



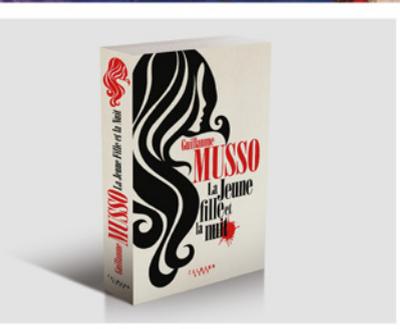
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Lagardère



HIGHLIGHTS 2017-2018



But who is Vinca Rockwell?

03 New Guillaume Musso novel released by Calmann-Lévy



Good buzz

02 WeBuzz has launched!

SPORTS AND ENTERTAINMENT



© Lagardère Sports

Masters

Lagardère Sports – the organizer and promoter of the BNP Paribas WTA Finals (in October in Singapore) at the Singapore Sports Hub, presented by SC Global in partnership with the WTA* – kicked off sales of its hospitality services on 8 March, with tennis legend Billie Jean King on hand for the event. It also launched a charity campaign to benefit SportCares, an initiative to improve the lives of at-risk youth through sports. Joined by nearly 200 representatives from the Masters, King also celebrated successful women by creating a human ‘silhouette’ of the WTA trophy’s outline!

*Women’s Tennis Association.

DIS, T’ES DIPLOMÉ?

T’es en plein dans tes révisions et tu rames ? Rassure-toi, eux

WEBUZZ

Le magazine n°1 des stars du web



Norman
Il a obtenu son diplôme STG, après 10 ans de travail et de gestion de réseaux sociaux, grâce à une licence de langues étrangères.

WEBUZZ

Le magazine n°1 des stars du web



Andy
Elle a obtenu son diplôme de perfectionnement en langues étrangères grâce à une licence de langues étrangères.

WEBUZZ

Le magazine n°1 des stars du web



Bigflo & Oli
Ces deux frères ont fait sensation avec leur musique et leur humour.



WeBuzz has launched!

Good buzz

Mid-February saw the launch of *WeBuzz*, the first magazine to take an “entertaining and informative” look at the focus of interest for girls and boys alike – the stars of the web! *WeBuzz* meets the needs of “young people who have grown up with social networks, who get their information and entertainment through video and images, and who, like their idols, dream of becoming web stars.” Myriam Hebuterne, editorial director, says, “Our target is very clear: the 10-16 age group, and particularly teenagers starting secondary school. Their celebrities are on the web: Cyprien has 11.5 million subscribers, Norman 10.3 million, Squeezie 9.7 million, Natoo 4 million, and on it goes. Traditional

media are unaware of the real icons and influencers in this, the age of the digital native. *WeBuzz* is the first magazine to take their work seriously and finally give their fans what they want!” Every month, the magazine publishes news from the social networks and the worlds of gaming

The No. 1 web-star magazine

and fashion. And each issue carries a front page feature on an Internet celebrity (Norman, Natoo) or up-and-coming personalities (Bigflo and Oli in the third issue). The aim is always to have a striking cover. **We should add that *WeBuzz* also has a digital presence on a num-**

ber of social networks (including YouTube, Facebook, Instagram and Snapchat). These are all platforms on which the monthly magazine distributes additional content (teasers, news, videos of life behind the scenes at the magazine, tutorials and more) while remaining in touch with its readers. Reactions to the first issue were very enthusiastic: A delighted Myriam Hebuterne says “we have had excellent feedback from readers on social networks!” *WeBuzz* is more than just a magazine; it’s a genuine link between its readers and the web’s stars! ←

02

ACTIVE



© Nicky Shaw-Gynébaourne Festival

International

Mezzo Live HD is available in Japan on Hulu’s new linear television service (1.64 million subscribers). Mezzo and Mezzo Live HD can now be viewed in 61 countries and 56.5 million households. That’s not all: for the second consecutive year, Mezzo Live HD has been voted the year’s best music channel at the Big Digit Awards in Russia.

TRAVEL RETAIL

WeChat Pay

Lagardère Travel Retail marked the Chinese New Year by introducing the WeChat Pay service at its Duty Free shops in Europe. A system for secure payment by smartphone that’s widely used in China, WeChat Pay is now available in the shops at Terminal 1 of Roissy-Charles-de-Gaulle airport that are operated by SDA.* The introduction of WeChat Pay is part of Lagardère Travel Retail’s strategy of expanding its Chinese clientele, who currently account for a large portion of sales in international airports.

