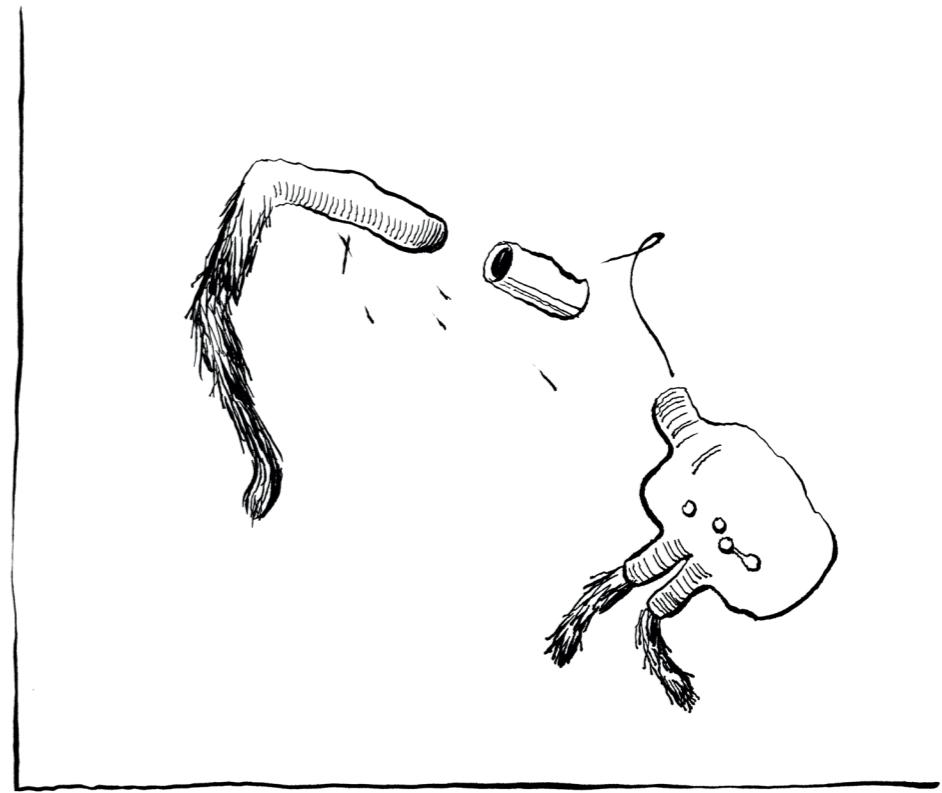
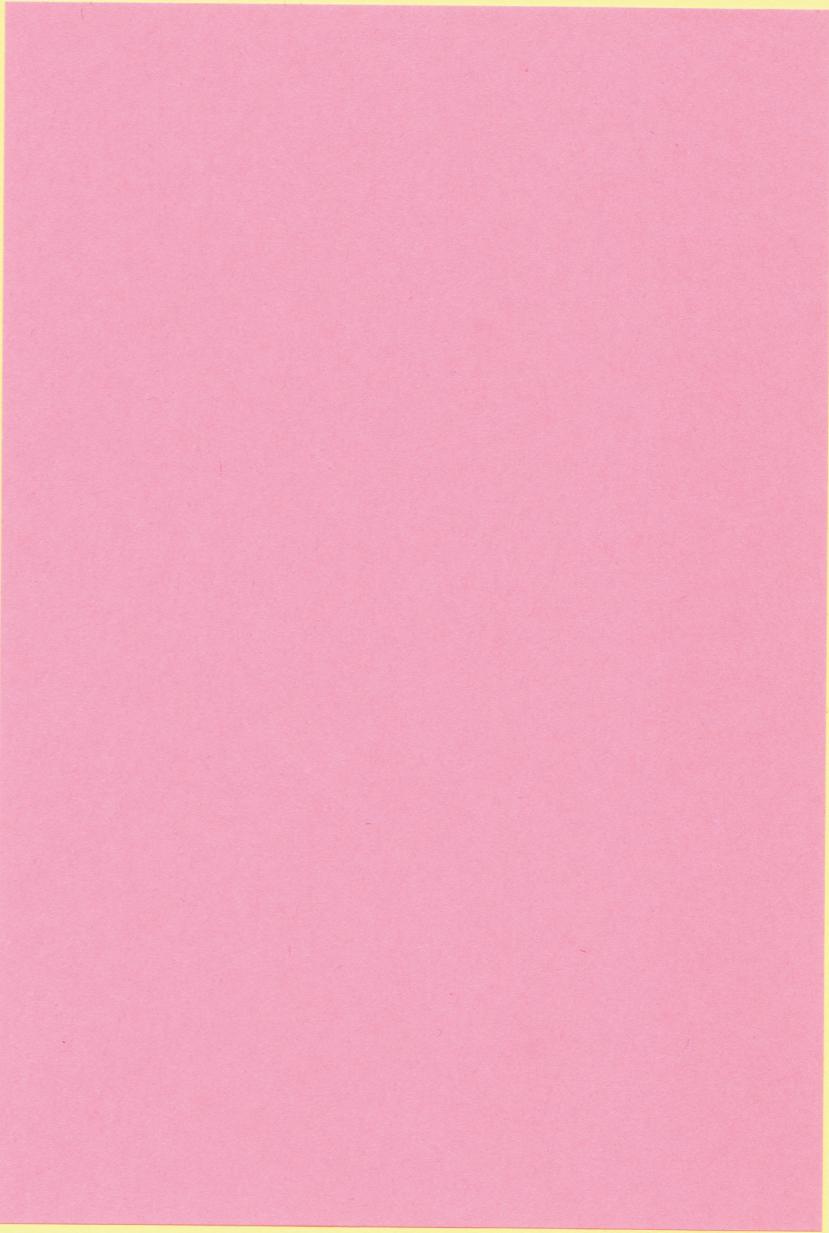
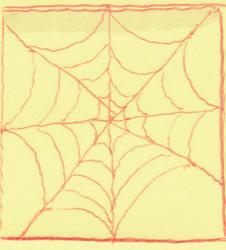


Ringier Annual Report 2020

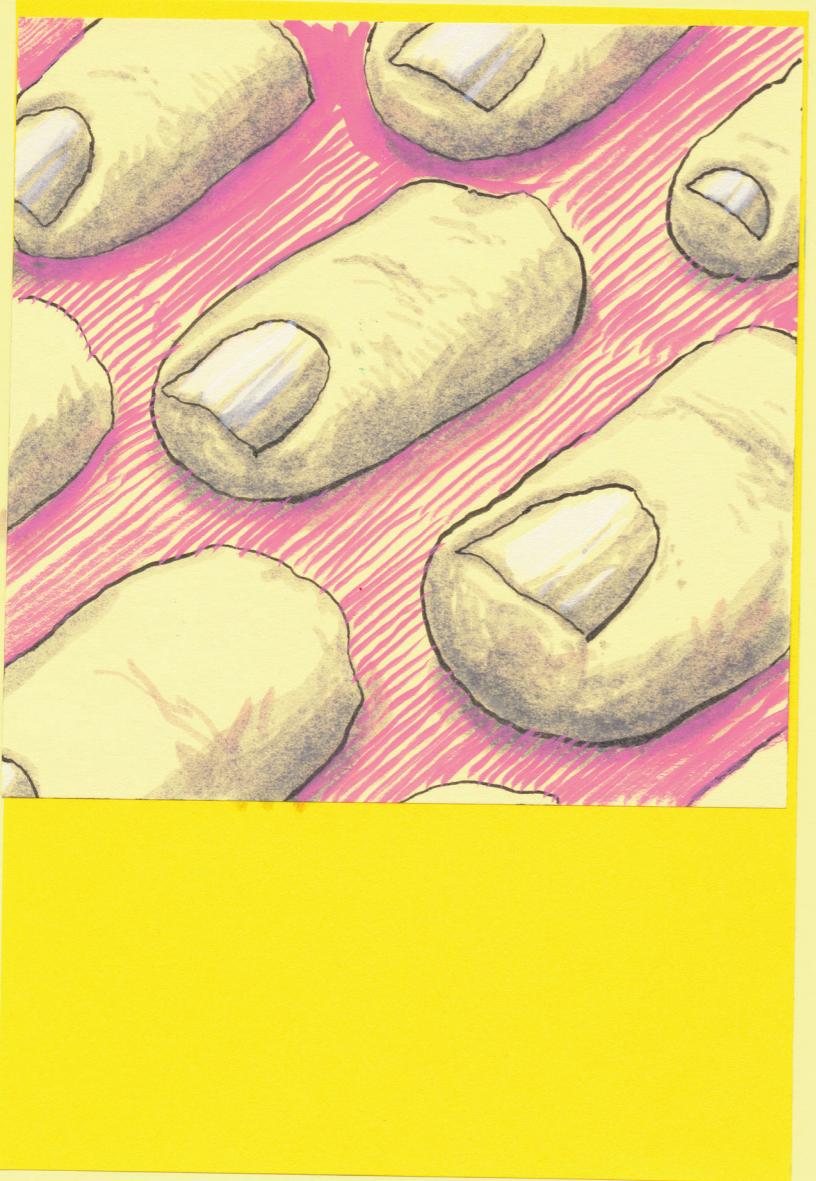


2020





Fall to the
woman



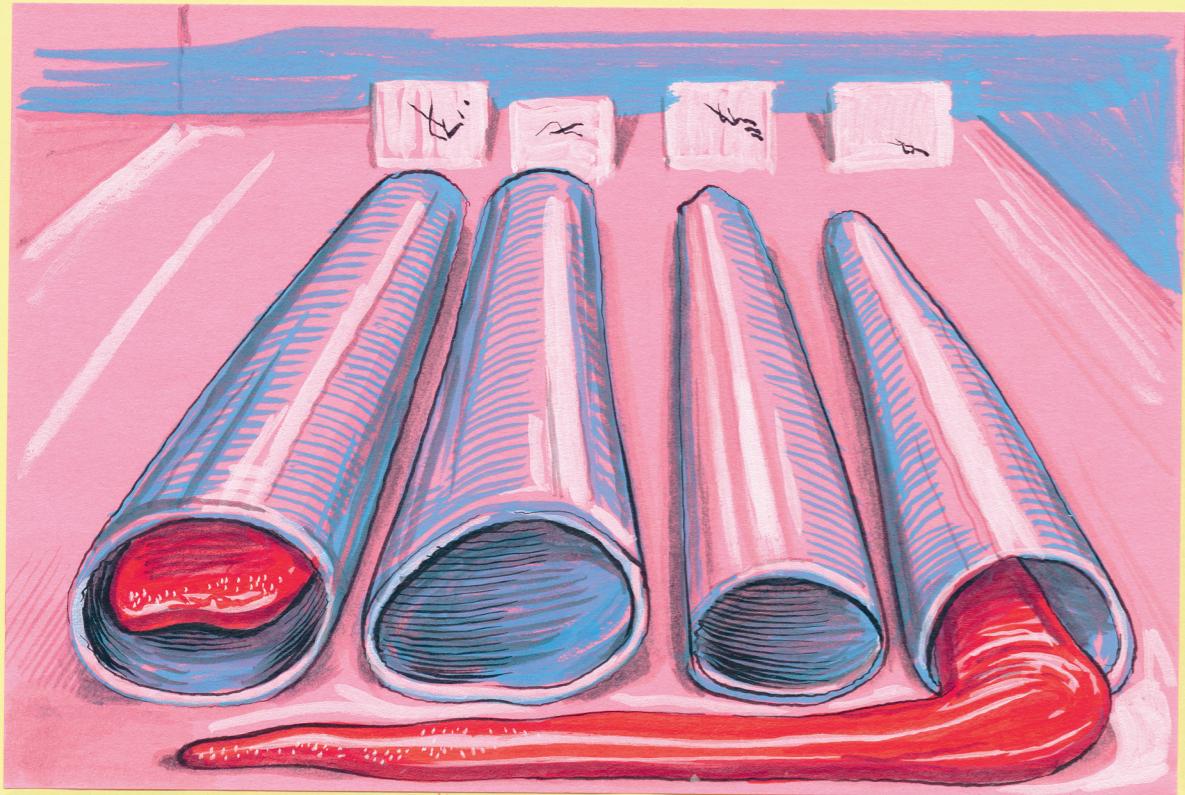
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Introduction
Previous versions of this book
SVP 4EAF 2020 - Alexander Miller
2020 in progress - Alexander Miller
Bookshelf 2020
Mother Earth
My bookshelf is across the globe
planning details.

Planning



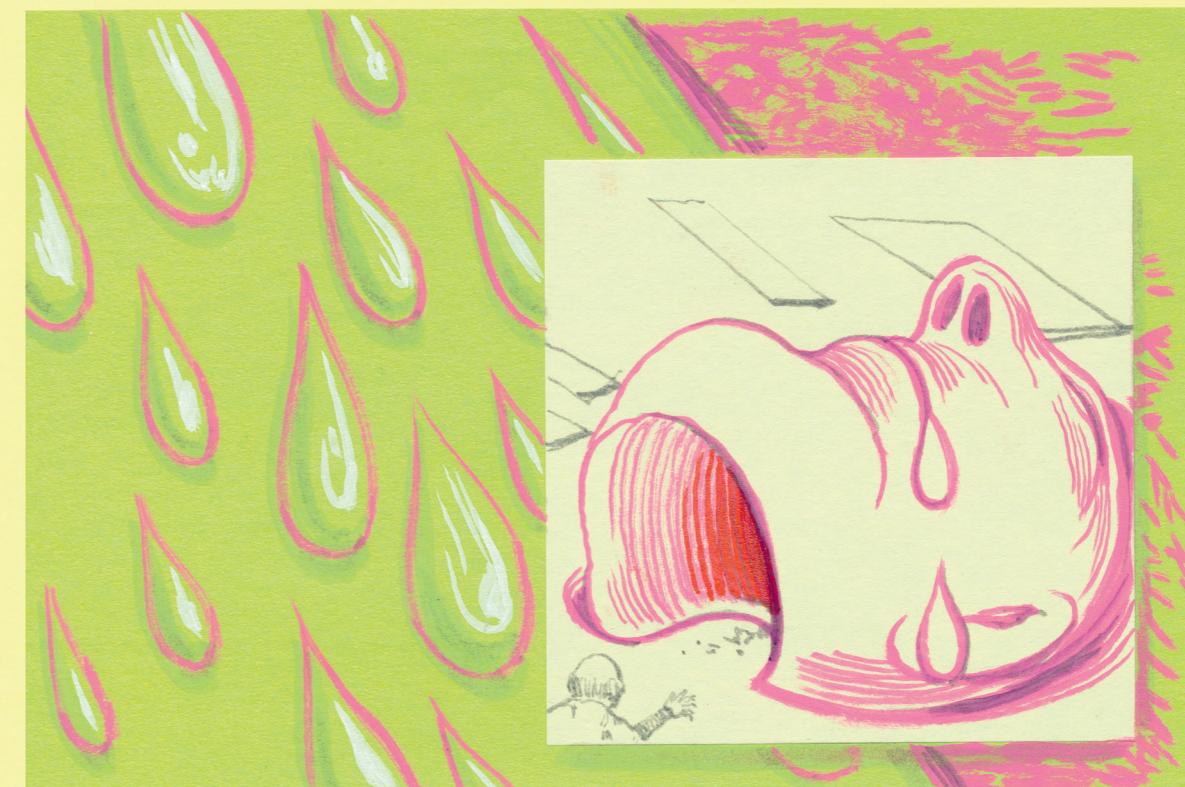
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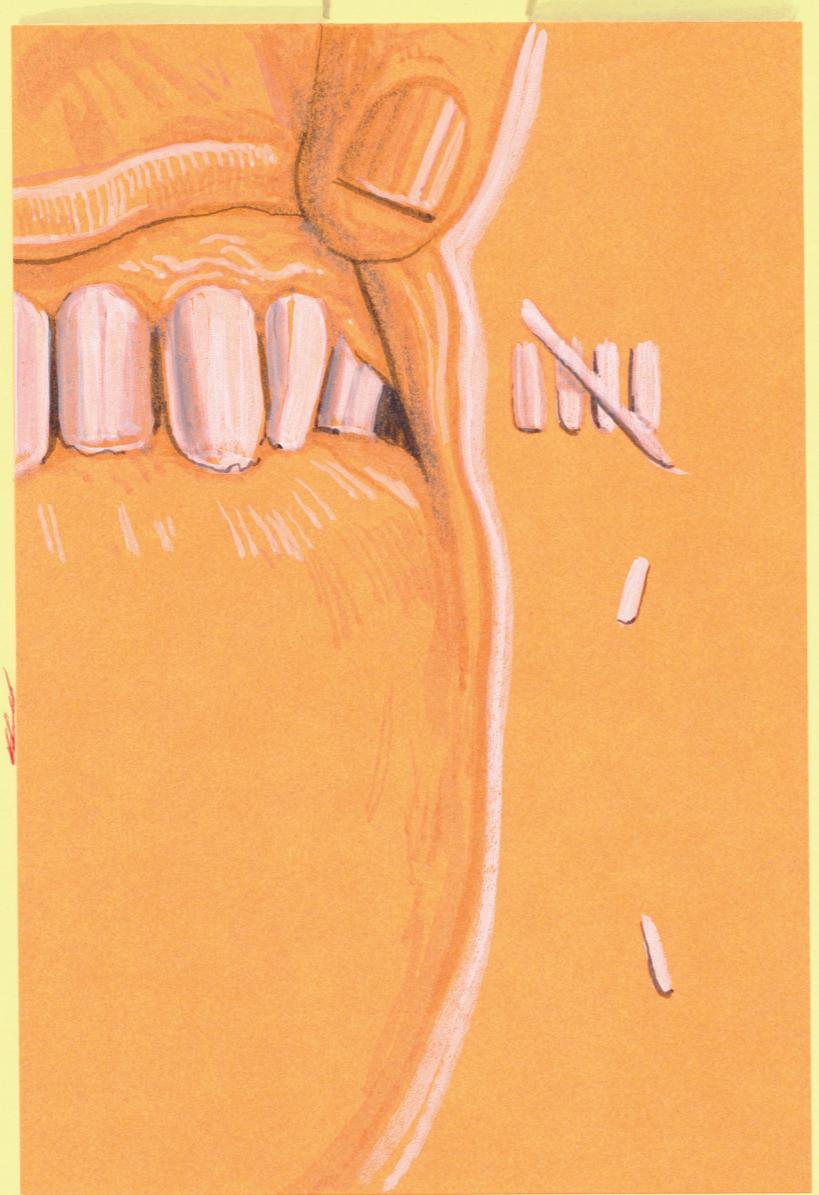


I decided to write the annual report out by hand. I wanted it to be bound and the right kind of paper so that it would be something to keep through the years. I think it's important to keep it in a binder so it can be easily referred to later. I also thought it would be nice to push a family heir this annual report year after year. I think it would be a favorite of your children as well.

The very com~~mon~~ ~~longest~~ report on annual reports been going for some time now
symbolizing its long history with a clear-cut statement of the year's
Journal, and report provides nothing changed, and all we seemed to want —
The year everyday and nothing changed, and all we seemed to want —
DESPERATELY & DRIPERATELY ^{was a rebuke} ~~lately~~ —

The year everything and nothing changed, and all we seemed to want ~
DESPERATELY & DRIBERATELY was a return to the norm. ✓

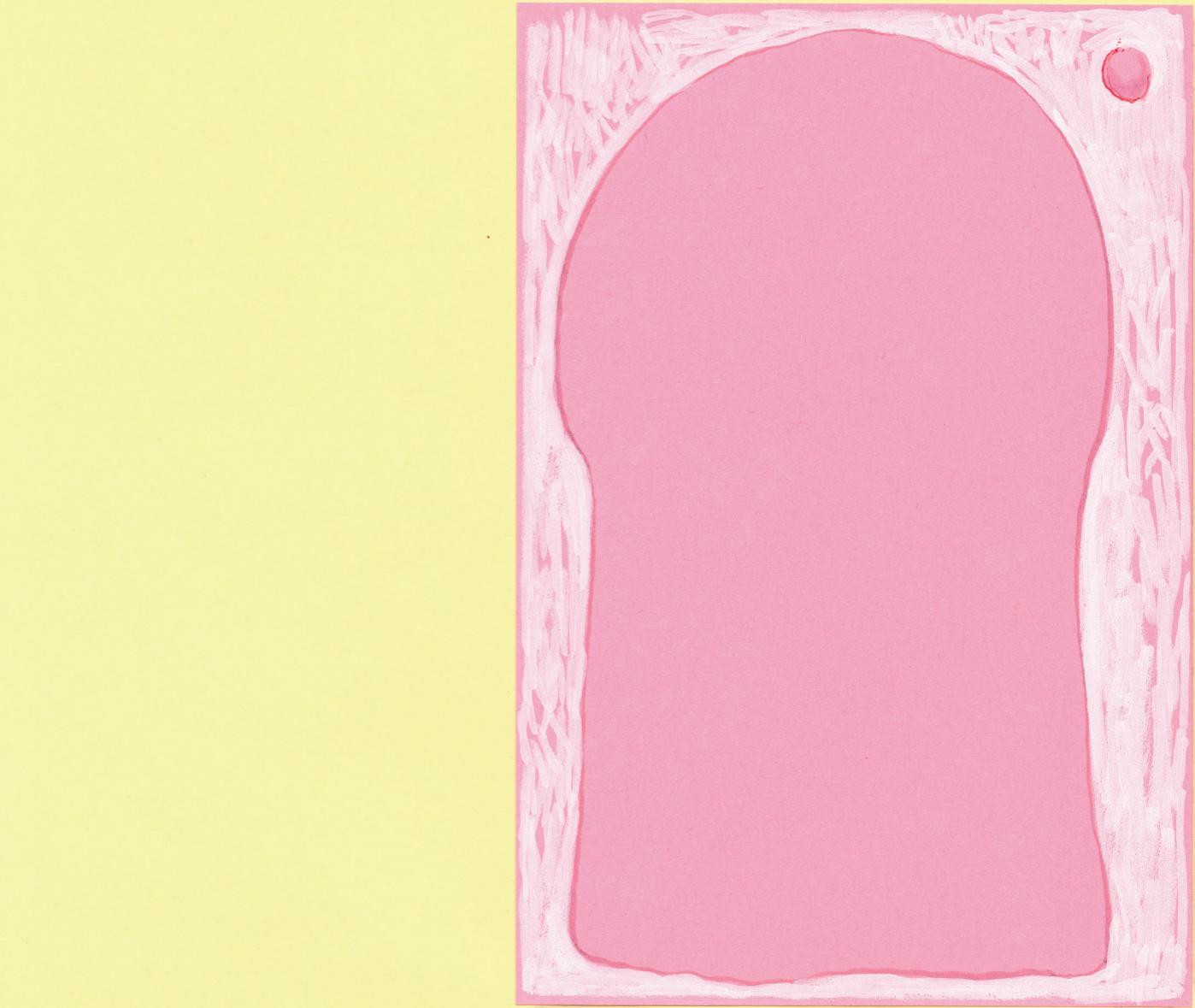
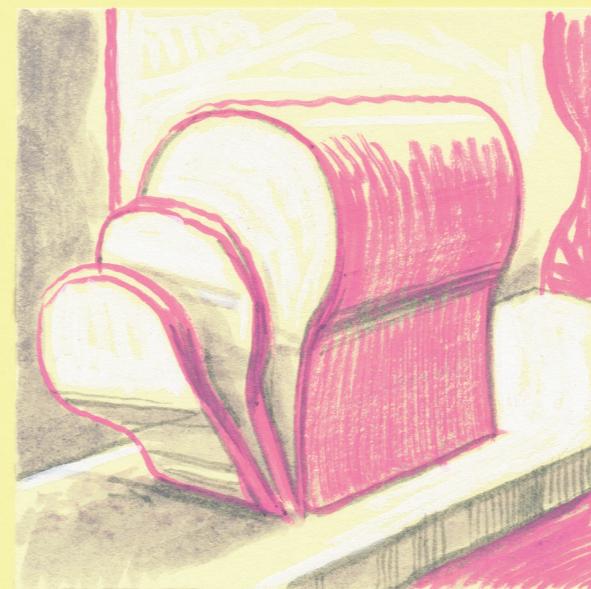
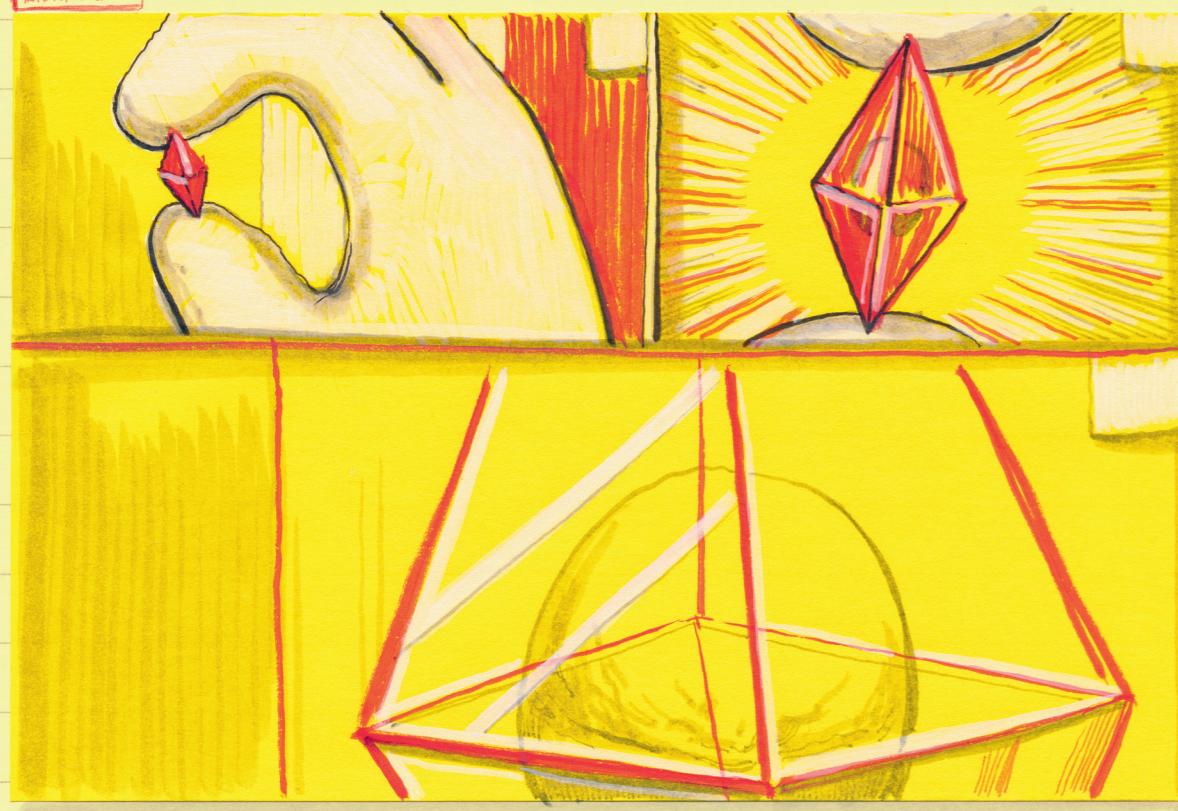




