



LE GROUPE

ANNUAL RESULTS 2016
& STRATEGIC REVIEW

FEBRUARY 16, 2017

This presentation contains certain forward-looking statements based on current expectations, forecasts and assumptions that involve risks and uncertainties.

These statements are based on information available to the Company as of the date hereof. All forward-looking statements are TF1 management's present expectations of future events, beliefs, intentions or strategies and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements.

2016 RESULTS

▶ BUSINESS REVIEW - *GILLES PÉLISSON*

FINANCIALS - *PHILIPPE DENERY*

Q&A SESSION

COFFEE-BREAK

STRATEGIC REVIEW

TF1 GROUP'S TRANSFORMATION - *GILLES PÉLISSON*

MULTICHANNEL STRATEGY : CONTENT AND MONETISATION - *ARA APRIKIAN, RÉGIS RAVANAS*

PREPARING THE FUTURE : DIGITAL - *OLIVIER ABECASSIS*

DEVELOP PRODUCTION - *FABRICE LARUE*

CONCLUSION & OUTLOOK - *GILLES PÉLISSON*

Q&A SESSION



MULTICHANNEL – MULTIMEDIA – MULTI-ACTIVITY STRATEGY

STRONG GROWTH THANKS TO THE MULTICHANNEL STRATEGY (+1.8 POINTS, AT 33.7 % W<50PDM)

TF1 GROUP AUDIENCE SHARE (%; W<50PDM)



**THE TF1 GROUP MAINTAINED STABLE RATINGS WITH TARGETS IN 2016
AT 32.1% (+ 0.1 PT, W<50PDM)**

THE TF1 CORE CHANNEL KEEPS ITS UNRIVALLED STATUS IN EUROPE AS THE LEADER IN ITS MARKET

A UNIQUE LEAD OVER ITS MAIN RIVAL ON COMMERCIAL TARGETS

(% AS WITH REFERENCE COMMERCIAL TARGET)



Source: Médiamétrie (France) - W<50PDM / Eurodata TV - BARB - Kanter Media (UK) - 16-44 year-olds / Eurodata TV - AGB - GFK (Germany) - 14-49 year-olds / Kantar Media (Spain) - 18-59 year-olds ABCD hab. Towns > 10,000 inhab. / Eurodata TV - Auditel - AGB Nielsen (Italy) - 15-64 year-olds

THE STRONGEST AUDIENCE SHARE FOR A PRIVATE LEADING EUROPEAN CHANNEL

(% AS WITH REFERENCE COMMERCIAL TARGET)



Source: Médiamétrie (France) - W<50PDM / Eurodata TV - BARB - Kanter Media (UK) - 16-44 year-olds / Eurodata TV - AGB - GFK (Germany) - 14-49 year-olds / Kantar Media (Spain) - 18-59 year-olds ABCD hab. Towns > 10,000 inhab. / Eurodata TV - Auditel - AGB Nielsen (Italy) - 15-64 year-olds

RENEWED PROGRAMMES AND POWERFUL CONTENTS

CORE CHANNEL

- TF1 achieved **90** of the top 100 ratings in 2016 **in all programme categories** (film, series, sport, news, etc.)
- TF1 took **36** spots in the Top 100 with **French drama**
- TF1 took **29** spots in the Top 100 with **Entertainment programmes (unscripted)**
- **19.3** million TV viewers = best ratings of the year for the **Euro semi-final**
- **Powerful** 1 o'clock and 8 o'clock **news shows: 100% leader** with individuals aged 4+





CONTENT LE GROUPE

- Signature of a broadcaster/producer **agreement**
- Partnerships:
 - Innovation with the broadcast of the first two episodes of the series *Marseille* in partnership with Netflix
 - Trinity Agreement (RTL, NBC Universal): co-production of the series *Gone*
- **Newen Studios**: first year of a successful alliance



DTT CHANNELS WITH DIFFERENTIATED AND COMPLEMENTARY CONTENT

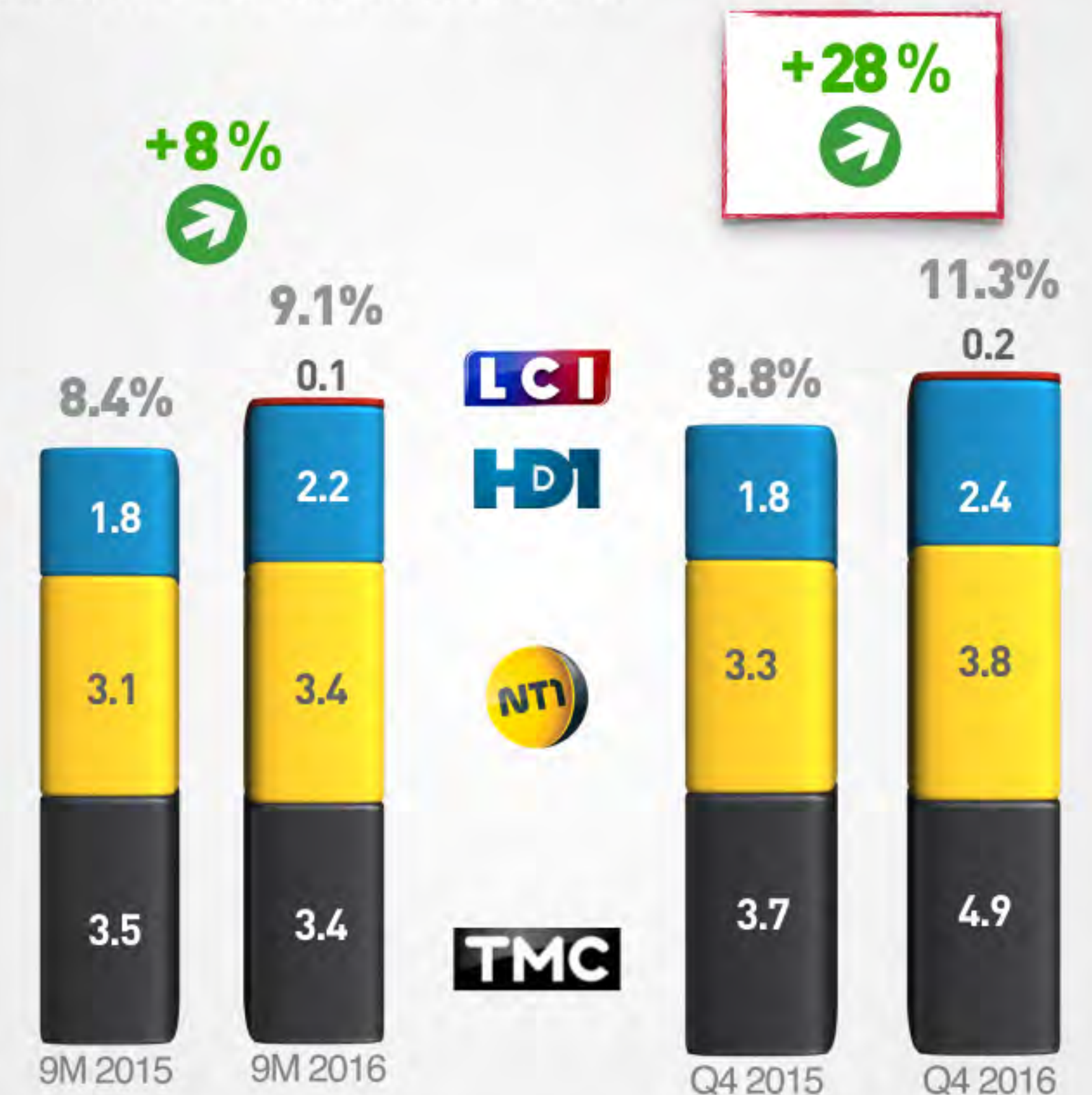
REPOSITIONING OF THE GROUP'S DTT CHANNELS

	TMC	NT1	HDI	LCI
COMMERCIAL TARGETS	25-49 year-olds & high SPC	15-35 year-olds	Women 35-50 year-olds	25-49 year-olds & high SPC
EDITORIAL CONTENT	Infotainment 	Entertainment and reality TV 	Series and films 	Information 
CHANGE IN POSITIONING	<ul style="list-style-type: none"> • More high SPC • More mixed • Younger 	Identical positioning	<ul style="list-style-type: none"> • Younger • More mixed 	High SPC

