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A SUSTAINABLE BUSINESS MODEL
How Atresmedia became a CR leader in Spain’s TV industry
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Spanish broadcasting company Atresmedia – formerly Grupo Antena 3 – has been committed to Corporate Responsibility (CR) for many years, through the work of its Foundation (Fundación Atresmedia) and a wide range of concrete initiatives. Backstage found out more about this enduring commitment to good causes.

“OUR GOAL AS A COMPANY IS TO GENERATE ECONOMIC GROWTH, AS WELL AS SOCIAL PROGRESS”
Atresmedia was created in 2012 through the merger of Grupo Antena 3 and La Sexta. RTL Group owns a 20.5 per cent stake in Atresmedia, whose family of channels is comprised of Antena 3, La Sexta, Neox, Nova, Nitro and Xplora, among other companies.

Aware of its ability to influence society as a whole, Atresmedia has been a front runner in actively engaging in the field of CR. Among a series of initiatives already organised by the company, Ponle Freno, which aims to improve road safety in Spain, is certainly one of the most socially recognisable in the country. However, subsequent campaigns like El Estirón, which combats childhood obesity, and Hazte Eco, which raises awareness on environmental protection, have followed Ponle Freno’s philosophy of responding to social concerns and achieving positive results.

Alongside these campaigns, Atresmedia strives to make the most of its influential reach by putting its entertainment and news programmes to the use of good causes. Familiar TV faces from the company also support joint social projects with organisations such as the Red Cross, Aldeas Infantiles and the Banco de Alimentos (Food Fund) to try to fight problems such as eviction, child poverty and food wastage. Thanks to their support, throughout 2013, Atresmedia has managed to raise more than €2,050,000 that will be used to help solve these problems.

Positioning for competitive advantage
But what are the motivations behind such a commitment? Atresmedia CEO Silvio González says: “CR is now part of our business model. Our goal as a company is to generate economic growth...
and profitability, as well as social progress and the confidence of our stakeholders, promoting values of quality and commitment”. Atresmedia began noticing the profound positive consequences of its ability to influence through the fundraising campaign, organised together with the Spanish Red Cross, for the victims of the 2004 Indian Ocean tsunami.

One of the main goals that encourage the company to focus on CR is to position the company for sustainable competitive advantage. An ambition which is publicly recognised, with flagship channel Antena 3 topping the 2012 CR ranking for Public and Private Television in Spain, released by the Fundación Compromiso Empresarial (Business Commitment Foundation).

To make all these initiatives happen and strengthen the cross-sector integration of CR within the company, Atresmedia set up a proper CR organisation. While CR is managed at General Management level, a CR Committee was created in 2009 with representatives from the main strategic areas of the company: Television and Radio Content, News, Investor Relations, Internal Audit, Human Resources, Operations Management, Legal, Advertising and Marketing, as well as the Foundation Atresmedia.

The Foundation Atresmedia (formerly Foundation Antena 3) – which currently channels a significant portion of the company’s social actions – was created in 2005 and is now focusing its efforts on children and young population. The Foundation’s main line of work is not only to ensure that these particularly vulnerable groups receive the necessary support and training needed for their welfare, but also to promote social awareness about their rights, needs and interests.

Broadcasting at the service of society

In order to identify relevant issues for the company to make a positive and responsible contribution, Atresmedia has defined a CR strategy which consists of providing society with the use of the media’s broadcasting capacity, focusing on the quality and responsible treatment of content and commercial communications, as well being accessible and transparent. The protection of the most vulnerable social groups, advertising self-regulation and media literacy are also pertinent issues for the company.

Beyond this, Atresmedia recognises that CR has become a management tool that allows it to carry out a business model that generates sustainable profitability, while at the same time promoting social progress and confidence among stakeholders. Indeed, the company has more recently taken CR a step further. “Since 2007, Atresmedia is working hard to integrate Corporate Responsibility into the culture and the business strategy of the Group,” explains Patricia Pérez, Atresmedia Corporate General Manager. “We are aware that our stakeholders demand greater accountability and transparency in the
non-financial aspects of the company. For this reason, we continue to make progress in CR. Also we are currently implementing new actions that will have a positive impact on society.” An example of the CR integration process in the organisation was Atresmedia’s 2011 review of their mission, vision and values in order to better adapt and respond to this new reality for the company.

