

POST FY2019 RESULTS

INVESTOR PRESENTATION



LE GROUPE

MOVING TO TOTAL VIDEO

- 1** | OVERVIEW OF TF1 GROUP PROFILE AND FRENCH MEDIA MARKET (P.3)
- 2** | 2019: DELIVERING ON OUR OBJECTIVES THANKS TO SMART STRATEGIC MOVES (P.9)
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- 5** | TF1: A GROUP THAT CARES (P.38)

TF1 Group : Achieving a more balanced portfolio by boosting the model with content production and digital

newen CONTENT PRODUCTION

DRAMA



DOCUMENTARIES



ANIMATION



ENTERTAINMENT/ TALK SHOWS



TV MOVIES



TV BROADCASTING

FTA CHANNELS



THEME CHANNELS



OTHER BROADCASTING ACTIVITIES



OTHER ENTITIES



unify DIGITAL

PUBLISHERS



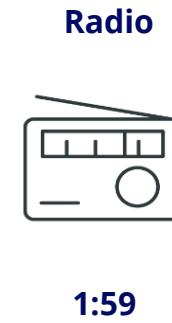
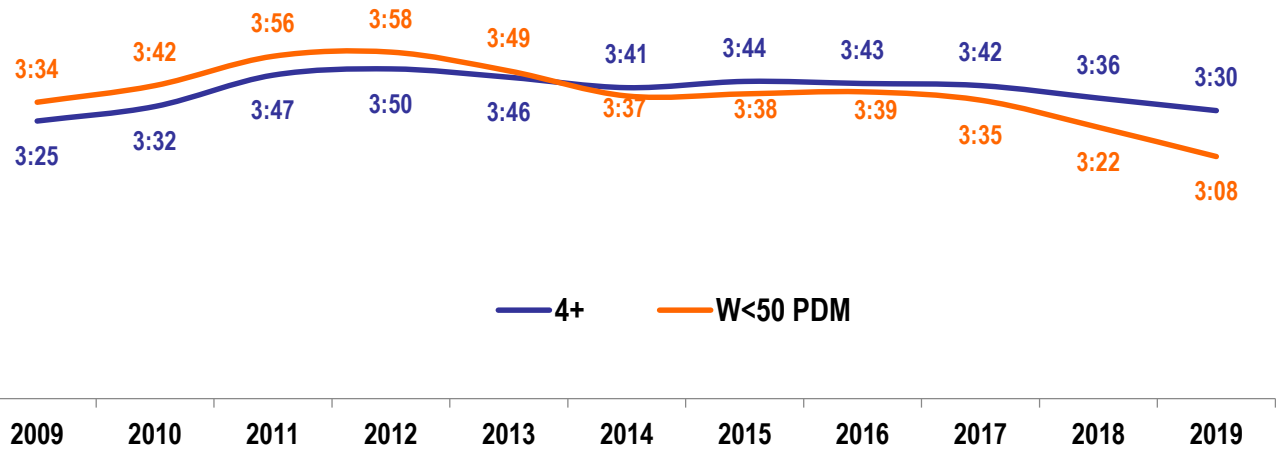
BRAND SOLUTIONS AND SERVICES



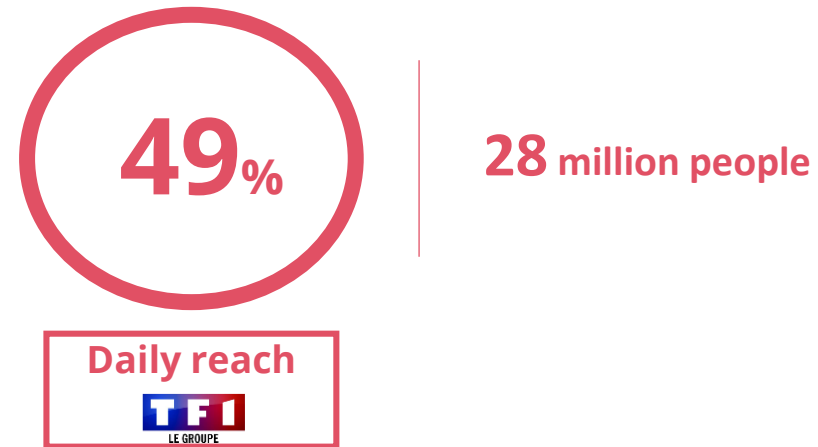
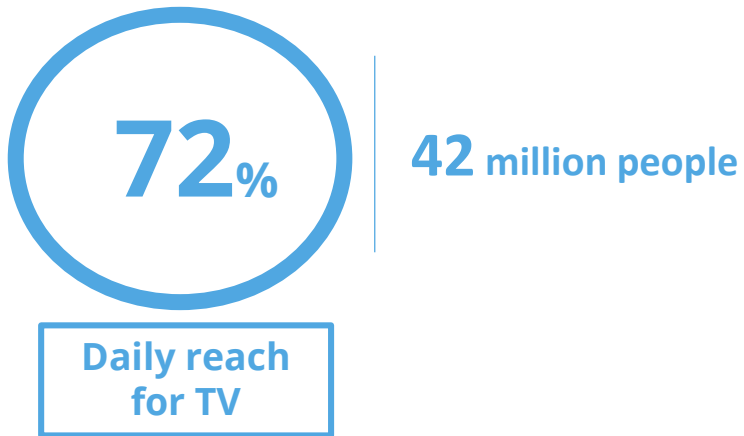
SOCIAL MEDIA E-COMMERCE



French people watch more than 3 hours of TV a day



28 million individuals reached daily by the group's channels

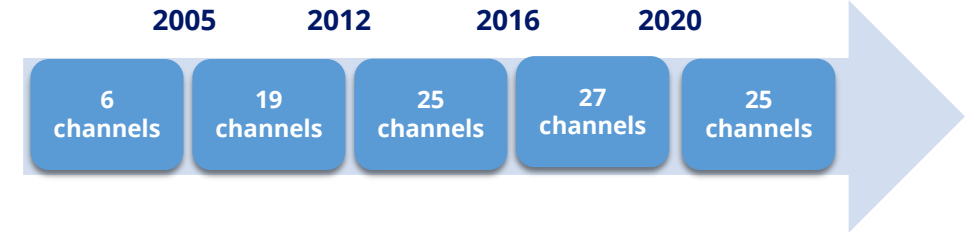


Source: Médiamétrie – Médiamat TV – FY2019
 Radio : FY2019 / Internet: FY2019 reference target all individuals.
 * Internet Surf time only

The French TV sector could benefit from more consolidation

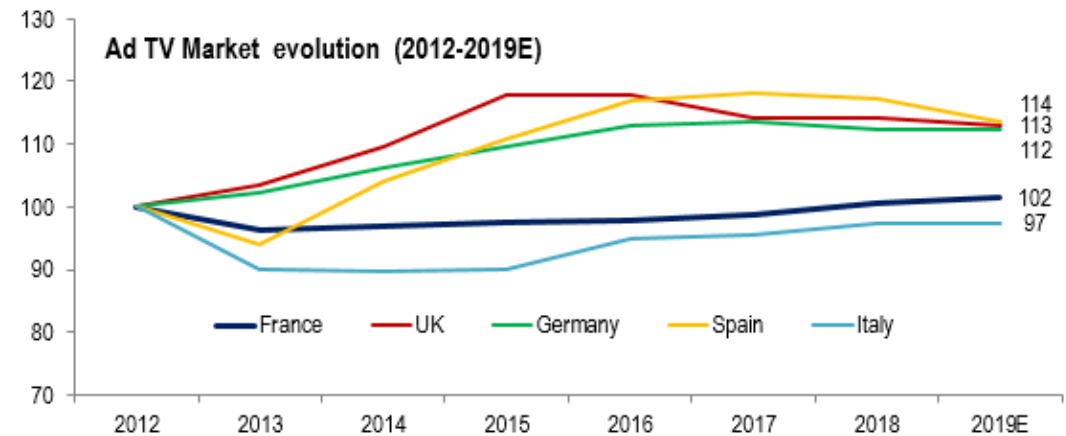
2 channels (France 4 and France Ô) to be switched off in 2020

Buy-out of Lagardère channels by M6 in Q4 2019



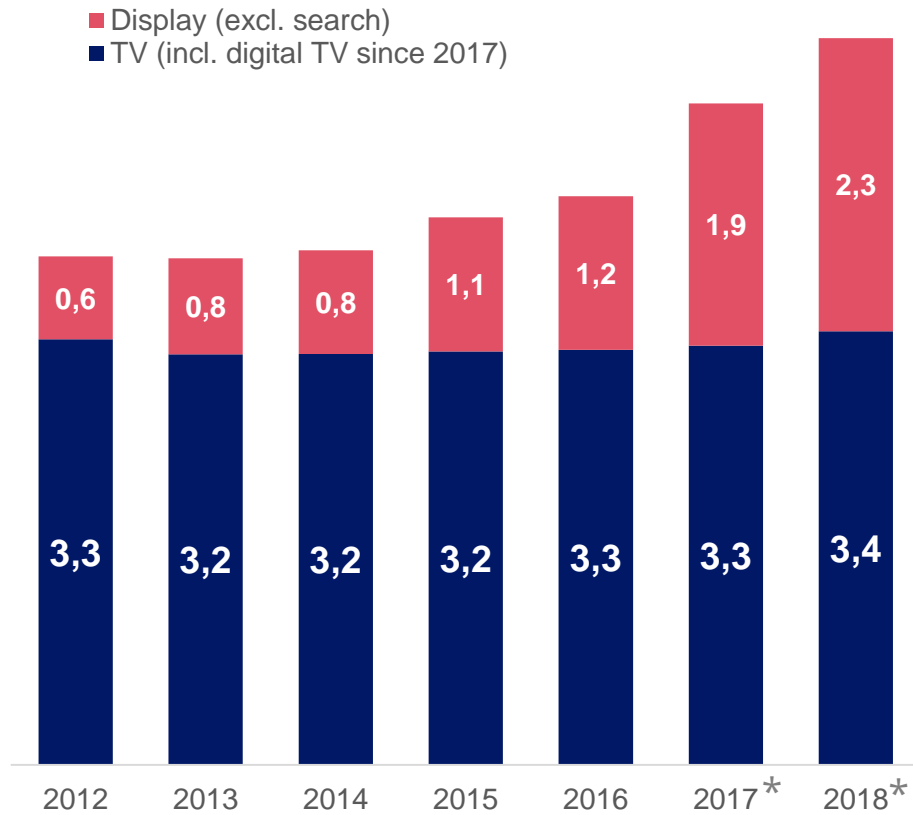
France is still underinvested in TV advertising

