





CONTENTS

- 01 REVENUE
- 02 FINANCIAL RESULTS
- 03 OUTLOOK
- 04 CSR AND CORPORATE
- 05 APPENDICES

01 REVENUE



OL/MANCHESTER CITY
CHAMPIONS LEAGUE ¼ FINAL
OL Victory (3-1)
15/08/2020

HIGH-QUALITY OVERALL PERFORMANCE

ONLY CLUB PRESENT IN ALL EUROPEAN FINAL PHASES

MEN'S TEAM

OL's UEFA ranking: 15th (vs 27th), August 2020



Semi-final round

23rd consecutive European cup qualification



COUPE DE FRANCE

Semi-final round



Finalist



7th

WOMEN'S TEAM

4 trophies in one season



Winner

7th victory and 5th consecutive



COUPE DE FRANCE FÉMININE

Winner

9th Coupe de France



TROPHÉE DES CHAMPIONNES

1st edition

Champions



FÉMININE

FFF

French Champions

14th consecutive French Division 1 title

YOUTH TEAMS

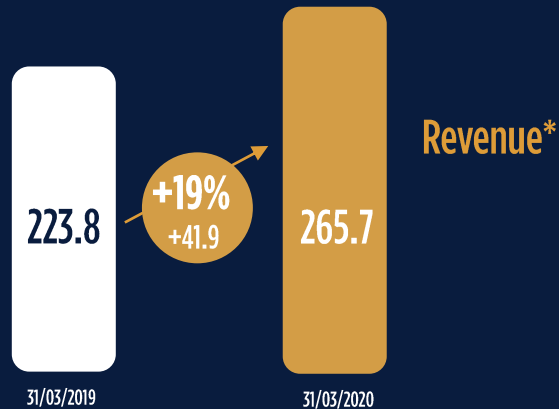


¼-final

Youth League

RECORD-HIGH REVENUE FOR THE FIRST 9 MONTHS

€ m



*estimated, unaudited figures

2019/20 HIGHLIGHTS

EXCELLENT MOMENTUM UNTIL MID-MARCH, HALTED BY COVID-19 PANDEMIC



MID-MARCH 2020

ACTIVITIES COMPLETELY HALTED (EXCL. E-COMMERCE)



MID-MARCH 2020

ACTIVITIES COMPLETELY HALTED (EXCL. E-COMMERCE)



2019/20 HIGHLIGHTS

“ OL DID NOT FINISH 7TH. THE SEASON ENDED WHILE OL WAS IN 7TH PLACE.
IT'S NOT THE SAME. ”

Raymond Domenech, 7/08/2020 on l'Equipe TV

COMPETITIONS ENDED PRIOR TO 30 JUNE



LIGUE 1 CHAMPIONSHIP ENDED ON 10/03/20 (28th matchday)

10 Ligue 1 matchdays cancelled

(All other major European leagues finished their season during the summer)



COUPE DE FRANCE



COUPE DE FRANCE semi-final



D1 WOMEN'S CHAMPIONSHIP COMPLETELY HALTED (16TH MATCHDAY)

14th consecutive French Division 1 title

PRELIMINARY RESULTS OF SUSPENDED COMPETITIONS AS OF 30 JUNE (BEFORE PLAY RESUMED IN JULY/AUGUST)



MEN'S TEAM CHAMPIONS LEAGUE ROUND OF 16 (first leg at home)
and Qualified for Coupe de la Ligue final



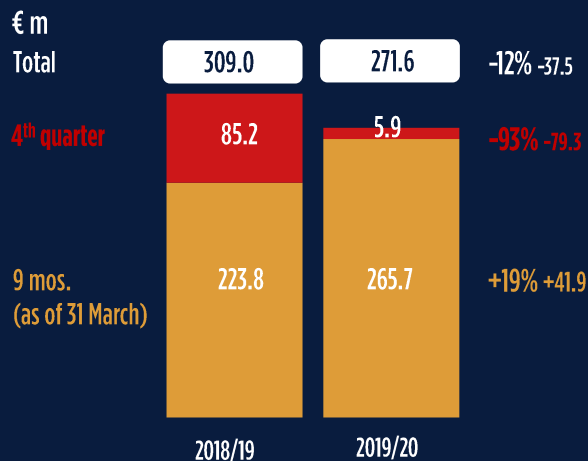
WOMEN'S TEAM qualified for Women's Champions League ¼-final and Coupe de France semi-final



YOUTH TEAM qualified for Youth League ¼-final

COVID-189 IMPACT AS OF 30/06/2020

TOTAL REVENUE



* creation of the Alternate Performance Indicator (API): "Total revenue".

API was created as of 30/06/2020 following IFRIC's decision to impose a new method of recognising the sale of player registrations, i.e. in the form of net capital gains, excluding revenue. For Olympique Lyonnais, player trading has always been an integral part of the Group's business model and has been recognised in revenue as a gross figure. The current strategic plan thus includes gross revenue from the sale of player registrations. So as to track the Group's overall business activity and how well it achieves its strategic plan, the Group has created the API "Total revenue". This indicator corresponds to the previous definition of "Total revenue", i.e. revenue excluding trading plus (gross) proceeds from the sale of player registrations.

2019/20 HIGHLIGHTS

TOTAL REVENUE* €271.6M



Estimated opportunity loss On revenue, Impact COVID
ca. €-100m

-€50M on non-trading revenue

-€50M on unrealised, end-of-season trading

TOTAL ESTIMATED REVENUE
EXCL. COVID IMPACT > €370M

POSITIVE EBITDA OF €45.9M

IN A VERY DIFFICULT ECONOMIC CONTEXT



Impact COVID: EBITDA ca. €-55m

ESTIMATED EBITDA EXCL. COVID > €100M



COVID-19 ACTION PLAN

OPERATING MEASURES

- Strict health protocol
- Protecting human health
- Aggressive social initiatives to help medical professionals and the poor

PRESERVING OPERATING REVENUE

- Renegotiation of sponsorship agreements
- Credit on tickets to cancelled events - 07/05/20 ordinance
- Exceptional LFP aid: €12.9m booked in Other ordinary income and expenses in 2019/20 (from LFP government-guaranteed loan of €224.5m, corresponding to the balance of media rights not paid by Canal+ and BeIN, which will be deducted from the overall amount of rights due in the 2020-24 cycle)

COST CONTROL AND OPTIMISATION

- Partial unemployment activated for sport and administrative personnel
- Social security contributions, tax remittances and loan payments postponed.
- Service contracts renegotiated
- Operating expenses reduced (including payroll) by €35-40 million in 2019/20.

MANAGING LIQUIDITY

- RCF increased to €130m (€115m from 31 August)
- Government-guaranteed loan facility implemented (€92.6m)

LIGUE 1 AND FRENCH CUP COMPETITIONS



LIGUE 1
Uber Eats

Halted at 28th matchday
Six home matches not played (incl. OM and Monaco)
IMPACT ESTIMATED AT €10M



COUPE DE FRANCE

Coupe de France semi-final (PSG)



Qualified for Coupe de la Ligue final(31/07/20)

EUROPE



CHAMPIONS
LEAGUE

4 Champions League matches vs 3 in 2018/19
Shakhtar Donetsk (no spectators doors in 2018/19)



New matchday record
Juventus €6.1m

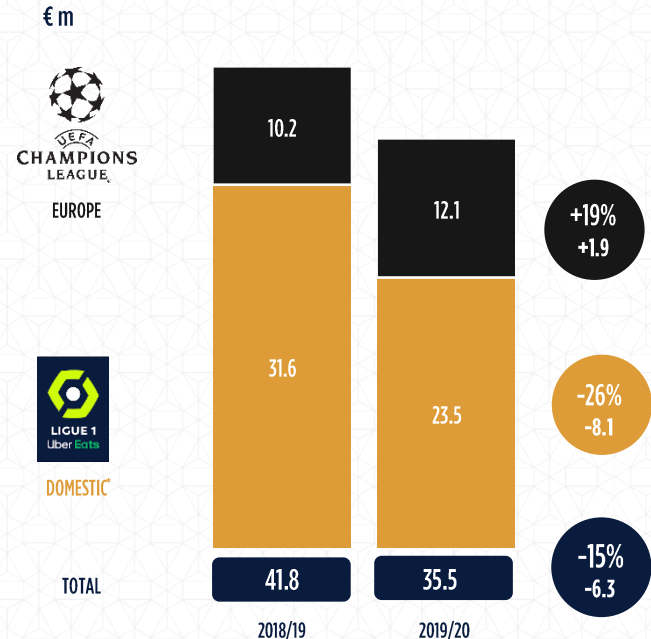


CHAMPIONS
LEAGUE

“Final 8” in August 2020 (2020/21 financial year)
¼ (City) and semi (Bayern) with no spectators present in
Lisbon

