



**OL GROUPE**

# SHAREHOLDERS MEETING

Monday, 7 December 2009



**OL GROUPE**

# Contents



Football performance



Financial results



News and outlook



OL GROUPE

# FOOTBALL PERFORMANCE



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## Football performance

OL is one of the major European clubs

Domestic championship performance (from 1999 to 2009)

Performance equivalent  
to Manchester United



11 top-three finishes  
7 times champions

Manchester United



11 top-three finishes  
7 times champions

Bayern



10 top-three finishes  
7 times champions

Real Madrid



9 top-three finishes  
4 times champions

Inter Milan



7 top-three finishes  
4 times champions

Barcelona



7 top-three finishes  
3 times champions

Liverpool



5 top-three finishes  
No championships



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## Football performance

OL has performed well domestically and in Europe

Number of points obtained in European cup play over last 10 years

**1. Lyon 159**

2. Bordeaux 103

3. Marseille 91

Lyon is the largest contributor to France's UEFA index



Number of trophies won in last 10 years

**1. Lyon 15**

2. Bordeaux 5

3. Nantes 4

4. Monaco 3

5. Paris 3

6. Auxerre 2

Marseille 0



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## **OL continuous Europe presence**

Only four clubs have qualified for the  
Champions League 10 consecutive times



**Olympique Lyonnais – Arsenal – Real Madrid – Man Utd**

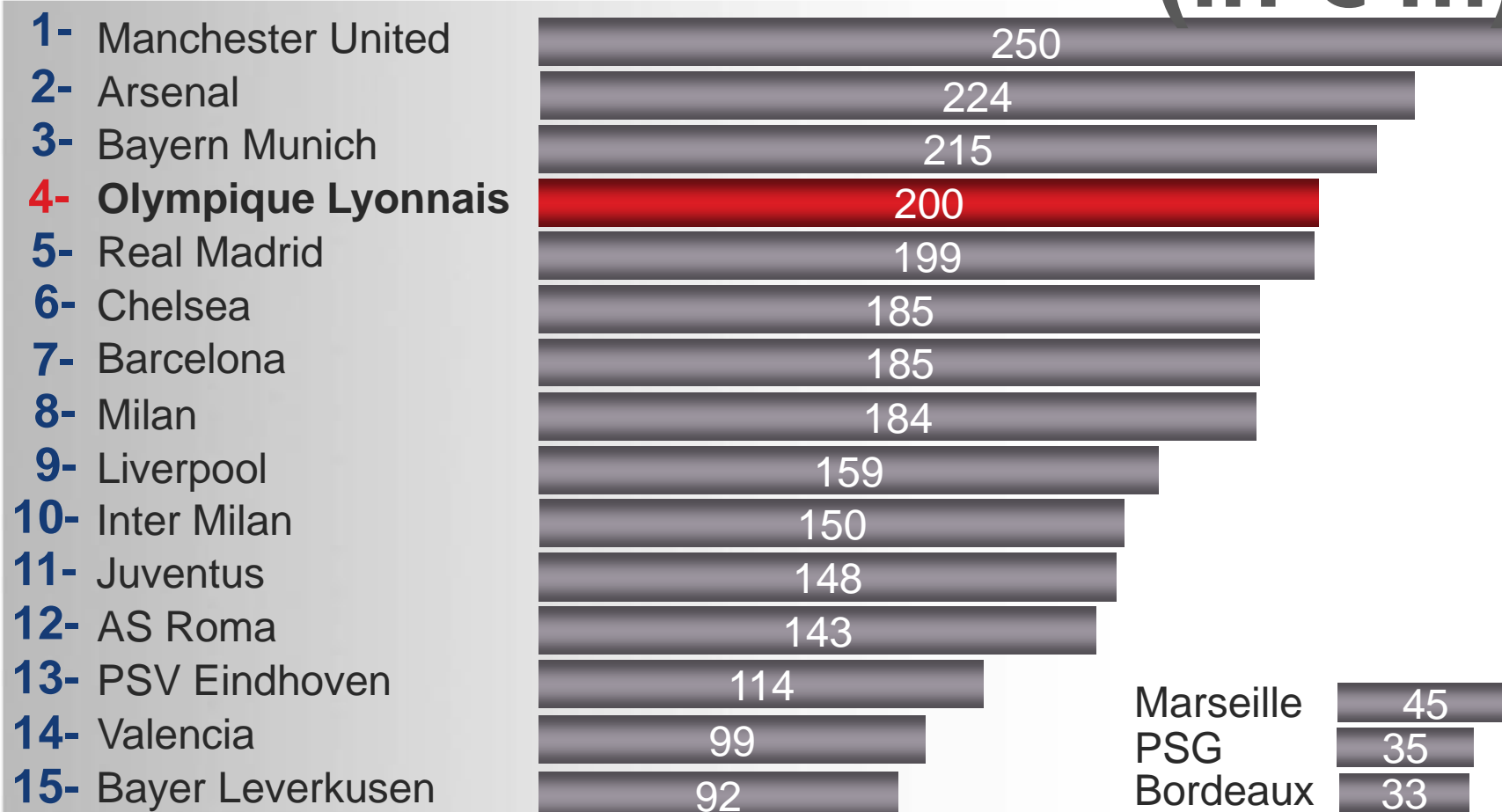




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Champions League marketing revenue since  
2000/01, date of OL's first qualification

(in € m)



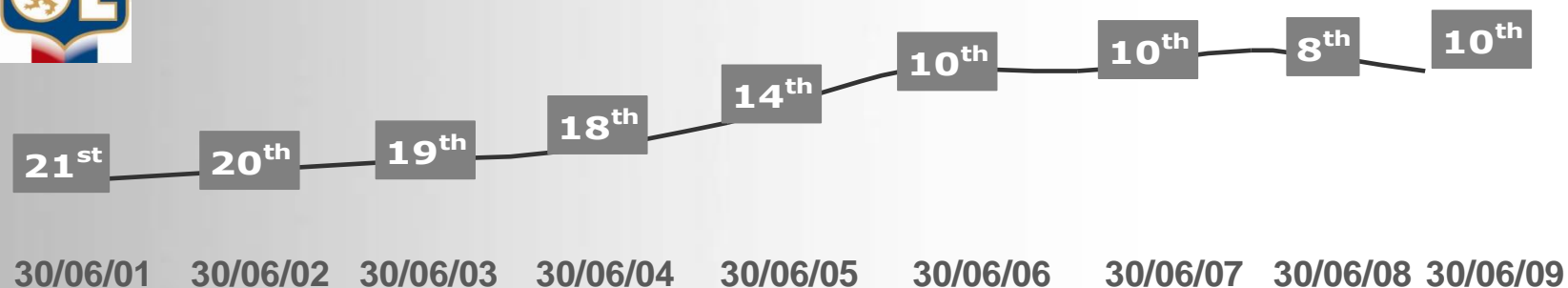


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## Football performance

European ranking (UEFA index)

**10th place**



### At 30/06/09

|           |      |
|-----------|------|
| MARSEILLE | 39th |
| LILLE     | 40th |
| PARIS     | 42nd |
| BORDEAUX  | 49th |





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## Football performance

### French Ligue 1

3rd place

11th consecutive time in the top three

### Champions League

#### ▶ Round of 16

against Barcelona  
who went on to win the  
European championship

### French cup competitions

▶ Coupe de France round of 16  
(Lille)

▶ Coupe de la Ligue round of 16  
(Metz)

### Women's team

▶ 3rd consecutive French Ligue 1 title



▶ Challenge de France semi-finalists  
(Montpellier)

▶ European Cup semi-finalists  
(Duisburg)

### Amateur (CFA) team

▶ French League title  
of professional reserve teams



### Young players teams

▶ 2008/09 "Best Young Team"  
Challenge for the 8th time



OLYMPIQUE  
LYONNAIS



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# FINANCIAL RESULTS at 30 June 2009



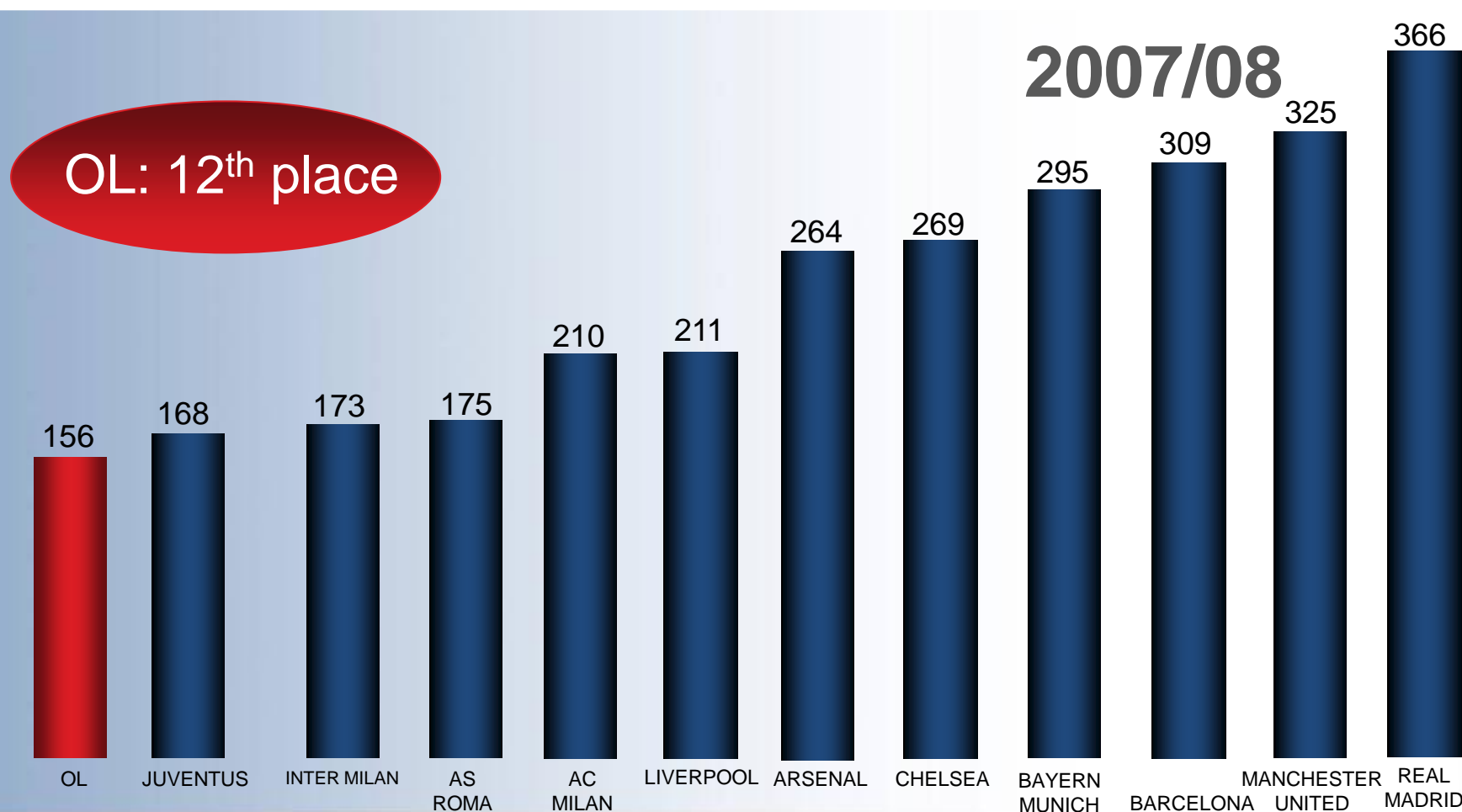
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## Financial results

