

March 10th 2017

Results 2016



Presentation by:

- **Mr Rik De Nolf (President of the Board)**
- **Mr Xavier Bouckaert (CEO)**
- **Mr Jeroen Mouton (CFO)**

MISSION & STRATEGY

RIK DE NOLF



MISSION

“ *Roularta Media Group* wil als multimediabedrijf op een duurzame manier waarde creëren ten voordele van haar lezers, surfers, kijkers, luisteraars, haar klanten-adverteerders, haar medewerkers en haar aandeelhouders. ”



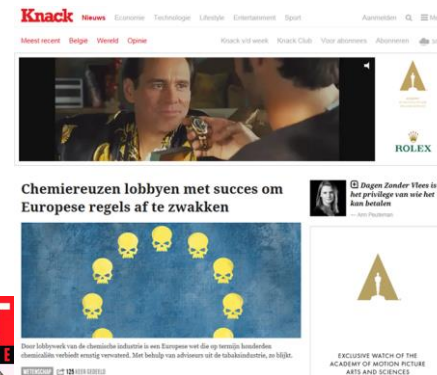
2016 MISSION & STRATEGY

1. Multi Media Group

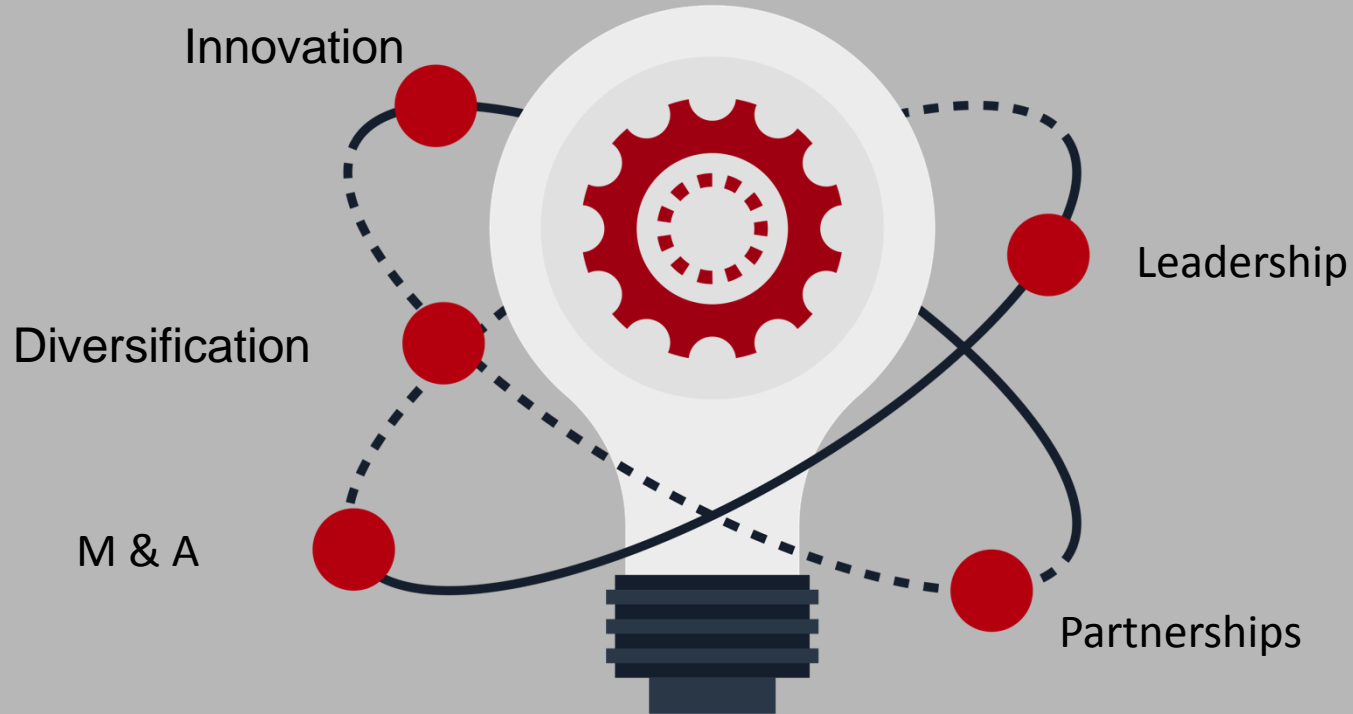
- Print & Internet
- Mobile
- Radio & Television

2. Big Brands build strong communities

3. Digital First Customer First



HOW?



For the large public: no sensational approach but quality & gratuity

- Free weeklies
 - ✓ Deze Week 100% coverage (door to door)
 - ✓ De Zondag 100% coverage (displays)
- Free Glossy monthly
 - ✓ Steps

For target groups: quality

- Magazines based on subscriptions

Leadership

- ✓ TV-advertising market (D) > 70%
- ✓ Radio (D) > 40%
- ✓ Magazines (D/F) > 25%
- ✓ Local Media (free publications D) > 70%

No competition for news magazines, business magazines, sportmagazines

Growth & stability through

Diversification through

- ✓ Business information
- ✓ Events
- ✓ All kinds of line extensions

Innovation within

- ✓ TV-distribution
- ✓ Mobile Telecom
- ✓ Digilocal
- ✓ Storesquare

Vertical Integration

- ✓ Content
- ✓ Advertising Acquisition
- ✓ Production

Stievie



MØBILE VIKINGS

 Storesquare

2016 MISSION & STRATEGY

ROULARTA

=

- ✓ The ambiance of a family run company
- ✓ Social responsible entrepreneurship
- ✓ In which integrity, customer friendliness and commitment come first

Our
Employees

Our
Shareholders



Our
Stakeholders

Our
Customers

Number of Shares

13.141.123

Market capitalisation on 31/12/2016

319,6 M€

Free Float

25%



Employees (at closing date)

31/12/2016

31/12/2015

Consolidated

1.354

1.364

Combined (pro rata jv's included)

1.836

1.830

Sales (M€)

31/12/2016

31/12/2015

Consolidated

276,5

290,2

Combined (pro rata jv's included)

476,4

471,0

Roularta Media

Euronext Brussels | BE0003741551

28,9500 EUR | ▲ | 0,6050 [2,13 %]

22/02/2017 | 17:35:05



2016 KEY FACTS

- ✓ First year of new CEO: change well absorbed internally & in the market
- ✓ Sales growth in combined figures, thanks to acquisition of Mobile Vikings
- ✓ Cash from operations is growing due to less taxes & interests

Creation of opportunities in a difficult market:

- ✓ Launch of “Storesquare.be”
- ✓ Acquisition of Mobile Vikings & CAZ
- ✓ Restyle of “Lifestyle” magazines

Focus on :

- ✓ Digital :
 - E-marketing with Digilocal
 - E-commerce with Storesquare
- ✓ Innovation :
 - TV - distribution
 - Mobile Telecom

2016 KEY FIGURES

JEROEN MOUTON



Combined results 2016 KEY FIGURES

in EUR '000	31/12/16	31/12/15	Trend	
INCOME STATEMENT				
Sales	476.406	471.027	5.379	+ 1,1%
<i>Adjusted sales (1)</i>	460.199	470.217	-10.018	- 2,1%
EBITDA (2)	51.821^(*)	50.765	1.056	+ 2,1%
<i>EBITDA margin</i>	10,9%	10,8%		
EBIT (3)	34.772	40.537	-5.765	- 14,2%
<i>EBIT margin</i>	7,3%	8,6%		
Net finance costs	-4.829	-5.319	490	+ 9%
Income taxes	-9.671	36.793	-46.464	- 126%
Net result from continuing operations	20.272	72.011	-51.739	- 72%
Result of discontinued operations		-7.770	7.770	- 100%
Net result	20.272	64.241	-43.969	- 68%
Attributable to minority interests	-1.201	-127	-1.074	- 846%
Attributable to equity holders of RMG	21.473	64.368	-42.895	- 67%
<i>Net result attributable to equity holders of RMG - margin</i>	4,5%	13,7%		
Number of employees at closing date (4)	1.836	1.830	6	+ 0,3%

(1) Adjusted sales = like-for-like, i.e. adjusted for changes in the consolidation scope.

(2) EBITDA = EBIT + depreciations, write-downs and provisions.

(3) EBIT = operating result (share in the result of associated companies included).

(4) Joint ventures proportionally included

(*) Including EBITDA of JV's (Mediaalaan, Plus, Germany, ...)

