





Preface

DEAR READER

We present to you the 2019 Ringier Annual Report. As In his epilogue, publisher Michael Ringier explains the connections between Wolfson and the business world, between art and commerce and between family and family. From Page 74 onwards, CEO Marc Walder and CFO Annabella Bassler give a brief overview of the Ringier Group’s business development over the past year. Art expert Beatrix Ruf offers further information on the artist from Page 152. And full details of the various Ringier Group companies are provided on the pages in between, before Publicist Frank A. Meyer wraps up our report with his thoughts on the state of journalism in the 21st Century.

We wish you an enjoyable read.

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Michael Ringier, Publisher

PROLOGUE

I can hardly think of any other work by an artist that has ever impressed me – indeed, shocked or affected me – as much as «Female Figure» by Jordan Wolfson, who designed this annual report. In 2014, only two people at a time were allowed to enter the large space in Basel where a kind of homunculus gogo-girl wearing a blond wig, a very skimpy dress and white boots was dancing on a pole. Just a few visible little wheels on the joints revealed that this was a high-tech robot gyrating; the lascivious movements were close to perfection. And no matter where you stood, the pole dancer was constantly watching you – an extremely unpleasant and depressing experience. Her facial software was hidden under a witch mask and the whole production felt like a gruesome technological vision – which, however, has meanwhile been overtaken by reality. Artists may not be prophets either, but they are often something like cultural seismographs.

For his annual report, Jordan Wolfson uses images of John F. Kennedy Jr., who belonged to a family whose history is marked by tragic events and which has always been under great public scrutiny, often actually seeking it out. Our family is quite the opposite, even though the untimely death of our sister, aunt and co-shareholder Annette at the beginning of this year came as a staggering blow. The Ringiers have always tried to solve the

problems they face within the family, discreetly and for the long term. That is why our childless sister had decided decades ago to pass on her shares to the other family members.

So, in 2019, the groundbreaking and exciting discussions between management and family took place behind the scenes, as always. The decision to open up the shareholder base to the Swiss insurance company la Mobilière as a long-term partner is of historic importance for the family. Digitization not only disrupts a company, it also catapults an enterprise like ours into completely different circumstances. From a mostly local or national environment with a long-established business model, we have been thrown into a constantly changing world of global players. For family shareholders whose entire capital is invested in the company, this entails a completely different risk profile.

Even with the majority of the new capital flowing back into the company, the financial fate of the family is no longer hanging by a single thread. The fact that Ringier’s Board of Directors expressly encouraged us to take such a step certainly makes this decision easier and more acceptable for the family. Above all, however, we are pleased to have found in la Mobilière a partner with a great deal of understanding for Swiss thinking and conduct – even if some of the activities take place

far away from Zurich or Bern. Perseverance, pragmatism, sincerity and constant curiosity are Swiss virtues that can score anywhere, even in a globalized world.

Marc Walder, CEO

2019 IN BRIEF

A company’s digital transformation is based partly on a huge commitment by its employees and a willingness on their part to learn anew each day.

At the same time, such digital transformation also demands extensive financial means – sufficient to enable the company to invest in itself from its own funds. Such investments may be devoted to in-house developments (the likes of *Blick TV* or *FinanceScout24*), or to acquisitions of other firms to bring their skills and expertise aboard. Two examples of the latter for Ringier in 2019 were our acquisition of *digitalCounsels*, Switzerland’s biggest online legal counselling network, and of *Hypoguide*, a digital mortgage comparison facility that is now a key strategic element of our *FinanceScout24* platform.

The success of any company in meeting and mastering the digital transformation challenge will be reflected in particular by the proportion of its earnings before interest, taxes, depreciation and amortization (EBITDA) that is generated through its digital business models. My personal assessment here: any media enterprise whose digital activities currently account for less than 50% of its EBITDA should fear for its business future. That may sound harsh, but it’s probably true.

At Ringier our digital activities accounted for a full 0% of our EBITDA back in 2012. By the last business

year – 2019 – we had raised that figure to 72%. And we have now successively increased the digital share of our annual EBITDA for seven years in a row. We were also able to further improve our EBITDA last year to CHF 114.1 million, our fifth such increase in succession.

It would be a major mistake, however, to believe that we have thus successfully concluded Ringier’s digital transformation. On the contrary: we are still in the midst of it. And it is to ensure that we can continue to pursue our present strategy that the Ringier family and the Board of Directors of Ringier AG have resolved to welcome the successful *la Mobilière* insurance company to its shareholder base with a 25% equity holding in the Ringier Group. This will further cement our existing successful collaboration with *la Mobilière* via *Scout24 Switzerland*, and help develop a long-term business partnership.

Our focus at Ringier remains unchanged. We will continue to invest in independent journalism, digital marketplaces and state-of-the-art technologies: - in journalism, because it is the heart and the soul of the Ringier company. Here we will be investing in particular in digital journalism, such as film and video channels. - in digital marketplaces, because it is these that, for Ringier, have driven the phenomenal digital transfor-

mation of the past few years, and because they offer vast potential for developing and offering additional digital services.

- in state-of-the-art technologies, because digital media and digital marketplaces without state-of-the-art technologies are like a car without an engine.

Driving all these endeavours, of course, are our more than 7 000 employees in 19 countries. They are the cornerstone of all our success.

Ringier today is one of Europe’s most advanced media groups. It is our far-sighted vision, our entrepreneurial flair, our precision of execution and our sheer determination that have made us so. And as long as we

Employee numbers

	<u>2018</u>	<u>2019</u>
Total employees	7 258	7 147
In Switzerland	2 978	2 964
In Eastern Europe	3 359	3 366
In Asia and Africa	921	817

Annabella Bassler, CFO

2019 IN FIGURES

The Ringier Group has evolved into an international “digital first” media undertaking over the last ten years. This development is reflected in the fact that our digital activities accounted for 72% of our total EBITDA for 2019, a very high proportion in industry terms and a further one-percentage-point increase on the previous year. Group EBITDA for 2019 amounted to CHF 114.1 million (2018: CHF 113.0 million).

This EBITDA result was achieved on total revenues of CHF 984.8 million. The slight decline here from the CHF 1 004.2 million of 2018 is attributable to lower advertising and printing revenues, though these reductions were at least partially offset by higher revenues from the group’s digital businesses.

As in previous years, the higher earnings contribution from the Marketplaces segment and the growing digitalization of our traditional media business continued to raise the overall profitability of the Ringier Group. EBITDA margin stood at 11.6%, a further 0.3-percentage-point improvement on the prior-year result.

In the Media segment, the Blick Group continues to benefit from the growing monetization of *blick.ch*. The Ringier Axel Springer Switzerland (RASCH) joint venture has also taken a number of initiatives, such as the new *SI Online* concept, to expand its digital publishing activities. With steadily rising viewing volumes, *izzy* continues on its successful course as one of Switzer-

land’s leading social media brands. And the business growth at the Energy Group is attributable in particular to event sponsoring activities and the monetization of new products such as the Travel Site.

In Eastern Europe, the Ringier Axel Springer Media (RASMAG) joint venture is tapping new revenue streams through digital advertising, content commerce and video business. In Africa, economies of scale helped Ringier Africa Digital Publishing (RADP) raise its margin for the year. And Ringier Asia saw additional revenue sources utilized on the video production, events and listings and programmatic advertising fronts.

The Ringier Group’s Swiss marketplaces have long played a pivotal role in its earnings success. Growth here is being achieved primarily through bundled offers, dynamic pricing models and new business opportunities. *AutoScout24*, for instance, introduced new products for mobility and lead generation for dealers. And JobCloud is the number-one in its market thanks to its strong local roots and innovative technologies that help it stand out from its international competitors. JobCloud has also launched a number of strategic initiatives, such as *Applify*, over the past few years.

Ticketcorner recorded further business growth in 2019, thanks not least to a number of major events in

Switzerland such as tennis’s Laver Cup, the Circus Knie anniversary tour and the coming world ice hockey championships. E-commerce business also developed well under the *DeinDeal* and *geschenkidee.ch* banners. RASMAG benefits from having a unique “footprint” of leading marketplaces in Eastern Europe’s rapidly growing digital markets. *Profession.hu*, for instance, is Hungary’s number-one online recruitment portal. Ringier is also well represented in the Romanian e-marketplaces: its *Imobiliare* and *eJobs* platforms each lead their market segment, and have both benefited substantially from Ringier’s sizable investments in a new metaportal in technological terms.

Ringier was an early investor in Africa’s online markets through its Ringier One Africa Media (ROAM) venture. ROAM operates digital marketplaces in seven countries in East and West Africa, with a portfolio that extends to local market leaders in all key sectors.

2019, too, saw substantial further investment in both the Media and the Marketplaces segments, with a particular emphasis on digital activities. To these ends, the group’s tech and data activities were reorganized into a new international unit. Tech & Data provides innovative development services for various group member companies.

The biggest investment in the Media segment was in preparation for the 2020 launch of *Blick TV*. The new TV venture will help Ringier participate in the growing video and streaming market, tap new revenue streams by raising both the numbers and the lengths of visits to *blick.ch* and exploit synergies both within the Blick Group and with RASCH. RASCH enlarged its own digital footprint in 2019 by acquiring the *digitalCounsels* online legal consultancy platform, in close collaboration with *Beobachter*. Ringier also fully acquired Ringier Sports (formerly InfrontRingier Sports & Entertainment Switzerland) in the course of the year.

In the Marketplaces segment Scout24 is investing in a number of new products connected with the digitalization of the rental process and IAZI’s property valuations. Work was also begun on developing the *FinanceScout24* online comparison platform. The expansion of the new vertical was accelerated in 2019 by the acquisition of Hypoguide, a move that excellently positions Scout24 to use its existing platforms for the sale of insurance, mortgage and financial products via this new vertical facility. A soft launch was effected in the last quarter of 2019. The expanded product and feature range will further bolster Scout24’s Swiss market position.

