

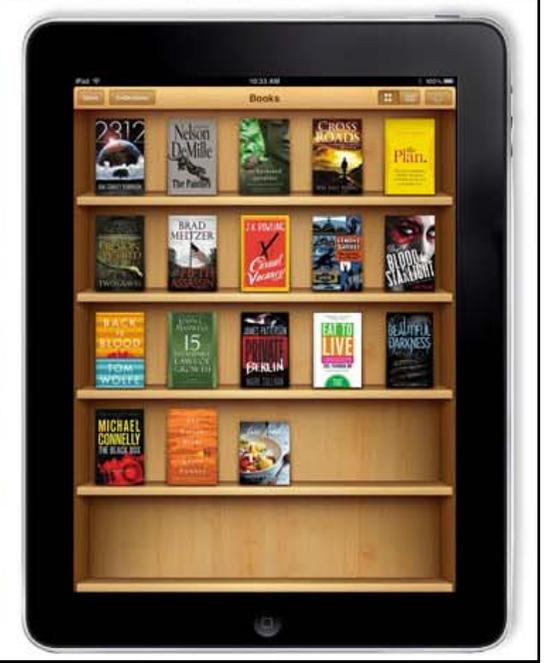


**Lagardère**

# 2013 Full-Year Results

**Arnaud Lagardère,  
General and Managing Partner**

**March 12, 2014**





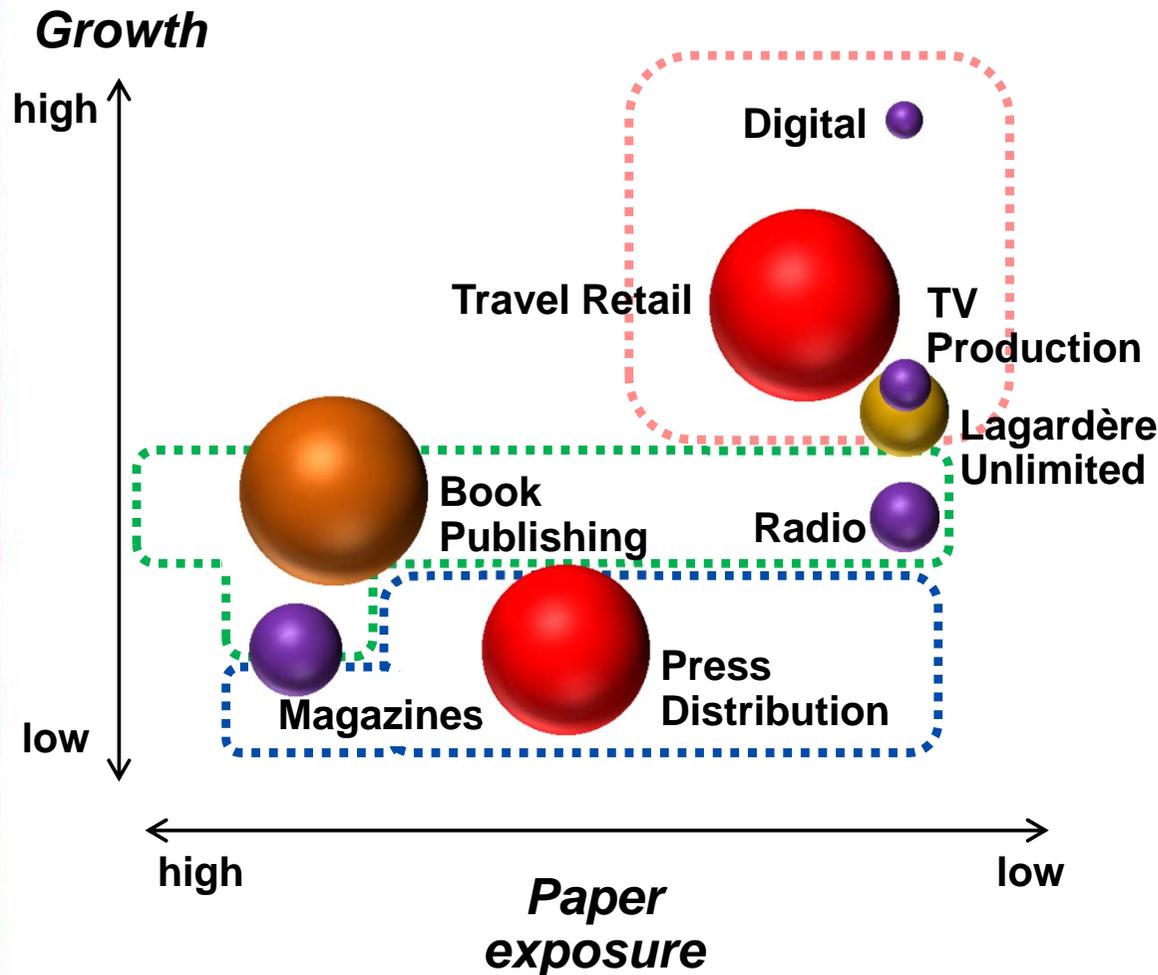
*Lagardère*

**2013: full speed implementation  
of our strategy**

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# Strategic roadmap

## Lagardère growth profile



## Three pillars strategy

- 1 Adapt historic activities
- 2 Invest in high growth activities
- 3 Divest declining activities & non core assets

- **Successful disposal of the three main non core stakes at very good conditions.**

The logo for EADS, consisting of the letters 'EADS' in a bold, sans-serif font.

7.4% of the share capital  
€2.3bn  
*April 9, 2013*

The logo for CANAL+ France, featuring the word 'CANAL+' in a bold, black font with a white plus sign, followed by the word 'France' in a black font.

20% of the share capital  
€1bn  
*November 5, 2013*

The logo for AMAURY GROUPE, featuring the word 'AMAURY' in a red, sans-serif font, with 'GROUPE' in a smaller, black, sans-serif font below it.

25% of the share capital  
€91m  
*April 2, 2013*