*A joint venture between the division and Groupe ADP.

No.1

For the eighth consecutive year, Gulli, Canal J and TiJi attracted the highest viewership among 4- to 10-year-olds, with 42% market share in children’s programming. These three channels from Lagardère Active represent France’s leading TV broadcasters of children’s programming.*

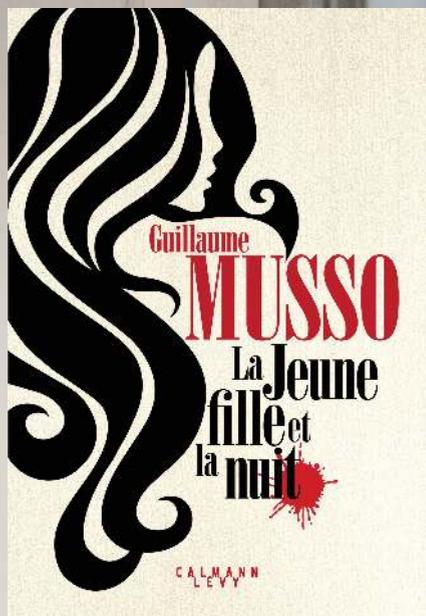
*Comprehensive offering. Source: Médiamétrie - Médiamat Thématic; sweeps period 34 from 4 September 2017 to 18 February 2018.

FAX: PUBLISHING
Hachette Tourisme, Éditions du Chêne and E/P/A have **new websites**: Guides-hachette.fr, Editionsduchene.fr and Editionsepa.fr respectively.

FAX: PUBLISHING
Set for worldwide release on 6 June, the new thriller by **Bill Clinton and James Patterson**, *Le Président a disparu* (*The President Is Missing*), will be published in France by Lattès.

FAX: PUBLISHING
Éditions Fayard will be publishing **Michelle Obama’s** memoir *Devenir* (*Becoming*) on the worldwide release date of 13 November.

On 4 September, Weidenfeld & Nicolson (Orion Publishing Group, Hachette UK) will publish the new work from Nobel Prize winner **Malala Yousafzai** (see *Enter 133*), titled *We Are Displaced*.



© Emanuele Scrocchetti/Calmann-Lévy

Lagardère
PUBLISHING

New Guillaume Musso novel released by Calmann-Lévy

But who is Vinca Rockwell?

An eagerly-awaited launch. Calmann-Lévy released one of the year's landmark books on 24 April, with a first run of over 400,000 copies: *Gone In The Night*, by Guillaume Musso. The author's 16th book, and most importantly, his first with one of France's oldest publishing houses. Heading up the sales ratings - for the seventh consecutive year! - with over 1.5 mil-

lists of the day for over 180 years. Welcoming Guillaume Musso is more than a privilege, it's in our DNA."

The plot? "In *Gone In The Night*, the intrigue revolves around three characters, Fanny, Thomas and Maxime," explains Guillaume Musso. "All three meet up at their old school's 50th anniversary celebrations, when it is announced that

sionate love and its folly" and on "restoration and rebirth," it is woven across two periods (winter 1992 and spring 2017). *Gone In The Night* is set on the Côte d'Azur, more specifically in Antibes, "where I spent my childhood," the author reminisces before adding, "The most important thing for me is to remain faithful to my initial motivation: to write a book I would like to read. Giving readers an original reading experience through a plot and characters they haven't met before. [...] In this novel, none of the characters knows the entire truth, and finally only the reader gets close to it – on the very last page." There are more than 430 pages to savour before that, though! ←

*Source: GfK - *Le Figaro*, 18 January 2018.

"A fascinating mystery"

lion books sold in 2017*, Guillaume Musso joins a list of distinguished writers: Raymond Aron, Michael Connelly, Alexandre Dumas and George Sand.

Philippe Robinet, managing director of éditions Calmann-Lévy and CEO of éditions Kero says: "Calmann-Lévy has been publishing the greatest nove-

there is going to be a new building on the site of the old gym [...] where, 25 years earlier, they buried a body. We begin to realize that this is not a chance meeting, and the three old friends must prevent the secret from being revealed and destroying their lives."

