



# ITV delivers another year of strong growth

Full Year Results 2013

26<sup>th</sup> February 2014

## Agenda

Introduction & Highlights

Adam Crozier

2013 Full Year Financial Results

Ian Griffiths

Strategic / Operating Review & Outlook

Adam Crozier

Q&A

# Introduction & Highlights

Adam Crozier

26<sup>th</sup> February 2014



## The strategy is working – ITV delivers another year of strong growth

A lean ITV that can create world class content, executed across multiple platforms and sold around the world



1

Create a lean, creatively dynamic and fit for purpose organisation

2

Maximise audience and revenue share from existing free-to-air broadcast business




3



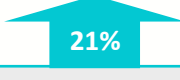


Drive new revenue streams by exploiting our content across multiple platforms, free and pay


4

Build a strong international content business





## ITV delivers another year of strong growth

| Revenue:         |         |   |
|------------------|---------|---|
| External revenue | £2,389m |  9%  |
| NAR              | £1,542m |  2%  |
| Non-NAR          | £1,211m |  17% |

| Earnings:                |       |   |
|--------------------------|-------|---|
| ITV Studios EBITA        | £133m |  24%   |
| Broadcast & Online EBITA | £487m |  20%   |
| Group EBITA              | £620m |  21%   |
| Adjusted PBT             | £581m |  27%  |
| Adjusted EPS             | 11.2p |  23% |

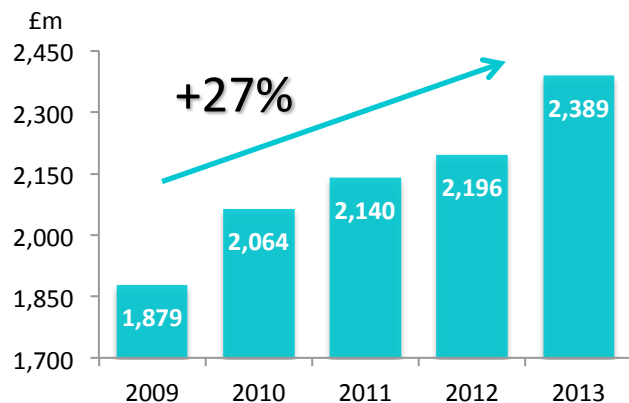
| Shareholder returns: |      |   |
|----------------------|------|---|
| Ordinary dividend    | 3.5p |  35% |
| Special dividend     | 4.0p |   |

## 2013 Highlights: strong growth and continued rebalancing

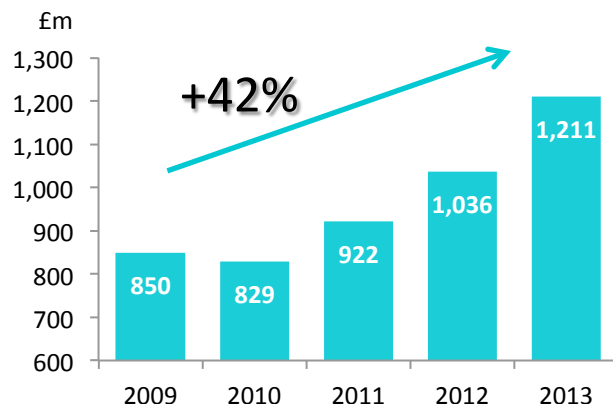
- Revenue growth and double digit profit growth for the fourth year in a row
  - Improved margins
- UK advertising market returning to growth
- Improved on-screen and online performance:
  - ITV Family SOV  +4%
  - Long form video requests up  16% driven by mobile and tablets
- Investing in high quality content is driving significant rebalancing of the business
  - Online, Pay & Interactive revenue  +16%
  - ITV Studios revenues up  20% driven by organic growth and acquisitions
  - Non-NAR revenue now 44% of total revenue
- Improved balance sheet efficiency
- Increased shareholder returns

# 2013 builds on consistently strong performance since 2009

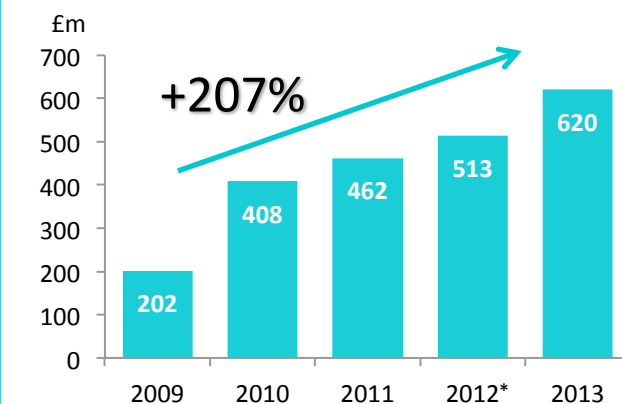
## Group External Revenues



## Non-NAR Revenues

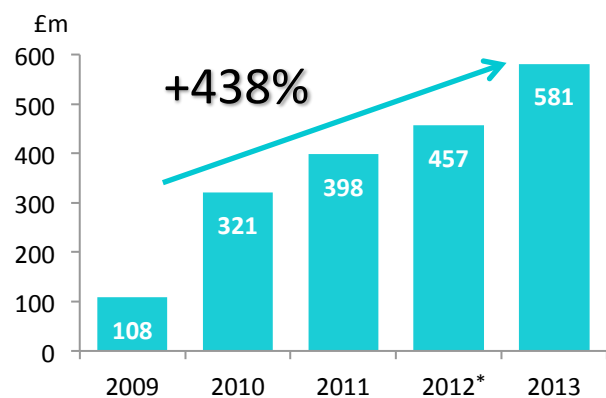


## EBITA before exceptional items



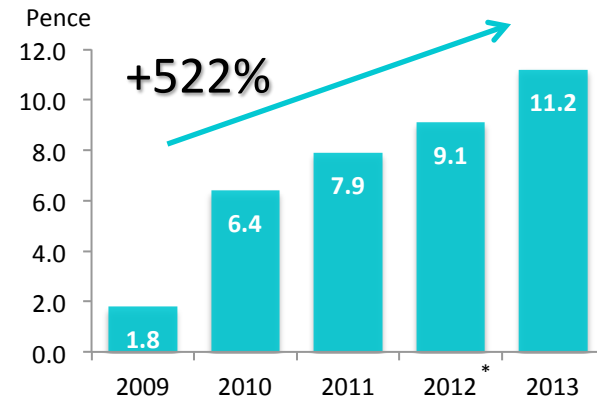
\* Restated following adoption of IAS19

## Adjusted profit before tax



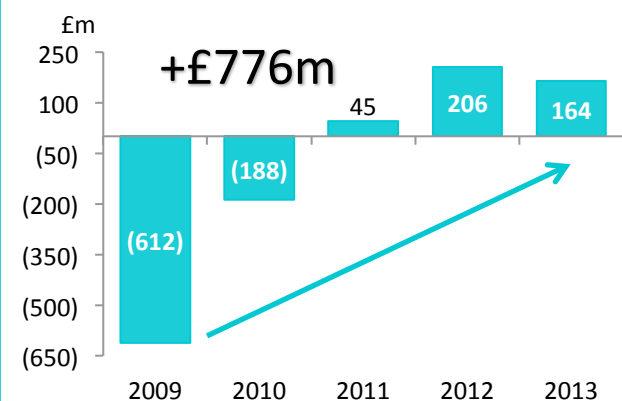
\* Restated following adoption of IAS19

## Adjusted EPS



\* Restated following adoption of IAS19

## Net Cash/(Debt) \*



\* Including distributions to shareholders, cash has increased by around £1.1 billion between 2009 to 2013.

