

LOUIS HACHETTE GROUP



Investor Presentation
December 2025



Presentation of Louis Hachette Group



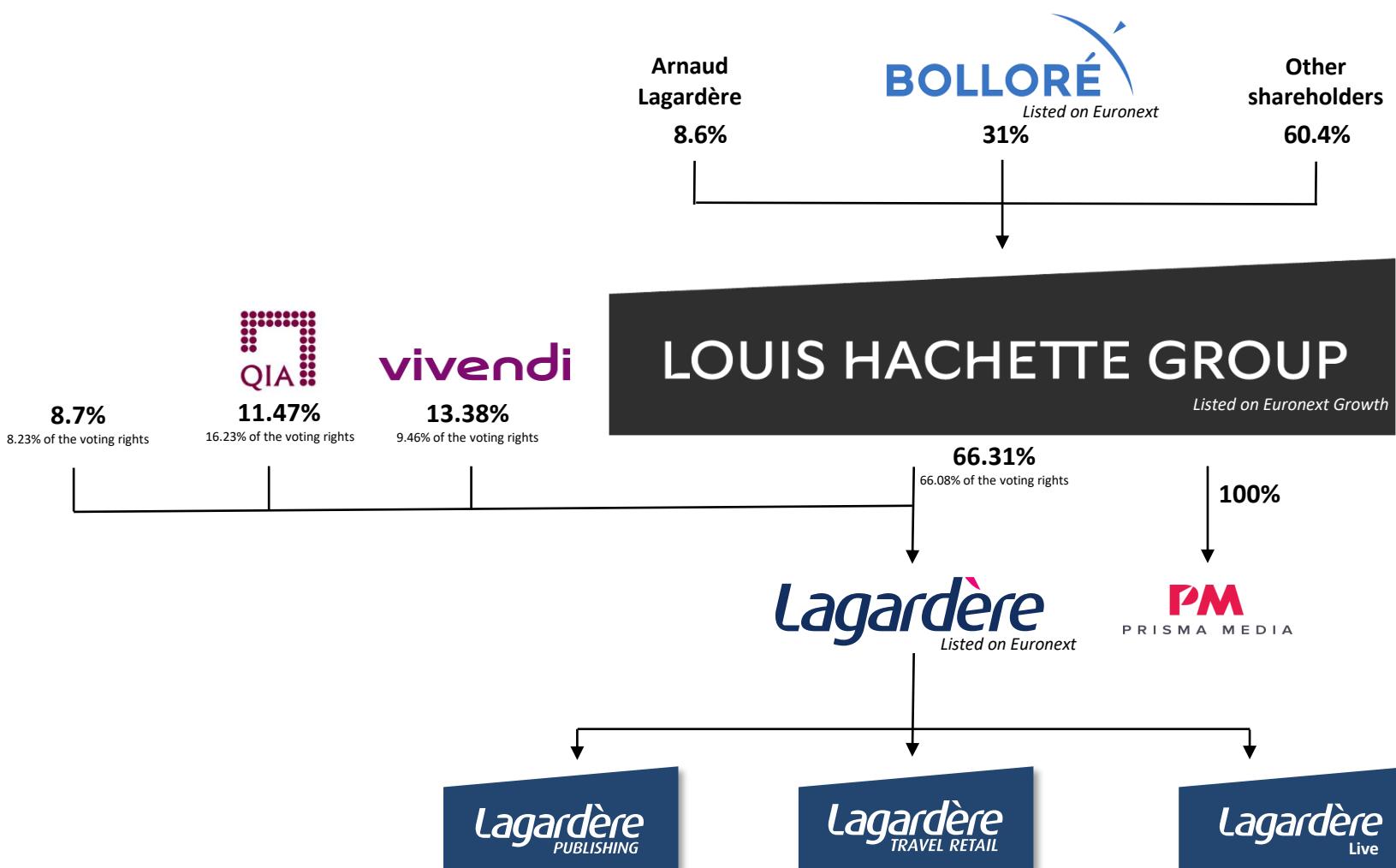
LOUIS HACHETTE GROUP

Ownership Structure⁽¹⁾

As of 30 June 2025

LOUIS HACHETTE GROUP

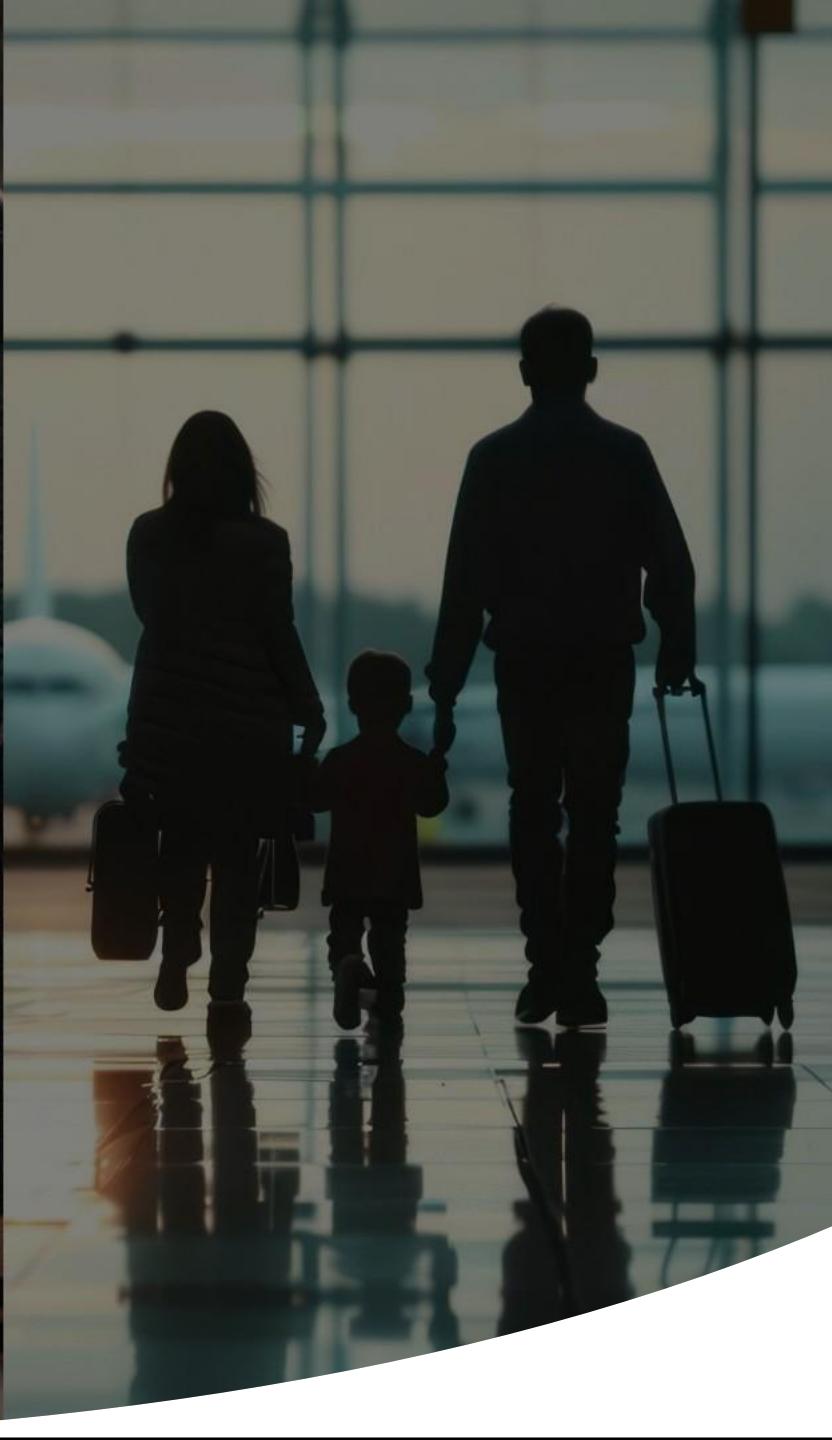
As of 30 June 2025



(1) Expressed as percentage of share capital



2024 Key figures



LOUIS HACHETTE GROUP

Revenue
€9,235m
+8% LFL⁽¹⁾

