

The Opportunity Company

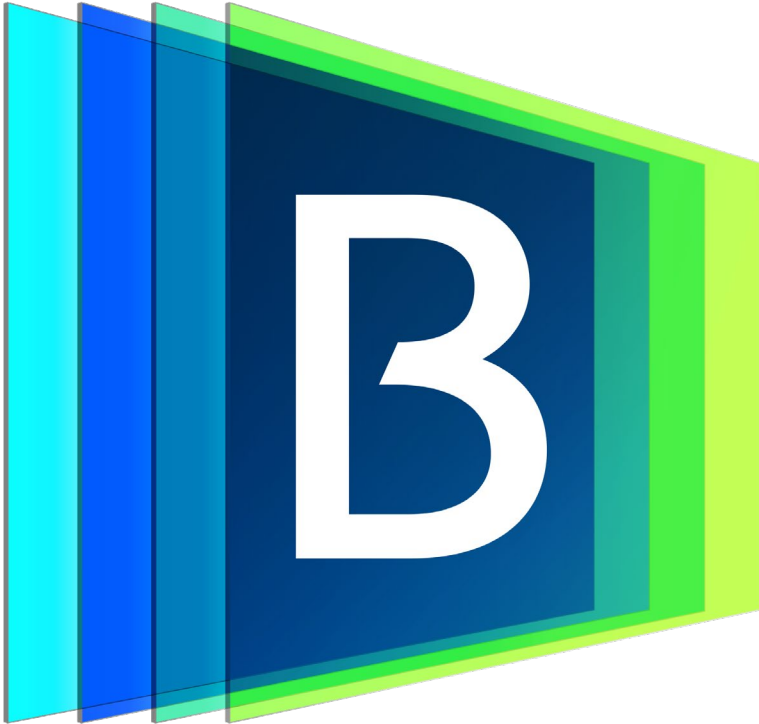
Company Presentation

Last updated: May 2026

Key financial figures relate to the FY 2025

BERTELSMANN

Bertelsmann SE & Co. KGaA



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 more than 75,000 employees in some 50 countries

Bertelsmann at a Glance

BERTELSMANN



€19.0 billion
Group revenues



€3,019 million
Operating EBITDA adjusted



€1,007 million
Group profit



76,965
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



Carsten Coesfeld
Member of the Executive Board of Bertelsmann
and CEO of Bertelsmann Investments



Thomas Coesfeld
Member of the Executive Board of Bertelsmann
and CEO of BMG



Rolf Hellermann
CFO of Bertelsmann



Immanuel Hermreck
Chief Human Resources Officer
of Bertelsmann



Clément Schwebig
Member of the Executive Board of Bertelsmann
and CEO of RTL Group