A share was also acquired in the Joveo company in 2019 to enable JobCloud’s further technological devel-

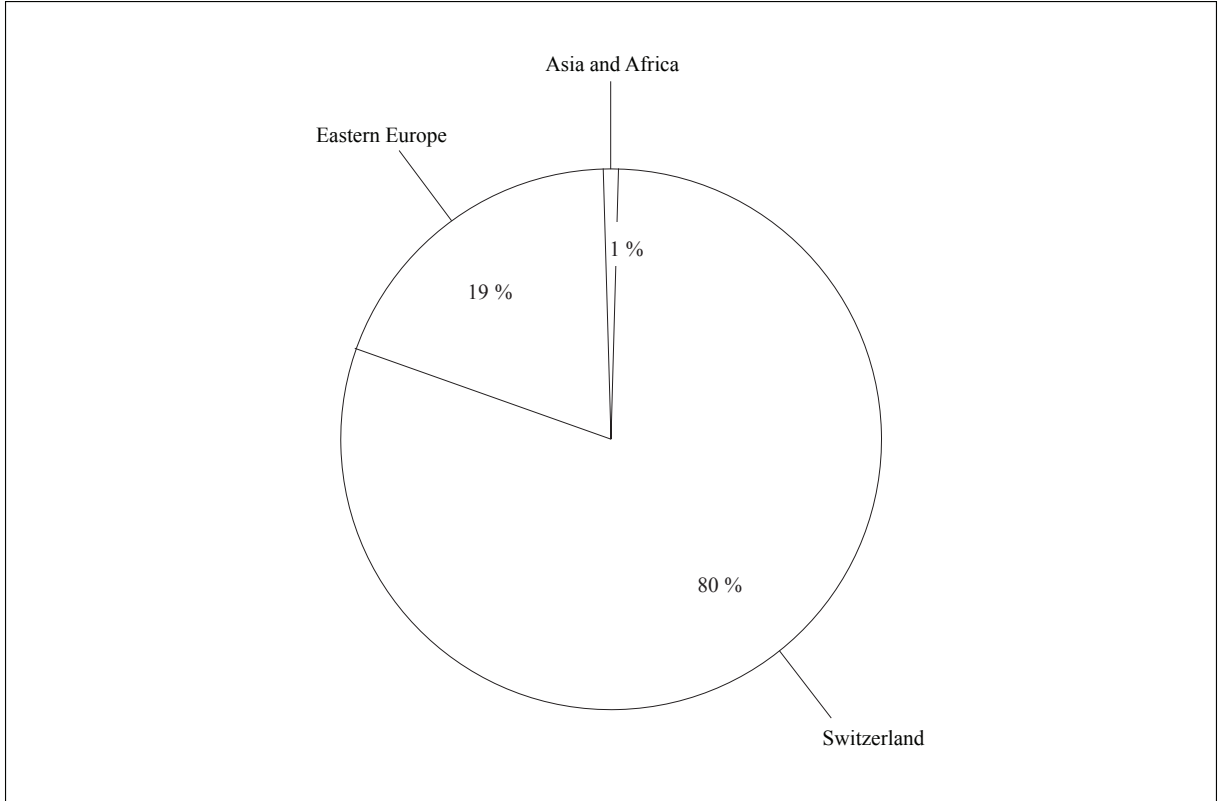
opment. This acquisition is specifically intended to access new technologies that can further reduce the complexities of the recruitment process from the customer’s perspective. Elsewhere on the e-recruiting front, 2019 brought the entry of the *StepStone* job portal into the Polish employment market. *StepStone* is one of Europe’s leading online job platforms.

With its wide range of holdings in numerous countries on different continents and in various fields, Ringier has extensively diversified its business activities. The further development of its companies, brands and interests is helping to steadily raise its earnings and, in the process, provide a solid operating cash flow. The Ringier

Key figures in CHF million

	<u>2018</u>	<u>2019</u>
Revenues by region	1 004.2	984.8
From Switzerland	798.0	782.4
From Eastern Europe	198.6	190.1
From Asia and Africa	7.6	12.3
Revenues by source	1 004.2	984.8
From digital media	466.1	504.6
From sales and distribution	236.8	212.1
From advertising	144.6	130.5
From printing activities	82.9	62.2
From events and other media	73.8	75.4
EBITDA	113.0	114.1
EBITDA margin	11.3 %	11.6 %

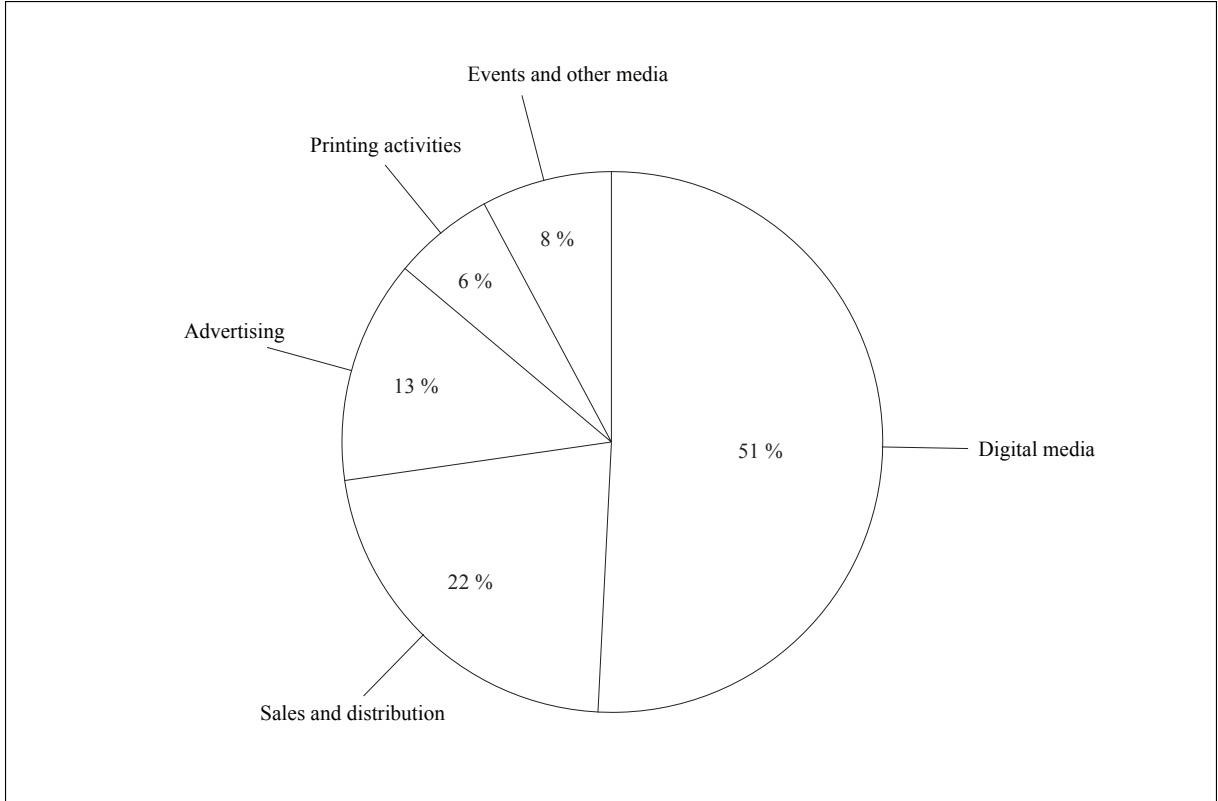
2019 revenue by region



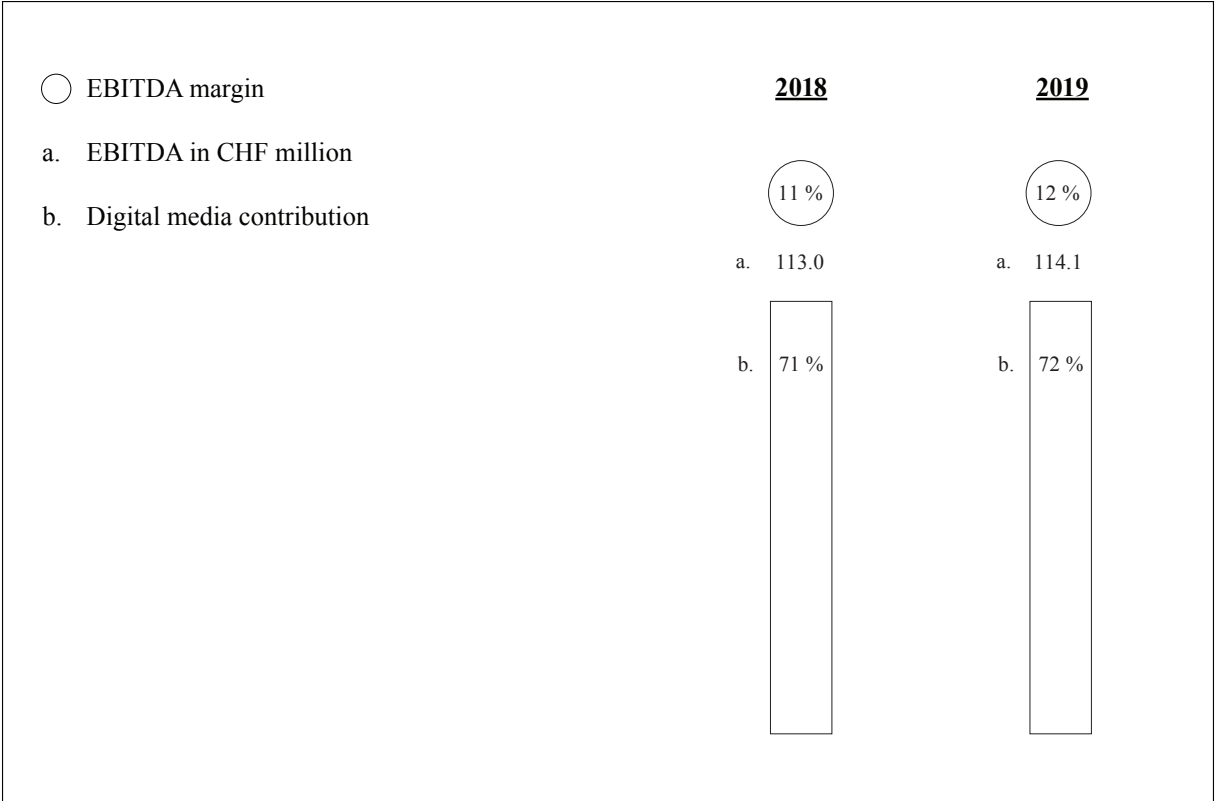
Group revenue breakdown in CHF million

	<u>2018</u>	<u>2019</u>
Switzerland	798.0	782.4
From digital media	354.2	383.1
From sales and distribution	191.2	174.4
From advertising	121.2	111.1
From printing activities	76.7	56.9
From events and other media	54.7	56.9
Eastern Europe	198.6	190.1
From digital media	106.5	111.2
From sales and distribution	45.6	37.8
From advertising	22.5	18.4
From events and other media	17.8	17.3
From printing activities	6.2	5.4
Asia and Africa	7.6	12.3
From digital and other media	6.7	11.4
From advertising	0.9	0.9

