

Daily Mail and General Trust plc

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## DMGT is ...

- One of the leading UK media companies
- Constituent of FTSE 100
- Increasingly international and diversified away from UK newspapers

BUT...

- We are a little different!

# Family Controlled with Split Share Structure

	<u>Voting</u>	<u>Non-Voting</u>	<u>Total</u>
<b>Total</b>	<b>5%</b>	<b>95%</b>	<b>100%</b>
<b>Family</b>	<b>88%</b>	<b>26%</b>	<b>29%</b>

Last equity issue in 1931

Structure unlikely to change voluntarily!

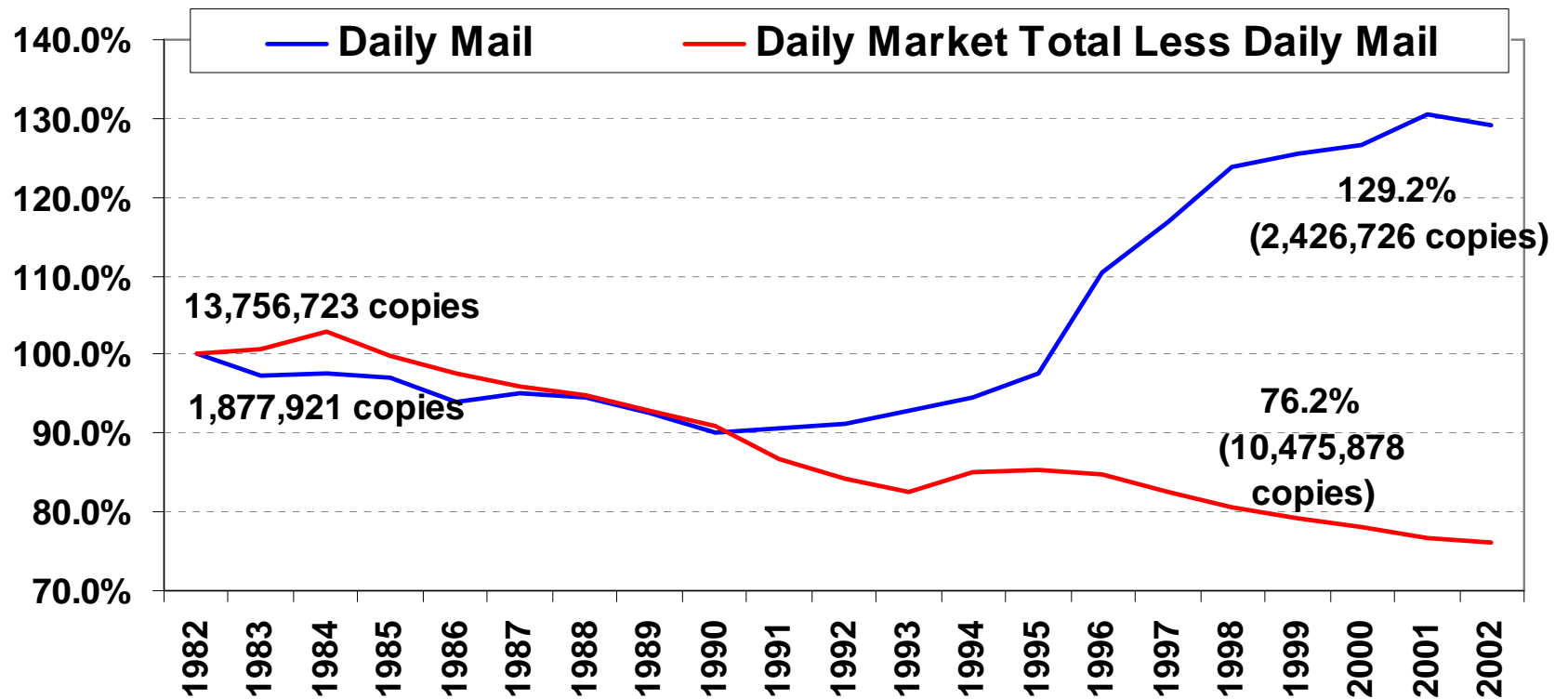
## As a result ...

- Long term view (generational!)
- Shareholder value is primary
- P & L is secondary
- Objective to increase dividend progressively
- Debt financing provides discipline

