FY20 Results
Investors Presentation

Segrate, March 18th 2021
AGENDA

1. FY 2020 Highlights
   - Executive Summary
     - Results vs Guidance
     - Covid-19 Focus
     - Strategic Repositioning

2. FY 2020 Results

3. 2013-2020 Evolution

4. FY 2020 Business Areas

5. FY 2021 Outlook
FY 2020 Highlights - Executive Summary

2018-2019

Second step in strategic repositioning:
- Disposal of Mondadori France
- Reduction of scope of print activities in Media area
- Digital business development

Operating and financial consolidation
- Adj. Ebitda € 110.4 mn
- Cash flow from ordinary operations € 48.4 mn
- NFP/EBITDA Adj = 0.7x* with NFP at € -55.4 mn

2020

Group resilience in an emergency year:
- Books make for over 90% of Group margin
- Ready and effective response by Management to guarantee:
  ✓ business continuity and safety conditions in the workplace
  ✓ protection of profitability through effective cost containment actions

Increased efficiency and further financial deleverage
- Adj. Ebitda € 98.1 mn
- Cash flow from ordinary operations € 51.2 mn
- NFP/EBITDA Adj = 0.2x* with NFP at € -14.8 mn

* Before IFRS 16
FY 2020 Highlights - Executive Summary

- **Steady improvement trend in results confirmed**: overall positive Group performance despite restrictions on the Retail channel to counter the pandemic
- Continued remarkable growth of the Trade Books market (approximately +17% yoy)
- Benefit from grants to museum activities offsetting the negative effects of lockdowns

- EBITDA margin 13.2% versus 12.5% in FY19
- Revenue down by 14% on like-for-like basis:
  - Slight decline in Books thanks to Trade's resilience and School Textbook’s stability
  - Strong decline of the areas
    - Media due to sharp drop in advertising revenue
    - Retail due to social distancing measures and resulting store closures
    - Museum due to suspension of activities throughout the year
- Significant cash generation (CF ordinary operations € 51.2 mn), thanks also to grants cashed-in, resulting in significant financial deleverage despite the deteriorated context (NFP -15 mn; NFP/EBITDA = 0.2x*)

- Rapid response and ongoing support to the corporate population to protect health and business continuity
- Business continuity kept through technological and organizational actions taken to facilitate the use of smart-working solutions
- **Protection of company profitability** through strong reduction in costs (€ 48 mn) also thanks tools and social shock absorbers made available by the Government (e.g. CIGO)
- Support to the supply chain by granting payment extensions to bookstores and shortening supplier payment terms

* Before IFRS 16
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FY 2020 Highlights - Results vs Guidance

Results beat expectations

TARGETS

- **REVENUE**
  -16-18% vs FY19

- **Adj. EBITDA %**
  12%

- **CF from ordinary operations**
  Continued cash generation trend

- **NFP (no IFRS 16)**
  < NFP FY 2019

RESULTS

- **-15.9%**
  (-14% on like-for-like basis;)

- **13.2%**

- **€ 51 mn vs 48 mn in FY19**

- **€ -14.8 mn vs € -55.4 mn at end 2019**
FY 2020 Highlights - Results vs Guidance

**BUSINESS RESILIENCE**
Business resilience thanks to the strength of Books and stringent managerial discipline even in such an out-of-the-ordinary year..

- Profitability % higher than FY 2019
- Increased cash generation
- Stronger financials

**COST REDUCTION**

- Personnel expense - €22 mn
- Structural costs - €6 mn
- Operating costs - €>20 mn

......largely supported by strong cost reductions..

**LONG-TERM SUSTAINABLE COST ACTION**

- Further efficiency in structural costs
- Absence of social shock absorbers calls for actions to contain the rebound in personnel expense
- Continued rationalization of the Retail store portfolio

...to form the basis in 2021 of new, effective cost efficiency actions:
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FY 2020 Highlights - COVID-19 Focus

People Safety

- Establishment of an Internal Crisis committee to manage the crisis
- Publication of a Corporate Anti-Contagion Protocol
- Implementation of Smart working involving almost all workers
- Launch of an intranet platform for seamless dialogue with the company
- Provision of personal and company protective equipment and sanitation of workplaces
- Adoption of rapid and effective diagnostic systems, especially for mass screening: rapid tests made available to all the workers (over 2,550 swab and serological tests made)

Business Continuity

Measures to contain personnel expense, by resorting also to social shock absorbers. Use of past holiday entitlement and reduction of variable management remuneration

Further actions to reduce operating costs

- Revision of the publishing plan of the Trade area
- Merging and re-scheduling of issues of a number of titles in the Media area
- Deferred payment policy for bookstores during lockdown aimed at supporting the supply chain of the publishing industry

Actions on costs

Actions on revenue

Provision of protective equipment and sanitation of workplaces
FY 2020 Highlights - Strategic repositioning confirmed

Major business model de-risking path

Books make for over 90% of Group margins...

... the rest is generated by digital
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   - Highlights
     - Focus EBITDA & Cost Saving
     - Cash flow & NFP
     - Headcount
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FY20 Results - Highlights

- Revenue: €744.0mn (2020) vs. €884.9mn (2019), -14% on a like-for-like basis
- Adjusted EBITDA: €98.1mn (2020) vs. €110.4mn (2019), -12.3€mn
- Reported EBITDA: €84.6mn (2020) vs. €102.9mn (2019), -18.3€mn
- EBIT: €14.8mn (2020) vs. €62.3mn (2019), -47.5€mn
- Consolidated Net Result: €4.5mn (2020) vs. €28.2mn (2019), -23.7€mn
- Cash flow from ordinary operations (cont. oper.): €51.2mn (2020) vs. €48.4mn (2019), +2.8€mn

Including impairment & amort./depr. Media for €30mn
FY20 Results - Steady profitability in an out-of-the-ordinary year

