



# Diversification and Transformation on a Global Scale

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# Axel Springer: Our Digital Journey

1.

Strategy

2.

Execution

3.

Results



*„I will not tire in **claiming our share** in all **existing electronic media** and even more in **all information systems yet to come.**“*

# Axel Springer about a decade ago

“With regard to electronic media, Springer is **completely underdeveloped.**”

“... the **chaotic web-sandbox** of Springer...”

“Europe’s largest press conglomerate – a **mere internet midget.** At least they have a strategy now.”

 Handelsblatt

May 1999

 DIE WOCHE  
ANZEIGENBLATT DER WIRTSCHAFTS- UND SOZIALWISSENSCHAFTEN

May 2000

 FINANCIAL TIMES  
DEUTSCHLAND

October 2000



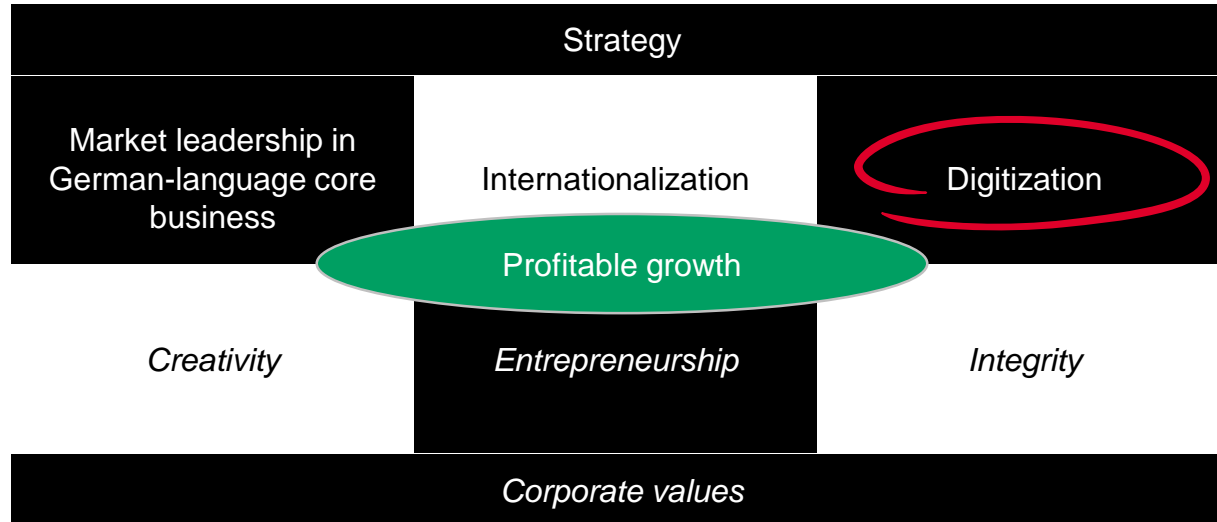


*“We want to be **the winners** of digitization  
in the European media business.”*

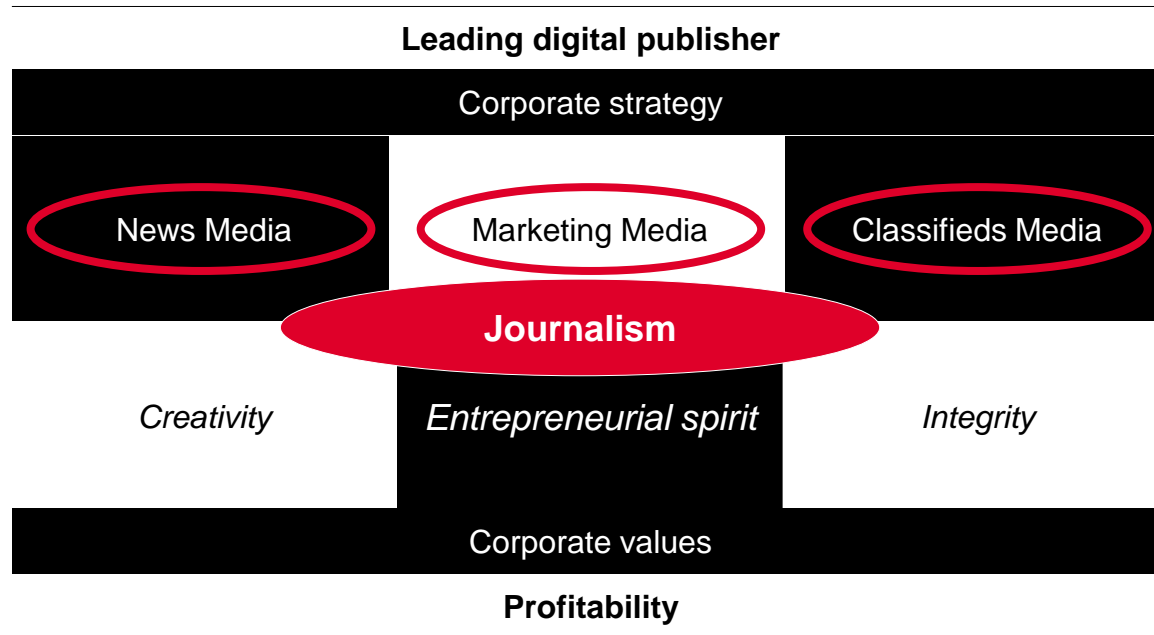
Mathias Döpfner, CEO Axel Springer SE since 2002

