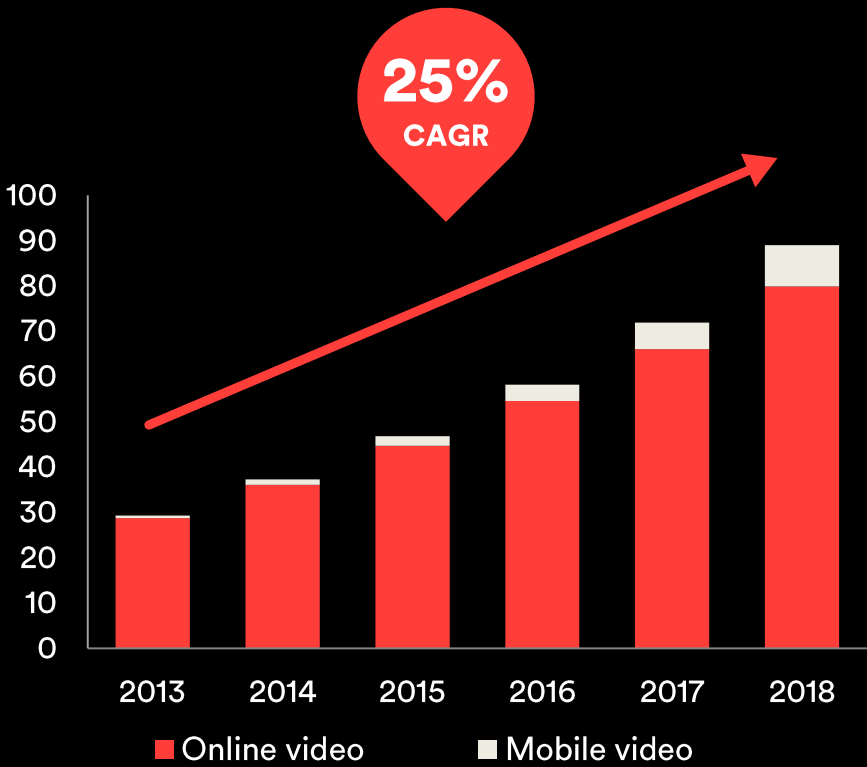




# Where to Play & how to win

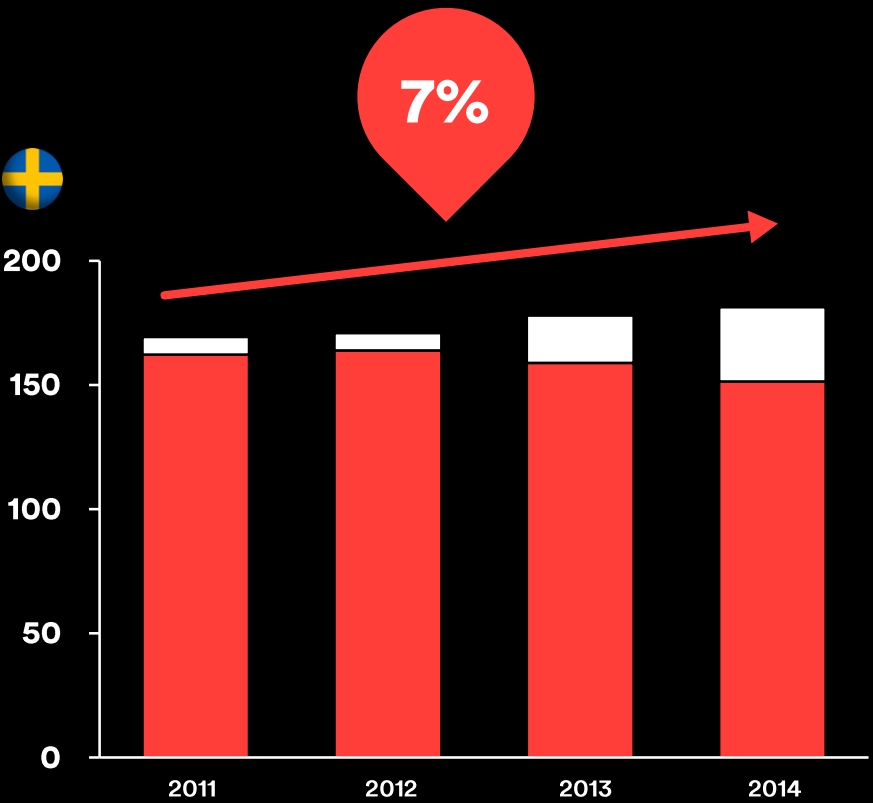
**Jørgen Madsen  
Lindemann  
President & CEO**

