

Edgar Filing: MP3 COM INC - Form 425

MP3 COM INC
Form 425
May 30, 2001

Filed by Vivendi Universal, S.A.
Pursuant to Rule 425 under the
Securities Act of 1933
Deemed filed under Rule 14a-12

Subject Company: MP3.com, Inc.
Exchange Act File Number of
Subject Company: 000-26697

This presentation contains "forward-looking statements" as that term is defined in the Private Securities Litigation Reform Act of 1995. Such forward-looking statements are not guarantees of future performance. Actual results may differ materially from the forward-looking statements as a result of a number of risks and uncertainties, many of which are outside our control, including but not limited to: the risk that recently acquired operations will not be integrated successfully; that the synergies expected to be created as a result of recent acquisitions will not materialize; that Vivendi Universal, S.A. ("Vivendi Universal") will be unable to further identify, develop and achieve success for new products, services and technologies; that Vivendi Universal will face increased competition and that the effect on pricing, spending, third-party relationships and revenues of such competition will limit or reduce Vivendi Universal's revenue and/or income; that Vivendi Universal will be unable to establish and maintain relationships with commerce, advertising, marketing, technology, and content providers; and that Vivendi Universal will be unable to obtain or retain, upon acceptable terms, the licenses and permits necessary to operate and expand its businesses; as well as the risks described in the documents Vivendi Universal has filed with the U.S. Securities and Exchange Commission. Investors and security holders are urged to read those documents at the Commission's web site at www.sec.gov. Those documents may also be obtained free of charge from Vivendi Universal.

Vivendi Universal and MP3.com will file a proxy statement/prospectus and other documents regarding their proposed merger with the U.S. Securities and Exchange Commission. Investors and security holders are urged to read the proxy statement/prospectus when it becomes available, because it will contain important information about Vivendi Universal and MP3.com and the proposed transaction. A definitive proxy statement/prospectus will be sent to security holders of MP3.com seeking their approval of the transaction. Investors and security holders may obtain a free copy of the definitive proxy statement/prospectus (when available) and other documents filed by Vivendi Universal and MP3.com with the SEC at the SEC's web site at www.sec.gov.

MP3.com, Vivendi Universal and their respective directors, executive officers and certain members of management and other employees may be deemed to be participants in the solicitation of proxies of MP3.com stockholders to approve the proposed merger. Such individuals may have interests in the merger, including as a result of holding options or shares of MP3.com stock. A detailed list of the names, affiliations and interests of the participants in the solicitation will be contained in the proxy statement that will be filed by MP3.com with the SEC.

The definitive proxy statement/prospectus and other documents may also be obtained free of cost by directing a request to the following Investor Relations contacts:

###

Edgar Filing: MP3 COM INC - Form 425

Media Relations:

Paris
Catherine Gros
011-33-1-71-71-1711
Alain Delrieu
011-33-1-71-71-1341
Antoine Lefort
011-33-1-71-71-1180
New York
Anita Larsen
212.572.1118
Mia Carbonell
212.572.7556
For MP3.com:
Greg Wilfahrt
858-623-7280

Investor Relations:

Paris
Ariane de Lamaze
011-33-1-71-71-1084
New York
Eileen McLaughlin
212.572.8961
For MP3.com:
Karen Silva
858-623-7222

VIVENDI

UNIVERSAL

May 2001

[GRAPHIC OMITTED]

IMPORTANT LEGAL DISCLAIMER

This document contains forward-looking statements within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995. These statements are based on management's current expectations or beliefs and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements. The following factors, among others, could cause actual results to differ materially from those described in the forward-looking statements: inability to identify, develop and achieve success for new products, services and technologies; increased competition and its effect on pricing, spending, third-party relationships and revenue; inability to establish and maintain relationships with commerce, advertising, marketing, technology, and content providers. Vivendi Universal does not undertake any obligation to provide updates or to revise any forward-looking statements. Investors and security holders are urged to read documents filed with the SEC by Vivendi Universal because they contain important information. All these documents may be obtained at www.sec.gov or directly from Vivendi Universal.

VIVENDI

[GRAPHIC OMITTED]

2

AGENDA

- o Overview of the Group
- o A Globally Integrated Group
- o Q1 2001 Results
- o FY2000 Results

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

3

VIVENDI
UNIVERSAL

OVERVIEW OF THE GROUP:

The Second Largest
World Media Group

[GRAPHIC OMITTED]

4

WHO ARE WE?

