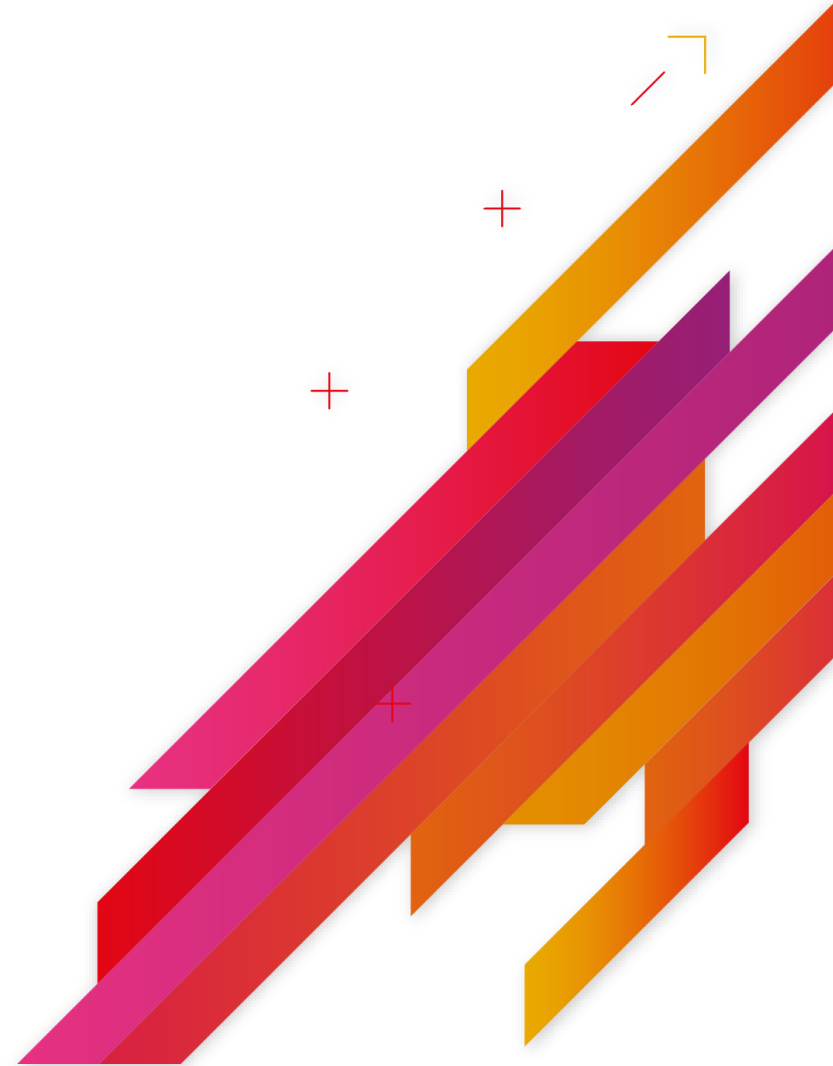




ISR PRESENTATION

November 2020

FNAC DARTY

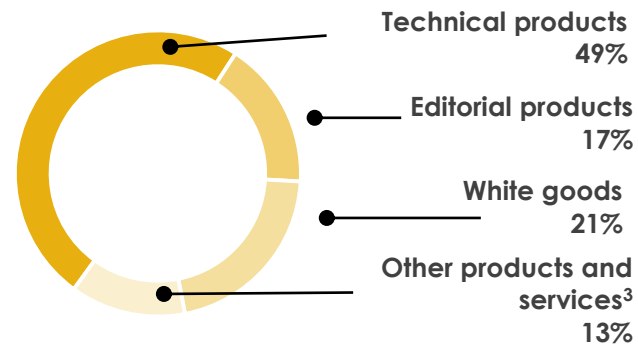


FNAC DARTY AT A GLANCE

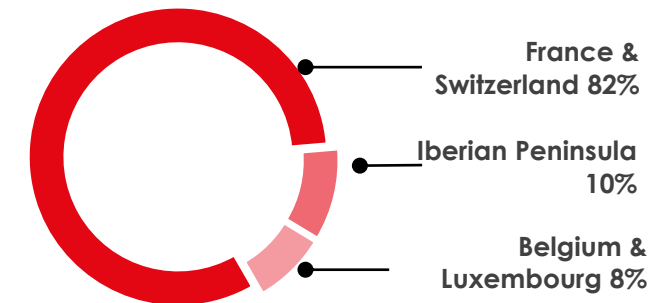
A RELEVANT OMNICHANNEL STRATEGY THANKS TO A DENSE STORE NETWORK AND STRONG DIGITAL CAPABILITIES

- + **7.3bn in revenue – 24,000 employees**
- + **Top 3 European Omnichannel Retailer:**
 - **30 million** references available
 - **49%** of online sales are omnichannel
- + **880 multiformat stores in 13 countries**
- + **2nd largest e-commerce retailer in France¹**
- + **No. 1** after-sales service in France²
- + **9 million** loyalty program members
- + A portfolio of complimentary brands and new acquisitions

2019 revenue
breakdown by category



2019 revenue breakdown
by geographical region



FNAC DARTY

¹ Source: FEVAD, from January to November 2019

² Internal customer studies

³ Include: Ticketing, B2B, after sales service, membership fees, franchise fees, insurance, consumer credit

FNAC DARTY, TWO ICONIC BRANDS WITH RESPONSIBLE VALUES IN THEIR DNA



INDEPENDENT EXPERTISE AND CUSTOMERS' ADVICE

- ◆ Give access to culture
- ◆ Independent vendors to give best advice for an educated purchase

1972 launch of Fnac Labo



RESPONSIBLE PRODUCTS AND SERVICES

- ◆ Strong services offer for repair, re-use and product recycling
- ◆ #1 after-sales service

1973 launch of Darty
« contrat de confiance »

FNAC DARTY, A **RESPONSIBLE RETAILER**

- + Since 2018, Fnac Darty has adopted a **corporate mission**

“ **COMMITTED TO PROVIDING AN EDUCATED CHOICE** ”

- At a time of hyperchoice and consumer expectations for more responsible consumption, this mission aims to guarantee the best offer of products and services, enriched by the strong expertise of our vendors
- This mission is intended to irrigate the entire Group and guide our strategic choices

RECENT INITIATIVES TO PROMOTE AN “EDUCATED CHOICE” TO CUSTOMERS

Transparent information and services for the circular economy



3 acquisitions in 2019 which enhanced Fnac Darty's commitment to a more responsible economy



