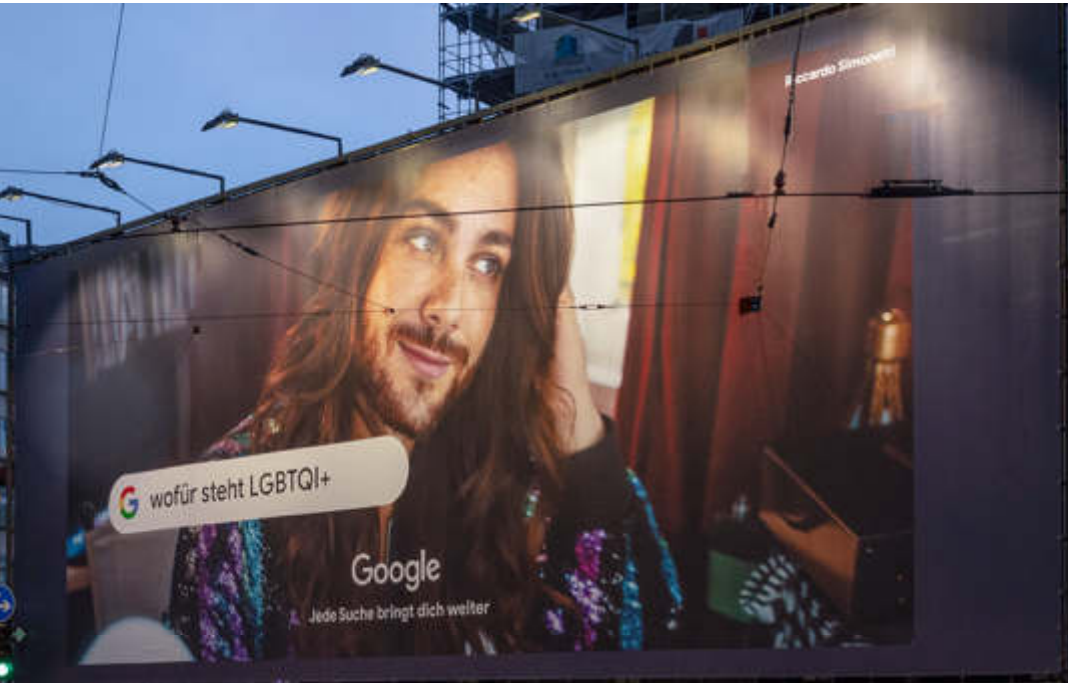


STRÖER



Ströer Capital Markets Day

Hamburg, October 7th, 2021

Agenda

01

Review

Building an OoH Media company for the digital age



02

OoH

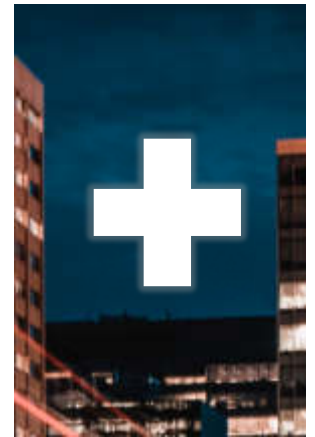
Digitisation of our infrastructure and midterm prospects



03

Plus

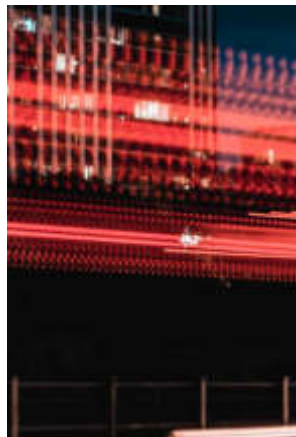
Digital & Dialog Media: Synergies driving OoH growth



04

Extra Value

Value crystallization of DaaS & E-Commerce: Statista & Asam



05

ESG & Finance

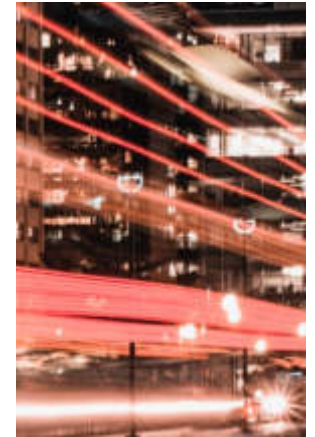
Improving structures, becoming sustainable & more efficient



06

Conclusion

All relevant growth and cash levers under our control





THE OOH MEDIA COMPANY FOR THE DIGITAL AGE

STRÖER

Simple Old World: Media Channels operating in Silos

Media separated by (physical) Distribution Channels



But Digital is not another Silo: It has changed the Rules of the Game

New Opportunities and Risks for Business Strategies



Traditional Model vs. Media Companies in a Digital World

Significantly changing Success Criteria

“Offline World”: Media in Silos



**Market Share within Media Silo and
Number of Players in Silo**

“Digital World”: Integrated Media



**Total Media Market Position and
Performance against Digital KPIs**

Traditional Model vs. OoH in a Digital World

We have given a clear Answer for our Company

“Offline World”: Media in Silos



Pure Play OoH Company

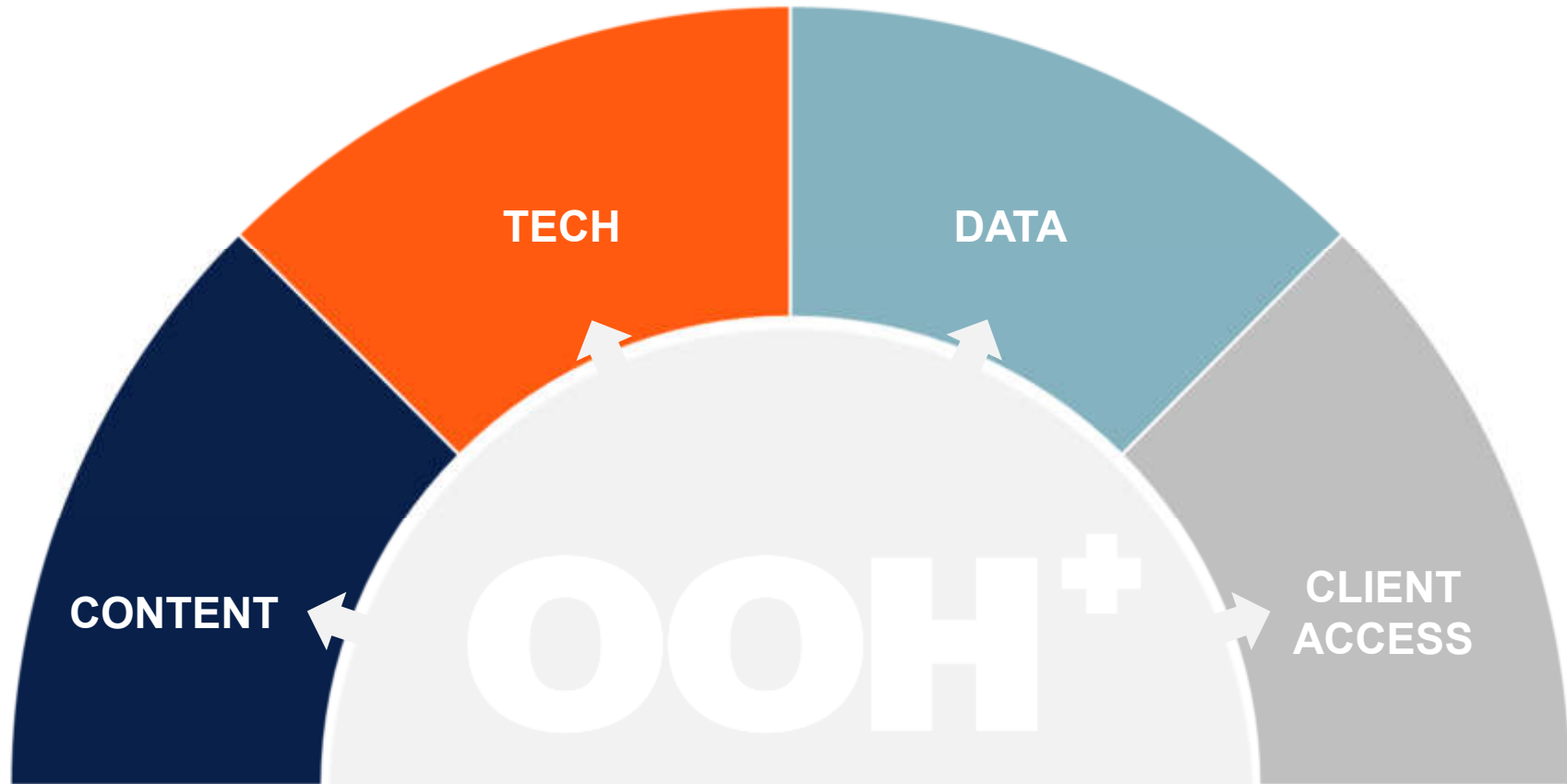
“Digital World”: Integrated Media



OOH⁺

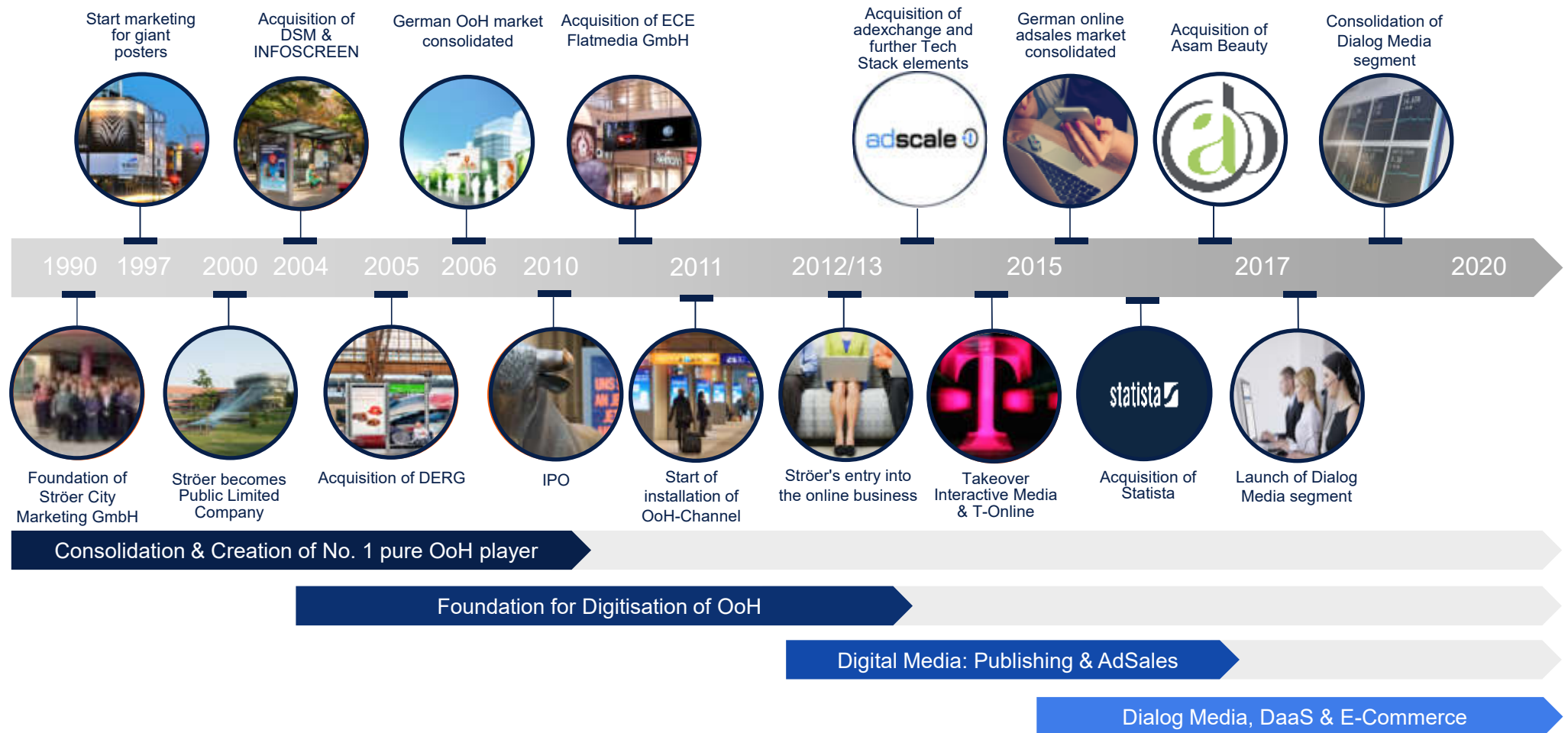
OoH Plus: 4 Key Areas of Synergies to drive OoH Growth

Incremental Value for Advertisers and Municipalities/Landlords



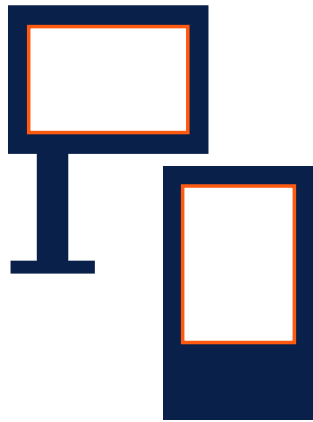
Milestones of Ströer's M&A Journey & Strategic Development

Transformation from "OoH only" to "OoH PLUS"



Our Company Purpose: Connecting Brands with Consumers

Core OoH Business & supporting Marketing/Sales Solutions



300.000+
POI AdSpaces



50M+ Online Unique User
per Month



150M+ Calls / Encounters
per Month

01110110101010101
001001111010110

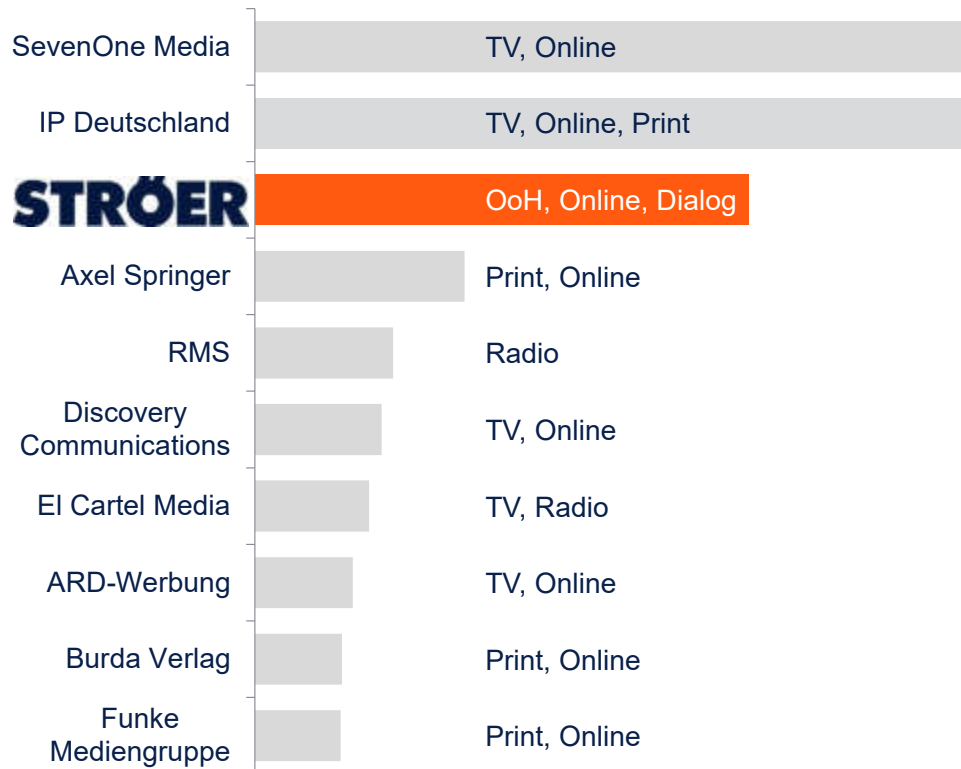


7bn+ updated data
per Month

Ströer: Top 3 German Marketing Partner for Advertisers

Best prepared to fully access local and national Clients

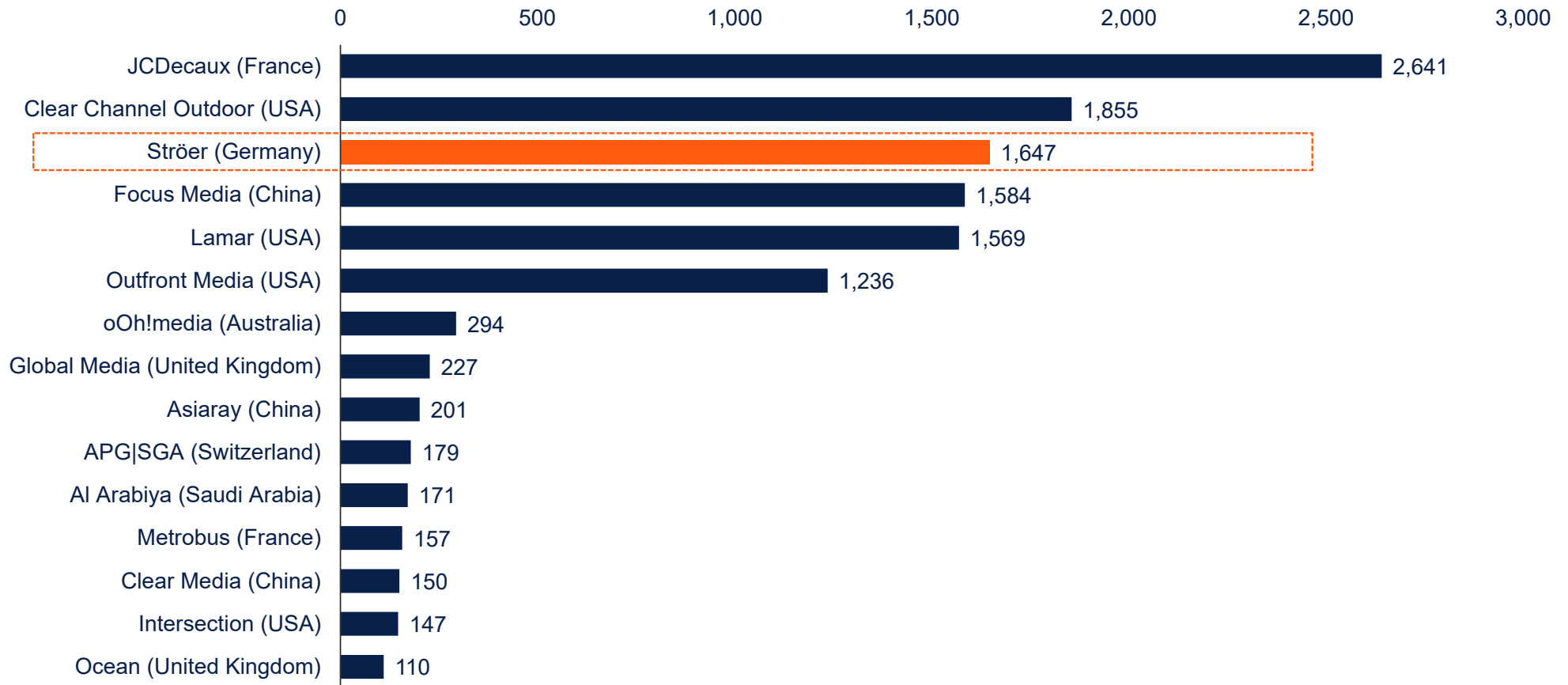
German Cross-Media Saleshouse Ranking, H1 2021



Sources: Nielsen Media Research; gross advertising, Q1-Q2 2021 (Germany); cons. gross sales Ströer: OoH Germany + all digital saleshouses of the group

Ströer amongst leading OoH Companies Worldwide

But with a unique Approach to OoH and a clear One-Market-Focus



Sources: JCDecaux, statista; Sales in million USD 2020

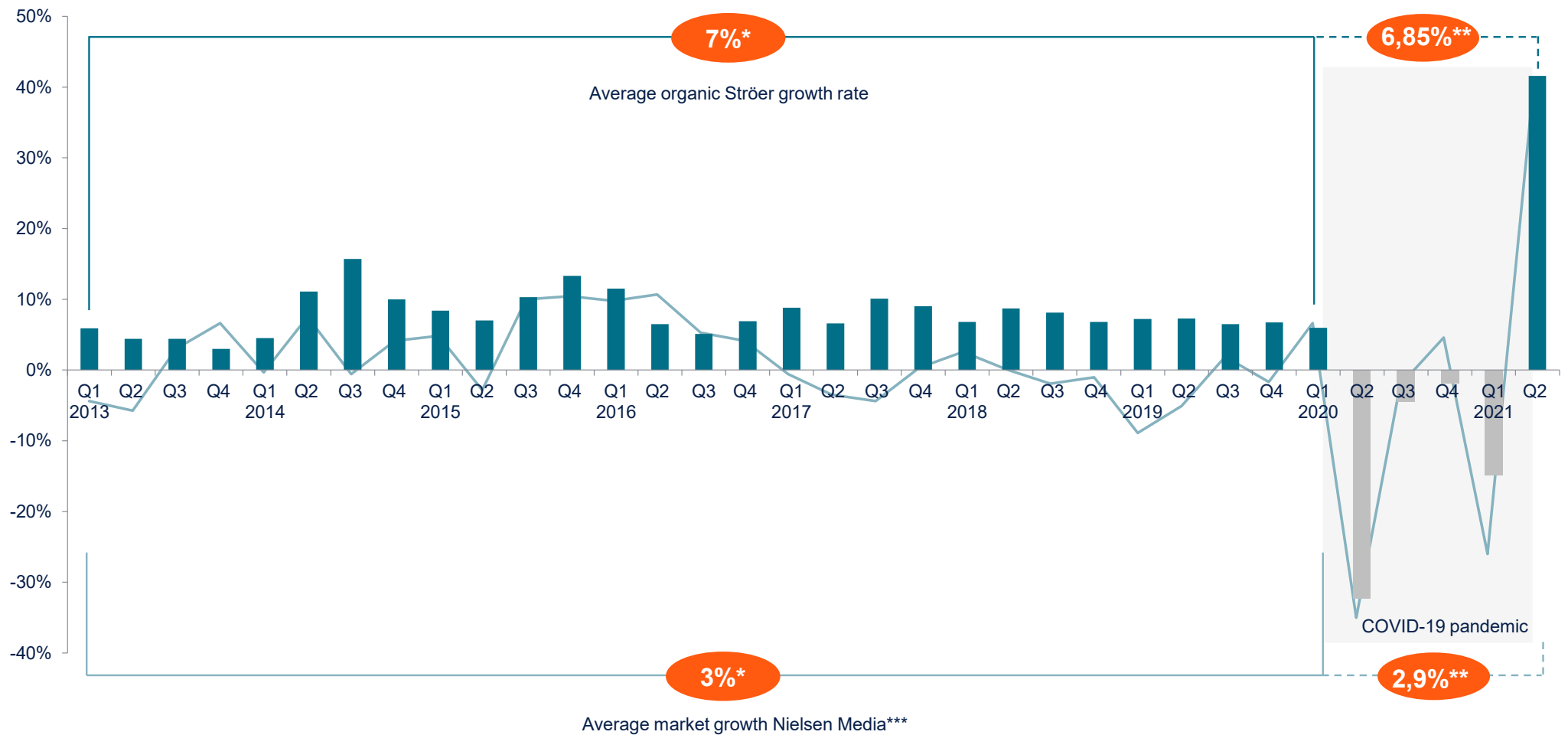
Our Strategy clearly pays off

Proofs of Concept from the last Decade



Proof of Concept (1): Extremely robust and stable Growth

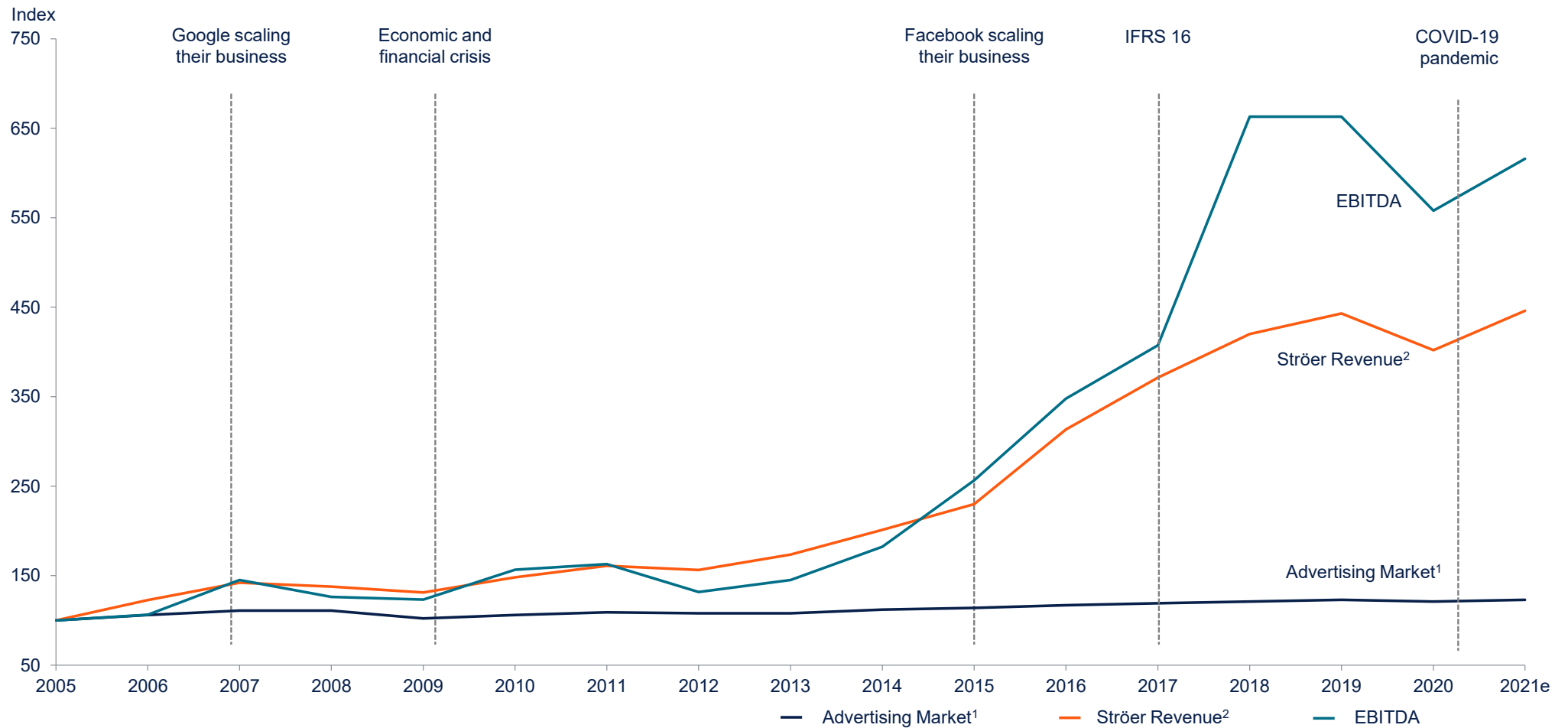
Pre-Pandemic 27 Quarter in a Row



Growth rate in % compared with prior-year quarter
 Source: Ströer data; *Median Q1 2013 – Q1 2020, ** Q1 2013 – Q2 2021, *** gross advertising without advertising mail

Proof of Concept (2): Sustainably outperforming the Ad Industry

Robustness despite Rise of Global Platforms and the Pandemic



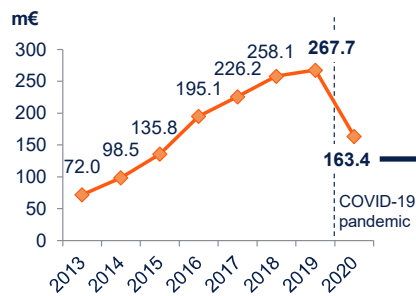
Source: ¹ Nielsen Media Research, gross advertising without advertising mail ²Ströer Data
 *OoH incl. billboard, Transport media incl. Public Video and Infoscreen, At-retail-media incl. Mall Video, Ambient media

Proof of Concept (3): Constant ROCE Improvements

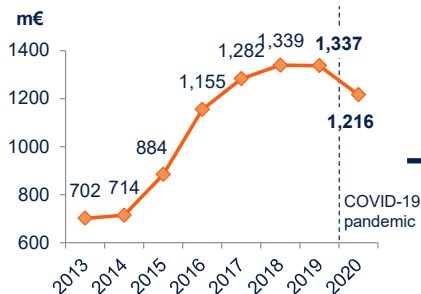
Investments attract a high Return on Capital Employed

ROCE Development over Time*

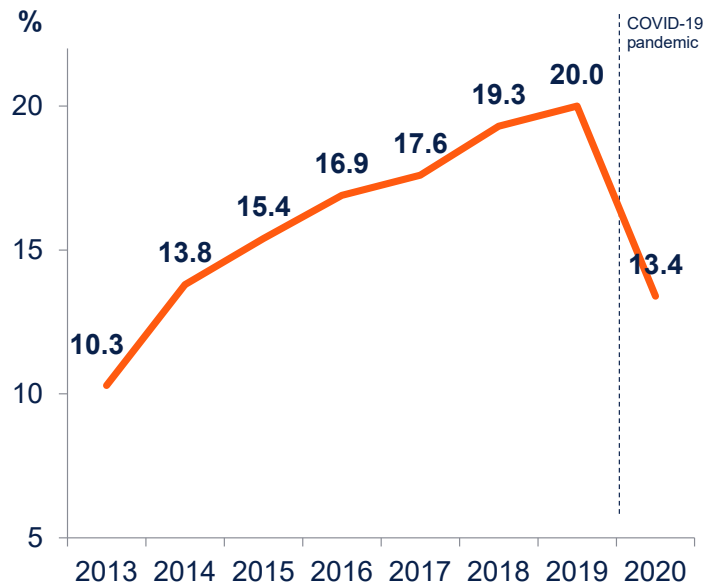
EBIT adj.



Capital Employed



Return on Capital Employed



Comment

- ROCE is a central KPI for the Management Board and stands at 20.0% end of 2019
- Investments lead to an additional Capital Employed of approx. 600 m€ since 2013
- With additional EBIT adj. of 196 m€, ROCE could be increased by 9.8 pts from 10.3% to 20.0% in 2019

*as reported and adjusted for IFRS 16

Proof of Concept (4): Best in Class in OoH, Digital & Dialog Media

Strong stand alone Performance vs. Pure Play Peers

	OoH Media*		Digital Media		Dialog Media	
	STRÖER	Peers ¹⁾	STRÖER	Peers ²⁾	STRÖER	Peers ³⁾
Organic Growth	(mid to) high single digit	mid single digit	mid (to high) single digit	High single digit	(mid to) high single digit	mid to high single digit
EBITDA Margin	~ 48% w/o IFRS16 ~ 28%	~ 30% w/o IFRS16 ~ 20%	~ 29%	~ 10%	~ 18%	~16%

* Pre Pandemic ¹⁾ JC Decaux, Lamar, Outfront, OoH Media, APG ²⁾ Criteo, Fluent, NY Times, News Corp., Axel Springer ³⁾ Teleperformance, Capita

Proof of Concept (5): Taking our OoH Business to a new Level

Business Diversification was obviously a real Catalyst for OoH

Ströer OoH Media Segment (like-for-like)

	2012	2019	Diff.
Revenue in m€	469.3	827.4	+76%
EBITDA in m€	101.9	401.6 w/o IFRS16 235.3	+131% w/o IFRS16
EBITDA Margin	21.7	48.5 w/o IFRS16 28.4	+31% w/o IFRS16



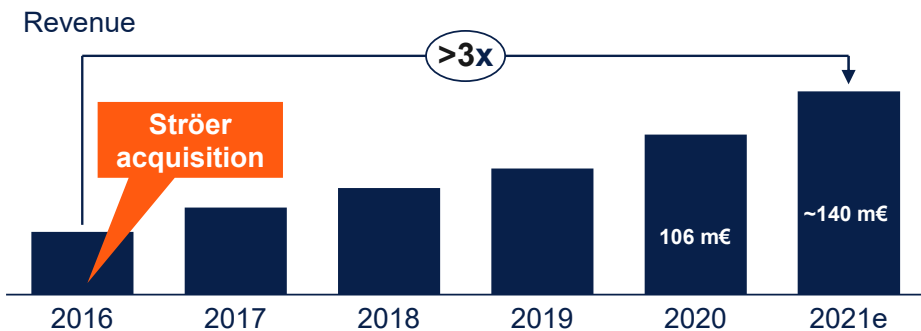
Source: Company data ¹⁾ w/o OoH Turkey / IFRS 16

Proof of Concept (6): DaaS & E-Commerce

Non-Core M&A Commercially extremely successful



Strong financial performance



Fast growing G-Bauty Brand with high profitability



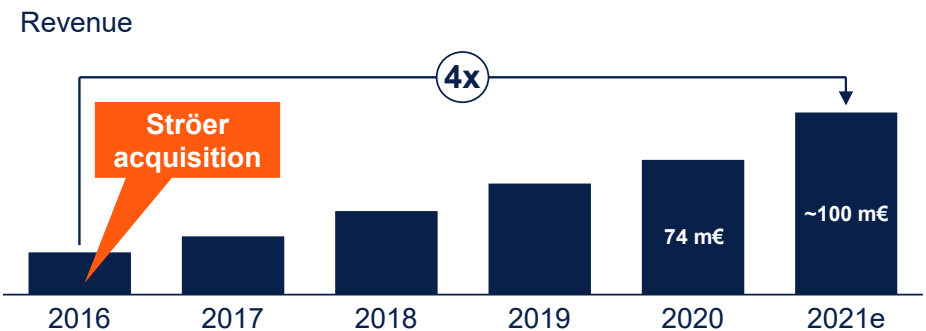
Strong growth during Corona crisis fueled by significant growth in e-commerce



Innovation in all relevant beauty categories form international best sellers



Strong financial performance



Strong financial performance with at least 25% y-o-y growth since acquisition



Increasing revenue per customer with powerful product extensions

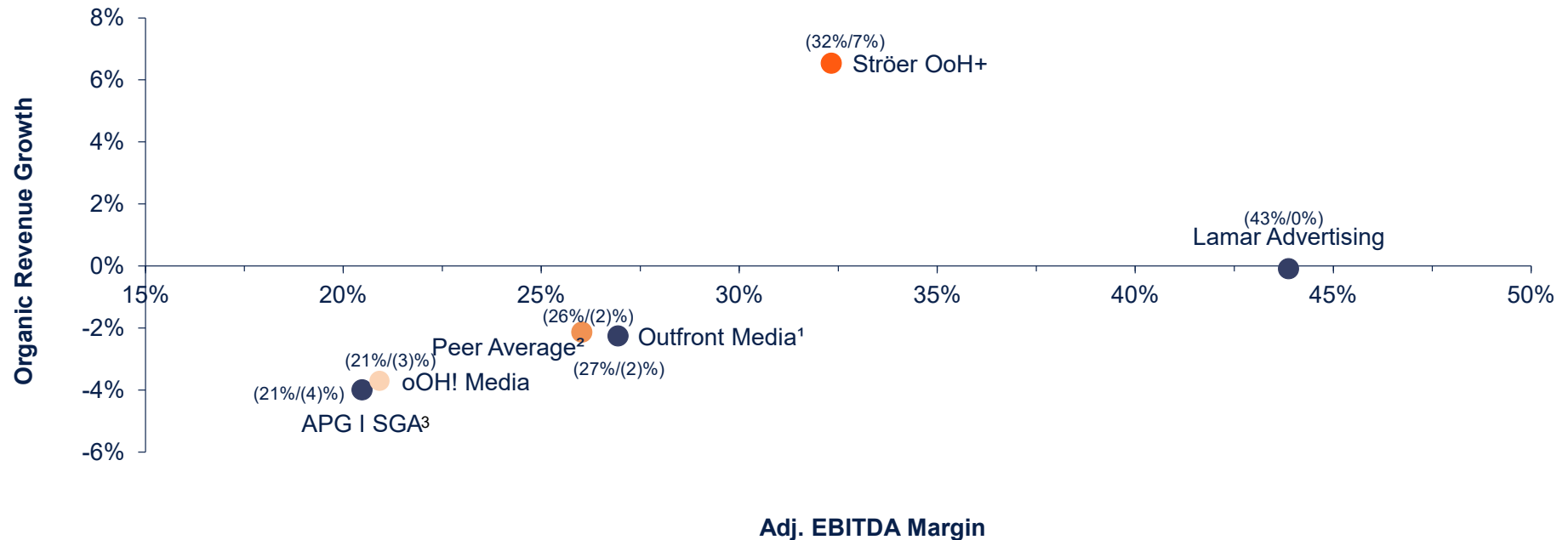


Accelerated performance during crisis and post pandemic

Ströer amongst leading OoH Companies Worldwide

Our KPIs within the competitive Landscape

Organic Revenue Growth (5 Year Average 2016A - 2020A) vs. Adj. EBITDA Margin (5 Year Average 2016A - 2020A)



Source: Public company filings, company information, IBES, broker research. Note: EBITDA margin for Outfront Media based on operating income before depreciation, amortization, net gain (loss) on dispositions, stock-based compensation, restructuring charges and loss on real estate assets held for sale. ² Includes Lamar Advertising, Outfront Media, APG I SGA (Organic revenue growth for 2018A, 2019A and 2020A only). ³ Organic revenue growth based on 2018A, 2019A and 2020. ⁴ EBITDA margin based on operating income before depreciation, amortization, net gain (loss) on dispositions, stock-based compensation, restructuring charges and loss on real estate assets held for sale.