For almost 40 years Michael Biggs, p. 58 E
has been showing the "Word of the Year"
to selection of the Association of German
Language Purists (the German language
purists) every year since 1970; The name was
"COPIA VIPS AND DENSIC" and the
word "KANNSTE ABNAKEN" ("GOOD FIDDLER")
belonged to it in the 1990s; *Handwritten*

It's with COVID-19, there are a whole lot of people, of people who don't want to be immunized. All the more reason why we have to be very careful, believe in the truth, not conspiracy theories.

With GONG 13, there was a considerable number of people
BUT, even after this home we were, I would like to take a look from
GONG 13's positive side. (GONG 13 is not the best of the
best, but it is the one who has been here for a long time.
I think it is interesting that made him the "positive side".
And this is probably happy for the first time at the beginning of the education path.
Now comprising of his environment, and the place he is all around, the education path
thanks to their environment, and the place he is all around, the education path
which started for a year now has reflected so many things. It is not within
fitting for a year now.



From Pöhl's perspective, the discussion was a formality. Comité, of course, found many no problem at all. The other of the European seemed to find my position, in, it was a highly complex and difficult one. And therefore, I think, the question is, how? Who would do that? Who would dare

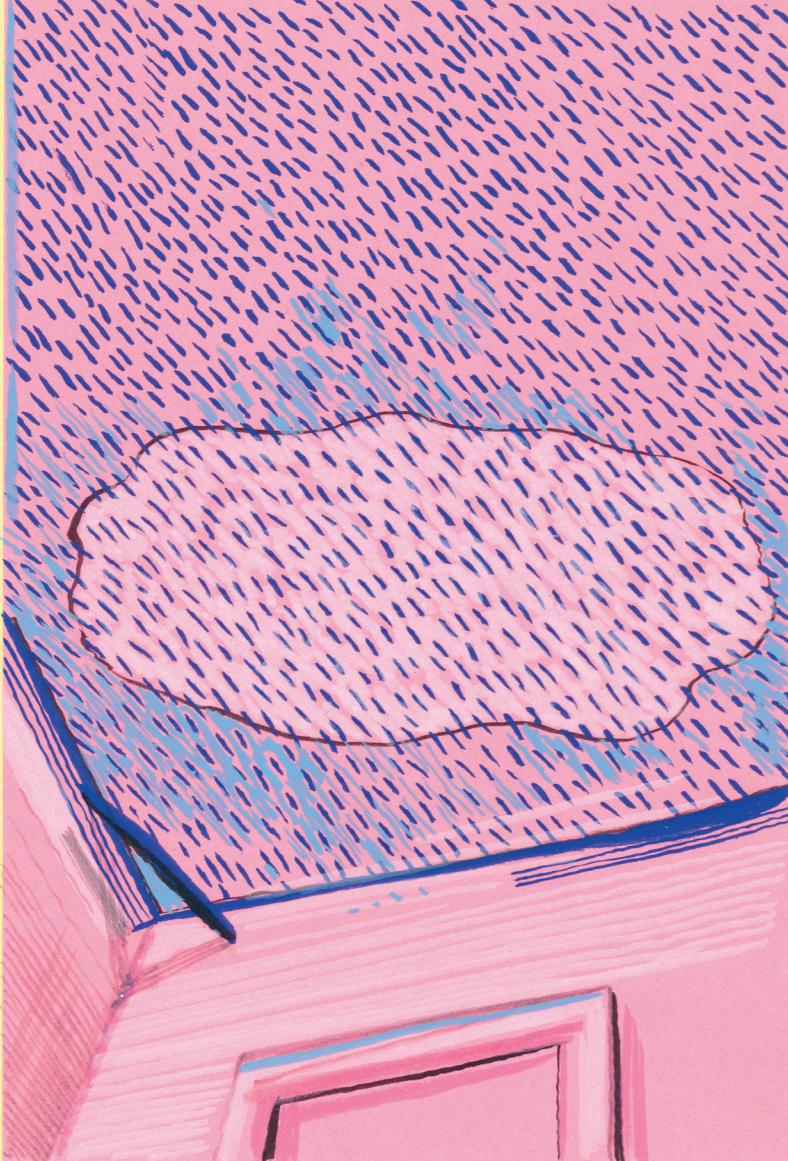
That Tuesday after my intense phone call with Rogers, I convened our strategy group to discuss his proposal. From many other conversations, in particular with Michael, I learned much about his political positions. I am sure that many of these developments, in addition to the initial, official pronouncements, will have a significant impact on the coming weeks & months. The only very very disturbing aspect, however, is that many of the players among our working group here in all their various worn-out

Ten days later, over 95 per cent of the 7150 employees of the fugitive army were working again.

Tom's farm, the Medway performed its function as a watercourse, but it was also the site of a major industrial complex, particularly the paper mill which occupied the entire length of the river. The paper mill was built in 1822 by the Newmarket Paper Company, and it remained in operation until 1968. The mill produced kraft paper, which was used for packaging, and it also produced newsprint. The paper mill was located on the banks of the River Medway, and it was a major employer in the area. The paper mill was eventually closed in 1968, and the site was redeveloped into a residential area. The paper mill was a large, rectangular building, with several tall chimneys. The paper mill was surrounded by trees and bushes, and there were paths leading to the entrance. The paper mill was a prominent feature of the landscape, and it was a well-known landmark in the town. The paper mill was a significant part of the town's history, and it was a reminder of the town's industrial past.



In April we were connected to a resource in Asia which provided us with the first 1000 old mobile phones. The phones were packed with various software and were pre-installed with our own software. In November of 2020, we began testing it in Vietnam. After testing it, we found that it worked well and began to roll it out to our clients. In December, we launched our first technology, launched our first hardware, started our first pilot project, and began to work on our first software. We have now sold over 1000 units of our product, and have received many positive reviews from our clients. We are currently working on our second generation product, which will be released in early 2021.



In addition to the extensive
of central cost per unit very difficult to
any cost reduction techniques for developing a
new product. The major problem is how to keep the new product
and follow in cost. Many companies have been successful in
product development. For example, we can see that the new product
there was an increase in 2000 in the new 2000 and what
product development work has been done. We can see that the
old new for innovation can be used. We can see that the
and when it is necessary, it can be used. It has been developed
and the place, etc., in 2000, is a factor of a lot of
our needs.
With our long-term commitment and focus on service, we
become one of the world's leading providers of information
and technology solutions, for a wide range of industries.
and more specialized products, such as the financial services
various industries, such as the pharmaceutical industry,
energy, food and beverage, and others. This is reflected in our
products, which are used in many countries around the world.
needed to develop a new product, which is a challenge for us.
machines of our clients, both in Europe and in Asia, once
marketed in Eastern Europe, we can see that the market
is very large.
And so, they have to be competitive in price, quality, and
cost. We are committed to our customers and our
years, and we are focused on our
first thought on a has basically a first year.

The government has been brought into the forest management of
1920's to 1930's by the Forest Service and the State Foresters as
farmers' interest was fading and their interest in forests as
and particularly in timbering up with itself that it had
the problem of foresters and their work well along, so
and activity and have hardly communicated all the
knowledge.

is all covered

It is our firm belief that our company will be behind the Hasty Brothers program 100%.



In this Balmer states the CN has been forced to return their locomotives to the company they were purchased from. The reason is that the company has not paid the money due to them. The company claims that the reason for this is because the locomotives have not been used. The company has not been able to sell the locomotives to another company. The company has been trying to sell the locomotives for several years, but has not been successful. The company claims that the locomotives are worth more than what they are asking for. The company has been trying to sell the locomotives for several years, but has not been successful. The company claims that the locomotives are worth more than what they are asking for.

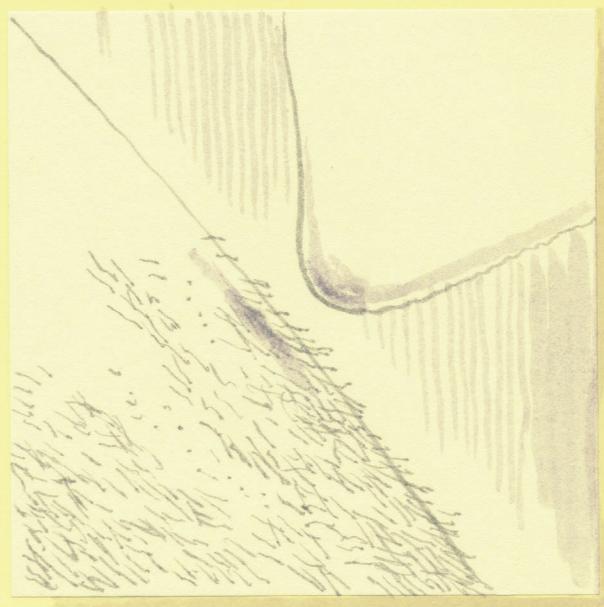
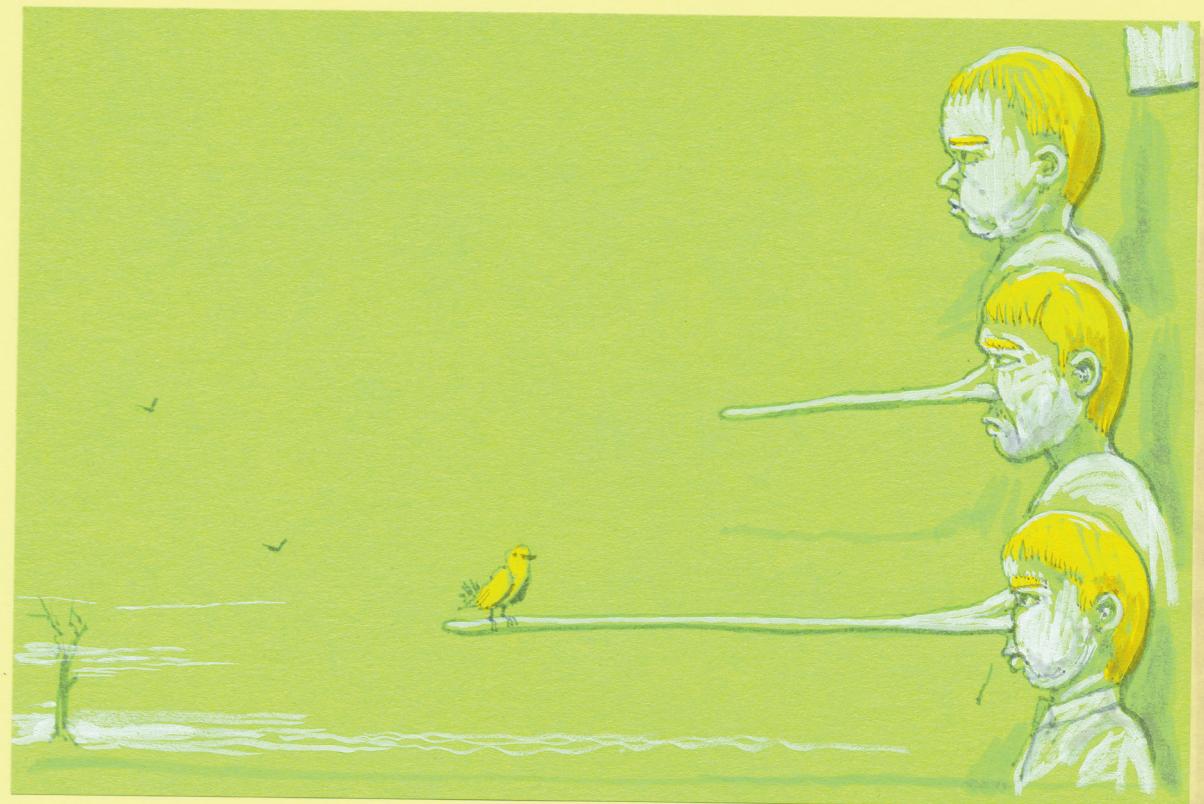
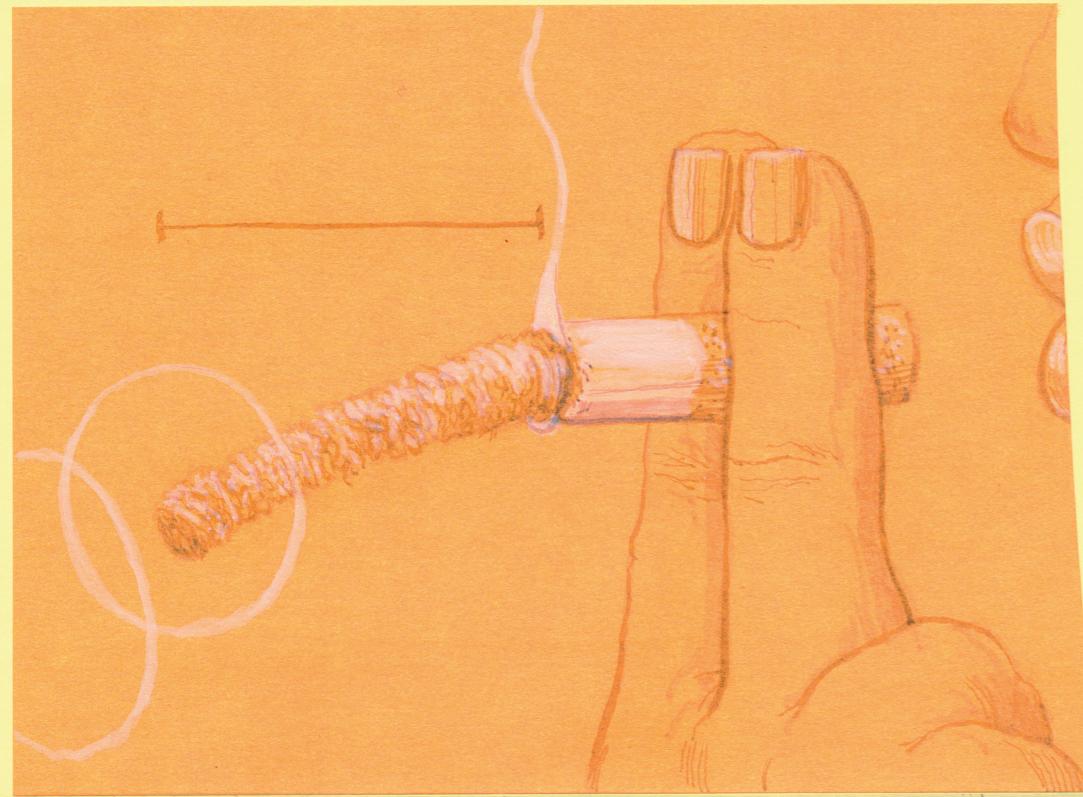
In common employment, as per the figures collected by me in the country, there is no particular reason why people should be sent even greater distances from their homes than before. The distances travelled by men in the course of their work have increased, but not to any great extent. The reason for this is that the distances travelled by men in the course of their work have increased, but not to any great extent.

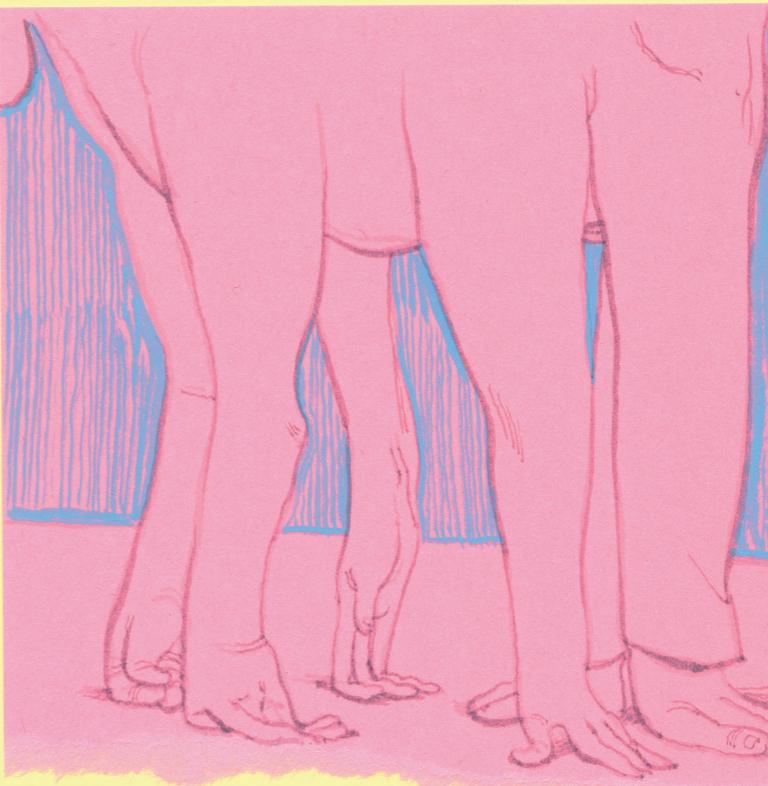
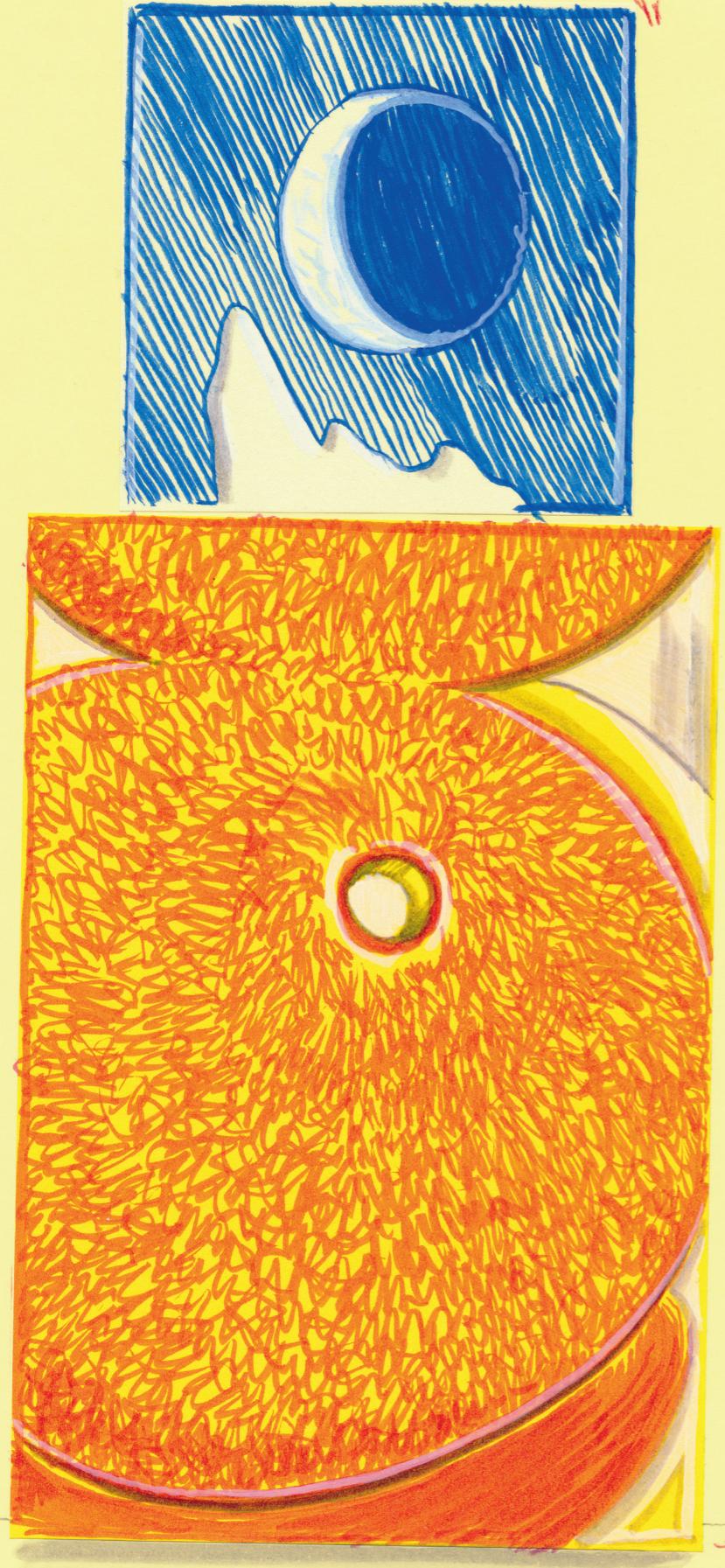
In Africa before African borders (bottom) arrived in 1919 (over 20 years ago) open land was all the same size (1000 ha). This is called 'big fields' (big horizontal fields). In fact there is a lot of fragmentation now (small fields), because the land has been divided into individual plots. This fragmentation is influenced by 20th century developments such as the introduction of the nightingale hawk, which preys on small birds. The fragmentation of the environment happened via web links between different countries (Africa, Europe, America, Australia, etc.). It started also with the opening of the Suez Canal in 1869. Subsequently, Alfred Krupp, who controlled over 7,000 farms per hectare, started to buy up land in Africa.