A hugely successful novel on "pas-

30 The number of awards garnered by 16 productions from Lagardère Studios' production companies in 2017.

FAX: TRAVEL RETAIL

Chef **Thierry Marx** – the man behind L'Étoile du Nord at Paris's Gare du Nord station (see *Enter 143*), among other dining spots – has joined with Lagardère Travel Retail France to open La Villa, his first brasserie in Lyon, in an historic building that's part of the Hôpital Édouard-Herriot - HCL.

FAX: TRAVEL RETAIL

Paradies Lagardère and TripAdvisor are continuing their partnership in the United States with the opening of two **Travel Essentials** shops, in Houston's George Bush Airport and in Terminal 4 of Phoenix Sky Harbor International Airport.

FAX: ACTIVE

France 2 is debuting *Questions directes*, a new public affairs talk show produced by Maximal Productions (Lagardère Studios) and hosted by Julian Bugier. The programme is broadcast every second Wednesday in the latter half of the evening.

SPORTS AND ENTERTAINMENT



Show

Kev Adams, Adams Family Productions and Lagardère Live Entertainment are joining forces to create *Sois 10 ans*, the third and latest entertainment event from Kev Adams, celebrating his 10-year career. Adams will kick off a tour with the show on 8 February 2019; 60 dates have already been booked, including five in Belgium and four in Switzerland.

PUBLISHING



Top of the class!

Bescherelle (Éditions Hatier) – the leader in reference books for French grammar – has introduced Mon Coach Bescherelle, a mobile app* designed to help users produce "effective, error-free writing." The app uses artificial intelligence to offer entertaining, personalized instruction. With 5,000 exercises in five areas of expertise, 70 videos, quick-reference cards, a personal progress report and certification by Bescherelle (in partnership with Novascrib), this 'freemium' app is intended for the general public as well as businesses (Mon Coach Bescherelle and Bescherelle Certification can be funded through continuing education for employees). <https://moncoach.bescherelle.com>

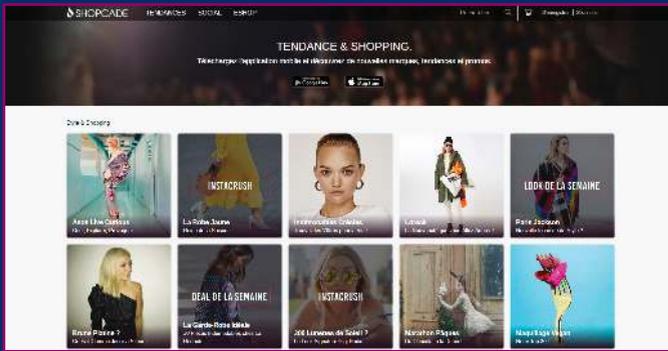
*Available for iOS and coming soon for Android.

FAX: SPORTS AND ENTERTAINMENT

Lagardère Plus is advising juice brand Fruit Shoot on every aspect of the roll-out of its partnership with basketball star **Tony Parker**.

FAX: ACTIVE

Europe 1 and Virgin Radio are partnering for the first time to present the **Solidays festival**, scheduled for 22-24 June in Paris. The two stations will combine their production teams to host the event, which is set to mark its 20th year.



Lagardère
SPORTS AND
ENTERTAINMENT

Jeep® Elite

Jeep®, an FCA (Fiat Chrysler Automobiles) Group brand, has become a title sponsor for France's governing body for basketball, the LNB, until 2021, and, as of 2 March, the LNB's top-tier Pro A league has officially been renamed Jeep® Elite. Lagardère Plus, the consulting and activation business unit of Lagardère Sports and Entertainment (see Enter 146), was the driving force behind the partnership and is lending support to Jeep® "in establishing and promoting the Jeep® Elite and enhancing the brand's visibility and profile." In addition to traditional methods (media, events, experiential marketing and public relations), Lagardère Plus will be advising Jeep® and its agencies so as to involve "its entire distribution network, and to generate traffic via a campaign based on digital and social media."