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 Riverty



N ria Cabuti
CEO of Penguin Random
House Grupo Editorial



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 Schirmeister
CEO of Arvato



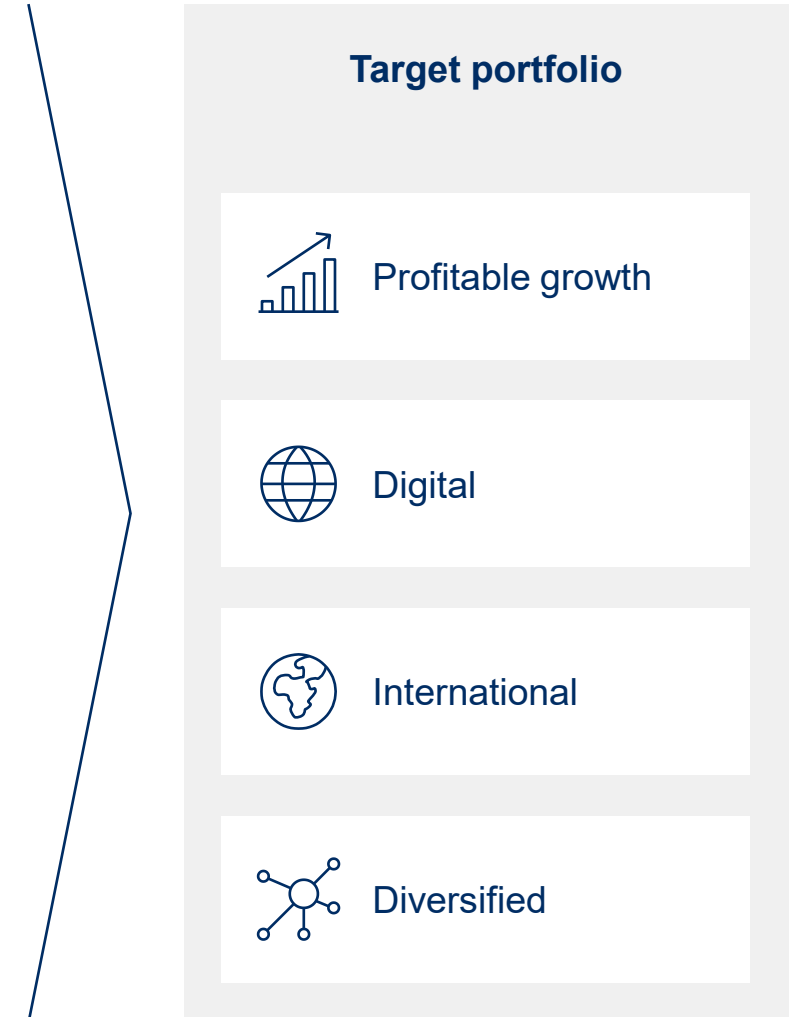
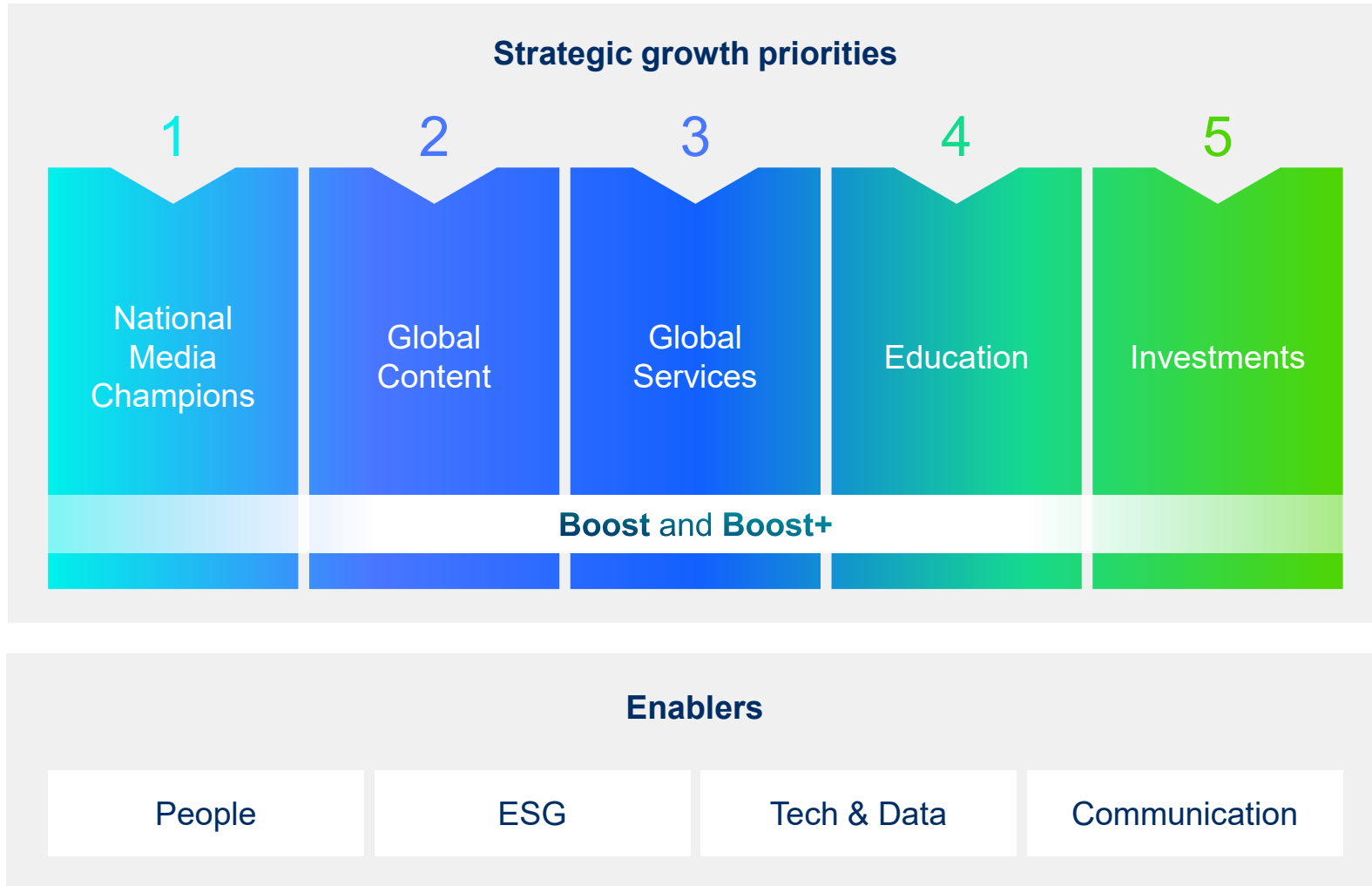
Karin Schlautmann
Executive Vice President
Corporate Communications
of Bertelsmann