OPPORTUNITY LOSS ESTIMATED AT €12-15M

TICKETING



*Ligue 1 + other matches

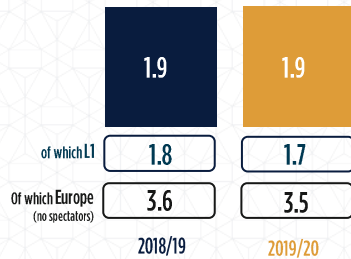
Shareholders' meeting 26/11/2020



GOOD PRE-COVID MOMENTUM IN MATCHDAY REVENUE

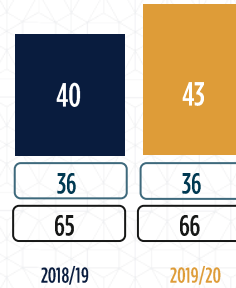
AVERAGE REVENUE PER MATCH

In € M



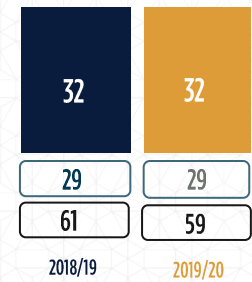
AVERAGE REVENUE PER SPECTATOR

In €

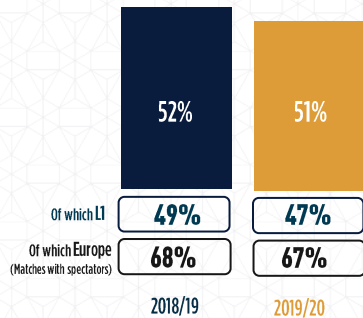


AVERAGE REVENUE PER SEAT

In €

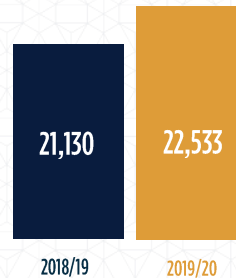


AVERAGE GROSS MARGIN



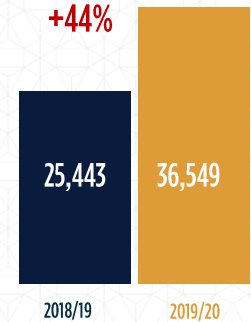
L1 SEASON-TICKET HOLDERS

+7%



NUMBER OF 3 CL MATCH PASSES

+44%



*Matchday revenue, men's 1st team, all competitions combined: Ticketing, VIP seats (incl. hospitality), derivative products on matchdays, catering commission, parking



COVID-19 IMPACT

L1 €-19.2m

- Final ranking (7th vs projected 3rd) €-6.3m
- Partial payment of media rights by TV broadcasters €-12.9m
exceptional LFP aid (Other ordinary income and expenses)

CHAMPIONS LEAGUE

“FINAL 8” August 2020 (2020/21 financial year)

Payment of UEFA media rights postponed

(Rd. 16 second leg, 1/4 and 1/2) €26.5m

MEDIA AND MARKETING RIGHTS



Shareholders' meeting 26/11/2020





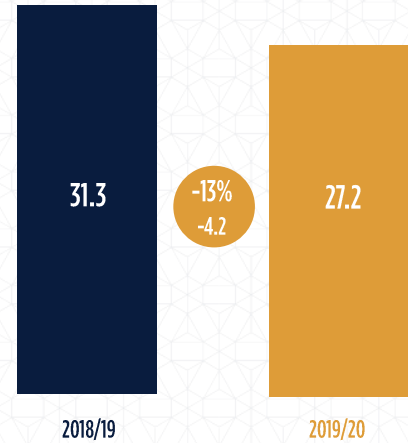
COVID-19 IMPACT

26% of matches unplayed (vs 13% decline in revenue)

Impact estimated at around €-5m

SPONSORING & ADVERTISING

IN €M





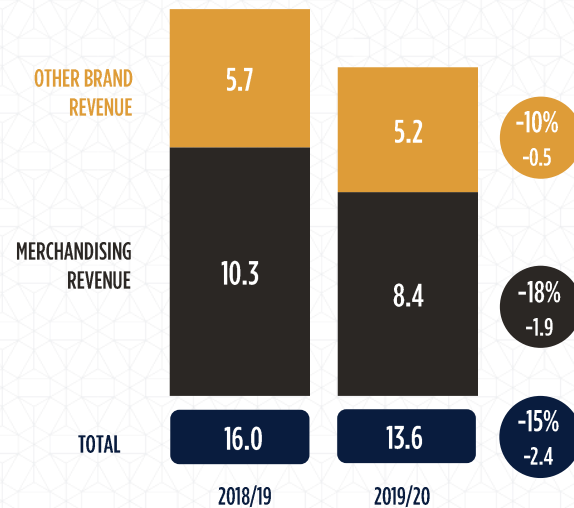
COVID-19 IMPACT

- Only e-commerce activity maintained
- 6 end-of-season, home matches unplayed (incl. OM and Monaco)

Impact estimated at €-2m

BRAND-RELATED REVENUE

IN €M

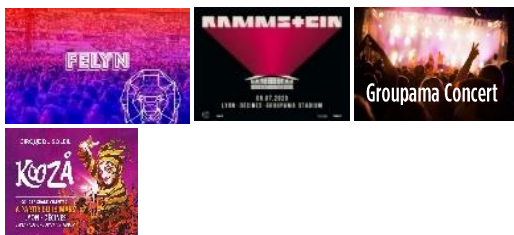


COVID-19

Government prohibition against large gatherings. Full calendar of events postponed or cancelled

Impact estimated at €-11m

POSTPONED*



CANCELLED

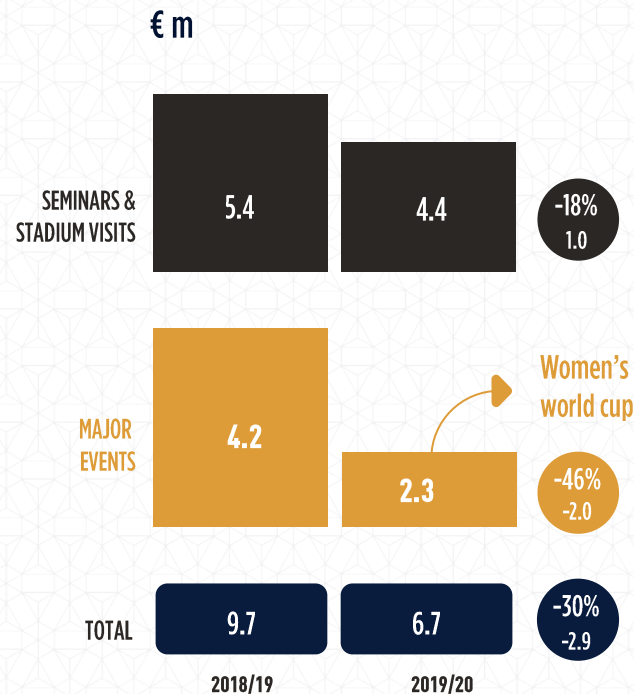


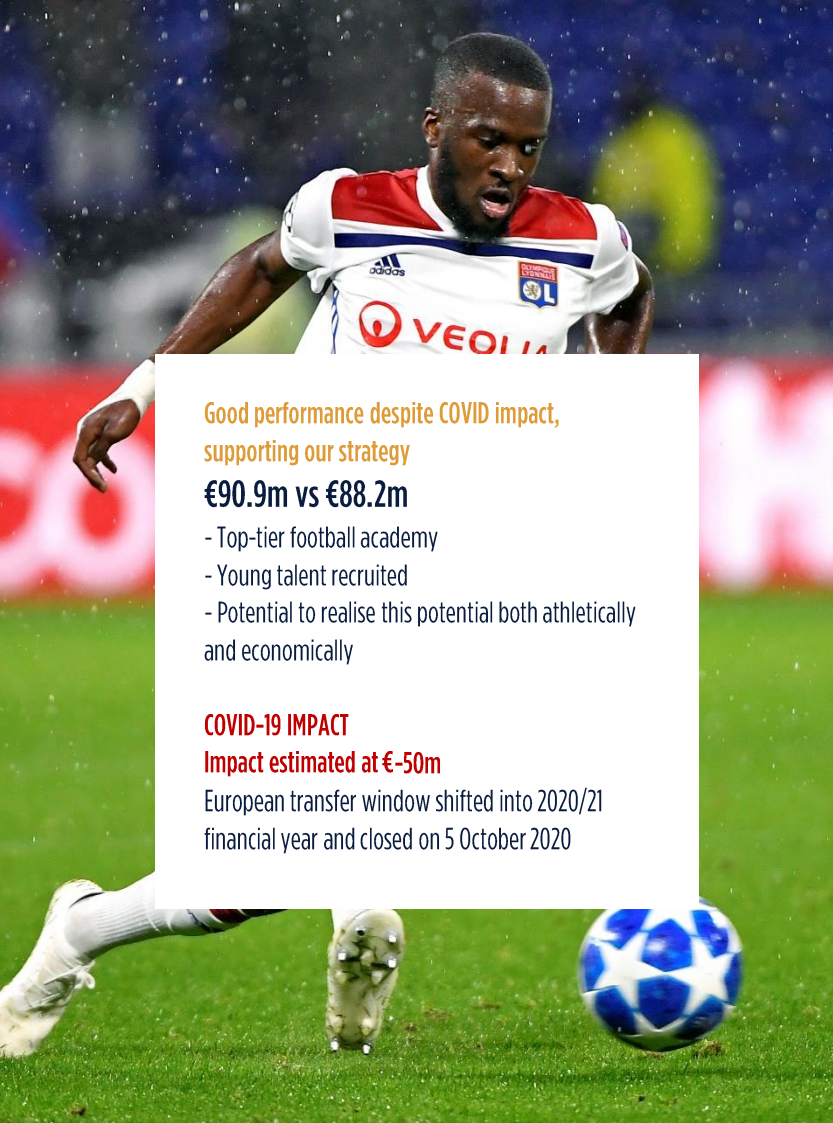
SEMINARS & STADIUM TOURS

- More than 25,000 visitors until 15/03
- Nearly 27,000 people in seminars until 15/03

