

Grupo PRISA

TMT CONFERENCE BARCELONA 2002

**Ignacio Santillana
Chief Operating Officer**

GRUPO PRISA TODAY

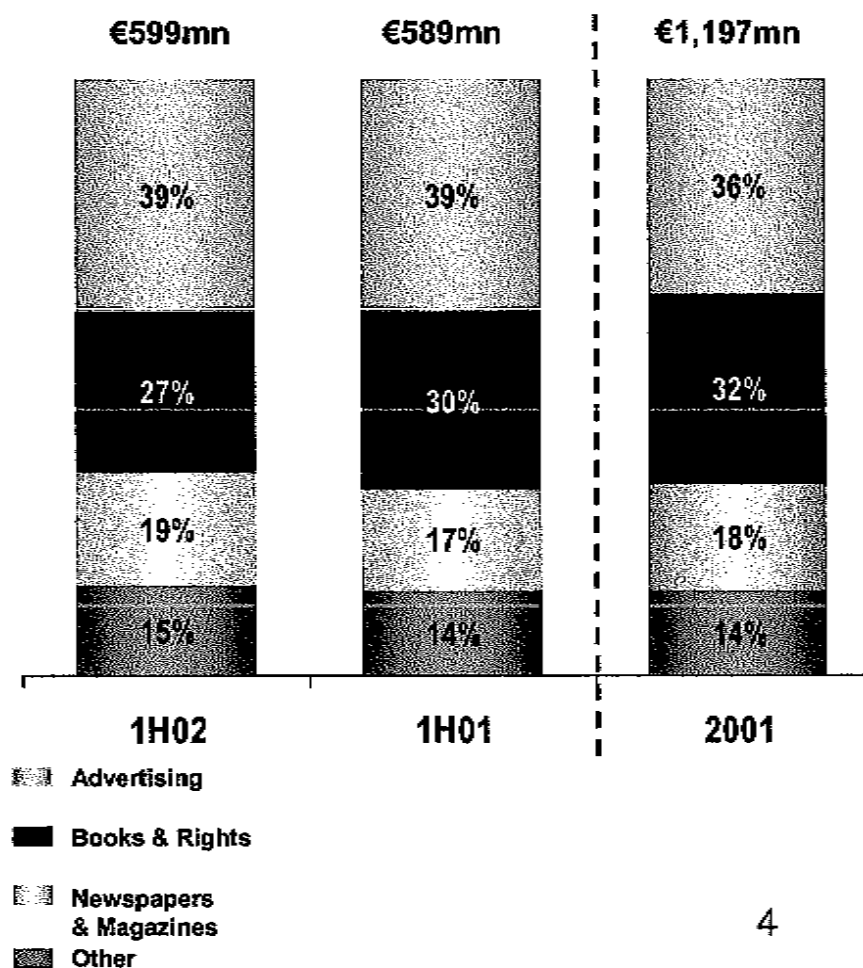
- ✓ A STRONG LEADERSHIP POSITION**
- ✓ € 1,197 MILLION REVENUES IN 2001**
- ✓ 8,580 EMPLOYEES**
- ✓ PRESENCE IN 22 COUNTRIES IN EUROPE AND AMERICA**

MAIN FIGURES

<i>(million euros)</i>	1H 2002	1H 2001	Change %	2001	2000
Revenues	599	589	1.8	1,197	1,108
EBITDA	97	84	15.5	188	207
EBIT	59	52	14.2	116	147
Net Profit	66	42	56.4	77	93
EBITDA Margin	16.2%	14.3%		15.7%	18.7%
EBIT Margin	9.9%	8.8%		9.7%	13.3%

REVENUES BY LINE OF ACTIVITY

<i>(million euros)</i>	1H 2002	1H 2001	Change %	2001	2000
ADVERTISING	231	227	1.7	431	461
BOOKS & RIGHTS	163	176	(7.4)	380	306
NEWSPAPERS & MAGAZINES	113	104	9.4	218	203
OTHER REVENUES (1)	91	81	12.4	168	138
TOTAL REVENUES	599	589	1.8	1,197	1,108

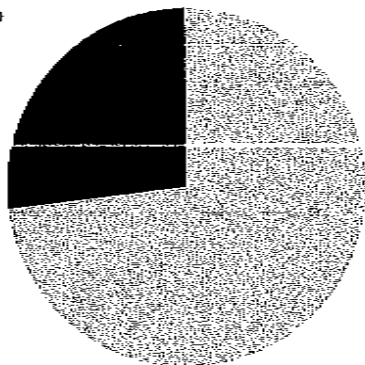


(1) MAINLY INCLUDES REVENUES COMING FROM PRINTING, MUSIC AND LOCAL TV.

