



Tamedia – the leading Swiss media group



20 September 2017

The leader in news and digital with a lot of potential

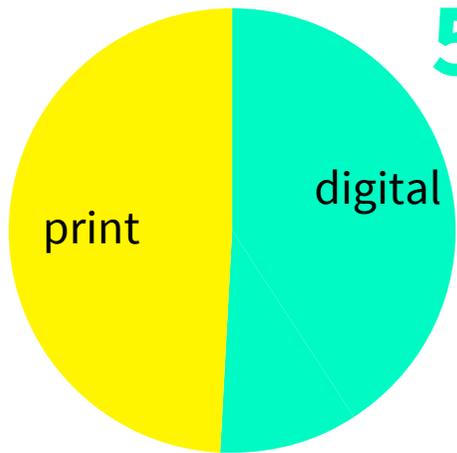
Tamedia was founded in 1893 and is **still family controlled** (72%)

Today Tamedia is the **leading Swiss media group** with **number 1 positions** in the fields of **paid dailies, free sheets** and **digital platforms**

We see our opportunities in the **consolidation of the print market**, the **expansion of our free media** and the further **growth of the our digital platforms**

We have the **financial power for bold investments**, the **data for the personalisation of advertising** and future offerings to become **one of the leading European media companies** by 2020

Outstanding market positions and digitally profitable



51%

pro forma EBITDA share digital business in 2016



No. 1 in **digital free- & paid news**



No. 1 in **jobs classifieds**



No. 1 in **real estate classifieds**



No. 1 in **marketplaces**

4 out of 5

Swiss people use our services

Switzerland's **most profitable** media group

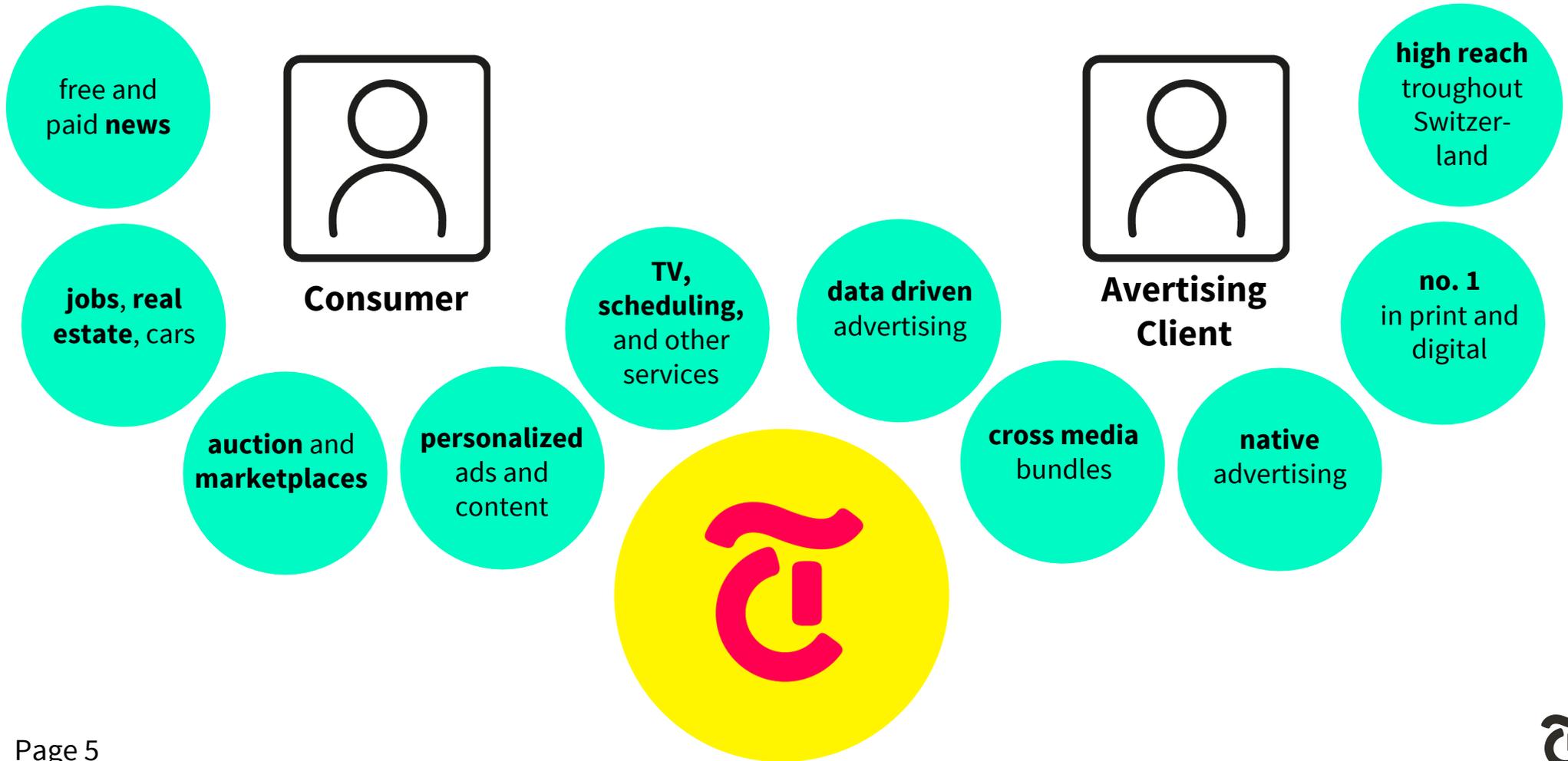
A **highly profitable digital** business

Leading positions in free and paid news

Leading positions in digital classifieds and marketplaces

Media network with **highest penetration** in Switzerland

An attractive partner for consumers and advertisers



The future is about fast development and fast data

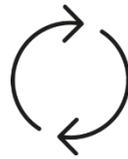


We **combine** the **outstanding reach** of our digital news, classified and marketplaces platforms with...



...a **unique depth of data** such as physical addresses, location, interest and socio-demographic information

