

ANTENA 3 GROUP  
ANNUAL AND CORPORATE  
RESPONSIBILITY REPORT  
**2009**



GRUPO ANTENA 3

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This Annual Report was approved  
by ANTENA 3 GROUP Board of  
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## LETTER FROM THE PRESIDENT

2009 has been one of the most challenging years in private television history. During the year, several important and positive legislative reforms have taken place, as well as technological advances and continuous changes in social habits which have caused the country's audiovisual industry to change dramatically. These changes have demonstrated not only our capacity to adapt to a new reality, but also a true desire to change in order to lead them. This is the only way we can aspire to be the leaders in new communications, and we are already seeing the first results.

continue building and strengthening the already leading private communications group in the country.

**ANTENA 3 GROUP** was able to mitigate the effects of the economic recession in 2009, obtaining excellent results in a year in which the advertising market suffered the worst crisis in history, dropping by over 20%.

The **ANTENA 3** stock has also outperformed the market. The stock price has increased by 81.3% while the IBEX increased by only 29.8%. In the worst year of the last decade for advertising investment, we implemented new strategies to maximise income, which has allowed us to bring in income above expect-

tations and to maintain our traditional policy of returns to shareholders, with 80% of net profits going to dividend payments.

As indicated previously, we do not just want to face the changes in the audiovisual sector; we want to be the engine of the new industry. The **3.0** strategy is the Group's response to the wave of new television channels, audience fragmentation and the new challenges facing multimedia communication. We want to be where the audience is, no matter the time or the support used. Three channels, **ANTENA 3**, **NEOX** and **NOVA**, make up the **GROUP's Family of Channels**, and their content is adapted to the three screens: television, computer and mobile phone.

Added to this incessant succession of events has been the difficult economic situation that is affecting the country, and which, far from keeping us down, has motivated us even more to

“ We do not want to merely face the changes in the audiovisual sector; we want to be the engine of the new audiovisual industry. ”

“ All the projects carried out in 2009 have been directed to obtain a two-pronged objective: attract the best audience and satisfy advertiser needs. ”

All the projects carried out in 2009 have been directed to obtain a two-pronged objective: attract the best audience and satisfy advertiser needs. We have thus come up with innovative solutions that have noticeably increased our advertising efficiency, like the advertising bundling, which consists of the simultaneous broadcasting of an advertisement spots on the **GROUP's** three channels, and their bundled sale.

This has been one of the **ANTENA 3 GROUP's** biggest contributions to the audiovisual industry. The **3.0** strategy and the advertising bundling have strengthened our young digital channels, which have now turned a profit; the **GROUP's** web pages have been re-launched; and we have halted audience fragmentation and the loss of advertising coverage.

Both the **ANTENA 3 GROUP Family of Channels**, the **UNIPREX** broadcasters and the

other lines of business have grown. I would not want to leave out the magnificent results from **ONDA CERO** and **EUROPA FM**, who have for another year beat all expectations in both audience share and profitability.

2009 has also been a year of important legislative improvements which lend more stability to the audiovisual market. The Government approved the RTVE Corporation Financing Law, which prohibits the public network from financing itself through advertising. An old reproach from the sector that we hope will extend to the public channels in the autonomous regions and that it will stimulate the anticipated change in the model towards television in the authentic public interest.

Lastly, the upcoming approval of the General Audiovisual Communications Law would unify the different regulations in the sector, establishing a single set of guide-

“ For another year, we at the Antena 3 Group have remained committed to Corporate Responsibility as a means of reaching our business goals. ”

lines that will mean more legal security. The Law will surpass the Television without Borders Directive, which will bring us closer to Europe in audiovisual policies.

For another year, we at the **ANTENA 3 GROUP** have remained committed to Corporate Responsibility as a means of reaching our business goals. We have implemented many measures; we have included public service messages in our programming and have signed various agreements in our quest for responsible communication and advertising.

Furthermore, as signatory of the United Nations Global Pact, we continue to develop our commitment to the respect of human rights and the environment, through our support of charity initiatives and awareness campaigns.

For another year, the outstanding results of the **Ponle Freno** campaign continue to be

the reference in public service announcements from a communications group in Spain. The initiative still has the support of all the **ANTENA 3** and all the agents involved in safe driving issues.

The **ANTENA 3 FOUNDATION** is in my opinion one of the most efficient tools to develop our CR policy. This year, its activity has increased due to its active involvement in different programs such as hospital aid to children and adolescents, as well as several awareness campaigns.

2009 has definitely been a year of big transformations which portend a decisive 2010 for the audiovisual industry. We are not satisfied with just being prepared; we are working to continue leading new multimedia communications, contributing all our capacity to innovate.

José Manuel Lara



## LETTER FROM THE CEO

“ With the creation of the advertising bundling, Antena 3 has withstood the decline in the advertising market better than any of its competitors. In 2009, our share of the advertising market reached 26%, 3 points more than last year. ”

2009 was undeniably marked by the economic crisis. All sectors were affected to a certain degree. We communications companies were no exception; in fact the crisis has been so severe that it provoked the sharpest decline to date in the advertising market, our main source of revenue. At the same time, the audiovisual business is currently still undergoing a process of profound and rapid changes (legislative, technological, sociological, etc), which are creating the foundations of a new scenario in which we must develop our activity.

Within this complex but fascinating context, the **ANTENA 3 GROUP** has obtained net profits of 60.8 million Euros. Net income reached 703.9 million Euros, while net operating results (EBITDA)

amounted to 81.1 million, a sales margin of 11.5%. The distributed economic value reached 489,908 thousand Euros.

These figures demonstrate the solidness of our Company's position, as well as the capacity of the Organization to react and adapt to change; definitely in order to continue responding efficiently to moments of uncertainty, like the climate we are in today. This attitude towards the new backdrop has led us to formulate innovative solutions and to be in the vanguard of multimedia communications.

In the television arena, the **Family of Channels**, designed to integrate **ANTENA 3 TV**, **NEOX** and **NOVA** under the same strategy, has resulted in an efficient remedy against audience fragmentation and the consequent loss of advertising coverage. Figures show that our bet on DTT was on the mark. In 2009, **NEOX** and **NOVA** doubled their audience share with respect to last year and **ANTENA 3's** Global offer beat the others and turned us into the

private leading group in terms of audience share, 16.6%, and the commercial target, 17.6%.

**ANTENA 3 TELEVISION**, our main channel, also ended the year as the most watched television network by advertisers preferred groups, thanks to the combination of innovative formats and consolidated programs, the success of our national fiction series and made for TV movies, which we have recovered for television, and our wide range of news programs that have been the private market leaders for the ninth consecutive year.

However, we have known for quite a while that there was more than one single screen to distribute television and that internet and mobile telephony, as main alternative supports, continue to drive a path in audiovisual consumption. From this certainty, and our ability to connect with the viewer, regardless of how, when or where he decides to see our product, the **3.0 TELEVISION** concept was born. With its, **ANTENA 3** becomes a global



“ These figures demonstrate the solidness of our Company’s position, as well as the capacity of the Organization to react and adapt to change; definitely in order to continue responding efficiently to moments of uncertainty, like the climate we are in today. ”

contents operator strategically managing three channels: **ANTENA 3 TV**, **NEOX** and **NOVA** and, at least three screens: television, computer and mobile.

Simultaneously, with the creation of the *advertising bundling*, an innovative initiative based on the bundled advertising sales of our channels, **ATRES ADVERTISING** has allowed advertisers to maintain an optimal level of coverage for its campaigns, and our Company to maximise profits from its bet on DTT; as a result, we have withstood the decline in the advertising market better than any other competitor: in 2009, our share of the advertising market grew by 3 points to 26%.

Special mention to the the Radio Division that have once again had a historic year. Both **ONDA CERO** and **EUROPA FM** have revolutionized the Spanish radio audiences and had an extraordinary year. **ONDA CERO** is the only real alternative in generalist radio stations, opening a significant gap with the third operator, and **EUROPE FM**

continues to climb the rankings in an otherwise very established market holding the fourth position among the music radio stations. They registered net profits of 12.9 million Euros and continue to increase their weight in the **GROUP**.

The company’s Multimedia Division is playing a fundamental role in this strategy. The **GROUP**’s web pages, the presence of our brand on the main web networking sites (YouTube, Facebook, Tuenti, Haboo, Windows Live Messenger...), the applications created for mobile telephony, as well as the series of developments designed for video consoles or new generation televisions, constitute the true bridge between our content and those viewers who are no longer content exclusively with traditional television. In this arena as well, figures prove that once again we are going in the right direction. Coinciding with the **3.0** strategy, visits to our web pages have increased by 64%, with more than 60 million hits.

In 2009 we consolidated the **ANTENA 3 GROUP**’s Corporate Responsibility (CR) policy. To this point, I would like to highlight two facets that demonstrate our Company’s bet on understanding business in this way and the commitment we are making with the environment in which we develop our activities.

The first of which was the design of the Master Corporate Responsibility Plan 2010-2012, a document which established the foundations so that we can be the CR leaders within the Spanish audiovisual sector.

The second was the creation of the Corporate Responsibility Committee. Through this group, in which the Organization’s main divisions are represented, we are equipped with the mechanisms necessary to adequately implement the Master Plan, as well as diffuse our CR policy.

I would also like to highlight the work that the **ANTENA 3 FOUNDATION** continues to


“ The Radio Division have once again had a historic year. Onda Cero is the only real alternative in generalist radio stations, and Europe FM continues to climb the rankings and currently is in the fourth position. ”

carry out. The launch of the **PRO Project** is especially commendable due to its relevance to the company’s strategy. The **PRO Project** aims to integrate people with disabilities or handicaps into the audiovisual sector, and to be a model for Companies which need to meet the existing requirements with regard to their integration into the workplace.

Managing a large Communications group in an environment of complete transformation like the one we are living today requires a large capacity to innovate. It also requires a team of people who do not scrimp on effort and who understand that change leads to progress. We at **ANTENA 3** want to be the stars of the new audiovisual industry. This is the path we undertook a few years ago, and the one we wish to continue on in the future.

**Silvio González**

# THE ANTENA 3 GROUP INTEGRATES ITS CORPORATE RESPONSIBILITY REPORT WITHIN ITS ANNUAL REPORT

 The **ANTENA 3 GROUP** is committed to improving the information disseminated to its stakeholders in its annual reports. As a result of this commitment, and in line with best international practices, the Company has decided to report its economic, social and environmental impact in one document, integrating its Corporate Responsibility Report within its Annual Report 2009.

With this move, company management seeks to prove the integration of its Corporate Responsibility (CR) into its business strategy, and to demonstrate the transversal nature of the organization, as well as facilitate reading and understanding of the Report by its stakeholders.





Likewise, in order to help the reader easily identify the sections of most interest, the sections on Corporate Responsibility have been highlighted in a different font colour. We hope this makes it easier to consult the Report and gives it a clearer and easier to understand structure.

Graphic support identifying content relative to Corporate Responsibility in the report.



The 2009 Annual Report has been coordinated by the General Secretary, the Corporate Communications and Marketing Department, and the **ANTENA 3 FOUNDATION**. Throughout its elaboration, we have adhered to Global Reporting Initiative (GRI) protocols and guidelines. There have been no major changes in the techniques used to calculate the indicators in this Report.

The **ANTENA 3 GROUP** has self-verified this Report, which has been verified by AENOR with an A+ rating, the same rating GRI granted the company after its review.

	C	C+	B	B+	A	A+
Self verification						✓
External verification						✓
GRI review						

# ANTENA 3 GROUP: MAIN ECONOMIC, SOCIAL AND ENVIRONMENTAL INDICATORS

	2007	2008	2009
<b>Economic</b>			
Ordinary net income (Millions of €)	937	767	651
Operating profits (Thousands of €)	316,032	147,491	64,047
Operating income (Millions of €)	1,015	833	704
Dividend per share (Thousands of €)	0.80	0.72	0.20
Distributed economic value (Thousands of €)	705,353	686,433	489,908
Financial Assistance from Public Administration (Thousand of €)	13,317	17,891	2,736
Advertising efficiency ratio (adults)	1.49	1.50	1.61
Advertising efficiency ratio (individuals)	1.45	1.47	1.59
Average audience share ANTENA 3 TELEVISION (%)	17.4	16.0	16.6
Average audience share NEOX (%)	0.2	0.6	1.2
Average audience share NOVA	0.1	0.3	0.7
Share ONDA CERO (%)	15.8	16.0	18.3
Share EUROPA FM (%)	6	6	7
Number of ONDA CERO listeners	1,997,000	2,091,000	2,257,000
Number of EUROPA FM listeners	868.000	965.000	1.173.000
Number of advertisers	20,395	20,108	19,521
Number of videos hosted on <a href="http://www.antena3.com">www.antena3.com</a>	49,696,414	196,292,713	197,541,000
<b>Social</b>			
Child programming broadcast hours	1,128	866	767
Accumulated captioning hours	2,804	3,860	3,878
Number of special radio services	482	512	659
Number of employees	2,355	2,273	2,071

	2007	2008	2009
Investment in training (€)	1,065,380.14	1,176,918	1,002,338
Training hours per employee	16.9	28.6	29.0
Training offered (number of courses)	312	338	353
Training course evaluations (0-10)	8.2	8.3	8.5
Number of medical service consults	7,846	5,753	4,375
ANTENA 3 GROUP donations to the FOUNDATION	963,000	1,193,000	500,000
<b>Environmental</b>			
White paper consumption (pages)	7,500,000	7,250,000	7,165,000
Toner and cartridge consumption (units)	1,002	925	901
White envelope consumption (units)	30,000	29,750	29,550
Fluorescent light consumption (units)	1,026	1,018	1,580
Waste generated (metric tons)	759.8	638.9	452.3
Gas consumption (m³)	13,303	13,441	13,064
Unleaded gas consumption (litres)	602,692	563,991	423,861
Electrical consumption (Kw.h)	18,880,076	19,584,752	19,534,953
Water consumption (litres)	54,534	50,770	49,371
GEI Emission (ton of CO <sub>2</sub> equivalents)	5,775	4,379.73	4,316.32
Environmental investment (Thousands de €)	33.4	93.2	80.5
Environmental spending (Thousands de €)	30.9	24.6	22.4



# THE YEAR'S HIGHLIGHTS



## FINANCIAL RESULTS

**T**he **ANTENA 3 GROUP** has weathered the 2009 economic crisis exceptionally well, outperforming the advertising market, which suffered the worst crisis of the last decade with losses in excess of 20%.

- The **ANTENA 3 GROUP**'s net income amounted to 703.9 million Euros (833,5 million € in 2008).
- Net operating results came in at 81.1 million Euros, a sales margin of 11.5%.
- Net profits added up to 60.8 million Euros.
- The Economic value distributed was 489,908 million Euros.

### ANTENA 3

The **Family of Channels** (**ANTENA 3 TV**, **NEOX** and **NOVA**) was the first private television group in 2009, only three months from the analogue blackout. The **ANTENA 3 GROUP** is also the audience leader in the commercial target. **NEOX** and **NOVA** have doubled their audiences with respect to last year.

The company's traditional capacity to attract the most attractive public from a commercial point of view, and especially the 3 channels' advertising bundling, have helped **ANTENA 3** outperform the market in an economically challenging environment.

- Net income from **ANTENA 3 TV** reached 604.3 million Euros.
- Operating results amounted to 68.8 million Euros, resulting in a sales margin of 11.4%.
- Net profits reached 47.8 million Euros.

### UNIPREX

Both **ONDA CERO** and **EUROPA FM**'s audiences have skyrocketed. 2009 was an undoubtedly extraordinary year for both. **ONDA CERO** solidified its position as the only alternative on generalist radio and increased its audience becoming the second most listened to national radio station towards the end of the year. **EUROPA FM** continues to gain ground in a very stable market.

- In 2009 it registered a net income of 88.6 million Euros.
- Operating profits amounted to 20.5 million Euros (sales margin 23.1%).
- Net profits came in at 12.9 million Euros.

## AUDIENCES

**I**n a year wrought with fragmentation, the family of **ANTENA 3 GROUP** channels was, for the first time since 2002, the leader in private television due to its stable and high quality programming with a 16.6% audience share, beating the other commercial offers, and coming in ahead the Gestevisión Telecinco Group (16.2%), the Sogecable Group (8.7%) and the La Sexta Group (6.9%).

### TELEVISION 3.0

The company has broken with traditional television in 2009 with the launch of its **TELEVISION 3.0**, denoting the evolution of **ANTENA 3 TELEVISION** into becoming a global and multi-support content operator.

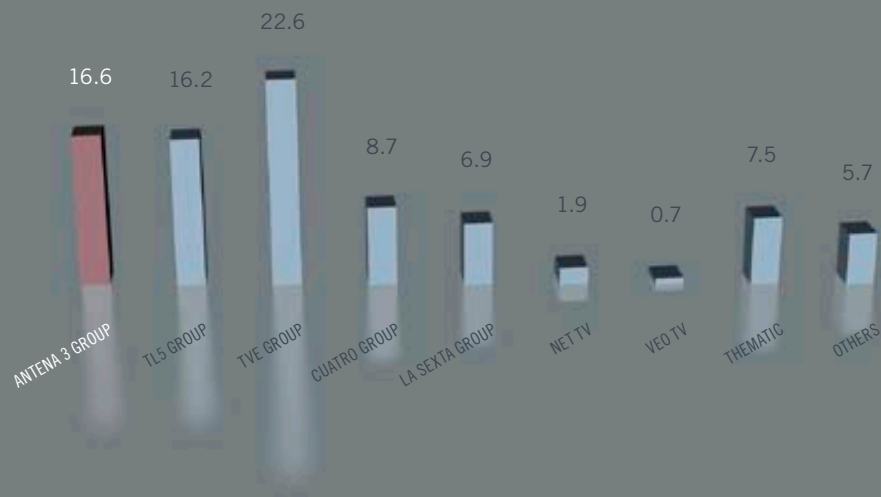
The advertising bundling has revolutionised the advertising market: as a direct result, the two digital channels have become profitable and are the veritable engines of the new digital television.

Television 3.0 presenter



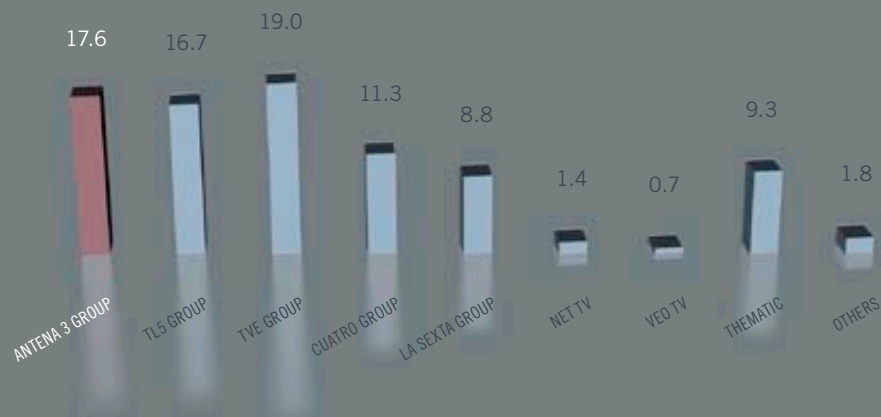
## 24h, Individual Audience Totals by Groups

Source: Sofres



## 24h, Commercial Target Audiences by Groups

Source: Sofres



Television consumption has remained very high in 2009 (226 minutes per person per day), only one minute less than in 2008. The television market continues down the path of change begun in 2006: increasing fragmentation due to the consolidation of digital television, the peak in theme channels and the consolidation of the internet.

## MILESTONES

## THE LEADING PRIVATE TELEVISION GROUP

With a 16.6% audience share, **ANTENA 3** beat out the other commercial offers and was the first private television group in 2009, only three months from the analogue blackout. Of the large generalist private channels, **ANTENA 3** has best withstood the flood of supply.

- **LEADER IN THE COMMERCIAL TARGET**  
**ANTENA 3** is in first place among the most commercially attractive audience, with 17.6%. Its main channel, **ANTENA 3**, is also the absolute leader with 15.4% of the commercial target.
- **NEOX AND NOVA DOUBLE THEIR AUDIENCES** with respect to the year before,

“ The Family of Channels was the first private television group in 2009. ”

obtaining a 1.9% share. **NEOX** was also the leader in prime time and late night among the DTT channels.

## LEADING GLOBAL CONTENT OPERATOR

**ANTENA 3** is breaking with the traditional television model with the launch of the **3.0** concept, a natural step for the family of channels to assure its presence on all the supports: television, internet and mobile.

**3.0** means that now more than ever, **ANTENA 3** is not one but three channels (**ANTENA 3 TV**, **NEOX** and **NOVA**), so the viewer can choose where, when and how he accesses our content.





## THE ADVERTISING BUNDLING REVOLUTIONIZES THE ADVERTISING MARKET

3.0 brings the integration between the channels full circle with the creation and implementation of the advertising bundling, which allows for bundled advertising sales on its three channels, a unique idea in Europe which gives advertisers efficient solutions in a new and competitive environment.

## ANTENA 3 NEWS, THE LEADING PRIVATE NEWS NETWORK NINE YEARS RUNNING

**Antena 3 News** is for the ninth consecutive year, the leading private news provider in all its editions, both on Monday to Friday and Monday to Sunday.

In addition to the success of the **NEWS** programmes, fiction also posted superb results in 2009. **DOCTOR MATEO** (above) and **FÍSICA O QUÍMICA** (right) both had a stellar year.

The **Antena 3 News** Monday to Sunday edition reached an average audience share of 16.8% and 2.2 million viewers, while the Monday to Friday edition had a 17% share and 2.2 million viewers. They both came in far ahead their competitors.

In 2009, **Antena 3 News 1** was the most watched private news broadcast with an average share of 19% and 2,462,000



viewers, versus 14% and 1.8 million for the Telecinco edition.

## THE BEST SPANISH FICTION ON ANTENA 3

In the fiction area, **ANTENA 3** has reaped excellent rewards in 2009, year in which it has stood out due to both its fiction sitcoms, as well as its made for TV movies, a genre which it has popularized and whose

raging success the competing networks have tried to imitate.

In made for TV movies, **ANTENA 3** has once again hit the spot in practically all the TV movies it broadcast in 2009. **Un Burka Por Amor** stands out as the channel's most watched mini series, with an average of 4 million viewers and a 22.7% audience share. Other winners in their respective time slots were **Días Sin Luz**, with 3.2 million viewers and a 20% audience share; **Marisol** with an average of 3.4 million viewers and a 17.6% share; and **Lola the mini-series**, with an average of 3 million viewers and 18.4% for both episodes.

The fiction series have also been a mark of excellence and success in prime time in 2009. **Doctor Mateo** was the leader in national fiction on Sunday nights, averaging 3.2 million viewers and a 17.8% audience share.

## CURSO DEL 63

The reality documentary **Curso del 63**, has become the surprise hit of the year with an average audience share of 19.5% and 3,597,000 viewers.



**CURSO DEL 63.** Had over 4 million viewers on the day of its premiere.

For its first broadcast, the program had raised expectations and averaged 4 million viewers and a 21.8% audience share, which made it the most watched broadcast of the day. Its second broadcast increased the audience figure to 4,166,000 viewers and a 22.4% audience share, becoming once again the most watched show of the day.

### THE CHAMPIONS FINAL, THE MOST VIEWED BROADCAST OF THE YEAR

**ANTENA 3** transmitted the most watched broadcast in 2009, the Champions League final between F.C Barcelona and Manchester United, a historic match that beat all records with an average viewership of 11.3 million and a 61.7% share.

### ANTENA 3 MULTIMEDIA REACHES 60 MILLION VISITS

The **3.0** concept has also had a positive impact on the **GROUP's** web pages, which is no longer only a site to consult what is playing, but a means of information which generates and consumes new content created specifically for its on line audience.

The **GROUP's** web pages ended the year with an average of 3.5 million single visitors and more than 60 million hits, versus 2.5 and 37 million page hits in 2008, respec-

tively. This translates into an increase of 42% and 64%, respectively.

### ONDA CERO AND EUROPA FM REACH HISTORICAL AUDIENCE LEVELS

Both **ONDA CERO** and **EUROPA FM** have once again beaten their own audience records. **ONDA CERO** has reached exceptional audience levels. With 166,000 new listeners in 2009, 8% more than in 2008, it is the second national broadcaster, according to the General Media Report, the Estudio General de Medios (EGM). **ONDA CERO** is for the second year in a row, the commercial radio station with the highest increase in listenership.

This ranking is especially significant given the latest wave of EGM figures. According to these figures the generalist station, **UNIPREX**, has added 227,000 new listeners, far ahead their closest competitor, the Cope network, by no less than 700,000 listeners.

**EUROPA FM** has for its part hit two important milestones: a historical record audience, with 1,173,000 listeners, and fourth place among music stations. Its ascent has been extraordinary: in only four years it has quadrupled its listenership.





**LA I CARRERA PONLE FRENO** gathered together 8,000 people in support of increased road safety.

## PONLE FRENO GROWS AS A SOCIAL MOVEMENT

In its first two years, the initiative has turned into a social movement promoting safer driving. Its implementation has coincided with a historical decline in car accidents.

More than 8,000 people participated in the run, **CARRERA PONLE FRENO 2009**, the first massive march for Safe Driving. Using the slogan "Don't stop, running today saves lives", the registrations fees have been donated to the **ANTENA 3 FOUNDATION** for other Safe Driving initiatives.

## QUALITY IS A PRIORITY

In order to reduce incidents throughout the entire production process, taping and broadcasting and advertising, in 2009, the **ANTENA 3** implemented a system to obtain more information on the incidents and their causes.

All the functions of system monitoring, information analysis and target setting have been assumed by the Quality Committee, which is made up those areas most directly involved in the production and broadcast processes.

## CORPORATE RESPONSIBILITY

### FIRST CR MASTER PLAN FOR THE ANTENA 3 GROUP

Throughout 2009 the **ANTENA 3 GROUP** has been working on its Master Plan for Corporate Responsibility. It has carried out a consulting process with both internal and external stakeholders in order to identify the Companies trademarks in its Corporate Responsibility.

### CREATION OF A CORPORATE RESPONSIBILITY COMMITTEE

**ANTENA 3 GROUP** has also created the Corporate Responsibility Committee. Made up of the company's main divisions, its functions include implementing and supervising the action points in the Master Plan and keeping company management informed of any progress being made.

### COMMITMENT TO TRANSPARENCY

For the second consecutive year, **ANTENA 3** has verified the information of his Corporate Responsibility Report through an external audit entity (AENOR) as part of its commitment to transparency.

## CAMPAIGNS PROMOTING PUBLIC INVOLVEMENT

Aware of the influence that a means of communications exercises on society, the **ANTENA 3 GROUP** is considering the including public service content in its programming and it goes beyond legal advertising requirements, actively participating with associations attempting to regulate commercial communications. In this vein, **ANTENA 3** has signed an agreement to help prevent childhood obesity, in accordance with the ethical norms found in the Code of Self-Regulation in Food Advertising, Código de Autorregulación de la Publicidad de Alimentos (PAOS).

In addition to its support for the **Ponle Freno** campaign in 2009, other socially oriented advertising campaigns have also been launched, such as **Placa Azul**, against animal abandonment, and **Adeslas** campaign for the battle against breast cancer

## THE ANTENA 3 FOUNDATION OPENS UP THE AUDIOVISUAL INDUSTRY TO PERSONS WITH HANDICAPS

In 2009, the **ANTENA 3 FOUNDATION** has continued to develop its work for childhood and adolescence. The foundation, which is in charge of the **ANTENA 3 GROUP's** social initiatives, has consolidated its program of hospital care, as well as proposals pro-





**MATÍAS PRATS.** Named “Ambassador” by the Laureus Foundation for his close ties with the world of sports throughout his career.

**PONLE FRENO.** A GROUP initiative which has been recognized with several awards for its contribution to road safety.



moting volunteer work, among other social initiatives. It has also promoted the **PRO project**, which seeks to incorporate people with handicaps into the audiovisual industry.

### NEW INTEGRAL WASTE MANAGEMENT PLAN

The **ANTENA 3 GROUP**'s commitment to the environment can be seen mainly in its efforts directed towards energy savings and recycling. During 2009, the **GROUP**

has implemented an Integral Waste Management Plan, the *Plan de Gestión Integral de Residuos*, which established specific containers for each type of waste; paper, cardboard, batteries, hardware waste and fluorescent tubes, among other things.

### RECOGNITION BY OUR STAKEHOLDERS

In 2009, the **ANTENA 3 GROUP** has seen its commitments to society rewarded with various awards. The **Ponle Freno** campaign was awarded the prize for Best

Road Safety Awareness Campaign at the *I Premios Nacionales de Seguridad Vial*, promoted by the Alcobendas City Hall and the Road Safety Foundation. The initiative also received a Gold Medal from the Red Cross and Red Half Moon, in recognition of its contributions to road safety in Spain.

Furthermore, the Laureus Foundation has named **Matías Prats** one of its ambassadors, for his commitment to the world of sports throughout his professional career.

The **ANTENA 3 FOUNDATION** has also received several awards in recognition of its efforts. Among them, the Publifestival Special Prize for promoting communication campaigns that promote values and ideas to raise social awareness, the gold brooch of the Premio Corazon y Vida for the **ANTENA 3 FOUNDATION**'s work in Spanish hospitals and lastly, the Fundacion Farmaindustria 2009 award to the children television channel **FAN3**, for the best patient service initiative. ■

A collage of various images. In the top left, a man in a white shirt stands with arms crossed. In the top right, a large solid red square is present. Below it, a woman and a man sit on a couch in a room with a bookshelf. At the bottom, a person's hand makes a peace sign, and a woman's face is partially visible. The text 'ANTENA 3 GROUP' is overlaid in large orange letters on a dark grey background.

# ANTENA 3 GROUP

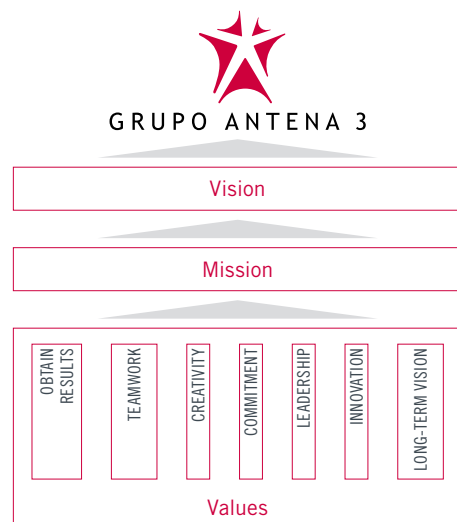
## 1.1 MISSION, VISION AND VALUES

### MISSION

To be the leader and to gain the recognition of its clients, through the broadcast of an attractive offer, pluralistic and independent, combining information and entertainment to transform this value into advertising revenue

### VISION

To be a reference multimedia Communications Group with the capacity to anticipate audience tastes in order to remain very attractive for advertisers.



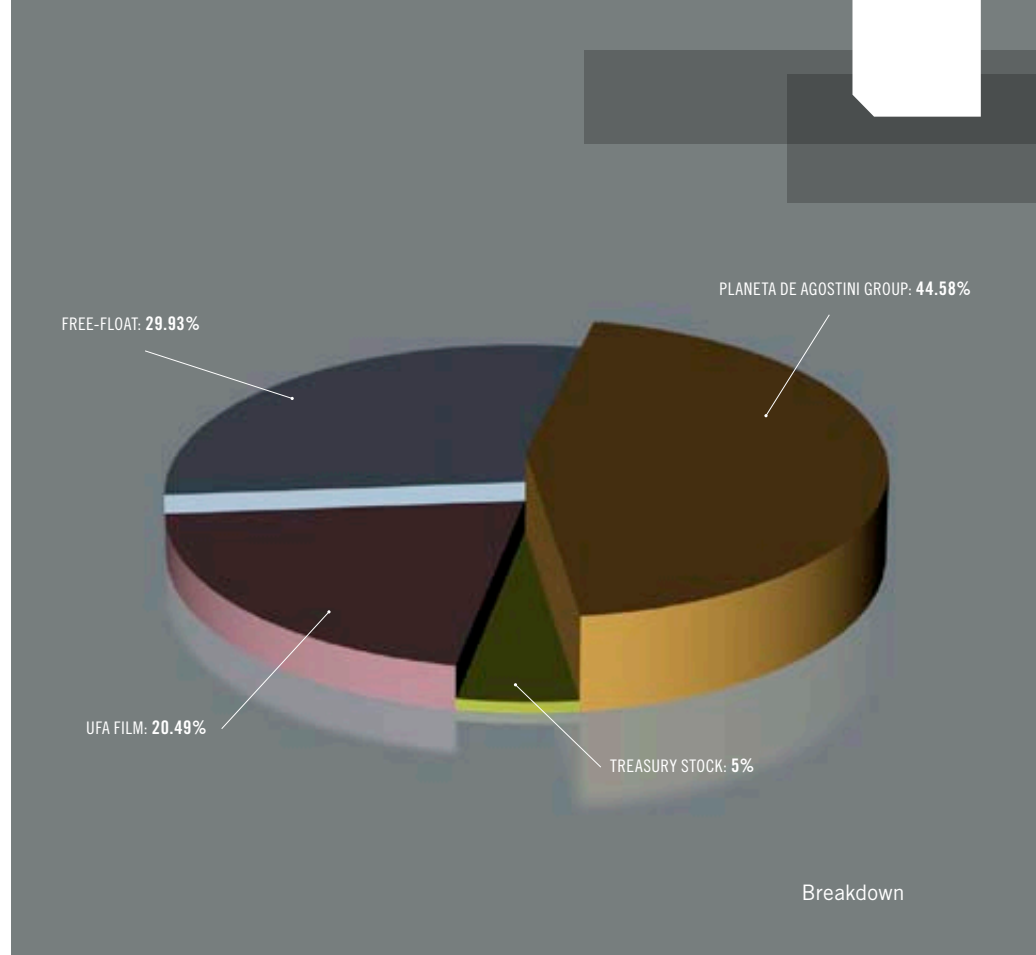
## 1.2 SHAREHOLDER STRUCTURE

The **ANTENA 3 GROUP** is a multimedia group headed by **ANTENA 3 TELEVISION**. It trades on the Spanish stock exchange since 2003 and its main shareholders are Spanish and European communications companies.

