

ESSENTIALLY



vivendi





Vivendi, an integrated media, content and communication group, comprises Universal Music Group, Canal+ Group, Havas, Gameloft, Vivendi Village and Dailymotion.

Its artists, content and distribution platforms gives it a global leadership position in music, and it is the European leader in films and the French leader in television.

The acquisition of the Havas Group has strengthened Vivendi, endowing it with a unique position in the increasingly converging worlds of media and telecoms operators, content and brands.

Vivendi continues to build its position as a global champion in the entertainment industry by developing cross-functionality between all its businesses. The Group is also multiplying partnerships with European telecoms operators (Telecom Italia, Telefonica) that can help extend the reach of its content on the international scene.

KEY FIGURES

REVENUE:
€10.819
BILLION**

42,395
EMPLOYEES*

ROC
€853
MILLION**

PRESENT IN
67
COUNTRIES**

INVESTMENTS
IN CONTENT:
€2.5
BILLION**

* On September 1, 2017,
after integration of Havas

** Financial year
to December 31, 2016



UNIVERSAL MUSIC GROUP

Universal Music Group (UMG) is the world leader in recorded music, with a global market share of more than 30%.

UMG is represented in three major sectors of the music business: recorded music, music publishing and merchandising.

UMG collaborates with more than 400 streaming services around the world

works and their licensing. With a catalog of more than 3 million titles in its ownership or under management, UMG's compositions are present in various formats.

At the same time, UMG works with brands through its brand entertainment agency, Universal Music & Brands.

UMG is at the forefront of the digitization of music, and has demonstrated its ability to adapt to digital consumption models and more specifically to streaming by subscription. Thus, UMG can position itself on a market of more than 68 million consumers through partnerships with platforms such as Spotify, iTunes and Deezer.

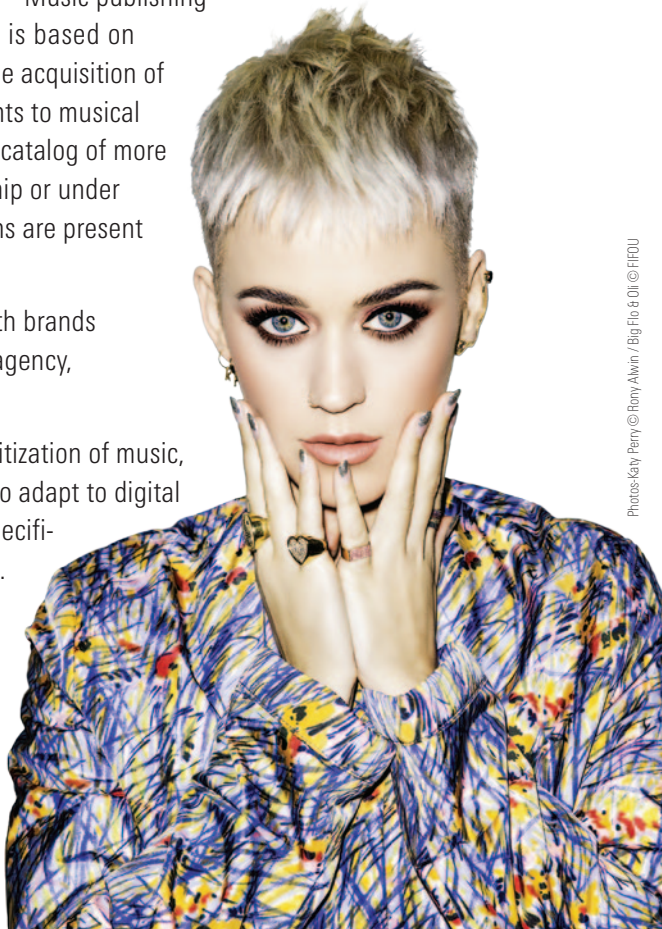
Katy Perry



The recorded music business involves discovering artists and developing their careers. Such talents are signed by about 50 labels specializing in musical genres as diverse as rock, jazz, classical, pop and urban.

