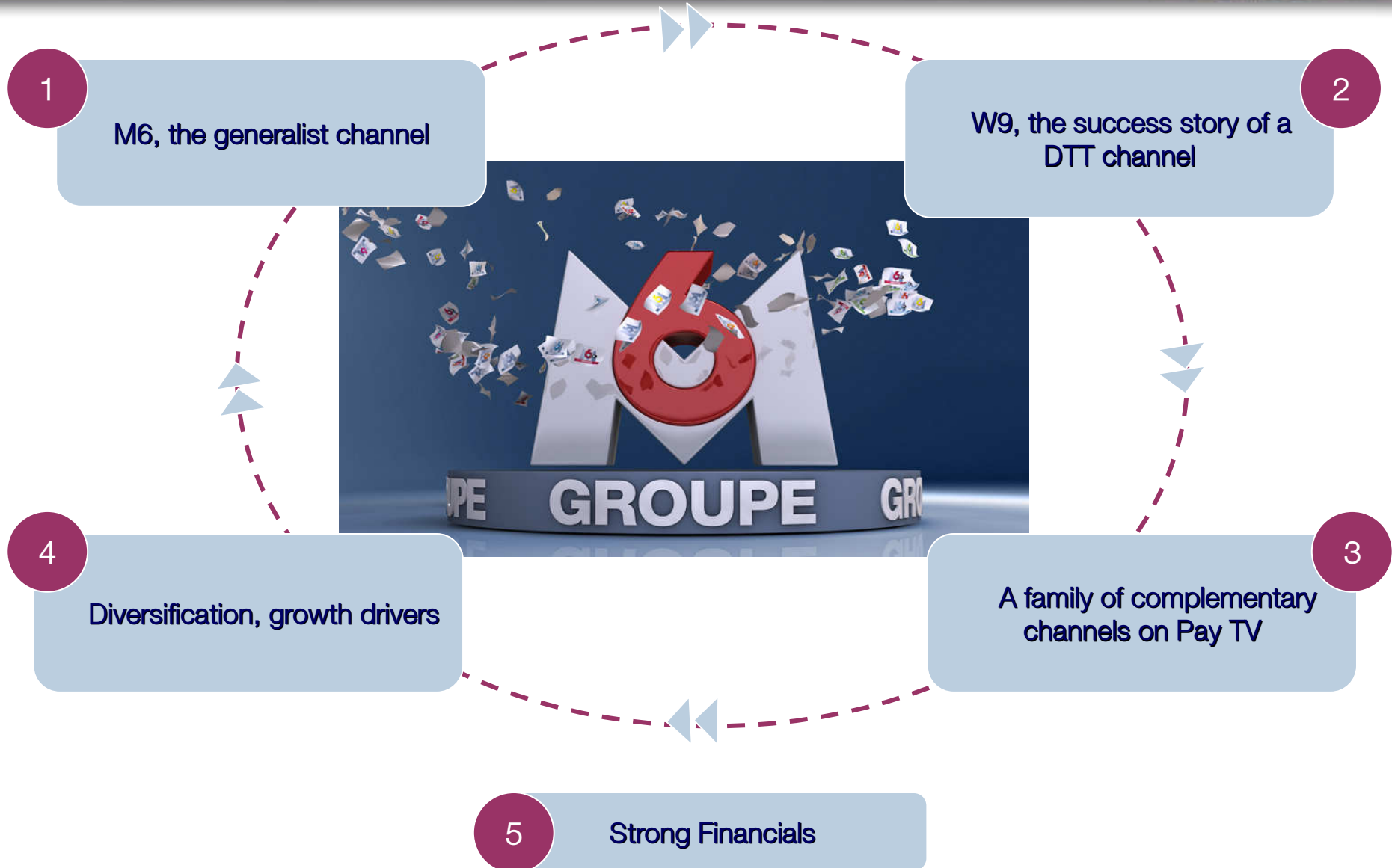




**JP MORGAN CEO CONFERENCE  
LONDON, JULY 1, 2009**

# M6 Group overview

# M6 Group at a glance





1

## M6, the generalist channel



- M6 posted the Best audience of 2008 among all channels: **13.2 mios viewers**
- Success in Access Prime Time
- High ratings level in Prime Time



**The best resilience of incumbent  
FTA to fragmentation**



2

## W9, the success story of a DTT channel



2.4 % national audience share  
(April – May 2009)



**Co-leading DTT channel**  
on 4+  
**Leading DTT channel**  
on main commercial targets

## M6 Group at a glance



3

### A family of complementary channels on Pay TV



- 1st digital channel (ex.DTT) on Hswives < 50 y.o



- 1st Pay TV channel on ABC+



**Confirmed leadership of Pay TV  
channels on their commercial  
targets**



4

## Diversification, growth drivers

- Audiovisual rights: Distribution (SND) and Library
- Interactivity:
  - Mobile: Brand licensing (M6 mobile by Orange)



- Internet: Innovative developments (M6 Replay), Premium content websites, Acquisitions (Cyrealis)



- Distance selling – Ventadis: Home-shopping and e-commerce





5

## Strong financials

- A **profitable** group, with a 2008 EBITA margin of **14.3%**
- A strong **cash flow generation**
- A **net cash position** at year-end 2008 and a put option on C+ France stake (Feb' 2010) with a floor valuation of €384m