# Digitization fundamental part of the corporate strategy since 2001

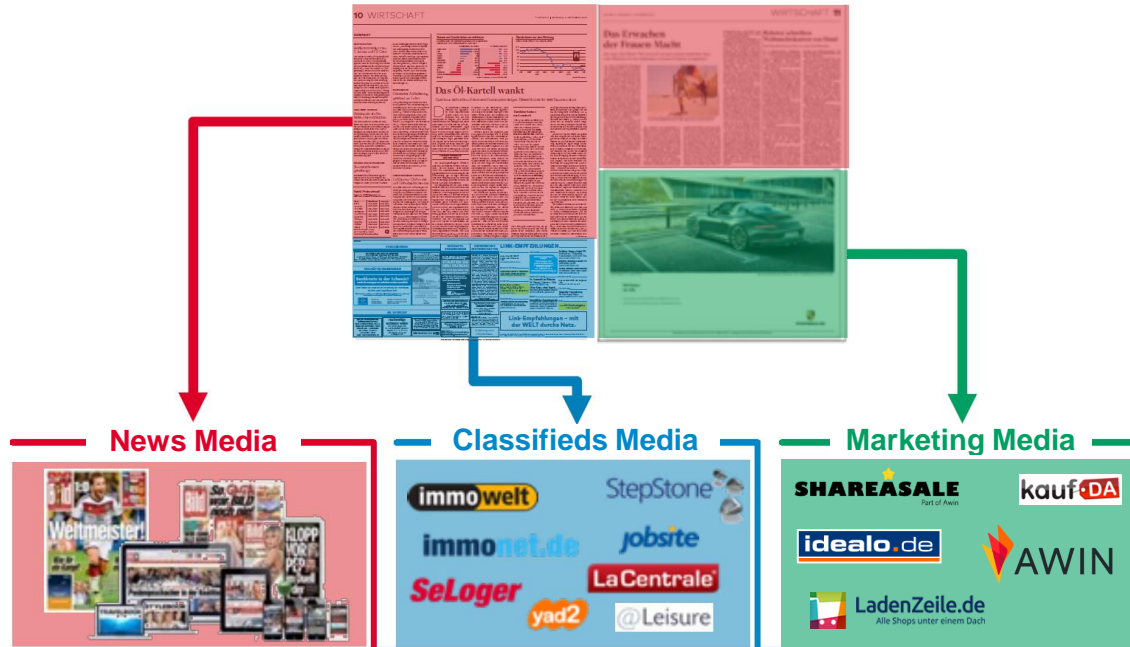
Strategy until 2013



# Axel Springer's strategy as a digital publisher



# Taking the three revenue streams of a newspaper into digital age.



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# Digital landscape

## News Media

**National**



**International**



## Marketing Media

**Performance Marketing**



**Reach Based Marketing**



## Classifieds Media

**Jobs**



**Real Estate**



**General/Other**



# BILD reaches 50% of German speaking population

## Print



Leading  
