



# INVESTOR PRESENTATION

JANUARY 2015

# Disclaimer

---

**This document contains forward-looking statements. Although Solocal Group 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, usage levels, the success of investments by the Group in France and abroad, and the effects of the economic situation.**

**A description of the risks borne by the Group appears in section 4 "Facteurs de risques" of the Solocal Group's "Document de Référence" filed with the French financial markets authority (AMF) on 15 April 2014.**

**The forward-looking statements contained in this document apply only from the date of this document, Solocal Group 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.**

**Accounting data presented on an annual basis are in audited consolidated form, but accounting data indicated on a quarterly basis are in unaudited consolidated form.**

# Solocal a new business profile

Post LBO restructuring with a debt reduced from €2,0bn to €1,2bn in 3 years

Strategic reset of the business  
and execution of “Digital 2015” transformation plan

**CONTAINED PRINT DECLINE**  
at 17% with slow eroding margin at 45%

**STRONG INTERNET BUSINESS**  
Sizable with 67% of Group revenues  
and profitable margin at 39%



# Our mission



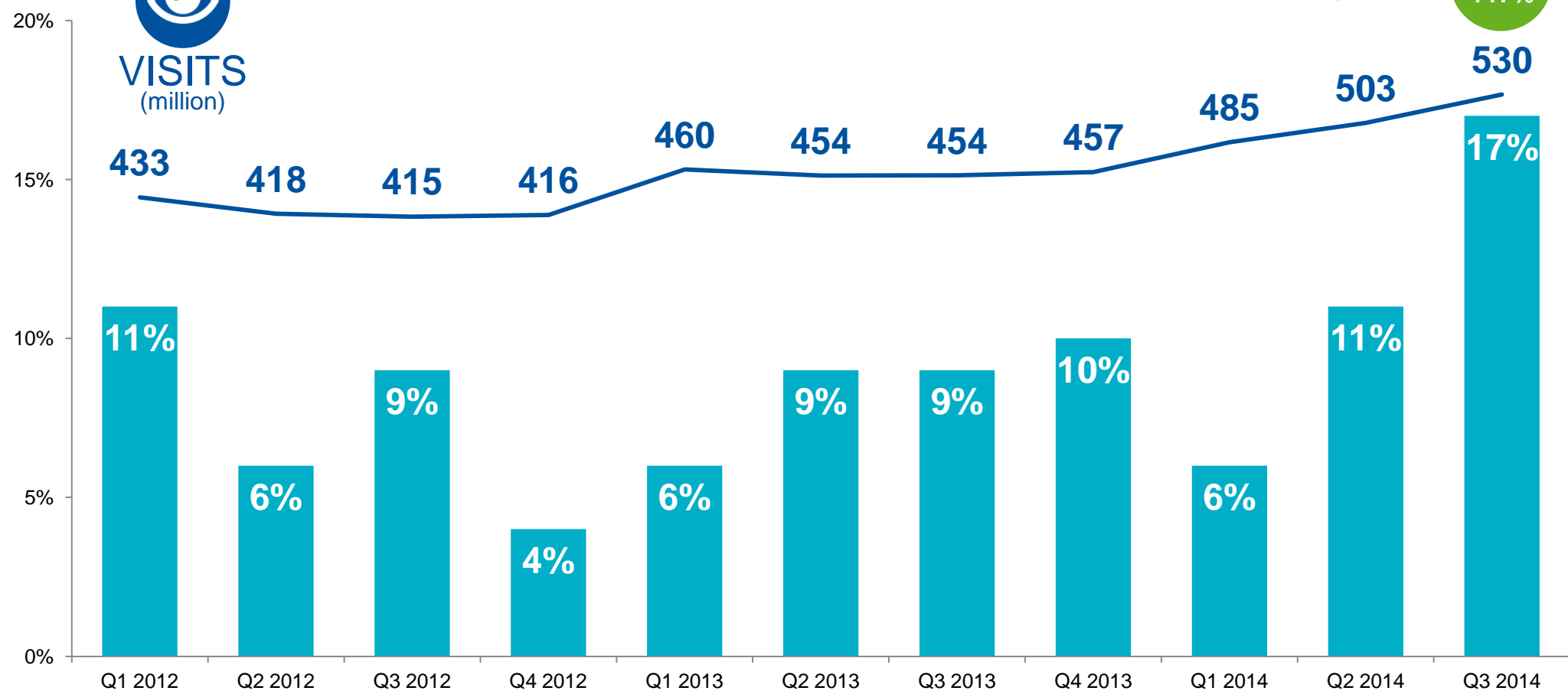
# What we do for our client



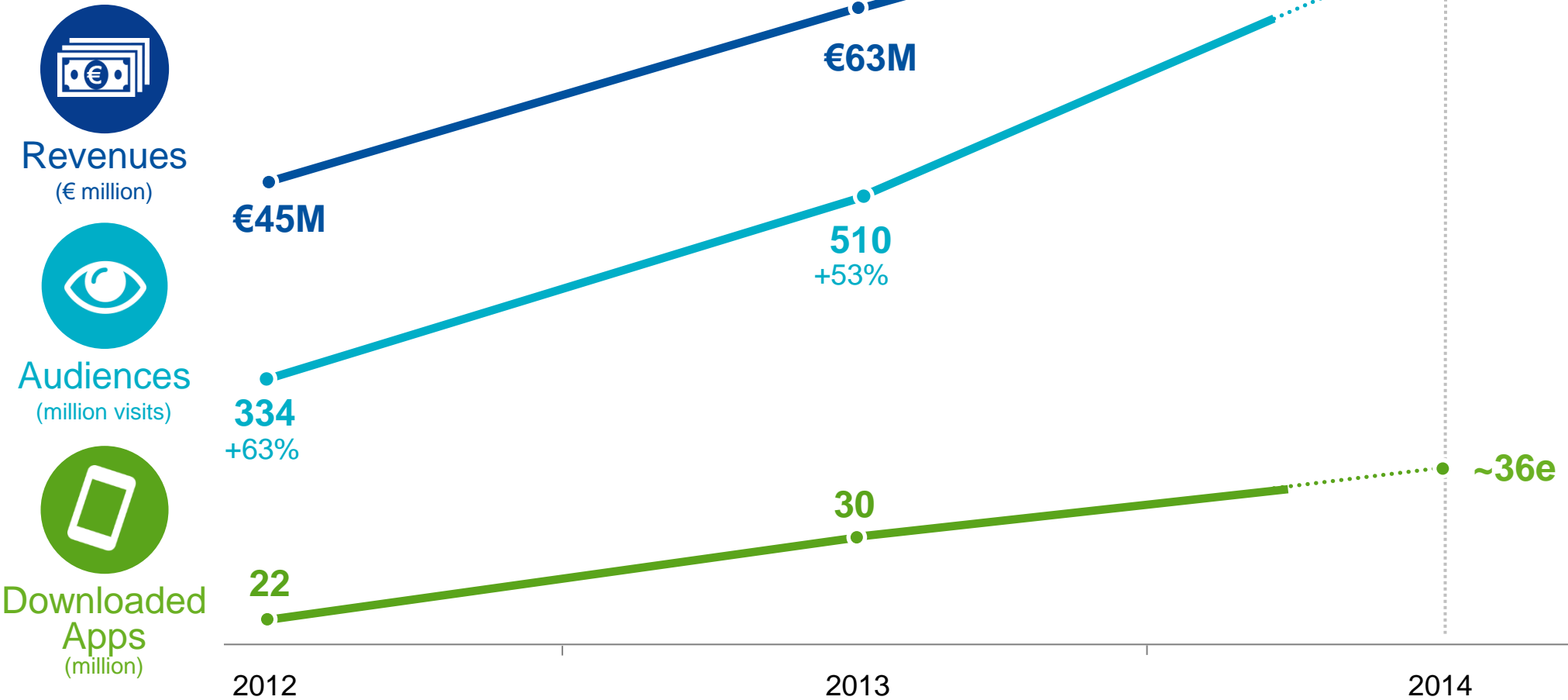
# Strong digital audiences and accelerating growth



