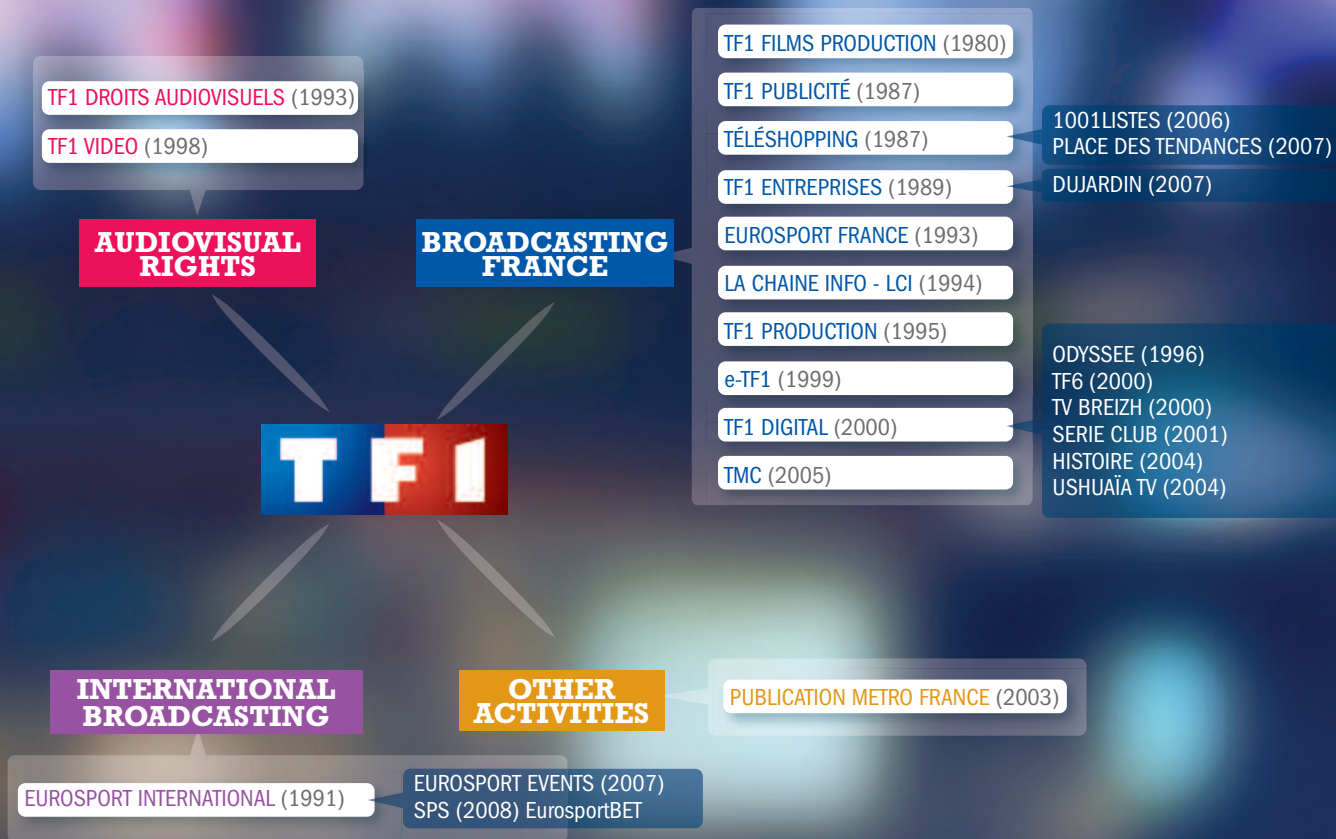


Simplified organisation chart

February 2010



Message from the Chairman and Chief Executive Ladies and Gentlemen,

For TF1, 2009 was the most complex year since privatisation. But we never backed away. Our advertising teams adjusted swiftly to the new operating conditions. And for more than a year, the teams from TF1 Broadcasting and TF1 Production focused their energies on inventing and crafting new solutions. We scored hits in all programming genres, keeping viewership at enviably high levels.