daily  
newspaper



Leading  
weekly  
newspaper

## Digital



Leading news &  
entertainment  
portal

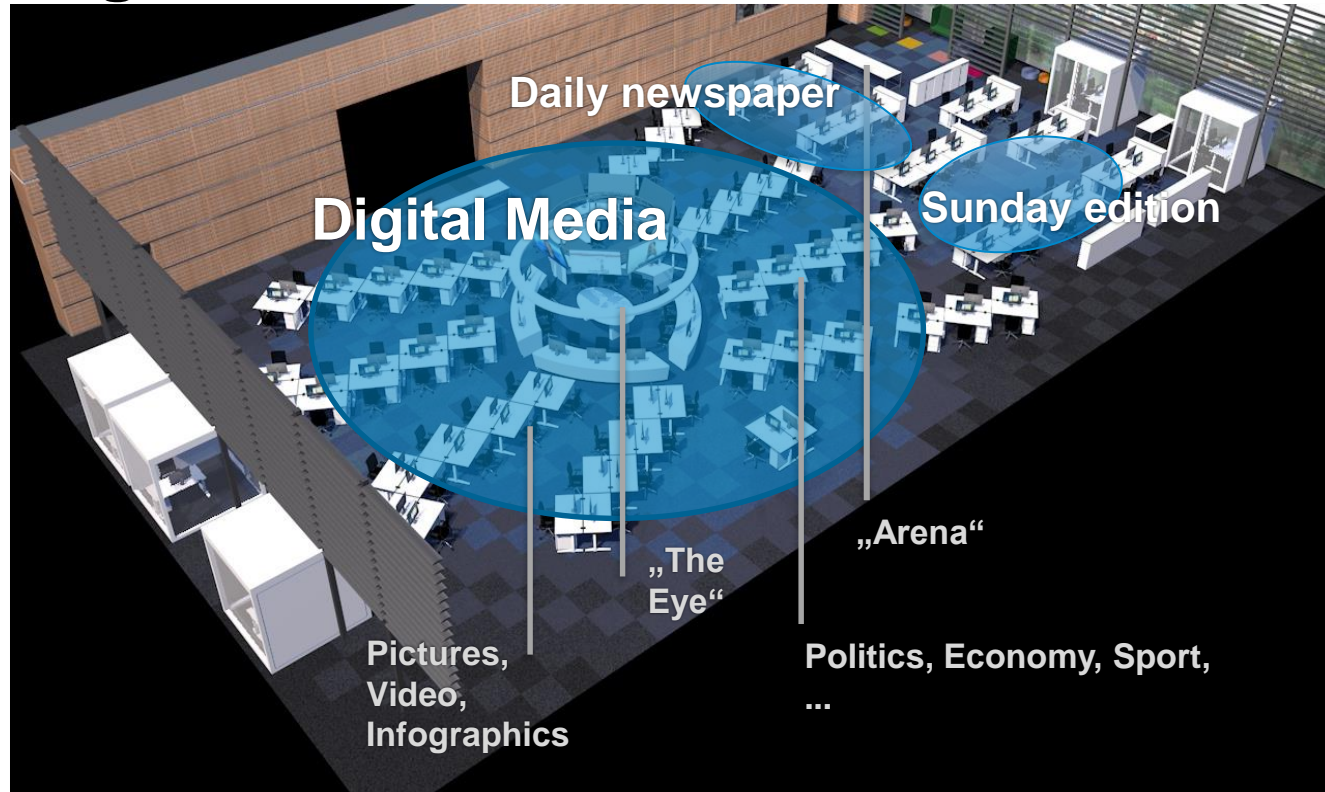


Top  
grossing  
news apps



Total reach: >37 million

# WELT: Digital in the centre of the newsroom



# WELT: Newspaper, Online & TV in one company

~2 million  
readers

~ 15 million  
users

~ 5 million  
viewers



# Awin: From Germany to Europe

## Buy & build strategy

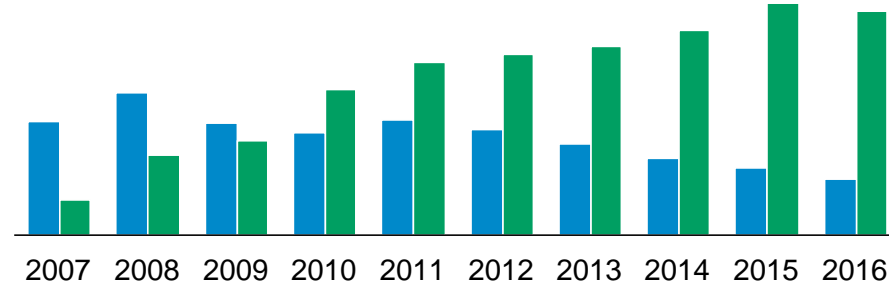
- Organic growth
- By acquisition



Outside Europe:  

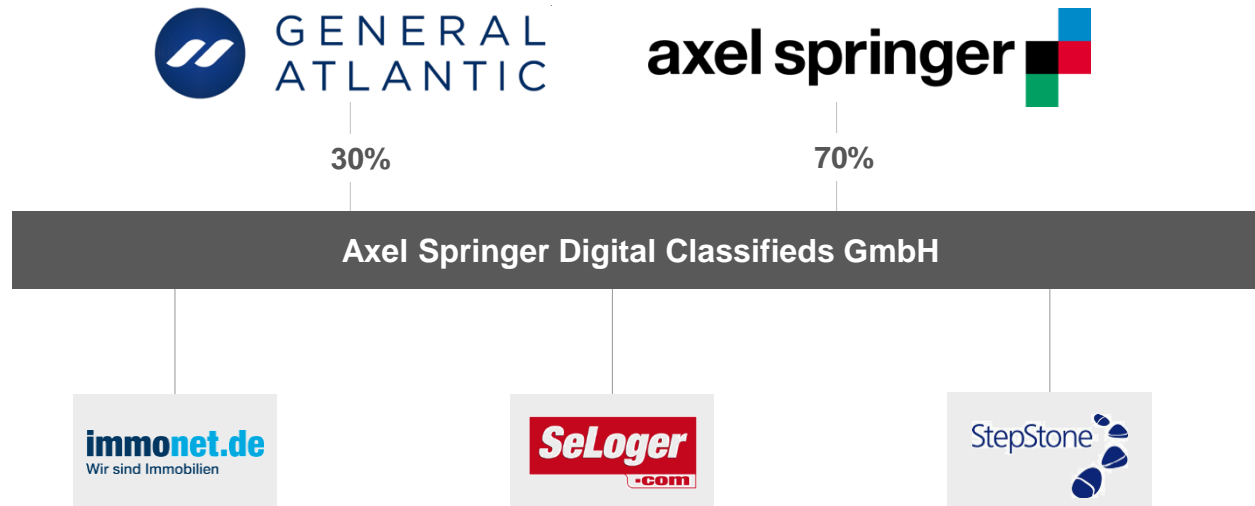
## Performance (Revenue)

