



# ANNUAL REPORT 2010



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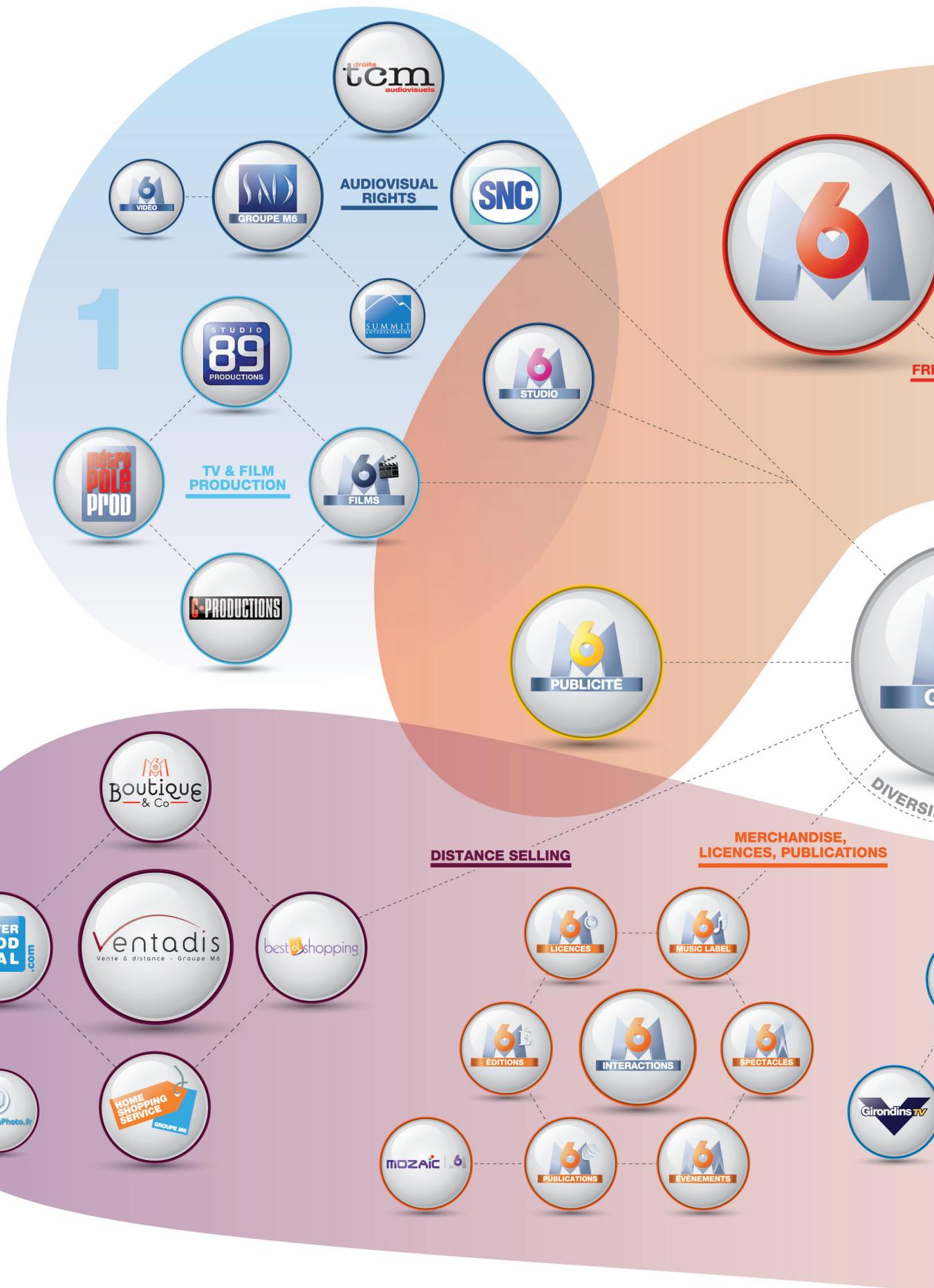
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# THE M6 GROUP



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IFICATION



4



SPORT



INTERACTIVITY

5





“ *We decided to invest more in content  
so as to build on our previous successes as well as  
create new opportunities.* ”

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# AN EFFECTIVE AND ADAPTABLE STRATEGIC DEVELOPMENT MODEL

**For the media sector, 2010 saw the relaunching of advertising activity after the severe shaking received during the economic crisis of 2009.** In a constantly shifting and competitive environment marked by the expansion of the digital economy and DTT, the M6 Group managed to jump on the bandwagon of the advertising rebound and continue its growth.

The Group's growth in 2010 was powered by its TV activities. Since 2008, the M6 channel has shown its ability to renew itself and has posted the best results among the historic channels for the third year running. Its firmly established prime time position and the improvement in evening audience ratings (19 top evening ratings, compared to 13 in 2009) allowed M6 to confirm the strength of its brands and its ability to put new and challenging programmes on the air. On the back of these achievements, advertising revenues rose by 10.7% and overtook the figure for 2008, showing that we had taken full advantage of the advertising backlash. W9 also benefited from the recovery: in 2010, it was the channel that received the most investment from advertisers, who made the most of its strong image and climbing audience ratings (up 3% for the 4+ age group and 3.9% for the commercial target). As for Paris Première and Téva, these channels reinforced their position with regard to their respective targets, i.e. the upper class segment and under-fifties housewives. The second growth area, diversification and audiovisual rights, also made a major contribution towards the Group's excellent performance in 2010: the audiovisual rights activity once again proved its mettle and ability to complement the Group's channels; the Interactivity division (M6 Web) continued to expand thanks to the success of catch-up TV, the technological lead it managed to retain, the launch of pioneering new services, especially the M6 application for iPhone and iPad, and its ever-appealing mobile phone offer: one in five young people are now opting for M6 Mobile. The M6 Interactions division (licences and merchandise) registered sustained growth, while Ventadis, M6's distance selling division, grew by 3% thanks to its pugnacious resilience in the midst of cut-throat competition. On the downside, the Girondins de Bordeaux Football Club saw a drop in revenues, mainly due to its failure to qualify in the Champions League.

The much-appreciated buffer effect of these diversification activities, which are less dependent on advertising revenue than TV activities are, enabled the Group to traverse the stormy seas of the 2009 crisis. When the economic situation finally stabilised and became more favourable, TV activities took over the reins in pulling the Group towards growth on the crest of the advertising rebound. All of this proves the wisdom of our choice of strategic development model and demonstrates the complementary and cross-functional nature of the Group's activities.

Of course, the backbone of our business remains the creation of a family of free and pay channels, nourished upstream by a whole range of assets geared to the service of TV (in-house production companies, audiovisual rights, etc.) and nourishing downstream the assets that feed off advertising and the powerful image conveyed by these channels (interactivity, merchandise and licences, distance selling, mobile phones). All of this goes to show in a more global perspective that, despite the claims of its detractors that television was in danger of being pushed out of the ring by the internet, TV still remains the benchmark medium and a vehicle of unrivalled power. 2010 was certainly the year of the advertising rebound, but it was also the year which set a record in France for viewing time per capita, which rose to 3 hours 32 minutes a day: proof, if proof was needed, that television is in sparkling health and living in perfect harmony with the internet, and that we have hit the nail on the head in our adaptation to the challenges of the digital economy.

The M6 Group increased its audience share in 2010. If we are to see a repeat performance in 2011, we will have to stay on our feet and keep the conquering spirit that has been one of the hallmarks of M6 since its creation. Immersed as we are in the complex and competitive environment of TV, we have decided to increase our investment in content so as to build on our existing successes and develop new opportunities. After a satisfying year 2010, all the employees of the Group are determined to make 2011 a year of success.

**Nicolas de Tavernost**  
Chairman of the Executive Board



“ *Our three key strengths are adaptability,  
anticipation and boldness.* ”

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# RENEWING, INNOVATING, AND AIRING CONTENT ON ALL MEDIA

**Every year brings with it a new challenge: coming up with new ideas and formats for our broadcasts by renewing and innovating whilst at the same time ensuring that classic favourites keep their appeal and that content is aired on all media. These are the features on the roadmap used by all M6 Group programming teams. A challenging task: the terrain is rough, the competition tough. And if M6 draws its inspiration from the daily lives of French people, all the more will it be able to meet their expectations. Once again this year, M6's success in prime time was an important stepping-stone in this process.**

For the M6 channel, under the expert guidance of Bibiane Godfroid, the two crowning successes of 2010 were our prime time positioning and this summer's big hit, *L'Amour est dans le pré* ("Farmer wants a wife", a reality TV show about finding a soulmate for farmers). The prime time slot was geared to the principle of popular, innovative, family-oriented broadcasts across all programme genres: magazine programmes like *Un Dîner presque parfait* and *100% Mag*, a news magazine, *Le 1945*, which was launched 18 months ago and which consolidated its position as the second most viewed news show for the under fifties, and a French comedy series about marital life, *Scènes de Ménages*, which now boasts a following of 4.1 million viewers. In the evening slot, *L'Amour est dans le pré*, with an average audience of 4.9 million, was the most viewed programme of the summer, all channels and time slots included. In 2010, M6 was the only channel that managed to preserve its audience ratings in the face of competition from other TV channels, posting the best results among the major channels for the third year running. The largest TV audience of the year was obtained by France's UEFA European Championships qualifying match against Bosnia and Herzegovina, which clocked up a total of 8.1 million viewers.

Answering the questions that people ask themselves is one of our aims. For example, the news is deciphered and put into meaningful form by regular current affairs programmes such as *Zone Interdite*, *66 Minutes*, *Enquête Exclusive* and *Capital*. The latter, in addition to its regular Sunday broadcast, has also spawned an offspring in the form of *Capital Terre*, a magazine programme devoted to sustainable development and environmental issues. This is the other principle behind the commitments we make through the editorial choices of our journalists and presenters. In one episode of the DIY magazine *D&CO*, presenter Valérie Damidot carried out the renovation of the "Maison des Enfants" at the Hôpital Robert Debré with the assistance of a miscellaneous troupe of arts celebrities. All types of programmes were rewarded with success in 2010: *Top Chef*, *Victoire Bonnot*, *NCIS*, *Péking Express - Shock Duos*, *Maison à Vendre* and *La France a un Incroyable Talent* in their respective domains succeeded in moving, enthralling and capturing an ever more demanded and demanding public. Television has become extremely competitive and never have the remote control buttons been pressed with such frequency. This means we have to adopt a certain humility and keep a watchful eye at all times. The huge scope of current TV on offer, with digital reception increasing the number of free channels from 5 to 19, is a major challenge for us. The success of W9, which became the joint leader in DTT for the four and over age group and, above all, the top under fifties channel, is the reward for the clear, powerful and complementary position established by Frédéric de Vincelles and his team. Would you believe that in 2010 161 prime time broadcasts attracted over a million viewers and that W9 had 45 out of the top 100 audience ratings on DTT? An all-time record!

As far as our other channels are concerned, Paris Première, directed by Karine Blouët, looks like no other channel with its lively offering of shows and cultural events; Téva, under the leadership of Catherine Schöfer, boasts a strong identity and, out of 100 cable and satellite channels, is still the one that is most watched by under fifties women; TF6 and Série Club, and our music channels, M6 Music Hits, Black and Club, directed by Isabelle Pratlong, all have their own special character and identity.

Thus new reception technologies contributed towards 2010 being a particularly fruitful and innovative year in terms of content. It was the year which witnessed the rise of a plethora of new media giving access to our programmes. You can now watch TV when and where you want: on computer, through IPTV, on your mobile phone, on your tablet, the list goes on... The most striking example of this is seen in the success of our catch-up TV, M6 Replay and W9 Replay. The iPad and iPhone applications for M6 and W9 caught on immediately following their launch: 1 million downloads in less than three months for the M6 application alone. Our M6 Web subsidiary is already anticipating future trends in TV consumer habits in the way it is developing and adapting to new technologies today.

On the eve of our 25<sup>th</sup> anniversary, due to be celebrated in 2012, we are fully able to face up calmly to today's whirling competitive environment with the help of our three great strengths: adaptability, anticipation and boldness.

**Thomas Valentin**

Vice-Chairman of the Executive Board  
Head of TV Channels and Content

# 2010



## JANUARY

- M6 Mobile Game Contest and M6 Mobile Music Live 2010: two successful launches for M6 Mobile.
- *Accès Privé* presented by Virginie Guilhaume: all-time record audience rating for the magazine, with 2.5 million viewers on 9 January 2010.
- Death of Cathy Sarraï, who had embodied the role of *Super Nanny* on M6 since 2005.



## FEBRUARY

- M6 exercises its put option on the 5.1% stake in Canal+ France (Vivendi paid the guaranteed minimum price of €384.2 million).
- Creation of the M6 Company Foundation, a foundation designed to help former prisoners to regain their place in society and to improve their quality of life.
- Complete subtitling of M6 programmes to make them 100% accessible to the deaf and hard of hearing.
- Record audience ratings for *Zone Interdite*, with 4.4 million viewers on 22 February 2010.



## MARCH

- With 3.4 million viewers, the *1945* achieved its 3<sup>rd</sup> best ratings since its creation.
- For the first time ever, M6 and MSN go into partnership for the 2010 regional elections: "L'info vous appartient" ("The News Belongs to You"). A 100% interactive evening, broadcast exclusively online at 8.10 pm on 21<sup>st</sup> March.
- Environment Day on M6, 24<sup>th</sup> March, with the launch of the new ecology magazine *Capital Terre*.
- M6 Replay, the leader in catch-up TV, is chosen by the French as their favourite service.
- Renewal of the Executive Board of Métropole Télévision for a further five years.



## APRIL

- The final of *Top Chef* is followed by 4.3 million viewers.
- Strategic partnership between the M6 Group and Mangas Gaming in the online games sector.



## MAY

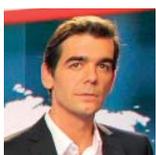
- For the 5<sup>th</sup> anniversary of M6 Mobile, Taïg Khris sets himself a challenge worthy of the occasion: jumping off the first floor of the Eiffel Tower. The result: thanks to the M6 Mobile Mega Jump he now holds the world record for the highest jump on roller skates.
- The Big Event: live 3D broadcast of *Nouvelle Star*.



## JUNE

- M6 is awarded two prizes at the French CB News media awards: *Top Chef*, best TV series, and the *Ireland vs France* football match, best media coup.
- Record audience ratings for the final of *Péking Express*, season 5, with a 23.6% audience share amongst under fifties housewives.
- Ventadis gains the AFAQ ISO 9001 certification for its "Customer Relations and Logistics" services.

# A YEAR THAT KEPT ITS PROMISES



## JULY

- Cinema: more than 3.8 million box office ticket sales for *The Twilight Saga: Eclipse*, distributed by SND.
- A new presenter and chief editor for the *1945*: Xavier de Moulins.
- M6 signs the Diversity Charter, thus committing itself to introducing diversity into its staff and programming.



## AUGUST

- *L'Amour est dans le pré* soars ahead of all other channels, all time slots included: the big hit of the summer, with 4.9 million viewers and 5.3 million for the final episode of the season, acquired over 300,000 followers during the year.



## SEPTEMBER

- The *Bosnia and Herzegovina vs France* match gets the top audience rating of the year, with 8.1 million viewers representing 32.2% of the aged four and over audience, making it the 5<sup>th</sup> best audience for the channel since 1987.
- First airing on M6 of a programme with audio description for the blind or visually impaired: *Victoire Bonnot - The Secret*.
- Launch of the *M6store.fr* and *M6evenements.fr* websites.
- Launch of the M6 application for iPhone and iPod Touch.
- Creation of "VIP Series Pass", a US series subscription offer unique in Europe.
- Mistergooddeal acquires *monalbumphoto.fr*.



## OCTOBER

- Cinema, release of Guillaume Canet's 3<sup>rd</sup> film *Les Petits mouchoirs*, top French film of the year with 5.4 million box office ticket sales.
- M6, a new logo for the channel.
- M6 Replay and M6 live available on iPad.
- M6, launch of *100% Poker*.



## NOVEMBER

- *M6 Boutique La Chaîne* becomes *M6 Boutique & Co*.
- Record audience ratings for the launch of *Cougar Town* on Téva: 210 000 viewers.
- *Mamma Mia* the musical launched at the Théâtre Mogador, Paris.



## DECEMBER

- *Mistergooddeal.com* and TF6 celebrate their 10<sup>th</sup> anniversary.
- *M6.fr*, internet users' favourite TV website in 2010.
- W9, all-time record: 2 million people watched *Star Wars: Episode 3 - The Revenge of the Sith*.



## FREE TELEVISION: M6 AND W9

2010, the year of records.

M6 was elected the most innovative channel of 2010, far ahead of its competitors (chosen by 28% of respondents in the Omnicom Media Group survey held between 25 and 29 January 2011), and for the 3<sup>rd</sup> year in a row M6 obtained the best results among the major channels, with an audience share of 10.4% of the entire viewing public: admirable resistance in the face of the other channels' results. M6 continued to increase its audiences, with 19 top evening audience ratings compared to 13 in 2009, representing a growth of 46%. The biggest audience registered was for the *France vs Bosnia and Herzegovina* football match, which was followed on TV by a staggering 8.1 million people.

Despite its youthful age of 5 years, W9 became the leader in DTT with 45% of the top hundred audience ratings, 161 programmes watched by more than a million viewers, compared to 132 in 2009, and 3.2% of the four and over age bracket in December 2010, its best performance ever.

## PAY CHANNELS: PARIS PREMIÈRE, TÉVA, SÉRIE CLUB, TF6, M6 MUSIC (HITS, BLACK AND CLUB)

A dedicated offer for every type of audience that meets the expectations of the most inquisitive and demanding TV viewers: live shows, theatre and culture, TV series, events, music, current affairs...

Paris Première offers a rich and varied palette of programmes, including 12 different magazines. It has been well rewarded for its originality: audience ratings increased by 15% in 2010. Always seeking to renew itself, the image of Paris Première is placed in the hands of a celebrity: this year, it was the turn of photographer Gérard Rancinan to immortalise the channel's presenters.

The leading pay channel amongst under forty-nine housewives, Téva has now guarded its position as the reference channel for women for 15 years. The channel has established its audience and its programmes, a history of mutual understanding and happy surprises. Its "made-to-measure" formula and widespread reputation have made it the 2<sup>nd</sup> best known general-interest pay channel and the theme channel preferred by internet users (*toutelatele.com*, 1 million votes).

Série Club, a cornucopia of series, with their magical attraction and week-on-week suspense. Its flagship programmes were *Stargate SG1*, *Stargate Universe*, *NY 911*, the complete series of *Lost*, *Prison Break*, *24 heures chrono* and the heroes of *Mad Men*, backed up by the channel's own home productions.

For 10 years now, TF6 has been talking to adolescents and young people in their own language and treating the subjects closest to their hearts: current issues, music, sport, and "youth" culture.

Music, which played a key role in the foundation of M6, occupies the place of honour on M6 Music Club, M6 Music Hits and M6 Music Black, M6's music channels devoted respectively to dance, the latest hits and rap/R&B, all based on exclusive broadcasts.



serieclub



ventadis  
vente & distance - Groupe M6

## CONTENT: AUDIOVISUAL RIGHTS AND PRODUCTION

M6 Films featured on the big screen:

- 5.3 million box office sales for the top French film of the year, Guillaume Canet's *Les Petits mouchoirs*.

SND, a year of success:

- 3.9 million box office ticket sales for *The Twilight Saga: Eclipse*, the 8<sup>th</sup> top cinema film of the year,
- 6.5 million box office ticket sales for the 10 films distributed by SND, including *The Twilight Saga: Eclipse*, *Red*, *Remember me...*

M6 Vidéo and Studio 89 present on all fronts:

- M6 Vidéo affirmed its role as a trailblazer with a catalogue of more than 800 titles, including the highly appreciated second and third episodes of *The Twilight Saga: New Moon* and *Eclipse*, second and fourth best sellers on the DVD and Blu-ray market.
- Studio 89 was in constant activity with 800 hours of new broadcasts and 60 programmes produced in 2010.
- When it comes to news, M6 uses its own subsidiary, C.Productions, and more than 80 independent companies in order to produce its news magazines. In 2010, news represented 633 hours of air time, 80% new productions including 269 hours of prime time.