* Public health conditions permitting

EVENTS





Good performance despite COVID impact,
supporting our strategy

€90.9m vs €88.2m

- Top-tier football academy
- Young talent recruited
- Potential to realise this potential both athletically and economically

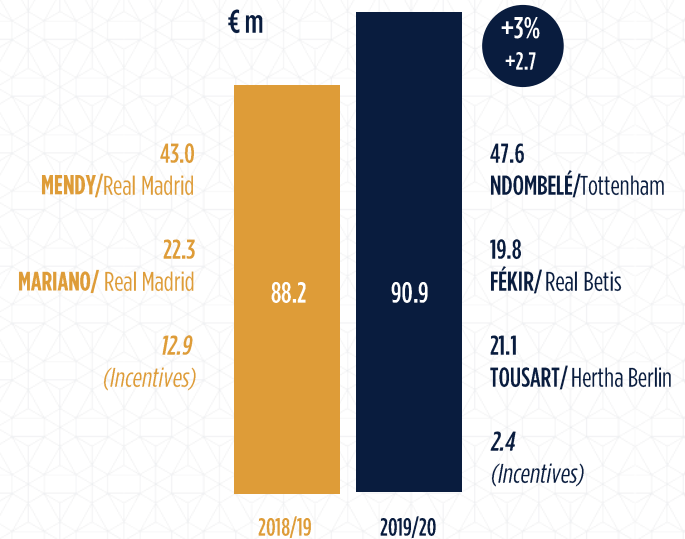
COVID-19 IMPACT

Impact estimated at €-50m

European transfer window shifted into 2020/21
financial year and closed on 5 October 2020

PLAYER TRADING

€90.9m realised January 2020
None in June 2020



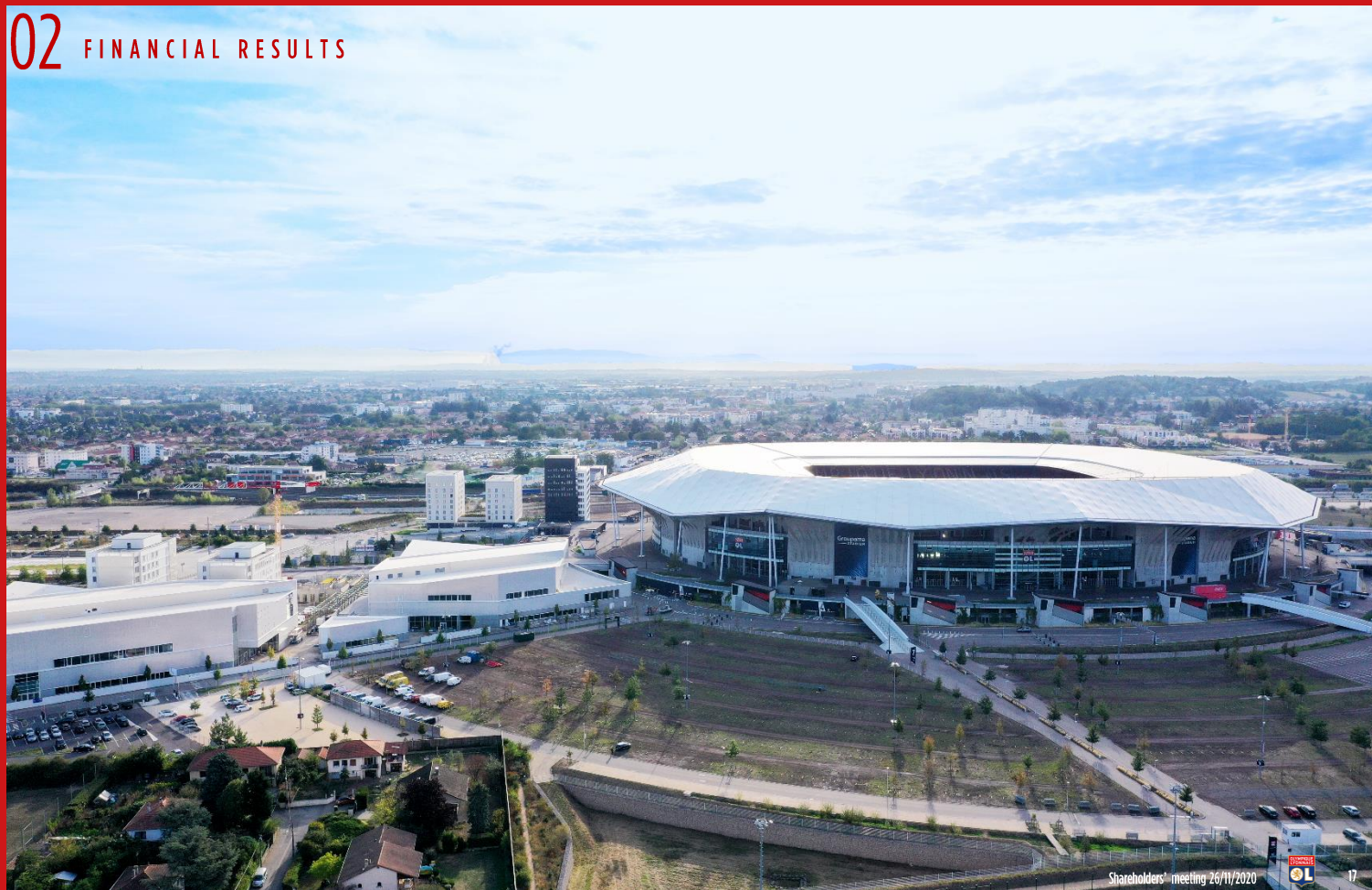
REVENUE IN 2019/20

Estimated COVID impact - €100m

€ m

	2019/20	2018/19	chg.	% chg.
Ticketing	35.5	41.8	-6.3	-15%
of which French Ligue 1 and other matches	23.5	31.6	-8.1	-26%
of which European competitions	12.1	10.2	1.9	19%
Media and marketing rights	97.6	122.0	-24.4	-20%
of which LFP-FFF	33.0	50.8	-17.8	-35%
of which UEFA media rights	64.7	71.2	-6.6	-9%
Sponsoring - Advertising	27.2	31.3	-4.2	-13%
Brand-related revenue	13.6	16.0	-2.4	-15%
of which derivative products	8.4	10.3	-1.9	-18%
of which image/video and other	5.2	5.7	-0.5	-10%
Events	6.7	9.7	-2.9	-30%
of which seminars and stadium tours	4.4	5.4	-1.0	-18%
of which major events	2.3	4.2	-2.0	-46%
Revenue (excluding player trading)	180.7	220.9	-40.2	-18%
Revenue from sale of player registrations	90.9	88.2	2.7	3%
Total revenue*	271.6	309.0	-37.5	-12%

02 FINANCIAL RESULTS



PLAYER REGISTRATIONS HIGHLIGHTS

SERIOUS INJURIES TO KEY PLAYERS



Memphis Depay and Jeff Reine-Adélaïde
(December 2019)

RECRUITING NECESSARY IN JANUARY 2020



CAMILO / GUIMARAES /
KADEWERE / TOKO EKAMBI

▶ Increase in
personnel costs

▶ Increase in player
assets and net player
debt

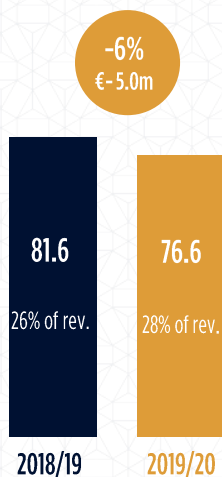
▶ Increase in DAP

€ m

INCOME STATEMENT HIGHLIGHTS

EBITDA PRESERVED AT €45.9M

REDUCTION IN PURCHASES AND EXTERNAL COSTS



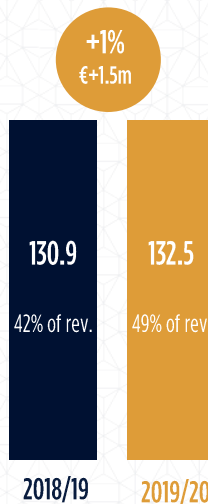
- Concerted effort to reduce operating expenses (COVID-19)
- Expenses reduced in relation to decline in revenue
- + New expenses related to strategic plan : Partnerships with Asvel, LDLC, OL Reign, OL Valley etc.

