RCS MediaGroup

FY 2015 Results

Milan, March 22nd, 2016



Agenda

Highlights

Market & Business Trends

FY 2015 Results

Outlook 2016 and Plan Progress

Business Units Backup



2015 FY Results – Guidance achieved

	2015	Target	
Revenues	1,032	Decrease 3% on a LFL basis	In line
EBITDA % excl. Non Recurring	7%	7%	In line
Net Financial Debt	487	<500M	Better



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Market & Business Trends

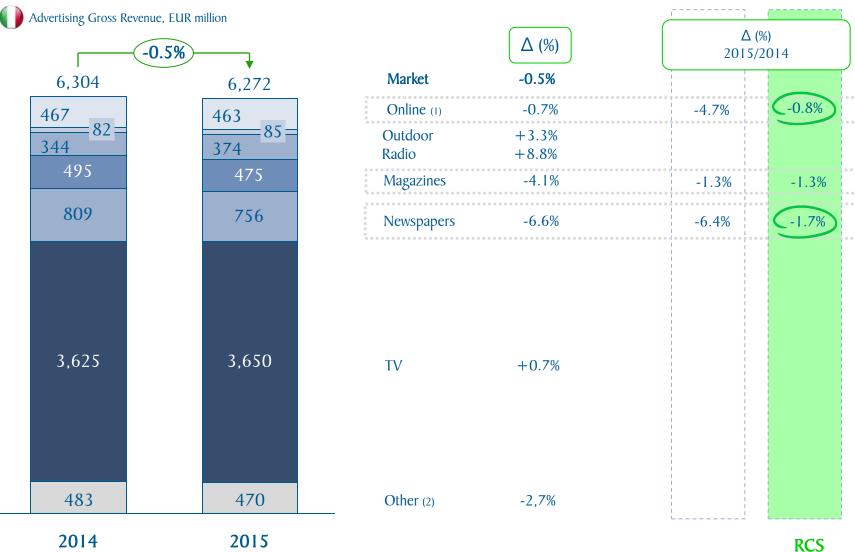
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Italy: Advertising Trends



TOTAL MARKET

RCS

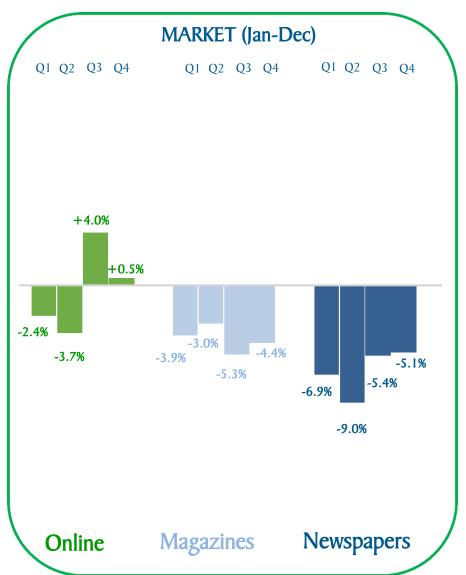
ex. Sport Events & Special Initiatives

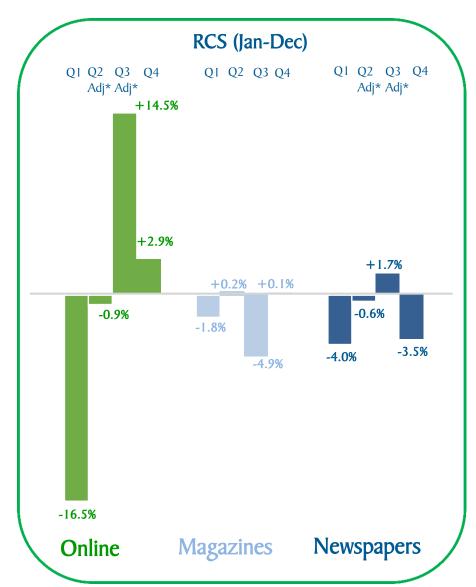
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Italian Advertising Trends: Market & RCS