Combined results 2016 KEY FIGURES

in EUR '000
INCOME STATEMENT
Sales
<i>Adjusted sales (1)</i>
EBITDA (2)
<i>EBITDA margin</i>
EBIT (3)
<i>EBIT margin</i>
Net finance costs
Income taxes
Net result from continuing operations
Result of discontinued operations
Net result
Attributable to minority interests
Attributable to equity holders of RMG
<i>Net profit attributable to equity holders of RMG - margin</i>

PRINTED MEDIA			
31/12/16	31/12/15	<i>Trend</i>	
295.220	308.130	-12.910	- 4,2%
294.842	307.321	-12.479	- 4,1%
20.608	18.821	1.787	+ 9,5%
7,0%	6,1%		
10.640	16.281	-5.641	- 34,6%
3,6%	5,3%		
-4.582	-5.303	721	+ 14%
-786	44.639	-45.425	- 102%
5.272	55.617	-50.345	- 91%
0	-7.770	7.770	- 100%
5.272	47.847	-42.575	- 89%
-1.200	-126	-1.074	- 852%
6.472	47.973	-41.501	- 87%
2,2%	15,6%		

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Combined results 2016 KEY FIGURES

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INCOME STATEMENT
Sales
<i>Adjusted sales (1)</i>
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<i>EBITDA margin</i>
EBIT (3)
<i>EBIT margin</i>
Net finance costs
Income taxes
Net result from continuing operations
Net result
Attributable to minority interests
Attributable to equity holders of RMG
<i>Net profit attributable to equity holders of RMG - margin</i>

AUDIOVISUAL MEDIA			
31/12/16	31/12/15	<i>Trend</i>	
182.729	164.096	18.633	+ 11,4%
<i>166.900</i>	<i>164.095</i>	<i>2.805</i>	<i>+ 1,7%</i>
31.213	31.944	-731	- 2,3%
<i>17,1%</i>	<i>19,5%</i>		
24.132	24.256	-124	- 0,5%
<i>13,2%</i>	<i>14,8%</i>		
-247	-16	-231	- 1444%
-8.885	-7.846	-1.039	- 13%
15.000	16.394	-1.394	- 9%
15.000	16.394	-1.394	- 9%
-1	-1	0	+ 0%
15.001	16.395	-1.394	- 9%
<i>8,2%</i>	<i>10,0%</i>		

(1) Adjusted sales = like-for-like, i.e. adjusted for changes in the consolidation scope.

(2) EBITDA = EBIT + depreciations, write-downs and provisions.

(3) EBIT = operating result (share in the result of associated companies included).

Consolidated results 2016 KEY FIGURES

<i>in thousands of euros</i>	31/12/16	31/12/15	Trend	
INCOME STATEMENT				
Sales	276.464	290.226	-13.762	- 4,7%
<i>Adjusted sales (1)</i>	276.427	289.416	-12.989	- 4,5%
EBITDA (2)	34.405^(*)	33.598	807	+ 2,4%
<i>EBITDA margin</i>	12,4%	11,6%		
EBIT (3)	24.887	31.363	-6.476	- 20,6%
<i>EBIT margin</i>	9,0%	10,8%		
Net finance costs	-4.687	-5.441	754	+ 14%
Income taxes	72	46.089	-46.017	- 100%
Net result from continuing operations	20.272	72.011	-51.739	- 72%
Result of discontinued operations		-7.770	7.770	- 100%
Net result	20.272	64.241	-43.969	- 68%
Attributable to minority interests	-1.201	-127	-1.074	- 846%
Attributable to equity holders of RMG	21.473	64.368	-42.895	- 67%
<i>Net result attributable to equity holders of RMG - margin</i>	7,8%	22,2%		
Number of employees at closing date (4)	1.354	1.364	-10	- 0,8%

(1) Adjusted sales = like-for-like, i.e. adjusted for changes in the consolidation scope.

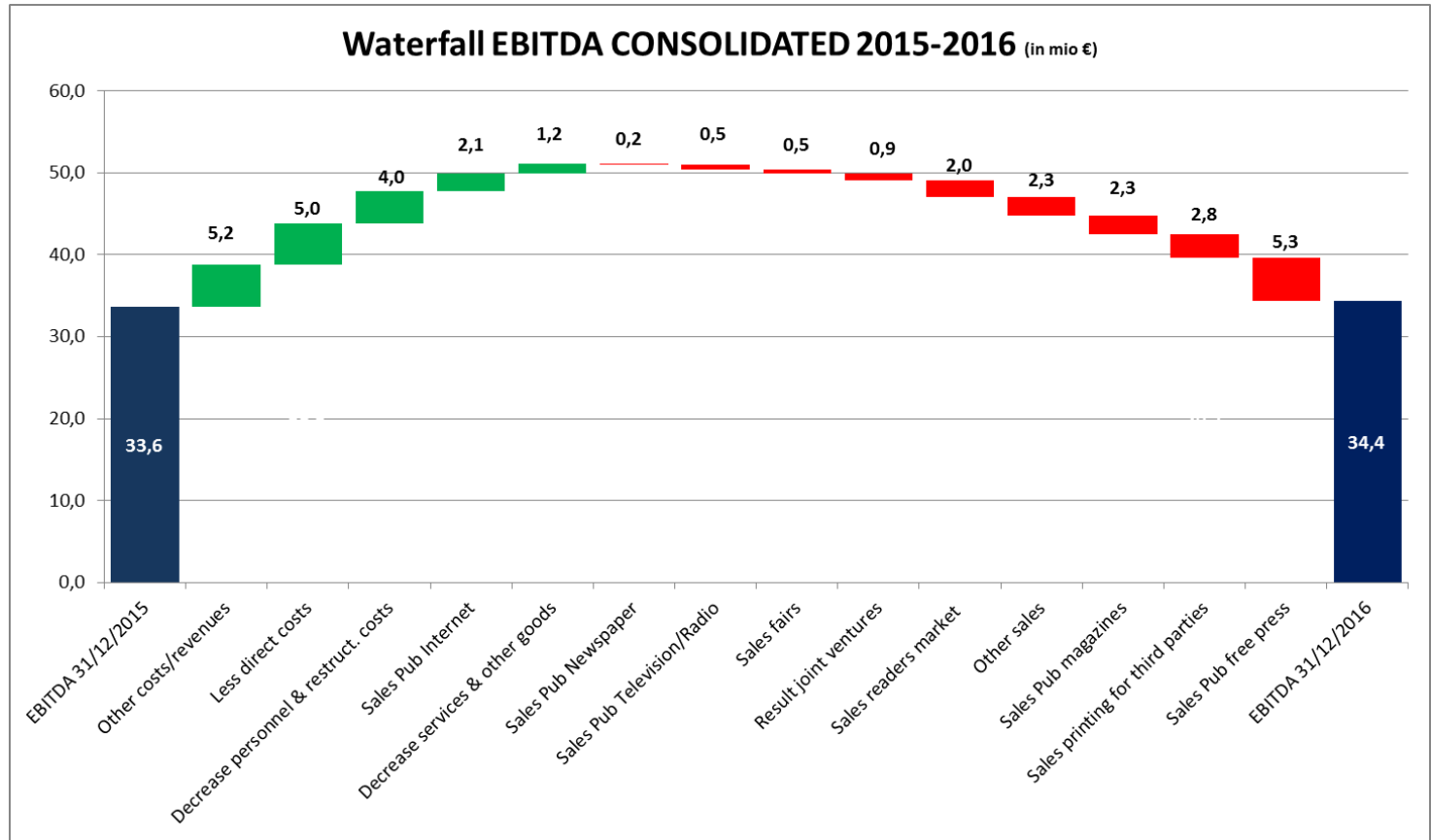
(2) EBITDA = EBIT + depreciations, write-downs and provisions.

(3) EBIT = operating result, including the share in the result of associates and joint ventures.

(4) Joint ventures not included.

(*) Including net result of JV's (Mediaaan, Plus, Germany, ...)

