



Lagardère

FULL-YEAR 2016 RESULTS

Arnaud Lagardère
General and Managing Partner

8 March 2017

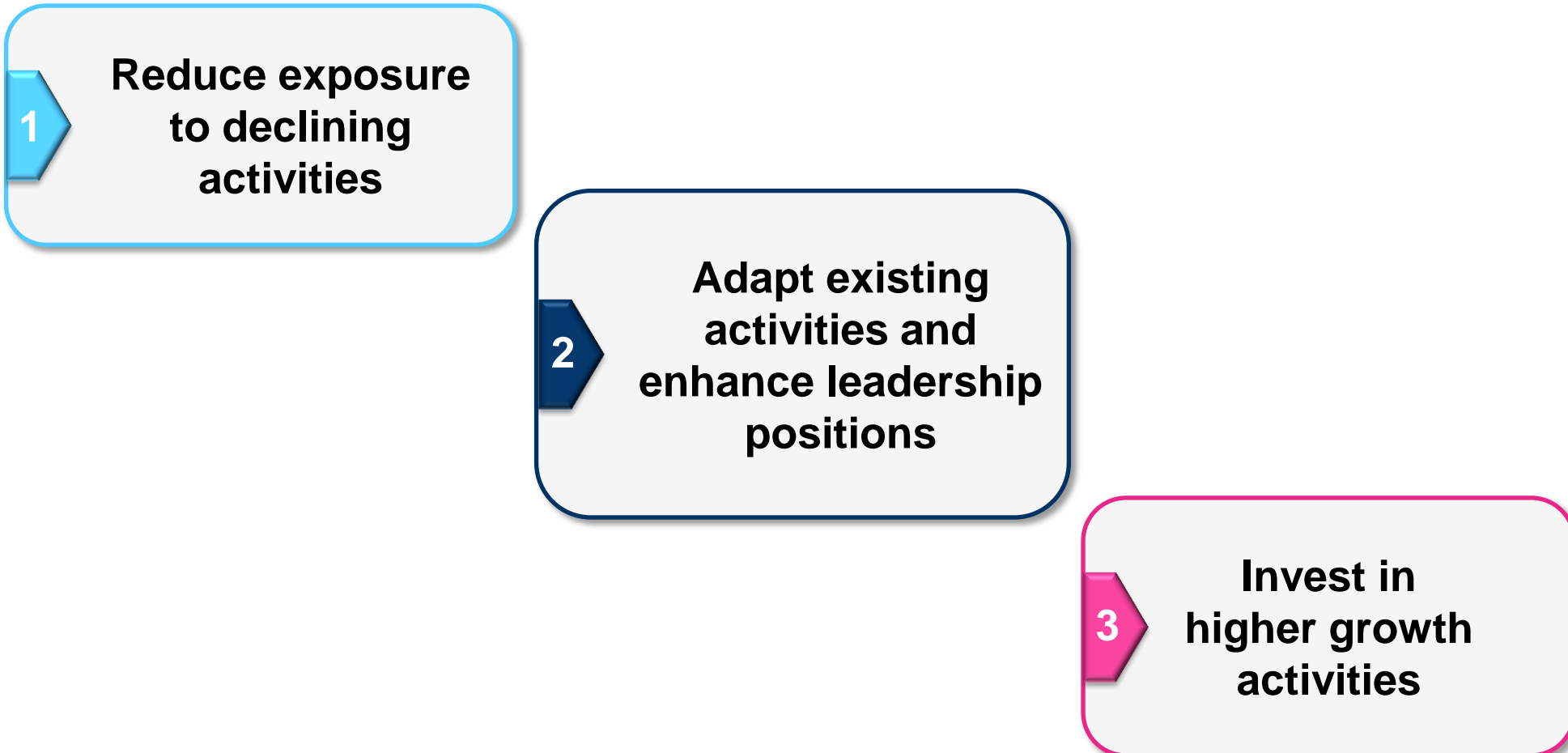


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**FROM STRATEGY
TO
IMPLEMENTATION**