COVID IMPACT ESTIMATED AT €-20.7m*

Event cancellations, organisation costs related to unplayed matches, derivative products

*(vs objective)

INCREASE IN PERSONNEL COSTS

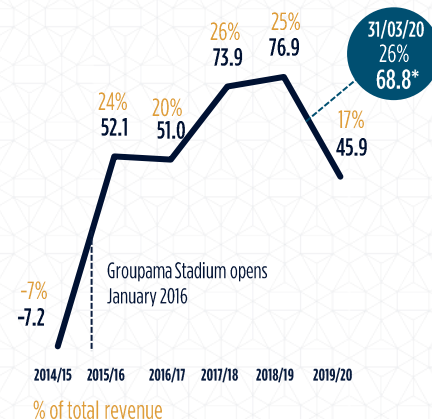


- Partial unemployment, collective bonuses 7th vs 3rd (COVID-19)
- + €22.5m increase during Summer 2019 and January 2020 transfer windows to replace key injured players

COVID IMPACT ESTIMATED AT €-20.8m

EBITDA TREND

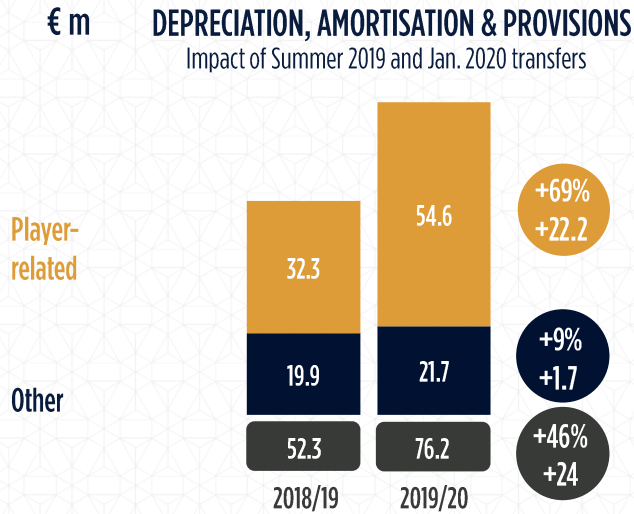
€45.9m in 2019/20



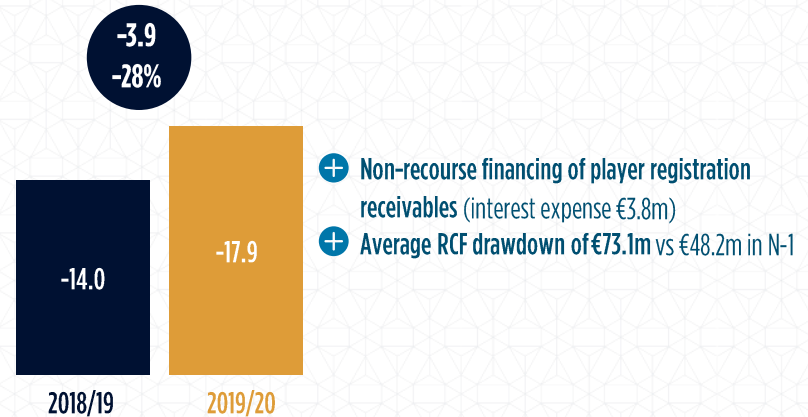
**TOTAL EBITDA
since stadium opened
Nearly €300m**

*estimated, unaudited figures

INCOME STATEMENT HIGHLIGHTS



NET FINANCIAL EXPENSE



OTHER ORDINARY INCOME AND EXPENSES

€12.0m

(incl. €12.9m in LFP gov. guaranteed loan aid)

CONSOLIDATED 2019/20 INCOME STATEMENT

In € M

	2019/20	% Rev	2018/19	% Rev	chg.	% chg.
Revenue (excluding player trading)	180.7		220.9		-40.2	-18%
Gains on sale of player registrations	82.7		76.9		5.8	8%
<i>of which revenue from sale of player registrations</i>	90.9		88.2		2.7	3%
<i>of which residual value of player registrations sold</i>	-8.1		-11.2		3.1	28%
Revenue (API)	271.6	100%	309.0	100%	-37.5	-12%
External purchases and expenses	-76.6	28%	-81.6	26%	5.0	6%
Taxes other than income taxes	-8.5		-8.3		-0.2	-2%
Personnel costs	-132.5	49%	-130.9	42%	-1.5	-1%
EBITDA	45.9	17%	76.9	25%	-31.1	-40%
Net depreciation, amortisation and provisions	-76.2		-52.3		-24.0	-46%
Other ordinary income and expenses	12.0		-2.5		14.5	
Operating profit	-18.4	-7%	22.2	7%	-40.6	
Net financial expense	-17.9		-14.0		-3.9	-28%
Pre-tax profit	-36.3	-13%	8.2	3%	-44.5	
Net profit	-36.6	-13%	6.4	2%	-43.0	
Net profit attributable to equity holders of the parent	-36.5		6.2		-42.7	

CONDENSED BALANCE SHEET AS OF 30 JUNE 2020

IN €M

- Player assets have doubled, increasing €89.7m to €179.2m (acquisitions during the financial year: €153m)
- No trading window in June 2020
- Investment in PP&E and intangibles (including player assets) from 2015/16 to 2019/20: €910m

- Stadium bank and bond borrowings: up €3.1m, reflecting Tranche A repayments (€-4.1m), deferred bank and bond interest (€+3.9m) and Tranche A deferral (€+4.1m)
- Other borrowings and financial liabilities: down €8.3m, reflecting IFRS 16 reclassification (€-6.7m), BPI and Orange Bank borrowings (€-1.2m), postponed repayment (€+1.1m)
- Liabilities on acquisition of player registrations: up €94.5m related in particular to Summer 2019 and January 2020 trading

ASSETS (in € m)	30/06/20	30/06/19
Player registrations	179.2	89.5
Property, plant and equipment ⁽¹⁾	368.6	385.5
Other non-current assets	3.5	3.4
Right-of-use assets ⁽²⁾	9.4	0.0
TOTAL NON-CURRENT ASSETS	560.6	478.4
Deferred taxes	2.5	3.7
Player registration receivables	34.4	93.5
Other assets	72.8	42.1
Cash and cash equivalents	32.9	12.0
TOTAL ASSETS	703.2	629.7

*Of which stadium NBV 335.3 348.9
of which training centre NBV 18.8 19.4
of which OL Academy NBV 11.0 9.7

EQUITY & LIABILITIES (in € m)	30/06/20	30/06/19
Equity (incl. non-controlling interests)	230.1	266.4
Stadium bank and bond borrowings	161.3	158.2
Other borrowings and financial liabilities	55.8	64.0 ⁽³⁾
Financial liabilities related to lease obligations ⁽²⁾	10.0	0.0
TOTAL FINANCIAL LIABILITIES	227.1	222.3
Provisions	2.5	2.5
Player registration payables	135.4	40.9
Other non-current liabilities	19.3	21.4
Current liabilities	88.9	76.2
TOTAL EQUITY AND LIABILITIES	703.2	629.7

⁽²⁾ IFRS 16 starting in 2019/20

Right-of-use assets: up €9.4m, reflecting lease reclassification (€+3.1m) and IFRS 16 (€+6.2m)

Financial liabilities related to lease obligations up €10m, reflecting lease reclassification (€+3.6m) and IFRS 16 (€+6.4m)

⁽³⁾ incl. leases of €6.9m

NET DEBT AS OF 30 JUNE 2020

- €21m increase in overall cash position*

- €154m increase in net player registration payables (impact of transfers and receivables financing)

- Six-month postponement of LT credit, other borrowings and lease repayments (€9.1m)

- Covenant Holiday as of 30/06/2020

In € M

	30/06/20	30/06/19	chg.
Cash and DSRA	32.9	12.0	21.0
Bank overdrafts	-0.4	-0.4	0.0
Overall cash position	32.5	11.6	20.9
Stadium bank and bond borrowings	-161.3	-158.2	-3.1 ⁽²⁾
Other financial liabilities ⁽¹⁾	-55.4	-63.7	8.3 ⁽³⁾
Debt net of overall cash position (excl. IFRS 16 impact)	-184.1	-210.3	26.2
Financial liabilities related to lease obligations (IFRS 16)	-10.0	0.0	-10.0 ⁽⁴⁾
Debt net of overall cash position	-194.2	-210.3	16.2
Player registration receivables	34.4	93.5	-59.2
Player registration payables	-135.4	-40.9	-94.5
Net player registration receivables	-101.1	52.6	-153.7
Debt net of cash, including player registration receivables/payables	-295.2	-157.7	-137.5

