



**OL GROUPE**

# SHAREHOLDERS MEETINGS

Friday 28 November 2008



**OL GROUPE**

## New records

➤ **1<sup>st</sup> quintuple of men's and women's teams**

▶ **2 French Championship titles**

▶ **2 French Cups**

▶ **1 Trophée des Champions**

➤ **Increase in revenues from businesses  
excluding player trading: + 10.8%**

➤ **Growth in net profit: + 7.9%**



**OL GROUPE**

## New records

3

### PERFORMANCE MEASURES

Club

Bottom line

Cash flow

5

### SOURCES OF REVENUE

Ticketing  
revenue

Partnerships

Media  
rights

Brand-related  
revenue

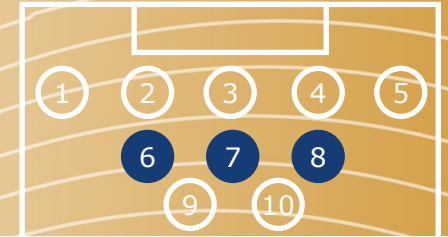
Player  
trading

2

### AREAS OF INVESTMENT

Infrastructure

Player  
registrations



# 3

## PERFORMANCE MEASURES



Club performance



Bottom line

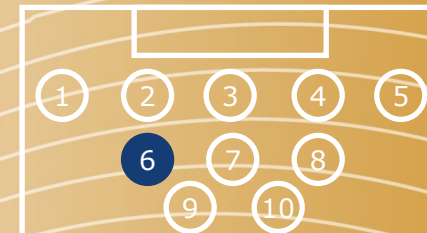


Cash flow



# Club performance

# 3



OL GROUPE

7<sup>th</sup> consecutive Ligue 1 title

Best performance  
in Europe

RECURRENT  
PERFORMANCE

Best performance  
over 10 years

French 2007/08 Ligue 1 points totals

1. Lyon	79
2. Bordeaux	75
3. Marseille	62

Points gap

French Ligue 1/ cumulative points over 10 years

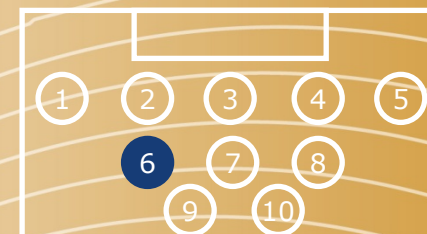
1. Lyon	127 pts	719
2. Bordeaux	159 pts	592
4. Marseille		560
6. Paris	194 pts	525



OL GROUPE

# Club performance

# 3



## European cup competitions

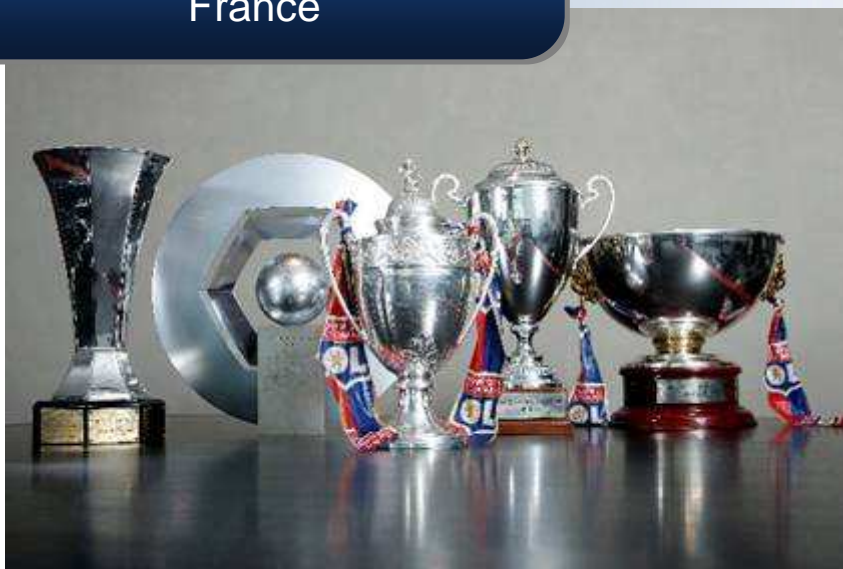
Matches in European cup competitions over last 10 years

**1. Lyon** 94

2. Bordeaux 66

3. Marseille 64

Lyon contributes the largest weighting to the UEFA coefficient rankings for France



Number of titles won in last 10 years

**1. Lyon** 15

2. Nantes 5

3. Paris 4

4. Bordeaux 3

5. Monaco 3

6. Marseille 0

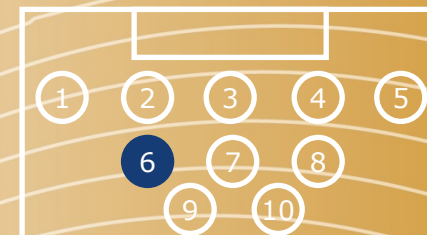




OL GROUPE

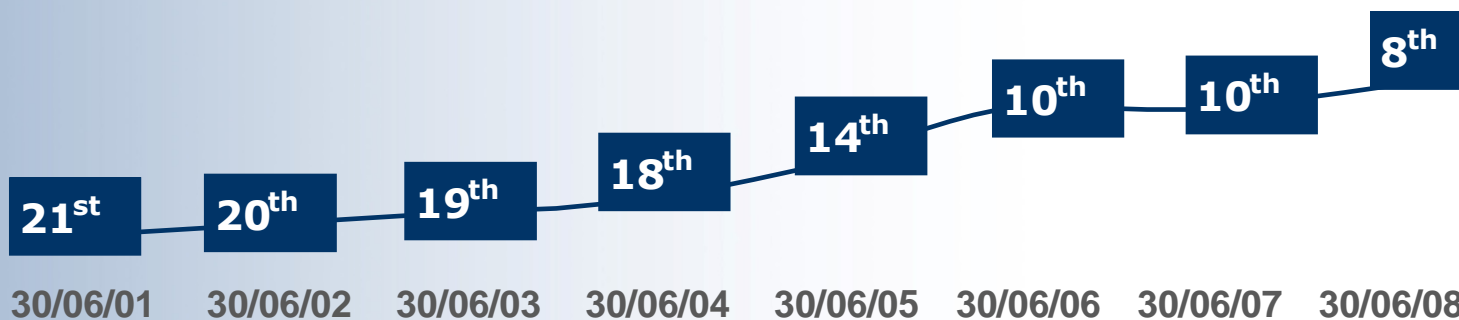
# Club performance

3



European ranking (UEFA index)

8<sup>th</sup> place



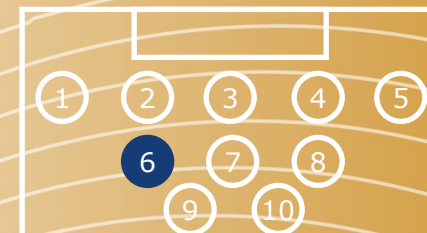
MONACO	11 <sup>th</sup>	28 <sup>th</sup>	57 <sup>th</sup>	33 <sup>rd</sup>	31 <sup>st</sup>	26 <sup>th</sup>	29 <sup>th</sup>	30 <sup>th</sup>
BORDEAUX	31 <sup>st</sup>	26 <sup>th</sup>	23 <sup>rd</sup>	19 <sup>th</sup>	29 <sup>th</sup>	40 <sup>th</sup>	42 <sup>nd</sup>	38 <sup>th</sup>
MARSEILLE	44 <sup>th</sup>	46 <sup>th</sup>	49 <sup>th</sup>	41 <sup>st</sup>	60 <sup>th</sup>	38 <sup>th</sup>	40 <sup>th</sup>	25 <sup>th</sup>



OL GROUPE

# Club performance

# 3



## French Ligue 1

7<sup>th</sup> consecutive title

## Champions League

### First knockout round

Lost to eventual  
winners  
Manchester United

## 2007/08 Trophée des Champions

6<sup>th</sup> consecutive title (Sochaux)

## International tournament

1<sup>st</sup> victory in Peace Cup

## French cup competitions

Victory in French Cup against PSG  
Reached quarter-final of League Cup  
(Le Mans)

## Women's team

Semi-final of European Cup (Umea)  
2<sup>nd</sup> consecutive French  
Championship  
Won Challenge de France (PSG)

