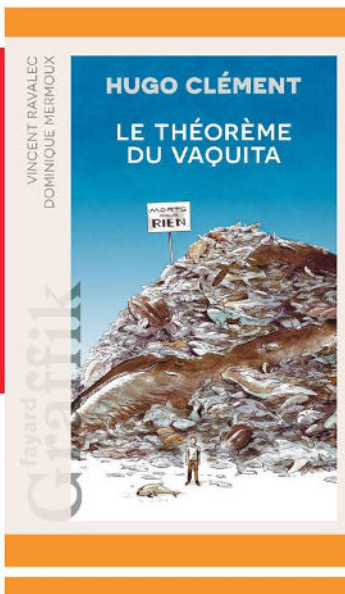


Tomorrow with Lagardère :

our CSR commitments

2023-2024



Lagardère

Writing together, every day, the world of tomorrow

In 2023, we continued to make progress in our ongoing campaign to turn our CSR commitments into reality. Building on prior year advances, all our people, both in France and elsewhere, did their bit adding to our array of planet-friendly and socially inclusive everyday practices.

Regarding environmental matters, under the Group climate trajectory aiming to slash Group carbon emissions 30% (vs 2019) by 2030, all divisions strove to come up with and implement ways to decarbonize our operations. What is more, we stepped up our efforts to preserve nature, cut waste and boost recycling. Specifically, Hachette Livre's ecodesign program was rewarded by a "Victoires du Capital Humain" gold trophy awarded by "Décideurs RH" magazine. Meanwhile, Lagardère Travel Retail will shortly complete its transition to eliminating single-use plastic bags at its tills and other consumables in all outlets, including in countries where such items are legally allowed.

Diversity, inclusion and disability issues further remain a top priority. Regarding gender equality, our top executive boards and committees comprised 46% women beating the target set in 2021.

Lastly, regarding social responsibility, access to learning, culture and freedom of expression are constantly uppermost in our priorities, on which we take action through the contribution of our two foundations, the Jean-Luc Lagardère Foundation and the Hachette for Reading Foundation.

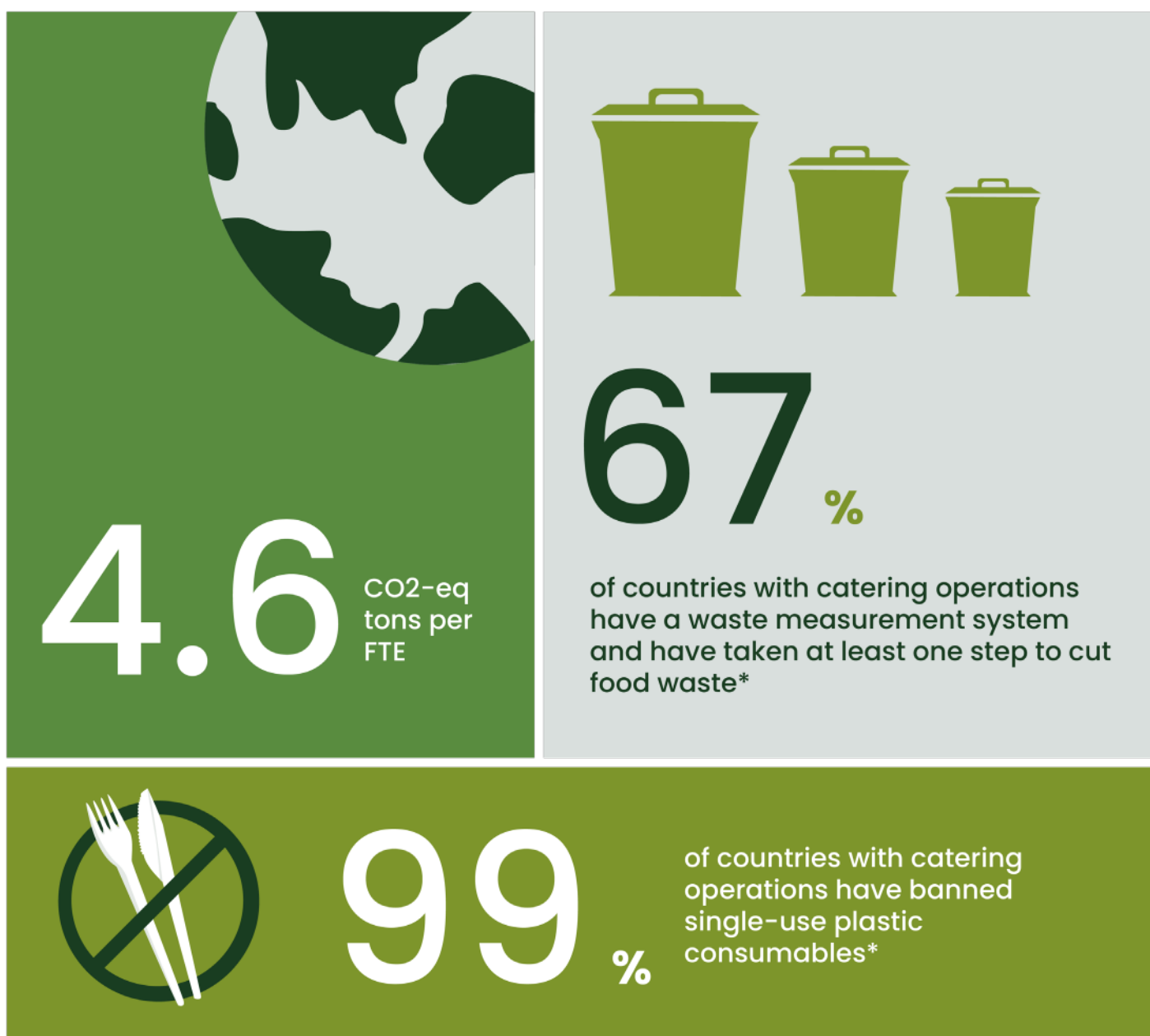
In 2023, we updated our materiality analysis by adopting the so-called "double materiality" approach, which factors in both how sustainability impacts the Group's performance and finances and how the Group's operations impact the environment and society at large.