# 2013 Full Year Financial Results

Ian Griffiths

26<sup>th</sup> February 2014





## FY 2013 Financial Highlights

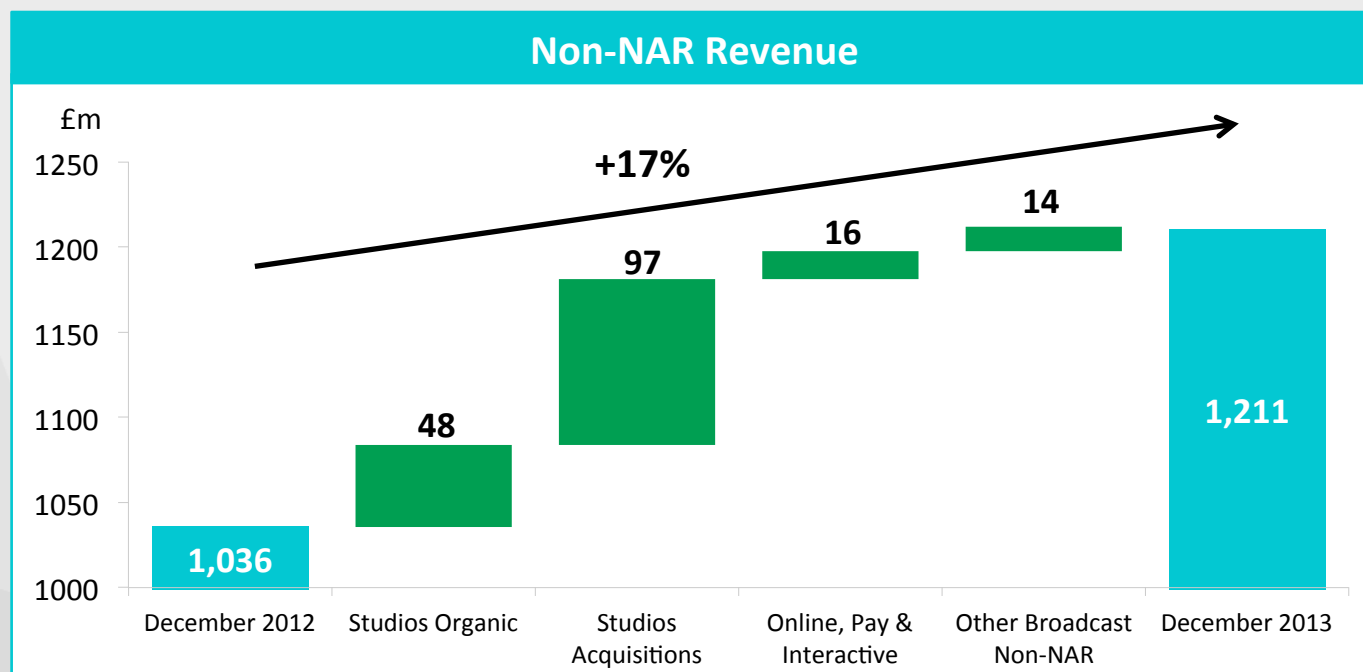
|                  |         |                       |  |
|------------------|---------|-----------------------|--|
| External revenue | £2,389m | Up 9%, £193m          | Growth <b>across</b> the business                  |
| NAR              | £1,542m | Up 2%, £32m           | TV ad market returns to <b>growth</b>              |
| Non-NAR          | £1,211m | Up 17%, £175m         | Continuing to <b>rebalance</b>                     |
| EBITA*           | £620m   | Up 21%, £107m         | <b>Improved</b> group margins                      |
| EPS*             | 11.2p   | Up 23%, 2.1p          | 4 <sup>th</sup> year of <b>double digit</b> growth |
| Cash             | £164m   | £42m net cash outflow | <b>Strong</b> profit to cash conversion            |
| Dividends        | 3.5p    | Up 35%, 0.9p          | <b>Progressive</b> dividend, 4p special            |



\* EBITA is before exceptional items and EPS is adjusted

## Revenue – growth across the business

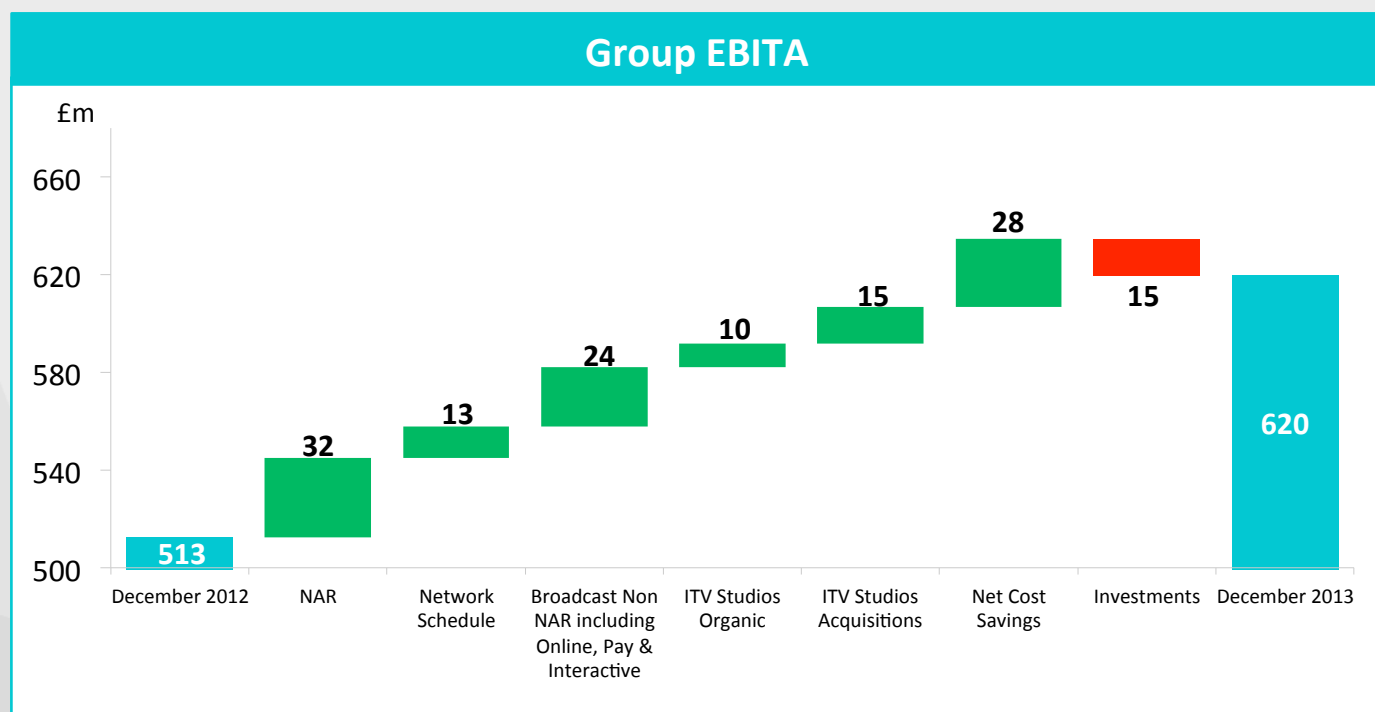
| £m                            | 2013         | 2012         | Change    |
|-------------------------------|--------------|--------------|-----------|
| Broadcast & Online            | 1,896        | 1,834        | 3%        |
| ITV Studios                   | 857          | 712          | 20%       |
| <b>Total revenue</b>          | <b>2,753</b> | <b>2,546</b> | <b>8%</b> |
| Internal supply               | (364)        | (350)        | (4)%      |
| <b>Total External Revenue</b> | <b>2,389</b> | <b>2,196</b> | <b>9%</b> |