The subsidiaries, too, delivered satisfactory performances. Their ability to innovate was in ample evidence – for instance LCI Radio's inroads on the Web, the major overhaul of our TF1.fr, TF1News and Excessif.com websites, the MyTF1 portal and TF1 Player for the iPhone. With the editorial reshuffle at Ushuaïa TV, Odyssée and Histoire and the move to 16:9 format, we now have a well-targeted range of high quality documentaries. The Eurosport group has entrenched its position thanks to the performance of high-definition channels, its Web-based audiences and the successful launch of the iPhone app. The same proactive drive is also evidenced in our distribution activities, not just for licences and games but also for album sales and the *Cleopatra* and *Mozart* musicals. TF1 Vidéo, meanwhile, offers 6,500 titles on VOD and, in particular, exclusive episodes of American TV series

“
In short, TF1 proved its resilience in 2009, steering a steady course without slowing the pace of future-oriented developments.
”

(in English with French subtitles) less than 24 hours after they have aired in the United States.

Tough times call for rigorous management. This prompted us to be even more creative and efficient in 2009 and generate savings of some one hundred million euros. Our staff were unstinting in their efforts to deliver the success we needed. With the steadfast support of Martin Bouygues and the collective efforts of our management team, we made major advances, harnessed our energies like never before, entered into novel partnerships, renewed key contracts on excellent terms, buttressed our financial structure and launched the acquisitions of TMC and NT1.

In short, TF1 proved its resilience in 2009, steering a steady course without slowing the pace of future-oriented developments. Above all, we laid the foundations for a renewed, dynamic and close-knit group. In 2010, we will face yet another year of economic uncertainty, with major challenges at the operational and financial levels. Nonetheless we are already doing all we can to make 2010 a year of achievement, innovation and success for the group.

Nonce Paolini



The Management Committee

February 2010



Senior Management Committee, TF1

1. Nonce Paolini,
Chairman and Chief Executive, TF1 Group

2. Arnaud Bosom,
Executive Vice President, Strategy,
Organisation and Marketing, TF1 Group

3. Jean-Michel Counillon,
Corporate Secretary

4. Philippe Denery,
Executive Vice President, Group Finance

5. Martine Hollinger,
Chief Executive, TF1 Publicité

6. Frédéric Ivernel,
Director, External Communication

7. Jean-François Lancelier,
Executive Vice President, Broadcasting

8. Gilles Maugars,
Executive Vice President, Technologies,
Information Systems, Internal Resources
and Sustainable Development