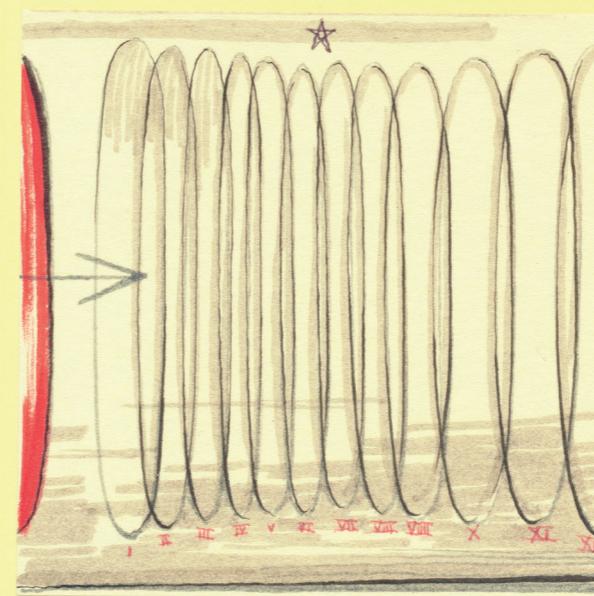
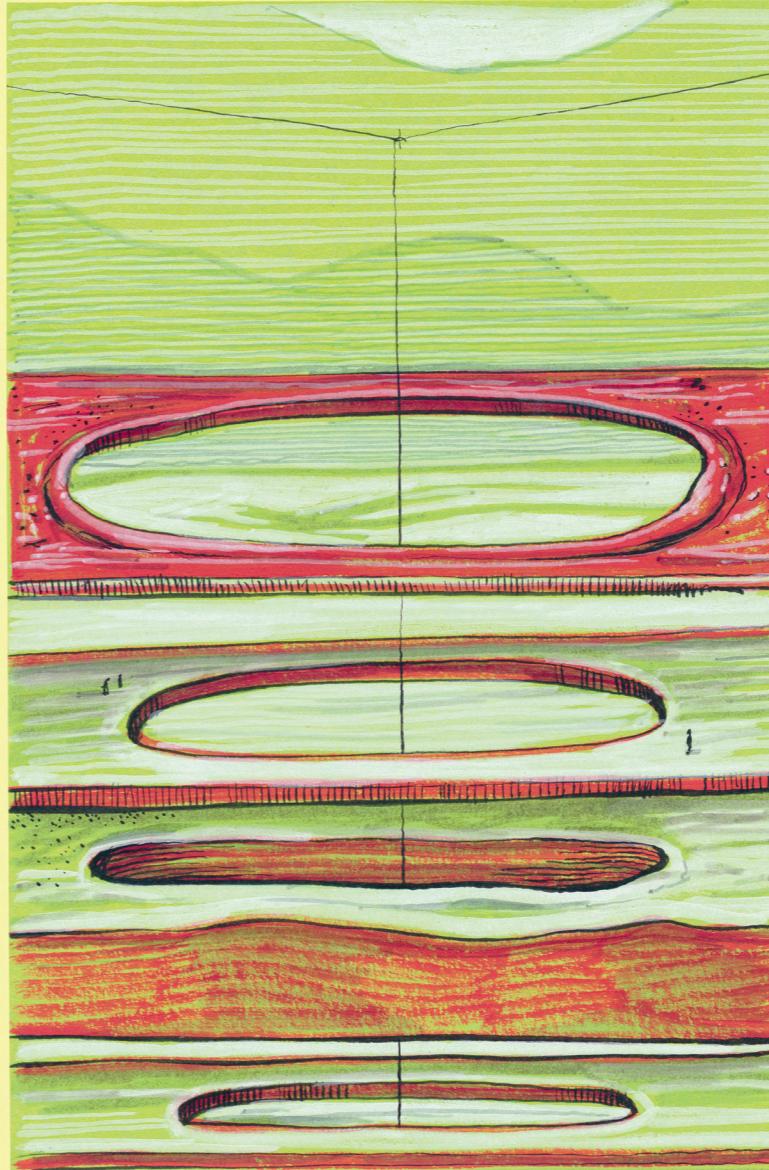
Part of it often runs up steep and rocky ledges, often looks like a precipice. It goes over hills and through thickets of bushes and trees, then through thick mud, then over rocks and stones, and by this means at last it reaches a broad plateau in the mountains.

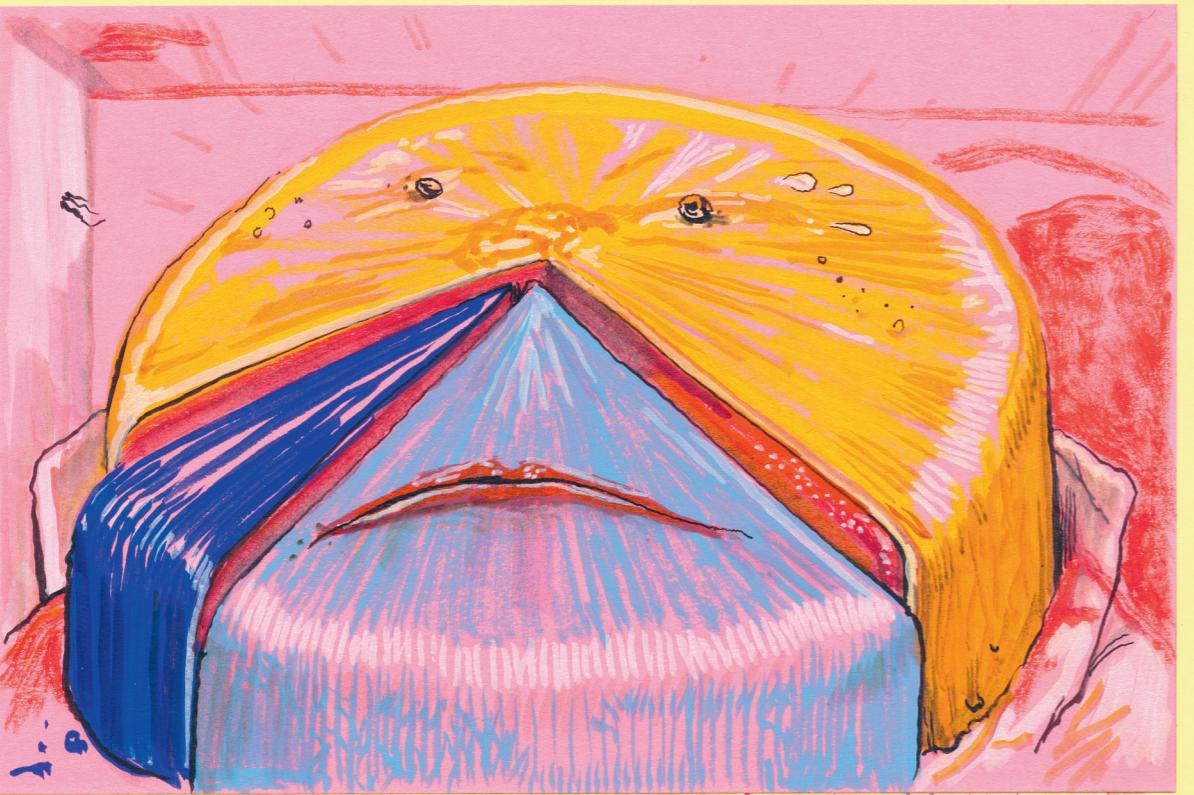


For this I expect my greatest
And my best effort.









REVENUE BY REGION	2019	2020
From Asia and Eastern Europe	782.4	769.7
From Africa and Africa	198.3	18.6
Revenue by source	284.8	257.6
From printed media	201.6	181.9
From advertising	70.1	75.7
From print and other media	95.4	63.6
EBITDA	114.1	84.4
EBITDA margin	31.6%	31.5%
EMPLOYEES	2019	2020
Employees by region	7197	6783
Employees Switzerland	5989	5785



GROUP REVENUE BREAKDOWN IN CHF MILLION	2019	2020
Print distribution	260.0	249.4
From sales media	249.4	247.4
From advertising	14.1	14.3
From (2019) other media	58.3	49.9
EMEA Europe	182.1	172.7
From printed media	182.1	172.7
From advertising	12.8	12.3
From print and other media	19.4	17.4
From printing activities	5.4	4.2
APAC & Africa and other media	171.9	169.6
From advertising	171.9	169.6



EBITDA trends 2019-2020



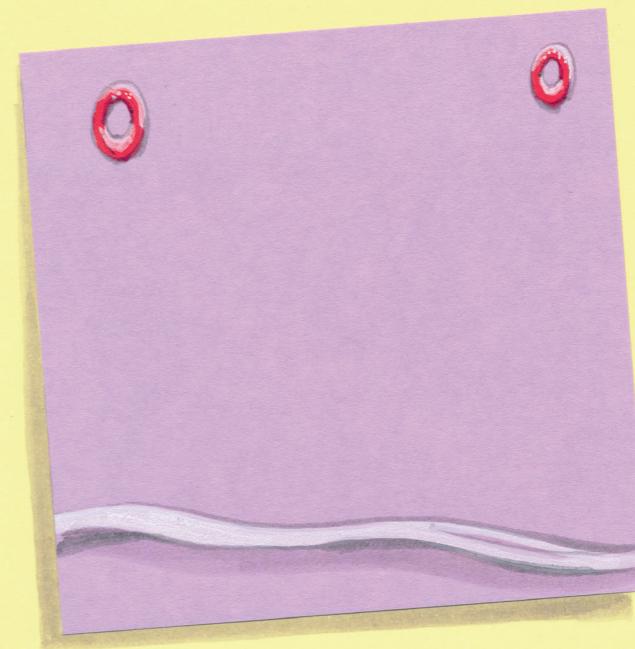
- - EBITDA margin
- EBITDA
- - Non-digital share
- Digital media contribution

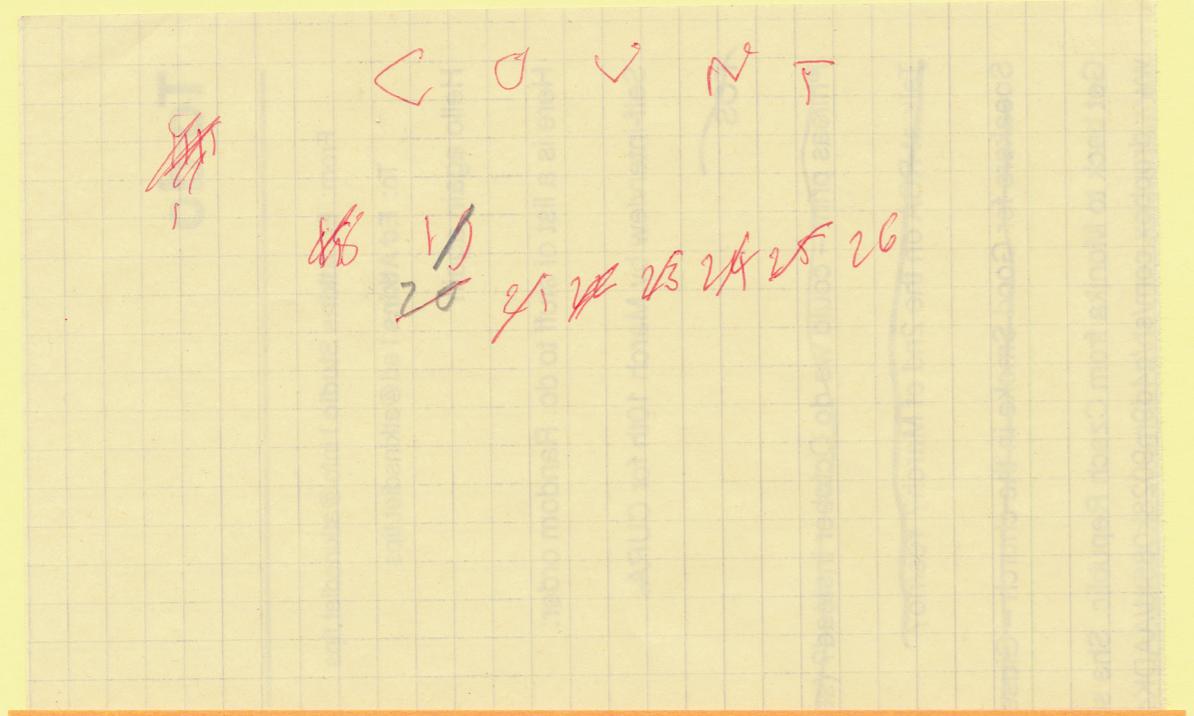
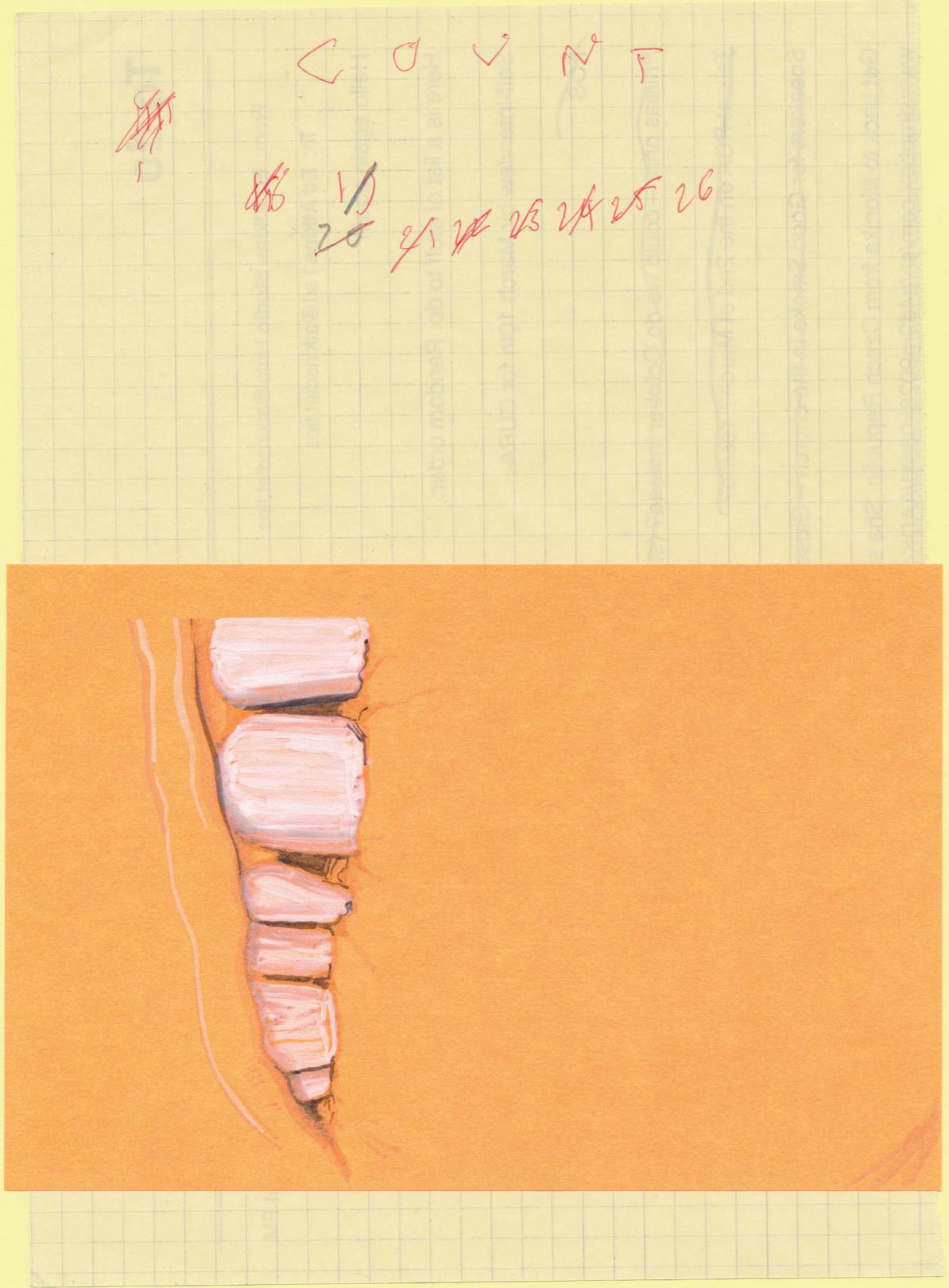
Digital revenue as percentage of total revenue

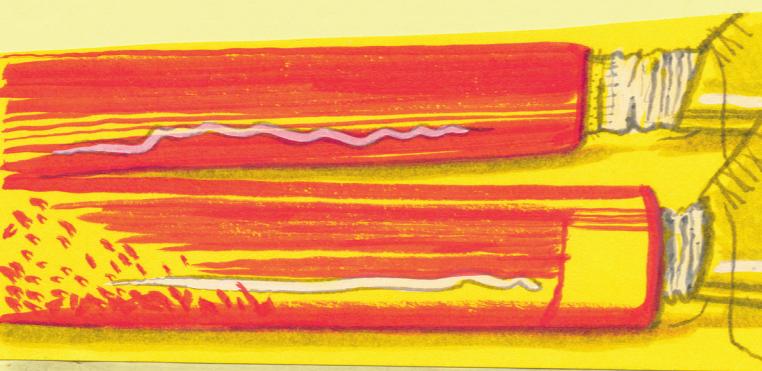
— Digital revenue
— Non-digital revenue



Contribution optique net / EBITDA m x







SLOVAKIA sk

de long charr. sk
the best baby sk
the extra dark sk
extra morn. sk
very morn sk
red 2nd sk
very dark sk
new car. sk
yellow yellow sk
petite sk
light sk

Penobscot
Jewelry
Realty
Bank
Sport
PFBIA

JEP
Ana. 13
blue
blue zebra
blue zebra specials
blue & pink
blue & pink

El Yer. 115
N.W.
No. 22-13
P. 1000 ft.
Hungary
1st Neb. Min. Co.

Kilometrům
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Cherry N.Y. 3rd
Flu 2nd for Henry
Flu 2nd JV
Flu 2nd 2-8

pozitív
kockázat nincs
szükséges könyv

Computer magazine
Compostel magazine
EduWorld magazine
EduWorld magazine
News magazine
magazine
magazine
magazine
Health guide

National sports Day

Snow portal
Real estate
Real estate
000
Multimodal platform
air
land
sea estate

petro news
petro news magazine
magazine

was malignant

-schedule magazine
or magazine
of magazine
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in p. of developing magazine

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S. sp. gneiss
High and irregular
weathered margin

men's magazine
3) word magazine
3) word magazine

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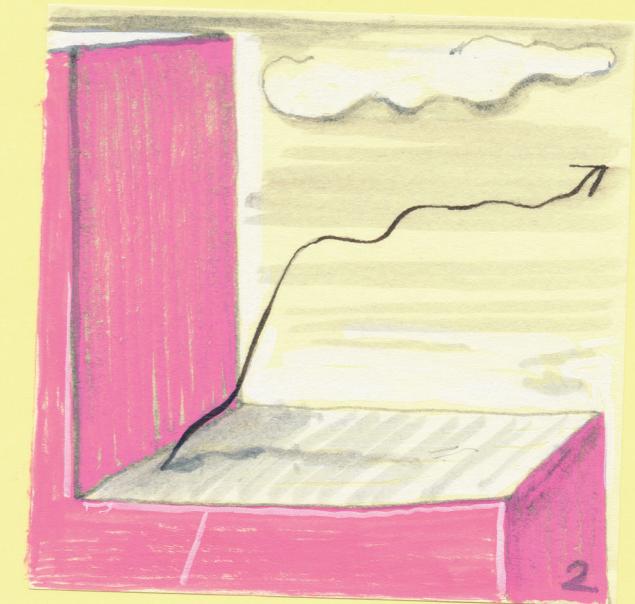
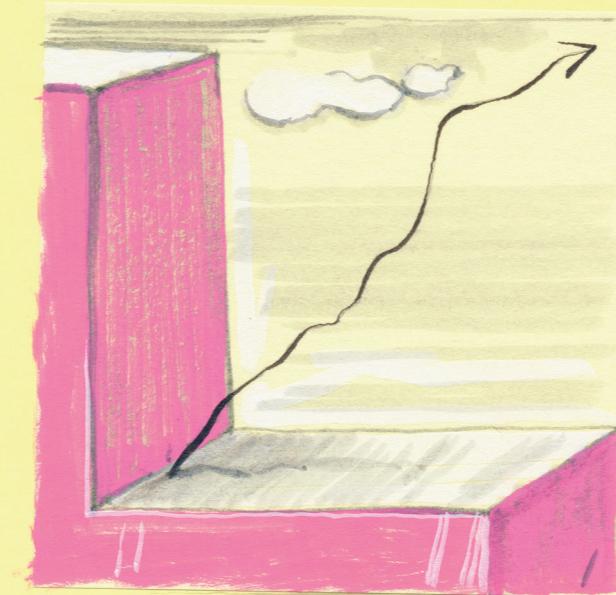
6577
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47267
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286
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085
1425





COMPANY
SWITZERLAND
Fargal AG, Zürich
Athenex AG, Zürich
Swisscom AG, Zürich
Genitronix AG, Zürich
Grunder AG, Zürich
Finserv AG, Zürich
Enduro AG, Zürich
Envirosafe AG, Zürich
Ferndaten AG, Zürich
Scotwest AG, Zürich
Finavant AG, Zürich
Cavosoft AG, Zürich
Tobelord AG, Zürich
Ticketsoft AG, Zürich
Geoschank AG, Zürich
Gemeindes AG, Zürich
Kings of Digital Ventures AG, Zürich

~~King of Yugoslavia~~

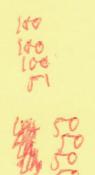
LE MAMMA ~~King of Femina~~ S. P. Bokharest
Elois Queen of Femina ~~King of Femina~~ in Roma
Femmedy Network ~~King of Femina~~
Project Project ~~King of Femina~~
~~King of Femina~~ JEPBA
~~King of Femina~~ Springer d.o.o. Belgrade
APM Power d.o.o. Belgrade
New Digital d.o.o. Belgrade.
Hungary ~~King of Femina~~ Management Kft. Budapest
Hungary Kft. Budapest
Postcom Kft. Budapest

