



Bertelsmann Is All This and More

Company Presentation

Last updated: March 2025

Key financial figures relate to the FY 2024

BERTELSMANN



First-class media content, services and education offerings

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

International focus

A globally operating company with about 75,000 employees in some 50 countries

Bertelsmann at a Glance

BERTELSMANN



€19.0 billion
Group revenues



€3,111 million
Operating EBITDA adjusted



€1,036 million
Group profit



74,607
Employees



Gütersloh
Headquarters



Penguin
Random
House



BMG

arvato
group

Bertelsmann
**Marketing
Services**

Bertelsmann
Education Group

BI Bertelsmann
Investments

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
CEO of Bertelsmann Investments



Thomas Coesfeld

Member of the Executive Board of Bertelsmann
CEO of BMG



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.



Andreas Barth
CEO of Rivery



Nùria Cabutí
CEO of Penguin Random
House Grupo Editorial



Elmar Heggen
COO and Deputy CEO of
RTL Group



Dirk Kemmerer
CEO of Bertelsmann
Marketing Services



Kay Krafft
CEO of Bertelsmann
Education Group



David Larramendy
CEO of Groupe M6



Annabelle Yu Long
Managing Partner of
Bertelsmann Asia Investments



Nihar Malaviya
CEO of Penguin Random
House



Steven Moran
Chief Partnership Officer and
Chief Learning Officer of
Bertelsmann



Jennifer Mullin
CEO of Fremantle



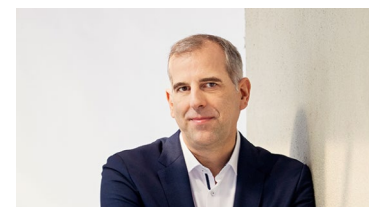
Gail Rebuck
Group Creative Coordinator



Frank Schirrmeister
CEO of Arvato



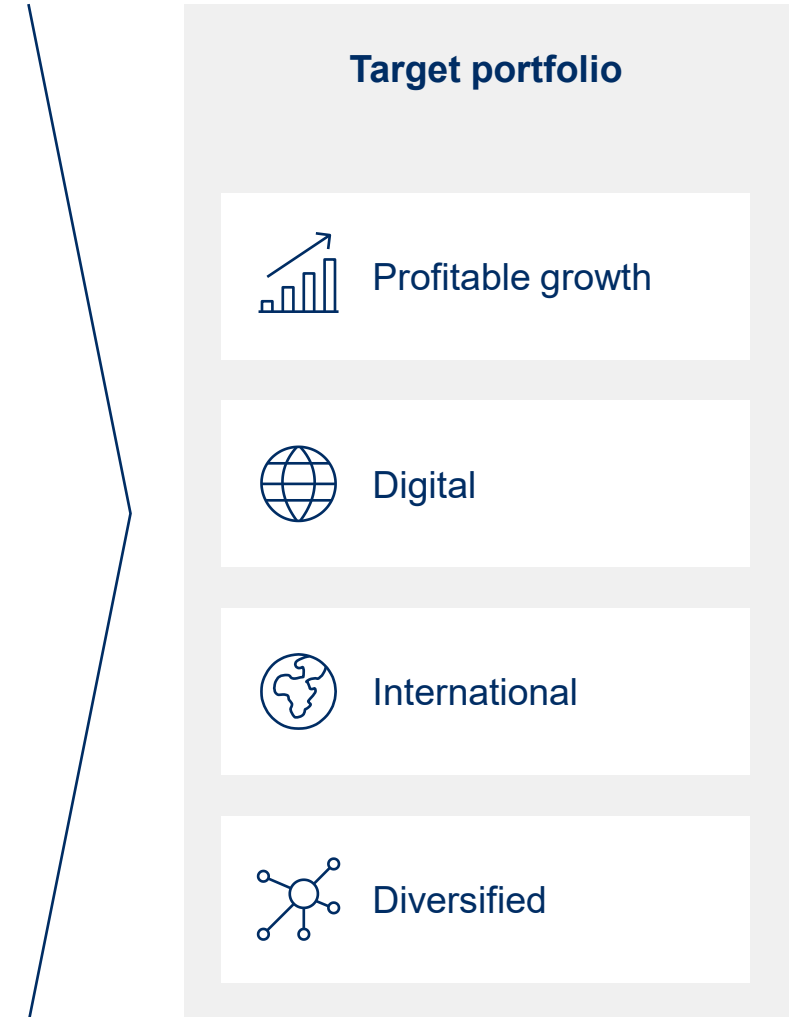
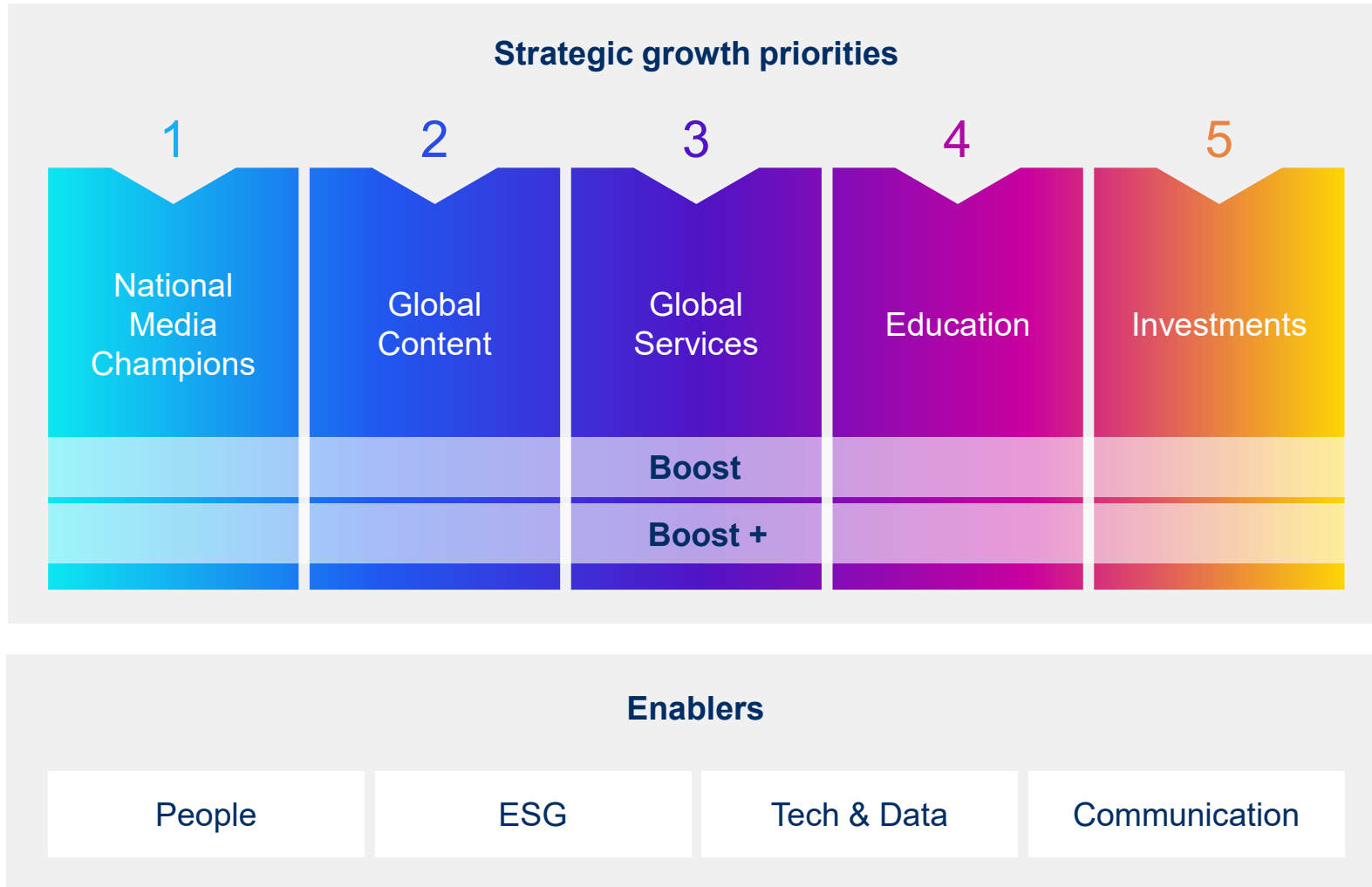
Karin Schlautmann
Executive Vice President
Corporate Communications
of Bertelsmann



