Achieving Economic Resilience

SPH’s Transformation Journey:

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Feb 2018, WAN-IFRA 13th Middle East Conference
To be Asia’s Leading Media Organisation, Engaging Minds and Enriching Lives Across Multiple Languages and Platforms
We are listed on the Singapore Exchange

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

FY2017
- Media: 70%
- Property & Others: 30%

FY2007
- Media: 83%
- Property & Others: 17%
Once upon a time…

Whilst print was still an important part of our business, we are more than a pure media company today. There was a concerted plan to diversify beyond it.

…SPH was exclusively print

34 years on
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
- Available on all platforms

4-Track Newsrooms

- Breaking News – Short, sharp updates
- Same Day – Available on Digital
- Next Day – Developed stories for Print
- Week & Beyond – Long form features

Print, web, mobile, tablet
Our Strategy

Continuing Our Digital Investments

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.

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

Source: 1. Comscore Mediametrix, 2. SimilarWeb

& 2.4m on mobile web,

Reaching an audience of 1.2m on web.

SG$100m (US$75m) VC Fund

Sample of Investments

Ventures

Classifieds & Marketplaces
Developing Our Media Adjacencies

Our Strategy

- Out of Home: Increasing reach for advertisers
- Digital: >50 content & entertainment marketplaces, >70 content & utility mobile apps
- Radio: 5 FM stations growing market share
- Magazines: >100 titles (print and digital replica) in SEA
- Events & Others: Engaging our readers
Our Strategy

Establishing Meaningful Partnerships

Consumer Electronics

Content Distributors

Telcos

Spn

Samsung

Content Distributions on VOD offerings

Zero-rating of data used in browsing our content

Sale of digital subscription packages

Distribution of content on cable

Pre-loading apps into newly-launched smartphones

Cooperation to exploit new technologies for better story-telling

Richer offerings to audiences

Enabling larger distribution of content on external video networks

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Enabling larger distribution of content on external video networks
A 3-legged stool is inherently more stable

Our Strategy
Building a "Three-Legged Stool"
OUR OBJECTIVES
Don’t chase readers, build audiences.

As total audience grows, build audiences.

Integrated Advertising Proposition

Audience Monetisation Potential

Revenue from Subscriptions, Ticketing, Registrations etc...
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

Monetisation Opportunities
Our salesforce are now equipped to

INTEGRATED MARKETING
Reaching New Audiences
Synergies across businesses:
Lifestyle Ecosystem
Leveraging content to extend our value proposition to our audiences and advertisers

Collaborations & Partnerships:
To Events
To New

Sample: Holistic approach to Food & Gastronomy

Synergy: Lifestyle Ecosystem

The Business Times

ST Food

Food & Drink
Cross-Subsidy Strategy: Sustaining Journalism

Original profits earned from Media is invested into New Growth Businesses. Part of profits reaped from New Growth Businesses are used to fund journalism.
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:

...even as we diversify...