



TF1 GROUP CAPITAL MARKETS DAY



**TOMORROW IS
OURS**

AGENDA FOR TODAY

- 09:00 am WELCOME**
Stéphanie LAVAL, Head of Investor Relations
Guillaume DEBRÉ, Executive Producer News TF1
- 09:05 am INTRODUCTION**
Gilles PÉLISSON, Chairman & CEO, TF1 Group
- 09:30 am FUTURE OF TV**
Ara APRIKIAN, Executive VP Content, TF1 Group
Régis RAVANAS, Executive VP Advertising & Diversification, TF1 Group
Christine BELLIN, VP Strategy, Development and Transformation, TF1 Group
- 10:15 am NEWS STUDIO TOUR / START-UP MEETUP**
Thierry THUILLIER, Executive VP News, TF1 Group
FACIL'ITI & SYNCHRONIZED
- 10:55 am PRODUCTION: NEWEN**
Bibiane GODFROID, CEO, Newen
Romain BESSI, Managing Director, Newen
Guillaume DE MENTHON, CEO, Telfrance
Guillaume THOURET, Managing Director, CAPA
- 12:10 am Q&A**
- 12:30 am LUNCH BREAK**

AGENDA FOR TODAY

01:30 pm

DIGITAL BUSINESS

Olivier ABECASSIS, CEO, aufeminin Group
Céline ORJUBIN, Co-founder & CEO, My Little Paris
Agnès ALAZARD, COO, aufeminin Group
Christophe DECKER, COO, aufeminin Group

03:00 pm

CONCLUSION

Gilles PÉLISSON, Chairman & CEO, TF1 Group
Philippe DENERY, Executive VP, Finance and Procurement, TF1 Group

03:15 pm

Q&A



STÉPHANIE LAVAL

HEAD OF INVESTOR RELATIONS



GUILLAUME DEBRÉ

EXECUTIVE PRODUCER NEWS TF1



GILLES PÉLISSON

CHAIRMAN & CHIEF EXECUTIVE OFFICER



AMBITION

CONTENT

BROADCASTING

DIGITAL /DISTRIBUTION

**A LEADING PLAYER IN MEDIA CONTENT, ENTERTAINMENT AND NEWS,
INTEGRATED FROM PRODUCTION THROUGH TO DISTRIBUTION**

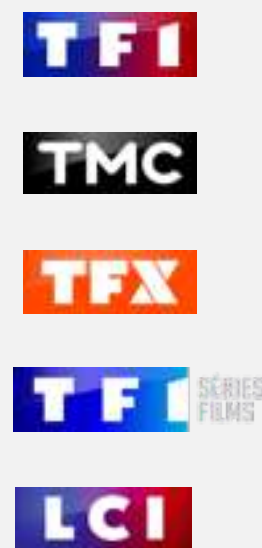


MULTI-CHANNEL, MULTI-PLATFORM, MULTI-BUSINESS

AN OMNI-CHANNEL CONTENT POWERHOUSE

ADDRESSING ALL VIEWING HABITS

5 FREE-TO-AIR CHANNELS

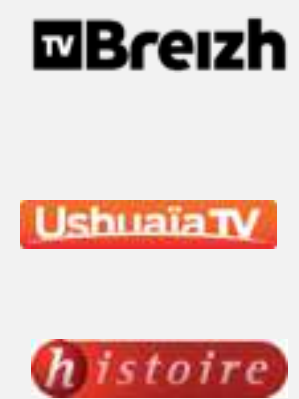


#1 AUDIENCE SHARE

32.3%

AUDIENCE SHARE
ON W<50PDM

3 PAY-TV THEME CHANNELS



#1 AUDIENCE SHARE

#1 NOTORIETY*

#1 ATTRACTIVITY**

DIGITAL PLATFORMS

LIVE
REPLAY



VOD



YOUTH



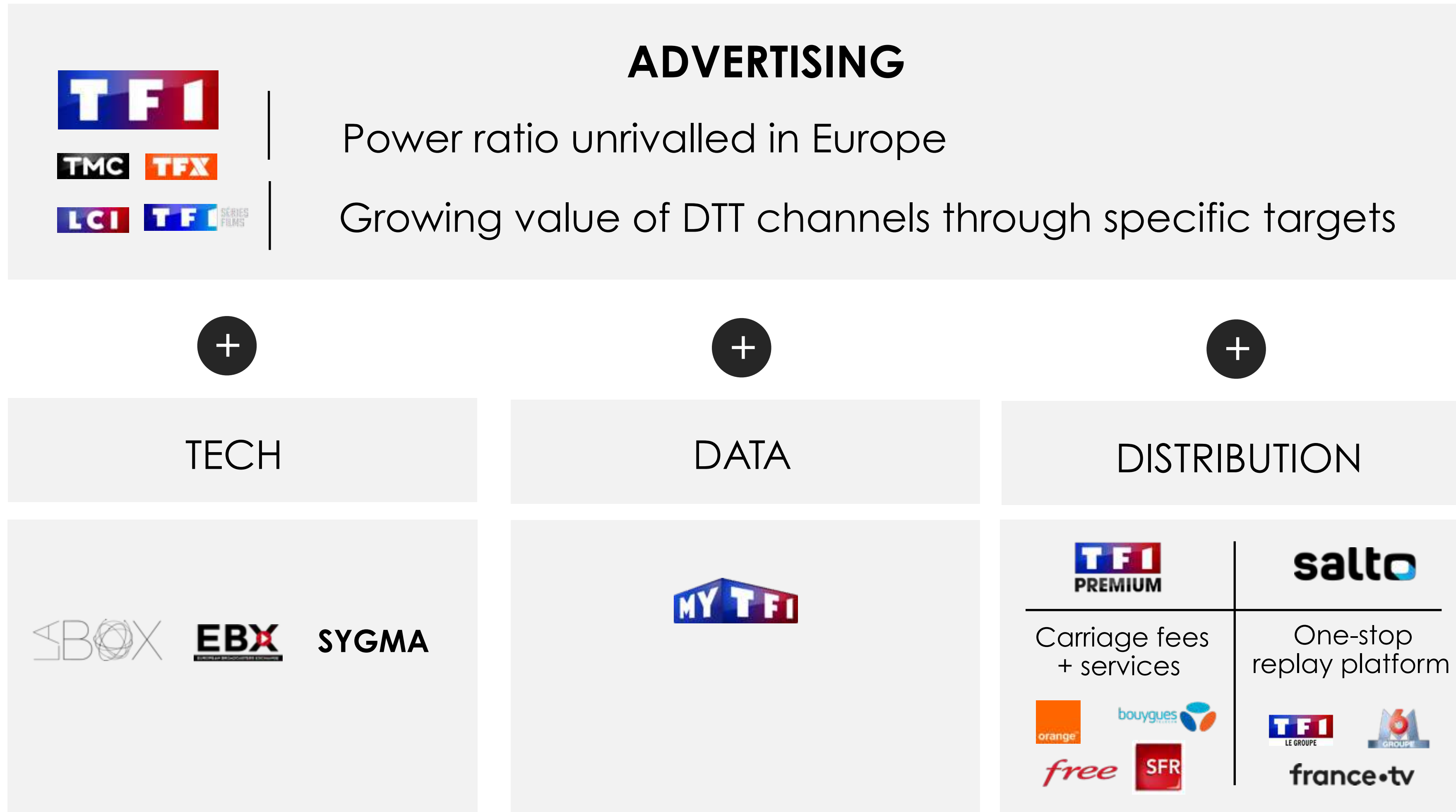
#1



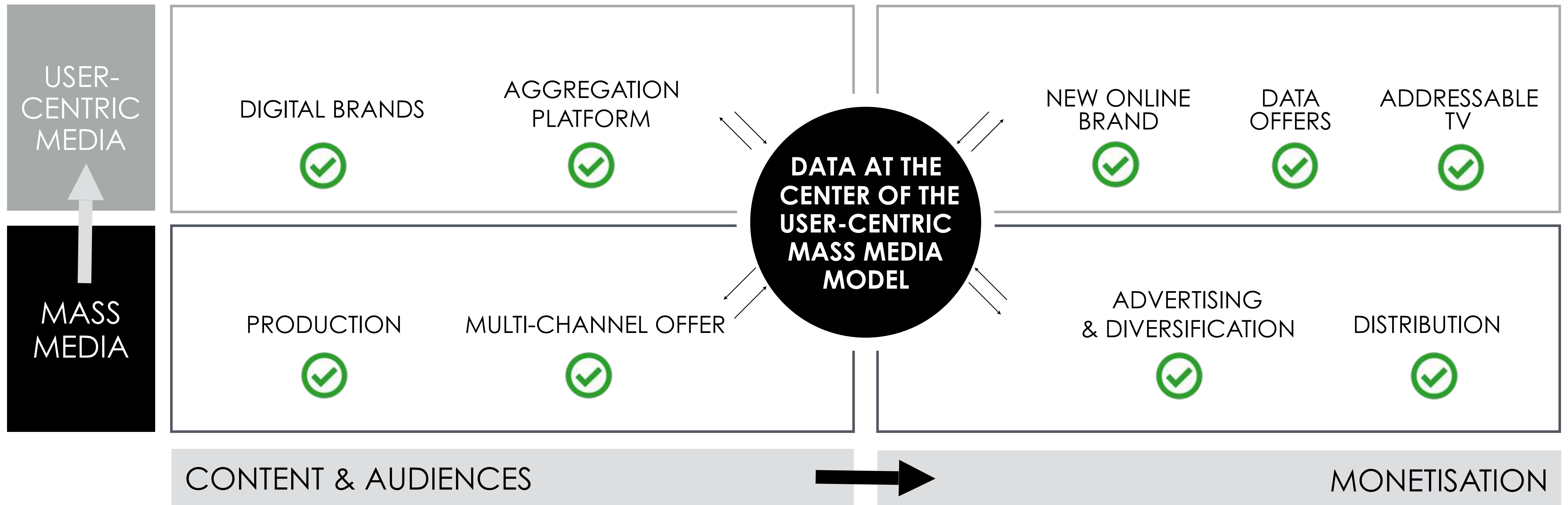
21K HOURS

CONTENTS AT T TIME

EXPANDED MONETIZATION OF OUR OFFER

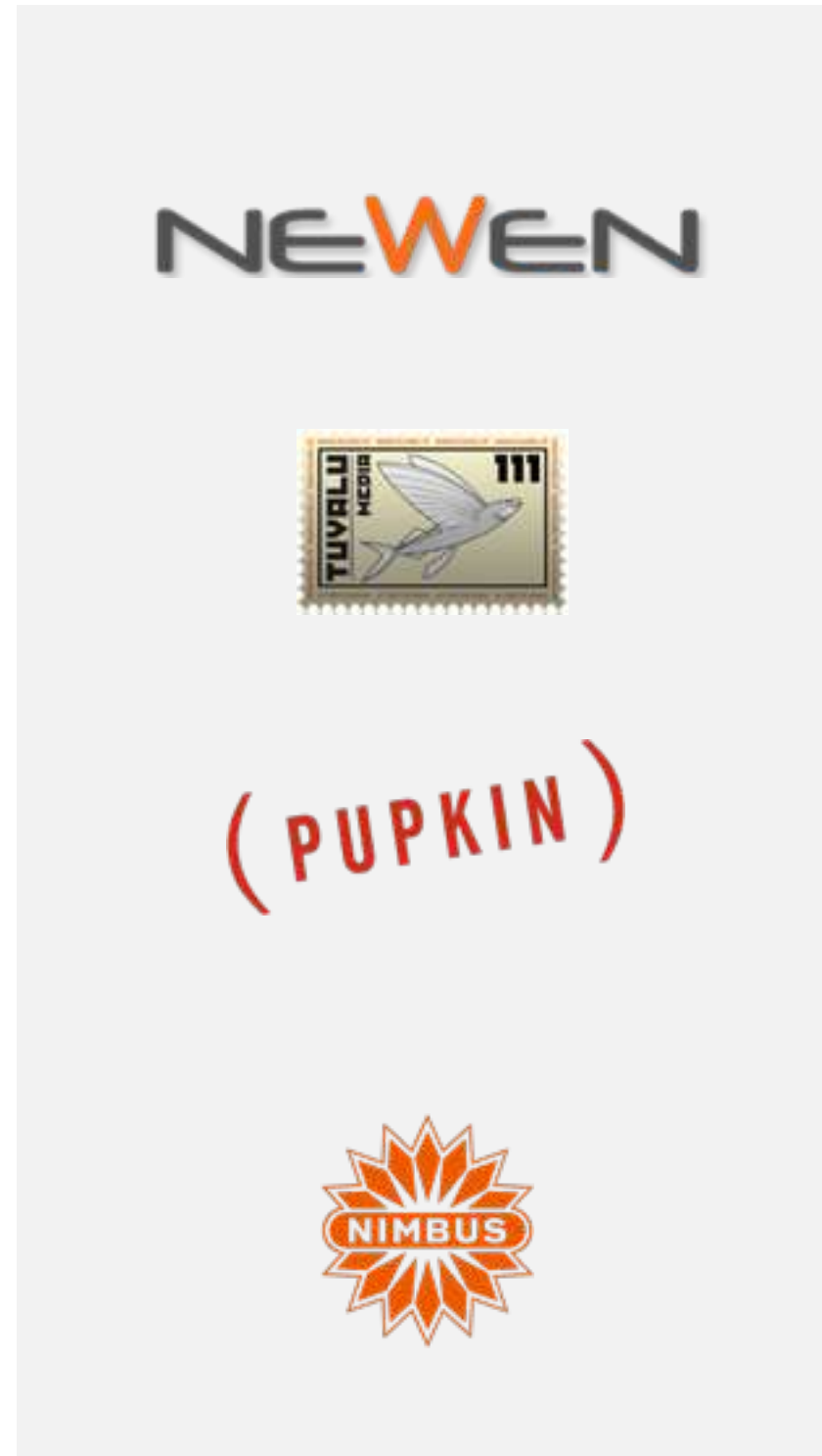


REINVENTING THE MASS MEDIA MODEL



STRONG ACCELERATION IN NEW TERRITORIES

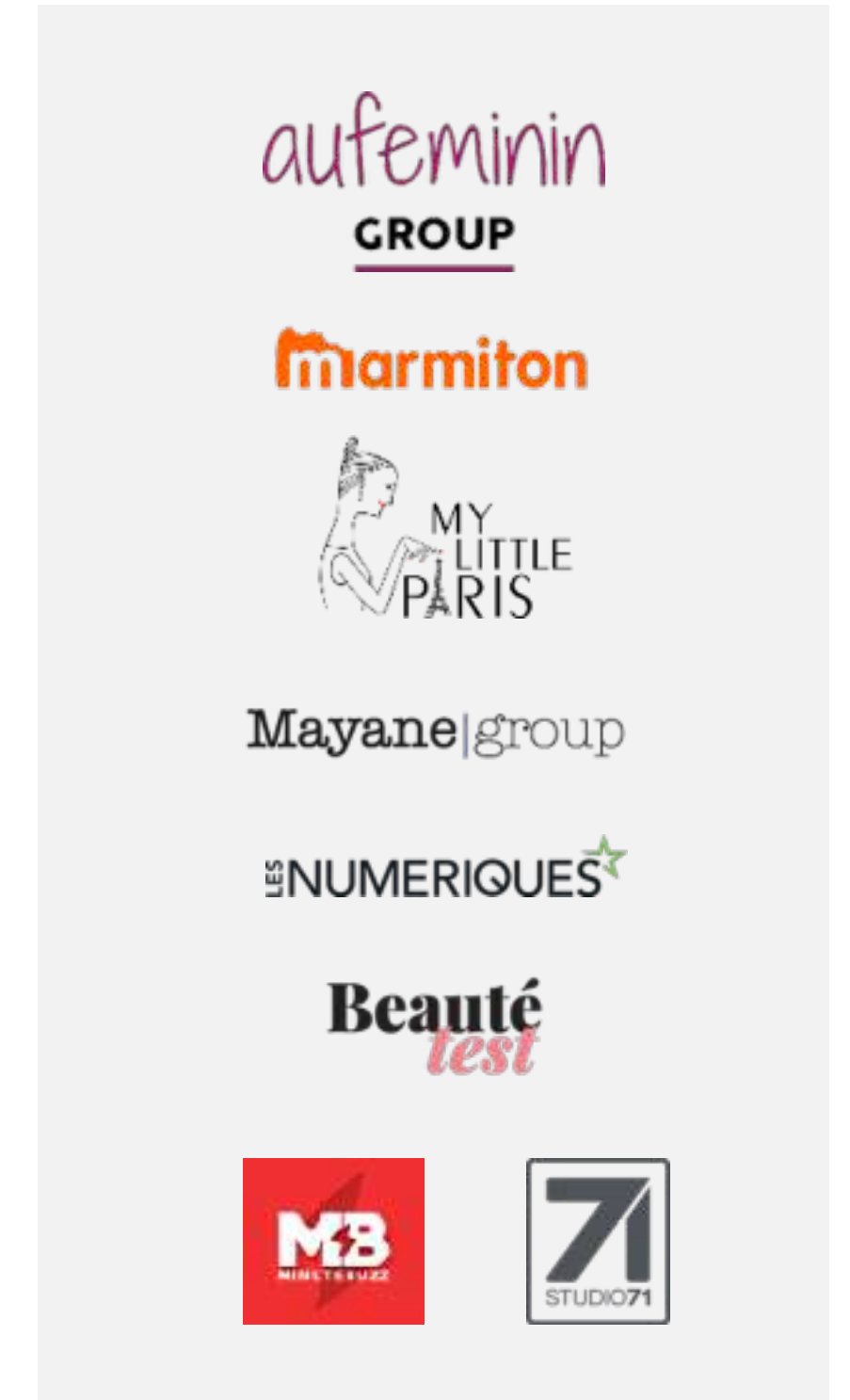
CONTENT



BROADCASTING

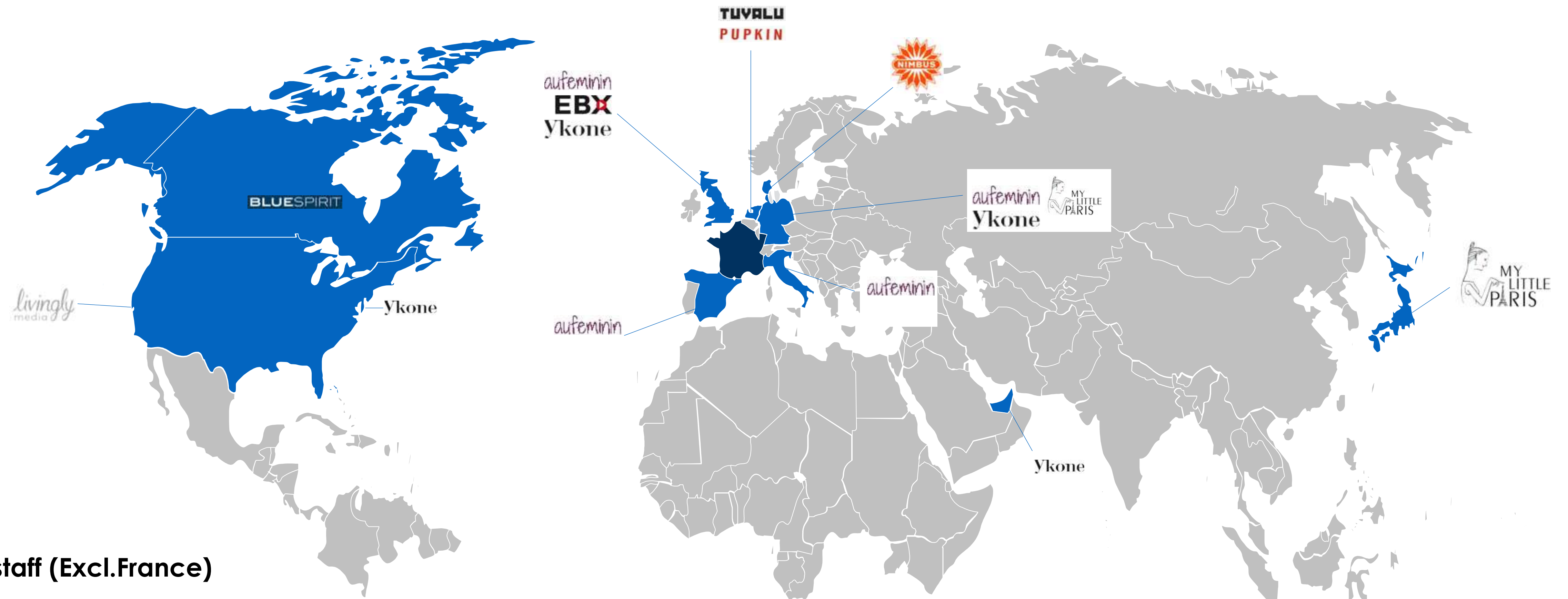


DIGITAL



A NEW INTERNATIONAL FOOTPRINT

300 FTEs IN 10 COUNTRIES



Local staff (Excl. France)

KEY TAKEAWAYS

1

MOVING TO A USER-CENTRIC MASS MEDIA MODEL

2

TWO NEW BUSINESSES GENERATING GROWTH AND CREATING VALUE

3

A MORE BALANCED MODEL WITH DIVERSIFICATION OF REVENUE STREAMS

4

IMPROVEMENT OF PROFITABILITY

ROUND TABLE #1

FUTURE OF TV



ARA APRIKIAN

EXECUTIVE VP, CONTENT



REGIS RAVANAS

EXECUTIVE VP,
ADVERTISING &
DIVERSIFICATION



CHRISTINE BELLIN

VP, STRATEGY,
DEVELOPMENT AND
TRANSFORMATION



ARA APRIKIAN

EXECUTIVE VP, CONTENT

A UNIQUE POWERFUL MEDIA PLAYER

SPECIAL RELATIONSHIP WITH FRENCH AUDIENCE

47m

FRENCH PEOPLE WATCH
TF1 GROUP CHANNELS
EVERY WEEK

81%

OF FRENCH PEOPLE WATCH
A TF1 GROUP CHANNEL
EVERY WEEK

1/3

FRENCH AUDIENCES

32.3% W<50PDM IN 2017

MULTI-CHANNEL STRATEGY: SUCCESSFUL TRANSFORMATION



SHARP UPTREND FOR TF1 GROUP
OVER LAST 2 YEARS

+1.2pt
32,3% W<50PDM

+1.0pt
25-49 y.o.



