



# FY 2020 Results Presentation

*Milan, 27<sup>th</sup> April 2021*

# MEDIASET 2020 | Highlights

**FLEXIBILITY  
RESPONSIVENESS  
RESILIENCE**

> €310 mln

Group Free Cash Flow, above FY 2019

130%

Cash costs efficiency exceeded by more than 130% the revenues decline

85%

2H20 Italian Ebit yoy growth

> 12.2mln

Hours of In-house production in 2020

X2

Addressable TV advertising campaigns more than doubled vs 2019

39mln

Monthly unique users on Mediaset OTT platform

~11mln

Total viewers\*, up by > 1 million vs 2019

Source: internal data

\* Linear TV, Total individuals - 24Hours

# Mediaset pan-European strategy



# MEDIASET 2020 | Our pan-European strategy

## CORE BUSINESS FTA TV

- Increase interaction and cooperation between Mediaset and Mediaset España TV operations
- Invest in the digital extension of FTA business ('Total Audience')
- Maintain strong cost management
- Enhance brand portfolio awareness through social media and digital platforms
- Attract an higher share of multinational pan-European advertising budgets
- Develop new addressable market segments: Addressable TV, OTT, Digital Audio, DOOH, Mobile Proximity
- Expand Mediaset Group FTA footprint in Europe to scale up opportunities and synergies

## DIGITAL

- Focus on monetization of all the digital outlets of the Group
- Execution of a new strategy in Digital Publishing, also through M&A on selected verticals
- Development of an Integrated and Data-driven system of Business Intelligence
- Launch of a new DTC platform for the Group
- Speed up the development of Audience profiling & addressability delivered via AdTech & Data

## CONTENT HOUSE

- Reorganization of the production outlets within the Group
- Increase local content production and portfolio
- Focus on creation of new original IPs, both on scripted and unscripted content
- Development of «Digital first» content creation and production
- Attraction of international content creation talents and vertical libraries, also through M&A
- International monetization of "Mediaset Originals Library", also through global distribution platforms

# MEDIASET 2020 | Our pan-European strategy

## Re-domiciliation of Mediaset Spa in Holland

\*

The redomiciliation of Mediaset Spa in Holland is in continuity with the strategic rationale underlying the MFE transaction approved by the Extraordinary Shareholders' meeting as of 4 September 2019

### STRATEGIC RATIONALE

The aim is to facilitate **the creation of a pan-European content and entertainment group**, both in the linear and non-linear space, with a leadership position in its reference markets (Italy, Spain and Germany). This should allow the Group a greater competitiveness, potentially increasing its range of action to other European countries

### A NEUTRAL JURISDICTION

The choice of Holland as the Company's domicile responds to the need of finding **a neutral jurisdiction with respect to the objective of the European consolidation**. It is functional to the realization of the pan-European growth strategy, as confirmed by the numerous redomiciliation in the Netherlands of many groups with an international vocation

- **Mediaset Spa will maintain its fiscal residence in Italy and will remain listed on the Milan Stock Exchange**
- No transfer to the Netherlands of the Group's staff, production activities and organizational units is currently envisaged
- Redomiciliation grants a withdrawal right to all shareholders not voting in favour at Euro 2.181 per share (6 months average of the closing prices from publication of the notice conveying the EGM).
- Withdrawal exercise cap at EUR 120 ml.

## MEDIASET 2020 | Our pan-European strategy

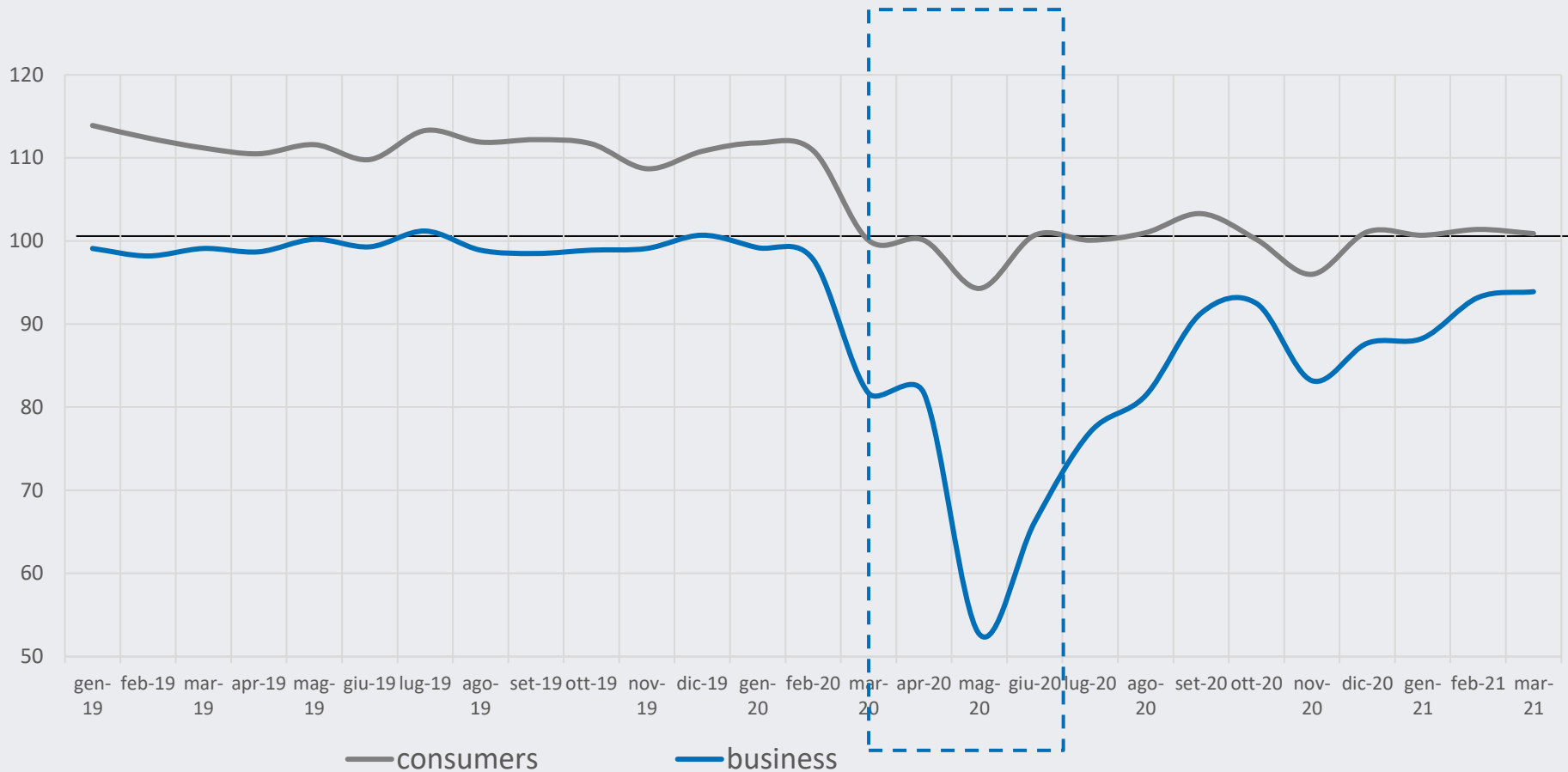
<p>Footprint</p>	<p>Give birth to a “neutral entity” to be used as a vehicle to extend the scope of the Group to other European countries and to pursue external growth opportunities (i.e. business integrations, M&amp;A and/ or strategic alliances)</p>
<p>Scale</p>	<p>Enhance the ability of Mediaset Group to compete thanks to a larger scale and a pan-European footprint</p>
<p>Corporate Governance</p>	<p>Adopt a Corporate Governance model in line with international best practices to enhance the European dimension and vocation of the Group</p>
<p>Legal Framework</p>	<p>Guarantee a high degree of legal certainty and contractual, commercial relations. Netherlands represents the most flexible ground universally recognized as one of the legal system that ensure wide protection to stakeholders and investors, while preserving its identity and historical presence in the current reference markets</p>
<p>Funding</p>	<p>Strengthen Mediaset Group ability to fund financial resources aimed at sustaining the development of new pan-European business projects and partnership</p>
<p>Talent acquisition</p>	<p>Enhance the ability of Mediaset Group to attract a wider sourcing of talents in the digital and content production space</p>



# Audience & Advertising

# ITALY | Evolution of confidence index

Monthly evolution, consumers and business: after a deep-down during lockdown, a positive and sharp upturn in June and July