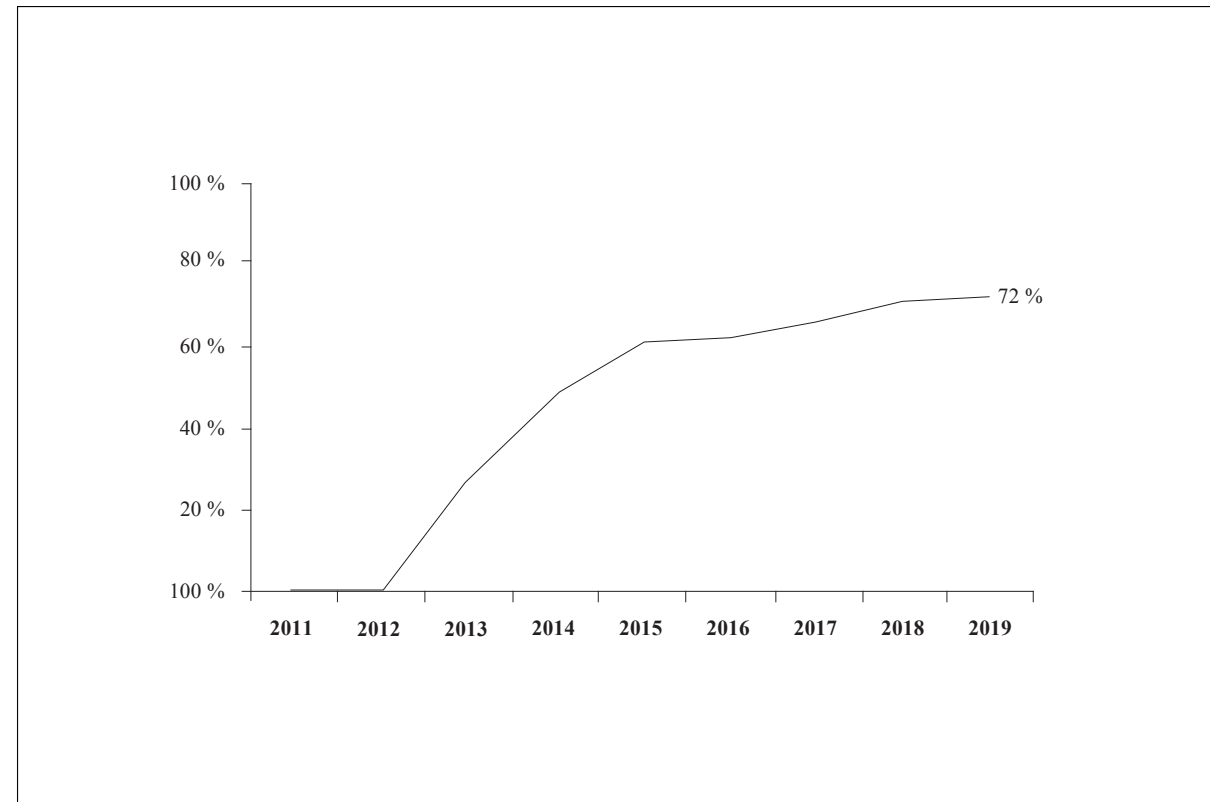
2019 revenue by source



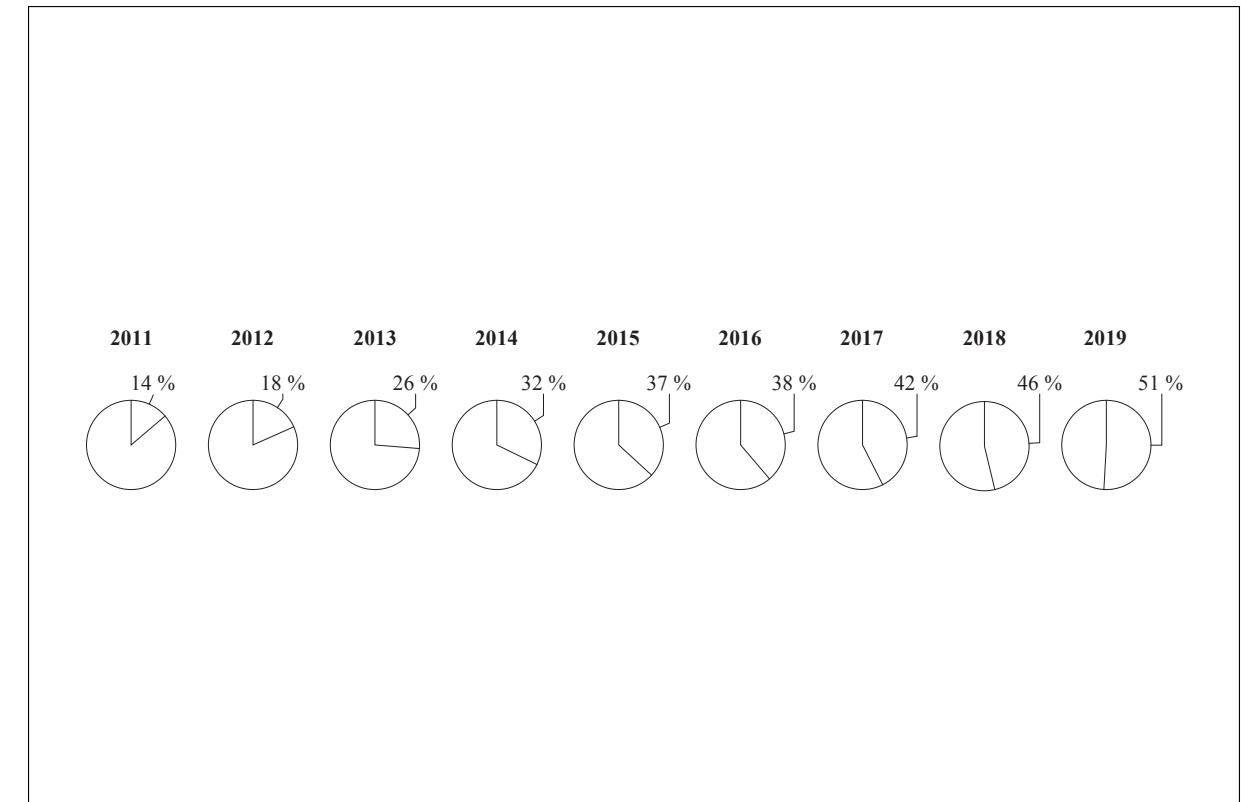
EBITDA trends 2018-2019



Digital media contribution to EBITDA in %



Digital media revenues as percentage of total revenues



THE BLICK GROUP

The Blick Group celebrated two anniversaries in 2019: 60 years of the *Blick* daily newspaper and 50 years of the Sunday *Sonntagsblick*. For six decades now, *Blick* has been reporting day in, day out on the issues that most concern the Swiss population. Switzerland’s first and (still) only tabloid is still setting the benchmarks, and has evolved over the years into one of the country’s strongest media brands. *SonntagsBlick*, which also broke new ground as Switzerland’s first Sunday newspaper when it was launched in 1969, continues to offer exciting exclusives, news, contexts, backgrounds and entertaining stories from all over the world.

The anniversaries prompted a number of special offers throughout the year. These included a co-promotion with the Swatch company of the *Swatch X Blick* watch, for which every purchaser could choose their own dial design from some 80 *Blick* headlines of the past 60 years, and thereby wear a little piece of Swiss press history on their wrist.

The Blick Group showed strong further development in its double-anniversary year. Its products reached over 1.5 million people every day. The group further raised the digital proportion of its overall product, too: digital channels now account for 63 % of its total reach. And some 70% of all visits to *blick.ch* were from mobile devices.

Rising online numbers, new formats and technologies and more live videos reflected *Blick’s* thrust and alignment as one of Switzerland’s leading news mediums. Beyond the pure news reporting, too, the Blick Group strengthened its presence through its 177 media partnerships in sports, music, arts & culture and more. The group was also represented at the country’s major trade shows with its 13 *Blick Cafés*.

Innovation had a particular role to play throughout the year. April saw the announcement of the pioneering *Blick TV*, with its overall concept of speed, flexibility and a strong focus on breaking news stories. Switzerland’s first digital broadcaster is the Blick Group’s response to steeply rising video viewing volumes and the advertising market’s changed and changing needs. The new TV channel went live on 17 February 2020, and now updates viewers every 15 minutes wherever they may be, providing the latest news and information from the political, business, sports and entertainment worlds.

The Blick Group further expanded its user experience with augmented reality features, too. Video content and picture galleries were both employed to supplement the print issues of *Blick* and *SonntagsBlick* and enhance the customer’s news consumption. *Blick* also launched an experiment in reality TV together with students of the

Chur University of Applied Sciences: the seven episodes of the novel-format show were broadcast exclusively on *blick.ch*, and were accompanied by videos, vlogs and interactive stories both there and on the Blick Group’s social media channels.

For the Blick Group, the end of 2019 concluded not just a year but a decade. It was ten years ago that the Blick Newsroom was inaugurated, combining the editorial teams of *Blick*, *SonntagsBlick*, *blick.ch* and *Blick am Abend* into a single entity serving all the various channels. 2019 saw these facilities further expanded in view of *Blick TV*’s planned launch in February 2020: 18 new positions were created and two state-of-the-art new studios installed, one of them integrated directly into the Blick newsroom. And a large part of the 48-member *Blick TV* team started work at the beginning of December.

All in all, *Blick’s* 61st year looks set to be a landmark one. The launch of *Blick TV* is one of the biggest developments in the history of the medium, and the most important project of the entire Blick Group as the 2020s begin.

RINGIER AXEL SPRINGER SWITZERLAND

For Ringier Axel Springer Switzerland (RASCH), 2019 was a year that brought further digital growth, the introduction of paid content to *Beobachter* and its business media, an overhaul of its flagship general interest magazines and an investment in a disruptive legal tech platform model. To take these in order:

The reach of RASCH’s prime digital products was substantially further extended in 2019. *Schweizer Illustrierte* und *Style*’s newly-launched *schweizer-illustrerte.ch* people and lifestyle platform raised its unique clients (UCs) by over 60% to some 1.5 million. The newly-devised business network under the *hz.ch* brand, which combines the digital content of *Handelszeitung* and *Bilanz*, saw even stronger 100% growth to number almost 600 000 UCs. The *cash.ch* site posted an all-time record of 580 000 investment-minded UCs in August. And *Beobachter* shared in the successes, too, passing the 1.6 million UCs mark for the first time.

Monetizing these newly-extended reader reaches is now the number-one priority. To this end, digital subscriber offers were introduced at *beobachter.ch* and *hz.ch* just before the end of the year. They were well received, too, from the very first week onwards. Our Western Swiss daily *Le Temps* is well ahead of the trend here with its own digital subscriptions. *Letemps.ch* raised its digital subscription numbers by 20% in 2019,

Media

passing 9 500 in December. And all at an annual subscription rate of CHF 328.

“Le Röstigraben n’existe plus!” – not just in view of the highly favourable results that were also posted for 2019 by our activities in Western Switzerland, but also in the light of the joint relaunch of *Schweizer Illustrerte* and *Illustré*. A largely identical logo and layout, a shared approach to editorial content and paired marketing for advertising clients all turned our two flagships into genuine sister publications. The two titles now comprise Switzerland’s biggest general-interest magazine, available in two national languages. A further encouraging contribution to the performance of RASCH’s Western Swiss businesses was provided by our *PME* business magazine, which marked its 30th anniversary as fresh as ever in 2019.

The Beobachter Group was not only highly successful in business terms, but set new emphases, too. In addition to the positive development of its core magazine, website and advice centre businesses, the *Beobachter Edition* book publishing operation elevated itself to the biggest webshop within the RASCH publishing landscape, with its e-books seeing the greatest year-on-year growth of some 35 %. The successful collaboration with the la Mobilière insurance company on the *Guider* digital advice platform was also expanded into

French-speaking Switzerland. So Romandy-based la Mobilière clients and *Illustré* subscribers now all have access to *Guider* and its facilities.

RASCH made a further step into the future in 2019 in acquiring a majority interest in the *digitalCounsels* start-up. RASCH and the platform’s three co-founders have set themselves the goal here of developing Switzerland’s leading legal tech digital marketplace – a kind of booking.com for the law. Several hundred legal practitioners have already registered on the platform; and from 2020 onwards their services will be available to any individuals or SMEs seeking legal advice under the new *Getyourlawyer* brand.