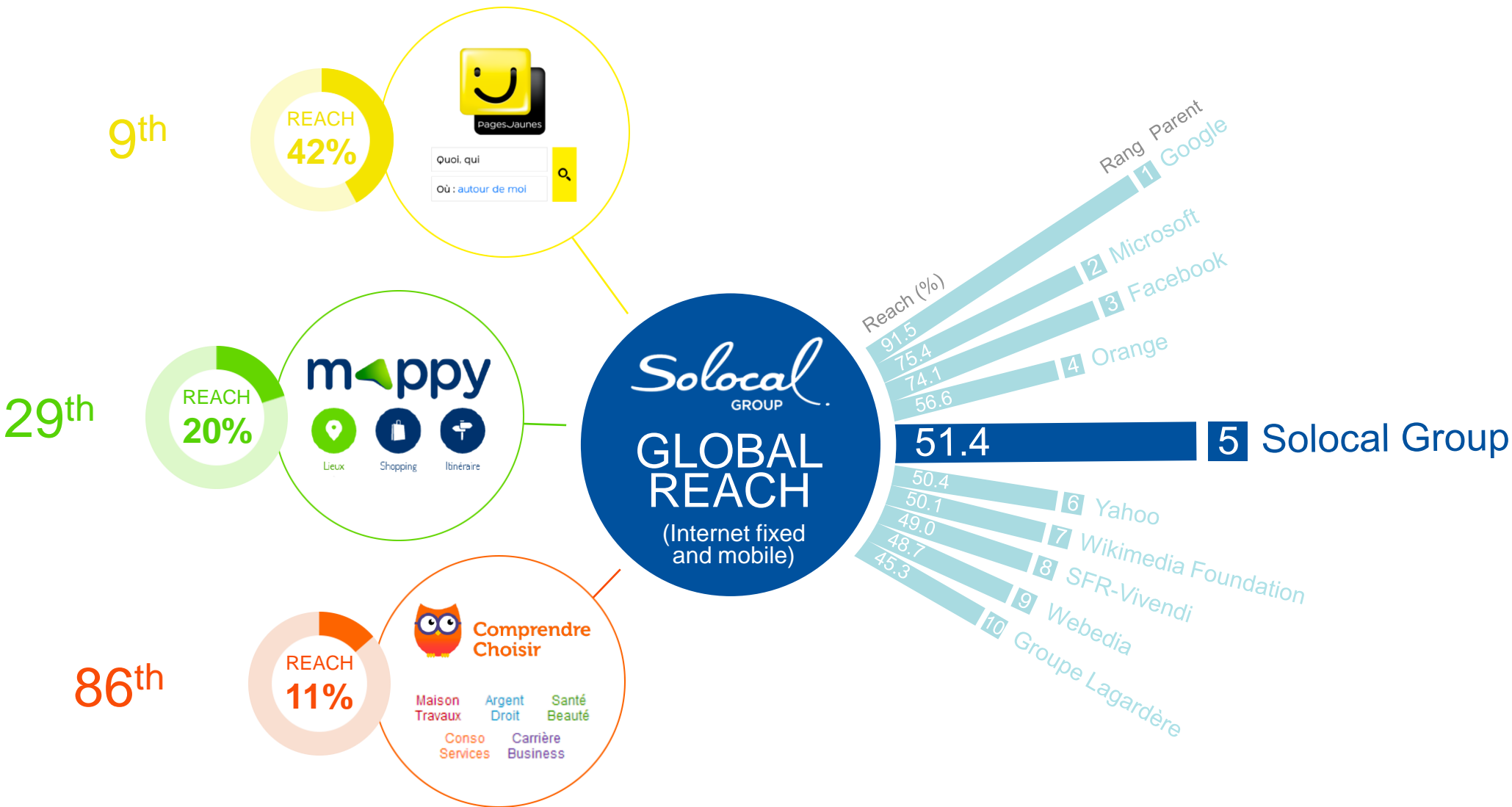
Record growth



# Mobile: growing engagement and revenues



# Top 5 in France audience with 3 brands in top 100





# Specialized marketplaces to add relevant expertise and in depth content

Ostéopathe Paris Motif de la visite Rechercher

RDV dans l'heure Langue Genre Trier par

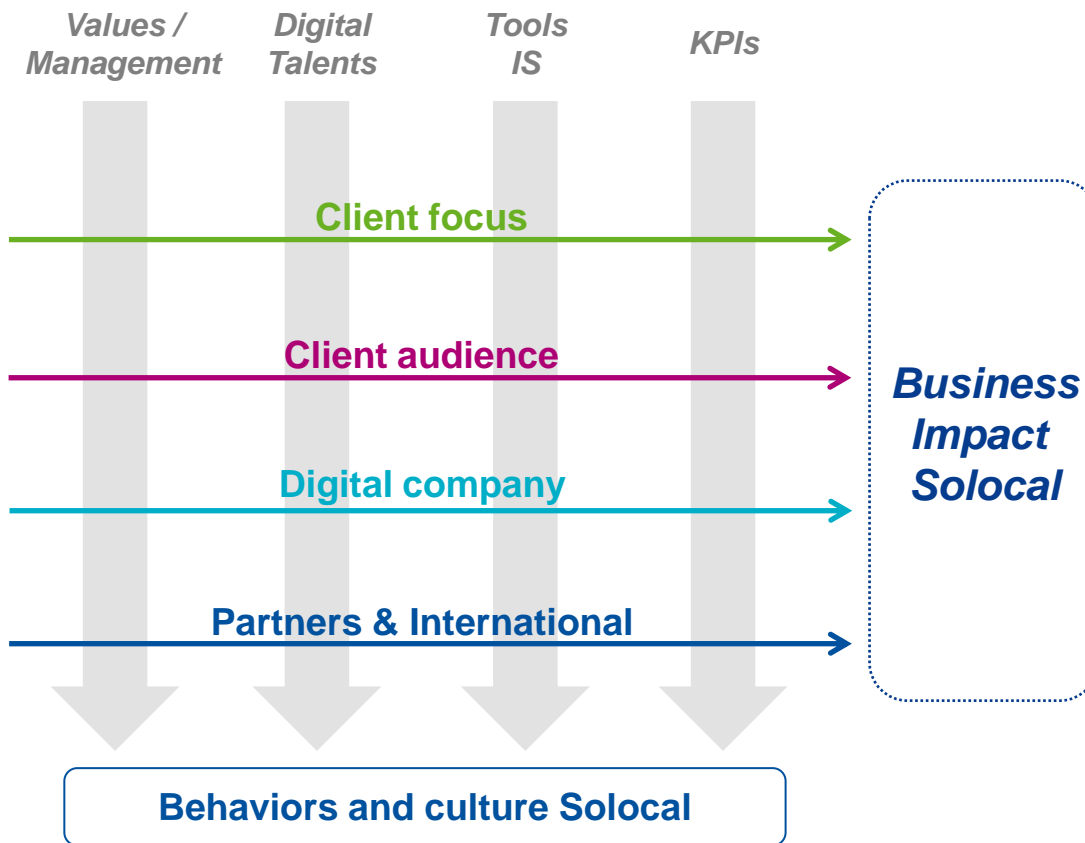
Ostéopathe 122 professionnels de santé trouvés