**The Planeta de Agostini Group:** It is the result of the strategic alliance between the Planeta Group and De Agostini. Its goal is to reinforce its leadership in the editorial world, in new economic sectors and especially in audiovisual media.

**The Planeta Group:** A Spanish multimedia editorial and Communications Group, leader in content production for the Spanish speaking market. It holds a privileged position with respect to its competitors: it is the first Spanish editorial group and the seventh in the world.

**The De Agostini Group:** Multinational Italian group with activity in the editorial market, in content production and distribution for television and cinema, and in the financial and insurance sectors. It is present in 30 countries and publishes in 13 different languages.



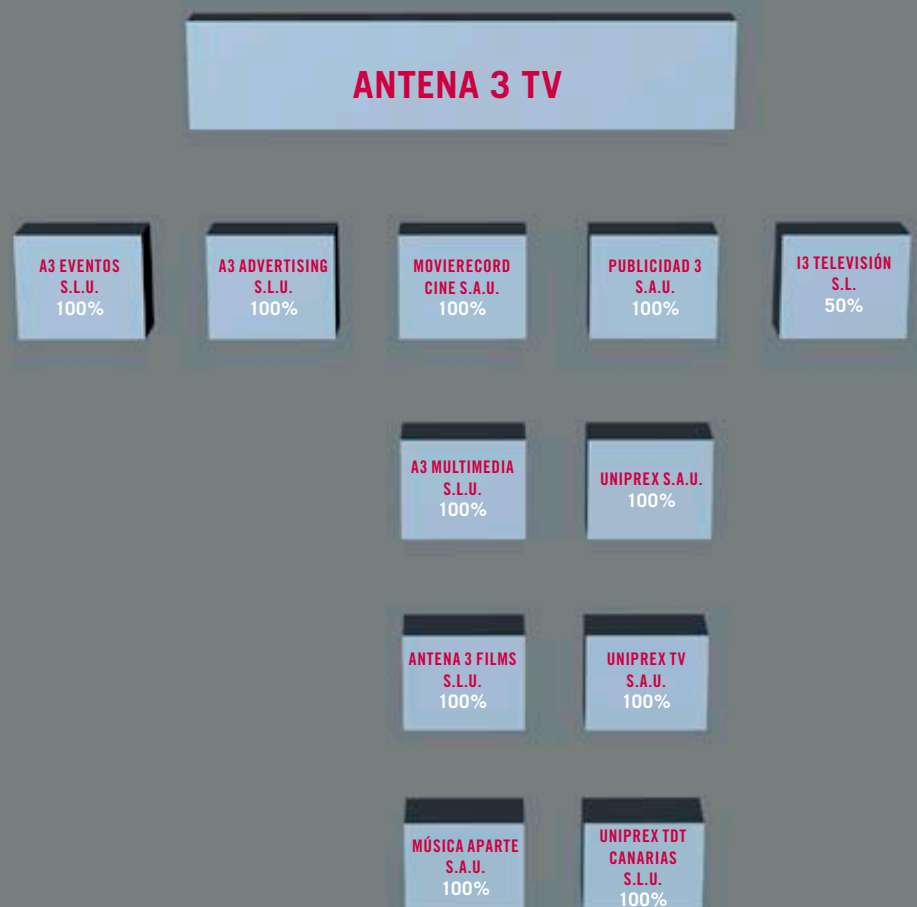
**RTL GROUP<sup>1</sup>:** With 45 television channels and 29 radio broadcasters in 11 countries, it is the leader in the European Entertainment market. It broadcasts more than 10,000 hours of television every year in the 57 countries in which it is present. Each day, more than 200 million viewers all over the world watch an RTL television channel.

**Banco Sabadell:** After a year of being part of the **ANTENA 3** shareholder base, it sold 3% of its stake to institutional investors last September. It sold the remaining 2.87% by the end of the year. At the close of 2009 it was no longer a shareholder.

<sup>1</sup> **UFA FILM UND FERNSEH GMBH UNIPERSONAL** (new shareholder of ANTENA 3 shares since it was absorbed by RTL Group Communication, S.L.U.)



## 1.3 CORPORATE STRUCTURE



More information on ANTENA 3 GROUP companies on the group's website: [www.grupoantena3.com](http://www.grupoantena3.com) and page 17 of the 2008 Corporate Responsibility Report

## 1.4 MANAGEMENT STRUCTURE

### CORPORATE STRUCTURE

#### Chief Executive Officer

Mr. Silvio González

#### General Secretary

Mr. Luis Gayo

#### Communications and Corporate Marketing

Mr. Javier Bardají

#### Finance

Mr. Antonio Manso

#### General Counsel

Mr. Manuel de la Viuda

#### Regulatory and Institutional Relationships

Mrs. Carmen Rodríguez

#### Audit and Processes Monitoring

Mr. Fernando Costi

#### Strategy

Mr. José Manuel González

### RADIO DIVISION

#### President of Uniprex

Mr. Javier González Ferrari

#### Chief Executive Officer

Mr. Ramón Osorio

### TELEVISION DIVISION

#### Managing Director

Mr. Mikel Lejarza

#### Director of Information Services

Mrs. Gloria Lomana

### ADVERTISING DIVISION

#### Managing Director Atres Advertising

Mr. Eduardo Olano

### MULTIMEDIA DIVISION

#### Managing Director

Mr. Javier Bardají

### THE ANTENA 3 FOUNDATION AND CORPORATE RESPONSIBILITY

#### Executive Director

Mrs. Carmen Bieger

## 1.5 THE LEADING AUDIOVISUAL AND ADVERTISING GROUP

Through its different lines of business, the **ANTENA 3 GROUP** is active in the most relevant means of communication: television, radio, cinema, internet, and advertising.

In 2009, despite increasing competition in the sector, the **ANTENA 3 GROUP** remained one of the main Spanish communications companies. One of the reasons for our success has been the implementation of its **3.0** strategy, which promoted the single and integral management of the content generated by **ANTENA 3** for broadcast on its three channels (**ANTENA 3 TV**, **NEOX** and **NOVA**) and on the three main screens (television, internet and mobile phone).

**UNIPREX**, the **GROUP's** radio affiliate, has once again registered a record year. **ONDA CERO** is the second Spanish radio station; far ahead the third place station. **EUROPA FM** continues to climb the rankings as it ends the best year in its history.

The growth in audiences for both **ONDA CERO** and **EUROPA FM**, as well as the magnif-

icent economic results which back them, are two fundamental indicators attesting to their robust health.

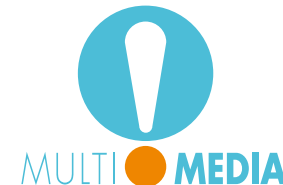
**ANTENA 3 MULTIMEDIA** has experienced rapid growth with the **GROUP's** policy of integrating audiovisual content on all of their existing platforms and supports. As a result, the **GROUP's** web pages ended 2009 with a monthly average of 3.5 million single visitors and more than 60 million hits, versus 2.5 and 37 million page hits in 2008. This translates into an increase of 42% and 64%, respectively.

Once again, **ATRES ADVERTISING** continues to add value to their clients' communication plans through its planning and creativity advisory services. **ATRES ADVERTISING** offers

The **GROUP's** different business units shared the same aim: to offer a quality product to the largest possible audience, and to give more efficient service to advertisers.

solutions based on joint media management via the advertising bundling, allowing the advertiser to increase campaign efficiency and to take advantage of complementary targets. In 2009, it has incorporated new clients that strengthen its capacity to reach all types of audiences.

**ANTENA 3 FILMS** maintains its commitment to Spanish cinema through the production of movies and made for TV movies.



In 2009, it broadcast one of the year's biggest successes: *Fuga de Cerebros*, with more than one million viewers, and *Planet 51*, with almost two million. It also produced *Al Final del Camino* and *Pagafantas*, which also opened to public acclaim.

As far as made for TV movies, not only have they enjoyed unprecedented success in terms of audiences, but they have also set the trend for this genre at other chan-



**MARISOL, UNA BALA PARA EL REY,** and **DÍAS SIN LUZ**, are just a few of the TV movies produced by Antena 3 TV which enjoyed an excellent reception from the public.

nels. In 2009, premiering in the prime time spots with very significant audiences shares were; **Días Sin Luz**, **23F**, **Historia de Una Traición**, **Marisol**, **Una Bala Para el Rey** y **Un Burka Por Amor**.

In its second year, **ANTENA 3 EVENTOS**, the company specializing in developing promotional events and which provides

production and marketing services for other events, has created new advertising venues through the organisation of large musical and promotional events, like the Cycling tour **Vuelta Ciclista a España** and the **Ponle Freno** Race, the first marathon for road safety, which was a great success.

## 1.6 ANTENA 3 TELEVISION STOCK PERFORMANCE: UP 81.3%

2009 was a recovery year for the Spanish equity market. The Ibex gained 29.8% versus the 34.9% it lost in 2008. **ANTENA 3** experienced much more growth than the market and the value of its stock price increased by 81.3%. From the lows (€2.96/share) reached on 30 March, the stock price had rebounded by 163% as of 31/12/09.

### Europe

The other European markets also made some gains during this time, although less so than the Spanish market. The CAC 40 in Paris recovered 22.4% (versus the 42.7% it lost in 2008). The German Dax also increased its value by 23.8% (it fell 40.4% in 2008), while the FTSE in London increased by 22.1% (-31% in 2008). The Eurostoxx 50 index, which includes the 50 largest companies in Europe, increased by 20.9% compared with the 55.7% decline it suffered in 2008.

### US

For its part, the US market performance was similar. The main indices went up in 2009. The Dow Jones gained 18.8%; the S&P 23.5%; meanwhile the NASDAQ outpaced them both with a 53.5% gain.

Some countries also began their climb out of the recession in 2009, while others remained mired in their economic slump. Germany and France were already showing signs of positive GDP as of the second quarter; as did the United States and Japan. Spain and Greece however remain in recession, along with declines in prices due to low private spending.

2009 was a bad year for the Spanish economy: unemployment was close to 20% of the active population (according to the EPA) reaching more than 4 million. GDP has been negative in all quarters, and the Bank of Spain affirms that the Spanish economy retracted by 3.6% in 2009. Furthermore, the public deficit will close the year at 10% of GDP, versus 4.1% in 2008. To make matters worse, household spending declined by 5.1% in the third quarter.



## Antena 3 stock performance in 2009



### Stimulus measures

In Europe, considering the financial institutions' delicate situation which put the zone's economic stability in danger, the ECB decided to inject liquidity into the central banks. In 2009, it held three one year liquidity auctions, pumping 614,118 million Euros into the sector. In 2010, the stimulus measures to the sector will be withdrawn to wean them off the funds. Interest rates have decline throughout 2009; the ECB began lowering interest rates in October 2008 when they were at 4.25%, and it hit a historical low of 1% in April 2009. The lack of inflationary pressures makes us believe rates will remain unchanged until the end of 2010 or the beginning of 2011.

The price of oil has once again shot up, close to 60%, within a declining GDP environment. Part of that increase was due to Dollar weakness. The scarce demand growth does not bode well for large price increases in 2010.

### SHAREHOLDER RETRIBUTION: 80% OF NET PROFIT

In a year in which the advertising market suffered its worst performance of the last decade (television advertising declined by 23%), **ANTENA 3** faced this declining environment with new income maximisation strategies (for example the advertising bundling) that have allowed it to outperform the market and to maintain receivables higher than expenses. Within this

backdrop, **ANTENA 3** continues to maintain its shareholder return policy and will pay out 80% of the net profit in dividends. As of 31 December 2009, the **ANTENA 3** share price had increased by 23.5% since it began trading publicly in October 2003.

### Share capital

As of 31 December 2009, the share capital of **ANTENA 3** reached 158,335 million Euros, represented by 211,112,800 shares with a nominal value of €0.75.

### Stock figures

	2009
Share Capital (Thousands €)	158,335
Number of shares	211,112,800
Market Capitalization at the close (mill €)	1,642.5
Share price at 31/12 (€/share)	7.78
Maximum (€/share)	8.15
Minimum (€/share)	2.96
Price Weighted Average (€/share)	5.42
Average trade volume (in shares)	614,307
Average trade volume (in €)	3,334,519

Source: Fininfo

“ The company continues its policy of shareholder retribution and will pay out 80% of net profits in dividends. ”

## 1.7 QUALITY AS STRATEGY

In 2009, the **ANTENA 3 GROUP** implemented a corporate quality system, applicable to program production and taping processes and program and advertising broadcasts for all their television channels.

The system allows us to systematically and homogeneously measure incidents, as well as to obtain more incident information and categorization, which facilitates a continuous analysis of what causes the incidents and the entities (equipment, software or other assets) and people (internal or providers) involved. It also established

new controls for the more critical cases and higher risk levels. The objective is to reduce incidents throughout the product generation process, from planning to broadcasting.

We are also elaborating indicators to measure the quality of the processes which are subject to the system's applications. We have established objectives to this regard and action plans to reach them.

All the functions of system monitoring, information analysis and target setting have been assumed by the Quality Committee, which is made up of people from the areas most directly involved in the production and broadcast processes : Content, Continuity and Broadcasts, Channel Marketing, Production, Operations Planning, Advertising (**ATRES ADVERTISING**) and the Technical Division.

The design and development, as well as the system implementation, have been led by **ANTENA 3 TELEVISION**, under the supervision and coordination of the Internal Audit and Process Control Division.

## CORPORATE RESPONSIBILITY

# 1.8 INTEGRATING PROVIDERS INTO OUR CORPORATE RESPONSIBILITY STRATEGY

The **ANTENA 3 GROUP** maintains a relationship of constant dialogue, transparency and trust with their suppliers, given that they are a key stakeholder in the company. Furthermore, through responsible and sustainable buying criteria, the company undertakes efforts to make them participants in their commitment to Corporate Responsibility.

To this end, in 2008, the company added a Corporate Responsibility (CR) clause to their contracts with production companies and product and service providers, which guarantees that the signatories respect equal opportunities among their employees; do not discriminate on the basis of age, sex, religion or the like; and that they assure the security of their employees.

Likewise, the clause urges the successful bidder to undertake actions to reduce their environmental impact and forces production companies to consider including content in their programs which support the **GROUP's** CR philosophy. Worthy of note is that in 2009, 100% of providers accepted this clause.

More information on the CR clause on pages 24 and 26 of the Corporate Responsibility Report 08.

The **ANTENA 3 GROUP** distinguishes between two types of providers:

- Production and distribution companies which supply fiction and entertainment content.
- Other goods and services suppliers.

## PRODUCTION AND DISTRIBUTION COMPANIES

The Production Division is responsible for managing economic and operating relationships with the production companies charged with producing content for **ANTENA 3 TELEVISION**. In 2009, **ANTENA 3 TELEVISION** collaborated with 20 production companies for a total of 39 programs and 1,136 instalments.

Production Companies collaborating with Antena 3 Television	2007	2008	2009
Number of production companies collaborating to produce programs for ANTENA 3 TELEVISIÓN	20	24	20
Number of Programs	39	40	39
Total instalments	1,464	1,327	1136

The Third Party Production Department is charged with managing broadcast rights for all those broadcasts not produced exclusively for **ANTENA 3 TELEVISION** (distributors). In 2009, 95 proposals for third party production were generated, 52% for foreign distribution companies and 48% to national companies.

Number of distribution companies	2007	2008	2009
Total Spanish	8	12	14
Total foreign	38	28	20
Total	46	40	34

Number of third party bidding processes generated by Antena 3 Films	2007	2008	2009
Total Spain	18	34	46
Total foreign	71	52	49
Total	89	86	95

## OTHER PRODUCT AND SERVICE PROVIDERS

The Purchasing Department is in charge of optimizing the company's relationships with its suppliers and contractors. In 2009, the purchase bids awarded from the **ANTENA 3 GROUP**'s Purchasing Department amounted to €49,515,239, 5% less with respect to 2008 due mainly to price adjustments, as well as the cost containment policy and the investments undertaken this year.

Purchasing Department's  
total awarding in 2009

2007		56,175,718
2008		52,147,017
2009		49,515,239

The Madrid Regional Government represents 83.5% of the Purchasing Department's total awarding in 2009, Catalonia 3.8%, with the remaining regional governments accounting for 9.2%; other countries make up 3.5%.

In 2009, the **ANTENA 3** Purchasing Department advanced in the development of some key projects begun in 2008: the provider homogenisation process and the designing of a web page made specifically for this stakeholder. The homogenisation

process allows us to further guarantee a neutral and fair selection, comparison and bidding process in our purchases, as well as giving us more control over the process. The web page is an integral tool in communication with suppliers that will facilitate dialogue and transparency.

Lastly, the corporate products and service catalogue has been streamlined and has gone from having 11,400 articles to 3,800, resulting in a more agile purchasing process.

### Green Purchasing

The **ANTENA 3 GROUP** opts for, when economic and quality demands allow it, purchasing those goods and services which respect the environment. For example, in the technology arena, the **GROUP** has purchased equipment designed and manufactured following ecological criteria, or Green IT, which means it has been manufactured with recyclable or biodegradable materials; dangerous materials have been reduced significantly; and energy efficiency maximisation is taken into account, among other requirements.

For example, in 2009, the **GROUP** has increased their blade type servers, which have been purchased since 2007, and which not only allow much higher energy

savings through the centralization of components such as refrigeration or and uninterrupted fuel supply, but also stimulate a virtual environment, thanks to HP Var technology (virtual partition). ■

## 1.9 SHAREHOLDER AND INVESTOR RELATIONS

Both the Investors Relations Department and the Shareholder Office are in charge of disseminating the most relevant news, and of informing investors of market developments and financial forecasts.

In 2009, the Investor Relations Department has been very busy with conferences and road shows. Specifically, it has attended 9 conferences in different European cities, meeting 125 individual investors through one-to-ones, and has organised 10 road shows, visiting more than 100 investors.

More than 100 meetings have taken place at **ANTENA 3**, both one-to-ones and reverse road shows (brokers bringing investors to

**ANTENA 3**): 50 with investors, 42 with sector analysts and seven with service providers.

The IR department has held 75 conference calls with investors and analysts to discuss current news, market events and financial model revisions.

In total, close to 700 contacts have been established with the financial community throughout the year.

Furthermore, in order to facilitate quick access to clear information, the web page [www.antena3.com](http://www.antena3.com) has a specific section where relevant events, financial results and other news of interest are published.

In addition, investors may contact Management by email to [ir@antena3tv.es](mailto:ir@antena3tv.es), and non-institutional investors may do so via [oficinadelaccionista@antena3tv.es](mailto:oficinadelaccionista@antena3tv.es).

## CORPORATE RESPONSIBILITY

## 1.10 REGULATORY COMPLIANCE AT ANTENA 3 TELEVISION

The activities of **ANTENA 3 TELEVISION** are tightly regulated by public organisms.

The State Telecommunications and Information Society Secretary (SETSI), an organism which is contingent upon The Ministry of Industry, Tourism and Trade, requires periodic information regarding the requirements of **ANTENA 3 TELEVISION**'s obligations as a Television service provider, among others:

- Broadcast quotas for European productions.
- Required investment in the financing of both European and Spanish short and long films and made for TV movies.

Requirements assumed by **ANTENA 3 TELEVISION** in the awarding process of the concession of two additional digital channels.

Likewise, the commission for the Telecommunications Market, another agency which is also contingent upon the Ministry of Industry, Tourism and Commerce requires periodic reporting (quarterly and annual) from audiovisual service providers. In addition, the activity of its subsidiary **UNIPREX, S.A.U.** is also subject to CMT's information requirements.

The CMT also supervises the activity of **ANTENA 3 TELEVISION** as a provider of electronic communications services, and as such is required to notify this Commission every three years of its intention to continue providing these services (article 5.2 of the Rules governing the conditions for providing of Electronic Communications services, universal service and user protections, approved by the RD 424/2005 of 15 April), as well as periodically submitting the following information:

- On an annual basis, **ANTENA 3 TV** is required to submit the forecasts for the utilisation of the resources it is allocated, specifically the 11843 number for providing information on subscriber numbers and the short numbers assigned for providing short and multimedia message services, for the three following years, as well as certain information relative to the previous year

(article 61 of the Regulation governing Electronic Communication markets, access to Networks and numerations, approved by the RD 2296/2004 of 10 December.

- With regard to short numbers, **ANTENA 3 TELEVISION** must submit on a quarterly basis, the forecast for use of the resources in the following 18 months, as well as certain information relative to the six previous months. (Order ITC/308/2008 of 31 January, which details the instruction for the use of public numeration resources for providing short text and multimedia messages.
- Annually, **ANTENA 3 TV** must submit information on the gross operating income obtained in the previous year derived from its activity as an electronic communications service provider and/or from operating public electronic communications services.

In addition, the **ANTENA 3 GROUP**, specifically through **ATRES ADVERTISING**, has developed a series of specific supervisory mechanisms in order to prevent infractions in their advertising.

Furthermore, there is continuous dialogue between the operators, the Administration, Sofres, Autocontrol, and other organisms

and consumer associations in order to better assure the maximum adherence to the Law concerning advertising broadcasts.

With respect to the Auto Regulation Code on Television and Child content, in 2009 **ANTENA 3** was in violation of the Code on two occasions, a significant decline since 2007. Both violations were related to images inappropriate for children under 13 (broadcast during a reinforced protection time slot.

### IN 2009 ANTENA 3 TELEVISION REDUCED A 75% THE NUMBER OF INFRACTIONS IT COMMITTED

	2007	2008	2009
Number of Autoregulation Code violations *	8	6	2

\*Figures correspond to decisions taken by the Autoregulation committee during the year.

The number of fines received for advertising regulations violations also declined significantly in 2009. The **ANTENA 3 GROUP** has not received any fines for violating the RD 1462/1997 of 17 September, modified by the RD920/2006 of 20 July which sets out the obligation of informing users of programming. In fact, all the fines received, a total of €493,781, are related

to violations of advertising regulations, among others, those contained in Law 25/1994 of 12 July, regarding the incorporation to the Spanish Judicial order of the Directive 89/552/CEE. These violations are reflected in further details on pages 56-57 in “Beyond Regulation” section of this report.

Lastly, none of the **ANTENA 3 GROUP** Companies is involved in any judicial processes related to violations of monopoly or free competition practices. They also have not received any administrative or judicial fines for violating laws and regulations governing accounting frauds, discrimination in the workplace or corruption.

Fines due to violations of regulation related to : (amounts in €)	2007	2008	2009
Violations of the obligation to inform users of the programming line-up		78,750	0
Advertising violations	679,614	1,364,432	493,781
<b>TOTAL</b>	<b>679,614</b>	<b>1,443,182</b>	<b>493,781</b>

## 1.11 PARTICIPATING IN THE DEVELOPMENT OF PUBLIC POLICIES

**ANTENA 3 TELEVISION** participates in several sector forums in order to debate and influence regulatory policies that affect the company's activities and its competitive environment.

Foro	DESCRIPTION
UTECA	The Associated Union of Commercial Television Stations, La Unión de Televisiones Comerciales Asociadas (UTECA), was founded by Antena 3 Television and Telecinco. Currently, it is made of the six national private channels. As a member of UTECA, Antena 3 Television is an active participant in the elaboration of laws and regulations affecting the audiovisual, advertising and intellectual property sectors, among others.
IMPULSA	IMPULSA was created after the Government approved of a series of urgent measures designed to stimulate Digital Terrestrial Television (Law of 14 June 2005). Antena 3 TV actively collaborates with the Administration and with the other national private operators, TVE, la FORTA and the Network operator Retevisión, in the transition from analogue to digital television.
Association of Commercial Television in Europe (ACT)	ANTENA 3 TELEVISION is a member of the ACT, an association created by the main private audiovisual groups in Europe to defend their rights before the competent EU organisms.
The Telecommunications and the Information Society Advisory Council (CATSI)	As a member of CATSI, ANTENA 3 TELEVISION influences the reports issued by the organism's Permanent Committee. These notifications are compulsory in the regulatory procedures which have an impact on the sector.

For more information on UTECA go to <http://www.uteca.com>

For more information on IMPULSA go to <http://www.impulsatdt.es>

For more information on ACT go to <http://www.acte.be>

For more information on CATSI go to <http://www.mityc.es>

In the autoregulation of advertising material, **ANTENA 3 TELEVISION** boosted the creation, and is an active member, of the Association for the Autoregulation of Commercial Communications (Autocontrol), from which it collaborates in order to better meet both regulatory advertising and competency requirements, expanding the guarantees of advertisers, TV stations and above all, consumers.

For more information go to <http://www.autocontrol.es>

Among the diverse relevant sector issues in which **ANTENA 3 TELEVISION** has participated in throughout 2009, the following stand out:

RELEVANT ISSUES IN THE CONTEXT OF DEVELOPING PUBLIC POLICY DESCRIPTION	DESCRIPTION
Digital Terrestrial Television	In 2009, the process for the progressive implantation of DTT began and is legally expected to be finished by 3 April 2010. On 30 June, the Phase 1 blackouts were initiated, and were finished in November; more than five million citizens now receive only digital technology terrestrial television broadcasts. The intermediate phase concluded in January 2010, paving the way for, on 3 April of the same year, the end of the process, which means that analogue technology will be abandoned definitively and will allow each private operator to offer a minimum of 4 channels, with the possibility of exploring and offering its television viewers new, high definition interactive services.
Support for Spanish cinema	The ANTENA 3 GROUP actively contributes to the generation of a strong Spanish film industry. In 2009, the ANTENA 3 GROUP invested 50,902,622 Euros for the production and broadcasting rights of Spanish and European audiovisual productions, 19% more than last year. The regulators and TV stations have not yet reached an agreement on the obligatory investment quotas which requires television station operators to earmark 5% of annual income to financing full-length features and made for TV movies. ANTENA 3 TELEVISION and its UTECA member partners seek to stamp out this quota; in addition to being the only such quota in the Spanish economy, it has also proven to be inefficient in bolstering the Spanish film industry. According to the operators however, it is the television stations own activity, without the tax incentives, which has created a robust audiovisual industry. In December 2009, at the request of UTECA, the Supreme Court questioned the constitutionality of the measure and submitted it to the Constitutional Court for review. At the time of writing this Annual report, the General Audiovisual Communications Law is being processed in Congress, which after eight years of failed drafts, would unify the various regulations in the sector, establishing a single framework that would lend more stability and judicial security to audiovisual service providers. This proposed Law calls for a stricter financing requirements for public television, to which 6% of their income should be allocated to. It calls for the Private sector – which the Proposed Law considers electronic communications service providers which include television among their services offered and cable and satellite platforms – to designate 3% of its income to any type of film product, and the remaining 2% to the financing of made for TV movies and series and documentaries.
Television channel Financing	After almost 20 years of state financed public television- a mix of financing-public aid and advertising revenues-, in 2009, the Law regarding the Financing of the RTVE Corporation was approved, prohibiting the corporation from generating income from advertising broadcasts. The law came into force in September 2009, although advertising on RTVE will not disappear completely until January 2010. ANTENA 3 TELEVISION has always believed that public television should obtain its credibility and strength through its public service and not through advertising sales, creating television for the citizens and not advertisers. This is why it applauds the decision to eliminate advertising activity on RTVE, and is confident the initiative will soon be undertaken by the regional governments as well.
Reforms relative to the management of intellectual property rights	The ANTENA 3 GROUP is working to obtain regulatory reforms that will demand transparency from the collective entities managing intellectual property rights, establishing objective, equal and adequate criteria in the prices these entities may demand for the rights they manage. In 2009, a historic milestone was reached; for the first time, the Supreme Court decided it was not legitimate to demand that television stations pay a percentage of their revenues to management entities, and that the amount for the use of the intellectual property rights must be fixed considering the specific repertoire that each entity manages, with attention to the real use that each television station makes of said repertoire, as well as the contribution that this would suppose with respect to the income obtained from the station. With this sentence, the Supreme Court has defended the position of the ANTENA 3 GROUP and its partners at UTECA, who are confident the initial work being undertaken at the House of Representatives for the Reform of the Intellectual Property Law will continue in the path set out by the High Court.

For its part, **ONDA CERO** is a member of the Spanish Association of Commercial Radiobroadcasters (AERC), and is member of its Executive Board, through which it actively participates in the elaboration of laws and regulations governing the audiovisual and advertising sectors, with a special interest in the management of the radio electrical spectrum and intellectual property, among other areas. It is also a member of the Catalan Radio Association (ACR), and has a lot of activity and influence on radio broadcasting in Catalonia. ■



TELEVISION

# TELEVISION OF NEW GENERATION



The technological revolution currently taking place is profoundly changing consumer audiovisual habits. Being able to join the spectator, regardless of the moment or the platform he or she uses, makes the creation and distribution of content for both television and other platforms, necessary. Integration means knowing how to benefit from the inherent advantages that each has to offer so they feed off each other. This is the **3.0** concept: three Channels; **ANTENA 3**, **NEOX** and **NOVA**; and three screens; television, monitor and mobile phone.

**ANTENA 3** is the first television station which has which has strategically unified its three channels in order to create a family of channels which in 2009 has managed to become the private audience leader, despite the difficult context in the audiovisual market in 2009.

**ANTENA 3** has turned into a multiplatform Communications Group with more and more content being produced for broadcast on all three screens, establishing synergies between the three channels and the three screens.

A **3.0** television is the base from which to create a new industry that, with adequate commercial operation, will answer to the

new challenges facing the communication industry: audience fragmentation and loss of advertising coverage.

Last 1 February, the **ANTENA 3 GROUP** launched a tool to go along with the new **3.0** concept and its family of channels: the advertising bundling. This tool allows the joint sales of all its channels, so that the same advertising clips are shown all three channels simultaneously. A unique strategy in Europe which has allowed advertisers to have a higher number of advertising hits for a much wider public.

## 2.1 THE FAMILY OF CHANNELS, LEADER IN AUDIENCE SHARE

**ANTENA 3** has ended the year as the leading private group in television audience share in Spain, with a 16.6% share of the screen, beating the other commercial offers and coming in ahead of the Grupo Gestevisión Telecinco (16.2%), the Grupo Sogecable (8.7%) and Grupo La Sexta (6.9%).

“ **3.0 Television is our response to audience fragmentation and the loss of advertising coverage.** ”

In a fragmented market, the **ANTENA 3 GROUP** family of channels is, for the first time since 2002, the leader in the television marketplace thanks to the stable and quality programming on **ANTENA 3 TV**, which ended 2009 with a 14.7% audience share.

This makes **ANTENA 3 TV**, among the big generalist channels, the private television station which has withstood the increasing number of options.

### THE FIRST CHOICE IN COMMERCIAL TARGET

En 2009, **ANTENA 3 TV** has dominated the commercial target, the most appreciated by advertisers, with a 15.4% share, after taking the first place position from Telecinco (15,3%) and widely beating La 1 (13.2%), Cuatro (10.7%) and La Sexta (8,7%), which has not happened since 1998.

**ANTENA 3** is also the leader in the commercial target among private companies; with a 17.6% share the **ANTENA 3 GROUP** is 0.9 points ahead its direct competitor, Gestevisión Telecinco (16.7%), and more than six points ahead of the third, Grupo Sogecable.

### Private television audience share in the commercial target

GRUPO ANTENA 3	<div></div>	17.6%
GESTEVISIÓN TELECINCO	<div></div>	16.7%
GRUPO SOGECABLE	<div></div>	11.3%
GRUPO LA SEXTA	<div></div>	8.8%



“ The Antena 3 Group family of channels has, for the first time since 2002, captured the top spot in private television. ”



### A YEAR OF BIG HITS

The incorporation of new formats to the line-up, the wave of series and made for TV movies, which have become very popular, and the variety of films offered, have been the fundamental pillars of **ANTENA 3**. With programming for viewers of all kinds, **ANTENA 3** has also managed to draw the more attractive viewers from a commercial standpoint.

### The most watched broadcast of the year

**ANTENA 3 TV** drew the largest audience for a broadcast in 2009, the Champions final between F.C Barcelona and Manchester United, a historic match as which broke all previous audience records with an average of 11.3 million viewers and a 61.7% audience share.

### The clear leader among young audiences

In 2009, **ANTENA 3** was the clear favourite for young audiences; in the 13 to 24 year age group, **ANTENA 3** is the clear leader with an 18.3% audience share, 4.4 points ahead of Telecinco and 8 points ahead of TVE-1. It was also the leader in the under 44 crowd (15.5%), 1.5 points ahead of Telecinco and 3.5 ahead of TVE-1.

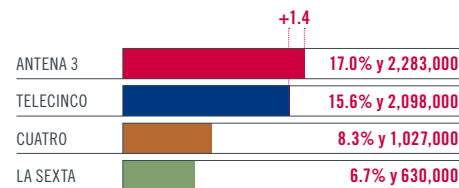
By time spots, it was the morning leader, both Monday through Friday (17.9%), and Monday to Sunday (15.6%), as well as daytime (17.9%) and evening (17.4%) weekends. By Days, **ANTENA 3** is the leading channel on Saturdays (14.9%).

### Leading private news provider for the ninth year in a row

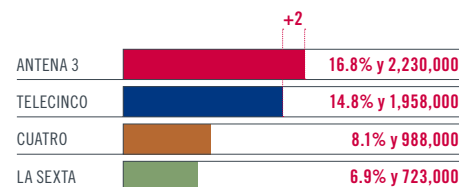
During the year, **Antena 3 News** has been the leading private news provider, in all its editions, both Monday through Friday and Monday to Sunday.

The **Antena 3 News** editions garnered an average of 16.8% audience share and 2.2 million viewers from Monday to Sunday, and from Monday to Friday, a 17% audience share with 2.2 million viewers, far ahead their competitors.

#### News audience share from Monday to Friday



#### News audience from Monday to Sunday



**ANTENA 3 NEWS** is a key pillar in the Antena 3 portfolio. In 2009, the company increased its lead over competitors.

This lead widens on weekends: to 16.1% audience share and 2,086,000 viewers of **Antena 3 News**, versus the 1.6 million viewers and 12.7% share for Telecinco Weekend News or the 7.4% (890,000 viewers) of Cuatro News.

In 2009, the first Edition of **Antena 3 News** was the most watched private news broadcast, with an average of with an average of 19% and 2,462,000 viewers versus 14% and 1.8 million viewers for Telecinco's edition.