9. Catherine Nayl,
Managing Director, News and Information,
TF1 Group

10. Jean-Pierre Paoli,
Managing Director,
International Affairs

11. Régis Ravanas,
Managing Director, Diversification

12. Jean-Pierre Rousseau,
Executive Vice President, Human Resources
and Internal Communication

13. Laurent Solly,
Chairman, TF1 Digital

14. Laurent Storch,
Executive Vice President, Broadcasting, with
responsibility for programmes and acquisitions

Senior Management Committee, TF1 Group

15. Edouard Boccon-Gibod,
Chairman, TF1 Production

16. Yann Boucraut,
Chief Executive, Téléshopping

17. Michel Brossard,
Chief Executive,
TF1 Entreprises

18. Pierre Brossard,
Chairman and Chief Executive,
TF1 Vidéo

19. Eric Jaouën,
Corporate Secretary, News and Information,
TF1 Group

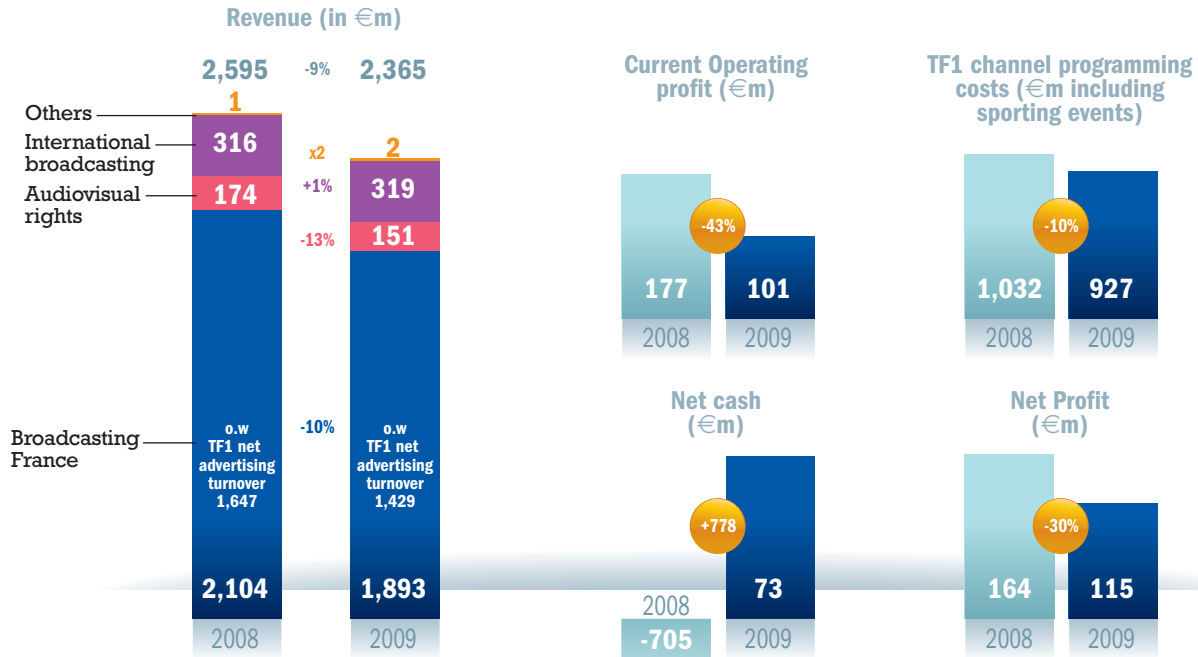
20. Laurent-Eric Le Lay,
Chairman, Eurosport; Group Director for Sports
Rights Purchasing

21. Benoît Louvet,
Executive Vice President, TF1 Publicité

22. Eric Revel,
Director, LCI

Key figures

Consolidated data



3,638

Number of employees of the TF1 group
(3,731 in 2008)



Keeping you informed

Keeping you abreast of the latest news is one of TF1's key missions. The daily bulletins on the channel, LCI's newscasts and a wide range of factual magazine programmes provide accurate and original insights into current affairs.

TF1 delivers its newsflow through all media channels, from the Web (LCI.fr and then TF1News.fr) and mobile phones (LCI mobile) to radio (LCI Radio) and print media (TF1 is a shareholder in Metro, the daily free newspaper).

With faster response times, deeper analysis, enhanced interactivity and a broader range of video solutions, the TF1 Group is the leading multichannel source of news and information in France.

CLAIRE CHAZAL

JEAN-PIERRE PERNAUT

LAURENCE FERRARI

Key indicators

6 million
viewers for the 1pm news*
bulletin, a 46% audience
share

7 million
viewers for the 8pm news*
bulletin, a 32% audience
share

4 million
unique visitors monthly
on TF1News**

600
news items on sustainable
development

350
350 journalists and 315
technicians dedicated to
the News within the Group

* Médiamétrie,
Individual aged 4 and over
** Panel NNR Médiamétrie

Major news events

"With our strong editorial teams, technical resources and seasoned journalists, we are equipped to cover all major news events and prepare special editions to match the news cycle."

Laurence Ferrari, TF1 news anchor



www.tf1.fr



TF1 control room

In-depth analysis

"The Saturday edition of the 1pm news bulletin spotlights a town or city in France in order to build closer ties with our regional audiences, who are vitally important."

Claire Chazal, TF1 news anchor



SUSTAINABLE DEVELOPMENT

Media Tenor

TF1's 8pm news bulletin won second prize at the 2009 Media Tenor Global TV Awards for the diversity of its stories. It was also ranked first on four criteria: the wide range of companies cited, and the importance given to education, the environment and the treatment of women in newscasts.



A week to promote employment

Interaction

"TF1, LCI, TF1News and LCI Radio threw their weight into a week-long campaign to promote employment, pooling their resources to help viewers find solutions".

Jean-Pierre Pernaut, TF1 news anchor

Key indicators

26%

audience share for TF1 in 2009*

100%

fulfilment of production and broadcasting quotas

8 films

with more than 1 million box office entries

253,000

tickets sold to "Mozart, the Rock Opera" in Paris

4,500

videos published by TF1 Vidéo

Keeping you entertained

As a multichannel entertainment provider, TF1 combines viewing pleasure with relaxation in its flow programming, exploring all the different ways of reaching its audience. Home entertainment is associated naturally with TF1 as a family-oriented mainstream broadcaster, but our offering spills over into online games, video, brand licences and board games.

