



**All this  
and more**

## **Company Presentation**

Last updated: April 2024

Key financial figures relate to the FY 2023

# 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



**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



**Nria Cabut**  
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



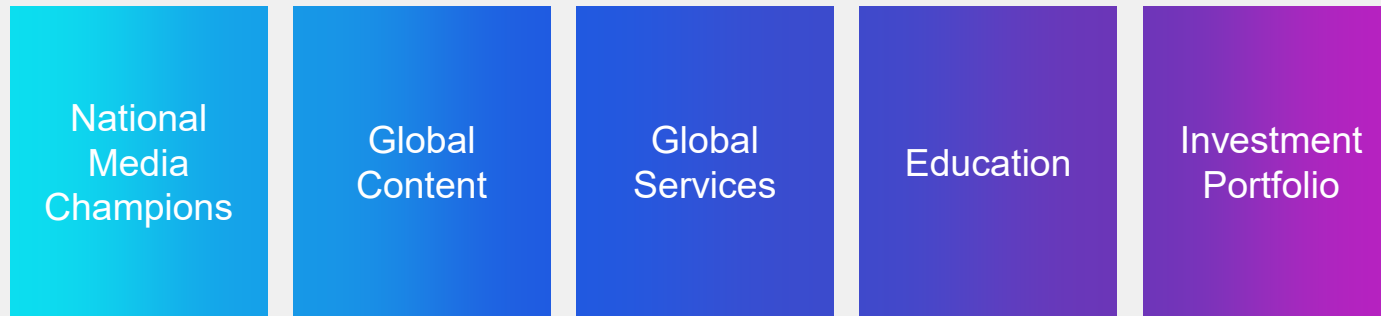
**Stephan Schmitter**  
CEO of RTL Deutschland

# 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 United States, 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

