



**All this
and more**

Company presentation

Last updated: March 2024

Key financial figures relate to the FY 2023

BERTELSMANN

Bertelsmann SE & Co. KGaA



**All this
and more**

First-class media content, services and education offerings

Market-leading positions in the core businesses of TV, books, music, services, marketing services, education and investments

International focus

A globally operating company with more than 80,000 employees in some 50 countries

Bertelsmann at a Glance

BERTELSMANN



€20.2 Billion
Group revenues



€3,119 Million
Operating EBITDA adjusted



€1,326 Million
Group profit



80,418
Employees



Gütersloh
Headquarters



Penguin
Random
House



Media



Services



Education



Investments

The Executive Board



Thomas Rabe

Chairman and CEO of Bertelsmann
and CEO of RTL Group



Carsten Coesfeld

Member of the Executive Board of
Bertelsmann
Bertelsmann Investments and Financial
Solutions



Rolf Hellermann

CFO of Bertelsmann



Immanuel Hermreck

Chief Human Resources Officer
of Bertelsmann

The Group Management Committee (GMC)

The GMC is composed of the members of the Bertelsmann Executive Board and selected executives from the Bertelsmann Group.



Jan Altersten
CEO of Riverty



Nùria Cabutí
CEO of Penguin Random
House Grupo Editorial



Thomas Coesfeld
CEO of BMG



Matthias Dang
Chief Commercial,
Technology and Data Officer
of RTL Deutschland



Elmar Heggen
COO and Deputy CEO of
RTL Group



Dirk Kemmerer
CEO of Bertelsmann
Marketing Services



Kay Krafft
CEO of Bertelsmann
Education Group



Annabelle Yu Long
Managing Partner of
Bertelsmann Asia
Investments



Nihar Malaviya
CEO of Penguin Random
House



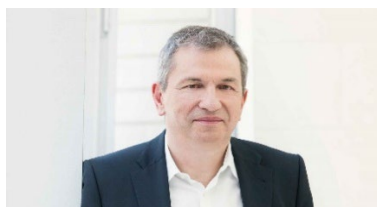
Shobhna Mohn
Chief Strategy Officer of
Bertelsmann Investments



Jennifer Mullin
CEO of Fremantle



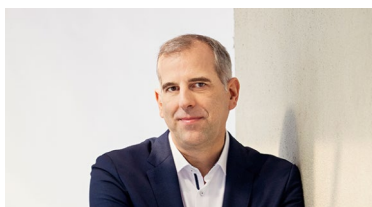
Gail Rebuck
Group Creative Coordinator



Frank Schirrmeister
CEO of Arvato



Karin Schlautmann
Executive Vice President
Corporate Communications
of Bertelsmann



Stephan Schmitter
CEO of RTL Deutschland



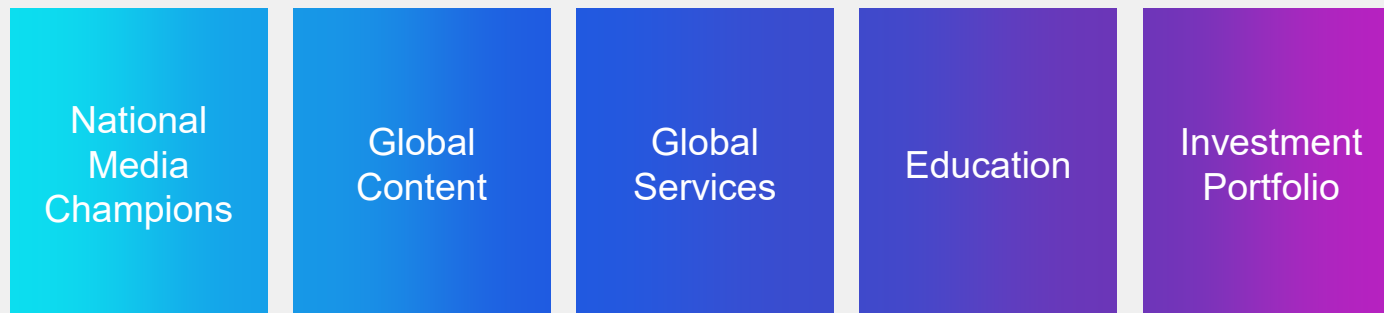
Nicolas de Tavernost
Chairman of the Executive
Board of Groupe M6

