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Lagardere

Offering travellers  
the very best!

04/05 Lagardère Travel Retail:  
focus on recent  
point-of-sale openings

tics

GUCCI

GUERLAIN

DOUCE & GABBANA

CREED  
1760

Cartier

BURBERRY

BVLGARI

BOSS  
HUGO BOSS

ARMANI

PRADA

Best Sellers  
For Him

Best Sellers  
For Her

MAC JACOBS

LA BAGUE AU  
DOIGT

Goyal vous séduit avec  
-20% sur la bague Dodola



Online shopping

03 Opening of the Elle Store at Elle.fr

Get more with "Plus"!

02 Creation of Lagardère Plus



## PUBLISHING



Jessica Kingsley  
Publishers

Summersdale

## Hachette UK

After acquiring Bookouture (see Enter 144) and Kyle Cathie Ltd, Hachette UK completed two new acquisitions in Great Britain in late 2017: first, the independent firm Jessica Kingsley Publishers, specializing in the humanities and social sciences, which will become a subsidiary of John Murray Press, and secondly, Summersdale (via Octopus Publishing Group, the illustrated books division of Hachette UK). Summersdale, founded in 1990, publishes some 150 books annually and is widely known for its illustrated books.

www.hachette.co.uk

## ACTIVE



## Acquisition

Lagardère Studios is continuing its international growth by taking a majority stake in Aito Media Group, an independent audiovisual production leader in Finland specializing in factual entertainment and unscripted programming. Created in 2003 by Eero Hietala and Ilkka Hynninen, Aito Media Group, which produces 50 programmes and formats broadcast in over 40 countries, recently began producing dramas, developing some 10 series. Aito Media Group's catalogue is now distributed by Lagardère Studios Distribution.

## FAX: SPORTS AND ENTERTAINMENT

Lagardère Sports was the recipient of several awards at **Asia's Sports Industry Awards** (SPIA) held in November 2017 in Bangkok, Thailand, including the first place award in the category of Best Sports Marketing Agency of the Year; and three awards for the BNP Paribas WTA Finals Singapore, presented by SC Global (including second place awards in the categories of Best Live Experience at a Professional Sporting Event and Best Sports Event Hospitality Offering of the Year, and a third place award in the category of Best Integrated Marketing Campaign for a Sports Event).



© Winfried Mausolf

© Jens Hoyer



Lagardère  
SPORTS AND  
ENTERTAINMENT

Creation of Lagardère Plus

## Get more with "Plus"!

Lagardère Sports and Entertainment enters a new development stage with the October 2017 launch of a new business unit: Lagardère Plus. **The agency's purpose will be to provide support for brands with the goal of transforming traditional sponsoring into innovative and impactful marketing platforms.** It will offer customers global or tailor-made solutions, in the fields of consulting services (partnership searches, optimization of existing partnerships, etc.), activation (content creation strategy, hospitality, etc.) and analysis (data reporting, optimization programming, etc.). According to Andrew Georgiou, CEO of Lagardère Sports and Entertainment: "Lagardère Plus combines its global experience with

the expertise of its local teams to offer diversified solutions to brands across all territories of expression and all markets." Lagardère Plus acts worldwide on behalf of major brands with offices in Paris, Berlin, Dallas, Frankfurt, Hamburg, London, Munich, Manchester, New York, Tokyo, Singapore and Shanghai. Lagardère Plus was created by

At the same time, the Lagardère Plus "ecosystem" also comprises three subsidiary companies of the division: Brave, an advertising and content creation agency based in London (whose acquisition was completed in October 2017); VIP SportsTravel, a global hospitality agency providing tailor-made services; and lastly Rooftop2, in New

## Transforming traditional sponsoring

integrating the division's existing consulting operations – Sponsorship 360 in France, and akzio! and Zaechel in Germany – while consolidating Lagardère Sports and Entertainment's expertise and know-how in traditional sponsoring.

York, specializing in event design and delivery together with media production.