- Seven 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

### Our content



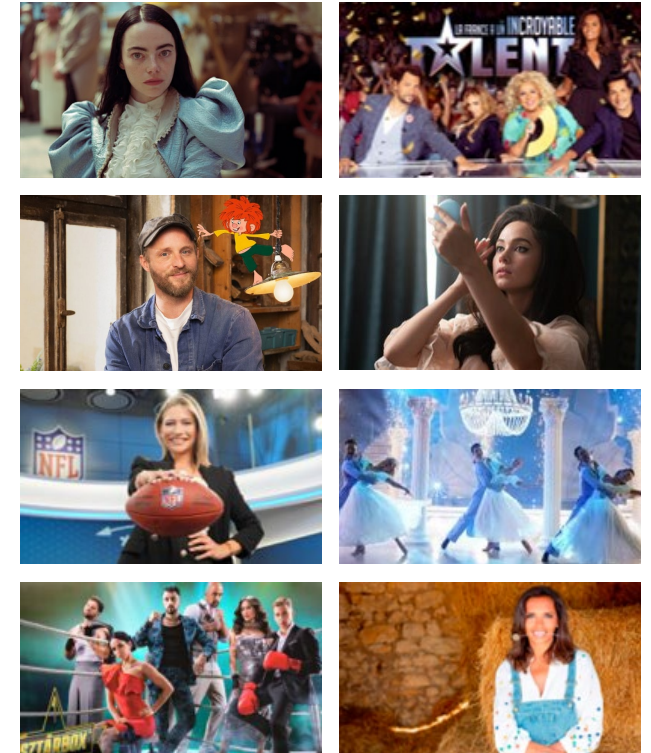
Fremantle



videoland.  
BY RTL



we are era



# Penguin Random House

## The World's Leading Trade Book Publisher



**€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 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

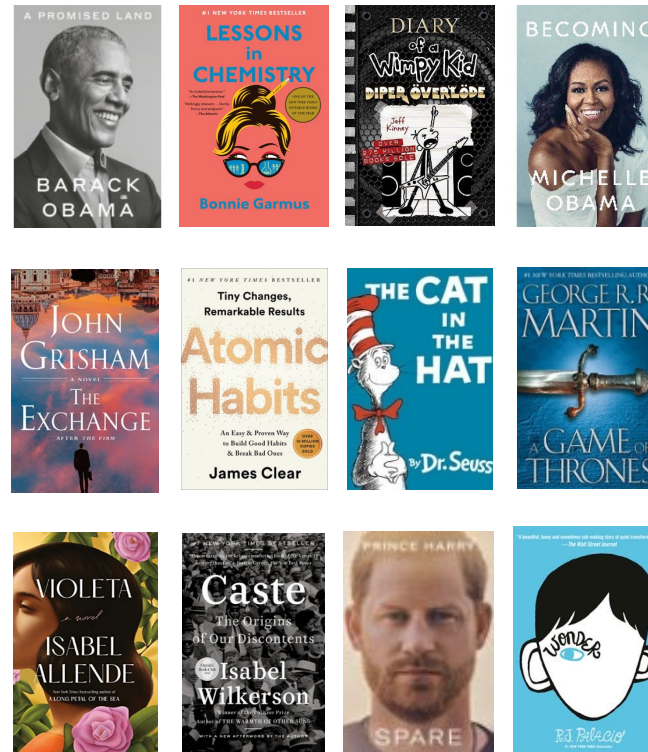
# Penguin Random House The World's Leading Trade Book Publisher