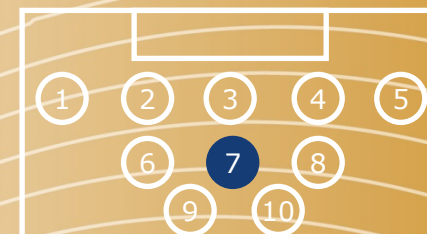




OL GROUPE

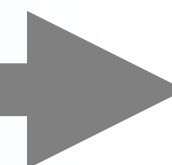
# Bottom line performance

3



Increase in  
bottom line

€20.1m



+7.9%

## INCOME STATEMENT

In €M

	2007/08	2006/07	Change N-1 as a %	2005/06
Total revenue	211.6	214.1	-1.1%	166.1
EBITDA	59.8	56.0	+6.8%	51.8
Profit from ordinary activities	27.1	28.0	-3.4%	25.8
Net financial income / (expense)	3.6	0.8	+371.3%	-1.4
Pre-tax profit	30.7	28..8	+6.5%	24.4
Net profit	20.1	18.6	+7.9%	16.1
Net profit (Group share)	19.9	18.5	+8.0%	15.9

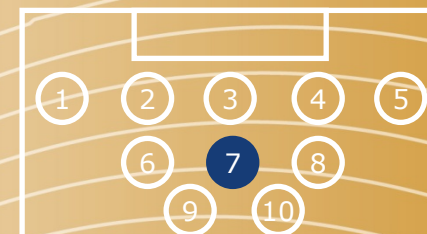
28% of  
turnover



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# Bottom line performance

3



## Staff costs

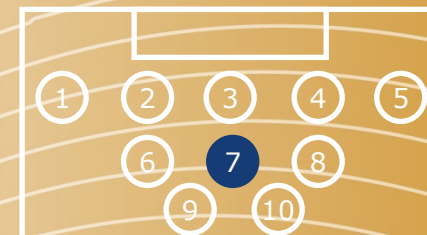
In €m

	2007/08	2006/07	% change
Staff costs	100.1*	93.5	+7%
Total revenues from businesses excluding player trading	155.7	140.5	<b>+10.8%</b>
Total revenues from businesses	211.6	214.1	-
<i>Staff costs as a % of total revenues from businesses</i>	<i>47.3%</i>	<i>43.7%</i>	
*of which €3.1 M of non-recurrent compensation			
Staff costs excluding exceptional items	97.0	93.5	<b>+3.7%</b>
<i>Staff costs excluding exceptional items as a % of total revenues</i>	<i>45.8%</i>	<i>43.7%</i>	



## Bottom line performance

# 3



**OL GROUPE**

2007 net profit for main listed clubs in Europe

In €m



OL net profit

In €m

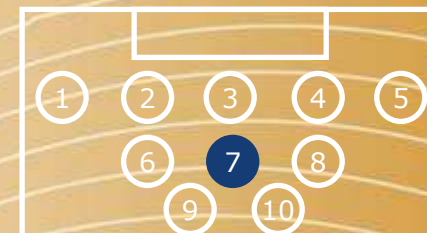




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## Bottom line performance

# 3



OL's contribution to 2006/07 net profit of Ligue 1

20 LIGUE 1 CLUBS

€42.8m

43.5%





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# Cash flow performance

3



An exceptional financial structure

In €m

	30.06.08	30.06.07
Shareholders' equity (including minority interests)	164.8	151.2

## BANKING LIABILITIES

Financial debt	-47.9	-22.3
Cash	148.4	150.0
Net cash	100.5	127.8

2 years income  
tax payments:  
€32.3m

## PLAYER-RELATED LIABILITIES

Liabilities on player registrations purchases	-56.6	-29.2
Receivables on player registrations sold	43.9	36.3
Net receivables/ liabilities on player registrations	-12.7	7.1

Cash flow before taxes

13.6

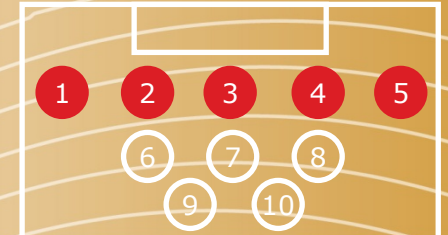
9.3

An exceptional financial structure

In €m

Assets	30.06.08	30.06.07	Shareholders' equity & liabilities	30.06.08	30.06.07
Player registrations	93.9	53.2	Shareholders' equity (including minorities)	164.8	151.2
Other assets	21.8	15.4	Medium-term financial debt	47.5	16.6
Net receivables on player registrations	-	7.1	Deferred taxes	1.2	1.0
Other receivables	39.7	33.4	Short-term financial debt	0.4	5.6
Cash	148.4	150.0	Net liabilities on player registrations	12.7	-
			Operating liabilities	77.2	84.7





# 5

## SOURCES OF REVENUE

➡ Ticketing

➡ Partnerships and advertising

➡ Media rights

➡ Brand-related revenue

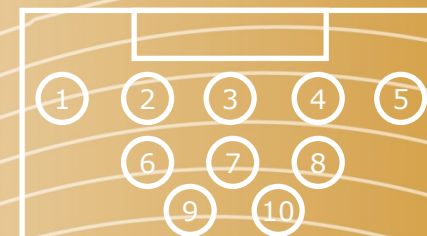
➡ Player trading



**OL GROUPE**

**Objectives  
surpassed:**

**5**



➤ **Total revenues from businesses  
exceeded €200m:**

**€211.6m**

➤ **Growth in brand-related  
revenue in excess of 10%:**

**+ 24.1%**

**In €m**

	2007/08	2006/07	% change
1. Ticketing	21.8	21.5	+1.2%
2. Partnerships/advertising	20.4	18.1	+12.9%
3. Media rights	75.0	69.9	+7.3%
4. Brand-related revenue	38.5*	31.0*	+24.1%
<b>Total excl. player trading</b>	<b>155.7</b>	<b>140.6</b>	<b>+10.8%</b>
5. Player trading	55.9	73.5	-23.9%
<b>General total</b>	<b>211.6</b>	<b>214.1</b>	<b>-1.1%</b>

