

CSR REPORT 2020-2021

FNAC DARTY



THE GROUP'S BRANDS



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COMMITTED TO AN
EDUCATED CHOICE
AND SUSTAINABLE
CONSUMPTION

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OUR PURPOSE

COMMITTED TO AN EDUCATED CHOICE AND SUSTAINABLE CONSUMPTION

The fast pace of today's world and the increasing role of new technology in our daily lives have gone hand in hand with growing consumer demand for product quality and greater awareness of environmental issues.

In an environment of 'consumer hyperchoice', our Group is committed to supporting customers in making educated choices and continuously improving the social and environmental standards of our operations.

THE COMMITMENTS IN OUR CSR POLICY HELP US LIVE UP TO OUR PURPOSE.



Committed and expert employees (p. 18)



A range of more sustainable products and services paired with transparent information and advice to enable an educated choice (p. 26)



An ambitious climate strategy in keeping with the Paris Agreement (p. 40)



Extensive territorial coverage facilitating job creation and access to culture for all (p. 46)



A business ethic more mindful of its responsibilities and commitments (p.52)



EDITORIAL

BY THE CEO

“

Buying behaviour is changing rapidly and profoundly. Our customers expect us to have a responsible, sustainable approach, so that together we can produce and consume more wisely.

To meet this aspiration with an ambitious and long-term vision, our Group has set itself the objective of enabling our customers to make educated choices and supporting more sustainable consumption.

This commitment is central to our new strategic plan, which focuses on service, advice and sustainability with the aim of making FNAC DARTY an everyday ally for consumers.

This ambition already motivates our employees' actions, whether in our stores or central offices, working in our brick-and-mortar operations or on online platforms.

I am proud to share the strong and concrete commitments presented in this report—commitments that establish a trust relationship with all our Group's stakeholders.

Enrique MARTINEZ



”

STRATEGIC PLAN 2021-2025

SUSTAINABILITY, A MAJOR PRIORITY

In 2021, in keeping with a renewed ambition of partnering with consumers to pursue sustainable consumption and facilitate their everyday lives, Fnac Darty revealed its new strategic project: **Everyday**.

Confident in the relevance of its omnichannel model, the Group aims to do the following:



- define new standards for omnichannel retail of the future, with a both human and digital focus, drawing on the expertise of its sales staff
- upgrade its products and services to offer more sustainable solutions to support customers in their pursuit of informed and responsible consumption
- become a leader in home services, building on its repair subscription service.

The guiding principles of the Group's CRS policy are in keeping with these strategic objectives.