Group Strategy

Growth Along Five Strategic Priorities



Strategic growth priorities



Enablers



Target portfolio



Strong growth



Digital



International



Diversified

Extended Group strategy – Growth with four key directions

BOOST

Accelerate organic and acquisitive
growth of existing businesses

€5-7bn
investments
2021-2026

National media
champions

Global
content

Global
services

Education

Investments

Regional BOOST

In addition to the US, review **expansion**
of select businesses in **Brazil, India** and
Mexico

Focus:
**Services,
education**

Next

Develop new businesses with
€1bn revenue in the long term

Focus:
**Digital
Health**

Breakout

Merge existing businesses
with other companies:

- **Accelerated growth**
- Expansion of **value chain**
- Value creation through **synergies**

Focus:
Education

RTL Group

A Leader Across Broadcast, Content and Digital



€6,854 Million
Revenues



€1,173 Million
Operating EBITDA adj.



17,439
Employees



Luxembourg/ Cologne
Headquarters

Broadcast

- 60 TV channels and 36 radio stations
- RTL and Vox in Germany
 - M6 in France
 - Antena 3 in Spain
 - RTL channels in the Netherlands, Luxembourg and Hungary

Content

- Fremantle is one of the world's largest creators, producers and distributors of scripted and unscripted content
- International network of teams operating in 27 countries
 - Responsible for more than 11,000 hours of programming each year
 - 600 new shows created every year

Digital

- 7 streaming services
- Bedrock: streaming-tech company
- Smartclip: leading advertising technology platform in Europe
- We Are Era: talent agency and digital studio
- 300 billion social views from Fremantle

RTL Group

A Leader Across Broadcast, Content and Digital



Our brands



Fremantle



videoland.
BY RTL

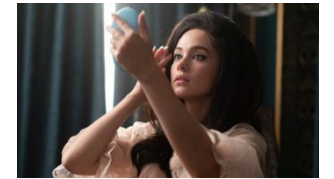


we are **era**



GEO

Our content



Penguin Random House

The World's Leading Trade Book Publisher

Penguin
Random
House



€4,532 Million

Revenues



€664 Million

Operating EBITDA adj.



12,835

Employees



New York

Headquarters

-
- More than 300 editorially independent imprints across six continents
 - More than 16,000 new books published worldwide per year
 - Sells more than 700 million copies in print, audio and digital formats annually
 - Numerous titles on the bestseller lists of “New York Times” in the USA, “Sunday Times” in UK and “Spiegel” in Germany
 - More than 80 Nobel Prize laureates