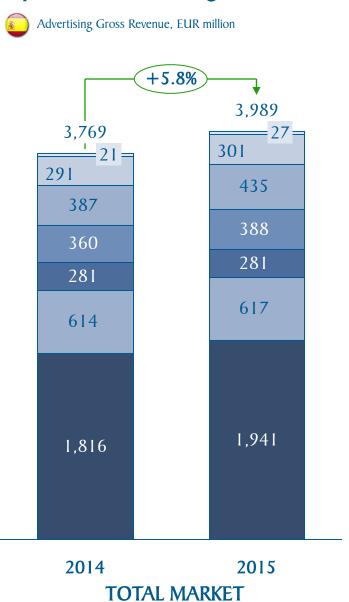


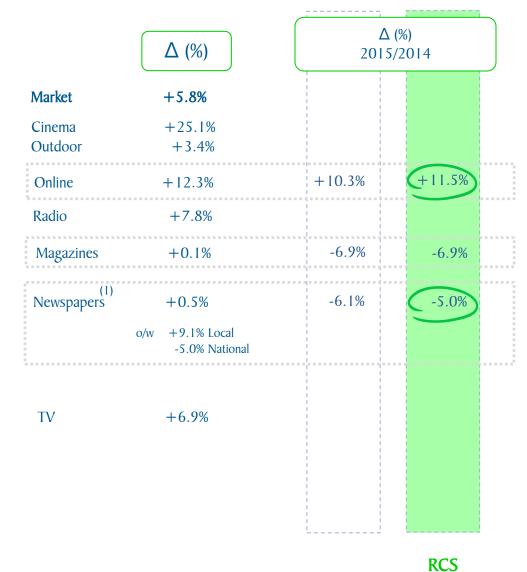
Advertising Gross Revenue, YoY %





Spain: Advertising Trends



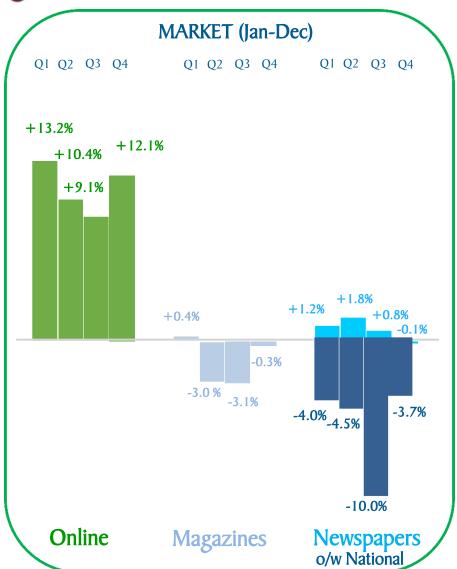


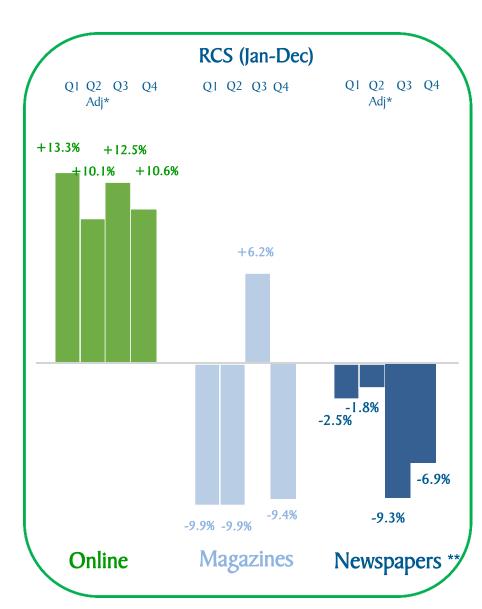


Spanish Advertising Trends: Market & RCS

A

Advertising Gross Revenue, YoY %





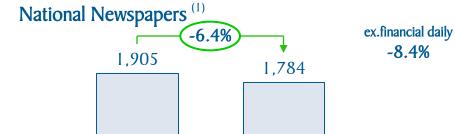
^{*} Ex Sport Events

^{**} Including special branded events referring to Unidad Editorial

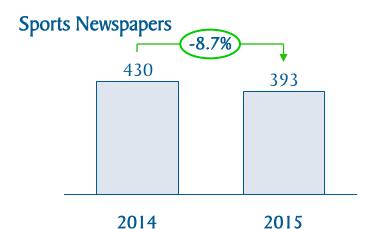
Italy: Newspaper Circulation Trends





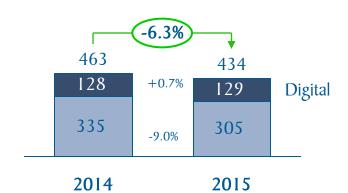


2014 2015

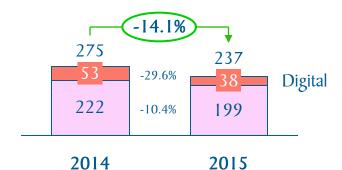


RCS

CORRIERE DELLA SERA



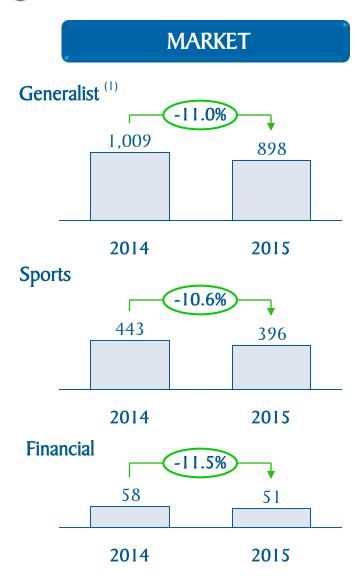






Spain: Newspaper Circulation Trends









Italy: Online Readership



Daily Unique Browsers (1)