Music publishing is based on the acquisition of

the rights to musical



CANAL+

GROUP

Canal+ Group is a major player in pay-TV in France, Africa, Poland and Vietnam. It is a leader in the publication of first exclusive channels, and in cinema through its subsidiary Studiocanal.

In September 2016, Canal+ Group redefined its editorial positioning by making the Canal brand the link between its free-to-air and pay-TV divisions. This combination now includes the Canal+ channel and its thematic declinations, the free-to-air channels renamed C8, CStar and CNews, and finally the 150 subject-based channels of the former Canalsat offering.

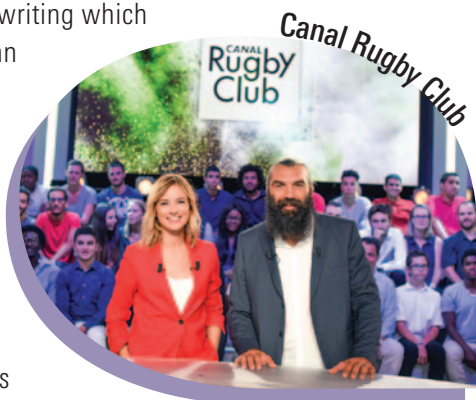


**The Canal+ Group
has over
14 million customers
worldwide**

This redefinition of the Group has been accompanied by a reworking of Canal+ offers, showcasing the Group's plus points: sports, fiction (particularly with the "Créations Originales") and cinema. Thus, Canal+ Group has chosen to offer a flexible *à la carte* service.

As a major player in French fiction, Canal+ cultivates unique writing which contributes to the reputation of European fiction worldwide. Cinema remains an area of strong development for the Group, through Studiocanal, the European leader in film production, acquisition and distribution. Many international projects will soon be added to the catalog of 5,000 titles.

With over 6.2 million customer-subscribers worldwide (excluding France), the Canal+ Group is now strengthening its international presence still further, continuing its spread into new markets and soon to be arriving in Myanmar.



Havas, one of the world's largest communication groups, brings brands and consumers together through innovative creations and in-depth media expertise.

Its integration into the Vivendi Group in July 2017 brought an injection of customer relations know-how to all aspects of communication: creation, media, digital, social media, data, events, public relations etc.

**Havas won
482 awards
in the first half
of 2017**

Havas consists of three operating units that cover

all communication business sectors: brand relations, media expertise and healthcare marketing.

Havas Creative provides fully integrated solutions that meet brand needs. This division includes the Group's best known branches such as BETC Paris, London, Sao Paulo; Rosapark and Host in Australia.

Media expertise is provided by three of the Group's flagship brands: Havas Media, Arena Media and FullSix Media. They utilize a network of pure players whose flexibility and agility ensure flawless campaign performance in all media and for all targets.

And finally, Havas Health & You groups all the professional and consumer healthcare branches together under four brands: Havas Life, Health4Brands (H4B), Havas Lynx and Havas Life PR.

Photos DR

BANGKOK ■ BARCELONA ■ BEIJING ■ BOGOTA ■
BOSTON ■ BRUSSELS ■ BUDAPEST ■ BUENOS
AIRES ■ CHICAGO ■ COPENHAGEN ■
COSTA RICA ■ DELHI ■ DUBAI ■ DUBLIN ■
HELSINKI ■ HONG-KONG ■ JAKARTA ■
JOHANNESBURG ■ KUALA LUMPUR ■
LISBON ■ LONDON ■ MADRID ■
MANCHESTER ■ MELBOURNE ■
MEXICO ■ MILAN ■
MONTREAL ■ MUMBAI ■
NEW YORK ■ PANTIN (BETC) ■
PARIS ■ PHNOM PENH ■
PRAGUE ■ REUNION ■ SAN
FRANCISCO ■ SAO PAULO ■
SEOUL ■ SHANGHAI ■
SINGAPORE ■ SYDNEY ■
TAIWAN ■ TOKYO ■
TORONTO ■ TUNIS ■ VIENNA
■ VIENTIANE ■ RANGOON

**48 HAVAS VILLAGES
WORLDWIDE**



Gameloft is a leader in the creation and publishing of mobile games, with a global monthly audience of more than 140 million unique players.