Initiatives within news



Harvest user feedback on all news platforms



Data Journalism at Columbia Univ. New York



TaDaM – Tamedia Data Mining

Initiatives within advertising



Targeted advertising using our data pool



Share advertising data across all platforms



Programmatic advertising: inventory fully bookable

Initiatives to increase engineering power



New engineering office in Belgrade



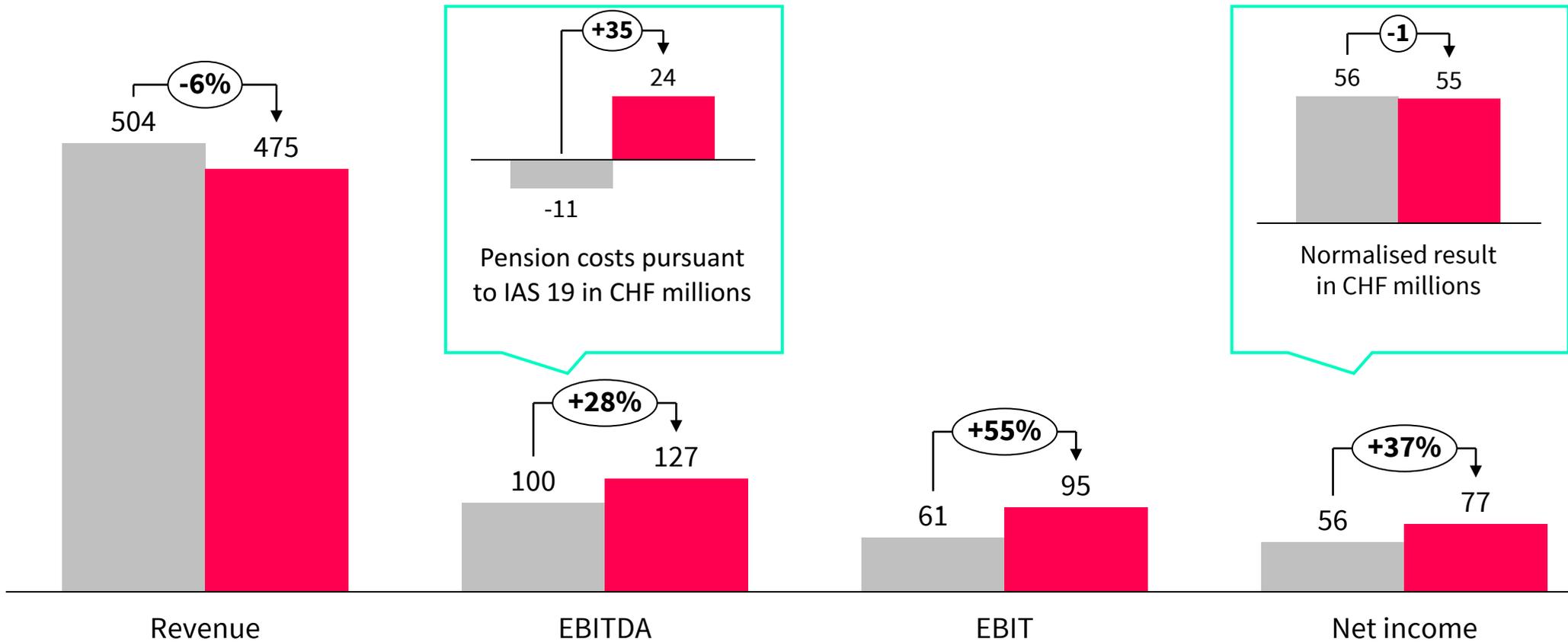
Hiring of digital talents on all levels



Exchange of knowledge with partners