Penguin Random House

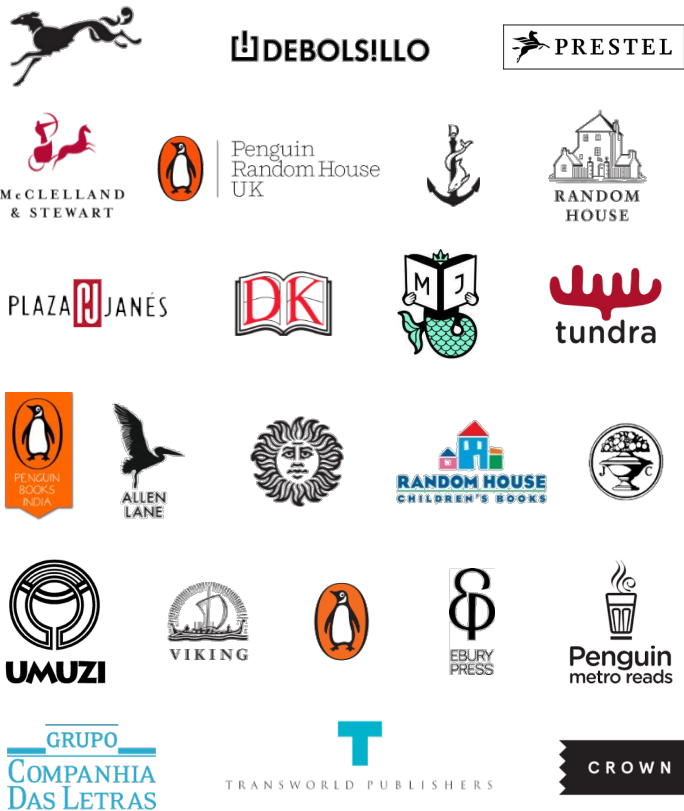
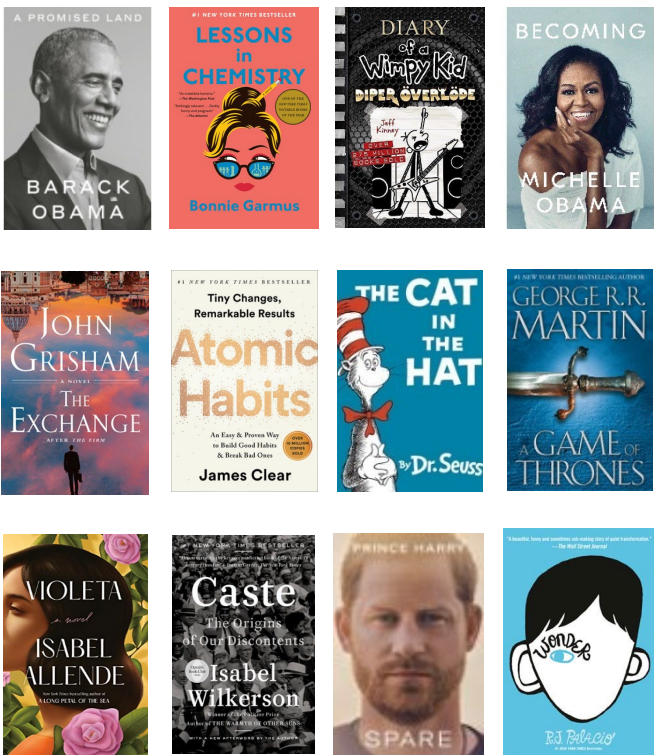
The World's Leading Trade Book Publisher



Authors

Bestsellers

Publishers



BMG

The World's Only Globally Integrated Music Publisher and Record Label

BMG



€905 Million
Umsatz



€194 Million
Operating EBITDA adj.



1.143
Employees



Berlin
Headquarters

Facts

- Uniquely combines music publishing and recordings under one roof
- Fully integrated technology platform
- Direct global relationships with all key streaming partners
- 20 branches in 13 core markets
- Service, fairness, and transparency
- More than 3 million titles and recordings
- 80 billion music streams per year

Artists & Songwriters

- Recordings from artists including Backstreet Boys, Black Sabbath, CRO, Iron Maiden, Kylie Minogue, Jelly Roll, Jennifer Lopez, Logic, Louis Tomlinson, Marteria, Mötley Crüe, Nena, Nickelback, Rick Astley, Rita Ora, SNAP!, The Kinks and 5SOS
- Songs from writers including Bebe Rexha, Blondie, Diane Warren, George Ezra, George Harrison, JUICE WRLD, Keith Richards, Lewis Capaldi, Mick Jagger, Mura Masa, Pitbull and Ringo Starr