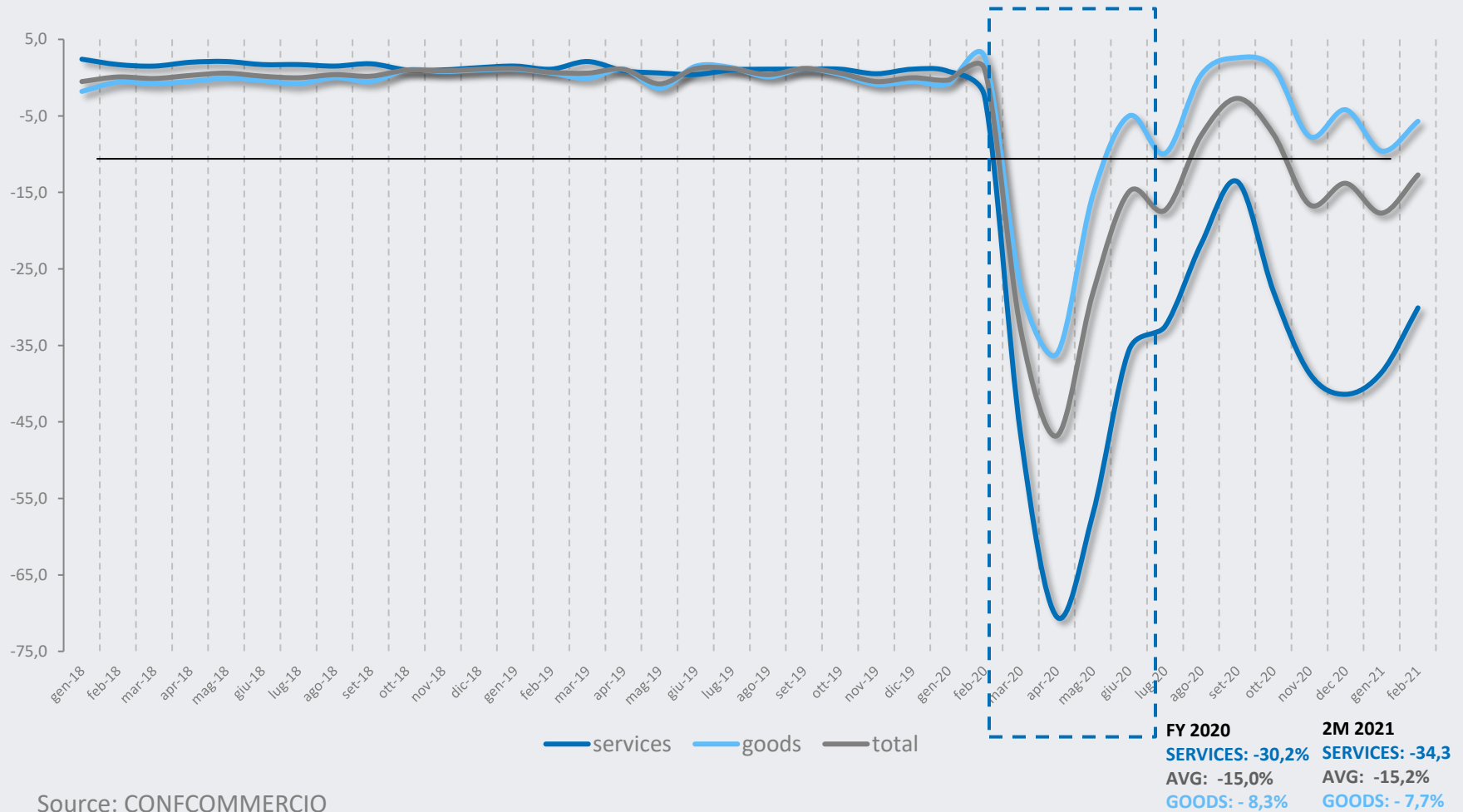
Source: ISTAT



# ITALY | Good & Service monthly consumption

Real consumption has a pattern aligned with confidence index

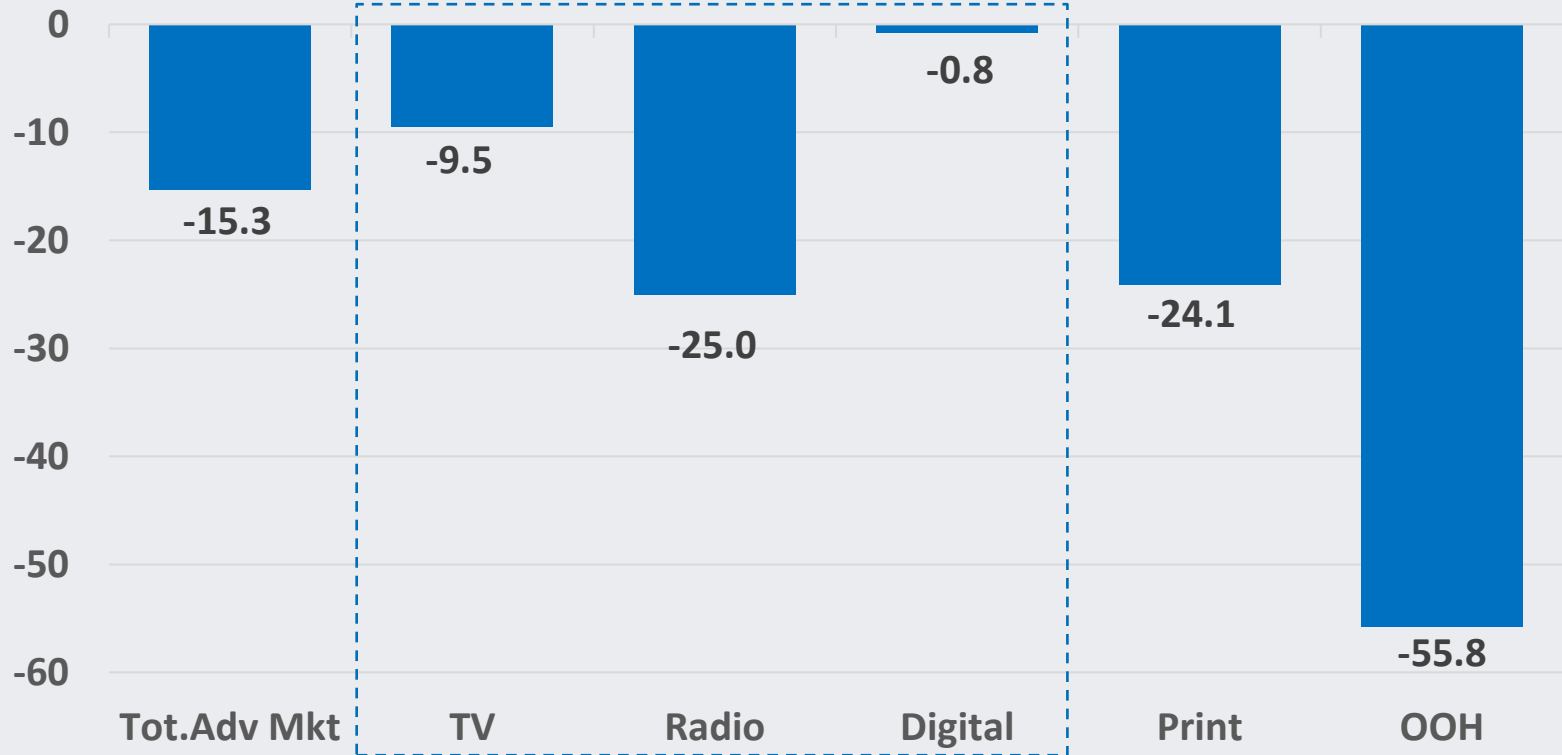
Very strong and deep downturn during lockdown but positive upturn signals (yoy evolution)



Source: CONFCOMMERCIO

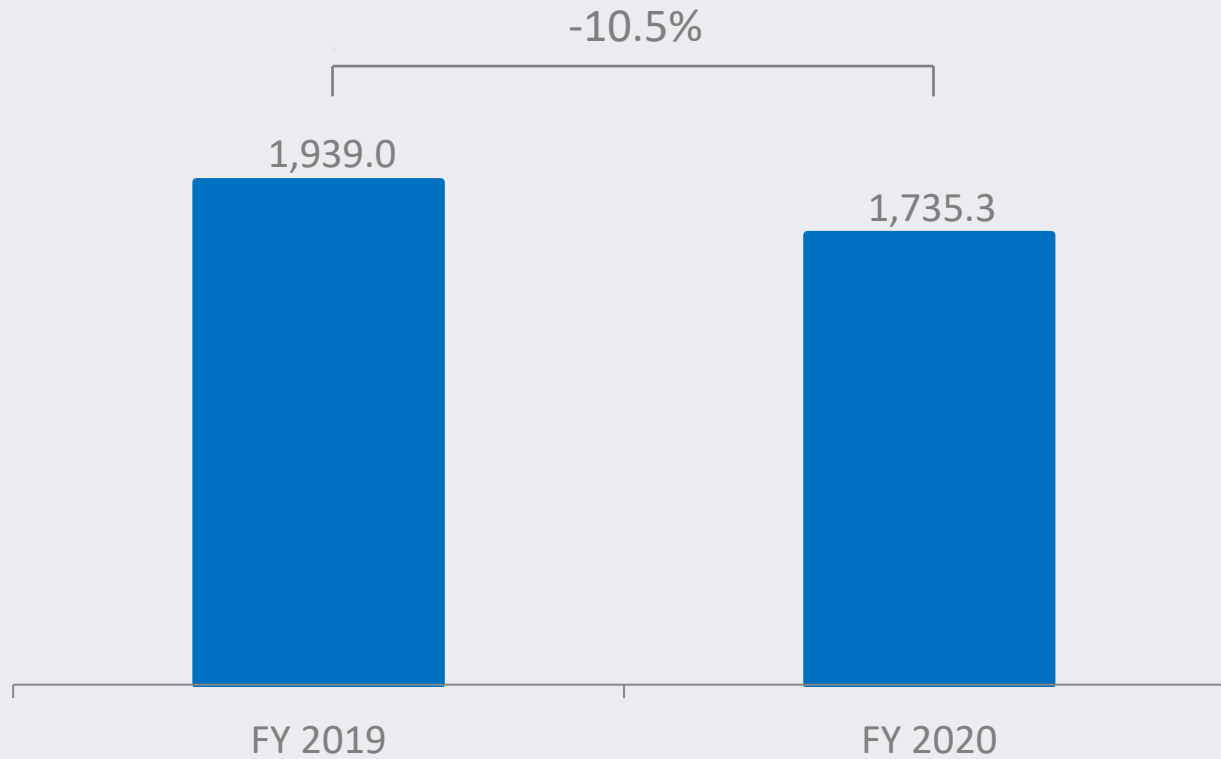
# ITALY | Analysis of the advertising market

FY 2020 VS FY 2019 (Var %)



# MEDIASET FY 2020 | Total advertising revenues

FY 2020 vs FY 2019 (mio Eur)

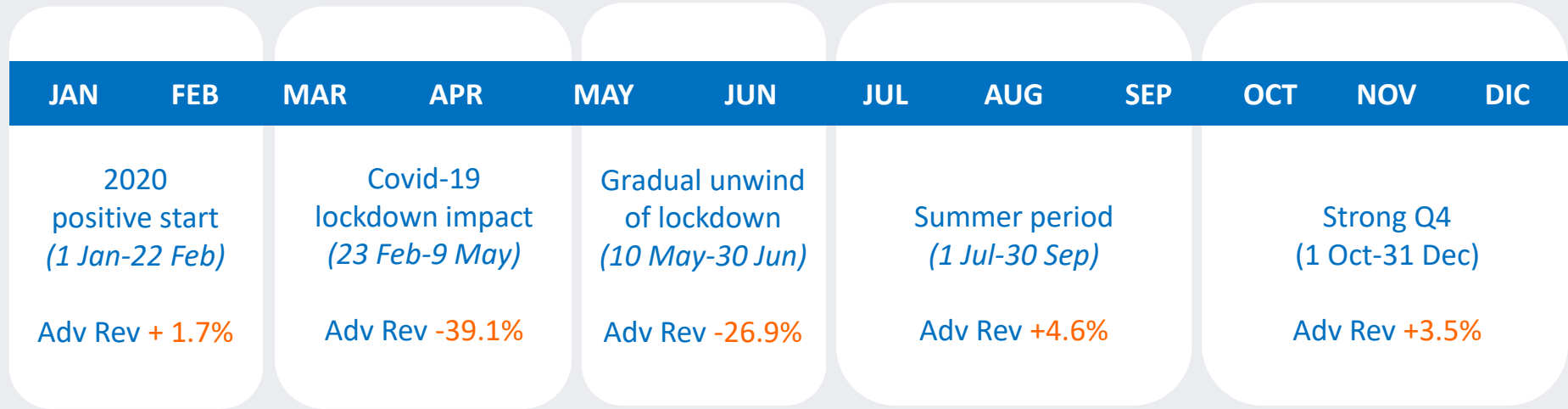


FY2020 Mediaset adv revenue share at 40.3 % (+200 basis points yoy)

