



ANNUAL REPORT 2012  
**IN BRIEF**

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The full version of the Annual Report 2012 is available for downloading from [www.groupem6-2012.fr/uk](http://www.groupem6-2012.fr/uk)

This document provides a summary of the main information in the full report.

Design: Dream On/M6 Group

Credits: Ade Adjou, Sylvie Lancrenon, Marie Etchegoyen, PASCALITO, Patrick Robert, Julien Knaub, Lisa Roze, Vincent Flouret, Pierre Olivier, Barbara d'Alessandri, Thierry Lewenberg Sturm, 2011 EUROPACORP - M6 FILMS - GRIVE PRODUCTIONS, MANDARIN CINEMA - MARS FILMS - M6 FILMS, Terre Neuve - Robert Rodriguez, SPOA PROD - SLC - Charlotte Vertu, Fotolia - monalbum-photo.com, FCGB - D. Le Lann, Cécile Rogue, Iannis Pleedel, Cécilia Bonnet.

Cover: Marianne Rosenstiehl

# “2012 WILL GO DOWN AS A SUCCESSFUL YEAR FOR ALL OF THE GROUP'S BUSINESS ACTIVITIES”

The business environment in 2012 became increasingly difficult as the months went by, but the Group weathered the storm and made considerable headway in terms of the performance of its channels and its diversification strategies.

The Group increased its share of the audience and the market, starting with M6 which achieved its best performance since 2007 and is the only one of the long-standing channels to maintain growth. In addition to our flagship channel, our DTT channels have also carved a strong foothold in their target markets and continued their upward trend - W9 is the most popular DTT channel among the under-50s and the high income segment, while Téva is the favourite premium channel for women and Paris Première the most popular premium channel on French television. Finally, the M6 Group launched its third free channel 6ter mid-December, which quickly climbed its way to the top of the new DTT channels with its innovative household and family-oriented content. Such performance has given all the channels approximately 23% of the audience in their target markets, meaning that we are clearly increasing our share of the advertising market. We are keen to improve on these figures and we know that we are capable of doing so in 2013 by ploughing more financial resources into innovative programmes.

The Group took steps long ago to create a balanced development model that would enable the Group to ride out any difficulties affecting the advertising market. This year, roughly 40% of the Group's revenues can be credited to its winning strategy of diversifying its business activities, especially the web, audiovisual rights and production, mobile phones and distance selling.

In 2012, the Group strengthened its arsenal to fend off significant new competition in the TV market and hold firm against the economic crisis. In 2013, we will continue pursuing the same course of action by reinforcing our programme business, while looking to secure the maximum return from our investments. I am sure that 2013 will build on the success that we achieved in 2012. ■

**NICOLAS DE TAVERNOST**  
*Chairman of the  
M6 Group Executive Board*



# GOVERNANCE

## Executive Board

The Executive Board sets out the Group's major policies, while managing and overseeing the Group's business activities. The Executive Board comprises four members. Members, who must be under the age of 70, are natural persons that are elected by the Supervisory Board and serve for a five-year term. The Executive Board oversees the Group's senior executives through regularly-held Management and Executive Committee meetings. ■



**NICOLAS DE TAVERNOST**

*Chairman of the Executive Board*



**THOMAS VALENTIN**

*Vice-Chairman of the Executive Board  
Head of Programming and Content*



The composition of the Executive Board is representative of the M6 Group's different core businesses.



**ROBIN LEPROUX**

*Vice-Chairman of the Executive Board  
Head of Sales & Development Activities*



**JÉRÔME LEFÉBURE**

*Member of the Executive Board  
Head of Management*

## Supervisory Board

The Supervisory Board provides continual oversight of the Executive Board's management of the company and the subsidiaries, and grants members the necessary mandate to sign deals on behalf of the Group. At any time throughout the year, the Supervisory Board may carry out any checks and audits that it deems appropriate and request any documents that it believes are relevant to the performance of its mission. Members of the Supervisory Board are elected during the Annual General Meeting. Members are chosen for their skills, their experience, their complementary qualities and their ability to continually oversee the Executive Board's management of the Group.

### MEMBERS OF THE SUPERVISORY BOARD

- Albert Frère
- Gérard Worms
- Guy de Panafieu
- Mouna Sepehri
- Rémy Sautter
- Delphine Arnault
- Gilles Samyn
- Guillaume de Posch
- Philippe Delusinne
- Vincent de Dorlodot
- Christopher Baldelli
- Elmar Heggen
- Catherine Lenoble represents Immobilière Bayard d'Antin



The Executive Committee held 14 meetings in 2012.