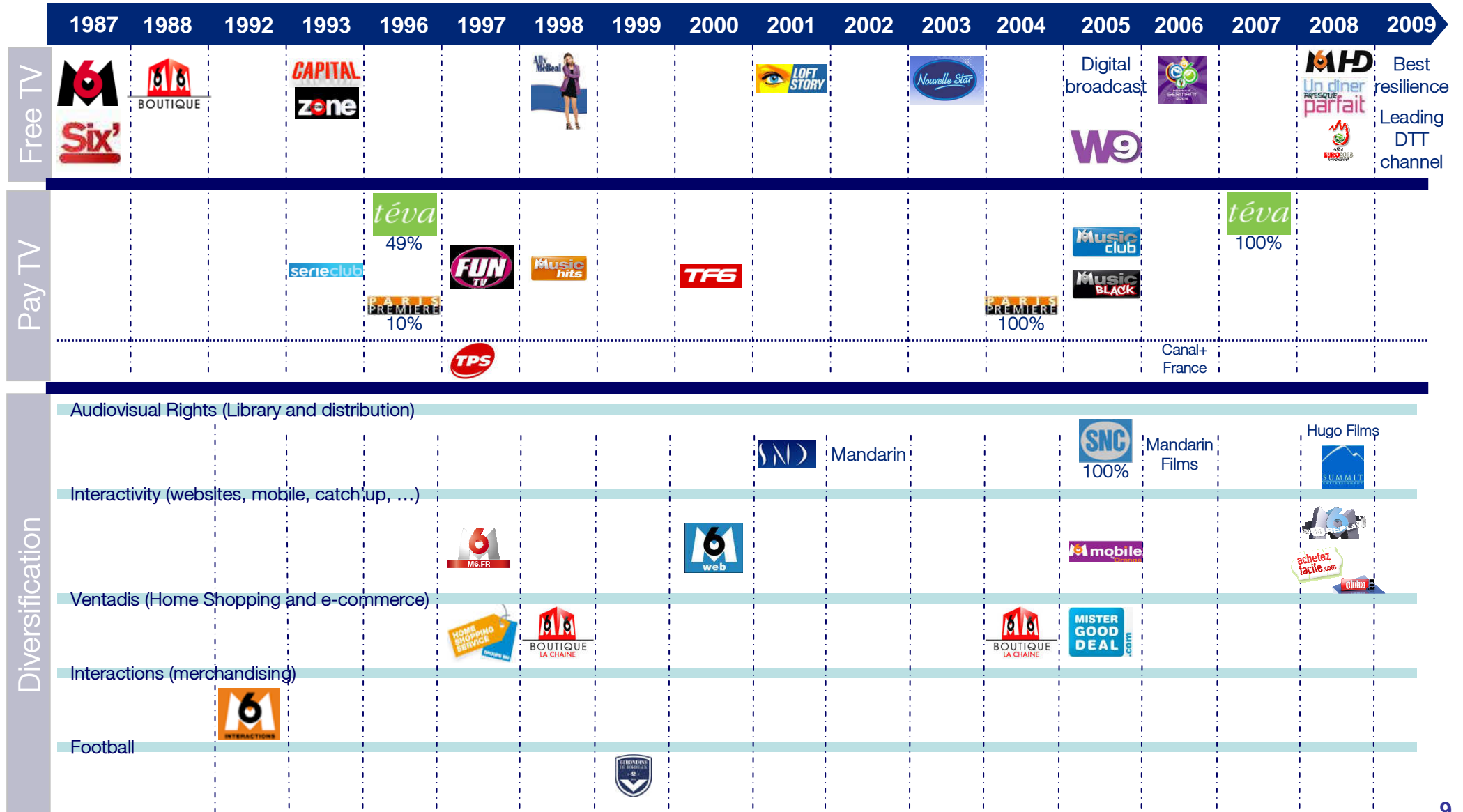
A strong potential for  
investment opportunities



A high pay-out ratio  
(80% for FY 2008)



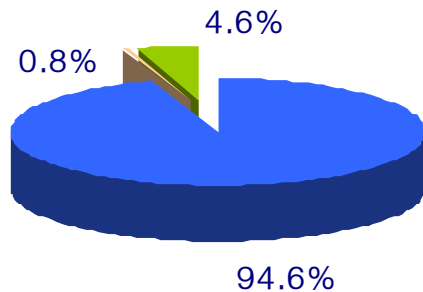
# Many successful developments, mainly driven by organic growth