Marketplace

As part of its continued effort to diversify its digital revenue streams, Lagardère Active has acquired the Shopcade marketplace, which was launched in the UK in late 2011. Using Shopcade's real-time data-analysis tools, Lagardère Active brands can now activate a personalized marketing strategy for fashion and beauty products, on both their websites and mobile apps. Readers of Elle.fr can already use the service to purchase any of the 17,000 products in the Elle Store with just a few clicks (see Enter 146), making impulse purchases a reality. The Public magazine platform will be launched within the near future as well.

With this acquisition, Lagardère Active is reinforcing its targeted advertising and brand-content services while enhancing its customer databases and knowledge.

Data science

The Gravity alliance continues to grow. Launched by Lagardère Active alongside the Les Échos-Le Parisien Group in September 2016, the alliance gained five new members in the closing months of 2017. The goal of the alliance, which now boasts 25 partners from sectors including BtoB and BtoC media, e-commerce and telecommunications, is to "invest in a joint data-science project" in order to "develop a premium player" designed to compete with the major global platforms

(Google, Apple, Facebook and Amazon, collectively known as GAFA)* that currently dominate growth in digital advertising. Gravity, which includes more than 150 websites and apps, currently collects and consolidates "two billion events each month, used to target advertising to 2,000 different market segments so as to ensure optimal campaign performance for our clients."

*Gravity has the third-largest daily reach of any company on the market, behind Google and Facebook (source: Médiamétrie, September 2017).

Development

Lagardère Studios continues its international expansion with its latest acquisition of a majority stake in Skyhigh TV, the leading independent production company in the Netherlands. Founded in 1999, Skyhigh TV specializes in the production and distribution of entertainment programmes, factual televi-

sion and documentaries. The company produces more than 35 programmes annually, and two of its shows – *The Bully Project* and *Model in 1 Day* – have been sold in 15 countries. The Netherlands represents the third new European market for Lagardère Studios, after Spain in 2015 and Finland in 2017.



HIGH 2017

Africa Cup of Nations

In 2017, Gabon hosted the 31st Total Africa Cup of Nations, the third-largest football tournament worldwide in terms of cumulative television viewing audience, behind the FIFA World Cup and the UEFA European Championship. As a partner to the Confédération africaine de football (CAF), Lagardère Sports can claim a share of that success, promoting CAF's media and marketing rights for all of its major tournaments in Africa, including the Africa Cup

of Nations. It is worth noting that the 2017 event achieved "unprecedented success on the tournament's official digital platforms." The CAF and Lagardère Sports deployed an impressive campaign "focused on producing rich, diversified content," such as live, behind-the-scenes broadcasts of the tournament on social networks, 360° videos, and the use of drones to capture spectacular overhead shots.



© Gavin Barker/BackpageFX

Grand opening

Lagardère Live Entertainment celebrated the grand opening of Bordeaux Métropole Arena on 24 January with Depeche Mode! The Lagardère Sports and Entertainment subsidiary, which operates the venue, served as principal for the project, in conjunction with Bouygues Bâtiment Centre Sud-Ouest and architect Rudy Ricciotti. Spanning 17,000 sq.m (including 3,500 sq.m of reception space), Bordeaux Métropole Arena – located alongside the Garonne River in Floirac – can accommodate the biggest local and international music and sporting events. Boasting

some of the best acoustics in France, the arena is designed to be "innovative, modern and modular," with more than 20 possible configurations that can hold anywhere from 2,500 to 11,300 spectators per event, making it one of France's five largest venues by capacity. More than 250,000 tickets had already been sold by late March, and the event schedule is filling up, with performances scheduled by Imagine Dragons, Vianney and le Cirque du Soleil along with summer shows from Shakira and Lenny Kravitz! www.bordeauxmetropolearena.com



© Yamick Delmeste

Bordeaux Métropole Arena celebrated Global Greening on Ireland's national day, 17 March.