EBITA⁽²⁾
€510m
+4%

Free Cash Flow
€421m
+57%

Net Debt
€1,826m

Leverage Ratio⁽³⁾
2.4X

People
34,000

(1) On a like-for-like basis

(2) Alternative Performance Measure (APM)

(3) At Lagardère level

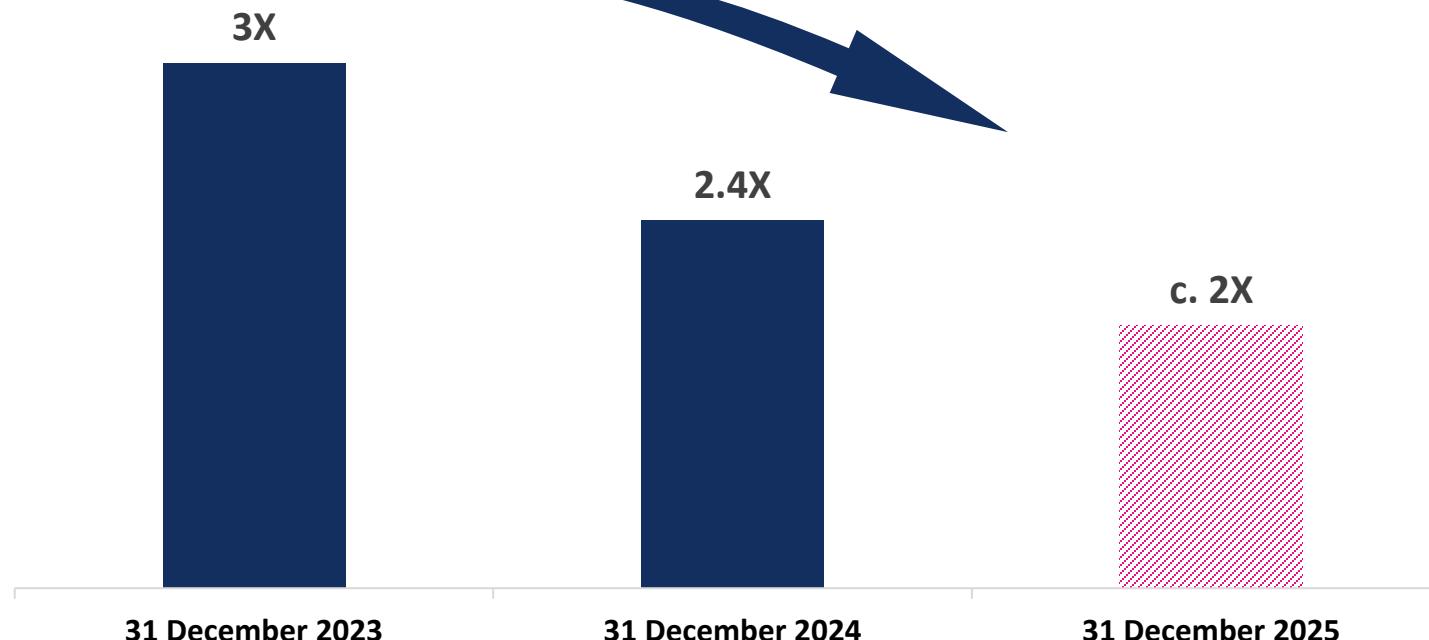


A Solid Trajectory Toward Lower Debt Levels

LOUIS HACHETTE GROUP

Decrease In Leverage Ratio⁽¹⁾

Lagardère



(1) Leverage ratio calculated as follows: net debt including liabilities related to minority put options/recurring EBITDA over a rolling 12-month period



Lagardère Publishing

LOUIS HACHETTE GROUP

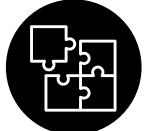
Publishing: Resilient And Attractive Activity



Long term resilience : books deeply rooted in all cultures



Sub vertical dynamics (Manga/Comic, audiobooks, romance etc.)
Emerging markets (Africa, Latam, India, ...)



