



**Re-Emerging Markets**

**Well positioned  
+ new growth drivers**

**Marek Singer**

**EVP of Central European Broadcasting**

# With the right brands in the right place

**#2**

**Czech**

4 channels  
CSOV 35.6%

**#1**

**Baltics**

12 channels  
CSOV: 47.9% pan-Baltic

**#1**

**Bulgaria**

4 channels  
CSOV 32.4%

**#3**

**Hungary**

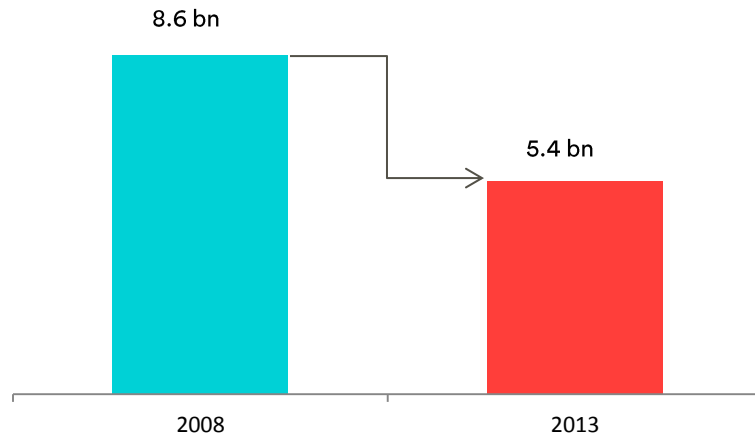
2 channels  
CSOV 7.1%

**3.2**

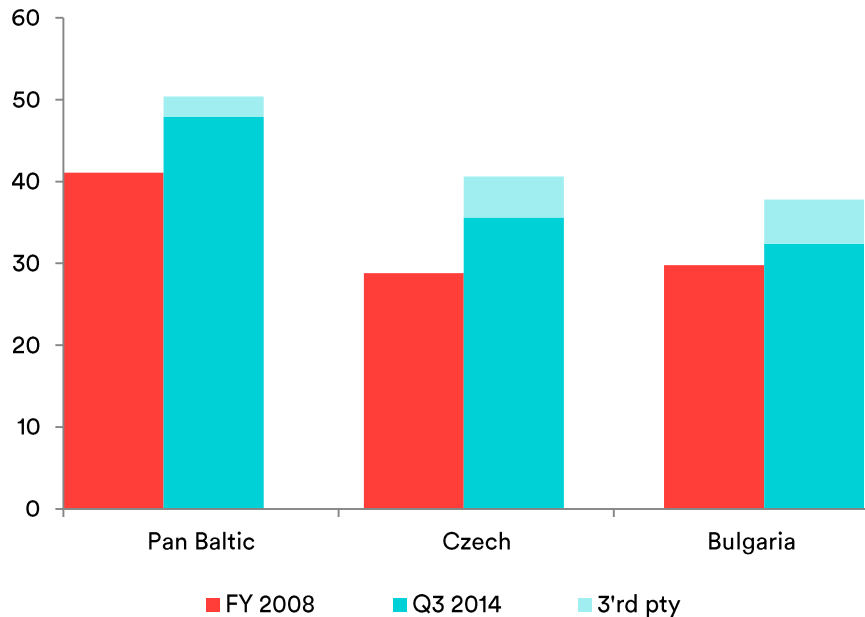
**SEKbn**

**Market upside**

## **TV ad market across MTG CEE countries**



## CSOV (%)

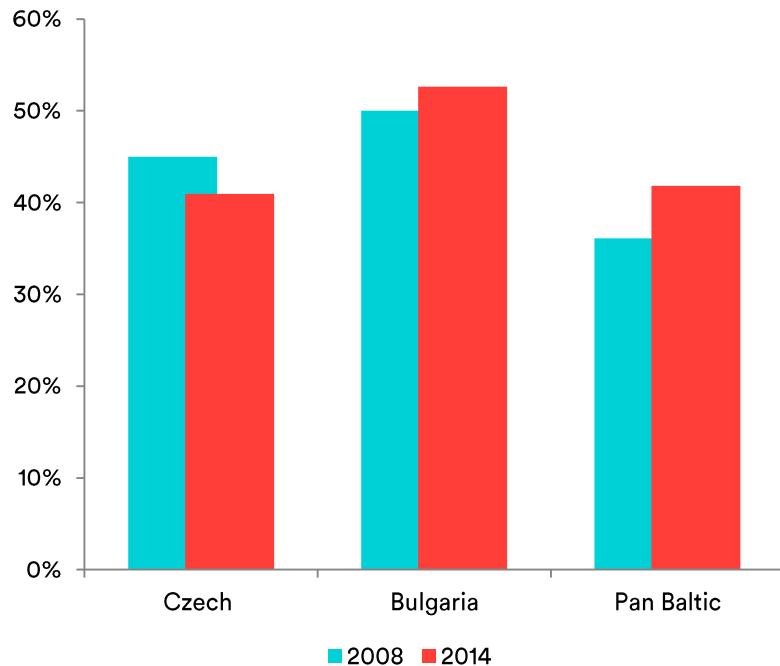