- Revenue growth from both businesses
- ITV Family NAR up 2% to £1,542m after strong H2
- Significant growth in Non-NAR - up £175m or 17%
- £145m of additional revenue from ITV Studios
- UK and US acquisitions coming through as planned – just under £100m of revenue
- Strong growth Online, Pay & Interactive up £16m, 16%

## Group EBITA – new revenues and cost savings improve profit and margins

| £m                  | 2013       | 2012<br>Restated | Change     |
|---------------------|------------|------------------|------------|
| Broadcast & Online  | 487        | 406              | 20%        |
| ITV Studios         | 133        | 107              | 24%        |
| <b>Group EBITA*</b> | <b>620</b> | <b>513</b>       | <b>21%</b> |
| Group EBITA margin  | 26%        | 23%              |            |



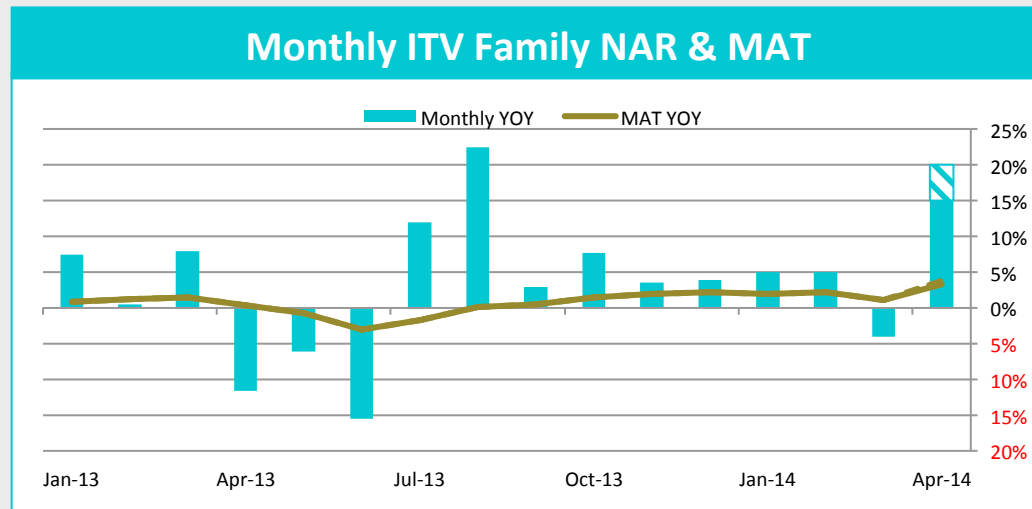
- Over £100m of EBITA growth from across the business
- 3% point improvement in margins
- Strong performance from Broadcast, profits up 20%
- Continued growth in new high margin revenue streams
- Studios profits up £26m, 24% with contribution from organic growth and acquisitions
- £28m of cost savings achieved, more than funding new investments

## Broadcast & Online – strong performance across the business; revenues, profits and margins

| £m  | 2013         | 2012<br>Restated | Change     |
|---|--------------|------------------|------------|
| <b>ITV NAR</b>                                | <b>1,542</b> | <b>1,510</b>     | <b>2%</b>  |
| SDN external revenue                          | 71           | 62               | 15%        |
| Online, Pay & Interactive                     | 118          | 102              | 16%        |
| Other commercial income                       | 165          | 160              | 3%         |
| <b>Broadcast &amp; Online non-NAR Revenue</b> | <b>354</b>   | <b>324</b>       | <b>9%</b>  |
| <b>Total Broadcast &amp; Online Revenue</b>   | <b>1,896</b> | <b>1,834</b>     | <b>3%</b>  |
| Schedule costs                                | (983)        | (996)            | 1%         |
| Other costs                                   | (426)        | (432)            | 1%         |
| <b>Broadcast &amp; Online EBITA*</b>          | <b>487</b>   | <b>406</b>       | <b>20%</b> |
| EBITA margin                                  | 26%          | 22%              |            |

- ITV Family NAR up 2%
- Strong growth in Non-NAR
- SDN benefitting from launch of 12<sup>th</sup> and 13<sup>th</sup> video streams
- Online viewing and new pay revenues deliver strong growth
- NPB benefits from lower sports costs partially offset by entertainment and drama
- Costs managed tightly
- Margins improve by 4% to 26%

## NAR – seasonality still a feature but 2013 saw a return to growth



| Category                     | 2013 (£m) | YOY % change |
|------------------------------|-----------|--------------|
| Retail                       | 300       | 1            |
| Entertainment & Leisure      | 159       | 3            |
| Finance                      | 148       | (2)          |
| Food                         | 117       | (6)          |
| Cosmetics & Toiletries       | 114       | (1)          |
| Telecommunications           | 86        | 4            |
| Cars and Car Dealers         | 73        | 8            |
| Publishing and Broadcasting  | 72        | 30           |
| Airlines Travel and Holidays | 59        | 10           |
| Household stores             | 57        | 6            |
| Other                        | 357       | 2            |

- ITV Family NAR up 2% after strong H2
- Market getting harder to measure
- Volatility continues across and within sectors
- Good growth in competitive technology and online based categories
  - Retail performance broadly flat - within this supermarkets spend was up year on year
  - Entertainment & Leisure growth from online businesses
  - Finance down with weak banks and building societies
  - Food was weak because of margin pressure
  - Publishing and Telecommunications blur together but growth across mobile, broadband and pay TV
- 2014 seasonality will remain a factor



NOTE: Category data based on ITV Family NAR

## ITV Studios – good organic growth and acquisitions coming through as planned

| £m                        | 2013       | 2012       | Change     |
|---------------------------|------------|------------|------------|
| UK Productions            | 456        | 408        | 12%        |
| International Productions | 266        | 171        | 56%        |
| Global Entertainment      | 135        | 133        | 2%         |
| <b>Total Revenue</b>      | <b>857</b> | <b>712</b> | <b>20%</b> |
| Total Studio costs        | (724)      | (605)      | (20)%      |
| <b>ITV Studios EBITA*</b> | <b>133</b> | <b>107</b> | <b>24%</b> |
| EBITA Margin              | 16%        | 15%        |            |

| £m                             | 2013       | 2012       | Change     |
|--------------------------------|------------|------------|------------|
| Internal – ITVS to ITV Network | 364        | 350        | 4%         |
| External Revenue               | 493        | 362        | 36%        |
| <b>Total Revenue</b>           | <b>857</b> | <b>712</b> | <b>20%</b> |