With Lagardère Plus, Lagardère Sports and Entertainment is doing more than ever to help brands achieve their objectives! ➡

# Over 50 million

The number of copies of the Guide du routard sold as of 31 October 2017, since the collection's inception (in 1973).

## FAX: ACTIVE

**Elle à Table** has had a fresh look since 10 January, with three new sections whose titles are inspired by the abbreviation of the magazine's name ("EAT trends," "EAT recipes" and "EAT travel") as well as a new baseline: "The magazine that makes you happy."

## FAX: ACTIVE

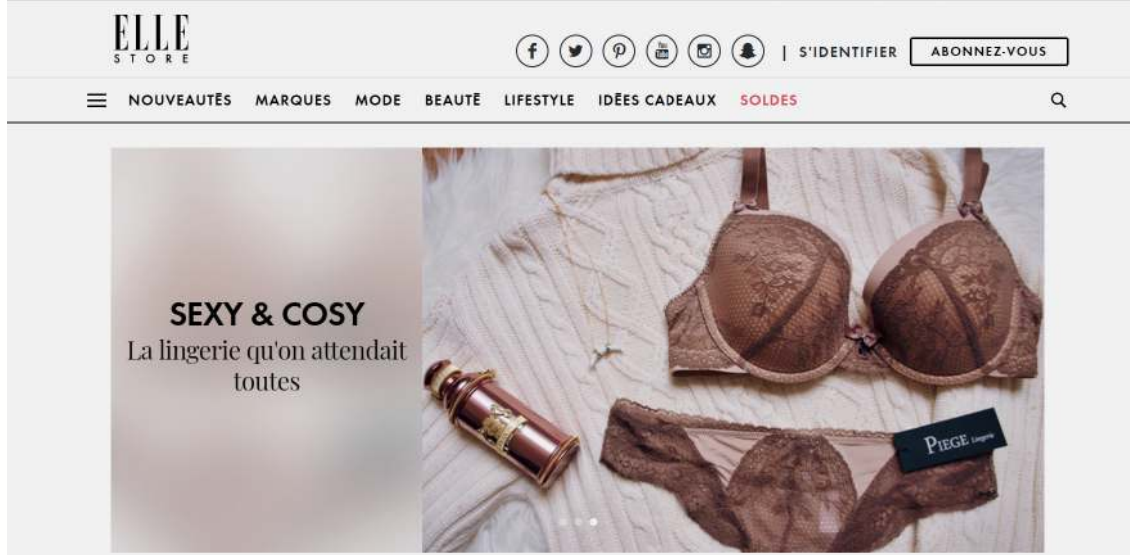
Many new features for the **Elle brand** in 2018: a special travel issue in April, two special issues for *Elle à Table* (devoted to pastries in April and healthy eating for children in October), and *Elle Campus*, a forum for students, in November.

## FAX: PUBLISHING

United Kingdom: after 330,000 copies of **Fire and Fury** (published by Little, Brown; Hachette UK) were ordered by booksellers, Michael Wolff's book topped the bestsellers' list within two weeks of its release!



© Lagardère Sports



Lagardère  
ACTIVE

Opening of the Elle Store at Elle.fr

## Online shopping

At the end of 2017, Lagardère Active launched the Elle Store, a virtual marketplace,\* accessible from Elle.fr and its various pages, which offers site users “shopping selections curated by Elle.fr’s fashion, beauty and lifestyle editors.” With this concept store built into the site, Elle.fr is continuing to diversify its content and services. “The brands are joining us to increase the visibility of their collections,” explained Constance Benqué, CEO Elle France & international, “while selling their products directly on the marketplace. It’s also a way for the editorial team to illustrate emerging trends via a selection of products.” Elle Store offers a range of premium products from over 350

French and international ready-to-wear and accessory brands (Athé Vanessa Bruno, Balzac Paris, Tara Jarmon, etc.) as well as lifestyle brands specializing in beauty, home decor and paper goods.

