



PRISA

CAPITAL MARKETS DAY

2022

CORPORATE STRATEGY

JOSEPH OUGHOURLIAN

Grupo PRISA Chairman



PRISA'S PERIMETER WITH A CLEAR ROADMAP

PRISA GROUP PERIMETER



Education

Leading K-12 Ed-Tech platform in LatAm



Prisa Media

Largest Hispanic Media House

Managed by experts in the know-how of each business

DIGITAL



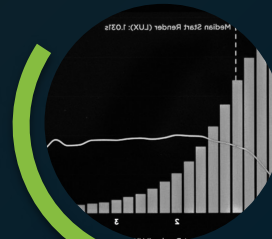
EFFICIENT



STRONG FUNDAMENTALS



SUSTAINABLE GROWTH



STABILITY SECURED

FINANCIAL STABILITY



NEW MANAGEMENT
TEAMS WITH NEW
CULTURE

COMMITTED TO
DELIVERING

In 2021, we have focused on securing the stability of the Group for the years ahead

2021 YEAR OF STRENGTHENING CORPORATE GOVERNANCE

TOTAL NUMBER OF BOARD MEMBERS RENEWED



WOMEN REINFORCED ON THE BOARD OF DIRECTORS



- 5 members (36%)
- 3 new members (2021)
- Significant presence in the board Commissions
- Chairing the 3 Board Commissions

REMUNERATION OF THE BOARD OF DIRECTORS REDUCED

-20%



EXECUTIVES THROUGHOUT PRISA GROUP

273



-8%



vs 2020

TOP EXECUTIVE FIXED REMUNERATION REDUCED

-35%



YOUNGER
& LEANER

BEFORE



4 CEOs



Heavy chain of command
with duplicity of managers



Culture out of step with
the Group's reality



TODAY



2 CEOs



Lean chain of command



New culture focusing on
savings, deleveraging and
business growth

PRISA GROUP STRATEGIC PILLARS

01

FINANCIAL STABILITY

- Extended runaway of 5 years
- Lenders supporting business growth
- Increased flexibility with ability to grow

02

FOCUS

- Well defined perimeter (Education & Media)
- Accountability
- Renewed culture

03

GROWTH

- Mainly organic
- Accelerating digital
- Content innovation

04

BEST-IN-CLASS

- Leading position across businesses
- Strong Brands
- Global Platforms

05

ESG

- Robust solid commitment 5 main strategic SDGs
- Tangible objectives to meet commitments

REFINANCING FRAMEWORK

DAVID MESONERO

Grupo PRISA CFO

NEW FINANCING STRUCTURE PROVIDING STABILITY TO FOCUS ON BUSINESS PLAN EXECUTION DURING THE NEXT 5 YEARS

Renewed pool of lenders
that is **supportive** of the
Company



- Reduction in **cost of debt**
- Extension of **maturities**
- Material improvements in **flexibility**
- Ability to **grow**
- Increased focus on **ESG**

SUMMARY TERMS OF THE NEW FINANCING

TRANCHE	QUANTUM ⁽¹⁾	MARGIN	MATURITY
· Super Senior	c. 160 M€ + 80 M€ RCF	E+5.00% Cash	JUN-26
· Senior	c. 575 M€	E+5.25% Cash	DEC-26
· Junior	c. 185 M€	E+3.00% Cash + 5.00% PIK	JUN-27
TOTAL	c. 920 M€	Blended E+5.94%	-

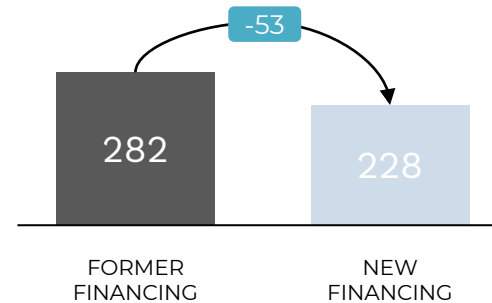
(1) Debt quantum assumes funding as of 31 March 2022, includes applicable OIDs.

THE NEW FINANCING REDUCES COST OF DEBT...

- Blended margin decrease from **7.19%**⁽¹⁾ to **5.94%**⁽²⁾
- **53 M€** interest savings over 2022-2025 period

2022-2025 HoldCo Interest Expense

Million euros



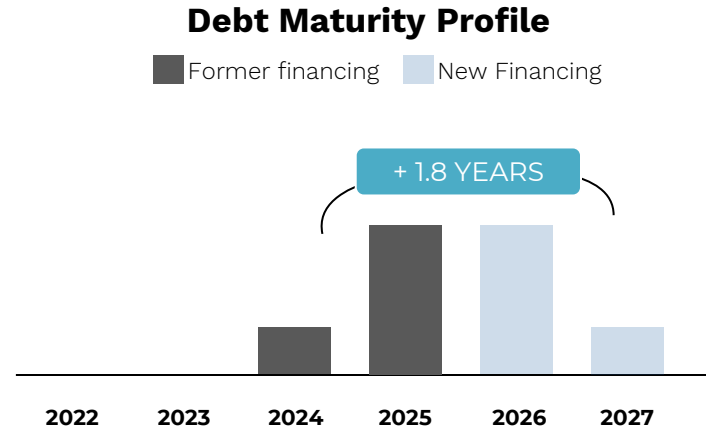
(1) Blended cost of debt from 31 March 2022 until 30 June 2026. For the former financing, blended cost assumes Company's current debt is extended until June 2026 at current terms.

(2) Excludes warrants issued by Shareholders.

...AND EXTENDS MATURITIES



- Extension of average debt maturity profile by **c. 2 years**
- **5 years** of stability to focus on the execution of the Business Plan



THE NEW FINANCING ALSO PROVIDES A STABLE FRAMEWORK FOR THE COMPANY...



- **Covenant-lite** during first 18 months (minimum liquidity test only)
- ND / EBITDA and DSCR covenants with **Increased headroom**

ND / EBITDA COVENANT

	2022	2023	2024	2025
Former Financing	8.10x	4.25x	4.25x	n.a.
New Financing ⁽¹⁾	n.a.	7.90x	6.25x	5.50x

Increased headroom

(1) Subject to changes. Covenant still under negotiation with lenders

...PROVIDES ENHANCED FLEXIBILITY FOR THE COMPANY GOING FORWARD...

FORMER FINANCING

- Significant **margin step-up** and **covenant compression** to incentivise capital increase or material M&A divestiture

NEW FINANCING

- Preservation of corporate perimeter
- Ability to prepay Senior & Junior debt at the Company's discretion **without penalties**
 - Potential to reduce blended cost of debt to **c. 5%**⁽¹⁾

(1) Cost of debt reduction achieved through potential repayment of Junior tranche ahead of Super Senior and Senior tranches under certain circumstances.

...AND FACILITATES NON-ORGANIC GROWTH TO ACCELERATE THE RECOVERY OF THE BUSINESS



FORMER FINANCING

NEW FINANCING

PERMITTED DISPOSALS

Restrictive regime subject to consent from majority lenders

Flexible if conducted at Fair Value and with >80% of consideration in Cash

REINVESTMENT OF PROCEEDS

Proceeds from divestitures **fully allocated to debt prepayment**

Ability to reinvest first 75 M€ of proceeds in the business, decreasing prepayment ratchet thereafter

PERMITTED ACQUISITIONS

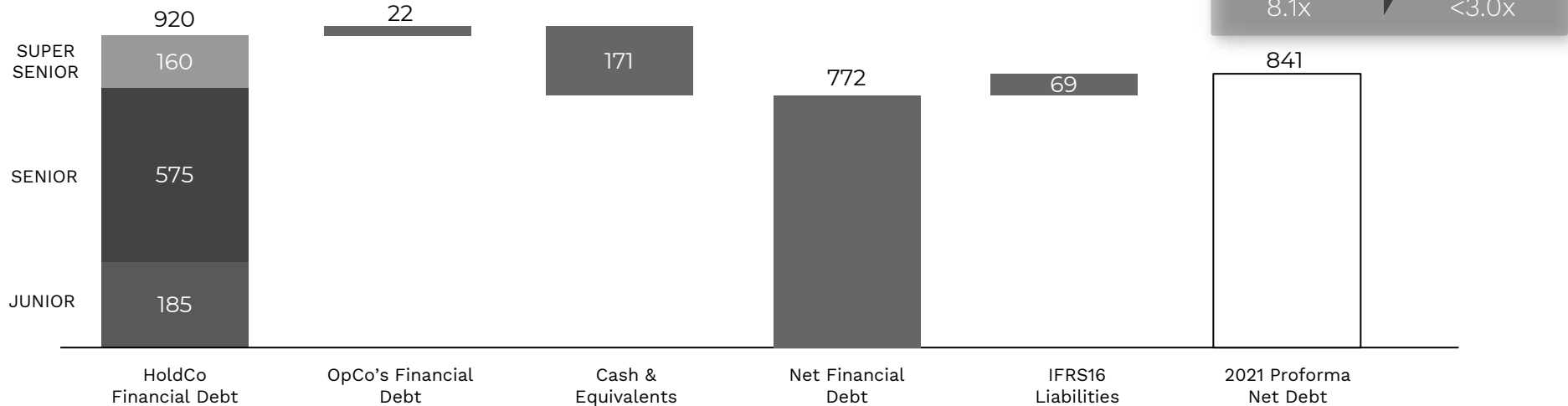
20 M€ basket for Santillana + **20 M€** basket for Media

Flexible subject to proforma leverage ratios

PROFORMA CAPITAL STRUCTURE OF THE GROUP UNDER THE NEW FINANCING

Proforma Net Debt position⁽¹⁾

Million euros



(1) HoldCo gross debt assumes refinancing implemented as of 31 March 2022 (incl. OIDs and accrued PIK interests since 31-Dec-21 until 31-Mar-22), rest of metrics as of 31 December 2021.

(2) Ratio calculated based on covenant EBITDA definition as per current financing agreements (i.e. excluding severance costs, minority interest in Prisa Radio (20%), MIP expenses and pension plan expenses).

MEDIA

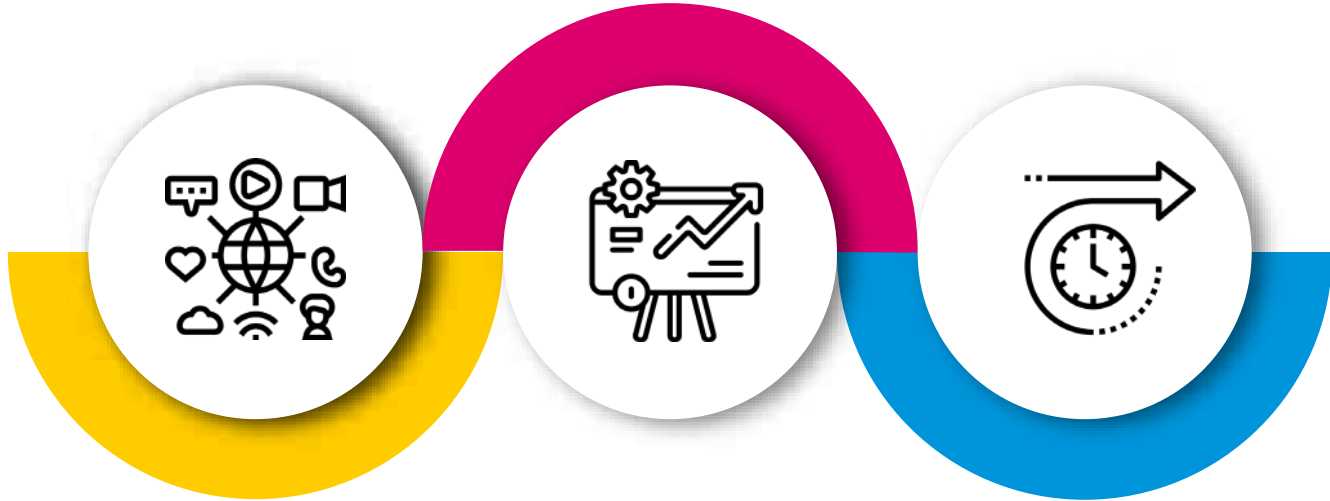
CARLOS NÚÑEZ

PRISA Media CEO

INDEX



Business
Approach



The Largest
Hispanic Media
House

Prisa Media
in 2025



THE LARGEST HISPANIC MEDIA HOUSE

PRISA MEDIA: THE LARGEST HISPANIC MEDIA HOUSE



01

Premium brands in Spain, Latam and *Hispanic* USA around news, sports, music and entertainment

02

Largest audience in Spanish speaking markets while building a solid digital subscriber portfolio at EL PAÍS

03







Outstanding and resilient position in our advertising markets coupled with room for growth

04

Asset base around “non-linear” audio and video already developed

WE OPERATE ACROSS MAJOR SPANISH SPEAKING REGIONS IN PRESS AND RADIO...

Our presence – Addressable Markets

		Population Millions	GDP Trillion USD	 Press	Radio	
SPAIN		47.2	1.4	✓	✓	Addressable Spanish – speaking population > 500M
COLOMBIA		51.0	0.3	✓	✓	
CHILE		19.7	0.3	✓	✓	
MEXICO		129.0	1.3	✓	☐	
HISPANIC USA		62.3	n.a.	✓	-	
REST OF LATAM ⁽¹⁾		213.8	1.4	-	✓	

Source: IMF – World Economics Outlook Oct 2021, Instituto Cervantes 2021. Note 1 – Considers Argentina, Bolivia, Costa Rica, Guatemala, Honduras, Ecuador, Nicaragua, Panama, Paraguay, Puerto Rico, Peru, El Salvador, Uruguay, Venezuela. Note 2 – Mexico’s results accounted for as equity method Prisa Media earning results

...THROUGH A PORTFOLIO OF PREMIUM BRANDS AROUND NEWS, SPORTS & ENTERTAINMENT AND MUSIC

NEWS



SPORTS & ENTERTAINMENT



PRESS

RADIO

GLOBAL



TOP COUNTRY BASED

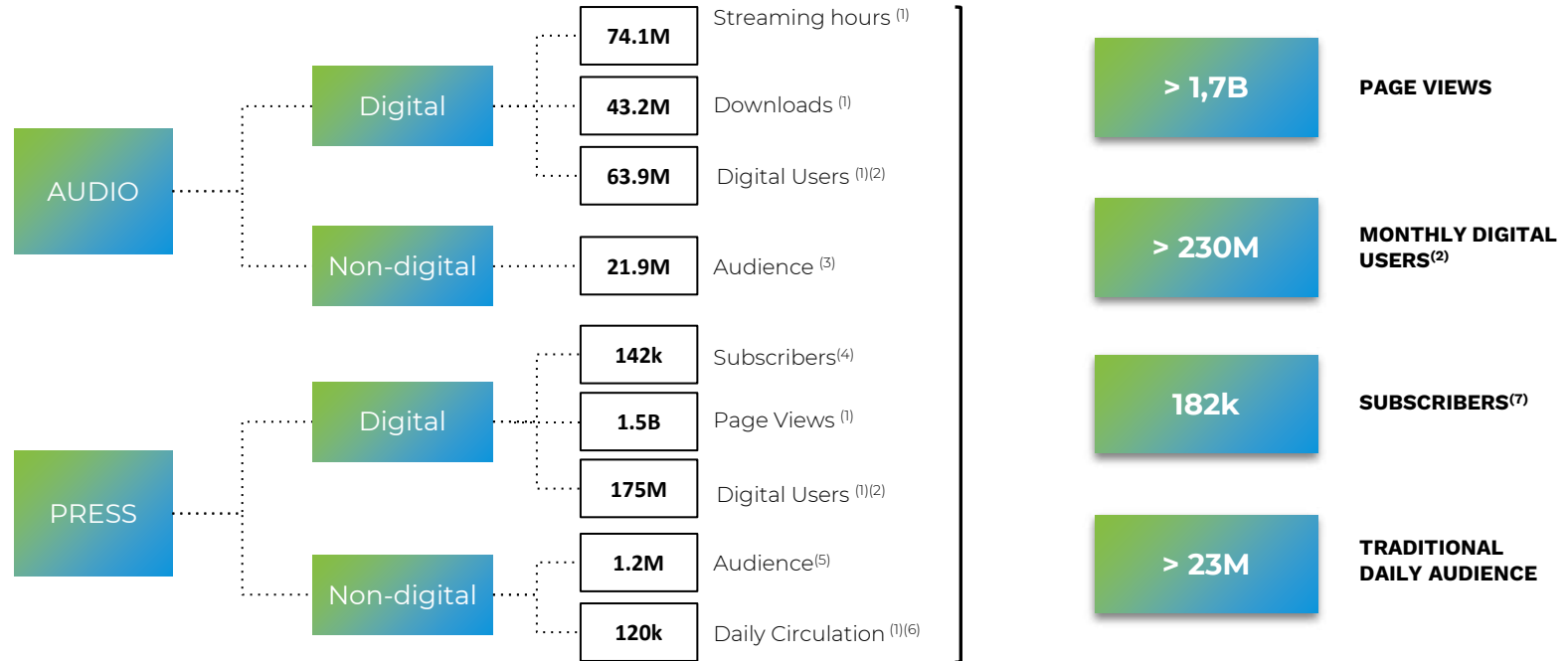


OTHER COUNTRY BASED



MUSIC

WE CURRENTLY MANAGE OVER >230M MONTHLY UNIQUE DIGITAL USERS AND >23M DAILY NON-DIGITAL USERS WORLDWIDE...