©Julien Pichot

THE GROUP'S KEY FIGURES

2nd E-COMMERCE

COMPANY
IN FRANCE
in terms
of audience



24,886

EMPLOYEES
IN 2020

7.5

BN IN TURNOVER
IN 2020



MORE THAN
65 YEARS

OF HISTORY

908 STORES IN

12 COUNTRIES



1st

REPAIRER
IN FRANCE

45 MILLION

BOOKS SOLD
IN 2020



175 MILLION

IN-STORE
VISITS
IN 2020

29 MILLION

WEBSITE VISITS
PER MONTH IN FRANCE
ON AVERAGE IN 2020

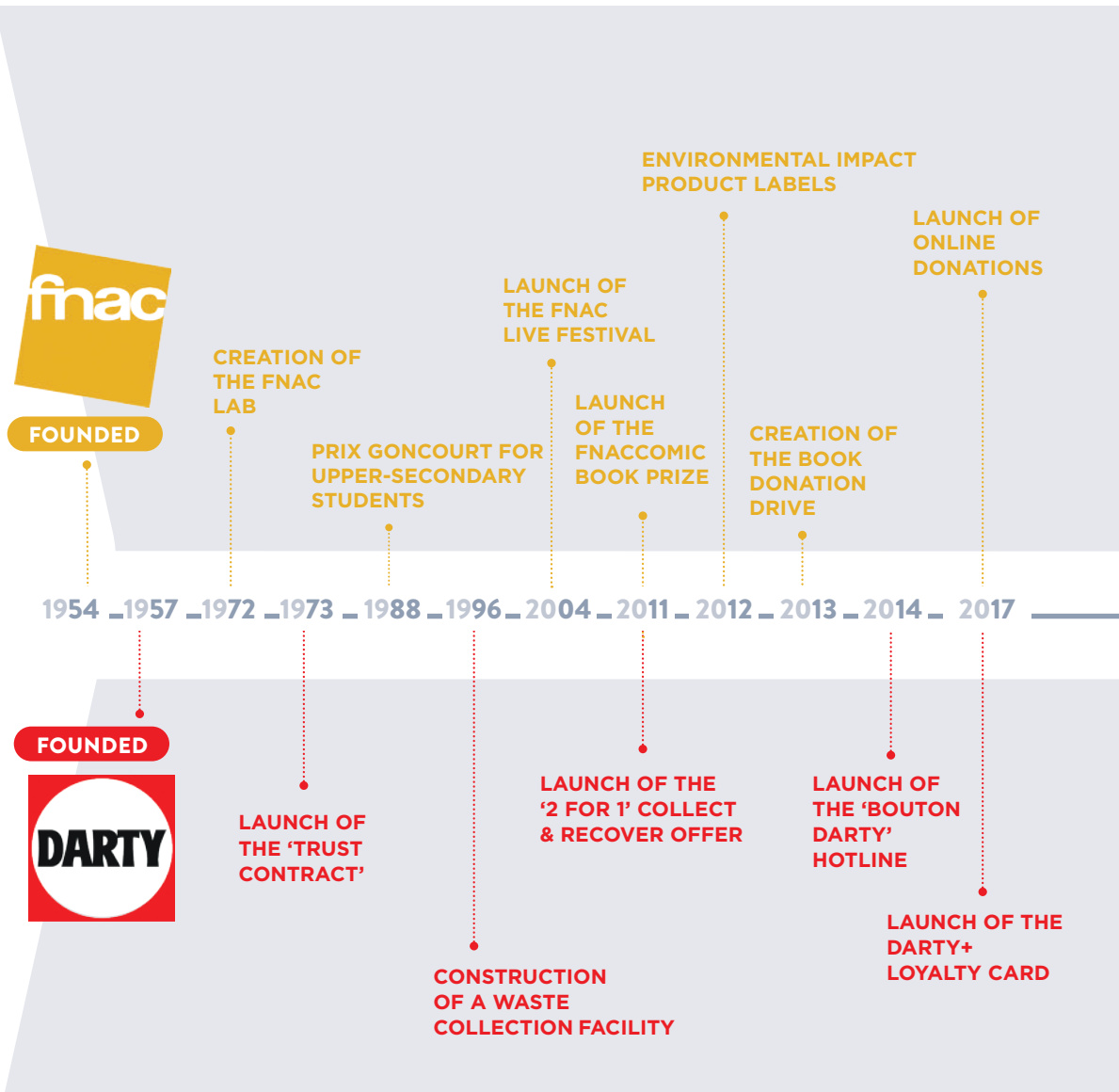


MORE THAN 60 YEARS

IN ISSUES

OF ENGAGEMENT

FACING SOCIETY



ACQUISITION OF NATURE & DÉCOUVERTES

The purchase of this emblematic and environmentally responsible B Corp-certified company is in line with Fnac Darty's purpose. p. 32 and 50



REPAIRABILITY INDEX

A pioneer in sustainability, Fnac Darty has chosen to provide information about product repairability before this becomes a requirement. p. 29



PRODUCT LONGEVITY SURVEY

A first-of-its-kind study based on Darty after-sales services measures product lifetime, allowing the promotion of the most reliable brands. p. 30



LE CHOIX DURABLE

A new logo created by Darty to promote the most reliable, long-lasting and repairable products. p. 31



CREATION OF THE DURABILITY SCORE

Objective and transparent information on reliability (breakdown rates) and repairability (availability of replacement parts) p. 30



DARTY MAX

A unique subscription repair service for all large household appliances, whether bought at Darty or not. p.33



FIX-IT-YOURSELF FORUM

Darty's after-sales service has made its knowledge base available for customers to encourage do-it-yourself repair. p. 34



WEFIX ACQUISITION

The acquisition of WeFix, an express service that reconditions smartphones is in keeping with our strong commitment to extending product longevity (p.36). p. 34

A CSR POLICY

FOCUSED ON KEY CHALLENGES

“

The Group has always been actively engaged in major societal challenges, with Fnac focusing especially on promoting access to culture to a wide public, and Darty on repairing and recycling equipment.

For several years now, the company has been confronted with environmental challenges that have made us rethink our model, as evidenced by many innovative new services. In 2021, Fnac Darty is entering a new phase. The Everyday strategic plan has integrated sustainability into the Group's business model, thus positioning the company as a pioneer in the ecological transition of the retail sector.

Frédérique Giavarini,

Group General Secretary and CEO of Nature & Découvertes



Governance that integrates CSR in both strategy and day-to-day business:

- A CSR target is factored into the variable remuneration of the CEO and Executive Committee members.
- As of 2021, a CSR target has been integrated into the variable remuneration of all eligible executives.
- The Board of Directors has a CSR Committee that meets twice a year.
- The Ethics Committee oversees compliance with transparency, due diligence and data protection laws.
- CSR and Climate representatives have been created in each department.

”

A CSR POLICY

FOCUSED ON KEY CHALLENGES

FNAC DARTY WORKS CLOSELY WITH ITS STAKEHOLDERS, INTEGRATING THEM INTO ITS CSR STRATEGY.

“

In 2020, the 14 CSR representatives appointed by the Executive Committee conducted work involving all business lines and countries to establish a road map comprising over 100 structural projects.

These projects cover the five commitments of the CSR policy and support the sustainable development goals included in the strategic plan. The coordination of this network and integration of CSR criteria in variable remuneration has helped everyone to integrate and appropriate these issues more quickly.