This launch comes a few months after the division’s acquisition

### A built-in concept store

of Shopcade (see Enter 144) to develop “new digital services for its communities.” Shopcade is the leading social network devoted to fashion (for smartphones or other devices), offering both a magazine and an e-shop. Operating in the UK, the US and France, it allows users to “learn about the latest

trends, view celebrities’ styles, create favourite product lists and get exclusive offers on their favourite items.” Shopcade is expanding its business in France with Lagardère Active Shopping. “The deployment of marketplaces in our brands’ consumer sections in line with editorial

choices allows us to diversify our digital revenues and enrich our customer knowl-

edge,” explained Corinne Denis, Lagardère Active’s chief of digital and revenue officer.

And the diversification at Lagardère Active is set to continue, since another marketplace for Public.fr is to be launched very soon. ↩

<https://shopping.elle.fr>

\*Space reserved on a website for independent merchants in exchange for a commission on their sales.

## Over 300 million

The number of cumulative views (as of 22 November 2017) by the six YouTube channels of Réservoir Prod (Lagardère Studios). All told, these channels account for over 815,400 subscribers.

\*C’est mon choix, Ça commence aujourd’hui, Toute une histoire, Ça se discute, Vis ma vie and Mille et une vies.

FAX: ACTIVE

Produced by Image & Company (Lagardère Studios), **La Consolation** was awarded the Best TV film award at the 2017 TV Drama Festival in La Rochelle. This 90-minute standalone film (an adaptation of Flavie Flament’s novel of the same name, published by JC Lattès) was directed by Magaly Richard-Serrano, the 2002 winner of the Jean-Luc Lagardère Foundation’s TV Scriptwriter grant.

FAX: ACTIVE

Following the success of its Belgian and Swiss editions, **Paris Match** has launched an African edition. As of 2 November 2017, on the first Thursday of every month, a 32-page section devoted entirely to the financial, political and cultural news of Africa is being inserted into the magazines distributed in 22 French-speaking African countries.

FAX: TRAVEL RETAIL

**Trib’s**, the fast-food concept designed by Lagardère Travel Retail, has a new identity. Already operating in four countries (soon to be five), with 30 points of sale, Trib’s now has an international website ([www.tribs.com](http://www.tribs.com)) in the languages of all the countries where the brand has a presence.

PUBLISHING



### Authors honoured

A string of literary prizes were awarded to authors published by Hachette Livre publishing houses in late 2017: At Grasset, *La Disparition de Josef Mengele* by Olivier Guez received the Renaudot Prize; *Mécaniques du chaos* by Daniel Rondeau, won the French Academy’s Novel Grand Prize; and *La Nostalgie de l’honneur* by Jean-René Van der Plaetsen was awarded the Interallié, Jean Giono and Erwan Bergot Prizes. At Stock, *Mes pas vont ailleurs* by Jean-Luc Coatalem, won the Femina Non-fiction Prize; *Les Huit Montagnes* by Paolo Cognetti, took the Médicis foreign literature Prize; *Gabrièle* by Anne and Claire Berest, won the Grands Destins Prize, and *Scènes de boxe* by Elie Robert-Nicoud, was awarded the Sport and Literature Grand Prize.

ACTIVE

### Records

2017: a record-breaking year for Gulli! Last year, the children’s channel of Lagardère Active achieved audience share of 17.8% with children<sup>1</sup> and 2.3% with mothers.<sup>2</sup> Moreover, Gulli recorded its best audiences since its creation for the Christmas holiday period, with 19.1% audience share.<sup>1</sup> Now more than ever, Gulli is children’s favourite channel!

Source: Médiamétrie - Médiamat, consolidated audience through 31 December 2017; audience monitored from 1 to 7 January 2018.

<sup>1</sup>Children ages 4-10, from 6 am to 8 pm; historic record.

<sup>2</sup>3-27 hours, a record since 2012.