Ranking of European clubs by revenues  
Revenues excl. player trading

In €m

2007/08





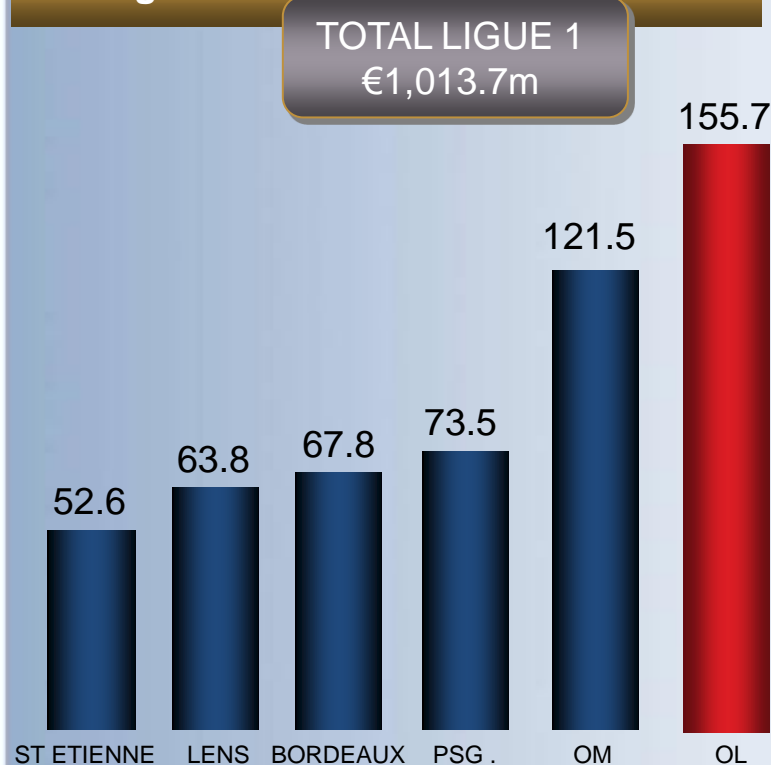
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## Financial results

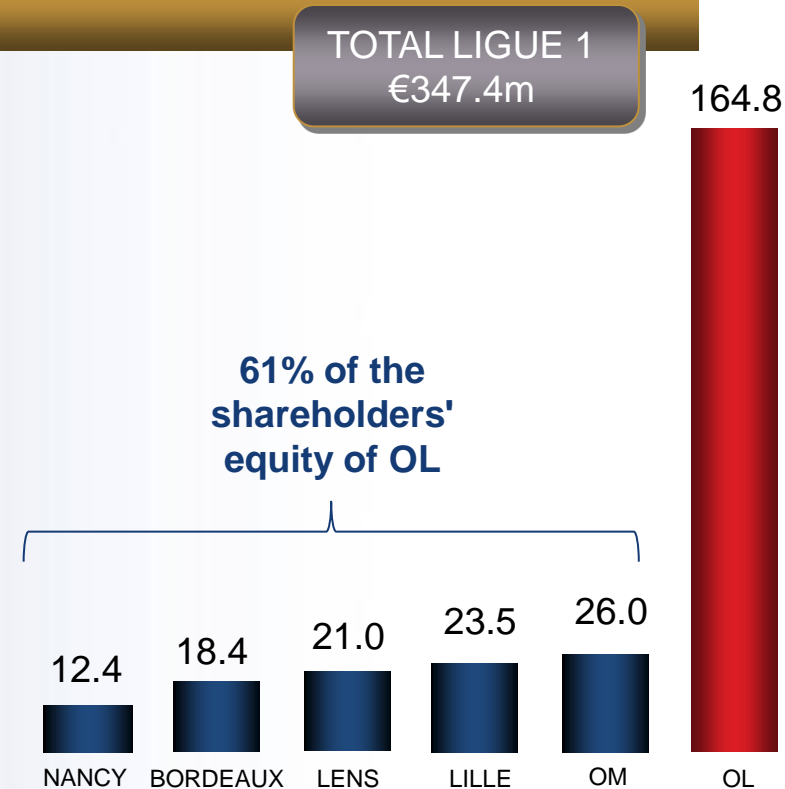
OL's dominant position in French football (2007/08)

**In €m**

### Revenue from businesses, excl. player trading



### Equity





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## Financial results

OL revenue from businesses over 5 yrs.

**In €m**

|                         | 2004/05      | 2005/06      | 2006/07      | 2007/08      | 2008/09      | Total<br>5 years |
|-------------------------|--------------|--------------|--------------|--------------|--------------|------------------|
| Excl. player<br>trading | 91.8         | 127.7        | 140.6        | 155.7        | 139.6        | 655.4            |
| Player<br>trading       | 24.8         | 38.4         | 73.5         | 55.9         | 52.4         | 245.0            |
| <b>Total</b>            | <b>116.6</b> | <b>166.1</b> | <b>214.1</b> | <b>211.6</b> | <b>192.0</b> | <b>900.4</b>     |

**Total revenue  
from businesses 2008/09 - 9.3% / N-1**

**(in € m)**

|                                    | 30.06.08     | 30.06.09     | % change      |
|------------------------------------|--------------|--------------|---------------|
| 1. Ticketing                       | 21.8         | 22.4         | 3.0%          |
| 2. Partnerships – advert.          | 20.4         | 21.3         | 4.0%          |
| 3. Media rights                    | 75.0         | 68.1         | -9.2%         |
| 4. Brand-related revenue           | 38.5         | 27.8         | -27.7%        |
| <b>Total, excl. player trading</b> | <b>155.7</b> | <b>139.6</b> | <b>-10.3%</b> |
| 5. Player trading                  | 55.9         | 52.4         | -6.3%         |
| <b>Grand total</b>                 | <b>211.6</b> | <b>192.0</b> | <b>-9.3%</b>  |





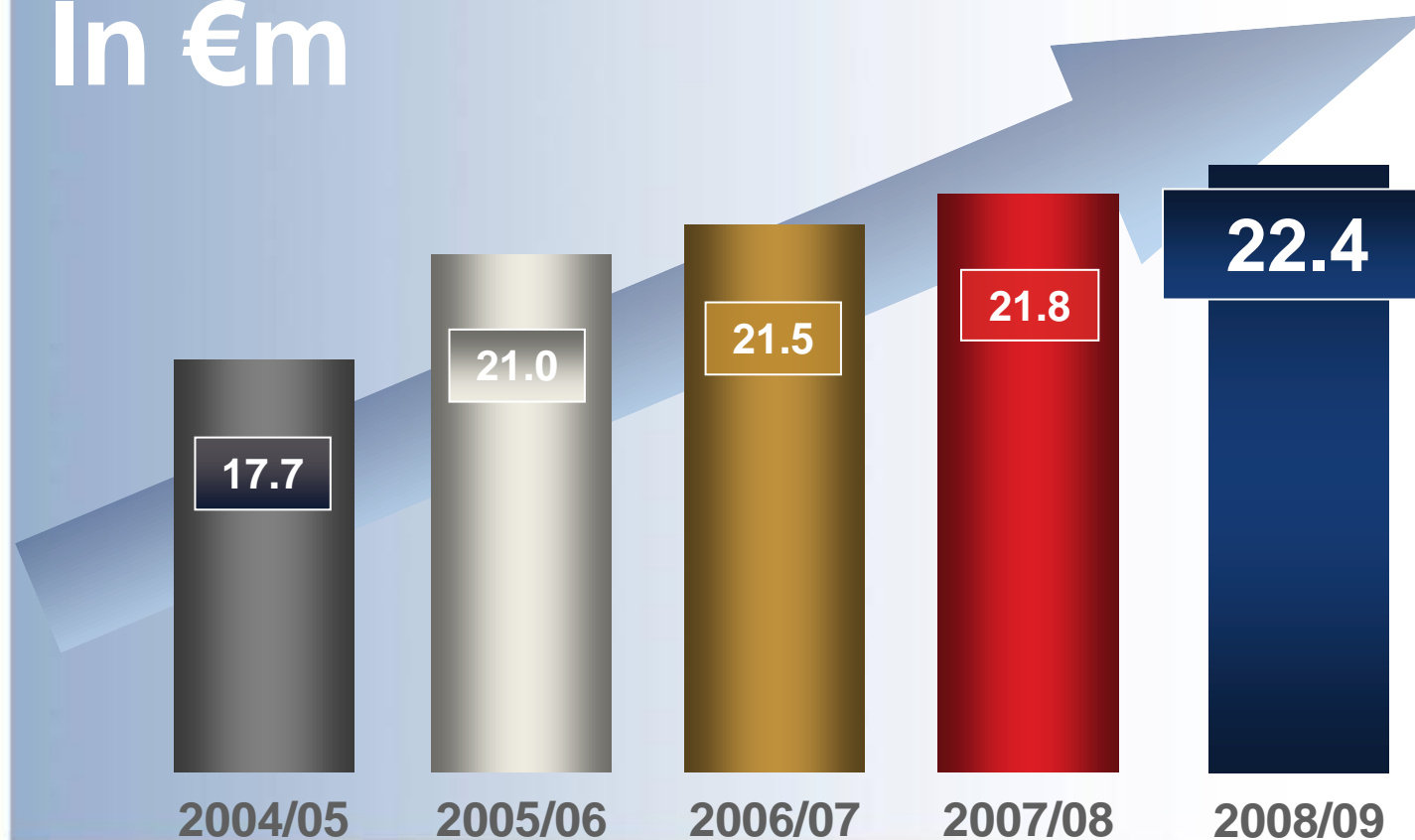
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## Ticketing

Record ticketing  
revenues

€22.4m +3%

In €m





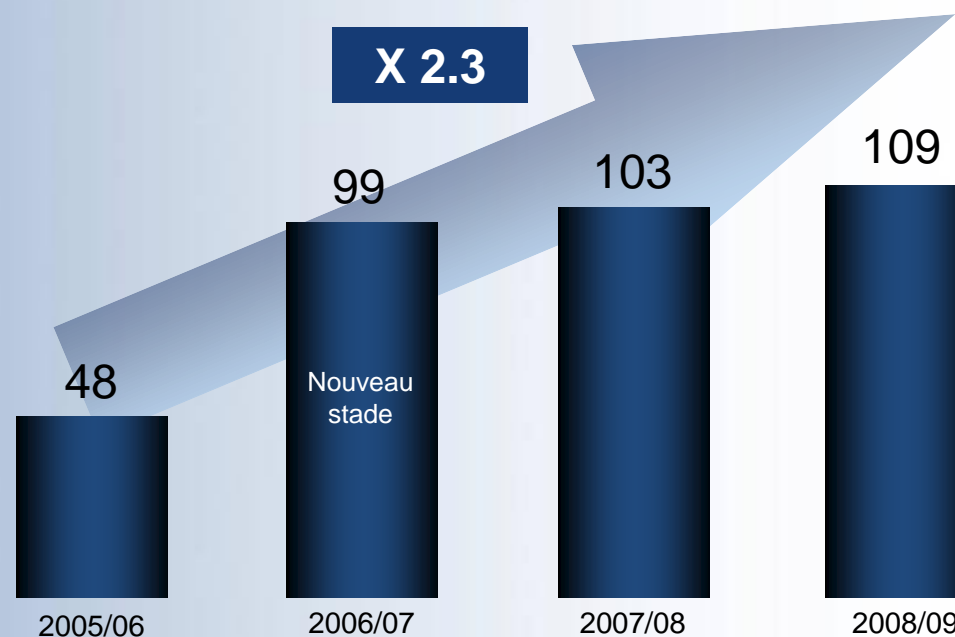
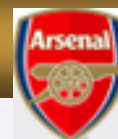
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## Ticketing

Impact of the Emirates Stadium  
on Arsenal's revenues

In €m

Matchday Revenue  
ARSENAL





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## Partnerships and advertising

