

## LAURENCE BRET STERN

My career has taken me from France to the US, the Netherlands and the UK, where I managed the marketing teams of major internet operators such as Orange, AOL Time Warner and LinkedIn.

My experience covers all facets of marketing and communications within large organisations and start-ups, marketing products and services both to the general public and to companies. My career has also coincided with technological revolutions: broadband, voice over IP, web 2.0, digital marketing, smartphones, social networks, platforms, SaaS, etc.

I am passionate about innovation but am also convinced that technology is nothing without the human element; that unicorns are born out of an inspirational vision, exemplary leadership and an inclusive culture. This is why I now support investment funds, start-ups and scale-ups with their hyper-growth strategies, by reminding them that performance is above all a state of mind and matter of emulation.

I am based in London and Chamonix - the mountains are my passion. I am married to Arnaud Bret and have 3 children, aged 23, 20 and 18.

Like many French people, the Lagardère Group has always been part of my everyday life through its media brands, publishing activities and presence at stations and airports. My motivation to join the Supervisory Board is therefore born out of a close affinity with its portfolio.

My candidacy has also been prompted by three further criteria:

- The international presence of the group and its ability to represent the culture, economic power and innovative spirit of our country: all the potential is in place to once again make Lagardère a flagship of French industry.
- The corporate social responsibility of Lagardère Publishing as market leader in education and publishing, and its ability to navigate through the radical transformation demanded by digitalisation.
- The opportunity available to Lagardère Travel Retail to refresh traditional retail models and espouse new purchasing habits, while promoting more responsible consumption.

In addition to my in-depth knowledge of marketing and commercial strategies, three areas of my expertise should be useful to the Supervisory Board:

As a tech pioneer, active investor and advisor to start-ups, I will be able to clarify the potential technological disruptions and opportunities that may affect the group's environment and shed light upon the digital innovations that may impact the functioning and performance of the organisation.

I will also offer my experience of hyper-growth and international expansion to support the strategic analysis of the group's global development plans.

Passionate about developments in the workplace (the 'Future of Work'), I am also familiar with the new management practices and leadership models behind the success of companies in Silicon Valley.

I am honoured to have been approached to collaborate with a group of experts who have demonstrated their exceptional nature through their careers and commitment. I am highly motivated by the opportunity we may be given to help the Lagardère Group acquire a strategy of genuine value creation and thereby re-establish the prestige it so richly deserves.