



**Transparency Report
Fiscal year 2020**

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Introduction

This transparency report has been produced by AGICOA in accordance with the EU Directive on Collective Management of Copyright and Related Rights and is based on duly audited figures.

The EU Directive has a clear focus on national collective management organizations and has not envisaged AGICOA as an international collective management organization and as a collective management organization of collective management organizations -the AGICOA Alliance-.

The AGICOA Alliance is based on sharing of systems, services and back-office functions where synergies and economies of scale allow for reduced management fees for all rightsholders member of the AGICOA Alliance.

AGICOA Geneva operates an international database of audio-visual works and rights as well as an international rights management system for the benefit of all Members of the AGICOA Alliance. The AGICOA Alliance is characterized by subcontracting of tasks amongst certain of its Members, the centralization of back-office functions as well as the representation and aggregation of repertoire between collecting societies for licensing purposes. It also provides for a single point of contact for rightsholders.

The rights managed internationally by AGICOA relate mainly to copyright and related rights of producers of audiovisual works, their successors in title and entities representing them. AGICOA functions on the basis of a general mandate received from its Members and other rightsholders relating to (i) the simultaneous, full, unchanged and continuous retransmission by cable, satellite or by any other similar means, (ii) the intervention by satellite package providers, cable distribution platforms or other comparable distribution platforms in the communication to the public, (iii) the communication to the public by hotels, homes for elderly, prisons and other similar establishments, (iv) in certain pre-approved countries only, the recording for (non-commercial) educational purposes by educational institutions.

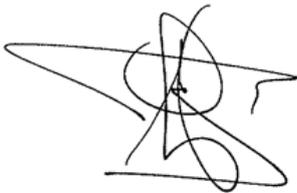
With the introduction on the market of new digital services by distribution platform operators in connection with audiovisual works, AGICOA may, on a strictly voluntary basis and for Members and other rightsholders that so wish only, manage further types of uses such as follows: catch-up TV, TV start from the beginning, pause and resume, preview TV, in-home TV, TV everywhere, NPVR. In addition AGICOA may also be mandated to manage certain rights in the communication to the public of television channels in public venues.

AGICOA is owned and controlled by its Members. As a not-for-profit collective management organization, AGICOA is operating at costs that are documented in the annual budget approved by the General Assembly. AGICOA applies a Single Rate Cost Allocation Method to allocate those combined and integrated costs to the royalties put into distribution by the respective collective management organizations Member of the AGICOA Alliance, the international AGICOA management fee.

AGICOA maintains a strict separation between operational accounts (represented in Swiss francs) and fiduciary accounts due to rightsholders (represented in Euro).

This transparency report covers the operational and fiduciary accounts held by AGICOA Geneva only, the AGICOA partner organizations member of the AGICOA Alliance producing their own transparency reports.

Sincerely Yours,

A handwritten signature in black ink, appearing to be 'Tom De Lange', written over a light blue horizontal line.

Tom De Lange
Managing Director

1 Financial statements

1.1 Operational accounts

1.1.1 Balance Sheet

| | Notes | 2020 CHF | 2019 CHF |
|----------------------------------------|-------|------------------|------------------|
| Assets | | | |
| Current assets | | | |
| Cash and term-deposits | | 10 827 | 14 203 |
| Receivables from the fiduciary funds | 1 | 251 861 | 769 894 |
| Other receivables | 12 | 441 667 | 413 374 |
| Prepaid expenses | | 289 424 | 297 309 |
| | | <hr/> | <hr/> |
| | | 993 779 | 1 494 780 |
| Non-Current assets | | | |
| Deposits and guarantees | 2 | 68 120 | 59 113 |
| Investments in affiliates | 3 | 144 551 | 144 551 |
| Receivables ISAN International Agency | 4 | 2 517 125 | 2 518 960 |
| Provision ISAN International Agency | 4 | (2 517 125) | (2 518 960) |
| Tangible fixed assets | 5 | 205 201 | 260 734 |
| | | <hr/> | <hr/> |
| | | 417 872 | 464 398 |
| | | <hr/> | <hr/> |
| Total Assets | | 1 411 651 | 1 959 178 |
| Liabilities | | | |
| Current liabilities | | | |
| Accounts payable | 10 | 337 005 | 756 834 |
| Accounts payable related to affiliates | | 0 | 10 401 |
| Other short term liabilities | | 628 486 | 691 163 |
| Accruals / provisions | | 446 160 | 500 780 |
| | | <hr/> | <hr/> |
| | | 1 411 651 | 1 959 178 |
| | | <hr/> | <hr/> |
| Equity | | 0 | 0 |
| | | <hr/> | <hr/> |
| Total Liabilities and Equity | | 1 411 651 | 1 959 178 |

1.1.2 Statement of income

| | Notes | 2020 CHF | 2019 CHF |
|----------------------------------------------|-------|------------------|------------------|
| Operating expenses | | | |
| Salaries and social charges | | 5 210 065 | 5 244 967 |
| Professional fees - lawyers | | 384 776 | 222 209 |
| Professional fees - other | | 207 666 | 249 774 |
| Travel and meetings | | 52 498 | 313 978 |
| Office costs | | 680 955 | 638 048 |
| Depreciation | 5 | 138 719 | 158 203 |
| Broadcast, audience and works data | | 396 288 | 410 033 |
| Special projects | 6 | 15 000 | 0 |
| Total operating expenses | | 7 085 967 | 7 237 212 |
| Financial expenses | | | |
| Interest and bank charges, net | | 3 838 | 3 079 |
| Exchange (gains)/losses, net | | 11 145 | 1 995 |
| Total Financial (income) / expenses | | 14 983 | 5 074 |
| Miscellaneous (income)/expenses | | | |
| External services | 14 | (429 558) | (408 297) |
| Rent office space | 14 | (87 120) | (85 020) |
| Other income | 14 | (9 318) | (34 007) |
| Other Costs | | 107 941 | 185 085 |
| Total miscellaneous (income)/expenses | | (418 055) | (342 239) |
| Total net expenses, before taxes | | 6 682 895 | 6 900 047 |
| Direct taxes | 7 | 88 143 | 91 199 |
| Total net expenses | | 6 771 038 | 6 991 246 |
| Funding of net expenses | | | |
| Operational budget | 8 | 8 095 752 | 8 204 443 |
| Operational budget variance | 9 | (1 324 714) | (1 213 197) |
| Total funding of net expenses | | 6 771 038 | 6 991 246 |

1.1.3 Cash Flow Statement

The cash flow statement presented use the direct method as per the Swiss Code of Obligations.

| | Cash and Term Deposit in CHF 2020 | Cash and Term Deposit in CHF 2019 |
|----------------------------------------------------------|--------------------------------------------------|--------------------------------------------------|
| Beginning of year | 14'203 | 18'948 |
| Transfer from fiduciary accounts to operational accounts | 9'667'696 | 9'289'210 |
| ANGOA - services fees | 364'662 | 392'018 |
| Private Copy Distribution (PT) | 34'370 | 32'532 |
| Private Copy Distribution (SE) | 3'000 | 3'000 |
| Lease office space | 87'295 | 85'020 |
| Other refunds | 493'078 | 293'436 |
| Payments - suppliers / expenses | (5'090'632) | (4'861'156) |
| Payments - salaries | (3'566'606) | (3'370'913) |
| Transfer from operational accounts to fiduciary accounts | (1'964'821) | (1'686'129) |
| Payments of Board remuneration | (15'600) | (120'400) |
| Bank fees | (3'699) | (2'750) |
| FX rate on bank account in foreign currency | (12'119) | (44'162) |
| End of year | 10'827 | 14'203 |

1.1.4 Notes to the operational accounts

These Financial statements have been prepared in accordance with the financial reporting law required by the Swiss Code of Obligations.

Number of employees

The average number of employees during the year was less than 50 (2019: less than 50).

Foreign currency translation

AGICOA maintains its books of account and presents its financial statements in Swiss francs, with the exception of the notes on the fiduciary funds which are presented in Euro.

All balance sheet captions originally denominated in a currency other than Swiss francs are translated at the year-end exchange rate, except for investments in affiliates which are translated at their historical rate.

Revenues and expenses are translated using the rate prevailing at the transaction date.