# MEDIASET FY 2020 | Five stages of the Covid-19 crisis

Understanding intensity and duration of the current crisis

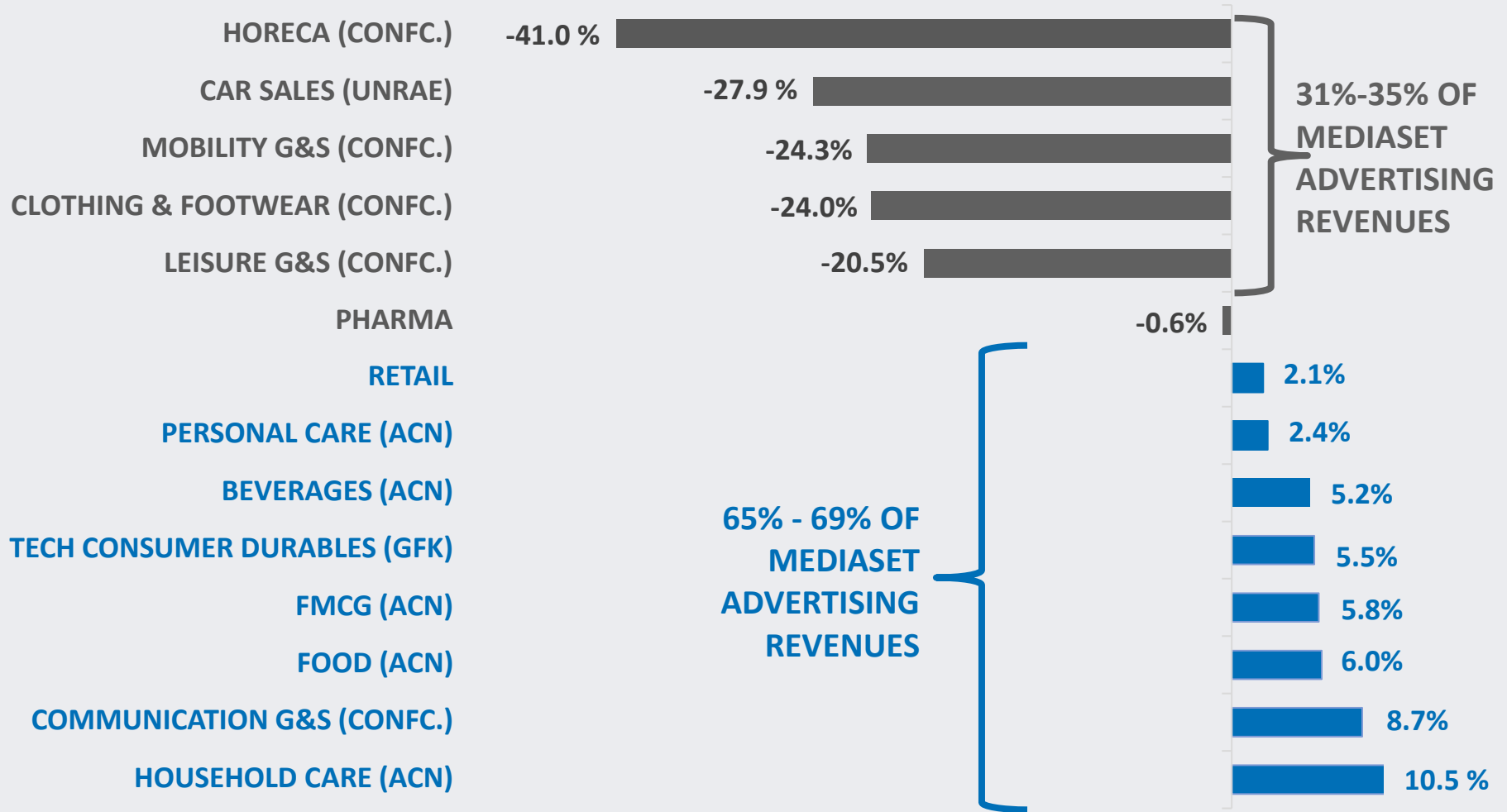
## PHASING OF ADVERTISING COLLECTION IN 2020



FY20 Mediaset advertising revenues -10.5% yoy

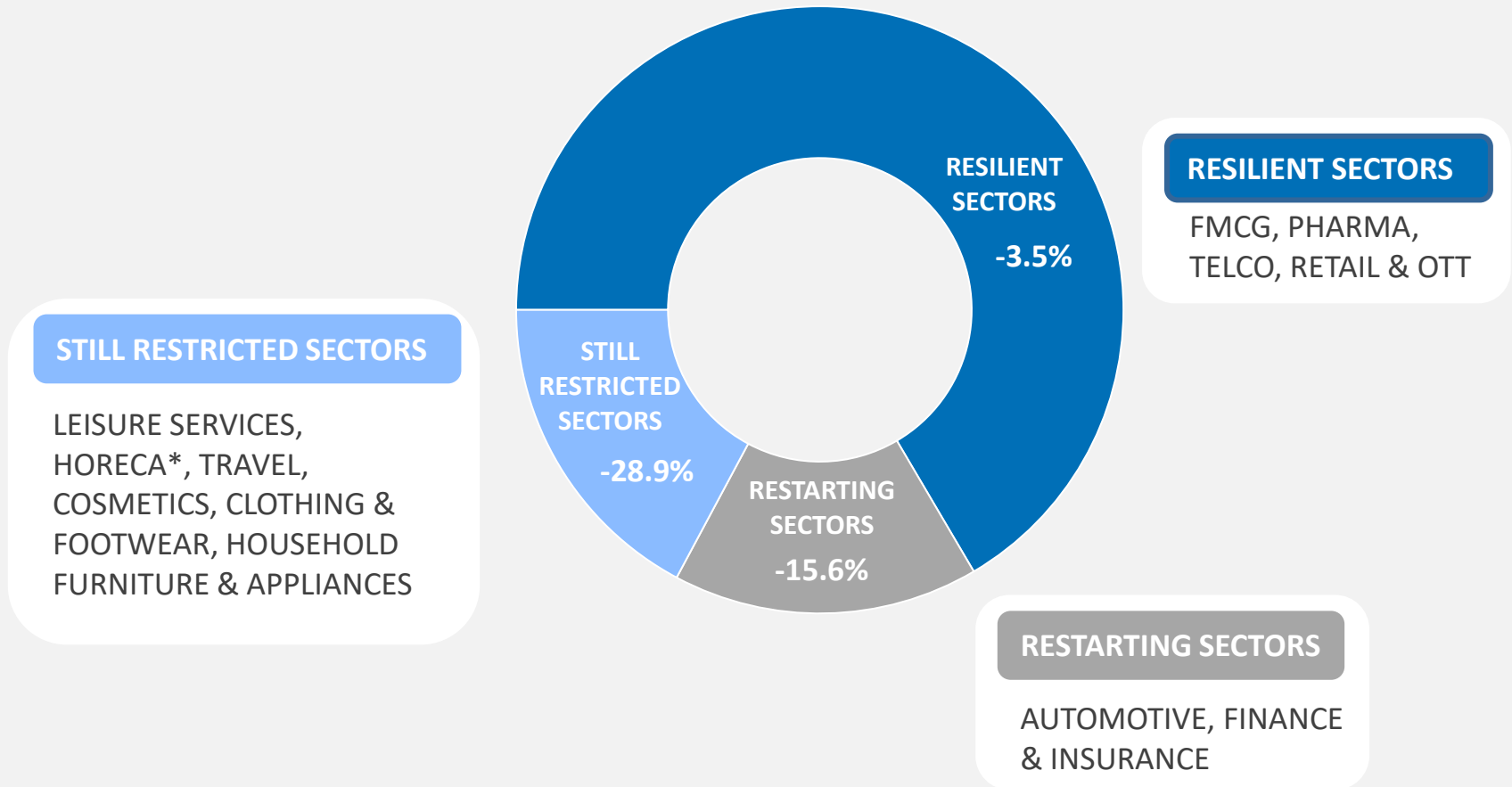
# ITALY FY 2020 | Retail sales trend by sector

FY 2020 vs FY 2019 (Var %)



# MEDIASET FY 2020 | The 3R model - Shaping the path of recovery by sector

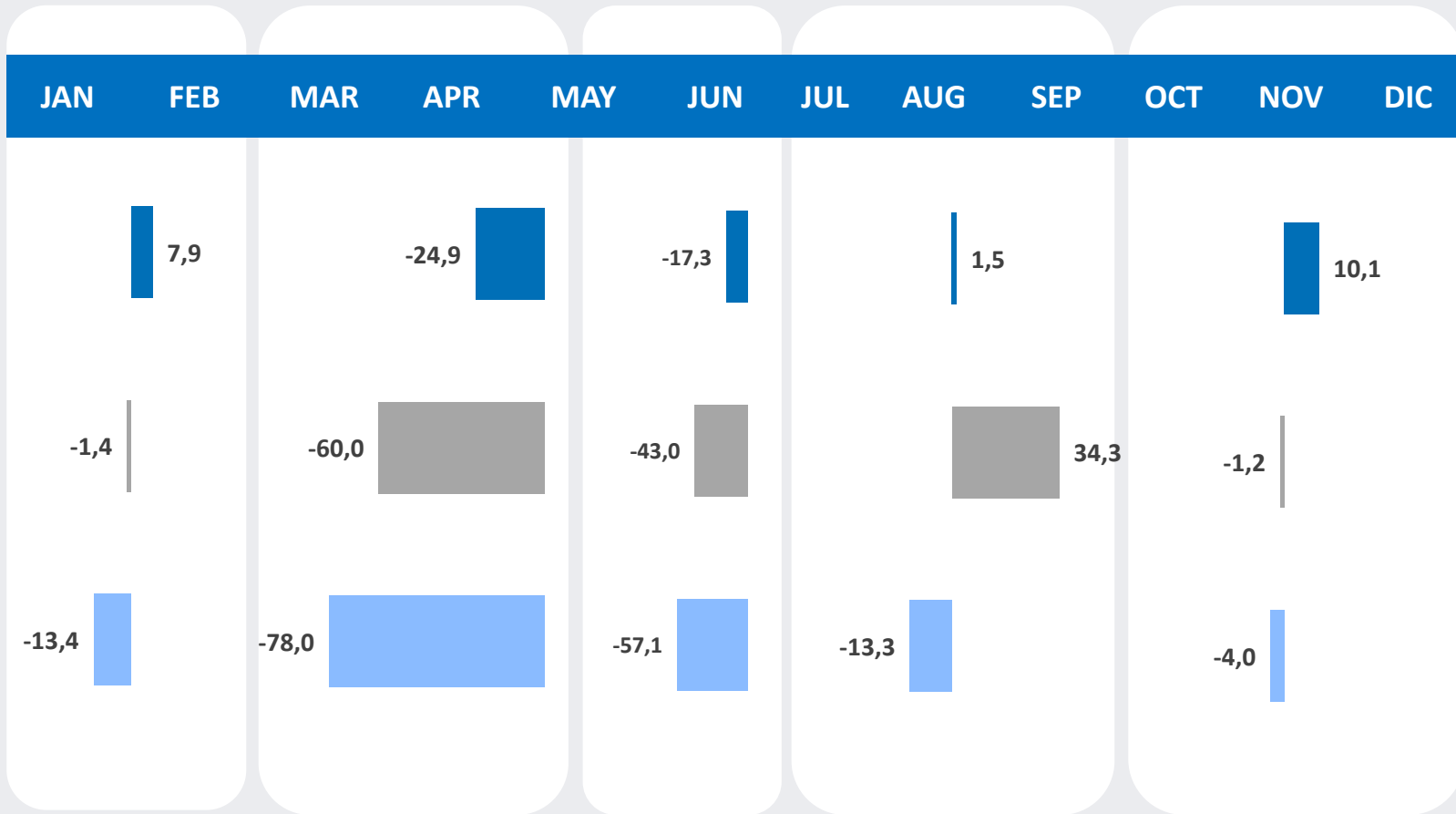
Resilient, restarting and restricted sectors (yet)