Having been integrated into the Vivendi Group in June 2016, Gameloft is regarded as the French champion of mobile video games.

Its know-how is recognized worldwide through some 20 creative studios operating internationally and its 140 million monthly players.

**1 billion
Gameloft games
have been downloaded
in 2016**

Gameloft owns a diverse catalog of games and publishes 175 games in more than 100 countries. The company has its own franchises such as *Asphalt*® (a racing game), *Modern Combat* (an action game) and *Dragon Mania Legends* (a simulation game).

Gameloft also works in collaboration with the largest international rights holders including Universal Studios, Illumination Entertainment (with the game *Despicable me: Minion Rush*), Disney® (with the game *Disney Magic Kingdoms*), Marvel® (with the game *Spider-Man Unlimited*) and Hasbro® (with the game *My Little Pony: Friendship is Magic*).

Gameloft is central to Vivendi's strategy and synergies, bringing a unique expertise and new skills to the Group. With Gameloft, Vivendi can rely on a key player in one of entertainment's most dynamic industries.



vivendi village

As the Group's laboratory of ideas, Vivendi Village brings together digital companies and entities dedicated to live entertainment and talent development.

Vivendi Ticketing is one of the market leaders in ticketing, with See Tickets in the United Kingdom and the United States, and Digitick in France. Every year, Vivendi Ticketing sells more than 40 million tickets for more than 20,000 events.



MyBestPro is the number 1 French advice service (wellness, legal, teaching, etc.) and putting private individuals in contact with businesses online.

Vivendi Talents & Live is the unit dedicated to talents: from their discovery to the management of their careers. This structure is involved in an increasing number of live projects, supporting many festivals and events.



L'Olympia is the most iconic show venue in Paris. Every year, it welcomes nearly 600,000 music and show lovers at 300 events.

Olympia Production is a show and concert production company. The Group can thus rely on an internal structure to put on various live events at the Group's venues and elsewhere.

Le Théâtre de l'Œuvre has been one of the Group's assets since the end of 2015. Shows and concerts will soon be produced on this intimate stage, which is much appreciated by theater lovers and where the most beautiful plays in Paris are performed.



CanalOlympia is the leading cinema and show venue network in Africa. Its venues found in about ten countries will shortly host the Group's artists and creations.

Dailymotion is one of the world's largest video content-aggregation and distribution platforms, with billions of videos viewed every month.

Thanks to Vivendi, Dailymotion has increased capacity to speed up its growth and to continue its international expansion. Reciprocally, with Dailymotion, Vivendi has the benefit of a digital platform of international dimensions to make its content known.

Dailymotion, Universal Music and Canal+ Group are working on new formats and content capable of responding to the expectations of a new generation of digital consumers.

In 2017, it introduced a new, more intuitive and more editorialized platform that offers its core audience an original experience with new content.

vivendi content

Vivendi Content is a new structure responsible for designing and developing the content of the future.

In an environment where mobile is the first screen, the objective is to offer short content of very high quality specially devised for that medium. Studio+, which has the leading global offer of premium series for mobiles, is responding to this trend by offering ambitious series of 10 10-minute episodes. Available in France, Italy, Brazil and Argentina, Studio+ is also scheduled for roll-out in other Latin American and European countries.

INVESTMENTS

Vivendi has several investments in recognized media and telecoms companies:

- | | | |
|--|--|--|
|  Mars Films: 30% |  Mediaset: 28.8% | |
|  Ubisoft: 26.87% |  Telecom Italia ^{**} : 23.94% | |
|  Banijay Group: 23.7% |  FNAC: 11.1% |  Telefonica: 0.98% |

^{*} % of interest as of July 30, 2017 ^{**} based on the total of common shares with voting rights