- **Announcement of the disposal/closing of 10 French magazine titles.**
  - In October 2013, Lagardère Active announced a strategic decision to focus its portfolio on its leading brands, which have a strong digital development potential.
- **Disposal process of LS distribution activity currently underway.**

## 2 Developed fast growing activities

### Travel Retail

**January 16, 2013** ● **Acquisition of Coffee Fellows**  
15 sales outlets in train stations throughout Germany

**September 19, 2013** ● **Announcement of the partnership with Airst**  
Food & Beverage and Travel Retail activities, including the Venice airport

**January 3, 2014** ● **Acquisition of fashion activities at Schiphol Airport**  
12 sales outlets spread over 2,400 m<sup>2</sup>, with net sales of €54m in 2012

**January 15, 2014** ● **Tender offer won in the Warsaw Airport**  
25 sales outlets in Duty Free & Luxury, Travel Essentials and Food Services, spread over 3,000 m<sup>2</sup>

### TV Production

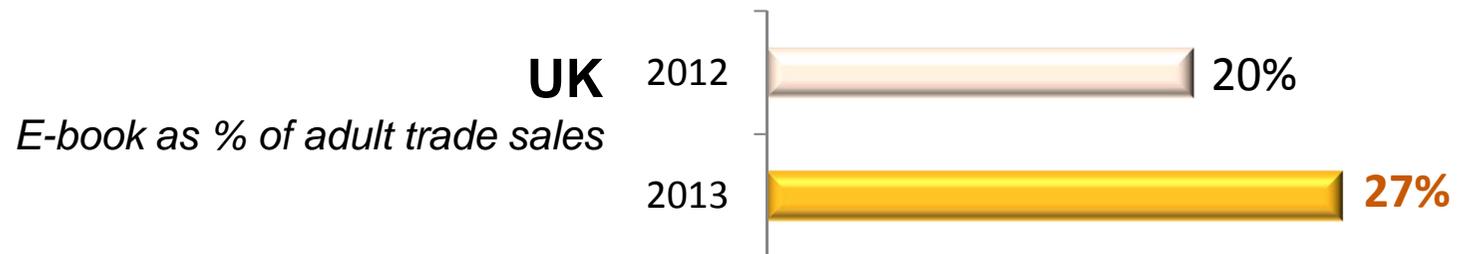
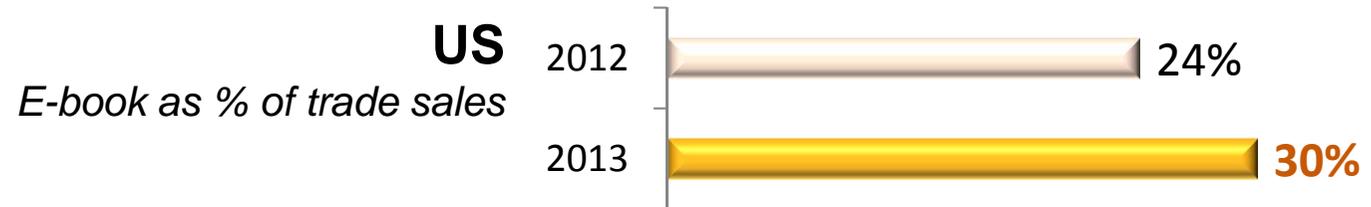
**February 5, 2014** ● **Acquisition of Groupe Réservoir**