GEOGRAPHICAL DISTRIBUTION OF REVENUES

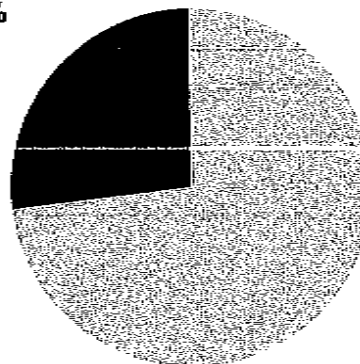
1H 2002	1H 2001	2001
599 MN €	589 MN €	1,197 MN €

INTERNATIONAL
27%



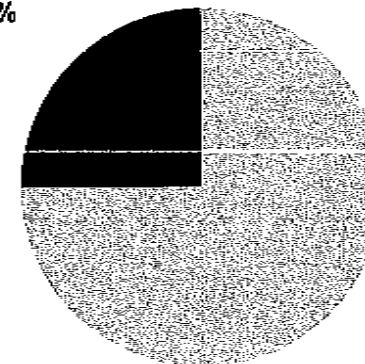
NATIONAL
73%

INTERNATIONAL
27%







NATIONAL
73%

INTERNATIONAL
25%



NATIONAL
75%

INTERNATIONAL REVENUES 1H 2002

-  Santillana 81%
-  Printing 10%
-  Radio 7%
-  Press 2%

CAPITAL EXPENDITURE IN 1H 2002

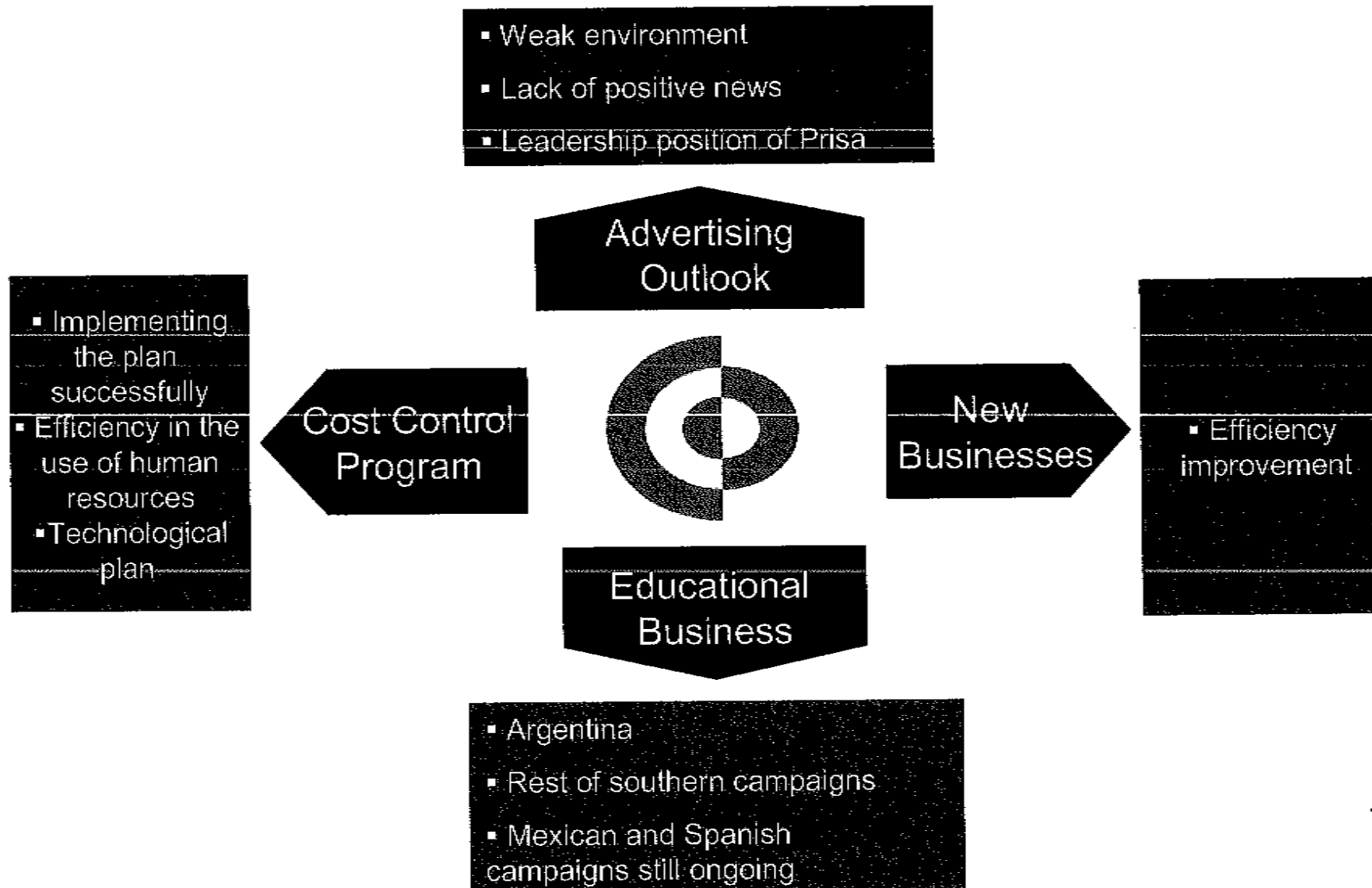
Prisa & Others	20.0
Publishing	16.2
Printing	8.9
Local TV's	4.1
El País	3.6
Radio	2.9
Prisacom	1.7
Total Capital Expenditure	57.4