Stephan Schmitter
CEO of RTL Deutschland

Group Strategy (1/2)

Growth Along Five Strategic Priorities



Group Strategy (2/2)

Boost and Boost+

€5.4bn invested since 2021

Boost

Boost

Accelerate organic and acquisitive **growth of existing businesses**

Boost+

Next

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

Regional Boost

In addition to the US, expand select businesses in **Brazil, India** and **Mexico**

Breakout

Large mergers of existing businesses with other companies

RTL Group

A Leader Across Broadcast, Content and Digital



€6,888 million
Revenues



€1,158 million
Operating EBITDA adj.



17,612
Employees



Luxembourg/Cologne
Headquarters

Broadcast

60 TV channels and 37 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

- Seven streaming services
- Bedrock: streaming-tech-company
- Smartclip: leading advertising technology platform in Europe
- We Are Era: social media company
- 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



€4,917 million
Revenues



€739 million
Operating EBITDA adj.



13,201
Employees



New York
Headquarters

-
- Approximately 350 editorially independent imprints across six continents
 - Around 14,000 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 United States, “Sunday Times” in United Kingdom and “Spiegel” in Germany
 - More than 80 Nobel Prize laureates

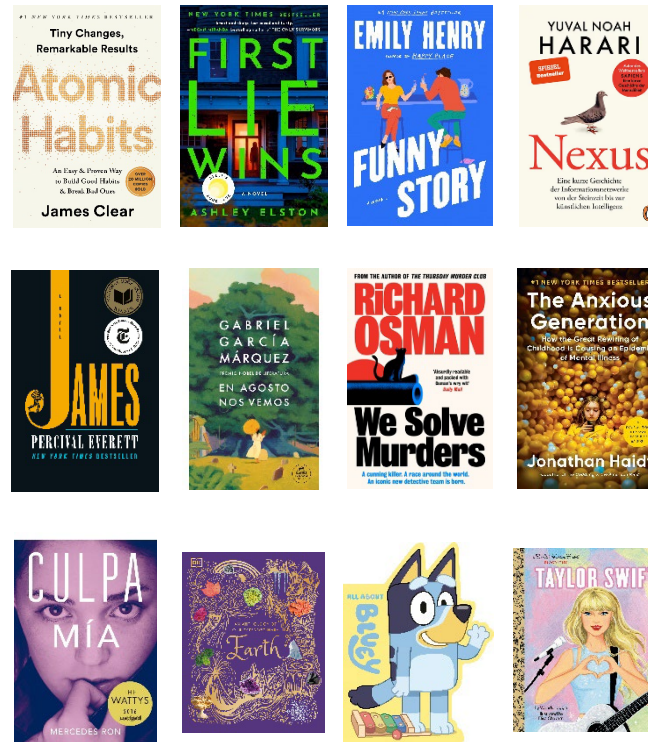
Penguin Random House The World's Leading Trade Book Publisher



