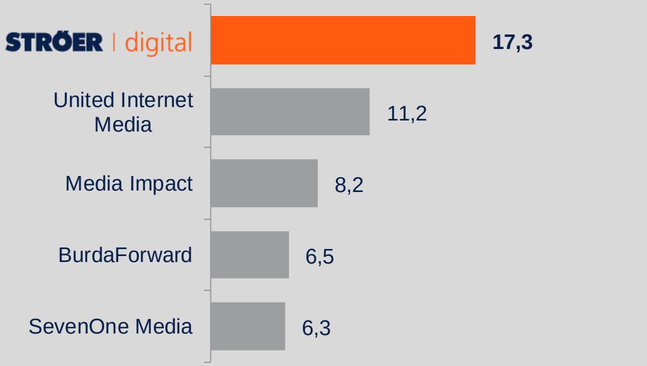
Monthly Reach
+25% vs. No. 2, +26% vs. No.3



Weekly Reach
+49% vs. No. 2, +64% vs. No. 3

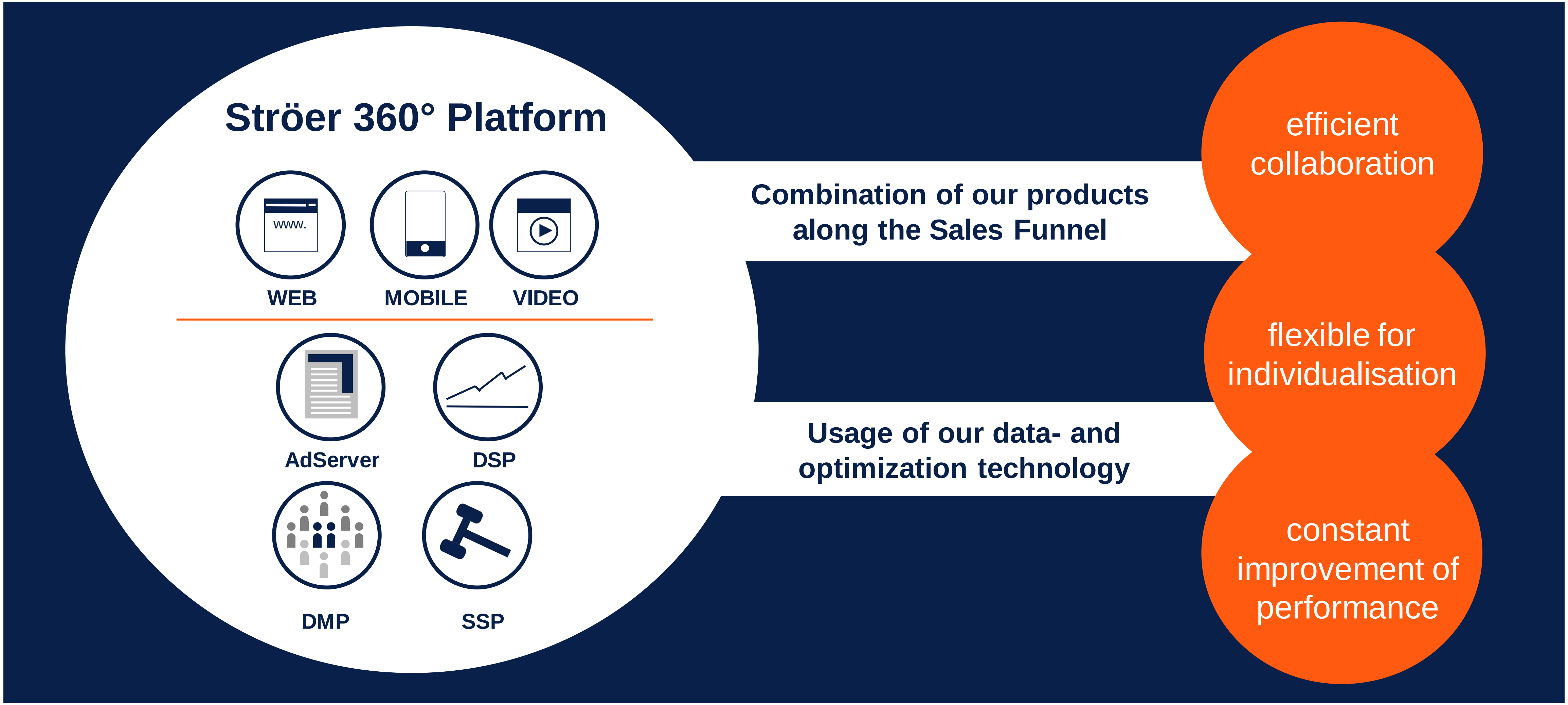


Daily Reach
+55% vs. No. 2, +109% vs. No. 3



Source: AGOF12/2016; Unique Users in million (adults 14+) across all devices (Desktop&Mobile), Ströer Digital incl. Bauer XCEL

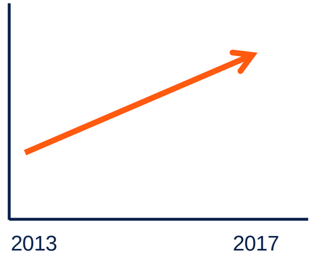
Full Quality Control of Inventory via Own Tech & Data Platform



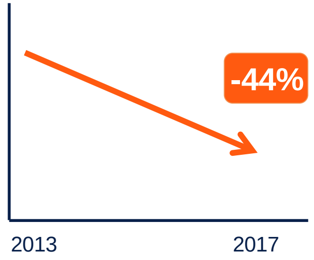
Growing Scale Effects vs. any local Competitor kicking in now

AdServer

Requests

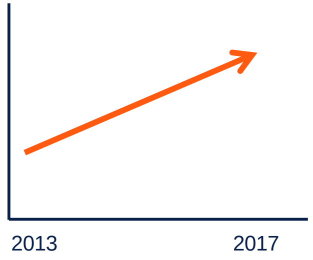


Tech CPM

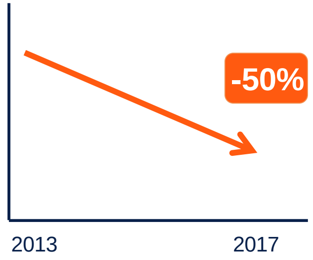


PB Targeting

Requests

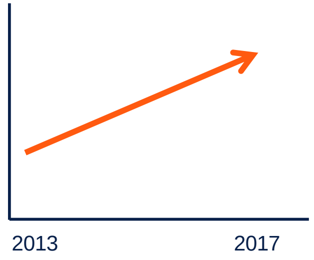


Tech Fee

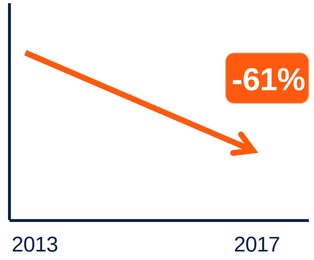


DMP

Requests

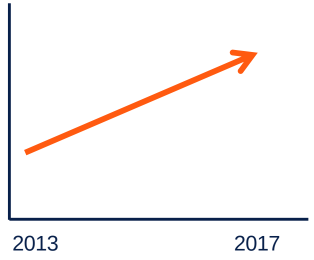


Tech Fee

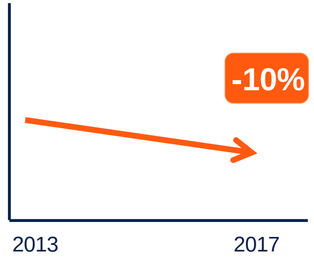


Visibility

Requests



Tech CPM



Plug & Play Product “Homepage Roadblock”

27m UU/week

Client & Campaign Background

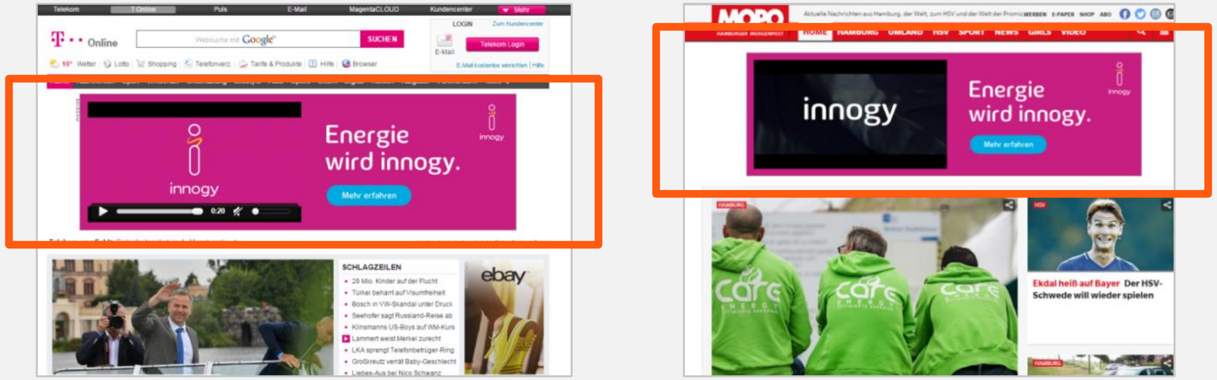
- Need for high reach campaign elements (comparable to Facebook and Google Display Network)
- Easy to book, out of one hand, high quality standards
- Ideal use cases and occasions: Season kick off, image campaigns, short term offers