AD TV MARKET (PER INHABITANT)	2019E
	76£
	67€
	55€
	50€
	44€



French net advertising market

Evolution of TV and digital advertising market (€ billion)



Media net ad revenue (€bn)	2017*	2018*
DIGITAL	4.0	4.6
Search	2.1	2.3
Display	1.2	1.6
Others	0.7	0.7
TV (incl. digital TV)	3.3	3.4
PRESS	2.3	2.2
OUTDOOR ADVERTISING	1.2	1.2
RADIO	0.7	0.7
CINEMA	0.1	0.1
TOTAL	11.6	12.2

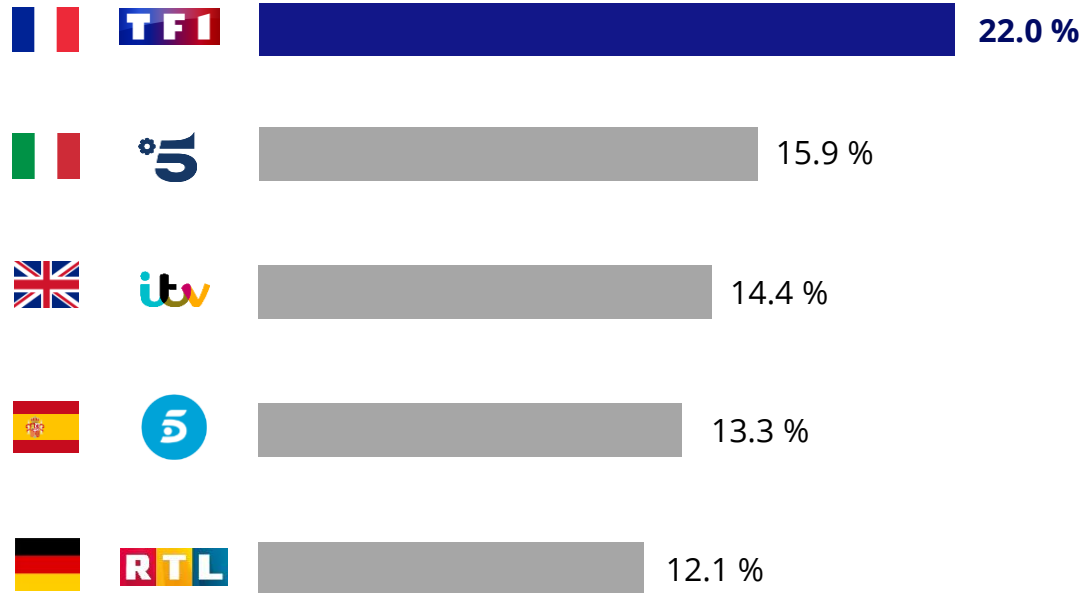
Source: IREP

*Starting 2017, change of scope: digital TV is now included in TV

Best audience share in Europe

Largest market share of any private sector European TV channel

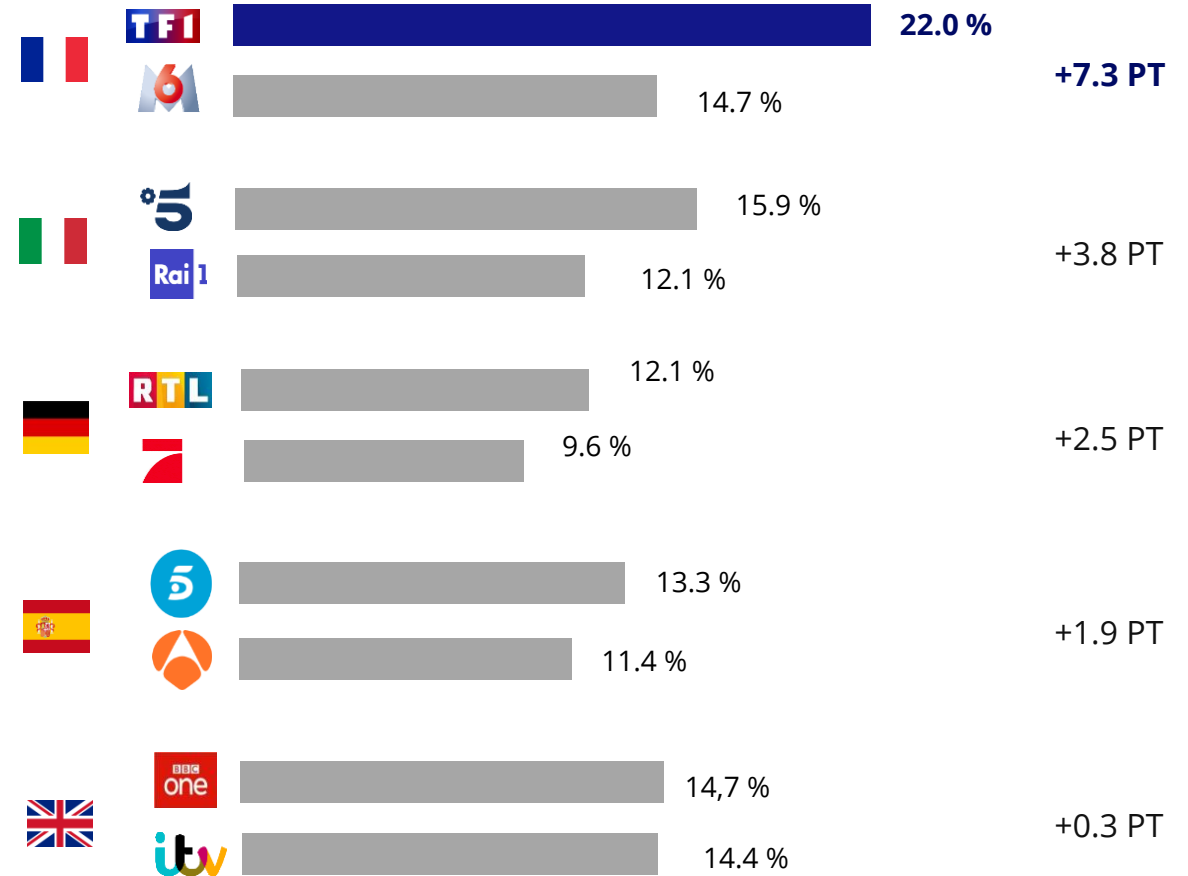
(% 2019 audience share of commercial target)



Unrivalled lead in Europe over #2

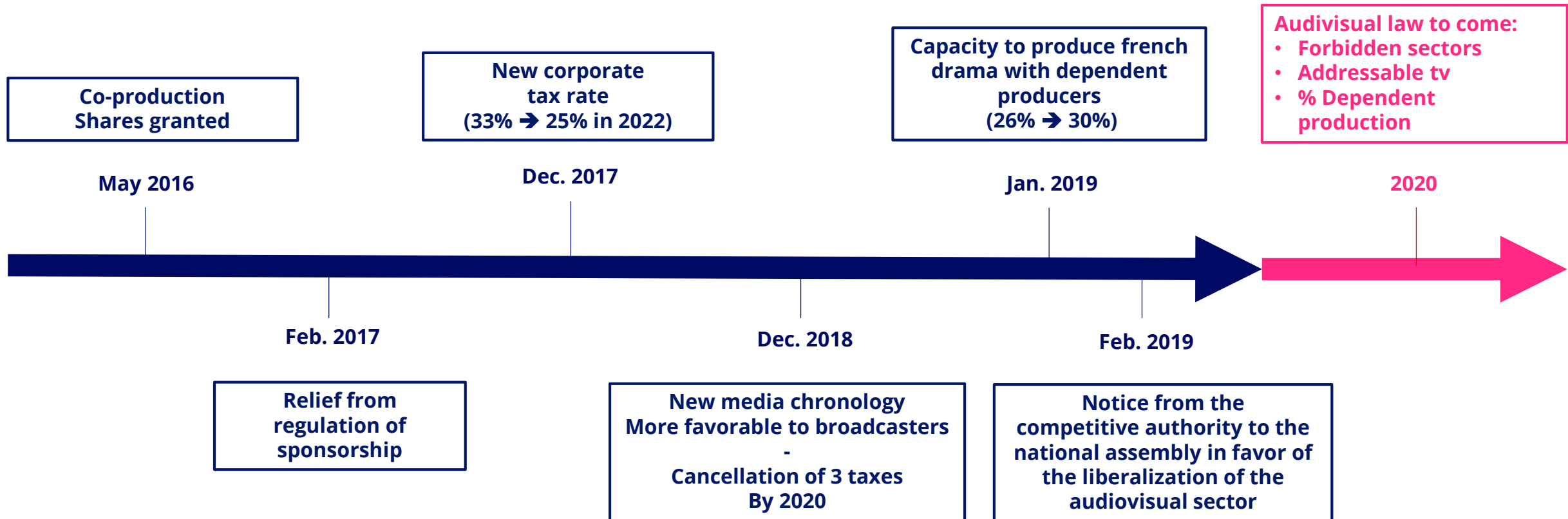
(% 2019 audience share of commercial target)