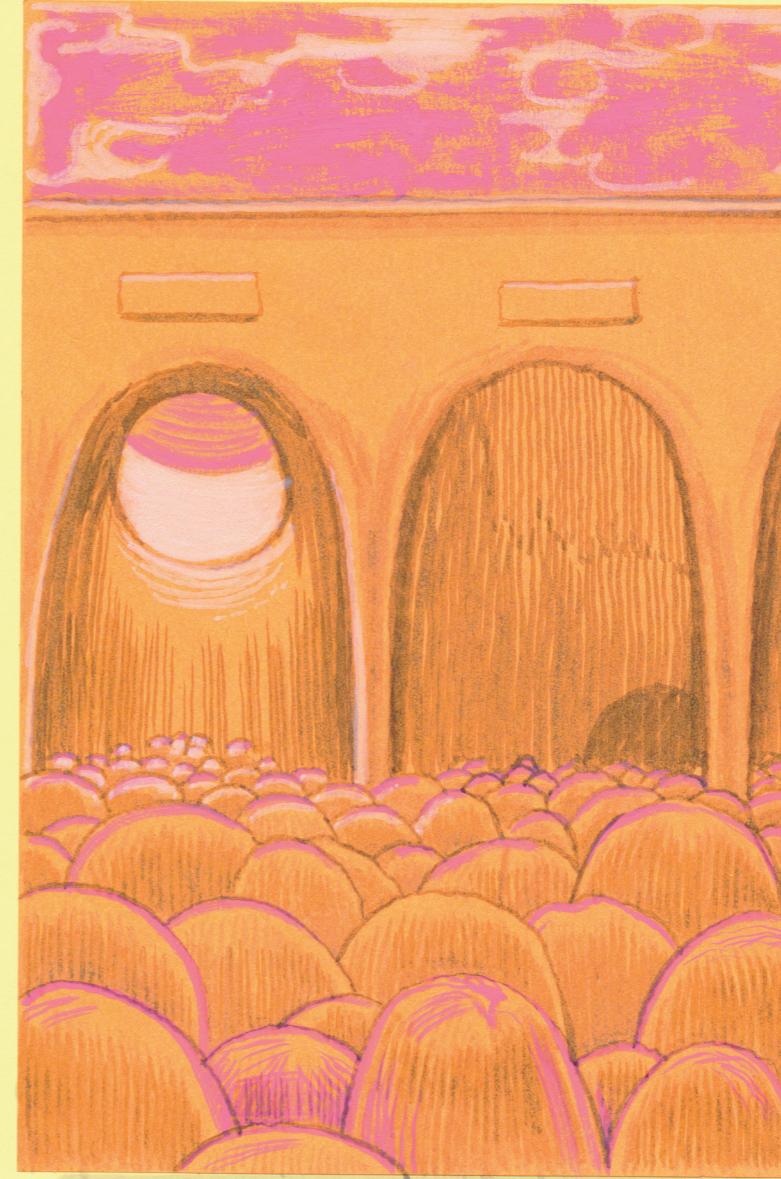
POLAND Axel Springer Polska Sp.z o.o. Warsaw
Polska Press SA Warsaw
Gazeta Polska Warsaw
Przekrój Warsaw

ESTONIA CV Keskus OÜ, Tallinn
APRILIA police
Angelic Africa Ltd., Africa
Angel Kenya Ltd., Nairobi
Angel Media Nigeria Ltd., Lagos
Angel Digital Marketing SA, Dakar
APRIKA TEAM (Angelic Africa Media) Ltd., Cape Town
Angelic Africa Media Ltd., Ebene
Cheki Africa Media Ltd., Ebene

Asia
Papua New Guinea
Philippines
Thailand
Vietnam
Slovenia
Slovakia
Azerbaijan
Kazakhstan
Uzbekistan
Kyrgyzstan
Tajikistan
Afghanistan
Iran
Iraq
Syria
Lebanon
Jordan
Yemen
Oman
United Arab Emirates
Qatar
Kuwait
Bahrain
Sudan
Ethiopia
Somalia
Kenya
Uganda
Tanzania
Malawi
Zambia
Angola
Mozambique
Congo
DR Congo
Côte d'Ivoire
Guinea
Liberia
Sierra Leone
Niger
Chad
Sudan
South Sudan
Eritrea
Djibouti
Somalia
Yemen
Oman
United Arab Emirates
Qatar
Kuwait
Bahrain
Sudan
Ethiopia
Somalia
Kenya
Uganda
Tanzania
Malawi
Zambia
Angola
Mozambique
Congo
DR Congo
Côte d'Ivoire
Guinea
Liberia
Sierra Leone
Niger
Chad
Sudan
South Sudan
Eritrea
Djibouti

— ~~Market~~ group companies
Equity interest on 31.12.2019.





B + APO MEMBER

Board of Directors
Michael (Mike) J. Brown

Dr. Vil Sjöström
Beijerby Skola

Friends of the
People

Member of
Felicity Oberholzer
Member of the

Monterey Bay

Member of the
American Geophysical Union

Member of the

Group extending front
Anatolian

Group review
Maryland
Complex

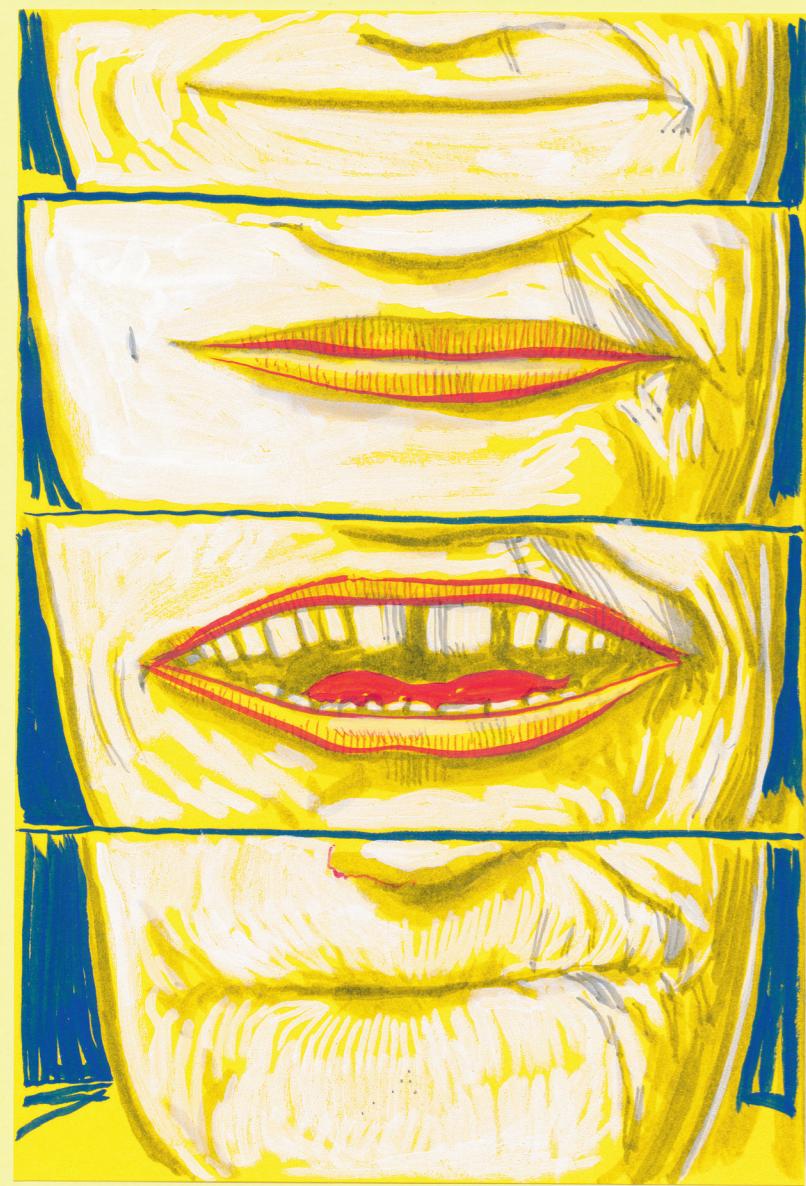
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Chief po

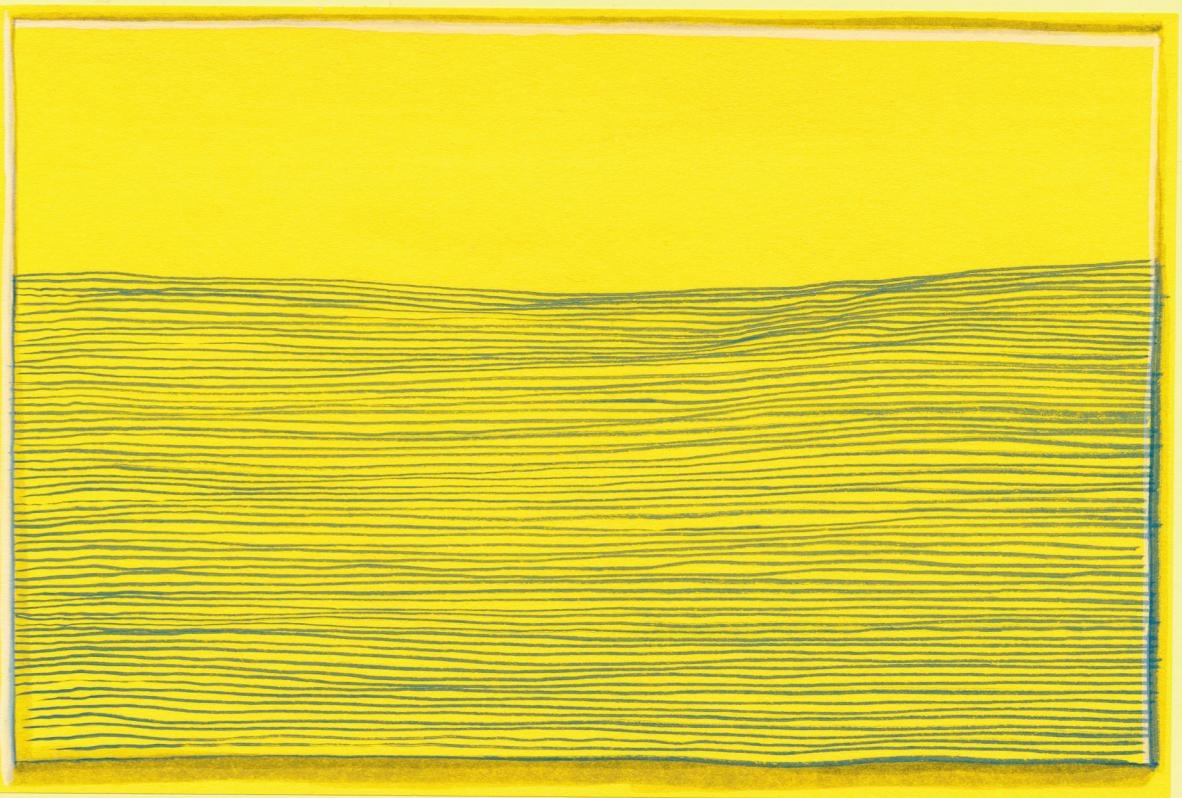
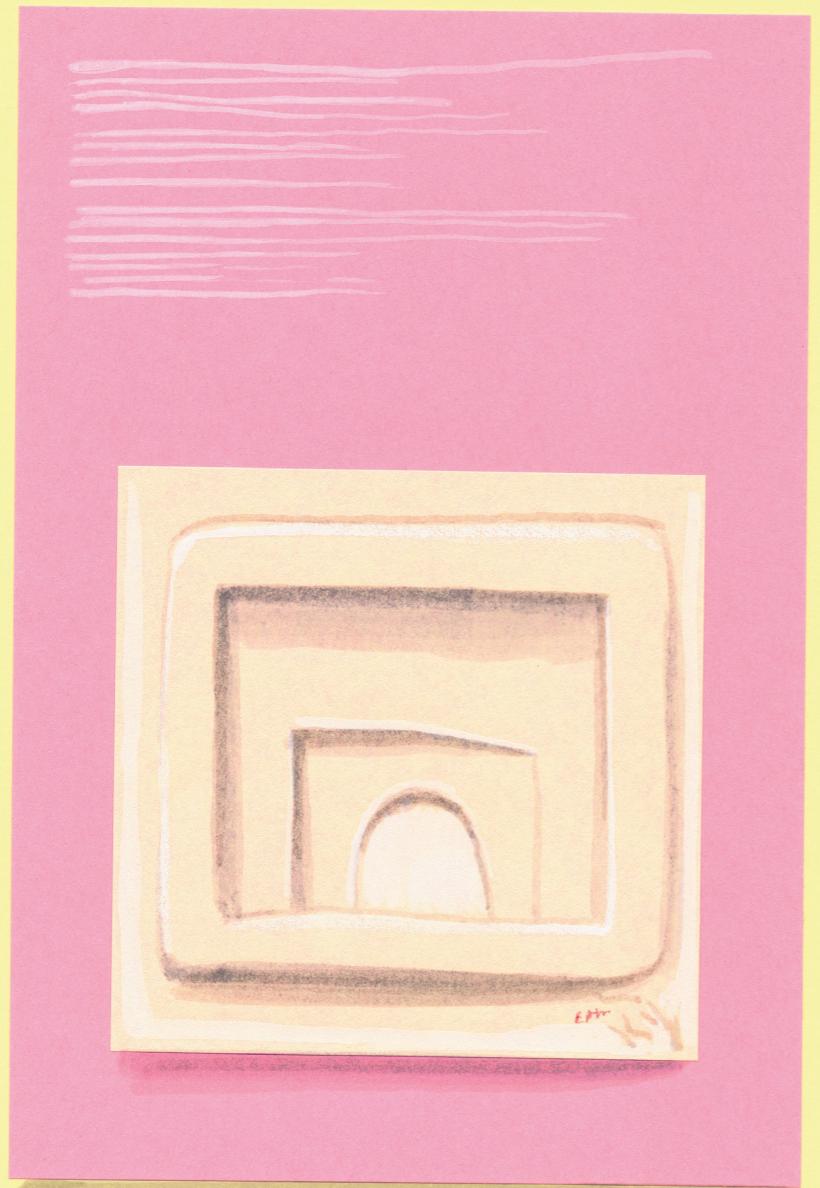
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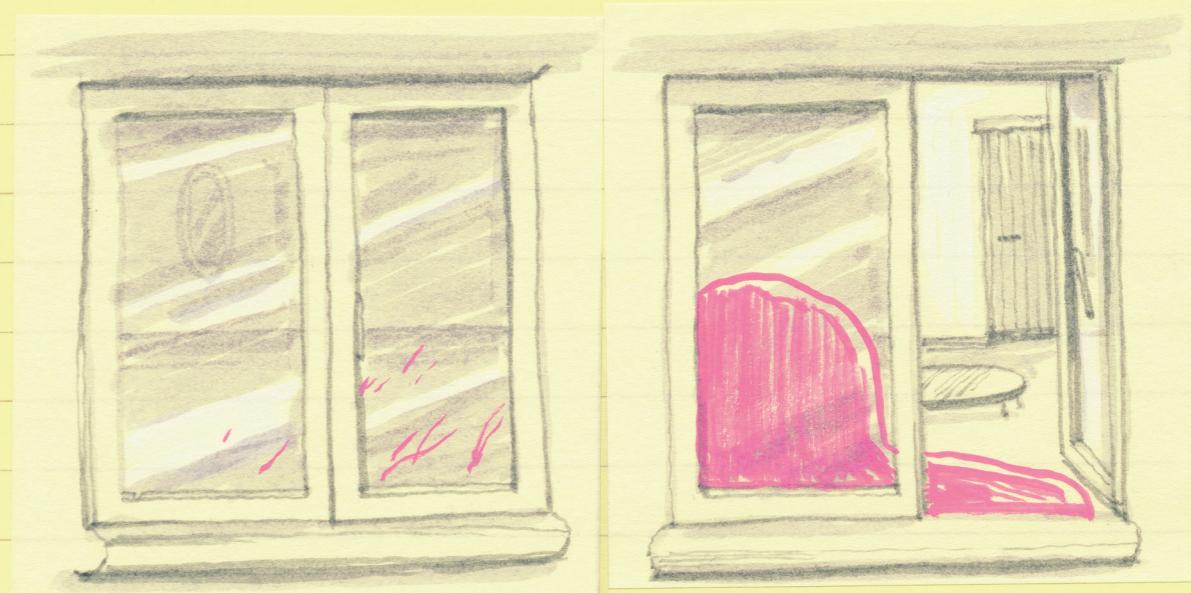
1000 ft.
Lat. 40° N.

Gathering Global
Teach Global
Lead Global

Ayesh Komeil
Ayesh Global







1.7m x 1.4m approx
units to go - - - - -

1.7m x 1.4m approx

posturing details

Impression

Since 1998 the bigger Annual report has been designed each year
by our studio which works together with the graphic designer for the
annual report. This year the design is based on the world and postural idea.
The design is based on the world and postural idea.

Posture Art

Graphic design studio, 2004

Posture Art (London)

Posture Art (Paris)

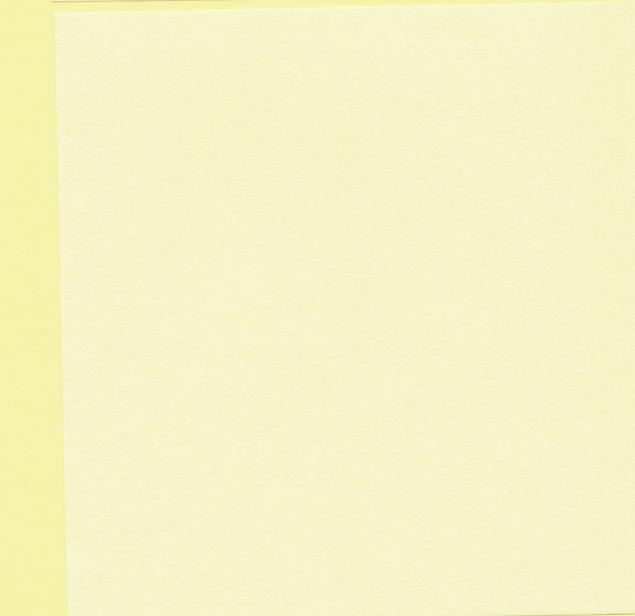
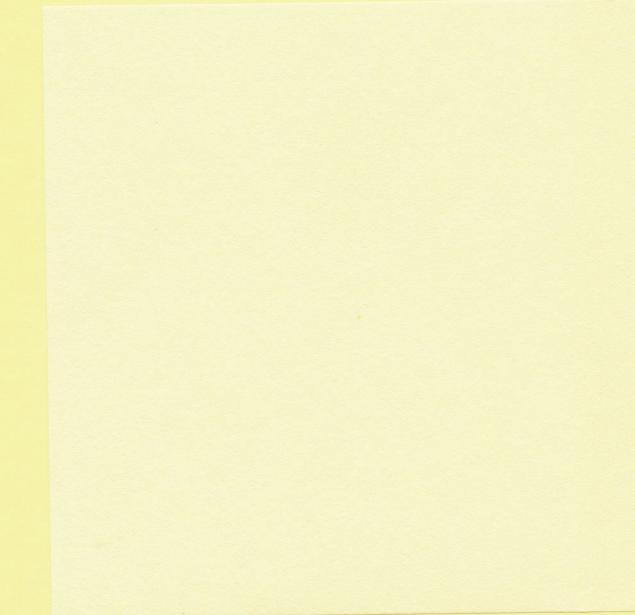
Annual report organization

Posture Art (London)

Posture Art (Paris)

Posture Art
Graphic design studio
Posture Art (London)
Posture Art (Paris)
www.postureart.com

20 March, April 2021



Ringier Annual Report

Rapport Annuel Ringier

2020

 Ringier

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Introduction

by Ed Atkins, Artist

2020's doomed to be remembered as the exceptional, multifaceted horror show that it was.

In simply pondering its possible representation an artist might reasonably expect to be entirely overwhelmed and dissuaded, however slight her method. Indeed, it would seem wise to avoid any direct approach and instead presume your cooperation: any work made in the shadow of 2020 will be indelibly marked by it and read accordingly, irrespective of the artist's attempt to wrestle with or eschew it.

Still, to be alive today is to consume and be consumed by the deluge of media that claims to render the pandemic, the protests, the wars, the paranoias – the innominate loss – as somehow digestible content. Infographics relate death in a manner akin to a drawing of a black hole, and animated text-crawls subtitle war zones with FTSE crashes and resurgent R numbers. It's too much, even when regurgitated as soundbites and bright colours.

What a wonderful-terrible opportunity, then, to be invited to design the 2020 Ringier annual report: a document of such wild specificity and total irrelevance to me that is, nevertheless, an extraordinary means of accurately relating an aspect of 2020. It's precisely the combination of broad irrelevancy and statistical scrupulousness that lends the document such a peculiar pleasure to the outsider – specifically in relation to a year like no other; specifically in relation to everything else that so defined 2020 for the world at large.

Not that Ringier is in any way siloed from the effects of the pandemic, say, but that its annual report's purpose supersedes the kind of crippling sentiment that floods most unrequited representations of the year. It's amazing to encounter such an original take on a year suffocated by hot takes. If 2020 was a singularly globally homogeneous year – a year where a vast majority of the world's population found

themselves in a superficially similar situation – then one company's annual report reminds us that our normalcy, our precious discreteness from before, might better be understood as a kind of angled sameness, and that the similarities of our suffering were as superficial as our privilege. As in: not at all.

I decided to write the annual report out by hand. Likewise, I wanted to hand draw the graphs and infographics that illustrate the company's progress through the year. I suppose, in some way, I wanted to translate the hyper-specificity of the document into another kind of crazed particularity in order to excessively underline it: I thought to push a fantasy that this annual report was written by one person, by hand – a kind of compulsive, occult pouring forth – and that this document would be a facsimile of that frenzied outpouring.

The very consistency of an annual report feels crazy to me right now, symbolizing, as it does, a normalcy that it's hard to feel. And yet, like any kind of journal, this report provides us with a clear-eyed document of the year 2020. The year everything and nothing changed, and all we seemed to want – desperately and desperately sadly – was a return to the norm.

L'an 2020 est condamné à rester dans les mémoires comme ce spectacle d'horreur qu'il fut.

En tant qu'artiste, rien qu'à réfléchir à sa possible représentation on pourrait raisonnablement s'attendre à être totalement accablé et rebuté, quelle que soit la simplicité de l'approche. En fait, il paraît judicieux d'éviter toute approche directe et, en lieu et place, de présupposer que vous êtes du même avis : chaque œuvre née dans l'ombre de 2020 sera inéluctablement marquée par cette année et lue en conséquence, peu importe que l'artiste tente de l'affronter ou de l'esquiver.

Reste que vivre aujourd'hui, c'est avaler et se faire avaler par un déluge de médias qui prétend faire de la pandémie, des protestations, des guerres, des diverses formes de paranoïa – de l'innommée perte – un contenu en quelque sorte digeste. Des infographies racontent la mort sur un ton qui évoque le dessin d'un trou noir et des textes défiant sous-titrent les zones de guerre avec leurs effondrements de cours de bourse et leurs indicateurs R repartant à la hausse. C'est trop, même quand c'est régurgité sous forme de courts extraits et de couleurs vives.

