



Investor Presentation

July 2010





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Disclaimer

Certain of the statements contained in this document are not historical facts but rather are statements of future expectations and other forward-looking statements that are based on management's beliefs. These statements reflect such views and assumptions as of the date of the statements and involve known and unknown risks and uncertainties that could cause future results, performance or future events to differ materially from those expressed or implied in such statements.

When used in this document, words such as “anticipate”, “believe”, “estimate”, “expect”, “may”, “intend” and “plan” are intended to identify forward-looking statements which address our vision of expected future business and financial performance. Such forward-looking statements include, without limitation, projections for improvements in process and operations, revenues and operating margin growth, cash flow, performance, new products and services, current and future markets for products and services and other trend projections as well as new business opportunities.

These forward-looking statements are based upon a number of assumptions which are subject to uncertainty and trends that may differ materially from future results, depending on a variety of factors including without limitation:

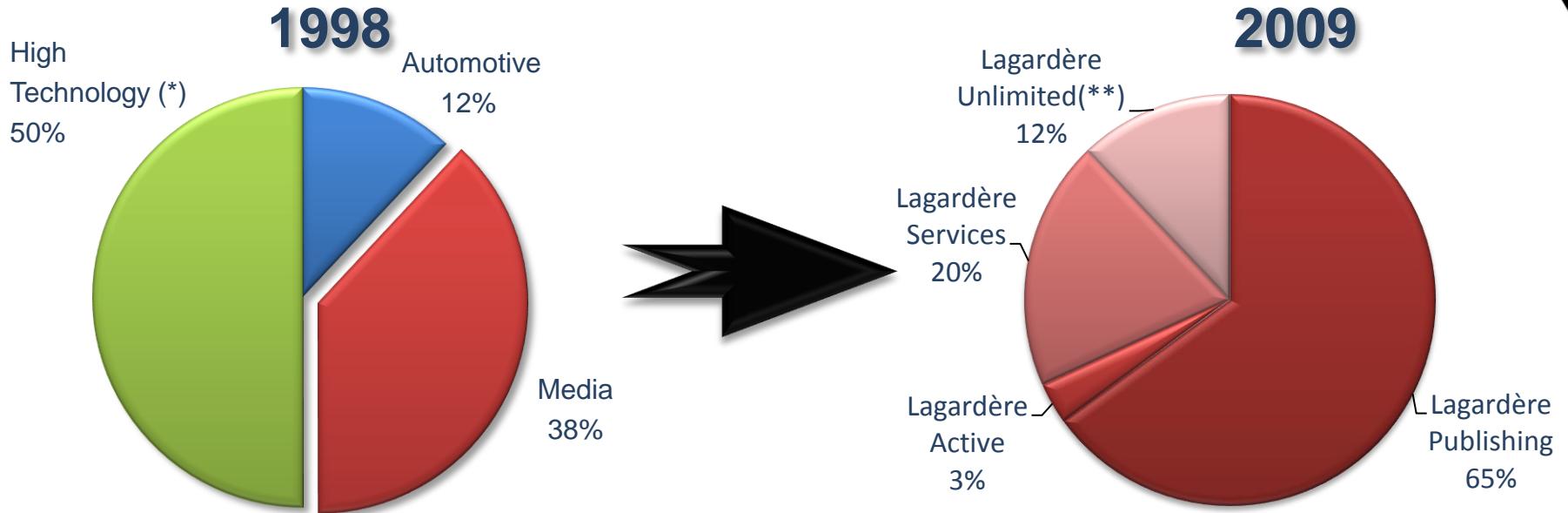
- General economic and labour conditions, including in particular economic conditions in Europe and North America
- Legal, financial and governmental risks (including, without limitation, certain market risks) related to the businesses
- Certain risks related to the media industry (including, without limitation, technological risks)
- The cyclical nature of some of the businesses.

Please refer to the most recent Reference Document (Document de Référence) filed by Lagardère SCA with the French Autorité des marchés financiers for additional information in relation to such factors, risks and uncertainties.

Lagardère SCA disclaims any intention or obligation to update or review the forward-looking statements referred to above. Consequently Lagardère SCA is not responsible for any consequences that could result from the use of any of the above statements.

Refocusing on Media over the past ten years...

Split of recurring EBIT by business



- ▶ The Media division, which accounted for only 38% of recurring EBIT in 1998, represented our entire business in 2009
- ▶ Our only remaining interest in High Technology is the 7.5% stake in EADS

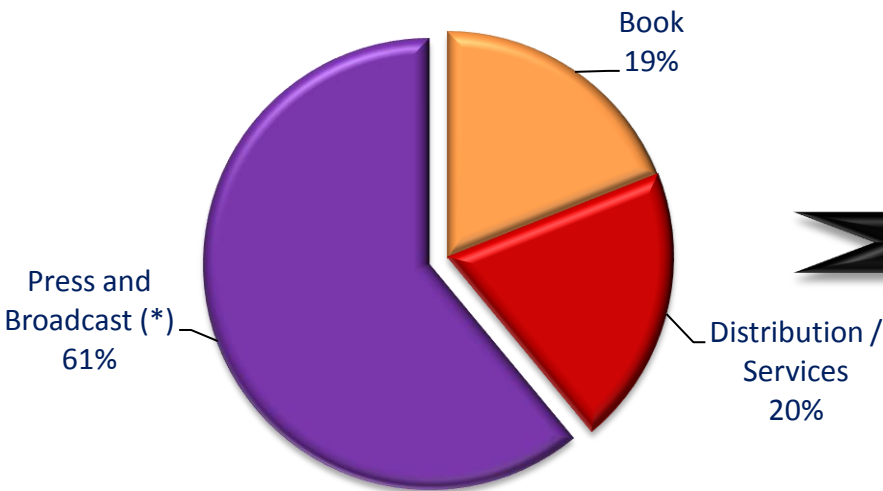
(*) includes Other Activities (excludes Messageries activities)

(**) Lagardère Sports has become Lagardère Unlimited from May, 31st 2010

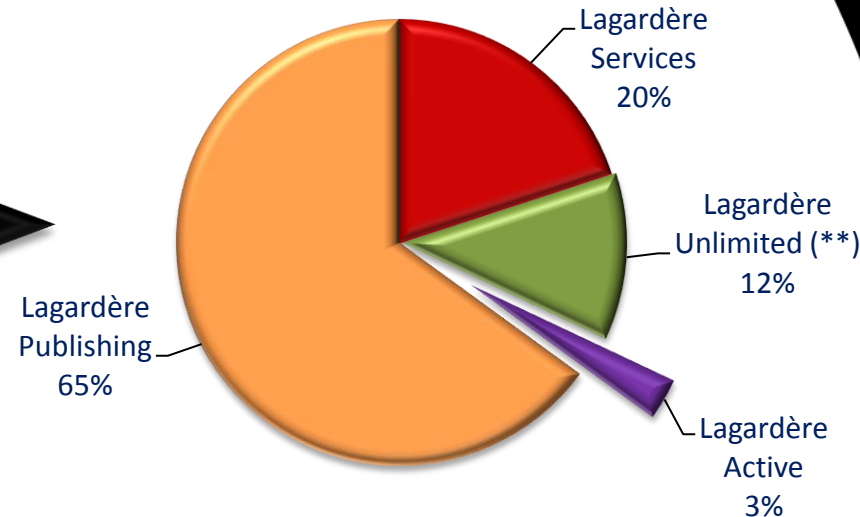
... with fewer advertising-driven activities

Split of Media recurring EBIT

1998



2009



- ▶ Press and Broadcast, which accounted for more than 60% of Media recurring EBIT in 1998, represented 3 % of recurring EBIT in 2009
- ▶ The Book division (now Lagardère Publishing) has tripled its share of recurring EBIT, and Sports has been a new growth driver since 2006

(*) includes Messageries activities, Multimedia and Grolier

(**) Lagardère Sports has become Lagardère Unlimited from May, 31st 2010

Our cumulative cash flows and disposal proceeds from 1999 to 2009...

