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# Lagardère

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ACTIVE



© Image et Compagnie

## Awards

The TV series *Manon 20 ans* (three 52-minute episodes), produced by Image & Compagnie (a Lagardère Studios company) for Arte, received five awards at the 2017 Luchon TV Film Festival: Pyrénées d'or awards for the best series/miniseries/collection, best actress, best screenplay, best original music, and the People's Choice award for the best series/miniseries/collection. The series also received a Fipa d'or for best actress, awarded to Alba Gaia Bellugi. [www.imageetcompagnie.fr](http://www.imageetcompagnie.fr)

© Thierry Leventberg-Sturm



**Lagardère**  
TRAVEL RETAIL

New sales outlets open in Rome's Fiumicino airport

PUBLISHING



## Football and food

Marabout continues to add to its series on sports (see Enter 141) with *Pep Guardiola, La Métamorphose*, set for release in late April. Author Marti Perarnau followed the celebrated football coach for three seasons at FC Bayern München.

Also new from Marabout, the launch of *Marabout Food*, to be published on 17 May. This quarterly mook\* devoted to cooking (160 pages, €5.95) will offer 100 quick and easy seasonal recipes along with a focus on summertime fruits and vegetables.

\*A cross between a book and a magazine that's sold in bookshops.

# The Next Generation comes to Rome

After modernizing a number of sales outlets in late 2013 (see Enter 131), Lagardère Travel Retail completed the second stage of its expansion plan for Rome's Leonardo da Vinci – Fiumicino international airport in late 2016. On 21 December, the Travel Retail division opened the 15<sup>th</sup> Next Generation Aelia Duty Free concept store in the all-new Avancorpo extension (the terminal for non-Schengen destinations). "This network's largest store" with a surface area of 2,000 sq.m, offers travellers a full, highly-diversified product line. Located at the terminal's entrance, **this Next Generation Aelia Duty Free is "a multiple-category 'walk-through' store\* showcasing local and regional products."** In fact, 10%

of the store's surface area is occupied by the Casa del Gusto concept, an area devoted to gourmet Italian food products – including charcuterie and cheeses – from small local producers. The area also has a Pallini-brand Limoncello bar (the best-selling duty-free brand in the US market). For passengers with a

## A unique experience

sweet tooth, there is a Kinder children's area and a brightly coloured M&M's corner. Travellers will also find a wide range of perfumes and cosmetics, wines and spirits, and tobacco products.

According to Bruno Bouchacourt, director of operations of Lagardère Travel Retail Italy, this Next Gener-

ation Aelia Duty Free was opened with a two-fold aim: "To improve our performance, and to offer services that meet the needs of today's passengers, as part of the overall renovation of the airport."

In addition to the walkthrough concept store, Lagardère Travel Retail has also opened a number of fashion boutiques in the Avancorpo extension (Pandora, Ermenegildo Zegna, Michael Kors, Montblanc and Sunglass Hut), along with three food-service areas: Farinella, a trattoria; Beercode, a restaurant specializing in beer and grilled meats; and Ajisen Ramen, the first restaurant in Europe for this well-known Asian restaurant chain. ←

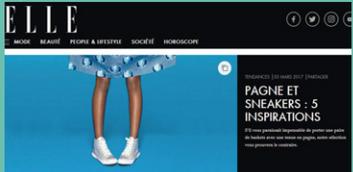
\*Travellers must walk through this space to reach the boarding gates.

Lagardère Active's Gulli, Canal J and TiJi channels remain the No. 1 youth and family TV offering in France<sup>1</sup> among children, for the 14<sup>th</sup> consecutive sweeps period.<sup>2</sup> In the youth-channels segment, these channels capture 38% market share among 4- to 10-year-olds<sup>1</sup> (up 5 points vs. the previous sweeps period) and 35% among 4- to 14-year-olds<sup>1</sup> (up 4 points vs. the previous sweeps period).

Source: Médiamétrie – Médiamat<sup>1</sup>/Thématik; sweeps period: 29 August 2016 to 12 February 2017.  
<sup>1</sup>Comprehensive offering. <sup>2</sup>Among 4- to 10-year-olds.

# No. 1

ACTIVE



## No. 46

Drawing on the digital expertise and thorough knowledge of Africa available from Lagardère Active Radio International, the Elle brand's international division has launched Elle.ci in Côte d'Ivoire – the brand's 46<sup>th</sup> website. It's the first version of Elle in francophone Africa. [www.elle.ci](http://www.elle.ci)

FAX: ACTIVE

Since 5 March, **Le Journal du Dimanche** has had a new layout, including more space devoted to "investigative journalism and feature stories."