**ANTENA 3 TV SERIES** are unique for their innovation, quality, and success among audiences.



In newscasts, the channel broadcasts long running programs with good audience results. In the morning time slots, the show *Espejo Público* has consolidated itself as the second most watched space, meanwhile in the evening time slots, the highlight is the investigative reporting program *A fondo*.

### Antena 3: the fiction channel

In fiction programming, **ANTENA 3 TV** has had an excellent 2009, standing out both in terms of its fiction series as well as in made for TV movies, a genre which it has made very popular.

In made for TV movies, **ANTENA 3 TV** has once again succeeded with practically all of its broadcasts in 2009. The audience

for *Un burka por amor* especially stands out; it was the network's most watched mini-series of the year, with an average of 4 million viewers and a 22.7% audience share. Other standouts included *Días sin luz*, which attracted 3.2 million viewers and a 20% audience share, *Marisol* with an average of 3.4 million viewers and a 17.6% audience share, and *Lola*, the mini-series with an average of 3 million viewers and an 18.4% audience share, and whose both instalments were the leaders their time slots.

The fiction series were also a prime time success in 2009. *Doctor Mateo* was the leader in national fiction on Sundays this year, with an average of 3.2 million viewers and a 17.8% audience share. *Física o Química* did the same with its show on Mondays and Wednesdays, leading its time slot with an average of 1,997,000 viewers and 17.3% of the audience share.

The more established shows however, *El Internado* and *Los hombres de Paco*, did not fade into the background in 2009. The mys-

tery fiction show averaged 3 million viewers and an 18.1% audience share, while the police fiction registered 288 million spectators and a 16.6% audience share. According to the Estudio de Imagen Geca, both are among the most highly regarded series on the national television scene.

There was also some room on the **ANTENA 3** line-up for quality commercial cinema. The usual film broadcasting formats were kept (El Peliculón or Multicine) and garnered some very good audience results. In fact, two of the movies broadcast, Mr. and Mrs. Smith (4,789,000, 25.6%) and Crepúsculo (4,753,000, 28.9%), were among the top shows in audience share rankings for the year.

### Curso del 63, hit show of the year

Another highlight of 2009 was the docu-reality show, *Curso del 63*, the surprise hit of the year, with an average audience share of 19.5% and 3,597,000 viewers.

The show raised expectations for its first broadcast, registering an average of 4 million viewers (4,019,000) and a 21.8% audience share, turning it into the most watched show of the day. Its second broadcast confirmed its success with audi-



**LA RULETA DE LA SUERTE** has become the undisputed king of the morning slot.

to do professional abandons his life to become a volunteer worker, are, along with **Arena Mix** (16.8%), other examples of the innovative successes on the **ANTENA 3 TELEVISION** line-up.

### The Wheel of Fortune, unbeatable

The new shows of 2009 work side by side with other more veteran formats like the talk show **El diario** (17.4%), or the game show, **The Wheel of Fortune** (22.7%), which continues to be the leader in its time slot with 1,774,000 viewers, and which this year received the 2009 Gold Microphone prize for the best program.

ences, increasing viewership to 4,166,000 and 22.4% audience share, again becoming the most watched show of the day.

On another note, the interview show, **Pánico en el plató** (16.7%) or **El secreto** (13.9%), a docu-reality in which a well

## CORPORATE RESPONSIBILITY

### AUDIENCE OPINION MATTERS

Audience satisfaction ranks high among **ANTENA 3 TELEVISION**'s main goals. In order to maintain satisfaction, the Marketing Department undertakes several qualitative "ask and listen" type studies. Viewer opinion is fundamental in drawing up story line blueprints for new programs, including programming line-ups, and more in general, to create television that is closer to the viewer.

The goal of these studies is to find out the viewer's opinion and his assessments, contributions or criticism of the **ANTENA 3 TV** content. To accomplish this, the studies focus on a wide range of ages, social conditions and standing, encompassing the diversity in television viewers. **ANTENA 3 TV** works with several Research Institutes in order to carry out their studies.

Likewise, on a daily basis, **ANTENA 3 TELEVISION** works with the SOFRES audience figures; which provide information on the number of television viewers who choose their entertainment and information content.

Among these studies, of particular importance is the Índice Geca, which ranks

the popularity of program hosts and the television channels. According the latest research, **Matías Prats** was considered the most prestigious personality on Spanish television for the fifth consecutive year.

### INTERACTIVITY WITH THE VIEWER

Developments in communications and information technologies has allowed for increased interactivity with audiences. Viewer participation in broadcasts strengthens relationships and viewer loyalty, as well as strengthening ties and identification with the shows broadcast.

**ANTENA 3 TELEVISION** promotes viewer participation in its contests and programs through mobile phone text messaging and/or telephone calls, integrating audience suggestions into content in a natural way, and enhancing the shows without pauses or interruptions.

### The Navigator 3.0: changing the way people watch television

As of 12 May 2009, a set of graphic tools informs viewers of the **ANTENA 3** global offer, it appears on the screens of the network's three channels, (**ANTENA 3 TV, NEOX y NOVA**), as well as at [antena3.com](http://antena3.com) and [antena3.mobi](http://antena3.mobi),





the **ANTENA 3** brands for internet and mobile. Thanks to the **NAVIGATOR 3.0**, the viewer can manage the way he watches television on the different media, and it also gives the viewer liberty to decide where, when and how to watch.

### SMS, SMS Premium and 905 number services

Through, SMS, SMS Premium and numbers beginning with 905, **ANTENA 3 TELEVISION** gives viewers the opportunity to participate in its shows and contests via their telephone, as well as to buy certain products (ringtones, games, etc).

In 2009, we saw several significant regulatory changes in premium rate telephone number services, which strengthen the rights of users.

According to the Resolution of 8 July 2009, from the SETSI, which published the modification of the code of conduct for Premium rate service providers from 23 July 2004, the Code has been changed to include the 905 code among the Premium rate service numbers, with the services rendered under this code subject to the obligations of this Code of Conduct, including information that should appear during the contest broadcasts.

Likewise, in order to guarantee that the Premium rate telephone service providers associated to **ANTENA 3** programming adhere to these regulations, a clause has been added to contracts with these providers, demanding they comply with the obligations established in the code, under

**Antena 3** supervision and applying its own quality standards.

Furthermore, since last November, the new numeric ranges for the Premium rate telephone message service numbers are in operation. **Antena 3** has been assigned several short numbers to offer these services. For this new numeration, a service identification system has been established using the first two digits of the number to which the message is sent.

Those services based on sending messages via Mobile telephones are required to comply with the Code of Conduct for Premium rate message service providers, subject to the 8 July Resolution 2009, from the State Secretary for Telecommunications and the Information Society.

This Code reinforces the Rights of the users of these services, obliging providers to comply with a series of regulations guaranteeing that the user received complete and accurate information regarding the service they are contracting. The new SMS Premium regulation has established a new range of numbers for charity and benevolent activities. The Telecommunications Market Commission (CMT) has assigned **ANTENA 3** a number from this range, 28000, in order to finance the causes of the **ANTENA 3 FOUNDATION** and for any other charitable endeavours the channel decides to assume in situations of social need. In 2005, when this range of numbers was not yet in operation, **ANTENA 3** was the first organisation to bring all the telephone operators in the market into and its platform into agreement in order to launch a charity event, with all proceeds donated to the cause. With the launch of the new 28000 number, it will be easier and more accessible for **ANTENA 3** to undertake these types of actions.

### Antena 3 extends the legal protection of its audiences

Before these regulations came into effect, **ANTENA 3 TELEVISION** was already complying with many of the obligations set out in these Codes and which encouraged service transparency and user information,



specifically that relating to final prices and service information and advertising, which is provided in an easy to read and fixed format, and provides viewers with a customer service telephone number.

In addition, **ANTENA 3 TELEVISION** does not strictly limit itself to the legal requirements regarding Premium rate services, instead, and in line with its actions in the last few years, it seeks to go further in viewer protection and rights. Through its auto-regulation policies, it adopts additional measures to assure that its participation is informed and voluntary.

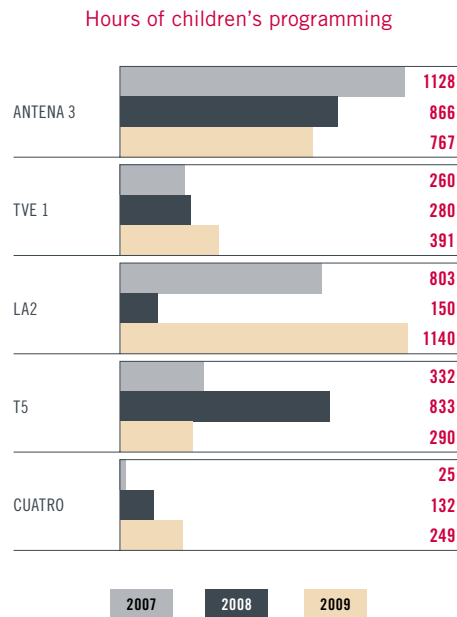
## CONTENT ACCESS

Access to **ANTENA 3 TELEVISION** content by the hearing impaired and childhood concerns are other relevant issues addressed in **ANTENA 3 TELEVISION's**, and the entire communication Group's, content policies, including protecting their rights and the elaboration of specific content.

### The private channel with the most hours of childhood programming

**ANTENA 3 TELEVISION** is the private national channel broadcasting the most childhood programming in the Spanish audiovisual sector, a total of 767 hours, evidence of their commitment to this audience. **NEOX**, the DTT channel, has broadcast more

than 2,200 hours of child programming in 2009, which offsets the decrease in the content for this public at **ANTENA 3**.



Note 1: Includes programmes classified by TNS as 'target child audience', of more than 5 min, and level 1

Note 2: The 2008 Telecinco figures have been changed due to a recalculation.

According to internal company policies, television programs are classified by the suitability of their contents for children, adolescents and adults, as called for in the Royal Decree 410/2022 of 3 May, which establishes the criteria of the Código de

In 2009 **ANTENA 3 GROUP** remained committed to subtitles as a way of facilitating access to its channels' content for people with disabilities.



autorregulación sobre contenidos televisivos e infancia, or Code of Autoregulation for Television and Child Content. Under the code, a series of principles relative to television content and children have been established, specifically those governing television programming broadcasts between the hours of 6:00 and 22:00.

**ANTENA 3** participated in the creation of the Code, and is, along with the other television operator signatories, member of the Autoregulation Committee, as well as the Joint Monitoring Commission, which, in addition to the participation of other operators and the Public State Television, includes other groups representing the populations concerned, such as the Parent and Teacher Associations (CEAPA and CONCAPA), the Platform for Childhood Organizations and the Consumer and User Council.

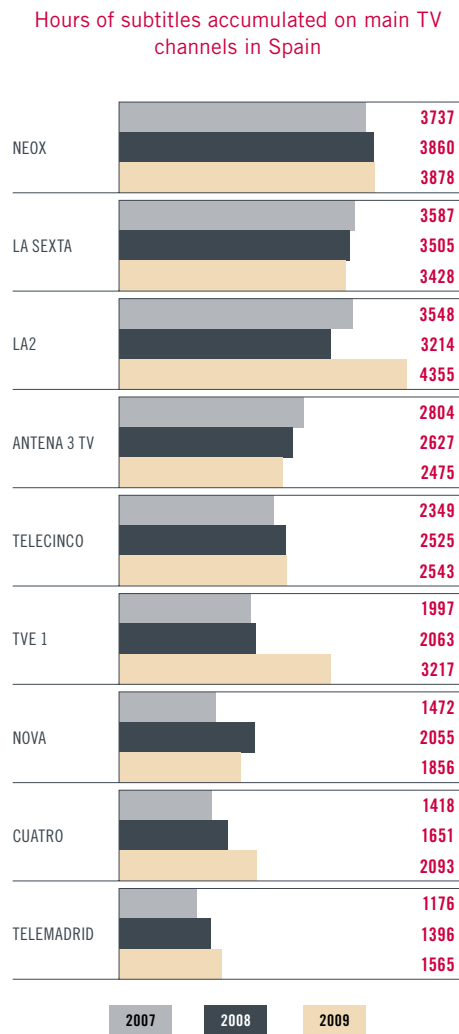
The Auto-regulation Code has its own website, <http://www.tvinfancia.es>, which allows users to consult the code and to denounce any infractions. The **ANTENA 3**

webpage itself has a dedicated Auto-regulation Code section which also allows users to contact its agencies.

In order to protect children, **ANTENA 3 TV** always requires written authorization from the parents or guardians of the minor participating in any of their programs. When participation requires more of a commitment, the company adopts the measures necessary to guarantee compatibility between the actor's studies and his work activity.

### Neox: the private channel with the most closed captioning

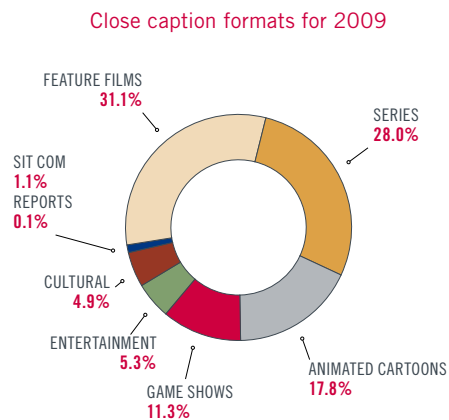
In line with its Corporate Responsibility guidelines, the **ANTENA 3 GROUP** has continued to wager on captioning the audiovisual content they broadcast in order to facilitate access for those with hearing impairments. **NEOX** has broadcast the most closed captioned programming in 2009 with 3,878



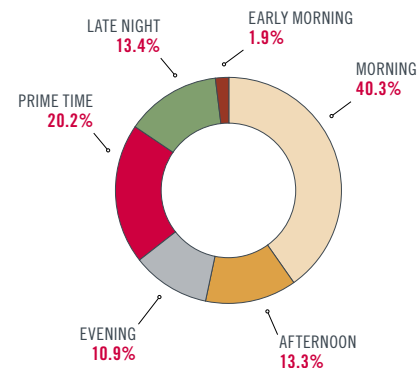
SOURCE: Internal Broadcast Dept. figures.

hours, more than any other private channel and 0.47% more than in 2008. **ANTENA 3 TELEVISION** has broadcast a total of 2,465 hours and **NOVA** 1,856 hours, slightly lower than in 2008, 5.8% and 9.7%, respectively. This decline is due to live and non-closed captioned taped programming (in the case of **ANTENA 3**) and is closely linked with the volume of reruns in **NOVA**'s case, given that currently there is no investment being made into close captioning new programs.

Feature Film formats accounted for the highest percentage of closed captioned hours in 2009 (31%), followed by series (28%) and animated cartoons (17%). The time spots with the most closed captioning are mornings (40%), followed by prime time (20%) and afternoon (13%).



Close caption broadcast by slot



In 2009, **ANTENA 3 TELEVISION** has made progress in live captioning. The channel broadcast the Christmas message from the King Juan Carlos I, as well as the special program, Campanadas 2010.

Furthermore, in coordination with the **ANTENA 3 FOUNDATION** and with **ANTENA 3 Multimedia**, they have continued captioning all their own fiction series for sale on DVD.

As far as advertising, **ANTENA 3** has continued to broadcast closed captioned advertising campaigns from different companies free of charge, and has worked with **ATRES ADVERTISING** in searching for financing models to increase access to advertising.

Furthermore, the technical department is working to facilitate closed captioning in Digital Terrestrial Television (DTT). In this arena, the **ANTENA 3 GROUP** has incorporated new services into its three channels, such as DVP closed captioning, in order to increase access to its contents. DVP is a closed captioning broadcasting method adopted by the DVB consortium for DTT, which includes advances in access and technology versus the traditional tele-text captioning, and which emits a clearer and sharper text.

### The ACANTO Project. Television without barriers

As part of the Acanto Project, and encompassed by the Avanza plans for 2008, the **ANTENA 3 GROUP** continues its commitment to research in access to broadcasting, putting into place an experimental interactive application on the **NEOX** channel. The application allows viewers to follow the subtitled broadcast, with an added feature that allows users to select the font appearing on the screen, as well as the colour and its positioning, facilitating reading for those with visual deficiencies, as well as by deaf and hearing impaired viewers.

The results of the **ACANTO PROJECT** will be of use to all the broadcasters and will make the **ANTENA 3 GROUP** the reference

in this arena, especially given that all the links in the value chain are participating in the application's development: research agencies, technology and consulting companies, user associations, TV operators and manufacturers.

In 2010, the **ANTENA 3 TELEVISION**'s captioning department seeks to increase access services including: live program captioning, audio descriptions for the blind or sign language; increasing the percentage of closed captioned programming on the three channels; and continue collaborating with **ATRES ADVERTISING** in the search of ways to finance the closed captioning of advertising spots, and collaboration with other public and social agents in order for **ANTENA 3** to successfully adapt the to technological changes and take advantage of the new resources available with DTT. ■

## 2.2 NEOX AND NOVA DOUBLE THEIR AUDIENCES

Both **NEOX** (1.19%) and **NOVA** (0.66%), have doubled their viewership in 2009, reaching a total audience share of 1.85%.

**NEOX** has become the leading prime time DTT theme channel, as well as in late night, on both Monday to Sunday and Monday to Friday. Furthermore, in Monday to Friday prime time, it has an

average of 1.26% audience share due to movies, *The Simpsons* and the premieres of self produced programming (*Mamá, tú no mires*, *Meeting Point*, *Hablar de sexo con papá y mamá*, *Dirígeme*), while in late night, its audience share is at 1.83%, a result of, among other shows, reruns of the emblematic series, *Aquí no hay quien viva*.

**NEOX** is the third DTT channel and the favourite of the commercial target (1.44%). With its 1.01% share of the adult target audience, it is the most successful with this public, as well as with young

adults between the ages of 13 and 24, where it clearly dominates with an audience share of 2.9%. **NOVA**, with a 0.75% of the commercial target, is in fourth place, which is not insignificant in this very competitive marketplace.

The *Family of Channels* has also facilitated the considerable commercial push thanks to the advertising bundling, which allows for the joint sale and broadcast of advertising campaigns on the three channels. The results have been quick to materialize: both have broken into profitability in the fourth year of their broadcasts.



The commercial success of **NEOX** and **NOVA** is due to their attractive new content for all audiences. In 2009, they broadcast over one thousand hours of their own programming.





Premium content such as **THE SIMPSONS** or the top international series, such as **BIG BANG**, and **MERLÍN** belong to one of the most varied programming grids on DTT today.

**PLANET 51** was awarded the Goya for Best Animated Film.

## 2.3 ANTENA 3 FILMS, THE ENGINE OF SPANISH CINEMA

**ANTENA 3 FILMS** has once again embarked on productions of significant reach, with the best directors and actors on the Spanish scene. All projects are created with ticket sales in mind, and as a result profitability, is the premise under which all projects are designed.

In commercial theatres, *Fuga de cerebros*, with more than one millions viewers and

*Planet 51* with almost two million, were two of the year's biggest hits in Spanish cinema. *Al final del camino* and *Pagafantas*, also enjoyed public acclaim.

*Lope*, a joint Hispanic-Brazilian production was also produced; it narrates the romances of a young Lope de Vega in XV century Madrid. Directed by the prestigious Brazilian filmmaker **Andrucha Waddington**, it stars **Alberto Ammann**, **Leonor Watling** and **Pilar López de Ayala**.

Other titles introduced in 2009 were *Que se mueran los feos*, a comedy set in a rural venue directed by **Nacho García**

*Velilla*, and starring **Carmen Machi** and **Javier Cámara**.

Also worthy of mention are *Los ojos de Julia*, a thriller presented by **Guillermo del Toro**, directed by **Guillem Morales** and starring **Belén Rueda** and *Pájaros de papel*, the first film directed by **Emilio Aragón**, which recounts the adventures of a vaudeville show in 1940's Spain, starring **Imanol Arias** and **Luis Homar**.

They have also produced two other movies in conjunction with other prestigious European and American production companies: *There Be Dragons*, *on the life of*



**LA ULTIMA GUARDIA**, builds on the success of one of the most important shows on television: *Farmacia de Guardia*

**ADOLFO SUÁREZ**, tells the life story of the ex-president who led Spain through the transition years.

*Monseñor Escrivá de Balaguer*, founder of the Opus Dei, and *You Will Meet a Tall Dark Stranger*, the new **Woody Allen** project, a romantic comedy starring among others, **Antonio Banderas**, **Anthony Hopkins** and **Naomi Watts**.

## ANTENA 3 POPULARIZES MADE FOR TV MOVIES

In the made for TV movies, apart from the already broadcast *Un burka por amor*, four other Films have been produced: **Adolfo Suárez**, a portrait of the life of the former President who oversaw the political transition in Spain, *El gordo*, based on a real story which narrates the unexpected turn

that a humble family experiences after becoming millionaires; *La piel azul*, which recounts the ups and downs of a group of friends after their boat goes adrift; and *La última guardia*, another adventure, twenty years later, from the family of one of the most popular series in Spanish history: *Farmacia de guardia*.

The success in made for TV movies in 2009 has led the Group to sign new agreements for 2010, such as *No soy como tú*, a Vampire fantasy; *Sofía*, on the life and times of the Queen of Spain; *Las maras*, on the South America urban gangs and *Raphael*, which narrates the life of the famous singer.

## CORPORATE RESPONSIBILITY

# 2.4 PROGRAMING THAT IS OPEN TO THE ISSUES FACING SOCIETY

**ANTENA 3 TELEVISION**, like the other means of Communications in the **ANTENA 3 GROUP**, plays an important role in forming public opinion, and as such, it is committed to its programming of special public interest. Programs such as *A Fondo: Zona Cero*, *GPS Testigo Directo* or debates and serious special reports on topics like education, the economic crisis, or immigration, in order to bring viewers closer with the problems facing the Spanish society and fomenting the generation of opinions on current events.

*A Fondo: Zona Cero* is the channel's weekly investigative news reporting program, with an eye towards current events. In this format, reporters have an active presence and are in charge of guiding the viewer through the facts, the locations, and the statements from the shows subjects.

## 2009 TOPICS

'091'	Police work followed in real time, from the time they receive a call to the intervention at the place of the incident.
'Barajas: la gran ciudad'	On the ground in the day to day with the Police and Civil Guard flight control teams.
'Algeciras fronteras del sur'	Portrait of a city where illegal immigration and drug trafficking are usual.
'Atrapados'	Analysis of Obsessive Compulsive Disorder, a misunderstood illness which affects one million Spaniards.
'Locuras al volante'	How and why do some drivers engage in reckless behaviour?
'Todo por el dinero'	An investigation into the controversial ways of making money : organ selling, surrogate mothers, mercenaries, etc.
'A hurtadillas'	The increase in robberies due to the economic crisis.
'Y tú ¿de quién eres?'	An X-ray of urban tribes: aesthetics, philosophy and forms of entertainment.
'Esclavos de la moda'	Fashion's hidden facet: imitations and compulsive buying.
'Este trabajo me mata'	The inconveniences of night work and deaths associated.
'Las calles más peligrosas'	Crime levels in the big cities: Madrid, Barcelona, Seville and Valencia.

2009 TOPICS	
'Atrapados en el gueto'	The difficulties faced by the more than 5.5 million immigrants living in Spain.

*GPS Testigo Directo* is a show dedicated to special reports based on investigative journalism focusing on current events.

2009 TOPICS	
'Jugando a ser mamás'	The day to day of teenage mothers.
'Todo lo que siempre quisiste saber sobre el sexo y nunca te atreviste a preguntar'	The answers to the 20 most often asked questions about sex.
'Tópicos: tal como somos'	Clichés: the truths behind them.
'Prostitución: el problema más antiguo del mundo'	Prostitution from the vantage point of the conflict it generates with residents and how luxury establishments operate.
'Yo trabajo por placer'	The business of pleasure from the worker and the client viewpoints.
'Alcohol, quién paga la ronda'	Portrait of the nightlife in different parts of Spain and its relationship to alcohol consumption.

In 2009, **ANTENA 3 TELEVISION** broadcast specials and debates focused on topics such as education and the crisis.

Report 'Un problema de educación'	Analysis of the bright and low spots of the current education system in Spain, with contributions from students, parents and teachers.
Debate: '¿Estamos educando bien a nuestros hijos?'	Representatives from teacher, parent and student associations, psychologists and sociologists Exchange opinions on today's education, both in schools and at home.
Debate: '¿Cómo salimos de la crisis?'	Representatives from the different stakeholders in the social dialogue, such as Celestino Corbacho, Cristóbal Montoro, Jesús Bárcenas, Gerardo Díaz Ferrán, Ignacio Fernández Tozo and Cándido Méndez, discuss strategies to exit from the crisis.

**PROGRAMING THAT IS OPEN TO THE ISSUES FACING SOCIETY**

As a means of communications wielding great influence on society, the **ANTENA 3 GROUP** makes efforts to identify the impact of its activities in order to study, develop and implement procedures to measure, channel and track them.

The Programming Committee responsibility is to make sure that the content broadcast on the different channels is in accordance with the norms and principles of the Code of Autoregulation of Content and Childhood.

Without detriment to this general commitment, it is clear and unavoidable that the daily activity of a means of communication is a priori subject to unforeseen or non-censurable situations, especially in live programming and in broadcasts directed towards adult audiences, at an appropriate time.

The **ANTENA 3 GROUP** considers that its responsibility to audiences also includes the right to information and analysis – critical, rigorous and qualified – of difficult or controversial topics which are a part of the current social debate, including disagreement and contrasting opinions. This

content also tends to its specific responsibility as a means to information directed towards educated and adult audiences.

With respect to content included on web pages associated with its programming, **ANTENA 3** screens and monitors user comments and immediately deletes those opinions or messages which are in violation of legal requirements or auto-regulation codes, or which contain statements which could place user security or health at risk.

In addition to these safeguards, the **GROUP** encourages the collaboration of its users in order to correct errors and avoid abuse; it also invites users to report any illegal activity or irregularities in a simple and immediate fashion to the email address [webmaster@antenantena3.es](mailto:webmaster@antenantena3.es). ■



RADIO

# ONDA CER0 AND EUROPA FM INCREASE THEIR AUDIENCES



“ For the last several seasons, Onda Cero has been the Spanish radio station with the best profitability rate per listener. ”



The **ANTENA 3 GROUP**'s main radio stations, **ONDA CERO** and **EUROPA FM**, have garnered exceptional audience results in 2009. They have both revolutionized audiences and are among the top national radio stations.

**ONDA CERO**'s audience continues to grow, attracting 166,000 new listeners in 2009, 8% more than in 2008. It is now the second ranked station in Spain, according to the General Media Study.

**ONDA CERO** had its twentieth anniversary in November in 2010, and its winning formula has been further reinforced in recent seasons by its rigorous news programmes and intelligent entertainment, combined with various modifications to content, incorporating new sections and adding collaborators. This balanced, entertaining programming has established a clearly recognisable brand among audiences, and has resulted in growth in listener and advertising figures.

### 3.1 ONDA CERO SHOOTS UP IN THE GENERAL MEDIA SURVEY AND IS BY FAR THE SECOND LEADING RADIO STATION

**UNIPREX**, the generalist radio station has solidified its standing as the second most listened to radio station in Spain after adding 227,000 listeners in the latest EGM survey. It now has 700,000 more listeners than the third ranked contender. The data collected in this survey attest to the solid, strong programming of this station, which closed the year with 2,257,000 listeners. **ONDA CERO** was, for the second year running, the commercial radio station with the largest increase in listeners.

**ONDA CERO**, with almost 2,300,000 daily listeners, achieved its growth goals is



**ONDA CERO** has balanced and entertaining programming which is clearly identifiable by audiences, which has led to growth in both audiences and advertising.

2009. The station has established a clear brand, and is characterised by moderation and respect for all points of view.

In light of the most recent figures from the General Media Study, the station headed by **Javier González Ferrari** considers itself, “a leader in the Spanish radio world”.

The audience figures represent, for many items, all time records, and bolster the station's positioning, as evidenced by the audience share in the radio market. **ONDA CERO**'s audience share rose from 16.0% in 2008 to 18.3% in 2009, an increase of over two percentage points, while its direct competitor's share fell. These robust audience figures, combined with a sound commercial strategy and strict cost controls, has made **ONDA CERO** the Spanish radio station with the best profitability rate per listener for the last several seasons. Its sol-

veny and profitability are the logical outcomes of the credibility and widespread success of its programming over the last several years.

#### CARLOS HERRERA, JULIA OTERO AND CARLOS ALSINA BEAT THEIR OWN ALL-TIME RECORDS

The increases in audience numbers in the last year are due to **ONDA CERO**'s different programming, especially the three cornerstones of *Herrera en la Onda*, *Julia en la Onda* and *La Brújula*.

The programme directed and presented by **Carlos Herrera** had an audience of 1,782,000 listeners in 2009, making it the morning programme that has registered the most growth in the last year, with 257,000 new listeners. We would highlight that this is the best figure posted by *Herrera en la Onda* since its debut in the

“ Carlos Herrera’s is the morning programme that has registered the most growth in the last year. ”

morning slot of **ONDA CERO**, in September 2004. Between 6:00am and 12:30am, **Carlos Herrera** hosts a radio show that is a masterful combination of news and entertainment. Each season small changes and adjustments are made, and new collaborators enrich the programme.

In just a few seasons, **Julia Otero**, host of the **Julia en la Onda** show, has been able to make afternoons on **ONDA CERO** a leading programme in the Spanish radio world. Her strategy entailed winning new listeners in a gradual manner, especially in the last quarter of the year, when she had 160,000 new listeners. Julia en la Onda, with 500,000 listeners, is the second most listened to programmes in the afternoon slot, surpassing the third-ranked programme by over 250,000 listeners.

Sports also hold an important position in **ONDA CERO** programming. In the last two



seasons, **Ángel Rodríguez**, director of sports programming and head of the **Al primer toque** show, has improved audience figures for this evening slot and found the winning model for reaching our targets.

In this same vein, the **Te doy mi palabra** show, directed and hosted by **Isabel Gemio** on Saturday and Sunday mornings, with almost a million and a half listeners for the two editions, making it the second-ranked commercial radio show on weekends. Similarly, the sports show, **Radioestadio**, with **Javier Ares** and **Javier Ruiz Taboada** has over 500,000 listeners, both on Saturday and Sunday, and is the second most listened to programme in its time slot.

**Gente Viajera**, which had its twentieth anniversary in the 2009/2010 season, also obtained excellent results. **Esther Eiros** and her team of collaborators set a clear benchmark for discerning listeners who are interested in travelling and tourism.

### LA BRÚJULA OBTAINS ITS BEST RESULT EVER

The **ONDA CERO** news programmes have also made a significant contribution to increasing the station’s global audience figures. **La Brújula**, with **Carlos Alsina**, set new records: for the first time in its history, it became the second most listened to evening news programme, surpassing la Cope’s La Linterna, and obtaining the best

audience figure in eight years, according to the EGM statistics. Both **La Brújula** and **Noticias Mediodía**, which has been directed and presented by **Elena Gijón** since September, is currently the second ranked news programme among listeners.

Over one million people listen to **ONDA CERO**. The news programmes directed by **Julián Cabrera** are characterised by rigour and professionalism, as well as independence and pluralism. **ONDA CERO** has been present at the most important events in 2009, both on the domestic and international level. **ONDA CERO** has covered everything from the European elections to elections in the autonomous regions of Galicia





**EUROPA FM** closed 2009 with an all-time record audience figure.

“ Europa FM has increased its audience fourfold in only four years. ”

and the Basque country, and features special programmes and on the ground reporting. Its microphones are where the news is, whether on an international, domestic, regional, or local level.

**ONDA CERO** gives an account of what is happening, providing the most in depth information possible, and offering keys for helping listeners interpret current events.

The increase in the **ONDA CERO** audience is also evidenced by the superb results from *Noticias Fin de Semana*, with **Juan Diego Guerrero** and **Mercedes Albelda**. According to the data from the latest survey by the General Media Study, every day more and more listeners are choosing our station to stay informed on weekends.

## 3.2 EUROPA FM CONTINUES ITS UNSTOPPABLE ASCENT

**EUROPA FM** achieved two important milestones in 2009: all-time record audience figures, with 1,173,000 listeners, and achieved fourth place in the rankings of music stations, beating Kiss FM. This

music station is the one that has grown the most in this segment in recent years. In 2009, it won 208,000 new listeners, a 21.6% increase.

While **ONDA CERO** continued growing and reinforcing its status as the second ranked generalist radios station in Spain, **EUROPA FM** has increased its audience fourfold in only four years. The secret of **EUROPA FM**'s success, with almost 1,200,000 listeners, has been its ability to adapt to changes in society and to the musical tastes of the Spanish people. And of course, the key is the careful selection of good music.

### OWN PERSONALITY

**EUROPA FM** has developed its own strong personality, following a rigorous format, creating a sound that its million plus listeners can easily identify. The consistency and solidity of its product is the best guarantee for achieving new successes. The growth potential, as has been clearly demonstrated up to now, is based on interesting programming which is further enhanced by the professionalism of the **ONDA CERO** team.

The early morning programme *Ya te digo* was among the highlights of **EUROPA FM** this year. It has been hosted by **Isabel Marco**, from Cadena Dial, since the season began.



We would also underscore the leadership of the station in the 23:00 to 4:00 slot. Meanwhile, since the 2008/2009 season, **Ponte a prueba** has become the leading programme in its time slot (from 23:00 to 1:00). In addition, the success of **La noche es nuestra**, with **Julie Thomasoro**, extended the station's leadership in 2009, until 4:00 in the morning.

According to all surveys, **EUROPA FM** is a highly valued product with each listener tuning in for over 170 minutes. One of the music station's main commitments is to "guarantee the best mix of domestic and international rock from the nineties up to the present day, and also to broadcast the most groundbreaking programmes in Spanish music radio".

### 3.3 RADIO INCREASES ITS WEB-BASED CONTENT

Both **ONDA CERO** and **EUROPA FM** have also increased their Internet offerings, with more information, interviews, forums, chats, debates, audio content and photos. Inter-

activity with listeners has been increased, and an application has been rolled out which allows listeners to comment on programmes they are listening to in real time with friends or other listeners who belong to the Facebook social network.

In just over a year, ondacero.es has increased its internet audience five-fold, with over half a million users, and over eight million page visits. This commitment to interactivity also includes an iPhone application, which allows users to listen to **ONDA CERO** from their mobile handset.

