

LOUIS HACHETTE GROUP

The background of the slide is a collage of three images. The left image shows a close-up of a checkered blanket in shades of red, orange, and black. The middle image shows the silhouette of a family (a man, a woman, and a child) walking away from the camera towards a large window, carrying luggage. The right image shows a close-up of a hand pointing at a document or a screen.

Investor Presentation
December 2025

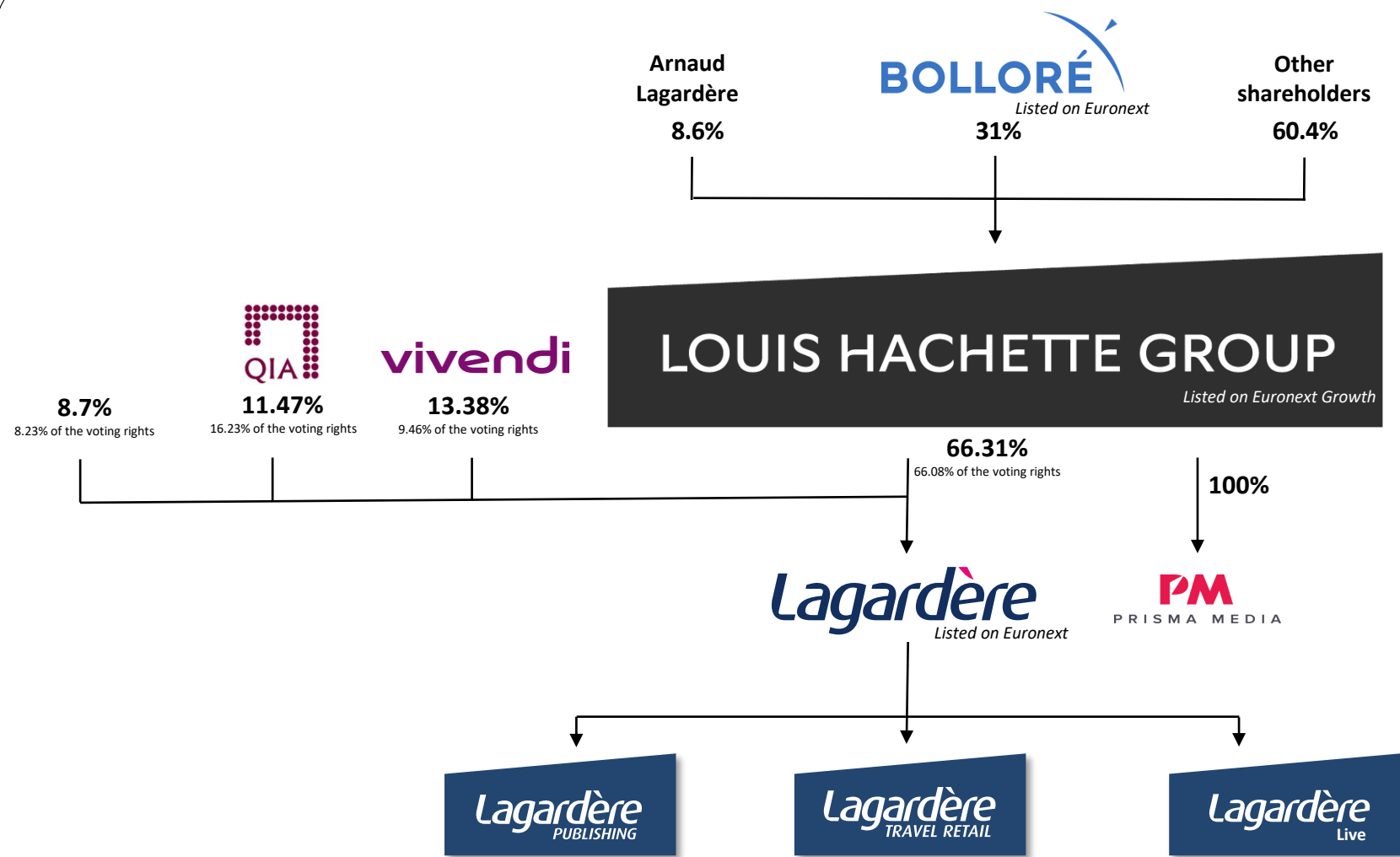


Presentation of Louis Hachette Group

LOUIS HACHETTE GROUP

Ownership Structure⁽¹⁾
As of 30 June 2025

LOUIS HACHETTE GROUP



(1) Expressed as percentage of share capital



2024 Key figures

2024 Key figures : Strong Performance Driving Significant Debt Reduction 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