**Significantly  
stronger  
positions**

# Driving growth through sales co-operations

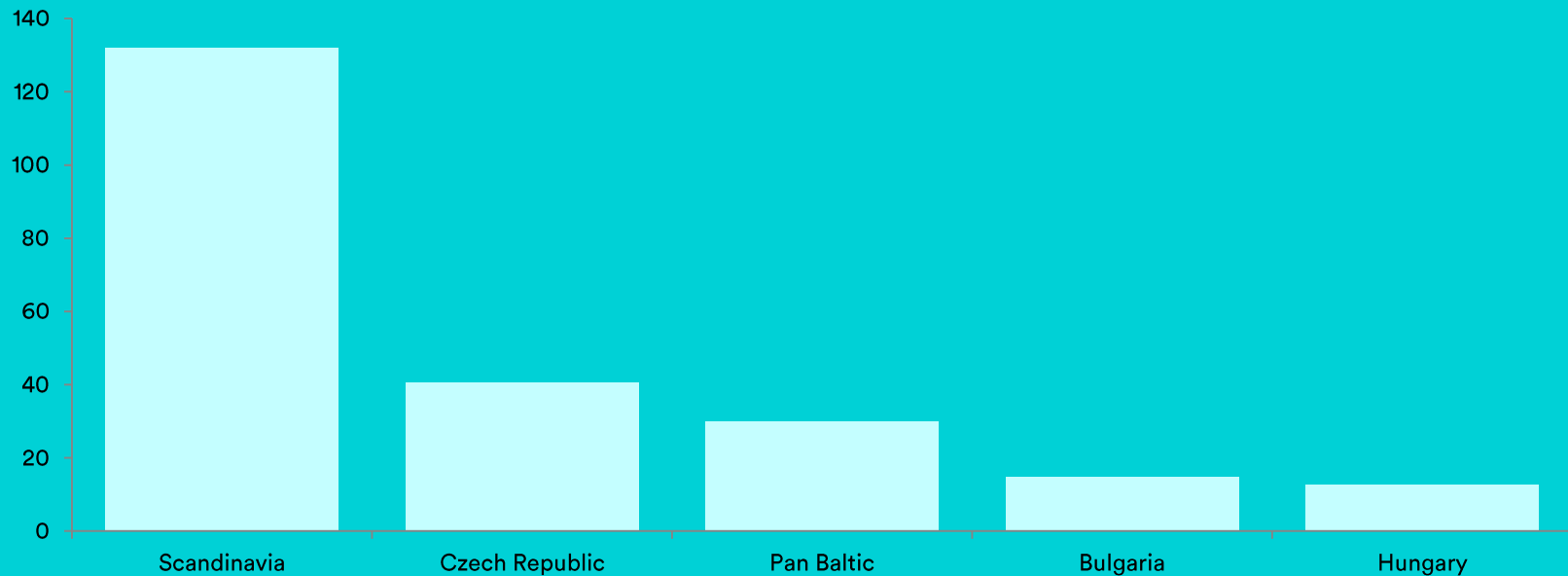


## TV as % of total ad market



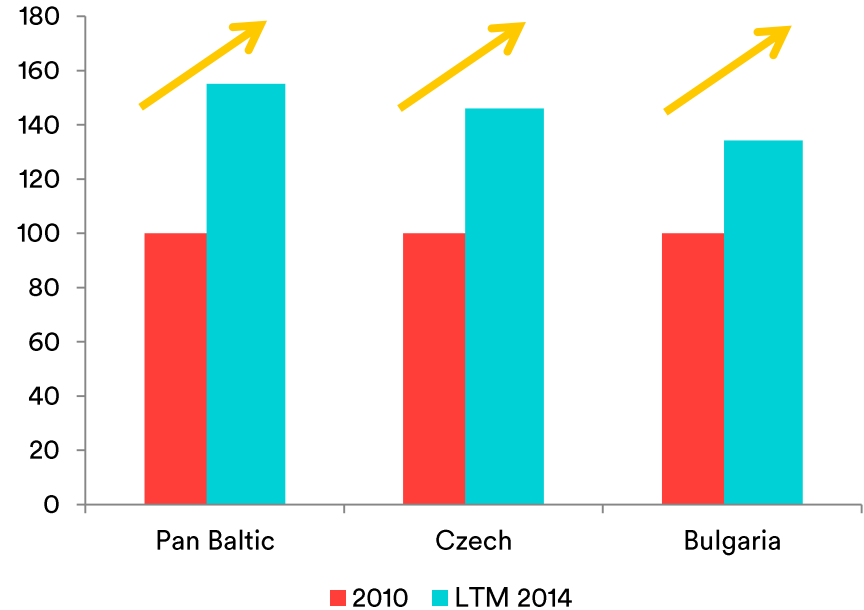
**TV remains  
dominant**

# TV remains cost effective (CPT)



# Capturing market share

## Indexed Sales Growth at Constant FX





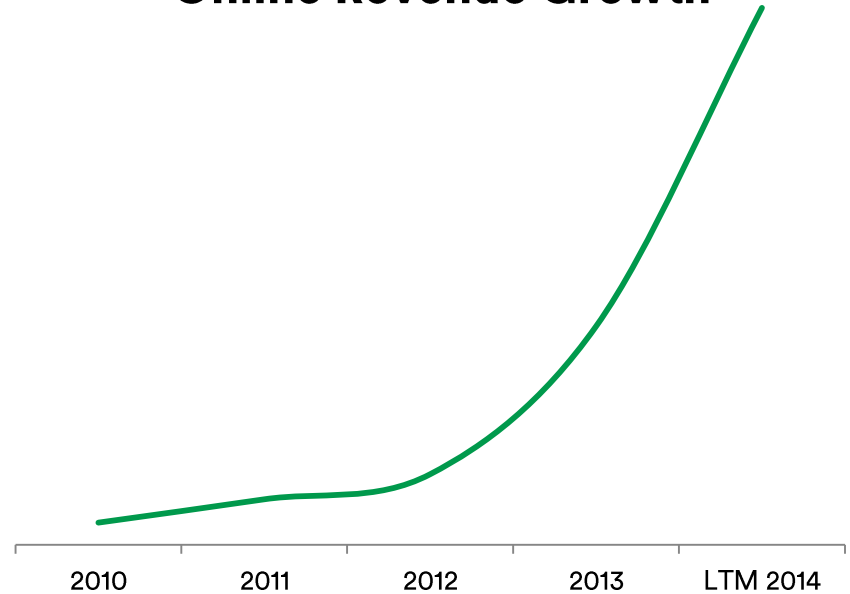


**Carriage fees**

**Introducing  
carriage fees  
into CZ in 2015**

**Online  
revenues  
doubled in  
2014**