Fnac Darty's strong engagement to extend product life span



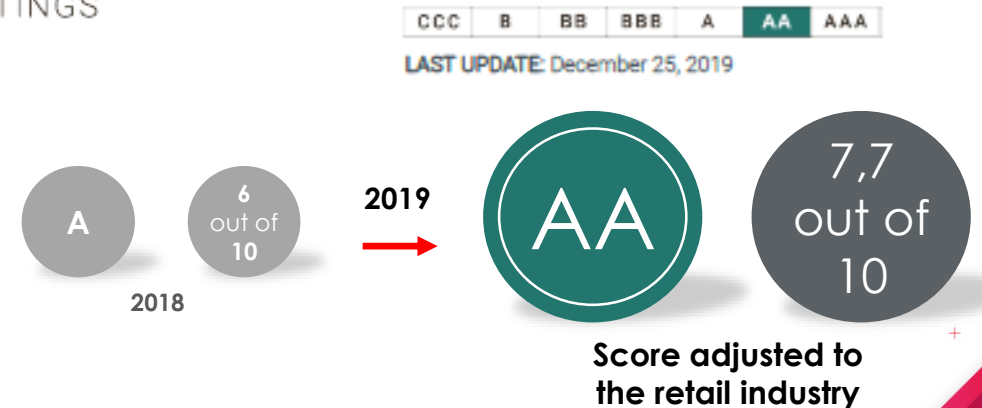
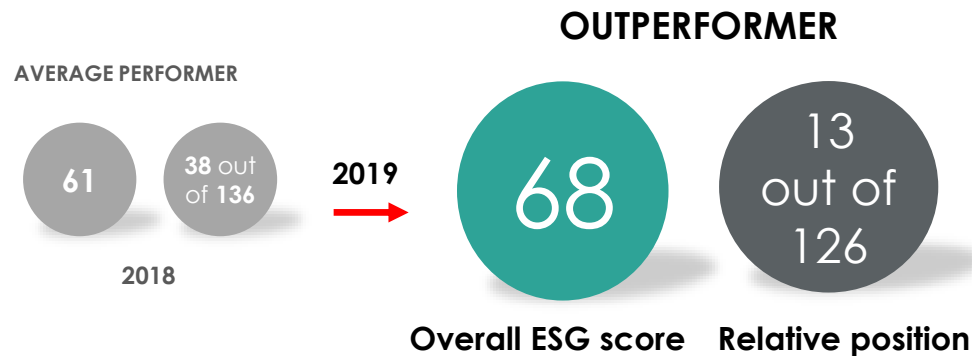
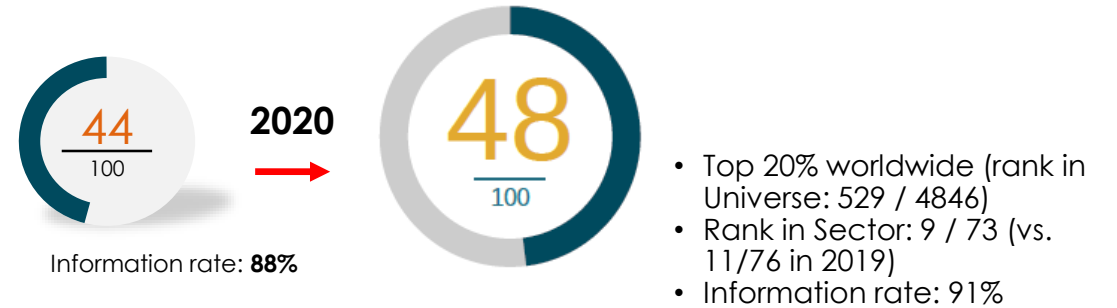
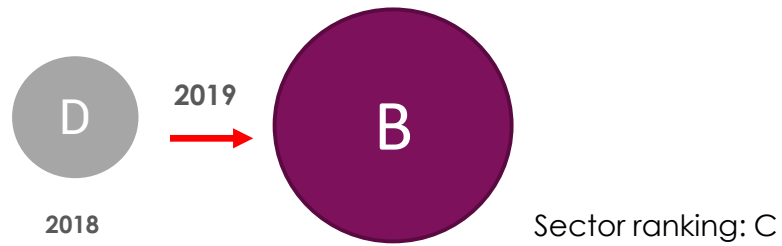
Fnac Darty, an economic, social and cultural actor which widen access to culture



Fnac Darty and Nature & Découvertes' commitments converge to ethical and greener consumption with a product offering reinforced around the segments of well-being and natural product consumption

FNAC DARTY

IMPROVING RATINGS RECOGNIZED BY ESG AGENCIES



FNAC DARTY



A SOLID GOVERNANCE

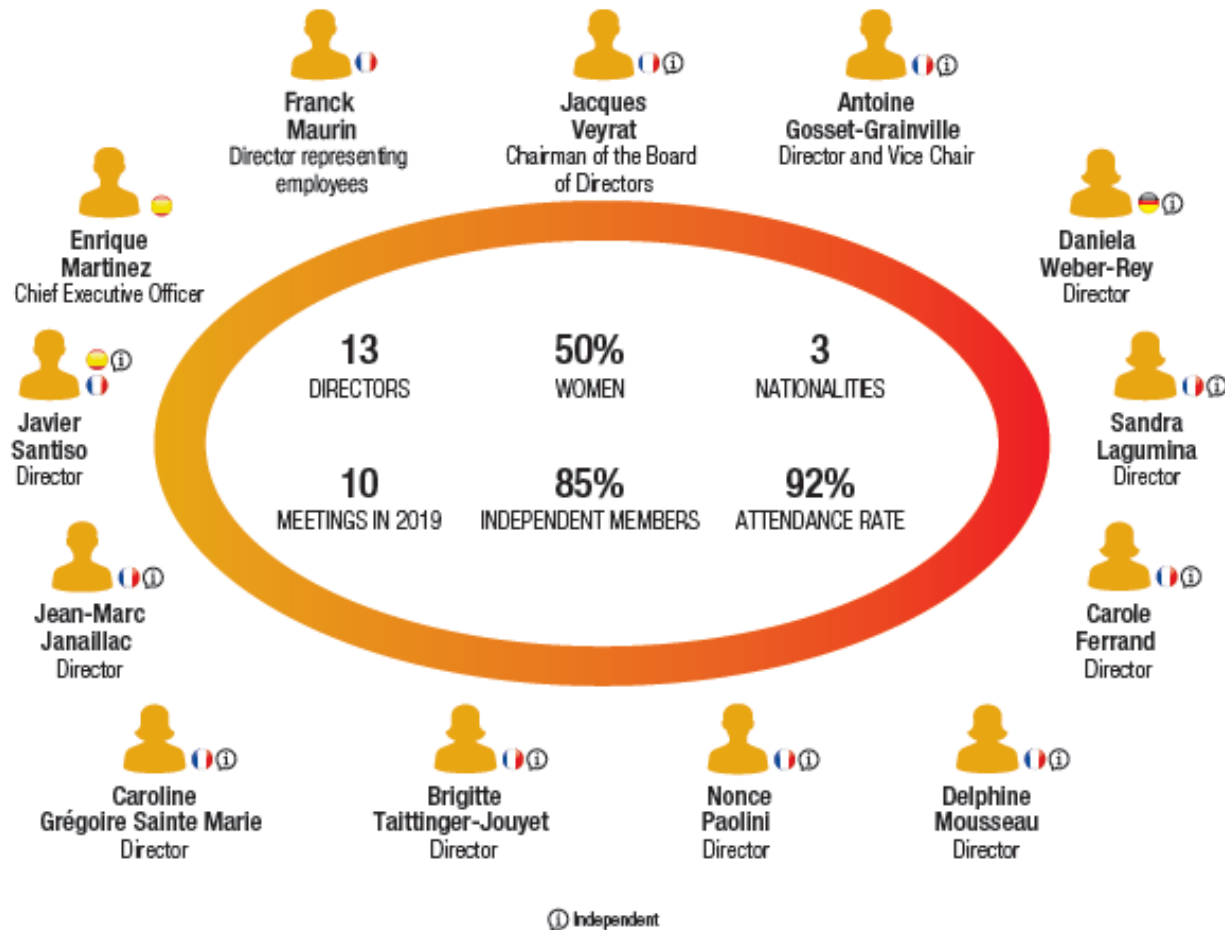


FNAC DARTY



GOVERNANCE

A **SOLID** AND **STABLE** BOARD OF DIRECTORS



- + **85%** of independent members
- + **50%** of female members
- + Nomination of the **first employee Director**
- + **4 committees chaired by independent Directors** of which:
 - Audit Committee
 - Appointments and Compensation Committee
 - Strategy Committee
 - **Corporate, Environmental and Social Responsibility Committee**

GOVERNANCE A QUALIFIED AND EXPERIENCED MANAGEMENT TEAM...



ENRIQUE MARTINEZ

Chief Executive Officer of Fnac Darty

- ✓ More than 20 years at Fnac Darty in various positions of responsibility
- ✓ Member of the Executive Committee since 2004

ANNABEL CHAUSSAT

Marketing and e-Commerce Director



- ✓ Joined Morgan as Marketing, Digital and Operations Director in 2015
- ✓ 20 years' experience in BtoC retail (Printemps Group, Lapeyre)

CHARLES-HENRI DE MALEISSYE

CEO of Fnac Vanden Borre



- ✓ CEO of Vanden Borre
- ✓ Worked for 13 years at the Darty Group where he served in several capacities

ANNE-LAURE FELDKIRCHER

Executive committee secretary & Fnac Darty Strategy and M&A Director



- ✓ Strategy Director at the Casino Group
- ✓ Worked in Hermès Strategy Dpt

FRÉDÉRIQUE GIAVARINI

Director of Human Resources, CSR and Governance



- ✓ Joined Fnac in 2007 and became Director for Organization, Strategy and Public Affairs

VINCENT GUFFLET

Commercial, Products and Services Director



- ✓ Joined Darty in 2003 as development Director and held various positions
- ✓ Strategy Director in the DIY division of the Kingfisher Group

BENOÎT JAUBERT

Store network Director



- ✓ Joined Darty in 1998 and held various positions
- ✓ Distribution Director at the Eurostar Group and Operations Director at France Telecom

JEAN-BRIEUC LE TINIER

Group Chief Financial Officer and General Secretary



- ✓ CFO and member of the Executive Committee at Korian Group
- ✓ Financial Director at Brico Dépôt and held various positions in finance at Carrefour