- Revenue growth across the business, but particularly driven by international
- Organic revenue growth of 7%, 5% UK, 15% International Production
- UK revenue growth on ITV (4%) and off ITV (59%)
- Just under £100m of revenue growth from acquisitions, £27m UK, £70m International and mainly US
- International growth driven by the US, Germany and France
- New content should improve GE revenue prospects
- Continued focus on costs whilst investing in creative pipeline
- In 2014 UK programme budgets will be more sport biased so growth will come primarily from acquisitions in the UK and internationally



\* EBITA is before exceptional items

## Adjusted Results – double digit earnings growth and increased cash returns to shareholders

| £m                                    | 2013         | 2012<br>Restated | Change     |
|---------------------------------------|--------------|------------------|------------|
| <b>Total External revenue</b>         | <b>2,389</b> | <b>2,196</b>     | <b>9%</b>  |
| <b>EBITA before exceptional items</b> | <b>620</b>   | <b>513</b>       | <b>21%</b> |
| Associates and JVs                    | (2)          | (1)              | (100)%     |
| Internally generated amortisation     | (12)         | (11)             | (9)%       |
| Financing costs                       | (25)         | (44)             | 43%        |
| <b>Profit before tax</b>              | <b>581</b>   | <b>457</b>       | <b>27%</b> |
| Tax                                   | (136)        | (104)            | (31)%      |
| <b>Profit after tax</b>               | <b>445</b>   | <b>353</b>       | <b>26%</b> |
| Non-controlling interests             | (4)          | (1)              | -          |
| <b>Earnings</b>                       | <b>441</b>   | <b>352</b>       | <b>25%</b> |
| <b>Adjusted EPS (p)</b>               | <b>11.2p</b> | <b>9.1p</b>      | <b>23%</b> |
| Diluted Adjusted EPS (p)              | 10.8p        | 8.7p             | 24%        |
| Statutory EPS (p)                     | 8.3p         | 6.6p             | 26%        |
| Dividend (p)                          | 3.5p         | 2.6p             | 35%        |
| Special Dividend (p)                  | 4.0p         | 4.0p             | -          |

- Strong growth on all key profit lines and margins continue to improve
- Finance cost savings delivered from debt buybacks
- Tax rate held at 23%
- Double digit profit growth
- Statutory EPS also up 26%
- NCIs increasing to reflect US acquisitions
- 35% increase in full year dividend reflecting confidence in ongoing growth and cash generation
- Special dividend of 4.0p

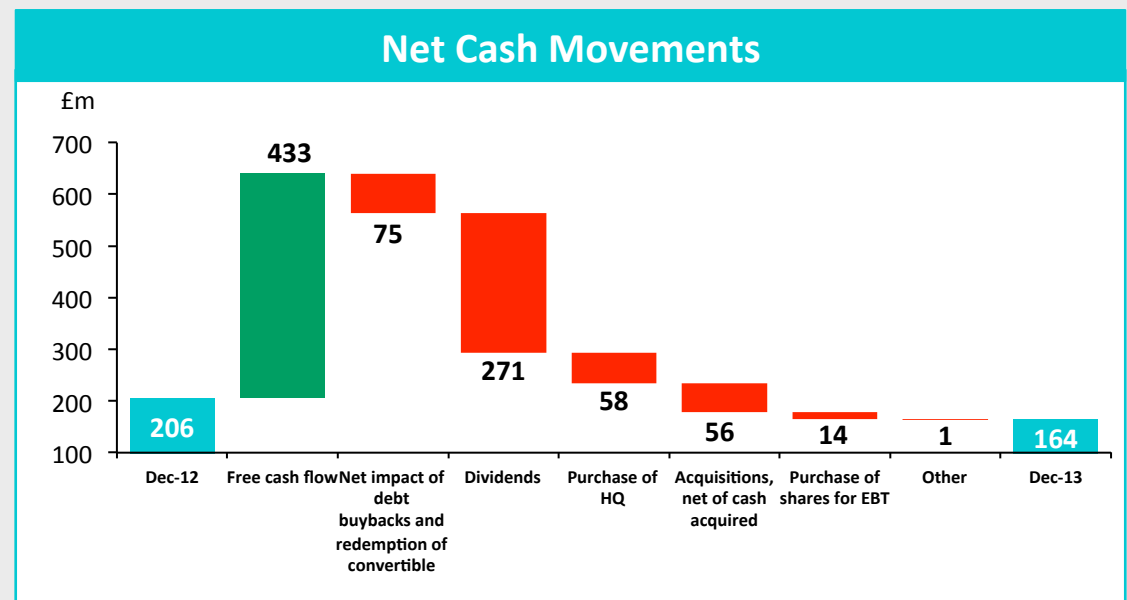


Note: Following revisions to IAS 19, we have restated our prior year results which have resulted in changes including a £7m decrease in EBITA before exceptional items, a £7m decrease in adjusted profit before tax and a 0.1p decrease in adjusted EPS for 2012.

## Profit to cash conversion – strong cash generation funds investment and shareholder returns

| £m   | 2013       | 2012<br>Restated |
|--|------------|------------------|
| <b>EBITA before exceptional items</b>              | <b>620</b> | <b>513</b>       |
| Working capital movement                           | (15)       | 1                |
| Share based compensation and pension service costs | 20         | 16               |
| Capex  | (45)       | (61)             |
| Depreciation                                       | 24         | 27               |
| <b>Adjusted cash flow</b>                          | <b>604</b> | <b>496</b>       |
| <b>Profit to cash ratio</b>                        | <b>97%</b> | <b>97%*</b>      |

| £m                     | 2013       | 2012<br>Restated |
|------------------------|------------|------------------|
| Adjusted cash flow     | 604        | 496              |
| Net cash interest paid | (24)       | (33)             |
| Cash tax paid          | (67)       | (62)             |
| Pension funding        | (80)       | (72)             |
| <b>Free cash flow</b>  | <b>433</b> | <b>329</b>       |



- Strong profit to cash conversion at 97% again above the rolling three year target of 90%
- Adjusted cash flow, after financing costs, tax and pension funding was up over £100m, 32%
- Healthy net cash position, similar to last year but after funding:
  - £56m of M&A acquisitions
  - £58m for acquisition of London HQ
  - £271m of dividends
  - £75m net impact of debt buybacks and redemption of the convertible



\*2012 profit to cash conversion was restated as profit was restated as a result of revisions to IAS 19. Previously reported profit to cash conversion was 95%