TF1 CHANNEL IS INCREASING
ITS LEAD OVER **M6** CHANNEL

+23%
Among W<50PDM

+8pts
Among W<50PDM

SUCCESSFUL REBRANDING
OF OUR DTT CHANNELS

	25-49	
No.3	↗	No.1
	Millennials	
No.4	↗	No.2
	W. 25-59	
No.6	↗	No.5
	News	
No.3	↗	No.2

AMONG DTT CHANNELS

BUILDING MOMENTUM: OUTSTANDING CONTENT FOR UNIQUE RENDEZ-VOUS

AT THE HEART OF LIVE BROADCASTING



THE EVENT TV CHANNEL



THE GREATEST BRANDS & TALENTS



ORIGINAL PRODUCTIONS



DAILY SOAP

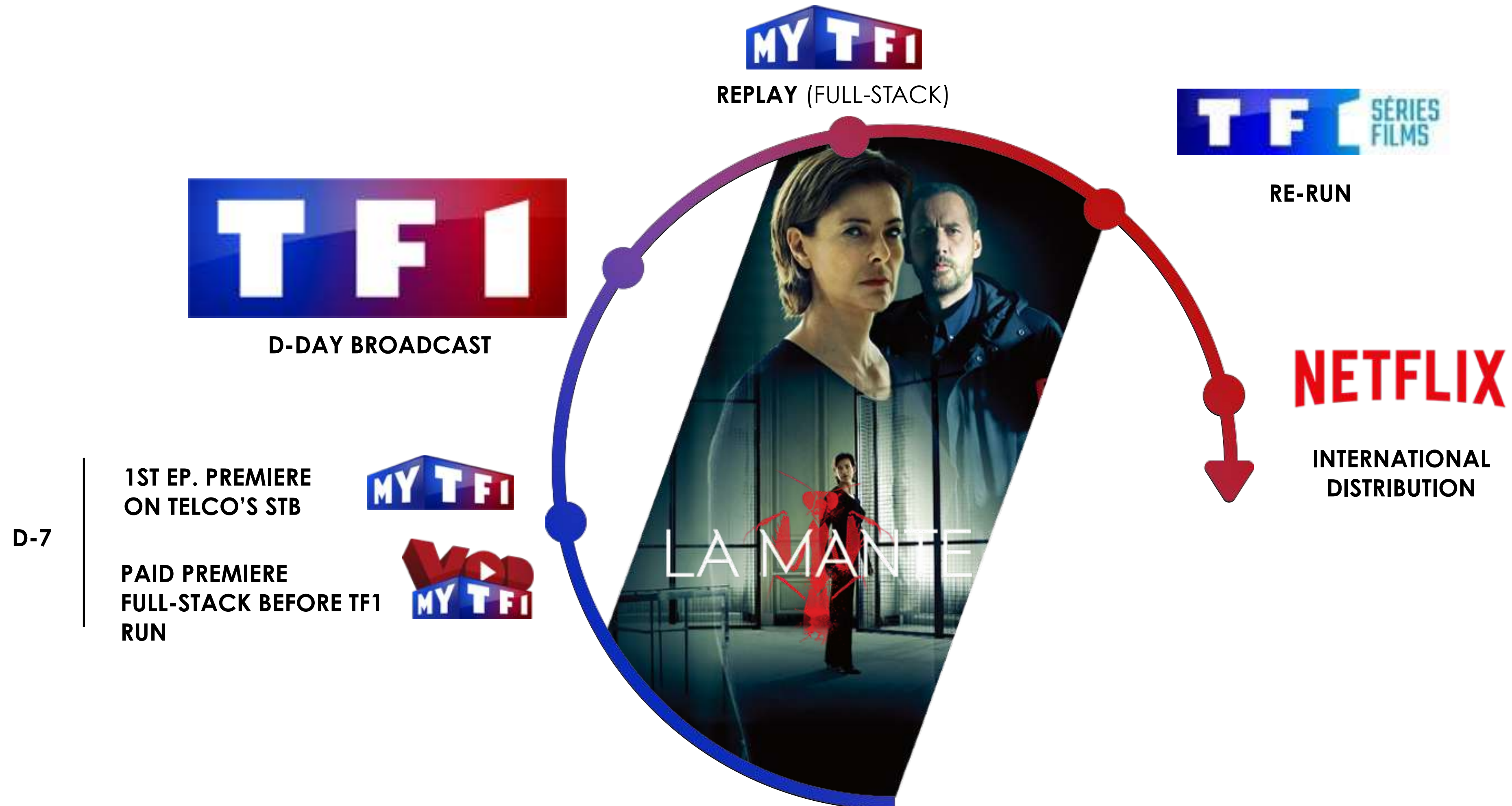


2 DAILY NEWS CASTS



CREATING BRAND VALUE AND VIEWER ENGAGEMENT

MAXIMIZING FLOW THROUGH OF CONTENT



TV RATINGS IN FRANCE: ONE OF THE MOST RELIABLE METRICS GATHERING ALL PLAYERS

NOW

TV (MÉDIAMAT)

LIVE
CATCH-UP

3 SCREENS
PARALLEL METRICS
(NOT CONSOLIDATED
IN MÉDIAMAT)

2020

4 SCREENS AND
OUT-OF-HOME

(CONSOLIDATED
IN MÉDIAMAT)



RÉGIS RAVANAS

EXECUTIVE VP, ADVERTISING & DIVERSIFICATION

RELIABLE MEASURE + STRONG VIEWER ENGAGEMENT = HIGHER AD EFFICIENCY

BRAND RECALL

+ 29 %

BRAND IMAGE

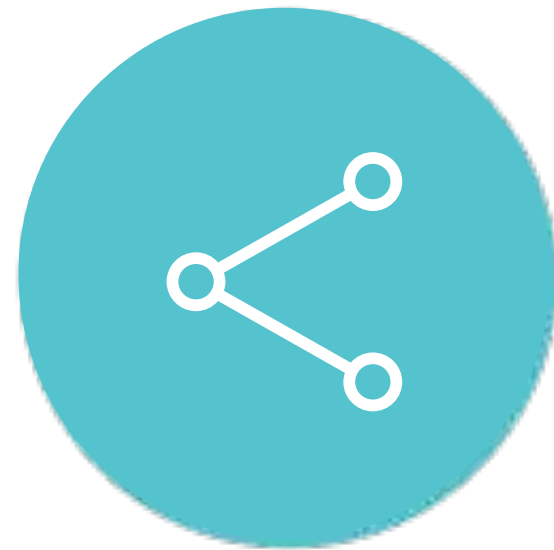
+ 11 %

BRAND ATTRACTIVENESS

+ 47 %

DIFFERENCE ON AD EFFICIENCY BETWEEN TV VIEWERS WITH A HIGH ENGAGEMENT LEVEL AND LOW ENGAGEMENT LEVEL

A MOMENTUM FOR CHANGE



**INCREASING NUMBER
OF TOUCHPOINTS**



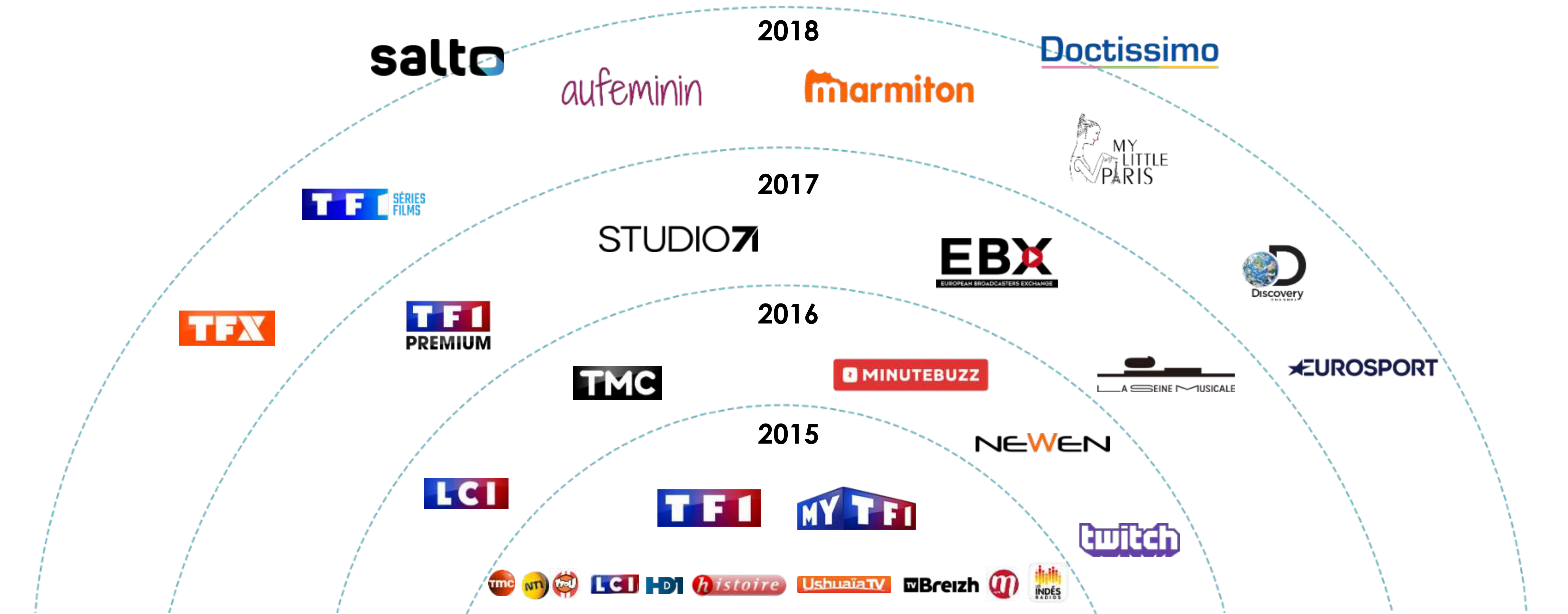
**HIGH LEVEL OF AD VOLUME PUTS
PRESSURE ON INVENTORY**



**MORE ADTECH & DATA
CREATE NEW OPPORTUNITIES**

REACHING 97% OF WOMEN EACH MONTH

1ST FEMALE COMMUNITY IN FRANCE



MORE REFINED CROSS MEDIA DATA

ONE DATA | TV & DIGITAL | >1000 DATA SEGMENTS

SHOPPER



relevanc

GEO-TARGETING



M
Mediametrie

SOCIO-DEMOGRAPHIC



KANTAR W.LTMRLDPANEL

LIFESTYLE



aufeminin

MEDIA BEHAVIOUR



marmiton

bouygues
TELECOM

VIEWER ENGAGEMENT



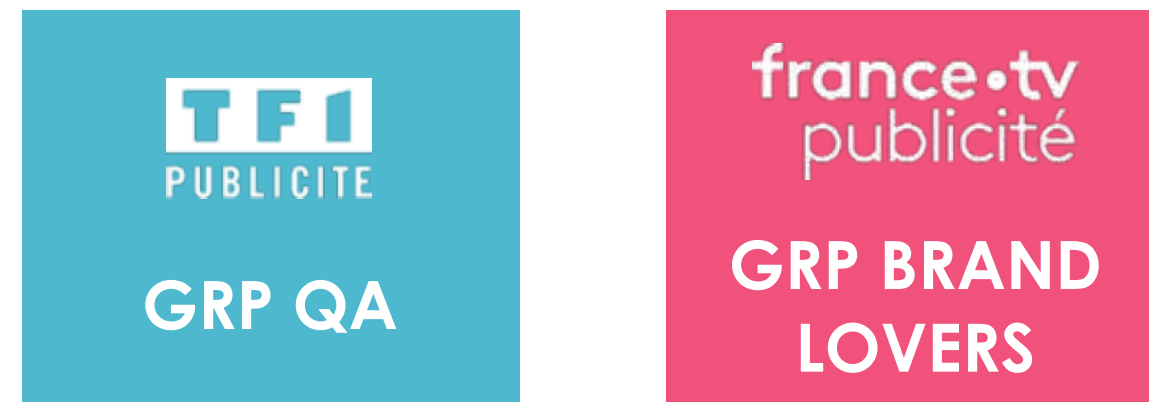
MarketingScan ...

NEW DEAL ON DATA

NEW TARGET

DIGITAL: A NEW SINGLE PROCESS

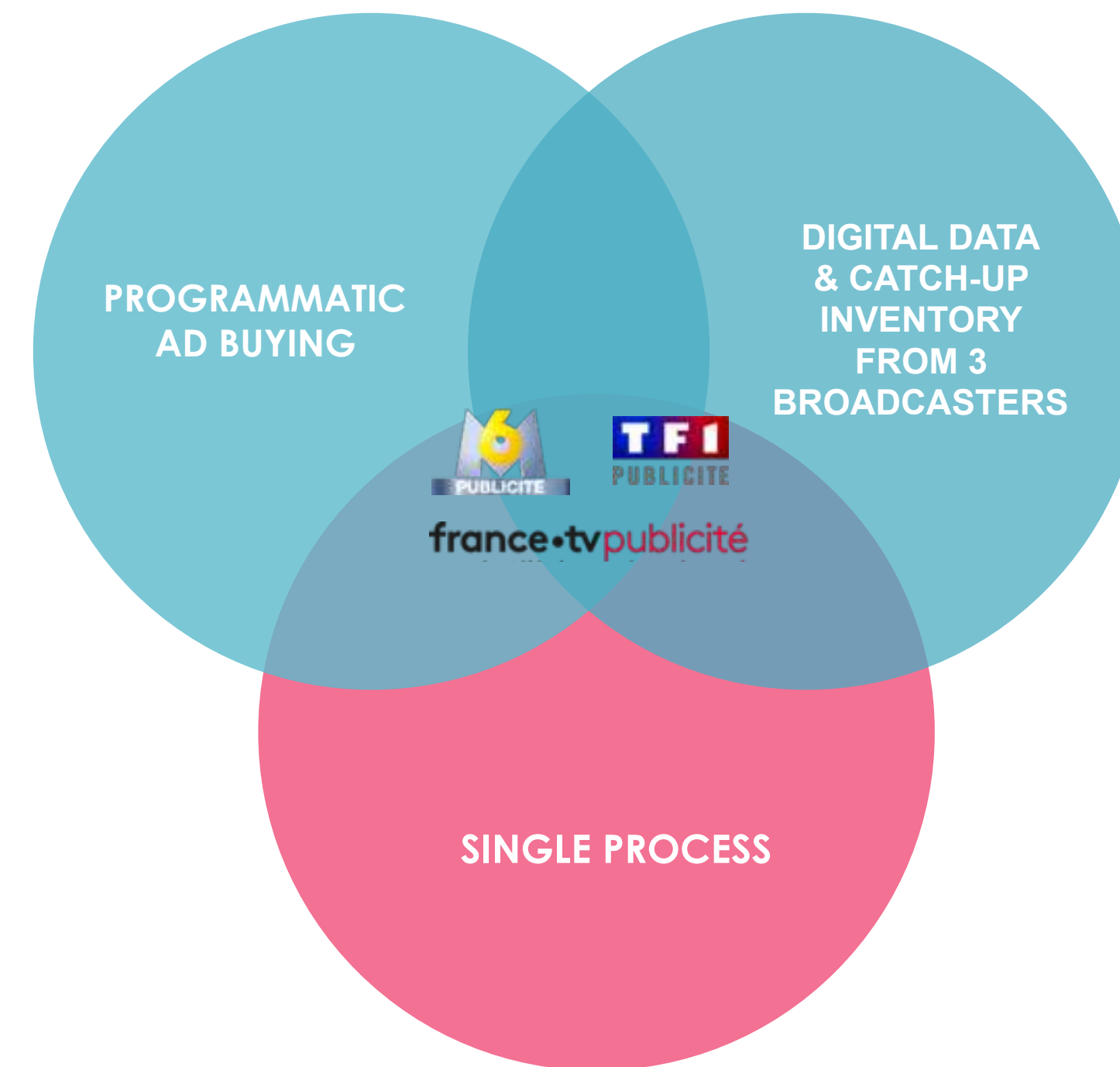
2018



2019



SYGMA DATA VIDEO ACCESS





CHRISTINE BELLIN

VP, STRATEGY, DEVELOPMENT AND TRANSFORMATION

FIVE KEY TRENDS FOR THE MEDIA SECTOR

Leadership of **global digital platforms** (GAFAN)



A tremendous switch of the **video consumption**



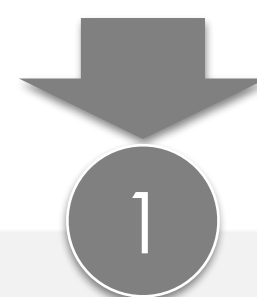
Key value of **user experience** and **personalization**



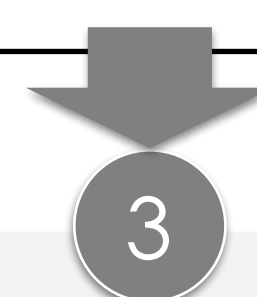
Digital monetization powered by **data** and **AdTech**



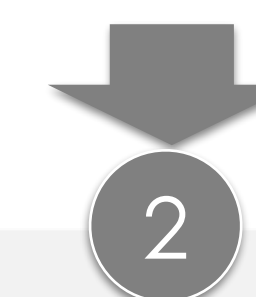
Multiplication of **Alliances**



DIGITAL
strategy

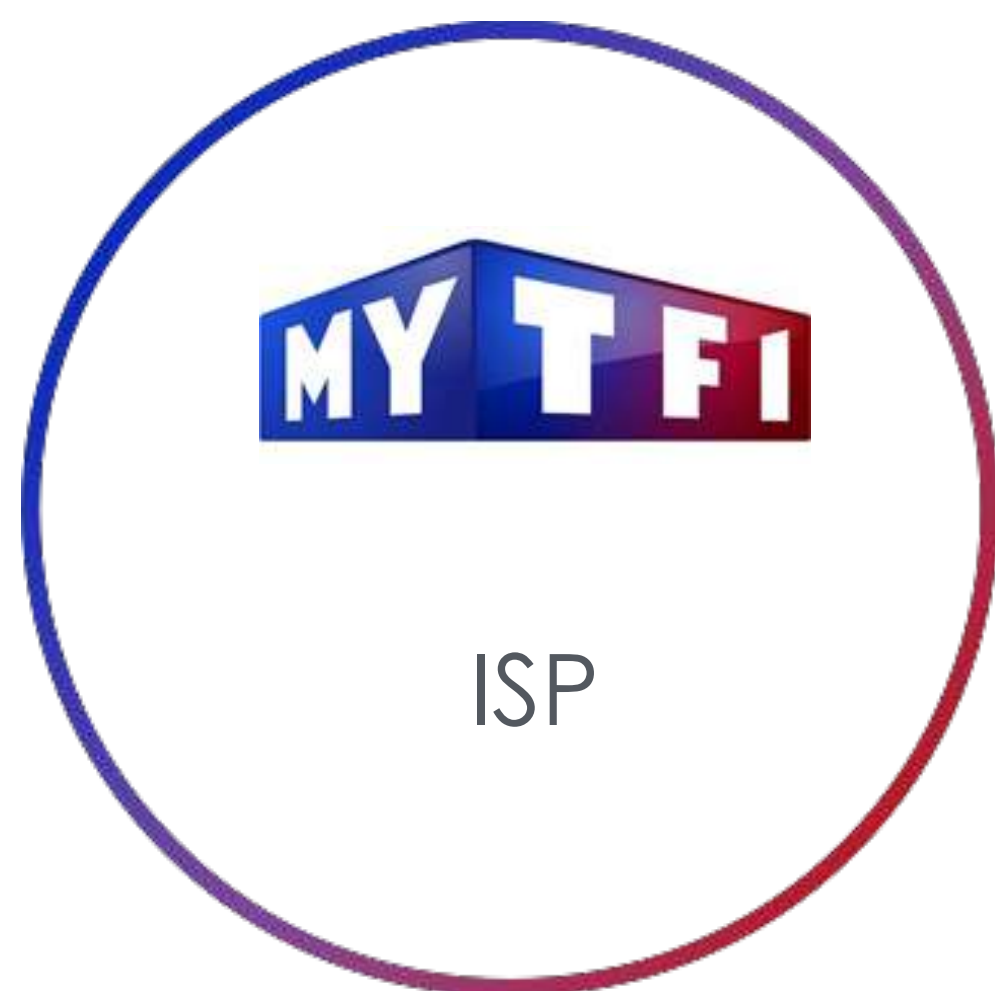


DATA
strategy



ALLIANCE
strategy

1 VIDEO EXPERIENCE: A FULL RANGE OF DIGITAL PRODUCTS



③ DATA: TRANSFORMING CUSTOMER RELATIONSHIPS (B2B + B2C)