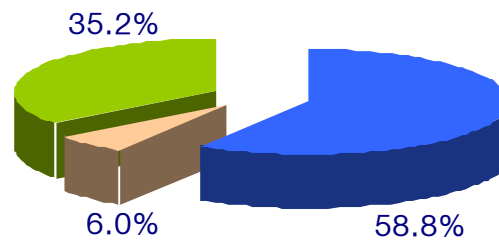
# A balanced portfolio of businesses



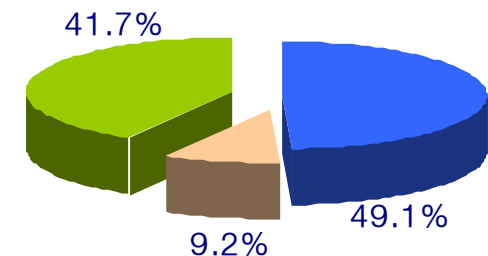
## SALES CONTRIBUTION



1994  
IPO

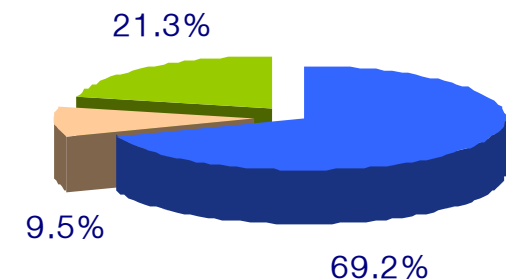
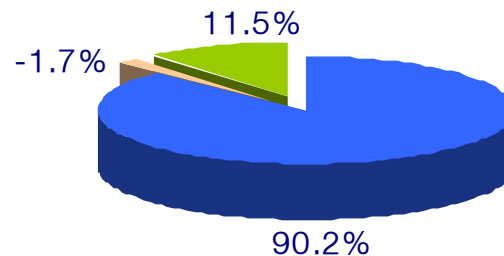
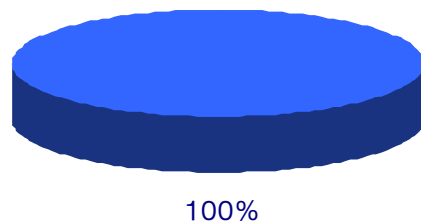


2005  
DTT



2008  
NOW

## EBITA CONTRIBUTION



■ M6 Network  
■ Digital Channels  
■ Diversification & Audio rights

EBITA Margin:

M6 Network:	20.7%
Digital Channels:	15.1%
Diversification & Audio rights:	7.5%

# A Group built around the core business



## UPSTREAM

Audiovisual Rights



Sport Rights



## Core business Broadcasting

Incumbent FTA



Free DTT



Pay TV channels



PARIS  
PREMIERE

téva  
télévision d'émotions

TF6

serieclub



## DOWNSTREAM

Maximise advertising yield



Channels' grid optimisation

- Home Shopping

- Call TV



Non linear & New media



# Structural and cyclical stakes

# Digitisation, TV offer and audience fragmentation

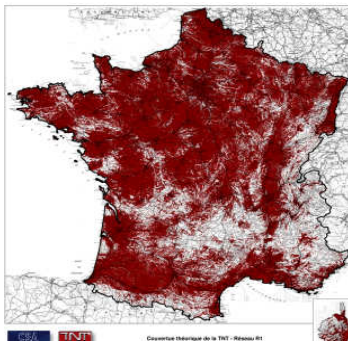


1

## Digitisation is accelerating

### DTT equipped households (2008 vs. 2007)

2007	2008
19.7 %	35.0 %



**TNT**  
DTT coverage,  
August 2008

### Multichannel households (i.e. digitally equipped)

2005	2008
~32 %	75.0 %

➔ driven by DTT and DSL

2

## Increased Free TV offer

### Free TV offer **TNT**

Pre – DTT (2005)	Post – DTT launch
6 channels	6 + 12 = 18 channels

3

## Audience fragmentation

### Audience Fragmentation (2008 vs. 2007)

Change in audience shares (4+)	Audience shares (4+)
<ul style="list-style-type: none"> <li>Analogue : -6.2 pps</li> <li>DTT : +5.3 pps</li> <li>Cable &amp; DTH : +0.9 pps</li> </ul>	<ul style="list-style-type: none"> <li>Analogue : 76.3%</li> <li>DTT : 11.1%</li> <li>Cable &amp; DTH : 12.6%</li> </ul>

# Changes in media consumption and technologies



**A**ny Time



Linear – Non Linear

Live

VoD

Catch'up

Video on Internet



Individual + collective  
consumption

**A**ny Where



Mobility

Home

Away



Opportunities to reach  
additional viewers

**A**ny Device



Mobile devices, PC

Computer

Smartphones



New ways to access content



New distribution channel for brands & contents  
New market opportunities

# A depressed advertising market



## 1 Despite favorable ad relaxation

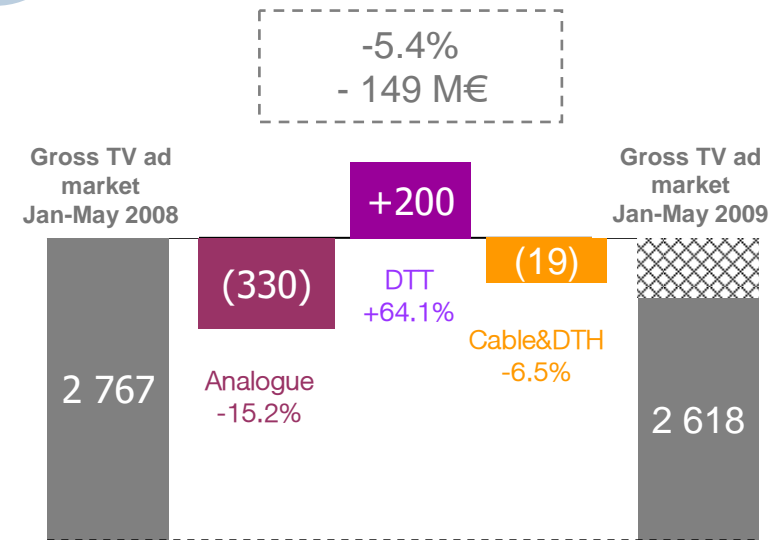
- Increase in advertising time daily maximum from 6 to 9'
- Second ad break in drama, movies,...
- Sliding to clock hour
- Ban of advertising on FTV after 8:00 pm



