

A long-exposure photograph of a city at night. The background is filled with illuminated skyscrapers and office buildings. In the foreground, a multi-lane highway is visible, with light trails from cars creating streaks of white, blue, and red light. The overall scene is vibrant and dynamic.

**STRÖER**

# Company Presentation

March 2018 | Ströer SE & Co. KGaA

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# Ströer At a Glance 2018

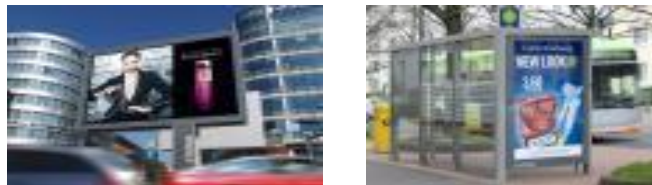
## Multichannel Media Sales House

Ströer Group\*: Revenues ~ 1.6 bn€ | Op. EBITDA ~ 375 m€ | Op. EBITDA margin ~ 23-25%

### Out-of-Home Media

- #1 OoH in Germany
- #1 European giant poster network
- >50% market share Germany
- High barriers to entry

Revenues: ~ 700 to 750 m€\*

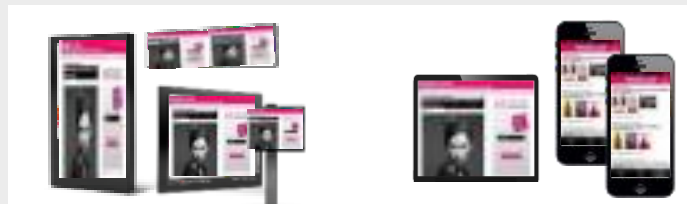


Large formats, Street furniture and Transport

### Content Media

- #1 in AGOF ranking
- Monetization of 350 of the top 700 websites in Germany
- Approx. 4,500 Public Video Screens

Revenues: ~ 500 to 550 m€\*

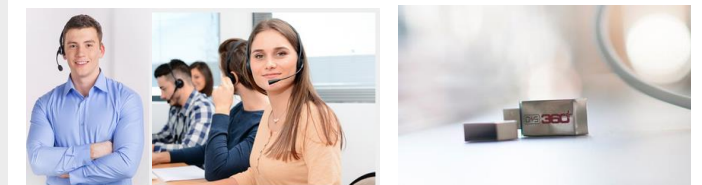


Display, Video and Digital Marketing Services

### Dialog Media

- #2 Dialog Marketing in Germany
- Approx. 7,500 agents
- 90% client overlap with Content & OoH Media
- Complementing marketing offer

Revenues: ~ 350 to 400 m€\*



Dialog Marketing and Transactions

\* Preliminary figures, revenue split per segment w/o group consolidation

# Milestones of Ströer Strategic Development

	German Unification			2006: German OoH Market consolidated				2016: German Online Market consolidated		2017: Dialog Segment opened
Pillars		Scroller	DSM Acquisition	DERG Acquisition	IPO	Digital OoH Network	Online Acquisitions	T-Online Acquisition	Multi-Touchpoint	Dialog Marketing
										



**Out-of-Home Media**  
(Location Based Advertising)

**Content Media**  
(Digital Content & Marketing Services)

**Dialog Media**  
(D2D, Phone etc.)

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# Overall Performance in 2017

<b>Group</b>	Reported Revenues	<b>1,331 m€</b>		
	Organic Growth	<b>9%</b>		
	Operational EBITDA	<b>331 m€</b>		
<b>Segments</b>	<b>Out-of-Home Media</b>	<b>Content Media</b>	<b>Dialog Media*</b>	
	Revenues	Revenues	Revenues	
	<b>652 m€</b>	<b>528 m€</b>	<b>190 m€</b>	
	Organic Growth	Organic Growth	Organic Growth	
	<b>+5.7 percent</b>	<b>+9.9 percent</b>	<b>+21.0 percent</b>	
	Op. EBITDA-Margin	Op. EBITDA-Margin	Op. EBITDA-Margin	
	<b>25.7 percent</b>	<b>31.8 percent</b>	<b>9.9 percent</b>	