**Online Revenue Growth**



# 115 million average views p/m

## Czech Republic



## Bulgaria



## Baltics

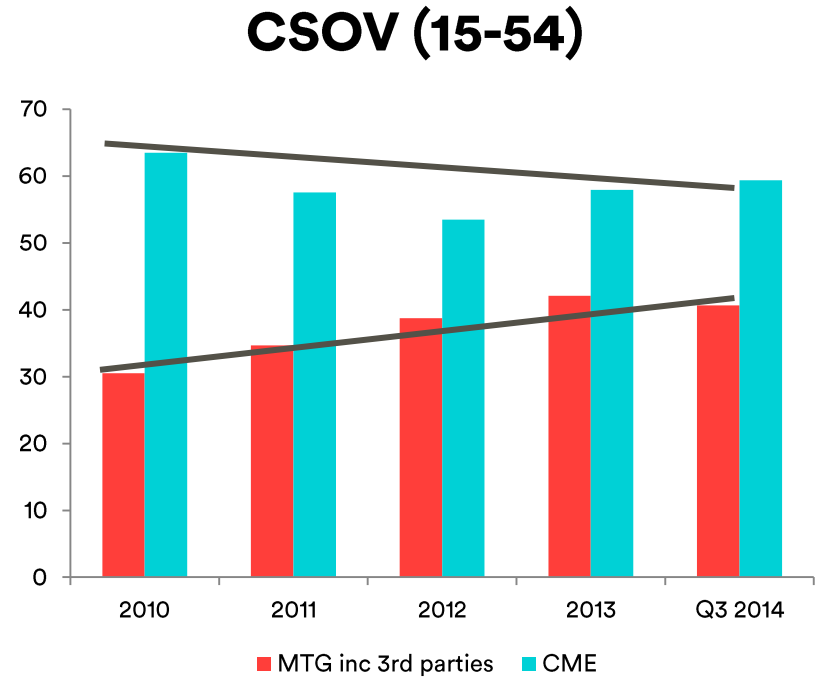


An aerial photograph of Prague, Czech Republic, taken during the golden hour of sunset. The Vltava River flows through the center of the city, with the historic Charles Bridge spanning it. The city's architecture is visible, including several buildings with prominent green copper domes. The sun is a bright, hazy orb in the upper right corner, casting a warm orange glow over the entire scene. The text "Czech Republic" and "In focus" is overlaid in a large, bold, red font.

