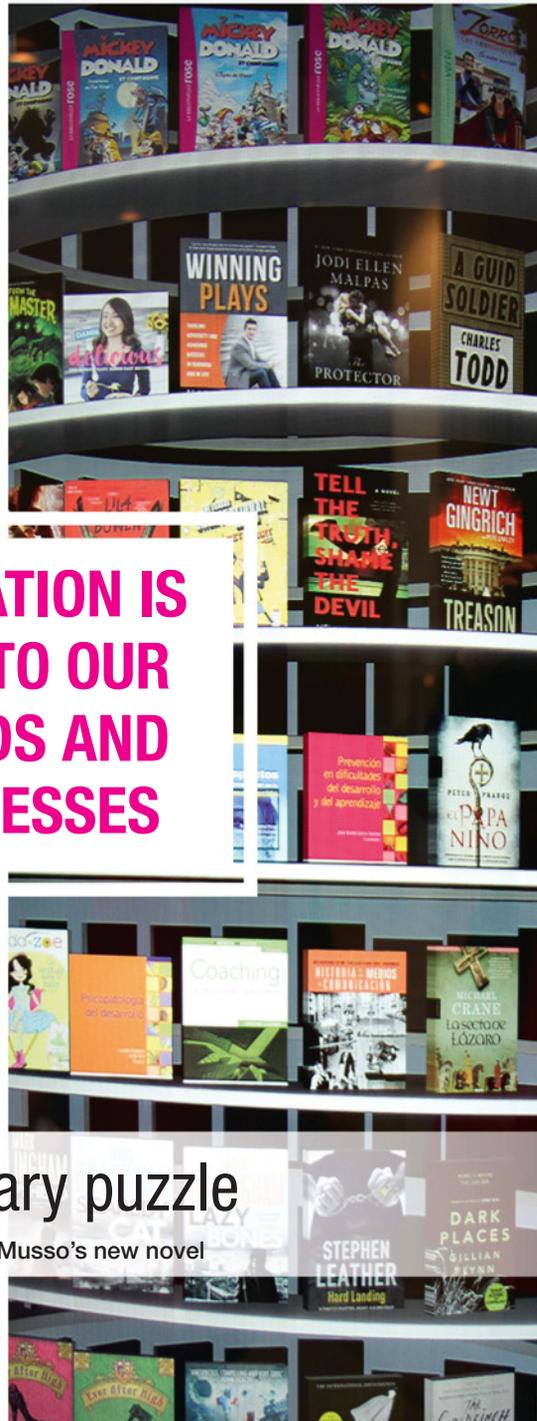




http://enter.lagardere.net

www.lagardere.com

# Lagardère



**INNOVATION IS  
CORE TO OUR  
BRANDS AND  
BUSINESSES**



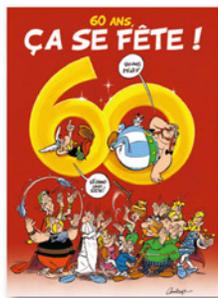
## A fascinating literary puzzle

02 Calmann-Lévy publishes Guillaume Musso's new novel



## Very special souvenirs!

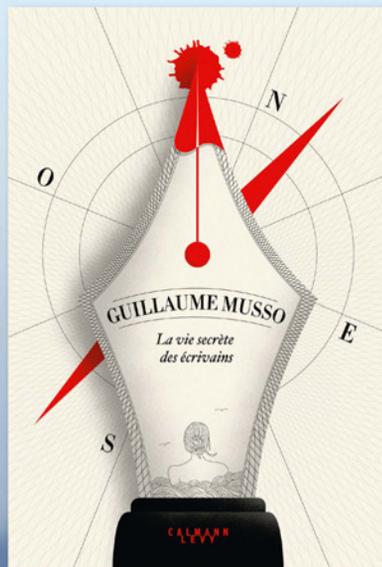
03 Lagardère Travel Retail France reappointed to run Eiffel Tower official stores