Post lockdown, business performance in line with 2019

<table>
<thead>
<tr>
<th>Quarter</th>
<th>EBITDA Margin 2019</th>
<th>EBITDA Margin 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q</td>
<td>1.0% n.s.</td>
<td>9.4% 9.2%</td>
</tr>
<tr>
<td>2Q</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3Q</td>
<td>22.1%</td>
<td>23.7%</td>
</tr>
<tr>
<td>4Q</td>
<td>12.0%</td>
<td>13.4%</td>
</tr>
</tbody>
</table>

Net contributions museum activities for €8 million
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Cost Saving FY20 vs. FY19

The strong cost-cutting policy helped counter the loss of margins resulting from the drop in revenue: Efficiencies for ~48 € mn

EBITDA FY19: 110.4
- Gross margin loss: 64.0
- Labour cost (extended): 21.9
- Other costs: 26.4
- COVID-19 costs: 1.9
- Contrib. to museum activities: 8.0
- Other: 2.8

EBITDA FY20: 98.1

The strong cost-cutting policy helped counter the loss of margins resulting from the drop in revenue: Efficiencies for ~48 € mn

- ADV & Promotion (16 € mn)
- Rentals (2 € mn)
- Borderò (4 € mn)
- CIGO and holidays used up (3.0 € mn)
- Reduced MBO and Bonuses, overt. and rem. pol. (3.0 mn)
- Change in scope (7.6 mn)
**EBITDA FY20 Trend**

€ millions

### Adj. EBITDA

**FY19**
- Books: 110.4
- Retail: 6.9
- Media: 3.8
- Corp./Interc.: 3.3
- **FY20**: 98.1

**Total Change:** -12.3 mln

### Rep. EBITDA

**FY19**
- Business: 102.9
- Restruct. Charges: 2.5
- Not Ord. Items: 3.5
- **FY20**: 84.6

**Total Change:** -18.3 mln
# From EBITDA to Net Result FY20

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>84.6</td>
<td>102.9</td>
</tr>
<tr>
<td>D&amp;A</td>
<td>69.8</td>
<td>40.5</td>
</tr>
<tr>
<td>EBIT</td>
<td>14.8</td>
<td>4.6</td>
</tr>
<tr>
<td>Net Financials</td>
<td>6.6</td>
<td>8.1</td>
</tr>
<tr>
<td>Associates</td>
<td>7.3</td>
<td>1.0</td>
</tr>
<tr>
<td>RWM Shares</td>
<td>0.6</td>
<td>18.6</td>
</tr>
<tr>
<td>Taxes</td>
<td>3.0</td>
<td>3.8</td>
</tr>
<tr>
<td>Net Result</td>
<td>4.5</td>
<td>28.2</td>
</tr>
</tbody>
</table>

*Incl. Minorities & Result from Discontinued Operations*
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Cash Flow & NFP Dec. 20

Ordinary Cash Flow

Positive cash generation confirmed

Cash Flow Ordinario = CF Operativo al netto di imposte ed oneri finanziari; LTM nei mesi infrannuali

NFP Evolution

Trend Leverage Ratio*

* Adj. EBITDA & NFP before IFRS 16

Decrease by 73.3%

Cash-in from MF disposal: 62.8 € mn

Ordinary Cash Flow

2016 2017 2018 2019 2020

2.4 1.7 1.6 0.6 0.2

2019 +40.6 € mn (before IFRS16)

2020
Consolidated Cash Flow FY20

Total Cash Flow
+40.7

Ordinary Cash Flow
+51.2

Not Ordinary Cash Flow
-10.5

€ millions

FY19 NFP (IFRS16)
-151.3

Adj. EBITDA*
82.4

NWC &
Funds

Financial
Charges*

Restructuring
Charges

Taxes

Associates

Other

CAPEX

Other

Var. IFRS16
effects

FY20 NFP (IFRS16)
-97.6

SEE: -1.5 € mln

* Adj. EBITDA & NFP before IFRS 16
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Headcount evolution FY20

Group Headcount

Dec 16 | Dec 17 | Dec 18 | Dec 19 | Dec 20
---|---|---|---|---
3,261 | 3,026 | 2,880 | 2,137 | 1,845

Headcount by BU

**Books**
- Dec 19: 639
- Dec 20: 645

**Retail**
- Dec 19: 343
- Dec 20: 370

**Media**
- Dec 19: 547
- Dec 20: 592

**Corporate & Shared Services**
- Dec 19: 316
- Dec 20: 411

-8.6% like-for-like: -6.9%

Dec 20 vs. Dec 19

-16% net of IT Factory Outsourcing
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2013 / 2020 Evolution

Revenue

EXCL. MF

2013-2020

€ -223m

Excl. MF

ADJ. EBITDA
Before IFRS16

EBITDA margin %

EXCL. MF

2013-2020

€ +68m

Excl. MF

1.370
1.249
1.192
1.347
1.300

967
860
813
983
970
891
885
744

14
28
37
67
85
100
111

51
64
73

3.7%
5.1%
6.1%
7.4%
8.5%
10.1%
11.1%

2013 / 2020 Evolution

NFP / Adj. EBITDA*

* Adj. EBITDA & NFP before IFRS 16
2020 Strategic Repositioning

**Revenue mix** (% on gross revenue)

- **2014**
  - Media Print: 58%
  - Books & Retail: 41%
  - Total: 1.249 m€

- **2017**
  - Media Print: 46%
  - Books & Retail: 51%
  - Media Digital: 3%
  - Total: 1.300 m€

- **2020**
  - Books & Retail: 75%
  - Media Digital: 4%
  - Media Print: 21%
  - Total: 744 m€

**Adj. EBITDA mix** (corporate costs not represented)

- **2014**
  - Media Print: 43%
  - Books & Retail: 57%
  - Total: 64 m€ 5.1%

- **2017**
  - Media Print: 34%
  - Books & Retail: 65%
  - Total: 111 m€ 8.5%

- **2020**
  - Books & Retail: 92%
  - Media Digital: 4%
  - Media Print: 1%
  - Total: 82 m€ 11.1%

Excl. IFRS 16
MF included until 2017
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Markets – Trade Books FY 2020

Strong recovery of Trade Books after lock-down: +13.5% yoy

Total Market - Month

Volume (.000)

Mkt Value (.000€)