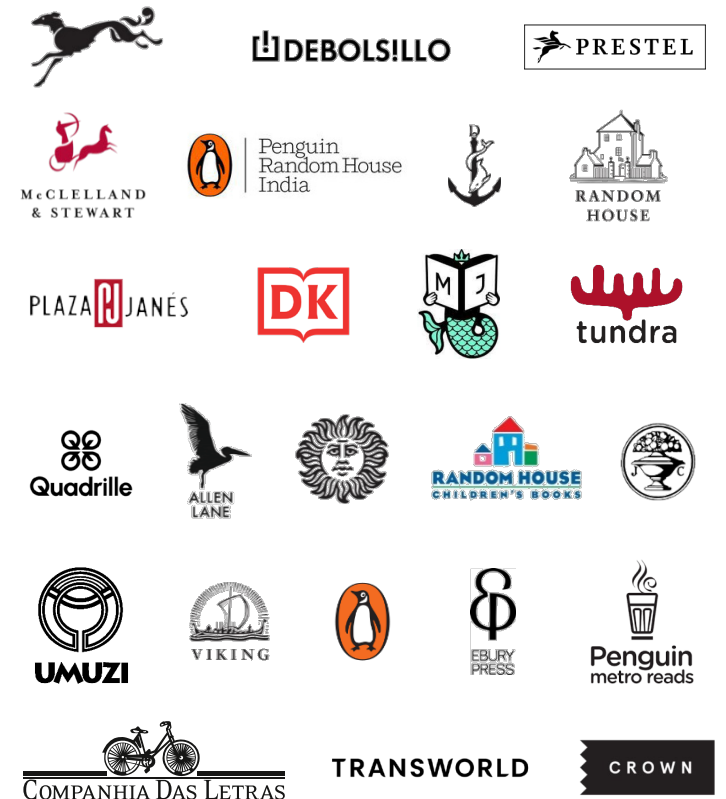
Authors



Bestsellers



Publishers



BMG

A Trusted Home For Music Creators



€963 million
Revenues



€265 million
Operating EBITDA adj.



1,020
Employees



Berlin
Headquarters

Facts

- A streamlined, agile music company focused on publishing and recorded music
- Combining human creativity with cutting-edge technology to connect music with global audiences
- Fourth-largest music company in the world
- Active in 13 core markets with 20 offices
- Representing more than 3 million songs and recordings

Artists & Songwriters

- Recordings from artists including 5SOS, Black Sabbath, Cro, Iron Maiden, Kylie Minogue, Jason Aldean, Jelly Roll, Lainey Wilson, Logic, Louis Tomlinson, LP, Mötley Crüe, Mustard, Nena, Nickelback, Rick Astley, Rita Ora, Snap!, The Kinks, and Tina Turner
- Songs from writers including Bebe Rexha, Blondie, D'Mile, Diane Warren, George Ezra, George Harrison, Jean-Michel Jarre, Kamille, Keith Richards, Kurt Cobain, Leony, Lewis Capaldi, Mick Jagger, Pitbull, Ringo Starr, Steven Tyler, Will.i.am, and ZZ Top

Services

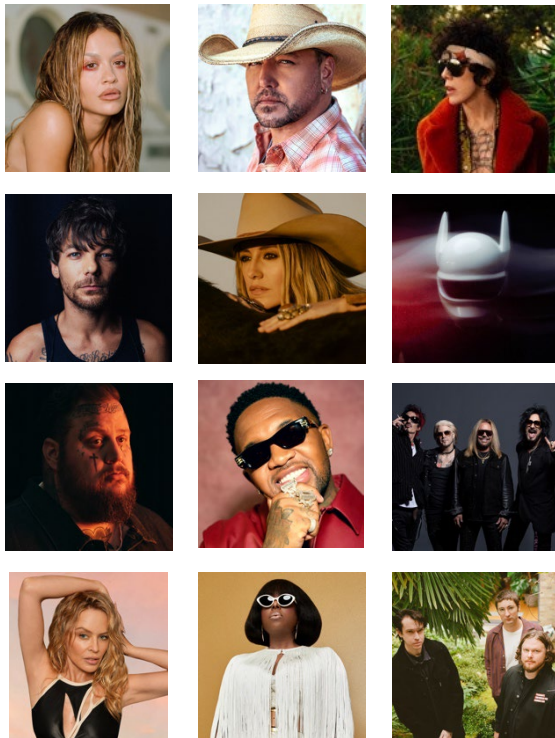
- Music Publishing
- Recorded Music
- Global Sync Services
- Neighboring Rights