Ströer Solution: Ströer Homepage Roadblock

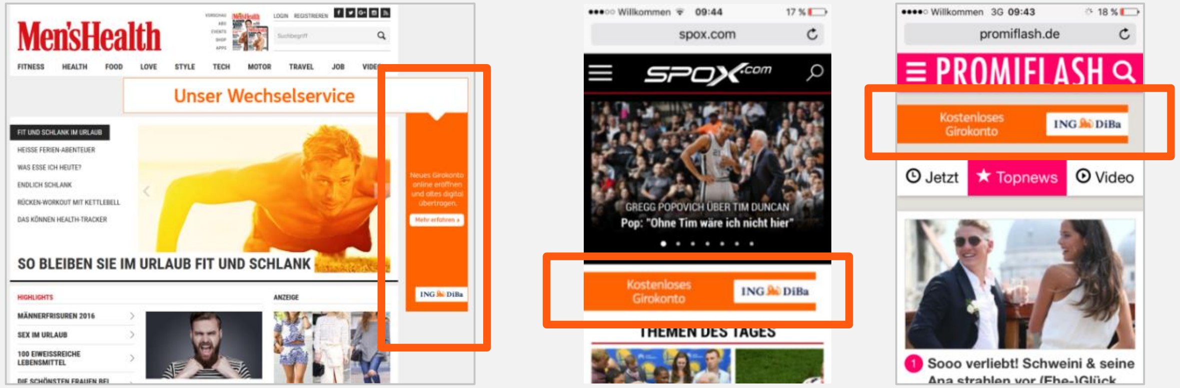
- Highest impact with daily fixed special ad placements
- Aggregating top websites from Ströer network

Exemplary Cases for RWE/Innogy & ING bank

RWE/innogy: Display Roadblock



ING: Multiscreen Roadblock



Plug & Play Product "First Contact"

17m UU/day

Client & Campaign Background

- Reaching every customer online and avoiding duplicated contacts and overdose of penetration

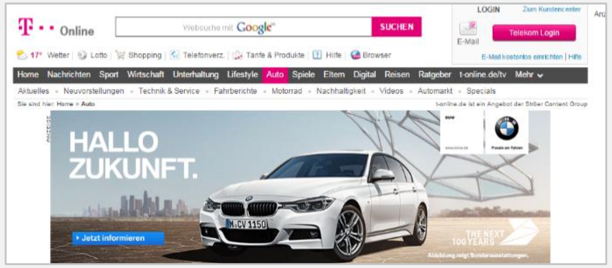
Ströer Solution: Ströer First Contact

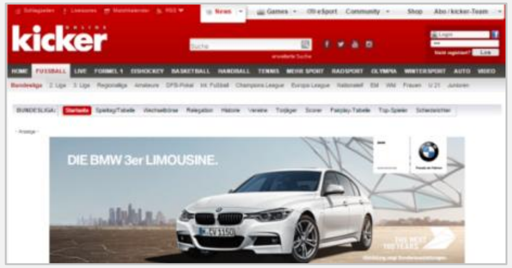
- Maximizing net reach within shortest possible time
- Large formats on every landing page

Client Occasions

- Launches of well known products
- Communication of short term offers

Premium Publisher





e.g.

GIGA, DUDEN, OMS, gutefrage.net, SPOX.com, auto motor sport, Women'sHealth, RUNNER'S WORLD

Client Extract

BMW, Douglas, audible an amazon company, Deka, ebay, Eurowings, RWE, ING DiBa, Netto Marken-Discount, OTTO, amazon

Mondelez – Milka: Valentine's Day Special 2017

Quelle: Ströer Zahlen

Amazon prime: Action Blockbuster 2017

Quelle: Ströer Zahlen

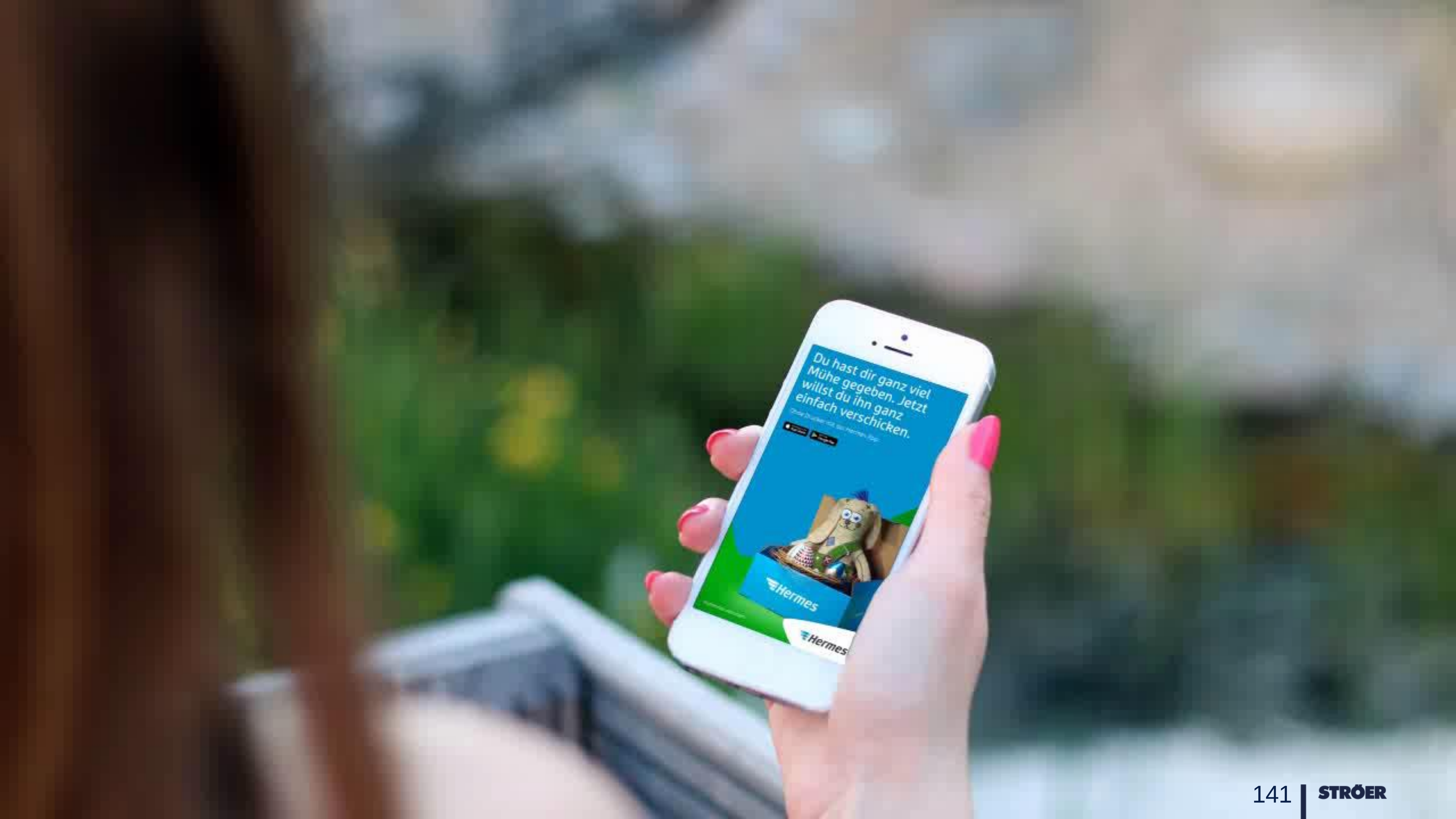
Lieferando 2016

Lieferando 2017

Quelle: Ströer Zahlen

Hermes – OoH, Online & Mobile: Current Campaign 2017

Quelle: Ströer Zahlen


Du hast dir ganz viel
Mühe gegeben. Jetzt
willst du ihn ganz
einfach verschicken.
Hermes
Hermes

Local Ad Sales: Massive Opportunities via “Do it for You”