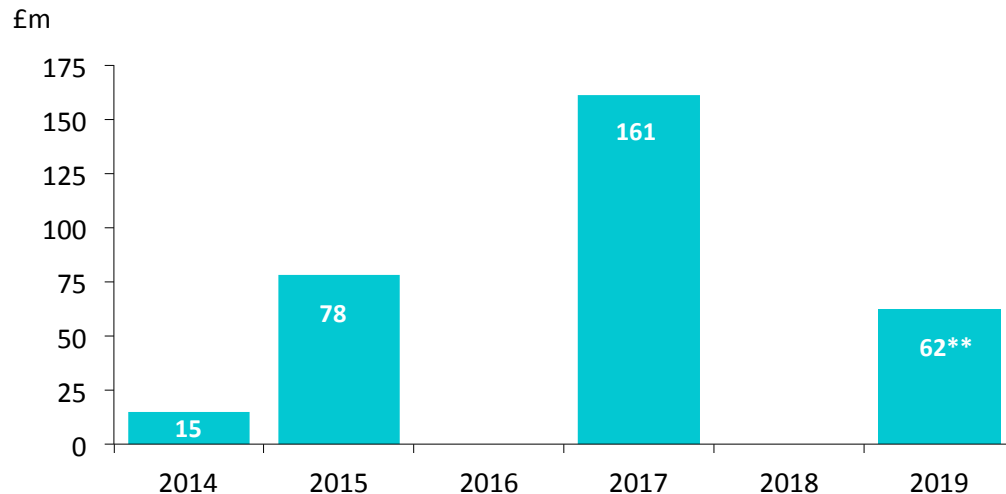


## Cash & Adjusted Net debt – financial position continues to improve; back to investment grade

| £m                              | 2013         | 2012         |
|---------------------------------|--------------|--------------|
| Net cash                        | 164          | 206          |
| M&A - contingent consideration  | (97)         | (36)         |
| Pension deficit (IAS 19R)       | (445)        | (551)        |
| Operating leases                | (414)        | (518)        |
| <b>Adjusted net debt</b>        | <b>(792)</b> | <b>(899)</b> |
| <b>Adjusted net debt/EBITDA</b> | <b>1.2x</b>  | <b>1.7x</b>  |

\*

### Maturity profile at 31 December 2013\*



- Investment grade credit with all three agencies
- Adjusted net debt/EBITDA 1.2x
- Over £1.1bn debt bought back
- Pension deficit reduced
- Leases reduced due to property acquisitions
- M&A contingent consideration – expected based on future performance

\* Excludes £38m of finance leases

\*\* The Group repurchased this loan in January 2014

## 2014 Planning assumptions – focus on costs and cash whilst investing behind the strategy

|              |            |  |
|--------------|------------|--|
| NPB          | c. £1,010m | Total NPB spend excluding two new channels                               |
| Cost savings | £10m       | Continued focus on non-programme <b>efficiency</b>                       |
| Investments  | £15-20m    | Across the business, including the launch of two new channels            |
| Interest     | £10-12m    | Full year benefit of bond buybacks <b>reduces</b> interest costs         |
| Tax          | 22-24%     | <b>Holding</b> effective tax rate – change in profit mix offsets UK rate |
| Capex        | £40-45m    | <b>Reduced</b> from recent high levels associated with MediaCity         |
| Pension      | £89m       | Cash funding to reflect 2013 profit                                      |

# Strategic / Operating Review & Outlook

Adam Crozier

26<sup>th</sup> February 2014

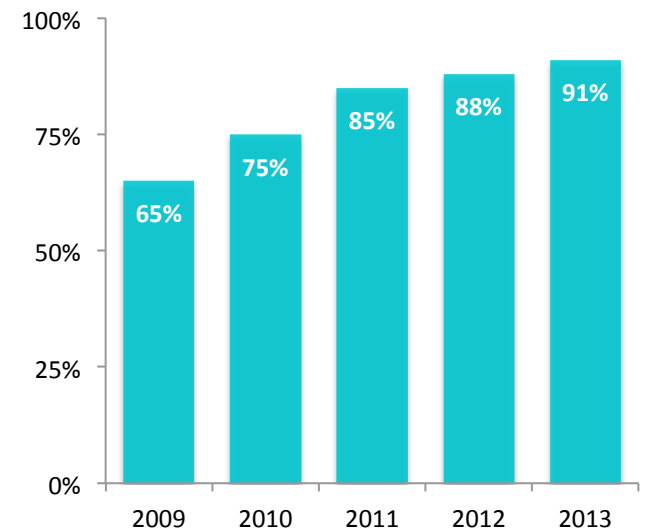


## Priority 1: Create a lean, creatively dynamic and fit for purpose organisation

### 2013 progress:

- Improving creative, commercial and management talent base
  - Record employee engagement at 91%
- ITV rebrand completed
  - Building a modern media brand that connects with viewers and customers
- Creative recognition
  - ITV named Channel of the Year/ITV2 Digital Channel of the Year
- Relentless focus on cost efficiency
  - £28m cost savings (£118m since 2009)
- Maintained focus on cash conversion and strong cash generation
  - 97% profit to cash/free cash flow up 32%
- Fourth consecutive year of revenue growth and double digit profit growth as we rebalance ITV
  - Improving margins
- Robust, flexible balance sheet to support future growth and reward shareholders

### Employee Engagement



## Priority 1: Create a lean, creatively dynamic and fit for purpose organisation

### Focus for 2014:

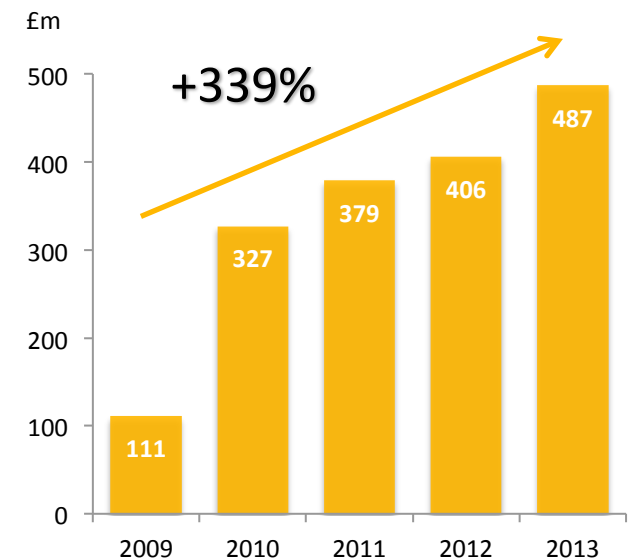
- Continue to improve and develop our people and organisational capabilities
- Further simplification of our operating structures as we grow in scale and geography
  - £10m cost savings target for 2014
- Drive further value from our integrated producer broadcaster model
- Deliver growth across all parts of the business
- Focus on cash remains
- Maintain a robust and flexible balance sheet
  - To invest in growth
  - To deliver progressive shareholder returns

## Priority 2: Maximise audience and revenue share from our existing free-to-air business

### 2013 progress:

- Improving economic conditions help TV advertising to return to growth
  - ITV NAR up 2%
- Strong on-screen viewing performance driven by high quality schedule
  - ITV Family SOV up 4% - best yoy performance in 10 years
  - ITV Family SOCI flat
- Improved marketing performance building connections with our viewers
  - ITV is biggest broadcaster on Twitter
  - 'Most loved' commercial network in 2013 (YouGov)
- ITV increasingly the antidote to fragmentation
  - 99.9% of all commercial programmes over 5m viewers
- Maximising the value of airtime
  - sponsorship, interactivity and brand extensions