As a result, we identified thirteen material issues. This presentation outlines action taken to address such key issues.

Our 13 material issues

Business ethics
Freedom of expression and pluralism
Working conditions
Education and access to culture
Workplace health & safety
Value chain workers
Biodiversity and ecosystems
Data privacy
Climate
Circular economy
Combating corruption
Consumer health and safety
Equal opportunity

1. Minimize goods and services' environmental footprint



* based on revenues, for Lagardère Travel Retail in-house brands only

1.1 Set an ambitious climate trajectory

Targets

Lagardère group commits to cut greenhouse-gas emissions by around 30% by 2030.

We pledge to match the Paris Climate Agreement, which call for limiting temperature increases to 1.5°C above pre-industrial levels by the end of the century.

In this way, Lagardère aims to contribute to the United Nations' goal of zero net global emissions by 2050.

Targets breakdown

Action levers

Scopes 1 & 2 + partially Scope 3
(Business and commuting travel)

- Cut emissions by an average 4.2% a year or cumulative 46% by 2030 (vs 2019)

- Make buildings more energy efficient, reduce consumption, electrify car fleets, eco-driving training
- Use renewable energies
- Staff green travel allowances, car-pooling, home-working

Scope 3
(Covering 80% of emissions)

- Cut emissions by an average 2.5% a year or cumulative 28% by 2030 (vs 2019)
- From 2030, 4.2% average annual emissions reduction

- Hachette Livre : cut overproduction, stationers' and printers' carbon intensity and freight in and out emissions
- Lagardère Travel Retail : goods procurement (80% of emissions) and decarbonization plan for key categories in collaboration with suppliers

2023 Results

Carbon intensity : 4.6 Co2eqt / FTE*

(CO₂ equivalent tons per full-time equivalent)*

Reduction in carbon intensity between 2019 and 2023 :

-21%

* Scopes 1 and 2 plus staff business and commuting travel (scope 3)

1.2 Ensure a responsible paper cycle and protect biodiversity

Commitments

& Action plan

Preserve natural resources

Hachette Livre and Lagardère News :