03

PUBLISHING



### New visual identity

As of 1 January, Le Livre de Poche and Préludes – the softcover collection launched in 2015 – have new logos. Furthermore, a new graphic charter was created for all Le Livre de Poche books.



# Offering travellers the very best!

Lagardère Travel Retail is a world leader in travel retail with 4,500 points of sale in 33 countries, in three specific areas of operation in travel areas (airports, train stations and other networks): Foodservice, Travel Essentials and Duty Free & Fashion.

Below is a look back at the most recent openings in Duty Free & Fashion (over 630 shops in 23 countries) and Travel Essentials (2,900 points of sale in 26 countries): from Dakar, Senegal, and Phnom Penh, Cambodia, to Sainte-Marie, La Reunion, Geneva, Switzerland, and Dammam, Saudi Arabia.



## Dammam

Following the success of the first shop at the King Fahd international airport in Dammam, Saudi Arabia, in July 2017, Lagardère Travel Retail

sengers must go through it before boarding! As for products, it offers local and top-selling items as well as international sweets, toys, gold

### Second point of sale at the King Fahd airport

Retail (as part of a consortium with Saudi Airlines Catering Company and Arabian Ground Handling Logistics Company) opened a second store on 4 October.

Located opposite the security check zone, this shop is a "must-see" at the airport, since pas-

souvenirs, perfumes and cosmetics. The interior decor received a lot of attention: this 472-sq.m walk-through space is highlighted with blue and gold, reminiscent of Duty Free Global's "The Art of the Gift" concept and the coastal spirit of Dammam. ←



© Olivier Saignette

## Lyon-Saint-Exupéry

In October 2017, several shops opened their doors in the brand-new terminal 1 of Lyon-Saint-Exupéry airport. Travellers can now enjoy shopping at the spacious 1,400-sq.m Aelia Duty Free Next Generation shop, which specializes in perfume, cosmetics, alcohol, tobacco and sweets. They can also visit The Fashion Place (245 sq.m), Délices de Lyon (100 sq.m), which offers food products from the Lyon area, a Fnac (100 sq.m), and a Relay-L'Occitane and a Relay-Monop'daily.



© Lagardère Travel Retail

## La Réunion-Roland-Garros

In the last quarter of 2017, the La Réunion-Roland-Garros airport saw Lagardère Travel Retail's opening of an Aelia Duty Free Next Generation point of sale deployed over a 630 sq.m walk-through. It offers a wide selection of products for travellers (high-end perfumes and cosmetics, jewellery, alcohol, etc.) as well as a Fnac corner comprising travel-friendly items (head-

phones, tablets, video players, etc.). A large part of the shop reflects the local culture, offering an area (in exotic wood) dedicated to all types of rum, the island's specialty. Two other openings took place in December: a 40-sq.m Pardon shop (local ready-to-wear brand) and a 75-sq.m Last Minute-Marché Pei shop that promotes regional products.



© Lagardère Travel Retail

## Cambodia

Lagardère Travel Retail and Monument Books (the leading bookselling retailer in Cambodia) have partnered to open points of sale at the airports in Phnom Penh and Siem Reap. This venture marks "the beginning of a fruitful enterprise for the world leader in travel essentials and the local retailer, which is very widely known in the country." Three Relay stores and one Tech2Go opened in late 2017, offering products not previously sold: snacks, beverages, souvenirs and

travel accessories for the Relay stores, and a wide selection of digital accessories for the Tech2Go shop, which is located in the Phnom Penh airport's international departures terminal.

With these openings, Cambodia has become the third country franchised for Relay, the first country using the plug and play partnership for Tech2Go, and the 33<sup>rd</sup> country in which this Group division has begun operations!





© Lagardère Travel Retail



© Lagardère Travel Retail

Left to right: Hakan Ozturk, member of the Board of Directors, Limak; Frédéric Chevalier, Chief Operating Officer – Europe, Middle East and Africa – Lagardère Travel Retail; Xavier Mary, General Manager of Dakar Blaise Diagne airport; Bruno Bouchacourt, Managing Director – Lagardère Travel Retail Senegal; Haydar Ergun, Chief Executive Officer at Summa.