FY

VOL

Mkt Value

FY 2018
1.190
FY 2019
1.255
FY 2020
1.296

Mkt Value (.000€)

E-Books & Audiobooks 2020 = 7.4% of Total Mkt

*Source: GfK, Dec 2020 (sell-out market value data, 53 Weeks in 2020 vs 52 Weeks in 2019)
## Markets – Rankings e new publications 2020

### 10 titles in the Top 20 Bestsellers

<table>
<thead>
<tr>
<th>#</th>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fu sera e fu mattina</td>
<td>Follett Ken</td>
<td>MONDADORI</td>
</tr>
<tr>
<td>2</td>
<td>Cambiare l'acqua ai fiori</td>
<td>Perrin Valérie</td>
<td>E/O</td>
</tr>
<tr>
<td>3</td>
<td>L' enigma della camera 622</td>
<td>Dicker Joël</td>
<td>LA NAVE DI TESEO</td>
</tr>
<tr>
<td>4</td>
<td>Il colibrì</td>
<td>Veronesi Sandro</td>
<td>LA NAVE DI TESEO</td>
</tr>
<tr>
<td>5</td>
<td>Riccardino</td>
<td>Camilleri Andrea</td>
<td>SELLERIO EDITORE PALERMO</td>
</tr>
<tr>
<td>6</td>
<td>Insieme in cucina. Divertirsi in cucina con le ricette di «Fatto in casa da Benedetta»</td>
<td>Rossi Benedetta</td>
<td>MONDADORI ELECTA</td>
</tr>
<tr>
<td>7</td>
<td>I leoni di Sicilia. La saga dei Florio</td>
<td>Auci Stefania</td>
<td>NORD</td>
</tr>
<tr>
<td>8</td>
<td>Le storie del mistero</td>
<td>Lyon Gamer</td>
<td>MAGAZZINI SALANI</td>
</tr>
<tr>
<td>9</td>
<td>Come un respiro</td>
<td>Ozpetek Ferman</td>
<td>MONDADORI</td>
</tr>
<tr>
<td>10</td>
<td>La misura del tempo</td>
<td>Carofiglio Gianrico</td>
<td>EINAUDI</td>
</tr>
<tr>
<td>11</td>
<td>Perché l'Italia amò Mussolini (e come è sopravvissuta alla dittatura del virus)</td>
<td>Vespa Bruno</td>
<td>MONDADORI</td>
</tr>
<tr>
<td>12</td>
<td>M. L'uomo della provvidenza</td>
<td>Scurati Antonio</td>
<td>BOMPIANI</td>
</tr>
<tr>
<td>13</td>
<td>Ah l'amore l'amore</td>
<td>Manzini Antonio</td>
<td>SELLERIO EDITORE PALERMO</td>
</tr>
<tr>
<td>14</td>
<td>In cucina con voi! Tutte le nuove ricette di «Fatto in casa da Benedetta»</td>
<td>Rossi Benedetta</td>
<td>MONDADORI ELECTA</td>
</tr>
<tr>
<td>15</td>
<td>Io sono l'abisso</td>
<td>Carrisi Donato</td>
<td>LONGANESI</td>
</tr>
<tr>
<td>16</td>
<td>A riveder le stelle. Dante, il poeta che inventò l'Italia</td>
<td>Cazzullo Aldo</td>
<td>MONDADORI</td>
</tr>
<tr>
<td>17</td>
<td>Il falco</td>
<td>Casati Modignani Sveva</td>
<td>SPERLING &amp; KUPFER</td>
</tr>
<tr>
<td>18</td>
<td>Sfida il Signor S con Lui e Sofi. Il fantalibro dei Me contro Te</td>
<td>Me contro Te</td>
<td>MONDADORI ELECTA</td>
</tr>
<tr>
<td>19</td>
<td>Una terra promessa</td>
<td>Obama Barack</td>
<td>GARZANTI</td>
</tr>
<tr>
<td>20</td>
<td>Le fantafiabe di Lui e Sofi</td>
<td>Me contro Te</td>
<td>MONDADORI ELECTA</td>
</tr>
</tbody>
</table>

*Source: GfK, Dec. 2020 (sell-out market value data)
Markets – Trade Books Jan-Feb. 2021 Update

5 titles in the 2021 Top 10

1
2
3
4
5
6
7
8

First 8 weeks 2021 trend

Average growth rate
MN +32.9%

Average growth rate
Mkt +30.7%

Source: GfK, February 2021 (sell-out market value data)
2020: the «irregular» marketing campaign (due to Covid-19) resulted in lower adoptions which have caused the market revenue decrease.
Markets – Market Shares FY 2020

### Trade Market Share

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gruppo Mondadori</td>
<td>24.8%</td>
<td>26.0%</td>
</tr>
<tr>
<td>GMS</td>
<td>11.3%</td>
<td>10.6%</td>
</tr>
<tr>
<td>Giunti</td>
<td>7.6%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Jaca</td>
<td>5.1%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Others</td>
<td>48.0%</td>
<td>46.1%</td>
</tr>
</tbody>
</table>

*Source: GfK, Dec. 2020 (sell-out market value data)*

### Education Market Share

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gruppo Mondadori</td>
<td>22.1%</td>
<td>21.7%</td>
</tr>
<tr>
<td>Zanichelli</td>
<td>23.2%</td>
<td>22.8%</td>
</tr>
<tr>
<td>Pearson</td>
<td>13.8%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Others</td>
<td>30.2%</td>
<td>31.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardcover</td>
<td>18.7%</td>
<td>20.2%</td>
</tr>
<tr>
<td>Paperback</td>
<td>56.7%</td>
<td>56.1%</td>
</tr>
<tr>
<td>Primary</td>
<td>20.5%</td>
<td>18.2%</td>
</tr>
<tr>
<td>SS1</td>
<td>25.9%</td>
<td>25.5%</td>
</tr>
<tr>
<td>SS2</td>
<td>20.7%</td>
<td>20.8%</td>
</tr>
</tbody>
</table>

*Source: AIE 2020 (number of adopted sections)
## Business FY20 – Books

### Revenue
- **2020:** €422.9 million (2019: €478.4 million)
- **Trade:** €212.1 million (2019: €245.2 million) -5.6% yoy, due to the growing weight of the e-commerce channel
- **Educational:** €204.2 million (2019: €224.7 million) -16.7% yoy, due primarily to closure of museums and archaeological sites (under concession) for the COVID-19 emergency (€ -31.5 million); revenue from School textbooks -4.9% yoy, performing slightly better than the relevant market.