Free cash flow:
€2,839m



Disposal proceeds:
€4,744m



Total
Free cash flow
&
Disposal proceeds
€7,583m

...provided most of the funds for this strategy

Free cash flow:
€2,839m

Disposal
proceeds:
€4,744m

Increase in Debt:
€2,402m

€2,930m

€7,055m

Shareholders'
return
€2,930m

Media
Acquisitions
€7,055m

- ▶ Free cash flow fully distributed to shareholders
- ▶ Media acquisitions financed by asset disposals (2/3) and debt (1/3)

A clear strategy for the future

- ▶ **Lagardère is a diversified media group focused on 4 main divisions: Publishing, Active (Press, Radio and TV), Services and Unlimited**
 - Our diversity (cyclical-acyclical/ mature-non mature businesses/ domestic-international/ B2B-B2C) improves our risk profile
 - Our aim is to have market-leading positions
- ▶ **A pro-active strategy for managing our assets**
 - Continuing to invest in our strengths: **Sport** (a growth market, especially in Asia, Africa, the Middle East and America), **Digital** (exploration of new sources of monetization, potential for expansion built on strong brands), **Travel Retail**
 - Continuing to adapt our portfolio: partnership, divestment of low-growth businesses and minority stakes
- ▶ **Protecting shareholder returns**
 - Regular dividend policy not excluding one-off dividends following divestments
 - We have a track record in share buybacks: since 2003 we have bought back €822m of our own shares

Lagardère SCA Key Figures

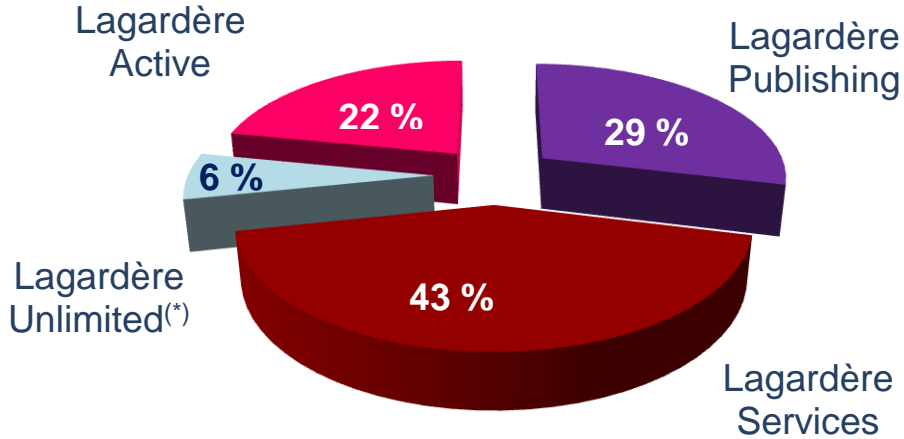
- ▶ Revenues: €7,892m / -4.0% like-for-like
- ▶ Recurring EBIT: €461m vs. €647m in 2008
- ▶ Net income: €137m vs. €593m in 2008
- ▶ Adjusted net income (excl. EADS): €323m / -9.8%

- ▶ Net debt at end 2009: €1,824m vs. €2,619m in 2008

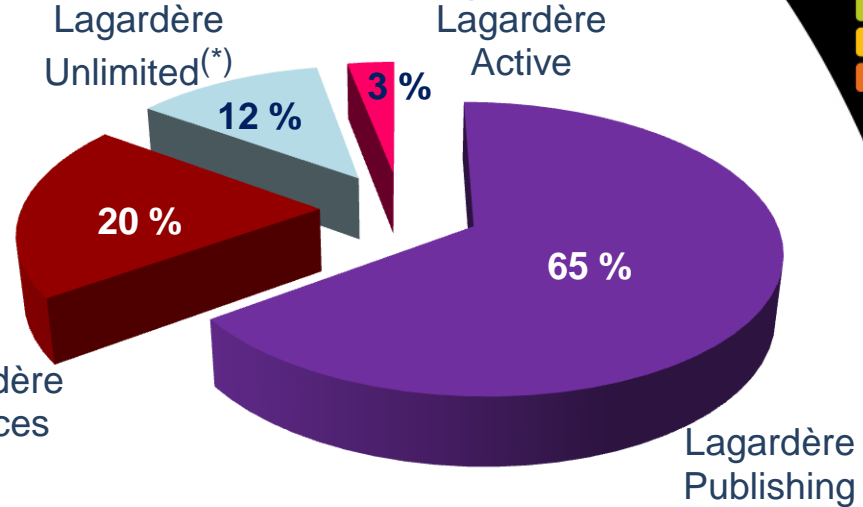
- ▶ Adjusted earnings per share (excl. EADS): €2.55 / -8.3%
- ▶ 2009 dividend: stable at €1.30 per share⁽¹⁾