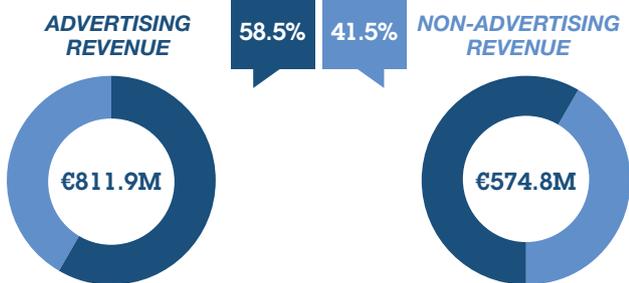
### EXECUTIVE COMMITTEE

## Executive Committee and Management Committee

Senior functional and operational directors sit on the Executive Committee. Meetings are held approximately twice a month. Members are responsible for implementing the major operational and strategic decisions taken by the Executive Board. The Executive Committee held 14 meetings in 2012. The Management Committee comprises the main executives in charge of the Group's operational activities and functional areas. ■

# FINANCIAL OUTLOOK

## BREAKDOWN IN GROUP REVENUE



M6 CHANNEL



DIGITAL CHANNELS



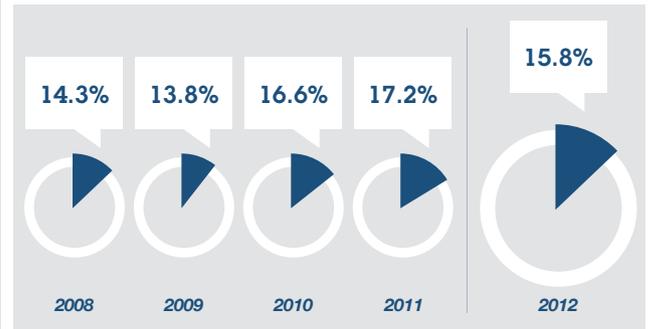
DIVERSIFICATION AND AUDIOVISUAL RIGHTS



## GROUP EBITA



## OPERATING MARGIN FROM RECURRING OPERATIONS



## NET PROFIT GROUP SHARE

	2008	2009	2010	2011	2012
NET INCOME	€138.4M	€139.2M	€157.1M	€149.6M	€140.2M

# “OUR CHANNELS OVERCAME INCREASINGLY STIFF COMPETITION WITH A RECORD-BREAKING PERFORMANCE”



“Despite non-linear media, social networks and video games vying for the public's attention, the French still watched 3 hr 50 min of television a day, the highest figure of the last 10 years. This bears testament to the ability of television programmes to change their strategy and entice viewers. Our main channels - M6, W9, Téva and Paris Première - fended off growing competition to break a number of records throughout the year. The Group's third free channel, 6ter, was successfully launched on 12 December and lost no time in overtaking the other new DTT channels. In 2012, the Group continued to push the envelope by pioneering a second screen app (called “Devant ma télé”), which gives viewers an enhanced televisual experience that is synchronised in real time with the programme currently being watched. The Group also proved its ability to step beyond the realm of television and pursue a strong policy of business diversification with a number of box office hits from M6 Films and SND, the Génération Goldman album that went diamond in just a few weeks, and several new sell-out shows, such as *Sister Act*.” ■

## THOMAS VALENTIN

*Vice Chairman of the M6 Group Executive Board, Head of Programming and Content*



### JANUARY

- Paris Première celebrated its 25<sup>th</sup> birthday.

### FEBRUARY

- All-time audience record for newscast *Le 19.45*: 4.5 million viewers (9 February).
- *Scènes de Ménages* was voted best French series at the 2012 Series Awards Ceremony (hosted by Télé 2 Semaines and RTL), with Audrey Lamy voted best actress in a French series and Gérard Hernandez collecting the best actor award.
- The M6 Group was awarded broadcasting rights for the UEFA Europa League for 2012-2015.

### MARCH



- M6 celebrated its 25<sup>th</sup> birthday. The channel continued to achieve growth with an 11.3% audience share, i.e. up 0.6 points in one year.
- The French broadcasting authority gave the M6 Group permission to create 6ter, a new free DTT channel for all the family.

# HIGHLIGHTS



APRIL

- The Group launched the M6 Mobile DJ Experience and the new range of M6 Mobile by Orange plans.
- The Group was awarded broadcasting rights for the UEFA EURO 2012 and 2016, with 10 matches in 2012, and 11 of the best matches for the UEFA EURO 2016, which will be held in France.
- W9 was voted the most powerful prime-time DTT channel.

RECORD FOR THE  
FINAL OF TOP CHEF:

**5.4**  
MILLION  
VIEWERS.

**LE 19.45** the  
no. 1 newscast  
in France  
among the  
under-50s.

MAY



- *Le 19.45* is the no. 1 newscast in France among the under-50s.
- The midday newscast *Le 12.45* was given a makeover, with a stronger focus on education and interactivity. The programme beat its all-time record with 1.6 million viewers (8 May).

JUNE

- Sweden vs. France - 12.2 million viewers: 2<sup>nd</sup> highest audience since the channel's creation and the 3<sup>rd</sup> highest audience of the year for all channels.
- M6 was voted France's favourite channel (TV Note survey in 2012).
- The 3<sup>rd</sup> edition of the M6 Mobile Game Contest was launched, as well as the "M6 Mobile, t'as le profil" mobile phone advertising campaign.
- M6 Music Hits became M6 Music.

JULY



- Enhanced TV: M6 Web launched a new version of the Replay M6 and W9 services and mobile apps.
- Viewing figures for M6 were up for the 11<sup>th</sup> month running.