Quelle occasion magnifique-terrible, par conséquent, que cette invitation à concevoir le rapport annuel Ringier 2020 ! Un document à la fois d'une si furieuse spécificité et totalement dénué de sens à mes yeux, mais qui est néanmoins un moyen hors du commun de raconter dans le détail un aspect de 2020. C'est précisément cette combinaison de vaste inutilité et d'ultra-précision statistique qui fait de ce document un plaisir si étrange pour le profane – justement en référence à une année à nulle autre pareille ; justement en référence à tout le reste de ce qui a défini 2020 pour le monde en général.

Non pas que Ringier soit, disons, de quelque manière isolé des effets de la pandémie, mais le but

Introduction

par Ed Atkins, artiste

de son rapport annuel annule et remplace cette sorte de sentiments paralysants qui submergent la plupart des représentations indésirées de cette année. Il est inouï d'être confronté à un point de vue aussi original d'une année qui a étouffé sous les points de vue extrêmes.

Si 2020 a globalement été une année singulièrement homogène – une année où la grande majorité de la population mondiale s'est trouvée dans une situation superficiellement analogue –, alors le rapport annuel d'une entreprise nous rappelle que notre normalité, notre précieuse individualité d'avant pourrait être mieux comprise comme une sorte de ressemblance biaisée et que les similitudes de notre souffrance ont été tout aussi superficielles que notre privilège. Autrement dit : pas du tout.

J'ai décidé d'écrire ce rapport annuel à la main. J'ai voulu également dessiner à la main les diagrammes et les infographies qui illustrent la progression de l'entreprise au fil de l'an. Je suppose que, d'une certaine manière, j'ai voulu traduire l'hyper-spécificité de ce document dans un autre genre de singularité insensée pour la souligner à l'extrême : j'ai pensé créer le mythe que ce rapport annuel avait été écrit par une seule personne, à la main – dans une sorte de jaillissement compulsif, occulte – et que ce document serait le facsimilé de ce jaillissement frénétique.

La parfaite cohérence d'un rapport annuel m'apparaît folle en ce moment, puisqu'il symbolise une normalité qu'il est difficile de ressentir. Pourtant, comme tout livre de comptes, ce rapport nous livre un témoignage lucide de l'année 2020. De cette année où tout a changé et rien n'a changé et où tout ce que nous semblions vouloir – éperdument et éperdument tristement – était le retour à la norme.

Prologue

Michael Ringier, Publisher

For almost 45 years, the Association for the German Language has been choosing the «Word of the Year». Its selection of last December basically sums up the year 2020. The winner was «coronavirus pandemic» and the runner-up was «lockdown». A year we'd all like to forget about, just as the German radio comedian Mike Lehmann used to sing in the 1990s: «Kannste abhaken» («Good Riddance»).

As far as the financial results are concerned, I'm happy to do that. 2020 was probably the most difficult year for Ringier that I can remember. You'll find the details on the following pages of this report. But it's not just the financial side that has come under pressure. One item of crucial importance to journalism has suffered a lot of abuse in this pandemic year: I'm talking about the truth. The flood of lies, nonsense, hogwash and deception that was spread around, especially via social media, certainly reached pandemic proportions. Unlike Covid-19, however, this is an illness for which the remedy has long been available: journalism that is based on research, built on facts and tries to get close to the truth.

But as with Covid-19, there are a considerable number of people who don't want to be immunized. All the more reason why it remains one of our company's central duties to uphold journalistic standards – and to implement them even where the governments themselves would rather believe in their own conspiracy theories.

But even after this horrific year, I would like to take a cue from a lyric by the Swiss band Baby Jail. Their refrain was «Du muesch s'Positive gseh» («You gotta look at the good side»). And there is something that made the shareholders and the Board of Directors of this company particularly happy. Our staff were at the top of their game in these difficult times. Thanks to their enormous efforts and their great loyalty, the economic fallout has stayed within limits. And so, a huge «thank you» goes out to all of them. This also applies to the artist Ed Atkins, who decided to write the texts of this annual report by hand. What a wonderful idea and how very fitting for a year that has reduced so many things to absurdity.

Prologue

Michael Ringier, éditeur

Voilà tantôt quarante-cinq ans que la Gesellschaft für deutsche Sprache couronne « Le mot de l'année ». Son choix en décembre dernier dit tout de l'année 2020. Elle place au premier rang « Coronapandemie » et au deuxième « Lockdown ». Une année à oublier, donc, comme le chantait Mike Lehmann, un personnage de comédie radiophonique allemande, dans les années 1990 déjà : « Tu peux tirer un trait dessus. »

Côté chiffres, je le fais volontiers. Pour Ringier, l'exercice 2020 aura clairement été le plus pénible dont je me souvienne. Les détails figurent dans les pages suivantes de ce rapport. Mais les chiffres ne sont pas seuls à s'être retrouvés sous pression. En cette année de pandémie, un critère qui joue un rôle crucial dans la profession de journaliste a été, pour une part, l'objet des pires abus : je parle de la vérité. Ce qui a été propagé, notamment sur les réseaux sociaux, comme mensonges, insanités, foutaises et désinformation fut clairement un phénomène pandémique. Reste qu'à la différence du Covid-19, l'antidote a été inventé depuis longtemps. C'est le journalisme qui enquête, se fonde sur les faits et tente d'approcher la vérité.

Mais comme pour le Covid-19, on trouve là également un nombre considérable de gens qui ne veulent pas se faire immuniser. Une des tâches essentielles de notre entreprise reste d'autant plus de conserver des standards journalistiques élevés. Et de les appliquer aussi lorsque des gouvernements préfèrent croire à leurs propres théories du complot.

Cela dit, même après cet « annus horribilis », je souhaite m'inspirer d'un texte du groupe pop-rock suisse alémanique Baby Jail. Le refrain s'énonce « Du muesch s'Positive gseh » (en français : tu dois voir le bon côté des choses). Car il s'est produit quelque chose qui a particulièrement réjoui les actionnaires et le conseil d'administration. En ces temps difficiles, nos collaboratrices et collaborateurs ont affiché la grande forme. Grâce à leur énorme engagement et à leur grande loyauté, les dégâts économiques ont pu être limités. Ce qui mérite un gigantesque « merci » à tout le monde. Un remerciement qui s'adresse aussi à l'artiste Ed Atkins qui a décidé d'écrire les textes de ce rapport annuel à la main. Quelle magnifique idée, qui convient très bien à une année où tant de choses ont eu un caractère absurde.

Our Year 2020

Marc Walder, CEO

I remember it as if it were yesterday.

It was a year ago exactly, as I am writing these lines, that I had a long telephone call with Antonio Hodgers, the President of the Geneva Government Council. Tuesday afternoon, 25 February 2020.

The coronavirus still seemed a long way away. In fact, it was far closer: it had already arrived in Northern Italy. Three days earlier, it later emerged, the country had had its first Covid-19 fatality – a 78-year-old man with a pre-existing medical condition.

President Hodgers had one overriding concern: what should we do about the coming 2020 Geneva International Motor Show, a genuine mega-event that draws hundreds of thousands of visitors to the city's Palexpo centre from all over the globe?

From today's perspective, the discussion was a formality. Cancel, of course. Right away. No question.

Back then, though, at the outset of the European spread of this mysterious virus, it was a highly complex debate. For Hodgers, a seasoned and sensitive politician, there was clearly so much at stake – in economic, medical and societal terms, and politically, too. Cancel the Motor Show? Now? Who would do that? Who would dare to?

Three days later, on the Friday, Geneva's great motoring meet was cancelled. Along with every other event in Switzerland attracting more than a thousand attendees. By order of the Swiss Federal Council.

That Tuesday, after my intense phone call with Hodgers, I convened our Ringier Group Executive Board – earlier than many other companies – to create a coronavirus task force. Its mandate: to define how Ringier should respond to the emerging developments, in organizational, medical, financial and technological terms.

Not knowing, and only vaguely intuiting at best, what we all might be in for in the coming weeks and months.

Ten days later, over 95 per cent of the 7 150 employees of the Ringier Group were working from home in all their various countries.

I would never have thought it possible that we would have to take as radical an action as this. And even less could I have imagined that all the 110-odd companies under the Ringier holding banner would genuinely function from home.

Media companies like the Blick Group, *Bilanz*, *Handelszeitung*, *Beobachter* and *Schweizer Illustrierte*, to name just a few of our Swiss media brands. *Radio Energy*, the Scout24 Group, *jobs.ch*, *Ticketcorner*, *DeinDeal*, *geschenkidee* – these, too, just a Swiss-based selection of our many operations and platforms – all working from their employees' homes. It worked. It genuinely worked.

Even those areas of our business that could not switch to working from home during these coronavirus times – operations such as *Swissprinters* or *Blick TV* – were able to maintain their production under far-from-easy conditions and with full and consistent observance of all hygiene requirements.

Almost all our employees at home. But all our services for our customers and our users still up and running.

Economically, the coronavirus crisis has been and remains a fiasco for many companies in many industries and in almost every country. As it has for the Ringier Group.

A truly strong start into the first quarter of 2020 was followed, once the pandemic broke out, by dramatic revenue slumps at almost every group company which continued well into at least the third-quarter period. In the Media segment in particular, we recorded massive advertising declines while simulta-

L'année 2020

Marc Walder, CEO

Ignorant, pressentant au mieux, peut-être vaguement, tout ce qui risquait de se produire les semaines et les mois à venir.

Dix jours plus tard, 95 % des 7150 collaboratrices et collaborateurs du Groupe Ringier étaient en télé-travail dans tous les pays.

Jamais, vraiment jamais je n'aurais cru possible que nous soyons contraints de prendre des mesures aussi radicales. J'aurais encore moins pu imaginer que les quelque 110 entreprises qui travaillent sous l'égide du holding Ringier puissent bel et bien fonctionner depuis la maison.

Des entreprises médias comme le Groupe *Blick*, *Bilanz*, la *Handelszeitung*, le *Beobachter*, la *Schweizer Illustrierte*, pour ne nommer que quelques-unes de nos marques suisses.

Radio Energy, le Groupe *Scout*, *Jobs.ch*, *Ticketcorner*, *deindeal*, *geschenkidee* – là aussi un simple choix de marques suisses – tous à la maison. Et ça a fonctionné. Effectivement.

Et même les secteurs qui ne pouvaient pas passer en télé-travail en ces temps de contamination, à l'instar de *Swissprinters* et *Blick TV*, ont maintenu leur production. Dans des conditions compliquées mais toujours en observant les prescriptions sanitaires.

Presque tout le monde à la maison ! Mais tous les services à nos clients et utilisateurs « up and running ».

Pour beaucoup d'entreprises dans beaucoup de secteurs et pratiquement tous les pays, le Covid-19 est et aura été une calamité économique. Pour le Groupe Ringier aussi.

Après un démarrage en force au premier trimestre 2020, l'éclatement de la pandémie a engendré dans presque toutes les entreprises des chutes de chiffres d'affaires dramatiques au moins jusqu'au troisième trimestre 2020. Dans la branche des médias, en

neously seeing record user numbers – a total paradox, more on which will be found in our «2020 in figures» section.

But while the coronavirus was the dominant topic of 2020 and a constant companion for all our employees, much more than this happened at the Ringier Group in the course of last year. Positive, encouraging and inspiring achievements by our managements and our frontline teams. Despite the historic adversities.

Turning first to the Media segment:

In Switzerland, the country welcomed its first digital broadcaster when *Blick TV* went live on 17 February after months of preparations. *Blick TV* got many things right from the start: its production quality, its journalistic standards, its winning presenters. But it also needs to constantly further develop, in line with its users' customs and needs.

Blick.ch substantially expanded its reach over the course of 2020 to around 1.2 million users a day – some 42 per cent more than the previous year and a record result. The *Blick* Group also announced in October that it would be extending its online offerings to Western Switzerland and launching a French-language equivalent to *blick.ch* in 2021.

At our Ringier Axel Springer Switzerland (RASCH) joint venture, Alexander Theobald took over as CEO in April from Ralph Büchi. There was positive news at RASCH on both the print and the digital fronts. In the digital field, *handelszeitung.ch* raised its numbers of unique users per month by over 100 per cent year on year, *L'Illustré* by over 200 per cent and *cash.ch* by more than 240 per cent. And in the print field, autumn brought the launch of the new *Streaming TV* magazine offering a useful overview of the competitive streaming market.

At the same time, the structural declines in advertising revenues prompted the closure of the *Style* fashion and lifestyle magazine, along with a restructuring at our *Schweizer Illustrierte* publication.

After 18 months of negotiations, we were able to announce the sale in November of *Le Temps*, the

only daily newspaper in the RASCH portfolio, to the Aventinus Foundation – a good new owner and a unique Swiss model to date.

In advertising marketing terms, 2020 was a year of reorganization. In February Ringier acquired Swisscom's previous 50-per-cent holding in *Admeira* to make it sole owner of the ad marketing company. *Admeira*, which is led by Frank Zelger, was also restructured and now focuses on marketing TV commercial spots, with SRG SSR Swiss TV as its most important and long-term inventory provider. Since October 2020, all the advertising inventory for Ringier's media titles and the print and digital inventories of external clients have been marketed by the newly-created Ringier Advertising unit, which is headed by Thomas Passen.

2020 was a challenging year for the Energy Group in financial terms. This was due partly to the slump in the advertising market and partly to the cancellation of the mega-events that are so important to the group, such as the *Energy Star Night* and *Energy Air*.

Energy can look back on some positives for 2020. The group's radio broadcasters were reaching over 730 000 listeners a day in the latter half of the year. And for the third year running, *Energy* was the most successful Swiss media brand on social media, taking first place in the Storyclash interaction rankings. *Energy* also broke the million-fans-and-followers social media threshold in the course of the year.

The *izzy* brand, which is aligned specifically to a young audience, also underwent a reorganization in 2020. The restructuring delivered a new @*izzyprojects* brand identity and a new *izzy* app, both with the aim of achieving high user numbers not only via social media but also through a dedicated *izzy* destination.

Successes were scored in Eastern Europe, too.

The *Onet* news portal, which belongs to our Ringier Axel Springer Media AG (RASMAG) company, is the most-cited opinion former in Poland, and remains – according to the Reuters Institute – the country's most trusted online media channel. In Slovakia,

particulier, nous avons encaissé des reculs massifs sur le marché publicitaire tout en enregistrant des chiffres records parmi les utilisateurs. Un paradoxe absolu ! Vous en saurez davantage au chapitre « L'année en chiffres ».

Mais même si le virus a été le sujet dominant en 2020 et n'a cessé de préoccuper nos collaborateurs, il s'est passé encore bien d'autres choses l'an dernier au sein du Groupe Ringier. Beaucoup de choses positives, encourageantes, inspirantes que notre management et nos collaborateurs ont mises sur pied. Envers et contre toute cette adversité historique.

D'abord le secteur Médias.

En Suisse, après plusieurs mois de mise en place, *Blick TV* est devenu le 17 février 2020 le premier émetteur TV numérique du pays. Dès le début, *Blick TV* a largement fait tout juste : qualité des productions, animatrices et animateurs convaincants, niveau journalistique. Pourtant *Blick TV* doit continuer d'évoluer sans relâche pour répondre aux besoins et aux habitudes de nos utilisatrices et utilisateurs.

Au cours de l'année, *Blick.ch* a considérablement accru sa pénétration : à 1,2 millions d'utilisatrices et utilisateurs par jour désormais, soit 42 % de plus que l'année précédente. Un résultat record ! En outre, le Groupe *Blick* a communiqué en octobre qu'il allait étendre son offre en ligne à la Suisse romande et lancer en 2021 le pendant francophone de *Blick.ch*.

Dans notre joint-venture Ringier Axel Springer Suisse (RASCH), Alexander Theobald a repris en avril le poste de CEO de Ralph Büchi. Les nouvelles sont bonnes tant dans le numérique que dans le print : dans le numérique, *handelszeitung.ch*, notamment, a augmenté de plus de 100 % le nombre de ses visiteurs uniques mensuels par rapport à l'année d'avant, *L'Illustré* de plus de 200 % et *cash.ch* même de plus de 240 %.

Dans le print, RASCH a lancé à l'automne le nouveau magazine TV *Streaming* qui propose un aperçu du marché très compétitif du streaming. En même temps, au vu des recettes publicitaires structurelles

ment à la baisse, nous nous sommes vus contraints de stopper *Style*, notre magazine de mode et de lifestyle, et de procéder à une restructuration à la *Schweizer Illustrierte*.

Après dix-huit mois de négociations, nous avons annoncé en novembre la vente du *Temps*, seul quotidien du portefeuille RASCH, à la Fondation Aventinus, un excellent nouveau propriétaire qui constitue à ce jour un modèle unique en Suisse.

Dans la vente de publicité, l'année 2020 a été placée sous le signe de la réorganisation : en février, Ringier a racheté la part d'actions de 50 % détenue par Swisscom dans *Admeira*, devenant ainsi l'unique propriétaire de l'agence publicitaire. En même temps, sous l'égide de Frank Zelger, *Admeira* a été restructurée et se concentre désormais sur la vente de publicité TV, en particulier à la SSR, fournisseur d'inventaire principal et sur le long terme. Depuis octobre 2020, les titres médias Ringier, de même que l'inventaire print et numérique de clients extérieurs sont commercialisés à l'enseigne de la nouvelle unité *Ringier Advertising*, sous la direction de Thomas Passen.

Pour le Groupe Energy, 2020 aura été une année compliquée du point de vue financier. D'abord en raison de l'effondrement du marché publicitaire mais aussi à cause de l'annulation de maxi événements décisifs pour *Energy*, comme l'*Energy Star Night* et *Energy Air*.

Pourtant, même *Energy* peut jeter un regard rétrospectif positif sur l'an 2020 : les stations de radio du Groupe Energy ont ainsi atteint dans la seconde partie de 2020 plus de 730 000 auditeurs quotidiens. En plus, *Energy* reste en 2020, pour la troisième année de suite, la marque média la plus suivie sur les réseaux sociaux et occupe le premier rang du classement d'interactions Storyclash : en 2020, *Energy* a franchi le mur du son d'un million de followers sur les médias sociaux.

Pour la marque branchée jeune public *izzy*, nous avons mené à bien une réorganisation en 2020 : une nouvelle identité de marque, @*izzyprojects*, a été conçue et une app *izzy* lancée dans l'idée d'atteindre des chiffres élevés d'utilisateurs non seule-

meanwhile, *Aktuality.sk* is the country's most-visited and most-quoted opinion-forming medium.

In Romania, where we conduct our own business outside the RASMAG joint venture, further year-on-year growth was achieved with our flagship *Libertatea* and *Gazeta Sporturilor* media. The investigative team at our *Gazeta* and *Libertatea* news brands also gained international fame: «Collective», a documentary film of their work, has been nominated for the 2021 Academy Awards (Oscars) in two categories.

In Africa all the brands of Ringier Africa Digital Publishing (RADP) have been operating under the umbrella *Pulse* brand since February 2020. *Pulse* is now attracting over 100 million users a month in Sub-Saharan Africa. And with the launch of *Pulse.sn* in Senegal, the brand has extended its reach in francophone Africa, too.

In Asia we were compelled to announce in August that Ringier Vietnam would be closing its *ELLE Vietnam* title. In Myanmar our *Duwun* company acquired the *Irie Digital* social-first agency.

2020 also brought the creation in November of a Global Media Unit for our entire Media segment. This new international core team headed by Ladina Heimgartner has been tasked with coordinating the exchange of knowledge and expertise among the media companies of the Ringier Group, offering strategic guidance and facilitating access to central technologies.

For our Marketplaces, too, the coronavirus crisis made 2020 a challenging year. Yet through targeted expansions to our digital products, features and services, a number of our platforms were still able to grow against the trend in the second-half period.

JobCloud, which is Switzerland's leading digital job-seeking and recruiting channel, launched two new business-to-business platforms – *jobcloud.joveo.com* and *jobcloud.ai* – which are closely tailored to the specific needs of large corporations, personnel service providers and SMEs. *JobCloud* has also started offering AI technology-based digital recruit-

ment services through the creation of its new «Spotted» business unit.

The Scout24 Group reported double-digit growth rates in traffic and leads for both its *ImmoScout24* and its *AutoScout24* platforms. *FinanceScout24* also attracted more than three million visits in its first year, and is increasingly positioning itself as Switzerland's one-stop shop for financing and insurance solutions.

Our two Swiss e-commerce companies *deindeal.ch* and *geschenkidee.ch* adapted swiftly to the coronavirus year's new customer needs and benefited substantially from the general growth in online shopping activities.

Deindeal.ch was one of the first Swiss companies to import millions of protective facemasks. The company also registered sizeable growth in both its new customer volumes (which were up 55 per cent) and its reactivations of existing customers (which rose by 48 per cent). *Geschenkidee.ch* further cemented its position as Switzerland's number-one online gift shop, and recorded both substantial revenue growth and a disproportionately high improvement in its EBITDA for the year.

Ticketcorner achieved another strong start to the year. But Covid-19 and the resulting extensive social restrictions hit the whole event scene hard and impacted severely on 2020's subsequent business development, with slumps of some 75 per cent in both revenues and sales volumes. For the first half of the year, *Ticketcorner* was primarily occupied with postponements, cancellations and refunds: 3000 events had to be either cancelled or rescheduled, and over 600 000 tickets refunded. In the second half of the year the company was able to launch some new products and innovations, such as event security software services and solutions. And in acquiring the *Mindful* app, *Ticketcorner* has secured itself a strong position in the tracing field. Online ski ticketing also generated some welcome revenue flows towards the end of the year.

In Eastern Europe the Marketplaces portfolio underwent further expansion. In spring our Ringier Axel Springer Media AG (RASMAG) joint venture

ment par le biais des médias sociaux mais aussi via notre propre destination *izzy*.

Des succès en Europe de l'Est aussi : le site d'information *Onet*, qui appartient à notre entreprise Ringier Axel Springer Media AG (RASMAG), est le média forgeur d'opinion le plus cité en Pologne et, selon le Reuters Institut, il est aussi le média en ligne le plus crédible. En Slovaquie, *Aktuality.sk* est le média d'opinion le plus visité et le plus cité du pays.

En Roumanie, où nous travaillons de manière autonome hors de la joint-venture RASMAG, nous avons poursuivi la croissance par rapport à l'année précédente avec nos vaisseaux amiraux *Libertatea* et *Gazeta Sporturilor*. L'équipe d'enquête de nos titres *Gazeta* et *Libertatea* a acquis une renommée internationale : la version cinéma de son travail, le documentaire *Colective*, a été nominé pour les Oscars dans deux catégories.

En Afrique, depuis février 2020, toutes les marques de Ringier Africa Digital Publishing (RADP) opèrent sous la marque principale *Pulse*. *Pulse* atteint plus de 100 millions d'utilisatrices et utilisateurs par mois en Afrique subsaharienne. Avec le lancement de *Pulse.sn* au Sénégal, *Pulse* a étendu sa pénétration à l'Afrique francophone.

En Asie, Ringier Vietnam a été forcé d'annoncer en août la fermeture du titre *ELLE Vietnam*. Au Myanmar, notre entreprise *Duwun* a repris l'agence social-first *Irie Digital*.