## 3 Main trends

- Pressure on volumes & prices
- Search of « low-cost », exclusive deals
- Volatility & low visibility

## 2 The French TV ad market is down



In M€, source TNS MI

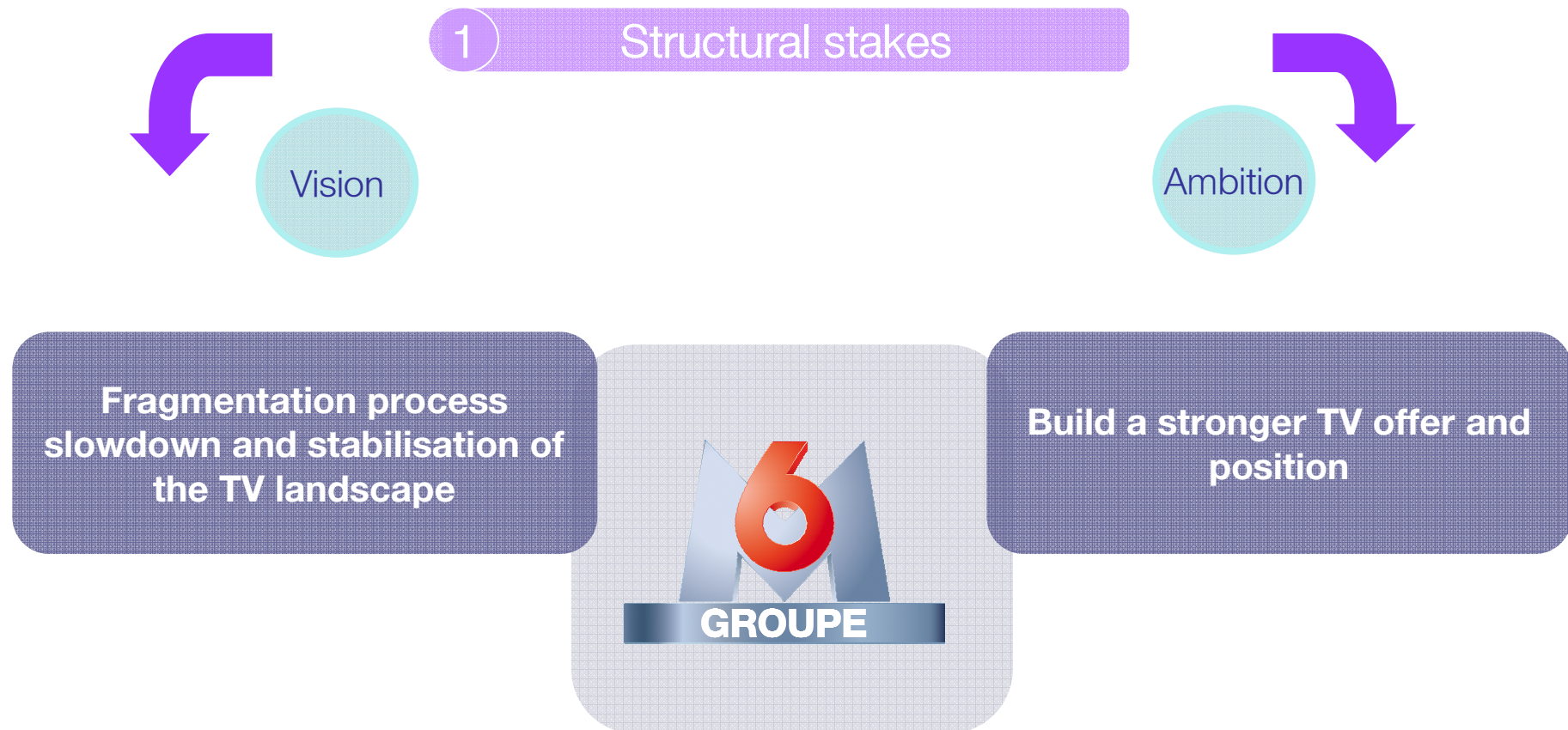
## 4 A constant strategy

- Provide the targeted audiences & exposure
- With the right pricing
- To build a strong relationship with advertisers and strengthen our position for the upturn