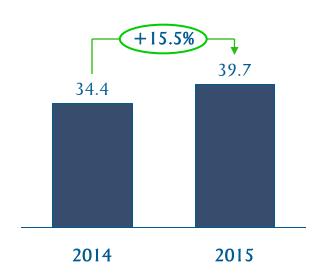
CORRIERE DELLA SERATE

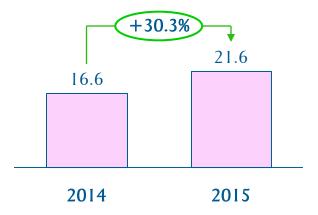


La Gazzetta dello Sport ** Tutto il rosa ** della vita



Monthly Unique Browsers







Spain: Online Readership



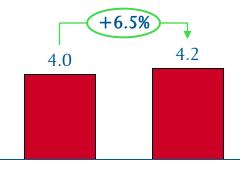
Daily Unique Browsers (1)

EL@MUNDO.es



2014 2015

MARCA.COM



2014

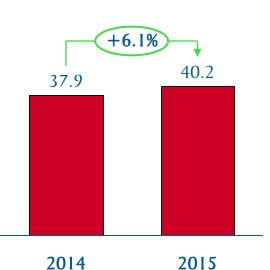
2015

Expansión.com



Monthly Unique Browsers







2015

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FY 2015 Results – Summary

	Q4 2015		Q4 2014		Δ%	2015		2014		Δ%
Total Revenue	289.1	100%	293.3	100%	(1.4%)	1032.2	100%	1065.1	100%	(3.1%)
Circulation	97.0		111.8		(13.2%)	420.9		446.2		(5.7%)
Advertising	148.0		149.8		(1.2%)	475.5		491.3		(3.2%)
Other	44.1		31.7		39.1%	135.8		127.6		6.4%
EBITDA ex NR Items	53.1	18.4%	52.5	17.9%	1.1%	71.8	7.0%	60.7	5.7%	18.3%
Non Recurring Items	(42.5)		(5.8)			(55.4)		(32.8)		
EBITDA	10.6	3.7%	46.7	15.9%	ns	16.4	1.6%	27.9	2.6%	(41.2%)
EBIT	(33.0)		18.5			(107.0)		(51.9)		
Net Result	(49.3)		(17.7)			(175.7)		(110.8)		
NFP						486.7		482.5		