BENJAMIN PERRET

Communications and Public Affairs Director



- ✓ Joined the ADP Group as head of the Communication Department
- ✓ Various positions in Communication (Caisse des Dépôts, Ministry of Budgets)

MARCOS RUAO

CEO of Fnac Spain



- ✓ Joined Fnac Portugal in 2007 and managed several departments
- ✓ Held several Management positions at DHL

TIFFANY FOUCAULT

Director of Human Resources



- ✓ HR executive management for BIC group
- ✓ Creation of a worldwide Supply Chain function at BIC

OLIVIER THEULLE

Operations and Information Systems Director



- ✓ Joined Fnac in 2013
- ✓ Brand manager of Le Chameau (Lafuma) and Group Operations Director of Redcats (Kering Group)

FNAC DARTY

GOVERNANCE

...WHICH PROMOTES **CSR** INTO THE **GROUP'S STRATEGY**

- + **A Corporate, Environmental and Social Responsibility Committee** has been created at Board level since 2013
- + **CSR is overseen by the General Counsel in charge of Human Resources, CSR and Governance**, a member of the Executive Committee
- + The **Ethics Committee** oversees compliance with transparency, due diligence and data protection laws
- + A **Climate committee**, presided by the CSR Group Director, manages the climate roadmap in order to meet the Group's CO₂ reduction commitments
- + **10% of the total bonus of the Executive Committee members is related to CSR objectives**, 5% of which to the Group's extra-financial rating

A RESPONSIBLE GOVERNANCE IN A CONTEXT OF MAJOR HEALTH CRISIS



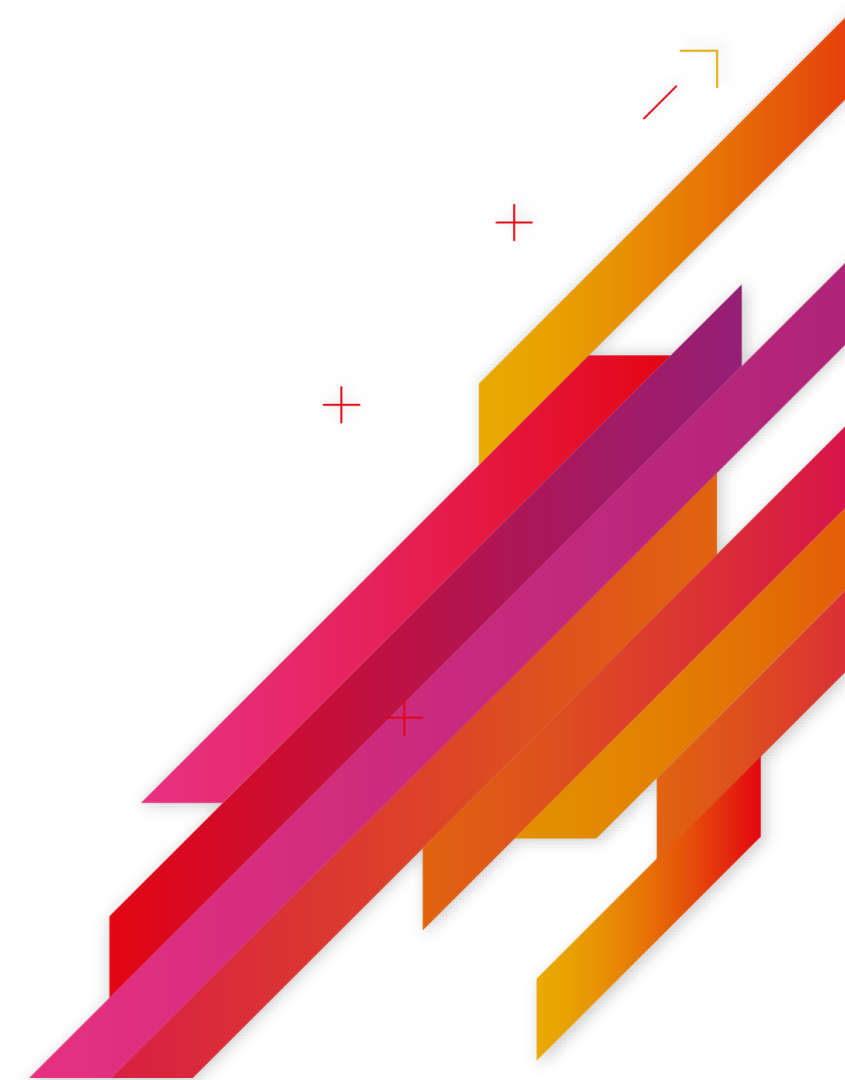
2020

- + Reduction by 25% of the Chairman and CEO's total compensation paid in 2020 for the entire period during which the Group's employees were on temporary layoffs due to the crisis
- + Same measure applied to the members of the Board of Directors' total compensation paid in 2021
- + Reduction by 15% of the fixed compensation for 2020 for the members of the Executive Committee for the same period
- + 50% of CEO's variable compensation¹ to be paid in 2020, will be reinvested in Group shares

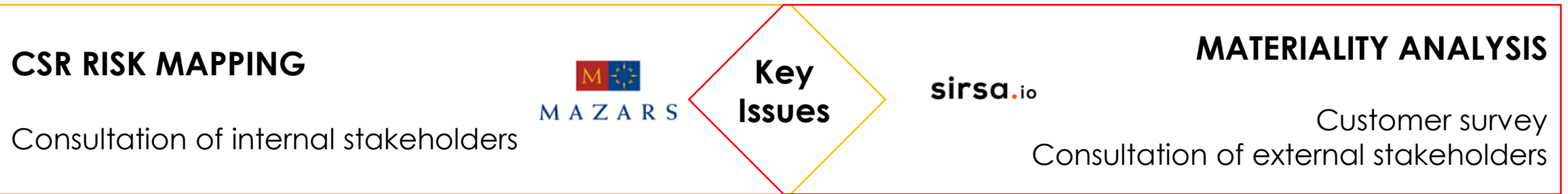


FNAC DARTY CSR STRATEGY

FNAC DARTY

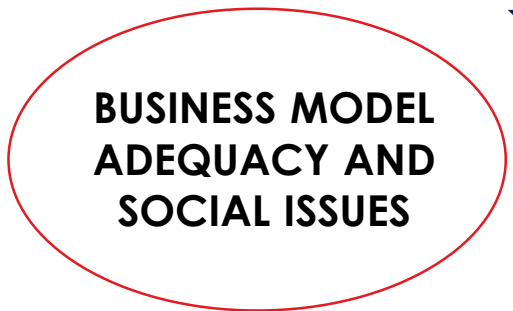
OUR 4 MAJOR KEY RISKS, COVERED BY OUR CSR POLICY, HAVE BEEN IDENTIFIED BY A **MATERIALITY ANALYSIS** CONDUCTED IN 2018



