# PAGESJAUNES GROUPE

## Financial results 2012 and Investor Day

13 February 2013

## Disclaimer



- This document contains forward-looking statements. Although PagesJaunes Groupe believes its expectations are based on reasonable assumptions, these statements are subject to numerous risks and uncertainties. Important factors that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among other things: the effects of competition, PagesJaunes usage levels, the success of investments by the PagesJaunes Groupe in France and abroad, and the effects of the economic situation.
- A description of the risks borne by the PagesJaunes Groupe appears in section 4 "Facteurs de risques" of the PagesJaunes Groupe's "Document de Référence" filed with the French financial markets authority (AMF) on 26 April 2012.
- The forward-looking statements contained in this document apply only from the date of this document, and PagesJaunes Groupe does not undertake to update any of these statements to take account of events or circumstances arising after the date of said document or to take account of the occurrence of unexpected events.
- All accounting data are presented in audited consolidated form (report to be released).
- Solocal Group is the new name of PagesJaunes Groupe, subject to the approval of the Annual General Meeting of June 5, 2013



### **Investor Day objectives**



- 2012 Annual Results presentation
- PagesJaunes Groupe digital transformation
- Our strategic initiatives and actions to accelerate our Internet development
- Vigital 2015»: a program supporting digital transformation
- 2013 Outlook





## **Financial results 2012**

**Martine Gerow** 

**Chief Financial Officer** 



### **2012 Full-Year results in line with expectations Strong growth in Internet revenues**



- Strong Internet growth: +8.3% i.e. over 3 points above the French market growth<sup>1</sup>, with Internet representing 58.4% of Group revenues
- Resilience of the business in a deteriorated environment: Group revenues of 1,066.2 million euros, down -3.2%
- Adjusted gross operating margin<sup>2</sup> equal to 471.4 million euros with a high margin rate of 44.2%
- Net income of 158.5 million euros impacted by the increase of depreciation linked to Internet investments and financial expenses due to the refinancing in 2011
- Continued high cash flow of 185 million euros
- Successful refinancing, deleveraging initiated and compliance with covenants

<sup>1</sup> Based on CapGemini 2012 Assessment forecasts – Projections for 2013 as of 15 January 2013

<sup>&</sup>lt;sup>2</sup> Before impact of the expensing of fixed costs of the sales force and of early adoption of IAS 19R.



## Strong Internet growth: Growth of +8.3% and 58.4% of Group revenues



#### Consolidated revenues by segment

In million euros	2012	2011	Change
Group revenues	1,066.2	1,101.6	-3.2%
Internet	622.7	575.0	+8.3%
as % of Group revenues	58.4%	52.2%	
Printed directories	416.6	490.7	-15.1%
as % of Group revenues	39.1%	44.5%	
Other businesses	26.9	35.9	-25.1%
as % of Group revenues	2.5%	3.3%	



## Sustained high margin rate: Adjusted GOM of 471.4 million euros or 44.2% of Group revenues



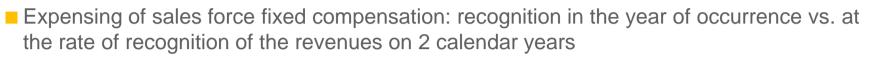
#### Adjusted gross operating margin\* by segment

In million euros	2012	2011	Change
Group adjusted gross operating margin*	471.4	493.1	
as % of Group revenues	44.2%	44.8%	-60 bps
Internet*	273.8	257.6	
as % of Group revenues	44.0%	44.8%	-80 bps
Printed directories*	187.5	224.4	
as % of Group revenues	45.0%	45.7%	-70 bps
Other businesses*	10.1	11.1	
as % of Group revenues	37.5%	30.8%	na

\* Before impact of the expensing of fixed costs of the sales force and of early adoption of IAS 19R



# Impact of accounting restatement of sales force fixed compensation and for early adoption of IAS 19R



- Continued expensing of sales force variable compensation: € 68.9 M at 12/31/2012 (acquisition costs of contract vs. prepaid expenses previously)
- Increase of fixed compensations linked to the implementation of specialist contracts, recognized in 2011 and 2012 vs 2012 and 2013 previously. Additional charge of -€ 6.0 M in 2011 and -€ 6.9 M in 2012, without impacting cash flow
- Early adoption of standard IAS 19R on post-employment benefits (retroactive impact of +€ 0.7 M in 2011)

Consolidated gross operating margin (GOM)			
In million euros	2012	2011*	Change
Adjusted gross operating margin**	471.4	493.1	-4.4%
Impact of accounting re-adjustments	6.9	5.2	
Gross operating margin	464.5	487.9	-4.8%

\* Restated for the expensing of fixed costs of the sales force and for early adoption of IAS 19R

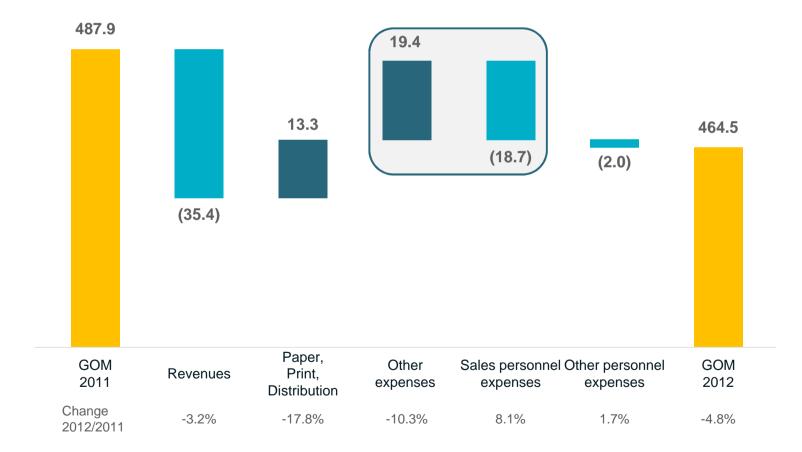
\*\*Before impact of the expensing of fixed costs of the sales force and of early adoption of IAS 19R.



## Strong sales investment partly offset by strict cost discipline



#### Change in Consolidated gross operating margin (GOM) in million euros



## Increase in depreciation in line with investment policy and financial expenses impacted by the refinancing in 2011



#### From gross operating margin to consolidated net income

In million euros	2012	2011*	Change
Gross operating margin	464.5	487.9	-4.8%
Legal employee profit sharing	(14.7)	(14.1)	-4.3%
Depreciation and amortisation	(36.7)	(25.4)	-44.5%
Other Income and Expenses	(5.1)	(4.6)	-10.9%
Operating income	408.0	443.7	-8.0%
Net financial result	(136.1)	(126.2)	-7.8%
Income before tax	271.0	317.4	-14.6%
Corporate income tax	(112.4)	(125.8)	10.7%
Corporate income tax rate	41.3%	39.6%	
Net income	158.5	191.6	-17.3%

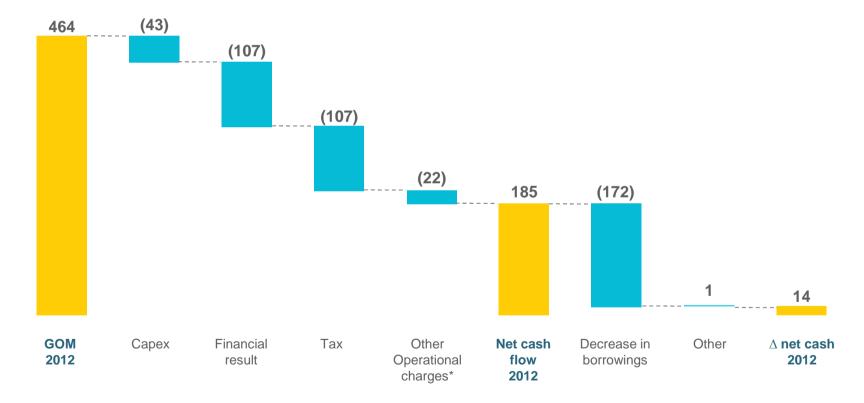
\* Restated for the expensing of fixed costs of the sales force and for early adoption of IAS 19R



## Continued high cash flow of €185 M



#### Net Cash flow as of 31 December 2012 (in million euros)



\* Including primarily change in working capital requirement (-6) and employee profit-sharing (-15)