# Video consumption continues to rise



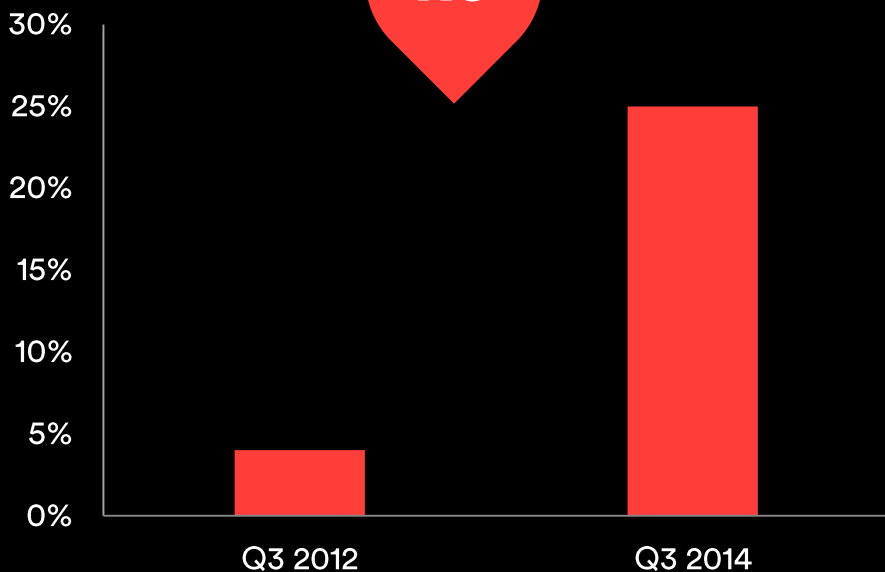
**Global data volumes  
driven by video**

# And Sweden is no exception



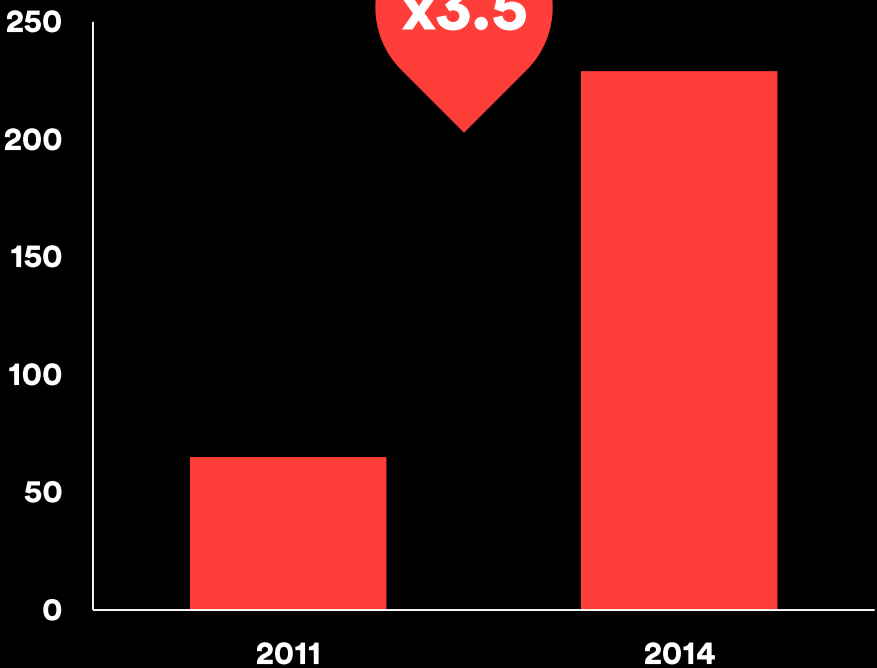
**OTT drives rise  
in minutes of video  
consumption**