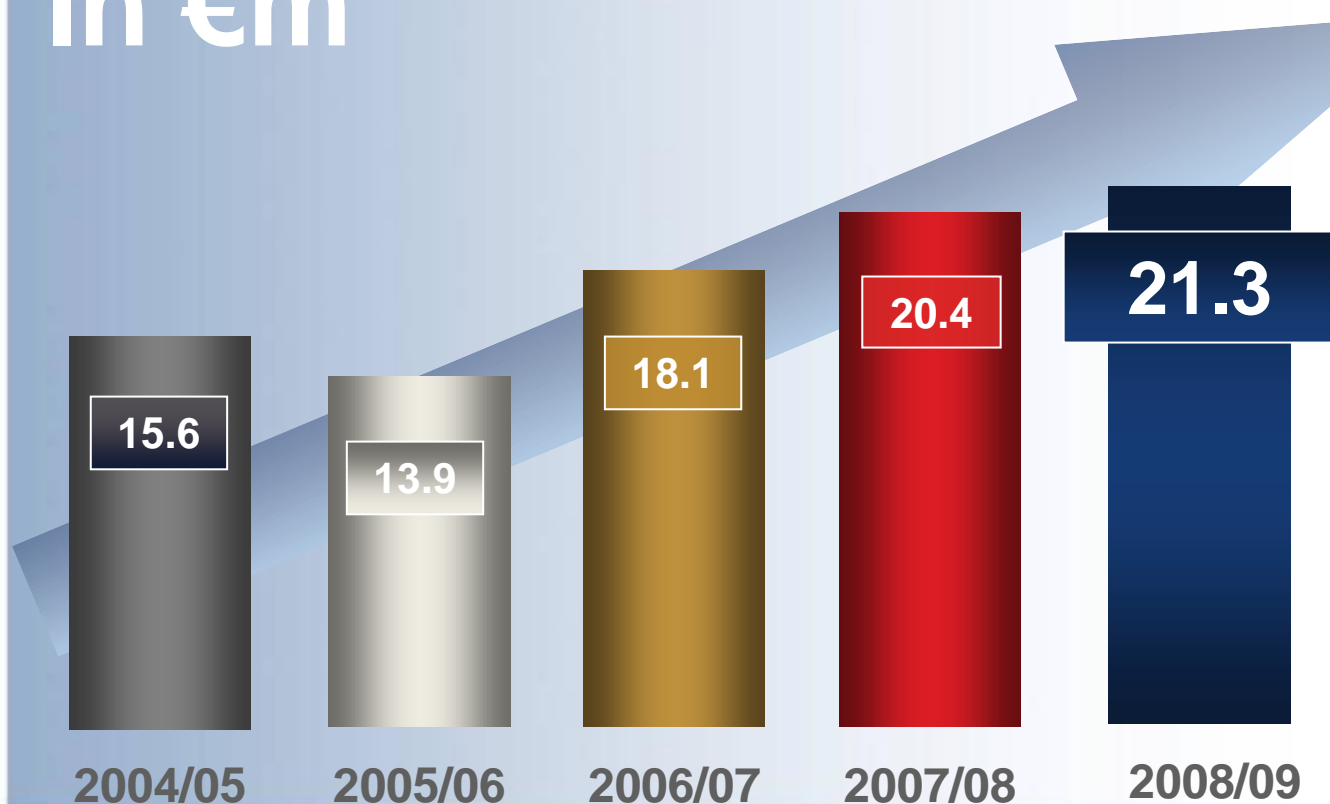
Record partnership and advertising revenue

Gross revenue: €35.8m

Sportfive commission: €5.1 m

Net revenue: €21.3m **+4.0%**

In €m





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## Partnerships and advertising



New partnership agreements  
OL Visa card with GE Money Bank

End of Accor contract: June 2009

Negotiation of contract with BetClic for  
the four years 2009/13



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## Media rights

Domestic media rights down: 3rd place  
in Ligue 1 vs. 1st place in 2007/08

€44.4m

-6.5%

International media rights down: 3 clubs  
vs. 2 in 2007/08

€23.7m

-13.8%



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## Media rights

€68.1m -9.2%

In €m

Domestic

International



If 1st place: +€4.3m

If 1/4: +€3.4m

If 2 clubs: +€4.3m

2004/05

2005/06

2006/07

2007/08

2008/09





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## Brand-related revenue

Breakdown of change vs. N-1

**In €m**

|                              | 30.06.08    | 30.06.09    | % change N-1<br>€ m |
|------------------------------|-------------|-------------|---------------------|
| <b>Brand-related revenue</b> | <b>38.5</b> | <b>27.8</b> | <b>-10.7</b>        |

Items responsible for the change in 2008/09

Impact

|                        |              |
|------------------------|--------------|
| 1- Non-recurring items |              |
| - Sodexo signing fee   | -3.5         |
| - Peace Cup victory    | -1.8         |
| - Change in scope      | -1.3         |
|                        | -6.6         |
| 2- OL Images           | -1.1         |
| 3- Other businesses*   | -3.0         |
| <b>Total</b>           | <b>-10.7</b> |

\*Lacklustre B-to-C business

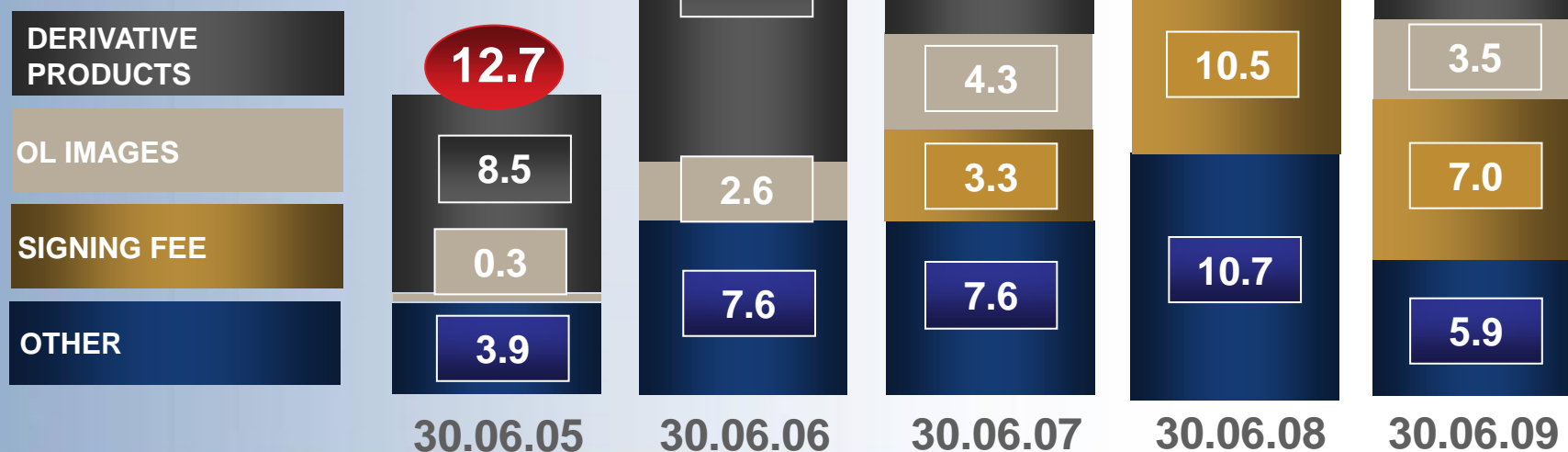


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## Brand-related revenue

€27.8m -27.7%

In €m





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## Player trading

Revenue from player sales 2008/09

**In €m**

| Player    |   | Club            |
|-----------|---|-----------------|
| Squillaci |    | Seville         |
| Baros     |   | Galatasaray     |
| Coupet    |  | Atletico Madrid |
| Paillot   |  | Grenoble        |
| Benzema   |  | Real Madrid     |

**€52.4m IFRS**

Other departures:  
Fred, Santos, Juninho



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## Player trading

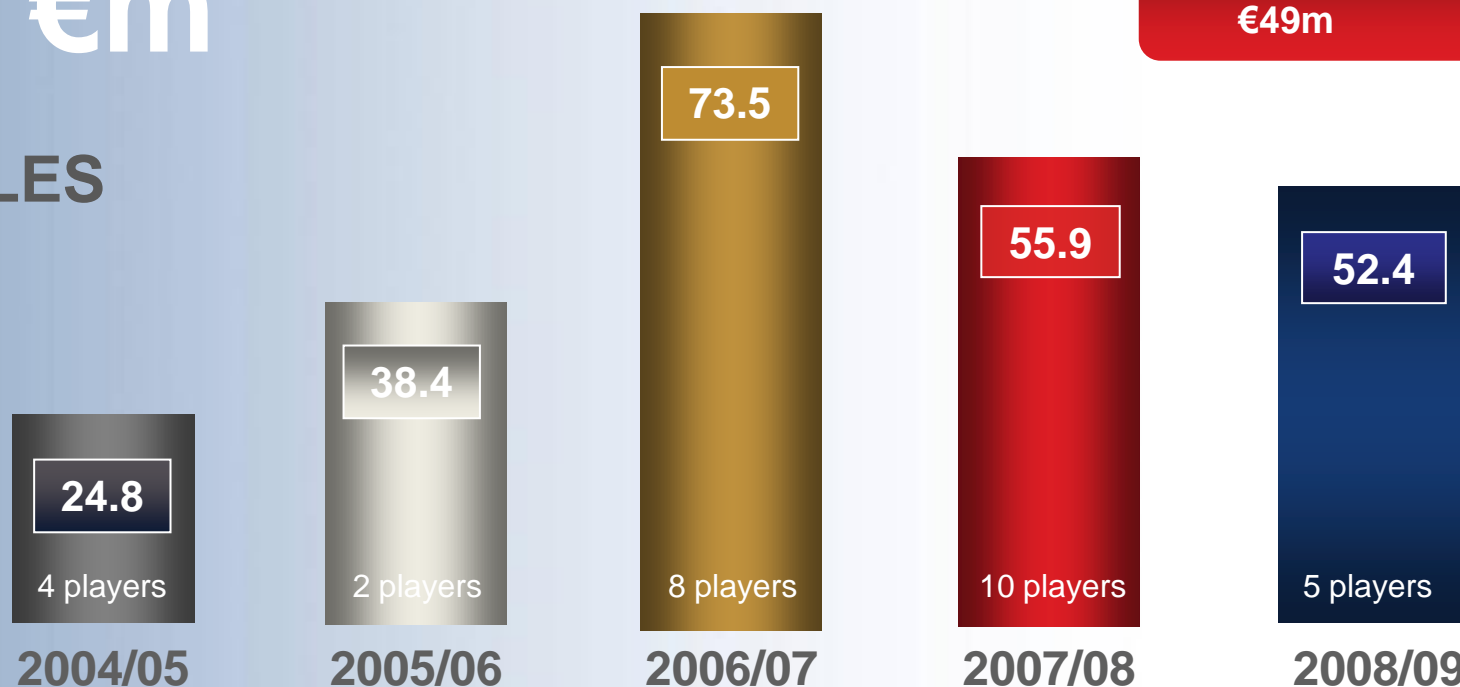
Revenue from player sales

€52.4m

Average over 5 years  
€49m

In €m

SALES



SALES OVER 3 YEARS: 181.8

SALES OVER 5 YEARS: 245.1



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## Player trading

### Top 15 transfers of 2009 summer transfer window

| Player                   | Previous club     | New club           | Amount in € m |
|--------------------------|-------------------|--------------------|---------------|
| 1- RONALDO               | MANCHESTER UNITED | REAL MADRID        | 93.3          |
| 2- ZLATAN IBRAHIMOVIC    | INTER MILAN       | BARCELONA          | 68.0          |
| 3- KAKA                  | MILAN AC          | REAL MADRID        | 67.2          |
| <b>=4- KARIM BENZEMA</b> | <b>OL</b>         | <b>REAL MADRID</b> | <b>35.0</b>   |
| =4- XABI ALONZO          | LIVERPOOL         | REAL MADRID        | 35.0          |
| 6- MARIO GOMEZ           | STUTTGART         | BAYERN             | 33.0          |
| 7- CARLOS TEVEZ          | MANCHESTER UNITED | MANCHESTER CITY    | 29.8          |
| 8- EMMANUEL ADEBAYOR     | ARSENAL           | MANCHESTER CITY    | 29.0          |
| 14- LISANDRO LOPEZ       | PORTO             | OL                 | 24.0          |