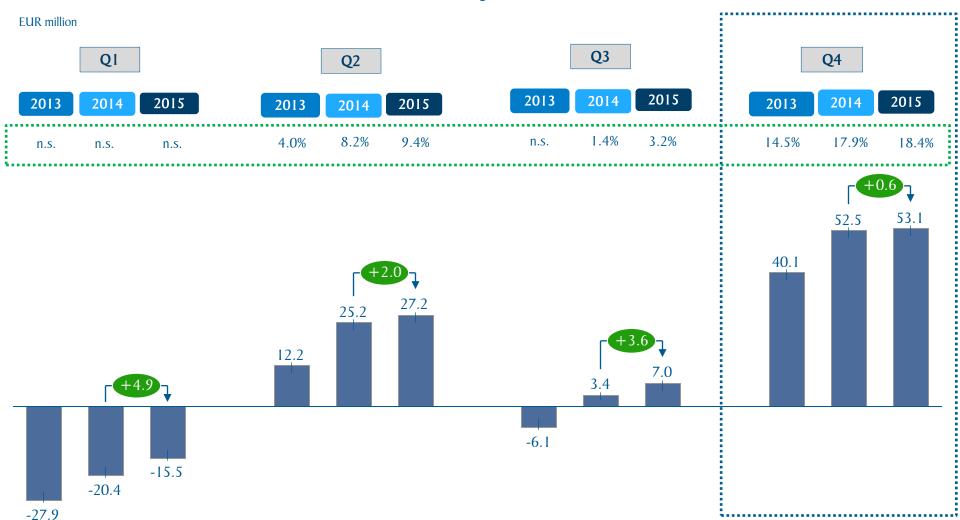
Q4 & FY 2015 Results

EUR million

	Q415		Q414		2015		2014		Δ%
	C								
Circulation	97.0	33.6%	111.8	38.1%	420.9	40.8%	446.2	41.9%	(5.7%)
Advertising	148.0	51.2%	149.8	51.1%	475.5	46.1%	491.3	46.1%	(3.2%)
Other	44.1	15.3%	31.7	10.8%	135.8	13.2%	127.6	12.0%	6.4%
TOTAL REVENUE	289.1	100%	293.3	100%	1,032.2	100%	1,065.1	100%	(3.1%)
Operating costs	(167.8)	(58.0%)	(164.8)	(56.2%)	(673.4)	(65.2%)	(703.7)	(66.1%)	(4.3%)
Labour costs	(66.4)	(23.0%)	(69.7)	(23.8%)	(280.7)	(27.2%)	(285.0)	(26.8%)	(1.5%)
Writedowns and provisions	(3.0)	(1.0%)	(6.7)	(2.3%)	(8.8)	(0.9%)	(15.1)	(1.4%)	(41.7%)
Income (charges) from equity investments	1.2	0.4%	0.4	0.1%	2.5	0.2%	(0.6)	(0.1%)	ns
EBITDA ex Non Recurring Items	53.1	18.4%	52.5	17.9%	71.8	7.0%	60.7	5.7%	18.3%
Non Recurring Items	(42.5)	(14.7%)	(5.8)	(2.0%)	(55.4)	(5.4%)	(32.8)	(3.1%)	ns
EBITDA	10.6	3.7%	46.7	15.9%	16.4	1.6%	27.9	2.6%	(41.2%)
D&A	(15.4)	(5.3%)	(16.1)	(5.5%)	(59.3)	(5.7%)	(58.9)	(5.5%)	
Impairment writeoffs	(28.2)	(9.8%)	(12.1)	(4.1%)	(64.1)	(6.2%)	(20.9)	(2.0%)	
EBIT	(33.0)	(11.4%)	18.5	6.3%	(107.0)	(10.4%)	(51.9)	(4.9%)	
Net financial incomes (charges)	(8.7)	(3.0%)	(9.9)	(3.4%)	(34.9)	(3.4%)	(40.7)	(3.8%)	
Gain (losses) on financial assets/liabilities	0.2	0.1%	(0.5)	(0.2%)	(1.4)	(0.1%)	(2.4)	(0.2%)	
PRE-TAX RESULT	(41.5)	(14.4%)	8.1	2.8%	(143.3)	(13.9%)	(95.0)	(8.9%)	
Taxes	(0.3)	(0.1%)	(7.4)	(2.5%)	7.9	0.8%	5.5	0.5%	
NET RESULT FROM CONTINUING OPERATIONS	(41.8)	(14.5%)	0.7	0.2%	(135.4)	(13.1%)	(89.5)	(8.4%)	
Net Result from Discontinuing and Discontinued Op.	(5.1)	(1.8%)	(17.5)	(6.0%)	(38.8)	(3.8%)	(20.9)	(2.0%)	
Minorities	(2.4)	(0.8%)	(0.9)	(0.3%)	(1.5)	(0.1%)	(0.4)	(0.0%)	
NET RESULT	(49.3)	(17.1%)	(17.7)	(6.0%)	(175.7)	(17.0%)	(110.8)	(10.4%)	

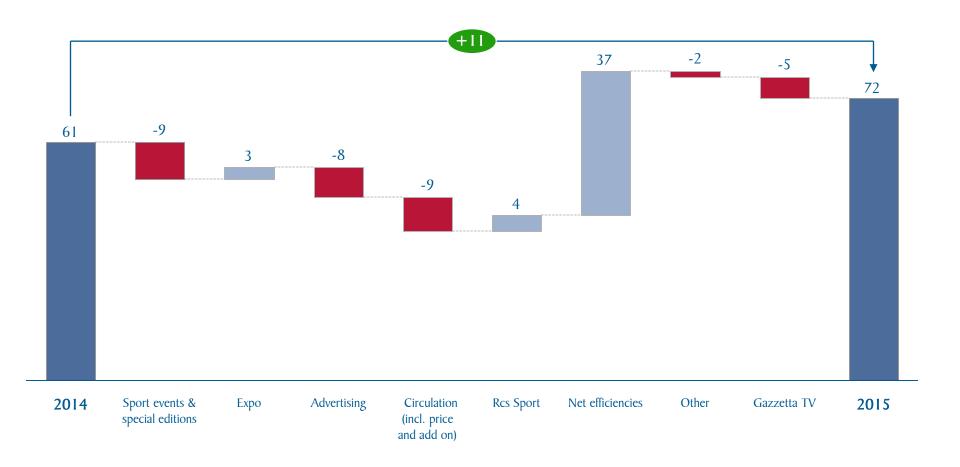
In 4Q15 and in FY15 costs and revenues related to the Books activities were classified as Net Result from Discontinuing and Discontinued Op. In 4Q14 and in FY14 this Financial Statement item has been restated to take into account to the Books activities results and also the IGP Decaux and Finelco Group results. Starting from this Financial Report as of 31 December 2015, net results of equity-accounted investees were classified before EBITDA and in 2014 have been reclassified for comparison.

2013-2015 EBITDA Evolution by Quarter





Variance 2015 vs 2014 – EBITDA





Q4 and 2015 Results – Revenue & EBITDA

EUR million

		Q4 2015					Q4 2014					
	Revenue	EBITDA Ex Non Recurring Items	NR %	EBITDA	Ebitda%	Revenue	EBITDA Ex Non Recurring Items	NR %	EBITDA	Ebitda%		
Media Italy	137.6	33.4	24.3%	21.2	15.4%	147.6	34.4	23.3%	32.4	22.0%		
Media Spain	95.3	20.6	21.6%	(7.2)	(7.6%)	101.0	22.1	21.9%	21.0	20.8%		
Advertising & Events	106.5	2.8	2.6%	2.5	2.3%	93.7	1.4	1.5%	1.1	1.2%		
Corporate and Other Activities	21.9	(5.1)	(23.3%)	(7.3)	(33.3%)	22.3	(6.2)	(27.8%)	(8.5)	(38.1%)		
Others and eliminations	(72.2)	1.4	n.s.	1.4	n.s.	(71.3)	0.8	n.s.	0.7	n.s.		
CONSOLIDATED	289.1	53.1	18.4%	10.6	3.7%	293.3	52.5	17.9%	46.7	15.9%		