FAX: TRAVEL RETAIL

Lagardère Travel Retail was selected to operate the duty free and specialty stores (for the next 10 years) at Australia's **Cairns** international airport.

FAX: ACTIVE

At the 22<sup>nd</sup> radio and television Lauriers awards ceremony, Sophie Larmoyer's show on Europe 1, **Les Carnets du monde**, received the radio Laurier award.



Lagardère  
PUBLISHING

A closer look at the audiobook market in the US, UK and France

## Books for listening

In the United States, Hachette Audio offers a variety of works – published by every Hachette Book Group publishing division – that are available unabridged on CD and as digital downloads. Some books are read by well-known actors,

### Audiobooks made easy

while others are read by the authors themselves. This lends the books ‘a certain something extra,’ and may make them more attractive to a wider audience (including international consumers via partnerships with other Hachette Livre companies). Hachette Audio, headed by SVP Publisher Anthony Goff, is the third-largest audiobook publisher in the US and the winner of numerous prizes for Audiobook of the Year awards – and nine Grammy Awards! Its bestselling authors include David Baldacci, Michael Connelly, Tina Fey, Malcolm Gladwell, Nelson Mandela, James Patterson, Keith Richards, J.K. Rowling, Andrzej Sapkowski, David Sedaris and Donna Tartt.

**In the UK, audio downloads are the fastest-growing sector of trade publishing, with sales increasing by**

**37% in 2016.** Hachette has four audio publishing divisions: Orion, HHQ (Hodder, Headline, Quercus), Little, Brown and a Children’s division. A publishing imprint for Little, Brown, Hachette Audio won an Audie Award in 2016 for Robert Galbraith’s *Career*

*of Evil* and became Hachette’s first imprint to surpass 100,000 downloads with *Steve Jobs* by Walter Isaacson. It also issues numerous classic works by such authors as Evelyn Waugh and John Steinbeck. The most popular titles in the Children’s division are works by Enid Blyton, as well as Cressida Cowell’s *How to Train Your Dragon*. Other best-sellers in 2016 include *Nomad* by Alan Partridge (Audible’s Audiobook of the Year, which sold 40,000 downloads in three months), *Rather Be the Devil* by Ian Rankin, *The Letter* by Kathryn Hughes (Headline’s best-selling title of all time), Matthew Syed’s *Black Box Thinking* (which has already logged 30,000 downloads) and a number of modern-day classics from Stephen King.

In France, market leader Audiolib<sup>1</sup> placed 41 titles among the year’s 50 top-selling audio books<sup>2</sup> in 2016! Says CEO Valérie Lévy-Soussan, “In 2016, our market share for audio books on CD rose from 56% to 59%, with sales by volume holding steady. Downloads posted a sharp increase over 2015, with sales up 35% by volume and 20% by value.” These excellent figures, coupled with the division’s best-selling titles (Fabrice Midal’s meditation books, *La Fille du train*, *Petit pays*) prompted Audiolib to launch a collection for young readers in late March. “The children’s market is poised for growth,” explains Lévy-Soussan. “We decided to expand on our current know-how and offer titles for three age brackets – children from ages 8, 11 and 14. We’ll continue to publish books from Hachette Livre as well as third-party publishers. We have more than 20 releases scheduled for this year, and six licensed by Disney. We’re rediscovering our childhood at Audiolib!” ←

<sup>1</sup>Held 60% by Hachette Livre and 40% by Albin Michel.

<sup>2</sup>Source: GfK - *Livres Hebdo*; in estimated number of copies sold, excluding exports and including online sales other than Internet downloads in mp3 format.

33

The number of tourist guides published by Hachette Tourisme – including 27 Routard guides – that were ranked among the 50 top-selling travel titles in 2016. Source: GfK – *Livres Hebdo*.

#### FAX: ACTIVE

Mezzo Live HD was voted the year’s best music channel in Russia at the international CSTB Expo & Forum.

#### FAX: ACTIVE

For its 120<sup>th</sup> anniversary, the magazine *Art & Décoration* published a special issue in March.

#### FAX: TRAVEL RETAIL

Lagardère Travel Retail has opened a third *Coffee Fellows* in the Frankfurt-Hahn airport.

