



Lagardère

2018-2019
MILESTONES



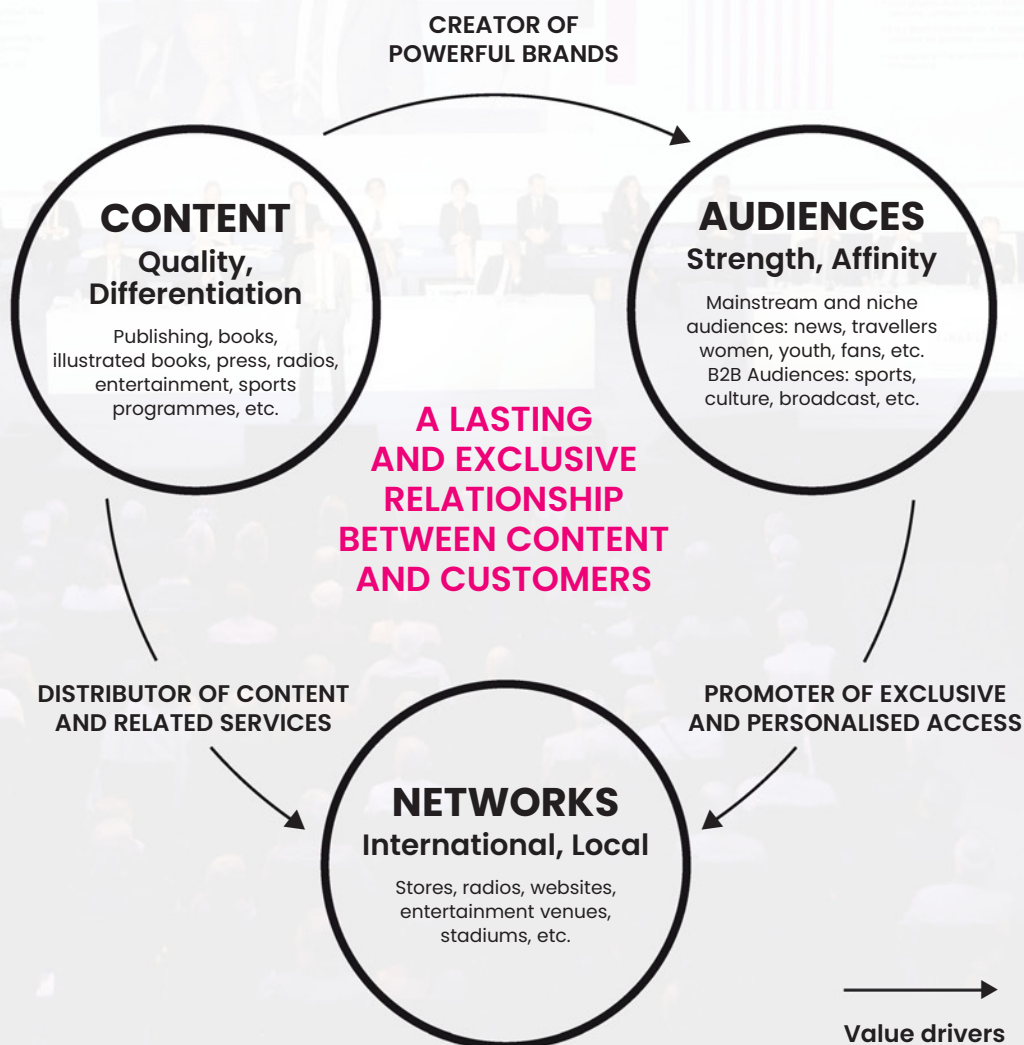
Diversity
Long-term
Independence
Convivial
Loyalty
Content
Audiences
Networks
Performance
Redistribution
Profitability
Excellence
Growth
Results
Values
Talent
Dialogue
Responsibility
Ethics
Commitment
Sports
Media
Culture
Women
Youth
Education
Innovation
Creativity
Entrepreneurship
Digital
Publishing
International
Leadership
Local
Relationships
Experience
Strength
Affinity
Brands

The Lagardère group

2018 General Meeting
(Paris, France).



An integrated model of value creation based on three pillars



1945

At the end of World War II, Marcel Chassagny founds Matra (Mécanique Aviation TRAction), a company focused on the defence industry.

1963

Jean-Luc Lagardère becomes Chief Executive Officer of Matra, which has diversified into aerospace and automobiles.

1974

Sylvain Floirat asks Jean-Luc Lagardère to head the Europe 1 radio network.

1977

Jean-Luc Lagardère is appointed Chairman and Chief Executive Officer of Matra.

1980

Matra acquires the Hachette group, specialised in book publishing (Grasset, Fayard, Stock, etc.), magazines and newspapers (*Elle*, *Le Journal du Dimanche*, etc.) and distribution.

1981

The French State acquires a 51% interest in Matra (excluding Hachette). Europe 1 is sold to the French State via Sofirad. Jean-Luc Lagardère and Daniel Filipacchi are appointed Chairman and Vice-Chairman of the Board of Directors of Hachette.

1986

Hachette regains control of Europe 1.

10 February 1988

Matra is privatised.

30 December 1992

Following the failure of French television channel La Cinq, Hachette is merged into Matra to form Matra-Hachette, and Lagardère Groupe, a French partnership limited by shares, is created as the umbrella company for the entire ensemble.

1996

Matra-Hachette is absorbed into Lagardère Groupe, which changes its name to Lagardère SCA.

Our story

1999

Aérospatiale Matra is created following the merger of Aérospatiale and Matra Hautes Technologies.

2000

The EADS consortium is formed following the merger of Aérospatiale Matra, CASA and DaimlerChrysler Aerospace.

14 March 2003

Death of Jean-Luc Lagardère.

26 March 2003

Arnaud Lagardère is appointed Managing Partner of Lagardère SCA.

2004

The Group acquires a portion of Vivendi Universal Publishing's French and Spanish assets.

2007

The Group reorganises around four major institutional brands: Lagardère Publishing, Lagardère Services (which became Lagardère Travel Retail in 2015), Lagardère Active and Lagardère Sports (which became Lagardère Sports and Entertainment in 2015).

2011

The Group sells its international magazine operations.

2013

The Group divests its remaining interest in EADS.

2015-2018

Acquisition of Paradies and Hojeij Branded Foods (Travel Retail), and of Perseus Books, Bookouture, La Plage and Worthy Publishing Group (Publishing), etc.

2018-2019

Rollout of the Group's strategic refocusing around two priority divisions, Lagardère Publishing and Lagardère Travel Retail.



Profile

The Lagardère group is a global leader in content publishing, production, broadcasting and distribution, whose powerful brands leverage its virtual and physical networks to attract and enjoy qualified audiences.

The Group's business model relies on creating a lasting and exclusive relationship between the content it offers and its customers.

At 31 December 2018, it is structured around four business divisions:

- Books and e-Books: Lagardère Publishing
- Travel Essentials, Duty Free & Fashion, and Foodservice: Lagardère Travel Retail
- Sponsorship, Content, Consulting, Events, Athletes, Stadiums, Shows, Venues and Artists: Lagardère Sports and Entertainment
- Press, Audiovisual (Radio, Television, Audiovisual Production), Digital and Advertising Sales Brokerage: Lagardère Active

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Message from Arnaud Lagardère



We achieved our objectives in 2018, delivering revenue and recurring EBIT in line with our forecasts, as in previous years. This performance vindicates our strategy, which is now focused around two priority areas: Lagardère Publishing, our power engine, and Lagardère Travel Retail, our growth engine.

Today, we are among the world's leading companies in each of these sectors. This strategic refocusing helps give our Group a clearer, simpler and more coherent business profile. It also reflects our goal of enhancing our profitability, growth and ability to generate cash to finance our long-term development.

Paris Match, *Le Journal du Dimanche*, the Europe 1 radio station, Virgin Radio, RFM, the Elle licence and Lagardère Live Entertainment remain a part of the Group's business scope and are included within the "Other Activities" segment along with the Corporate functions of the Group and of Lagardère Active.

The Group has divested a large number of media assets, including international radio operations, most magazine publishing titles, and a number of digital activities. Exclusive negotiations are also in progress for the sale of the TV business. Regarding Lagardère Sports and Entertainment, we have begun the process to divest our sports division, as previously announced.

The proceeds from all of these disposals will obviously be reinvested first and foremost in Lagardère Publishing and Lagardère Travel Retail. The aim is to invest in businesses offering accretive operational synergies and to enable them to become a fixture among the global leaders in their respective segments. Mindful of this aim, we acquired publishing houses La Plage and Worthy Publishing Group,

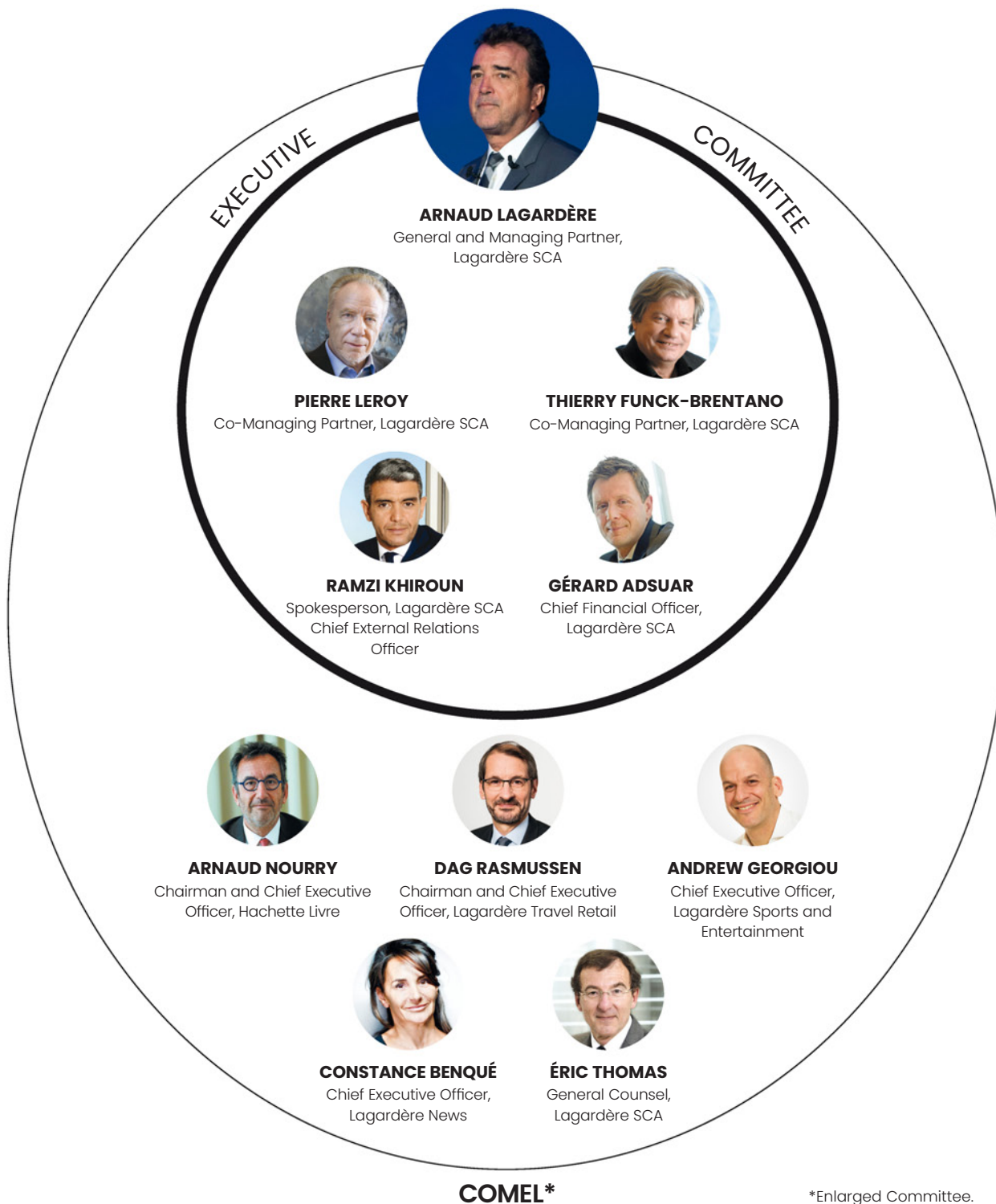
and entered into exclusive negotiations for the purchase of Gigamic, a creator, publisher and distributor of board games. We also carried out another key acquisition, purchasing Hojeij Branded Foods (HBF), a leading Foodservice travel retail operator in North America.

We gave fresh impetus to our corporate social responsibility (CSR) goals, with our efforts now focused on three areas: placing people at the heart of our strategy, supporting and anticipating social and environmental change, and ensuring ethical and responsible governance. Regarding ethical and responsible governance, amid increasing demands from our stakeholders and from regulators in France and across the globe, we remain firmly committed to the highest ethical standards in our business, with the roll-out of awareness-raising initiatives and specific procedures.

I would like to pay tribute to the women and men of our Group for the dedication and talent they show in their daily work. Their unwavering commitment is key to the success of our strategic refocusing.

And I would like to thank you, dear Shareholders, for your loyalty and your support. I am pleased to be able to recommend maintaining a stable dividend payout in step with our dynamic shareholder return policy.

Arnaud Lagardère



2019 management team

The Executive Committee's role is to share information and coordinate actions taken by the Managing Partners.

It assists the Managing Partners, who are members of the Committee, in their duties, which are:

- determining the Group's strategy;
- guiding its development and control;
- taking the major management decisions required for this and ensuring those decisions are implemented both at the level of the parent company and in the various divisions.

The Managing Partners are also supported by the Enlarged Committee, which is made up of the members of the Executive Committee plus the division senior executives, the Chief Executive Officer of Lagardère News and the General Counsel of Lagardère SCA. It meets every month.



Presentation of French partnerships limited by shares

2018 General Meeting
(Paris, France).

Lagardère is a French partnership limited by shares (*société en commandite par actions* – SCA) and has two categories of partners:

- General Partners (*Associés Commandités*, of which there are two), who are indefinitely personally liable for the Company's debts; and
- Limited Partners (*Associés Commanditaires*, or shareholders), whose situation is the same as that of shareholders in a joint-stock corporation (*société anonyme*): they are liable for the Company's debts only to the extent of their contribution to the partnership. Members of the Supervisory Board are appointed by the Limited Partners alone, and General Partners may not take part in the vote.

Because of the two categories of partners, collective decisions require consultation of the shareholders at General Meetings, and of the General Partners.

The Managing Partners are responsible for running the Company under the oversight of the Supervisory Board, which represents the shareholders.

