# Creating a Premier Real Life Entertainment Company

July 31, 2017





### Cautionary Statement Concerning Forward-Looking Projections

This presentation contains certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on current expectations, forecasts and assumptions that involve risks and uncertainties and on information available to the Company as of the date hereof. Discovery's actual results could differ materially from those stated or implied, due to risks and uncertainties associated with its business, which include the risk factors disclosed in its Annual Report on Form 10-K filed with the SEC on February 14, 2017. Scripps' actual results could differ materially from those stated or implied, due to risks and uncertainties associated with its business, which include the risk factors disclosed in its Annual Report on Form 10-K filed with the SEC on February 24, 2017. Forward-looking statements include statements regarding Discovery's and Scripps' expectations, beliefs, intentions or strategies regarding the future, and can be identified by forward looking words such as "anticipate," "believe," "could," "continue," "estimate," "expect," "intend," "may," "should," "will" and "would" or similar words. Forward-looking statements in this release include, without limitation, statements regarding investing in our programming and strategic growth initiatives. Discovery and Scripps' expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein to reflect any change in Discovery's or Scripps' expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

### **Transaction Highlights**

#### Offer Terms

- Discovery to acquire Scripps at a transaction value of \$14.6 billion
  - Scripps shareholders to receive \$90.00 per share comprised of \$63.00 per share in cash and \$27.00 per share in Class C shares of Discovery stock based on closing price at 21-Jul-2017
  - Stock portion subject to collar between \$22.32 and \$28.70
- 34% premium to Scripps unaffected closing share price of \$67.02 on 18-Jul-2017
- Funded 70% cash and 30% equity
- Post closing, Scripps' shareholders will own 20% and Discovery shareholders will own 80%

### Value Creation

- Accretive to both Adjusted EPS and Free Cash Flow in first year after close
- Significant revenue upside opportunities
- Estimated \$350M of annual run-rate cost synergies by 2019, with 50% ramp starting in 2018
- Strong combined EBITDA and cash flow generation
- Commitment to investment grade rating and rapid debt paydown

# Transaction Highlights (cont'd)

# Approvals & Closing

- Transaction is subject to approval by Discovery and Scripps' shareholders, regulatory approvals, and other customary closing conditions.
- Transaction expected to close early FY2018
- John C. Malone, Advance/Newhouse Programming Partnership and Scripps Family Shareholders representing an overwhelming majority of common voting shares of Scripps have entered into voting agreements to vote in favor of the transaction

#### Governance

- Ken Lowe is expected to join Discovery's Board of Directors following the close
- Discovery's Board would expand to 12 members

# Compelling Strategic Rationale

- Creates Premier Portfolio of Owned/Controlled IP in Real Life Entertainment
- Opportunity to Deliver Global Strategic Synergies, including Estimated \$350M Cost Savings
- 3 Significant Upside Potential to Extend Scripps Brands Internationally
- 4 Accelerates Digital/Mobile Innovation and Rollout
- Robust Free Cash Flow to Lead to Balance Sheet Flexibility

# A Leader Across Key Demos







# Significant Portfolio of Owned/Controlled IP

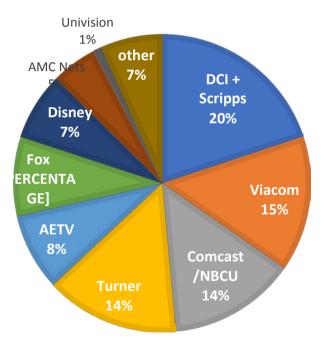
Combined company to produce nearly 8,000 hours of original programming annually, with library of 300,000 hours of content





# 20% Share of P25-54 Ad-Supported Viewership

Portfolio Shares of P25-54 in Primetime of Ad-Supported Cable C3



### **Combined Audience Share (ad supported C3)**

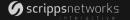
21.6% of W25-54 Primetime

19.2% of P2+ Primetime

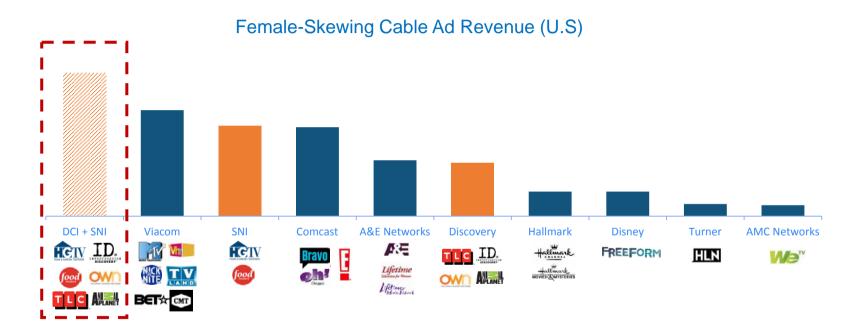
18.8% of P25-54 Total Day

Source: Nielsen, 1H17, Prime, Cable Networks





# A Leading Media Company in Women's Demo



Notes: 2017 Ad Revenue based on SNL Kagan estimates. Female-skewing nets defined as demos 18+ with female viewership 55%+ for Q1'17; includes networks with P18+ delivery greater than 200k; excludes Nickelodeon, GSN, and INSP; Top 25 Nets by W 18-54 2016 Prime delivery include both male and female-skewing nets (e.g. include ESPN and Discovery Channel)