Valeria Maio,
Group CSR Manager



”



OUR RESOURCES:

An ecosystem of trusted & complementary brands

Fnac and Darty, 2 iconic brands
WeFix, Nature & Découvertes, Billetreduc.com, PC Clinic:
strategic acquisitions in line with the Group's purpose

Committed staff

Nearly **25,000 employees** including:
 ■ **more than 75%** in direct contact with customers
 ■ **more than 3,000** specialized in repairs (including 2,500 technicians)

A strong financial position

■ **Turnover in 2020 increased +1.9%** based on published figures of €7.5 billion
 ■ **2020 free cash flow from operations¹ of €192 million**, an increase compared to 2019
 ■ **Net cash of €114 million at the end of 2020**
 ■ **Strong available liquidity of €1.9 billion** at the end of 2020

An omnichannel and multi-format model

■ **908 stores** (including 344 franchises)
 ■ **14 main websites**
 ■ **#2 e-commerce company in France** in terms of audience²
 ■ High **Click & Collect** levels

A centralised and insourced logistics network

■ **1,000 delivery centres**
 ■ **21 warehouses and approximately 90 platforms** dedicated to physical sales, e-commerce and aftersales services
 ■ Aftersales services centralised around 4 major repair shops and 1 warehouse for replacement parts

Key markets

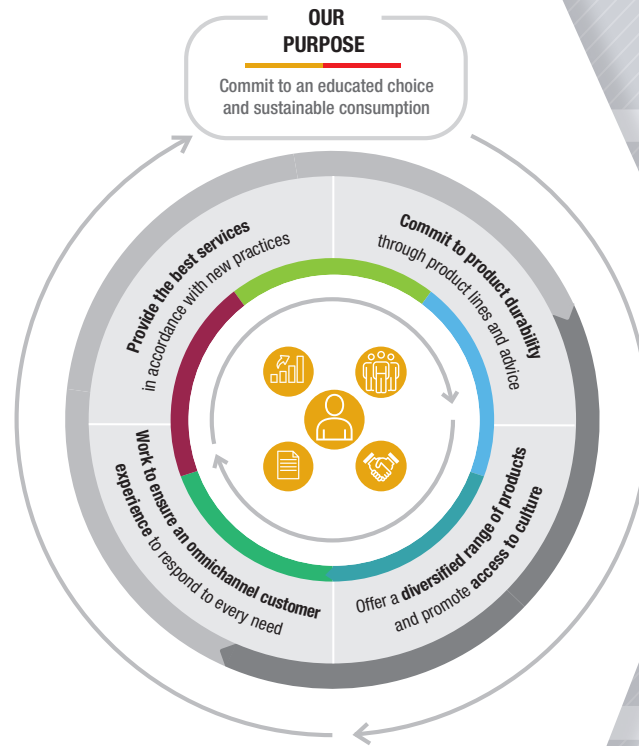
■ **6 markets in Europe:** France-Switzerland, Belgium-Luxembourg and the Iberian Peninsula
 ■ Franchises in **Africa**, the **Middle East** and French overseas **departments and territories**
 ■ **A diversified range** of products and services

Governance to the highest standards

■ **Diversity of skills** and a high representation of women (43%) on the Board of Directors
 ■ **An independence rate** of 79% and a **participation rate** of 98% of the Board of Directors
 ■ **A compensation scheme** for the Executive Committee that includes CSR criteria and long-term components

FNAC DARTY

A European omnichannel retailer specialised in the distribution of electronics and household appliances, entertainment and leisure products, and a leader in after-sales service.



OUR CSR COMMITMENTS



VALUE CREATED FOR:



Customers

■ Services and independent advice to enable an educated choice and sustainable consumption
 ■ An omnichannel approach and operational performance to meet everyone's needs



Employees

■ Skill development and employability
 ■ Promoting quality of work life and professional equality



Partners

■ Sustainable partner ecosystem
 ■ Synergy and cooperation



Shareholders

■ A healthy balance sheet and a strong liquidity position
 ■ Growth in non-financial ratings
 ■ A new strategic plan to ensure recurring generation of free cash-flow from operations and shareholder returns as early as this year



Company

■ Bringing culture to the public and promoting cultural diversity
 ■ Long-standing partnerships with social economy organisations



Environment

■ Extending product life through repairs, product second life
 ■ Waste collection and recycling
 ■ Measures for reducing CO₂ emissions



Public authorities

■ Cooperation with institutions to promote product durability
 ■ Fiscal responsibility

> **Around 200,000 customers subscribed to Darty Max**, the subscription repair service, with a target of **over 2 million subscribers by 2025**
 > **152 products** labelled "Choix Durable by Darty"
 > **Improved durability scores** (105 compared to 95 in 2018), with a target of **135 by 2025**

> **76%** of employees received training in 2020
 > Launch of an extensive **individualised training programme** to enhance the expertise of sales staff
 > **24%** women in leadership positions, with a target of **35% by 2025**
 > A **Professional equality index** of 90/100³

> **More than 1/3 of our stores are franchised** (344 stores)
 > **More than 4,000 marketplace resellers**
 > **Strategic partnerships**, particularly in the urban mobility market (products, repair services)

> **Cumulative free cash-flow from operations⁴** of around €500 million for the 2021-2023 period and an annual rate of at least €240 million starting in 2025
 > Distribution rate of at least **30% in the medium-term⁵**
 > Proposal to **pay an ordinary dividend of €1/share for 2020⁶**
 > The **Vigeo rating** increased +4 points; ranked **9th among the 73 companies** in its sector

