



SPH's Transformation Journey:

Achieving Economic Resilience

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SPH VISION

To be Asia's

**Leading Media Organisation,
Engaging Minds and Enriching Lives**

Across Multiple Languages and Platforms

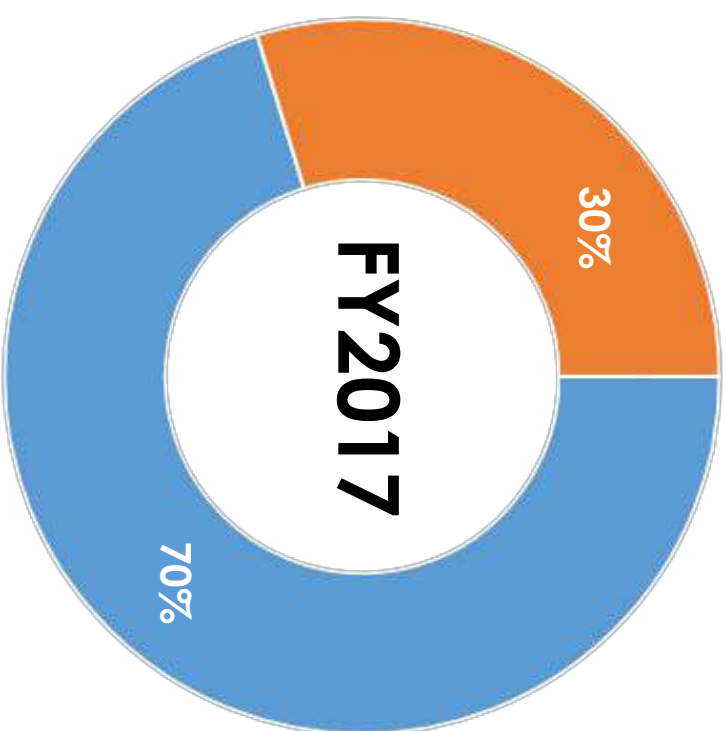
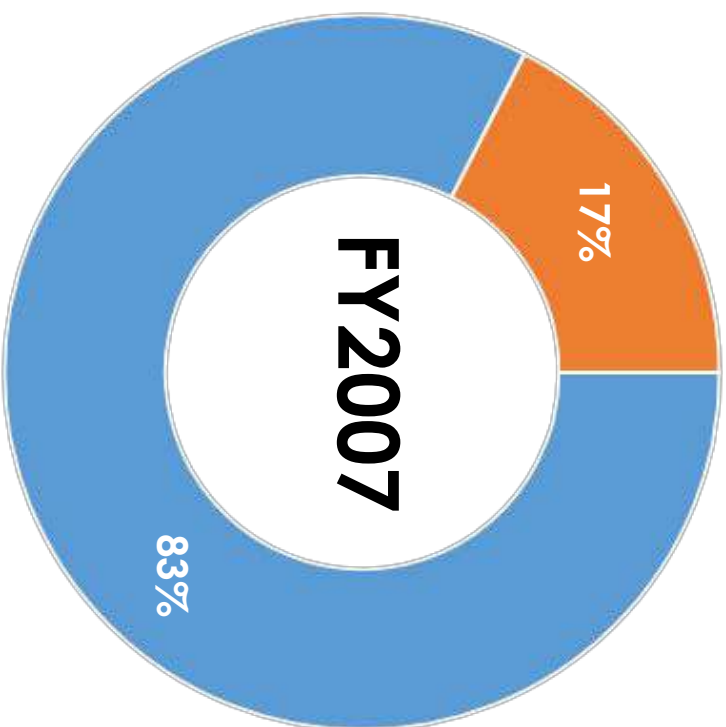