### Innovation

**October 24, 2013** ● **Investment in a new venture capital fund launched by Idinvest Partners**

# 1 Adapted historic activities

- **Strengthened publishing/media brands position.**
  - **Lagardère Publishing:** maintained leadership with outstanding performances in 2013 General Literature releases.
  - **Lagardère Active:** licensing\* revenues +4% in 2013.
- **On-going smooth digital transition in book Publishing.**

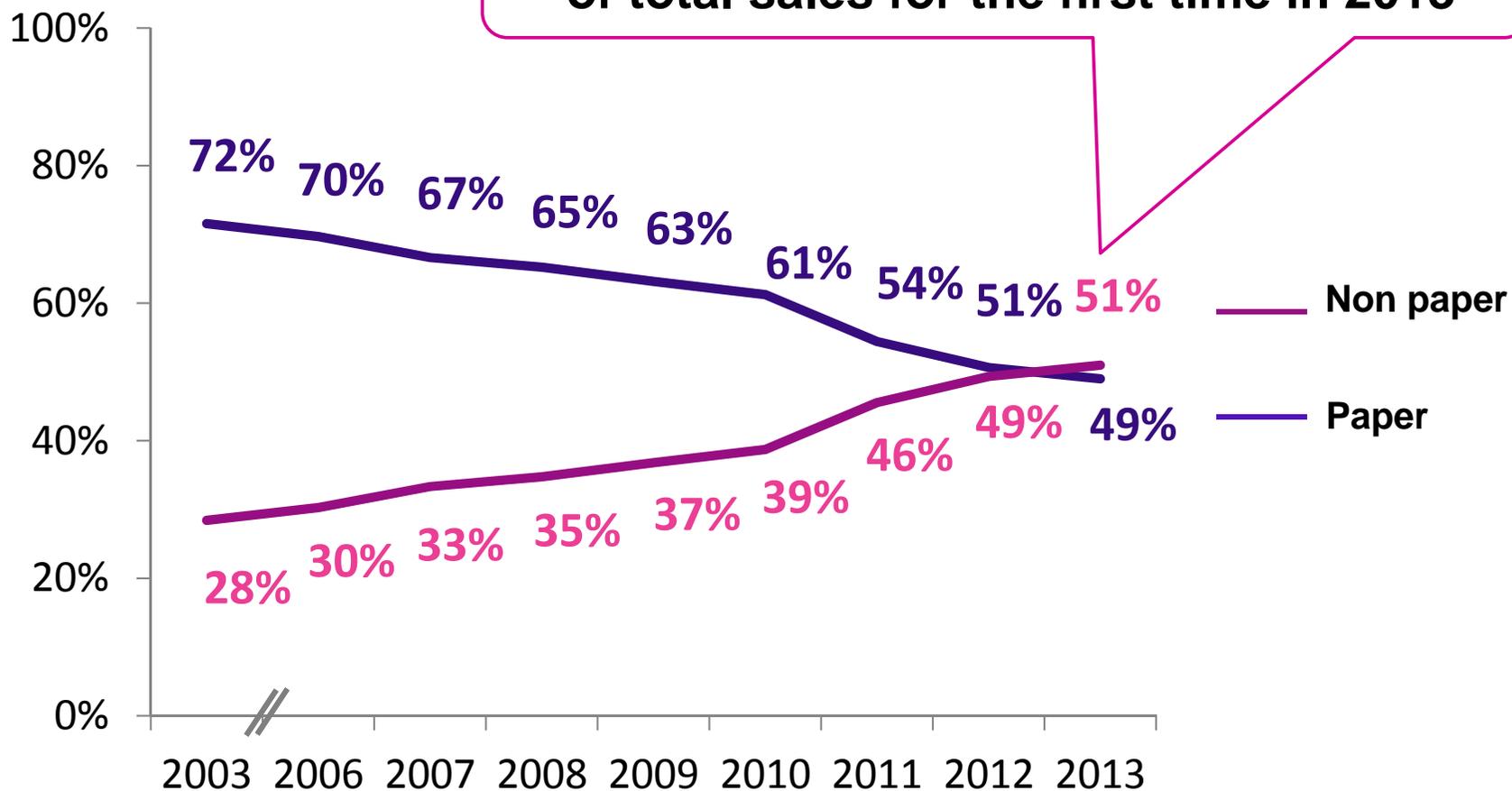


\*International editions of Lagardère titles + product licensing.

# Reduced exposure to paper activities



Paper activities represent less than 50% of total sales for the first time in 2013



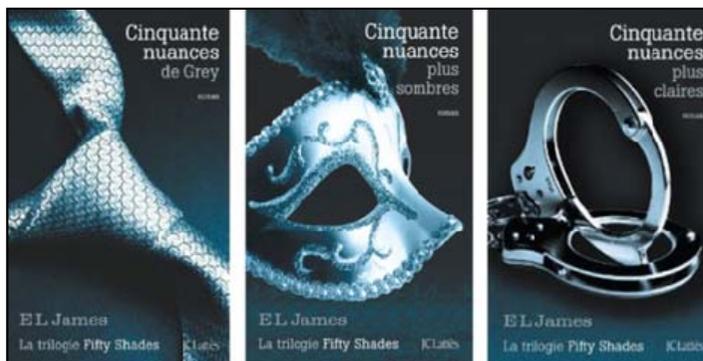


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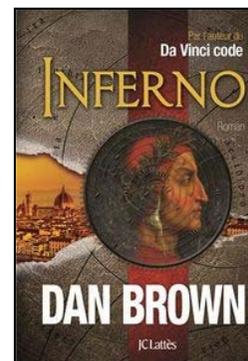
## 2013 business highlights

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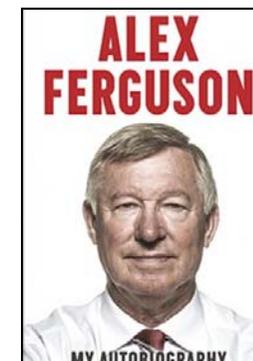
- Strong performance in General Literature and Illustrated books in 2013 on the back of numerous best sellers.



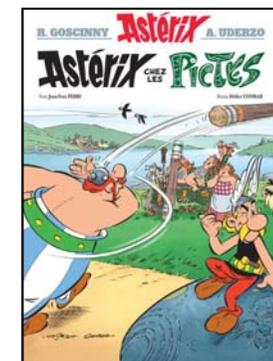
2.8m



0.8m



1.4m



2.3m\*

- General Literature: +13.3% in France, +6% in the US, +1.5% in the UK.
- Partworks on the rise : +15.4%.
- These positive trends offset the expected decline in Education.



- Travel Retail momentum fuelled by growth in the Duty Free and Food Services segments.



(reported)

- Asia: +29.5%
- Romania: +7.5%
- Czech Republic: +5.6%
- Poland: +4.9%
- Passenger traffic\*: +3.4% worldwide  
+6.8% in ASPAC

- Print press products and air traffic negative orientation weighted on growth, though trends were improving at year's end.
- Renewal of major contracts:
  - Relay stores in SNCF train stations in France.
- Successful integration of new acquisitions:
  - Aeroporti Di Roma, DFS Wellington.