Δ VS CHALLENGER



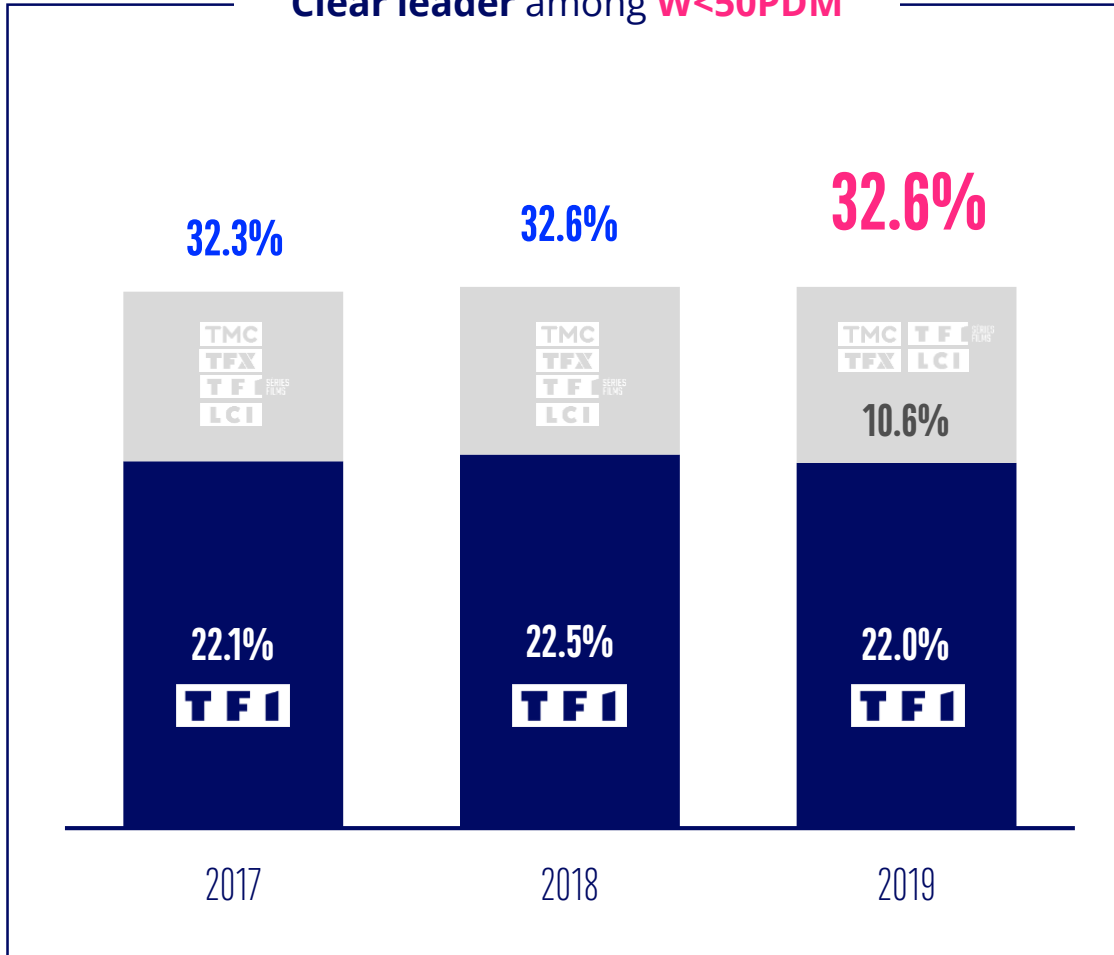
Source: Médiamétrie (France) - W<50PDM / Eurodata TV - BARB - Kantar Media (UK) - 16-44 yo / Eurodata TV - AGB - GFK (Germany) - 14-49 yo / Kantar Media (Spain) - 18-59 yo ABCD inhab. Cities > 10,000 inhab. / Eurodata TV - Auditel - AGB Nielsen (Italy) - 15-64 yo