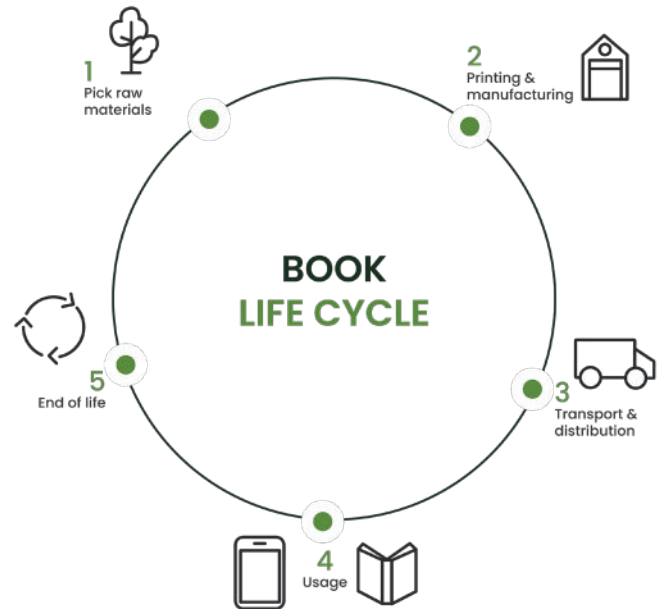
- Procurement of certified and/or recycled paper for books, magazines and newspapers

Hachette Livre :

- Specific fibre testing program for Asia-purchased paper, most stationers ISO 14001-certified, lower scrap rate and lighter paper options
- Increased use of data to optimize print runs and reduce returns, innovative technologies such as print-on-demand, automated stock replenishment with the Ritmeo program, destroyed books fully recycled

Help safeguard biodiversity (Hachette Livre)

- Selection of FSC* and PEFC** certifications incorporating biodiverse forest management criteria
- Reconnecting sites with nature (LPO refuge label, introduction of grazing)



2023 Achievements

Expanding the catalog of titles for print-on-demand : 413,439 books in France (vs. 393,938 in 2022)

99% of purchased or provided paper from certified and/or recycled sources



Eco-grazing at the Hachette Livre logistics site in Maurepas, France



hachette s'engage pour l'environnement en réduisant l'empreinte carbone de ses livres. Celle de cet exemplaire est de : 300 g éq. CO₂
Rendez-vous sur www.hachette-durable.com

Hachette Livre notifies readers of the carbon footprint of each book

* Forest Stewardship Council

** Forest systems certification program

1.3 Tackle food waste

Commitments

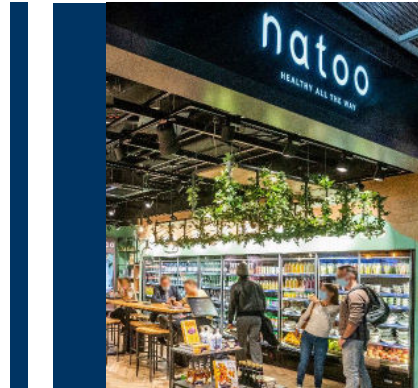
& Action plan

Optimize production and preserve food

- Improve sales forecasts, inventory and expiry date systems and adaptation of techniques and preparation time
- Less perishable seasonal foodstuffs, on-site production, gradual deployment of a measurement system

Prevent waste and promote circularity

- Happy hours, customer awareness campaigns, Too Good to Go partnership (in 7 countries in 2023), GoodMeal app in Chile, "Défi No Gasp!" (no waste) challenge in France (foodstuff close to use-by/best by dates price 30-50%-off)
- Charitable donations (The Goodr Program in the US and more)
- Used coffee grounds recycled and vegetables put in compost



Targets

Achieve 80% of 2024 Foodservice revenues in countries having introduced a waste measurement system and taken steps to cut food waste

2023 Results

67% of countries with catering operations have a waste measurement system and have taken at least one step to cut food waste (**vs. 65% in 2022**)

1.4 Cut plastic pollution and promote ecodesign

Commitments

& Action plan

Reduce plastic use

Lagardère Travel Retail :

- Stop ordering single-use plastic bags in 2023 in favour of certified and/or recycled paper bags (over 80%)
- Phase out single-use plastic (cutlery, cups, water bottles, etc.) and promoting reuse

Hachette Livre (France) :

- Low-plastic strategy adopted since 2021 :
 - Various plastic types used for products and logistics tracked and analysed
 - Draw up an action plan to cut plastic consumption 25% by 2030 including : lower volumes (less book laminating, for example), better material mix, reorganizing and bringing on board supply chain firms

Promote eco-design initiatives

- Organization of eco-challenges at Lagardère Travel Retail (Go Green) and Hachette Livre
- Train 40+ international Lagardère Travel Retail designers and architects in sales outlet ecodesign

Targets

Achieve 100% of 2024 Foodservice revenues in countries having adopted responsible consumption and banned single-use plastic

2023 Results

99% of countries with catering operations have banned single-use plastic consumables