\* Including signing fee

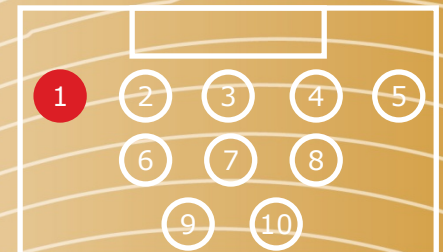
10.5

3.3



## OL GROUPE Ticketing

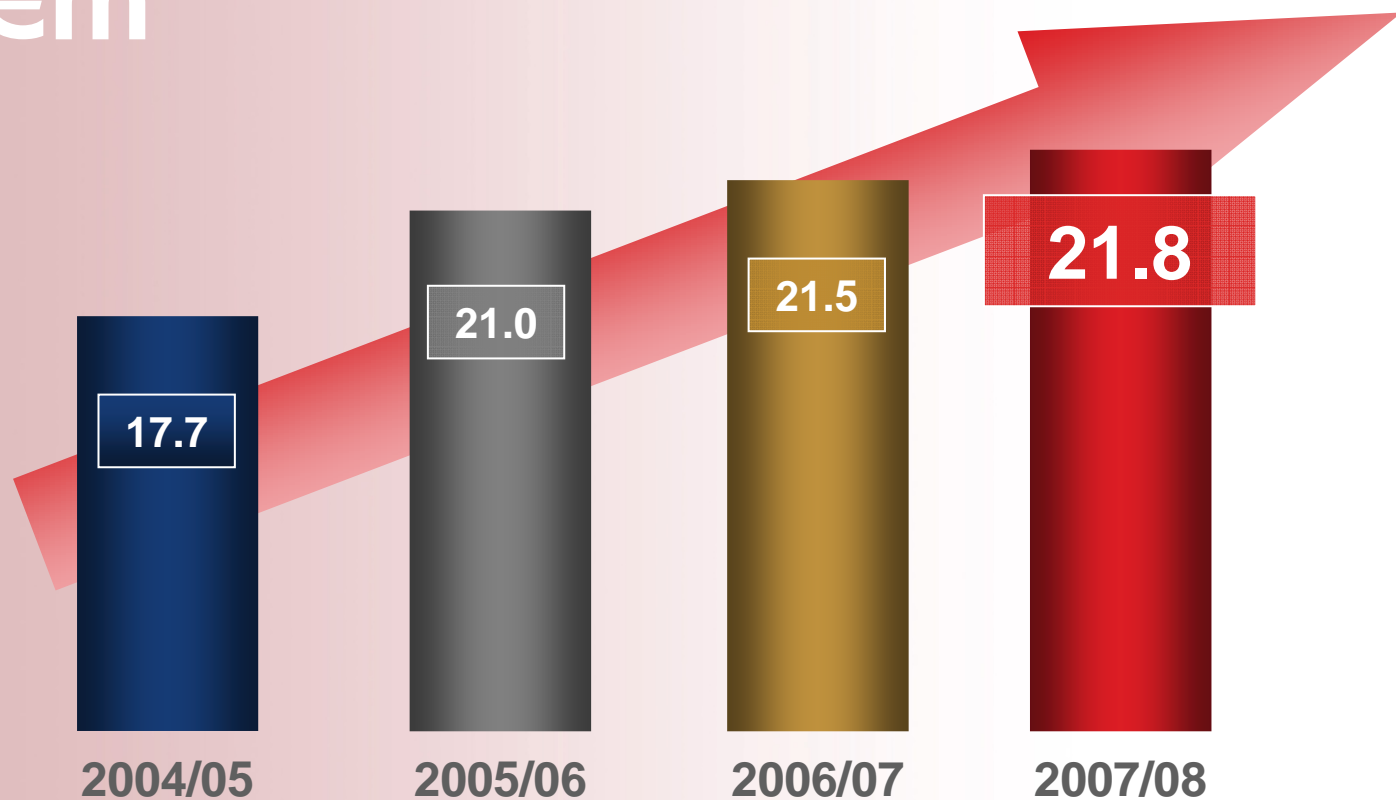
5



Best ticketing performance  
of French clubs

€21.8m

In €m





OL GROUPE

# Partnerships and advertising

# 5



Gross revenues: €34m (Sportfive)  
Net revenue: €20.4m **+12.9%**

Development of main  
Accor and Umbro contracts

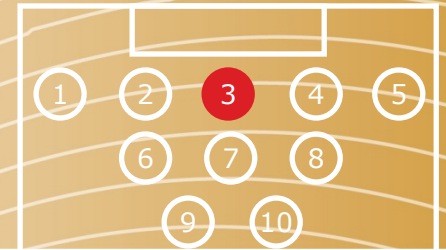


Growth in co-branded  
product revenues



## OL GROUPE Media rights

5



€75m

+7.3%

Domestic rights

€47.5m

+0.5%

International rights

€27.5m

+21.4%



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# Brand-related revenue

5



€38.5m +24.1%

In €m

DERIVATIVE PRODUCTS

SIGNING FEES

OL IMAGES

OTHER

TOTAL

2005/06

13.6

2.6

7.6

23.8

2006/07

15.9

3.3

4.3

7.6

31.0

2007/08

12.7\*\*

10.5

4.6

10.7\*

38.5

\*including in excess of €1m related to the change in the OL Restauration consolidation scope

\*\*reduced figure to be restated (refer slide 22)





**OL GROUPE**

## Brand-related revenue

5



Signing fee

**€10.5m**

**Sportfive:  
Sep 2007**



**10 year extension**

(from the date of move to new stadium)

**signing fee of €28m over 4 years**

**Sodexo:  
Jun 2008**



**new contract**

(10 years from the date of move to new stadium)

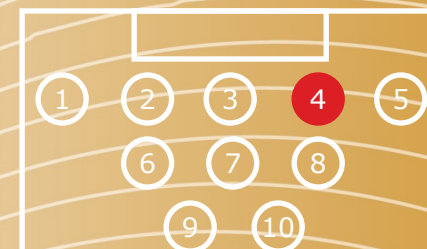
**signing fee of €3.5m excl. taxes**



**OL GROUPE**

# Brand-related revenue

5



In €m

## Merchandising

- Renewal of a single shirt
- Change of consolidation scope

	2007/08	2006/07	% chg.
Umbro royalties, mail order, e-commerce and media	1.8	6.5	-
Merchandising products	10.8	12.6	-
<b>Derivative product sales</b>	<b>12.7</b>	<b>19.1</b>	<b>-34%</b>

**2006/07 restatements to reflect impact of the new Umbro contact and outsourcing of mail order, e-commerce and media**

	2007/08	2006/07	Chg. in €m
Umbro royalties, mail order, e-commerce and media	1.8	1.8	0
Merchandising products	10.8	12.6	-1.8
<b>Derivative product sales</b>	<b>12.7</b>	<b>14.5</b>	<b>-1.8</b>



# Player trading

# 5



OL GROUPE

Revenues from sales of  
player registrations

€55.9m

SALES (IFRS)

Average over 3 years:  
€55.9m

2007/08

€55.9m

2006/07

€73.5m

2005/06

€38.4m

SALES

OVER 3 YEARS

OVER 5 YEARS

OVER 10 YEARS

In €m

167.8 (IFRS)

214.9  
(French GAAP)

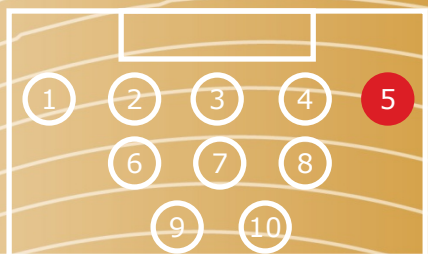
276.4  
(French GAAP)