Services

- Music Publishing
- Recordings
- Production Music
- Synch
- Neighboring Rights

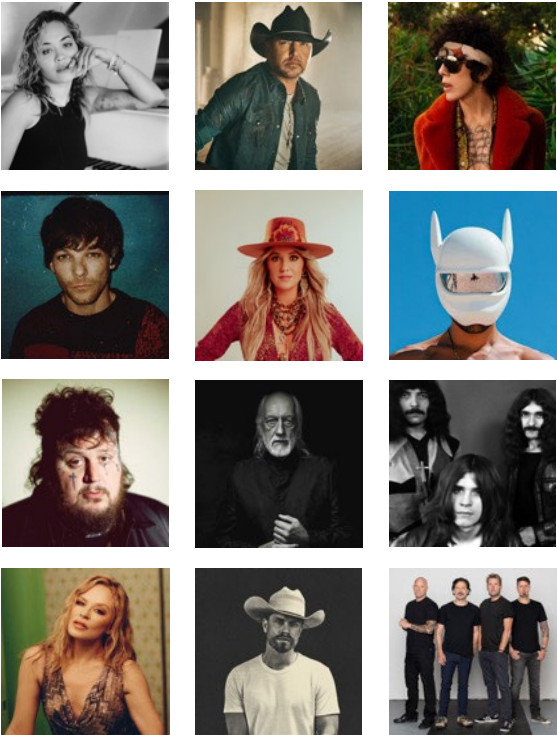


BMG

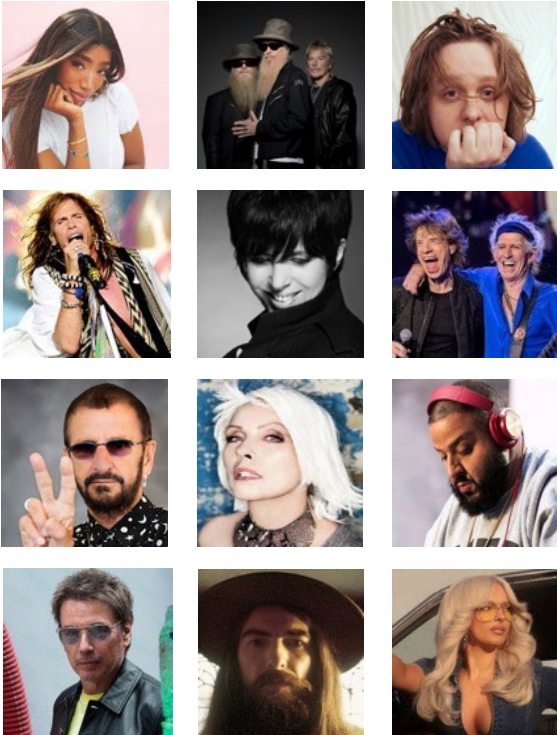
The World's Only Globally Integrated Music Publisher and Record Label



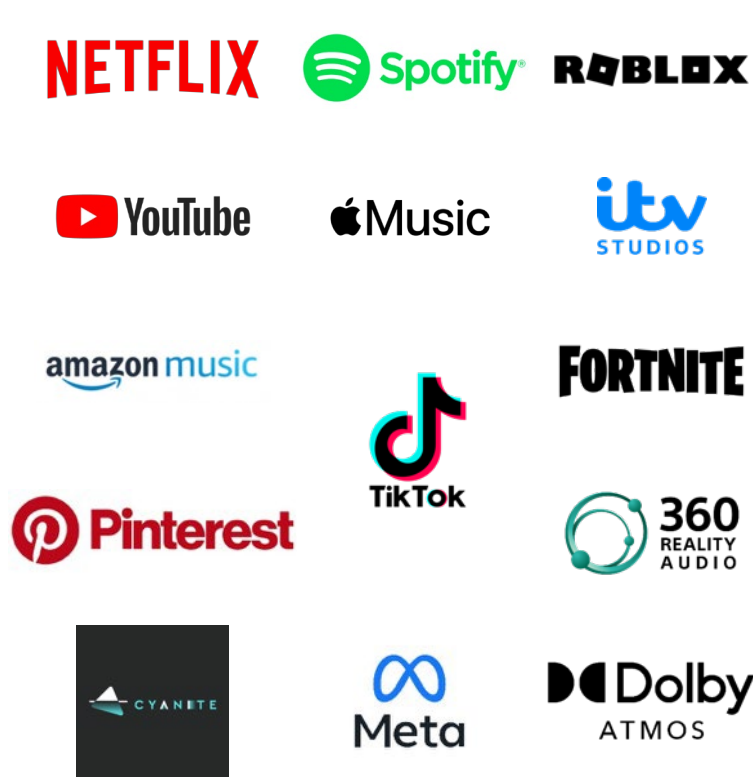
Recordings



Songs



Partners



Arvato Group

A Leading International Service Provider



€5,476 Million
Revenues



€895 Million
Operating EBITDA adj.