2001 FIGURES:

Net Debt/EBITDA: 1.97

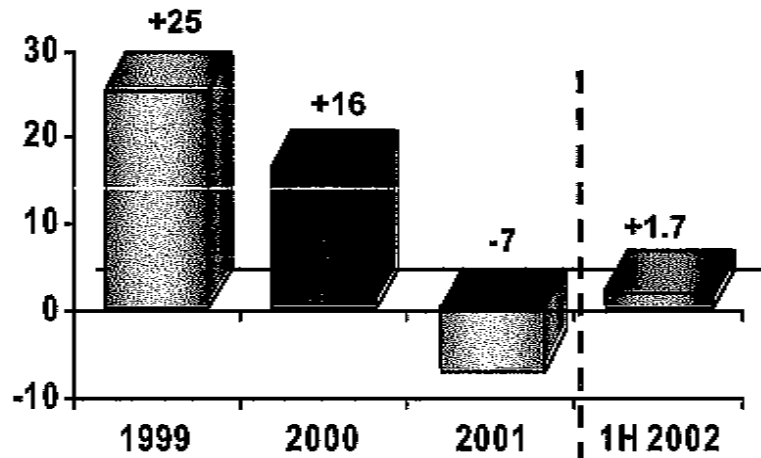
Net Debt/Total Equity: 62.43%

MAIN BUSINESS DRIVERS

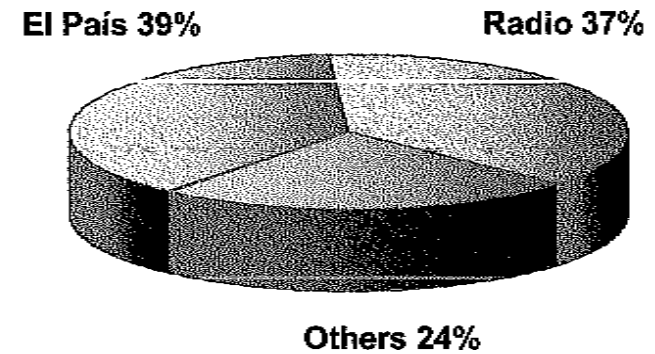


ADVERTISING

TOTAL GROUP ADVERTISING
REVENUES GROWTH EVOLUTION
(%)

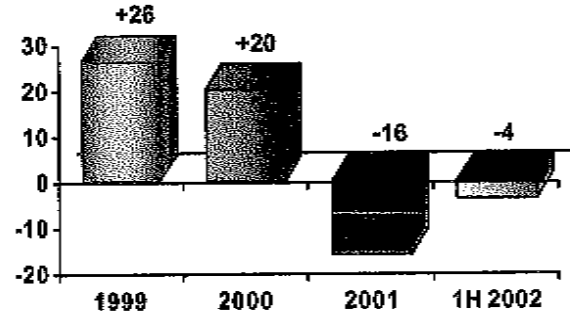


MAIN BUSINESS UNITS CONTRIBUTORS
TO TOTAL GROUP ADVERTISING
REVENUES IN 2001

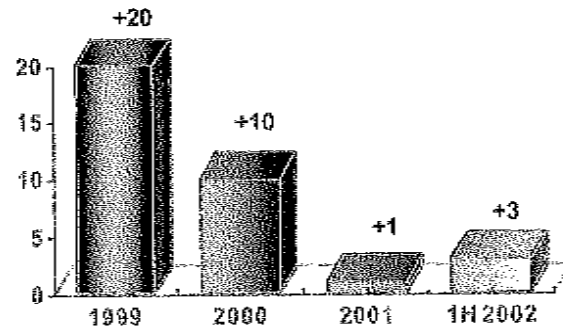


ADVERTISING

EL PAÍS ADVERTISING
REVENUES GROWTH
(%)