French partnership limited by shares: a modern corporate structure perfectly in step with corporate governance requirements

French partnerships limited by shares provide for a clear separation of powers between management (Managing Partners and General Partners) and supervisory bodies (Supervisory Board).

Members of management may not also be members of the Supervisory Board.

Furthermore, Lagardère SCA encourages the management bodies to run the Company responsibly and prudently with a long-term perspective. Since the Managing Partners are also General Partners, they have indefinite liability for the Company's debts.

Lagardère SCA: enhanced shareholder rights

Lagardère SCA has adapted its Articles of Association to enhance shareholders' rights by granting them specific powers:

Veto on the appointment of Managing Partners

The Supervisory Board, which represents the shareholders, must give its consent to the appointment of the Managing Partners by the General Partners.

In the event of any unresolved disagreements between the General Partners and the Supervisory Board, the shareholders have the ultimate say in the General Meeting.

Right of approval in the event of a change of control of Arjil Commanditée-Arco (General and Managing Partner)

The Supervisory Board must give its prior approval for:

- any transfer, sale or issue of shares resulting in a change of control of Arjil Commanditée-Arco, unless the transaction is accompanied by a valid takeover bid for all of Lagardère SCA's shares;
- any new shareholders in Arjil Commanditée-Arco.

GENERAL PARTNERS

- **Arnaud Lagardère**
- **Arjil Commanditée-Arco**

MANAGING PARTNERS

- **Arnaud Lagardère**
- **Arjil Commanditée-Arco**
represented by:

Arnaud Lagardère
Chairman and Chief Executive Officer

Pierre Leroy
Deputy Chairman and
Chief Operating Officer

Thierry Funck-Brentano
Chief Operating Officer

STATUTORY AUDITORS

- Ernst & Young et Autres
- Mazars



2018 General Meeting
(Paris, France).



2018 General Meeting
(Paris, France).



The Supervisory Board is appointed by the shareholders. Its main duties are:

- ensuring the ongoing supervision of the Company; and
- verifying that the Company has the resources to assess and monitor its risk exposure, and more generally to guard against risks to the extent possible.

To fulfil its duties, the Supervisory Board meets regularly (in 2018, it held six meetings) to review the financial position and operations of the Company and its subsidiaries, the annual and interim financial statements and the broad outlook for each of the business activities. The Board is also informed of the work undertaken by its committees.

An independent Board with a staggered and flexible appointment process

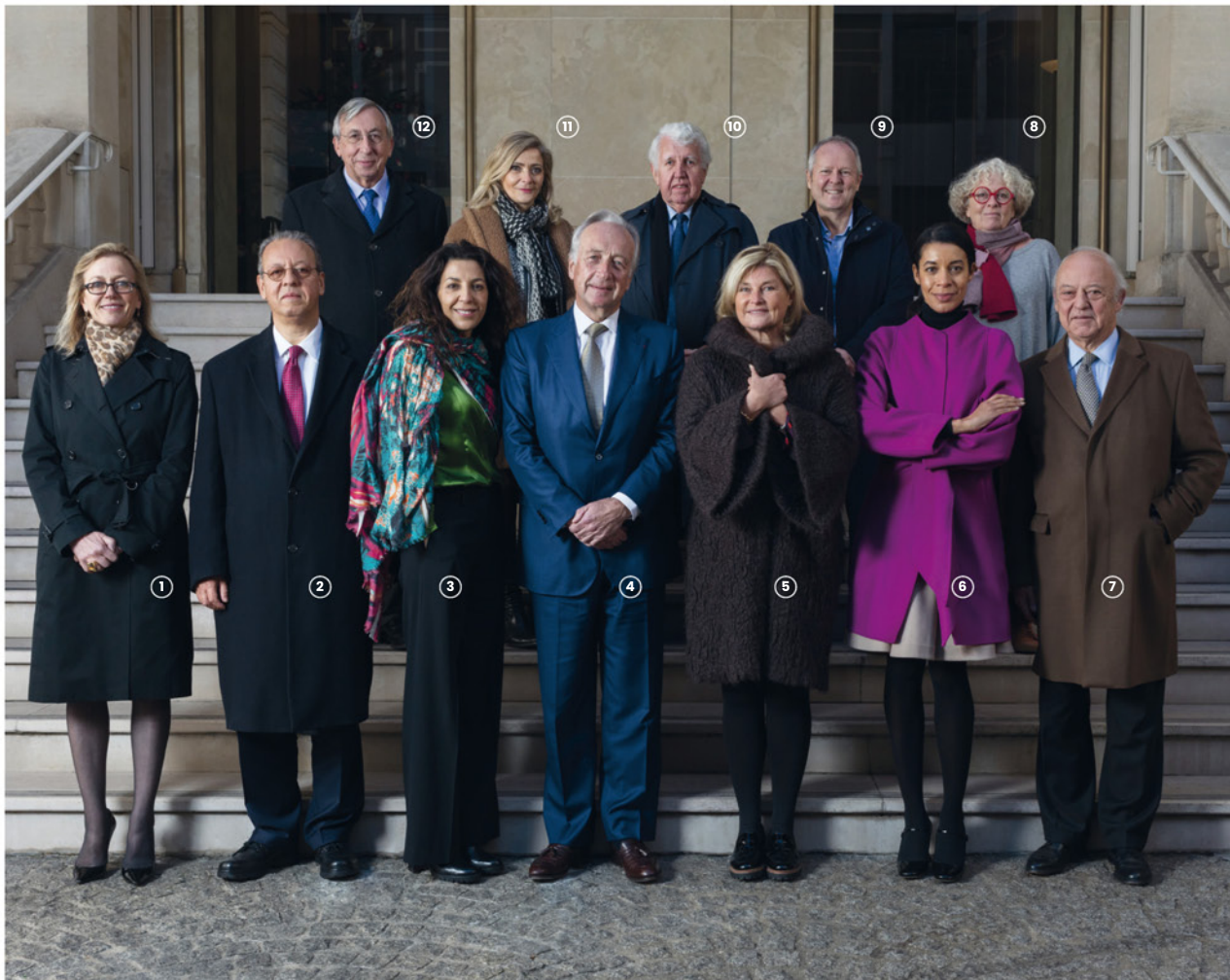
All Board members are independent.

Approximately one-quarter of Board members are replaced or re-appointed each year, for a maximum term of four years.

A competent Supervisory Board with combined expertise encompassing the Group's main businesses

The Supervisory Board has always been committed to ensuring that its members are chosen first and foremost based on their expertise and experience (managerial, financial, strategic and legal) as well as their professional ethics, so as to be able to respond appropriately and comprehensively in the performance of its supervisory duties.

Consequently, the Board comprises members with varied and complementary professional backgrounds and expertise (see chart on page 9), enabling them to discharge their duties while complying with best corporate governance practices (independence, diversity, etc.). The Chairman, Xavier de Sarrau, a lawyer specialising in governance issues, is an independent Board member.



MEMBERS OF THE SUPERVISORY BOARD

- | | |
|------------------------|--------------------------------|
| 1. Susan M. Tolson | 8. Martine Chêne |
| 2. Jamal Benomar | 9. Yves Guillemot |
| 3. Soumia Malinbaum | 10. François David |
| 4. Xavier de Sarrau | 11. Nathalie Andrieux |
| 5. Hélène Molinari | 12. Georges Chodron de Courcel |
| 6. Aline Sylla-Walbaum | 13. François Roussely* |
| 7. Patrick Valroff | |

* François Roussely does not appear on this photograph.



Standing committees to help prepare and organise the Board's work

Two committees have been set up to prepare and organise the Board's work:

Audit Committee

The Audit Committee carries out preparatory work for Board meetings, particularly reviewing the financial statements and verifying the reliability and understandability of the information provided to shareholders and to the markets, as well as monitoring the effectiveness of the internal control systems and risk management procedures.

All of the Audit Committee members have expertise in finance or accounting, and are independent members. The Audit Committee has five members and is chaired by Xavier de Sarrau. Its operation complies with the applicable standards and regulations. Most Audit Committee meetings take place a few days in advance of Supervisory Board meetings, to ensure that they are efficiently prepared.

Appointments, Remuneration and Governance Committee

The Appointments, Remuneration and Governance Committee also carries out preparatory work for the Board, but on matters dealing with its membership – including identifying and selecting Board candidates – remuneration, governance and sustainable development / CSR.

Under its oversight, the Appointments, Remuneration and Governance Committee is supported by an independent recruitment firm to identify and select candidates for appointment to the Supervisory Board,

as well as by an external consultant to conduct formal assessments of the Board every three years.

It comprises four members, all of whom are independent, and is chaired by François David.

Compliance with the Afep-Medef Corporate Governance Code

Lagardère SCA's Supervisory Board is committed to meeting French corporate governance best practices in the form of the recommendations of the Afep-Medef Corporate Governance Code, which the Company has decided to adopt.

This is illustrated by:

- the Supervisory Board's pronounced independence;
- the existence of Board committees to efficiently prepare its work;
- the annual self-assessment of the Board, and an external assessment every three years;
- the maximum term of office of four years;
- remuneration of Board members based on attendance at meetings; and
- at least one Board meeting each year that is not attended by the Managing Partners.

Supervisory Board key figures¹

100%

Percentage of independent members on the Board

94%

Average attendance rate at Board meetings

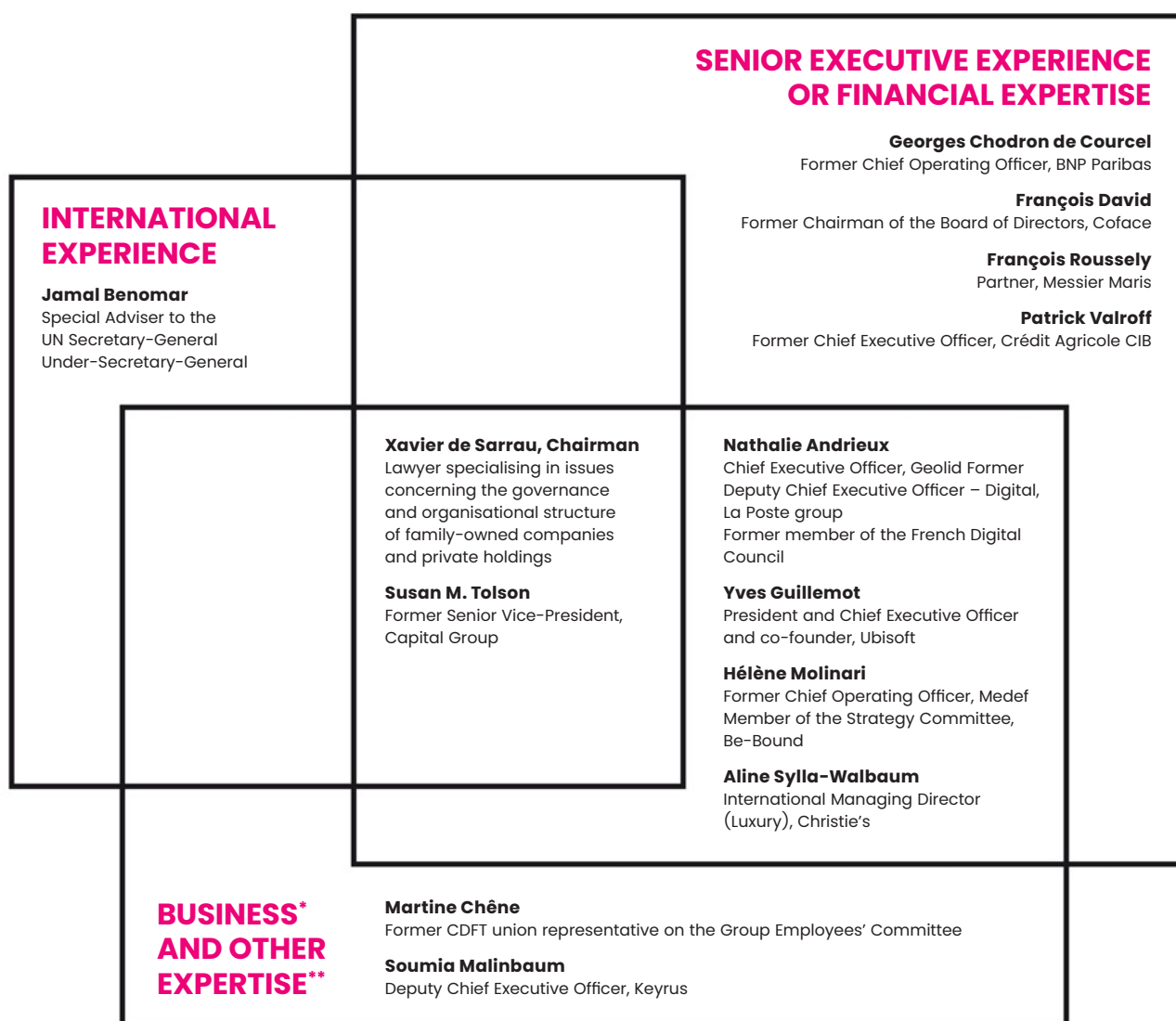
46%

Percentage of women on the Board

¹Data for fiscal year 2018.