## DIVERSIFICATION AND NEW MEDIA

The economic model used by the M6 Group, which makes 45% of its revenues through diversification and new media, once again proved its resilience and efficiency this year. Diversification is advancing in all segments.

Ventadis is one of the major players of distance selling, and obtained the AFAQ ISO 9001 certification for its "Customer Relations and Logistics" services. *M6 Boutique La Chaîne* became *M6 Boutique & Co*. To celebrate its 10<sup>th</sup> anniversary, *Mistergooddeal* acquired *monalbumphoto.fr*, a site that allows users to create their own photo albums.

M6 Web continued to grow in all sectors: 15 million single visitors, popular websites like *achetezfacile.com* and *clubic.com*, but above all the anchoring of new ways of watching TV programmes with the growth of M6 Replay and W9 Replay and the launch of the applications for iPhone and iPad. This offer was complemented by the M6 Mobile by Orange offer, which reached the 2 million customer mark at the end

of 2010 thanks to its offers co-branded with M6: *The Twilight Saga*, *Stéphane Plaza*, *La France a un Incroyable Talent* and the *M6 Mega Jump* and *Live* events.

M6 Interactions is the subsidiary in charge of developing spin-off products and licences related to music, shows, board games, DVDs, etc. All of these projects converge towards a communal, complementary approach. Thus the M6 Mozaïc payment card, launched in September 2009 in collaboration with Crédit Agricole, offers exclusive advantages to card holders so that they can benefit from the Group's numerous activities: concert tickets, games, special offers; the list is endless.

2010 saw the number of M6 Mozaïc card holders rise to 1.7 million.

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# M6 GROUP CHANNELS



**BIBIANE GODFROID**  
HEAD OF M6 PROGRAMMING

“2010 was the year for the M6 channel to consolidate its strategic choices, particularly its prime time performance (*Un Dîner presque parfait*, *100% Mag*, *Le 19 45*, *Scènes de ménages*). For the third consecutive year, M6 was the only major channel to grow and posted the best viewership with 10.4% of the total viewing audience - and that covers all programme types and all target audiences. During 2010, M6 was increasingly the first channel to air big TV sensations like *L’amour est dans le pré*, *La France a un incroyable talent*, *Péking Express - Shock Duos*, plus new successes which found an immediate audience, e.g. *Top Chef*, *Victoire Bonnot* and *Capital Terre*, with the record going to the football match between France and Bosnia-Herzegovina which drew 8.1 million viewers. As a young, creative family channel, M6 embodies the values mentioned in a highly positive spontaneous outpouring by its viewership during a recent brand survey. M6 has gained a forward momentum that requires a consistent, modern approach. My colleagues and I have the task of offering the best programming possible so that we continue to entertain, invent and surprise.”

“ Offering the best programming possible  
so that we continue to entertain,  
invent and surprise. ”



#### **KARINE BLOUËT**

CHAIRWOMAN OF PARIS PREMIÈRE  
M6 GROUP COMPANY SECRETARY

“In an increasingly competitive audiovisual landscape, Paris Première maintains its leadership and continues to advance. With a 1.1% audience share, it is the pay channel with the most viewers as well as being the No. 1 channel with general programming aimed at upper class individuals.

These results are the fruit of a unique programming line-up that features magazines with powerful, novel formats carried by strong personalities, e.g. *Ça balance à Paris* presented by Eric Naulleau, *Paris Dernière* hosted by Philippe Besson, *Lescure... tôt ou tard* presented by Pierre Lescure and *Paris Première style* with Alexandra Golovanoff. The channel also airs special events and TV spectacles such as *Les Gérard* and *Saint Patrick's Day*, plus live theatre as in *Sacha le magnifique*, *Le Repas des fauves* and *Les Amis du placard*. Finally, we offer cinema productions which are jewels of French and international heritage together with ever more imaginative and exclusive TV series. At the age of 25 years, Paris Première can be congratulated for having maintained its adventuresome and cheeky spirit.”

#### **FRÉDÉRIC DE VINCELLES**

ASSISTANT MANAGING DIRECTOR OF W9

“It was a long shot, but W9 bet that it could combine a large audience with a successful image since the channel leads in both Digital Terrestrial Television and in audience share, having the clear lead in the under 50 viewership. Meanwhile, it is consistently out front in all of the surveys taken over the past five years as being the favourite DTT channel of the French.

This dual performance is due to a diversified programming schedule which was bolstered this year with such major prime time events as *The Quest for the New Michael Jackson*, combined with an ambitious plan for original productions and reporting for our major-brand prime time magazines such as *Enquête d'action*, the society magazine, *Enquête Criminelle*, the magazine for miscellaneous news stories and *Vies croisées*, the magazine about life. Lastly, we have a creative policy that increasingly aims at greater innovation and original programming, as in *Taxi Cash* and *Le JT Agité*.”

#### **CATHERINE SCHÖFER**

ASSISTANT MANAGING DIRECTOR OF TÉVA

“During 2010, Téva became the undeniable leader of pay TV in its target market of housewives under 50. This success in the ratings is due to the very strong tie that has bound Téva to its female viewership for 15 years thanks to a unique programming line-up entirely thought out for them.

With a sparkling, positive tone and a programming schedule relying on four pillars - series, lifestyle shows, society magazines and entertainment - Téva has created a broad and loyal following in search of moments of relaxation and programmes to identify with. More than ever, 2010 was the year of new series on Téva. *Drop Dead Diva*, *Cougar Town* and *Vous les Femmes* Season 3 are three new exclusive series featuring women characters with a strong personality who are funny and appealing. They have added a little something to the channel's offer of series and have beaten all audience records. As for broadcasting, the new trends magazine, *Du temps pour moi*, has successfully enhanced the weekend's lifestyle programming. Téva also intensified its production of original documentaries around a new prime time slot - *Les héroïnes du quotidien* - and of many original reports for *Les Dossiers de Téva*, with the intention of treating emotional subjects which are feminine and different. And always with the same goal: to be the benchmark channel for the female audience.”

# 3 QUESTIONS FOR...

RONAN DE FRESSENEL - M6 PUBLICITÉ - ASSISTANT MANAGING DIRECTOR OF MARKETING AND SURVEYS

## 1. How would you summarise 2010?

It was the year of the rebound. For the television advertising market, the return to growth was quicker than expected. There are two reasons behind this. Household consumption was at the right level, so advertisers regained confidence and resumed investment in their brands. In addition, the medium of TV offers power and efficacy to TV campaigns, which proved even more essential than ever. Thus the TV advertising market recovered a large part of what it had lost in 2009. Out of all communication media, the two media that benefited the most from the economic revival were television and the internet, media that are actually not in competition with each other but complement each other in a big way. Apart from the growth of the market, the growth in Group channel audiences, and in particular the steadfast performance of M6 and the take-off of W9, were also key contributory factors in our advertising results.

## 2. The audiovisual landscape has changed a great deal over the last few years. How have you adapted to this change?

The situation in 2010 is indeed very different to that of 2005, and our offer reflects these changes in many different ways. M6 is more than ever a prime advertising offer that regularly gives advertisers the power they are looking for. W9 is the leader on DTT for major advertising targets and is even ahead of some of the so-called historic channels. Catch-up TV, including M6 Replay, W9 Replay and also M6 Bonus, offers video advertising formats that are much more effective than classic web formats. Many things are in fact evolving very quickly and we are able to adapt to them successfully. But our values remain the same: transparency, pragmatism, efficacy, dynamism and modernity.

## 3. In what way is the diversity of the Group channels' programme offering an asset?

Every channel has its image: each one is a strong brand that creates a particular link with its audience on a daily basis. The diversity and richness of our brand portfolio give advertisers a wide range of possibilities, depending on their targets and communication objectives. For example, Paris Première has a very upper class profile with a unique, classy, glamorous, cheeky image that is fed by the events which it includes in its programming. Téva on the other hand has a very feminine positioning; it is based on intimacy, and builds a special relationship with the women who watch it. The same applies to the internet: the web portals associated with our programmes are extremely attractive to advertisers, who can gain access to a highly captive audience who go online as a complement to their usual TV viewing habits. It is the quality of each medium taken individually and the richness of the combination that go hand in hand to create a formidable set of assets.

“ 2010 was the year that marked the return of brands in advertising. ”

### KEY FIGURES

- **M6:** gross share of the advertising market of 27.5% (terrestrial TV), up 0.1%
- **W9:** gross share of the advertising market of 17.9% (DTT), up 0.9%
- **M6 Publicité:** total gross market share (all platforms included) of 23.8%
- Breakdown of 2010 revenues: 55.8% (advertising), 44.2% (non-advertising)



“My mission in the Programme Survey Marketing department is to analyse, provide information and make recommendations to help the M6 Group’s channels grow. What I like about the M6 Group is its vitality and the way it capitalises on its employees’ spirit of initiative.”

**Julie Beck**  
M6 Publicité - Programme Survey Marketing Manager



“My job involves enhancing the advertising offer of the M6 Group channels in terms of both quality and quantity, through selling arguments which are communicated to the sales people at M6 Publicité. The aim is to show advertisers and media agencies that today the M6 Group channels are essential for communicating to key advertising targets. This is a daily challenge which is rendered easier by the success enjoyed by Group channels within their respective domains, despite the level of the competition.”

**Faïza Rabah**  
M6 Publicité - Marketing Manager



“In a world that is getting more and more competitive, my team helps to define the advertising positioning of the TV channels produced by the Group whilst managing the procedures whereby people can buy our advertising space. On a daily basis, we work closely with the agency’s sales teams in the negotiations they hold with their clients.”

**Christian Souquière**  
M6 Publicité - Group Marketing Director

## 3 QUESTIONS FOR...

**THIERRY DESMICHELLE** - MANAGING DIRECTOR OF SND AND M6 INTERACTIONS

### 1. How would you summarise 2010?

2010 was a great year for cinema box office and video sales, for both SND and M6 Interactions. It was a year marked by acquiring rights, beefing up our assets, investing upstream in film production, plus the outstanding success of the *Twilight Saga* and *Red* franchises and excellent sales to broadcasters. For the second year running, SND was the top French video publisher.

### 2. What were relations like between the cinema, video and television?

The policy of segregating the businesses of television and film distribution on all media pays off, because the risks are not the same: whereas SND can take risks upstream of its film projects, television channels cannot afford to do this. This strict separation of the two businesses seems to me to be a very sound idea. Every film is a prototype, but whatever works at the cinema also works on video, VOD, pay TV and finally on free TV, even if free TV tends to broadcast more tailored products. Whether we're talking about cinema, music or live shows, it's quality of content that counts. The conditions for a good purchase are the same: finding a good product that is characterised in general by the conjunction of a story, an obvious target and a realistic economic model.

You must also be able to anticipate the product's promotion with a view to achieving a satisfactory financial result. This means judicious selection, the ability to say "No", and a capacity for immediate reaction in the case of a project that meets the right criteria. The M6 Group has no fear of taking risks, driven as it is by its talent for anticipating trends and market developments.

### 3. What is the key value in your business lines?

The watchword is "fun", and the quality is the spirit of enterprise. This means constantly questioning yourself, looking for new ways to grow and renew, inventing new businesses and new openings, finding tomorrow's idea: basically, being a visionary!



*Being a publisher and distributor means being in the real world.*



#### KEY FIGURES

- 6.5 million box office ticket sales for 10 films distributed
- *The Twilight Saga: Eclipse* - 3.9 million tickets sold



“Working for a company that wears so many different caps (distributor in France, international seller and catalogue manager), every day I have to consider a host of legal matters in a highly specific and constantly changing sector, namely the cinema.”

**Ségolène Dupont**  
SND - Assistant Head of Legal Affairs



“With the Mozaïc M6 project, my aim is to gain the loyalty of our young customers by presenting them with an offer that is original, exclusive and attractive, and to set up recruitment campaigns around events tied to the brand, like the *Concerts Privés*. It’s a cross-functional project that requires getting the most out of Group synergies.”

**Albertine Anris**  
M6 Interactions - Mozaïc M6 Project Manager



“As Box-office Promotion and Marketing Manager, my job is to ensure maximum visibility for SND films at cinema box offices, as well as liaising between the Programming and Marketing departments.”

**Olivier Lebraud**  
SND - Box-office Promotion and Marketing Manager

## 3 QUESTIONS FOR...

**VALÉRY GERFAUD** - MANAGING DIRECTOR OF M6 WEB

### 1. How would you summarise 2010?

In 2010, the internet was a constant hive of activity, a kind of perpetual ecosystem. Today, the M6 Group is a major player on this market. It is 16<sup>th</sup> in the ranking of the most visited groups in France, with over 13.7 million single visitors (source: Médiamétrie/NetRatings, all places - December 2010). In this sense, 2010 was a successful year for the various operating divisions of M6 Web: 39% growth for Group channel websites, 64% up for M6 Replay and 2 million subscribers for M6 Mobile.

Leader of catch-up TV in France and the flagship of M6 Web, M6 Replay found its economic footing and saw its strategy vindicated in 2010. Free for users, this service is funded through a premium advertising offer much appreciated by advertisers. A powerful stance and a bet that paid off: on average, 30 million videos are watched every month on M6 Replay. 2010 also marked an explosion of new services. The applications for iPhone and iPad won a resounding success: the M6 application registered a total of over 1 million downloads in three months! However, it was M6 Mobile by Orange that saw the biggest growth in number of subscribers, reaching a record figure of 2 million customers, or one young person out of five.

### 2. Consumer habits change very fast; how do you adapt to them?

All activities linked to the web are in a constant state of flux. Every year, new habits in non-linear mode crop up on all screens, forcing us to adapt and anticipate in order to comply with the habits of our customers. With the arrival of the iPhone and iPad, we are witnessing an explosion of new video-watching habits to which we are adapting without sacrificing the quality of the content and services we offer. The new non-linear, transversal nature of programmes means we can develop complementary and exclusive offers and leads to the creation of communities, or "social TV", that allows the viewer to establish and maintain a relationship with the programme.

Our job involves anticipating: the use of catch-up TV is going to increase, and complementary habits are going to increase the potential for watching programmes online. In 2011, I watch *X Factor* on M6, and at the same time I have access to a programme 100% online through *M6.fr*.

### 3. What is the place of the internet within the Group?

M6 Web is the natural extension of the channel. In this respect, television remains the cornerstone of the system. And for their part, the new businesses like M6 Mobile and M6 Replay enhance the image of M6 and provide it with productive energy and creative impetus. From one programme, M6 Web can conjure up a short programme (*100% Foot, les pronos*), an iPhone application (*Turbo*), a mobile phone pay monthly offer (The Amazing Offer) or a dedicated website (*100% poker.fr*).

On the channel websites (*M6.fr, W9.fr, Teva.fr*) and thematic portals (*Deco.fr, Clubic.com, Jeuxvideo.fr, Turbo.fr*), the offer has been consolidated and the content enhanced in order to encourage interactivity and community behaviour, thus enabling the development of a qualified and attractive audience based around cohesive programmes and themes. To this end, teams of journalists are specifically assigned to writing the web pages in order to create exclusive content. Last but not least, M6 Web has joined forces with some powerful players in order to create partnerships or community websites, for example the recent partnerships with online games Betclic and Everest Poker, or Habbo Hotel, the first virtual community for 13- to 18-year-olds and the second biggest social network in the world after Facebook; for six years now, M6 has been the exclusive partner of Habbo Hotel.

“ *The culture of M6 is the culture of risk-taking and reactivity.* ”

#### KEY FIGURES

- 39% growth for the Group's channels' websites
- 64% growth for M6 Replay
- 2 million subscribers to M6 Mobile



“My aim is to give the M6 Mobile brand maximum visibility and a strong personality so that young people under 25 identify with it and opt for it. All throughout the year we invest heavily in advertising on M6, W9, the music channels and all Group websites. We also deploy licences over a broad range of communications channels that are most suited to the target group, both media and non-media (*Twilight Saga, La France a un Incroyable Talent, Péking Express*, etc.). Sometimes, even some presenters burst into our campaigns! All of this helps to maintain our entertainment-based positioning.”

**Olivia Gauss**  
M6 Mobile - Senior Communications Manager



“I work at the core of the M6 Group’s diversification activities, in new technologies and new media, a fascinating and extremely dynamic sector. On a daily basis, and in collaboration with all Group entities, I coordinate and negotiate the rights to exploit programmes and all other relevant content on electronic communication networks. This is aimed at enhancing all or part of the platforms and services offered by M6 Web (catch-up TV, M6 Video On Demand, the M6 Group websites, iPhone - iPad applications, etc.) which are a response to new programme-watching habits and a source of extra revenue for the M6 Group.”

**Flavie Alix**  
M6 Web - Head of Multimedia Acquisitions Coordination



“I identify and analyse the various current trends in new media in order to bring enlightenment to our various business departments. Social networks, Smart TV, smartphones and tablets are at the centre of my preoccupations!”

**Emmanuel Dupouy**  
M6 Web - Marketing Surveys and Business Development project leader



# ACTIVITIES



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# MAGAZINES

YOUR LIFE  
IS OUR INSPIRATION



L'Amour est dans le pré

## THE HEART OF THE FRENCH

**4.9  
million**

viewers on average  
for *L'Amour est dans  
le pré*

The life magazines play an active role in shaping the character of the Group's channels and help cement the relationship with the viewer. Presenting matters realistically but with an optimistic slant is one of the challenges our magazines have to face. This ideal is reflected in the personality of our presenters: taking a direct, no-nonsense approach, they put themselves on an equal footing with their participants and strive to establish a sincere rapport which is not lost on the viewer. No less than 30 magazine programmes open the window onto a world of possibilities in which the public can see, identify and project itself. The huge range of themes, providing thoughts, reflections and answers to viewers' deepest preoccupations, allows each person to find and appropriate the programmes closest to their heart: love, the home, cooking, friends, discovery, escape... these are the ingredients of everyday life from which we draw our inspiration.

*L'Amour est dans le pré*, Season 5: the most popular TV programme of the summer, all channels included. Eleven farmers, men and women, all in search of love touched our hearts and brought home the fact that there are other dimensions of life apart from our own. The simplicity and openness with which they agreed to bare their souls and share their daily existence with us are in complete contrast with the clichés we are used to hearing from "beautiful people". In the words of one of the participants, "Love is what matters".

*Les Français, l'amour et le sexe*. A very bold conception with a no-holds-barred approach, a sexologist who doesn't flinch from explaining sexual positions in front of a large studio audience, and frank interviews with couples of all ages. The French are interested in their own sexuality: it is a subject without taboo, a daily preoccupation. Followed mostly by girls and women between the ages of 15 and 34, these four investigations rocketed M6 into second place in the evening ratings and broke a record with 3.1 million viewers.

In *C'est ma vie* on M6, presenter Karine Le Marchand takes us on a journey of discovery through the daily lives of families: life stories are told with honesty, and troubles and joys are shared with an ever-growing audience (1.9 million viewers in March 2010 for the special focus on mother and daughter relationships).

Modesty and feeling are the watchwords of *Vies croisées* on W9, presented by Marie-Ange Casalta. Over several months, the modest heroes and heroines of this life magazine share with us the ups and downs of their lives, the striking, painful or complicated moments of their existence. The programme has attracted up to 1.1 million viewers.

*Le convoi de l'extrême* on W9, presented by Stéphane Rotenberg, followed a group of extraordinary men on a two-month journey across the Canadian tundra in order to accomplish one of the most dangerous jobs in the world. This programme beat the all-time record for a DTT broadcast: 1.4 million viewers.

In *Ma Première fois* on TF6, with the encouragement and empathy of presenter Élodie Gossuin, parents and young adults recall this very special moment in their lives. Without voyeurism or false modesty, in a simple straightforward manner, guests recount pleasant and not so pleasant experiences, enabling viewers to identify with them and feel less alone when confronted with their "first time".



Les Français, l'amour et le sexe





## HOME SWEET HOME

Stéphane Plaza takes charge of your plan to buy or sell a house or flat, making allowance for current property prices and the prescribed budget.

In *D&CO*, Valérie Damidot gives your house or apartment a complete facelift in line with the latest tastes and trends in interior design.