# With new models emerging



**SVOD penetration  
to >1m households**

# And accelerating



**Household annual  
online video spend  
is growing**



# Delivering





**12%**

**Sales  
growth**



**5%**

**Organic  
growth**

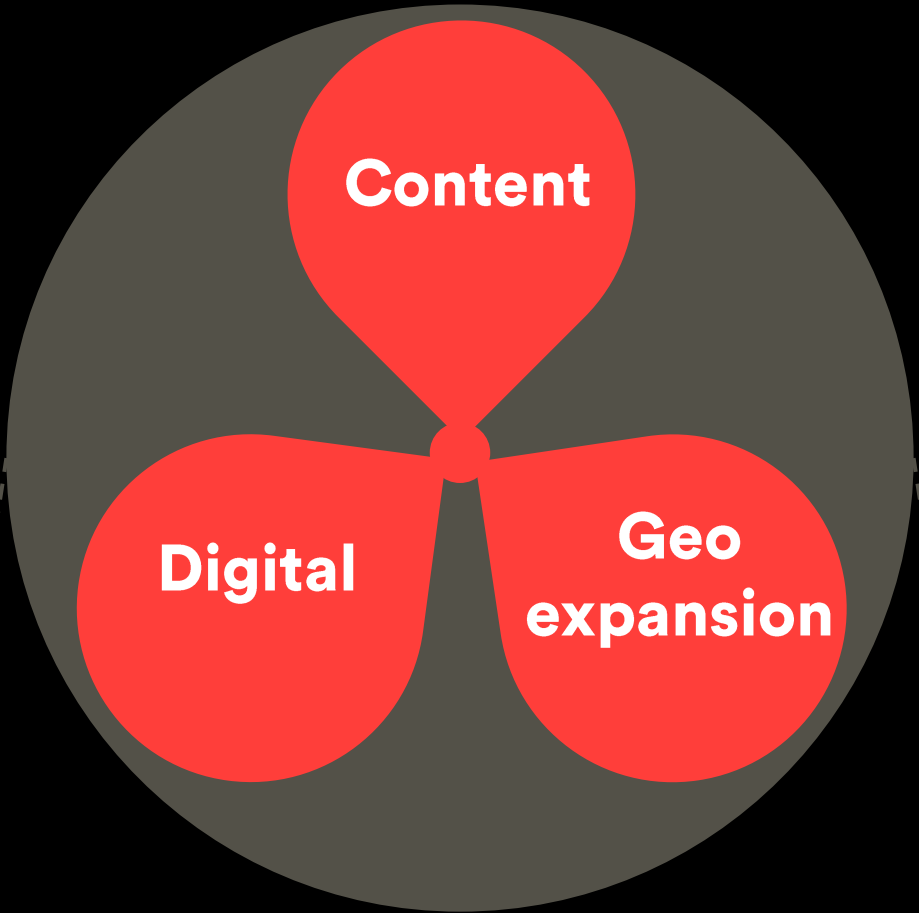




**32%**

**Profit  
growth**

# Key drivers for growth & value creation



**Cost focus & operational  
excellence**



**89%**

**Digital  
growth**



**35%**

**Content  
growth**

# It's nice to have scale

# nice

  
**STRIX**  
a nice company

  
**DRG**  
a nice company

  
**RAKETT**  
a nice company

  
**ONE BIG  
HAPPY  
BUCKLE**  
a nice company

**TITAN**

a nice company

**baluba.**

a nice company

playroom

a nice company



a nice company

**NOVEMBERFILM**

a nice company

**MONSTER**<sup>TM</sup>

a nice company

*Redaktörerna*

a nice company

**paprika**

a nice company

**NICEDRAMA**

a nice company

**moskito**

a nice company



**PRODUCTION HOUSE LTD FINLAND**  
a nice company



**GRILLIFILMS**  
a nice company

# Secure long term content





**143**

**Geographical  
growth**

# Complex?

## Free-TV Scandinavia

Sweden



Norway



Denmark



## Pay-TV Nordic



## Free-TV Emerging Markets

Estonia



Latvia



Lithuania



Bulgaria



Czech Republic



Hungary