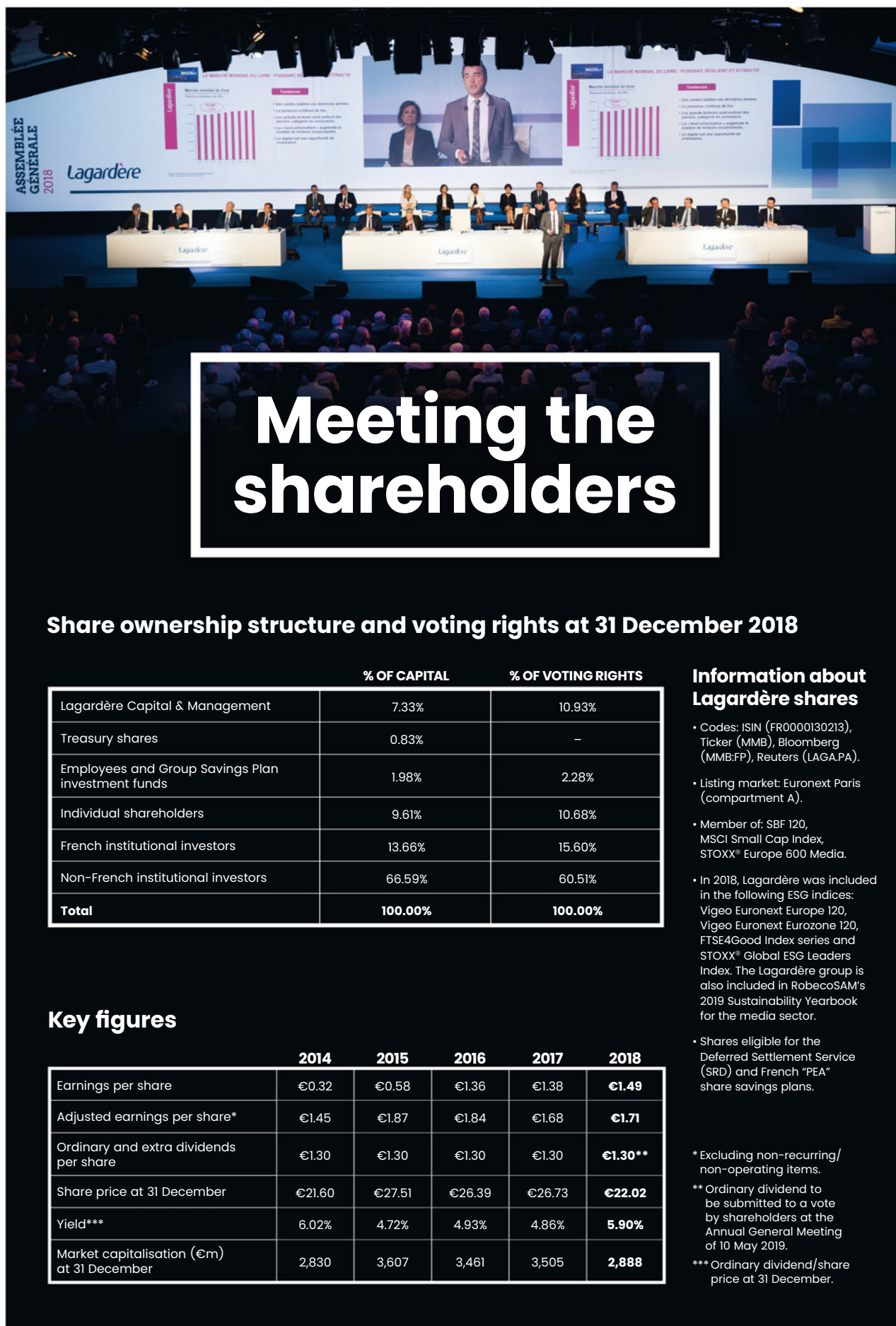


2018 General Meeting
(Paris, France).



* Media/Distribution/Innovation/New technologies.

** Legal/Governance/Social relations/Diversity.



Meeting the shareholders

Share ownership structure and voting rights at 31 December 2018

	% OF CAPITAL	% OF VOTING RIGHTS
Lagardère Capital & Management	7.33%	10.93%
Treasury shares	0.83%	—
Employees and Group Savings Plan investment funds	1.98%	2.28%
Individual shareholders	9.61%	10.68%
French institutional investors	13.66%	15.60%
Non-French institutional investors	66.59%	60.51%
Total	100.00%	100.00%

Information about Lagardère shares

- Codes: ISIN (FR0000130213), Ticker (MMB), Bloomberg (MMB:FP), Reuters (LAGA.PA).
- Listing market: Euronext Paris (compartment A).
- Member of: SBF 120, MSCI Small Cap Index, STOXX® Europe 600 Media.
- In 2018, Lagardère was included in the following ESG indices: Vigeo Euronext Europe 120, Vigeo Euronext Eurozone 120, FTSE4Good Index series and STOXX® Global ESG Leaders Index. The Lagardère group is also included in RobecoSAM's 2019 Sustainability Yearbook for the media sector.

- Shares eligible for the Deferred Settlement Service (SRD) and French "PEA" share savings plans.

Key figures

	2014	2015	2016	2017	2018
Earnings per share	€0.32	€0.58	€1.36	€1.38	€1.49
Adjusted earnings per share*	€1.45	€1.87	€1.84	€1.68	€1.71
Ordinary and extra dividends per share	€1.30	€1.30	€1.30	€1.30	€1.30**
Share price at 31 December	€21.60	€27.51	€26.39	€26.73	€22.02
Yield***	6.02%	4.72%	4.93%	4.86%	5.90%
Market capitalisation (€m) at 31 December	2,830	3,607	3,461	3,505	2,888

* Excluding non-recurring/non-operating items.

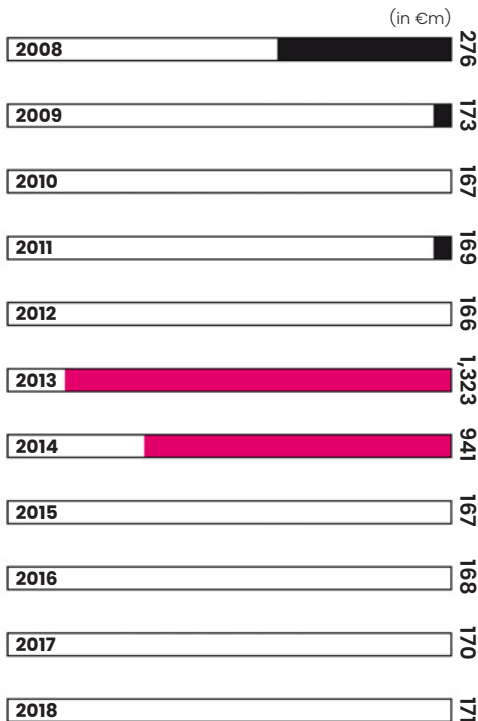
** Ordinary dividend to be submitted to a vote by shareholders at the Annual General Meeting of 10 May 2019.

*** Ordinary dividend/share price at 31 December.



Payments to shareholders since 2008

Payments made to shareholders each year



€3.891bn
paid out
to shareholders

- Ordinary dividend
- Extra dividend*
- Share buyback

*In 2014, Lagardère paid an extra dividend of €6 per share for 2013 following the sale of its interest in Canal+ France. In 2013, Lagardère paid an extra dividend of €9 per share following the sale of its interest in EADS.

Dividend

Ordinary dividend
per share since 2006

2006	€1.20
2007	€1.30
2008	€1.30
2009	€1.30
2010	€1.30
2011	€1.30
2012	€1.30
2013	€1.30
2014	€1.30
2015	€1.30
2016	€1.30
2017	€1.30
2018	€1.30

The ordinary dividend proposed to shareholders at the Annual General Meeting of 10 May 2019 with regards to the 2018 financial year is €1.30 per share and therefore remains at the same level as 2017.

This is in keeping with the pro-active policy of paying returns to shareholders, which combines stable ordinary dividends since 2007 with ad hoc share buyback programmes (from 2006 to 2011) or extra dividends (in 2013 and 2014).



Meeting the shareholders

2018 General Meeting
(Paris, France).

Shareholders' Consultative Committee

In 1997, the Lagardère group formed a Shareholders' Consultative Committee representing individual shareholders.

The Committee's objectives are to:

- improve financial communications between the Group and its shareholders;
- reflect on shareholders' expectations and their perception of the Group and its investor relations policy (financial results, strategy, the Annual General Meeting etc.).

The Committee consists of representatives of individual shareholders along with representatives of Lagardère.

The Committee primarily considers themes such as:

- financial communication via the Group's website;
- sustainable development;
- the annual report;
- the Group's business development and strategy.

In 2018, members of the Committee looked at the activities of Lagardère Publishing and Lagardère Live Entertainment in particular, as well as personal data protection within the Group.

Anyone interested in becoming a member and participating in the Committee's work should contact the Investor Relations Department via the Investor Relations section of the Lagardere.com website.

Shareholder relations

Information for shareholders

The Group provides its shareholders with comprehensive and easily accessible financial information on a regular basis and in various ways including the distribution of financial press releases by an AMF-approved provider, publications on its website, and live broadcasts of financial results presentations and the Annual General Meeting.

The Lagardere.com website includes two sections especially for investors and individual shareholders, including documents relating to the Annual General Meeting, answers to frequently asked questions and information about how to become a shareholder.

Specific sections are also provided on particular topics such as sustainable development, corporate governance, regulated information and debt.

Meetings with investors and financial analysts

In 2018, the Group organised face-to-face meetings or conference calls with investors (holding shares and bonds) and financial analysts and took part in 23 roadshows and sector-specific conferences in Europe, North America and the Middle East.

The Group also carried out specific communications relating to its strategy within the framework of Investor Days, intended to improve understanding of certain business activities by the financial community:
the Group's growth strategy in 2014, Lagardère Travel Retail in 2016 and Lagardère Publishing in 2017.

The Group maintains close and regular relations with financial analysts, particularly when reporting earnings or revenue (conference calls).

Information meetings for individual shareholders are also organised across the French regions.



2018 General Meeting
(Paris, France).

FINANCIAL CALENDAR

10 May 2019

2018 General Meeting

14 May 2019

Ex-dividend date (2018 ordinary dividend of €1.30 per share)

16 May 2019

Payment of 2018 ordinary dividend

25 July 2019

First-half 2019 results

Securities services and registered shares

The shares that make up Lagardère SCA's share capital are all registered shares, held either in administered form (via a financial intermediary) or in directly registered form (via BNP Paribas Securities Services).

Thanks to this form of shares, all shareholders:

- are systematically invited to Annual General Meetings and can vote more easily by post or online;
- benefit from double voting rights once they have held shares on a continuous basis for four years.

Practical information about how to transfer directly registered shares to BNP Paribas Securities Services can be found on the Lagardère website.



2018 General Meeting
(Paris, France).

The main advantages of holding shares in directly registered form are:

- no custodian fees (details of other fees relating to ownership of directly registered shares are given on the Lagardère website);
- dividends paid directly on the date of payment decided by the Annual General Meeting;
- free handling of standard instructions relating to the ordinary running of the securities account: transfers, donations, adjustments etc.;
- taking care of communicating instructions from the shareholder to sell securities;
- guaranteed receipt of documents relating to the running of the account periodically or on request, as soon as possible and free of charge, with the possibility of opting for electronic communications.



2018: solid growth illustrated by a strong operating and financial performance

The Lagardère group recorded solid growth in 2018, with revenue up by 3.3% to €7,258 million on a like for like basis¹ and by 2.5% based on consolidated figures, propelled by good momentum at Lagardère Travel Retail.

Lagardère also delivered a further 2.1%² increase in Group recurring EBIT³ during the year, despite a slight decline in profitability (operating margin of 5.5% in 2018 versus 5.6% in 2017), fuelled by growth at Lagardère Travel Retail and a good performance from Lagardère Sports and Entertainment. In an environment shaped by the absence of curriculum reform, the contraction

at Lagardère Publishing was contained thanks to a dynamic performance in General Literature.

Profit – Group share increased to €194 million from €176 million in 2017. Adjusted profit – Group share (excluding non-recurring/non-operating items) was up slightly at €222 million, versus €214 million in 2017.

At end-2018, the Group's net debt remained stable at €1,375 million in the context of a sustained investment effort.

The leverage ratio (net debt⁴/recurring EBITDA⁵) at end-2018 was down slightly year on year at 2.1.

2019 outlook

2019 Group recurring EBIT growth target based on target scope

The Lagardère group expects 2019 recurring EBIT¹ growth based on the target scope⁶ to be between 4% and 6% at constant exchange rates and excluding the acquisition of HBF.

Non-retained business scope⁷

Based on constant exchange rates, the contribution to recurring EBIT in 2019 for businesses not disposed to date (which represented €78 million in 2018) is expected to be between €80 million and €90 million on a full-year basis.

Condensed consolidated income statement

(€m)	2017*	2018
Revenue	7,084	7,258
Group recurring EBIT	399	401
Income from equity-accounted companies**	3	4
Non-recurring/non-operating items	(127)	4
Finance costs, net	(73)	(59)
Income tax (expense) benefit	2	(134)
Profit – Group share	176	194
Adjusted profit – Group share***	214	222

¹ Based on constant Group structure and exchange rates.

² At constant exchange rates, restated for IFRS 15, excluding the impact of disposals at Lagardère Active and of the acquisition of HBF by Lagardère Travel Retail.

³ Recurring operating profit of fully consolidated companies.

⁴ Net debt corresponds to the sum of short-term investments and cash and cash equivalents, financial instruments designated as hedges of debt, non-current debt and current debt.

⁵ Recurring EBITDA is calculated as recurring operating profit of fully consolidated companies plus dividends received from equity-accounted companies, less amortisation and depreciation charged against intangible assets and property, plant and equipment.

⁶ Lagardère Publishing and Lagardère Travel Retail (core businesses), as well as Other Activities including Lagardère News (*Paris Match*, *Le Journal du Dimanche*, Europe 1, Virgin Radio, RFM and the Elle licence), the Entertainment businesses, the Group Corporate function, and the Lagardère Active Corporate function whose costs will be wound down by 2020.

⁷ Recurring EBIT of operations disposed to date is minimal, since the Press business was deconsolidated with effect from 1 January 2019 and the amounts corresponding to the other assets are not significant.

* Restated for IFRS 15.

** Before impairment losses.

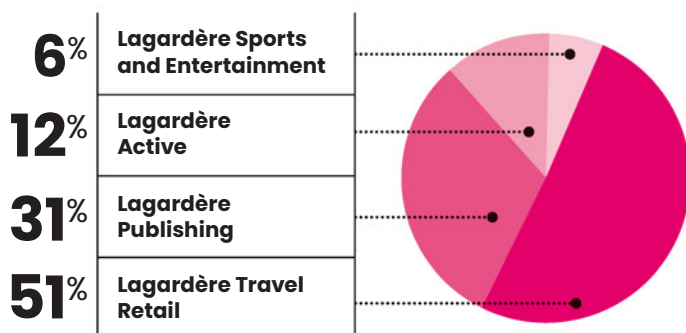
*** Excluding non-recurring/non-operating items.

The consolidated financial statements were prepared in accordance with IFRS.



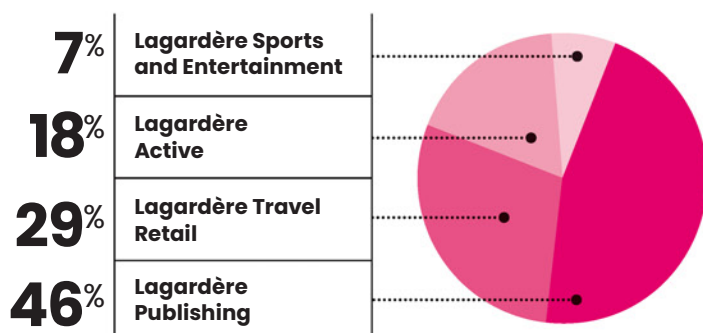
Breakdown of 2018 revenue

by division



Breakdown of 2018 recurring EBIT**

by division



** Excluding "Other Activities".

Financial data

● 2017* ● 2018

Revenue (€m)



Group recurring EBIT** (€m)



Profit – Group share (€m)



Adjusted profit – Group share*** (€m)



* Restated for IFRS 15.