- *Maison à Vendre* - record audience ratings with **4 million** viewers.
- *Recherche appartement ou maison* - record audience ratings with **3.5 million** viewers. Stéphane Plaza is elected the 3<sup>rd</sup> favourite presenter of French people (Omnicom Media Group survey, 25-29 January 2011).
- *D&CO* - up to **3.1 million** viewers.
- *Un Trésor dans votre maison*, a new magazine programme presented by Jérôme Anthony and auctioneer Emmanuel Layan, embarks on a quest for objects of value hidden in people's houses - watched by a record **2.1 million** viewers.

On *Téva*, it's Cendrine Dominguez who leads the dance with *Téva Déco*.

### PARTNERSHIP

*Téva* went into partnership with BHV around a theme they have in common: decoration. A *Téva Déco* corner set up in a BHV store became the scene of a casting, filmed in the presence of Cendrine Dominguez and her team, to select the future "one-day decorators" for the programme *Téva Déco*. The "Cafés déco by *Téva*" are organised four times a year around a theme presented by Cendrine Dominguez.

## THE PLEASURES OF THE PALATE

Food, a subject close to the hearts - and stomachs - of French people, is now officially recognised as part of the UNESCO intangible heritage - epicurian cuisine. M6 has not wasted time jumping onto this bandwagon, with a menu of programmes designed to cater for all tastes, both amateur and professional.

*Un Dîner presque parfait*, on M6, brings people of all ages around the same table. One could not wish for a more perfect illustration of the Group's diversity strategy. The programme has spawned a whole gamut of spin-off products (games, books, magazines, kitchen utensils and crockery), special broadcasts (lookalikes, ski, brunch, seduction, camping, cooking blogs, cookery classes, family, stars, dinner for next to nothing, etc.) and the prime time shows *Un Dîner presque parfait - France vs Rest of the World* and *Un Dîner presque parfait - The Battle of the Regions*, which attracted an incredible number of viewers: 3.2 million people watched the final of Season 2.

*Top Chef* organised the biggest cookery competition on TV: under the guidance of telly chef Cyril Lignac, the 12 top young hopefuls of the French culinary world battled it out before a judges panel consisting of four of the greatest French masters of the art, Ghislaine Arabiant, Christian Constant, Thierry Marx and Jean-François Piège. 4.3 million people watched the final of this adventure on M6 for future chefs and saw Romain Tischenko, the winner of 2010, walk off with a cheque for €100,000.

*À vos papilles*, with Laurence Roustandjee, sat *Téva* round the table to discuss food, cooking and health and impart some amusing and entertaining ideas for new recipes.

**4.3 million**  
people watch the final of *Top Chef*

**4 million**  
viewers, best ever audience rating for *Maison à Vendre*



Maison à Vendre



Top Chef



Top Chef



À vos papilles



D&CO



3.4 million

people watched  
*Péking Express - Shock Duos*



La mode, la mode, la mode



Ça balance à Paris



Accès Privé

## TRAVEL AND ENTERTAINMENT

Discovery, learning with fun, finding new ways of looking at culture, travel and showbiz, these are just some of the attractions that have brought success to the Group's channels.

In 2010, *Péking Express* put out two series on M6, both presented by Stéphane Rotenberg:

- *Péking Express - Journey to the End of the World*, in which 10 teams set out on a 10,000-kilometre journey across South America on a shoestring budget of one euro per day, in search of adventure and challenge, determined to push themselves beyond the limit.
- *Péking Express - Shock Duos*, in which 6 celebrity duos covered 4,000 km along the roads of India, still with only one euro a day in their pockets, with the object of raising a maximum of funds for their chosen charity.

*E=M6*, the science magazine *par excellence* on M6, presented by Mac Lesggy, celebrates its 20<sup>th</sup> anniversary in 2011. This programme is a must for viewers who love to combine fun with learning and enjoy marvelling at the wonders of science while testing their knowledge.

Paris Première is a bold, demanding, trendy and provocative channel that seeks to be different from the rest. It's the channel for culture and smart, classy entertainment. Its highly original programme offering includes over a dozen magazines on different themes, including:

- *Lescure... tôt ou tard*, a new chat show hosted by Pierre Lescure.
- *Paris Première Style*, a new lifestyle matinée presented by Alexandra Golovanoff and hosting two new programmes: *Très très bon*, a gastronomic chronicle, and *Le parfaitomètre*, a focus on the week's hot trends.
- It is also the channel for culture vultures, who can enjoy programmes like *Ça balance à Paris*, the contemporary art magazine *Otto*, and *Cinéquin*, a look at what's on at the cinema.

Paris Première also schedules special weeks dedicated to celebrities, who step into the shoes of chief editor for a week. Stars who graced the programme with their presence last year included Vanessa Paradis, José Garcia, Penelope Cruz, Martin Scorsese and Leonardo DiCaprio. Guillaume Canet and Patrick Timsit also participated.

## 100% FEMININE

The life of women has not been fossilised in the shape of the ideal housewife of the Sixties. Reflecting the image of those women who manage to combine their career, love life, motherhood and friendships, enjoy life, practice a sport and stay beautiful, Téva opens new windows every week onto these daily preoccupations of women, thus weaving a fabric of complicity with its audience as no other channel does. Check out *Du temps pour moi* with Sophie Brafman and *Les Aventures de Marine*, presented by Marine Vignes.

Women also occupy pride of place on Paris Première, the fashion and glamour channel, for example in the fashion parade of *Victoria's Secret*, fashion magazine *La mode, la mode, la mode* presented by Alexandra Golovanoff, the 4 yearly broadcasts of haute couture and prêt-à-porter fashion shows in their entirety, *the Etam Show*, *the Miss World*, *Miss Universe* and *Miss USA* beauty pageants, and two new sexy and classy documentaries this year, *La saga du calendrier Pirelli* and *Les filles en vogue*.

Les Aventures de Marine

## CONFESSION TIME

Programmes that bestow a feeling of exclusivity on audiences who choose their evening viewing in accordance with their desires and preoccupations.

TF6 invited a cult celebrity, Jean-Claude Van Damme, to create a new programme of unprecedented frankness and intimacy, *Jean-Claude par Van Damme*, a documentary that took the audience through his life, from his childhood in Belgium to his career as a film-maker in Hong Kong, penetrating the image and revealing the man behind it. Drawing ever closer to her audience, Cécile de Ménibus on TF6 makes a freeze-frame with *100% Phénomènes*, a programme about people like you and me in every respect, except... they have a special talent or strange propensity to boot: lookalikes, funny noises, counting backwards... TF6 enhanced its credibility with the young generation with a programme entitled *Mon stage de rêve*, which helps young people find an internship at a company and then follows them through this first professional experience.

In *Accès Privé* on M6, Virginie Guilhaume and Faustine Bollaert reveal the hidden facet of celebrities' lives. In 2010, this people magazine broke its own audience record with 2.5 million viewers.



# NEWS

UNDERSTANDING, KNOWLEDGE,  
SURPRISE



**3.5 million**

viewers  
Top audience rating  
of the year for the  
19 45

**5 million**

hits on news website  
*M6&Msn actualités*

One of the most important challenges in 2010 was how to present the news on TV. TV journalism is an art that demands curiosity, hard work, meticulous research, the ability to illustrate and the will to decipher information and communicate it in a clear form. Current events are viewed close up, analysed in a straightforward, accessible way, and interpreted from a standpoint that coincides with that of the general public. Our viewers appreciate this innovative, down-to-earth, professional manner - a direct inheritance from predecessor newscast *Six Minutes*, but totally different at the same time. Our ability to combine two styles of daily news presentation, in the form of *100% Mag* and *Le 1945*, was the secret of our prime time success in 2010. In line with the general public's overall perception of the Group, classic current affairs programmes like *Capital*, *Enquête Exclusive*, *Zone Interdite* on M6, *Enquête d'action* on W9 and *Les Dossiers de Téva* also saw their audiences rise last year.



## NEWS

### THE 1945

French people quickly understood why a new TV news show was created. The *1945* has established a firm position as the news show for the under fifties and, under a classic guise, has quietly revolutionised the way news is presented: a subtle and balanced alternation between international, national and regional news, the direct no-nonsense style adopted by its correspondents, who avoid falling into the trap of sensationalism or alarmism, a state-of-the-art studio (the Jean Drucker Studio, giant screens) and the modern, non-conformist approach of the newsreaders.

Since the summer, new talent has been added to the team: Xavier de Moulins, journalist and symbol of Paris Première, with David Jacquot as substitute. The Friday and weekend newscasts are presented by Nathalie Renoux, backed up since the start of the year by Céline Bosquet.

The real difference, not to say novelty, lies in the interactivity and the bond created with the viewer during the "Explain to us" session. Every day, journalists from the M6 editorial team answer viewers' questions live during the 19h45 broadcast. With a record audience rating of 3.5 million for the year, the *1945* consolidated its position as the second most popular news show watched by the under fifties.

### THE 1245

The lunchtime news broadcast, *Le 1245*, is presented by either Aïda Touihri or Franck Georgel. This programme is characterised by the same direct style, the same speed and clarity of presentation and the same interactivity, this time in the form of "Question of the Day", which is submitted from the *M6&Msn actualités* web platform (140,000 participants a day).



This news website, which was launched 18 months ago at the same time as the *1945*, registered 5 million hits a month and occupied 6<sup>th</sup> position in the news website ranking list. The website has successfully tracked the evolution in the way the news is followed by a public that is becoming more and more demanding and inquisitive about what is happening in the world. Apart from the questions answered directly during the news programme, viewers can also participate in the news show via webcam through the *M6&Msn actualités* website.

The high point of this year of innovations was election evening, exclusively presented by Nathalie Renoux and with interactivity via *M6&Msn actualités*, where voters could hold live debates with special guest politicians.



## POWER BRANDS

In 2010, 137 evening time slots were devoted to current affairs programmes on M6 and W9. These programmes have been one of the M6 Group's most characteristic strong points for over 20 years. With their nose to the ground and finger on the pulse, they focus on current topics, often delicate and complicated ones, from a different angle of view to the one normally adopted.

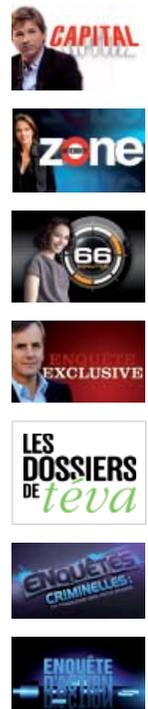
The Group continues to deploy its brand strategy in the Sunday slot: its emblematic current affairs investigations - *66 Minutes* (presented by Aïda Touihri), *Capital* (Guy Lagache), *Zone Interdite* (Mélicha Theuriau) and *Enquête Exclusive* (Bernard de La Villardière) - never cease to enlarge their respective viewer followings. For 3 years now, Estelle Denis has succeeded in arousing the same daily enthusiasm for her 7 pm show, *100% Mag*.

To confirm the Group's reputation for novelty, the emphasis in 2010 was on producing new programmes. Alongside its subsidiary, C.Productions, the M6 Group called upon the services of over 80 independent production companies specialising in documentaries and reports. The former plays a key role in the economics of independent production. *Capital* spawned a successful offspring in the form of *Capital Terre*, an environmental magazine that unveils the secrets behind our eating habits, showing us the devastating effects they can have, and travels to the four corners of the planet, from Ethiopia to Indonesia, from the Far West to the Sea of China, in search of solutions to the problem of feeding the world. After geography comes history, with *50 ans qui ont changé notre quotidien*, a programme that traces fifty years of human existence, daily life, habits and customs.

In *Enquête Exclusive - Grand format*, Bernard de La Villardière takes us on a voyage of discovery to the most astounding, innovative, dangerous or endangered cities in the world. *Accusé à tort*, a new current affairs programme hosted by Nathalie Renoux in the second evening slot, also registered a fine performance in 2010, attracting up to 1.4 million viewers.

W9 confirmed its success with the "investigation" format, throwing down the gauntlet to the other free channels. *Enquête d'action* celebrated five years on the air, and Sidonie Bonnec and Paul Lefèvre in *Enquêtes criminelles* take us through the stages of various criminal investigations.

In its documentaries, Téva keeps its characteristic style, addressing a loyal, female following, curious and open-minded about the subjects of family, childhood (sometimes difficult and painful) and women. Highlights included *Les Dossiers de Téva* ("The Heiresses", "My child is autistic"), the *Golden Ladies of 2010* documentary, which included an interview with Bernadette Chirac, the *Day-to-day Heroines* collection and, coming soon, the documentary series *Lire, écrire, grandir*.



### MAGAZINE PROGRAMMES' TOP VIEWING FIGURES IN 2010

- 4.4 million *Zone Interdite*
- 4.1 million *Capital*
- 3.3 million *Capital Terre*
- 2.7 million *66 Minutes*, best audience rating for 2 years
- 2.4 million *Enquête Exclusive*
- 1.3 million *Enquêtes criminelles* and 1.2 million for *Enquête d'action* on W9



Zone Interdite



Enquête Exclusive



Capital



Les Dossiers de Téva

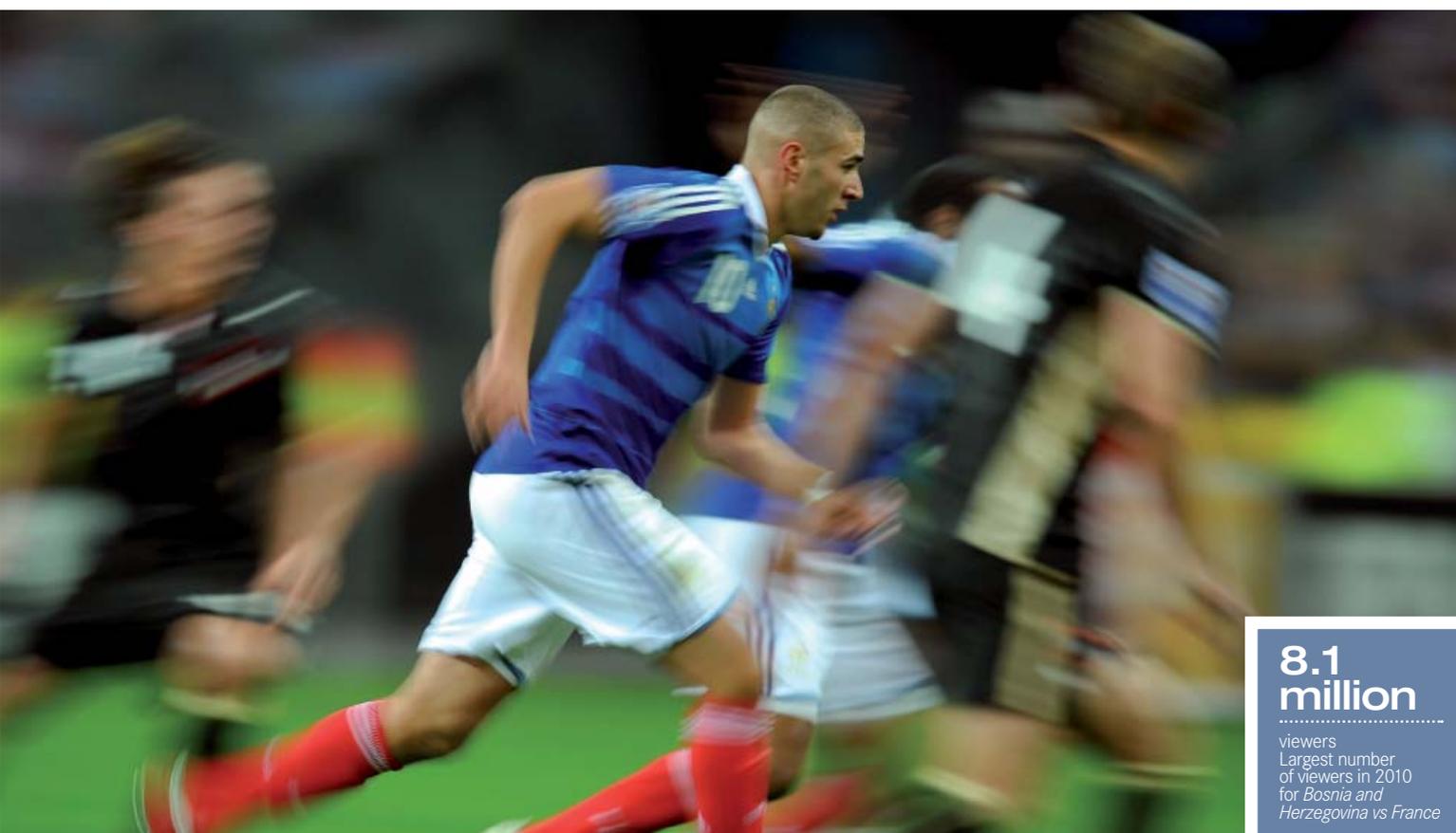


100% Mag



Enquête d'action

# SPORT PERFORMANCES THAT BRING PEOPLE TOGETHER



**8.1  
million**

viewers  
Largest number  
of viewers in 2010  
for *Bosnia and  
Herzegovina vs France*

**With its talent for anticipation, the M6 Group is able to analyse and understand the way that people are following sport nowadays and thus cater for the need to watch matches on any available types of device.** This was one of its biggest successes last year. M6 is pulling ahead of the field, and once again it is football, one of the favourite pastimes of the French, that gets the best score in terms of audience ratings. Other sports are not left out, with ample coverage of sports and disciplines including figure skating, tennis, American football, the martial arts and dance competitions on all Group channels.

## A DREAM AT ITS FEET

M6 - top audience rating of the year 2010: 8.1 million people watched *France vs Bosnia Herzegovina*. For the first time in France, M6 incorporated a "3D analyser" into its match broadcast.

CB News Media Grand Prix: in June 2010, the *Ireland vs France* football match, which brought together 8.2 million spectators on M6 on 14 November 2009, was awarded the prize for the best media coup.

Apart from showing the big matches, such as *Benfica vs Olympic Marseilles* in the Europa League (3.1 million viewers) and the Champions Trophy game between *Marseilles* and *Paris St Germain* (2.5 million viewers), M6 also broadcasts a regular Sunday evening football programme, *100% Foot*, during which Vincent Couëffé entertains and enthral football addicts (up to 700,000 viewers) with his deliberately off-beat, outspoken commentary on the weekend's results. The secret of the programme's originality is in the rapport established every week between its special guests: the mixture of personalities from the worlds of sport, politics and the media is guaranteed to throw up fascinating discussions, to the audience's delight. Special guests on the programme included Laurent Blanc, Didier Deschamps, Claude Makelele, Pape Diouf, Jean-François Copé, Michel Drucker, Julien Clerc and Bernard Laporte.

On W9, the showing of Europa League matches not only produced a high score in terms of viewers - well over a million for each match, and 1.6m for *PSG vs Borussia Dortmund* - but also helped the channel as a whole to stay in sync with its audience: W9 is the Group channel most appreciated by under fifties men.

## OTHER EVENTS

For 21 years, *Sport 6* has livened up viewers' Sundays with its double dose of sport, two ten-minute programmes, all in images, broadcast at 11.45 am and 8.30 pm and watched by up to 2.8 million people. In the evening broadcast, the famous or rather infamous "Red Card" has become the trademark of *Sport 6*. Everything distasteful in the world of sport is laid on the table: there is no beating about the bush!

*Turbo*, the programme about cars and everything to do with them, has enjoyed cult status on M6 since its first launch. The change of coat in 2010 enabled it to draw a large audience of enthusiasts (up to 1.4 million) every week. Presenter Dominique Chapatte has widened the scope of the programme to include everything from racing cars to electric vehicles and has shown viewers how to steer through a minefield of social issues concerning sociological, economic and environmental trends. The programme offers close encounters of the unusual kind, interviews where celebrities talk about their dream cars (José Garcia, Gérard Depardieu), the latest news about environmentally friendly cars and comparative tests. The *turbo.fr* portal enables car fans to keep abreast with the news throughout the week. The interactive sections allow viewers to follow the film crew during filming and to see test previews of new models.

Sport is not excluded from the spirit of novelty and originality that prevails on Paris Première. As with its fashion and live shows, the channel places an emphasis on the live broadcast, showing over fifty sporting events a year, including tennis matches, the Paris Bercy dance trophy, the martial arts festival, St Patrick's Day, and ice-skating with *Holiday on Ice*.