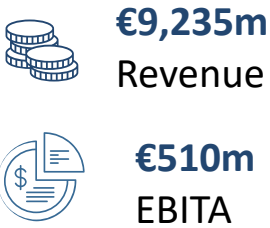
34,000

(1) On a like-for-like basis
(2) Alternative Performance Measure (APM)
(3) At Lagardère level

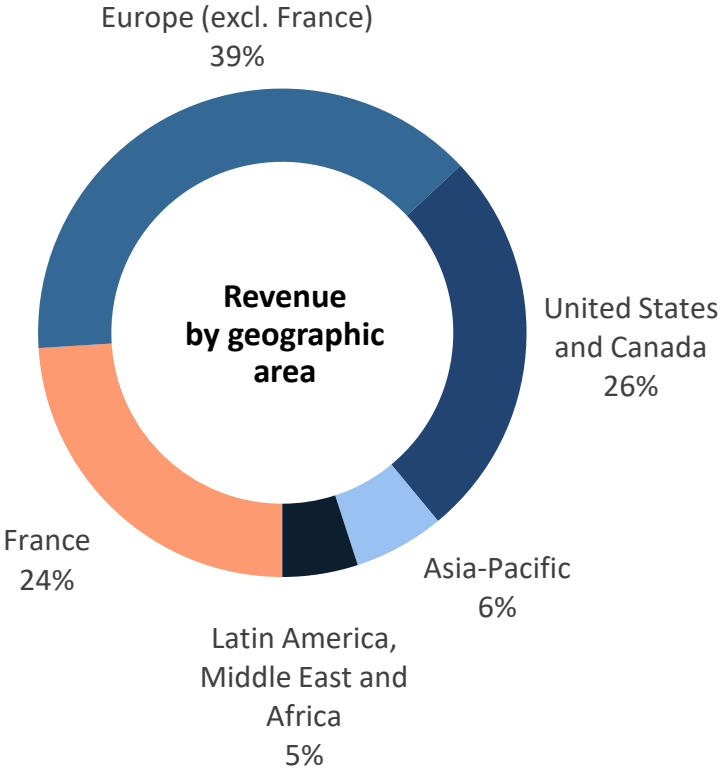
2024 Financial Profile

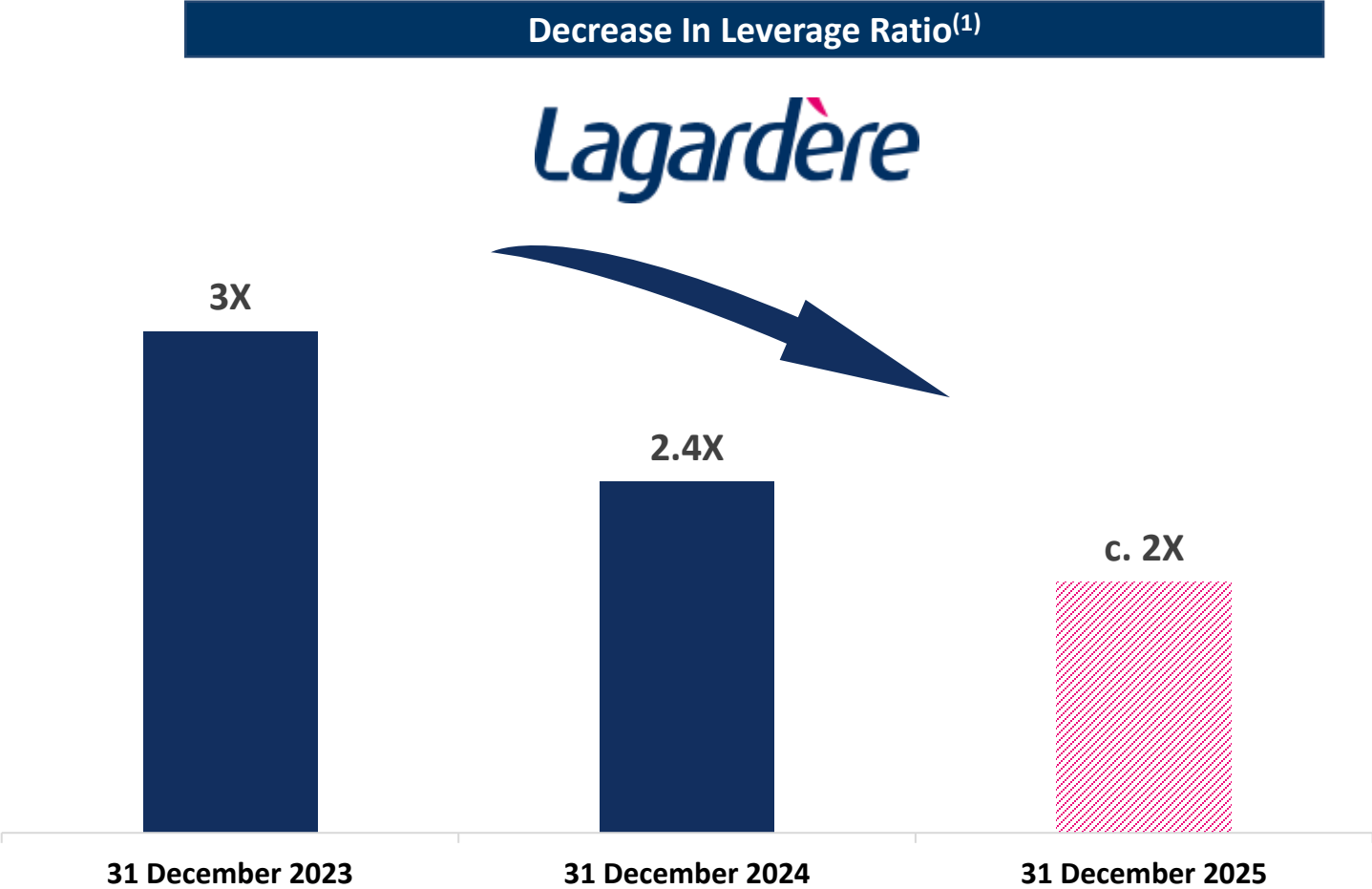
LOUIS HACHETTE GROUP

LOUIS HACHETTE GROUP



	 €2,873m Revenue	 31% of Group revenue	€289m EBITA
+			
	 €5,812m Revenue	 63% of Group revenue	€266m EBITA
+			
	 €257m Revenue	 3% of Group revenue	€(57)m EBITA
+			
	 €293m Revenue	 4% of Group revenue	€13m EBITA





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

A close-up photograph of a person's hand holding a dark-colored bag with a red and black checkered pattern. Inside the bag, several books are visible. The person has long blonde hair and is wearing a dark, textured jacket. The background is blurred, suggesting an outdoor setting. A white curved line separates the image from the text area on the right.

Lagardère Publishing

LOUIS HACHETTE GROUP

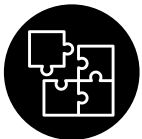
Publishing: Resilient And Attractive Activity



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

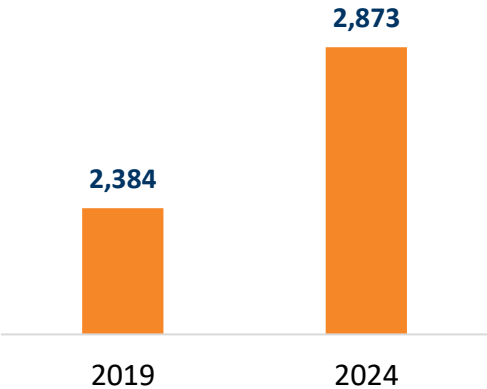


Digital opportunities: new usages (audiobooks, ebooks,...) and increased productivity (AI)

