

**FNAC DARTY**

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# **CAPITAL MARKETS PRESENTATION**

February 23, 2021





## TODAY'S SPEAKERS



Enrique **MARTINEZ**  
Chief Executive Officer



Jean-Brieuc **LE TINIER**  
Chief Financial Officer

**Two iconic brands with  
a unique positioning and model,  
whose strength was spotlighted  
by the covid crisis**

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# TWO ICONIC AND COMPLEMENTARY BRANDS, WITH A VAST AND READILY MOBILIZED CUSTOMER BASE

**#2** Most missed brand by French consumers during the first lockdown



Vanden Borre  
la confiance

A QUEST FOR INDIVIDUALITY	A QUEST FOR ESSENCE
 <p>DARE Self-fulfillment, discovery</p>	 <p>CARE Serenity, simplicity</p>

Segmentation

Activation

Cross-brands

**30M** active customers<sup>1</sup>



**10M** loyal customers<sup>2</sup>

Source - Institut CSA

1. Have made at least one purchase in the last 24 months, France

2. Members, Group level

Note: other brands within the Group: Nature & Découverts, Wefix, France Billet, PC Clinic

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# A STRONG INTERNATIONAL PRESENCE WITH SIGNIFICANT ONLINE AND OFFLINE FOOTPRINTS