** Recurring operating profit of fully consolidated companies.

*** Excluding non-recurring/non-operating items.

Worldwide presence

- Countries in which the Lagardère group operates

BREAKDOWN OF 2018 REVENUE

by geographic area

France	Western Europe	United States and Canada	Eastern Europe	Asia-Pacific	Other countries
31%	25%	21%	11%	9%	3%



1. FRANCE

January 2018

Lagardère Live Entertainment inaugurates and starts operating the Arkéa Arena (formerly the Bordeaux Métropole Arena).

March 2018

Inauguration of BuY Paris Duty Free's innovative Beauty New Age concept store operated by SDA, a Lagardère Travel Retail and Paris Aéroport joint venture, in Terminal 2E (Hall K) at Paris-Charles-de-Gaulle airport.

April – November 2018

Release of *La Jeune Fille et la Nuit*, by Guillaume Musso (Calmann-Lévy) and Michelle Obama's *Becoming* (Fayard).

July 2018

Hachette Livre acquires La Plage, a publishing house specialising in practical ecology.

September 2018

Europe 1 launches Europe 1 Studio, a label for developing new radio formats including podcasts, audio books and voice assistants.

October 2018

Le Journal du Dimanche celebrates its 70th anniversary with the release of a souvenir album by Éditions EPA (Hachette Livre).

November 2018

Drawing from its photography archives, *Paris Match* launches a new daily webseries on Parismatch.com entitled "Un jour, une photo".

2. UNITED KINGDOM

January 2018

Publication of Michael Wolff's *Fire and Fury* (Little, Brown Book Group).

3. UNITED STATES

August 2018

Hachette Book Group announces the acquisition of Worthy Publishing Group, an American publisher of faith-based books operating out of Nashville, Tennessee.

3. UNITED STATES

1. FRANCE

June 2018

Publication of *The President is Missing*, by Bill Clinton and James Patterson (Hachette Livre).

3. UNITED STATES

4. CANADA

November 2018

Lagardère Travel Retail completes the acquisition of Hojeij Branded Foods (HBF), a leading Foodservice operator in the United States and Canada, as well as its subsidiary, Vino Volo, the number one airport wine bar banner in North America.

5. EUROPE

June – July 2018

Lagardère Plus successfully manages on-the-ground and online campaigns for Hisense, an official sponsor of the 2018 FIFA World Cup™ in Russia.

6. NETHERLANDS

March 2018

Lagardère Studios acquires independent audiovisual production company Skyhigh TV.

August 2018

Lagardère Travel Retail wins the tender for the operation of 28 Smullers (Foodservice) restaurants across the Dutch rail network.

7. CHINA

July 2018

Opening of eight Duty Free stores at Hong Kong airport in an area totalling 3,391 sq.m., in partnership with China Duty Free Group.

8. GABON

December 2018

Lagardère Travel Retail is awarded a Travel Essentials, Duty Free and Foodservice concession at Libreville's Léon-Mba airport.

9. AUSTRALIA

April 2018

Successful staging of the Gold Coast 2018 Commonwealth Games for which Lagardère Sports provided several commercial partnership services, including sponsorship, hospitality and broadcast rights sales.

10. SINGAPORE

October 2018

Lagardère Sports organises the fifth and final edition of the BNP Paribas WTA Finals Singapore presented by SC Global.

11. ITALY

September 2018

Elle Italia becomes the first international edition of *Elle* to publish weekly.

12. GLOBAL

September 2018

Agreement signed between Lagardère Sports and the International Handball Federation, to become the exclusive global media distribution partner and signal production broadcaster to cover men's and women's World Championships from 2019 to 2025.

Main brands by geographic area



FRANCE



EUROPE



AFRICA AND
MIDDLE EAST

Lagardère
PUBLISHING



Grasset



little, brown
BOOK GROUP



Lagardère
TRAVEL RETAIL



Bread&Co.



The FASHION GALLERY

THE FASHION PLACE



Bread&Co.



Lagardère
SPORTS AND
ENTERTAINMENT



FOLIES BERGÈRE

CASINO DE PARIS



ARKEA
ARENA



VIP/SPORTSTRAVEL



Lagardère
ACTIVE

ELLE

Le Journal
du Dimanche



ELLE



mezzo



ELLE



NORTH AMERICA

LATIN AMERICA

ASIA-PACIFIC





By making workforce-related, environmental and ethical issues a central part of its strategy, the Lagardère group intends to support the company's value-creation efforts along with its sustainable and inclusive growth. Its commitments in terms of promoting diversity, access to education and environmental responsibility are intended to be performance drivers.

Corporate responsibility as a performance driver

The Lagardère group's CSR policy is adapted to both developments in its activities and changes in society.

Aware of society's growing expectations with regard to sustainable development and social responsibility, as well as increasing regulatory constraints on a national and European level, the Lagardère group's CSR strategy is now centred around three core principles.

Placing people at the heart of its strategy, whether to support the company's employees or society as a whole. Within the Group's teams, this is manifested by promoting diversity and gender balance, as well as the rollout of measures to attract and retain talented staff. By means of the content produced and distributed by the Group, this entails boosting access to education, culture and entertainment while also defending freedom of expression, a wide range of ideas and cultural diversity.

Anticipating and supporting social change, particularly in terms of environmental responsibility and transparency. This means first and foremost helping – like all companies – to fight climate change, as well as pursuing a responsible paper management policy in the light of the Group's publishing activities. Furthermore, due to its foodservice activities at transportation hubs, Lagardère is also committed to a policy of food safety and hygiene, preventing food waste and using local suppliers.

Ensuring responsible and ethical corporate governance, reflected by respecting compliance obligations in the areas of fighting corruption, duty of care and personal data protection.

Human resources: responsible management

Lagardère has 28,738 employees. It manages its human resources and relations through a network of local HR units, enabling it to address the diversity of the Group's businesses and locations as effectively as possible, and through a responsible and well-trained management team.

The Group ensures that it manages human resources in a consistent way by creating the frameworks needed to fulfil its workforce-related obligations:

- determining the basic rules of its workforce-related commitment through its Code of Conduct;
- supporting equality between men and women by signing up to charters and rolling out the Group's gender balance network;
- combating all forms of discrimination by raising managers' awareness regarding decisional bias linked to stereotypes as well as ongoing recruitment testing operations;

- pursuing management-employee dialogue in relation to changes taking place within the Group;
- permanently overseeing working conditions and relations with employees.

The Group is also securing its future by setting up the procedures needed to:

- make it more attractive by highlighting the diversity of its activities and business lines, as well as making employees responsible on all levels;
- retain talent by means of compensation and training programmes, as well as encouraging internal networking.



First LL Network
annual day, June 2018
(Paris, France).

Lagardère

Gender balance: a multifaceted fight

In a Group in which more than 60% of employees are women, one of the priorities often focused on is supporting women in their career development. But there is another more sensitive issue that determines all future progress, that of combating the so-called "ordinary" sexism that occurs at all companies. The Lagardère group – which also signed up to the WEPs* in 2018 – is proud to have joined forces with 29 other companies as part of the #StOpE initiative, which has identified eight areas for action (from raising awareness about penalties to monitoring indicators) and commitment to be explored. An employee training programme organised by the human resources department will therefore be implemented within our Group in 2019.

* Women's Empowerment Principles.

www.lagardere.com



CHRISTIAN GUET

Deputy Human
Relations Director,
Lagardère group



Commitment to environmental responsibility

Keeping up with and anticipating social changes is one of the Lagardère group's main priorities in terms of environmental responsibility. 2018 was characterised by growing awareness about the reality of climate disruption. This has resulted in more demanding requirements among businesses in terms of reducing greenhouse gases and protecting natural resources, as well as in favour of more sustainable and responsible means of consumption. Responsible management of paper – which has been a key issue at Hachette Livre for more than 10 years – and developing an environmentally responsible strategy at Lagardère Travel Retail sales outlets, particularly in its foodservice activities, respond directly to these expectations.

The commitment to education of some of the Group's media, as well as raising employee awareness about best practices, are additional ways of increasing global awareness and reinforcing Lagardère's environmental responsibility.

Lagardère
PUBLISHING

Hachette Livre: ten years of sustainable development initiatives

To address the issue of climate change, we decided in 2008 to take steps to control our greenhouse gas emissions. Three scope 3 *Bilan Carbone®* audits have led us to reduce the format of certain books and their paper weight as well as optimise print runs, and we have relocated our head office to an HQE (high environmental quality) certified building.

Furthermore, the introduction of printing on demand for back catalogue titles has been a decisive step in saving energy and raw materials, while most of our works now display their individual carbon footprint.

Lastly, 95% of our books are now printed on certified paper and, for increased certainty, fibres are double-checked by electronic microscope by random sampling.

www.hachette.com



Ronald Blunden
Senior Vice-President,
Corporate
Communications
and Sustainable
Development,
Hachette Livre

Listening to the wider community

The Lagardère group shows its social responsibility in many ways. These include:

- the corporate philanthropy activities of the Jean-Luc Lagardère Foundation and charitable efforts of its entities;
- the Group's relationships and partnerships with stakeholders in the wider community;
- the Group's impact on employment in the various countries in which it operates;
- relations with its partners and suppliers.

This social responsibility also extends to two key areas of action.

The first concerns its responsibility as a producer of cultural content. The aim is to promote access to education, culture and entertainment, as well as to defend cultural diversity and a wide range of ideas.

The second relates to the increasingly important role of digital technology in all of the Group's activities, and is expressed through its specific attention to training employees in this regard, as well as the ethical issues involved in the development of social media, big data and artificial intelligence.



Members of the Lagardère Travel Retail Innovation Booster programme.



Members of the Lagardère Travel Retail Innovation Booster programme.

Lagardère TRAVEL RETAIL

The Innovation Booster programme

The Innovation Booster programme was launched in late 2017 to support the emergence of innovative projects, and develop agility and the spirit of entrepreneurship through a community of ambassadors from a variety of backgrounds present within the different entities of this division. In less than one year, the programme has achieved concrete results.

The community had 30 members in 14 countries in January 2019. These "Boosters" have each developed projects, ten of which have been implemented, such as a new concept dedicated to Millennials in the United States. They have also helped to spread a state of mind with a number of inspiring events, training sessions and collaborations with start-ups. Lagardère Travel Retail's commitment to supporting innovation led to it winning the "Corporate Engagement" award in December 2018 from start-up accelerator Lagardère Plug and Play.

www.lagardere-tr.com



Romée Lamielle
Innovation Manager,
Lagardère Travel Retail

Réseau LL
by Lagardère

OPEN
MIND
KFÉ

2018 KEY FIGURES

28,738 permanent employees

69% of employees
based outside France

56% of employees
aged under 40

42% women in executive
management roles at the Group

43% of managers
and executive managers
at the Group for more than 10 years

450 members
have joined the LL Network

14 countries
host the Lagardère Travel Retail
Innovation Booster programme

43%
female experts at Europe 1

2,036 students on internships
and work-study programmes

108 collective
agreements signed

41,378 hours of management
training at Group level

97%
Percentage of certified or recycled paper
used in books and magazines

407 responsible
supplier charters in application

14 countries audited by Lagardère
Travel Retail for food safety and hygiene



The Lagardère group created the Group Innovation Network in September 2016, capitalising on the previous structures dedicated to innovation launched since 2009. Since it was created, the department’s main duties have been promoting innovation in-house, experimenting with breakthrough innovations and creating links with the innovation ecosystem (start-ups, funds in France and worldwide, etc.).

The role of the Group Innovation Network in relation to Lagardère’s business divisions and corporate department is based on three main actions:

- coordinating numerous internal efforts to promote innovation;
- experimenting with new technologies, particularly in relation to machine learning and artificial intelligence;
- investing in innovation by organising pilot projects with start-ups or working with venture capital funds.

Within the Lagardère group, one of the main challenges of innovation consists – in addition to forward-looking assignments and experimental projects – of supporting the implementation of new digital transformation tools.

This also means working increasingly with business lines and human resources departments on training staff in technological transformations.

That is why the Group’s divisions have also put together and reinforced their dedicated innovation teams in collaboration with the Group Innovation Network.



In 2018, the Group Innovation Network organised its latest Innovation Awards. This Group initiative was launched in 2007 and aims to promote the most innovative in-house projects.

This year saw a record number of projects submitted by all divisions and all over the world. For the first time, a “Best failure” award was given to recognise initiatives that did not achieve their objectives but the failure of which allowed for a rebound by correcting and improving on the initial idea.

www.lagardere.com



The Jean-Luc Lagardère Foundation

Young people from the Divertimento Academy (France).



Commitment awards ceremony,
November 2018 (Paris, France).

The Commitment grants

The Jean-Luc Lagardère Foundation awarded two Commitment grants – each worth €10,000 – to charities sponsored by employees of the Group involved in community causes.

These grants will enable the first charity, SOS Les Enfants D’Abord, to build and fit out a preschool classroom in Cameroon. The second charity, En avant toute(s), will support more young women who are victims of violence by putting them in touch with professionals thanks to a free, anonymous chatroom.

Since 1989, the Jean-Luc Lagardère Foundation has supported and encouraged the development of young talent. It has created a number of programmes to promote cultural diversity and encourage success. The Jean-Luc Lagardère Foundation is fully engaged in the fields of culture, education and community.

Committed to promoting culture

The leading sponsor of young French-speaking creatives, the Jean-Luc Lagardère Foundation awarded grants¹ to 19 talented young people with original and innovative projects in the areas of culture and the media.

2018 was a successful year for previous grant winners, such as Véronique de Viguerie (Photographer 2006), the first woman in 20 years to be awarded the *Paris Match* News “Visa d’or” for her coverage of the war in Yemen.

Wanting to encourage the dissemination of cultural diversity, the Foundation is continuing its partnership with the Institut du Monde Arabe (IMA). In addition to the jointly created literary award, it supports monthly literary events with authors who come to talk about the Arab world.

Lastly, the Foundation remains a partner of the Orchestre Symphonique Divertimento, headed by Zahia Ziouani, whose aim is to bring the symphonic canon to everyone, particularly in a number of disadvantaged areas. It supports the orchestra’s Academy, which each year trains around 500 young people in orchestral music practice.

¹ One grant per category: Documentary Filmmaker, Animated Filmmaker, Digital Artist, Writer, Print Journalist, Bookseller, Musician (jazz and classical, contemporary music), Photographer, Film Producer and Television Scriptwriter.