\*Horeca: hotel, restaurants and catering services

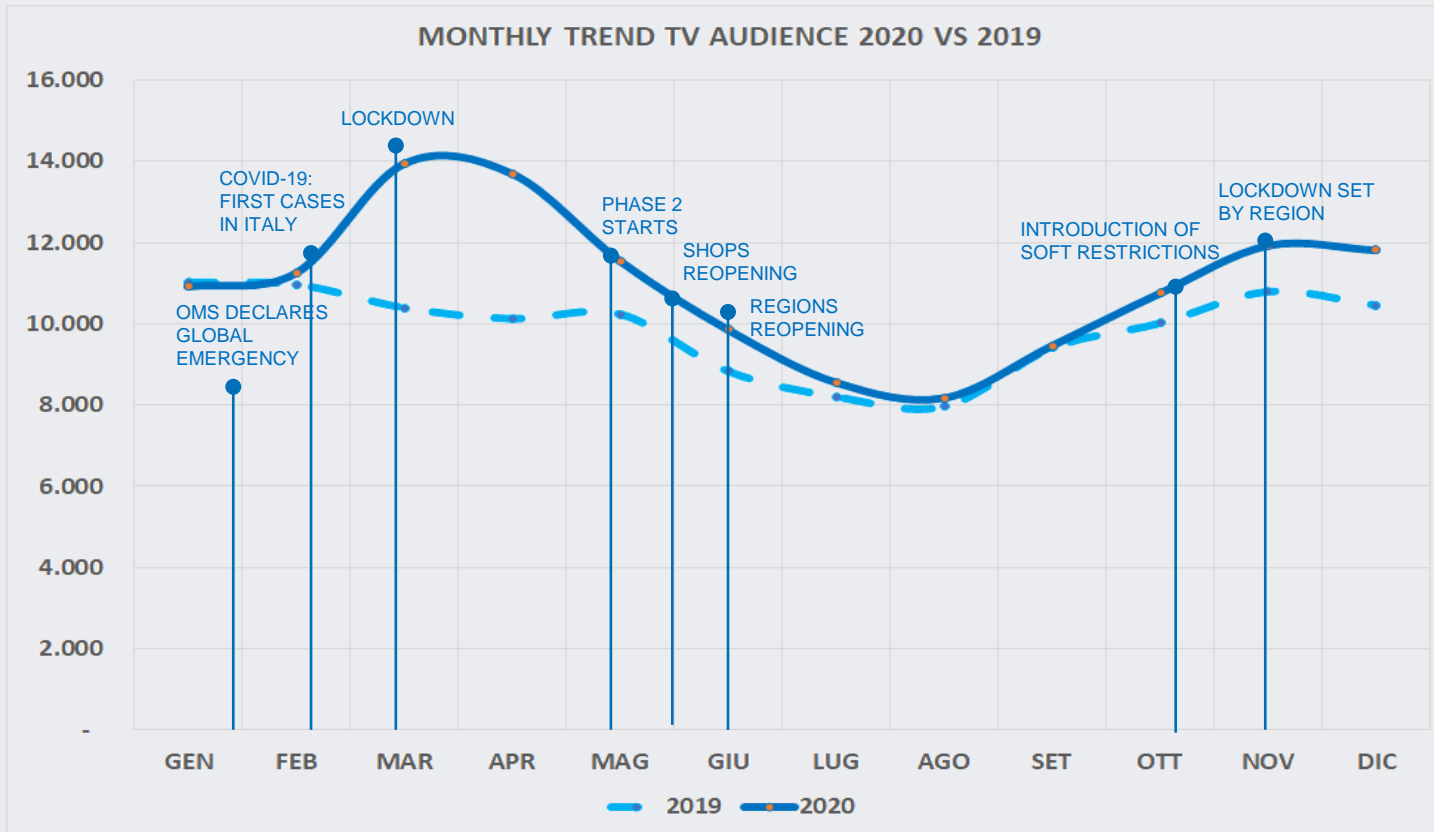
# MEDIASET FY 2020 | Sector Analysis - The 3R model