751 points of sale



832M annual online visits



34 points of sale

75M annual online visits



38 points of sale

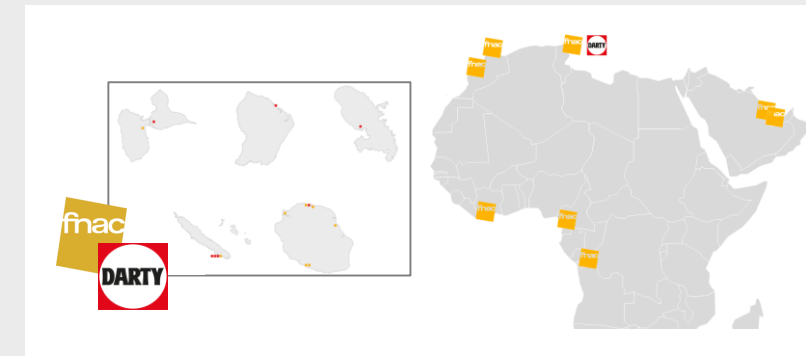
82M annual online visits

## Vanden Borre



85 points of sale

69M annual online visits

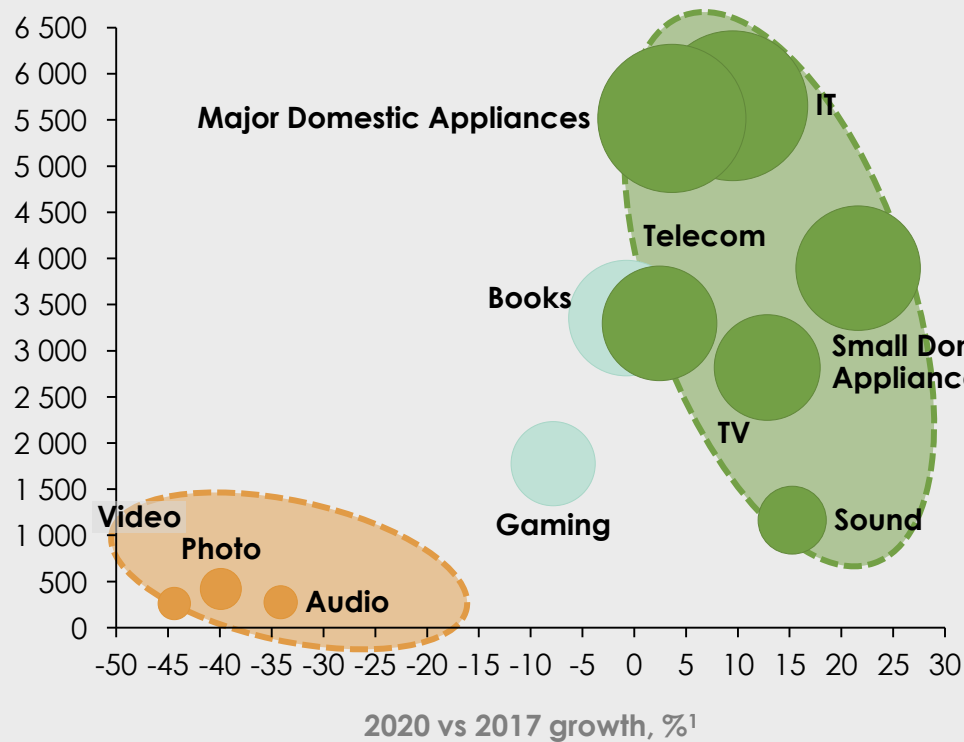




# A HIGH EXPOSURE TO GROWTH CATEGORIES, PARTICULARLY IN THE POST-COVID WORLD...

## Our markets are **growing**

2020 FR market value, €M<sup>1</sup>



**c.10%** of our product mix on declining categories

... a smooth replacement by **new growing categories**



**c.75%** of our product mix on growth categories

... a growth particularly strong in the **post-covid world<sup>2</sup>**

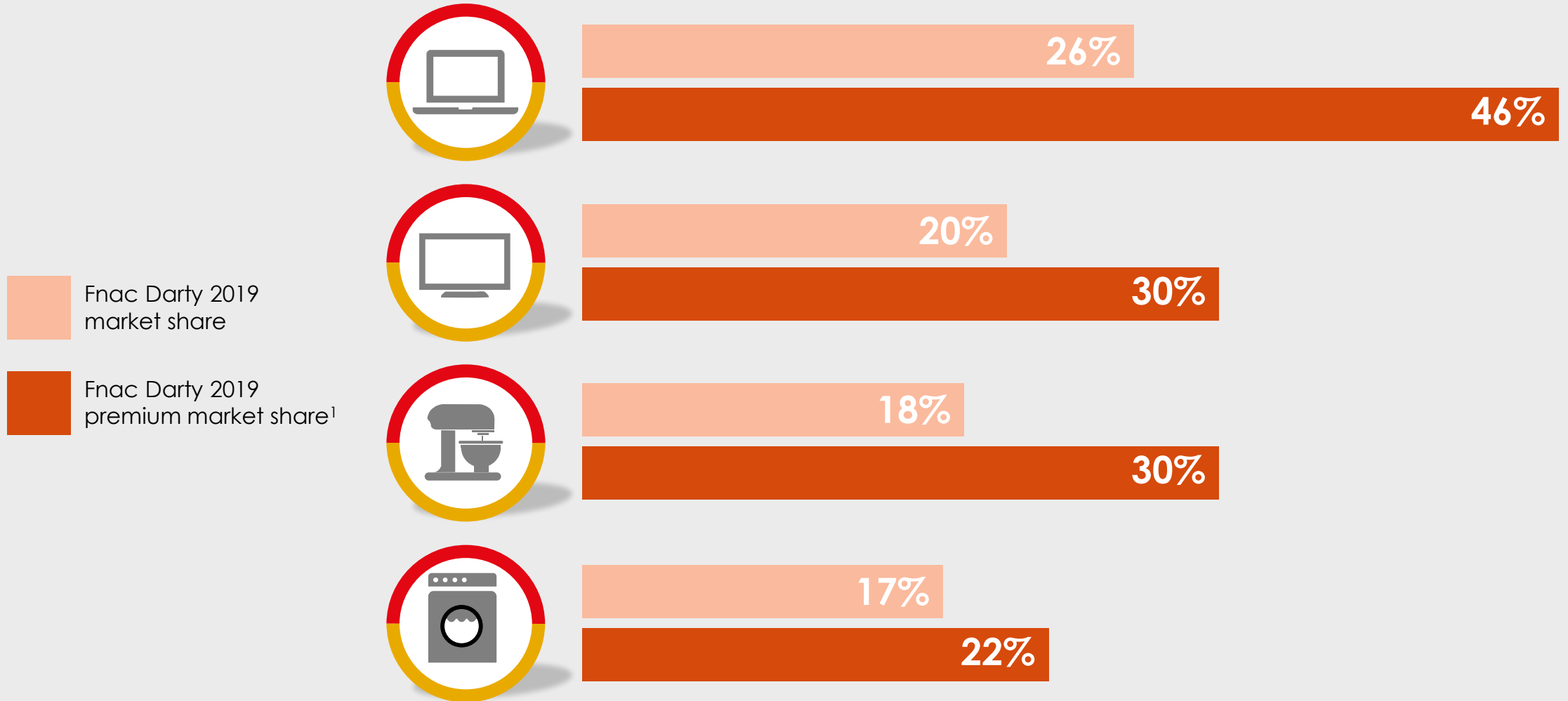


Source - GfK

1. Total 2020 Sales, €M / Total Sales Evol 2020 vs 2017, % - France  
2. June-December Sales Evol. 2020 vs 2019, % - France



# ... AND AN UNRIVALLED LEADERSHIP ON THE HIGH-END SEGMENT OF OUR MARKETS

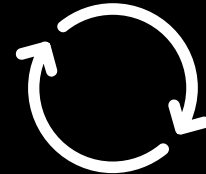
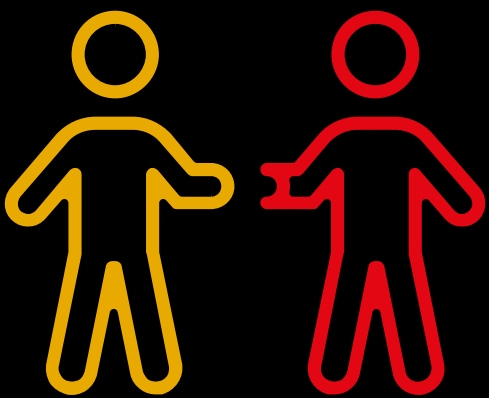
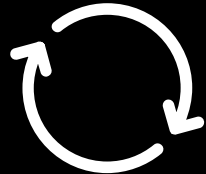


Source - GfK, France

1. Premium corresponding to 4th quartile in terms of price positioning



# THESE ACHIEVEMENTS HIGHLIGHT THE RELEVANCE OF OUR MODEL AND THREE CORE STRENGTHS



**OMNICHANNEL  
POWER**

**PEERLESSS  
SERVICES**

**INNOVATION**





# A PROVEN AND SUCCESSFUL OMNICHANNEL MODEL, OUTPERFORMING PURE PLAYERS DURING THE COVID CRISIS



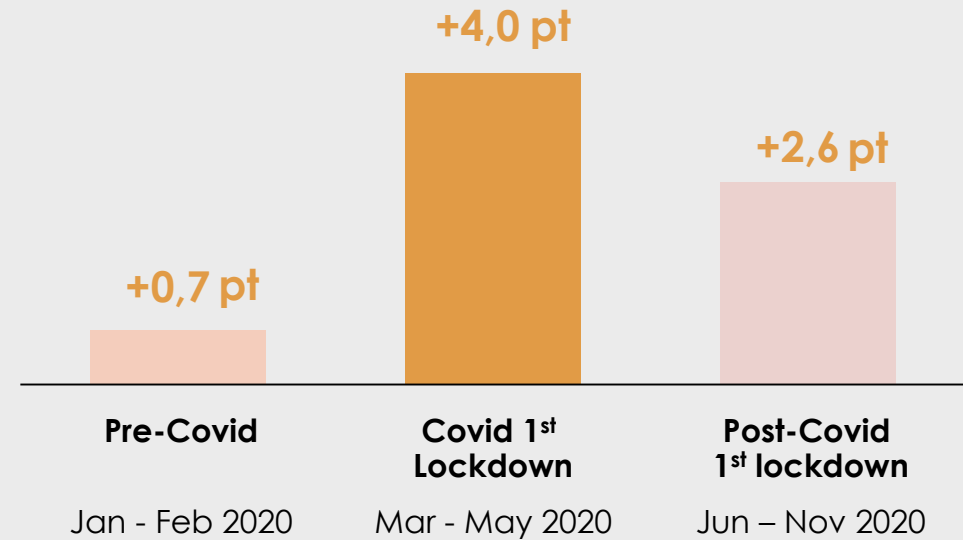
**900+** multi-format stores

**c. 17,000** dedicated Group staff in direct contact with customers

**c. 44M** average monthly online unique visitors<sup>1</sup>

**c. 50%** of online sales are C&C<sup>2</sup>

## Online market share gain<sup>3</sup>



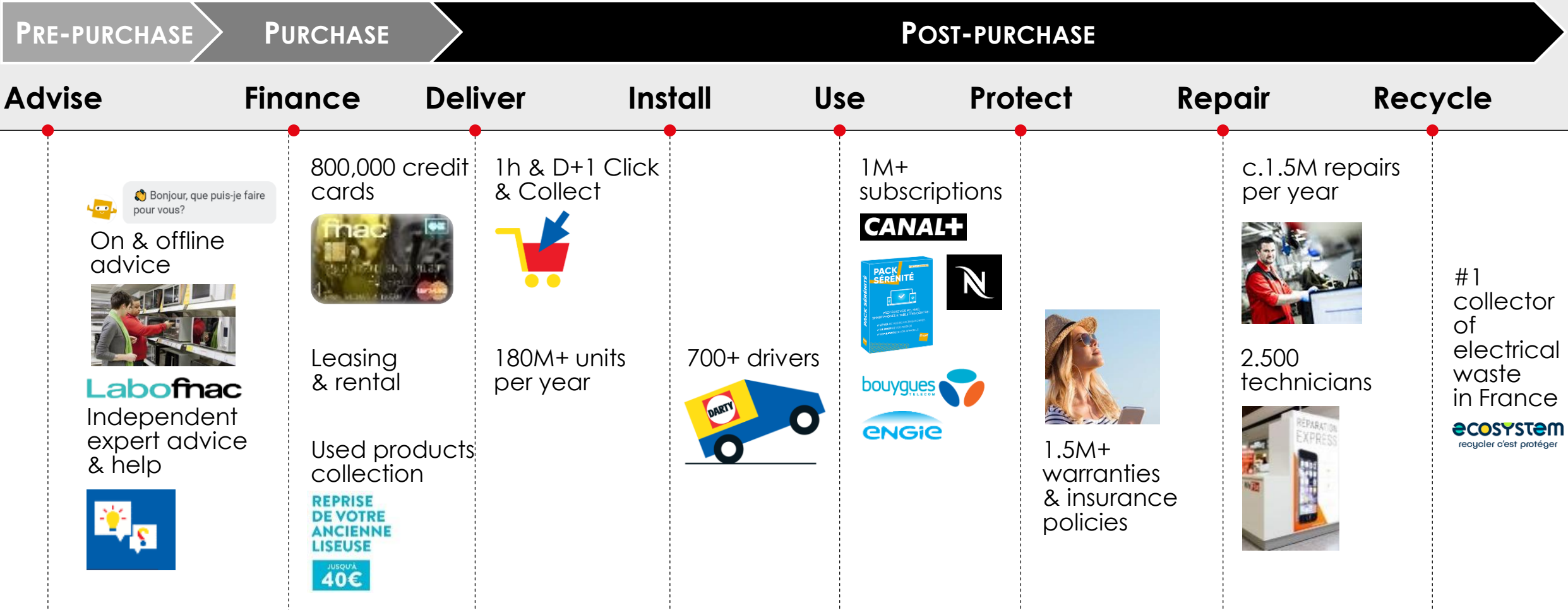
**+5M** new online active customers in 2020<sup>1</sup>