Tangible fixed assets

Tangible fixed assets have been valued at their historical cost less accumulated depreciation. Computer hardware equipment and software are depreciated over three years on a straight-line basis. All other tangible fixed asset categories are depreciated over five years on a straight-line basis.

Investments in affiliates

Investments in affiliates are stated at their historical cost, net of any provision for impairment.

AGICOA entities abroad

AGICOA has set up collecting societies in the Netherlands (AGICOA The Netherlands - a dormant entity) and in Luxembourg (AGICOA Europe).

Taxes

For Swiss tax purposes, AGICOA is considered as a service company and consequently its taxable income is calculated on the basis of its total operating expenses incurred in Switzerland. AGICOA follows the policy of accounting for income taxes on an accruals basis.

1. Receivable from the fiduciary funds

The amount of cash receivable from the fiduciary funds of 251 861 CHF corresponds to the translated amount of EUR 232 251 AGICOA current account payable to the operational accounts (refer 1.2.1 note d on page 16).

2. Deposits and guarantees

On December 31, 2020 deposits and guarantees are 68 120 CHF. (2019: 59 113 CHF)

3. Investments in affiliates

AGICOA has investments in the following companies:

| | Ownership 2020 % | Voting rights CHF | Net book value CHF | Ownership 2019 % | Voting rights CHF | Net book value CHF |
|--------------------------------------------|---------------------------------|----------------------------------|-----------------------------------|---------------------------------|----------------------------------|-----------------------------------|
| AGICOA Europe Brussels scrl, Brussels | 63% (1) | 63 % (1) | 123 585 | 63 % | 63 % | 123 585 |
| AGICOA Urheberrechtsschutz GmbH, Munich | 49% | 49% | 20 966 | 49 % | 49 % | 20 966 |
| | | | 144 551 | | | 144 551 |

Investments in these affiliates are recorded at their historical cost.

- (1) In 2019, AGICOA increased its participation by 39 950 EUR (44 723 CHF) equal to 799 shares at 50 EUR each, to assure the minimum capital requirement of AGICOA Europe Brussels according to its bylaws. The ownership % and the voting rights in AGICOA Europe Brussels will amount to 92% if, in the dispute between AGICOA Europe Brussels and BAVP, the Belgian court confirms the withdrawal of BAVP as a shareholder of AGICOA Europe Brussels on June 30, 2019, midnight, and hence the annulment of BAVP shares in AGICOA Europe Brussels as from the date.

4. Receivables/Provision ISAN International Agency

ISAN International Agency, domiciled in Geneva, is a non-profit association founded in July 2003 by three organizations: CISAC (Confédération Internationale des Sociétés d'Auteurs et Compositeurs), FIAPF (Fédération Internationale des Associations de Producteurs de Films) and AGICOA. The International Agency is mandated by ISO (International Organization for Standardization) to administer the International Standard Audiovisual Number (ISAN) and its supporting technical environment and to safeguard the integrity of the standard.

As at December 31, 2020 AGICOA records reimbursable advances made to support the development of ISAN International Agency and other receivables of CHF 2 517 125 (2019: CHF 2 518 960). In 2020, there was a reimbursement of CHF 1 835.

Because of the difficult period ISAN International Agency went through during 2008 and the consequently slower than expected pay back to AGICOA, a provision was set up at December 31, 2008 corresponding to the overall financial involvement of AGICOA in ISAN International Agency. This provision has been adjusted to CHF 2 517 125 as at December 31, 2020.

In the previous year, this provision was presented in liabilities. This provision is now classified in asset, against the ISAN receivable.

5. Tangible fixed assets, net

| | 31.12.20 | 31.12.19 |
|-----------------------------------------------|-----------------|-----------------|
| | CHF | CHF |
| Furniture and fixtures | 1 048 328 | 1 048 328 |
| Computer equipment and software | 6 096 062 | 6 012 876 |
| | <hr/> | <hr/> |
| Total tangible fixed assets, acquisition cost | 7 144 390 | 7 061 204 |
| Accumulated depreciation previous years | (6 800 470) | (6 642 267) |
| Depreciation of the year | (138 719) | (158 203) |
| | <hr/> | <hr/> |
| Net book amount | 205 201 | 260 734 |

6. Special projects

Special project costs in 2020 relate to the production of the “Bona Fides package”.

| | 31.12.20 | 31.12.19 |
|-----------------------------------------|-----------------|-----------------|
| | CHF | CHF |
| Current year estimate | 88 143 | 90 659 |
| Movement in tax provision previous year | 0 | 540 |
| | <hr/> | <hr/> |
| Total | 88 143 | 91 199 |

8. Operational budget

For the year 2020 and according to Article 29 of its statutes (version dated August 4, 2020), the operating income of AGICOA is set out in a budget granted by the General Assembly. This income is deducted from the revenues collected on behalf of and on the account of its members or other rightsholders.

The 2020 operating expenses budget of CHF 8 095 752 (2019: CHF 8 204 443) was approved by the General Assembly on December 10, 2019 (refer note h ⁽²⁾ on page 24).

9. Operational budget variance

The 2020 operational budget variance is returned to the fiduciary accounts into the operating expense reserve (refer note h ⁽¹⁾ on page 24).

10. Pension liabilities

On December 31, 2020, there is no liability to the pension scheme of AGICOA (2019: none)

11. Leasing commitments

The residual amount of the liabilities from leasing obligations amount to CHF 11'948 (2019: 19'449).

12. Other receivables

On December 31, 2020, the other receivables are primarily receivables on external services for CHF 392'172 (2019: 372'765) and social charges.

13. Subsequent event

There is no significant events to be disclosed.

14. External services, rent of office space and other income

| Details | Total |
|------------------------------------------------------------|----------------|
| Services to Angoa (Cooperation Agreement) | 392'172 |
| Rental income | 87'120 |
| Services rendered for Private Copy distribution (Portugal) | 34'385 |
| Services rendered for Private Copy distribution (Sweden) | 3'000 |
| Swiss withholding Tax 2% rebate | 4'116 |
| Swiss refund Co2 Tax | 2'346 |
| ISANIA reimbursement | 1'835 |
| Other Income | 1'022 |
| Grand Total | 525'996 |

Since 1 April 2017 office space on the ground floor as well as 2 parking spaces is leased to the permanent Mission of Macedonia.

15. Fiduciary funds managed by AGICOA Geneva

1.2 Fiduciary accounts

1.2.1 Balance Sheet

Fiduciary funds balance sheet at December 31 (in EURO)

| | | AGICOA Geneva | AGICOA Geneva |
|-------------------------------------------------------|-------|-------------------|--------------------|
| | Notes | 31.12.20 EUR | 31.12.19 EUR |
| Current fiduciary assets | | | |
| Cash and term-deposits | a | 79 694 352 | 97 185 269 |
| Interest and other receivables | | 64 690 | 53 634 |
| Receivable from rightsholders | | 172 020 | 37 814 |
| | | 79 931 062 | 97 276 717 |
| Non-current fiduciary assets | | | |
| Investment property | b | 5 183 250 | 5 183 250 |
| | | 5 183 250 | 5 183 250 |
| Total fiduciary assets | | 85 114 312 | 102 459 967 |
| Fiduciary liabilities, reserves and provisions | | | |
| Short-term fiduciary liabilities | | | |
| Payable to rightsholders | c | 661 460 | 757 135 |
| AGICOA current account payable | d | 232 251 | 707 994 |
| Payables of / to national partner organizations | | 32 435 | 415 132 |
| | | 926 146 | 1 880 261 |
| Other fiduciary liabilities | | | |
| Fiduciary funds put into distribution pending | | | |
| Allocation to rightsholders | e | 40 000 117 | 41 817 863 |
| Fiduciary funds to be put into distribution | f | 25 043 140 | 38 816 051 |
| | | 65 043 257 | 80 633 914 |

Fiduciary reserves and provisions

| | | | |
|-------------------------------------------------------------|---|--------------------------|---------------------------|
| General reserve | g | 10 730 845 | 12 068 109 |
| Operating expense reserve | h | 8 429 432 | 7 853 973 |
| Other fiduciary provisions | | (15 368) | 23 710 |
| | | <u>19 144 909</u> | <u>19 945 792</u> |
| Total fiduciary liabilities, reserves and provisions | | <u>85 114 312</u> | <u>102 459 967</u> |