Penguin  
Random  
House

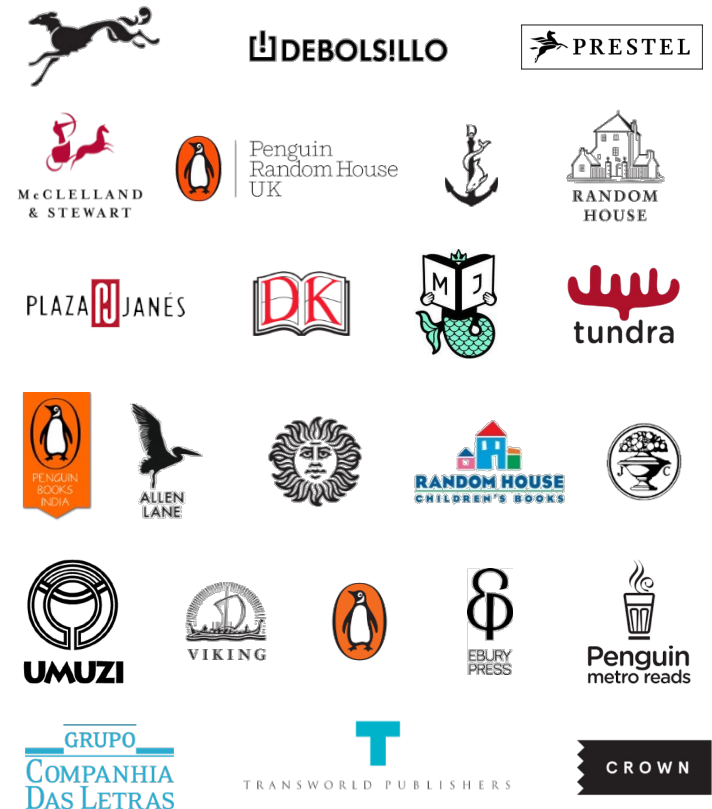
## Authors



## Bestsellers



## Publishers



# BMG

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

# BMG



**€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

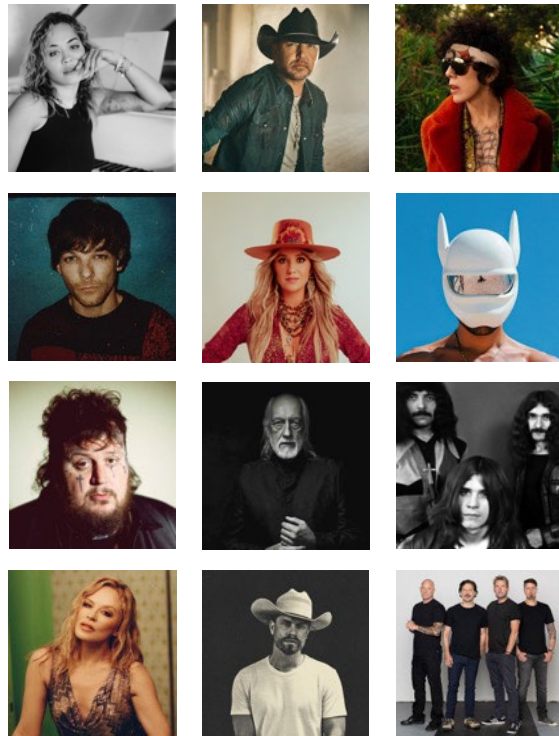
- Music Publishing
- Recordings
- Production Music
- Synch
- Neighboring Rights

# BMG

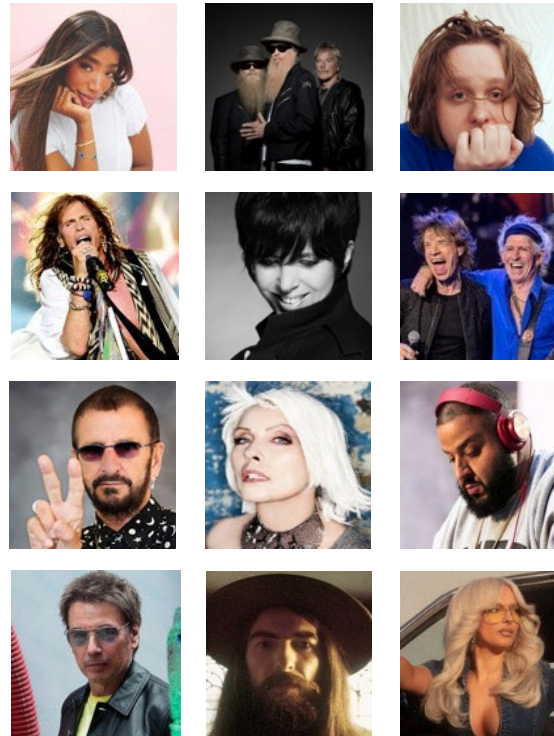
## The World's Only Globally Integrated Music Publisher and Record Label



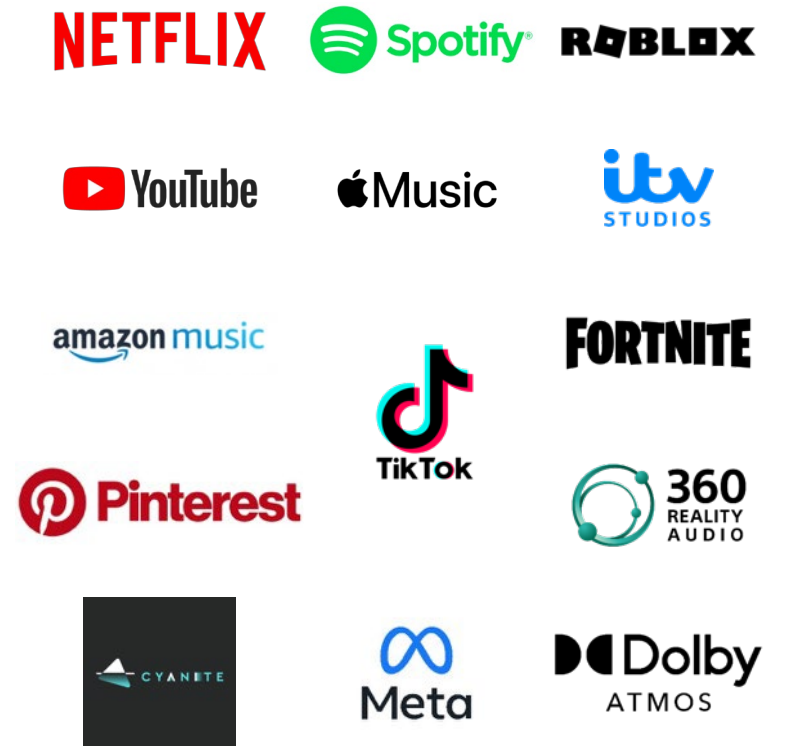
### Recordings



### 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:



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



# 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 United States and Europe, including the online marketplace for debt capital, Percent