	vendredi 03/10	samedi 04/10	dimanche 05/10	lundi 06/10
<b>1 Dr Charles Aisenberg</b> Ostéopathe 58, rue Carnot 92300 Levallois-Perret 	17:00 17:00 17:15 17:30 17:45 18:00	09:00 09:15 09:30 09:45 10:00 10:15	Complet	09:00 09:15 09:30 09:45 10:00 10:15
<b>2 M Anthony Boucris</b> Ostéopathe 11, allée Auguste Renoir 92300 Levallois-Perret 	16:45 16:45 17:00 17:15 17:30 17:45	09:00 09:15 09:30 09:45 10:00 10:15	Complet	09:00 09:15 09:30 09:45 10:00 10:15
<b>9 Dr Jean-Philippe Day</b> Ostéopathe 8, rue de Bezons 92400 Courbevoie 	16:45 16:45 17:00 17:15 17:30 17:45	09:00 09:15 09:30 09:45 10:00 10:15	Complet	09:00 09:15 09:30 09:45 10:00 10:15



- ✓ **New online appointment scheduling platform for doctors**, launched in November
- ✓ **Specific sales & marketing team**
- ✓ **Combines strong and unique PagesJaunes audience with specialized scheduling platform**

# Essential « Digital 2015 » transformation program to deliver overall growth supported by strong online performance



■ **ACHIEVE OVERALL POSITIVE REVENUE GROWTH IN 2015** which requires an online growth above 7%

■ **AN INVESTMENT OF 200M€ IN 3 YEARS TO:**

- Transform the sales model (40M€ restructuring charges in 2013/14)
- Verticalize and invest in sales (+ 30m€ in annual sales cost as of Sept 2014)
- Accelerate development of audiences and build a new IS (70m€ capex between 2013 and 2016)

■ **ABOUT 80 PROJECTS IN 3 YEARS OF WHICH HALF ALREADY HAS BEEN DELIVERED**

■ **TEAMS, SKILLS, CULTURE AND BEHAVIORS IN DISRUPTIVE CHANGE** with in particular an increasingly new client focus

# Expert teams organized in 6 vertical business units

## Retail



- € 148 M revenues
- € 870 ARPA
- 170K customers
- 540 sales heads

## Service



- € 148 M revenues
- € 1,640 ARPA
- 90K customers
- 300 sales heads

## Home



- € 258 M revenues
- € 1,780 ARPA
- 145K customers
- 450 sales heads

## B2B



- € 140 M revenues
- € 1,395 ARPA
- 100K customers
- 360 sales heads

## Public



- € 94 M revenues
- € 1,110 ARPA
- 85K customers
- 310 sales heads

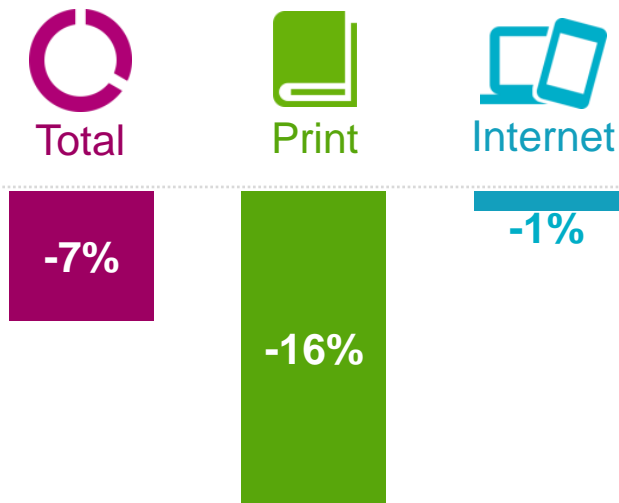
## Large accounts



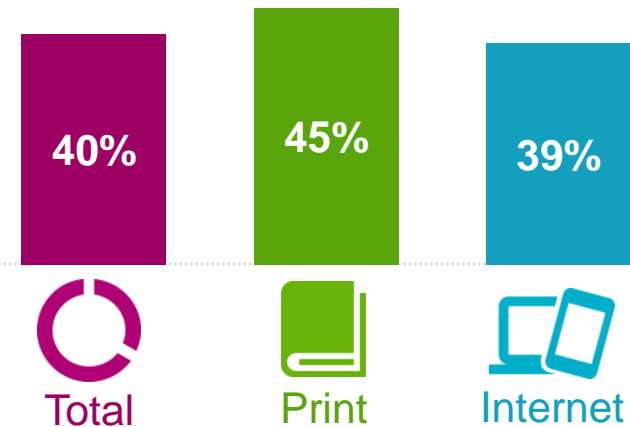
- € 80 M revenues
- € 7,990 ARPA
- 10K customers
- 75 sales heads

# Group transformation has affected Internet short term revenue growth and profitability ...

## Revenues growth (9M 2014)



## Normalised gross operating margin (9M 2014)

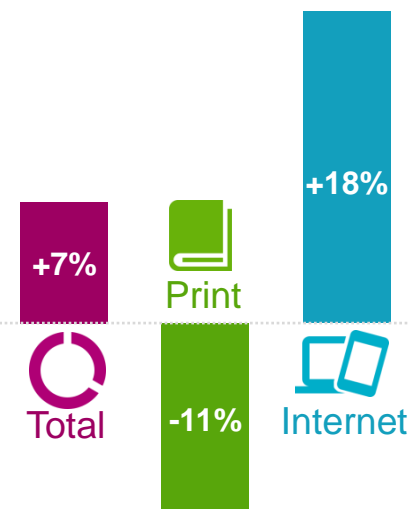
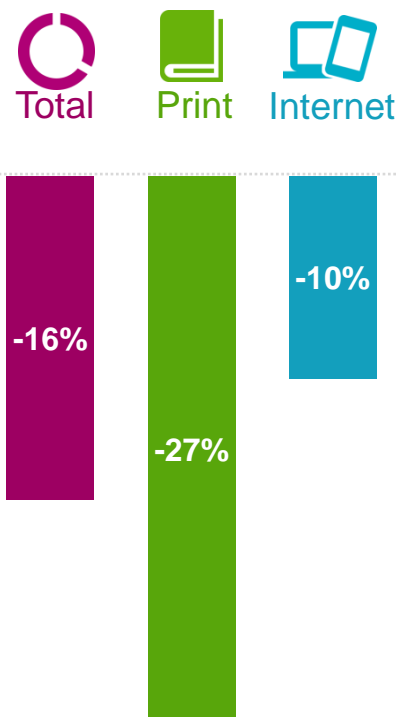
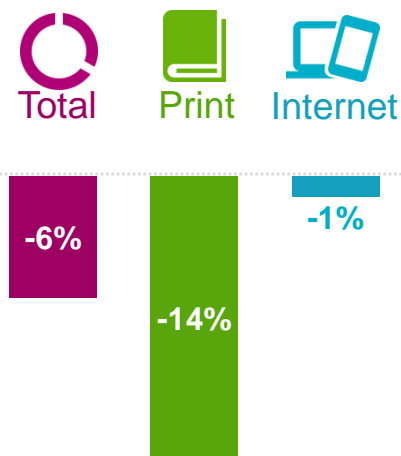