For its 10<sup>th</sup> anniversary, TF6, represented by Élodie Gossuin, set a challenge to its presenters. After all, 10 years of broadcasting is something worth celebrating! To celebrate its first decade, the channel organised a legendary combat: presenters vs employees! TF6 invited this fine body of men and women to spend an unforgettable weekend of free falls, canyoning, mountain biking, via ferrata, extreme sports, and more... Filmed non-stop day and night, presenters and employees alike gave exceptional performances - a unique confrontation!

## THE GIRONDINS DE BORDEAUX

In 2011 the Girondins de Bordeaux Football Club celebrated its 130<sup>th</sup> anniversary. The club is anchored in the genes of the Aquitaine people, and its matches are the most popular events in the region, with more than 500,000 spectators.



The advent of the M6 Group injected a dose of modernism into the club whilst continuing to respect its traditional values. The strategy of diversity and interactivity was applied to football as it is to all of the Group's subsidiaries; the M6 Group's websites offer fans a gateway onto the world of football, and integrated services and powerful brands are offered via all media: the *Girondins TV* website (130,000 hits a month and 3.5 million web pages viewed), a radio station, a debit card, an online boutique, a mobile telephone offer, SMS alerts, a magazine sold at newsagents', and more... The club has preferred an organic approach to developing its activities, relying on its highly qualified in-house staff. The club has filed over a dozen trademarks, which have strengthened the presence and boosted the reputation of the Girondins.

Outstanding achievements:

- 6<sup>th</sup> in the 2009/2010 French championship.
- Reached the quarter finals of the Champions League in 2010.
- Finalist in the French League Cup.

One of the greatest French clubs.

Six times League champions, three times French Cup, three times League Cup and twice Champions Trophy winners, the club can boast one of the most impressive track records in the history of the game in France. With 180 matches contested in the various European championships, one Champions League semi-final and one UEFA Cup final, the club has gained international renown, and now boasts an international squad of players who have recently joined or confirmed their selection for their respective national sides, players of the calibre of Alou Diarra and Cédric Carrasso, members of the French national team. The line-up is completed with some young players nurtured in the club's own training centre and frequently called upon to represent their countries: Tremoulinas and Planus (France), Diabate and Coulybaly (Mali) and Sane (Senegal). The club has persevered with its training strategy in focusing on the quality of its training centre, which has won frequent acclaim as one of the best in France and qualifies as an incubator of young talent according to French Football Federation criteria.

A club open to the media.

Since August 2008 the club has offered fans a dedicated TV station, *Girondins TV*, accessible via Orange, Numéricable and Canalsat. This local channel, whose advertising sales are managed by M6 Publicité, keeps fans up to date with the latest news and gives them a chance to meet the players and watch the matches. Apart from showing matches, the programme schedule is further enhanced with interviews, programmes, testimonies and match analyses.

The M6 Group sports portfolio is completed by card games, board games, websites, tablet and smartphone applications and magazines.



**5.4 million**

box office tickets sold for *Les Petits Mouchoirs*  
No. 1 French film of the year



# CINEMA

## OUR 6<sup>TH</sup> SENSE

### ON THE BIG SCREEN

#### PRODUCTION: M6 FILMS

**The activity of film production helps to enrich the heritage of cinema.** The work of a film producer, like that of a broadcaster, hinges on the quality of the project and its team, but neither one nor the other can exist without the third pillar: the audience. Out of the nine films co-produced by M6 Films, five sold more than a million box office tickets and two were ranked amongst the top ten French films of the year: *Les Petits Mouchoirs* and *Le Mac*.

For the second year running, M6 Films was co-producer of a French cinema blockbuster: in 2009 it was *Le Petit Nicolas*, and last year *Les Petits Mouchoirs* was the No. 1 French film of the year and the second top film after *Harry Potter*, all nationalities included. In his third film, Guillaume Canet succeeded in winning over French audiences with a story about a group of friends. Guillaume Canet, actor, director and producer, certainly managed to win over the M6 Group right from the start!

Working together, Canet and M6 brought this project to fruition with the help of loyal teams and meaningful encounters, relying on a backbone of mutually complementary disciplines, skills and capabilities, each one nourishing and feeding off the others. TV audiences and cinemagoers showed their appreciation for the actor-cum-director's *modus operandi* by flocking to see *Les Petits Mouchoirs* at the cinema (5.4 million box office sales) and by watching his second film, *Ne le dis à personne*, scheduled on M6 to coincide with the cinema release of *Les Petits Mouchoirs*, in equally large numbers (5.5 million viewers).

Film production is also a means for M6 to respond to growing competition from the international audiovisual sector.

In 2010, nine M6 co-productions were released at the cinema, of which five, including the No. 1 French film of the year and four typically French comedies, sold more than one million box office tickets:

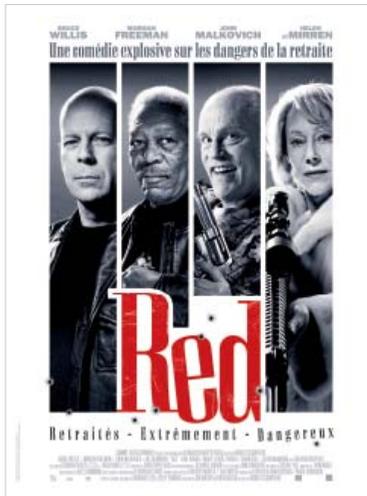
- *Le Mac*, starring José Garcia: 10<sup>th</sup> position at the French box office with 1.5 million tickets sold,
- *Tout ce qui brille*, starring Géraldine Nakache and Leïla Bekhti - 1.4 million tickets sold,
- *Fatal*, starring Michael Youn - 1.2 million tickets,
- *L'Italien*, featuring the Kad Merad and Olivier Baroux duo - 1.1 million box office sales.

In France, the major national free TV channels are under an obligation to invest 3.2% of their net advertising revenues in French and European cinema production. M6 Films met this obligation last year, investing €16.8 million in such projects. The co-production subsidiary set its heart on encouraging new talent by backing young directors for their first films, due for release in 2011:

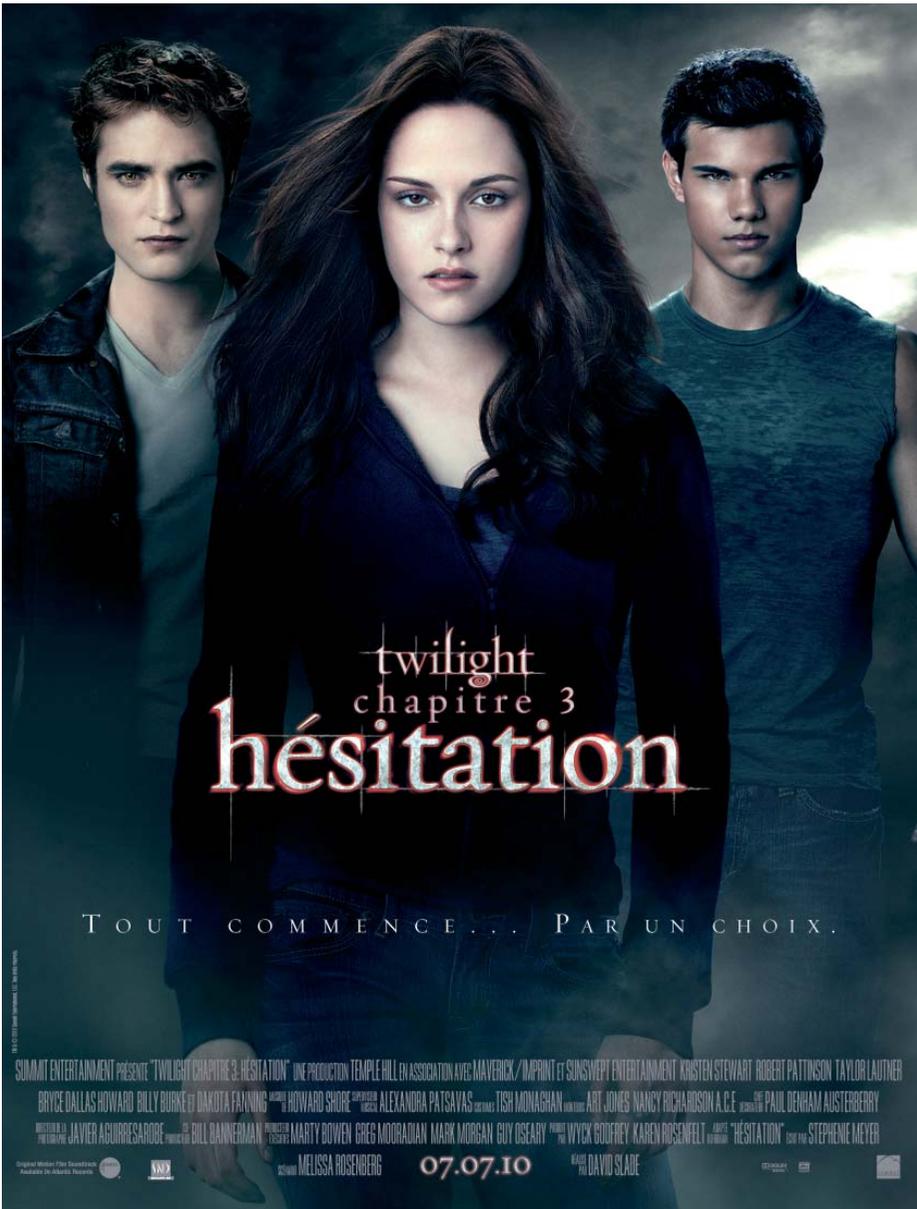
- Sylvain Fusée's *Philibert*, starring Jérémie Renier, Alexandre Astier and Manu Payet,
- Juliette Arnaud and Corinne Puget's *Arrête de pleurer Pénélope*, inspired by the successful plays of the same name,
- Matthieu Delaporte (2<sup>nd</sup> film) and Alexandre de La Patellière's *Le Prénom*, a cinema adaptation of a 2010 theatre box office hit in which Patrick Bruel resumes his role,
- M6 Films showed its continuing loyalty to its brood of talent by producing Éric Lavaine's fourth film, *Bienvenue à Bord*, starring Franck Dubosc and Valérie Lemercier, and Thomas Gilou's third, *La Vérité si je mens*.

A cinema film's performance on TV is the mirror image of its success at the box office: a great film or acting performance is capable of arousing the same excitement and enthusiasm regardless of the medium on which it is seen.





Ne le dis à personne



**5.5 million**

viewers watch  
*Ne le dis à personne*  
in prime time

**4.3 million**

viewers on average  
for the *Star Wars*  
saga



## BROADCASTING: THE GROUP CHANNELS

All Group channels made progress last year, largely thanks to the success of the evening cinema and its variety of films, ranging from recent adventure films to golden classics.

Successful films co-produced or acquired:

- *Ne le dis à personne*: 5.5 million viewers in prime time, the 3<sup>rd</sup> best audience ever for a French film on M6,
- *Contre-enquête*: 3.9 million viewers,
- Family films: *Nanny McPhee*, watched by 5 million people,
- Cult films: 4.3 million viewers on average for the *Star Wars* saga,
- Critically acclaimed films: *Into the wild*, 3 million viewers,
- A month of Will Smith: 3.4 million viewers on average for five films, with a top audience rating of 4.1 million for previously unreleased *I Robot*,
- An evening of Julia Roberts: 2.5 million people watched *My Best Friend's Wedding* in prime time, and 1.8 million stayed up to watch *Stepmom* in the 2<sup>nd</sup> part of the evening.

In 2010, 161 programmes on W9 attracted an audience of more than a million, compared to 132 in 2009. It was also thanks to its programme of "strong" films that W9 managed to bag 45 out of the top 100 best audience ratings on DTT last year and win the all-time record on DTT with:

- *Star Wars: The Revenge of the Sith* - 2 million viewers,
- *I Robot* - 1.7 million viewers,
- *The Simpsons Movie* and *X-Men 2* - 1.4 million viewers.

The theme-based pay channels also achieved excellent viewing figures with films selected to appeal strongly to their respective core audiences, hence *Grease* on Téva (260,000 viewers) and *King Solomon's Mines* on TF6 (the channel's best audience rating for more than 2 years with 237,000 viewers). Paris Première delved into the archives of cinema heritage, showing French cult films from the post-war period until now plus the biggest US blockbusters with their star-studded Hollywood casts. A carefully conceived cinema schedule enabled the channel to achieve its best ever film audience rating during this season: 380,000 viewers for *Ronin*, putting the feather in the channel's cap and justifying Paris Première's cinema programming strategy based on cycles and theme evenings. Téva is a partner of the 30<sup>th</sup> Romy Schneider-Patrick Dewaere "young cinema talent" award, a highly valued annual prize that goes to two up and coming young hopefuls of the Seventh Art.

## DISTRIBUTION: SND

For SND's teams, quality is the key selection criterion for its investments, whether they be in music, live show or the cinema. Quality of content is directly proportional to broadcasting capacity and range of distribution. This means being bold, taking risks, making quick decisions and maintaining a certain degree of flexibility. The decision to acquire a 10% stake in the Summit production company has proved to be a highly profitable investment that has enhanced the group's prestige and landed the M6 Group with a position on the Board of the top independent American film studio.

In 2010, the cinema market registered a slight growth, with cinema attendance increasing by 2.7% to reach a figure of 206.49 million box office ticket sales, a record since 1967 (source: CNC). Against this backdrop, SND made 6.5 million box office ticket sales for a reduced number of films: of the 10 films distributed, excluding technical release, the most notable were:

- *The Twilight Saga: Eclipse*. 8<sup>th</sup> most successful cinema film of the year, with 3.9 million box office sales, proof of the enduring popularity of the saga, already seen by 11 million viewers in France, and due to continue in 2011 and 2012 with the next two films, distributed by SND.
- *Red*: 824,000 tickets sold,
- *Remember me*: 468,000 tickets sold,
- *The Hurt Locker*, released as *Démineurs* in France by SND, received the ultimate recompense, the Oscar for Best Film of the year.

With its 800 titles, M6 Vidéo is one of the top independent labels on the market, excluding majors, and is present on all sales channels from traditional networks to newsagents.

Its catalogue of films is rich and varied, covering all periods and genres ranging from comedy to cartoon, alternative films to blockbusters.

M6 Interactions has a second activity consisting of remastering old French classics, published as the Bourvil collection in six series, with 115,000 copies sold.

2010 bestsellers:

- *The Twilight Saga: New Moon* and *The Twilight Saga: Eclipse*,
- *XIII*, the mini-series,
- *The Secret in their Eyes [El Secreto de Sus Ojos]*, an Oscar-winning film from Argentina,
- *Best of Humour* by the Chevaliers du Fiel.



# DRAMA, SERIES & YOUTH BIG MOMENTS ON SMALL SCREENS

**SCÈNES**  
*de*  
**ménages**

**3.5 million**  
.....  
viewers - an all-time  
record for *Scènes de ménages*

The power of the M6 Group strategy lies in generating brands that can co-exist in perfect symbiosis but are, at the same time, independent projects in their own right, grouped together under the umbrella of a big household name with a strong identity.



Victoire Bonnot



L'Amour vache

## DRAMA: STORIES THAT GO TO THE HEART OF THE MATTER

In 2010, for the first time, three French drama series found their way into the top ten audience ratings on M6. These three previously unreleased series attracted over 4.7 million viewers, one third of whom consisted of women under fifty, and covered themes as varied as “love, school and pregnancy”, with performances from such perennial favourites as Valérie Damidot, Pascal Légitimus and Delphine Chanéac.

Successful launches of new drama brands:

- *Victoire Bonnot*: 4.7 million people followed the first episode, three episodes have already been filmed and three more are in the pipeline for 2011.
- *Ma femme, ma fille, deux bébés*: best audience rating for a French drama series since May 2007 with 4.8 million viewers and 35.3% of under fifties housewives for the first episode, with two films under preparation for 2011.
- *L'Amour vache*: an upper-class romantic comedy, set in the countryside, that drew 4.7 million viewers.

With *Les semaines de Lucide*, a French drama series made by Série Club, the channel set itself an exciting new challenge. Viewers fell instantly for this zany, ironic series with its somewhat exasperating heroine.



Ma femme, ma fille, deux bébés

## CULT SERIES

Six Group channels provide ample space for the “series” genre, offering a wide choice of themes that coincide with the expectations of all age categories whilst respecting the requirements of responsible broadcasting, particularly concerning violent content. The programming units and content acquisition teams carried out extensive research in order to select thirty or so different and original series with which to enhance the M6 Group offering.

The popularity of cult series is far from waning. So the M6 channel continues to offer power brands that never fail to achieve high audience ratings:

- *NCIS* - up to 6.9 million viewers,
- *Bones* - up to 4.9 million viewers,
- *Desperate Housewives* - up to 4.1 million viewers.

*Scènes de ménages*, Season 2: after the huge success of Season 1, Huguette and Raymond, Liliane and José, Marion and Cédric are back with a vengeance, with 200,000 more viewers every evening compared to 2009. They are keeping up the pace in 2011, with a historic 4.1 million viewers in March. The advertising campaign, which is shown in 1,400 cinemas in towns and cities of over 500,000 inhabitants, faithfully reproduces the atmosphere that prevails in the lives of these three formidable couples. Good starts were also made by the new series of *NCIS: Los Angeles* (up to 4.3 million viewers) and *Lie to me*, starring Tim Roth as an applied psychologist specialising in body language, which has drawn up to 4 million viewers.

*The Simpsons* on W9 continue to appeal to all generations, as they have done since 1989. Homer, Marge, Lisa, Bart and baby Maggie Simpson dish out the laughs for 1.2 million viewers.

4.7  
million

viewers watch  
romantic comedy  
*L'Amour vache*

4.8  
million

viewers for  
*Ma femme, ma fille,  
deux bébés*



NCIS

True to its colours, Paris Première, which puts a premium on originality and quality, hosted a number of high-profile series starring major actors and actresses:

- *Modern Family*: this triple Emmy Award winner was broadcast exclusively on Paris Première.
  - *Dead Set*: a gory and unlikely encounter between reality TV and zombies.
  - *The Beast*: Patrick Swayze's outstanding last performance.
  - *Life on Mars*, with Jason O'Mara and Harvey Keitel.
- ... not forgetting the previously unreleased latest seasons of *Nip/Tuck*, *Satisfaction* and *Wallander*.

Series producers continue to draw inspiration from the female sex, putting more and more women into key original roles. In 2010, Téva decided to focus on characters that were truly different:

- *Drop Dead Diva*: the adventures of a wannabe model reincarnated as a plus-size attorney.
- *Cougar Town*, with Courteney Cox, best series launch for the channel in prime time with an average of 210,000 viewers.
- *Vous les femmes*: the 3<sup>rd</sup> season, previously unreleased, of this humorous and unconventional French comedy series.

With its provocative, off-beat, avant-garde style, Série Club has established itself as THE series channel. Committed to its audience and determined to take it further down the line, Série Club offers a rich mixture of cult and large screen format series, including *Mad Men*, *Stargate SG1*, *Stargate Universe*, *NY 911*, *White Collar*, *In Treatment*, *Lost*, *Prison Break*, *24 heures chrono*, plus a host of events and documentaries on the subject of "the series".

- *Mad Men* - a series that jumped out of the screen and became a social phenomenon: meticulous, highly stylised direction, an exciting plot, strong characters, sharp dialogues, a wealth of period references, Sixties dress and design. The quality of this production has attracted a wide-ranging audience from teenagers to baby-boomers. The programme has made such a profound impact that the world of fashion and decor is now drawing on the *Mad Men* style. The phenomenon inspired the channel to make a documentary, entitled *Mad Men: where are the men?*, that maps the evolution of the masculine image as represented - and misrepresented - by advertising from the Sixties until the present day. Each step is explained and analysed with the help of advertising professionals, sociologists and famous writers.
- *Stargate Universe*. The latest unreleased series from the *Stargate* franchise: the fans are on the starting block, the identity firmly anchored, the camerawork superbly cinematographic, and Robert Carlyle in convincing form as ever.
- *In Treatment*. Originality and courage went into the making of this HBO adaptation of an Israeli TV drama series, *BeTipul*. The idea is very simple: the psychiatrist sees his patients, then on Friday, the psychiatrist sees his psychiatrist - a truly masterful performance from Gabriel Byrne in this unorthodox role.
- *Eureka*: an original sci-fi series, packed with humour.
- Série Club supported the fight against AIDS by co-producing *Manège*, a mini-series scheduled to coincide with Sidaction (French AIDS organisation) 2010 - an action that showed at once its boldness and social commitment.