RADIO ADVERTISING
REVENUES GROWTH
(%)

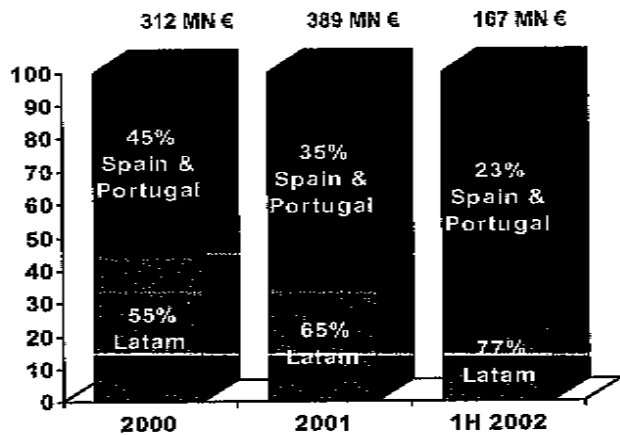


OTHER BUSINESS TREND
(1H2002/1H2001)

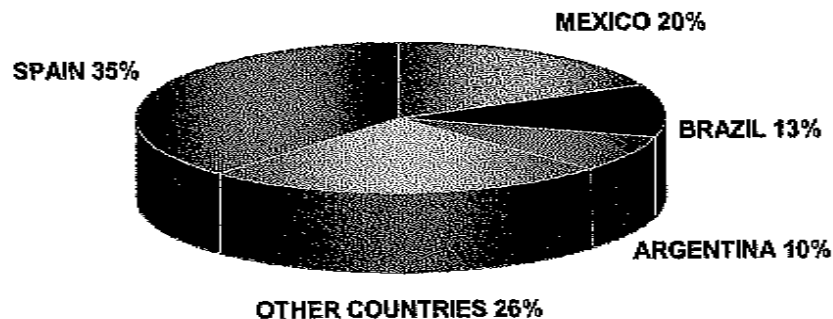
- **Diario As : +33%**
- **Cinco Días: -22%**
- **Regional Press: +10%**

EDUCATIONAL BUSINESS TREND

**GEOGRAPHICAL DISTRIBUTION OF
SANTILLANA'S REVENUES**



**MAIN CONTRIBUTORS BY COUNTRIES
(2001 FIGURES)**



EDUCATIONAL CAMPAIGNS CALENDAR

January-June

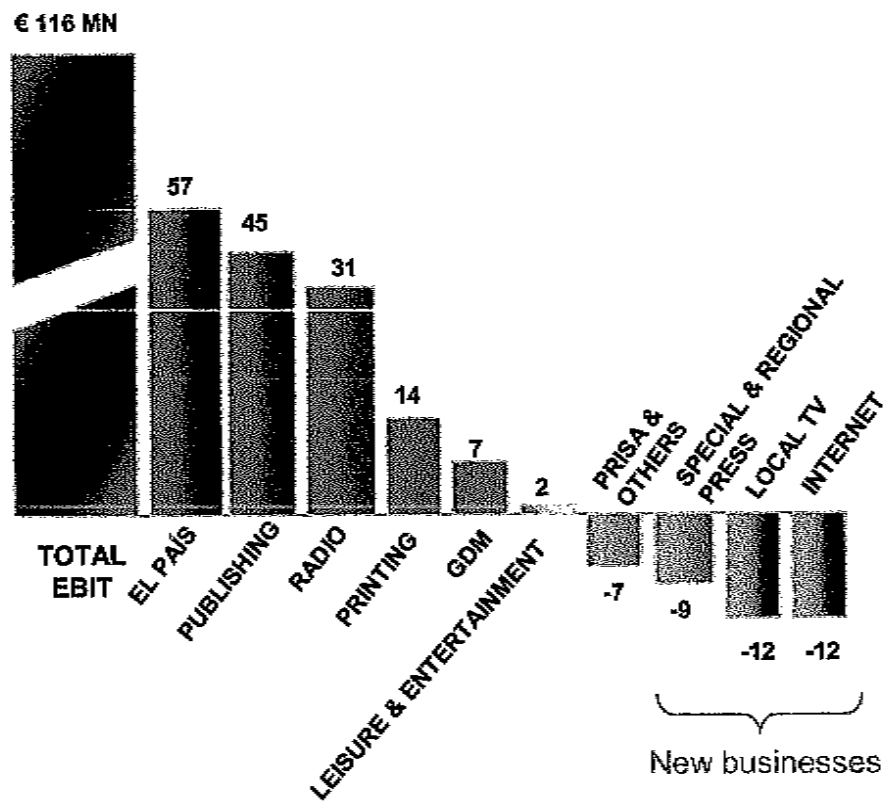
- Argentina
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- El Salvador
- Guatemala
- Honduras
- Panama
- Paraguay
- Peru
- Uruguay