1.2.2 Statement of income

| | | AGICOA Geneva | AGICOA Geneva |
|---------------------------------------------|--------------|--------------------------|--------------------------|
| | Notes | 31.12.20 EUR | 31.12.19 EUR |
| Revenues | | | |
| Royalties collected under general mandate | | 48 459 998 | 41 864 115 |
| Other royalties collected | | 5 421 324 | 5 440 554 |
| Financial and other revenues / (expenses) | | (37 832) | (31 200) |
| Total revenues | (5.1) | <u>53 843 490</u> | <u>47 273 469</u> |
| Distributions and other charges | | | |
| Fiduciary funds put into distribution (net) | (5.3) | (64 042 727) | (45 125 599) |
| AGICOA fees | i | (4 179 346) | (4 013 631) |
| Bank charges | | (12 863) | (15 015) |
| Foreign currency translation adjustment | | (1 410 170) | 1 002 141 |
| Total distribution and other charges | | <u>(69 645 106)</u> | <u>(48 152 104)</u> |
| Net deficit prior to allocations | | <u>(15 801 616)</u> | <u>(878 635)</u> |

Allocations / releases

| | | | |
|--------------------------------------------------------|---|-------------------|----------------|
| (Allocation to) / release of general reserve | g | 2 613 692 | (894 816) |
| (Allocation to)/ release operating expense reserve | h | (579 434) | 133 521 |
| Release of fiduciary funds to be put into distribution | f | 13 767 358 | 1 639 930 |
| Total releases | | <u>15 801 616</u> | <u>878 635</u> |
| Net surplus after allocations / releases | | <u>0</u> | <u>0</u> |

1.2.3 Cash Flow Statement

The cash flow statements presented use the direct method as per the Swiss Code of Obligations.

| | Cash and Term Deposit in EUR 2020 | Cash and Term Deposit in EUR 2019 |
|--------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------------|
| Beginning of year | 97'185'269 | 99'216'275 |
| Royalties collected | 53'881'322 | 47'375'847 |
| TVA on royalties collected | 616'432 | 658'164 |
| Transfer from operational accounts to fiduciary accounts | 1'841'168 | 1'554'015 |
| Transfer from Partner accounts to Agicoa Geneva fiduciary accounts | 12'274'556 | 8'042'149 |
| Reimbursement Polish withholding tax | 1'866'706 | 0 |
| Other movements | 0 | 45 |
| Transfer from Agicoa Geneva fiduciary accounts to Partner accounts | (879'505) | (920'098) |
| Payment of Out-of-court settlement | (325'000) | 0 |
| Transfer from fiduciary accounts to operational accounts | (9'004'612) | (10'048'698) |
| Payments to rightsholders | (75'812'692) | (51'660'474) |
| Bank fees and interests | (51'199) | (45'780) |
| FX rate on bank account in foreign currency | (1'898'094) | 3'013'824 |
| Total cash flow from operating activities | (17'490'917) | (2'031'006) |
| End of year | 79'694'352 | 97'185'269 |

1.2.4 Notes to the fiduciary accounts

Translation of financial statements

The accounting records for fiduciary funds are maintained in the currency of origin of the funds. For analytical purposes, the equivalent value in Euro is also recorded, with the following rules:

All balance sheet amounts have been translated at the year-end exchange rate; and revenues and expenses have been translated using the rate prevailing at the transaction date.

The investment property is accounted for at historical cost.

AGICOA recognizes that it could be held liable towards the AGICOA partner organizations in relation to those activities performed under the control of AGICOA as a service provider. This does exclude the liabilities from and activities performed under the control of the AGICOA partner organizations.

a) Cash and term-deposits held by AGICOA Geneva

The cash and term-deposits for Australia, Austria, Bosnia-Herzegovina, Bulgaria, Canada, Croatia, Denmark, Hungary, Iceland, Ireland, Israel, Luxembourg, Romania, Serbia, Slovakia, Switzerland, The Netherlands and United Kingdom are kept on bank accounts and term-deposits under the direct control of AGICOA.

b) Investment property

On October 18, 2005 AGICOA acquired the office premises located at Pestalozzi 1, 1202 Geneva. This investment property is recorded at cost at year-end at CHF 8 090 487 translated to EUR 5 183 250 (at historical exchange rate).

In 2020, the market value of the property has been estimated by a real estate agent at CHF 8.8 million net of parking spaces and boxes (0.8M).

c) AGICOA payable to rightsholders

The total amount payable to rightsholders at the end of 2020 is **EUR 661 460**

| Country | Type of use | Period of broadcast | Grand total |
|-------------------------|--------------------------------------------|---------------------|-------------|
| | Unrealized FX gain/loss | | -20 |
| Albania | Cable | 2008 | 44'421 |
| Australia | Cable | 2001-2019 | 169 |
| Austria | Cable | 1993-2018 | 3'244 |
| Belgium | Cable | 1983-1995 | 3'698 |
| Bosnia | Cable | 1983-1995 | 334'630 |
| Bulgaria | Cable | 2016 | 46 |
| Canada | Cable | 1990-2018 | 2'867 |
| Croatia | Cable | 2013-2018 | 260 |
| Denmark | Cable | 1987-2019 | 3'292 |
| Finland | Cable | 2001-2003 | 387 |
| Hungary | Cable | 2008-2019 | 5'836 |
| Iceland | Cable | 2015-2018 | 177 |
| Ireland | Cable | 1989-2019 | 5'289 |
| Israel | Cable | 2006-2019 | 83'553 |
| Lithuania | Cable | 2016-2017 | 169 |
| Luxembourg | Cable | 2001-2019 | 12'021 |
| Mark-up country | Cable | 2004-2020 | -1'555 |
| Special distributions | Cable | 2003-2020 | 20'996 |
| Poland | Cable | 2004-2018 | 334 |
| Portugal | Cable | 2020 | 59 |
| Romania | Cable | 2004-2016 | 843 |
| Selected French channel | Cable | 2014-2018 | 5 |
| Serbia | Cable | 2014-2016 | 957 |
| Switzerland | Cable | 1989-2018 | 36'710 |
| The Netherlands | Cable | 1984-2019 | 97'227 |
| Finland | Educational copy | 2009-2018 | 22 |
| Great Britain | Educational copy | 2007-2019 | 5'045 |
| Luxembourg | Catch-up | 2016-2019 | 38 |
| Denmark | Communication to the public in bars, cafes | 2015-2018 | 234 |
| Luxembourg | In Home | 2016-2019 | 49 |
| Denmark | Start from beginning | 2017-2018 | 69 |
| Luxembourg | Start from beginning | 2016-2019 | 38 |
| Ireland | TV Everywhere | 2017-2019 | 121 |
| Luxembourg | TV Everywhere | 2016-2019 | 49 |
| Hungary | US Rightholders | 2004-2017 | 8 |
| Poland | US Rightholders | 2013-2017 | 122 |
| Republic Czech | US Rightholders | 2017 | 43 |
| Slovakia | US Rightholders | 2012-2018 | 2 |
| Switzerland | US Rightholders | 2000 | 5 |

d) AGICOA current account payable

The AGICOA current account payable to the operational accounts of EUR 232 251 corresponds to the translated amount of CHF 251 861 receivable from the fiduciary funds (refer 1.1.1 note 1 on page 8).

e) Fiduciary funds put into distribution pending allocation to rightsholders

Fiduciary funds put into distribution pending allocation to rightsholders are composed of the following provisions which are recorded per country, type of use, per broadcast year and due to rightsholders:

| | AGICOA Geneva 2020 EUR |
|---------------------------------------------------------------------------|---------------------------------------|
| Broadcasts payable inventory | 4 995 283 |
| Broadcasts pending late claims | 28 976 464 |
| Broadcasts in conflict | 3 714 797 |
| Broadcasts on blocked works | 1 159 387 |
| Other provisions | 1 154 186 |
| | <hr/> |
| Fiduciary funds put into distribution pending allocation to rightsholders | 40 000 117 |

These provisions are further detailed below:

Broadcasts payable inventory **EUR 4 995 283**

This inventory of work-in-progress is composed of amounts released from the broadcast accounts, as a consequence of claims registered, but that have not been allocated / committed to rightsholders.

| Country | Type of use | Period of broadcast | Grand total |
|--------------------------|--------------------------------------------|---------------------|-------------|
| Unrealized FX gain/loss | | | 7'420 |
| Austria | Cable | 1993-2018 | 32'374 |
| Belgium | Cable | 1983-1995 | -22'215 |
| Bosnia | Cable | 1983-1995 | 1'410 |
| Canada | Cable | 2018 | 32 |
| Croatia | Cable | 2013-2018 | 876 |
| Denmark | Cable | 1987-2019 | 11'857 |
| Hungary | Cable | 2008-2019 | 12'424 |
| Iceland | Cable | 2015-2018 | 1'087 |
| Ireland | Cable | 1989-2019 | 920'626 |
| Israel | Cable | 2006-2019 | 288'780 |
| Lithuania | Cable | 2016-2017 | 1'234 |
| Luxembourg | Cable | 2001-2019 | 443'876 |
| Mark-up country | Cable | 2004-2020 | 24 |
| Romania | Cable | 2004-2016 | 7'851 |
| Selected French channels | Cable | 2014-2018 | 311 |
| Serbia | Cable | 2014-2016 | 7'665 |
| Special distributions | Cable | 2020 | 53 |
| Switzerland | Cable | 1990-2018 | 190'784 |
| The Netherlands | Cable | 1984-2019 | 2'518'444 |
| Finland | Educational copy | 2009-2018 | 3'733 |
| Great Britain | Educational copy | 2007-2019 | 2'254 |
| Luxembourg | Catch-up | 2016-2019 | 85'826 |
| Denmark | Communication to the public in bars, cafes | 2015-2018 | 94'423 |
| Luxembourg | In Home | 2016-2019 | 33'480 |
| Denmark | Start from beginning | 2017-2018 | 139'788 |
| Luxembourg | Start from beginning | 2016-2019 | 85'826 |
| Ireland | TV Everywhere | 2017-2019 | 22'365 |
| Luxembourg | TV Everywhere | 2016-2019 | 39'414 |
| Austria | US Rightholders | 2017-2018 | 698 |
| Estonia | US Rightholders | 2009-2018 | 568 |
| Japan | US Rightholders | 2006-2013 | 3'028 |
| Latvia | US Rightholders | 2009-2018 | 1'179 |
| Poland | US Rightholders | 2016-2018 | 873 |
| The Netherlands | US Rightholders | 2013-2017 | 41'996 |
| Portugal | US Rightholders | 2010-2018 | 8'947 |
| Republic Czech | US Rightholders | 2006-2017 | 322 |
| Slovakia | US Rightholders | 2012-2018 | 263 |
| Switzerland | US Rightholders | 2016-2018 | 5'387 |

Broadcasts pending late claims**EUR 28 976 464**

Rightsholders have to register their audio-visual works and rights in order to claim their entitlement to AGICOA rights revenue. Following the first distribution AGICOA holds a provision for rightsholders to make late claims during a period of minimum three years until a final distribution is run. Any non-distributed amount remaining following the final distribution is allocated to the general reserve for the decision of the General Assembly

| Country | Type of use | Period of broadcast | Grand total |
|--------------------------|--------------------------------------------|----------------------------|--------------------|
| Australia | Cable | 2011-2019 | 16'136 |
| Austria | Cable | 2008-2018 | 583'631 |
| Bosnia | Cable | 2015 | 350'954 |
| Bulgaria | Cable | 2016 | 11'893 |
| Canada | Cable | 2016-2018 | 28'869 |
| Croatia | Cable | 2013-2018 | 108'396 |
| Denmark | Cable | 2016-2019 | 317'521 |
| Hungary | Cable | 2017-2019 | 326'808 |
| Iceland | Cable | 2015-2018 | 216'941 |
| Ireland | Cable | 2015-2019 | 7'671'395 |
| Israel | Cable | 2016-2019 | 1'440'193 |
| Lithuania | Cable | 2017-2018 | 354'005 |
| Luxembourg | Cable | 2017-2019 | 2'151'561 |
| Romania | Cable | 2012-2016 | 174'994 |
| Selected French channels | Cable | 2014-2018 | 747'008 |
| Switzerland | Cable | 2014-2018 | 784'864 |
| The Netherlands | Cable | 2017-2019 | 11'067'269 |
| Finland | Educational Copying | 2016-2018 | 273'326 |
| Great Britain | Educational Copying | 2017-2019 | 1'193'596 |
| Denmark | Communication to the public in bars, cafes | 2015-2018 | 28'083 |
| Luxembourg | Catch-up TV | 2016-2019 | 121'637 |
| Luxembourg | In-home | 2016-2019 | 118'919 |
| Denmark | TV Start from the beginning | 2016-2018 | 84'868 |
| Luxembourg | TV Start from the beginning | 2016-2019 | 121'637 |
| Ireland | TV Everywhere | 2017-2019 | 562'859 |
| Luxembourg | TV Everywhere | 2016-2019 | 118'952 |
| Hungary | US Rightholders | 2016-2018 | 133 |
| Slovakia | US Rightholders | 2016-2017 | 16 |

Broadcasts in conflict**EUR 3 714 797**

In case of double claims the amounts are blocked for payment until conflict resolution and pay-out to the entitled rightsholder.

| Country | Type of use | Period of broadcast | Grand total |
|--------------------------|--------------------------------------------|----------------------------|--------------------|
| Austria | Cable | 1993-2018 | 132'262 |
| Belgium | Cable | 1983-1995 | 117'998 |
| Bosnia | Cable | 2013-2015 | 10'992 |
| Bulgaria | Cable | 2016 | 19 |
| Canada | Cable | 1990-2018 | 26'970 |
| Croatia | Cable | 2013-2019 | 20'319 |
| Denmark | Cable | 1986-2019 | 211'575 |
| Finland | Cable | 2001-2003 | 3'195 |
| Hungary | Cable | 2008-2019 | 16'514 |
| Iceland | Cable | 2015-2018 | 3'051 |
| Ireland | Cable | 1989-2019 | 133'329 |
| Israel | Cable | 2006-2019 | 205'425 |
| Lithuania | Cable | 2016-2018 | 12'413 |
| Luxembourg | Cable | 2001-2019 | 618'969 |
| Romania | Cable | 2004-2016 | 18'282 |
| Selected French channels | Cable | 2014-2018 | 34'488 |
| Serbia | Cable | 2014-2016 | 19'795 |
| Switzerland | Cable | 1989-2018 | 825'520 |
| The Netherlands | Cable | 1984-2019 | 1'185'200 |
| Finland | Educational Copying | 2009-2018 | 4'231 |
| Great Britain | Educational Copying | 2007-2019 | 33'642 |
| Denmark | Communication to the public in bars, cafes | 2015-2018 | 11'013 |
| Luxembourg | Catch-up TV | 2016-2019 | 9'954 |
| Luxembourg | In-home | 2016-2019 | 10'102 |
| Luxembourg | TV Start from the beginning | 2016-2019 | 9'954 |
| Denmark | TV Start from the beginning | 2017-2018 | 14'295 |
| Ireland | TV Everywhere | 2017-2019 | 15'175 |
| Luxembourg | TV Everywhere | 2016-2019 | 10'115 |

Broadcasts on blocked works**EUR 1 159 387**

During the clarification or completion of audiovisual works data the payments are temporarily blocked on the work until proper matching with the broadcast data can be performed.