OL GROUPE

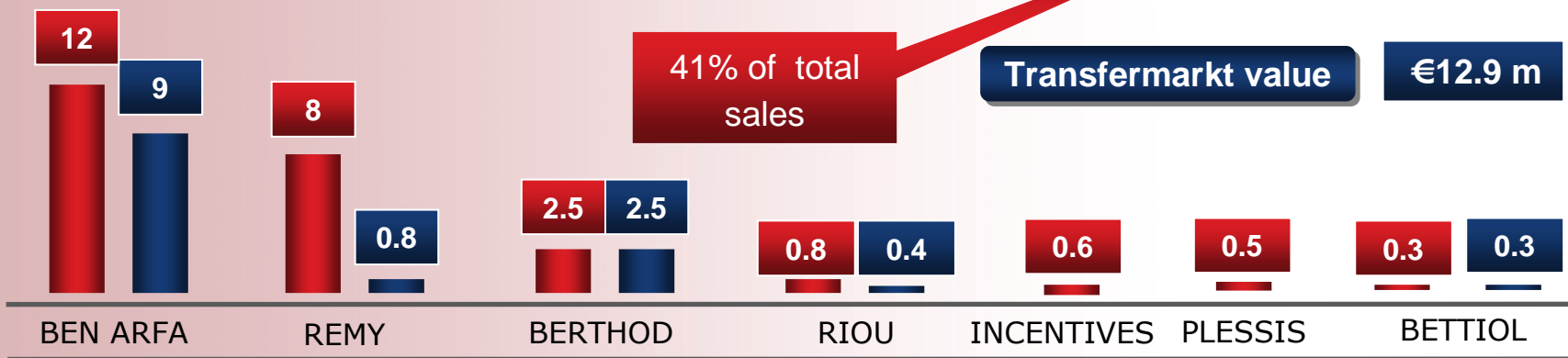
# Player trading

# 5



Sales of player registrations of academy trainees → Revenues = gross margin

**€24.7m**  
(French GAAP)

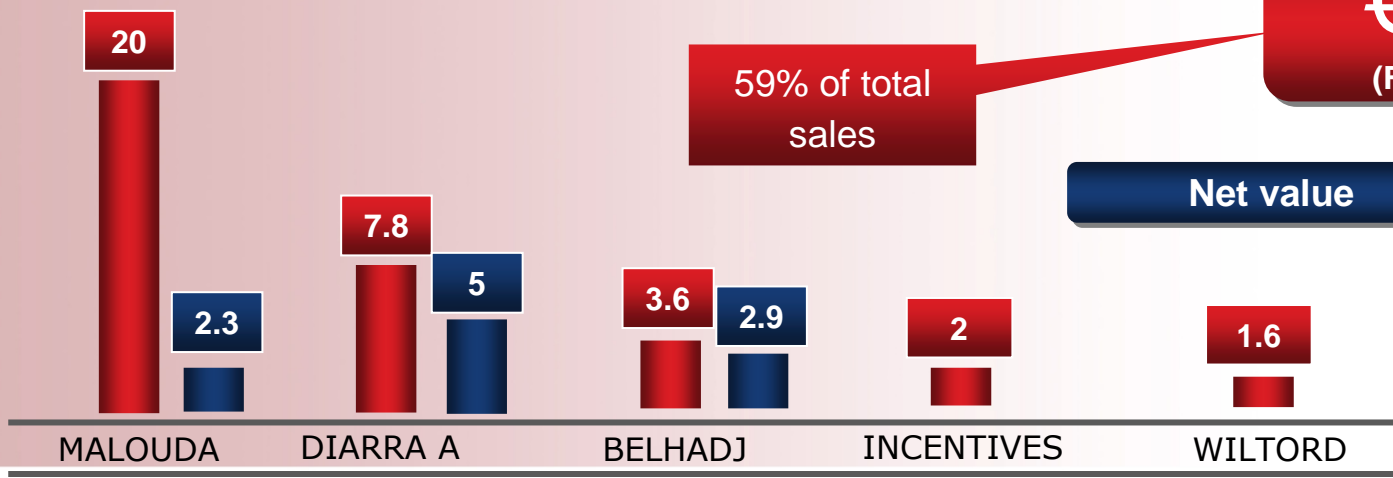


Transfermarkt value

**€12.9 m**

Sales of players acquired from other clubs

**€35m**  
(French GAAP)

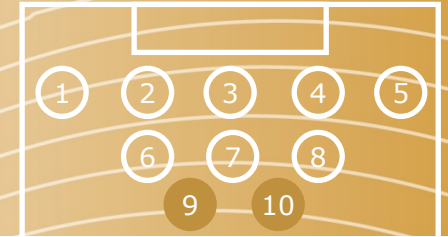


Net value

**€10.2m**  
(French GAAP)

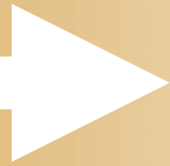


OL GROUPE

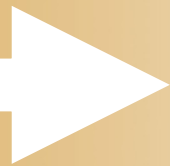


2

## Areas of investment



Infrastructure

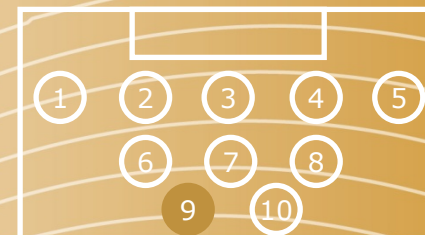


Player registrations



## OL GROUPE New stadium

# 2



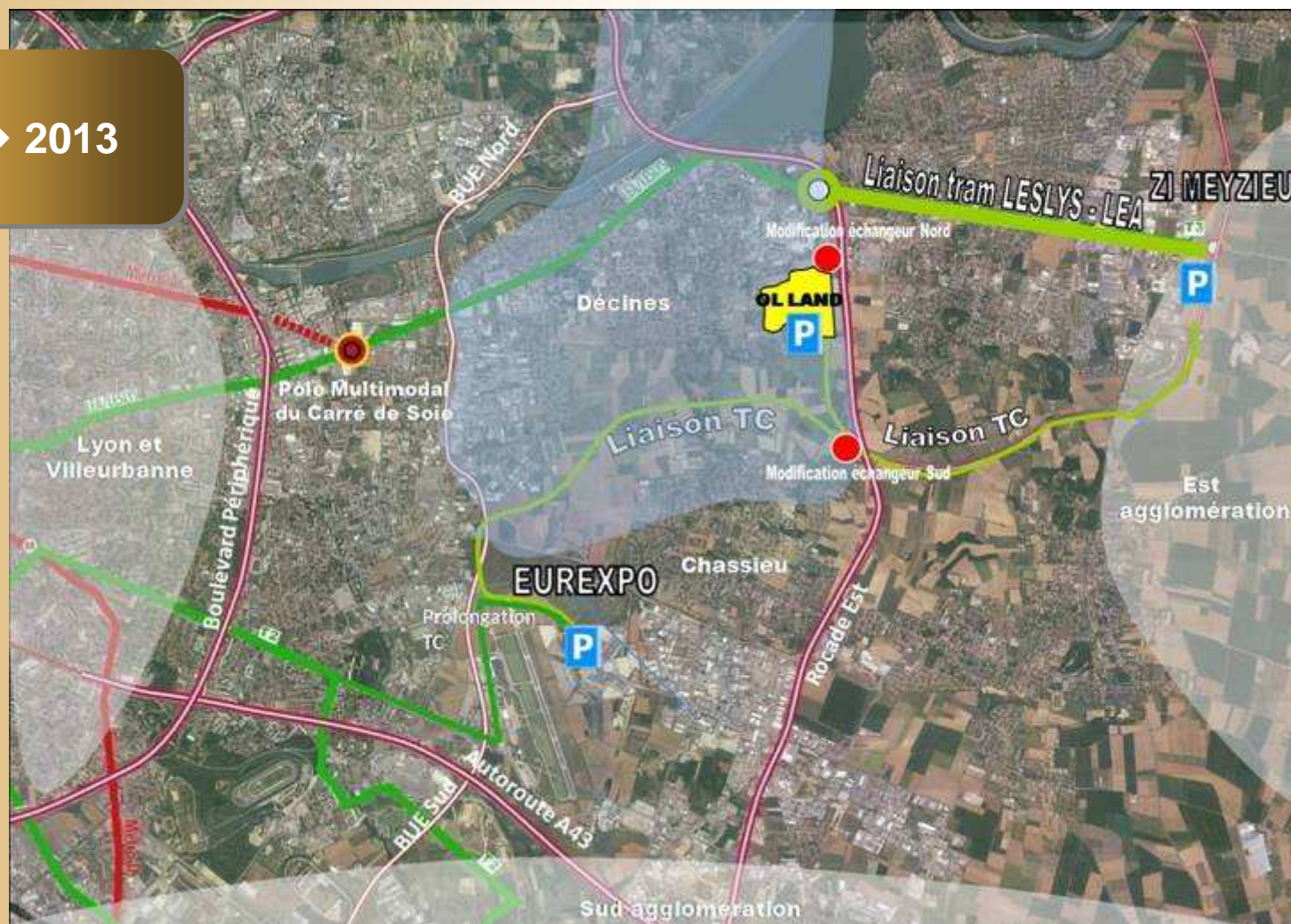
**Location**  
Montout area in Décines





## Access and development potential

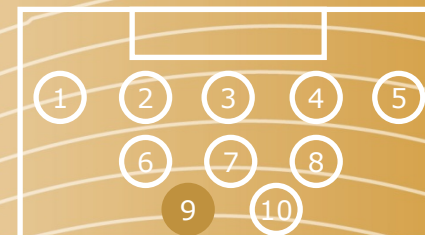
STADIUM → 2013





# OL GROUPE New stadium

# 2



Aerial view of the Montout  
site at Décines







# OL GROUPE New stadium

# 2



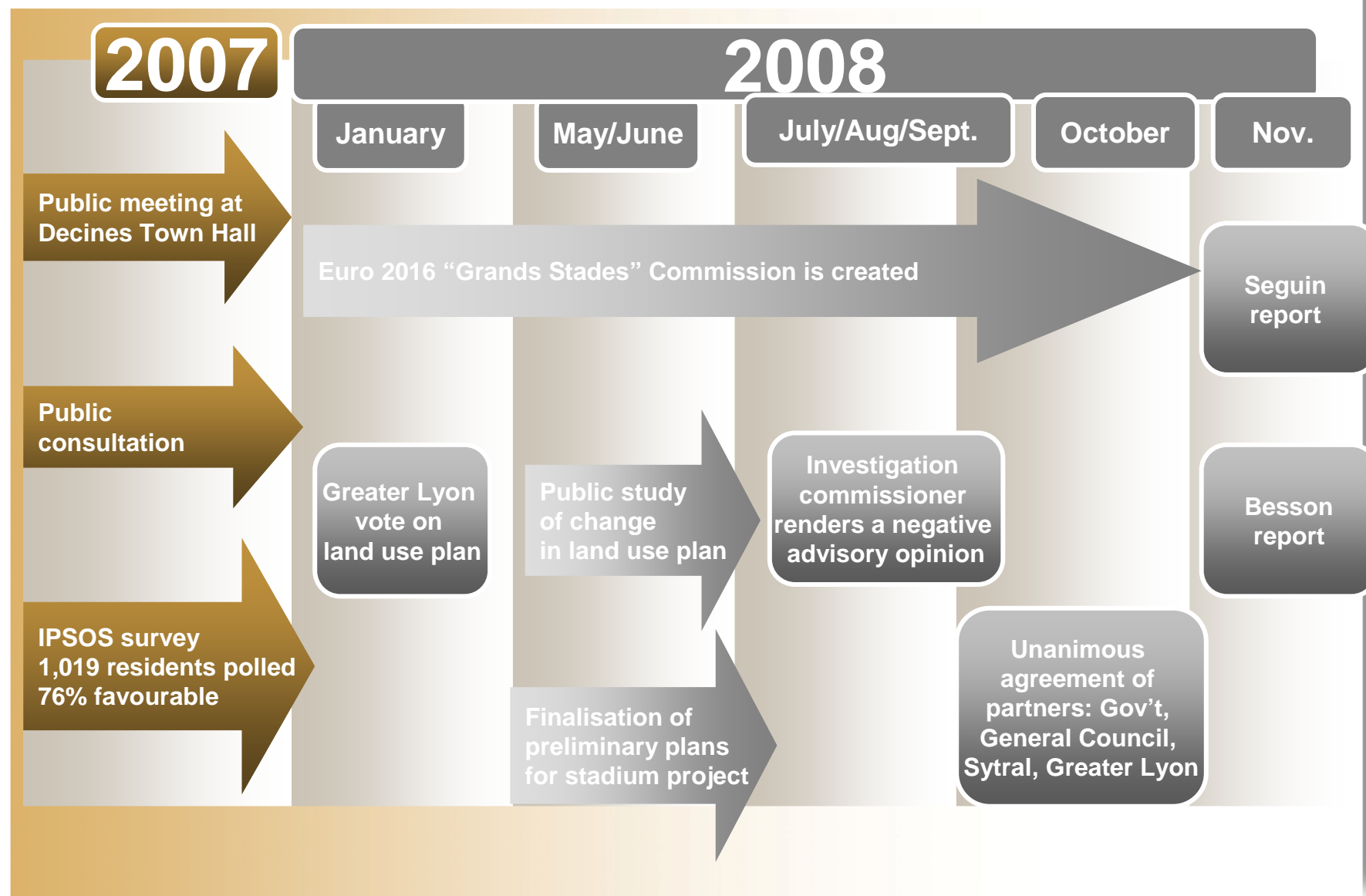
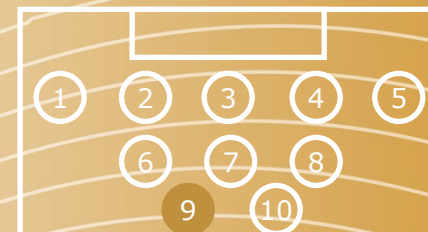
**CONSULTANTS**  
Urban planning  
Architects  
Advisers  
Financial advisers  
Communication