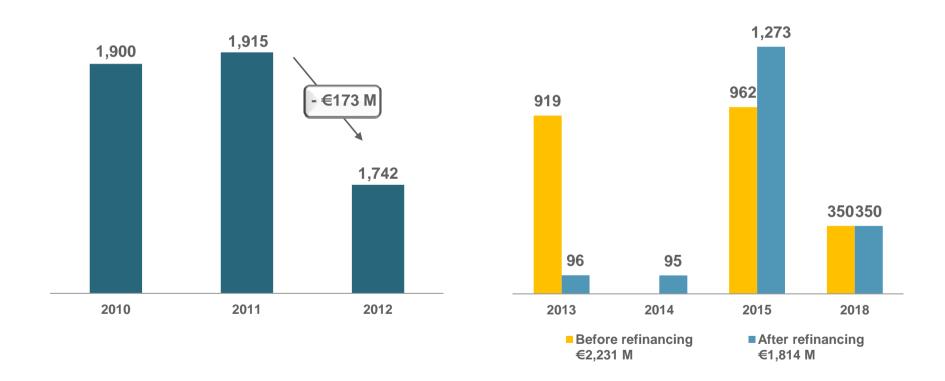


## **Priority given to the reduction of indebtedness**



#### Net debt\* (in million euros)

#### Maturity Profile\*\* (in million euros)



\* Net financial debt: total gross financial debt plus or minus the fair value of derivative asset and liability hedging instruments and minus cash and cash equivalents \*\* Gross debt at 12/31/2012 corresponding to bank and bond debts of which €20 million available under the revolving credit line not drawn, excluding Other debts of €40 million



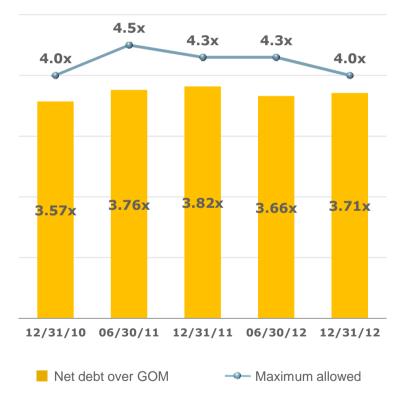
## **Compliance with covenants**



33%

Financial leverage<sup>1</sup>

7%



5.85x 5.39x 4.44x 3.97x 4.00x 3.00x 3.00x 3.00x 3.00x

12/31/10 06/30/11 12/31/11 06/30/12 12/31/12

GOM over net financial charge — Minimum required

Interest coverage

1. Covenant 3.75x as of 31 December 2013





## **Investor Day**

Jean-Pierre Remy

Chairman and CEO





- A successful digital transformation
- 2015 strategic roadmap
- **Growth opportunities: mobile, contents and audience partnerships**
- Proposed organisation of the Group around five business categories
- 2013 Outlook





# A successful digital transformation

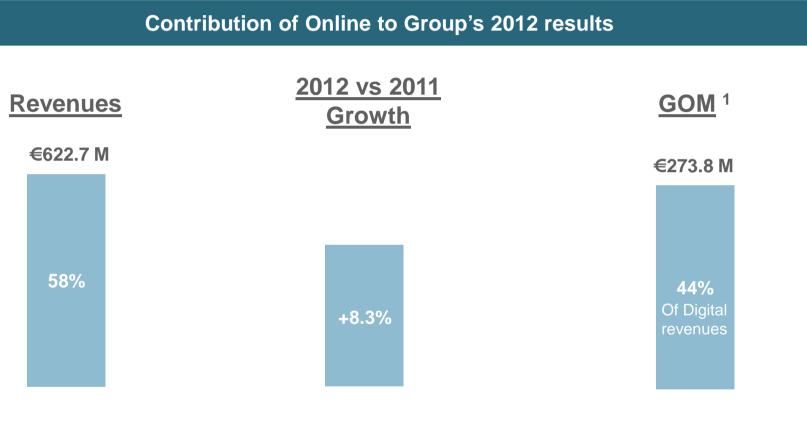


### **PagesJaunes Groupe snapshot**



#### Leader in Local Advertising Market Profile & key 2012 Figures **Strong digital business** €1.07 bn revenues and €471 M GOM (44%) 58% of Digital revenues Users **Brands & reach** ~30% share of France online local advertising market Resilient, subscription-based business model **Scalable digital** Content platforms, technology & 2 #1 local portal in France for users & know-how clients 9 out of 10 French adults use our services Top 5 web & mobile reach Clients **Monetisation** #1 in local mobile 650k clients #1 in brand content: +100k websites ~2,000 sales representatives in France <sup>1</sup> Before impact of the expensing of fixed costs of the sales force and of early adoption of IAS 19R.

# 58% of Online revenues, with robust growth and high profitability



2012 vs 2007: +64%

Source: Annual Reports PJG

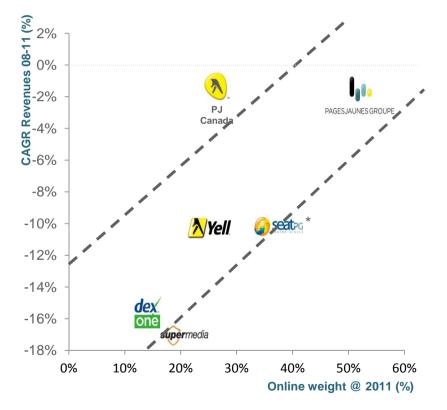
<sup>1</sup> Before impact of the expensing of fixed costs of the sales force and of early adoption of IAS 19R.



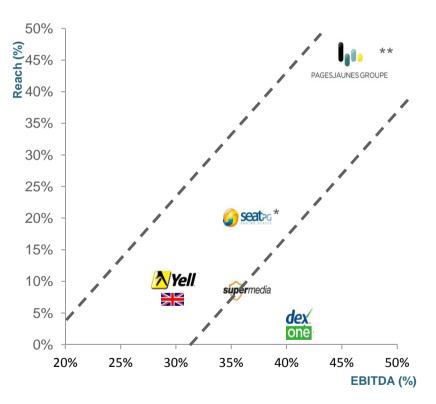
## Online, the main growth and margin driver



#### Revenues Growth 08-11 vs. Online weight



#### EBITDA margin (%) vs Media Reach (%)



#### Growth driven by Online

#### **EBITDA** advantage thanks to media

Sources: Annual Reports, BIA/Kelsey \* 2010 figures before accounting changes in perimeter \*\* GOM for PJG



## Active monitoring of the Printed directories business



- Limited revenues decline thanks to resilient audiences and positive mix of rural areas
- Strict profitability control and directory discontinuation as soon as margin is below breakeven
- Contribution of €187.5 M to Group's 2012 adjusted GOM \*

Adapted and flexible cost structure

Contained

slowdown

- Outsourcing of direct expenses (Paper, Print, Distribution)
- Limited number of employees dedicated to Print (c.70 FTEs)
- Sharing of the sales and back office resources

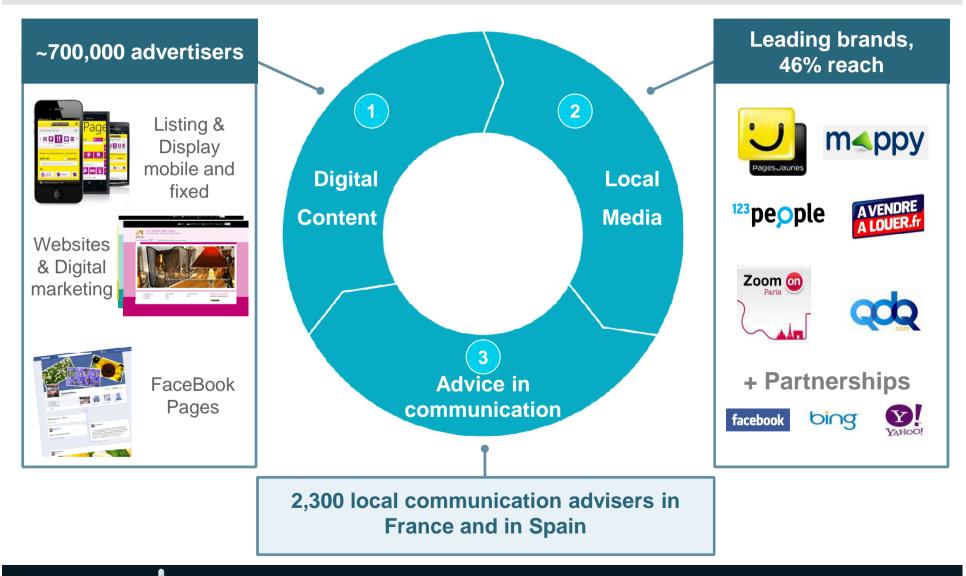
#### No abrupt decline in revenues or GOM expected

\* Before impact of the expensing of fixed costs of the sales force and of early adoption of IAS 19R.



