



**Annual General Meeting of Shareholders
April 25, 2024**

Written questions and answers

**Written question sent by e-mail on April 19, 2024,
by Mr. Francis LESCARRET, shareholder of the Company**

*"We're delighted to be following your career paths
Daring in retail, publishing and culture;
We can look forward to a great adventure
Social and passionate, offered in your speeches;*

*But the challenges, the games, the bets around
A glimpse of a break with the past;
He's this big, mature shareholder
Asking to split his state into these days;*

*So, what will be our group's course?
While the hat changes, so does the troupe?*

*Here for the moment, the blue radio pole
Will he be opening new branches elsewhere?
Will we feed our shops with a casino too?
Taken out of his comfort, who lost his étrennes?"*

Response from the Board of Directors of Lagardère SA

Thank you for your poetic talent, which we already appreciated at the 2021 Annual General Meeting.

We are delighted about the completion of the transaction with Vivendi in 2023, opening up an exciting new chapter in the Group's history. We can now fully count on the support and long-term vision of our reference shareholder and the Bolloré family, whose culture and values we share, and who are formidable assets as we look to the future with strength and ambition.

This comes at a time when our Group has never been stronger. We will now be able to pursue our ambitious development calmly and powerfully, with the talent and commitment of the Group's 31,000 employees.

And to conclude, allow us these few rhymes to pay tribute to yours:

*Dear shareholder, your faith we cherish,
Your trust in us, it shall not perish.
Together, let's inscribe a new tale,
World leaders, we shall prevail.*

*In Edition and Retail, we stride,
Let our destiny be our guide.
In the media, let our voices ring,
For our group to soar and sing.*

**Written question sent by e-mail on April 19, 2024,
by Mrs Eliane CALMANN-LEVY, shareholder of the Company¹**

"What changes were made at Lagardère in 2023 at the request of our new majority shareholder - I'm thinking in particular of the freeze on the new Hachette distribution logistics center project - and how did you manage the various issues internally at JDD, Paris-Match, Europe 1 and Fayard in particular?"

In addition, and in view of 'the growth in recurring EBIT before associates, which represents 1% of our sales, how has the Lagardère Group integrated exogenous international threats and their impact on its business trajectory during this period and looking ahead to 2024?"

More broadly, can you reassure Lagardère's formidable 30,000 employees, who create economic fertility and cultural and editorial diversity on a daily basis, as well as the tens of thousands of minority shareholders who hold 30% of our Group's capital, including myself, that the Group's integrity will be maintained, on taking into account and developing the free and diversified human resources that make up the Group, and on a year 2024 that will be exclusively focused on our core businesses, above and beyond any other considerations that would weaken us when our priority should be to preserve our energies, talents, assets and attractiveness, the guarantees of shared success for a common future. "

Response from the Board of Directors of Lagardère SA

Although Vivendi SE has held the majority of the share capital since the summer of 2022, following the friendly takeover launched in 2021, it was unable to exercise any form of control over the Lagardère group before the European Commission's final approval was given in November 2023, and therefore had no influence on the matters you refer to.

¹ Only the question posed by Mrs CALMANN-LEVY and the Company's reply are included. The other terms of the e-mail thus addressed, which do not constitute questions, are not reproduced in this document.

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With regard to the exogenous international threats you mention, the Group is indeed impacted by growing international economic and political instability (inflationary pressures, intensification of the cyber threat, impacts on consumer behavior, etc.). In this uncertain geopolitical and macroeconomic environment, the Group remains confident in its ability to maintain a high level of earnings in 2024, thanks to the reliability, dynamism and responsiveness of its teams, and the diversified geographical presence of its two main divisions.