		2015					2014				
	Revenue	EBITDA Ex Non Recurring Items	Ebitda ex NR %	EBITDA	Ebitda%	Revenue	EBITDA Ex Non Recurring Items	NR %	EBITDA	Ebitda%	
Media Italy	517.4	65.3	12.6%	52.1	10.1%	531.9	61.8	11.6%	60.4	11.4%	
Media Spain	330.0	29.4	8.9%	(9.2)	(2.8%)	358.1	27.3	7.6%	(0.5)	(0.1%)	
Advertising & Events	344.9	4.3	1.2%	3.3	1.0%	345.5	(0.6)	(0.2%)	(1.7)	(0.5%)	
Corporate and Other Activities	75.7	(27.7)	(36.6%)	(30.3)	(40.0%)	78.0	(28.3)	(36.3%)	(30.8)	(39.5%)	
Others and eliminations	(235.8)	0.5	n.s.	0.5	n.s.	(248.4)	0.5	n.s.	0.5	n.s.	
CONSOLIDATED	1,032.2	71.8	7.0%	16.4	1.6%	1,065.1	60.7	5.7%	27.9	2.6%	

In 4Q15 and in FY15 costs and revenues related to the Books activities were classified as Net Result from Discontinuing and Discontinued Op. In 4Q14 and in FY14 this Financial Statement item has been restated to take into account to the Books activities results and also the IGP Decaux and Finelco Group results. Starting from this Financial Report as of 31 December 2015, net results of equity-accounted investees were classified before EBITDA and in 2014 have been reclassified for comparison.

2015 Results – Revenue & EBITDA

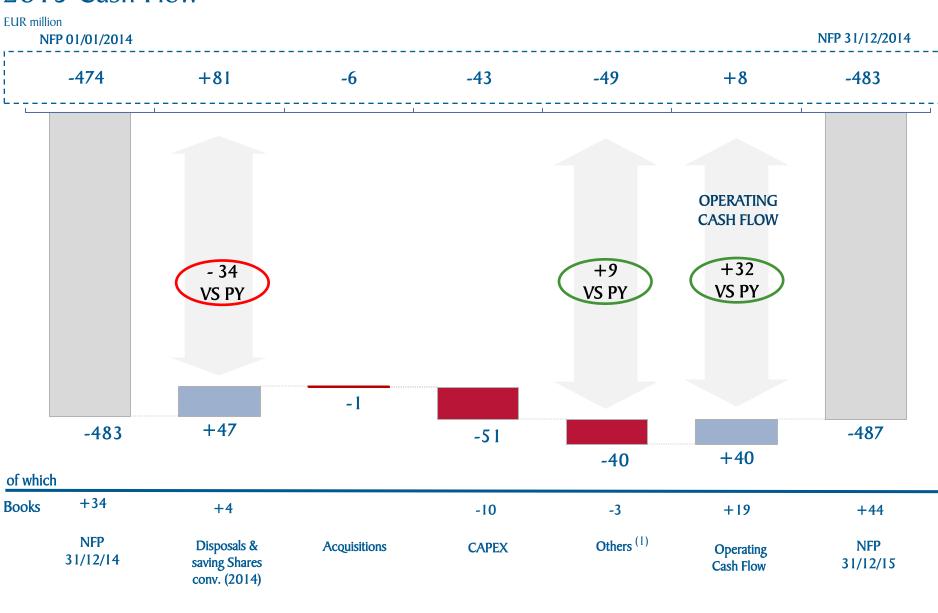
		2015			2014	
	Revenue	EBITDA ex Non Recurring Items	Ebitda ex NR %	Revenue	EBITDA ex Non Recurring Items	Ebitda ex NR %
Media Italy	517.4	65.3	12.6%	531.9	61.8	11.6%
Media Spain	330.0	29.4	8.9%	358.1	27.3	7.6%
Advertising & Events	344.9	4.3	1.2%	345.5	(0.6)	(0.2%)
Advertising	285.5	(5.0)	(1.8%)	297.4	(5.9)	(2.0%)
RCS Sport	59.4	9.3	15.7%	48.1	5.3	11.0%
Corporate & Other Activities	75.7	(27.7)	(36.6%)	78.0	(28.3)	(36.3%)
Corporate Functions	38.2	(18.7)	(49.0%)	37.1	(23.4)	(63.1%)
Sfera	27.6	(3.1)	(11.2%)	30.4	(1.8)	(5.9%)
New Business	9.9	(5.9)	(59.6%)	10.5	(3.1)	(29.5%)
Other & Eliminations	(235.8)	0.5	ns	(248.4)	0.5	ns
CONSOLIDATED	1,032.2	71.8	7.0%	1,065.1	60.7	5.7%