Media

ADMEIRA

Advertising marketer Admeira has established itself well in a challenging market in the last four years. *Blick's* digital advertising revenues have been raised by 29%, for instance, while its print revenues have remained stable. On the broadcasting front, the marketing agreement with Tele Regio Combi was extended for a further two years. And in the print field, Admeira teamed up with Ringier and Ringier Axel Springer Switzerland to launch the world-first “Marketplace”, which gives advertisers, clients and agencies access to the entire print portfolio of some 30 media publications. A further Admeira innovation is the “Ad Booking” facility, a booking platform that helps small and mid-sized companies conduct their digital campaigns. Despite various successes, however, Admeira’s cross-media products and targeted TV advertising have not developed as expected. As a result, following extensive discussions and in view of a number of regulatory obstacles, the company’s ownership structure will be changed in 2020. Ringier will acquire Swisscom’s 50% holding in the company and become its sole owner. The move will be accompanied by a strategic realignment that will see Admeira restructured and re-focused onto marketing TV advertising, in which SRG SSR (the Swiss public broadcasting association) will remain its prime and long-term partner.

SWISSPRINTERS

Swissprinters, which is based in Zofingen, achieved most of its ambitious objectives for 2019 in what remained a very difficult market environment. The actions initiated to raise efficiency and reduce set-up times for the production facilities, along with a consistent drive to optimize costs throughout the company, were all urgently required. High plant availabilities, which were achieved through consistent professional maintenance, helped ensure smooth and problem-free production. Pressures were also eased on the cost front by developments on the paper market, where prices broadly stabilized or even declined. The competition from rival printing plants outside Switzerland remains intense. But Swissprinters was still able to secure multi-year extensions to a number of contracts with major strategic clients. With its current investments in optimizing its processes and procedures, combined with a personnel development strategy that has been both proclaimed and practised for several years now, Swissprinters is meeting its customers’ needs to an increasingly comprehensive degree. All of which should ensure that the company remains the Swiss market leader for printed media products.

THE ENERGY GROUP

Energy maintained its position in 2019 as the most popular radio station among its target audience (in advertising terms) in Basel, Bern and Zurich. All in all, the Energy Group’s channel portfolio now reaches some 721 000 listeners a day. This portfolio includes *Vintage Radio* and *Rockit Radio*, which, with some 213 000 listeners a day, are among Switzerland’s most popular DAB+ stations.

On the social media front, *Energy* added a further 10 million-odd interactions to its annual volume; and its more than 43 million interactions in 2019 made it by far the leading Swiss media brand on social media, for the second year in succession. In addition to this, *Energy* has also been active on TikTok since autumn 2019, where it boasts over 80 000 followers and generates an average of five million video views per month – not least thanks to a viral hit in November that garnered over 15 million views worldwide.

In the events field, *Energy Air*, the *Energy Star Night* and numerous *Energy Live Sessions* featuring top acts that included James Blunt, Sido, Aloe Blacc and The Script kept the concertgoers among the *Energy* community well satisfied throughout the year. And with further product launches such as the “Schweizer Fakten” social satire project in the pipeline, *Energy* aims to remain one of the key players in the Swiss entertainment sector.

IZZY

Two years on from its launch, *izzy* has established itself as one of the most popular media brands among young Swiss audiences. Just under 600 000 users with an average age of around 23 now follow *izzy* on Instagram, YouTube and Facebook, placing it fifth among Switzerland’s top media brands on social media platforms in 2019 in interaction terms.

Once again, with both editorial stunts and branded videos, *izzy* made waves throughout the year. A call to his election hotline left Swiss People’s Party Cantonal Council candidate Stefan Locher with some explaining to do; a fake interview with Sunrise CEO Olaf Swantee earned *izzy* a free iPhone; and a few “influencer photos” taken at the Europa Park were enough to get *izzy* classed as a travel influencer – and earn a free night at an expensive Swiss hotel.

With new members joining the team, *izzy* should enjoy fresh impetus and ideas in 2020, too, on both the content and the commercial fronts.

Media

MOON&STARS

Management responsibility for Switzerland’s renowned *Moon&Stars* music festival has been entrusted to the Energy Group since 2017. The annual event in Canton Ticino is a byword for great concerts. And the 2019 festival, which ran from 11 to 21 July, saw no fewer than 20 acts perform on Locarno’s Piazza Grande including Christina Aguilera, Eros Ramazzotti, Nena, Jamiroquai and Patent Ochsner with Stephan Eicher.

For the third time, *Moon&Stars* featured a further attraction, too. The *Food&Music Street*, running between Piazza Grande and Lake Maggiore, combined live music with culinary delights from all over the globe. And more than 25 food trucks, numerous bars and a total of 45 free concerts on “Piazza Piccola” gave the 190 000-odd *Moon&Stars* visitors a truly unforgettable southern Swiss summer experience.

Moon&Stars is also one of Switzerland’s most prominent festival events on social media channels. Its 50 000 Facebook and Instagram followers are regularly provided with informative and entertaining multimedia content.

This year’s edition of *Moon&Stars* is scheduled to take place from July 9 to July 19, 2020.

And this year, too, the programme features several truly top acts, including Lenny Kravitz, Gwen Stefani, Lionel Richie, Die Toten Hosen, Hecht and Ligabue.

RINGIER SPORTS

2019 saw Ringier acquire all the outstanding shares in its former InfrontRingier Sports & Entertainment Switzerland AG joint venture. The company, which was renamed Ringier Sports AG in mid-year, is based in Zurich with a workforce of nine employees. In business terms the company focuses on public sports such as football and ice hockey and on further sports which attract large numbers of licensed and other active participants, on monetizing the commercial rights of national leagues and on further developing and marketing event and championship formats of national dimensions.

In view of the structural changes, the Lugano WTA tennis tournament and the Tour de Suisse cycle race were organized by Ringier Sports for the last time. In its role as official marketer of FC Zürich, Ringier Sports secured AntePAY as the club’s new prime sponsor with effect from 1 July 2019. The Swiss Football League was a further success, both in marketing terms and among the public, with its 360 games entertaining millions of fans. The Swiss Ice Hockey Cup also delivered numerous exciting matches.

The overall market environment did not get any easier in 2019. But with its new alignment, Ringer Sports is confident of consolidating its market-leading position.

Media

RINGIER AXEL SPRINGER MEDIA

Polish-based *Onet* earned multiple distinctions in 2019. “*Good Journalist*” for Onet, the “*Medical Journalist of the Year*” for the medonet health portal and “*Best Advertising Marketer*” for the Ringier Axel Springer Polska (formerly Media Impact Polska) ad sales team.

Not only was it the country’s most-cited opinion-forming medium with some 48 500 quotations: it was also named the most trusted online medium by the Reuters Institute. Elsewhere on the Polish market, the *Fakt* daily maintained its leading position with the country’s highest circulation. Further local highlights of 2019 included the second *Business Insider Trends Festival*, which attracted more than 120 speakers from all over the world and some 3 000 attendees, and the various distinctions that Ringier Axel Springer Polska garnered in the course of the year from the media and industry alike, which included the “*Grand Press*” (in the News category), the

Ringier Axel Springer Hungary notched up 3.5 million unique users in 2019 – some 55.6% of all the country’s internet users, and a volume that puts it in fifth place among the nation’s digital publishers. In further good news, *blikk.hu* earned second place in November among the country’s news portals. On the print media front, 2019 proved a peak year for *GLAMOUR* magazine, which posted new record monthly sales in October of over 220 000 copies. *Blikk*, which has been on the

market now for 25 years, retained its position as Hungary’s most-read and best-selling newspaper. So all in all, despite a difficult political situation and tough market competition, 2019 was a successful year for Ringier Axel Springer Hungary.

In Slovakia *Aktuality.sk* successfully launched *Aktuality.sk Plus*, a paid (“by donation”) model for quality content.

In Serbia the flagship *blic.rs* portal retained its leading position, despite strong market pressures and attempts to unseat it by its competitors. Our local women’s publications (including the *bliczena.rs*, *pulsonline.rs* and *ana.rs* portals) also maintained their leading market shares and delivered favourable financial results. The printed *Blic* newspaper consolidated its strong market position and remained the country’s Number Two in readership terms and Number Three in sales. The *Blic Zena* women’s magazine is a leader in its market. And a new collaboration was launched with local authors in 2019 to retain this position. *NIN*, Serbia’s most influential political magazine, remained in profit for 2019, too. And *APM Print doo*, our local printing operation, now meets 70% of the Serbian daily newspaper industry’s printing needs, and prints many local and regional titles, too.

Media

ROMANIA

2019 was a successful year for Ringier Romania. In the media field, *Libertatea* digital outperformed the market with double-digit growth in both its traffic (up 30%) and its advertising revenues (up 20%). The results are attributable to the quality content produced by Catalin Tolontan and his editorial team, and to the successful relaunch of the *Libertatea* digital platform, which is now one of the most advanced on the market.

and the new digital platform – which was created by our Bulgarian partners at *sportal.bg* – GSP was able to double its digital advertising revenues in 2019 and quintuple its profitability.

Ringier Romania has cemented its leading position in the Romanian digital publishing field, and is the country’s number-one digital publisher and number-one digital marketing company.

Gazeta Sporturilor (GSP), the sports portal acquired at the end of 2018, made a major contribution to the growth in advertising revenues and to the overall profitability of Ringier Romania’s publishing business.

Thanks to the quality of the brand, the content offered

RINGIER AFRICA DIGITAL PUBLISHING

Ringier Africa Digital Publishing (RADP) enjoys a high profile in Nigeria, Ghana and Kenya through its *Pulse* digital news platform. *Pulse* puts a firm focus on distributing journalistic content, primarily via social networks. Digital marketing solutions (*Ringier Digital Marketing*) and production services (*Pulse Studio*), especially in the video field, complete the RADP product range for clients in the broader region.

Pulse Nigeria also earned sixth place on Instagram in October, based on the interactions generated on the channel as measured by Socialbakers, the reputed provider of social media analyses.

Ringier Digital Marketing and *Play Studio* set themselves the goal for 2019 of being “best in class” in quality and customer service terms. And their teams were expanded and new process- and IT-based software was adopted to these ends. *Play Studio* also secured more major commissions for brands such as Nestlé and Nike, which further established it as a top-quality local production facility with creative and innovative ideas.

Pulse extended its market presence in 2019, and now has over 10 million users a month on its national platforms. Together with the more than 13 million users who have signed up for *Pulse*’s social channels, these users generate over 10 million interactions a month.

Media

2019 also saw a number of changes to RADP’s organization, in the course of which its sales and customer management units were partially restructured to create the structures and the potential required for further growth. Progress was also achieved in developing the company’s advertising marketing capabilities, though these still remain below expectations.

RADP plans to further strengthen its *Pulse* brand in 2020. This should help sustainably consolidate the medium’s market relevance and, through the product’s further monetization, firmly anchor the media group as a creative and innovative marketing partner in all the markets it serves.

ASIA

For *ELLE* Vietnam, 2019 proved the most successful year to date in its nine-year history. The *ELLE* team started the year by launching their own *Idea Factory* creative agency, with the aim of developing local marketing campaigns for reputed clients such as Porsche that make full and fruitful use of all of *ELLE* Vietnam’s online and offline channels. *ELLE* Vietnam also concluded a partnership with leading programmatic advertising platform SMX of Singapore. The platform for the fully automated and individualized real-time purchase and sale of advertising space offers the option of advertising on *ELLE.vn* to regional customers, too.