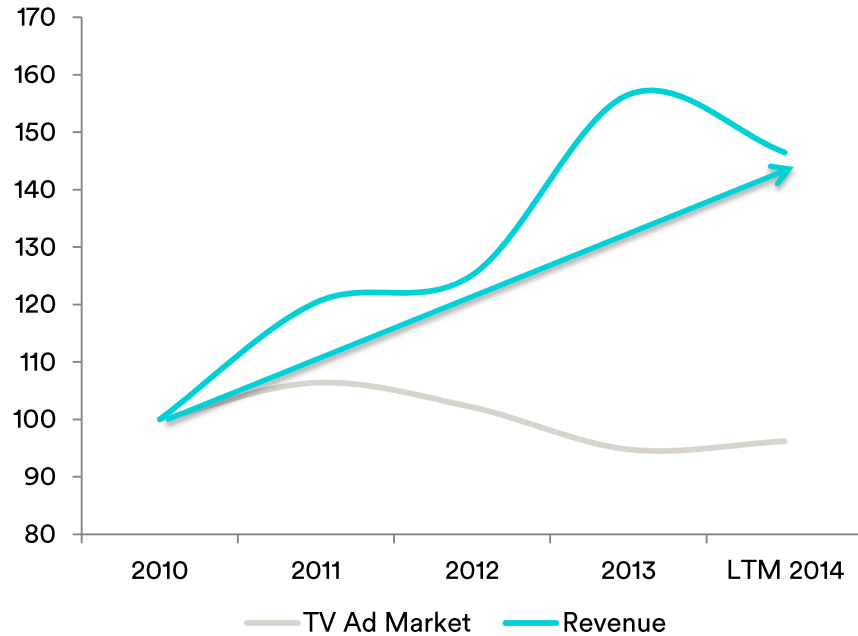
# Czech Republic

## In focus

# The gap is closing



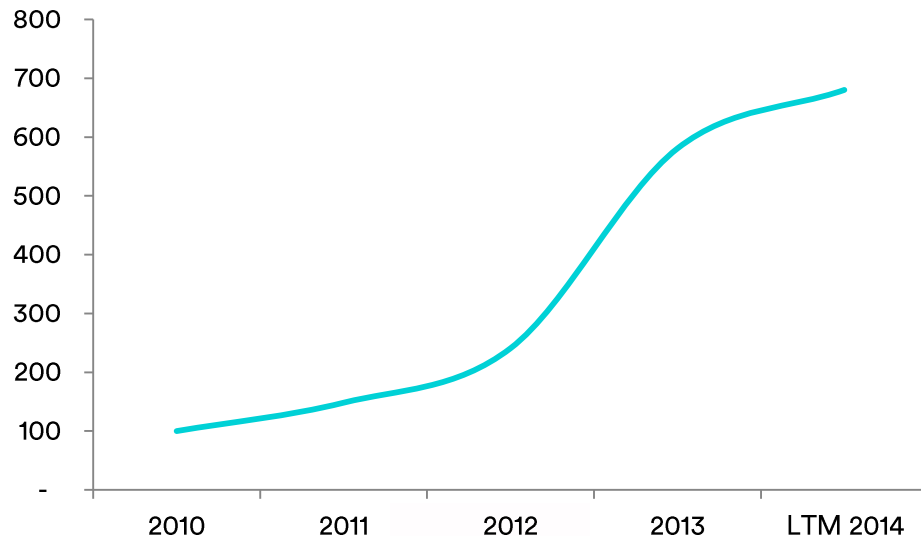
## TV Ad Market and MTG's Revenue Growth (indexed 2010)