Key issues
Fnac Darty Focus



Climate policy and waste management



Responsible consumption



Employees' training and employability

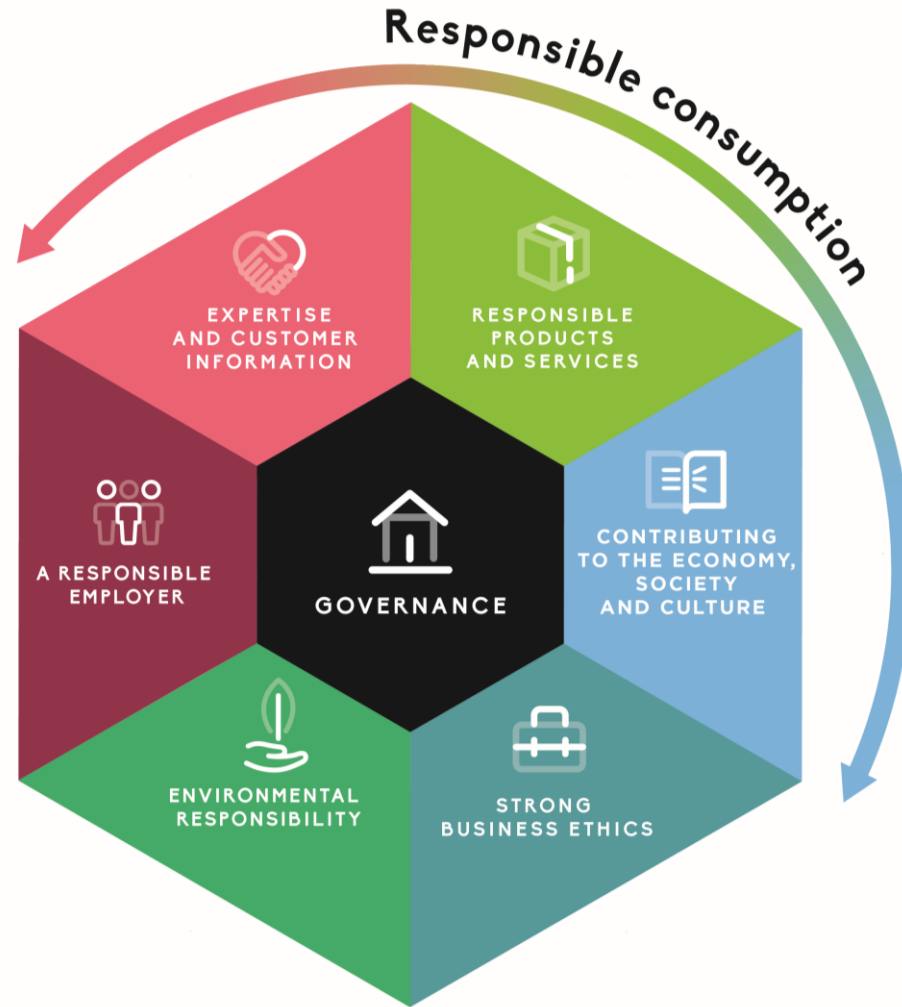


Reduce the risk of corruption and protect personal data

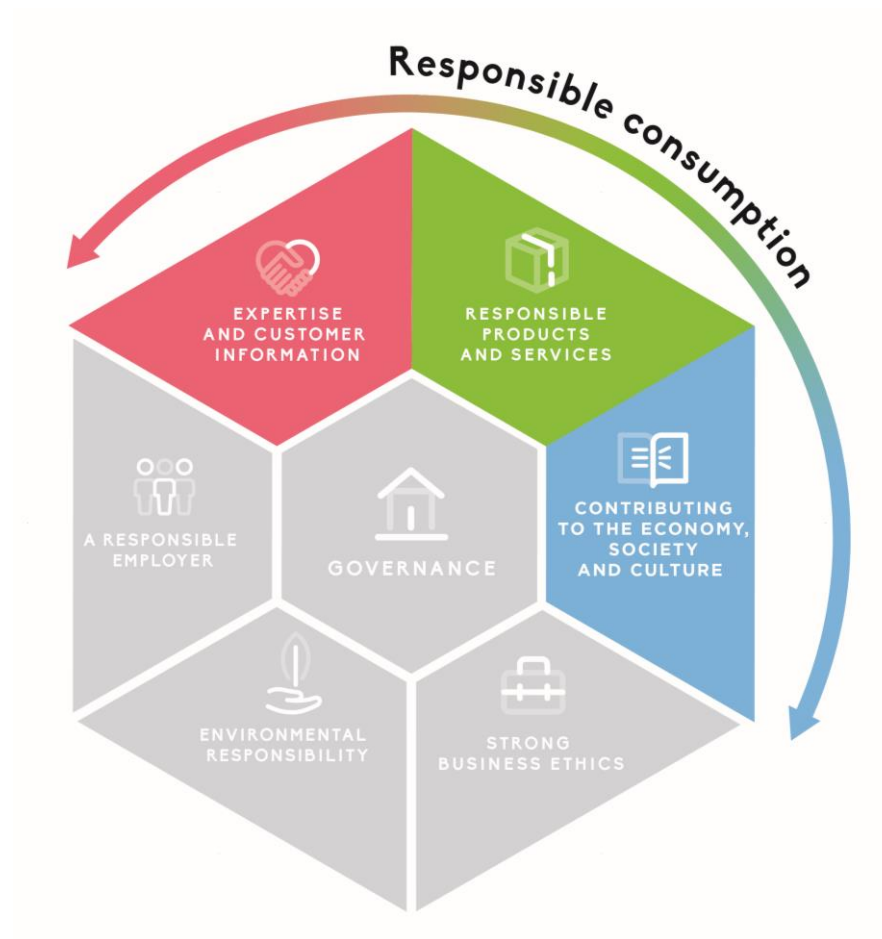


FNAC DARTY

A 6-PILLAR CSR POLICY TO ADDRESS OUR RISKS AND SEIZE BUSINESS OPPORTUNITIES



1/ CONTRIBUTING TO A MORE RESPONSIBLE CONSUMPTION



BUSINESS CHALLENGES & OPPORTUNITIES



CONSUMERS' EXPECTATIONS

AGILITY / PROXIMITY



FNAC DARTY STRATEGY

**BEST IN CLASS
OMNICHANNEL EXPERIENCE**



EXPERIENCE OVER GOODS



**UNIQUE AFTER-SALES
BEST IN CLASS PRODUCTS
OFFER AND LINEUP**



EDUCATED CHOICE



**A UNIQUE
SERVICES PROPOSAL**



FNAC DARTY

CSR COMMITMENTS

CONTRIBUTION TO THE **LOCAL ECONOMY, CULTURAL AND SOCIAL LIFE** THROUGH FNAC DARTY **OMNICHANNEL PLATFORM**



CIRCULAR ECONOMY

- ECODESIGN AND CUSTOMERS' INFORMATION
- RE-USE
- REPAIR
- RECYCLING



BEST ADVICE THROUGH **FNAC LABO ENVIRONMENTAL IMPACT NOTE** ON TECHNICAL PRODUCTS
FNAC DARTY BAROMETER FOR PRODUCTS REPAIR



AN INDEPENDENT EXPERTISE AND CUSTOMERS' ADVICE FOR A RESPONSIBLE CONSUMPTION



Since 1972

Since 2012

2018

2019



compares the characteristics and performance of technical products
1 038 tests on 492 products in 2018



ENVIRONMENTAL NOTE indicates the environmental impact of TVs, Tablets, PCs and smartphones.

67%

of our products in 2019

LAUNCH OF A PRODUCT REPARABILITY INDEX



PUBLICATION OF THE 1ST AFTER-SALES BAROMETER BY BRAND



LAUNCH OF SAV.DARTY.COM, the 1ST support community platform for Darty users



LAUNCH OF "DURABLE CHOICE BY DARTY"



EXTENDING THE SCOPE OF THE REPARABILITY INDEX TO SMARTPHONES



INNOVATIVE ACTIONS THAT ONLY EXIST AT **FNAC DARTY**



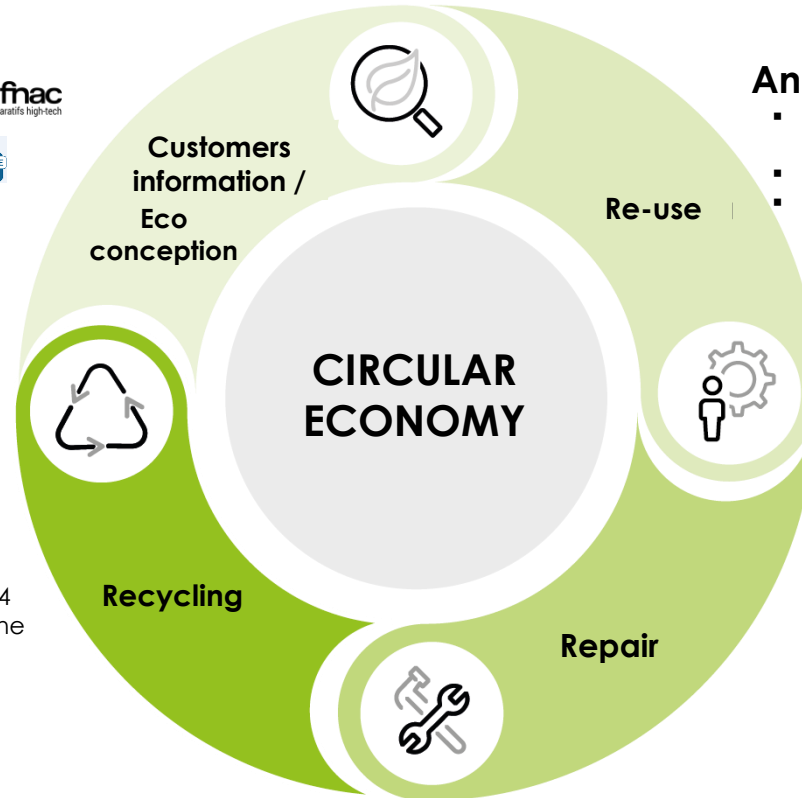
FNAC DARTY

EXTENDING PRODUCTS' LIFE SPAN IS A KEY ENGAGEMENT TO OUR CUSTOMERS...