© Lagardère Travel Retail

## Openings in record time!

Lagardère Travel Retail has broken a new record by opening three new shops in Senegal's new Blaise-Diagne international airport in just three months. "It's a very dynamic airport with a bright future," commented Dag Rasmussen,

and we hope that things will be the same with Dakar."

In December 2017, two Aelia Duty Free stores representing over 1,100 sq.m of sales area opened their doors, offering exclusive brands of perfume, alcohol, local products

### First opening in Africa

chairman and CEO of Lagardère Travel Retail. "I think we have something to contribute to this market, and the initial results have already been extremely positive! When we innovate in Europe or Asia, the feedback is always good

and fashion accessories. A Relay store also opened.

Senegal is now the 23<sup>rd</sup> country with Duty Free & Fashion activities, but, most importantly, the first country in Africa that the division has operated in! ↩



© Arnaud Carroul/Lagardère

## Geneva airport

Operating in Switzerland since 2012 with two fashion shops, Lagardère Travel Retail has continued its conquest of the country by winning a major call for tenders at the Geneva airport (facing the world's leading operator). The end of 2017 saw the opening of five shops designed to reflect the Swiss spirit (wooden details, alembic sets, Swiss knives, cuckoo clocks and Swiss crosses), to underscore the country's particular characteristics. This offering comprises two Last Minute shops (of 53 and 106 sq.m), a Last Minute

Express (85 sq.m), a shop dedicated to travellers from France (136 sq.m) and one more (434 sq.m), a chalet located in the arrivals area housing sweets, a Victorinox corner and a wall made of ice in the alcohol area!

There is a special focus on digital technology (connected shops, a "Shop and Collect" service upon arrival, a perfumer's "organ" and more) and CSR has not been overlooked: a partnership has been developed with the Geneva Red Cross to encourage travellers to make donations!



© DR

## Duty free at the train station!

The only duty-free shop at a train station in France, Aelia Duty Free Next Generation in the Eurostar terminal at Paris's gare du Nord has been totally renovated after six months of work. It has been welcoming customers (from 6 am to 9 pm, 7 days a week, 363 days per year) since 16 November 2017 to an 80-sq.m multi-shop – similar to airport shops – featuring top-quality perfume, cosmetic and alcohol brands.

A Relay-L'Occitane, located a few meters away, was also created after this renovation.





## Colouring book app

Following in the wake of the “Peak” brain training app (see Enter 143), Brainbow Ltd’s teams have now launched “Bloom” in partnership with the Hachette Loisirs’ art therapy collection (see Enter 137). This app comprises more than 500 colouring exercises (taken from the art therapy collection) designed to help you “relax and develop your creativity” via your smartphone or tablet. “Bloom” allows you to unlock “the unique colours of your surrounding world” and share your creations with your friends!

© Jeffrey Gagnoll-Lagardère



Lagardère

RSE A look back at the first events

## Réseau LL forges ahead!

On 18 January, on a boat in front of the Eiffel Tower, a friendly after-work event was held for over 70 Group employees (from the four divisions and Corporate) participating in Réseau LL, which was founded on 16 November 2017. Among other things, they learned about the amazing story of Cyrielle Hariel, a commentator for *Circuits Courts* on Europe 1: a committed young journalist who introduces viewers to the change-makers of the social and solidarity-based economy on a daily basis. The event then continued with a fruitful networking session. It seems that some ideas for

joint projects were even hatched! It was a great success: over 40 participants met the challenge of getting to know four fellow employees

management in an era of artificial intelligence and digital technology. Finally, in mid-February, around 15 Group employees participated in a

### The Group’s diversity network

from entities other than their own that they had previously been unacquainted with.