© Astérix® - Obélix® - Idéfix®/© 2017 Les éditions Albert René | © Opalworks | © Petar Djordjevic/Penguin Random House

Bestsellers

In recent months, Hachette Livre has published bestsellers from the United States that have captivated France (*Origin* and *Darker*), along with bestsellers from France that have captivated the world (*Astérix*). The top seller in 2017, all categories combined?¹ *Astérix et la Transitalique* (Éditions Albert René, see *Enter 145*), with 1,590,000 copies sold! Eleven other Hachette Livre titles are among the year's Top 50 as well, including *Origine* by Dan Brown, at #11 (#3 on the Fiction list) and *Darker* by E.L. James (#20, Fiction), both translated and published by Lattès. *La Tresse* by Laetitia Colombani, published by Grasset and ranked #15 on the 2017 Bestsellers list (#5, Fiction) has

already been sold in more than 25 countries.² *Mémé dans les orties* and *En voiture, Simone !*, both by Aurélie Valognes and published by Livre de Poche, have been a success as well, capturing #10 and #14 on the overall Bestsellers list (#6 and #8 respectively on the Paperbacks list). Le Livre de Poche scored 16 titles in the Top 50 Paperbacks list. Finally, Hachette Livre can take credit for 25 of the year's Top 50 Practical guides, including works published by Hachette Pratique (seven *Simplissime* titles alone), Larousse, Hachette Tourisme, Marabout and Le Livre de Poche.

¹Source: GfK - Livres Hebdo, 2017 sales estimate, excluding export and including online sales. ²Source: publisher, late March 2018.

Acquisitions

Hachette UK continues to expand: after Neon Play and Brainbow Ltd in Smartphone and tablet games, and Bookouture, Britain's largest publisher of e-books (see *Enter 144*), this Hachette Livre subsidiary made a number of other acquisitions in 2017. In October, Kyle Cathie Ltd, a specialist cookbook publisher, was incorporated into Orion Publishing

Group; then, in November, Jessica Kingsley Publishers, an independent specializing in the humanities and social sciences, became a subsidiary of John Murray Press; and in the same month, Summersdale joined Octopus Publishing Group, the illustrated-books division of Hachette UK. www.hachette.co.uk

Literary prizes

A string of literary prizes was 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 Sports and Literature Grand Prize. Congratulations to all the winning authors!

LIGHTS 7-2018



© Lagardère

Lagardère
TRAVEL RETAIL

In Africa!

In late 2017, Lagardère Travel Retail outdid itself by opening three new shops in just over three months in Senegal's Blaise Diagne international airport. Travellers can explore more than 1,100 sq.m of retail space in all, including two Aelia Duty Free shops offering exclusive brands of perfume, alcohol, local products and fashion accessories, as well as a Relay shop. Senegal is now the 23rd country with Duty Free & Fashion activities but, most importantly, the first country in Africa that the division has operated in!

Swiss spirit

In Switzerland since 2012 with two fashion shops, Lagardère Travel Retail has stepped up its presence in the country by winning a major call for tenders at the Geneva airport, beating out the world's leading operator. Five shops opened their doors in late 2017, all designed to reflect the Swiss spirit and highlight the country's unique characteristics. They include two Last Minute shops (53 and 106 sq.m), a Last Minute Express (85 sq.m), a shop targeting travellers to France (136 sq.m) and a final shop (434 sq.m) located in the arrivals area that boasts a chalet offering sweets, a Victorinox corner and a wall of ice in the alcohol area.



King Fahd airport

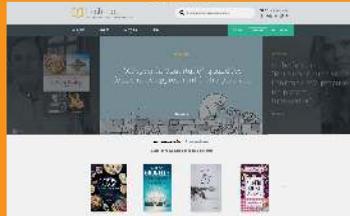
Lagardère Travel Retail* opened a second point of sale at the King Fahd International airport in Dammam, Saudi Arabia, on 4 October 2017. Located across from the security area, this shop is a "must-see", since passengers must go through it before boarding! It offers local goods and top-selling items as well as international sweets, toys, gold souvenirs, perfumes and cosmetics. Special attention

was given to the decor for the 472-sq.m walk-through space, which features a blue and gold colour scheme that brings to mind Duty Free Global's "The Art of the Gift" concept and the coastal spirit of Dammam. The new point of sale comes on the heels of an initial store that debuted in July.

*As part of a consortium with Saudi Airlines Catering Company and Arabian Ground Handling Logistics Company.