Pour l'ensemble de la branche médias, la Global Media Unit a été mise sur pied en novembre 2020 sous la houlette de Ladina Heimgartner. Cette unité internationale coordonne l'échange de know-how et d'expertise entre les diverses entreprises médias du Groupe Ringier, facilite l'accès aux technologies centralisées et propose une supervision stratégique.

Pour les places de marché numériques aussi, 2020 fut un exercice compliqué en raison de la crise sanitaire. Or, grâce à une extension ciblée des offres de produits, de fonctions et de services numériques, certains sites ont pu croître au cours du second semestre envers et contre la tendance.

JobCloud, leader suisse du marché numérique de l'emploi, a lancé sous la forme de *jobcloud.joveo.com* et de *jobcloud.ai* deux nouvelles plateformes business-to-business taillées sur mesure pour les besoins spécifiques de divers segments de clientèle : grandes entreprises, PME et cabinets de recrutement ou de placement. Avec le lancement de la nouvelle unité opérationnelle Spotted, *JobCloud* propose par ailleurs des services assistés par l'intelligence artificielle dans le domaine du recrutement numérique.

Au sein du Groupe Scout24, tant *ImmoScout24* qu'*AutoScout24* ont enregistré des taux de croissance à deux chiffres dans le trafic et dans les leads. Dès sa première année d'existence, *FinanceScout24* a su générer plus de 3 millions de visites et se positionne toujours plus en Suisse comme un « one-stop-shop » pour les solutions de financement et d'assurances.

Nos deux entreprises de commerce en ligne *deindeal.ch* et *geschenkidee.ch* se sont rapidement mises au diapason des nouveaux besoins de la clientèle en cette année de crise sanitaire et ont fortement bénéficié de la croissance générale des achats en ligne.

Deindeal.ch a été une des premières entreprises suisses à importer en 2020 des millions de masques d'hygiène. Par ailleurs, le nombre de nouveaux clients (+55 %) et la réactivation des clients existants (+48 %) ont été substantiellement accrus.

Geschenkidee.ch a continué de renforcer sa position de boutique numéro 1 des cadeaux en Suisse et a également enregistré une forte croissance de son chiffre d'affaires et une augmentation encore meilleure de son EBITDA.

Ticketcorner avait de nouveau démarré l'année en fanfare. Mais le Covid-19 et les restrictions massives qu'il a entraînées ont durement touché l'ensemble du monde de la scène : le chiffre d'affaires et le volume des ventes ont dégringolé de quelque 75 %. Dans la première moitié de l'année, *Ticketcorner* a surtout été submergé par les reports, annulations et remboursements : 3000 manifestations ont dû être repoussées ou annulées, plus de 600 000 bil-

acquired a 100-per cent holding in *gratka.pl*, one of Poland's biggest digital marketplaces. RASMAG also acquired *morizon.pl*, which is one of the country's leading real estate portals, and *lendi.pl*, an innovative online portal for financing services. The amalgamation of these three platforms will provide the foundation for developing a leading group of digital real estate marketplaces and digital financial services for the Polish market.

In Hungary the *profession.hu* platform has been the top job portal for more than ten years now. Despite a downturn in the recruitment market as a result of the coronavirus pandemic, *profession.hu* consistently further consolidated its number-one market position last year.

In Slovakia, too, all our marketplaces were able to further strengthen their leading market positions. More than 90 per cent of buyers and sellers now trade their properties and their cars via our digital platforms.

For our Slovakian food supplier *Bistro.sk* the delivery trend spurred by the coronavirus situation ensured buoyant business, with some 3.5 million orders handled for the year. The platform now enables customers to select their meals of choice from more than 1 650 restaurants.

In the Baltic States, the *CV Keskus* job portal is the clear number-one in Estonia, with three times as many visitors as its closest competitor. For the second year running, the company was among the fastest-growing and the most innovative in its core market.

In the Romanian market Ringier also operates the two leading digital marketplaces for real estate and jobs. For *Imobiliare.ro* 2020 was an important year in multiple respects: four years after it secured a majority shareholding, Ringier acquired the remaining shares from the company's founders to become its sole owner.

The Romanian employment market was severely affected by the coronavirus crisis in 2020. This was reflected by the decline in listing volumes at *eJobs.ro*, the country's leading job portal, in the first-half pe-

riod. But by launching a «restart» campaign to reactivate existing customers and acquire new ones, *eJobs* was able to stem the negative trend in the second half of the year and even generated some growth in digital job postings.

In Africa, Ringier One Africa Media (ROAM) achieved a significant year-on-year improvement in its profitability while simultaneously raising customer satisfaction in all its business segments (real estate, jobs, cars and horizontals). On top of this, ROAM substantially expanded its strategic partnership with the MasterCard Foundation in the jobs, training and qualifications fields. This unique collaboration is intended to help three million young Nigerians into gainful employment by 2024, and to give five million of their countryfolk better qualifications for the employment market via upskilling programmes. *Jobberman.com*, Nigeria's leading job portal, also organized the biggest virtual career fair in Sub-Saharan Africa to date, which attracted over 7 000 participants.

Parallel to these various operational innovations and initiatives, ROAM took steps to streamline its business portfolio. This was achieved through the successful sales of the *Cheki Nigeria* and *Cheki Ghana* car platforms in the West African market, and by divestitures at *Zoom Tanzania* and *BrighterMonday Tanzania*.

In Asia the *MyJobs* portal, which is the market leader in Myanmar, expanded its market position under a new CEO and made further product and technology investments. As part of a broader streamlining of the Asian portfolio, the *MuaBan-NhaDat* real estate portal in Vietnam was closed and its operating company wound up.

At *Ringier Digital Ventures* the coronavirus crisis has helped boost development, with many investments progressing well ahead of plan. The focus on investing in consumer-oriented business models (e-commerce, subscription models and marketplaces) paid off in 2020. Opportunities for market consolidation also arose. In addition to company mergers (such as *Makerist/FabFab*), the year brought various exits in the form of acquisitions by strategic buyers. As a result, the *Ringier Digital*

lets reimbursed. In the second semester, *Ticketcorner* launched new products and innovations, notably solutions and software services for security at events. And by re-taking the app *Mindful*, *Ticketcorner* has established a strong position in the sector. At the end of the year, in addition, the ski ticketing online has generated encouraging figures.

In Eastern Europe, the portfolio of places of market has been further reinforced. In spring, our joint venture Ringier Axel Springer AG (RASMAG) acquired 100 % of the parts of *gratka.pl*, one of the main places of market in Poland. In addition, RASMAG acquired *morizon.pl*, one of the main real estate portals in Poland, and *lendi.pl*, a innovative platform for digital financing. The meeting of these three platforms will lay the basis for a leader in Poland in the real estate market, digital and financial services.

profession.hu is since more than ten years the leading job portal in Hungary. Despite the slowdown in recruitment due to the pandemic, *profession.hu* has continued to reinforce its position as number one in 2020.

In Slovakia as well, all the places of market have reinforced their leading positions: more than 90% of buyers and sellers now trade their properties and their cars via our digital platforms.

Concurrently with various operational innovations and initiatives, ROAM took steps to streamline its business portfolio. This was achieved through the successful sales of the *Cheki Nigeria* and *Cheki Ghana* car platforms in the West African market, and by divestitures at *Zoom Tanzania* and *BrighterMonday Tanzania*.

In Asia, the first job portal in Myanmar, *MyJobs*, has reinforced its position in 2020 under the leadership of a new CEO and made further product and technological investments. As part of a broader streamlining of the Asian portfolio, the *MuaBan-NhaDat* real estate portal in Vietnam was closed and its operating company wound up.

On the Romanian market, Ringier operates the two main places of market in real estate and jobs. For *Imobiliare.ro*, 2020 was an important year in multiple respects: four years after it secured a majority shareholding, Ringier acquired the remaining shares from the company's founders to become its sole owner.

After the acquisition of the majority of *Imobiliare*, Ringier has acquired from the founders the remaining shares, becoming the sole owner. The Romanian market has been severely affected by the health crisis and this has translated into a decline in the number of job listings at *eJobs.ro*, the main job portal, in the first half of the year. However, by launching a «Restart» campaign to reactivate existing customers and acquire new ones, *eJobs* has been able to stop the negative trend and even generate some growth in digital job postings.

In Africa, Ringier One Africa Media (ROAM) has operated a significant increase in its profitability compared to the previous year while simultaneously raising customer satisfaction in all its business segments (employment, real estate, cars and horizontal). On top of this, ROAM has substantially expanded its strategic partnership with the MasterCard Foundation in the fields of jobs, training and qualifications. This unique collaboration is intended to help three million young Nigerians into gainful employment by 2024, and to give five million of their countryfolk better qualifications for the employment market via upskilling programmes. *Jobberman.com*, Nigeria's leading job portal, also organized the biggest virtual career fair in Sub-Saharan Africa to date, which attracted over 7 000 participants.

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For our activities Ringier Digital Ventures, the pan-

Ventures portfolio had diminished from 22 investments to 14 by the end of the year.

Our Tech&Data segment has long been a top strategic priority. Here, too, is just a selection of the key projects and undertakings that were moved further forward in 2020:

In addition to the existing tech hubs in Switzerland and Poland, a further major tech hub was established in South Africa. The new hub is focused on central core technologies for developing scalable modular marketplaces in the jobs, car, real estate and horizontal fields. The new *Myjobs.com.mm* job platform in Myanmar was migrated to the new solution in 2020, and further platforms will follow in 2021.

For our Media segment, a new segment-based personalization was launched in 2020 on the use case of the *Blick* website, where users are now grouped according to their interests and offered personalized content based on the same. We intend to make greater use of our new personalization engine, which has been developed in-house and which naturally complies with all data protection requirements, in our Marketplaces, too, in 2021, to tailor our offers even more precisely to our users' needs.

With our *Ringier Connect* registration and log-in service, 2020 saw us become one of the world's first media organizations to offer face ID and touch ID registration. The new *Ringier Connect* facilities bring both more speed and greater security to the process of logging onto our various platforms.

Tech&Data was also instrumental in 2020 in further promoting our *EqualVoice* initiative, which is intended to raise the visibility of women in media reporting: the data foundation needed to quantify these endeavours is derived from semantic analyses of our media reporting. After a successful start in Switzerland, *EqualVoice* was further extended to 12 media markets in Eastern Europe in the course of 2020.

Another key initiative of the Ringier Group Executive Board was also launched last year. Our Group has long regarded diversity as opportunity. And in line

with this philosophy, a new Diversity&Inclusion Board was created in the course of the year. We are convinced that diversity and inclusion are vital core values and success factors for any corporation.

One final thought on a historically difficult year:

The paramount priority of Ringier management throughout 2020 was to protect the health of our employees and their families. It was to this end that we promptly adopted and consistently maintained working from home, issued free protective facemasks, introduced physical distancing, and actively and transparently communicated all these endeavours.

It has all proved its worth.

It is our 6 800 or so employees at our 110 constituent companies who are behind the steady further progress of the Ringier Group.

Flexibility, agility and resilience are vital credentials that are cited today in every management manual. Our people showed, in this coronavirus year more than ever, how flexibility, agility and resilience can be embraced and maintained in a crisis situation.

For this I offer them my greatest respect. And my deepest thanks.

démie de Covid-19 a agi comme un accélérateur : de multiples participations ont crû nettement plus que prévu. L'orientation des investissements sur des modèles d'affaires axés consommation (e-commerce, modèles d'abonnement, places de marché) s'est avérée rentable en 2020. En outre, il y a eu des opportunités de consolidation du marché. Au delà de fusions d'entreprises (p. ex. *Makerist* et *FabFab*), on a aussi assisté à diverses reprises (exits) par des acheteurs stratégiques, si bien qu'à fin 2020 le portefeuille ne comportait plus que 14 investissements sur un total de 22.

Le secteur Tech&Data est depuis longtemps une priorité stratégique absolue. Petit extrait des principaux projets portés en 2020 : En plus des tech hubs déjà existants en Suisse et en Pologne, un grand tech hub supplémentaire a été mis en place en Afrique du Sud. Il se concentre sur les technologies de base servant à développer des places de marché évolutives et modulaires dans les domaines de l'emploi, de l'automobile, de l'immobilier et dans l'horizontal. En 2020, le nouveau site d'emploi *Myjobs.com.mm* du Myanmar a migré sur cette solution. D'autres plateformes suivront en 2021.

Dans le domaine des médias, une personnalisation segmentaire a été lancée dans le cas de la page d'accueil de *Blick*. De cette manière nos utilisatrices et utilisateurs sont groupés en fonction de leurs intérêts et reçoivent des contenus personnalisés sur cette base. En 2021, nous mobiliserons plus encore pour nos places de marché cet outil de personnalisation que nous avons développé et qui respecte la protection des données, afin de soumettre à nos utilisateurs des offres encore plus précises.

Dans le cadre de notre service d'enregistrement et de login *Ringier Connect*, nous avons été cette année une des premières entreprises de médias à proposer dans le monde entier une inscription via la reconnaissance faciale (Face ID) et la touch ID. Cela permet de se loguer encore plus vite et plus sûrement sur nos plateformes via *Ringier Connect*.

Lancée à la fin de l'an 2019, l'initiative *Equalvoice* a été énergiquement propulsée en 2020, notamment grâce à Tech&Data. Cette initiative s'engage pour que les femmes gagnent en visibilité dans la

couverture médiatique. La base de données nécessaire à la mesure est assurée par les analyses sémantiques de nos organes d'information. Après un démarrage réussi en Suisse, l'initiative s'étend maintenant à douze marques médias en Europe de l'Est.

Une autre initiative cardinale du Group Executive Board a été lancée l'an dernier : le Groupe Ringier considère la diversité comme une opportunité et, de ce fait, il a nommé un Diversity&Inclusion Board. Nous sommes de l'avis que la diversité et l'inclusion sont des valeurs essentielles et des facteurs de succès pour une entreprise.

Une dernière réflexion pour une année historiquement difficile :

La priorité absolue du management de Ringier aura été de protéger la santé de nos collaborateurs et de leurs familles. A cette fin, nous avons mis en place le télétravail précocement et de manière généralisée, distribué des masques gratuitement, introduit les distances de sécurité et communiqué de manière active et transparente.

Tout cela a fait ses preuves. Ce sont nos quelque 6800 collaborateurs dans 110 filiales qui permettent aujourd'hui les progrès constants du Groupe Ringier.

La flexibilité, l'agilité et la résilience sont les qualités premières qui figurent désormais dans tous les manuels de management. En cette année de pandémie, nos collaborateurs ont montré combien la flexibilité, l'agilité et la résilience étaient vécues en période de crise.

Pour tout cela, ils ont droit à tout mon respect. Et à mes profonds remerciements.

2020 in figures

Annabella Bassler, CFO

The coronavirus crisis had a substantial impact on the Ringier Group's revenues and earnings for the 2020 business year. But innovative initiatives and rigorous cost management helped to mitigate much of the damage.

Group earnings before interest, taxes, depreciation and amortization (EBITDA) for the year declined to CHF 84.4 million (2019: CHF 114.1 million). The lower group revenues of CHF 953.7 million (2019: CHF 984.8 million) were attributable primarily to the slumps in advertising and event activities as a result of the Covid-19 pandemic and the responses thereto. These declines were offset to some extent by higher revenues from e-commerce activities, albeit with the lower margins that prevail in this business subsegment. The Ringier Group was also able to make up for a large part of the revenue shortfalls by taking comprehensive actions in all business segments on both the cost and the income front. But the 8.8% EBITDA margin for 2020 still represented a 2.8-percentage-point year-on-year decline (2019: 11.6%).

The digitalization of the Ringier Group was consistently further pursued, and the levels of investment in digital products in both the Media and the

Marketplaces segments remained as high as in previous years. As a result of shifts in revenue volumes between business areas, digital activities accounted for 69 % of EBITDA in 2020, a slight decline from the 72 % of 2019 but still a very high proportion in comparison of the European media industry. The contribution of digital products to total group revenues rose from the 51 % of 2019 to 57 %.

After the turbulence of the Covid-19 crisis which developed from spring 2020 on, expectations were exceeded in the last few months of the year, a trend that also makes us cautiously optimistic for 2021. Ringier has set itself the objective of returning all its relevant financial key performance indicators to growth from 2023 onwards.

Thanks to La Mobilière's acquisition of its 25 % equity share in Ringier AG, the Ringier Group is now excellently positioned in financial terms with minimal net debt, and is thus ideally equipped to invest again in 2021 in both its organic and its acquisitional further growth.

L'année en chiffres

Annabella Bassler, CFO

La crise du Covid-19 se répercute de manière sensible sur les indicateurs financiers et le bénéfice opérationnel du Groupe Ringier. Grâce à des initiatives innovantes et à une gestion rigoureuse des coûts, une partie substantielle des dommages a pu être compensée.

L'EBITDA du Groupe Ringier se réduit à CHF 84.4 millions (2019 : CHF 114.1 millions). La diminution du chiffre d'affaires du Groupe Ringier à CHF 953.7 millions (2019 : CHF 984.8 millions) résulte avant tout de la chute des marchés de la publicité et de l'événementiel due au Covid-19. Cette chute a pu être partiellement compensée par des revenus plus élevés dans l'activité d'e-commerce, avec néanmoins une marge plus restreinte dans ce sous-segment. Par des mesures d'envergure touchant les ventes et les coûts dans tous les segments, le Groupe Ringier compense une bonne partie de la perte de chiffre d'affaires. Cela n'empêche pas la marge EBITDA de tomber à 8.8 % en 2020, soit -2.8 points au-dessous de l'année précédente (2019 : 11.6 %).

La numérisation du Groupe Ringier s'est énergiquement poursuivie en 2020. La part des investissements dans les produits numériques des segments

médias et places de marché se situe au même niveau que les années passées. En raison de déplacements de volumes d'affaires entre les divers domaines, la part numérique de 69 % à l'EBITDA (2019 : 72 %) se situe certes légèrement au-dessous de l'année précédente mais elle demeure à un niveau très élevé en comparaison européenne. Et la part des revenus du numérique augmente de 51 % en 2019 à 57 % en 2020.

Après les turbulences de la crise du Covid-19 qui a débuté au printemps 2020, les attentes ont été dépassées durant les derniers mois de l'année 2020 et cela s'avère aussi modérément positif pour 2021. Ringier s'est fixé pour but de retrouver la croissance dès 2023 dans tous ses principaux indicateurs financiers.

Grâce à l'entrée de La Mobilière à hauteur de 25 % en 2020, le Groupe Ringier est excellemment positionné, avec un endettement net minimal sur le plan financier, pour se remettre à investir en 2021 déjà, organiquement et par le biais de transactions.

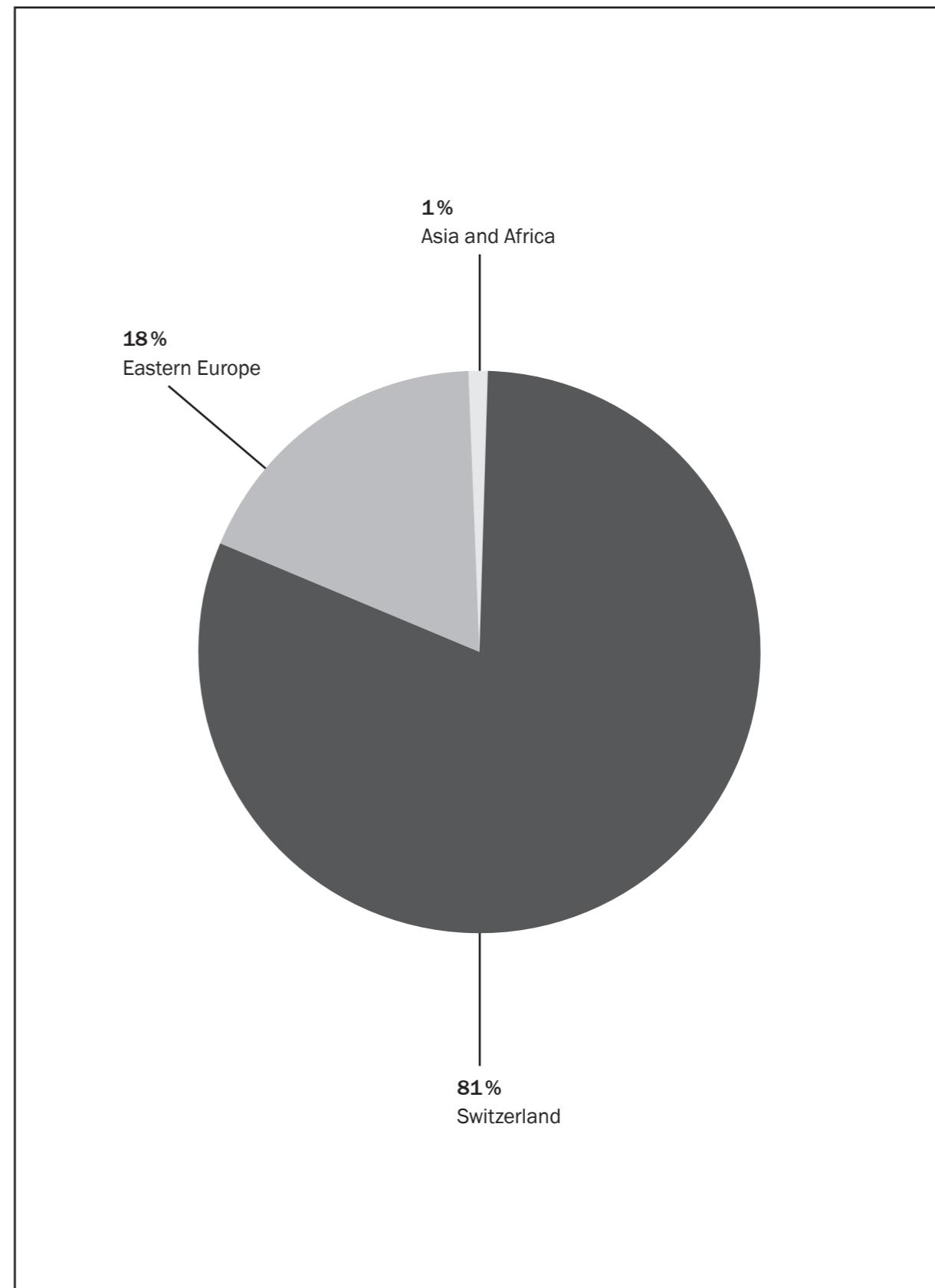
Key figures in CHF million

	<u>2019</u>	<u>2020</u>
Revenues by region	984.8	953.7
From Switzerland	782.4	769.9
From Eastern Europe	190.1	173.2
From Asia and Africa	12.3	10.6
Revenues by source	984.8	953.7
From digital activities	504.6	541.6
From sales and distribution	212.1	201.6
From advertising	130.5	93.3
From printing activities	62.2	53.6
From events and other media	75.4	63.6
EBITDA	114.1	84.4
EBITDA margin	11.6 %	8.8 %

Employees

	<u>2019</u>	<u>2020</u>
Employees by region	7 147	6 783
Switzerland	2 964	2 848
Eastern Europe	3 366	3 210
Asia and Africa	817	725