Pierre Leroy with
2018 grant recipients,
January 2019 (Paris, France).

FOCUS



Grant winners at the Centre Pompidou's Studio 13/16

2018 marked the first time that the Centre Pompidou gave carte blanche to three winners of the Jean-Luc Lagardère Foundation's Television Scriptwriter grant to work with Studio 13/16 on creating series programming. Supported by the Foundation, Studio 13/16 is the only space exclusively for teenagers within a major cultural institution.

For the entire month of June, Charlotte Sanson, Willy Durauffourg and Joseph Minster (grant winners in 2011, 2012 and 2016 respectively) talked to budding scriptwriters about the process of creating a series. For example, Joseph Minster offered a workshop on "Charon, the ferryman of Hades", a central character in the miniseries for which he was awarded a grant by the Foundation.

www.fondation-jeanlucagardere.com

Education

Innovation

Creativity

Entrepreneurship

Digital

Growth

Publishing

Content

International

Leadership

Networks

Local

Brands

Relationships

Experience

Audiences

Strength

Affinity

Inside access

Diversity

Long-term

Independence

Convivial

Loyalty

Performance

Redistribution

Profitability

Excellence

Results

Values

Talent

Dialogue

Responsibility

Ethics

Commitment

Sports

Media

Culture

Women

Youth



Lagardère
PUBLISHING



The world's third-largest private-capital publisher in the trade and educational markets, operating under the Hachette Livre imprint, Lagardère Publishing is a federation of publishing companies with a large degree of editorial independence.

They are united by common management rules, a concerted effort to expand in digital activities, a coordinated strategy to take on the global distribution giants, and the same high standards required of the people appointed to positions of responsibility in each company.



Hachette Livre head office
(Vanves, France).



ARNAUD NOURRY

Chairman and Chief
Executive Officer
of Hachette Livre

What were the key highlights for Lagardère Publishing in 2018?

2018 saw a slight decline for Lagardère Publishing, due to the complete absence of curriculum reform in France and Spain, which affected our Education activities. But we enjoyed traction from a great performance in General Literature in the United States, the United Kingdom and France, not to mention good results in Partworks.

Overall, international operations and French literature partially offset the decline in textbooks, without wiping it out entirely.

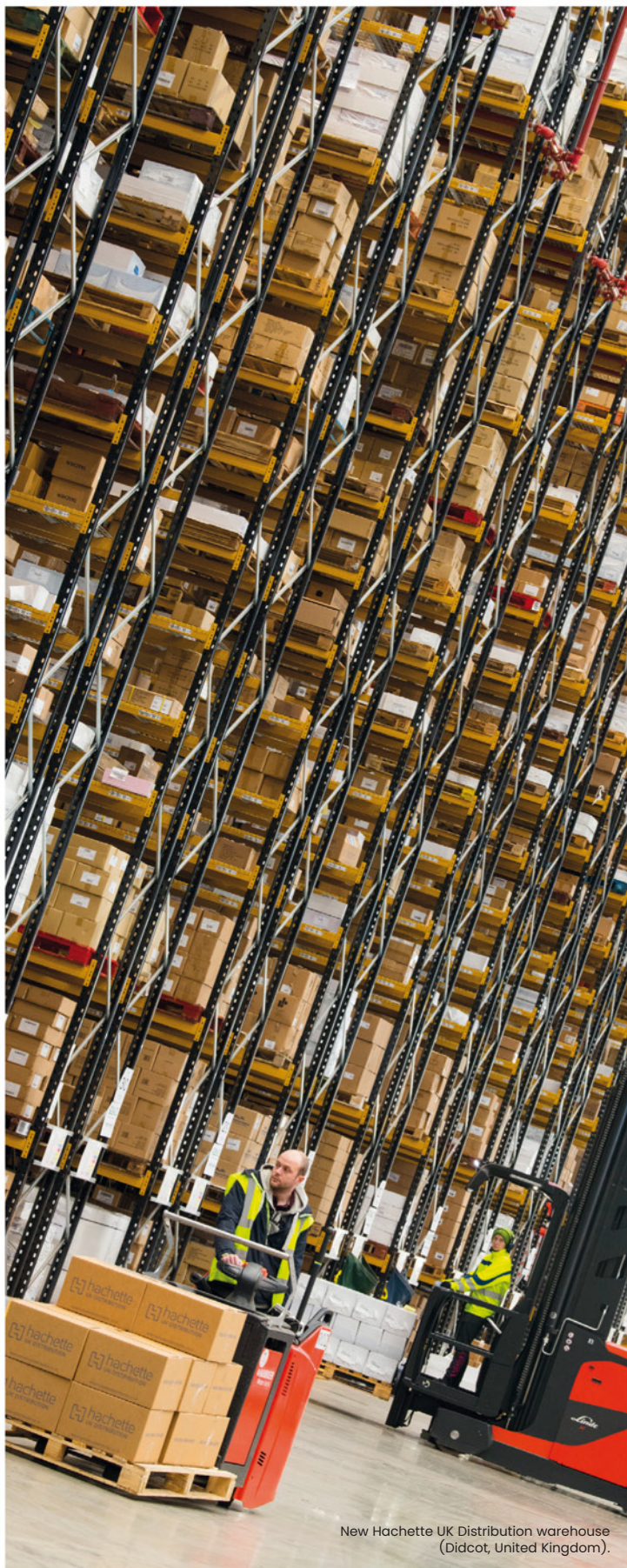
As a result, Lagardère Publishing saw its revenue edge down 1.2% on a like-for-like basis, while its recurring EBIT was down 9.7% compared with 2017, a particularly good year marked by several literary prizes, curriculum reform and the release of an Asterix album.

What are your challenges and priorities for 2019?

In 2019, Lagardère Publishing is well placed to benefit from curriculum reform affecting two senior secondary classes in France, as well as vocational education.

It will be a year of further diversification, with the division looking for acquisitions in video and board games.

We also plan to resume an active external growth strategy by positioning Lagardère Publishing as a potential acquirer on the US market, where the economic future of global publishing will largely be played out.



New Hachette UK Distribution warehouse
(Didcot, United Kingdom).

INNOVATION



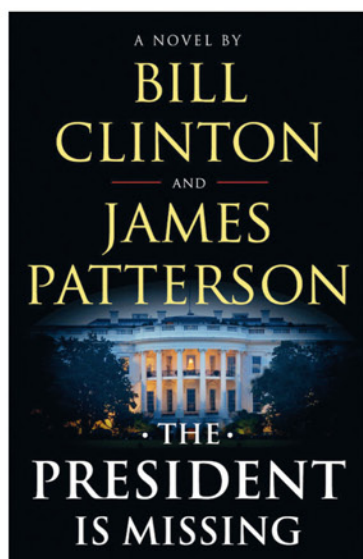
Distribution at the cutting edge of innovation in the UK

Hachette UK Distribution's new high-tech 20,000 sq.m. warehouse – dubbed the Tim Hely Hutchinson Centre – in Didcot, Oxfordshire, began operations in late 2018 and is equipped with new SAP and JDA integrated management systems that will generate considerable gains in terms of services and productivity.

Once up to speed, it is expected to handle 65 million books each year, with a maximum throughput of half a million books per day. Since mid-May 2018, the Littlehampton Book Services (LBS) and Bookpoint centres have gradually been shut down and their activities shifted to the new, ultra-modern facility.

In Distribution – probably more so than in any other business – computers and robotics have become the driving forces behind increased efficiency and lower costs.

www.hachetteukdistribution.co.uk



Going crazy at Christmas in the United States

Far from dying out, as was predicted not long ago, printed books are doing so well in the United States that printers can't keep up! With the hardcover market overheating (growth of 3.5%), publishers are having to battle to secure their reprints.

A year without curriculum reform

In a global publishing market characterised by a 0.9% decline in France, a 2.1% rise in Spain and the continuation of growth dating back several years in the United States (up 1.3%), the United Kingdom (up 2.1%), Australia (up 9.9%) and Ireland (up 6.5%), Lagardère Publishing delivered revenue of €2,252 million (including acquisitions), down 1.2% on a like-for-like basis compared with 2017. Recurring operating profit (recurring EBIT) moved down 9.7% to €190.1 million.

Stellar performances by Hachette Book Group and Hachette UK in General Literature were not sufficient to offset the full loss of revenue attributable to **the absence of curriculum reform in France and Spain**, and to a lesser extent in the United Kingdom.

In 2018, HBG placed 166 titles on *The New York Times* bestseller list, 32 of which made it to number one, while 114 Hachette UK titles appeared on *The Sunday Times* bestsellers lists, 15 of which reaching the top

spot. Hachette Book Group and Hachette UK have market share of 5.8% (up 0.6%) and 12.6% (up 3.1%), respectively¹.

In France, the General Literature publishing houses reaped the Médicis, Médicis Étranger and Renaudot Essai prizes, while Guillaume Musso's *La Jeune Fille et la Nuit* (Calmann-Lévy) sold 700,000 copies – a record for the author. Fayard also published three of the four best end-of-year sales in the essays and documents category: *Qu'est-ce qu'un Chef?*, by Pierre de Villiers; *Idiss*, by Robert Badinter; and *Becoming*, by Michelle Obama.

In Spain, the textbook market suffered from changes in national and regional governments, calling into question existing policies and reducing short-term visibility.

¹ Source: publisher.



Hachette Livre among the international bestsellers

Five books have exceeded – sometimes significantly – one million copies sold in the United States in 2018 and enjoyed worldwide success¹.

Three of them – *The President is Missing* by Bill Clinton and James Patterson, *Fire and Fury* by Michael Wolff, and *Becoming* by Michelle Obama – were published by Hachette Livre in one or more of the countries in which it operates:

- the first in the United States itself by Little, Brown;
- the second by Little, Brown in the United Kingdom and the Commonwealth;
- the third by Fayard in France.

Being a member of the very exclusive club of major US publishers puts Hachette Livre in a good position to be the first to be informed about what will work in the United States and elsewhere!

¹ Source: Nielsen BookScan.

www.hachette.com

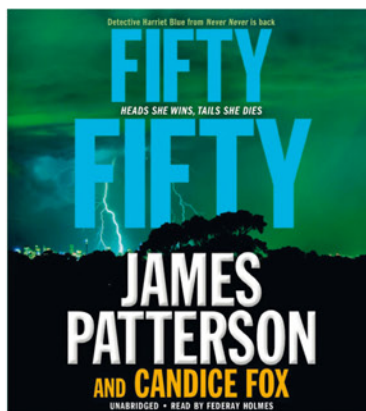


With 80 launches in 30 countries and 15 languages, Lagardère Publishing has become the world's leading publisher of Partworks, thanks largely to successes in France, Italy and Brazil.

Lastly, the new Hachette UK distribution centre in Didcot (Oxfordshire), the largest and most modern in the United Kingdom, has replaced the Littlehampton Book Services (LBS) and Bookpoint centres, resulting in substantial gains through economies of scale and streamlining. In France and the United States, distribution contracts linking Hachette Livre with leading partner publishers were renewed as they expired.

Digital: a springboard for audiobooks

While sales of e-books stabilised in the United States and rose in the United Kingdom and in France, **digital audiobooks logged a third year of spectacular growth** above 30%. Their success gathered pace as titles initially available on CD became available for download



on smartphones, allowing pretty much anyone to listen to professional actors read a book while waiting at an airport, during a daily car or train trip, or when working out.

To meet demand, Hachette Book Group has opened a third recording studio in its New York offices.

The proportion of digital activities grew year on year, accounting for 10.6% of Lagardère Publishing's revenue in 2018.

LEADING POSITIONS

No. 1 publisher in France

No. 1 publisher of digital bestsellers in the United Kingdom

No. 1 publisher of partworks worldwide

1st publisher to carry out regular Scope 3 *Bilan Carbone®* audits in France

No. 2 publisher in India

No. 3 private-capital publisher in the trade and educational markets

No. 4 publisher in the United States

2018 KEY DATES

16 April

Less, by Andrew Sean Greer, takes the Pulitzer Prize in the fiction category.

24 April

Release of *La Jeune Fille et la Nuit*, by Guillaume Musso, at Calmann-Lévy.

4 June

Publication of *The President is Missing*, by Bill Clinton and James Patterson, at Little, Brown.

16 July

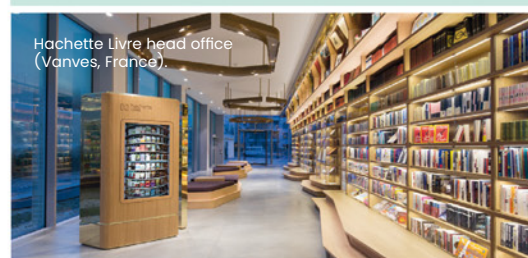
Hachette Livre acquires La Plage, a publishing house specialising in practical ecology.

13 August

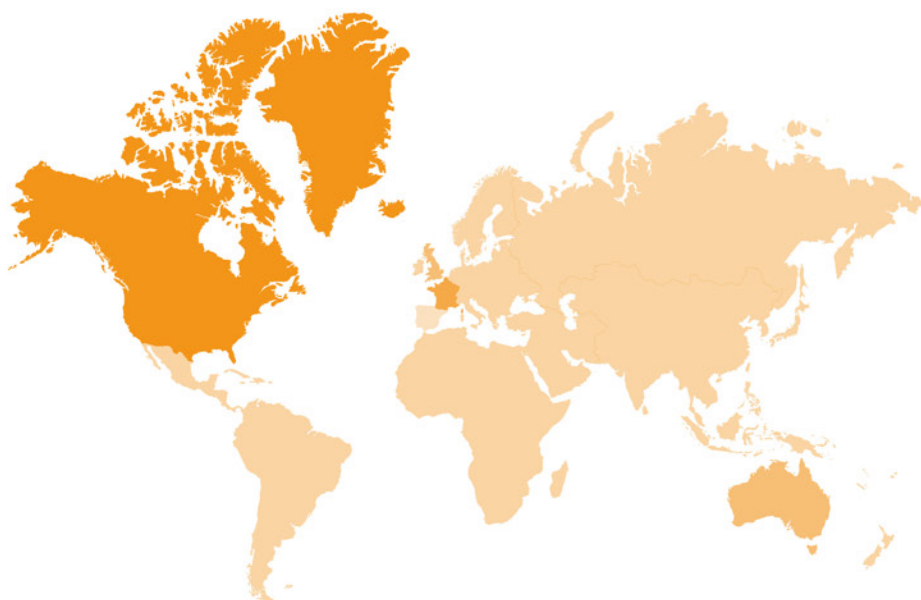
Hachette Book Group announces the acquisition of Worthy Publishing Group, an American publisher of faith-based books operating out of Nashville, Tennessee.