#### PUBLISHING



### Graphic arts

Editions Armand Colin is launching a new collection, “Biographics,” which is entirely produced via computer graphics. Each title uses “dynamic images and graphics to illuminate the thought, life and works of great artists.” The first titles, slated for release on 12 April, are: *Biographics Monet*, *Biographics Van Gogh* and *Biographics Da Vinci*.

#### TRAVEL RETAIL

### Paradies

A few weeks ago, Paradies, a North American subsidiary of Lagardère Travel Retail, opened several new sales outlets, including an Asian restaurant, Pei Wei, in the Washington-Dulles International Airport’s terminal B, and three stores in the Louisville international airport’s: a Kentucky Bourbon Trail<sup>®</sup> outlet, a Brooks Brothers store and the first Today-branded news outlet at an airport.

<http://paradieslagardere.com>

#### PUBLISHING

## Bookouture

### Acquisition

On the heels of Neon Play (see *Enter 142*) and Brainbow Ltd (see *Enter 143*), Hachette UK has made a further “digital” acquisition: Bookouture, the UK’s leading e-book specialist publisher. With a staff of 16, Bookouture has sold 9 million books since it was founded in 2012 by Oliver Rhodes. Its list includes several bestsellers, such as *The Girl in the Ice*, the thriller from Robert Bryndza, with more than a million copies sold.

[www.bookouture.com](http://www.bookouture.com)

#### FAX: PUBLISHING

Éditions Fayard will be publishing French-language versions of the books written by former US President **Barack Obama** and by his wife, Michelle Obama.

Photos © Jacques Grison/Lagardère



Works created as part of the action-painting studio session



Lunch break



Works created as part of the outsider-art studio session

## 2016 Integration Day



Quiz on the Group's activities



The session on sustainable development and CSR policies



Action-painting session



Presentation on the Group's divisions and Corporate

### Dynamic career management in France and at international level

Alexis Rérolle, Senior Vice President Human Resources of Hachette Livre

"The aim of Hachette Livre is to discover, support and promote talented authors so as to provide readers all over the world with the best writing and illustrated material in every genre and on every medium.

Likewise, in terms of human resources, this aim takes the form of searching for, recruiting and developing the best talents in the publishing industry and all support functions to encourage the success of our authors and of our division in France and at international level.

Talent management at Hachette Livre prioritizes attractive opportunities, fair compensation, self-sufficiency, responsibility and dynamic career management. In France, therefore, 25% of over 150 permanent posts filled in 2016 involved internal mobility."



© Eric Couderc

### An international travel retail academy

Jean-Baptiste Morin, Chief Talent & Organisation Officer – Regional COO, Lagardère Travel Retail

"Given the diversity of cultures and know-how in the 35 countries where Lagardère Travel Retail has a presence, the division prefers active management of its international talent. Many managers responsible for important functions in subsidiaries have thus profited from international postings, developing their careers in Asia, North America and Europe. To complete this scheme and enable all division talent to be better prepared to face the challenges offered in this way, Lagardère Travel Retail has established a travel retail academy\* that has been providing a high-level management training programme since 2016. As a result, some 150 managers from all over the world are being trained by qualified teachers from the best international establishments, enabling them to perfect their knowledge and skills. As the sessions take place in Atlanta, Singapore and Paris, participants are able to discuss the sales management techniques of local subsidiaries." \*Lagardère Travel Retail Academy.



© Lagardère Travel Retail

# A Group of talents

An interview with Thierry Funck-Brentano

## How does Lagardère define “talent”?

The main wealth of a company resides in the talent of its personnel. Revealed talents, potential talents: the concept of talent concerns every employee; everyone matters. Firstly, our talents management must lead us to identify peoples’ talents, which entails assessing their skills and appreciating their personal capacity to adapt to the company’s internal and external environment within the context of our own culture. I would suggest defining corporate culture as a set of character traits and practices founded on shared values. At Lagardère, these values can be summarized as creativity, boldness, independence and ethics. These values form the DNA of our group. Self-sufficiency, the ability to delegate responsibility, placing value on entrepreneurship, being allowed to make mistakes, respect for “stakeholders” – shareholders, staff, customers, suppliers, trade unions, and various associated institutions – all these are parts of our culture. We therefore have to attract, motivate, develop and retain the talents we need.

## How can we best attract and manage these talents?

The fast-paced development of our business lines means that we are always searching for new profiles without neglecting the planned development of our internal talents.