**BUFFI**  
**HOK**  
**ALGOÉ**  
**ROTHSCHILD**  
**MENSCOM**



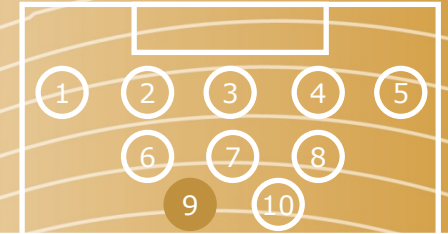
# OL GROUPE New stadium

2





## OL GROUPE **New stadium**



### OL Land stadium project

▶ A unique project that is progressing but with many complex issues to be addressed

▶ Completion date revised: 2013

### New training academy

▶ A state-of-the-art facility opened in 2007/08



**OL GROUPE**

# Professional training centre and academy

2



New training academy

OL Head Office

Professional training centre





OL GROUPE

## State-of-the-art training academy

2



OPENED JULY 2008  
TOTAL COST

€4.6m





OL GROUPE

2

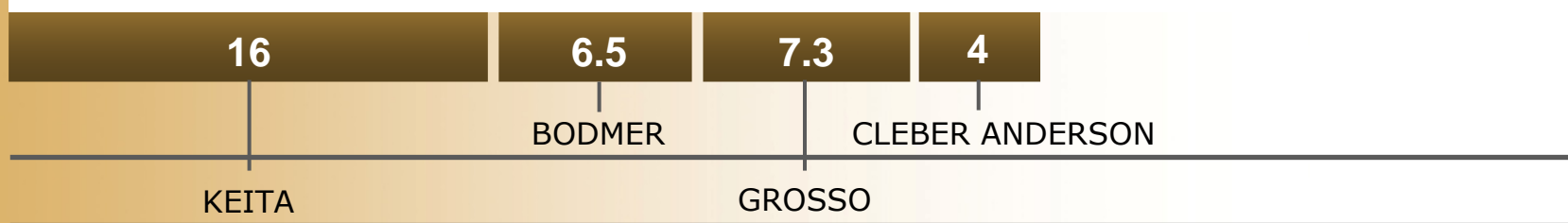


## 2007/08 intangible investments (French GAAP)

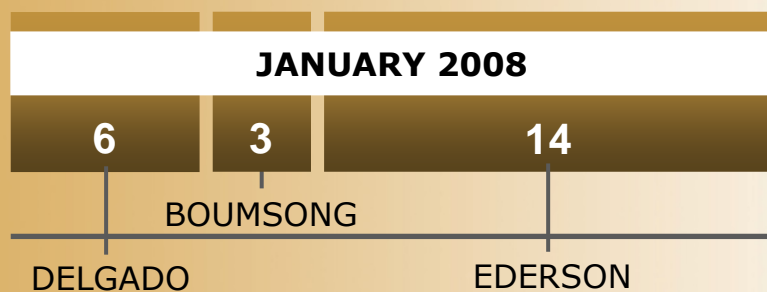
PLAYER REGISTRATIONS ACQUIRED

€72.8m

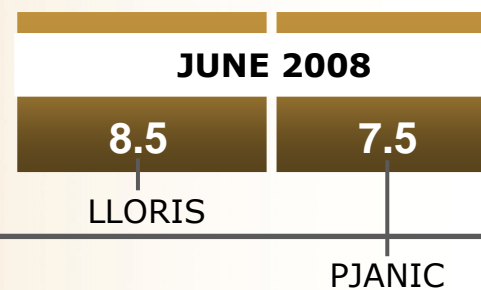
### JULY/AUGUST 2007

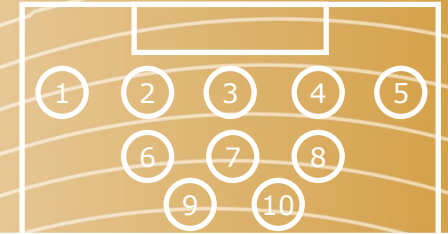


### JANUARY 2008



### JUNE 2008





## Appointment of Claude Puel

**47 years old**

### **Playing career**

Castres (1970-1977)  
AS Monaco (1977-1996)

### **Playing honours**

French league winner  
(1982, 1988)  
French Cup (1991)

### **Coaching career**

AS Monaco (1999-2001)  
Lille OSC (2002-2008)

### **Coaching honours**

French Ligue 1 winner  
(2000)  
Trophée des Champions  
(2000)



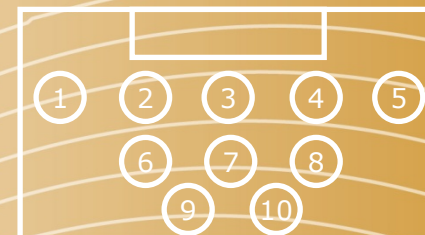
### **Manager**

Expanded responsibilities include  
consistency of sporting development  
and integration of training.





## OL GROUPE Outlook



### Professional squad

**30** players  
(27 in 2006/07)

**10** trained by OL

**20** acquired from  
other clubs

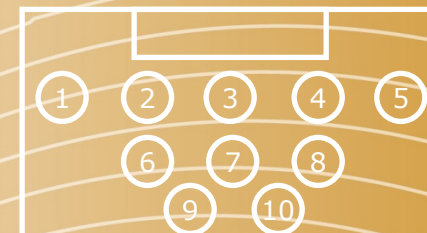
**27** internationals, including  
17 'A' internationals





OL GROUPE

## Outlook



### Professional squad (OL academy graduates)

**10** Players recruited from the training academy

**3** 'A' internationals

**2** France - Under-17

**1** France - Under-18

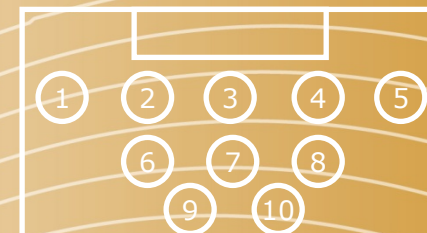
**2** France – Under-21

Name	Age	National team selection	Contract ends
Benzema	21	France A 	2013
Clerc	25	France A 	2010
Govou	29	France A 	2010
Hartock	21	France -U21 	2011
Mounier	21	France – U21 	2010
Mehamha	18	France – U18 	2011
Grenier	17	France – U17 	2011
Tafer	17	France – U17 	2011
Gassama	19	 2011	
Valvidia	20	 2009	



OL GROUPE

## Outlook



### Professional squad (Players acquired from other clubs)

**20** Players  
acquired from other clubs

**16** 'A' internationals

**1** France – Under-21

**1** Brazil - Under-19

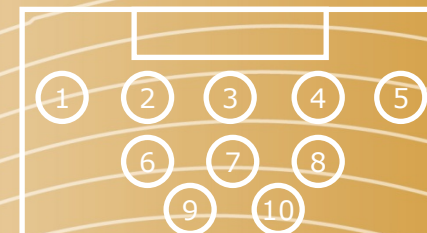
**1** France - Under-17

Name	Age	National selection	Contract ends
Bodmer	26	France A' 	2011
Boumsong	29	France A 	2011
Cris	31	Brazil A 	2011
Delgado	27	Argentina A 	2011
Ederson	22	Brazill – U19 	2012
Fred	25	Brazil A 	2009
Grosso	31	Italy A 	2011
Juninho	33	Brazill A 	2010
Kallstrom	26	Sweden A 	2012
Keita	27	Ivory Coast A 	2011
Kolodziejczak	17	France – U17 	2011
Lloris	22	France A' 	2013
Makoun	25	Cameroon A 	2012
Mensah	26	Ghana A 	2013
Piquionne	30	France A 	2012
Pjanic	18	Bosnia A 	2013
Reveillere	29	France A 	2011
Santos	28	 2010	
Toulalan	25	France A 	2012
Vercoutre	28	France U21 	2010