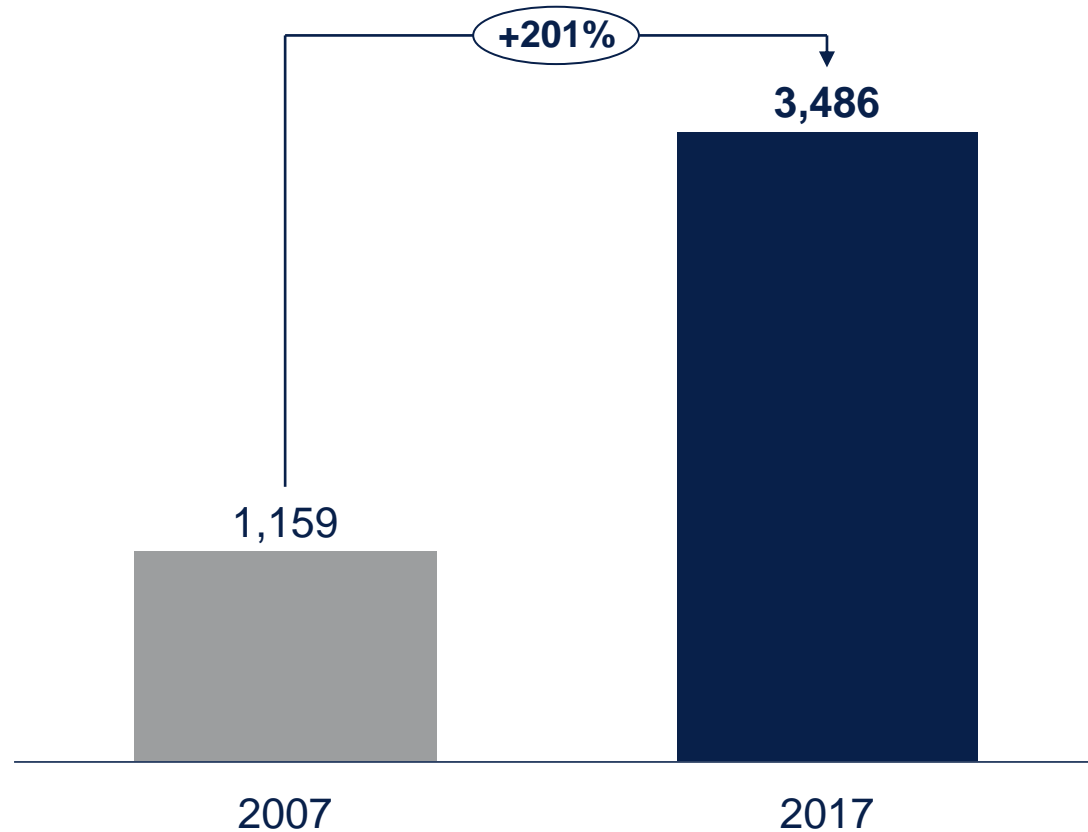
Note: Revenue split per segment w/o group consolidation

\* Core entities only consolidated for up to five month, pre portfolio optimizations and synergies

# Ad Market: Growth Driver Segments Content and Out-of-Home

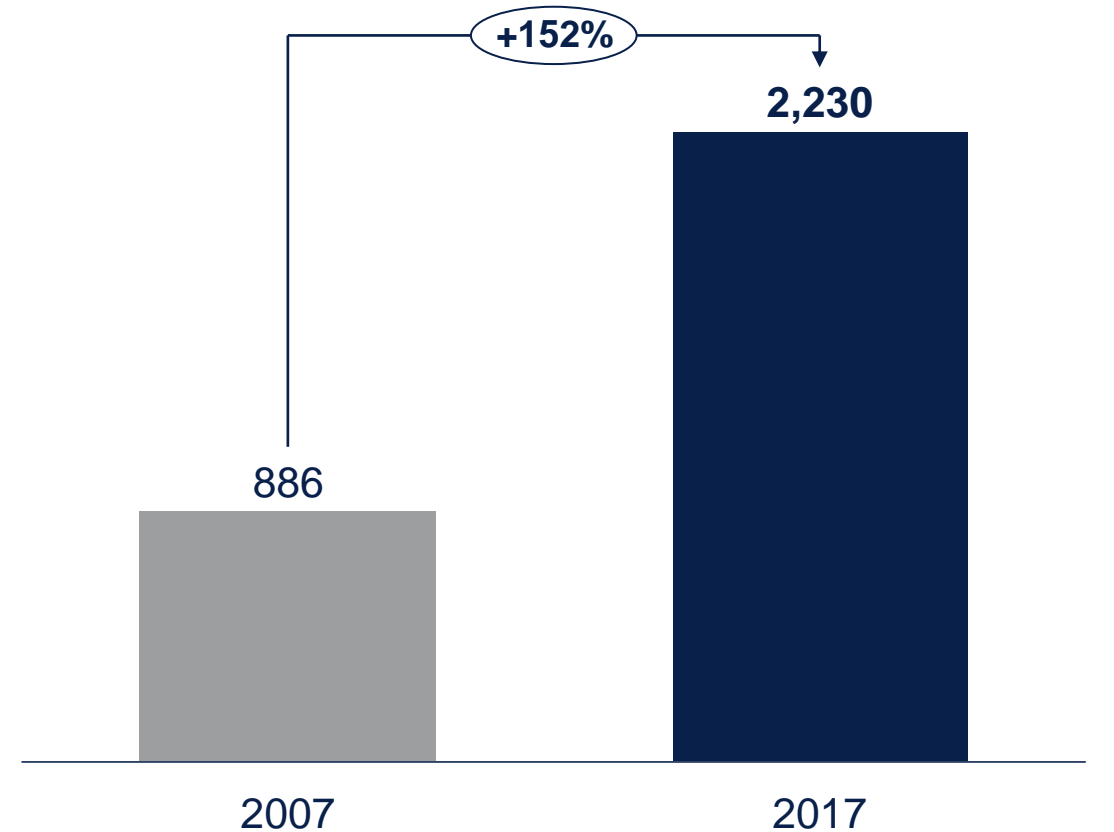
## Content Media\* (incl. Mobile\*\*)