Above all, the management teams of the Group and its entities are dealing with a human community on which the company’s success depends. The HR function must provide support and professionalism in order to recruit the right people without discrimination and to attract the very best. As the Group’s umbrella company, Lagardère’s image as an employer must be maintained by practical and tangible actions among our target audiences, the “grandes écoles,” universities and also institutions preparing people for new digital disciplines, in order to encourage the spread of innovation. We must also motivate our employees through fair remuneration policies and by creating pleasant working environments, encouraging initiatives, exchanging best practices and acknowledging efforts made. In the same way as internal mobility reinforces experience,

© Jacques Grison/Lagardère



Thierry Funck-Brentano, Co-Managing Partner of Lagardère SCA and Chief Human Relations, Communications and Sustainable Development Officer of Lagardère group

international careers open up the world, and leadership training prepares individuals, identified as having potential for positions of high responsibility. The social

responsibility (CSR) at all levels is an objective that can only benefit our activities, and not only in terms of image. Lastly, to attract, motivate and retain talents, we must invest

## “To attract the very best!”

climate, supported by an ongoing dialogue with employee and trade union representatives, enables any changes necessary to be made without conflict and with respect for differing points of view. A policy of profit-sharing and incentives also enables the fruit of collective work to be shared in various ways. Being aware of the company’s societal, social and environmental

our actions with meaning, share a vision, provide resources to implement whatever strategy is selected, and achieve our objectives, thanks to the know-how of our many, many talented employees. ←



© Studio Active

## A policy focusing on mobility

Pascale Rus, General Secretary of Lagardère Active

“Against a background of significant change in our various activities in France and abroad, we are paying particular attention to managing our talent. One of the things we have decided to do to achieve this is to develop our mobility policy with the aim of prioritizing the development of internal skills and giving each successful employee the resources to develop professionally and support the development of Lagardère Active. This programme enabled us to undertake about 130 internal moves in 2016. Wherever necessary, these employees have benefited from tailored training programmes to enable them to take up their new functions under optimum conditions.”

## Experience-sharing

Christian Guet, Chief Human Resources Officer of Lagardère Sports and Entertainment

“As in all advisory and intermediation businesses, our employees are our primary assets. The challenge facing Lagardère Sports and Entertainment today is that of unifying talent around this large international platform dedicated to expertise in marketing, sponsoring and managing media rights and production. To this end, great efforts have been made to share experiences, gain awareness of the extent of our know-how and encourage the linking of ideas and collaboration between people. We began by internal communication in different forms (newsletters, seminars etc.) and supporting early mobility. The next step was the introduction of knowledge-sharing tools. Now we are going to work on programmes to exchange and develop skills incorporating the rich cultural diversity that characterizes us.”



© Reid Photography MKG 8ATT



## Elle podcasts

Elle magazine launched a series of podcasts for Valentine's Day. This podcast series, downloadable free-of-charge on iTunes, was initially based on *C'est mon histoire*, one of the magazine's most iconic features, showcasing personal experiences.

© Frédéric Froument/Lagardère



CSR

## Solidarity

On 18 March, Gulli once again partnered with the French Swimming Federation and Unicef France (with the support of the EDF) for the Night of Water. This 10<sup>th</sup>-annual event was held for the benefit of a drinking water and sanitation access programme for the children of Haiti. The Lagardère Active channel featured the campaign in its on-air programming, in particular on the *Wazup* show.

FAX: INNOVATION

The app of *Télé 7 Jours* has had a makeover, with an optimized alert system among other new features. Moreover, the app received an award for the Best News Application at the fourth-annual Mobile Internet and App Awards, organized by the NPA consulting firm last 21 February.

FAX: INNOVATION

Hosted by Philippe Legrand, *Match+* – the first webradio show on Paris-match.com, broadcast by RFM – celebrated its fifth anniversary.

## Lagardère CSR Giving meaning

# CSR at Lagardère in 2016-2017

The Lagardère group's new CSR report is now available in French and English at the website, Lagardere.com, and via Enter, the internal Portal (in an interactive version and downloadable print version). As with previous editions, the 2016-2017 report focuses on Lagardère's objectives and strategic challenges with respect to corporate social responsibility. Once again, it includes a closer look at more than a dozen issue-focused examples, in which representatives from all four divisions plus Corporate review some key ini-

tiatives carried out over the past year. They include double verification of the source of the paper fibre used at Hachette Book Group (Lagardère Publishing), a plan to