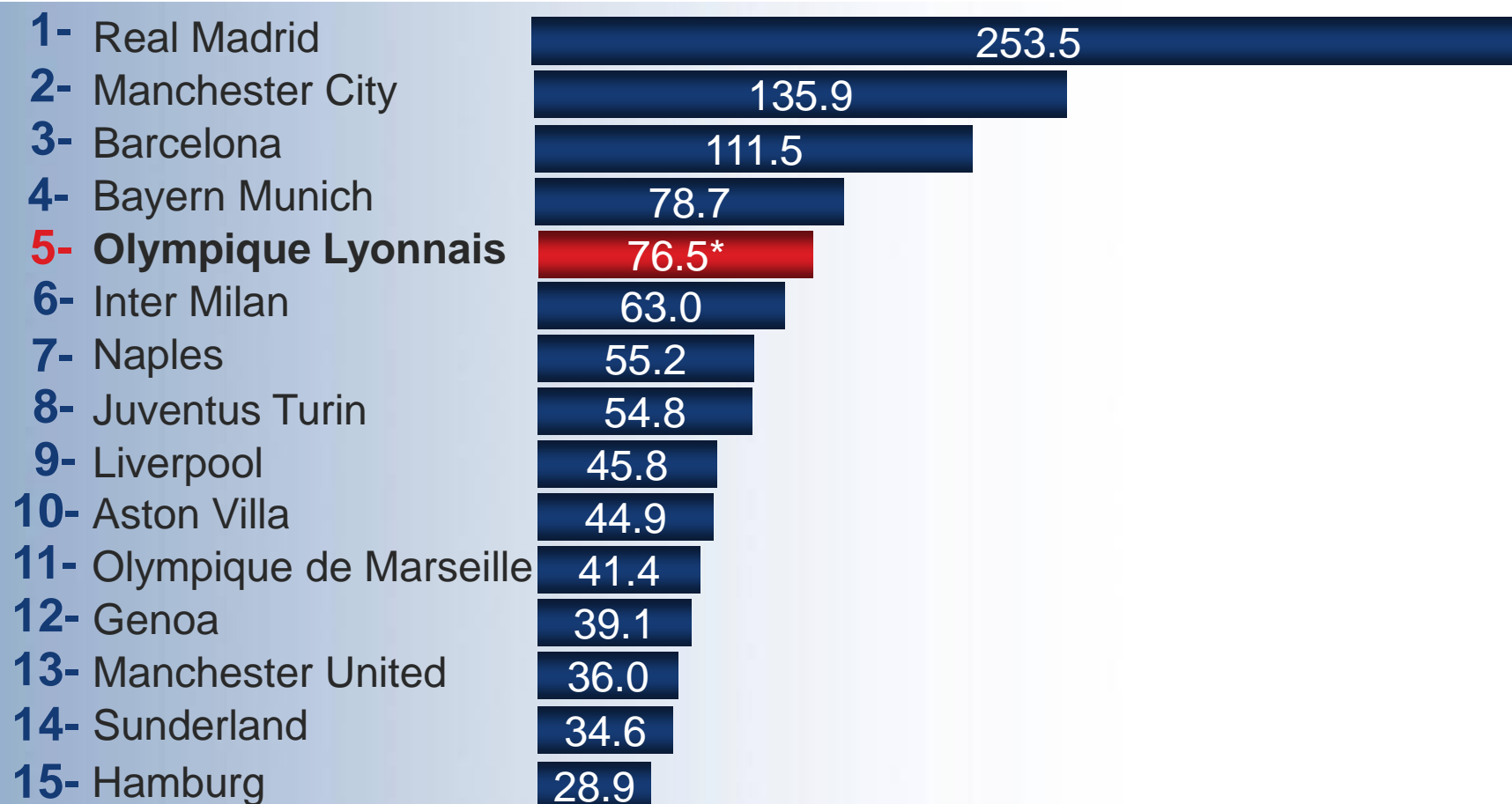


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## Player investment Summer 2009

OL is fifth largest investor in Europe

**In €m**



\*IFRS restated





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## Player investment

A very active market

2009 TOTAL: €1.9bn - 2008 total: €1.8bn



## 2008/09 results

|                                 | Amount        | % of total<br>Revenue |
|---------------------------------|---------------|-----------------------|
| <b>EBITDA</b>                   | <b>€45.8m</b> | <b>24%</b>            |
| Pre-tax profit                  | €8.4m         | 4%                    |
| <b>Net profit (Group share)</b> | <b>€5.1m</b>  | <b>3%</b>             |

Business suffered from the recession and its impact on consumption of "leisure" services, but a profitable year nonetheless due in particular to player sales

## CONSOLIDATED INCOME STATEMENT (in € m)

|  | 30.06.08    | 30.06.09   |
|--|-------------|------------|
| Revenue from businesses                | 211.6       | 192.0      |
| EBITDA                                 | 59.8        | 45.8       |
| <b>Profit from ordinary activities</b> | <b>27.1</b> | <b>7.5</b> |
| Net financial income / (expense)       | <b>3.6</b>  | <b>0.6</b> |
| Pre-tax profit                         | 30.7        | 8.4        |
| <b>Net profit</b>                      | <b>20.1</b> | <b>5.4</b> |
| <b>Net profit (Group share)</b>        | <b>19.9</b> | <b>5.1</b> |



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## 2008/09 results

High levels of profit from OL over the last 5 years

**In €m**

|  | 2005         | 2006         | 2007         | 2008         | 2009         | Total<br>5 years |
|--|--------------|--------------|--------------|--------------|--------------|------------------|
| <b>Revenue from businesses</b>         | <b>116.6</b> | <b>166.1</b> | <b>214.1</b> | <b>211.6</b> | <b>192.0</b> | <b>900.4</b>     |
| <b>EBITDA</b>                          | <b>32.7</b>  | <b>51.8</b>  | <b>56.0</b>  | <b>59.8</b>  | <b>45.8</b>  | <b>246.1</b>     |
| <b>Profit from ordinary activities</b> | <b>18.7</b>  | <b>25.8</b>  | <b>28.0</b>  | <b>27.1</b>  | <b>7.5</b>   | <b>107.1</b>     |
| <b>Net profit (Group share)</b>        | <b>11.5</b>  | <b>15.9</b>  | <b>18.5</b>  | <b>19.9</b>  | <b>5.1</b>   | <b>70.9</b>      |



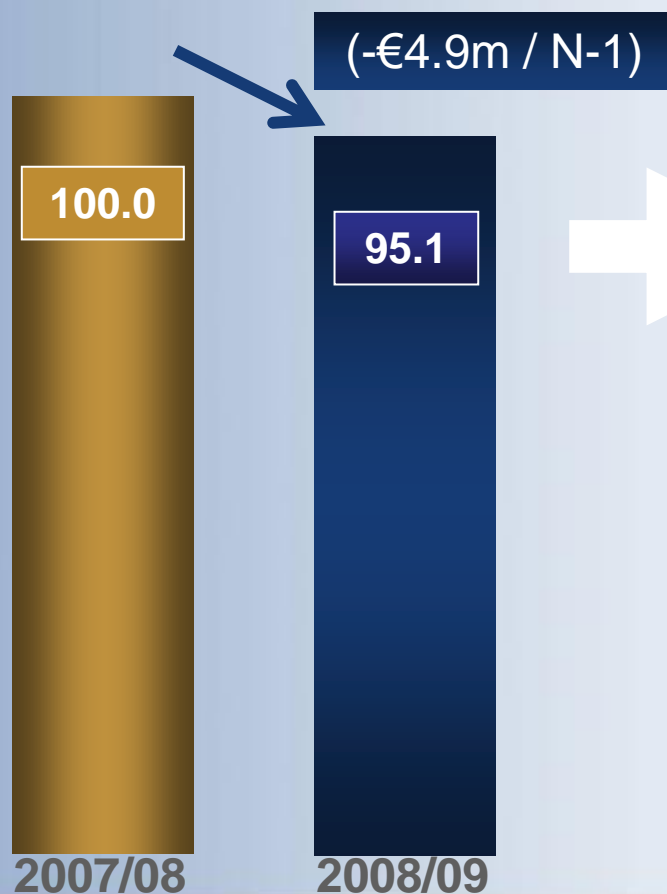
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## 2008/09 results

Personnel costs

In €m

Decline in personnel costs



Decline in total revenue from businesses

⇒ Increase in ratio of  
personnel costs / revenue from businesses

▶ 49.6% vs. 47.3% N-1

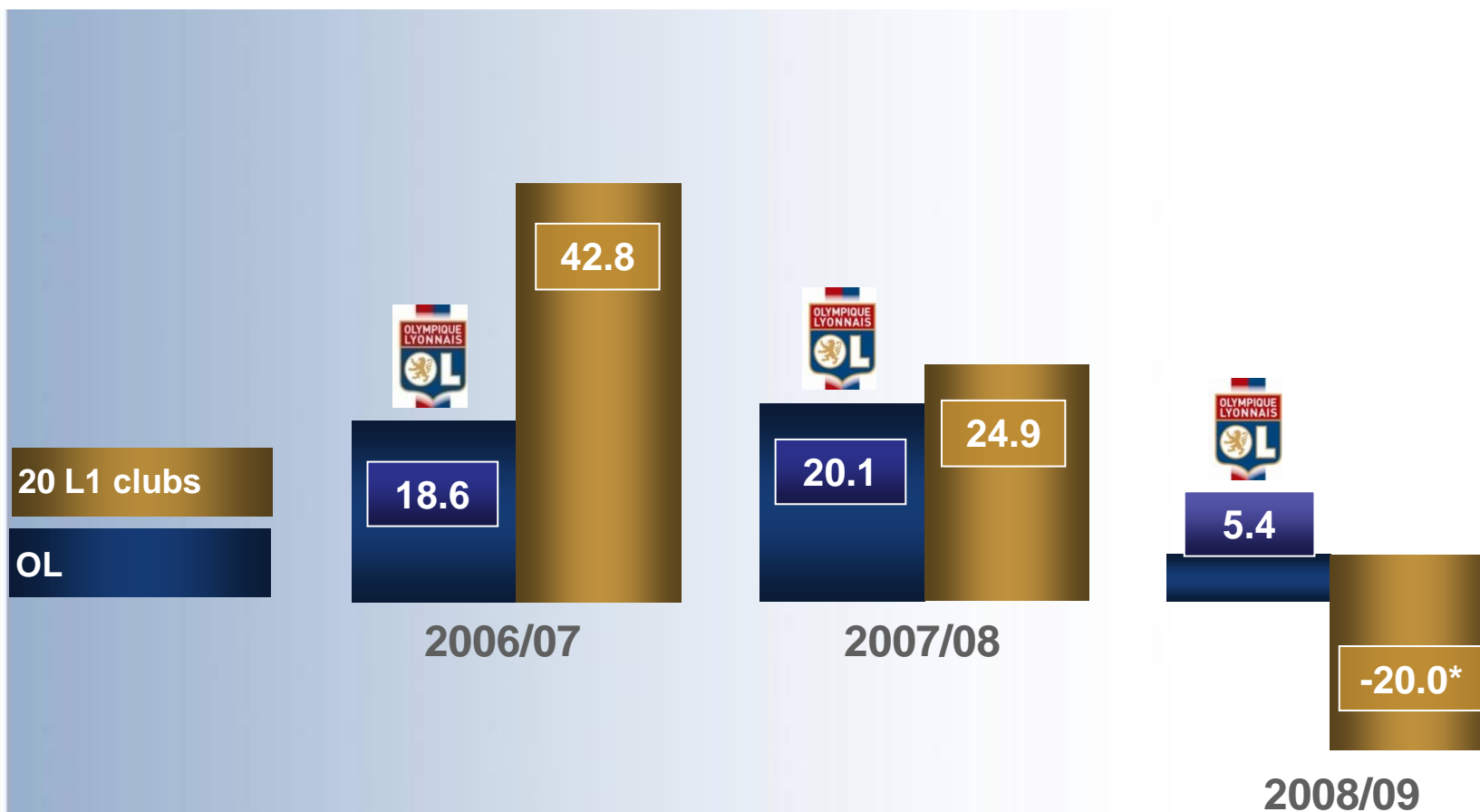


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## 2008/09 results

OL is contributing more and more to Ligue 1 net profit

In €m



\*Source: L'équipe, 12 September 2009





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## Balance sheet as of 30 June 2009

Very sound financial structure

Increase in equity

Decrease in intangible assets\*

Decrease in financial debt

Equity generated by  
earnings of the past 5 yrs.: €71m\*\*

\*Summer 2009 transfer window investment: July/August 2009

\*\*before allocation of net profit



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# Balance sheet as of 30 June 2009

Very sound financial structure

**In €m**

| <b>Assets</b>                               | 30.06.08 | 30.06.09     | <b>Equity &amp; Liabilities</b>              | 30.06.08 | 30.06.09     |
|---|----------|--------------|--|----------|--------------|
| Player registrations                        | 93.9     | <b>71.8</b>  | Equity (incl. minorities)                    | 164.8    | <b>167.8</b> |
| Other assets                                | 21.8     | <b>23.3</b>  | Medium-term borrowings                       | 47.5     | <b>35.9</b>  |
| Receivables on sale of player registrations | -        | <b>26.6</b>  | Deferred taxes                               | 1.2      | <b>2.3</b>   |
| Operating receivables                       | 39.7     | <b>29.4</b>  | Short-term borrowings                        | 0.4      | <b>4.1</b>   |
| Player registrations held for sale          | -        | <b>8.4</b>   | Payables on purchase of player registrations | 12.7     | -            |
| Cash and cash equivalents                   | 148.4    | <b>102.3</b> | Operating liabilities                        | 77.2     | <b>51.7</b>  |



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# Balance sheet as of 30 June 2009