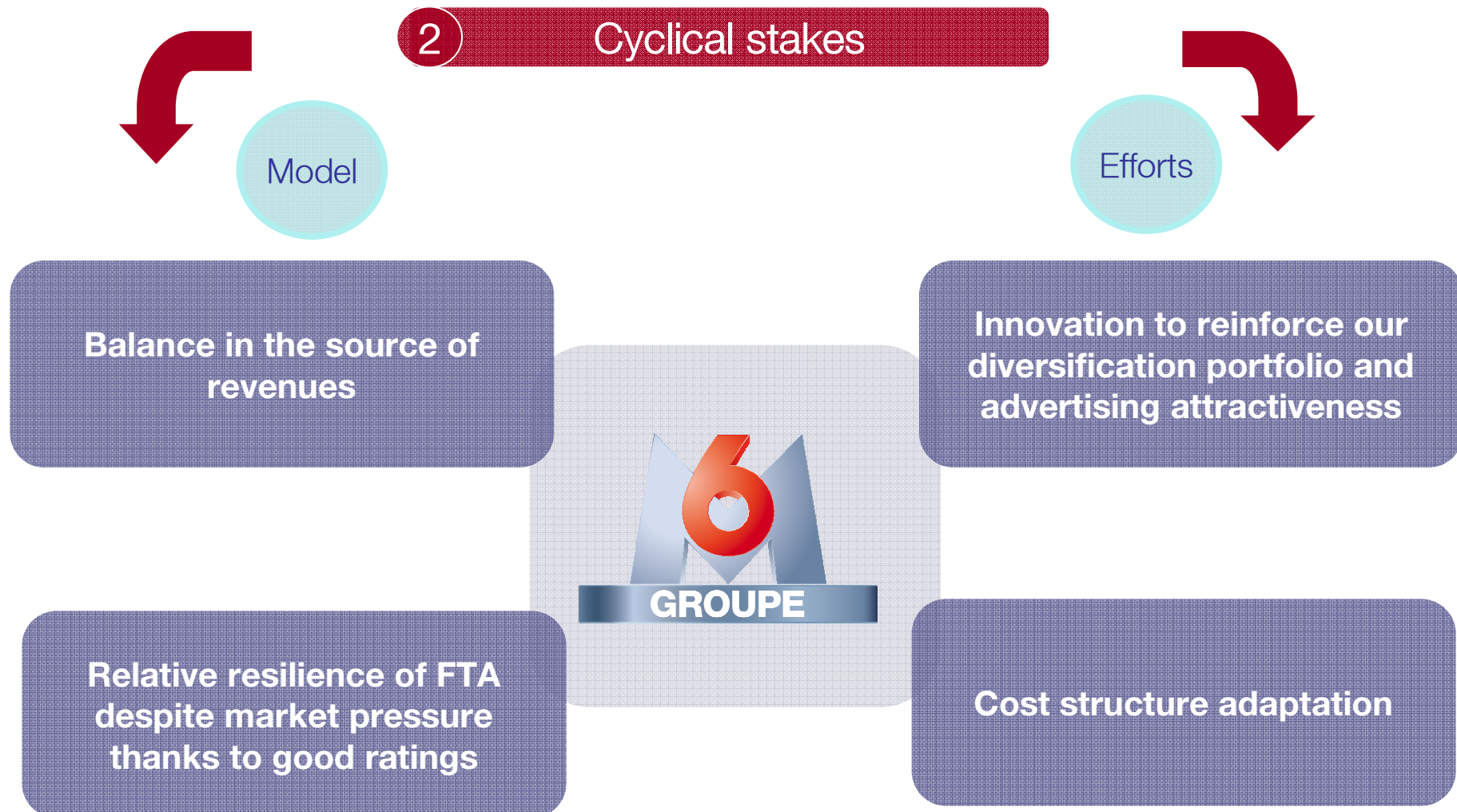
# Strategic vision



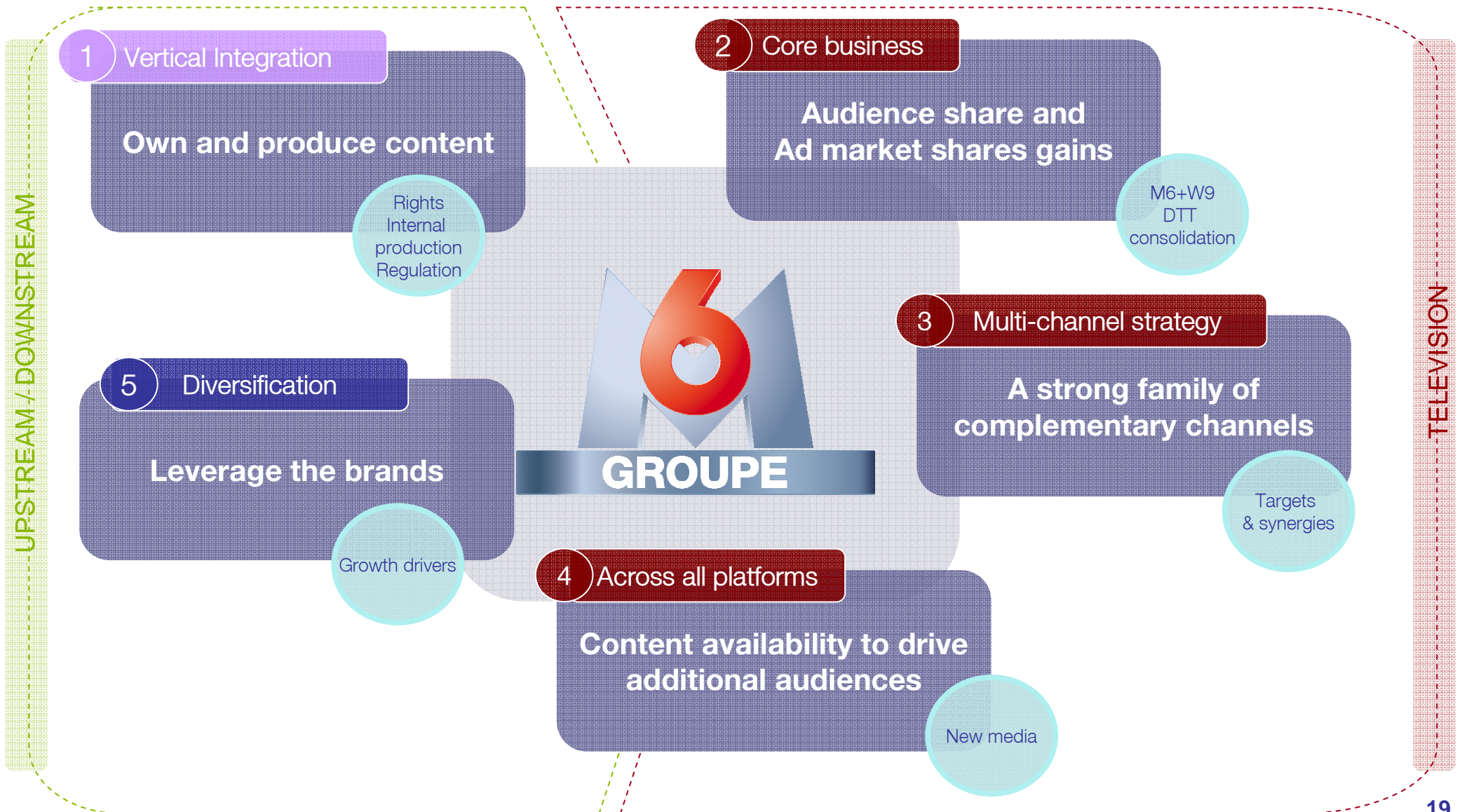
# Structural stakes : our vision and ambition