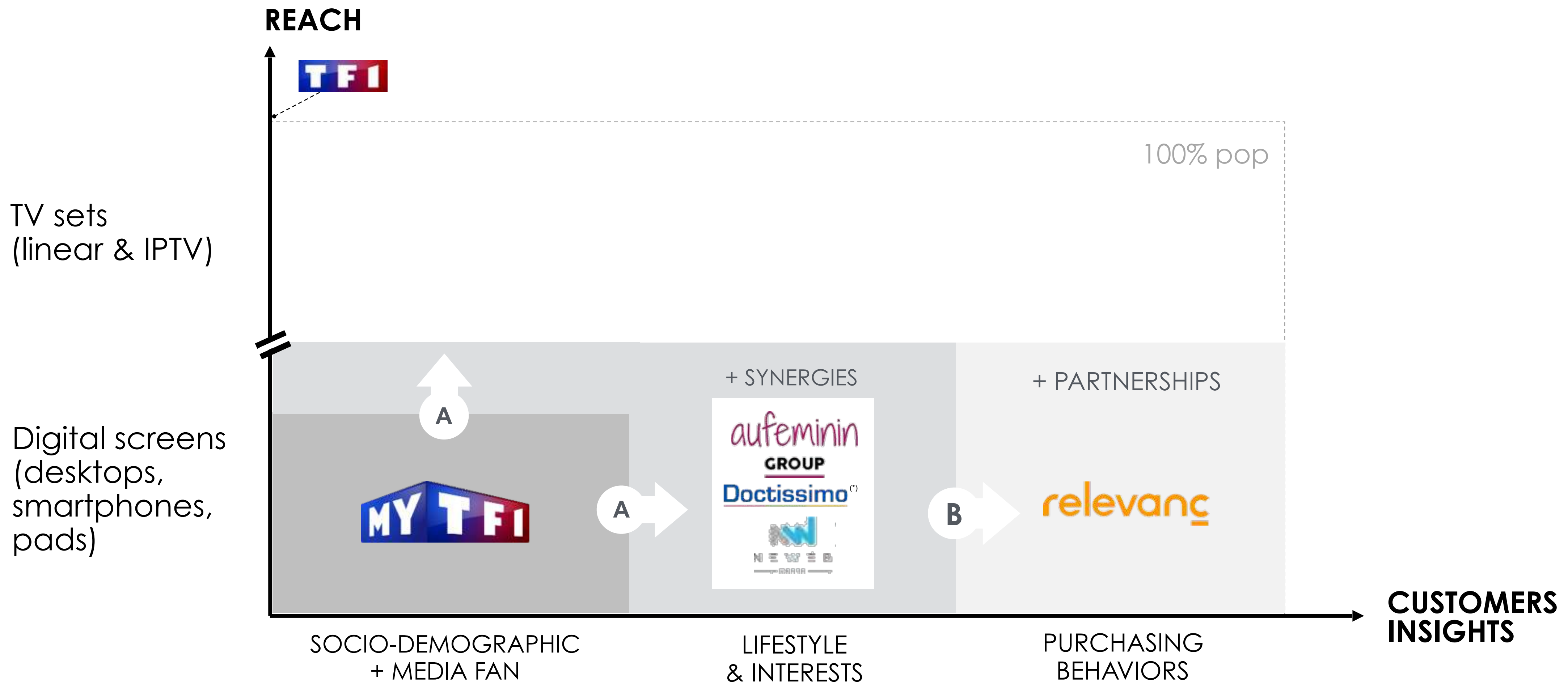
1. B2C: CUSTOMER EXPERIENCE

3. B2B: MONETISATION



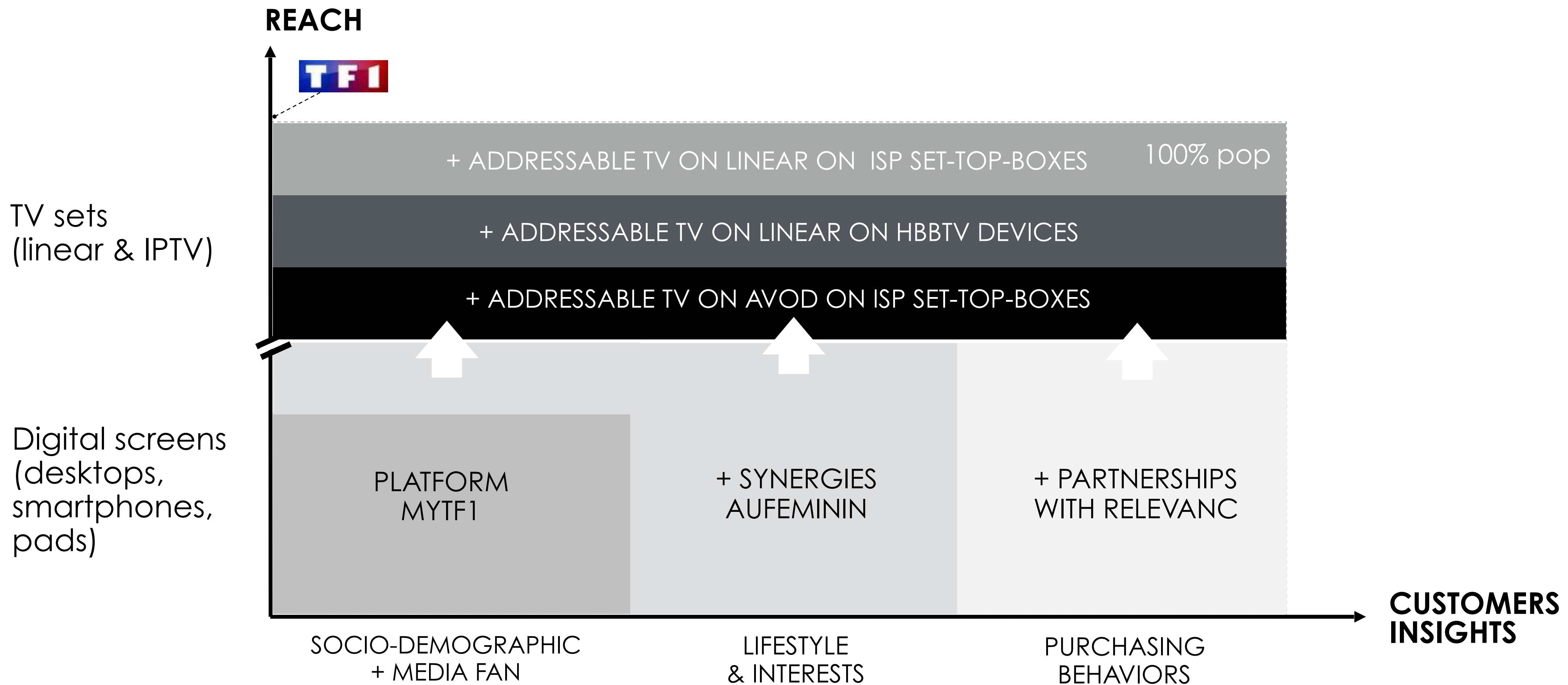
2. OMNI-CHANNEL
CONTINUUM

③ DATA - STEP 1: MYTF1 PLATFORM EXPANDED THROUGH SYNERGIES AND PARTNERSHIPS

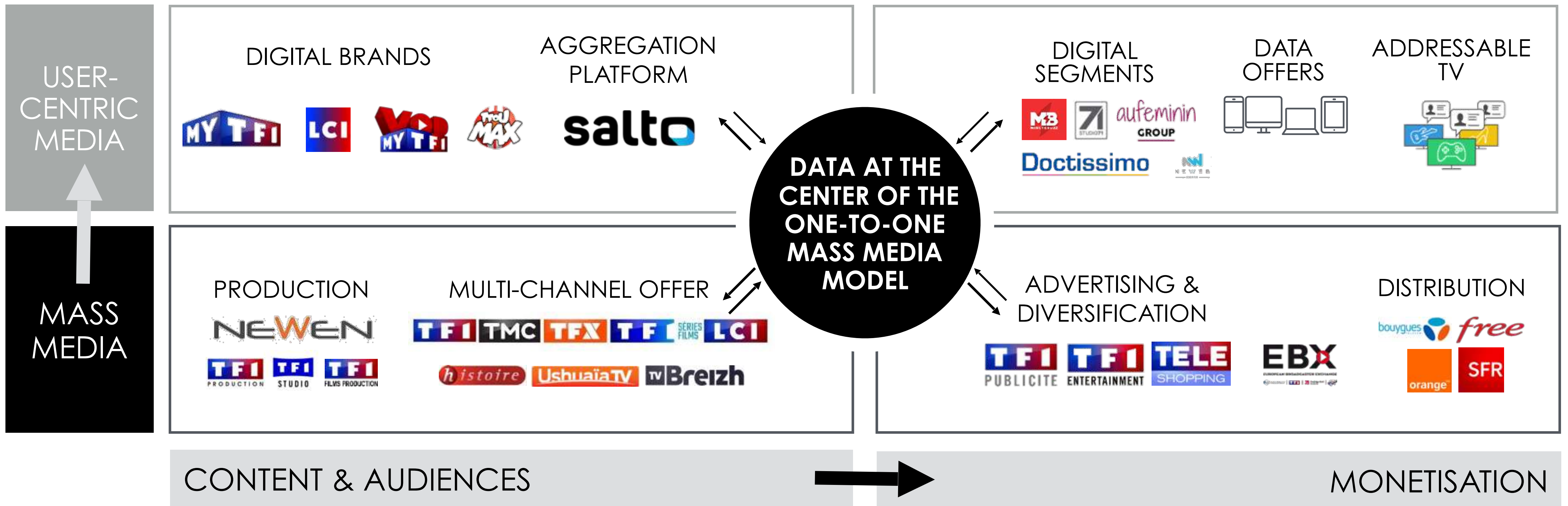


(*) : DOCTISSIMO – EXCLUSIVE NEGOTIATIONS IN PROGRESS

3 DATA - STEP 2: TOWARDS A ONE-TO-ONE DATA TV



DATA & DIGITAL ENABLE THE SHIFT TO USER-CENTRIC MASS MEDIA MODEL



NEWS STUDIO TOUR



THIERRY THUILLIER
EXECUTIVE VP, NEWS

START-UP MEETUP

FACIL'iti



ROUND TABLE #2

NEWEN



BIBIANE GODFROID

NEWEN'S CEO



ROMAIN BESSI

NEWEN'S MANAGING
DIRECTOR



GUILLAUME THOURET

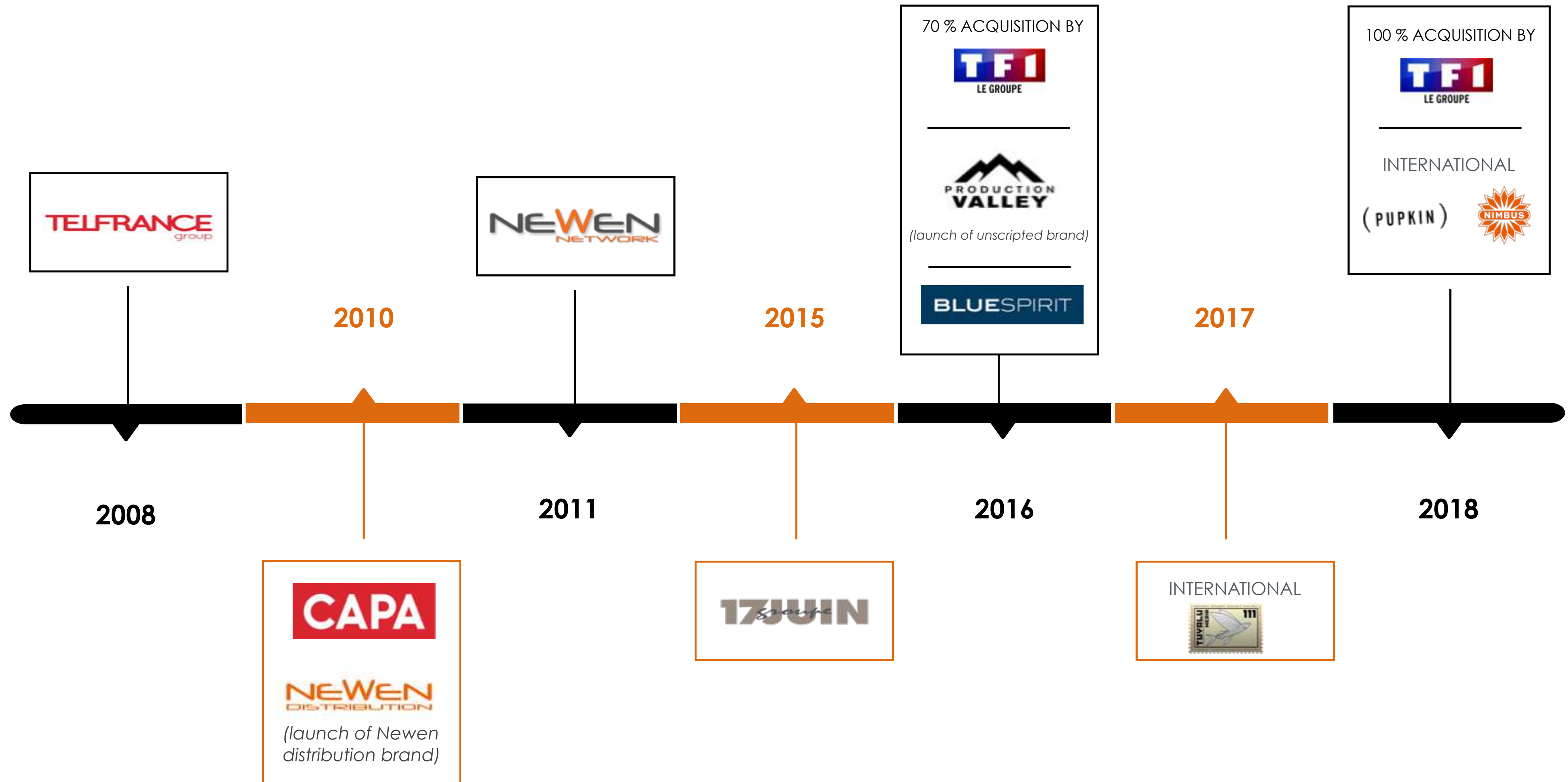
CAPA'S MANAGING
DIRECTOR



GUILLAUME DE MENTHON

TELFRENCE'S CEO

GROWTH OF NEWEN GROUP SINCE CREATION

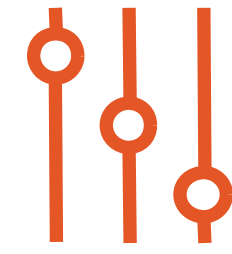


NEWEN TODAY ?



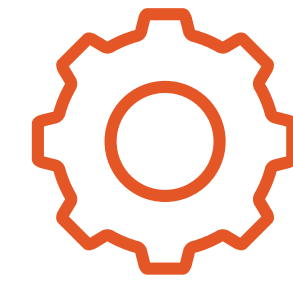
4

DAILY
« RENDEZ-VOUS »



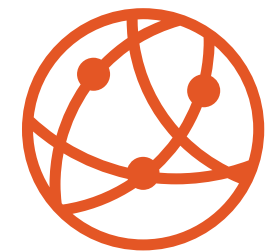
1,000

HOURS OF PROGRAMS
PRODUCED IN 2018



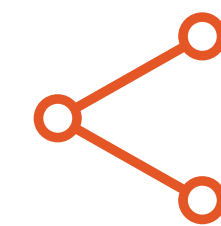
7

PRODUCTION COMPANIES



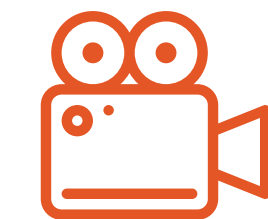
8

MILLION VIEWERS
EACH DAY



5,000

HOURS FOR DISTRIBUTION



30

LABELS

AN INDUSTRIAL APPROACH COMBINING

CREATIVITY



WORKING WITH LOCAL &
INTERNATIONAL **TALENTS**

FINANCIAL EXPERTISE



ABLE TO PRODUCE **LOW BUDGET**
CONTENT TO **HIGH END**
INTERNATIONAL PRODUCTIONS

NEWEN CAN DELIVER ALL KINDS OF CONTENT

INTERNATIONAL
DRAMA



LOCAL
RETURNING SERIES



DAILY SOAPS



DAILY SOAPS PROVIDE:

INDUSTRIALIZED PROCESSES

ACCESS TO TALENTS

LONG-TERM VISIBILITY

RECURRING CASH FLOWS



58
YEARS

33
YEARS

26
YEARS

22
YEARS

NEWEN IS FRENCH ONLY PRODUCER OF 2 DAILY SOAPS

LEADER IN THEIR SLOT ON ALL TARGETS



TELSÈTE TFI



TELFRENCE 3

DOUBLED THE CHANNEL'S AVERAGE RATINGS



8

MILLION VIEWERS

75

AUTHORS

80

MAIN CHARACTERS

300

TECHNICIANS/WEEK

VERSAILLES: A MILESTONE IN NEWEN'S INTERNATIONAL IMAGE



AN INTERNATIONAL COPRODUCTION **SOLD WORLDWIDE**

3

SEASONS

600

TEAM

135

COUNTRIES

€30M

PER SEASON



GEORGES BLAGDEN
ACTOR V
VIKINGS, BLACK MIRROR



ANNA BREWSTER
ACTRESS
STAR WARS, THE TUDORS



ALEX VLAHOS
ACTOR
MERLIN



ALEXIS MICHALIK
ACTOR
KABOUL KITCHEN, EDMOND



JALIL LESPERT
DIRECTOR
YVES SAINT LAURENT



SIMON MIRREN
SHOW-RUNNER
CRIMINAL MINDS



DAVID WOLSTENCROFT
SHOW-RUNNER
PERFECT CRIME, MI5

HOW TO PRODUCE COST EFFECTIVE DRAMA?

NINA IN FRANCE



BARJAC production • 2

3 ≈ 20%

SEASONS

BELOW THE AVERAGE DRAMA COST

THE FIRST YEARS IN NETHERLANDS



TUVRILU ZAPP

6 4 > 600

COUNTRIES ADAPTED THE SHOW

EPISODES SHOT / DAY

EPISODES PRODUCED SO FAR

NEWEN IS THE ONE-STOP SHOP FOR LOCAL AND GLOBAL PLAYERS



AND MANY OTHERS...

MORE CLIENTS, MORE GENRES, MORE COUNTRIES

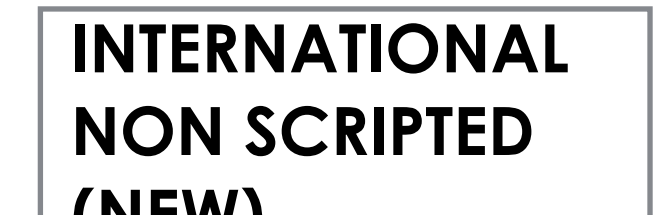
IN THE LAST 3 YEARS

2015

2018

2015

2018



OSMOSIS: 2nd ORIGINAL FRENCH SERIES PRODUCED FOR NETFLIX

CAPA
drama

NETFLIX



Agathe BONITZER
ACTRESS
THE NUN



Hugo BECKER
ACTOR
GOSSIP GIRL – BARON NOIR

SHOOTING IN PROGRESS – UNDER NON DISCLOSURE AGREEMENT

DEUTSCH-LES-LANDES: 1st ORIGINAL FRENCH SERIE FOR AMAZON PRIME

NEWEN
NETWORK



A FRENCH AND GERMAN COPRODUCTION



**MARIE-ANNE
CHAZEL**
ACTRESS
LES BRONZES,
LES VISITEURS



SYLVIE TESTUD
ACTRESS
LA VIE EN ROSE,
FEAR AND
TREMBLING



**CHRISTOPH MARIA
HERBST**
ACTOR
3 TÜRKEN & EIN BABY
LADYKRACHER



**A.CHARLOT &
F. MAGNIER**
AUTHORS
BIENVENUE CHEZ LES
CH'TIS

2 DAILY HEALTH TALK SHOWS ON AIR FOR 20 YEARS!

•5

17 JUIN

•2



380

HOURS PRODUCED
PER YEAR

DOUBLED

CHANNEL'S AVERAGE
RATINGS



LIVE

IN-HOUSE FACILITIES

4

MILLION VIEWS PER
MONTH Allodocteurs.fr



FAITES ENTRER L'ACCUSÉ
ON AIR FOR
18 YEARS

CAPA: FROM FACTUAL TO HIGH-END AND INTERNATIONAL DOCUMENTARIES

INVESTIGATION, WILDLIFE, SCIENCE, SPORT, CULTURE AND HISTORY



TALENT ATTACHED TO PROJECTS



THOMAS PESQUET
ASTRONAUT



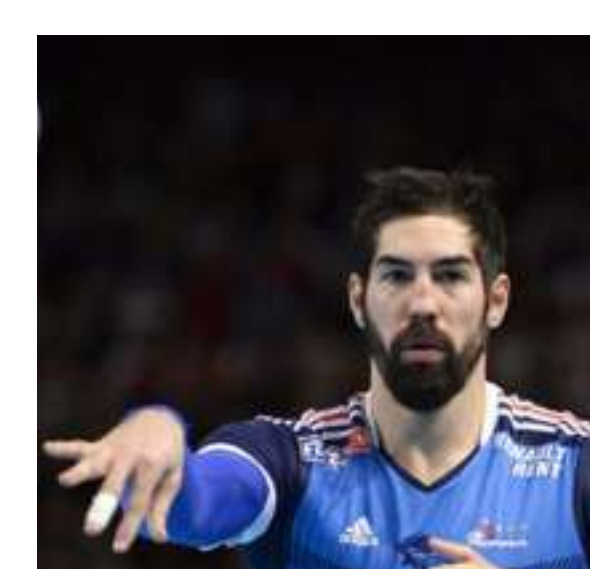
CÉLINE COUSTEAU
EXPLORER



STÉPHANE BERN
JOURNALIST



JEAN-PAUL GAULTIER
STYLIST



NIKOLA KARRABATIC
WW HANDBALL PLAYER

BLUE SPIRIT: ONE OF THE MAIN PLAYERS IN ANIMATION GROWING RAPIDLY WORLDWIDE



OPERATING ALL ACROSS THE VALUE CHAIN



FOR OUR PRODUCTIONS

AND THIRD PARTIES



NEWEN ENABLING A UNIQUE COLLECTION OF INDEPENDENT PRODUCERS AND TALENTS



LAURENCE BACHMAN



VINCENT MESLET



FLORENCE LEVARD



EMMANUELLE SAMOYAULT



SÉBASTIEN CHARBIT



JEAN-BENOIT GILLIG



CHRISTINE PALLUEL



LISSA PILLU



CLEMENT BIRNBAUM
JOACHIM NAHUM



HUBERT BESSON



A UNIQUE COLLECTION OF TALENTS

CAPA

CLAUDE CHELLI



PHILIPPE LEVASSEUR



SARAH AKNINE



ARNAUD FIGARET



AUDE ALBANO



PALOMA MARTIN Y PRADA



BENOIT THEVENET



MICHEL CYMES
MARINA CARRERE D'ENCAUSSE



ALEXANDRA CRUCQ



AURELIEN LIPIANSKI



FANCHON GIORDA



TACO ZIMMERMAN



OPERATING ACROSS ALL THE VALUE CHAIN

TO GENERATE LONG-TERM VALUE

DEVELOPMENT
OF ORIGINAL CONTENT



PRODUCTION,
SHOOTING, EDITING



DISTRIBUTION
AND MERCHANDISING



ANIMATION PRODUCTION FACILITIES IN ANGOULÊME & MONTREAL
POST&PROD STUDIOS IN PARIS, SÈTE & MARSEILLE
STUDIOS AND FACILITIES IN AMSTERDAM

INDUSTRIAL TOOLS



45 EDITING ROOMS

13 FILM SETS

8% OF THE TOTAL FILM SETS IN FRANCE

3D AND 2D ANIMATION SOFTWARE

UHD, HVR, VR WORKSTATIONS



MONTRÉAL



AMSTERDAM



EXPORTING OUR CREATIVITY THROUGHOUT THE WORLD

THE MYSTERIOUS CITIES OF GOLD
71 TERRITORIES



CANDICE RENOIR
60 TERRITORIES



VERSAILLES
135 TERRITORIES*



LOOPDIDOO
145 TERRITORIES



TERROR STUDIOS
130 TERRITORIES



ROBUST BUSINESS MODEL

LOCAL DRAMA

- MAINLY FINANCED LOCALLY
- DISTRIBUTION DELIVERING THE UPSIDE
- €1 - 1.3 MILLION / HOUR

INTERNATIONAL DRAMA

- 75% FINANCED THROUGH CO PRODUCERS AND SOFTMONEY
- 25 % TO BE COVERED BY DISTRIBUTION
- €2.5 - 3 MILLION / HOUR

ANIMATION

- FINANCED THROUGH PRE SALES 2 - 3 COUNTRIES (AND SOFTMONEY)
- DISTRIBUTION DELIVERING THE UPSIDE
- €0.7 MILLION / HOUR

A EUROPEAN BUILD-UP TO ACCELERATE GROWTH

NETWORK OF INTERNATIONAL PARTNERS



CANADA



FRANCE



GERMANY



NETHERLANDS

ACQUISITIONS



(PUPKIN)





TUVALU MEDIA GROUP

A KEY PLAYER IN A DYNAMIC MARKET

TUVALU MEDIA

- + TOP 3 OF THE INDEPENDENT COMPANIES IN HOLLAND BASED IN AMSTERDAM
- + SCRIPTED, UNSCRIPTED, DIGITAL, FEATURE FILMS
- + OWNER OF COLUMN (SCRIPTED)

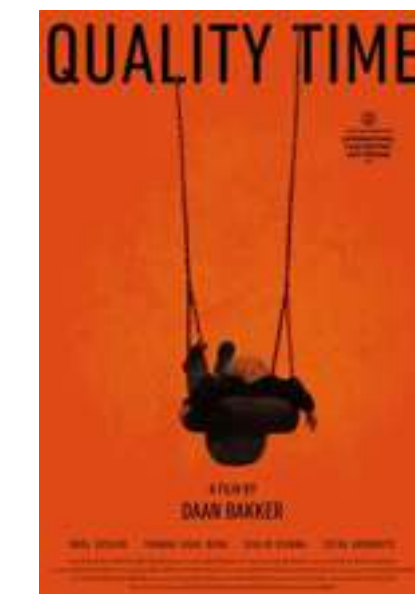


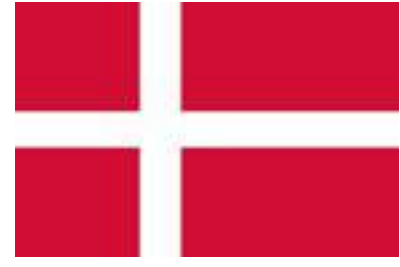
NEW

(PUPKIN)

60% OWNED BY NEWEN

- + ONE OF THE LEADING, INDEPENDENT SCRIPTED PRODUCTION COMPANIES IN THE NETHERLANDS
- + PRODUCER OF THE FIRST SERIES FOR **NETFLIX** IN THE NETHERLANDS
- + FEATURE FILMS, TV DRAMA
- + MULTI-AWARDED





NEW



33% OWNED BY NEWEN

- NIMBUS IS THE MOST REWARDED DANISH PRODUCER, PRODUCED THE MOST FAMOUS TV SERIES (THE BRIDGE) AND MOVIE (FESTEN)
- DENMARK IS ONE OF THE MOST PERFORMING DRAMA MARKET
- TALENTS: LARS VON TRIER, THOMAS VINTERBERG, NICOLA WINDING REFN, HANS ROSENFELDT