We are listed on the



With Market Cap of
~US\$3.2B

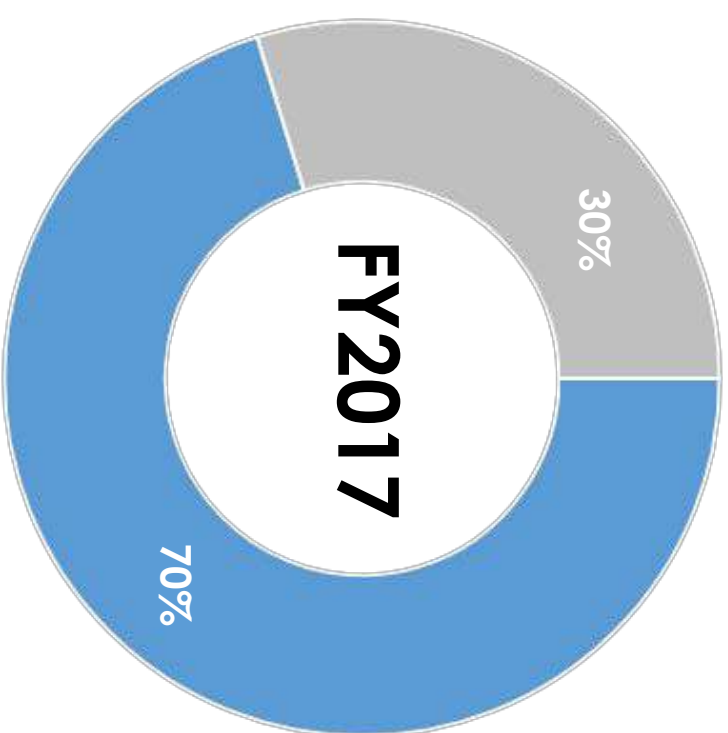
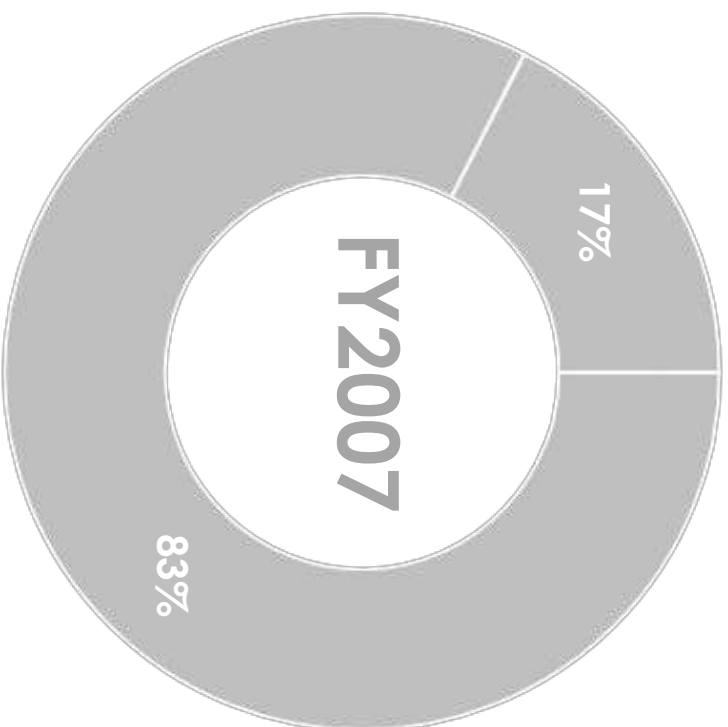
Our Revenue Composition



Media Related

Property & Others

Our Revenue Composition



Media still core to SPH;

Diversification necessary in face of secular decline in print

34 YEARS ON



Once upon a time...