25,221
Employees



Gütersloh
Headquarters

-
- Service portfolio: Supply Chain Solutions, Financial Services and IT Services
 - Developed more than 70 online shops for numerous international fashion brands
 - IT partner of top technology providers such as Amazon, Google, Microsoft and SAP
 - More than 90 distribution centers are operated by Arvato worldwide
 - More than 50 million transactions processed within buy now pay later solution

Bertelsmann Marketing Services

Cross-Channel Service Provider for the Advertising Industry



€1,317 Million
Revenues



€29 Million
Operating EBITDA adj.



6,269
Employees



Gütersloh
Headquarters

-
- Provider of data-driven multi-channel marketing solutions, integrated campaign management services, and comprehensive agency and content services
 - Full-level production of books, magazines, catalogs, brochures and calendars
 - Offset and digital printing plants in Germany and the USA
 - Targeting: approximately 68 million consumers can be reached in Germany through various channels
 - Multi-partner program: more than 20 million participants regularly use the benefits of the DeutschlandCard
 - Printing: more than 390 million books are printed each year in the Group's book printing plants

Bertelsmann Education Group

Innovative Digital Learning Offers with Global Potential



€876 Million
Revenues



€283 Million
Operating EBITDA adj.



10,816
Employees

- Focus on the healthcare education sector as a global growth market with a high overlap with Bertelsmann competencies (content and service expertise)
- Bertelsmann Education Group offers education and training in healthcare, human sciences and teaching
- 12,000 healthcare organizations are Relias customers // 4.5 million caregivers use the Relias platform
- 21,000 medicine students enrolled at Afya
- More than 50 percent of all psychologists in California are trained by Alliant
- The Group comprises of:



U.S. market leader in online education and training for healthcare professionals



Leading medical education group in Brazil, integrating education and digital solutions across the medical career



Leading university, offering programs focused on professional licensure in healthcare, psychology and teaching

Bertelsmann Investments

A Global Network of Funds Focused on Innovation and Expansion



€432 Million
Revenues



€21 Million
Operating EBITDA adj.



€-219 Million
Operating EBIT



>350
active Portfolio holdings

- Three internationally active funds with investments in up-and-coming start-ups from the digital sector
- Regional expansion through fund investments in Europe, Africa, and Southeast Asia
- Focus on Digital Health, HR tech and Mobile Ad Tech investments as part of the “Bertelsmann Next” initiative
- Over €1.9 billion invested in some 500 innovative companies and funds through “Next” funds and activities since 2006
- Currently around 70 investments in AI-focused companies

BAI Bertelsmann
Asia
Investments

Concentrates on investments in global companies with origins in China

BII Bertelsmann
India
Investments

Established Series B/C investor in India with investments, e.g., in the start-ups Lets Transport, Rupeek und Nat Habit

BDMI Bertelsmann
Digital Media
Investments

Active since 2006 with numerous holdings in the U.S. and Europe, including the online marketplace for debt capital, Percent

Bertelsmann Next

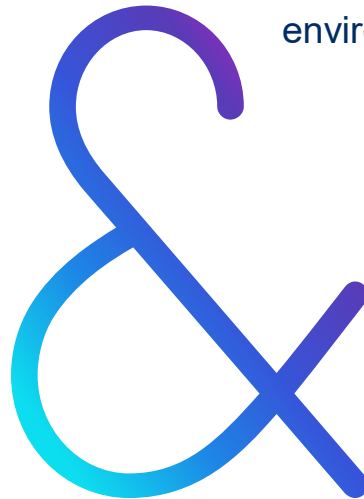
Drives entrepreneurial development of new growth industries and business areas, including Digital Health with, a focus on the U.S.

The Bertelsmann Essentials

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.