## PHASING OF ADVERTISING COLLECTION BY SECTOR IN FY20



# MEDIASET | Attracting growing audience before, during and after lockdown

Total TV Audience - monthly trend FY 2020 vs FY 2019



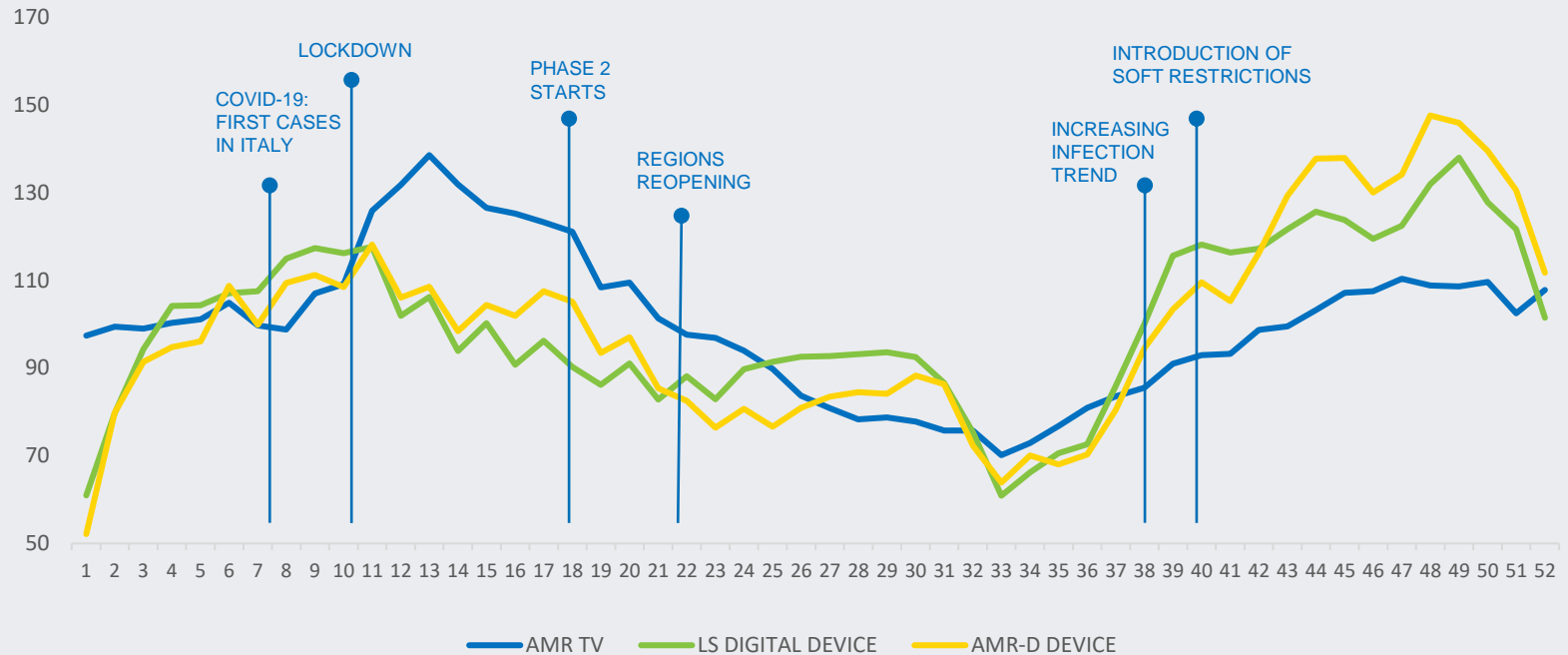
**FY 2020**  
**+ 11.4% yoy**

Fonte: Auditel – Total TV audience



# MEDIASET | A positive contribution from content on digital device

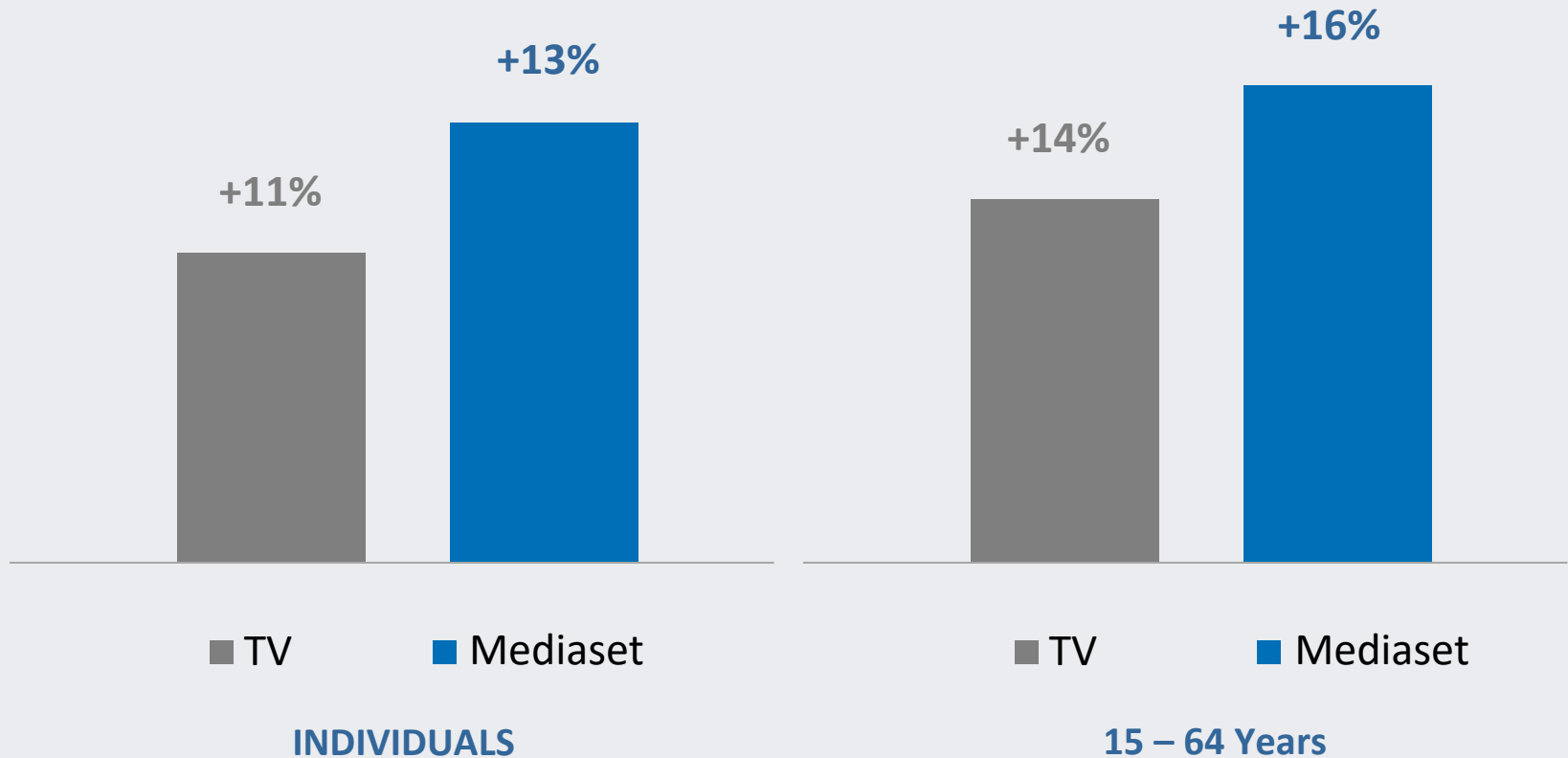
Total TV Audience: weekly trend FY 2020 vs FY 2019



Fonte: Auditel – Totale TV & Auditel Digital Device AMR = Average Minure Rating; LS = Legitimate Digital Streams

# MEDIASET FY 2020 | Linear TV Audience evolution

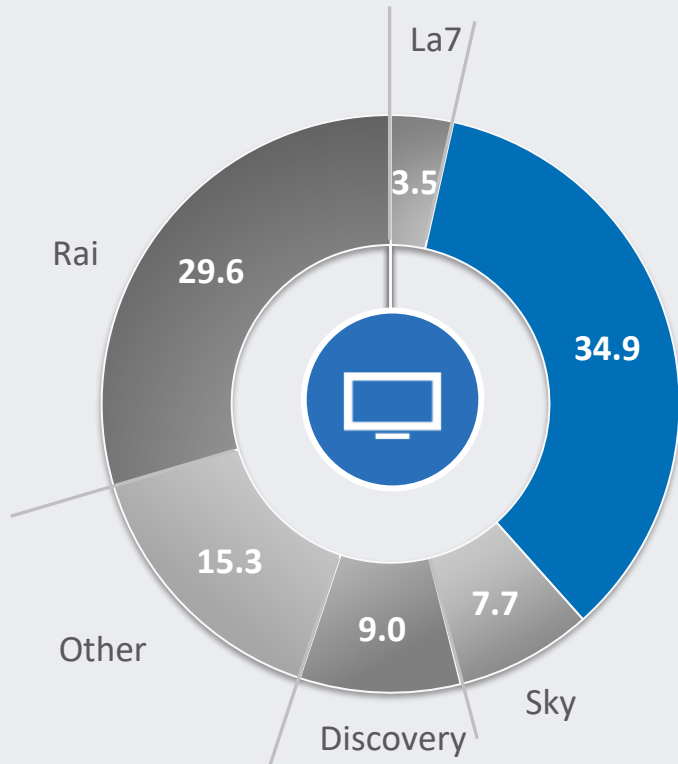
FY 2020 vs FY 2019 – 24H



Source: Auditel

# MEDIASET FY 2020 | Linear TV audience performance

Core channels vs multichannels, commercial target (15-64 yrs, 24H)



**Mediaset**  
**+0.6 pt**

CORE CHANNELS FY 2020

<b>Mediaset</b>	<b>25.3</b>
Rai	22.5
La7	2.9

MULTICHANNELS

<b>Mediaset DTT (Free+Pay)</b>	<b>9.6</b>
Rai DTT	7.1
La7 D	0.6
Discovery	9.0
Sky Channels	7.7



**Digital Non-Linear Audience performance: 37.9%**

Source: Auditel, Live+Vosdal; included Radio 105 TV + R101TV + Virgin Radio TV + RMC TV internal estimate (= 0,3)



## Mediaset advertising strategy

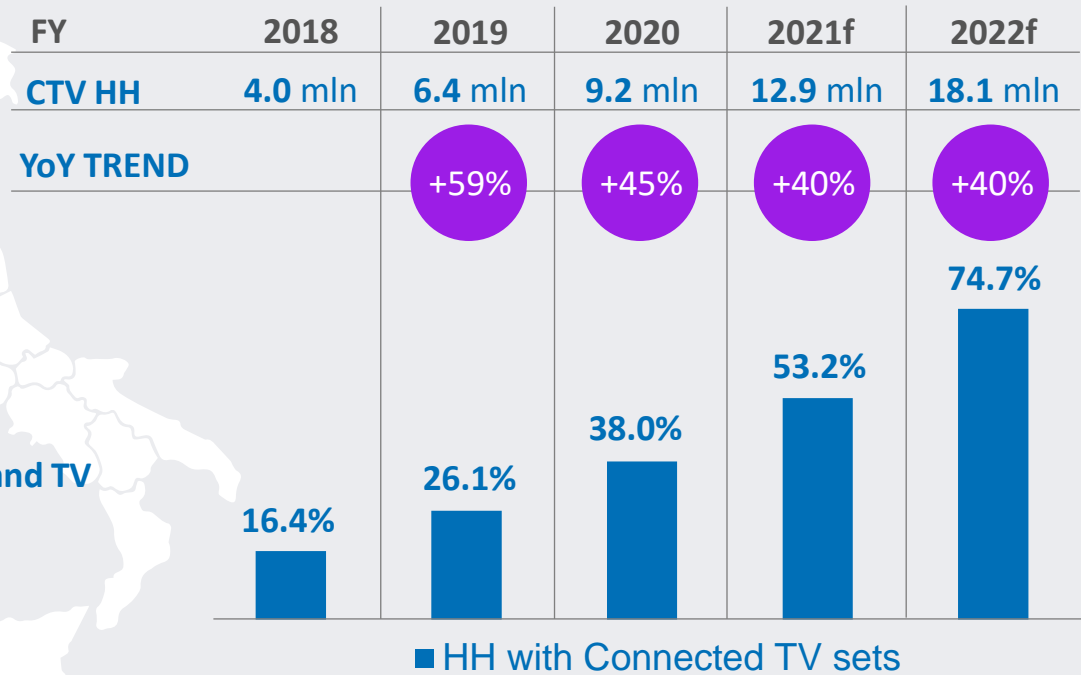
# MEDIASET | The addressable TV market in Italy

Connectable and connected TV sets: a fast-growing trend



- **Switch off – June 2022**  
Incentive plan to renew tv sets  
Most tv sets are smart

- **HBBTV – Hybrid Broadcast Broadband TV**  
EU standard  
Integrated in the linear signal  
Managed by the Broadcaster

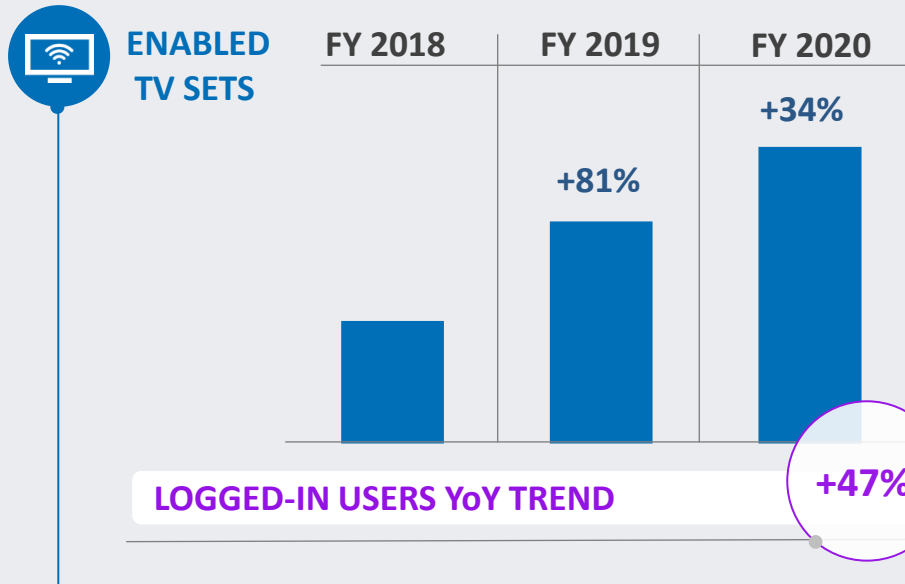


Source: Auditel base survey. Base: total households (in %). Smart TV only. Estimates for 2021 and 2022 by GroupM

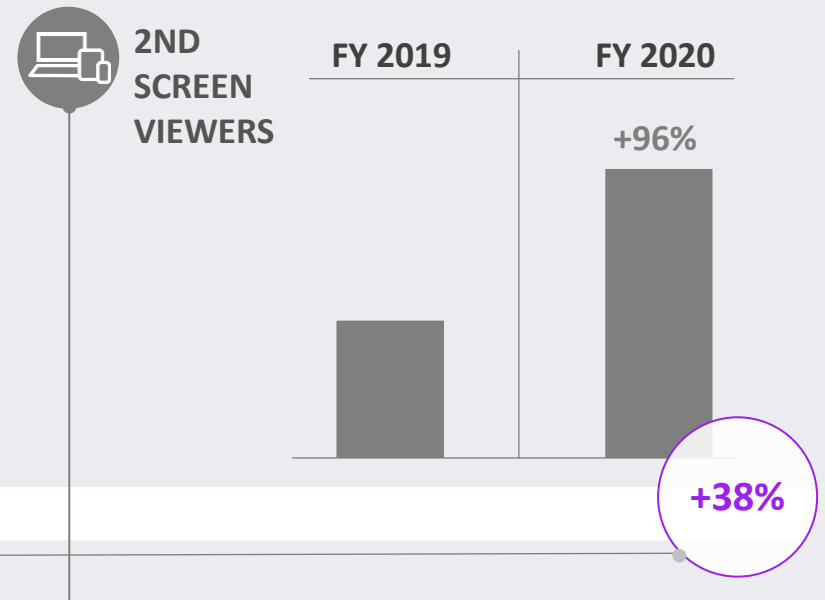
# MEDIASET | First screen vs Second screen