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

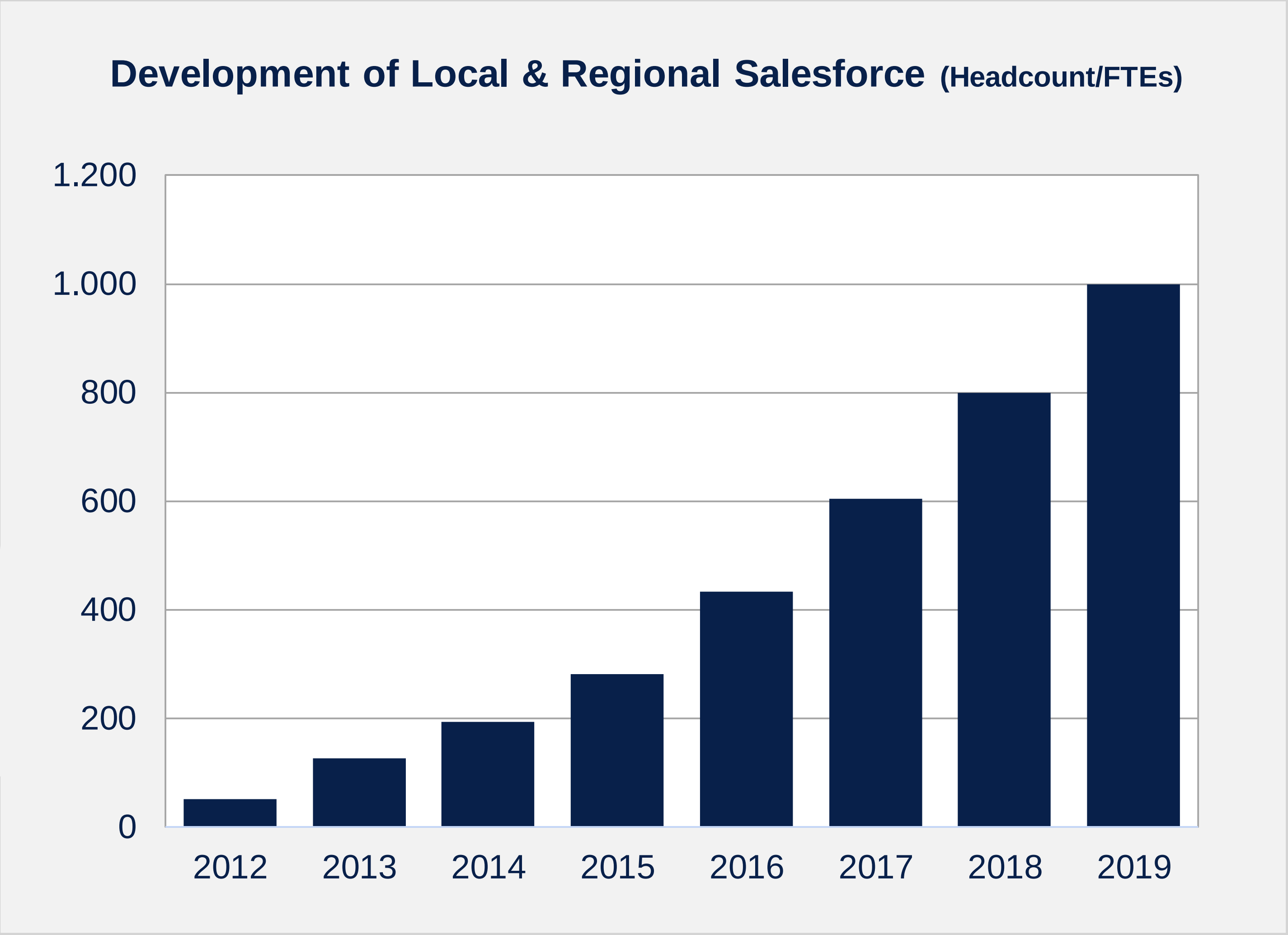
- On-going growth of our local salesforce from <50 (2012) to >400 (2016)
- Ahead of mid-term plan of ~800 FTEs by end of 2018
- Optimized recruitment and training funnel for teams fully scalable

Integrated Offering

- Continuously optimized product range for visibility of SMBs in real and digital (media) world
- Do-it-for-You-setup for full service management and handling of SMB budgets out of one hand
- Differentiation “regional” vs. “local”

How we have developed our Recruitement Funnel for Local Sales

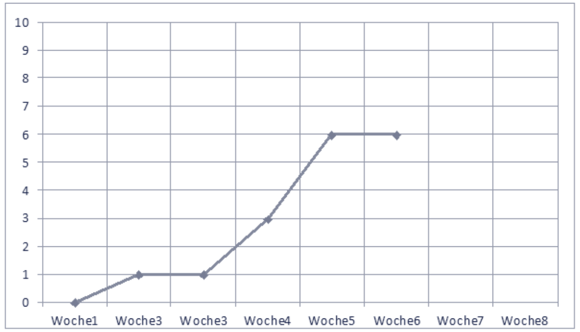
1	Recruitement Plaforms & Screening of Candidates	>10,000 p.a.
2	Two-step Selection & Hiring Process	>250 p.a.
3	On-boarding, Training and Delivery against Minimum KPIs	>200 p.a.
4	Longterm Employees beyond first six months	>150 p.a.

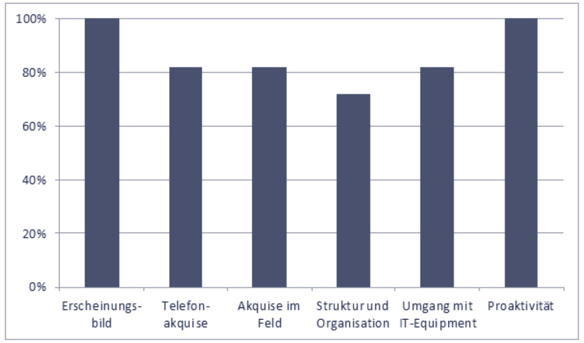


Current annual run rates (∅ 2015/2016)

Training and Optimizing Revenues per Capita is a Key Value Driver

KPI-Tracking per Sales Trainee: Pure Performance Culture





Scorecard

Verkäufer

Malte

zurück

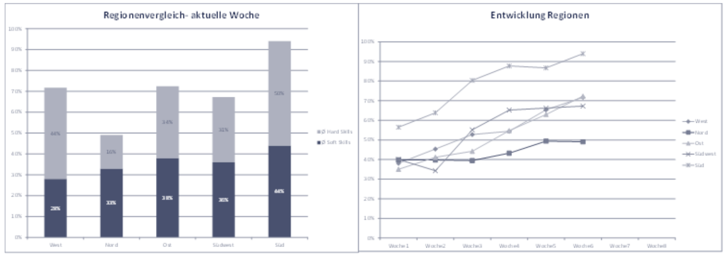
	Gesamt	KW 11
Leads	149	26
Entscheider-Kontakte	96	8
Entscheider-Termine	28	1
Abschlüsse	6	0
Gesamtumsatz	5.736 €	0 €

Verkäufer	KW	Datum Lead	Firmenname	Ort	Telefon-Nr	Ansprechpartner	Entscheider	Entscheiderkont akt?	Ergebnis	Datum Termin/ WV
Ma	6	06.02.2017	Erich Wohl Baumarkt	Bremen	0421 207420	Her	Herr V	Ja	Termin	14.02.2017
Ma	6	06.02.2017	Landgasthof Heuer	Bremen	0421 270423	Fra	Frau F	Ja	Termin	13.02.2017
Ma	6	06.02.2017	Ökokiste GbR	Bremen	0421 275939	Her	Herr K	Ja	Termin	22.02.2017

Managing Development across the Group

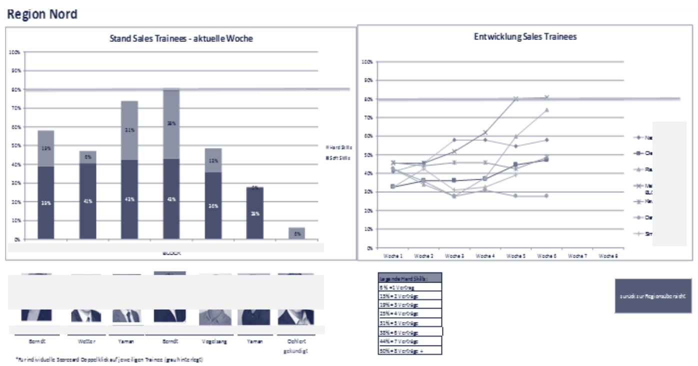
KPI-Tracking per Region

1



KPI-Tracking per Team

2



Exemplary Local Client: AGHO GmbH /Wonderwaffel (Cologne)

Bicycle Rack

- Traditional signage medium for local stores as first subscription product
- Annual value ~ 7.5k (for 5 years)

City-light Poster

- Step 2: extension into next most frequented market place (parking lot)
- Annual value ~ 4.0k (for 5 years)

Infoscreen

- Step 3: fixed placement in the next underground station on Infoscreen
- Annual value: ~ 8.0k (for 4 years)

Exemplary Local Client Ani Markt (Marl)

Traffic Board (4 m²)

- Long-term client for local transport products, i.e. busses
- Annual value ~ 7.0k (for 5 years)

Online Display

- Step 2: extension into online with locally targeted display product
- Annual value ~ 9.0k (for 2 years)

Lamp Post Signage

- Step 3: complimentary signage bookings on lamp posts
- Annual value: ~ 6.0k (for 5 years)

Examplary Regional Client: Pushing In-Store & Online Traffic

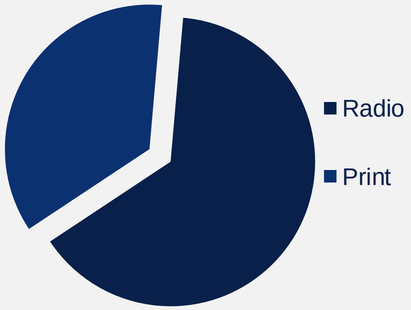
Success Case for Client Development

HARDECK

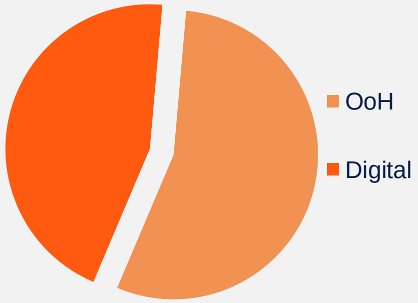
Dirk Hardeck, Owner & Managing Director:

”We are extremely happy that the close collaboration with Ströer shows measurable results: both click rates on our website and online offerings as well as traffic in our stores have gone up significantly since we have changed our media mix strategy”

Media-Mix 2013
(0% Ströer)



Media-Mix 2017
(100% Ströer)

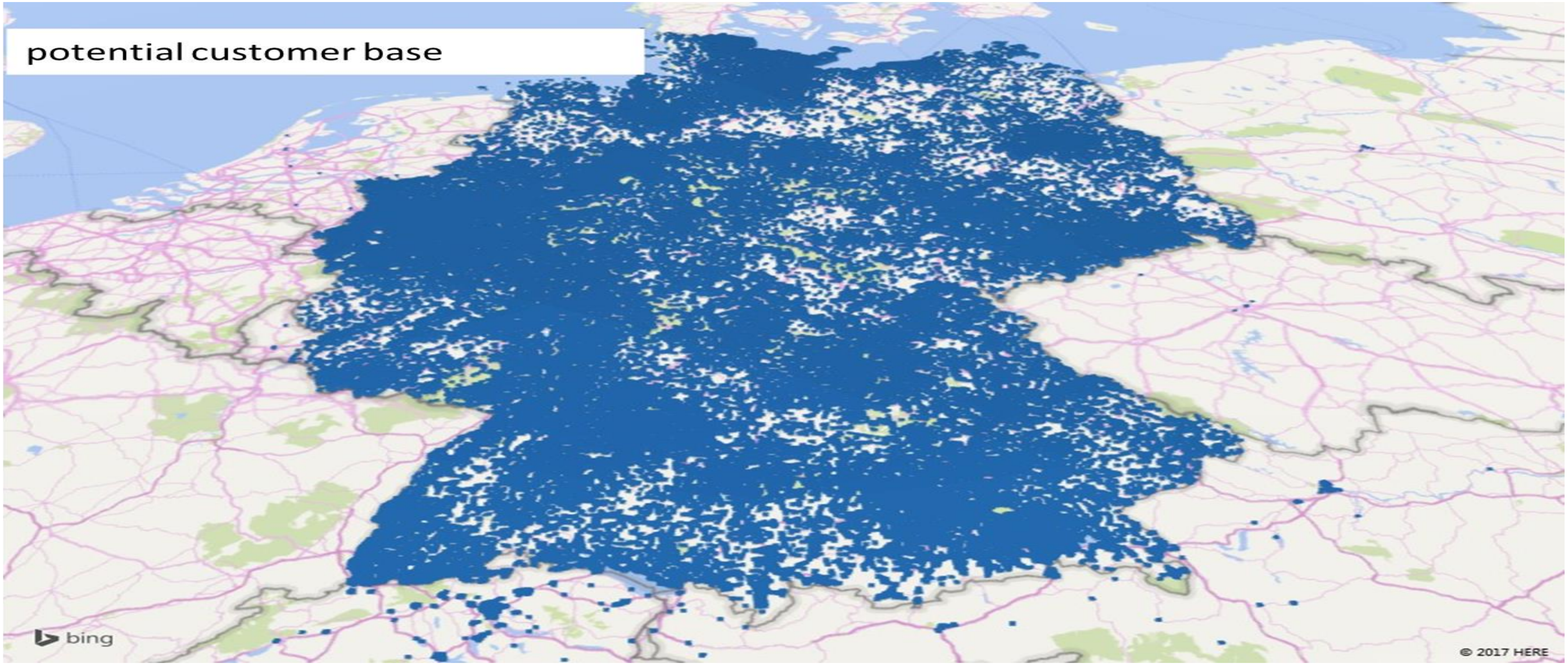


Focus on Premium Megalights incl. A/B-Testing of Creative

Focus on Premium Megalights incl. A/B-Testing of Creative

Total Potential for Longterm-Stratety

Roughly 2.5 million SMBs – 25% with dedicated Marketing Budget: 625.000 potential Customers



Source: Yasni & Statista

Recap: Our Ad Sales Units accelerate Cross Media Integration

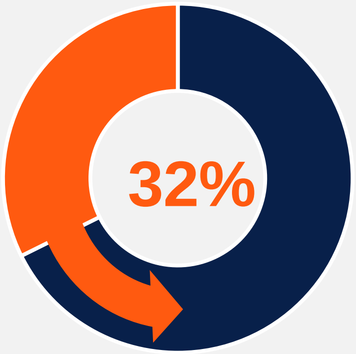
Ströer SMB Group

Local Media Services

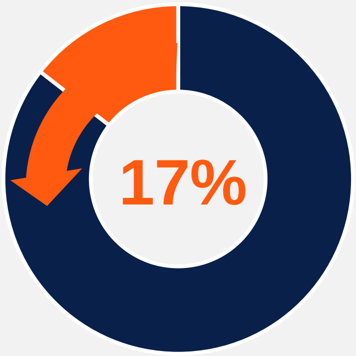
Ströer Sales Group

National Media Sales

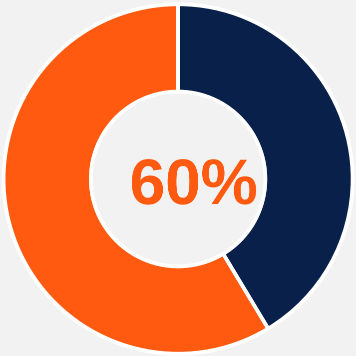
Share of small local clients (“signage & subscription”) vs. regional clients (“campaigns & services”)



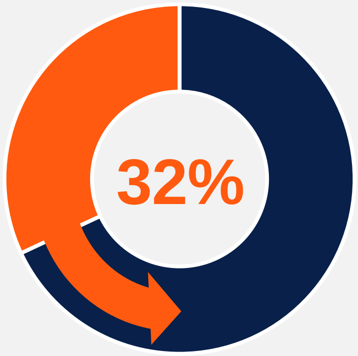
Share of digital services and ad revenues vs. out-of-home media and production revenues



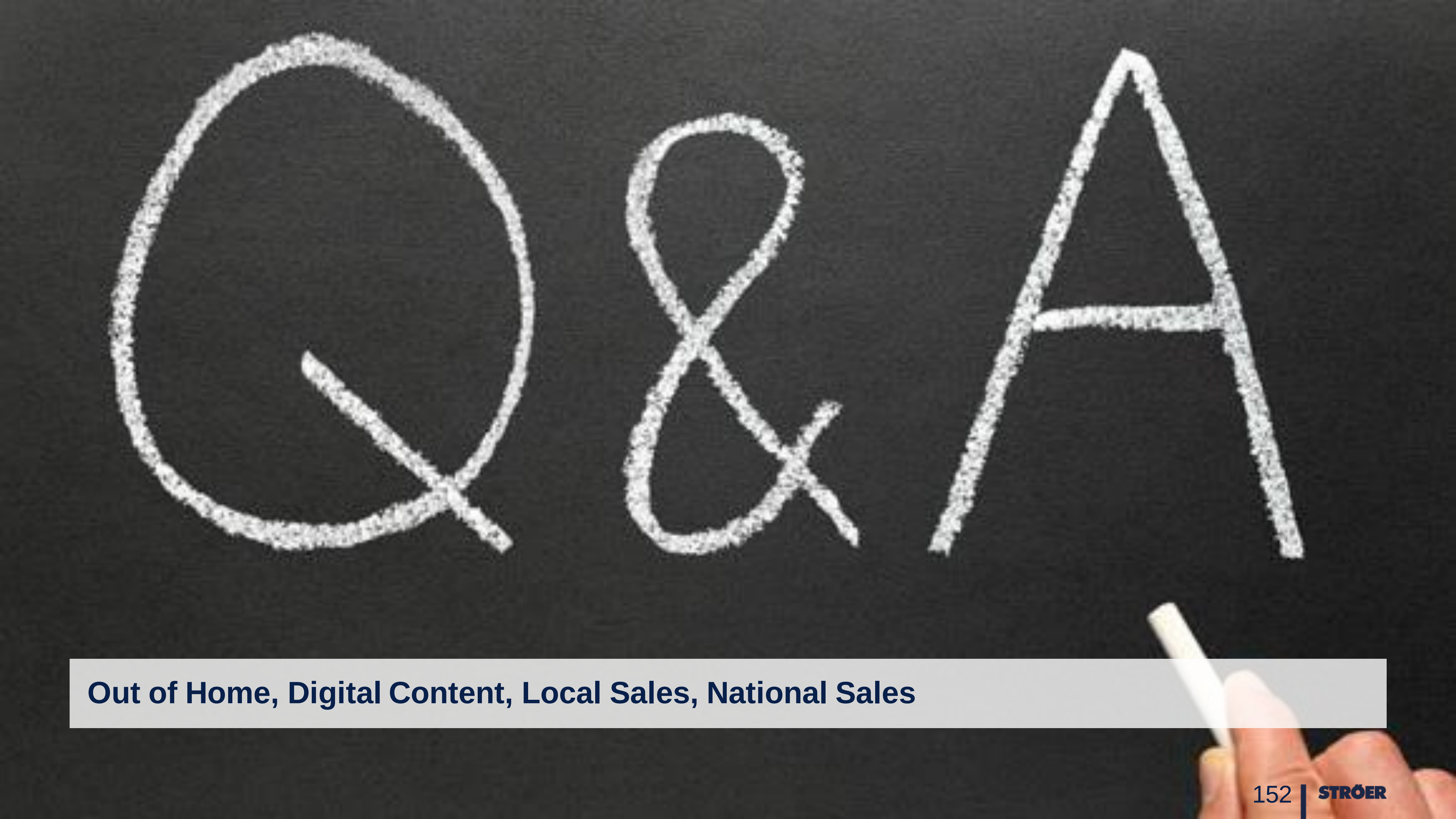
Share of digital services and ad revenues vs. out-of-home media and production revenues