Valuation Comps

Company	Share Price			EV	EV/EBITDA (x)		P/E (x)		FCF yield (%)	
	€	% of 52w high	% of 52w low	€ MM	2021E	2022E	2021E	2022E	2021E	2022E
Lamar	97.32	(2%)	91%	13,201	19.4x	18.3x	30.2x	26.7x	4.8%	4.7%
Outfront Media	20.19	(9%)	84%	6,304	26.4x	17.3x	n.m.	43.0x	1.9%	4.0%
Clear Channel Outdoor	2.21	(15%)	198%	6,885	24.0x	15.4x	n.m.	n.m.	n.m.	n.m.
JC Decaux	21.44	(18%)	75%	8,989	30.0x	14.6x	n.m.	33.7x	0.6%	4.5%
Ströer	68.50	(16%)	14%	5,504	10.9x	9.4x	25.2x	18.8x	8.3%	9.5%
APG	194.90	(15%)	26%	528	15.6x	12.0x	29.9x	21.1x	3.8%	5.3%
Ocean Outdoor	10.33	(11%)	67%	610	n.m.	20.3x	n.m.	22.9x	n.m.	n.m.
Focus Media	0.96	(45%)	5%	12,010	12.1x	10.1x	17.5x	14.5x	n.m.	n.m.
oOh! Media	1.06	(12%)	79%	1,220	8.3x	6.1x	n.m.	19.2x	15.7%	19.9%

Notes: Financials are Calenderized, in € MM (except per share data, in €) Source: CapIQ as of September 21, 2021

... AND A PLATFORM FOR FURTHER GROWTH



Agenda

01

Review

Building an OoH
Media company
for the digital age



02

OoH

Digitisation of our
infrastructure and
midterm prospects



03

Plus

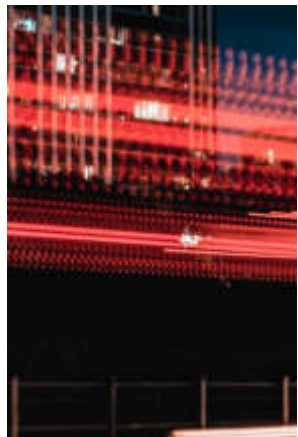
Digital & Dialog
Media: Synergies
driving OoH growth



04

Extra Value

Value crystallization of
DaaS & E-Commerce:
Statista & Asam



05

ESG & Finance

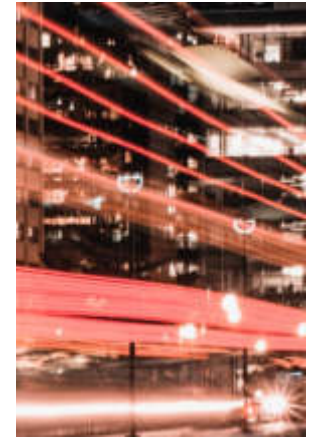
Improving structures,
becoming sustainable
& more efficient



06

Conclusion

All relevant growth
and cash levers under
our control



OOH MEDIA

#CONSOLIDATED MARKET
#UNIQUE ASSET QUALITY
#DIGITAL ROLLOUT
#SMBs + PROGRAMMATIC
#FAST FORWARD GROWTH



D-OoH: Broadcasting Brand Messages broad & fast FC Bayern announces new Kimmich Contract

#The club has communicated the contract extension of J. Kimmich exclusively via own Social Media channels and Public Video

- Only about two hours after the announcement of the contract extension by a press conference on August 23rd, the corresponding spot was shown exclusively on all our Public Video Screens in Munich: Roadside Screens, Mega Visions, Station Video, Mall Video, Infoscreen, Subway and Metro.

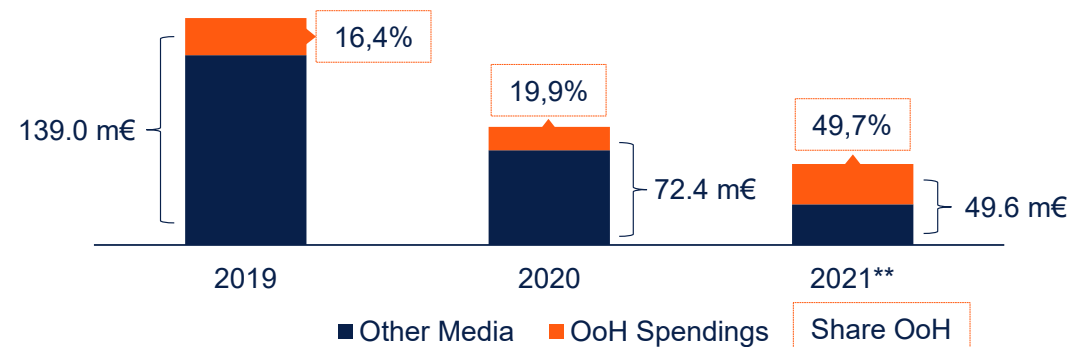


OoH: Anchoring Digital Brands in the Real World

Global Platforms & Digital Businesses use OoH as Core Advertising Channel



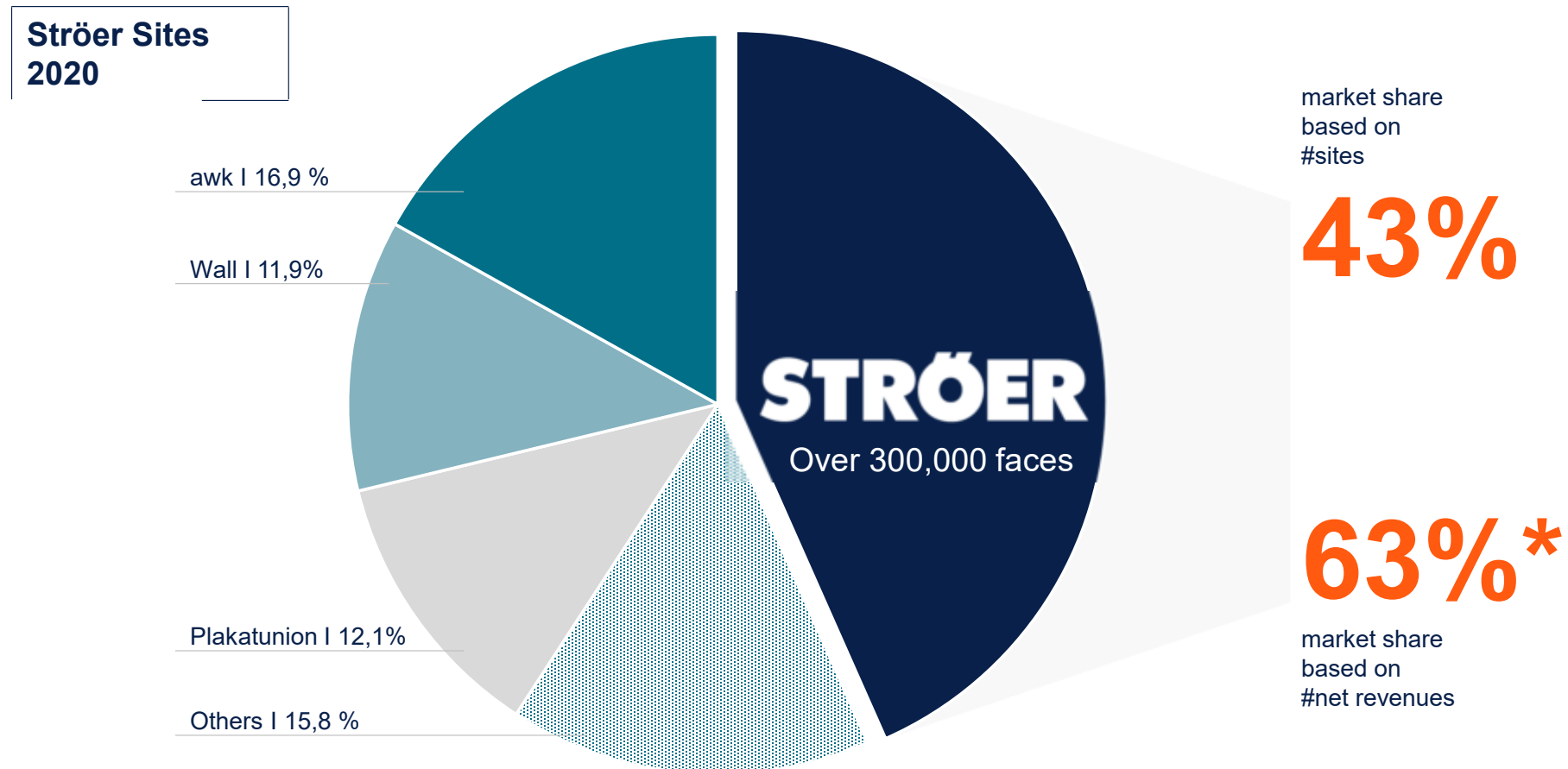
Delivery Services*: Building up Brand Awareness with OoH



Source: Nielsen Media Research, gross advertising spend, *advertiser: Deliveroo Hero Germany, Flaschenpost, Gorillas Technologies, YD. Yourdelivery ** 2021 including August

Omnipresent public Ströer Touchpoints

Premium Assets and superior Monetization

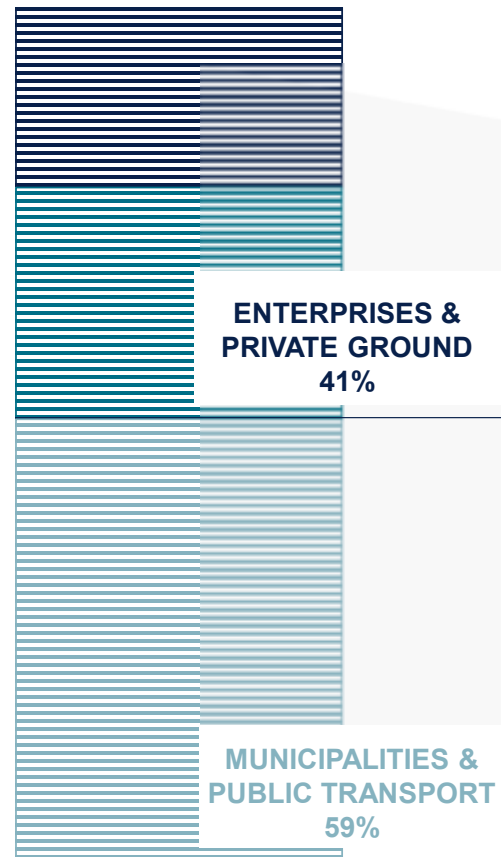


Number of classic and digital poster media 2020; source: Fachverband Aussenwerbung, as of January 31, 2021.
* ZAW: Net OoH Market 2020 988m€ / Ströer German OoH Revenue 621m€ (of total 656m€ OoH segment)

Extremely diversified Contract Portfolio

Almost no midterm Cluster Risks & high Market Entry Barriers

Inventory split
2021



> 20.000
contracts
(revenue split ~ 50/50)

Communal Advertising Rights robust and stable

Development of Top 22 Cities (Ströer with ~ 1,000 Municipality Concessions)

Active municipal marketing rights | City overview from 300,000 inhabitants

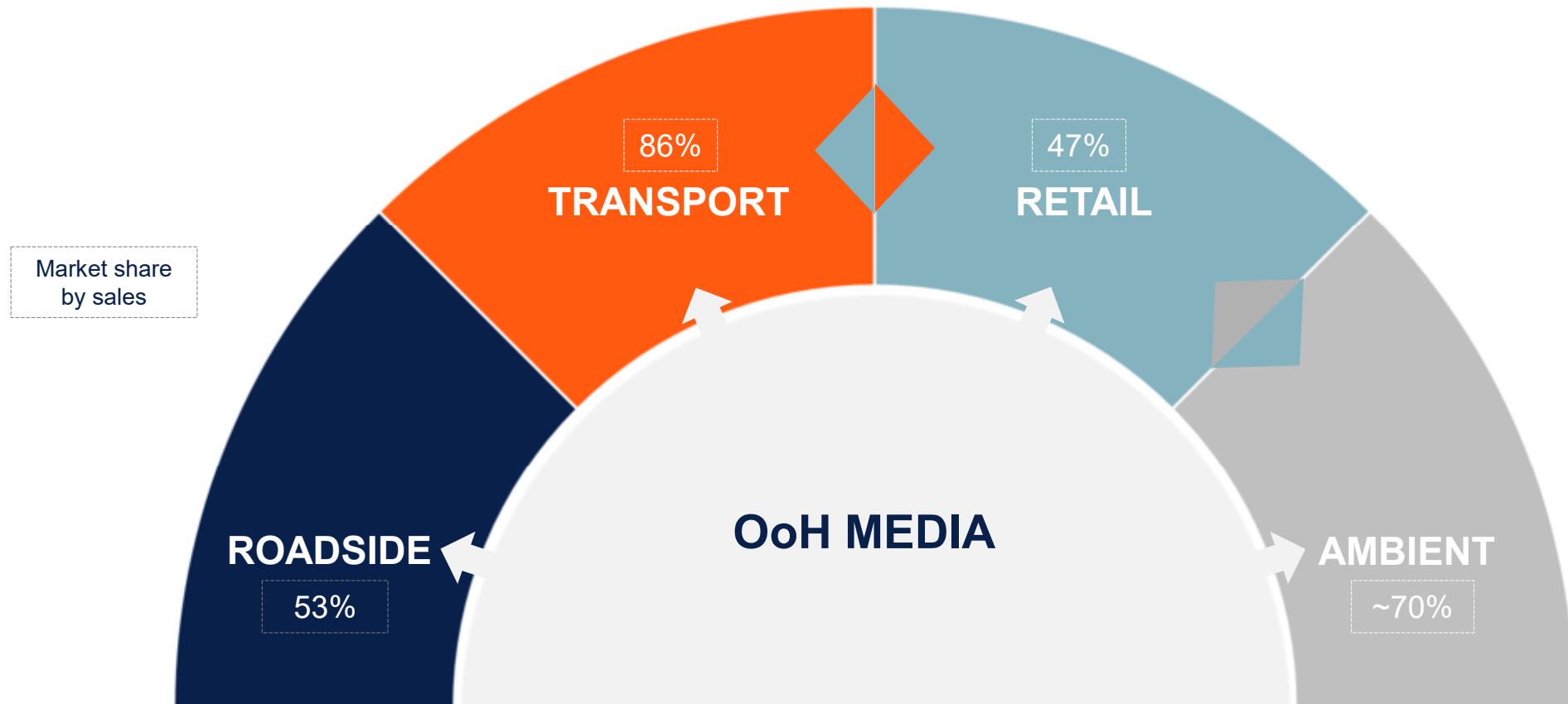
Position	City	Inhabitants in thsd	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1	Berlin	3664	-	-	-	-	-	-	-	-	-	-
2	Hamburg	1852	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Munich	1488	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Cologne	1083	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Frankfurt a.M.	764	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	Stuttgart	630	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	Düsseldorf*	621	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	Leipzig	597	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	Dortmund	588	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	Essen	582	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11	Bremen	567	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
12	Dresden	556	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
13	Hanover	534	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14	Nuremberg	516	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15	Duisburg	496	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16	Bochum	364	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17	Wuppertal	355	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
18	Bielefeld	334	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19	Bonn	331	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
20	Münster	316	-	-	-	-	-	-	-	-	-	-
21	Mannheim	310	-	-	-	-	-	-	-	-	-	-
22	Karlsruhe	308	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
number of municipal marketing rights:		absolute	16	16	16	16	16	17	17	16	16	17
		in %	73	73	73	73	73	77	77	73	73	77

Stable contract situation in almost all relevant cities approx. 75%.

* Mega-Light contract: sales largely compensated by assets on private and train station ground; since 2020 via sub-license back in Ströer portfolio

Omnipresent public Ströer Touchpoints

Leading OoH Company in Germany across all Segments



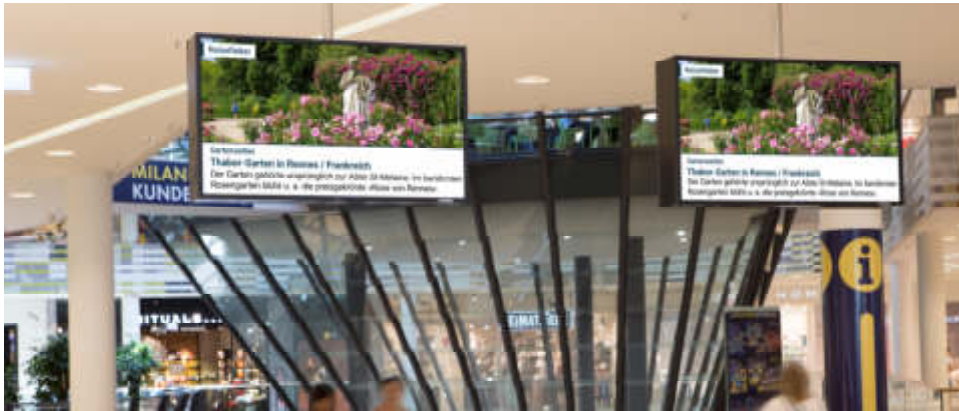
Source: gross advertising spending Nielsen Media Research & Ströer gross sales

Ambient [~70%] Great Visibility at Points of Interest



Retail [47%]

The last Ad Contact before Purchasing at the POI



Transport [86%] Inspiring Commuters

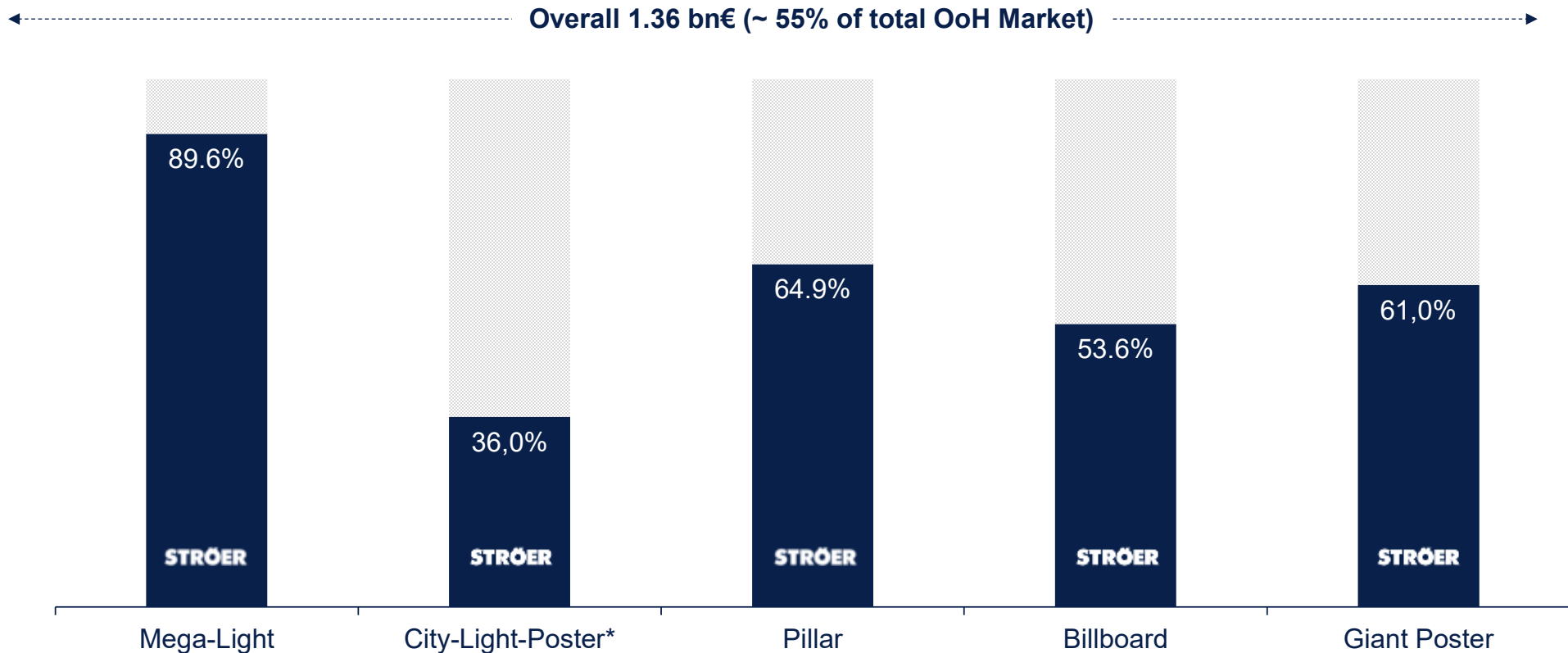


Roadside [53%] Broad Reach in dense Traffic



Detailed Picture of current (classic) Roadside OoH Market

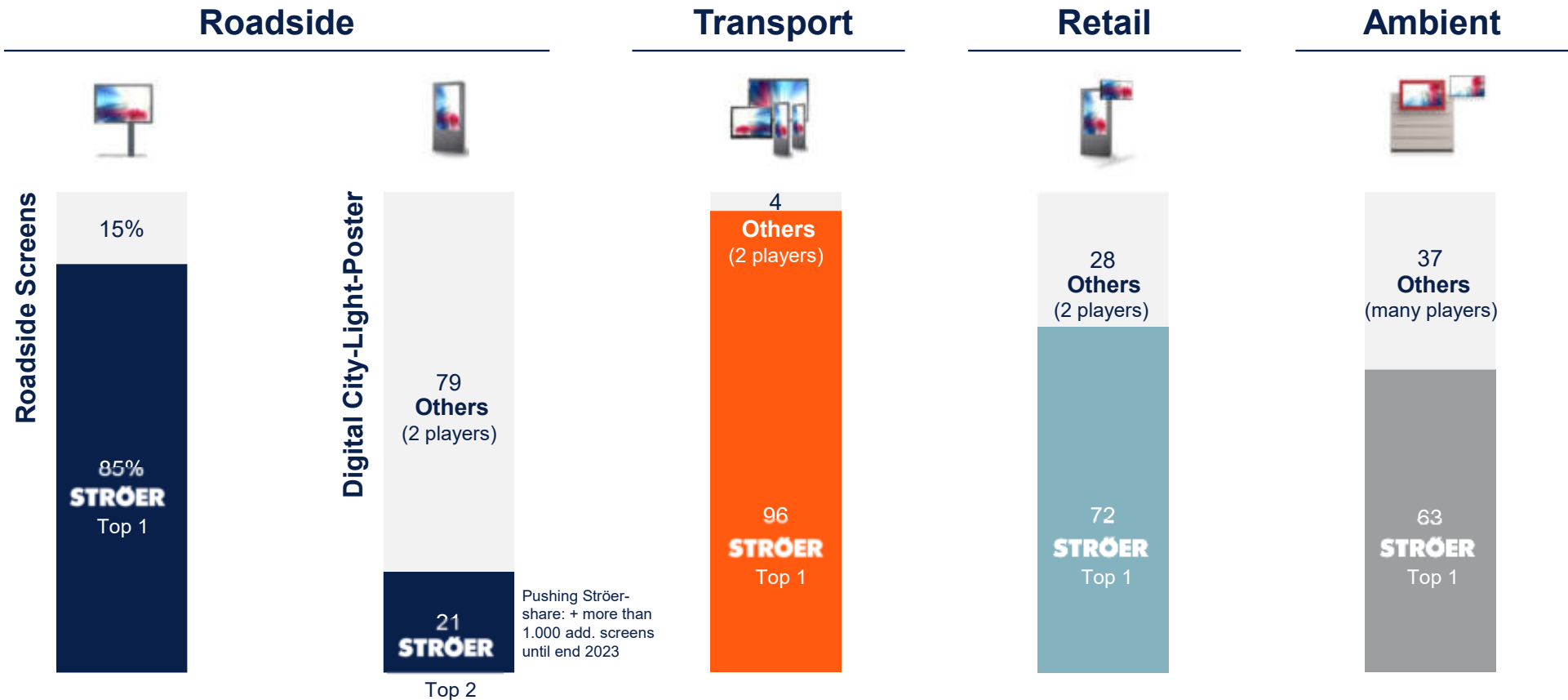
Digitisation Potential for Premium Sites is defined by existing Contracts



Source: gross advertising spending Nielsen Media Research OoH & Ströer gross sales, full year 2020 * incl. Premium-City-Light-Poster

Top 1 Player within almost all D-OoH Environments

Share of Screens, in %



Source: Digital Street: OoH Magazin 2021 Input FAW, number of screens, 31.01.2021, Digital Station and Mall: overview D-OoH screens, Digital Media Institute (DMI), Digital Station including Infoscreen

(D)OoH Market Summary Germany

The ideal Launch Pad for the next Level Digital Rollout of Ströer

- Consolidated market, diversified rights and longterm secured premium assets
- Relatively low D-OoH penetration (approx 17% of total OoH market*)
- Ströer with unique & exclusive (indoor) Public Video proposition
- Yet under-developed digital Roadside market with roughly 9,000 relevant locations for digitization midterm (~5-7 years)
- Ströer has contracted ~80% of those key locations



* Estimated net revenues according to ZAW/FAW 2020/2021 without POS/Retail barter volumes

Public Video: Taking our Product to the next Level

Midterm Rollout Plan with clear Focus on Roadside (current Projections)

Number of Public Video Screens		H1 2021	FY 2021	2022	2023	2024	2025	2026
Premium Roadside Screens	medium >2m ²	170	260	<p>accelerated digitisation of top roadside inventory; <u>number of sites</u> key driver for topline growth apart from better yielding via <u>all sales channels</u></p>				
	large ~9m ²	524	750					
	x-large <40m ²	36	50					
	TOTAL	730	1,010					
Premium Indoor Screens	public transport	731	800	<p>Product/network fully developed; incremental screens to drive inventory, <u>contact frequency</u> and <u>regional sales + targeting opportunities</u></p>				
	train stations	1,786	1,900					
	malls (+)*	2,560	2,350					
	TOTAL	5,077	5,350					
Longtail & 3rd Party Screens	POS	2,269	2,345	<p>add-on category with limited revenue/margin potential; <u>complimentary inventory</u> to extend coverage and improve <u>POI targeting</u></p>				
	ambient	13,213	13,690					
	3rd party	58,610	58,610					
	TOTAL	74,092	74,645					

* Including top indoor locations like e.g. premium cinemas or large event locations

Public Video: Taking our Product to the next Level

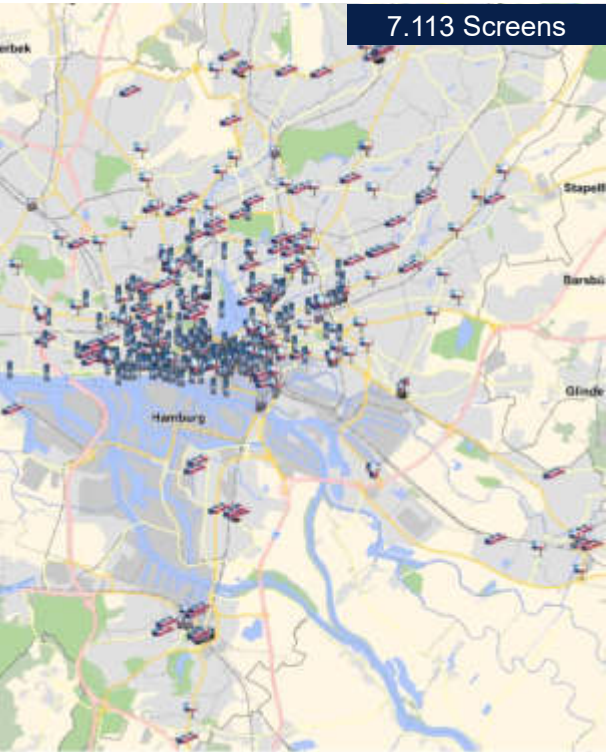
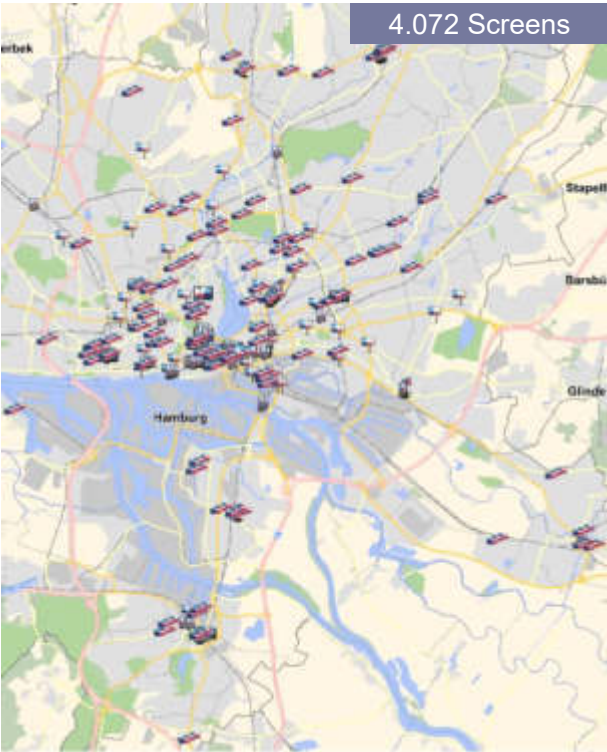
Midterm Rollout Plan with clear Focus on Roadside (current Projections)

Number of Public Video Screens		H1 2021	FY 2021	2022	2023	2024	2025	2026
Premium Roadside Screens	medium >2m ²	170	260	~ Ø 500 on top per Year				3,500+ (max potential ~ 7,000 by 2026)
	large ~9m ²	524	750					
	x-large <40m ²	36	50					
	TOTAL	730	1,010					
Premium Indoor Screens	public transport	731	800	~ Ø 300 on top per Year				6,800+ (max potential ~ 8,000 by 2026)
	train stations	1,786	1,900					
	malls (+)*	2,560	2,350					
	TOTAL	5,077	5,350					
Longtail & 3rd Party Screens	POS	2,269	2,345	opportunistic development based on market development (i.e. client demand), available inventory & margin potential				90,000+ (max potential ~ 180,000 by 2026)
	ambient	13,213	13,690					
	3rd party	58,610	58,610					
	TOTAL	74,092	74,645					

* Including top indoor locations like e.g. premium cinemas or large event locations

Example: Digitisation in Hamburg

Incremental Inventory pushes Reach beyond Performance of Local Print Products



- Legend**
- PV Infoscreen
 - PV Station
 - PV Mail
 - PV City
 - PV City (Pillar)
 - PV Ambient
 - PV Roadside
 - PV Giant (Mega Vision)
 - PV Giant (Super Motion)

2017

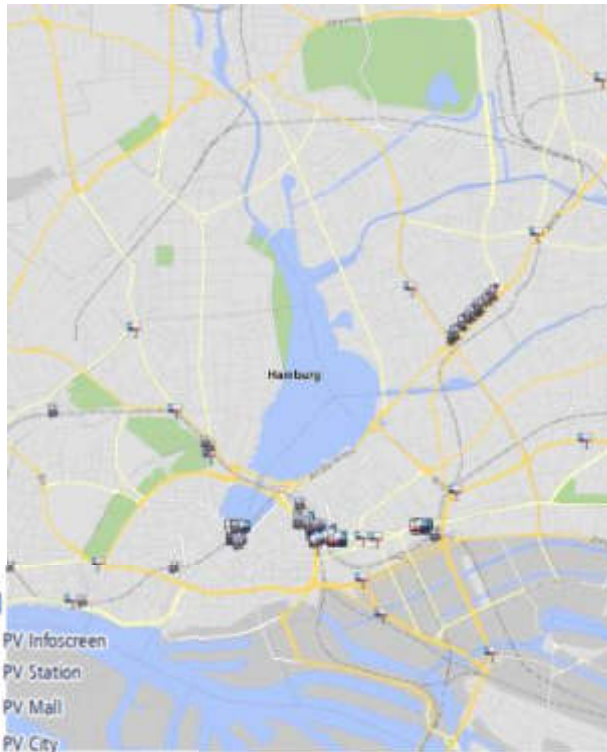
2020

2023*

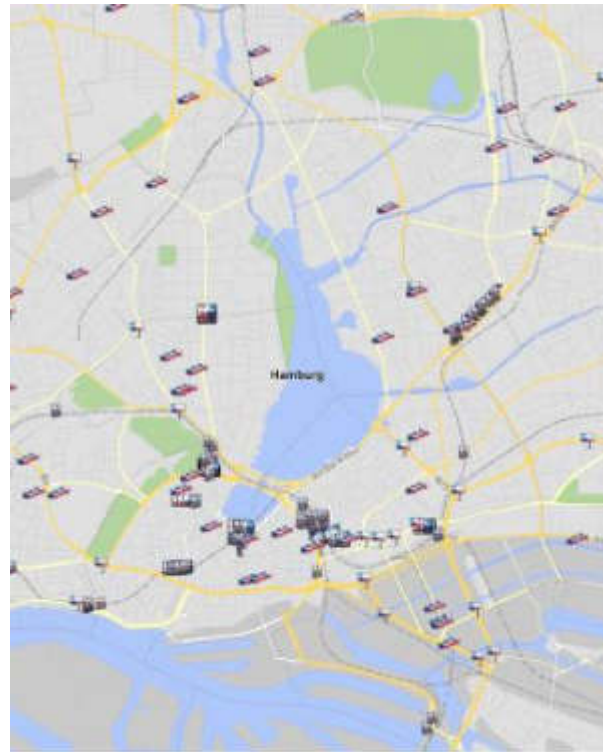
*Estimated Screens

Example: Digitisation in Hamburg Downtown

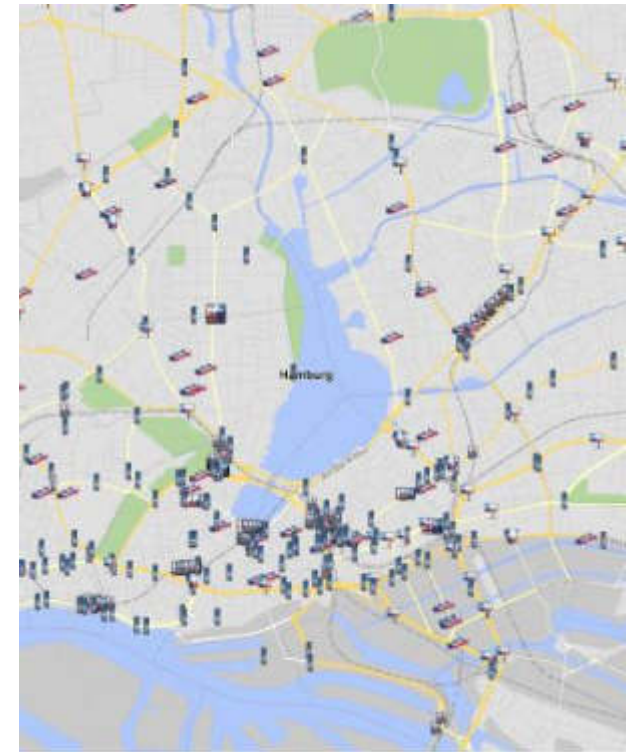
Incremental Inventory pushes Reach beyond Performance of Local Print Products