**Taking  
significant  
shares**

# Expanding our online presence

## Online revenue growth (indexed)



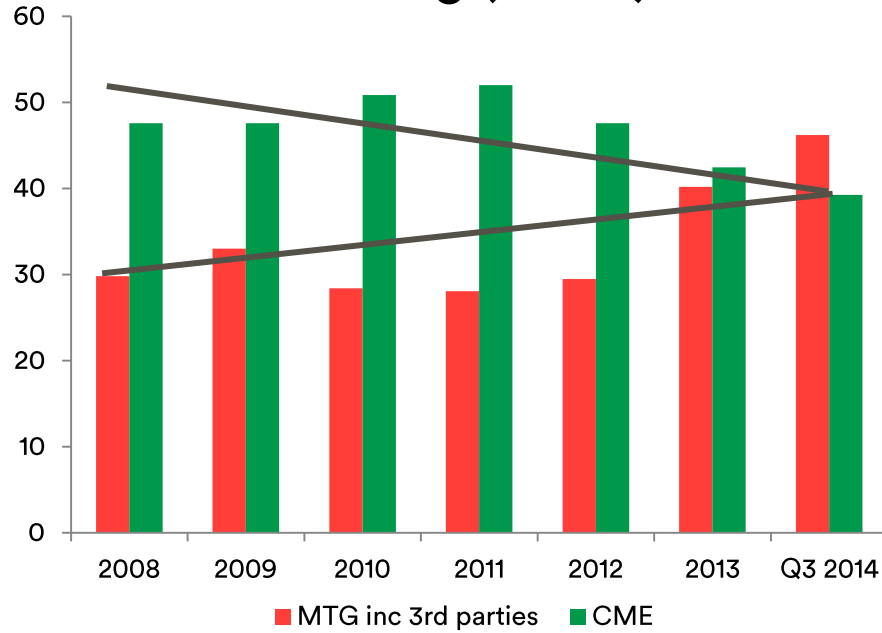


# Bulgaria up close





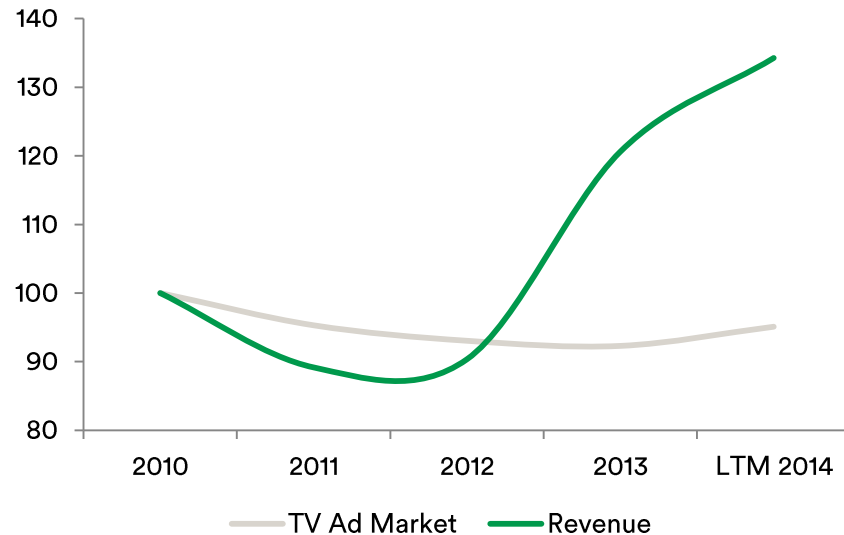
## Commercial share of viewing (18-49)



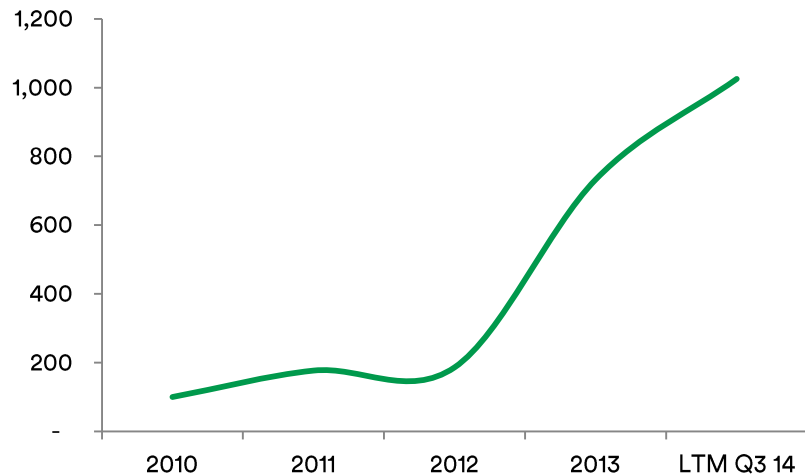
**#1 in both TV  
& online**

# Taking significant shares

## TV Ad Market and MTGs Revenue Growth (indexed 