### Adj. EBITDA
- **2020:** €87.5 million, down due mainly to the decline in museum activities, only partly offset by grants received.
- **EBITDA margin % basically steady ≈20%**

### Adj. EBITDA -6.9 € mn (+4.2 € mn in 4Q)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>RIP Electa</td>
<td>38.0</td>
<td>41.7</td>
</tr>
<tr>
<td>Education</td>
<td>156.8</td>
<td>164.9</td>
</tr>
<tr>
<td>Distribution and services</td>
<td>6.8</td>
<td>8.4</td>
</tr>
</tbody>
</table>

* 2019 restated following spin-off of Electa’s Trade books BU, incorporated as from 1/1/20 in the Trade books segment.

* Decree MD 521 (16/11/2020) € 10.9 mn, net of provisions
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## Business FY20 - Retail

<table>
<thead>
<tr>
<th>Revenue -17.7% (-14.3% in 4Q)</th>
<th>Adj. EBITDA -3.8 € mn (-2.4 € mn in 4Q)</th>
</tr>
</thead>
<tbody>
<tr>
<td>153.7</td>
<td>186.9</td>
</tr>
<tr>
<td>14.5</td>
<td>15.7</td>
</tr>
<tr>
<td>20.6</td>
<td>13.9</td>
</tr>
<tr>
<td>73.7</td>
<td>86.0</td>
</tr>
<tr>
<td>44.9</td>
<td>5.0</td>
</tr>
<tr>
<td>2020</td>
<td>2019</td>
</tr>
</tbody>
</table>

### Books Market FY2020

- **Market**
  - +3.3% (Impact of lower weight of online channel)
  - -10.5% (Online Weight 41.7%)
  - +62.3% (Physical Weight 89.7%)

- **Points of Sale Network:**
  - Ongoing rationalization

### Adjusted EBITDA

- Adjusted EBITDA down moderately versus the drop in revenue thanks to effective cost containment actions, renovation of the physical store network and structural revision of organization and processes.

### Revenue

- **Books:** 12.9% down despite strong impact of COVID-19 lockdowns:
  - of all bookstores from March 12 to end April
  - of PoS in shopping centres during WE and on holidays and pre-holidays in 4Q; in 4Q -0.6% yoy
- **Extra-books:** down due also to strategy focused on Books
- **Better performance of Franchised segment (-14.3%)** than DOS’s one (-37%) and strong growth of e-commerce (+47.7%)
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The Social Multimedia Company

MAGAZINE

21
MAGAZINES

10.2 mn
readers

106
SOCIAL
MEDIA

36.5 mn
fanbase

14
DIGITAL
BRANDS

33.9 mn
unique
audience

EVENTS

NEW

EVENTS & PHYGITAL
EXPERIENCE

25 mn
women

18.3 mn
women

Sources: Audipress III/2020, comScore Dec. 20, internal estimates on Shareable & Insight data
Business FY20 – Media

Leader in 5 verticals

21 MAGAZINES

14 DIGITAL BRANDS

Readers
Unique Audience

TV
2.2 mln
3.9 mln

Cooking
0.8 mln
25.7 mln

Women / Lifestyle
1.2 mln
12.8 mln

Health & Wellness
15.5 mln

Tech & Science
3.2 mln
8.9 mln

Sources: Audipress III/2020, comsCore Dec. 2020 (unique audience/month)
Markets – Media

2020 Circulations Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Circulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>311.0</td>
</tr>
<tr>
<td>2019</td>
<td>352.6</td>
</tr>
</tbody>
</table>

-11.8%

2020 ADV

<table>
<thead>
<tr>
<th>Media Type</th>
<th>2020 (€ mln)</th>
<th>2019 (€ mln)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td>449</td>
<td>536</td>
<td>-16.2%</td>
</tr>
<tr>
<td>Newspapers</td>
<td>214</td>
<td>338</td>
<td>-36.6%</td>
</tr>
<tr>
<td>Magazines</td>
<td>451</td>
<td>454</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Digital</td>
<td>329</td>
<td>438</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Radio</td>
<td>187</td>
<td>266</td>
<td>-29.5%</td>
</tr>
<tr>
<td>Direct Mail</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

-15.3%

Mondadori – Web Unique Audience (mn/month)

<table>
<thead>
<tr>
<th>Source</th>
<th>2020</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33.9</td>
<td>30.2</td>
<td>+12.1%</td>
</tr>
</tbody>
</table>

Source: Circulation – Press-di (Dec. 2020), newstands + subs. in value

Source: Adv. – Nielsen (Dec. 2020), value data, excl. Search, social, classified & OTT

Source: comScore (Dec. 2020)
**Revenue**

- **Advertising revenue:** on l.f.l. basis, dynamics of the digital segment (+0.3% FY; +21% in 4Q) fail to offset the COVID-19-related sharp decline in print (-41%): overall ≈ -23% yoy; weight of digital advertising revenue: ≈57%.
- **Circulation revenue:** ≈-24% yoy, performance affected by COVID-19 impact and, to a lesser extent, by disposal of the 5 titles; on a like-for-like basis, down -14% yoy
- **Revenue from add-on sales:** -26% (-24% l.f.l.), due also to reduced availability of DVD and CD products
- **Distribution and other down:** ≈-10%

**Adj. EBITDA**

- Adj. EBITDA € 7.9 mn down by only € 3.3 mn, despite drop in revenue due to the **effective measures to contain** operating costs (% margins steady)
- Digital adj. EBITDA up to € 7.2 mn (in 4Q20 +1 mn vs 4Q19) and profitability > 22%
1. FY 2020 Highlights
2. FY 2020 Results
3. 2013-2020 Evolution
4. FY 2020 Business Areas
5. FY 2021 Outlook
## Outlook FY21 - Forecast business trends