# Online leadership built on contents, medias and local communication expertise







## Highly recognised and complementary portfolio of brands and services





## **PAGESJAUNES GROUPE HAS TRANSFORMED**

to adapt to new technological and social evolutions

## The Group is now definitely MORE LOCAL, MORE ONLINE AND MORE MOBILE

To complete our turnaround, PagesJaunes Groupe adopts a **NEW MODEL** and a **NEW IDENTITY** 





## THE DIGITAL BRANDS FOR DAILY LIFE

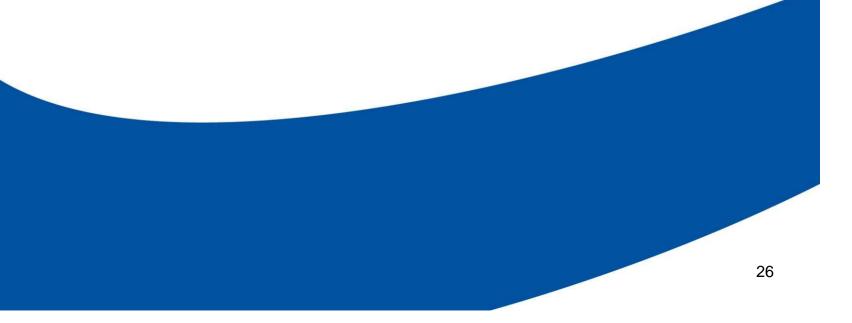
## A NEW NAME AND A NEW IDENTITY

- To voice our leadership on LOCAL communication: we aim at assisting our client in creating digital contents on all local medias
- To explicitly state that our project is LOCAL, ONLINE AND MOBILE
- To enhance Group capacity to COMBINE A DIVERSIFIED RANGE OF BRANDS AND SERVICES to facilitate local daily life and economy
- To clearly express that our development will EXPAND INTERNATIONALLY

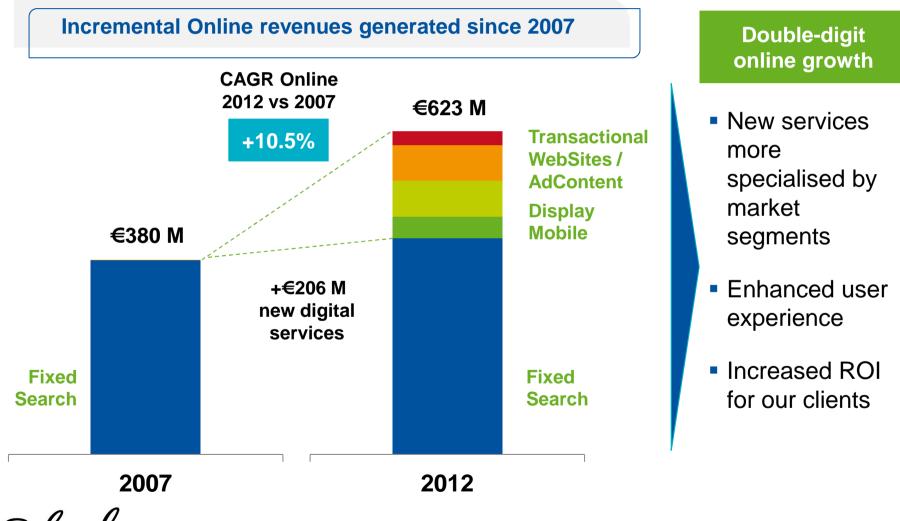
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## **2015 STRATEGIC ROADMAP**



## ONLINE GROWTH ACCELERATED BY NEW STREAMS OF DIGITAL SERVICES



### STRATEGIC INITIATIVES TO CAPTURE ONLINE MARKET GROWTH OPPORTUNITIES

Market Growth	2012	CAGR 12-15	Solocal Assets
Search	+7%	+7%	<ul> <li>Enriched business categories contents</li> <li>Audience partnerships (Bing, Yahoo!)</li> </ul>
Mobile	+30%	+19%	<ul> <li>Explosive audience and usage</li> <li>Mappy: Local search, web-to-store and shopping</li> </ul>
Display	+5%	+6%	<ul> <li>Launch of AdExchange Orbit Interactive</li> <li>Big data and local inventories</li> </ul>
	Website equipme	ent rate for SMEs	Highest number of SMEs websites in France
Websites	309	%	Experience and services by business categories
E-commerce	+19%	+14%	<ul> <li>Transactional services for business categories</li> <li>Coupons and Good deals</li> <li>Launch of an e-commerce website offer</li> </ul>

Sources: Cap Gemini SRI 2012 and 2013 (search, display, mobile) / FEVAD 2012 e-commerce \* Xerfi-Précepta for the 2015 forecasts

## « DIGITAL 2015 » TO SUPPORT TRANSFORMATION AROUND 4 OBJECTIVES

ACCELERATE ONLINE GROWTH by specialising offers, focusing on our clients' needs by business category and developing new capabilities to support them in digital marketing

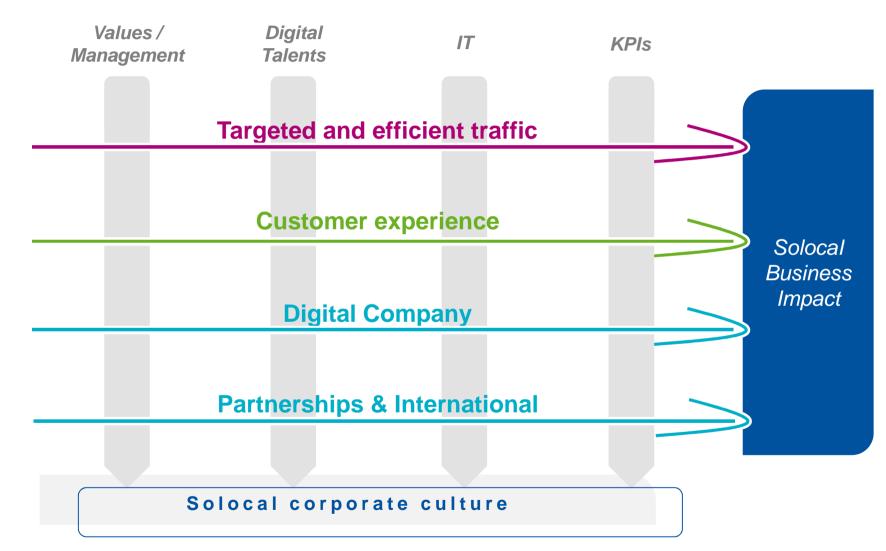
ENHANCE THE EFFICIENCY OF OUR MEDIAS, FIXED AND MOBILE, by providing an enriched user experience and maximising benefits for our clients

ADOPT A DIGITAL, FLEXIBLE COMPANY MODEL, through talents, IT systems, organisation and culture

EMBARK ALL TEAMS ON TRANSFORMATION, to facilitate our development both in France and internationally

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## **AMBITIONS « DIGITAL 2015 »**



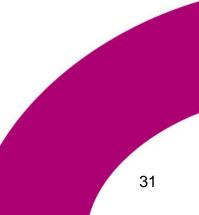
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## 3. GROWTH OPPORTUNITIES: MOBILE, CONTENTS AND AUDIENCE PARTNERSHIPS

Julien Billot

Executive Vice-President in charge of media

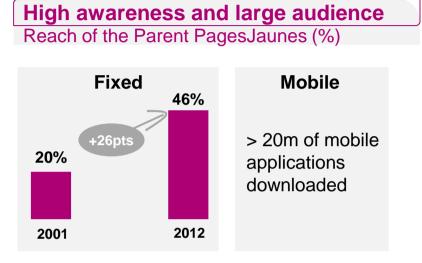


## THE FIVE DRIVERS OF DIGITAL GROWTH

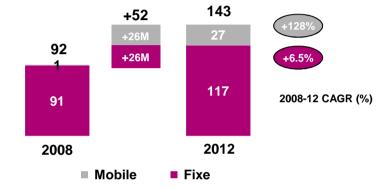
#### 2011/12 change in audience **Content:** Indirect: 25% audience Google 7k fan pages **Total audience:** SEO +9% 112k free websites: SFR msn<sup>®</sup> Partnerships +30% Variabing 700k detailed Own pages: +54% **AdNetwork** 🔤 🕫 🕶 😁 HORYZON MEDIA **Total audience:** Metasearch +12% <sup>123</sup>pages Mobile web: m<ppy Own social ----face zoom 💿 19% audience local media +83% YOY

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## **STRONG AND SUSTAINED GROWTH IN AUDIENCE**