# ... but the new organisation has started to deliver substantial increase in PagesJaunes orders intake

Pre-transformation  
(end 2013)

During transformation  
(Jan. – July 2014)

Post-transformation  
(Aug. – Oct. 2014)



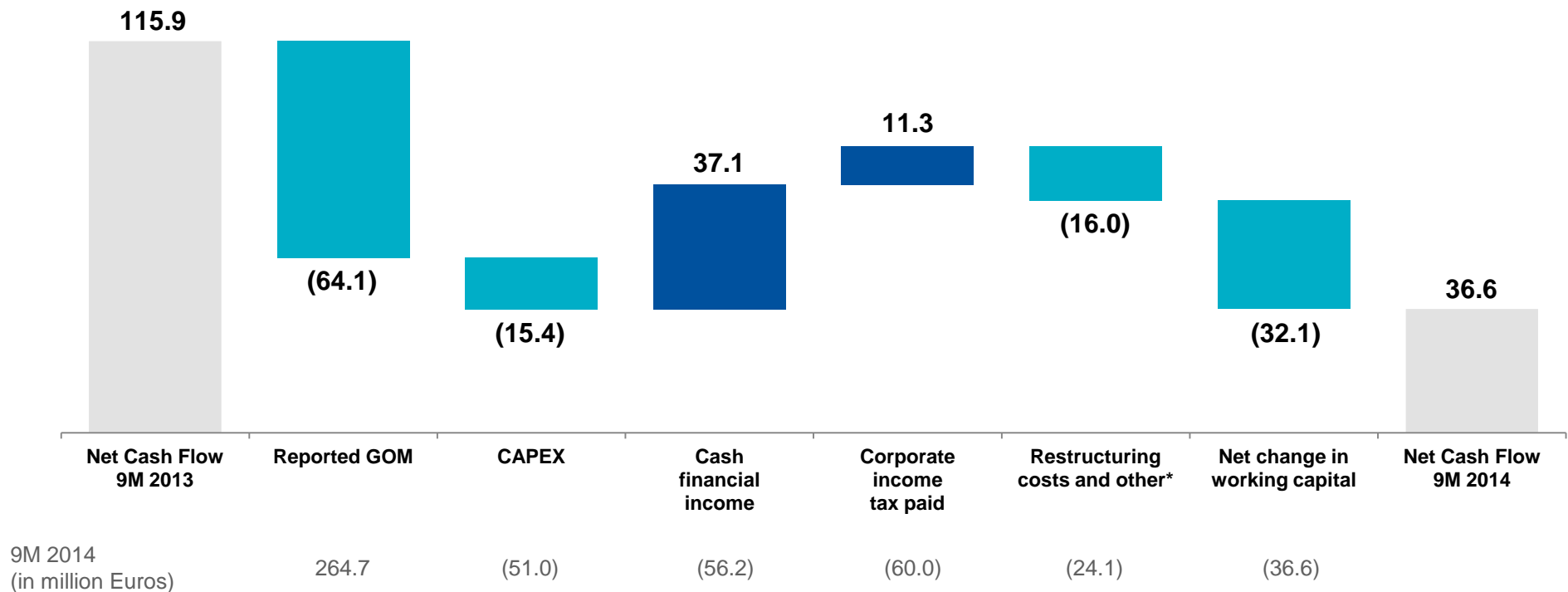
Internal source : sales order intake for PagesJaunes SA figures concerning 2014 and 2015 sales campaigns

Pre-transformation : reporting edition 2014 versus edition 2013 until 12/31/2013 / During transformation : reporting edition 2014-2015 versus edition 2013-2014

from 01/01/2014 to 08/01/2014 / Post-transformation : reporting edition 2015 versus edition 2014 from 08/02/2014 to 10/31/2014

# A decrease in net cash flow due to GOM reduction and temporary restructuring cost and change in working capital

## Net cash flow as of 30 September 2014 in million Euros



\*of which €13M of restructuring costs and € 4M of share-based payment

# Outlook

---

**The Group expects 2014 revenues and normalised gross operating margin<sup>1</sup> around the low end of the announced guidance :**

- Revenues decrease expected between -3% and -6%
- Normalised<sup>1</sup> gross operating margin expected between 355 million euros and 375 million euros

**Digital 2015 investments shall allow to return to global growth in 2015 by generating about 75% of revenues on Internet.**