## More Stories from Gaul

Asterix celebrates his 60th birthday this year, and to mark the occasion, Éditions Albert René are reissuing the very first Asterix book – *Astérix le Gaulois* – in both luxury and Artbook editions. This anniversary year will culminate in the publication, on October 24, of the 38<sup>th</sup> book in the Asterix series, with a projected print run of more than 5 million copies: *La Fille de Vercingétorix*. Late February brought the debut of a new Instagram account, #IArtdAsterix, that offers an inside look at “the art of Asterix”. [www.asterix.com](http://www.asterix.com)

© Emmanuelle Scornelletti



Lagardère  
PUBLISHING

Calmann-Lévy publishes Guillaume Musso's new novel



## A fascinating literary puzzle

Guillaume Musso at Hachette Livre is hitting the headlines twice with the release of *La Vie secrète des écrivains* (*Authors' secret life*) and the paperback version of *La Jeune Fille et la Nuit*.

*La Vie secrète des écrivains*, his seventeenth novel (and the second published by Calmann-Lévy) is an investigation into a writer's secret: “In 1999, after publishing three novels that achieved cult status, celebrated writer Nathan Fawles announced that he was stopping writing and would be retiring to Beaumont, an untamed island off the Mediterranean coast. Autumn 2018: Fawles has not given a single interview for 20 years but Mathilde Monney, a young Swiss journalist, lands on the

island, determined to discover his secret. That same day, a woman's body is found on a beach and the island is cordoned off by the authorities. Thus begins a dangerous confrontation between Mathilde and Nathan...” Both romantic thriller and literary puzzle, the novel is also a declaration of love for books, which,

### A love story - about books!

in Guillaume Musso's words, remain “more than ever, the best way of expanding our inner life.” Philippe Robinet, managing director of Editions Calmann-Lévy, elaborates: “*La Jeune Fille et la Nuit* is a real bestseller! It has sold over one million copies in standard format around the world\* and been trans-

lated into 34 languages. In July it will be released as *The Reunion* by Little, Brown in the United States and Orion in the UK, and production of a TV adaption for France Télévisions is set to start soon.

Calmann-Lévy is proud to publish such a talented author and to be accompanying him on his ongoing literary adventure.”

Twice the pleasure, therefore, for Guillaume Musso fans who can now find *La Jeune Fille et la Nuit* (see Enter 147) in Livre de Poche (released March 20). Two novels set to brighten up the summer... and the bestseller lists! ←

[www.calmann-levy.fr](http://www.calmann-levy.fr)

<http://guillemusso.livredepoche.com>

\*Data provided by the publisher on March 31 2019.

# 3,500

The number of vinyl discs auctioned by Europe1 on March 31! Musical treasures ranging from general favourites to highly specialized recordings were divided into 331 lots and 19 categories.

#### FAX: TRAVEL RETAIL

The first Costa Coffee has opened in **Slovakia**, marking the 36<sup>th</sup> country in which Lagardère Travel Retail has a presence.

Division's sixth TripAdvisor location has opened in **Raleigh-Durham** airport in the US.

#### TRAVEL RETAIL



## A literary journey

Launch of the 42<sup>nd</sup> Relay prize for travelers who love to read. A prize that celebrates the love affair between travel and books, awarded every year to a book for the quality of its style and the originality of its story. Vote now to choose one of the five novels selected this year! We should add that for every vote cast, Lagardère Travel Retail France will donate €1 to the Bibliothèques sans frontières (Libraries Without Borders) association to distribute books around the world. [www.voyageurslecteurs.fr](http://www.voyageurslecteurs.fr)

#### FAX: STUDIOS

*Une île*, produced by Image et Compagnie (Lagardère Studios) for Arte, starring Laetitia Casta, Sergi Lopez and Manuel Severi, has won the Best Series - French Competition prize at the Séries Mania 2019 festival held in Lille.

#### FAX: TRAVEL RETAIL

Four Food Service sales outlets have opened their doors in Spain's Malaga Airport, including the first **Giraffe** in a European airport outside the UK.

#### FAX: TRAVEL RETAIL

Lagardère Travel Retail has also been awarded multiple concessions at **Hong Kong's** international airport, including five Travel Essentials sales outlets as well as five Fashion outlets.