Mad Men



Cougar Town

American series are also given a good airing on TF6, the novelty channel that endeavours at all times to find more and better material with which to woo and astound its audience:

- *Scrubs*. To celebrate the launch of the new eighth season, TF6 organised a special evening programme in which viewers could choose their favourite 8 episodes from a selection of sixteen. This season promises to be even more zany than the last, with more celebrity special guest appearances.
- *How I met your mother*: previously unreleased Season 5, regarded by the sitcom's aficionados as its best season, in which Ted Mosby's hilarious and constantly frustrated search for the perfect mate continues in a series of unlikely encounters and comic misunderstandings. Its audiences never cease to grow.
- *Supernatural*. The new Season 4 portrays a fantasy dream world inhabited by two great actors, Jared Padalecki and Jensen Ackles.
- *Legend of the Seeker: Sword of Truth*. Inspired by the Terry Goodkind novels, this fantasy adventure series is played out in the midst of breathtaking scenery and amazing special effects.

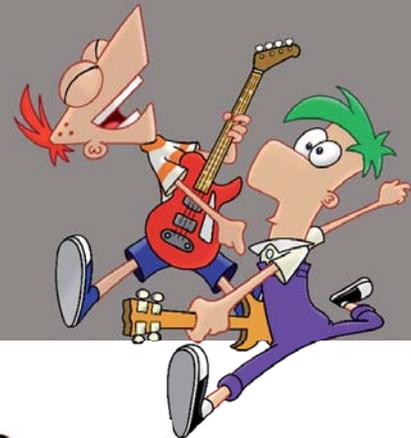
## CHILDREN: WHEN THE CARTOONS COME TO LIFE

M6 caters for children old enough to appreciate programmes specially designed for them.

- 2010 kicked off strongly with the arrival of *Disney Kid Club*, whose numerous heroes and heroines inhabit the dreams of small children (*Mickey's House*, *Handy Manny and his Tools*) and older ones (*Lilo & Stitch*, *Phineas & Ferb*).
- *Geronimo Stilton*, a different mouse, but still familiar to the younger generation, leads the investigation.
- *Tara Duncan*, the comical and magical adventures of this young sorceress. Good books make good series.
- *En grande forme*, a cartoon programme, broadcast simultaneously on all terrestrial channels during children's viewing times and on practically all children's channels on DTT, cable and satellite, covering a range of important subjects: how to live healthily, sport, good eating habits, etc.
- In *Les blagues de Toto*, the most famous playground dunce becomes the hero of the small screen.

- *The Magic Roundabout* returns to the channel for a second season, this time in the guise of a musical entitled *Pollux, the Magic Roundabout*. Pollux, Zebedee and their friends have been entertaining all generations for 46 years now. Since October 2010, the same characters have been delighting audiences both young and old in a show that faithfully recreates the fairy-tale world of the cartoon series. After opening in Paris, the musical is due to tour the rest of France.

M6 Interactions continues to develop projects, licences and merchandise such as the Betty Boop Collection (551,000 copies sold) and the various games based on Raving Rabbits.



Phineas & Ferb



Bones

Drop Dead Diva

# MUSIC & ENTERTAINMENT NEW TALENT IN THE GROOVE

The musical terrain was well covered by all the Group channels, with M6 focusing on major musical events and charity or humanitarian aid concerts, later repeated on the M6 Music channels. The Music theme was a big hit with M6 Mobile subscribers, as were the shows on offer via the [M6evenements.fr](http://M6evenements.fr) website.



Concert for Tolerance

## MUSIC: A BEAUTIFUL SCORE

M6 is a stage for large-scale musical events that are organised in aid of major world causes:

- The five annual *M6 Music Live* concerts bring together the big names of the pop rock scene in the *M6 Mobile Music Live* tour.
- The *Concert for Tolerance*: 200,000 spectators on the beach of Agadir were treated to a huge parade of top artists.
- The *Concerts Privés* series is a more private affair, allowing viewers to share a privileged moment of intimacy with performers.
- The *Orange Rockcorps* concert dealt out a generous and sincere dose of music. In return for four hours of voluntary work for a charity, *Orange Rockcorps* rewards volunteers with a ticket to a memorable concert.

Naturally, all of these concerts were repeated on W9 and the M6 Music channels.

W9 offers a diverse and innovative selection of musical programmes. All audience categories are catered for through a range of different formats and programmes, such as *Le JT Agité*, *Taxi Cash* and *The Quest for the New Michael Jackson*. Audience ratings were very high for all these programmes with their distinctive “personal touch”.

- *The Quest for the New Michael Jackson*, a musical contest in honour of the king of pop, attracted over a million viewers on average, and the final, broadcast live, put W9 in second place amongst national channels with the young audience. Sixty adults and sixty children took part in the final casting in order to clinch a role in the Michael Jackson tribute show at the Zénith de Paris, June 2011.
- The *Starfloor* concert, presented by Karima Charni and Taïg Khris, once again had the Paris Bercy gyrating to the sounds of the very best DJs and international stars.
- As ever, support and encouragement were given to new talent in the form of *Talent tout neuf: le live*, a programme where musicians perform live in the intimacy of a private apartment before a “captive” audience.
- *Taxi Cash*, a highly original game presented by Alexandre Devoise involving a race, guided by the presenter at the wheel, where the winner reaches his or her destination after answering a number of questions about music, and losers are “thrown out” in mid-race. This new show has earned its place in the afternoon slot, enticing up to 400,000 viewers.
- *Le JT Agité* by Derka, an unorthodox young singer who presents the week’s news and satire à la “rap” – guaranteed to have you in fits of laughter.

- New musical entertainment programmes *Le meilleur des tubes* (up to 900,000 viewers in prime time) and *Carrément 80* (up to one million viewers in the late night slot) also enjoyed successful launches.
- *Chœur de star*, a journey back in time where an artist revisits his old school to form a choir with its pupils and perform one of his hits, all on the same day.
- Musical documentaries too, with *Absolument...*, documentaries on musical celebrities, and *Fan de stars*, the magazine programme that gives a glimpse of the lives of stars in front of and behind the scenes.

### M6 INTERACTIONS/M6 MUSIC LABEL

Broadcasting music is obviously an important channel for making musicians known, but discovering artistic talents and producing their compositions are essential prerequisites to this. The role of M6 Music Label is to follow the careers of French and international artists and co-produce their works, or simply to create albums dedicated to the musical highlights of a particular year:

- *Ben, the Uncle of Soul*, musical revelation of the year,
- Camélia Jordana, one of the finest talents to emerge from *Nouvelle Star*,
- Jamiroquai and the inimitable Nolwenn Leroy,
- The *M6 Hits* and *Starfloor* compilations.

### M6 MUSIC

The music channels are designed to focus on the tastes of specific audiences, and DTT is well suited to this fine-tuned, targeted type of approach. The M6 Group has chosen a particular style of talking about music; this is based on making viewers feel at home, providing them with a single channel that is fully and comprehensively devoted to music, and speaking directly to viewers with the same ease and immediacy as a radio station does. The M6Music Hits, Black and Club channels track closely the latest musical happenings, cover the big events and schedule specific theme-related evenings or weekends.

**M6 Music Hits.** All the latest news about the top stars of the music world: concerts, exclusive documentaries and all the programmes connected to *Miss VIP* and *Miss VIP on board* in partnership with IDTGV and 3XPlus. Not to mention special programmes on Madonna, Vanessa Paradis, a weekend of Christophe Mae, Mylène Farmer, a Michael Jackson week, and many more...

**M6 Music Black.** This is the place to be if you like listening to black music: here there is everything, from French rap, American rap and R&B to soul and reggae ragga, with shows like *Le blog de Fred Musa*, *Parlez-vous Cefran?*, *La Famille* with its review of the top French rappers and *Mixtape* with its brand new mixes, plus specially made to measure broadcasts including evenings of *Black Eyed Peas*, *Rihanna*, *Alicia Keys*, *Grand Corps Malade*, and the *NTM weekend*.

**M6 Music Club.** The 100% dance channel, with exclusive shows like *Inside my radio*, *Clubman*, *Mix by Kaio*, top French and international DJs in *Ma playlist by* and *World DJ Tour by Joachim Garraud*, exclusive video clips and reports in the places where it’s really buzzing, with Bob Sinclar, David Guetta and others.



## ENTERTAINMENT: EVERYONE ON STAGE!

Last year M6 showed the fifth season of *La France a un Incroyable Talent*. Since the group Échos Liés won this contest in 2009, these outstanding performances, presented by Sandrine Corman and Alex Goude, have been watched by ever growing audiences: an average of 3.7 million viewers with a top figure of 4.2 million. The victory of the two young dancers, Axel and Alizée, was watched by 3.9 million people, which was 200,000 more than the Season 4 final. Recently M6 Web released a dedicated iPhone application through which users can cast their votes during the broadcast of *La France a un Incroyable Talent*.

Paris Première was the first cable channel to offer live broadcasts from the theatre. Last year saw a host of successful plays broadcast:

- *Sacha le magnifique* with Francis Huster, *Ciao Amore* starring Christophe Alévêque and Serena Reinaldi and *Les amis du placard*, with Romane Bohringer and Didier Bénureau, are just some examples;
- Live shows including *Le Cabaret new burlesque*, where the actors from Mathieu Amalric's film *Tournée* took to the stage,
- Opera, with *Carmen* live from Mont Saint-Michel.

Mischievous Paris Première is also a natural channel for humour:

- Original productions, including *BZZZ*, an exclusive anthology of all the funniest sketches, and *L'école des vannes*, a talent show for young comedians,
- *La revue de presse des 2 Ânes* (270,000 viewers) is a monthly programme devoted to the finest talents of humour French-style and enjoying regular success with viewers. Paris Première beat its personal best audience rating with its show of French chanson, *Le Banier de crabes*, broadcast live from the Théâtre des 2 Ânes, Paris: 300,000 viewers.
- *Les Gérard de la télévision*, watched by 280,000 viewers, and *Les Gérard du cinéma* give the annual wooden spoon award to the worst of TV and cinema,
- *Les Grosses têtes* (225,000 viewers) and one-man shows by the top comedians of the day: Anne Roumanoff, Dany Boon, Gad Elmaleh (246,000 viewers).

With more than 200 partnerships throughout the year, Paris Première is a faithful champion of the cinema, painting, music, literature and the theatre, and partners the highlight events of the Parisian calendar. These include: *Le Technicien* at the Théâtre du Palais-Royal, *Chien Chien* at the Théâtre de l'Atelier, starring Alice Taglioni and Élodie Navarre, open air opera performances, the *Treasures of the Medici* exhibition at the Musée Maillol, Martin Scorsese's *Shutter Island*, the latest Woody Allen, *You Will Meet a Tall Dark Stranger*, Xavier Dolan's *Les Amours imaginaires*, *Jean-Michel Basquiat*, *The Radiant Child*, a film by Tamra Davis, Clotilde Courau as guest of honour at the Crazy Horse in Philippe Decouflé's show *Désirs*, not to mention the FIAC International Contemporary Art Fair at the Grand Palais and the Paris Photo exhibition in the Louvre Carrousel.

Marrakesh, Avoriaz, the Noorth, Thailand, Scotland, Paris, Madrid... travel and tourism have never quite been the same since comedian Cauet set out on holiday with his team! Yet again, *Cauet fait le tour* on TF6 managed to find its way to unheard-of destinations and achieve impossible feats all over the world! All aboard for a crazy and unforgettable journey!

### SHOWS

With its entrepreneurial spirit, desire to surprise and get right to the heart of the matter, the M6 Group simply had to get involved with show co-production. Among last year's big successes were:

- *The Lion King*: 1.3 million spectators at 600 showings (partnership between M6 and Paris Première).
- *Mamma Mia*: the musical has been running at the Mogador theatre since last November, with 200,000 tickets sold in 3 months.
- *F\*\*\*\* Me I'm Famous*: a partnership with M6 Music Club and W9. Over 10,000 fans attended David Guetta's concert.

### M6 ÉVÉNEMENTS

You go to a concert, you watch it on TV, then you take it away with you to discover it or watch it again on whatever support happens to suit you: this is the challenge that the M6 events website - *m6evenements.fr* - has taken up. In 3 months, since its launch in September 2010, the website has managed to exceed the 30,000 hits a month mark, with its unrivalled offering of concerts, musicals, theatre, one-man shows, dance, opera, museum exhibitions and sport.

4.2  
million

viewers, a record for *La France a un Incroyable Talent*

3.9  
million

people watched Axel and Alizée triumph in *La France a un Incroyable Talent*



ÉVÉNEMENTS



La France a un Incroyable Talent

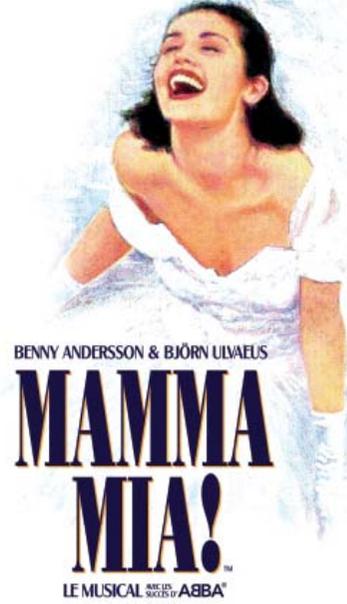


La revue de presse des 2 Ânes



The Quest for the New Michael Jackson

## LE MARIAGE LE PLUS SHOW !



BENNY ANDERSSON & BJÖRN ULVAELUS

# MAMMA MIA!

LE MUSICAL AVEC LES SUCESSES D'ABBA

AU THÉÂTRE MOGADOR

À PARTIR DU 28 OCTOBRE 2010

Stage



Les Gérard du cinéma

### 2010 - THE FIGURES

M6 Spectacles and M6 Événements: **14** show productions, **29** artists on stage, over **4,200** performances; in addition, co-exploitation of **20** shows and over **1 million** theatre spectators.

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# M6 WEB ALL SCREENS AT ALL TIMES



**M6 Web, the M6 Group subsidiary responsible for new technology developments, is organised around several operating divisions.** These consist of the channels' websites and include the catch-up TV and VOD offers, the thematic portals, the M6 Mobile by Orange mobile phone offer, new services and community websites and, lastly, games and channel interactivity.

## A UNIQUE OFFER OF VIDEO SERVICES

Nowadays, television has become a means of enhancing loyalty, and TV programmes are being increasingly followed online. Under growing pressure from the competition, the Group is constantly on the lookout for complementary resources. In the interests of gaining audience share for its core business, the M6 Group has therefore focused its efforts on activities linked to the internet. It has now become a major player in this market, rising to 16<sup>th</sup> position among the most visited group websites in France, with 13.7 million separate hits a month (Source: Médiamétrie/NetRatings, all places, December 2010).

Television and the internet are complementary to each other. Whilst TV programmes provide the web with fodder, the web's energy forces television to be more creative as well as offering it more possibilities: different programme formats, short programmes, a wider advertising offer, a captive audience, etc.

The M6 Group showed that it was able to adopt an aggressive stance, where necessary, and make strategic alliances so as to remain at the cutting edge and maintain its presence on all screens.

- PC: 50% of Replay programmes are still watched on computer.
- IPTV/set-top box: thanks to the agreements concluded in 2009 and 2010, the M6 Group's Video On Demand services are now available on almost all French set-top boxes: Orange, SFR, CanalSat, Free, Numéricable and Bouygues Telecom.
- Smart TV: M6 Replay is also present on connected TV thanks to the agreement with Sony on their new range of Bravia TV sets.
- Smartphone and tablet: since the end of 2010 M6 Replay has been available for all iPhone and iPad users via the M6 application.

The pioneer of catch-up TV, the M6 Group is present on all screens, with four complementary video offers, and is far ahead of its nearest rival.

M6 Replay, W9 Replay and M6 Bonus registered 508.5 million videos watched since the launch of M6 Replay (since October 2009 the figures for the three channels have been combined), of which 300 million were watched in 2010, consisting of:

### M6 REPLAY

The leader in catch-up TV in France: the M6 Replay platform has established the term "Replay" and the user experience that goes with it as benchmarks in the market. M6 Replay allows internet users to watch all programmes on M6 (except cinema films, sport and some series) an hour after they are broadcast and for a period of 7 to 15 days thereafter, free of charge. The service is funded by a premium advertising service much prized by advertisers. The latest surveys confirm that catch-up TV habits are not detrimental to live TV watching. On the contrary, the more people watch M6 Replay, the more they watch M6. In 2010, a cumulative average of 30 million videos per month were watched on M6 Replay.

### W9 REPLAY

W9 has its own catch-up TV service, W9 Replay, available on PC and IPTV.

### M6 BONUS

This service offers previously unreleased videos of new programmes plus channel behind-the-scenes coverage (interviews, the making of, bloopers etc.). With more than 11,000 videos, constantly supplemented and freely available, M6 Bonus makes use of the advertising formats that make M6 Replay so effective.

### M6 VOD

This pay offer allows subscribers to see the best series on M6 on their TV screens, in HD, in any language and without limit. There are two different monthly subscriptions, the Series Pass (€5.99/month) and the VIP Series Pass (€9.99/month), the latter of which offers viewing of series the day after their release in the US: a solution that offers far more comfort and quality than pirating!

## CHANNEL WEBSITES: M6.FR, W9.FR & TEVA.FR

The rapidly changing market environment has a boosting effect on the development of website content and ergonomics. Websites must constantly be re-examined and improved, new services offered and interactivity enhanced.

- Websites were revamped, content filled out and new interactivity and community functions developed, particularly for *L'Amour est dans le pré* and *La France a un Incroyable Talent*.
- On *W9.fr*, the minisite for *The Quest for the New Michael Jackson* scored a remarkable success with 384,000 separate hits in December.

### M6 & YOU

In order to strengthen the rapport with viewers and reply to their questions as quickly as possible, the M6 Group has created a service which is entirely devoted to its viewers. On 4 October 2010, the Group rolled out a service, designed to tighten further the bond between M6 and its viewers, based on a dedicated website called "M6 and you". A similar website, "W9 and you" was set up for W9. In 2010, over 50,000 requests were processed as a result, 30% by phone, 66% by email and 4% by letter.

## M6 PUBLICITÉ DIGITAL

With 13.7 million hits a month\* and around twenty marketed websites, in 2010 M6 Publicité Digital confirmed its position as leader in the fields of video, innovation and three screen convergence. It was the first advertising agency in France to propose a multimedia offer on PC and IPTV, and this has now been extended to mobile phones and tablets with the M6 application (which was awarded the IAB (Interactive Advertising Bureau) Digital Innovation Prize in 2010).

The advertising process is becoming richer, more innovative, providing more material and more visibility, with techniques such as brand content, illustrated by the example of *Top Chef*, *the Web Series*, an operation developed for Philips, or Allianz and Oscaro's sponsorship of the 2010 Paris Motor Show site on *Turbo.fr*. At the junction between the worlds of TV and its brands, the internet and the new media, M6 Publicité Digital never ceases to offer advertisers new formats and new ways of expression by capitalising on the M6 Group's unique expertise in the fields of audiovisual production, marketing and licensing.

\*Source: Médiamétrie/NetRatings, all places, November 2010, 15.1 million separate hits.



Available on the App Store. iPhone and iPod touch are trademarks of Apple Inc., registered in the U.S. and other countries. iPad is a trademark of Apple Inc. App Store is a service mark of Apple Inc. © 2010 M6. DREAMPROJECT

## THEMATIC PORTALS

M6's general-interest offering is supplemented by a special-interest offer targeted to specific viewer categories or based around the themes of successful TV programmes. The possibility of speaking in a relevant manner to interested viewers who have taken the trouble of looking up these programmes in the schedule is one of the keys of success. This is the reason why the selection of theme-based portals on M6 Web was consolidated in 2010. This strategy of providing a quality offer has led to the creation of a qualified audience that is attractive to advertisers. The creative imagination of the advertising teams finds outlets in different innovative and often interactive formats.