Positive impacts of changes in regulation making us confident for the future

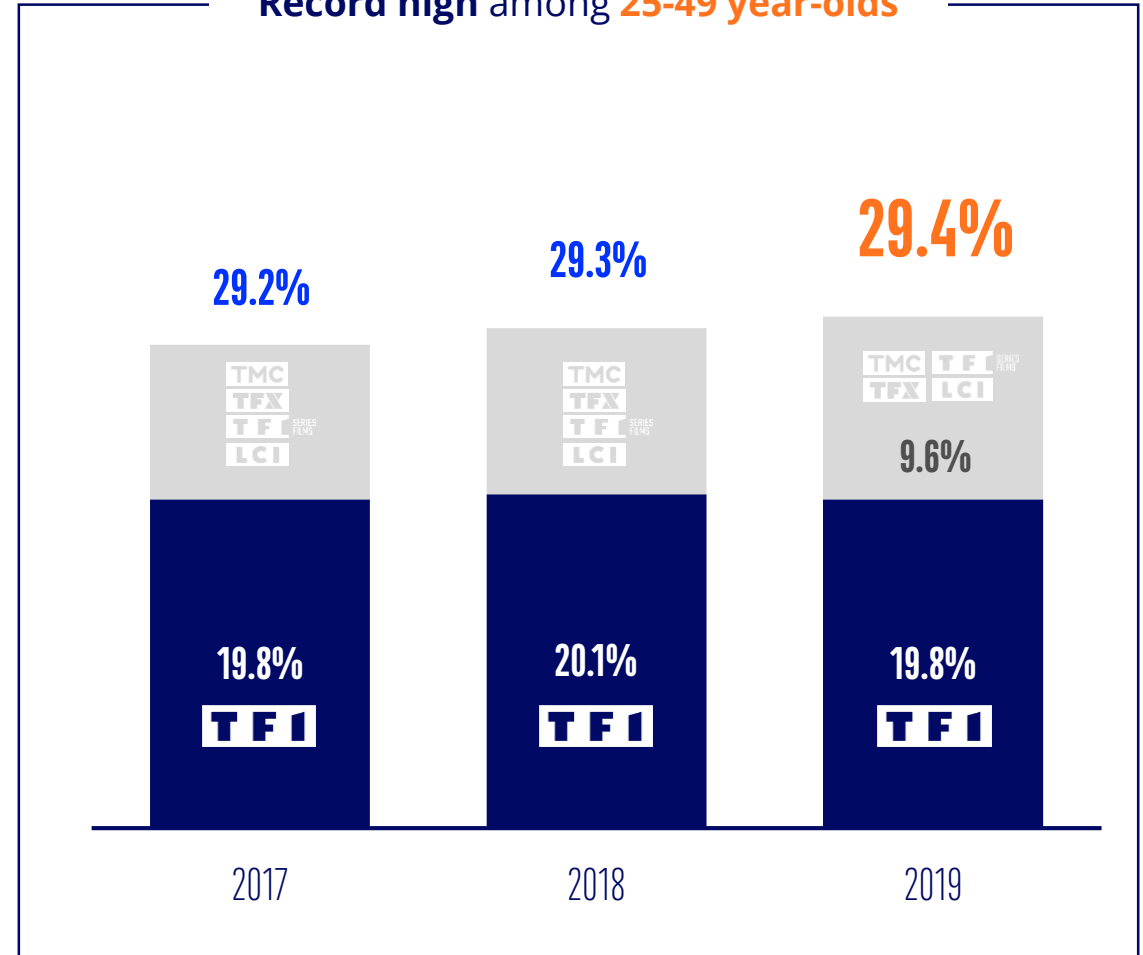


A winning, multi-channel strategy

Clear leader among **W<50PDM**

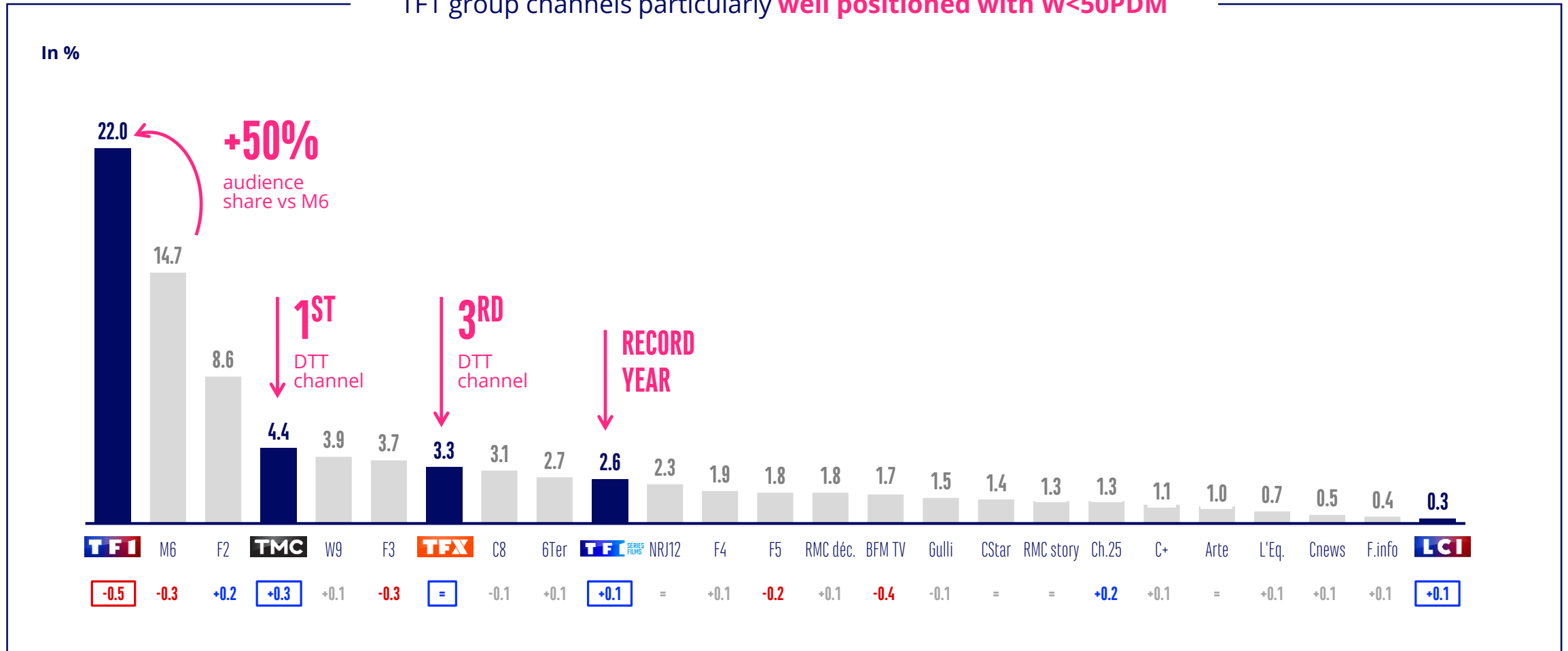


Record high among **25-49 year-olds**



A winning, multi-channel strategy

TF1 group channels particularly **well positioned with W<50PDM**



Powerful content and unrivalled choice

TF1 core channel: **all Top 100 audiences** among W<50PDM
98 of the Top 100 audiences among 25-49 year-olds

FRENCH DRAMA

All of the top 50 audiences



Up to **8.5m** viewers
 for *Le Bazar de la Charité*

ENTERTAINMENT

43 of the top 50 audiences



Up to **7.3m** viewers
 for *Mask Singer*

SPORT

Top 3 audiences



Up to **10.7m** viewers
 for the *1/4 final of the Women's Football World Cup*

US SERIES

All of the top 50 audiences



Up to **6.8m** viewers
 for *Manifest*

TMC, TFX and TF1 SÉRIES FILMS : effective complementarity

EXCLUSIVE CONTENT FOR TARGET AUDIENCES



12% share of 25-49 year-olds



10% share of 25-49 year-olds



12% share of 25-49 year-olds

CONTENT RECYCLING MAXIMISED



+500,000 next-day viewers

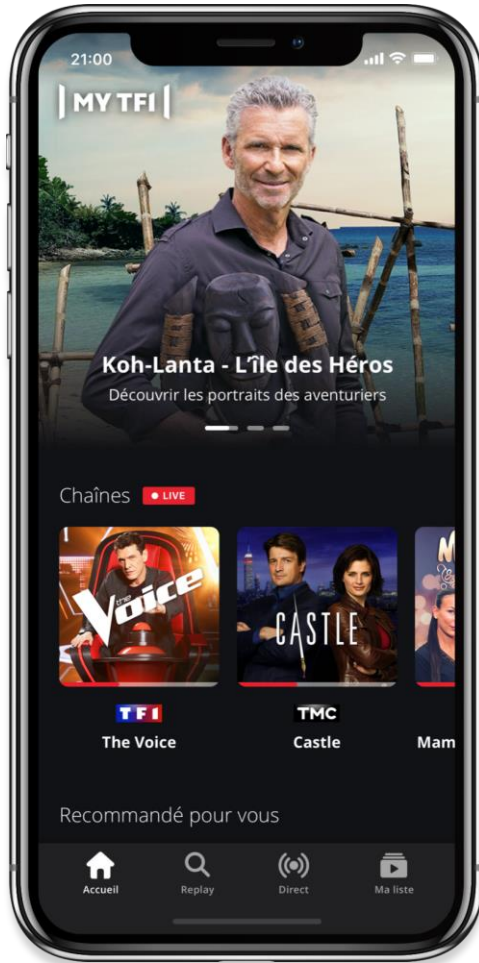


+800,000 viewers for 1st repeat



3m viewers for the France/Bolivia football friendly

Thanks to MYTF1, the group is moving to Total Video



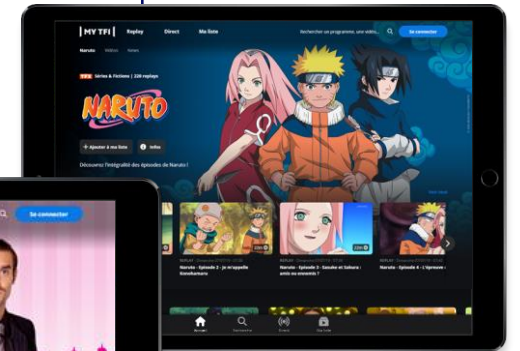
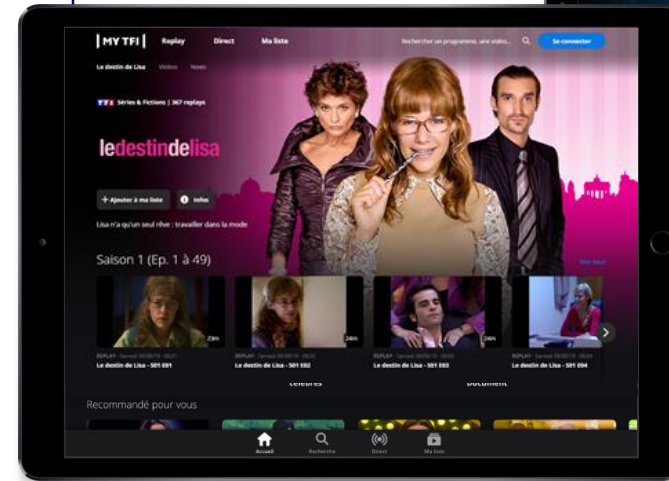
MYTF1

Fresh, personalised user experience

- available since **June 2019**
- **functionalities to the highest standards** in the market
- **more immersive 100% video** experience

Catch-up TV, enhanced by our AVOD offer

- **exclusive content: manga, telenovela, etc**
- **first-run series**
- **premieres, catch-up, highlights**

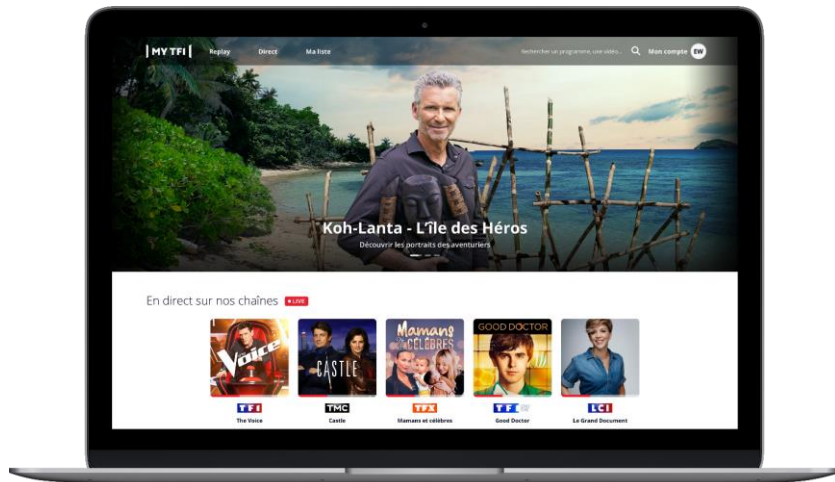


MYTF1: France's no.1 catch-up service

27 MILLION registered users, including **6.7m** 16-24 year-olds

1.8 BILLION video views, **+24%** year-on-year

UP TO 30% extra viewers vs. day after 1st broadcast



Source: Mediamat IPTV & Panel Internet global - 2019

FRENCH DRAMA



+1.4 M viewers (**+23%** extra viewers vs. day after 1st broadcast)

FRENCH DRAMA



+500 000 viewers (**+14%** extra viewers vs. day after 1st broadcast)

New ways to monetise our channels

Proven effectiveness of TV advertising

- High ROI
- 26 days' carryover effect

Used by pure players

- Pure players are spending more: **+34% in 2 years**

Better monetisation driven by data

- MYTF1: revenue growth (+8% vs 2018)
- More than 30% of inventory is **data targeted** (vs 20% in 2018)
Targeted spots sell on average for **35% more** than ordinary inventory

TF1 Premium (full-year impact)



NETFLIX

Vinted

amazon

| MY TF1 |

COMPLEMENTARY INITIATIVES ...