Edgar Filing: MP3 COM INC - Form 425

[euro sign] In millions, 2000 proforma

Communication Sales:	24,324	VIVENDI	Total Sales:	52,521
Communication EBITDA:	3,329	UNIVERSAL	Total EBITDA:	7,213

MUSIC	PUBLISHING	TV & FILM	TELCO	INTER
Universal Music Group	Vivendi Universal Publishing	Canal + Group; Universal Pictures; Universal Recreation; USA Network, Inc*	Cegetel: SFR (Mobile) "7" (fixed) Vivendi Telecom International	Vi (JV wit VU Port
SALES: 6,611 EBITDA: 1,157	SALES: 3,600 EBITDA: 531	SALES: 8,795 EBITDA: 771	SALES 5,270 EBITDA: 1,303	SALES: EBITDA:
#1 Worldwide; 22.5% market share	A European Leader; #1 Worldwide in multimedia education	Leading Pan-European Pay TV provider; World's largest film entertainment library; #2 Theme park operator in the world	#1 Private operator in France; 34% market share	#1 Multi portal w subscrib of 90m (

Content

Access

Aggregation

*Equity Investment (43%)

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

5

VIVENDI

UNIVERSAL

CONTENT

Consistent Growth

Strong Cash Flow

[GRAPHIC OMITTED]

MUSIC

- |X| #1 Worldwide, With Strong Global and Local Content
 - o 22.5% global market share (FY 00)
 - o 28% market share for current albums in North America
- |X| Worldwide Coverage
 - o 44% of 2000 sales in North America, 39% in Europe, 13% in Asia Pacific and 4% in Latin America
- [X] 67 Albums Sold Over 1 Million Copies, 5 Albums Sold Over 5 Million Copies in 2000
- |X| Capitalize on New Business Opportunities, With Our DUET JV With Sony, Distributed by Yahoo!: Digital Download, Subscription Services, Pay Per Play, Wireless...to Start Early Q3 2001
- |X| 2000 EBITDA: euro 1,157m
- |X| Low Risk/High FCF (approx. 70% OF EBITDA)

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

7

PUBLISHING

- |X| Among the World Leaders in Publishing
 - o #2 WORLDWIDE IN PC-BASED GAMES, #1 IN IN ONLINE GAMES
 - O WORLD LEADER IN EDUCATIONAL CONTENT FOR PC
 - O EUROPEAN LEADER IN INFORMATION
 - O #1 WORLDWIDE FOR DRUG INFORMATION
 - #3 WORLDWIDE FOR MEDICAL INFORMATION
- |X| Focusing on Growth Markets With Multi-platform Applications (EDUCATION, HEALTHCARE, BUSINESS INFORMATION, LOCAL SERVICES)
- |X| Positioned for the Digital Revolution (PC GAMES, E-LEARNING)
- |X| 2000 EBITDA: euro 531m

Edgar Filing: MP3 COM INC - Form 425

|X| Low Risk/High FCF (approx. 80% OF EBITDA)

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

8

FILM AND RECREATION

|X| World's Largest Film Entertainment Library

- o > 10,000 films and 30,000 TV hours (Universal + Studio Canal)

|X| Significant Expansion of Library Sales From New Formats

- o DVD & Digital distribution

|X| Universal Pictures' Ongoing Turnaround:
Film and Recreation 2000 EBITDA: euro 241m

|X| Risk Management

- o Cap on film investments

|X| Successful Opening of New Theme Park

- o Universal Studios Osaka theme park in March 2001

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

9

VIVENDI

UNIVERSAL

ACCESS

Rapid Growth

Strong EBITDA Leverage

[GRAPHIC OMITTED]

TELECOMMUNICATIONS

CEGETEL

- |X| Cegetel is #1 Private Operator in France With Over 12m Customers
 - o 10.6m SFR mobile users
 - o 2.6m fixed lines
 - o 11,000 data sites and 35,000 voice sites for the corporate market
 - o First alternative long distance carrier in France: 70m mn/day
- |X| Fast Growing Penetration Rates
 - o 52% mobile penetration in France
 - o Targeting > 65% in 2 years
- |X| A Fixed Cost Industry
 - > Leverage on EBITDA
- |X| 2000 EBITDA = euro 1,303m (compared to euro 494m in 1999)
- |X| UMTS Financing Completed With a Peak Debt to Equity Ratio of 1:1 in 2002