SPC: Socio-Professional Category

STRONG RATINGS INCREASE FOR THE GROUP'S DTT CHANNELS IN Q4 2016

GROUP W<50PDM RATINGS 2015-2016



ACCELERATION OF THE GROUP'S DIGITAL TRANSFORMATION

DEVELOPING NEW CONTENT AND INVENTORIES

1,3
BILLION

videos watched on the 4 screens*



+20
MILLION

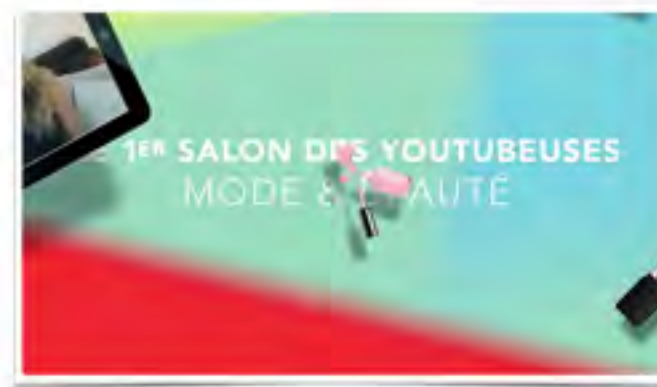
of UVs per month**



Introduction of pay-TV binge watching



SUPPORTING ADVERTISERS, NEW TERRITORIES, NEW TARGETS



INTRODUCING NEW TOOLS



LAUNCH OF THE ONE INNOVATION FUND

8

start-ups incubated

1

corporate incubator

Building an innovative ecosystem around tomorrow's TV

PREPARING FOR THE FUTURE – REACHING ALL AUDIENCES

* Excluding news content, XTRA and live sessions

** UVs: Internet Global H1 2016// MMW // VOD 360 – Videos viewed: XITI & YouTube December 2016

STUDIOS AND ENTERTAINMENT: VARIOUS INITIATIVES IN ALL FIELDS



M. POKORA



N°1 best-seller for 10 weeks
480,000 copies sold

VINCENT NICLO



125,000 copies sold



MyTF1VOD



becomes the N°1 VOD platform in France (1)

SUCCESS IN CINEMAS



730,000 entries



785,000 entries



1/3 of French cinema admissions are for films co-produced by TF1 Films Production

9 movies > 1 million entries



4.6 million entries



3.2 million entries



2.9 million entries



3 games in Top 20 board games



STRONG EXPORT PERFORMANCE:

1.2 MILLION games sold in export



Preparing the opening of two concert halls and a cumulated capacity of 5,150 seats in APRIL 2017, to develop supplementary business activity



REJUVENATED COLLECTIONS



Range Max
196,000 sold

(1) VOD platforms declared as used (CNC study)

RATINGS SUCCESS

series and films

groupe
TELFRENCE



DOCUMENTARIES AND REPORTS

CAPA



HEALTH MAGAZINES AND REPORTS

17 *media* **JUIN**



LE MAGAZINE DE LA SANTÉ

INCREASED STRENGTH IN ANIMATION



NOMINATIONS :
Best Animated Film
Oscars 2017 & Golden Globes 2017

BLUESPIRIT
PRODUCTIONS

MAJORITY STAKE

NEWEN IS CAPITALISING ON ITS RATINGS SUCCESS

A RELEVANT AND RECOGNIZED SOCIAL RESPONSIBILITY POLICY

A RECOGNIZED CSR POLICY

- ▶ DJSI World et DJSI Europe Index (**GOLD level**)
- ▶ Ethibel Sustainability Europe
- ▶ Ethibel Excellence
- ▶ Ethibel Pioneer
- ▶ GAÏA INDEX (**joint Second**)
- ▶ Oekom : **Prime Statut**
- ▶ MSCI : **Grade A**



CHALLENGES FOR THE GROUP

CONTENT

- ▶ Ethics and compliance of programmes
- ▶ Representation of diversity
- ▶ Dialogue and closeness with audiences
- ▶ Responsible advertising

COMPANY

- ▶ Responsible use of data and cybersecurity
- ▶ Development of employee skills

CREDO: OUR CSR COMMITMENT CONTRIBUTES TO THE CREATION OF VALUE

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ANNUAL CONSOLIDATED REVENUE BREAKDOWN

€m	2016	2015	Var. €m	Var. (%)
BROADCASTING	1,669.9	1,736.1	(66.2)	-3.8%
FREE PLATFORMS	1,517.1	1,569.0	(51.9)	-3.3%
TV Advertising	1,455.3	1,469.9	(14.6)	-1.0%
Other Revenues	61.8	99.1	(37.3)	-37.6%
OTHER PLATFORMS AND RELATED ACTIVITIES	152.8	167.1	(14.3)	-8.6%
STUDIOS & ENTERTAINMENT	392.8	268.2	124.6	46.5%
TOTAL REVENUE	2,062.7	2,004.3	58.4	2.9%

€m	2016	2015	Var. €m	Var. (%)
CONSOLIDATED REVENUE	2,062.7	2,004.3	58.4	2.9%
GROUP TV ADVERTISING	1,530.1	1,554.2	(24.1)	-1.6%
OTHER REVENUES	532.6	450.1	82.5	18.3%

FOURTH QUARTER 2016 : CONSOLIDATED REVENUE BREAKDOWN

€m	Q4 2016	Q4 2015	Var. €m	Var. (%)
BROADCASTING	508.5	517.1	(8.6)	-1.7%
FREE PLATFORMS	464.7	477.1	(12.4)	-2.6%
TV Advertising	439.4	444.4	(5.0)	-1.1%
Other Revenues	25.3	32.7	(7.4)	-22.6%
OTHER PLATFORMS AND RELATED ACTIVITIES	43.8	40.0	3.8	9.5%
STUDIOS & ENTERTAINMENT	127.5	87.2	40.3	46.2%
TOTAL REVENUE	636.0	604.3	31,7	5.2%

€m	Q4 2016	Q4 2015	Var. €m	Var. (%)
CONSOLIDATED REVENUE	636.0	604.3	31.7	5.2%
GROUP TV ADVERTISING	465.5	472.0	(6.5)	-1.4%
OTHER REVENUES	170.5	132.3	38.2	28.9%

COST OF PROGRAMMES OF THE FREE-TO-AIR CHANNELS

€m	2016	2015	Var. €m	Var. (%)
Entertainment	269.5	285.5	(16.0)	-5.6%
TV dramas* / TV movies / Series / Theatre	312.1	316.7	(4.6)	-1.5%
Sports (excl. one-off sporting events)	49.0	45.0	4.0	8.9%
News**	140.7	107.3	33.4	31.1%
Movies	174.1	159.9	14.2	8.9%
Youth	15.1	15.0	0.1	0.7%
TOTAL EXCL. ONE-OFF SPORTING EVENTS	960.5	929.4	31.1	3.3%
One-off sporting events	46.1	26.8	19.3	ns
TOTAL INCL. ONE-OFF SPORTING EVENTS AND EXCL. NON-CURRENT CHARGES	1,006.6	956.2	50.4	5.3%
NON-CURRENT CHARGES	2016	2015	Var. €m	Var. (%)
Non-current expenses relating to co-production shares	25.4	-	ns	ns
Cost of LCI from 1st January to 4th April 2016 included in non-current charges	8.2	-	ns	ns

* Excludes €25.4 million of non-current expenses relating to co-production shares in respect of TF1 Group Investments in French drama productions

** Includes the cost of LCI from April 5th to December 31st, 2016

CONSOLIDATED INCOME STATEMENT

€m	2016	2015	Var. €m	Var. (%)
CONSOLIDATED REVENUE	2,062.7	2,004.3	58.4	2.9%
Total costs of programmes	1,006.6	956.2	50.4	5.3%
Other charges, depreciation, amortization, provision	926.7	890.1	36.6	4.1%
CURRENT OPERATING PROFIT	129.4	158.0 *	(28.6)	-18.1%
<i>CURRENT OPERATING MARGIN</i>	<i>6.3 %</i>	<i>7.9 %</i>		
Other operating income and expenses	(83.7)	(16.8)	(66.9)	ns
OPERATING PROFIT	45.7	141.2 *	(95.5)	-67.6%
Cost of net debt	(1.2)	1.1	(2.3)	ns
Other financial income and expenses	(4.5)	(3.2)	(1.3)	40.6%
Income tax expense	(5.9)	(42.3)	36.4	- 86.1%
Share of profits / (losses) of associates	9.9	6.5	3.4	52.3%
NET PROFIT FROM CONTINUING OPERATIONS	44.0	103.3	(59.3)	-57.4%
Post-tax profit from discontinued/held-for-sale operations	-	-	-	ns
NET PROFIT	44.0	103.3	(59.3)	-57.4%
Net profit attributable to the Group	41.7	99.9	(58.2)	- 58.3%
Attributable to non-controlling interests	2.3	3.4	(1.1)	- 32.4%