Ghana



Tanzania



## Pay-TV Emerging Markets



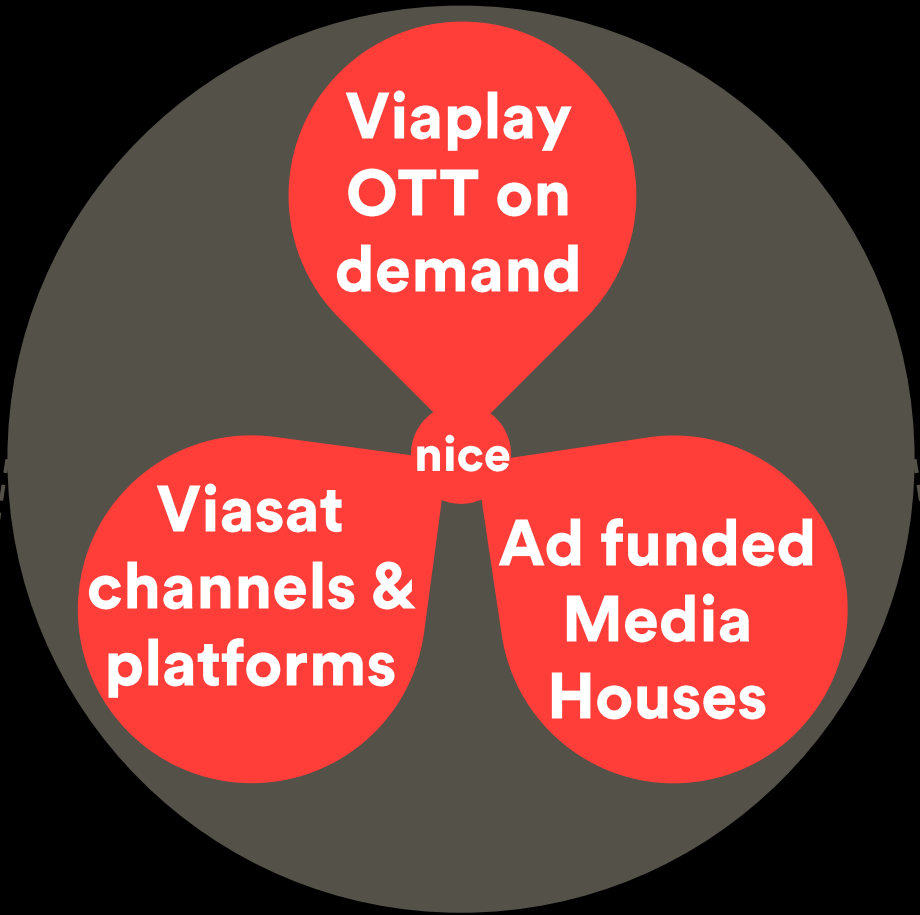
## nice entertainment group & radio



MTGx



# Not really!



**Content, technology & insight**



**#1**  
**Digital**  
**entertainer**

**And we are  
moving fast**



**+91%**

**SVOD  
subscriptions**

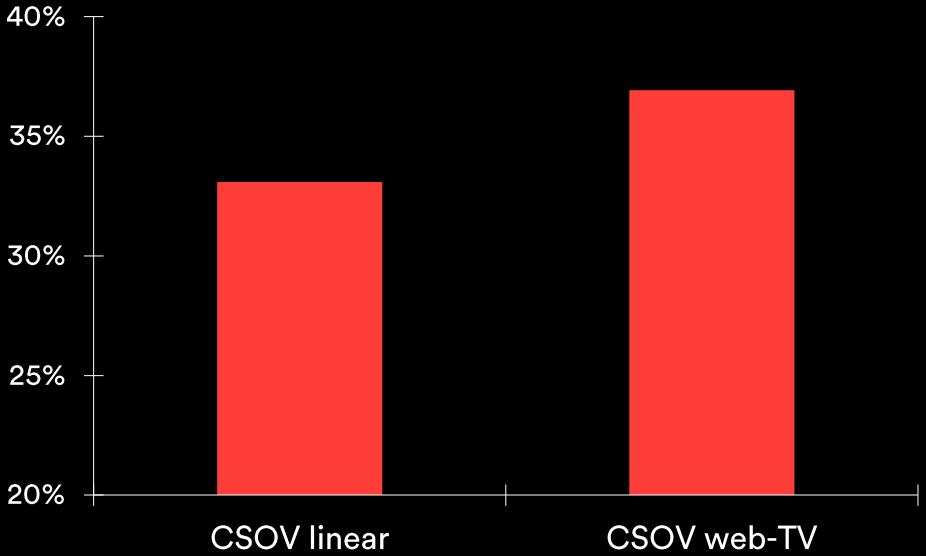
**And we are  
moving fast**



**+141%**

**AVOD sales**

# And we are moving fast



**Higher online viewing**

# **Nordic market situation**

**PUT down**

**DTH subs down**

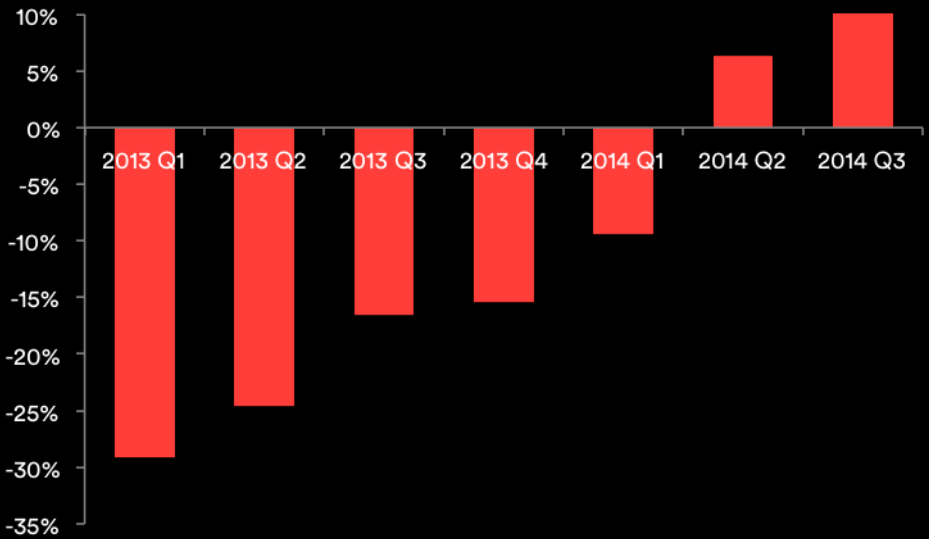
**Viaplay, content,  
digital, data intel  
investments**

# Nordic success story



**Accelerated  
growth**

# Nordic success story



**Profits  
growing again**



**Lessons learnt**

**Pricing power**

**Cost control**

**Online growth**



**No sacred cows**

**Zitius  
Raduga**

...

**Divestments**

# **Selective M&A**

**Nice  
Trace  
Splay**

**Acquisitions**

**There is an elephant  
in the room...**



**End game**

**Profitable  
growth**



**We know how to win!**

**Fit for purpose**

**Future proof**

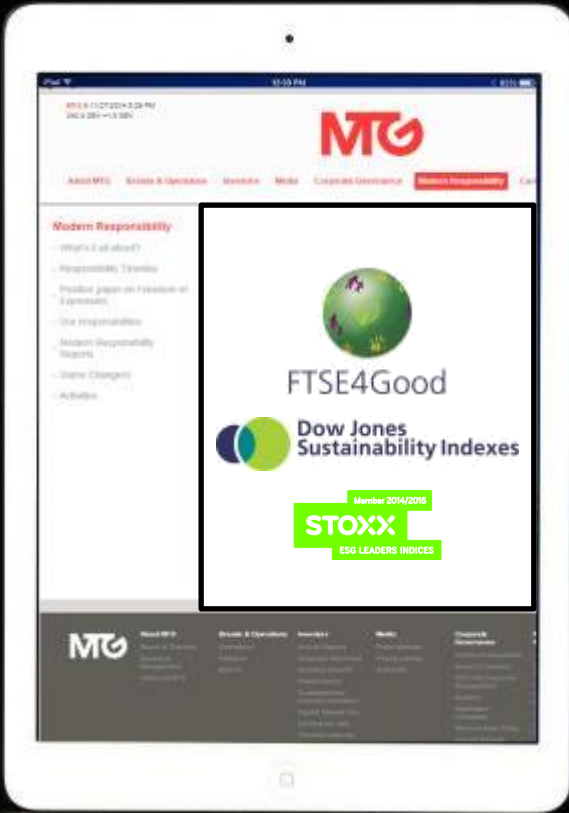
**Disciplined**

**Long term**



# Sustainability

Responsibility at our core



## PÅ JAGT EFTER GAME CHANGERS!

TV3, Viasek og Reach for Change står op, af den af 1 års i Danmark, som har brug for et bedre liv.