#### CORPORATE RESPONSIBILITY

#### ONDA CERO AND EUROPA FM: IMPROVING BY LISTENING TO AUDIENCES

In the design and development of its radio programmes, **UNIPREX** has carried out several market studies in order to adjust its products to its listeners' tastes and to increase audience levels. Furthermore, it allows the station to evaluate the positioning of the **ONDA CERO** and **EUROPA FM** brand.

For example, all the music that is played by **EUROPA FM** has been subject to an evaluation by the objective public of the sta-

tion. Therefore, only music which is highly valued by audiences is given airtime. They decide the songs which get played and how many times they get played.

From the more strategic point of view, the musical styles which best fit the **EUROPA FM** formula can be pinpointed, while from the tactical point of view, the station's music programming schedule can be determined, along with the rotation schedule for each song.

All of this requires the use of different tools and methodologies, which, among other things allow highly focused analysis of new music (thirty or forty songs are evaluated in each one of the Call Outs carried out



The "BICIS POR AFRICA" initiative collected over 700 bicycles for Moroccan children.

periodically) or more global assessments, where the radio station's mix can be evaluated over longer periods of time (some 600 songs are evaluated in each musical test.

## 3.4 SOLIDARITY WITH SOCIETY

**ANTENA 3 GROUP's** radio stations, **ONDA CERO** and **EUROPA FM**, aware of their role as opinion shapers, and that a large number of young people are among their listeners, have sought to program content with a strong social and environmental component.

<b>Herrera en la Onda</b>	Dedicates a slot, on a weekly basis, to 'Mundo Social', sponsored by ONCE, aimed at informing listeners about the realities and challenges facing disabled people.
<b>Te doy mi palabra</b>	Hosted by Isabel Gemio, this programme focuses on issues related to minority and underprivileged groups as well as to topics related to psychology and self-help.
<b>Gente Viajera</b>	Travel programme in which respect for and knowledge about other cultures is promoted.
<b>Como el perro y el gato</b>	Programme which offers advice and opinions about the defence, protection and care of animals.
<b>Onda Agraria</b>	Programme focused on nature, which offers useful advice and information.

<i>Linde y Ribera</i>	This show discusses hunting and fishing, and from the very first edition, shown its commitment to the environment and rural living.
<i>En buenas manos</i>	The doctor Bartolomé Beltrán hosts a show in which health experts give advice to listeners.
<i>Ponte a prueba / Ya te digo</i>	Programmes which deal, in an open and rigorous manner, with important youth issues, such as responsible driving, safe sex, gender equality, anorexia and bulimia.

In 2009, **ONDA CERO** and **EUROPA FM** showed their support for social causes through initiatives promoting infant welfare, volunteerism in companies, and improving the overall health of the population, among other issues.

**ONDA CERO** supported the **ANTENA 3 FOUNDATION**'s initiative, *Bicycles for Africa* whose aim was to collect used bicycles fans at each stage of the 2009 Tour of Spain Cycle Race, to donate them to Moroccan children, thereby facilitating their access to school. Similarly the radio station collaborated with the Messengers of Peace Foundation and Imaginarium, whose programme "Children in solidarity" collected second hand toys in good condition to give them to underprivileged children as Christmas presents.

We would also highlight the socially responsible initiative on the programme 'Te doy mi palabra' on which two citizen platforms were given airtime, one aiming to promote the anti-tobacco law, and the other, for now, seeking to promote a healthy work-

life balance. **ONDA CERO**'s support helped win 60,000 and 2,000 new members to the two platforms, respectively.

Meanwhile, the programmes *Herrera en la Onda*, *Julia en la Onda* and *Como el perro y el gato* supported the *Placa Azul* campaign sought to raise consciousness about the dangers related to the abandonment of domestic animals. This initiative won over 120,000 new members.

**ONDA CERO** also had other noteworthy social initiatives, such as the "World Heart Disease Day", during which it broadcast information regarding this illness; and the support given by the two **ANTENA 3 GROUP** radio stations to the United Nations campaign, "March Against Poverty", through the broadcast of the official announcement of the initiative during the peak audience period, and the playing of the march's official music. ■

### 3.5 UNIPREX TV: GROWING AND ESTABLISHING ITSELF AS A PRODUCTION COMPANY

**UNIPREX TV** – a subsidiary company of **UNIPREX** dedicated to the exploitation of local television licenses and audiovisual production for third parties – has continued the trend of strong growth it has registered since its creation in 2006.

In addition to contributing over 500 hours of programming to EsMadridTv (local DTT of the Madrid city government), this year **UNIPREX TV** has produced its first programmes for different **ANTENA 3 GROUP**. The *Ládrame mucho*, which focuses on man's best friend, the dog, is meeting with success in its weekend morning slot on **ANTENA 3 TV**. Similarly, *Mama, tú no mires* (Guide to student life around the world) has allowed **NEOX** viewers to learn during prime time every Tuesday, how students live and take classes around the world.

**UNIPREX TV** created another programme to be broadcast on DDT in 2009, called *El futuro en tus manos*, which is broadcast live from Monday to Friday through **NOVA**. Furthermore, over the course of these 12 months, the **UNIPREX** production company has also provided services to other companies and business areas of the **GROUP**, such as **A3EVENTOS**, **A3MULTIMEDIA** and **ATRES ADVERTISING**, for whom it has carried out over one hundred broadcasts.

Similarly during this period, **UNIPREX TV** has continued to produce, on a weekly basis, the journalistic programme *VerCine* for the Extremadura autonomous region's television station.

The final triumph in this year of constant growth, came in September, when **UNIPREX TV** was awarded a tender from Promoción Madrid to produce new content for the municipal channel EsMadridTv, which would build on the content it has been providing since September 2006.

In regard to the other business area, the management of the local digital television licenses, **UNIPREX TV** continued to operate through 2009 with the **VER-T** brand in the Madrid and Valencia regions, and has started the testing phase for broadcasting in Seville.



**NEW CONTENTS  
WHEREVER,  
WHENEVER AND  
HOWEVER YOU WANT**



“ The Antena 3 Group’s webs are no longer just a place where users can watch what’s being broadcast, but a medium where new content is generated for the online public. ”

In 2009, the **ANTENA 3 GROUP** maintained its commitment to new technologies, with the launch of new products and applications, some of which are groundbreaking developments on the global level. The convergence of technologies and the three screens had its first iteration in the launch of the **3.0** project. This breakthrough created a new way of watching television, where, how, and when you want. Three screens: television, computer, and mobile, and three channels, **ANTENA 3 TV**, **NEOX** and **NOVA**. This concept means that the web is no longer just a place where users can watch what’s being broadcast, but is now a medium where new content and specific content can be generated for and consumed by the online public.

In addition to this concept, which revolutionises how television is watched, in 2009, two other factors were explored in 2009: video and social networks. After the agreement with YouTube, which made **ANTENA 3** the first private television station in Europe to forge an alliance with the most important video website in the world, another

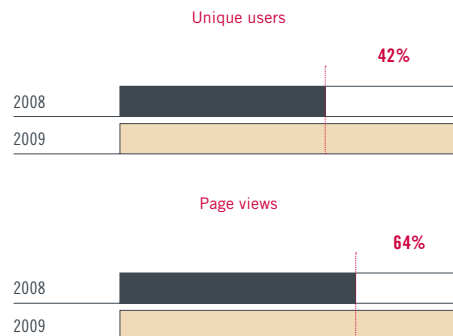
development took place, taking advantage of the social networks Facebook, Windows Live and Tuenti.

This year, over 200 million videos were downloaded and in the case of YouTube, **ANTENA 3** continues to be the leader in Spanish.

### 60 MILLION PAGE VIEWS

**ANTENA 3 GROUP**, has developed interactivity on all of its main websites ([antena3.com](http://antena3.com); [antena3noticias.com](http://antena3noticias.com); [ondacero.es](http://ondacero.es) and [europafm.com](http://europafm.com)) as well as on its specific radio and television programme websites but above all on its own website. At the end of 2009, the **GROUP**’s web pages

#### Antena 3 Group Website audiences evolution



This year over 200 million videos were downloaded.



had and monthly average of 3.5 million unique users, and over 60 million page views, versus 2.5 million and 37 million in 2008, respectively. This represents an increase of 42% and 64% respectively.

In telephony, **ANTENA 3** continues to be the leading mean of communication via information alerts, with over 13 million messages sent. Furthermore, it has over 19 mobile TV channels among the three main operators in the country.

### THE YEAR OF INTERACTIVITY

A large part of this growth is due to the 3.0 strategy, which has given the channel greater interactivity and more direct contact with spectators and web users.

The 3.0 strategy was launched in May 2009, with a special roll-out which included broadcasts on three channels (**ANTENA 3 TV**, **NEOX** and **NOVA**) of the first episode of the season of **El Internado**. The broadcast of **NOVA** includes the comments of web users thanks to the Watch & Chat application that the channel launched for its users.

“ The 3.0 strategy has given the Antena 3 greater interactivity with web users. ”

The initiative was a resounding success, winning an 18.8% television audience share, with 5,000 people commenting on each episode broadcast over the internet and 300,000 on-line views of the episode in the hours prior to its television premiere.

Cross sales and promotions between the internet and television, an array of interactive initiatives for programmes, and exclusive web content related to the series, have been the main drivers of the 3.0 projects on the web. The ongoing project remains extremely dynamic, and has made clear to viewers that **ANTENA 3** is not





The broadcast of series' episodes and complete programmes on Group websites has attracted a large number of users, reinforcing their loyalty to its television content and leading to increased demand for new content on this platform.

just a television channel, but is also deeply involved in new technologies (internet and mobile, mainly) and has allowed the television experience to be enhanced, allowing viewers to maximise their enjoyment of the channel's news, series, and programmes. **Física o Química**, **El Internado** or **Curso del 63** have been highly interactive and built up a massive following on the web. The full episodes or programmes have allowed us to amass many faithful viewers who have

in turn requested new content related to these programmes. Digital Q&A sessions, "behind the scene" specials, and live broadcasts followed by fans who have created their own communities in their respective regions, and the 60,000 friends it has on Facebook are powerful evidence of the success of these initiatives.

In addition, three programmes produced for the internet have made the jump to

This way of watching television has been further enhanced this year, because not only does broadcasting episodes on the internet not erode television audiences, it represents a new revenue source through the incorporation of advertising into on-line videos. The latest studies indicate that in 2011, one of every 10 dollars invested in on-line advertising went towards so-called in-video advertising. The evolution of the internet and of computer technology in general, as well as the increasing ubiquity of mobile and broadband connections has made brands and advertisers take a closer look at on-line advertising formats, with the aim of reaching consumers through more interactive and creative ads.

television. **NEOX** has broadcast **Let's FoQ** and **El Pasadizo**, where actors and fans can chat and see exclusive previews of upcoming episodes of the series. Both programmes had a good response from the **NEOX** public.

### NEOX PREMIERES ON THE WEB

**ANTENA 3** was the first channel to offer whole episodes of its series on the web in 2007, and it continues to hold a leadership position in the distribution of audiovisual content over the internet, as evidenced by the millions of videos viewed.

**ANTENA 3** is aware of this phenomenon and has directed a great deal of energy towards promoting on-line advertising, with excellent results. The launch of the **3.0** strategy was accompanied by the roll-out of its new **NEOX** website. The growth of the DTT entailed a greater commitment to its online content, thereby establishing its own online brand. One of the main initiatives has been the micro sites dedicated to specific **NEOX** programmes, giving them the same importance as those which were created for the **ANTENA 3 TV** programmes. Programmes such as **La Biblioteca**, **Mamá**,

## “ Antena 3 is the leading channel in terms of positioning and content in mobile television in Spain. ”

*tú no mires*, *Hablar de sexo con mamá y papá*, *Meeting Point* and *Generación Neox* have established a major presence on the web, generating over 150,000 unique views to the website per month. The programme *Dirígeme* deserves special mention, as it was the first programme produced in our country whose plot unfolded based on viewer votes received over the web, and through SMS messages. In addition, viewers have been able to watch the series from start to finish on the website.

### SOCIAL NETWORKS FORGE ALLIANCES WITH ANTENA 3

The other cornerstone in the internet strategy of [antena3.com](http://antena3.com) capitalises on the increasing presence of social networks and integration of community and socially oriented applications on its websites.

Facebook and Windows Live have become invaluable collaborators with **ANTENA 3** in this regard. Thanks to the Live Stream tool on Facebook, web users have been able to follow the broadcast of programmes such as *Espejo Público*, *Tal Cual*, *El Diario*, DEC and *Curso del 63* while commenting about the programmes with friends on their social network.

With this same system, **ANTENA 3 TV** has offered special events, ranging from the presentation of Kaká and Cristiano Ronaldo, to the funeral of Michael Jackson; from the fan event of the film *Luna Nueva*, part of the *Crepúsculo* saga, to video encounters with characters out of *El Internado*.

In addition, the webs of **ANTENA 3** have integrated with the social networks in such a way that the visitors who wish to comment on the news, interviews, or news stories, may do so using their Facebook or Messenger user name and then exporting their actions to these networks.

In general, during 2009 **ANTENA 3** enhanced applications that enabled greater participation and exchanges of opinions, increasing the number of blogs, digital and video encounters, on-line retransmissions and other initiatives.

The last initiatives of the year involved an agreement with Microsoft which allows fans of *El Internado* to watch highlights of the programme on the official website while chatting with friends via Messenger. In November, **ANTENA 3 TV** converted into

**ANTENA 3** was the first channel to broadcast its signal for mobile handsets.

the first TV station in the world to launch this innovative application of Windows Live Messenger.

The latest initiative with a major social network was the pre-premiere sneak preview of the series of *Los Protegidos* on Tuenti, the leader in the audience segment between 14 and 18 years old in Spain.

### MOBILE TELEPHONY, CONSTANTLY GROWING

In the mobile world, where **ANTENA 3** was a pioneer, with the launch of numerous formats, it has maintained its leadership position in the SMS news and information segment, expanding the number of information products based on message services. Thirteen million messages last year and close to half a million minutes consumed in voice information on our 303 portal testify to the success of our efforts in this regard.

In 2009 we launched a new services and business lines. Five new mobile TV channels, which are in addition to the twelve already existing channels, has allowed us to retain our position as the leading channel in terms of positioning and content in mobile television in Spain.

We were the first channel to directly broadcast **ANTENA 3 TV**, the first to launch a 24 hour news channel on mobile television, and to generate a wide array of thematic channels and loops with our most successful series and programmes. Our channels are included in the package deals of operators that have access to



over 125,000 users monthly. The world of video and our communities and WAP portals, continue to enjoy widespread acceptance, with a public of over 28,000 monthly subscribers.

**ANTENA 3** is also the world leader in mobile applications, the latest cutting edge development in the sector. We were the first television station to offer applications for mobiles with different platforms, such as the iPhone, (apple store), Mstore (Telefónica store), the Vodafone store, Nokia, Blackberry under the brands [antena3](#), [mobi](#) and [antena3noticias.mobi](#).

## AGREEMENTS WITH LARGE MANUFACTURERS

**ANTENA 3** maintains its position on the cutting edge of multiplatform content, with the aim of benefiting from the massive direct and indirect advantages they offer. There is no doubt that in this day and age, the multiplatform world includes videogame consoles. Before this was just a platform for games and very young people, but there is an increasing number of aficionados. In November, **ANTENA 3** together with the BBC and the Australian channel ABC became the first TV channels in the world to offer direct access to their videos through the Play Station 3.

Along with video game consoles, the new high-end televisions all offer internet connections, which allows users to enjoy our web content through their TV screens, which our applications imbedded in their software. This process started in the mobile world with Nokia, and now includes major brands such as Play Station, Sony, Samsung and Philips, which integrate applications allowing users to access the content of **ANTENA 3**.



## ONDA CERO AND EUROPA FM INCREASE THEIR ONLINE CONTENT

After overhauling its website last year, **ONDA CERO** has increased its ties with audiences through the Internet. The formula for doing so involved enhancing interactivity: its direct broadcasts of programmes allow viewers to make comments in real time on Facebook. Furthermore, in addition to the almost 20 blogs which the website featured at the close of last year,

“Ondacero. es increased its audience by 34% unique users in respect to last year.”





and the incorporation of forums on its programmes' micro sites, it has also held numerous digital Q&A sessions so that web users can address their queries to the station's personalities and collaborators.

Video was an important tool on the **ONDA CERO** website in 2009. The most successful example of this was the video blog series featuring by **Carlos Herrera**, **Carlos Alsina**, **Ángel Rodríguez** and **Javier Ares** where they offered their opinions on current events in short videos. We would also highlight the re-broadcasting of the presentation of the station's new 2009/2010 season, in which users could also participate via Facebook. [Ondacero.es](http://Ondacero.es) increased its audience by 34% unique users in respect to last year,

registering over 500,000 users in total. In addition, it increased its page views 183%, surpassing 8.5 million, in total.

In regard to **EUROPA FM**'s website, in 2009 Internet and radio enjoyed fruitful synergies. The radio station used its official webpage to launch several important contests, generating a high degree of participation among its users.

Furthermore, the direct broadcast of **EUROPA FM** on the internet was complemented by a Facebook module where listeners could make real-time comments. This feature is identical to that which is in place for **ONDA CERO**. [Europafm.com](http://Europafm.com) also offered a large number of video Q&A sessions with pop-

ular artists from the music world, such as Chambao, Estopa, Sidonie, Billie The Vision and The Dancers, and Porta.

In terms of music video content, which has formed a part of the website's content since its inception, the online offering has been greatly expanded, and now features many of the music concerts broadcast on the **Estación Neox** programme.

For these reasons, the [europafm.com](http://europafm.com) audience continues to grow: in 2009 it surpassed the milestone of 300,000 unique users, which represents a 50% increase on the previous year, and also broke through the 7 million mark in terms of page views, a 25% increase on 2008.



# COMMITMENT TO ADVERTISERS, INNOVATION AND EFFICIENCY





For yet another year, **ATRES ADVERTISING** continued with the spirit of innovation and continual improvement that has been its hallmark since its creation as **ANTENA 3 GROUP**'s exclusive advertising operator four years ago.

In 2009 all the projects that it carried out were aimed at a single objective: to satisfy the needs of the advertiser. In this way, it managed to find innovative solutions to obtain greater advertising efficiency and better results from campaigns using all media formats and platforms.

With multimedia products on the forefront and the deployment of the innovative 3.0 idea, which offers the possibility of communicating interconnected content which are broadcast in a multiform, multiplatform form, the advertiser has the possibility of reaching its public like never before.

“ The advertising bundling initiative has been able to mitigate audience fragmentation by offering better coverage to companies. ”

## 5.1 THE ADVERTISING BUNDLING: THE ANTENA 3 SOLUTION TO FRAGMENTATION

The proliferation of channels and the growth in penetration of DDT made a significant impact on generalist channels in 2009, which faced the challenge of guaranteeing coverage, something ever more difficult to obtain.

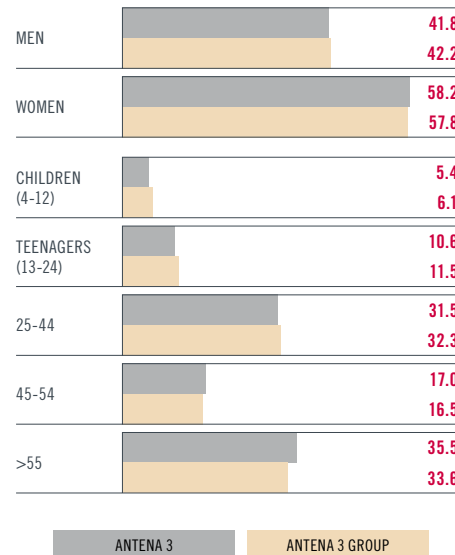
In the current television panorama, of declining advertising, **ATRES ADVERTISING** has created an innovative solution for the advertising market which is global in scope: *Advertising Bundling*.

Started in February of 2009, *advertising bundling* consists in the simultaneous broadcast of advertising on the **GROUP**'s three television stations (**ANTENA 3 TV**, **NEOX** and **NOVA**), which act as a single advertising channel. In this manner, **ATRES ADVERTISING** was able to mitigate the disaggregation of audiences and improve the average rating and the global coverage of companies.

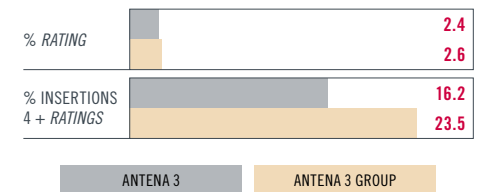
The result was extraordinary, given that it allowed **ANTENA 3** to soften the impact of the deterioration in the advertising market, increasing its market share of 23.5% to levels of close to 26%.

Right now **ATRES ADVERTISING** jointly manages the advertising of the **ANTENA 3** media family, which includes the Disney Channel, the **ONDA CERO** and **EUROPA FM**, the daily ADN, Movierecord and the **GROUP**'s internet website. In 2010 it incorporated Veo7 after signing a deal with Unidad Editorial.

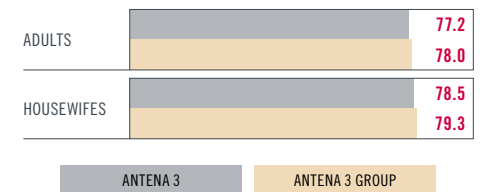
The profile



The average rating



The coverage



SOURCE: TNS PYB, February-December 2009.Total Day.

### THE LARGEST ADVERTISING OPERATOR FOR THE CHILDREN'S SEGMENT

The programming of **ANTENA 3 TV** and **NEOX**, together with the **DISNEY CHANNEL**, which enjoys strong links to a leading brand with excellent potential, positions **ATRES ADVERTISING** as the exclusive advertising operator with access to the highest quality and greatest quantity of child and family oriented content.

Disney Channel once again chose **ATRES ADVERTISING** in 2009 with the launch in October of the Disney XD channel, which allowed **ATRES** to increase its advertising footprint during children's programming.

Since Disney Channel started its free-to-air (FTA) broadcasting on 1 July, 2008, it has increased its audience, obtaining record audience levels in its children target audience in August 2009. Today it has widened its target audience and is the leading DTT channel.

## 5.2 ONDA CERO, OUTPERFORMING THE MARKET

Radio is the most stable media format during crisis periods, and it is the only one, along with the internet, to have increased its market share. In fact, in 2009, **ONDA CERO** and **EUROPA FM** achieved record audience levels for the **GROUP**. **ONDA CERO** is the station which has the most listeners with respect to its competition, an accomplishment which has allowed it to reduce the impact from the downturn in the advertising market.

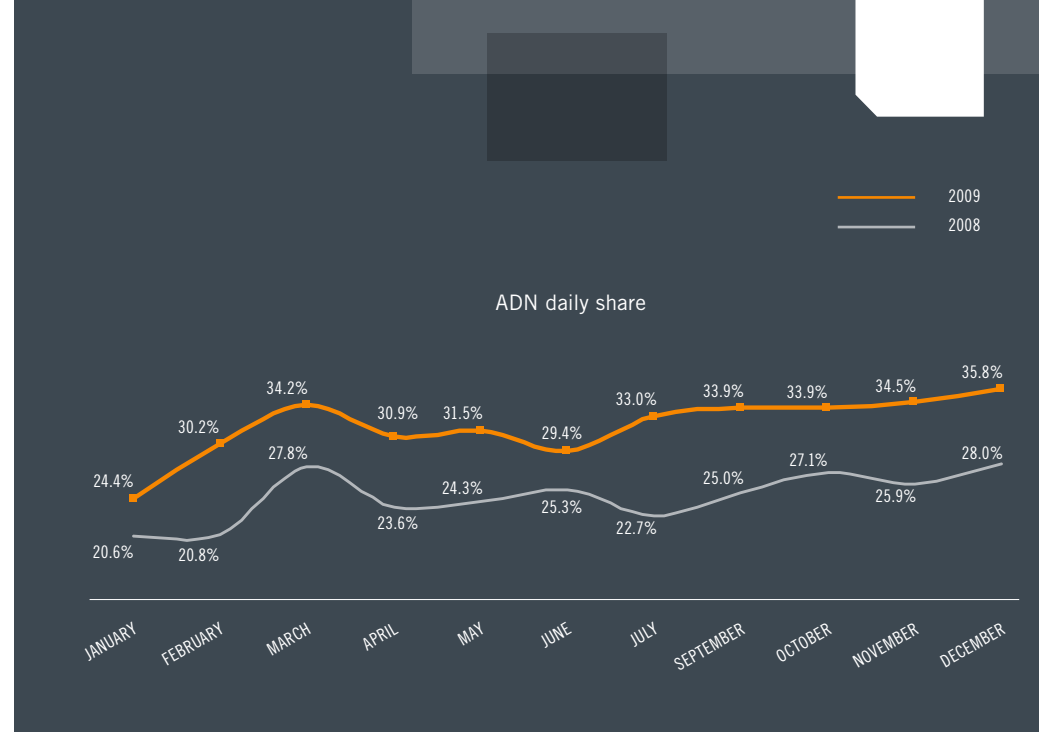
3ª wave 2009 vs. 2ª wave 2009

ONDA CERO		227
CADENA SER		146
COPE		-535
P. RADIO		-137

SOURCE: EGM Listeners 3rd Wave 2009 vs. 2nd Wave 2009. LV.

Meanwhile, **EUROPA FM** continued growing and now has easily over a million listeners, making it the thematic station which grew the most. In terms of advertising investment, it continued to perform well, surpassing its 2008 advertising figures.

Following the strategy of satisfying the needs of advertisers, it continues to seek out innovative and creative solutions, with major special events in which advertisers and **ONDA CERO** and **EUROPA FM** listeners are the protagonists. Two examples of this effort are the *Crucero Generación Europa* and *El Día D* multimedia product which transforms a city or a community into the centre of **ONDA CERO** and other **GROUP** platform's programming.



## 5.3 ITS MARKET SHARE

Print media has suffered more than any other from digitalisation and has been in decline since 1994.

Despite the fact that 2009 was a critical year for the free press with the closure of Metro Directo and numerous local delegations, **AND** stood out for the strong performance of its advertising investment. In terms of audience, it's the free newspaper which lost the least number of readers, and consolidated its fourth place ranking in general information newspapers.

General information newspaper ranking (,000)

20 MINUTOS	2,376
EL PAÍS	2,081
QUE	1,698
ADN	1,381
EL MUNDO	1,309
EL PERIÓDICO	749
LA VANGUARDIA	731
ABC	728
LA VOZ DE GALICIA	597

SOURCE: Audience (Thousands of readers) EGM 3 Year Mobile 2009  
SOURCE: ARCE, January-December 2009

In two years, **ADN** was able to reduce by half the gap in readers between it and its closest competitor, the free newspaper, **QUÉ!**



## 5.4 MOVIERECORD DOUBLES THE NUMBER OF THEATRES

Movies are one of the main leisure activities pursued outside the home. In the last quarter of 2009, this segment increased its number of spectators by 26%.

In addition to being the most efficient media in terms of notoriety, film has fur-

ther bolstered its privileged position by digitalising advertising, which is allowing it to improve the image quality of the spots, and adding flexibility and immediacy to the campaigns, while reducing production costs.

In only nine months, **MOVIERECORD** has doubled the number of its digital theatres, bringing the total to 111.

Since October 2009, 39 advertisers have acquired the **ATRES ADVERTISING** digital packet, representing 45% of **MOVIERECORD**'s total domestic advertisers.



## 5.5 ATRES ADVERTISING REINFORCES ITS INTERNET PRESENCE

This is the platform that has been the least affected by the current economic crisis. In 2009, it was the third media format in terms of investment and in some countries, such as the United Kingdom, it surpassed television.

In 2009, **ATRES ADVERTISING** bolstered its web presence with the integration of Planeta Ad Network, which has become one of the benchmarks in online advertising sales.

The wide array of categories, which includes news websites, leisure-entertainment, and e-commerce websites, gives extensive coverage, thematic segmentation options, and the possibility of multimedia synergies, with video as the start product.

During this year **ATRES ADVERTISING** had a very robust performance, registering growth of 29% with respect to 2008, and winning the trust of 293 advertisers who view it as the ideal platform for advertising their brands.

One of the leading brands in entertainment, Disney.es has joined this successful commercial venture, providing quality content and a high segmentation capacity, giving advertisers advertising that is tailored to their specific needs.



## 5.6 ANTENA 3 EVENTS, WHEN THE ORGANIZATION IS THE NEWS

In its second year of existence, **ANTENA 3 EVENTS** strengthened its positioning in the market thanks to its tremendous capacity to seize the media spotlight in each of the actions it undertakes.

**ANTENA 3 EVENTS** defines itself as an events agency that seeks to meet the needs of its clients and to offer custom-made solutions to brands.

During 2009 the **ANTENA 3 EVENTS** business encompassed the efficient organisation of sporting events, promotional marketing, product testing, cultural events, and conventions, among others.

### THE *PONLE FRENO* RACE ATTRACTS 8,000 PARTICIPANTS

The company continues to carry out production work on the Tour of Spain Cycle Race, a competition which it has organised jointly with Unipublic since its inception and which has given it an excellent all-around knowledge of the sector.



**ANTENA 3 EVENTS'** business consists of organising sports events, roadshows, promotional marketing and cultural events, among others.



In fact, the company's experience allowed **ANTENA 3 EVENTS** to successfully execute one of its most important initiatives in 2009: the *PONLE FRENO* race. *Under the motto, No te pares, hoy correr salva vidas*, this first race in support of road safety was a big success, with over 8,000 participants.

Other Group brands also participated in **ANTENA 3 EVENTS** happenings, in order to meet fans and generate new forms of interaction with consumers. Among them we would highlight the premieres of *Física o Química* and *El Internado*.

### LARGE ROADSHOWS AND TOURS, ANOTHER FORM OF ADVERTISING

Among the different activities of this type, we would highlight the Gillette Series tour,

which visited cities all over Spain in 2009, and enjoyed great success, while being highly efficient at getting its message across, with over 20,000 people using the brand's shaving products at their mobile stand.

### CONCERTS: 100,000 PEOPLE IN THE MÁLAGA FAIR

Music also played an important role in the company's activities in 2009. The opening concert of the Malaga Fair, which was attended by over 200,000 people who enjoyed the performances of Estopa, Despistados and Kate Ryan, show the ambitious scale of these types of events.

Another great milestone for **ANTENA 3 EVENTOS** involved its spectacular screen of

over 60 square meters. This screen turned into the centre of attention for over 15,000 fans who watched the final of the *Champions League* in which Barcelona won the Triple Crown, as part of a huge party organised by Heineken in Barcelona.

### PROMOTIONAL MARKETING: EXPERIMENTAL ADVERTISING

Learning about different products through experience, or experiential advertising, is one of the most highly demanded segments in the industry today. Axe and Magnum, are some of the clients which have bet on innovative communication strategies, which create the optimal environment, where the public interacts, learns, and socialises with brand.

In addition government bodies have placed its trust in the organisational talents of **ANTENA 3 EVENTS**. Public institutions such as [Red.es](#) entrusted the company with one of its key projects in 2009, the implementation of DTT and the use of electronic IDs.

## 5.7 LICENSES, THE VALUE OF THE ANTENA 3 BRANDS

In 2009, the channel diversified its offering of interactive programmes with the launch of self-help, and personal development formats, hosted by professionals, such as *El Futuro en tus Manos*.

In addition it has maintained the use of interactive technology as a cornerstone of its business, using SMS and voice messages as a means to propose different offerings to viewers, such as contests, the opportunity to give their opinions about programme content, hold polls about different themes, and to carry out castings to select participants in different programmes, among an array of other initia-

tives, which are in a state of continuous development.

This year was especially important given that the new legal regulations governing SMS Premium and 905 entered into effect. These laws give users new guarantees and safeguards, and have modified the way in which companies can interact with consumers. **ANTENA 3** has adapted to the new legal framework without any problem, and was the only national television station to be awarded its own short number by the CMT in its transition to the new scenario.

Over the course of the year, the different **GROUP**'s different brand offerings have been developed in other markets, generating higher revenues. The sale of licenses encompasses many types of products, such as DVDs, promotions and merchandising.

**DVD:** Despite the impact of illegal downloading, our series still have strong public support, obtaining good sales figures.

**PROMOTIONS:** This continues to be one of our strongest billing streams, where we were able to both improve our results and have also rolled out the first print media promotion with the Playstation brand. In addition we support new formats such as the e-book and other electronic book formats.

**MERCHANDISING:** In 2009, we launched over 90 products under the **ANTENA 3** brand: Toys and Technology were the main categories apart from DVDs, CDs and publishing.

**PUBLISHING:** The Licensing department promotes and markets various publishing initiatives, and in addition to books based on our series, it edits magazines (*Pelopopata*, *FoQ*), and collaborates on ventures with other publishing houses. This year it also launched *Especiales de FoQ* and the *Guía Oficial de El Internado*.

### CORPORATE RESPONSIBILITY

## 5.8 BEYOND REGULATION

The main commercial activity of **ATRES ADVERTISING**, a business belonging to the **ANTENA 3 GROUP**, responsible for managing advertising on all of its platforms, is regulated by Law 25/1994 and by the General Advertising Law. In addition to complying with this regulation, **ATRES ADVERTISING**, in accordance with the Group's Corporate

Responsibility policy, **ATRES ADVERTISING** subscribes to numerous voluntary initiatives which aim to promote responsible advertising.

### ADHESION TO THE SELF-REGULATION CODES

As a full-fledged member of the Association for the Self-Regulation of Commercial Communications (Asociación para la Autorregulación de la Comunicación Comercial, or Autocontrol), **ANTENA 3 TELEVISION** is committed to ensuring that all its advertising complies with the Advertising Code of Conduct of this body, based on the Code of Advertising Practices of the International Chamber of Commerce.

In 2009, **ANTENA 3 TELEVISION** signed an agreement in which it subscribed to all of the regulations set forth in the "Self-Regulation Code for Food Advertising aimed at minors, obesity prevention, and health (PAOS), an initiative jointly developed in 2005 between the Health Ministry (Spanish Agency of Food Safety and Nutrition) and the food industry. The Spanish Federation of Food and Beverage Industries, the Federation of Regional Radio and Television Regulatory Bodies (*Organismos de Radio y Televisión Autonómicos*), and the Union of Commercial Television, also subscribed to this agreement, whose aim is to reduce

the advertising pressure placed on minors under 12 years old, and to foster healthy life habits in this segment of the population.