Balance Sheet

	31/12/20	15	31/12/20	14
Net fixed assets	745.0	125.9%	878.2	116.2%
Tangible & Intangible fixed assets	539.9	91.2%	652.4	86.4%
Financial fixed assets	205.1	34.7%	225.8	29.9%
Net working capital	(64.2)	(10.8%)	53.4	7.1%
Reserve for risk and charges	(115.7)	(19.5%)	(159.3)	(21.1%)
Employee termination indemnity	(40.1)	(6.8%)	(53.7)	(7.1%)
Net invested capital: assets held for sale	66.8	11.3%	36.9	4.9%
CAPITAL EMPLOYED	591.9	100.0%	755.5	100.0%
Net financial debt (cash) total	486.7	82.2%	482.5	63.9%
Net financial debt (cash) related to continuing operations	530.9	89.7%	482.5	63.9%
Net financial debt (cash) of assets held for sale	(44.2)	(7.5%)	-	-
Equity	105.2	17.8%	273.0	36.1%
EQUITY & NFP	591.9	100.0%	755.5	100.0%



2015 Cash Flow



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Outlook 2016 - confirmed the first year objectives of the 2016-2018 Business Plan

	2016E
Revenues	Flat
Net Efficiencies	~40 - 45 M€
EBITDA % excl. Non Recurring	~10%
Net Result	Slightly positive
Net Cash Flow	Break even
Debt Ratio	~4x

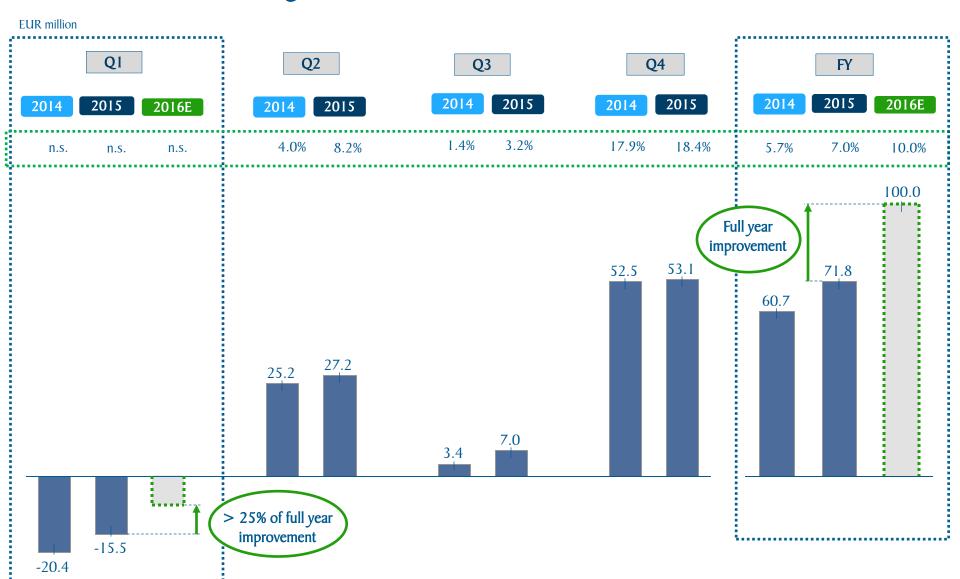


2016 First Highlights - KPI

- 1 Advertising revenue: higher than 2015 both in Italy and Spain, better than Plan
- 2 Circulation revenue: mixed trends across brands
- 3 Costs efficiencies: Q1 effect in line with 40-45 million yearly target
- 4 Paywall subscriptions: more than 30K, already exceeding FY 2016 target
- **(5) EBITDA**: more than 25% of total year improvement
- 6 Books disposal: closing expected by mid April