Strong result despite drop in revenue

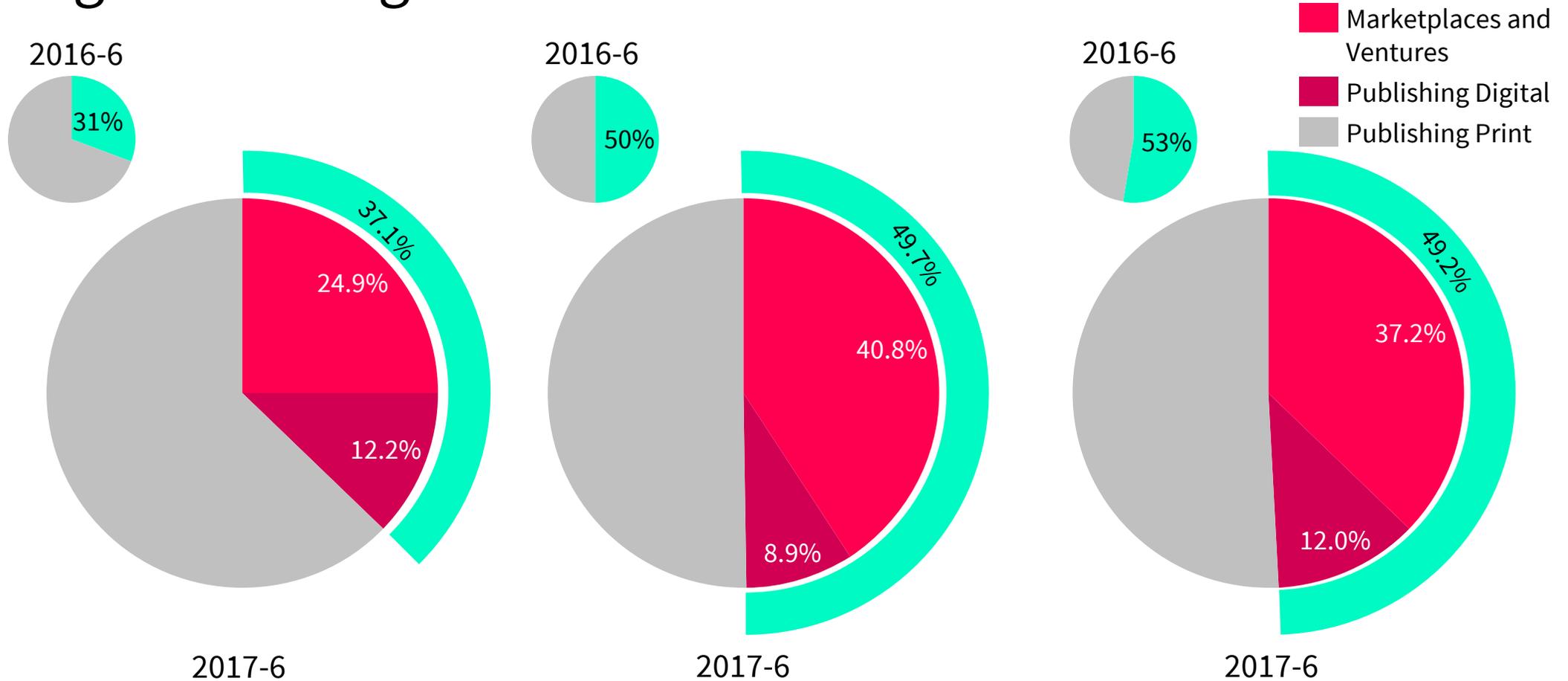


Revenue and net income in 2017-6 in CHF millions

2016-6 2017-6



Digital offerings: 37% revenue and 50% EBITDA share



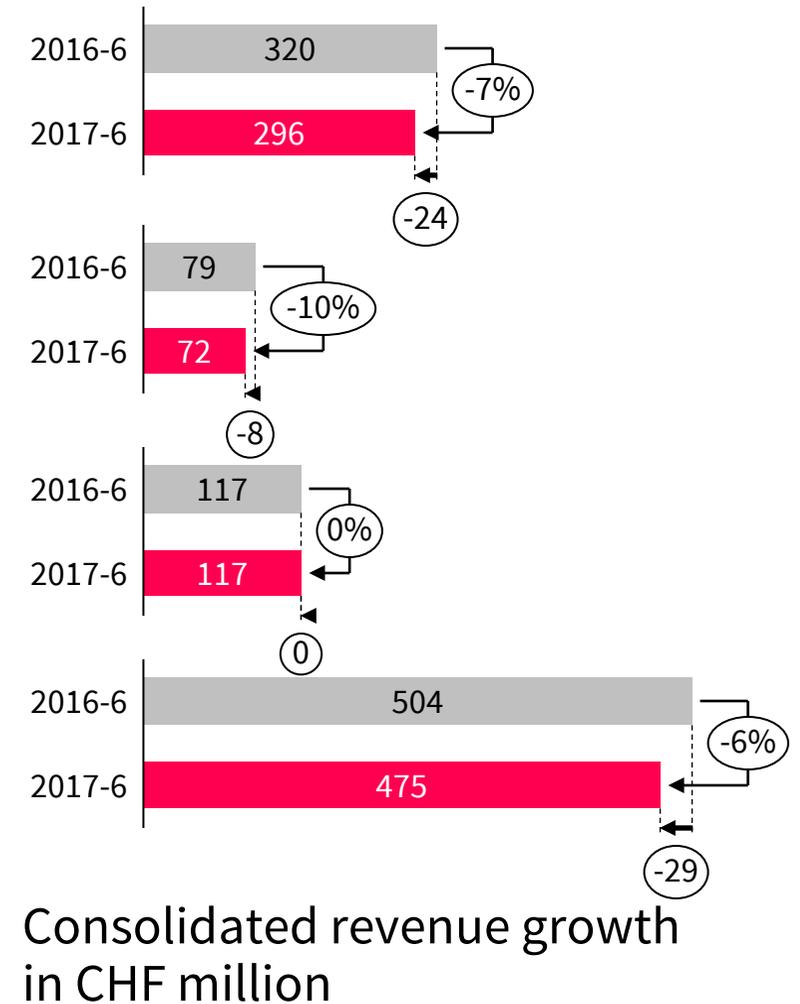
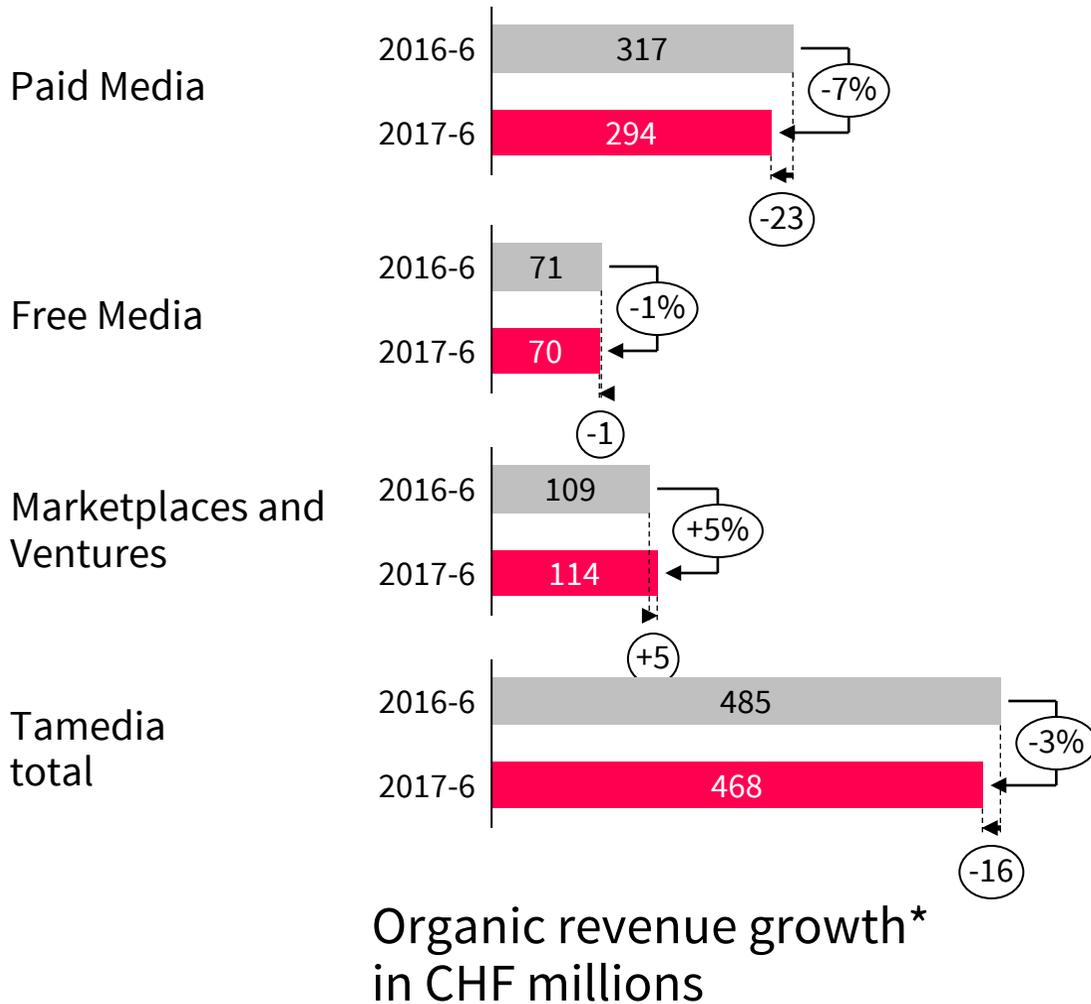
Pro forma revenue share of digital products in per cent

Pro forma EBITDA share of digital products in per cent

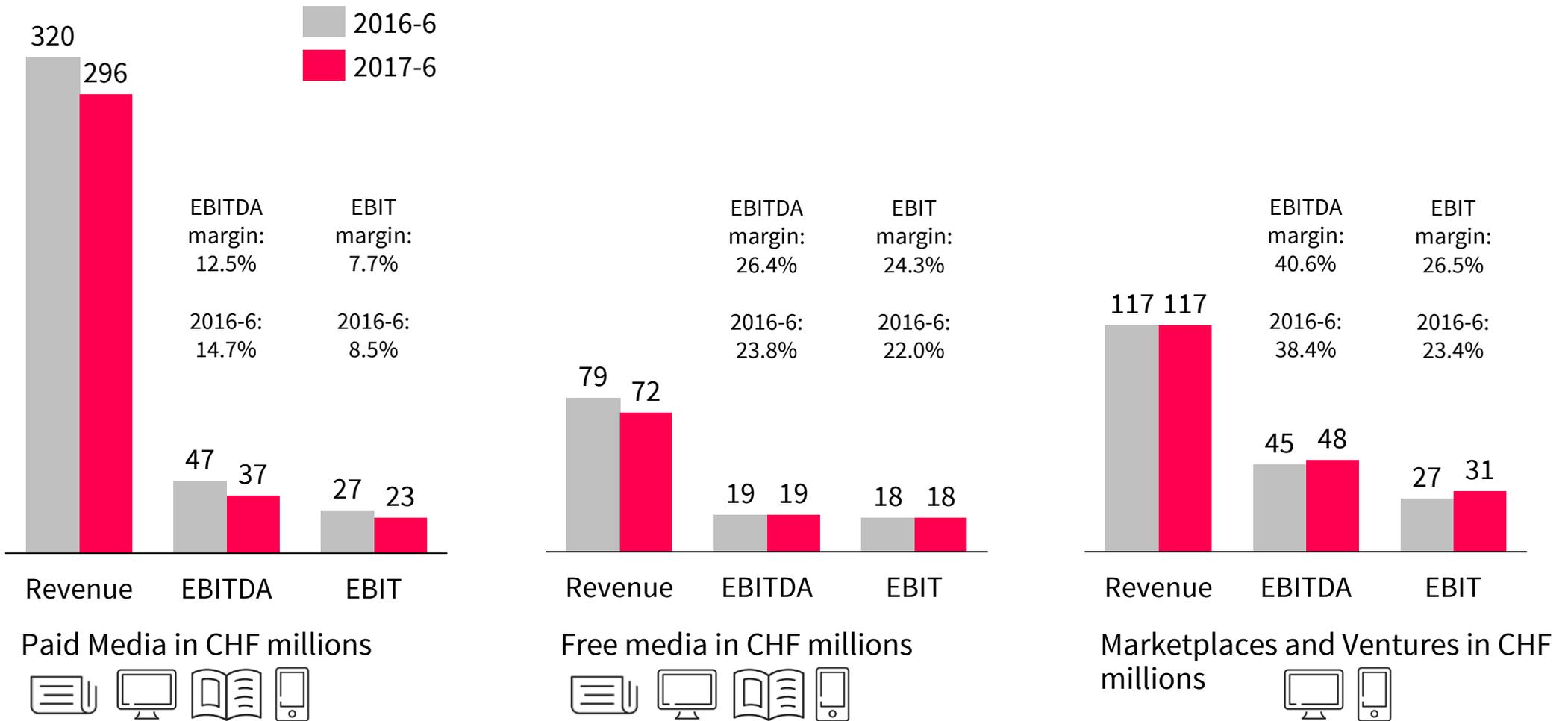
Pro forma EBIT share of digital products in per cent