Share of direct client deals and relationships vs. revenues managed by media agencies/intermediates

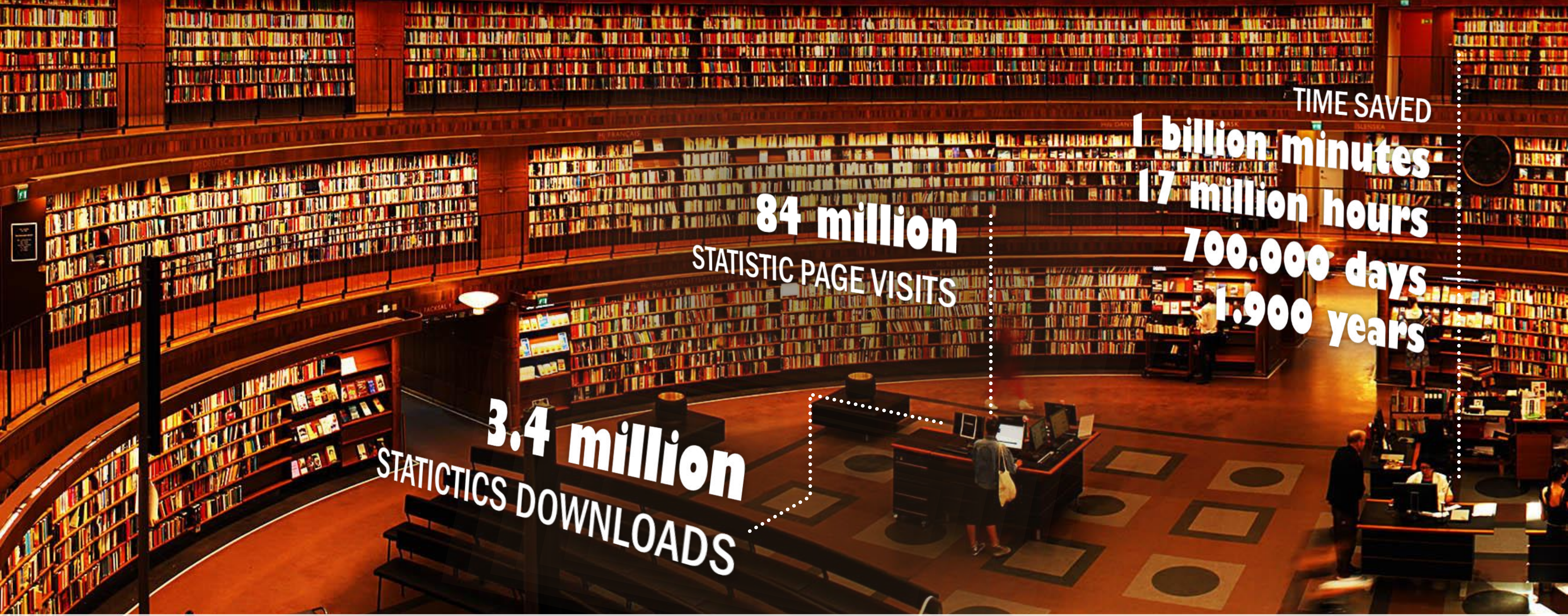


Revenue mix/structure on the basis of German market (e2017).



Out of Home, Digital Content, Local Sales, National Sales

WHY STATISTA?

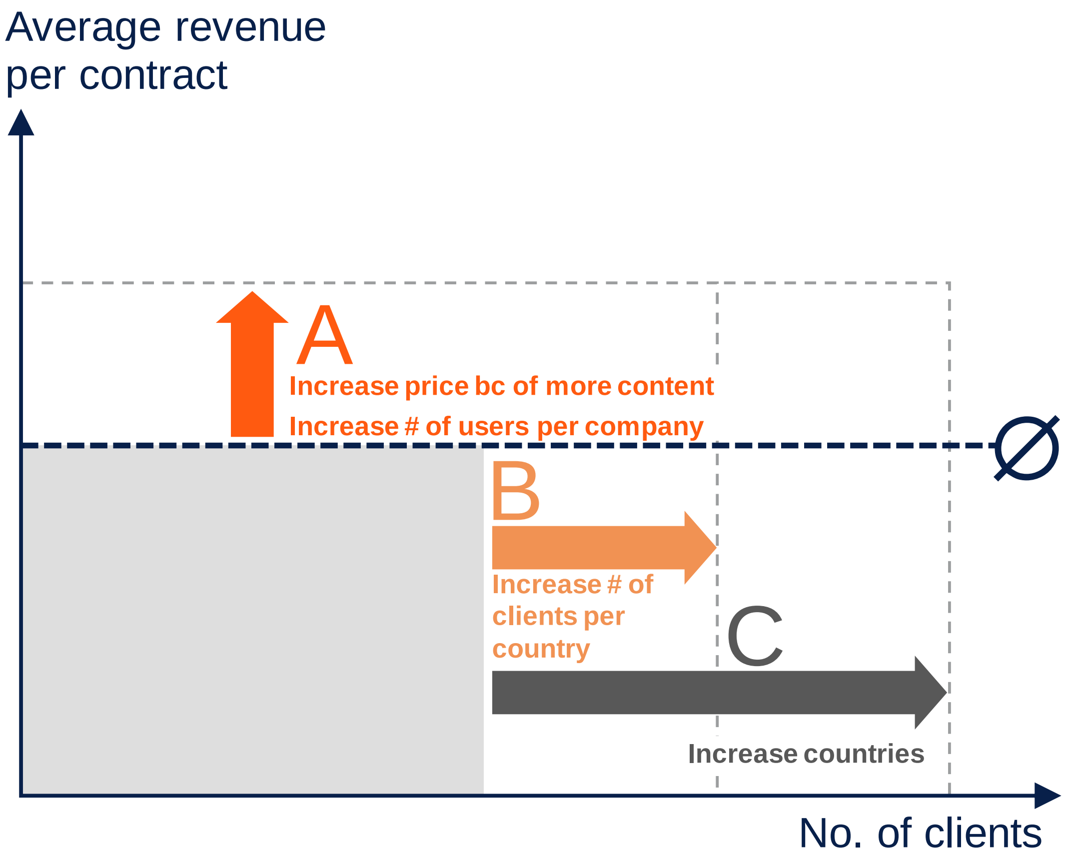


CLAIM: Statista offers all employees the relevant market statistics for all industries and countries: ready & easy to use, at an affordable price

