

2024

A large, stylized letter 'B' in a lighter shade of blue, serving as a background logo for the Bertelsmann brand.

Bertelsmann – At a Glance

BERTELSMANN

BERTELSMANN

Bertelsmann is a media, services and education company with more than 80,000 employees that operates in about 50 countries around the world. It includes the entertainment group RTL Group, the trade book publisher Penguin Random House, the music company BMG, the service provider Arvato Group, Bertelsmann Marketing Services, the Bertelsmann Education Group and Bertelsmann Investments, an international network of funds. The company generated revenues of €20.2 billion in the 2023 financial year. Bertelsmann stands for creativity and entrepreneurship. This combination promotes first-class media content and innovative service solutions that inspire customers around the world. Bertelsmann aspires to achieve climate neutrality by 2030.

RTL

Penguin
Random
House

BMG

arvato
group

Bertelsmann
Marketing
Services

Bertelsmann
Education Group

BI Bertelsmann
Investments

Dear readers,
dear friends of Bertelsmann,

In recent years a new Bertelsmann has arisen, with seven divisions based on the pillars of media content, services and education – and with a corporate culture that connects our businesses in some 50 countries around the world. With our current strategic priorities “National Media Champions”, “Global Content”, “Global Services”, “Education” and “Investment Portfolio” we wish to continue on this successful path in the coming years.

This brochure provides information about our business performance as well as our strategy and divisions. The more than 80,000 employees, acting on the foundation of the Bertelsmann Essentials ‘Creativity’ and ‘Entrepreneurship’, are the most important base for our future success. Thank you for your interest in our journey!

Yours sincerely,



Facts

BERTELSMANN

€20.2 bn Revenues
€3.1 m Operating EBITDA adjusted
€1.3 m Group Profit

80,418 Employees in 50 countries

Figures from FY 2023

Penguin
Random
House

>300 imprints and brands
on six continents

Bertelsmann
Marketing
Services

>20 million participants
use the benefits of the
DeutschlandCard

BI Bertelsmann
Investments

>1.9 billion euros invested
since 2006

arvato
group

>90 distribution centers
are operated worldwide

R T L

>50 television channels and
>30 radio stations

Penguin
Random
House

>700 million books,
e-books and audio books
sold per year

Bertelsmann
Education Group

>200,000 monthly users
of the digital ecosystem
at Afya

BI Bertelsmann
Investments

>350 investments in
innovative companies
worldwide

arvato
group

>90 million parcels
delivered a year

BMG

>80 billion music
streams per year

BMG

>3 million titles and recor-
dings are represented by
BMG

R T L

>11,000 hours of
programming p.a.
by Fremantle

Bertelsmann
Education Group

~50% of the psycho-
logists licensed in CA are
trained by Alliant

Bertelsmann
Marketing
Services

>390 million books
printed per year

The Bertelsmann Executive Board



Thomas Rabe

Member of the Executive Board of Bertelsmann since January 1, 2006.
Chairman and Chief Executive Officer of Bertelsmann and
Chief Executive Officer of RTL Group.
Born on August 6, 1965.



Carsten Coesfeld

Member of the Executive Board of Bertelsmann since January 1, 2024.
Bertelsmann Investments and Financial Solutions.
Born on April 9, 1987.



Rolf Hellermann

Member of the Executive Board of Bertelsmann since January 1, 2021.
Chief Financial Officer of Bertelsmann.
Born on October 1, 1976.



Immanuel Hermreck

Member of the Executive Board of Bertelsmann since January 1, 2015.
Chief Human Resources Officer of Bertelsmann.
Born on March 22, 1969.

The Bertelsmann Group Management Committee

The Group Management Committee advises and supports the Executive Board on important issues of corporate strategy and development and other enterprise-wide topics. It is composed of the members of the Bertelsmann Executive Board and selected executives from the Bertelsmann Group. The Group Management Committee reflects Bertelsmann's diversity and internationality, as well as its most important markets. It is led by Thomas Rabe.