MIFUNES

« SILVER BEAR » AT BERLIN INTERNATIONAL FILM FESTIVAL



ANTBOY



BRON / THE BRIDGE

BROADCASTED IN 174 COUNTRIES
ADAPTED IN FRANCE THE TUNNEL CANAL+ & SKY ATLANTIC



FESTEN

JURY PRIZE AT THE CANNES FESTIVAL

Q & A

ROUND TABLE #3 : **DIGITAL BUSINESS**



OLIVIER ABECASSIS

AUFEMININ GROUP
CEO



CELINE ORJUBIN

MY LITTLE PARIS
CEO



AGNES ALAZARD

AUFEMININ GROUP
COO



CHRISTOPHE DECKER

AUFEMININ GROUP
COO

AGENDA FOR TODAY

▶ AUFEMININ GROUP VISION FOR GROWTH

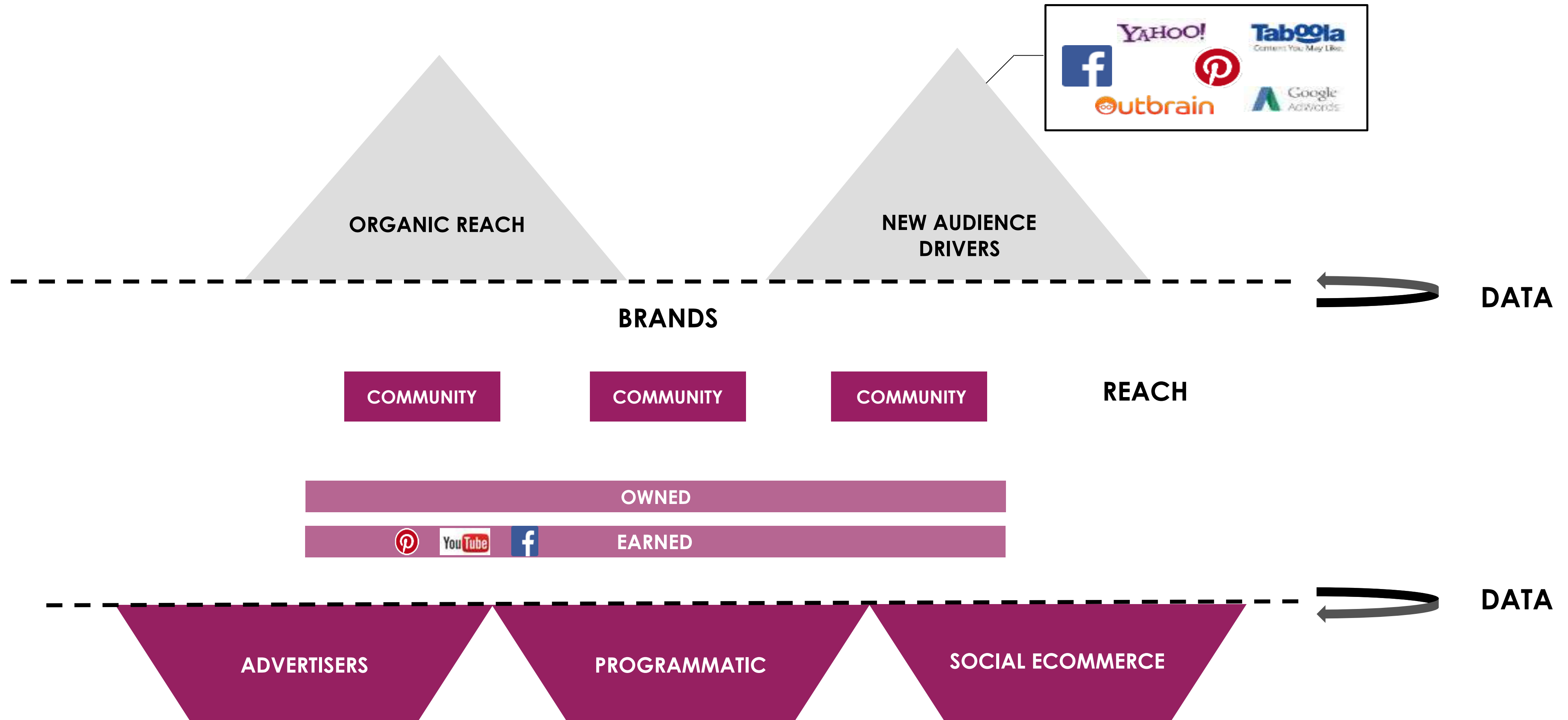
STRATEGIC PILLAR #1: PROGRAMMATIC AND CONTENT MARKETING

STRATEGIC PILLAR #2: BRAND SOLUTIONS

STRATEGIC PILLAR #3: SOCIAL ECOMMERCE

WHAT'S NEXT AND GUIDANCE

IN A GAFA WORLD, THE GROWTH WAY FOR A PUBLISHER GROUP

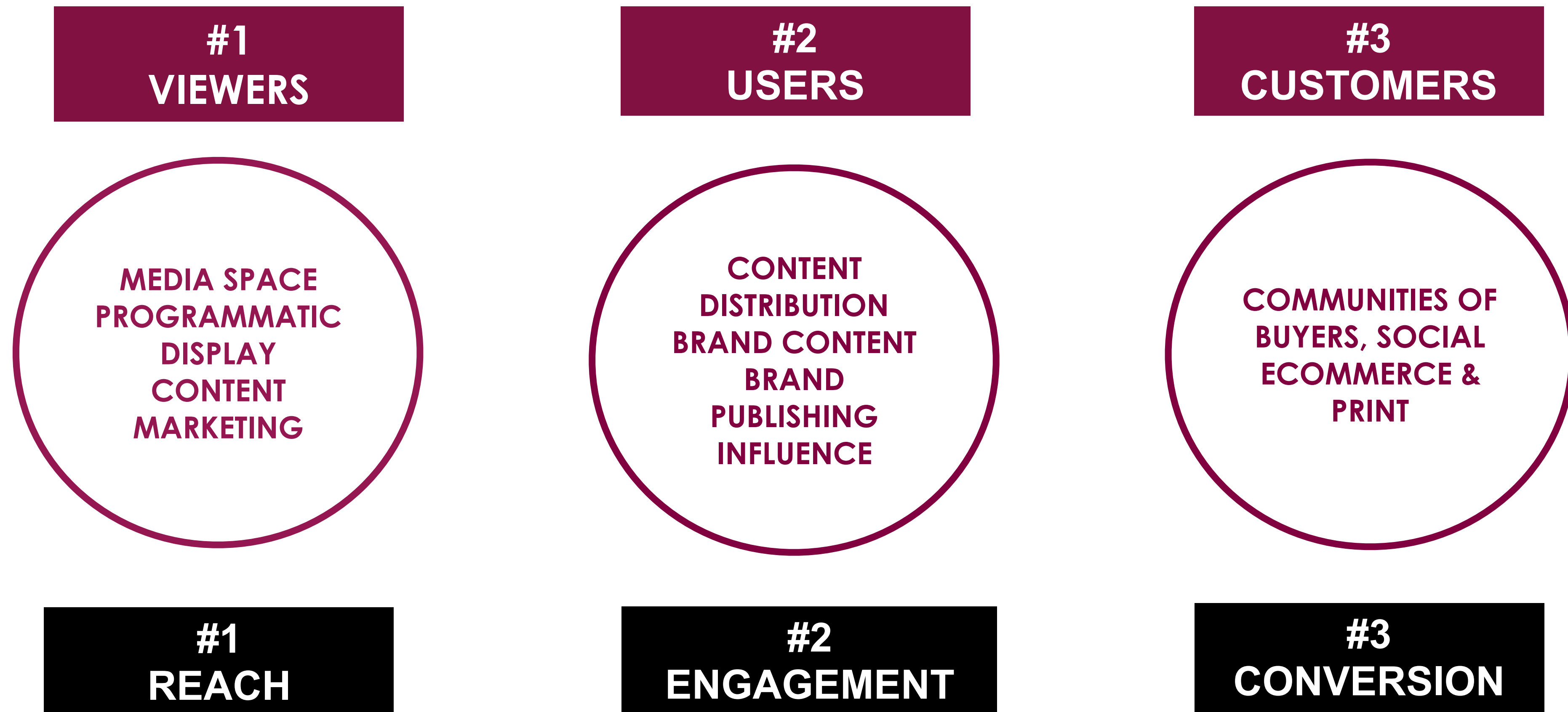


FROM A PURE TRADITIONAL « ADVERTISING MODEL » TO A DIVERSIFIED « DIGITAL MODEL »...

MARKET TRENDS



...TO GROW AUDIENCES ON KEY CENTER OF INTERESTS AND DIVERSIFY REVENUE STREAMS



AUFEMININ GROUP: A LEADING INTERNATIONAL DIGITAL PUBLISHER TARGETING WOMEN

aufeminin

marmiton

Onmeda.de
Für meine Gesundheit

netmums.com

MY
LITTLE
PARIS

LIVINGLY
media

ATTRACTIVE BRANDS CREATING THE BEST CONTENT ON KEY CENTER OF INTERESTS



**FASHION &
BEAUTY**



**MUMS /
PARENTHOOD**



FOOD



**LIFESTYLE
WOMEN
EMPOWERMENT**



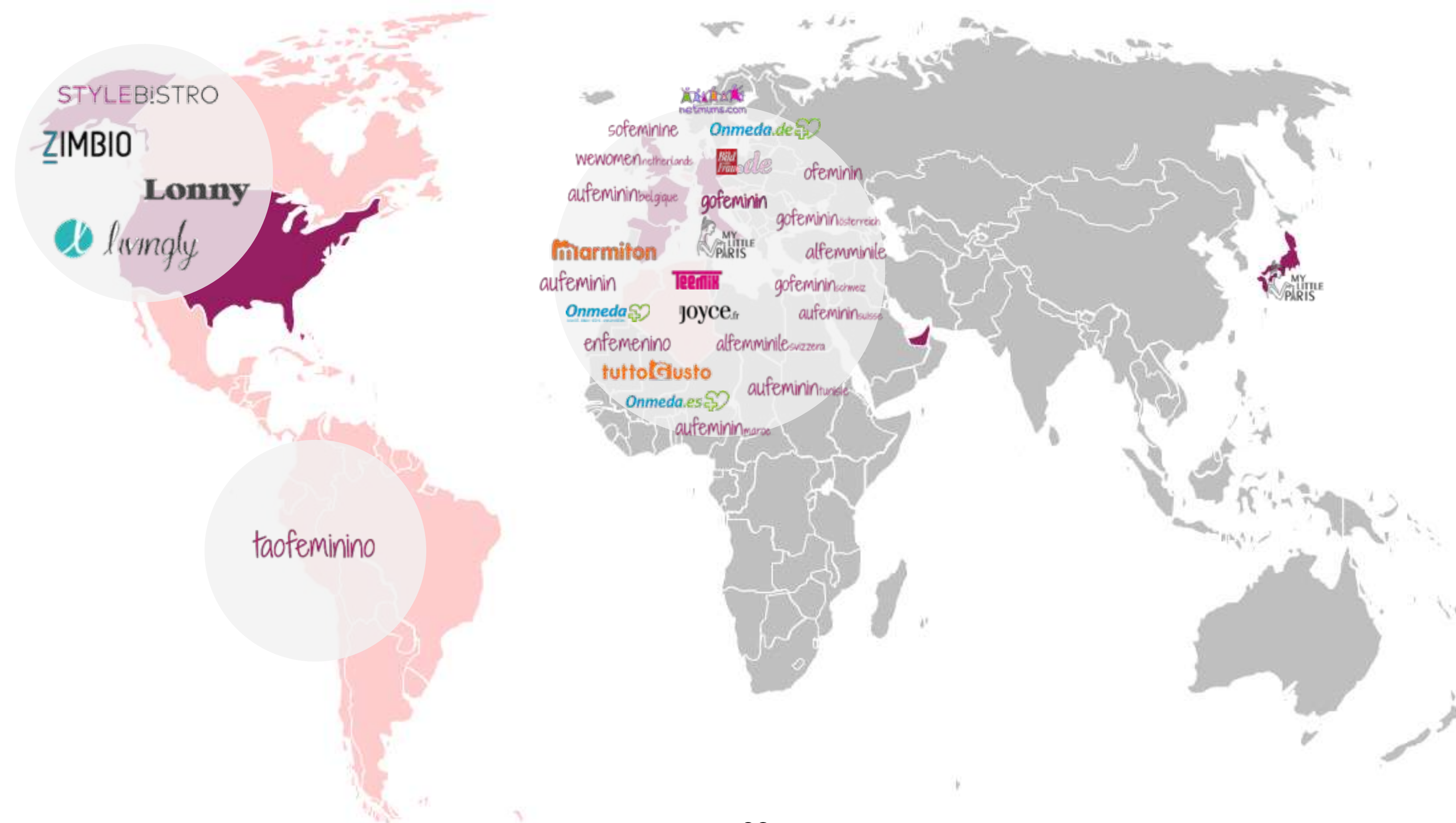
WELLNESS

THREE STRATEGIC PILLARS



INTERNATIONAL REACH AND AUDIENCE EXPERTISE

MORE THAN 100 MILLION OF MONTHLY UNIQUE VISITORS



AUDIENCE SOURCES:

66% SEARCH

15% PAID

11% DIRECT

7% SOCIAL

1% OTHER

AGENDA FOR TODAY

AUFEMININ GROUP VISION FOR GROWTH

▶ STRATEGIC PILLAR #1: PROGRAMMATIC AND CONTENT MARKETING

STRATEGIC PILLAR #2: BRAND SOLUTIONS

STRATEGIC PILLAR #3: SOCIAL ECOMMERCE

WHAT'S NEXT AND GUIDANCE

LIVINGLY MEDIA AUDIENCE



Women's Lifestyle,
Relationships, & Family

mabel + moxie

Pregnancy & Parenting
Advice



Home Decor & Design

it's **ROSY**

Celebrating Women
Over 50

STYLE
BiSTRO

Celebrity Fashion
& Beauty

ZIMBIO

Entertainment,
Quizzes, & Trivia

20M

Unique Visitors

500M

Monthly Pageviews

1.2B

Advertising Impressions

3.9M

Social Followers

70 % FEMALE

25-39 AVERAGE AGE

75K+ HOUSEHOLD INCOME

Ranked #1

in Beauty / Fashion / Style
Category

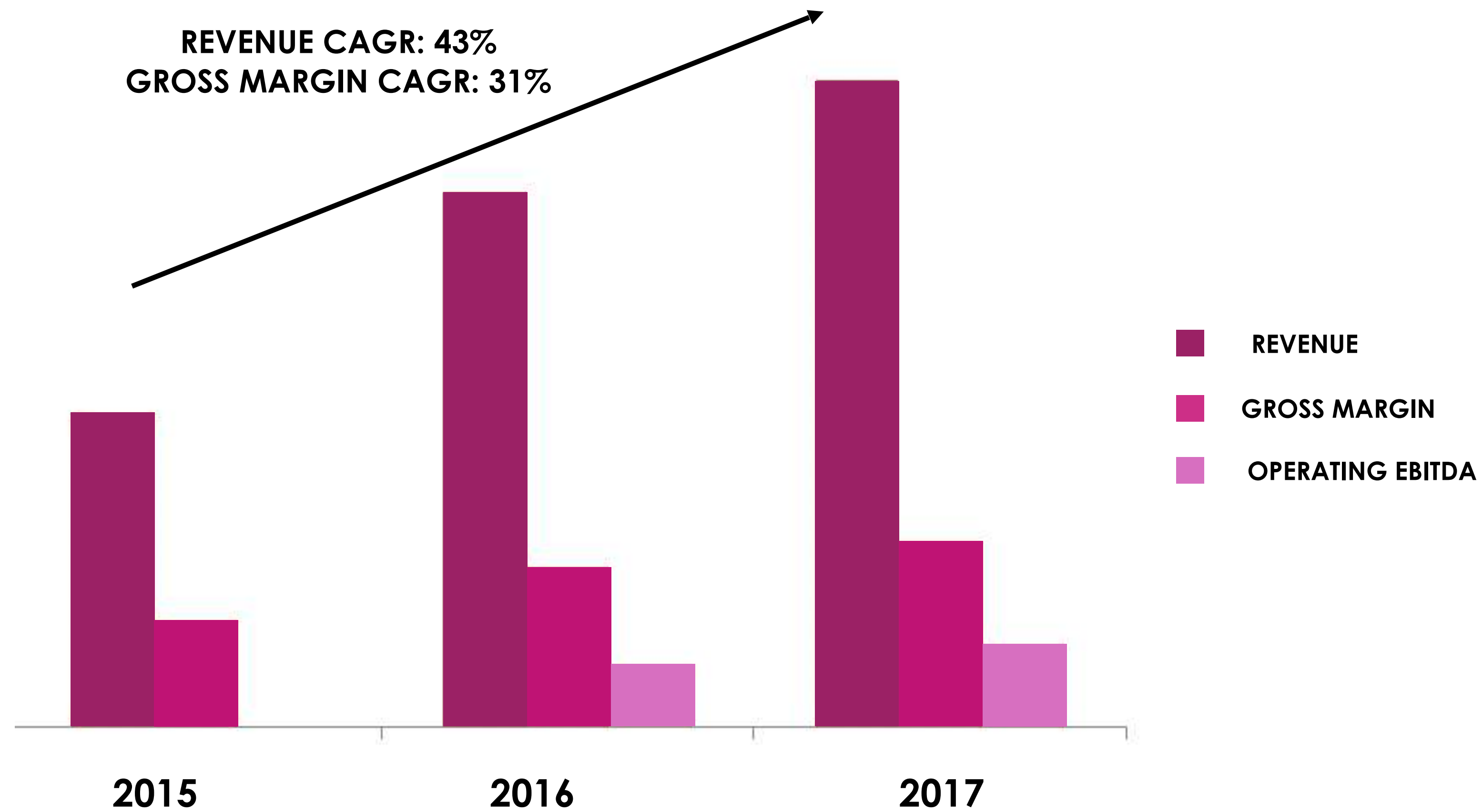
Ranked #6

in Home
Category

Ranked #9

in Entertainment News
Category

LIVINGLY MEDIA 3 YEARS PERFORMANCE



LIVINGLY MEDIA: GAME-CHANGING DECISIONS

HOW DID WE DO IT?

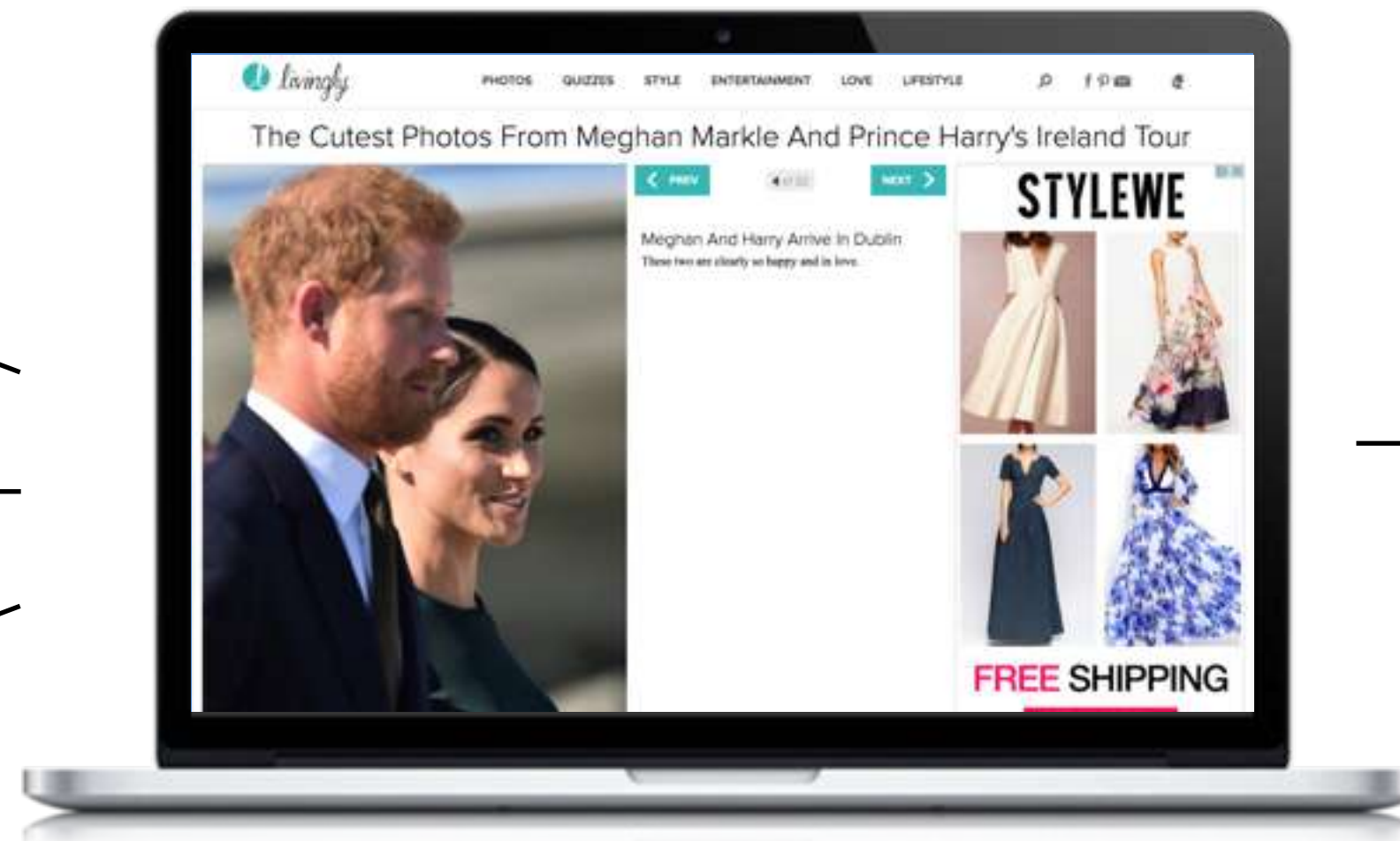
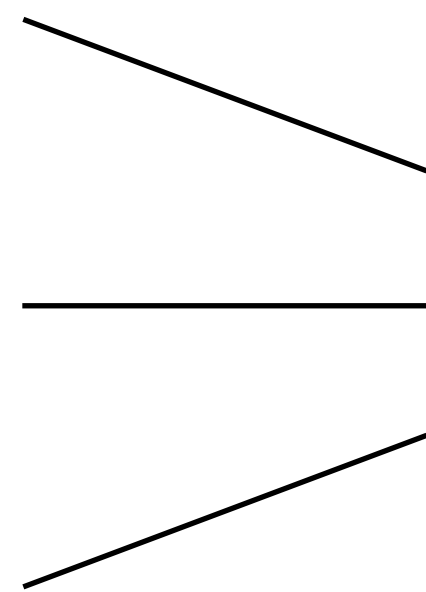
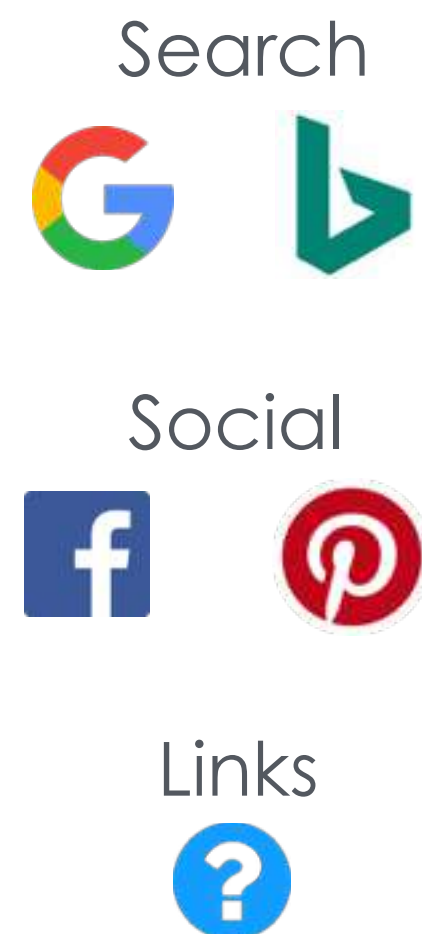
1. Automate content marketing