<table>
<thead>
<tr>
<th>Markets/Offer</th>
<th>Targets</th>
</tr>
</thead>
</table>
| **TRADE BOOKS** | - Ongoing positive market performance  
- Increase in market share through a competitive publishing plan |
| **EDUCATION** | - Market up thanks to expectation of major changes in textbook adoption |
| **MUSEUMS** | - Slight recovery of the segment thanks to eased restrictions on exhibition management activities and access to museum sites |
| **RETAIL** | - Segment revenue rebound thanks to buoyant Books market  
- Continued streamlining of the offer, focus on Books and rationalization of the points of sale |
| **MEDIA** | - Upswing of print and digital advertising market |

<table>
<thead>
<tr>
<th>Targets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRADE BOOKS</strong></td>
<td>- Profitability % marginally lower vs 2020 due to &quot;rebound&quot; of operating costs</td>
</tr>
</tbody>
</table>
| **EDUCATION** | - Revenue up driven by market dynamics  
- Confirmation of % profitability levels achieved in 2020 and in years prior to COVID-19 |
| **MUSEUMS** | - Revenue and margins up slightly (net of 2020 relief)  
- Despite improved performance, profitability remains below pre-COVID-19 levels |
| **RETAIL** | - Sharp increase in profitability across all channels thanks to the revision of organization and processes and closure of marginal or underperforming points of sale |
| **MEDIA** | - Steady % profitability thanks to continued growth of digital and cost-cutting measures despite slightly declining revenue |

*Pursuant to Decree M.D. 521 16/11/2020 "FURTHER ALLOCATION OF PART OF THE EMERGENCY FUND FOR CULTURAL ENTERPRISES AND INSTITUTIONS", intended for the relief of art exhibition operators
AGENDA

1. FY 2020 Highlights
2. FY 2020 Results
3. 2013-2020 Evolution
4. FY 2020 Business Areas
5. FY 2021 Outlook

Business trends
2021 Guidance
M&A Opportunities
FY21 Outlook – Guidance

2021 GUIDANCE (current scope)

**REVENUE**

- Low single digit growth vs FY20

**Adj. EBITDA**

- 11-12% Margin
  - (~ stable vs FY 20 net of Electa grants)

**Net Result**

- Strong growth
  - (also thanks to «one-off» effects)

**Ordinary Cash Flow**

- €40-45 million

**NFP**

- Positive (net cash) excl. IFRS16

*Including IFRS16: NFP/Adj. EBITDA < 0.8x (from 1.0x FY20)
AGENDA

1. FY 2020 Highlights
2. FY 2020 Results
3. 2013-2020 Evolution
4. FY 2020 Business Areas
5. FY 2021 Outlook
   - Business trends
   - 2021 Guidance
   - M&A Opportunities
Strategy focus on consolidation and growth of the core business, also through extraordinary transactions

- Strong commitment on M&A opportunities with focus on:
  - core business Books (Trade and School Textbooks) and Digital
  - new segments in or adjacent to Book publishing

- Also with financial discipline maintaining Leverage < 2.0/2.5x (no IFRS 16)*

M&A Headroom: €200-250 mn

* Excluding IFRS 16 effect, pro-forma
## Business Areas Snapshot FY20

### Books

- **% 2020 Revenue**: 55%
- **Revenue**: €422.9m in 2020, €478.4m in 2019
- **% 2020 EBITDA Adj.**: 90%
- **% EBITDA Adj.**: 87.5% in 2020, 94.5% in 2019

### Retail

- **% 2020 Revenue**: 20%
- **Revenue**: €153.7m in 2020, €186.9m in 2019
- **% 2020 EBITDA Adj.**: 2%
- **% EBITDA Adj.**: 1.3% in 2020, 5.0% in 2019

### Media

- **% 2020 Revenue**: 25%
- **Revenue**: €197.6m in 2020, €256.6m in 2019
- **% 2020 EBITDA Adj.**: 3%
- **% EBITDA Adj.**: 7.9% in 2020, 11.3% in 2019