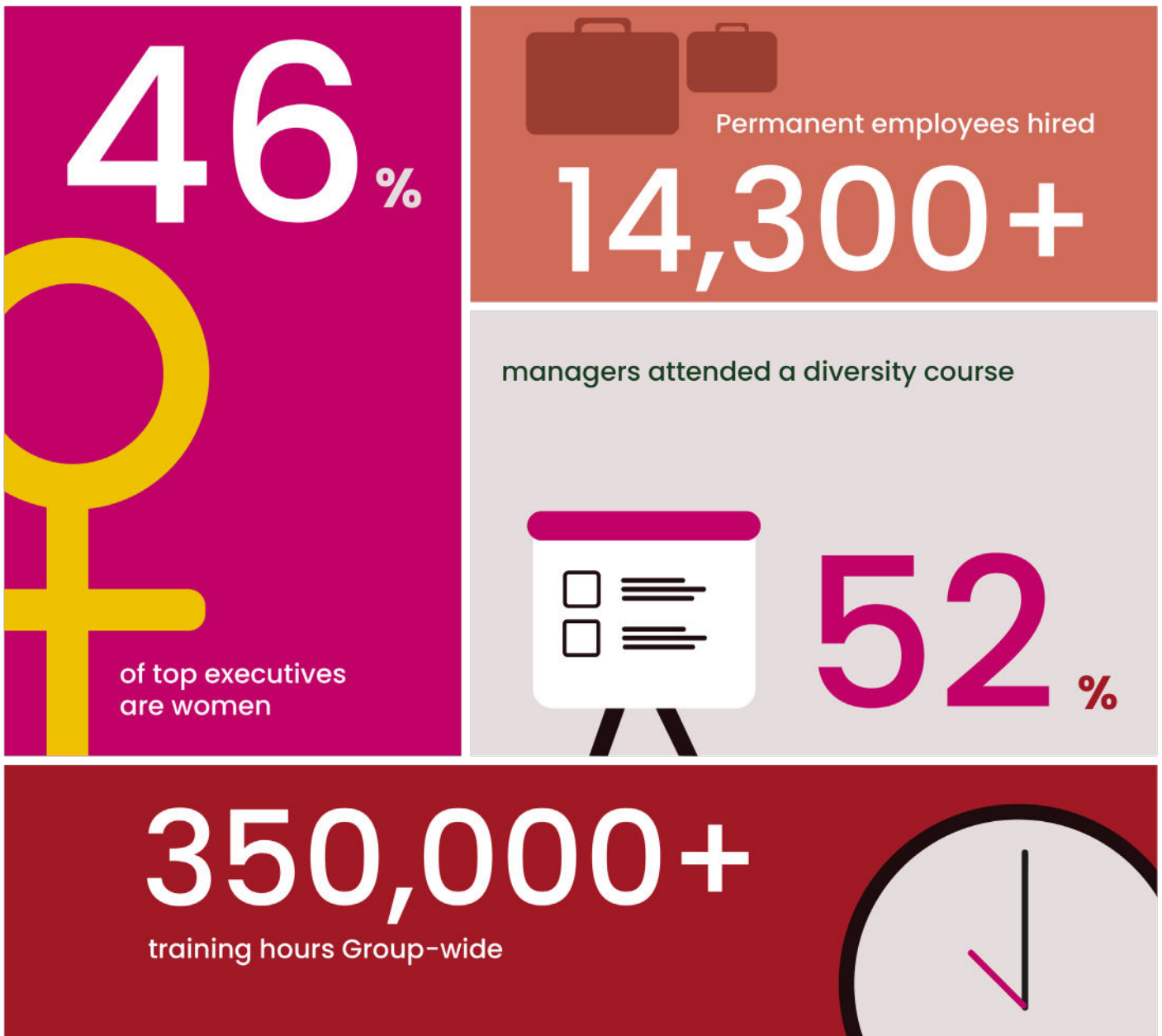


Future is Local ecodesign store (Prague, Czech Republic) comes away with the Best Sustainable Initiative prize at the Travel Retail Awards



Hachette Livre's annual eco-design program wins the "Victoires du Capital Humain" gold award from "Décideurs RH" magazine

2. Place people at the heart of strategy



2.1 Assure staff gender equality and diversity

Targets

45% of Group top executives are women in 2024 (achieved in 2022, 2 years ahead of schedule)

2023 Results

46% of top executives are women

2023 Achievements

France weighted staff equality index score : 89.8

52% of managers trained in diversity and inclusivity



Hachette UK features in The Times top 50 employers for gender equality

Commitments

& Action plan

Group

- Signature of WEP* at international level
- Sign up to the France-based StOpE initiative tackling workplace sexism
- Promoting gender diversity through the Lagardère group's LL network