- AWIN
- Tradedoubler

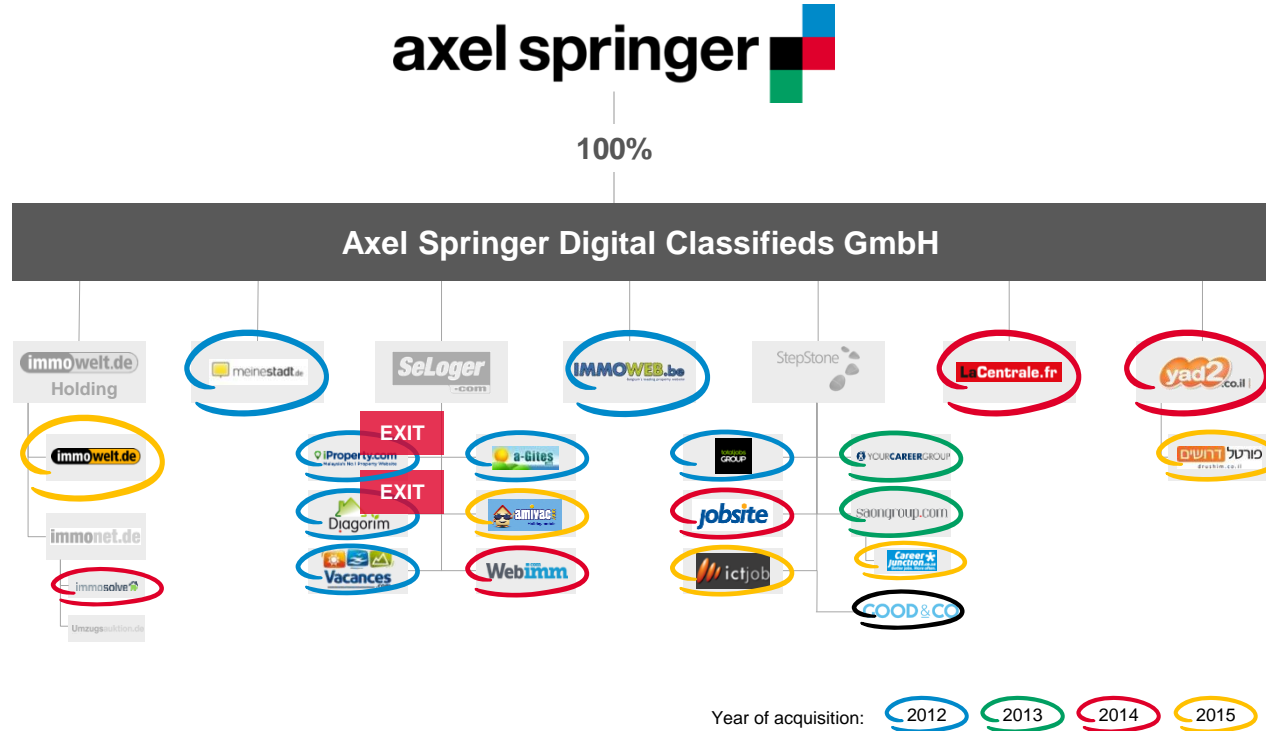


- Constant growth since acquisition by Axel Springer
- Outperforming volatile main competitor in 2010
- Merger with affilinet in 2017 → now biggest ad network in Europe