## Responsible

monitor food hygiene and safety at Lagardère Travel Retail, the Europe 1 Future Awards (Trophées Europe 1 de l'Avenir, Lagardère Active), ISO 20121 sustainable event certification for the Euro 2016 Paris fan zone (Lagardère Sports and Entertainment) and

religion-awareness training in the workplace (Corporate). Says Arnaud Lagardère, "More than ever, Lagardère's social responsibility includes giving meaning to the upheaval taking place in our society." Adds Group's Corporate Social Responsibility director Isabelle Juppé, "Our wide-ranging efforts over the past year to meet with stakeholders will enable us to make progress in managing all the challenges we face, while ensuring an even stronger level of employee backing for our CSR policy." ←

# 11

The number of women's portraits from the short-programme collection *Elles ont toutes une histoire (They All Have a Story to Tell)* aired on French public television channels, from 5 to 15 March, to mark International Women's Day. Directed by Olivier Lemaire and produced by Imagissime (Lagardère Studios), this second season was supported by eight partners (companies, foundations and endowment funds), including the Elle Foundation.

## Lagardère INNOVATION Data: a necessity for the Group

## Data for all!

On 9 February, Olivier Sorba, scientific director of the Group Innovation Network, defended a doctoral thesis in applied mathematics (at Paris-Saclay university) entitled *Minimal Penalties for Model Selection*.

"I would like to thank the Group for standing behind me on this project – if only by permitting me to work part-time at my expense! Through this personal project, I am now in a position to demonstrate the importance of data," he explained. "Even though it's highly theoretical, my thesis is not unrelated to 'business': algorithms are playing an ever more important role in our business lines. In my opinion, data engineering, which is still

limited in the Group, is destined to expand as we increasingly process and analyze the multitude of data retrieved from the Internet and smartphones (i.e. big data). I am convinced that proficiency in this field of scientific engineering is crucial if we are to be a proactive player and not just a client or subcontractor. The Group is thus called to refine its skills in this field, following the example of Amazon, Netflix, Google and Facebook, which are totally integrating big data on an industrial scale. Many businesses, including the Lagardère group, are aware of the value of data in optimizing their business, getting to know their customers better and providing greater service."



© DR

Olivier Sorba

# The Europe 1 Presidential Election Bus

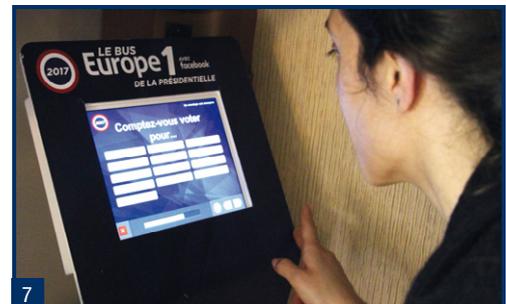
From 5 February through 29 March, Europe 1 hit the campaign trail with the Europe 1 Presidential Election Bus (le “Bus Europe 1 de la présidentielle”). Decked out with the station’s colours and logo, this bus, in partnership with Facebook, crisscrossed France with stops in 38 cities, hitting such far-apart towns as Lyon, Bordeaux, Brest and Lille, and points in between. The goal was to go out and meet the French people, and give them a chance to express their views and interact with the candidates. The tour was supplemented with an online presence and a custom set. On Wednesday, 29 March, *Enter* was present at the Place de la République, in Paris, for the tour’s last stop.

\*Go to <http://enter.lagardere.net>, the Group’s internal Portal (under the heading “24 hours with...”) to view a video report and photo gallery.

HUMAN RESOURCES

## OVER 100

The number of newly-hired young people who will be taking part in the Group’s annual Integration Day this 15 June.



**1** The Europe 1 bus ended its tour at Place de la République after travelling 10,000 kilometres and welcoming 10,000 visitors.

**2** A studio was created inside the bus to host Europe 1’s broadcasts. The first broadcast, on 29 March, was *Le débat des grandes voix*, presented by Sonia Mabrouk, from 5 to 6 pm. From left to right: Gérard Carreyrou, Robert Namias, Sonia Mabrouk (finalizing her notes before the start of the show), Michèle Cotta and Arlette Chabot.

**3** A control room was set up on the upper level. In the photo: Olivier Duval, sound technician.

**4** An Instagram Story Studio was also set up on the upper level, where visitors could produce their own “stories” in a mini-mock-up of the presidential office. Europe 1 was the first French media outlet to “use

Instagram ‘stories’ as part of its reporting on the presidential campaign.” In the photo: Fanny Duprés-Tomaszek, communications officer – illustrator, Corporate Communications department.

