



STORE VISIT

**Nature &
Découvertes**

25th November 2019

FNAC DARTY

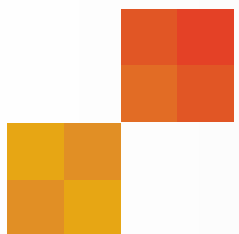




NATURE &
DECOUVERTES

*Offrir le meilleur du monde,
pour un monde meilleur.*

WHY FNAC DARTY ACQUIRED NATURE ET DECOUVERTES?



Enrique Martinez

FNAC DARTY

RATIONAL OF THE NATURE & DÉCOUVERTES ACQUISITION

A **complementary offer**, sharing the DNA of **curiosity**, and **strengthening Fnac in the world of well-being and sustainable development**

- + A **unique positioning** consistent with the strong trends of sustainable development and social responsibility
- + A **diversified and unique product portfolio**: natural products, well-being, home, children, outdoor, etc.
- + Customers in common with Fnac's ones, allowing **commercial synergies** (shop-in-shop and online development, in particular)

Quality assets that are difficult to replicate
An **efficient omnichannel distribution system**

- + A **strong and original brand**, with great legitimacy
- + Nearly 100 stores, including 15 international stores (Belgium, Luxembourg, Switzerland and Germany)
- + Exclusive products representing a significant portion of the product portfolio
- + An **efficient Click & Collect system** with significant growth potential

Finance/Synergies

- + An **accretive EBIT margin** (significantly higher gross margin rate with a higher opex/sales ratio)
- + **Solid historical growth**
- + **Potential synergies**, particularly through the development of shop-in-shops in France and abroad

OUR AMBITIONS

- + Rapid shop-in-shops rollout with 5 shop-in-shops already opened in Fnac stores
- + Strong potential in Iberian Peninsula with the opening of additional shop-in-shops and integrated stores in 2020
- + A new governance has been put in place, with Enrique Martinez as Chairman of the Board of Nature & Découvertes and two Fnac Darty Directors as Administrators

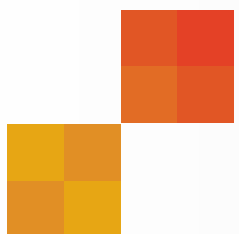


BRAND
MISSION



« Offering the best of the
world for a better world »

NATURE & DÉCOUVERTES

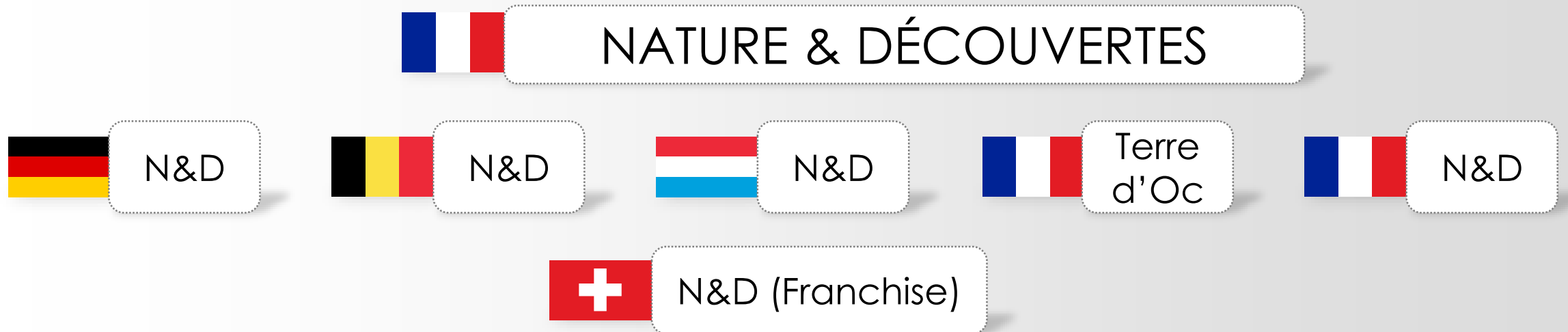


Antoine Lemarchand

FNAC DARTY

A FAMILY HISTORY AND A EUROPEAN COMPANY

- + In 1989, the Family Lemarchand discovered the existence of « The Nature Company » in the United States (California)
- + In 1990, Nature & Découvertes was born, as the family was convinced that it was possible to do business while respecting both people and nature