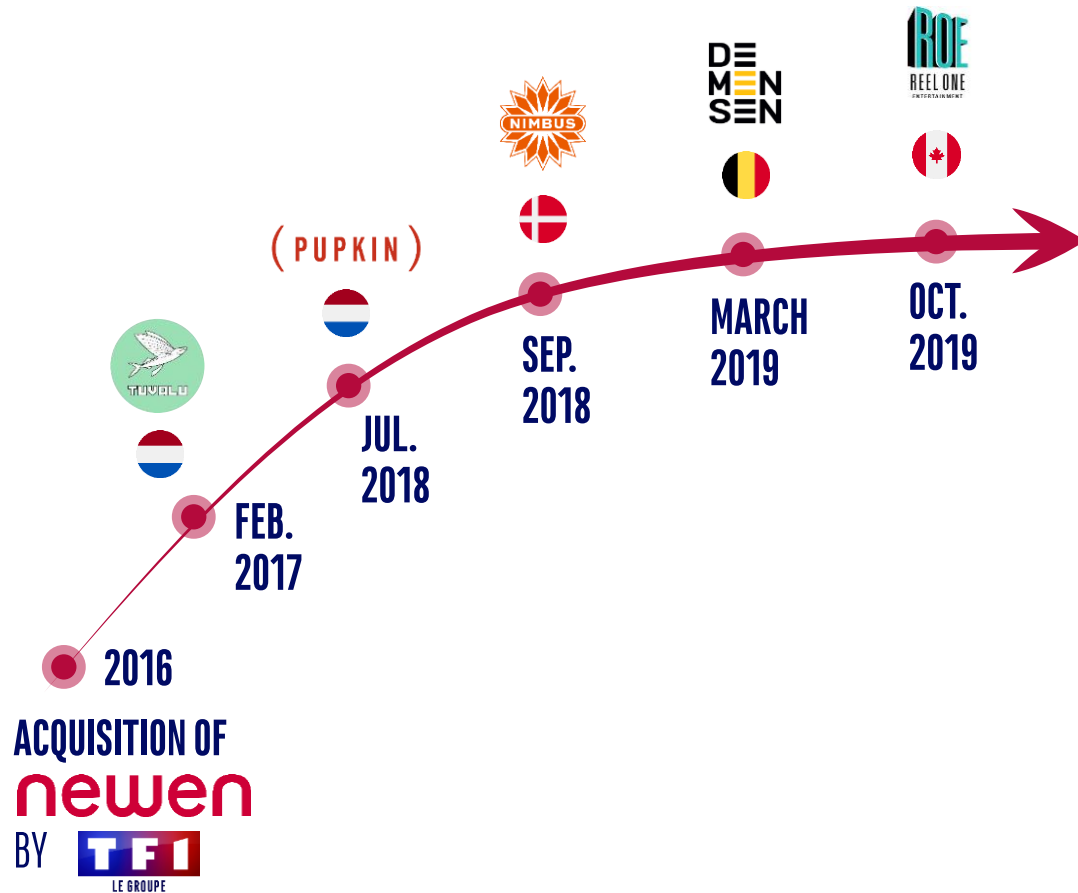
- **Multi-channel** strategy
- Better **recycling** of content
- New acquisitions policy: **cherry picking** vs output deals, **extended rights**
- Programme spend adapted to **seasonal trends**

... HELPING TO KEEP COSTS DOWN

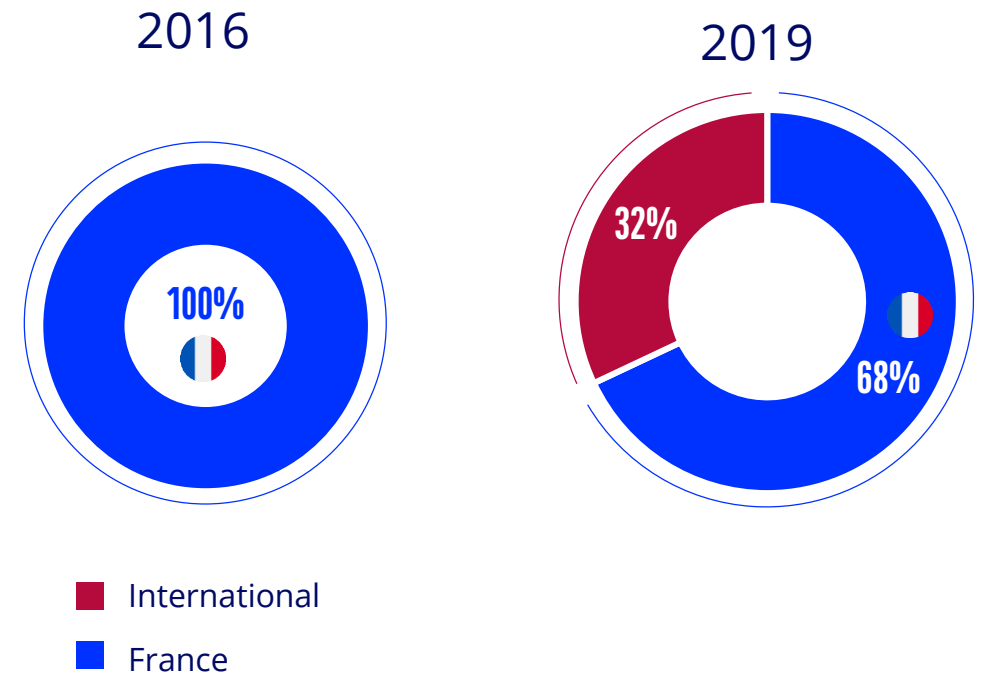
- **We delivered on our guidance :**
€985m in 2019 (-**€29m** vs 2018)
- **Good inventory management:**
€650m in 2019 (-**19%** in 3 years)

Newen: successful international expansion

International build-up



Revenue driven by international operations*



*Based on geographical location of the entity

Newen: enhanced diversity of content

DRAMA

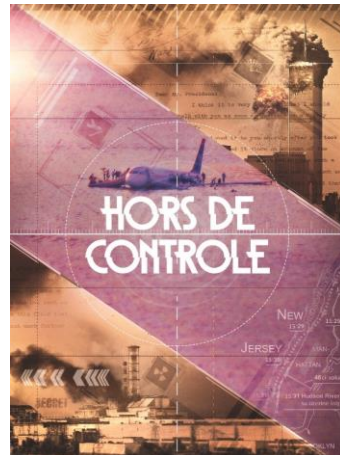
TELFRENCE



5.2m
viewers on average

DOCUMENTARY/ MAGAZINE

CAPA 17JUN



Distributed in
87 COUNTRIES

ANIMATION

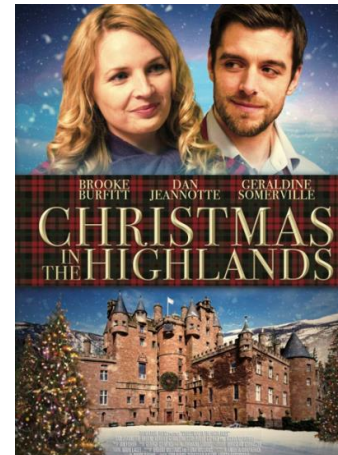
BLUESPIRIT
PRODUCTIONS



50 hours
for delivery in 2020
(2x vs 2019)

TV MOVIES

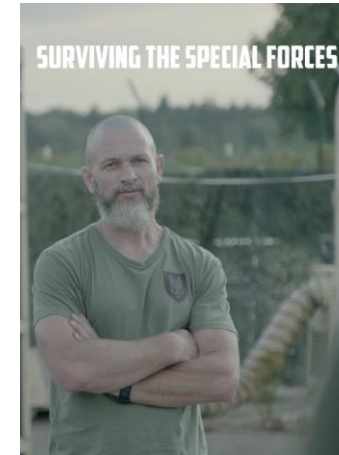
ROE
REEL ONE
ENTERTAINMENT



MORE THAN 50
TV movies produced
in 2019

ENTERTAINMENT

DE
MEN
SEN



60% audience share
of individuals aged 4+
on the channel NPO
(Netherlands)

CINEMA

TELFRENCE



300,000
box office entries

Newen: client base increasing and diversifying

FROM 2 MAIN CLIENTS IN 2016 ...



france•tv
CANAL+

... TO A LARGE NUMBER OF FRENCH AND INTERNATIONAL CLIENTS IN 2019

PRODUCTION

TF1 LE GROUPE RMC STORY 6 arte france•tv CANAL+

OCS ARD 1 vtm npo b één

NETFLIX prime video snapchat

DISTRIBUTION

TF1 LE GROUPE 6 arte france•tv CANAL+ RTL SVT

tve 4 npo #0 1 DR A&E ZDF mbc nrk svt
MEDIASET española. SONY rtbf .be HOT RTS
Discovery NATIONAL GEOGRAPHIC Rai Italia FOX AMC NETWORKS
T2 ocs vrt HBO VIACOM INTERNATIONAL MEDIA NETWORKS DIRECTV

NETFLIX amazon Apple Disney hulu

2019

Unify: a year of building up the division

Unify division created in February 2019

Locations rationalised from **7 to 4 sites**

New management team

Recruitment drives in  France and  Germany

Launch of the **Unify Advertising** one-stop advertising sales house in Q4 2019

Synergies between the various **Unify** entities and with the **TF1 group**

A TRANSITIONAL YEAR THAT DENTED
PROFITS BUT...