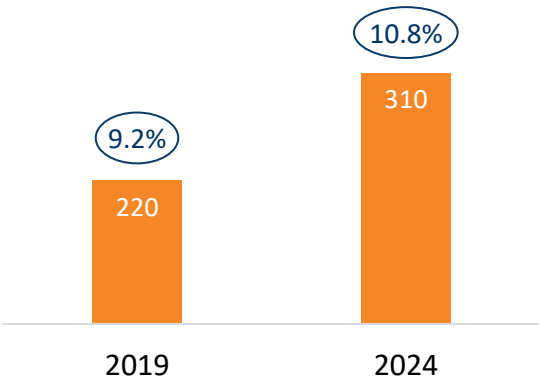


Recurring and high margins

Revenue Evolution (€M)



Recurring EBIT (€M) And Margin (%)

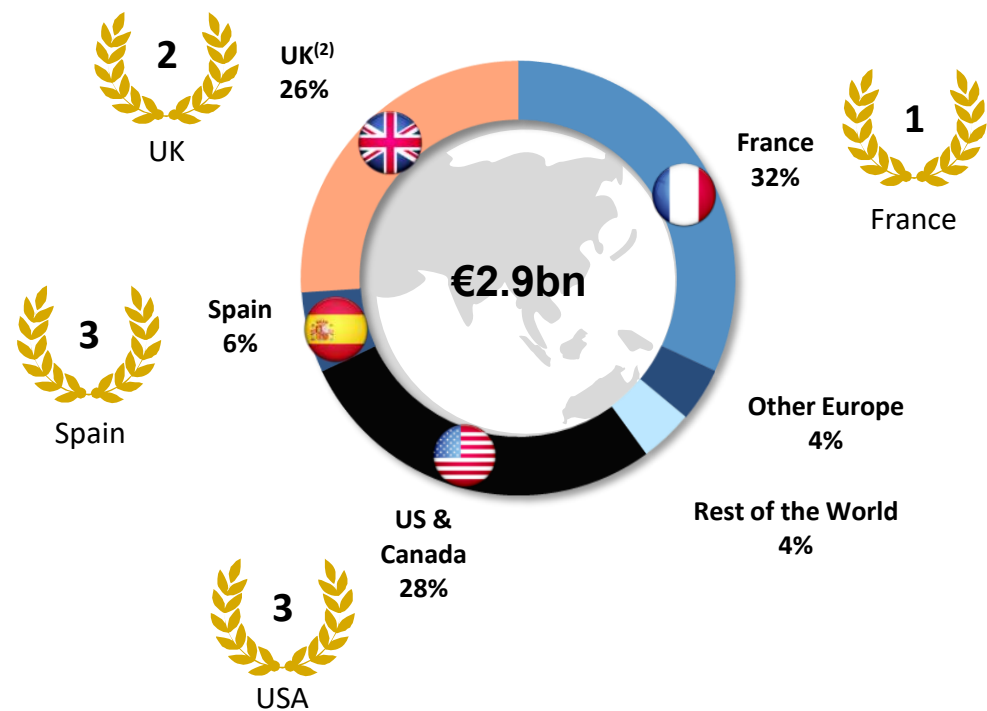


A Well-Balanced And Diversified Portfolio Of Activities



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

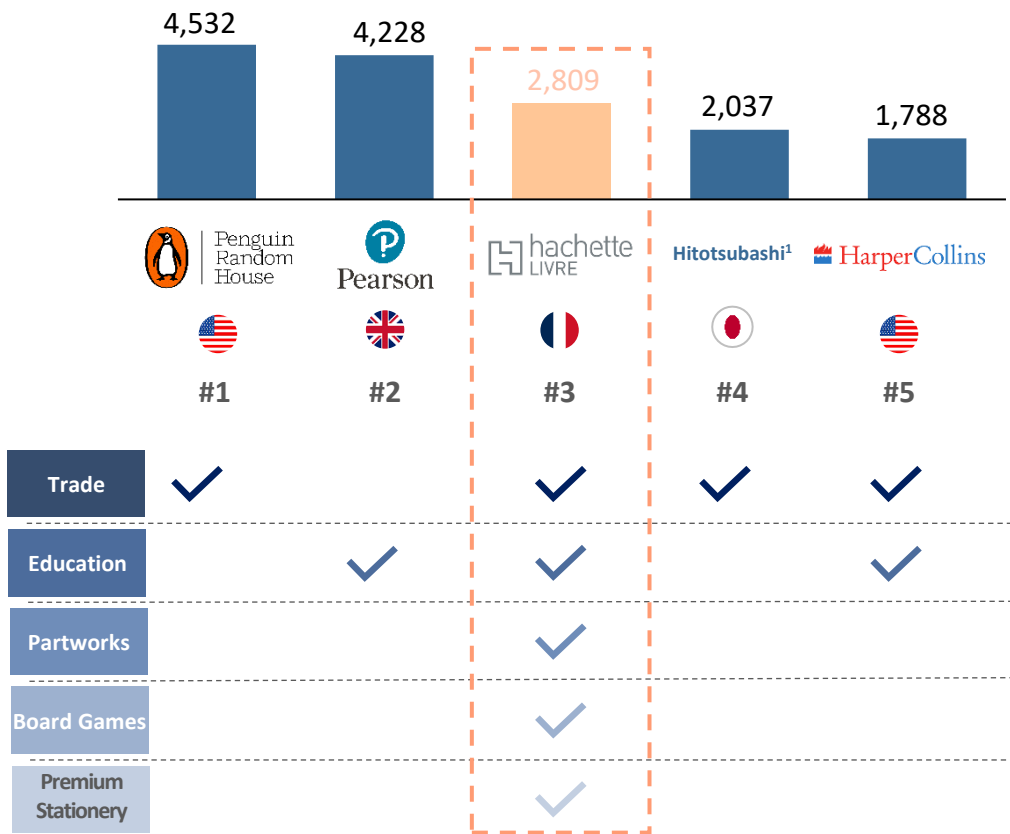
2024 Revenue By Geographic Area And Local Ranking⁽¹⁾



(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⁾:



1. 2023, €m, , excluding government-owned entities and Academic & Professional Publishing players

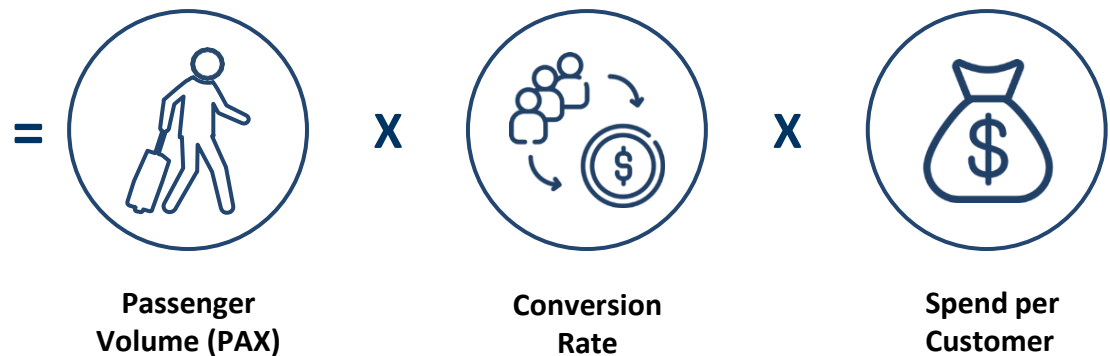
Lagardère Travel Retail

A photograph of a family (a man, a woman, and a small child) walking away from the camera through an airport terminal. They are silhouetted against a large, bright window that looks out onto an airfield with airplanes. The man is on the right, pulling a suitcase. The woman is on the left, carrying a bag. The child is in the middle, holding the man's hand. The floor is highly reflective, showing the silhouettes of the family and the window. The overall mood is serene and suggests travel and family.

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Post Covid- Crisis, Rapid Recovery and Strong Profitability Gains Driven by Solid Demand

Travel Retail Demand Drivers



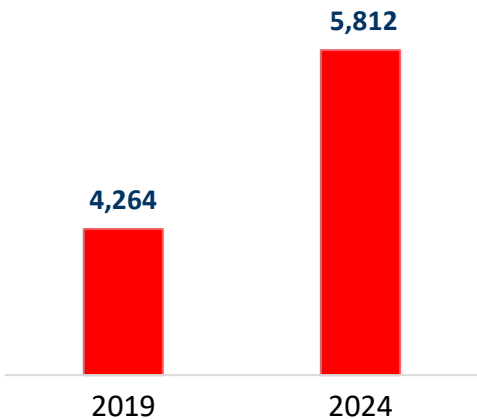
- Increasing travel demand
- Infrastructure development
- Increasing middle class
- Increasing demand in emerging countries as they grow