All in all, Ringier Asia’s 2019 was a year of focusing on its publishing and classified ads businesses. As part of this strategic reappraisal, the *Marry Network* in Vietnam and Myanmar was sold to local partners who are continuing these activities. Also in Myanmar, *Duwun* further consolidated its position as the leading online portal for news, sports and entertainment with an innovative video player function that enables advertising clients to book their video advertising on *Duwun* in a safe and trustworthy environment.

Marketplaces

SCOUT24 SWITZERLAND

In the ever-fluid online markets, innovation is the best means of keeping the customer aboard. *FinanceScout24* is Scout24 Switzerland’s biggest project here. The new platform taps a previously overlooked Swiss market. So as well as finding their dream home on *ImmoScout24*, users can now visit *FinanceScout24* to seek its optimum funding. And anyone who has located their next car on *AutoScout24* can use *FinanceScout24* to compare the requisite insurance products and conclude a policy, too.

There are innovations, too, at existing Scout24 platforms. *AutoScout24* now boasts an *Optimizer Pro* feature which shows car dealers the best price for sales success; and *ImmoScout24* now offers a property valuation feature, along with further functions such as an online application dossier and a handy means of ordering an excerpt from the Debt Collection Register, all to make the search for a new rented apartment as smooth and simple as possible. The above-average growth of the Scout24 Group confirms the soundness of its course.

Simplicity is the watchword at *anibis.ch*, too. The platform’s new Messenger function improves the contact process and increases security. Thanks to a collaboration with Switzerland’s crime prevention authorities, *anibis.ch* has also positioned itself as a specialist in the fight against internet crime.

JOB CLOUD

2019 was a good year for JobCloud AG in financial and strategic terms. New products were introduced, existing ones were refined and all were optimally deployed. These actions, coupled with the new strategic alliance with *Joveo.com*, enabled the company to post record revenues for the year. With its integrated landscape of more than 25 digital channels, JobCloud offers online jobseekers even more active and passive functions than ever: over 200 000 vacancies, tens of thousands of company profiles with insights and assessments, efficient salary tools and the option of submitting a fully digital application.

Over 800 recruiters, largely SMEs, have registered on the new marketplace platform to take advantage of free vacancy ad placement, priority publication on over 100 digital channels and a mobile- and desktop-compatible applications management system. The dialogue with some 50 000 HR recruiters has also been improved thanks to real-time digital communications channels.

With its intensified investments in new business models and technologies, JobCloud is ready and equipped to lead the digital transformation of the Swiss recruitment sector, and also to take on international competitors.

Marketplaces

TICKETCORNER

Ticketcorner sold over ten million tickets in 2019, the first time it had done so in its 32-year history. The landmark achievement was attributable to the existing range of events, an expansion of its marketing activities and the success of its new market solutions.

The company’s core business saw strong demand for events such as the Rammstein and the Bützer Buebe stadium concerts, the Circus Knie anniversary tour and, on the sports front, the 2020 Ice Hockey World Championship and tennis’s Laver Cup. The new *Ticketcorner Sport* facility was also heavily used, with HC Lausanne, FC Zürich, ZSC Lions, FC Thun and HC Lugano all proving early subscribers.

Ticketcorner is also a leading supplier of dynamic pricing systems, where a further major skiing area was added to the client base in the form of the Gstaad ski region. *Ticketcorner Prime* sold a record 25 000+ VIP and hospitality packages. And the *fanSALE* ticket resale platform which was established in spring 2019 in response to the booming onward sales market is steadily positioning itself as a fair and safe alternative.

DEINDEAL

DeinDeal can look back on a record 2019. All areas of the company helped generate growth; this in turn cemented *DeinDeal*’s position among Switzerland’s top ten internet deal and flash sales platforms. A broader offer range, intensified marketing, improved technologies and logistics and – above all – an enhanced customer experience all helped ensure that over a million parcels were distributed in the course of the year.

The company demonstrated how small steps can have a big impact by tailoring its packagings more closely to actual product size. This reduced both the volumes of cardboard used and the numbers of shipping journeys – and sustainably raised *DeinDeal*’s eco-credentials.

GESCHENKIDEE

The *geschenkidee.ch* company improved its annual earnings result. With some two-thirds of all customers now making their purchases via a mobile device, the addition of Twint as a payment method proved a popular move. Customer satisfaction in general was tangibly improved, especially among younger target groups. And B2B business was also increased.

Three new trends can currently be seen. The *Singles Day* generated 85% more revenue than it had in 2018; the made-in-house Advent calendars proved a top seller; and no fewer than 27 000 drinking bottles of various brands were sold over the year. It’s the personalized Toblerones, though, that remain the perennial hit.

Marketplaces

RINGIER DIGITAL VENTURES

More and more companies are making venture capital investments in start-ups a major element of their own innovation strategies. According to PitchBook, almost one euro in five was contributed by corporate venture capital in Europe’s venture capital financing activities in 2019. And that proportion shows strong signs of increasing.

Ringier has invested in 21 promising start-ups in Switzerland and elsewhere in Europe over the past five years. Three new investments were added in 2019: prop-tech start-ups *Blok* in Finland and *Airgreets* in Germany, and cloud gaming start-up *AirConsole* in Switzerland. In selling their holdings in the *foodspring* company to Mars Inc., Ringier Digital Ventures and its reputed co-investors also achieved one of Europe’s biggest private company sales of the year.

The Ringier Digital Ventures portfolio with its firm focus on online marketplaces and direct-to-consumer business models continued to develop favourably overall. The range of media collaborations was also further broadened. And *About You*, a leading European online fashion retailer, teamed up with Ringier Axel Springer Media to successfully cultivate various Eastern European markets.

RINGIER AXEL SPRINGER MEDIA AG

Profession.hu has been Hungary’s leading online job portal for over ten years now. Despite a general cooling of the recruitment market, the platform maintained this position thanks to its reach, its effectiveness and its user base. The *Profession.hu* portfolio helps both employers and jobseekers in all segments of the employment market, regardless of industry, location or years of service.

The company was also named *Best Employer* by AON in 2019, the third time it has earned this distinction.

CV Keskus was voted *Number-One Recruitment Channel* in 2019 by Äripäev, Estonia’s leading business newspaper. The company is one of the fastest-growing in the Baltic States, and also garnered a prestigious *Gaselli Award*. One-third of all the individuals on the Estonian employment market have their résumé in the *CV Keskus* database. *CV Keskus* was also named the most financially successful company in the HR sector in the 2019 KPMG rankings.

Restaurant delivery portal *Bistro.sk* dominates the Slovakian market in transaction terms, with over three million orders a year. The company’s own *Bistro KU-RIER* delivery service, which is active in three cities, was substantially expanded in 2019. Customers can now order meals from a range of over 1000 restaurants.

Marketplaces

ROMANIA

Ringier Romania’s *eJobs* online recruitment portal outperformed both the market and its competitors once again, raising its market share to almost 60%. The IT development team scored a particular success with their home-devised machine learning solution. Employers and jobseekers alike now achieve substantially better search results, thanks to improved matching and relevance criteria. *eJobs* also opened up new revenue sources with *Universum* (employer branding), the introduction of a highly successful new video ad format and its entry into the educational services market through its *Coders Lab* programming courses.

Imobiliare.ro remains the number-one player in the online property sector. Revenues again saw double-digit percentage growth thanks to more attractive packages and an enhanced customer segmentation that permits products to be more targeted and individually tailored. These key projects were well adopted by the company’s teams. The portal’s traffic and overall performance were also improved. And *Imobiliare*’s growth was further boosted by the *imoradar24.ro* metaportal, which reaches over 400 000 users a month in addition to *Imobiliare*’s own 1.5 million users.

The *Super Hero Agent* transaction-based services also produced a black-ink result for the year.

RINGIER ONE AFRICA MEDIA

Ringier One Africa Media (ROAM) maintains no ROAM lives were lost. The Kenya team showed market-leading digital marketplaces in seven countries impressive solidarity, and were back in full action in East and West Africa. The ROAM portfolio extends just a few weeks.

to local champions in key sectors such as the Despite these adversities, the Kenya team marked *Jobberman.com* and *Brightermonday.com* career platforms, the *Cheki.com* car marketplaces, horizontal marketplaces such as *Expat-Dakar.com*, *PigiaMe.co.ke*, records. *BuyRentKenya.com*, for instance, tripled its customer numbers, making it the undisputed Number One in its market only a year after joining the ROAM fold, an achievement that is further testimony to ROAM’s buy-and-build capabilities. A highly successful offline campaign by horizontal small-ad platform *PigiaMe.co.ke* supported these endeavours.

The year began with the horrific terrorist attack in Kenya, which claimed numerous victims and also affected ROAM’s Nairobi offices. Thanks to the exemplary actions of a number of courageous employees, Elsewhere on the continent, the Jobs Team concluded

Marketplaces

all its platform migrations to a single technological base, Demographic developments and growing urbaniza-
to give innovation the upper hand and enable the devel- tion are helping stoke the demand for digital trading
opment of revolutionary candidate filtering tools. This throughout the African continent. And this, together
major step in product and market adjustment terms with substantial operational enhancements, gives the
could prove decisive in Africa’s online recruitment mar- ROAM team every confidence for the year – and the
ket, delivering substantially more information and at a decade – ahead.
lower price than competing platforms can provide.

A challenging but successful 2019 was ended with the
conclusion of a large-scale partnership with the Master-
Card Foundation that lays a firm basis for future devel-
opment and growth. The *Cheki.com* car marketing plat-
form also introduced a number of new products that
should offer car buyers even greater value.

ASIA

2019 was a landmark year for *MuaBanNhaDat*, the For *MyJobs*, the leading online recruitment portal in
property platform in Vietnam. The portal was estab- Myanmar, 2019 was the first full year of Ringier opera-
lished thanks to a fruitful collaboration among the Cape tion following its acquisition the previous September.
Town, Zurich, Berlin and Ho Chi Minh City teams. *MyJobs* developed well, not least by introducing new
MuaBanNhaDat is the first provider in its sector to offer offline event concepts such as the *Yangon Digital Job*
a call tracking service and a newly-designed listing sub- *Expo*, which attracted over 8 000 participants who could
scription that enables users to sell their properties with not only find out about employment opportunities but
greater cost efficiency. The structure of the sales team could also apply for positions and be interviewed in the
has been optimized to better meet the needs of custom- course of the event.
ers in Ho Chi Minh City and Hanoi. A central marketing
team has been created for all Ringier Asia business seg-
ments, to bundle expertise and raise the performance of
the platform and its customer products.

Data Protection

2019 was a year of internal audits and the consolidation of in-house processes for the Ringier Group in data protection terms. Extensive work was performed on further developing the group's internal data protection management system. And the data protection audit was intended not only to provide a specific assessment of the group's data security risks but also to conduct a precise analysis of its data processing activities, to ensure their compliance with all the requirements of the EU's General Data Protection Regulation and Swiss data protection law.