Strong international footprint

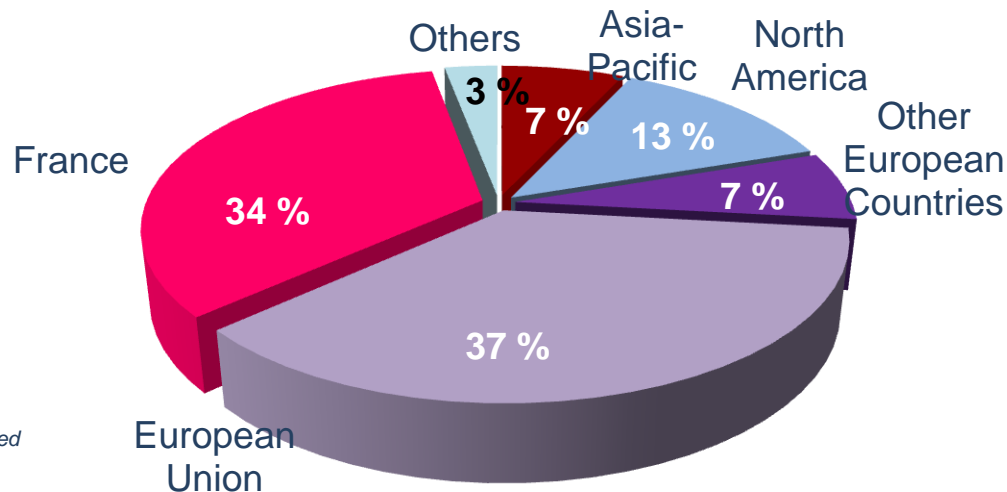
2009 revenues: €7,892m



2009 Media Recurring EBIT: €463m



2009 revenues by geographical area



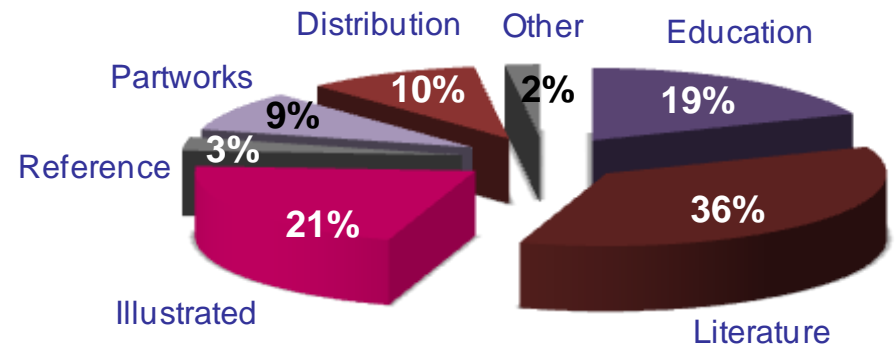
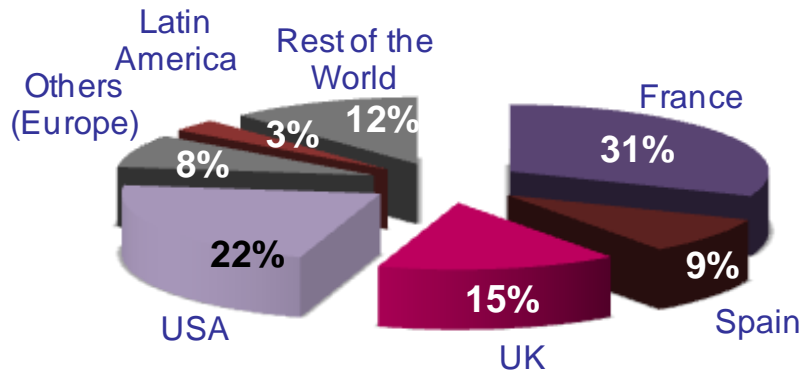
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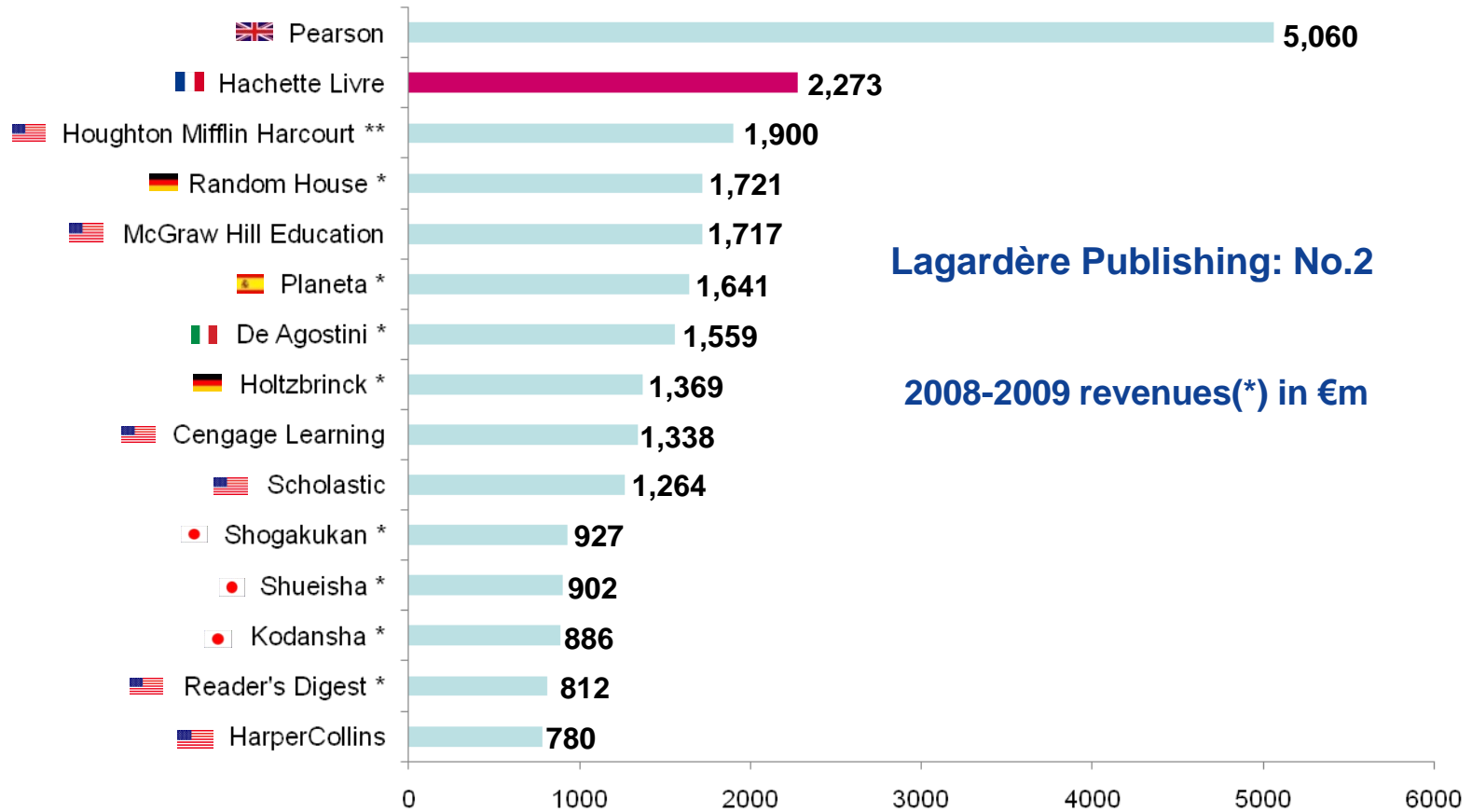
Lagardère Publishing

Balanced Portfolio of Assets

Lagardère Publishing 2009 revenues:
€2,273m



Competitive Position in the World Trade Book Market



Note 1: The impact of the USD exchange rate is a key factor for all American players.

Note 2: Trade publishing sales are excluded to the extent that they can be separately identified.