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

11

PAY TV

CANAL+

- |X| Leading Pan-European Multi-service Television Provider
 - o 15.3m subscriptions in 11 countries
 - o 5.3m digital subscribers up 32% in 2000
- |X| Europe's Third Largest TV and Film Library
- |X| Exclusive, Long-term Agreements for Sports Programming
- |X| Continuing Growth From Canal+ Business Model Replicated Outside France
- |X| Costs Are Fixed -> EBITDA Leverage
- |X| Digitalization Creates Additional Leverage on Average Revenue Per User

Edgar Filing: MP3 COM INC - Form 425

(ARPU)

- o Analog ARPU (current) : euro 28 per month
- o Digital ARPU (current) : euro 46 per month
- o Multi-services ARPU (expected) : euro 60 per month

|X| 2000 EBITDA: euro 507m

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

12

VIVENDI

UNIVERSAL

AGGREGATION

Strong Assets

New Business Models

[GRAPHIC OMITTED]

INTERNET

|X| VIVENDI NET

- o Grow thematic portals (entertainment, education, information and transaction)
- o Grow and create enablers, capitalizing on the critical mass of the Vivendi Universal network
- o Develop new profitable business models through our existing customer bases (-> lower acquisition costs), and less sensitive to advertising cycle

|X| VIZZAVI

- o 50/50 JV with Vodafone
- o Our goal is to create the leading multi-access European portal
 - |X| Not a pure PC portal
 - |X| Seamless services between mobile, PC and TV (unified messaging services)

Edgar Filing: MP3 COM INC - Form 425

- o 90m potential multi-platform subscribers (TV, MOBILE, PC)
- o European mobile market will be broadband by mid year (GPRS)
- o Vivendi Universal as preferred content supplier of Vizzavi

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

14

VIVENDI

UNIVERSAL

A GLOBALLY

INTEGRATED GROUP

[GRAPHIC OMITTED]

MISSION STATEMENT

A GLOBAL COMPANY FOR THE DIGITAL AGE

Vivendi Universal will be the world's preferred creator and provider of
personalized information, entertainment and services to consumers
anywhere, at any time, and across all distribution platforms and devices

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

16

WE WILL BENEFIT FROM

DIGITAL CONVERGENCE

[X] The Convergence Is Consumer-driven

Edgar Filing: MP3 COM INC - Form 425

- o Localized services
 - o Multi-accessibility
 - o Rich and personalized content
 - o Personalization must be easy
- |X| The Move Is Technology-enabled
- o Broadband access channels to multiply
 - o Devices are mutating to match consumers' needs (portability, storage, etc.)
- |X| Premium Content Is Essential
- o Practical information for day-to-day life
 - o Entertainment content (music, film, games)
 - o Education

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

17

VERTICAL INTEGRATION IS KEY

- |X| Vertical Integration Is Essential to Maximize Shareholder Value
- o New businesses will be introduced to the market faster
 - o Ability to keep most of the margin of the value-chain within the group
- |X| Vertical Integration Does Not Mean Exclusivity
- o Content does not maximize its value if distribution channels are limited and vice versa
 - o Premium content to contribute to differentiation through windowing policies and early cooperation
- |X| A Consumer Centric Century
- o Personalization
 - o Customization
 - o Localization

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

18

STRONG FINANCIAL ECONOMICS

|X| CONTENT

Consistent Growth + Strong Cash Flow Generation

|X| ACCESS

Rapid Growth + Fixed Costs = Strong EBITDA Leverage

|X| AGGREGATION

New Business Models and Revenue Streams Based on Europe's #1 Multi-access
Distribution Platform and Leading Content Supplier

+

SYNERGIES: COSTS AND REVENUES

=

A UNIQUELY POSITIONED COMPANY WITH
EXTRAORDINARY GROWTH

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

19

VIVENDI

UNIVERSAL

Q1 2001 OPERATING RESULTS

[GRAPHIC OMITTED]

Q1 HIGHLIGHTS FOR MEDIA

AND COMMUNICATIONS

|X| Revenues Up 13.4% Excluding USG Films to euro 5bn
Total Revenue Is Up 10% to euro 5.9bn