Fragmented market: significant opportunities for strategic consolidation

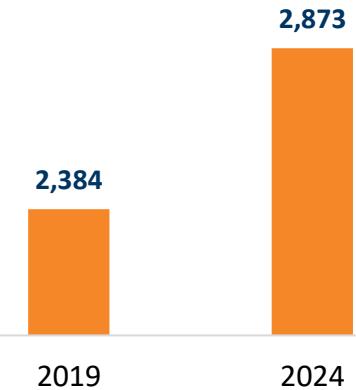


Digital opportunities: new usages (audiobooks, ebooks,...) and increased productivity (AI)

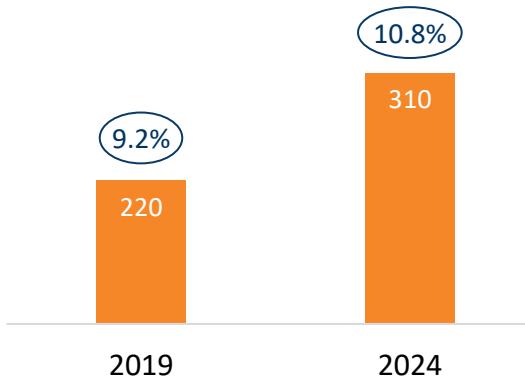


Recurring and high margins

Revenue Evolution (€M)



Recurring EBIT (€M) And Margin (%)



A Well-Balanced And Diversified Portfolio Of Activities

Trade



Description	Renowned Publishing Houses											
<ul style="list-style-type: none"> Adult fiction Adult non-fiction Practical books Children and young adult Comics Coffee table books Stationery Tourism K-12 Higher education Supplements Periodicals available at newspaper and magazine stands, and by direct marketing References (e.g. Dictionaries) Board games Sales & distribution services 	<i>Grasset</i>	CALMANN LEVY	LITTLE, BROWN	fayard	Livre de Poche							

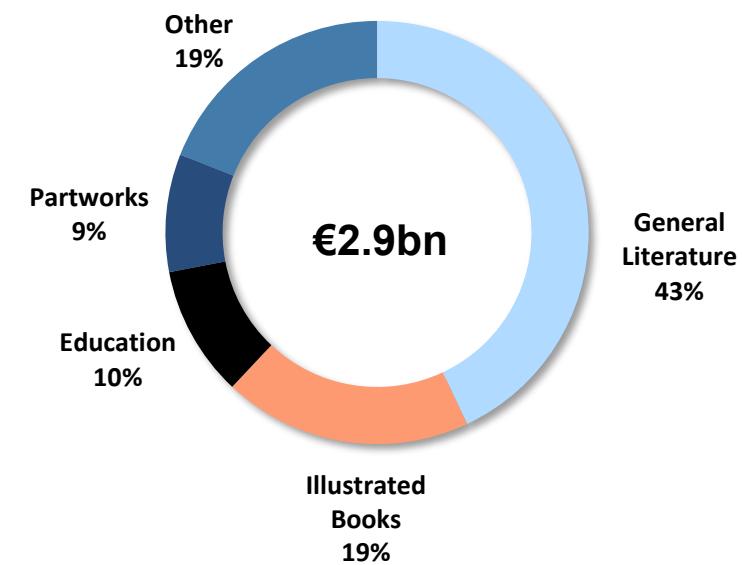
MARABOUT **hachette PRATIQUE** **LES ÉDITIONS ALBERT RENÉ** **PIKA EDITION** **LAURENCE KING**