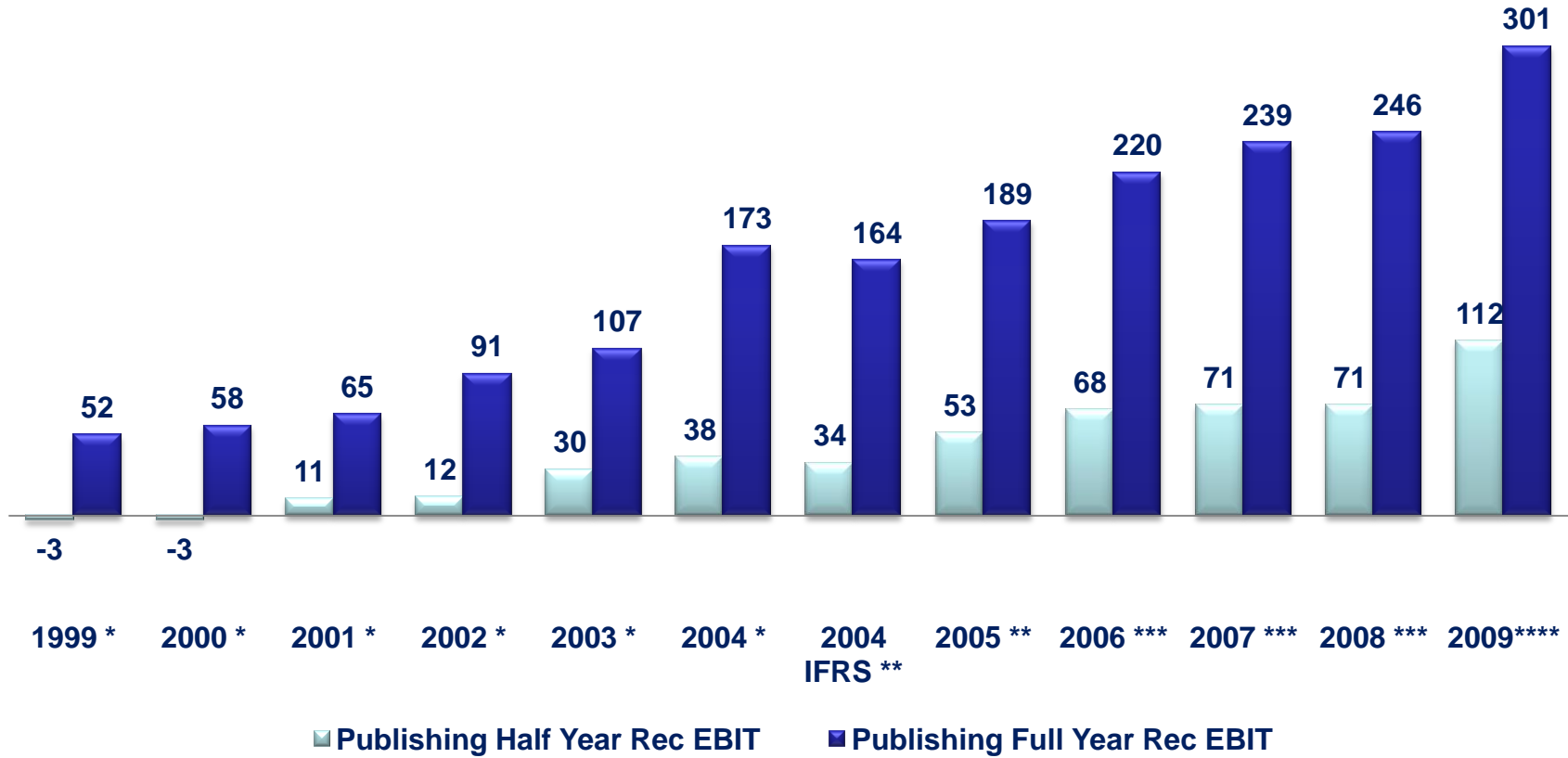
* 2008 revenues.

** 2007 revenues.

Growth opportunities for Lagardère Publishing?

- ▶ **Proactive exploration of business opportunities in major emerging markets**
 - JV with Phoenix Publishing & Media Group (PPMG) in China
 - Significant footprint in Latin America
 - Indian startup already a success
- ▶ **Pursuit of digital transition strategy to keep capitalizing on growth in the e-books market:**
 - Pioneer in storage and distribution in France with Numilog
 - Launch of MyBoox
 - Development of websites (Routard, Larousse, Hachette Vins)
 - 5% of December 2009 U.S. revenues
 - Instrumental in setting up the agency agreement with Apple
- ▶ **Acquisition opportunities to round out our portfolio**

Trends in Lagardère Publishing Recurring EBIT



* 1999-2004 French GAAP

** 2004-2005 IFRS: Recurring EBIT Before Associates after reallocating central costs

*** 2006 onward: post IAS 31 implementation

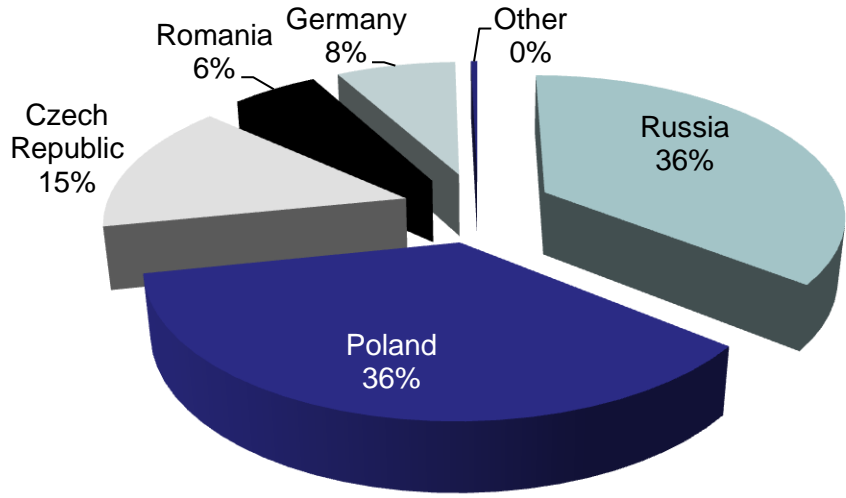
**** 2009 After management fees charged by Non-Media activities based on the rules applied in 2009



Lagardère Active

Broadcast (2009 revenues: €454m, EBIT: €11m)

- ▶ **55% of Lagardère Radio's business is in France:** our 3 stations (Europe 1, Virgin Radio, RFM) together have nearly 20% audience share...
- ▶ **...45% is in the Rest of the World** with strong positions in Eastern Europe



- ▶ **46% of the Broadcast business is in TV:**
 - Strong position in TV Production in France
 - Successful launch of DTT channels:
 -  3% audience share, leader in 4-14 age group in 2009*
 - Leader in Children's TV segments with 15.1% national audience share of 4-10 age group**