## Cyclical stakes : Our model and efforts



# Our implementation across the value chain



# Our implementation

# 2009 strengths and challenges



## Television: flexibility to capitalise on

- Deteriorating advertising environment
- Additional tax on advertising revenue

- + Flexibility potential of M6 programming costs due to the cost of the Euro
- + Renegotiation of contracts, enhanced cost control
- + Savings generated by the end of regional news
- + DTT positioning, audience level dynamics





## Cost savings

~ 47 M€

~ 5 to 10 M€

## Diversification and audiovisual rights: optimising their contribution to profit

- Deteriorating advertising and economic environment

- +  Priority given to profitability vs. sales cautious procurement management
- +  CPC revenue and subscription/license-based model
- +  Selectivity, development of licenses (Marvel)
- +  Good start of the year: "Twilight"

## Cost savings

Mainly variable costs

## Group: stable workforce



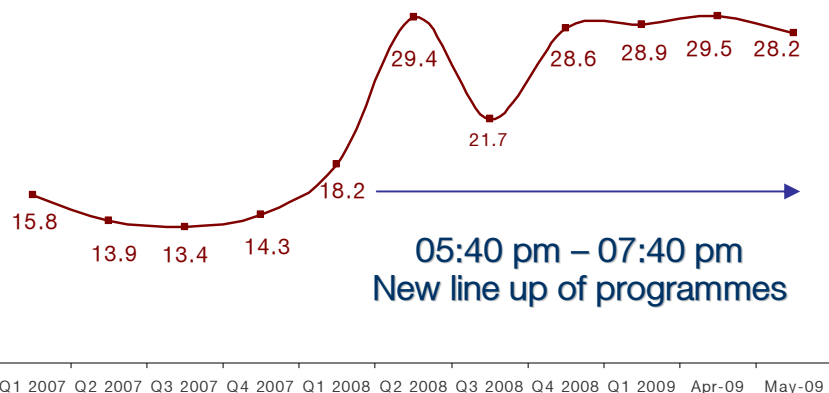
~ 52 to 57 M€

# A wide range of successful programming on M6



## Success of Access Prime Time

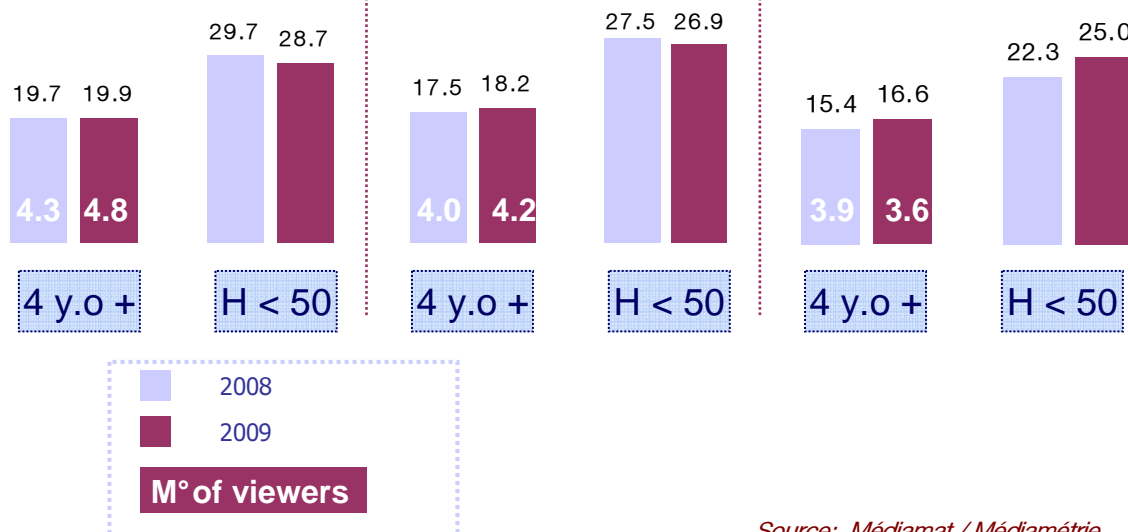
### Audience share Hwives < 50 y.o



M6 is the leading channel in access prime time on Hwives <50 since September 2008



