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

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.

Núria Cabuti
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

Nihar Malaviya
CEO of Penguin Random House

Shobhna Mohn
Chief Strategy Officer of Bertelsmann Investments

Jennifer Mullin
CEO of Fremantle

Gail Re buck
Group Creative Coordinator

Frank Schirrmieister
CEO of Arvato

Annabelle Yu Long
Managing Partner of Bertelsmann Asia Investments

Karin Schlautmann
Executive Vice President Corporate Communications of Bertelsmann

Stephan Schmitter
CEO of RTL Deutschland
Group Strategy
Growth Along Five Strategic Priorities

Strategic growth priorities
- National Media Champions
- Global Content
- Global Services
- Education
- Investments

Enablers
- People
- ESG
- Tech & Data
- Communication

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

**Next**

- Develop new businesses with €1bn revenue in the long term
- **Focus: Digital Health**

**Regional BOOST**

- In addition to the United States, review expansion of select businesses in Brazil, India, and Mexico
- **Focus: Services, education**

**Breakout**

- Merge existing businesses with other companies:
  - Accelerated growth
  - Expansion of value chain
  - Value creation through synergies
- **Focus: Education**

**Focus:**

- Education Investments
- National media champions
- Global content
- Global services
- Education
- Investments
### 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

<table>
<thead>
<tr>
<th>Broadcast</th>
<th>Content</th>
<th>Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 TV channels and 36 radio stations</td>
<td>Fremantle is one of the world’s largest creators, producers and distributors of scripted and unscripted content</td>
<td>• Seven streaming services</td>
</tr>
<tr>
<td>• RTL and Vox in Germany</td>
<td>• International network of teams operating in 27 countries</td>
<td>• Bedrock: streaming-tech company</td>
</tr>
<tr>
<td>• M6 in France</td>
<td>• Responsible for more than 11,000 hours of programming each year</td>
<td>• Smartclip: leading advertising technology platform in Europe</td>
</tr>
<tr>
<td>• Antena 3 in Spain</td>
<td>• 600 new shows created every year</td>
<td>• We Are Era: talent agency and digital studio</td>
</tr>
<tr>
<td>• RTL channels in the Netherlands, Luxembourg and Hungary</td>
<td></td>
<td>• 300 billion social views from Fremantle</td>
</tr>
</tbody>
</table>
RTL Group
A Leader Across Broadcast, Content and Digital

Our brands

RTL
RTL +
Fremantle

Our content

VideoLand
smartclip
we are era

ntv
gulli Replay
BEDROCK
Gala
GEO

rtl group
Penguin Random House
The World’s Leading Trade Book Publisher

- More than 300 editorially independent imprints across six continents
- More than 18,000 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
The World’s Only Globally Integrated Music Publisher and Record Label

- **€905 million**
  - Revenues
- **€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

<table>
<thead>
<tr>
<th>Recordings</th>
<th>Songs</th>
<th>Partners</th>
</tr>
</thead>
</table>

- Netflix
- Spotify
- Roblox
- YouTube
- Apple Music
- ITV Studios
- Amazon Music
- Fortnite
- Pinterest
- TikTok
- 360 Reality Audio
- Meta
- Dolby Atmos
Arvato Group
A Leading International Service Provider

- 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

- 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

- 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:

US 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

€876 million
Revenues

€283 million
Operating EBITDA adj.

10,816
Employees
Bertelsmann Investments
A Global Network of Funds Focused on Innovation and Expansion

- 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

Bertelsmann
Investments

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 United States 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 United States
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

- **Bertelsmann Management SE (General Partner)**
  - 100% Control of voting rights

- **Bertelsmann SE & Co. KGaA**
  - 80.9% Capital

- **Foundations**
  - Bertelsmann Stiftung
  - Reinhard Mohn Stiftung
  - BVG-Familienstiftung
  - BVG-Stiftung
  - 19.1% Capital

- **The Mohn Family**
  - 100% Control of voting rights

**Bertelsmann Verwaltungsgesellschaft (BVG)**
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

**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

**Das Blaue Sofa**
- 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
Backup

All this and more

Backup
Financial year 2023

**Business development**

- **Revenue** of €20.2bn despite sale of Majorel
- Operating **EBITDA** adjusted of €3.1bn
- **Group profit** of €1.3bn

**Strategy implementation**

- **Boost investments** of €1.4bn in 2023
- Progress along *growth priorities*
  - National media champions
  - Global content
  - Global services
  - Education
  - Investments

**Strategic rebound**
## Group key figures

<table>
<thead>
<tr>
<th></th>
<th>Revenue in € bn</th>
<th>Operating EBITDA adjusted in € m</th>
<th>Group profit in € m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>-0.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.8%</td>
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</table>

### Before streaming\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>2022</th>
<th>2023</th>
<th>1,052</th>
<th>1,326</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group profit</td>
<td>3,393</td>
<td>3,264</td>
<td>+0.8%</td>
<td>+26%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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