- Leadership maintained on strong brands.



## 2013 Best Brand Magazine award

Launch of five new international editions

Increasing merchandising revenues (+3%)



Net sales +5.7% in 2013

Improved audience figures

#1 podcasted radio in France (>6m podcasts)

- Lagardère Entertainment strengthened its position in TV Production in France.
- Negative circulation and related advertising revenues trends.

- **Profit trends are up, in line with expectations:**
  - excluding the effect of the IOC provision booked in 2012, **recurring EBIT is stable.**
  
- **Ongoing project momentum:**
  - long term football clubs contracts renewals in Europe;
  - golf and tennis platforms build-up;
  - innovative digital solutions development.
  
- **Towards a new profile:**
  - assets development (sports events);
  - sports diversification.





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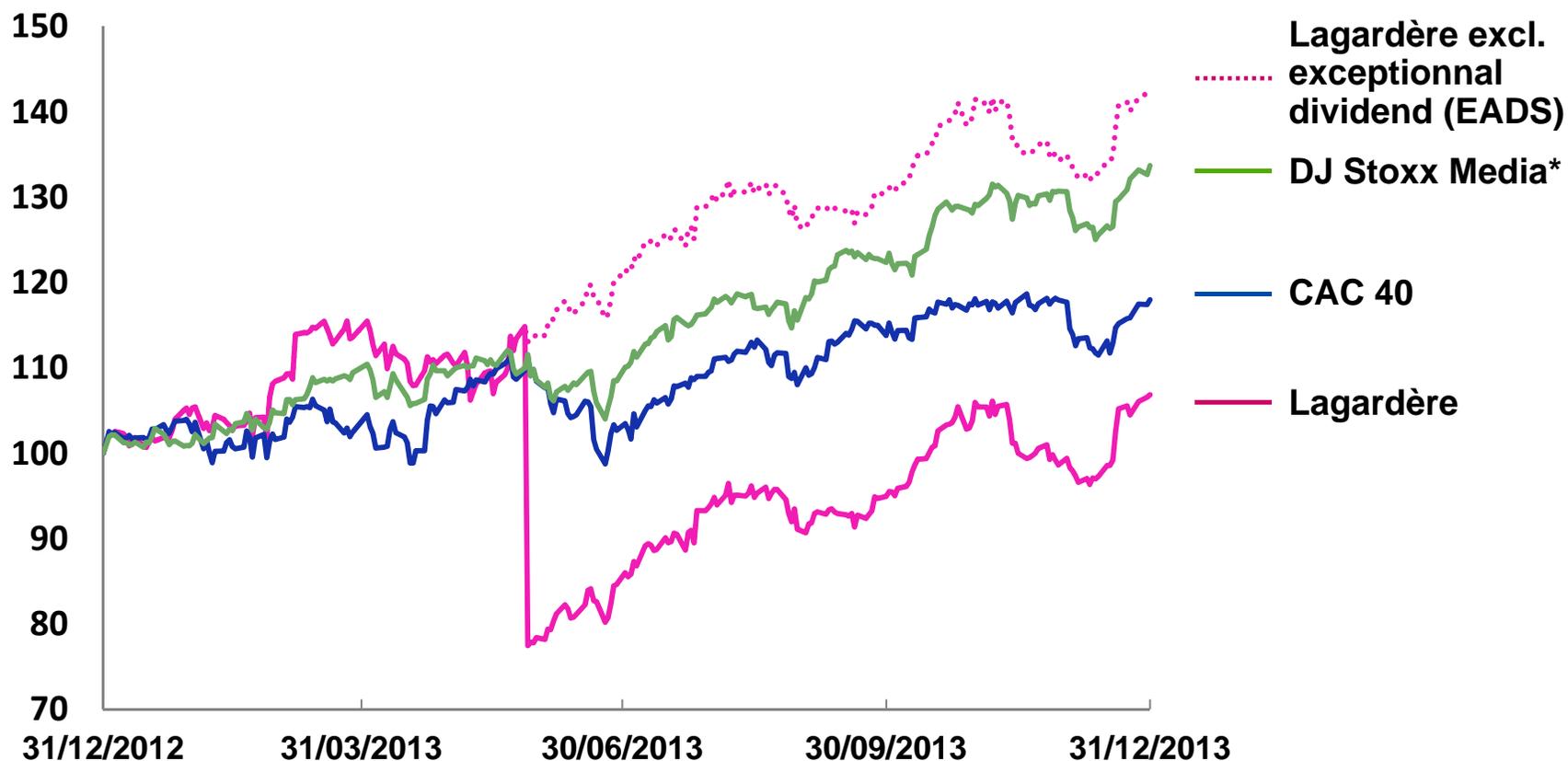
## 2013 Group performance

