

TRINGALI: SPEECH

Thank you very much Chairman.

Good morning to all,

We have come, once again, to this important event to share with you the work of last year.

It's been nearly 6 years since this crisis began, one of the longest and deepest crises in history; also not without constant and unexpected policy and regulatory changes (including the most recent, of which the President has already discussed), which have only helped to sow further distrust in the market.

The effort, commitment and talent of all who work in our group, our persistence and endurance, make us one of the few survivors!

Unfortunately, many businesses have closed, gone broke and we all know the plight of the media sector!

We are the ones who are in a privileged position, and in 2013, we have improved our operating result for the year 2012. We continue with a benefit, we have no debt, we have cash!

After many years, the current situation in España and perspective are actually better than before. We are surely starting a cycle change and increasing confidence is key. We hope this positive change reaches the real economy this year, encouraging domestic consumption and consequently the advertising market.

The advertising market has closed 2013 with a decline of 8.0% in conventional medias (as published by Infoadex). In the case of television, the decline was 6.2%, with the only conventional media presenting positive signs was the Internet: +1.8%.

It deserves to be noted that after 10 consecutive quarters of decline in the TV advertising market, the fourth quarter of 2013, presented a clear change in trend with growth of 5%.

Consistent with this analysis, our forecast for 2014 is better than 2013, a year of transition and recovery, albeit slow, allowing us take advantage of our strength!

However, in a world where everything has changed, to achieve positive results and success, the same old strategies of the past will not work.

The world is different, and will continue to change!

Globalization and technology have been the engines of change!

Now, the crisis spread like a pandemic, information is unstoppable, trade borders are more open, competition increases every day in all sectors and therefore in ours as well!

Innovation, flexibility and competitiveness are the new paradigms!

Everything has changed: Consumers, businesses, viewers.

- Consumers have changed their mentality; their consumption habits are more rational when buying, more demanding in prices, they are more aware of the alternatives! The same socio-demographic change is transforming the map of consumption and services!
- Viewers are more demanding because of the variety of offerings. They participate more and influence through the social networks, and new generations, young people, are already changing the way we view the audiovisual content!
- Businesses, our clients need to be more innovative, more competitive; they need to recover value and margin! Some have even had to completely change the business model!

The technology, which has favored and accelerated globalization and what becomes more each day, has inspired new businesses and has changed many other business models.

In this great revolution, if we talk about our industry, television and audiovisual content are more alive than ever and are still protagonists.

The world is different and it is our territory, it is ideal for those who, like us, have always wanted and want to be different.

And the new paradigms

They have always been our paradigms:

Innovation, flexibility and competitiveness are our guiding stars that will once again confirm leadership.

For this purpose here are 5 routes that we are taking:

1. The first is the recovery of our core value, the value of being expert consultants of communication!

Communication is increasingly important, but communicating effectively is complicated by the variety of media, new ways to use them and the variety of targets.

Our commitment is to help our clients develop a more integrated, global, multi-screen and multi-contact way to communicate!

2. The second is to continue being the reference in television content, have the best possible advertising audience and multiply it on different screens.

3. The third is fine-tune our sensitivity to the voice of the market, predict future needs and anticipate them!

4. The fourth way is to develop and grow and not be self-referential, open ourselves out to new countries, new ideas, new tools, and new potential partners.

5. The fifth is to prepare for an ever greater more transversal, transnational competition.

These are the great challenges for our Group and the advertising of Publiespaña which in 2014, reaches 25 years of life and success and already looks to the future with great enthusiasm.

Speaking of 2013, through Publiespaña, Mediaset España has maintained leadership of the television advertising market, reaching a 43.7% share of investment (as published by InfoAdex). And at the same time it has built the foundation for a successful future!

In the new television environment, our clients and the media agencies more so, try to consider themselves similar to the two principal groups, Mediaset and ATRESMEDIA, but we refuse to be considered as equals.

Being different has always been our signature and always will be.

To this end, we have developed a number of initiatives:

1. The first one. We have launched a new organization. The consumption of television content through the multiscreen is a growing trend. The second screens have become strong allies of television and therefore have opted firmly for the integration of marketing the advertising offer of Internet and TV. In this regard, we have redirected all business lines of Publimedia to Publiespaña Gestion, except for pay TV, so as to comply with the requirements set by the CNMC.
2. The second: We have designed a new and more effective advertising campaign. Our commitment to the Prime Time campaign began in April 2011, and implies that over 90% of the blocks of the Prime Time on our channels will broadcast a maximum of 6 minutes of conventional advertising. Recent studies highlight the importance of this commitment, as both the advertising recall, the brand recommendation, are better in shorter blocks. And framed in the same strategy, we have taken a step further with the "Homeland" series,

emitting "Hiquality" blocks for a maximum of 3 spots. This policy of short blocks in Prime Time joins our strategy to leverage the maximum potential of advertising, because we place spots within programs in prime time, contrary to what others publishers do.

3. The third: We studied a new trade policy to create value. Our priority is to give more value to advertising. What is worth more should be recognized in the purchase. And this is our position towards 2014. To be consultants for our clients, conscious that advertising space is not a commodity. Within the framework of value is also innovation, as we are constantly developing new formats to extend the charter of advertising opportunities for our clients. We have recently completed a pioneering commercial synergy between television and social media, called "Advergame Experience". An unpublished advertising format in Spain that allows our customers to integrate their virtual product placement actions with the use of social networks.
4. The fourth: The way we advertise on pay TV has been reinvented through Publimedia Gestión. Publimedia Gestión retains exclusive marketing of pay television through the channels produced by Prisa TV alongside Multichannel Chello and Cosmopolitan TV, always respecting the opinion of the CNMC.
5. The fifth: We have created IT a true dealership of the future. We have gone a step further by creating a new company, Integracion Transmedia (IT), to respond to new market demands, developing 360 advertising campaigns. IT develops creative, original, integrated, multimedia communication projects. The purpose of IT is to generate added value.
6. The sixth. We have seen that the Internet can help in the development of our company as a global company and that the same network can help us implement our relationship with customers. In the first case, Publiespaña has made the leap to the Latin American online advertising market through its participation in the digital concessionaire Netsonic for the marketing of Mediaset España's Premium products and major media in Latin America. Then, Publiespaña has renewed its web making it a showcase for its vast shopping choice of channels, programs, presenters, formats, webs and list of advertising products. In short, a meeting point for advertisers, media agencies, publishers and agents outside the advertising industry.
7. Seventh: We have developed corporate actions, joining the initiative "Advertising Yes!" which brings together the major players in the advertising industry, which aims to "promote the social and economic impact of advertising on society."

These are just the first steps; others await us in the near future!

We will be continually moving!

Innovation, flexibility and competitiveness, are and will be our paradigms:

I have said that everything is different and it certainly is.

But our entrepreneurial philosophy, our leadership attitude and our willingness to lead the way in our industry will not be different!

Here, as always, are the keys to our success, success which I am sure we will achieve again.

I hope, in short, that 2014 is the beginning of change.

Thank you very much for your attention.

I now give the floor to Paolo Vasile.