2. Full programmatic monetization

3. Invest in data tools and projects

TRADITIONAL ORGANIC AUDIENCE SOURCES

7 MILLION VISITS



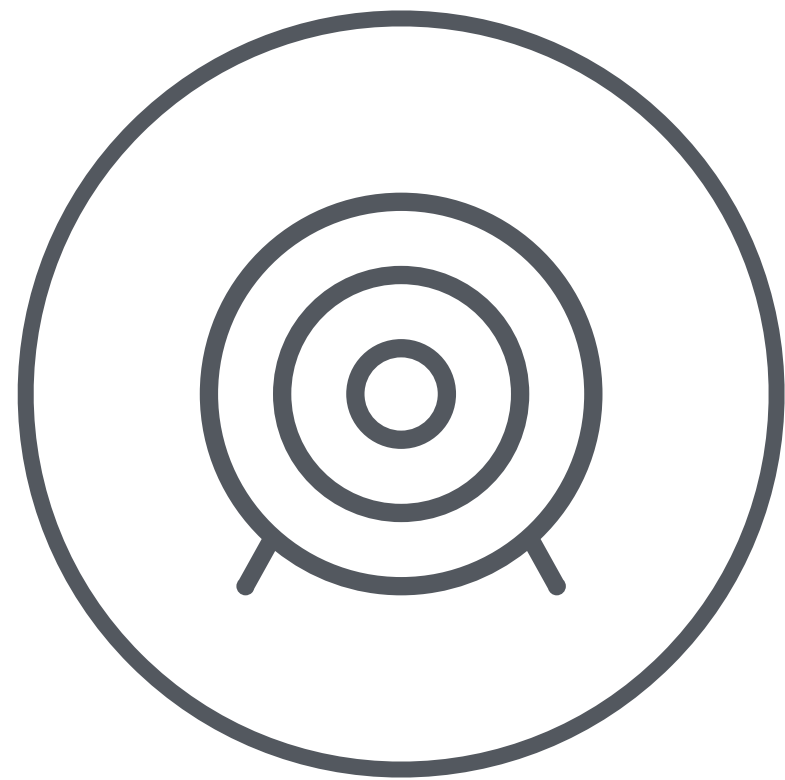
RELEVANT AND VALUABLE CONTENT



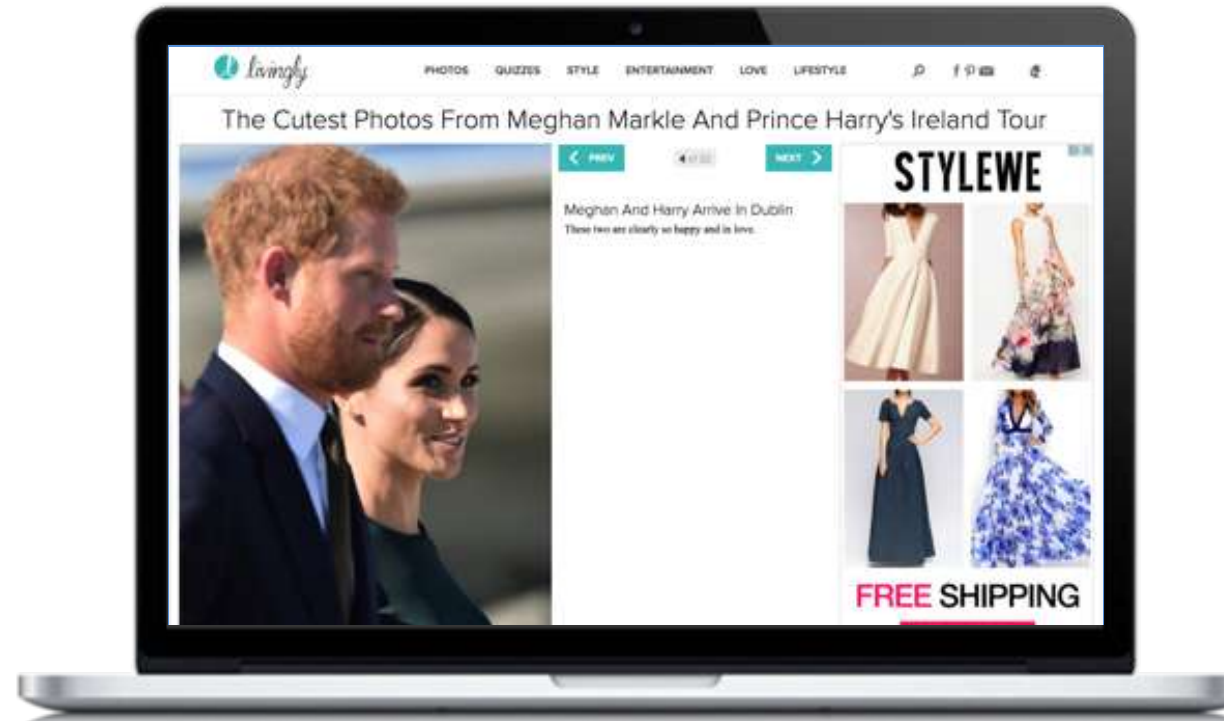
MONETIZE CONTENT WITH ADS

CONTENT MARKETING

14 MILLION VISITS



Acquire target audience



Relevant and valuable content



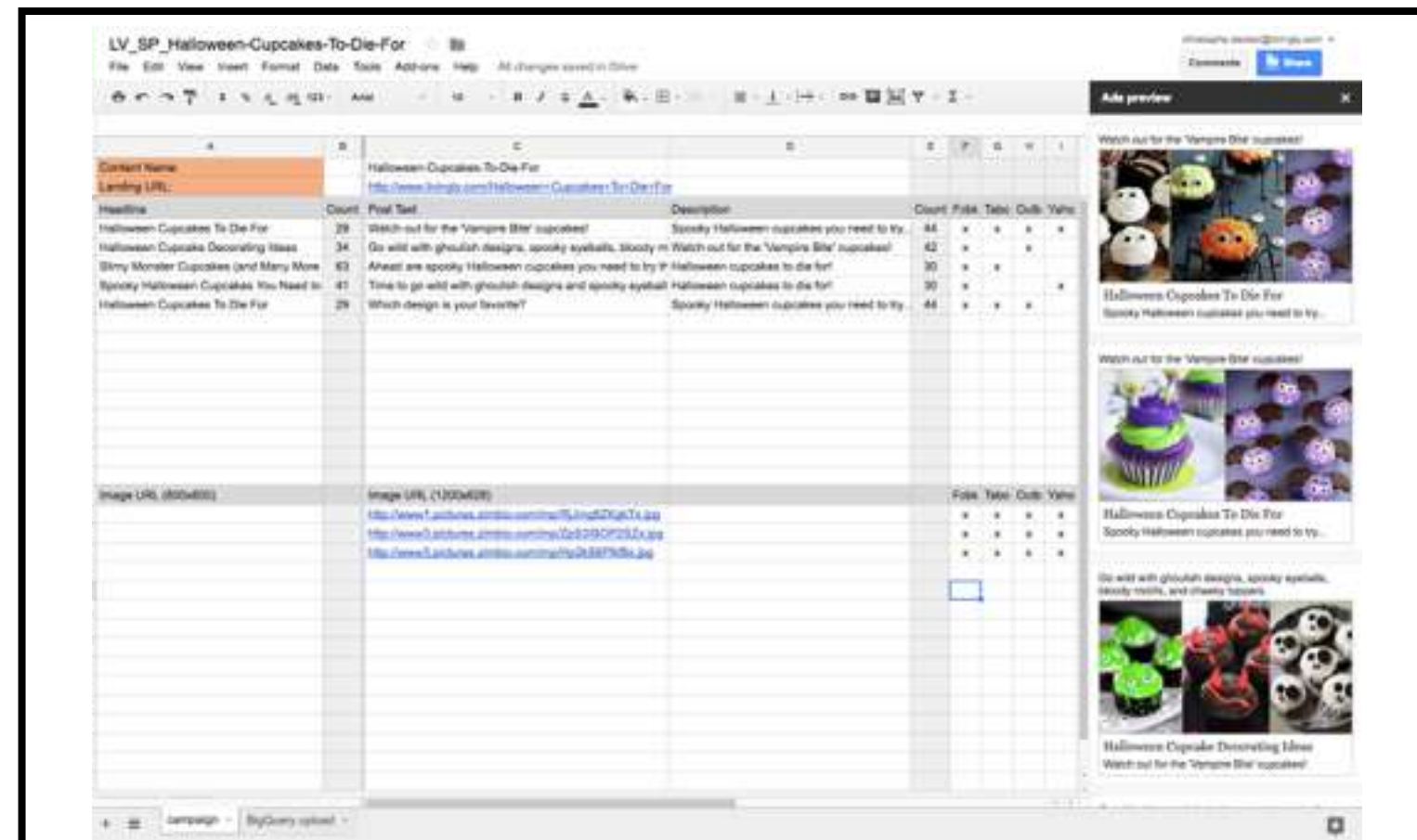
Monetize content with ads



ROI



CONTENT MARKETING



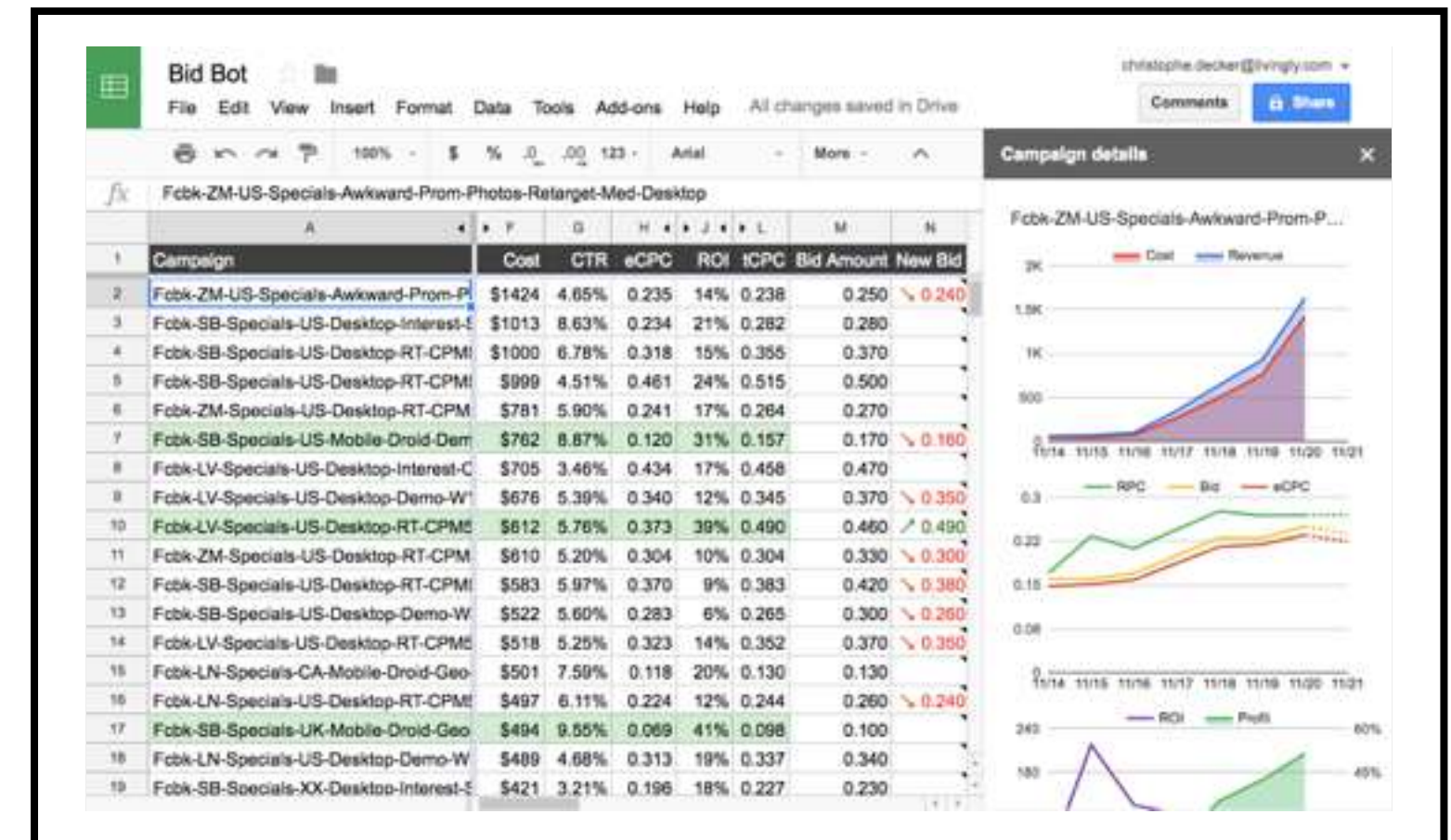
Promotion of each content:

- 10 to 30 creatives
- 58 target audiences
- 1000+ ads



Analyse performance:

- Clicks and cost
- Audience and engagement
- Ad impressions and revenues



Daily optimisation:

- Optimize bids and budgets
- 3000+ campaigns
- Intraday trading for top performers

LARGE SCALE THANKS TO AUTOMATED TOOL

CONTENT MARKETING: CASE STUDY

PROMOTION OF 8 CONTENTS AND REALTIME OPTIMIZATION

\$2 MILLION SPENT FOR CONTENT PROMOTION

22 MILLION VISITS

762 MILLION PAGEVIEWS (34 PV/S)

\$3 MILLION REVENUE FOR \$1 MILLION PROFIT



LIVINGLY MEDIA: GAME-CHANGING DECISIONS

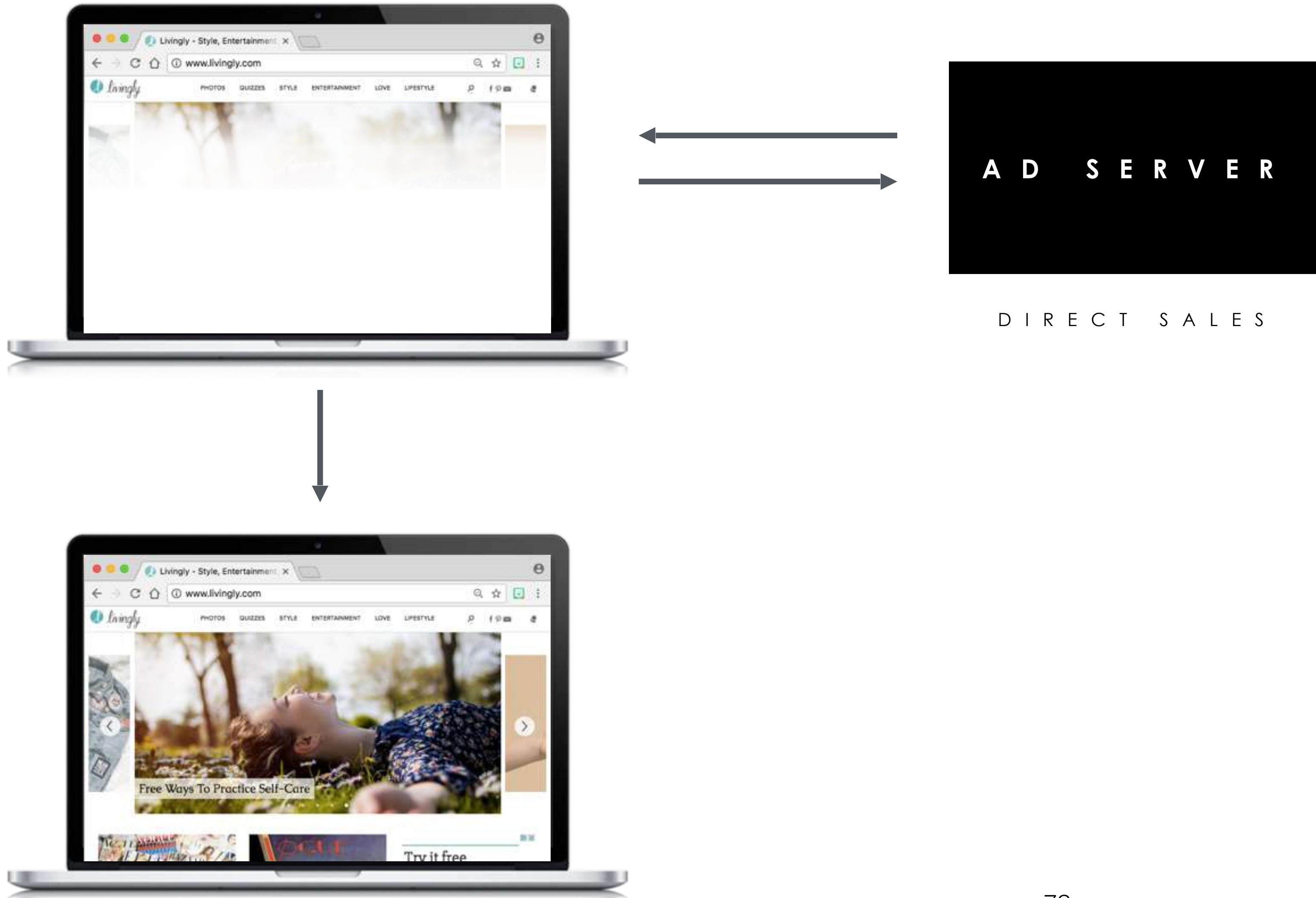
HOW DID WE DO IT?

1. Automate content marketing

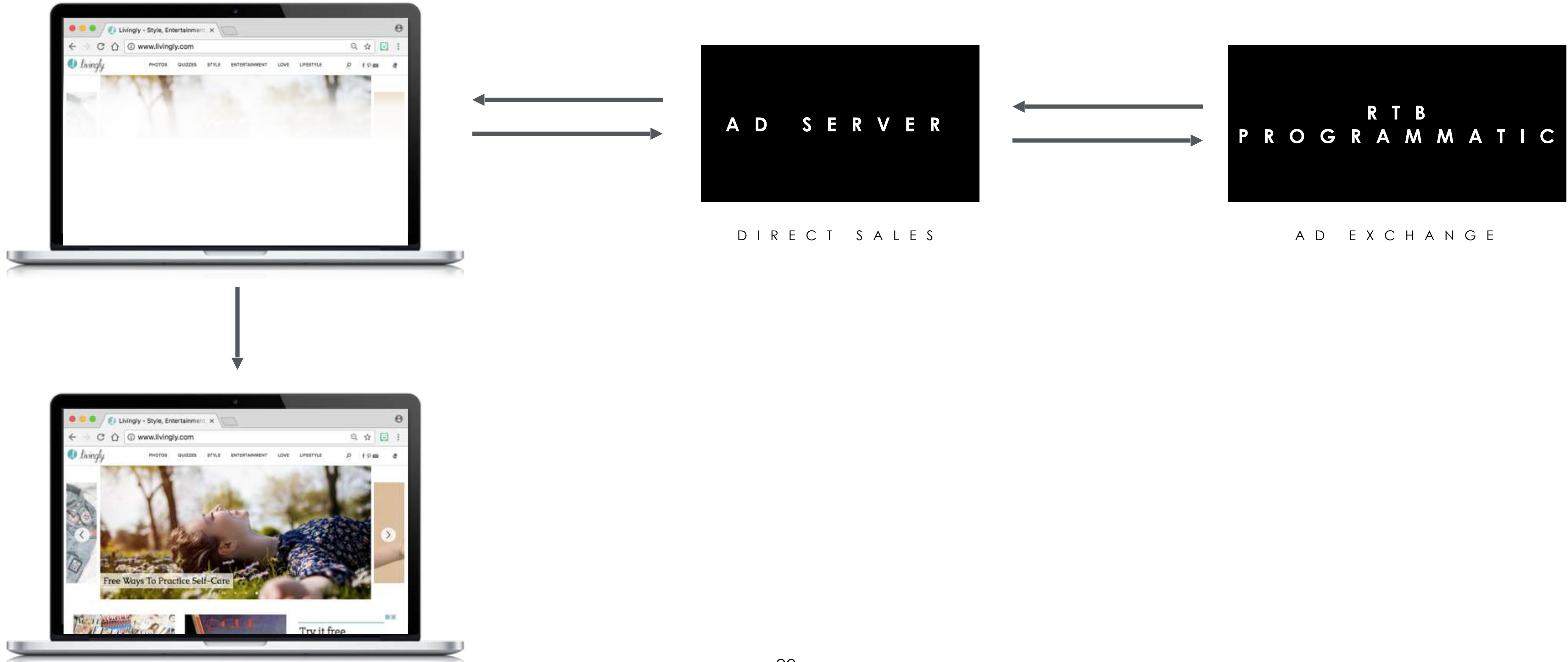
2. Full programmatic monetization

3. Invest in data tools and projects

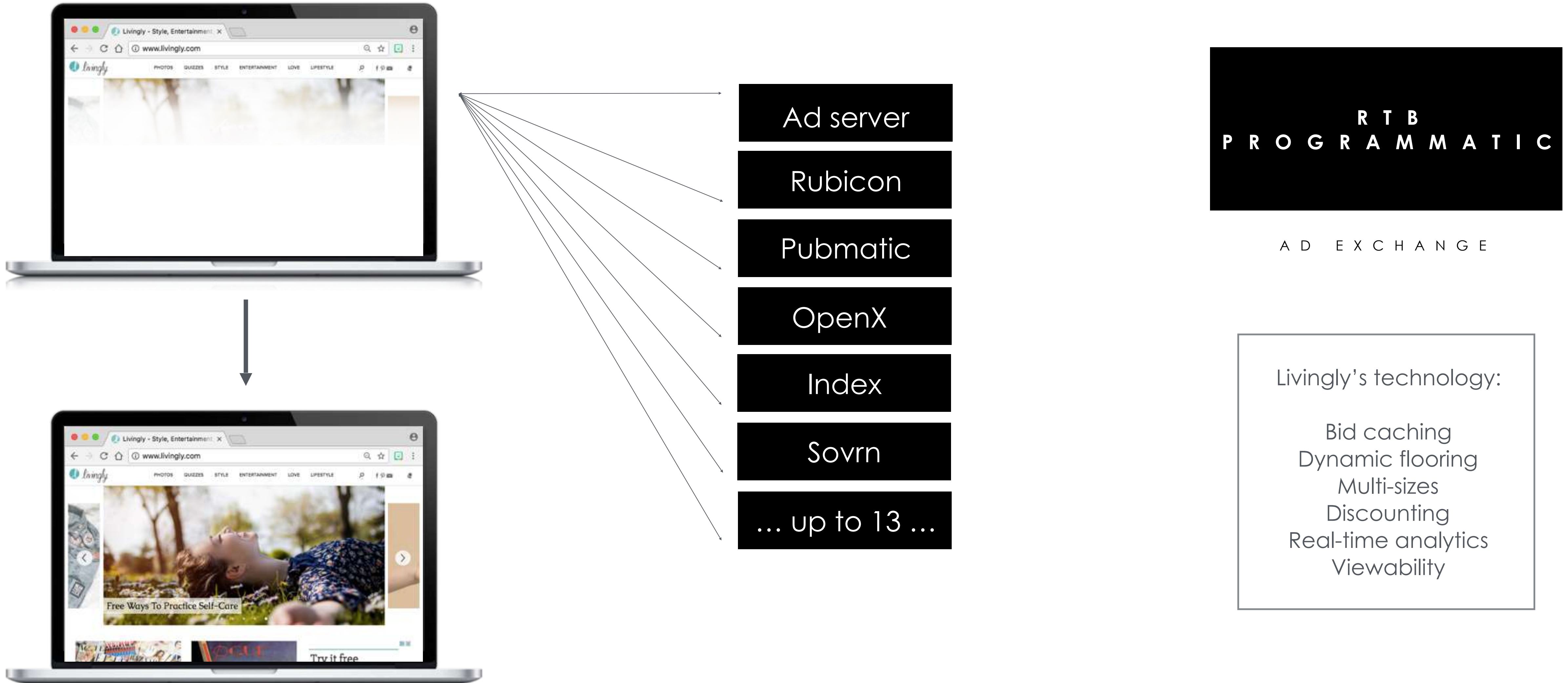
TRADITIONAL AD SERVING



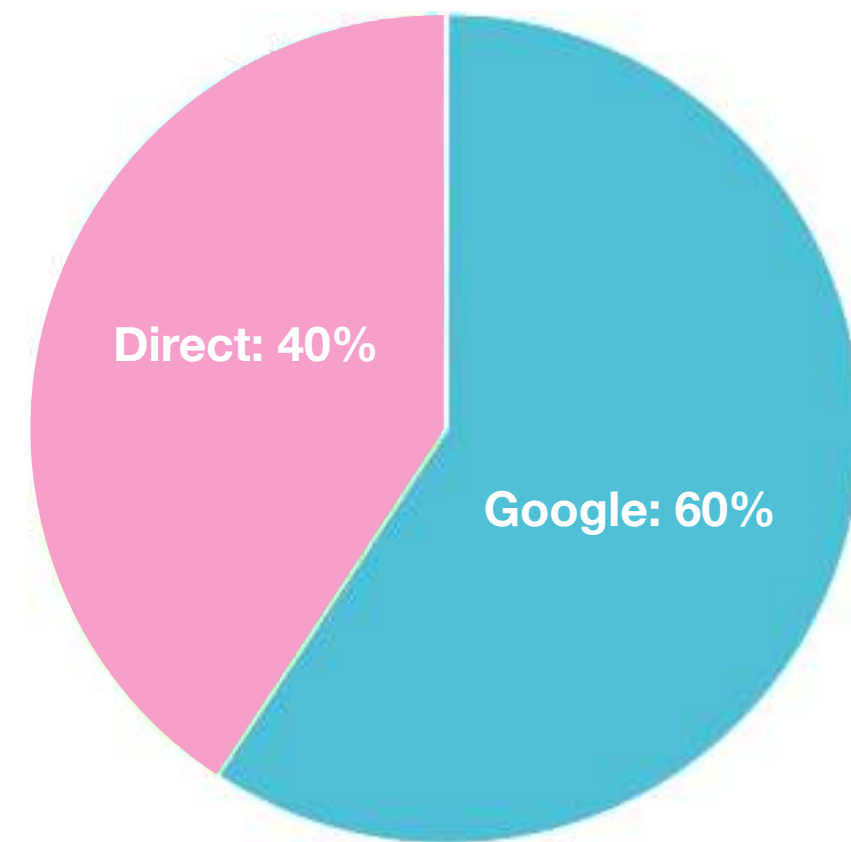
TRADITIONAL ADS WITH RTB BACKFILL



HEADER BIDDING

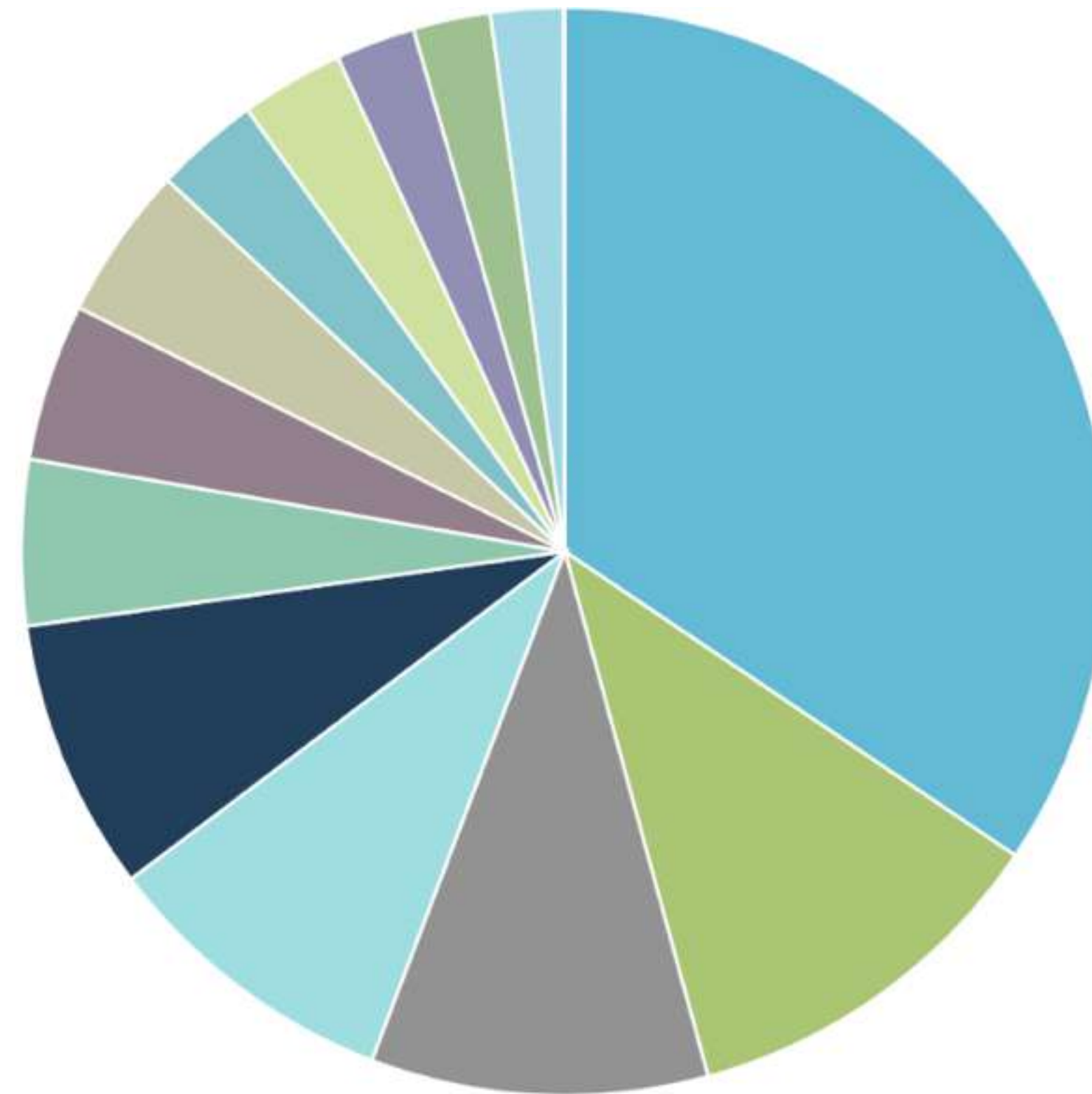


HEADER-BIDDING COMPETITION DRIVES DIVERSIFICATION, CPM AND REVENUE GROWTH



\$1.2m revenue
\$1.24 CPM

May 2015



\$4.9m revenue
\$2.17 CPM

May 2018

LIVINGLY MEDIA: GAME-CHANGING DECISIONS

HOW DID WE DO IT?