| Country | Type of use | Period of broadcast | Grand total |
|-----------------|-----------------------------|----------------------------|--------------------|
| Austria | Cable | 1993-2015 | 19'079 |
| Belgium | Cable | 1985-1995 | 370'094 |
| Croatia | Cable | 2013-2014 | 24 |
| Denmark | Cable | 1988-2011 | 9'620 |
| Finland | Cable | 2001-2003 | 2'688 |
| Hungary | Cable | 2008 | 31 |
| Ireland | Cable | 1991-2017 | 26'899 |
| Israel | Cable | 2006-2019 | 4'977 |
| Luxembourg | Cable | 2001-2019 | 63'502 |
| Romania | Cable | 2004-2016 | 9'205 |
| Serbia | Cable | 2014-2016 | 290 |
| Switzerland | Cable | 1995-2018 | 20'672 |
| The Netherlands | Cable | 1984-2019 | 619'424 |
| Finland | Educational Copying | 2010 | 362 |
| Great Britain | Educational Copying | 2013-2016 | 12'214 |
| Luxembourg | Catch-up TV | 2016-2019 | 66 |
| Luxembourg | In-home | 2016-2019 | 59 |
| Luxembourg | TV Start from the beginning | 2016-2019 | 66 |
| Ireland | TV Everywhere | 2017 | 56 |
| Luxembourg | TV Everywhere | 2016-2019 | 59 |

Other provisions**EUR 1 154 186**

These temporary provisions cover essentially amounts blocked in relation to series, seasons, episodes with missing information regarding the episode broadcast and/or requiring clarification on the rights.

| Country | Type of use | Period of broadcast | Grand total |
|--------------------------|--------------------------------------------|---------------------|-------------|
| Austria | Cable | 2008-2018 | 131'980 |
| Bosnia | Cable | 2015 | 5'822 |
| Bulgaria | Cable | 2016 | 171 |
| Canada | Cable | 2016-2018 | 23'138 |
| Croatia | Cable | 2013-2017 | 13 |
| Denmark | Cable | 2016-2019 | 63'851 |
| Hungary | Cable | 2017-2019 | 2'380 |
| Ireland | Cable | 2015-2019 | 85'094 |
| Israel | Cable | 2016-2019 | 9'647 |
| Iceland | Cable | 2015-2018 | 5'932 |
| Lithuania | Cable | 2017-2018 | 20'299 |
| Luxembourg | Cable | 2017-2019 | 70'199 |
| Romania | Cable | 2012-2016 | 16'053 |
| Selected French channels | Cable | 2015-2018 | 4'464 |
| Switzerland | Cable | 2014-2018 | 76'237 |
| The Netherlands | Cable | 2014-2019 | 529'429 |
| Finland | Educational Copying | 2016-2018 | 2'628 |
| Great Britain | Educational Copying | 2017-2019 | 25'595 |
| Denmark | Communication to the public in bars, cafes | 2015-2018 | 6'917 |
| Luxembourg | Catch-up TV | 2016-2019 | 3'649 |
| Luxembourg | In-home | 2016-2019 | 3'574 |
| Denmark | TV Start from the beginning | 2017-2018 | 51'039 |
| Luxembourg | TV Start from the beginning | 2016-2019 | 3'649 |
| Ireland | TV Everywhere | 2017-2019 | 8'816 |
| Luxembourg | TV Everywhere | 2016-2019 | 3'610 |

f) Fiduciary funds to be put into distribution

The collection of royalties per country, per broadcast year and per type of use is in general put into distribution the following year. The distribution of some amounts collected prior 2019 was postponed pending clarification of the legal framework and authorizations in specific countries.

AGICOA Geneva 2020 EUR

| | |
|------------------------------------------------------------------|-------------------|
| Royalties collected in 2020 | 24 702 027 |
| Royalties collected in 2019 | 30 922 |
| Royalties collected in 2018 and before | 310 191 |
| Fiduciary funds to be put into distribution - end of year | 25 043 140 |

Further details per country, broadcast periods and type of use are provided below.

Fiduciary funds to be put into distribution

EUR 25 043 140

| Country | Type of use | Period | |
|--------------------------|--------------------------------------------|--------------|-------------|
| | | of broadcast | Grand total |
| Australia | Cable | 2011-2017 | 567 |
| Austria | Cable | 1993-2019 | 1'354'101 |
| Belgium | Cable | 1983-1995 | 11'463 |
| Bosnia | Cable | 2007-2019 | 189'413 |
| Canada | Cable | 2006-2019 | 183'679 |
| Denmark | Cable | 1988-2019 | 25'418 |
| Hungary | Cable | 2008-2020 | 61'643 |
| Iceland | Cable | 2019 | 103'602 |
| Ireland | Cable | 1999-2020 | 935'138 |
| Israel | Cable | 2006-2020 | 964'807 |
| Kosovo | Cable | 2011-2015 | 88'402 |
| Luxembourg | Cable | 2002-2016 | 32 |
| Macedonia | Cable | 2011-2018 | 150'922 |
| Selected French Channels | Cable | 2019 | 633'613 |
| Serbia | Cable | 2011-2016 | 212'522 |
| Slovenia | Cable | 2009-2018 | 482'547 |
| Switzerland | Cable | 1991-2019 | 7'048'911 |
| The Netherlands | Cable | 1994-2020 | 9'437'036 |
| Finland | Educational Copying | 2015-2020 | 271'843 |
| Great Britain | Educational Copying | 2020-2021 | 1'064'857 |
| Denmark | Communication to the public in bars, cafes | 2016-2018 | 296'142 |
| Denmark | TV Start from the beginning | 2016-2019 | 132'147 |
| Ireland | TV Everywhere | 2020 | 273'895 |
| Austria | US Rightholders | 2011-2016 | 135'565 |
| Estonia | US Rightholders | 2009-2010 | 78 |
| Hungary | US Rightholders | 2016-2018 | 1'497 |
| Japan | US Rightholders | 2006-2011 | 9'100 |
| Poland | US Rightholders | 2019-2020 | 357'792 |
| Republic Czech | US Rightholders | 2018 | 312'152 |
| Slovakia | US Rightholders | 2016-2019 | 304'256 |

g) General reserve AGICOA Geneva

The general reserve has the prime purpose to fund the operating costs to run off AGICOA's fiduciary liabilities in the event activities are discontinued. The general reserve is also providing cover for unforeseen claims from third parties as well as errors and omissions after final distributions have been processed.

AGICOA Geneva
2020
EUR

| | |
|-----------------------------------------------------------------------------------------------------|-------------------|
| General reserve - beginning of year | 12 068 109 |
| Current year interest release | (38 752) |
| Distribution of general reserve | (1 273 877) |
| Realized exchange losses | (27 860) |
| Other movements | 158 004 |
| Allocation to revaluation reserve non realized gains | (1 391 141) |
| | (2 573 626) |
| Total allocation to / (release of) general reserve (refer to the statement of income on page 13) | |
| Non-distributable amount for General Assembly decision | 971 120 |
| Other movements | 262 019 |
| Foreign currency translation | 3 227 |
| | 10 730 849 |

The breakdown of the non-distributable amount by country of collection, broadcast period and type of use is provided below.

Non-distributable amount for General Assembly decision **EUR 971 120**

| Country | Type of use | Period of broadcast | Grand total |
|-----------------------|---------------------|---------------------|-------------|
| Australia | Cable | 2010 | 1'705 |
| Austria | Cable | 2007 | 58'444 |
| Canada | Cable | 2015 | 22'417 |
| Denmark | Cable | 2013-2015 | 338'383 |
| Hungary | Cable | 2015-2016 | 4'700 |
| Ireland | Cable | 2014 | 72'980 |
| Israel | Cable | 2015 | 44'304 |
| Lithuania | Cable | 2016 | 1'484 |
| Luxembourg | Cable | 2016 | 26'424 |
| Mark-up countries | Cable | 2020 | 54 |
| Special distributions | Cable | 2020 | 73 |
| Poland | Cable | 2019 | 22'016 |
| Serbia | Cable | 2015-2016 | 83'257 |
| Switzerland | Cable | 2013 | 169'208 |
| The Netherlands | Cable | 2014-2016 | 116'781 |
| Finland | Educational Copying | 2015 | 2'254 |
| Great Britain | Educational Copying | 2016 | 6'636 |

h) Operating expense reserve

AGICOA is allocating costs using the Single Rate Cost Allocation Method. This method is using one cost rate to allocate the cost pool (service costs) to cost objects (production/services). This single rate method does not distinguish between fixed and variable costs and entails efficiency variances (actual costs to budget) as well as production volume variances (actual distributions to plan).