“IN RECENT YEARS ATRESMEDIA HAS TAKEN SIGNIFICANT STEPS TOWARDS BECOMING A BROADCASTING LEADER IN CR IN SPAIN”
Susana Gato, Atresmedia CR Manager

Susana Gato, Corporate Responsibility Manager at Atresmedia, adds: “In recent years Atresmedia has taken significant steps towards becoming a broadcasting leader in CR in Spain. Implementing a CR Management Plan for three years, learning from the experiences of other international media groups, actively listening to our stakeholders and betting on a television model based on the quality of its formats are essential steps to achieve this leadership. Nonetheless, we are aware that there are many more steps left to take.”

A proactive CR approach with regards to investors and analysts

Among the on-going projects, Atresmedia – as a listed company – strives to have a proactive CR approach with regards to investors and analysts, and the information they provide to the CNMV (the agency in charge of supervising and inspecting the Spanish Stock Markets and the activities of all the participants in those markets), which discloses their CR activities. Indeed, although investors who take non-financial aspects into account in their investment decisions are still a minority, Atresmedia consider that in the medium term, investors will demand more information concerning non-financial aspects of a company. Also, since 2008 Atresmedia is included in the FTSE4Good Ibex Sustainability Index, which allows shareholders and investors to learn about the company’s CR commitment level and facilitate the comparison of its CR performance with other companies.

FTSE4Good

A positive outcome

Atresmedia’s efforts to position itself as a sustainable company providing diversified, entertaining and, above all, responsible television, that addresses the major problems of our society, has delivered positive results to the company. In terms of audience, Antena 3 is the only television channel in Spain that maintains an uninterrupted growth for 14 months. In addition, qualitative studies conducted by the marketing department confirm that CR initiatives such as Ponle Freno, as well as other joint campaigns, are highly appreciated by the audience.

On top of this, regular meetings held with key stakeholders to find out their views about Atresmedia’s CR strategy, reveal similar reactions. They all positively evaluate the work the company is doing to achieve quality programming for all, greater participation in content development, and the implementation of communication and trust between the supply chain’s main players and the audience.

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AWARDS AND RECOGNITIONS

- In 2012, Antena 3 was recognised as the **most valued television channel** by the Spanish population, according to GECA (research cabinet for audiovisual communication) Index.

- In 2012 and 2013, Antena 3 obtained the **highest qualification among media companies** in the ‘Informe Reporta’ – a report which assesses the quality of social, environmental and governance information provided by listed companies.

- In 2013, the Randstad ‘Employee Branding’ survey highlighted Atresmedia as one of the **most attractive companies to work for**.

ATRESMEDIA’S 2012 CR REPORT

Although CR reporting is a voluntary task in Spain, Atresmedia has published a CR report following the GRI international reporting guidelines\(^2\) every year since 2007. The 2012 CR report is fully integrated into the company’s annual report and encompasses good deeds across Atresmedia and also a list of relevant CR indicators to measure progress made by the company.

\(^2\) The Global Reporting Initiative (GRI) is a leading organisation in the sustainability field, which promotes the use of sustainability reporting as a way for organisations to become more sustainable and contribute to sustainable development.
In the first nine months of 2013, RTL Group grew its EBITA 6.4 per cent to €714 million, while net profit was up 41.2 per cent to €535 million.

Luxembourg – 12 November 2013

RTL Group outperforms challenging market conditions

- Advertising market conditions remained challenging in the first nine months of 2013, in line with local macro-economic developments in Europe. Across the Group’s larger markets, RTL Group estimates that only the German TV advertising market was stable (+0.1 per cent), while all other markets were down. Accordingly, reported Group revenue decreased slightly to €4,048 million (January to September 2012: €4,111 million)

- Reported EBITA of €714 million, up 6.4 per cent, primarily driven by Mediengruppe RTL Deutschland

- EBITA margin improved to 17.6 per cent (January to September 2012: 16.3 per cent)

- Net profit attributable to RTL Group shareholders increased significantly by 41.2 per cent to €535 million (January to September 2012: €379 million). The increase reflects higher operating profit and a reversal of a 2012 impairment, totalling €72 million, on RTL Group’s shareholding in the Spanish broadcasting company Atresmedia (formerly Grupo Antena 3). This reversal was already announced in the Group’s half-year results end of August 2013

- Net cash from operating activities was €694 million, resulting in an operating cash conversion of 110 per cent

- Following the payment of an extraordinary interim dividend of €387 million on 5 September 2013, RTL Group had net financial debt of €451 million as of 30 September 2013 (30 June 2013: €224 million). In September, RTL Group exercised its put option to sell its 7.5 per cent shareholding in Russia’s National Media Group; in the framework of this put option, RTL Group received a payment of €81 million
Joint statement from Anke Schäferkordt and Guillaume de Posch, Co-Chief Executive Officers of RTL Group:

“With leading market positions, RTL Group is delivering strong and sustainable profits and cash flows, creating significant value for its shareholders. Performance in Germany has been particularly strong and our other businesses are resilient in facing the challenging economic conditions.