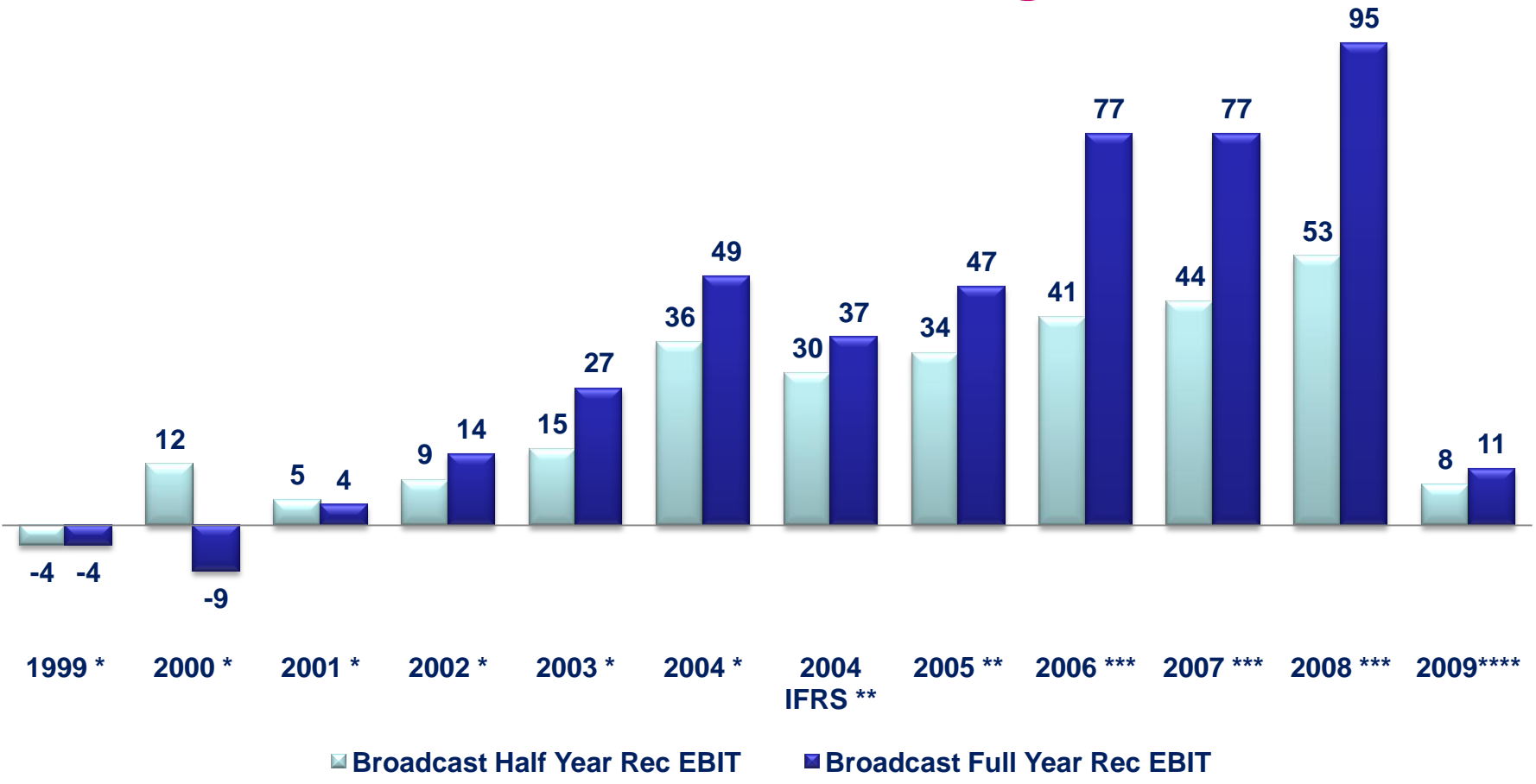


- Shareholder in Canal+ France (20%)

*Source: Mediametrie / Médiamat, 2009 full year, audience share (%) aged 4+ receiving DTT.

** Source: Mediametrie / MediaCabSat, January-June 2009, and Mediametrie / Mediamat, November-December 2009

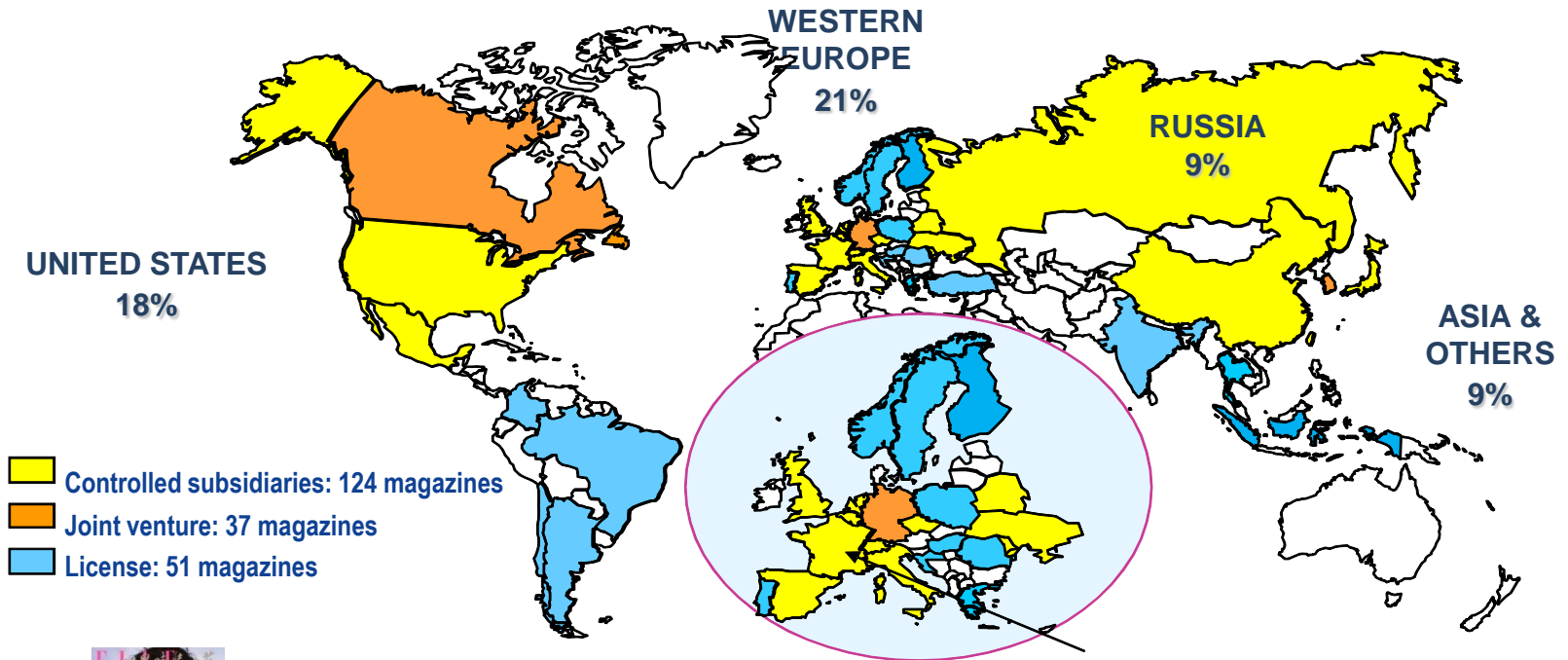
Lagardère Active: trends in Broadcast Recurring EBIT



* 1999-2004 French GAAP
 ** 2004-2005 IFRS: Recurring EBIT Before Associates after reallocating central costs
 *** 2006 onward: post IAS 31 implementation
 **** 2009 After management fees charged by Non-Media activities based on the rules applied in 2009

Press (2009 revenues: €1,271m)