Source: Prisa Media as of Feb 2022, EGM Laborables (2021), Ipsos Media CT, ECAR. Note 1 – Monthly average values. Note 2 – Digital Users understood as unique (different browsers). Note 3 – Daily average values. Note 4 – Digital Subscribers as of Jan 2022. Note 5 – EP, As & Cinco Días dup. daily readers (EGM). Note 6 – Diffusion Indicator, Note 7 Digital only subscriber and paper with digital enablement as of Jan 22

...COMBINED WITH A SIZEABLE REACH IN TOP SOCIAL MEDIA PLATFORMS

02



+134M

Social media followers

+30M

Monthly reactions

+3.2B

Monthly Video Views






Where we are today



Leveraging our large existing communities to explore new digital territories, adapting to younger audiences and new ways of consuming and monetizing content

Where we'll be "tomorrow"

WITH THIS, WE HOLD TOP POSITIONS IN OUR CORE MARKETS

	AUDIENCE Millions		MARKET POSITION Ranking	
	DIGITAL Monthly Unique Users	OFF Daily Unique Users	DIGITAL Monthly Unique Users	OFF Daily Unique Users
SPAIN 	89.0	10.4	#1	#1
COLOMBIA 	27.4	6.9	#2	#1
CHILE 	17.9	3.9	#1	#1
MEXICO 	27.1	1.9	#4	#2
HISPANIC USA 	21.2	N/A	N/A	N/A

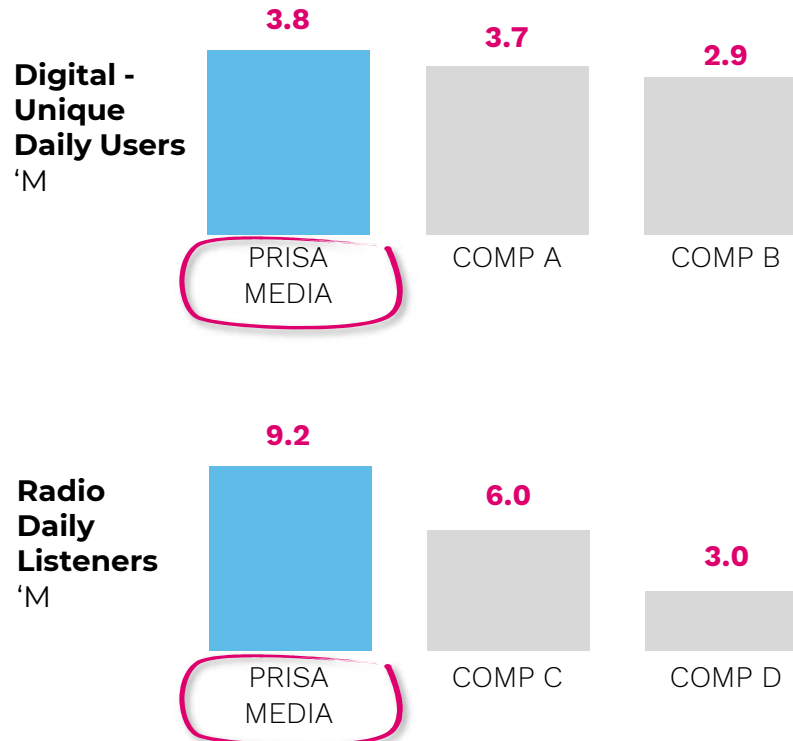
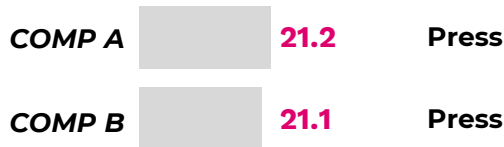
Note 1: Digital measuring Unique Browsers. Note 2: Excluding players which have TV and OTT as their core business.

Sources: Prisa Media, Estudio ECAR 2021, Ipsos Chile – Santiago, Comscore, INRA Mediómetro Radio Nac (2021, dec), GFK, EGM Spain

IN SPAIN, WE ARE THE LEADING PLAYER WITH A UNIQUE COMBINED PROPOSITION PRESS AND RADIO...

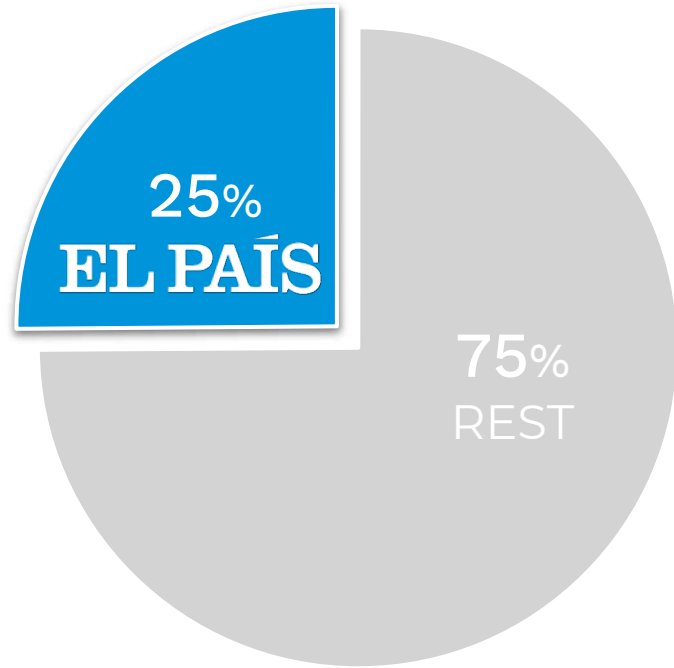


Total Monthly Audience⁽¹⁾ 'MMUU



Source: GFK (Digital), Kantar Media Feb 22, EGM 3º Acum. 2021, Prisa Media. Note 1 – Media reach deduplicated calculation taking into account different information sources from all media (TV, radio newspapers, digital, etc)

...AND THROUGH EL PAÍS, WE LEAD THE DIGITAL NEWSPAPER SUBSCRIBERS MARKET...



Digital Subs as a Critical Value Driver for Prisa Media

- **3x higher contribution margins than paper subs (>90%)**
- **Growing revenue stream to complement advertising business**
- **Better advertising performance (~ x100)**

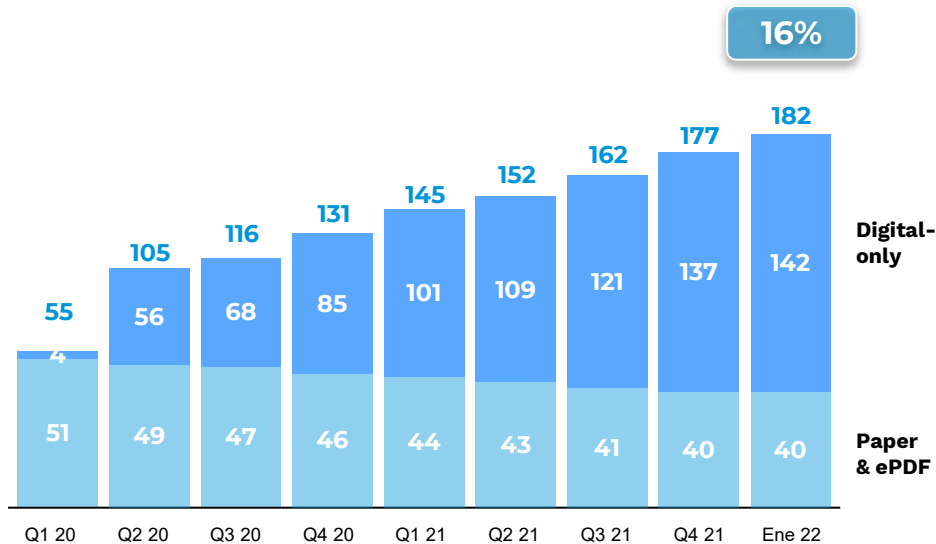
...SHOWING A STRONG GROWTH PACE WITH BEST IN CLASS METRICS



Quarterly number of digital subscriptions - EL PAÍS

'000 active subscribers

Compounded Quarterly Rate

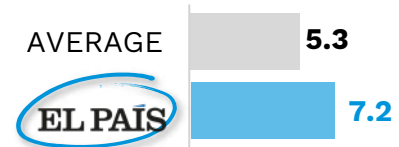


Source: Prisa Media based on public information

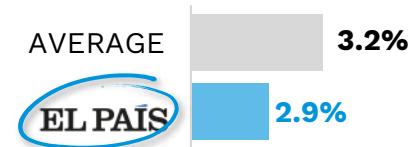
ARPU and Churn of subs. Base

Vs. Spanish market approximate average

ARPU per month (In €; 2021)



Average monthly churn (2021)



WE HAVE THE BEST POSITION IN OUR CORE MARKETS WHILE KEEPING ROOM FOR GROWTH



Global Commercial Perception Rank (1)

Market Share

	<i>Music</i>		<i>News</i>		<i>Sports</i>	
	Radio		Press			
	LOS40	SER	EL PAÍS	AS		
	#1	#1	#1	#2		
	58%	42%	26%	33%		



Market Share

	Various	Caracol/W		
	40%		<1%	<1%



Market Share

	Various	ADN		
	28%		<1%	<1%



Market Share

	Various	La W		
	15%		<1%	<1%



Market Share

			<1%	<1%
--	--	--	---------------	---------------

- Best media brands for advertisers in Spain**
- Unbeatable position in radio markets**
- Under penetrated markets in digital beyond Spain**
- Strong room for growth in USA for EL PAÍS and As (market size + digital maturity)**

Source: (1) Media Scope 2021; "Estudio de la Imagen, Calidad y Eficacia Comercial de los medios de comunicación en España"; AMI; AERC; (2) Market share in radio only considers three incumbents (SER, COPE and Onda Cero); Spain Music market share includes Cadena Dial.

WE HAVE THE RIGHT ASSETS TO CONSOLIDATE AND DEVELOP A RESILIENT POSITION IN THE ADVERTISING FUNNEL

Traditional

Digital

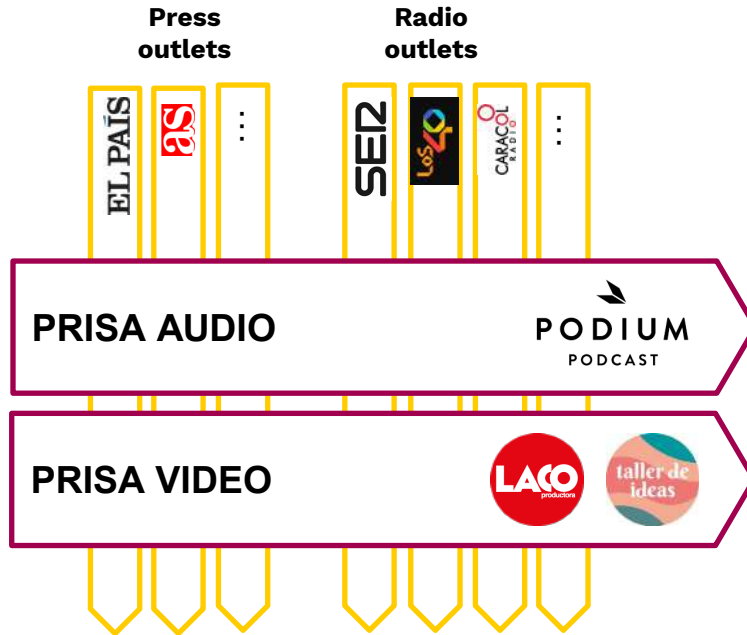


xx Market weight (Spain)

Source: Media Hotline; Prisa Media

WE HAVE ALREADY DEVELOPED AN ASSET BASE AROUND “NON LINEAR” AUDIO AND VIDEO THROUGH TWO SPECIFIC PLATFORMS

Objectives Audio & Video Platforms



- Imagine and execute new digital formats for our outlets
- Increase inventory of non-linear video & audio in our outlets
- Production for third parties to increase monetization (benefit centers)

- Leverages on legacy Podium Podcast platform (+6 years) and best-in-class audio production and edition team
- Acceleration of original production of new audio shows
- Ongoing production work with Spotify, Podimo, Storytel, Amazon Music...
- Audiovisual productions, leveraging on Prisa Media brands and IP
- Boost of video formats for our own media outlets
- Development and sale of video shows and new audiovisual proposals

PRISA AUDIO HAS BECOME THE FIRST WORLDWIDE AUDIO PRODUCER IN SPANISH

04

2 ROLES

Podcast Platform





1st and 3rd party podcast content

Content Generator







Podium content in 3rd party platforms and in other Prisa Media brands

% OF PRISA MEDIA SHOWS IN TOP-TEN RANKINGS (1)

	 Spotify	
Global	40%	60%
Sports	40%	20%
Comedy	40%	60%
History		50%
News	30%	30%

KEY ACHIEVEMENTS

-  First podcast content generator in Spanish
-  More than 400M podcast downloads in 2021
-  800M listening hours
-  More than 150 original shows in 2021

APPLE PODCAST PLATFORM - GLOBAL RANKING

04

1



2



3



4



5



6



7



8



9



10



**WE ARE DEVELOPING NEW VIDEO FORMATS AND CONCEPTS LEVERAGING
ON OUR VIDEO PRODUCTION CAPABILITIES**



04



LACO
productora

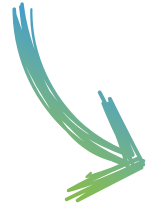
The logo features the word "LACO" in a large, bold, white sans-serif font. The letter "O" is significantly larger than the other letters and overlaps the "C". Below "LACO", the word "productora" is written in a smaller, lowercase, white sans-serif font. The entire logo is centered within a large, faint white circle on a solid red background.



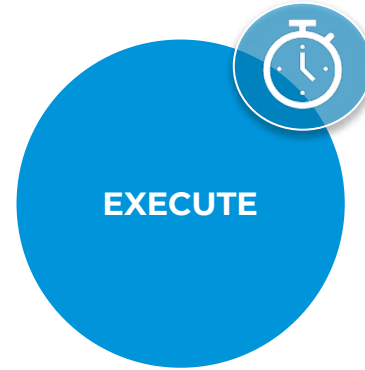
BUSINESS APPROACH

A VERY CLEAR MEDIA STRATEGY TO EXECUTE

- Focus on content generation
- Build scale
- Engage audiences
- "All about data"



- Cross-functional team
- Leaner organization
- Decision-making approach
- Optimal span of control



- Streamlining time-to-market
- Optimization of existing products through
- Focus on day to day tactics
- Deliver results

WE ARE FOCUSED ON PRODUCING THE BEST CONTENT ACROSS ALL FORMATS AND MAXIMISE ITS DISTRIBUTION

Content Production

Newsrooms



Production houses



+1,500 JOURNALISTS

Formats

**Texts, articles,
Branded Content**



**Audio, podcasts,
radio streaming**



Video



Distribution

Owned Media

- Newspapers webs & apps and prints
- Radio frequencies, webs & apps
- Podcasts

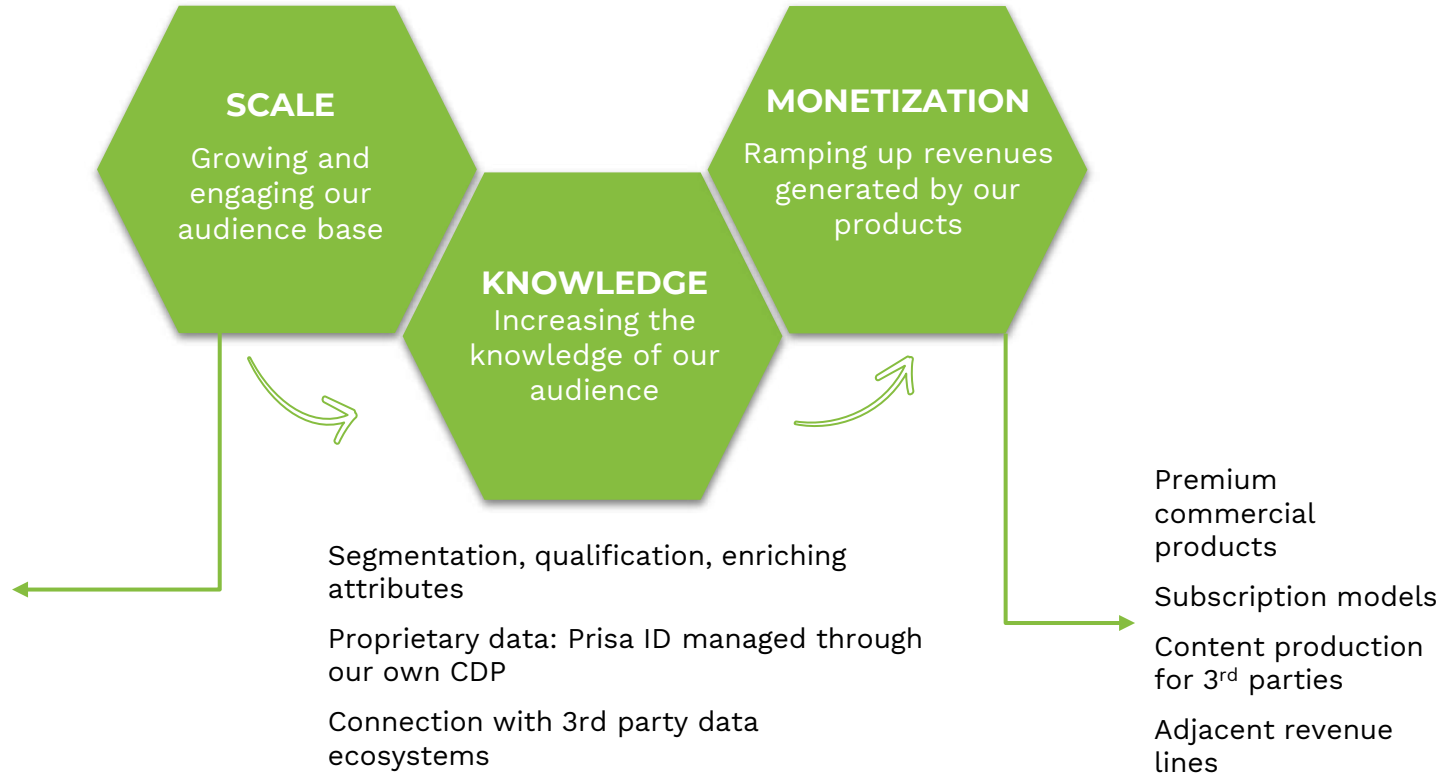
3rd party platforms

- Audio platforms (Podimo, Apple, Spotify, Amazon)
- Video OTTs (Netflix, Movistar+, HBO)
- Social Networks