... THE FUNDAMENTALS ARE THERE
FOR TAKE-OFF IN 2020

Unify: how we are meeting the challenges

KEY CHALLENGES

I RELAUNCHING OUR BRANDS

WHAT WE ARE DOING

- **Scaling up** our brands (e.g. **Marmiton**)
- **Improving the user experience** across all devices (mobile apps, websites, etc)

I EXPANDING SOCIAL E-COMMERCE

- **Refocusing on 3 strong brands** in France (**My Little Box**, **Beautiful Box** and **Gambettes Box**)

I CAPITALISING ON GROWTH MARKETS

- Developing **programmatic ad buying** (**Gammed!**)
- Migrating to a **more community-value based** model (**My Little Paris**)

Marmiton: the recipe for a successful brand relaunch



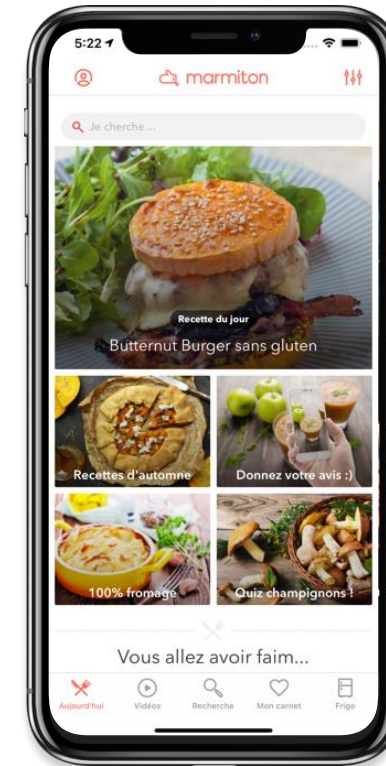
Relaunch to increase brand appeal

- Higher profile on **social networks**
- More **videos** (+50% year-on-year)

Good brand recognition

- **21.4m** monthly users, that's **1 in 3 French people**
- **In the Top 15** of France's most powerful **digital brands** (+16 places)

First synergies with a short programme on TF1 and online



 **21.4M**
users

 **3M** fans

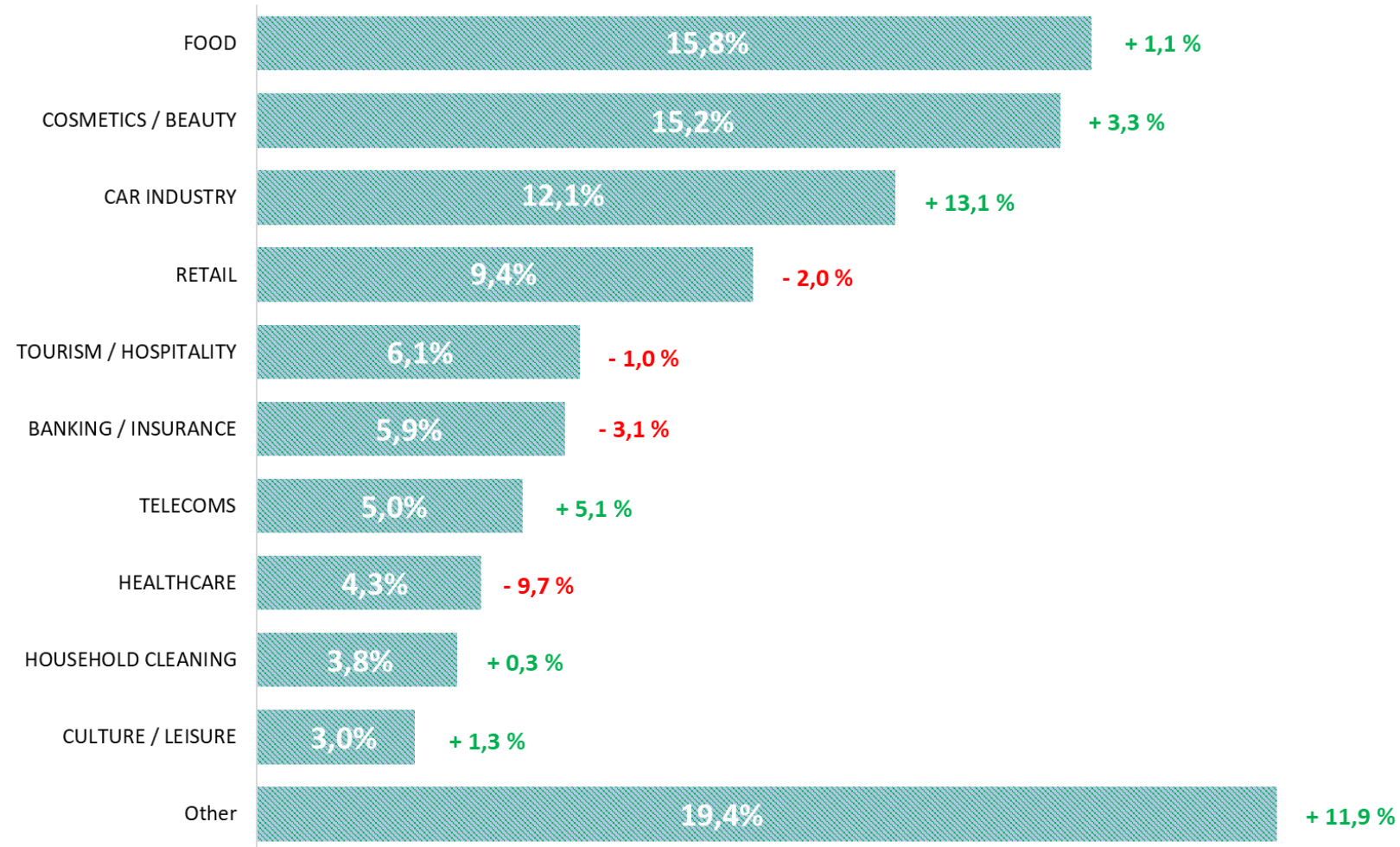
 **528K** followers

FY 2019 consolidated revenue

(€M)	FY 2019	FY 2018	CHG.€M	CHG.%
BROADCASTING	1,774.2	1,763.7	10.5	0.6%
<i>ADVERTISING REVENUE</i>	<i>1,567.4</i>	<i>1,588.2</i>	<i>(20.8)</i>	<i>-1.3%</i>
<i>OTHER REVENUE</i>	<i>206.8</i>	<i>175.5</i>	<i>31.3</i>	<i>17.8%</i>
STUDIOS & ENTERTAINMENT	390.0	408.6	(18.6)	-4.6%
<i>PRODUCTION / SALE OF AUDIOVISUAL RIGHTS</i>	<i>263.2</i>	<i>253.0</i>	<i>10.2</i>	<i>4.0%</i>
<i>REVENUE FROM GAMES, MUSIC, LIVE SHOWS & HOME SHOPPING</i>	<i>126.8</i>	<i>155.6</i>	<i>(28.8)</i>	<i>-18.5%</i>
DIGITAL (UNIFY)	173.1	116.0	57.1	49.2%
<i>WEB PUBLISHING (DIGITAL CONTENT, SOCIAL E-COMMERCE)</i>	<i>135.8</i>	<i>96.4</i>	<i>39.4</i>	<i>40.9%</i>
<i>OTHER REVENUE (DIGITAL MARKETING)</i>	<i>37.3</i>	<i>19.6</i>	<i>17.7</i>	<i>90.3%</i>
TOTAL REVENUE	2,337.3	2,288.3	49.0	2.1%

Excluding the effect of changes in structure, FY2019 revenue drops by -0.2%

FY 2019 trends in gross ad spend for TF1 group channels



Source: Kantar media, FY 2019 vs FY 2018. Gross advertising spend (excluding sponsorship) for the 5-free-to-air channels.

Cost of programmes for the 5 FTA channels

(€M)	FY 2019	FY 2018	CHG.€M	CHG.%
DRAMA / TV MOVIES / SERIES / PLAYS	-331.8	-348.2	(16.4)	-4.7%
VARIETY / GAMESHOWS / MAGAZINES	-271.4	-238.5	32.9	13.8%
FILMS	-148.3	-159.0	(10.8)	-6.8%
NEWS (INCL. LCI)	-134.7	-136.7	(1.9)	-1.4%
SPORTS	-87.4	-118.9	(31.4)	-26.4%
CHILDREN'S PROGRAMMES	-11.8	-13.0	(1.1)	-8.7%
TOTAL	-985.5	-1,014.2	(28.8)	-2.8%

Current operating profit per segment

(€M)	FY 2019	FY 2018	CHG.€M	CHG.%
BROADCASTING	185.5	151.0	34.5	22.8%
<i>MARGIN</i>	10.5%	8.6%	-	+1.9PT
STUDIOS & ENTERTAINMENT	57.9	35.5	22.4	63.1%
<i>MARGIN</i>	14.8%	8.7%	-	+6.1PT
DIGITAL (UNIFY)	11.7	12.3	(0.6)	-4.9%
<i>MARGIN</i>	6.8%	10.6%	-	-3.8PT
CURRENT OPERATING PROFIT	255.1	198.8	56.3	28.3%
<i>MARGIN</i>	10.9%	8.7%	-	+2.2PT