RESULTS 31/12/2016 - KEY FIGURES *(in €m)*



RESULTS 31/12/2016 – CASH FLOW STATEMENT *(in €m)*

	31/12/2016	31/12/2015
Net Cash Flow relating to Operating Activities (A)	14.825	-2.594
Net Cash Flow relating to Investing Activities (B)	8.202	8.243
Net Cash Flow relating to Financing Activities (C)	-10.958	-1.906
Total decrease/increase in cash & cash equivalents (A+B+C)	12.069	3.743
Cash and cash equivalents, beginning balance	38.496	34.753
Cash and cash equivalents, ending balance	50.565	38.496

<u>Capex Consolidated</u>	<u>2016</u>	<u>2015</u>
Acquisition	0,5	1,3
Software	3,1	3,3
Land & Buildings	0,7	0,2
Machines & Equipment	3,5	1,4
Other (furniture & vehicles, ...)	0,3	0,7
Total	8,0	6,9

Consolidated Balance Sheet

BALANCE SHEET (in thousands of euros)	31/12/16	31/12/15	Trend
Non-current assets	307.445	319.007	- 3,6%
Current assets	135.756	130.674	+ 3,9%
Balance sheet total	443.201	449.681	- 1,4%
Equity - Group's share	222.293	207.649	+ 7,1%
Equity - minority interests	1.762	1.868	- 5,7%
Liabilities	219.146	240.164	- 8,8%

Bank Covenants (based on combined figures)

	2014	2015	2016	Covenant
Leverage (Net Fin Debt / EBITDA)	1,3	1,0	0,8	< 3
Interest Coverage (EBITDA / Interest)	8,5	10,4	11,0	min 4
Gearing (Net Fin Debt / Equity)	45%	23%	18%	max 80%
Solvency (Equity / Balance Sheet)	26%	43%	44%	min 25%

ROULARTA 2016 OVERVIEW

XAVIER BOUCKAERT



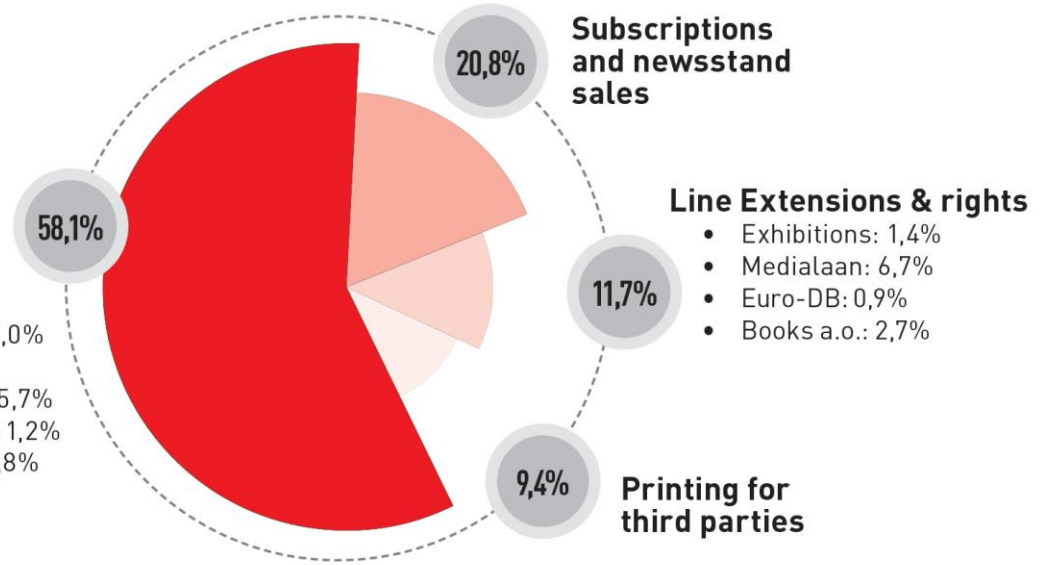
Sales analysis

(based on combined)

2016
476,4 mio €

Advertising

- Internet: 4,4%
- Audiovisual: 28,0%
- Print: 25,7%
 - > Free press: 15,7%
 - > Newspapers: 1,2%
 - > Magazines: 8,8%



2015
471,0 mio €

Readers market (incl. subscriptions)

18,4%

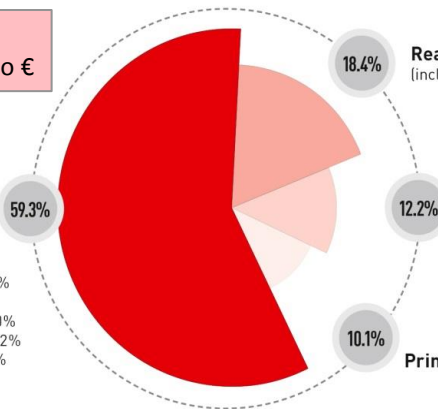
Line Extensions

- Exhibitions: 1,6%
- Mediaaan: 6,5%
- Euro DB: 1%
- Books a.o.: 3,1%

12,2%

10,1%

Printing for third parties

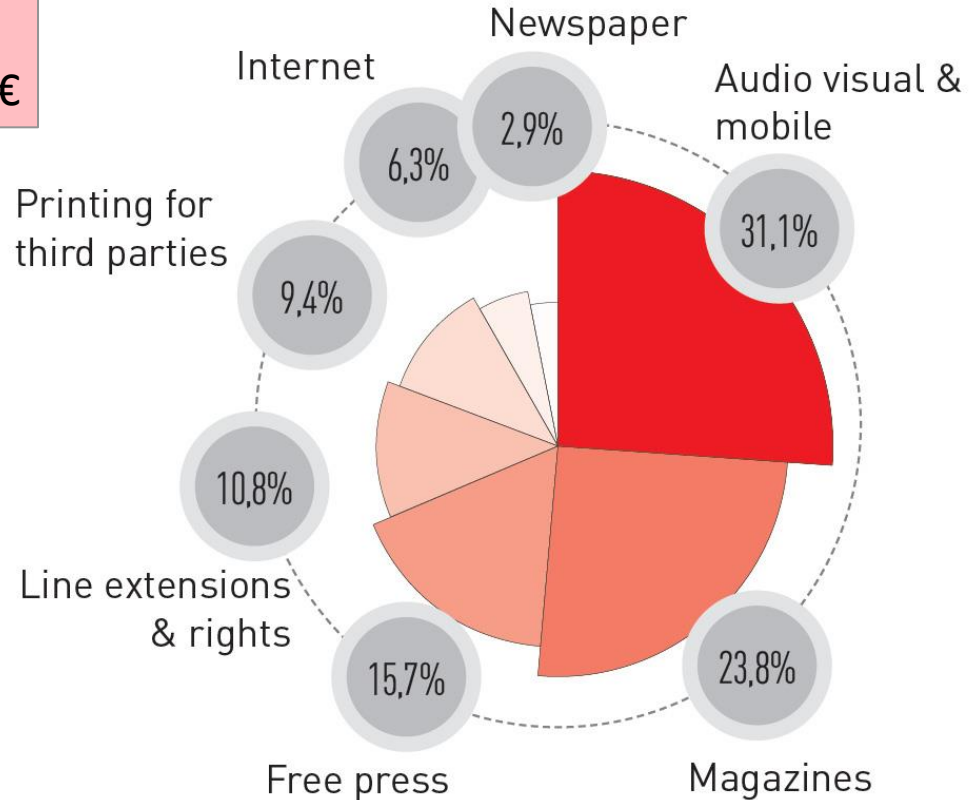


Advertising

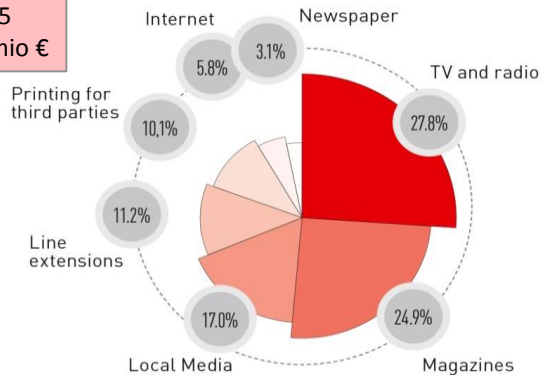
- Internet: 3,9%
- Audiovisual: 27,8%
- Print: 27,6%
 - > Free press: 17,0%
 - > Newspapers: 1,2%
 - > Magazines: 9,4%