### Group

**13.2% (12.5% excl. Contrib.)**
## FY20 P&L

<table>
<thead>
<tr>
<th>Euro/millions</th>
<th>2020</th>
<th>2019</th>
<th>% chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td>744,0</td>
<td>884,9</td>
<td>(15,9%)</td>
</tr>
<tr>
<td>INDUSTRIAL PRODUCT COST</td>
<td>225,3</td>
<td>279,4</td>
<td>31,6%</td>
</tr>
<tr>
<td>VARIABLE PRODUCT COSTs</td>
<td>112,7</td>
<td>115,5</td>
<td>13,1%</td>
</tr>
<tr>
<td>OTHER VARIABLE COSTS</td>
<td>144,9</td>
<td>168,8</td>
<td>19,1%</td>
</tr>
<tr>
<td>STRUCTURAL COSTS</td>
<td>49,7</td>
<td>60,1</td>
<td>6,8%</td>
</tr>
<tr>
<td>EXTENDED LABOUR COSTS</td>
<td>131,3</td>
<td>153,2</td>
<td>17,3%</td>
</tr>
<tr>
<td>OTHER EXPENSE (INCOME)</td>
<td>(18,0)</td>
<td>(2,6)</td>
<td>n.s.</td>
</tr>
<tr>
<td>ADJUSTED EBITDA</td>
<td>98,1</td>
<td>110,4</td>
<td>12,5%</td>
</tr>
<tr>
<td>RESTRUCTURING COSTS</td>
<td>8,9</td>
<td>6,4</td>
<td>0,7%</td>
</tr>
<tr>
<td>EXTRAORDINARY EXPENSE (INCOME)</td>
<td>4,6</td>
<td>1,1</td>
<td>0,1%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>84,6</td>
<td>102,9</td>
<td>11,6%</td>
</tr>
<tr>
<td>AMORTIZATION AND DEPRECIATION</td>
<td>26,8</td>
<td>22,4</td>
<td>2,5%</td>
</tr>
<tr>
<td>IMPAIRMENT AND WRITE-DOWNS</td>
<td>28,6</td>
<td>3,6</td>
<td>0,4%</td>
</tr>
<tr>
<td>AMORTIZATION AND DEPRECIATION IFRS 16</td>
<td>14,4</td>
<td>14,6</td>
<td>1,7%</td>
</tr>
<tr>
<td>EBIT</td>
<td>14,8</td>
<td>62,3</td>
<td>7,0%</td>
</tr>
<tr>
<td>FINANCIAL EXPENSE (INCOME)</td>
<td>4,1</td>
<td>2,2</td>
<td>0,2%</td>
</tr>
<tr>
<td>FINANCIAL EXPENSE IFRS 16</td>
<td>2,5</td>
<td>2,4</td>
<td>0,3%</td>
</tr>
<tr>
<td>FINANCIAL EXPENSE (INCOME) FROM SECURITIES VALUATION</td>
<td>(0,6)</td>
<td>(1,0)</td>
<td>(0,1)%</td>
</tr>
<tr>
<td>EXPENSE (INCOME) FROM INVESTMENTS</td>
<td>7,3</td>
<td>8,1</td>
<td>0,9%</td>
</tr>
<tr>
<td>EBT</td>
<td>1,5</td>
<td>50,6</td>
<td>5,7%</td>
</tr>
<tr>
<td>TAX EXPENSE (INCOME)</td>
<td>(3,0)</td>
<td>18,6</td>
<td>2,1%</td>
</tr>
<tr>
<td>RESULT FROM CONTINUING OPERATIONS</td>
<td>4,5</td>
<td>32,0</td>
<td>3,6%</td>
</tr>
<tr>
<td>RESULT FROM DISCONTINUED OR DISCONTINUING OPERATIONS</td>
<td>0,0</td>
<td>2,6</td>
<td>0,3%</td>
</tr>
<tr>
<td>NET RESULT FOR THE PERIOD (GROUP AND NON-CONTROLLING)</td>
<td>4,5</td>
<td>29,4</td>
<td>3,3%</td>
</tr>
<tr>
<td>MINORITIES</td>
<td>0,0</td>
<td>1,2</td>
<td>0,1%</td>
</tr>
<tr>
<td>GROUP NET RESULT</td>
<td>4,5</td>
<td>28,2</td>
<td>3,2%</td>
</tr>
</tbody>
</table>

-14% like-for-like

Incl. impairment (-26.5 mln) of some Media brands

Patent Box of €5.5 mln
<table>
<thead>
<tr>
<th>Euro/millions</th>
<th>Q4 2020</th>
<th>Q4 2019</th>
<th>% chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td>202.1</td>
<td>225.9</td>
<td>(10.6%)</td>
</tr>
<tr>
<td>INDUSTRIAL PRODUCT COST</td>
<td>65.8</td>
<td>74.0</td>
<td>(11.2%)</td>
</tr>
<tr>
<td>VARIABLE PRODUCT COSTS</td>
<td>40.3</td>
<td>29.3</td>
<td>13.0%</td>
</tr>
<tr>
<td>OTHER VARIABLE COSTS</td>
<td>39.5</td>
<td>41.0</td>
<td>18.2%</td>
</tr>
<tr>
<td>STRUCTURAL COSTS</td>
<td>13.9</td>
<td>18.3</td>
<td>(24.3%)</td>
</tr>
<tr>
<td>EXTENDED LABOUR COST</td>
<td>33.0</td>
<td>38.5</td>
<td>(14.1%)</td>
</tr>
<tr>
<td>OTHER EXPENSE (INCOME)</td>
<td>(17.5)</td>
<td>(22)</td>
<td>n.s.</td>
</tr>
<tr>
<td>ADJUSTED EBITDA</td>
<td>27.1</td>
<td>27.0</td>
<td>0.3%</td>
</tr>
<tr>
<td>RESTRUCTURING COSTS</td>
<td>6.2</td>
<td>3.4</td>
<td>15%</td>
</tr>
<tr>
<td>EXTRAORDINARY EXPENSE (INCOME)</td>
<td>1.4</td>
<td>0.9</td>
<td>0.4%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>19.5</td>
<td>24.5</td>
<td>(20.3%)</td>
</tr>
<tr>
<td>AMORTIZATION AND DEPRECIATION</td>
<td>7.2</td>
<td>5.6</td>
<td>2.5%</td>
</tr>
<tr>
<td>IMPAIRMENT AND OTHER WRITE-DOWNS</td>
<td>22.8</td>
<td>3.3</td>
<td>n.s.</td>
</tr>
<tr>
<td>AMORTIZATION AND DEPRECIATION IFRS 16</td>
<td>3.6</td>
<td>3.5</td>
<td>1.6%</td>
</tr>
<tr>
<td>EBIT</td>
<td>(14.1)</td>
<td>(12.2)</td>
<td>5.4%</td>
</tr>
<tr>
<td>FINANCIAL EXPENSE (INCOME)</td>
<td>0.9</td>
<td>1.5</td>
<td>0.7%</td>
</tr>
<tr>
<td>FINANCIAL EXPENSE IFRS 16</td>
<td>0.6</td>
<td>0.6</td>
<td>0.3%</td>
</tr>
<tr>
<td>FINANCIAL EXPENSE (INCOME) FROM SECURITIES VALUATION</td>
<td>0.3</td>
<td>(2.0)</td>
<td>(0.9)%</td>
</tr>
<tr>
<td>EXPENSE (INCOME) FROM INVESTMENTS</td>
<td>2.1</td>
<td>2.8</td>
<td>1.2%</td>
</tr>
<tr>
<td>EBT</td>
<td>(18.0)</td>
<td>9.2</td>
<td>4.1%</td>
</tr>
<tr>
<td>TAX EXPENSE (INCOME)</td>
<td>(4.5)</td>
<td>2.6</td>
<td>1.1%</td>
</tr>
<tr>
<td>RESULT FROM CONTINUING OPERATIONS</td>
<td>(13.5)</td>
<td>6.6</td>
<td>2.9%</td>
</tr>
<tr>
<td>RESULT FROM DISCONTINUED OR DISCONTINUING OPERATIONS</td>
<td>0.0</td>
<td>1.5</td>
<td>0.7%</td>
</tr>
<tr>
<td>NET RESULT FOR THE PERIOD (GROUP AND NON-CONTROLLING INT</td>
<td>(13.5)</td>
<td>5.1</td>
<td>2.3%</td>
</tr>
<tr>
<td>MINORITIES</td>
<td>0.0</td>
<td>0.0</td>
<td>n.s.</td>
</tr>
<tr>
<td>GROUP NET RESULT</td>
<td>(13.5)</td>
<td>5.1</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
### 4Q-FY20 Revenue and Adjusted EBITDA by Business Area