What's more, in addition to producing broadcast content for TV and the movies, TF1 is also a partner and co-producer of musicals, and finances and sells feature films.

* Médiamétrie, Individuals aged 4 and over

New personal challenges

"Koh Lanta is the classic adventure gameshow. It places the contestants in extraordinary situations, brings out their moral qualities and shows their ability to test and extend their limits. It's an outstanding brand."

Denis Brogniart, TF1 journalist and presenter



Koh Lanta



Mozart, the Rock Opera

Show

"Mozart, the Rock Opera" is a fantastic artistic and human adventure – and also a major hit. The album went diamond and took three NRJ Music Awards, and 253,000 people saw the show in Paris. It should attract a further 400,000 when it goes on tour before returning to Paris for another run. "

Olivier Jacobs, EVP, TF1 Entreprises

Escapist fantasy

"Luc Besson crafted a wonderfully poetic universe for the movie. With its outstanding 3D animation and prestigious cast of voice artists, it brought two hours of escapist pleasure to 8 million viewers on TF1."

Nathalie Toulza Madar,
EVP, TF1 Films Production



Arthur and the Minimoys



SUSTAINABLE DEVELOPMENT

Ecoprod

TF1 and five partners launched Ecoprod in 2009 to develop environmentally friendly films and broadcast content. Ecoprod is a platform of tools aimed at industry specialists to raise their awareness of environmental issues, offer them practical solutions and allow them to share their experiences.



Bringing you together

In addition to providing news and entertainment, TF1 is a daily presence in its viewers lives as well as a showcase for high-profile events. The TF1 community tunes into together to enjoy the latest happenings with their favourite characters and shows.

The aim of the TF1 Group is to share these special moments with the largest possible audiences, and to meet the expectations of viewers, whatever their age. The TF1 community also gets together to explore the Web, to play board games – in short, to exchange ideas, to share them and forge natural communal ties.

Keeping this community together, the TF1 with You team travels all over France to maintain this unique connection with the audience.

Key indicators

96

of the 100 most-watched shows in 2009*

11.7 million

viewers tune into to France-Ireland football game*

23

shows with more than 9 million viewers*

more than 1 million

board games sold in 2009

* Médiamétrie, Individuals aged 4 and over

Faces

"Like Mimie Mathy in *Joséphine, Ange Gardien*, TF1's identity is rooted in the distinctive and instantly recognisable faces that grace its programmes. The channel's actors and presenters forge an unique link with our audience."

Nathalie Laurent, Artistic Director for Fiction



Joséphine, Ange Gardien



Together

"Everyone has played 1000 Bornes at one time or another. Ten million copies of this hugely popular board game have been sold over the past 55 year: it's a great way of having fun with family and friends."

Bernard Montibert, CEO, TF1 Games - Dujardin

Must-see

"We loved *House MD*, which has become one of TF1's must-see series. With its cast of quirky characters, polished yet mordant scripts, original tone and pioneering concept, it's a powerful show that draws huge audiences."

Sophie Leveaux, Artistic Director for acquisitions



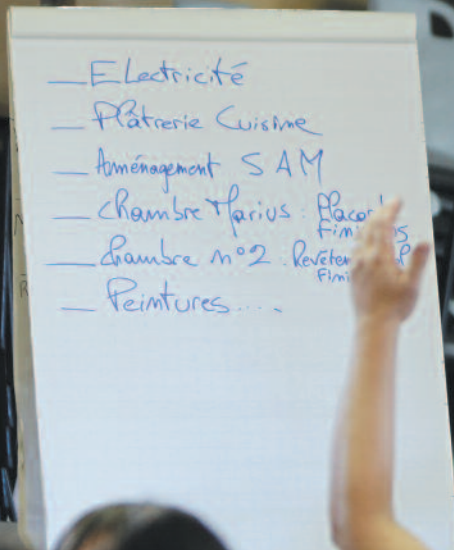
House MD



SUSTAINABLE DEVELOPMENT

Roadshows

In 2009 TF1 embarked on a round of roadshows throughout France in an effort to get closer to viewers, take part in social gatherings and consolidate their emotional links to the group. These roadshows are a symbol of sharing and respect.



Reflecting your tastes

Diversity is one of TF1's core values, reflected not only in the programmes, genres and events it airs but also in its sensibilities. Our programming brings together people from exceptionally diverse backgrounds, and our multimedia offering allows them to extend their personal experiences. Human understanding, togetherness and dialogue are the core strengths of TF1.fr and the group's pure-play websites. And the entire company espouses an equal opportunity philosophy that puts the emphasis squarely on skills and performance.