BMG

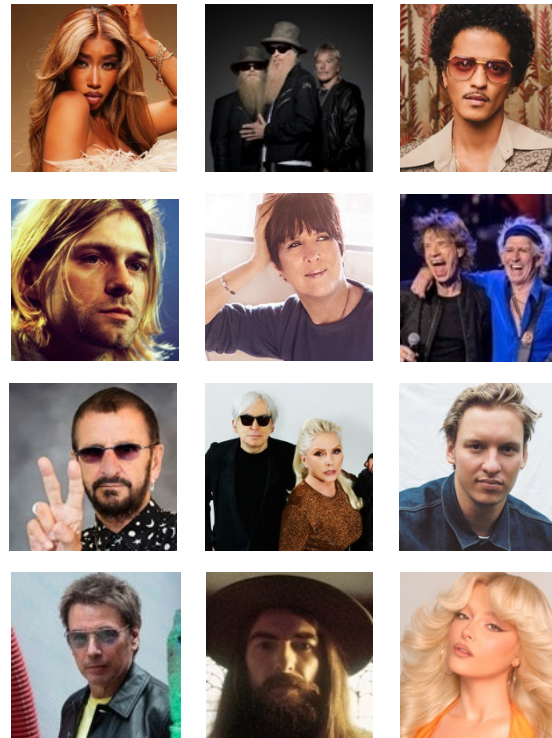
The World's Only Globally Integrated Music Publisher and Record Label



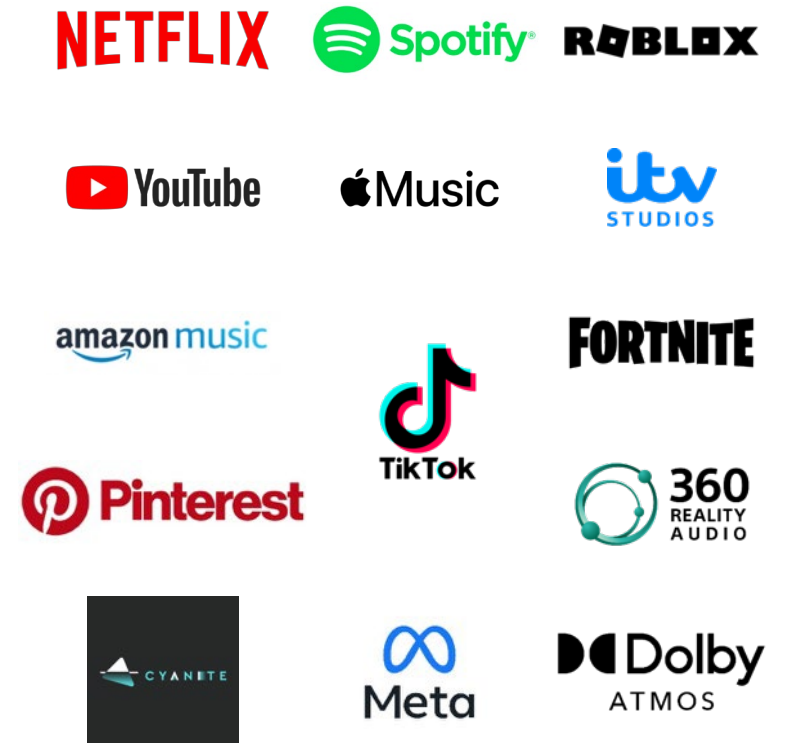
Recordings



Songs



Partners



Arvato Group

A Leading International Service Provider



€3,871 million
Revenues



€641 million
Operating EBITDA adj.