OL GROUPE

## Outlook



### Professional squad (Players on loan 2008/09)

**3** Players on loan including two OL academy graduates

Name	Age	National selection	Contract ends	OL trainee	
Anderson	28	Brazil A	2011		Lent to Sao Paulo
Beynie	21	France – U19	2010		X Lent to Tubize
Paillot	21	France – U21	2011		X Lent to Grenoble

### STAFF

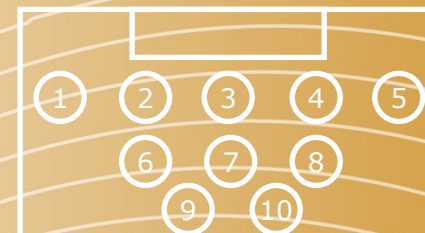
**3** new hires

Name	Function
Claude Puel	Manager
Patrick Collot	Assistant Manager
Emmanuel Orhant	Doctor

**2** new positions

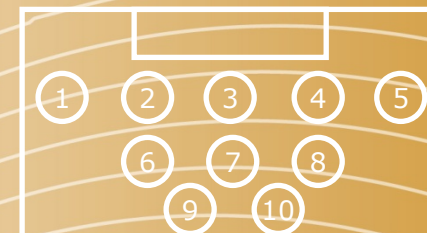
Sonny Anderson	Attacking player coach
Christophe Toni	Team administration manager





## Women's team

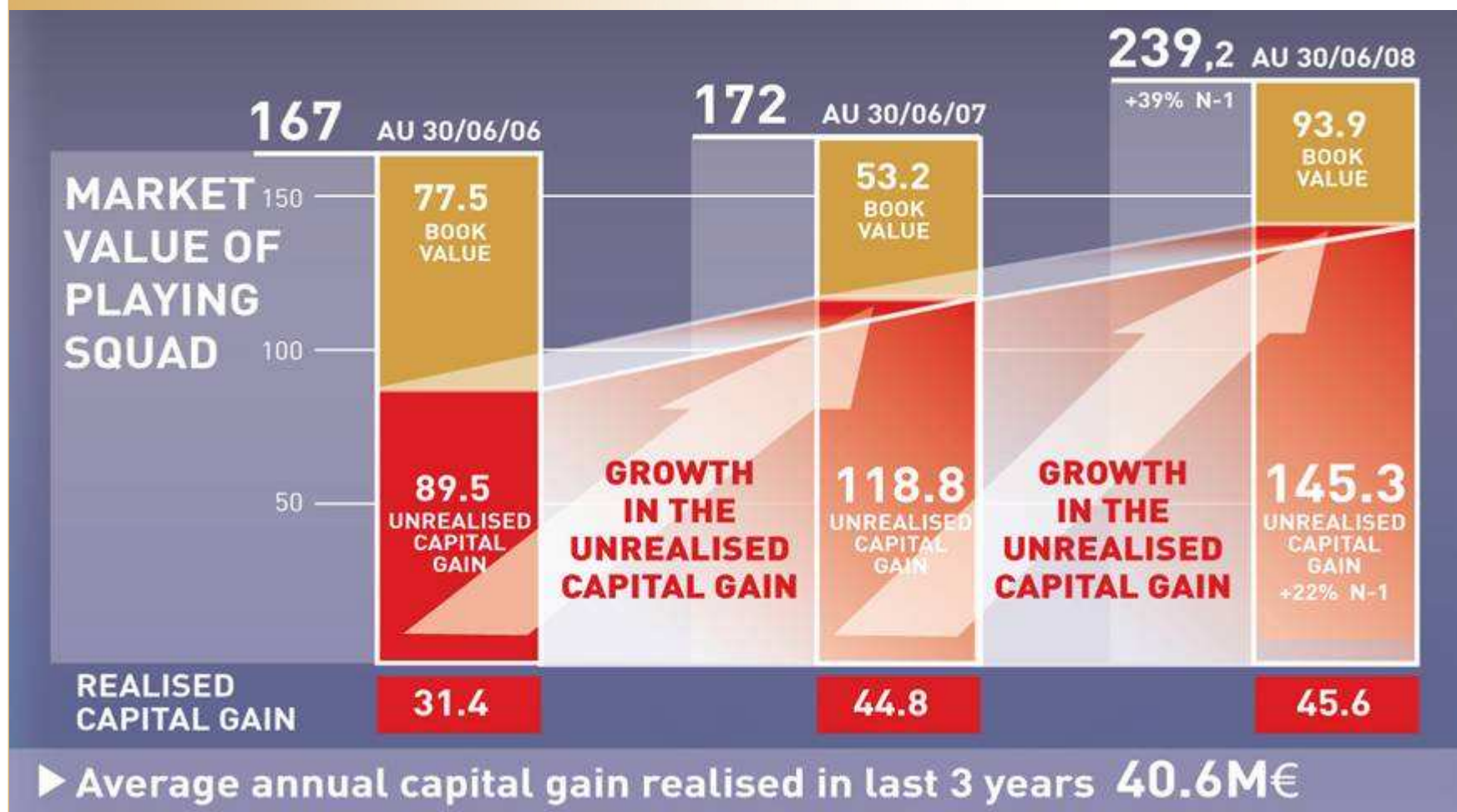




## Player trading

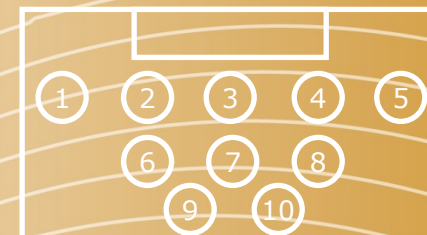
Recurrent nature of income confirmed

In €m





## OL GROUPE Outlook



### Player trading

**Total: €1.8 billion**

excluding Russia, Ukraine, etc.