10 December

Nadia Murad, a Fayard and Virago author, receives the Nobel Peace Prize in Oslo (Norway).



BREAKDOWN OF 2018 REVENUE BY GEOGRAPHIC AREA



29% United States and Canada

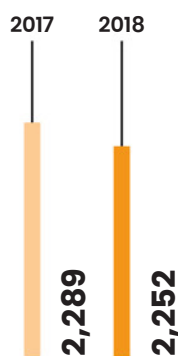
28% France

19% United Kingdom and Australia

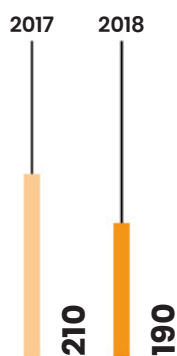
18% Other countries

6% Spain

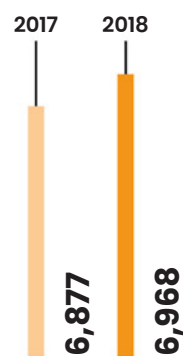
2018 key figures



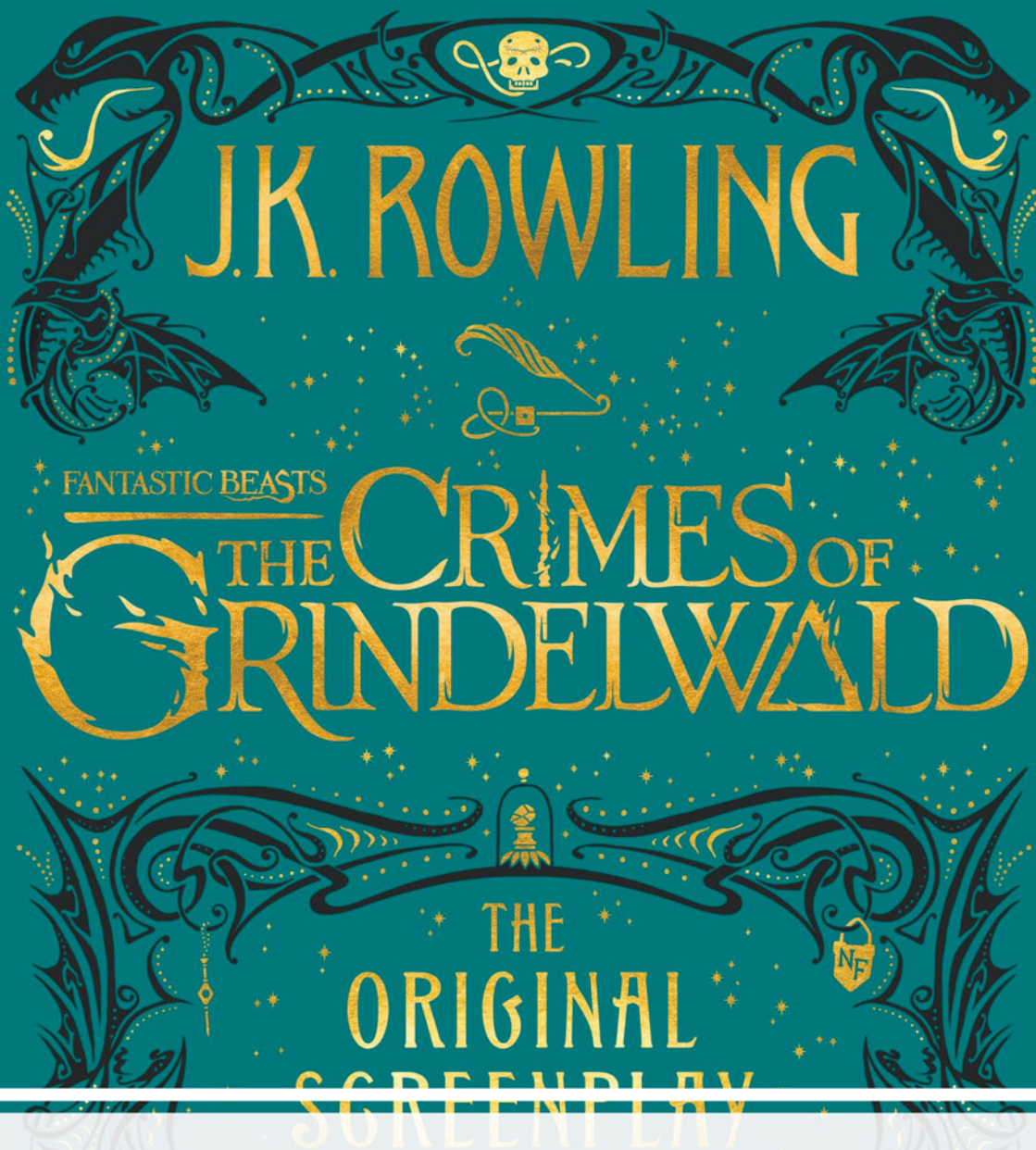
Consolidated revenue
(€m)



Recurring operating profit of fully consolidated companies (€m)



Permanent employees



2018 KEY FIGURES

32 titles

published by Hachette Book Group
ranked first on *The New York Times*
bestseller list

80 launches

of new partworks worldwide

50,000 copies

of the latest book by Ahlam
Mosteghanemi put in stores by
Hachette Antoine in the Arab world

6,968 permanent

employees worldwide at Hachette Livre

15%

Estimated market share of Hachette UK
(all formats)

713,000 copies

of *You are a Badass*, Jen Sincero's 2016 novel,
sold in 2018

Growth
Innovation
Publishing
Content
Leadership

Networks

International

Local

Brands

Relationships

Experience

Audiences

Strength

Affinity

Inside access

Diversity

Long-term

Independence

Convivial

Loyalty

Performance

Redistribution

Profitability

Excellence

Results

Values

Talent

Dialogue

Responsibility

Ethics

Commitment

Sports

Media

Culture

Women

Youth

Education

Creativity

Entrepreneurship

Digital

Lagardère
TRAVEL RETAIL



VOLO

RELAY.

aelia  **DUTYFREE**
The Art of the Gift

BUY
PARIS
DUTY FREE

THE FASHION PLACE

Bread&Co

DISCOVER
DISCOVER

TRIB'S

SO!
coffee

tech2go

hubiz

chez
jean

iStore
boutique

1
minute

Relais
café
local original, French taste

RUSTICHELLI
MANGIONE
ITALY'S BEST

the FASHION GALLERY

natoo
HEALTHY ALL THE WAY

Casa del gusto

VINO VOLO
discover great wines

SO
CHOCOLATE

watermark
BOOKS

inmedio

With operations in 35 countries on five continents, Lagardère Travel Retail is a leading global Travel Retail company. The division covers all business segments (Travel Essentials, Duty Free & Fashion and Foodservice), with international brands such as Relay and Aelia Duty Free, and numerous restaurant and selective distribution brands either under licence or directly operated.

Vino Volo store,
Austin-Bergstrom airport (United States).



2019 challenges

Aelia Duty Free employee,
Marseille airport (France).



DAG RASMUSSEN

Chairman and Chief
Executive Officer of
Lagardère Travel Retail

What were the key highlights for Lagardère Travel Retail in 2018?

We enjoyed another year of growth, driven by:

- a good performance in existing stores thanks to the positive effects of our commercial strategy of keeping one step ahead of travellers' new needs, not to mention strong growth in traffic;
- the success of network modernisations;
- the start of new contracts, notably in Senegal, Switzerland and Hong Kong.

We also completed the acquisition of Hojeij Branded Foods (HBF), a major player in airport catering in North America, allowing us to strengthen our activities in North America and more generally in Foodservice.

Lastly, 2018 saw us win tenders that will fuel our growth going forward, most notably 28 Smullers outlets (fast food) in train stations in the Netherlands, Fashion concessions at Vienna airport

(Austria) and in the domestic terminal of the future Beijing-Daxing airport (China), plus the Duty Free operations at Léon-Mba airport in Libreville (Gabon).

What are your challenges and priorities for 2019?

Our goal for 2019 is to continue our growth and development.

Successfully integrating HBF and its subsidiary Vino Volo in the United States and successfully launching new contracts while continuing to optimise our existing operations are our top priorities.

We remain keen to innovate more in the concept stores and services we offer to our licensors and travellers, and to ramp up the CSR dimension of our strategy.

And we plan to continue our commercial development strategy to win new contracts in our three business segments (Travel Essentials, Duty Free & Fashion and Foodservice) to lay the foundations of our future growth.



Corporate Engagement Award given to Lagardère Travel Retail by Lafayette Plug and Play (France).



Members of the Lagardère Travel Retail Innovation Booster programme.

INNOVATION

Lagardère
TRAVEL RETAIL

Partnership with Lafayette Plug and Play to unleash our innovation potential

In February 2018, we signed a partnership agreement with Lafayette Plug and Play, a catalyst for startups specialising in retail and e-commerce, an agreement that we have leveraged in many ways:

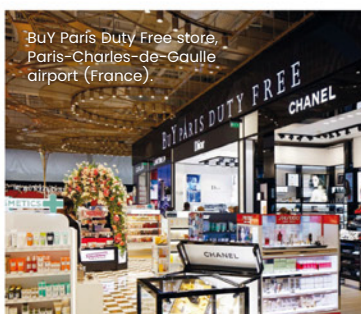
- acceleration of our projects through collaboration with startups relevant to our business;
- close monitoring of the latest trends impacting our industry to be able to take action;
- access to a qualified ecosystem to stimulate and train our employees.

In December 2018, this concrete commitment was recognised with Lagardère Travel Retail winning Lafayette Plug and Play's Corporate Engagement Award.

www.lagardere-tr.com



Relay store,
Lille-Flandres station (France).



BuY Paris Duty Free store,
Paris-Charles-de-Gaulle
airport (France).

BuY Paris Duty Free reinvents beauty at airports

More than just a new concept store, Beauty New Age is the ultimate beauty experience for passengers, thanks to personalised offers and services, exclusive events and expert sales advisors. The new retail space of over 600 sq.m. opened at Paris-Charles-de-Gaulle airport (France) in March 2018 offers clients a simplified, fluid and multi-level experience.

Balanced growth in our three business segments – Travel Essentials, Duty Free & Fashion, and Foodservice – confirms the underlying logic of our strategy amid the favourable tailwind of growing air traffic.

Very bright organic growth

Travel Essentials continued to grow, with the rollout of the Relay concept stores in Toulouse, Réunion, Spain (Palma), Italy (Bari, Brindisi, Rome, Florence, Venice), North America and the Pacific (Perth, Sydney, Auckland).

Development through franchises also continued in some areas, including China (Wuhan and elsewhere) and Pakistan (Islamabad). Lagardère Travel Retail also designed the first physical store concept created exclusively for TripAdvisor, opening its first outlets in the United States and Hong Kong.

At the same time, souvenir shops continued their growth under the directly owned Discover brand and through concept stores with

a strong local identity (NZ All Blacks in New Zealand and Dutch Discoveries in the Netherlands).

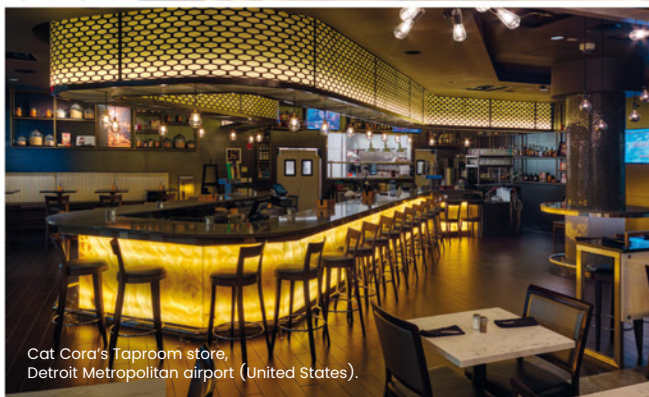
Lastly, the division also won many calls for tender in Spain (Canary Islands), the United States (San Francisco, Dallas-Fort Worth, Cincinnati, Orlando, Sacramento, Salt Lake City), Australia (Sydney), New Zealand (Christchurch, Auckland, Wellington) and Gabon (Libreville). And to top it all off, the renewal of the Eiffel Tower concession (France) has just been confirmed.

Vino Volo store,
Minneapolis-Saint-Paul
airport (United States).



FOCUS

P.F. Chang's store,
Los Angeles airport
(United States).



Cat Cora's Taproom store,
Detroit Metropolitan airport (United States).

Lagardère
TRAVEL RETAIL

Acquisition of Hojeij Branded Foods (HBF): driving growth

Finalised in November 2018, the acquisition of HBF and its subsidiary Vino Volo has allowed for the creation of the third-largest operator in the Foodservice and Travel Retail industry in North America.

Thanks to the strategic fit between the two entities' locations and brand portfolios, a number of commercial and financial synergies are expected in the North American market, which offers attractive prospects for growth.

HBF operates over 124 bars and restaurants across 38 airports in the United States and Canada, including the No. 1 wine bar brand Vino Volo, which has outlets at 33 airports.

www.lagardere-tr.com



Renovations have paid off

In Duty Free & Fashion, Lagardère Travel Retail benefited from the positive impact of renovations on new concepts including BuY Paris Duty Free (launch of the Beauty New Age concept store at Paris-Charles-de-Gaulle) and Aelia Duty Free (Venice, Trieste, Cairns), as well as the successful integration of contracts won in 2017, including Saudi Arabia (Dammam, Riyadh, Jeddah), Dakar (Senegal), Geneva (Switzerland) and Hong Kong.

In Fashion, Lagardère Travel Retail opened The Fashion Place multi-brand stores in Zagreb (Croatia) and Prague (Czech Republic), while growth continued at a rapid pace in China (Shanghai Hongqiao, Beijing and Wuhan) and Hong Kong.

Lastly, new concessions were won in Christchurch (New Zealand) and Libreville (Gabon) in Duty Free, and in Vienna (Austria) and Beijing-Daxing (China) in Fashion.

Significant acceleration

Growth gained pace in Foodservice with the acquisition of HBF and its subsidiary Vino Volo in the United States. In addition, numerous outlets were opened in France (Paris, Nice, Lyon, Toulouse), Italy (Rome, Venice), Spain (Malaga), Poland (Warsaw, Gdansk), the Czech Republic (Prague), Austria (Graz, Salzburg), Romania (Bucharest), the United Arab Emirates (Dubai), China (Shanghai Hongqiao, Beijing, Wuhan), Hong Kong, Australia (Townsville) and the United States (Los Angeles, Dallas-Fort Worth, San Francisco).