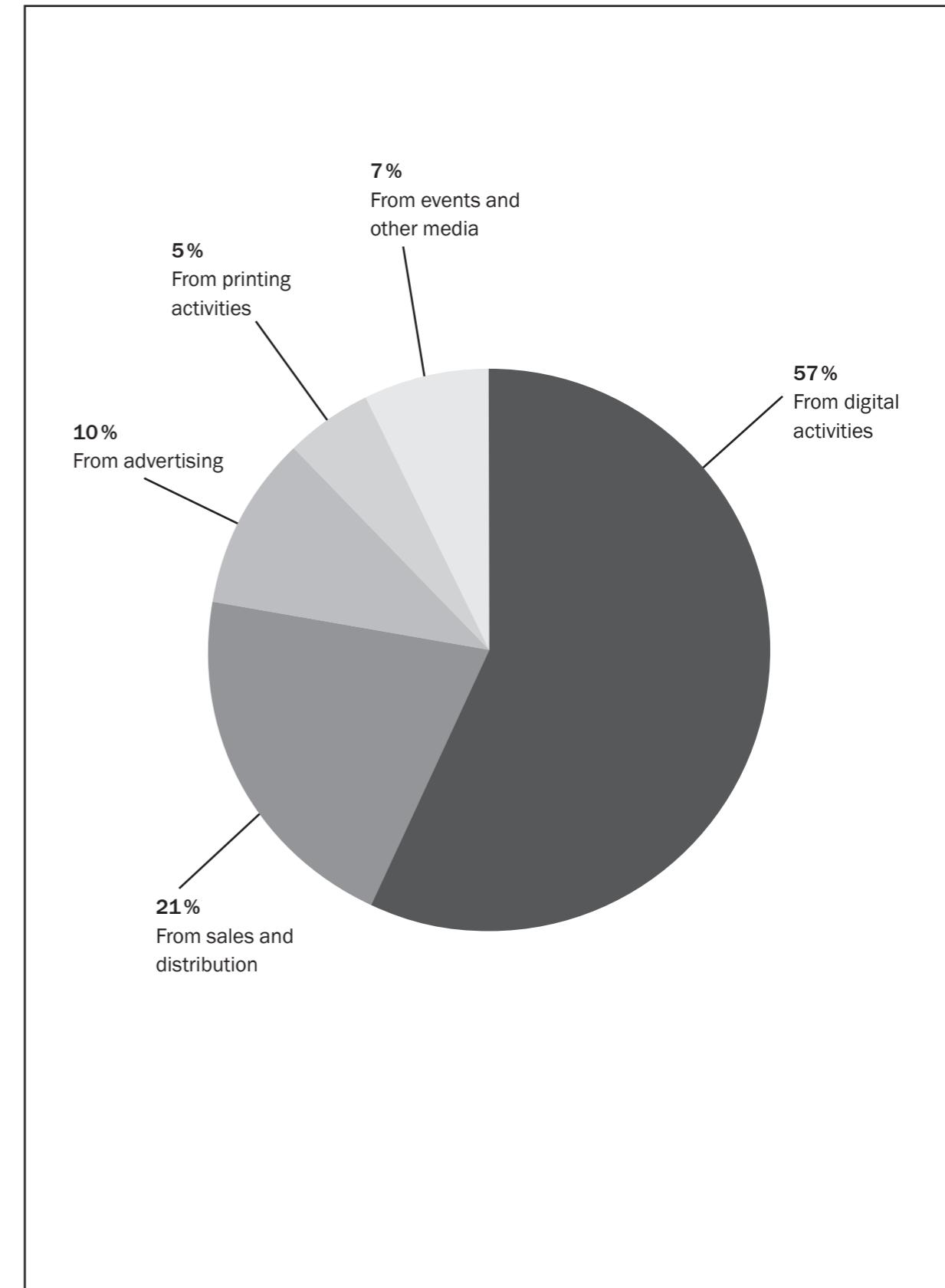
2020 revenue by region



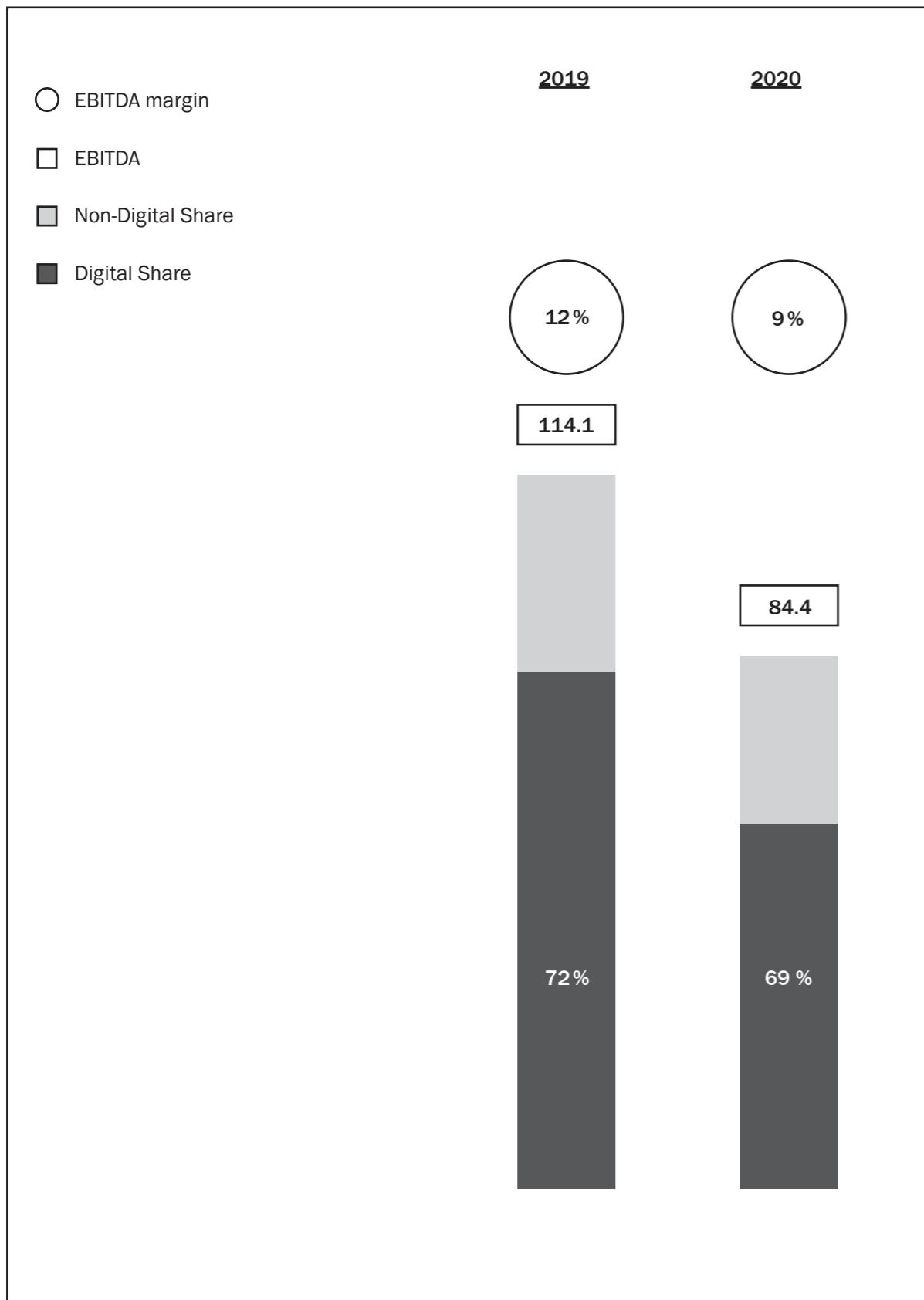
Group revenue breakdown in CHF million

	<u>2019</u>	<u>2020</u>
Switzerland	782.4	769.9
From digital activities	383.1	419.4
From sales and distribution	174.4	171.9
From advertising	111.1	79.4
From printing activities	56.9	49.4
From events and other media	56.9	49.8
Eastern Europe	190.1	173.1
From digital activities	111.2	113.2
From sales and distribution	37.8	29.7
From advertising	18.4	13.3
From events and other media	17.3	12.7
From printing activities	5.4	4.2
Asia and Africa	12.3	10.6
From digital and other media	11.4	10.0
From advertising	0.9	0.6

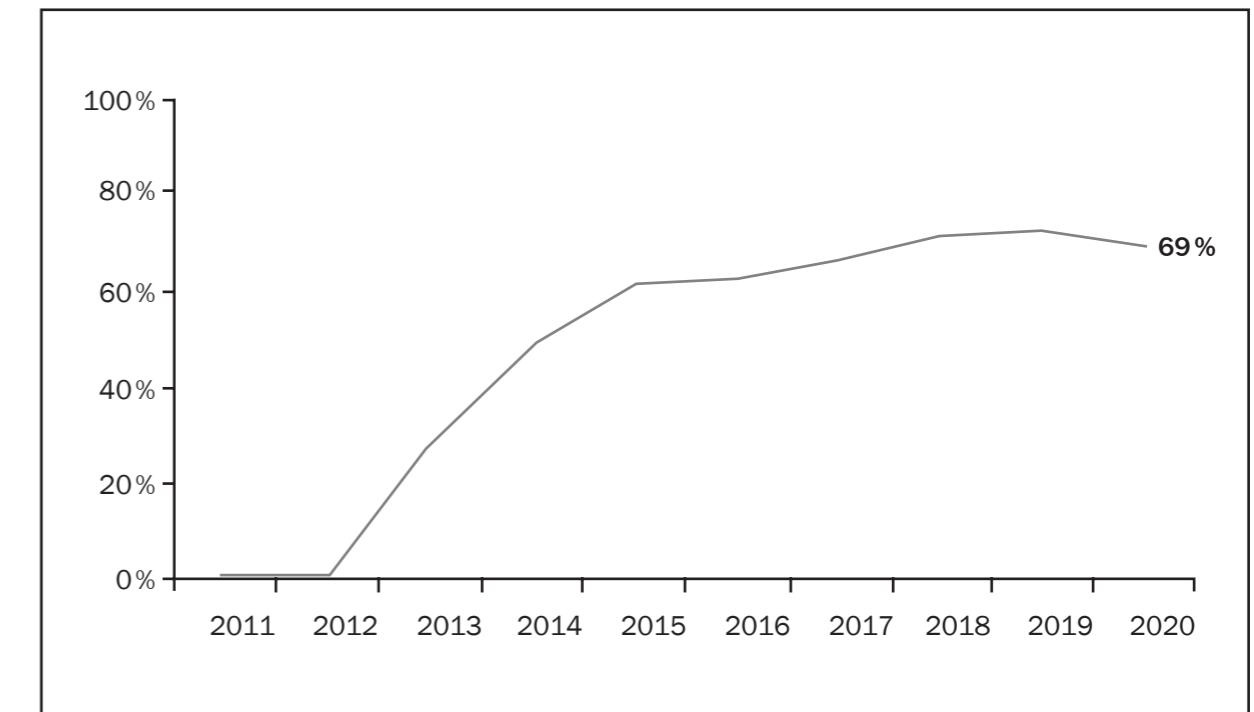
2020 revenue by source



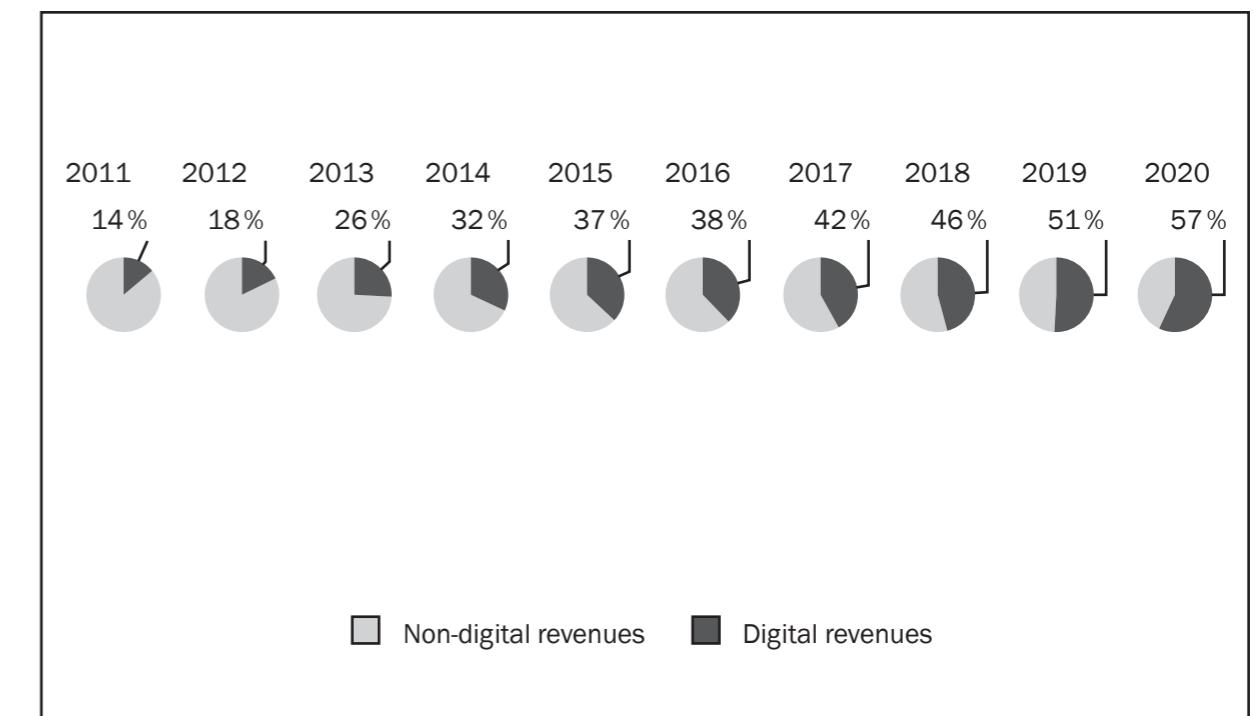
EBITDA trends 2019-2020



Contribution of digital activities to EBITDA in %



Digital revenues as percentage of total revenues



Epilogue

Frank A. Meyer, Publicist

Never have we been more we. We citizens. We politicians. We journalists. Never have we suffered so much from the same hardships, the same restrictions of everyday life, the same existential anxieties. Members of government worry about their health, the safety of their children, parents, grandchildren and friends – same as we do. They reach for their masks as reflexively as we people in the media do, we people in the streets. We all thoroughly disinfect our potentially corona-riddled hands, wash them abundantly, including and especially, as recommended by epidemiologists, our thumbs. And whenever we meet somebody, we follow the virologists' precepts and scrupulously maintain our distance.

We are we are we – one community, all of us.

For us journalists, this is a problem. Our inclusion in this We, in a closed commonality, does not agree with our job, which is to differentiate: to recognize differences, work them out, show them up. And even to preserve them.

For one thing is crucial to our profession: not to let ourselves be co-opted – and to maintain that outside position as we observe, report, describe, evaluate.

Is that what we do? Did we do that in these times of continually vacillating anti-corona measures? There is a whole new phenomenon suggesting that we have not been careful enough about maintaining the distance between journalists and virologists and politicians. That we haven't managed to keep the power of the state at arm's length as clearly as we should. That some parts of the citizenry have not felt represented in our media – leading them to take to the streets and the Internet and swamp the public with provocative theories about corona.

Wherever unease, skepticism and revolt cannot be channeled into the turbines of democracy, into the political parties, the parliaments, the media, these rushes of emotion will seek their own outlets. They form spontaneous torrents of opinion, rapids of out-

rage, waterfalls of wrath. And one cannot lessen their effect by cursing their sources: «Corona deniers!», «Conspiracy theorists!», «Right-wing extremists!» Yes, all these groups probably participated when the protests spilled out into the street – but so did many quite reasonably outraged citizens.

Have we journalists failed?

We deemed our governments' measures reasonable; we appreciated the uncertainties affecting their actions; we tolerated their encroachments on democratic and constitutional rules; we excused all that as consequences of poking around in the dark of the pandemic.

We were we – one community, all of us.

A key example of this was provided by *Der Spiegel*, formerly Europe's most unruly magazine – quite ruthlessly keen on asserting divergent, even outlandish points of view to provocative effect. In January, this weekly talked to Christian Drosten, the bellwether among Germany's virologists. The interviewers narrowed their epistemological interest by prefacing their questions as follows: «In the course of this past year, corona-deniers probably did less harm than those experts who kept arguing against science-based measures, such as Jonas Schmidt-Chanasit and Hendrik Streeck.» Drosten, the government virologist, was expected to disqualify said colleagues, both of them respected scientists. He helplessly answered: «Do you want me to criticize my peers by name?»

That is precisely what *Der Spiegel* wanted: to ostracize anything diverging from the Corona We, in subservience to the domineering ideology of the Great Corona Community. Another name for this is «embedded journalism». Journalists blissfully in bed with power, in the example at hand: the dominant power of opinion.

Christoph Schwennicke, a well-known political journalist and a 15-year insider of Berlin's media

Epilogue

Frank A. Meyer, journaliste

Jamais encore nous n'avons autant été nous. Nous les citoyens. Nous les politiciens. Nous les journalistes. Jamais encore nous n'avons autant souffert de la même détresse, des mêmes restrictions dans la vie quotidienne, des mêmes angoisses existentielles. Les gouvernements se font du souci – comme nous – quant à leur santé, celle de leurs enfants, parents, petits-enfants et amis.

Tout comme nous, gens des médias, comme nous gens de la rue, ils ont le réflexe du masque. Nous nous désinfectons tous soigneusement les mains peut-être contaminées par le coronavirus, nous les lavons abondamment, en particulier les pouces comme le préconisent les épidémiologistes. Et en cas de rencontres, nous veillons scrupuleusement aux distances, comme le prescrivent les virologues.

Nous sommes nous sommes nous : une communauté tous ensemble.

Pour nous autres journalistes c'est un problème. Cette intégration dans le « nous », dans un grand tout fermé, ne s'accorde pas avec notre mission de différencier : identifier les différences, les afficher, les mettre en évidence. Et même les cultiver.

Car ce qui est une part essentielle de notre métier, c'est de ne pas nous laisser récupérer. Et, en restant à l'écart, d'observer, rapporter, décrire, évaluer les événements.

Le faisons-nous ? L'avons-nous fait en ces temps de mesures anti-Covid perpétuellement hésitantes ? Un tout nouveau phénomène d'époque indique que nous ne nous sommes pas suffisamment souciés de la distance entre le journaliste et le politicien et le virologue. Que nous n'avons pas observé assez nettement la distance de rigueur avec le pouvoir étatique. Que certains milieux de la société ne se sont pas sentis représentés dans nos médias et qu'ils sont descendus dans la rue et allés sur les réseaux pour inonder l'opinion publique de théories provocantes sur le virus.

Quand le mal-être, le scepticisme et la fronde ne peuvent être canalisés vers les moulinettes de la démocratie, vers les partis, les parlements et les médias, ces sentiments se cherchent leurs propres canaux. Il en résulte des torrents spontanés d'opinions, des cascades d'indignation, des cataractes de colère. Et on n'atténue pas leur ardeur en fulminant : « Négationnistes ! Complotistes ! Extrémistes de droite ! » Oui, toutes ces inspirations étaient bien là quand la protestation s'est déversée dans les rues, mais elles sont justement là aussi parmi beaucoup de citoyennes et citoyens très sagement indignés.

Avons-nous failli, nous les journalistes ?

Ce que les gouvernements ont décidé, nous l'avons jugé sensé : nous avons montré de la compréhension pour le manque d'assurance qui marquait leur démarche ; nous avons toléré l'atteinte aux règles démocratiques et juridiques ; nous avons excusé tout cela comme l'effet d'un tâtonnement dans le brouillard pandémique.

Nous étions nous, une communauté, tous ensemble.

« *Der Spiegel* », naguère le magazine le plus indocile d'Europe, en a livré le meilleur exemple : franchement très peu porté à défendre des points de vue sans pitié ou dangereusement provocants. En janvier, le magazine s'entretenait avec Christian Drosten, la tête pensante des virologues allemands. Les intervieweuses ont restreint leur intérêt par ce préambule : « Négationnistes du Covid-19, argumentant sans relâche contre des mesures scientifiquement établies, des experts parmi lesquels Jonas Schmidt-Chanasit et Hendrick Streeck ont clairement causé l'an dernier un important dommage. » Drosten, le virologue de l'Etat, était censé disqualifier les deux scientifiques parfaitement compétents. Désespéré, il répondit : « Prétendez-vous que je critique nommément des collègues ? »

business, wrote an article in the daily Die Welt warning of his colleagues' growing eagerness to belong: «We are running the risk of transferring the power of politicians to ourselves. Of feeling that we are sharing in this power. And that is not only absurd; it is a systemic danger.»

In this pandemic, which has thrown so many injustices into stark relief, a nasty habit that had been creeping into the media business for years has been taken to new extremes. We are tightly closing ranks – and those who won't toe the line are punished.

But democracy is not commonality. Democracy is society. And society is political plurality, it is lived liberality – it is difference, divergence and dissidence.

That is what an open society is – and it is unthinkable without journalism. So, it is our job to represent differences, to give them shape. Journalists are the esthetes of political thinking, of democratic debate, of civic interaction.

Esthetics has to do with beauty. And indeed, democracy is the most beautiful thing in the world, because it means the freedom of the individual.

The freedom of the human being. Of the I.

Journalism is the fiduciary of this freedom.

Or it is nothing.

Or c'est bien ce que voulait « Der Spiegel » : éliminer tout ce qui divergeait du « nous » lié au virus pour se mettre au service de l'idéologie omnipotente de la grande communauté Covid. En anglais, on appelle ça du journalisme « embedded », du journalisme embarqué. Des journalistes confortablement installés dans le lit du pouvoir et, dans le cas qui nous occupe : le pouvoir faiseur d'opinion.

Dans le quotidien « Die Welt », Christoph Schwennicke, un éminent journaliste politique initié depuis quinze ans aux arcanes des médias berlinois, mettait en garde contre l'envie croissante de ses collègues de « faire partie ». « Nous courons le danger de décalquer sur nous le pouvoir des politiques. Et de nous croire nous-mêmes une part de ce pouvoir. Non seulement c'est un non-sens mais c'est un danger systémique. »

Ce qui, depuis des années, s'esquisse insidieusement comme une mauvaise habitude du métier de journaliste atteint au fil de la pandémie – qui laisse apparaître crûment pas mal de choses préoccupantes – un nouveau sommet : nous serrons étroitement les rangs et quiconque rue dans les branards est puni.

Or démocratie ne signifie pas communauté. Démocratie signifie société. Et la société est pluralité politique, libéralisme vécu : autrement dit différence, divergence et dissidence.

C'est ainsi qu'est une société ouverte. Sans le journalisme, elle est impensable. C'est pourquoi notre tâche consiste à répliquer les différences, à leur conférer une stature. Hommes et femmes, les journalistes sont les esthètes de la pensée politique, du débat démocratique, des relations citoyennes.

L'esthétique est liée à la beauté. Et le fait est que la démocratie est la plus belle chose du monde, car elle signifie la liberté de l'individu.

La liberté de l'humain. La liberté du moi.

Le journalisme est le garant de cette liberté.

Sans quoi il n'est pas.

