BELIEVE AND LILI LOUISE MUSIQUE GROUP, PARENT COMPANY OF ICONIC FRENCH LABEL TÔT OU TARD, OPEN A NEW CHAPTER OF COLLABORATION

Paris, November 25, 2026 – As a natural continuation of their historic partnership, global artist development company Believe becomes the sole shareholder of the Lili Louise Musique group. They thus reaffirm their shared ambition: to give unique artists the time, resources, and expertise to fully develop their potential and build sustainable careers.

This new step is in full continuity with the project led by Vincent Frèrebeau, founder and director of Lili Louise Musique, and covers all of the group's activities, including the label tôt Ou tard, the live performance company Zouave, the publishing company LLM, the company dedicated to innovative projects Guess What, as well as its stakes in the live music company Uni-t.

United by the same artistic standards, the two structures combine the agility and proximity of an independent label with the expertise, innovation, and technological power of a global player, in service of the development of their artists.

Each of the brands attached to Lili Louise Musique retains its identity, its artistic, editorial, and strategic autonomy, as well as its organization, teams, premises, and corporate culture, preserving their strength and uniqueness.

Vincent Frèrebeau remains at the head of the group and retains full control over its directions and artistic choices. He thus extends a fruitful, constructive, and ambitious collaboration with Believe, projecting into the long term. This freedom of choice is at the heart of the philosophy of tôt Ou tard, which, since its creation, has defended a simple conviction: building an artist's career takes time – the time to find an audience, develop a repertoire, evolve an artistic proposition, and build a lasting relationship with listeners.

This approach is more essential than ever in a musical landscape marked by accelerating usage, attention saturation, and the pressure for immediate results. The synergy with Believe makes it possible to meet these challenges and continue to develop artists whose careers are built over time, without giving in to short-term imperatives.

Vincent Frèrebeau, Founder of Lili Louise Musique and tôt Ou tard, states: *"Ever since I created tôt Ou tard, our obsession has been to give time to artists and their projects. Time to explore, create, develop, and ultimately meet their audience and build sustainable careers. In a market moving faster and faster, I am convinced that this ability to think long-term becomes even more valuable. This new chapter with Believe is a choice for the future and allows us to protect what makes us unique. We have known Believe for a long time and have built a relationship of trust with Believe's founder and CEO Denis Ladegaillerie, its Global Head of Music Romain Vivien and Henri Jamet, Managing Director of Believe France, and their teams, while respecting our identity and freedom. For me, it is the natural continuation of our shared history: we remain who we are, supported by the expertise of a global player to prepare for the decades ahead."*

Henri Jamet, Managing Director, Believe France: *"It is a matter of great pride for Believe to*

accompany Vincent Frèrebeau and all the teams at Lili Louise Musique in this new chapter. tôt Ou tard is a unique entity in the French music landscape. We have long admired its identity, high standards, and loyalty to artists — values in which we fully recognize ourselves. Today, our role is simple: to support their vision, combine our expertise, and offer them long-term peace of mind, while preserving what makes the house special."

Romain Vivien, Global Head of Music, Believe: *"Artist and career development is our sole priority and the core of our mission at Believe. It is therefore essential to be able to partner with entrepreneurs, artisans, and artistic directors. Vincent is one of the very best and has this rare ability to discover talents and support them over decades, with the help of his team who have been by his side for a long time. This loyalty and stability are some of the keys to the success of tôt Ou tard, which celebrated its 30th anniversary this year. Few independent labels last this long while racking up a series of development successes. This know-how of tôt Ou tard and independent labels in general is precious; I am proud to contribute to preserving and supporting it."*

Denis Ladegaillerie, CEO and Founder, Believe: *"I have always had immense admiration for Vincent Frèrebeau's journey and his vision for music and artist development, pursued with high standards and independence. Since our alliance was formed in 2018, cemented by trust and ongoing dialogue, we share a common ambition. It is an immense pride and great joy to see this relationship continue and strengthen today, supporting the sustainable growth of tôt Ou Tard and its artists over the long term."*

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About Believe
Believe is one global artist development company. We empower local independent artists, songwriters, labels, and publishers to scale their businesses and grow audiences at each stage of their career with expertise, respect, fairness, and transparency. Operating in over 50 countries with more than 2,000 employees, Believe provides a full range of services across recording, publishing, and distribution, offering bespoke solutions engineered for long-term career growth to champion creative independence. We nurture emerging talent and shape the future of local music scenes through our own brands. This unique model pairs on-the-ground local market intelligence with a cutting-edge global technology platform, maximizing royalty optimization and global reach through privileged partnerships with leading streaming platforms. Believe is a simplified joint-stock company under French law. Learn more at www.believe.com.

About LILI LOUISE
Created by Vincent Frèrebeau, Lili Louise Musique houses, in addition to its publishing activity, the label tôt Ou tard as well as the concert production company Zouave. Over 30 years, this group has gradually built and strengthened itself around a single focus: developing the careers of unique and creative artists independently and with a commitment to the long term. Over the years, supported by a passionate team, the group has seen the birth and accompaniment of careers such as Vincent Delerm, Vianney, Lhasa, Clara Ysé, Mathieu Boogaerts, Ben Howard, Aliocha Schneider, Thomas Fersen, Yael Naim, Shaka Ponk, Mentissa, Asfar Shamsi, or Noé Preszow, to name just a fraction of the catalog. Lili Louise Musique now counts over 40 employees continuing alongside Vincent Frèrebeau the initial quest: transforming the emotion of an encounter into a project, highlighting and supporting deeply moving artists so they can be seen and heard. Sooner, or later.

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