We have had a promising start to the seasonally important fourth quarter. Looking to the rest of the year, we are confident of delivering more than €1 billion in EBITA for the full year of 2013.

We’re executing our strategy from a position of strength, and making clear progress around our three pillars – broadcast, content and digital. From prudent levels of cash investment we have developed a series of initiatives that open up new sources for future growth.

More than two billion online video views per month make RTL Group the number one European media company in online video. With strong organic growth plus continued investments in the digital space, we see significant potential for extending this position further.”
Solid results from all profit centres

- During the first nine months of 2013, EBITA of Mediengruppe RTL Deutschland increased significantly, by 9.0 per cent, to €399 million (January to September 2012: €366 million). This improvement was driven by a combination of higher revenue and continued cost discipline.

- In a declining French TV advertising market, estimated to be down 5.2 per cent in the first nine months, Groupe M6 continued to outperform and increase its market share. The company’s EBITA was only slightly down to €154 million (January to September 2012: €161 million), mainly due to anticipated start-up losses for the digital channel 6ter, launched in December 2012.

- RTL Nederland’s EBITA increased by 5.5 per cent to €58 million (January to September 2012: €55 million), mainly driven by higher digital distribution revenue.

- FremantleMedia’s EBITA decreased to €77 million (January to September 2012: €82 million). Excluding the positive one-off effect in Q3/2012 resulting from the sale of a building in London, FremantleMedia’s EBITA would have been up year-on-year.

Q3/2013: Slight improvement of TV advertising market conditions

- The summer holiday season means that the third quarter is the weakest in terms of RTL Group’s trading patterns.

- In the third quarter of 2013, reported Group revenue decreased by 2.1 per cent to €1,269 million (Q3/2012: €1,296 million), while reported EBITA was €162 million (Q3/2012: €165 million). Excluding the positive one-off effect in Q3/2012 resulting from the sale of a building in London, RTL Group’s EBITA would have been up year-on-year by 7.3 per cent.

- TV advertising market conditions across Europe improved in the third quarter. The rates of decline slowed compared to the first half of the year. The German TV advertising market showed slight growth year-on-year.
UFA Serial Drama and RTL Television announced plans to produce a German-language adaptation of the hit Australian prison drama *Wentworth*. The commission will see ten episodes of a new German version which goes into production in Berlin in March 2014.

Germany / Australia – 8 November 2013

Based on the successful FremantleMedia Australia series, the compelling and emotional *Wentworth* (working title) will follow the same gritty story of survival, rivalry, power struggles and unlikely allegiances within a female prison. Since launching in Australia earlier in 2013, this graphic, edgy reboot became the most watched non-sports programme in Australian subscription television history ever.

**Barbara Thielen**, Head of Fiction at RTL Television, says: “The stories and characters of *Wentworth* will polarize and initiate discussions among the audience. Many women whose fates we are telling are certainly guilty in a legal sense, but if you can condemn them in a moral sense as well, everyone will judge differently.”

**Guido Reinhardt**, Chief Creative Officer, UFA Serial Drama, says: “*Wentworth* is dynamic, controversial, as well as emphatic. In this field of tension we present an uncompromising world, where friendship, trust and loyalty means everything and the question whether law and justice are actually the same is repeatedly raised. The answer to this is more than complex and thus a fascinating subject – packed in a highly emotional series.”
The Comedy Network, which brings together content produced by new online humour talent, is the first brick in the network of Youtube channels operated and marketed via the M6 Web and M6 Publicité subsidiaries.

France – 13 November 2013

With the Comedy Network, the pioneering and specialised space buying agency for online video is offering the first advertising package of humorous content for the 15-35 age group. The Comedy Network’s first content consists of the ‘Golden Moustache’, at GoldenMoustache.com, and ‘Norman fait des vidéos’ (Norman makes some videos) at NormanFaitDesVideos.com, and their dedicated Youtube channels.

The Comedy Network complements Groupe M6’s premium video content from its broadcast programmes or produced specially for digital media.
The Multi-Channel Network (MCN) Broadband TV, the company RTL Group formed a strategic partnership with in June 2013, announced a production programme for qualifying channel partners.

Canada – 14 November 2013

The programme will fund original content projects and provide expertise and funds to create original content. Moreover, Broadband TV will also co-produce premium content with select partners in the coming months across a number of its content verticals.