Digital offerings sees significant organic growth



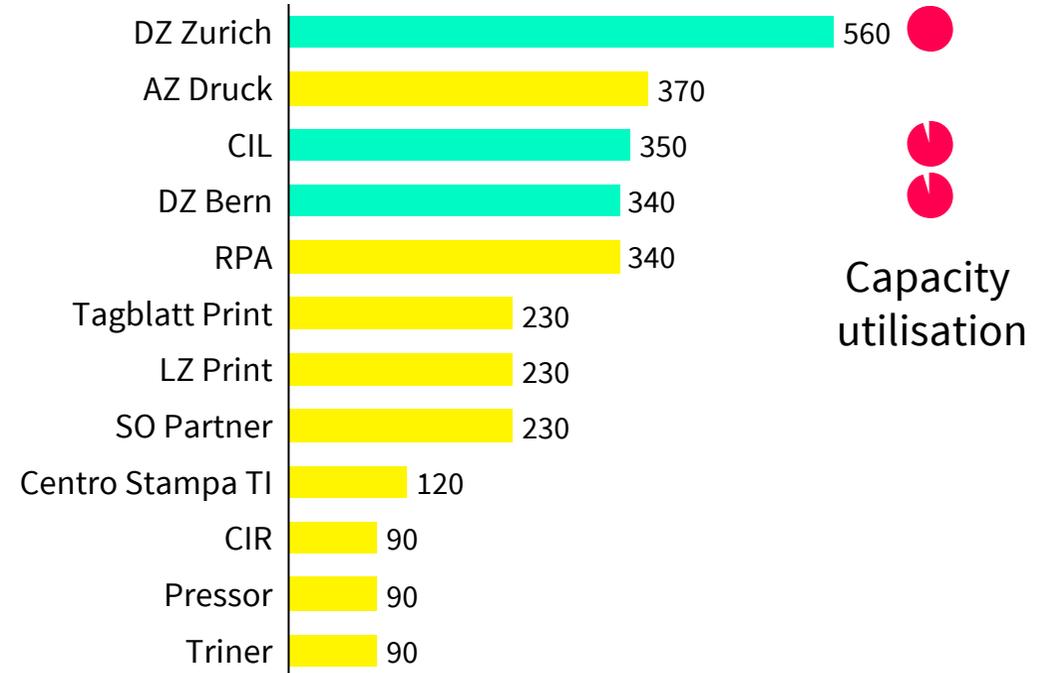
Marketplaces and Ventures with biggest EBIT contribution



Paid media: successfully leverage economies of scale

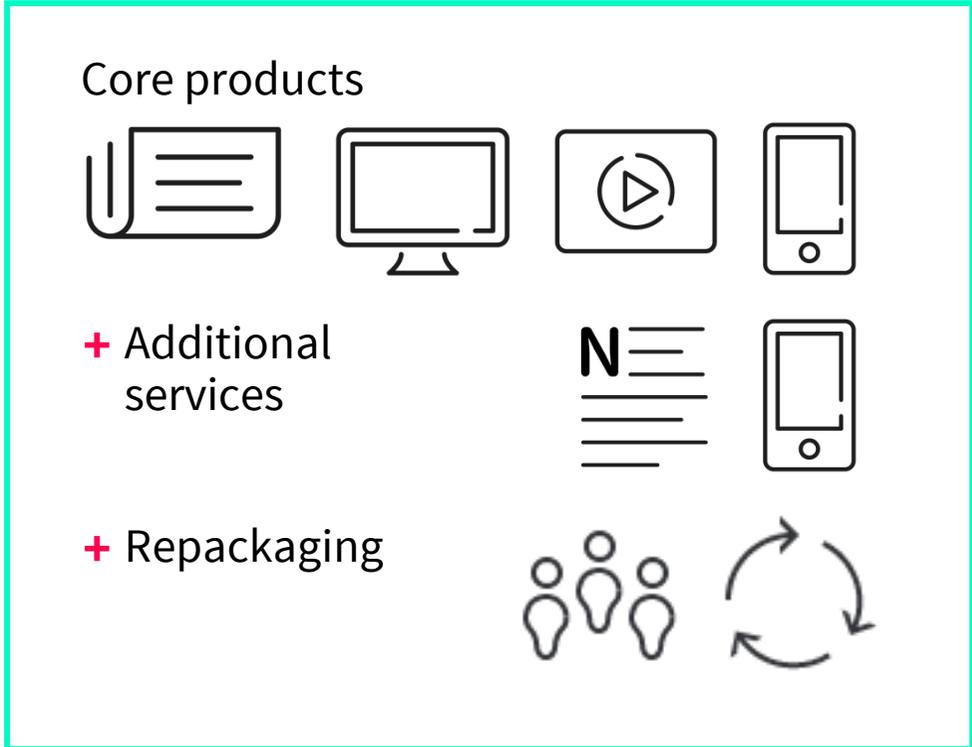
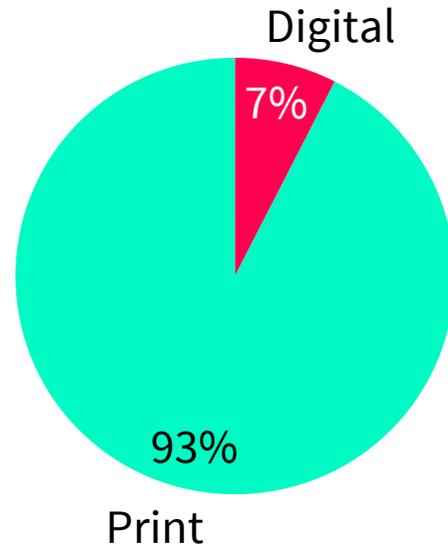
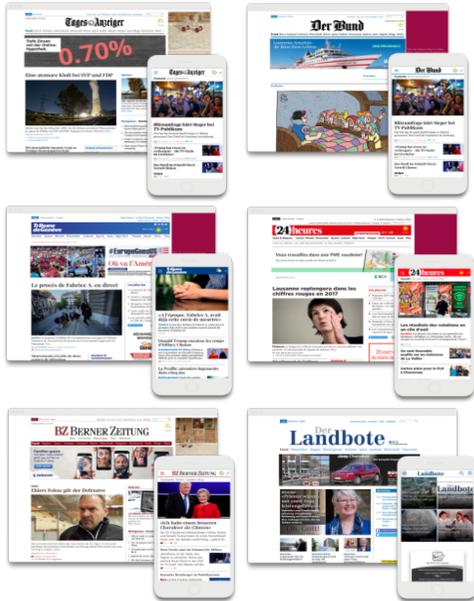


Acquisition of newspaper print orders by Tamedia since 2012



Capacity and capacity utilisation at selected print facilities during prime time

...as well as the digital transformation



Digital payment models on the rise..