**Bertelsmann Next**

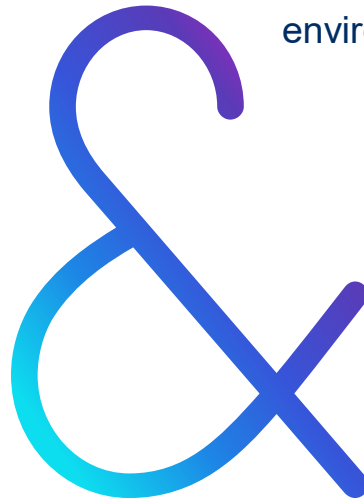
Drives entrepreneurial development of new growth industries and business areas, including Digital Health with, a focus on the United States

# 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.

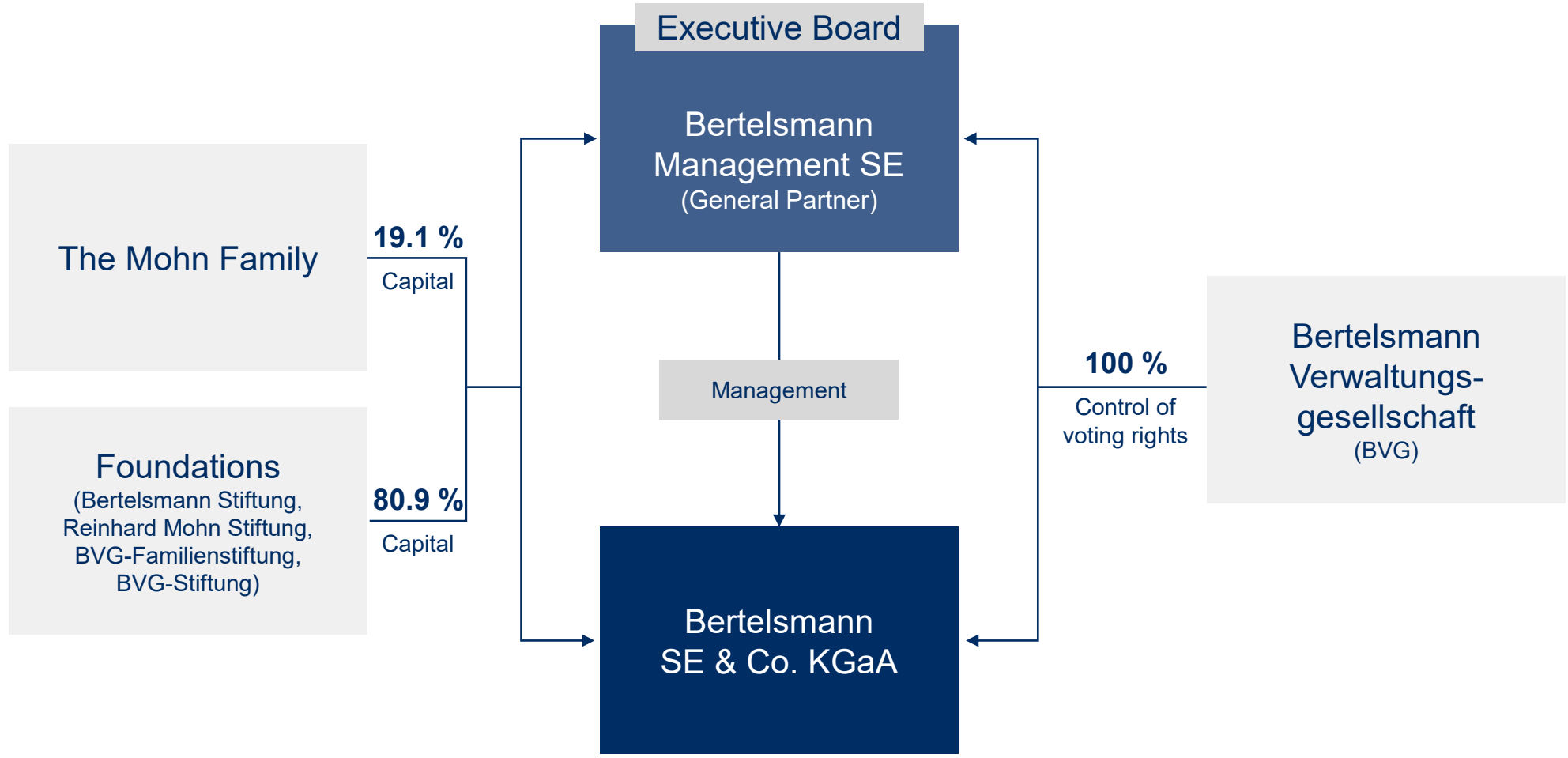
Entrepreneurial freedom provides us with the vision and courage to take risks, the decisiveness and perseverance to get things done, and to be accountable for our actions. Because we act responsibly, we can be proud of our entrepreneurial achievements. We never lose sight of our customers. Mutual respect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