- *Deco.fr*\* is the leader amongst DIY websites, with 2 million separate hits\*.
- *Clubic.com* and *Turbo.fr* both celebrated their 10<sup>th</sup> anniversaries, *Clubic.com* with a complete graphic and editorial facelift (5.1 million separate hits\*), *Turbo.fr* by record statistics (1.3 million hits during the Paris Motor Show).
- The *Jeuxvideo.fr* video games portal enhanced its offer with two new sections, *Jeuxvideo.fr Easy* and *Jeuxvideo.fr TV* (1.5 million hits\*).
- *Achetezfacile.com*, the price comparison website, was awarded the price comparison charter label by FEVAD, the French home shopping trade association. The website's 3 million monthly consumers appreciate its transparency and quality of service.

\* Source: Médiamétrie/NetRatings, December 2010. *Deco.fr* is the leader in the Home/Garden category, excluding e-commerce websites and supermarket chains.

## NEW SERVICES AND COMMUNITY WEBSITES

### ROLL-OUT OF APPLICATIONS FOR IPHONE AND IPAD

The M6 application, rolled out in September on iPhone and iPod Touch and in October on iPad, has reached a total of one million downloads in three months. You can now watch your favourite programmes on M6 and M6 Replay as many times as you want, anytime, anywhere.

The *Turbo.fr* application has clocked up over 100,000 downloads, allowing anyone to view the best of the website and the TV programme in its entirety on their iPhones!

### COMMUNITY WEBSITES

In order to respond to the growing specificity of the demand and to sharpen the focus on users' more targeted surfing habits, the M6 Group has both created its own websites and associated itself as a partner with others.

- Habbo Hotel is the first virtual community for the 13-18 year olds and the second biggest social network in the world after Facebook, with 200 million user accounts. M6 has been the sole partner of the site since 2004. In France, *Habbo.fr* has built up a following of 13 million subscribers in just six years of existence.



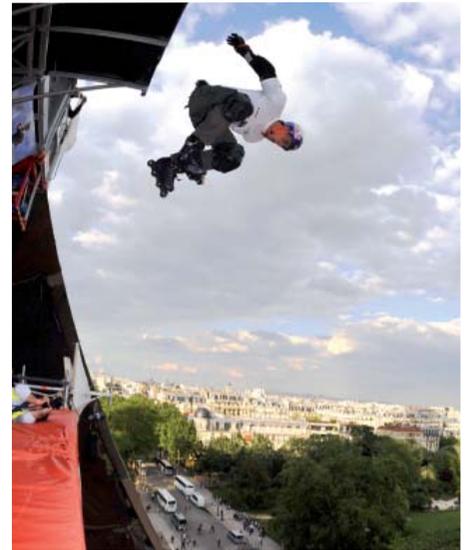
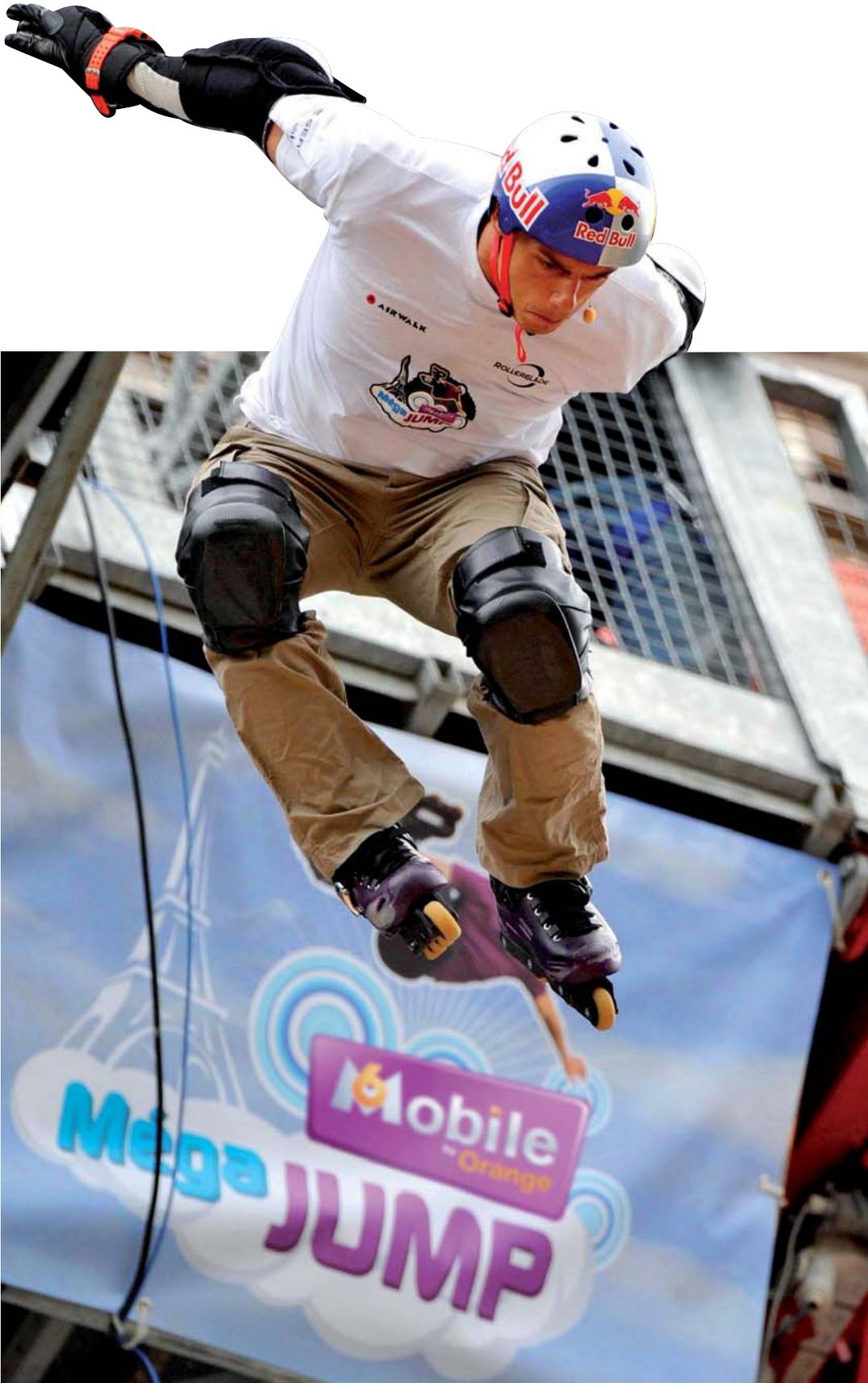
## PLAYING WITH MONEY

- Launched in September 2010 in connection with the M6 magazine programme, *100% Mag*, *MinuteFacile.com* is designed to simplify daily life by offering, in video format, a huge range of helpful tips on every subject under the Sun. The site offers snippets taken from the channel's flagship broadcasts (*D&CO*, *E=M6*) in addition to customised content designed by a dedicated team. This flexible approach allows web users to catch the highlights of the year as well as enjoy original premium-class content. More technically-minded users can even post their own tips on the site.
- 2010 was the year of Love, with the launch of *Tiilt.fr*, a website that will revolutionise the concept of web dating. Largely owing to "Le Live", the site's public space where all members can chat freely and post their joke of the day, *Tiilt.fr* provides a platform for intimacy, dialogue and friendship. The site can now claim 330,000 members, each of whom logs in for an average of one hour every month (source: Nielsen/NetRatings, October 2010).

Allowing viewers to have a say in the way TV programmes unfold is one way of strengthening and personalising the bond between them and us. M6 Web designs and exploits the whole range of interactive tools available to audiences during the programmes broadcast on Group channels.

M6 Web steers a partnership it has created with the Mangas group in order to offer a range of gambling games and lotteries. In this framework, M6 Web rolled out the sister website of the *100% Poker* TV programme and produced *100% Foot, les pronos* for television as well as its web counterpart.

M6 Web also offers mobile phone content (personal settings, video, texting games and chat).



La Ville d'Issy-les-Moulineaux & Electron Libre Productions présentent

**Mobile Music Live** Concert gratuit

**BB BRUNES** **ENRIQUE IGLESIAS** **DE PALMAS**

**SAMEDI 19 JUN**  
 AU PARC DÉPARTEMENTAL DE L'ÎLE SAINT GERMAIN  
 ISSY-LES-MOULINEAUX A PARTIR DE 19H30

**JENA LEE** **CHIMENÉ BADI** **LAURENT WOLF**

**ET VV BROWN STROMAE TAO CRUZ**

ISSY-LES-MOULINEAUX

Partners & sponsors: Orange, Lagardère, Mobile, Orange, M6, Nokia, Spotify, Apple, Sony, etc.

# M6 MOBILE

## THE WHOLE M6 WORLD IN YOUR HAND

**M6 Mobile is the perfect illustration of the M6 mindset. The mobile phone screen has become a window through which M6 can offer its services to a wholly new community.**

With M6 Mobile, the concept of the “web” really takes on its full meaning. In return, the mobile community, young and pro-technology, can also exert a positive influence on the channel. Capitalising on the channel’s powerful programmes and charismatic presenters, M6 Mobile provides a wealth of opportunities for cross-media advertising offers, further strengthening the bond with its subscribers.

### M6 MOBILE BY ORANGE: WHERE? IN YOUR MOBILE!

The strength of a mobile phone operator lies in its originality; this means offering exclusive and innovative benefits and standing out from the competition.

Today, M6 Mobile by Orange is the leading brand in the market with one out of five in the under 25 age group and two million customers at the end of 2010. The secrets of its success - a carefully manicured product offer coupled with attractive cross-media communication operations throughout the year. The new TV advertising campaign featuring Taïg Khris was rolled out last November, and the four major campaigns of the year ensured 360-degree visibility for the brand in shops, on the street and on the web. The *Nouvelle Star*, *Twilight Saga*, *Stéphane Plaza* and *La France a un Incroyable Talent* licences brought M6 Mobile and the channel even closer together and consolidated its entertainment positioning with features that distinguish it from and cannot be emulated by the competition.

2010 was also the fifth anniversary of M6 Mobile. To mark the occasion, brand symbol Taïg Khris jumped off the first floor of the Eiffel Tower wearing roller blades. The M6 Mobile Mega Jump required three weeks of preparation, which was followed avidly on *M6mobile.fr* and on *Inside M6 Mobile*, a special mobile phone website exclusive to M6 Mobile subscribers. This new world record was watched live on W9 by 1.2 million people. The jump, which was so much in keeping with the image and philosophy of the brand, gave M6 Mobile an unprecedented amount of visibility. In addition, the organisation of the event enabled M6 Mobile and its flag bearer to carry off the Grand Prix Stratégies (a prestigious prize awarded by the French marketing and communication weekly, *Stratégies*) for event communication.

For all new customers, M6 Mobile offers a mobile phone website with unlimited access. With *Inside M6 Mobile*, M6 content is right at the crest of the wave of internet popularity within the young generation (25% growth over one year). The approach seems to have borne fruit, with 28 million web pages viewed monthly in 2010 (17% up on 2009), over 3 million TV sessions and 700,000 videos watched on M6 Replay.

### M6 MOBILE MUSIC LIVE

M6 Mobile Music Live is a music-based community event, now in its third year, that allows amateur groups to perform on stage at live concerts in the company of renowned French and international stars like Justin Bieber, Kylie Minogue, Christophe Maé, Taio Cruz, BB Brunes, VV Brown and Enrique Iglesias to name but a few. The winning group, which was Art District in 2010, gains the opportunity to make a studio recording.

Some figures from the 2010 season:

- 1,000 groups enrolled,
- 3 concerts (Zénith de Lille, Montpellier and the final at Issy-les-Moulineaux),
- 35,000 spectators.

### M6 MOZAÏC: A PAYMENT CARD ENTERS THE WORLD OF M6

A new platform and a new multimedia universe: the Carte Mozaïc M6, a payment card created in partnership with the Crédit Agricole bank, carries numerous advantages specific to the world of M6. The large number of cards sold has earned M6 Mozaïc the status of a brand in its own right. The public can easily identify with this exclusive offer that mirrors the world of the channel. Between 9 September and 31 November 2010, 420,000 Mozaïc cards were sold (new card holders). Since the card was brought out, various campaigns have been organised, including Mozaïc M6 private concerts, exclusive previews of *The Twilight Saga: Eclipse*, partnerships with M6 events, M6 Interactions products, Mozaïc M6 conventions laid on for the Caisses Régionales (the regional branches of the Crédit Agricole bank) and event sponsorship.



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# VENTADIS HOME SHOPPING

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**Ventadis acts as an umbrella for various entities dedicated to distance selling.** Starting from a straightforward morning broadcast first aired in 1988, the Group has extended its activities since then, first by creating a specific teleshopping channel, *M6 Boutique La Chaîne*, rechristened *M6 Boutique & Co* this year, then by taking over *Mistergooddeal*, a leading e-shopping website, in 2005 and finally with this year's acquisition of *monalbumphoto.fr*. The professional quality of the Ventadis teams has achieved official recognition in the form of ISO9001 certification.

## M6 BOUTIQUE

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After 23 years of existence, *M6 Boutique* is still the teleshopping programme *par excellence* in France. Its commercial success has been assured by its formidable duo of charismatic presenters, Pierre Dhostel and Valérie Pascale, clear demonstrations, expert guest appearances, customer testimonies and irresistible special offers.

*M6 Boutique* is also present on cable, satellite and broadband via the *M6 Boutique & Co* channel, which offers eight hours of live broadcasting and a plethora of products ranging from fashion items, jewellery and beauty products to kitchen equipment, and so on. In November 2010, *M6 Boutique La Chaîne* became *M6 Boutique & Co*. The reason for this change of coat was to bring the channel closer to the desires of women by offering them a premium channel with more air time allocated to "trendy" broadcasts.

*M6 Boutique* is also the name of a website that registers up to a million hits a month, a catalogue published four times a year and four outlets located in and around Paris, in Nantes and in Strasbourg.

The "Home Shopping Service" has also diversified by becoming a leading infomercial operator in both France and Belgium, where it has a joint venture with RTL Belgique.

## MISTERGOODDEAL

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This site has developed considerably over the ten years since its creation. Finished with just clearance sales, *Mistergooddeal* has now evolved into a complete world of household equipment, electrical appliances, electronics and computers and furniture. The focus in 2010 was set on improving customer satisfaction and expanding the services available to them:

- Acquisition of the Chilly Mazarin storage and distribution hub with the integration of 50 employees and 25,000 m<sup>2</sup> of warehouse space with a view to perfecting its quality of service.
- The opening of 17 new pick-up points, bringing the total to 29, allowed even more customers to benefit from the opportunity of collecting their purchases themselves and thus avoid paying carriage costs: this is a major advantage, given the current economic climate.
- In 2011, for the second time in three years, *Mistergooddeal* won the Customer Service of the Year award in the "Electronics Distance Selling" category. This prize, awarded as part of the "Elu Service Client de l'Année" event organised by Viséo Conseil, was the just reward for all the efforts contributed by all of the company's departments to enhance customer delight even further.

Create your own book of souvenirs, make an album of your own photos - these are the promises delivered by *monalbumphoto.fr*, a leading company in the online photo album market acquired by *Mistergooddeal* in 2010. Founded in 2004, *monalbumphoto.fr* is a benchmark when it comes to creating printed and bound photo albums that look like real books. Users can download free software directly from the *monalbumphoto.fr* website and use it to construct an album worthy of a piece of shelf space alongside the bookstore's most beautiful photograph collections. In 2009, the company reported sales of €3.5 million and announced a profit.

On 10 November 2010, *Mistergooddeal* sold its 32.67% stake in Tyredating, the designer and operator of *PopGom.fr*, an online tyre-selling website with a selection of 150,000 tyres of all major brands for all car models, to the core shareholders of that company. The sale went through after receiving the go-ahead from relevant competition regulators.



**1 million**  
 single hits a month  
 for the M6 Boutique  
 website





# RESPONSIBILITY



# CSR

## A DAILY WILLING COMMITMENT TO RESPONSIBILITY

The very idea of Corporate Social Responsibility (CSR) implies a willing commitment on the part of companies to integrate their social, environmental and economic vocations in concrete ways. Daily awareness is the key: the M6 Group is conscious of the fact that a multimedia group like itself has a special responsibility towards society, as the choices it makes, particularly in terms of its programming, affect millions of people. The M6 Group has the capacity to place a whole arsenal of services at the disposal of charities and associations, ranging from free advertising and screen captions to reports and programmes in which a mixture of M6 presenters become the spokesmen and women of a charity association for the duration of the broadcast. Some of these presenters continue to be committed to the cause even after the programme.

### VISIBLE ACTIONS

M6 knows how to adapt to its public: the four main Group channels have prioritised subtitling for the deaf and hard of hearing, with 100% of programmes subtitled on M6, 50% on W9 at first but now 100% since January 2011, and 30% each on Paris Première and Téva. Subtitling on M6 has progressed from 14% to 100% of programmes over the space of 6 years.

Since 1989, the Group has applied a clear classification labelling system to show the respective age limits for its programmes. Moreover, two campaigns for the protection of young viewers have been broadcast: “No TV for the under-threes” and the classification campaign instigated by the *Conseil supérieur de l’audiovisuel* (CSA, French Higher Council for the Audiovisual Sector).

Four pilot programmes were broadcast with audio descriptions. The first of these was an episode from the series *Victoire Bonnot*. Audio description is a technique for describing the visual elements of a programme, usually a film, so that the essential action and scenery of the film - gestures, decor, characters and actions - can be followed in the parts where there is no dialogue. The technique is not only useful for the blind and visually disabled: it is also much appreciated by elderly audiences whose visual or cognitive powers are not what they once were and who find it easier to follow a film with audio description.

Special attention has been paid to programme content (violence, use of strong language etc.) and to the way foreign films have been dubbed. A screening committee delivers its recommendations to the classification committee in order to ensure that young viewers are protected from unsuitable content.

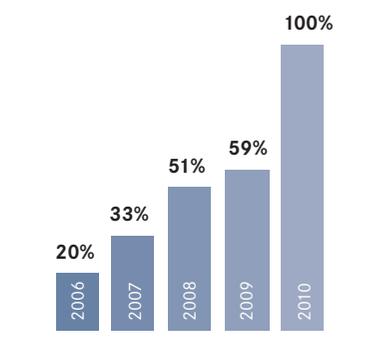
The Group organises special awareness campaigns designed to change our attitudes towards persons with disabilities. During “Jobs for the Disabled” week, W9 presenters committed to this cause broadcast a recorded message in sign language.

Donating space: on average, the M6 Group offers 2.5 free adverts per day, which breaks down into 344 free ads on M6 and 537 ads offered free to various associations by W9 and the theme channels, amounting to approximately 7.5 hours of advertising space per year offered to almost 60 charity associations, mainly active in the areas of child protection, the fight against disease and poverty and helping people in difficulty. Broadcasting times are selected to impact a maximum number of people.



### INDICATORS

% of programmes subtitled on M6





## DAILY ACTIONS

### ... to promote environmental protection and sustainable development

Water, electricity, waste, CO<sub>2</sub>... since 2008, these four indicators have been in constant decline thanks to the conscientious reiteration of daily actions.

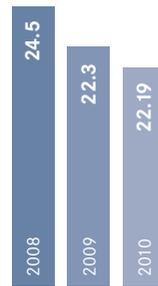
- 100kg of refrigerator oil recycled.
- 700 halogen bulbs replaced with low-energy fluorescent bulbs.
- Air-conditioning water treatment: installation in mid-2010 of an ultrasonic apparatus allowing the amount of waste water to be reduced by 70kg a month.
- Plastic cups abandoned in favour of eco-friendly drinks vending machines.
- Collection of discarded mobile phones in aid of the *Ligue contre le cancer* (The French League Against Cancer).
- Launch of the Company Foundation.
- Post-emergency aid programme in Haiti: appeal for donations.
- Projection of the *Capital Terre* broadcast in the auditorium for employees during Sustainable Development Week; internal broadcasting of channel programmes on the theme of the environment.

