

BUSINESS MODEL

A sustainable value creation model

INPUTS AND RESOURCES⁽¹⁾

HUMAN CAPITAL

34,691 employees
44% of women executives
43% of managers and executives with more than ten years' service

FINANCIAL CAPITAL

€502 million in business investment
€2,163 million in available liquidity
Leverage ratio⁽²⁾ of 2.1

ENVIRONMENTAL AND SOCIETAL CAPITAL

319 GWh tertiary power consumption⁽³⁾
153 kilotons of paper purchased and supplied
14,203 audiobooks available in the Lagardère Publishing catalogue at year-end

BUSINESSES

Lagardère is an international group with operations in more than 40 countries worldwide. It ranks among the world leaders in publishing (Lagardère Publishing) and travel retail (Lagardère Travel Retail).

LAGARDÈRE PUBLISHING

Books
e-Books
Mobile Games and Board Games

LAGARDÈRE TRAVEL RETAIL

Travel Essentials
Duty Free & Fashion
Foodservice

OTHER ACTIVITIES⁽⁴⁾

VALUE CREATION⁽¹⁾

EMPLOYEE VALUE

15,142 permanent recruitments
291,994 training hours Group-wide
36% of employees with a portion of variable remuneration
70% of workforce with employee representation

FINANCIAL VALUE

€7,211 million in revenue
€378 million in recurring operating profit of fully consolidated companies
€294 million in free cash flow

SOCIETAL AND ECONOMIC VALUE

97% of paper purchased and supplied certified or recycled
15.6 tCO₂ eq of emissions per €m of revenue
Lagardère features in six ESG indices

(1) Data at 31 December 2019.

(2) Leverage ratio: Net debt/recurring EBITDA.

(3) Oil, gas, electricity and district heating.

(4) Mainly comprising Lagardère News (*Paris Match*, *Le Journal du Dimanche*, Europe 1, Virgin Radio, RFM and the Elle brand licence) together with Lagardère Live Entertainment.