© Lagardère Travel Retail France

**Lagardère**  
TRAVEL RETAIL

Lagardère Travel Retail France reappointed to run Eiffel Tower official stores

## Very special souvenirs!

The Eiffel Tower is one of a kind, and with nearly seven million visitors per year, is the most-visited paid-entry monument in the world.<sup>1</sup> This year sees the iconic French site celebrating its 130<sup>th</sup> birthday.

### Redesigned stores

Lagardère Travel Retail France, as part of LxA,<sup>2</sup> has been running specialist souvenir stores at the site since 2000 and has just been reappointed for the third time. New stores with a redesigned architectural concept, product offering and customer journey are set to open by 2020, creating a new visitor experience. The ambitious project, led with the agency Malherbe Paris, will provide visitors with: four

dedicated outlets on the plaza serving all the different people and their needs (two pop-up stores and two stores: Le Rendez-vous and Le Kiosque tour Eiffel); L'Appartement parisien on the first floor, a two-level concept store highlighting every aspect of Paris; Les Toits de Paris on the second floor, a light-filled showcase for objects from the collections, and La Verrière, offering a selection of unusual Eiffel Tower-related products.

For Garance Saingt, external communication & partnership manager - France: "The range of products on offer will evolve to reflect the iconic identity of the monument while remaining rooted

in the souvenir tradition and visitors will be able to take home to mark their journey above the rooftops of Paris. Today's consumers want to feel, tell and share. Experience has become the key word. The purchasing act should feel like an extension of this special moment, further prolonged by the products available on digital platforms. Lagardère Travel Retail France has developed an expertise and maturity in these markets which means it can offer a new interpretation, a new plan, marked by the sort of innovation and enthusiasm that will benefit every visitor." ←

<sup>1</sup>Source: SETE (Eiffel Tower operating company). <sup>2</sup>LxA: joint venture created by Lagardère Travel Retail France with Artéum Services, a leading producer and distributor of cultural products.

**39**

That's the number of books from Hachette Tourisme that ranked among France's 50 top-selling travel books in 2018, including 35 Routard titles (33 guides – including seven in the Top 10! – and two picture books).

Source: GfK – Livres Hebdo

#### FAX: PUBLISHING

Hachette UK is readying the worldwide launch of **Hachette Essentials**, a collection of classic modern works. The first 11 titles will be published on July 4.

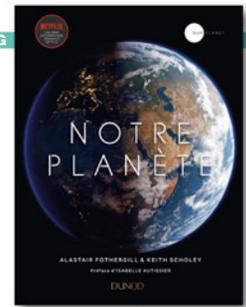
#### FAX: PUBLISHING

**Rageot Éditeur** has a new website, [www.rageot.fr](http://www.rageot.fr), where readers can search for books by collection, series or author-illustrator and find the latest news from the publishing house.

#### FAX: PUBLISHING

Orion Fiction (The Orion Publishing Group, Hachette UK) has signed **Josh Malerman** to a four-book contract in the UK and the Commonwealth (excluding Canada) that includes *Inspection*, scheduled for release on June 27. Malerman is the author of *Birdbox*, which was adapted by Netflix and published in France by Calmann-Lévy (and in a Livre de Poche paperback edition).

#### PUBLISHING



### Special event

April 3 is the date for the worldwide launch of *Notre planète [Our Planet]* by Alastair Fothergill and Keith Scholey: the official book of the hugely popular series showing on Netflix. The beautifully illustrated book with a foreword by Isabelle Autissier, WWF France president, takes readers "on a journey across the planet, discovering nature's most fascinating animals and their environments, now under threat." [www.dunod.com](http://www.dunod.com)

#### PUBLISHING



### A Simplissime journey

Launched in 2015 by Hachette Cuisine (see *Enter 142*), the *Simplissime* series, with all its many subject areas, is proving to be spectacularly successful. The latest member of the family is *Simplissime, le guide de voyage le plus pratique du monde [Simplissime, the most practical travel guide in the world]* with Hachette Tourisme publishing six titles (Tuscany, Crete, Iceland, Ireland, Portugal and Croatia) on May 15 and two further titles in June. Ultra-practical guides containing concise, detailed information about must-sees in the form of illustrated itineraries and favourite picks, at €9.95 for a personalized trip!