© Lagardère Travel Retail



Hachette opens its books

A few months ago, the MyBoox website became Hachette.fr, with a view to “immersing visitors more fully in the day-to-day life of Hachette Livre’s publications.” The site serves as a gateway to Hachette Livre’s presence in France, offering both a wide variety of content (including news, videos, special reports and book recommendations) and a club for readers, with various “exclusive privileges” (such as access to events, previews of new releases and so on).

© Richard Augard



Left: Samuel Le Bihan



© Richard Augard



CSR Season 3 of *Elles ont toutes une histoire* hits the airwaves

The women of tomorrow

For the third year in a row, 10 corporate foundations – including the Elle Foundation – have joined forces with France Télévisions to support and honour women with *Elles ont toutes une histoire* (*They All Have a Story to Tell*). From 5 to 15 March, 11 90-second short programmes were broadcast across every France Télévisions channel and platform, as well as on France Info and TV5 Monde. “The enthusiasm and wonderful energy surrounding this collective effort over the past three years is a tremendous achievement,” says Karine Guldemann, Elle Foundation executive manager, the guiding spirit behind the collection of programmes. “They’re proof, if

any were needed, that the cause of women is advancing, and that by advocating for women at every opportunity we come one step closer to building a more just world

The real life of teenagers

in which men and women are truly equal.” Joining Nils Tavernier and Olivier Lemaire, who directed the first two seasons, is Samuel Le Bihan, tapped to direct the 2018 season with its focus on women of the future. Spotlighting 11 girls ages 9 to 18, “the collection examines their vision of the challenges they face as women-to-be and the new realms they feel they have yet to conquer,” from gender equality

to the freedom to be different and the need to protect the planet. **The programmes’ portraits are also an expression of the work carried out by the 10 foundations and partner organizations.**

As in 2016 and 2017, a comprehensive media strategy was devised for this year’s series – which was produced, as always, by Imagissime (a Lagardère Studios company), headed by Elodie Polo Ackermann – that included various Lagardère Active media (*Elle*, *Paris Match*, *Télé 7 Jours*, *Version Femina*, Europe 1 and RFM). In addition, the collection was promoted across social media for each Lagardère Active brand. ←

1st

David Foster Wallace’s *This Is Water* is the first book available on vinyl! The new release comes from Hachette Audio (Hachette Book Group) in collaboration with Wax Audio Group.



CSR A comprehensive, proactive commitment

Social responsibility

Lagardère Travel Retail is maintaining its comprehensive, proactive commitment on behalf of sustainable development. The division commits “not to distribute, throughout its worldwide network, any product containing eggs, or egg product, produced by hens raised in cages” by 2025.

The decision affects restaurants and points of sale in railway stations and airports in Europe, North America, the Middle East and the Asia-Pacific region. The division’s Italian and German subsidiaries have already put an end to their supply in cage eggs and are now using



© Lagardère Travel Retail

only the highest-quality products. The commitment reflects the division’s desire to offer travellers

CSR

ENTER sustainability record!

Since 2008, *Enter* has been printed on Cyclus Print paper produced from 100% recycled fibre. The reduction in environmental impact when this paper is used rather than non-recycled paper can be measured by the environmental calculator from Arjowiggins Graphic. In 2017, *Enter* reduced its environmental impact – in waste production, CO₂ emissions (equivalent savings translated into kilometres travelled by car), water, energy and wood – as follows:



629 kg of landfill



127 kg of CO₂ and greenhouse gases



1,264 km travel in the average European car



6,045 litres of water



1,262 kWh of energy



1,023 kg of wood

*Including the special issue of *Enter* for the Jean-Luc Lagardère Foundation, published in January 2017. Sources: this carbon footprint assessment was carried out by Labelia Conseil using the latest available data from European BREF (for virgin-fibre paper from a non-integrated mill).

A profession: real estate

Workspaces, coworking, real estate portfolio, purchases, sales, facilities, rentals, lease contracts, contracting, refurbishment, construction, schedules, maintenance, budgets, R.O.I., and value creation: these are the keywords governing the missions of Lagardère group's Real Estate department and delivering an overview of the Group's real estate to the managing partners and the divisions.

43%

Percentage of women making up the Group's executives at 31/12/2017.

Source: Reference Document, 2017.