Advantages

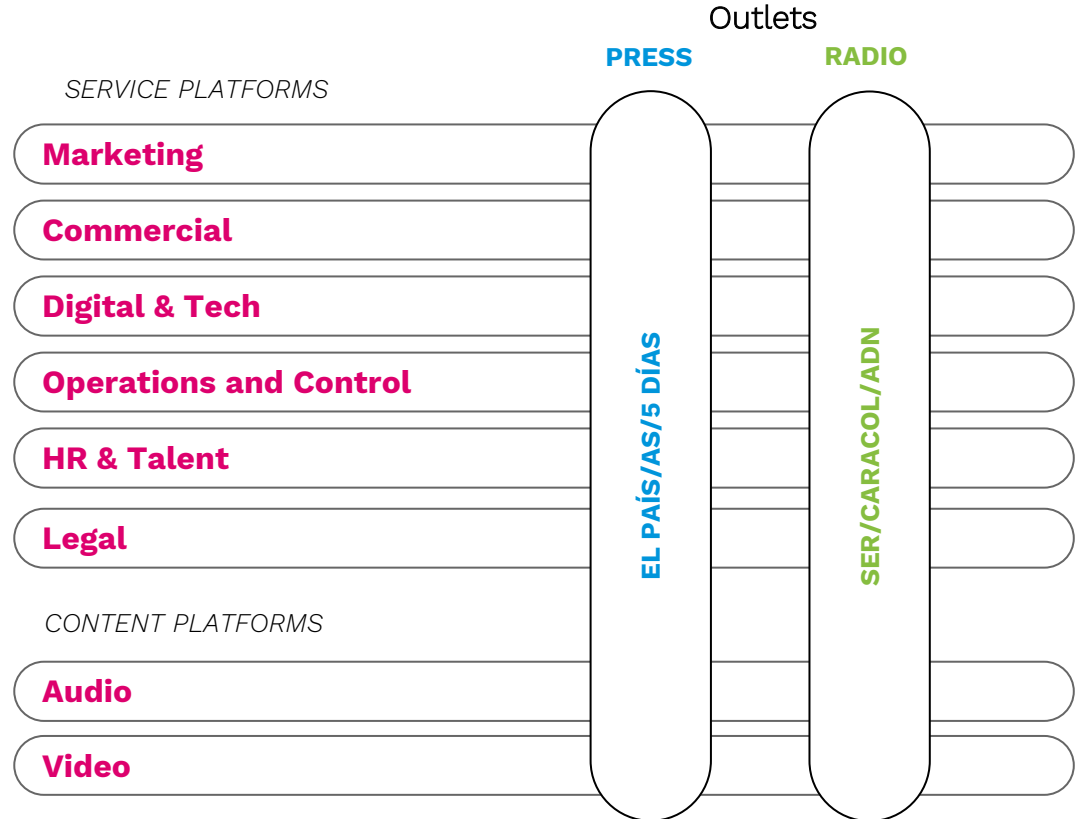
- Pay for content models
- Independency vs. third parties
- Control of distribution
- Access to global audience
- Monetization through production and preferred distribution

WE AIM TO INCREASE OUR DIGITAL SCALE WHILE IMPROVING OUR AUDIENCE KNOWLEDGE TO MAXIMIZE MONETIZATION



TO FULFILL OUR STRATEGY, WE HAVE IMPLEMENTED A NEW ORGANIZATION WITH TRANSVERSAL SERVICES

- Break organizational silos
- Culture: collaborative, agile and based on data-driven
- Efficiencies and operational synergies
- Customer centric approach



EXECUTION – THE NAME OF THE GAME



2H21 IN A NUTSHELL

- 1 Boosted our digital journey**
- 2 Executed a one-shot restructuring**
- 3 Delivered results**

SOME SUCCESS STORIES

- 4 “Hoy en EL PAÍS” podcast**
- 5 Retina, our vertical in Technology**
- 6 Acceleration of digital in radio**

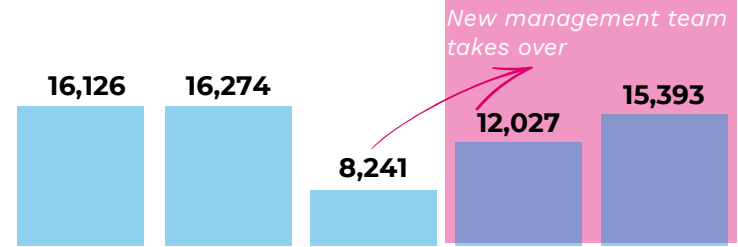
IN 2H21 WE HAVE BOOSTED OUR DIGITIZATION JOURNEY...

Deleverage our paper-related assets



New impulse to digital subscribers & audience

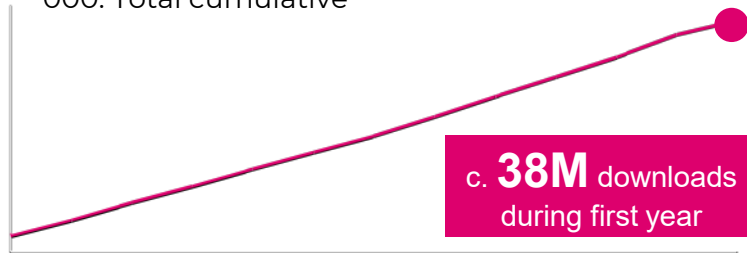
Quarterly net additions – EL PAÍS digital subscription



Audio platform & growth of digital audio

Monthly Podium podcast downloads '000. Total cumulative

38M

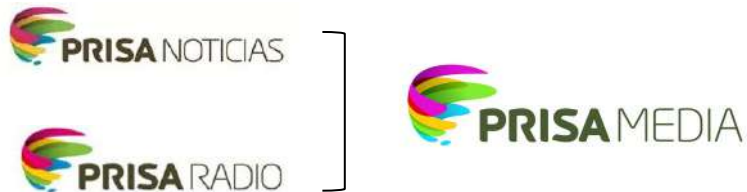


Development of tech partnerships



... AND WE HAVE DESIGNED AND EXECUTED A ONE-SHOT RESTRUCTURING PROCESS

Elimination of sub-holdings, duplications & operations streamlining



Closing our non-profitable operations

CLOSURE OF BRAZIL

ELIMINATION OF UNPROFITABLE PAPER BASED FORMATS

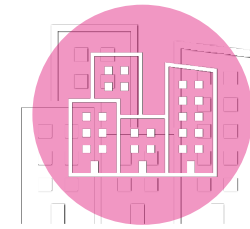
Decrease average cost of Newsrooms

-11% staff costs and -20% in collaborator costs



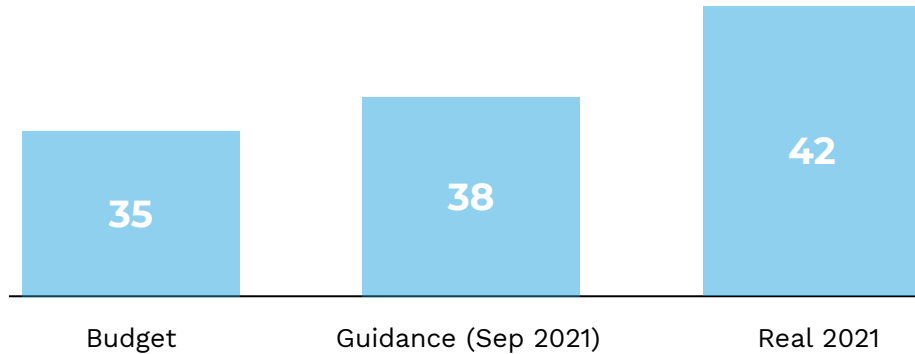
Reduction of Real Estate Costs

>4M EUR annual savings



SO FAR, WE HAVE DEMONSTRATED OUR CAPACITY TO DELIVER RESULTS DURING THIS TRANSITION YEAR

2021 Prisa Media EBITDA x
€ Million



CRITICAL SUCCESS FACTORS

- Fast and efficient decision making
- Increase market share in advertising
- Acceleration of digital subscription
- Restructuring plan

IN JUST 20 DAYS “HOY EN EL PAÍS” HAS BECOME THE LEADING DAILY PODCAST IN SPAIN IN NARRATIVE AND LATEST THEMES



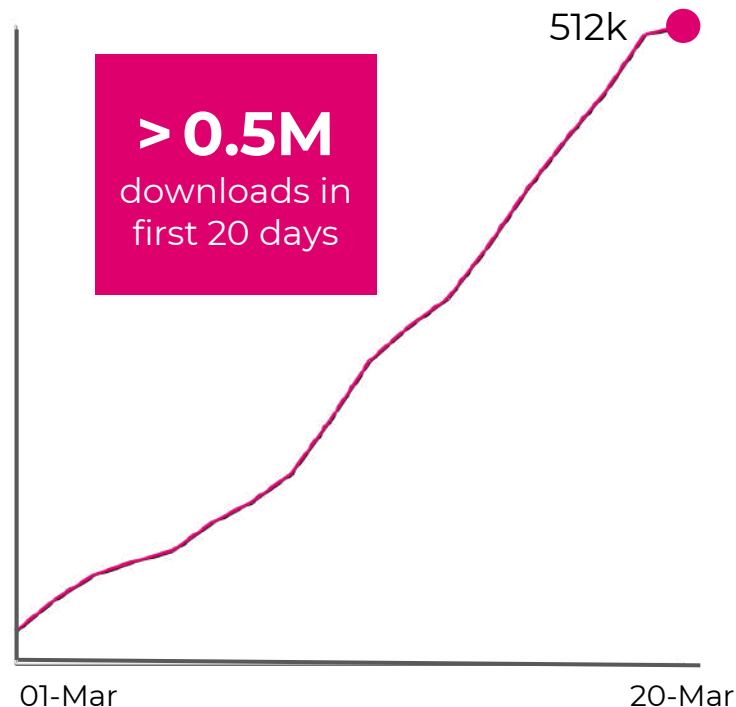
¿QUÉ PERDEMOS SI CAE ODESA?
(18/03/22)

5 NOMBRES DE MUJER, 5 LEYES QUE ESTÁN TRANSFORMANDO LATAM (8/03/22)

LO QUE SABEMOS Y LO QUE FALTA POR SABER DE JUAN CARLOS I (7/03/22)



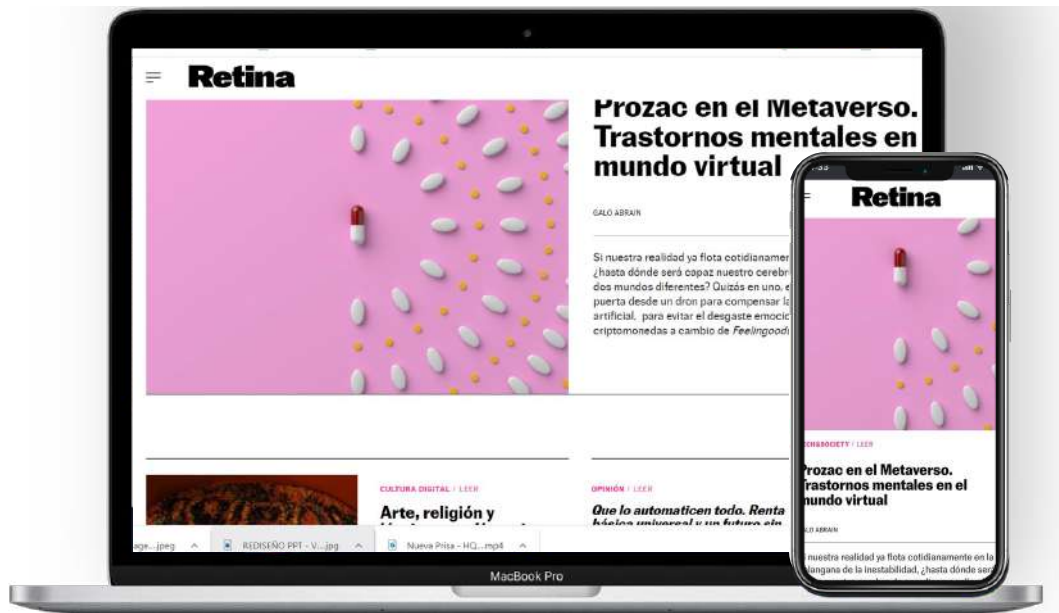
Daily downloads.
'000. Total cumulative downloads



WITH RETINA, WE AIM TO LEAD THE EDITORIAL TECHNOLOGY SPACE IN SPANISH

5

Retina

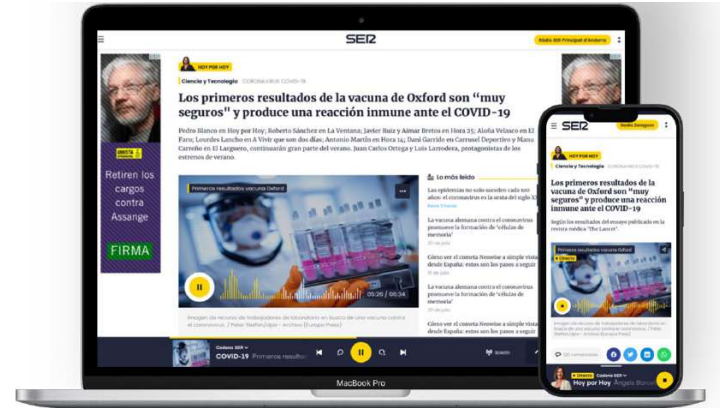


OUR LEARNING CURVE IN PRESS ALLOWS US TO ACCELERATE OUR DIGITAL JOURNEY IN RADIO

EL PAÍS Digital version

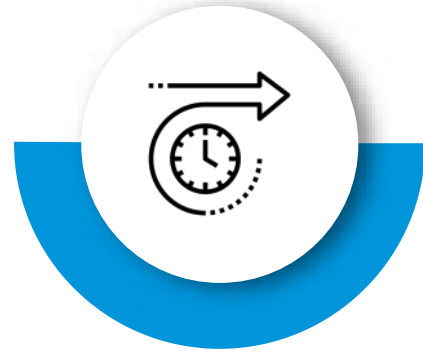


Cadena SER New Digital version



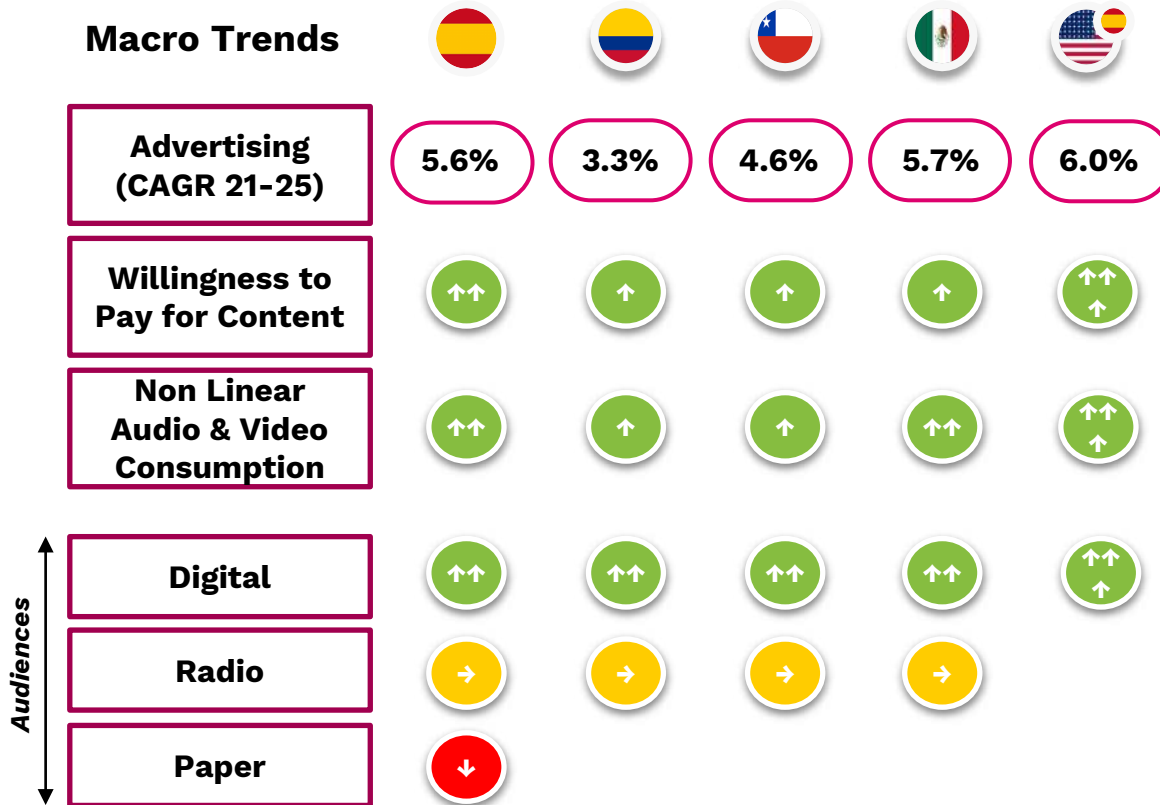
- **Washington Post CMS (Arc) deployed, improved and fine-tuned in EL PAÍS since 2019**
- **Once a product is deployed it can be quickly scaled to other outlets**

- **CMS migration done in just 4 months with great efficiencies and immediate results**
- **Cadenaser.com only "audio first web" in Spain, beating all traffic expectations in feb-22:**
 - **>7 million digital listeners**
 - **>16 million listening hours**
 - **>47 million downloads**



PRISA MEDIA 2025

OUR 2025 AMBITION IS FRAMED ON HEALTHY GROWTH PROSPECTS ACROSS ALL OUR MARKETS



Source: eMarketer; Media Hotline/i2p and Prisa Media

WE WILL BOOST OUR DIGITAL REVENUE MIX, ACCELERATE OUR EXPANSION TO HISPANIC AMERICA, WHILE DEEPENING IN OUR PROFITABILITY TRACK

**BOOST DIGITAL
REVENUE STREAMS**



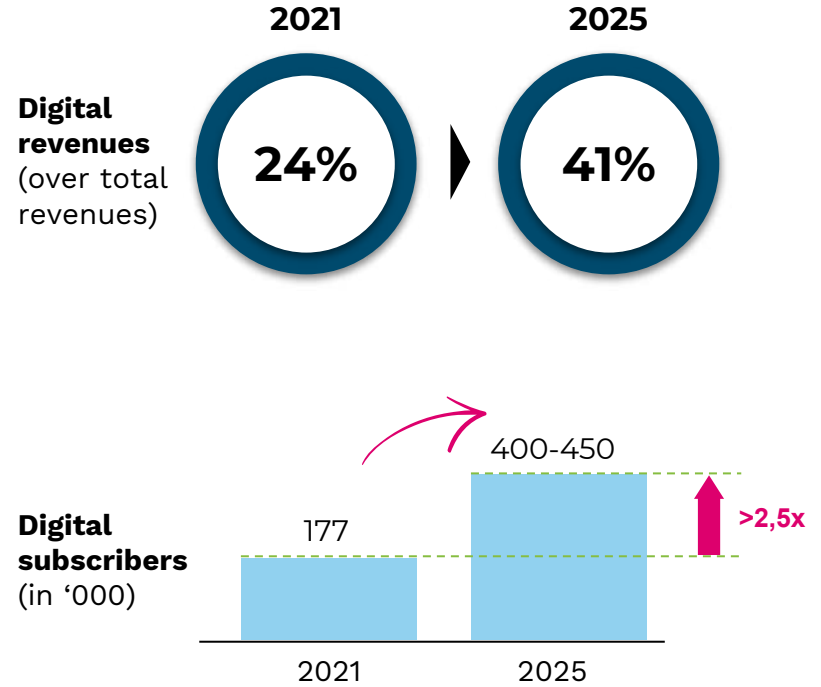
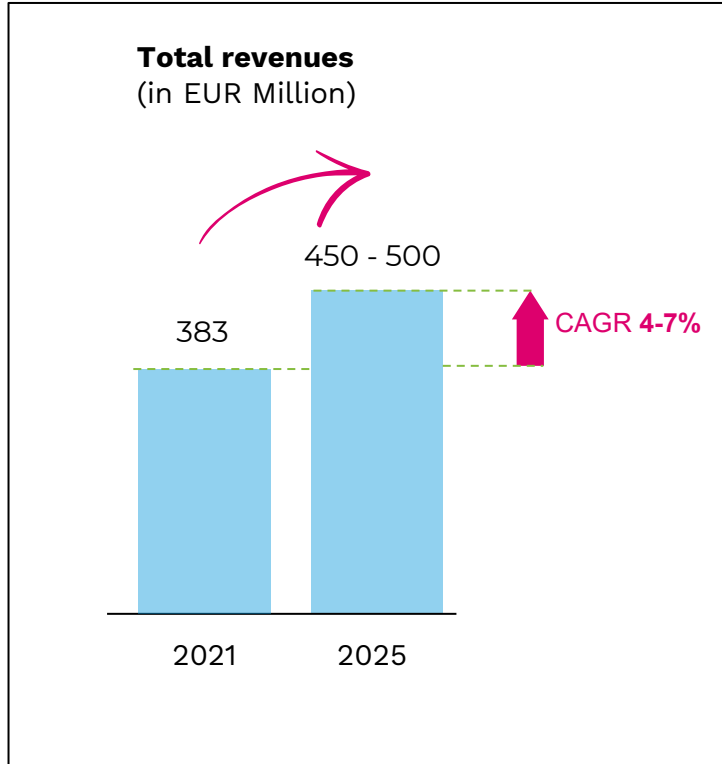
**INCREASE EXPOSURE
TO “HISPANIC
AMERICA”**