Customer information from independent experts

- 764 tests on 374 products carried out in the Labo Fnac in 2019
- Environmental impact rating on 67% of consumer electronics products in 2019 (vs. 57% in 2018)
- 3rd "After-sales service barometer" and extending the scope of the Reparability index to smartphones
- Creation of "Le Choix Durable par Darty" in 2019



An activity dedicated to the second life of products

- Fnac Occasion and Darty Occasion
 - +17% products resold in 2019 vs. 2018
- 90 products given each day to 'ENVIE' for a second life
- Launch of the Smartphone roadworthiness test

Fnac Darty promotes recycling

- A 100% Fnac Darty recycling yard in the Paris region since 1994
- +770 tons of cardboard and +270 tons of expanded polystyrene recycled in 2019
- "2 for 1" collecting systems
- +46,000t of waste collected and recycled in 2019

1st after-sales service in France

- +2.6M of interventions and +1.6M of repairs in 2019
 - 2,500 dedicated maintenance employees
- Launch of Darty+ in 2017
- Launch of sav.darty.com in 2018, the 1st support community platform for Darty users
- WeFix acquisition in 2018
- Launch of Darty Max in October 2019
- Cyclofix partnership



FNAC DARTY No. 1 COLLECTOR OF WEEE IN FRANCE

FNAC DARTY No. 1 REPAIR IN FRANCE

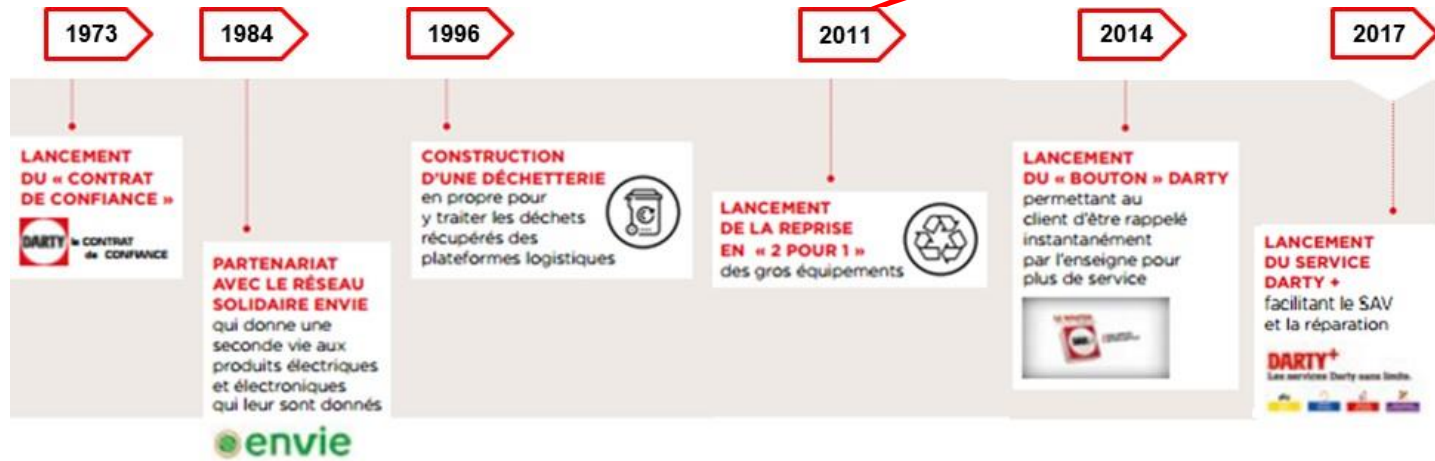
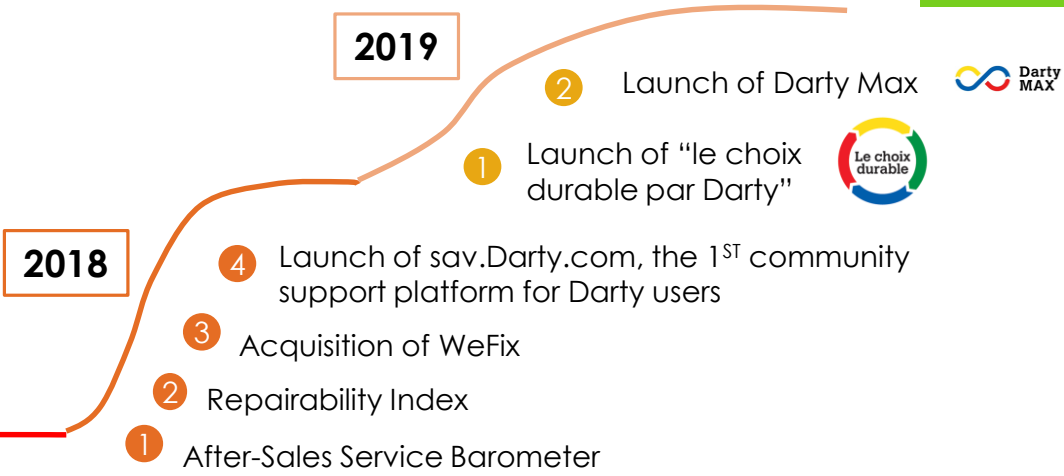


FNAC DARTY

... WHICH IS STRENGTHENING SINCE 2018 WITH NEW KEY INNOVATIONS



The 6 key innovations launched in 2018 and 2019 enable customers to be **better informed**, to **better use** and **repair** their product, and to **better sell** it back



B2C SERVICES: HISTORICAL ACTIVITIES
repair, collect, reuse and recycle

FOCUS ON DARTY MAX: A VALUE CREATING SERVICES OFFERING

A MONTHLY SUBSCRIPTION PLAN DEDICATED TO REPAIR AND ASSISTANCE FOR LARGE DOMESTIC APPLIANCES

A solution to combat planned product obsolescence
Easing customers' expenses through a €9.99-per month subscription plan
Extended equipment durability

Differentiated offering
A captive ecosystem and increased customer loyalty
Premiumisation

Financials:
Recurring revenue
Positive impact on EBIT: low single digit in 2020, double digit from 2021
Negative technical impact on 2020 cash flow related to spread of client payments

CLIENTS

ENVIRONMENT

Reduction in waste weight
Reduction in raw material consumption and CO₂ emissions

GROUP

PARTNER

Valuation of premium and sustainable brands
Tackling planned product obsolescence



FNAC DARTY

FNAC DARTY: AN ECONOMIC, SOCIAL AND CULTURAL ACTOR



+ A SIGNIFICANT STORES NETWORK TO CONTRIBUTE TO THE LOCAL ECONOMY

- 880 stores worldwide in 2019, of which:

163 international stores

84 stores in **Belux**
(12 Fnac and 72 Darty
in Belgium)

37 Fnac in **Spain**
33 Fnac in **Portugal**
9 Fnac in **Switzerland**

Objective of
**+40 new stores
openings
in 2020**

717 stores in France¹

410 Darty
(220 integrated-stores
and 190 franchisees)

195 Fnac
(92 integrated-stores
and 103 franchisees)

99 Nature & Découvertes
(91 integrated stores and 8
franchisees)

2 Fnac and 2 Darty in **Tunisia**
3 Fnac in **Morocco**
2 Fnac in **Qatar**
2 Fnac in **Ivory Coast**
1 Fnac in **Congo**
1 Fnac in **Cameroon**

WIDEN ACCESS TO CULTURE



#1

Bookstore in France
Ticket vendor in France
Record shop owner in France

1,700
free cultural events in
Fnac stores in France

100,000
people participated
to the Fnac LIVE
festival: 30 free
concerts over 3 days

15,000
people
participated to the
Forum Fnac Livres

3
Key literary award



a new digital platform to
promote culture in all its
forms

FNAC DARTY

¹ including stores abroad and in the French overseas territories

KEY ESG KPIs IN 2019 FOR A RESPONSIBLE CONSUMPTION

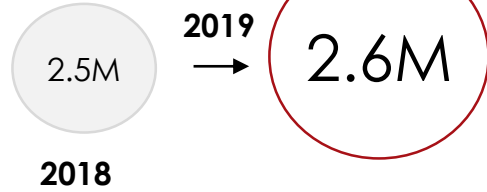


RESPONSIBLE PRODUCTS AND SERVICES

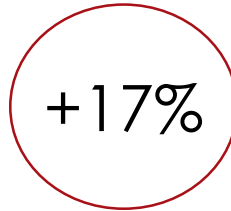
Promote more responsible consumption through transparent information and innovative services



