



THIRD QUARTER REVENUE 2023/24

January 18, 2024



**Geoffroy Sardin**  
Deputy CEO



**Laure  
d'Hauteville**  
Chief Financial  
Officer



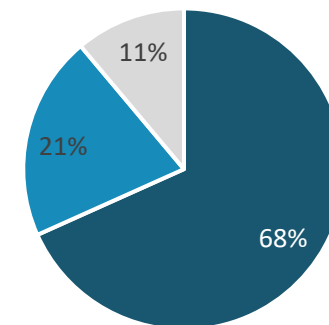
**John Bert**  
Deputy Managing  
Director

# 2023/24 THIRD QUARTER REVENUE (end of December 2023)



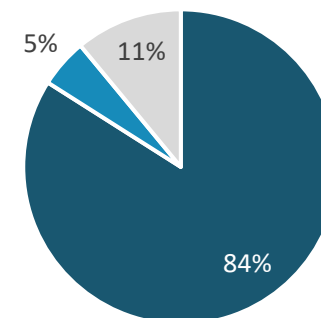
(in millions of euros) unaudited	Q3 2023/2024	Q3 2022/2023	Var.		9 months 2023/2024	9 months 2022/2023	Var.
Catalogue	8.9	54.8	-84%		32.0	85.7	-63%
Back-catalogue	29.5	20.3	+45%		88.1	54.8	+61%
Other	4.8	1.0	+380%		8.2	1.1	+645%
<b>Total Revenue</b>	<b>43.3</b>	<b>76.1</b>	<b>-43%</b>		<b>128.3</b>	<b>141.6</b>	<b>-9%</b>

Catalogue vs Back-Catalogue



■ Back- catalogue ■ Catalogue ■ Other

Digital vs Retail



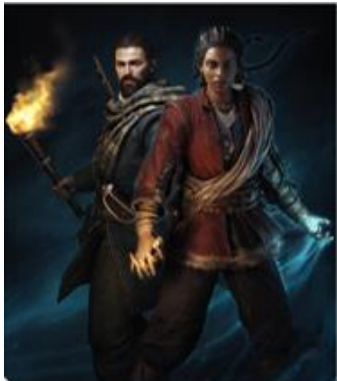
■ Digital ■ Retail ■ Other

- 9 months revenue : €128.3M -9% YoY
- Q3 revenue €43.3M -43% YoY with €8.2M contribution of Dovetail and Scripteam
  - No major launch in Q3 2023/24 and demanding base effect due to successful launches of **A Plague Tale: Requiem** and **Evil West** in Q3 2022/23
- Strong Back-catalogue : €29.5M +45%
- Activity driven by : **Insurgency: Sandstorm**, **A Plague Tale: Requiem**, **SnowRunner**, **Atomic Heart** and the full release of **My Time at Sandrock** in November – also by **Train Sim World 4** and **Chants of Sennaar** launched last September
- 84% Digital – 95% International