The cost pool is determined on an annual basis including the costs incurred by AGICOA Geneva as well as its Partner Organizations (the AGICOA Alliance). The production pool is determined on an annual basis as the distribution plan of first distributions by AGICOA Geneva and its Partner Organizations (the AGICOA Alliance) subject to the general mandate. The single rate used for the allocating of the combined and integrated costs of the AGICOA Alliance to the first distributions in the respective countries, referred to as the international AGICOA fees, is determined annually: for 2020 this single rate was 8.12% deducted from all new rights revenue put into first distributions subject to the general mandate.

AGICOA is capturing efficiency variances and production variances in the operating expense reserve used for the calculation of the single rate of the following year. The use of operating expense reserve is subject to Board approval.

Further details: Budget and Financing as approved by the General Assembly on December 10, 2019

| | Budget 2020 | Actual 2020 | Variances 2020 | |
|---------------------------------------------------------|----------------------------|----------------------------|---------------------------------|------------------|
| | CHF | CHF | CHF | EUR |
| Operational expenditure ⁽⁶⁾ | 8 095 752 ⁽²⁾ | 7 297 034 ⁽³⁾ | 798 718 | 736 532 |
| Other revenues | 0 | (525 996) | 525 996 | 485 043 |
| | <u>8 095 752</u> | <u>6 771 038</u> | <u>1 324 714 ⁽¹⁾</u> | <u>1 221 575</u> |
| Financing | | | | |
| 8.12 % on distributions | 9 237 380 ⁽²⁾ | 11 362 979 | 2 125 599 | 1 960 106 |
| Income other activities | 1 189 818 ⁽²⁾ | 1 078 603 ⁽⁴⁾ | (111 215) | (102 556) |
| Use of operating expense reserve | 1 500 000 ⁽²⁾ | 1 500 000 | 0 | 0 |
| Operational partner cost ⁽⁶⁾ | (3 831 446) ⁽²⁾ | (4 279 587) ⁽⁵⁾ | (448 141) | (413 250) |
| | <u>8 095 752</u> | <u>9 661 995</u> | <u>1 566 243⁽¹⁾</u> | <u>1 444 300</u> |
| Total movements of the operating expense reserve | | | 2 890 957 | 2 665 875 |

(1) Operational budget variance returned to the fiduciary accounts.

(2) Operational budget and budget financing approved by the General Assembly on December 10, 2019.

(3) Total operating expenses (excluding depreciation) + Total Financial expenses + Direct taxes + exceptional charges

(4) Fees voluntary mandates and ad hoc services distributions.

(5) Partner costs breakdown (refer page 25).

(6) Previous year Operational expenditure included the Operational partner costs.

Operational Partner costs 2020 in Swiss Francs

| | BUDGET 2020 CHF | Actual 31.12.2020 CHF | Variances in CHF |
|-----------------------------------------------------|-----------------------|-----------------------------|---------------------|
| Local Partner costs | | | |
| A GICOA Europe Brussels | 765'732 | 763'180 | -2'552 |
| A GICOA Europe Brussels (Administrative support NL) | 43'443 | 37'602 | -5'841 |
| A GICOA GmbH | 868'856 | 853'440 | -15'416 |
| APFI - Cable | 54'304 | - | -54'304 |
| APFI - Npvr | - | 263'629 | 263'629 |
| A GICOA Norge | 110'779 | 109'457 | -1'322 |
| ZAPA | 670'407 | 658'512 | -11'895 |
| GEDIPE | 255'226 | 250'807 | -4'419 |
| FRF | 149'884 | 148'017 | -1'867 |
| EGEDA | 640'781 | 937'899 | 297'118 |
| A GICOA Europe Luxembourg | 59'734 | 58'778 | -956 |
| | 3'619'147 | 4'081'322 | 462'176 |

| | BUDGET 2020 CHF | Actual 31.12.2020 CHF | Variances in CHF |
|--------------------------|-----------------------|-----------------------------|---------------------|
| Local Legal costs | | | |
| A GICOA Europe Brussels | 54'300 | 20'369 | -33'931 |
| GEDIPE | 38'000 | 37'606 | -394 |
| ZAPA | 120'000 | 140'290 | 20'290 |
| | 212'300 | 198'266 | -14'034 |

CHF **3'831'447** **4'279'587** **448'141**

| i) AGICOA Fees | Notes | EUR 2020 | EUR 2019 |
|----------------------------------------------------------------------------|-------|--------------------|--------------------|
| Gross fees deducted | (5.2) | (8 879 956) | (7 420 447) |
| Gross fees deducted partner organizations | | 3 098 875 | 3 582 966 |
| Allocation from operating expense reserve for budget financing of the year | | (1 382 157) | (2 219 972) |
| Other movements | | (49 643) | (42 629) |
| Allocated to the operating expense reserve end of year | | 2 665 875 | 2 086 451 |
| AGICOA fees on Geneva distributions (refer to the statement of income) | | (4 547 006) | (4 013 631) |
| AGICOA fees on Partner distributions | | (3 098 875) | (3 582 966) |
| Total AGICOA Fees | | (7 645 881) | (7 596 597) |

2 Management Report

Success in a challenging year!

In March 2020, as the seriousness of the Coronavirus outbreak became clear, we could not imagine that AGICOA would be able to announce such positive results by the end of the year. However, thanks to the concerted efforts of the Board, management, and employees, we were not only able to achieve solid financial results but were also proud to have been able to support audio-visual producers with an unprecedented number of timely distributions during a very difficult period for the industry.

2019 had been a dynamic year, with disruption due to technology-driven and regulatory changes. In 2020, we remained in a transition period, working to consolidate a legal framework that would bring new opportunities for producers. Advocacy within the European Union continued, albeit at a less intensive level, asserting AGICOA's position and enabling us to obtain the best possible terms and conditions for audio-visual producers.

In this challenging year, AGICOA put into distribution a record €79.5 Mio., 29.6 percent higher than the year before. Although the outstanding fiduciary fund provisions normally increase proportionally to the amounts put into distribution, AGICOA was able to reduce these provisions by 4.3 percent compared to the previous year. AGICOA's revenue stream held strong at an historic high of €53.9 Mio., an increase of 13.9 percent compared to 2019.

Fortunately, AGICOA did not have to apply for financial support from the Swiss Confederation, and neither had to make staff redundant because of the economic impact. The company is now well positioned to go forward with confidence into the space offered by the new European Union legal framework.

Impact of Covid-19 on culture and creativity

The huge overall impact of the pandemic on culture generally will not become clear until 2022 or later, but in the audio-visual arena the human and economic costs have been dramatic. Analyses such as the Ernst & Young report – Rebuilding Europe: The cultural and creative economy before and after the COVID-19 crisis – show that the European cultural and creative industry saw its activity reduced by almost a third in 2020. Only air transport was more adversely affected. In response to this situation, Collective Management Organisations (CMOs) once again proved their value to culture in general and specifically the creative sector.

The unfolding of the Covid-19 pandemic was catastrophic for producers, whose activities were hit hard by lockdowns and travel restrictions, with countless projects postponed or suspended, a global drop in box-office revenues and increased investment risks due to delays, rising costs, and ongoing uncertainty. AGICOA responded to the plight of its members by speeding up distributions and making payments as soon as possible, while also authorising extraordinary distributions, thereby remaining focused on its core mission: to ensure that rightsholders are correctly rewarded for their initiative, risk, and investment.

During the Covid-19 lockdowns, the demand for audio-visual content was at an all-time high. This led to an acceleration in the development of online services, and the growth in this sector was spectacular. Streaming platforms – Netflix, Disney plus, Amazon Prime and the like – greatly increased their membership numbers, with political, crime and human dramas being the most popular themes.

At the same time, TV subscription numbers held firm, with unprecedented viewing levels. TV broadcasters had to adjust their schedules because of the suspension of planned productions, sporting competitions and many large events – such as Euro 2020 and the Olympic Games – and this resulted in an atypical programming landscape to satisfy consumer demand. Some TV operators introduced special offers and temporarily unlocked pay services to retain clients. Although there has been a strong proliferation of viewing options, the TV subscriber base has been holding firm during the pandemic, enabling a healthy revenue stream for AGICOA.