* Includes the gain arising on the deconsolidation of Eurosport France in Q1 2015 (33.7 million euros)

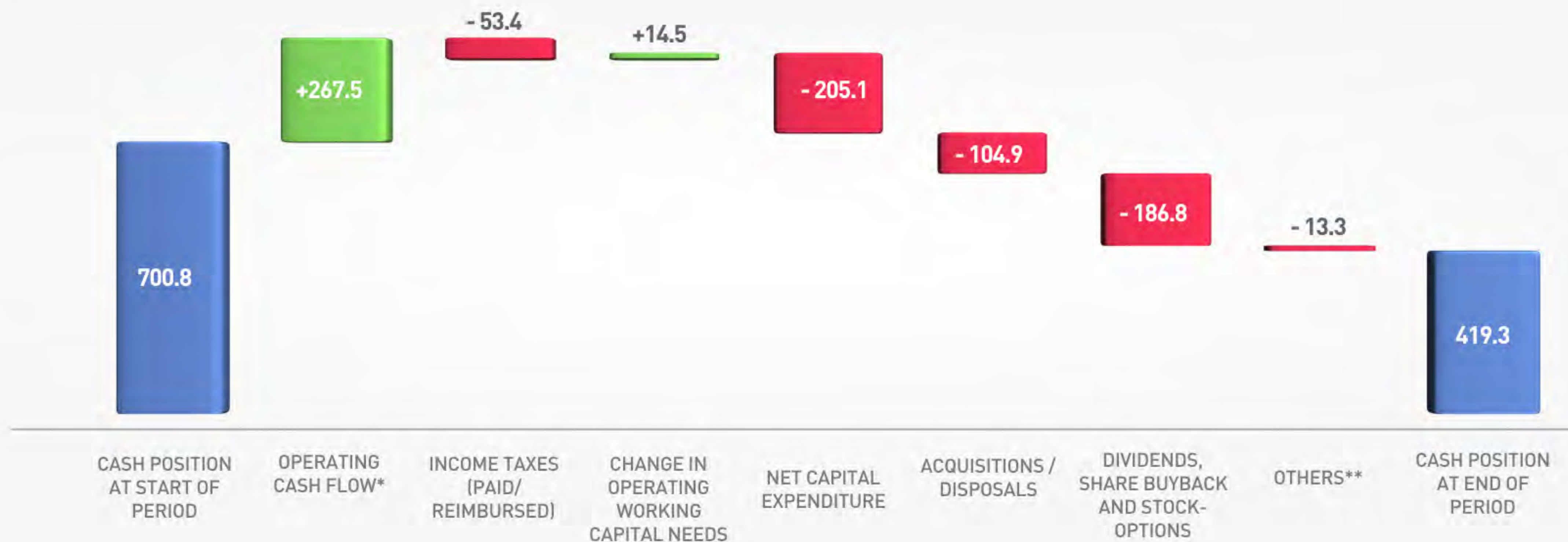
BALANCE SHEET

CONSOLIDATED ASSETS (€m)	DEC 31 st 2016	DEC 31 st 2015	Var. €m
Total non-current assets	1,093.1	841.8	251.3
Total current assets	2,122.6	2,371.9	(249.3)
Held-for-sale assets	-	-	-
TOTAL ASSETS	3,215.7	3,213.7	2.0
NET CASH (+)	186.7	700.8	(514.1)

CONSOLIDATED LIABILITIES (€m)	DEC 31 st 2016	DEC 31 st 2015	Var. €m
Total shareholders' equity	1,492.6	1,761.8	(269.2)
shareholders' equity attributable to the Group	1,493.4	1,741.7	(248.3)
Total non-current liabilities	322.0	63.1	258.9
Total current liabilities	1,401.1	1,388.8	12.3
Liabilities related to held-for-sale operations	-	-	-
TOTAL LIABILITIES & SHAREHOLDERS' EQUITY	3,215.7	3,213.7	2.0

EVOLUTION OF GROSS CASH POSITION

€m



REMINDER 2015 :

CASH POSITION AT START OF PERIOD	498.2	OPERATING CASH FLOW*	+164	INCOME TAXES (PAID/REIMBURSED)	-35.1	CHANGE IN OPERATING WORKING CAPITAL NEEDS	+8.4	NET CAPITAL EXPENDITURE	-57.4	ACQUISITIONS / DISPOSALS	+494.5	DIVIDENDS, SHARE BUYBACK AND STOCK-OPTIONS	-352.8	OTHERS**	-19	CASH POSITION AT END OF PERIOD	700.8
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* Operating cash flow – cost of net debt – income tax expense

** Cash inflows/outflows from/on acquisitions of financial assets, dividends received, other cash flows from investing activities, other transactions between shareholders, cash inflows from new debt contracted, repayment of debt (including finance leases), net interest paid (including finance leases)

RETURNS FOR SHAREHOLDERS

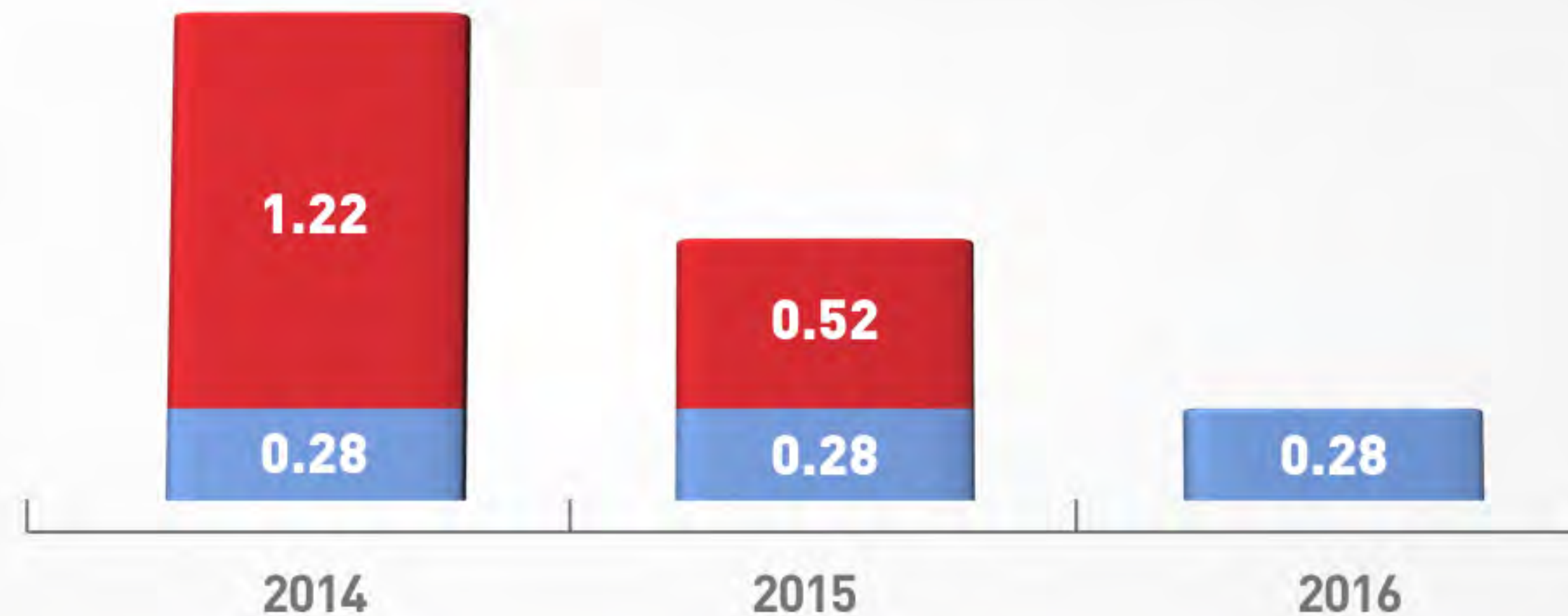
€58,6 m*

- ▶ **€ 0.28** per share redistributed to shareholders
- ▶ Or **1.33** times net income in 2016

€21,4 m

of the 2016 share buyback programme

- Exceptional part of dividend (€/share)
- Ordinary part of dividend (€/share)



After the payment of the dividend, the Group will have a cash level enabling it to develop and create future value

* On the basis of the number of shares making up TF1 capital at 12/31/2016

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LE GROUPE

Q&A

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CORE BUSINESS

TODAY...