... but the share of digital subscriptions has to be expanded

At the same time we also invest in new offer for our readership of paid newspapers

Each editorial office still has its own editor-in-chief



Exploiting growth potential and driving innovation

Increase in digital subs

- Measures: enhanced usability; personalisation of news; new offerings such as the 12 App; improved visibility of paywalls and newsletters; targeted marketing and pricing initiatives

Moving-image content

- Board of Directors has approved growth strategy for video content
- Current launch of the Horus video app is the first key innovation related to moving-image content

Hyperlocal content

- Collating and pooling hyperlocal information via digital channels to achieve greater local readership proximity
- Planned launch of pilot project in 2018

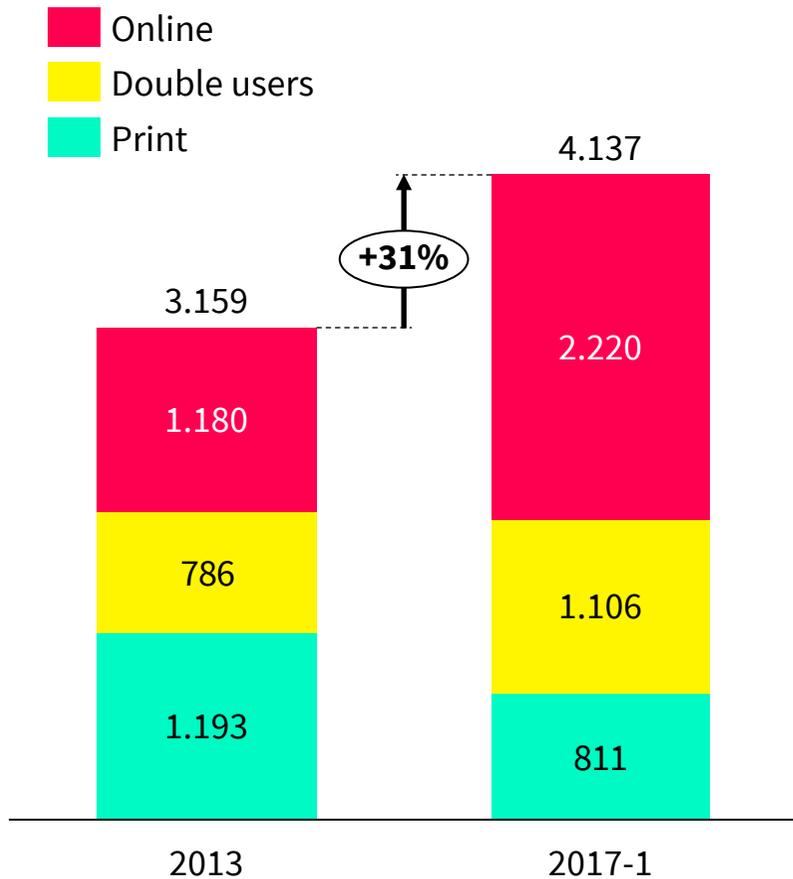
Voice & podcast services

- Developing voice and podcast services, e.g. for Amazon Alexa, Apple HomePod or our own digital platforms

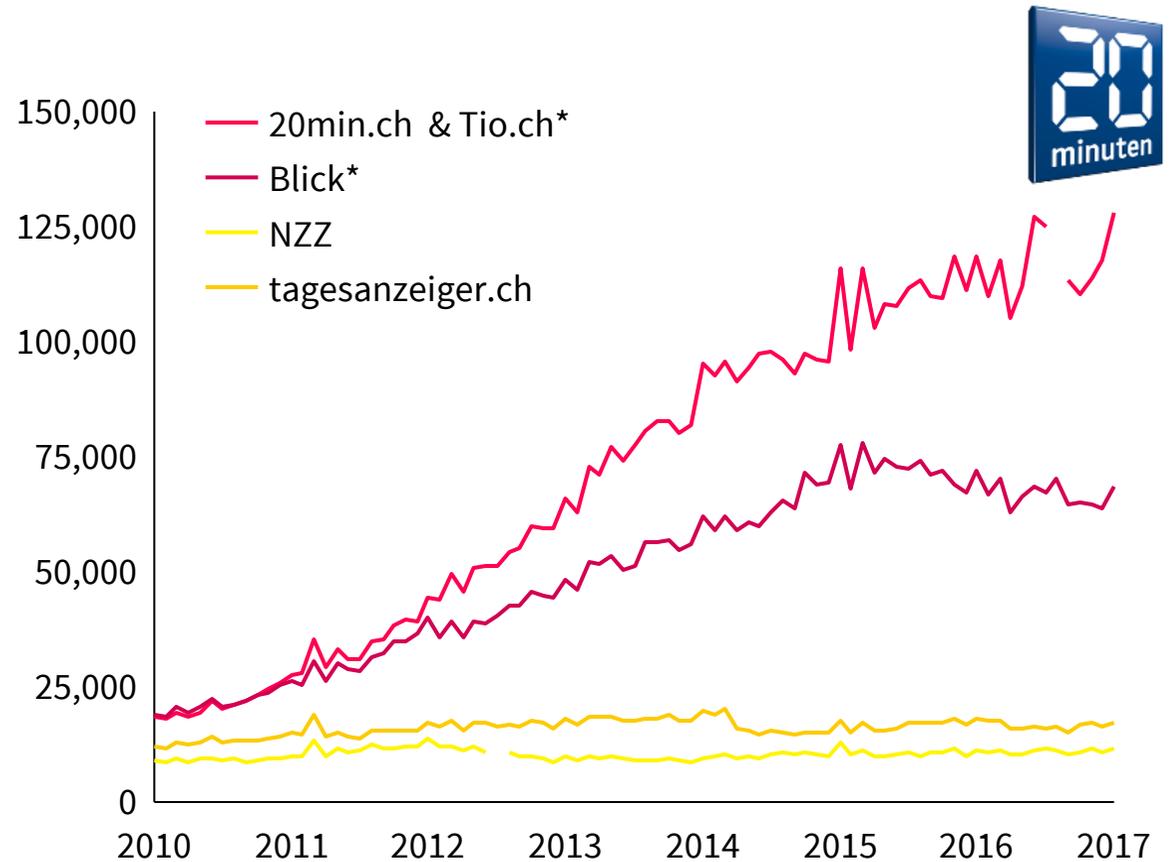
Data mining & data analytics

- Continuing to develop data journalism expertise

20 Minuten: Switzerland's strongest media platform



Total Audience of 20 Minuten



Visits to selected Swiss news sites (in thousands)

Source: Net-Matrix audits, 2010-01 to 2017-01 (gross figures calculated as the sum of visits to individual sites per month); 20 Minuten Online & Tio.ch Kombi: from 2012-01 including 20 min.ch – French-speaking Switzerland; 20min.ch not stated – German- and French-speaking Switzerland in 2016-08; Blick am Abend / Blick Online: from 2014-07 including Blick am Abend



20 minutes & Le Matin bundle their editorial forces



- Content produced by a joint team
- Both brands will retain their signature
- Strong joint position with two popular brands in a highly competitive market in French-speaking part of Switzerland
- The two brands will further develop their digital activities with joint forces now
- The existing successful collaboration is to be continued: NewsExpress and Sport Center
- Co-Editor in Chief
- Strong leadership team