Key indicators

12.3 million

viewers tune in to *Les Enfoirés* on TF1, the highest rated show in France in 2009 *

13

theme channels

6

pure-play websites

3

Téléshopping stores in France

18 million

euros gifted as free advertising space

1/month

the only channel in France to propose one film per month with audio-description

* Médiamétrie, Individuals aged 4 and over

Closeness

"When Christophe Dechavanne, Jean-Pierre Foucault, Alexia Laroche-Joubert and Sandrine Quétier hit the road with *Le Plus Grand Quiz de France* create a huge stir in the towns and cities they visit. This allows TF1 to keep in ever-closer touch with its audience".

Christophe Henriët, Director of Variety, Games and Entertainment



Le plus grand Quiz de France



Special interests

"Alongside its mass media solutions, TF1 has developed a range of channels, websites and services that cater to all types of special interests. They include Eurosport, LCI, TV Breizh, Histoire, Ushuaïa TV and Odysée for the small screen, as well as websites such as Place des Tendances and Excessif".

Christophe Sommet, EVP, Odysée; Corporate Secretary, Discovery Division



Street cred

"*Harry en Immersion* is a new concept that aims to take a close look at real-life situations that can sometimes be unsettling but that are always presented in a carefully balanced and well-argued way."

Harry Roselmack, presenter and chief editor of the magazine programme *Harry en Immersion*



Harry en Immersion



SUSTAINABLE DEVELOPMENT

Awards for diversity

In 2009 TF1 received two distinctions for its efforts to promote diversity: the Diversity Prize as part of the corporate diversity awards organised by the National Agency for Social Cohesion and Equal Opportunity (Acsé), which recognise companies' anti-discrimination efforts, and the sixth edition of the Corporate Diversity Trophy. The two prizes underscore the group's commitment to this important issue.



Staying with you

TF1 is now present across all daily media and is always on hand whenever you're looking for news, information or entertainment. You can find us on television with TF1 and our theme channels, on the Web with the new-look TF1.fr, on TV-over-ADSL with MyTF1, in mobile telephony with TF1 Player and in out-of-home advertising with TF1 Outdoor.

TF1 is a 360° media company whose programming extends well beyond television. We offer a range to services that make it possible to move from one medium to another. You can extend your TF1 experience, wherever and whenever, through catch-up TV and video-on-demand. And you can surf the TF1 universe at will.

Key indicators

No.1

French TV media group on the Web

17 million

unique visitors to all group sites *

750 million

videos streamed on tf1.fr

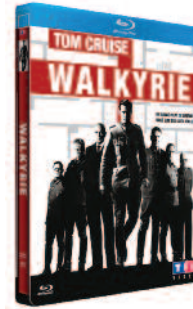
122

radio stations source their advertising from TF1 Publicité

Mobility

"Digital copying is a remarkable effectively weapon against piracy. It allows consumers to transfer a digital copy of a movie to their PC at no extra cost. Meanwhile, thanks to the Remote Haxey function, the iPhone can be used to store titles in Blu-ray format."

Rémi Jacob, Journalist, Ecran Total



Cross-platform

"TF1 invests in all kinds of media in order to stay close to its audience. Viewers can follow Champions League games live on TV, the Web, their mobiles and TV-over-ADSL. They can also share an interactive, social networking experience on Facebook Connect."

Eric Hannezo, Managing Director, TF1 Production, in charge of sport, magazine programmes and documentaries



SUSTAINABLE DEVELOPMENT

Eco2 Climat

The 8pm news bulletin now features Eco2climat, a monthly indicator that shows the quantity of greenhouse gases emitted by the French. TF1 uses this tool, the first of its kind in Europe, to increase the quality and consistency of its news coverage of sustainable development issues.

Enhanced TV

"MyTF1 is free, interactive and universally accessible via the set-top boxes of our partner operators. By simply pressing the "OK" button on their remote, viewers enter the enhanced world of TF1, with catch-up TV, VOD, featurettes, summaries, sport, news, games, services and so much more."

