

**GENERAL ORDINARY MEETING OF SHAREHOLDERS**

**28TH OF MARCH 2012**

**CEO'S SPEECH – MR. PAOLO VASILE.**

Once upon a time there was *Gestevisión Telecinco*, with its channel and its shareholders. Today you are shareholders of *MEDIASET ESPAÑA*, the first audiovisual communication group in the country, formed by *Telecinco*, *Cuatro*, *Divinity*, *Factoría de Ficción*, *La Siete*, *Boing* and *Energy*; and by a powerful platform where television has met Internet, and where the new portal *MiTele* has been added, offering series and films Online, without advertising and in high quality.

The name has changed, times change, the number of channels change, but the one thing that does not change is the determination of those who work and live to accompany our spectators and satisfy our shareholders.

In little more than a year, since the incorporation of *Cuatro*, we have built and consolidated the only global television in Spain and one of the first three audiovisual European groups. Television quality for every single one of our spectators, to whom we say more than ever: whoever you are, wherever you are, we want you to be happy.

A complete television offer where any of our advertisers can find the precise *target* that they need to communicate with their clients.

We manage, produce and program a television which does not exclude anyone, it does not discriminate. With the wish and promise to accompany the public, to keep them informed, entertained, excited, but above all active, eager and awake.

Together we have lived and are still living very important moments with our spectators, we have grown, we have made them laugh, dream and enjoy intensively. The public is our passion, our pride, and to entertain them is our biggest wish.

Only out of respect for the spectator's freedom to choose their favorite space, offering them a television with a complete range of genres, can we guarantee the quality of our offer.

*Mediaset España* is the only television of colours. Our corporative image is a vivid representation of what we are.

The color blue of *Telecinco*, a sea that reaches all continents, sometimes calm and sometimes furious, carrying light and strength to people from the most diverse places. *Telecinco* is the opposite of a canned television which anesthetizes the spectators.

Red for the passion and modernity of *Cuatro*, the bright blue for the children's channel *Boing*, fuchsia of *Divinity* represents modern women's glamour and black for the energy and strength of *Energy*, the last channel to be formed which focuses on the more dynamic male audience.

Because of all these colors and all these reasons, *Mediaset España* has been the most viewed audiovisual group in 2011, nearly ten points above our closest competitor.

Telecinco, the leading commercial channel, has surpassed its competition by almost 3 points in 2011, and *Cuatro* is positioned half a point above its competitor.

*Factoría de Ficción*, the channel specialized in series, has improved their results by more than one point this year, with a 73% increase.

*La Siete*, gives the chance to see repeats the favorite *Telecinco* and *Cuatro*, programs from has improved its results by 7% compared to 2010.

*Boing* with 8.9%, has duplicated its audience in its *target market* of children between 4 and 12 years of age.

*Divinity* has increased 1.4 points since its launch in April of last year, managing to position itself beyond the 2% of the *target market*, with a 200% increase.

Within the *prime time* slot, *Telecinco* obtained spectacular results in 2011, followed at a distance by the local television channels, and practically two points above the fourth on the list.

In the commercial target, the most prized part for advertisers, *Telecinco* is the most viewed channel of 2011 exceeding its competitor by 2.3 points.

Regarding sporting events, 2011 symbolized a bridge between the success of the World Cup in 2010 and this year, where we shall broadcast the Eurocup and the Motorcycling World Championship. Last year, Spain has continued to win on Mediaset with the younger sportsmen of the Eurocup under-19 and under-21.

"*Supervivientes*" (Survivors) the entertainment program of reference in 2011, has become the tv show of the year and has managed to gain even better results in its commercial *target*. The spectacular results of audience have added to other successful entertaining programs such as "*Gran Hermano*", "*La Noria*" and "*Tú sí que vales*".

Referring to the daily programs, "*El Programa de Ana Rosa*" is the preferred option in the mornings with a 17.5% , exceeding "*Espejo Público*" which marks a 13.5%. Within the commercial *target*, *Telecinco's* morning program improves by 3 points, reaching 20.5% compared to the competitors 0,8% .

In the afternoon time slot, “*Salvame: diario*” also increases its commercial *target*, while its competitor keeps on descending. *Telecinco* rejuvenates its afternoon public as to the aging competitor.

*Telecinco* has obtained excellent results with their national fiction series with products like “*Aida*”, “*La que se avecina*” or “*Tierra de Lobos*”.

Regarding mini-series the difference has been very important, thanks to our commitment to tell true stories that are part of the lives of popular characters such as “*Alakrana*”, “*La Duquesa*” o “*Tita Cervera*”, or events that marked their lives such as the tragedies of *Spanair* or *11M*.

In 2011, the news broadcasted by *Telecinco* and *Cuatro* kept on exceeding their commercial competitors from the independence of their daily information.

This year we have also overtaken our in house production with 90.6%. Nearly all our programming is done in-house and 66.1% of productions with participating companies giving work directly or indirectly to thousand of professionals.

To prove the quality of our work in *Mediaset España*, the movie industry, of which we are obliged to collaborate with, again obtained, thanks to *Telecinco Cinema*, the public’s recognition and important national and international prizes.