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

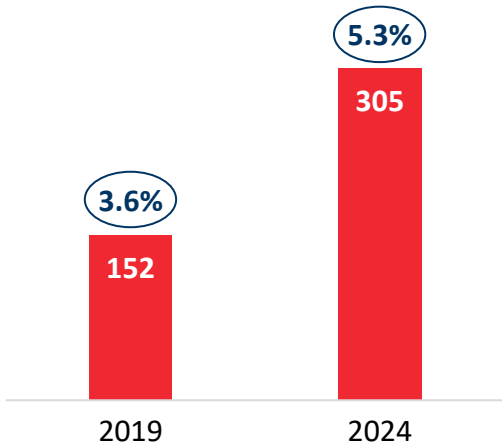
- Category growth on each product line
- Customer service
- Pricing & Promotion, incl. digital
- Branding & image
- Customer mix

Store commercial effectiveness

Revenue (€m)



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



Well-Balanced Portfolio with strong Brands and Market Positions



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

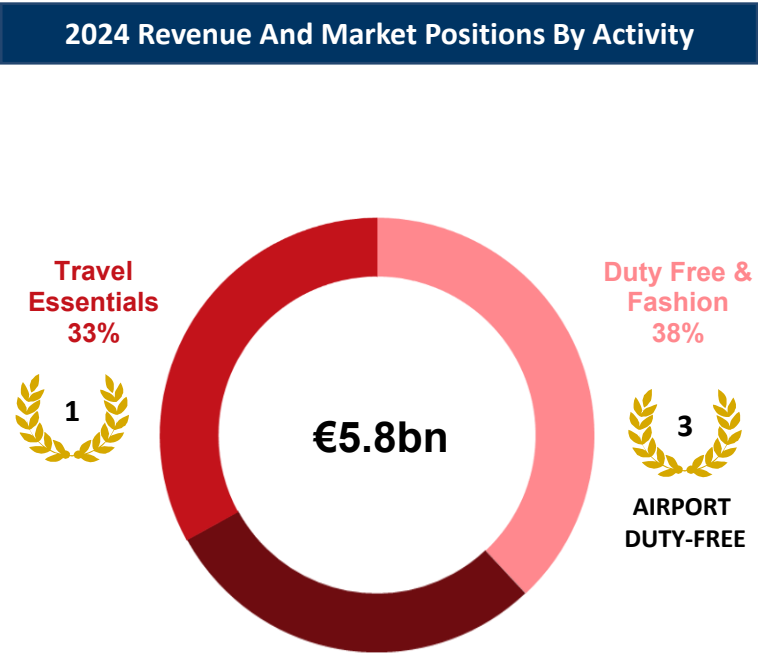


- 30 countries
- 728 stores
- 127 airports



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

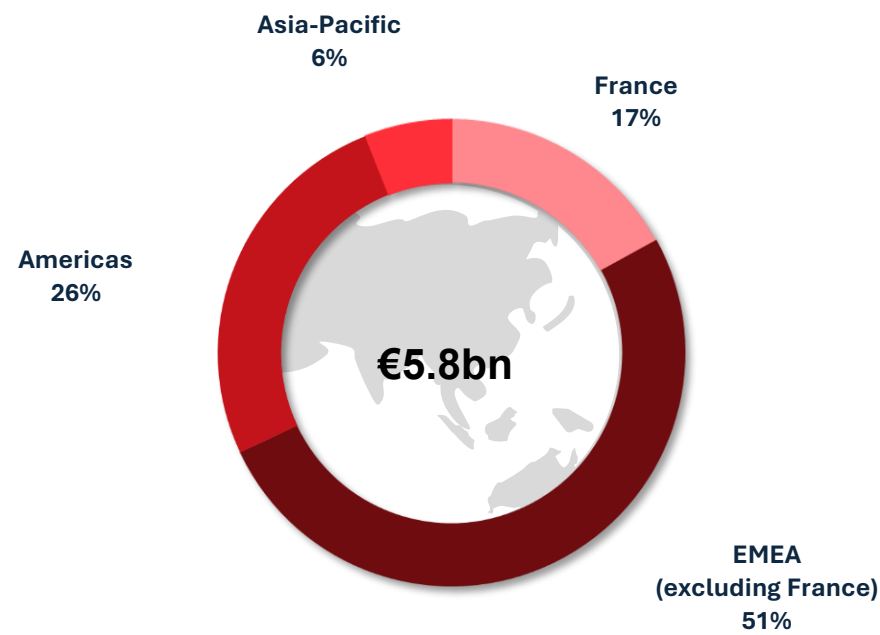
Own Brands	Partner Brands	Bespoke Brands
<div>RELAY</div> <div>DISCOVER DISCOVER</div> <div>hub</div> <div>kaboom</div> <div>1 minute</div> <div>tech2go</div>	<div>CNBC</div> <div>Tripadvisor</div> <div>MONOCLE</div> <div>TODAY</div> <div>Virgin</div> <div>LEGO</div> <div>fnac</div>	<div>TOUR EIFFEL</div> <div>SYDNEY OPERA HOUSE</div> <div>ALL BLACKS</div>