Similarly, **ATRES ADVERTISING** supports the self-regulation codes in the alcoholic beverage sector – Código FEBE. [http://www.febe.es/contenidos/industria/codigo\\_index.as - and the beer sector](http://www.febe.es/contenidos/industria/codigo_index.as-and-the-beer-sector) – Self Regulation Code for Advertising of Spanish Beer Manufacturers, [http://www.cerveceros.org/cont\\_codig\\_autore.asp](http://www.cerveceros.org/cont_codig_autore.asp)-, requiring that its clients comply with these documents.

ADVERTISING WITH SOCIAL CONTENT

In 2009, **ATRES ADVERTISING** carried out various communication and advertising campaigns with a marked social content, offering advertisers the opportunity the possibility of positioning themselves as responsible companies. In addition to supporting the corporate campaign promoting road safety, **Ponle Freno ATRES ADVERTISING** also carried out other initiatives, some of which were highly innovative, such as the campaign aimed at raising awareness about abandoned pets, **Placa Azul**, in collaboration with MedicAnimal.com; the Adeslas campaign against breast cancer: BBVA's campaign '*Destruyores de paro*', aimed at reducing unemployment in Spain; or the '*Buena Noticia del Día*', sponsored by Caja Madrid.

EXCELLENCE IN SERVICE

**ATRES ADVERTISING** has launched the '*Garantía Atres*' product line, which is guarantees the advertiser that the company will honour the commitments it takes on and that in the event that this does not occur, will provide economic compensation.

The "*Garantía Atres*" is nothing more than the culmination of a commercial policy that is based on excellence and client satisfaction, something which is also demonstrated by the support offered by **ATRES ADVERTISING** and by the entire **ANTENA 3 GROUP** to advertisers, in the efforts made to develop and back their brands, in the face of a critical situation due to the crisis facing house brands caused by the economic crisis.

Lastly, we would highlight the commitment of **ATRES ADVERTISING** to constantly reinvent itself and its increased commercial offerings. In 2009I it added the Disney.es and Disney XD websites to its portfolio of advertising platforms, providing advertisers of children's products a new outlet for their communications.

MANAGEMENT OF INFRACTIONS

**ATRES ADVERTISING** has professionals who are responsible for minimising the number of infractions in its advertising. The respon-

sibilities of this position include preparing daily, weekly and monthly reports which assess whether the information issued by the audience measuring company Sofres is in line with the company's internal information. In addition, it files complaints with this company whenever errors are detected, and maintains a fluid dialogue with the Government, self-regulating bodies and other bodies, to ensure the law is strictly adhered to in regard to advertising.


Despite these efforts, in 2009, **ANTENA 3 TELEVISION** committed 15 infractions, which represents a major drop from the previous year. All of the sanctions imposed were due to non-compliance with the reg-

ulations applicable to television operators (regulations which regulate the maximum daily broadcast time for advertisements or the hours in which certain types of advertising can be shown, etc.) and include sanctions which have been impose on **ANTENA 3 TELEVISION** for disseminating third party advertisements which, due to their content, were considered illegal by the government, In addition in these cases, the sanction is imposed on the television operator because the legal regulations stipulate that the television operator must monitor and control the content of third party advertisements, and that if they do not, they too are responsible for said content.

	2007	2008	2009
No. of disciplinary actions	5	5	4
No. of infractions	25	45	15
Fine amount	679,614 €	1,364,432 €	493,781 €

Nota1: Includes all the incidents that took place, both the government sanctions and the complaints presented to Autocontrol, independent of their nature and amount.  
Nota 2: Private domestic television operators are in constant contact with the government, which is responsible for monitoring the sector's activity. A strict historical comparison of non-compliance events is not possible, since the strictness or flexibility of the regulations applied by the government are not always exactly the same, nor are the technical control methods and procedures applied by this controlling body.





ANTENA 3 has initiated an energy saving plan and a programme to reduce the environmental impact of its sets.

# CORPORATE RESPONSIBILITY



## OUR FOCUS



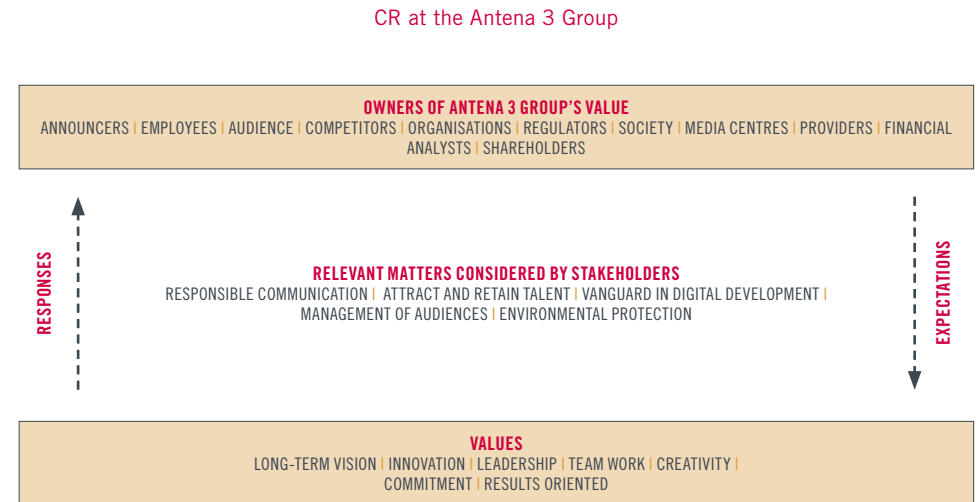
**ANTENA 3 GROUP** has assumed the commitment and the responsibility to put its communications media at the service of society, to ensure that its content and advertising are responsible, and to guarantee access and transparency. Impartiality, liberty of expression, plurality and protection of the most vulnerable groups are also part of the **GROUP's** guiding principles.

## 6.1 2009: ANTENA 3 GROUP STRENGTHENS ITS CORPORATE RESPONSIBILITY MODEL

2009 was characterised by the difficult global economic context. The audiovisual sector was also impacted. However, the **ANTENA 3 GROUP** continued to strengthen its commitment to Corporate Responsibility and to all of its stakeholders, through innovation, sustainability and dialogue, and consolidating the company's position as a benchmark in the Spanish audiovisual sector.

The **ANTENA 3 GROUP** understands Corporate Responsibility (CR) as way of earning the trust of society and its stakeholders, basing its initiatives on principles of transparency, freedom of expression and commitment to the environment.

This consolidation as a responsible and sustainable company, entails responding to stakeholder expectations, carrying out



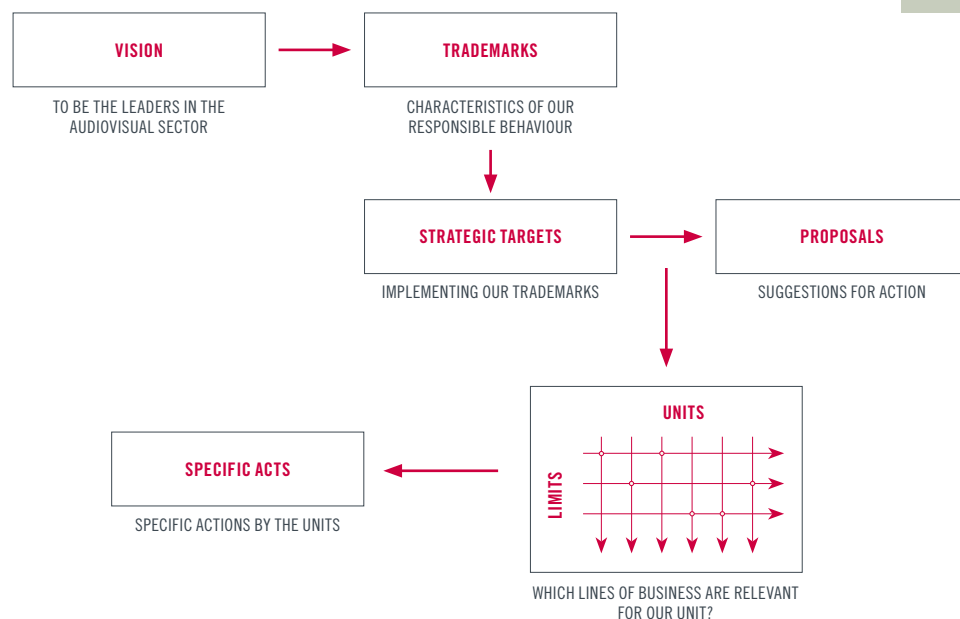
a responsible communications policy, to attract and retain talent, to remain on the vanguard of digital development, to appropriately manage audiences and to protect the environment.

### 6.1.1 FIRST CORPORATE RESPONSIBILITY MASTER PLAN

In the last quarter of the year, and in line with the commitments assumed by the **ANTENA 3 GROUP** in 2008, preparation of the 2010-2012 Corporate Responsibility Master Plan has been initiated. The aim of this project is to establish the foundation

which will allow the company to become a benchmark for CR in the Spanish audiovisual sector.

The Master Plan aims to reinforce **ANTENA 3 GROUP's** commitment to Corporate Responsibility and its implementation, focusing on the key aspects that will allow the company to become a leader in CR in its sector. The objective is to define the initiatives that will have to be implemented for the company to assume a leadership position: the work vectors to pursued to this end, and the specific actions to be taken by each executive and operating unit.



As a preliminary step to the definition of the 2010-2012 Corporate Responsibility Master Plan, a benchmarking study was carried out in which the best practices of companies in the sector were researched, along with the practices of other pioneers in this field, in order to identify the action vectors to be taken into account. The conclusions of this analysis were discussed with the different divisions of the company in meetings.

This Corporate Responsibility Master Plan is scheduled to be approved and implemented in 2010.

### 6.1.2 CREATION OF THE CORPORATE RESPONSIBILITY COMMITTEE

The comprehensive nature of **ANTENA 3 GROUP**'s Corporate Responsibility policy required the creation of a body that was represented in the main areas of the company and which would ensure the correct implementation of the CR initiatives taken on.

In response to this need, last 26 November 2009, **ANTENA 3 GROUP** created the Corporate Responsibility Committee, whose responsibilities are the following:

- Implement the initiatives entailed in the Master Plan and keep the company's administrative and executive bodies informed of the progress thereof.
- Ensure compliance with the commitments acquired by the **ANTENA 3 GROUP** in regard to Corporate Responsibility.
- Support the identification, dialogue and cooperation with different stakeholders.
- Collaborate in the preparation of the Corporate Responsibility report.
- Disseminate the company's Corporate Responsibility policy in its management areas.

The committee is run by the Corporate Responsibility department and reports on its activities to the General Secretary of the Board of Directors. It is comprised of the following areas: Human Resources, Environment, **ANTENA 3 FOUNDATION** and Corporate Responsibility, Television Content, Marketing and Audiences, Radio content, Advertising and Advertisers, Audit, Investment Relations, Suppliers, and News content.



In November 2009 the Corporate Responsibility Committee was formed, which will assure the correct implementation of the corporate responsibility initiatives carried out by Antena 3 Group.

### 6.1.3 THE COMPANY REMAINS IN CONSTANT DIALOGUE WITH ITS STAKEHOLDERS

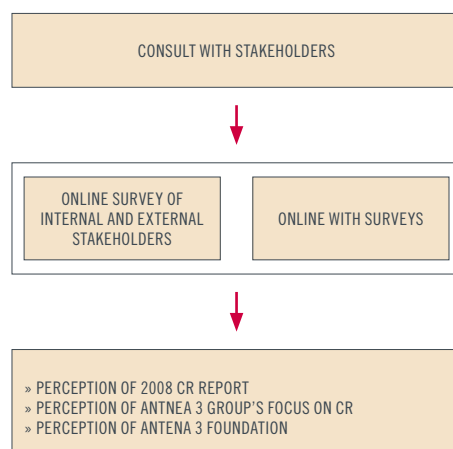
Dialogue with stakeholders is a fundamental part of **ANTENA 3 GROUP**'s Corporate Responsibility Strategy. The company has various dialogue channels, which are complemented with participation in various sector forums and involvement in civil society initiatives.

In addition to the dialogue channels with advertisers, audiences, society, employees, competitors, regulating bodies, suppliers and shareholders, formally established and detailed in the 2008 Corporate Responsibility Report, the following mechanisms were incorporated in 2009:

- The **Ponle freno** Platform: all the members of this platform, centralised on the [www.ponlefreno.com](http://www.ponlefreno.com) web-page, may actively participate in the road safety campaigns promoted by **ANTENA 3 GROUP**.
- Bimonthly Newsletters aimed at the members of the **Ponle Freno** Platform, which provide information on the status of the campaign.
- A section on the **ANTENA 3 FOUNDATION** webpage for queries and suggestions, through which stakeholders can communicate their comments and concerns.

#### Consultation process with stakeholders

In the framework of preparing the Corporate Responsibility Master Plan, in the last quarter of 2009, **ANTENA 3 GROUP** carried out a consultation process with its internal and external stakeholders.



#### On-line employee survey

In order to receive suggestions and feedback from **ANTENA 3 GROUP** employees regarding Corporate Responsibility, and the 2008 CR Report, in 2009, the company carried out, for the second consecutive year, an on-line survey of its employees. The results of this survey can be summarised in the following conclusions:

#### Employee comments from surveys

*"Steps have been taken which show that the Group takes CR seriously and that it's not just a façade to win over public opinion."*

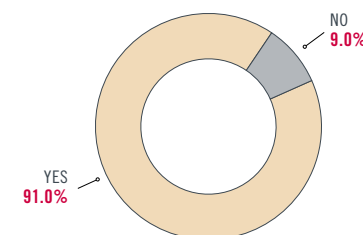
*"It provides exhaustive detail on CR initiatives in all areas of the company."*

*"Transmits a very clear message."*

*"The effort expended in developing Corporate Responsibility activities over the course of the year is demonstrated, and gives a positive impressions of the company's commitment in this regard."*

- 91% of survey respondents believed that the 2008 CR Report was an improvement on the 2007 report. A high percentage thought that its design, degree of detail and scope were appropriate and made the 2008 CR Report easy to read.

Percentage of respondents who believed that the 2008 CR Report improved on that of the previous year



EASY TO READ	20.59%	47.06%	17.65%	14.71%
SUITABLE DESIGN	26.47%	47.06%	20.59%	
THE LEVEL OF INFORMATION DETAIL IS ENOUGH	17.65%	52.94%	20.59%	
THE EXTENSION IS ADEQUATE	17.65%	41.18%	20.59%	20.59%
PICK THE MOST RELEVANT ISSUES	14.71%	52.94%	26.47%	

STRONGLY AGREE

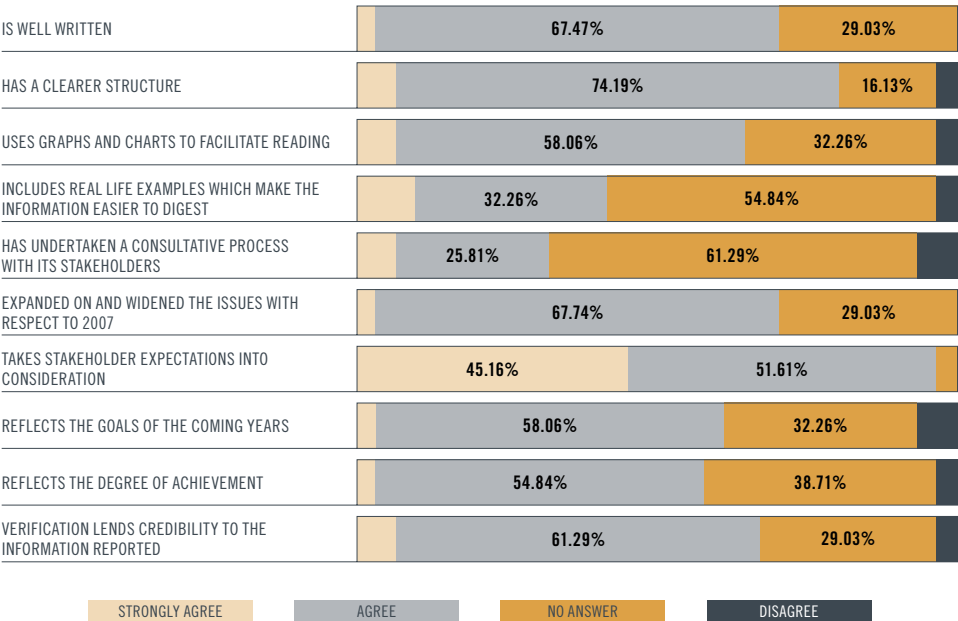
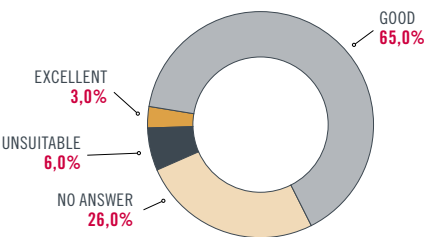
AGREE

NO ANSWER

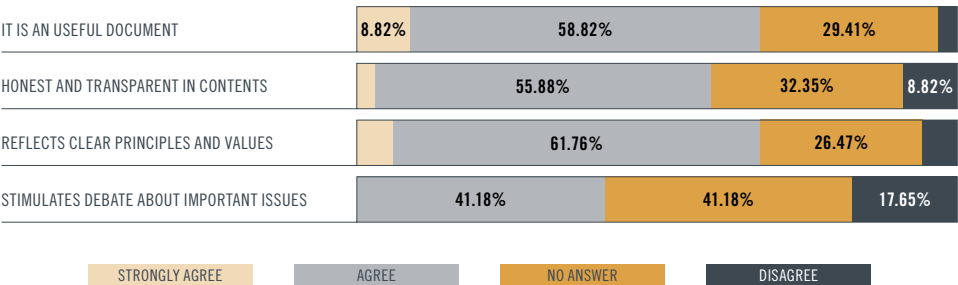
DISAGREE

- The most significant improvements were concentrated in the writing, and the structure, depth and credibility of the information. Similarly, the employees believed that the initiatives included in the report were relevant.

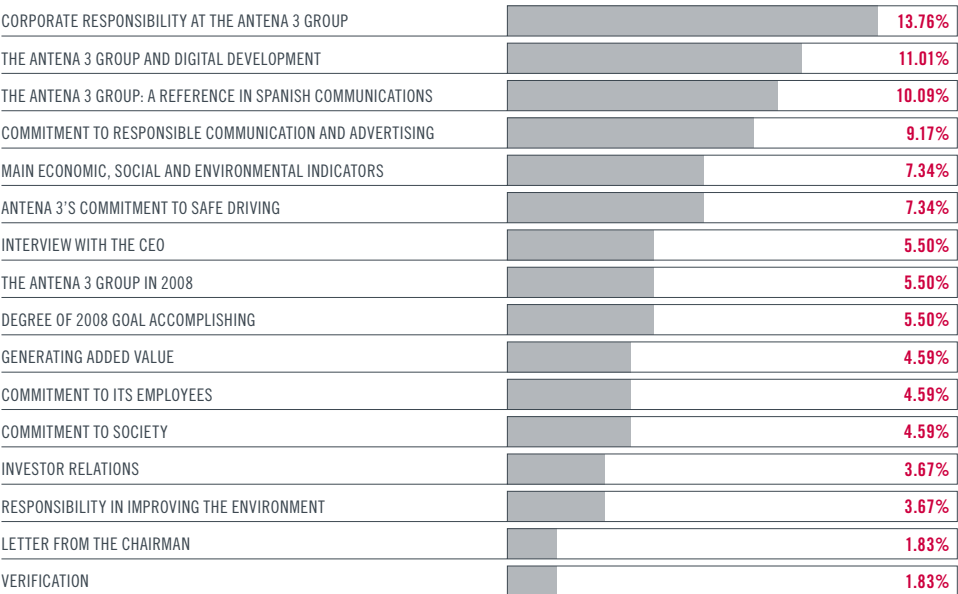
Grades of the Corporate Responsibility activities included in the 2008 Report



- Although the vast majority of the respondents believed that the 2008 report was an honest and transparent document, reflecting clear principles and values, some respondents believed that it did not stimulate debate about important issues.



- Lastly, the three sections that generated the most interest were “Corporate Responsibility in the **ANTENA 3 GROUP**”, “The **ANTENA 3 GROUP** and digital development” and **ANTENA 3 GROUP**, a communications leader in Spain”.

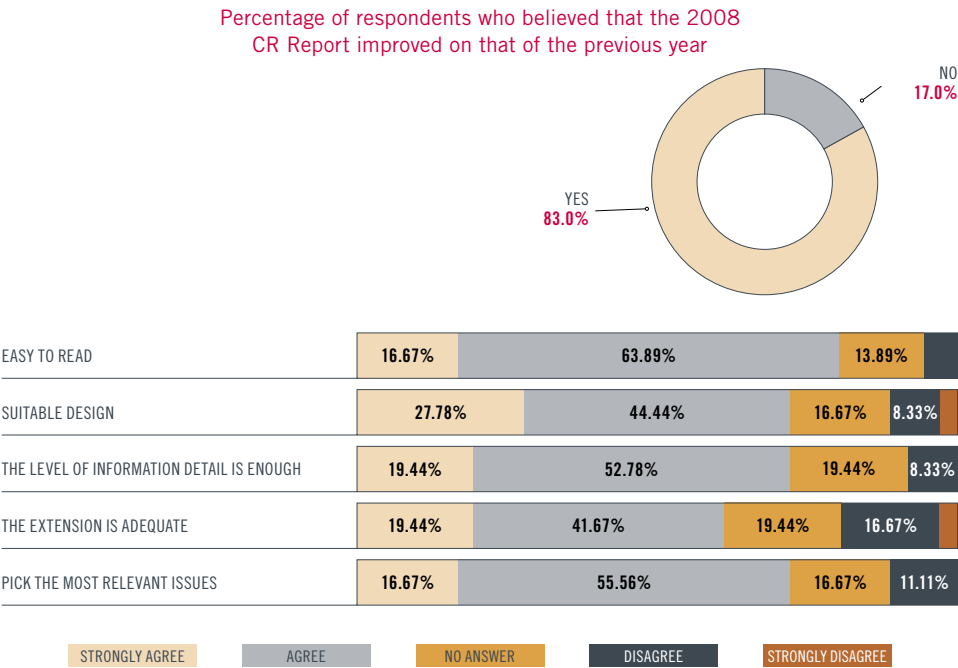




Consultations with external stakeholder groups

This year, the **ANTENA 3 GROUP** decided to expand the on-line survey to include external stakeholders. The main conclusions of this part of the survey were the following:

- 83% of the respondents believed that the 2008 CR Report was an improvement on the 2007 report. As with the internal survey, a high percentage of respondents thought that its design, degree of detail and scope were appropriate and made the 2008 CR Report easy to read.



- The most significant improvements were concentrated in the writing and graphic design, which made it easier to read. Similarly, the external stakeholders employees believed that the initiatives included in the report were relevant.

External stakeholder comments extracted from survey responses

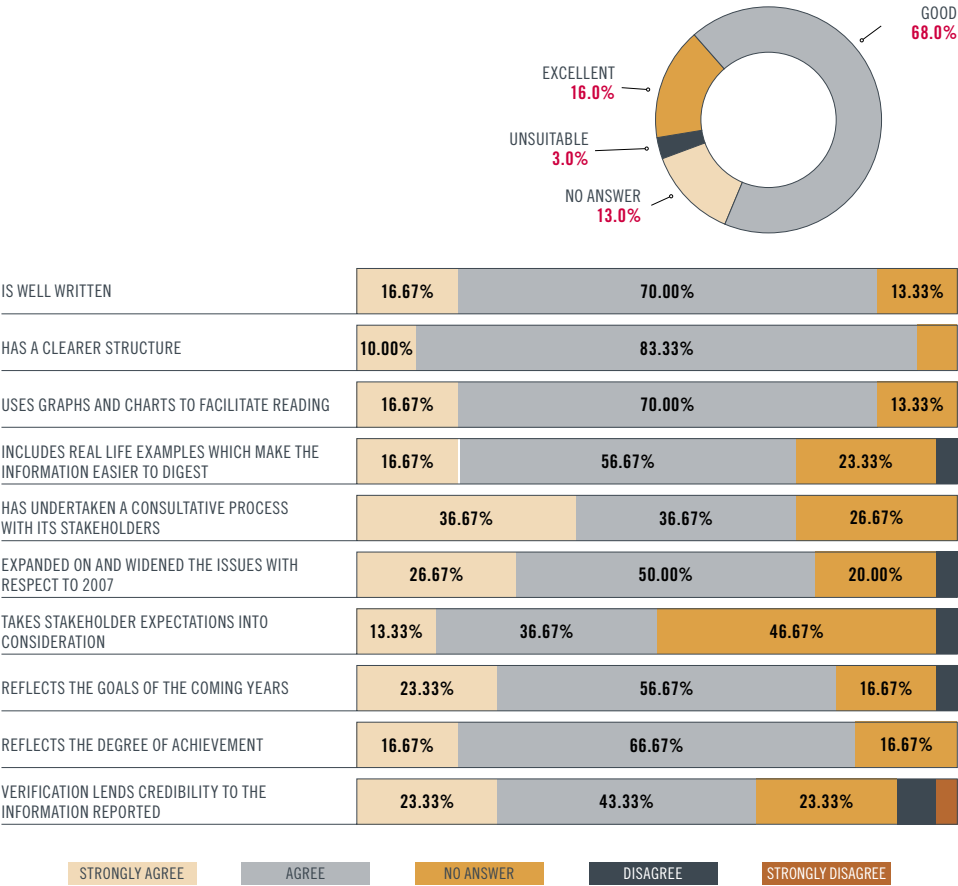
*“The Report generates confidence in the Group’s activities; they are aligned with society’s interests and involve stakeholders to the appropriate degree.”*

*“The CSR policy adopted is clearly different than that of other companies and has become an intangible asset of Antena 3.”*

*“Some of the initiatives presented are groundbreaking in the sector.”*

*“Every year the commitment of Antena 3 to society undergoes an evolution.”*

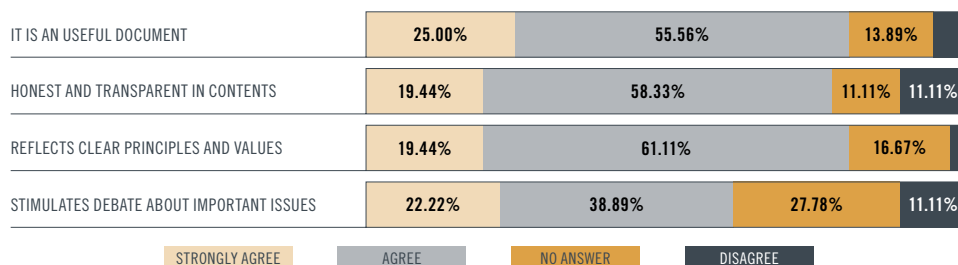
Grades of the Corporate Responsibility activities included in the 2008 Report





**ANTENA 3 GROUP** hosted the working group which is preparing GRI's sector supplement for communications media. From left to right: Susana Gato (Antena 3 Group), John Devit (Transparency International), Barbara Weil (Vivendi), María Julia Diaz (Grupo Clarín), Felipe Arango (BSD), Wendy Arenas (Avina), Jo Cofino (The Guardian, BBC and Reed Elsevier), Carmen Bieger (Antena 3 Group), Barbara Kutscher (Bertelsmann), Veet Vivarta (ANDI-Brazilian News Agency for Children Rights), Jean Meacham (Risk Metrics) Katherine Milles (GRI) and Mike McCluskey (Australian Broadcasting Corporation).

- Although the majority of the respondents believed that the 2008 report was an honest, transparent, and useful document, reflecting clear principles and values, a quarter of the respondents took a neutral stance on whether the document stimulated debate about important issues.



- The two sections that generated the most interest among respondents were “the commitment of Antena 3 Group to Road Safety and to Society”. In second place came the section concerning “Corporate responsibility at the Antena 3 Group and its commitment to responsible communication”.

ANTENA 3'S COMMITMENT TO SAFE DRIVING	11.01%
COMMITMENT TO SOCIETY	11.01%
CORPORATE RESPONSIBILITY AT THE ANTENA 3 GROUP	9.17%
COMMITMENT TO RESPONSIBLE COMMUNICATION AND ADVERTISING	9.17%
MAIN ECONOMIC, SOCIAL AND ENVIRONMENTAL INDICATORS	8.26%
THE ANTENA 3 GROUP AND GENERATING ADDED VALUE THROUGH ITS PROVIDERS	7.34%
COMMITMENT TO ITS EMPLOYEES	7.34%
DEGREE OF 2008 GOAL ACCOMPLISHING	6.42%
GENERATING ADDED VALUE	5.50%
THE ANTENA 3 GROUP IN 2008	5.50%
THE ANTENA 3 GROUP AND DIGITAL DEVELOPMENT	5.50%
INTERVIEW WITH THE CEO	4.59%
THE ANTENA 3 GROUP: A REFERENCE IN SPANISH COMMUNICATIONS	4.59%
RESPONSIBILITY IN IMPROVING THE ENVIRONMENT	3.67%
VERIFICATION	3.67%
INVESTOR RELATIONS	2.75%
THE PROCESS OF ELABORATING THE CORPORATE RESPONSIBILITY REPORT	1.83%

#### 6.1.4 PARTICIPATION IN CORPORATE RESPONSIBILITY INITIATIVES

As part of its commitment to Corporate Social Responsibility, **ANTENA 3 GROUP** actively participates in initiatives which entail exchanges and learning from the experiences of other organisations involved in this area, both in and outside the audiovisual sector.

#### Antena 3, the global group that is preparing the new Corporate Responsibility guide for the media sector

The company has joined the working group which will prepare, over six meet-

ings, the first Communications Media Sector Supplement which is being backed by the Global Reporting Initiative (GRI). Leading companies in the audiovisual world, such as BBC, Bertelsmann, Vivendi, The Guardian, Grupo Clarín and Australian Broadcasting Corporation form a part of this working group. The aim of this supplement is to ensure that the sustainability reports of the communication companies address the main issues in the sector in the most effective manner possible, thereby facilitating comparison between companies.



The **ANTENA 3 GROUP** is a member of the most important organizations in Corporate Responsibility.

**ANTENA 3 GROUP** hosted the first work session which was held on 2 December in Madrid. In addition, the company organised a series of interrelated events which complemented these work sessions. Among them, it carried out a presentation of best practices in Corporate Responsibility developed by the Group in recent years, and gave a tour of the company's facilities, where participants could see the most recent investments carried out to improve energy efficiency on the sets.

#### Committed to implementing the principles of the UN's Global Pact

Meanwhile, the company remains committed to the Global Compact it signed, which comprises ten principles promoting human and labour rights, the environment and the fight against corruption.

In this regard, in 2009, all of **ANTENA 3 GROUP**'s communications media (**ANTENA 3 TELEVISION**, **ONDA CERO** y **EUROPA FM**) supported the initiative *Rebélate Contra la Pobreza* (Rebel against poverty), backed by the

Spanish Alliance against Poverty, which aims to increase the quantity and quality of aid to underdeveloped countries, cancel their foreign debt and to establish new trade regulations which would eliminate injustice, inequality and discrimination.

The **ANTENA 3 GROUP**, through **ONDA CERO** y **EUROPA FM**, has also supported the '*Hopenhagen*' movement, a campaign supported by the UN, in which several communication agencies have formed a multidisciplinary team in support of the new post-Kyoto international climate change pact which is to be formalised in Copenhagen.

Lastly, for yet another year, the **ANTENA 3 GROUP** formed a part of the sustainability index, FTSE4Good Ibex, comprising 32 medium- and large-sized companies which are committed to society and the environment.

## OUR FOCUS



**ANTENA 3 GROUP**'s human resources management and

policy is aimed at achieving the objectives of the company and at offering the employees an environment where they can receive training and develop themselves professionally in setting which places a high value on equality and diversity.

## 6.2 GESTIÓN DE RECURSOS HUMANOS

### 6.2.1 THE ANTENA 3 TEAM

In 2009, **ANTENA 3 GROUP** adapted to a new business model with the aim of guaranteeing its profitability and financial sustainability, against the backdrop of the current economic context and major changes in the audiovisual sector. In the human resources area, the company has undertaken a Restructuring Plan to give the business greater flexibility and reduce fixed costs, thereby increasing its competitiveness. This has entailed outsourcing part of its work force. The Plan is the company's response to the extremely difficult economic environment and serves to guarantee its employees, shareholders, investors, and other stakeholders the long term viability of the business.

The **ANTENA 3 GROUP** has 2,071 employees, of which 53% are men and the remaining 47% are women. The large majority of the company's personnel (85%) have permanent contracts, while 67% of the work force has the professional category of technicians.





In 2009, **ANTENA 3 GROUP** invested over one million euros in training its employees.

Number of Antena 3 Group Employees

2007	2,355
2008	2,273
2009	2,071

Gender breakdown at the Antena 3 Group

2007	55.84%	44.16%
2008	56.93%	43.07%
2009	52.97%	43.07%

HOMBRES MUJERES

Professional category breakdown at the Antena 3 Group

2007	12.14%	64.16%	8.62%	15.07%
2008	11.82%	67.86%	8.06%	12.26%
2009	12.75%	67.07%	8.55%	11.64%

DIRECTOR TÉCNICOS ADMINISTRATIVOS OTROS

Contract type breakdown at the Antena 3 Group

2007	85.0%	15.0%
2008	86.0%	14.0%
2009	85.0%	15.0%

INDEFINIDO TEMPORALES

Madrid, the company's main headquarters, is the region where the most of the **ANTENA 3 GROUP** (70%); professionals concentrate their activity, followed by Andalusia, with 6% of the work force, and Catalonia, with 4%.

Breakdown of Antena 3 Group employees by geographic area	2009
Andalucía	6.04%
Aragón	0.58%
Asturias	0.92%
Baleares	0.97%
Castilla La Mancha	1.88%
Castilla y León	2.27%
Canarias	2.17%
Cantabria	0.53%
Cataluña	4.01%
Ceuta	0.19%
Extremadura	0.68%
Galicia	2.32%
La Rioja	0.43%
Comunidad de Madrid	70.40%
Murcia	0.87%
Navarra	0.58%
País Vasco	1.69%
Comunidad Valenciana	3.48%

The turnover in **ANTENA 3 GROUP** should be understood in the context of the audio-visual sector, with a large amount of contracting for specific projects of services. In 2009, however, the turnover rate stood at 3.3%, exactly 3.3% less than in 2008. The average seniority of the professionals in the group stands at 7.67 years..