...SPH was exclusively Print

Whilst print was still an important part of our business



...there was a concerted plan to diversify beyond it

Today, we are more than a pure media company





Our
Strategy

spn

Considerations



1. We are not a newspaper company, we are a **media company**
2. Unlike NYT or WSJ, we **serve a local and regional audience**
3. We have **engaged audiences**, but it is harder to monetize it today

Customized strategy required to fit our unique situation

Our Strategy

Strengthening Our News Business



Titles across all 4 official languages

Available across all platforms

- Print, Web, Mobile, Tablet
- Beyond words to video and audio

Operating on 24 hour news cycle

4-Track Newsrooms

- Breaking News – Short, sharp updates
- Same Day – Available on Digital
- Next Day – Developed stories for Print
- Week & Beyond - Long form features





Our Strategy

Continuing Our Digital Investments



Classifieds & Marketplaces



> **Apps** across iOS and Android

Reaching an audience of **1.2M on web** & **2.4M on mobile web**¹

Source: ¹Comscore Mediаметrix ²SimilarWeb



Leading online classifieds for cars, commanding over **90% market share**



Highest ranked eCommerce site in Singapore²



Regional classifieds established in 2006. Divested in 2017 for **US\$109m**



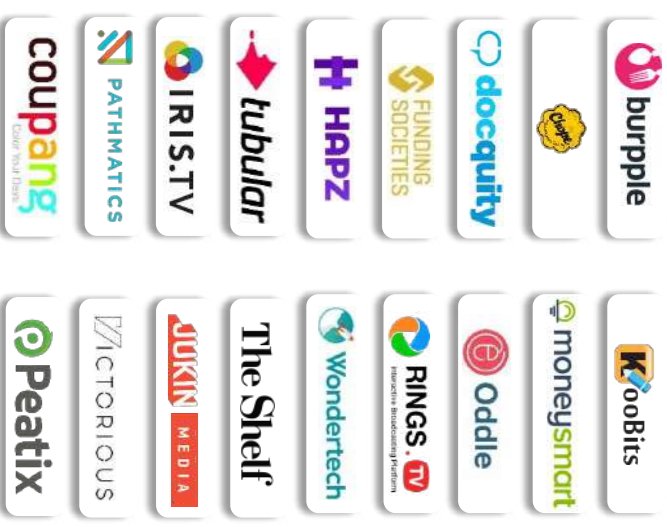
Data group offering **algorithmic property valuations** through digital platform SRX