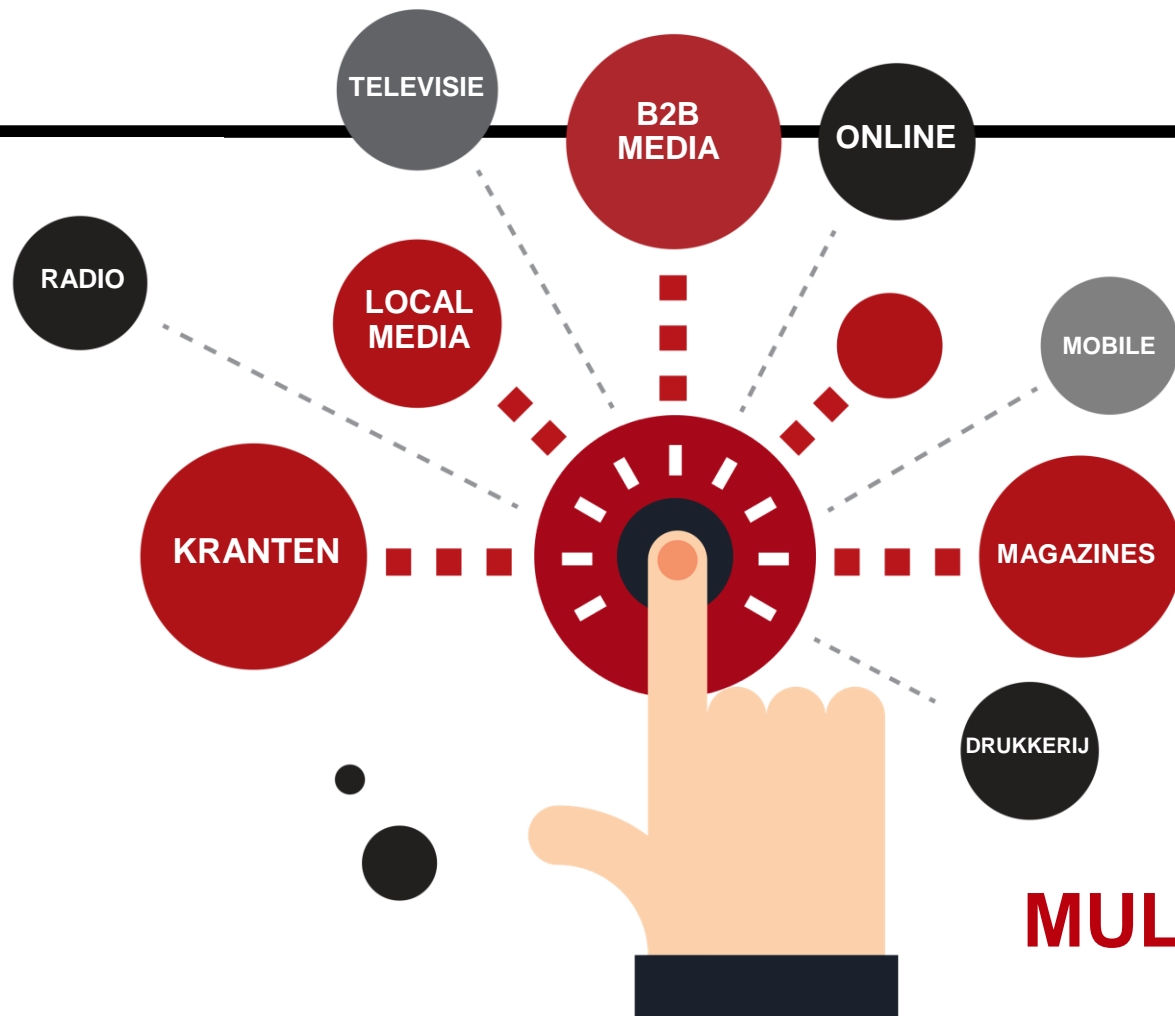
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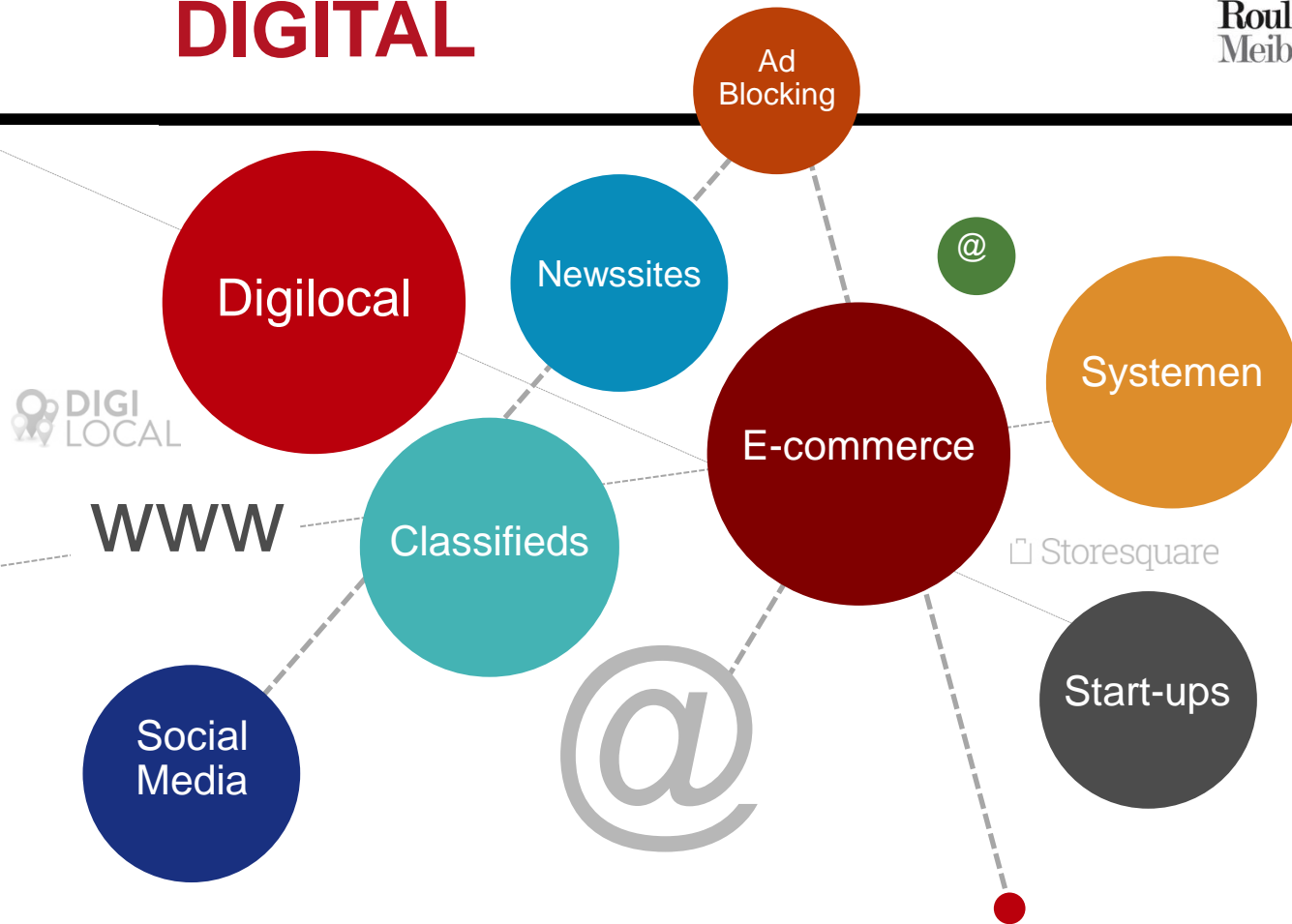
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MULTIMEDIA

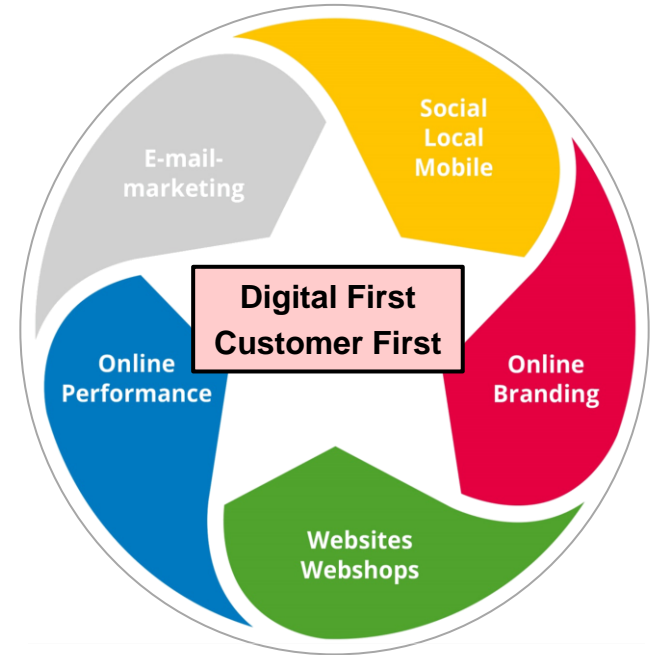
DIGITAL



FOCUS ON DIGITAL

ROULARTA'S DIGITAL TECHNOLOGIC TEAM

✓ IT – developers	31 FTE
✓ IT – infrastructure	21 FTE
✓ Web – team	46 FTE
✓ Digilocal team	25 FTE
✓ Storesquare	<u>26 FTE</u>
	149 FTE