Very sound financial structure

**In €m**

|   |          | 30.06.08    | 30.06.09    |
|---|----------|-------------|-------------|
| <b>Equity (incl. minority interests)</b>                          |          | 164.8       | 167.8       |
| <b><u>BANK DEBT</u></b>   |          |             |             |
| Financial debt  |          | -47.9       | - 40.0      |
| Cash and cash equivalents   |          | 148.4       | 102.3       |
| <b>Net cash</b>   | <b>A</b> | 100.5       | 62.3        |
| <b><u>Player-related debt</u></b>                                 |          |             |             |
| Payables on purchase of player registrations                      |          | -56.6       | - 35.8      |
| Receivables on sale of player registrations                       |          | 43.9        | 62.4        |
| <b>Receivables / payables on transfer of player registrations</b> | <b>B</b> | -12.7       | <b>26.6</b> |
| <b>TOTAL A + B</b>  |          | <b>87.8</b> | <b>88.9</b> |

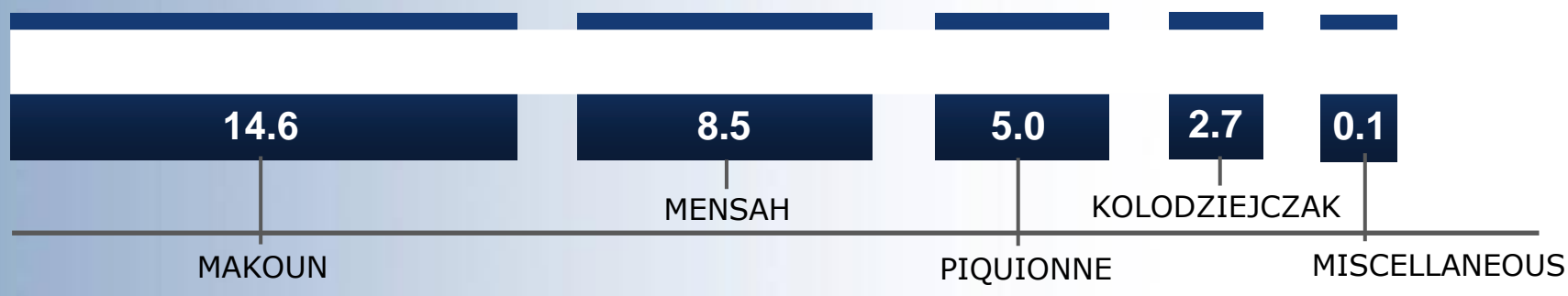


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## Player investments 2008/09

PLAYER INVESTMENTS

€30.9m





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## Player trading

Net revenue from player trading  
as of 30 June 2009

**In €m**

|                                       | 1 year       | Over 3 years | Over 5 years |
|---------------------------------------|--------------|--------------|--------------|
| Acquisitions of player registrations  | 30.9         | 136.0        | 234.5        |
| Sales of player registrations         | 52.4         | 181.8        | 245.1        |
| <i>of which trained at OL academy</i> | <b>38.1</b>  | <b>64.1</b>  | <b>69.9</b>  |
| <i>As a % of sales</i>                | <b>72.7%</b> | <b>35.3%</b> | <b>28.5%</b> |
| Net revenue from player trading       | 21.5         | 45.8         | 10.6         |



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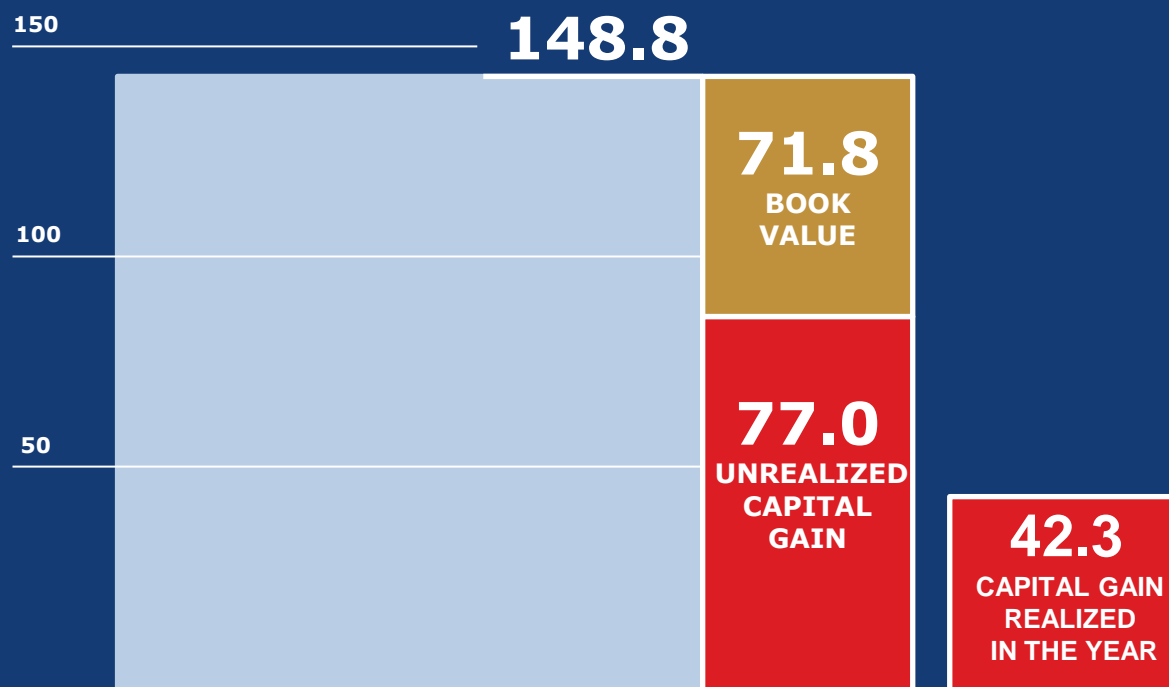
## Intangible assets

Potential capital gain  
Recurrent nature confirmed

**In €m**

**Market value of team members at 30/06/09**

SOURCE : [www.transfermarket.de](http://www.transfermarket.de)



**Average gross capital gain over the past 3 yrs.: €44.2m**

New sports organisation with the establishment of a Pro 2 group under the expanded responsibilities of Claude Puel

- Increase in number of newly-promoted players (9 vs. 6 in N-1)

## Players' training

### Newly-promoted players (Pro 2 group)

| Name          | Age | National team  | Contract ends |
|---------------|-----|--|---------------|
| ABENZOAR      | 20  | France - U20    | 2012          |
| BEYNIE        | 22  | France – U19    | 2010          |
| GASSAMA       | 20  | France Espoir   | 2011          |
| GONALONS      | 20  | France Espoir   | 2010          |
| GRENIER       | 18  | France – U18    | 2011          |
| HARTOCK       | 22  | France Espoir  | 2011          |
| KOLODZIEJCZAK | 18  | France – U18  | 2012          |
| MEHAMHA       | 19  | France – U19  | 2011          |
| TAFER         | 18  | France – U18  | 2011          |

Plus 3 who have already played in the 1st team: Belfodil, Faure, Seguin





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## Player investment

Lyon was the largest French investor in the 2009 summer transfer window

Top 5 buying clubs

Of which:  
Gomis St Etienne: €13m and  
Bastos Lille €18m

**In €m**

| Clubs         | 2009         | %             |
|---------------|--------------|---------------|
| OL            | 70.0*        | 30.4%         |
| MARSEILLE     | 41.4         | 18.0%         |
| BORDEAUX      | 28.0         | 12.2%         |
| SAINT ETIENNE | 15.1         | 6.6%          |
| RENNES        | 14.6         | 6.3%          |
| OTHER CLUBS   | 60.9         | 26.5%         |
| <b>TOTAL</b>  | <b>230.0</b> | <b>100.0%</b> |

\*French GAAP



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## NEWS AND OUTLOOK

Player trading

Players

OL Land

Other projects



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# Acquisition and sale of players since 1 July 2009

## ACQUISITIONS

€76.5m

JULY/AUGUST 2009

25.8

LOPEZ

20.7

BASTOS

15.8

CISSOKHO

14.2

GOMIS

## SALES

€12.9m

JULY/AUGUST 2009

8.4

KEITA

2.5

MOUNIER

2.0

GROSSO



OL GROUPE

# Men's Professional squad

**28** Players  
(30 in N-1)

**9** YOUNG  
INTERNATIONALS  
(6 in N-1)

**19** experienced players  
(24 in N-1)  
INCL. 17 INTERNATIONALS







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# Men's Professional squad

## Experienced players



**19** EXPERIENCED  
PLAYERS  
(24 in N-1)

**15** INTERNATIONAL A

**1** INTERNATIONAL A'

**1** FRANCE ESPOIR

**1** BRAZIL U19

| Name            | Age | National team   | Contract ends |
|-----------------|-----|---|---------------|
| BASTOS          | 26  | Brazil A         | 2013          |
| BODMER          | 27  | France A'        | 2011          |
| BOUMSONG        | 30  | France A         | 2011          |
| CISSOKHO        | 22  |  2014            |               |
| CLEBER ANDERSON | 29  | Brazil A         | 2011          |
| CRIS            | 32  | Brazil           | 2011          |
| CLERC           | 26  | France           | 2010          |
| DELGADO         | 28  | Argentina A      | 2011          |
| EDERSON         | 23  | Brazil U19      | 2012          |
| GOMIS           | 24  | France A       | 2014          |
| GOVOU           | 30  | France A       | 2010          |
| KALLSTRÖM       | 27  | Sweden A       | 2012          |
| LOPEZ           | 26  | Argentina A    | 2014          |
| LLORIS          | 23  | France A       | 2013          |
| MAKOUN          | 26  | Cameroon A     | 2012          |
| PJANIC          | 19  | Bosnia A       | 2013          |
| REVEILLERE      | 30  | France A       | 2011          |
| TOULALAN        | 26  | France A       | 2012          |
| VERCOUTRE       | 29  | France Espoir  | 2012          |



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## Men's professional squad

Players loaned in 2009/10 with buyout option

**2** PLAYERS LOANED

| Name      | Age | National team | End of contract | Club   | Option |
|-----------|-----|---------------|-----------------|--|--------|
| PIQUIONNE | 31  | France A      | 2012            |  Portsmouth | €5 m   |
| MENSAH    | 27  | Ghana A       | 2013            |  Sunderland | €8 m   |

## STAFF

| Name              | Role                           |
|-------------------|--------------------------------|
| CLAUDE PUEL       | Manager                        |
| PATRICK COLLOT    | Assistant manager              |
| JOEL BATS         | Goalkeeping coach              |
| SONNY ANDERSON    | Forwards coach                 |
| BRUNO GENESIO     | Young professionals coach      |
| EMMANUEL ORHANT * | Doctor                         |
| VINCENT ESPIE *   | Fitness and conditioning coach |

\* Joined in 2008/09 season



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## Women's team

27 PLAYERS

26  
INTERNATIONALS



## STAFF

Name

Role

FARID BENSTITI

Coach

VINCENT YE

Assistant coach

FREDERIC STRAPPAZON

Assistant coach





**OL GROUPE**

**25** PLAYERS

**24** INTERNATIONALS

## Women's team

| Name                    | National team | Contract ends |
|-------------------------|---------------|---------------|
| SAIDA AKHERRAZE         | France U19    | 2010          |
| CINDY BERTHET           | France U19    | 2010          |
| SARAH BOUHADDI          | France A      | 2011          |
| SANDRINE BRETIGNY       | France A      | 2011          |
| SHIRLEY CRUZ TRANA      | Costa Rica    | 2011          |
| KENZA DALI              | France U19    | 2010          |
| INES DHAOU              | France U19    | 2010          |
| LARA DICKENMANN         | Switzerland A | 2011          |
| CORALIE DUCHER          | France A      | 2010          |
| SANDRINE DUSANG         | France A      | 2011          |
| LAURA GEORGES           | France A      | 2011          |
| SIMONE GOMES JATOBA     | Brazil A      | 2010          |
| AMANDINE HENRY          | France A      | 2011          |
| ISABELL HERLOVSEN       | Norway A      | 2010          |
| AURELIE KACI            | France U19    | 2010          |
| PAULINE MAGNIN PEYRAUD  | France U17    | 2010          |
| LYDIA MIRAOU            |               | 2010          |
| LOUISA NECIB            | France A      | 2012          |
| CHRISTINE NILSEN        | Norway A      | 2010          |
| CORINE FRANCO           | France A      | 2011          |
| VERONIQUE PONS          | France A'     | 2011          |
| WENDIE RENARD           | France U20    | 2011          |
| AMELIE RYBACK           | Sweden A      | 2010          |
| LOTTA SCHELIN           | Sweden A      | 2010          |
| INGVILD STENSLAND       | Norway A      | 2010          |
| KATIA TEIXEIRA DA SILVA | Brazil        | 2010          |
| ELODIE THOMIS           | France A      | 2011          |



## OL GROUPE

### Ligue 1



4th place in Ligue 1  
after 15 matchdays

### Champions League



2nd place in Group E

Qualified for first knock-out round

### CFA



2nd place in Group B

1st place among reserves teams

# Sporting results as of 7 December 2009

### Women's team



#### Division 1

2nd place in Division 1

#### Women's Champions League

Qualified for 1/4 final against Torres  
Sassari (Italy)

### U19 team



5th place in Group D

### U17 team

1st place in Group C

## New Stadium

The project is moving forward





# Project components

## ① The future stadium: central element

- Capacity of 60,000
- Ground area occupied: 6 hectares

### Related infrastructure

- ① **OL Groupe head office premises**, located on 3,000 sq. m. of space within stadium perimeter

- ① **The OL Store**

- ① **A trophies room and a museum**

- ② **The professional team's training grounds**, made up of 5 pitches, including one indoors

- ③ **A 51,486 sq. m. plaza** that will host various events and constitute a place for relaxation and enjoyment for all.