1. Group level, sum of all websites, 2020  
 2. FY 2019  
 3. Source - GfK, House equipment online market shares vs. 2019, France

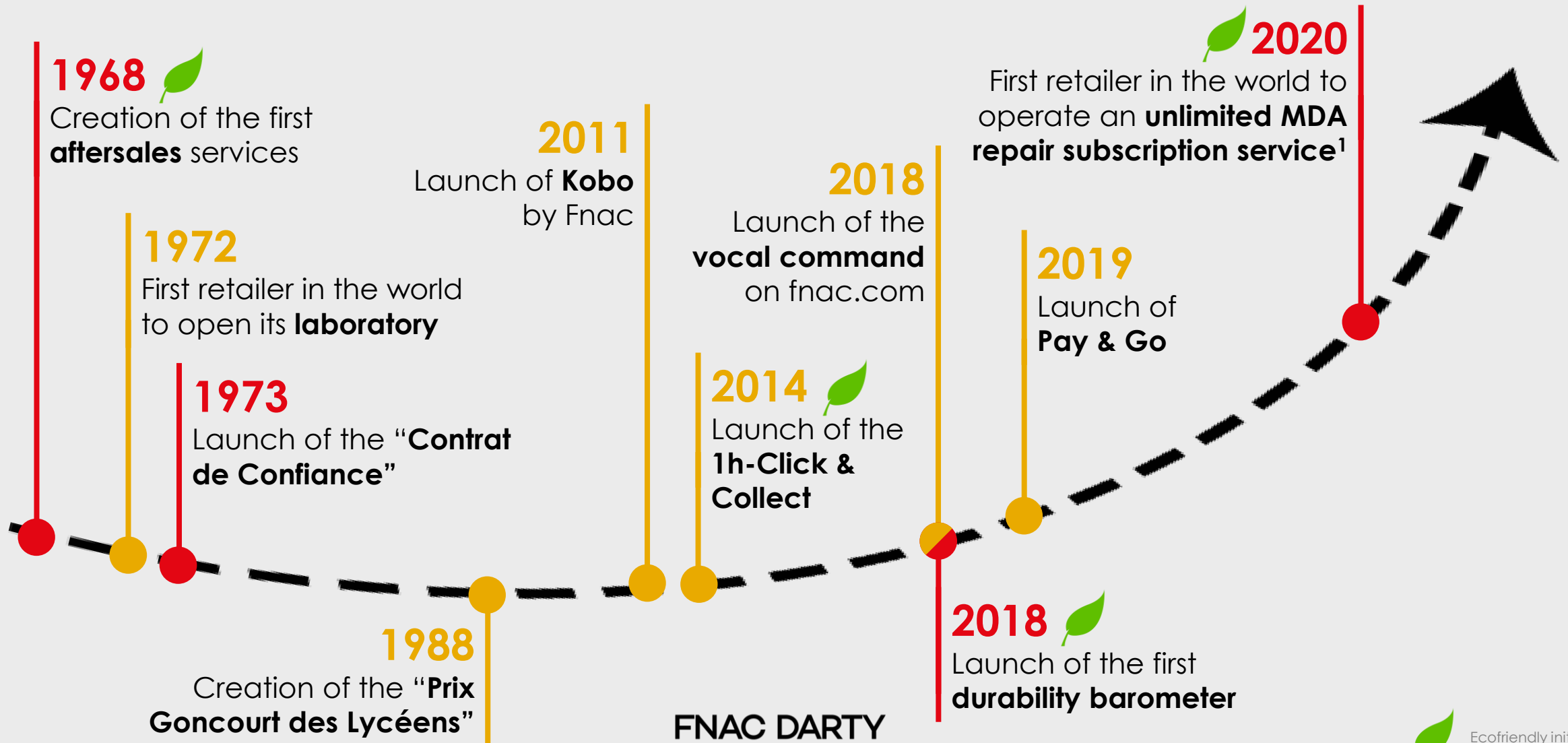


# A RESILIENT MODEL, REINFORCED BY OUR UNMATCHED SERVICE OFFERING THROUGHOUT THE CUSTOMER JOURNEY





# A HISTORICAL INNOVATIVE SPIRIT, KEEPING US AHEAD OF COMPETITION



1. Official launch : end 2019



# THE RELEVANCE OF OUR CHOICES WAS SPOTLIGHTED BY THE COVID CRISIS, WHICH ACCELERATED CONSUMER BEHAVIOR TRENDS



CONFIANCE+



The will to embrace and **lead these trends** with our next transformation

**Our next transformation will be  
driven by three convictions  
consistent with our Group mission**



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## WE HAVE THREE CONVICTIONS ON THE FUTURE OF RETAIL



**Omnichannel is the winning model** of retail



**Advice and service are necessary** to the purchasing act



**Consumer behaviors** will mainly be **driven by environmental concern** in the long term



THESE CONVICTIONS SHAPE AND ARE SHAPED  
BY OUR POWERFUL GROUP MISSION

Commit to an **educated choice**  
and a **sustainable consumption**

*S'engager pour un **choix éclairé**  
et une **consommation durable***



# CONVICTION #1

## OMNICHANNEL IS THE WINNING MODEL OF RETAIL

Omnichannel has proven its leadership with the covid crisis...

... with a reinforced role of the stores...

... and an increased online penetration

### +7pts

online **marketshare for non-food omnichannel retailers** compared to before lockdown<sup>1</sup>

### 80%

of French customers declare that **stores are their favorite shopping place**<sup>2</sup>

### >25%

**online sales growth** post lockdown<sup>3</sup>



Sources

1. BCG study, France, non-food retail

2. Ecommerce Europe, Eurocommerce & Forbes, 2021

3. BCG study, France, non-food retail, vs. base 100 beginning of 2020

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## CONVICTION #2

# ADVICE AND SERVICE ARE NECESSARY TO THE PURCHASING ACT

From facing hyperchoice...

... to making the right choice...