Stephan Schmitter
CEO of RTL Deutschland

Group Strategy (1/2)

Growth priorities as strategic framework since 2021



Group Strategy (2/2)

Growth programs Boost and Boost+

Boost

Accelerate growth of existing businesses with €~8bn investments



>€600m; profitable from 2026



>€1.2bn catalog acquisitions



>€800m in distribution centers



Acquisition of majority stake in Brazilian university group



>€750m investments since 2021

Boost+

Next

Develop new businesses

Regional Boost

Grow outside Europe and North America

Breakout

Large mergers

RTL Group

A Leader Across Broadcast, Content and Digital



€6,326 million
Revenues



€983 million
Operating EBITDA adj.



15,768
Employees



Luxembourg/Cologne
Headquarters

Broadcast

52 TV channels and 40 radio stations

- RTL and Vox in Germany
- M6 in France
- Antena 3 in Spain
- RTL channels in 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 28 countries
- Responsible for more than 11,000 hours of programming each year
- 600 new shows created every year

Digital

- Six streaming services
- Bedrock: streaming-tech-company
- Smartclip: leading advertising technology platform in Europe
- We Are Era: social media company
- Over 390 billion social views from Fremantle

RTL Group

A Leader Across Broadcast, Content and Digital



Our brands

Our content



Fremantle



we are era



Penguin Random House

The World's Leading Trade Book Publisher



€4,981 million
Revenues



€704 million
Operating EBITDA adj.



13,530
Employees



New York
Headquarters

-
- More than 350 editorially independent imprints across six continents
 - Around 14,500 new books published worldwide per year
 - Sells more than 750 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

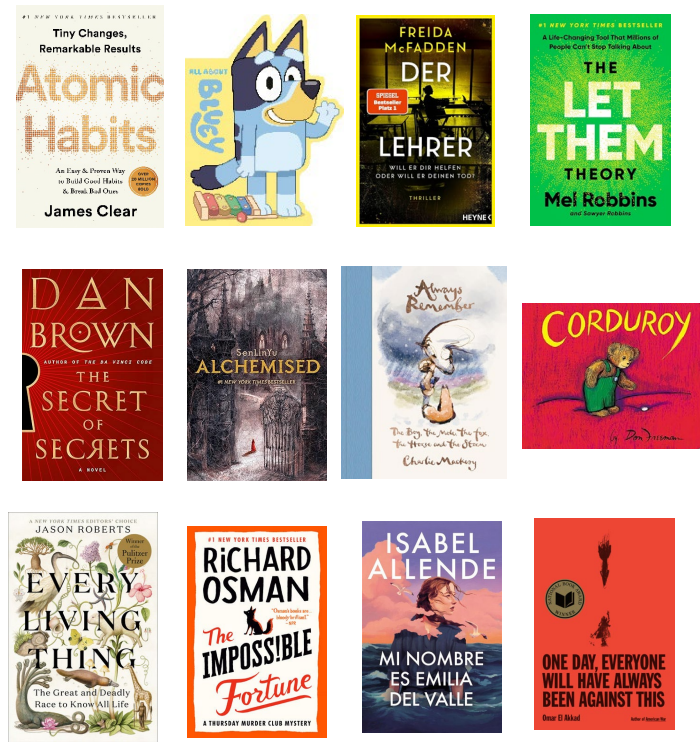
Penguin Random House The World's Leading Trade Book Publisher



Authors



Bestsellers



Publishers



BMG

A Trusted Home For Music Creators



€900 million
Revenues



€284 million
Operating EBITDA adj.