### Broadcast & Online EBITA



## Priority 2: Maximise audience and revenue share from our existing free-to-air business

### Focus for 2014:

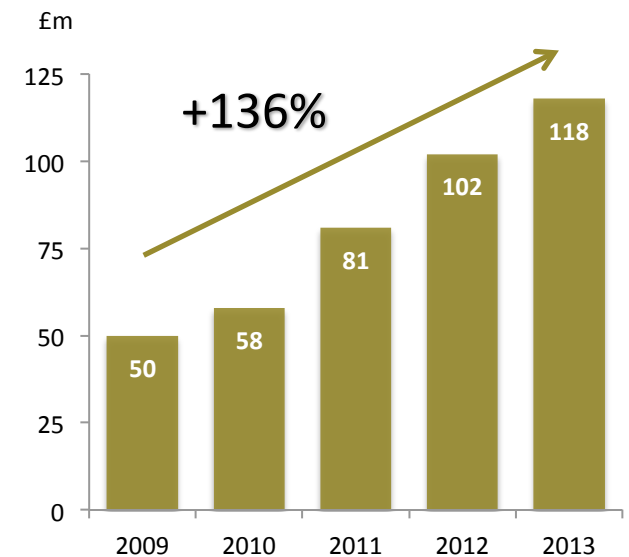
- Maintain strong on-screen viewing performance
- Outperform TV advertising market over the full year
  - Driven by 2013 outturn; World Cup; strong schedule
- Continue to build our Broadcast Non-NAR revenues
- Launch new free to air channel – ITVBe.
  - Target valuable young female audience
  - Improve share of commercial market
  - Reposition ITV2
- Finalise renewal of the new 10 year broadcasting license [✓]
- ITV Family NAR expected to be up between 5% and 6% over 4 months to end April
  - The shape of the market will vary year on year

## Priority 3: Drive new revenue streams by exploiting our content across multiple platforms

### 2013 progress:

- Improved distribution and quality of ITV Player
  - ITV content is now available on 19 platforms
  - 11.7m downloads of ITV player app
  - YouView building momentum (>900k connections)
- Long form video requests up by 16% to 577m
  - Driven by mobile and tablet viewing
- Strong demand from advertisers holding up Online rates and driving revenues
- Developing pay services
  - Re-negotiated deals with Virgin and BT
  - New deals with Amazon, EE
  - Trialling pay opportunities e.g. ITV essentials/Ad free subscriptions
- Increasing 2nd screen interactivity with viewers and advertisers
- Online, Pay & Interactive revenues up by 16% to £118m – all organic

### Online, Pay & Interactive Revenues





## Priority 3: Drive new revenue streams by exploiting our content across multiple platforms

### Focus for 2014:

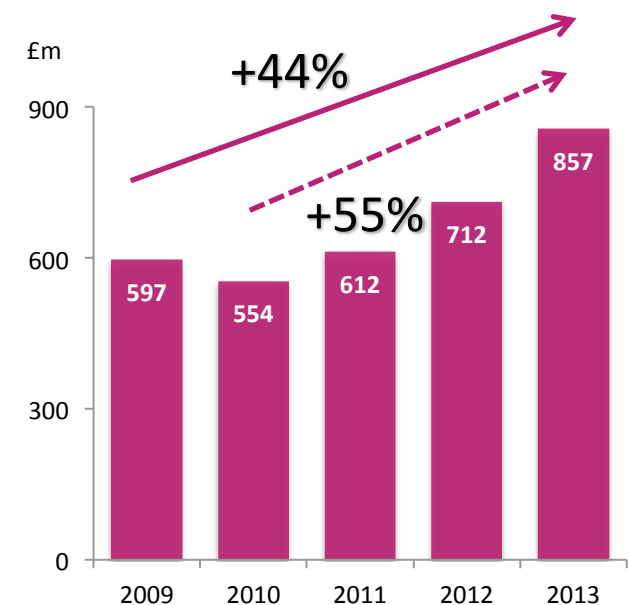
- Continue to improve quality of ITV Player
- Further increase distribution of ITV Player
  - Potential for new deals with platform owners
  - Implement new deal with Sky
- Hold online advertising rates and drive revenues
  - Launch advertising capability on catch up on Sky/Virgin
- Launch new Pay channel: ITV Encore
  - ITV strength in drama - strengthen our brand
  - Grow and diversify our revenue
  - Increased opportunity to showcase original content that can travel
- Continue to develop further digital and pay services in the UK and internationally
- Increase the use of innovative digital advertising opportunities
- Deliver double digit growth in Online, Pay & Interactive

## Priority 4: Build a strong international content business

### 2013 progress:

- Strong global demand for high quality content
- Investing in a healthy creative pipeline in key genres
  - 121 new commissions/101 recommissions
  - UK original hours: drama +55%; entertainment +16%; factual +49%
- Building on strong organic growth with strategic acquisitions and partnerships
  - UK: The Garden, Big Talk
  - USA: High Noon, Thinkfactory
- ITV Studios delivering strong revenue growth driven by International production
  - Revenue +20%; EBITA +24%
  - International Production +56%
  - Off ITV UK revenue +59%
- Strengthening our international distribution business with both ITV and 3rd party content
  - Traditional broadcasters and digital platforms

### Studios Revenue



## Priority 4: Build a strong international content business

### Focus for 2014:

- Continue to invest in creative talent / healthy content pipeline
- Strengthen our global production capabilities as we become increasingly international
  - Focus on key genres
  - Make further strategic acquisitions where appropriate
- DiGa [✓]
- Focus on growing 'off ITV' revenues in the UK
- Scale our international distribution business with both ITV and 3<sup>rd</sup> party content
  - US Drama
  - Growth from traditional broadcasters and digital platforms
- Expect good growth primarily driven by acquisitions we have made in UK and internationally

# Summary & Outlook

## Summary of 2013

- Revenue growth and double digit profit growth for the fourth year in a row
- Advertising market returning to growth
- Significant progress in rebalancing the business

- Investing in high quality content in driving growth across ITV

- Improved balance sheet efficiency
- Increased shareholder returns

## Focus for 2014

**Expect growth across all parts of ITV**

- **ITV Family NAR expected to be up between 5% and 6% over 4 months to end April**
- **Double digit growth in Online, Pay & Interactive**
- **Good Studios growth primarily driven by acquisitions in UK and internationally**

**Continue to invest in high quality content**

- **Drive on-screen and online performance**
- **M&A in key genres/territories**

**Launch two new channels**

- **ITV Encore**
- **ITVBe**

**Maintain a robust, efficient and flexible balance sheet**

- **Invest in future growth**
- **Progressive shareholder returns**

# Appendix

Full Year Results 2013



26<sup>th</sup> February 2014

## Reported numbers

| £m                                    | 2013        | 2012<br>Restated | Change     |
|---------------------------------------|-------------|------------------|------------|
| Revenue                               | 2,389       | 2,196            | 9%         |
| EBITA before exceptional items        | 620         | 513              | 21%        |
| Amortisation and Impairment           | (66)        | (60)             | (10)%      |
| Exceptional items (total)             | (2)         | (12)             | 83%        |
| Associates and JVs                    | (2)         | (1)              | (100)%     |
| <b>Profit before interest and tax</b> | <b>550</b>  | <b>440</b>       | <b>25%</b> |
| Net financing costs*                  | (115)       | (106)            | (8)%       |
| <b>Profit before tax</b>              | <b>435</b>  | <b>334</b>       | <b>30%</b> |
| Tax                                   | (105)       | (77)             | (36)%      |
| <b>Profit after tax</b>               | <b>330</b>  | <b>257</b>       | <b>28%</b> |
| Non-controlling interests             | (4)         | (1)              | -          |
| <b>Earnings</b>                       | <b>326</b>  | <b>256</b>       | <b>27%</b> |
| <b>Earnings per share (p)</b>         | <b>8.3p</b> | <b>6.6p</b>      | <b>26%</b> |