1. Automate content marketing

2. Full programmatic monetization

3. Invest in data tools and projects

REALTIME ANALYSIS AND OPTIMISATION OF REVENUE AND COSTS

REVENUE



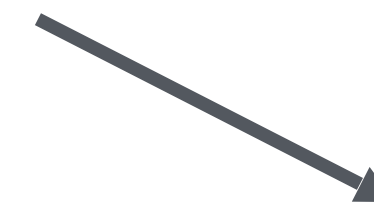
AUDIENCE



COST



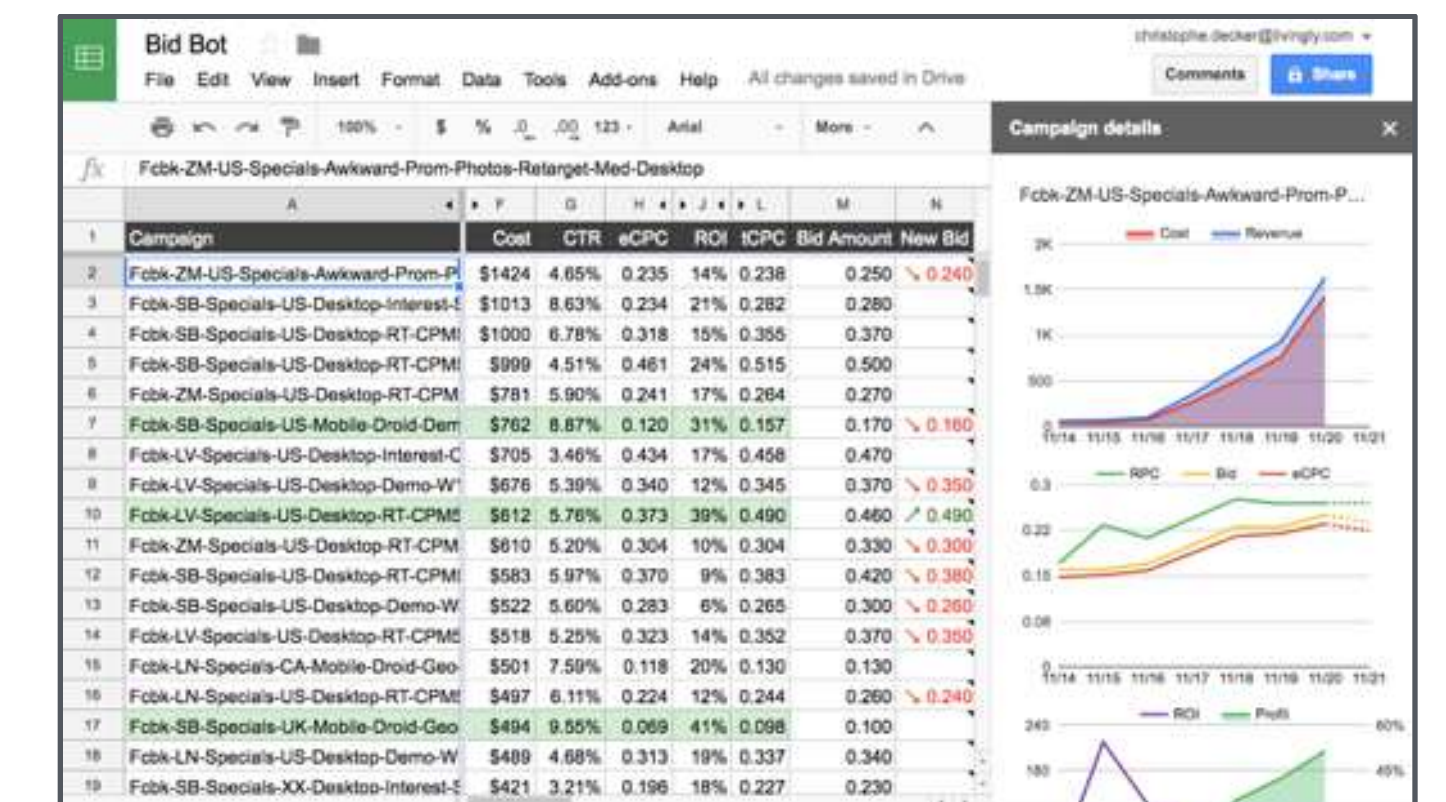
DATA WAREHOUSE



ANALYSIS & DASHBOARDS



CONTENT PROMOTION & OPTIMIZATION



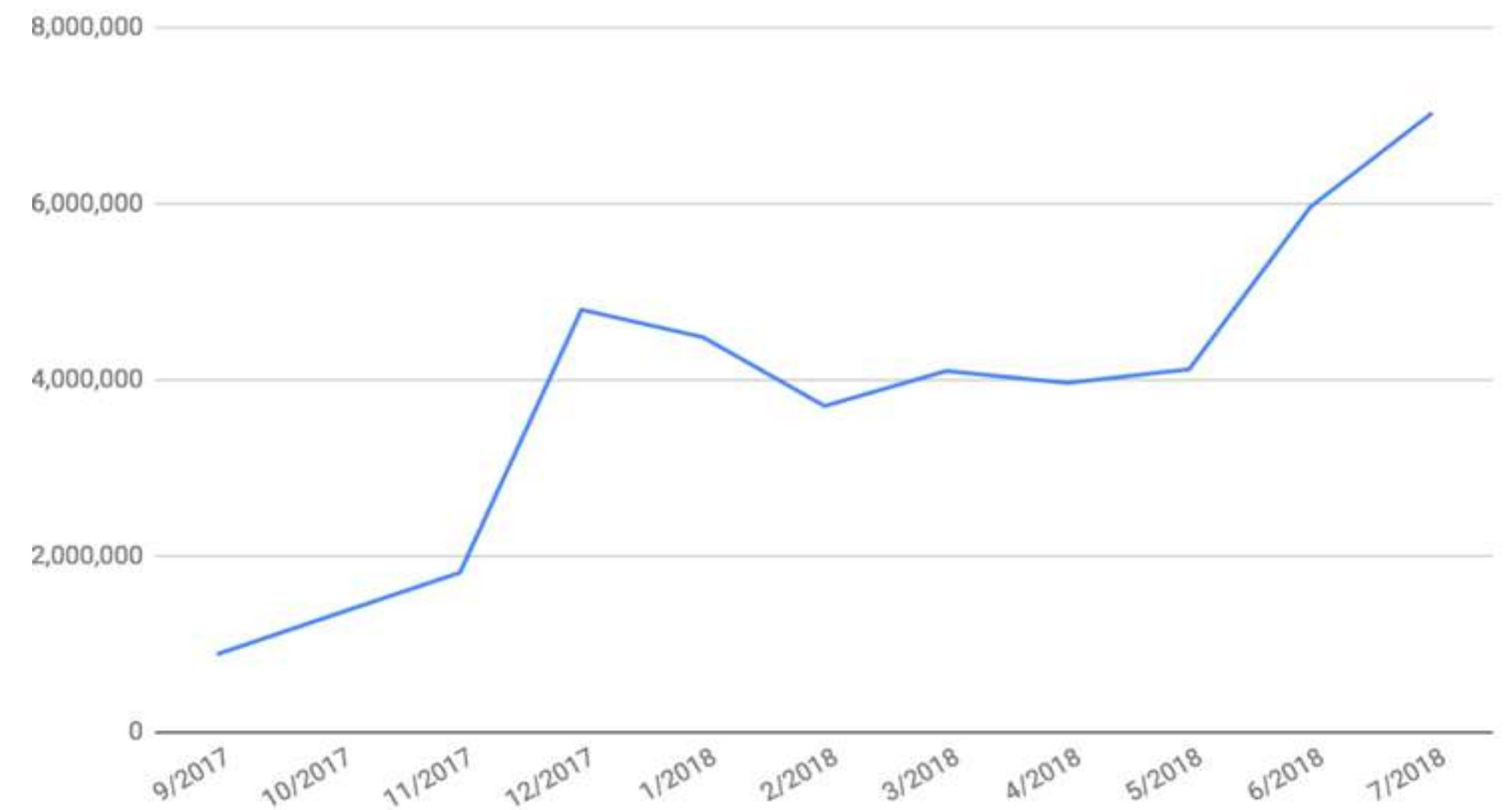
LIVINGLY MEDIA EXPERTISE BENEFITS AUFEMININ GROUP

enfemenino alfemminile gofeminin aufeminin **marmiton** netmums.com

**MID-2016:
HEADER-BIDDING
EXPERTISE**

**MID-2017:
CONTENT MARKETING
EXPERTISE**

Content marketing visits in Europe



AGENDA FOR TODAY

AUFEMININ GROUP VISION FOR GROWTH

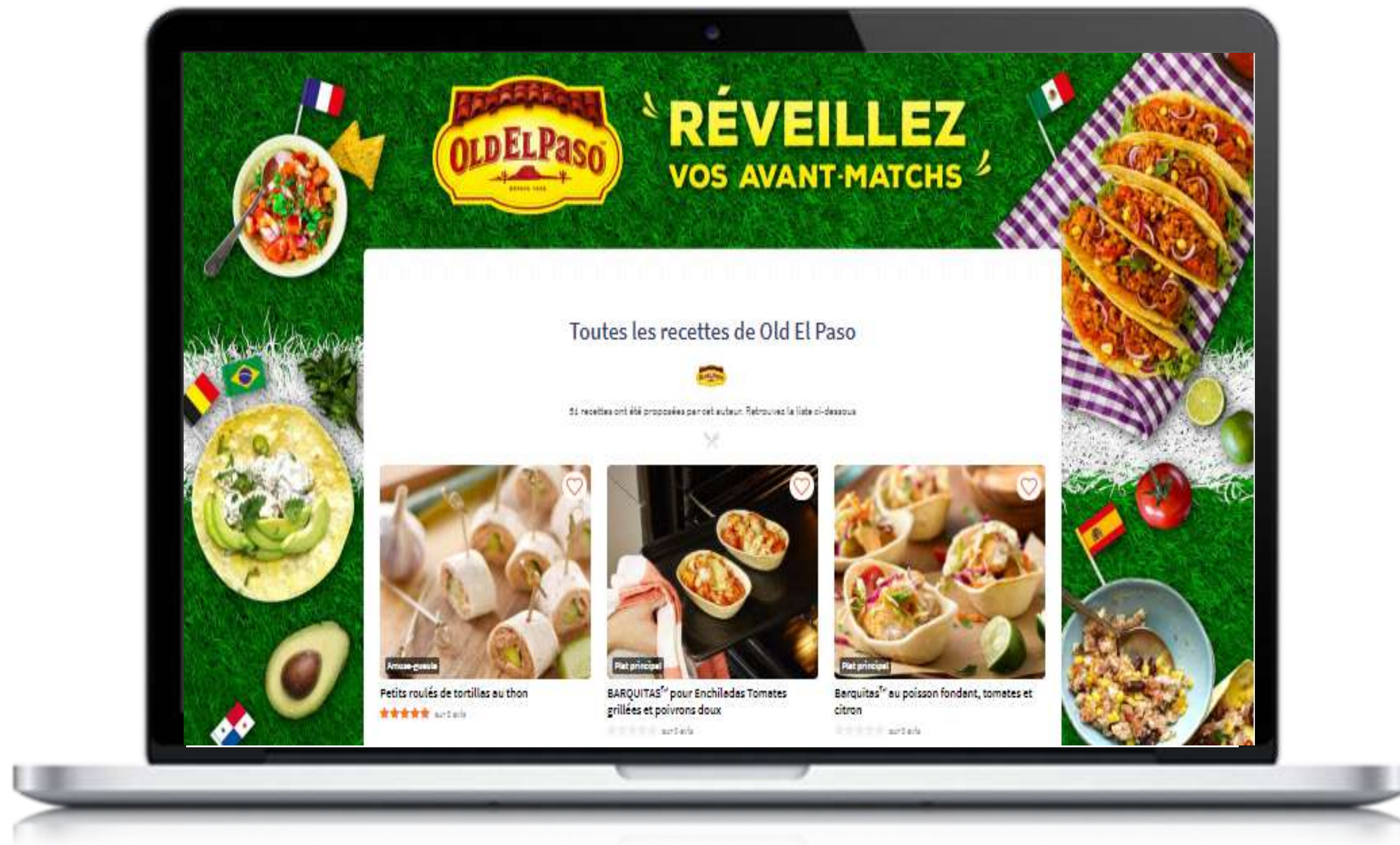
STRATEGIC PILLAR #1: PROGRAMMATIC AND CONTENT MARKETING

▶ STRATEGIC PILLAR #2: BRAND SOLUTIONS

STRATEGIC PILLAR #3: SOCIAL ECOMMERCE

WHAT'S NEXT AND GUIDANCE

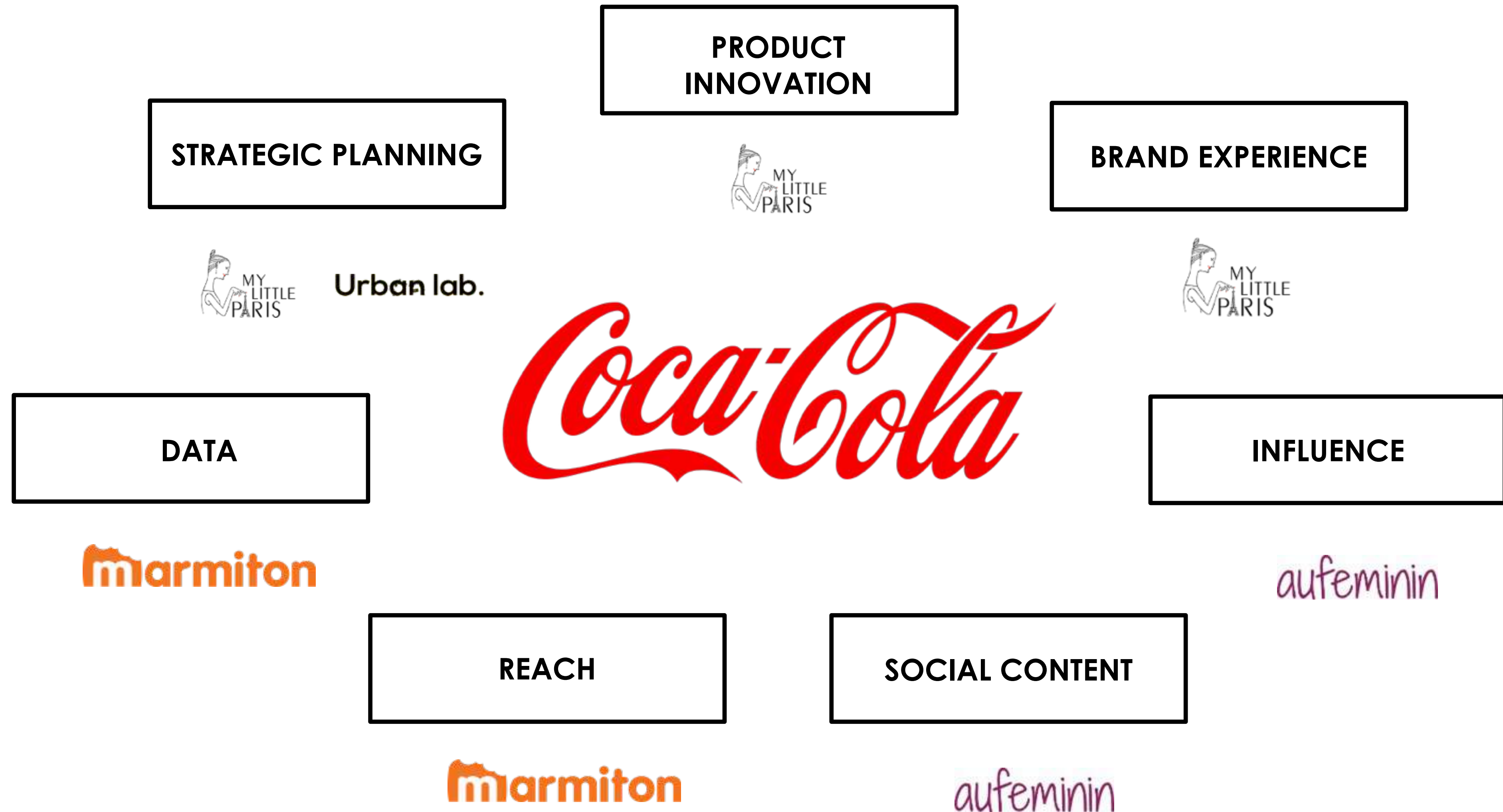
BRANDING GENERATES SALES



ENGAGING OUR COMMUNITY ON TEX-MEX FOOD GENERATED A GROWTH OF:

- +22% OF THE BRANDS' TURNOVER
- +19% OF THEIR SALES IN VOLUME
- +25% CUSTOMERS

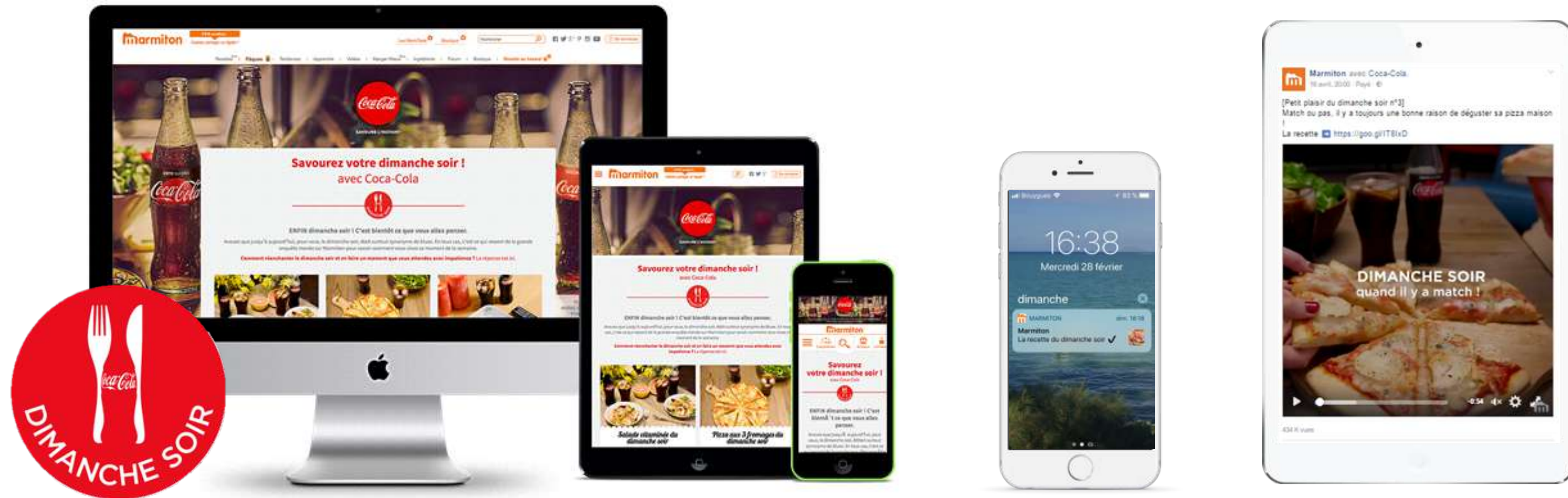
HOLISTIC COLLABORATION: FROM INSIGHTS TO ACTIVATION