03

#### FAX: TRAVEL RETAIL

At Paris Charles de Gaulle Airport, **SDA** (Société de distribution aéroportuaire) – a joint venture between Lagardère Travel Retail and the ADP Group – has just opened a new 60-sq.m Bvlgari shop in Terminal 2E, along with a special Dior counter dedicated to "rare collections from the biggest names in perfume" at Parfums d'Alcôve, in Terminal 2AC.

# INNOVATION IS CORE TO OUR

Innovation is a critical and strategic driver of growth at the Lagardère group and an essential component of our efforts to steer the digital transformation of our brands and business lines.



## Creativity makes for innovative content

E-reading – reading a book on a smartphone or e-reader, purchasing a new release with just a few clicks – has been the archetypal form of digital innovation in the book industry over the past decade. But beyond that breakthrough for readers of essays and novels, digital innovation is opening new doors for trade and textbook publishers in every editorial segment and at every step of the book value chain, in a variety of ways. For example, it's helping publishers learn more about readers and their interests through social media, and it's enhancing the reading experience, thanks to apps and multi-

media content. Moreover, it gives publishers an opportunity to locate talented new writers on writing platforms, while it's also transforming teaching tools. **Editorial teams are brainstorming innovative initiatives in close contact with authors, illustrators and readers.** At an international company like Hachette Livre, cross-divisional synergies spur new innovation as well. That's the idea behind the Hachette Innovation Program, designed to spread a culture of innovation across Hachette Livre's imprints. Lastly, innovation emerges when we draw on the know-how of experts in digital fields

related to the publishing and entertainment industries, such as games for smartphones. New applications, new habits, multiple devices: each of Hachette Livre's publishing houses is tackling these fields with the aim of generating innovative content – with a constant focus on creativity! ↩



04



### Interactive

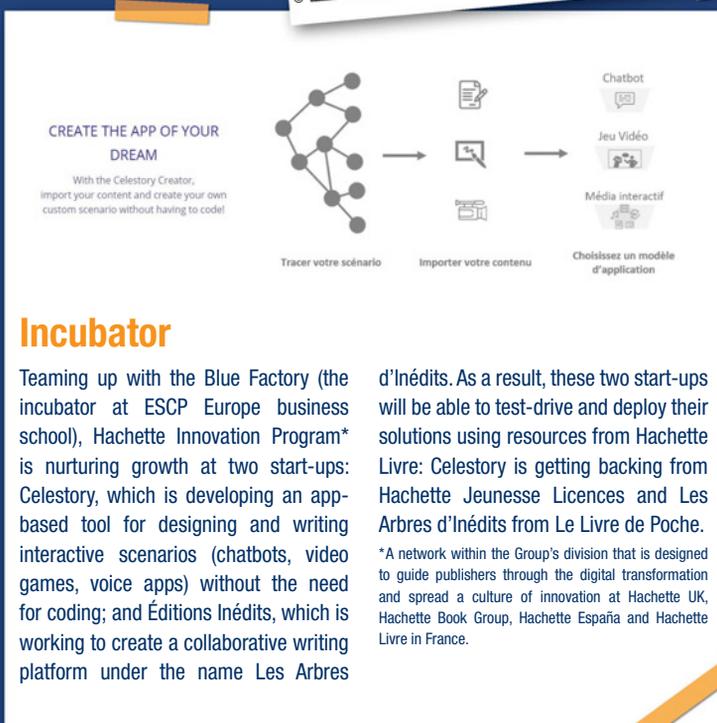
In 2014, Hachette Livre acquired Kwyk, a website featuring interactive exercises for teachers, designed “to help them create homework tasks and revision exercises for their students, and offering personalized monitoring.” A Hachette Éducation subsidiary and part of the new e-Education department, Kwyk is developing an adaptive learning<sup>1</sup> solution with thousands of exercises for self-correction and three types of exercises.<sup>2</sup> Kwyk proposes maths exercises for the entire secondary education cycle and, since September 2018, physics and chemistry exercises for first-year lycée students (and soon for second- and third-year students) as well as French exercises for secondary school students.

