Achieving Economic Resilience

SPH’s Transformation Journey:

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Singapore Press Holdings
To be Asia’s Leading Media Organisation, Engaging Minds and Enriching Lives Across Multiple Languages and Platforms

SPH VISION
We are listed on the

SGX

With Market Cap of

~US$3.2B

*Source: SGX updated 06 Feb 2018
Our Revenue Composition

**FY2007**
- Media Related: 83%
- Property & Others: 17%

**FY2017**
- Media Related: 70%
- Property & Others: 30%
Diversification necessary in face of secular decline in print media still core to SPH;

Our Revenue Composition
Once upon a time…

Whilst print was still an important part of our business, we are more than a pure media company.

SPH was exclusively print…
Our Strategy
Considerations

1. We are not a newspaper company, we are a media company.
2. Unlike NYT or WSJ, we serve a local and regional audience.
3. We have engaged audiences, but it is harder to monetize it today.

Customized strategy required to fit our unique situation.
Our Strategy

Strengthening Our News Business

- Titles across all 4 official languages
- Operating on 24 hour news cycle
- Beyond words to video and audio
- Print, web, mobile, tablet
- Available across all platforms
- 4-Track Newsrooms

- Week & beyond - Long form features
- Next day - Developed stories for print
- Same day - Available on digital
- Breaking News – Short, sharp updates

Print, Web, Mobile, Tablet
Our Strategy

Continuing Our Digital Investments

Our Strategy

Regional classifieds established in 2006. Divested in 2017 for US$109m.

Leading online classifieds for cars, commanding over 90% market share.

Data group offering algorithmic property valuations through digital platform SRX.

Highest ranked eCommerce site in Singapore.

Job Classifieds for blue-collar workers and PMEs.

SG$100m (US$75m) VC Fund (sample of investments).

Developing Our Media Adjacencies

Our Strategy

1. OUT OF HOME
   - Increasing reach for advertisers

2. DIGITAL
   - Digital portals, marketplaces, and apps
   - >50 content and utility mobile apps
   - >70 content and entertainment portals
   - >100 titles (print and digital replica) in SEA

3. MAGAZINES
   - Engaging our readers
   - >100 Titles (print and digital)

4. EVENTS & OTHERS
   - Engaging our readers

5. RADIO
   - Growing market share
   - 5 FM stations

Our Strategy: Developing Our Media Adjacencies
Establishing Meaningful Partnerships
Our Strategy

Telcos

Content Distributors

Consumer Electronics

Samsung

SingTel

StarHub

unusual entertainment

mms


Zero-rating of data used in browsing our content
Sale of digital subscription packages
Distribution of content on cable
VOD offerings integrated with mobile packages
Pre-loading apps into newly-launched smartphones
Cooperation to exploit new technologies for better story-telling
Embedding larger distribution of content on external video networks
Richer offerings to audiences
Enabling larger distribution of content
We partnered...
A 3-legged stool is inherently more stable.

Building a "Three-Legged Stool"

Our Strategy
OUR OBJECTIVES
Don’t chase readers, build audiences.

As total audience grows,

Audience Monetisation Potential

- Revenue from Subscriptions, Ticketing, Registrations etc.

Integrated Advertising Proposition

Your Audience
INTEGRATED MARKETING

Our salesforce are now equipped to cross-sell all platforms.

PREMIUM PROGRAMMATIC

Partnership with local broadcaster to launch a new digital advertising marketplace.

Monetization Opportunities

INTEGRATED MARKETING
Synergies across businesses:

Lifestyle Ecosystem

Leveraging content to extend our value proposition to our audiences and advertisers

From Content…
To Search & Classifieds…
To Events…
Growth thrust-invested digital business
Brand-extension/Newsroom-led
Growth thrust-invested consumer exhibitions

Sample: Holistic approach to Food & Gastronomy

To NEW PARTNERSHIPS & COLLABORATIONS…

ST FOOD

2
Cross-Subsidy Strategy: Sustaining Journalism

Journalism

New Growth Businesses

Original profits earned from Media is invested into New Growth Businesses.

Part of profits reaped from New Growth Businesses are used to fund journalism.
HEALTHCARE

Opportunity: Urgent need due to aging population

Currently the largest operator in Singapore, with over 1000 beds available for the community.

PROPERTY

Owner: 1 Luxury Mall & 2 Suburban Malls
In Pipeline: Co-developing 600 residential units & 310k sqft commercial space

ADJACENCIES

Complements our Media assets
Unlocks new monetisation opportunities
Together, Media Adjacencies, Property and Healthcare can reinforce core Media products, resulting in greater stickiness and more resilient revenue streams

IN A NUTSHELL...
Even as we diversify...

and profit generation

content, but adapt our approaches to revenue
continuously focus on producing quality
with media at the core, it is imperative to

Being nimble and adapting to changing trends is key.

The journey is far from over:

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