Creative handling of an extraordinary situation

Management and employees showed exceptional resourcefulness and creativity in response to the constraints of the Covid-19 pandemic, while adopting a pro-active attitude. Our IT department ensured that everyone could work remotely where appropriate, and all Board and General Assembly meetings were held remotely via videoconference.

AGICOA's advanced know-how, processes and technology once more came to the fore, enabling us to respond appropriately to this unprecedented situation. Our state-of-the-art IRRIS software (International Rights Royalties Information System) remained a key component, enabling our declarants to register and update their mandates, check their payments, and resolve conflicting rights with other declarants worldwide.

Maintaining efficient distribution and collection

Our overriding goal remains to distribute royalty revenue to our declarants in a timely manner, and we conform to strict EU directives and guidelines in this respect. Therefore, we are pleased to announce that all distributions were performed according to plan. Specific IT developments by the AGICOA team enabled faster and more efficient distribution of royalties collected under voluntary mandates (new services including among others nPVR).

Despite the turbulence caused by the Covid-19 pandemic, royalties put into distribution by AGICOA amounted to €79.5 Mio. in 2020, composed of €69.8 Mio. of new royalty distributions and €9.7 Mio. of final distributions. This historic high is also attributable to additional royalties distributed from The Netherlands and from Denmark and the extraordinary distributions of reserves to support the producers during Covid-19.

During the pandemic, the collections of AGICOA held firm and reached the remarkable level of €53.9 Mio, an increase of 13.9 percent compared to 2019. This record year of collections is primarily due to new licensing agreements in The Netherlands.

The number of rightsholders that entrust the management of their rights to AGICOA is growing year by year, with an increase of 3.5 percent in 2020 for a total of 20,288 rightsholders worldwide. We carefully monitored the use of 1.5 Mio. declared audio-visual works and rights across 195 channels in 37 countries. AGICOA tracks over 2.3 Mio. broadcasts yearly and identifies the entitled rightsholders in determining royalty payments for AGICOA and as a service to the partner organisations member of the AGICOA Alliance.

Another outcome of the pandemic was a reduction in costs, resulting from restrictions on travel. Employees generally adapted well to remote working, enabled by the deployment of our virtual desktop technology.

Looking forward to 2021 and beyond

During 2020, AGICOA continued to deliver value through the collection and distribution of royalties on more works and for more audio-visual rightsholders, in a timely manner.

We are confident about AGICOA's future, as we enter a new space enabled by the EU CabSat2 legal framework. We strive to remain aware of new uses of audio-visual content that require remuneration of audio-visual producers, while digital technology will continue to transform the marketplace, providing the public with new ways of viewing TV content.

The AGICOA management team and staff would like to thank all members and declarants for their continuing trust and confidence. We look forward to continuing to work together with you. As we look forward to celebrating our 40th anniversary this year, we are confident in our ability to keep pace with the evolving and complex audio-visual landscape and can look to the future with confidence.

3 Legal and governance structure

ASSOCIATION FOR THE INTERNATIONAL COLLECTIVE MANAGEMENT OF AUDIOVISUAL WORKS (AGICOA) has been set up a non-profit association, organized corporately, in compliance with these By-Laws as well as with the Book 1, Title 2, Chapter 2 of the Swiss Civil Code (hereinafter referred to as : “AGICOA”).

AGICOA’s bodies are the following:

- A. The General Assembly
- B. The Administrative Board and its President
- C. The Managing Director
- D. The Auditor

The General Assembly is composed of all individual and institutional members.

4 Remuneration of the bodies

4.1 AGICOA Management

In 2020 the remuneration of the management team amounted to CHF 1 588 106 including social charges, pension fund contributions.

4.2 Administrative Board and its President

The Administrative Board members are entitled to payment of Per Diem, except for the President. The substitute delegates of the Administrative Board members are entitled to payment only if they replace the principle delegate of the Administrative Board member who is unable to attend a Statutory Meeting or Committee Meeting.

The President and the Treasurer are entitled to a monthly remuneration. The remuneration of the Administrative Board members, the Treasurer and the President is subject to social charges and legal pension contributions for members who have not reached Swiss retirement age.

In 2020 the total remuneration of the Administrative Board, Treasurer and President amounted to 134 681 CHF.

5 Additional financial information

5.1 Royalties collected in 2020 per country, per broadcast period and by type of use

The fiduciary funds are accounted for by year of broadcast, by country of collection and by type of use.

A distribution for a specific broadcast year is deemed to have started when the value of the broadcast on channels which are part of the said distribution is calculated and when first payments to rightsholders have been released. The royalties earned are accounted for on a cash basis.

AGICOA has collected in total for the fiscal year 2020 **EUR 53 881 322**

During 2020 AGICOA did not refuse to issue a license to any user.

5.1.1 Amounts collected (excluding from collecting societies)

AGICOA has collected **EUR 28 822 548**

| Country | Type of use | Period of broadcast | Grand total |
|-------------------------|-----------------|---------------------|-------------|
| Bosnia | Cable | 2016 | 143'100 |
| Bulgaria | Cable | 2014-2019 | 22'746 |
| Canada | Cable | 2014-2016 | 322 |
| Croatia | Cable | 2018 | 274'188 |
| Iceland | Cable | 2019 | 103'602 |
| Ireland | Cable | 2019-2020 | 3'693'895 |
| Israel | Cable | 2019-2020 | 1'140'204 |
| Romania | Cable | 2016 | 292'116 |
| Selected French channel | Cable | 2019 | 633'613 |
| Serbia | Cable | 2015-2016 | 1'756 |
| Slovenia | Cable | 2007-2009 | 495'257 |
| Slovakia | Cable | 2017-2019 | 30'326 |
| The Netherlands | Cable | 2015-2020 | 19'434'975 |
| Ireland | TV Everywhere | 2018-2019 | 497'387 |
| Austria | US Rightholders | 2018 | 160'554 |
| Estonia | US Rightholders | 2018 | 32'966 |
| Latvia | US Rightholders | 2018 | 54'290 |
| Republic Czech | US Rightholders | 2018 | 347'816 |
| Slovakia | US Rightholders | 2016-2019 | 304'256 |
| Switzerland | US Rightholders | 2016-2017 | 421'873 |
| The Netherlands | US Rightholders | 2013-2018 | 737'306 |

5.1.2 Amounts collected from other collecting societies

AGICOA has collected

EUR 25 058 774

| Country | Type of use | Period of broadcast | Grand total |
|-----------------------------------------------|--------------------------------------------|---------------------|-------------|
| Algoa - Luxembourg | Cable | 2019 | 2'540'000 |
| CRC - Canada | Cable | 2014-2019 | 180'360 |
| Filmjus - Hungary | Cable | 2019-2020 | 241'365 |
| PRD - Denmark | Cable | 2011-2019 | 7'743'686 |
| Screenrights - Australia | Cable | 2009-2019 | 4'760 |
| Suissimage, Swissperform - Switzerland | Cable | 2013-2019 | 8'003'786 |
| Vam - Austria | Cable | 2008-2019 | 2'116'711 |
| Videma - The Netherlands | Cable | 2016-2019 | 1'363'231 |
| PRD - Denmark | Communication to the public in bars, cafes | 2017-2019 | 375'460 |
| Apfi - Finland | Educational Copying | 2019-2020 | 271'843 |
| ERA - Great Britain | Educational Copying | 2020-2021 | 1'079'177 |
| Algoa - Luxembourg | Catch-up TV | 2019 | 127'908 |
| Algoa - Luxembourg | In home | 2019 | 127'908 |
| Algoa - Luxembourg | TV Everywhere | 2019-2020 | 127'908 |
| Algoa - Luxembourg | TV Start from the beginning | 2019 | 127'908 |
| PRD - Denmark | TV Start from the beginning | 2016-2019 | 139'451 |
| ZAPA - Poland | US Rightholders | 2016-2020 | 487'312 |

5.1.3 Income arising from the investment of rights revenue

Investment income over rights revenue collected to be put into distribution (refer 1.2.4 note f on page 20) is added to the rights revenue put into the first distribution. The income arising from investments on any other liabilities (refer 1.2.4 note b-c-d-e-g-h) is attributed to the general reserve.

AGICOA is very prudent and is holding the fiduciary assets essentially on current accounts and term deposit accounts in line with its General Investment Policy.