**5** Just a few minutes before going on-air for his *Europe Soir* broadcast, from 6 to 8 pm, Nicolas Poincaré checks the show’s line-up on his phone.

**6** Nicolas has just started his show. On the left: Laurent Delpéch, Europe 1’s on-air deputy director. In the studio, over 1,200 questions targeted at presidential candidates and Europe 1’s invited guests were collected via Facebook Studio.

**7** On the bus’s upper level, visitors were also able to express their opinion by voting anonymously in a polling booth. In the photo: Anissa Ghazi, Europe 1’s press officer, in the midst of voting.



© Gilles Bassinac/Lagardère



Full-year 2016 results

**Strong rise in Group recurring EBIT<sup>1</sup>: up 13.5%<sup>2</sup> to €395 million**  
**Free cash flow generation up sharply, at €416 million**  
**2017 Group recurring EBIT growth target<sup>1</sup>: between 5% and 8%<sup>2</sup>**  
**Proposed ordinary dividend unchanged at €1.30 per share**

**In 2016, the Group confirmed its growth momentum, boosted by organic growth in Travel Retail of more than 7% and by a strong yearly performance from Lagardère Publishing.**

<sup>1</sup>Recurring operating profit of fully consolidated companies.

<sup>2</sup>At constant exchange rates and excluding the impact from disposals of Distribution activities.

FOUNDATION



**Get involved!**

The Jean-Luc Lagardère Foundation has launched the fourth annual Commitment grants. These grants of €10,000 each are awarded to a social solidarity association, sponsored by a Group employee, that is active in one of the following fields: culture, sports, support for children and youth, and medical research. Further information and applications are available on Enter, the Group's internal Portal, until 20 June: <http://enter.lagardere.net>



The Lagardère team runs in the 2017 Paris half-marathon

**It's all in the running!**

On 5 March, 141 employees braved the wind and rain to run in the Paris half-marathon (aka the Paris Fitbit) sporting Lagardère's colours. The participants from the Group's four divisions and Corporate accomplished a real physical feat of endurance, representing the Group proudly as they do each year. During their 11<sup>th</sup> participation in the event, the Lagardère team turned in an excellent performance in the Business Challenge, taking third place in the Distance Covered ranking (with a total distance covered by all runners of 2,975.1 kilometres)\* and fourth place in the Performance ranking (based on each team's five best times) out of a total of 97 ranked companies, and 49<sup>th</sup> place, out of 100 compa-



© Jean-Marie Hervio/PPPI/Lagardère

nies, in the All-in ranking (based on the number of points obtained on a scale determined according to the runners' gender and times).

Congratulations to all!

\*In 2016, the Lagardère team finished in second place in the Distance Covered ranking and in fourth place in the Performance ranking out of the 112 ranked companies.

ACTIVE



© Xavier Fimbert

**A question for... Corinne Denis,**

chief of digital and revenue officer

*What are your current responsibilities?*

I am responsible for two main areas. The first is developing the revenue of our media brands by strengthening Lagardère Publicité. This is a multimedia advertising sales brokerage and represents strong brands in the areas of press, radio, TV and digital media: we are therefore going to capitalize on this strength while offering still more services for advertisers and agencies. Lagardère Publicité will step up its communication and "take the floor again" among our key accounts and agencies to put our know-how and strengths to work for our clients. The second area is cross-functional: digital technology. In 2016, we accelerated several projects, particularly those relating to data and CRM.\* We will ramp up our presence on social networks and concentrate on developing our video selection, tapping into the know-how of Lagardère Studios if necessary. Given that the digital advertising market is static at the moment and the classic formats are dropping, we must find new sources of revenue. The acquisition of Shopcade in February is one of the ways in which we are diversifying our revenue sources. This marketplace – a "middle-man" between customers and suppliers – will initially enable our sites Elle.fr and Public.fr to offer fashion and beauty products and accessories. To complete the user experience, Internauts will be able to buy products recommended by the editorial teams, with one click. These "Ele Shopping" and "Public Shopping" spaces will be coming to the websites in spring and apps will be available in summer.

\*Customer relationship management

FAX: CORPORATE

For the ninth consecutive year, the Group will be covering registration fees for its team taking part in the **La Parisienne** foot race for women, to be held on 10 September. Registration is available through 7 June at <http://enter.lagardere.net>.

Enter is printed on Cyclus Print, produced from 100% recycled fibre