20 Minuten is also exploiting network effects abroad

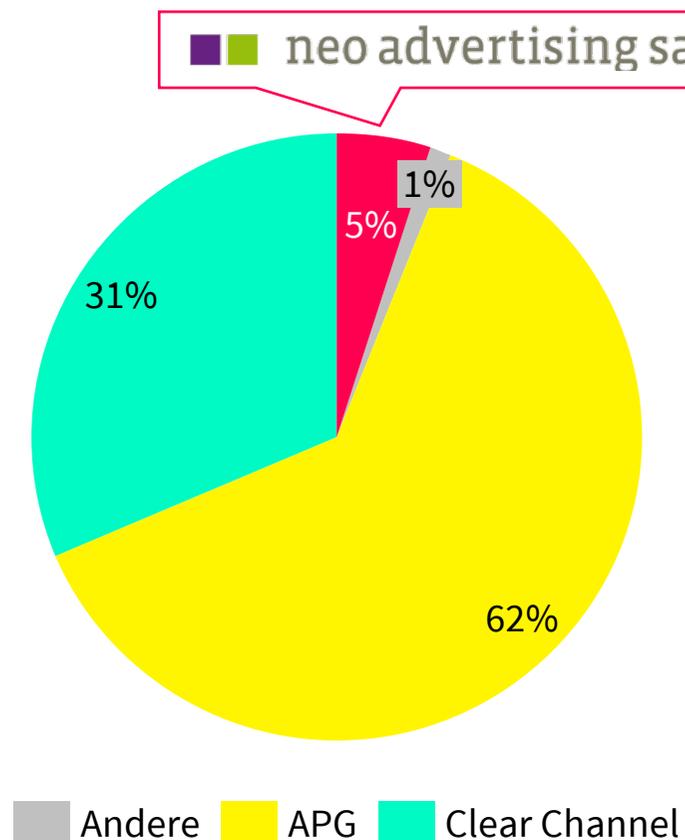


Tamedia wants to add outdoor advertising to its offering

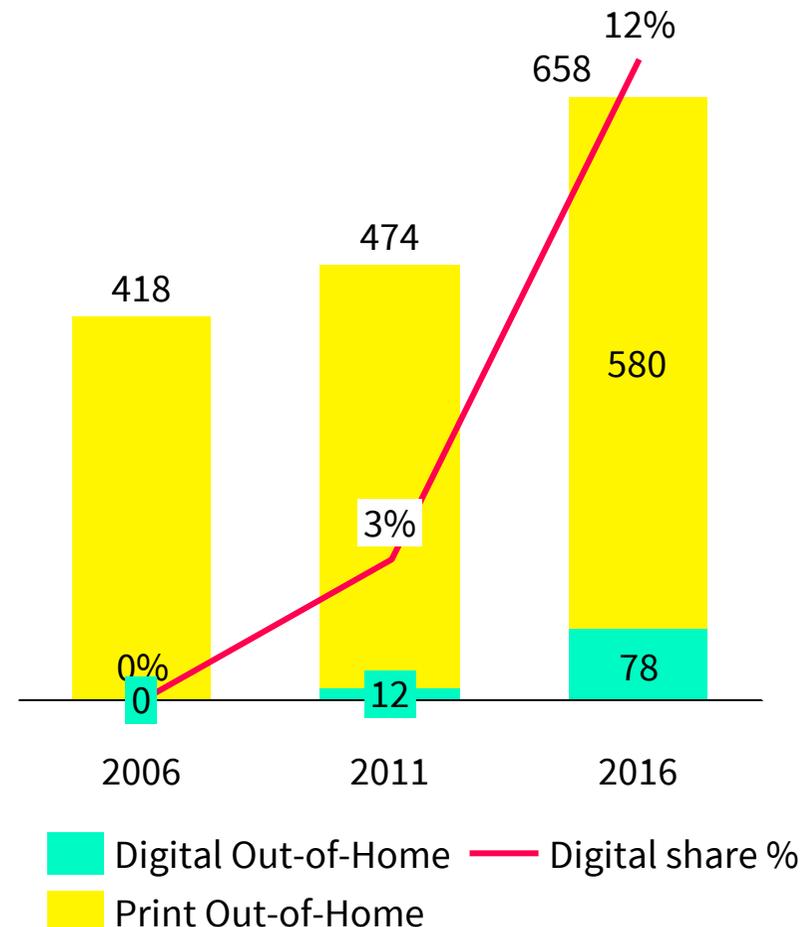
Investment in Neo Advertising

- Tamedia plans to acquire 51% of Neo Advertising
- The company operates and markets around 12,000 digital and analogue outdoor advertising spaces in German-speaking and French-speaking Switzerland
- Together with Neo Advertising, Tamedia wants to further develop the Swiss outdoor advertising market

Estimated market share %



Out-of-home market in CHF m



Outstanding positions for classifieds and marketplaces

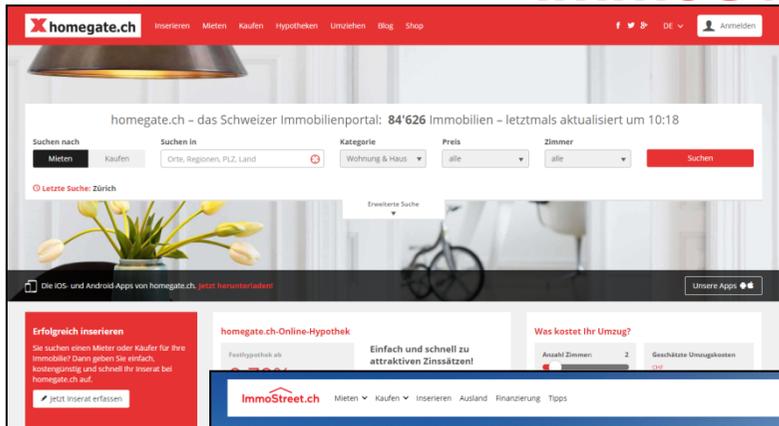


Switzerland's strongest classifieds and marketplaces portfolio makes a key contribution to the data quality of Tamedia Advertising products