A few days later, on 31 January, a discussion devoted to Metamorphosis for Managers was held with Cécile Dejoux, a professor at the Conservatoire national des arts et métiers (Cnam). The 50 participants reflected upon the future of

personal development workshop involving improv techniques titled Learning to be Audacious.

With these first initiatives, Réseau LL is now more determined than ever to promote diversity and creative exchanges among Group business lines! ↩  
reseauLL@lagardere.fr

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In October 2017, the children’s channels of Lagardère Active’s television division decided to stop airing live performances featuring wild animals in all the countries where the channels are broadcast.

Lagardère

RSE The Group signs the Paris Climate Action Charter

## Getting involved

At an official ceremony at Paris City Hall, the Lagardère group – represented by Jean-Sébastien Guillou, the Group’s deputy director of Non-financial Information and Environmental Responsibility – signed the Paris Climate Action Charter with seven other “economic players in the Paris region.” There are now 47 Paris-based companies engaged “in this transition process aligned with the targets of the Paris Climate-Energy Plan.” In concrete terms, the charter comprises three stages, each corresponding to a specific level of commitment, ranging from

“participation in the Paris-centred approach to deploying operational resources.” “Since everyone is concerned at their own level,” Guillou explained, “it is urgent to get involved and show that the Group’s four divisions and Corporate are taking action to optimize their energy consumption and greenhouse gas emissions.”

With its support for the Paris Climate Action Charter, the Group has once again shown its strong commitment to fighting climate change, and, above all, to contributing to the joint effort to reduce the Paris region’s carbon footprint!



© DR

Christine Laurent, communications manager - Paris City Hall, and Jean-Sébastien Guillou.





## On the set of *Ça commence aujourd'hui*

On Friday 19 January, *Enter* visited Set 700 at Studios de la Montjoie in La Plaine Saint-Denis for the filming of the 102<sup>nd</sup> episode of *Ça commence aujourd'hui* (CCA). Produced by Réservoir Prod (Lagardère Studios) for France 2 and hosted by Faustine Bollaert, this testimonial-based unscripted programme – broadcast Monday through Friday from 1:55 to 2:55 pm beginning 28 August 2017 – features men and women who “talk about the key events of their lives to help others progress along their paths.” Welcome behind the scenes of CCA!

\*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.

5

The term in years of the sponsorship agreement concluded between Hachette Livre and Sciences Po. Hachette Livre will give students admitted through the Priority Education Conventions (CEP) programme access to book scholarships upon their admission.



1 Various crews have been preparing since 8 am. At 9:30, before the first episode is recorded, Assistant Director Sophie Pol, Director Sébastien Pestel and the camera operator meet for a briefing.

2 Behind the set, the technical crew ensures that the recording goes smoothly.

3 After getting dressed, finishing with makeup and hair and then speaking with Stéphanie Guérin, the producer of CCA at Réservoir Prod, Faustine Bollaert arrives on the set.

4 In the production office, while the episodes are being filmed, Production Assistant Clara Pellerey and Production Manager Samantha Yeramian are hard at work on organization and logistics. Samantha handles details related to filming and the technicians while Clara works on issues related to the guests.

5 The “ready-to-film” stage is approaching. 10:26 am: the team begins filming the day's first episode (of four). Assistant Director Stéphanie Pol helps Faustine Bollaert get started using a tablet as a tele-prompter!

6 In the off-set production truck, the director (2<sup>nd</sup> from left) gives orders while Stéphanie Guérin (right) discusses final adjustments with Faustine Bollaert.

7 Faustine Bollaert starts her 3<sup>rd</sup> day of filming. The first topic is “News stories.” In two and a half days, 11 episodes have been filmed and sent to the Réservoir Prod teams for final editing under Stéphanie Guérin's supervision. Filming will begin again 10 days from now at the same pace. At the end of February, France 2 broadcast “News stories.”