- ✓ 1.400 users
- ✓ 1.950 connected screens
- ✓ 190 TB Storage

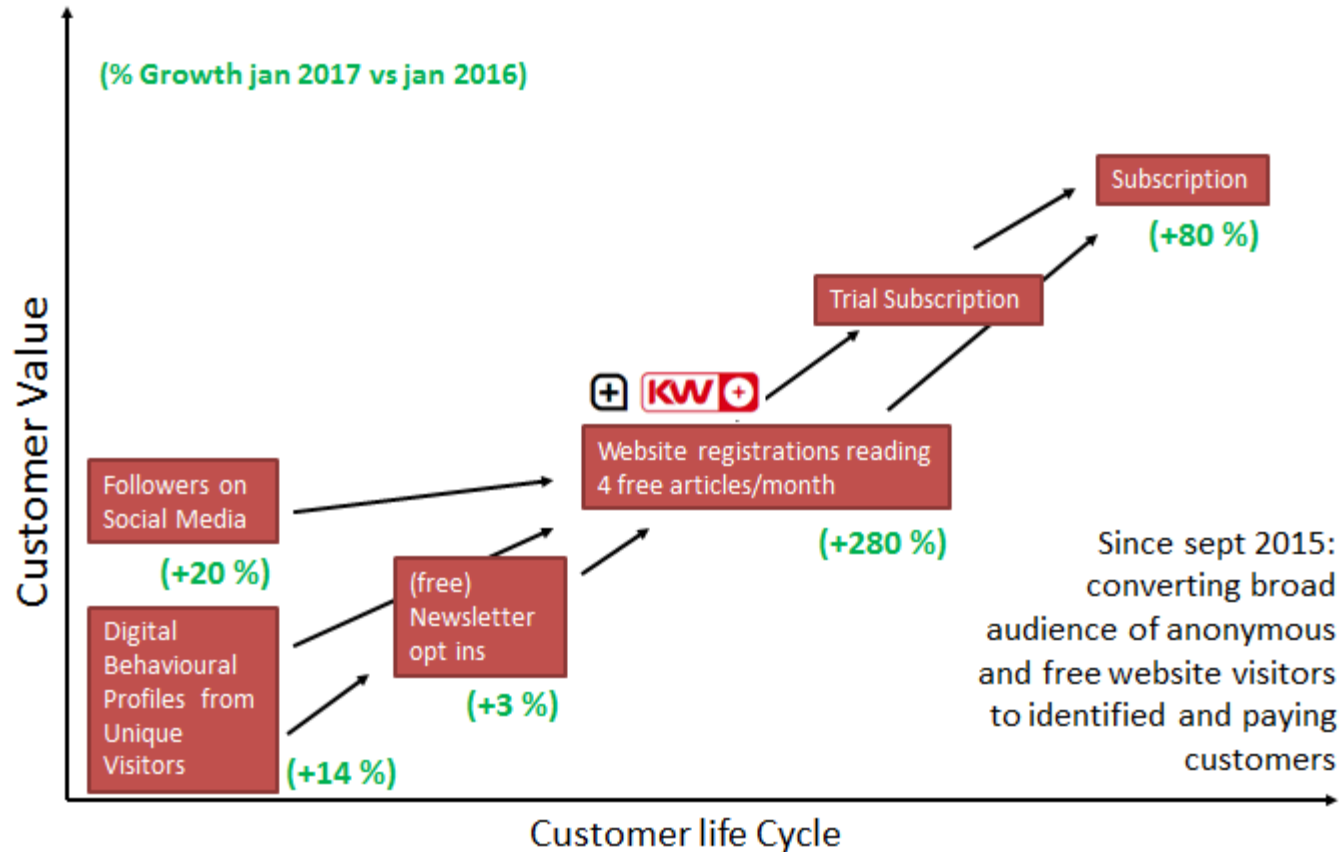
**Customer First =
Helping our customers to sell in the digital world.**

FOCUS ON DIGITAL **ROULARTA'S OWN IT-SYSTEMS**

- ✓ Subscriptions
- ✓ Order Flow Advertising
- ✓ Invoicing
- ✓ CRM advertisers Big Data
- ✓ CRM readers Big Data
- ✓ Prepress
- ✓ Printing Operations
- ✓ Newssites / Content Management
- ✓ Business Informations (Trends Top) Data
- ✓ Electronic Transfer Advertising & Editorial Material
- ✓ Electronic invoicing (30% of 20.000 invoices/month)
- ✓ Digital Proofs



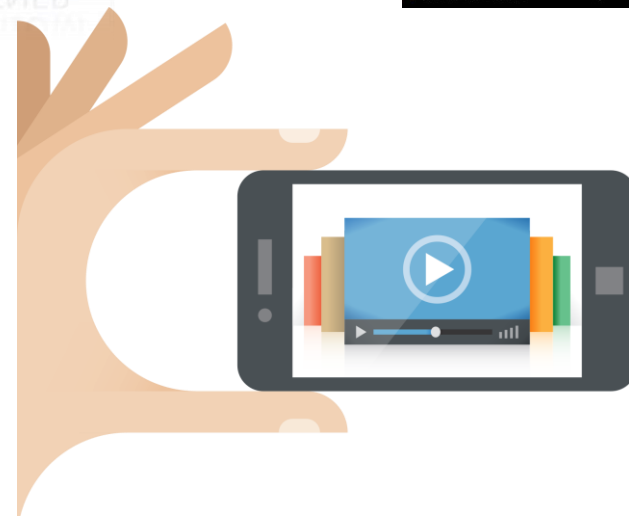
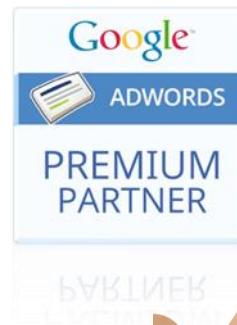
FOCUS ON DIGITAL ROULARTA'S BIG DATA PAID CONTENT STRATEGY



FOCUS ON DIGITAL **DIGILOCAL**



- ✓ **Websites**
- ✓ **E-shops**
- ✓ **Proxistore**
- ✓ **Proxiletter**
- ✓ **Google AdWords**
- ✓ **Facebook**
- ✓ **Targeted e-newsletters**
- ✓ **Video Advertising**



START-ups

- **Yellowbrick**
 - Disruptive player in the parkingbusiness: OTT, open source, cheaper and less fines
 - At this moment about 10 cities
- **Proxistore**
 - Unique and precise geolocation
 - Belgium, France, Spain en Canada
 - Also for local publicity on digital radios
- **Roularta Mediatech Accelerator**
 - Media for equity
 - Housing and infrastructure
 - Mentoring
 - 25.000 Eur of Funding



FOCUS ON DIGITAL STORESQUARE



E-COMMERCE

The screenshot shows the Storesquare website interface. At the top, there is a search bar with the text "Zoek op product of winkel..." and a magnifying glass icon. To the right of the search bar is a shopping cart icon labeled "Winkelmandje (0)". Below the search bar is a teal navigation bar with three items: a house icon followed by "13 935 merken in 922 winkels dicht bij jou", a truck icon followed by "Gratis levering vanaf € 30", and a refresh icon followed by "Gratis retour".

Below the navigation bar is a "Home" section. On the left is a vertical menu titled "Kies een categorie" with the following items: "Kleding & Schoenen", "Computer & Elektronica", "Speelgoed & Hobby", "Baby & Kind", "Mooi & Gezond", "Juwelen & Accessoires", "Vrije Tijd & Sport", "Wonen & Koken", "Tuin, Dier & Klussen", "Voeding & Drank", "Cadeaus & Inspiratie", "Winkels", and "Promoties".

On the right are four promotional banners:

- A banner with a child raising their arms, titled "Het is eindelijk krokusvakantie" with a button "Tijd om te spelen →".
- A banner with a child reading a book, titled "Lezen is leerrijk" with a button "Jeugdboekenweek".
- A banner with a couple drinking coffee, titled "Alcohol of geen alcohol?" with a button "Tournée Minérale →".
- A banner with a woman cleaning, titled "Lenteschoonmaak" with a button "Poetsmateriaal →".

At the bottom right is a blue banner with a question mark and the text "Waarom Storesquare?".

FOCUS ON DIGITAL NATIONAL NEWSITES

BELGIUM	Real Users	Unique Visitors	Page views
Knack.be/ Levif.be website	1.859.016	5.095.876	30.775.433

Levif.be

L'accident de bus de Sierre causé par "un acte de désespoir du chauffeur"

L'enfant roi est devenu l'enfant proie

Le choix du style vous appartient

Nous faisons tout pour rendre vos projets immobiliers possibles. Faites une simulation Id >

ING

Knack.be

Nieuwe deeltijdse arbeid: (vooral) vrouwen als een jojoetje aan een touw'

De man die loog over zijn eed van trouw: wie was feilsieder Amr al-Abasi?