Among the four productions we released in 2011, “*No habrá paz para los malvados*” accomplished over 635.000 viewers and won six *Goya* awards, including Best Film, Best Direction, Best Actor and Best Original Script. This year we shall also release three ambitious projects for the national and international market. “*Lo Imposible*” by Jose Antonio Bayona, starring Naomi Watts and Ewan McGregor; the animated film “*Tadeo Jones*” directed by Enrique Gato; and “*Venuto al Mondo*”, a great Italian-Spanish coproduction directed by Sergio Castellitto and starring Penélope Cruz.

The three productions, which shall mark 2012’s calendar of new releases, are proof of a clear commitment to the projection of our films beyond national borders, for the development of new genres and projects, for new talents, and for the collaboration with the best professionals of our country.

The same energy and connection we have with the public is put into our activity on the Internet. During the integration of *Cuatro*, many suppliers grouped together improving the services and making important savings. At the same time the designing and publishing tools were unified, optimizing investments and times of work; and they have coordinated in the editorial criteria.

However, a multimedia group like *Mediaset* requires a network solution capable of demonstrating the rich programming content and even their film productions. In November 2011 we launched the consumer platform for Internet TV: *MiTele.es*

A technical solution which allows watching television from any mobile device, also has its own social network, automatically linked to *Facebook* and *Twitter*, recognizing users and recommending series according to their tastes. During the first month it overtook the leader of the Internet TV platform with one and a half million unique visitors.

With this publishing, technical and business effort, *Mediaset.es* has grown in 2011 from two million unique single visitors up to 11.3 million, and has launched over 382 million videos.

Referring to investments, when you arrived here you were able to see the new building, with a 600 square meter set, finished on time and within the estimated price, something unusual in current times. The facilities, which will be inaugurated soon, will allow us to expand our operations and increase our production capacity, being able to control time and expenses in the generation of content and information.

If 2010 meant the beginning for many technological initiatives, 2011 and the start of 2012 is for the consolidation of many projects of great depth and perspectives.

With so many channels, self-promotion is becoming more and more important to guide and attract viewers. The new post-production and graphic rooms integrated in the new broadcast system, have allowed the flexibility for each channel's strategy.

Meanwhile, the whole integration of reporters and producers of *Informativos Telecinco* and *Noticias Cuatro* – (the news) without altering the editorial independence of each channel – have given great economical and operative advantages to *Mediaset*.

The synergy of the new technological platform will soon provide results with the offer of Sports News that will be given by *Telecinco*, *Cuatro* and *Energy* with the broadcasting of the *Motorcycle World Championship* and the *Eurocup*. Last week we launched the brand *Mediaset Sport* in Jerez, which will be in charge of the coverage of sports events on our three channels.

Furthermore, soon we shall present the *Content Managing Service and Digital File* developed with *Telefónica*, which shall start to show results in 2012. This tool will facilitate the On-Line use of the more than 180.000 hours of historical audiovisual contents of all *Mediaset España's* channels and networks..

These contents will be the foundation for the development of new multimedia platforms and Connected Television, with a high interactive component and able to compete with the new web and mobile media. We should consider the importance of the digital tablets and their new users, mostly a younger public, who we want to retain their loyalty with our multimedia offer.

The publishing and technological integration of *Cuatro* in *Mediaset España* was completed this year in record time. In the Human Resources department has a new organization and personnel formation, after an *ERE* in a non-contentious environment.

The transfer of our broadcasts to our new installations was also accomplished against the clock and without incidents, integrating the managing, accounting and billing controls, adding to the fusion of the societies.

This is , on the whole, a business development that *Mediaset España* has managed to combine with a responsible management, respecting the Principles of the United Nations Global Compact, participating in the *Carbon Disclosure Project*, being part of the sustainability index FTSE4Good Ibex, as well as other important indexes, integrating the Spanish Broadcasters Association whose job is to identify and incorporate any improvements in the corporate government.

Within the Corporate Responsibility policy of the Company, the Social project “12 months” has adapted to the new times jumping to a multimedia program in all the *Mediaset* channels , the Internet platforms and on social networks.

This new phase made it's debut with the campaign “*Eres perfecto para otros*” (You are perfect for others), with the collaboration of the National Transplant Organization of the Ministry of Health, intended to make people conscious of the importance of donating organs for transplants and of an open dialogue within families.

Yesterday we managed to reach 100.000 applications for donor cards, helping the excellent work done by the Transplant Organization, with whom we have collaborated intensively, distributing the message to our viewers.

Here in *Mediaset* we are very grateful for the generosity and altruism of our viewers who have added themselves to this initiative, and of our stars who have allowed us to use their image for solidarity reasons in times of uncertainty such as these.

We are living in difficult times, the crisis can be felt on every level, embittering peoples lives. in this scenario we have to carry on with our work carefully and with dedication, even though it may seem difficult sometimes.

In times like these television becomes more important each day, being the main source of information, entertainment, company and comfort.

On the other hand, television can only do well if the country does well, and this is why we must invest all our energy in the economical recuperation; and all our effort to help the brands and collaborate in the recovery of consumption. The time has come to leave selfishness behind and look ahead.

Each day it should be clearer to us the double promise we have with our viewers and our shareholders. Our promise of being the best television, with a cautious, responsible and efficient management.

*MEDIASET*españa.

It is time to prove our passion before our viewers and shareholders: THE VALUE OF MAKING TELEVISION FOR YOU.