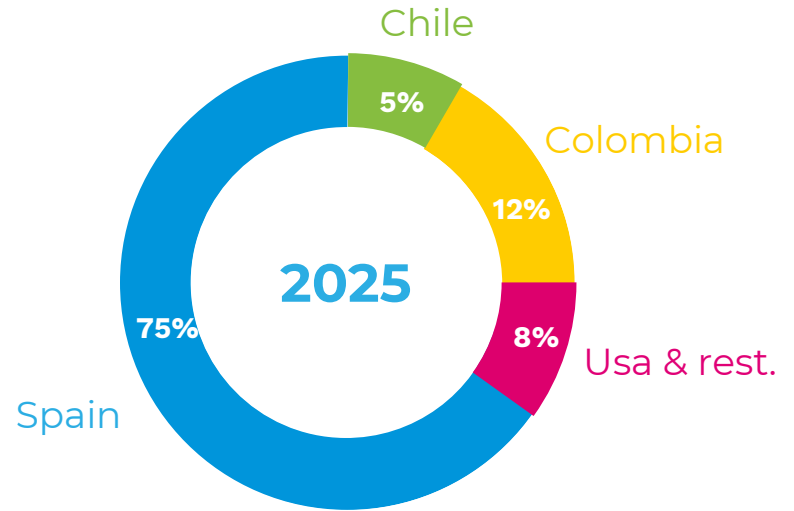
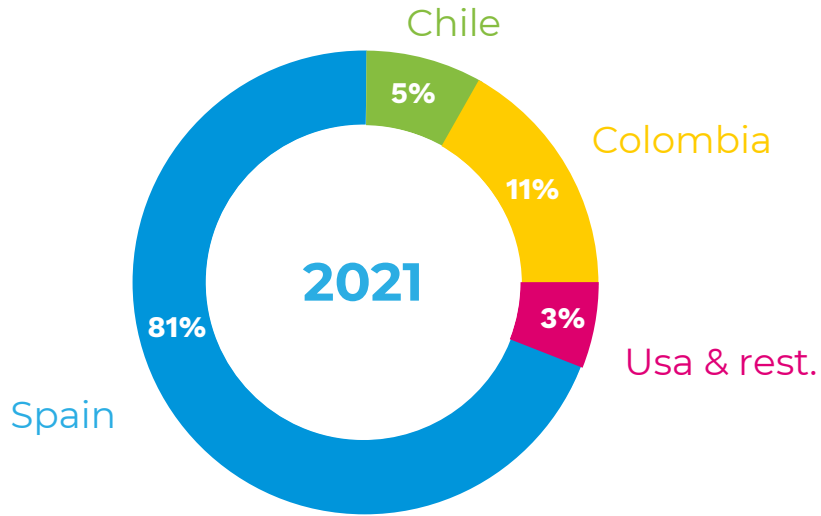
**REDUCE COST AND
INCREASE PRODUCT
PROFITABILITY**



OUR PLAN GOES AROUND INCREASING OUR REVENUES AND BOOSTING OUR DIGITAL MIX...



...DIVERSIFYING OUR GEOGRAPHIC MIX...



... BEING EL PAÍS A MAJOR GROWTH DRIVER FOR THIS EXPANSION

One English version, including curated content targeted for North America



One single edition across Hispanic America

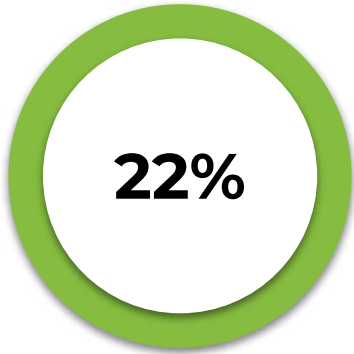


A Global Newspaper, with a unique product, becoming the first reference Newspaper in Spanish

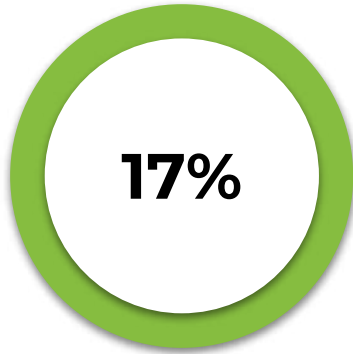
WE WILL ALSO CONTINUE OUR COST EFFICIENCY PROGRAM AND COST CULTURE ...

% **structure costs**
(over total revenues)

2021



2025

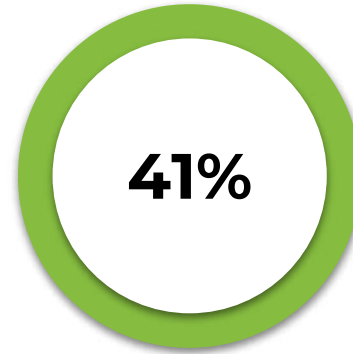


% **staff & collaborators costs**
(over total revenues)

2021



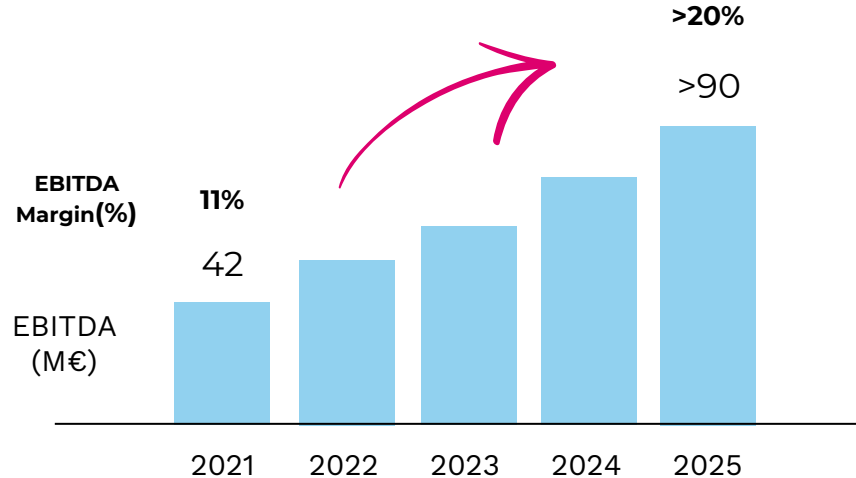
2025



...TO UNLOCK EBITDA GROWTH IN THE NEXT 4 YEARS

Expected adjusted EBITDA¹
evolution

FCF 2025
>40 M€



Key drivers

1. Increase digital revenues (with higher margins)
2. Improve positioning across all advertising markets leveraging product, scale and data
3. Increase our presence in unpenetrated markets
4. Continue implementing our cost efficiency plan and lean culture

Source: 1) EBITDA adjusted, excluding restructuring process costs

IN SUMMARY...



We have the markets and the scale



We have the brands and the products



We have the digital approach



We have the organization

**WE WILL
DELIVER
THE PLAN**

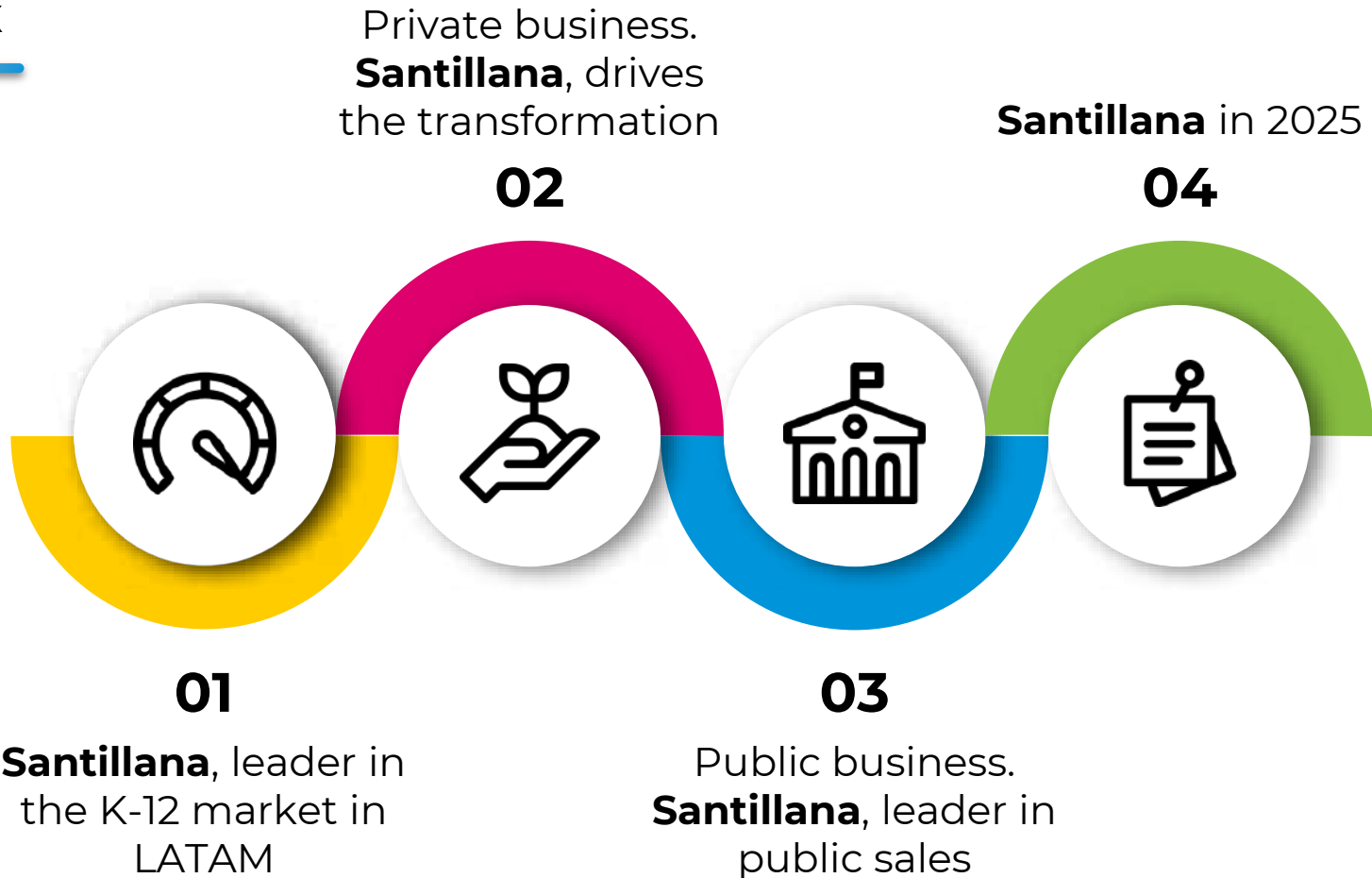
EDUCATION

FRANCISCO CUADRADO

Santillana CEO



INDEX





SANTILLANA,
LEADER IN THE K-12
MARKET IN LATAM





GOAL

Creating life chances through the **EDUCATION**.



STRATEGIC VISION

Leading the transformation and digitization of the K-12 ecosystem in Latin America through **INNOVATIVE CONTENT** and the **BEST TECHNOLOGY SOLUTIONS** for students and schools.

SANTILLANA, LEADER IN THE K-12 MARKET IN LATAM



Present in **19 countries in Latin America**, market leader in 18 countries and top 3 in Brazil.



With an integrated and scalable **technological platform**, to lead the digital transformation, accelerated after the Covid-19 crisis.



Talent leveraged **on c. 3,300 people on staff**: commercial network with wide capillarity and specialised content creation team.



And fully committed to the **Sustainable Development Goals**.



Managing **two separate businesses** after a successful operational and corporate carve-out:

- **private market** (70% sales)
- **public market** (30% sales)

SANTILLANA, LEADER IN THE K-12 MARKET IN LATAM



A
PROFITABLE
BUSINESS
(€m)

2021

350
Sales

69
EBITDA

 **20%**
EBITDA Margin

25%
Normalised EBITDA
margin (Pre-covid)

PRIVATE MARKET CONSTITUTES 70% OF SANTILLANA'S BUSINESS, BASED ON DIGITAL SUBSCRIPTION MODELS

SUBSCRIPTION MARKET



Ed-Tech Platform (B2B2C)
focused on the sale of educational subscription systems



3-4 year contracts



2.0 million students



6,900 schools

DIDACTIC MARKET



Didactic business (B2B)
based on the sale of textbooks



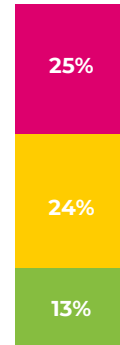
Market **leaders**



25% Market share



+10,000 relevant schools



Sales (€m)

EBITDA
Margin



53.8

23%



51.4

23%



28.0

20%

Brazil, Mexico and Colombia contribute 2/3 of total revenues in 2021

PUBLIC MARKET CONSTITUTES 30% OF SANTILLANA'S BUSINESS, A RESILIENT MARKET

PUBLIC MARKET



5 Countries, with focus on Brazil and Mexico



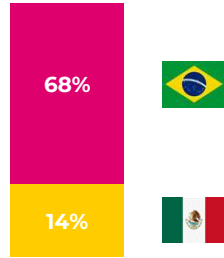
Leaders in LATAM



Didactic business (BsG) based on sales of textbooks and digital solutions



Stable public sale programmes



Total public market turnover by geography 2021 (%)

Sales (€m)	EBITDA Margin	Share
92.0	20%	~30%
19.0	17%	~23%

Brazil and **Mexico** account for around **80%** of Santillana Public turnover in **2021**

WITH TECHNOLOGY AS THE DRIVING FORCE BEHIND THE PROJECT

100% CLOUD INTEGRATION 



STUDENTS AND FAMILIES

Hybrid education: +2.3M virtual classes



SANTILLANA TECHNOLOGY PLATFORM

LEARNING



ASSESSMENT

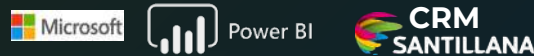


pleno

FUNCTIONALITY

- Multilanguage
- Multi-product
- Multi-country
- Cybersecurity

BI + CRM



SCHOOLS AND TEACHERS



Market Analysis

**BIG DATA
Strategic approach**

Learning Analytics

ENGAGEMENT WITH OUR CUSTOMERS: LOYALTY AND SATISFACTION

2021

LOYALTY RATES

92% 92% 88%



2018 = 85%

Increasingly satisfied customers



GOAL

IMPROVE satisfaction

CUSTOMER SATISFACTION INDEX

8.6 /10 8.5 /10 8.3 /10



Market study with 6,000 managers and teachers who are customers of Santillana's LATAM subscription systems (Nov-21)

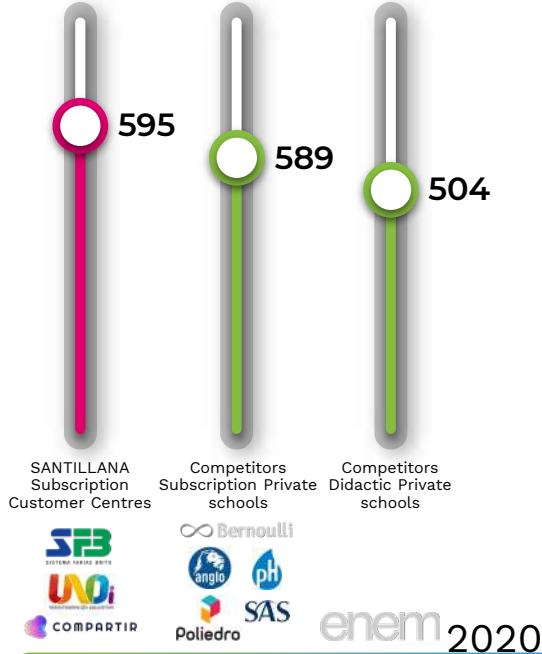


GOAL

FOCUS on **SERVICE AND CUSTOMER GUIDANCE** to maintain high satisfaction rates

OUR PROJECTS IMPROVE EDUCATIONAL OUTCOMES

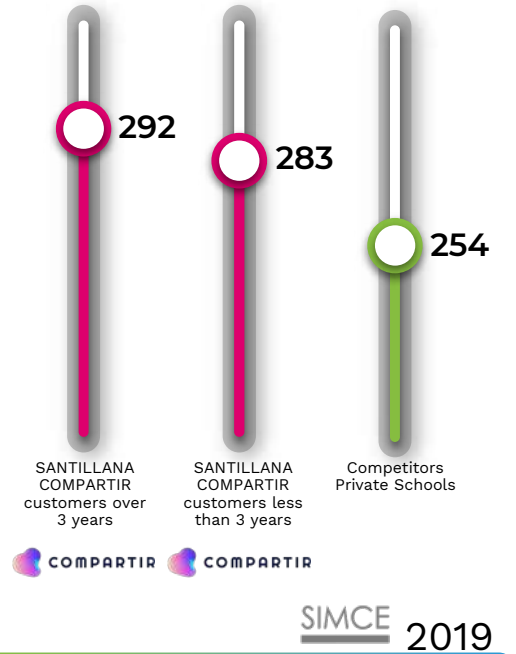
OFFICIAL
GOVERNMENT
TESTS



National university entrance exam



National exam required for completion of compulsory education and is an important criterion for university entrance



External assessment that evaluates learning achievements in the main areas at the basic level

SANTILLANA'S COMMITMENT TO SUSTAINABLE DEVELOPMENT GOALS AS PART OF ITS CORPORATE STRATEGY: PROMOTING ESG PILLARS

ENVIRONMENT



Minimising the **ENVIRONMENTAL IMPACT** of Santillana's activities

- **100% Carbon Neutral by 2030**
- **Paper 100% from sustainable sources**
- **Educate students** on the **mitigation of climate change**

SOCIAL



Strong and consistent support for upholding the **PRINCIPLES OF EQUALITY, DIVERSITY AND INCLUSION**

- Incorporate **sustainability** in **100%** of **teacher training** and **new education projects**
- Develop learning programmes **for students with special needs**
- Stimulate and **foster schools** being **sustainably managed centres**
- Guarantee **equality and diversity**

GOVERNANCE



Developing a robust **GOVERNANCE MODEL** that adequately addresses the interests of all stakeholders

- **100%** of new **suppliers signed up** to the **Code of Ethics**

A NEW ORGANIZATION TO ACCELERATE GROWTH



01

CHANGE OF CEO of the company

02

TWO BUSINESSES (Private market and public market)
Two different and specialised teams

03

Renewed **PROFILES AND DIRECT TEAMS** of the three main countries
Brazil/Mexico/Colombia

04

New **COMMERCIAL MODEL** (Hunter and Farmer)
Transformation of commercial teams and remuneration models

05

Driving **NEW, MORE TECHNOLOGICAL PROFILES**
Accross all areas of the company (content, business...)