> **More than 2,000 free cultural events** in stores and online
 > Launch of a digital cultural media initiative: **La Claque Fnac**
 > **€340,000** in micro-donations and **411,000 books** donated to non-profit organisations
 > **Over 300,000 large household appliances** donated to social economy organisations
 > **Work to ensure an omnichannel customer experience** to respond to every need

> **More than 1.7 million products repaired**, with a target of **2.5 million products repaired in 2025**
 > **Nearly 50,000 tons** of electronic waste collected
 > **Transport and energy-related CO₂ emissions down 12%**, with a target of **-50% by 2030**

³ Consolidated Index of Fnac Darty companies in France

⁴ Excluding IFRS 16

⁵ Calculated on the net income from continuing operations, Group share

⁶ Proposal submitted to a vote at the General Meeting on 27 May 2021

¹ Excluding IFRS - 16

² Source: FEVAD, average for 2020



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DEVELOPING OUR GREATEST ASSET: **HUMAN CAPITAL**



COMMITTED TO AN
EDUCATED
CHOICE AND
SUSTAINABLE
CONSUMPTION

→ through well-trained staff
who are confident in their
expertise



HUMAN CAPITAL, OUR GREATEST ASSET

Over the last ten years, the Group has experienced the most significant shake-up in its history: the digitalization of cultural content and the growth of online commerce have disrupted the company in its markets. Fnac Darty is anticipating and supporting



89%
permanent contracts in 2020



83%
full-time contracts



5.2%
sick leave



24,886
employees (18,895 in
France in 2020)



75%
of employees in contact
with customers

these changes that are affecting a wide range of business lines. For the Group, this is both a strategic priority and its responsibility.

COMMITTED TO

DEVELOPING
employability

ENSURING
health, safety
and well-being at work

PROMOTING
diversity in our teams



© Agence REA



HUMAN CAPITAL, OUR GREATEST ASSET

“

In 2020, more than ever, Group employees demonstrated their ability to adapt and their unwavering commitment to our customers. More broadly, in a context of increasing digital distribution and heightened competition, we have the advantage of being able to count on the recognized-and complementary-expertise of the staff of our two companies. Our employees are our greatest asset. For our customers, they embody the experience and the pledge of our brands. This is why it is essential for the Group to work constantly to enhance their skills, through tailor-made career development programmes designed by our Training Academy, and create a stimulating and fulfilling work environment.

Tiffany Foucault,
Group HR Director



”

HEALTH CRISIS: AND ADAPTIVE HR MANAGEMENT

In order to continue to serve its customers and protect its employees, the Group prioritised health and safety, working closely with trade union organisations on the measures taken.

The Group made significant investments to ensure optimal health safety measures that were applauded by public authorities and customers.

For employees affected by short-time working, the Group introduced psychological support measures and honoured the work of “frontline” employees.



© Sarah Bastin



FOSTERING ENGAGEMENT THROUGH AN OVERHAUL OF WORK ORGANISATION



“AGILE CALL CENTRE” PROJECT: A FIRST FROM FNAC DARTY



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For several months now, around 70 employees at our Customer Relations Centre in Bègles and our service provider in Morocco have been testing a new self-governance organisational structure in which a level of managerial decision-making is gradually transferred to operational teams. This requires greater independence, more responsibilities, self-assessment, collaborative decision-making, and relies on coaches rather than directors. The initiative is part of the Group’s overall approach to transforming its customer relations by using collective intelligence and collaboration in order to serve its customers better and improve the image of customer relations professions. This agile call centre initiative was the first of its kind among call centres in France. In October 2020, it received the “Palme Relation Client” award for customer relations!

FURTHER DEVELOPMENT OF THE DIGITAL FACTORY

With the dual aim of breaking down silos between IT and Marketing and attracting new talent, Fnac Darty has launched a Digital Factory. This agile new organisation is focused on developing projects for the Group’s e-commerce sites and customer experience. It also acts as an HR laboratory, using innovative recruitment techniques such as collaborative recruitment and employee referrals.

Start of 2021: **189** people, including
4 successful recruits via staff referrals

LAUNCH OF AN INNOVATIVE EMPLOYEE FEEDBACK TOOL

Supermood

Quality of work life, management, training, remote work, strategy... employees are surveyed every month on a range of themes via short questions using the Supermood tool. Managers can then use the anonymous responses to gauge the concerns of their teams in real time and improve engagement. This is especially valuable in the context of the current health crisis.

22,744 employees
in 6 countries have access to Supermood.
In December 2020, the employee NPS was
7.5 out of 10 (compared to 7/10 in 2019).



DEVELOPING EXPERTISE AND EMPLOYABILITY

FIGURES IN 2020



76%
of employees received training
(includes all training formats)



85
employees or new recruits
received kitchen designer
training



9
apprentice classes opened
in partnership with the
Apprentice Training Centre to
train after-sales technicians
and deliverers/installers

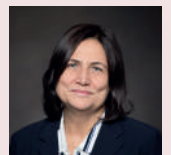


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In 2020, the health crisis greatly disrupted training programmes. However, the insourcing of training enabled greater agility in responding to this unprecedented situation. Using innovative programmes, making the most of e-learning, remote training and, as of only recently, virtual reality, our teams were able to continue to support the Group’s strategic objectives and contribute to the mainstreaming of remote work. For Fnac Darty, the priority is to adapt to the changes transforming the sector and the evolving demands of customers, while at the same time pursuing a responsible policy that enables all employees to expand their skills and develop their employability.