Antena 3 Group turnover rate	2008	2009
Voluntary departures	157	68
Turnover rate	6.9%	3.3%

Note: From the 68 voluntary departures in 2009, 33 are men and 35 are women.

Average employee seniority at the Antena 3 Group in years

2007	7.4
2008	7.52
2009	7.67

## 6.2.2 TRAINING AND PROFESSIONAL DEVELOPMENT

The training and professional development of its employees is one of **ANTENA 3's** priorities in the human resources area. In 2009, over 600 workers have benefited from an offering of over 300 training certificate programmes.

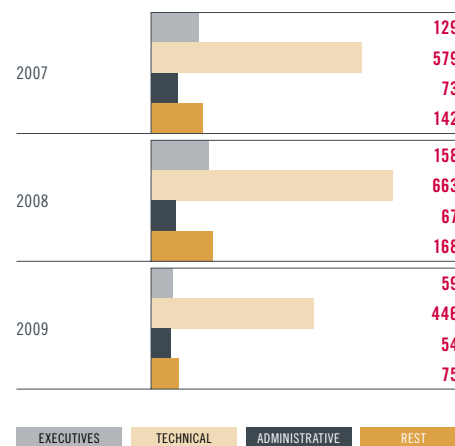
The **GROUP**'s training plans, which are designed on an annual basis, comprise language classes (39%); technology (32%) and other skills in pertinent areas (29%), such as technological advances. There are training programmes in project and human resource management, personal development, aimed at executive and talent management teams. In total, the **GROUP** invested over one million Euros in training in 2009.

Average investment in employee training at Antena 3 Group broken down by professional category (in Euros)	2007	2008	2009
Executives	90,779.26	143,939.86	102,338.51
Technical	198,057.14	749,170.37	601,510.06
Administrative	101,329.49	58,588.65	78,728.56
Rest	675,214.26	225,219.90	219,761.65
<b>TOTAL</b>	<b>1,065,380.14</b>	<b>1,176,918.78</b>	<b>1,002,338.78</b>

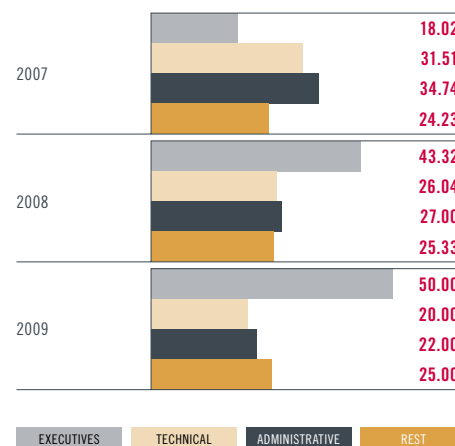
Out of the 634 employees who received training this year, 70.35% were in technical staff, while 9.31% were executives and 20.35% were administrative staff and other categories. In total, the work force received 19,641 hours of training, a figure that is 43% lower than in 2008, as a result of the budget cuts implemented as a result of the economic crisis last year. The average number of training hours per employee stood at 29.

Antena 3 Group Training areas	2007		2008		2009	
	Hours	Participants	Hours	Participants	Hours	Participants
Communication	940	47	678	36	678	36
Skills	2,174	121	1,660	120	1,660	120
Languages	10,050	104	7,268	82	7,268	82
Technologies	13,946	1,082	6,361	381	6,361	381
Other	7,242	507	3,674	248	3,674	248
<b>TOTAL</b>	<b>34,352</b>	<b>1,861</b>	<b>19,641</b>	<b>867</b>	<b>19,641</b>	<b>867</b>

Number of employees trained by professional category at the Antena 3 Group



Average training hours by professional category at the Antena 3 Group



Antena 3 Group training statistics	2007	2008	2009
Training offered (# of courses)	312	338	353
Courses managed	125	139	120
Employees trained	1,284	1056	634
Hours per employee	16.86	28.57	29
Number of internal trainers	25	20	25

Group employees had an excellent opinion of the training received, giving it a score of 8.5 out of 10. The results of this evaluation of training quality in 2009 clearly surpassed the results of recent years, and receiving the best ratings of the last several years.

RATING OF ANTENA 3 GROUP COURSES*	Evaluation		
	2007	2008	2009
Overall quality of course	8.2	8.3	8.5
Technical competence of trainer	8.2	8.3	8.5
Teaching competence of trainer	8.2	8.3	8.5

\*Note: Courses of under 10 hours undergo a verbal quality control assessment

### Supporting education

In addition to training its employees, the **ANTENA 3 GROUP** continues to support higher education through its participation in Masters Programmes for the audio-visual sector, such as the Masters in the Management of Audiovisual Companies offered by the Universidad Carlos III; and the MBA for Television companies offered by the Universidad de Salamanca.

### Human rights training

All the security employees contracted by the **ANTENA 3 GROUP** have the official security guard certificate, which includes a training module on human rights (which covers ethics and conduct for security personnel). Similarly, these professionals are required to take a refresher course every year, which also includes training in this area. These initiatives are part of the company's compliance with the UN Global Pact on human rights.

Training in human rights of Antena 3 Group security personnel	2007	2008	2009
No. of security personnel	98	95	79
% of employees with human rights training	100	100	100

### 6.2.3 EQUALITY AND DIVERSITY

**ANTENA 3's** human resources policy reflects its respect for equality and diversity, which forms an integral part of the company's philosophy and shows its commitment to human rights, as evidenced by its signing of the UN Global Compact.

**ANTENA 3 GROUP** is composed of a young team, with an average age of 37.25 years, and a high percentage of women (47%), of which 63% have a professional category of technicians. 31% of the executive positions are held by women.

Average age of Antena 3 Group employees

2007		36.79
2008		37.43
2009		37.25

Professional category		Number employees		
		2007	2008	2009
EXECUTIVES	Women	82	79	83
	Men	204	192	181
TECHNICAL	Women	561	589	616
	Men	950	941	773
ADMINISTRATIVE	Women	163	155	142
	Men	40	33	35
REST	Women	189	156	133
	Men	166	128	108
<b>TOTAL</b>		<b>2,355</b>	<b>2,273</b>	<b>2,071</b>

In regard to the integration of disabled people, el **ANTENA 3 GROUP** has over 42 disabled people on its work force, of which 69% are men and 31% are women. We would highlight the work being carried out by **ANTENA 3 FOUNDATION** to help integrate this segment of the population into the workplace through its **PRO** project.



ANTENA 3 GROUP DIVERSITY STATISTICS	2008		2009	
	Men	Women	Men	Women
Disabled	25	17	29	13
Foreigners	14	7	4	8

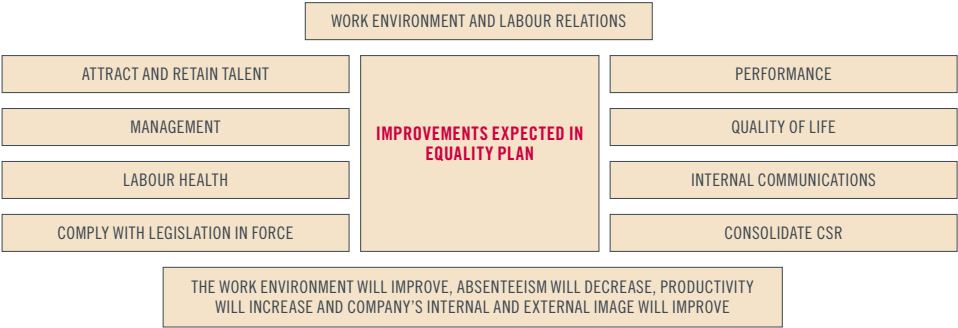
More information about "Project PRO" can be found on page 81 of this report and on the webpage [www.proyectopro.org](http://www.proyectopro.org)

### Equality plan

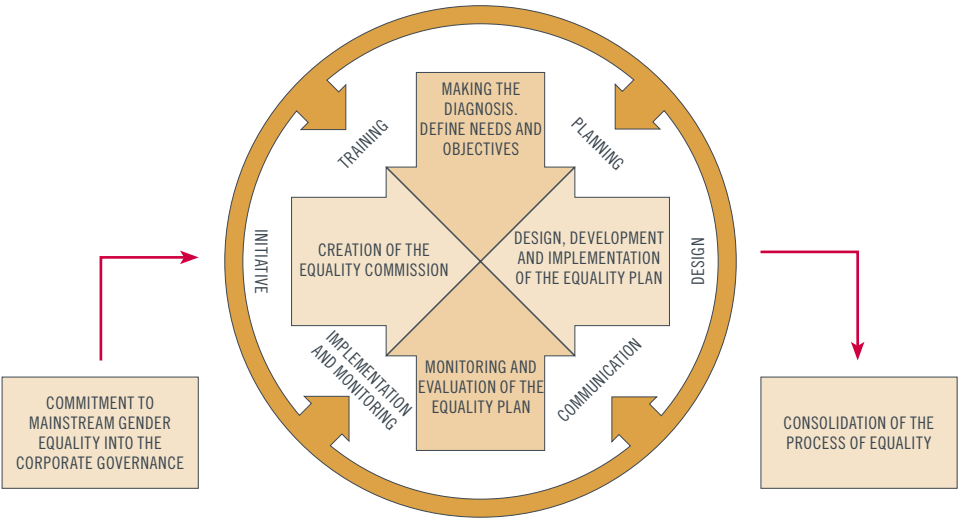
In 2009, the **ANTENA 3 GROUP** designed a proposal to implement an Equality Plan at **ANTENA 3 TELEVISION**. The aim, in addition to complying with the legislation in force and the stipulations of the VII Collective Agreement of **ANTENA 3 TV**, was to gain an in depth

knowledge about the company and define the objectives and initiatives necessary to optimise the **GROUP**'s efforts in this regard.

In short, the Equality Plan seeks to be a key factor in improving the work environment, increasing productivity and helping attract and retain talent, as well as reinforcing the internal and external image of the company.



The implementation of the Equality Plan will entail the following phases:



### 6.2.4 BENEFITS

With the aim of guaranteeing conditions and a labour environment which ensure the well being of employees and facilitate a healthy work-life balance, the **ANTENA 3 GROUP** offers its work force the following benefits:

- Life Insurance.
- Accident insurance for employees on business trips, in accordance with the collective agreement.
- Training/Education assistance.
- Company cafeteria.

ANTENA 3 GROUP EMPLOYEE BENEFITS	2007		2008		2009	
	Full time employees	Temporary employees	Full time employees	Temporary employees	Full time employees	Temporary employees
Life insurance	x	x	x	x	x	x
Flexible work week and job location	x	x	x	x	x	x
Salary advances	x	x	x	x	x	x
Accident insurance	x	x	x	x	x	x
Leave of absence	x	x	x	x	x	x
Training/educational assistance	x	x	x	x	x	x

Therefore in 2009, an agreement was reached with external companies who offered their services to **ANTENA 3 GROUP** employees at a reduced price. Among these offers, we would highlight those related to public and private health clubs, gymnasiums, and ophthalmological clinics.



COMPARISON OF INITIAL SALARY WITH LOCAL MINIMUM SALARY FOR ANTENA 3 GROUP EMPLOYEES	2007		2008		2009	
	Initial salary	Minimum salary	Initial salary	Minimum salary	Initial salary	Minimum salary
ANTENA 3 TV	14,511.38 €	7,988 €	14,801 €	8,400 €	14,832.26€	8,736€
UNIPREX	12,339 €	7,988 €	12,863 €	8,400 €	12,787.65 €	8,736€
ATRES ADVERTISING	8,597.85 €	7,988 €	8,597.85 €	8,400 €	8,597.85€	8,736€
MOVIERECORD	8,597.85 €	7,988 €	8,597.85 €	8,400 €	8,597.85€	8,736€
UNIPUBLIC	8,597.85 €	7,988 €	8,597.85 €	8,400 €	8,597.85€	8,736€
ANTENA 3 EVENTOS	8,597.85 €	7,988 €	8,597.85 €	8,400 €	8,597.85€	8,736€
ANTENA 3 FOUNDATION	8,014.19 €	7,988 €	14,503.44 €	8,400 €	8,610€	8,736€
I3 TV	-	7,988 €	12,754.98 €	8,400 €	13,827.66€	8,736€
UNIPREX TV	8,565 €	7,988 €	8,925 €	8,400 €	9,104.24€	8,736€
MULTIMEDIA	8,565 €	7,988 €	8,925 €	8,400 €	9,104.24€	8,736€
TDT CANARIAS	8,565 €	7,988 €	8,925 €	8,400 €	9,104.24€	8,736€
A3 FILMS	8,565 €	7,988 €	8,925 €	8,400 €	9,104.24€	8,736€

The initial salary is defined as the entry level salary offered the lowest level employee for a fulltime position.

The minimum salary refers to the minimum salary which by law, the employee is entitled to receive as compensation for his or her work.

The remuneration of the **ANTENA 3 GROUP** is composed of the base salary plus additional salary components, which may be related to personal or seniority factors, extra pay for night shifts or other work shifts, or based on the quantity and quality of overtime work during overtime, and extraordinary payments, such as stipends and mileage payments.

The base salary is the part of remuneration which corresponds to his or her professional category for a normal day of work, regardless of any objective or subjective circumstances corresponding to the position or the worker.

BASE SALARY BROKEN DOWN BY PROFESSIONAL CATEGORY	2008		2009	
	At Antena 3 Group* (in Euros)	2008	2009	Mujeres
	Men	Women	Men	Women
Technical	30,938	28,986	27,861	25,711
Administrative	15,227	18,456	19,876	19,706
Other	21,388	19,226	21,979	22,320

Note: The figures for 2008 and 2009 have been recalculated, given that the data corresponded to gross salary and not to base salary.

\*For the calculation of base salary, a weighted average divided by the number of employees at each Antena 3 Group company has been used.

In addition, **ANTENA 3 GROUP** has an annual variable remuneration plan for certain management personnel (senior management, middle management, team leaders) which is based on a system of targets, linked to the company's objectives in terms of achieving the budgeted EBITDA; individual qualitative and quantitative targets measured through surveys and results, in function of the evaluated manager's area of responsibility; and an evaluation based on competencies.

Due to the difficult economic context, in 2009 the "effort evaluation" process was suspended in all the **ANTENA 3 GROUP** companies, except Uniprex. However, the Human Resources department expects to re-establish this process in 2010.

EFFORT EVALUATION AT ANTENA 3 GROUP	2007	2008	2009
Total number of employees	2,355	2,273	2,071
Number of employees who receive a formal effort evaluation and review during the period	211	213	72*
Percentage of employees who receive a formal effort evaluation and review during the period	9.0%	9.4%	3.5%

\*Data is for Uniprex .

## Communication and labour relations

Employees at the **ANTENA 3 GROUP** receive frequent updates on significant organisational changes that may take place. In this regard, all the information that may affect employees

or their representatives is communicated with as much advance notice as possible, based on its nature, impact and the situation of the people who will be affected. In addition through the employee website, the company’s workers can receive updated information.

Geographical mobility	1 day	1 week	2 weeks	3 weeks	1 month	3 months
Transfers						
Temporary transfers						
Working conditions						
Functional mobility						
Remuneration systems						
Work and performance systems						
Working day						
Timetable						
Shift work						
Termination of work contract						
Dismissal						

The following section details the percentage of employees who are part of collective agreements made with the different **ANTENA 3 GROUP** companies:

- **ANTENA 3 TELEVISION:** 7º Collective Agreement, of Antena 3 Television S.A, signed in 2008, (87% of staff).
- **UNIPREX:** Collective Agreement signed with Uniprex, S.A.
- **A3 ADVERTISING:**Advertising Company Agreement, (84% of staff).
- **ANTENA 3 FILMS:** Audiovisual Production Agreement, (91% of staff).
- **ANTENA 3 MULTIMEDIA:** Audiovisual Production Agreement, (87% of staff).
- **I3TV.** Planning and organisation consultancies, software, market study, and public opinion companies Agreement, (94% of staff).
- **FUNDACIÓN ANTENA 3.** Professional Office Worker Agreement, (80% of staff).

6.2.5 HEALTH AND SAFETY IN THE WORKPLACE

Aspects related to the health and job safety of the employees are covered by the collective agreements currently in force in the group companies. The group has a committee, made up equally of representatives from management and the workers, in charge of health and job safety, located in its office in San Sebastián de los Reyes (Madrid), in keeping with pertinent job-safety legislation (Ley de Prevención de Riesgos Laborales), to guide and control compliance with the group’s initiatives in this matter.

The employees’ representatives are determined on the basis of the group’s work centres or company and therefore the committee in **ANTENA 3** covers the entire country (Madrid central office and representatives or regional centres).

Throughout 2009 management has held a smooth dialogue with the two trade unions representing workers in the **ANTENA 3 GROUP** on matters related to Risk Prevention and Health in the workforce. Specifically, the following actions were taken:

- A monthly report on work absenteeism, related to common and professional contingencies.

- The Health and Safety Committee held two meetings.

Risk Prevention and Health has been pursued mainly by focusing on implementing joint Prevention Services.

The number of accidents at work has fallen 14% vs. 2008, and there were no serious accidents in 2009.

We should point out that over a third of the accidents reported while commuting to or from work did not cause any personal damage. Excluding commuting accidents, the frequency of work accidents improved compared to 2008.

The absentee rate, for common and professional reasons, has fallen slightly due to fewer sick leaves and their duration. The frequency has also improved, given that commuting accidents were not included, which in the case of the **ANTENA 3 GROUP** represents a third of the total. As regards the seriousness index this figure has also improved as there were fewer accidents than in previous years and they resulted in less time off work.

We should also point out the Swine Flu Prevention and Control Campaign was set up and implemented throughout the

**ANTENA 3 GROUP** though an action plan that was announced on the **GROUP's** intranet.

Accidents at the Antena 3 Group	2007		2008		2009	
	At work	Commute	At work	Commute	At work	Commute
Number of accidents resulting in sick leave	18	5	20	6	18	8
Number of accidents not resulting in sick leave	51	0	54	0	31	4
Number of job-related deaths	0	0	0	0	0	0

Note: The data for 2007 and 2008 was recalculated, given that in 2009 the Antena 3 Group's data was reported.

ACCIDENTS AND ABSENTEEISM AT THE ANTENA 3 GROUP	2007	2008	2009
Frequency of accidents	9.58	11.74	8.99
Seriousness of accidents	1.10	1.91	1.26
Absenteeism due to common illness (%)	2.37	2.37	1.52
Work absenteeism (%)	3.54	3.20	2.48

Note: the data for 2007 and 2008 was recalculated, given that in 2009 the Antena 3 Group's data was reported.

ANTENA 3 GROUP'S MEDICAL SERVICES	2007	2008	2009
Cases attended	7,846	5,753	4,375
Emergency cases	35	29	30
Dressing and injections	260	357	403
Blood testing and other	18	492	422
Minor surgery and specialised assistance	0	0	0
Medical check-ups	18	492	422
Vaccinations	30	20	15
Evaluation of job-related risks	201	177	165

Finally, in 2009 we continued to provide training in Labour Risk Prevention through the following courses:

Labour risk training courses in Antena 3 Group (number of attendees)	2007	2008	2009
Working at heights	32	115	24
Stress management	13	6	6
Other Risk Prevention courses, emergencies, evacuation and first aid	0	0	106
Total	45	121	136

OUR FOCUS



Traffic accidents are one of the main causes of unnatural death in Spain. In order to face this problem, in 2008 the **ANTENA 3 GROUP** launched an ambitious plan that was unprecedented for the company: **Ponle Freno**. This initiative was supported by all the **GROUP's** media channels and numerous social organisations and well-known personalities, who have aided the company in achieving the campaign's goal: save lives.

6.3 TWO YEARS PROMOTING ROAD SAFETY

6.3.1 PONLE FRENO, RAISING AWARENESS AND TAKING ACTION TO HELP REDUCE TRAFFIC ACCIDENTS

In 2009 the **Ponle Freno** campaign took root. In its first two years this initiative has become a reference in raising awareness about road safety, coinciding with the drop in traffic accidents. In 2009 there were 1,690 deadly traffic accidents with a total of 1,897 deaths, 12.3% and 13%, respectively, less than in 2008. These are considerable drops considering that the number of road trips increased 0.8%.

### WHAT DOES THE PONLE FRENO CAMPAIGN DO DIFFERENTLY?

THE CAMPAIGN DOES MORE THAN JUST INFORM, IT ALSO GETS INVOLVED IN SOLVING PROBLEMS, WHILE THE CITIZEN IS ALWAYS THE PROTAGONIST	<b>SPECIFIC ACTIONS TAKEN IN PONLE FRENO CAMPAIGN</b>	CALENDAR OF SPECIFIC ACTIONS TO IMPROVE SAFETY, BOTH NATIONALLY AND LOCALLY
PROPOSES SPECIFIC ACTIONS TO CHANGE LAWS AND REGULATIONS THAT HELPS SAVE LIVES LOOKING FOR POSITIVE OUTCOMES		COLLABORATES WITH PUBLIC ADMINISTRATIONS TO PROMOTE SAFE DRIVING, ALTHOUGH THROUGH SPECIFIC ACTIONS

The **Ponle Freno** campaign aims to reduce distractions and the number of traffic infractions through preventative messages, and by involving citizens in improving road safety by filing complaints and raising awareness. To achieve this goal, the initiative is promoted on the webpage [www.ponlefreno.com](http://www.ponlefreno.com), and institutional campaign on television and radio, and the contents of the group's various media channels (news programmes, fiction, entertainment).

### 6.3.2 THE INFLUENCE AND INVOLVEMENT OF A MAJOR GROUP

The **ANTENA 3 GROUP**'s media channels have undertaken to meet the challenge of road safety, either through institutional campaigns, messages on programmes or special reports. This initiative has also been broadcast via numerous spots and slots on **ANTENA 3**, **ONDA CERO** and Movierecord cinemas.

The Ponle Freno campaign on the various media channels of the Antena 3 Group	
News programmes	Antena 3 Noticias 1 and 2 dedicate at least one weekly Ponle Freno section to training and research on road safety. Roberto Braseró, during the El Ti3mpo weather forecast, has provided Ponle Freno advice during particularly bad weather conditions in Spain.
Entertainment programmes	Antena 3's programmes have supported all the social actions taken by the campaign in 2009. Every Friday, El Diario, for example, has asked viewers to drive safely over the weekend.
In the radio	Every Friday and during long weekends and the holidays, on the Mid-day news, Weekend news and 'La Brújula', aired a Ponle Freno announcement, with advice on road safety. Locally, small reports on the subject were aired and listeners were encouraged to participate by filing complaints on poor driving practices. Special road-safety initiatives were undertaken, featuring the Ponle Freno campaign, such as the Road-Safety Days on Onda Cero Asturias.

### The Ponle Freno campaign on the various media channels of the Antena 3 Group

On Internet	The website <a href="http://www.ponlefreno.com">www.ponlefreno.com</a> has been redesigned with the creation of the Plataforma Ciudadana, which allows citizens to participate by sending advice, filing complaints, etc. This website has a blog on which experts discuss road safety. Likewise, both on the website <a href="http://www.antena3noticias.com">www.antena3noticias.com</a> and other Group websites that provide information on road safety.
Ponle Freno special reports	In 2009 Antena 3 Television aired bi-weekly special reports related to the Ponle Freno campaign. These announcements, broadcast during commercial breaks, have benefited from the help of the Ponle Freno Group of Experts, who have discussed subjects such as the impact of alcohol on safe driving, using cell phones, fatigue, training drivers, etc.  Check out one of these special reports at <a href="http://www.ponlefreno.com">http://www.ponlefreno.com</a>

### 6.3.3 BEYOND TV SCREENS AND AIRWAVES

In addition to the messages launched on its media channels, the **ANTENA 3 GROUP** has supported the campaign with initiatives focused on citizens, pedestrians and drivers.

#### OFF-SCREEN ACTIONS TAKEN BY THE PONLE FRENO CAMPAIGN

PONLE FRENO AWARDS	CAMPAIGN PROMOTING USE OF SEAT BELTS ON SCHOOL BUSES	CAMPAIGN ON USE OF MONEY COLLECTED THROUGH TRAFFIC FINES
INVOLVEMENT FROM CYCLISTS OF VUELTA BIKE RACE IN SPAIN	SPECIAL PREVENTION AND INFORMATION DEVICES	RAISE AWARENESS AMONG CHILDREN AND YOUNG PEOPLE THROUGH A3 FOUNDATION
PONLE FRENO PLATFORM RAISES CITIZENS AWARENESS		SAFE DRIVING DAY THROUGH INTERNET



### The Ponle Freno awards

The Ponle Freno awards annually acknowledge those people, institutions and public organisations that have most actively collaborated in promoting road safety. The 2009 award winners were the Zaragoza Town Hall for Most active 'Regional Government/Town Hall/ Institution in road safety; RACE, for 'Journalism or Special Reporting of the year; Instituto de Seguridad Vial Montesa Honda, for 'Best Safety Initiative of the year; Mar Cogollos, for Ponle Freno Personality of the Year'; and the Bosch Pedestrian Protection system, for the new I&D category. Furthermore, an honorary award was unanimously awarded to the Guardia Civil Traffic Unit and its leader over the last few years, Rogelio Martínez Masegosa.

The panel for these awards, which will be awarded in 2010, was presided by Carlos Sainz and was made up of representatives from institutions involved in road safety.

### Campaign on use of safety belts in school buses

In 2009 the Ponle Freno campaign focused on the use of safety belts on school buses. Currently, the school buses made since October 2007 are obligated to have safety belts on all the seats, and so the campaign has focused on encouraging

parents to demand that schools use vehicles with seat belts to transport their children, and also urge the Ministry of Industry to promote the use of school buses with seat belts by providing subsidies for the acquisition of such vehicles. This initiative was supported by the CEAPA (Spanish Parents Association) and CONCAPA (National Catholic Parents Association). This took place after holding talks with the passenger transport sector to seek ways to minimise the impact on companies that need to make these investments.

This campaign was successful in obtaining government approval of 'Plan Vive' for school buses, whose objective is to modernise vehicles that are over ten-years old and, furthermore, provide incentives to install seat belts on school buses.

The **PONLE FRENO** awards have acknowledged those people, institutions and public organisations most committed to road safety.



### Campaign on use of money collected from fines

Last 18 March, the Road Safety Commission of the Spanish Congress approved a CiU amendment that makes it possible to use all the money collected from traffic fines for road safety. The approval of this measure backs a proposal launched by the **Ponle Freno** platform that promoted the same concept. Along with the use of headlights 24 hours a day, providing signs to indicate dangerous areas on streets and motorways and the use of seat belts on school buses, this is the fourth measure approved by Public Administrations since the Ponle Freno campaign was started and proof of the good work it is doing.

### "A clean highway is a safer highway" campaign

In August **Ponle Freno** focused on its **A clean highway is a safer highway** campaign, which raised the ecological awareness of travellers by giving away 9,000 garbage bags on the roads leading out of Madrid. The campaign reminded travellers, amongst other aspects, that throwing objects on the roads is an infraction that takes 4 points of their driving licenses. This initiative was backed by RACE and TNT Auto.

#### Ponle Freno, an awarded and acknowledged initiative

On 8 May, in celebration of the World Red Cross and Red Crescent Day, Ponle Freno received the highest award granted by this institution, the Gold Medal, "in recognition of its contribution to improving road safety in Spain". This distinction, included in the original statutes of the Spanish Red Cross of 1868 and currently included in its General Rules, which recognises people who have stood out in developing voluntary activities or who have supported, collaborated, defended, informed or carried out the principles and achieved the goals of the Spanish Red Cross. Personalities such as Adolfo Suárez, the princess Margarita, Muhammad Yunus and the institutions and/or initiatives such as the Guardia Civil, Proyecto Hombre or the Spanish Cancer Association have received this award.

The World Red Cross and Red Crescent Day commemorates the ideal of solidarity and mutual aid that characterises the people, institutions and entities that represent these two emblematic organisations. The International Red Cross and Red Crescent Day Movement, present in 186 countries, is the largest humanitarian assistance network in the world. It currently has 190,000 volunteers and nearly 900,000 members.

The other awards that Ponle Freno received in 2009 were:

- Award for the best Road Safety Awareness campaign, granted by the Alcobendas Town Hall and the Safety Club, within the framework of the National Road Safety Awards.
- Alambique Award for the journalism initiative that has most contributed to promote the responsible consumption of alcoholic beverages, from the Spanish Spirits Federation.
- Award for best social campaign, in the II Publfestival: International Social Advertising Festival.
- Honorary Mention of 2009, at the V National ACEX Award for Safety in Conservation.
- II Adecoase Award for Initiative of the Year, granted by the Spanish Insurance Brokerage Association.
- Bridgestone Award for Raising Road Safety Awareness.
- Citizen Award at the VII Award Ceremony of the Digital Television and Radio Association (AERTEDI).
- 2009 ASEFMA award, for "Social Campaigns and prevention of accidents in our country".
- European Transport Award, from the Spanish Merchandise Transport Award.
- Acknowledgement Award given to the media for social campaigns, within the Citizens Award 2009.
- 2009 Golden Chair Awards given to the media, granted by ASPAYM de Cuenca.
- Award from the Traffic Prevention Association for Effectiveness 2009, within the framework of the XI Award for effective commercial communication.

#### The initiative, with the Spanish "Vuelta" cycling competition

For the second straight year, the **ANTENA 3 GROUP** has joined the Spanish "Vuelta" bike race in its goal of improving road safety for bike riders. In 2009, for the first time, the Andalucía CajaSur team took a day off to train with a Ponle Freno reflector jacket to promote practices that improve visibility amongst cyclists. Likewise, the official cars used the campaigns stickers throughout the competition, in order to promote mutual respect between drivers and bike riders.

#### Ponle Freno, also supports company's workers

In 2009, the **ANTENA 3 GROUP** raised awareness amongst its employees. A total of 119 employees from the Group's various companies have participated in initiatives, which include safe and efficient driving courses, online training in Work Driving Risk and Prevention, in collaboration with Mapfre, and several practice sessions using a car and motorcycle simulator with the advice of specialised trainers.



#### Educating the drivers of the future

The **ANTENA 3 FOUNDATION** is in charge of coordinating, through **Ponle Freno Junior**, all endeavours of road safety aimed at children and adolescents. For the **ANTENA 3 GROUP**, it is vital that children and adolescents, the drivers of the future, are from a very young age aware of the importance of prevention and education in improving safe driving.

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More information on children and young people road safety activities on page 79.

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#### Direct support from over 36,000 citizens

Following the success of the "Platform to provide signs for dangerous areas on the roads", the Ponle Freno initiative has created the Ponle Freno Citizens Platform, a new active and permanent space whose aim is to encourage participation by all those interested in improving road safety.

The Platform, found on [www.ponlefreno.com](http://www.ponlefreno.com), allows all its members to make proposals, file complaints or make queries. In 2009 they have received more than 4,000 suggestions, some of which would lead to campaigns such as 'Pedestrian of the Year', which arise from a query made on the platform. All the members, already more than 36,000 strong are informed of the progress made by the campaign through bi-weekly newsletters.

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You can consult the companies, institutions and personalities who participate in the **PONLE FRENO** campaign at <http://www.ponlefreno.com>

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#### Road Safety Days on Internet

On 23 June, Ponle Freno organised the first Road Safety Days on Internet, which can be followed live worldwide at [www.ponlefreno.com](http://www.ponlefreno.com) and which, furthermore, allows for anyone to participate without any barriers.



**PONLE FRENO RACE**, the first race for road safety held in Spain with over 8,000 participants.

The forum was exclusively dedicated to aspects and problems related to traffic and was aided by the collaboration of experts on safe driving such as the Head of the Department of Traffic (DGT), Pere Navarro; the President of the Congress's Road Safety Commission and the Vice-President of the Lower House, Jordi Jané; The Head of the of the Driving and Road Safety School of the CEA, Paco Costas; and the Director General of RACE, Ignacio Díaz Pines. This goal of this day was to debate and discuss all the doubts and questions raised by citizens regarding road safety (speed limits, the safety of drivers, cyclists and pedestrians or the progress and changes in awareness regarding driving practices).

The first Road Safety 3.0 Day, apart from discussing and debating the doubts and questions raised by citizens about road safety, offered the opportunity to know the future plans for road safety in Spain first hand.

#### **More than 8,000 people run to save lives**

Under the Slogan "Don't stop, run today to save lives", on 29 November the Ponle Freno 10k Race, the first race for road safety held in Spain.

The 10k race was open to all ages, and started and ended at Madrid's Retiro Park. At each kilometre point road safety advice was provided, and the money collected was sent to the **ANTENA 3 FOUNDATION**,

which will use these funds to improve road safety. May well-known personalities participated including, among others, Miguel Sebastián, Pere Navarro, Carlos Sainz, Bartolomé Vargas and Roberto Brasero.

#### **6.3.4 EXPERT AND INSTITUTIONAL ENDORSEMENTS**

The Ponle Freno campaign was created by the **ANTENA 3 GROUP**, which has enjoyed the support, at all times, of experts in road safety, as well as many organisations related to this area.

In 2009, the **Ponle Freno** Group of Experts met three times to assess the campaign and make proposals.

##### **Ponle Freno Group of Experts**

**D. Carlos Sainz:** Ponle Freno Adviser

**Dña. Teresa González:** Department of Traffic (DGT)

**D. Josu Benaito:** Head of Transport Basque regional government

**D. Luis Montoro:** Spanish Road Safety Foundation (FESVIAL)

**D. Fernando Santamaría:** Catalonia Royal Motor Club (RACC)

**D. Tomás Santa Cecilia:** Spain's Royal Motor Club (RACE)

**D. Eugenio de Dobrynine:** European Motor Commissar (CEA)

**D. David Barrientos:** National Car and Truck Manufacturer Association (ANFAC)

**D. Agustín del Río Martín:** Guardia Civil Traffic Unit

**D. Carlos Arregui:** European Centre of Injury Prevention (ECIP)/Universidad de Navarra

**D. Mario Arnaldo:** European Motorist Association (AEA)

**D. Elena de la Peña:** Spanish Highway Association (AEC)

**D. Francisco Aparicio Izquierdo:** University Automobile Research Institute (INSIA)

**Roberto Durán Romero:** Psychological Orientation Institute (EOS)

**Juan de Dios Izquierdo:** Sociologist (UNED)

**María Jesús Magro:** José Pons Foundation

**All the information on the PONLE FRENO campaign at <http://www.ponlefreno.com>**

## OUR FOCUS



The **ANTENA 3 GROUP** has made a firm commitment to society, mainly promoted through the **ANTENA 3 FOUNDATION**, a non-profit organisation since its creation which has focused on activities related to children and young people, as well as society's more vulnerable groups.