# Broad strategy

- Continue to invest in strong core newspaper businesses

# Daily Mail Circulation



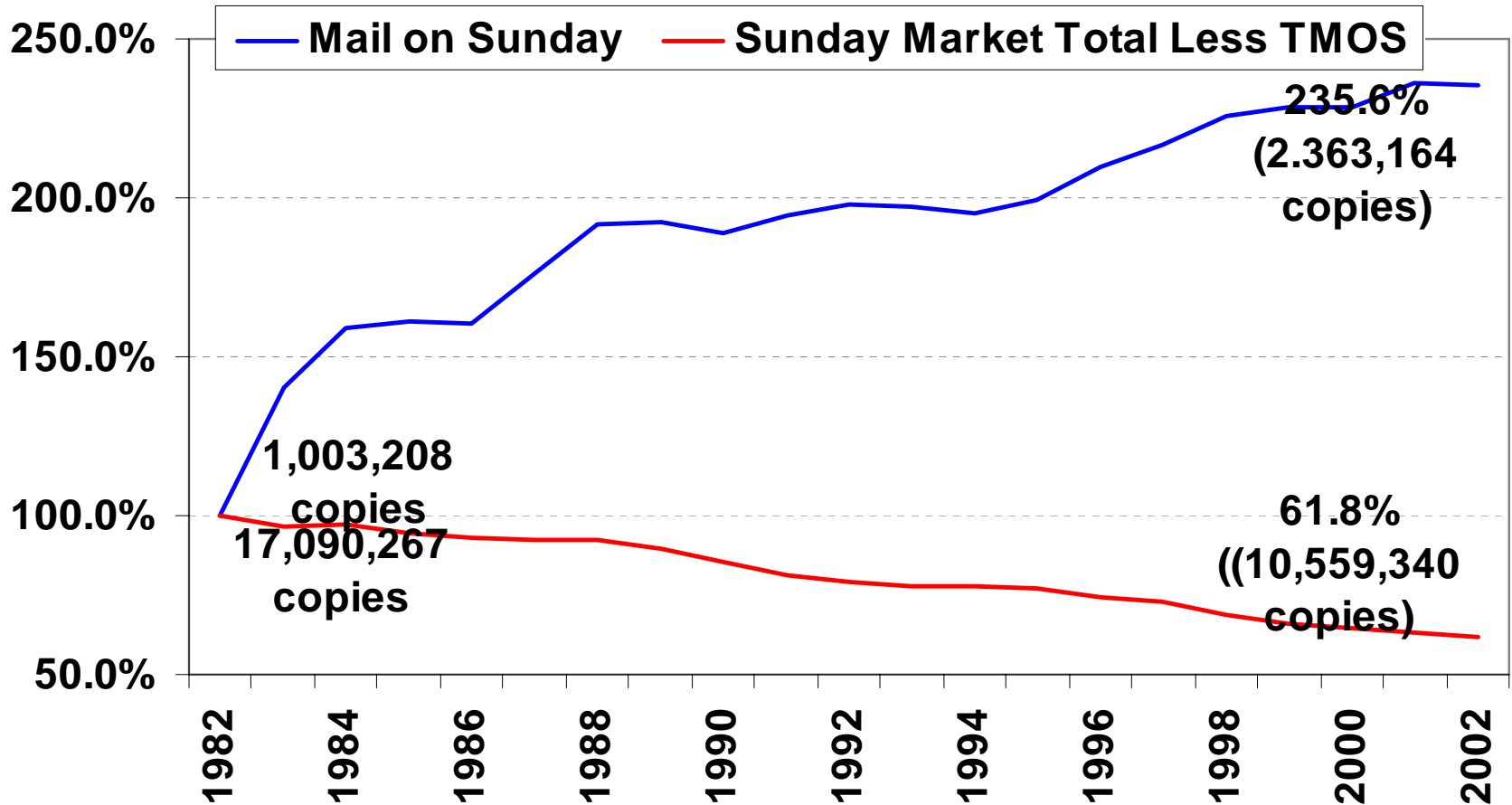
13,756,723 copies

1,877,921 copies

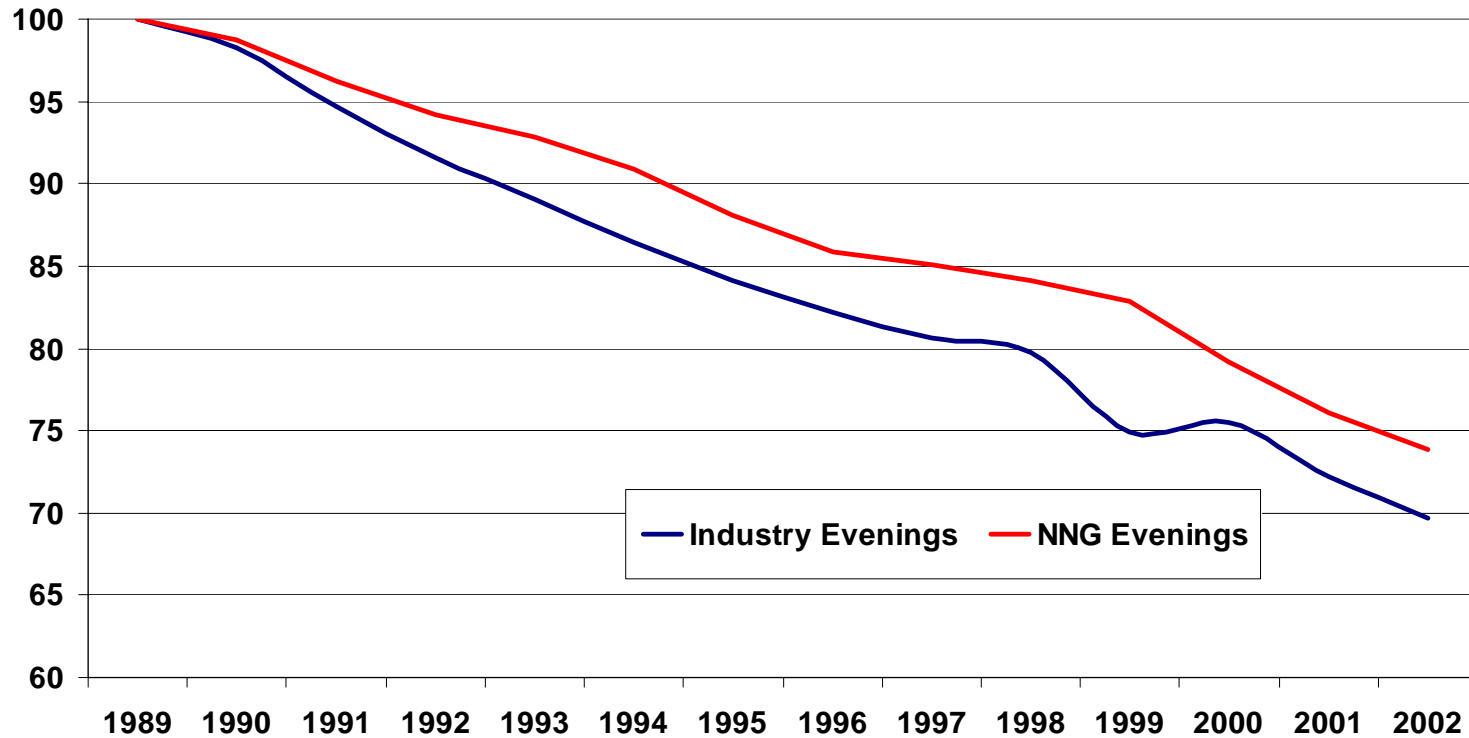
129.2%  
(2,426,726 copies)