And several concessions were won in 2018, including the Netherlands (Smullers), Spain (Malaga) and the United States (San Francisco, Los Angeles, Austin, Dallas, Denver).

Lastly, the year's other major event was the signature of a global partnership with Dean & DeLuca.

LEADING POSITIONS

No. 1 operator in Travel Essentials worldwide

No. 1 Fashion operator in airports worldwide

No. 1 Travel Retail operator in France, Poland and the Czech Republic

No. 3 Travel Retail operator worldwide

No. 4 Foodservice operator in travel areas worldwide (with the acquisition of HBF)

Largest

international chain of Travel Essentials outlets

2018 KEY DATES

March

Inauguration of BuY Paris Duty Free's innovative Beauty New Age concept store at Paris-Charles-de-Gaulle airport (France).

July

Opening of eight Duty Zero stores at Hong Kong airport in partnership with China Duty Free Group.

August

Gain of the concession to operate 28 Smullers restaurants in Dutch Rail train stations in the Netherlands.

October

Signature of a global partnership with the Dean & DeLuca foodservice chain.

Opening of the 600 sq.m. The Daily DXB Foodservice area at Dubai airport (United Arab Emirates).

November

Opening of 5,400 sq.m. of Travel Essentials, Duty Free and Foodservice retail space at Venice airport (Italy).
Completion of the acquisition of Hojeij Branded Foods (HBF) and its subsidiary Vino Volo in North America.

December

Gain of a Travel Essentials, Duty Free and Foodservice concession at Libreville airport (Gabon).
Renewal of the Eiffel Tower concession (France).



Relay store,
Sydney airport (Australia).

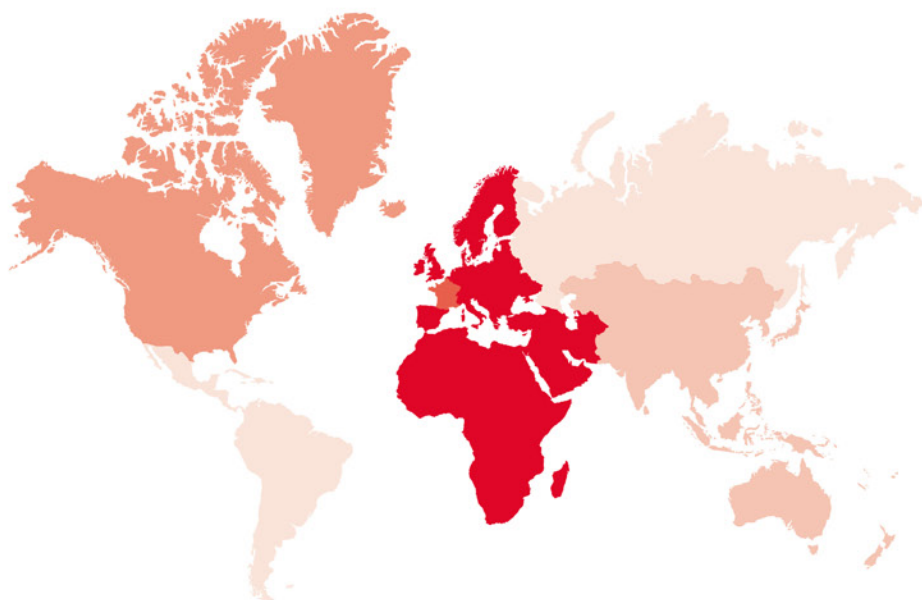


The Daily DXB store,
Dubai airport (United Arab Emirates).



No Boundaries store,
Reno-Tahoe airport (United States).

BREAKDOWN OF 2018 REVENUE BY GEOGRAPHIC AREA



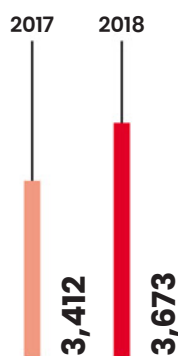
42% Europe, Middle East and Africa (excluding France)

24% France

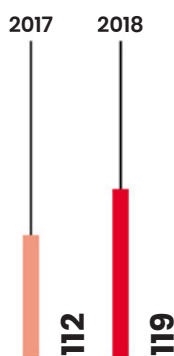
21% United States and Canada

13% Asia-Pacific

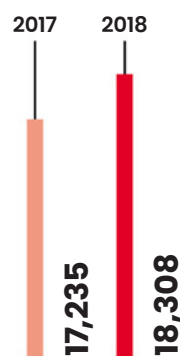
2018 key figures



Consolidated revenue
(€m)



Recurring operating profit of fully consolidated companies (€m)



Permanent employees

aelia DUTYFREE

↑    Servizi / Nursery
Toilets / Nursery
洗手间 / 护理室

↑  Tutti gli imbarchi
All gates
所有登机口
↑ CONFECTIONARY
↑ CASH DESK

ALCOHOL

FLASH DEALS

APERITIFS

CAMPARI

APEROL SPRITZ

FLASH DEALS %

20% off

TOBACCO

CAMPARI

Wine
Festival
Get your gift for free!
when you buy €10
of Italian wine

FLASH DEALS %

FLASH DEALS

FLASH DEALS %

2018 KEY FIGURES

€3.673 billion

in consolidated revenue
for Lagardère Travel Retail

**More
than 18,000**

permanent employees
worldwide

More than 1,000

Foodservice outlets
in **20** countries

€2.026 billion*

in revenue in Duty Free & Fashion
for Lagardère Travel Retail

More than 4,500 stores

in **35** countries

More than 236

airports hosting Lagardère Travel Retail stores

* Managed sales at directly operated stores.

Audiences

Innovation

Strength

Affinity

Brands

Inside access

Networks

Content

Diversity

Long-term

Independence

Convivial

Loyalty

Performance

Redistribution

Profitability

Excellence

Growth

Results

Values

Talent

Dialogue

Responsibility

Ethics

Commitment

Sports

Media

Culture

Women

Youth

Education

Creativity

Entrepreneurship

Digital

Publishing

International

Leadership

Local

Relationships

Experience



Lagardère
SPORTS AND
ENTERTAINMENT

Lagardère
SPORTS

Lagardère
PLUS

Lagardère
LIVE ENTERTAINMENT

VIP / SPORTSTRAVEL

UI
SPORTS

EKS
INTELLIGENCE IN EVENTS

R2

Bravo

Lagardère
Paris Racing

Saddlebrook
RESORT • TAMPA
Golf • Casino • Spa • Meetings

CASINO DE PARIS

FOLIES BERGÈRE

BATA CLAN

ZENITH
PARIS LA VILLETTE

ARENA
PAYS D'AIX

ARKEA
ARENA

Lagardère Sports and Entertainment is a leading sports and entertainment agency with a global network of local experts dedicated to delivering innovative solutions to its clients. Sport and entertainment inspire emotions and passion that are essential to enrich people's lives and generate powerful collective experiences. Lagardère Sports and Entertainment dedicates its expertise and passion to providing its clients with privileged access to the infinite opportunities offered by the world of sport and entertainment.

2019 challenges

Esports competition
organised in 2018 (Madrid, Spain).



ANDREW GEORGIU

Chief Executive Officer,
Lagardère Sports
and Entertainment

What were the key highlights for Lagardère Sports and Entertainment in 2018?

2018 saw a number of successes take place across our business. In April, Lagardère Sports provided several services including sponsorship, hospitality and broadcast rights sales at the Gold Coast 2018 Commonwealth Games as well as signing a record number of sponsors.

Our Lagardère Plus team also successfully managed on-the-ground and online campaigns for Hisense, an official sponsor of the 2018 FIFA World Cup™. The Hisense “See the Incredible Tour” saw the team build a social movement and constant stream of video content following the excitement of the FIFA World Cup.

In addition to this, 2018 saw us renew key contracts in European football with the extension of our collaboration with Borussia Dortmund until 2026. We also became the media distribution partner for the International Handball Federation (IHF) covering men’s and women’s World Championships until 2025.

Furthermore, our global sponsorship sales organisations delivered a stellar performance, especially regarding cross border sales, connecting even more brands and rights holders across Europe, Asia and the United States of America.

What are your challenges and priorities for 2019?

At the end of 2018, the Lagardère group confirmed that it had begun the disposal process for Lagardère Sports and Lagardère Plus. In doing so, the Lagardère group has confirmed that the Lagardère Sports and Lagardère Plus businesses are to be sold as a whole, with the exception of Lagardère Live Entertainment, Lagardère Paris Racing and Saddlebrook. In the meantime, we will continue to operate as normal until a commercial offer is received which is acceptable to the Group.

2019 will be a big year for us and one of the most profitable and peak years in the history of our organisation starting with the Asian Cup which launched in January, and the Total Africa Cup of Nations taking place for the first time in June.

Overall, as our business continues to grow, we are well placed within the market and are recognised for our capability to maximise value for clients through our broad local and global expertise. We continue to cement our position within the sports and entertainment industry and expect 2019 to be an exceptional year for the company.



Gold Coast 2018 Commonwealth Games (Australia).



INNOVATION

Lagardère
SPORTS AND
ENTERTAINMENT

Record number of sponsors at Gold Coast 2018 Commonwealth Games

The Gold Coast 2018 Commonwealth Games saw an exciting 11 days of sporting competition and Lagardère Sports was the exclusive sponsorship agent of the Games, reaching new heights with more than 60 sponsors signed.

The Star, an integrated casino and resort operating on the Gold Coast and in Sydney, one of the Tier One Partners, operated the Celebration Lawn, providing a social hub for fans throughout the Games. In addition, Facebook's sponsorship – the first time the company has sponsored a major multi-sport event – featured a Facebook live studio operating from the Celebration Lawn.

www.lagardere-se.com



Total African Nations Championship 2018

This year's Total African Nations Championship (CHAN 2018) which took place in Morocco saw outstanding broadcast and digital results. Lagardère Sports broadcast the tournament to fans in over 80 territories across Europe, Africa, Middle East, Asia, America and Oceania with 100 hours of live transmission. In addition to this, Lagardère Sports also organised two "Total Social Stadiums" during the opening and final matches. Social media influencers from Morocco, Mauritania and Nigeria were invited to create and share original and unique content with their followers, extending the reach and interest around the competition.

On the road with Hisense

The Hisense "See the Incredible Tour" saw Lagardère Plus build a social movement following the excitement of the FIFA World Cup. A fully branded and product-equipped Hisense tour bus began its journey in Spain on 14 June and travelled through France, England and Germany all the way to Russia. Hisense and Lloyd Griffith, an English comedian and aspiring goalkeeper, used social media to introduce the 'incredible' countries, people and moments during the FIFA World Cup.

Virtual advertising implemented in the Bundesliga

Eight-time German Champions Borussia Dortmund became the first football club worldwide to use the innovative virtual advertising technology at all 17 home matches of the 2018-2019 Bundesliga season. Lagardère Sports, and its partners ADI and Supponor, were awarded the first prize in the category "Sports Tech of the Year" at the Sport Business Awards 2018 in London.

Falken extends commitment to European Football

Tyre manufacturer Falken extended its commitment to top class European football by partnering with 21 clubs in Germany, England, Spain, Italy, France, the Netherlands, Poland and for the first time, Sweden. The pan-European sponsorship was secured by Lagardère Sports with the strategy focusing on LED perimeter and static boards to reach millions of fans in core European markets.

The Match: Tiger vs. Phil

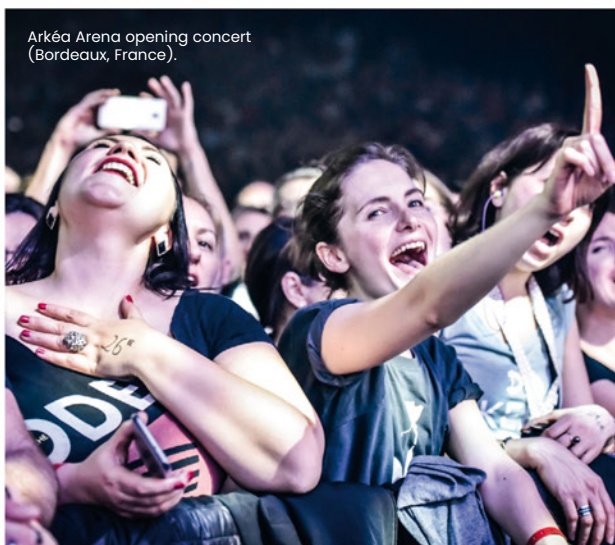
In November, the long-awaited, 18-hole head-to-head competition between Lagardère Sports golf client Phil Mickelson and Tiger Woods took place in Las Vegas. Lagardère Sports and Excel Sports Management (who represent Woods) were the event organisers and Warner Media's Turner Sports produced all live event coverage. Phil Mickelson triumphed over Tiger Woods to win the USD 9 million prize, with the proceeds from the side contests held throughout the match being donated to charity.

Arkéa Arena opening concert
(Bordeaux, France).



FOCUS

Arkéa Arena opening concert
(Bordeaux, France).

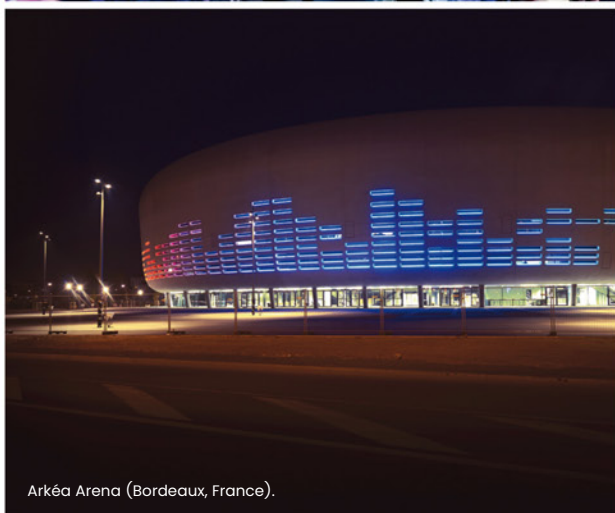


Stepping into the Arkéa Arena

The Arkéa Arena in Bordeaux (formerly the Bordeaux Métropole Arena), a brand-new hall with 11,300 seats opened in January 2018, with a performance by the legendary Depeche Mode – the band's only French tour date for the year.

Managed by Lagardère Live Entertainment, the project meets the needs of a concert hall capable of hosting sporting events and international artists. Located on the banks of the Garonne river in Floirac, the arena has so far welcomed more than 230,000 spectators across 43 public events, 15 of which sold out. A leading employer in the region with more than 1,100 employees, the Arkéa Arena also supports the development of many companies in the area.

www.lagardere-se.com



Arkéa Arena (Bordeaux, France).