917
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 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 und Lily Allen
- Songs from writers including Bebe Rexha, Blondie, D'Mile, Diane Warren, Gary Barlow, 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

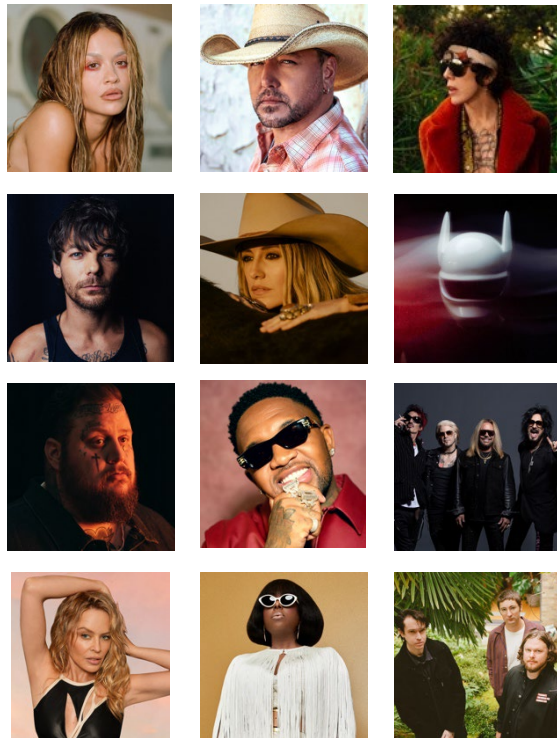
- Music Publishing
- Recorded Music
- SYNC+
- Neighboring Rights