## QUESTIONS & ANSWERS





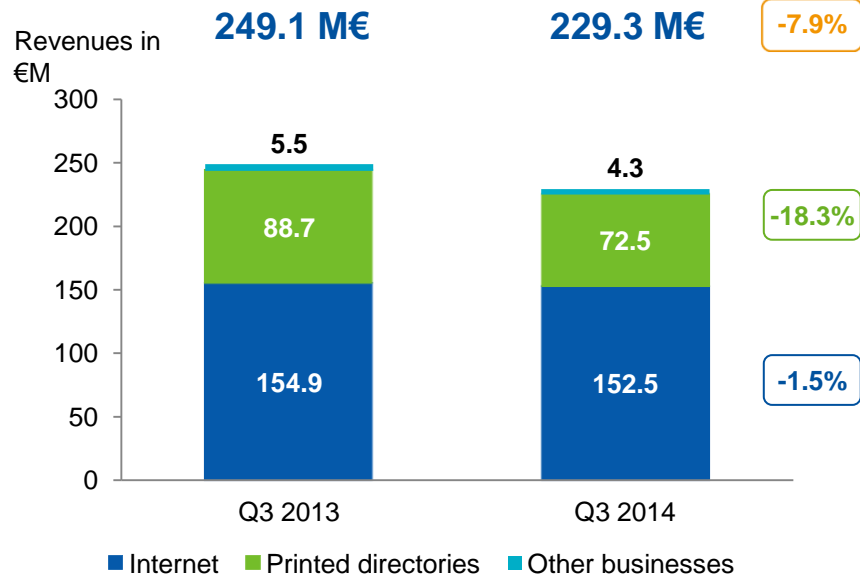


## APPENDICES

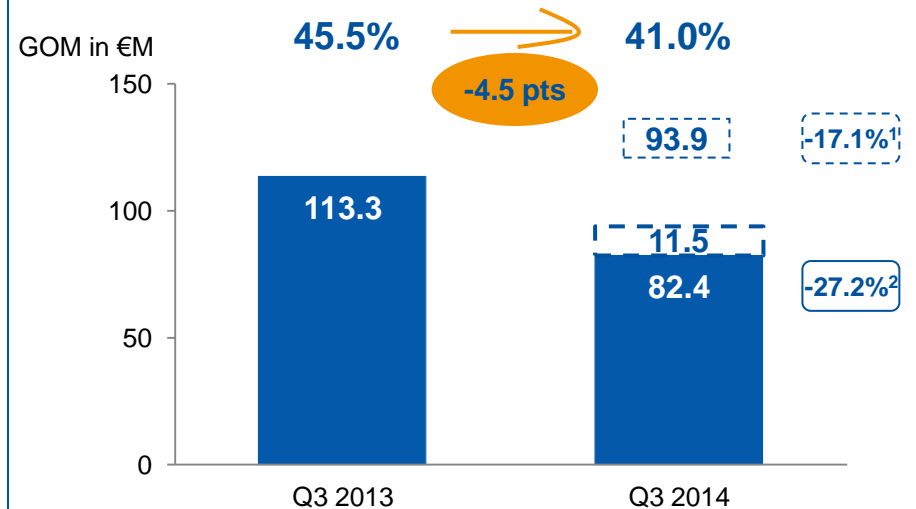


# Group revenues for the 3<sup>rd</sup> quarter: -7.9%

## Revenues affected by the slowdown of the Internet business



## Decrease in GOM linked to the business slowdown and management of the digital transformation



<sup>1</sup> Normalised GOM for non-cash impacts of changes to sales contracts

<sup>2</sup> Reported GOM

# Revenues and normalised gross operating margin : 3<sup>rd</sup> quarter and 9 months 2014

In million Euros	Q3 2014	Q3 2013	Change	9M 2014	9M 2013	Change
<i>Internet</i>	152.5	154.9	+1.5%	467.7	471.0	-0.7%
<i>Printed directories</i>	72.5	88.7	-18.3%	218.9	262.2	-16.5%
<i>Other businesses</i>	4.3	5.5	-21.8%	13.4	16.2	-17.3%
<b>Revenues</b>	<b>229.3</b>	<b>249.1</b>	<b>-7.9%</b>	<b>700.1</b>	<b>749.4</b>	<b>-6.6%</b>
<i>Internet</i>	60.0	69.8	-14.0%	180.0	202.5	-11.1%
<i>as % of Internet revenues</i>	39.3%	45.1%	-580 bps	38.5%	43.0%	-450 bps
<i>Printed directories</i>	32.9	41.6	-20.9%	97.6	121.4	-19.6%
<i>as % of Printed directories revenues</i>	45.4%	46.9%	-150 bps	44.6%	46.3%	-170 bps
<i>Other businesses</i>	1.0	1.9	na	3.1	4.9	-36.7%
<i>as % of Other businesses revenues</i>	23.3%	34.5%	na	23.1%	30.2%	-710 bps
<b>Normalised gross operating margin</b>	<b>93.9</b>	<b>113.3</b>	<b>-17.1%</b>	<b>280.7</b>	<b>328.8</b>	<b>-14.6%</b>
<i>as % of Group revenues</i>	41.0%	45.5%	-450 bps	40.1%	43.9%	-380 bps

# Revenues and reported gross operating margin : 3<sup>rd</sup> quarter and 9 months 2014

In million Euros	Q3 2014	Q3 2013	Change	9M 2014	9M 2013	Change
<i>Internet</i>	152.5	154.9	-1.5%	467.7	471.0	-0.7%
<i>Printed directories</i>	72.5	88.7	-18.3%	218.9	262.2	-16.5%
<i>Other businesses</i>	4.3	5.5	-21.8%	13.4	16.2	-17.3%
<b>Revenues</b>	<b>229.3</b>	<b>249.1</b>	<b>-7.9%</b>	<b>700.1</b>	<b>749.4</b>	<b>-6.6%</b>
<i>Internet</i>	52.1	69.8	-25.4%	169.0	202.5	-16.5%
<i>as % of Internet revenues</i>	34.2%	45.1%	-1090 bps	36.1%	43.0%	-690 bps
<i>Printed directories</i>	29.3	41.6	-29.6%	92.6	121.4	-23.7%
<i>as % of Printed directories revenues</i>	40.4%	46.9%	-650 bps	42.3%	46.3%	-400 bps
<i>Other businesses</i>	1.0	1.9	na	3.1	4.9	-36.7%
<i>as % of Other businesses revenues</i>	23.3%	34.5%	-1120 bps	23.1%	30.2%	-710 bps
<b>Reported gross operating margin</b>	<b>82.4</b>	<b>113.3</b>	<b>-27.2%</b>	<b>264.7</b>	<b>328.8</b>	<b>-19.5%</b>
<i>as % of Group revenues</i>	<b>35.9%</b>	<b>45.5%</b>	<b>-960 bps</b>	<b>37.8%</b>	<b>43.9%</b>	<b>-610 bps</b>

# Normalised GOM of €93.9 M for 3<sup>rd</sup> quarter 41.0% of Group revenues

## Normalised gross operating margin by segment

In million Euros	Q3 2014	Q3 2013	Change
<b>Group normalised gross operating margin</b>	<b>93.9</b>	<b>113.3</b>	<b>-17.1%</b>
<i>as % of Group revenues</i>	41.0%	45.5%	-450 bps
<b>Internet</b>	<b>60.0</b>	<b>69.8</b>	<b>-14.0%</b>
<i>as % of Internet revenues</i>	39.3%	45.1%	-580bps
<b>Printed directories</b>	<b>32.9</b>	<b>41.6</b>	<b>-20.9%</b>
<i>as % of Printed directories revenues</i>	45.4%	46.9%	-150 bps
<b>Other businesses</b>	<b>1.0</b>	<b>1.9</b>	<b>na</b>
<i>as % of Other businesses revenues</i>	23.3%	34.5%	na

# Impact of new sales contracts on gross operating margin

## Background

- **Change in structure of salesforce compensation** following implementation of new contracts starting in April 2014: ~75% recognized as incurred (fixed part + expenses) vs ~40% previously

## Accounting rules

- **No change in accounting principles:** incremental variable component of sales cost recognized with revenues (cost of contract acquisition) whilst fixed component + expenses recognized as incurred

## Consequences

### **Results in an additional non-cash charge in P&L in 2014 and 2015:**

- **In 2014:** Variable compensation paid in 2013 but deferred to 2014 under old contract, and fixed compensation + expenses paid in 2014 under new contract (previously partially deferred to 2015 as variable compensation)
- **In 2015:** Variable compensation paid in 2014 under old contract and deferred to 2015

Normalised 2014 GOM to provide a like-for-like comparison and neutralize the impact of the change in sales contracts

**This change results in an estimated one-time additional charge of ~ €25-30 M in 2014 and ~ €5-10 M in 2015, with no cash impact**