BREAKDOWN OF 2018 REVENUE BY GEOGRAPHIC AREA



21% Other countries

20% Germany

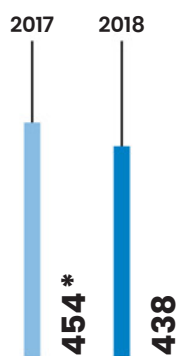
18% France

17% Asia and Australia

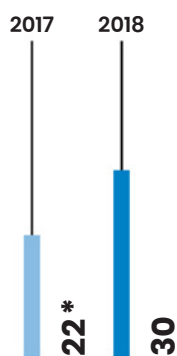
13% United Kingdom

11% Rest of Europe
(excluding Germany,
France and
United Kingdom)

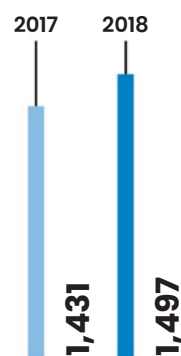
2018 key figures



**Consolidated
revenue**
(€m)



**Recurring operating profit
of fully consolidated
companies (€m)**



**Permanent
employees**

* Restated for IFRS 15.

LEADING POSITIONS

Leader in football in Africa, Asia and Europe

Leader in global sports sponsorship, with more than 200 sales people across Europe, Asia and the United States of America

Leader Lagardère Sports continued to be a leader and pioneer in the field of Esports

2018 KEY DATES

February

Successful staging of the fifth Total African Nations Championship (CHAN 2018), for which Lagardère Sports held the media and marketing rights.

April

The German Football League approves an innovative virtual advertising solution developed by Lagardère Sports, ADI and Supponor, which was trialled at the start of the 2018-2019 Bundesliga season during a Borussia Dortmund home fixture.

April

Opening of the Gold Coast 2018 Commonwealth Games, on behalf of which Lagardère Sports signs up a record number of sponsors.

June – July

Lagardère Plus successfully manages on-the-ground and online campaigns for Hisense, an official sponsor of the 2018 FIFA World Cup™ in Russia.

October

Lagardère Sports stages the fifth and final edition of the BNP Paribas WTA Finals Singapore presented by SC Global transforming this tournament into a world-class Sportainment event.

2018 KEY FIGURES

Management of more than 180 athletes in the MLB and NFL

and generation of USD 900 million for our talent

Partners with more than 100

football clubs in Europe

Significant growth in our Esports revenues

which have increased by over 300% in 2018



Strategy

Organisation redesigned following a strategic refocus

As announced by Arnaud Lagardère in March and May 2018, the Managing Partners have decided to refocus the Group's strategy around the two priority divisions, Lagardère Publishing and Lagardère Travel Retail. The disposal of the media assets is underway, with a number of transactions completed in 2018 and early 2019.

To facilitate the sales, the division has been reorganised into five autonomous business units – News, Press, TV, Audiovisual Production and Distribution, Pure Players and BtoB – each with its own resources for its management and development, in order to seize the best opportunities.

The News unit (Europe 1, Virgin Radio, RFM, *Paris Match*, *Le Journal du Dimanche*, the advertising sales brokerage, and the management of the Elle brand

licences) is not affected by the asset sales in progress. It will work to structure and strengthen news-related businesses, building on its strong brands, the quality of its content and the independence of its editorial teams.

Implementation of the media asset disposal plan

Several significant transactions have been carried out in the Lagardère Active division as part of the Group's strategic refocusing.

The magazine publishing titles in France, including *Elle* and its various extensions, *Version Femina*, *Art & Décoration*, *Télé 7 Jours* and its various extensions, *France Dimanche*, *Ici Paris* and *Public*, were sold to Czech Media Invest (CMI) in February 2019.

In April 2018, CMI also acquired the radio assets in the Czech Republic, Poland, Slovakia and Romania.



Nicolas de Tavernost (Chairman, Executive Board of the M6 group) and Arnaud Lagardère at the start of exclusive negotiations concerning the sale of the TV unit (excluding Mezzo), January 2019 (Paris, France).

These sales, combined with those of the radio assets in Cambodia in October 2018 and South Africa in February 2019, mark the disposal of most of Lagardère's international radio stations.

Several disposals have also been made in digital media. The e-Health unit has been sold: MonDocteur was sold to Doctolib in July 2018 and Doctissimo to the TFI group in October 2018. In addition, in February 2019, the Boursier.com activity, published by Newsweb, was sold to the Les Échos – Le Parisien group, while BilletReduc.com and Plurimedia were sold to Fnac Darty and Media Press Group, respectively.

The 42% stake in Marie Claire was also sold in June 2018.

Lastly, exclusive negotiations announced in January 2019 are underway with the M6 group for the sale of the TV unit (excluding Mezzo): Gulli and its international extensions, TiJi, Canal J, Elle Girl TV, MCM, MCM Top and RFM TV. The sale of Lagardère Studios is scheduled for 2019.



2018 highlights

Rewards and international expansion for Audiovisual Production

In France, Lagardère Studios now ranks as the third-largest producer of drama, with more than 45 hours of original programming broadcast in prime time, and the second-largest producer of programmes for immediate broadcast, with over 820 hours aired on French channels.

In Spain, it is a leading independent audiovisual production group, with approximately 500 hours of programming delivered in 2018.

Already operating in France, Spain, Finland and Africa, Lagardère Studios continued its international expansion with the acquisition of Dutch production company Skyhigh TV in March 2018.

Lagardère Studios also won 18 awards for productions in France (including *Jour Polaire* and *Ad Vitam*) and internationally (including *La Otra Mirada* and *Pirjo*),

plus two awards on digital formats. Several of its programs also logged record audiences, notably *C dans l'air* in France (2.2 million viewers on 5 February 2018, or 17.1% audience share) and *Pirjo* in Finland (3 million views on the Yle VOD platform).

Lagardère Studios will be sold in 2019 as part of the Group's strategic refocusing.

Success and records for TV

On 31 January 2019, the Lagardère group began exclusive negotiations with the M6 group with a view to finalising an agreement to sell the channels of its TV unit (excluding Mezzo). The activities of the TV unit will continue normally during the process.

The preeminent youth offering in France with Gulli, TiJi and Canal J, and France's top music offering with MCM, MCM Top and RFM TV, the Group's TV channels enjoyed great success in 2018. Gulli turned in a record-breaking



year, with an audience share of 18.9% among viewers aged 4-10 and 16.4% among those aged 4-14. **Also operating in Russia, French-speaking Africa and 18 countries in the Arab world, the favourite channel of families for its youth programmes reached 28 million viewers in France on average each month in 2018.** In addition to revamping GulliMax, its unlimited SVOD zone, Gulli continued its non-media diversification (Gulli Parcs, touch tablets, etc.) and partnerships (notably Le Salon du Chocolat Junior).

At the same time, the music channels attracted an average of nearly 5 million viewers each month in France, and Elle Girl TV 2.2 million.

Meanwhile, Mezzo started broadcasting in Japan and produced 350 hours of co-productions. It is now broadcast in more than 54 million households and nearly 60 countries. The benchmark for classical music, jazz and dance, it has stepped up the number of live performances broadcast from the world's pre-eminent theatres, including La Scala in Milan (Italy) and the Bolshoi Theatre in Moscow (Russia).



Europe 1 radio studio
(Paris, France).

FOCUS



Electroshock concert organised
by Virgin Radio, September 2018
(Toulouse, France).



RFM radio studio
(Paris, France).

Europe 1



Europe 1, RFM and Virgin Radio: acceleration of the transformation

In 2018, Europe 1, RFM and Virgin Radio successfully completed their relocation to a new building and acquired new broadcasting tools. The new location will foster the development of synergies and joint projects.

With 3.6 million listeners daily¹, Europe 1 accelerated its transformation, with new programmes designed with target audiences in mind. With Europe 1 Studio, it continued its innovation strategy aimed at new digital uses, creating native podcasts and new programmes for connected speakers.

RFM remains the number 1 music station in listening time (1 hour 40 minutes)², with 2.288 million listeners daily¹.

In 2018, the RFM Music Show, the flagship event kicking off the summer season, attracted 21,000 spectators and more than 800,000 viewers to the show's bonus broadcast. In 2019, RFM was also the first French radio station to broadcast a live concert on Alexa, Amazon's connected speakers.

Every day, 2.554 million listeners¹ tune in to Virgin Radio for programming that uncovers new talent and makes it the place to be for artists. It lends its name to musical events throughout France, including Electroshock and the special morning shows hosted by Camille Combal before a live audience, which regularly attract 3,000 fans.

¹ Source: Médiamétrie 126,000 Radio; 13+; 5 a.m.-midnight; average Monday-Friday; September 2017-June 2018.

² Tied with Nostalgie.

www.europe1.fr • www.rfm.fr • www.virginradio.fr



Paris Match: great momentum and varied projects

France's front-ranking news magazine¹ was created to tell stories of human experience around the world, wherever news breaks.

True to this editorial line and to photojournalism, *Paris Match* pursues its vocation by covering the most compelling news, by looking closely at major French and international issues (from conflict zones to popular aspirations) and by sharing moments of communion in the French population, with special issues devoted to France Gall, Charles Aznavour and the French team's success at the World Cup, all featuring among the biggest sales of the year.

In 2018, *Paris Match* expanded into audiovisual production with the creation of Match Prod (documentaries, brand content). It also won over more than 10 million unique visitors per month² on Snapchat and confirmed its position as a webseries leader with the launch of "Un jour, une photo".

This content, widely viewed on its website, contribute to making *Paris Match* a powerful brand that reaches more than 14 million individuals³.

It was also a year of exciting events, with the new "Rendez-vous des Grands Aventuriers", the 15th Grand Prix du Photoreportage Étudiant and photo exhibitions in giant format throughout France.

And to cap it off, the "Décennies" specials set the ball rolling for the celebration of the magazine's 70th anniversary in 2019.



¹ Source: ACPM/OJD; DFP 2017-2018.

² Internal source.

³ Source: ACPM/ONE Global 2018 V3; excluding social networks.

www.parismatch.com



"Les Matins de l'Économie" conference organised by *Le Journal du Dimanche* (France).

FOCUS



Le Journal du Dimanche

***Le Journal du Dimanche:* the “must-read” weekend paper**

In 2018, *Le Journal du Dimanche* intensified its ongoing renaissance, recording a circulation of 154,000¹ in a challenging environment for print media and uninterrupted growth of audiences for its website (2.8 million unique visitors², up sharply over the last two years). Its political interviews, investigations and scoops make it the “must-read” weekend paper.

To defend its values, the paper has cast itself as an advocate for causes including equal pay and the fight against domestic violence. It has partnered with leading journalism schools to get students involved in a more decentralised and more positive treatment of the news. The paper also continues its diversification efforts through its high-end conference cycles (*Les Matins de l'Économie*, *Les Conversations*) and its participation in tailor-made events with major economic players (Bouygues Immobilier, Saint-Etienne Metropolis, EDF Electric Days).

Lastly, *Le Journal du Dimanche* celebrated its 70th anniversary with a special insert in which experts unveiled their vision of the progress on the cards in the coming seven decades – evidence that its reporters have their eyes firmly on the future rather than on the past.



¹ Source: ACPM/OJD; DSH-DFP 2018.

² Source: Médiamétrie – NetRatings Internet Global; December 2018.

www.lejdd.fr



Elle Active Forum organised by Elle China (Chengdu, China).

FOCUS

ELLE

Elle International: the strength of a brand, the power of a network

More than just the leading fashion and lifestyle media brand, Elle International is the world's number 1 women's media network, with 33 million readers and 100 million unique visitors per month on 55 digital platforms. It has no fewer than 78 international editions, including 45 *Elle* and 25 *Elle Décoration*, licensed in 45 countries with partners including Hearst, Burda and Aller. And it also has a non-media licensing business (fashion, beauty, decoration, services, etc.) working with 140 licensees in 80 countries.

Its network is driven by:

- a centralised advertising sales brokerage (Lagardère Global Advertising) in charge of sales for all editions;
- a brand management and editorial production team that generates the publication of 4,900 pages per year;
- a syndication department that facilitates the sharing of local content internationally (13,000 pages per year);
- a non-media licensing team (Lagardère Active Enterprises) in charge of merchandising operations.

2018 was a year rich in developments:

- launch of *Elle Décoration* in Argentina and Ukraine;
- transformation of *Elle Italia* into a weekly;
- rollout of the Elle Active Forum in Italy, China, Japan, United Kingdom, etc.;
- launch of a degree course in collaboration with MIT in Boston: the Elle International Fashion and Luxury Management Program;
- launch of an Elle perfume globally and a makeup line in China;
- opening of Elle Café restaurants in Shanghai and Bangkok.

Elle International promises an equally exciting year in 2019.

www.ellearoundtheworld.com

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Publications

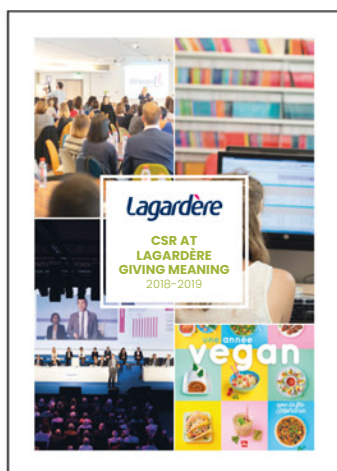


USB key

containing these publications
in English and French

These publications
are also available
in French.

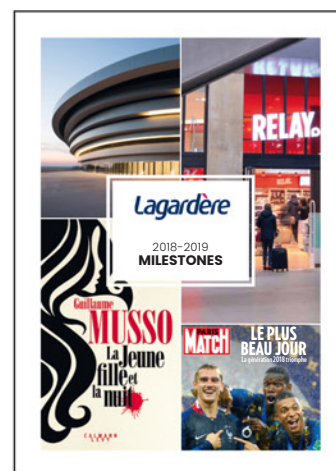
www.lagardere.com



**CSR at Lagardère
in 2018-2019**



Reference document
including the Annual
Financial Report
Fiscal Year 2018



2018-2019 Milestones
Corporate Brochure

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93761 Pantin Cedex - France
Tel: +33 (0)1 57 43 34 00

Lagardère

Lagardère
PUBLISHING

Stock

Astérix

headline

SALVAT

D
DUNOD

L B
LITTLE, BROWN AND COMPANY

Lagardère
TRAVEL RETAIL

RELAY

aelia  DUTYFREE
The Art of the gift

VINO  VOLO
Discover great wines

SO!
coffee

DISCOVER
D
DISCOVER

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