NATURE & DÉCOUVERTES ECOSYSTEM

A UNIQUE CUSTOMER EXPERIENCE

A SIGNIFICANT STORE NETWORK

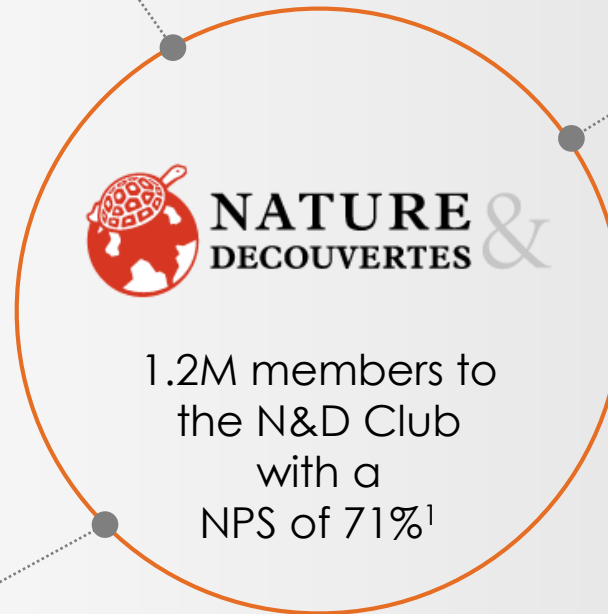
France - **83** stores
Belgium - **5** stores
Luxembourg - **1** store
Germany - **3** stores
Franchise Suisse - **8** shop-in-shops

DIGITAL ACTIVITIES

Digital represent **8%** of total sales
C&C sales represent **17%** of online sales