Entities

Diversity and Inclusivity

- Set up Diversity and Inclusivity committees and tangible action plans in some Lagardère Travel Retail countries to take three HR steps including one on gender equality
- Many Hachette Livre initiatives : "second parent" leave in France, Women in Publishing network in the United States, Hachette UK's "Changing the Story" program and more

Disability

- Hachette Livre : partnerships to recruit and support employees with disabilities (Arpejeh, Tremplin, Cap Emploi, and Agefiph, Duoday) in France, UK and USA, awareness-raising and training initiatives (webinars and inclusive management training) and more
- Lagardère Travel Retail : promotion of disabled staff hiring in sales outlets (Spain, Portugal, Belgium, Italy, etc.)

Equal opportunity

- Lagardère News : 115 high-school trainees taken on in 2023
- Hachette Livre : support for priority education agreements (Sciences Po) and the "Nos Quartiers ont du Talent" association in France, partnership between Hachette UK and Springpod for students from diverse social backgrounds and more

2.2 Raise job attraction and staff loyalty

Commitments

& Action plan

Improve staff work/life balance

- Further development of home-working
- Donation of days for caregivers (Hachette Livre in France)

Promote in-house job transfers

- Inter-division ad-hoc committee in France to review various job opportunities and CVs of staff having expressed a wish to switch jobs

Build staff skills and initiative

- New Group-wide e-learning platform launched late 2023 - scheduled to go live in 2024