... and being enabled to use it

# 250M

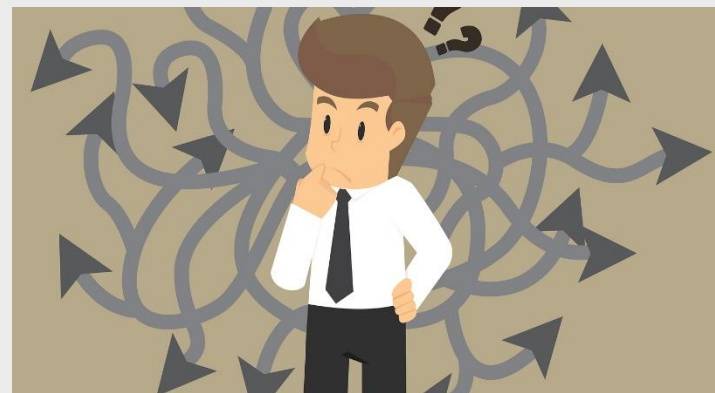
results on

**amazon.com**<sup>®</sup>



# 7-8

**maximum options** a consumer can digest before regretting their choice or **not buying anything**<sup>1</sup>



# >80%

of consumers say they have had **difficulties installing and using their technology products**<sup>2</sup>



Sources

1. Crédoc (Centre de recherche pour l'étude et l'observation des conditions de vie), 2018

2. Baromètre du Numérique du Ministère de l'Economie, 2018

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## CONVICTION #3

CONSUMER BEHAVIORS WILL MAINLY BE DRIVEN BY ENVIRONMENTAL CONCERN IN THE LONG TERM

Greater environmental concern...

... driving new ways of consuming

>75%

of customers would choose a **responsible retailer over alternatives**<sup>1</sup>



60%

of customers buy **second-hand products**<sup>2</sup>



>80%

of customers consider **use to be more relevant than ownership**<sup>3</sup>



Sources

1. GfK Consumer Pulse, 2020, France

2. Crédoc (Centre de recherche pour l'étude et l'observation des conditions de vie), 2019

3. Accenture, 2017

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**As an answer to these convictions,  
our new strategic plan is at the heart  
of customers' new daily life**

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# EVERYDAY



**everyday** au service **de nos clients**  
**everyday** companion of **our clients**



# HOW DO WE COMMIT TO AN EDUCATED CHOICE AND A SUSTAINABLE CONSUMPTION, **EVERYDAY?**

» **Build a digitized omnichannel retail**



» **Scale the next in-home subscription-based assistance service**

» **Lead durable behaviors**



EVERYDAY, ...

» Digitized omnichannel retail



» In-home assistance service

» Durable behaviors



# BUILD A DIGITIZED OMNICHANNEL RETAIL, THANKS TO...

- best-in-class online capacities
- a profitable and digitized store network
- a high-value offer

<b>&gt;30%</b>	<b>50%</b>	<b>100%</b>
online revenue penetration by 2025	of online revenue from Click & Collect	of stores profitable by 2025 <sup>1</sup>

- #convenience
- #experience
- #uniqueness
- #profitability

1. Group owned stores perimeter



# Our best-in-class online capacities





# HOW DO WE ACHIEVE BEST-IN-CLASS ONLINE CAPACITIES?

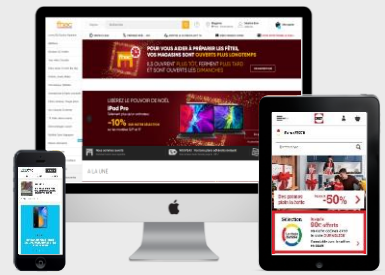
## Today

Strong **online capacities** that **fuel our omnichannel model**

€2.7bn  
online GMV<sup>1</sup>

c. 50%

growth in # of units sent in 2020 vs 2019<sup>2</sup>



## Tomorrow

> 50% of total **Capex** invested by 2025 to offer the **best experience**, bearing Fnac Darty's **distinctive signature**

Best-in-class  
user experience

Distinctive signature  
through expert advice

Enhanced logistics  
to increase capacity

1. Group level  
2. France



# Best-in-class user experience



- Supported by a **new search engine algorithm**<sup>1</sup>
- AI-based **personalization use cases**
- Mobile-first**



Note: new website live in H1 2021  
 1. New search engine algorithm live in H1 2021



# Distinctive signature through expert advice

Advice at the center of our website

New ways of bonding with customers online

Highlight of the **Fnac Darty choice...** with the central role of the **expert influencer**<sup>1</sup>

Widespread development of **livestreams**

Face-to-face live with expert salespersons



Fully integrated advice on the websites



Besoin d'aide ? Une question ?



Expert salesperson advice and news



Digital cultural animation



1. The salesperson has a strong online presence



## Enhanced logistics to increase capacity

### Mechanization and automation...

- New **modern and high level equipment** by **2023** for technical and small electronic products
- **c.€40M** investment over the period
- High level of **mechanization**



### ... to keep up with online growth

- Web fulfillment unit costs reduced by **over 20%**
- Capacity to keep up with **online growth**
- Increased **level of services** (better Darty cut-off, enhanced process for the stores)





# Our profitable and digitized store network



# HOW DO WE ACHIEVE A PROFITABLE AND DIGITIZED STORE NETWORK?

## Today

A **profitable network**, which is key to **customer proximity**

**c. 95%**  
of stores are profitable<sup>1</sup>



## Tomorrow

A **stronger and more digitized network**, fostering the expertise of salesperson and digital footprint

The cornerstone of our digital footprint

Optimized current store network

Expertise and experience

Source - Group owned stores perimeter, in turnover - 2019



# The cornerstone of our digital footprint

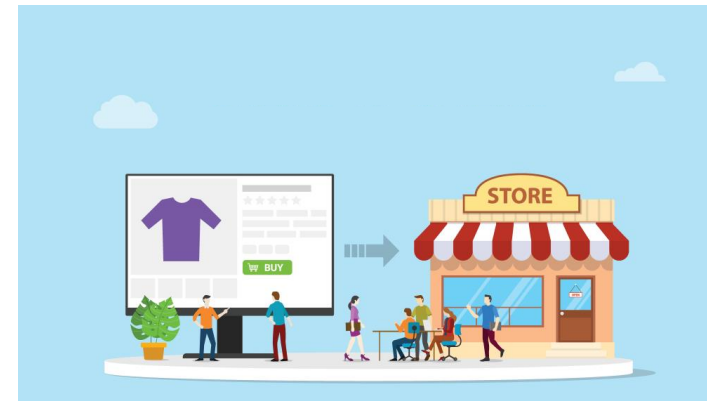
## Immediacy of omnichannel services

- 1-hour **Click & Collect**, the most low-carbon delivery option<sup>1</sup>
- Immediate access to **services & repairs**



## Store contribution to online profitability

- Increased **online penetration** in the stores' catchment areas
- Cross-sell** on web generated sales
- Reduced **last mile delivery costs**



<sup>1</sup>Customer's carbon footprint not taken into account



# Optimized current store network

Optimization of our existing network

Leveraging of development opportunities

Full range of possible **actions to strengthen our network** and reach **100% profitability**<sup>1</sup>