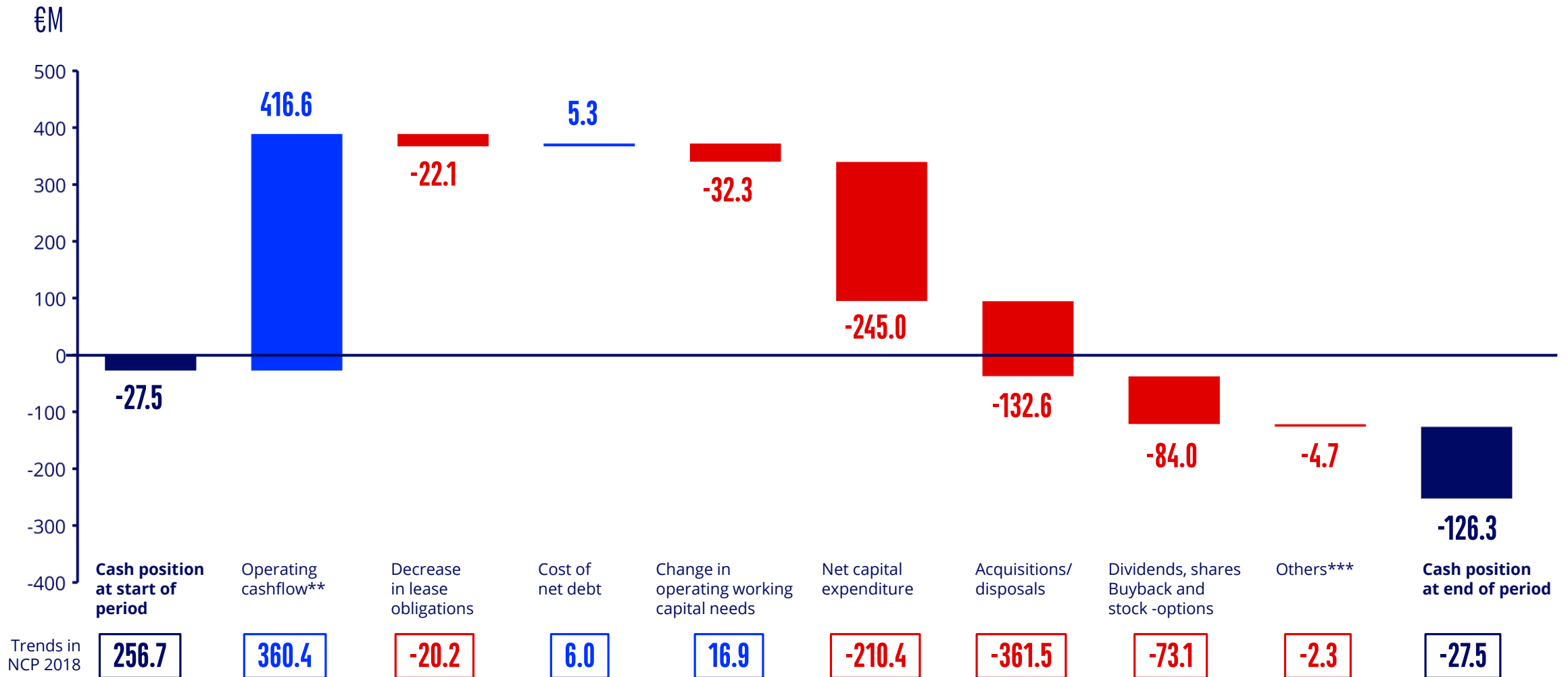
Consolidated income statement

(€M)	FY 2019	FY 2018	CHG.€M	CHG.%
CONSOLIDATED REVENUE	2,337.3	2,288.3	49.0	2.1%
TOTAL COSTS OF PROGRAMMES	(985.5)	(1,014.2)	(28.8)	-2.8%
OTHER CHARGES, DEPRECIATION, AMORTIZATION, PROVISION	(1,096.7)	(1,075.3)	21.5	2.0%
CURRENT OPERATING PROFIT	255.1	198.8	56.3	28.3%
<i>CURRENT OPERATING MARGIN</i>	<i>10.9%</i>	<i>8.7%</i>	-	+2.2PT
OTHER OPERATING INCOME AND EXPENSES	0.0	(22.0)	22.0	N/A
OPERATING PROFIT	255.1	176.8	78.3	44.3%
COST OF NET DEBT	(1.6)	(2.0)	0.4	-20.0%
OTHER FINANCIAL INCOME AND EXPENSES	(6.5)	4.8	(11.3)	-235.4%
INCOME TAX EXPENSE	(82.0)	(47.9)	(34.1)	71.2%
SHARE OF PROFITS / (LOSSES) OF ASSOCIATES	(6.1)	0.2	(6.3)	N/A
NET PROFIT	155.2	127.9	27.3	21.3%
NET PROFIT ATTRIBUTABLE TO THE GROUP	154.8	127.4	27.4	21.5%

Balance sheet

CONSOLIDATED ASSETS (€M)	DEC.31ST 2019	DEC. 31ST 2018	CHG.€M
TOTAL NON-CURRENT ASSETS	1,507.3	1,455.4	51.9
TOTAL CURRENT ASSETS	1,836.8	1,799.9	36.9
TOTAL ASSETS	3,344.1	3,255.3	88.8
CONSOLIDATED LIABILITIES (€M)			
	DEC.31ST 2019	DEC. 31ST 2018	CHG.€M
TOTAL SHAREHOLDERS' EQUITY	1,564.1	1,575.2	(11.1)
<i>SHAREHOLDERS' EQUITY ATTRIBUTABLE TO THE GROUP</i>	<i>1,562.4</i>	<i>1,574.6</i>	<i>(12.2)</i>
TOTAL NON-CURRENT LIABILITIES	377.5	296.5	81.0
TOTAL CURRENT LIABILITIES	1,402.5	1,383.6	18.9
TOTAL LIABILITIES & SHAREHOLDERS' EQUITY	3,344.1	3,255.3	88.8
NET DEBT (-) EXCLUSIVE OF LEASING OBLIGATIONS	(126.3)	(27.5)	(98.8)
NET DEBT (-) INCLUDING LEASING OBLIGATIONS	(225.8)	(130.9)	(94.9)

Trends in net cash position 2019 (excluding the impact of IFRS 16*)



*Excluding lease obligations

**Cash flow after income from net surplus cash/cost of net debt, interest expense on lease obligations and income taxes paid

***Acquisitions of financial assets, net change in loans, cost of net debt, net change in borrowings

Outlook: guidances reiterated

2020

- | **Double-digit current operating margin**

- | **Cost of programmes at €985 million**

2021

- | Revenue of **at least €250 million** from the **unify** digital division

- | EBITDA margin of **at least 15%** from the **unify** digital division

- | **Improvement in the TF1 group's return on capital employed** relative to the 2018 level (8.8%)

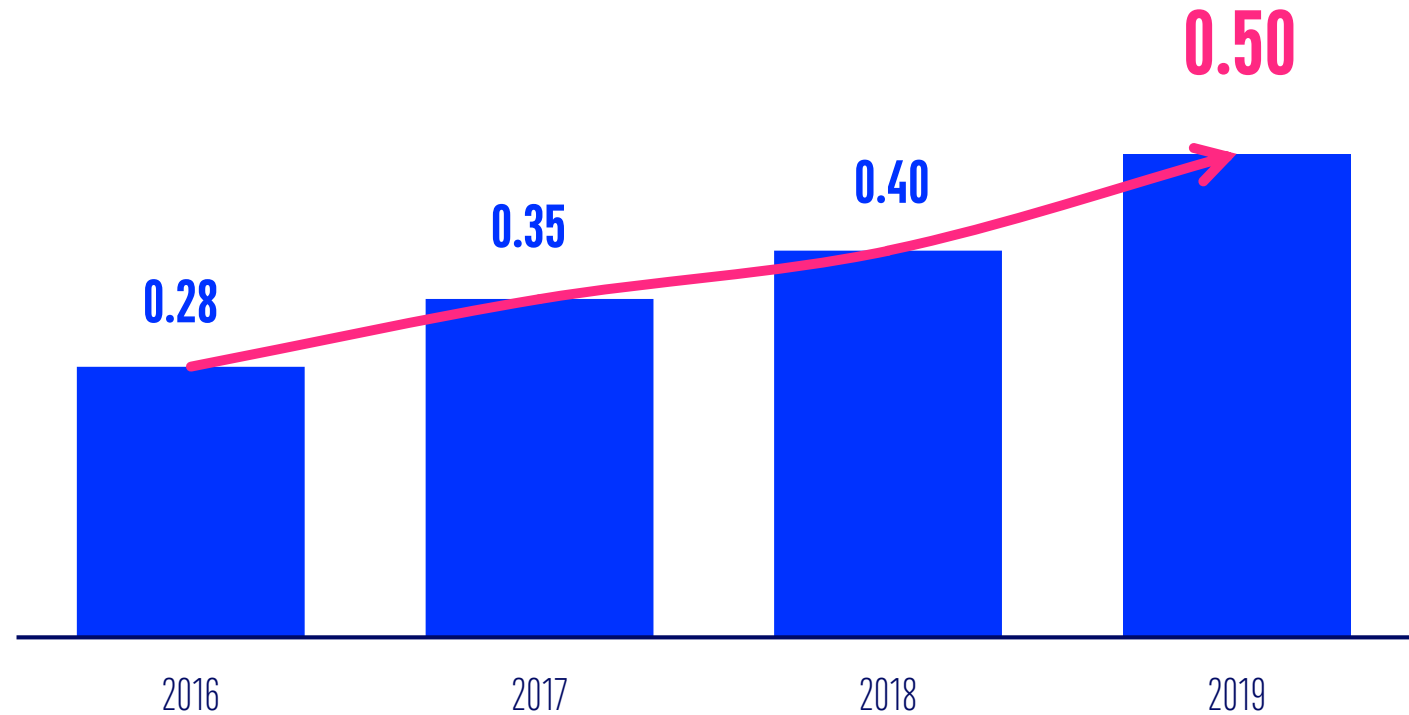
Return to shareholders

€ 105 m*

€ 0.50**
PER SHARE

Representing 68% OF 2019 NET PROFIT
(66% IN 2018)

2016-2019 evolution
(€/share)



*On the basis of the number of shares making up TF1 capital on 12/31/2019 at 210,242,074 shares