## Success for the summer specials.

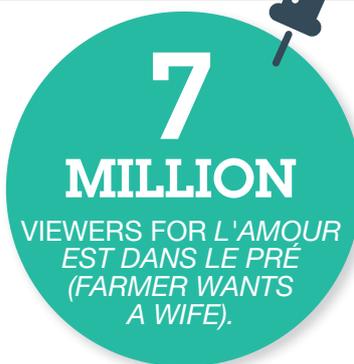
### AUGUST

- Record-breaking audiences for *L'Amour est dans le pré* (Farmer Wants a Wife), *Pékin Express* (Peking Express), *60 Secondes chrono* (Minute to Win It), *Bones* season 7...
- Work was completed on the new M6 Group building at 107 avenue Charles de Gaulle in Neuilly.

### SEPTEMBER



- All-time record for *L'Amour est dans le pré* (Farmer Wants a Wife): 7 million viewers
- The *Sister Act* musical was staged at the Mogador theatre with over 70,000 tickets sold.
- M6 Music launched the first music-on-demand channel service.
- W9 was voted the no. 3 national channel among the under-35s for the first time since its creation.



### OCTOBER

- W9 scored the best ever ratings for a DTT channel among under-50 housewives.
- JeuxVidéo.fr celebrated its 10<sup>th</sup> birthday.
- M6 Mobile won a Top Com award.
- According to an industry report published by Havas Media, which provides insights into how consumers perceive brands, M6 is the fourth most represented brand in everyday French life.

### NOVEMBER

- SND-M6 Group organised a world preview of the latest instalment in *The Twilight Saga* (*Breaking Dawn - Part 2*) in 400 cinemas before the film was officially released in 800 cinemas. This was the largest combination ever realised for an SND film.
- M6 Mobile by Orange ran a special campaign to coincide with the release of *The Twilight Saga: Breaking Dawn - Part 2*.
- M6 was voted the nation's favourite brand for "Leisure" programmes, according to a survey carried out by Toluna for brand ratings organisation "Le Grand Livre des Marques".



### DECEMBER

- Free DTT channel 6ter was launched.
- A major poster campaign was organised for the new series *Once upon a time*.
- M6 dominated the category "Best Social TV Application" during the SMA Awards 2012.

**M6** is the nation's favourite brand for "Leisure" programmes.

**W9** - the no. 3 national channel among the under-50s.



# “THE BEST-PERFORMING MAJOR CHANNEL FOR THE FIFTH YEAR RUNNING”



2012, coinciding with the channel's 25<sup>th</sup> birthday, proved to be an excellent year for M6. Viewing figures in 2012 were similar to those in 2007, despite an increasingly fragmented audience. In 2012, M6 actually recorded the best performance of all the major channels for the fifth year running.

M6 consolidated its status as France's no. 3 channel and the no. 2 channel for the early prime-time slot. The channel achieved the highest prime-time viewing figures on 50 separate occasions.

The channel's leading programmes, such as *Top Chef*, *Pékin Express* (*Peking Express*), *L'Amour est dans le pré* (*Farmer Wants a Wife*), *Zone Interdite* and *Capital*,

as well as newcomers *Le Meilleur pâtissier* (*The Great French Bake Off*) and *Patron Incognito* (*Undercover Boss*), were the driving force behind the channel's performance in the prime access slot. *Le 19.45*, which attracted an extra 500,000 viewers, is the most popular newscast among the under-50s. *Scènes de Ménages*, watched every day by 4.7 million viewers (i.e. some 2.5 million more than when first screened), caused ever more people to switch over to M6. The channel's successful viewing figures and the strong ties forged with our viewers have prompted us to constantly push the boundaries, innovate and take risks... that is what will drive us - the teams and myself - in 2013.

**BIBIANE GODFROID**  
*Head of M6 Programming*

## THE CHANNEL'S PRESENTERS



### **6** NO. 3 NATIONAL CHANNEL

In 2012, M6 celebrated its 25<sup>th</sup> birthday. Ever since it was launched in March 1987, M6 has been driven by its ambition to surprise, innovate and trailblaze in every area, whether magazine shows, news or entertainment. 25 years later and the channel has lost none of its creative streak.

With an 11.2% total audience share, M6 is the channel that registered the highest growth in 2012 with a 0.4-point increase in one year, all channels included. M6 achieved a 17.0% share among under-50 housewives. This score represents the channel's best annual performance since 2007.

The highest viewing figures were once again generated by a sports event - the channel broadcast UEFA EURO 2012 matches and beat the all-time record with the Sweden vs. France match, which was watched by 12.2 million viewers on 19 June 2012. This was the channel's best viewing figures of the year, the 2<sup>nd</sup> highest ever audience since the channel's creation and the 3<sup>rd</sup> highest audience of the year for all channels. ■

“

Record of the year: 12.2 million viewers for the Sweden vs. France match, UEFA EURO 2012.

M6 IS THE CHANNEL THAT REGISTERED THE HIGHEST GROWTH IN 2012 WITH A

**0.4-PT**  
INCREASE IN ONE YEAR.

# FREE TELEVISION



**FRÉDÉRIC DE VINCELLES**

*Deputy Managing Director of W9*

"In 2012, W9 remained in pole position in its target segment - the under-50s - and achieved excellent scores among the high income segment, and was the number one national channel among the younger generation in the prime access slot. In 2013, W9 will continue to think outside the box, draw on its creative streak and take risks in a bid to continually move forward."