De stijl kiest u zelf

Wij doen er alles aan om uw woongedachten waar te maken. Maak hier een simulatie >

ING

Peter Mertens (PVDA) - In plaats van jip-ocrisies of overbodig uitspraakwerk, streeft nu een taakovername tussen maken, schijft PVDA-voorzitter Peter Mertens. Die van een 30-uursweek. Hij waarschijft terecht dat vooral vrouwen slachtoffer worden van de nieuwe flexicontracten van minister van

✓ **Krant van West-Vlaanderen - KW**

Circulation 65.045

Readership 368.227

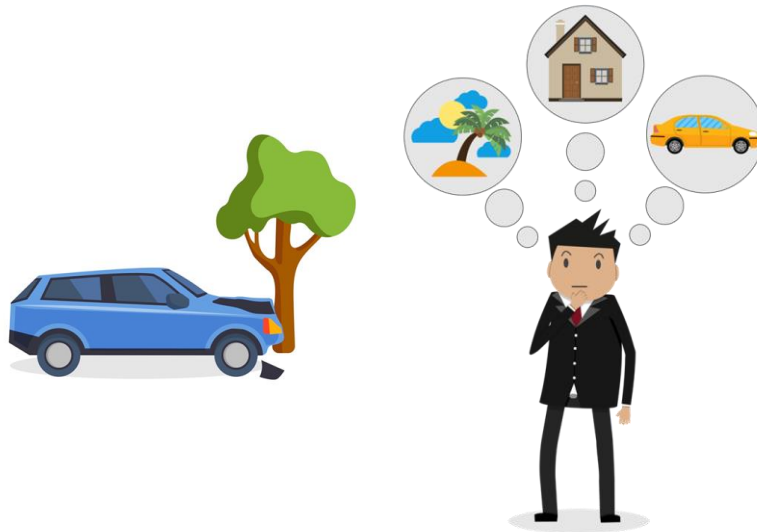
“Group of 11 weeklies”

- ✓ **Brugsch Handelsblad**
- ✓ **Kortrijks Handelsblad**
- ✓ **De Weekbode**
(5 weeklies)
- ✓ **Het Wekelijks Nieuws**
(3 weeklies)
- ✓ **De Zeewacht**



FOCUS ON DIGITAL **CLASSIFIEDS** - SITES

BELGIUM	Real Users	Unique Visitors	Page views
Immovlan.be	689.529	1.190.463	11.972.184
Gocar.be/ Autovlan.be	473.672	947.336	6.410.365



FOCUS ON DIGITAL NEWSLETTERS



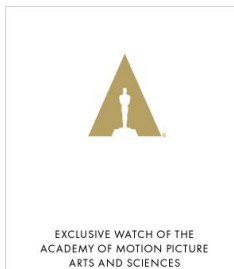
Chemiereuzen lobbyen met succes om Europese regels af te zwakken



Door lobbywerk van de chemische industrie is een Europese wet die op termijn honderden chemicaliën verbiedt ernstig verwaterd. Met behulp van adviseurs uit de tabaksindustrie, zo blijkt.

WETENSCHAP 125 KEER GEDEELD

Dagen Zonder Vlees is het privilege van wie het kan betalen
— Ann Peuleman



NIEUWS SPORT FOTO & VIDEO E-KRANT ACTIES



NIEUWS UIT JOUW GEMEENTE

Kies een gemeente of postcode

POLITIEK | ECONOMIE | CULTUUR | CRIMINALITEIT | ONGEVALLEN | VERKEER

Moeder verongelukte kleuter (6) kapot van verdriet: "Dit is zo onwezenlijk"



Brugge "Het is zo onwezenlijk dat Yamen hier niet meer is. Ik probeer me sterk te houden voor de rest van mijn gezin." De moeder die vorige week haar 6-jarig zoonje voor haar ogen zag verongelukken aan een Brugse schoolpoort, is nog steeds kapot van verdriet. "Ik haalde hem nog zelf van onder de truck. In het ziekenhuis bleef ik tot het allerlaatste moment bij hem", getuigt Hanan Shelleh.

Delen 175

MEEST GELEZEN

- 1 Moeder verongelukte kleuter (6) kapot van verdriet: "Dit is zo onwezenlijk"
- 2 Tielenaar Jurgen Mestdagh is nieuwe gemeentesecretaris van Wingene
- 3 Herbeleef de gemeenteraad van Poperinge: "U vraagt mij de rally te verbieden"
- 4 **kw** Bendeld krijgt twee jaar cel voor brutaal geweld op skatepark in Oostende
- 5 Herbeleef de gemeenteraad in Veurne: uitvoerige discussie over wegenwerken in Zuidstraat-Lindendreef



FOCUS ON DIGITAL LEAD GENERATION

WALLONIE

'WINTER EXPERIENCE' IN SCHLOSSHOTEL FISS
EXTRA ZIEKTEVERZEKERING DANKEU! PC 280

e-tips

Zaakvoerder



1. 15 ideeën voor uw meetings en incentives in Wallonië!
2. Extra ziekteverzekering danku! PC 280
3. Winter experience in Schlosshotel Fiss
4. Laat uw klanten zeker kijken
5. App van de maand: DemFocus

15 IDEEËN VOOR UW MEETINGS EN INCENTIVES IN WALLONIË!



Zoek je... Een groene omgeving?
Een inspirerende werkruimte?
Een unieke incentive?
Een seminarie in een heerlijke sfeer?

Om onze nieuwe brochure gratis te bestellen met suggesties voor uw meetings en incentives.

[KLIK HIER](#)

Zie ook ook hier

WALLONIE

ONTWERPEN MET DAGLICHT - HET EFFECT VAN DAGLICHT EN VENTILATIE

e-tips

Architecten en Bouwprofessionals



1. Archiproducts Award voor VELUX
2. Nieuwe website
3. Ontwerpen met daglicht
4. Het effect van daglicht en ventilatie

ARCHIPRODUCTS AWARD VOOR VELUX



Met de VELUX Modulaire Lichtstraten kaapte VELUX de Best in Category prijs weg binnen de categorie Gebouwschil. De producten zijn in nauwe samenwerking met Foster + Partners ontwikkeld, met grote aandacht voor de architect. De lichtstraten vormen een vernieuwende, modulaire en duurzame oplossing voor grote gebouwen.

Om meer te weten over de awarduitreiking...

[KLIK HIER](#)

Zie ook ook hier

ROULARTA LOCAL MEDIA



Roularta
MediaGroup 

LOCALMEDIA



Deze Week

De Zondag

Steps

Placeholder text consisting of seven horizontal lines.

Placeholder text consisting of ten horizontal lines.

✓ **Deze Week**
 Circulation 2.108.437
 Readership 2.746.620

✓ **Groep Extra Net**

SPORT: KVO-COACH YVES VANDERHAEGHE AMBITIEUS
"Anderlecht toonde al interesse om me als hulptrainer terug te halen, maar waarom niet als T1?" » 23

Mét handige agenda
 Alles wat in Roeselare en omgeving te beleven valt » 27

Puzzel mee & win de Dyson DC33
 » 21

34.500 VLAAMSE JONGEREN LOPEN RISICO VOOR ALTIJD GETEKEND TE BLIJVEN
STOP HET PESTEN!

De cijfers zijn gruwelijk: één op de twintig Vlaamse scholieren tussen de 10 en de 18 jaar wordt gepest. Dat zijn 34.500 jonge mensen die groot risico lopen om getekend te blijven door die negatieve ervaringen, ook in hun latere leven. **'Pestdeskundige' Gie Dehouitte pleit in Deze Week voor een expliciet wettelijk kader.** "Hoe is het mogelijk dat de politiek en de grote onderwijskeuzels nog steeds niet kiezen voor een helder verwachtingskader waaraan elke school zich moet houden? Waarom is er nog steeds geen wettelijk kader voor een doordacht antipestbeleid? De persoonlijke en maatschappelijke kostenprijs van pesten is gigantisch." Dat het véél beter kan, wordt in andere landen bewezen. » 48

Teken onze online petitie tegen pesten
 » 5

"Pestdeskundige" Gie Dehouitte: De maatschappelijke kostenprijs van pesten is hoog. Veel hoger.