BMG

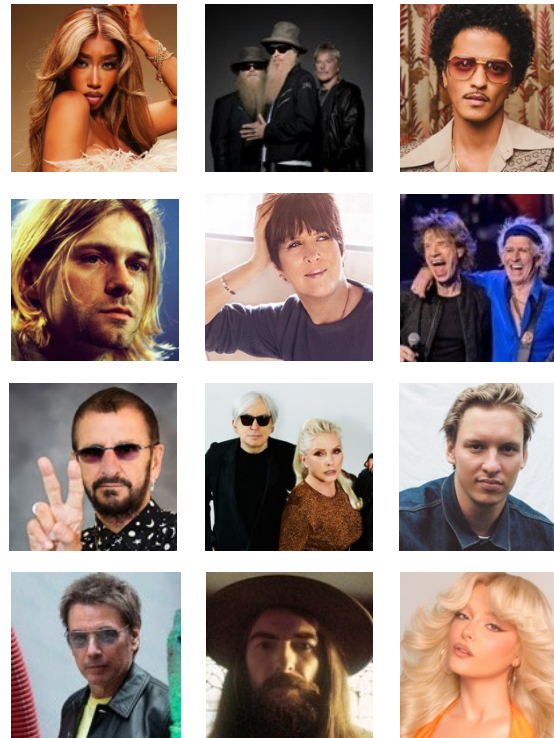
A Trusted Home For Music Creators



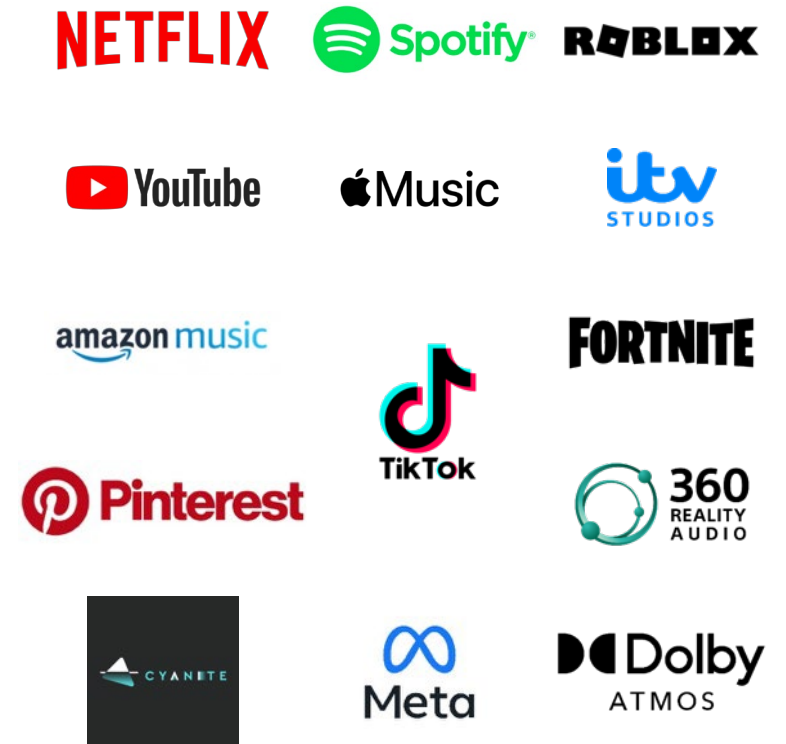
Recordings



Songs



Partners



Arvato Group

A Leading International Service Provider



€4,378 million
Revenues



€720 million
Operating EBITDA adj.



28,320
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 one billion financial transactions per year

Bertelsmann Marketing Services

Cross-Channel Service Provider for the Advertising Industry



€1,029 million
Revenues



€22 million
Operating EBITDA adj.



4,860
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 70 million consumers can be reached in Germany through various channels
 - Campaign management: with direct marketing campaigns, Campaign generates more than 1.7 billion customer contacts per year
 - Printing: approximately 260 million books are printed each year in the Group's book printing plants

Bertelsmann Education Group

Innovative Digital Learning Offers with Global Potential



€949 million
Revenues



€375 million
Operating EBITDA adj.



10,257
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
- 13,000 healthcare organizations are Relias customers
- More than 25,000 medicine students enrolled at Afya
- More than 50 percent of all psychologists in California are trained by Alliant
- The Group comprises:

RELIAS

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

Alliant University

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



€623 million
Revenues



€84 million
Operating EBITDA adj.



>18 percent
Organic growth



>300
active portfolio holdings

- Comprises Bertelsmann’s global venture capital activities as well as the Bertelsmann Next growth unit
- Venture capital arm includes Bertelsmann Asia Investments (BAI), Bertelsmann India Investments (BII), FuturePresent, and Bertelsmann Healthcare Investments (BHI)
- Also holds selected fund and direct holdings in markets including Europe, the United States, Latin America, and Southeast Asia
- Focus on Mobile Ad Tech, HR Tech and Pharma Tech investments, as well as the Indian region as part of the “Bertelsmann Next” growth program
- €2.3 billion invested in some 500 innovative companies and funds through “Next” funds and activities since 2006