**CATHERINE SCHÖFER**

*Deputy Managing Director of Téva and 6ter*

"2012 proved to be an excellent year for Téva in the premium TV sector and for the newcomer in free TV 6ter... and we are going to pull out all the stops to make 2013 even more successful."



## **W9** THE LEADING DTT CHANNEL

The leading DTT channel shrugged off fierce competition to make 2012 a successful year with a tremendous set of scores, such as a 3.2% total audience share and 4.2% among under-50 housewives. W9 is the most popular DTT channel among the under-50s, the most popular DTT channel among the high income segment and the most powerful DTT channel in the evening and the strategic 6 pm - midnight slot. The channel achieved its best ever daytime performance among under-50 housewives on 12 October with 6.9%.

6ter, the third free channel from the M6 Group, embodies the same spirit that has always fuelled the Group's channels by looking to offer original and readily identifiable programmes that bring people together, while promoting such values as simplicity, human warmth and optimism - the pleasure of being entertained, the pleasure of learning and the pleasure of discovering new things together!

Ever since it was launched, 6ter has gone on to become the most watched new DTT channel and clearly exceeded its audience targets - 6ter has attracted over 15 million viewers since 12 December 2012. ■

## **6ter** TELEVISION FOR SHARING!

6ter provides an all-in-one entertaining, surprising and enriching experience to satisfy the curiosity of the entire household, both children and adults alike.



# PREMIUM CHANNELS

téva

## THE LEADING CHANNEL FOR WOMEN

In 2012, Téva strengthened its leadership in the segment for under-50 women, while gaining ground in all other segments. Téva has never attracted so many viewers, with a 22% audience share in one year. Téva is the most popular mainstream premium channel among all sections of the public. Such success can be attributed to a unique, original and varied programming strategy across three main genres - iconic magazine shows in tune with viewers' needs, new exclusive documentaries and imaginative series featuring strong-willed women in starring roles. Téva, the women's channel that everyone watches, is characterised by its generosity and its entertaining content.

PARIS PREMIÈRE

## A CHANNEL WITH CHARACTER

25 years after it was launched and Paris Première continues to stand out from the rest of the crowd on French television. With strongly identifiable magazine shows, live shows, plays, high-end series and cult films, this self-styled channel has always sought to deliver distinctive content. It is the premium channel with the highest coverage\*. By factoring in the ratings achieved over free DTT during the unencrypted time slot, this coverage represents close to 19 million viewers (source: Médiamétrie). Between January and June 2012, Paris Première was the most powerful premium channel with the highest prime-time ratings\* (8:45 pm - midnight). Finally, Paris

Première is the most well-known premium channel\* with 78% brand awareness. Over three quarters of the French population are familiar with the channel (Source: CSA Institute - Industry report on complementary channels 2012).

\* not including Canal+

Music

## UNIQUE MUSICAL CONTENT

The M6 Music Hits channel, renamed M6 Music in 2012, delivers 100% musical content and offers viewers the latest chart hits all day long, as well as themed evenings and special programmes to reflect the latest happenings in the music industry. In 2012, M6 Music developed M6 Music Player, a unique new service available in France exclusively over Canalsat. Viewers can interact with the service using a single remote control and choose their own playlist. Two other channels, M6Music Black and M6Music Club, have been added to the mix. 4.3 million viewers visit one of the three channels every month.

TF6

A trademark of TF6 is its ability to make a splash by offering original, exclusive productions and headline-hitting series. The channel's programmes all promise one thing in common - a complete break from reality.

serieclub

Série Club offers its viewers a hand-picked selection of series that are established or sure-fire hits. 2012 ushered in HD television and a catch-up TV service. ■



JÉRÔME BUREAU

Head of M6 News and  
Chairman of Paris Première

"Paris Première has set the benchmark in terms of cultural content and must maintain that reputation by building on its cult programmes with an increasingly rich portfolio of series, films and shows."

# PROGRAMME PRODUCTION



## DIVERSITY AND CREATIVITY

M6 Group channels leverage the expertise of subsidiary Studio 89 Productions, an in-house production unit, to develop and produce a broad array of game shows, reality TV shows, TV dramas, entertainment programmes and magazine shows. In 2012, Studio 89 produced such leading programmes as *Un Dîner presque parfait* (Come Dine With Me), *Top Chef*, *Pékin Express* (Peking Express), *Accès Privé*, *C'est ma vie*, *Cauchemar en cuisine* (Kitchen Nightmares), *La Belle et ses princes presque charmants* (Average Joe), *La Meilleure Danse* (Ultimate Dance Battle) and *Norbert & Jean: le défi!*, as well as out-takes, documentaries and special evening shows. Over 620 hours of new programmes were broadcast across the Group's channels.