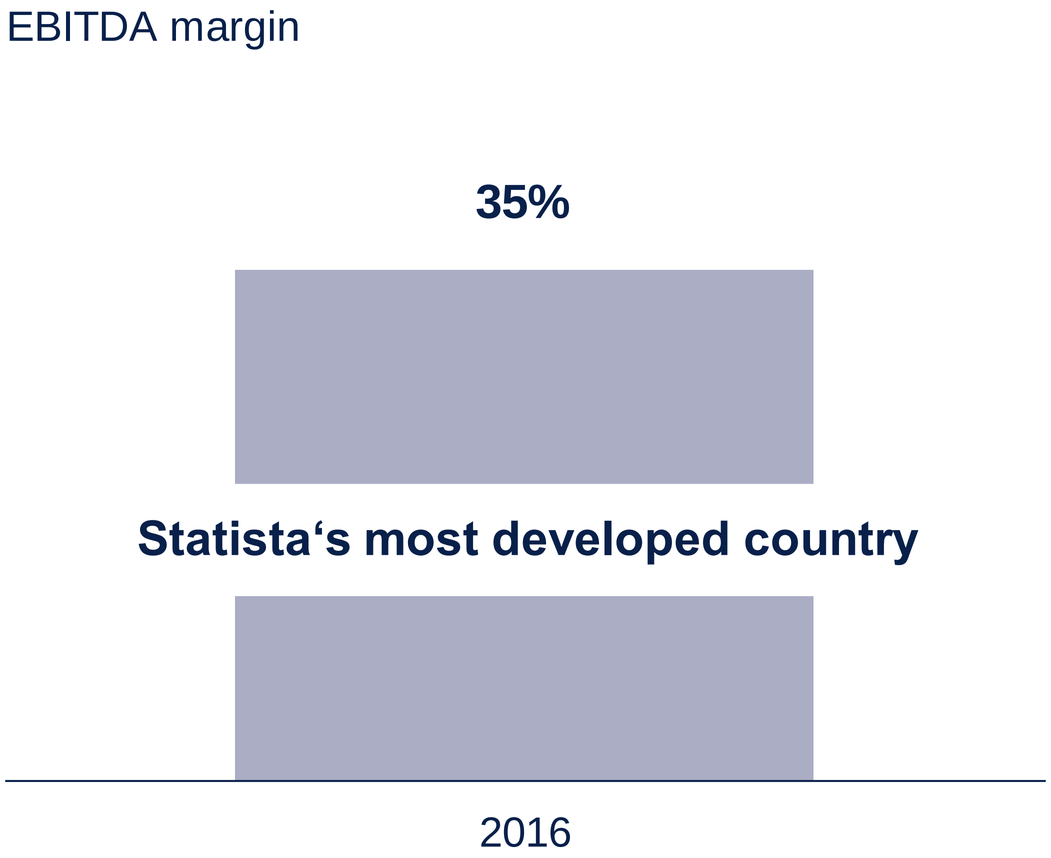
Business Modell

Based on a subscription model

Revenue levers



Profitability, Germany



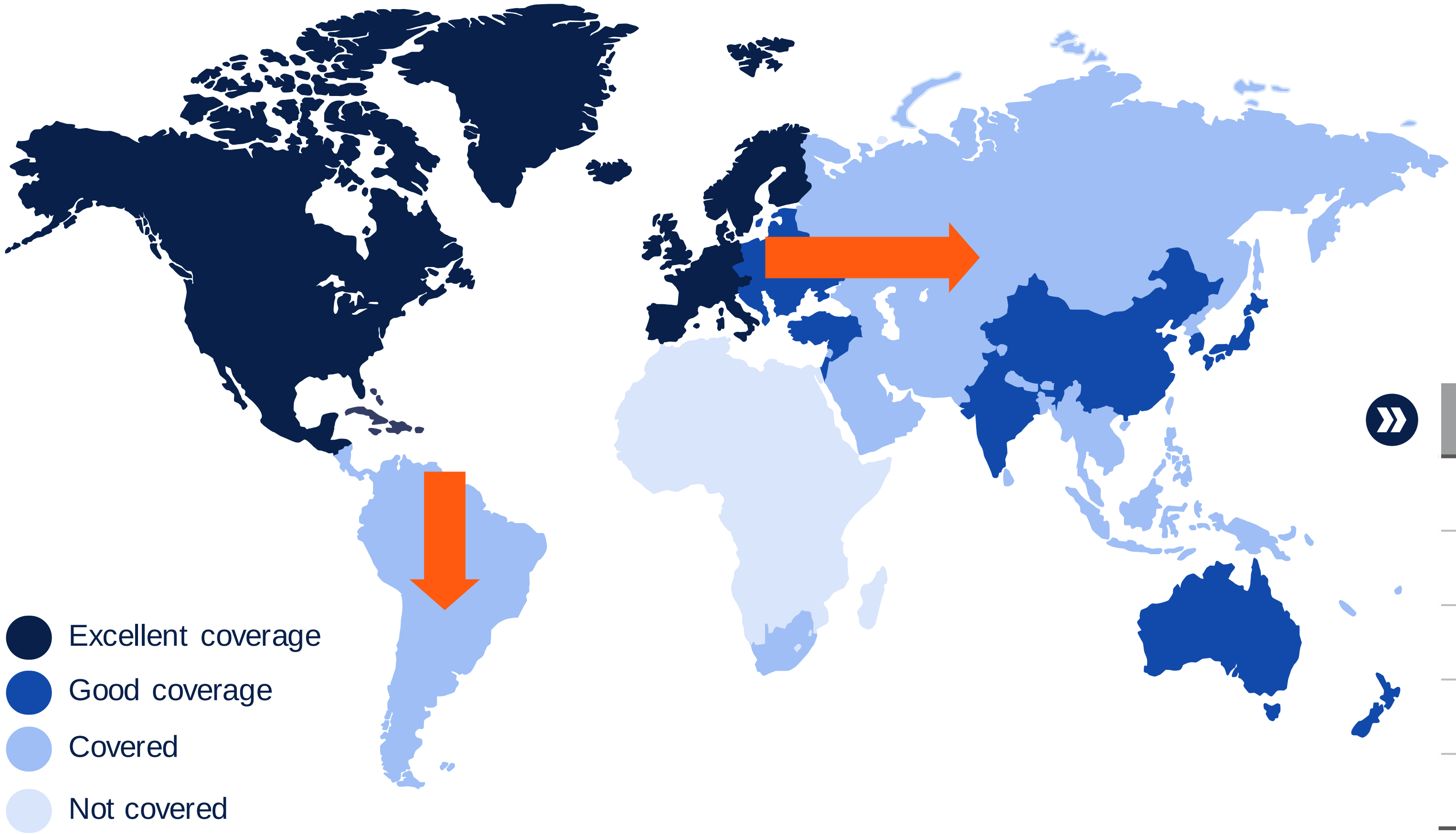
Road to globalization: three questions

1 CONTENT
How can we create content for all the countries?

2 BRAND
How can we build a global brand?

3 SALES
How can we sell globally?

1 Content (I): Statista with an excellent coverage in North America and Europe



Analyst team	Launch
Germany	2008
North America	2012
Europe	2015
Asia/Australia	Q4/2016
South America	2017

Statista has doubled its content in 2016 in comparison to 2015

1 Content (II): Own content facilitates global expansion

DIGITAL market outlook (DMO)

\+

CONSUMER market outlook (CMO)

Asia:
China
Hong Kong
India
Indonesia
Japan
Malaysia
Philippines
Singapore
South Korea
Thailand
Vietnam

Turkey

Australia:
Australia

North America:
Canada
United States

Latin America:
Argentina
Brazil
Mexico

Europe:
Belgium
Bulgaria
Denmark
Germany
Estonia
Finland
France
United Kingdom
Ireland
Italy

Austria
Poland
Portugal
Romania
Russia
Sweden
Switzerland
Serbia
Slovakia
Slovenia
Spain
Czech Republic
Hungary

50 countries

38% of Statista content is **"own"** content

\+ **Exclusive content for sales**

\+ **Facilitates global expansion**

\+ **Guarantees independence of sources**

\+ **Increases customer experience**

2 Brand (I): Statista brand well established in Germany, …

… internationally, only 10% of potential customers know Statista yet

Statista Brand recognition, 2017[1]

	GERMANY	AUSTRIA	U.S.	CANADA
GfK (1934)	83 %	65 %	23 %	26 %
Nielsen (1923)	69 %	34 %	65 %	56 %
Ipsos (1975)	22 %	8 %	30 %	56 %
Statista (2008)	**23 %**	**13 %**	**10 %**	**12 %**
eMarketer (1996)	9 %	6 %	16 %	14 %
Mintel (1972)	11 %	2 %	11 %	10 %
Euromonitor (1972)	11 %	5 %	6 %	8 %

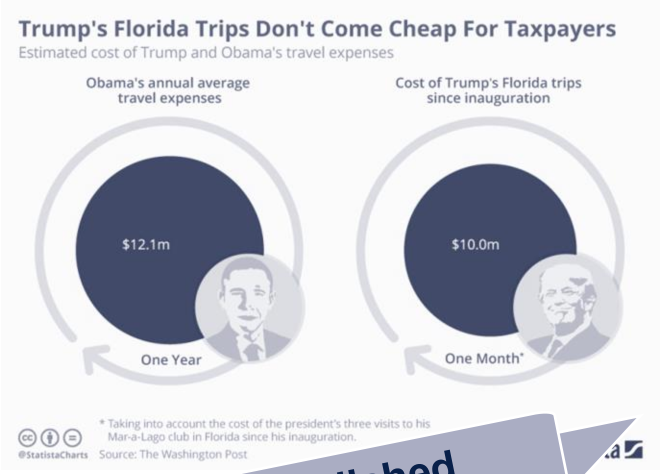
Benchmark with leading brands of market research

1) 5,890 employees being part of management, executives, business leader have been interviewed; January 2017

2 Brand (II): Global content marketing helps to grow international brand recognition

GLOBAL CONTENT MARKETING

Infographics



Co-published infographics

~ 30
Partners

Media partnerships

Co-published rankings

~ 40
Partners

PR content

Statista brands

~ 20
publications p.a.