⁽¹⁾ of which RCF liability

RCF drawdown

-48.0

-48.3

-0.3

-50.0

-50.0

0

- ⁽²⁾ Cash impact €+4.1m, unpaid interest €-4.0m, non-cash impact €-3.2m

- ⁽³⁾ Cash impact €+1.1m, non-cash impact €+7.2m

- ⁽⁴⁾ Cash impact €+3.2m, non-cash impact €-13.2m

*OL government loan subscribed and received in July 2020: €92,6m (2020/21 financial year)

03 OUTLOOK

OL's UEFA RANKING: 15th vs 27th (AUGUST 2020)

OBJECTIVE: RETURN TO THE CHAMPIONS LEAGUE IN 2021/22

23 CONSECUTIVE PARTICIPATIONS IN EUROPEAN CUP PLAY, FROM 1997/98 TO 2019/20



RESOURCES TO OFFSET LACK OF EUROPEAN PLAY IN 2020/21

NEARLY €100M IN REVENUE ALREADY SECURED

UEFA MEDIA RIGHTS

Champions League Rd. 16 second leg, ¼ and semi-final in August 2020

Ca. more than €26.5m
already recognised in 2020/21

LIGUE 1 MEDIA RIGHTS

New contracts 2020-24
Mediapro*, BeIN & Free
€1.2bn/season up 60% compared
with the previous period



free



OL

+ ca. €18m

based on 3rd place in L1



PLAYER TRADING

Adjustment to player roster and integration of young talent from the OL Academy (Cherki, Caqueret, Bard, etc.)

> €50m already recognised in 2020/21

Gouri / Nice €7m

Terrier / Rennes €12m

Solet / Salzburg €4.1m

Marçal / Wolverhampton €2m

Tete / Fulham €3m

Traoré / Aston Villa €15.9m

+ Kitala, Ndicka, Margueron, Rafael, Tatarusanu, Racciopi,

Incentives received €5.8m

Loans with purchase option

Diop / Dijon - Pintor / Troyes - Fontaine / Las Rozas
Reine Adelaïde / OGC Nice

*October 2020:

- Mediapro intends to renegotiate its contracts,
- It missed its second payment to the LFP,
- The LFP validated a €112m loan to compensate for the non-payment.

RESOURCES TO OFFSET LACK OF EUROPEAN PLAY IN 2020/21

CAPITALISING ON YOUNG TALENT, INCLUDING FROM THE OL ACADEMY

TRAINING

An historical, strategic pillar,
essential in the current crisis context

14 professional players trained By OL
Academy (Aouar, Caqueret, Cherki, Bard,
Diomande, Lopes...)

OL ACADEMY 3rd IN EUROPE*

In the Top 4 for 9 consecutive years (2012 - 2020)



*Europe: Number of players trained for 3 or more years, between the ages of 15 and 21, at an academy club and now playing in one of the top 5 European Championships (England, France, Germany, Italy, Spain) Ranking of other French clubs: PSG 4th, Rennes 8th, ASSE 11th, Monaco 12th Source: CIES Football Observatory - November 2020

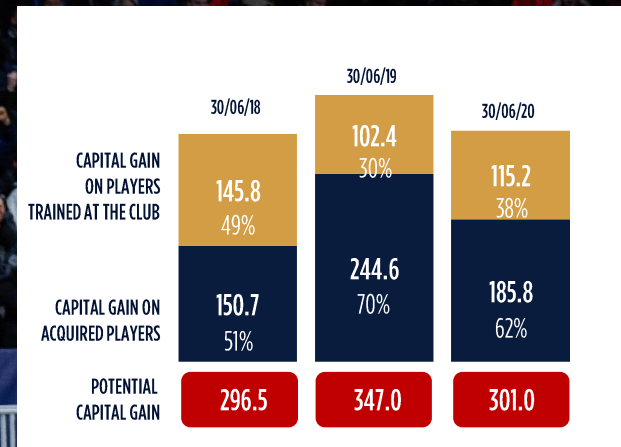
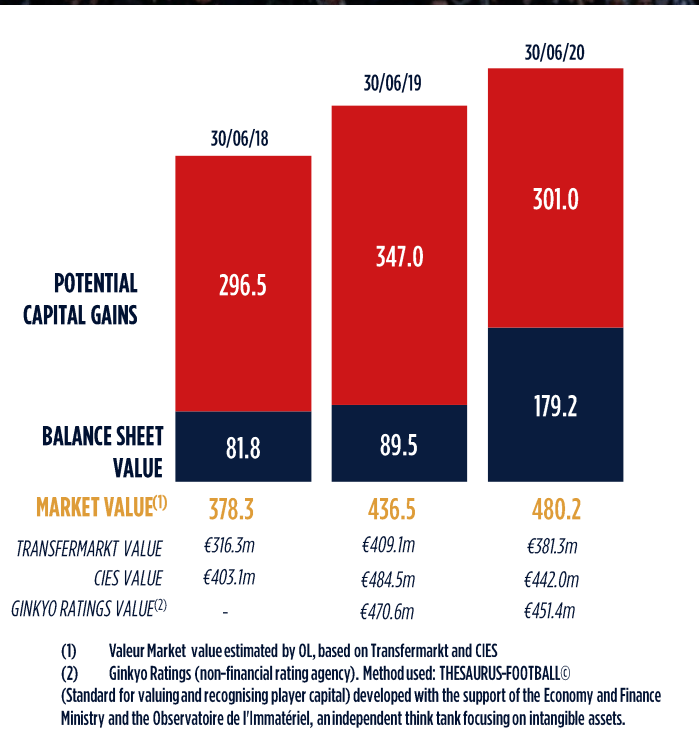
RESOURCES TO OFFSET LACK OF EUROPEAN PLAY IN 2020/21

VALUE OF TEAM'S PLAYERS REMAINS HIGH:

No trading in June 2020

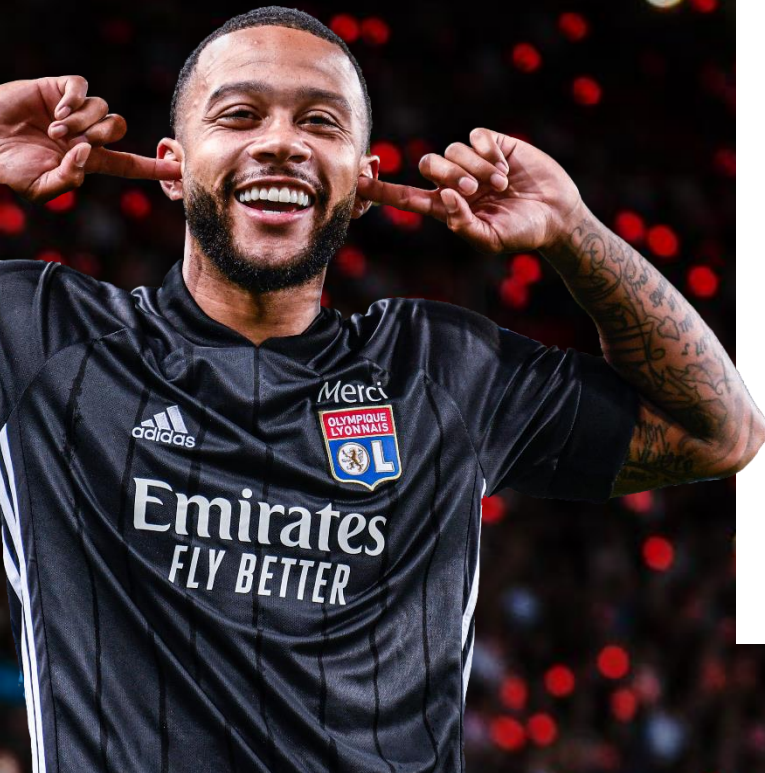
▶ Gains on sale of player registrations deferred

In € M



RESOURCES TO OFFSET LACK OF EUROPEAN PLAY IN 2020/21

MAJOR NEW SPONSORSHIP CONTRACTS



SPONSORING & ADVERTISING

NEW SPONSOR

Emirates 2020-25



NEW CONTRACTS

adidas 2020-25



Groupama
STADIUM

Naming 2020-22



Mastercard 2020-23

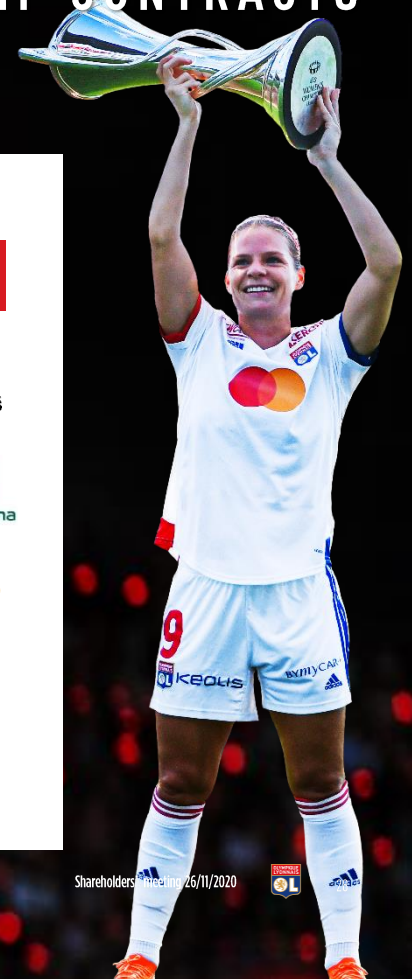


2020/21 objective

Sharp increase to

€36m (if the public health crisis is resolved in the near term)