EURm



## Out-of-Home Media\*\*\* (Location Based Advertising)

EURm



Source: Nielsen Media Research, gross advertising; \* Online & Mobile; \*\* Mobile (MOB): as of 2011; \*\*\* OoH incl. Billboard, Transport Media, At-Retail-Media, Ambient Media

# Robust & Sustainable Growth Drivers in all Key Segments

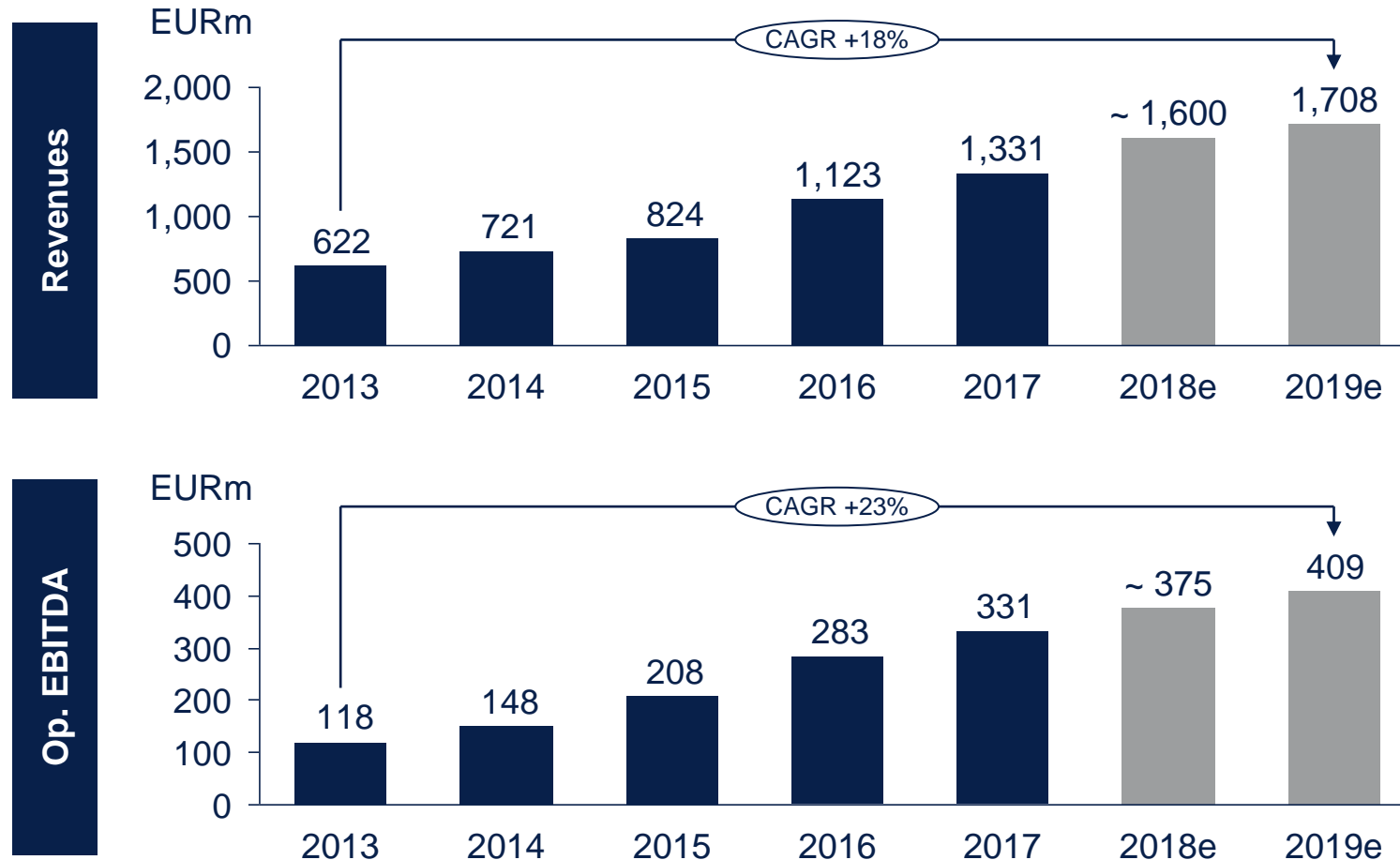
<b>Out-of-Home Media</b> (Location Based Advertising)	<b>Content Media</b> (Digital Content & Marketing Services)	<b>Dialog Media</b> (D2D, Phone, Chat, Mail, CpO)
Key logics:		
<ol style="list-style-type: none"> <li>1. Slightly growing and robust portfolio market share with growing audience through urbanization and mobility</li> <li>2. 54%* of revenues coming from local and regional business (vs. 46% national ad market)</li> <li>3. Digitization is driving both inventory value, monetization potential and yield optimization</li> </ol>	<ol style="list-style-type: none"> <li>1. Meanwhile strong market position amongst German players and consolidation opportunities beyond 30%** market share</li> <li>2. 51%*** of revenues coming from direct client relationships and direct programmatic sources</li> <li>3. Strong &amp; highly profitable own assets in combination with 345**** of the top 700 German websites</li> </ol>	<ol style="list-style-type: none"> <li>1. Growing clients' demand to manage &amp; drive direct consumer contacts when GAFA is more and more controlling access channels</li> <li>2. Market fragmentation and lack of professionalization &amp; scale is offering strategic opportunities</li> <li>3. Massive digitisation opportunities in combination with group synergies &amp; 360° sales channels</li> </ol>