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- **Activity held up well despite a challenging environment:**  
**€7,216m (-1.3% like-for-like)**
- **Recurring media EBIT on the rise and exceeding initial guidance:**  
**€372m (+5.9% at constant exchange rates)**
- **Net income – Group share, at a record high:**  
**€1,307m**
- **Improved financial situation:**  
**Cash positive position: +€361m at end 2013 vs. -€1,700m at end 2012**

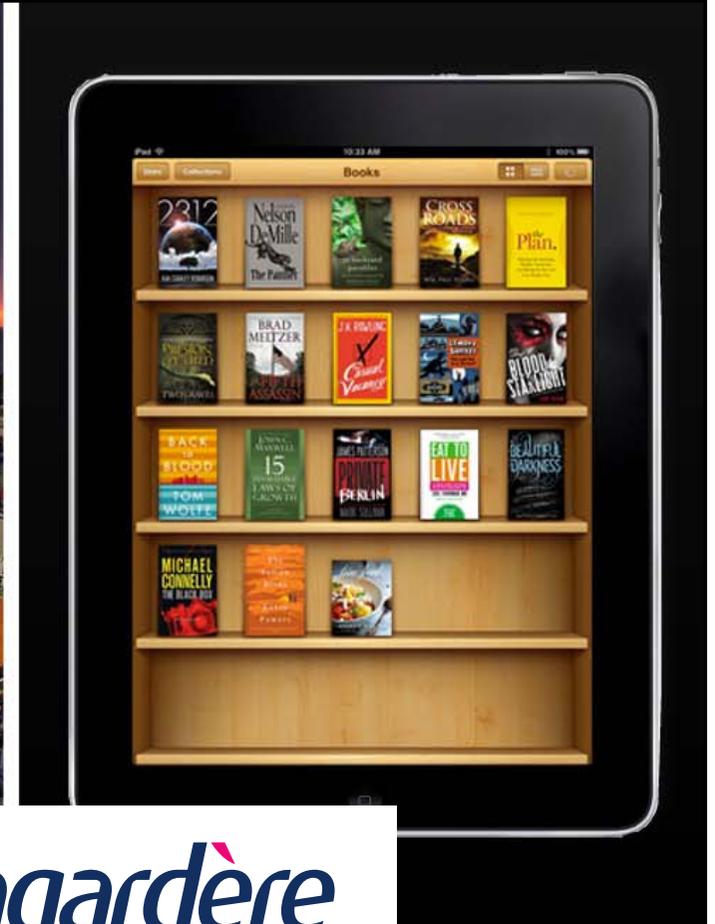
# Stock price performance



## 2013 performance

Lagardère excl. exceptionnal dividend:	<b>+42.5%</b>
DJ Stoxx Media:	<b>+33.7%</b>
CAC 40:	<b>+18.0%</b>
Lagardère:	<b>+ 6.9%</b>

\*European media companies index.



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## Outlook



- **2014 guidance on recurring media EBIT before associates**
  - In 2014, the Media recurring EBIT before associates is expected to increase again by 0% to 5% compared to 2013, at constant exchange rates and excluding the effect of the potential disposal of Distribution activities.

## Dividend



- **Ordinary dividend maintained:**
  - €1.30/share\*
- **Exceptional distribution\* of €6/share following Canal+ France stake disposal.**
- **Calendar**
  - Both the ordinary dividend (€1.30 per share) and the exceptional distribution (€6 per share) will be paid as of May 13, 2014.
  - The ex-dividend date is May 8, 2014.

\*To be approved by the General Shareholders' Meeting on May 6, 2014.



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