June-December

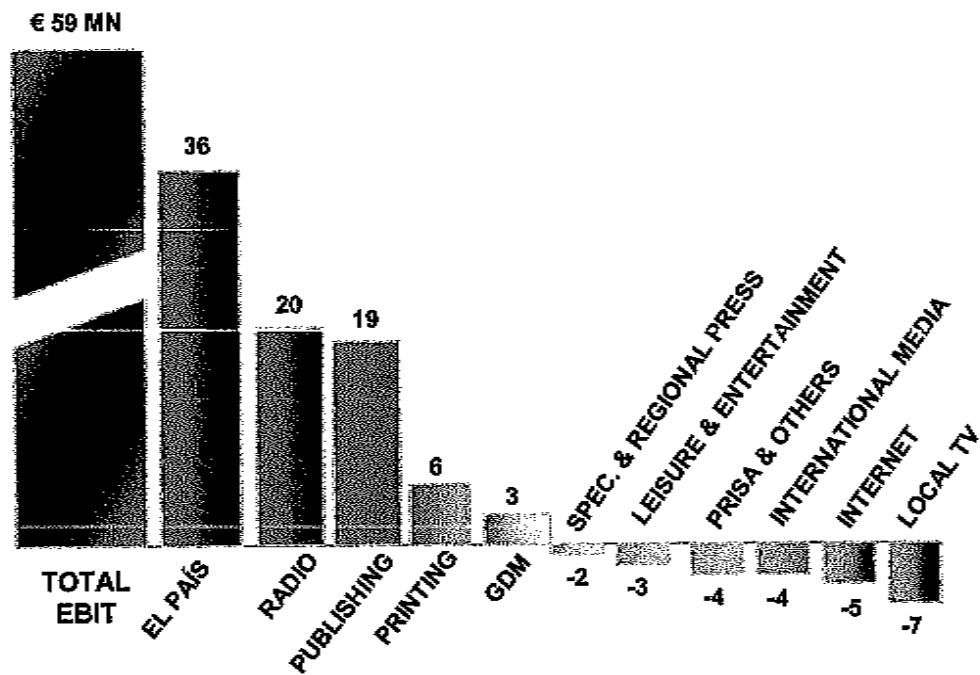
- Mexico
- Portugal
- Spain
- Venezuela

NEW BUSINESSES

EBIT BREAKDOWN BY BUSINESS UNIT-2001



EBIT BREAKDOWN BY BUSINESS UNIT-1H 2002



COST CONTROL PROGRAM

- **FOCUS ON COST CONTROL**
- **10 MILLION EUROS COST CONTROL PROGRAM FOR 2002**
- **IMPLEMENTING THE PROGRAM SUCCESSFULLY: 67%
ACCOMPLISHED IN 1st SEMESTER**
- **MARGINS IMPROVEMENT ALREADY IN FIRST HALF FIGURES**

OTHER ISSUES

- ✓ **AVERAGE DAILY CIRCULATION IN MAIN NEWSPAPERS REMAINS STRONG**
- ✓ **RADIO CONTINUES WITH STRONG LEADERSHIP POSITION**
- ✓ **NEW PARTNERS IN LOCAL TV'S**
- ✓ **AGREEMENT WITH GRUPO ZETA**
- ✓ **INTERNATIONAL EXPANSION: AGREEMENT WITH GRUPO BAVARIA**

MANAGEMENT TOP PRIORITIES

- **EXPANDING IN LATAM**
- **CAPITAL EXPENDITURE RATIONALIZATION**
- **CONTROL THE LEVEL OF DEBT**
- **MANAGE COSTS**
- **EFFICIENCY IN THE USE OF HUMAN RESOURCES**
- **FOCUSED ON LATEST ACQUISITION DEVELOPMENT**