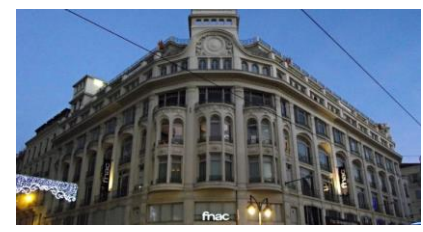
Mostly under the **franchise model**

Retail space reallocation

Real estate negotiations

Kitchen

New formats



Transfer to attractive areas

Shop-in-shops

Small formats



1. Group owned stores perimeter





## Expertise and experience

### Empowered in-store experts

- Investment in **training** and **coaching**
- New **smart IA platform** to better serve the customers
- Showcasing of their **passion for products**



### Enhanced customer journey

- New **“welcomer” role** in each store to welcome, help and guide customers
- “Single Point of Resolution”** approach: each staff in the store can solve every customer issue





# Our high-value offer



# HOW DO WE ACHIEVE A HIGH-VALUE OFFER?

## 「Today」

Unique positioning on **value in Culture, Technology and Design**

1<sup>st</sup>

Top-of-mind brand awareness on our markets



## 「Tomorrow」

An **uncompromised acceleration** to offer **high-value products to all**

**Conquest of legitimate territories**

**Dynamic and spot-on diversification**

**Enhanced access**



# Conquest of legitimate territories

White goods

A position of historical leader

A full-stack action plan to further consolidate

- Offer range and exclusivities
- Positioning on durability
- Territory coverage
- Salespeople expertise
- Delivery, installation and repair services



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- Rally existing small networks to Darty brand
- Reinforce our service & logistics offer
- Target new customers at key life moments (eg. moving)
- Take the most of the synergies with Kitchen activity
- Leverage customer loyalty
- Develop new categories
- Enrich shopping experience



# Dynamic and spot-on diversification

# Urban mobility

A holistic offer promoting eco-friendly urban mobility

Omnichannel dedicated distribution



Dedicated spaces in stores



### Accessories



### Services

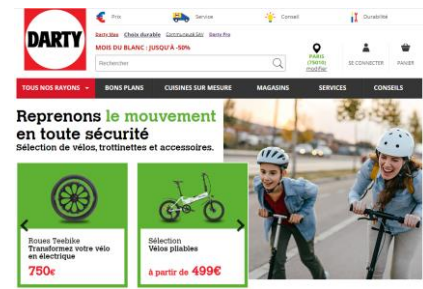
- Financing
- Warranty
- Leasing
- Setup
- Maintenance
- ...



Home delivery services



Digital corners





# WE SET THE NEW STANDARDS OF HUMAN-TO-HUMAN OMNICHANNEL EXCELLENCE BY CLOSING THE LOOP OF WEB AND STORES SYNERGIES...

From bringing the **web** into our stores... .. to bringing our stores online, with the strength of our 12,000 in-store salespeople



In-store salespeople with **digital tools**



**100% of the offer available** in every store



Peerless **omnichannel services**



**Expertise and customer knowledge** enhanced by data and technology



**Online companionship** from the **expert influencer**<sup>1</sup>



A **“single point of resolution”** approach

1. The salesperson has a strong online presence

# ... AND BY STRENGTHENING OUR MODEL'S DIGITAL EDGE

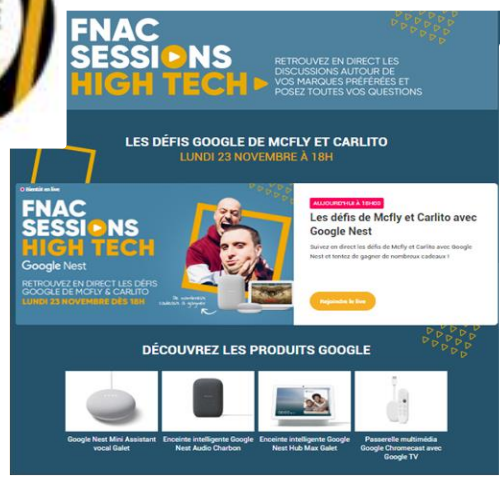
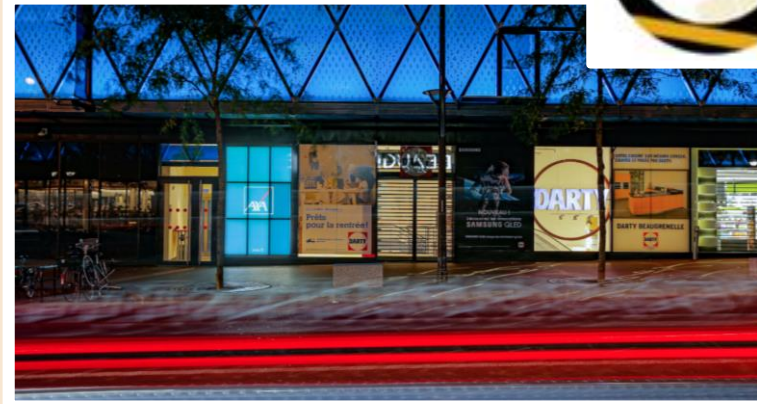
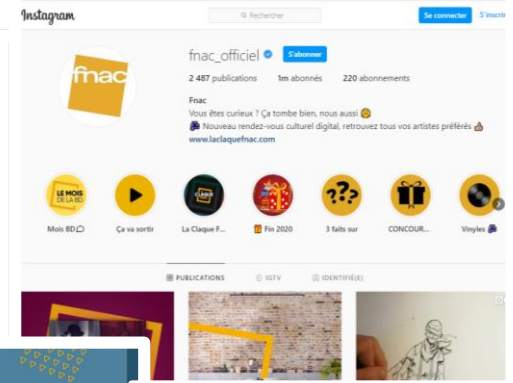
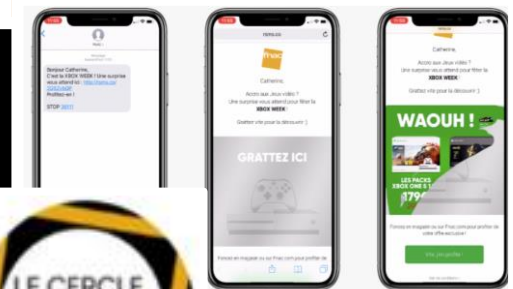
More connected

More social

More live

More personalized

More data-driven





# EVERYDAY, ...

» Digitized omnichannel retail



» **Durable behaviors**

» In-home assistance service





## LEAD DURABLE BEHAVIORS, THANKS TO...

- a more durable offer, combined with customers' orientation towards durable products
- the promotion of responsible behaviors, notably through eased access to repair

**135**

“durability score”  
by 2025<sup>1</sup>

**c.2,5M**

products repaired  
in 2025<sup>2</sup>

**#durability**

**#repair**

**#use**

**#transparency**

1. Products durability scores weighted by volumes  
2. Repaired or dysfunction resolved

# HOW DO WE ACHIEVE OUR AMBITION ON DURABILITY?

「Today」

From a **pioneer position**  
on **sustainable choice**...