## Reconciliation between 2013 reported and adjusted earnings

| £m                                   | Reported    | Adjustments | Adjusted     |
|--------------------------------------|-------------|-------------|--------------|
| EBITA before exceptional items       | 620         | -           | 620          |
| Exceptional items (total)            | (2)         | 2           | -            |
| Amortisation and impairment          | (66)        | 54          | (12)         |
| Financing costs                      | (115)       | 90          | (25)         |
| JVs and associates                   | (2)         | -           | (2)          |
| <b>Profit before tax</b>             | <b>435</b>  | <b>146</b>  | <b>581</b>   |
| Tax                                  | (105)       | (31)        | (136)        |
| <b>Profit after tax</b>              | <b>330</b>  | <b>115</b>  | <b>445</b>   |
| Non-controlling interests            | (4)         | -           | (4)          |
| <b>Earnings</b>                      | <b>326</b>  | <b>115</b>  | <b>441</b>   |
| Number of shares* (weighted average) | 3,929       |             | 3,929        |
| <b>Earnings per share (p)</b>        | <b>8.3p</b> |             | <b>11.2p</b> |

## Reconciliation between 2012 reported and adjusted earnings

| £m                             | Reported<br>Restated | Adjustments | Adjusted    |
|--------------------------------|----------------------|-------------|-------------|
| EBITA before exceptional items | 513                  | -           | 513         |
| Exceptional items (total)      | (12)                 | 12          | -           |
| Amortisation and impairment    | (60)                 | 49          | (11)        |
| Financing costs                | (106)                | 62          | (44)        |
| JVs and associates             | (1)                  | -           | (1)         |
| <b>Profit before tax</b>       | <b>334</b>           | <b>123</b>  | <b>457</b>  |
| Tax                            | (77)                 | (27)        | (104)       |
| <b>Profit after tax</b>        | <b>257</b>           | <b>96</b>   | <b>353</b>  |
| Non-controlling interests      | (1)                  | -           | (1)         |
| <b>Earnings</b>                | <b>256</b>           | <b>96</b>   | <b>352</b>  |
| Number of shares*              | 3,888                |             | 3,888       |
| <b>Earnings per share (p)</b>  | <b>6.6p</b>          |             | <b>9.1p</b> |



## Acquisitions

| Acquisition           | Country | Initial consideration | Expected total consideration* | Max total consideration* | Expected payment date |
|-----------------------|---------|-----------------------|-------------------------------|--------------------------|-----------------------|
|                       |         | £m                    |                               | £m                       |                       |
| The Garden            | UK      | 18                    | 35                            | 46                       | 2018                  |
| Big Talk              | UK      | 13                    | 30                            | 30                       | 2015-18               |
| Thinkfactory          | US      | 19                    | 31                            | 61                       | 2017-19               |
| High Noon             | US      | 16                    | 34                            | 61                       | 2015-21               |
| <b>Total for 2013</b> |         | <b>66</b>             | <b>130</b>                    | <b>198</b>               |                       |
| <b>Total for 2012</b> |         | <b>42</b>             | <b>75</b>                     | <b>95</b>                |                       |
| <b>Total</b>          |         | <b>108</b>            | <b>205</b>                    | <b>293</b>               |                       |

\* Undiscounted and including initial consideration. All payments are performance related.

Equity interest currently not owned:

- Gurney 38.5%
- Thinkfactory 35%
- High Noon 40%

## Broadcast schedule costs

| £m                                 | 2013       | 2012       | Change    |
|------------------------------------|------------|------------|-----------|
| Commissions                        | 548        | 522        | (5)%      |
| Sport                              | 128        | 157        | 18%       |
| Acquired                           | 36         | 45         | 20%       |
| ITN News and Weather               | 44         | 45         | 2%        |
| Total ITV                          | 756        | 769        | 2%        |
| Regional news and non-news         | 63         | 71         | 11%       |
| ITV Breakfast                      | 41         | 42         | 2%        |
| Total ITV inc regional & Breakfast | 860        | 882        | 2%        |
| ITV2, ITV3, ITV4, CITV             | 123        | 114        | (8)%      |
| <b>Total schedule costs</b>        | <b>983</b> | <b>996</b> | <b>1%</b> |

## Financing costs

| £m  | 2013         | 2012<br>(restated) |
|---|--------------|--------------------|
| €50m Eurobond at 10% Coupon Jun 14                              | (2)          | (7)                |
| £78m Eurobond at 5.375% Coupon Oct 15                           | 2            | (1)                |
| £135m Convertible Bond at 4% Coupon Nov 16 (settled in 2013)    | (3)          | (5)                |
| £161m Eurobond at 7.375% Coupon Jan 17                          | (9)          | (12)               |
| £62m Loan at 13.55% coupon Mar 19 (£138m repaid in H1)*         | (6)          | (13)               |
| <b>Financing costs directly attributable to bonds and loans</b> | <b>(18)</b>  | <b>(38)</b>        |
| Other   | (2)          | 3                  |
| <b>Cash-related financing costs</b>                             | <b>(20)</b>  | <b>(35)</b>        |
| <b>Non-cash movements</b>                                       |              |                    |
| Amortisation of bonds   | (5)          | (9)                |
| <b>Adjusted net financing costs</b>                             | <b>(25)</b>  | <b>(44)</b>        |
| Mark-to-Market on bonds and swaps                               | (9)          | (11)               |
| Imputed pension interest  | (20)         | (16)               |
| Losses on buybacks  | (61)         | (36)               |
| Other net financing income                                      | -            | 1                  |
| <b>Statutory net financing costs</b>                            | <b>(115)</b> | <b>(106)</b>       |

## Exceptional costs

| £m  | 2013       | 2012        |
|---|------------|-------------|
| Reorganisation and restructuring costs                      | -          | (5)         |
| Acquisition related expenses                                | (8)        | (2)         |
| <b>Total operating exceptional items</b>                    | <b>(8)</b> | <b>(7)</b>  |
| Loss on the sale and impairment of non-current assets       | -          | (6)         |
| Gain on sale and impairment of subsidiaries and investments | 6          | 1           |
| <b>Total non-operating exceptional items</b>                | <b>6</b>   | <b>(5)</b>  |
|   |            |             |
| <b>Total exceptional items</b>                              | <b>(2)</b> | <b>(12)</b> |