# Classifieds: initial portfolio

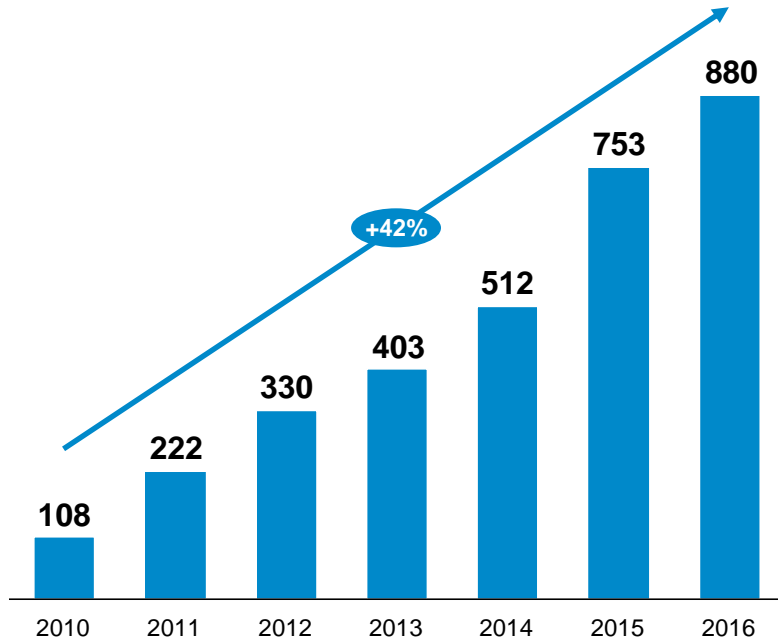


# Classifieds: portfolio expansion

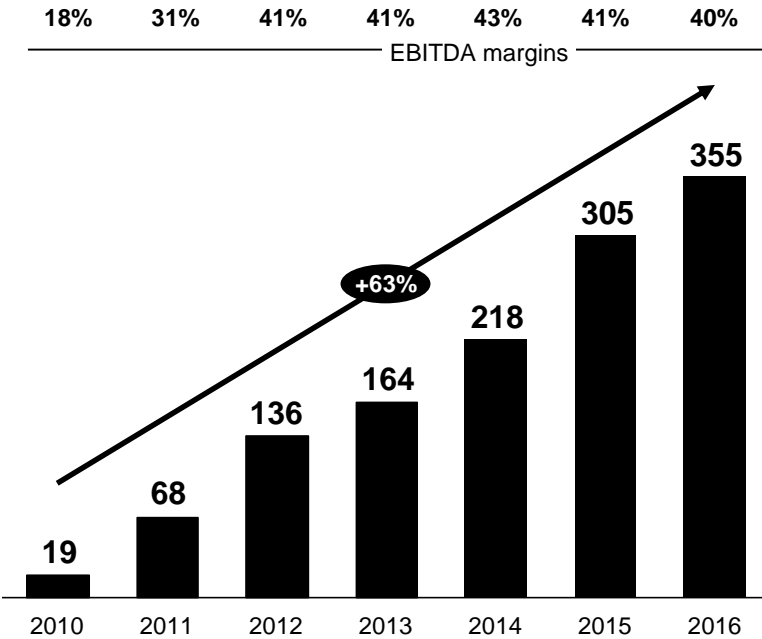


# Digital Classifieds: ongoing growth

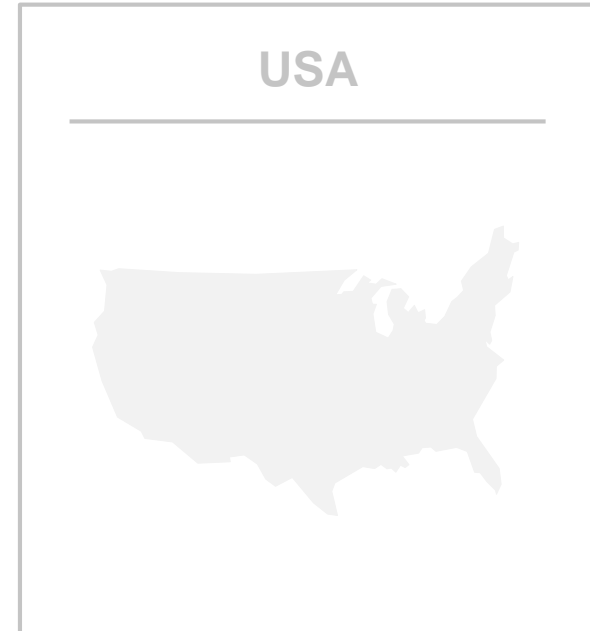
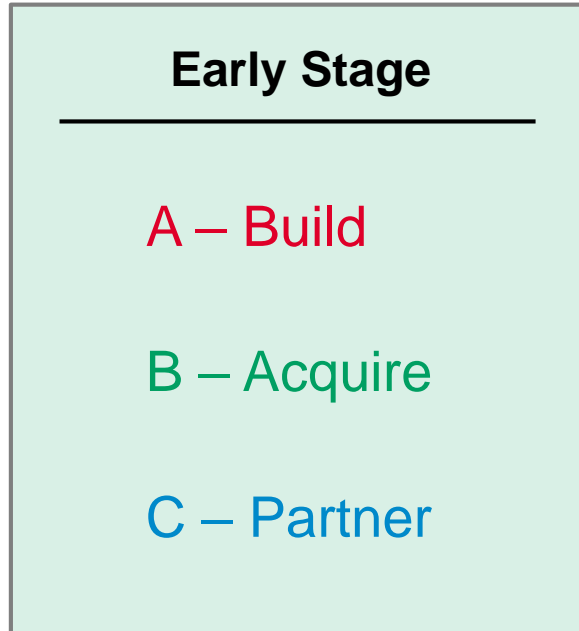
— Revenue  
in € m