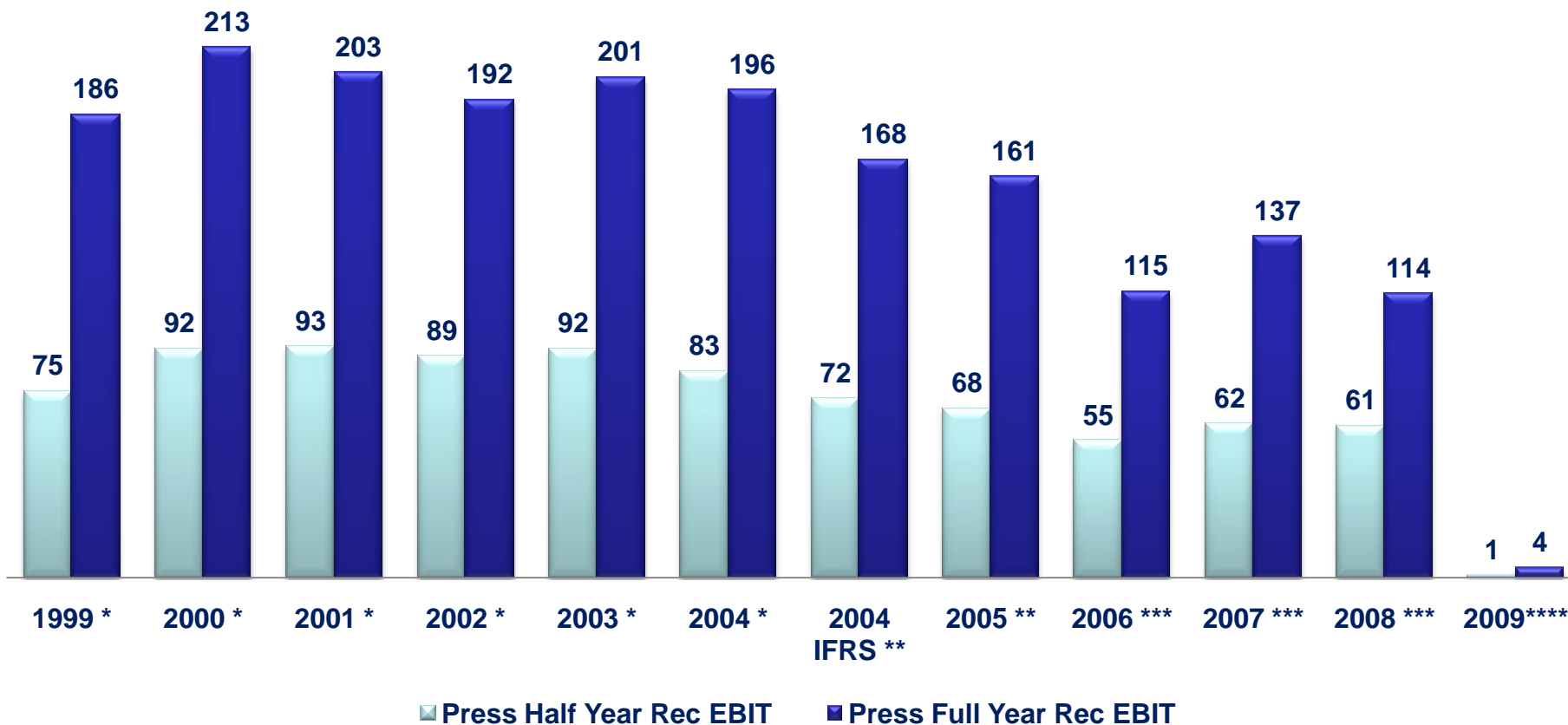
An international network in 42 countries



Brand extension dynamic **ELLE**
42 editions (41 editions last year)

FRANCE
43%

Lagardère Active: trends in Press Recurring EBIT



* 1999-2004 French GAAP

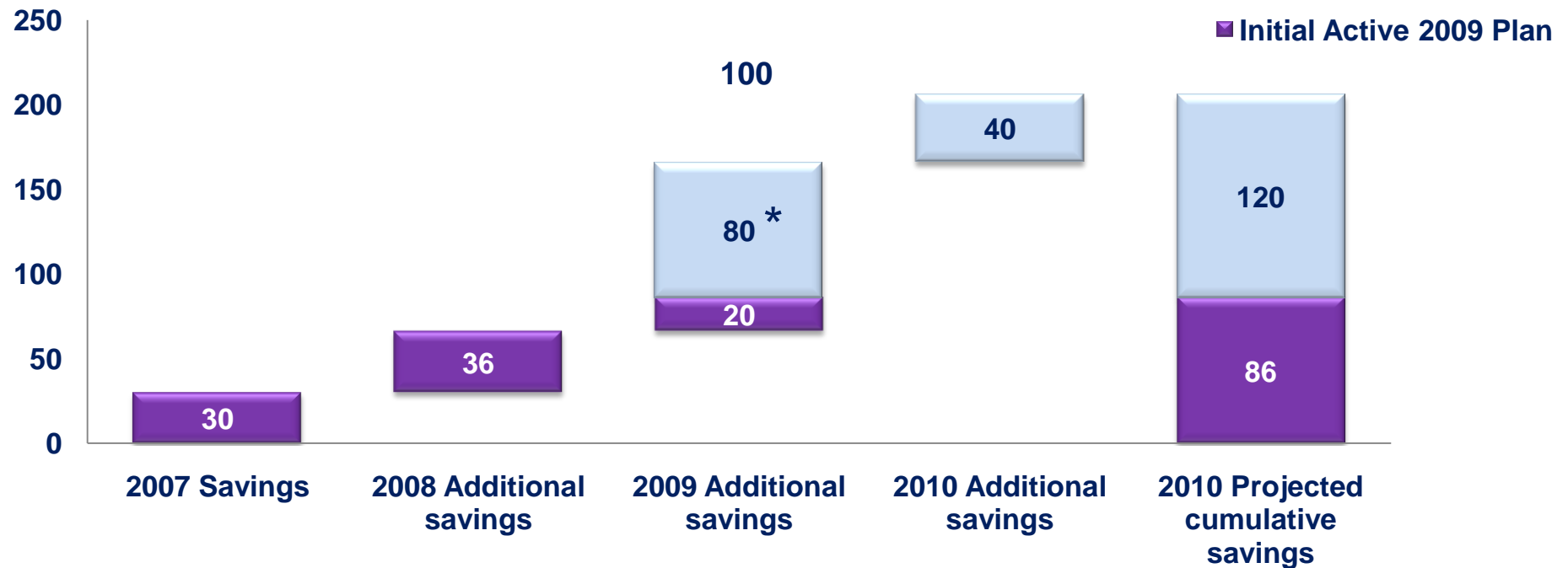
** 2004-2005 IFRS: Recurring EBIT Before Associates after reallocating central costs