## 6.4 THE ANTENA 3 FOUNDATION

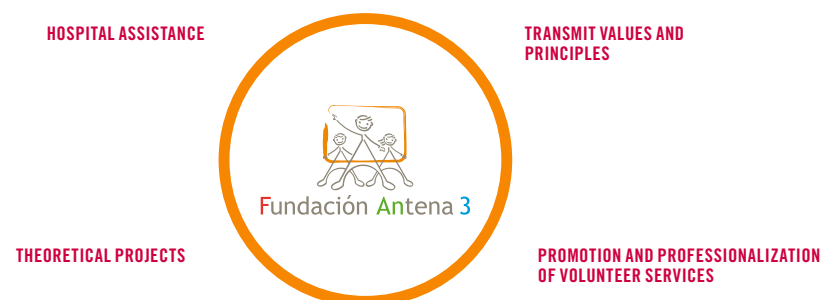
The **ANTENA 3 FOUNDATION** was formed in 2005 with the goal of uniting the company's social projects and effectively channelling the group's efforts to protect children and young people. This is a national non-profit organisation, which is managed by the **ANTENA 3 GROUP's** Board of Directors.

The Foundation's activities are focused on the welfare and proper training of children and young people, as well as raising the awareness of the society in general as regards their rights and interests. The foundation also works towards improving the relationship between young people and the media.

Overall, the **FOUNDATION's** activity is focused on four main areas: hospital assistance, promoting values and principles, promoting and professionalizing volunteer work and the development of theoretical projects. In addition, in 2009, new projects related to social integration have also been undertaken.

Since its creation, the Foundation has tried

to diversify its sources of financing to guarantee its economic sustainability. Therefore, it is supported by contributions from the **ANTENA 3 GROUP** and funds from sponsors and private donations. In 2009 some of **ANTENA 3 TELEVISION's** programmes, such as *Espejo Público*, *la Gala Inocente Inocente* and *the Wheel of Fortune*. Likewise, the Foundation has carried out a campaign on **ANTENA 3 TV**, **NEOX** and **NOVA** to promote its activities.



Antena 3 Group donations to the Foundation

2007		963,000
2008		1,193,000
2009		500,000

All of the Foundation's economic information can be consulted on the webpage [www.fundacionantena3.es](http://www.fundacionantena3.es)





The **FAN3** channel is the leading children's channel for hospitalized children, reaching close to 90,000 children in hospitals all over Spain.

6.4.1 THE HOSPITAL ASSISTANCE PROGRAMME ALREADY IMPLANTED IN 12 AUTONOMOUS COMMUNITIES

The Hospital Assistance Programme is one of the pillars of the **ANTENA 3 FOUNDATION**. In 2009 it continued to consolidate its main activities and is increasing its reach to new autonomous communities such as Asturias, Cantabria and Ceuta, thanks to the collaboration agreements it has signed.

Main activities of the hospital assistance programme



Canal FAN3: “Smiles are urgent too”

**CANAL FAN3**, the first children's channel designed for hospitalised children and young people, has increased its 2009 broadcasting schedule and added new contents, in another step towards its goal of making hospital stays more bearable for children and young people.

At the request of medical centres, and the hospitalised children themselves, channel **FAN3** has gone from broadcasting from Monday thru Friday, from 10 in the morning to 10 in the evening continuously at nearly 40 hospitals.

As regards the programming, apart from informative programmes and entertainment shows such as *Who is who in the hospital?*, *Los chistes de Jeringuillo*, *A toda máquina* and *Fan-tásticos de la ciencia*, two new in-house productions have been added in 2009: *Los dibujos de mi hospital*, a programme in which the children's drawings of the hospitals come alive through music and other sound effects; and *Aprende magia*, a programme produced along with the Abracadabra Foundation, which teaches magic tricks with objects that children can find in a hospital. Furthermore, they have added other entertainment series from various production companies, as well as specific programmes

that promote protection of the environment and road safety.

Canal **FAN3** is supervised by the Official School of Psychologists and the Spanish Paediatrician Association, which guarantee the quality of the contents that are designed for their target audience. Furthermore, the **ANTENA 3 FOUNDATION** periodically sends quality questionnaires to the hospitals so that the children can make suggestions and requests.

Hospital visits

In 2009, the personalities of **ANTENA 3** have visited children in the hospital, trying to encourage them to stay positive. Among others, Jaime Cantizano visited the Ciudad Real hospital to promote mouth hygiene amongst the children. Likewise, **Marta Torné** visited the Infanta Sofía de Madrid hospital to promote reading among the children who were hospitalised.

Furthermore, the **ANTENA 3 FOUNDATION** has organised guided tours of the company's facilities. Young people from the eating disorder programme of the Niño Jesús Hospital and the Prodis Foundation, an institution that promotes the social integration of young people with intellectual disabilities, have participated in this initiative in 2009.



The **HOSPITAL ASSISTANCE PROGRAMME** continued to consolidate its activities in 2009, and has expanded into three new autonomous regions.

### Reading promotion campaign

Within the framework of the Hospital Assistance Programme, the Foundation has organised several activities to promote reading among young people. For example, in celebration of the Book Day, on 23 April and for the second year in a row, the Foundation gave a book, as well as flower-shaped candies, to the children in the hospitals that participate in the programme. The same book was also given to the employees of the **ANTENA 3 GROUP** in order to promote the habit of reading in their families. Over 8,000 books were handed out.

The Foundation also brought story-tellers to the Toledo Hospital, teaching children the value of generosity, and it has collaborated in a reading workshop organised by the San Joan de Deu Hospital in celebra-

tion of the Childhood Fair in which over 5,000 children participated.

### Other activities

In 2009, the Foundation continued with its programme to donate laptops to children who are hospitalised so they can stay in touch with their families.

Another of the foundations more emblematic activities is the second drawing contest for hospitalised children, which was organised at 14 hospitals. The **ANTENA 3 FOUNDATION** used the drawings to make its 2010 Calendar, which was handed out to the Group's employees and the children at the hospitals.

Finally, we should also point out the third consecutive Board Game Championship at the Niño Jesús Hospital in Madrid, in order

to promote interaction among hospitalised children.

### 6.4.2 PROMOTING VALUES AND PRINCIPLES

Raising awareness about the rights of children and young people is one of the **ANTENA 3 FOUNDATION's** main goals. Within this context, the **FOUNDATION** as continued to raise awareness about subjects such as protecting children's vision, promoting reading, defending Children's Rights and the integration of the disabled and children with special needs.

Furthermore, the **FOUNDATION** maintains its commitment to children's road safety through the Ponle Freno Junior initiative.

In 2009 the **Ponle Freno Junior** campaign carried out various initiatives, such as the

broadcast of the **Luz Verde** road-safety series on **ANTENA 3 TV** and **CANAL FAN3**. This campaign also raised awareness on the use of seat belts, pets in cars and proper driving practices in cars and school buses.

Likewise, in celebration of the 1st Ponle Freno 10k race, the Foundation organised a workshop to raise awareness about the importance of pedestrians and cyclists making themselves visible on the roads.

This workshop was taken to all the grade schools in the province of La Rioja –79 schools in total- involving 5,800 3rd and 4th grade students, in order to teach them about the importance of seeing pedestrians, cyclists and other objects in the dark ahead of time.



**ANTENA 3 GROUP VOLUNTEER WORKERS** with children from the PRODIS Foundation, at the Third Edition of Company Solidarity Day.

**LUZ VERDE**, the 3D children's television series promoting safe driving, was broadcast by ANTENA 3 and FAN3 in 2009.

### 6.4.3 PROMOTING AND PROFESSIONALIZING VOLUNTEER WORK

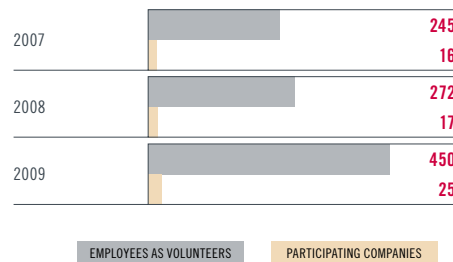
The promotion and professionalization of volunteer services is another of the **FOUNDATION's** main activities. In 2009, The **FOUNDATION** continued to promote volunteer work among its employees through the 3rd of Business Solidarity Day and the creation of the *Ponle Freno Ecuador* initiative.

#### Record participation at III Business Solidarity Day

Over 450 employees and 25 companies participated in the 3rd Business Solidarity Day, a day of corporate volunteer work organised along with the NGO Cooper-

ación Internacional, whose goal is to make companies and their workers aware of their ability to collaborate in improving and attending society's needs.

Number of employees working as volunteers and companies participating Antena 3 Foundation's volunteer programme



In the third year, 40 companies participated in 25 social and environmental activities of various charities. Business Solidarity Day took place simultaneously in Madrid, Valencia and Zaragoza.

#### Volunteers for road safety

For the third straight year, the **ANTENA 3 FOUNDATION** has offered its employees the possibility of participating in a corporate volunteer project during their summer vacations. In 2009, and given the **ANTENA 3 GROUP's** commitment to road safety, the *Ponle Freno Ecuador* initiative was created. The **FOUNDATION** allowed two of the Group's volunteers to travel to Ecuador for three weeks, a country that has an alarmingly high number of traffic related deaths, in

order to collaborate in that country with ANETA (Ecuador Automobile club). These volunteers made eight spots, which will be broadcast in Ecuador to raise awareness about using seat belts speeding and the consequences of drunk driving, in order to help lower traffic-related deaths.

#### Other activities

Other noteworthy activities carried out by volunteers include the *I Corporate Volunteers At Home*, which aims to raise the awareness of **ANTENA 3 GROUP** employees and their families about taking care of the environment by planting trees and seeds.

The **ANTENA 3 FOUNDATION** also collaborates with the Corporate Volunteer Observatory,





The **ANTENA 3 FOUNDATION PRO PROJECT** is backed by the main employment institutions and organizations that work towards the integration of people with disabilities.

created by Cooperación Internacional and IESE, which seeks to provide business leaders with a training and research tool that improves the management of corporate volunteer services as a successful tool in the administration of their organisations.

#### 6.4.4 TRAINING AND INTEGRATING THE DISABLED: PROJECT PRO

The particular characteristics of the audiovisual industry make it difficult to find, among the disabled, candidates who have the training and experience necessary to work in the sector. That is why the **ANTENA 3 FOUNDATION** decided to start **Proyecto PRO** in 2009. This is an ambitious initia-

tive that seeks to help disabled people—over 4 million in Spain—to overcome the obstacles that prevent them from finding a job. These obstacles often include insufficient training, social rejection and difficulties adapting.

At the same time, the initiative seeks to help companies and organisations in the sector to comply with the regulations governing the integration of disabled people.

In order to achieve these objectives, the **PRO project** focuses on professional training, through courses for the audiovisual sector and internships. Likewise, **PRO**

**project** seeks to encourage the hiring of the disabled through participation, guidance and support of the main employment agencies. The first course, designed to train production assistants, will start in 2010.

The **PRO project** enjoys the support of the Universidad Carlos III and the Royal Disabled Foundation and the collaboration of some of the main training and employment agencies, such as the ONCE Foundation, Adecco, Manpower, Randstad, Integra and the Disabled Persons Telephone Assistance (ATAM).

#### COLLABORATION WITH OTHER ORGANISATIONS: TOGETHER WE DO MORE

##### 'Great Small Vacations'

In 2009, the ANTENA 3 FOUNDATION created the '*Pequeñas Grandes Vacaciones*' (Great Small Vacations), which aims to finance the projects of foundations and associations that seek to organise vacations and camps for children and young people with special needs (disabilities, illness, social exclusion...). In 2009 the ANTENA 3 FOUNDATION helped finance the summer vacations in Asturias of the children of parents who are members of Insolamis, an association of parents of intellectually disadvantaged children in Salamanca, which works to integrate this group of people into the workplace.

##### Other projects

In 2009 the ANTENA 3 FOUNDATION signed new collaboration agreements with organisations such as the Bertelsmann Foundation, the SEUR Foundation and the CTIC Foundation, in order to share experiences and collaborate on other social projects. Likewise, they have developed joint projects with the Coca Cola Foundation in the "Bikes for Africa" campaign and Messengers of Peace and Imaginarium in the "Child Solidarity", "Bikes for Africa", is an initiative promoted by the ANTENA 3 and Coca Cola Foundations in collaboration with the NGO SOS Children's Villages and la Vuelta a España, which collect bikes in order make it easier for hundreds of Moroccan children from rural areas to attend school. This campaign managed to collect over 700 bikes that were delivered to children from the Dar Bouazza, Ait Ourir, Imzouren and Agadir regions, among others.

"Child Solidarity", is a joint initiative of ANTENA 3 FOUNDATION, Imaginarium and Messengers of Peace, which for the second year in a row has given gifts, placed in shoe boxes, to children who are in difficult situations. In the second year of this initiative put together 40,000 boxes, almost 40% more than in the first year.

More information on the Antena 3 Foundation can be found at <http://www.fundacionantena3.es>



## OUR FOCUS



Even though the activities carried out by the **ANTENA 3 GROUP** do not have a significant impact on the environment, the company has drawn up a strategy focused on lowering the company's impact on the environment and promote the efficient use of energy and other resources.

## 6.5 HELPING IMPROVE THE ENVIRONMENT

### 6.5.1 ENVIRONMENTAL MANAGEMENT POLICY

The Operational Management Department, which is in charge of the **ANTENA 3 GROUP's** environmental policy, tries to minimise the company's environmental impact, among other foundations on the environment by developing a strategy based on two main lines of action:

- Achieve the maximum environmental efficiency by using the most modern technology and optimising resources.
- Raise the public's awareness, through the **GROUP's** media channels, about what everyday citizens can do to protect the environment.

In order to contribute to sustainable development, the **ANTENA 3 GROUP** has created a series of initiatives focused on environmental protection and action that goes beyond what is required by law, in with its Corporate Responsibility policy.

In line with the directives established in 2008, the **ANTENA 3 GROUP** continued to implement initiatives to improve its environmental practices. The most noteworthy actions in 2009 were the following:

- Reuse of telephone handsets, until no longer work.
- Extend the preventive maintenance calendar: clean filters monthly (previously every six months); and bi-annual revision of cleaning pumps.
- Substitute use of compressors and elevators that are fuelled with diesel for those that are electric.
- Studies to improve telecommunications such as the creation of virtual IP call centres.
- Maintain policy of reusing obsolete technical material by companies that do not have the same technical requirements as **ANTENA 3**. In 2009, towards this end, 265 technical audio, video and lighting units and around 1,000 square metres of metal shelves were reused.

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**You can consult the Antena 3 Group's environmental policy on page 143 of the 2008 Corporate Responsibility Report.**

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Some of these measures, along those that are detailed in this section have led to significant reductions in the **GROUP's** consumption of materials and energy, waste and emissions; not has this only had a positive impact on the environment, but it has also led to economic savings.

Finally, we should point out, as in previous years, the **ANTENA 3 GROUP** has not been fined in 2009 for any infractions of environmental law.

### 6.5.2 EFFICIENT USE OF ENERGY AND RESOURCES

#### Savings in commonly used materials

In 2009 the **ANTENA 3 GROUP** has continued to work on reducing the consumption of office materials such as paper, envelopes, toner, print cartridges, recording tape and other materials, as well as the efficiently using and reusing raw materials.



The **ANTENA 3 GROUP**'s waste management is totally outsourced, either through contractors (works) or specialised providers (lighting and batteries). The company demands that the materials that are removed be taken to the waste treatment plants or recycling centres.

Waste generated by Antena 3 Group	2007	2008	2009
Paper and waste (tonnes)	6	41	75.84
Battery waste (tonnes)	4.2	3.3	1.20
Batteries (units)	190	82	370
Fluorescent tubes (units)	1,026	1,018	1,580
Rubble from works (m3)		192	117
Toner (tonnes)		0,6	0.54
Solid urban waste		594	374.78

Waste generated by Antena 3 Group (in metric tonnes)	2007	2008	2009
Hazardous waste	4.8	3.9	1.70
Non-hazardous waste	755	635	450.62
<b>TOTAL</b>	<b>759.8</b>	<b>638.9</b>	<b>452.32</b>

Hazardous and Non-hazardous waste	2007		2008		2009	
	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous
Reuse of computer equipment (units)	n/a	n/a	0	718	0	1,203
Recycling of fluorescent tubes (units)	0	1,026	0	1,018	0	1,580
Paper and cardboard (tonnes)	n/a	n/a	0	41	0	75.84
Recovery of televisions (units)	0	39	0	24	0	6
Dumping waste (S.U.W) tonnes.	0	755	0	594	0	374.78
Dumping waste (works) m3	n/a	n/a	0	192	0	117
Batteries and toners (tonnes)	n/a	n/a	3.9	0	1.70	0

n/a: no available.

INPUT WASTE MATERIAL IN ANTENA 3 GROUP	2007			2008			2009		
	Total	Total valued	%	Total used	Total valued	%	Total used	Total valued	%
Paper	7,500,000	3,300,000	44%	7,250,000	3,760,000	51.86%	7,165,000	4,012,400	56%
Toners and printing cartridges (units)	1,002	1,002	100 %	925	925	100%	901	901	100%
Electronic and IT material (units)				1,196	718	60.03%	1,478	1,203	81.39%
Fluorescent lights	1,026	1,026	100%	1,018	1,018	100%	1,580	1,580	100%
False ceilings (m²)	819,32			603	178	29.51%	395,52	133,28	33.69%
Raised flooring (m²)	157			497	312	62.77%	300.78	260.78	86.70%
Partitions (units)	135.73			57.63	57.63	100%	18.75	18.75	100%
Bookshelves (m)				900	900	100%	415	1,415	340.96%
Mobile phones (units)	440	155	35%	311	111	35.69%	181	98	54,14%

### Stable water consumption

The control and reduction of water consumption is one of the targets included in the **ANTENA 3 GROUP**'s environmental policy, which has implemented a series of measures to achieve this goal.

#### Antena 3 Group initiatives to reduce water consumption

- Substitution of cooling towers, obsolete equipment that led to many leaks and lower efficiency.
- Installation of aerators for 100% of the taps.
- Improvement of protocols for preventive maintenance of installations.
- Raise employee awareness through guidelines set by the General Secretariat.

The consumption of water in the **ANTENA 3 GROUP**, mainly domestic use, which comes 100% from the city water system, has been decreasing over the last few years. In 2009, this reduction totalled 2.76%, despite the adverse conditions during the hotter months (May-October) which has prevented a better optimisation of the water used in the irrigation system.

Antena 3 environmental expenses  
(thousands of €)

2007		54,534
2008		50,770
2009		49,371

Even though the water consumption in the **ANTENA 3 GROUP** is mainly for domestic use, the company has performed inspections (obligatory and voluntary), with an optimal outcome: no irregularities that need special attention were detected.

### Waste emissions

The **ANTENA 3 GROUP** does not issue any waste, except for the discharge of water for domestic use within the general drainage system. To assure maximum control and compliance with standards, a company authorised by the Ministry of Industry (O.C.A) carries out a control and prior analysis of the aforesaid discharge to the general drainage system.

Although it is not possible to measure the discharge of waste into the public drainage system, the **ANTENA 3 GROUP** has estimate the quantity, which turns out to be insignificant and with a low environmental impact.

### Energy efficiency

In 2009 the **ANTENA 3 GROUP** continued to improve its processes, optimise the performance of its equipment and use new technologies.

The main actions taken were:

#### Redesigning processes

- Control room temperature during summer and winter ( $\pm 2^{\circ}\text{C}$ ).
- Optimise lighting in general. Reduction of hours lighting is used and number of lights in corridors.
- Increase use of sound proofing and thermal insulation in improvements made.
- Improvement in insulation through new layers and air spaces.
- Adjustment time technical equipment is turned on in the production rooms and sets, delaying the time until they are turned on and turning them off sooner, which saves energy.

#### Improvements in performance of equipment and use of new technologies

- Installation of solar filters.
- Substitution of old heat exchanger and cooling tower for more modern and efficient equipment.

Throughout 2009, due to the implementation of all these measures, the consumption of these primary energy sources (gas, gasoil and electricity) has reduced. Particularly noteworthy is the electricity savings obtained, 0.25%, even though the weather conditions necessitated the use of air conditioning.

ENERGY CONSUMPTION IN ANTENA 3 GROUP	2007	2008	2009
Gas (m3)	13,303	13,441	13,064
Gasoil (litres)	602,692	563,991	423,861
Electricity (Kwh)	18,880,076	19,584,752	19,534,953

As regards indirect energy consumption, in accordance with the data provided by Iberdrola for 2009, 90% of the energy was generated from renewable energy sources (hydro and wind), and 10% from Highly Efficient Cogeneration.

	% 2007		% 2008		2009	
	Non-renewable	Renewable	Non-renewable	Renewable	Non-renewable	Renewable
Indirect energy	43%	57%	0%	100%	10%	90%

NB: On 15 July 2007, Antena 3 changed to the liberalised market (according to the contract signed with Iberdrola), which means that from that date it changed from the 'National Electricity Mix', to the 'Iberdrola Mix'.

In 2009, in order to improve energy efficiency at the **ANTENA 3 GROUP's** facilities, the following projects were taken into consideration:

#### Lighting substitution

Although currently 90% of the general lighting is low consumption, the **GROUP** is considering the possibility of substituting part of said lighting for 3G LED. The objective is to maintain the same level of lighting but with a substantial energy savings, which would cut CO<sub>2</sub> emissions, and would also generate less waste thanks to its longer useful life.



Energy savings management

The **ANTENA 3 GROUP** is studying, in collaboration with the company Unitronics, the possibility of implementing the automation/programming of the air conditioning lighting spaces used in dark areas.

Unified messaging

Through this project the company wants to incorporate a messaging system that will reduce the equipment necessary (fax, answering machines), and take better advantage of the existing PCs, reduce direct energy consumption and produce less waste.

6.5.3 CLIMATE CHANGE, A GLOBAL CHALLENGE

The **ANTENA 3 GROUP** has proposed implementing initiatives aimed at reducing CO2 emissions and other contaminating gases, which come from transportation and the daily use of its facilities, as its main contribution to the fight against climate change. Apart from the action already taken in terms of energy and fuel consumption for transportation, the **ANTENA 3 GROUP** has undertaken other initiatives.

Antena 3 Group's main initiatives to cut CO <sub>2</sub> emissions
<ul style="list-style-type: none"><li>• Increase the use of online connection systems for e-mail by 13.44%, as well as the use of 3G modems in laptops by 36.17%.</li><li>• Implement a virtual private network in Spain, linking the Antena 3 Group's various centres with the headquarters in Madrid, as well as a 25% increase in the use of video and conference call systems.</li></ul>

CO<sub>2</sub> emissions and other hazardous substances

The various initiatives undertaken have led the **ANTENA 3 GROUP** to cut its CO2 emissions 1.4% compared to 2008.

Antena 3 Group GEI Emissions (in tons of CO<sub>2</sub>)

2007		5,775
2008		4,379.73
2009		4,316.32

NB: ATISAE, a company authorised by the Ministry of industry and the Autonomous Community of Madrid, uses standardised equipment to measure the flow and quantity of CO<sub>2</sub> in situ as a % of the emissions from boilers.

As far as the emission of substances that destroy the ozone layer such as SOX, NOX and CO, the **ANTENA 3 GROUP** has registered an improvement over 2008. The official organisation authorised by the Ministry of Industry, ATISAE, is in charge of revising the boilers, with approved equipment, which allows it to register how many hours it is working and the data necessary to calculate the emissions level for these substances.

EMISSIONS NOX, SOX AND CO IN ANTENA 3 GROUP	Measurement	2007	2008	2009
NOX (2008 22.67% of limit)	Tonnes	5,48	3,45	3,40
SOX (2008 4.12% of limit)	Tonnes	1,98	0,885	0,87
CO (2008 1.17% of limit)	Tonnes	0.178	0.154	0.152

The **ANTENA 3 GROUP's** facilities do not emit CFC gases. Only Freon 22 is present en in some closed circuits of the air conditioning equipment. The **ANTENA 3 GROUP**, which is already meeting the regulations that require that these types of gases be eliminated by 2015, is changing it for "ecological gas". In 2009 nine units have been replaced (54,000 Frg.).

Impact from transportation

The environmental impacts of the **ANTENA 3 GROUP** caused by the transport of employees, collaborators and materials necessary for the production of TV content are insignificant. Despite this low impact, the company continues to carry out different initiatives to reduce its consumption of diesel and petrol, such as planning and minimising trips, by using new communications technologies (videoconference and conference calls, e-mail, blackberry, fax, etc.); and taking advantage of new routes, and using railway more than air travel.

In 2009 more than 7,930 airplane trips were taken, compared to 9,552 in 2008; while railway trips went from 4,492 in 2008 to 5,528 in 2009.

ANTENA 3 GROUP GASOLINE AND DIESEL FUEL CONSUMPTION (IN LITRES)	2007	2008	2009
Lorries (diesel A)		336.12	235.25
Light lorries (diesel)	16,232	3,096.96	0*
Light lorries (gasoline)	43,932	41,868.30	0*

\*Note: In 2009, ANTENA 3 no longer owned vehicles for transporting employees for news coverage.

6.5.4 PROTECTING BIODIVERSITY

ANTENA 3 is located in what is considered to be an urban area (an industrial estate); therefore, it does not stand in protected natural areas or high biodiversity areas, nor does it threaten any endangered species; it complies with the urban planning standards in force. The ANTENA 3 GROUP’s facilities in San Sebastián de los Reyes have a green surface area, with trees, of approximately 9,000 m2, accounting for 10% of the total surface area.

With the object of assessing the impact that the ANTENA 3 GROUP’s activities could have on biodiversity, the Operational Management Department carries out the following tasks of assessing and monitoring the environmental regulations in force; inspections, required by law and those that are voluntary, through authorised internal and external agents; and the GROUP also monitors external waste management. The

environmental risk of waste is channelled through authorised agents with sustainability criteria

6.5.5 ENVIRONMENTAL INVESTMENTS AND EXPENSES

Investments and expenses related to measures implemented to protect and reduce environmental impact allow the ANTENA 3 GROUP to show its commitment in this regard. In 2009, the ANTENA 3 GROUP has spent a total of 80,530 Euros to gradually improve its facilities, preventative maintenance and regulatory compliance. These investments have focused on:

- Improved insulation and water-proofing of various rooms.
- Replacement on air conditioning with ‘ecological gas” systems.
- Replacement of heat exchanger in generators /boilers.
- Acquisition of new cooling tower with anti-legionnaire’s disease materials.
- Increased use of videoconference equipment.

Environmental expenses in 2009 have focused on:

- Maintenance of boilers and inspection of emissions.
- Maintenance and improvement of boiler chimneys.
- Anti- legionnaire’s disease treatment and collection of grease.
- Fixing waste collectors.
- Revision of diesel heating tanks.

Environmental investment at Antena 3  
(in thousands of Euros)

2007		33.38
2008		93.27
2009		80.53

Environmental spending at Antena 3  
(in thousands of Euros)

2007		30.97
2008		24.56
2009		22.37



# CORPORATE GOVERNANCE



## 7.1 CORPORATE GOVERNANCE AT ANTENA 3 TELEVISION

In accordance with the **ANTENA 3 TELEVISION** By-laws of the Board of Director, the Board itself has the competency to approve the company's Corporate Governance and Corporate Responsibility Policy. Likewise, the Appointments and Compensation Committee is responsible for compliance with the Corporate Governance Policy and Internal Conduct Regulations.

The **ANTENA 3** Governance Policy has a medium and long term focus, so that its strategic plans have a multiple year outlook and are not subject to changes every year, except in the case of unforeseen or exceptional circumstances, neither of which occurred in 2009.

The **GROUP's** first legal regulations in Corporate Governance were created on the occasion of the Initial Public Offering of **ANTENA 3 de Television, S.A.** (in October 2003) and were the following:

- Articles of incorporation
- By-laws of the Board of Directors
- By-laws of the General Shareholders' Meeting
- By-laws of Conduct relative to the Stock Market

Also in 2003, the Investor and shareholder relations section was added to the website, whose structure and contents are changed to comply with changes in regulations, more specifically, with that established in the Circular 1/2004 of 17 March of the National Securities Regulator (CNMV). Different departments contribute to the web page's creation and maintenance including: Investor Relations, Communications, Internal Audit and Process Control Department and the Legal Department. It is the Legal department's task to coordinate and supervise all the legal aspects.

Following the CNMV's approval of the Unified Code of Good Governance in May 2006, the Secretary of the Board of Directors of **ANTENA 3 TELEVISION, S.A** analysed the company's situation in this matter, in order to propose to the President of the Board and the competent social agencies opportune measures to carry out the necessary changes in order to adapt to the new legal Framework.

To conclude this process, on 28 November 2007, a new Board of Directors By-law was approved, still in force today, which includes in its regulation all the new items in the Unified Code which were considered applicable to the Company's situation.

- More detailed responsibilities and competencies attributed to the Board of Directors, with specific mention of some, such as: general policies and strategies, Board member compensation, related operations, etc.
- Adoption of the new maximum period of serving Board members, according to the articles of incorporation: six years.
- Technical improvements in the classification and definition of the type of Board members: internal, external, controlling shareholder members and independents.
- An increase in the occasions calling for the forced demission of the Board members: damages to the credit and reputation of the company or judicial procedures.
- Redefinition of the competencies of all the Board functions (President, Vice president, Chief Executive Officer, Secretary and Vice Secretary) and its Committee, as well as the functioning

of the Board itself and the different Committees: Executive Committee, Audit and Control Committee, and the Appointments and Compensation Committees.

- Integration of the contents of the articles of incorporation regarding board member compensation.

Although the Recommendations of the Unified Code of corporate Governance are not universally applicable, publicly traded companies are subject to the "comply or explain" principle. As a result, since 2007, the **ANTENA 3 DE TELEVISION, S.A** Corporate Governance Report has been created in accordance with this criteria, and detailed in it are the Recommendations which the company complies with and those which it partially or does not comply with at all, with the necessary justifications in each case.



## ANTENA 3 DE TELEVISION, S.A. CORPORATE GOVERNANCE MODEL



### The General Shareholders Meeting

It is the highest of the Representing Bodies representing company share capital of **ANTENA 3 TELEVISION S.A.**, and it exercises exclusively the faculties reserved for it in the Law of Corporations and in the Articles of Incorporation. In accordance with that established in these legal regulations, the meeting should take place once a year within the first six months of the year, in order to deliberate and adopt agreements on its exclusive competencies, which are of the utmost economic and judicial relevance.

### The Board of Directors

It is the Corporation's highest Representative, Administrative, Management, and Control Body, which determines the Company's general direction and economic objectives. As a result, the Board assumes and carries out, exclusively, the responsibilities pertaining to strategy (to direct and promote Company policy), surveillance (to control Management Powers) and communications (to act as a link with shareholders).

Board of Directors		Type
President	D. José Manuel Lara Bosch	Executive
Vice President	D. Maurizio Carlotti	Executive
Chief Executive Officer	D. Silvio González Moreno	Executive
Board Members	D. Nicolás Abel Bellet de Tavernost	Controlling Shareholder
	D. Mauricio Casals Aldama	Controlling Shareholder
	Dña. Aurora Catá Sala	Independent
	D. José Creuheras Margenat	Controlling Shareholder
	D. Marco Drago	Controlling Shareholder
	Dña. María Entrecanales Franco	Independent
	D. Elmar Heggen	Controlling Shareholder
	D. Pedro Ramón y Cajal Agüeras	Independent
Secretary	D. Luis Gayo del Pozo	
Vice Secretary	D. Manuel de la Viuda Fdez. de Heredia	

Number of Board Meetings	
Board of Directors	10
Executive Committee	10
Audit and Control Committee	5
Appointments and Compensation Committee	1

In accordance with that stipulated in the articles of incorporation, the Board of Directors has created specialised commissions in order to assure the advisory function of the governing agencies. These committees are:

### The Executive Committee

It is made up of five board members, within the limits established in the Articles of Incorporation (between 3 and 9 members). Its members are designated with a two thirds vote from the Board of Directors. The number of members on the Committee at any given time is determined by the Board, which should keep in mind its main function, optimal operation and maximum efficiency as well as the number of members on the other committees. Members of the Delegate Committee are the President of the Board of Directors, when he is a member of the Committee, and the Chief Executive Officer. Currently, the Vice President of the Board is also a member of this committee. .

The Board of Directors shall always have knowledge of the issues being discussed and the decisions taken by the Executive Committee. The Secretary of the Board should assure that all Board members receive a copy of the minutes of the Executive Committee meetings. In order to comply with this requirement, all Board members receive the Minutes of the Executive Committee as soon as they are approved.

When possible and when necessary, the provisions included in the Articles of Incorporation and in the Bylaws relative to the organisation and functioning of the Board of Directors are applied.

Executive Committee	
President	D. José Manuel Lara Bosch
Members	D. Maurizio Carlotti
	D. Silvio González Moreno
	D. Nicolas Abel Bellet de Tavernost
	D. Marco Drago
Secretary	D. Luis Gayo del Pozo

### Audit and Control Committee

The Audit and Control Committee is currently made up of 4 Board Members (according to the articles of incorporation, 3 is the minimum number of board members and 5 is the maximum).

The President of the Audit and Control Committee is named by the Committee itself among its members for a maximum of four (4) years, and may be re-elected once, one (1) year after the end of his first mandate.

This Members deliberate proposals and reports made to the Commission in the first Board meeting following each of its meetings, the Committee reports on its activities and responds to the work undertaken in the material included in their areas of competency.

The Committee is entirely made of up external Board Members, not excluding Executive Members or upper Management, when the Committee members are in agreement.

The Audit and Control Commission advises the Board in its specialty areas and especially in the knowledge and analysis of the annual balance sheet and the periodic reports for the financial markets (bi-annually and quarterly) which are diffused through the (CNMV). It also regularly supervises the operations between the company and its more significant shareholders and receives direct and regular information about this activity from both internal and external company auditors.