Job Classifieds for blue-collar workers and PMEBs



SG\$100m (US\$75m) VC Fund

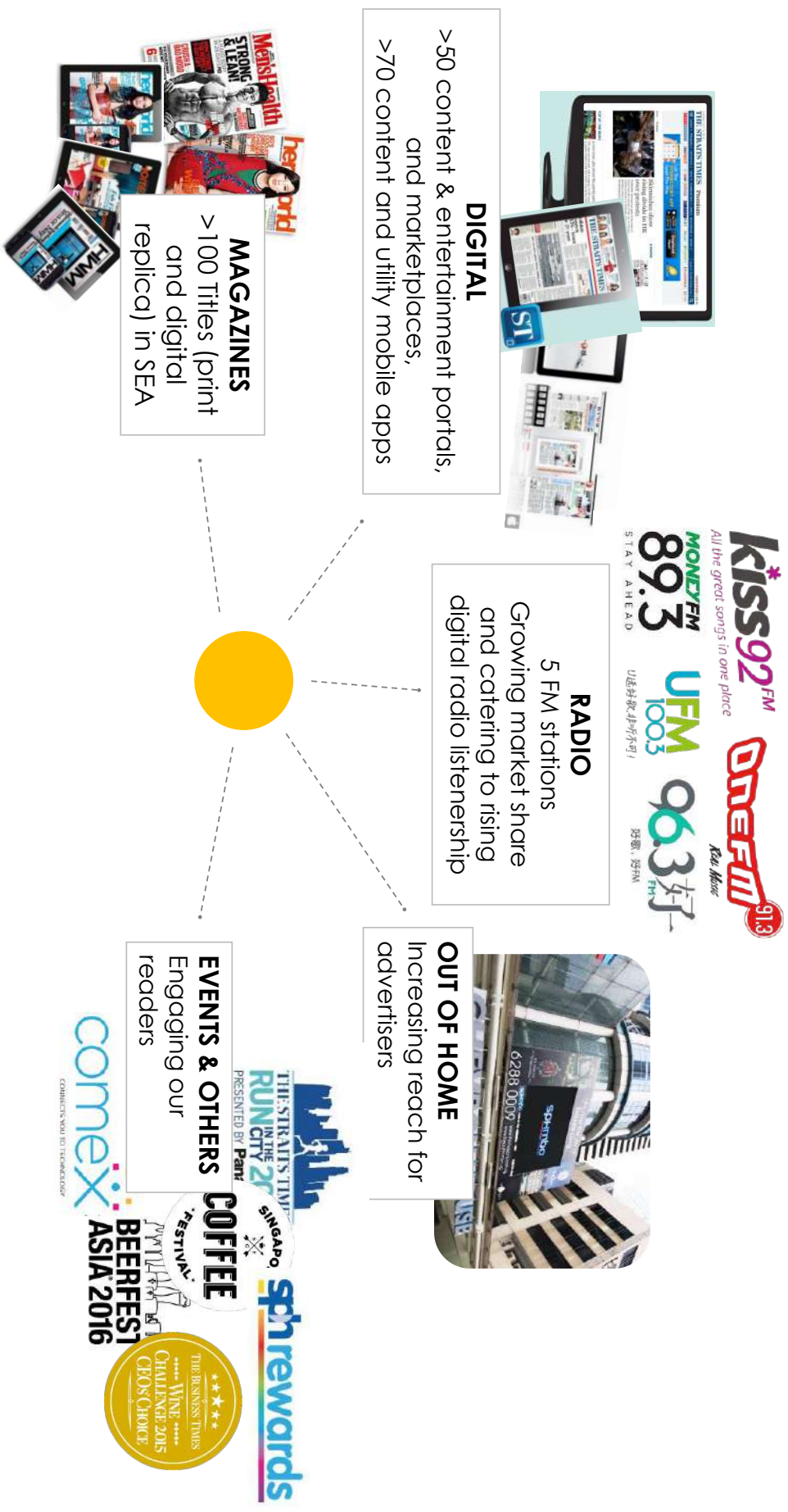


(sample of investments)



Our Strategy

Developing Our Media Adjacencies



Our Strategy

Establishing Meaningful Partnerships



We partnered...

Telcos



- **Zero-rating of data** used in browsing our content
- **Sale of digital subscription packages** with mobile plans (integrated with VOD offerings)
- **Distribution of content** on cable

