

BUSINESS MODEL

A sustainable value creation model

INPUTS AND RESOURCES ⁽¹⁾

HUMAN CAPITAL

27,359 employees
44% of women top executives⁽²⁾
46% of top executives and managers with more than ten years' service

FINANCIAL CAPITAL

€415 million in business investment
€2,039 million in available liquidity
Leverage ratio⁽³⁾ of 3.6x

ENVIRONMENTAL AND SOCIETAL CAPITAL

252 GWh tertiary power consumption⁽⁴⁾
180 kilotons of paper purchased and supplied
18,889 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
Board Games
and Mobile Games

LAGARDÈRE TRAVEL RETAIL

Travel Essentials
Duty Free & Fashion
Foodservice

OTHER ACTIVITIES ⁽⁵⁾

VALUE CREATION ⁽¹⁾

EMPLOYEE VALUE

9,609 permanent recruitments
337,073 training hours Group-wide
40% of employees with a portion of variable remuneration
71% of workforce with employee representation

FINANCIAL VALUE

€5,130 million in revenue
€249 million in recurring operating profit (recurring EBIT)
€456 million in free cash flow
€0.50 per-share dividend⁽⁶⁾

ENVIRONMENTAL AND SOCIETAL VALUE

99% of paper purchased and supplied certified or recycled
16,3 tCO₂eq. of emissions per €m of revenue
Lagardère is a member of the S&P Global Sustainability Yearbook 2022

⁽¹⁾ Data at 31 December 2021.

⁽²⁾ Due to the increase in the proportion of women in executive management in recent years (around 550 in total), Lagardère is now focusing its efforts on a smaller number of top executives (around 350 in total), of which the proportion of women is also growing faster than in previous years.

⁽³⁾ Leverage ratio: net debt/recurring EBITDA.

⁽⁴⁾ Oil, gas, electricity and district heating.

⁽⁵⁾ 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 (production of concerts and shows and venue management).

⁽⁶⁾ Dividend subject to shareholder approval at the Annual General Meeting to be held on 22 April 2022.