In a first phase, data protection audits were conducted at Ringier AG and Ringier Axel Springer Switzerland between mid-June and October. The second phase, from October onwards, then saw the auditing of all the group's Swiss-based subsidiaries and joint-venture companies in data protection terms. The results of Phase 1 were presented to the Ringer Group Executive Board and the Ringier Audit Committee at the end of the year. The actions recommended to address the audit findings were approved, and are now being taken. Phase 2 of the audit was due to be completed by the end of March 2020.

The data protection managers of all of Ringier's Swiss-based companies met once per quarter in 2019. These meetings are intended to enable an exchange of news and views on data protection law issues, and to provide all attendees with a brief update on the latest data protection

developments, especially in Europe and Switzerland. The network here has been steadily strengthened over the past two years, and has also helped to promote collaborations among the various companies.

As part of the continuous development of the Ringier Group's internal data protection management, a digital data protection, information security and internal control system tool has also been acquired. The various integration processes required here are well under way, and should be completed by mid-2020.

The internal data protection policy and guidelines of the Ringier Group were presented to the Group Executive Board at the end of 2019. The focus in this policy is on seven core principles that clearly specify, through a series of dos and don'ts, which actions comply with the group's data protection requirements and which do not. This should ensure that every employee knows what parameters they can work within in their daily tasks without violating data protection law. The group's data protection policy was rolled out with flyers, a film and a landing page, and is now being intensively schooled.

All employees will continue to be trained in data protection in 2020. And the year should also see the internal data protection management system rolled out groupwide.

EqualVoice

Eight out of every ten media reports worldwide are about men: only two of them have women as their focus. In Switzerland, too, males are the subject of 75% of all media items. The figures are from the Global Media Monitoring Project of 2016. So are there really fewer interesting women? Or do men just make for better stories? There seems to be a general consensus that “no” is the firm answer to both these questions.

As a responsible media group Ringier wants to promote the equal treatment of women and men in both journalistic and technological terms. To this end the *EqualVoice* initiative was launched in November 2019, to raise the visibility of women in reporting and give them the “equal

voice” that the initiative’s name demands. *EqualVoice* is headed by Ringier CFO Annabella Bassler, together with Katia Murmann (Editor-in-Chief of Blick Digital), Nina Ranke (Head of Business Media) and Sabina Hanselmann-Diethelm (Editor-in-Chief of Bolero/Style). Overseeing the initiative are Publisher Michael Ringier and CEO Marc Walder, with the further support of the Ringier Group’s other editors-in-chief, employees and Group Executive Board. The initiative also boasts a top-calibre Advisory Board comprising Simona Scarpaleggia (IKEA), David Allemann (On), Nicole Burth (Adecco), Ingrid Deltenre (media manager), Christiane zu Salm (media entrepreneur), Franziska Tschudi Sauber

(Weidmann Holding AG), Tanja Grandits (Michelin chef), Carolina Müller-Möhl (Müller-Möhl Foundation), and Sabine Keller-Busse (UBS). Editorial team, special sub-teams will ensure that the *EqualVoice Factor* is applied in day-to-day editorial activities. For 2020, online channels will be set up on the issue in

all media, and a special magazine will be devoted to the initiative together with a series of events. A groupwide list of specialists is being compiled. And a photo challenge will also be launched to illustrate the reality of women and men in today’s Swiss working world and provide an image database on the issue: more pictures are needed of role models here, both female and male.

With the *EqualVoice* initiative the Ringier Group laid down vital markers in 2019 and should show the way to greater equality and diversity groupwide.

Technology & Data

Tech giants such as Google, Apple, Facebook and Amazon have become direct competitors with their reach, their user data and their product offers. Ringier uses Google and Facebook as acquisition channels. But at the same time, we also want to stand out from these giants through our own product range.

Technology & Data functions as a key pillar here, enabling us to sustainably develop our content and marketplace business and achieve supra-brand and supra-platform synergies in data and coverage terms. Our technology and data platform helps us understand our customers through all the various touchpoints and thereby equips us to enhance their digital experience.

What distinguishes us from our competitors, though, is our carefully coordinated use of leading artificial intelligence (AI) technologies that feed into a generic platform which can be increasingly employed for a wide range of personalization use cases.

It was on this basis that a new newsroom platform was developed for and adopted by the *blick.ch* journalist team. The journalists create, distribute and develop their news stories with live data support. The new approach achieved an uplift per story of 39% in its very first year. Tech & Data also contributed an AI-based tool to the Ringier Group's *EqualVoice* initiative that the group's editorial teams are using to analyze and process

their text and image material. So technology is giving women a stronger voice, too.

Tech & Data also intensified its collaborations as an international unit. In addition to transfers of expertise and best practices, a centralized security management function was further developed as a groupwide competence. A secure single-sign-on solution – *Ringier Connect* – was also devised, and should now serve as a baseline technology for the Swiss Login Alliance. The groupwide application helps to provide users with personalized product offers securely, transparently and in compliance with all data requirements, whatever the device or platform.

The core platform technologies were successfully further developed in the media and the marketplaces fields. This enables state-of-the-art technologies to be rolled out in a modular manner and at a rapid pace, while still permitting local differentiations and their own further refinement. Now that the first platforms have already benefited from it, the new approach will be given particular impetus in Ringier's Asian and African operations. All these efforts are helping the Ringier Group to move further along its chosen digital and technology-driven path.

People and Culture

Over 7000 individuals can make a career in the Ringier Group and help develop both themselves and their company. Enabling them to do so is the overarching aim of the group’s Human Resources, year after year.

Culture is a matter of shared fundamental values and convictions. But culture must be exemplified, too. And it’s to this end that the Ringier Group has identified five key Leadership Principles: Focus, Communication, Development, Trust and Entrepreneurship. The five principles were defined in 2018 in the group’s “Six to Win” and “Five to Lead” (62W+52L) corporate strategy.

Within the digitalization process and in view of the rapidly changing business and working world, Ringier puts a particular focus on workforms of tomorrow and on the notion of lifelong learning – constantly further improving knowledge, skills and qualifications. Many of the Ringier Group’s companies made a formal commitment to lifelong learning in 2019 and expanded their further development programmes accordingly, be it through in-house or external training opportunities, and be it in the classroom, online or in blended-learning form.

Its attractiveness as an employer is a strategic success factor for the Ringier Group. And the fact that this issue is growing in importance, and that corresponding actions are being urged and taken in its various countries of operation, is reflected inter alia in the numerous recruiting

and employer branding awards that the group collected in 2019, such as the *Best Recruiters Award* bestowed on Ringier AG, the *Great Place to Work* label which was earned by *Scout24*, *Ticketcorner* and *JobCloud*, the *Business Culture Award* that went to Ringier Axel Springer Polska and the *Best Online Job Portal* distinction awarded to *Jobberman* in Nigeria.

The differing viewpoints, experiences and competencies of its employees are of inestimable value to Ringier, and are instrumental to its success. The Ringier Group is well aware of the added value that this diversity brings, and promotes and encourages it accordingly. Ringier further strives to create and maintain a working environ-

ment in which everyone is treated fairly and can develop to the very best of their abilities and potential. The *EqualVoice* initiative is a central element here. And 2020 will also see a particular emphasis placed on the balance between work and family, and on reconciling their differing demands.

Publishing Portfolio

<i>Ringier</i>		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Blick	Tabloid newspaper	107 119	2 711 000
SonntagsBlick	Sunday newspaper	129 715	
DOMO	In-house journal	10 000	
<i>Ringier Axel Springer Schweiz</i>			
Beobachter	Consumer magazine	245 077	1 348 667
Bilanz	Business magazine	39 850	185 200
Bolero d	Fashion and lifestyle magazine		
Cash			504 500
Glückspost	Women’s magazine	121 756	66 500
Glückspost Super Rätsel	Puzzle magazine	19 780	
gaultmillau.ch	DE & FR		274 271
HandelsZeitung	Business magazine	37 482	450 833
L’Illustré	Celebrity magazine	57 945	109 417
LandLiebe	Country-living magazine	190 492	8 850
PME Magazine	Business magazine	19 386	45 816
Schweizer Celebrity magazine	Celebrity magazine	134 529	1 183 917
Schweizer Versicherung*	Interest magazine	6 397	
Style	Fashion, beauty and lifestyle magazine	123 413	
Tele	TV-schedule magazine	100 147	67 333
Le Temps	Daily newspaper	27 119	1 272 250

*Publication ceased at the end of December 2019

		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
TV 2	TV-schedule magazine	8 796	
TV 8	TV-schedule magazine	55 708	
TVstar	TV-schedule magazine	61 431	
TVvier	TV-schedule magazine	20 690	
TV Land & Lüt	TV-schedule magazine	5 689	
TV Täglich	TV-schedule magazine	651 352	

Entertainment

Websites

energy.ch	288 333
students.ch	35 000
usgang.ch	113 166
izzymag.ch	
moonandstars.ch	

Radio stations

Energy Basel
Energy Bern
Energy Hits
Energy Zürich
Luna Radio

Publishing Portfolio

Rockit Radio

Vintage Radio

TV

Energy TV

Events

Energy Air

Energy Cruise

Energy Live/Red Session

Energy Star Night

Moon&Stars

Social magazines

izzy

Services / Other

Café-Bar The Studio

Publishing Services

Admeira

Ringier RS

SMD AG

Swissprinters AG

Ringier Axel Springer Media AG

Poland

agdlab.pl

Aplikacja Onet

Aplikacja Onet Poczta

Auto Świat

Auto Świat 4x4

Auto Świat Classic

Auto Świat Katalog

Auto Świat Poradnik*

auto-swiat.pl

businessinsider.com.pl

ekstraklasa.tv

Fakt

Fakt Dobrze Chwile

Fakt TV

Car magazine

Car magazine

Car magazine

Car magazine

Car magazine

Tabloid

Lifestyle supplement

TV supplement

Distributed circulation 2019

Unique users per month

60 055

283 280

509 041

44 735

11 684

8 356

21 329

31 091

3 432 682

5 150 798

319 478

215 636

206 461

299 763

*Publication ceased march 2019

Publishing Portfolio

		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
fakt.pl			6 728 706
Forbes	News magazine	19 612	
forbes.pl			1 431 605
kochaj.pl			95 479
Komputer Świat	Computer magazine	28 678	
komputerswiat.pl			4 129 807
KŚ Twój Niezbędnik	Computer magazine	19 154	
litteria.pl			110 163
medonet.pl			5 574 021
Newsweek Historia	History magazine	14 861	
Newsweek Learning English	Educational magazine	7 189	
Newsweek Polska	News magazine	73 288	
Newsweek Polska EXTRA	Magazine	9 785	
Newsweek Polska Wydanie Specjalne	Magazine	8 591	
Newsweek Psychologia	Magazine	16 642	
Newsweek Zdrowie	Health magazine	5 765	
newsweek.pl			2 368 291
nk.pl			1 298 486
noizz.pl			2 534 981
ofeminin.pl			2 925 703
onet strona główna			11 250 991

	<u>Unique users per month</u>
onet.dom	1 804 919
onet.dziecko	1 315 617
onet.facet	1 426 948
onet.film	3 137 127
onet.gotowanie	1 384 161
onet.kobieta	3 045 352
onet.kultura	1 798 551
onet.magia	821 077
onet.moda	853 447
onet.moto	214 774
onet.muzyka	1 822 376
onet.pl	16 793 439
onet.pl zapytaj	6 133 712
onet.poczta	4 314 976
onet.podróżę	1 896 440
onet.pogoda	1 508 376
onet.program tv	968 162
onet.sport	4 908 139
onet.technologie	699 936
onet.uroda	787 468
onet.wiadomości	7 588 662