PRIVATE BUSINESS

**SANTILLANA, DRIVES
TRANSFORMATION**



A HUGE OPPORTUNITY TO TRANSFORM

PRIVATE
BUSINESS

2021

18 ADDRESSABLE MARKET (CORE)
MILLION STUDENTS

11.3

DIDACTIC

6.7

SUBSCRIPTION

TOTAL MARKET VALUE⁽¹⁾

€1,150m

€550m

DIDACTIC

€600m

SUBSCRIPTION

BRAZIL

8M



45%

Consolidated and concentrated market

Competitive market

Further development of the systems market

HISPANIC LATAM

10M



55%

Potential market to be transformed

Limited competition in the systems market

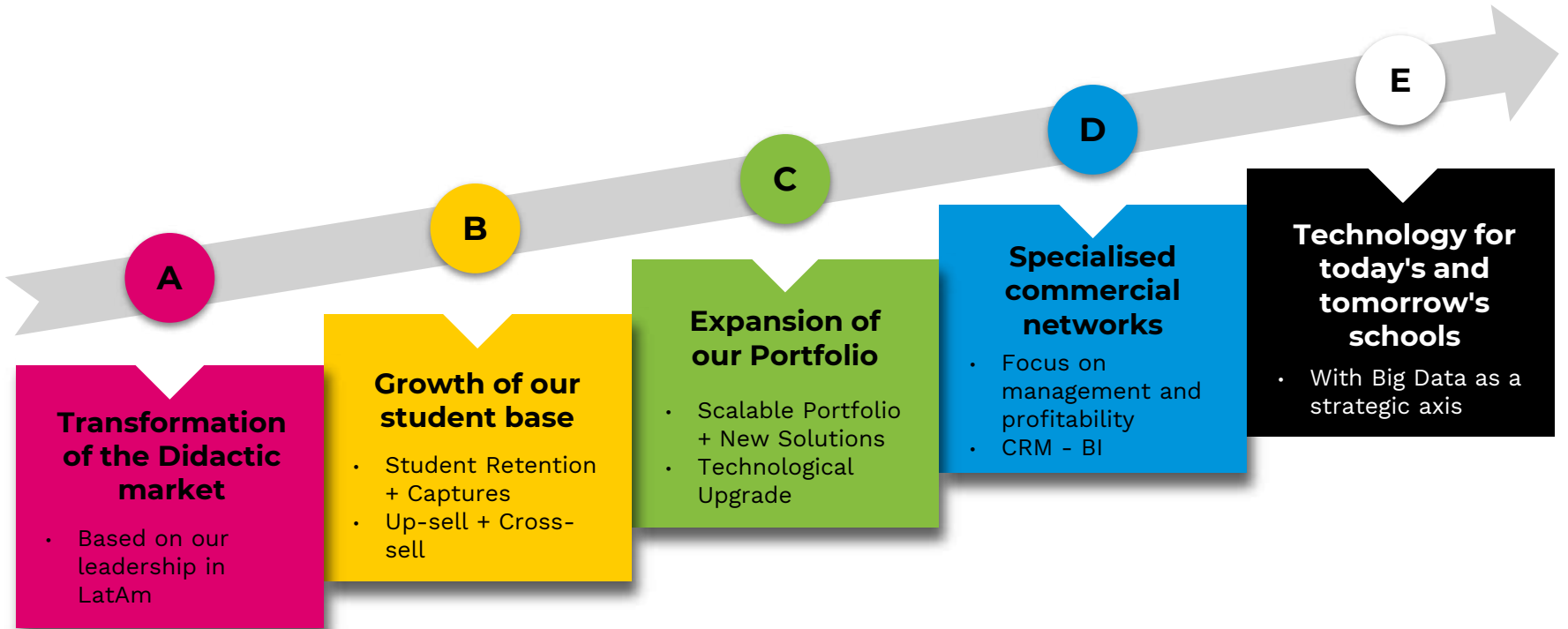
High potential in terms of student volume and market value

(1) Santillana's estimated value for 2020

Morgan Stanley values the Core private market for Brazil in 2020 at R\$4,000m (€680m)

LEVERS DRIVING TRANSFORMATION (▶ 2025)

PRIVATE
BUSINESS



A NEW CONTEXT FOR EDUCATION MARKET

A

TRANSFORMATION

PRIVATE
BUSINESS

UNIQUE MOMENT TO ACCELERATE EDUCATION TRANSFORMATION...



Increased **DIGITIZATION** and use of **TECHNOLOGY PLATFORMS**

- **Covid-19** has accelerated the **TRANSFORMATION in education**
- It is expected that the future of K12 education in LatAm **will be based on EDUCATIONAL PLATFORMS**

... our penetration of
subscription models



NEW EDUCATIONAL CONTENT AND SERVICES beyond the curriculum

- **Empowerment of TEACHERS AND SCHOOLS** and increased involvement of **FAMILIES** is expected
- Demand for **SUPPLEMENTAL** offerings and **DIGITAL** services is growing

IT IS NOW TIME TO ACCELERATE...

... digitization in our value
proposition



Subscription models have **EMERGED STRONGER** from the COVID-19 crisis

- K-12 education in LatAm is **STRENGTHENED** by its quality and potential
- The didactic market is confirmed as an **OBSOLETE EDUCATIONAL MODEL**

... our growth and market
leadership

SUBSCRIPTION MODELS: THE EDUCATION PROPOSITION OF THE FUTURE OVERCOMING AN OBSOLETE BUSINESS MODEL

A

TRANSFORMATION

PRIVATE BUSINESS

DIDACTIC MARKET

ANNUAL RELATIONSHIP

DOUBLE-USE RISK // PIRACY

UNCERTAIN PURCHASE RATES

SALES THROUGH THE BOOKSHOP CHANNEL



SUBSCRIPTION SYSTEMS MARKET

LONGER CUSTOMER LIFE
(3-4 YEAR CONTRACTS)

RECURRENCE OF PURCHASES

IMPLEMENTATION OF
SUPPLEMENTAL PORTFOLIO

DIRECT SELLING

REVENUE CERTAINTY

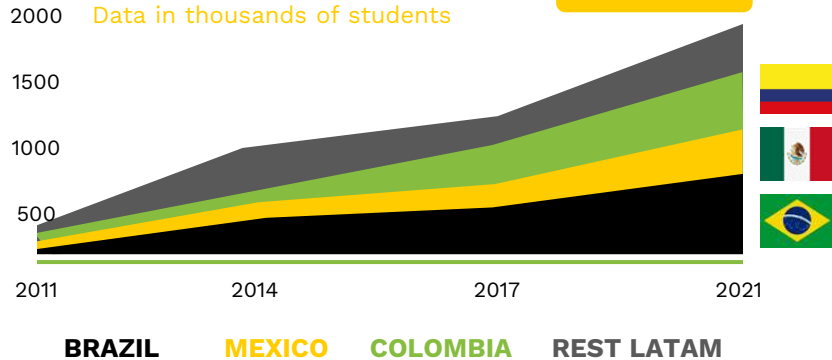
HIGHER REVENUES

HIGHER ARPU

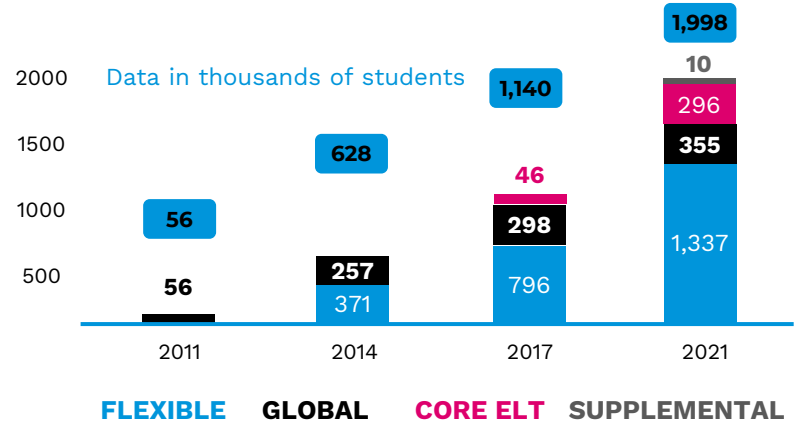
IMPROVED MARGINS

SANTILLANA, A DIGITAL SUBSCRIPTION SYSTEMS COMPANY

DIGITAL SUBSCRIPTION SYSTEMS market is a reality with sustainable growth



FLEXIBLE SYSTEMS as an engine of growth



80% of its revenues come from **DIGITAL SUBSCRIPTION BUSINESS**

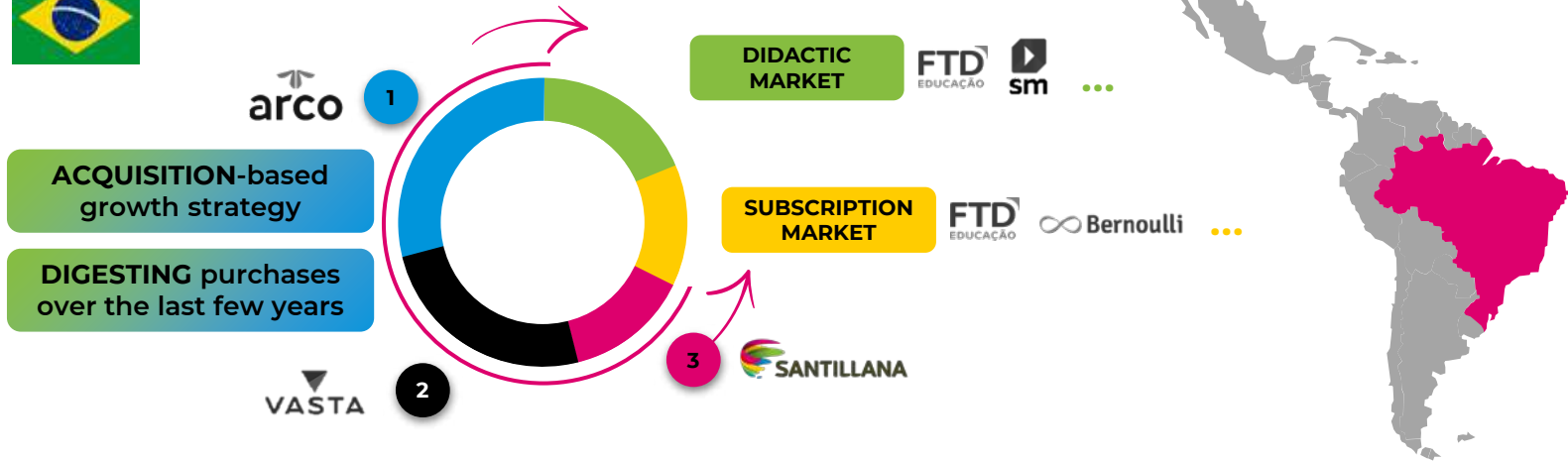


BRAZIL, THREE BIG PLAYERS TO CONSOLIDATE THE MARKET



TRANSFORMATION

PRIVATE BUSINESS



Growth strategy based on CONQUEST of weakened small systems

Growth focused on the TRANSFORMATION of the didactic market

High potential to gain market share and differential positioning

HISPANIC LATAM, A GREAT OPPORTUNITY

A TRANSFORMATION

PRIVATE BUSINESS



MEXICO



DIDACTIC MARKET



CASTILLO
LOCALS



SUBSCRIPTION MARKET



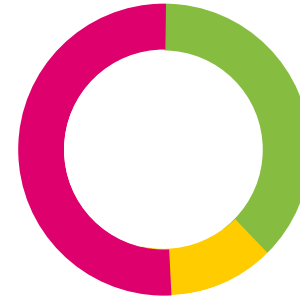
COLOMBIA



DIDACTIC MARKET



LOCALS



SUBSCRIPTION MARKET

Private market **LEADER** and the only major player in the subscription systems market

Focus on the **TRANSFORMATION** of the **DIDACTIC MARKET**

With a strategy based on a **BROAD PORTFOLIO** and with **TECHNOLOGY** as a key player

TRANSFORMATION ADDS + 4M STUDENTS TO THE SUBSCRIPTION MARKET

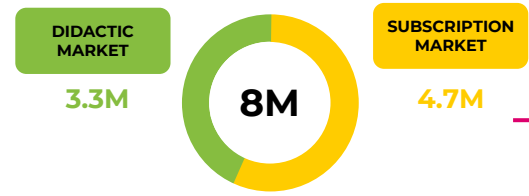
B

STUDENT GROWTH

PRIVATE BUSINESS

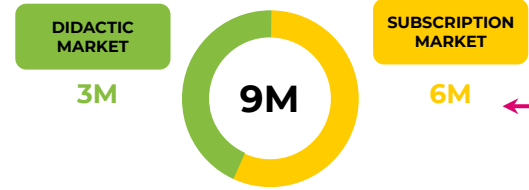
BRAZIL

2021



2025

+1.3M STUDENTS



ADDRESSABLE MARKET ¹

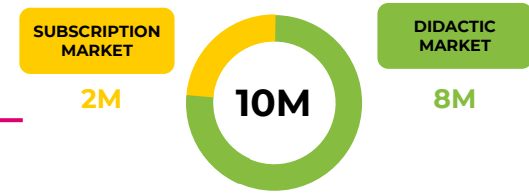
RECOVERY of the enrollment due to withdrawals during Covid

Hispanic LATAM same characteristics as the Brazilian subscription systems market. **ACCELERATED GROWTH** towards digital subscription systems models

GROWTH continues in the digital subscription systems market in Brazil

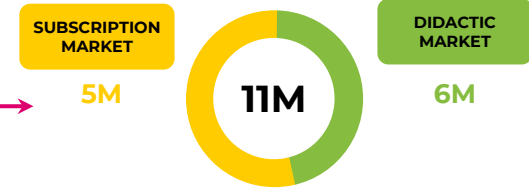
HISPANIC LATAM

2021



2025

+3M STUDENTS



20M STUDENTS +11%

(1) Estimated by Santillana

SANTILLANA PRIVATE: 2025 GOALS

B

STUDENT GROWTH

PRIVATE BUSINESS

BRAZIL

2021

4.7M



SANTILLANA STUDENTS

600K

2025

6M



SANTILLANA STUDENTS

905K

DIDACTIC MARKET TRANSFORMATION

+

CAPTURE OF COMPETITORS' CUSTOMERS

N° OF STUDENTS



2021

SUPPLEMENTAL

2025

10 K



1.2 M

HISPANIC LATAM

2021

2M



SANTILLANA STUDENTS

1.3M

2025

5M



SANTILLANA STUDENTS

2.5M

DIDACTIC MARKET TRANSFORMATION

BROAD BRAND PORTFOLIO BEING STRENGTHENED WITH SUPPLEMENTAL SOLUTIONS



Students in subscription models will grow substantially across all offerings due to the migration of the learning market

CONTENT & ED-TECH PLATFORM (B2B2C)

CORE SOLUTIONS

Multibrand, powered by technology platform delivering high quality content according to each student's profile

GLOBAL LEARNING SYSTEMS



FLEXIBLE LEARNING SYSTEMS



ENGLISH LEARNING SYSTEMS



SUPPLEMENTAL SOLUTIONS

Diversified solutions used both as core curricula and after-school content, transforming the school into the hub for all students' education needs

SUPPLEMENTAL SOLUTIONS



NETWORKS SPECIALISED IN GROWTH

D

COMMERCIAL NETWORK

PRIVATE BUSINESS

HUNTERS

TRANSFORM schools from the Santillana didactic market to subscription models

CAPTURE of competitors' customers

Proactive and **short-term tactical** vision



SPECIALISED COMMERCIAL NETWORKS



FARMERS

CREATE LOYALTY across more than 6,962 schools currently using subscription systems

INCREASE revenue within Santillana schools through **ARPU** (Upselling) and new sales with **Supplementals** (Cross-selling)

SPECIALIST and **COACHING** network with services for guidance and school improvement



Changing **PROFILES** taking on the transformation of the sales force

Changes in the **RETRIBUTIVE MODELS** for achievement of targets

TECHNOLOGY: BIG DATA AND AI TO IMPROVE BUSINESS QUALITY

DATA MANAGEMENT AND LEARNING ANALYTICS

COMPANY MANAGEMENT

- Analysis of **commercial campaigns**
- **HR**
- **Cost** optimisation and **speedy** decision making

IMPROVING THE TEACHING AND LEARNING PROCESS

- **Adaptive** and **personalised** learning
- Developing **AI** models to determine behavioural patterns

CUSTOMER RELATIONSHIP

- Customer **satisfaction**
- Customer **segmentation**



Improving **USABILITY** and **USER EXPERIENCE**



Being close to the **NEEDS OF FAMILIES**

ABILITY TO IMPROVE OUR PROFITABILITY

PRIVATE
BUSINESS

POST-COVID-19 Market

- **Recovery** to pre-covid market levels
- **Increased enrolment** in the private market
- Improved **purchase rates**

Increased REVENUE in the business

- **Increase ARPU** and improve profitability per customer
- **Transformation** to subscription + **upselling** + **cross-selling**

SCALABLE business MODEL

- **Technological solutions** and **portfolio** of scalable **products** and **services**