# Combination Creates New Opportunities for Advertisers

Combining Scripps digital scale with Discovery assets creates more effective digital and linear platform for advertisers

- Opportunity to share optimization strategies to deliver improved campaign effectiveness and return for advertisers, as well as better monetization for Discovery
  - Opportunity to lift Discovery Power Ratio of 0.80 vs. Scripps' 1.10
- Combined data expertise and strong short form/digital scale will offer a compelling proposition to buy targeted audiences across platforms
  - Significantly scaled database allowing advertisers to buy guaranteed audience with stronger ROI
  - Expand Discovery Engage (data product already activated in 5 categories) combining 1<sup>st</sup> party and 3<sup>rd</sup> party data to guarantee audience targeting and deliver ROI measurement; recent programs delivering outstanding results
- Combining Scripps' best-in-class branded entertainment capabilities and scale will allow us to offer more customized solutions to clients
  - Adding Scripps Lifestyle Studios will create a leader in data-driven advertising sales, endemic advertising, and branded entertainment solutions

# Discovery's Broad Global Distribution Platform...

#### **HIGHLIGHTS**

**3** Billion Subscribers

**220+** Countries & Territories

77 Local Offices

8 Networks per Country (average)

**170** Million Viewers Reached

47 Languages

40 MM+ O&O Unique Visitors 3.5BN+ Monthly Video Views

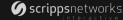


U.S. & Canada		U.K. & Ireland		Eurosport	
802	Million Subscribers	191	Million Subscribers	238	Million Subscribers
2	Countries	5	Countries	101	Countries
Latin America		CEEMEA		Southern Europe	
	,	•	LLIVILA	3041	ici ii Lui opc
370	Million Subscribers	612	Million Subscribers	284	Million Subscribers

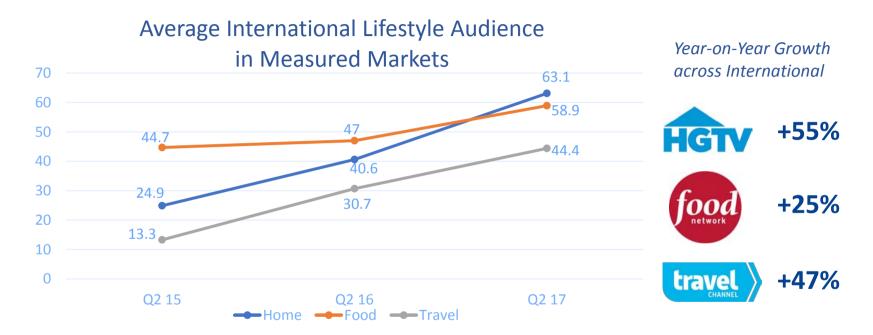
N	lordics	Asia Pacific		
66	Million Subscribers	674	Million Subscribers	
9	Countries	37	Countries	

Note: Viewer numbers including non-controlled joint ventures and are as of June 30, 2017 according to The Nielsen Company in the U.S. and internal data review and external sources outside of the U.S.



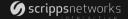


## ...Combined with Scripps International Momentum...



Poised to Accelerate on Discovery's International Platform

Q2 17, 15, 16 All Adults, All Internationally Measured markets Source: Local TAM systems Markets: UK, SA, IT, PL, SG, MY, PH, NL, HU, BU



# ...Boosts Global Content Engine

# Scripps International Momentum

- Scripps International (SNI) already reaches over 175 countries
- Across SNI brands consistent double digit growth in audience
- Time spent watching SNI channels across the world is up 30%
- However the majority of SNI content has not yet been exposed to international markets

# Rollout Scripps Networks in New Markets

- Untapped opportunity to expand Scripps' brands globally on an efficient basis
- Discovery offers a best-inclass global channel management, sales and operational infrastructure to expand quality content into markets around the world

# **Use Scripps Content to Build Existing Networks**

#### Examples:

- Opportunity to program existing global female brands such as TLC, RealTime, and Fatafeat in the Middle East with content from Food Network and HGTV
- Use Scripps' lifestyle content to fortify pipeline for Home and Health in Latin America (SNI content performs 19% above average on H&H)



## Accelerated Opportunity on all Screens and Services

**Broader Content Bolsters Three Pronged Strategy** 

- Ad Supported
- Subscription
- Short-Form

More compelling breadth and depth of content in TVE and OTT products

- Expands relevance in key demos
- Creates a leading digital player across short-form, mobile-first video with over 7 billion monthly views

