

> Introduction: Arnaud Lagardère

SUCCESS STORY

&

DIGITAL OPPORTUNITY



Lagardère
PUBLISHING



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▶ Lagardère Publishing Investor Day

- > **Main contributor to earnings:** with 2009 full-year revenues of €2.3bn and Recurring EBIT of over €300m, Lagardère Publishing is the main contributor to our earnings.
- > **Combination of organic growth and acquisitions:** Lagardère Publishing is now world no.2 thanks to a strategy combining organic growth with acquisitions (Time Warner in 2006, Editis and Hodder Headline in 2004, etc).
- > **Excellent track record in integrating acquisitions:** It has driven international expansion, while allowing each subsidiary to retain its character. These acquisitions have created value, though investors were often skeptical about integrating new publishing houses.
- > **Diversity of the portfolio:** It gives stronger resilience to the economic environment, and reflects the overall strategy of the Lagardère Group.
- > **Consistent earnings growth:** this diversity has also produced highly resilient earnings, with consistent growth in EBIT over many years.





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- > **The digital opportunity:** recent developments in digital reflect Lagardère Publishing's reactivity and ability to respond to changes in demand without sacrificing margins. It also validates the strategy to become a leader.
- > **Expertise in monetizing content:** Lagardère Publishing illustrates our expertise in monetizing content, which is at the heart of the Lagardère Group's strategy.
- > **Long term strategy:** A ten years strategy was necessary to build learning curve on markets and countries.



The quality of the management team and its long term strategy are demonstrated by average annual Recurring EBIT growth of almost 20% between 1999 and 2009