— EBITDA  
in € m



# New Initiatives: Early Stage & USA

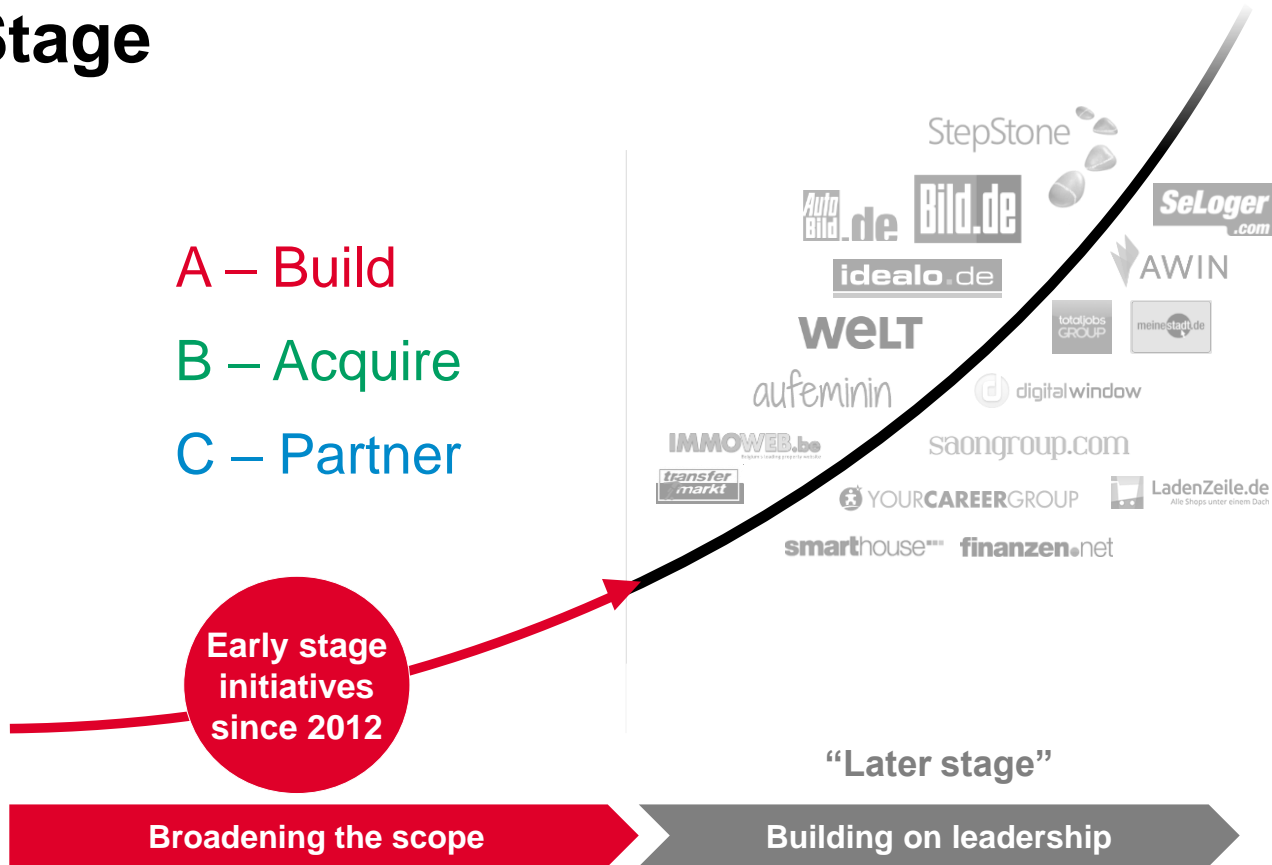


# Early Stage

A – Build

B – Acquire

C – Partner



# Axel Springer Digital Ventures ex-USA Portfolio

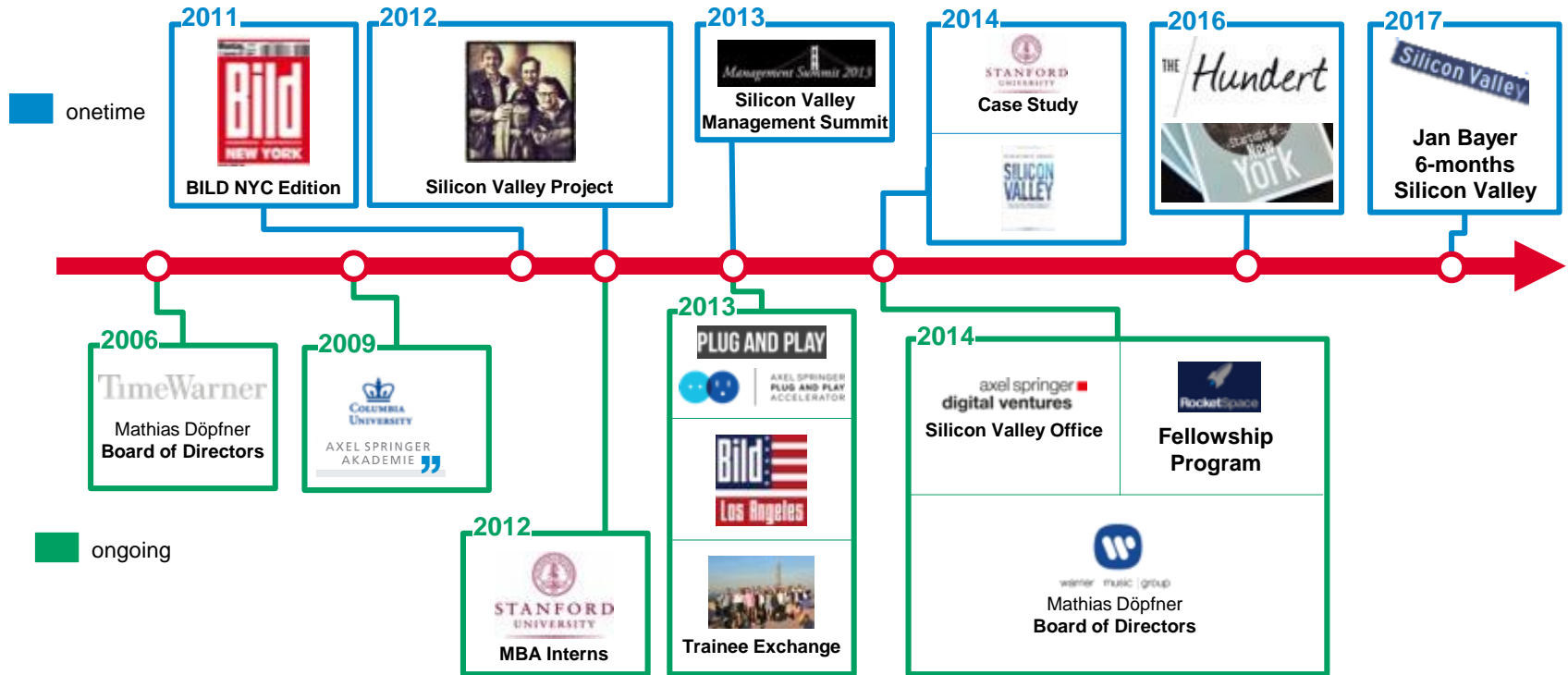
## Direct Investments

<b>Consumer</b> 	<b>Media</b> 	<b>Mobility</b> 
<b>Finance</b> 	<b>Health</b> 	<b>Leisure</b> 
<b>Cross Industries</b> 		

## Indirect Investments

<b>Funds</b> 
------------------

# Transatlantic network since more than a decade



# USA Portfolio

## Funds

**LHV**  
—  
LERER HIPPEAU  
(IV-VI)

  
SVAngel  
(V)