- ▶ Develop a **segmented and contributive multichannel offer**
- ▶ Increase the **profitability** of our **core business** - linear TV (TF1)
- ▶ **Monetise content** in TV channels and MYTF1



...TOMORROW

- ▶ Develop **new audiences** and **new advertising inventories** on linear TV as well as on digital
- ▶ **Monetize with advertisers** our **customer knowledge**
- ▶ Increase our **production of proprietary content**



ENTERTAINMENT AND THE DEVELOPMENT OF BRANDS

- ▶ **Generate new sources of revenue...**
- ▶ ...**creating and growing talents and brands**

THREE GROWTH TERRITORIES:

DTT

DIGITAL

PRODUCTION

5 KEY ACTIONS:

CROSS-FUNCTIONAL

1 RIGOROUS MANAGEMENT - RECOVER PLAN



PROGRAMMES

2 ACQUISITION

3 PRODUCTION

REVENUES

4 AD MONETISATION AND DIVERSIFICATION

5 DISTRIBUTION

1

2017 : €25m to €30m

IN RECURRING SAVINGS IDENTIFIED

ORGANISATION /
TRANSFORMATION

PURCHASING
OPTIMISATION

DIGITALISATION

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TV VIEWING BEHAVIOUR IS SHIFTING TOWARDS ATAWAD

- ▶ **Live TV:** 3 hrs and 33 min in 2016, which is **5 min less** than in 2015
- ▶ **Time-shifted + Catch-up TV:** 10 min, **+4 min**
- ▶ **Live and replay 3 screens:** estimated at 7 min 30 sec



LE GROUPE

**PRODUCER AND BROADCASTER
OF HIGH VALUE-ADDED
CONTENT, FULLY IN STEP
WITH THESE
CHANGES**

NEW VIDEO VIEWING BEHAVIOR IS DEVELOPING

- ▶ VOD / SVOD
- ▶ Web video

TV CONTENT DOMINATES VIDEO CONSUMPTION

- ▶ 93% of the time length of video watched

OPTIMISE OUR INVESTMENTS
IN CONTENT

TO **MAXIMIZE** MULTICHANNEL
AND MULTISCREEN RATINGS

BUILD A MULTICHANNEL GROUP COMBINING POWER AND TARGETING

TF1

THE PREMIUM AND UNIFYING CHANNEL

4+ ind. / W<50PDM



TMC

NEW BENCHMARK CHANNEL FOR 25-49 YEAR-OLDS

25-49 year-olds / high SPC



NT1

THE UNMISSABLE CHANNEL FOR MILLENNIALS

15-35 year-olds



HDI

THE BEST IN DRAMA FOR W<50PDM

35-50 year-old women



LCI

FINGER ON THE NEWS PULSE WITH MAJOR SIGNATURES

25-59 year-olds / high SPC



TF1
LE GROUPE

SEPT-DEC 2016 : LEADING GROUP WITH INDIVIDUALS WITH A LARGE LEAD ON ADVERTISING TARGETS AND A SHARP YEAR-ON-YEAR INCREASE

28.4%

Ind. AS
(+0.4pts in 1 yr)

33.7%

W<50PDM AS
(+1.8pts in 1 yr)

30.6%

25-49 year-olds AS
(+1.3pts in 1 yr)

THE TRANSFORMATION OF THE **TF1** CORE CHANNEL MODEL



**THE TWO MAIN
CHALLENGES
IN 2017**

ACCESS 7PM

- THE WALL
- LA SAGA

**BUILD AN ALTERNATIVE
OFFER TO US SERIES**

MAXIMIZE THE MULTICHANNEL AND MULTIPLATFORM USE OF CONTENT



FIRST TV BROADCAST
6.6m FOR THE 4 EVENINGS

STRONG TIME-SHIFT VIEWING
+0.9m, O/W 0.6m CATCH-UP



REBROADCAST THE DAY AFTER
0.4m FOR THE 4 EVENINGS



DIGITAL: PREVIEW, EPISODES, BONUS
PREVIEW: 300,000 VIDEOS VIEWED
ALTERNATIVE ENDING: 1.1m VIDEOS VIEWED
OVERALL: 11.8m VIDEOS VIEWED



PAY BROADCASTING
146,000 PAY EPISODES
(RENTAL AND PURCHASE)



FIRST HALF OF THE 1/4 FINAL (FRANCE-SWEDEN)
4.8m VIEWERS



SECOND HALF OF THE 1/4 FINAL
4.7m VIEWERS
HISTORIC RECORD FOR A DTT CHANNEL

*VERY POSITIVE IMPACT ON THE GROUP AS
IN THE DAYTIME*



BIG RATINGS FOR SEMI-FINAL AND FINAL
6.9m FOR SEMI-FINAL IN PRIME TIME
8.7m FOR FINAL IN ACCESS (A HIGH OF 12.3m)



**FINAL PHASE OF THE FRENCH NATIONAL
FOOTBALL TEAM LIVE ON MYTF1**
800,000 LIVE SESSIONS FOR THE 3 GAMES
(O/W 340,000 FOR THE FINAL)
760,000 VIDEOS WATCHED IN TIME-SHIFT

DEVELOP RATINGS AND REVENUES ACROSS ALL MEDIA

2 RETHINK OUR PURCHASING POLICY

SERIES

- ▶ Review our policy on *US output deals*
- ▶ Negotiate extended rights (*full stacking*), multichannel and multiplatform
- ▶ Shift to **European cost-efficient series**

DRAMA

- ▶ Develop **new partnership models**
- ▶ **Systematic renegotiation of costs**
- ▶ **More broadcasts** following new inter-professional agreements

UNSCRIPTED

- ▶ **Renegotiate framework agreements**
- ▶ Seek out **new, less costly programme types** (factuals and on-set unscripted shows) to prepare for the future

3 PRODUCE IN-HOUSE

NEWEN STUDIOS / TF1 PRODUCTION

- ▶ **Maximize our dependent quota for drama (26%)**
- ▶ **Boost the in-house production of unscripted programmes**

CO-PRODUCE INTERNATIONALLY

- ▶ Develop series **adapted to the French market**
- ▶ **Share investments and revenues**

Example of Trinity

EXTEND VIDEO INVENTORY

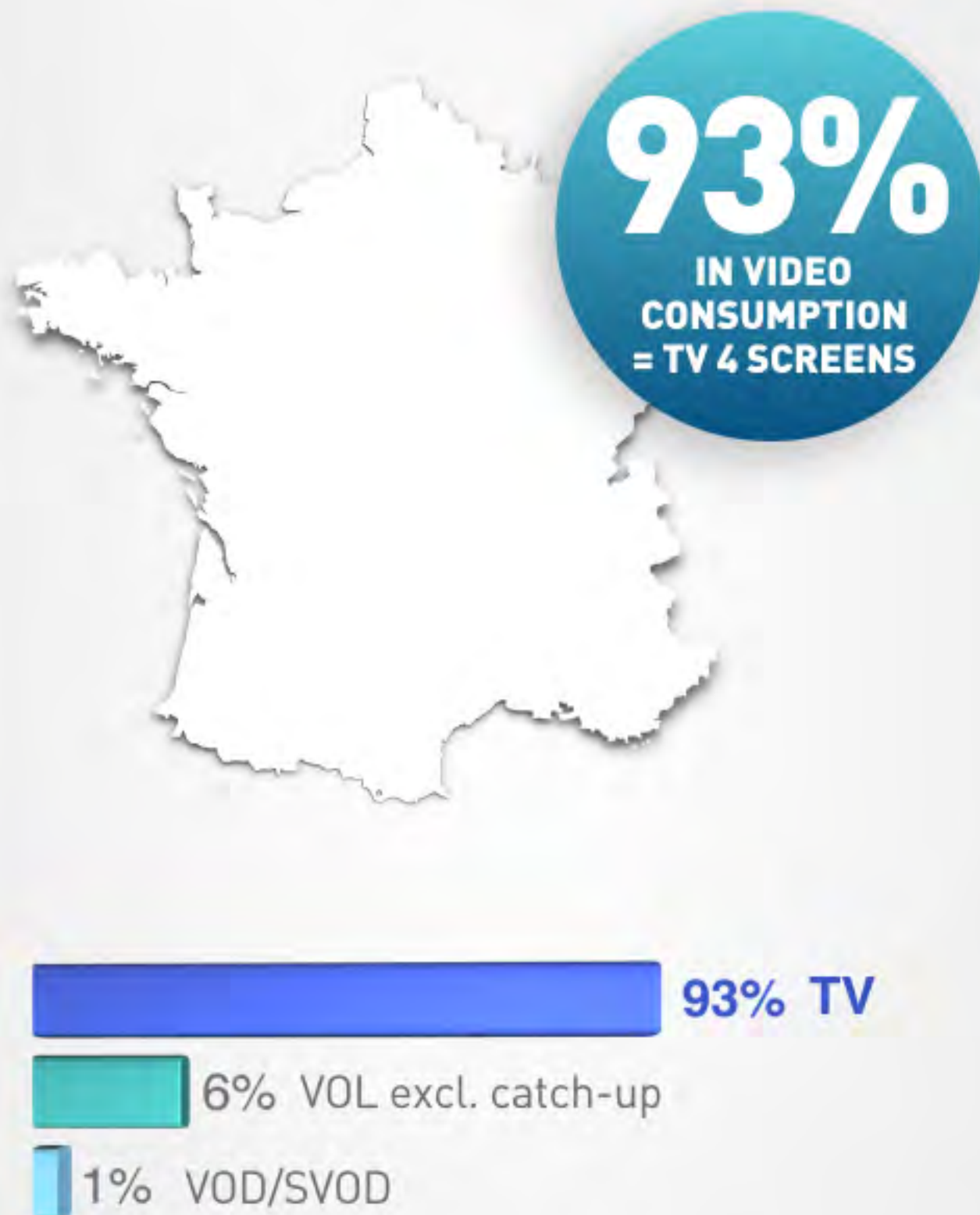
- NEGOTIATE RIGHTS FOR LONGER PERIODS
- PRODUCE SPECIFIC AND EXCLUSIVE CONTENT
 - ▶ Based on existing TV programmes (Bonus, Daily, etc.)
 - ▶ Create new content and introduce new talents (MinuteBuzz, Studio 71)