# We have very ambitious games coming out in the next few months



Games published by Focus



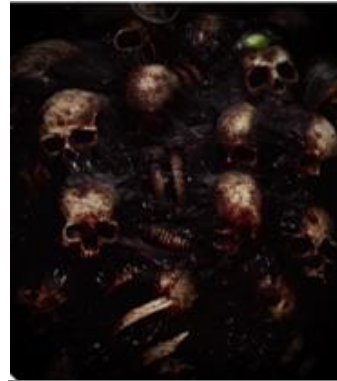
Banishers



Expeditions



Space Marine 2



Toxic Commando

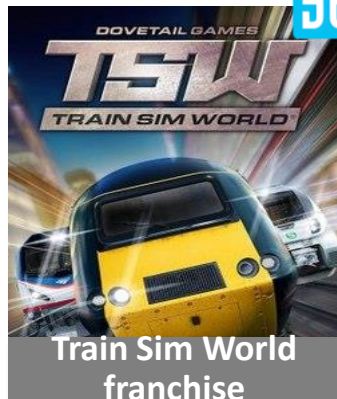
TBA

Games developed by our studios



Atlas Fallen Enhanced

Metal Slug Tactics & TBA



Train Sim World franchise

TBA

TBA

Other games published

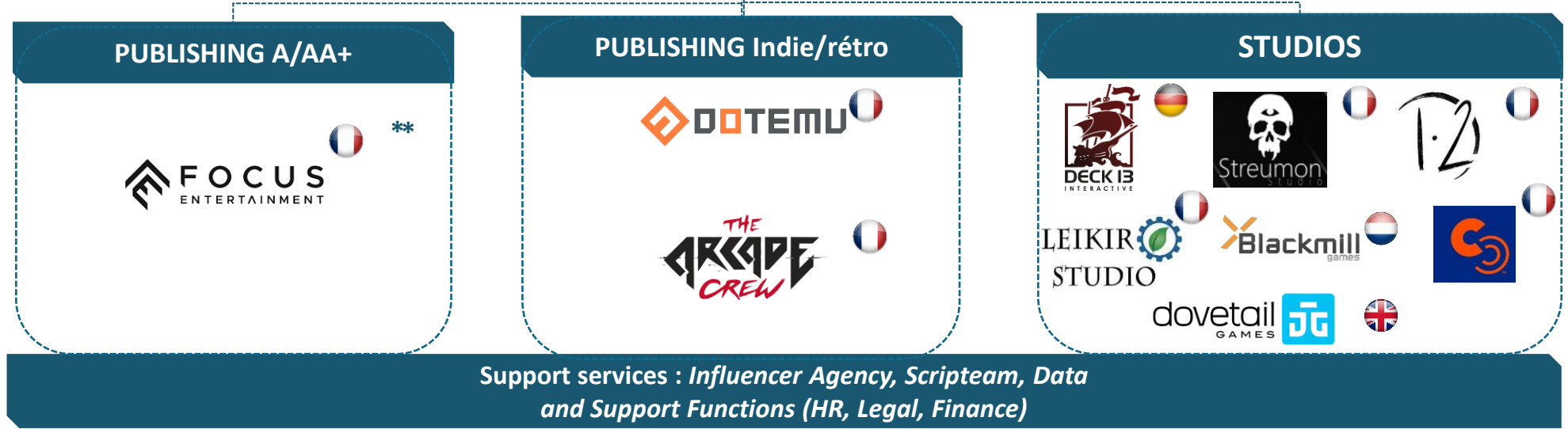
DECK 13 SPOTLIGHT  
Deck13 Spotlight  
-> 2 games

THE ARCADE CREW  
The Arcade Crew  
-> 3 games

# This pipeline of games will be supported by organizational changes



A corporate brand as a home



Comex and governance changes



**Geoffroy Sardin**  
Deputy CEO

➤ Nomination alongside Fabrice Larue



**Head of Studios**

➤ To be announced soon



**Didier Crespel\***  
Independent Board Member

\* Subject to approval at the next Combined General Meeting on 02/28/2024

\*\* Fully owned by PulluP Entertainment



# Q&A



# APPENDIXES



- **CSR strategy since 2020**
- **Extra-financial report :**
  - Mrs Irit Hillel, member of the board, in charge of CSR committee since 2023
  - Extra financial report on the website
- **3 strategic axes have been defined :**
  1. Be an entertaining and respectful video game publisher for our players in a secure environment.
  2. Be an attractive and responsible employer.
  3. To be a company serving the environment and society.



## Improvement of the Gaïa Rating

Focus Entertainment obtains, for the Ethifinance ESG Ratings 2023, **a score of 64 / 100** (based on 2022 data) vs 60/100 in 2022.



# FOCUS ENTERTAINMENT SHARE

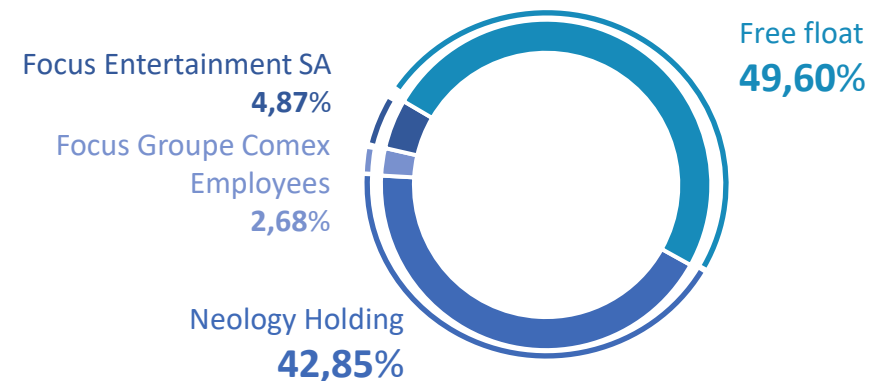


Focus Entertainment SA (ALFOC-FR) €0.0000 -- 0.0000 (0.00%) EUR Jan 18, 2021 - Jan 17, 2024 ,