Deel jij wel eens een complimentje uit?
 Onze lezers antwoorden open en eerlijk » 19

HEUVELLANDSE BLUES VAN TINY LEGS TIM

"Soms mis ik de Westhoek" » 13

ROESELARESE BLOGSTER TINA FABRY

"Aanvaard complimentjes"
 ROESELARE » Op 17 februari is het Internationaal 'Random Acts of Kindness Day'. Blogster Tina Fabry mag zich vrolijk maken over de komende feestdagen. Ze geeft advies om de wereld een beetje beter te maken. » 2

Roeselare eert zijn sporters » 4

STIJN MEURIS IS ZIJN KRITISCHE ZELF

"Ik zit nooit blok" » 21

✓ **De Zondag**
 Circulation 534.269
 Readership 1.539.876

The screenshot shows the front page of the newspaper 'de zondag' with the 'lust' logo. The main headline is 'Auto rijdt in op voetgangers' (Car drives into pedestrians) with a sub-headline 'DUITSE POLITIE SCHIET VLUCHTENDE BESTUURDER NEER' (German police shoot fleeing driver dead). A secondary headline reads 'Olympisch kampioen klopt wereldkampioen' (Olympic champion beats world champion) with a sub-headline 'GREG VAN AVERMAET WINT DE OMLOOP (BIS)'. A third headline is 'AB ontruimd na bommelding' (AB cleared after bomb threat). There are also smaller headlines for 'Elektrische fietsen populair voor woon-werk' and 'Liesbeth Homans in de aanval tegen Unia'. Below the newspaper is an advertisement for 'DE WITTE LIETAEER' featuring 'FABRIEKSVKOP' and 'Uitzonderlijke kortingen'.

✓ **Steps**

Circulation	426.541
Readership	469.522



ROULARTA MAGAZINES



Roularta
MediaGroup 

MAGAZINES

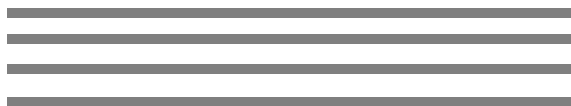
Strong unique content



360° strategy



Classifieds

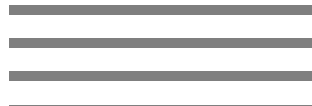


Digital subscriptions

Online



Interactivity



Custom Media

- ✓ **Knack**
 - Circulation 98.671
 - Readership 504.198
- ✓ **Knack Weekend**
 - Circulation 98.671
 - Readership 378.862
- ✓ **Knack Focus**
- ✓ **Le Vif/L'Express**
 - Circulation 60.689
 - Readership 375.097
- ✓ **Le Vif Weekend**
 - Circulation 60.689
 - Readership 203.568
- ✓ **Le Vif Focus**



✓ **Trends & Trends-Tendances**

Circulation

45.311

Readership

228.155

✓ **Trends Style**

✓ **Trends Top**

✓ **The Daily Trends**



Le rapport que Trump a trouvé sur son bureau

- ✓ Sport/Voetbalmagazine
- ✓ Sport/Foot Magazine

Circulation 41.814
Readership 559.092



ROULARTA MAGAZINES **SENIOR CITIZEN MAGAZINES**

✓ **Plus Magazine (Belgium)**

Circulation 104.078
Readership 361.189

✓ **Plus (The Netherlands)**

Circulation 237.899
Readership 820.410

✓ **Plus Magazine (Germany)**

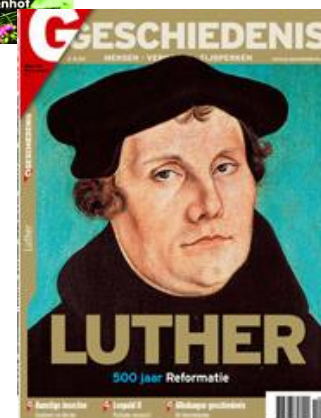
Circulation 165.602
Readership 845.000



ROULARTA MAGAZINES

LIFESTYLE & PRACTICAL MAGAZINES

- ✓ **Nest** (Belgium: D + F)
- ✓ **Bodytalk**
- ✓ **Ik ga Bouwen & Renoveren / Je vais Construire & Réover**
- ✓ **G/Geschiedenis**



ROULARTA MAGAZINES ROULARTA HEALTHCARE

- ✓ Artsenkrant / Le Journal du médecin
- ✓ De Apotheker / Le Pharmacien
- ✓ HealthCare Magazine
- ✓ Belgian Oncology News

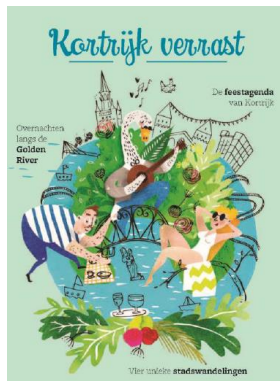


ROULARTA SPECIAL INTEREST MAGAZINES - NEWSLETTERS



ROULARTA MAGAZINES

ROULARTA CUSTOMISED MAGAZINES



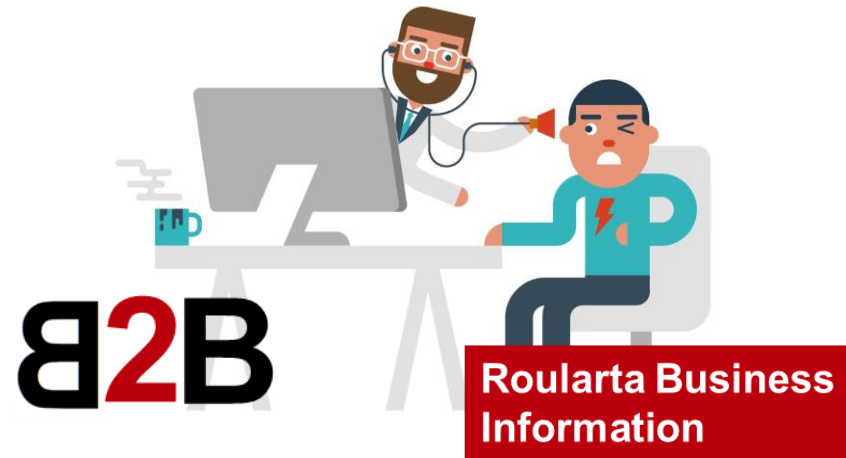
ROULARTA DIVERSIFICATION



Roularta Business Information

- ✓ **Euro-DB (B-Information, Trends Top)**
 - Sales of financial information
 - Debt-collection

- Sales of marketing information



Trends
Manager
VAN HET JAAR • DE L'ANNÉE 2016



Trends
CFO
OF THE YEAR 2016

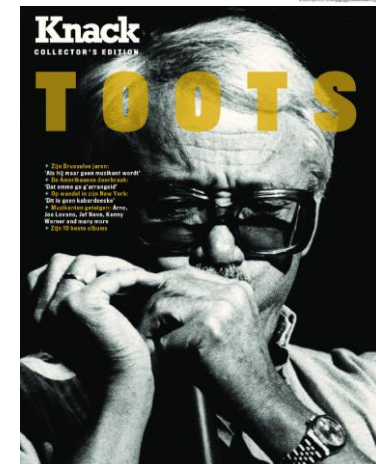
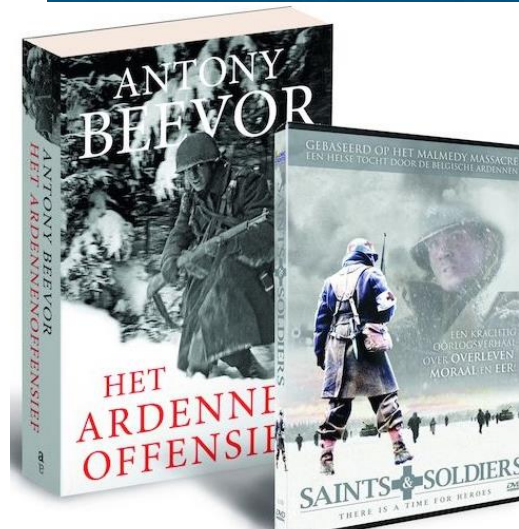