76.2%  
(10,475,878  
copies)

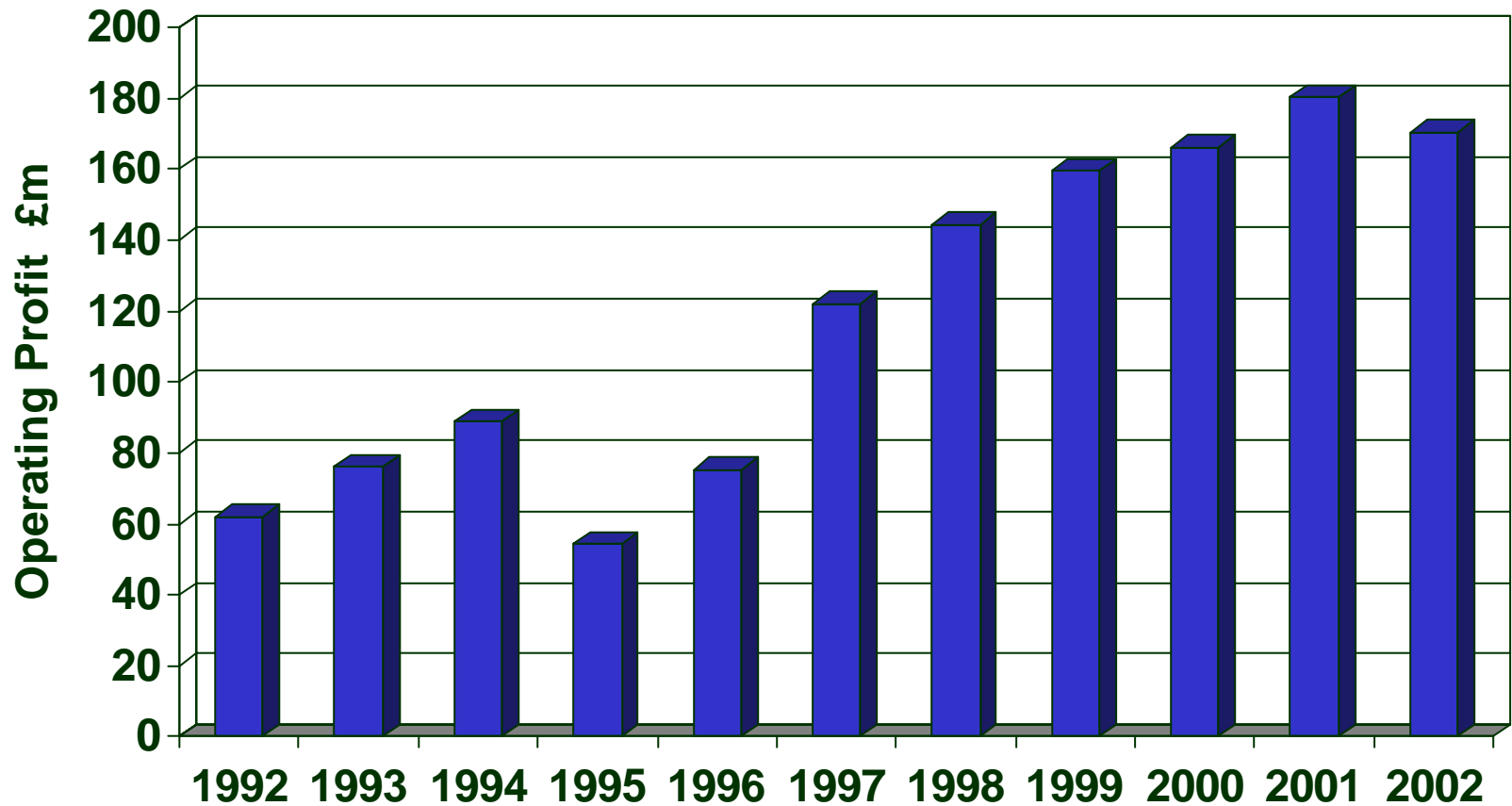
# Mail on Sunday Circulation



# Northcliffe Newspapers Evening Titles Circulation performance vs Industry Evenings (1989 = 100)



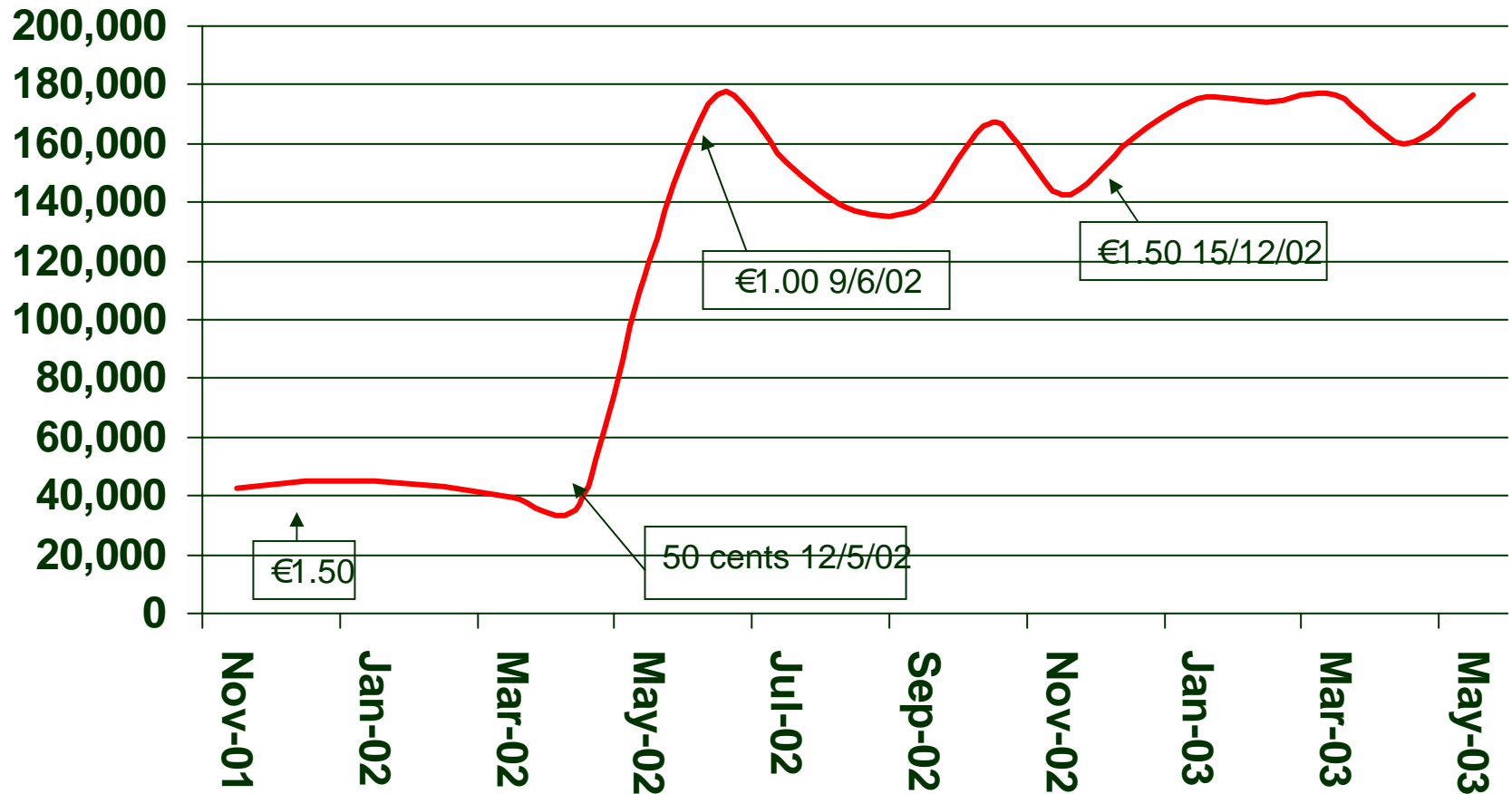
# History of newspaper profitability 1992 - 2002



# Continued investment in newspaper businesses

- Press expansion
- Margin improvement
- Product expansion (e.g. Metro, Ireland on Sunday, Loot)