#### Revenue

<table>
<thead>
<tr>
<th></th>
<th>4Q 20</th>
<th>4Q 19</th>
<th>Var. %</th>
<th>FY 20</th>
<th>FY 19</th>
<th>Var. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books</td>
<td>106.8</td>
<td>112.4</td>
<td>(4.9%)</td>
<td>422.9</td>
<td>478.4</td>
<td>(11.6%)</td>
</tr>
<tr>
<td>Retail</td>
<td>51.7</td>
<td>60.3</td>
<td>(14.3%)</td>
<td>153.7</td>
<td>186.9</td>
<td>(17.7%)</td>
</tr>
<tr>
<td>Media</td>
<td>53.5</td>
<td>65.4</td>
<td>(18.2%)</td>
<td>197.6</td>
<td>256.6</td>
<td>(23.0%)</td>
</tr>
<tr>
<td>Corporate &amp; Shared Services</td>
<td>11.9</td>
<td>9.8</td>
<td>+21.3%</td>
<td>45.1</td>
<td>38.5</td>
<td>+17.1%</td>
</tr>
<tr>
<td>Intercompany</td>
<td>(21.9)</td>
<td>(22.0)</td>
<td>(0.4%)</td>
<td>(75.4)</td>
<td>(75.6)</td>
<td>(0.2%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>202.1</td>
<td>225.9</td>
<td>(10.6%)</td>
<td>744.0</td>
<td>884.9</td>
<td>(15.9%)</td>
</tr>
</tbody>
</table>

#### Adjusted EBITDA

<table>
<thead>
<tr>
<th></th>
<th>4Q 20</th>
<th>4Q 19</th>
<th>Var.</th>
<th>FY 20</th>
<th>FY 19</th>
<th>Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books</td>
<td>20.1</td>
<td>15.9</td>
<td></td>
<td>87.5</td>
<td>94.5</td>
<td>(6.9)</td>
</tr>
<tr>
<td>Retail</td>
<td>1.8</td>
<td>4.2</td>
<td></td>
<td>1.3</td>
<td>5.0</td>
<td>(3.8)</td>
</tr>
<tr>
<td>Media</td>
<td>4.7</td>
<td>5.8</td>
<td></td>
<td>7.9</td>
<td>11.3</td>
<td>(3.3)</td>
</tr>
<tr>
<td>Corporate &amp; Shared Services</td>
<td>(0.2)</td>
<td>0.1</td>
<td></td>
<td>(0.6)</td>
<td>(0.4)</td>
<td>(0.2)</td>
</tr>
<tr>
<td>Intercompany</td>
<td>0.7</td>
<td>1.0</td>
<td></td>
<td>1.9</td>
<td>0.1</td>
<td>1.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>27.1</td>
<td>27.0</td>
<td></td>
<td>98.1</td>
<td>110.4</td>
<td>(12.3)</td>
</tr>
</tbody>
</table>

* Margin release on intercompany inventory reduction
## FY20 Balance Sheet

### Activities

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Working Capital</td>
<td>43.6</td>
<td>93.9</td>
</tr>
<tr>
<td>Assets from Rights of use (IFRS16)</td>
<td>80.3</td>
<td>46.1</td>
</tr>
<tr>
<td>Other Fixed Assets</td>
<td>37.5</td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>187.7</td>
<td>220.3</td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets from Rights of use (IFRS16)</td>
<td>82.8</td>
<td>14.8</td>
</tr>
<tr>
<td>Other Fixed Assets</td>
<td>172.4</td>
<td>170.0</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>79.2</td>
<td>88.5</td>
</tr>
</tbody>
</table>