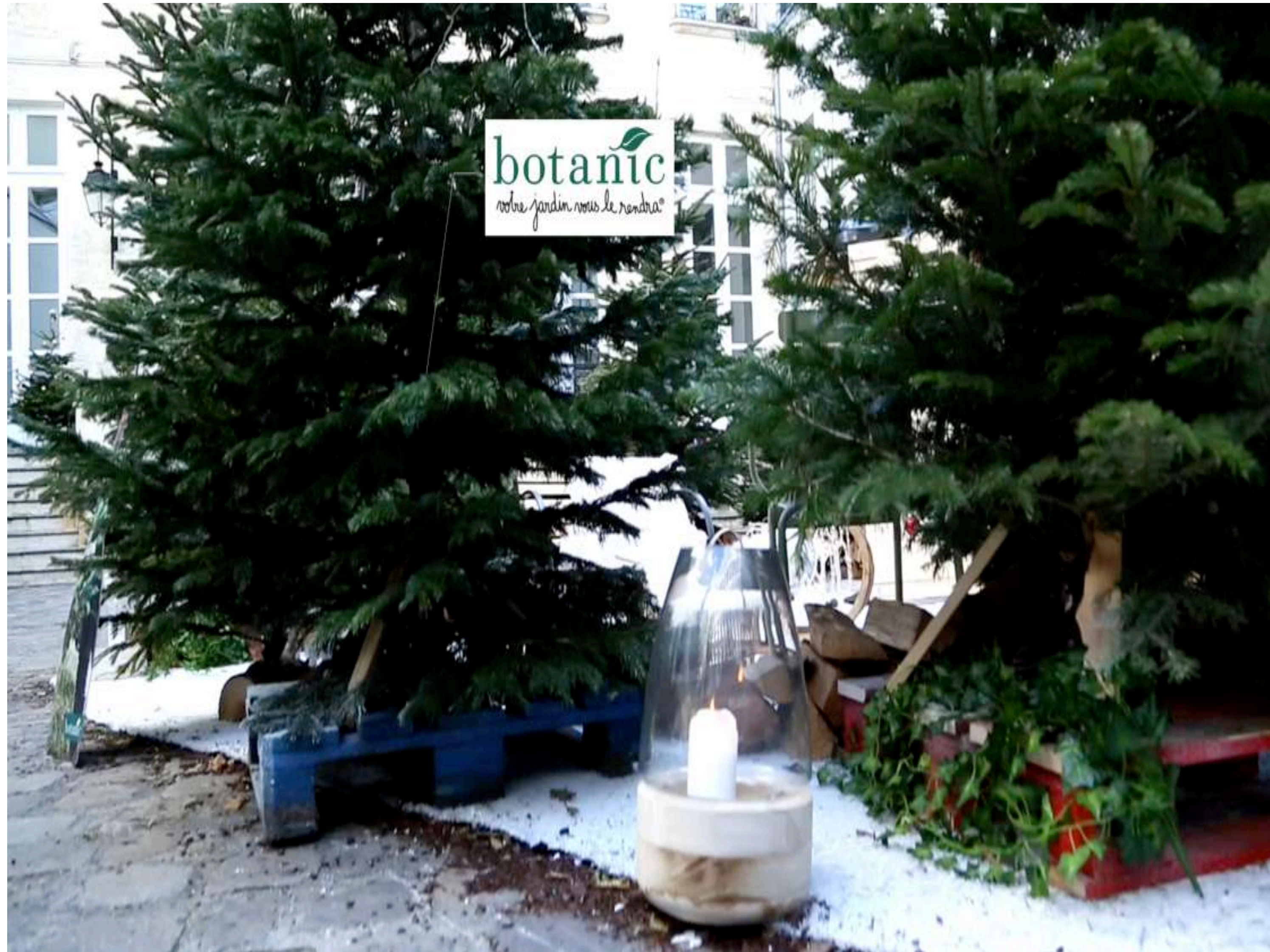
MAXIMIZING THE POTENTIAL OF OUR PARTNERSHIPS



ENGAGING OUR BRANDS AND COMMUNITIES



AND BUILDING DATA KNOWLEDGE FOR COCA-COLA
More than 7 million qualified cookies collected (March-Dec 2017)



INFLUENCE MARKETING AND THE CREATIVITY WITH YKONE AGENCY

We help brands to create amazing content with the best influencers



CARTIER



OMEGA



MOËT & CHANDON

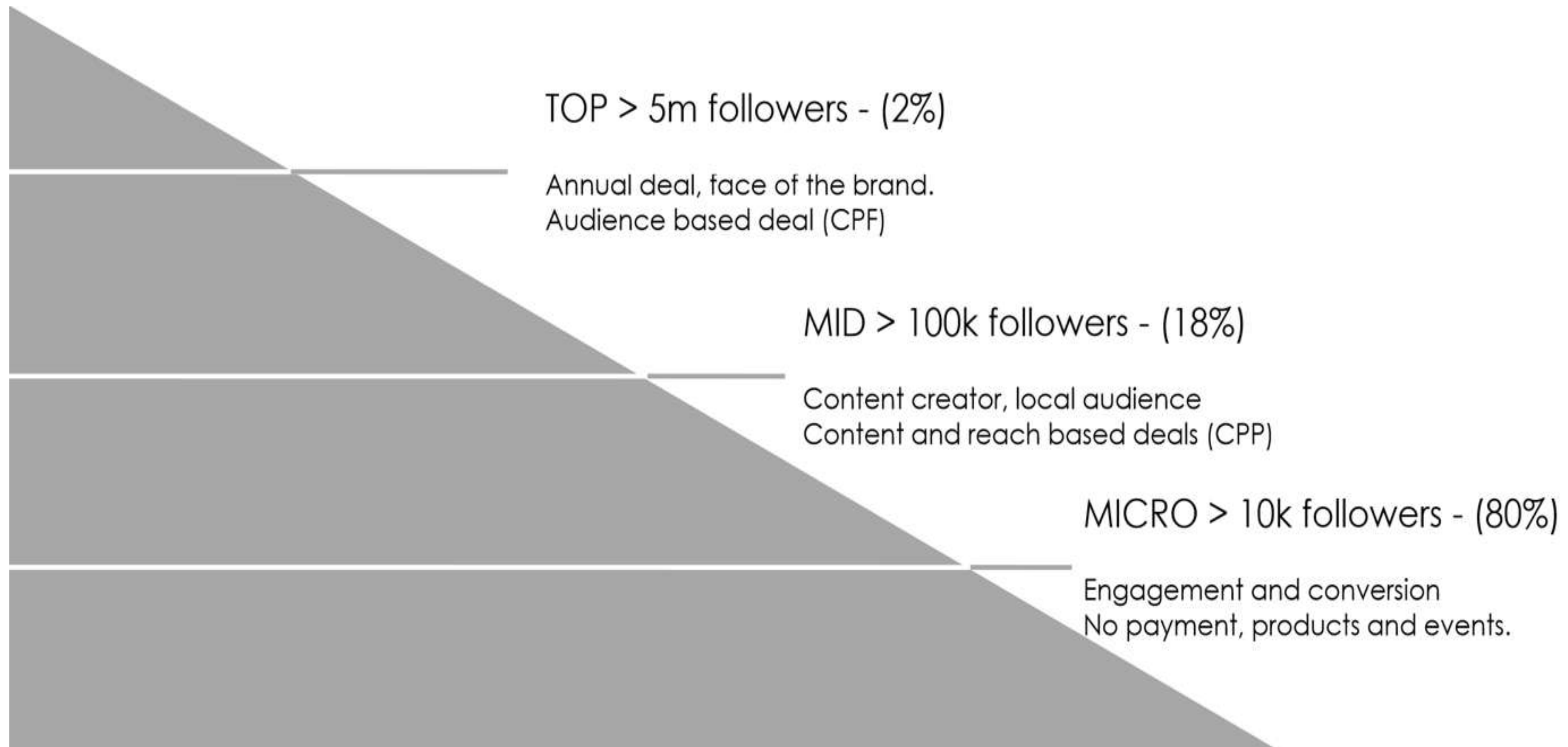


ARMANI

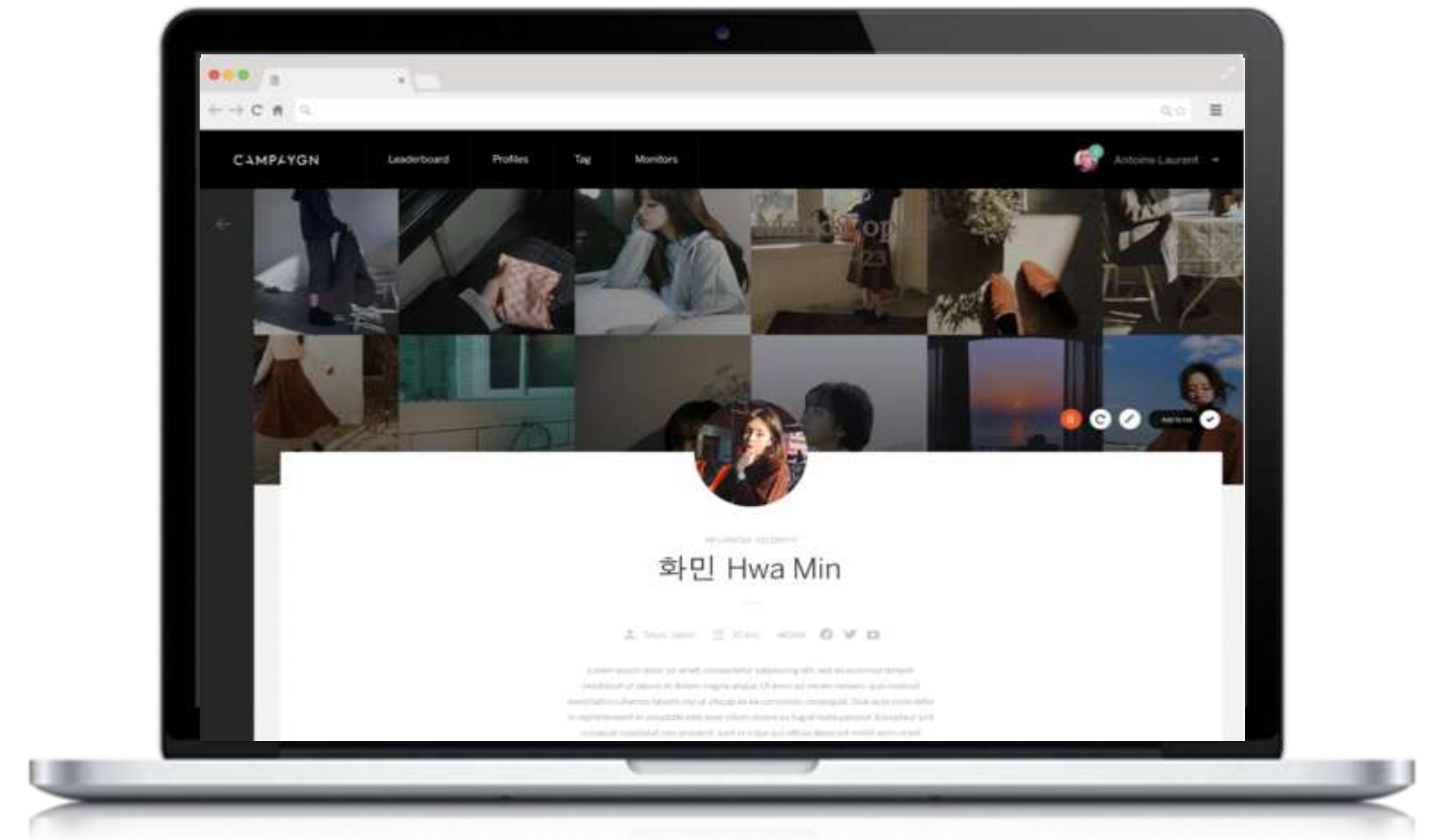
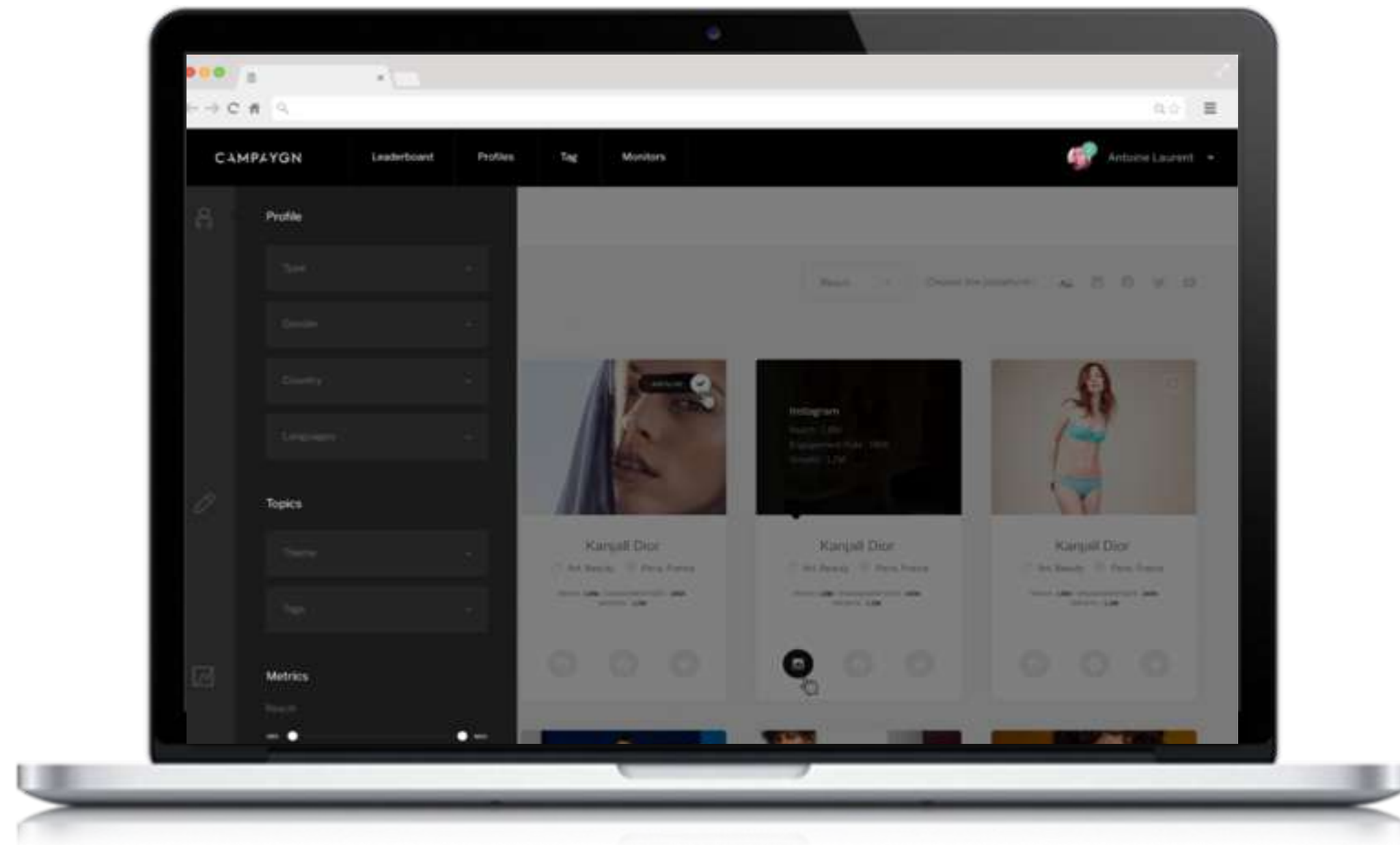


COTY

FROM TOP TO MICRO: REACH, CONTENT, ENGAGEMENT



USING DATA-DRIVEN PLATFORM TO WORK WITH 500,000 INFLUENCERS



BUILDING BRAND ASSETS ACCROSS PLATFORMS WITH MAGNETISM AGENCY

.MAGNETISM.

**BRAND AS A
SERVICE.
BRAND AS A
CHANNEL .**

Driven by our desire to renew relationship between brands and users, Magnetism agency delivers creative concepts, content, services and innovative campaigns.

**MAGNETISM MAKES YOUR BRAND
ATTRACTIVE.**



AGENDA FOR TODAY

AUFEMININ GROUP VISION FOR GROWTH

STRATEGIC PILLAR #1: PROGRAMMATIC AND CONTENT MARKETING

STRATEGIC PILLAR #2: BRAND SOLUTIONS

▶ STRATEGIC PILLAR #3: SOCIAL ECOMMERCE

WHAT'S NEXT AND GUIDANCE

MY LITTLE PARIS: A MEDIA AND ECOMMERCE BRAND THAT HAS EVERYTHING TO DO WITH PARIS



FROM A NEWSLETTER, TO A THRIVING BUSINESS



A COMMUNITY ACQUIRED BY WORD OF MOUTH

FEBRUARY 2008

1st EMAIL SENT TO 50 FRIENDS

SEPTEMBER 2018

4.5 MILLION SUBSCRIBERS



WHY SOCIAL ECOMMERCE IN A MEDIA GROUP?

« When you have a media audience, they trust you, they spend time with your brand, they share and promote your content. This relationship can be monetized one-on-one : it's called commerce. »

Ben Lerer, Thrillist - SxSW

**SXSW. ↙
2017**

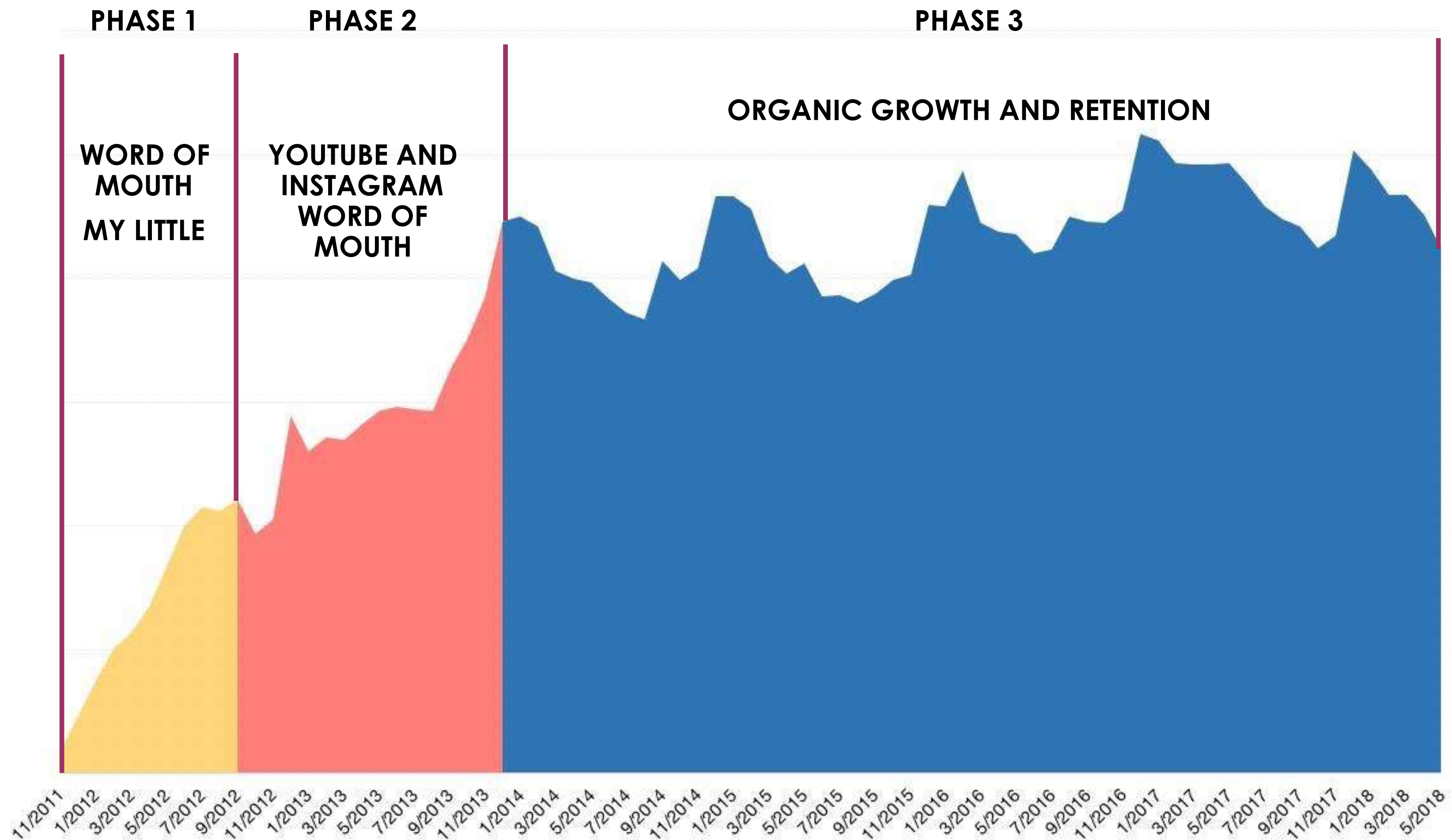
MY LITTLE BOX: THE FIRST SOCIAL ECOMMERCE VENTURE



LAUNCHED IN 2011

DEVELOPMENT OF A WORD OF MOUTH 2.0

MY LITTLE BOX FRENCH NUMBER OF ACTIVE SUBSCRIBERS FROM 2011



OUR MODEL FOR INTERNATIONAL GROWTH: PARIS

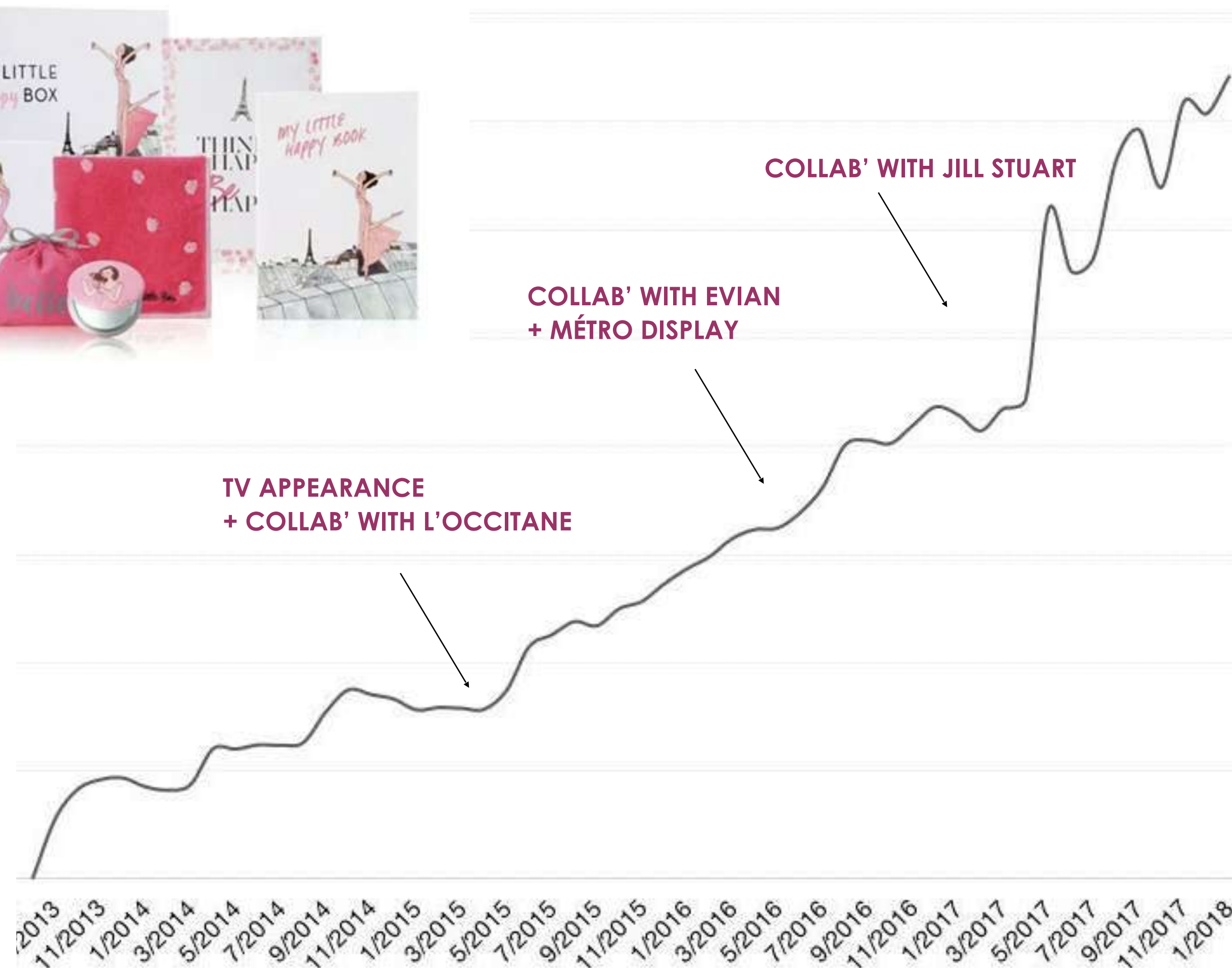


« L'APPARTEMENT DE LA PARISIENNE », IN TOKYO AND BERLIN



COLLABORATIONS IN 2016 AND 2017 WITH EVIAN

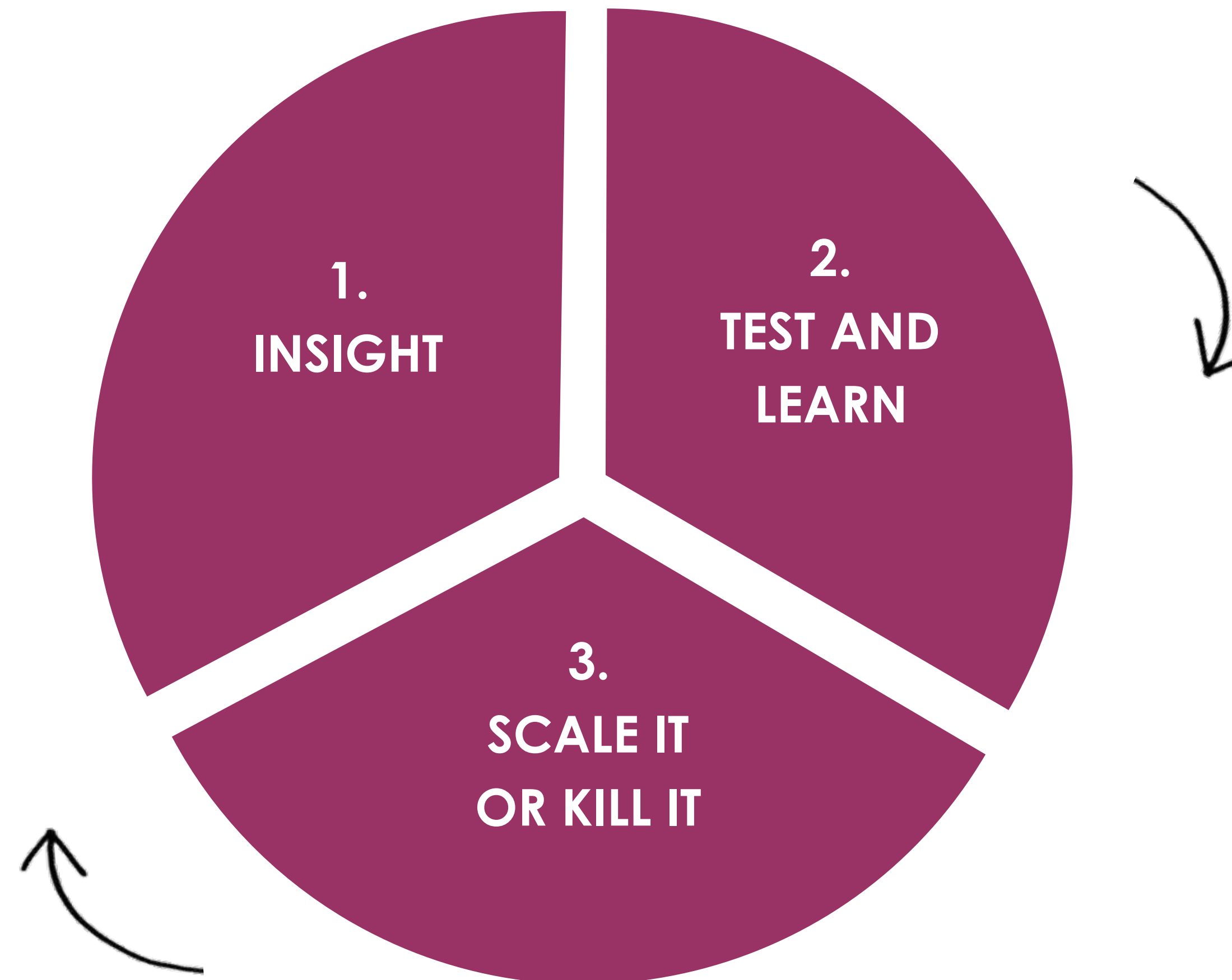
MY LITTLE BOX JAPAN: A COMMUNITY BUILT FROM SCRATCH