### ... and health

- Two blood donation campaigns are organised every year; last year 150 people gave blood.
- A sleep awareness campaign, in association with the *Institut National du Sommeil et de la Vigilance* (INSV, French National Institute of Sleep and Alertness).
- Rearrangement of work stations under the guidance of the *Comité d'Hygiène, de Sécurité et des Conditions de Travail* (CHSCT, a committee whose role is to supervise health, safety and workplace conditions) to improve ergonomics, install new monitors, defibrillators etc.
- 105 employees trained in safety standards.

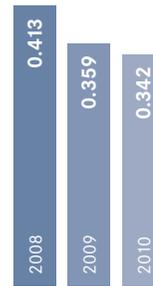
## INDICATORS

### Water consumption (in thousands of m<sup>3</sup>)



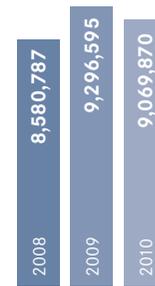
The fall in consumption was due to the closure of a site.

### CO<sub>2</sub> emissions (in millions of kg)



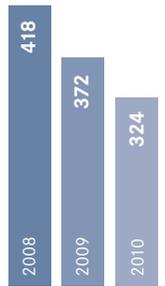
The difference between 2008 and 2009 is due to the closure of a site.

### Electricity consumption (kWh)



This increase is due to the opening of a new control room and new service rooms.

### Production of waste (in tons)



"La Parisienne"

## EMPLOYMENT, TRAINING AND EXPERIENCE

Developing the skills and competences of one's staff is particularly important in the rapidly evolving environment of the audiovisual sector, and is therefore one of the M6 Group's key preoccupations.

Professional training is centred on specific job training, management training and language learning. Since 2010, new "general culture" training courses, such as the New Media Marketing course concerning the overall approach to the internet and new media, are offered to any employees who wish to follow them. In 2010, nearly 700 employees received training.

Every year the M6 Group welcomes a large number of trainees, who have the opportunity to learn different jobs in its various departments. Last year, 340 trainees spent between three and six months working in the company and were also invited to a half-day seminar for a presentation of the Group and the various professions contained within it. These seminars are held once a month. Sixty of these trainees were subsequently hired by M6 on permanent or fixed-term contracts.

As part of a three-year action plan to promote the employment of older workers, employees aged 45 and over are offered a second part of career review which is incorporated into the annual career appraisal with the superior from which all of the Group's employees benefit as a matter of course. The aim of these meetings is to review the employees' current work from a professional point of view and discuss their expectations regarding their future career development. Employees aged 45 and over can also request a skills assessment and may receive specific training.

The Group's payment policy is a crucial factor in motivating employees. An employee savings scheme, including profit-sharing, bonus schemes and a Group Savings Plan, means that employees share in the company's results. In September 2010, a profit sharing bonus was paid on the basis of the results of 2009.

## WELCOMING AND INTEGRATING NEW ARRIVALS, TEAM-BUILDING AND COMMUNICATION

### Getting employees involved in the major Group projects

The Group makes a point of fostering corporate spirit and wants its employees to act as the Group's principal advocates in the outside world. Employees are kept informed about the Group's major projects through the intranet site, the "Zoom" newsletter, internal communiqués and the information display screens situated in the reception lobby and in lifts. They are regularly invited to see film previews (with their children for the preview of *The Princess and the Frog* in January 2010 and for *Les Petits Mouchoirs* in November 2010) and to visit key new installations such as the digital master control room and the Jean Drucker Studio.



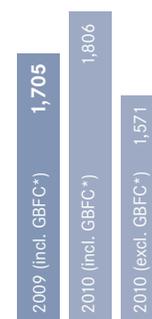
### A meeting point for employees

In 2010, 80 new recruits were welcomed in small groups and took part in an induction seminar. Encouraging long-term professional growth and fostering employee loyalty are two key elements in the M6 Group's human resources policy.

In addition to this, every month the Group's employees are invited to attend the "Afterwork by M6 bar" parties. 85 female employees, including 4 presenters (Karine Le Marchand, Marielle Fournier, Laurence Roustandjee and Marine Vignes) took part in "La Parisienne", a footrace in support of the fight against breast cancer.

## INDICATORS

### Group workforce (permanent at 31 December)



### Group executive workforce (excl. GBFC\*)

- 53% women in 2010

### Average age

- 35 years

### Training budget

(incl. DIF, training hours which employees in France are entitled to claim from their employers)

- €853,000 in 2010

### Number of employees receiving training

- 700 employees, representing 1,929 training days in 2010

\* Girondins de Bordeaux Football Club



D&CO, C'est que du Bonheur



"La Parisienne"

## OUR COMMITMENTS

### Diversity

The M6 Group makes firm commitments:

- signature of the French Diversity Charter to encourage pluralism and diversity in companies through recruitment and career management,
- signature of the manifesto with the CSA (French Higher Council for the Audiovisual Sector) to encourage fairer recruiting practices,
- inclusion of its commitment to ensure that it is representative of the diversity found in French society in its Agreement with the CSA.

Diversity at M6 means not only diversity in the personalities encountered but also diversity in the subjects that are dealt with. This implies diversity of geographical, human and social origin with regard to the experts and lay people who appear on programmes to testify on various subjects, diversity in the subjects themselves, coverage of the widest possible range of important issues by our reporters, diversity of opinion and inquiry, and the exclusion of bias or prejudice. All of this must be guided, as ever, by our key driving principles: helping people to understand, encouraging them to learn and giving them one or two surprises in the process.

### Persons with disabilities

Many specific actions were carried out under the "Mission Handicap" scheme:

- hiring, welcoming and training full-time employees, temporary staff and trainees recognised as having a disability in the various Group companies,
- renewal of its membership of the Tremplin association, which accompanies handicapped persons from their studies right through to their recruitment in companies,
- partnership with Jaris TV, an association that campaigns for the integration of persons with disabilities or originating from difficult areas,
- for the fourth time, the M6 Group took part in the "One day, one business in action" week and welcomed 15 people. W9 was also a partner in the operation and mobilised its resources with a dedicated programming schedule,
- with the help of Mickaël Mannarino, an M6 Web employee with a hearing disability, committed presenters prepared and recorded a message in sign language,
- the *Azap* broadcast was also subtitled in sign language for a week,
- administrative tasks were outsourced to companies with similar HR commitments...

### Associations

M6 frequently invites associations to take part in broadcasts and share their knowledge and expertise. The names and contact details of the associations are also displayed on these occasions. To give some examples:

- *100% Mag* - many charity organisations, including Greenpeace, France Lyme (an association to combat tick-borne diseases), Protection civile, 40 millions d'automobilistes (the car drivers' association), Les Gauchers (an association for left-handed people), Association de Montataire, WWF/protegelaforet.com (campaign against deforestation), UFC-que Choisir (consumer association founded in 1951) and Ça se passe près de chez vous (a recently-formed association to help families with social or financial problems),
- *D&CO* - Sidaction (French AIDS association), Kit Plio (covering school books), Sac à sapin (Christmas Tree Bag), the Red Cross, Emmaüs (charity shop association, founded in France, now an international movement), les Restos du Cœur (an association to provide meals for the poor),
- *Capital* - ADEFI (corporate consultancy and training) and the French Association for the Defence of Families and the Individual,
- *Nouvelle Star* - broadcast of the Solidays concert,



Company canteen



Rockcorps



- as well as *Zone Interdite*, *Enquête Exclusive*, *Accès Privé* and *C'est ma vie*, which have partnerships with Pachamama (French chefs teach cookery to young Malagasies) and the following associations: Aurore (reintegration), Arcat (AIDS), Magdalena (help for the homeless), Grégory Lemarchal (mucoviscidosis), Secours populaire (French charity to combat poverty) and la Chaîne de l'Espoir (poor children).
- Téva was a partner of the Clarins Dynamic Woman Award 2010. This prize is awarded every year for the courage and conviction of a committed, exceptional and determined woman who devotes her life to helping child victims of misfortune or children in danger. Last year, the prize was given to Vanessa Virag for her struggle to help autistic children and their families. To bring home to the public the reality of this struggle, Téva broadcast a new documentary as part of its *Dossiers de Téva* series.

- *Vivre ensemble*: ten short programmes in partnership with SOS Racisme (French anti-racism organisation),
- *D&CO, Une semaine pour tout changer*: renovation of the Maison des Enfants at the Robert Debré children's hospital in Paris, in collaboration with the CéKeDubonheur association (improvement in hospital conditions for sick children and teenagers).

#### Major charity operations

The channels themselves become a "channel" through which associations can reach out to a wider public, and they play an active role in launching appeals for donations through a variety of programmes:

- Various programmes were organised around these associations, giving an accurate and appealing view of their work in the framework of a top-quality production:
- *Péking Express - Shock Duos*: Action Innocence (protection of young internet users), Ligue contre le cancer, Face au Monde (corrective surgery for deformed children), Perce-Neige (care of persons with disabilities), UNICEF (children's rights),
  - *Rockcorps*: the "Tu donnes, tu reçois" ("You give, you receive") concert given in aid of 70 associations, including Les petits frères des Pauvres (help for people over 50 living alone or in poverty), la Fabrique de mouvements (housing and rehabilitation of young people placed by the courts of Aubervilliers), Serena (social reintegration in Marseilles) and the Fondation des apprentis d'Auteuil (educational mission for young people in difficulty),
  - *Concert for Tolerance*: in partnership with the French Association for Tolerance. The sixth annual grand concert for tolerance was organised again in Agadir last year. Over 200,000 music-lovers met on the beach to watch a parade of outstanding artists. A real showcase of diversity, the concert, broadcast on M6 and W9, was punctuated with messages of tolerance delivered by the performers,

- Earthquake in Haiti: M6 and W9 organised a collection of donations on their channels (*Absolument Star*, *Accès Privé*, *100% Mag...*), in house and through their websites, in aid of the Fondation de France and then UNICEF,
- Sidaction (AIDS): supported every year during the three-day Sidaction event by channel programming (broadcasts, repeat broadcasts of the video clip, visual presentation) and on the home pages of the M6 Group websites,
- Handicap International: support through programming and on Group websites for three recurring operations, Kit Plio (covering school books), Christmas Tree Bag and the Pyramid of Shoes (for victims of anti-personnel mines),
- La Rose Marie-Claire (teaching young girls to read and write) - operation "buy a candle" was relayed on *Nouvelle Star* in May 2010,
- the Solidays concert was also relayed on *Nouvelle Star*,
- Action Innocence: during Internet Week, M6 supported the association with the aim of teaching children, using a fun method, the basics of how to protect yourself from the dangers of the internet.

# THE M6 FOUNDATION

## THE WORLD BEHIND BARS: A CONSCIOUS CHOICE

At the beginning of 2010, the M6 Group made a conscientious decision to focus on a social issue that demands a great deal of commitment: the world of prisons. It is the first company to have made such a move, carrying out responsible actions in aid of a social cause whilst remaining true to its vocation and rallying its employees behind a project that is funded by all the companies of the Group. A bold gesture of solidarity and a brave choice over a sensitive issue, entering the prison environment to help inmates by means of a variety of programmes: training (with a view to their subsequent reintegration in society), the organisation of activities designed to improve their daily lives, or supporting the initiatives of worthy associations that are short of funds.



### HELPING AND SERVING PRISONERS: A SOCIAL NECESSITY

Despite its traditional low media profile, prison life and the professional reintegration of former convicts are issues that concern every man and woman in the street. The M6 Group conceived this project in response to a strong demand on the part of the administrative authorities, associations and the prisoners themselves, and these are the partners with whom M6 has developed a project that has evolved from a straightforward company association into something much greater: a real challenge.

Although the project that the M6 Group decided to back is totally unique, it stems from a very natural idea: television, which has only been allowed in prisons since 1985, is for most prisoners the only window onto the outside world. Thus the channel, and the Group behind it, finds its legitimacy by playing its traditional role as a content producer and by exercising its know-how in an oft-forgotten world. Prison life is a genuine social issue that deserves to have both human and financial resources invested in it, so that, apart from its punitive purpose, “porridge” may also be a time for reflection and rebuilding with a view to reintegration within society. It’s a powerful theme, but one that can be carried by a Foundation created by a channel that wants to stand out from the rest.

We have chosen to attack a sensitive issue with an ambitious plan to brighten the days of convicts, whose days are often whittled away in idleness, with opportunities for creation and discovery.

### CARRYING OUT RESPONSIBLE ACTIONS FOR A CAUSE WHILST REMAINING TRUE TO OUR VOCATION

Helping prisoners is not an easy subject to broach in a society which does all it can to brush them under the carpet and where, owing to a reprehensible minority, “reintegration” is all too often regarded as a dirty word. The idea is not to “put TV sets in their cells”, but to come to the aid of this often maltreated class of the population who may live very near to us and may also be close to us in other respects.

The aim of the Foundation is to support audiovisual activities that are offered to those in the hands of justice and to add its own contributions to the reintegration initiatives set up by the Ministry of Justice. Thus the Foundation’s mission is modelled on the Group’s activities, i.e. providing collective entertainment, promoting a particular concept of living together, and constantly setting new challenges: developing activities related to the audiovisual professions and training workshops (equipping and running the internal video channel, training in sound, image and control room techniques, script-writing and stage production workshops, etc.) with a view to reintegrating prisoners into normal social life after their release. The scheme is supplemented by a range of cultural entertainment activities such as shows, concerts, conference-debates and a multimedia library, plus sport and support for partner associations within the penal administration system.



### FOUNDATION INDICATORS

- **63,000** prisoners in France
- **24,000** prison wardens
- **€2.5 million** - budget over 5 years

After only **1** year of existence:

- **10** audiovisual workshops, **75** persons in training programmes
- **10** entertainment events organised, **800** spectators
- **1** show, staged, performed and “captured” on film
- **3** associations supported and **1,900** persons (children or convicts) assisted
- **66** establishments organising activities of an audiovisual nature



Grégory Cuilleron (winner of *Un Dîner presque parfait* in 2009, despite his disability: a stunted arm) gives a cookery class to inmates of the penitentiary centre at Bourg-en-Bresse



## IN PRACTICE

Concrete on-the-spot actions:

- 75 inmates given training in 10 audiovisual workshops sponsored by the Foundation in prisons located at Tarascon, Bourg-en-Bresse, Rennes, Bonneville, Strasbourg, Dijon, Béziers, Varcès, St Quentin Fallavier, Avignon and other towns,
- 800 inmates attended 10 shows, films, cookery classes and other events organised by the Foundation,
- 1 “New Arrivals” induction video for the Bourg-en-Bresse prison, three more currently being filmed (Bois d’Arcy, Melun and Fresnes),
- 1 show, put on and performed by the inmates of Melun prison and “captured” on film by the M6 Foundation.

Financial assistance was provided to three associations. The Foundation does not neglect the families of inmates and especially their children as, according to child psychologists, imagining their parents behind bars is more traumatic for children than actually seeing them there. Thus the M6 Foundation sponsors three associations:

- Under the banner of the Relais Enfants Parents association, the Foundation allowed 1,350 children to make accompanied visits to see their parents in jail, 180 children to spend Christmas with an imprisoned parent and 150 inmates to make presents for their children.
- Too many ex-prisoners find access to proper housing impossible. The *Mouvement de Réinsertion Sociale* (MRS, Social Reintegration Movement) has set up a system whereby ex-prisoners are assigned individual helpers and have access to independent housing: since July 2010, the M6 Foundation, working with the MRS, has enabled sixty former inmates to move into public housing and ten to start taking courses with a view to obtaining building permits, thus facilitating their social rehabilitation.
- “Les Yeux de l’Ouïe” (“The Eyes of Hearing”) is the name of an association whose aim is to promote the broadcasting, production and promotion of audio and visual creations in order to establish networks of dialogue between the various artistic disciplines.

## A RALLYING CRY FOR EMPLOYEES

The Foundation mobilises and unites Group employees behind an inspiring and fulfilling project, thus symbolising our company’s growing concern to play the role of responsible citizen in today’s society. Fifteen Group employees make regular contributions towards the Foundation’s activities by sitting on an organisation committee that meets on a regular basis.

These committee members donate their time, knowledge and experience in order to develop and implement initiatives and support the two people working full time for the Foundation.



# GOVERNANCE





# CORPORATE GOVERNANCE



## THE EXECUTIVE BOARD

### ROLE OF THE EXECUTIVE BOARD

The Executive Board sets out the major policies while it manages and steers the M6 Group's operations. The Board is appointed for a five-year term and comprises four members, all natural persons, appointed by the Supervisory Board. Members of the Board are representative of the M6 Group's various activities.

### EXECUTIVE BOARD FUNCTIONS

The Executive Board assesses and rules on different investment plans submitted to it by the operations teams. The Executive Board also signs off the half-year and annual financial statements which are subsequently sent to the Supervisory Board for approval. Finally, the Executive Board also directs the Group's senior executives by regularly calling meetings of the Management Committee and the Executive Committee. It meets as often as is required in the interests of the Group. In 2010, the Board held 26 meetings.

### MEMBERS OF THE EXECUTIVE BOARD

Members	Main position	Date of first appointment	Date of renewal	Expiry of term of office
<b>Nicolas de Tavernost</b>	Chairman of the Executive Board	26 May 2000	25 March 2010	25 March 2015
<b>Thomas Valentin</b>	Vice-Chairman of the Executive Board Head of TV Channels and Content	26 May 2000	25 March 2010	25 March 2015
<b>Catherine Lenoble</b>	Member of the Executive Board Head of Advertising	28 January 2001	25 March 2010	25 March 2015
<b>Jérôme Lefébure</b>	Member of the Executive Board Head of Management Operations	25 March 2010		25 March 2015
<b>Éric d'Hotelans</b>	Vice-Chairman and Head of Management Operations (CEO of HSS and Mistergooddeal since March 2010)	14 November 2003	25 March 2010 (date of exit)	



## THE EXECUTIVE COMMITTEE AND MANAGEMENT COMMITTEE

### ROLE OF THE MANAGEMENT COMMITTEE AND THE EXECUTIVE COMMITTEE

The Management Committee, whose members include the main executives in charge of operations and administration departments, is a forum for discussion about how the business activities are managed. Some of the Management Committee members also sit on the Executive Committee, which comprises the main operations and administration executives and meets approximately twice a month. The Executive Committee is responsible for implementing the major operations-related and strategic decisions taken by the Executive Board.

### THE MEMBERS OF THE MANAGEMENT COMMITTEE AND THE EXECUTIVE COMMITTEE

#### THE EXECUTIVE BOARD

**NICOLAS DE TAVERNOST**  
**THOMAS VALENTIN**  
**CATHERINE LENOBLE**  
**JÉRÔME LEFÉBURE**

#### ADMINISTRATION DIVISIONS

**DELPHINE CAZAUX** <sup>(7)</sup>  
 Head of Organisation and Human Resources

**KARINE BLOUËT** <sup>(8)</sup>  
 Company Secretary and Chairwoman of Paris Première

**NATHALIE-CAMILLE MARTIN** <sup>(12)</sup>  
 Head of Legal Affairs

**CHRISTOPHE FOGLIO** <sup>(3)</sup>  
 Head of Technological Resources

**MARC ROUSSEL** <sup>(11)</sup>  
 Head of Broadcasting Networks

**GUILLAUME CHARLES** <sup>(9)</sup>  
 Head of Strategy and Development

**JONATHAN CURIEL** <sup>(10)</sup>  
 Head of Coordination for the Chairman

**JEAN-MARC DUPLAIX**  
 Deputy Chief Financial Officer



(8)

(9)

(10)

(11)

(12)

(13)

(14)

## OPERATING DIVISIONS

### ÉRIC D'HOTELANS <sup>(6)</sup>

CEO of HSS and Mistergooddeal

### BIBIANE GODFROID <sup>(1)</sup>

Head of M6 Programming\*

### PHILIPPE BONY <sup>(13)</sup>

Assistant Head of Drama, Children's, Cinema and Sports Programming

### ÉMILIE PIETRINI <sup>(4)</sup>

Head of Group Communications

### VALÉRY GERFAUD <sup>(14)</sup>

Managing Director of M6 Web\*

### THIERRY DESMICHELLE <sup>(5)</sup>

Managing Director of M6 Interactions and SND\*

### BERNARD MAJANI <sup>(2)</sup>

Head of Film, TV Film and Series Acquisitions

### JÉRÔME BUREAU

Head of Newscasts and News Magazines

### VINCENT RÉGNIER

Assistant Head of Newscasts

### FRÉDÉRIC DE VINCELLES

Assistant Managing Director of W9

### RONAN DE FRESSENEL

Assistant Managing Director of Marketing and Surveys (M6 Publicité)

### FLORENCE DUHAYOT

Managing Director of the In-house Flow Production Unit (Studio 89)\*

### CHRISTIAN BOMBRUN

Assistant Managing Director of M6 Web

### DAVID LARRAMENDY

Assistant Managing Director of HSS and Mistergooddeal

### ARNAUD BOUCHER

Head of Group Programming

\* Managing Director without representation powers  
Executive Committee members are written in red

# THE SUPERVISORY BOARD

## ROLE OF THE SUPERVISORY BOARD

The Supervisory Board continually monitors the Executive Board management of the company and subsidiaries and grants the latter prior authorisations to finalise operations for which the Executive Board is not competent without the Supervisory Board's approval. At any point during the year, the Supervisory Board may carry out checks and inspections it deems appropriate and have documents sent to it which it considers relevant to the performance of its mission. The members of the Supervisory Board are appointed by the Shareholders' General Meeting on the basis of their skills, experience and ability to complement each other and play a role in continuously monitoring the Executive Board's management.