2010)



## Online revenue growth (indexed)



# And shaping the future online



# Summary

**Significantly improved market positions**

**...to take advantage of cyclical recovery**

**Extended reach through addition of 3rd party media**

**...and established leadership online**

**With carriage fee opportunity**



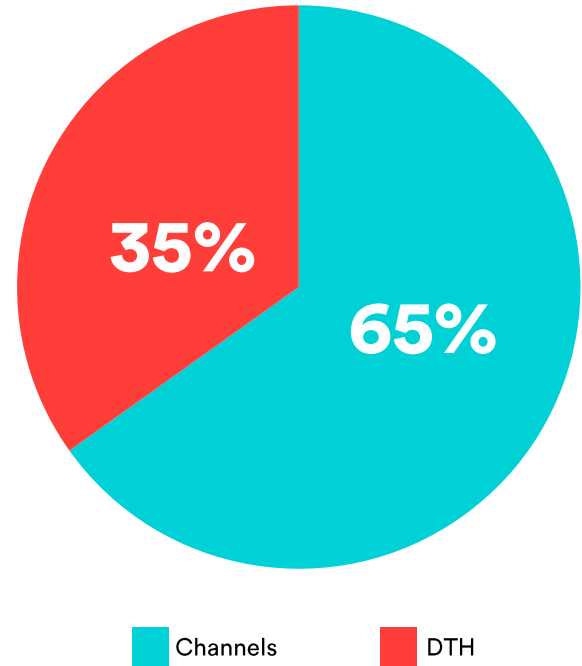
# Global footprint with diversified growth