### Sustained growth in audience in France Number of visits per month (in millions)

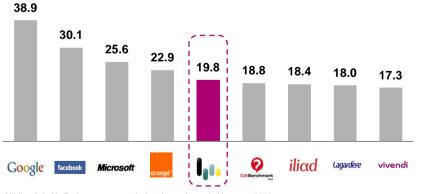


#### Leading positions on Fixed ...

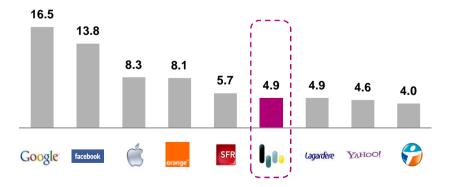
Unique visitors on Fixed Internet, 2012 (in millions)



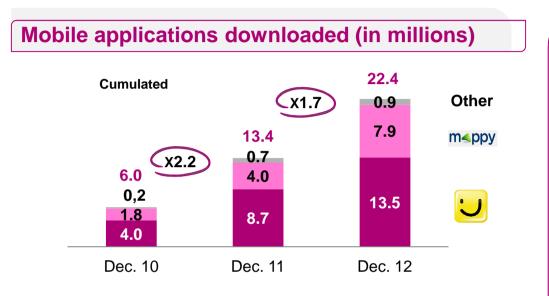
Unique visitors on Mobile Internet, 2012 (in millions)



Médiamétrie NetRatings, average calculated over the period janv-nov 2012



## MOBILE AND TABLETS, KEY GROWTH DRIVERS WITH HIGH MONETISATION POTENTIAL



#### Success of our brands on Tablets



- PagesJaunes and Mappy in the Top 10 iPad downloads
- 2.5 million visits per month (2012 average)
  - Tablets audience x3.6 vs 2011

#### Strong positions on all platforms

- Androïd: dynamic growth
- Windows 8: tablet version
- **iOS**: success with new applications
  - Mappy GPS (200k downloads/ month)
  - Rest'Oh !, best-of 2012 for AppStore

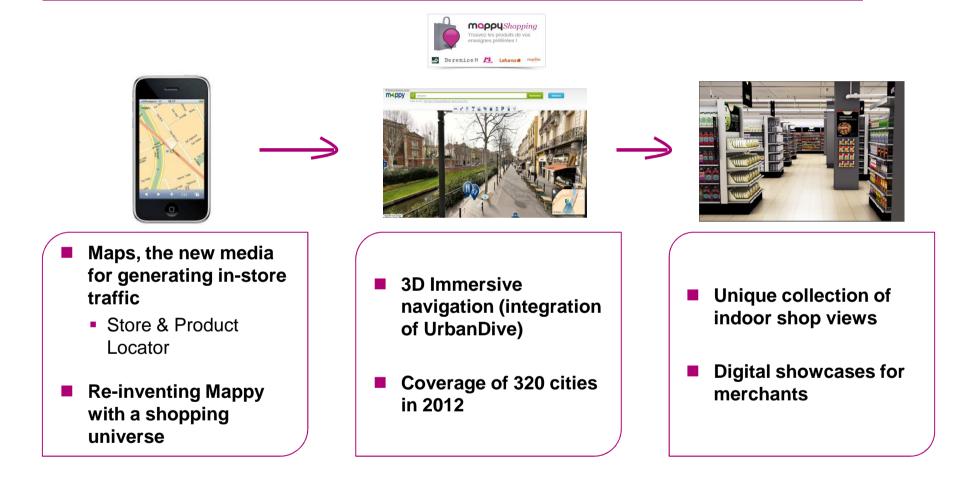
#### Mobile revenues growing faster than audience

- Audience +83% vs 2011
- Revenues x2.5 vs 2011

Source: PagesJaunes Groupe / Médiamétrie (VU)

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## EXTENSION OF MAPPY SERVICES TOWARDS WEB-TO-STORE AND SHOPPING EXPERIENCES



Web-to-store, an additional monetisation opportunity around in-store traffic generation (product search, couponing and good deals)

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## CONNECT TIER 1 BRANDS ACCOUNTS WITH CONSUMERS LOCALLY

### Local experience, a key concern for major brands

- Global/local communication consistency
- Trackable efficiency (ROI)
- Local deployment at salespoint level

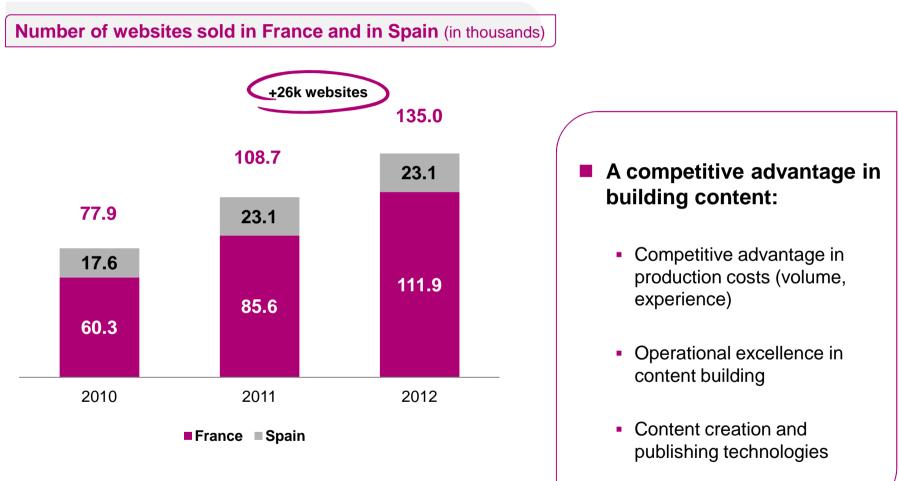
### A unique value proposal:

- 1st local digital advertising agency for the Tier 1 brands, dedicated to web-to-store
- A combination of leading companies around local search, display and digital marketing
- Rise in the use of Real-Time-Bidding and AdExchange

### leadformance Store Locator + SEO for large retailers network RÉSULTATS POUR VOTRE RECHERCHE "PARIS 1 magasins Castorama disponible PARTS CLICHY TORAMA PLACE DE CLICHY CASTORAMA PLACE DE CLICHY Les Arcades 1/3 rue de Caulaincourt ~100 brand retailers (Fr & international) Ex.: Kerastase, 40,000 salons in Europe Internet traffic x10 on local pages L'ORÉAL ••• DARTY orange



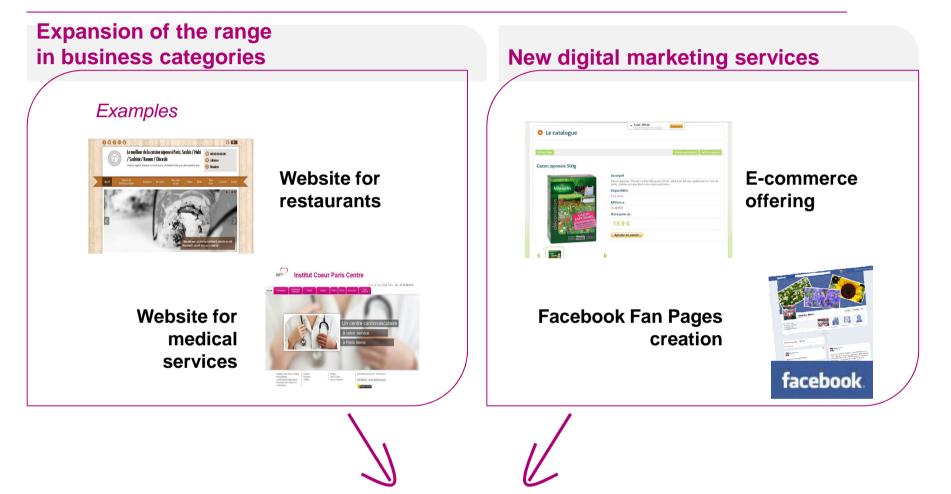
### LEADERSHIP IN WEBSITES CREATION AND DIGITAL MARKETING



Source: PagesJaunes Groupe . France: PJSA only

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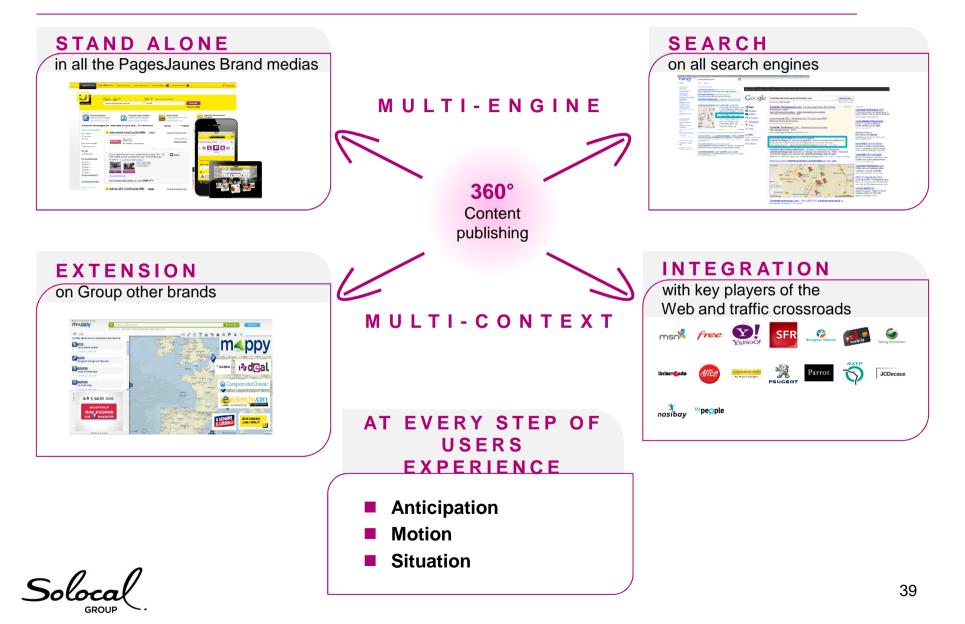
## DEVELOPING WEBSITES TOWARDS BUSINESS CATEGORIES AND DIGITAL MARKETING SERVICES