Varsavsky  
Axel Springer

## Minorities

group nine  
media

**THRILLIST**

See ker

PIXLEE

JAUNT

SCROLL

undisclosed

ZY

NOW  
THIS

the dodo

undisclosed

.Mic

WayUp

homebot

## Majorities

BUSINESS  
INSIDER

eMarketer

## Expansions

StepStone

GOOD & CO

AWIN

SHAREASALE

finanzen.net

MARKETS  
INSIDER

## Unicorns

airbnb

UBER

undisclosed

undisclosed

## Partnerships

STANFORD  
UNIVERSITY

COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK

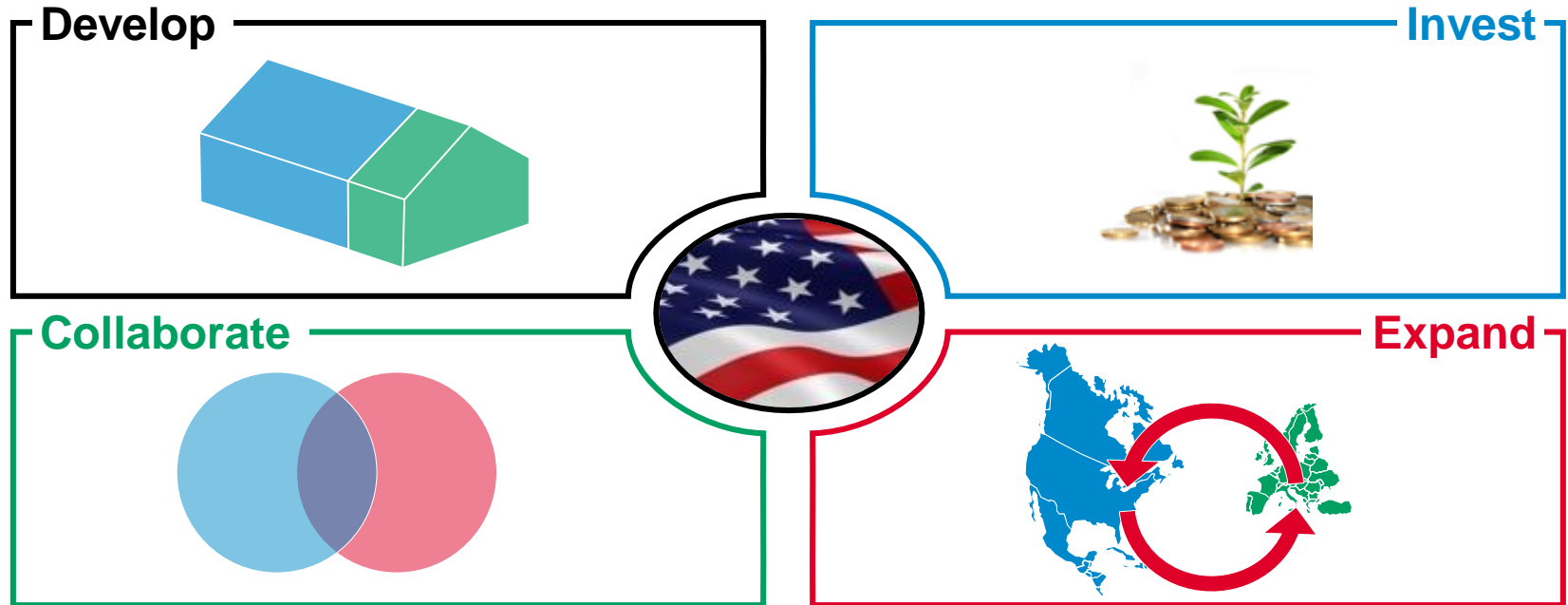
The Information

dcn  
DIGITAL CONTENT NEXT

NEWS MEDIA  
ALLIANCE

THE AMERICAN  
ACADEMY IN BERLIN  
HANS ARNHOLD CENTER

# "DICE" Strategy



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## Acquisitions and organic growth

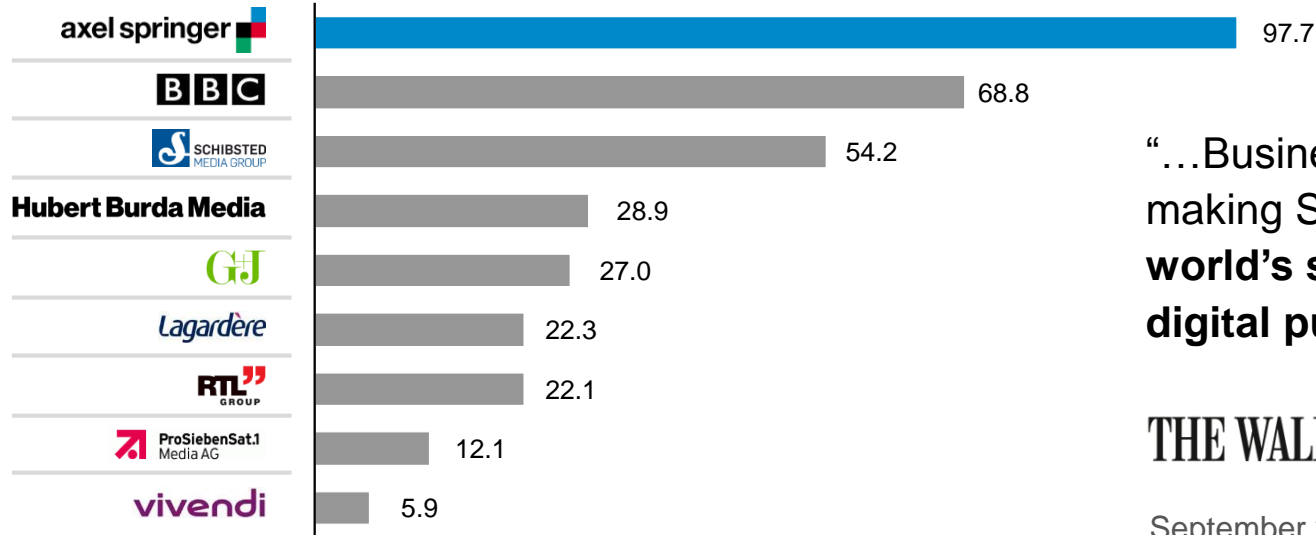


Note: Selection; cumulated figures.