\* 12M/2017; \*\* Source OVK: 12M/2017; \*\*\* 12M/2017; \*\*\*\* Source AGOF: 12M/2017



# Strong Growth Path Top and Bottom Line

## Key Financials



## Comment

### Ströer Group on a sustaining growth path:

- Revenue increase of +18% on average from 2013 to 2019
- Organic and acquired growth stemming from digital segment as well as robust development in German OoH business

### Optimistic outlook for 2018

- Revenue increase to approx. 1.6 bn€ driven by digital diversification, dynamic sales activities in regional/local OoH business and expansion of Dialog Marketing
- Stable operational EBITDA margin\*
- Free Cash Flow up to 175 m€\*\*

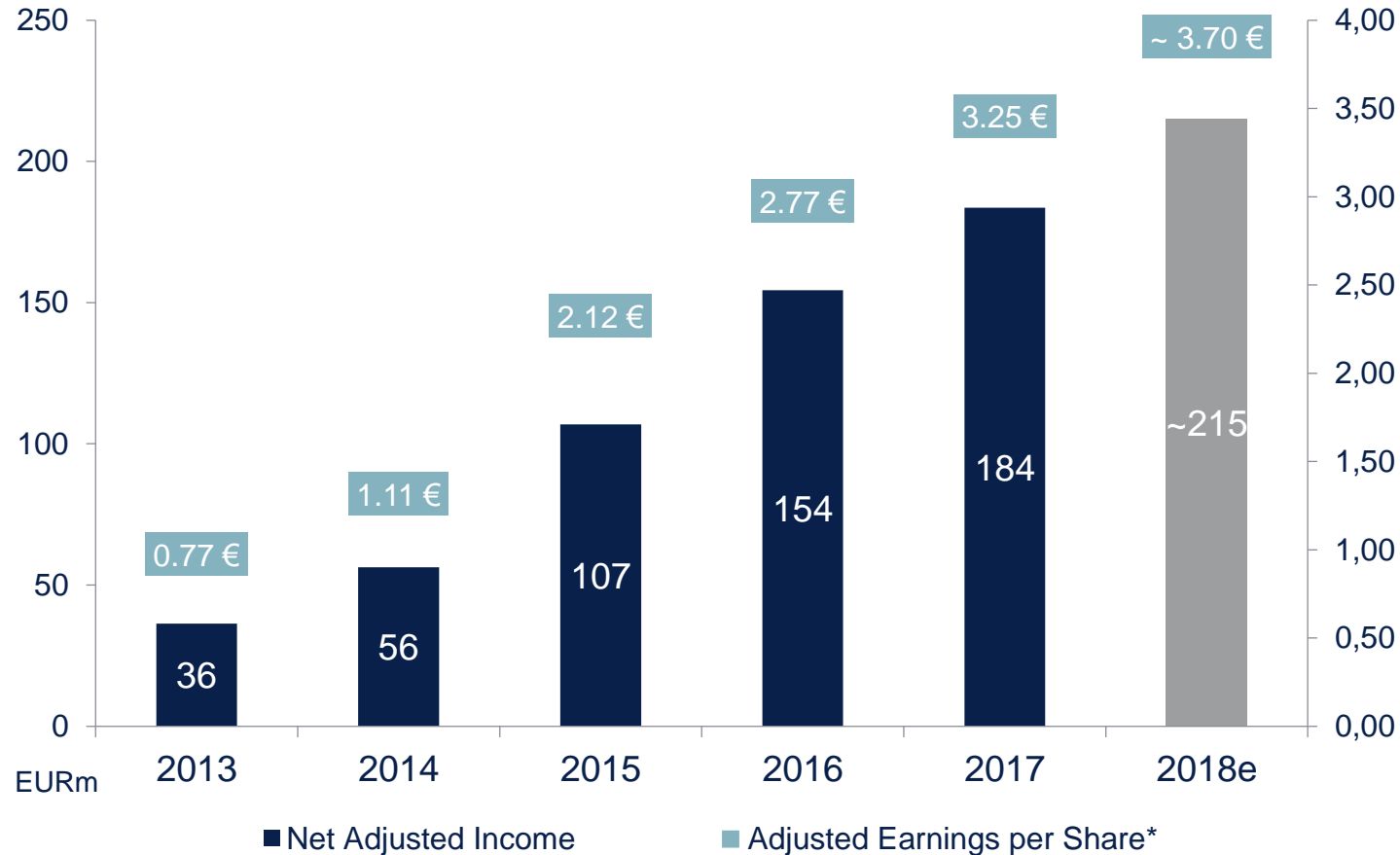
Note: Financials for 2013-2017 actuals, 2018 Guidance (before IFRS changes), 2019 Consensus

\* Like-for-like portfolio

\*\* Before application of IFRS 11 and IFRS 16

# Adjusted Earnings per Share almost quintupled from 2013 to 2018

## Net Adjusted Income & Adjusted Earnings per Share\*



## Comment

- Yearly average growth of adj. EPS of around +35% from 2013 to 2018
- Strong underlying operational performance leads to strong bottom line increase
- Value accretive acquisitions for shareholders
- Financial expenses significantly reduced
- Adjusted Earnings per Share calculated on the Weighted Average of Shares outstanding