THE « MY LITTLE » EXPERTISE BENEFITS AUFEMININ GROUP

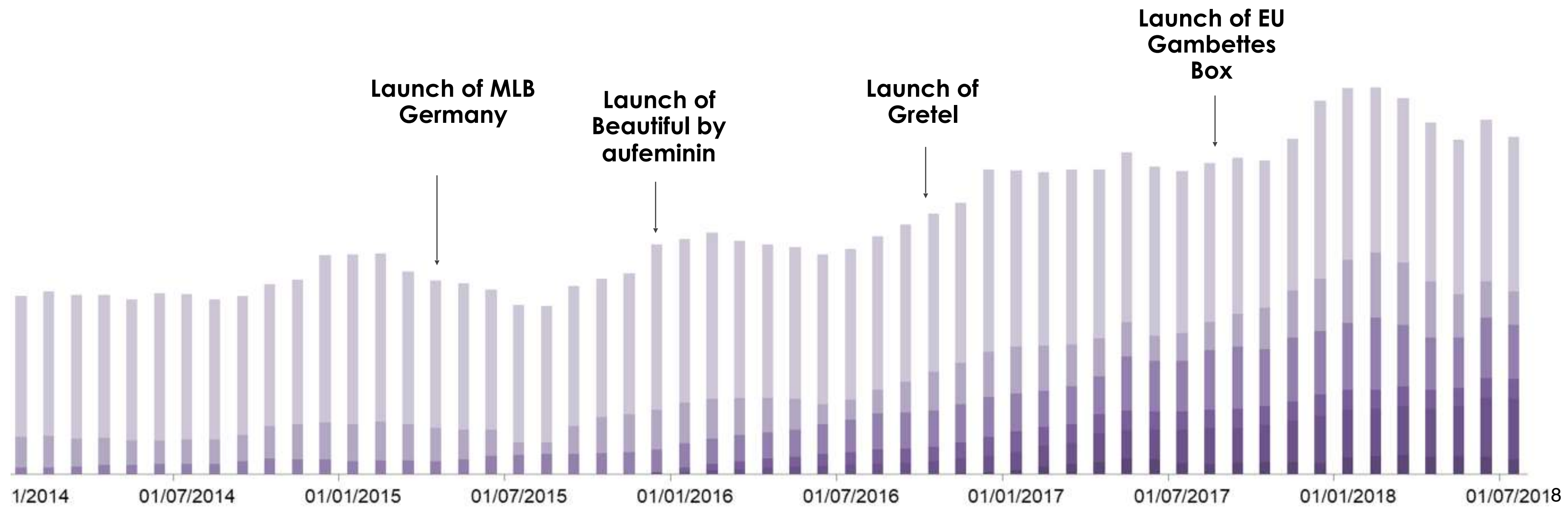


THE AUFEMININ GROUP SOCIAL ECOMMERCE MODEL



SOCIAL ECOMMERCE: MORE THAN 200K MONTHLY SUBSCRIBERS IN EUROPE AND JAPAN

#OF MONTHLY SUBSCRIBERS JAN 14-JULY 18



AGENDA FOR TODAY

AUFEMININ GROUP VISION FOR GROWTH

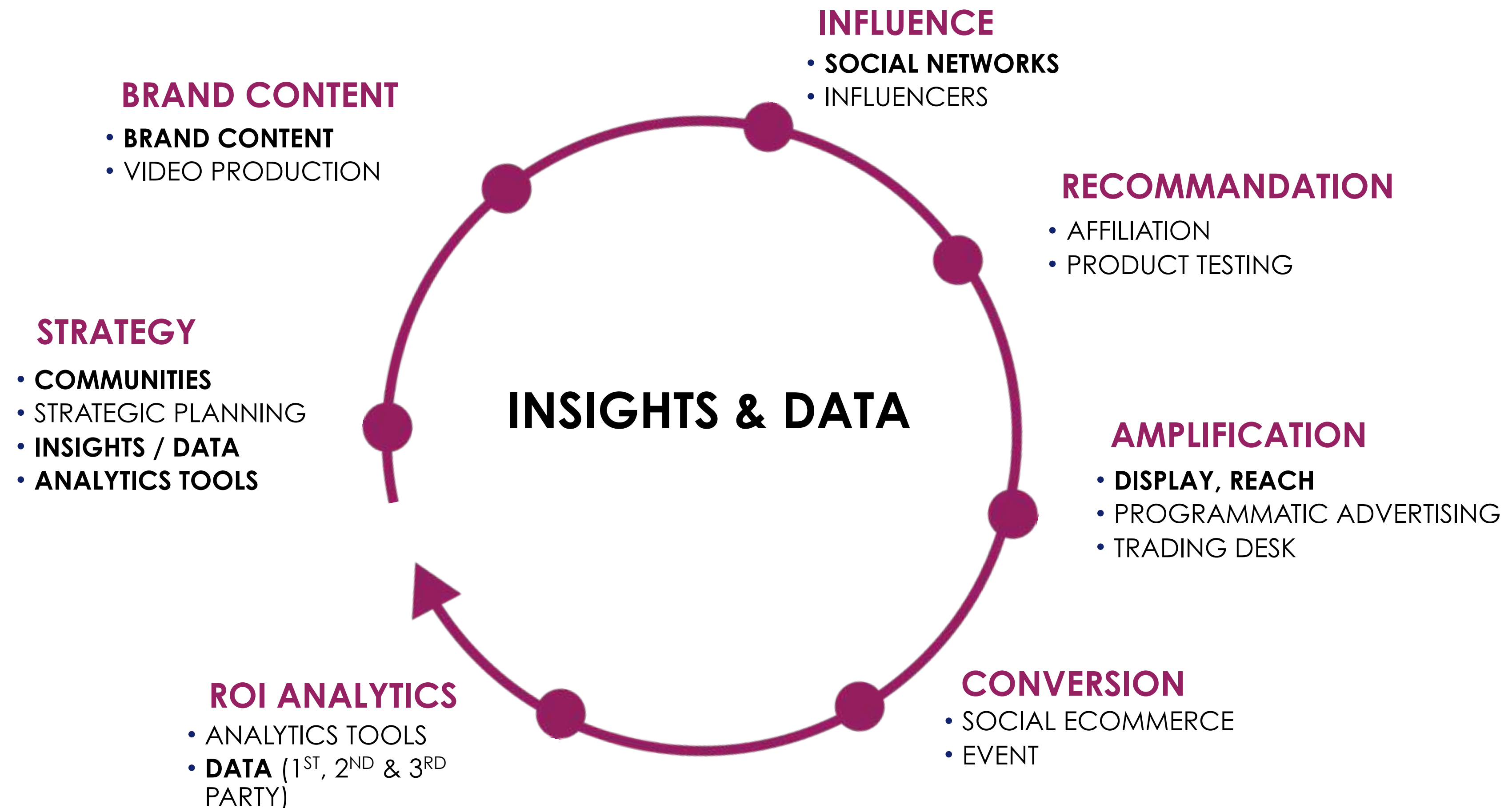
STRATEGIC PILLAR #1: PROGRAMMATIC AND CONTENT MARKETING

STRATEGIC PILLAR #2: BRAND SOLUTIONS

STRATEGIC PILLAR #3: SOCIAL ECOMMERCE

▶ WHAT'S NEXT AND GUIDANCE

A NEW DIGITAL MARKETING OFFER IS EMERGING, USING DATA TO CARRY HIGHLY-TARGETED CAMPAIGNS FROM INSIGHT TO CONVERSION

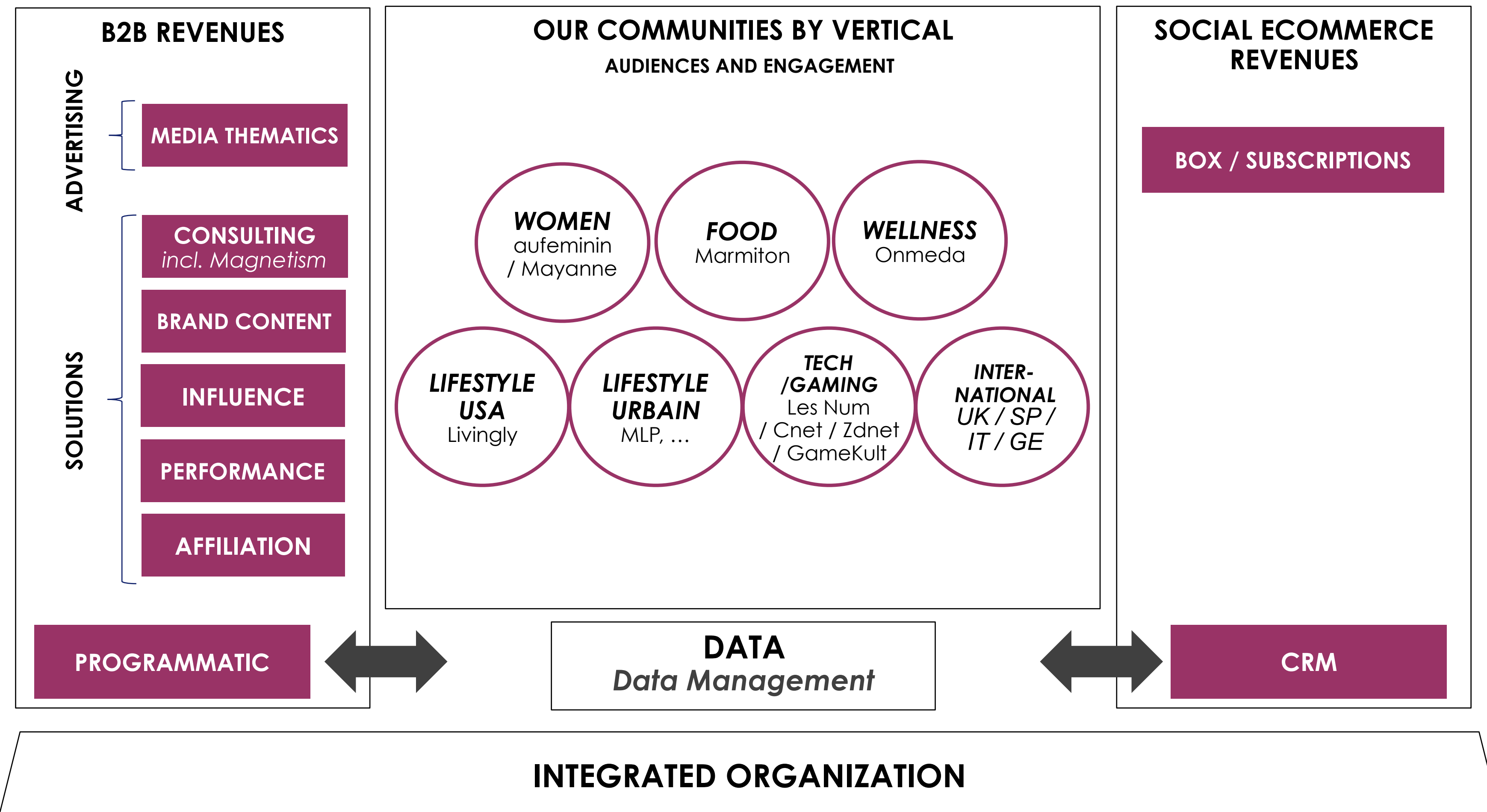


DEVELOP A « ONE-STOP SHOP » OFFER: ABLE TO ANSWER ALL THE NEEDS OF AN ADVERTISER



DEVELOP A « ONE-STOP SHOP » OFFER: ABLE TO ANSWER ALL THE NEEDS OF AN ADVERTISER

ADDED-VALUE CREATION MODEL



AUFEMININ GROUP AND TF1 GROUP SYNERGIES

CROSS CANAL

- TV EXPOSITION OF BRANDS & COMMUNITIES
- ONLINE VIDEO ACCELERATION OF AUFEMININ GROUP BRANDS



COMMUNITIES

- A UNIQUE REACH AND DATA SEGMENTATION IN FRANCE (30M+ UNIQUES, SOCIO DEMO & « INTENTIONNISTES SEGMENTS »)
- A UNIQUE PROPOSAL FOR ADVERTISERS MIXING MASS MEDIA (TF1) AND TAILOR-MADE (AUFEMININ)



TRANSFORMATION

- HEADER BIDDING EXTENSION TO ALL THE TF1 GROUP INVENTORIES
- BOOSTING SOCIAL ECOMMERCE BUSINESS WITH TV ACQUISITION
- INTERNATIONAL SCALING



OUR PRIORITIES

#1: EXPAND THE REACH AND ENGAGEMENT OF OUR COMMUNITIES

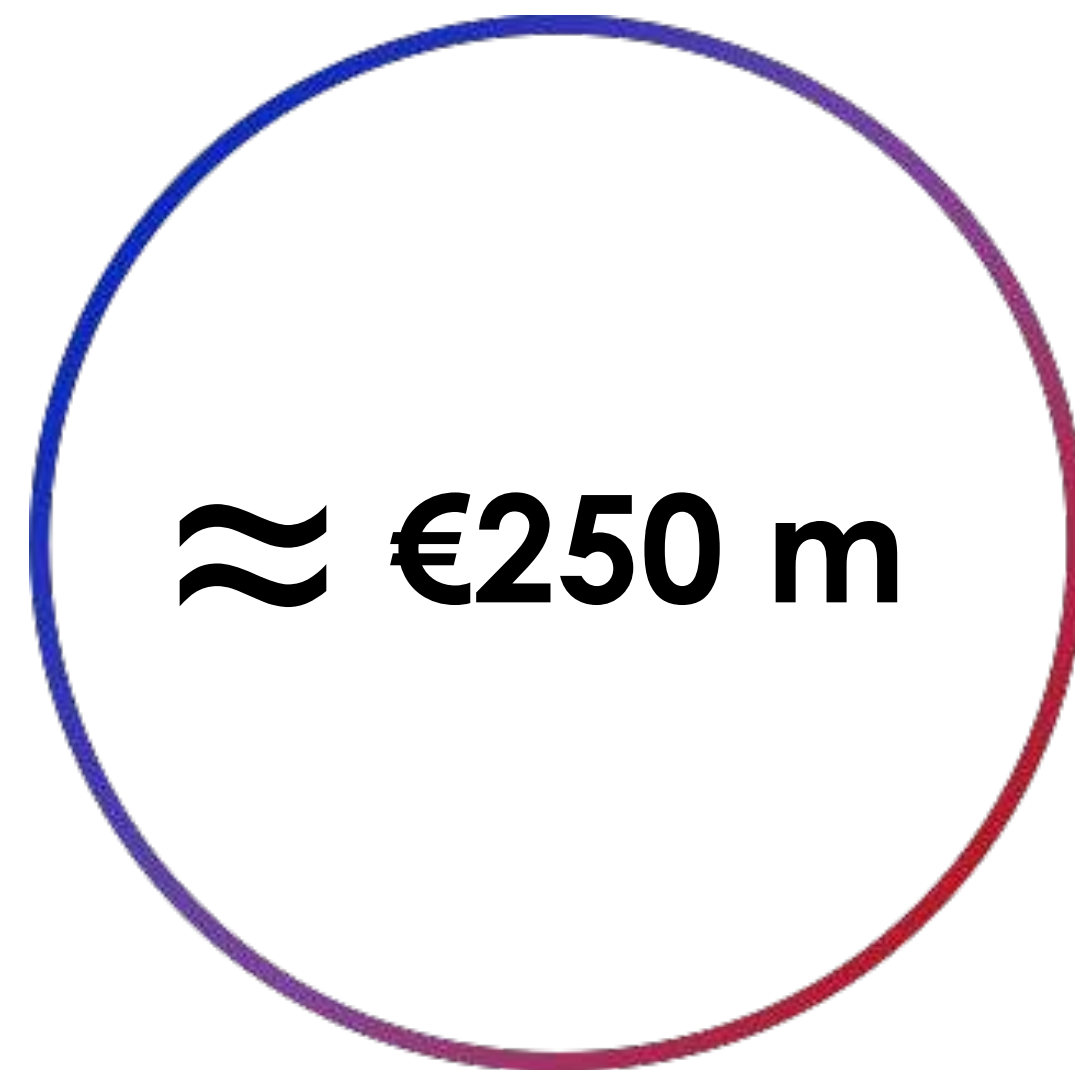
#2: CREATE A JOINT ADVERTISING BRANCH

**#3: ACCELERATE OUR VERTICALIZED DATA STRATEGY
AND OUR ABILITY TO ENGAGE OUR COMMUNITIES**

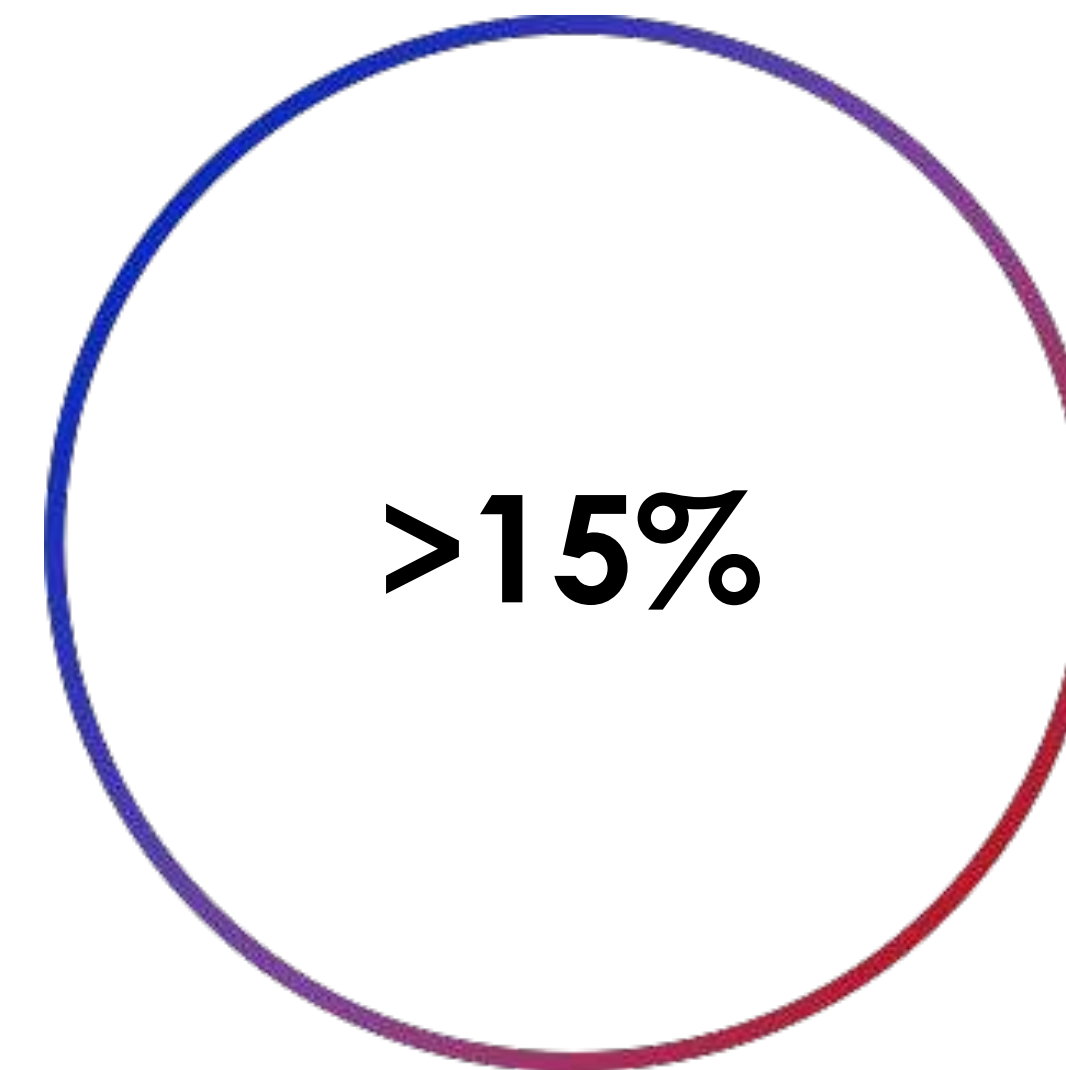
#4: SCALE OUR SOCIAL ECOMMERCE

GUIDANCES FOR DIGITAL BUSINESS

REVENUE
2021E



EBITDA MARGIN
2021E



CONCLUSION



GILLES PÉLISSON

CHAIRMAN & CHIEF EXECUTIVE
OFFICER



PHILIPPE DENERY

EXECUTIVE - VP FINANCE
& PROCUREMENT

OUR AMBITION RELIES ON 3 PILLARS:

- TF1 GROUP CORE BUSINESS MOVING TOWARDS MORE **FLEXIBILITY** AND NEW **DIVERSIFIED REVENUE STREAMS**
- NEWEN BRINGS VALUE THROUGH **LONGER-TERM CYCLES** AND **VARIABLE COSTS**
- DIGITAL ENTITY REINFORCES THE GLOBAL BUSINESS MODEL THROUGH **GROWTH, INNOVATION** & A **HIGHER MARGIN RATE**

THIS AMBITION WILL DELIVER:

- **LESS DEPENDENCY** ON TV ADVERTISING MARKET THANKS TO A COMBINATION OF **ORGANIC GROWTH AND M&A**
- A TARGET OF **DOUBLE-DIGIT CURRENT OPERATING MARGIN** RATE IN 2019
- **INVESTMENT BUDGET** FOR ACQUISITIONS OF **AROUND €50 MILLION** A YEAR OVER THREE YEARS
- **IMPROVEMENT OF THE RETURN ON CAPITAL EMPLOYED** THREE YEARS FROM NOW *

*(8.9% IN 2017).

Q & A