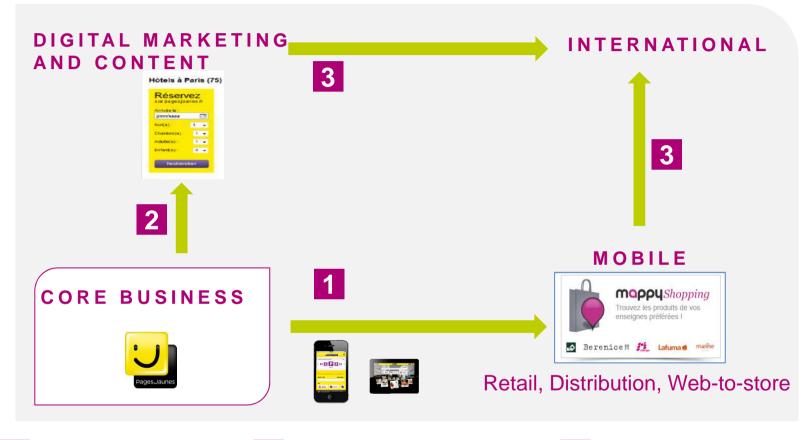
Expansion of websites offerings to enrich contents on our medias

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## A 360° TRAFFIC



### DEVELOPING OPPORTUNITIES BEYOND OUR CORE BUSINESS



**1** Mobile:

New businesses and new targets



**2** Digital Marketing and Content:

Depth and richness of content

**3** International:

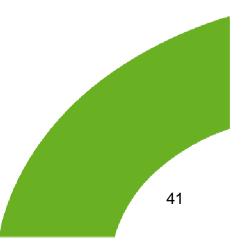
Platforms by business category

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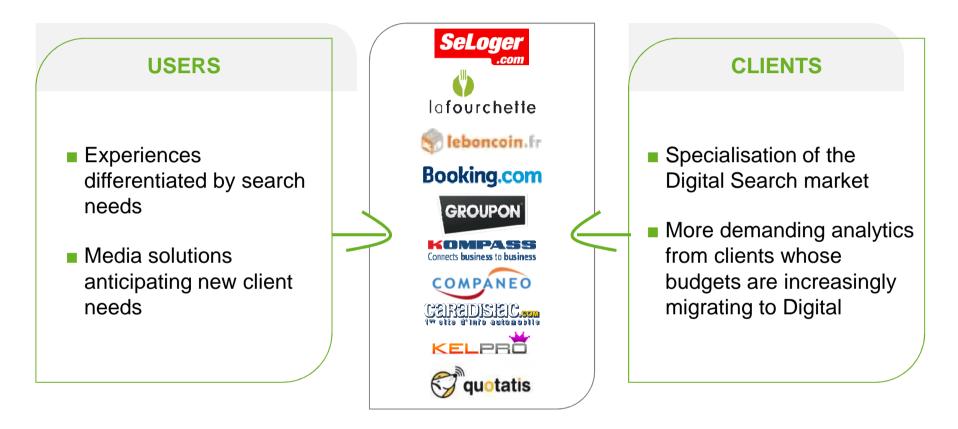
## 4. PROPOSED ORGANISATION AROUND FIVE BUSINESS CATEGORIES

**Christophe Pingard** 

Executive Vice President, Deputy Chief Operating Officer



## **GROWTH IN LOCAL ONLINE BUSINESS COMES WITH A VERTICAL MARKETS SEGMENTATION**



# Vertical markets segmentation, a growth driver for the Group

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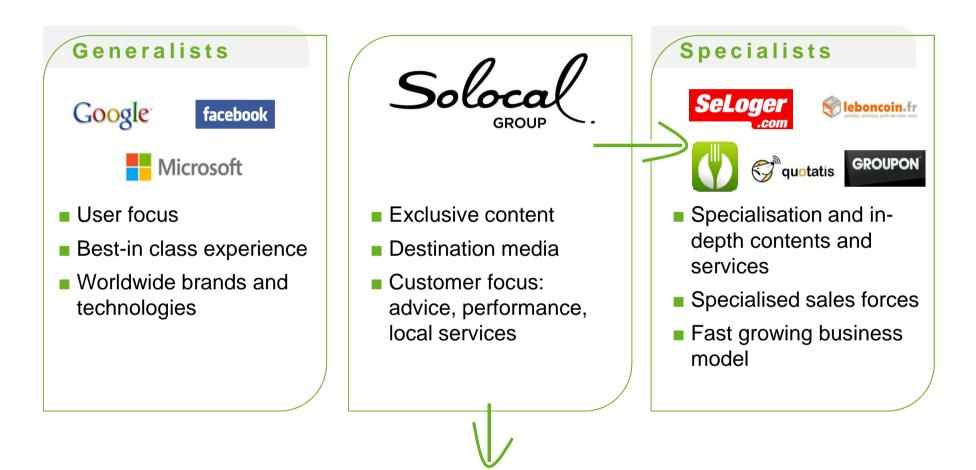
## **ENRICHING OUR CONTENT IS KEY TO DEVELOP BUSINESS SEGMENTS OFFERINGS**

### Restaurants detailed pages – PJ vs Google vs Lafourchette



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## SOLOCAL VERTICAL MARKET APPROACH COMPETES WITH SPECIALISTS AND PARTNERS WITH GENERALISTS



Large range of media, products and online services for our clients ROI and customer experience becoming key factors

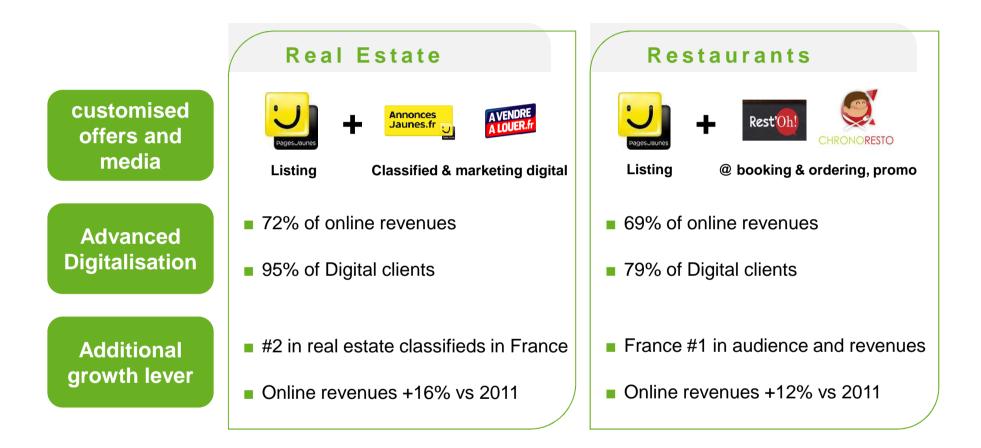
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## **GROUP ACTIVITY COULD BE ORGANISED AROUND FIVE BUSINESS CATEGORIES**