2017



2020



2023*

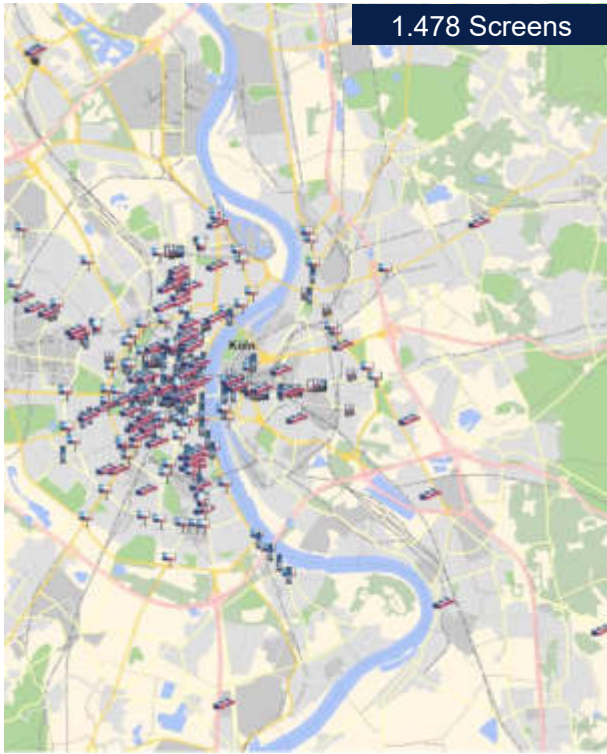
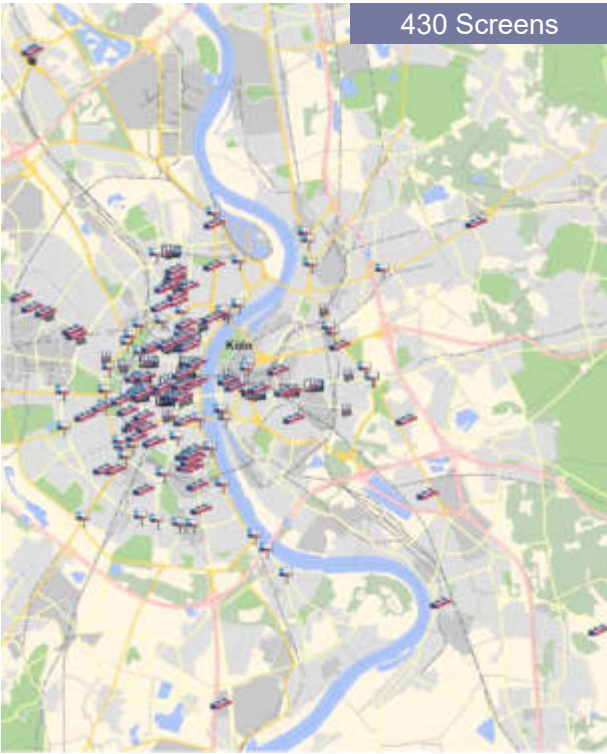
Legend

- PV Infoscreen
- PV Station
- PV Mail
- PV City
- PV City (Pillar)
- PV Ambient
- PV Roadside
- PV Giant (Mega Vision)
- PV Giant (Super Motion)

*Estimated Screens

Example: Digitisation in Cologne

Incremental Inventory pushes Reach beyond Performance of Local Print Products



2017

2020

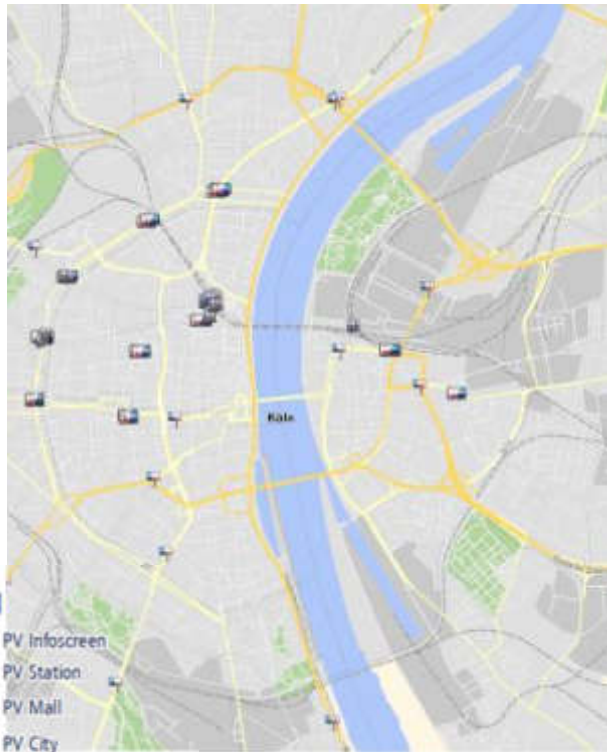
2023*

- Legend**
- PV Infoscreen
 - PV Station
 - PV Mail
 - PV City
 - PV City (Pillar)
 - PV Ambient
 - PV Roadside
 - PV Giant (Mega Vision)
 - PV Giant (Super Motion)

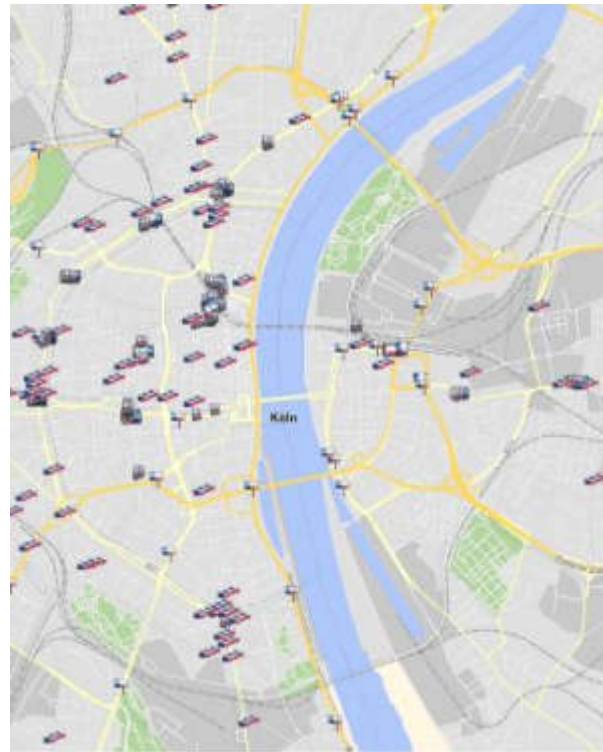
*Estimated Screens

Example: Digitisation in Cologne Downtown

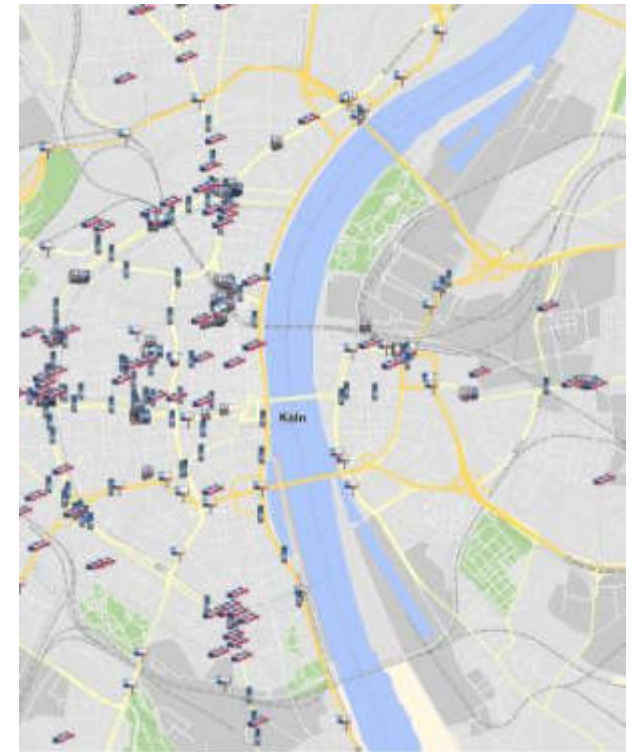
Incremental Inventory pushes Reach beyond Performance of Local Print Products



2017



2020



2023*

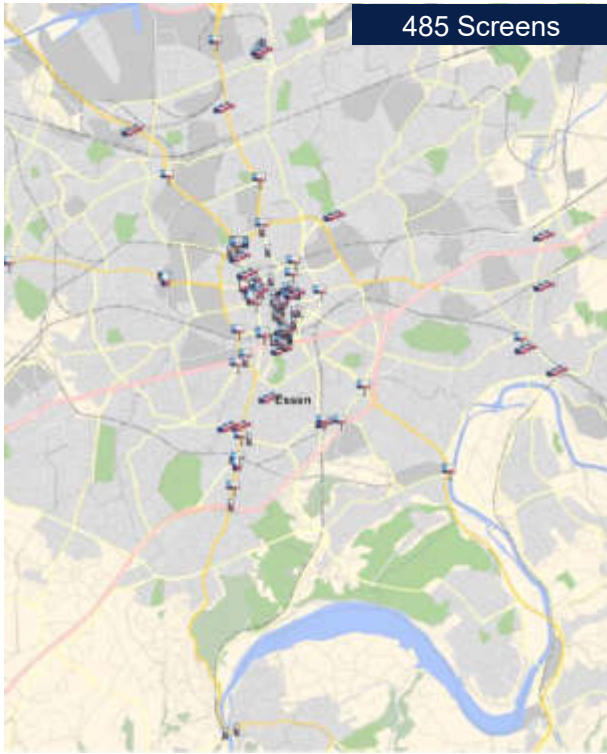
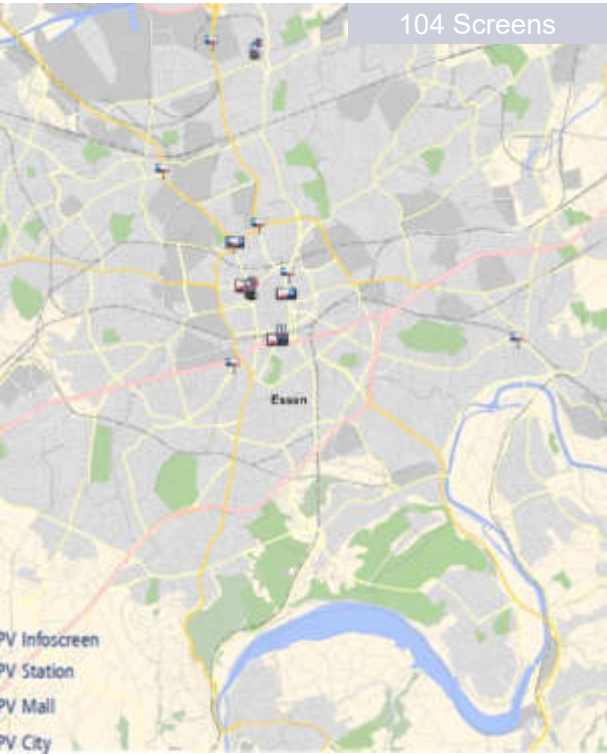
Legend

- PV Infoscreen
- PV Station
- PV Mall
- PV City
- PV City (Pillar)
- PV Ambient
- PV Roadside
- PV Giant (Mega Vision)
- PV Giant (Super Motion)

*Estimated Screens

Example: Digitisation in Essen

Incremental Inventory pushes Reach beyond Performance of Local Print Products



- Legend**
- PV Infoscreen
 - PV Station
 - PV Mail
 - PV City
 - PV City (Pillar)
 - PV Ambient
 - PV Roadside
 - PV Giant (Mega Vision)
 - PV Giant (Super Motion)

2017

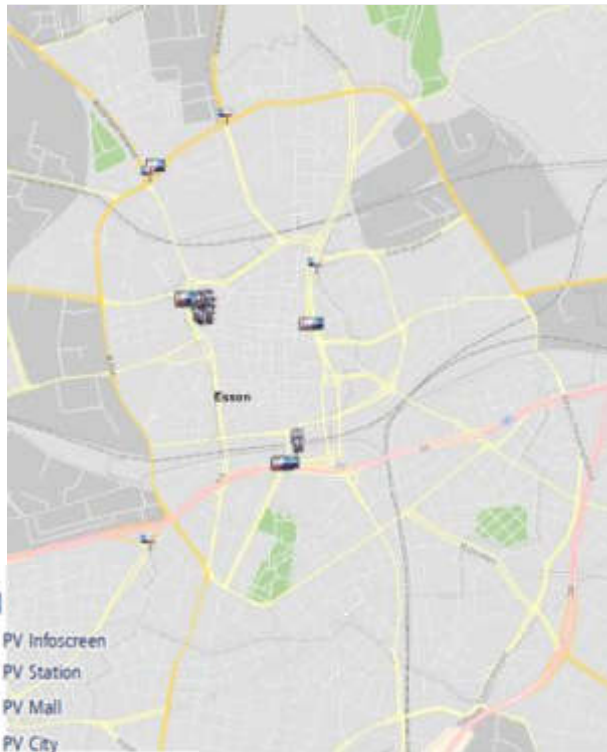
2020

2023*

*Estimated Screens

Example: Digitisation in Essen Downtown

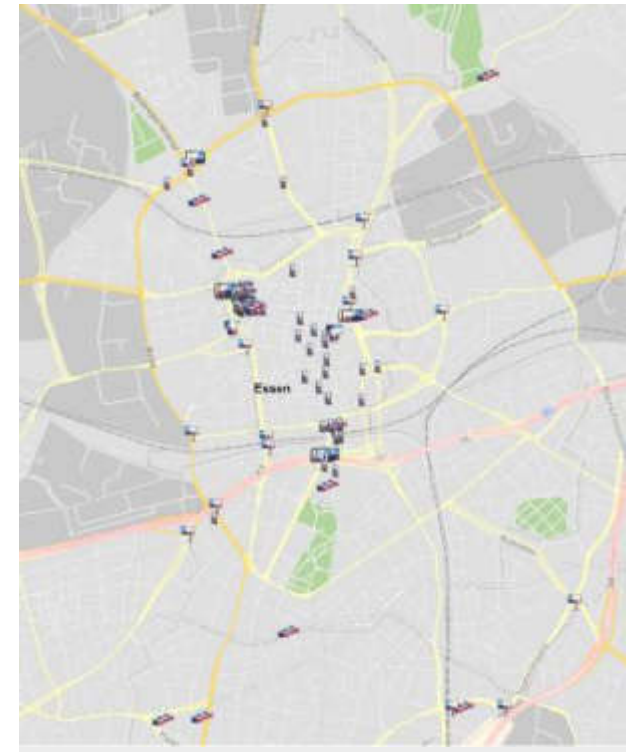
Incremental Inventory pushes Reach beyond Performance of Local Print Products



2017



2020



2023*

Legend

- PV Infoscreen
- PV Station
- PV Mail
- PV City
- PV City (Pillar)
- PV Ambient
- PV Roadside
- PV Giant (Mega Vision)
- PV Giant (Super Motion)

*Estimated Screens

Example: Digitisation in Bonn

Incremental Inventory pushes Reach beyond Performance of Local Print Products



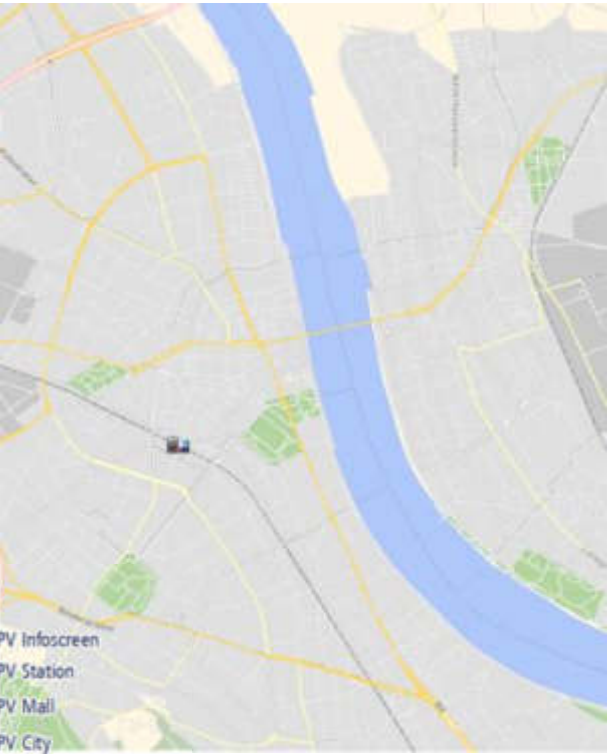
Legend

- PV Infoscreen
- PV Station
- PV Mail
- PV City
- PV City (Pillar)
- PV Ambient
- PV Roadside
- PV Giant (Mega Vision)
- PV Giant (Super Motion)

*Estimated Screens

Example: Digitisation in Bonn Downtown

Incremental Inventory pushes Reach beyond Performance of Local Print Products



2017



2020



2023*

- Legend**
- PV Infoscreen
 - PV Station
 - PV Mail
 - PV City
 - PV City (Pillar)
 - PV Ambient
 - PV Roadside
 - PV Giant (Mega Vision)
 - PV Giant (Super Motion)

*Estimated Screens

OoH Media with diversified Revenue Streams

i.e. Local Salesforce & Programmatic Setup with unique Profile



Roadside Screens with Bottom-up Development in the last 5 Years

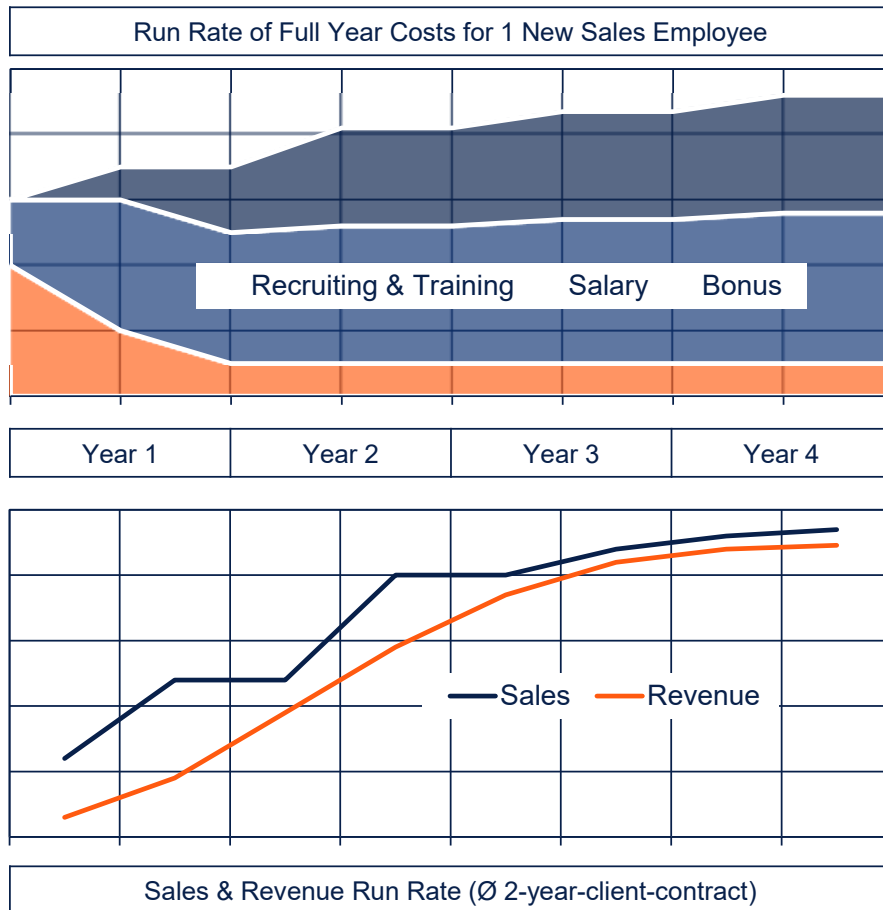
Local Sales Approach maximized Monetization of Digital Roadside Assets

>97% of current revenues from
SMBs/signage



Excursus: Schematic Cost/Revenue Run Rates of Local Sales

Example of a New Salesperson over 4 Years and Ø 2 Year-Advertiser-Contracts



Investments in Local Salesforce Development

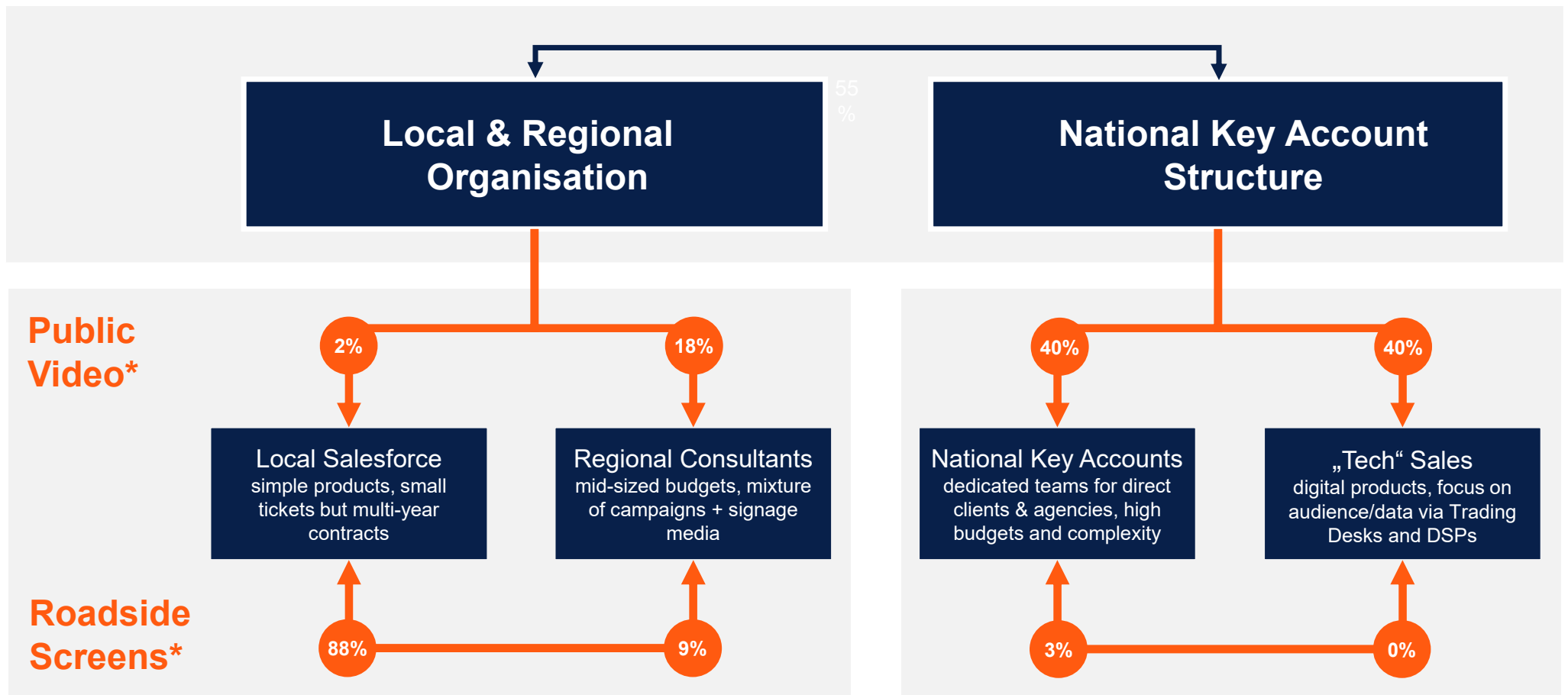
- on average 6 months investment in recruiting & training and 3 months base salary before the first revenue is generated
- on average roughly 18 months to get sales performance to expected annual target run rate
- on average 2.5-3 years to close the gap between sales and revenue (based on average 2-year-contracts)
- constant and active management of salesforce churn

Long-term Benefits of Local Salesforce

- Constantly growing recurring revenue fueled by many small tickets
- Less price sensitive customer structure
- Based on low churn of advertisers and salespeople: low(er) cost for contract renewals

Revenue Stream per Sales Channel: Public Video & Roadside Screens

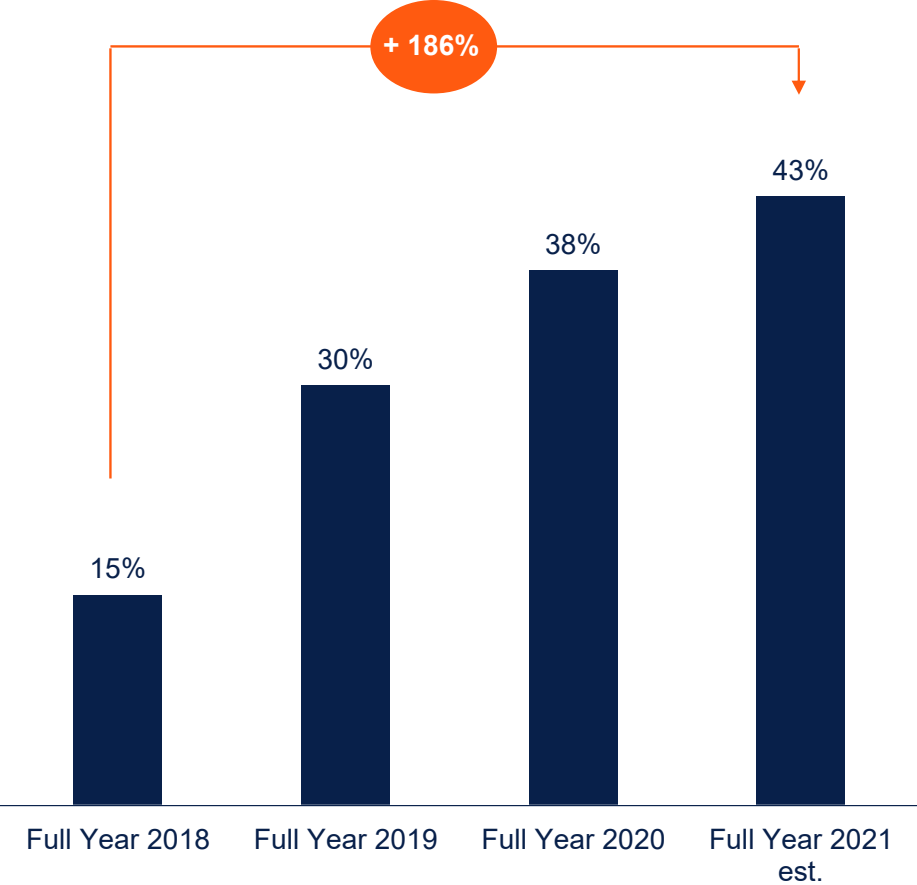
Currently complimentary or contrastive Monetization Model



* Revenue mix across the different regional/national sales channels.

Increasing Programmatic Public Video Share

Massively accelerating Dynamics for 3 Years



Basis: SNS

Digital Roadside Rollout delivers new Level of D-OoH Product

Relevant Reach in major Cities delivering “Stand alone Quality”

Top 10 Cities	Digital net reach in %
Berlin	66.8
Dresden	55.3
Frankfurt am Main	52.4
Hamburg	84.3
Munich	69.7
Stuttgart	73.7
Hanover	64.7
Essen	59.4
Cologne	80.6
Bonn	66.8



Source: Based on latest MA OOH 2021 /2022, special analysis by ISBA



PUBLIC VIDEO

Flexibility at scale



Current Economics of Traditional Scroller vs. Roadside Screen

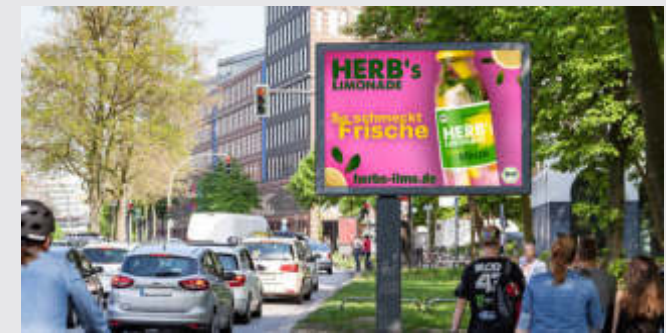
High incremental Investment vs. excellent Monetization Potential

Number of Public Video Screens		H1 2021	FY 2021
Premium Roadside Screens	medium >2m²	170	260
	large ~9m²	524	750
	x-large <40m²	36	50
	TOTAL	730	1,010
Premium Indoor Screens	public transport	731	800
	stations	1,786	1,900
	Mall (+)*	2,560	2,350
	TOTAL	5,077	5,350
Longtail & 3rd Party Screens	POS	2,269	2,345
	Ambient	13,213	13,690
	3rd Party	58,610	58,610
	TOTAL	74,092	74,645

Mega-Light (Scroller)



Roadside Screen



Advertising slots	3 rotating sheets for 10 days	102,000 7-second-ad-slots in 10 days
~ annual revenue*	12.1k	49.3k
~ CAPEX**	16.7k	68.1k
Amortisation**	10 years	7 years
~ annual operating and maintenance cost	2.3k	5.1k

* After roughly 6-9 months ramp-up to get >80% fill rate (Ø 2017-2020); ** incl. cost for construction, approval, electrical connection etc.

Midterm Projection of our OoH Media Segment

Sustainable, profitable Growth including Catch-up from Pandemic

in m€		2021e	2022	2023	2024	2025	2026	2026e
Revenue	OoH Classic	~ 490	CAGR ~ 6.7% – 8.2%				~ 755 – 810	
	OoH Services	~ 55						
	D-OoH	~ 155	CAGR ~ 18.0% – 23.0%				~ 355 – 435	
	TOTAL	~ 700	CAGR ~ 9.5% – 12.0%				~ 1.1 – 1.2 bn	
EBITDA adj.	TOTAL	~ 330	CAGR ~ 11.0% – 14.7%				~ 560 – 655	
Cash Contribution*	TOTAL	~ 80 – 90	CAGR ~ 27.0 – 32.0%				~270 – 350	

* EBITDA – IFRS 16 Leases – CAPEX, Assumption. CAPEX CAGR 2021-2026: 4% / basically constant IFRS 16 Leases; all numbers in EUR million

Agenda

01

Review

Building an OoH
Media company
for the digital age



02

OoH

Digitisation of our
infrastructure and
midterm prospects



03

Plus

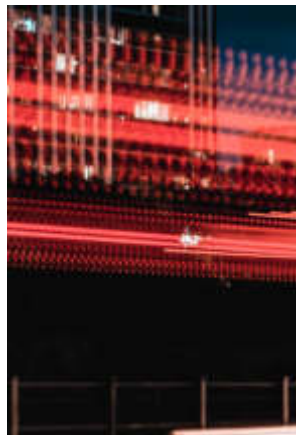
Digital & Dialog
Media: Synergies
driving OoH growth



04

Extra Value

Value crystallization of
DaaS & E-Commerce:
Statista & Asam



05

ESG & Finance

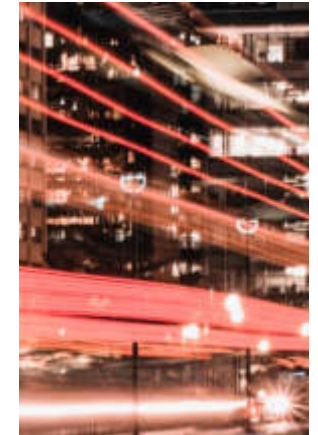
Improving structures,
becoming sustainable
& more efficient



06

Conclusion

All relevant growth
and cash levers under
our control





PLUS

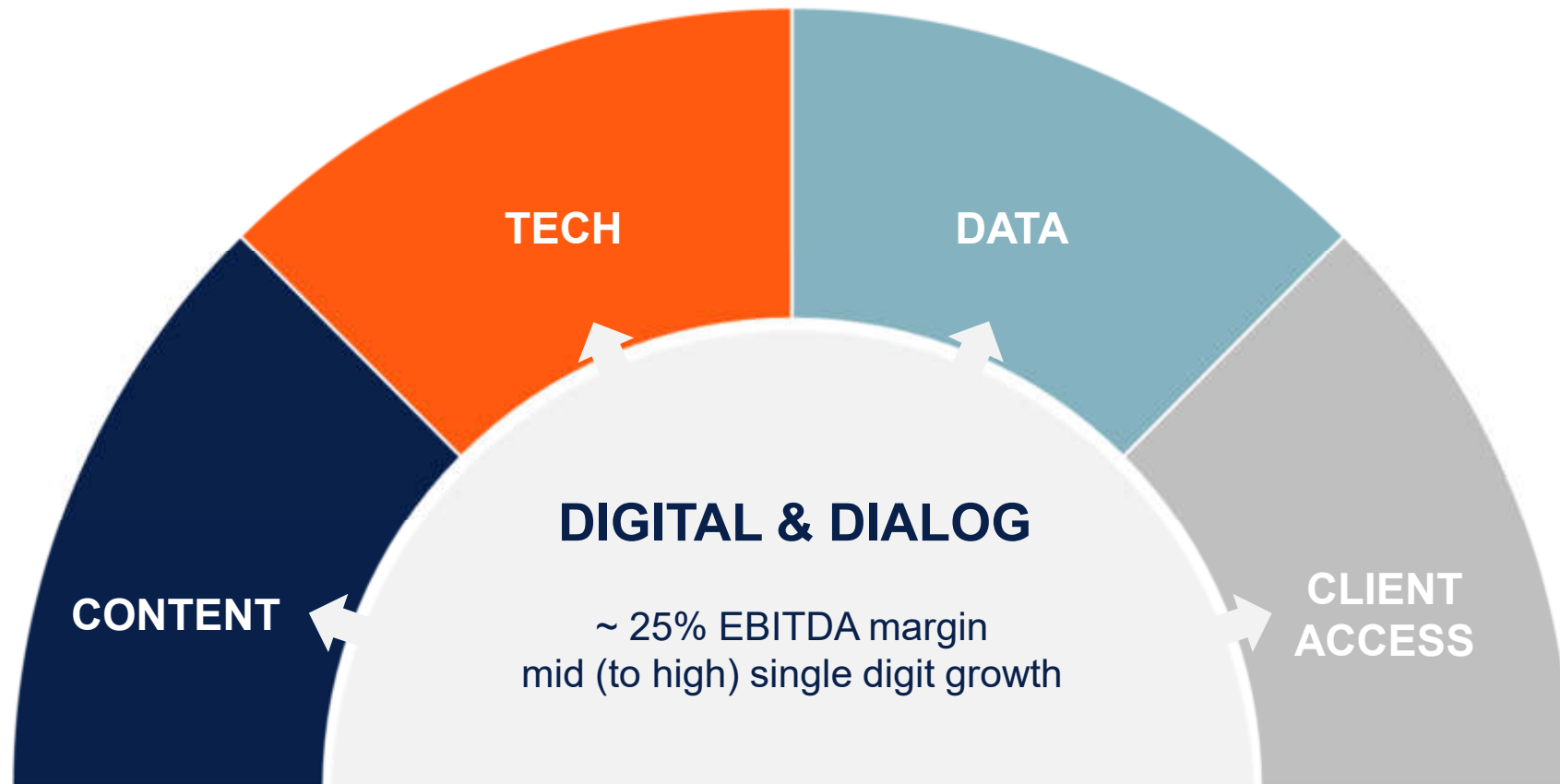
#DIGITAL MEDIA

#DIALOG MEDIA

#OOH SYNERGIES

OoH Plus Assets: 4 Key Areas of Synergies to drive OoH Growth

In Combination with best in Class Margin & Growth Profile





PLUS

#DIGITAL MEDIA

#PUBLISHING ASSETS

#CONTENT

Ströer Content Group

News Portals – Verticals – Social Publishing



t-online.