## P&L tax charge and tax cash on reported basis

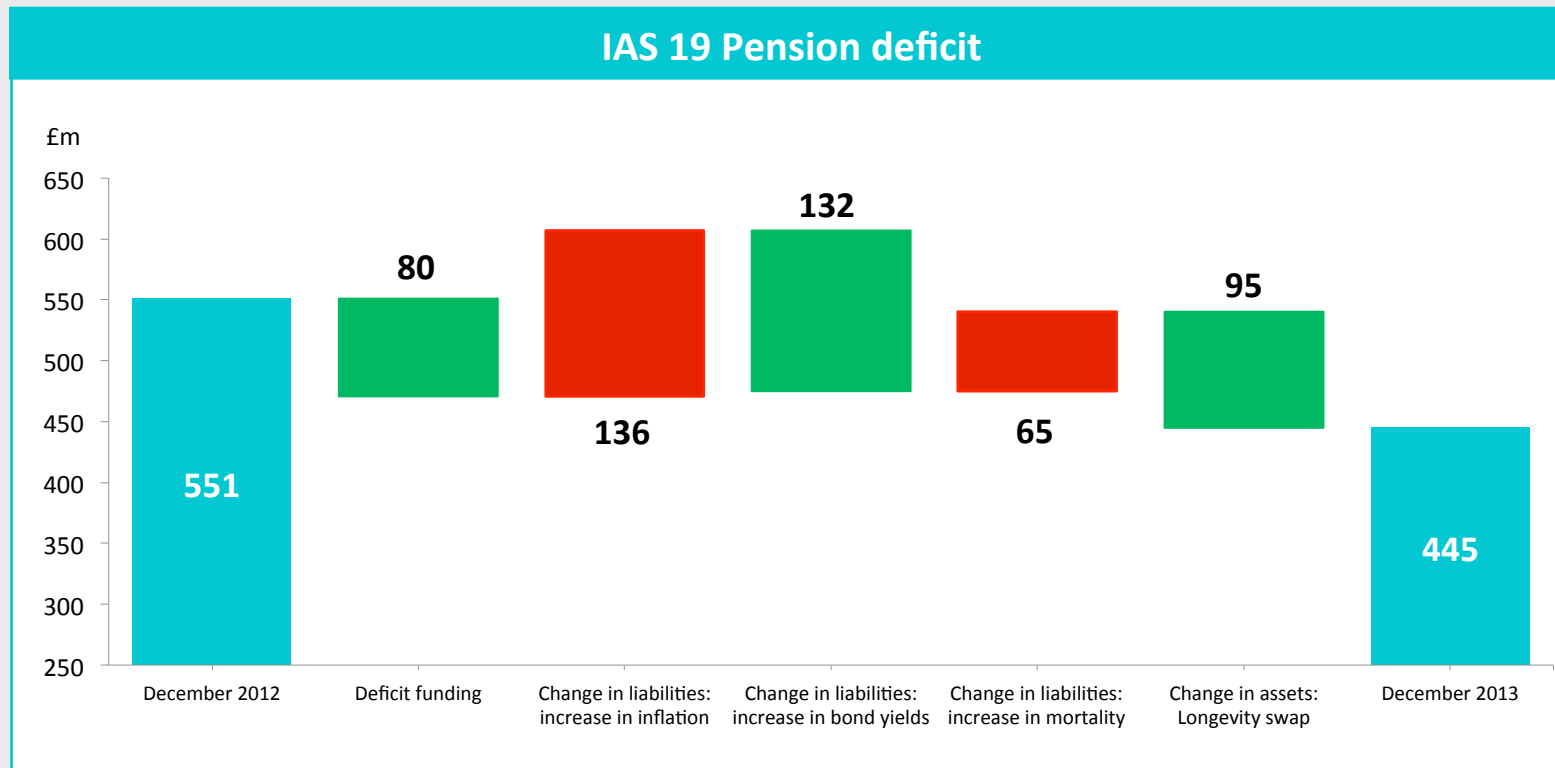
| £m   | 2013         | 2012<br>Restated |
|--|--------------|------------------|
| Profit before tax  | 435          | 334              |
| Exceptional items (net)  | 2            | 12               |
| Amortisation and impairment of intangible assets*                      | 54           | 49               |
| Adjustments to net financing costs                                     | 90           | 62               |
| <b>Adjusted profit before tax</b>                                      | <b>581</b>   | <b>457</b>       |
| Tax charge as reported   | (105)        | (77)             |
| Net charge for exceptional and other items                             | (1)          | (2)              |
| Charge in respect of amortisation and impairment of intangible assets* | (12)         | (12)             |
| Charge in respect of adjustments to net financing costs                | (21)         | (15)             |
| Other tax adjustments  | 3            | 2                |
| <b>Adjusted tax charge</b>   | <b>(136)</b> | <b>(104)</b>     |
| <b>Effective tax rate on adjusted profits</b>                          | <b>23%</b>   | <b>23%</b>       |
| <b>Total cash paid</b>   | <b>(67)</b>  | <b>(62)</b>      |

## Analysis of net cash

| £m   | 2013       | 2012       |
|--|------------|------------|
| €50m Jun 14                                | (15)       | (14)       |
| £78m Oct 15                                | (78)       | (78)       |
| £135m Convertible Nov 16 (settled in 2013) | -          | (132)      |
| £161m Jan 17                               | (161)      | (167)      |
| £62m Mar 19 (£138m repaid in 2013)         | (62)       | (200)      |
| Finance Leases                             | (38)       | (45)       |
| Amortised cost adjustment                  | -          | 7          |
| £138m Gilts Mar 19                         | -          | 145        |
| Cash and cash equivalents                  | 518        | 690        |
| <b>Net cash</b>                            | <b>164</b> | <b>206</b> |

| £m                        | 2013       | 2012       |
|---------------------------|------------|------------|
| Cash and cash equivalents | 518        | 690        |
| Debt                      | (354)      | (484)      |
| <b>Net cash</b>           | <b>164</b> | <b>206</b> |

## Pension deficit



| Impact of revised IAS19<br>£m          | 2013 - under<br>revised IAS19 | 2012 - under<br>revised IAS19* | 2012<br>actual |
|--|-------------------------------|--------------------------------|----------------|
| Operating costs – pension service cost | 13                            | 14                             | 7              |
| Unadjusted financing costs             | 20                            | 16                             | 9              |

\* This has been applied retrospectively

## Pension contributions – 15 year plan

### Section A:

The fixed payments to the main section of the scheme will be as follows:

- 2013 & 2014: £35 million plus an additional £5 million if there are no initiatives in the previous year which reduce the scheme deficit by at least £10 million, compared with the level had such initiatives not been implemented. This has not changed from the previous funding plan;
- 2015 to 2019: £48 million per annum in 2015 rising by £0.5 million per annum to £50 million in 2019;
- 2020 to 2025: £50 million per annum but may be reduced by the impact of additional profit-related contributions set out below

The performance related payments to the main section of the scheme will be as follows:

- During the period 2012 to 2020 if our reported EBITA before exceptional items exceed £300 million, we will contribute an amount representing 10% of EBITA before exceptional items over the threshold level. This is subject to an annual cap for total contributions which averages to £70 million per annum over the period 2015-2020. If the additional profit-related contributions are paid at the expected rate then the £50 million per annum fixed contributions scheduled to be paid between 2021 and 2025 (inclusive) should not be required.

In addition to the agreed deficit funding contributions above, the SDN partnership established in 2010 provides an annual distribution of £11 million to this section of the Scheme until 2022.

### Section B and C:

Following completion of actuarial valuations of Sections B and C as at 1 January 2011 we have agreed with the Trustee to make deficit funding contributions of £5.5 million per annum in order to eliminate the deficits in these sections by 31 March 2021.

The next triennial valuation of the scheme will be as at 1 January 2014 and is expected to be agreed in 2015.