La 3<sup>ème</sup> édition du  
Baromètre du SAV

「Tomorrow」

... to an **uncompromising leadership** via a  
**sustainable ecosystem** of products and services

A more durable  
offer

The right solutions  
and advice to  
consume better

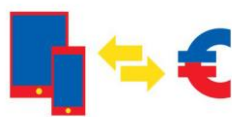
A well-established  
reputation



## A more durable offer

### A more durable offer

- Apply **durability criteria** to our offer selection and **engage suppliers**
- Carefully **select Marketplace** vendors and products
- Offer products a **2<sup>nd</sup> life** with a unique proposition



### A unique scoring of the durability of our offer

- A **unique and rich aftersales & repair database** that enables to compute an **independent durability scoring**
- Scoring of **100% of our products**<sup>1</sup>
- Strong visibility** in the stores and on the web

#### Elements of durability score



Product reliability



Availability of spare parts

Sourcing, eco-conception, part of recycled materials, consumption of water, etc.

1. On eligible perimeter



# The right solutions and advice to consume better

Purchase better: guide customers towards durable consumption

Use better and foster repair

## In stores and online



**Darty vous aide à choisir des appareils plus durables.**

Le choix durable 2,5 millions d'interventions SAV chaque année nous permettent de sélectionner des appareils plus fiables et réparables.

**Sélection Choix durable**

Jusqu'à 90€ offerts en carte cadeau avec le code DURABLE30\*

Du 8 au 19 janvier 2021 J'EN PROFITE

Cumulable avec les offres en cours

Le choix durable FNAC DARTY

**6,5 /10**

INDICE DE RÉPARABILITÉ

FNAC DARTY

## Experts and communities

**DARTY & VOUS**  
Les conseils

- DOSSIER > Gérer son chauffage avec Netatmo
- C'EST DANS L'AIR > Du mobilier de bureau éthique, durable et recyclé
- CONSEIL & TUTO > Une salle de bain zéro déchet (ou presque), c'est possible

**Bienvenue dans la communauté SAV Darty**  
plus de 450 000 réponses

- Comment caster votre smartphone ou tablette sur votre téléviseur ?  
Téléviseur LCD
- Mon téléviseur SONY sous Android se coupe et redémarre seul, il reboot sans arrêt  
Téléviseur LCD - Sony

## Repair services



**Pièces détachées**

Recherchez votre pièce détachée, accessoire, consommable

Trouvez la bonne pièce en 3 étapes

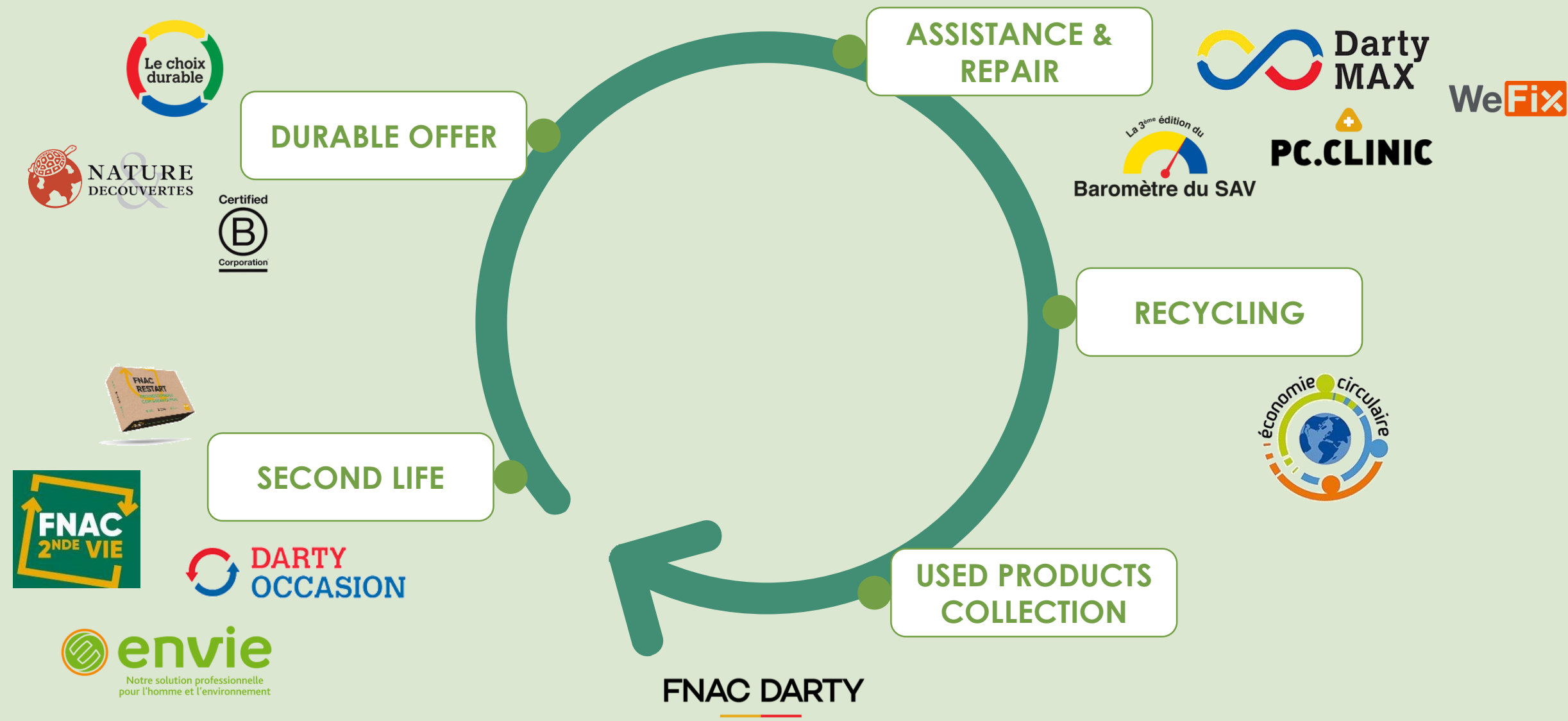


A well-established reputation



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# THIS AMBITION WILL STRENGTHEN OUR LEADERSHIP ON DURABILITY WITH A HOLISTIC ECOSYSTEM...





# ... AND ACTIVELY CONTRIBUTE TO OUR REFERENCE CSR STRATEGY THAT ALREADY SHOWCASES GREAT ACHIEVEMENTS



## » Acceleration on durable consumption

**+50%** | repaired products in 2025 vs 2019

## » Uncompromising behavior on the basics (gender parity, personal data, climate...)

**35%** | women in the Group top 200 managers in 2025 (+11 pts vs 2020)

**-50%** | transport & energy CO<sub>2</sub> emissions in 2030 vs 2019 (Group perimeter)

vigeo eiris  
Rating

**#9/73**

Vigeo Eiris 2020 ranking among European retailers



# EVERYDAY, ...

» Digitized omnichannel retail



» In-home assistance service

» Durable behaviors





# SCALE THE NEXT IN-HOME SUBSCRIPTION-BASED ASSISTANCE SERVICES BY...

- unlocking the full potential of our exclusive unlimited repairs subscription program

>2M

subscribers to our unlimited repairs subscription program by 2025

*#subscription*

*#margin*

*#use*

*#derisked retail*



# HOW DO WE ACHIEVE OUR AMBITION ON SERVICES?

## Today

An **exclusive MDA unlimited repairs subscription program**



**c. 200k**

subscribers only one year after launch

An established **expertise to manage subscriptions**

**c.11M**

subscription contracts of which c.10M on loyalty programs<sup>1</sup>

## Tomorrow

Complete our service model transformation and unlock the **full potential of Darty Max**