## A DEVELOPMENT-PACKED YEAR



This M6 Group subsidiary is a key driving force in the dynamic sector for producing current affairs programmes. C. Productions can draw on over 80 independent production companies specialising in documentaries and feature stories to deliver material for all the Group's programmes. In 2012, C. Productions produced slightly in excess of 640 hours of programmes (up 9% on 2011) for all M6 Group channels, including 480 hours of new material (up 7% on 2011). With an organisational structure designed for performance, C. Productions has changed strategy by becoming a programming unit with the aim of achieving two key objectives in 2013 - build on the Group's existing brands, while spearheading and delivering new current affairs programmes to all the Group's channels. ■





**FLORENCE DUHAYOT**

*Managing Director of Studio 89 Productions*

"In 2012, Studio 89 focused on strengthening the appeal of its leading brands, such as *Top Chef* and *Pékin Express* (*Peking Express*), while branching out into new territory and creating new programmes across the Group's channels. The company has broadened its range of programmes on the M6, W9 and 6ter channels, including *Cauchemar en cuisine* (*Kitchen Nightmares*), *la Belle et ses princes presque charmants* (*Average Joe*) and *Norbert & Jean*."



**VINCENT RÉGNIER**

*Managing Director of C. Productions*

"In 2012, we strengthened the long-standing range of current affairs programmes broadcast by M6, and we also directed C. Productions' expertise at the digital channels by creating news programmes and supporting their development."


**ROBIN LEPROUX**

*Vice-Chairman of the Executive Board,  
Head of Sales & Development Activities*

"We outperformed the market in 2012; such performance can be credited to the high viewing figures on M6 and W9, as well as the effective strategic position that all Group channels have carved in the market. In addition to traditional media, M6 Publicité can build on its expertise in digital streaming, branded content, brand licensing and its close ties with the Group's presenters in a bid to offer its customers the most cutting-edge solutions."

# NO. 2 ADVERTISING SPACE BROKER IN FRANCE

M6 Publicité, the M6 Group's advertising arm ever since the channel's inception in 1987, has been supporting M6 Group's development for more than 25 years. M6 Publicité works alongside three subsidiaries to market advertising solutions, sponsorship programmes, special operations and licensing arrangements for the Group's channels and brands.



**M6 CRÉATIONS** designs and produces billboards, advertising films, game modules, commercial bumpers, short programmes and special / cross-media operations for the Group's channels.



**M6 LICENCES** markets and manages an array of licensing solutions to foster even stronger ties between advertisers and the brands and programmes.



**M6 PUBLICITÉ DIGITAL** brokers advertising space on web platforms and the new digital media for the M6 Group.

The M6 Publicité portfolio features leading media brands from the M6 Group's channels (including catch-up TV, channel portals and programme websites) and a powerful range of themed pure play sites (clubic.com, deco.fr, jeuxvideo.fr, and much more), cementing its status as a major force in the premium digital advertising scene.

Over 20 websites, mobile apps and sites, and IPTV services deliver unique multi-screen coverage every month, with over 13.5 million\* unique PC users, over 2.5 million\*\* mobile users, over 1.2 million\*\*\* tablet users and over 3 million\*\*\*\* interactive TV users.

**OVER  
13.5 MILLION\***  
UNIQUE PC USERS.

## M6 Publicité is breaking new ground in 2012 by developing an innovative range of new TV advertising solutions, such as:

- 100% Marques: the first fully bundled solution that accompanies viewers from the living room to the store aisle with ads broadcast over TV and catch-up TV websites, combined with point-of-sale communication solutions (medium and large-size stores) through our partner Médiaperformances.
- TIME 6: an innovative system allowing advertisers to broadcast a TV ad over all of the M6 Group's channels at any given time, including the catch-up TV websites of the Group's free channels, thereby instantly guaranteeing maximum effect.



**Digital services driven by video and branded content**

Since 2010, M6 Publicité Digital has pioneered a simple, yet powerful array of multi-screen solutions (PCs, IPTV, mobile phones, tablets and smart TVs) that unshackle advertisers from the traditional way in which society consumes content by streaming their advertising films over every type of platform with content geared towards their target audience. Video ads can be streamed in over ten “10PLAY” or rich media formats, allowing advertisers to broadcast in-banner ads while simultaneously running an in-stream campaign across video hosting sites.

The in-house “Special Ops” team designs digital solutions to drive event-based content (branded content, cross-media, etc.) alongside the M6 Publicité teams.

**Breaking new ground... and turning passive viewers into active viewers**

In 2012, innovation and TV/Digital convergence formed the backbone of M6 Publicité’s developments, culminating in the launch of “synchronised ads”. This system helps advertising films drive home their message with greater effect and promotes superior engagement and interactivity with viewers and web users. Leveraging an all-new innovative synchronisation technology, this interactive functionality is available on the second screen (using the Group’s proprietary M6 mobile and tablet app) when ads are broadcast on television. The functionality is also available on the first screen when the ad is streamed to the user’s computer, mobile phone or tablet from the M6 Replay site. ■



**NICOLAS THORIN**

*Head of M6 Publicité Digital*

“Innovation is woven into the DNA of the digital advertising business and is what enables us to maintain our best-in-class status in the online video industry.”

\* Source: Médiamétrie / NetRatings, all areas, December 2012 - 13,647,000 UVs.  
 \*\* Source: Médiamétrie/NetRatings, Mobiles Panel, November 2012 - 2, 720,000 UVs.  
 \*\*\* Source: Médiamétrie/NetRatings, Tablets Panel, July-September 2012 - 1,222,000 UVs.  
 \*\*\*\* Carrier data, December 2012.



**RONAN DE FRESSENEL**

*Deputy Managing Director, Head of Marketing and Research*

“The Group’s channels have continued raising the performance bar higher and higher, enabling advertisers to reach out to an ever wider audience for a greater impact.”