Jan Altersten

Chief Executive Officer
of Riverty



Nùria Cabutí

Chief Executive Officer
of Penguin Random House
Grupo Editorial



Thomas Coesfeld

Chief Executive Officer
of BMG



Matthias Dang

Chief Commercial,
Technology and Data Officer of
RTL Deutschland



Elmar Heggen

Chief Operating Officer and
Deputy Chief Executive
Officer of RTL Group



Dirk Kemmerer

Chief Executive Officer
of Bertelsmann Marketing
Services



Kay Krafft

Chief Executive Officer of
Bertelsmann Education
Group



Annabelle Yu Long

Managing Partner of
Bertelsmann Asia
Investments



Frank Schirrmeister

Chief Executive Officer of
Arvato



Karin Schlautmann

Executive Vice President
Corporate Communications
of Bertelsmann



Nihar Malaviya

Chief Executive Officer of
Penguin Random House



Shobhna Mohn

Chief Strategy Officer of
Bertelsmann Investments



Stephan Schmitter

Chief Executive Officer of
RTL Deutschland



Nicolas de Tavernost

Chairman of the Executive
Board of Groupe M6



Jennifer Mullin

Chief Executive Officer of
Fremantle



Gail Rebuck

Group Creative Coordinator

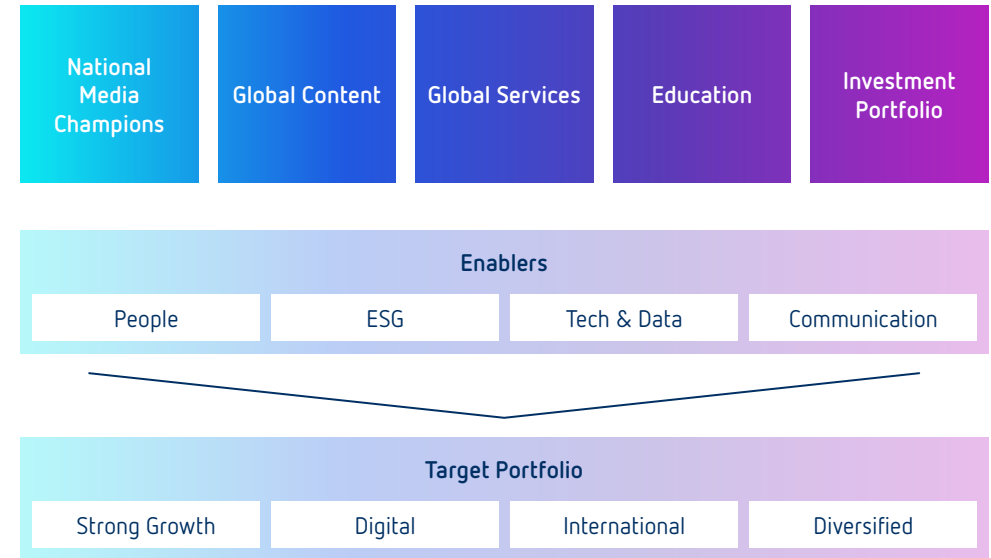
Strategy

In the coming years, Bertelsmann will continue to invest heavily in its businesses as part of the Boost strategy. From 2021 to 2026, five to seven billion euros will be spent on executing this strategy. The objective is to create sustainable organic growth by building strong units and investing in companies and lines of business that benefit from digitalization, the increasing demand for online education, and growing consumer needs. In this way, Bertelsmann is striving for a faster-growing, more digital, more international, and more diversified business portfolio.

The strategy is guided by five growth priorities: creating national media champions, expanding global content businesses, strengthening global services and education, and expanding Bertelsmann's global network of investments, increasingly in cooperation with external funds. Group-wide projects such as training and upskilling, the implementation of ESG standards, Tech & Data, and the achievement of climate neutrality will be further advanced.

Growth is to be driven in four directions, including the existing Boost strategy. The second thrust, "Next," refers to the planned development of new lines of business with long-term revenue potential of around one billion euros. The third thrust, "Breakout," is about expanding existing businesses and extending their value chains by merging with other companies. Finally, the fourth thrust is the expansion of the businesses in particularly promising regions.