# Ireland on Sunday Circulation

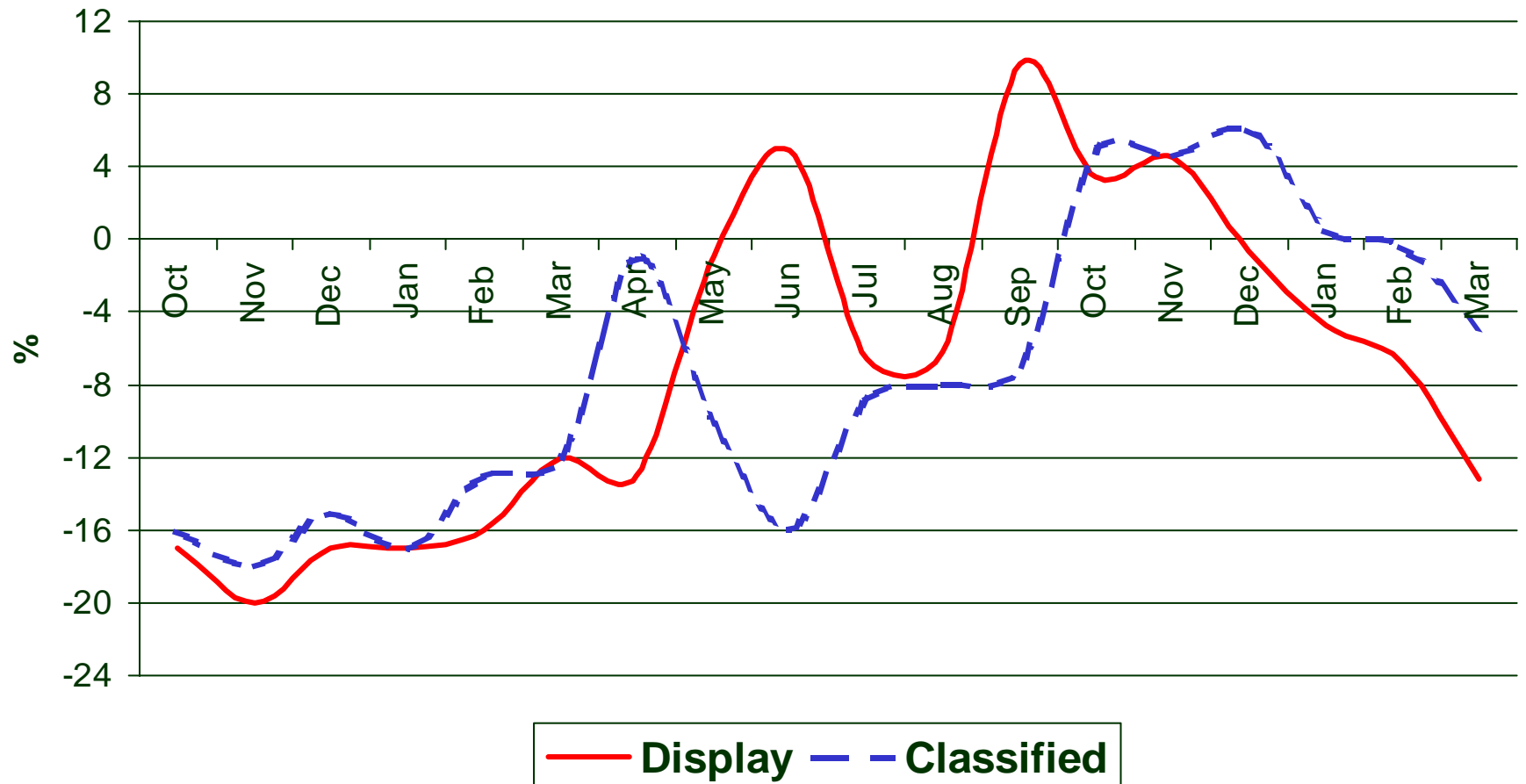


We remain subject to the vagaries of :

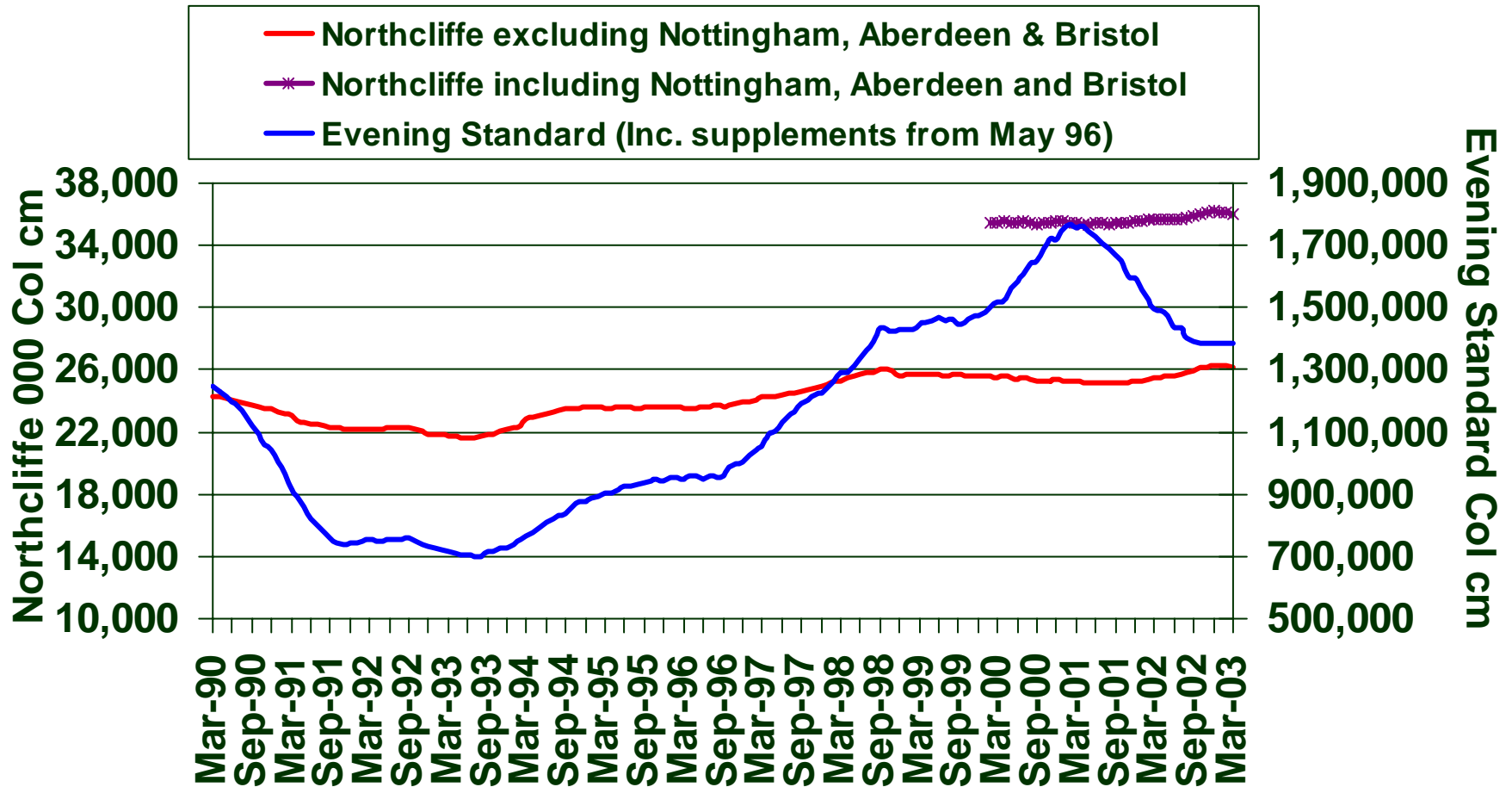
- Advertising cycle
- Newsprint prices
- Competition
- Regulation

