CONTACTS

Daniel Galinski
CEO
daniel.galinski@lagardere-active.com
+33(0)1 47 23 21 26

Grégoire Baladier
Press Relations Manager
gregoire.baladier@lagardere-active.com
+33(0)1 47 23 21 45

Romain Eyheramendy
Head of development
romain.eyheramendy@lagardere-active.com
+33(0)1 47 23 21 33

Press release on:
www.espacepresse-lari.com
LARI was founded in 1990 in Central Europe right after the fall of the Berlin wall, a time when media markets were expanding in that region.

The Lagardère Group was looking to create local versions of its Europe 2 music radio station in countries like Poland and the Czech Republic where FM was growing rapidly and the advertising, audiovisual and press markets were opening. LARI ventured into Africa in 1996 soon after Apartheid ended.

At the time, radio stations were all looking for basic trademarks:

- a music and news format for a general audience
- programmes based on local content, each country with its own locally managed editorial line
- in-house advertising sales brokerage agencies using the most up-to-date sales techniques
- investments in marketing and musical research
- political neutrality and reliability of the information

Because LARI moved into these countries as their media were being liberated, it could expand radio media by extending frequencies and buying up new networks.

Due to the number of frequencies it owns and their prime locations, these networks are a major asset for LARI.

In addition, it could launch new formats more targeted at a young audience. Advertising sales brokerage agencies also opened up to external radio stations, so they could increase their market share.

Except for Hungary and Russia where regulations became too restrictive for foreign media to come into their region, LARI always took a long-term view and has been operating in these countries for over 15 years.
### The radios stations

<table>
<thead>
<tr>
<th>Country</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POLAND</strong></td>
<td>LARI, 2nd largest radio group in Poland</td>
</tr>
<tr>
<td></td>
<td>Second largest radio station in Poland</td>
</tr>
<tr>
<td><strong>CZECH REPUBLIC</strong></td>
<td>LARI, 1st radio group in the Czech Republic</td>
</tr>
<tr>
<td></td>
<td>2nd and 3rd largest radio stations in the country</td>
</tr>
<tr>
<td><strong>SLOVAKIA</strong></td>
<td>• 300,000 listeners per day</td>
</tr>
<tr>
<td><strong>ROMANIA</strong></td>
<td>LARI, 2nd largest radio group in Romania</td>
</tr>
<tr>
<td><strong>GERMANY</strong></td>
<td>LARI, 4 radios stations in 2 regions</td>
</tr>
<tr>
<td></td>
<td>• 600,000 listeners per day</td>
</tr>
<tr>
<td><strong>SOUTH AFRICA</strong></td>
<td>LARI, shareholder in South Africa’s top private radio station</td>
</tr>
<tr>
<td><strong>SENEGAL</strong></td>
<td>Radio station launched in September 2014</td>
</tr>
<tr>
<td><strong>IVORY COAST</strong></td>
<td>Radio station launched in September 2015</td>
</tr>
<tr>
<td><strong>GHANA</strong></td>
<td>Operational advertising sales brokerage agencies since 2015</td>
</tr>
<tr>
<td><strong>CAMBODIA</strong></td>
<td>Acquisition of 2 radios stations</td>
</tr>
</tbody>
</table>
LOCATIONS AND BRANDS

EUROPE
- Poland
- Czech Republic
- Slovakia
- Romania

AFRICA
- Senegal
- Ivory Coast
- Ghana

ASIA
- Cambodia

TIMELINE:
- 1990: Poland, Russia, and Germany
- 1991: Czech Republic
- 1996: South Africa and Hungary
- 2000: Romania
- 2007: Slovakia
- 2014: Senegal
- 2015: Ivory Coast and Ghana
- 2016: Cambodia

KEY FIGURES
- 13,5 M listeners per day
- 23 radio stations
- 9 countries
- 1,000 employees

LARI’S DIGITAL ACTIVITIES
- 30 M pages viewed/month
- 6 M uniques visitors
- 50 websites & apps
- 5 M fans and followers (Facebook / Twitter / Instagram)
LARI is increasing its contacts and gaining more knowledge about the African continent...

...from France but also from its successful location in South Africa. These internal thoughts led to Phase 2 of LARI’s growth strategy: after Central Europe set up a radio network on the African continent.

These new operations are focused on three language regions:

> **FRENCH-SPEAKING AFRICA** for three reasons:
  - French-speaking African countries are in an economic boom
  - The cultural and linguistic similarities are an asset for a talk media like radio
  - Support from major actors (ministries and French companies established)

> **ENGLISH-SPEAKING AFRICA** which includes large countries with highly developed media assets: Kenya, Nigeria, Ghana, Ethiopia, etc. for which LARI wants to link up with Kagiso, its legacy partner in South Africa, that has intimate knowledge of these countries because of its linguistic proximity.

> **PORTUGUESE-SPEAKING AFRICA** close to South Africa and countries like Angola and Mozambique are in rapid development.

**THE CHALLENGES OF ENTERING THESE MARKETS**

Obtain licenses country by country, starting with highly populated capital cities like Douala, Kinshasa, Lagos either by buying existing radio stations or submitting bids.

Become a reference player in terms of audience in those countries’ radio markets by offering original content, excellent programming and high-quality technical facilities.

Locally introduce the VIBE brand and turn it into a multimedia brand.

Guide the growth of these radio stations and their digital activities by creating radio advertising sales brokerage agencies that can also be a sales platform for third parties.