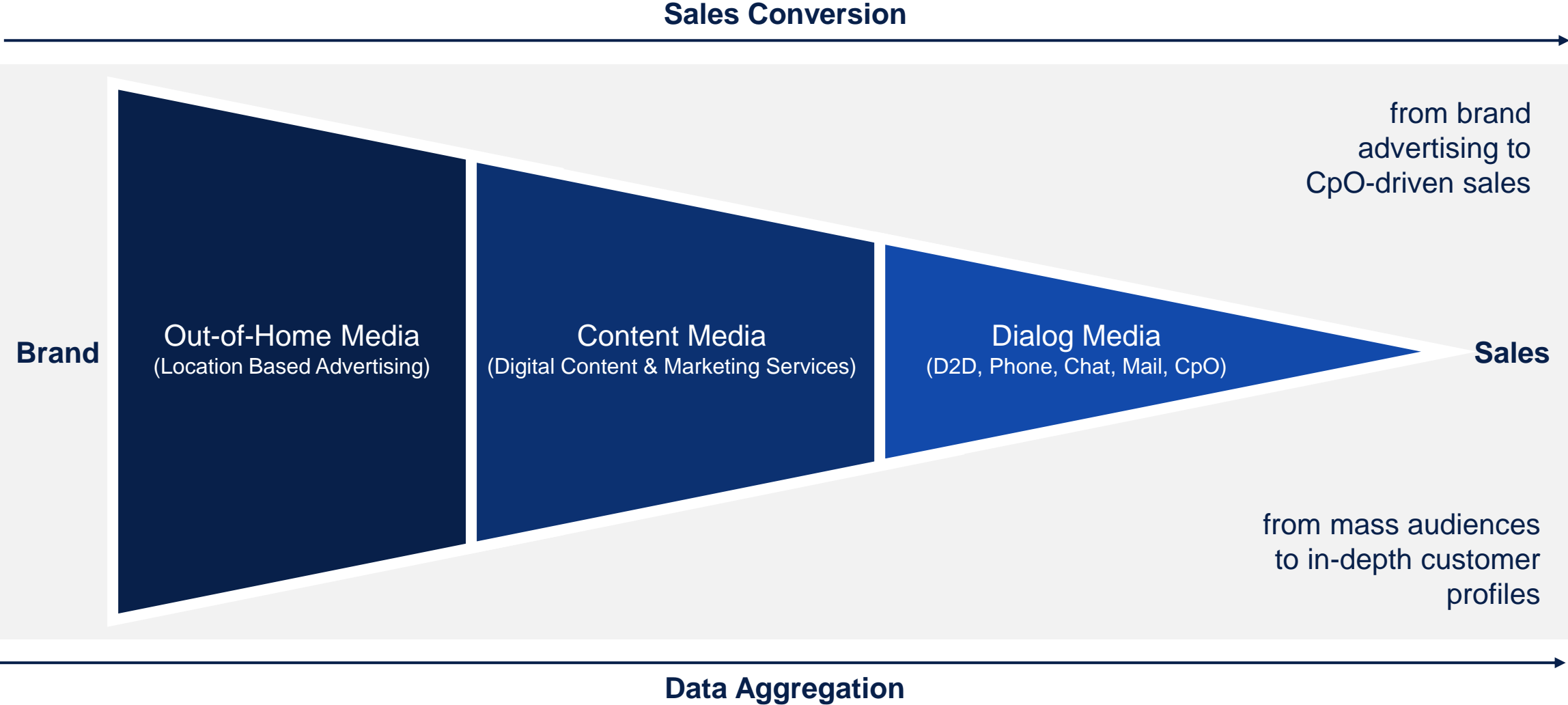
Note: Financials for 2013-2017 actuals, 2018 Guidance (before IFRS changes)