Jean-Francois Mulliez, Managing Director, New Media, e-TF1





REVOIR

VIDEOCLUB

SERIES

EMISSIONS

INFO

SPORT

JOUER



LA ROUE DE LA FORTUNE

KOH LANTA

17 aventuriers perdus dans le Pacifique A la fin il n'en restera qu'un...

Le vendredi à 20h45



REVOIR

la dernière émission



LE MEILLEUR de Koh Lanta

Surprising you

TF1 – both the channel and the group – will continue to surprise audiences in 2010 with original, ground-breaking and bold content, special events and technological innovations. We do everything we can do to let the show go on!

Viewers will feel even stronger emotions thanks to internet TV, interactivity and 3D, which will continue to transform viewing into an intense experience.

To satisfy all its customers, TF1 will develop still more services that will shape the future of television.

Key indicators

100%

of the Discovery Division channels launched in catch-up mode in 2009

40

new shows in the 2009 programming grid

1

awareness campaign devoted to disability in the workplace

7 of the 10

highest-rated US TV services

6,500

programmes available on TF1 Vision

Interactivity

"With internet television, TF1 and Samsung will give viewers access to new, enhanced interactive services centred on TF1 programming."

Jacques Mollet, Executive Vice President,
Samsung Electronics France



Samsung screen



Camera HD

Innovation

"As a member of HD Forum, TF1 is monitoring the ongoing dialogue with the TV industry. Topical issues include 3D and the power consumption of reception equipment."

Jean-Pierre Lacotte, Chairman, HD Forum

Preview

"One sure way to get Web users back to legal viewing is to propose blockbuster TV series just a few hours after they have gone on air in the US."

Arnaud Cuirot, Journalist, filmsactu.com



Fringe



SUSTAINABLE DEVELOPMENT

Disability Campaign

Tout Simplement is TF1's external and internal communication campaign focusing on disability. It deconstructs the words commonly associated with handicaps in order to dispel clichés and achieve a dual objective: to change perceptions of disabled people in the workplace and raise the profile of the TF1 Group's commitments.

Moving forward in 2010

For TF1, 2010 is full of promise. While remaining on our guard because of the economic environment, we will forge ahead with the strategy put in place two years ago. Relying on our highly committed management and workforce, top-flight partners, and the support of our key shareholder, the new-look TF1 Group is ready to start recovering all its business areas. In the sphere of sustainable development, we will extend carbon auditing to the entire group and step up our commitments to promoting diversity.

The group is confident that it can rise to the major challenges that lie ahead.

TF1 will concentrate on **strengthening its core television business**. The aim is to develop new, creative and original in-house formats and partnerships, while continuing to hold down programming costs. TF1's goal is to remain the only mass media in France offering high-impact, high-quality and exclusive programmes in all genres and providing advertisers with a unique showcase. The Group will concentrate on incorporating the TMC and NT1 channels

as smoothly as possible once the competent authorities have given the go-ahead.

In accordance with its strategy the Group plans to **capitalise on synergies with new media** and continue airing its programmes on a cross-platform, complementary and reciprocal basis in all formats and delivery modes. Access to Web television, either directly on Samsung TV sets under a partnership agreement signed in 2009 or indirectly via Bouygues Telecom's ADSL routers, shows the group's consummate technological expertise and its position on the cutting edge of new entertainment and news formats in the French market. Interacting with viewers through these new media generates enormous opportunities for business development and bottom-line growth.

Recovery will also involve **exploring new areas**, particularly compiling and marketing a qualified customer database. And with the opening-up of the French online gaming market, TF1 intends to leverage its partnership with Française des

Jeux and develop its EurosportBET.com brand, notably at international level.

The TF1 group will also **push ahead with the management policies** launched in 2008, adjusting its business model to cope with new market conditions and, amid prevailing uncertainty, making a particular effort to track down synergies. To maintain profitability, we need to strike the right balance between expenditures on rights acquisitions, which are key to audience-building and public perception of our channels, and the related income from advertising and subscriptions.

Thus 2010 will be another year of multiple initiatives of all kinds. More than ever before, the group's staff and management are poised to rack up major successes across the board.

Our ambition

Address a **broad public** by bringing people together through exclusive, major entertainment events

Enable **each person** to extend their personal experience via multimedia and our affiliated activities

Reinforce **our relation with TV viewers** on the web to open up to new forms of business

Improve our **economic performance** while investing for the future

Get a copy of TF1 with You 2009 by downloading the app onto your iPhone or visiting www.tf1finance.com

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