Homegate – Switzerland’s leading real estate platform

X homegate.ch

ImmoStreet.ch



Core Business



Real estate market, online mortgage

Market share



No. 1 position

Shareholder structure



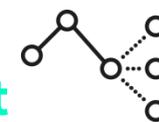
90% Tamedia
10% Zürcher Kantonalbank

Key highlights



Online mortgage, 85'000 current real estate offers, 10 mn visits per month

Stage of development



Growing through new services in a mature market

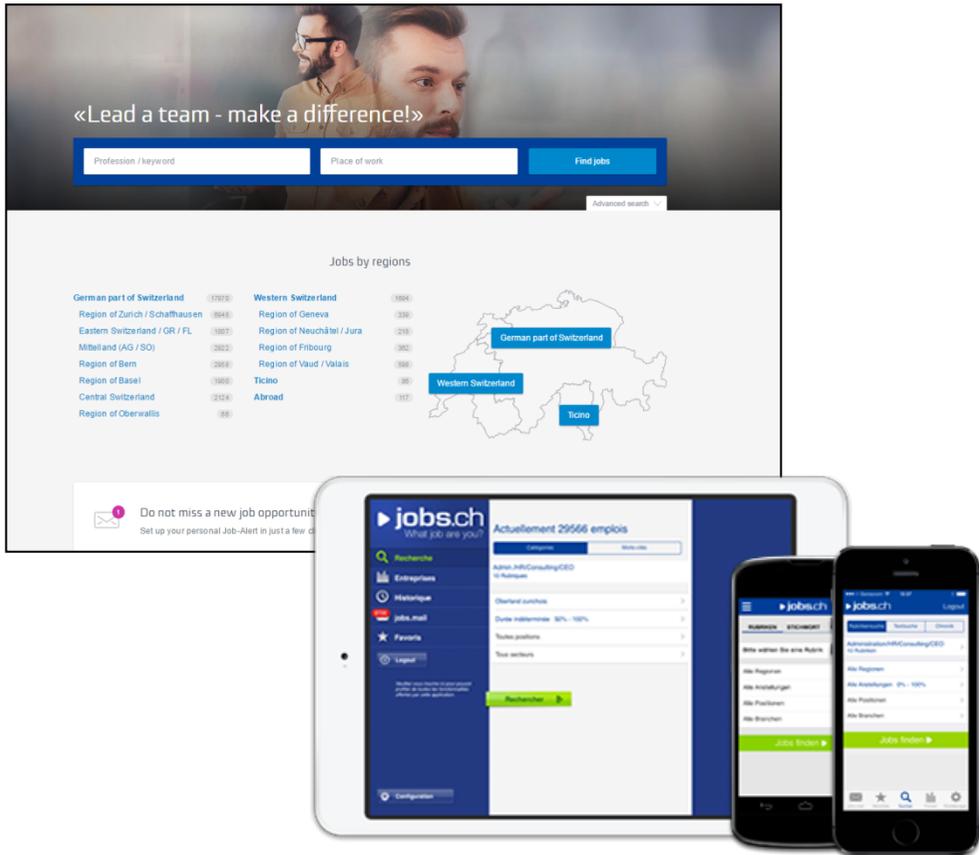
Profitability



High profitability



JobCloud – unrivalled market leader in jobs



Core Business



Online employment market, offering various recruiting solutions

Market share



Clear no. 1 position

Shareholder structure



50% Tamedia
50% Ringier

Key highlights



49% investment in karriere.at, leading jobsplatform in Austria

Stage of development



Growing through new services in a mature market

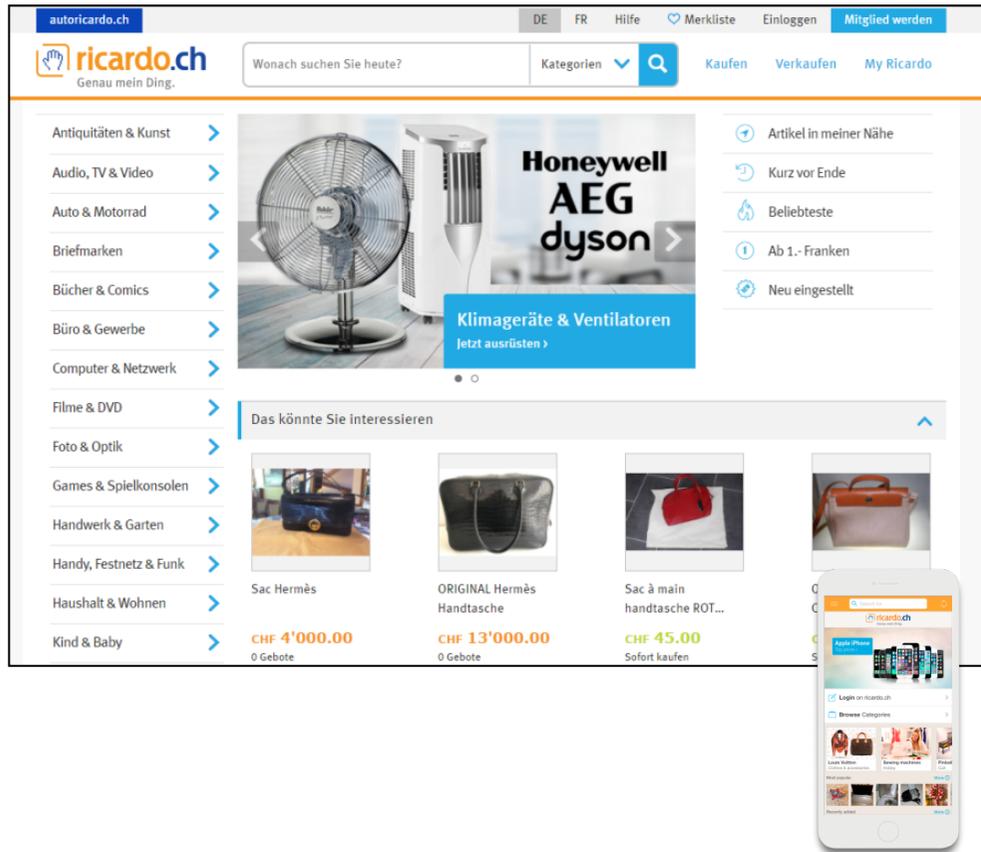
Profitability



High profitability



Ricardo – switzerland’s largest online marketplace



Core Business



Marketplace in B2C and C2C on one platform

Market share



No. 1 position

Shareholder structure



100% Tamedia

Key highlights



1 mn offers online, 2.3 mn persons own an account on the marketplace

Stage of development



Growth potential im B2C, very strong position in C2C

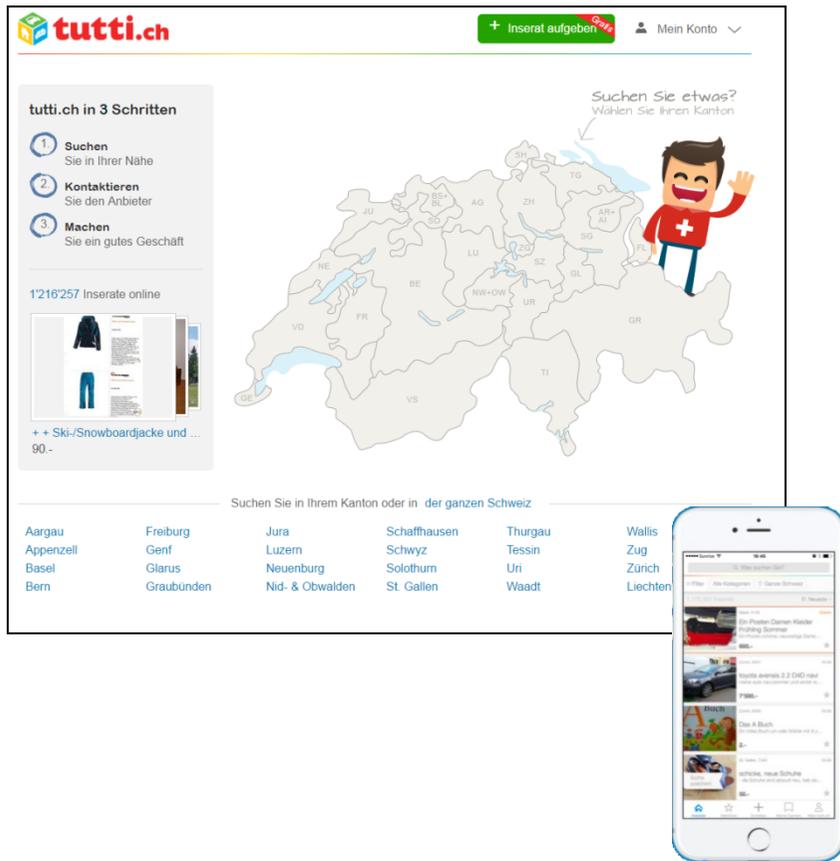
Profitability



Turnaround achieved, above average profitability



tutti.ch – leading platform for general classifieds



Core Business



General classifieds for C2C

Market share



Clear no. 1 position in German and Italian speaking part of Switzerland
100% Tamedia