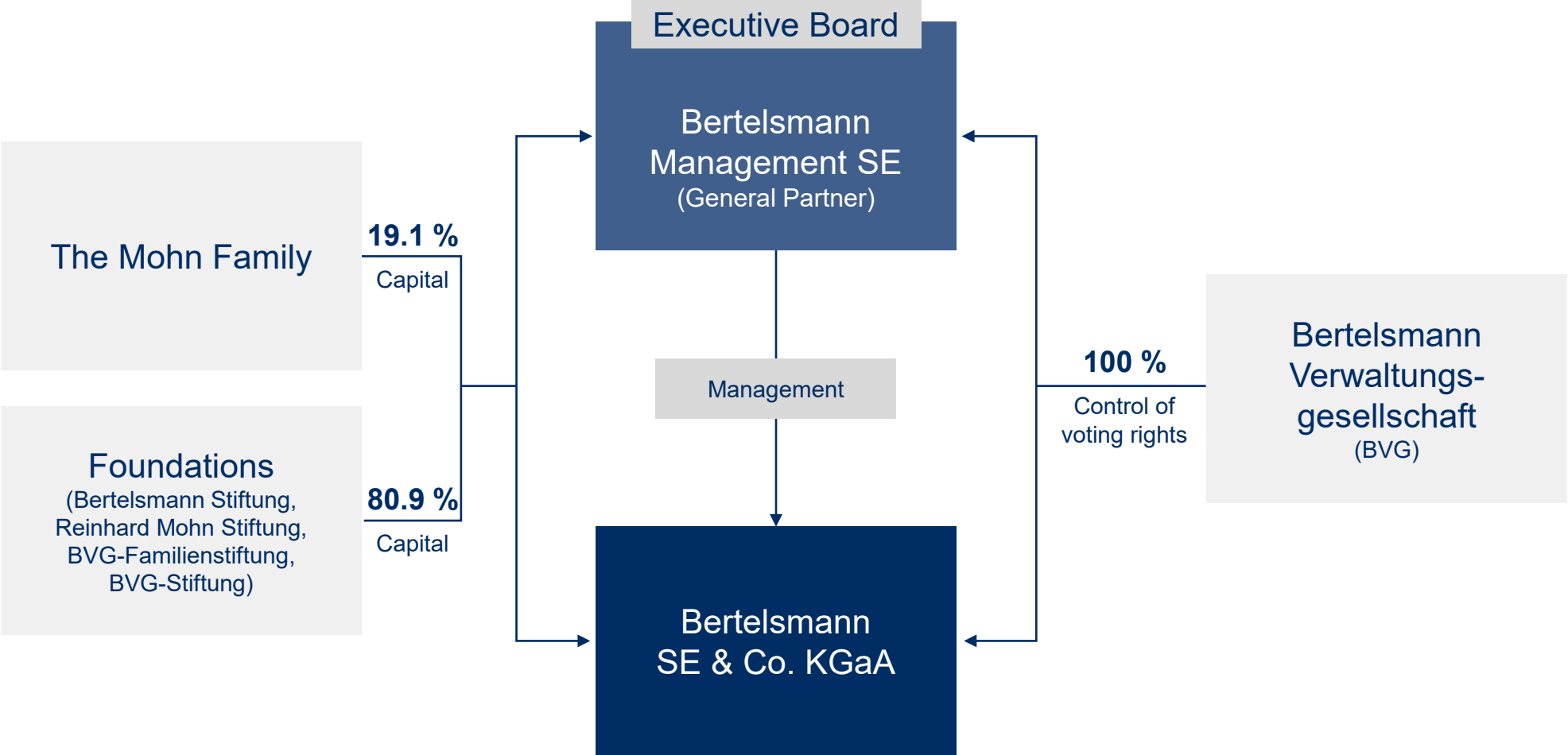
Entrepreneurial freedom provides us with the vision and courage to take risks, the decisiveness and perseverance to get things done, and to be accountable for our actions. Because we act responsibly, we can be proud of our entrepreneurial achievements. We never lose sight of our customers. Mutual respect 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



Shareholder Structure



Culture@Bertelsmann



Bertelsmann engages in a variety of cultural initiatives both in Germany and internationally. The Group's "Culture@Bertelsmann" activities comprise exhibitions, literary formats, and concerts, as well as a commitment to preserving Europe's cultural heritage. The efforts have a strong connection with Bertelsmann's tradition and creative products. Many events are simultaneously made available to a wide audience as livestreams.