Dominique Dusart,
HR Development Director





OFFERING MULTIMODAL TRAINING

THAT DEVELOPS EVERY LINE OF WORK

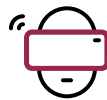
Fnac Darty was able to use a multi-modal learning programme to train its employees during this year marked by the health crisis. In addition to product-related training, e-learning was extended to social issues such as combatting corruption and influence peddling, protecting consumer rights and personal data, rooting out sexual harassment and, of course, compliance with Covid-19 prevention measures.



450+
e-courses in 2020



167,100+
courses completed in 2020
(compared to 156,100 in 2019),
mainly by sales staff



VIRTUAL SITE VISITS
workplace
orientation



AN ACADEMY TO SUPPORT THE STRATEGIC PLAN

The Fnac Darty Academy works directly with the operational teams to develop and offer multi-format, tailor-made programmes.

The in-sourcing of training not only creates greater agility, it allows the Group to capitalize on the expertise and experience of its two brands and to shape course content to needs.



INNOVATION TO SUPPORT TRAINING MAKING EMPLOYEES ACTIVE PARTICIPANTS IN TRAINING

The NAPS app motivates learning with its fun approach and its progress-tracking feature. It allows learning to be consolidated through use on the job.

→ **Innovation Prize at the 2016 Digital Learning Excellence Awards** organized by Cegos and AEF.

7,500+
Fnac Darty 'NAPsters'
(since 2016)



THE EXPERTISE OF SALES STAFF AND LEADERSHIP, TWO STRATEGIC PROGRAMMES

Our ability to help customers make an educated choice is largely dependent on the recognised expertise of Fnac Darty sales staff. To help enhance this expertise, and respond to specific needs, the Group has introduced an ambitious five-year individual development programme.



©Denis Allard / Agence REA



CUSTOMER EXCELLENCE: 314 EMPLOYEES CERTIFIED!

After participating in a vast skills development programme on sales and the customer relationship, 314 employees obtained certification recognised by the CNCP* in 2021.



In order to build a common managerial culture and boost collaboration, we launched a vast development certification programme in 2020 for operations and headquarters managers. Supported by KEDGE Business School, the programme relies on dynamic and innovative teaching methods to develop each individual's leadership skills and provide directors, executives, and local managers with new tools to help them fulfil our commitment to enabling an educated choice and sustainable consumption. The aim is to enable these team managers to carry this vision forward and apply the strategy within their sphere of influence by gaining new skills in terms of management, communication, CSR, customer excellence and value creation.

Anne-Laure Dugert,
Skills Development Manager



*Recognized by France's National Commission of Professional Certification



PRIORITIZING GENDER EQUALITY IN THE WORKPLACE

TARGET OF 35%
of women in the Leadership Group in 2025 (compared to 24% in 2020)

39%
of staff are women

33%
of Executive Committee members are women (target: 40% by 2025)

90/100
on the Gender Equality Index

To support women in pursuing leadership positions, Fnac Darty has launched several initiatives:

- **Creation of a dedicated network** for developing women's careers
- **Systematic inclusion of one woman in all applicant short-lists** and in the panel of recruiters
- **Strengthen development programmes for women in leadership**

For Fnac Darty, gender equality at work means ensuring that women and men are able to develop their careers on a completely equal basis and guaranteeing equal opportunities of access to leadership positions.



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[ZOOM] A GROUP AGREEMENT ON QUALITY OF WORK LIFE AND PROFESSIONAL EQUALITY

To improve the quality of work life and gender equality in the workplace, the Group's management and social partners negotiated several concrete measures: adapted working hours for pregnant women, leave for caregivers, solidarity day donations, creation of collective expression meetings, measures for facilitating women's careers, a Disability Unit, etc. An agreement has also been reached on the generalised adoption of one remote work day per week for the Group.



PROMOTING THE EMPLOYMENT OF PEOPLE WITH DISABILITIES

In the conviction that diverse profiles are a valuable asset and a source of creativity, Fnac Darty has long been committed to the inclusion of disabled people.

This commitment is evident right from the recruitment process, with support from partners dedicated to serving groups potentially discriminated against, such as Hello Handicap, Hanploi, Cap Emploi, and training organisations such as GRETA AISP.

5.65%
of our employees in France have a disability (2020)

[ZOOM] PARTICIPATION IN DUODAYS

To promote an understanding of others in their diversity and change the way we view disability and employment, Fnac Darty participated in Duoday 2020: 18 two-person teams featuring a Fnac employee and a disabled person were trained, and people with disabilities were welcomed for a day at Fnac sites.

“

Disability is not something exceptional. Integrating people with disabilities strengthens team culture and pushes us to be innovative. Recruiting and training people with hearing impairment for customer service roles in stores (at checkout and as book sellers) is a concrete way of putting this conviction into action. This professionalization programme was awarded an LSA Diversity prize in 2018.