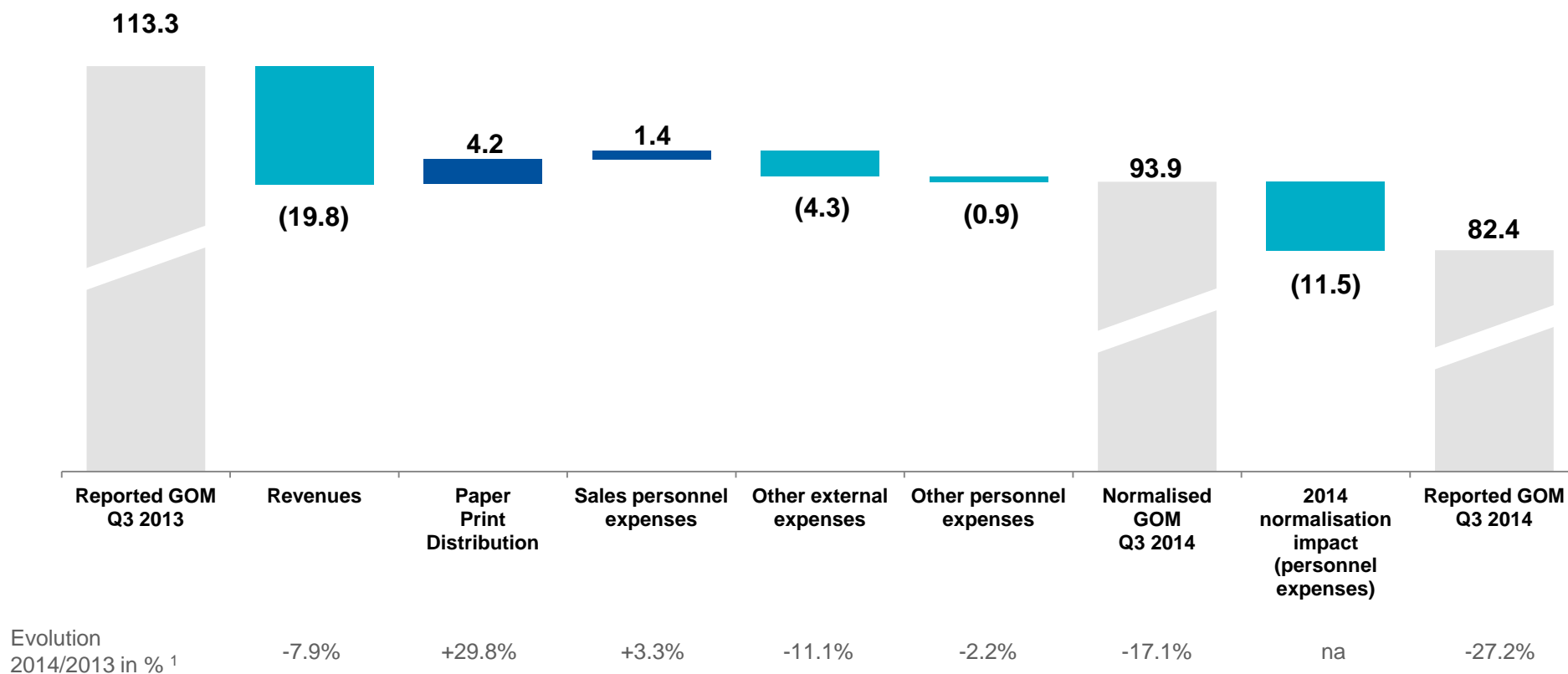
# Impact<sup>1</sup> of new sales contracts

In € million	2014		
	Q3	9M	FY
<b>Reported GOM</b>	<b>82</b>	<b>265</b>	<b>330-345</b>
In % of revenues	35.9%	37.8%	
<b>Normalisation impact</b>	<b>12</b>	<b>16</b>	<b>25-30</b>
<b>Normalised GOM</b>	<b>94</b>	<b>281</b>	<b>355-375</b>
In % of revenues	41.0%	40.1%	

<sup>1</sup>The impact in terms of figures corresponds to an estimate based on forecast projections.

# Normalised GOM decreased by -17.1% in the 3<sup>rd</sup> quarter

## Change in consolidated gross operating margin (GOM) in million Euros





# Income statement:

## 3<sup>rd</sup> quarter and 9 months 2014

In million Euros	Q3 2014	Q3 2013	Change	9M 2014	9M 2013	Change
<b>Revenues</b>	<b>229.3</b>	<b>249.1</b>	<b>-7.9%</b>	<b>700.1</b>	<b>749.4</b>	<b>-6.6%</b>
<i>Net external expenses</i>	(52.7)	(52.6)	-0.2%	(159.2)	(155.5)	-2.4%
<i>Salaries and charges</i>	(94.1)	(83.2)	-13.1%	(276.2)	(265.2)	-4.1%
<b>Reported gross operating margin</b>	<b>82.4</b>	<b>113.3</b>	<b>-27.2%</b>	<b>264.7</b>	<b>328.8</b>	<b>-19.5%</b>
<i>as % of revenues</i>	35.9%	45.5%		37.8%	43.9%	
<i>Legal employee profit-sharing</i>	(2.6)	(3.5)	+25.7%	(8.6)	(10.6)	+18.9%
<i>Share-based payment</i>	(1.2)	(0.5)	na	(7.2)	(1.8)	na
<i>Depreciation and amortisation</i>	(11.9)	(10.0)	-19.0%	(35.1)	(30.0)	-17.0%
<i>Other income and amortisation</i>	(24.3)	(1.6)	na	(38.3)	(3.8)	na
<i>of which sales reorganisation</i>	(13.8)	(1.6)	na	(23.6)	(3.7)	na
<i>of which 2016 real estate project</i>	(10.4)	-	na	(10.4)	-	na
<b>Operating income</b>	<b>42.4</b>	<b>97.7</b>	<b>-56.6%</b>	<b>175.4</b>	<b>282.6</b>	<b>-37.9%</b>
<i>as % of revenues</i>	18.5%	39.2%		25.1%	37.7%	
<b>Net financial income</b>	<b>(18.6)</b>	<b>(34.2)</b>	<b>+45.5%</b>	<b>(76.4)</b>	<b>(101.0)</b>	<b>+24.4%</b>
<i>Share of profit or loss of an associate</i>	0.5	0.4	+25.0%	0.3	0.3	+0.0%
<b>Income before tax</b>	<b>24.3</b>	<b>63.9</b>	<b>-62.0%</b>	<b>99.3</b>	<b>181.9</b>	<b>-45.4%</b>
<i>Corporate income tax</i>	(13.9)	(27.9)	+50.0%	(48.0)	(75.3)	+36.3%
<i>Effective tax rate</i>	58.6%	43.9%		48.6%	41.4%	
<b>Net income</b>	<b>10.4</b>	<b>36.0</b>	<b>-71.2%</b>	<b>51.2</b>	<b>106.6</b>	<b>-52.0%</b>

# Effective tax rate evolution

	Q3 2014	Q3 2013	Change	9M 2014	9M 2013	Change
<b>Statutory tax rate</b>	<b>34.43%</b>	<b>34.43%</b>		<b>34.43%</b>	<b>34.43%</b>	
Additional tax <sup>1</sup>	3.57%	1.67%	190 bps	3.57%	1.67%	190 bps
Partial deductibility of financial interests	6.56%	3.78%	278 bps	6.20%	1.91%	429 bps
CVAE (Cotisation à la valeur ajoutée des entreprises)	6.69%	3.20%	349 bps	5.25%	3.31%	194 bps
Other	6.59%	0.80%	579 bps	1.43%	0.12%	132 bps
<b>Effective tax rate before exceptional items</b>	<b>57.84%</b>	<b>43.88%</b>	<b>1,396 bps</b>	<b>50.88%</b>	<b>41.44%</b>	<b>944 bps</b>
Exceptional items <sup>2</sup>	0.75%	0.00%	75 bps	-2.32%	0.00%	-232 bps
<b>Effective tax rate</b>	<b>58.59%</b>	<b>43.88%</b>	<b>1,470 bps</b>	<b>48.56%</b>	<b>41.44%</b>	<b>712 bps</b>

<sup>1</sup> Following the vote of French 'loi des finances' in December 2013, 10.7% of income tax in 2014 and 5% until Q3 2013

<sup>2</sup> Exceptional items: tax impact of non-capitalisation of fixed remuneration for the sales force, obtaining approval on deficits and impairment of assets