EXCLUSIVE PRODUCTS

Exclusive products represent **70%**
of product portfolio



STRONG CSR ENGAGEMENT

EDUCATIONNAL COMMITMENT

Nature outings
Workshops in stores
Nature & Découvertes Club

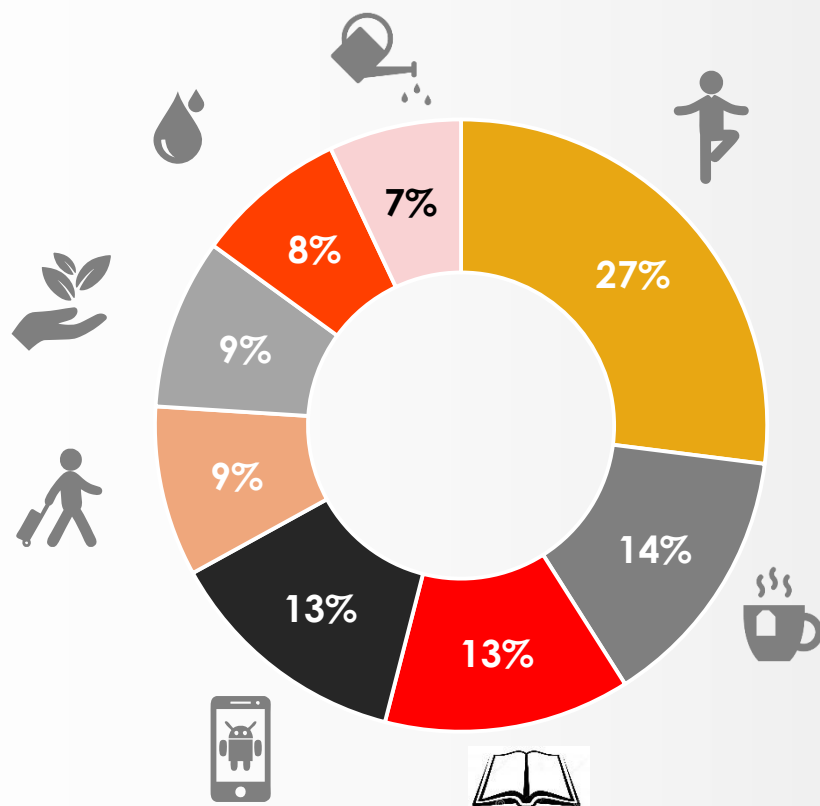
A GIVE BACK COMMITMENT

10% of net profit donated to the N&D
Foundation
2,530 projects financed, representing
12,5M€ in **23** years

¹ NPS in stores at end of 2018

PRODUCTS CONNECTED WITH AN OPTIMISTIC LIFESTYLE

2018 revenue by product category



- Well being (yoga, cosmetics, massage, connected health...)
- Food & Drink (tea, grocery, beers...)
- Books (personal development, curiosity feeding...)
- Toys & Games (educative games for early years, board games, Montessori education, wooden games...)
- Travel (bags and walking poles, knives, lighting autonomy, travel books, hammocks...)
- Nature activities (observation, astronomy, discovery...)
- Fragrances (candles, organic essential oils, diffusers...)
- Others (ethnic jewellery, decoration, plants...)

OUR CUSTOMERS & OUR OFFER

CUSTOMERS PROFILE

- + Average age: **40**
- + Mainly female: **74%**
- + Socio-professional category
 - Inactive (students, retired people): **38%**
 - Active social professional category: **62%**
- + **30%** of N&D customers visit the store **5** to **6** times a year
- + **1.2M** members in the Nature & Découverte Club
 - The card costs **6€** for two years
 - For each new member, 1€ is donated to the foundation for biodiversity or education actions
- + NPS: **>71%** in stores and **> 51%** online

TOP 10 BEST SELLER PRODUCTS

- + LUNII MA FABRIQUE A HISTOIRE N&D - Toy
- + DIFFUSEUR CHENE DORE - Diffuser
- + MORPHEE - meditation
- + DIFFUSEUR ELO - Diffuser
- + MASSEUR CERVICAL SHIATSU - Massage
- + VEILLEUSE TORTUE AQUATIQUE - Decoration
- + SIEGE DE MASSAGE SHIATSU DOS ET EPAULES
- + INFUSION EN GELEE ALOE VERA N&D - tea
- + HUILE ESSENTIELLE BIO VERVEINE EXOTIQ AB- OEO
- + CHARIOT DE MARCHE MULTI-ACTIVITES- Toy



OUR STORES AND OUR WEBSITE

STORES

- + **Different stores formats:** 400m², 300m² and 150m²
- + More than **25 millions of visitors** in stores each year
- + A real **customers experience** in stores, everything is in place to promote the awakening of the customers' senses
- + Frequent **product renewal** and monthly **commercial themes** attract regular visitors

ONLINE

- + **Website**
 - **+17M** visitors per year on our website
 - C&C sales represent **17%** of online sales
 - Respect of Day+1 delivery promise - **90,8%**
- + **Marketplace**
 - **+200** vendors
 - **+10,000** references

A VERY STRONG CSR COMMITMENT



In June 2015, Nature & Découvertes joined the B Corp business community, a certification to companies committed to serving society, nature and people



In 2016, the audit firm ECOCERT renewed the certification of Nature & Découvertes for the 10th consecutive year

- + All teas, cosmetics, essential oils as well as cotton used for early years toys are **organic products**
- + Over 600K participants for outings **fully connected to nature**, 1,500 activities organised by the brand
- + 100% of the electricity consumed by Nature & Découvertes is **renewable**
- + Over 100 employees volunteers to mobilize their teams on **environmental and social objectives**
- + A strong **corporate foundation**: 2,530 projects representing 12,5M€ collected in 23 years (for biodiversity protection, education to the nature)
- + 1M€ collected by the cash rounded in stores and on the web, used for **local projects** in 4 years



Q&A



FNAC DARTY