Content Distributors



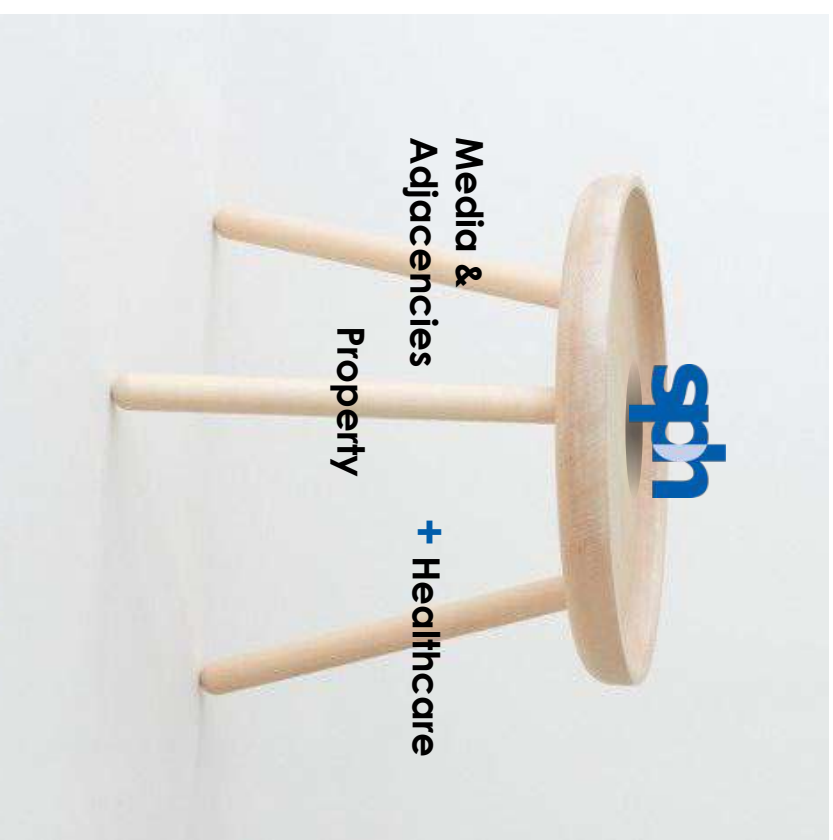
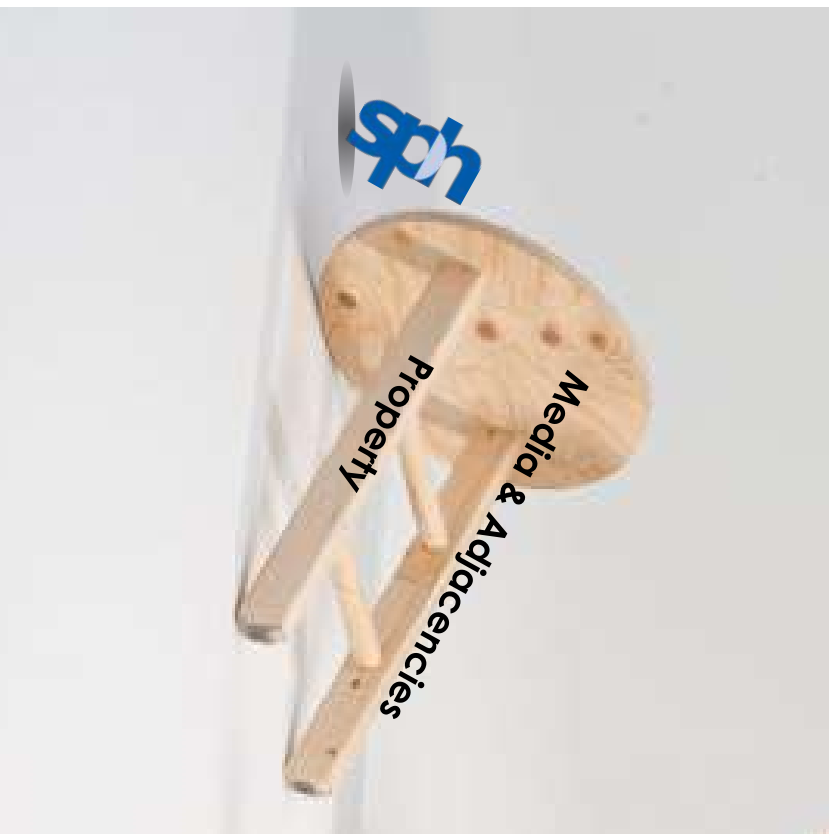
- Enabling **larger distribution of content** on external video networks
- **Richer offerings** to audiences

Consumer Electronics



- **Pre-loading apps** into newly-launched smartphones
- Cooperation to exploit new technologies for **better story-telling**