<div>aelia</div> <div>DUTYFREE</div> <div>THE PLACE</div> <div>THE GALLERY</div> <div>Casa del gusto</div>	<div>LONGCHAMP</div> <div>HERMÈS PARIS</div> <div>VICTORIA'S SECRET</div> <div>CÉLINE</div> <div>lululemon</div> <div>NYX</div> <div>ESTÉE LAUDER</div>	<div>Délices de Lyon</div> <div>Bottega dei Sapori</div> <div>MY CANDY BOX</div>
<div>SO! coffee</div> <div>TRIB'S</div> <div>natoo</div> <div>VINO VOLO</div> <div>Bread & Co.</div>	<div>Chick-fil-A</div> <div>itsu</div> <div>COSTA COFFEE</div> <div>McDonald's</div> <div>BURGER KING</div> <div>ERIC KAYSER</div>	<div>LOKSINS</div> <div>la Plage</div> <div>MASARYČKA</div> <div>TEPPAN</div>



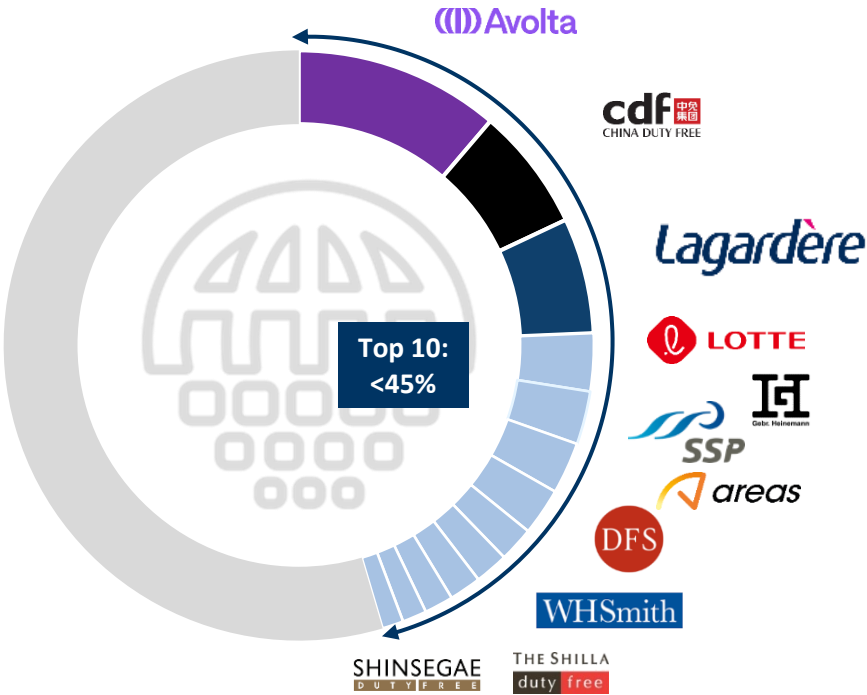
A Strong Global Reach in a Fragmented and Open Market