2

EXAMPLE PR CONTENT
Statista ”Made in Country Index”

Overview

Overall Ranking
- ✔ The overall ranking based on the Made-In-Country Index
- ✔ 49 countries plus European Union

Change in country image perception
- ✔ Change in country image perception over the last 12 months
- ✔ Top 10 plus the overall ranking

Perceived product attributes
- ✔ Quality, security standards, value for money, uniqueness, design, advanced technology, authenticity, sustainability, fair production, status symbol
- ✔ Top 10 plus the overall ranking for each product attribute

Country Profiles
- ✔ Detailled profile on each country

Sample
- ✔ 43,034 respondents from 52 countries
- ✔ Each country was assessed by at least 2,500 people

Result MiCI

Rank	Country
1	Germany
2	Switzerland
3	European Union
4	United Kingdom
5	Sweden
6	Canada
7	Italy
8	Japan
9	France
10	USA

> 150 genuine news articles generated

GERMANY

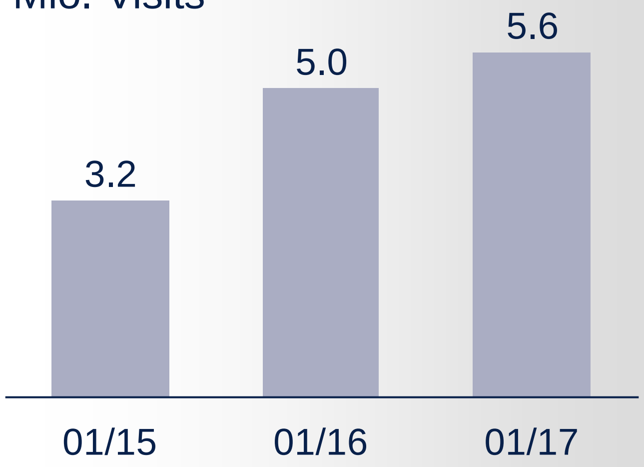
Bild, FAZ, profil, Front page SPIEGEL ONLINE, Deutsche Welle, n-tv, Die Bundesregierung, Handelsblatt, 20 minuten, mittagsmagazin, WELT, Berliner Zeitung, TextilWirtschaft, WirtschaftsWoche, W&V, Handelszeitung, Tages-Anzeiger, Blick, plusminus, Markt&Technik, Springer Professional, Basler Zeitung, HAUFE., DER STANDARD, Neue Westfälische, Kölner Stadt-Anzeiger, SVZ.de, Mitteldeutsche Zeitung

INTERNATIONAL

EL PAÍS, LesEchos.fr, Forbes, MORGENAVISEN Jyllands-Posten, THE SUNDAY TIMES, BFM TV., elPeriódico, antena3.ro, PANORAMA, autopista.es, Le Parisien MAGAZINE, MODA.ES, LA TRIBUNE, ABC, elEconomista.es, laSexta, EL TIEMPO, reddit, Le Point, Handelsblatt GLOBAL, LA NACION, ΣΚΑΪ.gr, Forbes Israel, sina新浪, VnExpress

3 Sales: Generating leads

Traffic
Mio. Visits



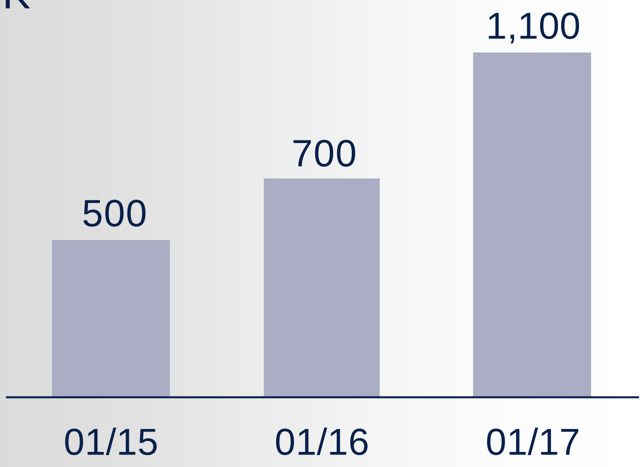
- (+) Increase of traffic over the years
- (–) **30%** B2C traffic, e.g., amazon numbers

LEAD MANAGEMENT

Growing number of leads for global sales force

Own lead management department

Registered user
K

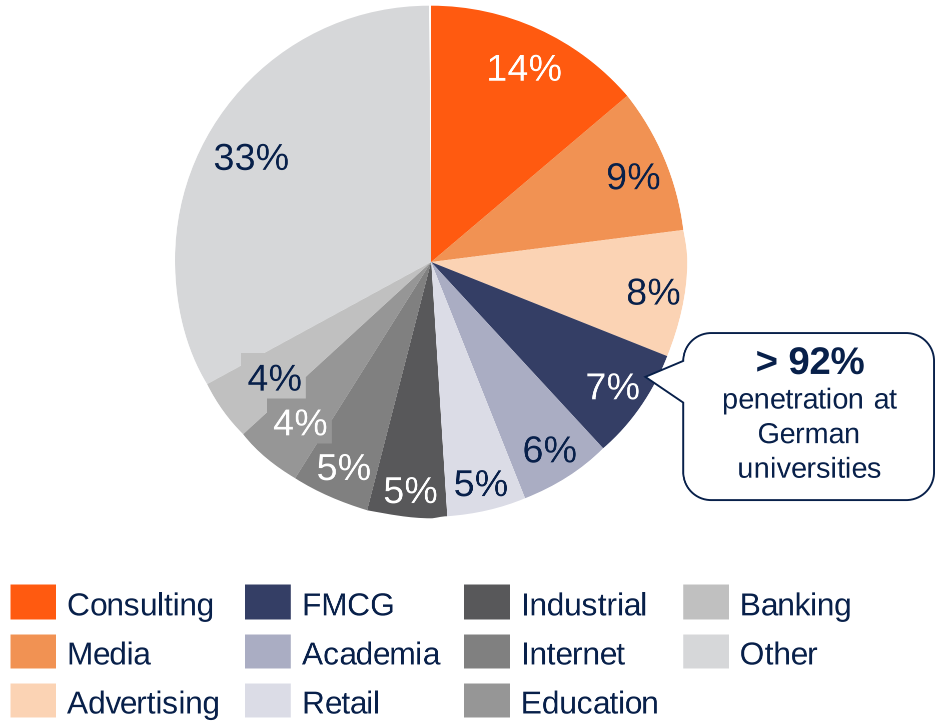


- (+) Constant increase of registered users

3 Multinational client base facilitates internationalization of statista

Selected clients[1]

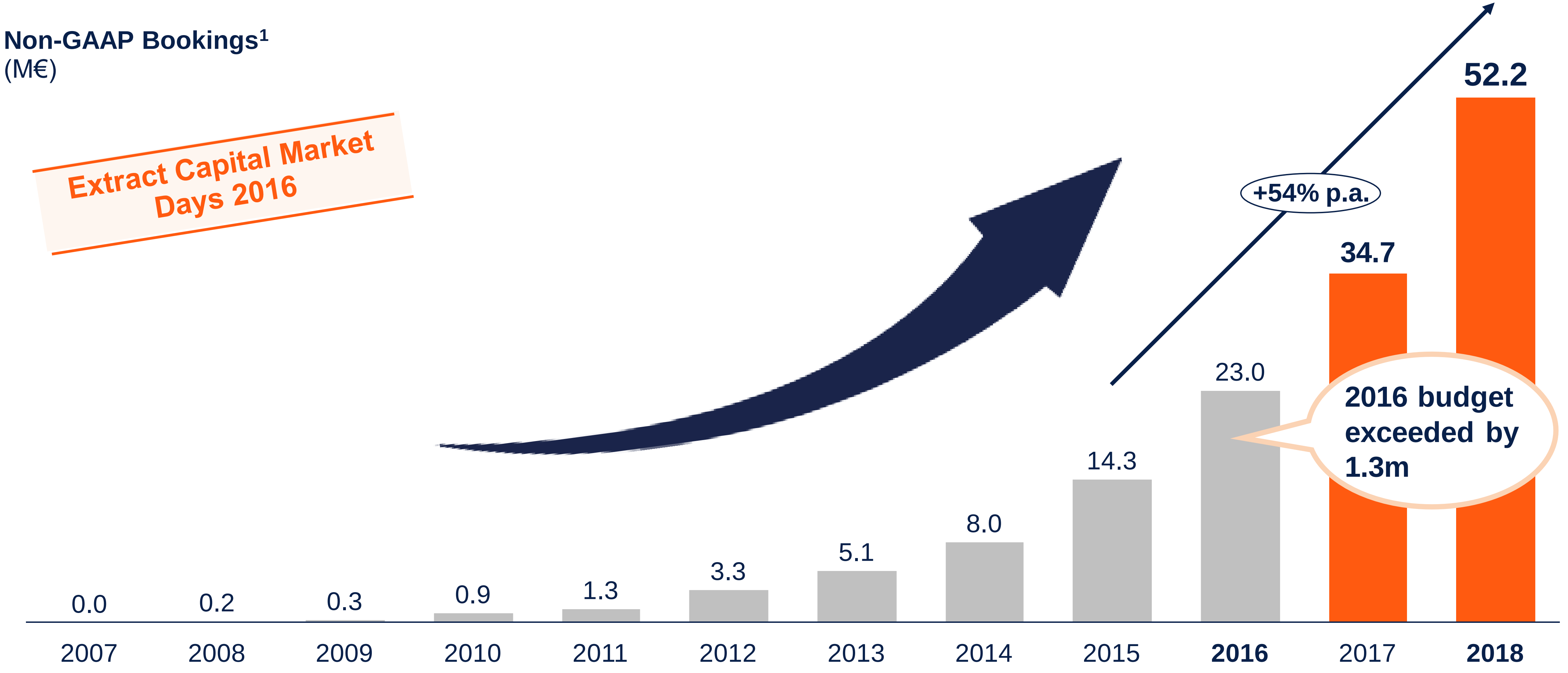
Clients by industry



Example: a contract with Siemens Germany helps to acquirer Siemens US and then Siemens India