Germany's largest news brand

30.03 m. Unique User*

390.2 m. Visits**

1863.7 m. Pageviews/Month**



All about digital lifestyle

8.57 m. Unique User*

31.0 m. Visits**

88.6 m. Pageviews/Month**

desired

Self-fulfilment and empowerment for modern women

2.89 m. Unique User*

7.2 m. Visits**

46.7 m. Pageviews/Month**



Gaming advice for players

1.94 m. Unique User*

5.0 m. Visits**

12.9 m. Pageviews/Month**

watson

Premium news for young adults

9.76 m. Unique User*

22.0 m. Visits**

42.6 m. Pageviews/Month**



Leading site for news from cinema, movies and streaming

6.59 m. Unique User*

16.8 m. Visits**

57.4 m. Pageviews/Month**

familie.de

Stories about family life as we know it

3.14 m. Unique User*

6.4 m. Visits**

51.4 m. Pageviews/Month**

STRÖER | social publishing

Ströer's leading expert on social media

More than 200 facebook pages

over 40 million fans

100 million reach /Month on facebook

Premium Publishing in the Family Segment

Mobile-centric 24/7 Companion familie.de

familie.de

Sustainable environment for sustainable partners



Best partner in everyday life



The right purchase thanks to good advice



familie.de: Three Years from Purchase to best Performer

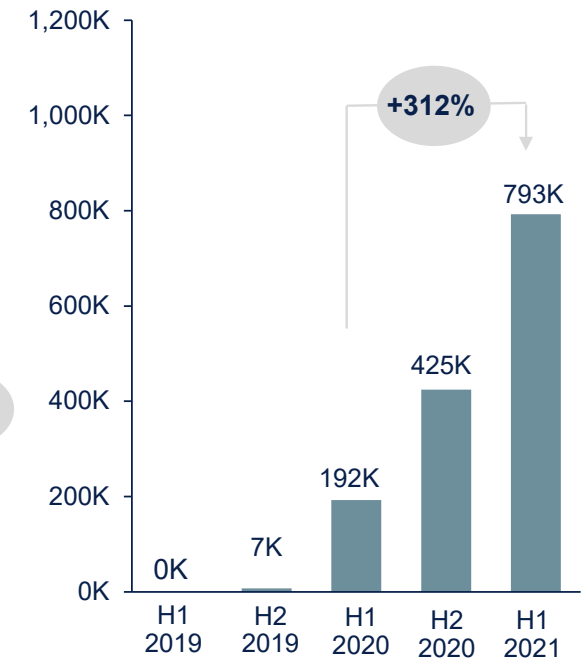
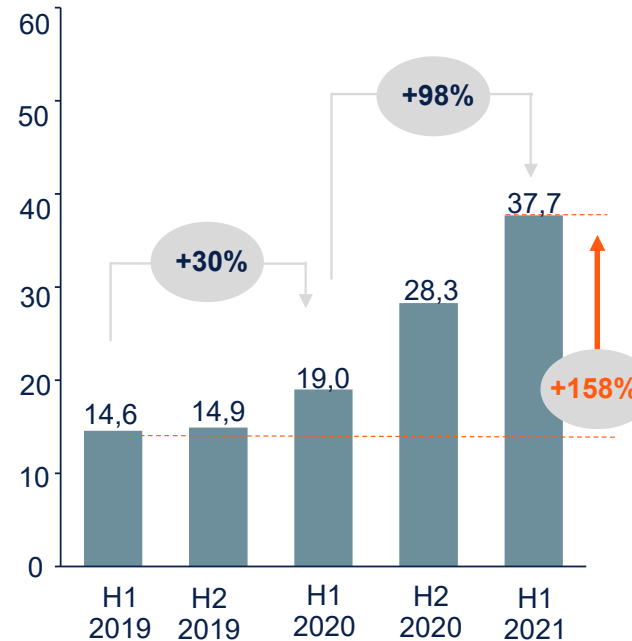
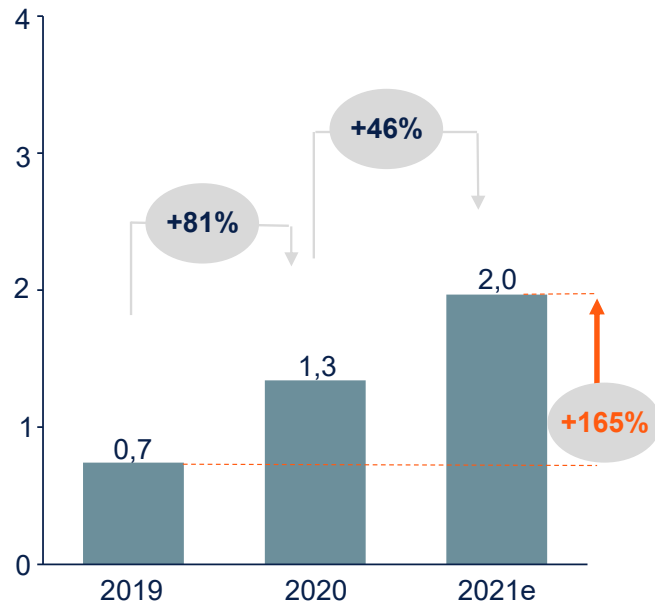
Success Case for Publisher Development Skills



Revenue (m€)

Visits in Mio.

Clickouts buyers advice



Source: Internal data

Watson – From the Perspective of the young Generation

Success Case for Publishing Start-up within Ströer Group



The Vision - Listening and giving a voice

- Based in Berlin watson creates content for people between 20 and 35 in whole Germany
- Topics like sustainability, diversity and equal opportunities next to “classic topics” like politics, sports and lifestyle
- Continuous growth since launch in 2018: traffic record in March 2021 with more than 34 M. visits and 10 M. unique users
- Mobile first: more than 84% mobile traffic and more than 3 min. dwell time
- Brand reach over all media channels: desktop, mobile, public video and social like Instagram

News for the young generation



Daily news on Instagram



Thinking of a future for everyone



t-online established as leading digital News Platform

Constant Improvements to optimize User Experience

t-online.



More than 120 profiled journalists covering news and providing background, analysis, opinion and service.

New sections finance, health and sustainability addressing the growing interests of millions of readers and provide content for focused ads.

Set up of local news coverage in 13 German cities – web and OoH.

Interviews with all leading German politicians like President Frank-Walter Steinmeier and Chancellor Angela Merkel, with celebrities, CEOs, top-sportsmen and -women.

Op-eds by high level authors like former Chancellor Gerhard Schröder.

Daily agenda setting: Editorial "Tagesanbruch" among the leading political morning briefings in Germany – text/newsletter/podcast/OoH.

t-online stories are regularly cited in other media all around the globe.

t-online established as one of the leading Digital Media Top Level Relationships with political Leaders & Administration

t-online.

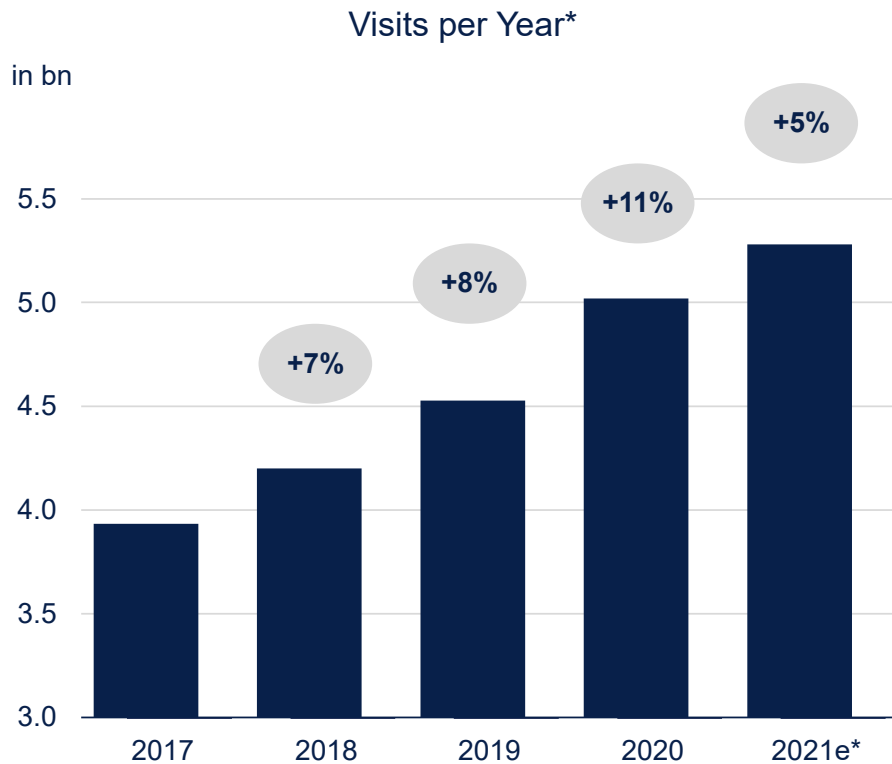


t-online – The leading German News Portal

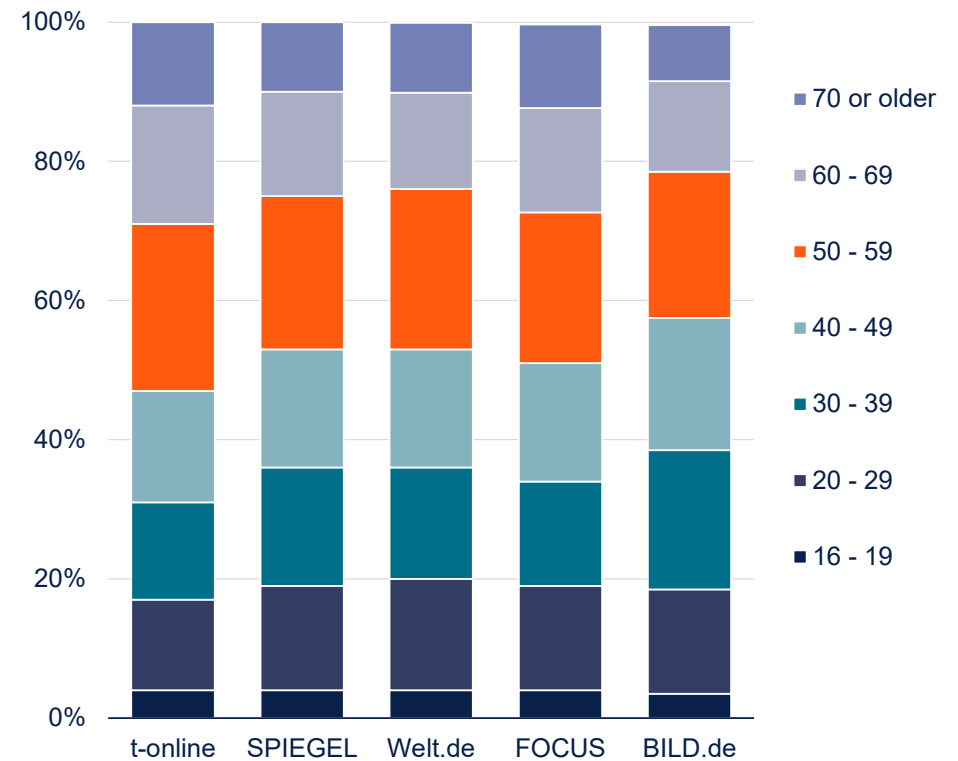
Continuous Growth and balanced Age Structure



Sustainably increasing traffic



Balanced age structure**



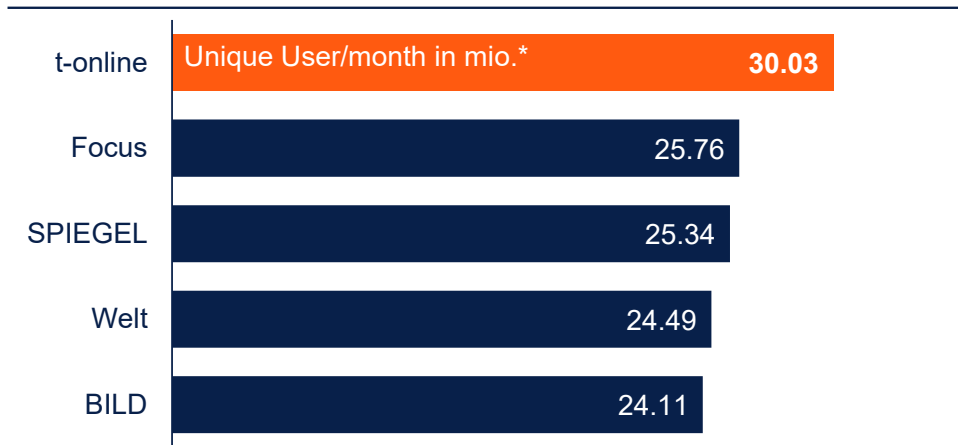
Sources: *IVW Digital – annual Visits 2015-2020 (excl. Scout-Group); forecast 2021 based on actual data 2021 till August and actual data 2020 till end of the year
 ** AGOF digital facts, September 2021

t-online – The leading German News Portal

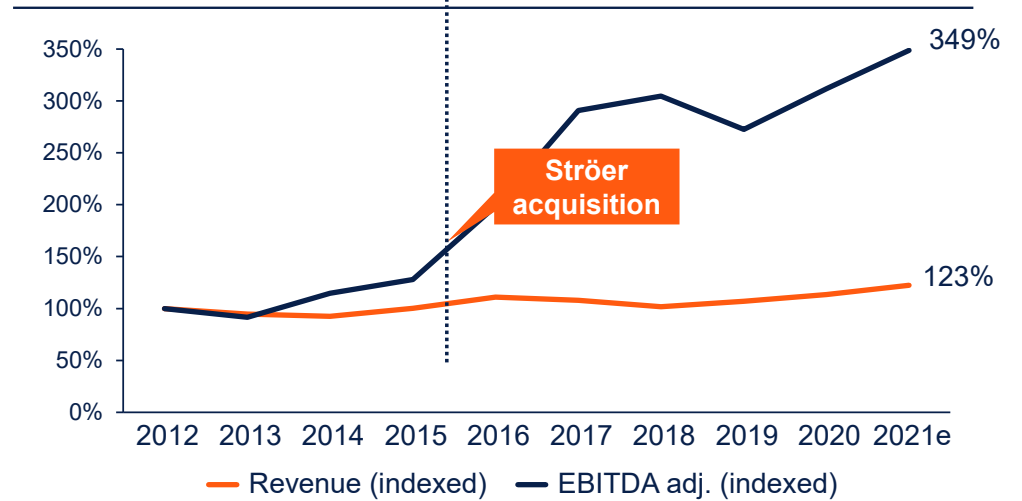
Accelerated Performance since 2016 after Restructuring by Ströer



t-online vs. top competitors



t-online transformation results**



Ongoing earnings growth in an increasingly competitive market environment



Stable performance during crisis



Unique and increased margin profile after acquisition by Ströer

Source: *AGOF digital facts, September 2021; **VDD Report, Ströer actuals and Consensus estimate (w/o IFRS 16)

Success Cases for smart Monetization

Top Brand Presence across Desktop, Mobile & Public Screens

t-online.

Amgen GmbH
Health

desktop, mobile & social

public video

580.000 clicks	415 m. gross contacts	1 m. views
--------------------------	---------------------------------	----------------------

Rewe Digital
Sustainability

Cross-portal desktop, mobile

public video

222.489 clicks	264 m. gross contacts	88.754 views
--------------------------	---------------------------------	------------------------

Source; own analysis Ströer Content Group Sales GmbH / t-online

t-online – Digital OoH

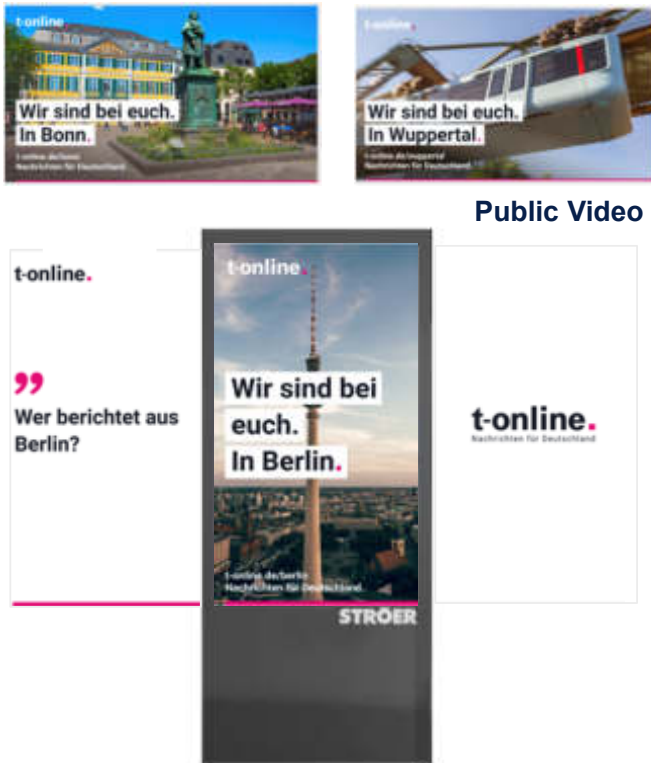
Multiple Synergies on several Business Levels

t-online.

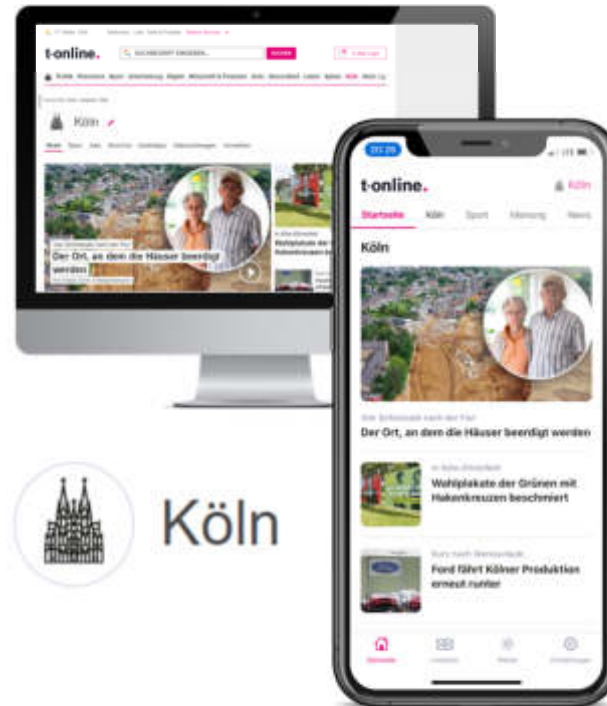
Local portal versions for SMBs & local content for municipalities

Organic traffic push and top-quality local news on screens

Fully integrated premium multiscreen product for brands



Public Video



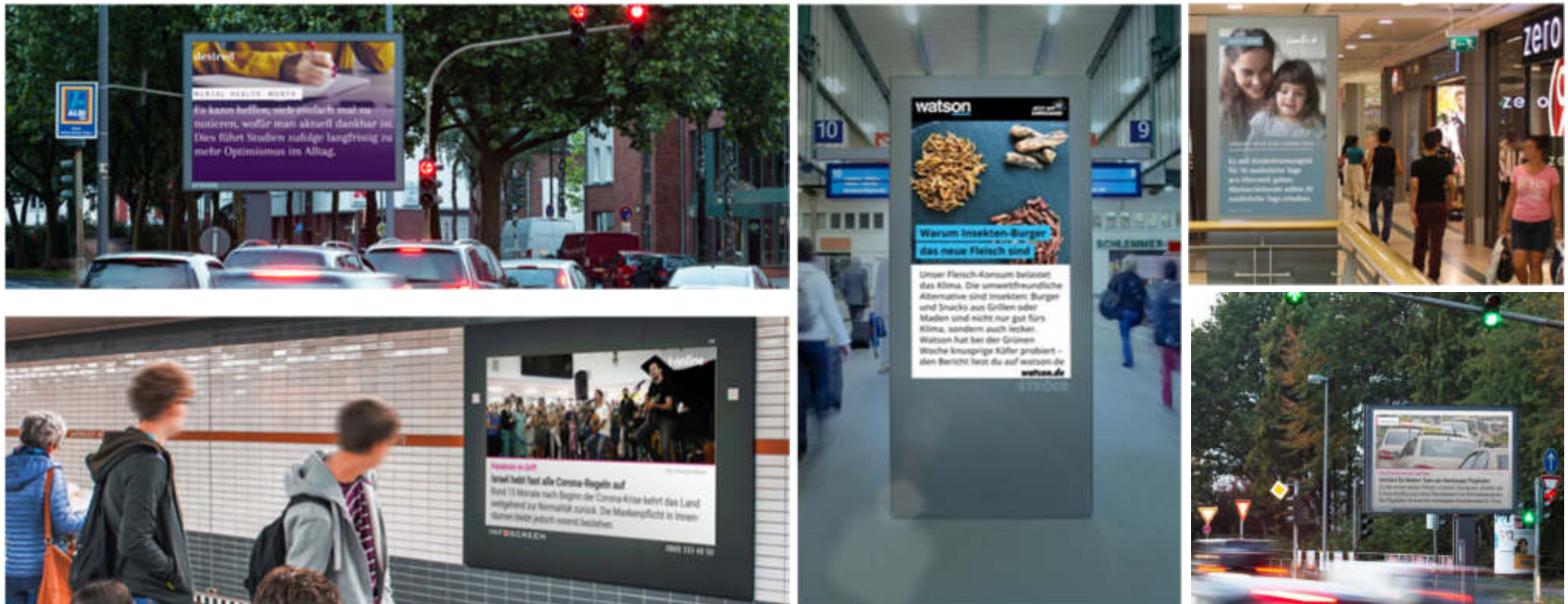
* GfK Studie Unique User (2017): t-online Desktop & Mobile und Public Video

D-OoH

Our Content is everywhere



More than 5.000 premium Public Screens in Germany

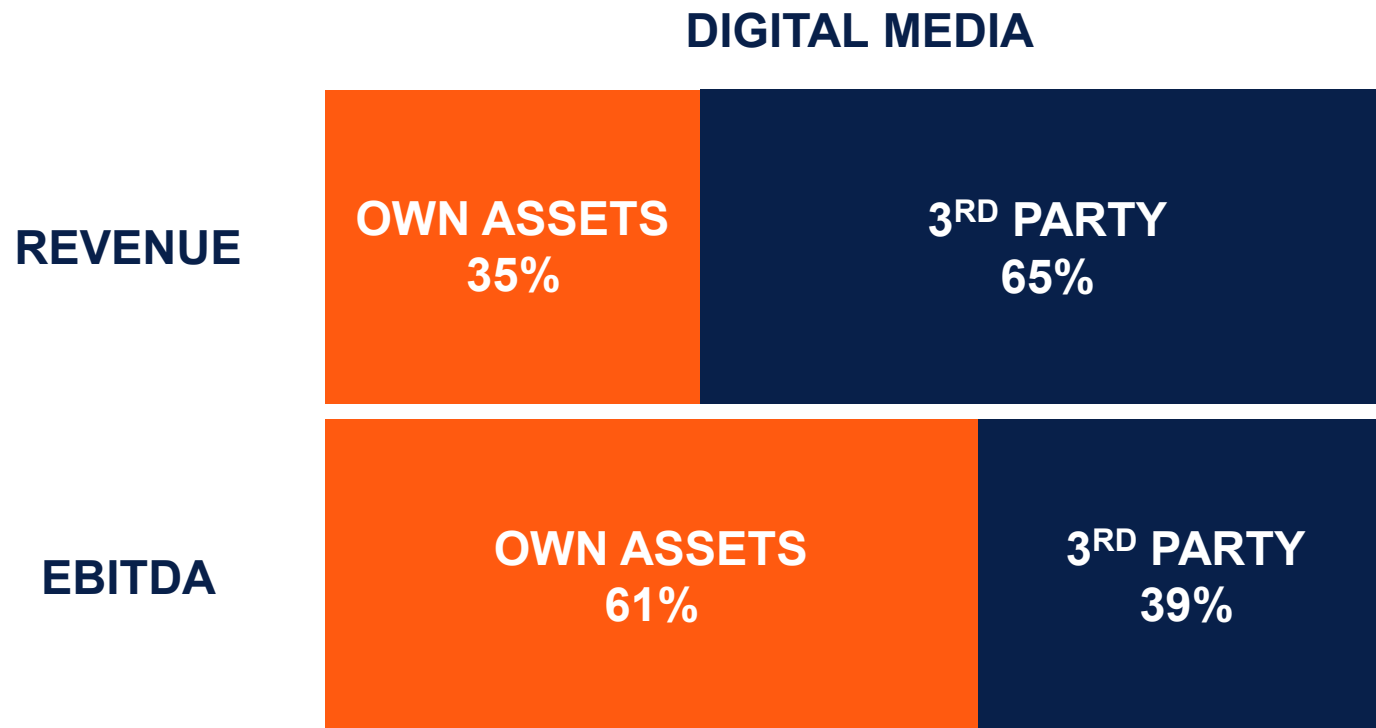




t-online.
Nachrichten für Deutschland

Smart Combination of own Publishing Assets & 3rd Party Inventory

Own Portals driving Margin, 3rd Party Inventory driving Client Access



A close-up photograph of a person's hands holding a silver smartphone. The person has pink nail polish and is wearing a ring on their left hand. The phone is held over a laptop keyboard. The background is slightly blurred, showing another person's hands and a laptop. A semi-transparent blue rectangle is overlaid on the left side of the image, containing white text.

PLUS

#DIGITAL MEDIA

#ADSALES

#DATA

#TECH

Enhancing Ströer's Online Portfolio via 3rd Party Inventory

Aggregating Publishers & Conversion to Top Channels

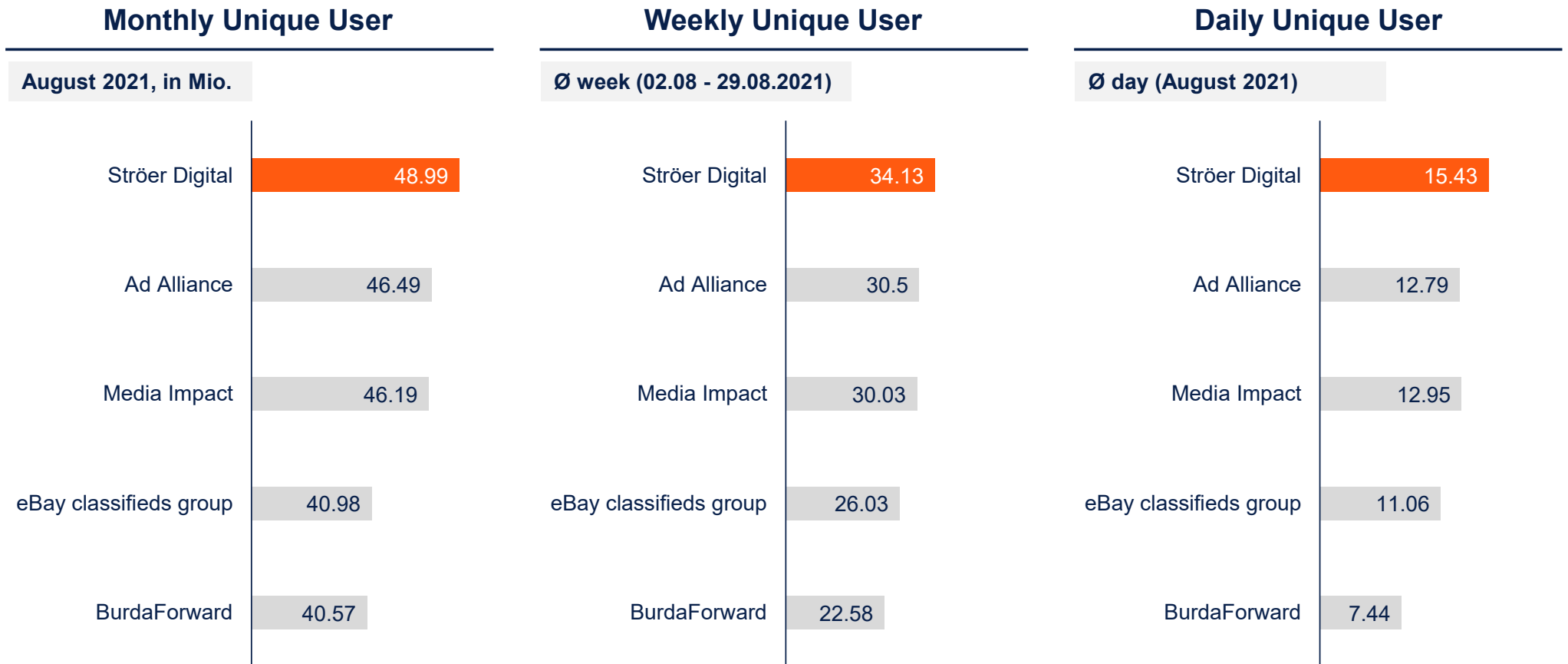


THEME CHANNEL

							
SPORT	WOMEN	AUTO-MOTIVE	FOOD	HEALTH	YOUNG	TRAVEL	GENERAL INTEREST ...

Leading German Publisher Network for Advertisers

Unique Monthly, Weekly and Daily Reach amongst Local Competition

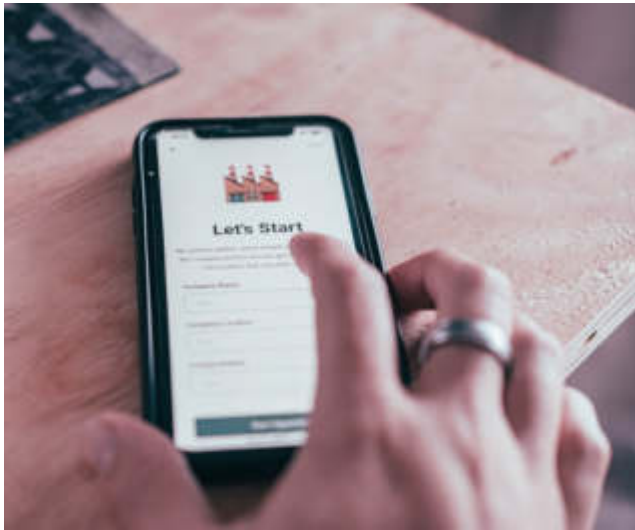


Source: AGOF daily digital facts, Users of mobile and/or stationary offers (in the last 3 months), 16+

Professional Onboarding & hands-on Account Management

Data Privacy Standards ensure long lasting Business Relationships

Onboarding milestones



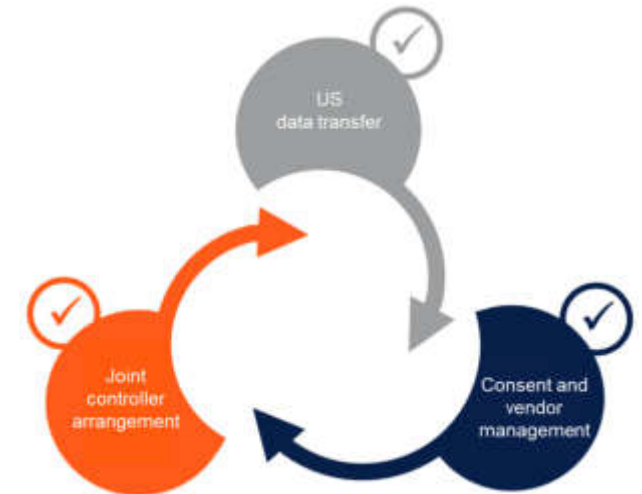
- Tech Audit
- AdServer / Ad Tag integration
- Preparation of sales deck, rate card etc.
- [Optional] Guided press release / PR
- Agency Roadshows and Sales Kickoffs

Best-in-Class Service Level



- One face to the publisher
- Weekly Jour-fixes and QBRs
- Knowledge transfer via quarterly webinar sessions
- Annual Publisher Sales Days

“Save Harbor” Data Privacy



- Ströer initiated and supports market initiatives of the BVDW to provide contractual and organizational standards to meet the requirements of European data privacy authorities

We enable best-in-class Tech and Targeting Options

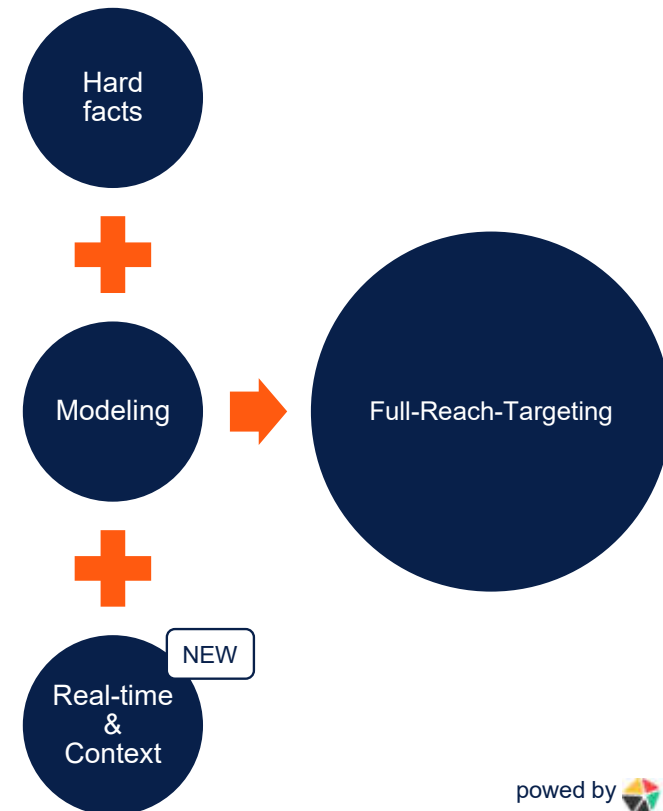
Current Challenges around Cookies open up new Opportunities

Enabling targeting without cookies – and thus access to additional users and inventories

STRÖERs solutions for a cookieless targeting:

- **Persistent IDs:**
1st party data will be enriched with an ID (e.g. with logins, NetID, UID2.0)
- **Non-persistent IDs:**
Probabilistic data collected on technical user information (e.g. ID5)
- **ID-less targeting services:**
Contextual targeting or realtime sociodemographic targeting, cross-browser solution for interest, age and gender

Cookieless context targeting enables already 25% of our targeting campaign Revenues

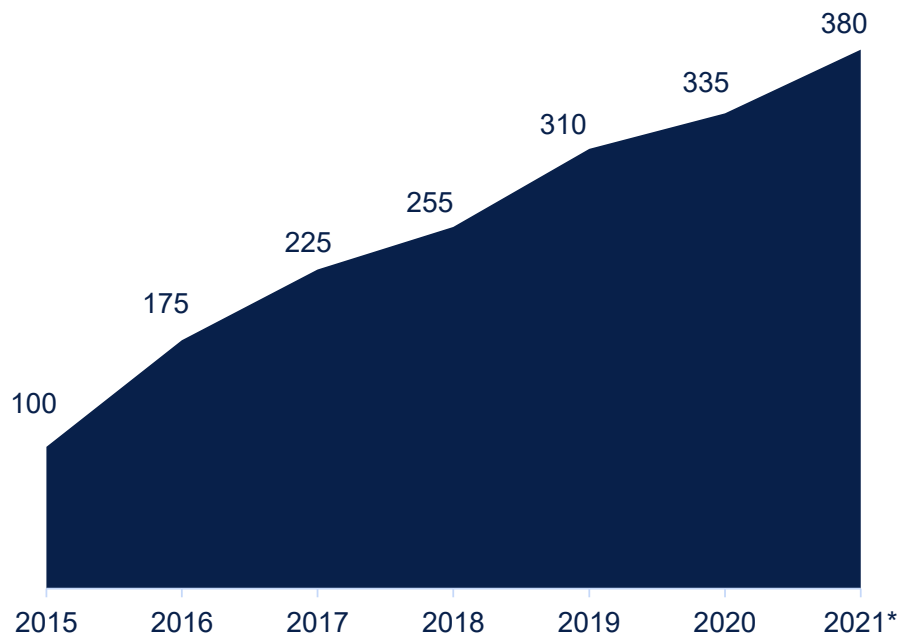


powered by  OS data solutions

Constant Double Digit Growth of Proprietary Programmatic Tech Stack

Ströer SSP & Yieldlove integrating Digital (Online) & D-OoH

Programmatic sales revenues showing sustainable growth pattern (indexed)



- Joint product initiatives of Ströer SSP and yieldlove have led to a double digit CAGR of both companies since 2019.
- We have successfully enlarged our programmatic advertising value chain and increased our independency by shifting programmatic demand towards our owned and operated technology.
- 64,2% of our Privat Market Place revenues reflected by more than 4.500 negotiated private deals with media agencies and direct clients have been shifted to Ströer SSPs.
- 54% of our programmatic revenues are managed on Ströer's owned and operated technologies.
- We successfully enlarged the strong market position of Ströer SSP to the digital OoH market by successfully integrating the majority of international and local DSP's to our D-OoH inventory for Programmatic Guaranteed, Fixprice Deals and Privat/Open Auction.