The production programme joins an existing suite of services from Broadband TV, including: talent management, partner services, creative and promotion services, advertising sales and its leading technology platform. The team will be working with MCN channel partners on specific projects in the months to come. Broadband TV currently boasts more than 12,500 channel partners, achieves over 1.2 billion views from over 100 million subscribers and boasts over 70 full time staff.

“We want our growing number of channel partners to be as successful as possible and arm them with the tools, expertise and funds to help them grow their audience,” said Shahrzad Rafati, Broadband TV’s Founder and CEO. “It’s an incredibly exciting time for the industry and we’re committed to keeping our partners at the forefront of market developments while offering up further premium original content for advertisers.”
On 8 November, RTL-TVI marked the 50th anniversary of the assassination of U.S. President John F. Kennedy (JFK) with prime time programming: *Kennedy, le mystère et le mythe* scored an audience share of 35.8 per cent in the target group of shoppers aged 18 to 54. Also marking the anniversary, Vox will broadcast *50 Jahre Kennedy-Attentat – Geheimnisse einer amerikanischen Dynastie* on 16 November, also in prime time.
Info Network pools development and production

Info Network, a Mediengruppe RTL Deutschland company, is bundling the development and production of many new and multi-season formats in the ‘Factual Entertainment’ department.

Germany – 8 November 2013

Boundless co-produces Manchester United documentary

FremantleMedia

FremantleMedia UK’s production label Boundless is co-producing The Class of ‘92, together with Fulwell 73 Productions. The documentary, scheduled for release on 1 December, presents the rise to sporting superstardom of six supremely talented young Manchester United footballers.

United Kingdom – 11 November 2013

M6 Web: real-time shopping via TV-commerce

M6 Web

After the launch of 6play, the website and app for Groupe M6 channels, M6 Web is innovating further with a TV-commerce offer tied into the show Le Meilleur Pâtissier (The Top Pastry Chef).

France – 11 November 2013

A second opus is released

RTL 2

After the success of Volume 1, Pop-Rock Station by Zegut, the radio programme with a cult following on RTL 2 in France, is back again as a four-CD box set. The station dedicated two days of special programming to mark its recent release.

France – 11 November 2013
RTL II launches campaign for its HbbTV offer

RTL II recently launched an on-air campaign about HbbTV, to increase awareness about the ‘red button’. The spots are part of the Auf Rot geht’s los! (It all starts with red) information campaign, a joint initiative by German TV broadcasters.

Germany – 12 November 2013

Le Grand Jury: Aurélie Filippetti

On Sunday 10 November 2013, the Minister of Culture, Aurélie Filippetti, was a guest on Le Grand Jury RTL / Le Figaro / LCI. She talked in particular about French public television and the challenges that France Télévisions is facing right now.

France – 12 November 2013

Who dares to enter the ‘Lion’s Den’?

From 2014, Vox will bring together budding entrepreneurs with experienced investors in a new, internationally successful format, Die Höhle des Löwen (Lions’ Den). Inventors, young entrepreneurs and start-ups can now apply.

Germany – 14 November 2013

Fun Radio a partner of DJ Mag France

To mark its launch in France, Fun Radio is pleased to partner with the magazine of reference for DJ and clubbing news that gave us the Top 100 DJs and Top 100 Clubs listings.

France – 14 November 2013
On 1 January 2014, Nicolette Kluijver joins RTL 5, where she will present a number of formats.

Among other shows, the young presenter will host the new format Adam zkt. Eva (Adam Seeks Eve) starting in spring 2014, and will co-host the adventure show Expeditie Robinson with Dennis Weening in autumn.

The 29-year-old has worked at BNN – a public channel that, like RTL 5, targets young viewers – since 2006. At BNN she presented the formats Vier Handen op een Buik, Try Before You Die, Spuiten en Slikken and travel programmes Spuiten en Slikken op Reis and Weg Met BNN.

Nicolette comments: “I am really delighted that RTL 5 is offering me this opportunity to develop and move forward. RTL 5 is a fantastic channel and I actually watch the programmes that I will be working on!”

Paul Cormont, Director RTL 5, adds: “Nicolette is a perfect fit for RTL 5. She is young and yet very experienced. Not only does she have a good sense of humour, she has also a sharp eye for what’s relevant for our target group – something she developed while working at BNN. Her perceptiveness and sharp-wittedness is a perfect fit with our programmes. In short, I am very happy about her joining us.”
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RTL Group is committed to effectively combine business success with socially responsible actions towards local communities and to protect the environment. Visit the Corporate Responsibility news section on Backstage (CR news) and find out how RTL Group aims to improve the societies in which we operate.

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For more information, don’t hesitate to contact the editorial team: Backstage@rtlgroup.com