

Paris, 14 January 2026

Arnaud Lagardère appointed Non-Executive Chairman of Lagardère Travel Retail.

Frédéric Chevalier succeeds Dag Rasmussen from March 1st, 2026

Louis Hachette Group announces that Dag Rasmussen will retire from his executive responsibilities on March 1st, 2026, after more than a decade at the helm of the company. Following a successful leadership transition initiated in June 2025, Frédéric Chevalier will, as of the same date, succeed him ensuring the continuity of the company's management and long-term strategy. Frédéric Chevalier will perform his duties under the supervision of a Board of Directors chaired by Arnaud Lagardère, appointed Non-Executive Chairman.

Frédéric joined Lagardère Travel Retail in 2006 and has been central to the company's transformation over the past two decades. Having served at various positions, he has been deeply involved in defining and executing the company's strategy, including the structural integration of its three business lines - Duty free & Fashion, Travel Essentials and Dining - and the acceleration of its global development. His appointment to succeed Dag Rasmussen reflects a natural and well-prepared evolution, fully aligned with the company's long-term strategy.

Dag joined Lagardère Travel Retail in 1988 and has been a key architect of its growth and global positioning. Under his leadership, the company has tripled its revenue, expanded its footprint across all regions and business lines, and established itself as one of the leading players in the global travel retail industry, recognized for the quality of its operations, its partnerships and its strong company culture.

Arnaud Lagardère, Chairman and Chief Executive Officer of Lagardère SA and Vice-President of Louis Hachette Group: *"Dag Rasmussen has played a decisive role in transforming Lagardère Travel Retail into a global leader in his sector. Over more than a decade, he has combined strategic vision with exceptional execution, building a company that is stronger, more resilient, and well positioned for the long term. I would like to present my most sincere thanks to Dag for his commitment and contribution to the company's success, and I wish him every happiness during his well-deserved retirement. I also extend my congratulations to Frédéric Chevalier, who I am confident will lead Lagardère Travel Retail into its next chapter, in continuity with the strategy that has delivered such strong results."*

Dag Rasmussen, President and Chief Executive Officer of Lagardère Travel Retail commented: *"These past 37 years with Lagardère Travel Retail have been a remarkable journey. With the decisive support of Arnaud Lagardère and the Group, and the commitment of all our teams, we have built a company that is stronger, more global, and better positioned for the future.*

The leadership transition we initiated last year was designed to ensure continuity and long-term success, and I am fully confident in Frédéric's ability to carry this momentum forward, with the support of the Board. I would also like to thank Arnaud Lagardère and the Board of Lagardère SA for their trust and continued support over the years. It has been a privilege to work with such talented colleagues and partners across the world, and I am sincerely thankful for their commitment, professionalism, and the relationships built over the years, particularly during my time as President & Chief Executive Officer. I wish them and the company every success in the future."

Frédéric Chevalier, Chief Executive Officer of Lagardère Travel Retail added: “Arnaud Lagardère’s vision and Dag’s leadership have profoundly shaped Lagardère Travel Retail and the company we are today. I am proud to build on his legacy and to develop our strategy with the same ambition, discipline, and sense of responsibility toward our teams, our partners, our customers, the Board and our shareholders. The transition carried out over recent months provides a very strong foundation for the next phase of our development.”

About Louis Hachette Group

Louis Hachette Group, which owns 66.31% of Lagardère SA and 100% of Prisma Media, is a global group with over 34,000 employees in more than 45 countries. It is a leading and diversified player in the fields of publishing, travel retail and media:

- *Lagardère Publishing, the world’s third-largest book publishing group for the general public in the trade and educational markets, and the leader in France: Books (paper, digital and audio formats), Partworks, Board Games and Premium Stationery;*
- *Lagardère Travel Retail, the world’s third-largest travel retail merchant and number one in France: Travel Essentials, Duty Free & Fashion, and Dining.*
- *Prisma Media, the French leader in magazines and digital press, with a portfolio of over 40 leading brands.*

The Group also carries out other activities in the media and entertainment space with Lagardère Live, which includes Lagardère News (press and the Elle brand licence), Lagardère Radio (radio and advertising sales brokerage), Lagardère Live Entertainment (performing arts) and Lagardère Paris Racing (sports club).

In 2024, Louis Hachette Group's activities generated revenue of €9,235 million.

The company is listed on Euronext Growth (Paris) – (ALHG/FR001400TL40).

For more information, visit www.louishachettegroup.com

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