	<b>RETAIL</b> Hotels Restaurants	SERVICE Real estate Cars	HOME Home repair	B2B	PUBLIC Health Legal
Medias & 🙂 brands		Annonces Jaunes.fr	<b>SOTRAVO</b> Facilitateur de projets	pagespro Annuaire de professionnels pour les professionnels	Prise de rendez-vous par Internet
KPIs	<ul> <li>~ € 210M revenues</li> <li>215k clients</li> <li>32 M searches / month</li> </ul>	<ul> <li>~€ 230M revenues</li> <li>115k clients</li> <li>20 M searches / month</li> </ul>	<ul> <li>~€ 330M revenues</li> <li>180k clients</li> <li>11 M searches / month</li> </ul>	<ul> <li>~€ 165M revenues</li> <li>80k clients</li> <li>13 M searches / month</li> </ul>	<ul> <li>~€ 65M revenues</li> <li>60k clients</li> <li>32 M searches / month</li> </ul>
Additional monetisation	<ul> <li>Product search</li> <li>Transactional</li> <li>E-reputation</li> </ul>	<ul><li>Classified</li><li>CRM</li><li>Digital Marketing</li></ul>	<ul><li>On-line quotation</li><li>E-reputation</li></ul>	<ul> <li>Product search</li> <li>Leads / quotation</li> </ul>	<ul><li>Specialised websites</li><li>Scheduling</li></ul>
<b>Key players</b> (FR & Int'l)	GROUPON OpenTable Velp&	Find details of at our properties at rightmove.co.uk The UK's number one property website Seloger Loop	Service Magic.cm home improvement. haste-free.	Connects business to business	ZocDoc

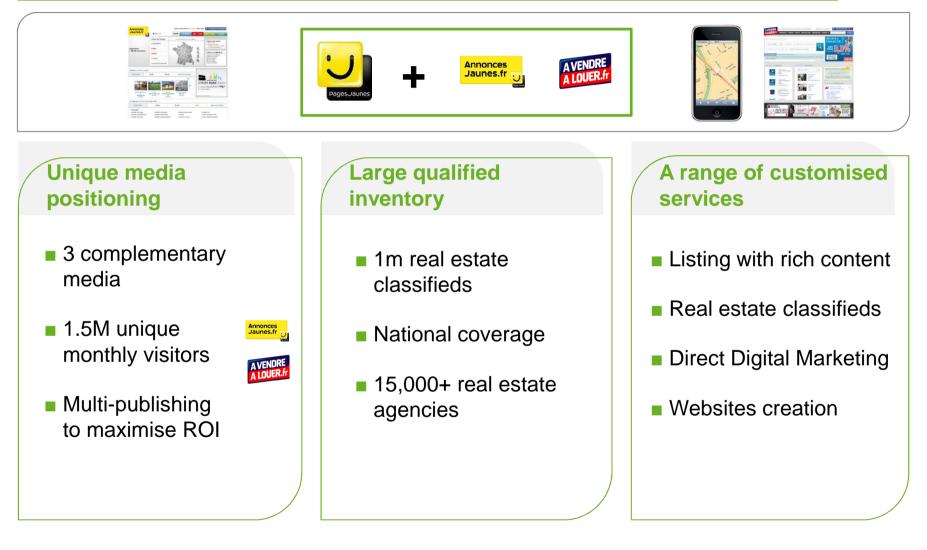
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## LEVERAGE SUCCESS OF JUMP ON REAL ESTATE AND RESTAURANT BUSINESS CATEGORIES



Highly competitive environment where Solocal already demonstrates top-tier performance with substantial potential for monetisation

## **NEW REAL ESTATE BUSINESS CATEGORY OFFERING**



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## **NEW RESTAURANT BUSINESS CATEGORY OFFERING**



## Unique audience crossroads

- 6M restaurants searches per month, of which 25% on mobile
- > 500k delivery orders per year
- > 135k downloads of Rest'Oh ! app
   2 months after launch

## Rich and exclusive content

- ~130k listed restaurants, France's largest database
- Photos, videos, maps and menus
- >130k user reviews
- Improving user satisfaction

## High value-added services

- Ranking and Search
- Table booking
- Meal ordering for delivery
- E-Coupons Deals
- Websites

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## DEVELOPING TRANSACTIONAL EXPERIENCE BETWEEN CLIENTS AND CONSUMERS: EXAMPLE WITH CHRONORESTO

### Acquisition of Chronoresto

 France's 2<sup>nd</sup> internet portal dedicated to online meal orders and delivery



- 800 restaurants, 300k users, 500k orders/year
- revenues 2011 +54%, 2012 +32%

Reinforce SoLocal's leading position on restaurant business category

- Ordering proposal for consumers
- Offer a new transactional experience through various supports
- Enhance Restaurant audience
- Transactional offering, a new driver for additional revenues stream



## **BUSINESS CATEGORY PLATFORMS LEADING TOWARDS INTERNATIONALISATION**

### International development through technologies and vertical markets

- Leveraging expertise and know-how
- Targeted acquisitions by vertical segment
- Creating scalable platforms

## Expanding the model internationally

- Targeted areas:
  - Fast growing online advertising markets
  - SMEs digitalisation potential in the emerging markets
- Models:
  - Partnerships
  - External growth
  - Business development

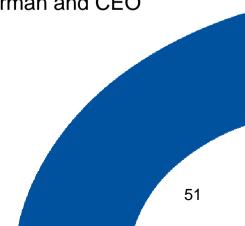


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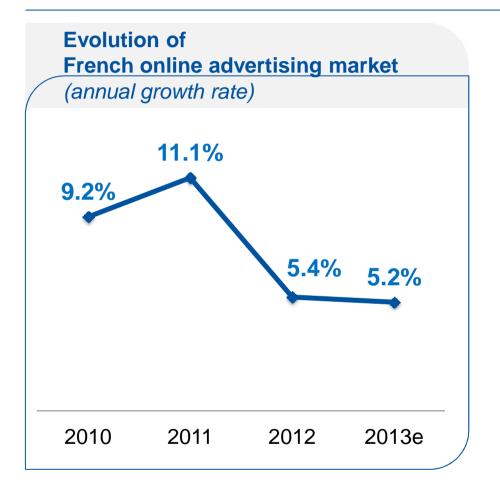
## 5. 2013 OUTLOOK

### Jean-Pierre Remy

Chairman and CEO



# SLOWDOWN IN THE ONLINE ADVERTISING MARKET IN UNCERTAIN FRENCH MACRO ENVIRONMENT



Sources: SRI CapGemini, January 2013

- Tightening advertiser budgets in uncertain economic environment
- Decrease of French advertising spend experienced by all industry players
- Online market growth to slow down in 2012
- Growth in the online advertising market mainly supported by mobile, websites and transactional services

### **GUIDANCE 2013**

In the light of the advertising marked slowdown in the 4th quarter of 2012, the Group adopts the following targets for 2013:

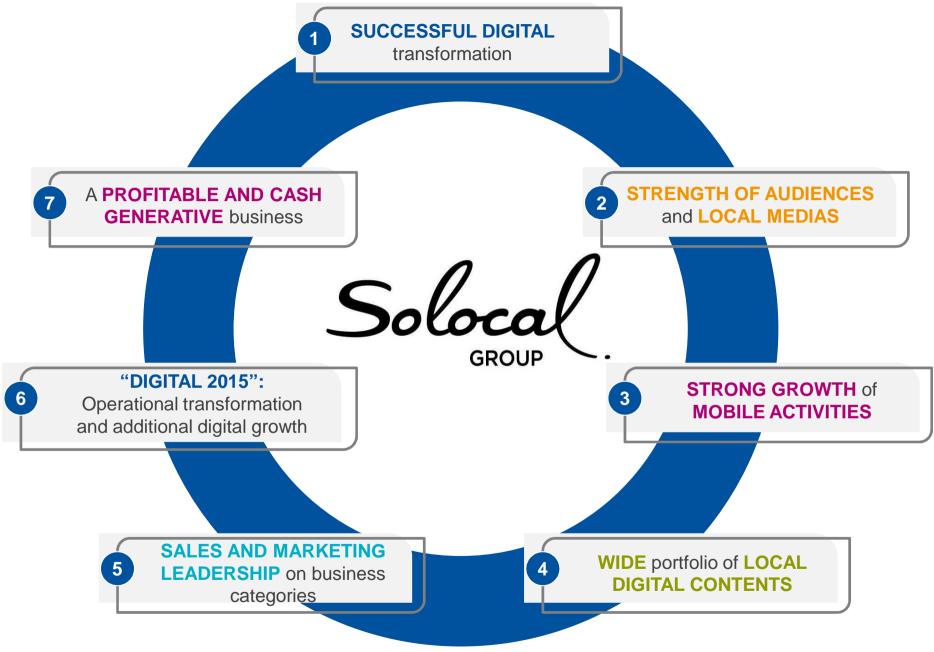
### ■ REVENUE DECREASE BETWEEN -5% AND -3%

- CONTINUED GROWTH in our Internet business, above French Online market
- Internet business representing NEARLY 65% OF TOTAL REVENUES