24,850
Employees



Gütersloh
Headquarters

-
- Service portfolio: Supply Chain Solutions, Financial Services and Business Process 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 100 distribution centers are operated by Arvato worldwide
 - Processing of more than 80 million financial transactions per month

Bertelsmann Marketing Services

Cross-Channel Service Provider for the Advertising Industry



€1,088 million
Revenues



€34 million
Operating EBITDA adj.



5,250
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 10 million participants regularly use the benefits of the DeutschlandCard
 - Printing: approximately 330 million books are printed each year in the Group's book printing plants

Bertelsmann Education Group

Innovative Digital Learning Offers with Global Potential



€924 million
Revenues



€347 million
Operating EBITDA adj.



10,090
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
- More than 24,000 medicine students enrolled at Afya
- More than 50 percent of all psychologists in California are trained by Alliant
- The Group comprises:

RELIA**S**

US market leader in digital continuing education, workforce management, and compliance management solutions for the healthcare sector

Afya

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

Empowering Entrepreneurs All Around the World



€563 million
Revenues



€75 million
Operating EBITDA adj.



€85 million
Operating EBIT



>370
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 HR Tech, Mobile Ad Tech and Pharma Tech investments as part of the “Bertelsmann Next” growth program
 - 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



Concentrates on investments in global companies with origins in China



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



Active since 2006 with numerous holdings in the United States and Europe

Bertelsmann **Next**

Drives the entrepreneurial development of new growth industries and business areas, including Pharma Tech

The Bertelsmann Essentials

Creativity

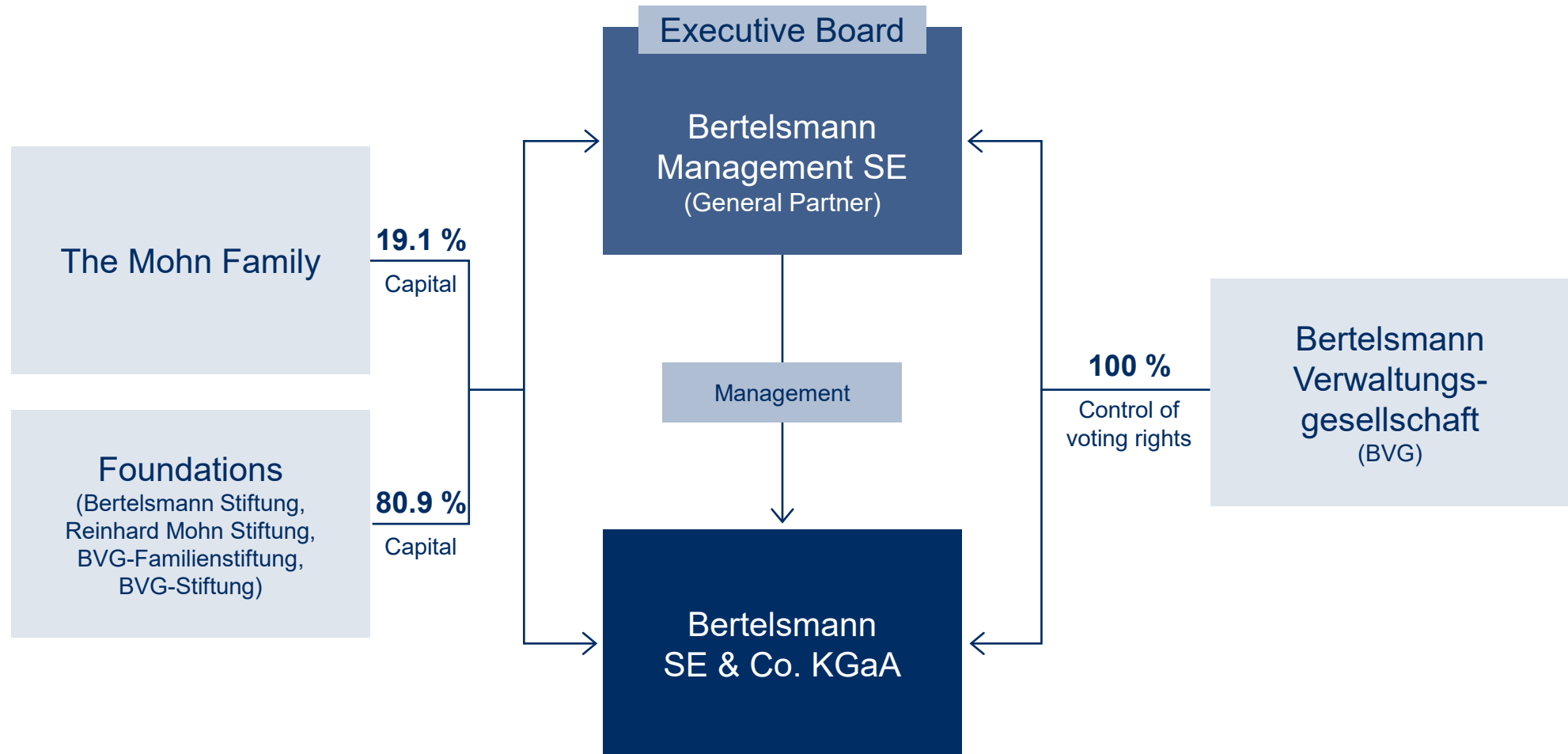
Creativity is vital to us. We celebrate and nurture creativity: encouraging the critical and imaginative thinking that challenges convention and unlocks opportunity. Our minds are open and curious and we encourage and develop the passionate pursuit of fragile ideas. We know that experimentation is part 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.