Enabled TV sets and Daily second screen viewers trends on Mediaset addressable ecosystem

## ACTIVE TV DEVICES - 90 DAYS



## VIEWERS - DAILY AVERAGE



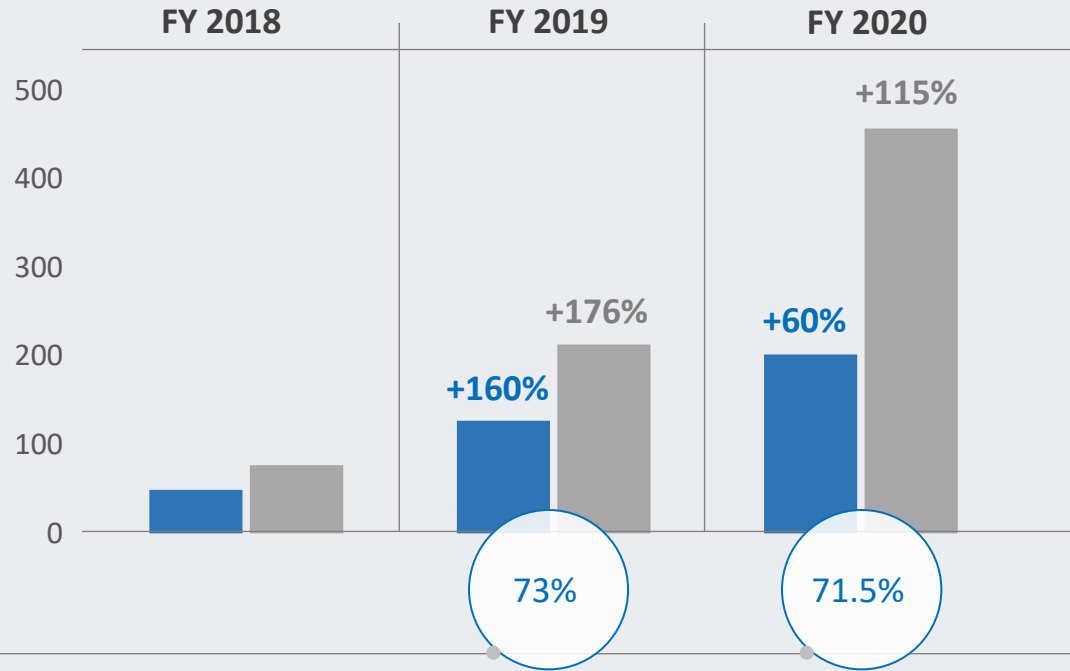
\* Sample date January – September 2019; census data October 2019 – December 2020. Logged-in users trend based on monthly averages  
Sources – First screen: Mediaset analytics / Second screen: Video + News, excluding Syndication. First screen: Enabler + Sky Q video viewers.

# MEDIASET | Growing trend in addressable advertising

No. of clients and campaigns since launch - yoy trend



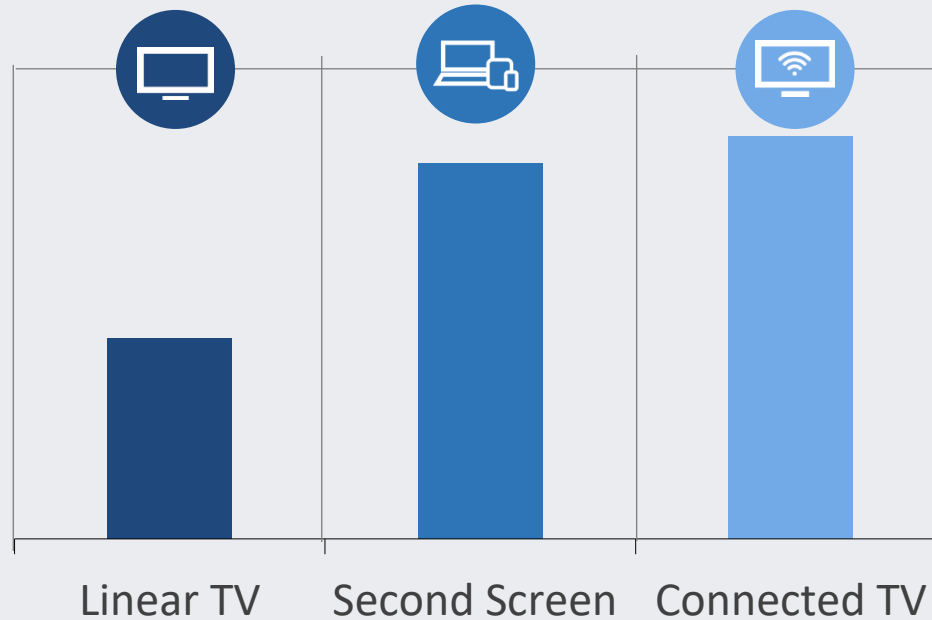
- No. Clients
- No. Campaigns
- % OF TARGETED CAMPAIGNS



Source: Mediaset analytics

# MEDIASET | Higher revenue per hour on digital platform

## REVENUE PER HOUR OF CONTENT WATCHED

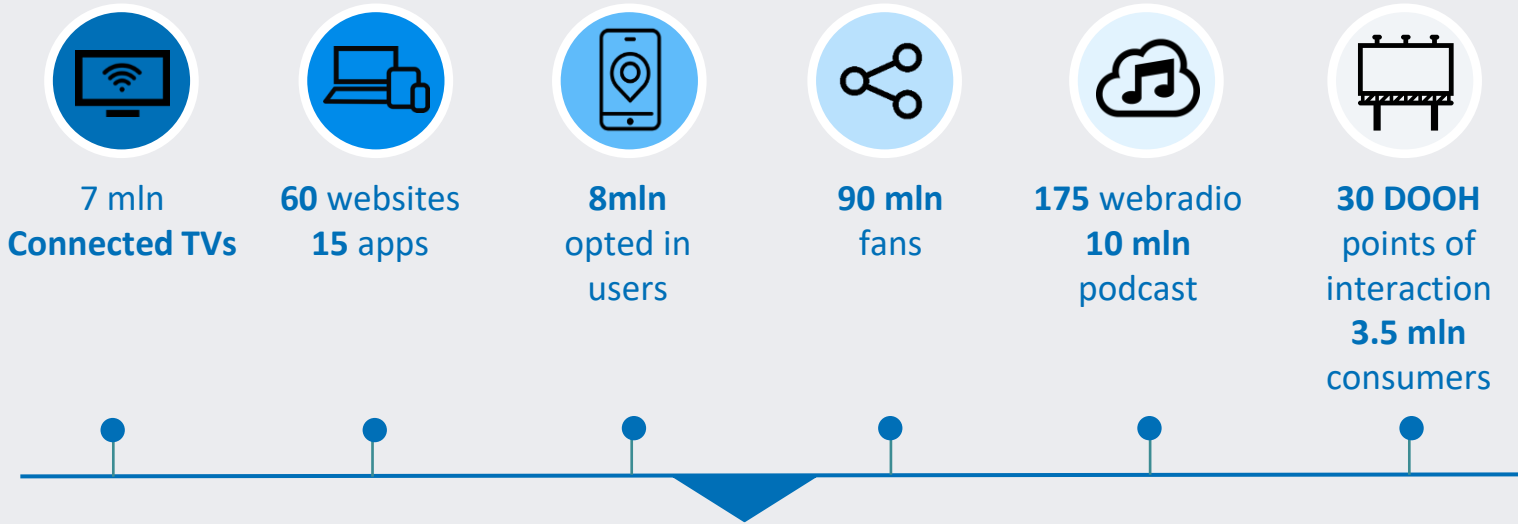


Periods: Connected TV, Full Year 2020; Digital: October 2019 – September 2020; Linear TV: Full Year 2019

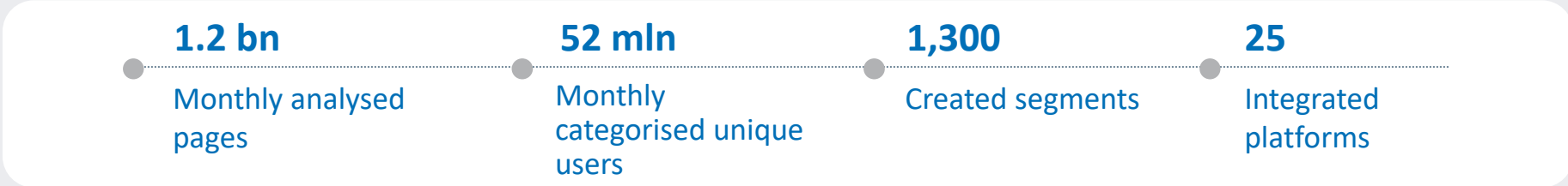


# MEDIASET | An integrated ecosystem for data management

One single cross screen data management platform



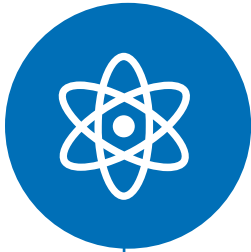
ONE DATA PLATFORM TO ACTIVATE AND MEASURE  
ACROSS ANY ADDRESSABLE MEDIA



# MEDIASET | An integrated ecosystem for data management

A commercial opportunity

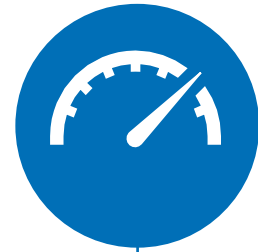
INCREMENTAL  
REACH



NEW TO TV  
BRANDS



PERFORMANCE

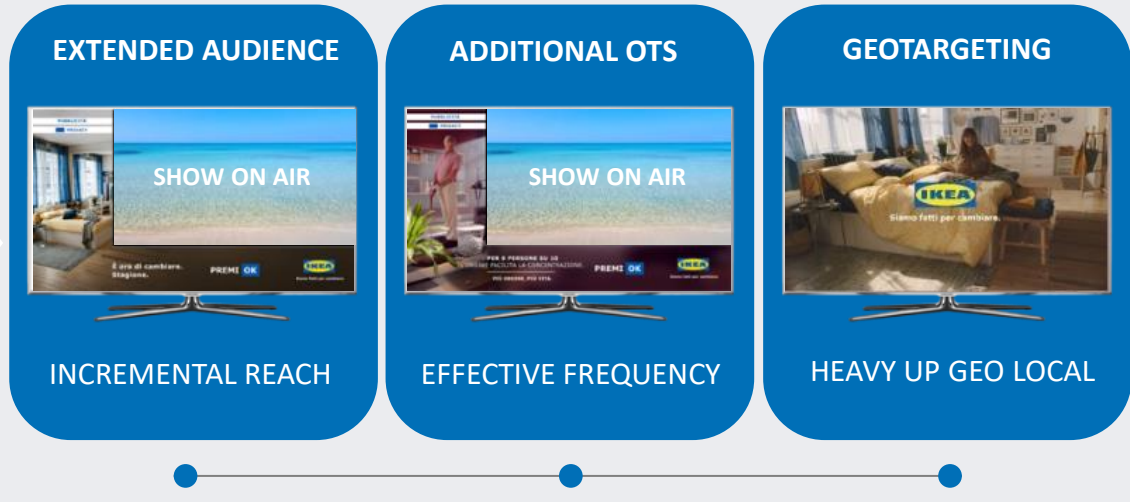


# MEDIASET | Combining the best of both worlds

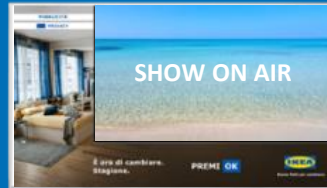
A strong opportunity: broadcasting TV plus addressable advertising