”

Florence Maurice,
Diversity and Quality of
Work Life Manager





GUARANTEE HEALTH AND SAFETY

PARTICULARLY FOR THE MOST AT-RISK EMPLOYEES



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The health and safety of Fnac Darty employees became a priority issue in 2020 due to the Covid-19 health crisis. Even beyond this exceptional context, the Group continued to invest in the protection of the employees most at-risk of workplace accidents, starting with those in the logistics sector.

MANDATORY TRAINING

35 training programmes became mandatory in 2020, including regulatory training, such as electrician accreditations, and training the Group saw as crucial, such as the detection of sexist behaviour. The monitoring and control of these training programmes will increase in 2021 to ensure better risk prevention.



30 FREQUENCY RATE OF WORKPLACE ACCIDENTS
Frequency below the national average of 33.5 in 2019

“

During handling activities, repeated movements and lifting heavy loads are at the root of musculoskeletal disorders, the leading cause of workplace accidents in the logistics sector. We are investing to modernise our warehouses, optimise workstation ergonomics and, more broadly, ensure safety in the context of implemented projects. We are testing several tools to prevent accidents, such as new trolleys equipped with pedestrian detection systems. Finally, in the context of our continuous improvement process, we are working to instil a culture of safety through efforts to raise awareness among teams and regular audits.

Karine Besnier,
Logistics Risk Prevention Manager



”



PROMOTING INFORMED AND SUSTAINABLE CONSUMPTION



COMMITTED TO AN EDUCATED CHOICE AND SUSTAINABLE CONSUMPTION

→ through transparent information on innovative products and services



FNAC DARTY, COMMITTED TO...

Electrical and electronic products have a significant impact on the environment: natural resource extraction, pollution, greenhouse gas emissions, waste. Our Group is constantly innovating to reduce these impacts by pursuing a more circular economic model.



©Denis Allard / Agence REA



...WORKING TOWARDS A MORE CIRCULAR ECONOMY

FNAC DARTY INNOVATES TO PROMOTE A CIRCULAR ECONOMY

In the last three years, six key projects were launched to promote a more circular economy:

“

We are proud to have shaken up the market by allowing customers to choose more reliable products that can be repaired, and prioritising repair over replacement. These innovations launched over the last two years illustrate our deep conviction that Fnac Darty has a role to play in the transition that is shifting our society to more responsible modes of consumption.



Régis Koenig,
Director of
Services & Sustainability

”

DARTY MAX

A unique subscription repair service for all large household appliances, whether bought at Darty or not.



ACCELERATION OF WEFIX,

an express smartphone repair service, reflects our commitment to extending smartphone lifespan.



PRODUCT LONGEVITY SURVEY

The first of its kind, this study based on Darty aftersales services assesses product lifetime and promotes the most reliable brands.



FIX-IT-YOURSELF FORUM

Darty's after-sales service has made its knowledge base available for customers to encourage do-it-yourself repair.



LE CHOIX DURABLE

A label created by Darty to promote the most reliable and repairable products.



REPAIRABILITY INDEX

A label inspired by the index created by Fnac Darty



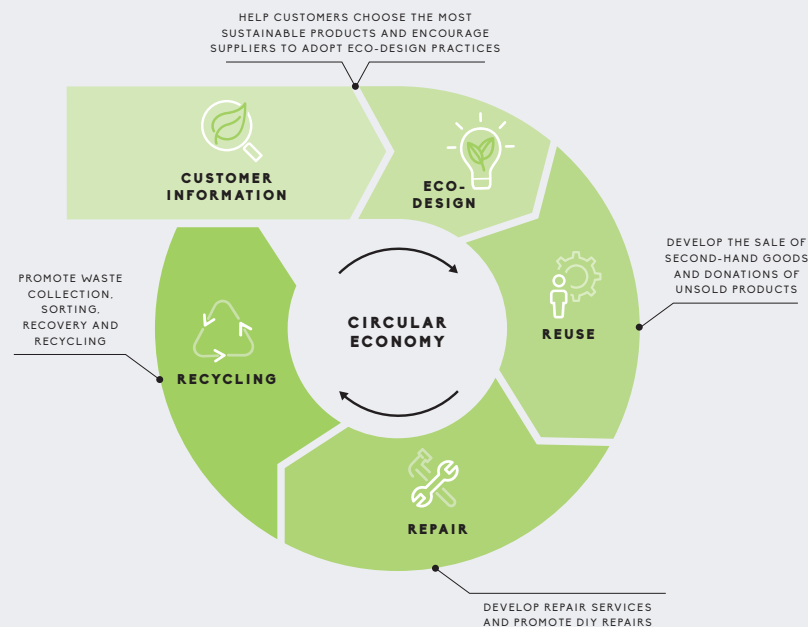
COMMITTED TO

Encouraging suppliers to adopt **ECODESIGN** practices by providing customers with product information

Promoting **REUSE** through the sale of second-hand goods and donations to charities

Prioritising **REPAIR**, including post-warranty

Increasing the collection and **RECYCLING** of WEEE*



*Waste from Electrical and Electronic Equipment



FNAC DARTY, WORKING FOR RESPONSIBLE CONSUMPTION

“

In recent years, consumers have become more aware of the impact of their purchases on the planet's resources; they are increasingly challenging producers and distributors on the subject. Our latest annual customer survey indicates customers want us to make a strong commitment to extending product longevity.