**Subject to approval by the Annual General Meeting of 17 April 2020

In 2020, TV will be tailored everywhere and on all screens

 **MÉDIAMAT NOW**
3hrs 30min

Measures TV viewing
in the home

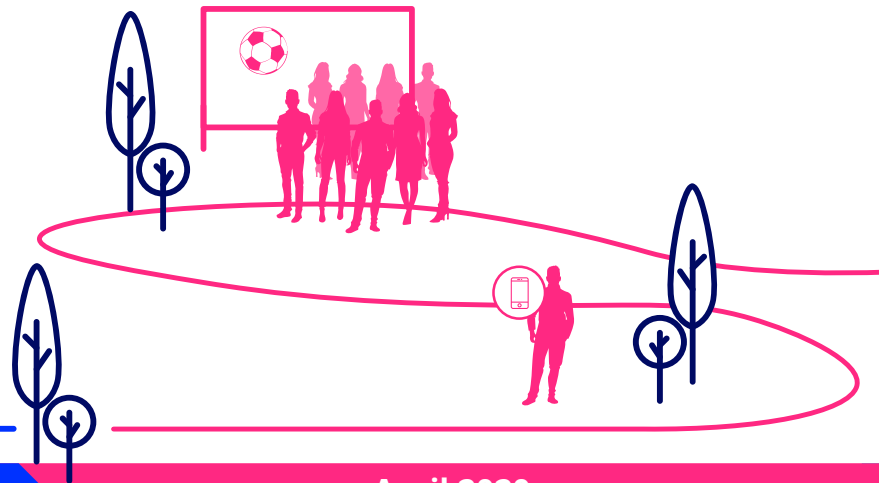


Today

 **OUT-OF-HOME AND ON-THE-MOVE**
+10min

Out-of-home
(Vacations, weekend breaks, holiday homes, at work, etc.)

On-the-move
(Bars/Train stations/Airports/Public places, etc)



April 2020

 **MÉDIAMAT UNIFIED AUDIENCE**
+2min 30sec

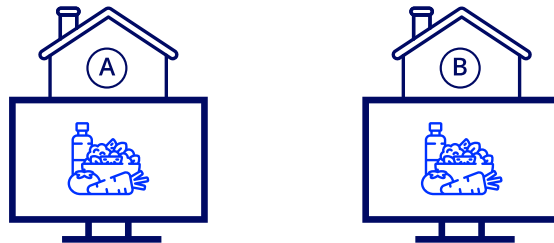
Measures online screens at home



During 2021

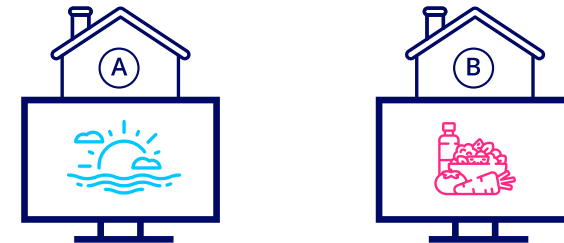
How segmented TV can create value

TODAY



Current regulations force broadcasters to show **the same ads** to all viewers

TOMORROW



Segmented TV brings an extra dimension by allowing **targeted advertising spots**

Attract a new type of advertiser by offering maximum effectiveness at a low entry price for SMEs (Small & Medium enterprises)

Expand the ad offer for **existing clients** by providing **complementary solutions** to address key targets

Initial pilots in **Q3 2020**

Salto: another brick in the wall for our range of video products

The biggest shop window for French creative talent

- **15,000 hours** of content across all genres **from day 1**
- **20,000 hours** by the **end of the year**
- **First-run content** every month
- **Recommendation system** fronted by celebrities and influencers

Room for Salto in the French content platform marketplace

- **Broad range** of content
- **Distinctively local**
- **Pilot launch** in **June**
- **Commercial launch** in **September**
- Subscription rates in the **€5 to €10** range per month



Newen: accelerating the business and building alliances

- Create and build **synergies between Newen group entities** (recycling, joint development of formats)

BAND OF SPIES

Series in **8 EPISODES**

KAMP WAES

Series in **8 EPISODES**

- **Respond to demand** for ever more global content, especially **from internet platforms**

NETFLIX

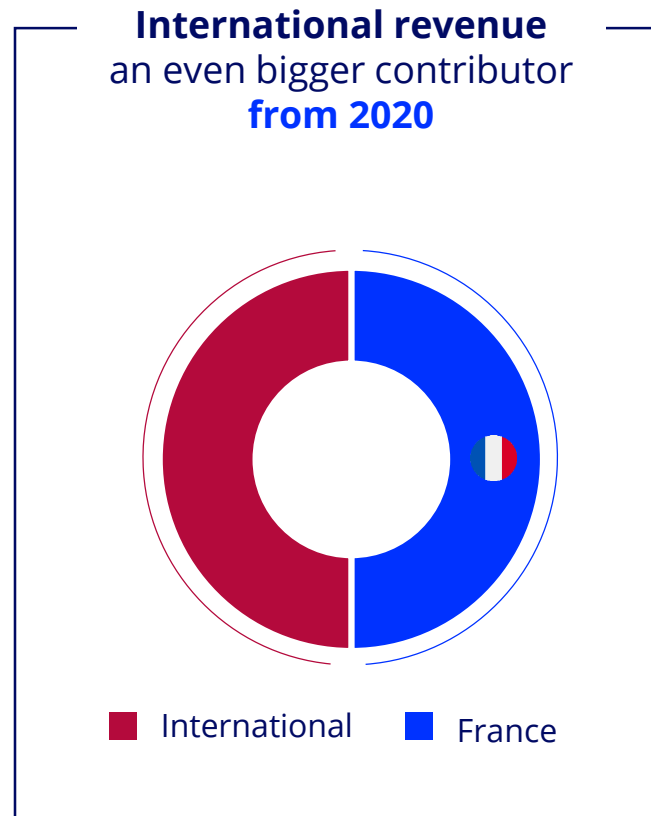
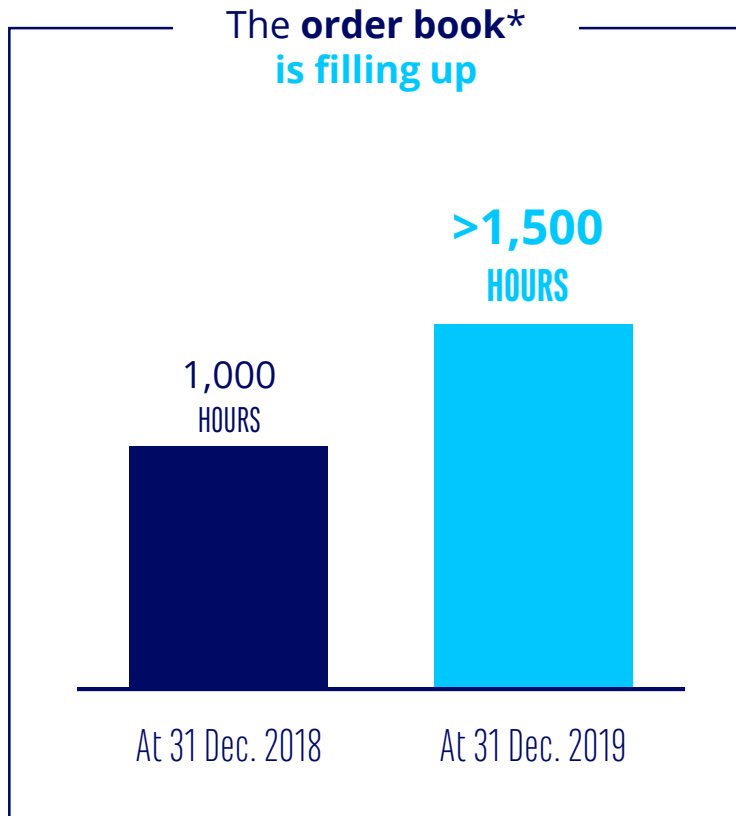
UNDERCOVER
(SEASONS 2 & 3)

Series in **10 EPISODES**

NETFLIX **prime video**

TV MOVIES
SALE

Newen: continuing growth



Larger-scale distribution

- Building deeper catalogues: **more than 5,000 hours**
- Appointment of a **Head of Distribution for the Newen Group and TF1 Studio**




*Projects > €1m, and excluding Reel One

Unify: rebound expected in 2020 from current and future action plans

Growth in advertising revenue (direct sales and programmatic)
thanks to the **Unify Advertising sales house**

Relaunching our brands



International expansion of



(especially in Germany)

Rollout of business solutions
in France and internationally



TF1: a Group that cares

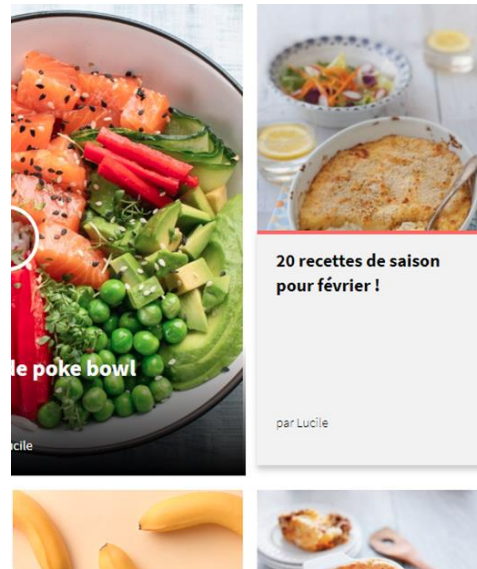
The 3 pillars of our social engagement initiatives:



Towards a more sustainable society: our channels engage



Marmiton focuses on "healthy eating"



Newen Foundation launched in 2019



CSR policy recognised by extra-financial ratings agencies





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