1) Corporate and Enterprise accounts only

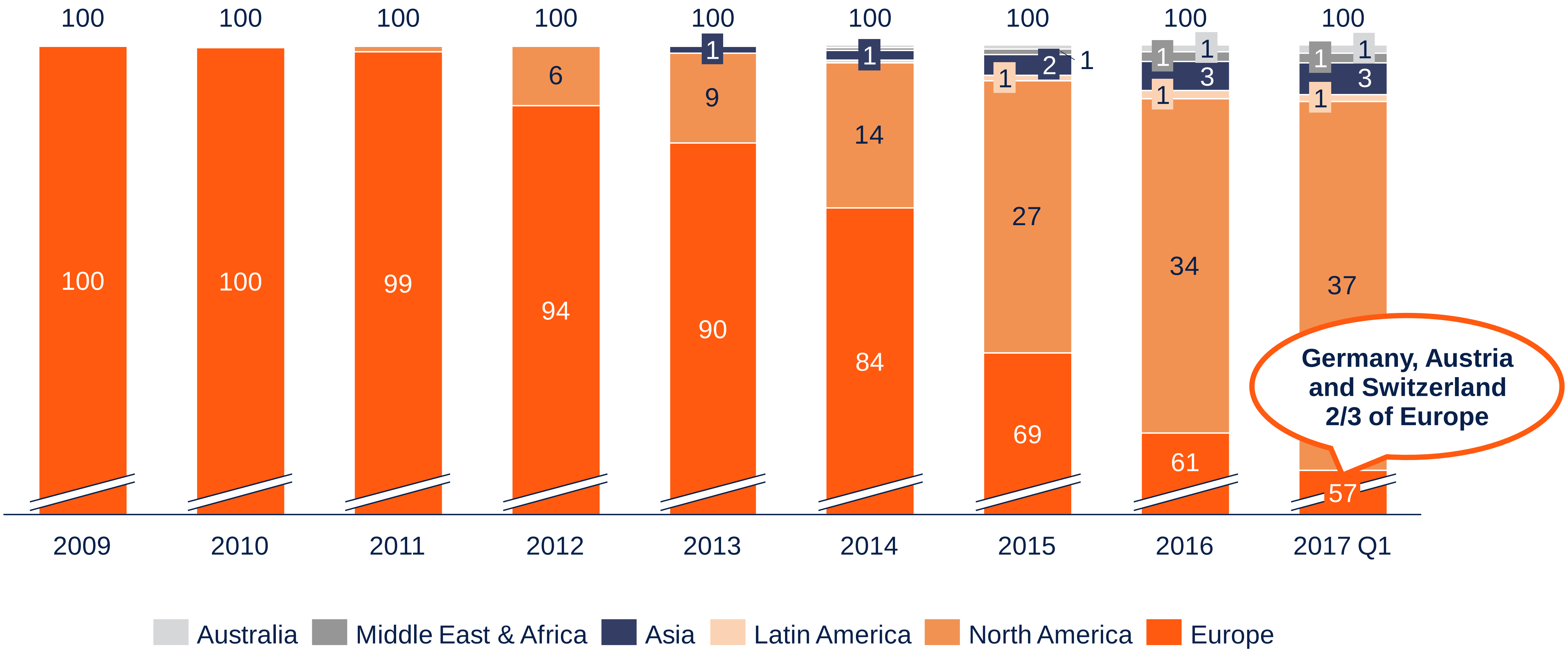
Results (I): we have exceeded our 2016 budget and confirm our 50% CAGR trajectory to 2018



1) Non-GAAP Bookings are the actual accounts invoiced. Due to the long contract duration, revenue is recognized over several months.

Results (II): Statista increasingly international

Share of total account non-GAAP bookings per continent (% of total)



1) Non-GAAP Bookings are the actual accounts invoiced. Due to the long contract duration, revenue is recognized over several months.

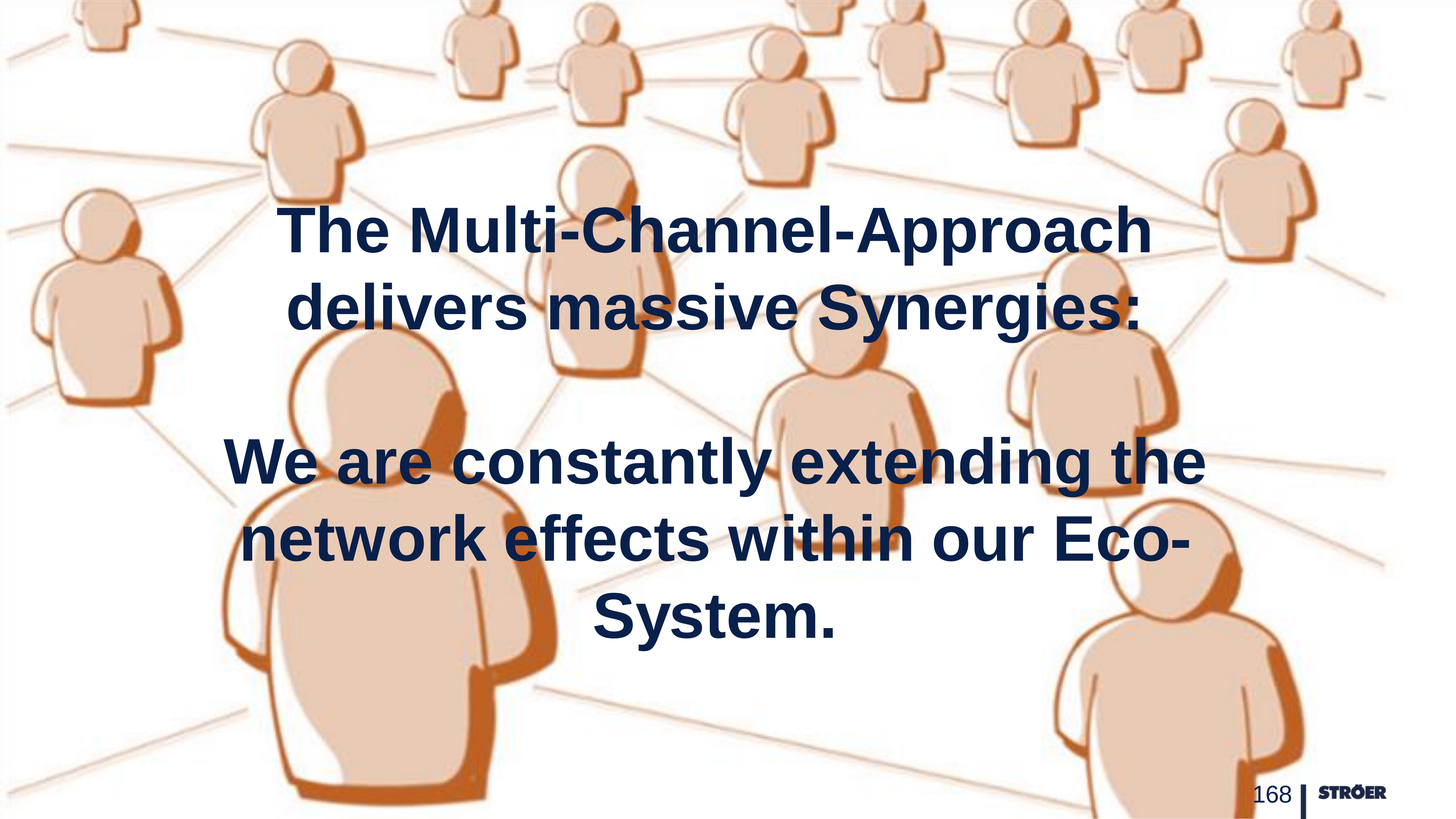
Statista (and other Transactional Businesses)

STRÖER

Summary & Wrap-up

Unchanged Priorities: Our strategic Focus for 2017

1. <u>Out of Home:</u> focus on organic growth and on-going digitisation
2. <u>Digital Content:</u> organic growth by leveraging further synergy potentials
3. <u>National Sales:</u> driving market consolidation to the next level
4. <u>Local Sales:</u> further build-up of sales force & cross-media strategy
5. <u>Transaction Business Models:</u> optimizing our waterfall approach



The Multi-Channel-Approach delivers massive Synergies:

We are constantly extending the network effects within our Eco-System.

Our Targets for 2017: Consistent KPIs & Sustainable Performance

Our Key KPIs and Guidance Statements

1	Total Revenues	~1.3 bn €
2	Organic Growth	mid to high single digit
3	EBITDA	>320 m€
4	Free Cash Flow	~145 m€
5	Net Income Adj.	> 175m€

Outlook for Q1 & current Visibility for 2017

1. **Despite outstanding Q1 in previous year (organic +11%): another excellent start into the year across the entire group with expected growth for Q1 at the higher end of guidance!**

2. **Solid momentum for OoH Germany fueled by both national sales and extended local salesforce activities**

3. **Digital segment consistently on growth track regarding top line growth as well as consolidation and integration processes**

4. **OoH International with challenging macro environment but fully under control and without substantial group impact**


STRØER