<sup>1</sup>Adaptive learning adjusts the learning process to students' individual needs using technology. <sup>2</sup>Marked homework, personalized homework and free practice.



### Hachette Mobile Studios

In a bid to identify growth drivers in emerging areas of digital entertainment and draw on the latest expertise, Hachette Livre has acquired three mobile game studios: Neon Play and Peak in the UK and IsCool in France. The three studios have now been consolidated into Hachette Mobile Studios headed by Isabelle Magnac, with a firmly international focus. The unit has already chalked up a number of hit titles, including Peak, Garden of Words and Roller Splat! It's a new business line for the division and one that's destined to grow in the coming years. [www.hachettemobilestudios.com](http://www.hachettemobilestudios.com)



### Incubator

Teaming up with the Blue Factory (the incubator at ESCP Europe business school), Hachette Innovation Program\* is nurturing growth at two start-ups: Celestory, which is developing an app-based tool for designing and writing interactive scenarios (chatbots, video games, voice apps) without the need for coding; and Éditions Inédits, which is working to create a collaborative writing platform under the name Les Arbres

d'Inédits. As a result, these two start-ups will be able to test-drive and deploy their solutions using resources from Hachette Livre: Celestory is getting backing from Hachette Jeunesse Licences and Les Arbres d'Inédits from Le Livre de Poche.

\*A network within the Group's division that is designed to guide publishers through the digital transformation and spread a culture of innovation at Hachette UK, Hachette Book Group, Hachette España and Hachette Livre in France.

# BRANDS AND BUSINESSES

More than ever, innovation involves not just forging the requisite partnerships with leading tech companies and start-ups, but also devising new editorial concepts and inventing the retail shops of the future.

**Lagardère**  
TRAVEL RETAIL

## Adapting to new customer needs

Lagardère Travel Retail is constantly fine-tuning its solutions to meet evolving travelers' needs and behaviors. Our ambition is to redefine the shopping experience at train stations and airports to make it easier and more enjoyable for travelers. By developing new food offers and services (from grab & go to quick-service or fine-dining) or by introducing new beauty brands for millennials or products dedicated to Chinese customers for instance. To surprise and attract a clientele looking for novelty and excitement, Lagardère Travel Retail introduces brands not yet present in the travel retail channel (such as Nespresso or TripAdvisor) and creates retail concepts that enhance the notion of sense of place, for travelers seeking unique experiences. Innovation also extends to the launch of new services, for instance at Roissy-Charles-de-Gaulle Airport where travelers can now find free

barbers, flash make-up\* or shoe shining services. Meanwhile, digital technology is used as a lever to facilitate the travelers' journey via the use of apps on their phones or computers to learn about and reserve available products and services before, during or after their visit (Click & Collect or Shop & Collect services), or to have a seamless payment experience.

**Innovation is at the heart of the strategy at Lagardère Travel Retail. It relies on a structured approach** with an international network of Innovation Booster, partnerships with start-ups, and the adoption of innovative methods and processes within the division. ↪

\*\*"Express make-up" booths available to travelers.



© SDA Creative

### Awards

The 2019 Moodies – airport and travel retail digital, social media & marketing awards – awarded the first prize in the Best Employee Engagement category to Lagardère Travel Retail for its in-house Innovation Booster program (see sidebar: Engaged!) and second prize in the Best Use of WeChat\* category for its Red Pockets treasure hunt using augmented reality in Aelia Duty Free shops in Rome and Prague. Congratulations to all the teams!

\*See sidebar: New payment methods.



© SDA Creative

### Fnac-M&S combo

A new combo store just opened at Paris-Montparnasse station blending two famous retail concepts: Fnac (500 sq.m) and Marks & Spencer (300 sq.m, in a first-of-a-kind concept in France that includes a rotisserie, boulangerie and all of the famed British retailer's expertise in groceries and snacks) plus a 100-sq.m lounge area between the two. The location further cements our strategy of driving innovation in the travel experience by offering a place for discovery and interaction.



