

BUSINESS MODEL

A sustainable value creation model

INPUTS AND RESOURCES⁽¹⁾

HUMAN CAPITAL

27,535 employees
51% of women executives
48% of managers and executives with more than ten years' service

FINANCIAL CAPITAL

€206 million in business investment
€1,637 million in available liquidity
Arrangement of a €465 million state-backed loan

ENVIRONMENTAL AND SOCIETAL CAPITAL

244 GWh tertiary power consumption⁽²⁾
160 kilotons of paper purchased and supplied
16,453 audiobooks available in the Lagardère Publishing catalogue at year-end

BUSINESSES

Lagardère is an international group with operations in more than 40 countries worldwide. It ranks among the world leaders in publishing (Lagardère Publishing) and travel retail (Lagardère Travel Retail).

LAGARDÈRE PUBLISHING

Books
e-Books
Mobile Games and Board Games

LAGARDÈRE TRAVEL RETAIL

Travel Essentials
Duty Free & Fashion
Foodservice

OTHER ACTIVITIES⁽³⁾

VALUE CREATION⁽¹⁾

EMPLOYEE VALUE

5,192 permanent recruitments
211,091 training hours Group-wide
43% of employees with a portion of variable remuneration
73% of workforce with employee representation

FINANCIAL VALUE

€4,439 million in revenue
€2,686 million in market capitalisation

ENVIRONMENTAL AND SOCIETAL VALUE

98% of paper purchased and supplied certified or recycled
18.1 tCO₂e of emissions per €m of revenue
Lagardère is a member of the S&P Global Sustainability Yearbook 2021

⁽¹⁾ Data at 31 December 2020.

⁽²⁾ Oil, gas, electricity and district heating.

⁽³⁾ Mainly comprising Lagardère News (*Paris Match*, *Le Journal du Dimanche*, Europe 1, Virgin Radio, RFM and the Elle brand licence) together with Lagardère Live Entertainment.