Bruño **HODDER Education** **Hatier** **ANAYA** **lelivrescolaire.fr**

hachette COLLECTIONS **SALVAT** **hachette PARTWORKS LTD** **hachette COLLECTIONS JAPAN** **hachette FASCICOLI**

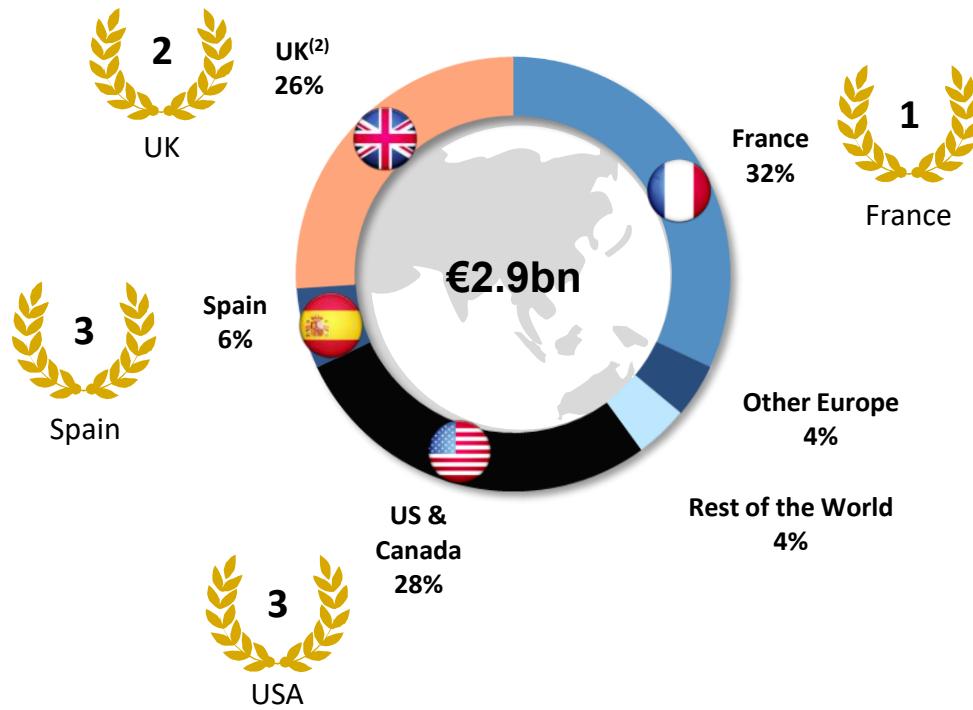
Glénat **bayard éditions** **Albin Michel** **Scorpion Masqué** **GiGamic**