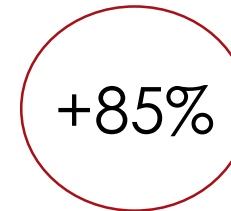
No. 1 REPAIR IN FRANCE



repair operations



products resold in 2019 vs. 2018

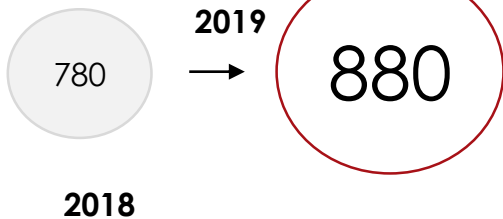


products covered by the
« sustainable choice by Darty » label

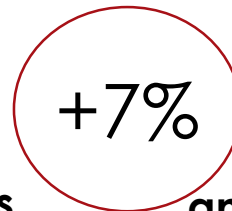


ECONOMIC, SOCIAL AND CULTURAL ACTOR

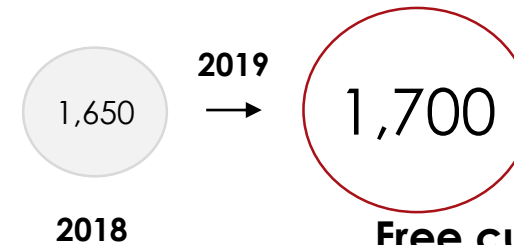
Boosting the economic, social and cultural vitality of local areas by offering advice, services and culture in close proximity to clients



multi-format stores
across the world



amount in € committed
to solidarity projects*



Free cultural events
organized in France

FNAC DARTY

* Nature & Découvertes

FNAC DARTY ENHANCED ITS **INITIATIVES** IN THE **CIRCULAR ECONOMY**



+ In a context of unprecedented crisis, Fnac Darty have enhanced its initiatives in the **circular economy** to promote an “**educated choice**” to customers

- The **Darty Max service offering**, available in all Darty's stores, can now be subscribed on the Group's websites
- Third edition of the “**After-Sales Service Barometer**” which now features an easily identifiable sustainability score to identify the most durable brands
- Expansion of the selection of products referenced by the “**sustainable choice by Darty**” label to **152 products**
- Extension of **Darty Occasion** offer to include domestic appliances in the refrigeration category



2/ ENHANCING RESPONSABILITIES IN SOCIAL, ENVIRONMENTAL AND BUSINESS ETHICS

As a leader, Fnac Darty must be **best in class**



FNAC DARTY

FNAC DARTY FACES ETHICAL REQUIREMENTS



Duty of care

Respect for human rights, environmental, labour and fundamental freedoms



Sapin II

Prevention, settlement agreements, repressive and preventive aspects



RGPD

Privacy by design, profiling, right to erase and portability, notification of data leaks

Risk mapping and associated action plans

Due diligence subcontractors, suppliers, subsidiaries, stakeholders

Communication and integration of customers policies into contracts

Alert and reporting systems

Training and employee awareness

FNAC DARTY'S ENVIRONMENTAL STRATEGY



FNAC DARTY IS COMMITTED TO REDUCING CO₂ CONSUMPTION IN FRANCE BY 50% BY 2030

1 Transport

- ✓ Optimisation of flow and truck filling
- ✓ Renewal of part of Diesel truck fleet with Compressed Natural Gas (CNG) trucks
- ✓ Selection of partners with less impact on environment: Bike deliveries in major cities
- ✓ Effective actions to reduce delivery failures (-15% in H1 2020 vs. last year) and to develop in-store pick-up (between 25% and 65% fewer CO₂ emission compared to home delivery)

2 Energy consumption

- ✓ Investing in equipment to reduce energy consumption: central building energy management system, LED roll-out
- ✓ Supplying electricity from renewable sources:
 - Signing of a Power Purchase Agreement in France for wind-powered energy
 - High levels of renewable energy used in Spain, Belgium and Switzerland

SOCIAL RESPONSIBILITY

HUMAN CAPITAL OUR KEY ASSET



1 STRATEGIC PROGRAMS

2017 – 2018 PROJECT MANAGER 2020

Implementation of a 24-month diploma training programme for Operating Managers

Develop the "Manager Coach" approach

Nearly 600 managers trained from several business lines

Significant participation rate (94% attendance at face-to-face sessions)

2018 – 2019 PROJECT CLIENT EXCELLENCE

Implementation of a "CUSTOMER EXCELLENCE" training programme, for a period of 12 to 18 months

Anticipate the evolution of business lines, facilitate mobility and develop the employees' employability in stores

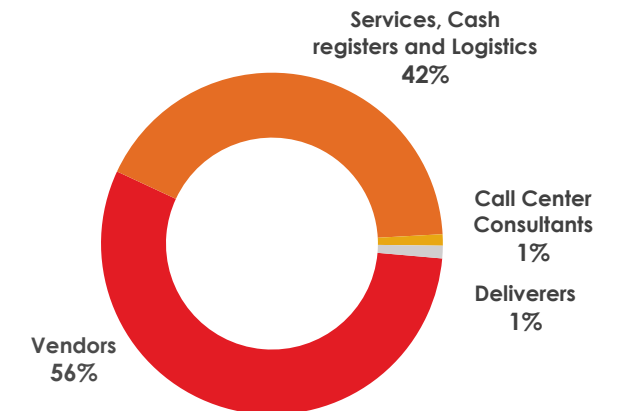
Develop customers' relations and sales skills in all business lines

2 « FNAC DARTY ACADEMY »

A GLOBAL BUSINESS UNIT DEDICATED TO PEOPLE DEVELOPMENT

“ DEVELOPPING PEOPLE ”
FNAC DARTY

Client excellence: trained employees breakdown



SOCIAL RESPONSIBILITY

HUMAN CAPITAL OUR KEY ASSET



Supermood

Digital, short and monthly survey to c.15,000 employees with results immediately available to managers
Instill a culture based on listening & proximity, agility & innovation
Manage employees' engagement
Extended to all countries in 2019

**70%,
+1pt vs. n-1**
Internal net promoting score at Group level in October¹

FNAC-DARTY EMPLOYEE STOCK PURCHASE PLAN

A first employee stock purchase plan implemented in June 2018 and a second one in June 2019
Implemented in France and abroad with matching contributions up to 700€ and a 20% discount on the subscription price
Strengthen the sense of belonging to Fnac Darty through value-sharing schemes and associate employees more closely with the Group's development and performance.
4,522 subscriptions in 2019 and an average subscription amount of 1,400€
Capital increase on 110,937 shares at a price of €56,24

19%
overall subscription rate

“ COMMITTING PEOPLE ”

FNAC DARTY

¹ 70% of respondents recommend Fnac Darty as a great place to work (% of scores from 7 to 10, on a scale from 0 to 10)

KEY ESG KPIs IN 2019

BUSINESS ETHICS OBJECTIVES



PROBITY OF FNAC DARTY AND PARTNERS

Conducting business in an exemplary manner through a business ethic that is conscious of its responsibilities and commitments

100%

of employees aware of
the code of conduct

+50%

of the 200 factories are audited
on 12 CSR criteria in 2019

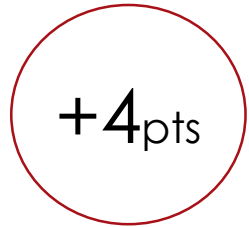
KEY ESG KPIs IN 2019

SOCIAL OBJECTIVES

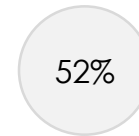


TENSIONS RELATED TO BUSINESS EVOLUTION

Develop our main asset, human capital, through well-trained employees who are confident in their expertise

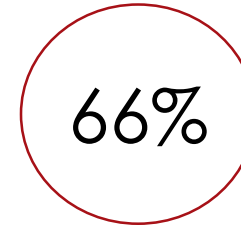


Women in Group Leadership roles

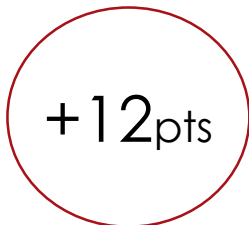


2018

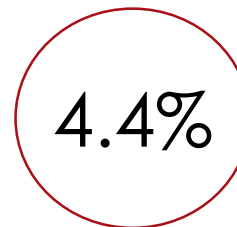
2019
→



Trained employees



Evolution of Gender Equality Index (90/100)