# Associated Newspapers

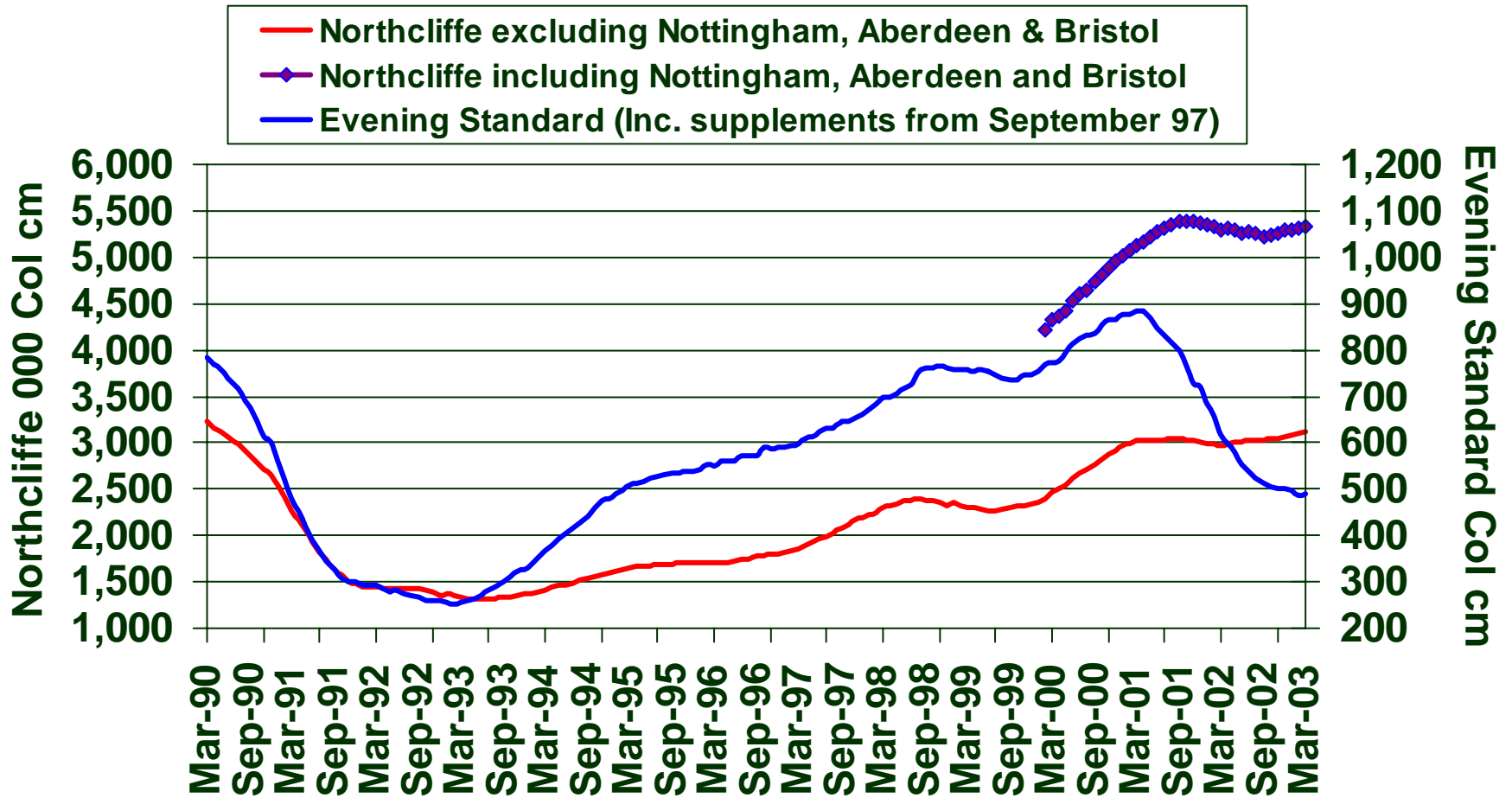
## Advertising revenue: Monthly Y-o-Y Total %