Publishing Portfolio

	<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
onet.zdrowie		2 735 171
opineo.pl		722 461
pclab.pl		1 106 456
plejada.pl		4 322 619
Przegląd Sportowy	(National) daily sports newspaper	20 853
przegladsportowy.pl		2 261 328
skapiec.pl		2 684 545
softonet.pl		250 597
sympatia.pl		1 243 235
targsmaku.pl		66 658
vod.pl		3 389 261
zumi.pl		1 177 824
Slovakia		
aktuality.sk		2 678 806
azet.sk		1 023 435
byty.sk		107 497
chaty.sk		23 557
diva.sk		826 386
dobruchut.sk		1 038 960
horoskopy.sk		124 434

	<u>Unique users per month</u>
kalendar.sk	367 736
najmama.sk	836 820
noizz.sk	583 832
noveauta.sk	28 191
noveauto.sk	120 870
novostavby.sk	76 203
pokec.sk	324 636
realsoft.sk	1 768
slovník.sk	930 444
tahaky-referaty.sk	258 127
zive.sk	570 976
sport.sk	821 195

Publishing Portfolio

		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Serbia			
Ana.rs			783 131.08
Blic	Tabloid	47 325	2 923 153.75
Blic zena	Women’s magazine	68 892	1 648 822.42
Blic zena specials	Magazine	3 635	
Blic.sport.rs			1 086 689.58
Clip.rs			467 201.92
NIN	News magazine	7 042	
Noizz.rs			829 354.75
Pulsonline.rs			971 089.50
Hungary			
14 Nap Műsorfüzet	TV-schedule magazine	7 896	
Auto Bild	Car magazine	12 751	
Auto Bild Különszám	Car magazine	5 686	
Blikk	Tabloid	70 139	
Blikk Extra Receptek	Cookery magazine	23 184	
Blikk Nők	Women’s magazine	57 963	
Blikk Nők Extra	Women’s magazine	24 540	
Blikk Nők Konyha	Cookery magazine	9 889	
Blikk Nők Otthon&Kert	Interior decorating magazine	8 115	

		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Blikk Rejtvény	Crossword-puzzle magazine	59 368	
Blikk TV	TV supplement	58 570	
Bookazine	Educational magazine	6 498	
Csók és könny	Women’s magazine	7 964	
Eszes	Crossword-puzzle magazine	9 281	
Eszes Évkönyv	Crossword-puzzle magazine	9 898	
Eszes Évszakok	Crossword-puzzle magazine	6 172	
Eszes Skandi	Crossword-puzzle magazine	4 645	
Eszes Extra	Crossword-puzzle magazine	6 930	
Rejtvény Terefere Plusz	Crossword-puzzle magazine	6 894	
GEO	Educational magazine	3 957	
Glamour	Women’s magazine	55 245	
Glamour Különszám	Women’s magazine	6 434	
Havi Kópé	Crossword-puzzle magazine	1 458	
Hétpróba Skandi	Crossword-puzzle magazine	8 176	
Jó vicc!	Crossword-puzzle magazine	2 532	
Képes TV Műsor	TV-schedule magazine	13 646	
Kiskegyed	Women’s magazine	169 514	
Kiskegyed Extra	Women’s magazine	22 160	
Kiskegyed Konyhája	Cookery magazine	23 483	
Kiskegyed Konyhája Különszám	Cookery magazine	7 769	

Publishing Portfolio

		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Kiskegyed Otthona	Interior decorating magazine	17 942	
Kiskegyed Plusz	Health magazine	1 600	
Kiskegyed Recepttár	Cookery magazine	20 716	
Kiskegyed Rejtvény Extra	Crossword-puzzle magazine	6 365	
Kópé	Crossword-puzzle magazine	3 987	
Kópé Évszakok	Crossword-puzzle magazine	10 887	
Kópé Extra Rejtvénymagazin	Crossword-puzzle magazine	3 315	
Rejtvény Terefere	Crossword-puzzle magazine	16 953	
Rejtvény Terefere Extra	Crossword-puzzle magazine	5 920	
Rejtvény Terefere Skandi	Crossword-puzzle magazine	4 100	
Sárga TV	TV-schedule magazine	22 371	
Színes kéthetes	TV-schedule magazine	32 774	
TV kéthetes	TV-schedule magazine	46 090	
TV Revü	TV-schedule magazine	17 400	
Tvr Újság	TV-schedule magazine	45 913	
TVR-Hét	TV-schedule magazine	61 286	
Ügyes	Crossword-puzzle magazine	24 721	
Ügyes 5 Perc	Crossword-puzzle magazine	3 069	
Ügyes évszakok	Crossword-puzzle magazine	20 381	
Ügyes Extra	Crossword-puzzle magazine	5 468	
Ügyes Extra Szudoku	Crossword-puzzle magazine	4 501	

		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Ügyes Sorozat	Crossword-puzzle magazine	13 031	
Ügyes Plusz	Crossword-puzzle magazine	5 553	
Ügyes Skandi	Crossword-puzzle magazine	7 527	
Vasárnapi Blikk	Sunday newspaper	47 260	
Blikk.hu	Tabloid		2 737 991
Blikk Rúzs.hu	Women’s magazine		1 566 915
Glamour.hu	Women’s magazine		842 655
EgészségKalauz.hu	Health magazine		982 458
Noizz.hu	Urban culture		1 185 518
Recepttár.hu	Gastronomy		85 150
<i>Ringier Romania</i>			
Auto Bild	Car magazine	3 816	
auto-bild.ro			699 320
Avantaje	Women’s magazine	4 399	
avantaje.ro			1 096 889
ELLE	Fashion magazine	6 631	
elle.ro			699 253
ELLE Decoration	Interior decorating magazine	3 090	
Libertatea	Daily newspaper	30 803	
libertatea.ro			7 233 426

Publishing Portfolio

		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Libertatea Sunday	Sunday newspaper	20 859	
Libertatea Weekend	TV Supplement	48 573	
Libertatea pentru femei	Women’s magazine	28 176	
libertateapentru femei.ro			1 117 391
Retete de colectie	Cookery magazine	8 669	
retetepractice.ro			518 581
Povestea mea	Celebrity magazine	9 113	
Intamplari adevarate	Women’s magazine	9 258	
Povesti de viata	Women’s magazine	8 216	
Psychologies	Celebrity magazine	5 137	
psychologies.ro			278 103
Gazeta Sporturilor	Sports magazine	12 522	
Gazeta Sporturilor Sunday	Sports magazine	4 247	
gsp.ro			3 437 843
Unica	Women’s magazine	6 143	
unica.ro			3 248 292
VIVA!	Women’s magazine	7 420	
viva.ro			1 728 256
Lucru de mana	Handcrafting magazine	8 163	

<i>Ringier Africa Digital Publishing (RADP)</i>	<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Ghana		
pulse.com.gh		2 845 919
Kenia		
pulselive.co.ke		2 561 843
Nigeria		
pulse.ng		5 434 450

Publishing Portfolio

<i>Ringier Asia</i>		<u>Distributed circulation 2019</u>	<u>Unique users per month</u>
Vietnam			
Elle Decoration	Interior decorating magazine	7 200	20 299
Elle Man	Fashion & beauty magazine	6 800	356 608
Elle.vn	Fashion & beauty magazine	49 000	1 501 282
Marry.vn*			
Marrybaby.vn*			
Events			
ELLE Women in Society, ELLE Style Awards, ELLE Beauty Awards, ELLE Fashion Journey, Marry Wedding Day, Marry Excellence Awards, Marry Baby & School Day, MarryBaby Mega Mall, MuaBanNhaDat Conference on Real Estate, Broker Contest second round, Broker Contest final round, Digital Workshop in Real Estate			
Myanmar			
Duwun.com.mm			3 188 476
Marry.com.mm*			295 636
Kalay.com.mm*			268 508
Events			
Duwun Food Carnival, Duwun Talks, Kalay Day, Kalay Workshops, Marry Love Day, Marry Wedding Day, Mom & Kalay Fair, MyJobs Yangon Job Fair, MyJobs Mandalay Job Fair in 2018			

*Sold in July 2019

Marketplaces Portfolio

Switzerland

		Unique users per month
alpha.ch	Jobs	
anibis.ch	Small ads	3 396 951
autoScout24	Cars	3 342 351
cash.ch		504 500
DeinDeal	E-commerce	643 259
FinanceJobs.ch	Jobs	
geschenkidee.ch	E-commerce	295 407
ICTcareer.ch	Jobs	
ideecadeau.ch	E-commerce	100 140
ImmoScout24	Real estate	2 009 696
INGJobs.ch	Jobs	
jobs.ch	Jobs	2 143 304
jobs4sales.ch	Jobs	
jobscout24.ch	Jobs	599 347
jobsuchmaschine.ch	Jobs	
jobup.ch	Jobs	809 509
jobwinner.ch	Jobs	
karriere.at	Jobs	1 780 914
medtalents.ch	Jobs	
MotoScout24	Motorcycles	403 332
My-Store	E-commerce	371 549

Ticketcorner	Tickets	1 170 000
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Topjobs.ch	Jobs
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Ringier Digital Ventures

AboutYou GmbH
Archilyse AG
Airgreetz GmbH
Airconsole AG
Block Enterprises OY
Baze Labs AG
Campanda GmbH
CheckYeti GmbH
Flatfox AG
Goodminton AG (Foodspring)*
Insenio GmbH
Makerist GmbH
Medlanes GmbH
Pamono GmbH
Recommerce AG
Wine & Gourmet Digital AG
yamo AG

*Exits 2019

Marketplaces Portfolio

<i>Ringier Axel Springer Media AG</i>		<u>Unique users per month</u>
Poland		
jakdojade.pl	Tickets	1 304 066
no fluff (jobs)	Jobs	118 468
Slovakia		
autobazar.eu	Cars	637 455
autobazar.sk	Cars	336 126
bistro.sk	Food	227 510
bazar.sk	Small ads	756 998
autovia.sk	Cars	165 331
nehnutelnosti.sk	Real estate	511 465
reality.sk	Real estate	202 057
topreality.sk	Real estate	315 975
Serbia		
Mojauto.rs	Cars	392 236
Nekretnine.rs	Real estate	326 849
Hungary		
profession.hu	Jobs	985 978
jobmonitor.hu	Jobs	109 849

		<u>Unique users per month</u>
munkahelyek.hu	Jobs	64 439
Estonia		
cvkeskus.ee	Jobs	393 913
Latvia		
cvmarket.lv	Jobs	110 218
Lithuania		
cvmarket.lt	Jobs	228 316
<i>Ringier Romania</i>		
ejobs.ro	Jobs	1 086 970
imobiliare.ro	Real estate	988 897
<i>Ringier One Africa Media (ROAM)</i>		
Ethiopia		
Qefira.com	Small ads	64 000
Ghana		
Jobberman.com.gh	Jobs	112 000