+15% over previous record of €31.5m in 2018/19



Shareholders Meeting 26/11/2020



RESOURCES TO OFFSET LACK OF EUROPEAN PLAY IN 2020/21 MAJOR EVENTS, 2020/21 SEASON AND NEXT ONES



FELYN FESTIVAL
18 & 19 June 2021



INDOCHINE CONCERT
26 June 2021



RAMMSTEIN CONCERT
9 & 10 July 2021 (2021/22 financial year)

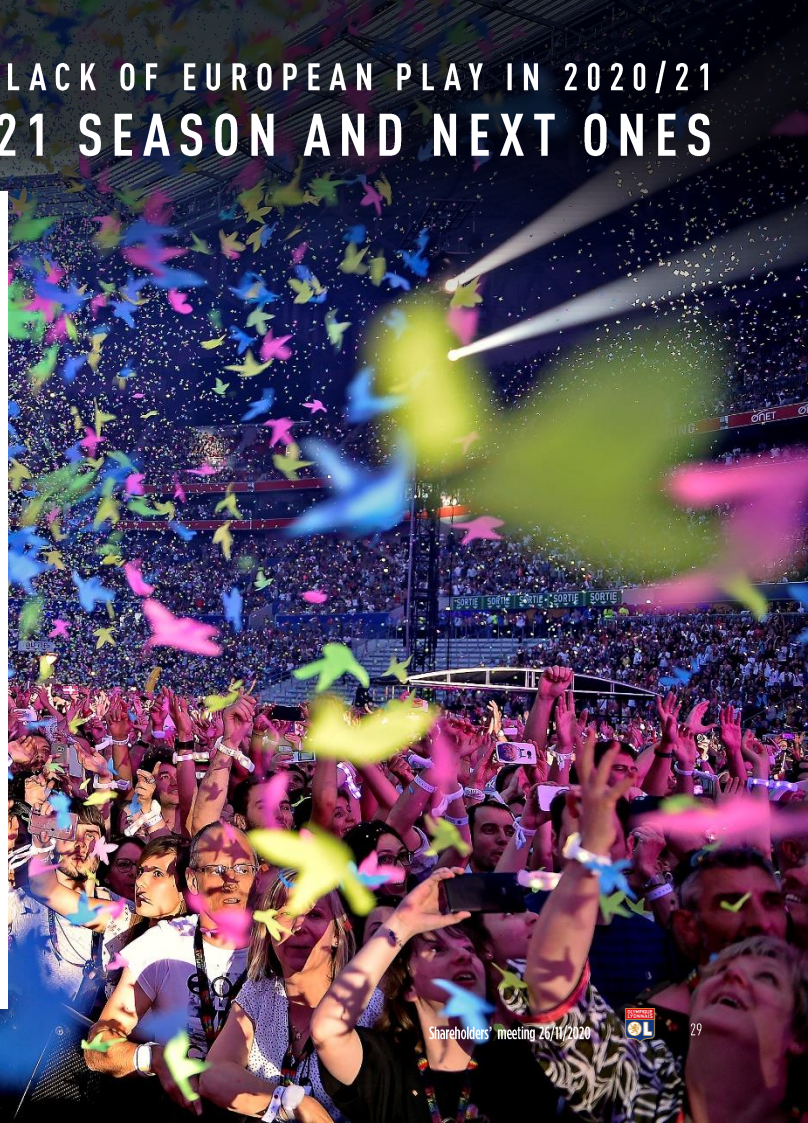


GROUPAMA PRIVATE CONCERT
(2020/21 or 2021/22)



SOPRANO CONCERT
11 June 2022

Assuming the public health crisis is brought under control in 2021.



OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT



OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT FINAL PHASE OF OL VALLEY

COMPLETION SCHEDULED FOR H2 2023

(provided administrative authorisations currently underway are obtained)

Service soon to be available every
15 minutes

TRAM T7

ARENA

LE STADIUM

Projected opening: April
2022, 7,000 m²
of office space

LEISURE & ENTERTAINMENT COMPLEX

ALL IN ACADEMY

CONSTRUCTION SCHEDULED TO BEGIN IN H1 2021

High level training and practice centre

(3.5 hectares)

backed by Jo-Wilfried Tsonga and
Thierry Ascione

OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT LEISURE & ENTERTAINMENT COMPLEX

OPENING IN FEBRUARY 2021

23,250 M² OF ACTIVITIES AND LEISURE

Five-a-side football and Futsal operated by OL

- Surfing wave, virtual reality, fitness, paddle, badminton, bowling, billiard, Ninja activity course, trampoline, funclimb, escape game, karaoke, dinner-theatre)

- **Restaurants** open every day





OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT NEW ARENA

ACTIVE PHASE

CONSTRUCTION PROJECT

Seating capacity of 12,000 to 16,000

OPENING DATE

H2 calendar year 2023*

INVESTMENT

ca. €140m

Targeting BREEAM “VERY GOOD” certification level
(Building Environmental Assessment Method)

SCHEDULED EVENTS

OBJECTIVE: 80-120 EVENTS PER YEAR

CONCERTS

SPORTING EVENTS

- LDLC ASVEL's high-prestige EuroLeague basketball games
13-20 games
- E-SPORTS

LARGE-SCALE SEMINARS

*pending receipt of administrative authorisations

Shareholders' meeting 26/11/2020



OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT PRESENCE ON FIVE CONTINENTS



DIGITAL COMMUNICATIONS

IN 4 LANGUAGES

French / English /
Portuguese / Chinese



TONY PARKER

OL Ambassador
to the United States
and China

JOINT VENTURE

BEIJING OL FC

Shareholders' meeting 26/11/2020



OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT

OL REIGN - NWSL



NATIONAL WOMEN'S SOCCER LEAGUE



**NWSL IS A GROWING,
CLOSED LEAGUE**

2021: 10 teams

New franchise Louisville

2022: 11 teams

New franchise Los Angeles

BOLD

TV PRESENCE



NWSL CHALLENGE CUP IN JUNE 2020

Record audience for the NWSL on CBS

572,000 spectators at the opening day match

653,000 spectators at the final i.e.

> 3x the previous record

OL REIGN ¼ finale CHICAGO NWSL (July 2020)

NWSL "FALL SERIES"

Play resumed in 09/2020: format adapted to the public health crisis, with limitations on travel

NWSL ORGANISATIONAL STRUCTURE

New commissioner **named:** Lisa Baird

SPONSORING

3 new contracts with global companies: P&G, Google and Verizon

ASVEL

2020/21

**- ASVEL MEN'S TEAM QUALIFIES
FOR THE CLOSED EUROLIGUE**

- Increased stake in
ASVEL men's team **33.33%** (vs 25.37% in June 2019)
- LYON ASVEL women's team **10.2%**

- Tony Parker appointed to OL Groupe's
Board of Directors



- New sponsor: adidas for both
men's and women's teams
- OL/ASVEL synergies



**ASVEL 2019/20 estimated revenue
(men's + women's)**

€10.8m

ESPORT



+



**SINCE 2010, MORE THAN 180 TOP-THREE FINISHES
INCLUDING MORE THAN 60 FIRST PLACE FINISHES**

**DEVELOPMENT OF
COMMERCIAL PARTNERSHIPS**



FAST-GROWING MARKET

- 15% of French internet users (>15 years old)
watched or played e-Sport in 2019*
- 7.3m general public players*
- 2.9m leisure eSport players*
- 1.3m eSport enthusiasts*

* France Esports / Médiamétrie figures

Shareholders' meeting 26/11/2020



OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT FROM CLUB MEDIA TO OL CONTENT

SCOPE

- All teams / all sports
(OL men's & women's, Academy, OL Reign, ASVEL men's women's, e-Sport)
- Newspaper and daily news feed
- Live coverage of principal matches

DISTRIBUTION

- Paid service, OTT and free distribution on social media

ORGANISATION

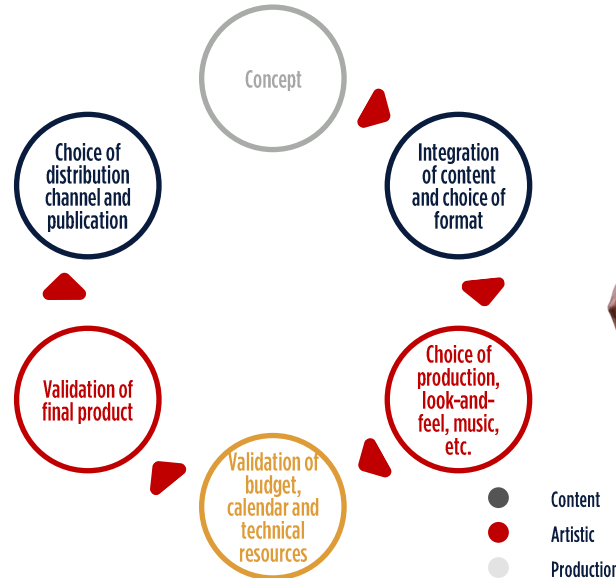
Overhaul of the organisation to move towards a production company model