 MAINTAINED CONTROLLED DECREASE IN THE PRINTED DIRECTORIES BUSINESS similar to 2012

■ 2013 GOM BETWEEN 425 AND 445 MILLION EUROS

Confirmation of the priority given to **REDUCING INDEBTEDNESS** 



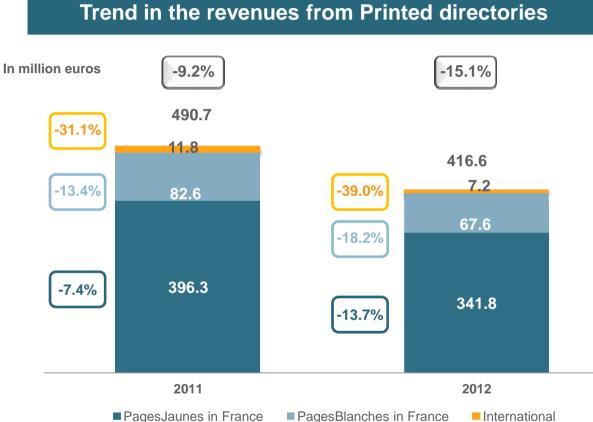


## Appendices Financial results



### **Trend in Printed directories revenues**





#### Decrease in Printed directories revenues of -15.1% over financial vear 2012

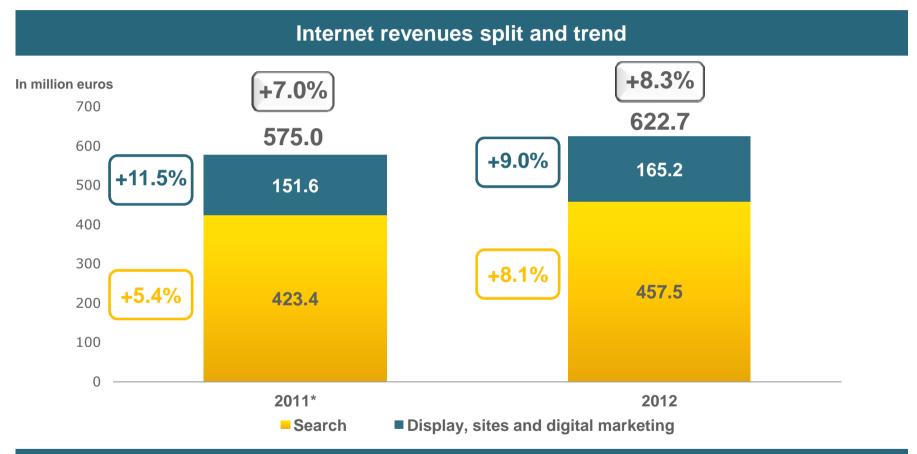
- Drop in revenues of -17.8% in Q4 linked in particular to the PagesBlanches discontinuation in 3 départements (13, 69, 77) (p.m. 4 départements (06, 78, 91, 95) in Q3)
- Discontinuation of the paper business internationally: Paper business in Spain fully stopped and deconsolidation of Editus from 1 October 2012
- Optimisation of publishing costs (Paper, Print, Distribution), down by -17.8%

## Printed directories revenues at 39.1% of Group revenues down -15.1% over financial year 2012



## Trend in Internet (fixed and mobile)





### Internet revenues at 58.4% of Group revenues net growth of +8.3% in 2012

\* Revised 2011 breakdown following a reclassification between Search and Display



# Revenues and Adjusted gross operating margin: 4<sup>th</sup> quarter and financial year 2012



In million euros	Q4 2012	Q4 2011	Change	2012	2011	Change
Internet	159.4	151.4	+5.3%	622.7	575.0	+8.3%
Printed directories	100.4	122.1	-17.8%	416.6	490.7	-15.1%
Other businesses	6.5	8.7	-25.3%	26.9	35.9	-25.1%
Revenues	266.3	282.3	-5.7%	1,066.2	1,101.6	-3.2%
Internet*	67.6	61.4		273.8	257.6	
as % of Internet revenues	42.4%	40.6%	+180 bps	44.0%	44.8%	-80 bps
Printed directories*	39.8	48.7		187.5	224.4	
as % of Printed directories revenues	39.7%	39.8%	-10 bps	45.0%	45.7%	-70 bps
Other businesses*	2.2	2.1		10.1	11.1	
as % of Other businesses revenues	33.6%	24.0%	na	37.5%	30.8%	na
Adjusted gross operating margin*	109.6	112.2		471.4	493.1	
as % of Group revenues	41.2%	39.7%	+150 bps	44.2%	44.8%	-60 bps

\* Before impact of the expensing of fixed costs of the sales force and of early adoption of IAS 19R



# Revenues and Gross operating margin: 4<sup>th</sup> quarter and financial year 2012



In million euros	Q4 2012	Q4 2011*	Change	2012	2011*	Change
Internet	159.4	151.4	+5.3%	622.7	575.0	+8.3%
Printed directories	100.4	122.1	-17.8%	416.6	490.7	-15.1%
Other businesses	6.5	8.7	-25.3%	26.9	35.9	-25.1%
Revenues	266.3	282.3	-5.7%	1,066.2	1,101.6	-3.2%
Internet	63.4	58.6		269.6	254.8	
as % of Internet revenues	39.8%	38.7%	+110 bps	43.3%	44.3%	-100 bps
Printed directories	37.1	46.3		184.8	222.1	
as % of Printed directories revenues	37.0%	37.9%	- 90 bps	44.4%	45.3%	-90 bps
Other businesses	2.2	2.0		10.1	11.0	
as % of Other businesses revenues	33.8%	23.2%	na	37.5%	30.6%	na
Gross operating margin	102.7	107.0		464.5	487.9	
as % of Group revenues	38.6%	37.9%	+70 bps	43.6%	44.3%	-70 bps

## Income statement: 4<sup>th</sup> quarter and financial year 2012



In million euros	Q4 2012	Q4 2011*	Change	2012	2011*	Change
Revenues	266.3	282.3	-5.7%	1,066.2	1,101.6	-3.2%
External purchases	(62.8)	(77.2)	18.7%	(227.1)	(255.7)	11.2%
Other operating income and expenses	(1.6)	(2.5)	36.0%	(3.5)	(7.6)	53.9%
Salaries and charges	(99.2)	(95.6)	-3.8%	(371.1)	(350.4)	-5.9%
Gross operating margin	102.7	107.0	-4.0%	464.5	487.9	-4.8%
as % of revenues	38.6%	37.9%		43.6%	44.3%	
Legal employee profit-sharing	(3.1)	(3.6)	13.9%	(14.7)	(14.1)	-4.3%
Depreciation and amortisation	(10.2)	(7.4)	-37.8%	(36.7)	(25.4)	-44.5%
Other income and expenses	(4.3)	(2.5)	na	(5.1)	(4.6)	-10.9%
Operating income	85.1	93.5	-9.0%	408.0	443.7	-8.0%
Net financial result	(41.1)	(34.2)	-20.2%	(136.1)	(126.2)	-7.8%
Share of profit or loss of an associate	(0.3)	(0.1)	na	(0.9)	(0.2)	na
Income before tax	43.8	59.2	-26.0%	271.0	317.4	-14.6%
Corporate income tax	(24.2)	(29.9)	19.1%	(112.4)	(125.8)	10.7%
Corporate income tax rate	55.0%	50.5%		41.3%	39.6%	
Net income	19.5	29.3	-33.4%	158.5	191.6	-17.3%

## Cash flow statement: 4<sup>th</sup> quarter and financial year 2012



In million euros	Q4 2012	Q4 2011*	Change	2012	2011*	Change
GOM	102.7	107.0	-4.0%	464.5	487.9	-4.8%
Legal employee profit-sharing	(3.1)	(3.6)	+13.9%	(14.7)	(14.1)	-4.0%
Non monetary items included in GOM	2.0	(2.4)	na	0.4	1.7	na
Net change in working capital	(7.0)	(6.5)	-7.7%	(6.0)	(6.0)	+1.1%
Acquisition of tangible and intangible fixed assets	(13.4)	(15.1)	+11.3%	(42.6)	(44.2)	+3.5%
Operational cash flow	81.2	79.3	+2.4%	401.6	425.2	-5.5%
in % of GOM	79.1%	74.2%		86.5%	87.2%	
Financial result pay out or cash	(28.2)	(40.5)	+30.1%	(107.2)	(109.2)	+1.8%
Restructuring costs	(1.9)	(0.7)	na	(1.9)	(0.7)	na
Corporate income tax paid	(31.3)	(22.2)	-41.0%	(107.5)	(117.9)	+8.9%
Net cash flow	19.8	15.9	+24.5%	185.0	197.4	-6.3%
Increase (decrease) in borrowings and bank overdrafts	(452.0)	(3.1)	na	(172.2)	(26.0)	na
Dividends paid	-	0.0	na	-	(162.7)	na
Other	3.0	(9.3)	na	1.0	(34.2)	na
Net cash variation	(429.2)	3.5	na	13.8	(25.4)	na
Net cash and cash equivalents at beginning of period	521.1	74.5	-	78.1	103.5	-24.6%
Net cash and cash equivalents at end of period	91.9	78.1	+17.7%	91.9	78.1	+17.7%