2024 Revenue By Activity



A Global Reach with 2/3 Of Revenue From International And A Global #3 Position

2024 Revenue By Geographic Area And Local Ranking⁽¹⁾



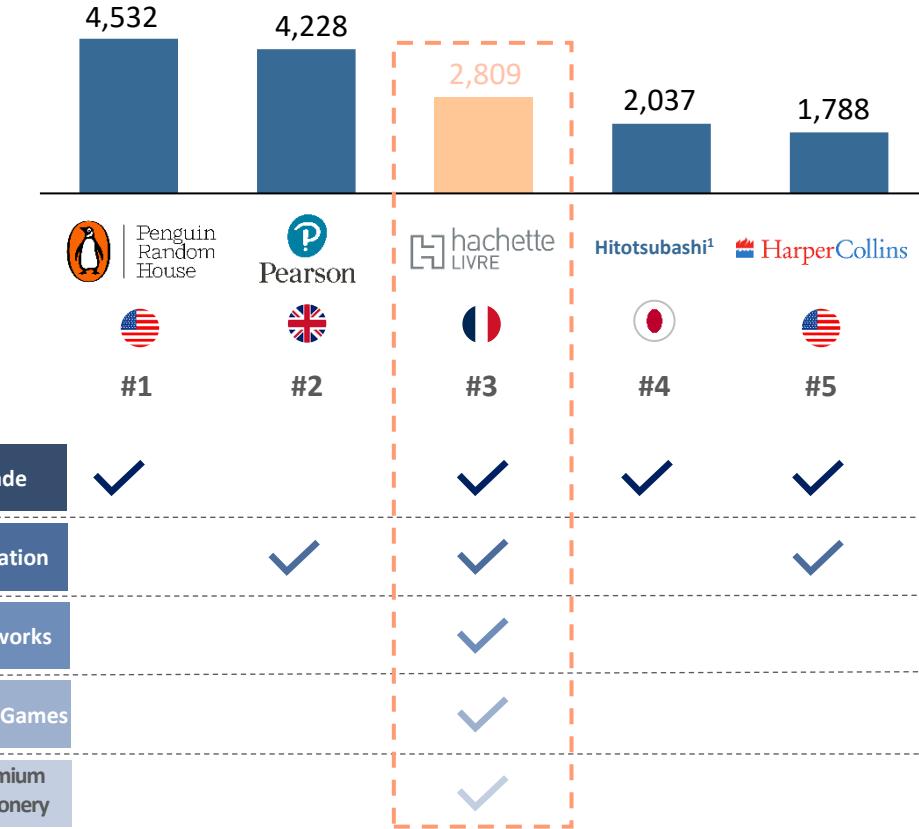
(1) By origin

(2) Including Ireland, Australia and New Zealand

The Most Diversified Group

Among The Publishing Giants In A Very Fragmented Market

Ranking of the consumer book publishing industry⁽¹⁾:



A photograph of a family of three walking through an airport terminal. The father is on the right, the mother is on the left, and a young child is walking between them. They are all carrying luggage. The background features a large window that looks out onto the tarmac where several airplanes are parked. The scene is lit from behind, creating a silhouette effect.

Lagardère Travel Retail

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Travel Retail Demand Drivers



Passenger
Volume (PAX)

X



Conversion
Rate

X



Spend per
Customer

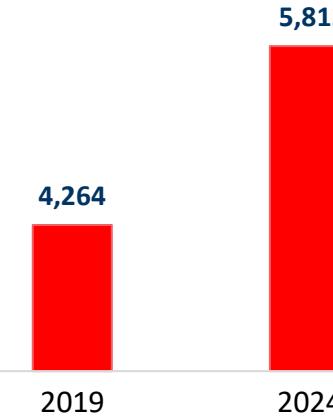
- Increasing travel demand
- Infrastructure development
- Increasing middle class
- Increasing demand in emerging countries as they grow

- Store visibility and layout
- Marketing and promotion
- Staff engagement
- Dwell time
- Sense of place

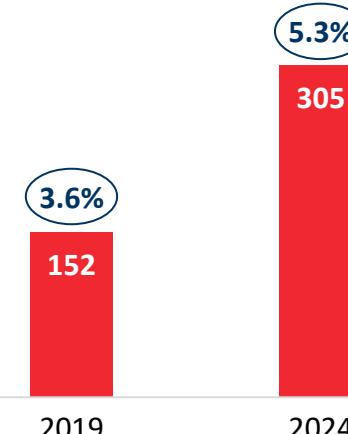
- Category growth on each product line
- Customer service
- Pricing & Promotion, incl. digital
- Branding & image
- Customer mix

Store commercial effectiveness

Revenue (€m)



Recurring EBIT (€m) and operating margin (%)