A CHRONOLOGY OF PROGRAMME USE THAT MAXIMIZES RATINGS AND REVENUES

- BEFORE BROADCAST
 - ▶ Preview
 - ▶ Entire previous season
- DURING BROADCAST
 - ▶ Full stack of episodes of French drama
 - ▶ Previous seasons via VOD
 - ▶ Use of Facebook and Twitter to contribute traffic
- ON YOUTUBE
 - ▶ Archives and excerpts already used on MyTF1

TV: A MEDIA OF THE FUTURE

LEADERSHIP IN VIDEO CONSUMPTION ON 4 SCREENS



Source Médiamétrie - 2015, Individuals >15 years old

GROWTH IN TV AD MARKET IN 2016



Source: Magna Global - December 2016

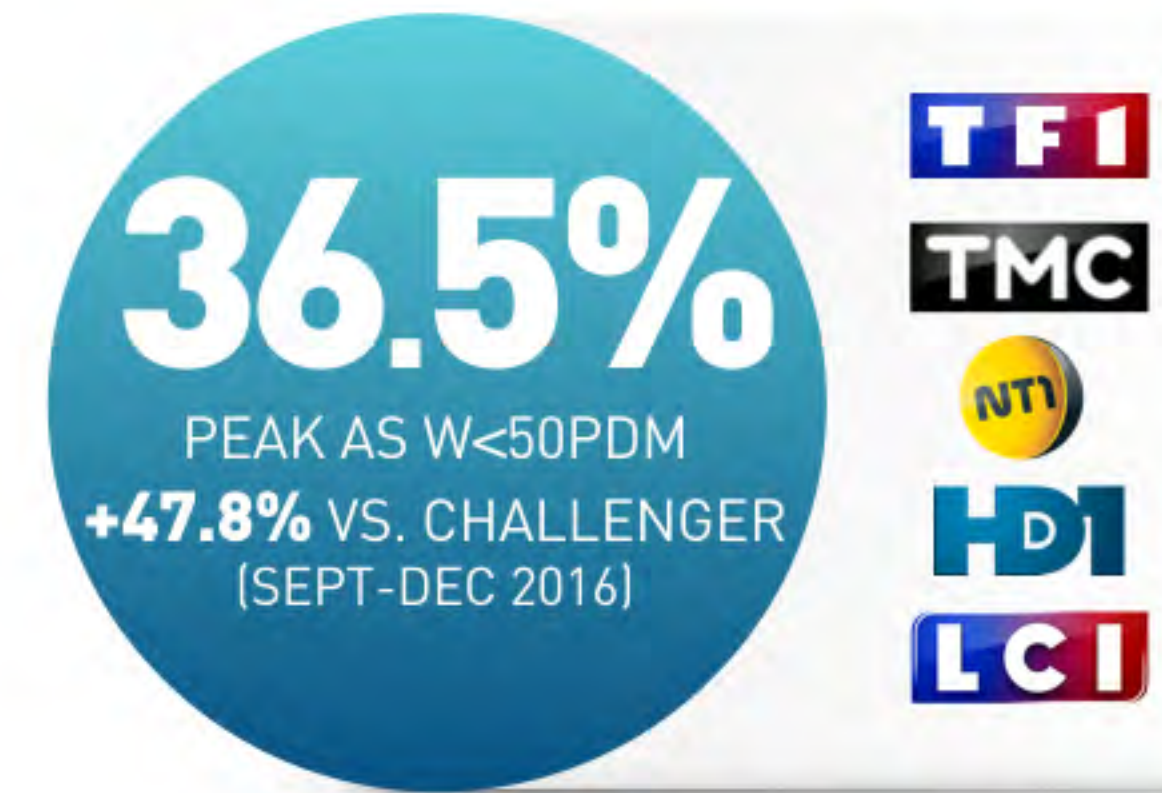
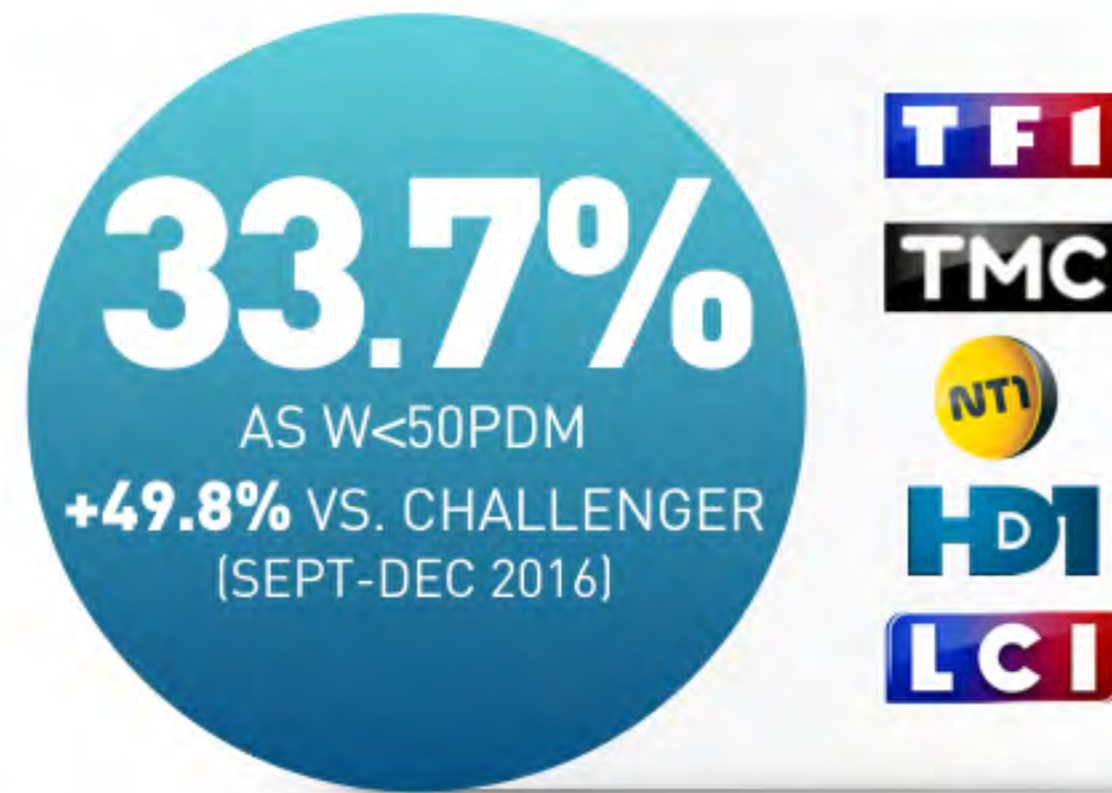
MEDIA STRONG ON PERFORMANCE AND ROI

"FOR COCA-COLA, **\$1 INVESTED** IN TV GENERATES OVER **\$2.13** IN ROI, COMPARED WITH JUST \$1.26 ON THE WEB."