# Classified Total Volumes Moving Annual Totals



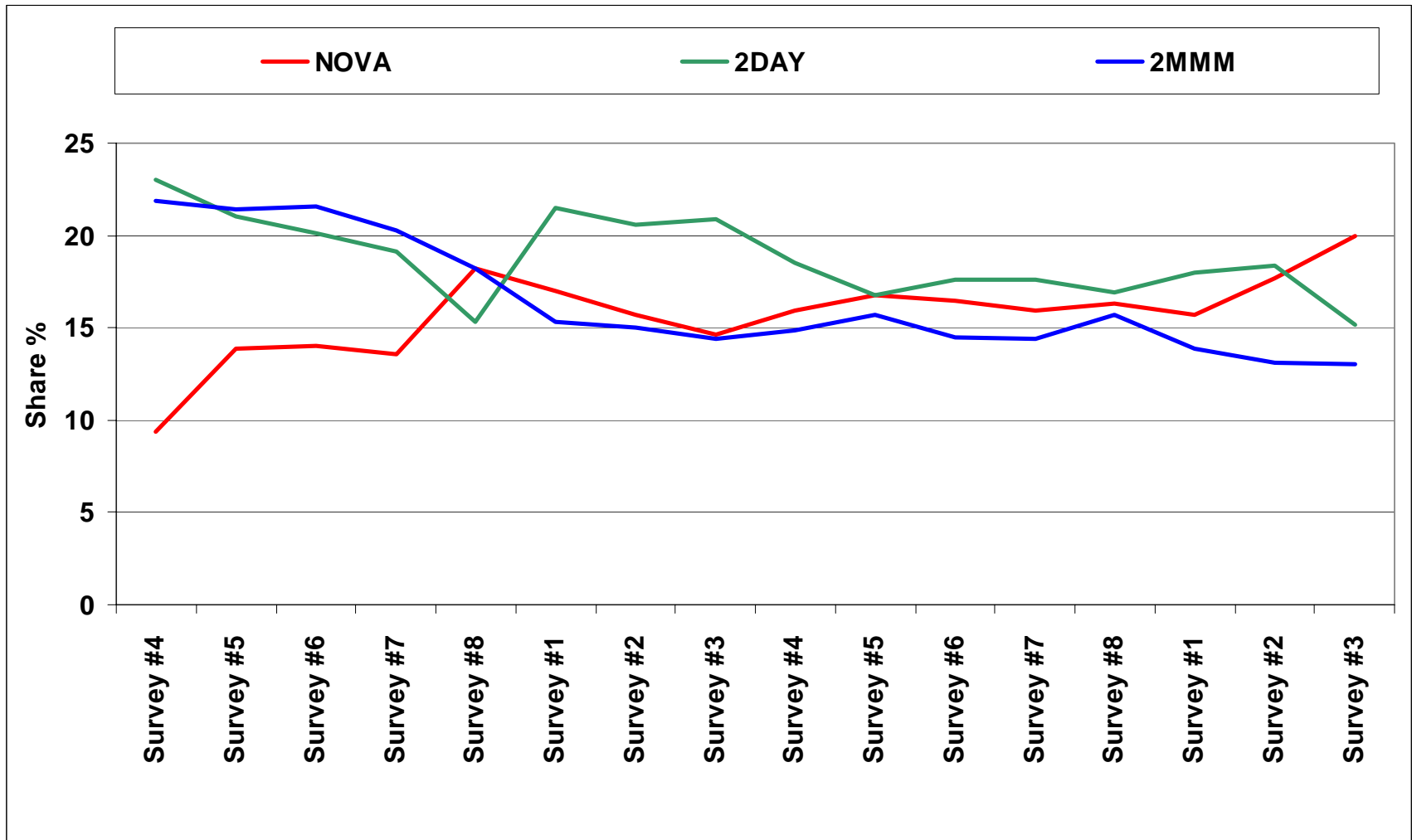
# Classified Employment Volumes Moving Annual Totals