© Homère Lamille

The Innovation Booster community

### Engaged!

Lafayette Plug and Play – a start-up accelerator dedicated to retail and e-commerce – awarded its Corporate Engagement Award to Lagardère Travel Retail in December 2018.

The award was attributed to “the corporate partner who engaged the most in the Lafayette Plug and Play ecosystem, particularly through collaborations with start-ups.” These initiatives are borne for the most part by an in-house community of 33 Innovation Boosters, who are ambassadors of innovation and the change process both internally and externally.



© SDA

### New payment methods

Lagardère Travel Retail constantly develops new services to make its travelers' journey as seamless and enjoyable as possible. At Relay self-checkout cashier systems are being rolled out, while WeChat Pay (a secure payment technology popular with the Chinese) is becoming more and more widespread in Aelia Duty Free stores in Paris, Nice, Rome and Warsaw. In addition, services like Click & Collect enable travelers to reserve products online and pick them up at the airport.



## 100 photos...

In the spirit of its long-standing partnership with Reporters Without Borders (RSF), Relay (Lagardère Travel Retail France) is pursuing its commitment to promoting and supporting freedom of the press and the right to information with the publication of *100 photos de Véronique de Viguerie pour la liberté de la presse*. De Viguerie captured the 2018 Visa d'Or Paris Match News award for her photography and received a Photographer Grant in 2006 from the Jean-Luc Lagardère Foundation. All of Relay's proceeds from the book will be donated to RSF. An exhibition of de Viguerie's photographs is on view at Paris's Gare de Lyon until May 31.



CSR Publication of the Group's 2018-2019 CSR report

## Key commitments

Placing people at the heart of our strategy, anticipating and supporting social and environmental change, and ensuring that our corporate governance is ethical and responsible: these are the three core commitments underpinning Lagardère's CSR<sup>1</sup> policy. As ever, we look at these commitments in detail with theme-based focus points presented by Group employees in the 2018-2019 CSR report.<sup>2</sup> Isabelle Juppé, Corporate Social Responsibility director, says: **"2018 was marked by a strong commitment to gender balance with the roll-out of the LL Network,"**<sup>3</sup> including the success of the pilot mentoring programme which will be relaunched in 2019, and signa-

ture of the #StOpE initiative to fight against so-called "ordinary" sexism in the workplace." Access to education is a crucial commitment for the Group, as illustrated by the "Tournament of words" organized by Le Livre de

CSR challenge for students at the Audencia Business School and the extra focus on food product traceability at Lagardère Travel Retail. As part of its efforts to meet compliance and vigilance requirements, the Group is firmly

### Gender balance and eco-responsibility

Poche and the focus on encouraging innovation, including with the ties established by Hachette Livre and Lagardère Travel Retail with start-ups. Growing public awareness of the issues involved in eco-responsibility is another important issue, addressed by actions such as Relay's participation in the

committed to ensuring that its businesses activities are governed ethically and responsibly. ←

<sup>1</sup>Corporate Social Responsibility. <sup>2</sup>The document is available in French and English on Lagardere.com and Enter, Lagardère internal Portal. <sup>3</sup>Internal network "promoting diversity and gender balance in Lagardère business lines," launched in November 2017.

3

Three days – April 5, 6 and 7 – when teams from Sidaction partners Europe 1 and Virgin Radio were invited to wear red ribbons during their broadcasts (hosts, journalists, regular contributors and guests).



CSR Renewed partnership between Lagardère and NQT

## New momentum

In February, Arnaud Nourry, chairman and CEO of Hachette Livre, signed an agreement with the organization NQT (Nos quartiers ont des talents) with a view to getting volunteer managers involved in guiding young graduates and organizing a forum on publishing professions as well as recruitment drives for young people looking for employment or work-study contracts. NQT's mission is "to help young graduates, aged under thirty and from modest backgrounds or priority areas, to transition to working life thanks to a mentoring system." The initiative provided over 6,000 young people with support in 2018. Lagardère has been closely involved with the

organization since its creation in 2006 with a partnership that has given NQT the benefit of the Group's professional experience and network of employees. The partnership represents an important issue for Arnaud Nourry, who will now be representing the Lagardère group on NQT's Board of Directors: "Equal opportunities need to become a concrete reality throughout our country, and the publishing world needs to send a strong message to these young graduates." If you would like to mentor a young graduate and contribute to the new momentum driving this initiative, get in touch with your Human Resources department.