## New records on popular formats (audience share in %)

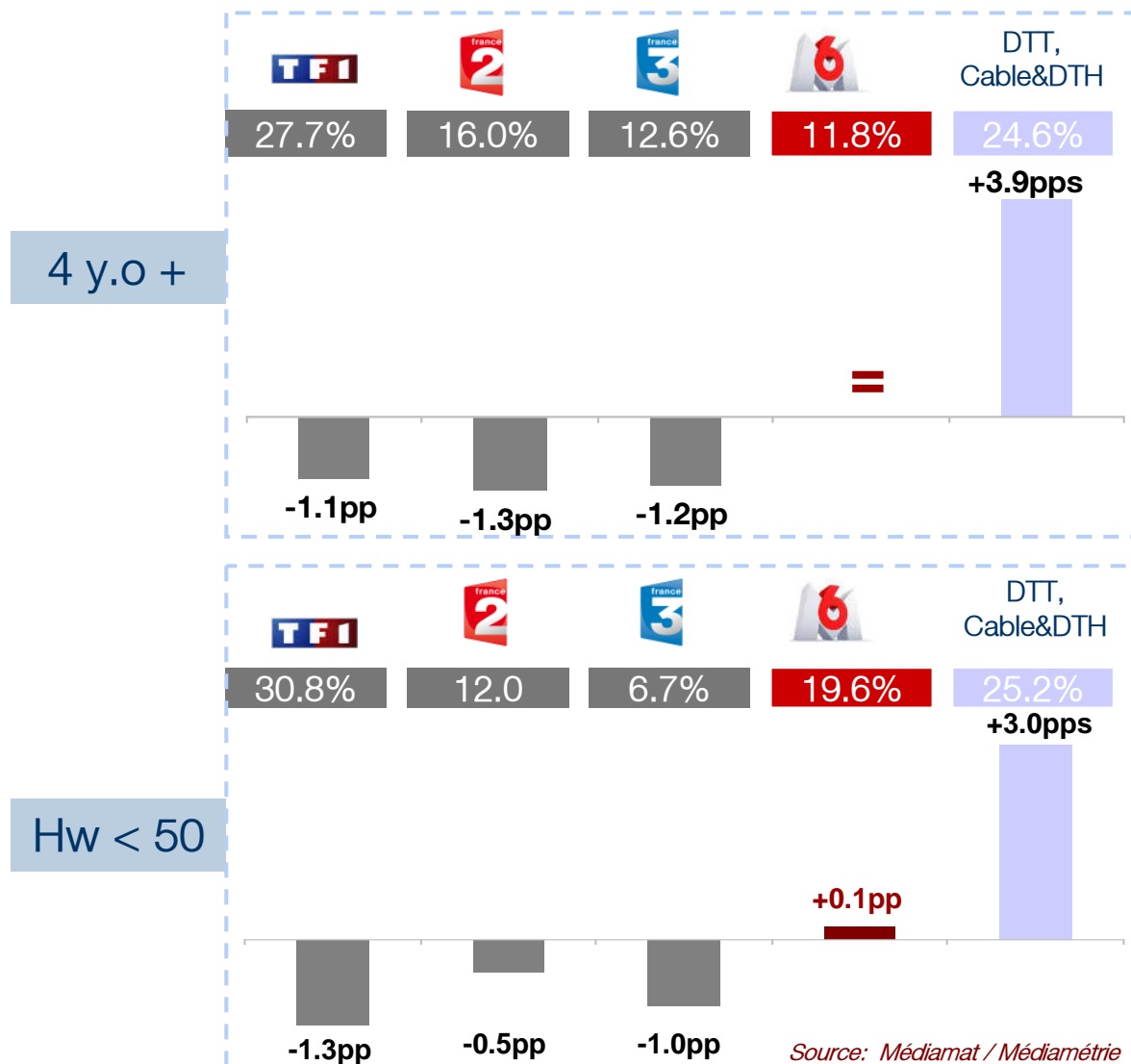




# M6 confirms its audience share resilience

12:00 am- 12:00 pm audience share changes

(week 1- week 25, 2009 versus 2008)



More to come ...