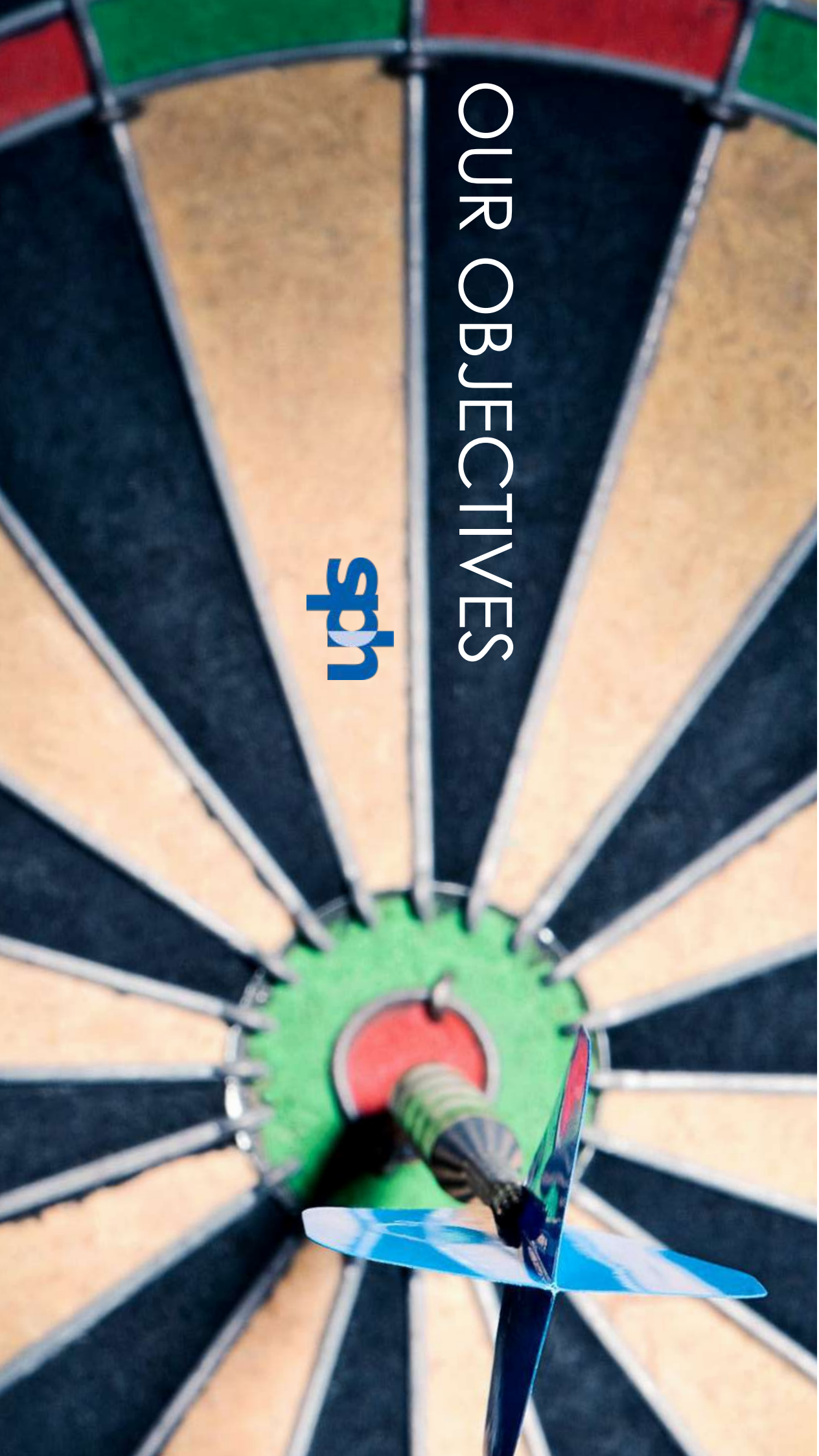
Our Strategy Building a “Three-Legged Stool”