2016 EBITDA Progress



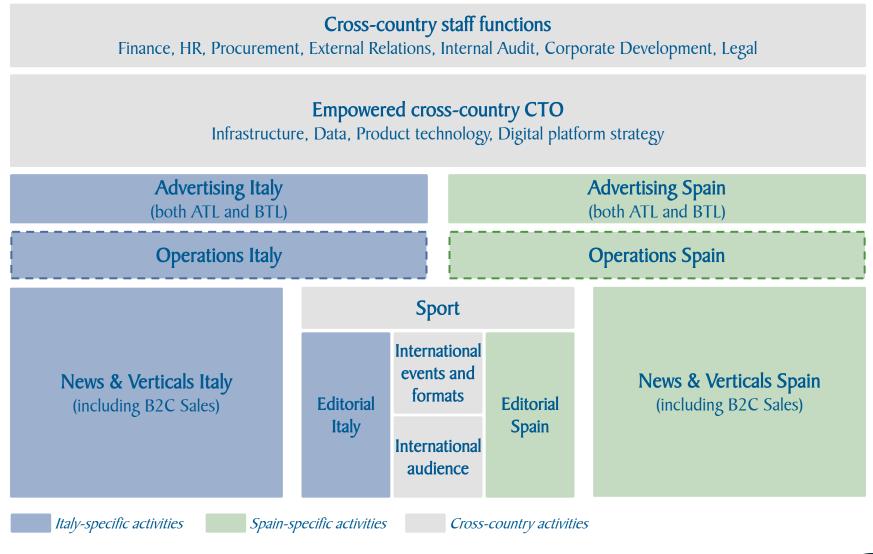


2016 First Highlights – Other Plan Actions

- (1) Costs efficiencies
 - External costs: identified and activated all initiatives planned
 - Labor costs:
 - FTE reduction in Italy (Working time reduction with Trade Unions agreement)
 - Trade Unions consultations opening soon in Spain
- 2 Launch of metered Paywall on Corriere della Sera
- 3 New organizational set-up:
 - simplified through elimination/ rationalization of some business areas (Sfera,...) and through integration of Italy & Spain
 - aligned with strategy
- 4 Printing facilities saturation: agreement signed with other newspaper (Il Manifesto), other opportunities under evaluation
- 5 Gazzetta TV: closure of DTT channel and new editorial TV project on web
- 6 Veo TV: new lease contract signed and disposal negotiation ongoing

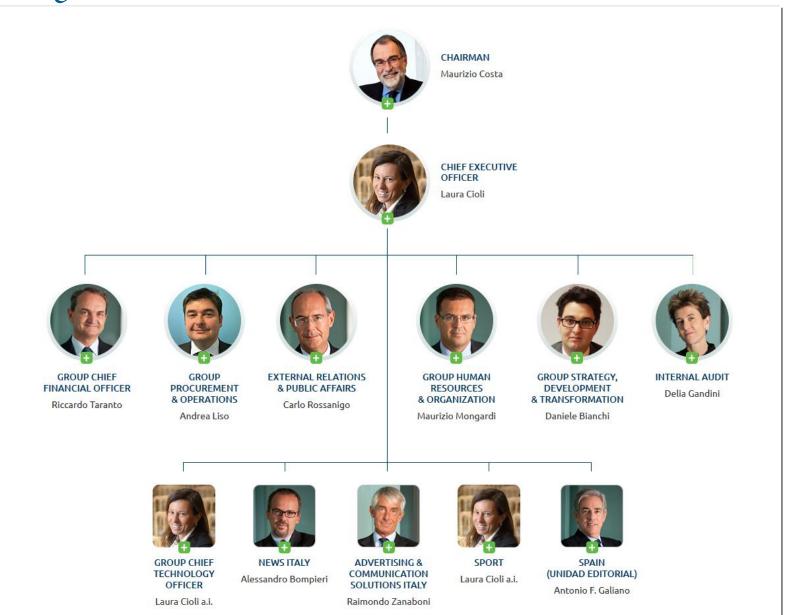


New organizational set-up





New organization chart





New segments reporting in line with Group's vision

Old segment reporting

Media Italy

- Corriere della Sera System
- Gazzetta System
- Verticals
- Digicast

Media Spain

- El Mundo System
- Marca System
- Expansion System
- Verticals
- Events Last Lap
- Other

Advertising & Events

- Advertising RCS publishing
- Advertising 3rd party publishers
- Sport Events RCS Sport

Corporate & Other

- Corporate Functions
- Sfera
- New Business

New segment reporting

News Italy

- Corriere della Sera System
- Verticals
- Digicast
- Sfera

News Spain

- El Mundo System
- Expansion System
- Verticals
- Other

Sport

- Gazzetta System
- Marca System
- International Sport events & formats (RCS Sport + Last Lap)
- International audience

Other activities

- Group shared services
- Advertising 3rd party publishers



2015 results by new segments

01d	2015 segment reporting Revenue EBITDA New segment reporting		20		
Old segment reporting	Revenue	EDITUA	New segment reporting	Revenue	EBITDA
Media Italy	51 <i>7</i> .4	65.3	News Italy	416.7	37.5
Corriere della Sera System			Corriere della Sera System		
Gazzetta System			 Verticals 		
 Verticals 			 Digicast 		
 Digicast 			• Sfera		
Media Spain	330.0	29.4	News Spain	220.2	16.4
El Mundo System			El Mundo System		
Marca System			Expansion System		
Expansion System			• Verticals		
• Verticals			• Other		
• Events - Last Lap					
• Other			Sport	332.1	37.8
A1 (** 0.5)			 Gazzetta System 		
Advertising & Events	344.9	4.3	 Marca System 		
 Advertising RCS publishing 			 International Sport events & fe 	ormats	
 Advertising 3rd party publishers 			(RCS Sport + Last Lap)		
• Sport Events - RCS Sport			 International audience 		
Corporate & Other	(160.1)	(27.2)	Other activities	63.2	(19.9)
Corporate Functions			 Group shared services 		
• Sfera			 Advertising 3rd party published 	ers	
• New Business					
	1,032.2	71.8		1,032.2	71.8