Source: Net Sales Volume, Ix 100 = 2015, Proprietary ERP System * estd.

PLUS

#OOH SYNERGIES

#PROGRAMMATIC

PUBLIC VIDEO

GEMEINSAM
GEGEN DAS
CORONAVIRUS.

Wir unterstützen die Corona-Warn-App
der Bundesregierung. #DABE!



T . . . HEBEN, WAS VERBINDET.

STROER

GEMEINSAM
GEGEN DAS
CORONAVIRUS.

Wir unterstützen die Corona-Warn-App
der Bundesregierung. #DABE!



T . . . HEBEN, WAS VERBINDET.

STROER



Focus on own Technology protects Margin Profile long-term

Best-in-class Monetization without Intermediaries

STRÖER | ssp

Use own technology to monetize media inventory

- Desktop
- Video
- Mobile
- In-App
- Connected TV
- Public Video | D-OoH

Continuous development of SSP to monetize Public Video inventory



We serve >96% of the Market with connected DSPs

Partnership with both Digital (Online) DSPs & D-OoH DSPs from Specialists



Status as of 03 August 2021, Successive onboarding of additional DSPs

We enable best-in-class Tech and Targeting Options

On-going Expansion of our Data Offering



est. 11/2021

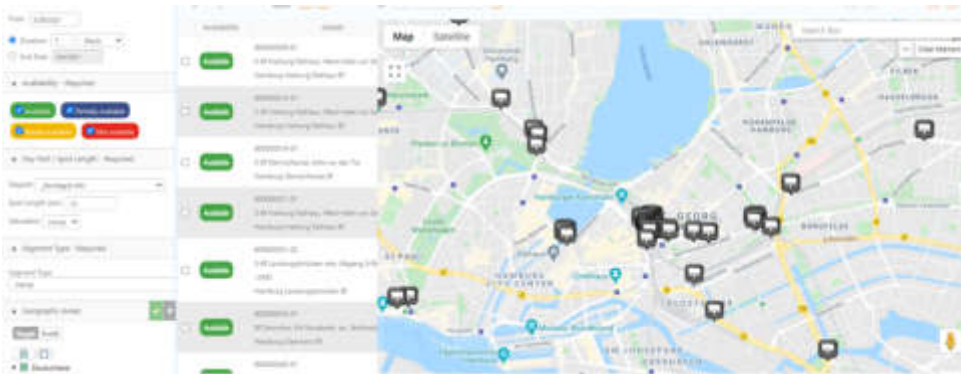
First OSDS audiences
convergent bookable

Enhanced Targeting
Products of Otto (OSDS)
& DTAG

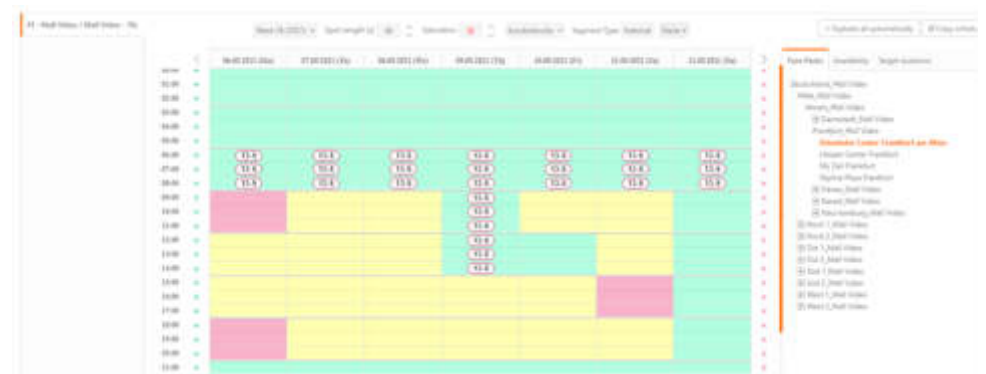
"FLOC for PV",
cohort targeting
(Socio plus Behavioral
in anonymized and thus
future-proof segments)

State of the Art proprietary Playout

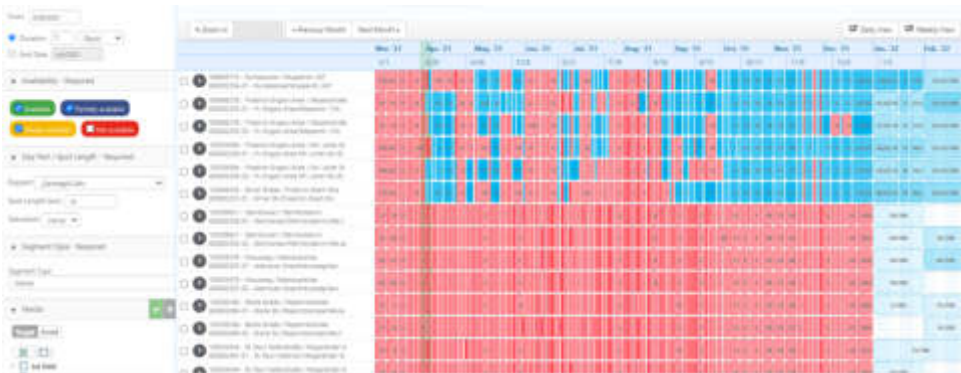
Highest Flexibility and Granularity for Audience Targeting



Site Selection by Location (or by Audience)



Scheduling (automatic)



Site Playout Breakdown



Creative Breakdown by Site

Dynamic Creative Optimization (DCO)

Right Person

Right Time

Right Location

Right Message

Relevant for Consumer





Awareness Gen Z



Weather



Touchpoint



Time

Dynamic playout
by Target-Group,
Time, Touchpoint,
Weather

OTTO #Heimnachten

Improving Consumer Experience by using dynamic Ads

Enhancing ROI for Advertiser & Optimization of Yielding for Ströer



Dynamic playout

1-n finished motifs are dynamically played out according to predefined parameters

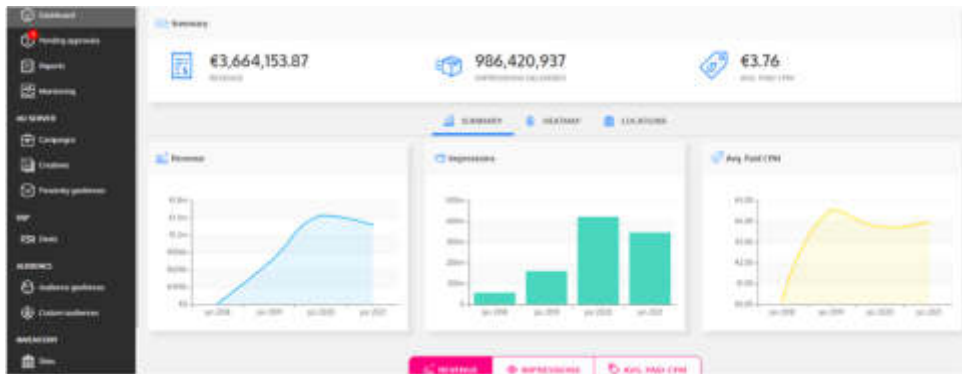


Dynamic Creative Optimization

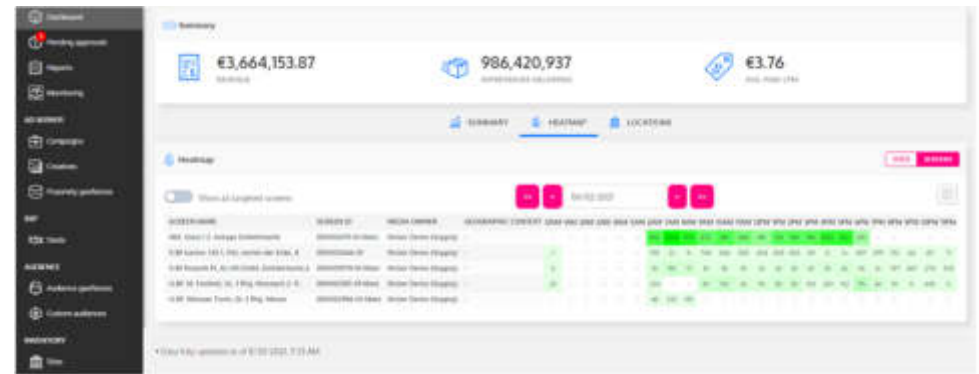
no finished motif, advertising material updates automatically

Adserver realtime Reporting

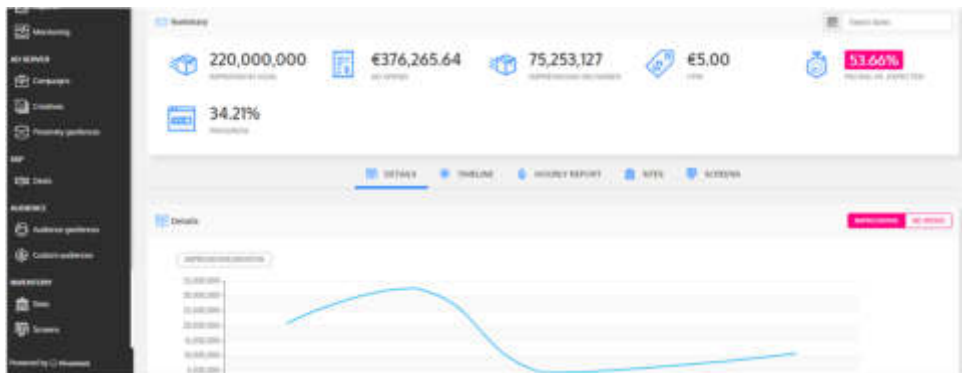
Clients' Trade Desk realtime steering of Investment



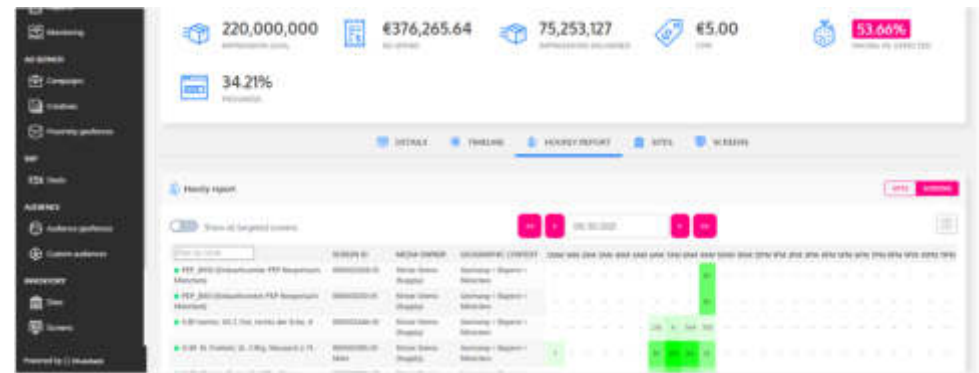
Campaign performance Overview



Campaign realtime breakdown by location



Campaign pacing against planned target (ongoing)

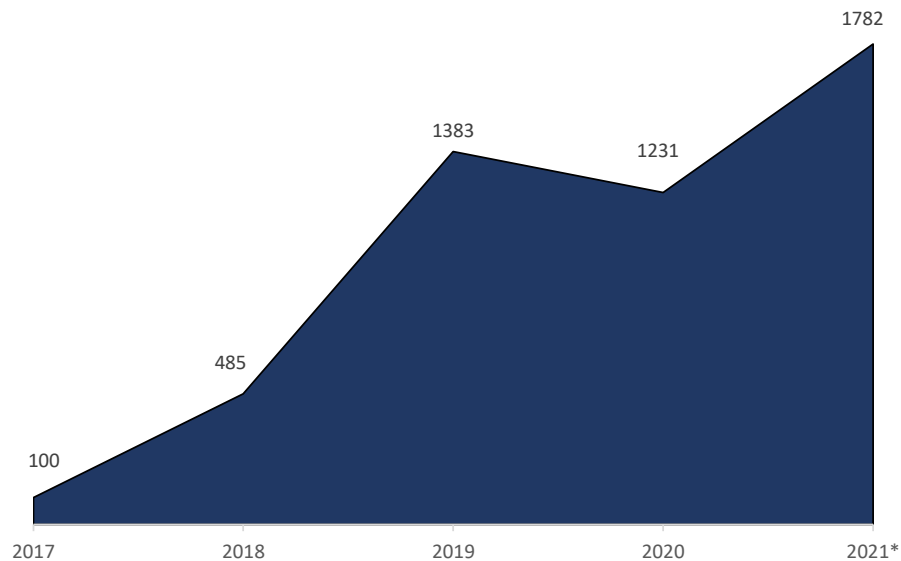


Campaign pacing by location

Essential Growth of Programmatic D-OoH business

D-OoH fully integrated in Ströer SSP

Programmatic D-OoH sales revenues showing sustainable growth (indexed)



- We successfully enlarged the strong market position of Ströer SSP to the digital OoH market by successfully integrating the majority of international and local DSP's to our D-OoH inventory.
- Programmatically enabled for Programmatic Guaranteed, Fixprice Deals and Privat/Open Auction.
- New networks programmatically available: Public Video Roadside and Public Video City (Q4/21)

Source: Net Sales Volume, Ix 100 = 2017, Proprietary ERP System

Customer (=Advertiser & Agency) Centric Sales Approach

Benefits and Drivers of Programmatic Public Video



All Programmatic Deal-Types are available:
Programmatic Guaranteed
Fix Price Deal, Private
Auction, Open Auction



New networks
programmatically
enabled: Public Video
Roadside & City



Increasing
automatization and
flexibility for booking and
planning Public Video



(Inter-) national
awareness & sales
growth through further
DSP connect



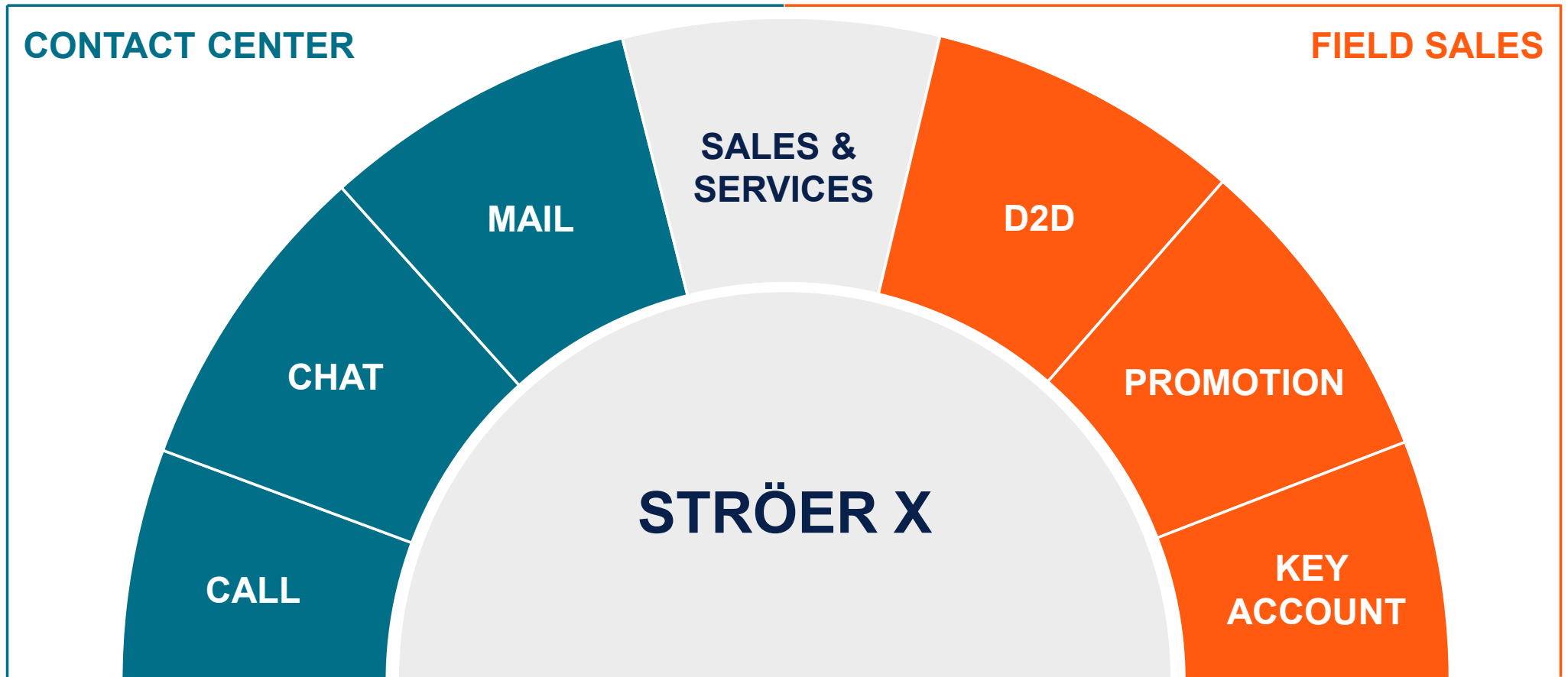
PLUS

#DIALOG MEDIA

#CLIENT ACCESS

Ströer Dialog Media Group offering Diversified Services

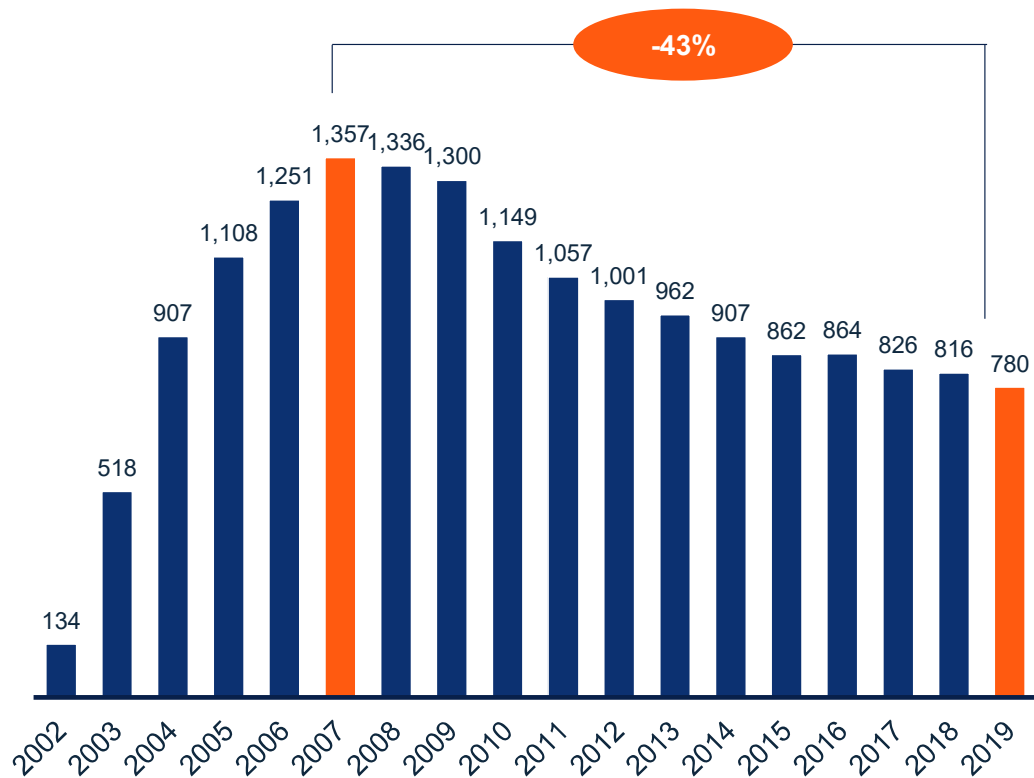
Unique Combination of Contact Centers & Field Sales Infrastructure



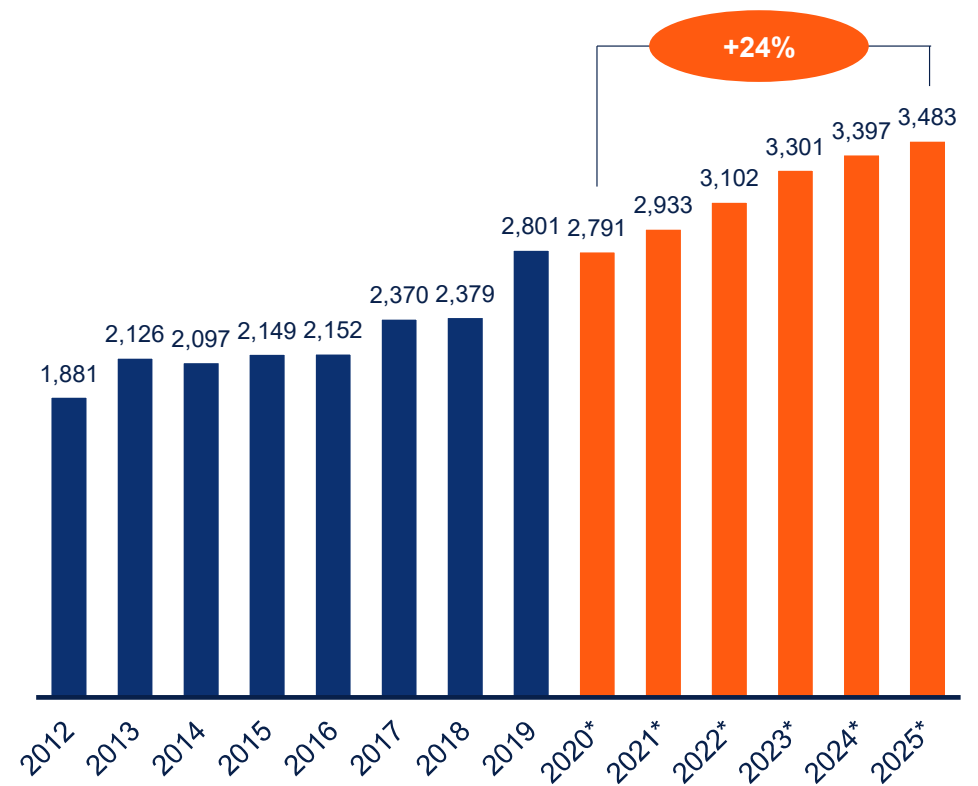
Current Market Environment for Dialog Media

Market Consolidation, Structural Growth, No nationwide D2D Competition

Number of contact centers in Germany



Contact Center revenue in Germany (in m€)



Multiple Drivers cause Trends towards Growth & Consolidation

Ströer X best positioned to benefit from Market Dynamics



Strong growth
in CRM & service-
importance across
industries



Transformation
from retail to
digital driven
omni-channel



Shift from in- to
outsourcing &
need for push
marketing

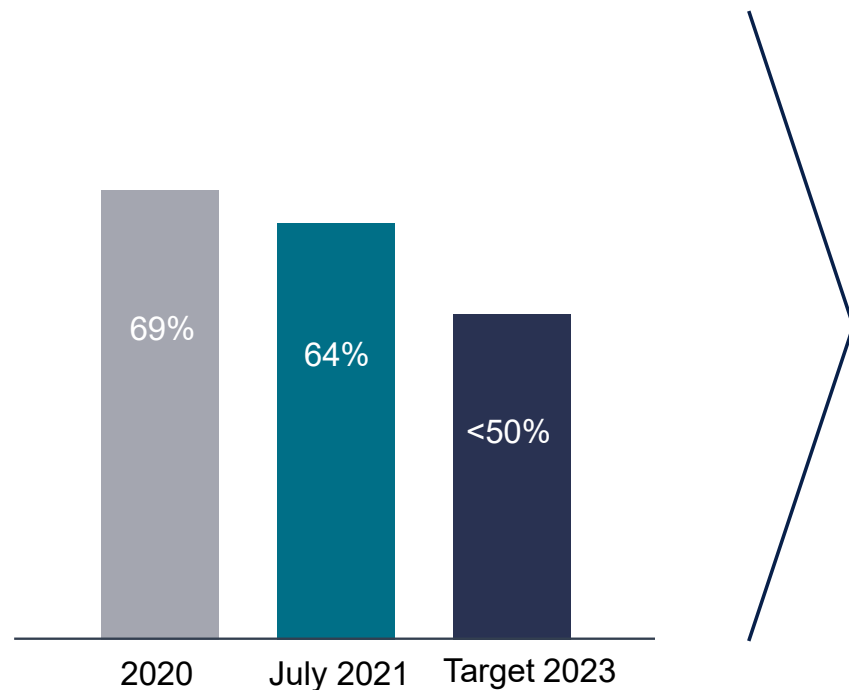


New products with
strong service
component &
cross-selling

Share of Revenue from Telco decreases

On-Going Diversification into more/new Client Clusters

Share of revenues from Telco sector (in percent of total)



- Target is to decrease revenue risk through industry diversification
- Currently business overproportionally exposed to telco sector
- Core industries for future growth identified:
 1. Financial institutions
 2. Travel
 3. E-commerce
 4. Automotive and mobility
- Dedicated program implemented across central functions (marketing, sales, workforce management, etc.) to acquire and onboard new clients

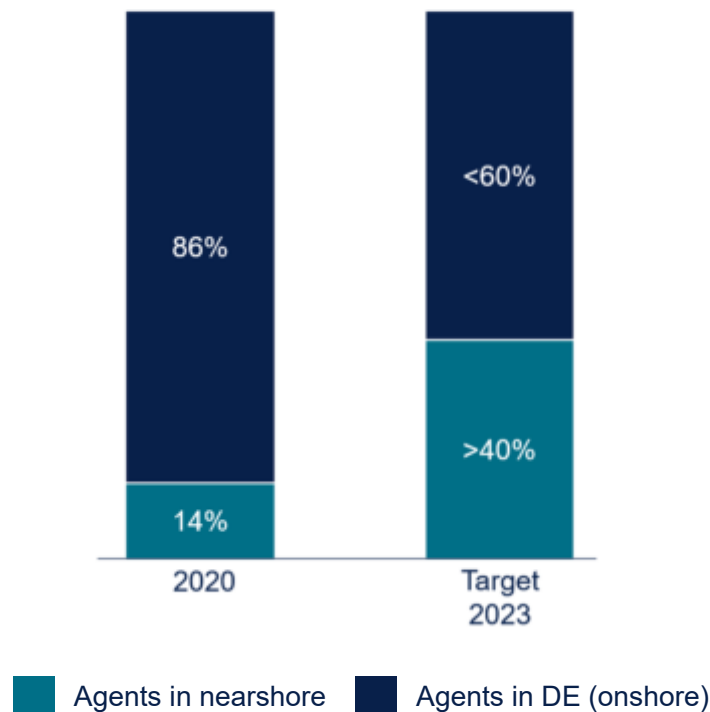
Nearshore Expansion during the Pandemic

Margins Potential through lower operating Expenses

Nearshore case

- Continuous salary growth of agents
- Nearshore offers opportunity to lower wages for certain tasks/skills and therefore
- So far, only one nearshore location operational in Spain
- Initiated intense research in multiple markets this year
- Opening new site in Thessaloniki, Greece in Q4 2021
- Further organic as well as inorganic expansion planned for 2022, within and outside the EU

Agent FTE distribution* (in % of total)



Home Office development

Yesterday:

- Pure center operations
- 95+% of agents working in office environment

Today:

- Hybrid center operations
- ≈ 20% work purely from home, ≈ 20% work partly from home, ≈ 60% come to office every day

Tomorrow:

- Virtual & hybrid center operations
- >30% operate purely from home, >40% work at least partly from home, <30% are in the office every day

* at end of Dec in respective year

Using Group Synergies in challenging Employer Market

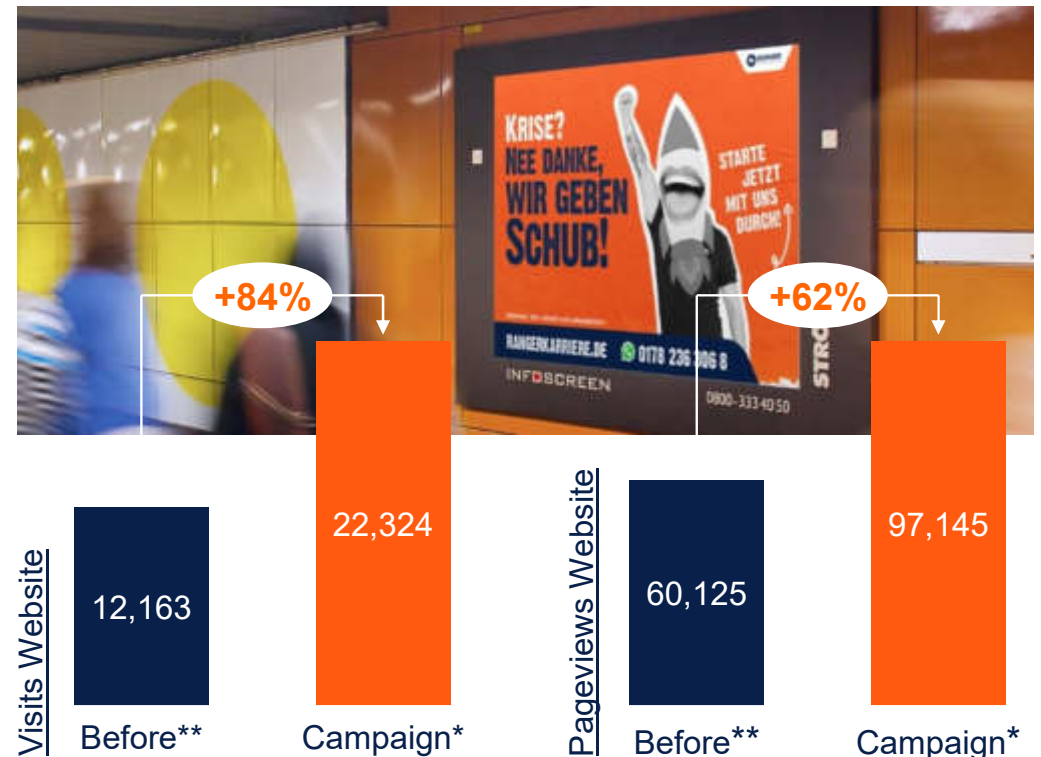
Attracting Talent as Key Driver for midterm Growth

Avedo contact center uses unique assets to acquire talents



- In times of low unemployment Ströer's unique talent acquisition capability is a clear USP
- **Digital:** Optimized use of in-house publishing assets for online and mobile reach
- **OoH:** Use of media inventory such as posters, digital OoH, transport media and ambient media

Impact of Ranger Recruiting campaign according to Google Analytics



*Campaign = 19.06.2020 – 05.08.2020; **Before = 02.05.2020 – 18.06.2020

Technology drives Enrichment of our Offering

Improving Client Satisfaction & Consumer Experience



Contact automation



Agent improvement



Agent acceleration



Concept

Automate lower level customer interactions through self service, conversational bots and improved user experience

Improve agent performance through digital coaching, knowledge management, guided decision making and contextual information

Increase speed of agents in processing rather frequent, simple tasks through robotic process automation, API integrations and scripting



Impact

- Faster time to resolution
- Increased first contact resolution rate
- Higher Net Promoter Score
- More agent job satisfaction

- Increased productivity rates, more revenue per agent
- Higher Net Promoter Score
- Better performance and quality

- Increased efficiency
- Higher quality
- More agent job satisfaction
- Cost savings

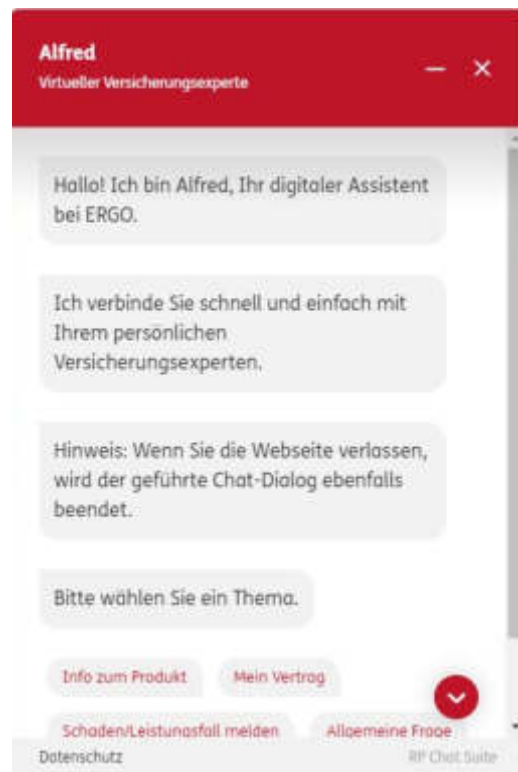
Exemplary Cases of our Contact Centers

Chatbots developed and implemented for our Customers

ERGO

Service-Chatbot "Alfred"

- Directs customer to right service line
- More efficient use of agent as handling time is reduced
- Better experience for customer and lower cost for Ergo

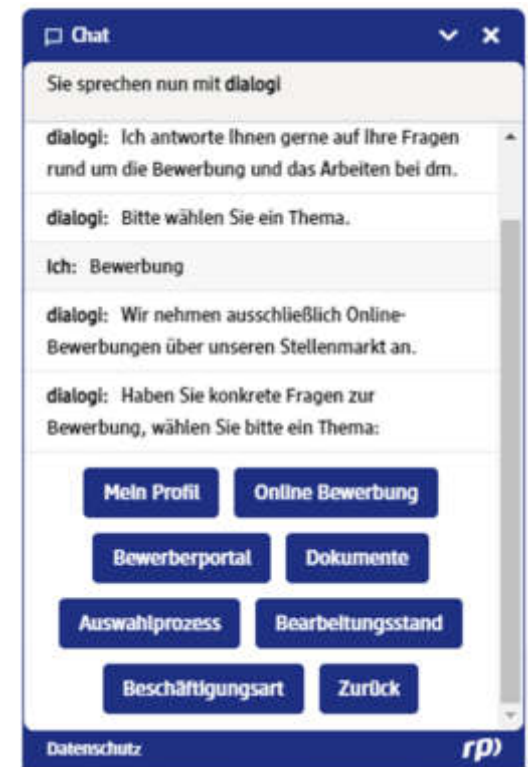


Named one of top digital assistants in Germany

dm

HR-Chatbot "dialogi"