Venture capital organization



Bertelsmann Next

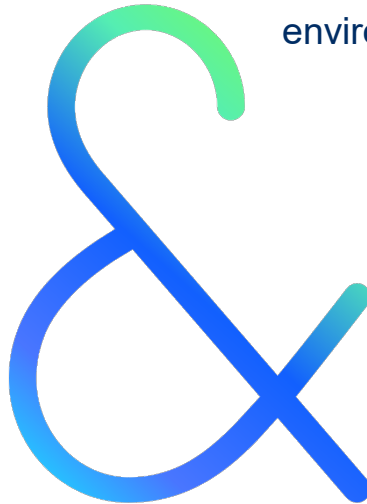


The Bertelsmann Essentials

Creativity

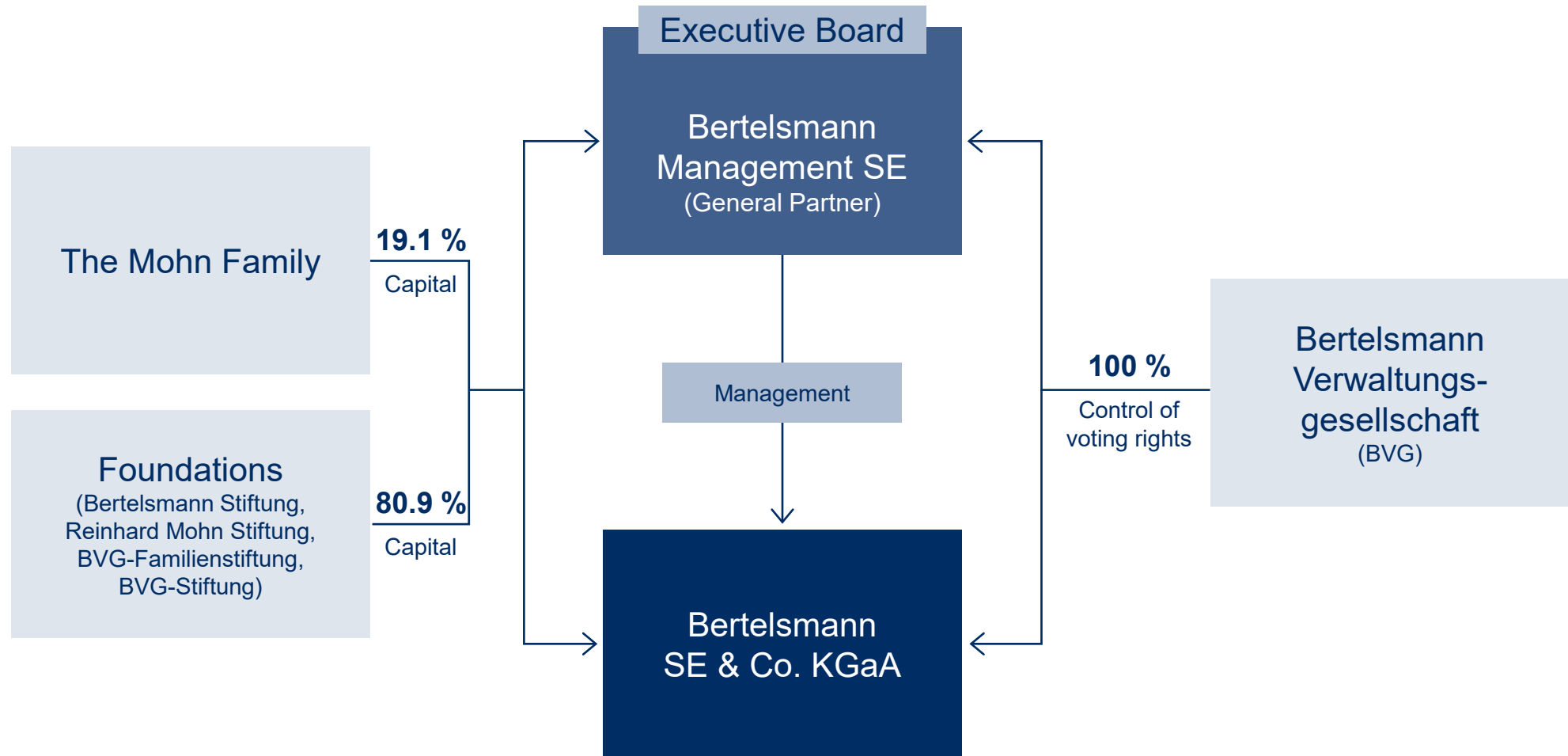
Creativity is vital to us. We celebrate and nurture creativity: encouraging the critical and imaginative thinking that challenges convention and unlocks opportunity. Our minds are open and curious and we encourage and develop the passionate pursuit of fragile ideas. We know that experimentation is part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