**Whole home, available everywhere**

**A subscription-based model**

**A valuable bond with customers**



# Whole home, available everywhere

From our products...  
to the entire home

From our stores...  
to everywhere



c.1Bn touchpoints today<sup>1</sup>

The path to become  
the **undisputed leader of in-home assistance solutions**

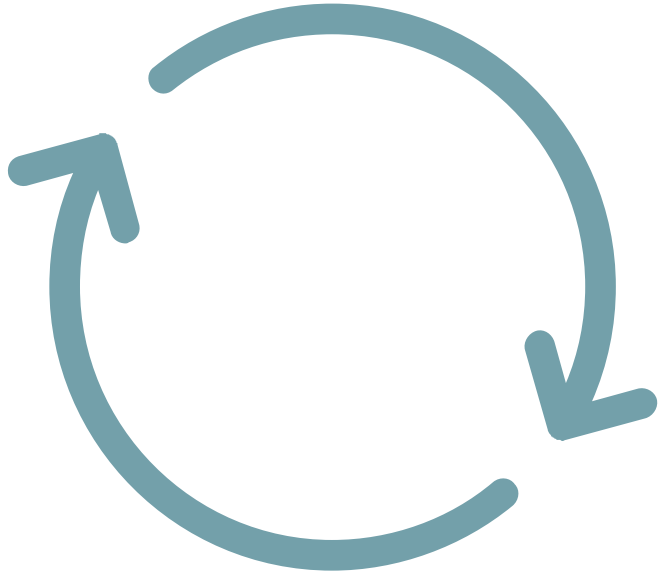
1. France – web, stores, call centers and delivery



**A subscription-based model**



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**<10€<sup>1</sup>**  
a month to protect one's every appliance

**Eased access to high-value services**

**50%<sup>2</sup>**  
of French households declare they would use this service<sup>1</sup>

**Maximum convenience**

**Up to 15 yrs<sup>1</sup>**  
of guaranteed reparability

**Extension of product durability**

**Recurring cash flows**

**x2,5**  
margin generated over a 5 year-period vs. warranty extension

**Loyalty and retention**

**>50%<sup>1</sup>**  
MDA additional expenses of Darty Max customers

**Durable use promotion**

**Durability**  
Commitment for the good of the customers and the planet

1. Current Darty Max figures, indicative  
2. Internal study

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## A valuable bond with customers

### The way we conceive the service

- “Zero hassle” solution
- Simple solution
- Transparent conditions
- Without engagement
- Total engagement for durability



### The way we operate the service

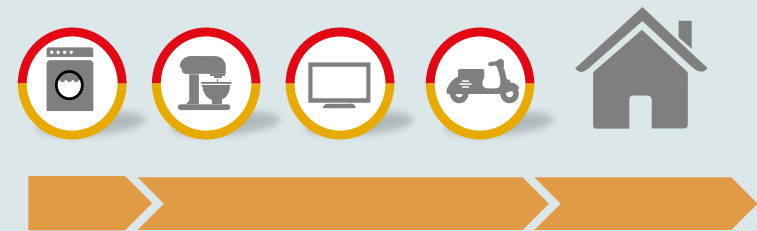
- Personalized customer relation
- Rapid intervention
- Advice and unique advantages to encourage customers to use the service
- High level of customer satisfaction
- Unlimited interventions

A customer and data driven service, accompanying the customers in their home with a lasting and trusting relationship



# WE LEVERAGE OUR PROVEN ABILITY TO LAUNCH, SELL AND OPERATE SUBSCRIPTIONS, AND TO REPAIR

**Design the service**



**Recruit customers**

Customers		Non customers
Stores 	B2C Other contact points	B2B2C Partners 

**Operate the repair**

>700 technicians<sup>1</sup>  
>550 recruitments<sup>2</sup>

**Bond and retain subscribers**

11M subscribers operated today<sup>2</sup>

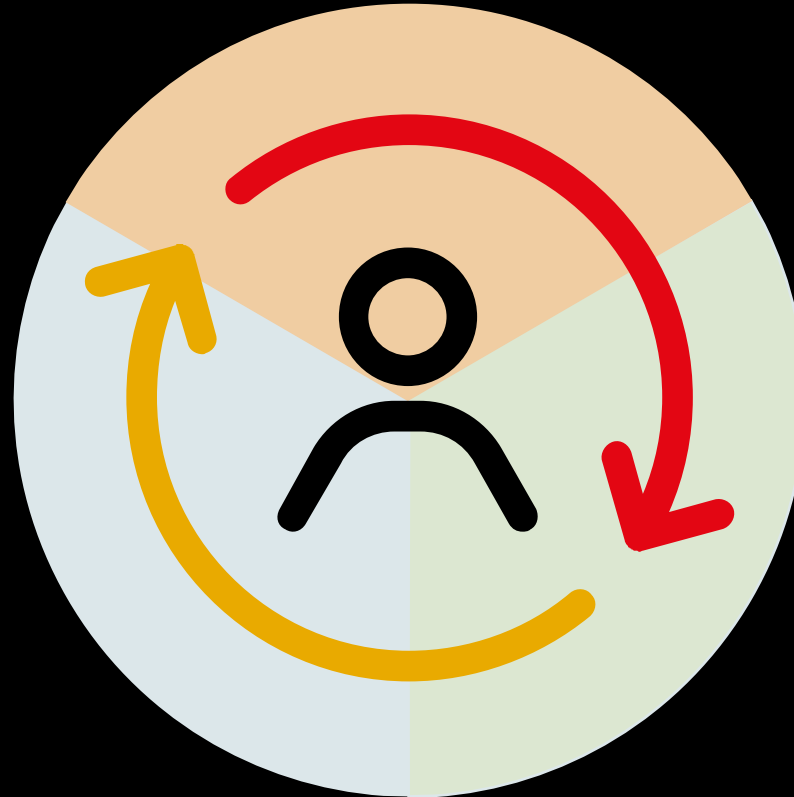
No one else than Fnac Darty can offer such a complete expertise to run this exclusive service and become the undisputed leader of in-home assistance

1. In home interventions  
2. Group level



# ALL OF EVERYDAY IS IN EACH OF ITS AMBITIONS

» Build a digitized omnichannel retail



» Scale the next in-home subscription-based assistance service

» Lead durable behaviors



THE SUCCESS OF THIS PLAN WILL RELY ON THE EMPOWERMENT OF OUR DEDICATED STAFF TO ACCOMPANY CUSTOMERS



25,000 PARTNERS SIDE-BY-SIDE WITH OUR CUSTOMERS **EVERYDAY**



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# WITH OUR NEW STRATEGIC PLAN EVERYDAY, OUR MODEL IS EVOLVING TOWARDS A RESPONSIBLE DIGITIZED RETAILER DELIVERING HIGH-VALUE AND DURABLE SERVICES

2016 - 2018



**POWERFUL  
LEADER**

2018 - 2020



**BEST-IN-CLASS  
OMNICHANNEL  
RETAILER**

> 2021



**EVERYDAY**  
everyday au service de nos clients  
everyday companion of our customers

**RESPONSIBLE DIGITIZED RETAILER  
DELIVERING HIGH-VALUE AND  
DURABLE SERVICES**

# Financial objectives and outlook

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## ASSUMPTIONS FOR OUTLOOK

- ❑ No further extensive periods of lockdown or temporary store closures
- ❑ No serious deterioration in the level of consumer confidence
- ❑ Supply chain remains largely intact