Edgar Filing: MP3 COM INC - Form 425

- |X| EBITDA Grew 112% to euro 900m
- |X| By Business
 - o Music EBITDA was up 15% to euro 180m, reflecting strong market share and a revenue increase of 3%
 - o Telecom EBITDA tripled to euro 433m and revenues were up 30%
 - o TV and Film EBITDA more than doubled to euro 284m Revenues were up 13%, excluding USG Film
 - o Publishing EBITDA increased 16% with revenues up 5.5%

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

21

Q1 2001 DIVISIONAL HIGHLIGHTS

	2001 ACTUAL	2000 PROFORMA
	-----	-----
REVENUES		
Music	1,446	1,400
Publishing	817	775
TV & Film	2,077	2,008
Telecom	1,495	1,153
Internet	19	2
	-----	-----
Media and Communications	5,854	5,338
Holding & Corporate	-	2
	-----	-----
TOTAL MEDIA & COMMUNICATIONS	5,854	5,340
	-----	-----
EBITDA		
Music	180	157
Publishing	103	88
TV & Film	284	121
Telecom	433	140
Internet	(49)	(18)
	-----	-----
Media and Communications	951	488
Holding & Corporate	(51)	(63)
TOTAL MEDIA & COMMUNICATIONS	900	425
	-----	-----

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

22

VIVENDI

UNIVERSAL

2000

FY RESULTS

[GRAPHIC OMITTED]

VIVENDI UNIVERSAL 2000:

KEY MESSAGES

- |X| Outstanding Growth in 2000 for Communications on a Proforma Basis: +16% TOP LINE AND +68% AT EBITDA LEVEL (EXCL. FOREX)
- |X| In 2000, VU Exceeded Its Ambitious EBITDA Targets Despite Difficult Markets and Economic Slowdown
(PF: euro 3.3bn for Communications; Total PF: euro 7.2bn)
- |X| Highest Historical Net Income of euro 2.3bn
- |X| Very Strong Balance Sheet (Net Debt PF for Communications of euro 3.4bn)
- |X| Integration Ahead of Schedule
- |X| Strong, Focused, Incentivized Management in Place
- |X| More Confident Than Ever That VU Will Achieve Its Aggressive Growth Targets for 2001 2000

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

24

VIVENDI

UNIVERSAL

2000 PROFORMA

Edgar Filing: MP3 COM INC - Form 425

[GRAPHIC OMITTED]

VIVENDI UNIVERSAL 2000
PROFORMA

euro in billions	2000 PF	1999 PF	% PF
x REVENUE	52.5	44.0	19%*
x EBITDA**	7.2	4.9	48%*
x OPERATING INCOME**	3.1	1.9	68%

*Respectively excluding forex: +15% and +43%

**EBITDA and operating income after holding costs

|x| BOTH STRONG GROWTH AND OUTSTANDING OPERATING LEVERAGE FOR 2000 PROFORMA

- o Excluding: USAi: @100%:2000 Revenues euro 5.1bn; 2000 EBITDA euro 0.8bn
- o Attributed Recreation: Revenues: euro 1bn; EBITDA: euro 0.3bn

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

26

VIVENDI UNIVERSAL 2000
PROFORMA COMMUNICATIONS

euro in billions	2000 PF	1999 PF	% PF
x REVENUE	24.3	20.3	20%*
x EBITDA after holding costs	3.3	1.9	74%*
x Operating Income after holding costs	1.0	0.2	X4.2%

*RESPECTIVELY EXCLUDING FOREX: +16% AND +68%

PROFORMA EBITDA OF VIVENDI UNIVERSAL COMMUNICATIONS OF EURO 3.3BN ABOVE GUIDANCE GIVEN IN OCTOBER 2000 BY EURO 129M

Edgar Filing: MP3 COM INC - Form 425

- o Excluding: USAi: @100%: 2000 Revenues euro 5.1bn; 2000 EBITDA euro 0.8bn
- o Attributed Recreation: Revenues: euro 1bn; EBITDA: euro 0.3bn

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

27

A VERY SOUND B/S STRUCTURE

- |X| Shareholders Equity: euro 57bn
 - o Total Equity: euro 66bn
- |X| Net Financial Debt
 - o VE euro 13.1bn, sustainable, 4.7 times cash flow, rating BBB+
 - o ProForma VU Communications euro 3.4bn after Spirits and Wine disposal
- |X| 0.7 times expected 01 EBITDA
- |X| Further potential for asset disposals or arbitrages, of which BskyB mandatory before YE02 (euro 6.3bn value before tax at current market prices)
- |X| Cash Flow: euro 3.4bn vs. euro 2.4bn in 1999 (excluding working capital changes)

