

ESSENTIALLY



vivendi



Vivendi is an integrated industrial group operating in media and content, including **Universal Music Group, Canal Group, Gameloft, Vivendi Village and Dailymotion.**

It is involved throughout the value chain from the discovery of talent to the creation, publication and distribution of content; and is the world leader in music and video games, the European leader in cinema and the French leader in television.

Vivendi's strategy focuses on four main priorities: to identify and support creative talent, to design new formats (particularly for mobile), to increase its presence in markets with high growth, and to speed up the digital transition.

This roll-out strategy in the media field is aided by strong collaboration between the Group's businesses (music, television, video games, digital media and live entertainment). Locally, it also relies on partnerships with companies such as Telecom Italia and Telefonica.

At the heart of the essentially European international Group that Vivendi is in the process of building, cross-disciplinary projects provide evidence of this strategy, with the launch of the Studio+ and WatchMusic platforms.





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.

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.

Revenue from streaming and subscriptions represents 2/3 of **UMG's** digital revenue

Music publishing is based on the acquisition of the rights to musical 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.



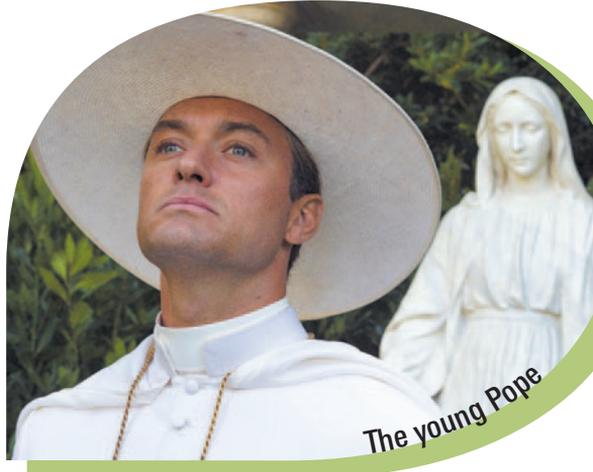
Olivia Ruiz



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.

Canal Group has more than 2.2 million subscribers in Africa

This redefinition of the Group has been accompanied by a reworking of Canal+ offers, showcasing the Group's plus points: sport, 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.



Finally, Canal Group is further strengthening its international presence. With more than 2.2 million subscribers, Africa is a market that is developing particularly fast thanks to an offer specially created for the African audience.



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.

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, 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*).



Every day, nearly
3 million Gameloft
games are downloaded
worldwide

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.



AsphaltXtreme

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.

Radionomy Group is a digital radio platform. It enables internet users to create, broadcast and monetize their own radio stations.

Watchever is a video streaming pay-service. Due to its very sound technical expertise, Watchever is also associated with a number of content distribution projects within the Group (Studio+ and WatchMusic).

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

With 3 billion videos watched and 300 million visitors every month, Dailymotion is one of the largest video content aggregation and distribution platforms in the world.

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 2016, Dailymotion made live broadcasts of major sporting competitions such as the Rio Paralympics (September 2016) and the Vendée Globe (November 2016).

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. Launched in Brazil, Argentina, France and Italy at the end of 2016, Studio+ will be rolled out in other Latin American and European countries.

HOLDINGS

Vivendi has interests* in recognized media and telecoms companies:

-  Mars Films: 30%
-  Banijay Group: 26.2%
-  Telecom Italia: 24.19%
-  Ubisoft: 25.15%
-  FNAC: 15%
-  Telefonica: 0.95%

*at December 08, 2016

KEY FIGURES

22,395
EMPLOYEES*

PRESENT IN
67 COUNTRIES**

REVENUE:
€10.762
BILLION**

ROC
€1.061
BILLION**

INVESTMENTS
IN CONTENT:
€2.3
BILLION**

* On September 30, 2016, after integration of Gameloft
** Financial year to December 31, 2015

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