A 3-legged stool is inherently more stable

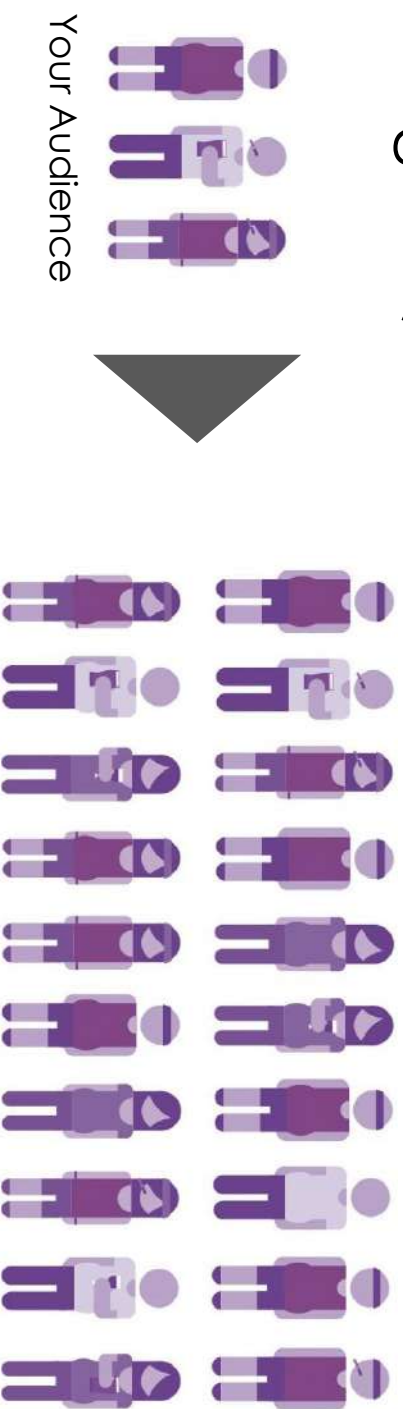
OUR OBJECTIVES

spn



1 Don't chase readers, build audiences

As total audience grows,



Integrated Advertising Proposition

Revenue from Subscriptions, Ticketing, Registrations etc...

Audience Monetisation Potential

Monetisation Opportunities

INTEGRATED MARKETING

Our salesforce are now equipped to cross sell all platforms



PREMIUM PROGRAMMATIC

Partnership with local broadcaster to launch a new digital advertising marketplace



Reaching New Audiences



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CLASSIC TOUR
 A Journey of Change

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VIEW SEATING MAP

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30

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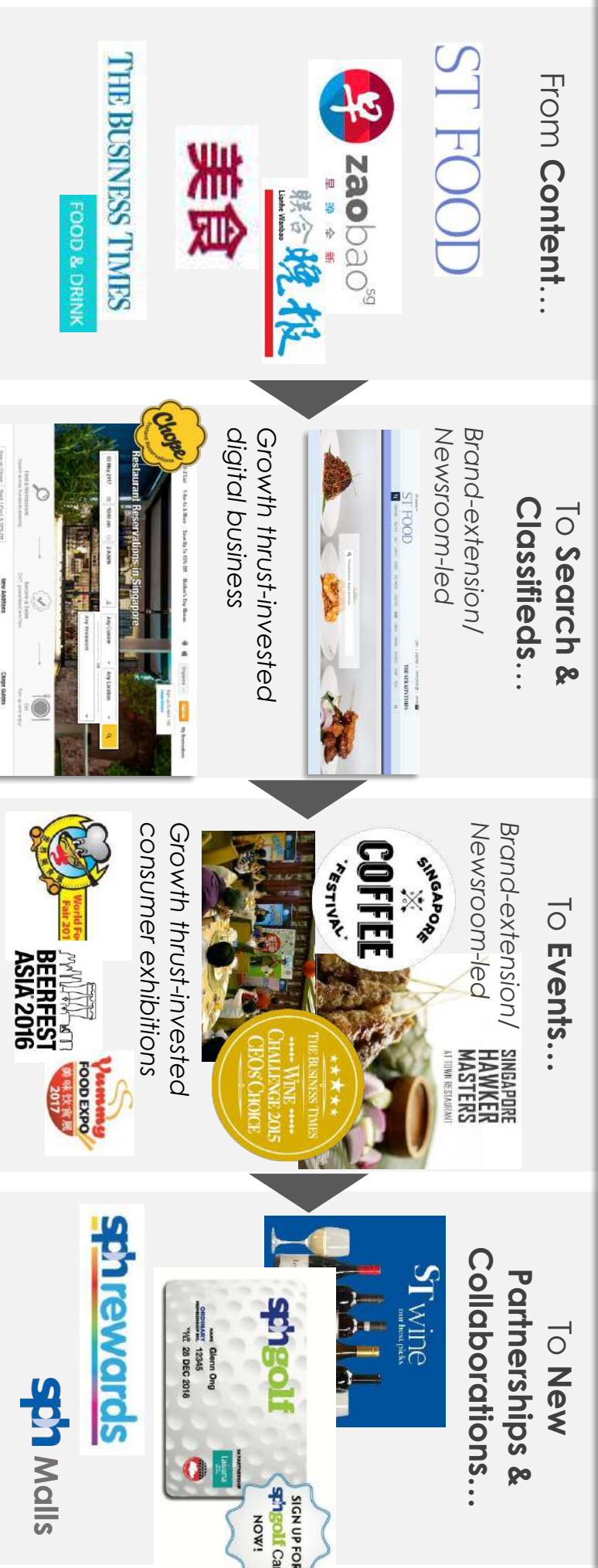
HENRY MONTAGNA