© Arnaud Carroué/Lagardère

Franck Peyre, 52.
Real Estate deputy director since July 2011

Lagardère



© Arnaud Carroué/Lagardère

Sophie Lançon, 59.
General Counsel, Press, Advertising, Licensing,
Purchasing and Real Estate since September 2014

Lagardère
ACTIVE

Please describe your training and career path.

I started out in the world of sports and health, and then joined the Group in 2005 as part of TeamLagardère. The following year, I was appointed managing director of Lagardère Paris Racing before taking up my current position.

What are your responsibilities?

Creating value for the Group, particularly by selling assets in France and abroad and choosing the right time to do so: the Carré Daumesnil in Paris in 2016 and the Europa building in Levallois-Perret (*see opposite*). The Group can then reinvest in its businesses. I also bring the expertise required to provide the managing partners and divisions with tools to manage real estate, which is actually the second-largest cost centre for a company. For example: in 2017, the area occupied by Corporate was analyzed and was subsequently reduced by 20% without impacting the quality of employees' workspaces. We also provide assistance to the divisions. We assisted the contractor in the construction of Bordeaux Métropole Arena (without overrunning costs or deadlines) and the discreet renovation of the Bataclan during a sensitive time. Two successful projects – thanks to close collaboration with the Lagardère Live Entertainment teams.

What are you currently working on?

Finalization of the sale of Europe 1's headquarters, at Rue François-1^{er} in Paris, to French group Ardian. We obtained a building permit beforehand to convert this address into luxury shops and offices, thereby increasing the value of the asset prior to selling it. This unique location is in the Golden Triangle, one of the most prestigious districts in Europe, and it covers an amazing area of over 9,000 square metres! This sale, watched by the entire real estate market, is a great opportunity for the Group.

Which adjectives would you use to describe your profession and the Lagardère group?

My profession: human; the Lagardère group: "Nothing is impossible!"

Any final words?

"Learning is discovering what you already know."

Please describe your training and career path.

After obtaining a postgraduate diploma (DEA) in public law from University of Paris II Panthéon-Assas and a postgraduate degree (DESS) in information and communication from the IFP (French Press Institute), I joined Hachette in 1983 as assistant to the secretary general, and then Hachette Filipacchi Médias in 1987 as Legal manager in the same field: corporate and insurance. In 2006, I was appointed Legal director of Interdeco* and Real Estate, before taking up my current position.

*Advertising sales division of Hachette Filipacchi Médias.

What are your responsibilities?

I have a team of seven and my remit includes a number of areas of activity: specifically, managing processes and copyrights for the press, contracts for the sale of advertising space for the advertising sales division, managing Elle brand licences worldwide, contracts for the division's purchases, and managing over 50 leases for real estate! That involves negotiating and drafting leases and settling disputes, mostly relating to the Levallois-Perret sites and provincial music radio station.

What are you currently working on?

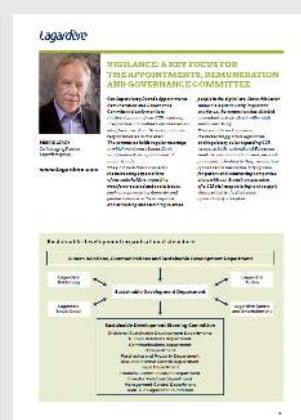
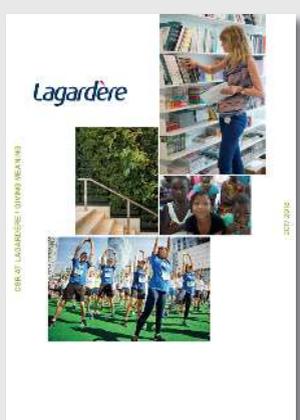
2017 was marked by three major large-scale projects: the leasing of the Seine-Cévennes site in Paris's 15th arrondissement, which will, in particular, house Europe 1 and *Le Journal du dimanche*; and the sale of the Europa building, headquarters of Lagardère Active in Levallois-Perret, combined with the leasing of new buildings in the same geographic area. Our move is scheduled for the end of the year and we are doing everything we can, in close collaboration with the General Services and Human Resources departments, amongst others, to organize this move under the best possible conditions for all. I would add that we also played a supporting role to the Group's Real Estate department during the sale of the sites in Rue François-1^{er}.

Which adjectives would you use to describe your profession and the Lagardère group?