MARCOS DE QUINTO,
CMO COCA-COLA

Source: NY Beverage Digest Conference
Future Smarts - 2016



+20
MILLION OF UVs
(EVERY MONTH)



600
MILLION VIDEOS
VIEWED
(JANUARY 2017)

4 TF1 PUBLICITÉ: BUILD AN OFFENSIVE COMMERCIAL STRATEGY

1

STRENGTHEN THE OPERATIONAL EFFICIENCY OF TF1 PUBLICITÉ



2

VALUE OUR PREMIUM INVENTORY



3

SUPPORT THE GROWTH OF DTT AND DIGITAL



4

DIVERSIFY OUR CUSTOMER PORTFOLIO

+100
NEW
ANNOUNCERS
IN 2016

4 TF1 PUBLICITÉ: STRENGTHEN OUR OFFER IN HIGH-POTENTIAL SEGMENTS

5

ON THE LEADING EDGE
OF INNOVATION
AND DATA TARGETING



6

PURSUE OUR STRATEGY
ON WINNING OVER
MILLENNIALS



7

DEVELOP
BRAND CONTENT



5 DISTRIBUTION / INTERNATIONAL

8

ENHANCE THE VALUE OF
OUR SERVICES IN FRANCE



9

VALUE OUR ASSETS
INTERNATIONALLY



TO SUM UP: A MODEL IN TRANSFORMATION

- Build a multichannel Group combining power and targeting
- Optimise our investments and control content cost
- Develop the ratings and use of our content across all media
- Boost the monetisation of our content