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- BU old segments
- BU new segments



Media Italy – P&L

CORRIERE DELLA SERA



Tutto il rosa 🌏 della vita





















EUR million

	4Q15	4Q14	YoY	2015	2014	YoY
Circulation	63.0	72.8	(13.5%)	282.9	287.8	(1.7%)
Advertising	64.9	66.5	(2.4%)	209.7	219.5	(4.5%)
Other	9.7	8.3	16.9%	24.8	24.6	0.8%
TOTAL REVENUE	137.6	147.6	(6.8%)	517.4	531.9	(2.7%)
O/W add on	19.2	23.8		78.2	<i>77.</i> I	
EBITDA ex NR Items	33.4	34.4	(2.9%)	65.3	61.8	5.7%
Non Recurring Items	(12.2)	(2.0)		(13.2)	(1.4)	
EBITDA	21.2	32.4	(34.6%)	52.1	60.4	(13.7%)

advertising on-line 23%



Media Spain – P&L

ELMUNDO







PAPEL TELVA









SIETE LEGUAS





EUR million

	4Q15	4Q14	YoY	2015	2014	YoY
Circulation	33.5	38.4	(12.8%)	137.7	158.0	(12.8%)
Advertising	50.6	51.3	(1.4%)	151.8	156.7	(3.1%)
Other	11.2	11.3	(0.9%)	40.5	41.4	(2.2%)
TOTAL REVENUE	95.3	101.0	(5.6%)	330.0	356.1	(7.3%)
O/W add on	1.1	1.0		3.8	2.5	
EBITDA ex NR Items	20.6	22.1	(6.8%)	29.4	27.3	7.7%
Non Recurring Items	(27.8)	(1.1)		(38.6)	(27.8)	
EBITDA	(7.2)	21.0	ns	(9.2)	(0.5)	ns

advertising on-line

29.3%

Advertising & Events – P&L

















	4Q15	4Q14	YoY	2015	2014	YoY
Advertising and Events	91.1	91.0	0.1%	285.5	297.5	(4.0%)
O/W RCS publishing	72.9	74.0		231.6	248.0	
3rd party publishers	15.9	15.8		47.2	45.9	
Sport Events	15.4	2.7	n.s.	59.4	48.0	23.8%
TOTAL REVENUE	106.5	93.7	13.7%	344.9	345.5	(0.2%)
EBITDA ex NR Items	2.8	1.4	100.0%	4.3	(0.6)	n.s.
Non Recurring Items	(0.3)	(0.3)		(1.0)	(1.1)	
EBITDA	2.5	1.1	127.3%	3.3	(1.7)	n.s.



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- BU old segments
- BU new segments



News Italy – P&L

News

CORRIERE DELLA SERA





















Sfera



bambino

Insiem DOLCE ATTESA

	2015
Circulation	175.8
Advertising	207.1
Other	33.8
TOTAL REVENUE	416.7
EBITDA ex NR Items	37.5
EBITDA % ex NR	9.0%
CapEx	(19.7)
EBITDA - CapEx	17.8



News Spain – P&L

Expansión

News

ELMUNDO

Verticals & other







TELVA



SIETE LEGUAS



	2015
Circulation Advertising	91.7 110.8
Other	17.6
TOTAL REVENUE	220.2
EBITDA ex NR Items	16.4
EBITDA % ex NR	7.4%
CapEx	(3.3)
EBITDA - CapEx	13.1



Sport – P&L

Events and format

Editorial Italy

Editorial Spain





































153.7

109.3

69 N

10.5











2015

EUR million Circulation Advertising Other

Other	69.0
TOTAL REVENUE	332.1
O/W EVENTS & FORMATS	78.0
EBITDA ex NR Items EBITDA % ex NR	37.8 11.4%
O/W EVENTS & FORMATS EBITDA %	10.7 13.7%
CapEx O/W EVENTS & FORMATS	(11.3) (0.2)
EBITDA - CapEx	26.5



O/W EVENTS & FORMATS

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Forward-looking Statements

Statements contained in this document, particularly the ones regarding any RCS MediaGroup possible or assumed future performance, are or may be forward looking statements and in this respect they involve some risks and uncertainties.

RCS MediaGroup actual results and developments may differ materially from the ones expressed or implied by the following statements depending on a variety of factors.

Any reference to past performance of RCS MediaGroup shall not be taken as an indication of future performance.

This communication does not constitute an offer or solicitation for the sale, purchase or acquisition of securities of any of the companies mentioned in any jurisdiction and is directed to professionals of the financial community.

Riccardo Taranto, the Manager responsible for drawing up the company's accounting statements, hereby declares, pursuant to article 154-bis, paragraph 2 of the "Testo Unico della Finanza" (Legislative Decree n. 58/1998), that the information contained in this presentation corresponds to those one contained in the group's documents and books accounting records.