**JEAN-XAVIER BOUXOM**

*Deputy Managing Director, Head of Business*

“As part of our aim to adopt an even more offensive strategy, we have centralised the sale of all the Group’s TV solutions and set up a development task force. We are pursuing a policy of offering customers a range of tactical solutions, such as 100% Marques.”



**HENRI DE FONTAINES**

*Deputy Managing Director, Head of Global Strategy and Creation*

“We have rolled out a portfolio of solutions that draws strength from our brands and the familiar faces on our channels to deliver a single message that conveys the power of our channels, interaction with our websites and stores’ making good on their price promises.”



# M6 WEB - A TRAILBLAZER IN ENHANCED TV



**VALÉRY GERFAUD**

*Managing Director of M6 Web*

"Enhanced" is clearly the word that best describes 2012 for M6 Web: enhanced figures with nearly 14 million unique visitors, 50 million video views every month and 2.4 million subscribers to the M6 Mobile by Orange mobile phone plan; enhanced services with new themed sites, including the acquisition of gaming sites [jeuxvideopc.com](http://jeuxvideopc.com) and [jeux-video-flash.fr](http://jeux-video-flash.fr); and especially "enhanced" functionality with the leading-edge *Devant ma TV* second screen technology. Reflecting this new way in which viewers watch and interact with programmes, the teams at M6 Web have continued to push the envelope by mastering digital solutions to serve the Group's channels."

Blazing a trail in catch-up TV since 2008, M6 Web launched a new version of its [m6replay.fr](http://m6replay.fr) and [w9replay.fr](http://w9replay.fr) services in July, including **M6** and **W9 apps**. In the wake of the exponential growth in social networks, mobility and the use of second screen apps, viewers' needs and uses have changed. The M6 Group has pioneered a **new interface** delivering a unique, continuous experience:

- Multi-channel support (M6, W9 and 6ter).
- A single digital experience on every screen.
- A single gateway to all the videos relating to viewers' favourite programmes: Live, Replay, Extracts & bonus scenes, and VOD.

## M6 TURNS SOCIAL TV INTO A REALITY

Through the leading-edge incorporation of social networks into the very heart of these new services (including the Facebook Open Graph protocol), viewers have access to an innovative range of social TV functionality:

- **Community sharing:** "my interaction with the service is automatically posted on my Facebook wall".
- **Social recommendation:** "I can find out what programmes my friends have been watching at any time".
- **Community enhancement:** "when I watch my programme, I can instantly see the highlights that my friends have commented on".

## M6 - PIONEERING ENHANCED TV

In November 2012, M6 launched the first second screen service boasting real-time synchronisation with the programme. Spurred on by the fact that one in three viewers uses a second screen in direct relation to the programme that they are watching on the television, M6 offers an interactive television experience to the 4 million people that use its M6 application. Featuring built-in sound recognition technology, the smartphone / tablet app recognises the programme currently being watched and allows users to synchronise their device with the programme in real time.

Viewers can give their opinion about the acts on *La France a un incroyable talent* (France's Got Talent), rate the meals seen on *Un dîner presque parfait* (Come Dine With Me) and provide live comments on an episode of *Top Chef* in real time! ■





## MULTI-PLATFORM DEPLOYMENT FOR EVEN MORE CATCH-UP TV SERVICES

While **W9 Replay** has been rolled out across new TV screens (including such operators as SFR, Bouygues Télécom and Numericable), catch-up TV services were launched for channels **Paris Première** and **Téva** in 2012. SFR, Bouygues Télécom, Numericable and Orange customers with an IPTV box can watch iconic programmes from both channels after the original broadcast.

**6ter**, the latest DTT channel, had no sooner hit the airwaves than it was also given the web treatment with its very own 6ter.fr website and the 6ter application for PCs, iPhones and iPads (offering catch-up TV, live TV and community enhancement functionality).



## THEME-BASED PORTALS

Portal activity this year was fuelled by a series of external growth initiatives:

- **The Ellop sites** in March 2012, comprising autobuzz.fr, eve-auto.fr, sport-prestige.fr and action-tuning.fr, gave even greater depth to the Turbo.fr portal.
- **The Tom's game sites** in November 2012, comprising jeuxvideopc.com (dealing with the latest video games news) and "jeuxvideo-flash.com" (catalogue with thousands of free online Flash games).

Growth was also powered by the development of the Group's other sites:

- Hi-tech site **Clubic.com** attracts 4.3 million unique visitors every month\* and is rated among the top four hi-tech news sites in France.
- **Jeuxvideo.fr**, which has just celebrated its 10th birthday, and the **Tom's games** sites boast a global audience of 2.4 million unique visitors\*\* and have consolidated their status as the number two brand in France's video games portal market.
- **Deco.fr** continues to dominate its category with 1 million unique visitors every month\*\*\*.
- **Turbo.fr** attracted nearly 1 million unique visitors every month\*\*\*\*, and its iPhone application still holds the top spot in the car category on the App Store with 425,000 downloads\*\*\*\*\*. ■



## M6 MOBILE BY ORANGE



The number of people that have signed up for the mobile phone deal launched in 2005 has grown every year and currently stands at 2.4 million customers, with no signs of stopping. The service is continuing to develop its content for teenagers and is also now reaching out to practical-minded adults in search of a deal with an attractive quality-price ratio.