**AFRICAN DEVELOPMENT**

Source: Report by the Minister of Economy and Finance, December 2013 (H. Védrine, L. Zinsou)

**RESOURCES IMPLEMENTED**

- EXPERTISE BASED IN PARIS (PROGRAMMING, DIGITAL AND TECHNICAL EXPERTS)
- EXPERIENCED TEAMS IN DAKAR AND ABIDJAN
- A PARTNERSHIP WITH MEDIA LEADER KAGISO IN SOUTH AFRICA

**A PROACTIVE STRATEGY**

LARI is looking into every opportunity to create a radio network in Africa:

- Submitting applications to calls for tenders
- Buying stakes in existing radio stations

**A REGIONAL STRATEGY**

LARI’s two-part growth strategy for Africa

**PART 1**

Growth opportunities under development with our legacy partner in South Africa

**PART 2**

Create a regional network in West Africa from Senegal and Ivory Coast

Development plans under way in nine countries

**AFRICA IS IN FULL ECONOMIC EXPANSION. TODAY:**

- over 5% average annual GDP growth for the last 10 years
- 300-500 million people are in Africa’s middle class
- over 80% of the population connected to a mobile telephone network

**TOMORROW:**

- the population will double to 2 billion people by 2050, making it one of the biggest markets in the world
- household spending in Africa is expected to increase from $840 billion in 2008 to $1400 billion in 2020

Source: Report by the Minister of Economy and Finance, December 2013 (H. Védrine, L. Zinsou)
Daniel Galinski
Managing Director of LARI

“LARI’s drive to always be in growth mode is part of its DNA. After a consolidation phase, LARI has found its core business of creating radio stations and operating in new territories. We are proud to announce, right after Dakar in 2014, the opening of our 2nd radio station in West Africa, in Abidjan: VIBE RADIO”

LARI just launched a development strategy in West Africa opening successively, through its brand VIBE RADIO, two radio stations in Senegal in 2014 and in Ivory Coast in 2015. So far, VIBE RADIO covers Dakar, Abidjan and their peripheries where respectively 5 million and 7 million listeners can be reached. There is a development plan in the next three years to cover the entire two countries.

VIBE RADIO is urban and mainstream; it takes a citizen approach. Close to the listeners and interactive, thanks to a space for freedom and self-expression, VIBE RADIO meets people expectations.

The musical programming includes the biggest international and African hits from Pop, Dance, Rap, R&B, Afro, etc. VIBE RADIO is also intended to be a trendsetter and a place where people can discover new African artists.

The programme schedule puts a strong emphasis on information. It claims to be accurate and independent.

VIBE RADIO wants to be totally modern, vibrant and in touch with the latest consumer trends by broadcasting through digital devices on websites, smartphones and social networks.
African media are changing and will be trending toward the western model.

This transformation will ultimately happen through the introduction of new operating procedures such as:

- Mutualising and creating more specific programme schedules
- Structuring the interaction between station and listener (phone-in programmes, communication through social networks, etc.) that is a product of media publishers quickly adopting digital and mobile technology
- Instituting official listenership statistics are more frequent and reliable
- Strengthening the collective management of copyright and related rights to protect and broaden the reach of songwriters, composers and local performers
- Diversifying news sources and shifting from large public networks like RFI and BBC to private entrant operators in TV/radio/Internet
- Opening up to new types of announcers, which are geared toward mobile telephone operators and in the future will tap into other sectors like big retail, banking and automotive

In addition to its location in Africa, LARI is exploring and running development projects in Southeast Asia.

LARI will continue building professional national audiovisual ecosystems by offering training initiatives and bringing know-how to every area related to radio and radio sales.
OPERATIONAL CONTACTS

**POLAND**
Anna Janaszek
anna.janaszek@radiozet.pl / +48 22 583 32 14
Eurozet Sp Z o.o
Zurawia 8,
00-503 Warszawa

**CZECH REPUBLIC & SLOVAKIA**
Katerina Vokata
katerina.vokata@lagardere.cz / +420 257 001 900
Lagardere Active CR
Wenzigova 4
Praha 2, 120 00

**ROMANIA**
Claudia Pascu
claudia.pascu@rrm.ro / +403 720 69 682
EDI Romania - EuropaFM / Radio21 / VibeFM / RRM
36-38 Horia Macelariu Street
sector 1
Bucuresti

**GERMANY**
Petra Moerscher et Christiane Peter
petra.moerscher@salue.de
christiane.peter@salue.de / +49 681 93 77 130
RADIO SALÜ Euro-Radio Saar GmbH
Richard-Wagner-Straße 58/60
66111 Saarbrücken

**SOUTH AFRICA**
Charlie Wannell
charlie.wannell@mediamark.co.za / +27 11 236 6630
36-38 homestead road, Rivonia.
Po box 5981 rivonia. 2128

**SENEGAL**
Gabriel Bartolini
gabriel@viberadio.sn / +221 33 889 92 91
ADI Sénégal
Immeuble Clairafrique,
rue Malenfant
BP 23400 Dakar

**IVORY COAST**
Korede Odjo-Bella
korede.odjo-bella@viberadio.ci / +225 20 24 20 51
ADI Côte d’Ivoire
Immeuble Botreau Roussel
1er étage
28 avenue Delafosse
01BP11122 Plateau, Abidjan 01

**CAMBODIA**
Dipola Ung
dipola.u@vayofm.com / +855 (0)125 050 88
No. 138, Street 70, Sangkat Srah Chok,
Khan Daun Penh,
Phnom Penh