SYNERGIES in structure

- Ability to **improve costs of our structure and service business** business model **100% EdTech**
- The costs of the didactic model disappear

PRIVATE BUSINESS

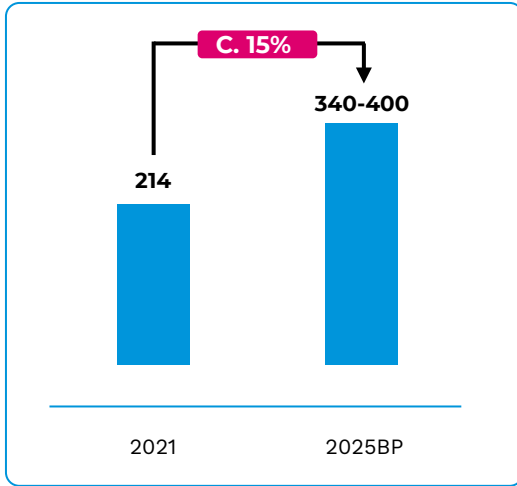
FINANCIAL HIGHLIGHTS



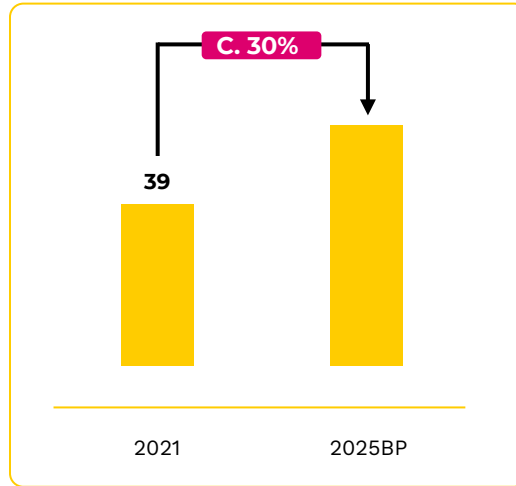
FINANCIAL HIGHLIGHTS

PRIVATE
BUSINESS

SALES (EURm)



EBITDA (EURm)



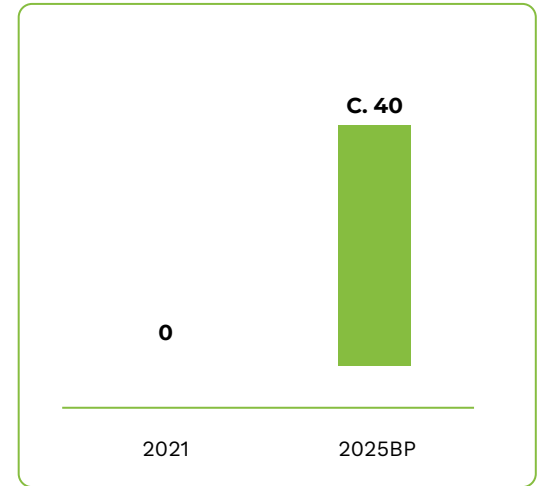
18.1%

27% - 29%

Margin (%)

C. CAGR '21-'25 (%)

CASH FLOW (EURm)



PUBLIC BUSINESS



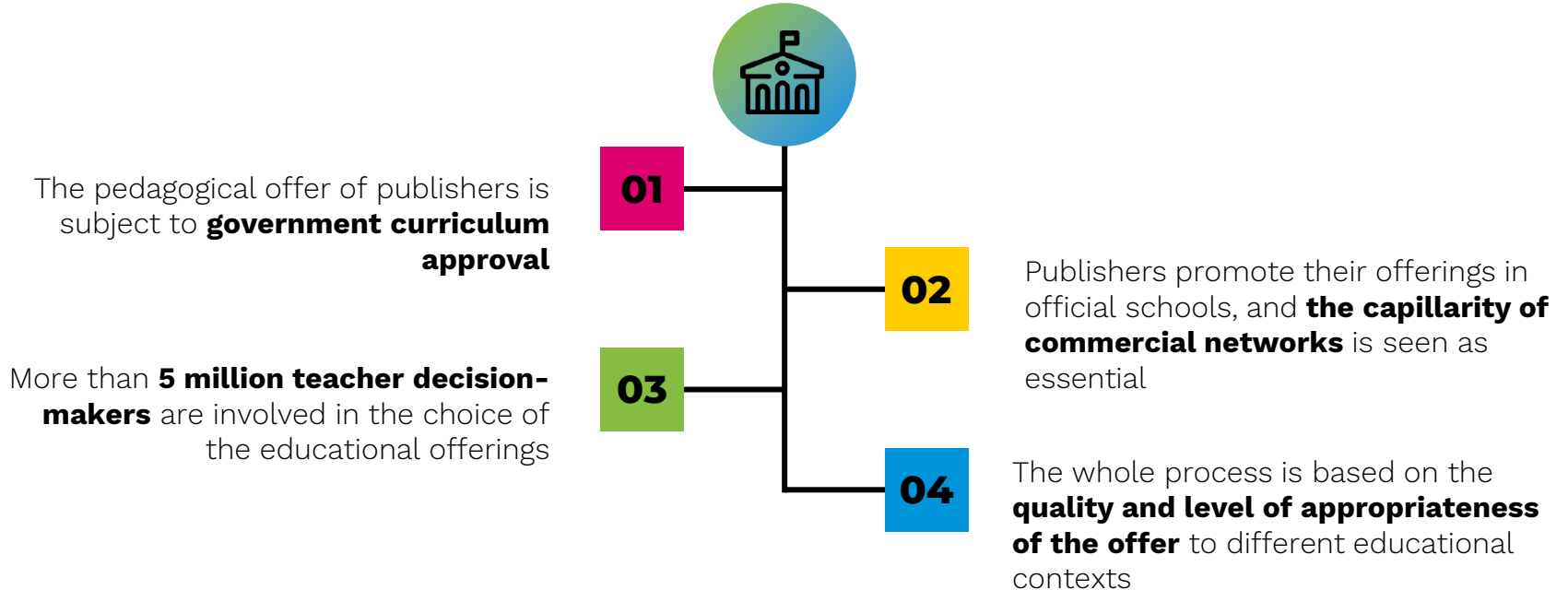
SANTILLANA, LEADER IN PUBLIC SALES



CLEAR AND TRANSPARENT PUBLIC SALES PROCESSES

PUBLIC
BUSINESS

How PUBLIC SALES WORK



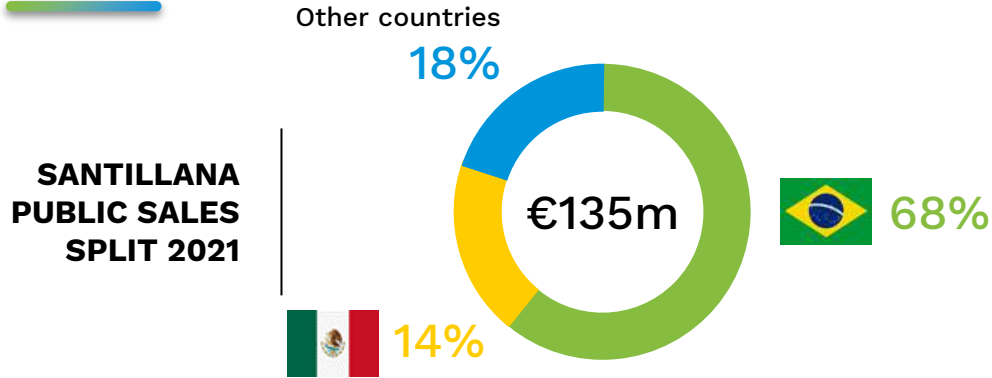
IMPACT =

100M STUDENTS

534k SCHOOLS

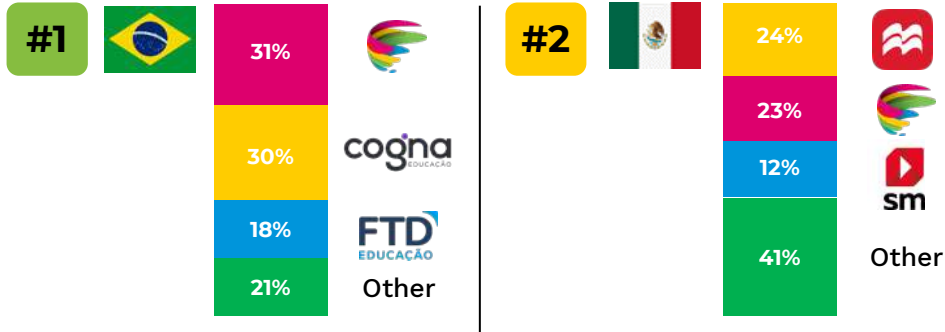
SUSTAINED LEADERSHIP POSITION IN PUBLIC BUSINESS

PUBLIC BUSINESS



≈ 80% OF PUBLIC SALES

MARKET SHARE (%) BY TOTAL REVENUES



WITH A STRONG COMMITMENT TO PUBLIC EDUCATION

**PUBLIC
BUSINESS**

FUTURE VISION OF **SANTILLANA**



The decisive commitment to the public market and continued **GROWTH** in public sales

Support in the inevitable process of **DIGITALISATION** of official schools, where Santillana is prepared and experienced

PROFITABLE market with high **CASH GENERATION**

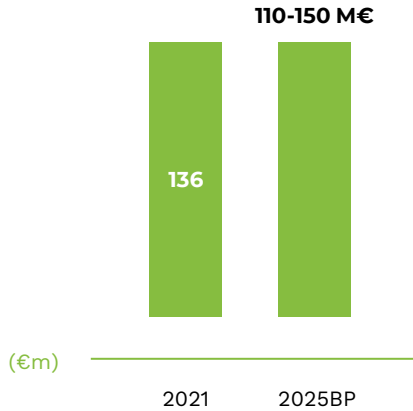
Continue to **GROW MARKET SHARE**

Santillana recognised as a **LEADING BRAND** and a **REFERENCE** as a supplier of products and services.

STABLE BUSINESS WITH HIGH CASH GENERATION

**PUBLIC
BUSINESS**

SALES (EURm)



EBITDA (EURm)	2021	2025BP
Margin(%)	22.3%	22%-24%

STABLE MARKET with public sales programmes more than 50 years ago

▼

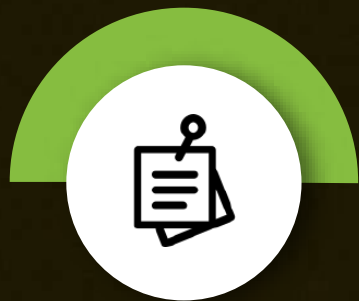
MARKET RESILIENT to central government changes...

...with **GROWING** public sale **INVESTMENTS**

▼



During the Covid 19 crisis, public sale plans were **STRENGTHENED** and Santillana improved its positioning



SANTILLANA IN 2025



SANTILLANA IN 2025



PRIVATE BUSINESS

EURm	2025
Sales	340-400
%EBITDA Mg.	27%-29%

- Key players in the **TRANSFORMATION** of the market to digital subscription models in LATAM
- With cutting-edge **TECHNOLOGY** and big data at the heart of decision making
- With the **MOST SATISFIED CUSTOMERS** in the market
- Increasing **PROFITABILITY** with a digital business

EURm	2025
Sales	450-550
EBITDA	>130
%EBITDA Mg.	>26%

FCF >60 M€

PUBLIC BUSINESS

EURm	2025
Sales	110-150
%EBITDA Mg.	22%-24%

- Leading a **PROFITABLE** market
- Prepared for the **DIGITIZATION** of public sales processes in the coming years

FINANCIAL OVERVIEW

DAVID MESONERO

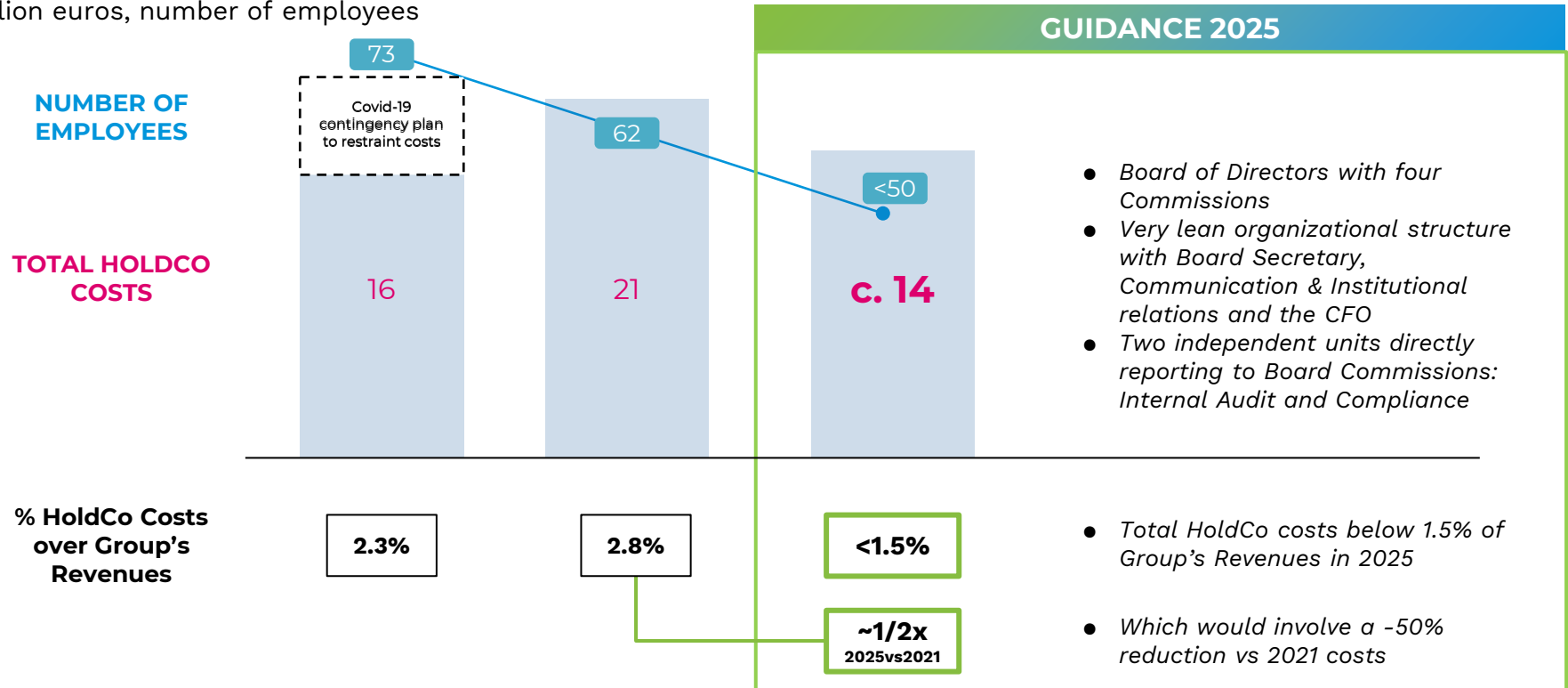
Grupo PRISA CFO



The streamlined Holding Company aims to cash flow growth maximization and balance sheet strengthening, with increasingly lower costs

Total HoldCo Costs and Headcount 2020-2021 vs 2025

Million euros, number of employees



GROWTH FUNDAMENTALS FOR 2025 ARE CLEARLY DEFINED

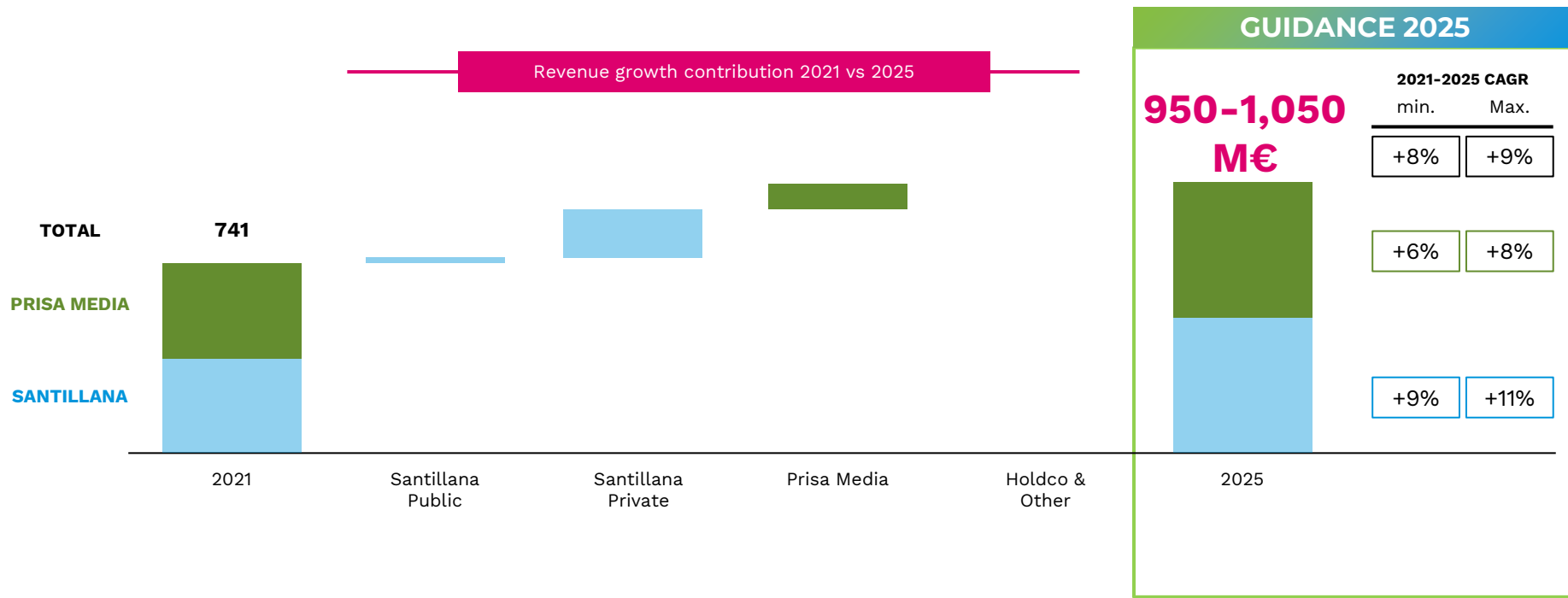


FOCUS ON
CASH
GENERATION
TO OUTPACE
YEARS OF
CASH
CONSUMPTION

- ❑ **Profitability** supported by improving operating leverage
- ❑ Enhanced **working capital** management
- ❑ Controlled **Capital Expenditure** to bolster digital transformation
- ❑ Sustained **financial strength**: cash generation increase and continuous debt reduction
- ❑ Resounding commitment with **sustainability and ESG** criteria

Revenues around 1,000 M€ in 2025, on the back of strong growth in both businesses...