Strategic Growth Priorities





RTL

AKTUELL

6.85

Billion € Revenues

1,173

Million € Operating
EBITDA adjusted

17,439

Employees
worldwide

As of 2023



RTL Group is a leading entertainment company across broadcast, streaming, content and digital, with interests in 60 television channels, seven streaming services and 36 radio stations. The Group's families of TV channels are either number one or number two in six European countries. RTL Deutschland is the Group's largest business unit and Germany's first cross-media champion, operating across TV, streaming, radio, digital and publishing. RTL Group's streaming services include RTL+ in Germany and Hungary, Videoland in the Netherlands and 6play/M6+ in France. Fremantle is one of the world's largest creators, producers and distributors of scripted and unscripted content, responsible for around 11,000 hours of programming per year, alongside an international network of teams operating in 27 countries. Bertelsmann is the majority shareholder of RTL Group, holding 75 percent of its shares.

www.rtlgroup.com



4.53

Billion € Revenues

664

Million € Operating
EBITDA adjusted

12,835

Employees
worldwide

As of 2023

Penguin Random House

Penguin Random House, the world's largest trade book publisher, is dedicated to its mission to ignite a universal passion for reading by creating books for everyone. The company employs more than 10,000 people globally. With more than 300 imprints and brands on six continents, Penguin Random House comprises adult and children's fiction, nonfiction print and digital English-, German-, Spanish- and Portuguese-language trade book publishing businesses in more than 20 countries worldwide. With over 16,000 new titles and more than 700 million print, audio and eBooks sold annually, Penguin Random House's publishing lists include more than 80 Nobel Prize laureates and hundreds of the world's most widely read and lauded authors. Penguin Random House is wholly owned by Bertelsmann.

www.penguinrandomhouse.com



905

Million € Revenues

194

Million € Operating
EBITDA adjusted

1,143

Employees
worldwide

As of 2023

BMG

BMG is an integrated music publishing and recordings business and the world's fourth-largest international music company. BMG's distinctive pitch is a relentless focus on global service to its artist and songwriter clients, combining creative insight and support with the best in technology and analytics. BMG's 20 offices across 13 core music markets represent over three million songs and recordings, including many of the most renowned and successful catalogs in popular music history. With its integrated technology platform, artist-friendly culture and commitment to help artists maximize their income, BMG aims to be the best company in music to do business with. BMG is wholly owned by Bertelsmann.

www.bmg.com



5.48

Billion € Revenues

895

Million € Operating
EBITDA adjusted

25,221

Employees
worldwide

As of 2023

arvato group

Arvato Group is an internationally active service group that develops and implements customized solutions for various business processes for customers in diverse industries in more than 20 countries. The group's solution portfolio, which ranges from supply chain solutions (Arvato) and financial services (Riverty) to IT services (Arvato Systems), is used by globally renowned companies from a wide variety of industries – from telecommunications providers and energy suppliers to banks and insurance companies, as well as e-commerce, IT and Internet providers. Arvato Group is wholly owned by Bertelsmann.

www.arvato-group.com



1.32

Billion € Revenues

—
29Million € Operating
EBITDA adjusted—
6,269Employees
worldwide

As of 2023

Bertelsmann Marketing Services

The **Bertelsmann Marketing Services** division is a cross-channel full-service provider for the advertising industry in which all of Bertelsmann's direct marketing and print activities are bundled. Bertelsmann Marketing Services comprises four units: first, the German offset printers Mohn Media, GGP Media and Vogel Druck; second, the Book Printing Group in the United States, which consists of several offset and digital printers specializing in the production of books; third, the Digital Marketing Unit, which includes Germany's leading content agency Territory, Campaign, DeutschlandCard and the Dialog business; and fourth, the Sonopress Group, with the storage media producer Sonopress and the printing and packaging specialist Topac. Bertelsmann Marketing Services is wholly owned by Bertelsmann.

www.bertelsmann-marketing-services.com



876

Million € Revenues

283

Million € Operating
EBITDA adjusted

10,816

Employees
worldwide

As of 2023

Bertelsmann Education Group

The **Bertelsmann Education Group** is home to leading providers of education and workforce management solutions. Focusing on the sectors of healthcare and education, the Group's companies deliver innovative ways of teaching, learning and performance optimization for students, professionals and organizations. Portfolio companies include the leading US continuing education and workforce management solution provider Relias, the professional practice-oriented Alliant International University, Brazil's leading medical education group Afya, and further venture fund investments. The Bertelsmann Education Group is wholly owned by Bertelsmann.