- ③ **3,600 of the 7,000 parking spaces** available on site will be underground

- ④ **A pedestrian greenway** alongside the new "Grand Stade" tramway station



## Leisure and hosting facilities

- ⑤ **Two- and three-star hotels** with 100-150 rooms each, including a hotel in a landscaped environment;

- ⑥ **The leisure centre**, which will include children's playgrounds, futsal courts, a wellness centre, restaurants, a bowling alley, a kart racing track, an indoor golf course and various sports simulators;

- ⑦ **Office buildings.**



**OL GROUPE**

# New Stadium Timeline

**2009**

**July**

**06/07/2009**

Launch of revised  
land-use plan

**September**

**23/09/2009**

Project presented of  
project to Rama Yade,  
Secretary of State in  
charge of sports,  
during her visit to Lyon

**October**

**November**

**11/11/2009**

Euro 2016:  
The FFF announces  
the cities it  
has selected

**December**

**From 15/11/2009 to 15/12/2009**

Public consultation on  
revised land-use plan

**13/11/2009**

Euro 2016:  
Launch of the  
committee to support  
France's candidacy

**22/07/2009**

Law recognising "general  
interest equipment" status  
for sports stadia and  
related infrastructure

**23/11/2009**

Meeting of the  
partners committee

## New Stadium: Strengths

### Commitment from all partners

After signing the framework agreement on 13 October 2008, the partners committee (French government, Sytral, Rhône General Council, Greater Lyon, town of Décines, Olympique Lyonnais) met again on 23 November 2009.

Consolidated timetable validated, encompassing all aspects of the programme, as controlled by the various sponsors;

Adherence to targets and resources devoted to completing the stadium by the end of 2013:

- ▶ SYTRAL: 1 km spur from T3 tramway line
- ▶ GREATER LYON: North stadium access (pedestrian mall / underpass)  
South stadium access (passenger vehicles and exclusive lane)  
Construction of car park and bus station at ZI Meyzieu (T3 terminus)
- ▶ RHÔNE GENERAL COUNCIL: Improve bus link betw. Meyzieu ZI and new stadium
- ▶ FRENCH GOVERNMENT: Build new exit 7 off Route 346 + dynamic signage





**OL GROUPE**

## New Stadium: strengths

Innovative financing: 100% private





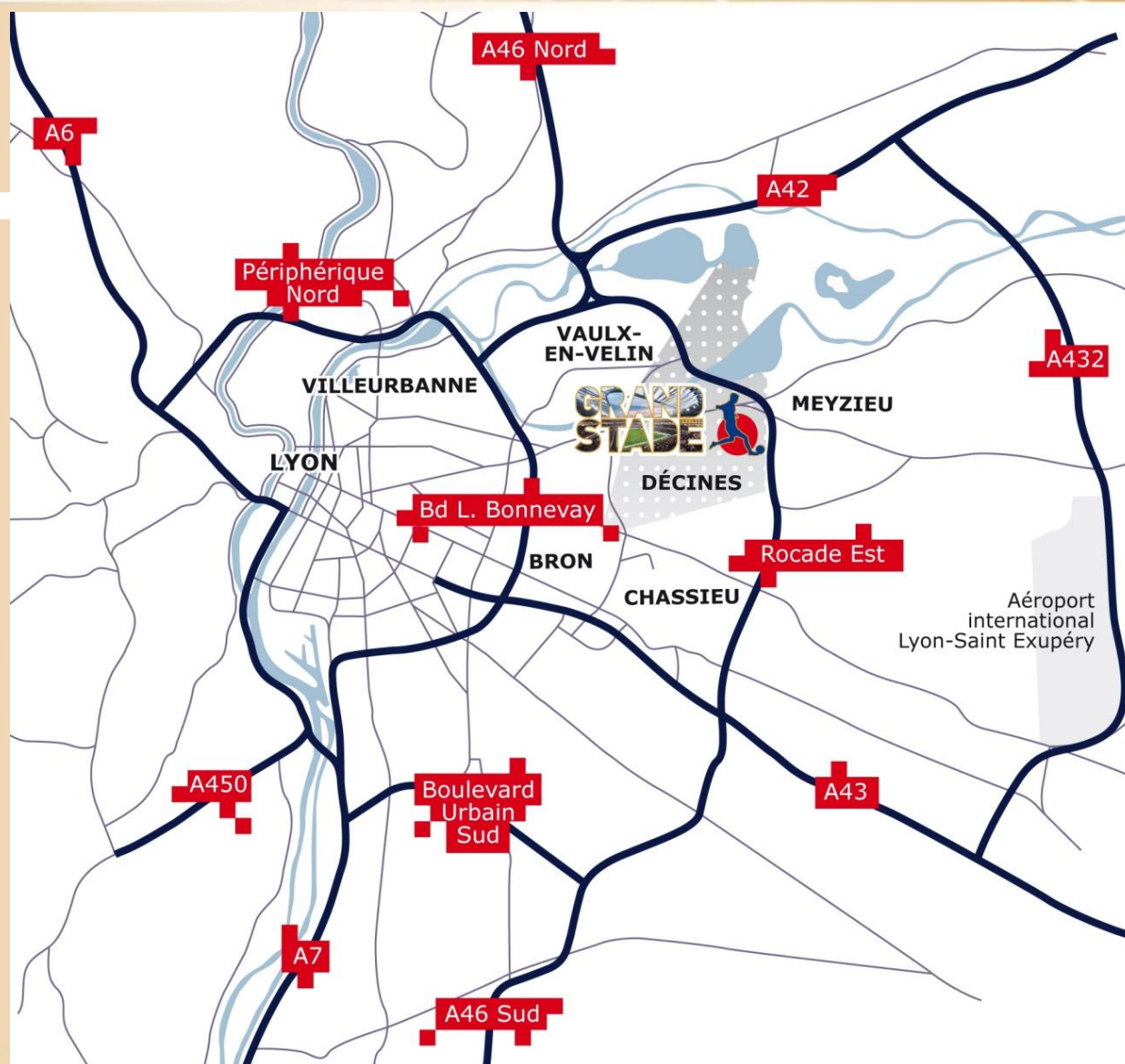
OLYMPIQUE  
LYONNAIS



OL GROUPE

## New Stadium: location

Site overview



## New Stadium: strengths

Social responsibility: sustainable development and corporate citizenship

### **Promoting renewable energy sources:**

photovoltaic panels (13,000 sq. m., the large stadium surface in Europe), low energy lightbulbs, heat exchangers, etc.

### **Protecting the environment:**

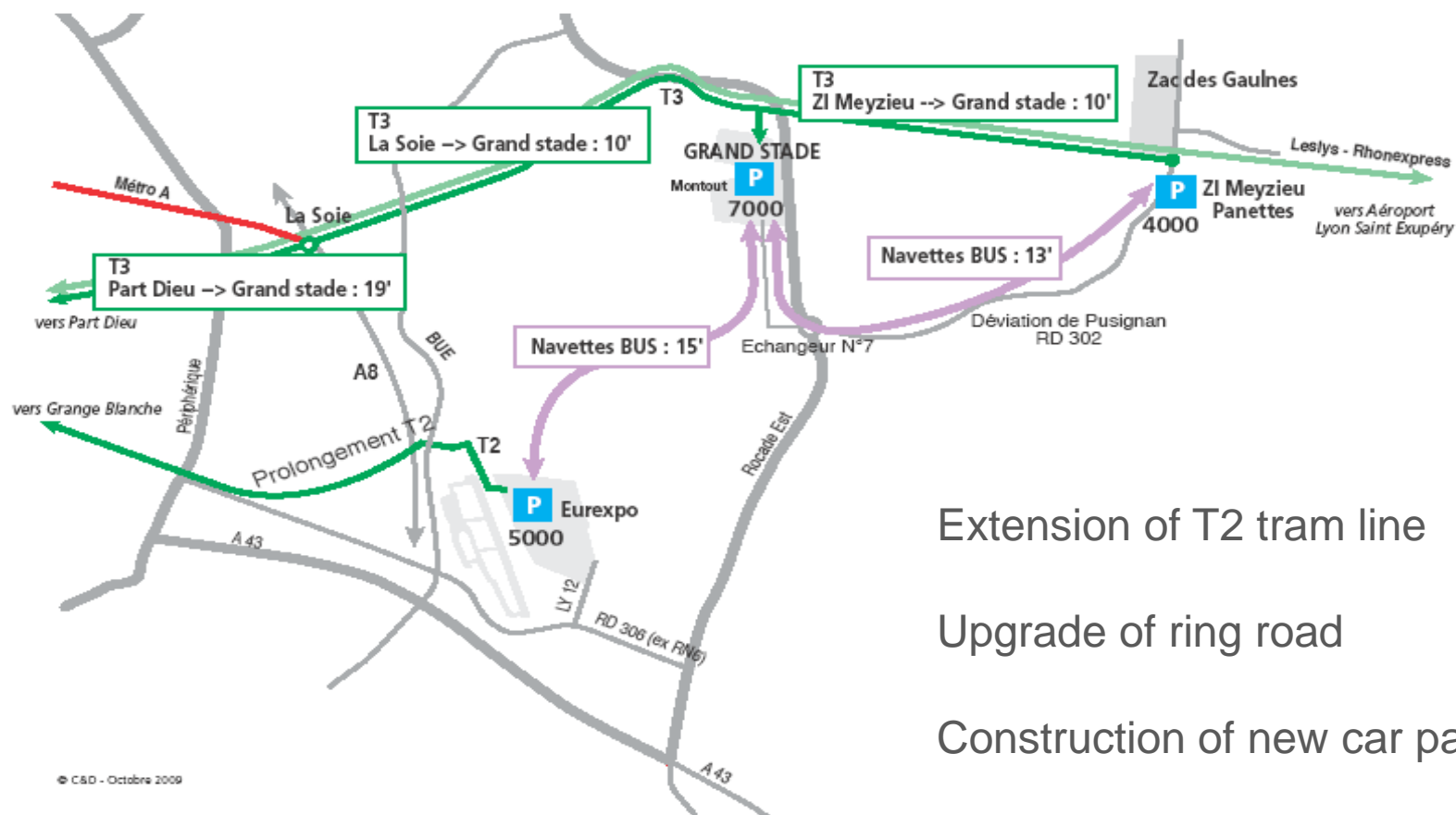
rainwater will be collected and reused on the site (watering, restrooms, fire safety), the water table protected (use of non-polluting products), waste limited and treated, and anti-noise systems deployed.