Recher har et udvalgt af kandidater, hvor alle kandidater skal have mulighed for at blive medlem af Reach for Change og udvælgelse til at samarbejde om den til en bæredygtig løsning.

Men det kræver et af de bedste kandidater.

Vi er på jagt efter en person med de rette evner, der har lyst til at blive medlem af Reach for Change og udvælgelse til at samarbejde om den til en bæredygtig løsning for børn i Danmark.

Læs alle om Reach for Change på

[www.tv3.dk/reachforchange](http://www.tv3.dk/reachforchange)

[www.viasat.dk/reachforchange](http://www.viasat.dk/reachforchange)



## Reach for Change

Reach for Change er en non-profit organisation af Fællesdelegation og Børns Danmark, der arbejder på at gøre danske virksomheder mere ansvarlige og sikre, der gør en forskel for børn.

[www.reachforchange.org](http://www.reachforchange.org)

Følg os på Facebook

## GAME CHANGERS

### HVAD VIL GØRE DIN HVERDAG BEDRE?



## VIND EN TUR I TIVOLI!

Reach for Change

Viasat

## HVAD ER EN GAME CHANGER?

In Reach Change er et udvalgt af kandidater, hvor alle kandidater skal have mulighed for at blive medlem af Reach for Change og udvælgelse til at samarbejde om den til en bæredygtig løsning for børn i Danmark.