LINEAR ADV

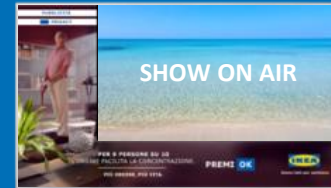


EXTENDED AUDIENCE



INCREMENTAL REACH

ADDITIONAL OTS



EFFECTIVE FREQUENCY

GEOTARGETING



HEAVY UP GEO LOCAL

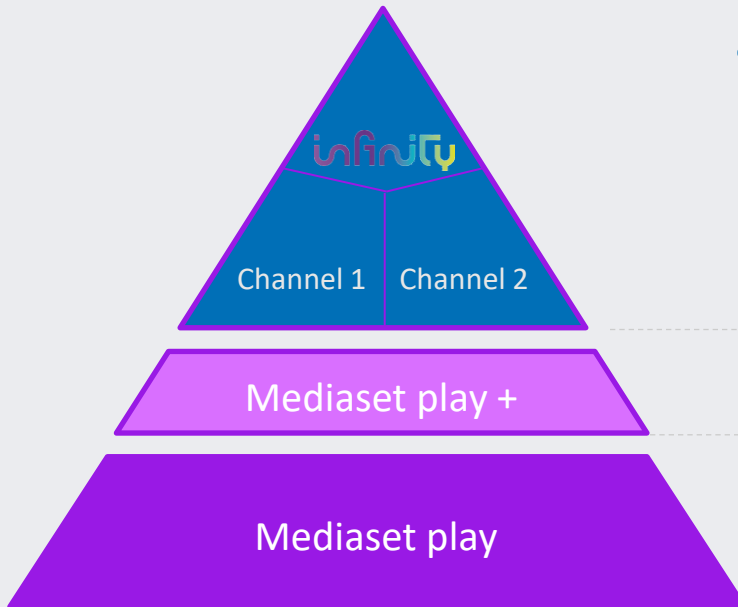
ADDRESSABLE ADV

# MEDIASET | The "Infinity" experience



# MEDIASET INFINITY | A new integrated platform

A dynamic layered platform to target different audiences



- **SVOD:** a selected and diverse list of channels, including Infinity, that can be added to the consumer monthly subscription
- **TVOD:** opportunity for a selection of pay per content titles
- **LIGHT PAY:** the consumer will enjoy Mediaset Play content with extra services
- **AVOD:** Our premium, leading AVOD platform content with a free registration access

## MEDIASET INFINITY | Exclusive content

A dynamic layered platform to target different audiences

### UEFA CHAMPIONS LEAGUE 2021-2024

Free-to-air on linear TV and streamed online on Mediaset Infinity

- Mediaset has renewed for three years, **until 2024**, the rights to broadcast on its free-to-air TV channels **the best-pick match of each UEFA Champions League round, including the final**: this match will also be available **online**.
- **104 live matches** available **online** on **all devices**, from **smart TV sets**, to tablets, PCs and smartphones.
- Overall, Mediaset, will air on its platforms **121 UEFA Champions League matches** for each season.



# Financials



# MEDIASET GROUP FY 2020 | P&L Highlights

<i>(Euro mio)</i>	FY 2019	FY 2020	FY 2020 adjusted
<b>Net Consolidated Revenues</b>	2,925.7	2,636.8	
<b>EBITDA</b>	937.3	836.4	
<b>EBIT</b>	354.6	269.7	312.2
Italy	91.3	38.5	81.0
Spain	264.9	230.5	
<b>Net Profit *</b>	190.3	139.3	
<b>Group Net Financial Position (31/12)</b>	<b>(1,348.3)</b>	<b>(1,064.4)</b>	
Italy	(1,318.0)	(1,187.7)	
Spain	(30.2)	123.2	
<b>Group Adjusted Net Financial Position (31/12) **</b>	<b>(768.8)</b>	<b>(473.6)</b>	

\* Including 40% of EI Towers. EI Towers results includes PPA impact of (12.1) mio Euro

\*\* Excluding financial liabilities according to IFRS 16 and the financial debt arising from the acquisition of ProSiebenSat.1 stake



## MEDIASET ITALIAN BUSINESS FY 2020 | P&L results

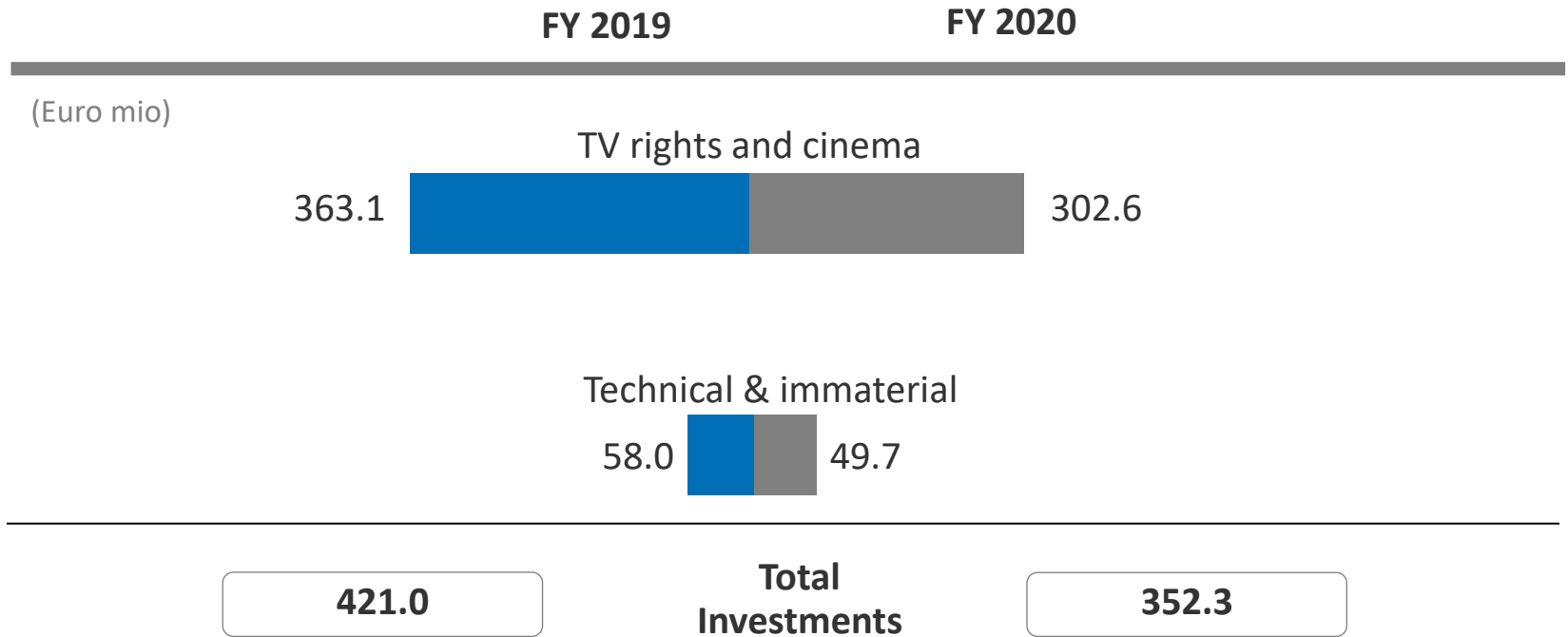
<i>(Euro mio)</i>	FY 2019	FY 2020	Lay off	One-off	FY 2020 Adjusted
<b>Total Net Revenues</b>	<b>1,982.1</b>	<b>1,800.5</b>			<b>1,800.5</b>
Total gross adv. revenues	1,939.0	1,735.3			1,735.3
<i>Commissions</i>	(273.9)	(245.9)			(245.9)
Total net adv. revenues	1,665.1	1,489.4			1,489.4
Other revenues	317.0	311.0			311.0
<b>Total Costs</b>	<b>(1,890.8)</b>	<b>(1,762.0)</b>	<b>19.6</b>	<b>22.9</b>	<b>(1,719.5)</b>
Personnel costs	(376.6)	(349.5)	19.6		(329.9)
Other Operating costs	(1,085.8)	(993.9)		19.1	(974.8)
Rights amortisation	(343.8)	(329.9)		0.8	(329.1)
Other D&A	(84.6)	(88.7)		3.0	(85.7)
<b>Operating Profit</b>	<b>91.3</b>	<b>38.5</b>			<b>81.0</b>

# MEDIASET ITALIAN BUSINESS FY 2020 | P&L results

<i>(Euro mio)</i>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Operating Profit</b>	<b>91.3</b>	<b>38.5</b>
Financial Income (Losses)	10.2*	(2.1)
Associates**	11.0	17.3
<i>o/w PPA impact</i>	<i>(12.1)</i>	<i>(12.1)</i>
<b>Pre-Tax Profit</b>	<b>112.4</b>	<b>53.8</b>
Taxes	(37.5)	(16.0)
<i>Minorities</i>	<i>1.3</i>	<i>1.5</i>
<b>Net Profit</b>	<b>76.3</b>	<b>39.2</b>