**≠**EUROSPORT PLAYER

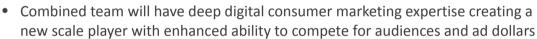


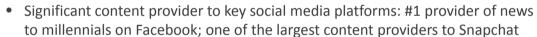






**Significant Infrastructure** of Creative Talent and **Expertise** 





Continue investment in digital-first content







Well-Positioned to **Capture Growing Commercial Opportunity** 

- Broader content and deeper expertise facilitates ability to launch new products
- Accelerates innovation to meet evolving consumer demand
- Enhances opportunity with existing and potential bundles
- Potential to increase monetization opportunities and build on already growing digital revenue contributions



Shark Week was a top 3 **Snapchat Show Premiere** in terms of audience

# Significant Cost Synergies

- Estimated \$350M annualized run rate cost synergies
- Less than 10% of pro forma cost base, excluding programming and marketing
- Very achievable with limited execution risk
- 50% by year end 2018; 100% by 2019 (assumes early 2018 closing)
- Estimated \$300-\$350M cost to achieve
- Continue to allocate resources to IP, digital, talent

### **Cost Synergy Areas**

**Domestic Operations** 

Corporate

Technology & Operations

International



### Financial Policy Outlook

# Gross Debt / AOIBDA Target

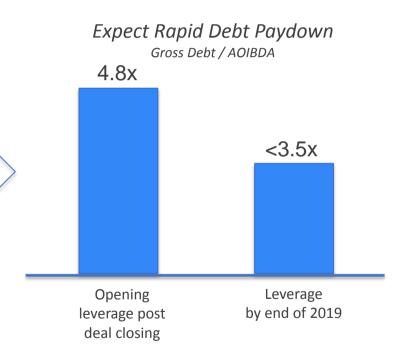
### Capital Return Policy

# Acquisition Strategy

- Discovery expects to maintain investment grade ratings throughout the transaction
- Target returning to normalized leverage levels <3.5x gross debt to AOIBDA within the first two years after the transaction, using substantially all free cash flow to reduce pre-payable and/or short-term debt
- Once properly levered for the ratings category, capital will be used first to invest in any appropriate project that will deliver positive returns to shareholders
- Rigorous analysis and high hurdle rates will continue to be applied
- Residual capital will be returned to shareholders through discretionary share repurchases
- Minimum pro forma cash balance target of \$250 million
- Remain highly disciplined in considering acquisition opportunities
- Focus on smaller acquisition targets and organic growth initiatives that can be supported with FCF

# Committed to Maintaining Investment Grade Rating

Significant Pro Forma AOIBDA + \$350 million in Cost Synergies + Significant Free Cash Flow Generation + Suspended Share Buyback Program + Continue to Allocate Resources to IP, Digital, Talent





# Compelling Strategic Rationale

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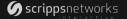
### Additional Information

#### Where to Find Additional Information

This communication does not constitute an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval. This communication may be deemed to be solicitation material in respect of the proposed merger between Discovery Communications and Scripps Networks Interactive. In connection with the proposed merger, Discovery Communications intends to file a registration statement on Form S-4, containing a proxy statement/prospectus with the SEC. INVESTORS AND SECURITY HOLDERS ARE ADVISED TO READ THE PROXY STATEMENT/PROSPECTUS WHEN IT BECOMES AVAILABLE, BECAUSE IT WILL CONTAIN IMPORTANT INFORMATION. Investors and security holders may obtain a free copy of the proxy statement/prospectus (when available) and other documents filed by Discovery Communications and Scripps Networks Interactive with the SEC at http://www.sec.gov. Free copies of the proxy statement/prospectus, once available, and each company's other filings with the SEC may also be obtained from the respective companies. Free copies of documents filed with the SEC by Discovery Communications will be made available free of charge on Discovery Communications' investor relations website at corporate.discovery.com/investors. Free copies of documents filed with the SEC by Scripps Networks Interactive will be made available free of charge on Scripps Networks Interactive's investor relations website at www.ir.scrippsnetworksinteractive.com.

#### Participants in the Solicitation

Discovery Communications and its directors and executive officers, and Scripps Networks Interactive and its directors and executive officers, may be deemed to be participants in the solicitation of proxies from the holders of Discovery Communications and Scripps Networks Interactive common stock in respect of the proposed merger. Information about the directors and executive officers of Discovery Communications is set forth in its Annual Report on Form 1-K, which was filed with the SEC on February 14, 2017 and in its Annual Proxy Statement, which was filed with the SEC on April 5, 2017. Information about the directors and executive officers of Scripps Networks Interactive is set forth in its Annual Report on Form 1-K, which was filed with the SEC on February 24, 2017 and in its Annual Proxy Statement, which was filed with the SEC on March 29, 2017. Investors may obtain additional information regarding the interest of such participants by reading the proxy statement/prospectus regarding the proposed merger when it becomes available.



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