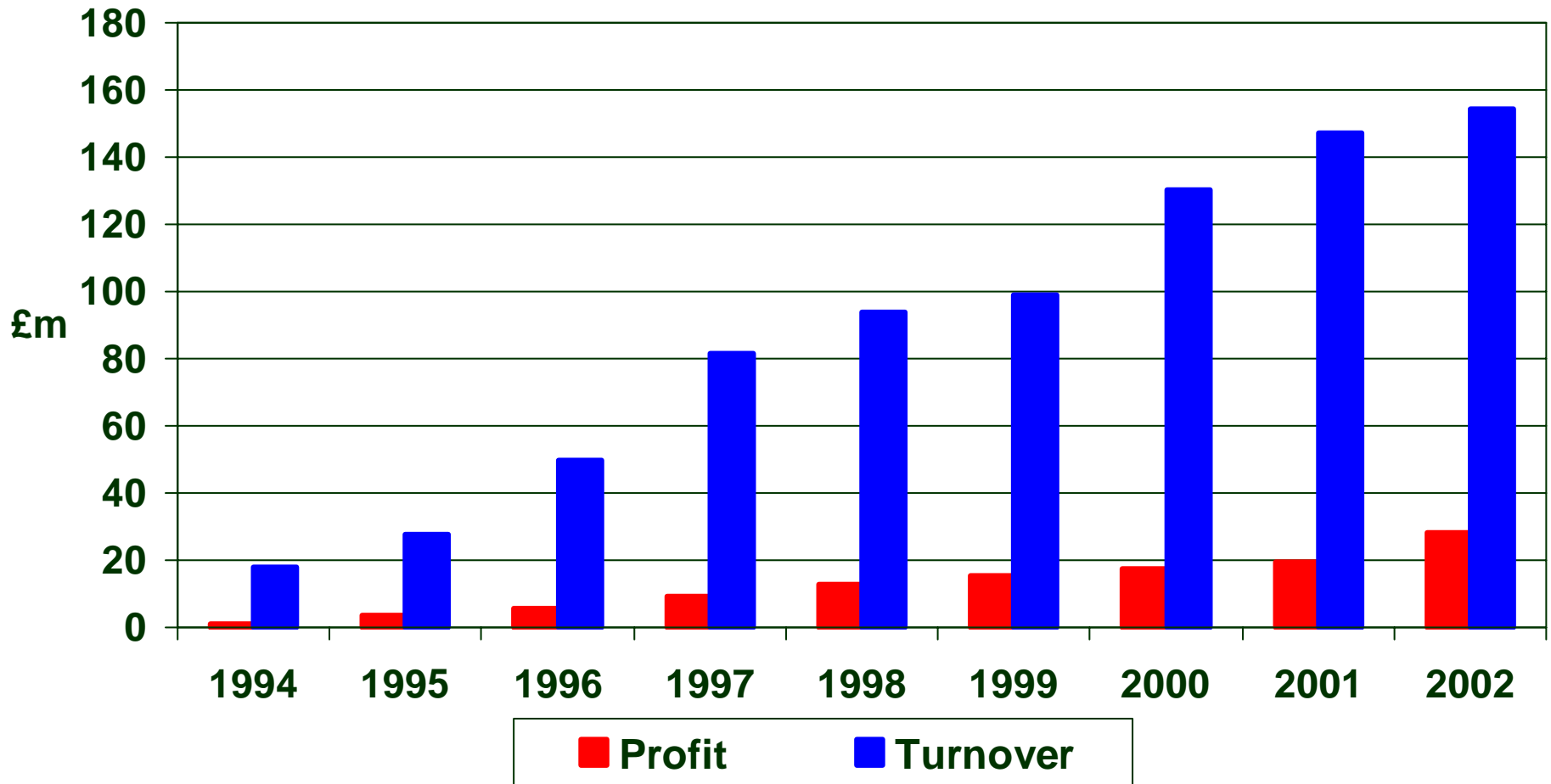
## Broad strategy

- Develop and grow new divisions in favoured media sectors:
  - Geographic diversification
  - Product diversification
  - Non-regulated areas
  - Less advertising dependent

# Sydney Radio Ratings Age 18-39 2001 - 2003

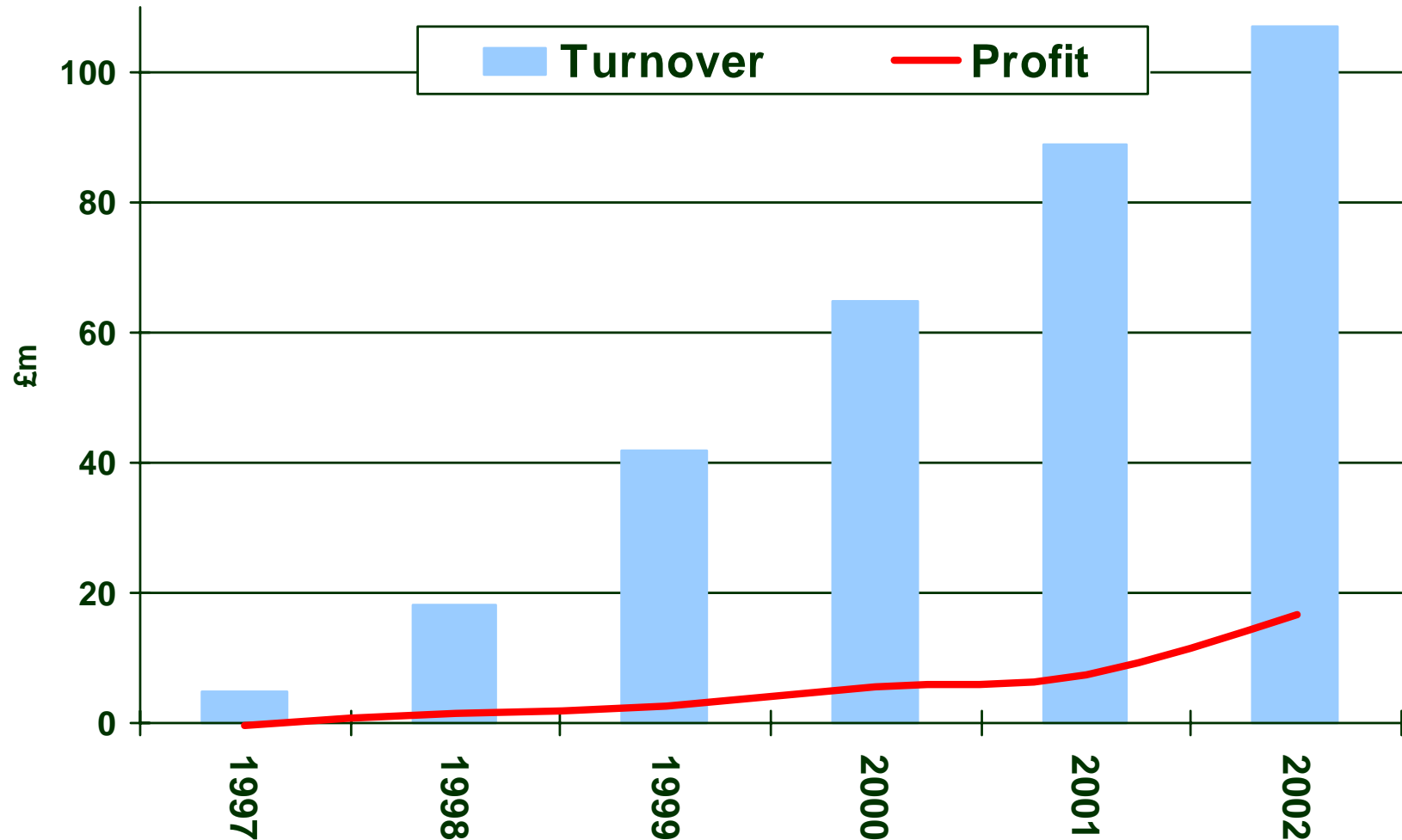


dmg world media  
Turnover and Pre-tax profit  
1994 – 2002



# DMG Information

## B-to-B Turnover & Profit



# Our position today

- Broad strategies are intact
  - Core businesses strong
  - Newer divisions' profits growing
  - Lots of internal growth
  - Debt level comfortable

# The future

- Continued investment in products
- Maintain appropriate level of gearing
- Need to choose in which media sectors to deploy surplus cash
  
- In summary, more of the same

**END**

[www.dmgt.co.uk](http://www.dmgt.co.uk)