ISIN Code	FR0012419307
Market	Euronext Growth
Number of shares	6 496 526
Volume (average daily volume over the last 3 months)	8 600
Share price (01/16/2024)	15,84 €
Market capitalisation (01/12/2024)	€100M

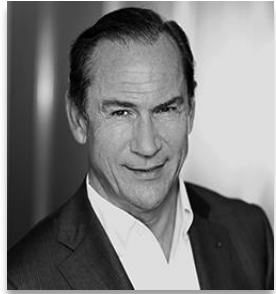
## Capital structure (03/31/2023)



### Next Events

- 02/28/24 : Extraordinary general meeting
- 04/18/24 : FY Revenue 2023-24
- 06/20/24 : FY 2023/24 earnings

# Executive Management



**Fabrice Larue**  
Chairman and CEO

Fabrice Larue has more than 40 years of experience in the media, entertainment, brand and content industries. After serving as CEO of Radio Nostalgie, Fabrice Larue met Bernard Arnault in 1996 who appointed him Chairman of La Tribune, Investir, Radio Classique, and Fred (subsidiaries of LVMH). Fabrice Larue created an investment company in 2000, FIFL, then he acquired the CRM division of the Le Monde group ("Presse Informatique"). In 2007, he founded FLCP and bought Telfrance in 2008, the production company for the series "Plus belle la vie", and then the CAPA agency. On the strength of those acquisitions, Fabrice Larue gathered Telfrance and Capa under the Newen brand in 2010 which, further to the acquisition of 17 Juin Média, became France's leading independent audiovisual production group. He then developed the international "Newen Network" with Globomedia in Spain, TéléVé Media Group in Holland and Belgium, Bavaria Film in Germany and Zone 3 in Canada. In 2014, Fabrice Larue also created Newweb, a business unit that brings together companies in the digital sector, such as Les Numériques, Gamekult, CNET, or ZDNet. In 2017, Fabrice Larue continued the international development of Newen with the launch of Versailles Season 3, following the success of the first two seasons which were sold and broadcasted in 135 countries, and the acquisition of the Dutch media group Tuvalu. Fabrice Larue continues to invest in creation and content in particular through FLCP & Associés, which became in 2020, through Neology Holding, the reference shareholder of Focus Entertainment.



**Geoffroy Sardin**  
Deputy CEO

Geoffroy, graduated with a Master's degree of Science in Marketing from EDHEC in 1993, joined the marketing department of Arjo Wiggins Appleton before moving on to L'Oréal in the Marketing department and later to Ubisoft Entertainment in 1998. Serving successively as Director of Sales and then as General Manager of Ubisoft France, Geoffroy initiated the diversification of Ubisoft's brands onto non-video game platforms through licensing out/co-marketing (cartoons, novels, comics, figurines...). In 2005, he was elected President of SELL (video game national trade association), where he advocated for the industry and enabled the video game sector to have a prominent place within the French economy. In 2010, Geoffroy ensured the coherence of marketing and sales actions for the EMEA territories as Vice President of Marketing and Sales. In 2021, he assumed the role of Senior Vice 2 President of Publishing at Ubisoft Entertainment, leading many teams in the launch of the group's biggest brands : Rainbow Six, Assassin's Creed, Far Cry, the Crew...



**Laure d'Hauteville**  
Chief Financial Officer

Laure graduated from EM Lyon Business School, and she started her career as a financial analyst in the video game industry, then spent ten years in a large international Group (Areva) as a financial controller where she worked both at a local level in the United States and at Group level. She joined Focus after seven years at Gameloft - a mobile game developer - where she was Deputy CFO and member of the Executive Committee. She is a member of the Executive Committee of Focus Entertainment.



**John Bert**  
Deputy Managing Director

John holds a Master's degree in Economics from the University Panthéon Sorbonne. He has more than 20 years of experience in the video game industry. He joined Focus in 2000. A minority shareholder of the Group, he has been Chief Operating Officer since 2018. He is a member of the Executive Committee of Focus Entertainment and sits on the Boards of Directors of SELL (Syndicat des éditeurs de logiciels de Loisirs) and Capital Games (Association representing video game companies in the Ile de France region).

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