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

28

VIVENDI

UNIVERSAL

DIVISIONAL HIGHLIGHTS

FY2000 and 2001 Outlook

[GRAPHIC OMITTED]

MUSIC OPERATING PERFORMANCE
2000 AND 2001 OUTLOOK

euro in millions	2000 PF	1999 PF	% PF constant forex	
[x] Net Revenues	6,611	5,705	5%	[x] Increased glo worldwide mar to 22.5%. Un integration o targets
[x] EBITDA	1,157	840	24%	[x] Global market in 2001, part
[x] EBITDA Margin	18%	15%		
[x] Global Maret Share	22.5%	21.8%	0.7%	[x] 2001: TARGET AND DOUBLE DI
[x] Current Albums U.S.	28.0%	27.3%	1.0%	[x] Synergies wit Vizzavi and V materialize i
[x] Current Albums Europe	26.0%	23.3%	2.7%	
				[x] Duet (UMG/Son based music s accessible fr will be launc be distribute

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

PUBLISHING OPERATING PERFORMANCE 2000
AND 2001 OUTLOOK

euro in millions	2000 PF	1999 PF	% PF	
REVENUES	3,599	3,352	7%	[x] Revenue growt +9%
REVENUES EXCL. FRANCE LOISIRS	3,384	3,103	9%	[x] PF EBITDA mar to close to 1

Edgar Filing: MP3 COM INC - Form 425

Games (incl. UI)	419	324		29%	[x] Games: Const
Education	981	799		23%	game of the y
Literature (incl. Fr Loisirs)	400	417		-4%	Half-Life, Di
Healthcare	419	219		91%	world leader
Business Info.	1,271	1,235		3%	Uproar acquis
Other	110	358		-69%	

EBITDA	531	443		20%	[x] Education: su
EBITDA EXCL. FRANCE LOISIRS	507	411		23%	Spanish and B

Games (incl. UI)	96	75		27%	
Education	130	97		34%	[x] Information:
Literature (incl. Fr Loisirs)	54	57		-5%	the division
Healthcare	58	29		99%	
Business Info.	180	159		13%	[x] Healthcare: C
Other	14	26		-46%	our worldwide

EBITDA %	14.7%	13.2%			[x] TARGET EBITDA
EBITDA % EXCL. FRANCE LOISIRS	15.0%	13.2%			GUIDANCE +10%

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

31

TV & FILM OPERATING PERFORMANCE 2000
AND 2001 OUTLOOK

euro in millions	2000 PF	1999 PF		% PF	[x] Canal+'s digi
-----					Total subs up
[x] REVENUES	8,796	7,345		20%	o France (C+
Groupe Canal+	3,847	3,288		17%	the PayTV
USG*	4,741	3,858		23% (1)	o Italy: 68%
Other	208	199		4%	o Very good
-----					Canal
[x] EBITDA	771	326		137%	[x] USG: \$1bn box
Group Canal+	507	415		22%	share: 14.5%
USG*	241	-96			
Other	23	7			
-----					o Outstandin
[x] EBITDA MARGIN	9%	4%			o Recreation
-----					in March 2
(1) +6% excl forex					24% Equity

Edgar Filing: MP3 COM INC - Form 425

*Excluding: USAi: @ 100%: 2000 Revenues:
euro 5.1bn; 2000 EBITDA euro 0.8bn

*Attributed Recreation: Revenues: euro 1bn;
EBITDA: euro 0.3bn

[x] Integration:
work as a full
[x] GLOBAL DIVISI
+20%/+30% (CA

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

32

TELECOMS OPERATING PERFORMANCE
AND 2001 OUTLOOK

euro in millions	2000 PF	1999 PF	% PF
x REVENUES	5,270	3,913	35%
Cegetel Mobile (SFR)	4,623	3,531	31%
Cegetel Fixed	455	318	43%
International and other	192	64	
x EBITDA	1,303	494	164%
Cegetel Mobile (SFR)	1,326	642	107%
Cegetel Fixed	-86	-143	-40%
International and other	63	-5	
[x] EBITDA MARGIN	25%	13%	
[x] CEGETEL MOBILE (SFR) MARGIN*	32%	20%	