This is one of the reasons behind our decision to make durability a major priority in our strategic plan.

For our Group, this is an opportunity to increase our initiatives promoting honest business, in which customers can help us make a difference.

To assist us in this, Fnac Darty can rely on the DNA of its two brands.



Vincent Gufflet,

Director of Services and Operations

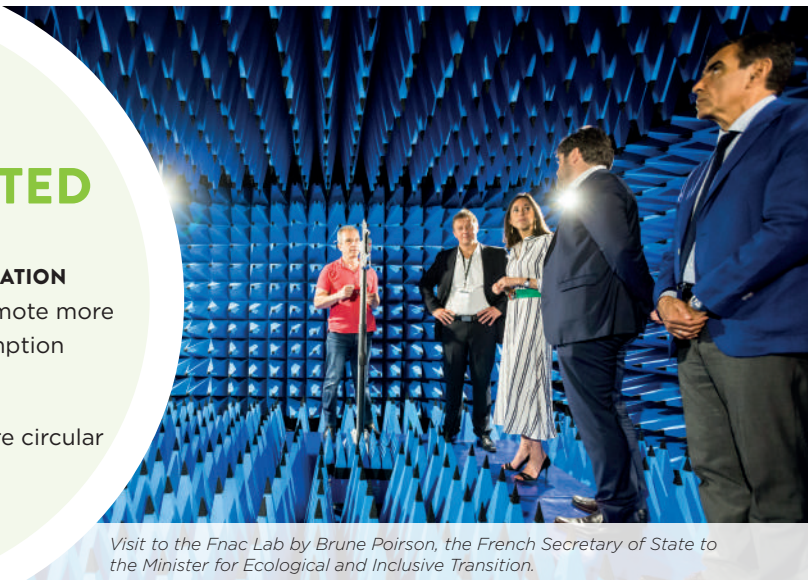
”

COMMITTED

TO

PROVIDING INFORMATION AND ADVICE to promote more sustainable consumption patterns

WORKING for a more circular economy



Visit to the Fnac Lab by Brune Poirson, the French Secretary of State to the Minister for Ecological and Inclusive Transition.

©Denis Allard / Agence REA



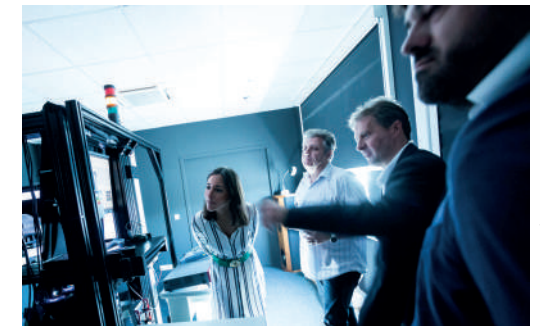
EXPERTISE AND ADVICE TO HELP CUSTOMERS MAKE EDUCATED CHOICES

PROVIDING INDEPENDENT INFORMATION: THE FNAC LAB'S FOUNDING PURPOSE

The Fnac lab is a unique entity that has been serving Fnac customers since 1972. Equipped with a range of sophisticated measurement and analysis systems, each year the lab's experts test the technical performance of hundreds of new electronic products. The lab's objective scientific methods are recognized by leading brands, which regularly use its services to evaluate their prototypes.

Labofnac
Tests, actu et comparatifs high-tech

In 2020, **733 tests** were carried out on 380 products



©Denis Allard / Agence REA



REPAIRABILITY INDEX: FNAC DARTY, A PIONEER IN SUSTAINABILITY

At a time when brands are being called into question for their role in the programmed or premature obsolescence of products, Fnac Darty chose to take a stand against these practices by providing information on repairability as early as 2018—two years before the implementation of the French anti-waste law for a circular economy (AGEC).

The methodology developed by the Fnac Lab in 2018 inspired the new repairability index that is now mandatory for manufacturers as of the start of 2021. Fnac Darty also assisted authorities in developing this index and supported the behavioural science study carried out to test this new information among consumers.



DURABILITY SCORE

INFORMATION ON PRODUCT RELIABILITY AND REPAIRABILITY

A durability score is calculated for each model listed in our product range, by combining data on breakdown rates with the availability of replacement parts. Weighted in conjunction with volumes sold, the overall score for our products was 100 in 2019 and 105 in 2020.

2025 TARGET:
Overall score: 135

3RD PRODUCT LONGEVITY SURVEY

Each year, the Group provides information on product longevity for household appliances and high-tech devices based on over 600,000 Darty after-sales service interventions. For this third edition, Fnac Darty expanded the study to include 63 categories and combined the survey's historical data (reliability, based on breakdown rates observed) with the availability of replacement parts and repair rates (repairability). This aggregation allowed the Group to create a "durability score".



The calculation of a durability score for each product is the first initiative of its kind in the distribution industry. It allows manufacturers to improve, consumers to make educated choices, and Fnac Darty to reduce the environmental impacts of its activities by offering products that last longer.