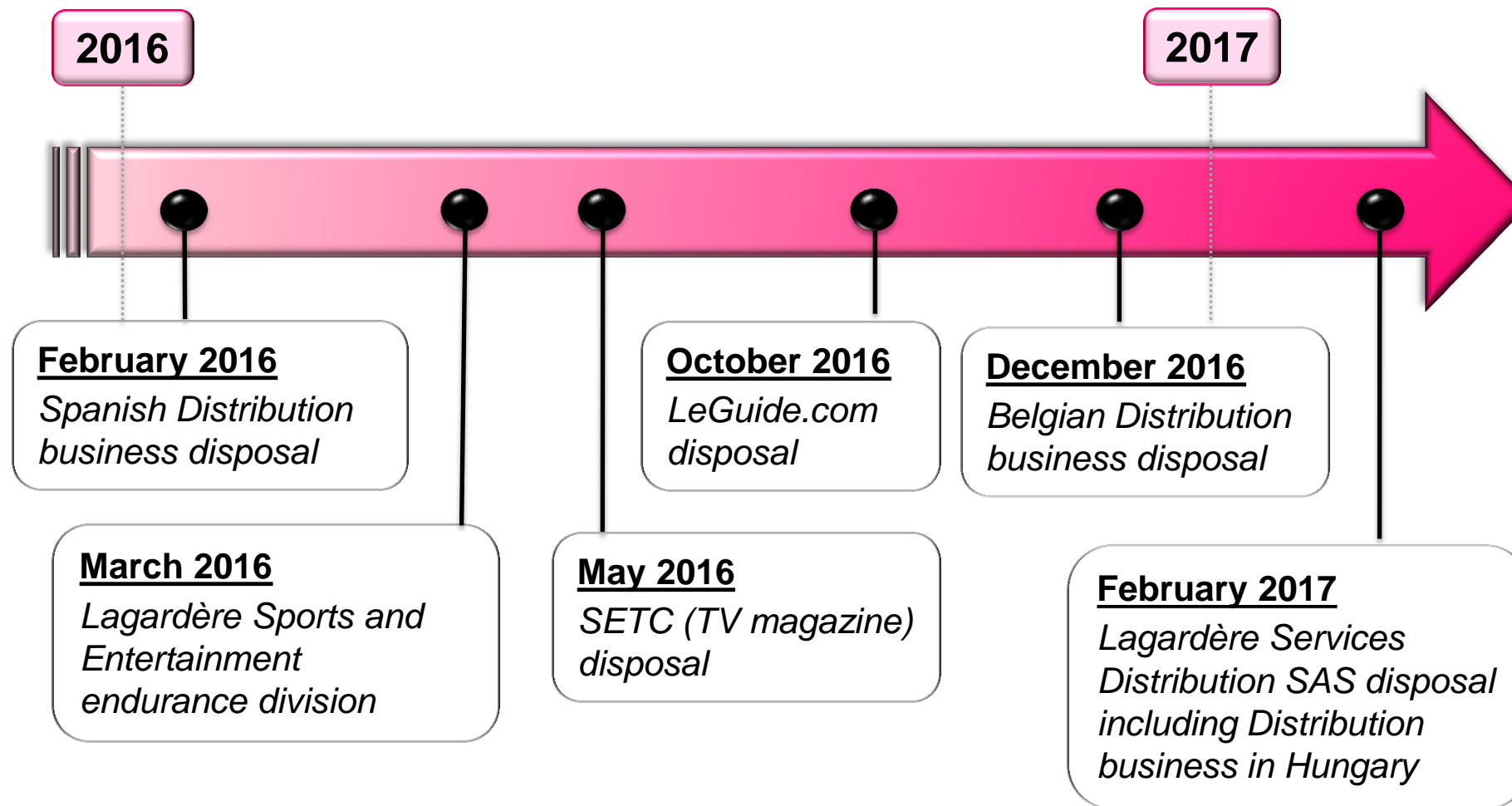


3-pillar strategy



REDUCE EXPOSURE TO DECLINING ACTIVITIES

- Successful disposals in 2016 and 2017



ADAPT EXISTING ACTIVITIES AND ENHANCE LEADERSHIP POSITIONS

Lagardère Publishing

- Acquisition of the Perseus Books Group's publishing business in April 2016.
- Successful integration of 2015 acquisitions (Rising Stars...).
- IT and distribution systems improvements.

Lagardère Travel Retail

- Successful integration of Paradies, the combination of Lagardère Travel Retail North America and Paradies, acquired in 2015: integration is well on track and synergies are delivered according to the plan.
- Successful development of JFK T4 and of the various concessions gained in 2015.
- Development of our own brands.

Lagardère Active

- Reorganisation project related to press magazine, advertising sales brokerage and some corporate departments. 70% of the voluntary redundancy plan achieved.
- Successful integration of Lagardère Studios (following the acquisition of Grupo BTV in 2015).

Lagardère Sports and Entertainment

- Successful delivery of key elements for the UEFA Euro 2016 tournament (fan zone, hospitality).

INVEST IN HIGHER GROWTH ACTIVITIES

Lagardère Publishing

- Acquisition of Neon Play and Brainbow, UK mobile gaming startups:
 - strategic development of Lagardère Publishing towards millennials new uses;
 - cross-fertilisation with all imprints.

Lagardère Travel Retail new developments

- EMEA: Abu Dhabi: 9 stores in Foodservice; Saudi Arabia: 3 Duty Free concessions in Riyadh, Dammam and Djeddah in partnership with local partners; Poland: master concession won at Gdansk airport; acquisition of Duty Free business in Estonia; Italy: opening of 5 Relay stores and gain of 3 concessions in Foodservice at Rome airport; UK: London-Luton: renewal and expansion of the Duty Free concession.
- North America: gain of 3 packages at Phoenix airport and 1 package at San Francisco airport.
- ASPAC: Singapore: gain of Fashion concession of Terminal 2; China: Foodservice master concession won at Kunming airport and Retail master concession won at Wuhan airport; Pacific: Cairns Duty Free tender won.

Lagardère Active

- Expanded digital media, enhanced data offers and developed outside media business, including B2B services offers, with notably ambitious development in e-health business (Mondocteur.fr, Doctissimo).

Lagardère Sport and Entertainment

- Development of the consulting and activation business lines.



Lagardère

**GROUP KEY
FIGURES IN 2016**



A SOLID PERFORMANCE IN 2016

Group revenue

€7,391m

Robust growth of +2.5% like-for-like

Group Recurring EBIT

€395m

+13.5% ahead of guidance*

Free cash flow generation

Sharp increase up to €416m

Net Debt

€1,389 million

Decreasing by €162 million

Leverage Ratio**

2.2x at end-2016

*At constant exchange rates and excluding the impact from disposals of Distribution activities.

**Net debt/recurring EBITDA.

Guidance and Dividend

■ 2017 guidance

Group Recurring EBIT growth in 2017 is expected to be between 5% and 8% versus 2016:

- at constant exchange rates;
- excluding the impact from disposals of Distribution activities.

■ Dividend

- **Ordinary dividend maintained: €1.30 per share*.**
- **Calendar:**
 - the ex-dividend date is 8 May 2017;
 - the ordinary dividend will be paid as of 10 May 2017.

*Ordinary dividend that will be recommended at the General Meeting of Shareholders on 4 May 2017.



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