Trends
GAZELLEN
2017



ROULARTA DIVERSIFICATION

TRAVEL – DESIGN – BOOKS - MUSIC

- ✓ DVD
- ✓ Books
- ✓ Travel
- ✓ CD
- ✓ Magabooks
- ✓ Design



ROULARTA INTERNATIONAL



Roularta
MediaGroup 

Magazines 50/50 joint venture with Bayard

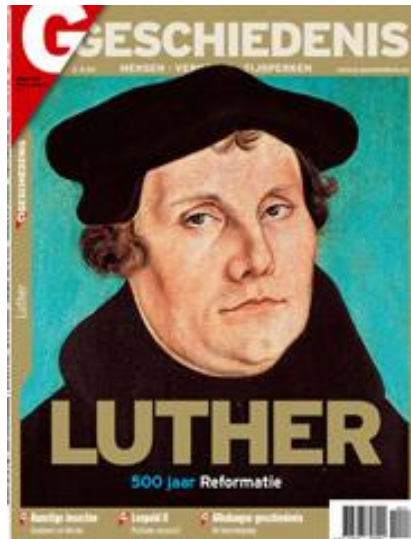


ROULARTA INTERNATIONAL GERMANY SENIOR CITIZENS

Magazines 50/50 joint venture with Bayard



Magazines 50/50 joint venture with Bayard



ROULARTA PRINTING



Roularta
MediaGroup 

- ✓ **Capacity 100.000 ton**
- ✓ **Color heatset up to 128 pages tabloid**
- ✓ **New buildings**
- ✓ **New presses**



ROULARTA TELEVISION



Roularta
MediaGroup 

TELEVISION



Medialaan

Regionale TV

Kanaal Z



VIEWING BEHAVIOR IS RAPIDLY CHANGING



Viewing behavior is rapidly changing

35-55j



2% online

25-34j



4% online

18-24j



16% online

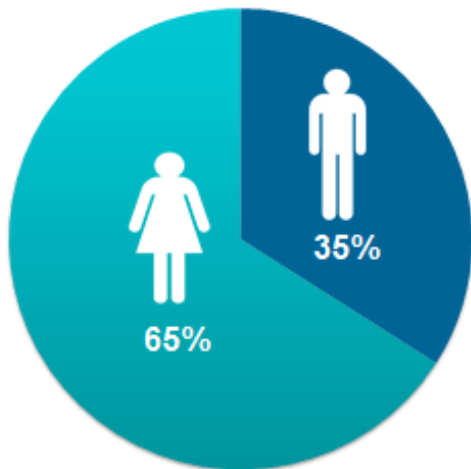
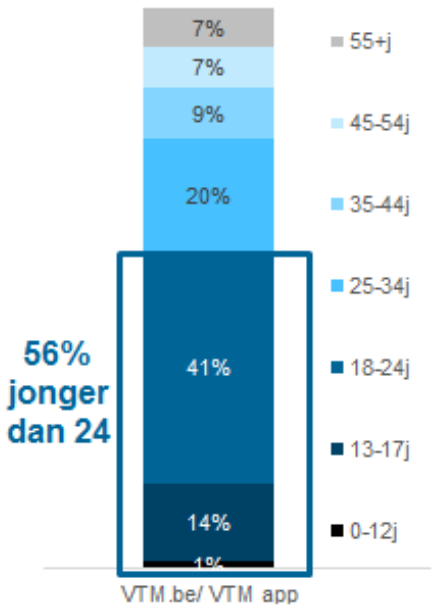
With digital information, you can really know who is your customer (who, what, when, how, ...).
Play it right & the potential is huge !

Data boom !

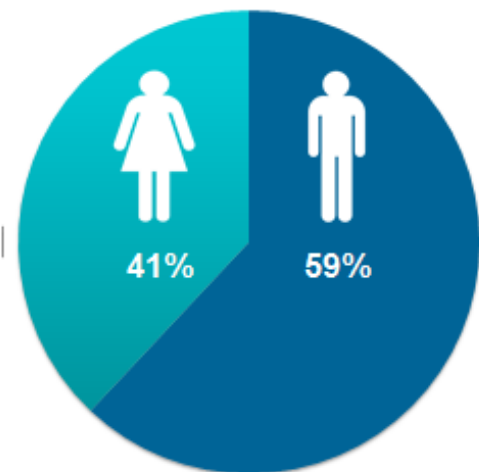
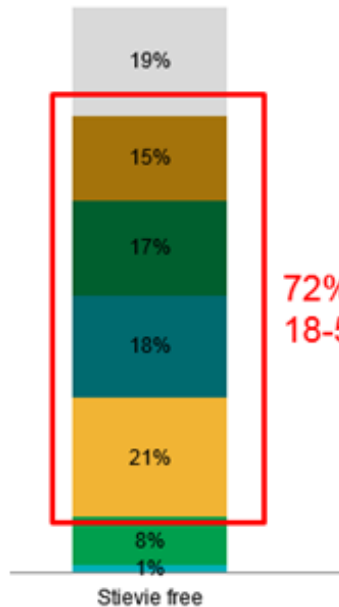


1,583,000 Medialaan Accounts

PROFIEL VTM



PROFIEL STIEVIE



✓ **RMM**

Focus TV
WTV



REGIONALE **Media** MAATSCHAPPIJ
REGIONALE **Media** MAATSCHAPPIJ

✓ **RTVM**

National Advertising Sales



FOCUS | **WTV**
FOCUS | WTV



✓ **Ring TV**



✓ **Kanaal Z** (Dutch)

✓ **Canal Z** (French)

k a n a a l | **Z**
c a n a l |

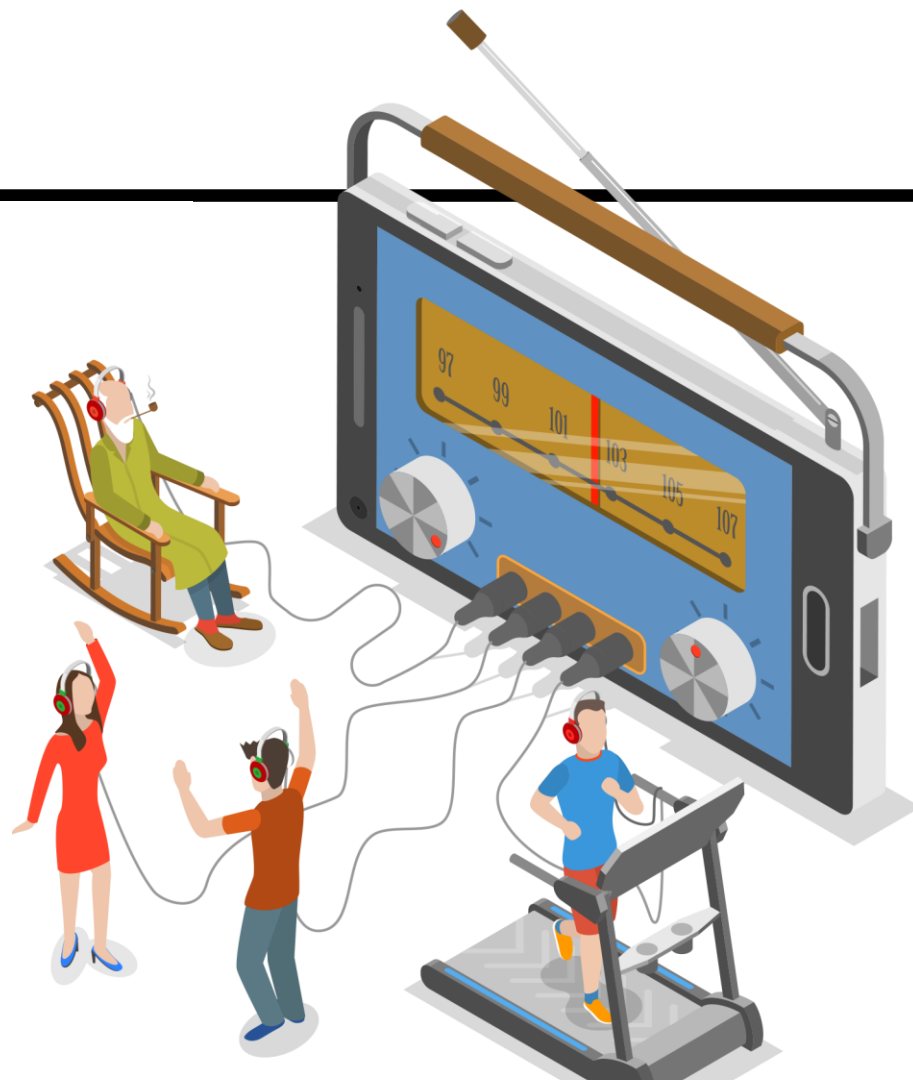
POWERED BY **Knack & Trends & LE VIF**

BOEMBED BY **Knack & Trends & LE VIF**

ROULARTA RADIO



Roularta
MediaGroup 



RADIO

 **music**

JOE

ROULARTA INNOVATION





MOBILE

Mobile Telecom (MVNO)

- ✓ Jim Mobile
- ✓ Mobile Vikings



Over the top TV-distribution (via internet)

- ✓ Stievie
- ✓ Free Stievie





Our media consumption habits have changed
any content, any time, any screen