In 2020 AGICOA incurred minor negative interests (37 832 EUR).

5.2 AGICOA fees

Below provides further details on 1.2.4 note i on page 24 and includes a breakdown of the AGICOA fees per country, broadcast period and type of use. As explained above under 1.2.4 note h on page 23, the AGICOA fees correspond to the annual single rate deductions applied to all new rights revenue put into distribution for a given year subject to the general mandate. For 2020, this percentage was 8.12% for cable, educational copying and hotel distributions, 10% for voluntary mandates and 5% for the other type of use distributions as per the General Assembly's resolution dated December 10, 2019.

AGICOA fees deducted

EUR 8 879 956

| Country | Type of use | Period of broadcast | Grand total |
|--------------------------|--------------------------------------------|----------------------------|--------------------|
| Australia | Cable | 2011-2019 | 1'562 |
| Austria | Cable | 2008-2018 | 320'503 |
| Belgium | Cable | 2016-2019 | 685'559 |
| Bosnia and Herzegovina | Cable | 2015 | 61'794 |
| Canada | Cable | 2016-2018 | 14'001 |
| Croatia | Cable | 2018 | 22'264 |
| Denmark | Cable | 2016-2019 | 1'218'125 |
| Finland | Cable | 2018-2019 | 85'763 |
| Hungary | Cable | 2019 | 21'749 |
| Iceland | Cable | 2018 | 8'710 |
| Ireland | Cable | 2019 | 294'310 |
| Israel | Cable | 2016-2019 | 145'347 |
| Lithuania | Cable | 2018 | 35'660 |
| Luxembourg | Cable | 2019 | 206'248 |
| Mark-up countries | Cable | 2020 | 69'430 |
| Norway | Cable | 2018 | 274'515 |
| Poland | Cable | 2019 | 968'084 |
| Portugal | Cable | 2019 | 412'881 |
| Romania | Cable | 2012-2016 | 48'080 |
| Selected French Channels | Cable | 2018 | 40'120 |
| Serbia | Cable | 2015-2016 | 143 |
| Slovenia | Cable | 2018 | 99'874 |
| Sweden | Cable | 2016-2019 | 305'866 |
| Switzerland | Cable | 2013-2018 | 692'230 |
| The Netherlands | Cable | 2014-2019 | 1'676'180 |
| Finland | Educational Copying | 2018 | 12'401 |
| Great Britain | Educational Copying | 2019 | 89'307 |
| Norway | Educational Copying | 2018 | 3'979 |
| Portugal | Hotel | 2018 | 56'840 |
| Denmark | Communication to the public in bars, cafes | 2016-2018 | 53'554 |
| Luxembourg | Catch-up TV | 2019 | 12'791 |
| Luxembourg | In-home | 2016-2018 | 12'791 |
| Finland | nPVR | 2017-2019 | 511'380 |
| Denmark | TV Start from the beginning | 2016-2018 | 73'046 |
| Luxembourg | TV Start from the beginning | 2019 | 12'791 |
| Ireland | TV Everywhere | 2017-2019 | 125'066 |
| Luxembourg | TV Everywhere | 2019 | 12'791 |
| Austria | US Rightholders | 2017-2018 | 15'519 |
| Estonia | US Rightholders | 2017-2018 | 2'691 |
| Hungary | US Rightholders | 2014-2018 | 14'182 |
| Latvia | US Rightholders | 2012-2018 | 6'527 |
| Poland | US Rightholders | 2016-2018 | 19'996 |
| Portugal | US Rightholders | 2010-2018 | 18'279 |
| Republic Czech | US Rightholders | 2017 | 14'419 |
| Slovakia | US Rightholders | 2018 | 5'692 |
| Switzerland | US Rightholders | 2016-2018 | 32'181 |
| The Netherlands | US Rightholders | 2013-2018 | 64'735 |

5.3 Amounts put into distribution

The rights revenue is distributed on the basis of the distribution plan approved by the Administrative Board.

Amount put into distributions (net of AGICOA fees)

EUR 64 042 727

| Country | Type of use | Period of broadcast | Grand total |
|--------------------------|--------------------------------------------|---------------------|-------------|
| Australia | Cable | 2010-2019 | 17'175 |
| Austria | Cable | 2008-2018 | 3'627'703 |
| Canada | Cable | 2016-2018 | 158'748 |
| Croatia | Cable | 2018 | 251'924 |
| Denmark | Cable | 2016-2019 | 13'787'674 |
| Hungary | Cable | 2016-2019 | 246'637 |
| Iceland | Cable | 2018 | 98'558 |
| Ireland | Cable | 2014-2019 | 3'331'157 |
| Israel | Cable | 2015-2019 | 1'595'206 |
| Lithuania | Cable | 2018 | 403'505 |
| Luxembourg | Cable | 2016-2019 | 2'337'441 |
| Mark-up countries | Cable | 2020 | 785'616 |
| Romania | Cable | 2012-2016 | 562'176 |
| Selected French Channels | Cable | 2018 | 453'966 |
| Serbia | Cable | 2015-2016 | 1'691 |
| Special distributions | Cable | 2020 | 1'978'161 |
| Switzerland | Cable | 2013-2018 | 7'836'545 |
| The Netherlands | Cable | 2014-2019 | 19'000'641 |
| Finland | Educational Copying | 2018 | 140'505 |
| Great Britain | Educational Copying | 2016-2019 | 1'011'613 |
| Denmark | Communication to the public in bars, cafes | 2016-2018 | 481'984 |
| Ireland | TV Everywhere | 2017-2019 | 1'125'594 |
| Luxembourg | TV Everywhere | 2019 | 115'118 |
| Denmark | TV Start from the beginning | 2016-2018 | 657'417 |
| Luxembourg | TV Start from the beginning | 2019 | 115'118 |
| Luxembourg | Catch-up TV | 2019 | 115'118 |
| Luxembourg | In-home | 2019 | 115'118 |
| Austria | US Rightholders | 2017-2018 | 294'891 |
| Estonia | US Rightholders | 2017-2018 | 51'205 |
| Hungary | US Rightholders | 2014-2017 | 269'476 |
| Latvia | US Rightholders | 2012-2018 | 124'059 |
| Poland | US Rightholders | 2016-2018 | 379'929 |
| Portugal | US Rightholders | 2010-2018 | 347'319 |
| Republic Czech | US Rightholders | 2017 | 273'963 |
| Slovakia | US Rightholders | 2018 | 108'238 |
| Switzerland | US Rightholders | 2016-2018 | 611'439 |
| The Netherlands | US Rightholders | 2013-2018 | 1'230'098 |

5.3.1 Distribution plan

The 2020 distribution plan has been realized in totality. To support the producers during the COVID19 pandemic the AGICOA team has been working hard to perform extraordinary distributions, endeavoring to speed up distributions and seeking to collect additional royalties. Upon recommendation by the Administrative board on April 7 special reserve distributions were performed. Finally, in order to speed up the cash-out process to the producers, AGICOA performed several multi-country-kind distributions during 2020.

5.3.2 Payments to rightsholders

At the end of the year, AGICOA Geneva has paid out more than 64.7M EUR to rightsholders.

38.5M EUR (60%) have been paid over four distributions: The Netherlands, Austria, Denmark and Ireland.

5.3.3 Amounts paid to other collecting societies

| | | |
|-------------------------------|-----------------|-----------|
| AGICOA Europe Brussels | Belgium | 45'874 |
| AIPA | Slovenia | 285 |
| ANGOA | France | 3'477'440 |
| APFI | Finland | 19'264 |
| BAVP | Belgium | 735'269 |
| EGEDA | Spain | 260'072 |
| Filmjus | Hungary | 21'795 |
| FRF | Sweden | 1'048'703 |
| GEDIPE | Portugal | 184'632 |
| GWFF | Germany | 149'494 |
| PRD | Denmark | 138'300 |
| Screenrights | Australia | 389'784 |
| Sekam | The Netherlands | 44'692 |
| Suissimage | Switzerland | 32'060 |
| VAM | Austria | 146'850 |
| VG BILD KUNST | Germany | 40'566 |
| VGf | Germany | 175'547 |
| ZAPA | Poland | 166'074 |