Measure staff commitment

- Job satisfaction surveys gradually rolled out in all Group entities



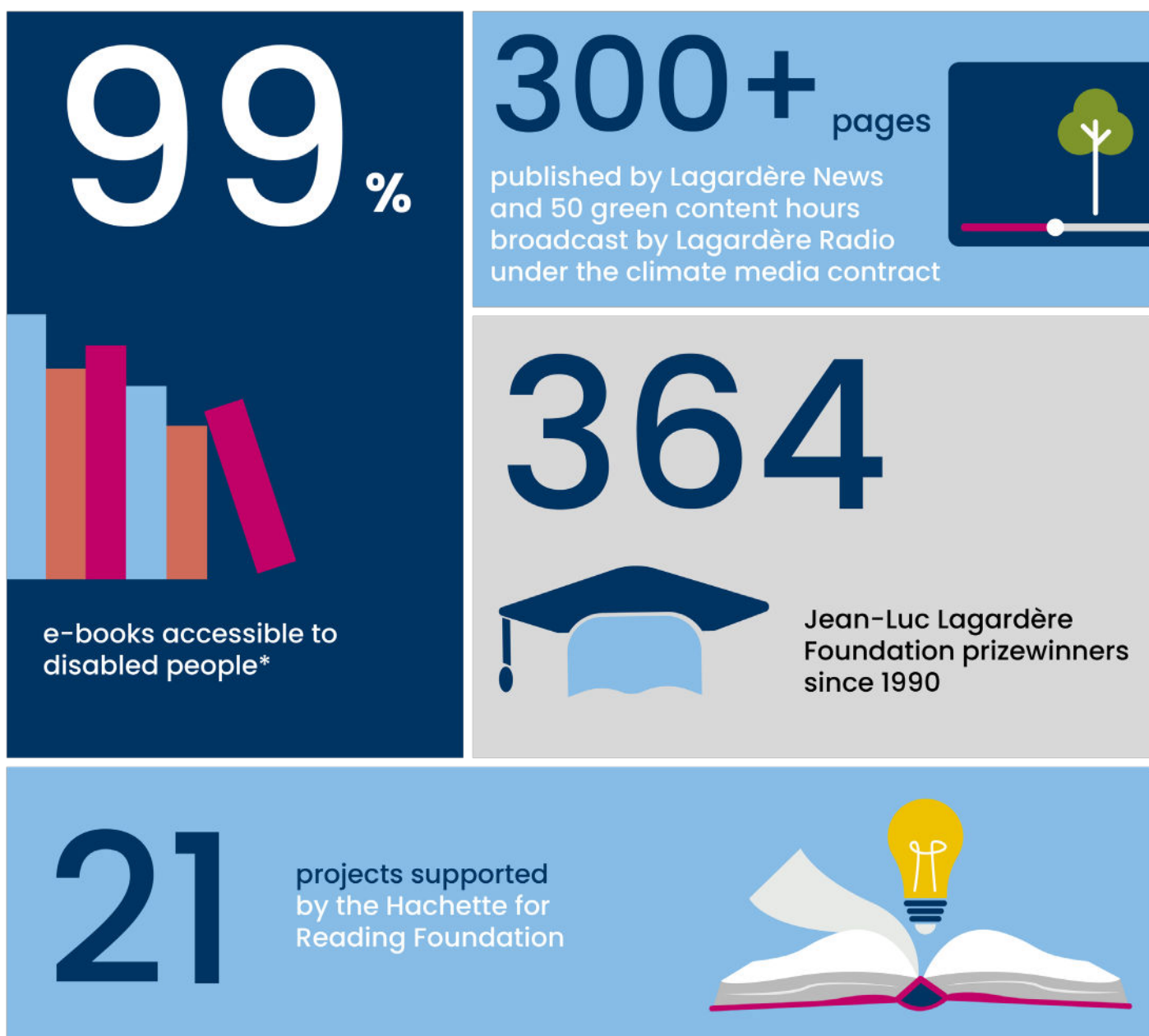
2023 Achievements

350,000+ actual training hours across the Group

12.2 hours of training per employee on average

70+% of staff covered by a job satisfaction survey

3. Share the social and cultural diversity of our activities with as many people as possible



* applies to new releases in text format

3.1 Promote access to learning and entertainment

Commitments

& Action plan

Promote access to education and culture

- Development of audio books, signing of the accessible format publishing charter (Hachette Livre, Hachette Book Group and Hachette UK)
- Deployment of measures to promote access for ASD* audiences to all Lagardère Live Entertainment venues
- Various prizes (“Prix Relay des voyageurs lecteurs”, “prix Relay de la presse magazine”, “prix Relay de la BD”), author autograph sessions in Lagardère Travel Retail shops
- Support from the Jean-Luc Lagardère Foundation for artistic creation and the Hachette Foundation for reading

Defend right of free speech and pluralism of opinions

- Hachette Livre supports Pen International and Index on Censorship
- Lagardère Travel Retail's partnership with the NGO “Reporters sans frontières”

* Autism Spectrum Disorders

2023 Achievements

50,000+ books donated to charity across USA by Hachette Book Group



Sensory packs offered to ASD* audiences in all Lagardère Live Entertainment performance venues



4th Europe 1 Literature Prize showcasing charity, collective engagement and human values in the books selected by Nicolas Carreau, President of the jury and Europe 1 literature specialist

3.2 Build sustainability awareness

Commitments

& Action plan

Train staff about climate issues

- Deployment of the “Fresque du Climat” to Lagardère Travel Retail staff in France, Switzerland, USA, Peru and Czech Republic
- Involvement of all professions in environmental efforts at Hachette Livre (France) : Eco-design week, Eco-challenge open to all employees, running an Eco-design Community, etc.
- Sustainable development training for Lagardère News and Lagardère Radio journalists as part of the media climate contract
- Sustainable development week involving Lagardère Live Entertainment and Lagardère Travel Retail staff

Help raise awareness of major social issues through editorial content (books, magazines, radio) and advertising

- Eco-responsible gifts for competitions
- Low-carbon footprint advertising production



Lagardère Travel Retail staff taking part in the “Fresque du Climat” (France)



Paris Match's *L'Appel de la Planète* live-broadcast show featuring guests from varying backgrounds talking about tackling climate challenges

2023 Achievements

300+ pages published by Lagardère News and 50 'green content' hours broadcast by Lagardère Radio under the climate media contract

3.3 Getting involved in solidarity initiatives

Commitments & Action plan

- Supporting staff volunteering for disadvantaged communities or people
- Sponsoring skills or making premises available for social causes

2023 Achievements

- Production of free campaigns for women's causes on Europe 1 and RFM (Fondation des femmes and Ruban Rose)
- Lagardère Travel Retail funded the UN's Women in Senegal program
- Establishment of a long-term partnership with BSF*, enabling employees of Hachette Livre (France) to become involved through skills sponsorship, and to take part in solidarity action days and the Design Jam event
- Lagardère Travel Retail and Lagardère Live Entertainment established "Safe Places"



The UN's Women in Senegal program
2,500 women farmers deliver foodstuffs and
cosmetic products sold in airport shops



Hachette Livre employee helps sort books
collected by BSF* during a skills coaching
session