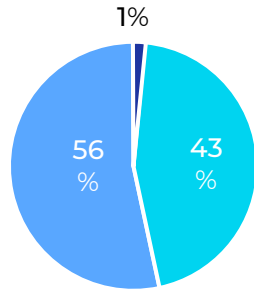
Total Revenues bridge
2021 vs 2025
Million euros



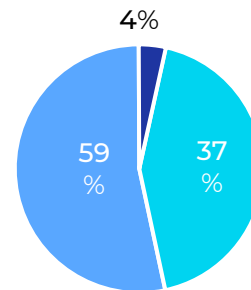
...with increasing digital contribution and higher international presence

Revenues by geography

2021

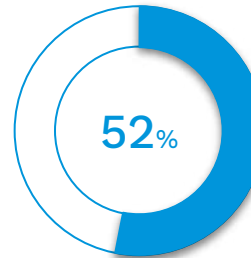
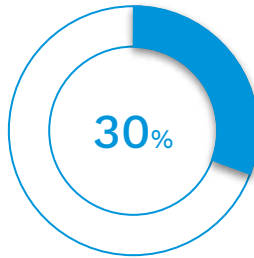


GUIDANCE 2025



- Growing contribution of revenues from USA and Latin America

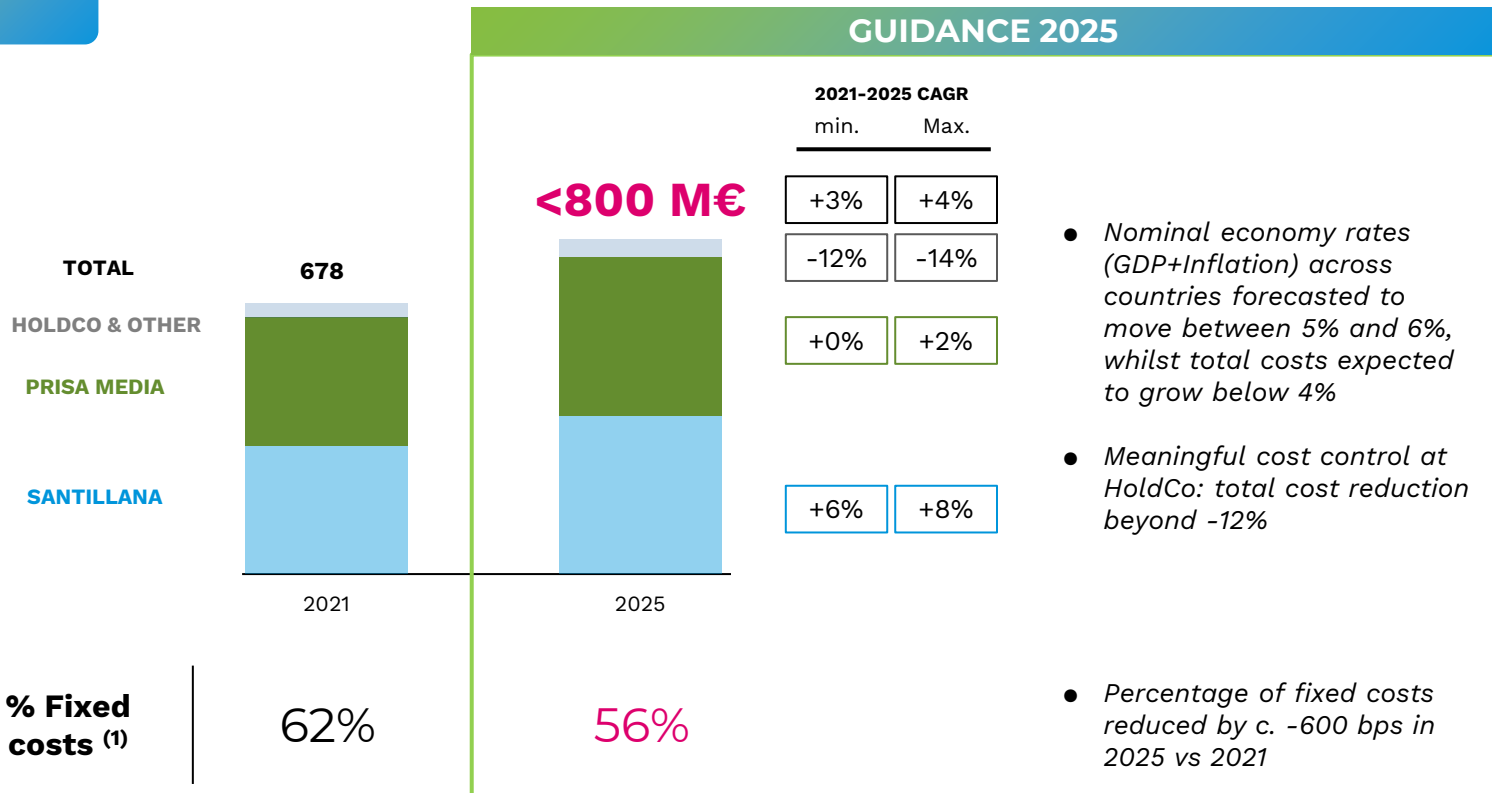
% Digital Revenues



- Learning systems, digital advertising and paywall expansion

Cost control initiatives will permit the Group to hold expenses growth below nominal economy rates

Total Costs 2021 vs 2025
Million euros



% Fixed costs ⁽¹⁾

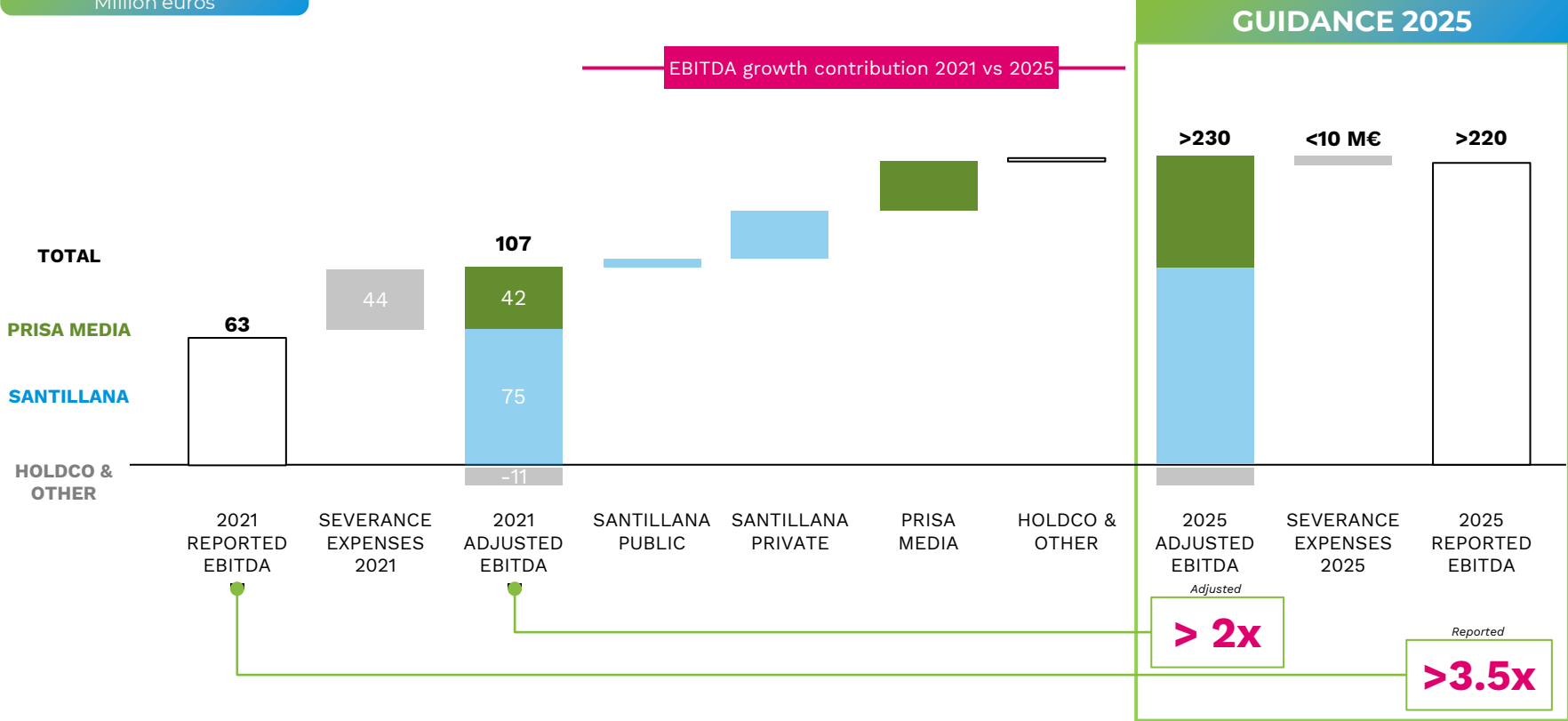
62%

56%

(1) All costs are included, except pure variable costs: industrial, commercial, circulation, events, promotions, commissions and copyright costs.

Revenue expansion and cost control to multiply EBITDA around 3.5x vs 2021

Total EBITDA bridge
2021 vs 2025
Million euros

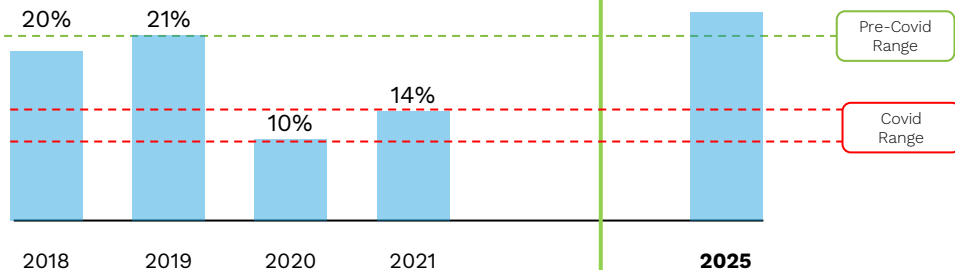


Group's EBITDA margin expected to overcome historical pre-Covid levels, estimating to reach >22% in 2025

Adjusted EBITDA margin
2018-2021 vs 2025
Percentage of Revenues

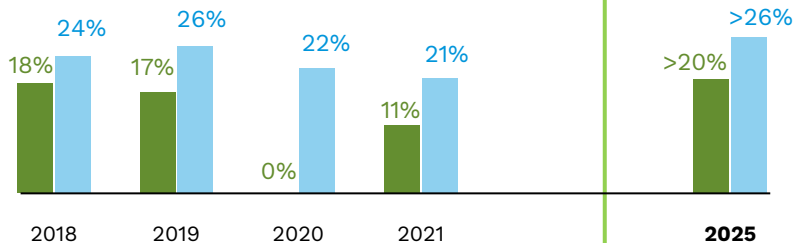
GUIDANCE 2025

TOTAL



- EBITDA margin to surpass historical pre-Covid levels, estimated to reach 22%-25% in 2025, on the back of:
 - Higher digital business contribution
 - Significant HoldCo costs reduction
 - Exhaustive cost control in the business units

PRISA MEDIA



- Prisa Media expected to exceed pre-covid EBITDA margin by c. +200 bps in 2025
- Santillana expected to surpass pre-covid margins in 2025

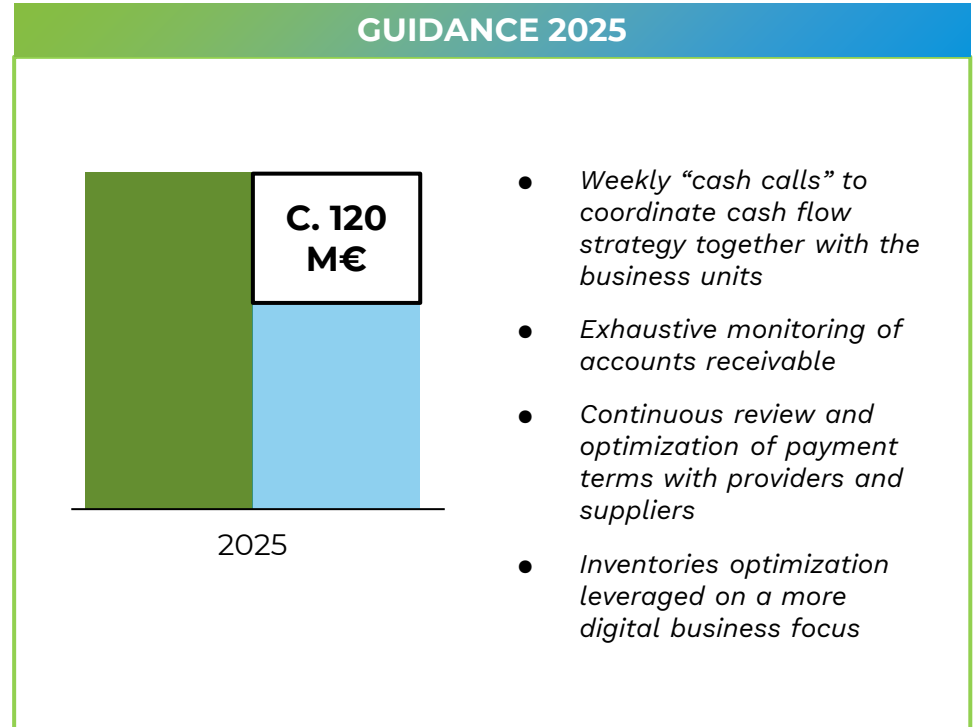
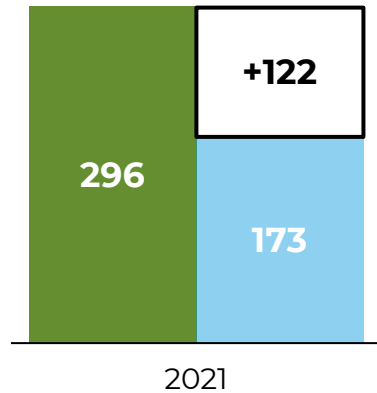
SANTILLANA

Enhanced management of working capital...

**WORKING
CAPITAL**

**CURRENT
ASSETS**

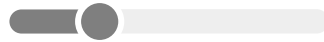
**CURRENT
LIABILITIES**



...to keep ratio to revenues below 12% despite important increase in sales

WC to
Revenue
Ratio

2021



>16%

GUIDANCE 2025



10% - 12%

- *WC to revenues ratio to achieve c. -500 bps reduction in 2025*
- *Long-term target: <10%*

Capex goals defined to enable growth, but exhaustively monitored to keep focus...

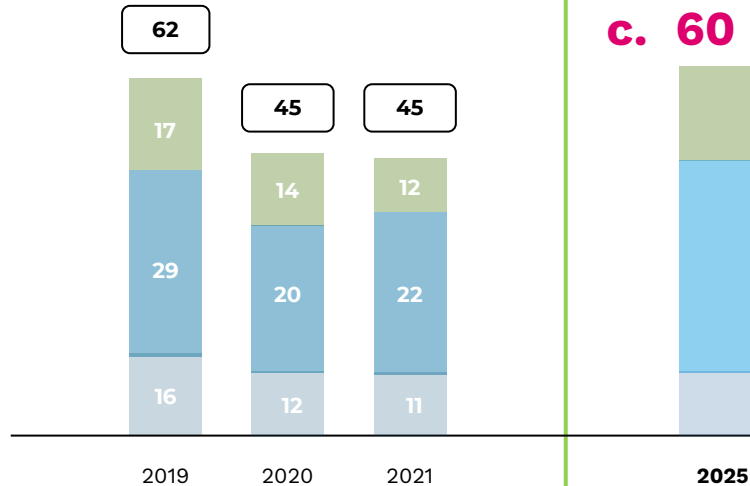
CAPEX 2019-2021 vs 2025
Million euros

TOTAL

Digital: Media & Santillana

Santillana Prototypes

Other non digital



GUIDANCE 2025

c. 60 M€

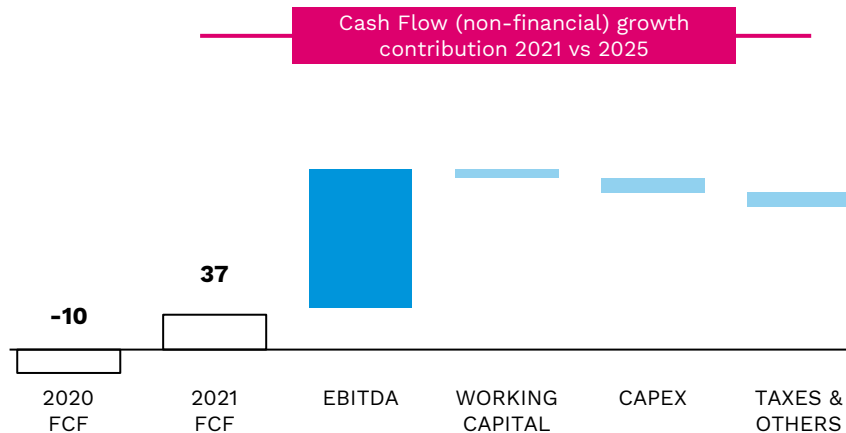
- *Recurring investment committees together with the business units to coordinate expenditure and cash flows*
- *Exhaustive monitoring of strategic investment projects (Capex committee)*
- *Overall investment aligned with amortizations over the period*

...with ratio to revenues around 6% despite relevant expected digital growth

	2019	2020	2021	GUIDANCE 2025
CAPEX to Revenue ratio	6.4%	6.5%	6.1%	~6% <ul style="list-style-type: none">Ratio CAPEX to revenue sustained around 6% with a 5% long-term target
% Digital CAPEX	27%	31%	27%	>33% <ul style="list-style-type: none">With increased focus on digital investments

Significant positive cash flow generation over the period, with c. 100 M€ FCF by 2025

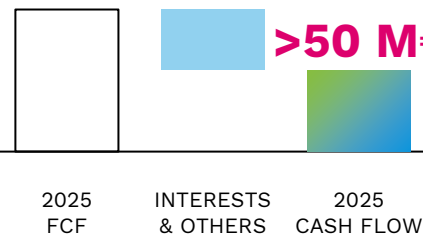
Cash Flow bridge
2021 vs 2025
Million euros



GUIDANCE 2025

>100 M€

>50 M€



- C. 50 M€ cash flow generation by 2025
- C. 300 M€ accumulated free cash flow 2022-2025
- C. 4 M€ average annual savings due to Madrid and Barcelona leases renegotiation