## Living together

Publication by Lattès of *Toutes ces idées qui nous gâchent la vie* by Sylvie Brunel. After spending seventeen years working in the humanitarian sector, the author – a geographer, writer and professor at Sorbonne University – has written this "positive" book explaining how we should not live in fear, of the present or the future. "We have all the solutions we need to live together in peace on a planet that humanity knows how to make even more beautiful and sustainable."



Arnaud Nourry and Yazid Chir, president and cofounder of NQT

# A profession: risk management and internal control

Risk management involves identifying and assessing a company's main risks – operational, regulatory, relating to business activities, affecting employees or third parties, and so on – then ensuring that measures are in place to tackle them with the managers concerned. Internal control is a complementary activity that consists primarily of monitoring that the measures for dealing with risks are properly applied.

# 42%

The percentage of women in Group's executive management as at 31 December 2018.

Sources: Reference Document, 2018 fiscal year.



## Tell us about your educational background and career so far?

I graduated from ESCP Europe in 1997 then spent 15 years working in the banking sector in France and Europe. In 2011, I joined the Group's General Management as Head of Internal Control and in 2015 I was appointed Head of Risk Management and Internal Control before taking up my current position.

## What are your responsibilities?

They are cross-functional – I work with the Group's Corporate departments and a network of correspondents in the different Lagardère operational entities – and cover three components.

The first consists of drawing up a consolidated overview of the risks the Group may be exposed to and the level of risk control. The second concerns internal control which aims to list the mechanisms used to ensure the reliability of financial information, compliance with regulations, protection of our assets – such as business sustainability, defending the Group's image, combating fraud and cybercriminality – and adherence to management's instructions in all spheres where we operate. My role is to use all this information to identify any areas where the Group is fragile and monitor their management. The third component tackles personal data protection: I work with my network of correspondents on implementing methods and tools to ensure that people's private lives are protected.

## What are you currently working on?

Going even further! For example, by continuing to work on the Group's compliance with personal data regulations. But also by helping Lagardère News with its efforts to structure its risk management, internal control and personal data protection system. And those are just two examples.

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

My profession: exploratory; the Lagardère group: effervescent.

## Any final words?

Nothing ventured, nothing gained!

## Tell us about your educational background and career so far?

After graduating from EM Lyon Business School, I worked as a consultant for Protiviti, a risk management and internal audit firm, beginning in 2006. Then in 2008 I joined the AstraZeneca pharmaceutical group as an internal auditor before taking up my current position.

## What are your responsibilities?

As part of the General Secretariat at Hachette Livre and working with multiple departments, I have five main responsibilities. Firstly, I'm responsible for maintaining a strong, sustainable internal control environment for the entire division. Each year I organize a self-assessment campaign, using a questionnaire that each company is required to complete about its operational and financial processes, and then I compile and analyze the results so I can report back to the various chief financial officers at Hachette Livre. I also follow up the action plans that come out. Secondly, I'm responsible for drawing and updating the risk map and writing an annual report. Thirdly, I give help to design procedures – for instance purchasing, sales, cash flow etc. – and implement uniform operational and financial processes. Fourthly, I perform internal audits on our operational and financial processes. And fifthly, as the "fraud contact," I'm in charge of our annual anti-fraud programme: watch, internal training, anti-fraud assignments as well as forensic.

## What are you currently working on?

I'm working on the "validation of target processes" as part of the planned deployment of a new Finance information system for France, which was launched last November. Specifically, I have to ensure that the software will comply with our internal control rules. It needs to be in place by 2021. That's a large-scale project!

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

My profession: stimulating. The Lagardère group: the diversity of its business lines.

## Any final words?

"Stay optimistic, whatever the circumstances are!"