* Margin calculated on SFR network revenues

Those figures don't include TD's (fixed network)
2000 Net revenues @50%: euro 315m
2000 EBITDA @50%: euro 58m

FRANCE
[x] Mobile (SFR):
customers EOY
operator in F
share on cust
o Date on mob
2001: SMS a
account for
o GPRS will b
commercial
2002
o UMTS: stron
[x] Full European
mobile for Vi
through the J
(Vizzavi): 90
in 15 Europea
[x] Fixed: #1 pri
close to brea
including TD

INTERNATIONAL

[x] Operations in
Spain, Morroc

[GRAPHIC OMITTED]

33

INTERNET OPERATING PERFORMANCE
AND 2001 OUTLOOK

euro in millions	2000 PF	1999 PF	
[x] REVENUES	48	2	
[x] Won (Flipside)	18		Vizzavi and Scoot JVs consolidated under the equity method
[x] Numedia	4		
[x] 01 Net	3	1.9	
[x] Other portals	23	2	
[x] EBITDA	-184	-34	

- [x] Vizzavi update:
- o Vizzavi roll out in 2001: France, UK, Netherlands, Germany, Italy
 - o Vizzavi to become a virtual ISP
 - o More than 750,000 registered customers (UK, NL)
 - o Projected >2m customers by 2Q 2001
 - o Projected investment of euro 1.6bn (@100%, VU owns 50% of Vizzavi) by end 2002, with monthly EBITDA break even by end 2003

[GRAPHIC OMITTED]

34

SUMMARY: 2001 FINANCIAL OUTLOOK FOR
VIVENDI UNIVERSAL COMMUNICATION

[X] Revenues 2001	
o Music	+5/6%
o Pay TV & Recreation	+10%
o Publishing	+5/6%
o Telecom	>+20%
o Total excl. USG Films	+10%

Edgar Filing: MP3 COM INC - Form 425

- |X| EBITDA: Oct. 2000 Guidance: 2000PF: euro 3.2bn, Then +35% 2000-2002
- o We overperformed in 2000
 - o For 2001, we fully confirm, at least, Oct. 2000 guidance

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

35

2001 SYNERGIES UPDATE

- |X| MAJOR PROGRESS AFTER THREE MONTHS, TO ACHIEVE THE COST CUTTING 2002 TARGET (EURO 420m): A Few Significant Examples:
- o HQ: 2001 budgeted savings, euro 58m
 - o PURCHASING: plan well underway (30 major contracts already renegotiated, representing euro 20m), more to come
 - o IT: strong potential to achieve results beyond initial targets, optimization of internal network worldwide & Data center in Europe, euro 33m, much more to come
 - o Real Estate: HQ optimization in BU's (London, LA) already represent euro 20m, more to come

-----> COST SYNERGIES WELL UNDERWAY: EURO 200M WILL BE ACHIEVED BY END 2001

- |X| Revenue Synergies Already in BU's Budgets. Really Significant in 2002-2003

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

36

SUMMARY

- |X| Strong Confidence in Delivering the Ambitious Growth Targets for 2001/2002
- |X| VU Management Team Strongly Incentivized to Deliver Growth Targets
- o 2 stock option programs have been put in place at the closing
 - |X| 1% of the Capital for 3,693 people
 - |X| 0.5% of the Capital for TOP 92, options exercisable upon relative performance of VU vs. MSCI Media Index

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

37

VIVENDI UNIVERSAL KEY DIFFERENTIATORS

- |X| Direct Access to Large Existing Customer Base
(allowing cross marketing and lower acquisition costs)
- |X| Strong and Unmatchable Franchises
 - o Strong U.S. and European footprints, with Europe leading the multi-access, broadband revolution
 - o Worldwide positions in key content businesses
- |X| Rapid Underlying Growth (not sensitive to advertising cycles)
- |X| Strong Financial Fundamentals
(no financial pressure on the telecom side)
- |X| Natural Focus on Subscription Models Allowing More Efficient/diversified New Business Models
- |X| Very Good Year in 2000 (REVENUE UP 16% AND EBITDA UP 68%, PROFORMA COMMUNICATIONS EXCLUDING FOREIGN EXCHANGE) and Strong Outlook for 2001

VIVENDI
UNIVERSAL

[GRAPHIC OMITTED]

38