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Cost savings plans

€m



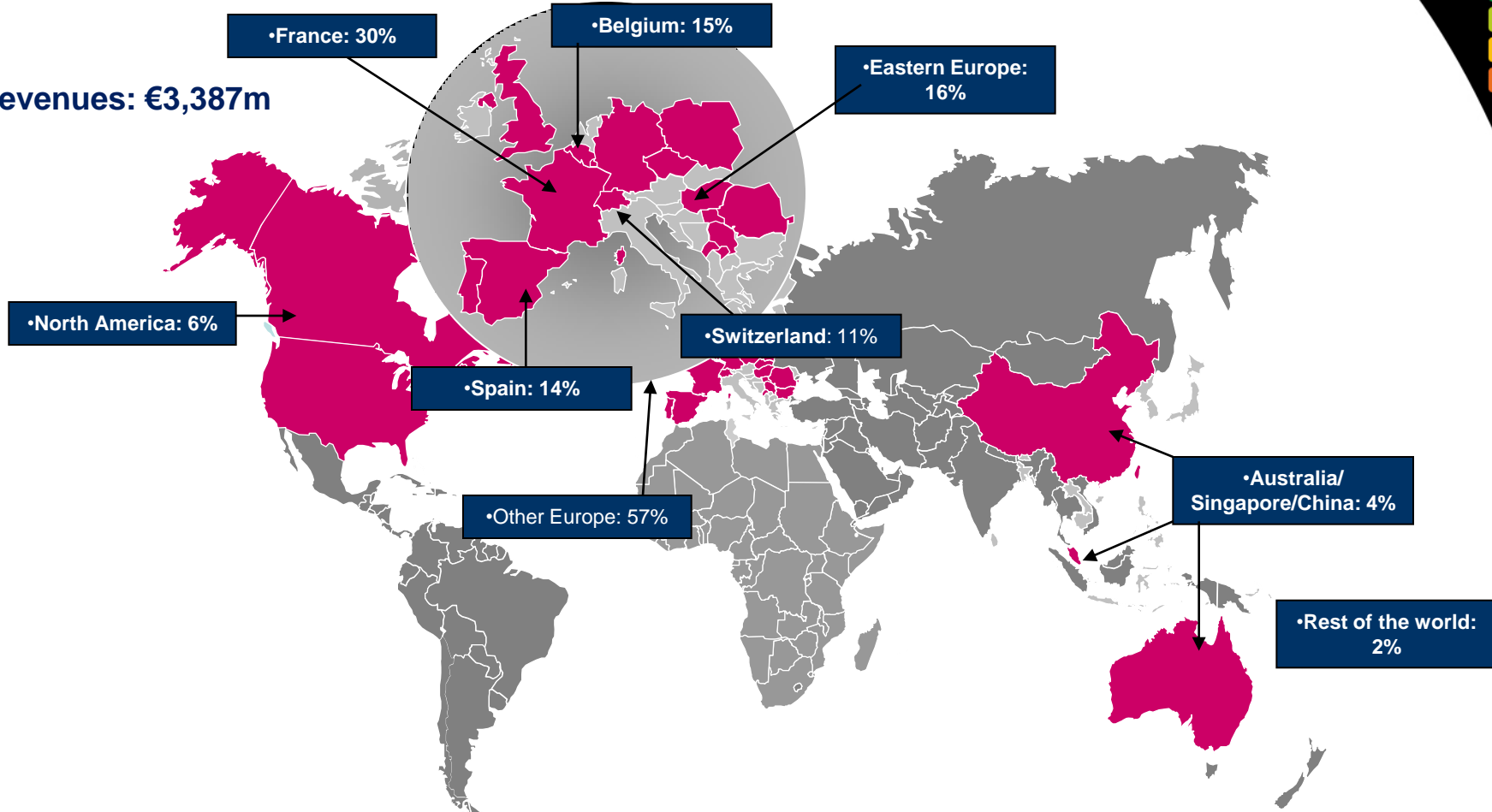
* Before inflation, including around €20m one-shot savings that will be maintained for as long as the environment does not improve



Lagardère Services

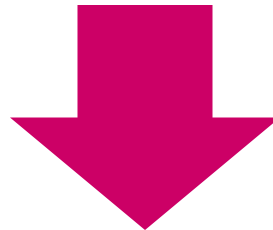
70% of revenues outside France

2009 revenues: €3,387m



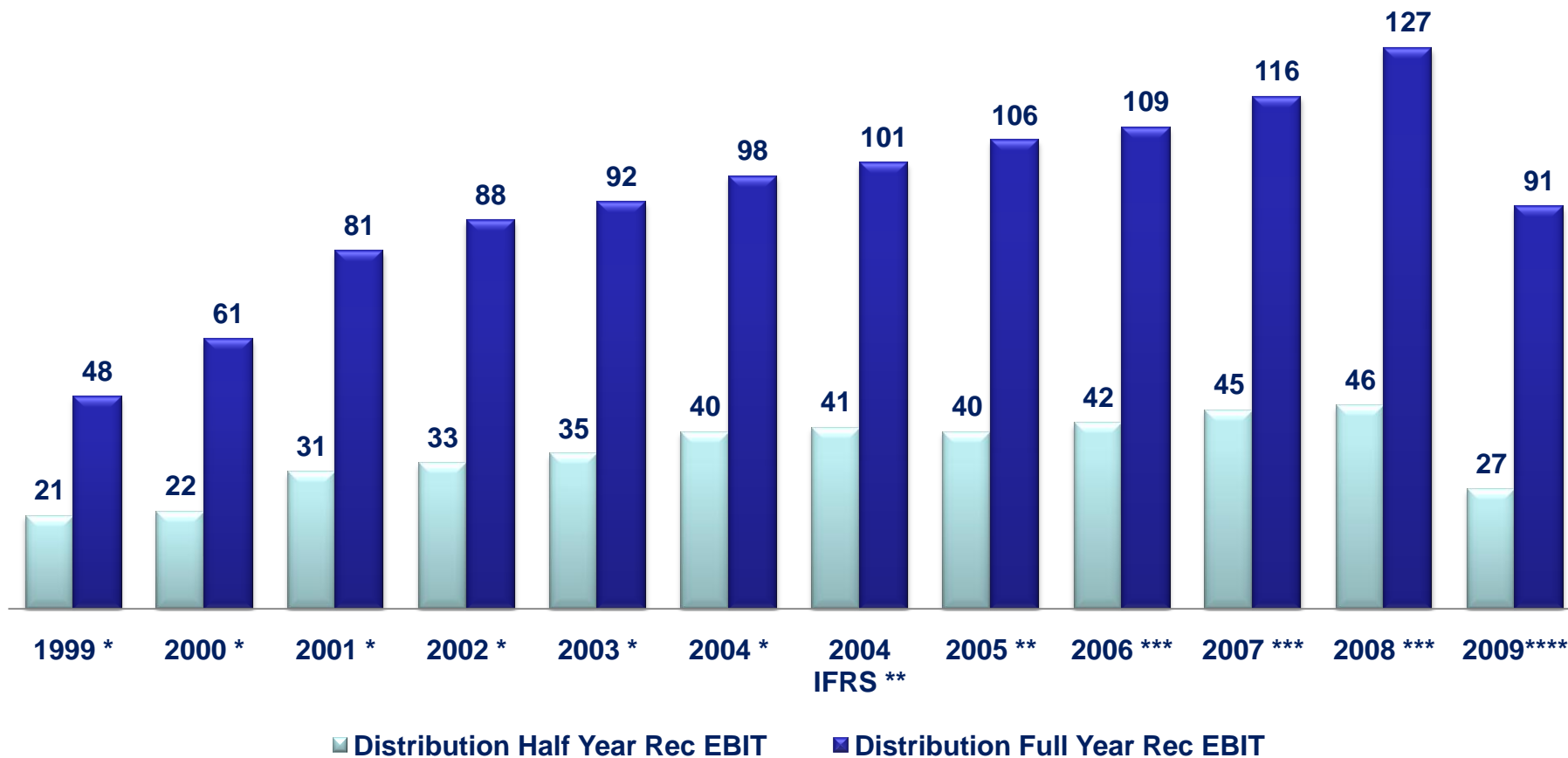
3 shifts to improve growth & profitability

- ▶ From distribution to retail: distribution 32% of revenues in 2009 vs. 45% in 2000.
- ▶ From low to higher margin products
- ▶ From mature countries toward Eastern Europe (16% of sales in 2009) & Asia (4% of sales in 2009)



In 2010, the recovery in air passenger traffic should stimulate growth for our Travel Retail business