My profession: fascinating; the Lagardère group: "The power of its brands."

Any final words?

Never lose your enthusiasm!



Lagardère

Publication of the Group's 2017-2018 CSR report

A structured, participatory approach

Following intense dialogue with its stakeholders, the Group's* CSR strategy now revolves around five strategic "core business" priorities – including the promotion of diversity and gender balance, and access to education and knowledge – and five priority areas of environmental responsibility such as the ethical sourcing of content and products and responsible purchasing. The actions are also presented in the form of themed focus areas supported by Group employees.

Isabelle Juppé, Corporate Social Responsibility director, says: "Sustained dialogue with all participants in society [...] has enabled the Group to commit to a set of practical ways of moving forward." Some noteworthy initiatives implemented in the divisions include the promotion of diversity at Hachette UK (Lagardère Publishing) through the "Changing the Story" programme, the promotion of local products at Blaise Diagne international airport

in Dakar (Lagardère Travel Retail) and the activities of the Disability Initiative (Lagardère Active). Moreover, Arnaud Lagardère added in his editorial that: "To grow, create and innovate for the common good: this is the challenge that all women and men of our Group are striving to meet, and I am very proud of their efforts." ←

Dialogue and commitments

and men of our Group are striving to meet, and I am very proud of their efforts." ←

*This document is available in French and English at Lagardere.com and on Enter, Lagardère internal Portal.

A question for...

Laure Magrez,

deputy director of the Group HR Development

What are the characteristics of Group HR Development?

Generally speaking, Group HR Development works closely with the divisions and supplements their activities to support employees in their career development. The function includes various areas of activity: talent management, with the Group's Integration Day and a number of management training courses; coordination of the HR network, enabling the exchange of best practices and the emergence of joint projects; the "employer brand," which covers communication aimed at attracting talent, developing effective recruitment tools and managing relations with schools and universities; and diversity, which has three main focus areas: employing people with disabilities, combating discrimination and promoting gender balance.

In recent months, we have undertaken large-scale projects in the latter two areas. Firstly, for the employer brand, we worked with divisional HR departments to change the recruitment solution in order to improve the recruitment process, the applicant experience and the visibility of vacancies within the Group. Then, at the end of 2017, we launched the "LL Network" in France. Its aims are to promote gender equality in all business lines, to encourage women to further their career and to stimulate the Group's creativity through interaction between members of all divisions and business lines.

08



Full-year 2017 results

In 2017, the Lagardère group delivered a further increase in operating profit, fuelled by stellar organic growth from Travel Retail and a strong performance from Lagardère Publishing.

- Sharp rise in Group recurring EBIT¹: up 6.7%² to €403 million
- Operating margin up to 5.7% from 5.3% in 2016
- Solid financial position
- Proposed ordinary dividend unchanged at €1.30 per share
- 2018 Group recurring EBIT¹ target stable³

¹Recurring EBIT of fully consolidated companies. ²At constant exchange rates and excluding the impact from disposals of Distribution activities. ³Versus 2017 Group recurring EBIT, restated for IFRS 15 and at constant exchange rates.

Lagardère

Lagardère sends a team to the Paris half-marathon for the 12th year

A Group win!

More than 110 participants ran under the Lagardère banner at Paris's half-marathon, the Fitbit Semi de Paris, which was held on Sunday 4 March. The runners from the Group's four divisions and Corporate once again demonstrated their mettle in tackling this feat of endurance.

During this 12th participation in the event, the Lagardère team turned in an excellent performance in the Business Challenge, taking eighth place (out of 97 companies) in the Distance Covered ranking (with a total distance covered by all runners of 2,384.3 kilometres) and seventh place in the Performance ranking (based on each team's five best times) out of



a total of 95 ranked companies. The team captured 41st place, out of 97 companies, 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 everyone who was on hand to represent the Group with pride at the event!

*In 2017, the Lagardère team finished in third place (out of 102 companies) in the Distance Covered ranking and in fourth place in the Performance ranking out of the 97 ranked companies; the team captured 49th place, out of 100 companies, in the All-in ranking.

FAX: CORPORATE

For the ninth consecutive year, a Group team will be participating in the **La Parisienne** foot race for women. Learn how to register at Lagardère internal Portal: <http://enter.lagardere.net>



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