# Cash flow statement:

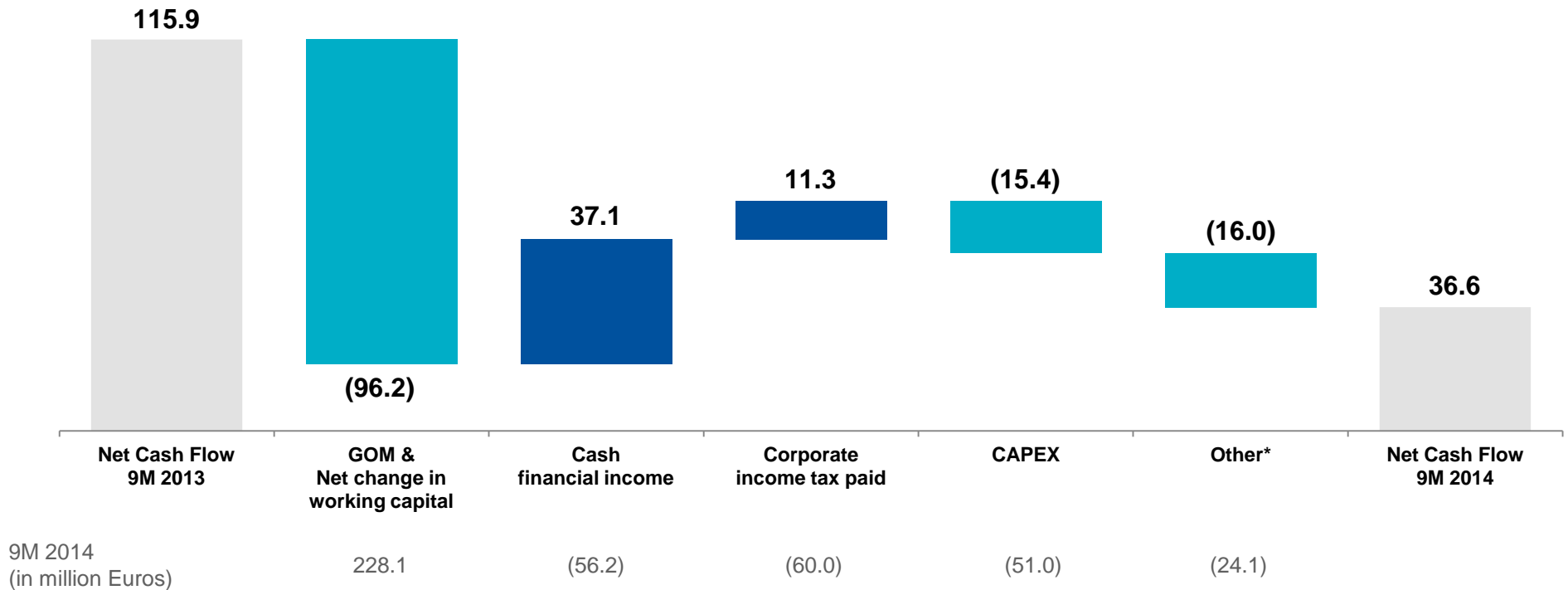
## 3<sup>rd</sup> quarter and 9 months 2014

In million Euros	Q3 2014	Q3 2013	Change	9M 2014	9M 2013	Change
<b>Reported GOM</b>	<b>82.4</b>	<b>113.3</b>	<b>-27.3%</b>	<b>264.7</b>	<b>328.8</b>	<b>-19.5%</b>
<i>Legal employee profit-sharing</i>	(2.6)	(3.5)	+25.7%	(8.6)	(10.6)	+18.9%
<i>Share-based payment</i>	-	-	na	(4.2)	-	na
<i>Non monetary items included in GOM</i>	1.9	2.4	-20.8%	4.9	6.1	-19.7%
<i>Net change in working capital</i>	(49.5)	(29.9)	-65.6%	(36.6)	(4.5)	na
<i>Acquisition of tangible and intangible fixed assets</i>	(15.6)	(14.0)	-11.4%	(51.0)	(35.6)	-43.3%
<b>Operational cash flow</b>	<b>16.6</b>	<b>68.2</b>	<b>-75.7%</b>	<b>169.1</b>	<b>284.2</b>	<b>-40.5%</b>
<i>in % of GOM</i>	20.2%	60.2%		63.9%	86.5%	
<i>Cash financial income</i>	(18.7)	(22.5)	+16.9%	(56.2)	(93.3)	+39.8%
<i>Other income and expenses*</i>	(6.7)	(1.6)	na	(16.2)	(3.7)	na
<i>Corporate income tax paid</i>	(15.2)	(23.1)	+34.2%	(60.0)	(71.4)	+16.0%
<b>Net cash flow</b>	<b>(24.1)</b>	<b>20.9</b>	<b>na</b>	<b>36.6</b>	<b>115.9</b>	<b>-68.4%</b>
<i>Increase (decrease) in borrowings and bank overdrafts</i>	(4.6)	(20.5)	+77.6%	(494.1)	(99.4)	na
<i>Capital increase</i>	(0.2)	-	-	422.7	-	na
<i>Other</i>	(0.5)	(1.6)	na	(15.1)	(3.7)	na
<b>Net cash variation</b>	<b>(29.4)</b>	<b>(1.2)</b>	<b>na</b>	<b>(49.9)</b>	<b>12.8</b>	<b>na</b>
<i>Net cash and cash equivalents at beginning of period</i>	52.7	105.9	-50.2%	73.1	91.9	-20.5%
<b>Net cash and cash equivalents at end of period</b>	<b>23.2</b>	<b>104.7</b>	<b>-77.8%</b>	<b>23.2</b>	<b>104.7</b>	<b>-77.8%</b>

\* Mostly related to reorganisation costs

# Net cash flow: €37 M as of 30 September 2014

## Net cash flow as of 30 September 2014 in million Euros



\*including costs of reorganisation (13M€)

# Balance sheet as of 30<sup>th</sup> September 2014

In million Euros	30 Sept. 2014	31 Dec. 2013	30 Sept. 2013
<b>ASSETS</b>			
<b>Total non-current assets</b>	<b>238.9</b>	<b>214.8</b>	<b>215.3</b>
<i>Net goodwill</i>	82.5	78.7	83.9
<i>Other net intangible fixed assets</i>	102.5	80.8	76.7
<i>Net tangible fixed assets</i>	25.1	23.6	23.6
<i>Other non-current assets of which deferred tax assets</i>	28.9	31.7	31.1
<b>Total current assets</b>	<b>443.9</b>	<b>585.3</b>	<b>526.9</b>
<i>Net trade account receivable</i>	299.5	405.8	290.9
<i>Acquisition costs of contracts</i>	51.7	63.3	64.9
<i>Prepaid expenses</i>	7.3	5.9	11.9
<i>Cash and cash equivalents</i>	24.7	75.6	112.0
<i>Other current assets</i>	60.8	34.7	47.2
<b>Total assets</b>	<b>682.8</b>	<b>800.0</b>	<b>742.2</b>
<b>LIABILITIES</b>			
<b>Total equity</b>	<b>(1,375.0)</b>	<b>(1,866.7)</b>	<b>(1,882.3)</b>
<b>Total non-current liabilities</b>	<b>1,236.4</b>	<b>1,617.5</b>	<b>1,677.5</b>
<i>Non-current financial liabilities and derivatives</i>	1,138.4	1,516.2	1,579.2
<i>Employee benefits (non-current)</i>	79.8	85.1	90.8
<i>Other non-current liabilities</i>	18.1	16.3	7.6
<b>Total current liabilities</b>	<b>821.4</b>	<b>1,049.2</b>	<b>947.0</b>
<i>Bank overdraft and other short-term borrowings</i>	17.0	132.7	130.9
<i>Deferred income</i>	490.2	597.5	529.7
<i>Employee benefits (current)</i>	108.3	119.2	112.8
<i>Trade accounts payable</i>	83.7	84.5	73.3
<i>Other current liabilities</i>	122.3	115.4	100.3
<b>Total liabilities</b>	<b>682.8</b>	<b>800.0</b>	<b>742.2</b>

