

STEPHAN HAIMO

Born to French parents based in New York, my origins, education and career have been marked by French culture, which I have been able to develop in an international context. I have been heavily involved as a consultant, director, entrepreneur and investor in international groups operating in the US, Europe and Asia for over 35 years now. My activities encompass multiple fields, including the media, retail, travel and sports. As a lawyer specialising in M&A and finance, and now in M&A advisory, I have been frequently asked to assist my clients' Boards of Directors, to actively participate in developing strategies and business plans, to establish relationships with management based on trust and advice, to implement decision-making processes to ensure that shareholder interests are respected and to negotiate deals and their financing. Aged 63, my legal, financial and management experience enables me to contribute on all these fronts in a wide variety of situations.

Lagardère covers a wide variety of activities via prestigious brands such as Hachette and Europe 1. These brands enjoy a global reputation and reach. They are based in France and are the drivers behind the international ambitions of French influence. In my eyes, it is important to retain and support this attachment to French culture and to provide the group with the means of developing in a context where traditional media and publishing are being disrupted by new technologies and traditional means of distribution are quickly disappearing. Travel Retail, an important division of the group, is also faced with new challenges that unquestionably require in-depth strategic analysis.

My professional career, my cultural attachment and my knowledge of the business sectors of Lagardère lay behind my decision to apply for the position on the Supervisory Board. I am convinced that I will be able to help develop solutions to the strategic and managerial challenges, to identify industrial and financial partnerships and to develop new business activities by drawing on the strengths and expertise of the group, both in France and abroad.