\* After minorities

# Guidance Achievement Year by Year

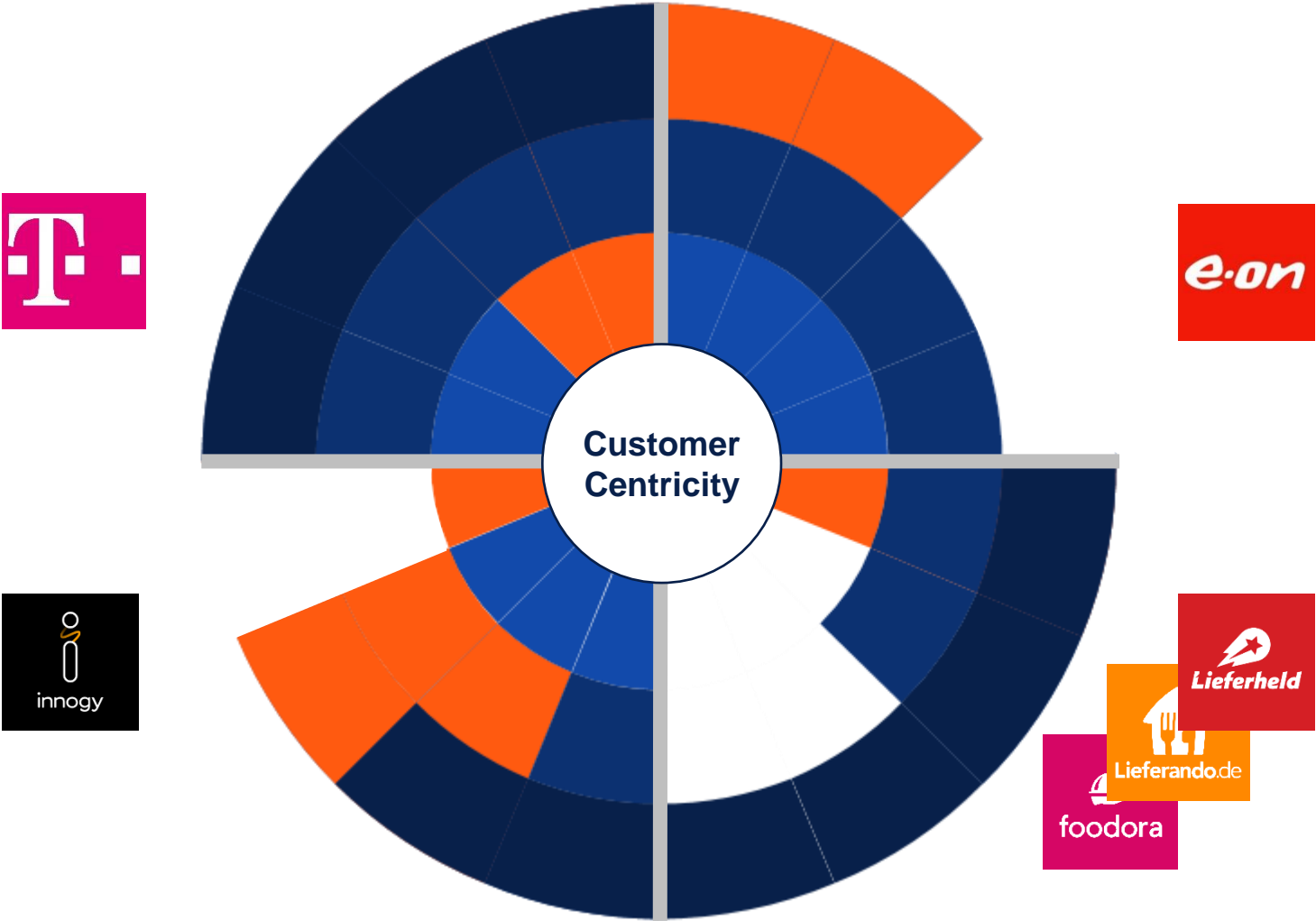
EURm	2013			2014			2015			2016			2017		
	Guidance	Actual		Guidance	Actual		Guidance	Actual		Guidance	Actual		Guidance	Actual	
<b>Organic growth</b>	Low single digit	<b>3.5%</b>	✓	>10%	<b>11.4%</b>	✓	High single digit	<b>9.8%</b>	✓	Mid to high single digit	<b>7.2%</b>	✓	Mid to high single digit	<b>8.7%</b>	✓
<b>Operational EBITDA</b>	Moderate increase	<b>118 (+10%)</b>	✓	~145	<b>148</b>	✓	>200	<b>208</b>	✓	>280	<b>283</b>	✓	320-330	<b>331</b>	✓
<b>Net Income Adj.</b>	Moderate increase	<b>36 (+51%)</b>	✓	>50	<b>56</b>	✓	~100	<b>107</b>	✓	>150	<b>154</b>	✓	>175	<b>184</b>	✓
<b>Free Cash Flow*</b>	Moderate increase	<b>39</b>	✓	Slight increase	<b>80 (+103%)</b>	✓	~100	<b>116</b>	✓	~135	<b>139</b>	✓	~145	<b>146</b>	✓
<b>Return on Capital Employed (ROCE)</b>	Moderate increase	<b>10.3%</b>	✓	>10%	<b>13.8%</b>	✓	Considerable increase	<b>15.4% (+1.6% p.p.)</b>	✓	stable	<b>16.9%</b>	✓	stable	<b>17.6%</b>	✓

# Complementing Integrated Brand-Performance-Sales Funnel





# Exemplary Key Accounts



# Clear Strategic Focus: Investing in Our Core Capabilities

## Do's

1

Accelerate digitization of location based reach inventory

2

Leverage growing local sales force

3

Strengthen dialog & performance media segment and focus on core businesses

4

Integrated & dovetailed product portfolio, no stand-alone solutions

## Don'ts

1

OoH international in competitive market

2

No e-commerce businesses

3

Unsustainable arbitrage & pure intermediate models

4

Stand-alone or pure international adtech investments

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# Ströer Group's Key Performance Indicators – Guidance 2018

Key KPIs	Update Guidance 2018 w/o IFRS changes	Update Guidance 2018 incl. expected IFRS 11/16 effect
1 Total Revenues	~ 1.6 bn€	~ 1.6 bn€
2 Organic Growth	mid to high single digit	mid to high single digit
3 EBITDA	~ 375 m€	~ 535 m€
4 Free Cash Flow	~ 170 to 175 m€	~ 310 m€
5 Net Income Adj.	~ 215 m€	~ 200 m€