**Irina Gofman**

**EVP of Russian & CIS Broadcasting  
and Pay-TV Emerging Markets**

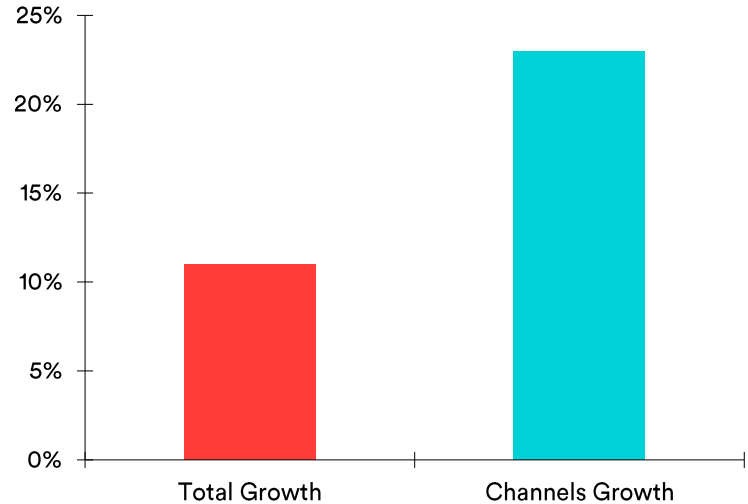
**Channels  
business is the  
primary  
contributor...**

**Revenue split  
Ytd 2014**



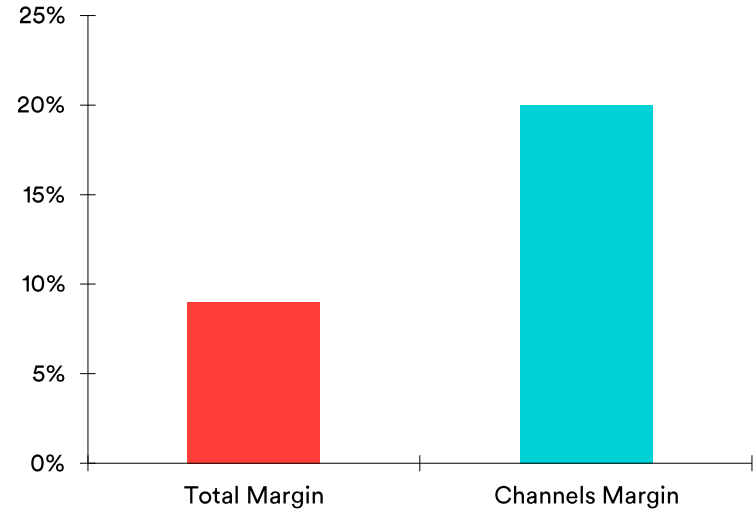
...growth  
driver...