Nadia Lubrano and Frédéric Pierucci

Lagardère

Feedback on the workshop organized by the Group Compliance

## Fighting against corruption

On Friday February 22, 2019 the Group Compliance organized a workshop-conference on the fight against corruption. Nadia Lubrano, Group's Compliance officer, introduced the workshop with a reminder that the current market context is marked by "a merciless economic war and tightening regulations, the fight against corruption is a key concern for all businesses, now more than ever. Extraterritoriality rules mean that they are responsible for their acts before foreign courts. This increases the risks of businesses, and the people who run them and who work for them, being penalized and suffering from a damaged

reputation." The participants, who attended this workshop, also listened to the testimony of Frédéric Pierucci – a former Alstom executive and co-author of the

book *Le Piège américain* published by JC Lattès – who recounted "his experience of American justice and the way it uses corruption as an instrument of economic warfare." Furthermore, the Lagardère group has adopted a policy of zero tolerance for all forms of corruption, applicable to all its activities throughout the world. Compliance programs and

procedures – accessible on Enter, Lagardère internal Portal – have been set up to help each and every one of us put this principle into practice on a daily basis.

### We're all concerned on a daily basis

In conclusion, let's not forget that **the programs the Compliance Group rolls out are part of the Lagardère group's ethical commitments.** They provide us with risk management tools as well as a competitive advantage in a context where stakeholders, civil society and regulators are holding us to increasingly high standards. ←

Lagardère

Full-year 2018 results

## Rise in Group recurring EBIT<sup>1</sup>: up 2.1%<sup>2</sup> to €401 million

Free cash flow generation up sharply, at €471 million

Proposed ordinary dividend stable at €1.30 per share

Roll-out of the strategic refocusing continues apace

2019 Group recurring EBIT growth target<sup>1</sup> based on the target scope<sup>3</sup>  
of between 4% and 6%<sup>4</sup>

<sup>1</sup>Alternative performance measures. <sup>2</sup>At constant exchange rates, restated for IFRS 15, excluding the impact of disposals at Lagardère Active and of the acquisition of Hojeij Branded Foods (HBF) by Lagardère Travel Retail. <sup>3</sup>Lagardère Publishing and Lagardère Travel Retail (core businesses), as well as Other Activities including Lagardère News (*Paris Match*, *Le Journal du Dimanche*, Europe 1, Virgin Radio, RFM and the Elle licence), the Entertainment businesses, the Group Corporate function, and the Lagardère Active Corporate function whose costs will be wound down by 2020. <sup>4</sup>Restated for the impact of IFRS 16 on concession contracts at Lagardère Travel Retail, at constant exchange rates and excluding Lagardère Travel Retail's acquisition of HBF.

TRAVEL RETAIL



© Thierry Lewenberg-Shurm/Lagardère Travel Retail

### A question for...

**Mélanie Guillo,**

Executive vice president Foodservice - Global,  
Lagardère Travel Retail

Could you give us an overview of the Foodservice business?

The division, which operates in all three Travel Retail segments – Travel Essentials, Duty Free & Fashion and Foodservice – is growing substantially in the Foodservice segment, our newest venture.

With turnover of €700 million in 2018, an amount that has more than doubled in four years, the Foodservice business is currently active in 20 countries with over 900 sales outlets in more than 150 stations and 90 airports! There are three types of stores: those we own outright (So! Coffee, Trib's, etc.), partner brands (Pret A Manger, Costa etc.) and tailor-made concepts (The Daily DXB at Dubai Airport and Teppan at Roissy-Charles-de-Gaulle Airport, see Enter 148).

The business took on a new dimension in late 2018 when we acquired Hojeij Branded Foods (see Enter 149). Its 150 sales outlets – including nearly 50 Vino Volo wine bars, which we hope to expand internationally – are now part of Paradies Lagardère's Dining Division, boosting our market share in the United States and, crucially, giving us access to key expertise we will be able to share. In February, we also took over 28 Smullers sales outlets, set to be modernized shortly, in 27 train stations in the Netherlands.

Our fundamental principles remain unchanged: providing the most appropriate store format for each location and delivering the best possible service to our customers so we can enhance their experience and satisfaction.