The entire M6 world is streamed to both target groups, whether through the different fixed plans available (with all-inclusive access to the Group's channels) or the brand's extensive communication actions, often using affinity-building programme licences and involving popular presenters, which are just some of the opportunities for achieving a competitive advantage in a demanding telecoms market looking for new benchmarks.

\* Source: Médiamétrie / NetRatings, all areas, July 2012

\*\* Source: Nielsen, August 2012

\*\*\* Source: Médiamétrie / NetRatings, all areas, August 2012

\*\*\*\* Source: Médiamétrie / NetRatings, all areas, average from January to August 2012

\*\*\*\*\* Source: iTunes Connect

# M6 - A HOTBED OF BIG-SCREEN TALENT



**THIERRY DESMICHELLE**

*Managing Director of SND*

"With nearly 8.6 million cinemagoers in 2012 and a portfolio of over 1,000 videos, SND is one of the top 10 film distributors and the leading French video producer. SND pursued its growth strategy in 2012 by producing its very first feature film - the thriller *The Tall Man*. The English-language film sold around the world and attracted close to 600,000 cinemagoers in France alone. SND today is a force to be reckoned with in the market."



“

A catalogue with 1,000 videos.



GROUPE M6

## SND - THE NO. 4 FRENCH FILM DISTRIBUTOR

With 12 film releases in 2012, SND attracted over 8.6 million cinemagoers. SND is the ninth largest film distributor in France and the number four in the French market, ahead of Paramount, Studio Canal, Gaumont, UGC, EuropaCorp and Wild Bunch. In 2012, SND successfully released its first English-language film *The Tall Man*, starring Jessica Biel. ■



VIDÉO

## A MAJOR PRODUCER

Independent video producer M6 Vidéo continued to make its presence felt in both the offline and online markets in 2012, with a market share of approximately 6% (source: SEVN). Driven by a portfolio of nearly 1,000 videos published under the M6 Vidéo label, the video production business has carved itself a prime position in the market and is present across all bricks & mortar retail channels. VOD rights are available for distribution across all digital platforms.

**NO. 4**  
FRENCH FILM  
DISTRIBUTOR.





**6 FILMS REACHED THE FRENCH BOX OFFICE TOP 15.**



**PHILIPPE BONY**

*Managing Director of M6 Films*

“Making films is similar to a craft business, with no more than one film in production at any one time. Each film always raises the same fears and the same hopes as to whether we will succeed in striking a chord with the public and whether we will manage to garner their interest and surprise them with unusual subjects or new talent. The many success stories achieved this year can be credited to M6 Films' strategy of striking a judicious balance between supporting the talent that we have been nurturing for several years (such as the tremendous team in *La Vérité si je mens*) and discovering the stars of tomorrow's world, such as the young directors of *Le Prénom* and the new generation of actors, including Laurent Lafitte, Baptiste Lecaplain and Géraldine Nakache. This balance was instrumental in M6 Films' record-breaking year, with over 18 million tickets sold and 6 of our 10 films reaching the French box office top 15 in 2012.”



**BOX OFFICE RECORDS**

Once again, M6 Films broke its 2009 box office record with over 18 million tickets sold throughout the year. Six of the ten films that it released in 2012 were among the top 15 grossing movies in France: the *Taken 2* and *La Vérité si je mens* 3 franchises, the adaptation of the successful play *Le Prénom*, the impertinent satire *The Players*, the comedy *Mince Alors!* produced by Charlotte de Turkheim, and *De l'autre côté du périph !* by David Charhon. ■

# M6 - A PARTNER TO MAINSTREAM ENTERTAINMENT



## A TALENT SCOUT

In 2012, the shows division attracted over 1.5 million visitors to venues in both Paris and across France by co-producing and co-directing around 40 projects. M6 Spectacles is also a partner to some of the biggest musicals (*Mamma Mia!*, *Sister Act*, *Salut les copains*, and so on) and a breeding ground for new talent (Kev Adams, Audrey Lamy, Mickael Gregorio, and many more).



## A MAJOR PLAYER

M6 Music Label is empowered by its mission to develop high-potential music projects, albums, singles and compilations. Covering the entire value chain from production through to distribution, M6 Music Label is a success-driven operation, whether acting independently or in partnership with record companies. Its performance in 2012 is nothing less than awe-inspiring, with one diamond record (for the album "Génération Goldman"), six platinum records and one gold record. ■



**GÉNÉRATION GOLDMAN:**  
THE HIGHEST-GROSSING ALBUM WITH OVER 700,000 COPIES SOLD.



# VENTADIS - FROM TV HOME SHOPPING TO E-COMMERCE

## VENTADIS **SENSING WHAT CONSUMERS WANT**

Distance selling represents a long-standing business for the M6 Group, beginning in 1988 with its home shopping programme M6 Boutique, screened daily on M6. Ventadis branched out from TV home shopping and made inroads into the e-commerce sector by taking over Mistergooddeal in 2005 and monAlbumPhoto in 2010, which had been created in September 2004 by Alexandre and Pierre-Antoine Bataille.