Audit and Control Committee	
President	D. Elmar Heggen
Vice President	Dña. Aurora Catá Sala
Members	D. José Creuheras Margenat
	D. Pedro Ramón y Cajal Agüeras
Secretary	D. Manuel de la Viuda Fdez. de Heredia

### Appointments and Compensation Committee

This committee is made up of five Board members, within the limits established in the Articles of Incorporation, (between three and five members). They are all external and have been designated by the Board of Directors from their members, heeding to the Company's specific circumstances to determine the number of members and in addition taking into consideration the knowledge, skills and experience of the Board members assigned to the Committee. The President of the Appointments and Compensation Committee is named by the Committee itself from among its members for a maximum period of four (4) years.

Appointments and Compensation Committee	
President	D. Pedro Ramón y Cajal Agüeras
Vice President	D. Nicolás Abel Bellet de Tavernost
Members	D. Mauricio Casals Aldama
	D. José Creuheras Margenat
	Dña. María Entrecanales Franco
Secretary	D. Luis Gayo del Pozo

### Compliance with the recommendations of the Unified Code of Good Governance

In 2009, the General Shareholders Meeting, by an initiative from the Board of Directors and a previous proposal from the Appointments and Compensation Committee, decided to appoint two new independent Board members, even though the independent Board members whose period had expired had not yet reached the maximum period of twelve years established in the Unified Code. These appointments have allowed the two new Board Members to join the company on both its Board of Directors and its Committees, as established by the previous information.

With the incorporation of the new Board Members, Recommendation 14 of the Unified Code of Good Governance has been taking into account, which proposes measures favouring the incorporation of women in the Board of Directors, as well as the Organic Law 3/2007 of 22 March, calling for equality between men and women, of which Article 75 stipulates that corporations required to report consolidated profit and loss statements should seek to include women in their Board of Directors in such a way that 8 years after the establishment of the law, an equilibrium of men and women will have been reached,

with this provision taken into consideration as the mandates of the board members appointed before the law was in effect (24 March 2007).

In accordance with that stipulated in article 126.3 of Corporate Law, at the time the 2009 General Shareholders meeting was set to take place, the mandates of several of the Company Board members were expiring, members which had been named in 2003 for a period of five years. As a result, the Appointments and Compensation Committee proposed to the Board of Directors the re-election of some of the Board members and also other candidates of recognised solvency, competencies and professional experience which could be ideal for the vacancies that were to take place at that time.

The Board of Directors re-elected in their positions, for the now statutory six year period, the President of the Board, Mr. José Manuel Lara Bosch, the Vice-president, Mr. Maurizio Carlotti, and Board members Mr. Nicolás Abel Bellet de Tavernost, Mr. José Creuheras, Mr. Marco Drago and Mr. Pedro Ramón y Cajal. In addition, it named three new members: Mr. Mauricio Casals, Mrs. Aurora Catá and Mrs. María Entrecanales (these last two as independent board members and the

former representing a controlling shareholder).

As far as the Ordinary Shareholders Meeting and the agreements adopted therein, worthy of mention are the following Recommendations of the Unified Code of Good Governance, with the goal of increasing the transparency in the management and decision making process. Given that the Board of Director agreement proposals are made public at the Shareholders Meeting, information on the identities of the Board Members proposed to the Shareholders has been included, in addition to establishing the types applicable, heeding to classifications such as external, executive, and controlling shareholder or independent. The criteria establishing a separate vote for each Board member appointment or re-election was also applied, with this

same provision included for the shareholder right to vote by proxy or through any of the systems designed for General Shareholder absentee voting.

Lastly, during 2009, the section of the Group's web page entitled "Board Member Information", which includes the date of their appointment, the type of member and the appointment procedure, has been improved. These figures were already available in the Corporate Governance Annual Reports. The Board members professional details have also been completed and edited, and a picture of each of them has also been included.

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**More information on the Antena 3 Group's Corporate Governance Policy may be found in the 2009 Corporate Governance Report**

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# ANNEXES

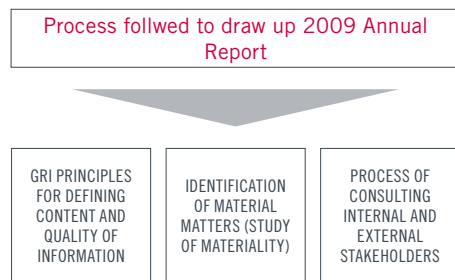
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## 8.1 DEFINING PRINCIPLES FOR THE 2009 ANNUAL REPORT

The definition of the contents in this 2009 Annual Report has gone through the following stages:



To define the contents of the Report the Group has followed these principles recommended by the GRI:

### Materiality

*"Information is considered material if its omission or distortion in a report could influence the assessments or decisions of stakeholders in the informing organisation. Materiality refers to the importance or rel-*

*evance of different aspects of sustainability to the business"*

In 2007 a materiality study was carried out to identify the most important issues for the Company's stakeholders. The study concluded that there are seven key issues for the **ANTENA 3 GROUP**, all of them are covered in this Report.

- Responsible programming and advertising
- Retaining talent
- Development of digital services and content
- Value generation
- Social responsibility
- Commitment to safeguard the environment.

**More information on the materiality in the Corporate Responsibility Reports of 2007 and 2008 are available at**

[www.grupoantena3.com](http://www.grupoantena3.com)

### Stakeholder inclusiveness

*"The reporting organization should identify its stakeholders and explain in the report how it has responded to their reasonable expectations and interests."*

As in 2008, in establishing the contents of this report, internal and external stakeholders of **ANTENA 3 GROUP** were consulted so that their concerns could be borne in mind during this process. To find out their concerns, an internal and external online survey was carried out. In the chapter 'Consolidating the **ANTENA 3 GROUP**'s Corporate Responsibility Model', more detailed information on this activity can be found.

### Sustainability

*"The report should present the organization's performance in the wider context of sustainability."*

This report aims to detail the performance of the **ANTENA 3 GROUP** in the following three branches of sustainability: economic, social and environmental.

Information will be provided throughout the report to contextualise each one of them.

### Complete coverage

*"Coverage of the material topics and indicators and definition of the report's scope should reflect significant economic, environmental, and social impacts and enable stakeholders to assess the reporting organization's performance in the reporting period."*

The scope of the report on the activities of the **ANTENA 3 GROUP** should be clearly defined, with priority given to information that is considered material, including all the significant events that took place in 2009, without omitting information that may be relevant for the Company's stakeholders.

The environmental indicators reported in this report only refer to Antena 3 Group's headquarters in San Sebastián de los Reyes

In the event that there are modifications to the scope and coverage of the information, these must be indicated.

### PRINCIPLES FOR DEFINING QUALITY OF 2009 ANNUAL REPORT

The principles required by GRI were also taken into account when defining the quality of information:

### Balance

*"The report should reflect positive and negative aspects of the organization's performance to enable a reasoned assessment of overall performance."*

The report should include both favourable and unfavourable results, with the aim of

providing an unbiased account and allowing the stakeholders to carry out a reasonable assessment of the Company's performance.

### Comparability

*"Issues and information should be selected, compiled, and reported consistently. Reported information should be presented in a manner that enables stakeholders to analyze changes in the organization's performance over time, and could support analysis relative to other organizations."*

To the degree possible, information must be organised in such a way that the stakeholders can assess the changes undergone in the **ANTENA 3 GROUP** with respect to previous years.

### Accuracy

*"The reported information should be sufficiently accurate and detailed for stakeholders to assess the reporting organization's performance."*

The Report contains numerous tables, charts and graphs, with the aim of making it easier to understand. The information herein is intended to be clear and precise to allow for an assessment of **ANTENA 3**

**GROUP's** performance. Furthermore, to the extent possible, it seeks to avoid using technical terms whose meaning may not be known to stakeholders.

### Reliability

*"Information and processes used in the preparation of a report should be gathered, recorded, compiled, analysed, and disclosed in a way that could be subject to examination and that establishes the quality and materiality of the information."*





The reliability of the data contained in this report was checked by AENOR, the firm which carried out the verification of the 2008 Corporate Responsibility Report.


### Timeliness




*"Reporting occurs on a regular schedule and information is available in time for stakeholders to make informed decisions."*



The **ANTENA 3 GROUP** is committed to reporting annually on its performance in the sphere of Corporate Responsibility. This report details its performance during 2008, and covers all the relevant economic, social and environmental aspects.





## 8.2 MEETING 2008 COMPLIANCE STANDARD OBJECTIVES





TELEVISION AUDIENCES			
2009 Challenges	Degree of success	2009 Milestones	2010 Challenges
Maintain the audience level in the face of fragmentation.		For the first time in the decade the Antena 3 Group is the leader amongst private media groups.	Maintain competitiveness compared to other private broadcasters in new Spanish audiovisual sector context.
Encourage viewer participation through new technologies.		Market share gain in prime-time commercial target.	Achieve significant audience gains in NEOX and NOVA.
Launching of a project to develop convergence of Antena 3 TV, Neox and Nova.		Successful addition of new products aimed at family target. Curso del 63 has become the most viewed programme of the year.	Increase number of programmes available on 3.0.
Close the gap with the market leader in radio and television.		NEOX y NOVA leaders amongst private DTT channels.	Remain leader in social projects.






RADIO AUDIENCES			
2009 Challenges	Degree of success	2009 Milestones	2010 Challenges
Increase audience on commercial radio and music radio.		ONDA CERO, the fastest growing commercial radio station between 2009 December 2008 + 166,000, + 7.9%. Consolidation as 2nd commercial radio station, increasing distance over rivals. Record audience for EUROPA FM with 1,173,000 listeners, which implies 208,000 more listeners (21.8% more) vs. December 2008. For first time Europa FM is ranked fourth in theme radio audience.	ONDA CERO: Increase audience. Consolidate 2nd position and increase distance over rivals. Main programme grid _ 2nd option. Maintain growth and consolidate EUROPA FM's 4th place ranking. Grow EUROPA FM's "Morning Show".

PEOPLE			
2009 Challenges	Degree of success	2009 Milestones	2010 Challenges
Launch pilot telework programme.		Group's restructuring plan.	Launch Internal Communication Plan.
Promote internal communication and design a programme to improve communication amongst Group's professionals.		Equality Plan.	Design company's organisational structure.
Focus on training in new high-definition technologies.		New technology training plan.	Promote HR development programme.
			Company's Management Training.

CORPORATE RESPONSABILITY			
2009 Challenges	Degree of success	2009 Milestones	2010 Challenges
Start work on drawing up and implementing Corporate Responsibility Master Plan.		Creation of internal Corporate Responsibility Committee.	Finish CR Mater Plan.
Maintain commitment to verify Corporate Responsibility Report.		ANTENA 3 GROUP's participation in drawing up Media sector's supplement to GRI (Global Reporting Initiative).	Incorporate CR actions in Group's strategy.
		Started second process of consulting with internal and external stakeholders to find out their perceptions of Group's CR policy and 2008 Annual Report.	Continue commitment to verify CR Report.
		Supported principles of Global Compact by broadcasting awareness campaigns on ANTENA 3 GROUP's media channels.	Launch "Co-Creation Workshop".
		Renewal ANTENA 3 GROUP's participation on FTSE4Good Ibex.	

ROAD SAFETY			
2009 Challenges	Degree of success	2009 Milestones	2010 Challenges
Creation of a platform to actively and permanently improve road safety, which brings together a conscientious group that fights against traffic accidents and one that is aware of the need to fight these serious problem.		Achieved goal of ensuring that money collected from traffic fines be used for Road Safety initiatives through “Destino de las Multas” campaigns.	Raise awareness on holidays and long weekends.
Promote, through PONLE FRENO, the hiring of people affected by traffic accidents.		Raised awareness among parents and users on safety measures in transportation used by school children. Plan VIVE.	Issue first <i>Ponle Freno</i> report on road safety.
Creation of a style book to provide rigorous information on road safety.		Road Safety 3.0 days celebrated.	Launch road safety manual for motorists.
Take action on road safety with help of Antena 3 Group's employees.		Launch of awareness campaigns road-safety training courses specifically designed for children and young people.	Continue to raise awareness among Antena 3 Group employees.
		Second annual <i>Ponle Freno Awards</i> .	Mobilise civil society to fight for road safety.
		<i>Ponle Freno</i> takes international stage.	

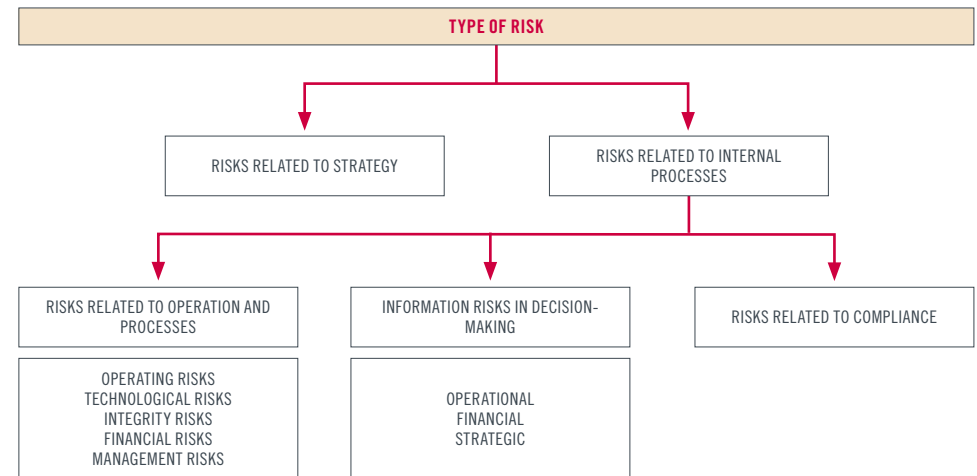
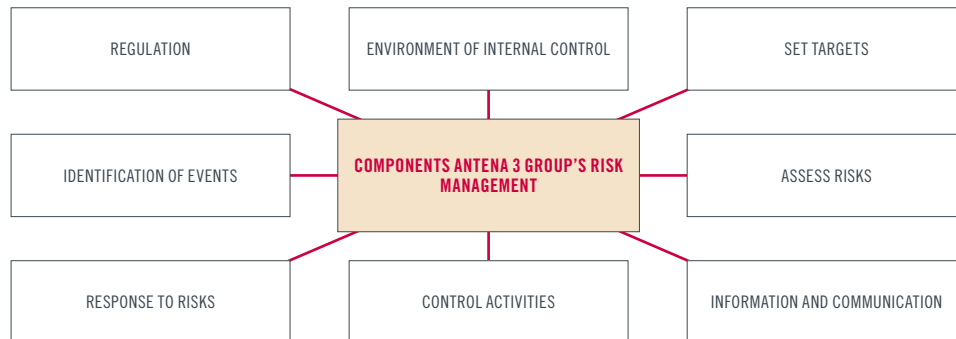
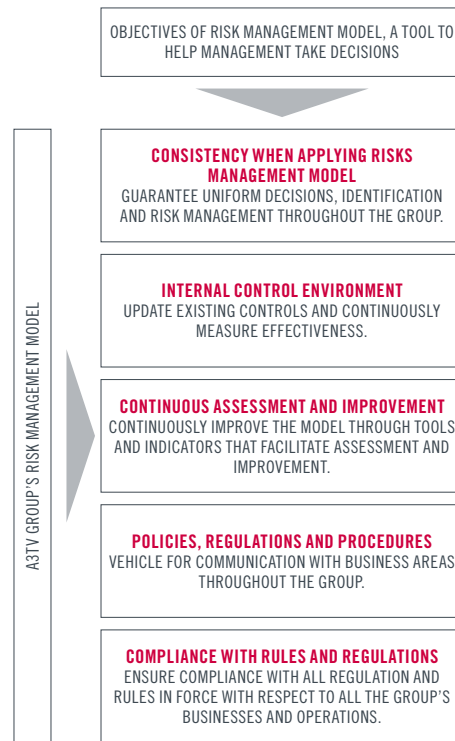
SOCIETY			
2009 Challenges	Degree of success	2009 Milestones	2010 Challenges
Obtain external resources to lower dependence on advertising revenues.		Creation and launch of <i>Proyecto PRO</i> to train and integrate disabled people so they can work in the audiovisual sector.	Position ANTENA 3 FOUNDATION in institutions and organisations which work towards similar goals.
Draw up Internal Communication Plan for ANTENA 3 FOUNDATION.		Increase number of hours that Canal <i>FAN3</i> is broadcast.	Increase percentage revenues obtained through external financing sources.
Set up mechanism to evaluate real impact of projects and their effectiveness.		Launch ANTENA 3 FOUNDATION website <a href="http://www.fundacionantena3.es">www.fundacionantena3.es</a>	Develop strategic lines set in 2009.
Set up guidelines for Foundation's future development.		Increased collaboration agreements signed with foundations and organisations in order to undertake new projects.	

ENVIRONMENT			
2009 Challenges	Degree of success	2009 Milestones	2010 Challenges
Reduce consumption of energy supplies and electricity on sets through initiatives such as the new fluorescent projectors.		Reduce diesel consumption.	Continue process to optimise lighting at facilities with LED.
Finish study of “Superwiring”, and “energy recovery”		Replace cooling tower for a more efficient one that increases protection of environment.	Start plan to replace gas air conditioning with ecological gases (not required).
To continue reducing waste generation through the implementation of the “Waste Management Plan		Set up a “VPN”, that improves communications with headquarters in Madrid, reducing number of employee trips.	Continue to implement and execute project to replace incandescent bulbs with fluorescent tubes in two studios.
Continue cutting CO2 emissions, with initiatives		Greater use new communication technologies, such as videoconferrence and 3G modems for laptops.	Maintain waste management policy, stressing control and separation of waste.
such as national routes where trains can be used instead of aircraft to transport people .		Placement of containers for specific waste, which optimises waste management.	Promote “new culture” of waste treatment when acquiring equipment.
Maintaining the policy of handling in obsolete IT and technological material for reuse.		Replacement of incandescent bulbs with fluorescent tubes in two studios.	



## 8.3 RISK CONTROL AND MANAGEMENT

**ANTENA 3** risk management model is tool used to support the Company's management team when taking decisions in an uncertain environment. This model consists of eight interrelated components, which assesses the risk levels assigned to each process and strategic target.



Likewise, the **ANTENA 3 GROUP** has the following control mechanism in place:

- Rules and procedures for employees.
- Internal code of conduct for securities markets.
- Procedures related to purchase of products and services
- Procedures related to negotiating and selling advertising.
- Corporate IT systems: sales management system, purchasing management system and contract proposal management system.

The **GROUP's** risk management systems and internal controls work adequately and nothing occurred in 2009 that could

have compromised the company's or the employees' integrity.

**More information on the Antena 3 Group's risk management system in 2009 Corporate Governance Report available at <http://www.grupoantena3.com/GrupoAntena3/historico/es/informes>.**

### INTERNAL CODE OF CONDUCT

As a publicly-quoted company, **ANTENA 3 TELEVISION** has an Internal Code of Conduct related to securities markets, which concerns the obligations and procedures that employees must follow, given that they have access to information that is relevant

to the company's stock performance. Specifically, these rules govern:

- Actions related to handling confidential and relevant information.
- The company's treasury stock.
- Conflicts of interests; meaning any situation that could involve (regarding some action related to the securities market), an employees' personal interests, affected by the Internal Code of Conduct, that clash with the company's, thereby compromising their impartiality.

The company's Internal Code of Conduct are available on the CNMV's website and the **GROUP**'s website and has been read and accepted by all the relevant employees.

The **ANTENA 3 GROUP** also has an IT system linked to the application of this Code called SRC (System for enforcing the Internal Code of Conduct regarding the securities markets), which is available in the Intranet (**A3NET**). The system allows for a smooth flow of information between the affected parties and the pertinent ad hoc bodies that supervise compliance. This application guarantees confidentiality and is only available to those included in the application of the Code.

From an organisational point of view, the management of Internal Auditing, or, failing that, the Financial Department, is responsible for supervising compliance with the responsibilities and procedures established in the Code of Conduct.

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**Access Internal Code of Conduct at:**

<http://www.grupoantena3.com/nuevaa3tv/doc/reglamento.pdf>

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## RISKS STEMMING FROM PROVISION OF SERVICES AND PRODUCT LABELLING

The **ANTENA 3 GROUP** also engages in other economic activities, such as granting the right of use or licenses for its brands for the sale of products, including its logo and registered trademark. Agreements are reached with manufacturers or shops to launch the products.

Before signing a licence agreement, the **ANTENA 3 GROUP** ensures that the other party meets the national, local and European laws regarding safety in general and product labelling. The Group ensures that the production process meets all the safety standards, and that there is respect for the protection of consumer safety and health to avoid risks to the public.

## THE ANTENA 3 GROUP AND DATA PROTECTION

The IT security model applied in the **ANTENA 3 GROUP** ensures that any action launched by another area of the company or by one of the **GROUP**'s subsidiaries complies with the current law regarding personal information. This model includes all the company's external service providers.


The Security Department is the **ANTENA 3 GROUP**'s highest authority in terms of the company's computer security. The head of security is in charge of coordinating and monitoring the **ANTENA 3 GROUP**'s objectives in complying with the security measures required by the Organic Securities Measures Law 15/1999, Data Protection Law, and the Law in general.

The Committee's functions include revising whether or not the regulations and internal procedures are being followed; draw up specific IT security training plans; carry out internal awareness plans in order to incorporate security measures into daily work activity. Furthermore, the periodic internal and external audits required by Law to detect risks in this area have been conducted.

No sanctions have been filed in 2009 as regards the failure to comply with privacy laws and personal data leaking.

Lastly, the **GROUP** has applied the measures needed to comply with the Data Protection Law, approved by Royal Decree 1720/2007. As of March 2009, all of the Group's security models were already adapted to these regulations and it has complied with the obligation to declare the Mixed Files to the Data Protection Agency.

## 8.4 CR VERIFICATION REPORT



Asociación Española de  
Normalización y Certificación

### SUSTAINABLE VERIFICATION REPORT

**VMS-Nº 002/10**

The Spanish Association for Standardisation and Certification (AENOR) has verified that the Report of the following firm:

**GRUPO ANTENA 3**

Entitled: ***2009 ANNUAL AND CORPORATE RESPONSIBILITY REPORT***

Legal deposit number: M-6447-2010


Provides a reasonable image and a balanced view of its performance, taking into account not only the data veracity but also the general content of the report, being its application level: **A\***

This external assurance is in accordance with the requirements of the G3 Guide developed by the Global Reporting Initiative (GRI). The verification has been fulfilled on 16<sup>th</sup> February, 2010 and no subsequent performances can be considered.

The present verification will be in force, unless it is cancelled or withdrawn upon AENOR's written notification and according to specific terms of the contract – application nº GRI-001/10 dated 4<sup>th</sup> January, 2010 and to the General Regulation of January 2007, which require, amongst other commitments, the permission to visit the installations by the technical services of AENOR to verify the veracity of stated data.

This declaration does not condition the decision that Global Reporting Initiative can adopt to incorporate GRUPO ANTENA 3, in the "GRI Reports List" which is published in its Web <http://www.globalreporting.org/GRIReports/GRIReportsList>.

Issued on: 18<sup>th</sup> February 2010



**AENOR**  
General Manager of AENOR

## 8.5 GRI INDEX

### GRI G3 CONTENT INDEX

1	STRATEGY AND ANALYSIS	PAGES- COMMENTS
1.1	Statement from the most senior decision-maker, strategy	6-7
1.2	Description of key impacts, risks, and opportunities	98-99

2	ORGANISATIONAL PROFILE	PAGES- COMMENTS
2.1	Name of the organization	2
2.2	Primary brands, products, and/or services	18-19
2.3	Operational structure of the organization	18
2.4	Location of organization's headquarters	2
2.5	Number of countries where the organization operates, and names of countries	El Grupo Antena 3 desarrolla sus actividades en el territorio español, aunque algunos de sus canales puedan ser visualizados en el extranjero.
with major operations	The Antena 3 Group takes place in Spain, although some channels may be seen abroad.	18
2.6	Nature of ownership and legal form	18
2.7	Markets served Pages	El Grupo Antena 3 The business of Antena 3 Group takes place in Spain, although some channels may be seen abroad, page 18
2.8	Scale of the reporting organization (net sales, total capitalization, etc.)	10,20-21,66
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: • The location of, or changes in operations, including facility openings, closings, and other capital formation, maintenance, and expansions; and • Changes in the share capital structure and alteration operations (for private sector organisations).	17
2.10	Awards received in the reporting period	15

3	REPORT PARAMETRES	PAGES- COMMENTS
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	94-95
3.2	Date of most recent previous report (if any).	94-95
3.3	Reporting cycle (annual, biennial, etc.)	94-95
3.4	Contact point for questions regarding the report or its contents.	2
3.5	Process for defining report content, including: • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report.	7, 94-95
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	7, 94-95
3.7	State any specific limitations on the scope or boundary of the report	94-95
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	7, 94-95
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	7
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/ periods, nature of business, measurement methods)	7, 94-95
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	7, 94-95
3.12	Table identifying the location of the Standard Disclosures in the report.	101-107
3.13	Policy and current practice with regard to seeking external assurance for the report.	This report on corporate responsibility has been verified by AENOR.



4	GOVERNMENT, COMMITMENTS AND ENGAGEMENT	PAGES-COMMENTS
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	88-92
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	90
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	90
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Corporate Governance Report: pages 45-46 (E4) and 61-62 ( F.50) Annual and CR report: pages 23-24
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Corporate Governance Report: pages 18- 19 ( . B.1.14), 58-60 (F.35)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Any conflicts of interest arising in the highest body of governance are to be dealt with as set forth in the internal rules of conduct regarding the securities market and by the regulations of the board of directors.
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Corporate Governance Report: pages 21-22 ( B.1.19 y B.1.20) and page 63 ( F.55)
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	17,64-65,98-99
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	98-99, Corporate Governance Report: page 27 (B.1.35) and 31-32 (B.2.2 y B.2.3)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Corporate Governance Report: page 54-55 ( F.18 and F.22)
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Corporate Governance Report: page 37-45 ( D)
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	64-65,72-81
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic	25-26,33

4	GOVERNMENT, COMMITMENTS AND ENGAGEMENT	PAGES-COMMENTS
4.14	List of stakeholder groups engaged by the organization.	59
4.15	Basis for identification and selection of stakeholders with whom to engage.	94-95
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	61-64
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	61-64

MANAGEMENT APPROACH AND PERFORMANCE INDICATORS			GLO-BAL COM-PACT	PAGES- COMMENTS
Financial results				10
Antena 3 Films: the engine of Spanish cinema				36-37
Integration of providers in the corporate responsibility strategy				22-23
Investor and shareholder relations				23-24
CORE	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.		10
CORE	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	GC7	The business of Antena 3 Group does not significantly impact the environment. Page 82,86-87
CORE	EC3	Coverage of the organization's defined benefit plan obligations.		69
CORE	EC4	Significant financial assistance received from government.		8
CORE	EC5	Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation.	GC6	70
CORE	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		22-23
CORE	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	GC6	Antena 3 Group does business in Spain.
CORE	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.		Antena 3 Group has not made any investments in infrastructure nor provided any services through commercial, in-kind, or pro bono engagement.
ADD	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.		26,36-37

ENVIRONMENTAL PERFORMANEC INDICATORS			GLO-BAL COM-PACT	PAGES-COMMENTS
Environmental management policy				82
Energy efficiency and efficient use of resources				82-86
Climate change, a global challenge				86-87
Protection of biodiversity				87
Environmental investments and expenses				87
CORE	EN1	Materials used by weight or volume.	GC8	83
CORE	EN2	Percentage of materials used that are recycled input materials.	GC8	84
CORE	EN3	Direct energy consumption by primary energy source.	GC8	85
CORE	EN4	Indirect energy consumption by primary source.	GC8	85
ADD	EN5	Energy saved due to conservation and efficiency improvements.	GC9	85
ADD	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	GC9	85-86
ADD	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		85
CORE	EN8	Total water withdrawal by source.	GC8	84-85
ADD	EN9	Water sources significantly affected by withdrawal of water.	GC8	84-85
ADD	EN10	Percentage and total volume of water recycled and reused.	GC8	85
CORE	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	GC8	87
CORE	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas..	GC8	87
ADD	EN13	Habitats protected or restored.	GC8	87
ADD	EN14	Strategies, current actions, and future plans For managing impacts on biodiversity.	GC8	87
ADD	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	GC8	87
CORE	EN16	Total direct and indirect greenhouse gas emissions by weight.	GC8	86
CORE	EN17	Other relevant indirect greenhouse gas emissions by weight.	GC8	86-87
ADD	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	GC8	86

ENVIRONMENTAL PERFORMANEC INDICATORS			GLO-BAL COM-PACT	PAGES-COMMENTS
CORE	EN19	Emissions of ozone-depleting substances by weight.	GC8	- Antena 3 Group's facilities do not emit CFC. Only these gases are present, specifically Freon 22, in some closed circuits of air conditioning equipment. In 2008 there have been no leaks or incidents.
CORE	EN20	NO, SO, and other significant air emissions by type and weight.	GC8	86
CORE	EN21	Total water discharge by quality and destination.	GC8	85
CORE	EN22	Total weight of waste by type and disposal method.	GC8	84
CORE	EN23	Total number and volume of significant spills.	GC8	The business of Antena 3 Group, as a media group, does not involve the possibility of spills.
ADD	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	GC8	84
ADD	EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	GC8	85
CORE	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	GC8	82
CORE	EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	GC8	84
CORE	EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	GC8	82
ADD	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	GC8	86-87
ADD	EN30	Total environmental protection expenditures and investments by type.	GC8	87

SOCIAL PERFORMANCE INDICATORS	PAGES-COMMENTS
<b>Labour Practices Performance</b>	
The Antena 3 Group talent	65-66
Professional development and training	66-67
Equality and diversity	68-69
Social benefits	69-71
Health and job safety	71-72
<b>Society Performance</b>	
Antena 3 Foundation	77-81
Two years working on road safety	72-76
<b>Human Rights Performance</b>	
2009 Target is to strengthen our Corporate Responsibility Model	59
Committed to the development of the World Pact principles	65
Integrating providers in our responsibility strategy	22-23
Content Access	33-35
<b>Product Responsibility Performance</b>	
Regulatory compliance by Antena 3 Television	24-25
Risks stemming from provision of services and product labelling	99
Antena 3 Group and data protection	99

LABOUR PRACTICES			GLO-BAL COM-PACT	PAGES-COMMENTS
CORE	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.		72
CORE	LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.		72
ADD	LA9	Health and safety topics covered in formal agreements with trade unions.		71-72
CORE	LA10	Average hours of training per year per Employee By employee category.		67
ADD	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		67
ADD	LA12	Percentage of employees receiving regular performance and career development reviews.		70
CORE	LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	GC1 GC6	68. Corporate Governance Report: page 3 (A.3)
CORE	LA14	Ratio of basic salary of men to women by employee category.	GC1 GC6	70

LABOUR PRACTICES			GLO-BAL COM-PACT	PAGES-COMMENTS
CORE	LA1	Total workforce by employment type, employment contract, and region.		66
CORE	LA2	Total number and rate of employee turnover by age group, gender, and region.	GC6	66
ADD	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	GC6	69
CORE	LA4	Percentage of employees covered by collective bargaining agreements.	GC1 GC3	70-71
CORE	LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	GC3	71
ADD	LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.		71-72

HUMAN RIGHTS			GLO-BAL COM-PACT	PAGES-COMMENTS
CORE	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	GC1 GC2 GC4 GC5	All agreements on investment include clauses on compliance with current Spanish legislation, the provisions of which include these principles of this kind. Spanish Constitution; TITLE I: on fundamental rights and obligations. Article 10: 1. Individual dignity, the unalienable rights to which he or she is entitled, the free development of personalities, respecting the law and the rights of others are fundamental to political order and social peace. 2. Rules regarding fundamental rights and liberties set forth in the Constitution, are interpreted in keeping with the Universal Declaration of Human Rights and international treaties and agreements on these matters undersigned by Spain.
CORE	HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	GC1 GC2 GC4 GC5	22
ADD	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	GC1 GC2 GC4 GC5	68
CORE	HR4	Total number of incidents of discrimination and actions taken.	GC1- GC6	In 2009, there were no incidents involving discrimination.
CORE	HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	GC3	71
CORE	HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	GC5	33

HUMAN RIGHTS			GLO-BAL COM-PACT	PAGES-COMMENTS
CORE	HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	GC4	The business of Antena 3 Group involves no risk of forced or unconsented labour. Furthermore, the participation of any minors in TV programmes requires previous parental consent and working hours that do not interfere with schooling. Page 33
ADD	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	GC1	68
ADD	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	GC1	The business of Antena 3 Group takes place in regions where there are no indigenous communities.

SOCIETY			GLO-BAL COM-PACT	PAGES-COMMENTS
CORE	S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	GC1	77
CORE	S02	Percentage and total number of business units analyzed for risks related to corruption.	GC10	The risk-management model of Antena 3 Group foresees defence against certain integrity gaps. The map of risks is updated annually .
CORE	S03	Percentage of employees trained in organisation's anti-corruption policies and procedures.	GC10	Antena 3 Group does not have an anticorruption policy. This issue will be dealt with in the future corporate responsibility master plan.
CORE	S04	Actions taken in response to incidents of corruption.	GC10	The group's systems of risk management and internal control function satisfactorily. In this sense, there were no developments in 2008 that constituted a gap in the integrity of the company or of its employees.
CORE	S05	Public policy positions and participation in public policy development and lobbying.	GC10	25-26



SOCIETY			GLO-BAL COM-PACT	PAGES-COMMENTS
ADD	S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	GC10	The Antena 3 Group has not made any financial and in-kind contributions to political parties
ADD	S07	Total number of legal actions for anticompetitive behaviour, anti-trust, and monopoly practices and their outcomes.		25
CORE	S08	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.		25

PRODUCT RESPONSABILITY			GLO-BAL COM-PACT	PAGES-COMMENTS
CORE	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		99
	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.		25
CORE	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	GC8	24
ADD	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.		25
ADD	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.		31-32
CORE	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		56-57
CORE	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		57
ADD	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		99
CORE	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.		25



GRUPO ANTENA 3

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