Ringier Global Media

		<u>Distributed circulation 2020</u>	<u>Unique users per month</u>	<u>Distributed circulation 2020</u>	<u>Unique users per month</u>
Ringier					
Blick	Tabloid	95944	3 105 000	Rockit Radio	49 000
SonntagsBlick	Sunday newspaper	115960		Vintage Radio	108 000
Blick TV	Digital TV				
Ringier Axel Springer Schweiz					
Beobachter	Consumer magazine	239 620	1 165 583	Events	
Bilanz	Business magazine	37 579		Energy Air	
Bolero	Fashion and lifestyle magazine			Energy Cruise	
	Handelszeitung supplement			Energy Live/Red Session	
Cash.ch	Financial news portal		1 122 083	Energy Star Night	
Glückspost	Women's magazine	114 047	79 083	Moon&Stars*	
Glückspost Super Rätsel	Puzzle magazine	18 952			
gaultmillau.ch	Food Channel		315 713	Publishing Services	
HandelsZeitung	Business magazine	37 700	744 500	Admeira	
L'Illustré	Celebrity magazine	54 885	228 583	Ringier Publishing Technology & Services	
LandLiebe	Country-living magazine	177 309	7 509	Ringier Business Services	
PME Magazine	Business magazine	18 971	55 966	Ringier Advertising	
Schweizer Illustrierte	Celebrity magazine	127 027	1 960 000	SMD AG	
Style*	Fashion glossy magazine			Swissprinters AG	
Streaming**	Media magazine		36 312		
Tele	TV-schedule magazine	92 770	57 917	Ringier Axel Springer Media AG	
Le Temps	Daily newspaper	32 473	2 104 833	Poland	
TV 2	TV-schedule magazine			agdlab.pl	
TV 8	TV-schedule magazine	53 424		Aplikacja Onet	70 740
TVstar	TV-schedule magazine	57 061		Aplikacja Onet Poczta	534 384
TVvier	TV-schedule magazine	18 908		Auto Świat	668 520
TV Land & Lüt	TV-schedule magazine	11 533		Car magazine	39 371
TV Täglich	TV-schedule magazine			Auto Świat 4x4	11 800
Entertainment				Car magazine	7 424
Websites				Auto Świat Classic	14 917
energy.ch		223 200		Car magazine	4 114 854
students.ch		25 700		auto-swiat.pl	7 477 218
usgang.ch		63 300		businessinsider.com.pl	
izzyprojects.ch				ekstraklasa.tv	
Radio				Fakt	180 016
Energy Basel		Net reach 81 000		Fakt Dobre Chwile	181 607
Energy Bern		127 000		Fakt TV	257 288
Energy Hits		47 000		fakt.pl	10 493 280
Energy Zürich		232 000		Forbes	20 629
Schlager Radio		29 100		forbes.pl	9 470
				kochaj.pl	859 220
				Komputer Świat	4 543 776
				komputerswiat.pl	
				KŚ Twój Niezbędnik	
				literia.pl	17 001
				medonet.pl	126 738
				Newsweek Historia	9 193 986
				History magazine	
				Newsweek Learning English	12 599
				Educational magazine	
				Newsweek Polska	5 112
				News magazine	
				Newsweek Polska EXTRA	75 339
				Magazine	

*Publication ceased in 3rd quarter 2020 **Launched in 4th quarter 2020

*Sold in 4th quarter 2020

		<u>Distributed circulation 2020</u>	<u>Unique users per month</u>			<u>Distributed circulation 2020</u>	<u>Unique users per month</u>
Newsweek Wydanie Specjalne Magazine		16983		diva.sk			951 697
Newsweek Psychologia	Magazine	8523		dobruchut.sk	Food		1 168 244
Newsweek Zdrowie	Health Guide	14 594		horoskopy.sk			155 720
newsweek.pl		4 243	3 216 834	kalendar.sk			437 460
nk.pl			1 240 056	najmama.sk			955 097
noizz.pl			2 952 396	noizz.sk	Millennial platform		718 526
ofeminin.pl			4 375 188	noveauta.sk	Cars		33 517
onet strona główna	News portal		12 720 240	noveauto.sk	Cars		85 894
onet.dom	News portal		1 352 268	novostavby.sk	Rest estate		63 169
onet.dziecko	News portal		978 642	Pokec.sk			338 545
onet.facet	News portal		950 400	realsoft.sk			3 757
onet.film	News portal		4 543 560	slovnik.sk			933 616
onet.gotowanie	News portal		1 677 780	referaty.sk			317 487
onet.kobieta	News portal		4 677 048	zive.sk			597 715
onet.kultura	News portal		3 267 594	sport.sk	Sports news		871 831
onet.magia	News portal		1 077 894				
onet.moda	News portal		871 020		Serbia		
onet.moto	News portal		54 000	Ana.rs			690 042
onet.muzyka	News portal		2 912 058	Blic	Tabloid	32 444	2 917 691
onet.pl	News portal		17 535 258	Blic zena	Women's magazine	64 855	1 801 008
onet.pl zapytaj	News portal		4 678 560	Blic zena specials	Magazine	7 352	
onet.poczta	News portal		3 757 266	Blic.sport.rs			1 266 284
onet.podróże	News portal		3 780 756	Clip.rs			50 4350
onet.pogoda	News portal		1 750 194	NIN	News magazine	5 903	
onet.program tv	News portal		1 384 398	Noizz.rs			946 837
onet.sport	News portal		5 400 540	Pulsonline.rs			1 161 180
onet.technologie	News portal				Hungary		
onet.technowinki	News portal				14 Nap Műsorfüzet	TV-schedule magazine	6 583
onet.uroda	News portal		787 468		Auto Bild	Car magazine	11 306
onet.wiadomości	News portal		1 390 554		Auto Bild Különszám	Car magazine	1 702
onet.zdrowie	News portal		10 544 472		Blikk	Tabloid	56 577
opineo.pl			1 208 142		Blikk Extra Receptek	Cooking magazine	18 139
pclab.pl			936 198		Blikk Nők	Women's magazine	47 267
plejada.pl			5 864 076		Blikk Nők Extra	Women's magazine	23 034
Przegląd Sportowy	National sports daily				Blikk Nők Konyha	Cooking magazine	9 097
przeglad sportowy.pl		15 171	15 658 92		Blikk Nők Otthon&Kert	Interior decorating magazine	6 543
skapiec.pl			3 105 000		Blikk Rejtvény	Crossword supplement	44 733
softonet.pl			94 122		Blikk TV	TV supplement	48 041
sympatia.pl			1 701 540		Bookazine	Educational magazine	4 286
targsmaku.pl			69 660		Bookazine Plusz	Educational magazine	1 349
vod.pl			2 484 378		Csók és könny	Women's magazine	7 065
zumi.pl			542 538		Eszes	Crossword magazine	9 425
Slovakia					Eszes Évkönyv	Crossword magazine	
aktuality.sk	News portal		2 805 867		Eszes Évszakok	Crossword magazine	5 909
azet.sk			939 086		Eszes Rejtvénytár	Crossword magazine	
byty.sk	Real estate		123 715		Eszes Skandi	Crossword magazine	4 749
chaty.sk	Real estate		47 369		Eszes Extra	Crossword magazine	9 819

		<u>Distributed circulation 2020</u>	<u>Unique users per month</u>		<u>Distributed circulation 2020</u>	<u>Unique users per month</u>
Rejtvény Terefere Plusz	Crossword magazine	7 440		Recepttár.hu	Gastronomy	68 130
GEO	Educational magazine	3 319				
Glamour	Women's magazine	49 150				
Glamour Különszám	Women's magazine			Ringier Romania		
Havi Kópé	Crossword magazine	1 269		Avantaje	Women's glossy magazine	2 332
Hétróba Skandi	Crossword magazine	7 058		avantaje.ro		1 072 244
Jó vicc!	Crossword magazine	2 326		ELLE	Fashion glossy magazine	4 266
Képes TV Műsor	TV-schedule magazine	10 260		elle.ro		683 924
Kiskegyed	Women's magazine	145 435		ELLE Decoration	Decorating glossy magazine	
Kiskegyed Extra	Women's magazine	21 994		Libertatea	Daily general public newspaper	22 630
Kiskegyed Konyhája	Cooking magazine	18 953		libertatea.ro		8 101 551
Kiskegyed Konyhája Különszám	Cooking magazine	6 548		Libertatea Weekend	TV Supplement	38 617
Kiskegyed Otthona	Interior decorating magazine	14 425		Libertatea pentru femei	Women's mass-market magazine	11 127
Kiskegyed Plusz	Health magazine	5 147		libertateapentrufemei.ro		1 265 619
Kiskegyed Recepttár	Cooking magazine	19 165		retetepractice.ro		556 731
Kiskegyed Rejtvény Extra	Crossword magazine	6 480		Povestea mea	Women's weekly magazine	6 970
Kópé	Crossword magazine	3 662		Intamplari adevarate	Women's bi-monthly magazine	6 807
Kópé Évkönyv	Crossword magazine			Povesti de viata	Women's monthly magazine	6 199
Kópé Évszakok	Crossword magazine	11 445		Gazeta Sporturilor	Daily sports newspaper	9 352
Kópé Extra Rejténymagazin	Crossword magazine	2 766		gsp.ro		3 410 714
Rejtvény Terefere	Crossword magazine	14 381		Unica	Women's glossy magazine	3 653
Rejtvény Terefere Évkönyv	Crossword magazine			unica.ro		2 939 459
Rejtvény Terefere Extra	Crossword magazine	4 550		VIVA!	Women's people magazine	4 506
Rejtvény Terefere Skandi	Crossword magazine	4 298		viva.ro		2 302 262
Rejténytár	Crossword magazine			Lucru de mana	Handcrafting magazine	7 220
Sárga TV	TV-schedule magazine	18 479				
Színes kétheset	TV-schedule magazine	28 071		Ringier Africa		
TV kétheset	TV-schedule magazine	38 800		Pulse		
TV Revü	TV-schedule magazine	13 872		Ghana		
Tvr Újság	TV-schedule magazine	39 316		pulse.com.gh		2 845 919
TVR-Hét	TV-schedule magazine	54 051				
TVR-Hét Extra	TV-schedule magazine	7 293		Kenya		
Ügyes	Crossword magazine	24 448		pulselive.co.ke		2 561 843
Ügyes 5 Perc	Crossword magazine	2 870				
Ügyes évszakok	Crossword magazine	20 261		Nigeria		
Ügyes Extra	Crossword magazine	4 684		pulse.ng		5 434 450
Ügyes Extra Szudoku	Crossword magazine	4 332				
Ügyes Sorozat	Crossword magazine	11 037		Ringier Asia		
Ügyes Plusz	Crossword magazine	10 025		Vietnam		
Ügyes Skandi	Crossword magazine	4 754		Elle*	Fashion & Beauty magazine	
Ügyes 100 Rejtvény	Crossword magazine	1 706		Elle Decoration*	Home Decoration magazine	
Vasárnapi Blikk	Sunday newspaper	31 929		Elle Man*	Fashion & Beauty magazine	
Blikk.hu	Tabloid		2 459 698	Elle.vn*	Fashion & Beauty platform	
Blikk Rúzs.hu	Women's magazine		1 700 441			
Glamour.hu	Women's magazine		1 139 761	Myanmar		
EgészségKalauz.hu	Health Guide		1 302 035	Duwun.com.mm		2 411 709
Noizz.hu	Urban culture		975 270	Marry network**		

*Operations closed in 4th quarter 2020 **Taken over by Com BizGroup in 1st quarter 2020

Ringier Global Marketplaces

Unique users per month

			<u>Unique users per month</u>
Switzerland			
alpha.ch	Jobs		
anibis.ch	Horizontal	3 446 830	
AutoScout24.ch	Cars	3 662 390	
DeinDeal.ch	E-commerce		
FinanceJobs.ch	Jobs		
geschenkidee.ch	E-commerce	371 405	
ICTcareer.ch	Jobs		
ideecadeau.ch	E-commerce	114 049	
ImmoScout24.ch	Real estate	2 418 697	
INGJobs.ch	Jobs		
jobs.ch	Jobs	1 840 057	
jobs4sales.ch	Jobs		
JobScout24.ch	Jobs	800 538	
jobsuchmaschine.ch	Jobs		
jobup.ch	Jobs	933 722	
jobwinner.ch	Jobs		
medtalents.ch	Jobs		
MotoScout24.ch	Motorcycles	537 693	
My-Store.ch	E-commerce		
Ticketcorner.ch	Tickets		
Topjobs.ch	Jobs		
FinanceScout24.ch	Financing/Insurance	287 879	
Austria			
karriere.at	Jobs	1 780 917	
Ringier Digital Ventures			
Archilyse AG			
Baze Labs AG			
Blok Enterprises OY			
CheckYeti GmbH			
fabfab GmbH			
Flatfox AG			
Insenio GmbH			
Skoove			
Medlanes GmbH			
AirConsole			
Pamono GmbH			
Recommerce AG (verkaufen.ch)			
Wine & Gourmet Digital AG			
yamo AG			
<u>Unique users per month</u>			
Ringier Axel Springer Media AG			
Poland			
jakdojade.pl	Tickets		1 150 146
nofluffjobs.com	Jobs		152 496
StepStone.pl*	Jobs		
Morizon.pl	Real estate		1 283 526
Gratka.pl/nieruchomosci	Real estate		1 495 800
Gratka.pl/motoryzacja	Cars		554 580
Gratka.pl	Horizontal		930 474
Gratka.pl/praca	Jobs		310 446
Lendi.pl	Financing		
alegratka.pl			67 662
domy.pl			123 228
nportal.pl			86 508
oferty.net			71 820
komercyjne.pl			66 528
bezposrednie.com			63 018
App Gratka Nieruchomości			32 022
App Domy.pl			24 570
App Morizon - nieruchomości			23 814
noweinwestycje.pl			24 894
Slovakia			
autobazar.eu	Cars		742 461
autobazar.sk	Cars		324 401
bistro.sk	Food		407 948
bazar.sk	Horizontal		750 298
autovia.sk	Cars		182 434
nehnutelnosti.sk	Real estate		604 852
reality.sk	Real estate		250 508
topreality.sk	Real estate		354 942
Pokec.sk	Social Media		
Serbia			
Mojauto.rs	Cars		367 492
Nekretnine.rs	Real estate		469 178
Hungary			
profession.hu	Jobs		925 591
jobmonitor.hu	Jobs		119 562
munkahelyek.hu	Jobs		33 043
nofluffjobs.com			
Estonia			
cvkeskus.ee	Jobs		401 828

Digital Ventures exits 2020: Airgreets GmbH, Campanda GmbH, Makerist GmbH

*Operations closed in 4th quarter 2020

<u>Unique users per month</u>			
Latvia cvmarket.lv	Jobs	101 206	Uganda Brightermonday.co.ug
Lithuania cvmarket.lt	Jobs	219 106	Ringier Asia Vietnam Muabannhadat.vn**
Ringier Romania ejobs.ro	Jobs	1 099 585	Myanmar MyJobs.com.mm
imobiliare.ro	Real estate	1 822 050	Jobs
Imoradar24.ro	Real estate		
Jobradar24.ro	Jobs		
Kazakhstan homsters.kz	Real estate		
Azerbaijan, Kyrgyzstan, Serbia			
lalafo.com	Horizontal		
Ringier One Africa Media (ROAM)			
Ethiopia Qefira.com	Horizontal	139 000	
Ghana Jobberman.com.gh	Jobs	116 000	
Cheki.com.gh*	Cars		
Sokoso.com.gh	Jobs		
Kenya Brightermonday.co.ke	Jobs	283 000	
Buyrentkenya.co.ke	Jobs	205 000	
Cheki.co.ke	Cars	427 000	
Pigiamco.co.ke	Horizontal	640 000	
Sokoso.co.ke	Jobs & Real estate		
Nigeria Cheki.com.ng*	Cars		
Jobberman.com	Jobs	393 000	
Sokoso.ng	Jobs		
Senegal Expat-dakar.com	Horizontal	397 000	
Mamaison.sn	Real estate		
Tanzania Brightermonday.co.tz**	Jobs		
Zoomtanzania.com**	Horizontal		
Sokoso.co.tz	Jobs & Real estate		

*Sold in 3rd quarter 2020 **Operations closed in 4th quarter 2020

Major group companies

Equity interest on 31.12.2020

<u>Company</u>	<u>Percentage</u>	<u>Company</u>	<u>Percentage</u>
Switzerland		Poland	
Ringier AG, Zofingen	100%	Ringier Axel Springer Polska Sp. z.o.o., Warsaw	50%
Admeira AG, Bern	100%	MZN Property S.A., Warsaw	45%
Swissprinters AG, Zofingen	70%	Gratka Spolka Z.o.o., Warsaw	45%
Ringier Axel Springer Schweiz AG, Zurich	50%	StepStone PL, Warsaw	26%
GetYourLawyer AG, Zurich	27%		
Ringier Axel Springer Media AG, Zurich	50%	Estonia	
Ringier Africa AG, Zofingen	100%	CV Keskus OÜ, Tallinn	50%
Energy Schweiz Holding AG, Zurich	65%		
Ringier Sports AG, Zurich	100%	Africa Pulse	
Scout24 Schweiz AG, Flamatt	50%	Ringier Ghana Ltd., Accra	100%
FinanceScout24 Hypo AG, Magden	50%	Ringier Kenya Ltd., Nairobi	100%
Casasoft AG, Bottighofen	50%	Ringier Media Nigeria Ltd., Lagos	100%
IAZI, Informations- und Ausbildungszentrum für Immobilien AG, Zurich	33%	Ringier Digital Marketing SA, Dakar	100%
JobCloud AG, Zurich	50%		
Ticketcorner AG, Rümlang	50%	Afrika ROAM (Ringier One Africa Media)	
Geschenkidee.ch GmbH, Zurich	100%	Ringier One Africa Media (Pty) Ltd., Cape Town	42%
DeinDeal AG, Zurich	90%	Cheki Africa Media Ltd., Ebène	57%
Ringier Digital Ventures AG, Zurich	73%		
Romania		Asia	
S.C. Ringier Romania s.r.l., Bucharest	100%	Ringier Pacific Ltd., Hong Kong	100%
Ejobs Group S.A., Bucharest	100%	Pyramid Solutions Company Ltd., Yangon	95%
Realmedia Network SA, Timisoara	100%	Nhat Viet Group Co. Ltd., Ho Chi Minh	50%
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			
Ringier Axel Springer Magyarország Kft., Budapest	50%		
Blikk Kft., Budapest	50%		
Profession.hu Kft., Budapest	50%		

Organization

Ringier locations across the globe

Board of Directors

Michael Ringier
Chairman

Dr. Uli Sigg
Deputy Chairman

Claudio Cisullo
Member of the board

Lukas Gähwiler
Member of the board

Felix Oberholzer-Gee
Member of the board

Markus Hongler
Member of the board

Urs Berger
Member of the board

Laura Rudas
Member of the board

Roman Bargezi
Member of the board

Group Executive Board

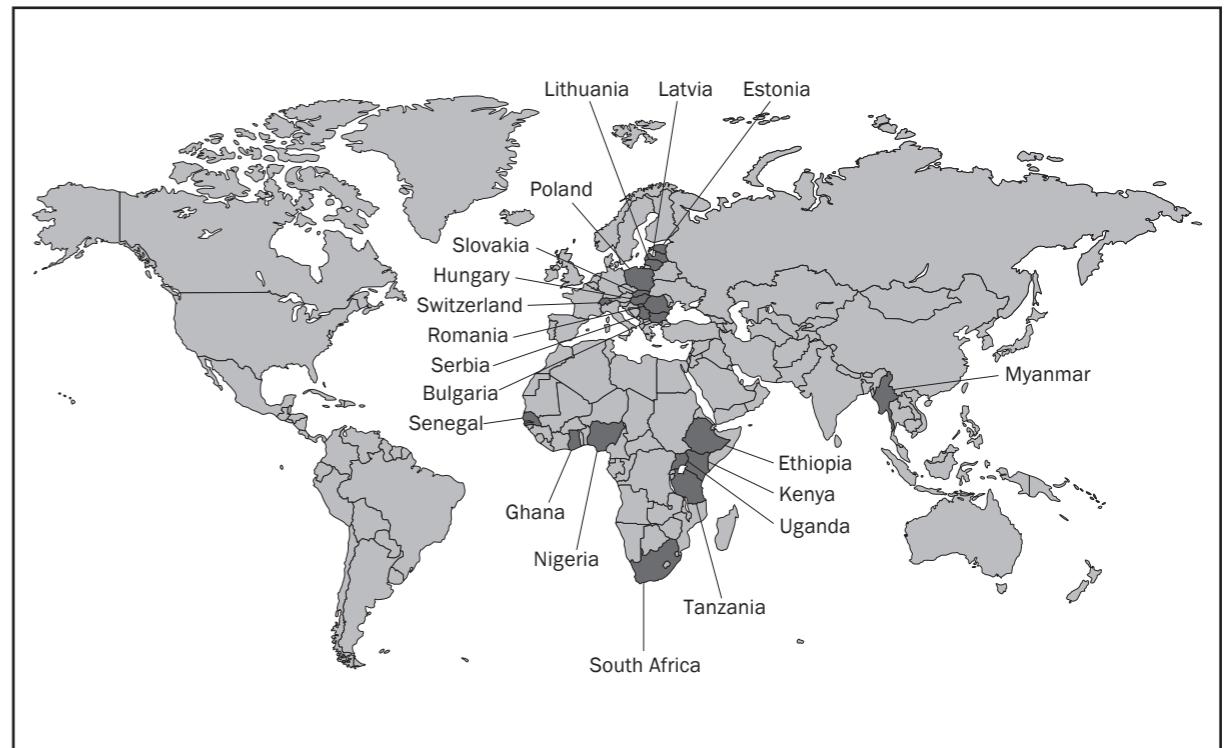
Marc Walder
Chief Executive Officer and
Managing Partner Ringier AG

Dr. Annabella Bassler
Chief Financial Officer Ringier AG

Alexander Theobald
COO Switzerland and
CEO Ringier Axel Springer Schweiz AG

Ladina Heimgartner
Head Global Media Ringier AG
and CEO Blick Group

Axel Konjack
Head Global Marketplaces Ringier AG



Publishing details

Impressum

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

Publisher: Ringier AG
Coordination: Bernhard Weissberg
(Weissberg Consulting, Zurich),
Rahel Blättler (Ringier Collection),
Alejandro Velert (Corporate Communications, Ringier AG)
Artist: Ed Atkins, Copenhagen
Graphic design: Zuni Halpern
Production: Nicolas Kutsomanolakis
(Production Services, Ringier AG)

Depuis 1998, le rapport annuel Ringier est conçu par des artistes représenté(e)s par leurs œuvres dans la Collection Ringier. La série a été lancée par Michael Ringier et Beatrix Ruf dans l'idée d'une intégration accrue de l'art dans les activités du groupe.

Editeur : Ringier SA
Direction et coordination : Bernhard Weissberg
(Weissberg Consulting, Zurich),
Rahel Blättler (Collection Ringier),
Alejandro Velert
(Corporate Communications Ringier SA).
Artiste : Ed Atkins, Copenhague.
Conception graphique : Zuni Halpern.
Production : Nicolas Kutsomanolakis
(Services de production Ringier SA).

Ringier AG
Dufourstrasse 23
8008 Zurich
Switzerland
Phone +41 44 259 64 44
media@ringier.ch
www.ringier.com

Ringier SA
Dufourstrasse 23
8008 Zurich
Suisse
Téléphone +41 44 259 64 44
media@ringier.ch
www.ringier.ch

Zurich, April 2021

Zurich, avril 2021