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▶ **PREPARING THE FUTURE : DIGITAL - *OLIVIER ABECASSIS***

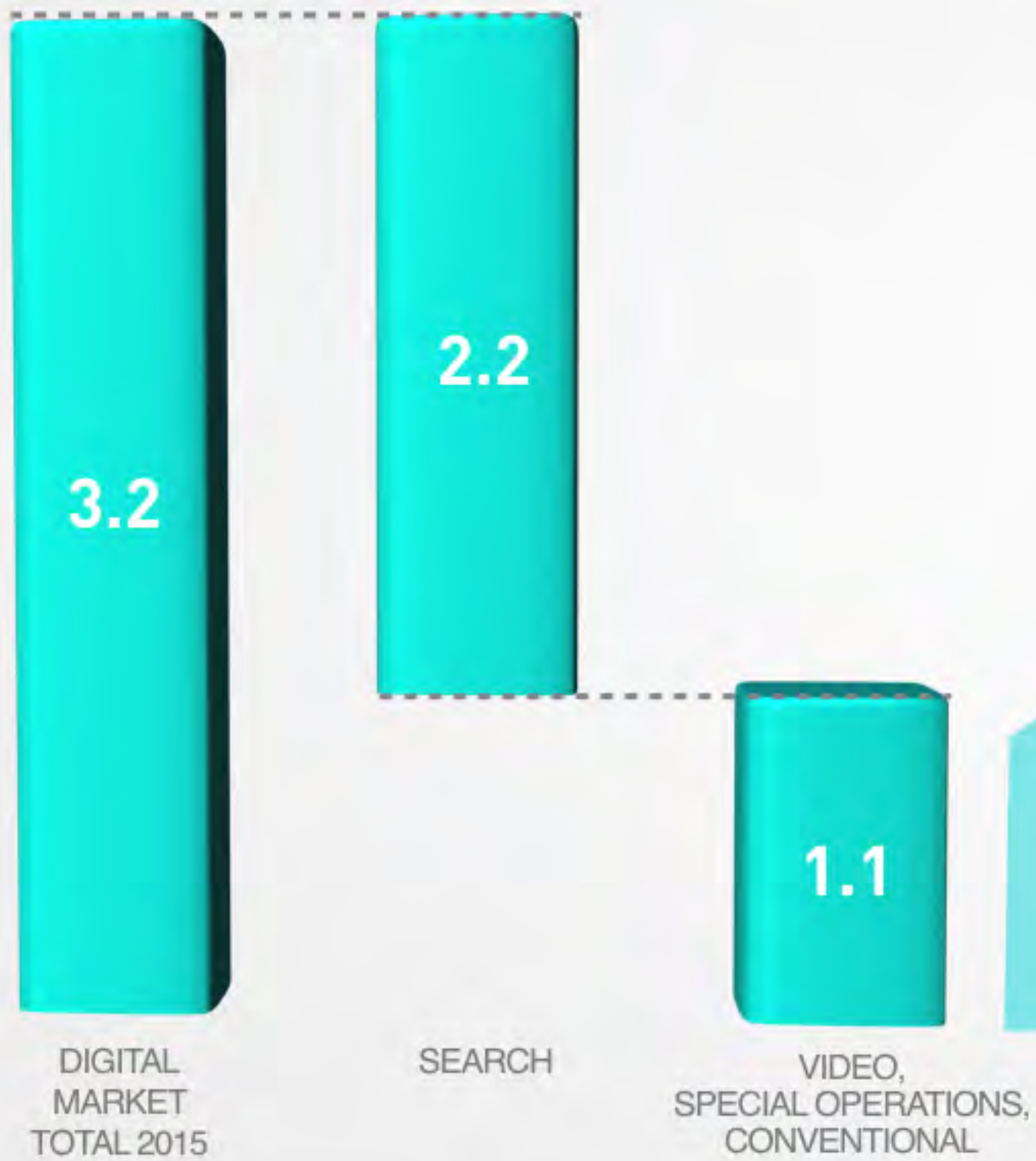
DEVELOP PRODUCTION - *FABRICE LARUE*

CONCLUSION & OUTLOOK - *GILLES PÉLISSON*

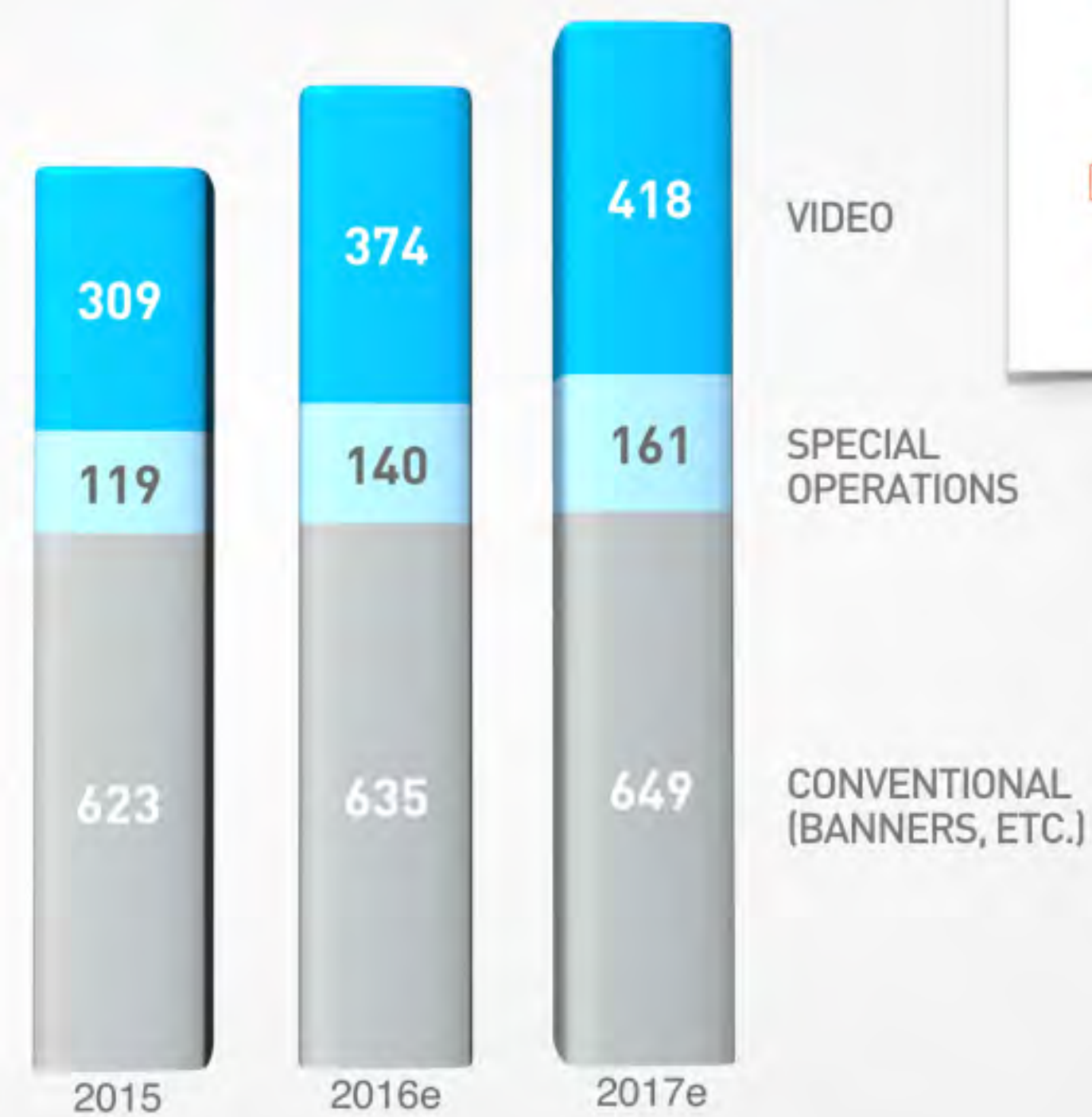
Q&A SESSION

FRAGMENTATION IN ADVERTISING INVESTMENTS OPENING UP NEW TERRITORIES OF EXPRESSION

€ BILLION

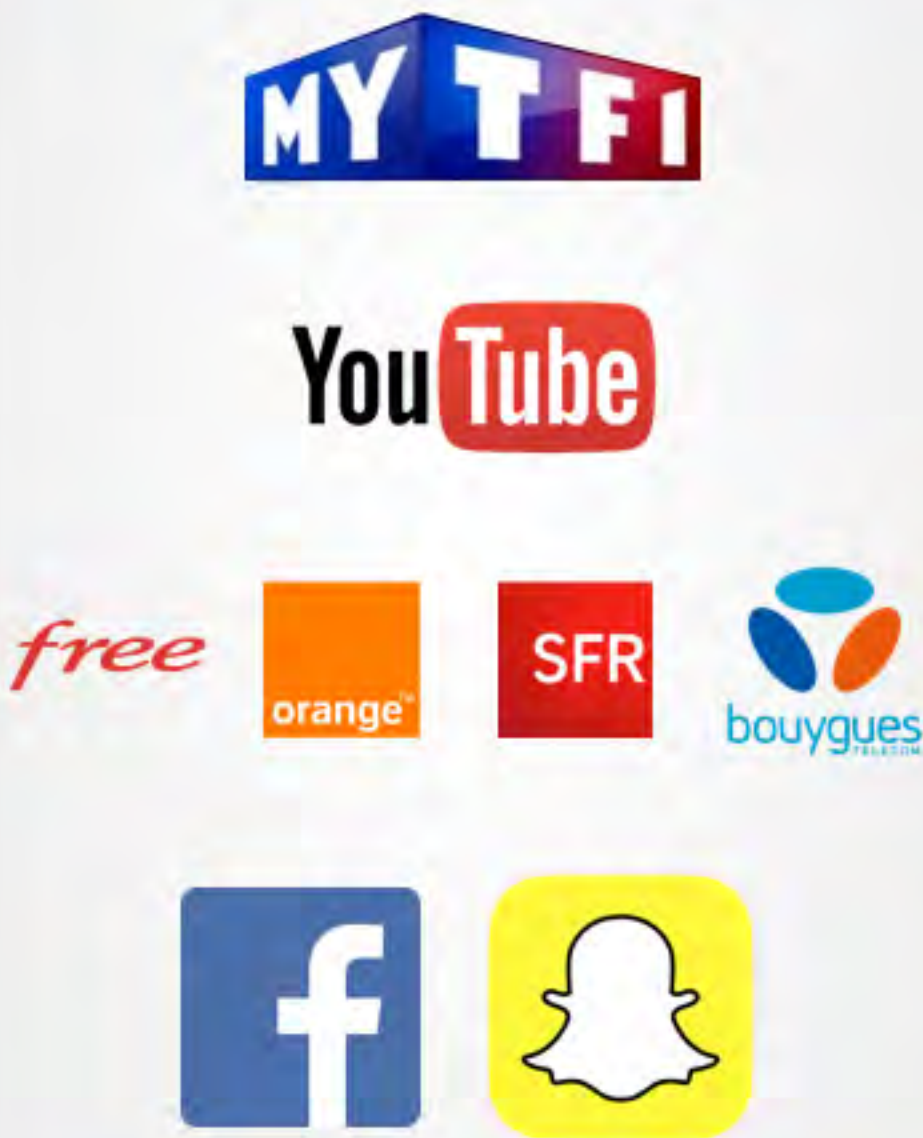


€ MILLION



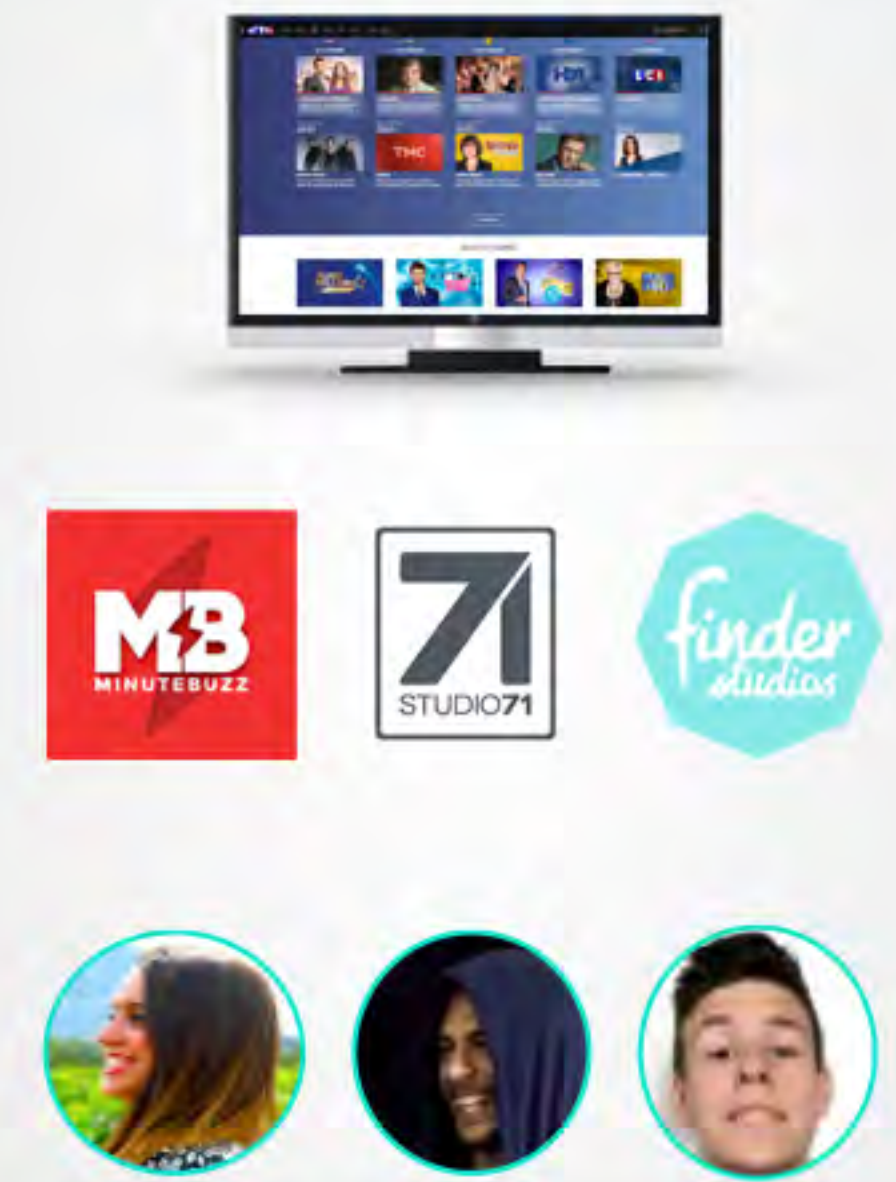
STEPPING UP THE EXTENSION OF THE TF1 DIGITAL FOOTPRINT

MULTI PLATFORM




Logos for MY TFI, YouTube, free, orange, SFR, bouyguet, Facebook, and Snapchat.

MULTI CONTENT



A TV screen showing a content interface, logos for MB MINUTE BUZZ, 71 STUDIO 71, and finder studios, and three circular portraits of people.

MULTI COUNTRY



Four circular icons representing the flags of France, Italy, Spain, and Germany.

MULTI SEGMENT



A diagram showing a DMP (Data Management Platform) connected to various social media icons, and a TV screen with a target icon overlaid.