Percentage of people with disabilities in the total workforce as of December 31

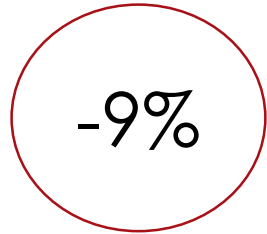
KEY ESG KPIs IN 2019

ENVIRONMENTAL OBJECTIVES

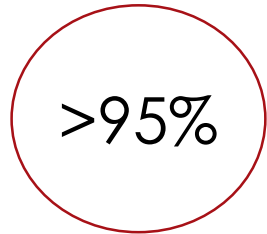


NEGATIVE EXTERNALITIES RELATED TO OUR ACTIVITIES

Limiting the environmental impact of our activities through an ambitious CO₂ and waste policy



of CO₂ emissions resulting from site energy consumption



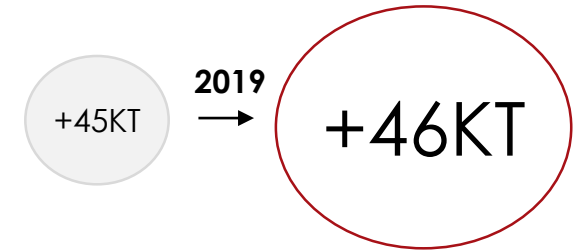
of renewable energy in Spain, Belgium and Switzerland



FNAC DARTY

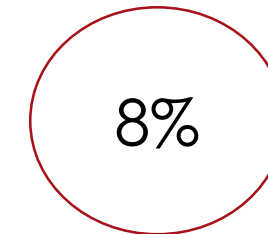


FNAC DARTY No. 1 COLLECTOR OF WEEE IN FRANCE



2018

WEEE collected and recycled



of CNG trucks in internal fleet

A RESPONSIBLE EMPLOYER IN A CONTEXT OF MAJOR HEALTH CRISIS



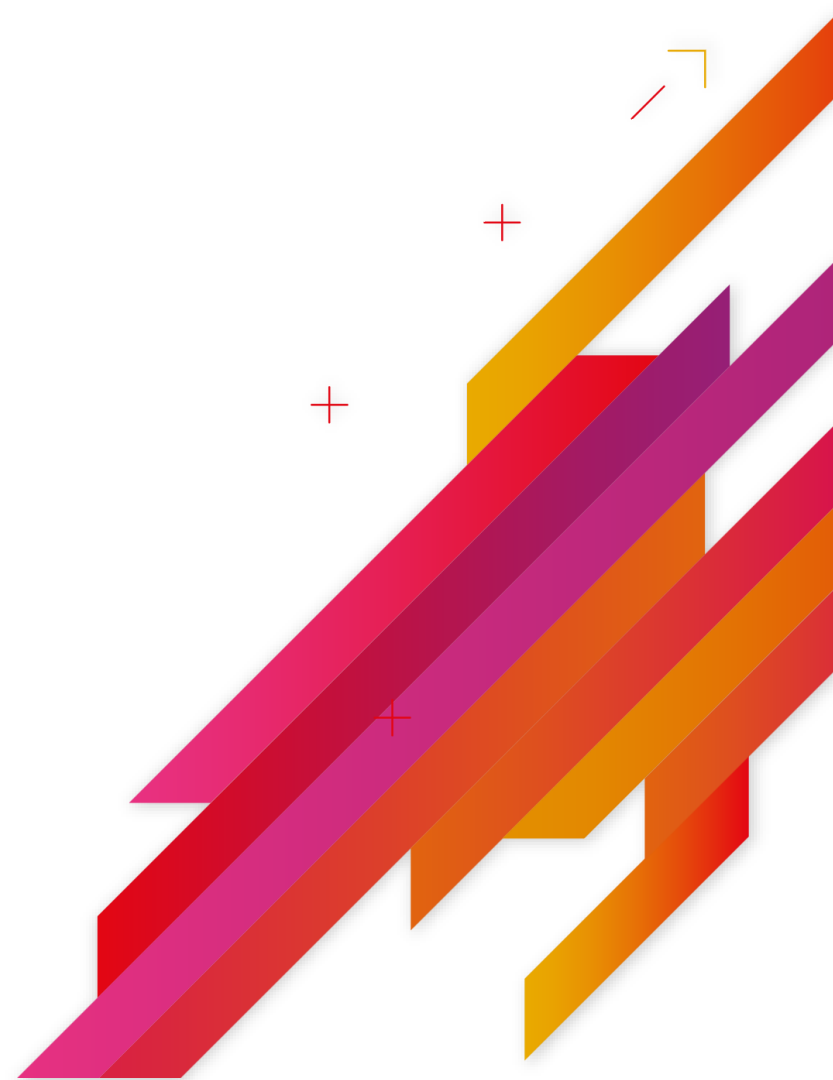
2020

- + Group's priorities: ensuring **the health and safety of employees** since the beginning of the crisis, through **permanent social dialogue**
- + **Temporary unemployment scheme** implemented during the closure of stores between 15 March and 11 May in order to **protect jobs**, for 80% of its employees in France, and similar measures applied in other countries
- + **Lost wages compensation** for all employees placed on temporary unemployment scheme in March
- + **Bonus allocated to employees working in logistic operations** which have been particularly solicited during this period
- + **Donation of equipment for retirement homes and associations** during the first lockdown: **40k€**



FINANCE

FNAC DARTY



STRONG REVENUE GROWTH IN Q3 2020

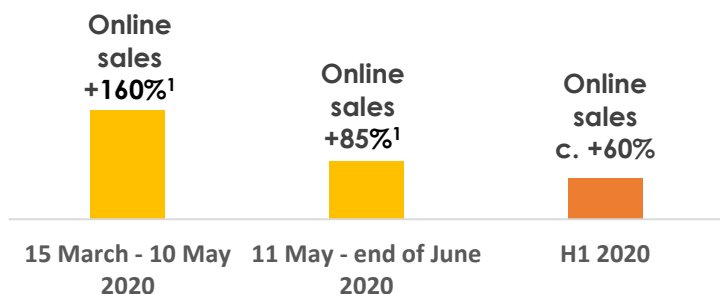
€m	Q3 2020	Change vs. Q3 2019	
		Reported	Like-for-Like ¹
France – Switzerland	1,537	10.1%	9.0%
Iberian Peninsula	163	-3.7%	-6.1%
Belgium - Luxembourg	159	7.9%	6.6%
Group	1,859	8.5%	7.3%

- + Revenue of €1,859 million, up +8.5% on a reported basis and +7.3% on a like-for-like¹ basis, in Q3 2020
- + Over the first 9 months of the year, revenue down -2.0% on a reported basis and -4.0% on a like-for-like¹ basis
- + Continued solid growth in online sales at nearly +30% and strong recovery in stores over the quarter, which limited the revenue loss related to the crisis to less than €100 million at the end of September
- + Gross margin rate down -50 basis points vs. Q3 2019
 - Dilutive technical effect related to the slid performance of franchisees of c. -15bps
 - Unfavorable effect from the drop in ticket sales estimated at c. -35bps

(1) Like-for-like: excluding FX, perimeter and expansion effects

SOLID OPERATIONAL EXECUTION IN H1 2020

Strong online performance in H1 2020



Store performance² by region from 11 May, 2020

€m	May 11 – End of June, 2020	Change compared with 2019 Like-for-like basis
France – Switzerland and Belgium - Luxembourg	526	+15.6%
Iberian Peninsula	40	-36.3%
Group	566	+9.3%

+ Unprecedented context

- Continued strikes in France and shorter winter sales in January
- Unprecedented health crisis that led to the closure of the store network from March 15 to May 10

+ Solid and rigorous operational execution

- Resistance of Group revenue at €2,849m in H1 2020, down -10% on a like-for-like basis
- Online sales increased by +60% in H1 with +160% during the lockdown period and continued significant growth after the stores reopened from May 11 of +85%
- Over 1 million of new web customers registered during the lockdown period with a continued dynamics post-containment

+ Gross margin rate down -110 basis points

+ Excellent cost control thanks to the rapid implementation of a readjustment plan

+ Solid cash position at €909 million

- Implementation of a €500 million Term Loan facility guaranteed by the French State
- Withdrawal of the proposed dividend payment of €1.50 per share for the 2019 financial year