Well-Balanced Portfolio with strong Brands and Market Positions



Travel Essentials

- 33 countries
- +2,600 stores
- +210 airports, +600 stations



Duty-Free & Fashion

- 30 countries
- 728 stores
- 127 airports



Dining

- 30 countries
- 1,600 outlets
- 150 airports, 96 stations

Own Brands



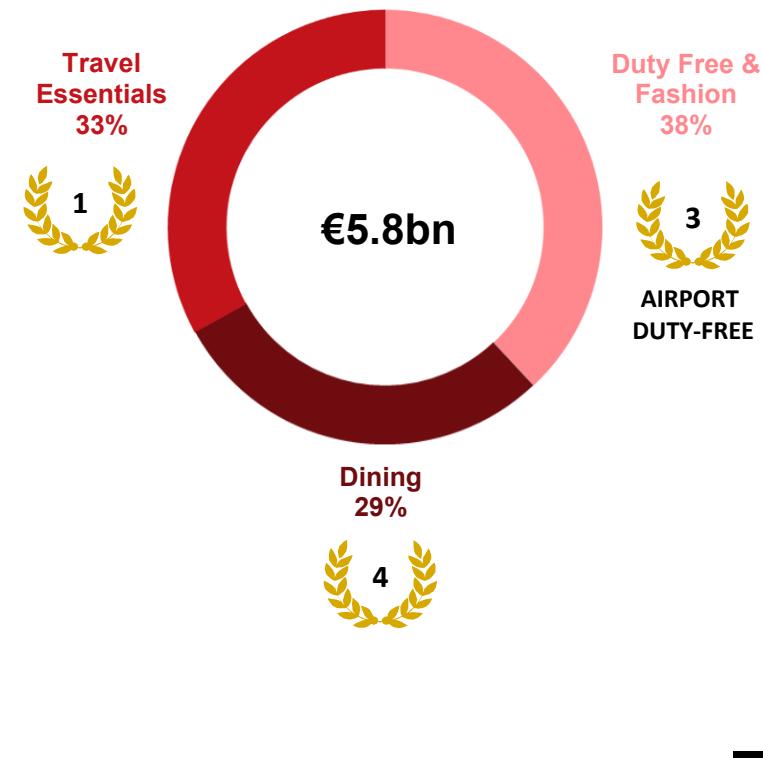
Partner Brands



Bespoke Brands



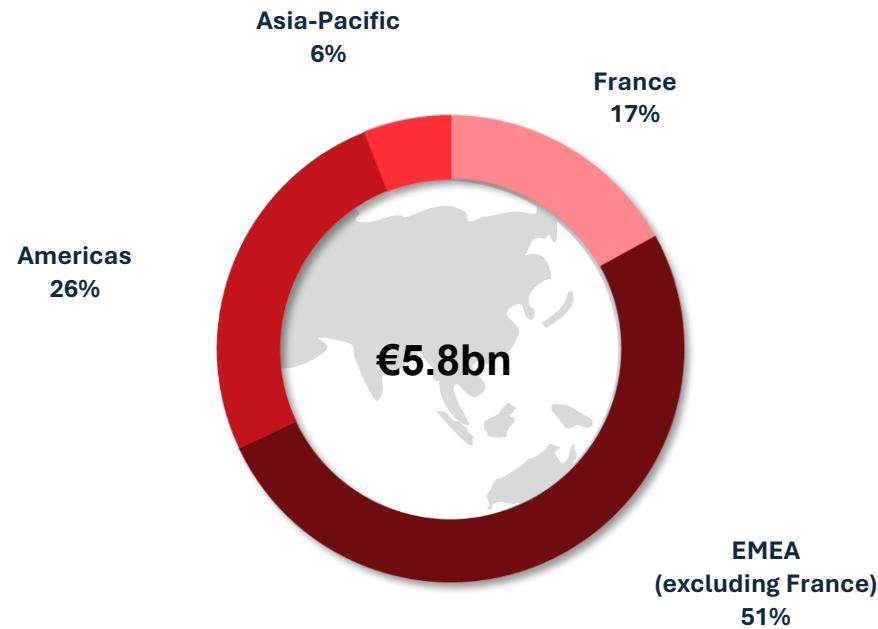
2024 Revenue And Market Positions By Activity