FONDATION Jean-Luc  
**Lagardère**

## The daring of creative youth

The Jean-Luc Lagardère Foundation's annual grant awards ceremony, where the projects of 16 young talents were highlighted, was held at the Pompidou Centre on 30 January. In his keynote address, Pierre Leroy, co-managing partner of Lagardère SCA and director of the Jean-Luc Lagardère Foundation, spoke about the Foundation's mission:

"Our Foundation is once again recognizing the daring of creative young people who are able to transform an idea into reality! The Foundation's activities are dedicated not only to youth but also to culture and education, with many programmes promoting social cohesion and cultural diversity [...] **We are going to continue giving the winners of our grants**

**the resources and structure that they need to become the big names of tomorrow."**

Serving as the host of this gala event, Jean-Pierre Elkabbach introduced each of the grant winners and their projects. The event featured live performances by the winners of the

### Talent in the spotlight

Musician grants – the quartet Opus 333 and Marion Lagassat, alias Praa – and former winners were also on hand: Williams Daniels, winner of the 2007 Photographer grant for his coverage of the battle in Mosul, Iraq and the outmigration of the Rohingya in Burma; Laetitia Gonzalez, winner of the 1996 Film Producer grant for her documentary *Carré 35*, for which

the script was co-written by Arnaud Cathrine, winner of the 2001 Writer grant; and Catherine Bozorgan, winner of the 2008 Film Producer grant for her feature film *Au revoir là-haut*. Finally, special emphasis was placed on the retraining programme for high-level athletes set up with Sciences Po that is now celebrating its 10<sup>th</sup> anniversary, with a performance by judoka specialist Mewen Ferey-Mondesir and his mentor, Paul-Edmond Bétremieux, brand manager at Lagardère Sports and Entertainment.

A symbol of pride for Lagardère, this 28<sup>th</sup> group is now joining the "star-studded" network of the 272 past winners! ↩

#### PUBLISHING



### A question for...

#### Philippe Robinet,

managing director of éditions Calmann-Lévy and CEO of éditions Kero

*What are your plans for Calmann-Lévy and Kero?*

My roadmap, laid out by Arnaud Nourry, is very simple: strengthen these two publishing houses' presence on the bestsellers lists! Together with my rejuvenated team – made up of Camille Lucet, managing director, Anne Sitruk, secretary general and Caroline Lépée, editor – we have set two goals: offer readers more French authors and clarify the editorial lines between Calmann-Lévy and Kero.

Calmann-Lévy, which celebrated its 180<sup>th</sup> anniversary last year, represents "the long term." It is the traditional publishing house for literature and non-fiction. As for Kero, it is a publishing house in step with the times, firmly anchored in the 21<sup>st</sup> century, specializing in humour, first-person accounts and personal development. We will also focus our efforts on the backlists owned by Calmann-Lévy – the catalogue contains a number of real gems – but also on digital, which already represents 10% of our sales.

Everything we have put in place over the last year is there. The teams are brimming with positive energy and enthusiasm! This year will thus stand out for some ambitious publishing projects: the continuation of the agreement between Calmann-Lévy and *L'Équipe* for our collection of sports books; numerous new titles in the "Le dictionnaire de ma vie" collection – autobiographies in alphabetical dictionary form – at Kero; and the release of new books by Laurent Baffie, in late 2018, Laurent Gounelle, in October, and Guillaume Musso – France's most widely read novelist – whom we are delighted to welcome to Calmann-Lévy with *La Jeune Fille et la Nuit*, on 24 April. Our goal is to bring reading to the greatest number and a bit more excitement into readers' homes while remaining faithful to our motto: "The author in the spotlight!"



### Sustained revenue growth in 2017:

**€7,069 million, up 4.0% like-for-like<sup>1</sup> and <sup>2</sup>**

**Fourth-quarter 2017: up 3.3% like-for-like at €1,911 million**

**Lagardère confirms its recurring EBIT growth target<sup>2</sup> for 2017**

<sup>1</sup> At constant exchange rates and consolidation scope. <sup>2</sup> Recurring operating profit of fully consolidated companies.



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