On the date this report was published, Métropole Télévision's Supervisory Board comprised thirteen members - twelve natural persons and one legal entity - appointed for a four-year term. None of the Supervisory Board members are elected by the employees.

Pursuant to amendment no. 3 to the Agreement concluded between the company and the *Conseil Supérieur de l'Audiovisuel* (CSA, French Higher Council for the Audiovisual Sector), the Supervisory Board noted that at least one third of its members were independent, after assessing each member's status pursuant to the independence criteria set forth by the French Code of Corporate Governance for Listed Companies drawn up by the AFEP and the MEDEF in December 2008 and updated in April 2010.

Consequently, **six members of the Supervisory Board are currently independent members**, namely Mrs Delphine Arnault and Messrs Albert Frère, Gérard Worms, Guy de Panafieu, Jean Laurent and Gilles Samyn.

## HOW THE SUPERVISORY BOARD OPERATES

The Supervisory Board's bylaws set out the Board's and its committees' role and functions pursuant to the law, Métropole Télévision's memorandum and articles of association and the corporate governance rules applicable to listed companies, drawn up by the AFEP - MEDEF, and in particular:

- the status and obligations of the Supervisory Board members;
- the Board's functions and meeting arrangements;
- how the Board exercises its powers;
- membership of the different Board committees, i.e., the Audit Committee and the Remuneration and Appointments Committee;
- the functions, mandates and powers of the different Board committees.

The Supervisory Board meets as often as is required in the interests of the Group and at least once each quarter. The Board held five meetings in 2010. The Supervisory Board also assesses its *modus operandi* once a year.

## SUPERVISORY BOARD MEMBERS

Board Members	Age	Main position held within the company	Date first appointed	Expiry of term of office
Albert Frère*	85	Chairman	26 May 2000	2012
Gérard Worms*	74	Vice-Chairman	26 May 2000	2012
Guy de Panafieu*	68	Member	18 February 2004	2012
Jean Laurent*	66	Member	18 February 2004	2012
Remy Sautter	66	Member	26 May 2000	2012
Delphine Arnault*	35	Member	5 November 2009	2012
Gilles Samyn*	62	Member	2 May 2007	2011
Gerhard Zeiler	55	Member	8 March 2002	2012
Philippe Delusinne	53	Member	28 July 2009	2012
Vincent de Dorlodot	46	Member	18 March 2004	2012
Andrew Buckhurst	45	Member	7 November 2007	2012
Elmar Heggen	42	Member	22 November 2006	2012
Immobilière Bayard d'Antin, represented by Christopher Baldelli	46	Member	12 January 2010	2011

\*\* A member of the Supervisory Board shall be an independent member when (s)he has no relations with the company, its Group or management, in such a way that may compromise his/her freedom of judgement." (Source: French Code of Corporate Governance for Listed Companies, drawn up by the AFEP and the MEDEF in December 2008, updated in April 2010)

# SUPERVISORY BOARD COMMITTEES

## AUDIT COMMITTEE

The Audit Committee prepares the Supervisory Board's proceedings as regards the financial statements, external audits, internal audits and risks by reporting its findings to the Board. The Audit Committee comprises four members of the Supervisory Board, all of whom have finance and accounting qualifications, and meets twice a year. In 2010, the Committee held four meetings, and the overall attendance rate was 69%.

Members of the Audit Committee		Date first appointed	Expiry of term of office	2010 meeting attendance
Guy de Panafieu*	Committee Chairman	18 February 2004	2012	100%
Remy Sautter	Member	26 May 2000	2012	75%
Elmar Heggen	Member	22 November 2006	2012	25%
Jean Laurent*	Member	6 May 2008	2012	75%

\* Independent Member.

## REMUNERATIONS AND APPOINTMENTS COMMITTEE

This Committee makes proposals for the remuneration of members of the Supervisory Board and Executive Board, examines the share subscription and purchase plans and ensures that the number of independent members on the Supervisory Board is compliant. The committee comprises a minimum of 2 and a maximum of 5 members of the Supervisory Board. The Remuneration and Appointments Committee meets at least once a year. In 2010 the Committee held 2 meetings with a 100% attendance rate.

Members of the Remunerations and Appointments Committee		Date first appointed	Expiry of term of office	2010 meeting attendance
Gérard Worms*	Committee Chairman	26 May 2000	2012	100%
Gerhard Zeiler	Member	30 April 2003	2012	100%
Gilles Samyn*	Member	10 March 2009	2011	100%

\* Independent Member.

## STATUTORY AUDITORS

Ernst & Young – KPMG – PriceWaterHouseCoopers.

FOR FURTHER INFORMATION,  
REFER TO THE "MANAGEMENT REPORT"  
CHAPTER IN THE REGISTRATION DOCUMENT  
AVAILABLE ON OUR WEBSITE:

**WWW.GROUPEM6.FR**  
(FINANCE/REGULATED INFORMATION)

# SHAREHOLDERS' NOTEBOOK

In 2010, M6 allocated over €302 million to pay a €2.35 dividend per share. This dividend included a €0.85 ordinary dividend per share and a €1.50 special dividend per share based on the Group's 2009 net profits and cash position, particularly in the wake of the put option exercised in February 2010 on the 5.1% stake in Canal+ France. For FY 2010, M6 will recommend to the Shareholders' General Meeting that a dividend of €1.00 per share be paid.

## REPORTING POLICY AND DOCUMENTS AVAILABLE TO THE PUBLIC

M6 Group held numerous meetings during 2010 to establish and maintain a regular dialogue with our shareholders and the entire financial community. These included:

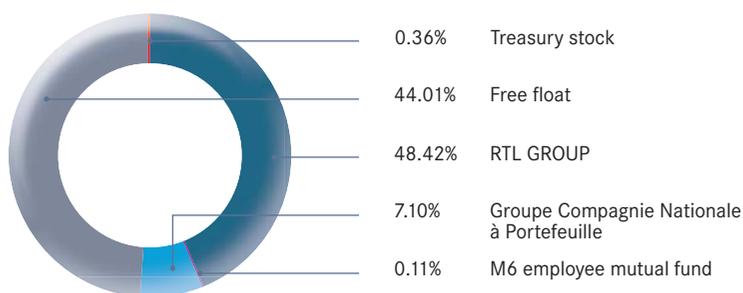
- a meeting to present the annual results;
- telephone calls when the half-year financial results and quarterly sales figures were announced.

The Group also continued to hold meetings with the financial community in France and abroad in the form of road shows and investor conferences. Lastly, many individual meetings with analysts, shareholders, investors, and fund managers were held in 2010.

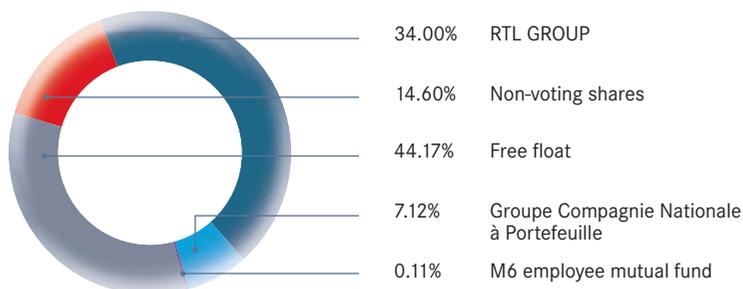
All of the Group's financial reporting is available in both French and English at the following website: [www.groupeM6.fr](http://www.groupeM6.fr), under the Finance heading.

## OWNERSHIP STRUCTURE

### Share capital breakdown at 31 December 2010



### Voting rights breakdown at 31 December 2010



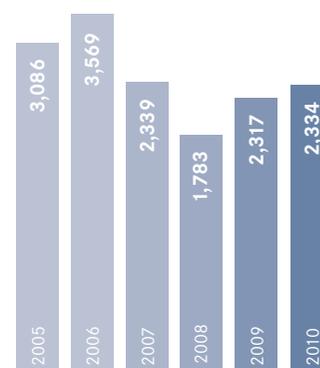
Source: Euroclear survey of bearer and registered shares

## 2011 SHAREHOLDERS' AGENDA (for information only)

- Tuesday 15 February 2011** ..... Release of 2010 annual results and sales figures
- Wednesday 16 February 2011** ..... Analysts' meeting
- Wednesday 4 May 2011** ..... Release of 1<sup>st</sup> quarter 2011 sales and quarterly information (before opening bell)
- Wednesday 4 May 2011** ..... Shareholders' General Meeting
- Monday 16 May 2011** ..... Payment of FY 2010 dividend
- Wednesday 27 July 2011** ..... Release of 1<sup>st</sup> half 2011 sales and results
- Wednesday 27 July 2011** ..... Conference call
- Tuesday 8 November 2011** ..... Release of 3<sup>rd</sup> quarter 2011 sales and quarterly information

This schedule is for information only and will be updated on the website

## Market capitalisation at year end (in millions of €)



## DIVIDENDS AND YIELD FOR 2010

Ordinary dividend per share proposed for FY 2010*	<b>€1.00</b>	A stable pay-out ratio of approximately 82% of the net profit Group share
<b>Dividend yield</b>	<b>5.5%</b>	Calculated on the year-end closing price of FY 2010

\* Calculated on the year-end closing price of FY 2010.

## MARKET INDICES

Since the reform of the Euronext Paris listing structure on 21 February 2005, the Métropole Télévision share has been classified in Euronext's compartment "A", comprising companies whose average market capitalisation exceeds €1 billion. Following the new composition of the Euronext range of indices published on 3 February 2011, the Métropole Télévision share is included in the following indices: CAC MID 60, SBF 120, CAC Mid & Small, CAC All-Tradable, CAC All-Share, CAC Media and CAC CONSUMER SRVCS.

The stock is included in 34 DJ STOXX® indices, notably the two sector indices DJ Euro Stoxx Media and DJ Stoxx 600 Media, which comprise 35 and 52 of the most important European media stocks respectively.

## M6 SHARE PRICE AS COMPARED WITH THE CAC 40 AND DJ EUROSTOXX MEDIA INDICES (BASIS OF 100 AT 1 JANUARY 2010)

In 2010, the M6 share price rose by 0.7%, slightly outperforming the CAC 40 Index.



Source: Euronext

## LISTING INFORMATION

**Official business name** ... Métropole Télévision  
**ISIN Code** ..... FR0000053225  
**Reuters Code** ..... MMTP.PA  
**Bloomberg Code** ..... MMT: FP

**Share Capital**  
 €51,583,176 composed of 128,957,939 shares with a nominal value of €0.40 of the same class and fully subscribed and paid up

**Listing Market**  
 Euronext Paris Compartment A (companies whose average market capitalisation exceeds €1 billion)

**Date first listed** ..... 28 September 1994

**Deferred settlement service eligibility** ..... Yes

## STOCK PRICE PERFORMANCE SINCE 2005

	2005	2006	2007	2008	2009	2010
Number of shares	131,888,690	131,888,690	129,934,690	128,954,690	128,954,690	128,957,939
Year's high (in €)	25.07	27.52	28.44	17.81	18.72	20.22
Year's low (in €)	19.12	22.29	17.32	11.47	9.62	15.46
Year end price (in €)	23.40	27.06	18.00	13.84	17.97	18.10

Source: Euronext

FOR THE LATEST FINANCIAL NEWS FROM THE M6 GROUP, VISIT [WWW.GROUPEM6.FR](http://WWW.GROUPEM6.FR)

TO CONTACT INVESTOR RELATIONS, WRITE TO [ACTIONNAIRES@M6.FR](mailto:ACTIONNAIRES@M6.FR)

# KEY INDICATORS

## ACCOUNT ITEMS BY SEGMENTS

### CONTRIBUTION TO SALES AND CONSOLIDATED EARNINGS BEFORE INTEREST, TAX AND AMORTISATION

#### M6 CHANNEL\*

\* Mainly M6 SA, M6 Publicité, M6 Films, C.Productions, Studio 89 Productions and Métropole Production

(in millions of €)	2010	2009
Sales	677.9	612.1
Earnings before interest, tax and amortisation	162.7	117.9
<b>% of consolidated sales</b>	<b>46.4%</b>	<b>44.5%</b>
<b>% of consolidated earnings before interest, tax and amortisation (EBITA)*</b>	<b>66.5%</b>	<b>61.1%</b>

#### DIGITAL CHANNELS\*

\* Mainly W9, Téva, Paris Première, TF6 and Série Club (50%) and M6 Music

(in millions of €)	2010	2009
Sales	168.9	147.1
Earnings before interest, tax and amortisation	29.2	22.7
<b>% of consolidated sales</b>	<b>11.6%</b>	<b>10.7%</b>
<b>% of consolidated earnings before interest, tax and amortisation (EBITA)*</b>	<b>11.9%</b>	<b>11.8%</b>

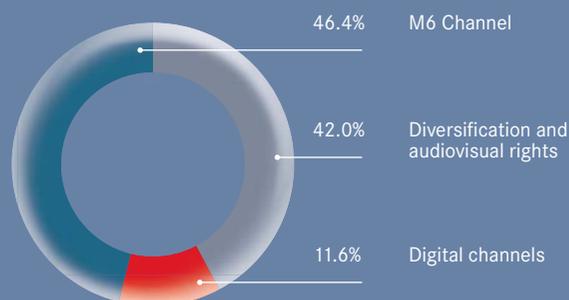
#### DIVERSIFICATION AND AUDIOVISUAL RIGHTS\*

\* Mainly Audiovisual Rights, M6 Interactions, M6 Web, Ventadis (HSS and Mistergooddeal) and the Girondins de Bordeaux Football Club

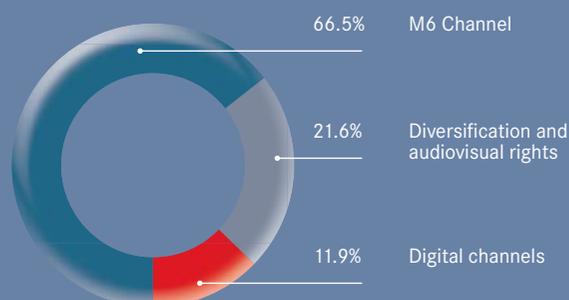
(in millions of €)	2010	2009
Sales	614.9	617.1
Earnings before interest, tax and amortisation	52.9	52.3
<b>% of consolidated sales</b>	<b>42.0%</b>	<b>44.8%</b>
<b>% of consolidated earnings before interest, tax and amortisation (EBITA)*</b>	<b>21.6%</b>	<b>27.1%</b>

\* excluding eliminations and unappropriated earnings

### BREAKDOWN OF 2010 GROUP CONSOLIDATED SALES



### BREAKDOWN OF 2010 CONSOLIDATED EBITA



**€815.3m**

Multimedia advertising sales

**+14.8%**

Growth in digital TV sales

**+10.7%**

Growth in M6 advertising sales

**€614.9m**

Diversification and audiovisual rights sales

# CONSOLIDATED FINANCIAL STATEMENTS

## SIMPLIFIED CONSOLIDATED INCOME STATEMENT

(millions of €)	31/12/2010	31/12/2009
Sales	1,462.0	1,376.6
Total revenues from ordinary operations	1,479.4	1,387.8
Total expenses from ordinary operations	(1,237.2)	(1,197.5)
<b>Earnings before interest, tax and amortisation (EBITA)</b>	<b>242.2</b>	<b>190.3</b>
Amortisation and impairment on intangible assets acquired as part of the business acquisitions (o/w goodwill) plus proceeds from the sale of subsidiaries and equity holdings	0.2	(6.3)
<b>Earnings before interest and tax (EBIT)</b>	<b>242.4</b>	<b>184.0</b>
<b>Net financial income</b>	<b>2.8</b>	<b>22.3</b>
Share of profit/(loss) from associates	0.6	(1.5)
<b>Earnings before tax (EBT)</b>	<b>245.7</b>	<b>204.8</b>
Income tax	(88.7)	(65.7)
<b>Net profit</b>	<b>157.0</b>	<b>139.1</b>
Group Share	157.1	139.2
Minority interests	0.1	0.1
Number of shares outstanding (thousands)	128,408	128,622
Net Group earnings per share (in €)	1.223	1.082

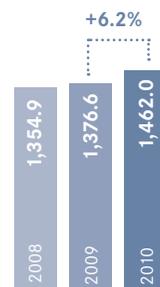
## SIMPLIFIED CONSOLIDATED BALANCE SHEET

Assets (in millions of €)	31/12/2010	31/12/2009
Non-current assets	364.7	361.5
o/w Goodwill	76.2	74.3
Current assets	996.6	1,114.2
o/w Cash and cash equivalents	376.9	85.6
<b>Total Assets</b>	<b>1,361.3</b>	<b>1,475.7</b>
<b>Liabilities (in millions of €)</b>		
Group equity	681.8	820.8
Minority interests	-	(0.1)
Non-current liabilities	17.7	16.3
Current Liabilities	661.8	638.7
<b>Total Liabilities</b>	<b>1,361.3</b>	<b>1,475.7</b>

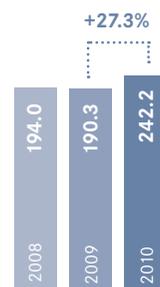
## SIMPLIFIED CONSOLIDATED CASH FLOW STATEMENT

(in millions of €)	31/12/2010	31/12/2009
<b>Cash flow from operating activities</b>	<b>319.5</b>	<b>252.6</b>
<b>Cash flow from investment activities</b>	<b>(109.0)</b>	<b>(85.5)</b>
<b>Cash flow from financing activities</b>	<b>(303.4)</b>	<b>(121.9)</b>
o/w dividends paid	(302.1)	(109.3)
<b>Net change in cash and cash equivalents</b>	<b>291.3</b>	<b>45.1</b>
<b>Opening cash and cash equivalents</b>	<b>85.6</b>	<b>40.5</b>
<b>Closing cash and cash equivalents</b>	<b>376.9</b>	<b>85.6</b>

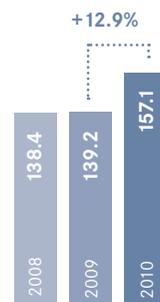
## Consolidated sales (in millions of €)



## Consolidated earnings before interest, tax and amortisation (EBITA) (in millions of €)



## Net profit for the year - Group share (in millions of €)



## FINANCIAL STRUCTURE

(in millions of € at 31 December)

	2010	2009	2008
Group Equity	681.8	820.8	795.1
Financial debt	-0.6	0.4	2.2
Gross cash and cash equivalents	376.9	85.6	40.5
Net cash and cash equivalents	377.5	85.2	38.3



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# FILMING AROUND THE WORLD

2010: the team for *Peking Express - Journey to the End of the World* - penguins in Tierra del Fuego, Argentina.



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**M6 Group Finance Department and Communications Department - Designed and Published by: INC  EA - Translated by Over the Word**

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