## SERIES

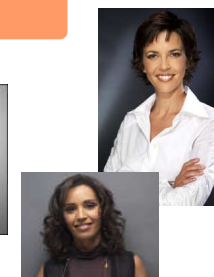


Season 4



Season 1

## NEWS



## GAMES



## MAGAZINE



a magazine about  
environnement

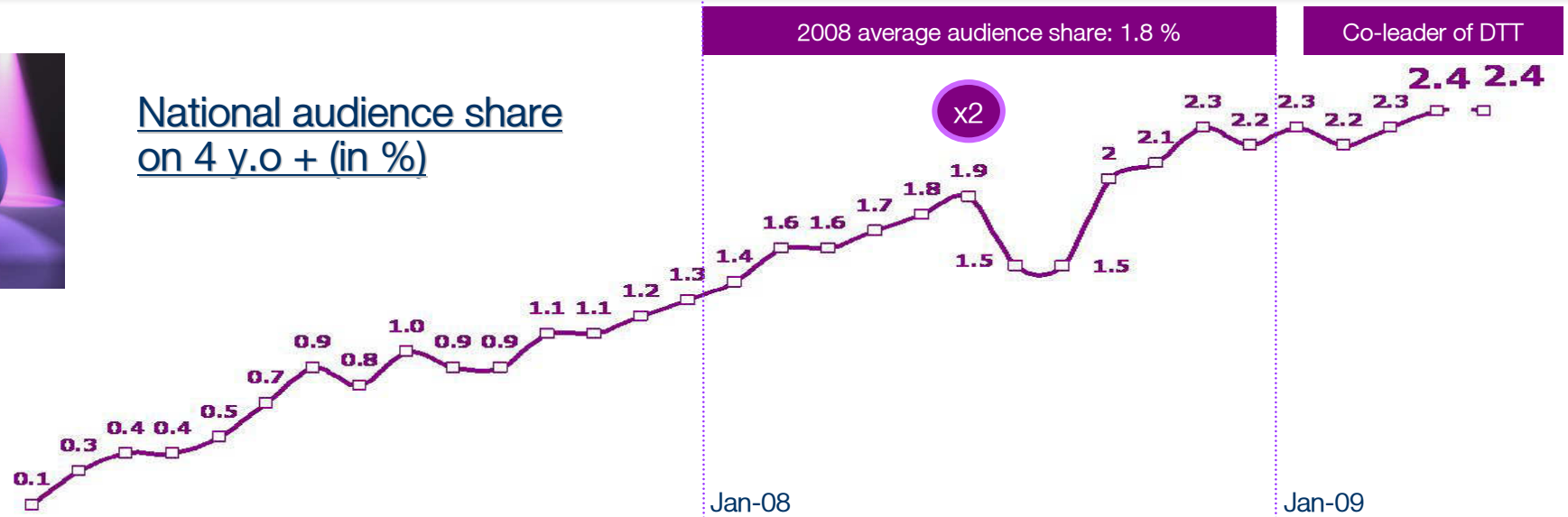


a « news  
magazine »

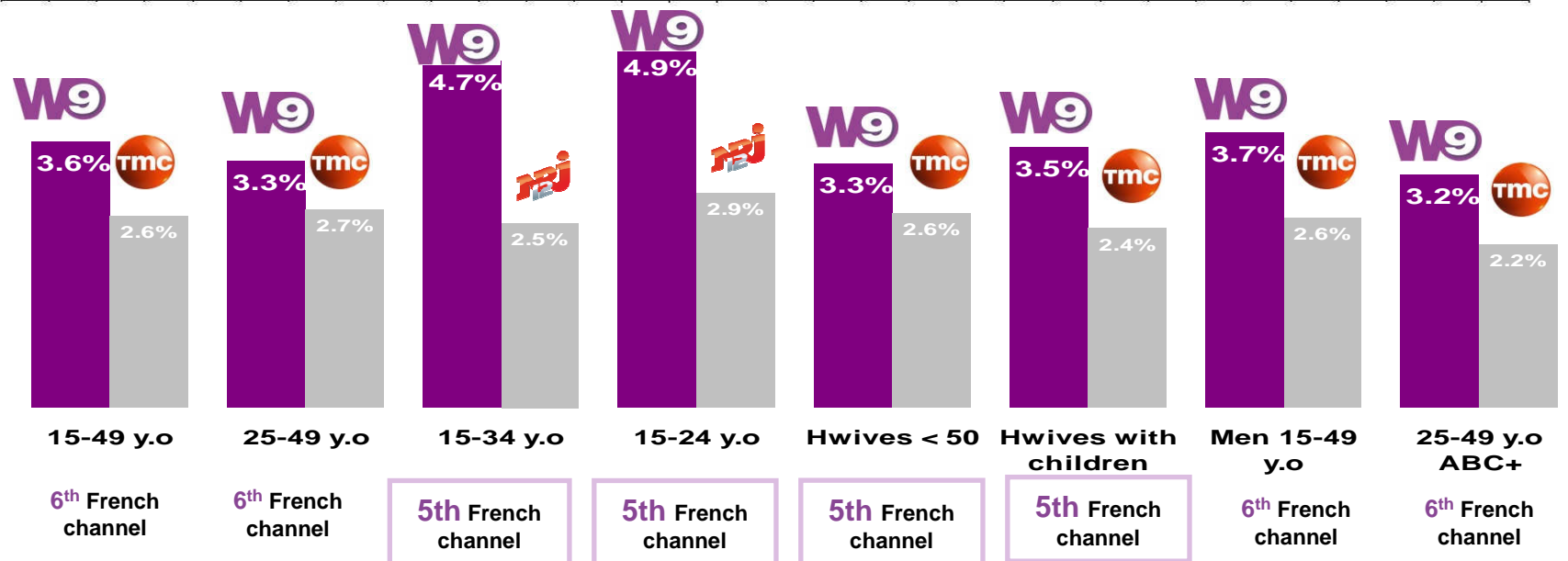
# W9 co-leader of DTT



National audience share on 4 y.o + (in %)



Leader on commercial targets





# Examples of leading innovation on diversification



## 1 MVNO licence



Launch : June 2005



The leading mobile offer for young people



A comprehensive offer of services



1.55 million subscribers to date

## 2 Catch'up TV



Launch : March 2008



10 million of videos viewed every month



1.7 to 1.8 million Unique Visitor every month



Over 115 million of videos viewed since the launch



Each week, over a hundred of new programmes



Most efficient advertising media on the Internet