¹ excluding services and Nature & Découvertes

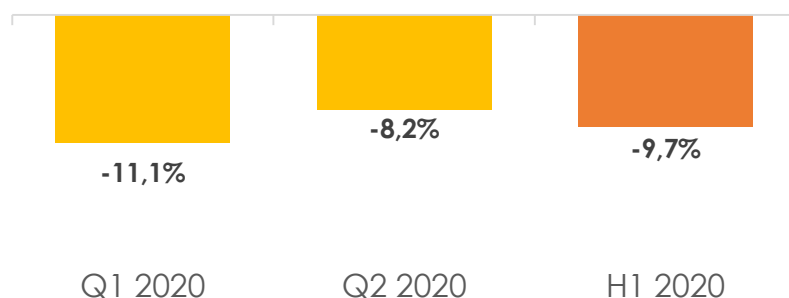
² excluding web, franchises, services and Nature & Découvertes

FRANCE AND SWITZERLAND IN H1 2020

€m	H1 2019	H1 2020	Change
Revenue	2,524	2,343	-7.2%
Current operating income	39.3	-45.6	-€85m

- + Strong momentum in IT, freezers, air conditioners and gaming categories mitigated the revenue decline
- + Gross margin has been impacted by negative product and service mix effects as well as the continued negative impact of the introduction of the new telephone insurance offers
- + Tight control of commercial investments and operating expenses
- + Current operating income decreased due to the loss of revenue related to the crisis and a gross margin rate decline

H1 2020 revenue¹ evolution



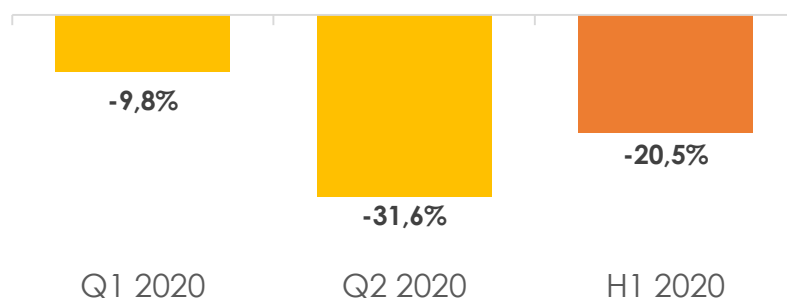
(1) Like-for-like: excluding FX, perimeter and expansion effects

IBERIAN PENINSULA IN H1 2020

€m	H1 2019	H1 2020	Change
Revenue	296	240	-19.0%
Current operating income	5.5	-12.7	-€18m

- + Strong dynamic of web sales, which doubled during the semester in both countries
- + Good performance in IT and gaming segments
- + Sales performance strongly impacted by a later end to lockdown and a more gradual reopening of stores in this region
- + Current operating income strongly impacted by a weak macroeconomic environment and purchasing power penalized by the health crisis, despite good commercial execution

H1 2020 revenue¹ evolution

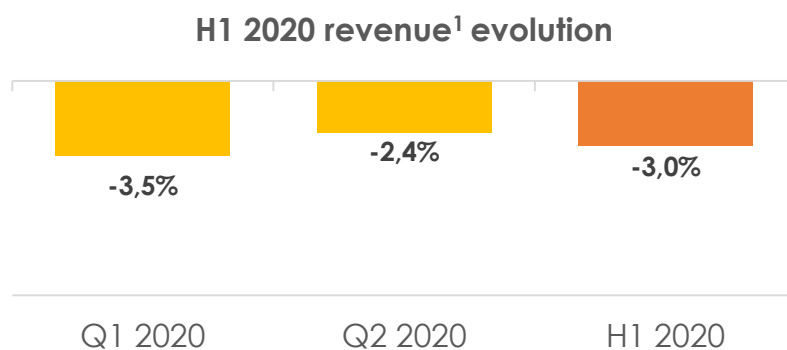


(1) Like-for-like: excluding FX, perimeter and expansion effects

BELGIUM - LUXEMBOURG IN H1 2020

€m (IFRS 5 excluding BCC)	H1 2019	H1 2020	Change
Revenue	273	267	-2.1%
Current operating income	1.4	0.7	-€0.7m

- + Significant E-commerce performance and successful reopening of stores since May 11
- + Solid sales momentum in computer equipment, refrigeration, small kitchen appliances and gaming
- + Strong resilience of profitability mainly driven by good performance of white goods despite continuing competitive pressure



H1 2020 GROUP FINANCIAL RESULTS

€m	H1 2019*	H1 2020
Revenue	3,093	2,849
Gross margin	951	844
Costs	-905	-902
Current operating income	46	-58
Non-current operating income and expenses	-22	-25
Operating income	25	-83
Financial expense	- 52	-23
Tax expense	-7	26
Net income from continuing operations	-34	-80
Discontinued operations	-6	-42
Consolidated net income, Group share	-39	-118

- + Current operating income at -€58 million strongly impacted by the revenue loss due to the crisis and an unfavorable product and service mix effect
 - The Nature & Découvertes integration had a negative technical impact of € -15 million, due to the brand's seasonality as expected
- + Cost-cutting plans that have been implemented rapidly have enabled the Group to significantly decrease its operating expenses
- + Non-current operating expenses coming from one-off effects:
 - -€14m of technical effects due to the depreciation of the Darty brand
 - -€6m of incremental costs directly related to the COVID-19 crisis

FREE CASH FLOW GENERATION

€m	H1 2019*	H1 2020
EBITDA	206	119
IFRS 16 impact	-110	-124
Non-recurring cash elements	-30	-9
Cash flow from operations before tax, dividends and interest	65	-14
Change in working capital ¹	-366	-415
CAPEX ²	-48	-50
Tax	-15	-24
Operating Free Cash flow¹	-364	-503

- + EBITDA down €87m including the impact of IFRS 16 vs. H1 2019, in line with the current operating income evolution
- + Operating free cash-flow impacted by:
 - The decrease of the EBITDA vs. H1 2019
 - The reduction in working capital requirements due to the decrease in trade payables, partly offset by the optimization of inventories as a result of a controlled merchandise-purchasing policy
- + CAPEX for the year 2020 amounts to €38m in H1 2020, down by -€16m as a consequence of the reduced CAPEX plan which will mainly impact H2 2020

¹ excluding IFRS 16

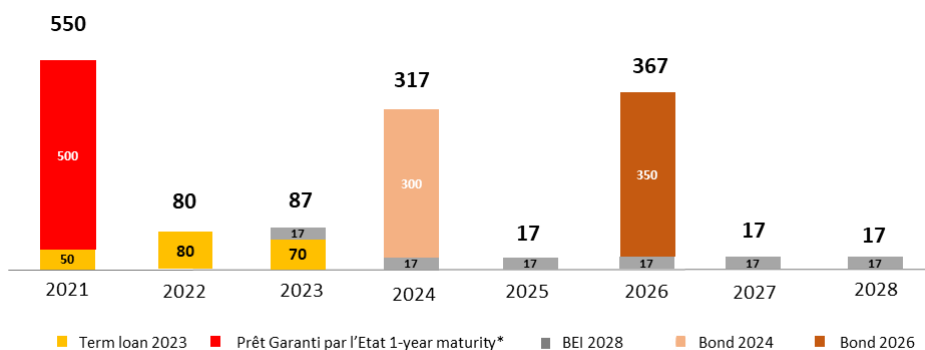
² including CAPEX for 2019 disbursed in 2020 for 13M€ in H1 2020

* Operations in the Netherlands are recognized as discontinued operations for H1 2019, following the application of IFRS 5

A STRONG LIQUIDITY POSITION

€m	31/12/2019	30/06/2020
Shareholders' equity	1,398	1,271
Net Debt ¹	18	549
Gross debt	1,013	1,458
Cash & cash equivalents	(996)	(909)
Rental debt (IFRS16)	1,016	958

Gross debt repayment schedule



*The Term Loan facility guaranteed by the French State "PGE" has a maturity of 1 year from 2020 with a 5-year extension option

+ **Strengthening liquidity and financial flexibility** in the context of unprecedented crisis

- €400 million revolving loan facility was fully drawn down on a preventive basis in mid-March and reimbursed on June 18, 2020
- €500 million Term Loan facility guaranteed by the French State ("Prêt Garanti par l'Etat") with a maturity of 1 year and with a 5-year extension option
- The corresponding cash was not used at end of September 2020

+ **Solid cash position at €909 million**, thanks to the implementation of the Guaranteed Government Loan combined with our strong business recovery and solid financial management

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ISR PRESENTATION

FNAC DARTY

