

BRIGITTE TAITTINGER-JOUYET

I was born in Champagne where I lived for 20 years. My father Claude Taittinger ran the champagne branch of the Taittinger Group. After completing a master's degree in History and the Institut des Sciences Politiques de Paris, I was fortunate to have a rich and diversified professional background in several sectors:

- luxury, hospitality, education, support for social science research,
- high competence in environmental social responsibility and ethics.

I have acquired a solid experience as an SME manager (development of brands in France and abroad but also of company valuations on behalf of a French group, an American fund and then a Korean family group) and a good knowledge of corporate governance through the role of director which I have been endorsing for 30 years in various groups (listed or not listed), financial institutions, foundations but also public institutions in the field of culture. I have been living in London for the last 2 years at the heart of the bilateral French-English rapprochement during this pre-Brexit period.

Having always paid particular attention to family groups, I want to help ensure that the Lagardère Group's current and future activities remain competitive, excellent and reflect what the Group should be. Above all, it is necessary to build a long-term development strategy based on know-how and convictions. For many companies, it is the sale or acquisition of assets without a strategic vision that has brought them down.

Travel retail is going through a turbulent period, but it will remain unavoidable in a context of unavoidable globalisation. The main challenge is to adapt it in terms of offerings, according to new consumer behaviour, and by relying on new technologies. Its potential remains intact.

My interest in books, publishing and communication is the result of my family's culture. My family has invested in printing companies, bookshops, created and bought magazines. We need to give more support and resources to this fundamental contribution for the production and dissemination of knowledge and entertainment. It will be essential to rework a business model with a view to strengthen growth and, of course, taking account new media. We'll have to relearn how to be a forerunner, how to anticipate, how to find new talent: these are the fundamentals on which any company must rely today for sustainable growth.

To take up the challenge of this formidable endeavour, I wish to put at the service of the group:

- my knowledge of the Lagardère Group's businesses through my professional background.
- my operational experience in the operation and development of brands and companies in France and abroad
- and finally, my good knowledge of the way boards of directors work, the role of directors and governance, in a context of ethics and transparency.

I intend to put all my energy into my ability to federate in order to move forward.