# 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



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

### Progress along growth priorities

National  
media  
champions

Global  
content

Global  
services

Education

Investments

Boost investments of **€1.4bn** in 2023

### Strategic rebound



RTLNL

Penguin  
Random  
House

majorel

# Group key figures

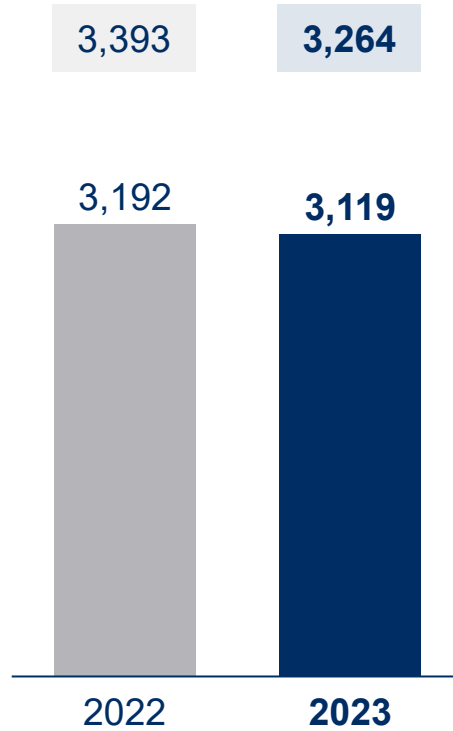
## Revenue in € bn

Reported -0.4%  
Organic +0.8%

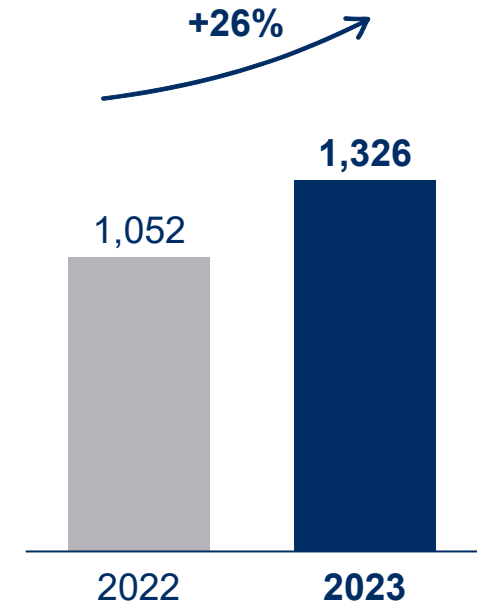


## Operating EBITDA adjusted in € m

### Before streaming<sup>1)</sup>



## 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)