A vast, very active and rapidly developing market in eastern European countries



**England**

2008 transfers  
**€613m**

2007 transfers  
**€740m**



**Italy**

2008 transfers  
**€500m**

2007 transfers  
**€185m**



**Spain**

2008 transfers  
**€285m**

2007 transfers  
**€474m**



**France**

2008 transfers  
**€244m**

2007 transfers  
**€199m**



**Germany**

2008 transfers  
**€151m**

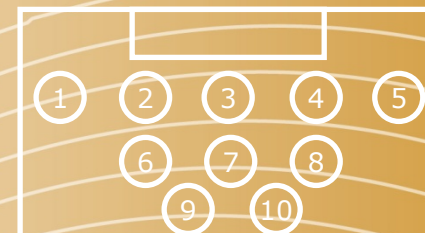
2007 transfers  
**€200m**





OL GROUPE

## Media rights



### Domestic media rights

Signed on 07/02/08

Duration 4 years  
2008/12

Canal +  
Orange

Total amount

€668m

Compared to 2005/08: €660m

### International media rights

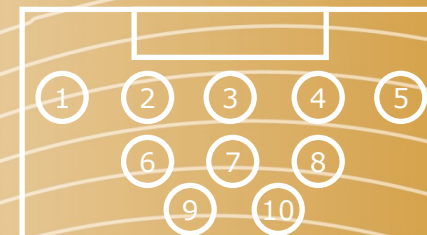
3-year contract 2006/09

Expires  
30/06/09

Currently being  
renegotiated

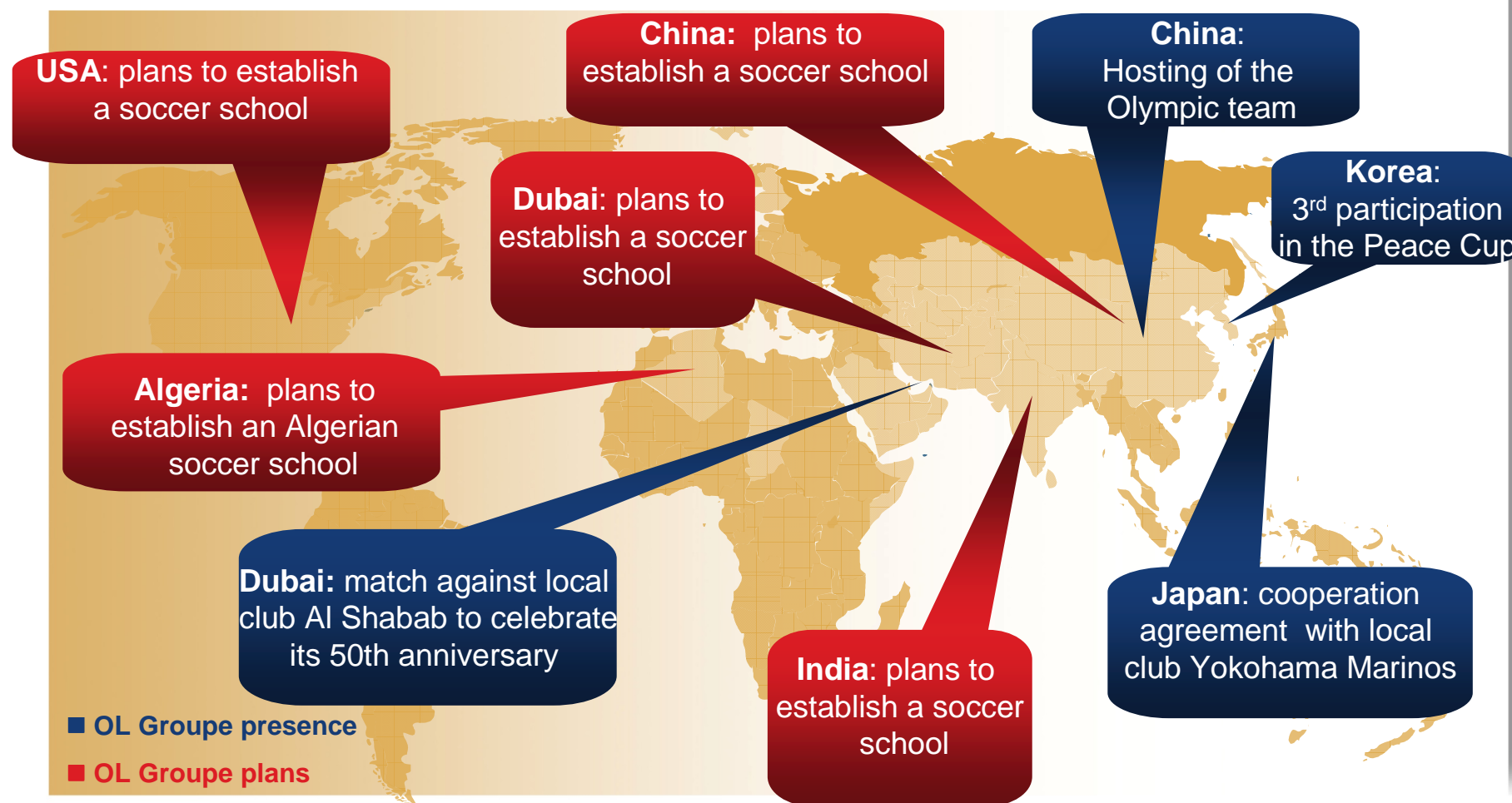


## OL GROUPE International



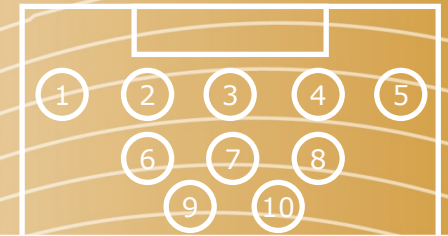
### Development of the brand internationally

Partnership with the Lyon Chamber of Commerce





## OL GROUPE International



### Development of the brand internationally

OL is in the Champions League for the 9<sup>th</sup> consecutive year

OL's audience\* in the 2007/08 Champions League:  
177 million worldwide (double that of 2006/07)  
3<sup>rd</sup> largest increase in fan base, after Chelsea and Tottenham,  
over the last 4 seasons (+350%)

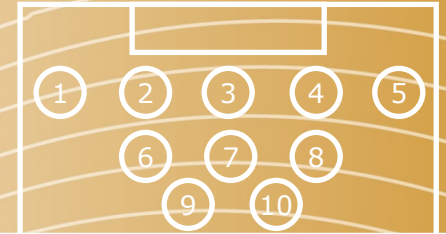
Development of tours and friendly matches

Transfer of expertise in training

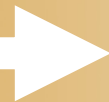
\*based on a sample taken of 10.000 people interested in football in 16 European countries



## OL GROUPE Highlights



### Highlights since 1 July 2008



Currently top of Ligue 1



Qualified for Champions League first knock-out round

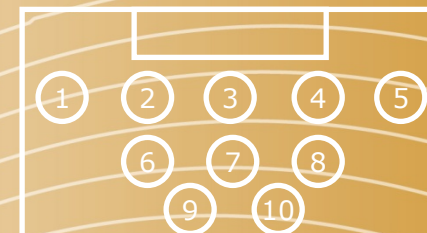


Acquisitions and sales of player registrations





# Player registration trading



OL GROUPE

## Intangible investments 2008/09 (French GAAP)

### ACQUISITIONS

€26.9m

#### JULY-AUGUST 2008

14

8.4

4.5

MAKOUN

MENSAH

PIQUIONNE

### SALES

€14.9m

#### JULY-AUGUST 2008

5.5

6.3

1.5

1.6

SQUILLACI

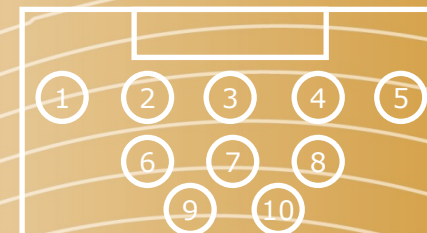
INCENTIVES

BAROS

COUPET



## OL GROUPE Capital



### Shareholder breakdown

**As of 30/09/08**

	Number of shares	% of share capital	% of voting rights
ICMI	4,524,008	34.17	42.08
PATHÉ	3,016,683	22.78	28.06
BOARD MEMBERS (1)	397,452	3.00	3.24
AMIRAL GESTION	1,214,727	9.17	5.77
TREASURY SHARES (2)	263,888	1.99	NA
FREE FLOAT	3,824,529	28.89	20.85
<b>TOTAL</b>	<b>13,241,287</b>	<b>100</b>	<b>100</b>

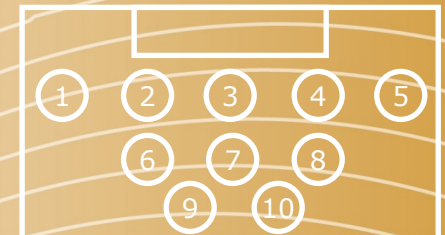
(1) Excluding ICMI representatives

(2) Total treasury shares held as part of the market making agreement and buyback programme