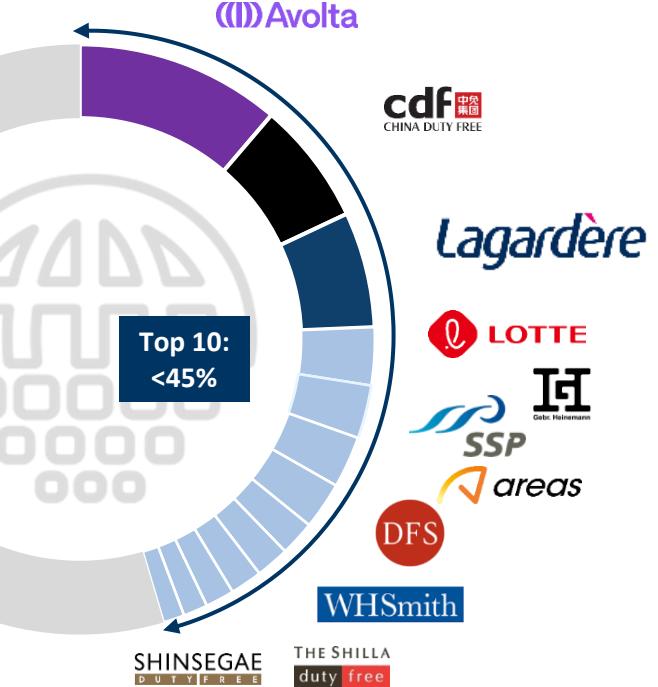
A Strong Global Reach in a Fragmented and Open Market

A Global Group with a Diversified International Presence

2024 Revenue By Geographic Area (by origin):



A Fragmented and Open Market





Lagardère Live



LOUIS HACHETTE GROUP

Prestigious Brands and Iconic Venues in Paris and Across France

Lagardère RADIO

3 Radio Stations

Europe 1

europe2



Lagardère NEWS

1 global press brand & 2 press titles

ELLE
INTERNATIONAL

Le Journal
du Dimanche

LE JDNEWS
VIVE LA LIBERTÉ D'EXPRESSION

Lagardère Paris Racing

Premium and exclusive membership based
sport club



Lagardère LIVE ENTERTAINMENT

Performing Arts
(venues, shows and tours production)



2024 Revenue By Activity

Radio
32%

Press &
Licenses
34%

€257m

Live Entertainment & Other
34%

Recurring EBIT Gains (€m)

-26

-22

0+

2023

2024

Short term

A close-up, low-angle shot of a person's hands holding a stack of magazines. One magazine is open, showing a landscape with a bridge and water. The person is wearing a patterned, textured garment, possibly a sweater or a shawl, visible at the bottom. The background is blurred, suggesting a store or library setting.

Prisma Media

LOUIS HACHETTE GROUP

#1 magazine publisher in France

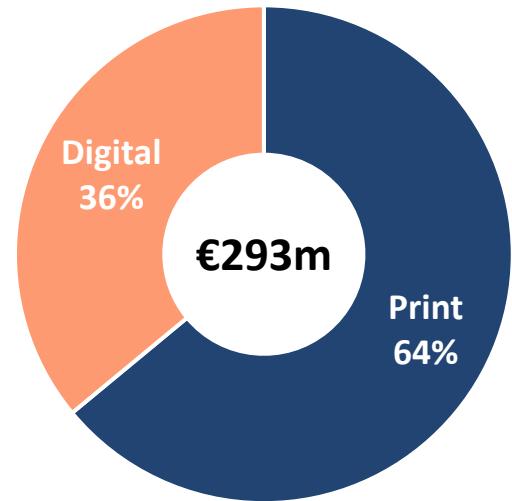
#1 online media publisher in France

40 leading brands
in the general public
and luxury market segments



A profitable business,
even if it needs to adapt to market shifts

2024 Revenue mix (%)



2024 EBITA (€m)



c. 40m
French people
reached each month

c. 125m
magazines sold
each year

600m
videos viewed
each month

Contacts

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