Marketplaces Portfolio

		<u>Unique users per month</u>
Kenya		
Brightermonday.co.ke	Jobs	337 000
Buyrentkenya.co.ke	Jobs	129 000
Cheki.com.ke	Cars	286 000
Pigiame.co.ke	Small ads	357 000
Nigeria		
Cheki.com.ng	Cars	223 000
Jobberman.com.ng	Jobs	277 000
Senegal		
Expat-dakar.com	Small ads	280 000
Mamaison.sn	Real estate	87 000
Tanzania		
Brightermonday.co.tz	Jobs	106 000
Zoomtanzania.com	Small ads	288 000
Uganda		
Brightermonday.co.ug	Jobs	53 000
Cheki.com.ug	Cars	23 000

Ringier Asia

		<u>Unique users per month</u>
Vietnam		
Muabannhadat.vn	Real estate	419 003
Myanmar		
MyJobs.com.mm	Jobs	294 653

Major group companies

Equity interest on 31.12.2019

<i>Company</i>	<i><u>Percentage</u></i>
Switzerland	
Ringier AG, Zofingen	100 %
Ringier Africa AG, Zofingen	100 %
Swissprinters AG, Zofingen	70 %
Ringier Axel Springer Schweiz AG, Zurich	50 %
Le Temps SA, Geneva	55 %
Admeira AG, Bern	50 %
Ringier Axel Springer Media AG, Zurich	50 %
Ringier Digital Ventures AG, Zurich	73 %
Scout24 Schweiz AG, Flamatt	50 %
IAZI, Informations- und Ausbildungszentrum für Immobilien AG, Zurich	33 %
Casasoft AG, Bottighofen	18 %
JobCloud AG, Zurich	50 %
Geschenkidee.ch GmbH, Zurich	100 %
DeinDeal AG, Zurich	87 %
Ticketcorner AG, Rümlang	50 %
Energy Schweiz Holding AG, Zurich	65 %
MSF Moon and Stars Festivals SA, Locarno	100 %
Ringier Sports AG, Zurich	100 %
Hypoguide AG, Magden	49 %
digitalCounsels AG, Zurich	29 %

<i>Company</i>	<i><u>Percentage</u></i>
Romania	
S.C. Ringier Romania s.r.l., Bucharest	100 %
Ejobs Group S.A., Bucharest	100 %
Realmedia Network SA, Timisoara	87 %
Ringier Sportal S.R.L., Bucharest	51 %
Slovakia	
Ringier Axel Springer SK a.s., Bratislava	44 %
United Classifieds s.r.o., Bratislava	26 %
SPORT.SK, s.r.o., Silein	29 %
Serbia	
Ringier Axel Springer d.o.o, Belgrade	50 %
APM Print d.o.o., Belgrade	50 %
NIN d.o.o., Belgrade	50 %
New Digital d.o.o., Belgrade	50 %
Hungary	
Blikk Kft., Budapest	50 %
Profession.hu Kft., Budapest	50 %
Ringier Axel Springer Magyarország Kft., Budapest	50 %

Major group companies

<i>Company</i>	<i><u>Percentage</u></i>
Poland	
Ringier Axel Springer Polska Sp. z o.o., Warsaw	50 %
StepStone PL, Warsaw	26 %
Estonia	
CV Keskus OÜ, Tallinn	50 %
Afrika RADP (Ringier Africa Digital Publishing)	
Ringier Ghana Ltd., Accra	100 %
Ringier Kenya Ltd., Nairobi	100 %
Ringier Media Nigeria Ltd., Lagos	100 %
Ringier Digital Marketing SA, Dakar	100 %
Afrika ROAM (Ringier One Africa Media)	
One Africa Media (Pty) Ltd., Cape Town	42 %
Cheki Africa Media Ltd., Ebène	57 %
Asia	
Ringier Pacific Ltd., Hong Kong	100 %
Ringier Vietnam Co. Ltd., Ho Chi Minh	99 %
Nhat Viet Group Co. Ltd., Ho Chi Minh	50 %
Pyramid Solutions Company Ltd., Yangon	95 %

Beatrix Ruf, Curator and Art Expert

THE ARTIST JORDAN WOLFSON

Groucho Marx, the most famous protagonist of the legendary Marx Brothers, who made Hollywood history from the 1920s to the 1940s with their tragicomic and satirical films, adorns the cover of the Ringier Annual Report 2019, which was created by the American artist Jordan Wolfson. Groucho Marx, who considered himself “moderately successful but hopelessly mediocre”, was legendary for coining iconically powerful sayings, such as the sentence “I don’t care to belong to any club that will have me as a member.”¹, with which he announced his resignation from a private club for comedians and film celebrities in a telegram. His tragicomic, identity-questioning and socially pessimistic catchphrases (“Whatever it is – I’m against it”) found their way into the slogans of student movements even in the 1960s – and they belong to the tradition of classic Jewish humor. In Groucho Marx, Jordan Wolfson adopts an iconic figure as well as his attitude as a kind of alter ego, as he has previously done in a number of other works involving Jewish types. He also chose to work with the make-up gimmick of the artist Groucho Marx, who, with thick black strokes for bushy eyebrows and moustache, with glasses and a cigar, gave himself an unmistakable appearance reduced to graphic elements. Using these same graphic elements, Wolfson applies black brushstrokes to rework media

images of another iconic figure in history and his life “lived” in the media to create a pictorial sequence: John F. Kennedy Jr. scenes overlaid with Groucho Marx’s insignia. Only an official-looking photograph of John F. Kennedy at his desk in the White House remains unaltered, perhaps a reference to the fact that a life in political reality might have existed for his son, perhaps a reference to the fact that our political realities might have been more concrete and real than permanent media presence, the promulgation of private lives and celebrity news. The artist Jordan Wolfson, born in 1980, is one of the most famous and always provocative representatives of a younger generation of artists. His works include film, video, digital animation and their transformation into photos or sculptural forms of imagery. In recent years, Two thousand and nineteen marks the twentieth anniversary of the tragic plane crash in which John F. Kennedy Jr. and his wife Carolyn Bessette-Kennedy died. With his reworked photographs, the artist takes us on an emotional journey through a life marked by potentialities, fictions and failures and meticulously and inevitably covered – or even created – by the media. Family pictures, friends such as Sarah Jessica Parker, his wife Carolyn Bessette, numerous celebrities and even the current president Donald Trump are all part of the

he has increasingly turned to the new media of virtual reality and animatronic sculptures, a technology used especially in Hollywood's movie industry for animating the movements of figures. Wolfson's works focus on emotions and how they are "made" in media and technologies – true and imaginary, real and virtual face each other as agents that make up the human condition: real or constructed identities, love, death, sexuality, violence and our social interactions are all part of the area of conflict in his imagery.

The question of "real" feeling or what we might imagine that to be is a recurrent theme in Jordan Wolfson's oeuvre. That is why the images of the media and the

mechanisms of action of the media industry are crucial material and a crucial theme in his works – always including an autobiographical possibility. His tribute to Groucho Marx and John F. Kennedy Jr. for the Ringier Annual Report 2019 might therefore be prefaced with a reversal of the standard disclaimer: Any resemblance to existing persons is not at all coincidental and expressly intended.

¹ *quoted in: Arthur Sheekman, The Groucho Letters, New York: Simon & Schuster, 1967, p. 8.*

Frank A. Meyer, Publicist

EPILOGUE

For the German-American university lecturer and journalist Hans Ulrich Gumbrecht, the nation-state as we know it is outdated: it needs to “reinvent itself”. Otherwise it has no future.

Globalized digitalism not only suspends the nation state from its function, it also undermines democracy; Twitter, Instagram and YouTube usurp the media and the profession of journalism.

For the Swiss writer Lukas Bärfuss, democracy as we practice it is outdated, since it is based “on eighteenth-century ideas” – therefore “our political system requires more than legal reform”. Otherwise it has no future.

Those three prophets of doom are luminaries in their fields, and as such, they ought to be taken seriously. So, is the political, cultural, economic and social world as we live it every day about to end?

Gumbrecht, Bärfuss and Zimmermann proclaim

For the Swiss journalist Kurt W. Zimmermann, democracy “does not necessarily need” the media as we are used to them – even without media, “democracy works just fine”. Journalists have no future.

their fatalistic conclusions on the intellectual high ground provided by the very society whose future viability they deny. One might also say: For these three apocalypticists personally, what they have

already written off still works – the nation state, democracy, journalism.

Trump can do without journalists. Going public via private and direct communication channels is open

This in itself is a glimmer of hope for the flummoxed citizen, a straw to clutch at.

to politicians as well as executives and powerful people in general. But even ordinary citizens are prac-

Could it be that their gloomy message is, in fact, wrong?

ticing communicators of themselves – which suddenly gives them a bit of power, too.

What would democracy be without journalists and their media? A chaos of requests to speak; each person is their own journalist, each is an influencer with their own community – the new market of opinion making.

Does this online anarchy guarantee democracy? Does this alternative to the traditional craft of journalism help citizens in their democratic decision-making?

Journalism systematizes what political, economic,

US President Donald Trump is showing the way. His aphorisms, polemics, invectives, demonizations – words strung together in stultification.

cultural and societal leaders have stated. The media create the order of what has been said. It becomes three-dimensional; it is framed in historical and

interdisciplinary contexts, and it is prioritized – classified as very important, important or not so important and presented accordingly.

This creates order, and not just one single order, but different orders – according to the position of the individual media.

Journalists bake the bricks the citizen builds with – or sometimes throws around in protest. This requires broad and deep knowledge of those craftsmen of thought – historical, political, economic, cultural knowledge. Journalists need to be educated, well-read and experienced – bourgeois or citizens in the traditional sense.

The World Wide Web, on the other hand, is, at least for now, a place of de-bourgeoisification – and the shitstorm is the most obvious expression of its decadence. Who will stand against it? Journalists, who think back, think through and think forward, in style.

Yes, that sounds hopeful. But it is actually happening, in the traditional channels of newspapers and magazines, and also on the digital portals of responsible publishers.

Is journalism superfluous? Never before have thinking writers, speakers and filmmakers needed to be more educated. Is democracy obsolete? Never before has this more than two centuries old system been

used as assiduously as it is today: by political parties, of course, but especially by NGOs, which are both separate and critical of the state, and recently every Friday by Generation Greta.

Montesquieu’s separation of powers proves its worth by taking on our changed circumstances, on the national level, the supranational level in the EU or the global level in the OECD. Democracy breathes, sometimes it snorts, but it is certainly very much alive.

And the nation state, this primordial framework of democracy?

It remains indispensable for shaping the social sphere, including supranational and global spaces,

because it provides citizens with the clear framework in which they make their decisions.

The citizen needs a home, democracy needs a home – and they both need the state, the nation.

Journalists, media enable us to understand and grasp the world-historical synthesis of the arts that constitutes our open, western society.

They put it within our grasp.

Publishing details

Since 1998 the Ringier Annual Report has been designed each year by a different artist whose work features in the Ringier Collection. The series was initiated by Michael Ringier and Beatrix Ruf as a means of forging closer ties between the art world and the activities of the Ringier Group.

Publisher: Ringier AG

Project coordinator: Bernhard Weissberg,
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Art coordinator: Rahel Blättler, Ringier Collection

Editorial coordinators: Alejandro Velert and
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Ringier AG

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