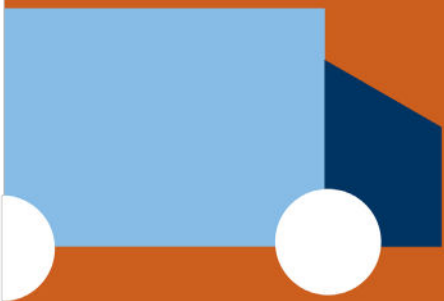
First UMay Safe Places opening in Lagardère Travel
Retail outlets, in Auber Metro station, Paris,
so as to help and support public transport
harassment victims



* Bibliothèques Sans Frontières (libraries without borders)

4. Ensure ethical and responsible governance

53%



of high-risk supplier spend audited by EcoVadis

New anti-corruption training course introduced for all relevant staff and departments



4.1 Ensure ethical business conduct, fight corruption and protect personal data

Commitments

& Action plan

Business ethics and tackling corruption

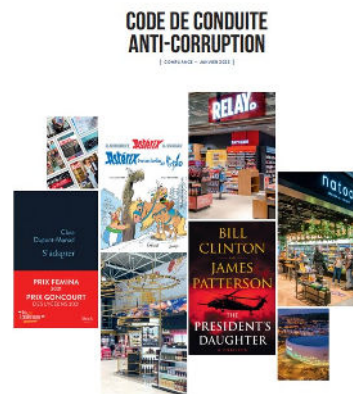
- Lagardère group Code of Ethics
- Code of conduct and anti-corruption training

Responsible procurement policy

- Responsible Supplier Charter, applicable to suppliers contracting with a Group company
- Work with EcoVadis to assess high-risk suppliers

Cybersecurity and personal data privacy

- From 2018, GDPR (EU General Data Protection Regulation) introduced
- Setting up a Group DPO and DPOs in the branches (Digital Protection Officer)
- Carrying out IT security audits
- "Cyber et Moi" cybersecurity awareness program for all employees



Lagardère



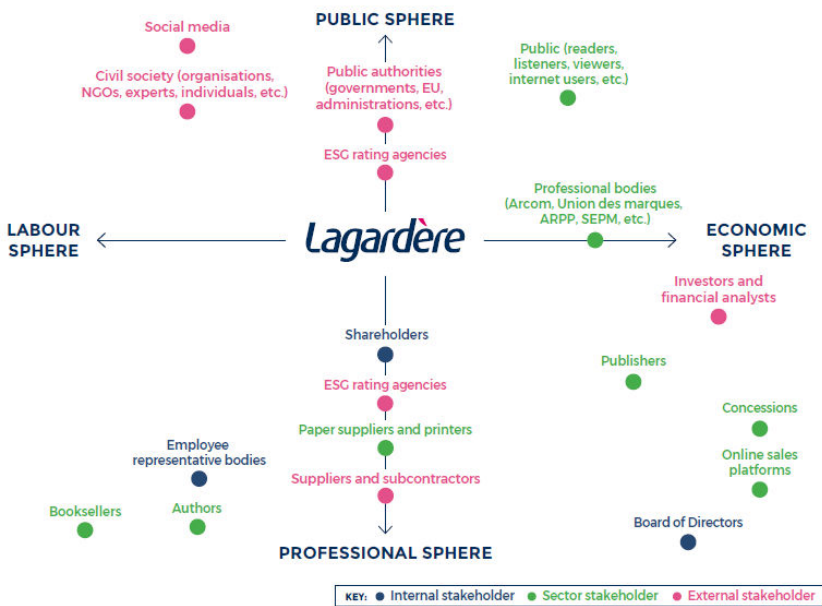
2023 Achievements

53% of high-risk supplier purchases audited by EcoVadis
63% of safeguards relate to data protection/privacy

4.2 Strengthening **governance** and **management** of CSR and Climate commitments

CSR governance within Lagardère has been strengthened and transversalized since 2022.

- The Group's Sustainable Development and CSR Department sets the framework for the Group's CSR and Climate strategy.
- At entity level, the CSR Departments propose and lead their own CSR strategy, consistent with that of the Group, and coordinate its implementation with all functions (operations, purchasing, logistics, etc.) within their subsidiaries and countries of operation.
- The Board of Directors regularly reviews the Group's CSR and Climate strategy, assisted by its committees:
 - The Appointments, Remuneration and CSR Committee, specifically dedicated to these issues.
 - The Audit Committee, involved in extra-financial reporting and the carbon footprint.