**NIC**

- 2020 = €270 mln
- 2019 = 321.3 mln

**NFP (IFRS16 effects)**

- 2020 = €79.2 mln
- 2019 = €88.5 mln

**NFP**

- 2020 = €14.8 mln
- 2019 = €170.0 mln

**Group Equity**

- 2020 = €172.4 mln
- 2019 = €170.0 mln

**Provisions**

- 2020 = €79.2 mln
- 2019 = €88.5 mln
## FY20 Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>% chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRADE RECEIVABLES</td>
<td>192,1</td>
<td>222,7</td>
<td>(13,7%)</td>
</tr>
<tr>
<td>INVENTORY</td>
<td>111,5</td>
<td>120,8</td>
<td>(7,7%)</td>
</tr>
<tr>
<td>TRADE PAYABLES</td>
<td>238,2</td>
<td>273,3</td>
<td>(12,9%)</td>
</tr>
<tr>
<td>OTHER ASSETS (LIABILITIES)</td>
<td>(21,8)</td>
<td>(20,7)</td>
<td>n.s.</td>
</tr>
<tr>
<td><strong>NET WORKING CAPITAL</strong></td>
<td><strong>43,6</strong></td>
<td><strong>49,4</strong></td>
<td>(11.7%)</td>
</tr>
<tr>
<td>INTANGIBLE ASSETS</td>
<td><strong>187,7</strong></td>
<td><strong>220,3</strong></td>
<td>(14.8%)</td>
</tr>
<tr>
<td>PROPERTY, PLANT AND EQUIPMENT</td>
<td>17,0</td>
<td>17,9</td>
<td>(5,5%)</td>
</tr>
<tr>
<td>INVESTMENTS</td>
<td>20,6</td>
<td>28,1</td>
<td>(26.8%)</td>
</tr>
<tr>
<td><strong>NET FIXED ASSETS WITH NO RIGHTS OF USE IFRS 16</strong></td>
<td><strong>225,3</strong></td>
<td><strong>266,4</strong></td>
<td>(15.4%)</td>
</tr>
<tr>
<td>ASSETS FROM RIGHTS OF USE IFRS 16</td>
<td>80,3</td>
<td>93,9</td>
<td>(14.6%)</td>
</tr>
<tr>
<td><strong>NET FIXED ASSETS WITH RIGHTS OF USE IFRS 16</strong></td>
<td><strong>305,5</strong></td>
<td><strong>360,4</strong></td>
<td>(15.2%)</td>
</tr>
<tr>
<td>PROVISIONS FOR RISKS</td>
<td>46,4</td>
<td>55,1</td>
<td>(15.7%)</td>
</tr>
<tr>
<td>POST-EMPLOYMENT BENEFITS</td>
<td>32,8</td>
<td>33,4</td>
<td>(1.8%)</td>
</tr>
<tr>
<td>PROVISIONS</td>
<td>79,2</td>
<td>88,5</td>
<td>(10.5%)</td>
</tr>
<tr>
<td><strong>NET INVESTED CAPITAL</strong></td>
<td><strong>270,0</strong></td>
<td><strong>321,3</strong></td>
<td>(16.0%)</td>
</tr>
<tr>
<td>SHARE CAPITAL</td>
<td>68,0</td>
<td>68,0</td>
<td>0.0%</td>
</tr>
<tr>
<td>RESERVES</td>
<td>99,9</td>
<td>73,9</td>
<td>35.3%</td>
</tr>
<tr>
<td>PROFIT (LOSS) FOR THE PERIOD</td>
<td>4,5</td>
<td>28,2</td>
<td>(84.0%)</td>
</tr>
<tr>
<td><strong>GROUP EQUITY</strong></td>
<td><strong>172,4</strong></td>
<td><strong>170,0</strong></td>
<td>1.4%</td>
</tr>
<tr>
<td>NON-CONTROLLING INTERESTS’ EQUITY</td>
<td>0,0</td>
<td>0,0</td>
<td>n.s.</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td><strong>172,4</strong></td>
<td><strong>170,0</strong></td>
<td>1.4%</td>
</tr>
<tr>
<td>NET FINANCIAL POSITION NO IFRS 16</td>
<td>14,8</td>
<td>55,4</td>
<td>(73.3%)</td>
</tr>
<tr>
<td>NET FINANCIAL POSITION IFRS 16</td>
<td>82,8</td>
<td>95,9</td>
<td>(13.6%)</td>
</tr>
<tr>
<td><strong>NET FINANCIAL POSITION</strong></td>
<td><strong>97,6</strong></td>
<td><strong>151,3</strong></td>
<td>(35.5%)</td>
</tr>
<tr>
<td><strong>SOURCES</strong></td>
<td><strong>270,0</strong></td>
<td><strong>321,3</strong></td>
<td>(16.0%)</td>
</tr>
</tbody>
</table>

Incl. TV Sorrisi e Canzoni amortization (-3.5 € mn) & some Media brands impairment (-26.5€ mn)
<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL CASH FLOW</strong></td>
<td>40,7</td>
<td>91,8</td>
</tr>
<tr>
<td><strong>NET FINANCIAL POSITION NO IFRS 16</strong></td>
<td>(14,8)</td>
<td>(55,4)</td>
</tr>
<tr>
<td><strong>IFRS 16 EFFECTS IN THE PERIOD</strong></td>
<td>13,0</td>
<td>12,8</td>
</tr>
<tr>
<td><strong>FINAL NET FINANCIAL POSITION</strong></td>
<td>(97,6)</td>
<td>(151,3)</td>
</tr>
</tbody>
</table>
**Glossary**

- **EBITDA**
  is equal to earnings before interest, tax, depreciation and amortization. The Group also provides information on the percentage of EBITDA on net sales.

  EBITDA computed by the Group allows operating results to be compared with those of other companies, net of any effects from financial and tax items, and of depreciation and amortization, which may vary from company to company for reasons unrelated to general operating performance.

- **Adjusted EBITDA**
  is gross operating profit as explained above, net of income and expenses of a non-ordinary nature such as:
  
  (i) income and expenses from restructuring, reorganization and business combinations;
  
  (ii) clearly identified income and expenses not directly related to the ordinary course of business;
  
  (iii) as well as any income and expenses from nonrecurring events and transactions as set out in Consob communication DEM6064293 of 28/07/2006.

- **EBIT**
  net result for the period before income tax and other income and expenses.

- **EBT**
  net result for the period before income tax.

- **Net Invested Capital**
  is equal to the algebraic sum of Fixed Capital, which includes non-current assets and non-current liabilities (net of non-current financial liabilities included in the Net Financial Position) and Net Working Capital, which includes current assets (net of cash and cash equivalents and current financial assets included in the Net Financial Position) and current liabilities (net of current financial liabilities included in the Net Financial Position).

- **Operating Cash Flow**
  adjusted EBITDA, as explained above, plus or minus the decrease/increase in working capital in the period, minus capital expenditure (CAPEX/Investment).

- **Ordinary Cash Flow**
  is cash flow from operations as explained above, net of financial expenses, taxes paid in the period, and income/expenses from investments in associates.

- **LTM Ordinary Cash Flow**
  cash flow from ordinary operations in the last twelve months.

- **Non ord. Cash Flow**
  cash flow generated/used in transactions that are not considered ordinary, such as company restructuring and reorganization, share capital transactions and acquisitions/disposals.
2021 Financial Reporting

April 27 2021  Annual General Meeting of the Shareholders for the approval of the Annual Report for the year ended 31 December 2020

May 13 2021  Interim Management Statement at 31 March 2021

July 29 2021  Half-Year Report at 30 June 2021

November 11 2021  Interim Management Statement at 30 September 2021