Trends in Lagardère Services Recurring EBIT



* 1999-2004 French GAAP

** 2004-2005 IFRS: Recurring EBIT Before Associates after reallocating central costs

*** 2006 onward: post IAS 31 implementation

**** 2009 After management fees charged by Non-Media activities based on the rules applied in 2009



Lagardère Unlimited⁽¹⁾

European leader in sports rights management

upsolut

in € million



2008

<i>Revenues</i>	444
<i>Operating Margin</i>	16.9%

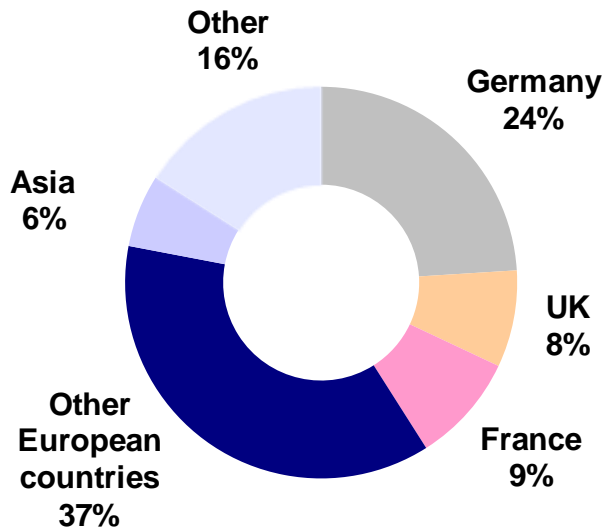
2009

<i>Revenues</i>	507
<i>Operating Margin</i>	11.0%

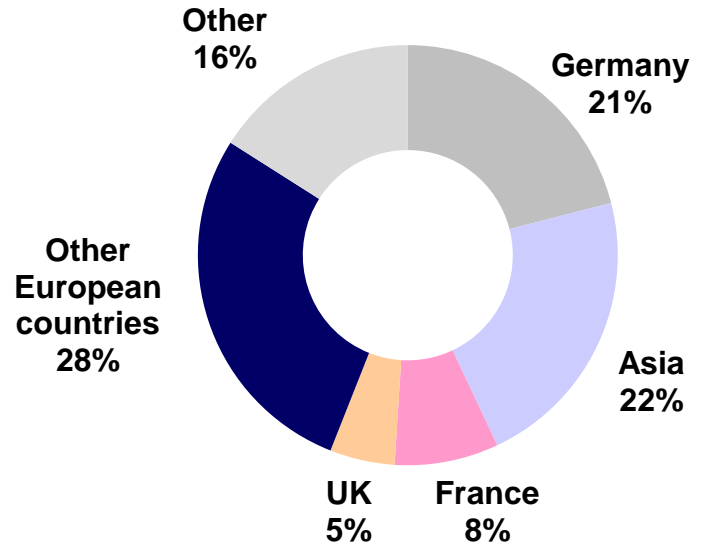


European leader in sports rights management









2008



2009



A value chain organized around 6 segments

	ACADEMIES	REPRESENTATION	EVENTS	CONSULTING	MARKETING	MEDIA
			■	■	■	■
		■		■	■	■
			■		■	
			■		■	
			■			
		■	■	■		
	■					
	■					

* LAGARDÈRE OWNS 30 % OF SADDLEBROOK ACADEMY



Lagardère: Guidance for 2010

Guidance for 2010

➤ **Very slight increase in Media recurring EBIT before associates at constant exchange rates, excluding the effects of a return to normal for Lagardère Publishing. Our guidance for Lagardère Media overall is a decrease of around 10%, assuming flat advertising revenues relative to 2009.**



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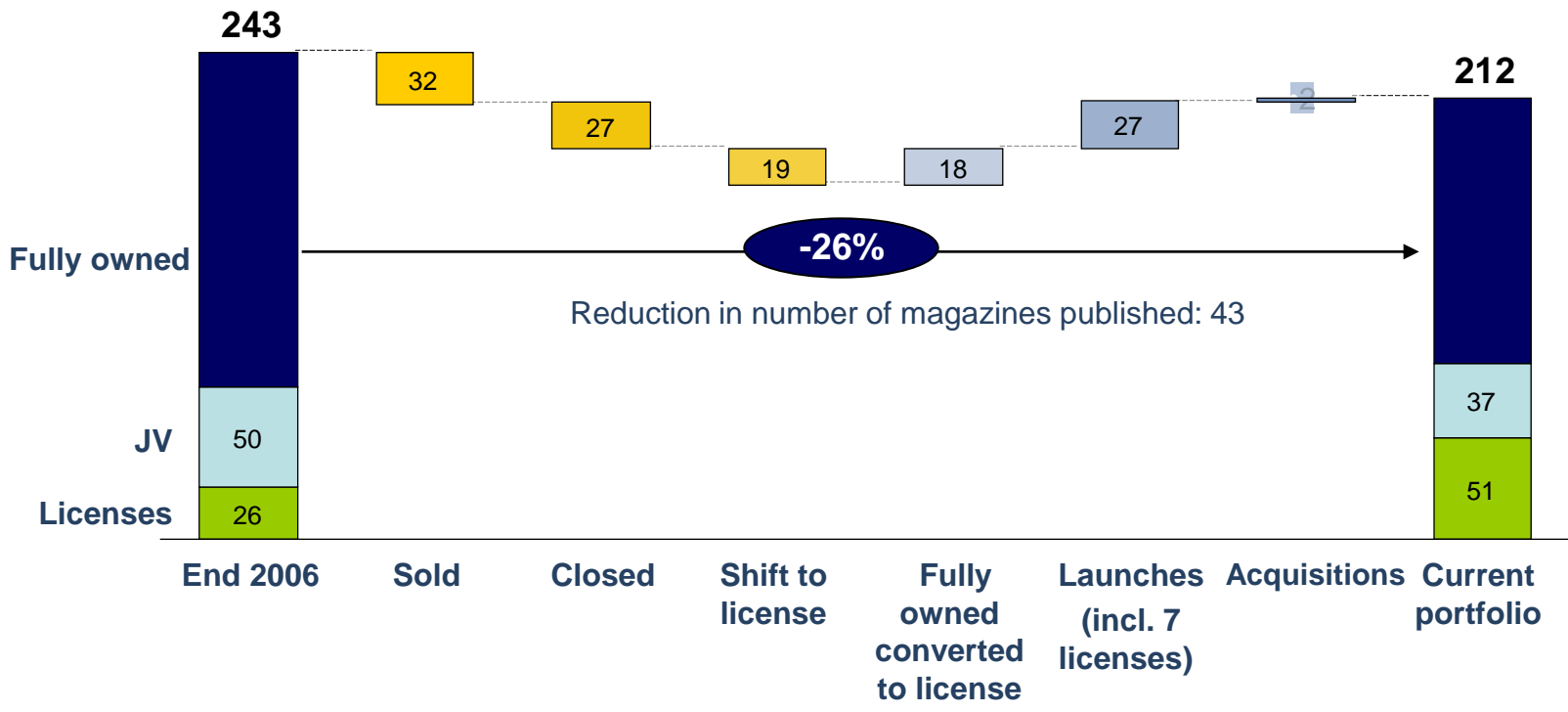
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Appendix

Magazine portfolio restructuring plan completed



- ▶ Includes additional restructuring carried out since December 2008:
 - sold* 6 (including 5 titles in the US)
 - closed* 4



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