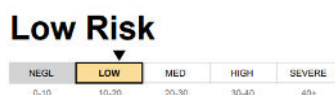


Externally, the Sustainable Development and CSR Department manages relations with the **Group's stakeholders**, who are consulted on matters relating to Lagardère's CSR and Climate strategy

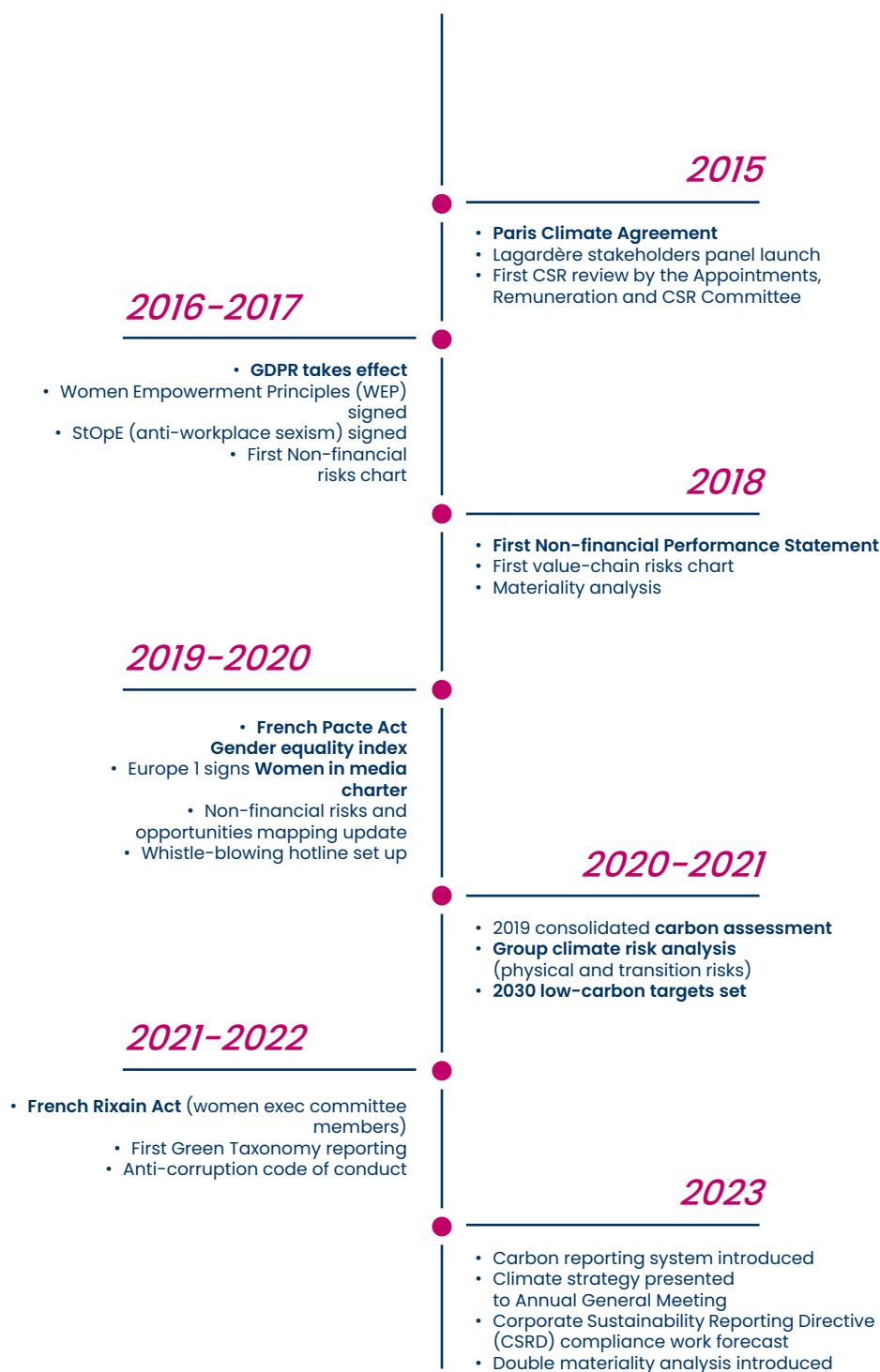
Among its stakeholders, the Lagardère group maintains a dialogue with the community of **extra-financial analysts**, whose assessments are also a tool for steering commitments



Lagardère is ranked "Low risk" with a score of 16.5 (up 1.2 points on 2022)



CSR strategy timeline at Lagardère



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