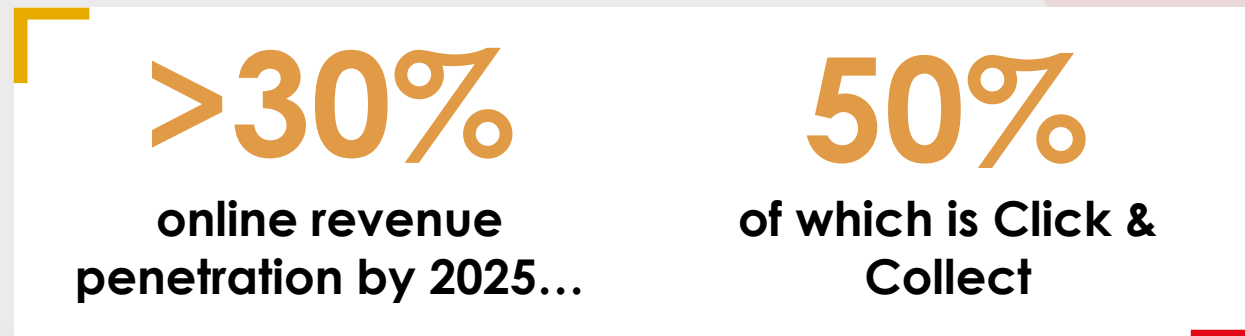
# KEY FINANCIAL DRIVERS FOR BOOSTING OUR PERFORMANCE

- **Revenue growth** mainly driven by increased online activity
- **Significant contribution in gross margin** of the subscription-driven service offering
- **Cost-cutting program** including the optimization of the store network
- **Controlled capex level** focused on strategic initiatives



# REVENUE GROWTH MAINLY DRIVEN BY INCREASED ONLINE ACTIVITY

- **Relying on an effective omnichannel model** based on the best in-store and online experience
- **Boosting our online revenue** thanks to heavy investment in our online capacities in order to meet customer expectations and offer a pure player-like experience





# SIGNIFICANT CONTRIBUTION IN GROSS MARGIN OF THE SUBSCRIPTION-DRIVEN SERVICE OFFERING

- **Capitalizing on and expanding our high margin service offering model** by attracting new customers
- **Generating recurring cash flows through a subscription services model**, increasing the resilience of our business

**>2M**

**subscribers to our unlimited repairs subscription program by 2025**

- Mitigating the impact of the product mix sold online and the development of the franchise



# COST-CUTTING PROGRAM INCLUDING THE OPTIMIZATION OF THE STORE NETWORK

- **Continuous reduction of our cost base** in line with our Performance Plan
- **100% of our stores profitable<sup>1</sup> by 2025** through optimization of our existing store network and further development of the franchise
- Investment in logistics to generate a **reduction in unit logistics cost**

2018-2020

Cost cutting achieved  
to offset inflation  
(c. 30m/year)

2021-2025

**Cost cutting**  
to offset more than the expected  
inflation



# CONTROLLED CAPEX LEVEL FOCUSED ON STRATEGIC INITIATIVES

**c.€120m**

**Total annual normative capex budget excluding major strategic initiatives by 2025**

- >50% of which is allocated to logistics and IT** to support the strong growth of online activity
- Additional c.€40m to be invested over the period** in new modern and high level equipment enabling the unit cost per package to drop in the mid-term





# KEY FINANCIAL DRIVERS TO GENERATE RECURRING CASH FLOWS

- Revenue growth mainly driven by increased online activity
- Significant contribution in gross margin of the subscription-driven service offering
- Cost-cutting program including the optimization of the store network
- Controlled capex level focused on strategic initiatives

## Generating recurring cash flows

**Cumulative Free Cash Flow<sup>1</sup> c.€500m 2021-2023**

**Run rate Free Cash Flow<sup>1</sup> ≥ €240m in 2025**

1. Net cash provided by operating activities excluding net financial charges less net operating investments and cash impacts relating to rents within the scope of IFRS 16



# A STEP FURTHER IN CAPITAL ALLOCATION ENSURING SUSTAINABLE SHAREHOLDER RETURNS

Increased  
Free Cash Flow



Controlled net debt

Leverage<sup>1</sup> (net debt/ EBITDA)  
of max 2.0x

## Fund profitable growth

- Reinvest in the business
- Tactical bolt-on M&A



## Shareholder return policy

- Proposal for a **dividend** of **€1/share for 2020<sup>2</sup>**
- Target **dividend** of **≥ €1.5/share from 2021<sup>3</sup>**
- Target mid-term **payout ratio > 30%**

*Opportunity-driven decision*

## Incremental shareholder return

- Leverage<sup>1</sup> of max 2.0x
- Via special dividend or share buyback

1. Leverage measured as of end of June with net debt excluding IFRS16 measured as of end of June and 12-month rolling EBITDA excluding IFRS16

2. Subject to approval by the Annual General Meeting of 27 May 2021

3. Dividend for 2021 paid in 2022, subject to approval by the Annual General Meeting



# OUTLOOK FOR 2021-2023

**2021**

**Slight increase in revenues** vs 2020

**Slight increase in current operating income** vs 2020

Proposal for a dividend of **€1/share for 2020**<sup>1</sup>

**2021-2023**

**c.€500m** of cumulative Free Cash Flow<sup>2</sup>

**From 2021**

Target dividend of **≥ €1.5/share**<sup>3</sup>

**Additional opportunistic shareholder return**

Leverage<sup>4</sup> of max 2.0x

1. Subject to approval by the Annual General Meeting of 27 May 2021

2. Net cash provided by operating activities excluding net financial charges less net operating investments and cash impacts relating to rents within the scope of IFRS 16

3. Dividend for 2021 paid in 2022, subject to approval by the Annual General Meeting

4. Leverage measured as of end of June with net debt excluding IFRS 16 measured as of end of June and 12-month rolling EBITDA excluding IFRS 16



# FNAC DARTY PROFILE IN 2025

**>30%**

Online revenue penetration  
by 2025

**>2M**

Subscribers to our unlimited repairs  
subscription program by 2025

**100%**

Stores profitable by 2025<sup>1</sup>

**c.€120m**

Total annual normative capex budget  
over the period by 2025<sup>2</sup>

**≥ €240m**

Run rate Free Cash Flow<sup>3</sup> in 2025

**Shareholder return**

>30% mid-term payout ratio

Add. opportunistic shareholder return  
Leverage<sup>4</sup> of max 2.0x

**135**

“Durability score”  
by 2025<sup>5</sup>

**c.2,5M**

Products repaired in 2025<sup>6</sup>

**-50%**

Transport & energy CO<sub>2</sub>  
emissions in 2030 vs 2019

1. Group owned stores perimeter

2. Excluding major strategic initiatives

3. Net cash provided by operating activities excluding net financial charges less net operating investments and cash impacts relating to rents within the scope of IFRS 16

4. Leverage measured as of end of June with net debt excluding IFRS16 measured as of end of June and 12-month rolling EBITDA excluding IFRS16

5. Durability scores weighed by volumes

6. Repaired or dysfunction resolved

# Q&A

FNAC DARTY





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