- 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

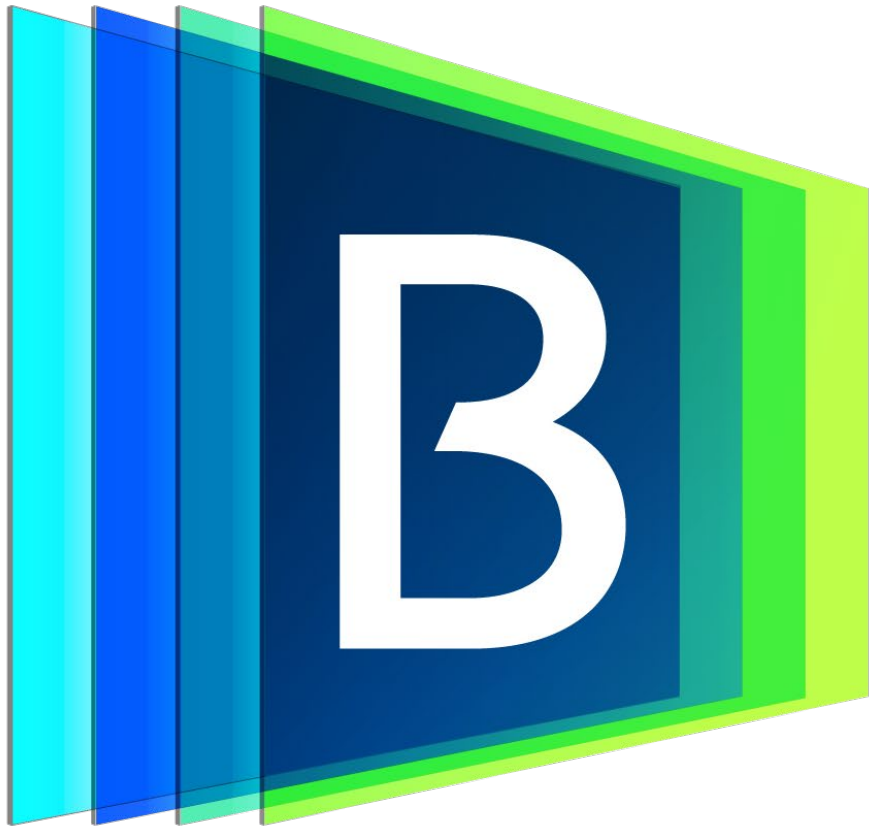
- One of the most successful literary formats in Germany
- About 3,200 discussions with authors to date
- The Blue Sofa is on site wherever people talk about literature and culture
- Under sole responsibility since 2023 and with a new concept: more international, digital and connected

ARCHIVIO STORICO | PART OF
RICORDI | 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 70,000 visitors in Berlin, Milan, and Gütersloh