www.bertelsmann-education-group.com



432

Million € Revenues

—
21Million € Operating
EBITDA adjusted—
-219Million € Operating
EBIT

As of 2023

BI Bertelsmann Investments

Bertelsmann Investments (BI) comprises Bertelsmann's global venture capital activities as well as the Bertelsmann Next growth unit. The venture capital arm includes the funds Bertelsmann Asia Investments (BAI), Bertelsmann India Investments (BII) and Bertelsmann Digital Media Investments (BDMI), as well as selected fund and direct holdings in markets including Europe, the United States, Brazil, Southeast Asia, and Africa. The Bertelsmann Next unit advances the entrepreneurial development of new growth sectors and business areas, including digital health, HR Tech and mobile ad tech. To date, around €1.9 billion has been invested in about 500 innovative companies and funds through Bertelsmann Investments. Bertelsmann Investments currently holds over 350 active investments worldwide through its network of start-ups and funds.

www.bertelsmann-investments.com

The Bertelsmann Essentials

Our Origins and Shareholders

Bertelsmann was founded in 1835 by Carl Bertelsmann. It remains a privately-held company with the majority of shares donated to a not-for-profit foundation - the Bertelsmann Stiftung.

Our Sense of Purpose

To empower, to create and to inspire is the purpose of our work. This provides direction to our managers and employees and informs our relationship with customers, partners and society at large. It guides all of our work as an international media, services and education company.

Our Essentials

In a rapidly changing world, how we do things has never been more important. Our core values guide everything we do. Strong individually, it is how Creativity & Entrepreneurship work together that makes them powerful and true to our Bertelsmann culture of participation and partnership.

Creativity

Creativity is vital to us. We celebrate and nurture creativity: encouraging the critical and imaginative thinking that challenges convention and unlocks opportunity. Our minds are open and curious and we encourage and develop the passionate pursuit of fragile ideas. We know that experimentation is part of the creative process and that innovation best serves our customers and markets. Diversity is crucial. We actively seek out different viewpoints and encourage communication and collaboration.

Entrepreneurial freedom provides us with the vision and courage to take risks, the decisiveness and perseverance to get things done, and to be accountable for our actions. Because we act responsibly, we can be proud of our entrepreneurial achievements. We never lose sight of our customers. Mutual respect and trust between every colleague and partner is crucial. Collaborating makes us all stronger. We invest in our people, empower them and provide fair working conditions. We're mindful of the impact we have on society and environment, and we seek to make a positive difference.



Entrepreneurship



Reinhard and Liz Mohn

History

To perpetuate its growth and success, Bertelsmann has embraced or initiated change throughout its history. Founded as a family business, the seventh generation of the Bertelsmann / Mohn family is still involved in the company. At every stage in its history, Bertelsmann has successfully managed technological innovation, changing user habits and market upheavals. The company once revolutionized book sales and distribution, was formative in establishing commercial television in Germany, and introduced employee profit-sharing very early on. Over decades, Bertelsmann was shaped and developed by Reinhard Mohn, who took over the Gütersloh-based company after its destruction in World War II and turned it into a successful global media company. In 2021 Bertelsmann celebrated his 100th birthday.

history.bertelsmann.com

Further Information about Bertelsmann

Website

The Bertelsmann website gives a clear, comprehensive presentation of the media group with its structures, divisions, products and services. The website is also a point of contact for anyone interested in the latest news as well as facts and figures about Bertelsmann.

www.bertelsmann.com



Website

As a global media, services and education company with more than 80,000 employees, Bertelsmann ranks among the top employers on both the national and international stage. The portal features current job openings as well as events and news related to working and pursuing a career at Bertelsmann.

www.createyourowncareer.de



Annual Report

The Annual Report provides a summary of the company's business development. In it, Bertelsmann retrospectively presents highlights from the divisions along with its consolidated financial statements. The assets and financial position of each division are also laid out. The report is available as an interactive online version.

ar2023.bertelsmann.com



Social Networks

Information about the company can be found on Instagram, Facebook, YouTube, and LinkedIn. Our Instagram channel bertelsmann_erleben shows the diversity of the Bertelsmann world by showcasing creative content. Our social cloud shows the posts of the more than 8,000 Bertelsmann channels in real-time.

socialcloud.bertelsmann.com

 Bertelsmann
 @Bertelsmann_com
 @Bertelsmann_de
 YouTube Bertelsmann
 Bertelsmann_erleben
 Bertelsmann
 Bertelsmann

Visit us on Facebook, X, YouTube, Instagram, LinkedIn and XING!



Contact

Bertelsmann SE & Co. KGaA · Corporate Communications
Carl-Bertelsmann-Straße 270 · 33311 Gütersloh · Germany
Phone: +49 (0) 52 41-80-0
info@bertelsmann.com · www.bertelsmann.com

03/2024