- Swift response to frequently asked questions 24/7
- Lower barriers to enter application process
- Elevates candidate experience and positions dm as modern employer



Data driven Sales improves Performance

Constant Investment in Data and AI

Questions

Input Data

Ranger Solution

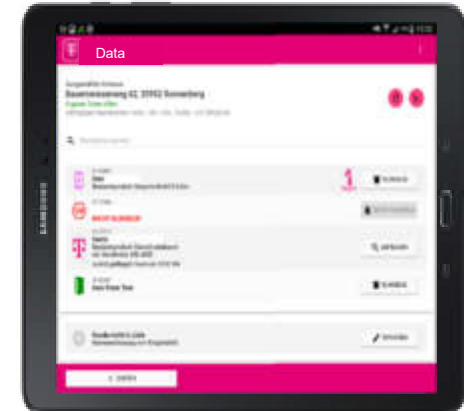


1 - Effective area selection
("Where is the Rep. going")



2 - Optimization of customer approach and efficiency in the field
("What does he sell to whom in the area")

- Analysis and scoring of anonymized order data
- External data (Nexiga)
- Accessibility etc.
- Integration of Telekom property data
- Availabilities (WoWi, Wholebuy, FTTH)
- Penetration (inventory, TV)



Goal



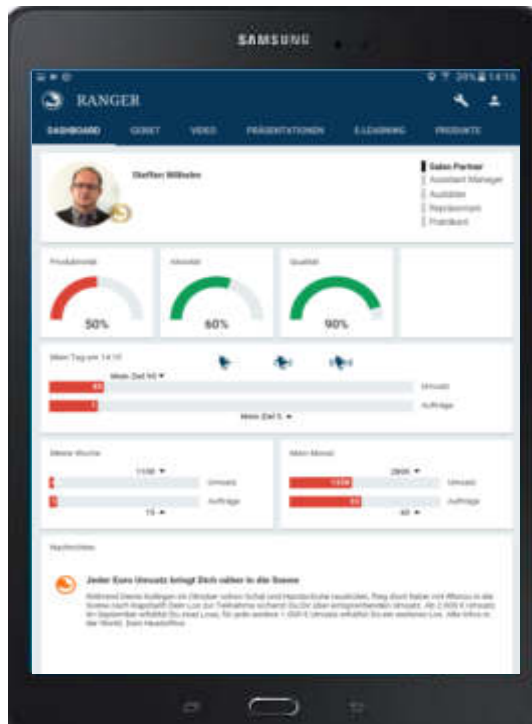
Now: Scoring-based management of employees in the best areas

Future: Customer designed individual offers (nba) at the door
Integration of field sales force in DT service processes

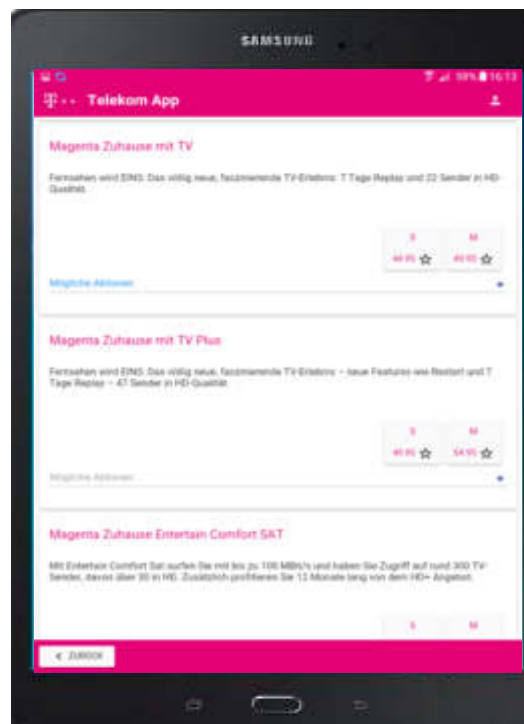
RangerPad[®] uplifts Direct Sales

Further Roadmap around Customer Integration & Analytics

Ranger Dashboard



Ranger Telekom App



RangerPad[®] is the digital control center for sales & steering

- DT customer data
 - optimized pitch
 - up-/cross sell
- Ranger Dashboard with information, trainings, real time reports, Chat etc.
- DT order entry with fully digital processing & export
- Ranger analytics
 - area planning
 - performance tracking
 - quality monitoring

PLUS

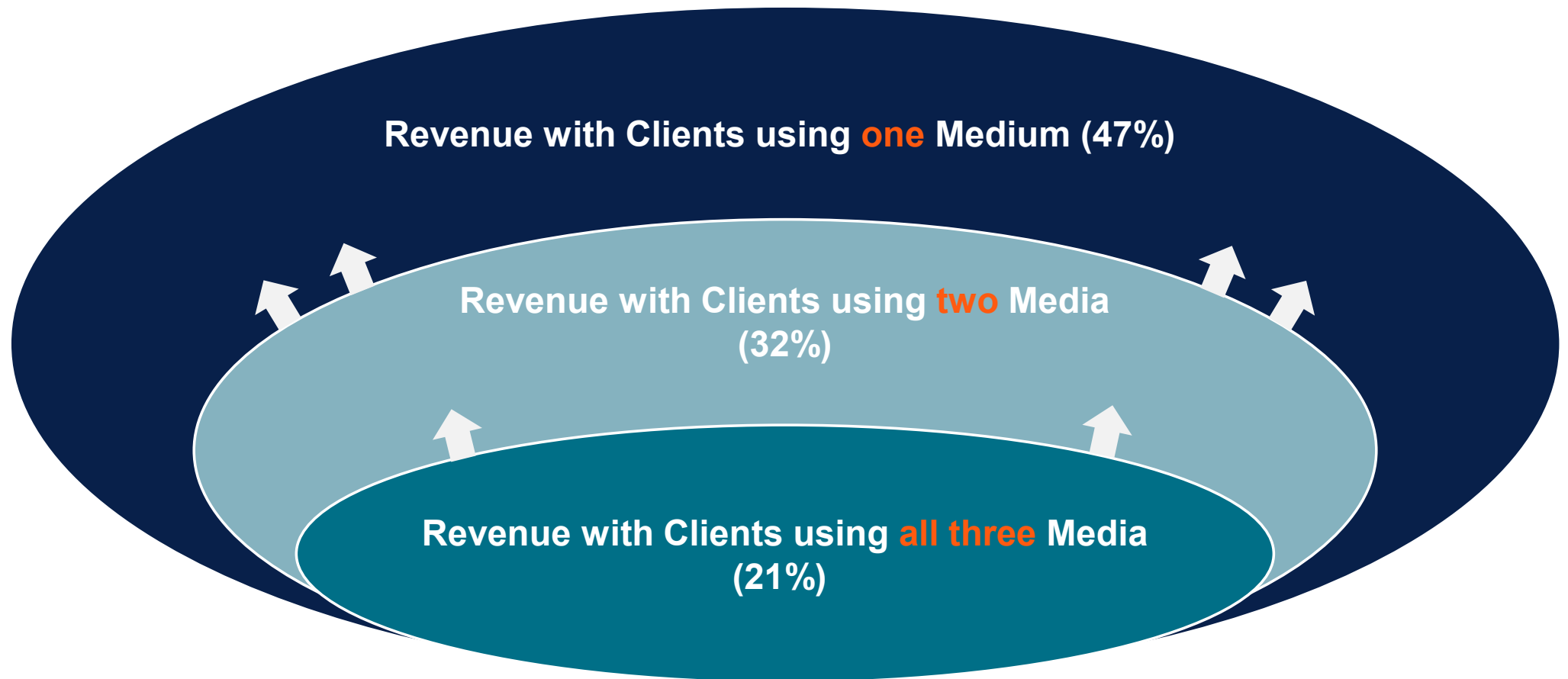
#OOH SYNERGIES

#CLIENT ACCESS



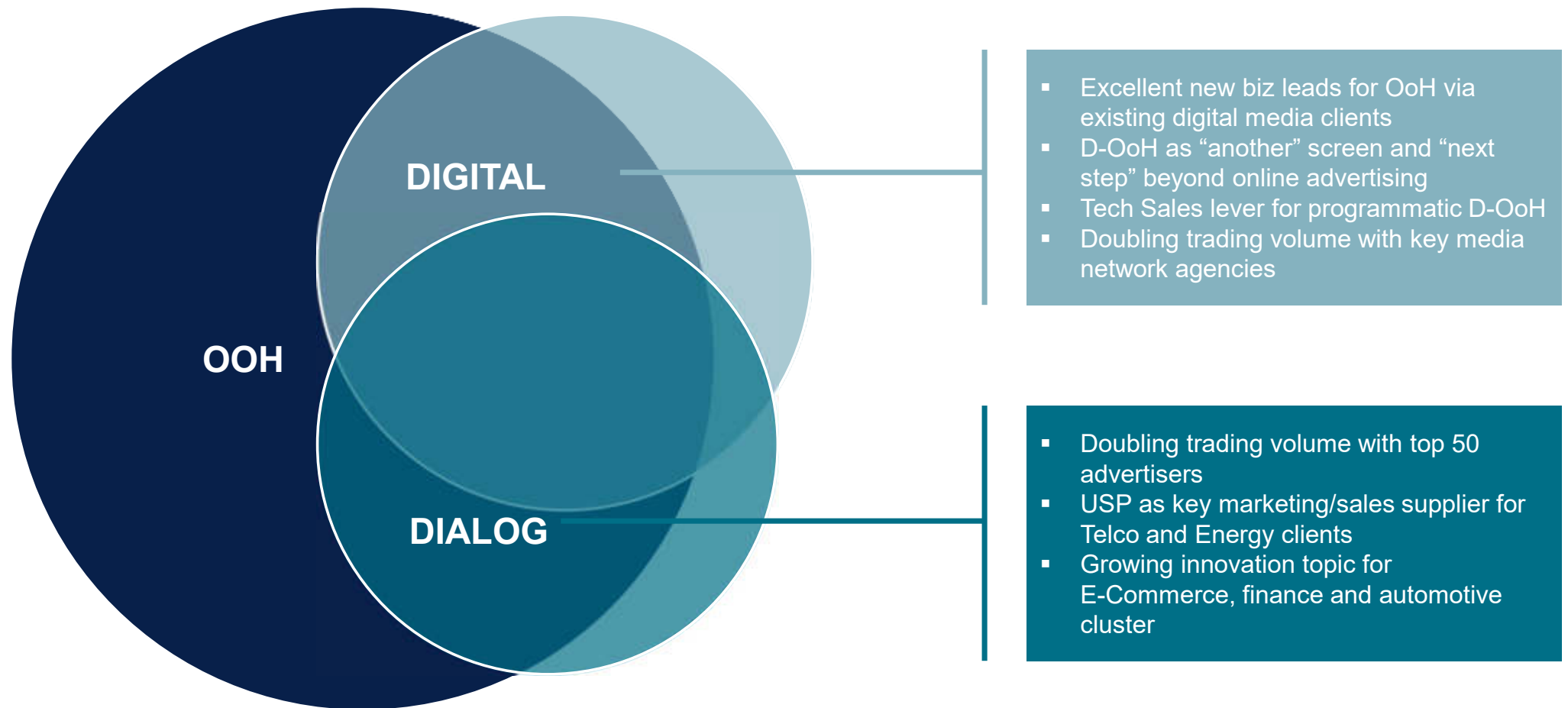
Constant Optimization of Client Access across our Media Segments

Share of Wallet & Coordinated Sales as Competitive Advantage vs. Pure Players



Constant Optimization of Client Access across Media Segments

Digital & Dialog Media with different Support Functions for OoH Media



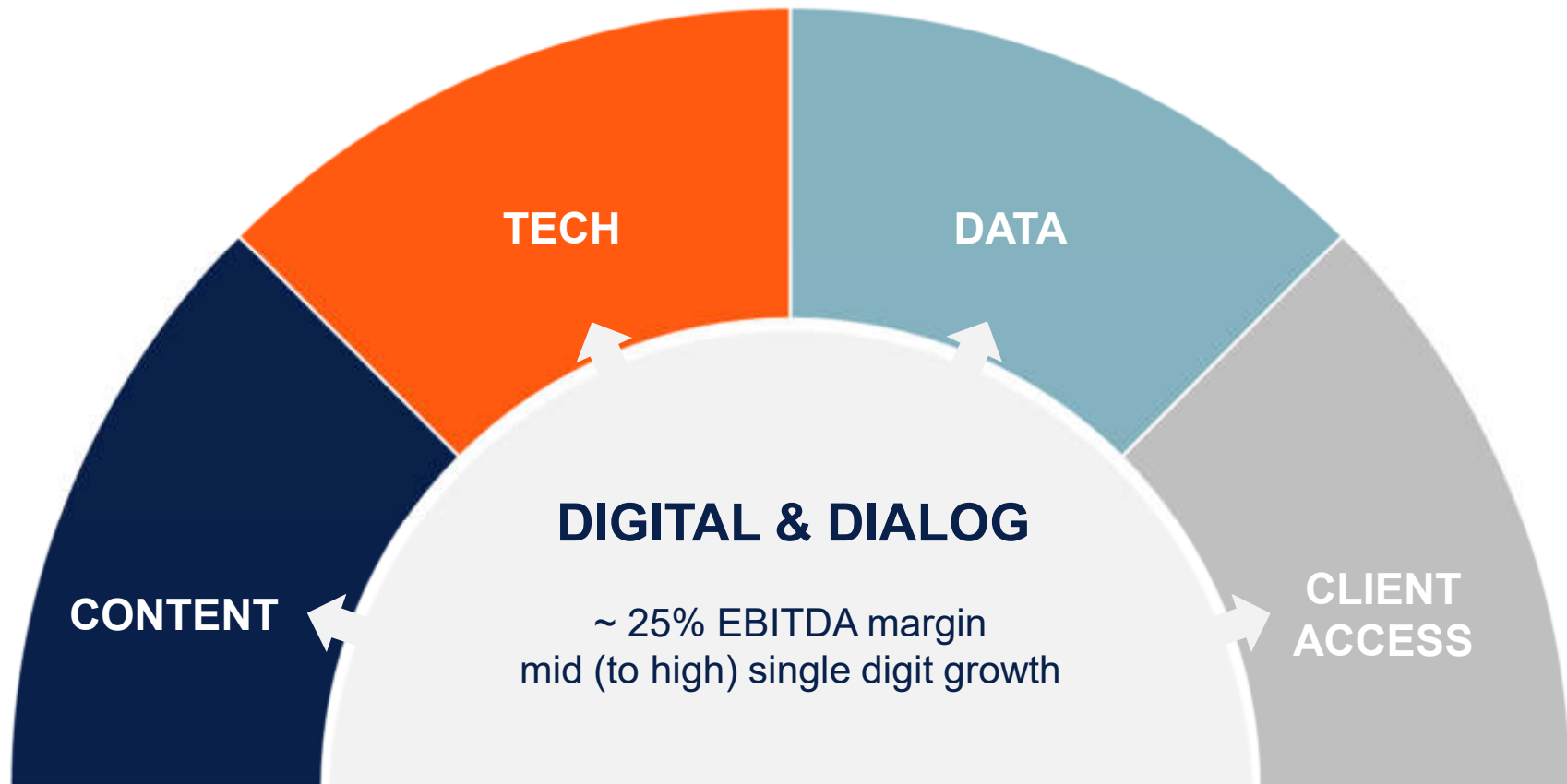
Continuously improved Marketing- and Sales-Positioning

Best prepared to fully access local and national Clients (Extract)



OoH Plus Assets: 4 Key Areas of Synergies to drive OoH Growth

In Combination with best in Class Margin & Growth Profile



Agenda

01

Review

Building an OoH
Media company
for the digital age



02

OoH

Digitisation of our
infrastructure and
midterm prospects



03

Plus

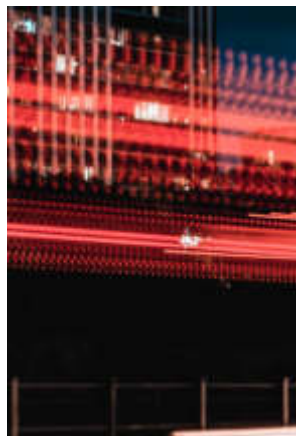
Digital & Dialog
Media: Synergies
driving OoH growth



04

Extra Value

Value crystallization of
DaaS & E-Commerce:
Statista & Asam



05

ESG & Finance

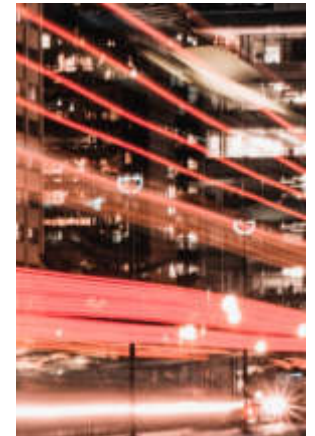
Improving structures,
becoming sustainable
& more efficient



06

Conclusion

All relevant growth
and cash levers under
our control



A hand holding a camera lens against a blurred background of a blue sky and green landscape. The lens is held in the foreground, and the background is out of focus, showing a bright blue sky with some clouds and a green landscape below. The overall scene is bright and clear.

04

VALUE CRYSTALLIZATION OF NON-CORE ASSETS

statista 

Statista: High Growth Global Subscription Business

63% Growth

H1 Sales Growth vs 2020

< 8% Churn

FC21 annual Value Churn, paid Multi-License Accounts

102M Euros

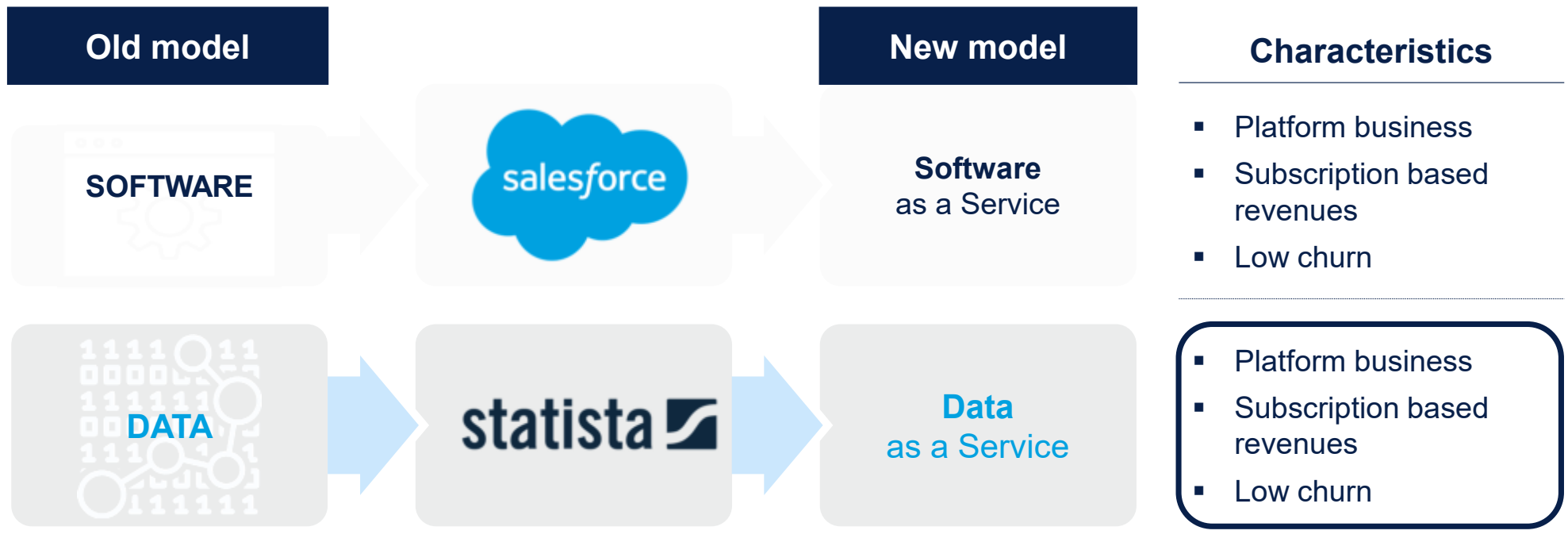
Forecast Sales¹ in 2021

1. Sales = Billings, i.e., non-GAAP invoiced sales without deferral of revenue for longer-term accounts

Addressing our Market from a Position of Strength



Statista creates Category „Data as a Service“ - inspired by Salesforce and SaaS



DaaS KPIs similar to SaaS KPIs

Our core Content Unit is the single Statistic

The Signature Product



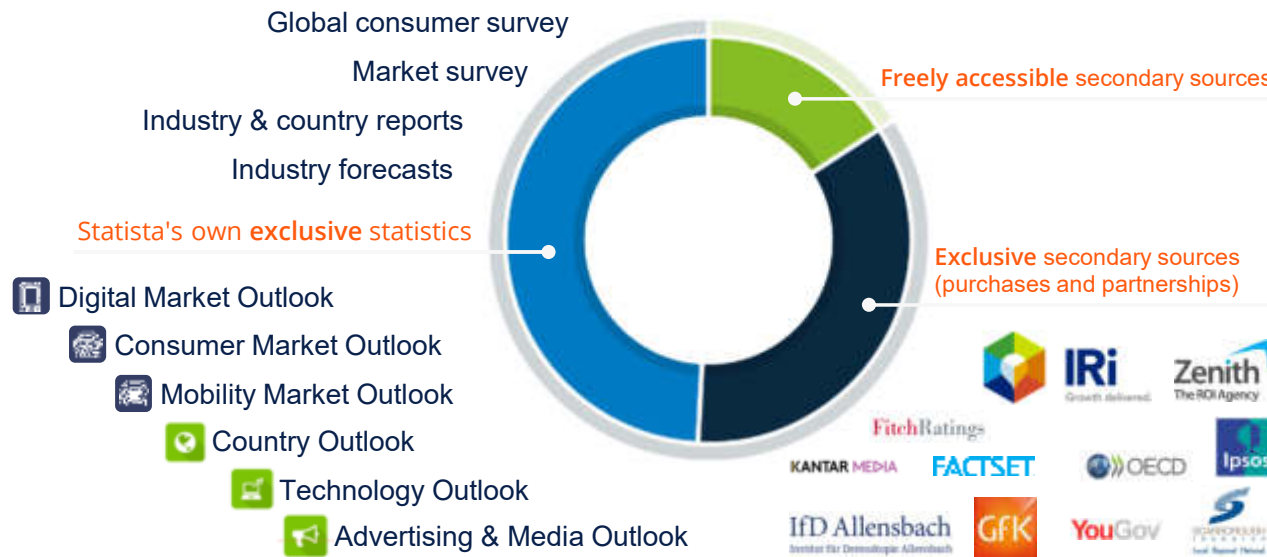
Advantages of a single statistics as content unit* - better suited...

- for Customer's Work Processes (ease of use)
- for Google & Searchability
- for aggregating Statistics to Topics & Dossiers (internal work process)

*As opposed to a study or a report which are the core products of many market intelligence firms

Our Content is a Combination of own and curated Content

Statista collects Data from more than 22,500 3rd party Sources



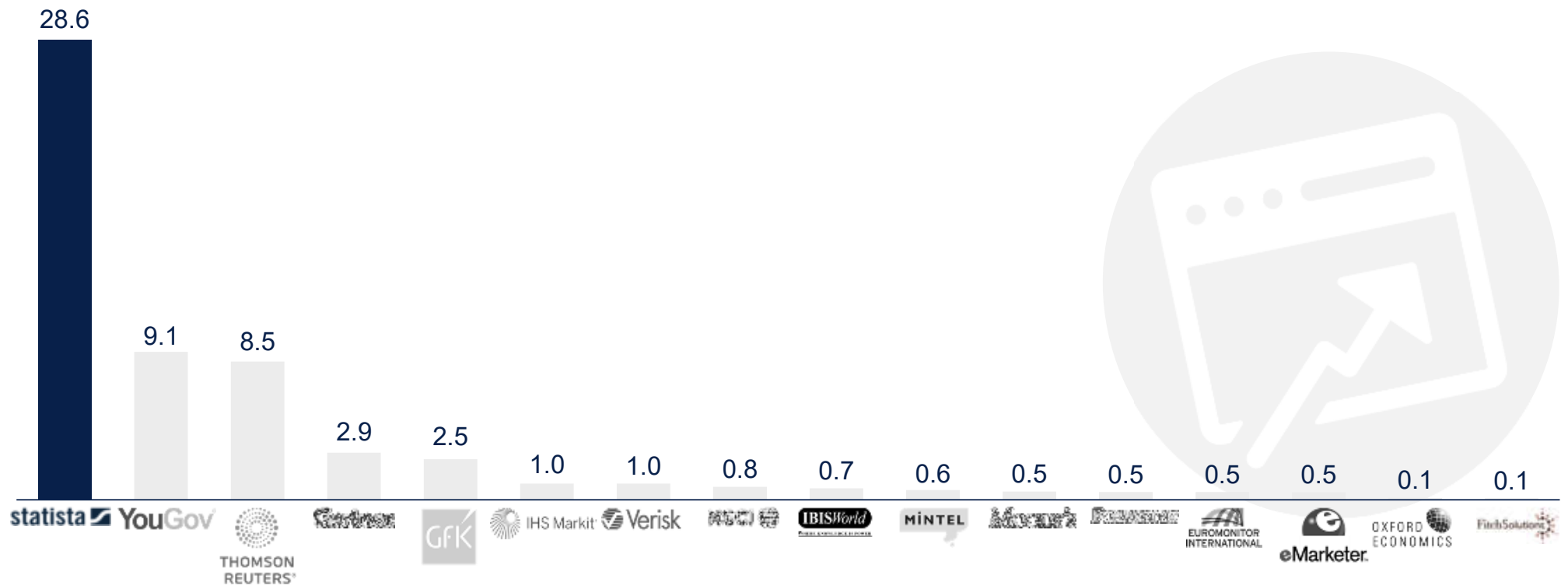
Advantages of combined own and 3RD Party Statistics:

- Coverage of a broad Range of topics and from diverse Sources
- Independence from third party sources
- Unique content for Customer acquisition

Content model inspired by Netflix

Our content Base provides us with a unique Traffic and Lead Potential

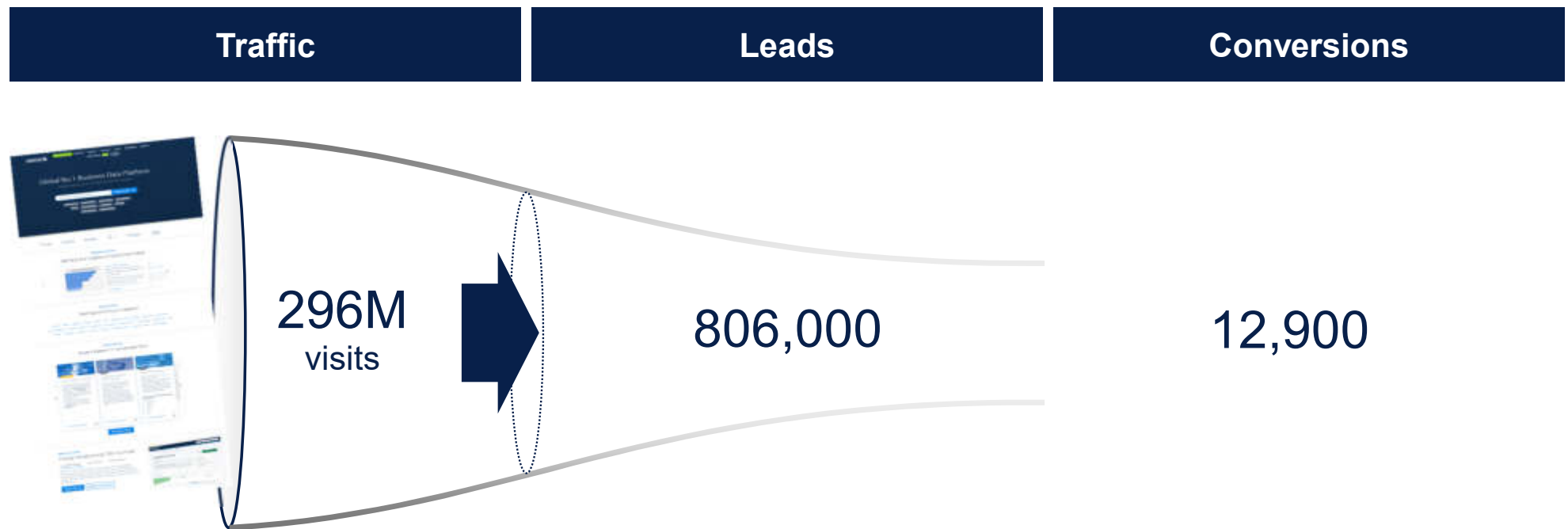
Average monthly visits (million), August 2021



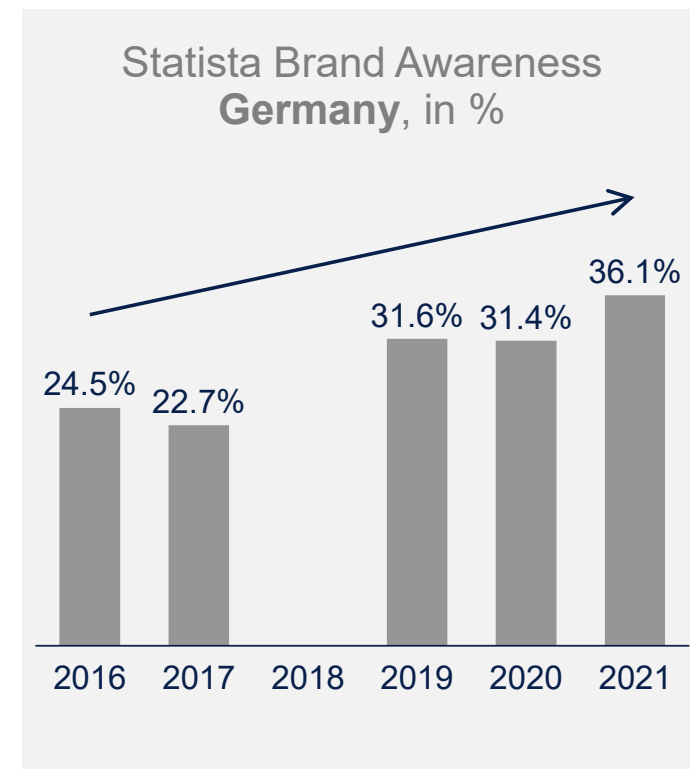
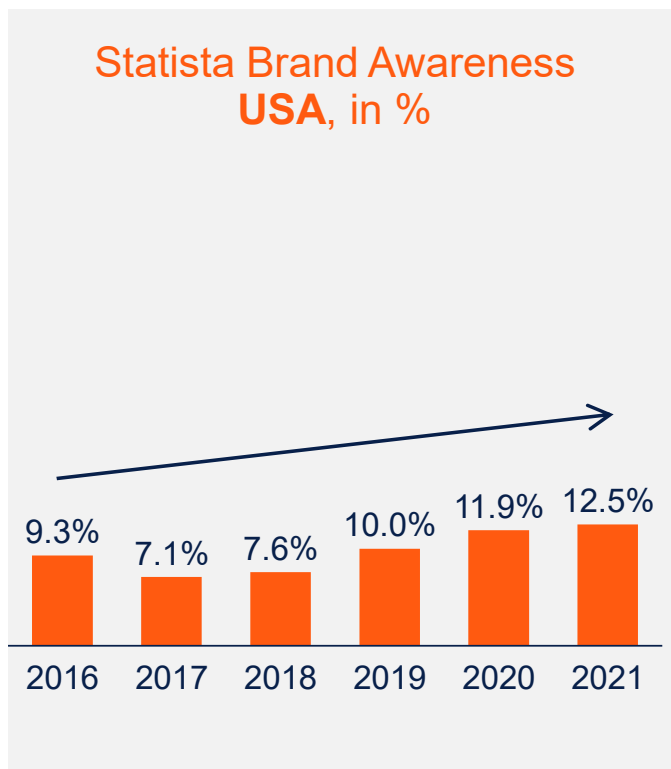
Sources: Similarweb

Without any Marketing Budget we generated more than 800,000 Leads in 2020

2020



A large Driver is our strong and growing Brand Awareness



Sources: Statista, annual Statista survey amongst decision makers

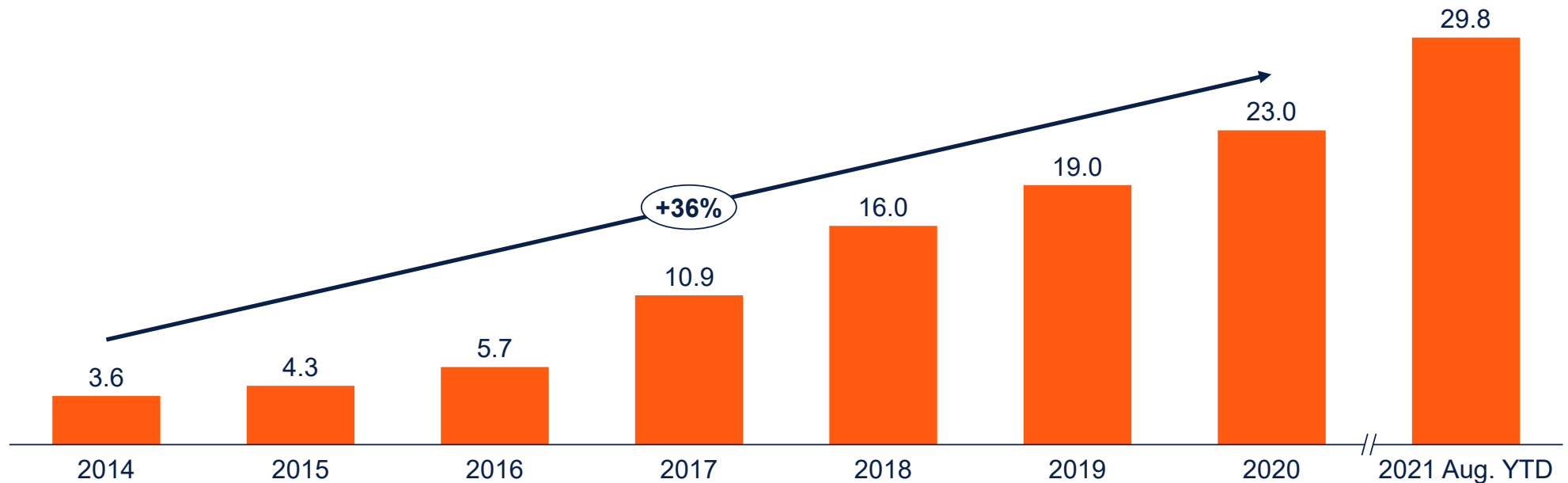
We offer a Flat Rate Subscription with Access to the core Products

Work more efficiently with Statista
Save time and money on research and presentations

Unlock all features

Project Account	Corporate Account	Enterprise Account
Our 30-day solution	Our best seller	Our companywide solution
<ul style="list-style-type: none">✓ All features of the Corporate Account (except AskStatista)✓ Access for 30 days✓ Single license	<ul style="list-style-type: none">✓ Immediate access to statistics, studies, and outlooks✓ Usage and publication rights✓ License for your department✓ Individual research service AskStatista	<ul style="list-style-type: none">✓ All features of the Corporate Account✓ Unlimited number of users✓ Centralized knowledge platform✓ Customized to your corporate design
\$1,950* for 30 days	\$700* per month ¹	on request
Order	Order now Get personal advice	Send inquiry