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

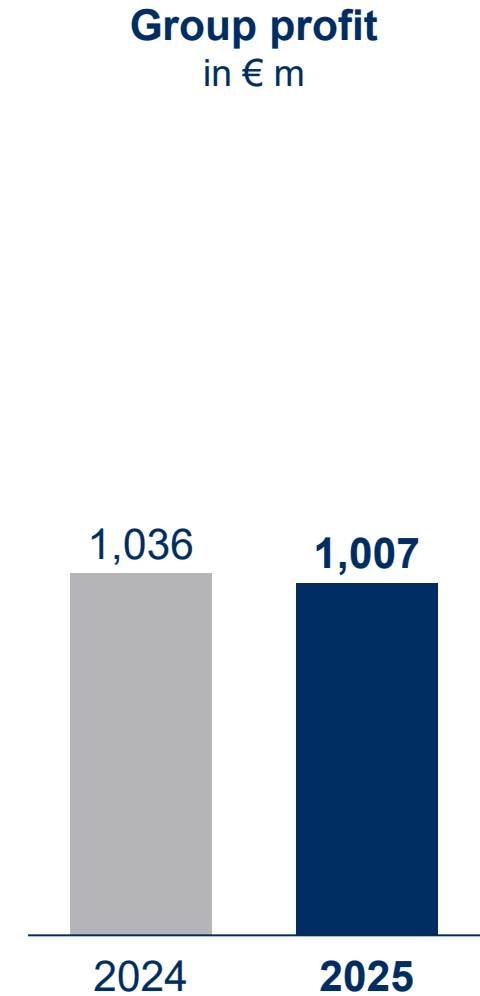
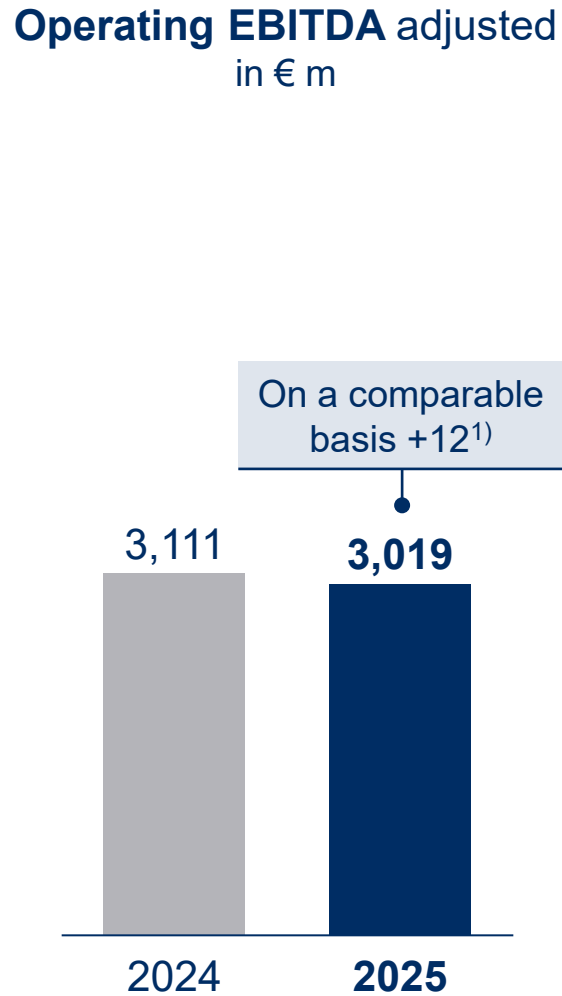
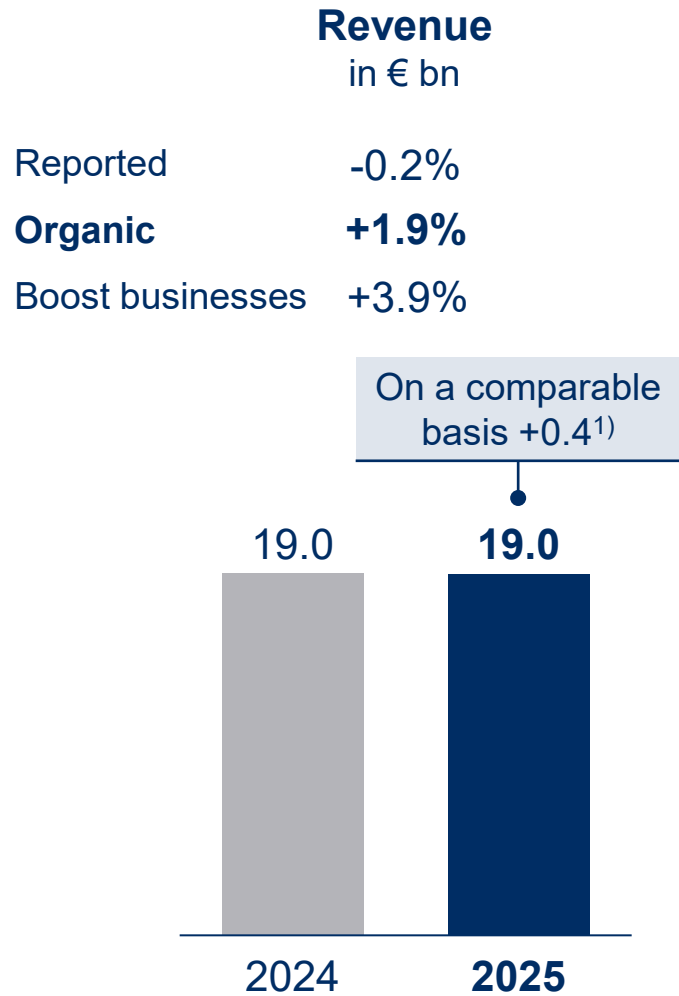


**The
Opportunity
Company**

Backup

Group key figures

Organic growth of +1.9% ; op. EBITDA adjusted of €3.0bn; Group profit >€1bn



1) Organic growth adjusted for exchange rate and portfolio effects

Highlights financial year 2025 – Organic revenue growth in a challenging environment as well as significant strategic progress

Business development

Revenue of **€19.0bn** with **organic growth** at **1.9%**

EBITDA adjusted of **€3.0bn**, above prior year before exchange rate effects and sale RTL NL

Group profit **€>1.0bn** for the 11th time in a row

Strategy implementation

Progress along **growth priorities**

National
media
champions

Global
content

Global
services

Education

Investments

Boost investments of €1.5bn in 2025,
€7.0bn invested since **2021**

Announced **acquisition of Sky Deutschland**,
annual **revenue contribution** of **~€2bn¹⁾** from 2026

1) Pro forma