**Corporate social responsibility:** employment creation, integration into employment, special infrastructure for people with restricted mobility

**Energy audit** provided for under the multi-year agreement signed on 12 December 2008 with ADEME (French Environment and Energy Management Agency)  
>> Underway

# New Stadium: strengths

## Exemplary stadium access



Extension of T2 tram line

Upgrade of ring road

Construction of new car parks



**OL GROUPE**

## New Stadium: strengths

Access plan demonstrated, emphasising collective transport modes

| Transport mode  | Number of people     | %           |
|---|----------------------|-------------|
| Direct public transport   | 9,000 people         | 15          |
| Collective transport from two satellite car parks (shuttles and tram) | 25,200 people        | 42          |
| OL fan club coaches   | 1,800 people         | 3           |
| Visiting team fan club coaches  | 3,000 people         | 5           |
| Low-impact transport  | 1,700 people         | 3           |
| <b>TOTAL collective transport + low-impact</b>                        | <b>40,700 people</b> | <b>68%</b>  |
| Passenger car transport<br>(7,000 parking spaces on site)             | 19,300               | 32          |
| <b>GRAND TOTAL</b>  | <b>60,000 people</b> | <b>100%</b> |



**OL GROUPE**

## **OL Land: strengths**

Project will create employment

**1,500 building jobs during the construction phase**

**1,500 to 2,000 temporary jobs**

**800 full-time positions**





**OL GROUPE**

## **OL Land: strengths**

### **Development of resources**

**Ticketing: increase in ground capacity**

**Sales of corporate boxes**

**Catering: restaurants and snack bars**

**Seminars**

**Sporting and cultural events**

**Merchandising: opening of an OL Store**

**Other sundry income**



**OL GROUPE**

# OL Land



|  |                                 |
|--|---------------------------------|
| ▶ Acquisition of land                    | During 2010                     |
| ▶ Lodging of building permit application | 4 <sup>th</sup> quarter of 2010 |
| ▶ Preliminary survey costs               | Up until 2011                   |
| ▶ Construction work                      | From mid-2011                   |
| ▶ Possible stadium delivery              | 2 <sup>nd</sup> half of 2013    |





**OL GROUPE**

# Capital

## Shareholder breakdown

**As of 30/11/09**

|                     | Number of shares  | % of share capital | % of voting rights |
|---------------------|-------------------|--------------------|--------------------|
| ICMI                | 4,524,008         | 34.17              | 42.23              |
| PATHÉ + OJEJ (1)    | 3,164,683         | 23.90              | 28.85              |
| BOARD MEMBERS (2)   | 584,984           | 4.41               | 3.88               |
| AMIRAL GESTION (3)  | 1,248,553         | 9.43               | 5.28               |
| GL EVENTS           | 313,652           | 2.37               | 1.46               |
| ND INVESTISSEMENT   | 149,341           | 1.13               | 0.69               |
| TREASURY SHARES (4) | 308,387           | 2.33               | NA                 |
| FREE FLOAT          | 2,947,679         | 22.26              | 17.61              |
| <b>TOTAL</b>        | <b>13,241,287</b> | <b>100</b>         | <b>100</b>         |

(1) Pathé and non-trading partnership OJEJ, both controlled by Jérôme Seydoux, member of the Board of Olympique Lyonnais Groupe

(2) excluding ICMI and GL Events, shown separately

(3) Based on the 30 September 2009 study of identifiable shareholders

(4) Shares held in treasury in connection with the liquidity contract and the share buyback programme



**OL GROUPE**

## Dividend

Steady pay-out

**Dividend proposed to shareholders at 7/12/09  
shareholders meeting: €0.14 / share**

**Dividend yield: 1.5% (share price at 30/11/09: €9.15)**

|                      | 2006/2007 | 2007/2008 | 2008/2009 |
|----------------------|-----------|-----------|-----------|
| Gross dividend/share | €0.14     | €0.14     | €0.14*    |
| Amount paid          | €1.85m    | €1.85m    | €1.85m*   |

More than 12,000 shareholders, of which 98% are individuals

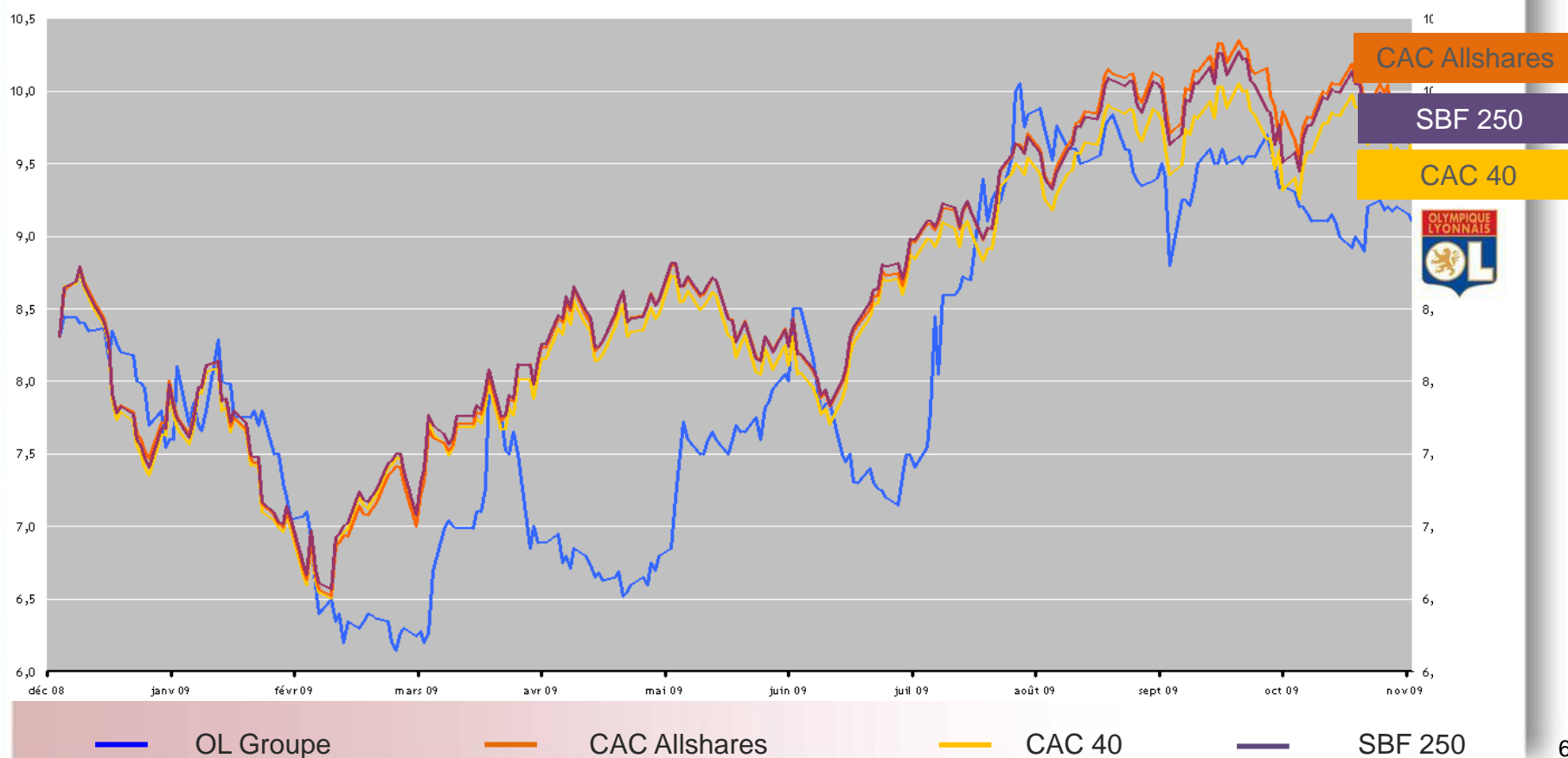
\* Submitted to shareholders for approval at 7/12/09 shareholders meeting



OL GROUPE

## Share price

Comparison with indices  
(1/1/2008 – 30/11/2009)

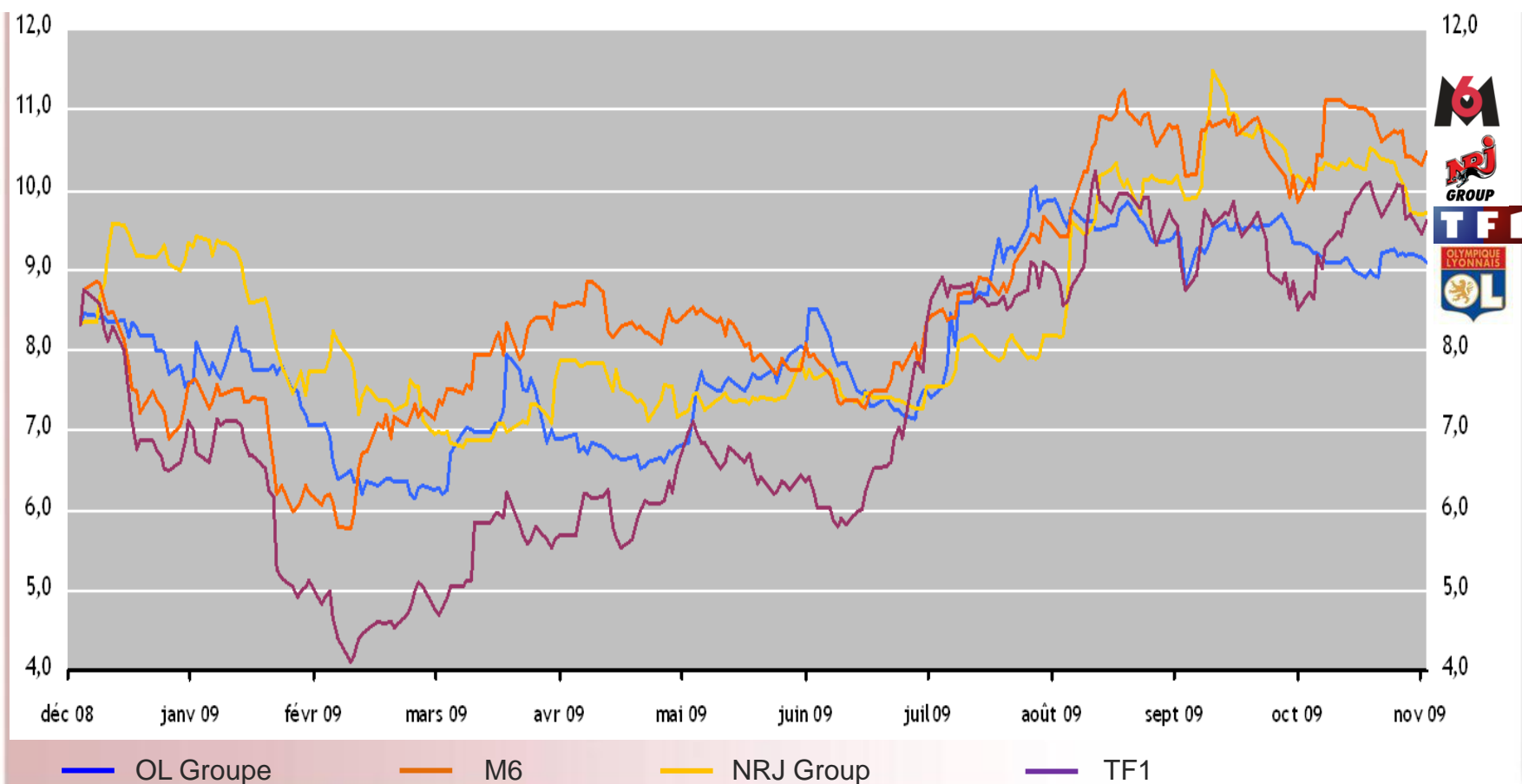




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## Share price

Comparison with media sector  
1/12/2008 – 30/11/2009)