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

- One of the most successful literary formats in Germany
- 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
- The Puccini exhibition attracts more than 60,000 visitors in Berlin and Milan in 2024

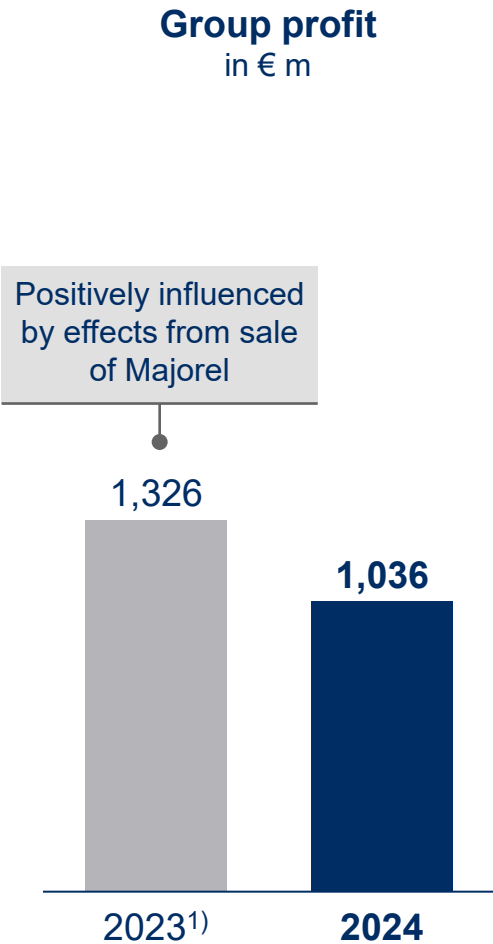
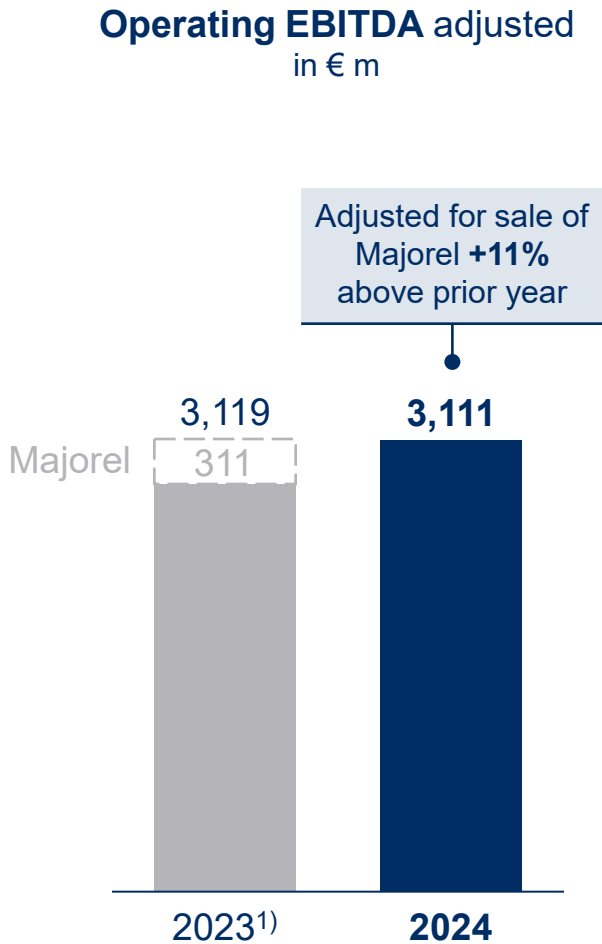
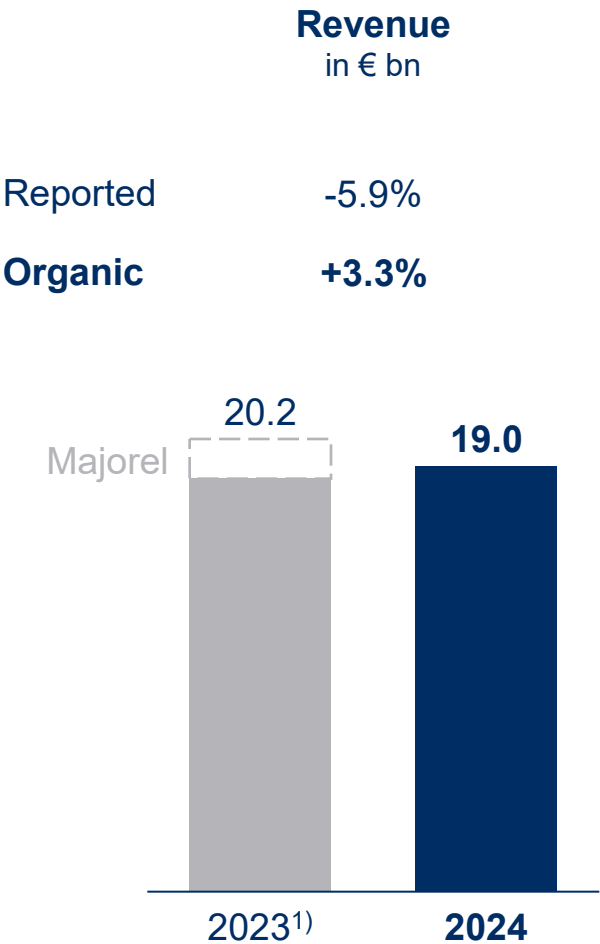
Vinyl Collection

- 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

Bertelsmann Is All This and More

BERTELSMANN

Group key figures



1) Incl. Majorel; decline of reported revenue and EBITDA in 2024 due to deconsolidation of Majorel in November 2023

Highlights financial year 2024 – Strong operating performance as well as significant strategic progress

Business development

Revenue of €19.0bn with **organic growth** at **3.3%**

Operating **EBITDA** adjusted at **prior year level** of **€3.1bn** despite missing contribution Majorel (€311m)

Group profit €>1.0bn for the 10th time in a row

Strategy implementation

Progress along **growth priorities**

National
media
champions

Global
content

Global
services

Education

Investments

Boost investments of **€1.8bn** in 2024,
€5.4bn invested since **2021**

North America with 29% at **highest** full-year
revenue share for the **first time**