Synergies across businesses:

2 A Lifestyle Ecosystem

Leveraging content to **extend our value proposition to our audiences and advertisers**

Sample: Holistic approach to Food & Gastronomy



3 Cross-Subsidy Strategy: Sustaining Journalism

MEDIA

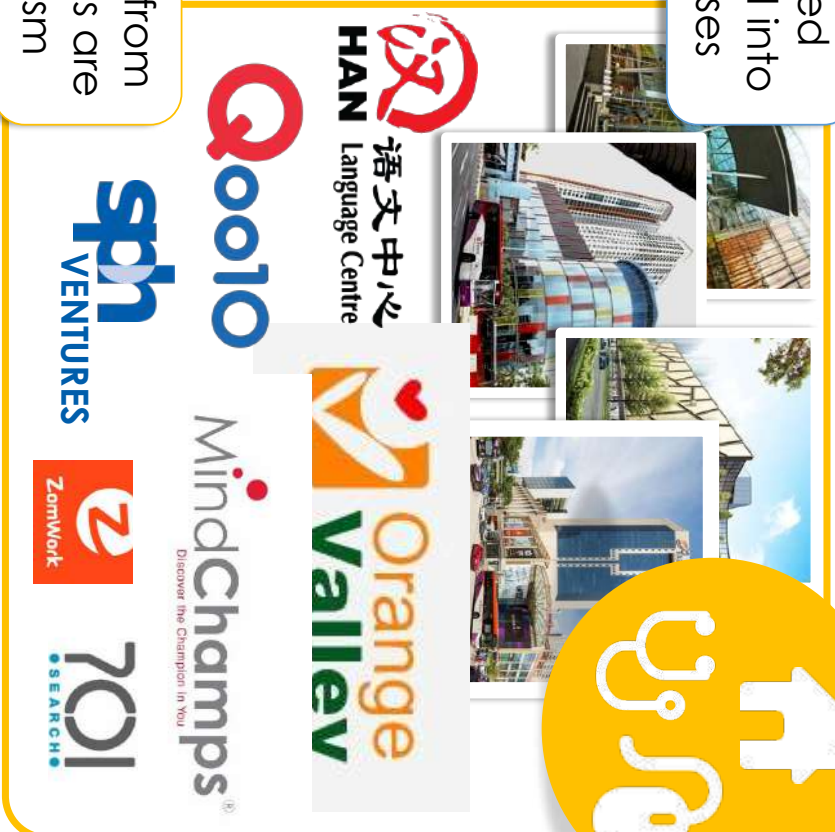


Original profits earned from Media is invested into New Growth Businesses



Part of profits reaped from New Growth Businesses are used to fund journalism

NEW GROWTH



IN A NUTSHELL...



Media Adjacencies, Property and Healthcare can reinforce core Media products, resulting in greater stickiness and more resilient revenue streams

ADJACENCIES

Together,

PROPERTY



Opportunity: Urgent need due to aging population
Currently the largest operator in Singapore, with over 1000 beds available for the community

HEALTHCARE

Owner: 1 Luxury Mall & 2 Suburban Malls
Units & 50K sqm commercial space

Even as we diversify...



the journey is far from over:

Being nimble and adapting to changing trends is key

With media at the core, it is imperative to
**continuously focus on producing quality
content, but adapt our approaches to revenue
and profit generation**

Q&A