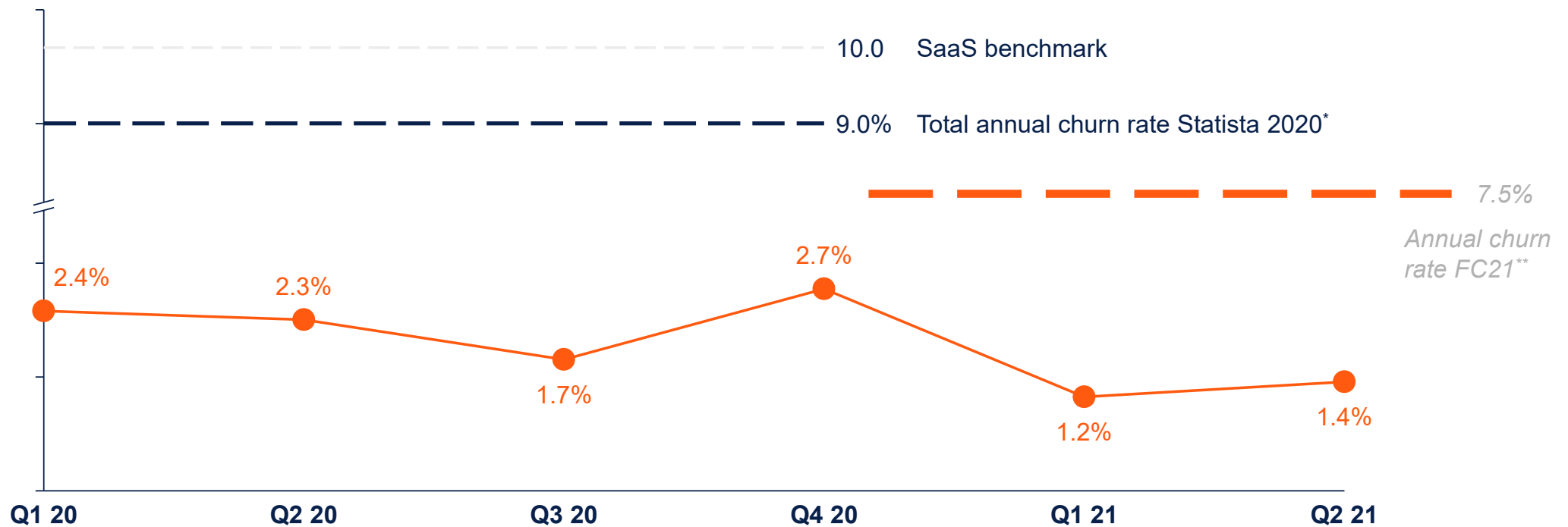
Our Number of paid Accounts is increasing at a brisk pace



With improving Product there is Headroom for further Growth and Price increases

We continue to work on customer Satisfaction, improving value Churn of our Customer Base

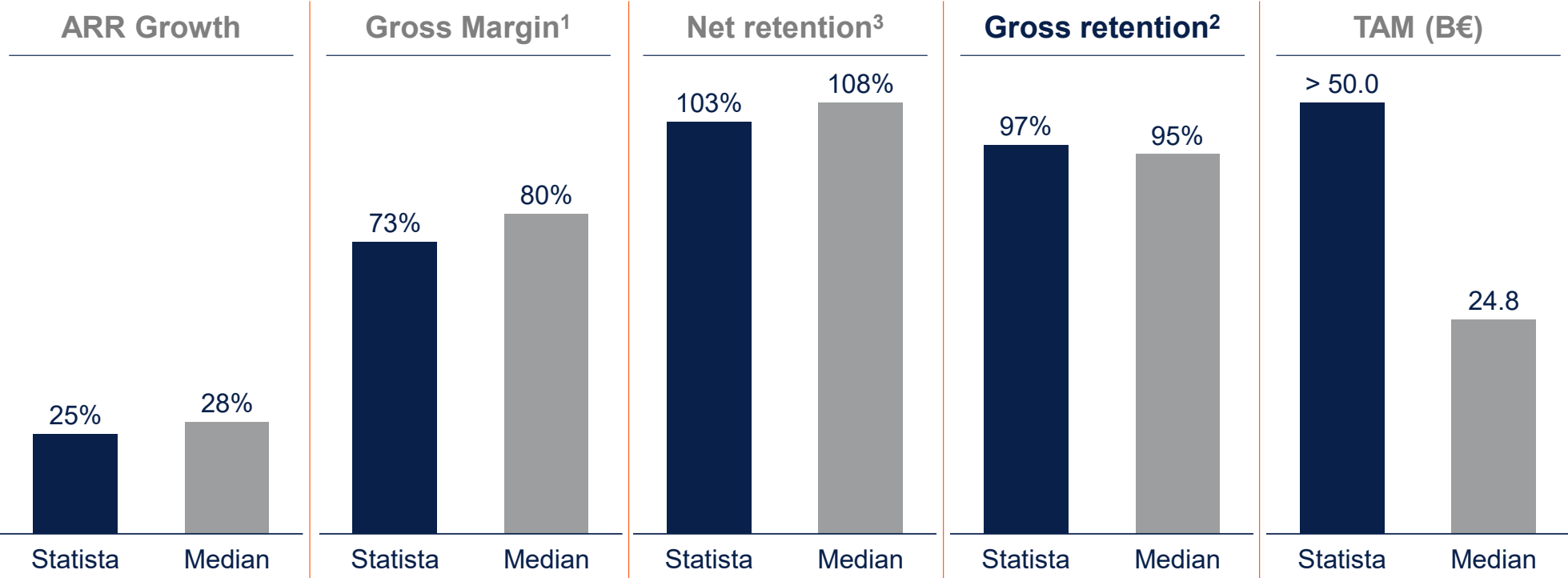
Quarterly value churn rate of active accounts (%) | Corporate (CA, EA) & Academia accounts; not included single seat accounts (SiA, PRA)



*Total annual value churn 2020 = sum of annual value churn / average value of active accounts; **SaaS KPI Benchmarks from Goldman Sachs; August 2020

Statista matches SaaS KPIs

Statista DAAS versus SAAS KPIs / All figures YTD June 21



Notes: SaaS Median KPI Benchmarks from Goldman Sachs (adjusted to HJ);
 1. Gross margin: Account revenue – COGS – content cost (no capitalization of costs for internally developed content); 2. Gross revenue retention rate: (active account revenue – churned revenue) / active account revenue; 3. Net revenue retention rate: (active account revenue – churned revenue + account upgrade) / active account revenue

Addressing our Market from a Position of Strength



Statista with four Growth Levers



We operate in a large, but fragmented growing Market

Global Large Market



- Market intelligence with €50B in 2020
- International Market
- Statista as a Market Maker

Fragmented Market



- Top 5 Players with only 17% market share, the majority US based
- Many national Champions outside the US

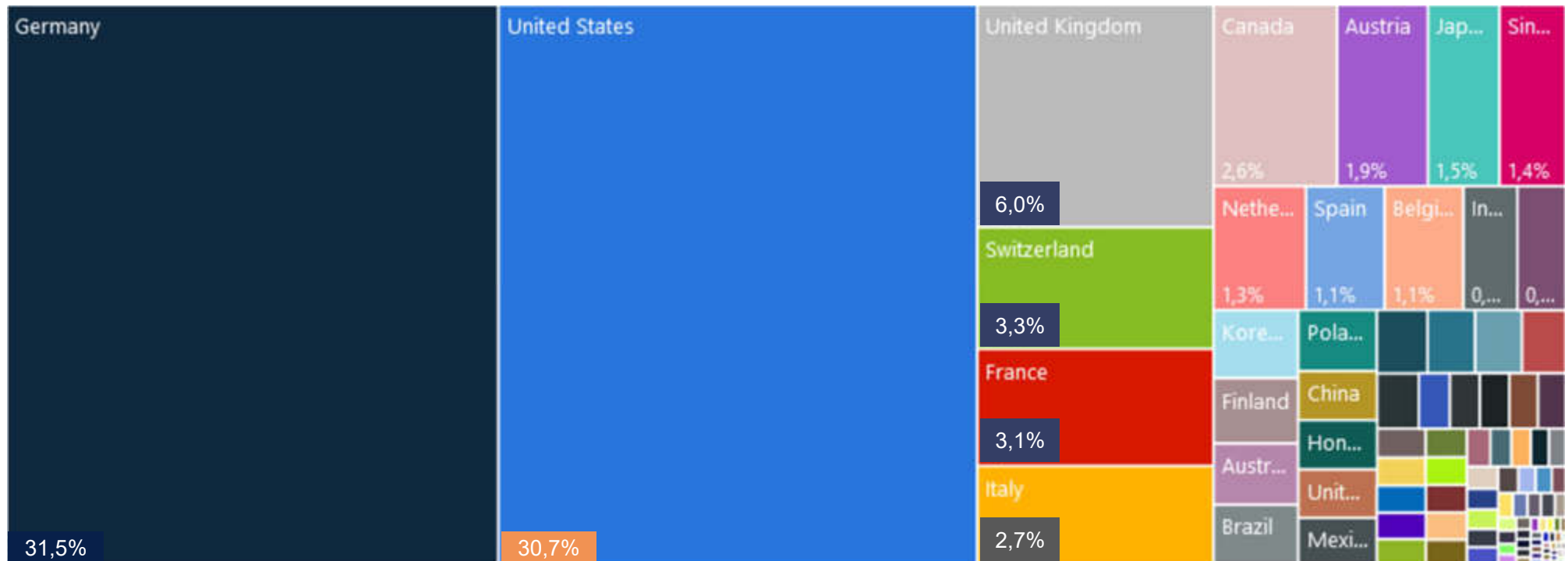
Strong Growth



- CAGR of 11.4% from 16–21
- Exponential Growth in Data consumption expected to continue
- Digitalization as main Driver

We already have an International Business with large Growth Potential outside of Germany

2021, Sales by Country, % of Total, 2021 Jan-Jun.*

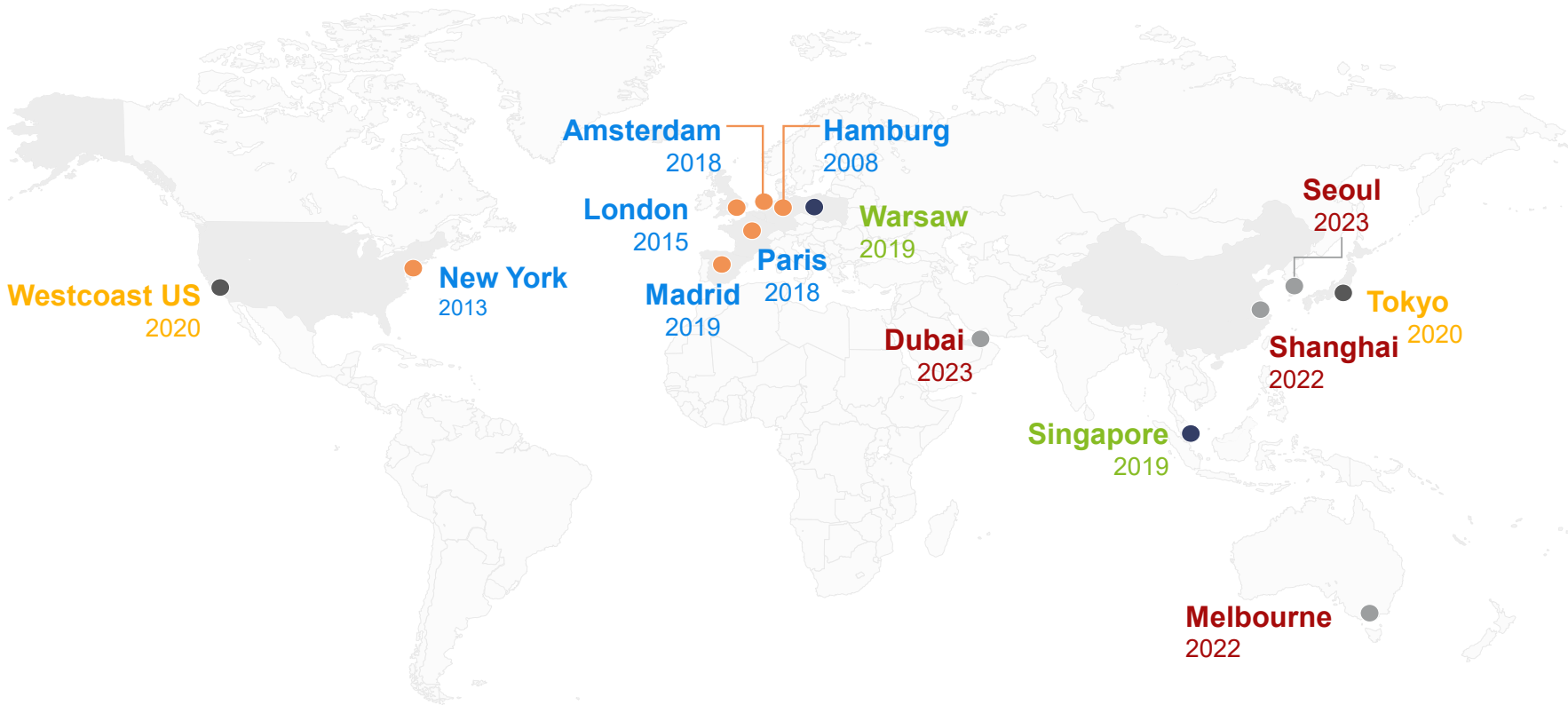


We expect Sales outside Germany to grow from 70 to 80% by 2025

*Non-GAAP sales according to management reporting. No deferral of unrealized income. Country defined by location of invoice recipient.

Global Presence through Local Sales Offices supports our International Expansion

With focus on Europe, North America and Asia



Large and well-known Companies and Institutions trust Statista as a source for Data and Research

Tech companies



Consulting firms



Car manufacturers



Universities



International organizations



Soccer clubs

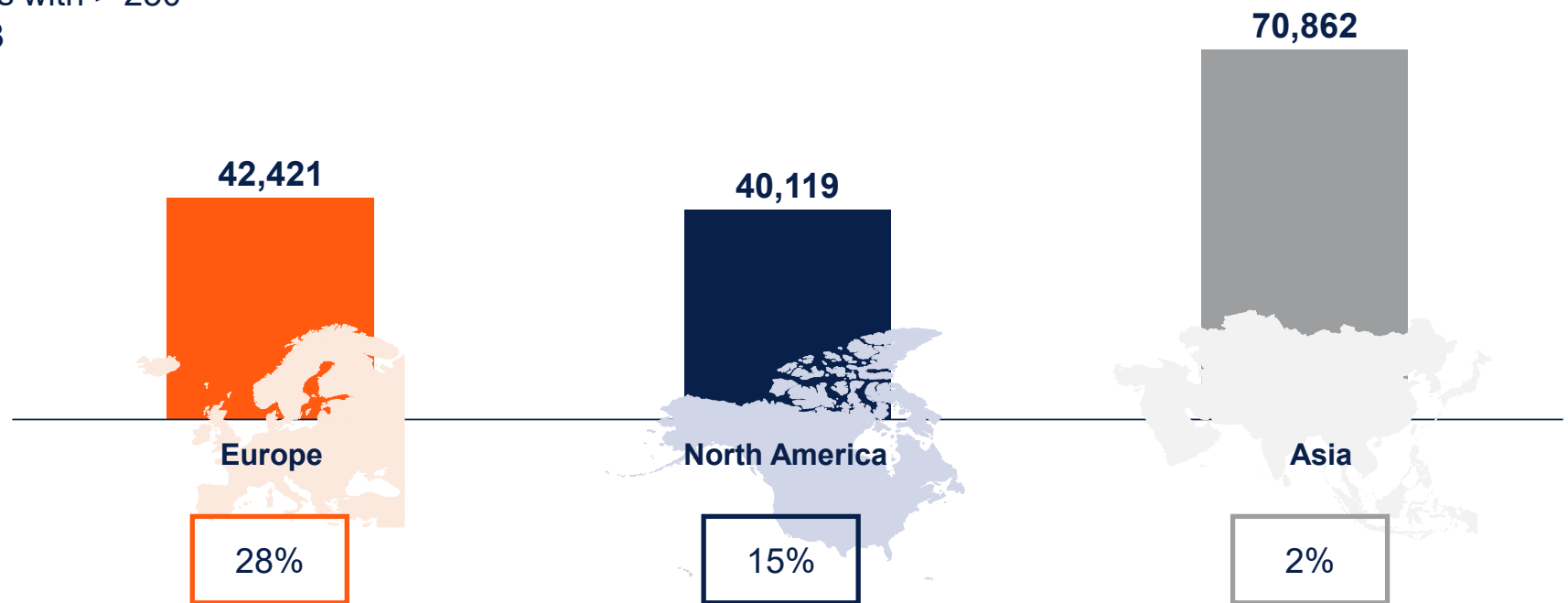


31% of Fortune 500 & 80% of DAX 30 Companies are already customers

A huge untapped Customer Potential – Statista can address every Company with > 250 Employees worldwide

Statista market share 2021*

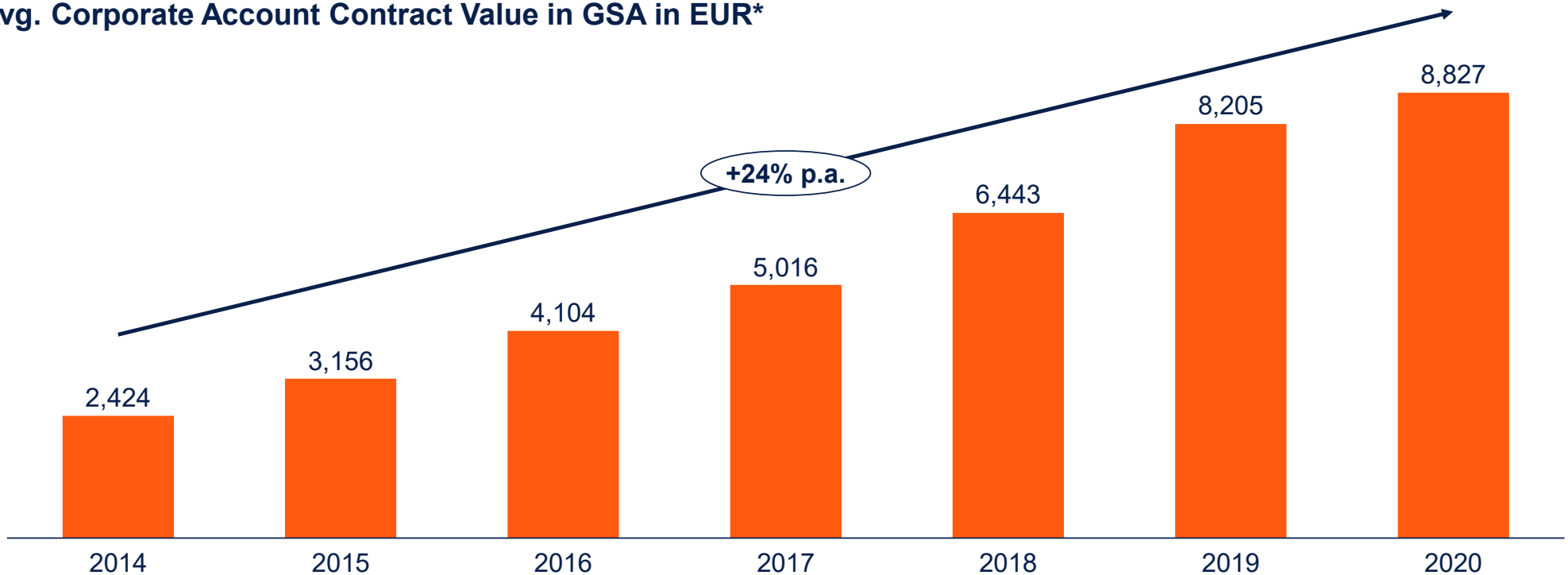
No. of Companies with > 250
Employees, 2018



*Majority of accounts are low priced single accounts; Source: Eurostat, Statista

We achieved significant ARPA Growth

Avg. Corporate Account Contract Value in GSA in EUR*

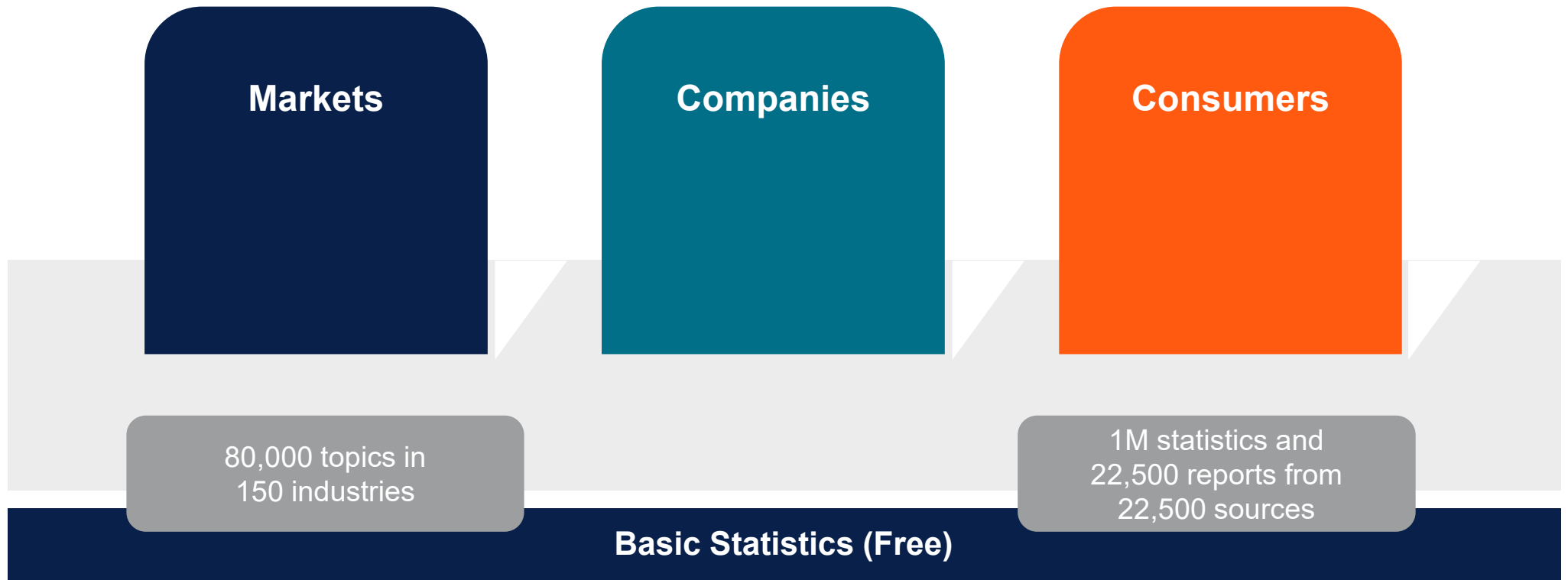


With improving Product there is Headroom for further Growth and Price Increases

* ARPA = Average Revenue per Account; refers to total contract value; only for customers in Germany, Switzerland, Austria

And we will grow our ARPA with powerful Extensions to our Statistics and Reports Database

Overview



These Extensions multiply the Data points and Usefulness we offer to our Customers

Markets (Outlooks)

- 700,000 data stats
- 2,200 markets
- 700 reports
- 150 countries

Companies (Company DB)

- 15M companies
- 80 industries
- 1,000 reports
- 28 KPIs

Consumers (GCS)

- 1,000,000 interviews
- 56 countries
- 50 industries
- 6,500 intern. brands

In parallel strong invest in Backend flexibility and better Usability

Addressing our Market from a Position of Strength



Founders on Board and committed



Friedrich Schwandt
CEO & Founder

- Founder & CEO of Statista (since 2007)
- Managing Director & Founder of Löwe Schwandt & Partner („LSP“)
- Principle at Boston Consulting Group (1995-2000)
- PhD in Economics from Humboldt-Universität zu Berlin and MSc. from Trinity College (Dublin)



Hubert Jakob
COO & Founder

- Joined as COO in January 2020
- Founder & Partner at LSP (2004-2019)
- Vice President at Bertelsmann (1993-2011)
- Manager at McKinsey & Company (1995-1999)
- Holds Degrees in Management from the Universities of Mannheim and Strasbourg

Leadership at Statista

- Management Board comprises two founders plus 6 division heads
- Team has been working closely together for many years (average tenure > 7yrs)

- Diverse leadership:



45%
Women

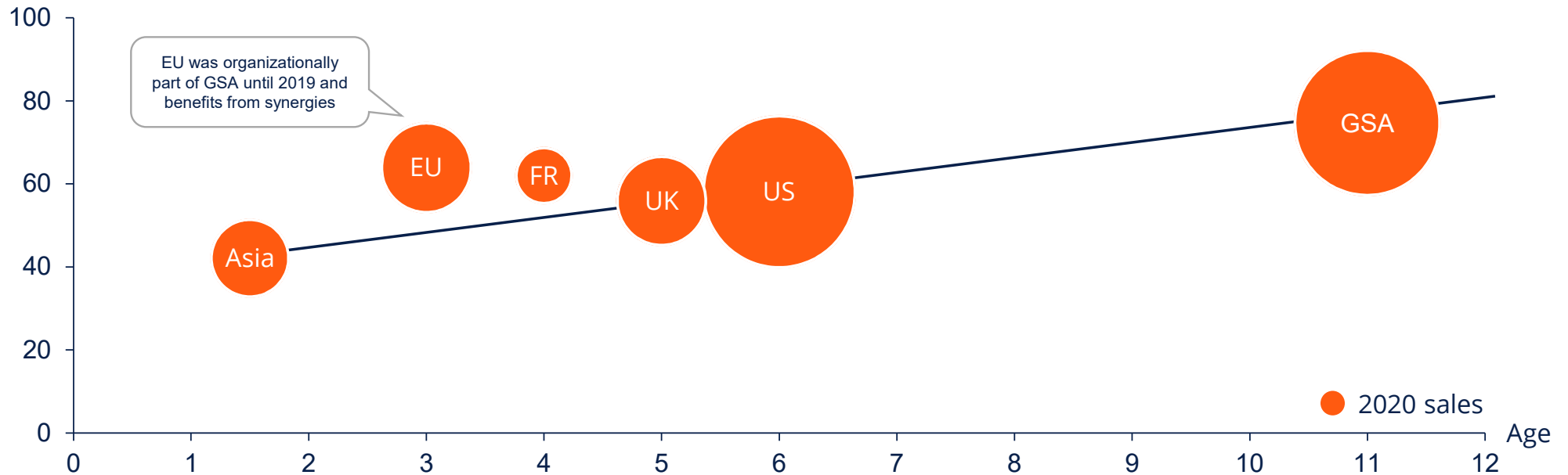


40%
International
background

We see attractive Economies of Scale as a Function of Market Penetration and Maturity

Two main effects: Costs of Content Production and Customer Acquisition grow slower than Revenue

Contribution margin YTD Jun 21 (%)*

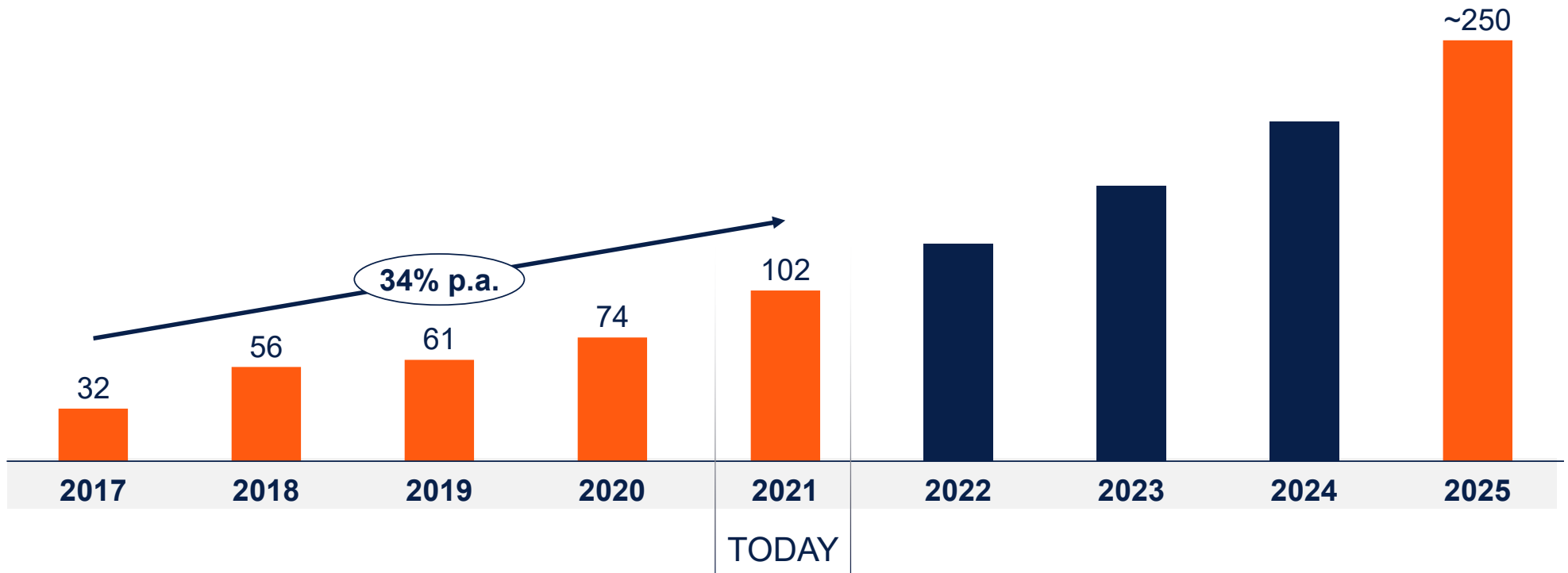


All Profit centers with a Contribution margin above 30%

*Contribution margin defined as net sales less COGS, less sales, marketing and content costs. No accrual of sales or expenses. No capitalization of costs. Source: CM reporting Q2 2021

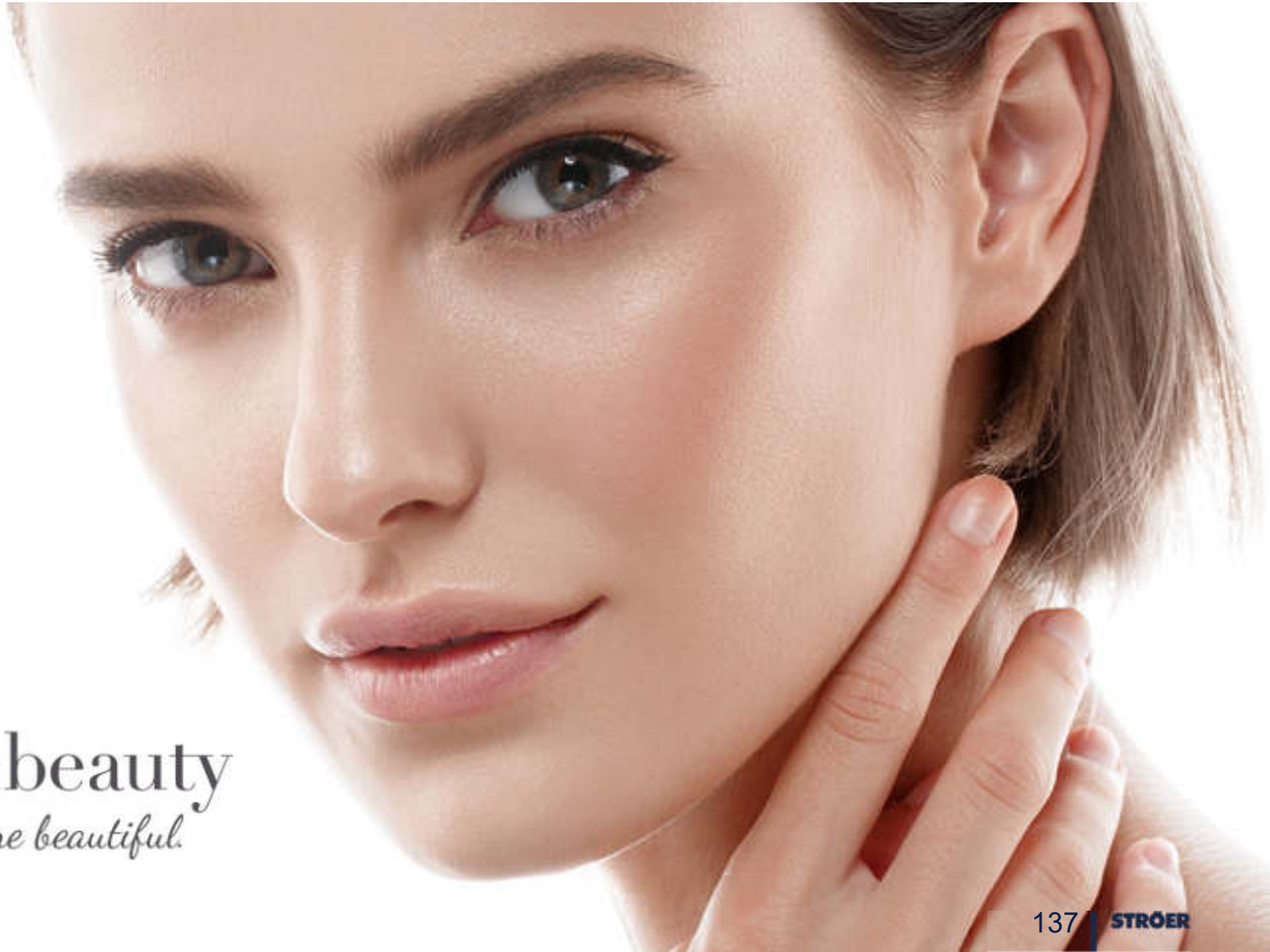
Statista will grow to EUR 250mn in Sales by 2025

Sales; EUR mn



To summarize: We have realistic but ambitious Plans for Statista





 **asambeauty**
You are beautiful.

Who we are



Leading Digital (own) Brand Beauty Platform in D/A/CH

1 | Strongly established brands across categories

- **5 own leading beauty brands** with strong brand stories
- **ca. 25 million sold products** across categories in 2020 and **1.8 million customers** on asambeauty.com



4 | Digitally driven omni-channel approach

- asambeauty **creates individualized sales funnels** for each product line to involve the customer and increase interaction
- Online sales via e-commerce platform or **live-shopping**, as well offline sales via **retail stores**

2 | Innovation leader with proprietary technologies

- **Over 50 years** of in-house R&D experience resulting in various patented technologies
- **Innovations** in all relevant beauty categories such as mousse like make-up formula of Magic Finish or instant skin perfecting formula of Perfect Teint



5 | Longstanding live-shopping expertise

- Leverage 20 years of **performance selling experience** to dedicated livestreaming e-commerce strategy
- **Tech-driven/artificial intelligence-based** lead generation

3 | Quality – Made in Germany





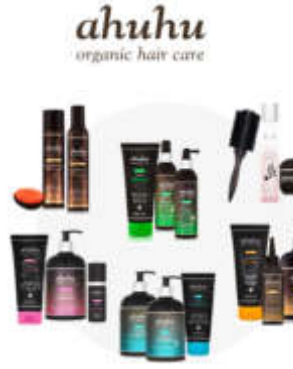
- asambeauty runs **own manufacturing facilities** in Beilngries (Bavaria, skincare) and Steinach (Bavaria, decorative cosmetics)



6 | Outstanding financial performance

- Outstanding financial performance with **double digit sales growth, 23% CAGR 2017-2020**
- Attractive margin profile, **c.22% EBITDA in 2020***

1 | Strongly established Brands across Categories

Skincare Fragrance and Bath&body	Make-up	Skincare	Skincare Fragrance and Bath&body	Hair Fragrance and Bath&body
				