BUSINESS MODEL

Trade-off between reach and profitability, with a 50% cut in the cost base

MAIN PRINCIPLES OF THE REORGANISATION

- Less journalism and more content **created for fans**
- Break down the silos separating the broadcasting channels
- Three departments involved in the creative process



OL CONTINUES TO DEVELOP THE FULL ENTERTAINMENT CONCEPT FINAL PHASE OF OL VALLEY

INAUGURATION OF THE LEISURE & ENTERTAINMENT COMPLEX IN FEBRUARY 2021

GAMEDAY EXPERIENCE

Match, store, stadium
tours, street art, brasserie,
OL Museum

2017/18



OL MUSEUM INAUGURATION

28 MAY 2018



KOPSTER HOTEL OPENING

1 OCT 2018



OFFSIDE GALLERY INAUGURATION

6 OCT 2018



MEDICAL CENTRE

JULY 2019



MEDICAL ANALYSIS LAB

SEPT 2019



OL VALLEY
2024
OBJECTIVE
ALMOST
4M
VISITORS
PER YEAR

GROUPAMA
STADIUM
2017/18

1.4M
VISITORS
PER YEAR

SELF-DRIVING SHUTTLE

SEPT 2019



"LES LOGES" OFFICE BUILDING

Completed in October 2019
Will enter service January 2020

OCT 2019



DAILY TRAM CONNECTION TO OL VALLEY

NOVEMBER 2020



A MULTI-ACTIVITY ENTERTAINMENT CENTRE

Five-a-side football, operated by OL

FEBRUARY 2021



"LE STADIUM" OFFICE BUILDING (approx. 7,000 sq. m.)

APRIL 2022



ALL IN TENNIS ACADEMY

2022/23



NEW ARENA

H2 2023



2023/24 AMBITIONS REAFFIRMED

OBJECTIVES FOR 2023/24 MAINTAINED

FULL ENTERTAINMENT STRATEGY

TOTAL REVENUE

(including player trading)

€420M to €440M

EBITDA > €100M



*if the current public health crisis is resolved in the short term

« JARDIN DU HÉROS »

Educational workshop in the OL Foundation garden aimed at raising awareness among children from the "Ma chance, moi aussi" (My Chance, too) Association about environmental issues



CSR: OL IS A RESPONSIBLE AND COMMITTED CORPORATE CITIZEN

STRONG COMMITMENTS IN FAVOUR OF EMPLOYMENT AND THE ENVIRONMENT

OLYMPIQUE LYONNAIS IS A MAJOR PLAYER IN EMPLOYABILITY

- **Corporate and Employment Centre:** unique in Europe, acclaimed at “Top 10 diversity recruiters” awards
- More than **75 employment events** and **2,300** people hired since October 2016
- **eRHgo:** This OL Foundation initiative became a start-up in July 2019, a job analysis tool for creating pathways between businesses and jobseekers, to combat discrimination
- **An additional commitment:** OL is involved in the Fair(e) project to accompany 750 people into lasting employment, with government support



AND A MAJOR PLAYER IN ECOLOGICAL TRANSITION

- **New commitments for better business practices:**
OL carbon assessment and energy audit (with Veolia), mobility, support for Time for the Planet, signatory to Metropolitan Lyon's Territorial Climate-Air-Energy Plan
- **Photovoltaic panels planned** for part of the outdoor car parks at Groupama Stadium with a self-use objective of 10% and injection into the grid
- Groupama Stadium is **eco-responsibly designed and operated** (energy, water, access, waste)
- **New educational, permaculture garden and beehives:** to inform and raise awareness among the general public

CSR: OL IS A RESPONSIBLE AND COMMITTED CORPORATE CITIZEN

OL FOUNDATION LEVELS ALL PLAYING FIELDS THROUGH SOLIDARITY

SERVING THE PUBLIC INTEREST SINCE 2007? 3 MAJOR PARTNERSHIPS IN THE LOCAL AREA

HEALTHCARE: "Femme Mère Enfant" (Woman Mother Child) hospital

EDUCATION: "Ma chance, moi aussi" (My Chance, too) Association

SOCIAL INTEGRATION THROUGH SPORTS: "Sport dans la Ville" (Sport in the City) association



RAPID, GENEROUS RESPONSE TO THE COVID-19 PANDEMIC

Ca. €450M in donations to hospitals and emergency aid associations

Moral and material support, help in raising awareness

**ENSEMBLE
CONTRE
LA COVID-19**

**CHAMPIONNE
AU QUOTIDIEN**

ÉMINE
SECRÉTAIRE MÉDICALE
EN ANESTHÉSIE

HCL
HOSPICES CIVILS
DE LYON

OL
FONDATION

MANAGERIAL CHANGES, NEW POSITION: FOOTBALL GENERAL MANAGER AND STRONGER EXECUTIVE COMMITTEE FOR BETTER PERFORMANCE



Jean-Michel Aulas
Chairman and CEO



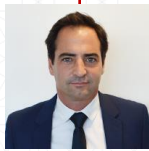
Thierry Sauvage
General Manager



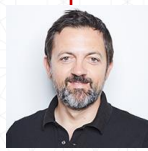
Vincent Ponsot
Football General Manager



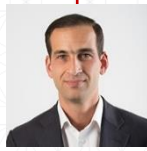
Emmanuelle Sarrabay
(Dep. Gen. Man.)
Director of Finance, IT &
Corporate Legal Affairs



Cyrille Groll
Director of
Business
Development



Sam Primaut
Director of
Marketing



Harry Moyal
(Dep. Gen. Man.)
Director of
Media Strategy,
Data Science,
Football & Business



Florent Deligia
Director of
Communications,
Corporate & CSR



Xavier Pierrot
(Dep. Gen. Man.)
Director
Stadium & Arena



**Position not
yet filled**
Director of HR,
Legal Affairs & CSR



Patrick Iliou
(Dep. Gen. Man.)
General Secretary

SHARE CAPITAL AS OF 31 OCTOBER 2020*

BREAKDOWN OF SHARE CAPITAL	NUMBER OF SHARES	% SHARE CAPITAL	% VOTING RIGHTS
HOLNEST ⁽¹⁾	16,232,973	27.89%	29.63%
Pathé	11,341,388	19.48%	24.49%
IDG	11,627,153	19.98%	25.11%
Treasury shares	1,567,454	2.69%	0.00%
Free float	17,437,357	29.96%	20.77%
TOTAL	58,206,325	100.00%	100.00%

OL HAS BEEN LISTED ON Euronext PARIS
SINCE 9 FEB. 2007
COMPARTMENT B
INDICES: CAC SMALL
CAC MID & SMALL
CAC ALL-TRADABLE
CAC ALL-SHARE
CAC CONSUMER SERVICES
ISIN: FR0010428771

BREAKDOWN OF OSRANE HOLDINGS	NUMBER OF OSRANES	%
Holnest ⁽¹⁾	327,138	32.71%
PATHE + OJEJ* + SOJER ⁽²⁾	426,047	42.60%
IDG	200,208	20.02%
Treasury shares	0	0.00%
Free float	46,707	4.67%
TOTAL	1,000,100	100.00%