## Revenue growth Ytd 2014



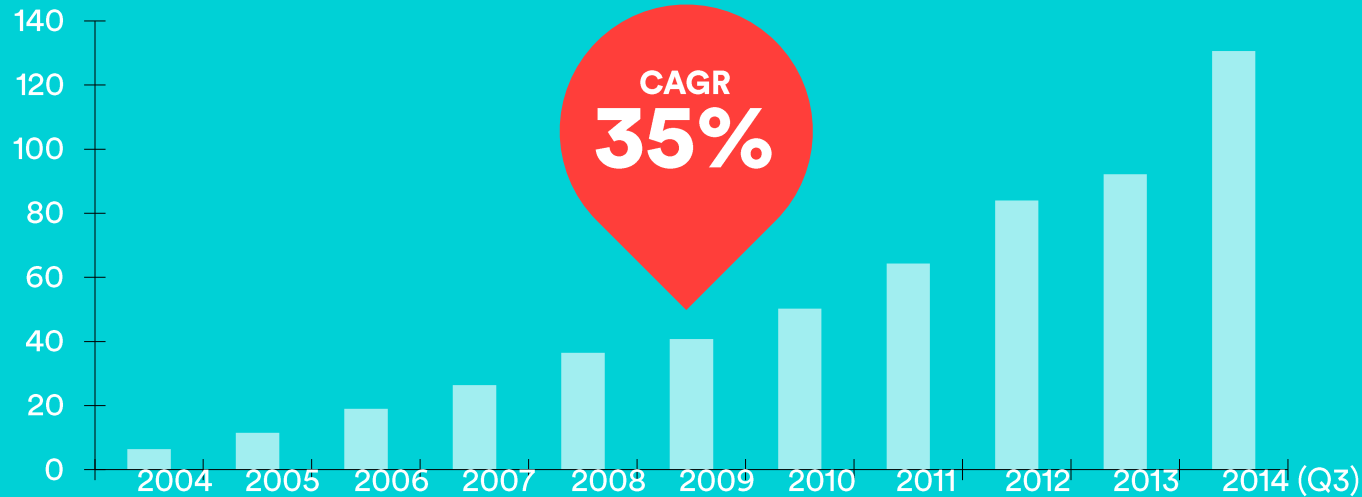
**...and profit  
generator**

**EBIT margin  
Ytd 2014**





# 131m subscriptions in 143 countries



# Russia is the largest market

But recent growth is from outside Russia

Russia

**60m Subscriptions**

**55% of Revenues**

**6% Revenue Growth**

**24% EBIT margin**

Rest of the world

**72m Subscriptions**

**45% of Revenues**

**52% Revenue Growth**

**16% EBIT margin**

# An Exceptional Portfolio

## FACTUAL



## BASIC MOVIES



## SPORTS



## PREMIUM MOVIES



## MUSIC & LIFESTYLE





**DRIVER #1**

**Market growth in existing footprint**

**DRIVER #2**

**Penetration growth in existing footprint**

**DRIVER #3**

**Upsell to Premium & HD**

**DRIVER #4**

**New products and expansion**

**DRIVER #1**

**DRIVER #2**

**DRIVER #3**

**DRIVER #4**

# Market growth in existing footprint

	Russia	CEE & Ukraine	Middle East & Africa	Latin America	Asia Pacific	Total Growth
Pay TV HH	+6m	+14m	+4m	+27m	+44m	+95m
Digital HH	+11m	+23m	+12m	+38m	+122m	+206m

DRIVER #1

DRIVER #2

DRIVER #3

DRIVER #4

# Penetration growth in existing footprint

Russia

21%

CEE & Ukraine

21%

Middle East

8%

Latin  
America

1%

Asia Pacific

0.2%

DRIVER #1

DRIVER #2

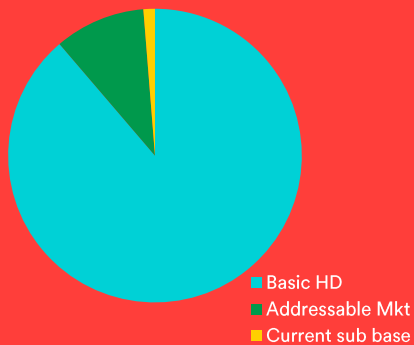
DRIVER #3

DRIVER #4

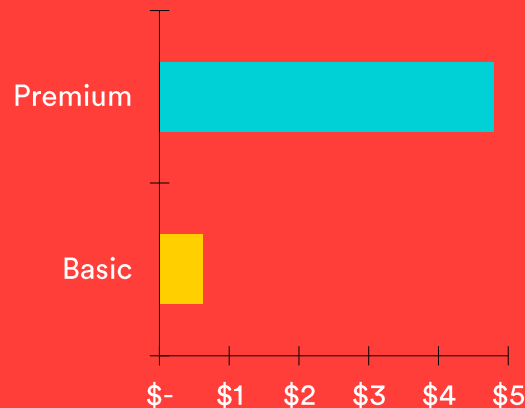
# Upsell to Premium & HD



## HD Premium Market



## ARPU



DRIVER #1

DRIVER #2

DRIVER #3

DRIVER #4

# New products and expansion

## **New channels**

*Across genres / localised / HD*

## **Expand in high-growth territories**

*LatAm / Middle East / Asia Pacific*

## **Digital products**

*Trace mobile / repackaging linear content for non-linear*





# Summary

**Exciting product portfolio  
in growing markets + Expansion  
= Continued Success**