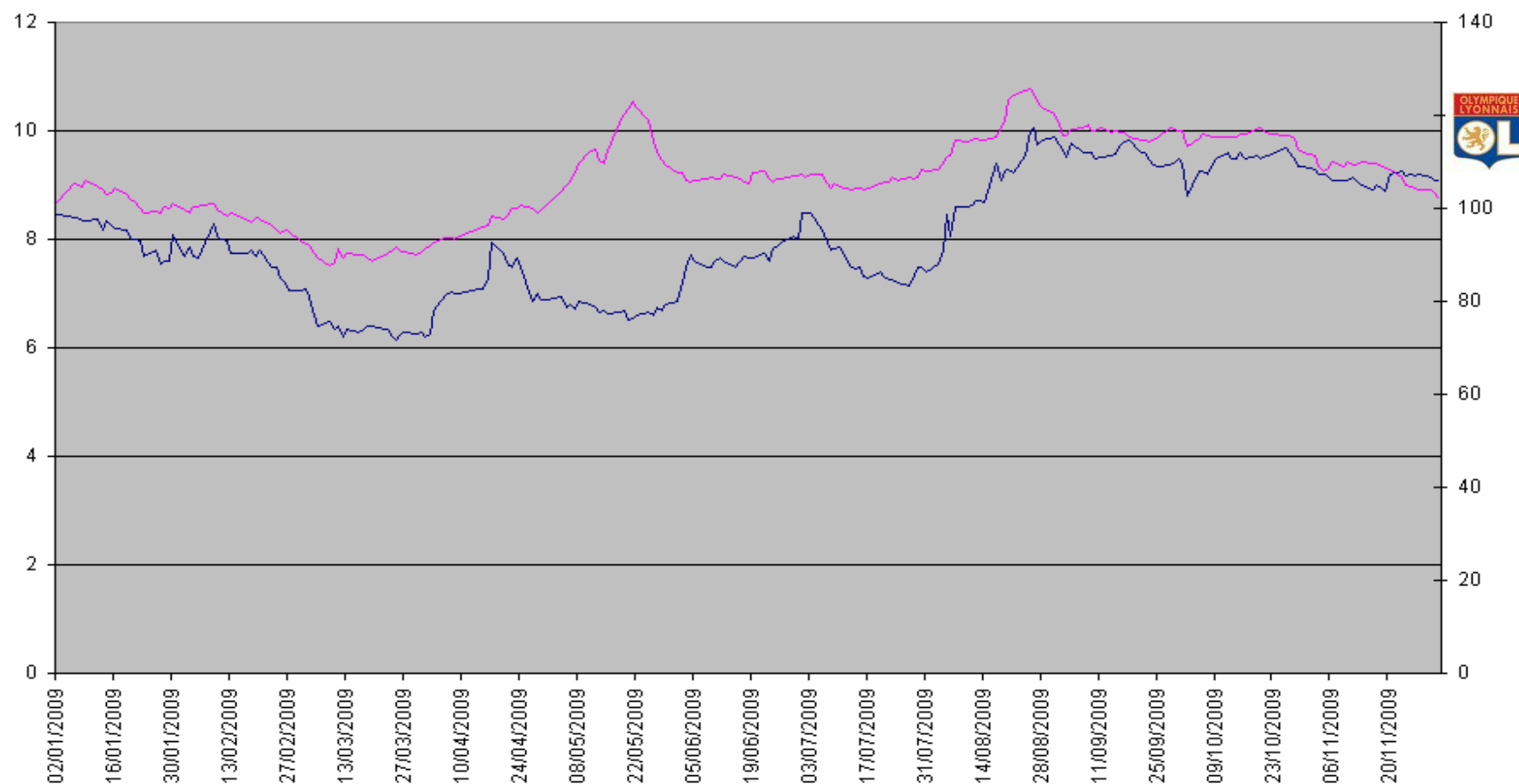




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## Share price

Trend of Dow Jones STOXX® Football index  
(1/12/2008 – 30/11/2009)





**OL GROUPE**

**SBF250**

## Trends in share prices

Since January 1, 2009

**OL GROUPE: +14.92%**

### Largest falls

|                  |         |
|------------------|---------|
| VIVENDI          | -17.32% |
| GDF SUEZ         | -15.18% |
| GENERAL ELECTRIC | -14.92% |
| ZODIAC AEROSPACE | -13.65% |
| UBISOFT          | -12.66% |
| FRANCE TELECOM   | -11.88% |
| EUROFINS         | -11.11% |
| SECHILLENNE      | -9.70%  |
| MAROC TELECOM    | -9.16%  |
| NEOPOST          | -9.00%  |
| EDF              | -5.14%  |
| HARMONY GOLD     | -4.68%  |
| NYSE EURONEXT    | -4.49%  |
| ACCOR            | -3.46%  |
| HERMES INTL      | -3.01%  |

### Largest gains

|                 |          |
|-----------------|----------|
| NATIXIS         | +235.82% |
| SOITEC          | +232.24% |
| GROUPE STERIA   | +166.48% |
| TRIGANO         | +164.95% |
| RHODIA          | +140.83% |
| KAUFMAN & BROAD | +138.86% |
| NEXITY          | +115.63% |
| FAURECIA        | +113.13% |
| ARKEMA          | +109.49% |
| TECHNIP         | +106.53% |
| SEQUANA         | +104.46% |
| HAVAS           | +98.15%  |
| ALCATEL-LUCENT  | +89.73%  |
| PEUGEOT         | +88.86%  |
| REXEL           | +88.48%  |





OL GROUPE

## 2009/10 outlook

### New partnerships

BetClic

Major shirt sponsor for Europe  
and domestic championship

Signature of a 4-year contract with BetClic

- ▶ Introduction of the law passed by the French Senate, already adopted by the *Assemblée Nationale* on October 7-8, 2009, on the regulation of online betting

MDA

Shirt back sponsors  
Ligue 1 matches

LG



OL GROUPE

## Medium term outlook

### New partnerships



OL joins the adidas TOP 6 major club group  
Signature of an agreement

Adidas world leader: exclusive supplier of sports equipment to OL  
beginning from the 2010/11 season for a period of 10 years

**Total estimated amount: €80m to €100m  
depending on football results on the pitch**

Strong distribution network in France and internationally

⇒ **expected growth in merchandising in the medium term**



OL GROUPE

## Medium term outlook

Overall trend in UEFA media rights

New 3-year contract for 2009/12

Ends  
June 30, 2012

**Up 34% to  
€1.1 bn a  
season**

Confirmation of the increase in media rights  
in Italy: €500m → €800m per season

## Conclusion

An exemplary sporting model that aims to serve the identity of French football



Youth team

**Continuous striving for sporting and financial performance**

**Commitment to the training of youth players:**

- ▶ partnerships with regional and amateur football clubs
- ▶ opening of a Training Centre, unique in Europe

**Ethics and solidarity through the OL Fondation:**

- ▶ insertion through sport (Tunisia), educational projects (Brazil), assistance to the sick or those in hospital (Sport dans la Ville, Docteur Clown, Asup Brazil, Handicap International, etc.)

Three core values shared and lived daily by all our employees



**OL GROUPE**

# Shareholders Meetings

## Ordinary Shareholders Meeting

### First resolution

Approval of the separate financial statements  
Ratification of Board members' performance

- ▶ Net profit: €4,060,828.59
- ▶ Ratification of Board members' performance
- ▶ Non-deductible expenses: €55,328



**OL GROUPE**

# Shareholders Meetings

## Ordinary Shareholders Meeting

### Second resolution

Approval of the consolidated financial statements

▶ Net profit, Group share: €5,143,285





**OL GROUPE**

# Shareholders Meetings

## Ordinary Shareholders Meeting

### Third resolution

Approval of agreements pursuant to Articles L.225-38 et seq. of the French Commercial Code

- ▶ The special report of the Statutory Auditors on related-party agreements can be found on pages 125-129 of the Annual Financial Report



**OL GROUPE**

# Shareholders Meetings

## Ordinary Shareholders Meeting

### Fourth resolution

Allocation of earnings for the year ended 30 June 2009 and dividend distribution

|                                  |                       |
|----------------------------------|-----------------------|
| <b>Net profit</b> .....          | <b>€4,060,828.59</b>  |
| Retained earnings.....           | €30,555,832.97        |
| <b>Total distributable</b> ..... | <b>€34,616,661.56</b> |

Allocation:

|  |                      |
|--|----------------------|
| Legal reserve .....                      | €36,395.00           |
| <b>Dividend of €0.14 per share</b> ..... | <b>€1,853,780.18</b> |
| Retained earnings .....                  | €32,726,486.38       |

The share capital is composed of 13,241,287 shares.  
The dividend will be paid on 14 December 2009.



**OL GROUPE**

# Shareholders Meetings

## Ordinary Shareholders Meeting

### Fifth resolution

Amount of director's fees to be paid to Board members with respect to the financial year ended 30 June 2009

- ▶ Proposal: €120,000
- ▶ The Board of Directors has 14 members.



**OL GROUPE**

# Shareholders Meetings

## Ordinary Shareholders Meeting

### Sixth resolution

Authorisation for the Board of Directors to acquire shares pursuant to Articles L.225-209 et seq. of the French Commercial Code

- ▶ Maximum purchase price: €40
- ▶ Term: 18 months



**OL GROUPE**

# Shareholders Meetings

## Ordinary Shareholders Meeting

### Seventh resolution

Powers to accomplish legal formalities



# Shareholders Meetings

## Special Shareholders Meeting

### First resolution

Authorisation granted to the Board of Directors to reduce the share capital through cancellation of shares held in treasury

- ▶ Limited to 10% of share capital
- ▶ Term: 18 months

This authorisation follows from the sixth resolution of the Ordinary Shareholders Meeting, related to the share buyback programme.



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Second resolution

Authorisation for the Board of Directors to issue securities with preferential subscription rights

- ▶ Capital increase par value ceiling: €10m
- ▶ Ceiling for issuance of debt securities: €200m
- ▶ Term: 26 months

This authorisation cancels and replaces the second resolution adopted at the 28 November 2008 Special Shareholders Meeting



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Third resolution

Authorisation for the Board of Directors to increase share capital by incorporating reserves, retained earnings or premiums

- ▶ Par value increase ceiling: €10m
- ▶ Term: 26 months

This resolution cancels and replaces the third resolution adopted at the 28 November 2008 Special Shareholders Meeting



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Fourth resolution

Authorisation for the Board of Directors to issue securities without preferential subscription rights

- ▶ Capital increase ceiling: €10m
- ▶ Term: 26 months

This authorisation cancels and replaces the fourth resolution adopted at the 28 November 2008 Special Shareholders Meeting

# Shareholders Meetings

## Special Shareholders Meeting

### Fifth resolution

Authorisation for the Board of Directors to increase the amount of securities issued in the event of surplus demand

- ▶ Increase limited to 15% of each issue (same ceiling as those of the 2nd and 4th resolutions of the Special Shareholders Meeting)

This authorisation cancels and replaces the fifth resolution adopted at the 28 November 2008 Special Shareholders Meeting





**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Sixth resolution

Authorisation for the Board of Directors to set issue prices

- ▶ Limited to 10% of share capital (same ceiling as in the 4th resolution to the Special Shareholders Meeting)
- ▶ Term: 26 months

This authorisation cancels and replaces the sixth resolution adopted at the 28 November 2008 Special Shareholders Meeting



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Seventh resolution

Authorisation for the Board of Directors to increase the capital by up to 10% to provide valuable consideration for contributions-in-kind

- ▶ Limited to 10% of share capital
- ▶ Term: 26 months

This authorisation cancels and replaces the seventh resolution adopted at the 28 November 2008 Special Shareholders Meeting



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Eighth resolution

Authorisation for the Board of Directors to issue share warrants free of charge to Company shareholders

- ▶ Maximum amount of capital increase: €25m
- ▶ Term: 18 months



**OL GROUPE**

## Shareholders Meetings

### Special Shareholders Meeting

#### Ninth resolution

Authorisation for the Board of Directors to use its authorisations to increase or reduce share capital when the shares of the Company are subject to a public takeover offer

This authorisation cancels and replaces the ninth resolution adopted at the 28 November 2008 Special Shareholders Meeting



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Tenth resolution

Powers for the Board of Directors to issue shares and/or securities that give immediate and/or future access to the capital of the Company, reserved for members of an employee savings plan pursuant to the French Commercial Code and Articles L.3332-18 et seq. of the French Labour Code.

- ▶ Total number of shares limited to 3% of share capital
- ▶ Term: 26 months





**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Eleventh resolution

Authorisation for the Board of Directors to use the shares acquired under the share buyback programme

# Shareholders Meetings

## Special Shareholders Meeting

### Twelfth resolution

Authorisation for the Board of Directors to use the authorisations granted under the fourth, fifth and sixth resolutions of this Shareholders Meeting to carry out, as stipulated in Article L.125-136 of the French Commercial Code, one or more share issues without preferential subscription rights, through a private placement, pursuant to II of Article L.411-2 of the Monetary and Financial Code.

- ▶ The maximum par value of such capital increases would not exceed 20% of share capital per year.



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Thirteenth resolution

Elimination of paragraph 2 of section 15.1 (Composition of the Board of Directors) of Article 15 (Administration and management - Corporate governance) of the Articles of Association of the Company, related to minimum shareholdings required of Board members

- ▶ Elimination of obligation that Board members hold at least one Olympique Lyonnais Groupe share.



**OL GROUPE**

# Shareholders Meetings

## Special Shareholders Meeting

### Fourteenth resolution

Powers to accomplish legal formalities



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