THEORETICAL REPAYMENT AS OF 01/07/23

NUMBER OF SHARES POTENTIALLY TO BE ISSUED
29,878,822
38,912,577
18,285,797
0
4,265,937
91,343,133

BREAKDOWN OF THEORETICAL SHARE CAPITAL ON A FULLY DILUTED BASIS

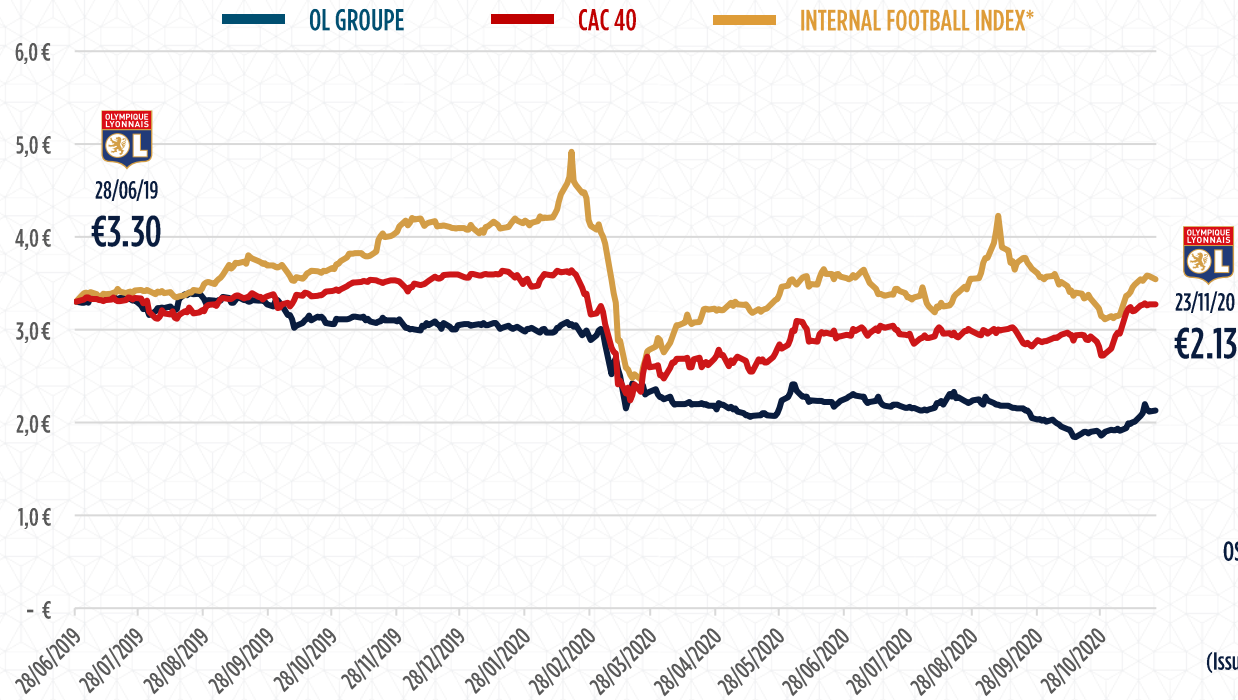
NUMBER OF SHARES	% SHARE CAPITAL
46,111,795	30.83%
50,253,965	33.60%
29,912,950	20.00%
1,567,454	1.05%
21,703,294	14.51%
149,549,458	100.00%

⁽¹⁾ As of 31 October 2020, the Aulas family held 100% of Holnest's shares and voting rights.

⁽²⁾ Companies related to Jérôme Seydoux

*Based on CIC statements (registered) and identifiable shareholders as of 07/09/20 (bearer)

SHARE PRICE PERFORMANCE



OSRANE PRICE PERFORMANCE

23/11/20

€225.00

(Issued in August 2013 at
€100)

Index developed by OL based on the STOXX Europe Football index as of end-August 2020

Source: Kepler 23/11/20



CLUBS THAT OWN THEIR STADIUM



BESIKTAS

€79M



PARKEN SPORT

€94M



AS ROMA

€218M



AJAX

€297M



OL

€349M*



BORUSSIA DORTMUND

€522M



JUVENTUS

€1,095M



MANCHESTER UNITED

€2,094M

*including the market value of the OSRANes: €225M

Source: Kepler 23/11/20

VALUATIONS BASED ON RECENT TRANSACTIONS



ATLETICO MADRID

€333M

€50m for 15% - Quantum Pacific. Source: News Tank 20/11/17



HERTHA BERLIN

€333M

€125m for 37.5% - Tennor Holding BV. Source: News Tank 01/07/19



INTER MILAN

€394M

€270m for 68.55% - Eric Thohir. Source: News Tank 30/06/16



OL

€500M*

€100m for 20% Source: OL Groupe 12/2016

Enterprise value: ca. €700m
OL estimate based on IDG transaction



AS ROME

€682m

Friedkin Group paid €591m for 86.6% (100%: €682m) (Source: News Tank 06/08/20)



MILAN AC

€741M

€740m for 99.93% - KK. Source: News Tank 12/08/16



ARSENAL

€2,000M

€612m for 30% Stan Kroenke. Source: News Tank 14/08/18



MANCHESTER CITY

€2,830M

€377m for 13% CMC Holdings and CITIC. Source: News Tank 02/12/2015

05 APPENDICES



TRANSFERS IN/OUT 2019/20

€ m

OUTGOING

NAME	CLUB	DATE	OL ACADEMY	AMOUNT (IFRS)
Cognat Timothé	Servette Geneva	July 2019	x	0.1
Ndombele Tanguy	Tottenham	July 2019		47.6
Rafia Hamza	Juventus	July 2019	x	0.4
Fekir Nabil	Real Betis	July 2019	x	19.8
Fekir Yassin	Real Betis	July 2019	x	0.0
Kalulu Gédéon	AC Ajaccio	July 2019	x	0.0
	Loan to Celta de Vigo			
Diop Pape Cheikh	2019/20	August 2019		0.3
Tousart Lucas	Hertha Berlin	January 2020		21.1
Brault Guillard Zachary	Impact Montreal	January 2020	x	0.1
TOTAL TRANSFERS				89.1
Incentives and sundry				1.8
TOTAL 2019/20				90.9

of which players trained at OL Academy

i.e. 20.4

of which acquired players

i.e. 70.5
78%

INCOMING

NAME	CLUB	DATE	TERM	AMOUNT (IFRS)
Mendes Thiago	Lille	July 2019	4 years	23.7
Koné Youssouf	Lille	July 2019	5 years	10.1
Andersen Joachim	Sampdoria	July 2019	5 years	28.0
Danso Emmanuel	Sporting Club Accra (Ghana)	July 2019	3 years	0.2
Lucas Jean (De Souza Oliveira)	Flamengo (Brazil)	July 2019	5 years	8.7
Reine-Adélaïde Jeff	Angers	Aug. 2019	4 years	26.4
Diomandé Sinaly	Guidars FC (Bamako/Mali)	Aug. 2019	4 years	0.6
Camilo Reijers	Ponte Preta (Brazil)	Jan. 2020	4.5 years	2.4
Guimaraes Bruno	Athletico Paranaense (Brazil)	Jan 2020	4.5 years	22.0
Kadewere Tino	Le Havre	Jan 2020	4.5 years	13.0
Toko Ekambi Karl	Villareal (Spain)	June 2020	4 years	16.8
TOTAL TRANSFERS				151.7
INCENTIVES AND SUNDRY				1.3
TOTAL 2019/20				153.1

TRADING SINCE 1 JULY 2020

€ m

OUTGOING

NAME	CLUB	DATE	OL ACADEMY	AMOUNT (IFRS)
Kitala Yann	Sochaux	July 2020	x	0.3
Gouiri Amine	Nice	July 2020	x	7
Terrier Martin	Rennes	July 2020		12
Solet Oumar	RB Salzburg	July 2020		4.0
Marçal Fernando	Wolverhampton	Sept. 2020		2
Tete Kenny	Fulham	Sept. 2020		3.0
Tatarusanu Ciprian	AC Milan	Sept. 2020		0.5
Traore Bertrand	Aston Villa	Sept. 2020		15.9
TOTAL TRANSFERS				44.6
Incentives and sundry				5.9
TOTAL 2020/21				50.5

of which players trained at OL
Academy

9.8

i.e. 19%

of which acquired players

40.7

i.e. 81%

PLAYER LOANS (OUT)

NAME	CLUB	TERM	PURCHASE OPTION
Diop Pape Cheikh	Dijon	1 year	€5m + €1.5m in incentives + 15% of any capital gain
Pintor Lenny	Troyes	1 year	€6m + 15% of any capital gain if Troyes is in L1 in 2021/22 or €5m + 20% of any capital gain if Troyes is in L2 in 2021/22
Ndiaye Ousseynou	Bourg-en-Bresse	1 year	No purchase option
Fontaine Nicolas	Las Rozas	1 year	€0.5m + 15% of any capital gain
KONÉ Youssouf	Elche	1 year	No purchase option
ANDERSEN Joachim	Fulham	1 year	No purchase option - €1m + €1m incentive
REINE ADELAÏDE Jeff	OGC Nice	1 year	Purchase option €25m - €0.5m + €0.5m incentives
DEYONGE Héritier	Utrecht	1 year	€0.4m + 15% of any capital gain

INCOMING

NAME	CLUB	DATE	TERM	AMOUNT (IFRS)
Özkaçar Cenk	Altay SK (Turkey)	August 2020	5 years	1.6
Pollersbeck Julian	Hamburg	Sept. 2020	4 years	0.5
PAQUETA Lucas	Milan AC	Sept. 2020	5 years	21.8
KEITA Habib	Guidars (Mali)	Oct. 2020	5 years	1.1
TOTAL 2020/21				25.0

FREE AGENT

NAME	CLUB	DATE	TERM
BENLAMRI Djamel	Al Shabab	Oct. 2020	1 year + 1 option

PLAYER LOANS (IN)

NAME	CLUB	TERM
DE SCIGLIO Mattia	Juventus	1 year



INVESTOR AND SHAREHOLDER CONTACTS

investisseur.olympiquelyonnais.com

investisseurs@ol.fr

GROUPAMA STADIUM, 10 avenue Simone Veil, CS 70712, 69153 Décines Cedex France

Tel.: +33 (0)4 81 07 55 00 – 421 577 495 RCS LYON