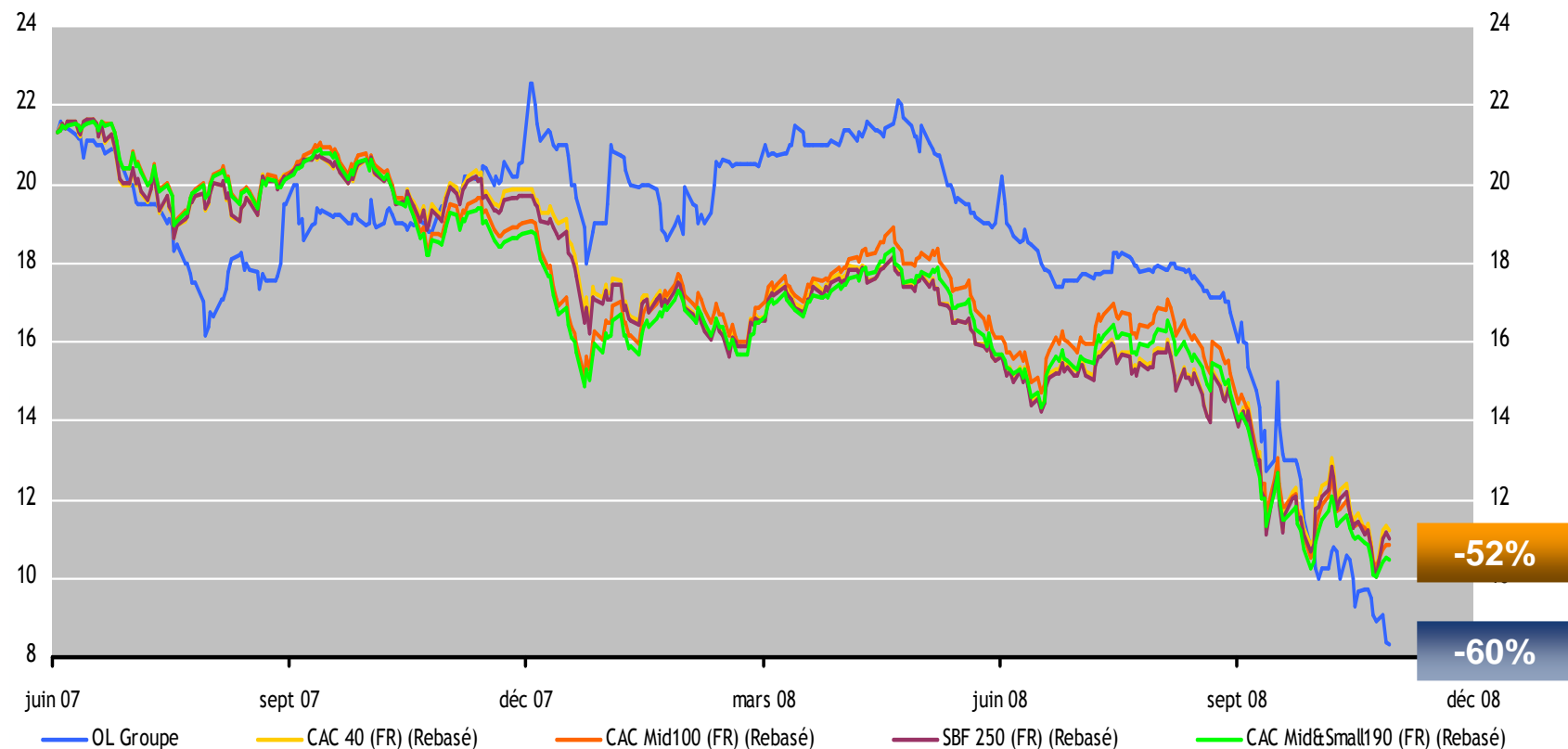


OL GROUPE

## Share price



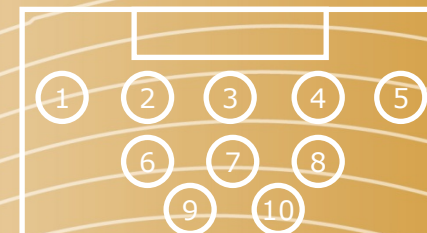
### OL Groupe compared to benchmark indices (July 2007 – November 2008)



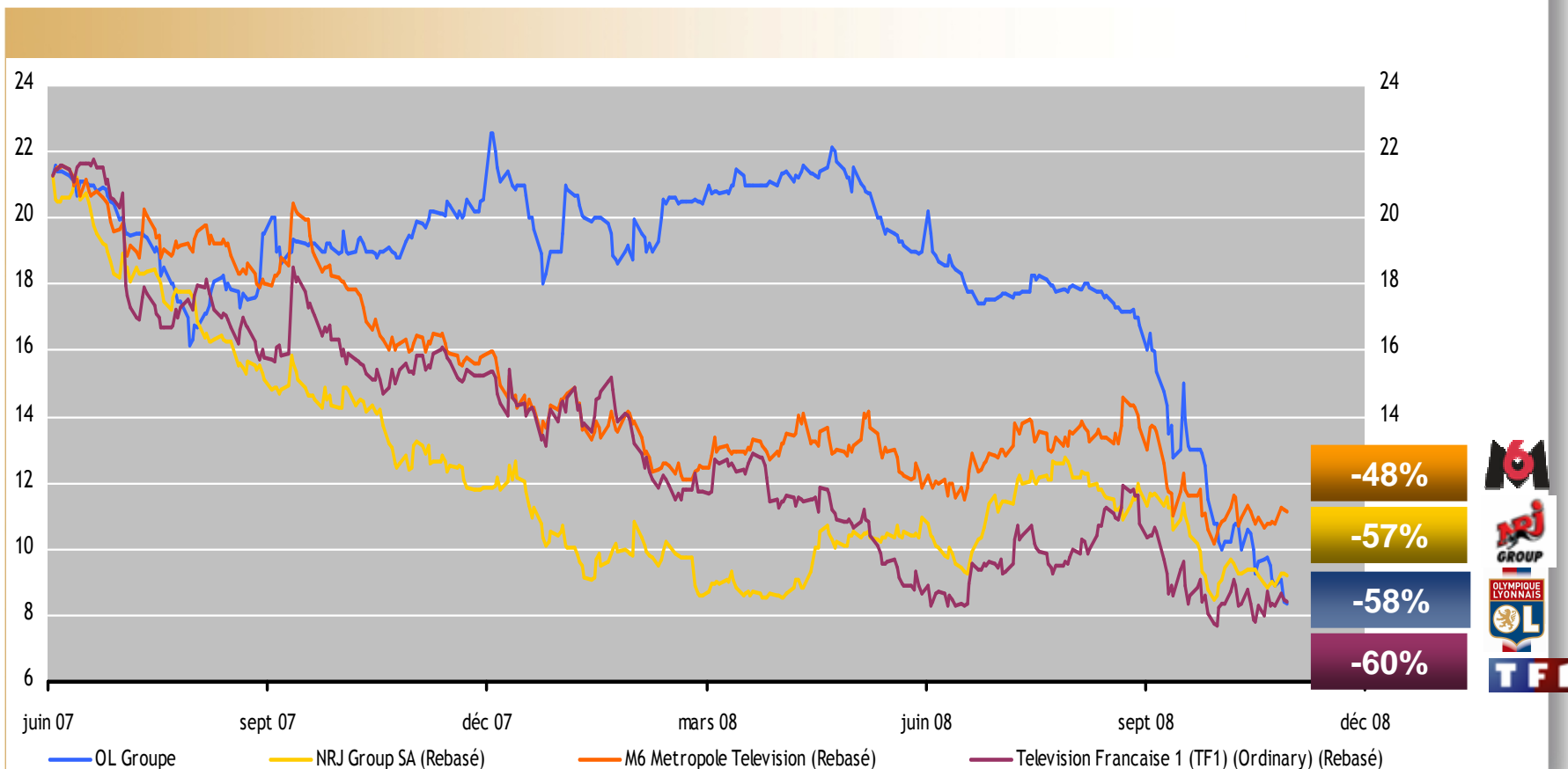


OL GROUPE

## Share price

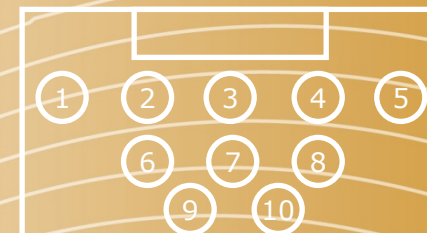


### OL Groupe compared to media sector (July 2007 – November 2008)





# OL Groupe valuation



**OL GROUPE**

Below that of other stocks in the sector

## MARKET CAPITALISATION

▶ **€113m: equivalent to 2 X EBITDA**

## NET CASH

▶ **As of 30/06/08: €101m**  
or 89% of market capitalisation

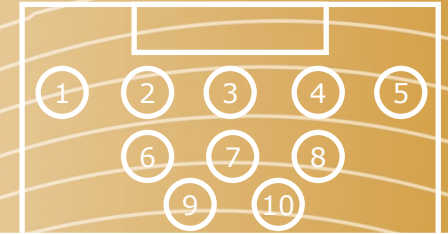
## ENTREPRISE VALUE EXCLUDING CASH

▶ **€12m: equivalent to 0.2 X EBITDA or 0.6 X net profit**



## 2008/09 outlook

OL GROUPE



### Sources of revenue

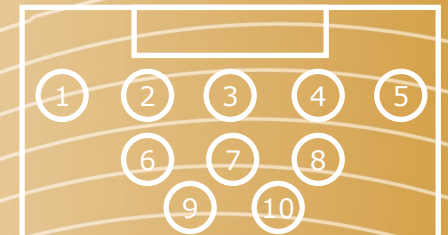
- ▶ Stability: Sodexo signing fee offset by new partnerships
- ▶ International development: tours, training, site in China
- ▶ Recurrent nature of player trading revenues

### Player trading

- ▶ Strategy

Strengthening of the team with the objective of progressing in the Champions League  
Increase in amortisation and salary costs

## Besson report (Nov. 2008)

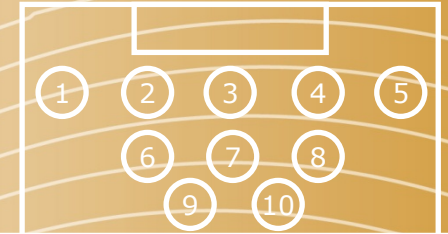


**“Make French professional football clubs more competitive”**

### Principal conclusions

- ▶ **Tax / payroll:** Replace current entertainment tax with a 5.5% VAT  
Confirm collective image rights
- ▶ **Economic:** Share TV rights better through bonuses to European clubs  
Deregulate online betting and enable betting companies to sponsor sports clubs
- ▶ **Legal:** Enable French sports companies to adopt the ordinary form of incorporation (SA)
- ▶ **Structural:** Grant “general interest equipment” status to stadiums  
Reform the training system so as to improve its effectiveness





## “Euro 2016 Grands Stades Commission”

### Principal conclusions

- ▶ **Current situation:** French stadiums are obsolete  
Minimal renovations will not be enough for France’s Euro 2016 candidacy to succeed
- ▶ **Governmental “large projects” plan to support the economy:**  
Opportunity for stadiums
- ▶ **Structural:** Grant “general interest” status to new large stadiums  
European Commission should recognise large sports stadiums as a “Service of General Economic Interest”
- ▶ **Economic:** Remove ceiling imposed by Loi Buffet on services purchased by local authorities