# Net debt as of 30<sup>th</sup> September 2014

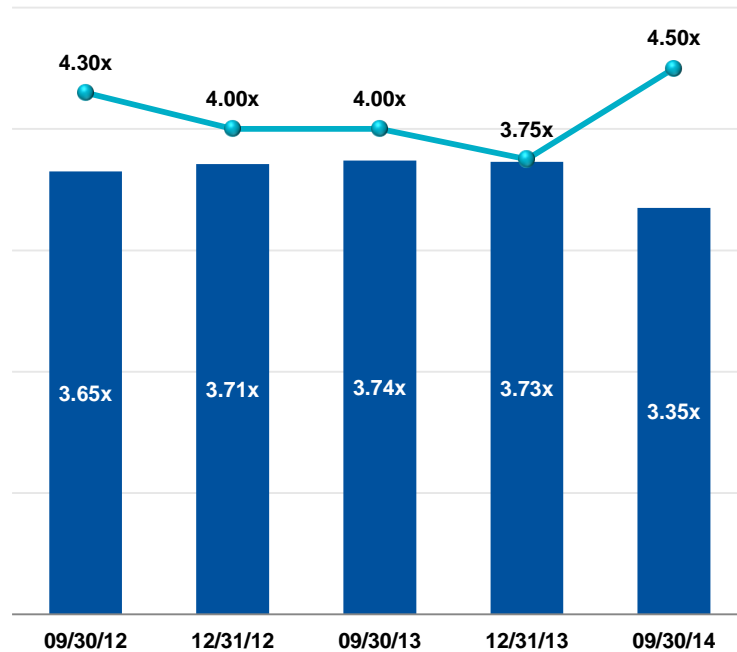
In million euros	30 Sept. 2014	31 Dec. 2013	30 Sept. 2013
<i>Cash and cash equivalents</i>	24.6	75.5	112.0
<b>Gross cash position</b>	<b>24.7</b>	<b>75.6</b>	<b>112.0</b>
<i>Bank overdrafts</i>	(1.5)	(2.5)	(7.3)
<b>Net cash position</b>	<b>23.2</b>	<b>73.1</b>	<b>104.7</b>
<i>Bank borrowings</i>	(813.9)	(1,297.5)	(1,347.1)
<i>Bond borrowings – Senior secured notes</i>	(350.0)	(350.0)	(350.0)
<i>Revolving credit facility drawn*</i>	-	-	-
<i>Loan issuance expenses</i>	27.5	25.4	28.5
<i>Capital leases</i>	(0.9)	(0.0)	(0.1)
<i>Fair value of hedging instruments</i>	(12.9)	(20.2)	(27.5)
<i>Accrued interest not yet due</i>	(14.8)	(6.3)	(14.9)
<i>Other financial liabilities</i>	(3.8)	(4.1)	(6.5)
<b>Gross financial debt</b>	<b>(1,168.8)</b>	<b>(1,652.7)</b>	<b>(1,717.6)</b>
<i>Of which current</i>	(30.3)	(136.4)	(138.4)
<i>Of which non-current</i>	(1,138.4)	(1,516.2)	(1,579.2)
<b>Net cash (debt)</b>	<b>(1,145.6)</b>	<b>(1,579.6)</b>	<b>(1,612.9)</b>
<b>Net cash (debt) excluding fair value of financial instruments and loan issuance expenses</b>	<b>(1,160.2)</b>	<b>(1,584.8)</b>	<b>(1,613.9)</b>

\* At 09/30/2014, €62,6 M available under the undrawn revolving credit line

# Compliance with covenants as of 30 September 2014

## Financial leverage<sup>1</sup>

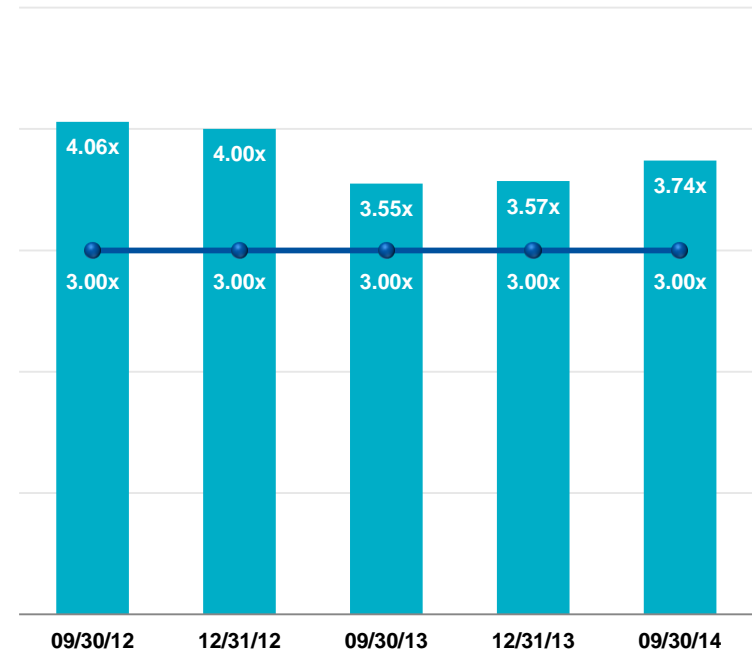
26%



■ Net debt over reported GOM —●— Maximum allowed

## Interest coverage<sup>2</sup>

25%



■ GOM over net financial charge —●— Minimum required

<sup>1</sup>Covenant financial leverage as amended in June 2014:

- 4.50x until March 2015 included
- 4.25x in June and September 2015
- 4.00x post September 2015

<sup>2</sup>Covenant interest coverage 3.00x



## **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

## **Net external expenses:**

- Include 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
- And also include the operating income and expenses: primarily comprised of taxes, certain provisions for risks, and provisions for bad debts

## **Salaries and charges:**

- Exclude 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.

## **Normalised gross operating margin (GOM):**

- GOM adjusted for accounting effects (without cash impact) related to the implementation of the new sales contracts

## **Return On Investment (ROI)**

# 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:**

- Such as defined in the agreement concluded with the creditors, i.e. 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:**

- Such as defined in the agreement concluded with the creditors, 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, annualised when the period is less than 12 months

# Glossary – Audiences & Sales orders

## Audiences

- **Syndicated:** indirect audiences on PagesJaunes contents excluding PagesJaunes digital media (such as Bing, Yahoo!, Comprendre Choisir,...)
- **SEO & affiliates:** audiences on PagesJaunes digital media from affiliate partners (MSN, Nosibay, Free & Alice, Planet, L'internaute) and SEO (Search Engine Optimisation)
- **Direct:** audiences resulting from the expressed willingness of a user to access the PagesJaunes digital media (direct access and brand research on a search engine)

## Sales orders

- Sales orders correspond to orders invoiced over a given period and refer to the perimeter of the Group.

*Solocal*  
GROUP

[www.solocalgroup.com](http://www.solocalgroup.com)