QUALIFIED & TARGETED

NEW TERRITORIES OF EDITORIAL EXPRESSION TO CONQUER NEW TARGETS



8
MILLION
FANS

250
MILLION
VV

- ▶ **"Social media"** agency addressing **Millennials** as a priority
- ▶ Business model: 100% of brand content in the social media
- ▶ **Positive EBIT**



6
BILLION
VV

400
MILLION
FANS

- ▶ A **pan-European alliance**
- ▶ An **international MCN** to accelerate the recruitment of talents and the monetisation of YouTube audiences
- ▶ Capturing international advertiser budgets through Studio71 inventories generated in France



LOYALTY PROGRAM & AD TARGETING

FREEMIUM





DATA

DATA: A KEY ISSUE IN THE VALUE RECOVERY OF OUR INVENTORIES

- ▶ Predictive and loyalty-building
- ▶ Freemium
- ▶ Segmentation and sales per target
- ▶ Advertiser DMP connection

1



CREATE NEW ADVERTISING INVENTORIES

IDENTIFY AND CREATE NEW ADVERTISING INVENTORIES

- ▶ Adswitching: implemented during Euro competition and currently being rolled out on all the channels

2



TRANSFORM THE TECHNICAL AND TOOL BASE

NEW AD SERVER & PROCESS DIGITALIZATION

- ▶ Implementation of new Freewheel adserver: unified tooling for better management and optimised value
- ▶ Digitalisation of our sales processes & tools (*la box*)

3



ADDRESSABLE TV

QUALIFICATION OF OUR ISP INVENTORIES

4

- Step up the extension of the TF1 digital footprint
- Win over new targets with renewed content forms
- Rebuild value (data, relationship management)

2016 RESULTS

BUSINESS REVIEW – *GILLES PÉLISSON*

FINANCIALS - *PHILIPPE DENERY*

Q&A SESSION

COFFEE-BREAK

STRATEGIC REVIEW

TF1 GROUP'S TRANSFORMATION - *GILLES PÉLISSON*

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PRODUCERS AND TALENTS AGGREGATOR

NEWEN

THROUGH A SERIES OF STRATEGIC ACQUISITIONS, NEWEN STUDIOS HAS DEVELOPED A RENOWNED GROUP MADE UP OF POWERFUL BRANDS WITH STRONG IDENTITIES



VARIOUS AND DYNAMIC CLIENT PORTFOLIO

BROADCASTING SUCCESS IN ALL CATEGORIES

DRAMA



7.5m VIEWERS (28% AS)
TF1



AVERAGE OF 5.6m VIEWERS
FRANCE 2



6.5m VIEWERS (24.8% AS)
FRANCE 2



TOTAL RATINGS
4.4m VIEWERS (1)
FRANCE 3

GAME SHOWS & MAGAZINES

- ▶ **HARRY**
(S5, France 3)
- ▶ **LE MAGAZINE DE LA SANTÉ**
(S17, France 5)
- ▶ **FAITES ENTRER L'ACCUSÉ**
(S20, France 2)
- ▶ **L'EFFET PAPILLON**
(S10, Canal +)
- ▶ Etc.

REPORTS

- ▶ **LE JOURNAL DU CINÉMA**
(Canal +)
- ▶ **66 MINUTES**
(M6)
- ▶ **ENVOYÉ SPÉCIAL**
(France 2)
- ▶ **ENQUÊTE EXCLUSIVE**
(M6)
- ▶ Etc.

PRODUCTIONS FOR 2017

groupe
TELFRENCE

- ▶ **CANDICE RENOIR** (S6, France 2)
- ▶ **CASSANDRE** (S3, France 3)
- ▶ **PLUS BELLE LA VIE** (S13, France 3)
- ▶ **SAGA D'ÉTÉ** (TF1)

CAPA

- ▶ **VERSAILLES** (S3, Canal +)
- ▶ **LES ORIGINES DU MAL** (S1, M6)
- ▶ **THANKSGIVING** (Arte)
- ▶ **DICTE** (S1, France 2)
- ▶ **NU** (OCS)

NEW SECTORS – ANIMATION – UNSCRIPTED – DISTRIBUTION



BLUESPIRIT
PRODUCTIONS

ACQUISITION OF A MAJORITY STAKE IN BLUE SPIRIT
(MA VIE DE COURGETTE, LES MYSTÉRIEUSES CITÉS D'OR, GRABOUILLON)



PRODUCTION
VALLEY

CREATION OF AN UNSCRIPTED PROGRAMME UNIT, PRODUCTION VALLEY



17JUN
media

17 JUIN MÉDIA :
THE ALLODOCTEURS.FR HAS TOPPED THE MARK OF 5 MILLION UNIQUE VISITORS PER MONTH.
MICHEL CYMES VOTED FRANCE'S FAVOURITE TV SHOW HOST FOR THE THIRD CONSECUTIVE YEAR



NEWEN
DISTRIBUTION

OFFICE OPENED IN LONDON FOR NEWEN DISTRIBUTION



CAPA

VERSAILLES SOLD IN 136 COUNTRIES
TERROR STUDIOS SOLD IN 103 COUNTRIES

NEW TERRITORIES



Commercial and co-development agreements : RÉSEAU NEWEN NETWORK



ACQUISITION OF TUVALU : leading Dutch independent, 50 programmes a year



Drama co-development agreement with Keshet



Integration of new members rounding out the Newen Network in the following priority countries:

- ▶ UK
- ▶ Belgium
- ▶ Scandinavia
- ▶ Italy



Search for targets in **UNSCRIPTED** and **DRAMA**

NEW BUSINESS ACTIVITIES



VALUES AND OBJECTIVES SHARED BY ALL OUR MEDIA:

INFORM AND SUPPORT, WITH COMPLETE INTEGRITY, CONSUMERS AND BUSINESSES IN THEIR PURCHASE DECISIONS IN THE FOLLOWING FIELDS:

HIGH-TECH



LES NUMERIQUEUSES

PHOTO

FOCUS
NUMERIQUE

VIDEO GAMES

GAMEKULT

BEAUTY

Beauté
test

B2B IT



KEY FIGURES

- ▶ 8.3 million individuals (1) consult the NEWB group brands every month
- ▶ 86 employees specialised in digital
- ▶ 2,000 products tests a year
- ▶ 100 purchase and online comparison guides to advise our readers

(1) Médiamétrie, overall web, November 2016

2016 RESULTS

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Q&A SESSION

FOR A MULTICHANNEL, MULTIMEDIA AND MULTI-ACTIVITY GROUP

STRATEGIC FOCUSES

DEVELOP CONTENT AT COMPETITIVE COSTS

- ▶ Propose a **range of attractive and differentiating content**
- ▶ Acquire **content** at **competitive prices**
- ▶ Further our development in the **production** business

EXTEND THE DISTRIBUTION OF OUR CONTENT

- ▶ **Broaden** our distribution channels, including internationally
- ▶ **Monetise** with **advertisers** our **customer knowledge**
- ▶ **Maintain a direct link** with our consumers/viewers

MAXIMISE THE MONETISATION OF OUR LINEAR AND NON-LINEAR CONTENT

- ▶ **Extend our inventory** (social media, digital)
- ▶ **Get better use out of our content to improve monetisation** (replay, VOD, social media)
- ▶ The need to **move up to European level** to capture budgets

MAINTAIN LEADERSHIP WHILE INCREASING THE PROFITABILITY OF THE GROUP WITH PERMANENT DIGITAL SUPPORT

2017

- ▶ **MAINTAIN OUR SHARE OF THE ADVERTISING MARKET**
- ▶ CONFIRMATION OF THE **PROGRAMME OF RECURRING COST SAVINGS** AT AROUND **€25M TO €30M**

2019

- ▶ GROWTH IN **NON ADVERTISING REVENUE FOR THE FIVE FREE-TO-AIR CHANNELS** EXPECTED TO ACCOUNT AT LEAST **ONE THIRD OF CONSOLIDATED REVENUE**
- ▶ HOLD THE AVERAGE ANNUAL **COSTS OF PROGRAMME** (EXCLUDING MAJOR SPORTS EVENTS) AT **€980M** FOR THE FIVE FREE-TO-AIR CHANNELS FOR THE THREE COMING YEARS
- ▶ OBJECTIVE OF CURRENT **DOUBLE-DIGIT CURRENT OPERATING MARGIN RATE** FOR THE GROUP

NEW AUDIENCES

OPPORTUNISTIC

AGILE

**PROGRAMMES
ACQUISITION**

LEADING PROGRAMMES

**MULTIPLY TOUCHPOINTS
WITH THE PUBLIC**

**KEY POSITIONS
IN DIGITAL**



INTERNATIONAL

NEW TERRITORIES

LE GROUPE

**NEW SERVICES
FOR ADVERTISERS**

**"FAIR PRICE" REMUNERATION
FOR CHANNELS**

MULTI-CONTENT

**NEW EXPOSURE
AND MONETISATION
OPPORTUNITIES**

MULTI-SCREEN

PROFITABILITY

MULTI-PLATFORM



LE GROUPE

Q&A