UFA FILMNÄCHTE

- Silent film festival hosted by Bertelsmann and UFA
- Inspires thousands of film fans in Berlin every summer
- Has also taken place in Paris, Brussels and Madrid
- Bertelsmann sponsors the restoration of important silent films by the Murnau Foundation

Das Blaue Sofa

BERTELSMANN

- Germany's most successful literary format
- About 3,100 discussions with authors to date
- The Blue Sofa is on site wherever people talk about literature and culture
- Under sole responsibility since 2023 and with a new concept: more international, digital and connected

ARCHIVIO STORICO
RICORDI | PART OF
BERTELSMANN

- Bertelsmann restores and digitizes artefacts from 200 years of Italian opera history
- The archive is considered one of the most important music collections in the world
- Archivio for all: int. exhibitions, performance of rare operas, archive holdings freely accessible online

Vinyl Collection

- The online collection documents more than 16,000 records, from Udo Jürgens to Glenn Miller: an informative, entertaining, and colorful trove of information
- A total of 40,000 original vinyl records from the extensive record program of Bertelsmann's erstwhile music clubs, from the years 1956 to 1992



Financial year 2023 – Revenue on prior year's record level, operating result on prior year despite sale of Majorel; Group profit increased by 26%

Business development

Revenue of €20.2bn despite sale of Majorel

Operating **EBITDA** adjusted of **€3.1bn**

Group profit of €1.3bn

Strategy implementation

Progress along **growth priorities**

National
media
champions

Global
content

Global
services

Education

Investments

Boost investments of €1.4bn in 2023

Strategic rebound



R T L NL

Penguin
Random
House

 **majorel**

Group key figures – Revenue of €20.2bn; op. EBITDA adjusted of €3.1bn; Group profit increased by €0.3bn

Revenue in € bn

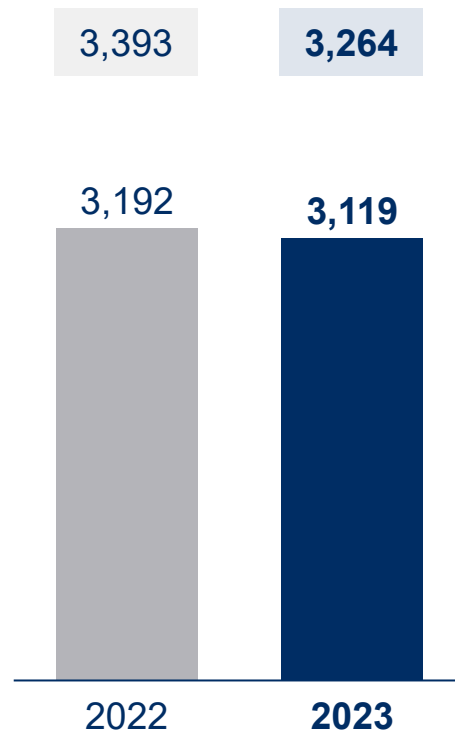
Reported -0.4%

Organic +0.8%

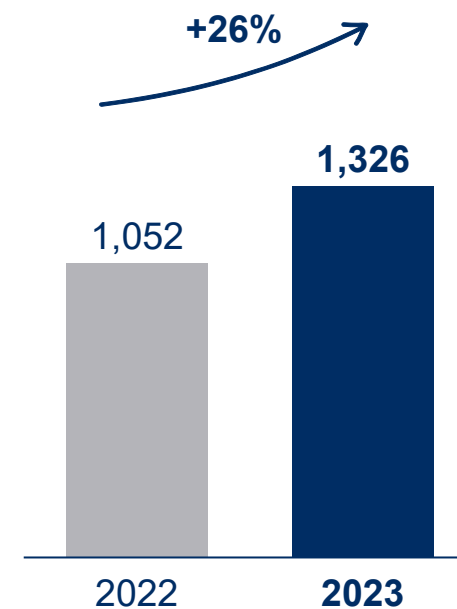


Operating EBITDA adjusted in € m

Before streaming¹⁾



Group profit in € m



1) Streaming RTL Group (RTL+ DE, RTL+ HU, Bedrock and Salto as well as first-time inclusion of M6+ in 2023)