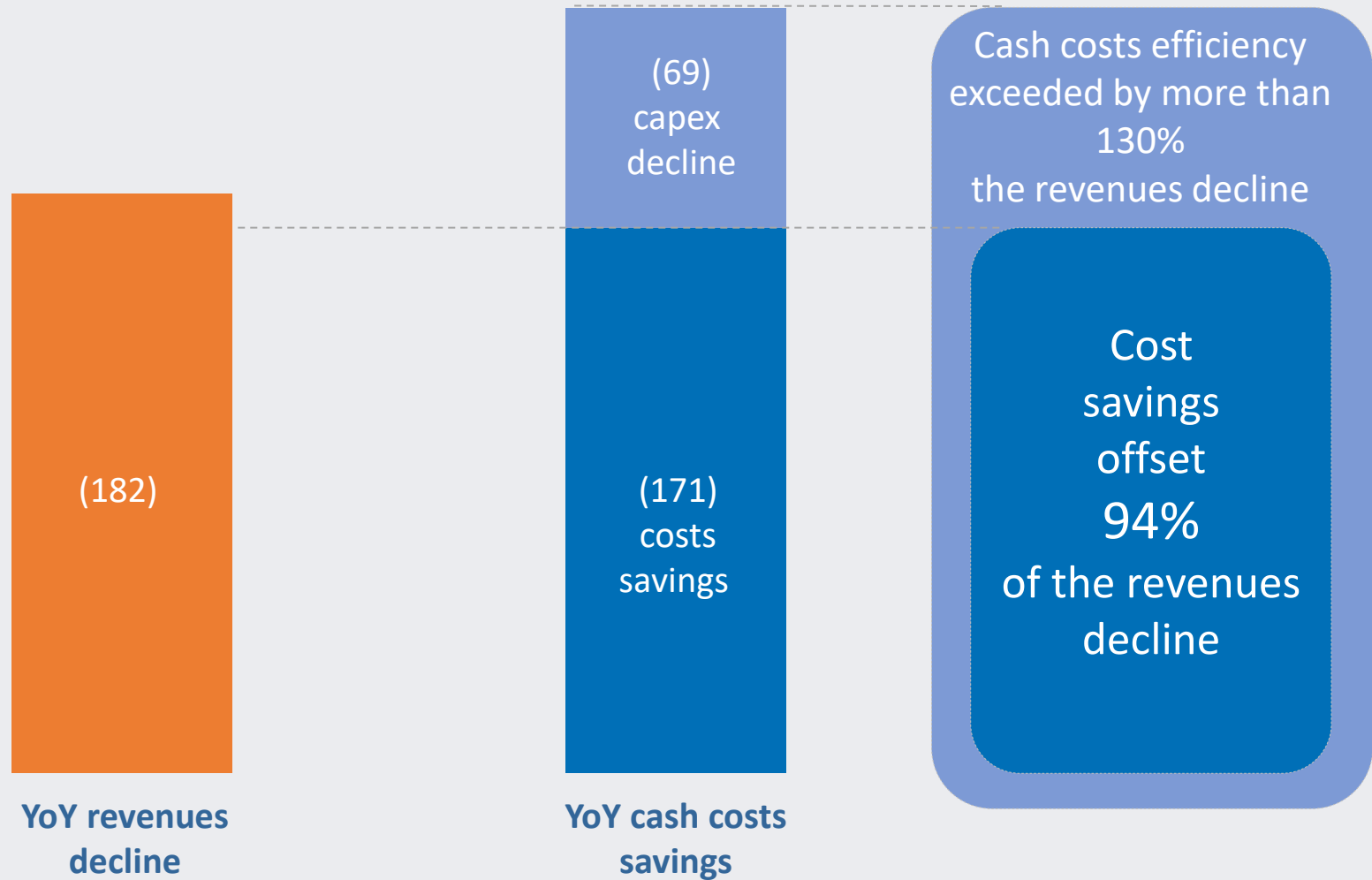
\* Including dividends received by ProSiebenSat.1

# MEDIASET ITALIAN BUSINESS FY 2020 | Investments



# MEDIASET ITALIAN BUSINESS FY 2020 | Best-in-class cash cost management

(mio Eur)



Note: costs savings as for page no. 33

# MEDIASET ITALIAN BUSINESS FY 2020 | Cash flow statement

<i>(Euro mio)</i>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Initial Net Financial Position (1/01)</b>	<b>(1,042.5)</b>	<b>(1,318.0) *</b>
<b>Cash Flow from Operations</b>	<b>78.3</b>	<b>104.1</b>
<i>Cash Flow from Core Activities</i>	<i>507.0</i>	<i>475.6</i>
<i>Investments</i>	<i>(421.0)</i>	<i>(352.3)</i>
<i>Disinvestments</i>	<i>4.5</i>	<i>0.3</i>
<i>Change in Net Working Capital (CNWC)</i>	<i>(12.1)</i>	<i>(19.6)</i>
Equity (investment)/disinvestment	(432.9)	(7.1)
Dividends received	92.4	36.5
Change in consolidation area	(13.4)	(3.2)
<b>Net Cash Flow</b>	<b>(275.6)</b>	<b>130.4</b>
<b>Net Financial Position (31/12)</b>	<b>(1,318.0)</b>	<b>(1,187.7)</b>
<b>Adjusted Net Financial Position (31/12) **</b>	<b>(894.3)</b>	<b>(799.3)</b>

\* Initial Net Financial Position includes financial liabilities according to IFRS 16 for 130.2 mio

\*\* Excluding financial liabilities according to IFRS 16 and the financial debt arising from the acquisition of ProSiebenSat.1 stake



*Appendix*

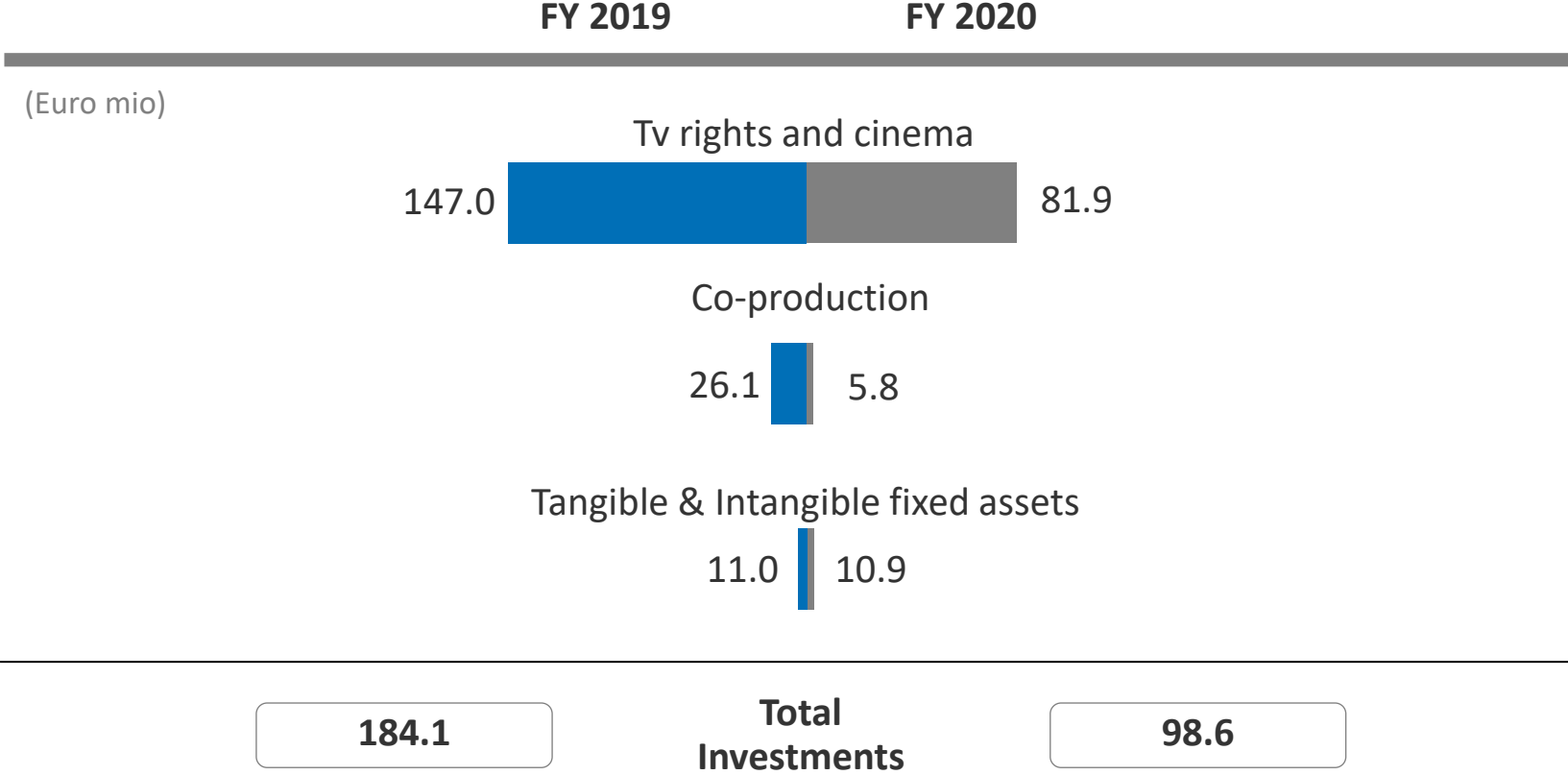
**MEDIASET***españa.*

## MEDIASET ESPANA FY 2020 | P&L Results

<i>(Euro mio)</i>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Net Consolidated Revenues</b>	<b>946.2</b>	<b>836.6</b>
Personnel	(121.5)	(120.6)
Other Operating Costs	(404.9)	(336.7)
<b>EBITDA</b>	<b>419.8</b>	<b>379.4</b>
Amortisation & Depreciation	(154.9)	(148.8)
<b>EBIT</b>	<b>264.9</b>	<b>230.5</b>
Financial Income (loss)	(0.2)	(1.8)
Associates	5.9	2.6
<b>Pre-Tax Profit</b>	<b>270.6</b>	<b>231.4</b>
Taxes	(56.8)	(50.4)
<b>Net Profit</b>	<b>211.7</b>	<b>178.7</b>



# MEDIASET ESPANA FY 2020 | Investments





## Investor Relations Department:

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**WebSite:** <https://corporate.mediaset.it/>

### ***Forward-looking Statements***

*Statements contained in this document, particularly the ones regarding any Mediaset Group possible or assumed future performance, are or may be forward looking statements and in this respect they involve some risks and uncertainties.*

*Mediaset Group actual results and developments may differ materially from the ones expressed or implied by the above statements depending on a variety of factors.*

*Any reference to past performance of Mediaset Group shall not be taken as an indication of future performance.*

*This announcement does not constitute an offer to sell or the solicitation of an offer to buy the securities discussed herein.*

*The executive responsible for the preparation of the Mediaset S.p.A. accounts, Luca Marconcini, declares that, as per para. 2 art. 154-bis, of the "Testo Unico della Finanza", that the accounting information contained in this document corresponds to that contained in the company's books.*