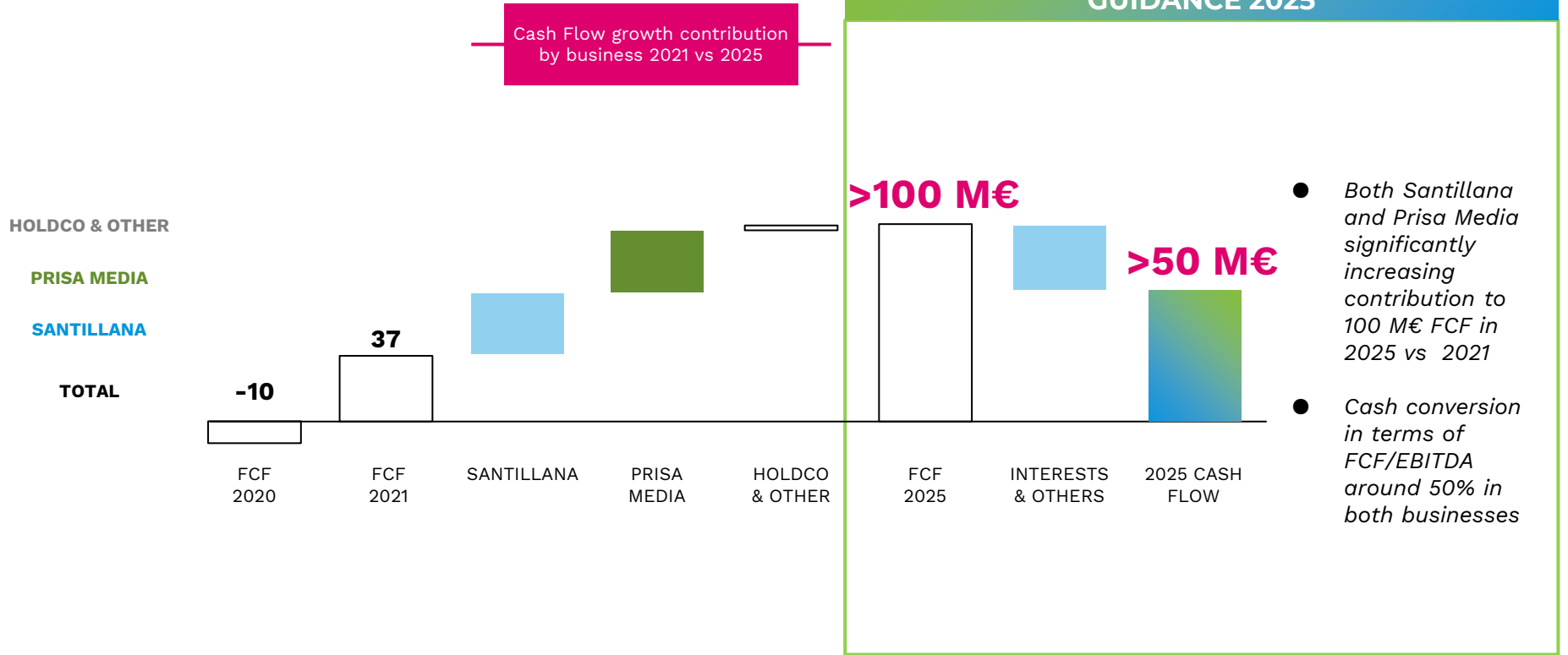
FCF/EBITDA conversion around 50% in 2025

	2020	2021	GUIDANCE	
FCF conversion (FCF / EBITDA)	<0%	35%	~50%	>50% LONG - TERM TARGET
Cash conversion (CF / EBITDA)	<0%	1%	~25%	~45%

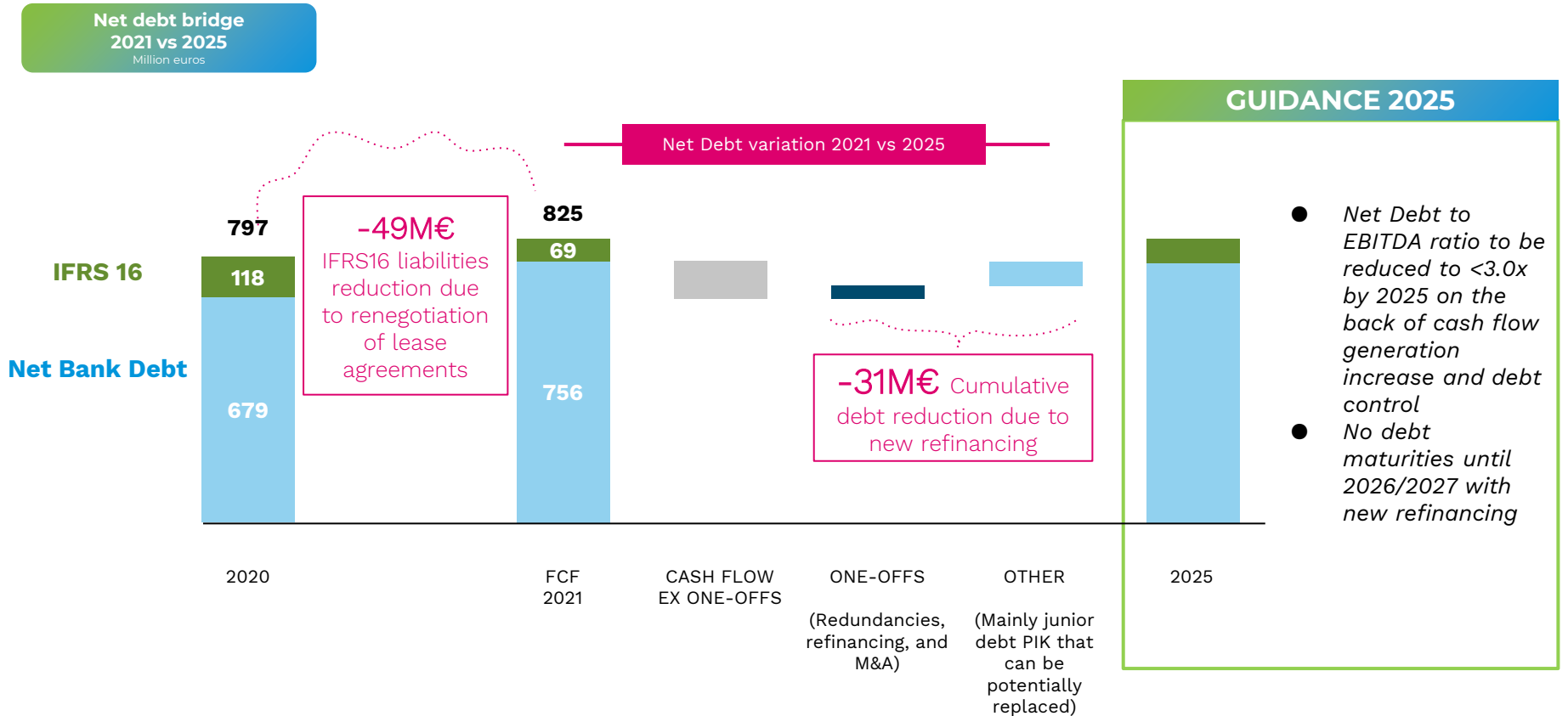
Santillana and Prisa Media increasing contribution to FCF growth

Cash Flow bridge 2021 vs 2025

Contribution by business - Million euros



Net Debt to EBITDA ratio reduction (<3.0x by 2025), with no debt maturity events over the period



Net Debt to EBITDA long term ratio <2.5x

	2020	2021	GUIDANCE	
			2025	LONG - TERM TARGET
Net Debt to EBITDA ratio	10.9x	8.0x	<3.0x	<2.5x
New Financing covenant		n.a.	~5.5x	Subject to changes. Covenant still under negotiation with lenders
Former financing covenant		11.0x	n.a.	Former potential breach of covenant in 2023 (4.25x)

GROUP'S SUSTAINED FINANCIAL STRENGTH: A VIRTUOUS CIRCLE SUPPORTED BY 3 KEY PILLARS

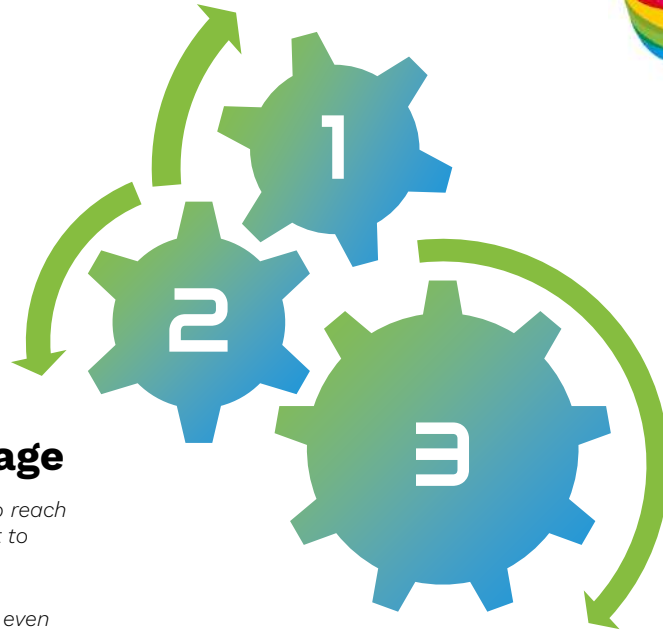


Adequate level of liquidity

- Despite focusing financial resources on growth, new refinancing framework (expected 2022) together with successful renegotiation of leases (2021) allows to maintain enough liquidity over the period
- With also additional potential upsides such as a potential senior and junior debt replacement

Lower financial leverage

- Better results in the businesses allow to reach much lower (thus, sustainable) net debt to EBITDA ratios
- Which could also may lead to potential even better financing scenarios



Digital Growth financing

- Funds allocated for digital business growth besides debt servicing return better business performance and subsequent better results and cash generation
- Which feeds back this financial strength virtuous circle for the Prisa 2025



**Reinforced commitment with
sustainability and ESG criteria**

COMMITMENT WITH SUSTAINABILITY AND ESG CRITERIA

ESG governance improvement

- Sustainability committee created within PRISA's board of directors
- Sustainability ESG meeting on a monthly basis lead by CFO

100% renewable energy consumption in Spain



Gender equality increase

- 35.7% female directors, above the CNMV's Good Governance Code recommendations

Sustainability in financing

- Finance for growth along with sustained Financial strength over the period
- 3bps margin incentive linked to 2 ESG KPIs in the new debt refinancing

SIGNIFICANT ACHIEVEMENTS IN 2021, THAT CONTINUE IN 2022

A stronghold to **boost sustainability** in 2021:



Increasing commitment with new **sustainability projects** in 2022:



AND AMBITIOUS TARGETS TO BE INTENSIVELY PURSUED: 11 ESG GOALS TO SUPPORT THE PRISA 5 MAIN STRATEGIC SDGS



GUIDANCE 2025



Create and distribute content that contributes to sustainable development
Promote sustainable development in educational projects



Promote women in managerial positions
Increase gender equality in management board



Increase advertising contribution to social and cultural institutions
Improve talent management



Persistent Greenhouse Gas Emissions reduction
Minimize environmental impact produced by paper consumption



Promote ethical behavior in PRISA
Promote professional ethics in supply chain
Ensure data privacy and security

Social KPIs considered for overall ESG-linked financing



KEY TAKEAWAYS

JOSEPH OUGHOURLIAN

Grupo PRISA Chairman



SUSTAINABLE GROWTH GUIDES THE NEW PRISA

2025 GUIDES



TOP LINE GROWTH

~1,000 M€
Revenues



MARGIN EXPANSION

22%-25% EBITDA
margin



**CASH FLOW
GENERATION**

~300 M€
accumulated FCF
(Cash conversion:
~50% FCF/EBITDA)



DIGITIZATION

52% of digital
revenues

KEY TAKEAWAYS

01

Strong fundamentals of the businesses with a clear strategic approach

02

Focus on sustainable growth with capital allocation to bolster digital transformation

03

Committed to delivery

04

Robust social approach

For the first time in the Group's history, we present a business plan for the next 4 years offering guidance to meet



PRISA

CAPITAL MARKETS DAY

2022

APPENDIX



Key Brands around EL PAIS

Economy & Finance **CincoDías**

Lifestyle **ICON**

EL PAÍS
SEMANTAL



Geographical Presence



International
Digital Audience (000)

+180k

paid subscriptions as
of Jan '22

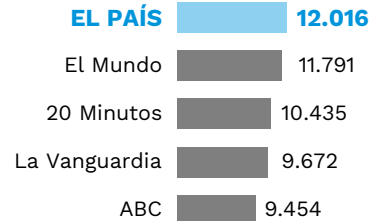
#1

News platform in
Spain

OVERVIEW

- **Largest global news platform in the Hispanic market**, with newsrooms in Spain (Madrid & Barcelona), Mexico and Colombia
- **Leading the digital subscription news provider in the Spanish market**, w/ >180k subscriptions
- **Strong diversified value-offer** w/ a wide portfolio of profitable brands

Digital – Monthly Audience



Press - Average Daily Audience



Key Brands around EL AS

Video Sports Content



Video Games Content



Geographical Presence



International Digital Audience (000)



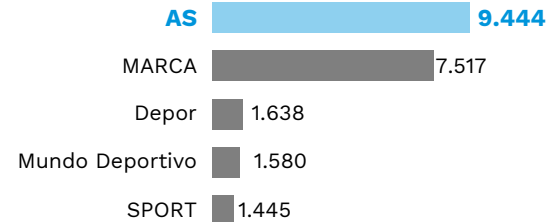
OVERVIEW

- **Global Ibero-American leading sports newspaper**, with nine different editions across Spain, LatAm and USA (in English and Spanish)
- **Long term partnerships with key sports associations** (e.g. Mediapro, DAZN), enabling high value unique content
- **Strong entertainment product diversification:** Meristation (leading video gaming magazine), As TV (sports videos platform)

Digital – Monthly Audience

#1

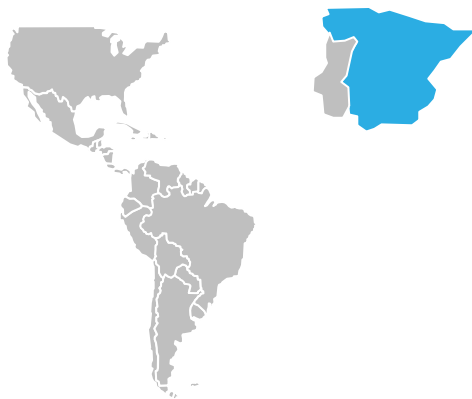
Sports platform for the Spanish speaking public



Key Brands around Cadena SER



Geographical Presence



+24M

Monthly audio downloads

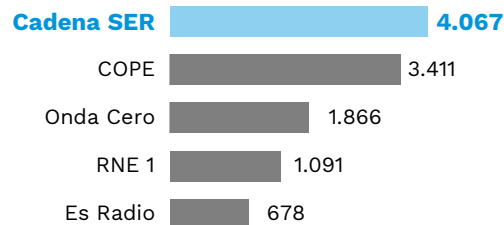
+1,6M

Monthly digital listeners

OVERVIEW

- **Leading news & information radio brand in Spain**, >4M daily users
- **Premium radio programs with multiple genres and renowned commentators:** news, sports, comedy, leisure among others
- **Strong digital presence and product development:** new 'Audio First' web in Jan '22, friendly picture-in-picture streaming audio player, podcast products and recommendation features, etc.

Radio – Daily Reach



LOS 40 AND THE REST OF MUSICAL RADIO BRANDS LEAD THE SPANISH MARKET, WITH STRONG PRESENCE ACROSS LATIN AMERICAN COUNTRIES

Key Brands around LOS 40



Geographical Presence



International Digital Audience (000)

+20,6M

Monthly digital streaming hours

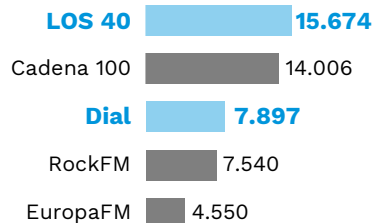
+3,0M

Monthly digital listeners

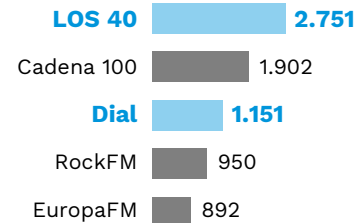
OVERVIEW

- **Spanish leading (#1) music radio** w/ strong presence across LatAm countries
- **Diversified into producing live music events; concerts and festivals**, with presence in multiple countries
- **Reinforced digital audio distribution** agreements and developments **with multiple platforms** (Amazon Alexa, Google Home, Sonos, Tunein), **as well as owned media channels** (webs, apps, and cross Prisa Media)

Digital – Monthly Audience



Radio – Daily Reach



IN COLOMBIA, PRISA MEDIA HAS DOMINATING MARKET POSITIONS IN MANY DIFFERENT GENRES, AS WELL AS LEADING THE NATIONAL RADIO MEDIA REACH



MARKET POSITION BY GENRE/FORMAT

DAILY REACH

#2

General Music

1,9M

#1

News/talk radio

1,5M

#2

News/talk radio

1,1M

#1

Romantic

1,1M

#1

Rock

538K

#3

Youth

472K

#4

Youth

156K



MARKET POSITION BY GENRE/FORMAT

DAILY REACH

CORAZON
101.3

#1

General Music - Latin Music

541 mil

radio
imagina
88.1fm

#3

General Music - Latin Hits. Adult Radio

526 mil

RADIOACTIVA

#1

General Music/Urban

517 mil

PUDAHUEL
La Radio de Chile 90.5

#4

Romantic. Adult woman Radio

407 mil

C
CONCEPTO

#5

Pop/Rock Music - Hits 80, 90.

361 mil

FM DOS

#1

Latin/ romantic/ Young woman

358 mil

FUTURO

#3

Classic Rock. Male audience

331 mil

Los 40

#2

Youth

300 mil

ADN 91.7

#6

News/talk radio

297 mil

ROCK & POP

#10

Pop/Rock. Greatest Classic Rock/Pop

295 mil

IN MEXICO, PRISA MEDIA HAS STRONG PRESENCE IN MANY OF THE KEY MEXICAN GENRES, COMBINING NATIONAL AND LOCAL CONTENT IN ITS VALUE-ADDED OFFER



MARKET POSITION BY GENRE/FORMAT

DAILY REACH



La Ke Buena

#2

Regional Mexican

1,8M

Los 40

#2

Youth Pop

1,6M

(W) RADIO

#1

News

909K

**(W) DEPORTES
730 AM**

#10

Sports

151K

**VOX
Love Station**

#2

Spanish Catalogue

62K

**Radio Gatinos
760 AM**

#1

Ranchero (local Mexican genre)

23K



PRISA

CAPITAL MARKETS DAY

2022