<ul style="list-style-type: none"> Wide variety of beauty products Focus on anti-ageing products mainly from grape extracts 	<ul style="list-style-type: none"> #1 in make-up* Adapts to every skin type Combines various products in one 	<ul style="list-style-type: none"> Innovative technology for instant wrinkle reduction Instant optical perfection combined with long-term anti-ageing effect 	<ul style="list-style-type: none"> Maritime premium cosmetic focusing on personal care and fragrances Anti-ageing products of algae from the Pacific Ocean 	<ul style="list-style-type: none"> Organic hair care products for younger generation Combination of organic and anti-ageing ingredients of ahuhu plant
<p>ca.250 PRODUCTS</p>	<p>ca. 120 PRODUCTS</p>	<p>3 PRODUCTS</p>	<p>>50 PRODUCTS</p>	<p>ca.80 PRODUCTS</p>
<p>Leading Digital own brand Beauty Platform in D/A/CH</p>	<p>25M Sold products across Categories in 2020</p>	<p>Leading Live sales beauty brand in Europe</p>	<p>1.8M Customers on asambeauty.Com</p>	<p>>500 In-house products Manufactured in Germany</p>

Source: Company Information; * Based on internal research; Sales as well as sold quantities are based on total Magic Finish product line

1 | Heritage and Product Authority in Beauty

Longstanding beauty heritage



- R&D and manufacturing of beauty products since 1960s
- M. Asam brand launched in the early 2000s
- Heritage in skincare legitimized through proprietary technologies

High quality and natural



- Majority of the products are vegan
- Strict controls of raw materials
- In-house quality processes and external dermatological tests

Scientifically proven



- Unique combination of selected natural and state-of-the-art high-tech active ingredients
- Proprietary skin delivery technology for most powerful active ingredients
- Performance-focused innovations across categories

Sustainable

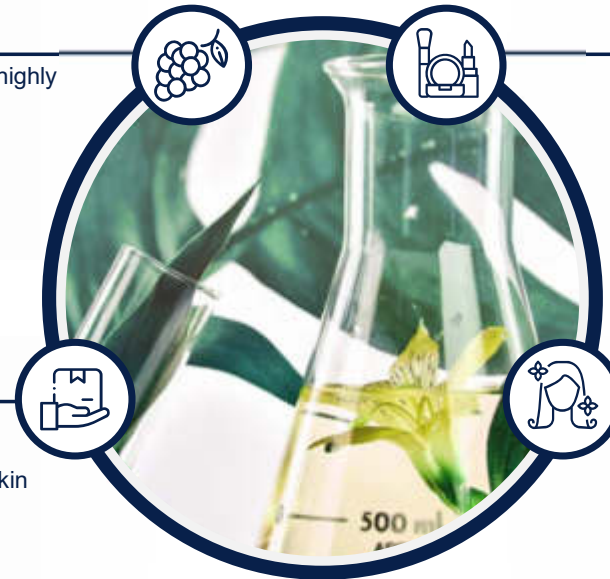


- Suppliers adhering to strict sustainability guidelines
- Optimization of logistics and transport routes reduce CO² emissions
- Sustainable handling of returns
- No animal testing

2 | Innovation Leader with Proprietary Technologies

Pioneers in grape skincare

- **Huge knowledge and research** in in-house made and highly effective ingredients from grapes such as **OPC and Resveratrol**



Skincare infused make-up

- Highly successful and innovative **mousse like make-up** formula of *Magic Finish* developed as first skincare infused make-up
- Line extension of **more than 100 products** after the success of *Magic Finish*

Unique delivery technologies

- **Highly potent active ingredients** (e.g., Resveratrol, Retinol, Hyaluronic acid) paired **with exclusive and patented delivery** technologies for better penetration, skin tolerance and effectiveness

Skincare infused hair care

- **Organic hair care** with unique **Hawaiian** plant derived ingredient **ahuhu** paired with **active ingredients** such as Hyaluronic acid or plant-based Collagen

Cosmetics – Made in Germany
with over **50 years of experience** in
development and production

27 dedicated R&D employees,
4 patents are currently in place,
5th patent currently planned

Close **collaboration with**
research organizations
e.g., Fraunhofer Institute

3 | Quality – Made in Germany

Over 50 years of manufacturing experience with state-of-the-art facilities



- **Manufacturing capabilities since the 1960s**
- **2 in-house production facilities** located in Bavaria: Beilngries and Steinach
- Increased **quality** and **efficiency** through a combination of **automated and highly flexible production**
- **Distinctive manufacturing processes** (e.g. Magic Finish products)
- **Unique insights** on **sourcing of raw materials** given part of the **harvesting** and **processing** is done **in-house**
- Continuous development of recipes through **in-house R&D** resulting in **highly effective end products for consumers**

4 | Digitally driven Omni-Channel Approach

E-Commerce

57%

- **Leading own brand beauty platform** as fundament of future growth
- **Dedicated marketing activities** via **social media and TV** to boost own inbound channels



Social media

TV

18%

- **Live-shopping pioneer** in Germany with more than **20 years of experience** in real time teleshopping



Live TV

x% Sales contribution 2020



Retail

25%

- Through our nationwide presence in **retail** (e.g., Rossmann, dm, Müller) asambeauty is **getting in touch with 7-10 million people** at the POS every day



Selected retailers

Successful launch with strong early engagement

Streaming Commerce

- Dedicated video and real time performance **livestreaming e-commerce strategy to disrupt today's digital shopping landscape**



Livestreaming

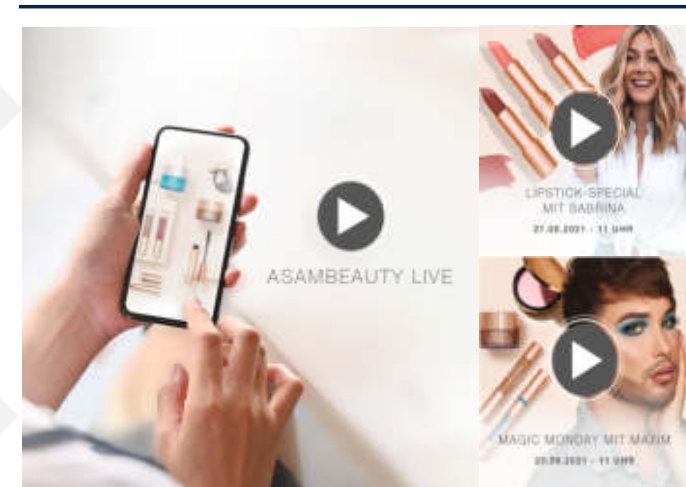
5 | Longstanding Live-Shopping Expertise

Live TV



First-mover in livestreaming e-commerce leveraging on 20 years of live-shopping experience

Streaming

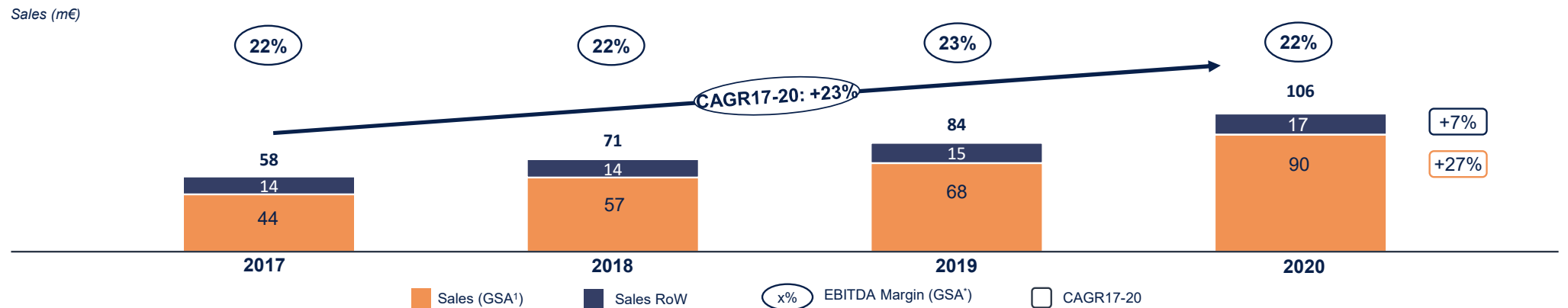


- **20 years** of experience in **home shopping television** on **local** and **international channels** (e.g., HSE24, QVC, TSC Canada, HSN USA)
- **Pioneer in Europe**, with fast growing operations in **U.S.** and **China**
- First video uploaded on **YouTube** in **2005**
- Infomercials on **major TV channels** since **2017**

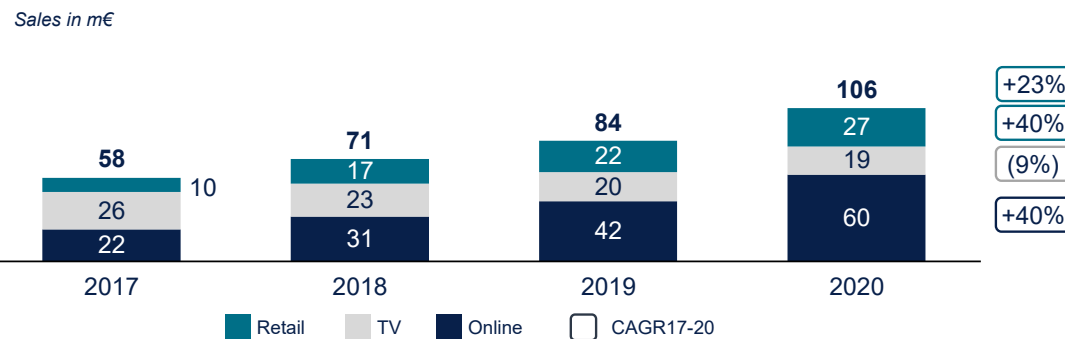
- On the way to **disrupt** traditional **TV home shopping** and **e-commerce** by first moving in the field of livestreaming e-commerce
- **Know-how transfer** of **20 years' experience** into **digital platform asambeauty.com**
- **Dedicated video** and **real time performance** livestreaming e-commerce strategy to disrupt today's **digital shopping landscape**

6 | Outstanding Financial Performance

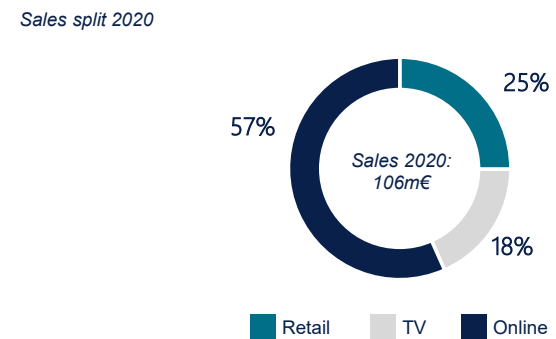
Consistent track record of market growth outperformance coupled with best-in-class profitability



Dynamic growth across channels...



... with successful shift to online, now the largest channel



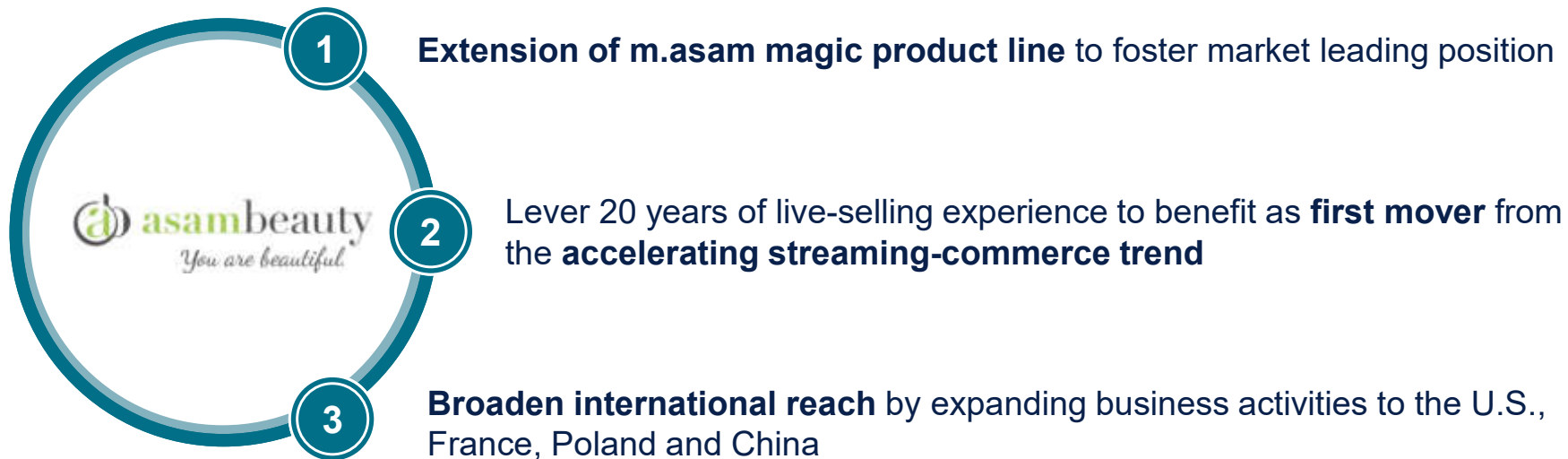
Source: Company Information; * GSA refers to Germany, Switzerland and Austria

How we will further grow the Business



Clear Plan for Future Growth

Asambeauty: Fast growing, scalable and high margin digital beauty platform



1 | Magic Product Line Extension



THE PERFECT LOOK WITHIN 1 MINUTE

- *M.Asam Magic Finish* make-up mousse is the **No.1 retail make-up mousse in Germany** according to Nielsen Market Track 2020
- After the **great success**, asambeauty expands its successful product line by **over 100 products** such as:
 - Foundation
 - Lips
 - Mascara
 - Nails
 - and many more
- asambeauty wants to **foster its reputation as the “MAGIC FINISH COMPANY” made in Germany**
- *Magic Finish* has **already been launched and proven in the market**



Expansion of Magic products on the back of the Magic Finish success



- Leverages on **years of experience** to combine colour and care in **smart hybrid products**
- **“Magic” in skincare**, due to the highly-effective **active ingredients**

2 | First Mover in streaming-based Live-Shopping (1/2)

HOW DOES IT WORK?

Broadcast live on a streaming platform

Richer production information on top of photos and text descriptions

Consumers can make purchases directly from the video

Real time, interactive and social shopping experience

MARKET FUNDAMENTALS

China as pioneer, with similar trends expected in U.S. and Europe

TECHNOLOGY

Connecting with thousands of customers through live events

 **asabeauty** **BENEFIT**
Increasing direct engagement with the customers

c.\$170bn

size of the live-commerce market in China*

>50x

growth 2017-2020 of the live-commerce market in China

c.67%

of Chinese consumers purchased via livestreams in 2020**

70%

of consumers in select European countries*** interested in livestreaming



- Higher **direct engagement** with customers
- **Online shopping becomes an event** – customers are entertained
- Increased **tailoring** of content to **target customers**
- Products described in more detail, with a focus on the **high quality of ingredients and its effectiveness**
- **Motivation and enthusiasm** of host/influencer positively impacts audience

asabeauty is perfectly positioned to benefit as first mover from the spill-over of the trend in U.S. and Europe

asabeauty uses dedicated livestreaming platform Bambuser with interactive, live shoppable events

Creation of a “community feeling” through livestreaming

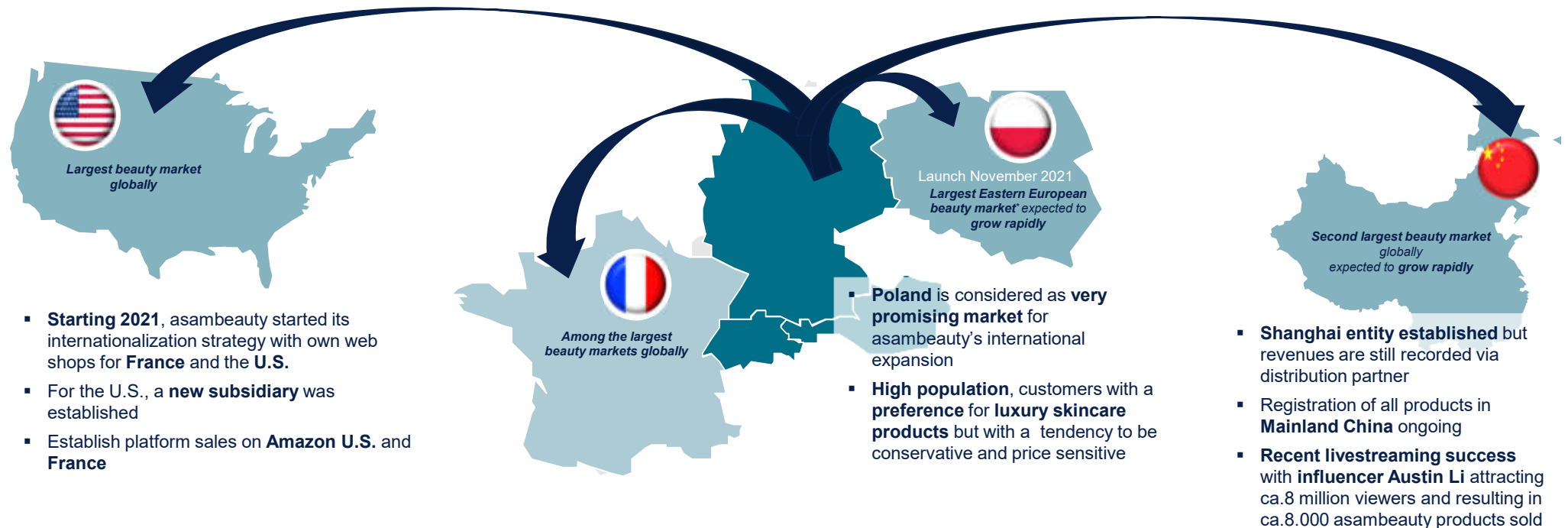
Source: Company Information, leading industry consultant analysis; * Gross merchandise value; ** Last 12 months as of October 2020; *** Survey conducted by leading market research firm in the UK, France, Poland, Spain referencing “shoppertainment”

2 | First Mover in streaming-based Live-Shopping (2/2)



- First 100% **committed streaming-commerce** beauty platform to **disrupt existing online** shopping concept
- **Video integration** with customized inbound channels, livestream formats and brand experience videos as important growth accelerator
- First **proof of concept** delivered through **first pilot show** generating revenue of c. EUR 150,000
 - 23,000 unique viewers via Bambuser^[1]
 - 7,300 total purchases^[1]
- Munich based **studios** already **live and in use**
- Streaming-commerce platform **Bambuser** allows **integration** of livestream into **own web shop**
- **All shows** are watchable **on-demand** via the proprietary media library
- Potential for the creation of a **new sales channel** as content is shared **across e-commerce platforms** and **accessibility is increased** via easy search

3 | Internationalization as Key Growth Lever



Source: Company Information; * Excluding Russia

Agenda

01

Review

Building an OoH
Media company
for the digital age



02

OoH

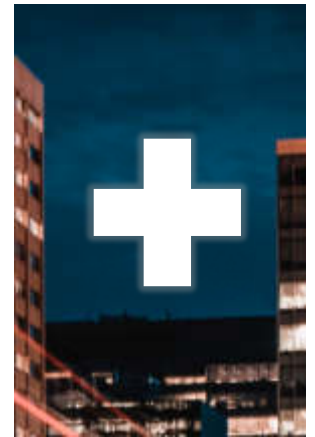
Digitisation of our
infrastructure and
midterm prospects



03

Plus

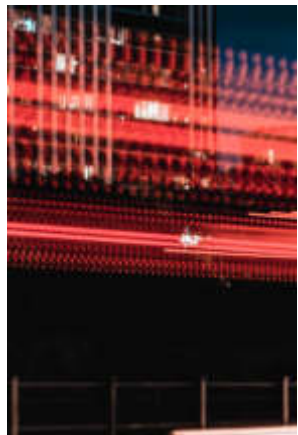
Digital & Dialog
Media: synergies
driving OoH growth



04

Extra Value

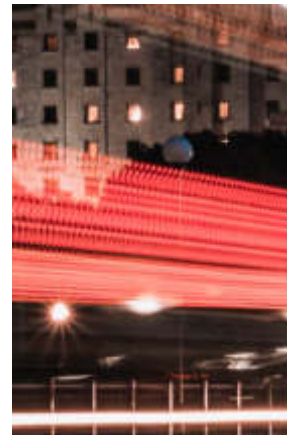
Value crystallization of
DaaS & E-Commerce:
Statista & Asam



05

ESG & Finance

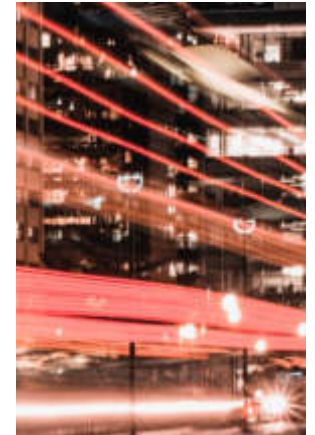
Improving structures,
becoming sustainable
& more efficient



06

Conclusion

All relevant growth
and cash levers under
our control





ESG & Finance

ESG @Ströer: We set ourselves 15 goals until 2030

Environment	Social	Governance
Reducing energy consumption	Automating administrative processes	Improving IT security
Cutting CO2 emissions	More flexible working hours	Improving data protection
Using sustainable materials	Pro-bono advertising	Changes on the Supervisory Board
Carbon-neutral advertising	Raising awareness of the need for greater sustainability	Launch of a sustainability workshop
The Smart City	Infrastructure improvements	Ongoing improvement of Ströer's sustainability performance

 Focus on next slides

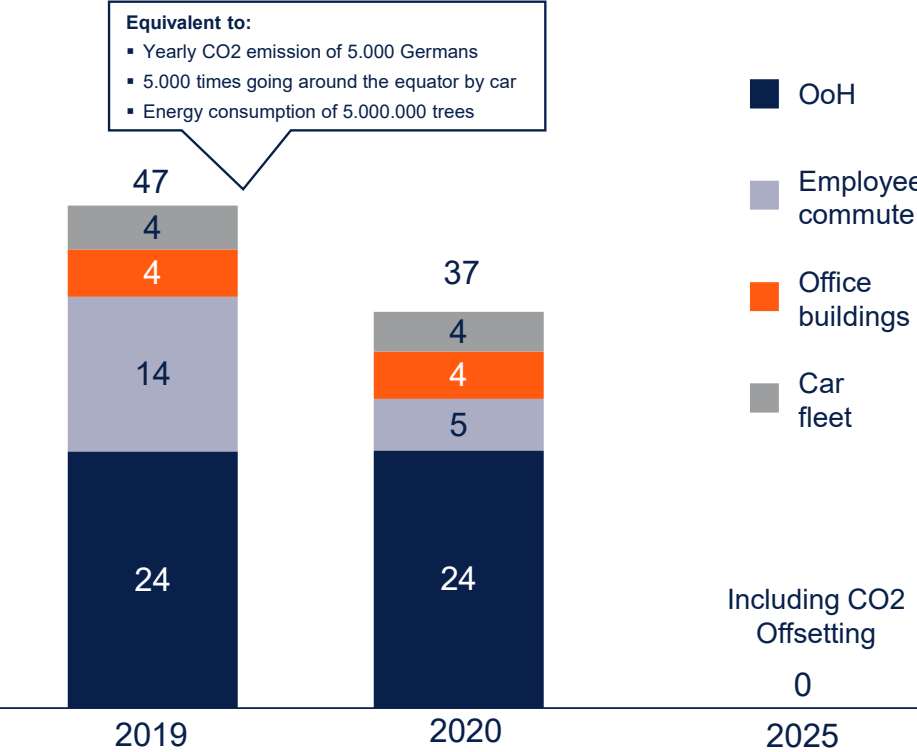


**2020 SUSTAINABILITY
PROGRESS REPORT
STRÖER SE & CO. KGAA**

155 | STRÖER

Launch Pad for Climate Neutrality by 2025

CO2 emissions (in k tons)



Comment

- Corporate Carbon Footprint conducted together with Climate Partner: 37.000 t CO₂
- Result in line with industry standards
- Biggest CO2 emissions from OoH billboards and employees commuting to and from work
- Reduction compared to 2019 primarily driven by less employees commuting to and from work due to COVID-19 pandemic
- Scope: Figures comprise direct emissions (Scope 1), internal indirect emissions (Scope 2) and external indirect emissions (Scope 3) – not yet emissions caused by the production of OoH billboards

* 2019 values used as not all service charge settlements for 2020 are already available

Launchpad for Climate Neutrality by 2025

CO2 reduction measures

- Various CO2 reduction measures implemented in OoH, incl.
 - New, energy-efficient LED modules
 - Night switch offs
 - Dimming based on light sensors

Energy consumption (kWh/m²)



- 100% of office space and 80% of OoH billboards already switched to green energy
- Additional measures regarding car fleet and employee commuting being evaluated



CO2 offsetting

- Product Carbon Footprints conducted for key (D)OoH formats and online:
 - D-OoH: PV, RSS, Cityscreen, Supermotion
 - OoH: Megalight, CLP, PCLP, big formats
 - Online: All online advertising
- Offsetting started mid of 2021 for all these products; rest to follow by beginning of 2022
- Certified reforestation project in Columbia chosen to offset CO2 emissions



From 2022 onwards all of our advertising is carbon neutral

Social: Pro-bono support by Ströer

Strategic Collaboration with UNICEF

GOAL: To offer advertising space at cost or heavily discounted rates (pro-bono) to customers such as non-profit organizations or for public-benefit purposes

Support of a **wide range of initiatives** focused on children, development aid and art

Selection of supported initiatives:

- Children: SOS Children's Village, the German Children's Fund, Kindernothilfe
- Development aid: a non-profit organization that supports green start-ups in Africa
- Art: Youth orchestra festival The Young Euro Classic in Berlin

Strategic collaboration with



- Strategic, multi-year collaboration established with UNICEF
- Aim to inform and raise brought awareness and wide attention to advocate children's rights and the UNICEF "Child Rights School"
- Support of aid appeals for immanent crises
- OoH & online media used to promote UNICEF projects – worth millions of media spend

Governance: Group-wide IT Security Program established

Field of action	Key achievements
<p align="center">Governance of IT security</p>	<ul style="list-style-type: none"> ▪ IT strategy & cyber security strategy updated ▪ IT Security organization established, incl. central expert team ▪ OneTrust established as group-wide ISMS¹ ▪ Awareness trainings conducted, incl. secure coding training
<p align="center">Service provider management</p>	<ul style="list-style-type: none"> ▪ <i>Focus in 2022</i>
<p align="center">Asset & vulnerability management</p>	<ul style="list-style-type: none"> ▪ Most important assets recorded in OneTrust ▪ Scans run across all BUs, action plans for mitigation defined ▪ Most severe security weaknesses mitigated in each BU
<p align="center">User & access management</p>	<ul style="list-style-type: none"> ▪ Guidelines for multi-factor authentication established
<p align="center">Incident response handling</p>	<ul style="list-style-type: none"> ▪ Incidence response process established across Group

¹ ISMS = Information Security Management System

Digitization & Automation @Ströer: Introduction

Goal: Use modern technology to make our business more efficient with the help of digitisation & automation. The requirements of the cases determine which technology we use (AI and Non-AI).

	AI		Non-AI	
Technology	Deep Learning	Machine Learning	BPM (Business Process Management)	RPA (Robotic Process Automation)
Solution for...	Detecting patterns in images, sound, complexe sentences	Detecting patterns in text and data	End2End processes, often with frontends	Transactional processes
Example	Finding specific objects in pictures	Finding pattern in unstructured mails and redirect them automatically	Invoice process with different approval steps	Extract data from mails and PDFs and put them in SAP
Tech-Stack	Python, Azure, Deep Learning libraries and / or APIs	Python, Azure, Machine Learning libraries	AgilePoint, Azure, SharePoint	UiPath, Azure, SharePoint

Example Deep Learning – Identify wrong Billpostings

Situation: OoH service providers put 30.000 posters per week on billboards and deliver proof via a photo

Challenge: Only a fraction of proof photos can be checked manually to ensure quality and correct payment

Solution: Use AI for automated motive check and link decision to payment process

Examples:



The service provider will not be paid



The service provider has to take a new picture

Impact:

- Significant **improvement of quality** of posting service because of automated checks
- **Avoidance of potential penalty payments** to large customers due to quality improvement
- About 1.500 incorrect billpostings identified per week, resulting in no payment and **savings of 50k EUR p.a.**

Tightening Legal Framework

1 | Early Risk Detection System

The Executive Board must take appropriate measures, in particular set up a monitoring system, to ensure that any developments that might jeopardize the continued existence of the Company as a going concern are identified at an early-stage Section 91 (2) of the German Stock Corporation Act (AktG).

3 | IDW PS 980 - 983

Reviewing the adequacy and effectiveness of compliance management systems (PS 980), risk management systems (PS 981), internal control systems (PS 982) and the internal audit system (PS 983).

5 | Amendments to the German Stock Corporation Act

For listed stock corporations - establishment of an appropriate and effective internal control system and risk management system in view of the scope of business activities and the risk situation of the company.



2 | Supervisory duties of the Supervisory Board

Monitoring of the accounting process, the effectiveness of the internal control system, the risk management system and the internal audit system, as well as the audit of the financial statements Section 107 (3) AktG.

4 | German Corporate Governance Codex – Principle 4

A suitable and effective internal control and risk management system is required to deal responsibly with the risks of business activities.

Regulatory Implementation of FiSG @ Ströer



Requirements |

Section 91 (3) of the German Stock Corporation Act (AktG)

- Obligation to establish an appropriate and effective **internal control system** and **risk management system**
- Systems must be **appropriate and effective** in relation to the company's business activities and risk situation.
- Explicit obligation results in **higher degree of formalization** (incl. documentation of organizational structure and process organization).

Realization @ Ströer |

- Enhancing our **internal control system** to ensure its appropriateness and effectiveness
- Adjustments to our risk management system (**risk-bearing capacity, risk aggregation, risk monitoring**)
- Establishment of **decentralized GRC structure** and responsibilities incl. clear documentation of GRC structure and process organization.
- Definition of **central minimum requirements** and guidelines on GRC
- Improving our central **reporting** to Executive and Supervisory Board
- **Confirmation of completeness and implementation** of GRC from clusters

Strengthening our GRC Setup @ Ströer



Risk Management

- Improvement of risk identification process
- Implementation of new risk-bearing-capacity concept, risk aggregation and simulation



Data Privacy

- Implementation of centralized tool for key data privacy processes
- Establishment of decentralized structure



Compliance Management

Improvement of current compliance system:

- EU Whistleblower-directive
- EU supply chain act



Internal Audit

- Improvement of internal audit processes
- Implementation of audit software
- In-depth internal audit reporting



GRC Structure

- Strengthening our decentralized organization incl. roles and responsibilities
- Integrated governance approach



Internal Controls System

- Implementation of groupwide ICS standards
- Focus on key processes and control

Corporate Governance Responsibilities @ Ströer





Midterm Projection of our OoH Media Segment

Sustainable, profitable Growth including Catch-up from Pandemic

in m€		2021e	2022	2023	2024	2025	2026	2026e
Revenue	OoH Classic	~ 490	CAGR ~ 6.7% – 8.2%				~ 755 – 810	
	OoH Services	~ 55						
	D-OoH	~ 155	CAGR ~ 18.0% – 23.0%				~ 355 – 435	
	TOTAL	~ 700	CAGR ~ 9.5% – 12.0%				~ 1.1 – 1.2 bn	
EBITDA adj.	TOTAL	~ 330	CAGR ~ 11.0% – 14.7%				~ 560 – 655	
Cash Contribution*	TOTAL	~ 80 – 90	CAGR ~ 27.0 – 32.0%				~270 – 350	

* EBITDA – IFRS 16 Leases – CAPEX, Assumption. CAPEX CAGR 2021-2026: 4% / basically constant IFRS 16 Leases; all numbers in EUR million

Midterm Projection of Ströer Group w/o Asam & Statista

in m€		2021e	2022	2023	2024	2025	2026	2026e
Revenue	OoH Media	~ 700	CAGR ~ 9.5% – 12.0%				~ 1.1 – 1.2bn€	
	Digital & Dialog Media	~ 700	CAGR ~ 5.4% – 6.0%				~910 – 940	
	TOTAL	~ 1.4 bn€	CAGR ~ 7.4% – 8.5%				~ 2.0 – 2.1bn€	
EBITDA adj.	TOTAL	~ 470 – 490	CAGR ~ 9.0% – 12.5%				~ 750 – 850	
Cash Contribution*	TOTAL	~ 180 – 200	CAGR ~ 14.0 – 21.0%				~400 – 480	

* EBITDA – IFRS 16 Leases – CAPEX, Assumption. CAPEX CAGR 2021-2026: 4% / basically constant IFRS 16 Leases; all numbers in EUR million
 Note: Consolidation and central costs included in total figures

Midterm Projection of Ströer Group w/o Asam & Statista II

in m€		2021e	2022	2023	2024	2025	2026	2026e
EBITDA adj.	TOTAL	~ 470 – 490	CAGR ~ 9.0% – 12.5%					~ 750 – 850
Cash Contribution*	TOTAL	~ 180 – 200	CAGR ~ 14.0 – 21.0%					~400 – 480
Leverage		2.2x	Target: =< 2.5x					
Dividend Potential		~120 – 140	Shareholder Value orientated Payout					

* EBITDA – IFRS 16 Leases – CAPEX, Assumption. CAPEX CAGR 2021-2026: 4% / constant IFRS 16 Leases; all numbers in EUR million
 Note: Consolidation and central costs included in total figures

Agenda

01

Review

Building an OoH Media company for the digital age



02

OoH

Digitisation of our infrastructure and midterm prospects



03

Plus

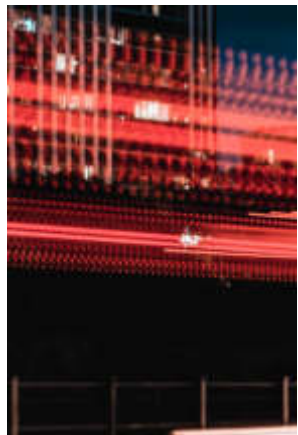
Digital & Dialog Media: Synergies driving OoH growth



04

Extra Value

Value crystallization of DaaS & E-Commerce: Statista & Asam



05

ESG & Finance

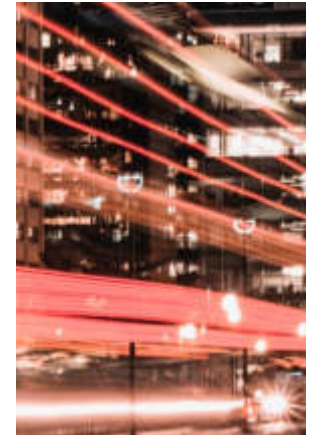
Improving structures, becoming sustainable & more efficient



06

Conclusion

All relevant growth and cash levers under our control





CONCLUSION

#5 YEAR PLAYBOOK

There is so much more Potential for OoH

Digital Opportunities & Solutions beyond Advertising on the Horizon



- Embedding Hardware into Smart City Solutions delivers additional value and business opportunities

- Proprietary Institute developing state of the Art scientific AI solutions for Cities
- Several proprietary IoT patents pending

An aerial photograph of a long, straight road stretching through a dense forest towards a bright sunset on the horizon. The road is flanked by green trees, and the sky is a mix of orange and yellow. A semi-transparent grey box is overlaid on the left side of the image, containing white text.

TAKE AWAY #01

**A CLEAR STRATEGIC &
COMMERCIAL PLAYBOOK
FOR THE NEXT FIVE YEARS**

TAKE AWAY #02

**ALL RELEVANT GROWTH
AND CASH LEVERS FOR OOH
UNDER OUR CONTROL**



TAKE AWAY #03

**PLUS BUSINESSES WITH
STRONG SYNERGIES BASED
ON STRONG STAND ALONE
EXCELLENCE**



TAKE AWAY #04

VALUE POTENTIAL OF DAAS
AND E-COMMERCE NOT
CRYSTALLIZED YET

A dark, blurry night scene of a city street. The background is filled with out-of-focus lights in various colors, including white, blue, and red, creating a bokeh effect. The overall atmosphere is dark and moody.

THANK
YOU

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