By acquisition	> 100
Organic	> 120
<b>Σ</b>	<b>&gt; 220</b>

# Europe's biggest digital publisher

— European media peers (Unique visitors in m, desktop only)

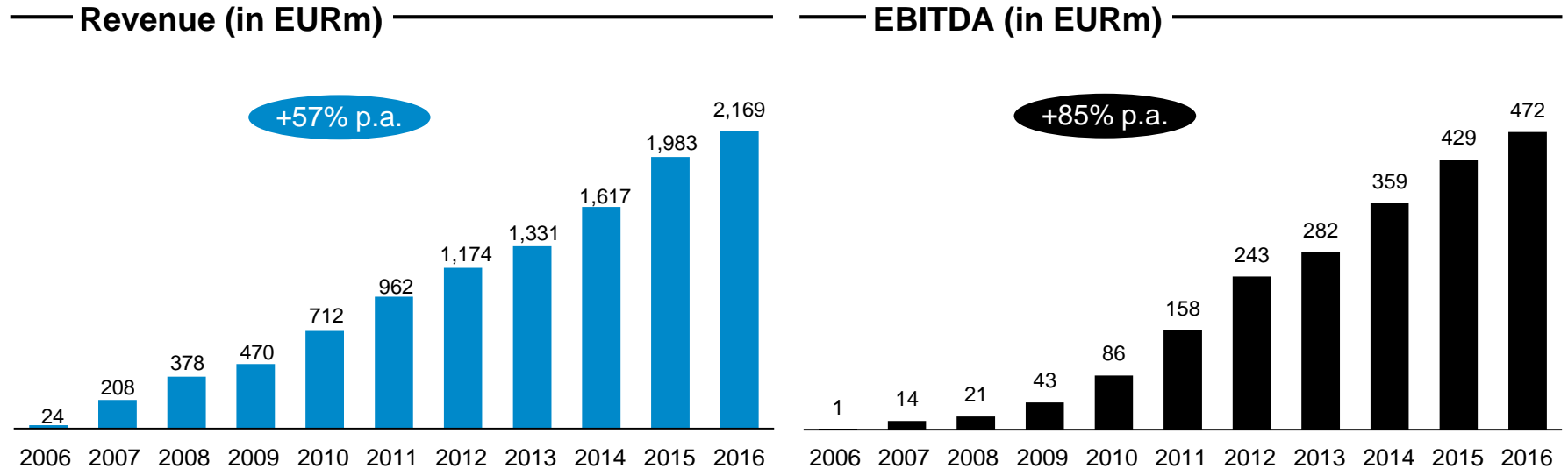


“...Business Insider [...] making Springer the **world's sixth-biggest digital publisher...**”

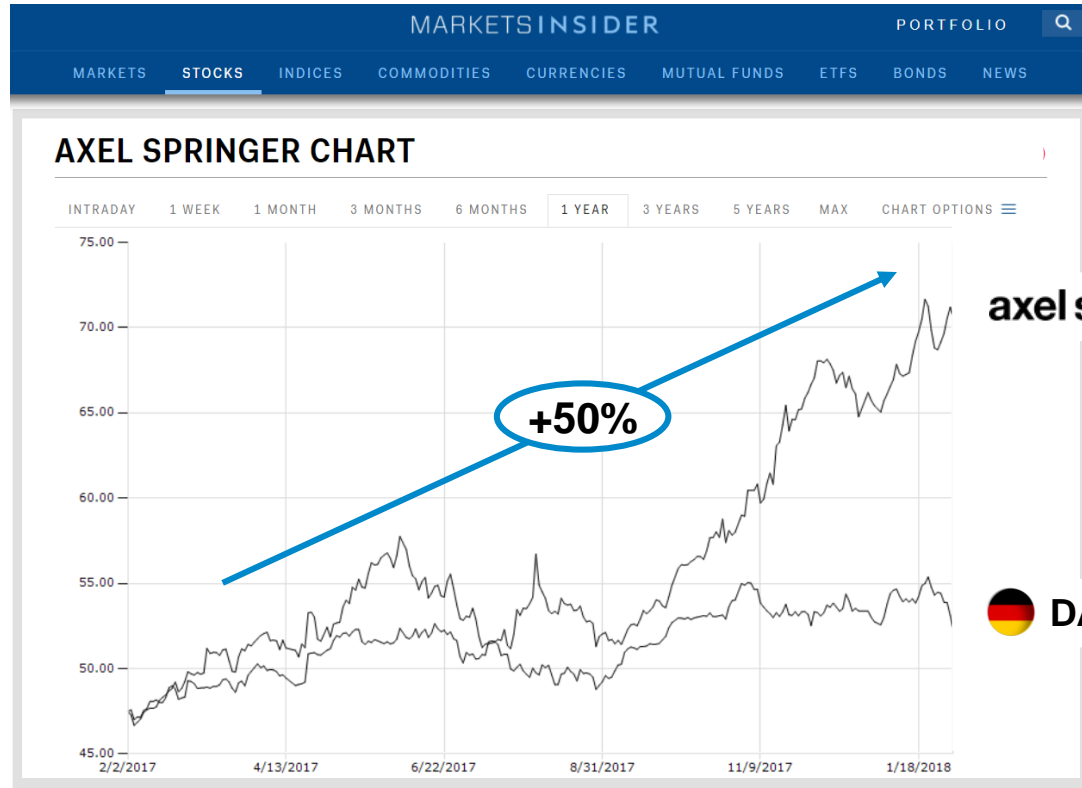
**THE WALL STREET JOURNAL.**

September 2015

# Digital media: Top-line / bottom-line



# Axel Springer share price



axel springer

 DAX 30 (+10%)