Shareholder structure



Key highlights



1.2 mn offers online, Good customer loyalty thanks to own social media magazine

Stage of development



Investment in growing market

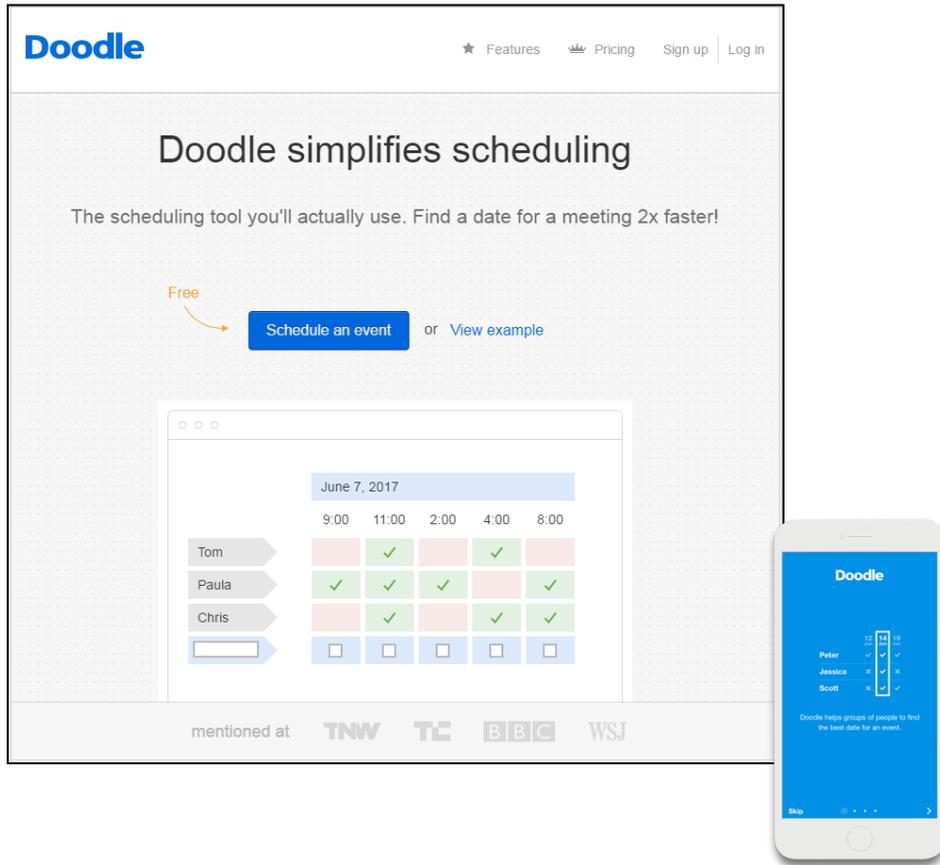
Profitability



Investment phase, break-even expected in 2 to 3 years



Doodle – the global leader in scheduling



Core Business



Scheduling platform as free and premium offer

Market share



Leading scheduling platform

Shareholder structure



100% Tamedia

Key highlights



Integration into iOS 10 possible, Meekan matches participants' calendars

Stage of development



Growing market, especially in the US and other international markets

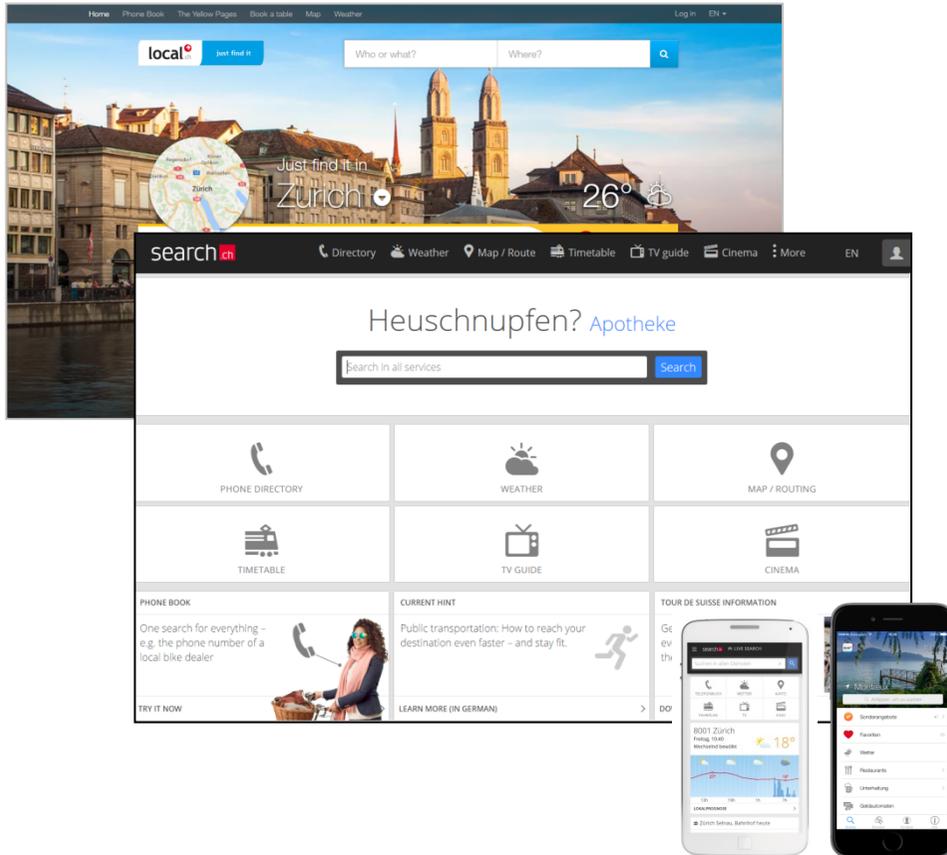
Profitability



Double-digit margin despite investments in growth strategy



local.ch & search.ch – leading partner for Swiss SMEs



Core Business



Search and find, advertising

Market share



Number One among the Swiss directories

Shareholder structure



31% Tamedia
69% Swisscom

Key highlights



7.3 mn unique clients and
42 mn visits per month

Stage of development



Stable in a mature market,
potential to launch new
SME services

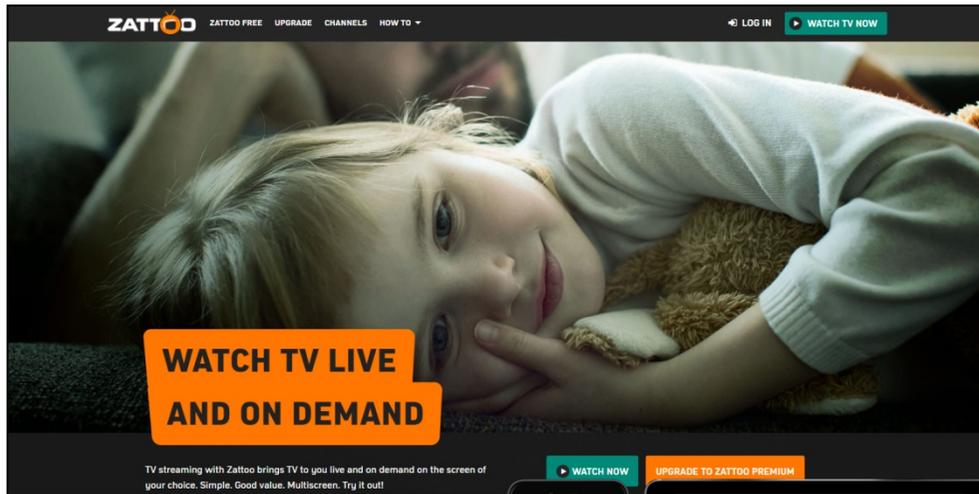
Profitability



Double-digit profitability



zattoo.com – Europe’s largest IPTV provider



Core Business



Internet TV, technology provider

Market share



Largest internet TV provider in Europe

Shareholder structure



31% Tamedia
69% Founders and others

Key highlights



450 TV channels covered, up to 2 mn monthly active users

Stage of development



Growing market, both in Switzerland and abroad

Profitability



Investment phase, break-even nearly reached



Recap: the leader in news and digital with a lot of potential

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