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



Lagardère
NEWS

1 global press brand & 2 press titles



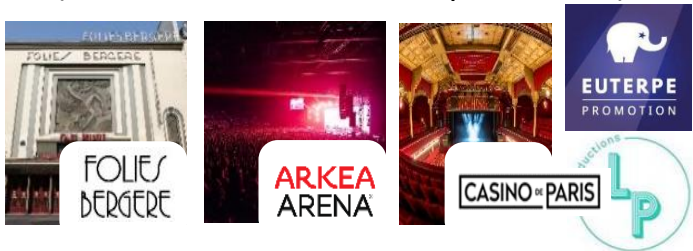
Lagardère
Paris Racing

Premium and exclusive membership based
sport club

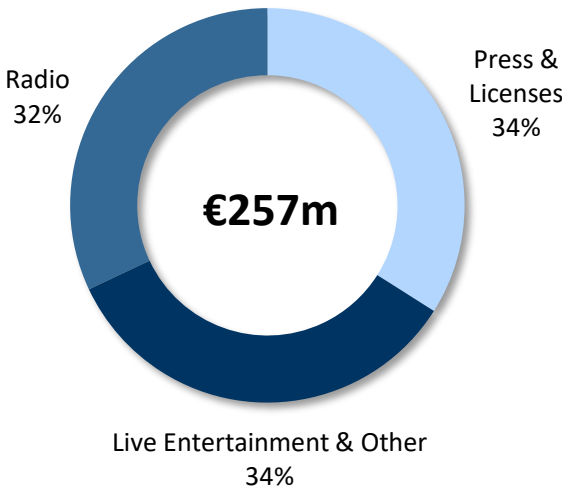


Lagardère
LIVE ENTERTAINMENT

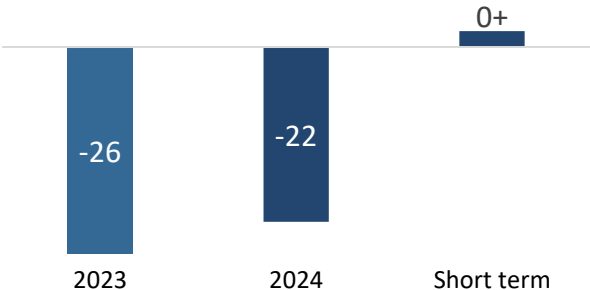
Performing Arts
(venues, shows and tours production)



2024 Revenue By Activity



Recurring EBIT Gains (€m)



A person is sitting on a patterned rug, reading a magazine. The magazine's cover features a vibrant landscape with a blue sky, green hills, and a body of water. The person is wearing a colorful, patterned sweater and blue jeans. The background is slightly blurred, showing more of the rug and the person's legs.

Prisma Media

LOUIS HACHETTE GROUP

France's Leading Cross-Media Publisher

#1 magazine publisher in France

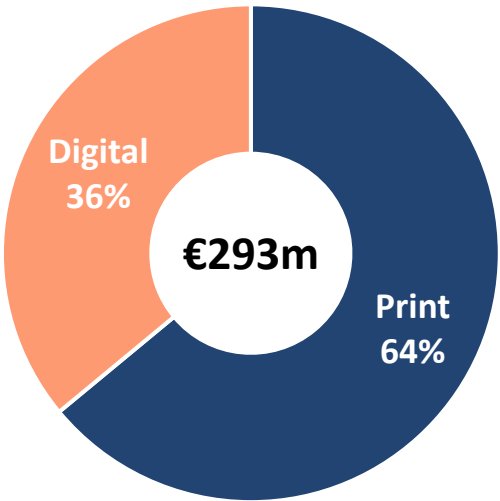
#1 online media publisher in France

40 leading brands
in the general public
and luxury market segments

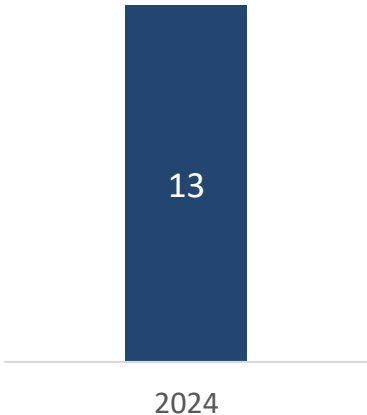


A profitable business,
even if it needs to adapt to market shifts

2024 Revenue mix (%)



2024 EBITA (€m)



c. 40m French people reached each month c. 125m magazines sold each year 600m videos viewed each month

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