With one million orders placed in a single year, two-digit growth and a 20% share of the French photo album market in 2012, monalbumphoto.fr has clearly trained its sights on achieving market leadership within the next two years. The company doubled its workforce in 2012 and currently employs over 60 people. ■



**ÉRIC D'HOTELANS**

*CEO of HSS and Mistergooddeal*

“Despite cut-throat competition and the fact that a new e-commerce site goes online every 30 minutes, Ventadis' three retail brands put in a solid performance in 2012 with revenues up 10% on 2011, thereby bearing testament to their ability to adapt to the market. Special credit goes to monalbumphoto.fr, whose success builds on the “do-it-yourself” trend and which achieved sales growth of 40%.”



 monAlbumPhoto.fr

**1 MILLION**  
ORDERS AND A 20%  
MARKET SHARE FOR  
MONALBUMPHOTO  
IN 2012.

# GIRONDINS DE BORDEAUX FC - A MAJOR STADIUM FOR A MAJOR CLUB



## GIRONDINS DE BORDEAUX FC

After a thrilling league championship and a spectacular climb up the rankings with just days to go, the team finished the season in fifth place and consequently qualified for the UEFA Europa League. The club has been actively pursuing its training policy while leveraging the incredibly high standards of its training centre, which is frequently recognised as one of the best training centres in the country according to the criteria laid down by the French Football Federation. Over the last five years, half of its professional players have come from this talent pipeline, which is innately skilled at identifying and incubating talented young footballers.

Bordeaux has decided to build a new stadium in anticipation of France's hosting of the 2016 UEFA European Football Championship. Boasting a capacity of 43,000 and serving as the home ground for FCGB, work on the stadium began in November 2012. Completion is expected in the spring of 2015. The new stadium will be instrumental in the club's development and its strategy of cementing its long-term status as one of the best clubs in France and Europe. ■

**FCGB:  
FIFTH PLACE  
IN THE 2012  
CHAMPIONSHIP.**



# DEEPLY COMMITTED TO CHAMPIONING CSR

## HR DATA

### Youth-oriented recruitment and actions

- 280 interns in 2012 on 3 to 12-month contracts and 42 apprentices.
- 32 previous interns and 5 previous apprentices offered fixed-term and open-ended contracts of employment.
- 25 people that completed their internship in 2012 were recruited as contract / freelance workers.

### Group headcount

- 1,856 employees (including Girondins de Bordeaux FC) as of 31 December 2012.
- 1,625 employees (excluding Girondins de Bordeaux) as of 31 December 2012.

**Average age:** 36.

**Average length of service:** 7 years.

**Training:** 793 employees.

## PROMOTING MOBILITY

- 112 employees took advantage of the Group's internal mobility scheme this year.
- The initiative entitled "A Day in the Life of..." gave 82 volunteers chance for a fully-immersive experience by spending a day working in a completely different team.

## PROMOTING INDIVIDUAL INVOLVEMENT

### Blood donors:

Two blood donation sessions were organised, with 165 volunteers giving their blood.

### Platelet donors:

Eight employees donated their platelets at Beaujon Hospital in Clichy.

## THE FOUNDATION

Acting through its corporate foundation (the M6 Foundation), the M6 Group has focused its attention on the prison system and set itself the major challenge of helping prisoners to rebuild their lives and improve their quality of life.

The M6 Foundation has gone to great lengths to implement a number of initiatives:

- Support rehabilitation actions (literacy campaigns, training for careers in the TV and radio industry, and so on).
- Improve quality of life for prisoners (film screenings, shows and cooking workshops, sports, etc.).
- Maintain family ties between inmates and friends / family and encourage rehabilitation by lending support to specialised associations.

## THE 107 GREEN BUILDING



The M6 Group has made reducing its environmental footprint one of its top priorities. The Group has taken firm steps in this direction by relocating nearly 360 employees to its all-new building at 107 avenue Charles de Gaulle, which has been certified as conforming to the "highest environmental quality standards".

## DISABILITY FOCUS GROUP

In a bid to promote diversity, the Group's disability focus group pursues four main action areas:

- Train and raise employee awareness of disability issues.
- Develop the recruitment of disabled workers.
- Accommodate employees that have become disabled by adapting workstations and jobs to reflect the latest technological developments and professional practices.
- Develop outsourcing initiatives with social firms. ■

AUDIOVISUAL RIGHTS

AUDIOVISUAL PRODUCTION AND CINEMA

DISTANCE SELLING

BY-PRODUCTS, LICENCES, PUBLICATIONS



FREE CHANNELS

6ter

W9

6

Music

PREMIUM CHANNELS

PARIS PREMIERE

Music club

TF6

Music BLACK

téva

serieclub

6 CREATIONS

6ter REPLAY

6 REPLAY

6ter

6

VIDEO EXPERIENCE ON THE WEB

W9 REPLAY

W9

6 DIGITAL PUBLICITE

6 VOD

6 WEB

Mobile Group

6 M6.FR

de co.fr

Girondins.com

W9 W9.FR

6ter 6TER.FR

jeuvideo.fr

téva.fr

PARIS PREMIERE.fr

achetez facile.com

SPORTS

TURBO.FR

GOLDEN MOUSTACHE

INTERACTIVITY

clubic.com



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