# Segment expectation for 2018\*

<p><b>Group Guidance</b></p>	<p>Reported Revenues ~ 1.6 bn€          Organic Growth mid to high single digit percentage          Operational EBITDA ~ 375 m€</p>		
<p><b>Segment Expectation</b></p>	<p><b>Out-of-Home Media</b></p>	<p><b>Content Media</b></p>	<p><b>Dialog Media</b></p>
	<p>Revenues ~ 700 to 750 m€</p> <p>Organic Growth mid single digit percent</p> <p>Op. EBITDA-Margin 23-28 percent</p>	<p>Revenues ~ 500 to 550 m€</p> <p>Organic Growth mid to high single digit percent</p> <p>Op. EBITDA-Margin 30-35 percent</p>	<p>Revenues ~ 350 to 400 m€</p> <p>Organic Growth mid to high single digit percent</p> <p>Op. EBITDA-Margin 12-17 percent</p>

Note: Revenue split per segment w/o group consolidation  
 \* Before application of IFRS 11 and IFRS 16

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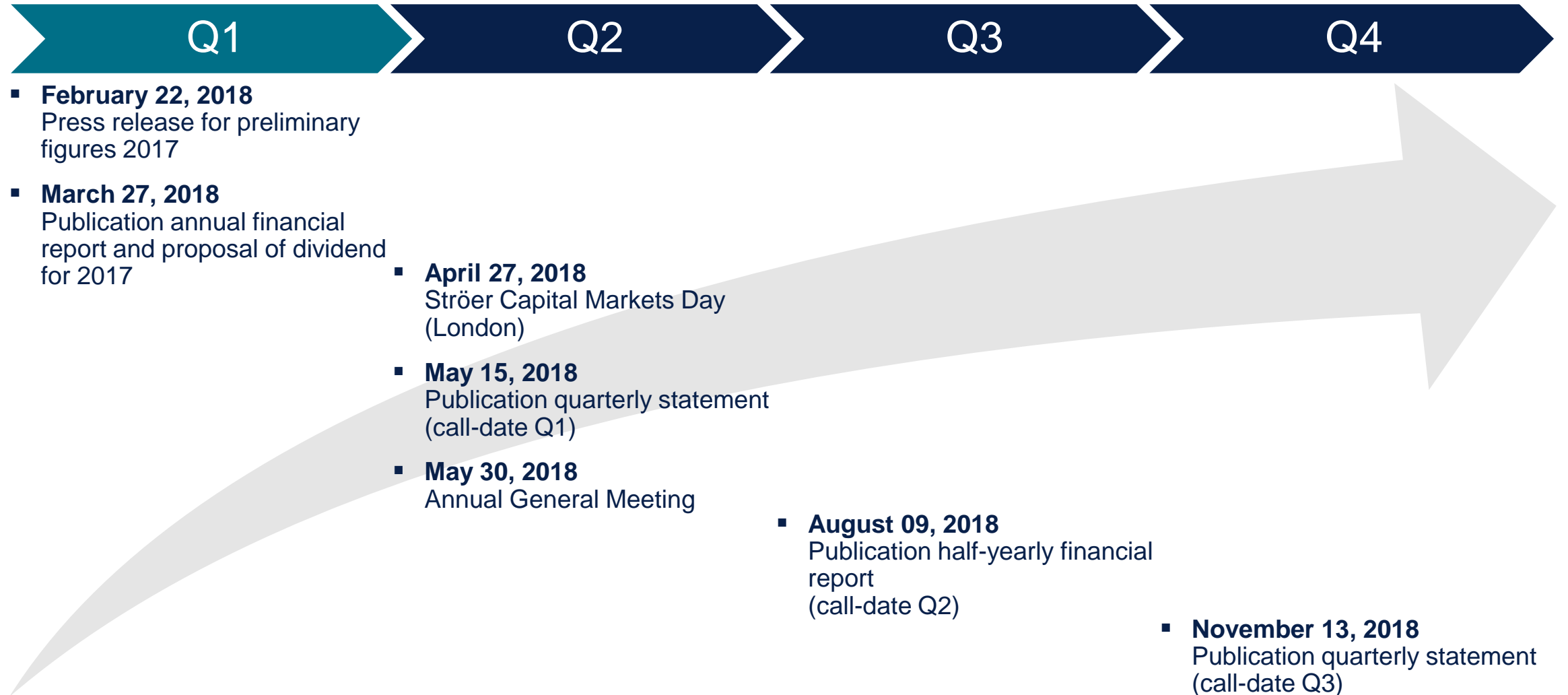
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# Financial Calendar 2018



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