## **Condensed balance sheet as of 31 December 2012**



In million euros	31 Dec 2012	31 Dec 2011*
ASSETS		
Total non-current assets	212.3	220.8
Net goodwill	82.3	94.1
Other net intangible fixed assets	69.4	66.4
Net tangible fixed assets	25.5	28.2
Other non-current assets of which deferred tax assets	35.1	32.1
Total current assets	653.9	634.5
Net trade accounts receivable	429.9	439.3
Acquisition costs of contracts	68.9	70.1
Prepaid expenses	5.6	5.9
Cash and cash equivalents	111.5	82.7
Other current assets	38.0	36.4
TOTAL ASSETS	866.2	855.3
LIABILITIES		
Total equity	(2,006.8)	(2,164.8)
Total non-current liabilities	1,777.2	2,056.5
Non-current financial liabilities and derivatives	1,686.6	1,981.5
Employee benefits (non-current)	83.3	67.3
Other non-current liabilities	7.3	7.6
Total current liabilities	1,095.7	963.6
Bank overdrats and other short-term borrowings	149.9	8.5
Deferred income	632.1	636.6
Employee benefits (current)	124.4	118.3
Trade accounts payable	78.3	94.3
Other current liabilities	111.0	105.9
TOTAL LIABILITIES	866.2	855.3



## Net debt as of 31 December 2012



In million euros	31 Dec 2012	31 Dec 2011
Cash and cash equivalents	111.5	82.7
Gross Cash position	111.5	82.7
Bank overdrafts	(19.6)	(4.6)
Net Cash position	91.9	78.1
Bank borrowings	(1,368.2)	(1,600.2)
Bond borrowings	(350.0)	(350.0)
Revolving credit facility drawn <sup>1</sup>	(75.8)	-
Loan issuance expenses	37.6	33.4
Capital leases	(0.1)	(0.1)
Fair value of hedging instruments	(54.6)	(56.4)
Accrued interest not yet due	(16.7)	(7.4)
Other financial liabilities	(5.7)	(12.1)
Gross financial debt	(1,833.6)	(1,992.8)
of which current	(147.0)	(11.3)
of which non-current	(1,686.6)	(1,981.5)
Net cash (debt)	(1,741.7)	(1,914.7)
Net cash (debt) excluding fair value of financial instruments and loan issuance expenses	(1,724.7)	(1,891.7)

(1) At 12/31/2012, € 20 M available under the revolving facility not drawn



### **Financial structure as at 31 December 2012**



	Size (€M)	Maturity	Margin (bps) / Rate (%)
Tranche A1	49.6	November 2013	175
Tranche A3	962.0	September 2015	400
Tranche A5	356.4	September 2015	360
RCF 1	22.0	November 2013	175
RCF 3 <sup>1</sup>	53.8	September 2015	360
Total Bank debt	1,443.8	-	<b>377</b> <sup>2</sup>
Senior secured notes	350.0	June 2018	8.875%
Other debts	39.8		
Total Gross debt	1,833.6	-	5.40% <sup>3</sup>
Net Cash	91.9	-	
Total Net debt	1,741.7	-	

Limited increase in average cost of debt: estimated annual impact of refinancing around 5 million euros on financial expenses 

(1) (2) (3)

As of 31/12/2012, 20 M€ available under undrawn RCF Average weighted margin Weighted average of bank debt cost and coupon on the high yield notes.





## Annexes Investor Day



## CONTROLED DECREASE IN THE PRINTED DIRECTORIES BUSINESS

## Containement of the Printed directories revenues...

- A controled decrease of revenues compared to other directories peers
- A positive regional mix
  - > 73% revenues in rural areas where printed directories are the most relevant

### A continuation of innovations

- Publishing innovations: contents, formats and layout
- Marketing innovations: « promotion surface », ROI measurement

### ... due to audience resilience

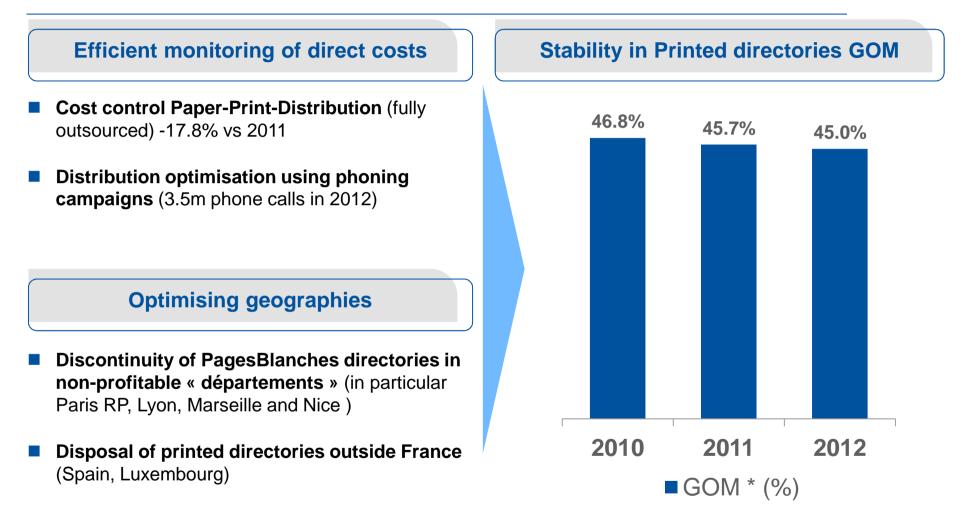
- ~1 billion consultations of printed directories in 2012<sup>1</sup>
- 75% of French people<sup>1</sup> keep using printed directories



<sup>1</sup> Source: Baromètre TNS Sofrès, 2012



## **STABILISATION OF PRINTED DIRECTORIES MARGINS**

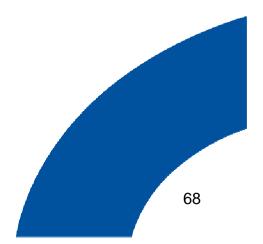


\* For 2011 and 2012 restated for the expensing of fixed costs of the sales force and for early adoption of IAS 19R



Solocal GROUP

## **GLOSSARY**



## **GLOSSARY – OPERATING P&L**

#### **GROUP DIGITAL REVENUES:**

total of Internet revenues from PagesJaunes (pagesjaunes.fr, annoncesjaunes.fr, pagespro.com, websites and mobile Internet) and Internet revenues from all other subsidiaries in the Group.

#### **EXTERNAL PURCHASES:**

primarily include the editorial costs (purchase of paper, printing and distribution of printed directories), costs linked to databases, expenses for the information system, communication and marketing expenses, as well as structure expenses. For example: costs for producing Internet sites (launch of the Internet Visibility Pack), information system costs in line with the new developments, linked to services for advertisers or new functionality on the pagesjaunes.fr website

#### OTHER OPERATING INCOME AND EXPENSES:

are primarily comprised of taxes, certain provisions for risks, and provisions for bad debts

#### SALARIES AND CHARGES:

exclude legal employee profit-sharing and share-based payment

#### **GROSS OPERATING MARGIN (GOM):**

revenues less external purchases, operating expenses (net of operating income) and salaries and social charges. The salaries and social charges included in the gross operating margin do not include employee profit-sharing or the cost of share-based payment.

#### ADJUSTED GROSS OPERATING MARGIN (ADJUSTED GOM):

gross operating margin before recognising the impact of not activating the fixed remuneration for the sales force and of the early application of IAS 19R

Soloca

## **GLOSSARY – FINANCIAL STRUCTURE**

#### **NET FINANCIAL DEBT:**

total gross financial debt plus or minus the fair value of derivative asset and liability hedging instruments and minus cash and cash equivalents

#### **RATIO OF NET DEBT TO GOM:**

as defined in the agreement concluded with the financial establishments, in other words the ratio between an aggregate of consolidated net debt (excluding fair value of hedging instruments and loan issuing expenses) and an aggregate close to consolidated GOM

#### **RATIO OF GOM TO NET FINANCIAL EXPENSES:**

as defined in the agreement concluded with the financial establishments, in other words the ratio between an aggregate close to consolidated GOM and an aggregate of consolidated net financial expenses (excluding change in fair value of hedging instruments recognised in P&L and loan issuing expenses amortisation)

#### AVERAGE COST OF TOTAL DEBT:

Weighted average of bank debt cost and coupon on the high yield notes.

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