Jean-Yves Pigent,
Technical Director for
Extending Product Life



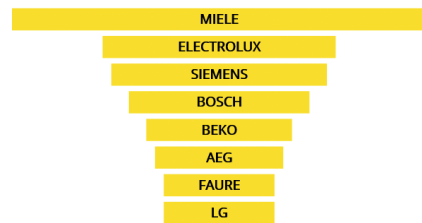
BAROMÈTRE DU SAV FNAC DARTY

LAVE LINGE HUBLLOT

SCORE DE DURABILITE
122



PODIUM DE DURABILITE



To make the data from the product longevity survey easier to understand, Fnac Darty designed a new dynamic graphic, which is available on the Fnac Lab website. It allows customers to view the durability scores for each product category and the top products in terms of reliability and repairability.



SUSTAINABLE CHOICE

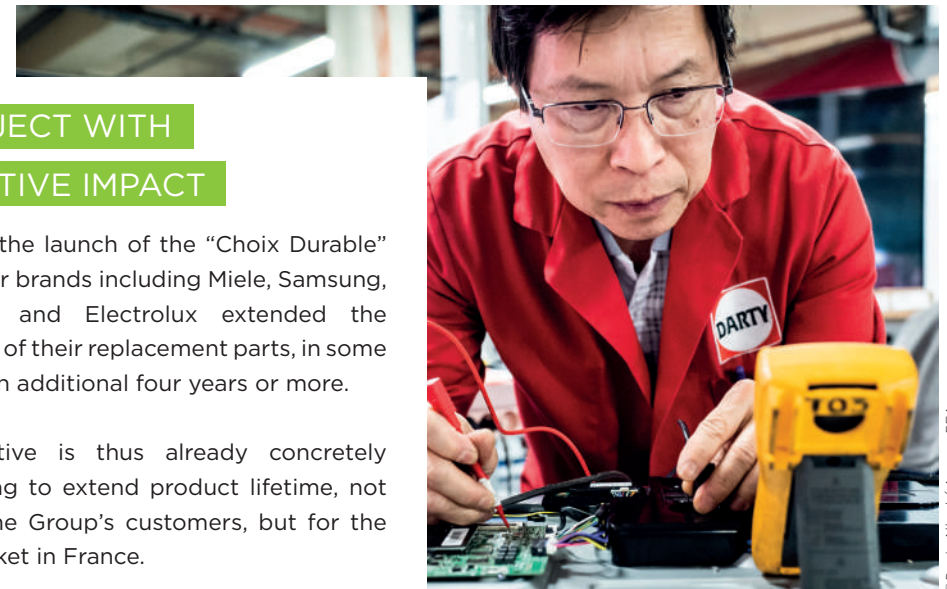
A LOGO TO HELP CUSTOMERS MAKE EDUCATED CHOICES

Reliability and repairability are, alongside technical features, the criteria that vary most between products in a given range. The Group is now promoting these products with a clear logo to help customers to choose the most long-lasting appliances.

The selection process for Fnac Darty Sustainable Choice ("Choix Durable") products is based on durability scores that assess reliability (breakdown rates) and repairability (period of availability of replacement parts). This selection is reviewed every three months in order to add new products.



152
products labelled
"Choix Durable"
in May 2021



A PROJECT WITH A POSITIVE IMPACT

Following the launch of the "Choix Durable" label, major brands including Miele, Samsung, Beko, LG and Electrolux extended the availability of their replacement parts, in some cases by an additional four years or more.

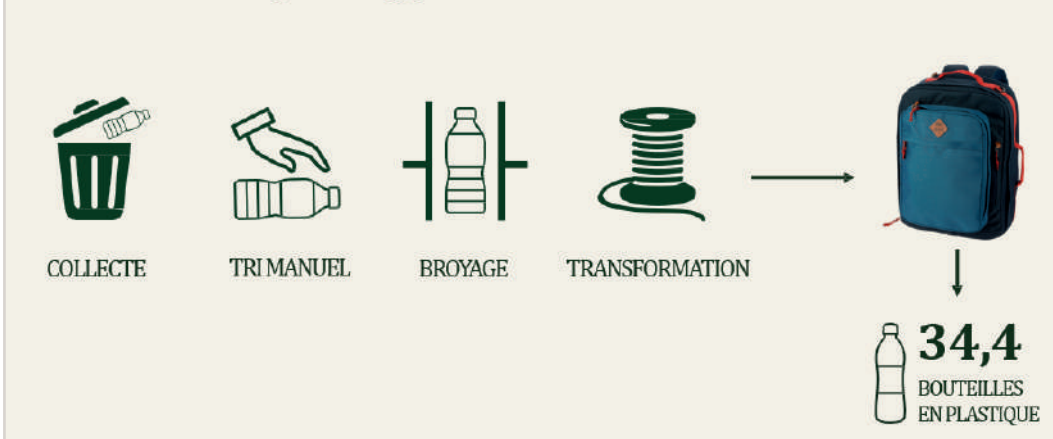
The initiative is thus already concretely contributing to extend product lifetime, not only for the Group's customers, but for the entire market in France.



SUSTAINABLE INNOVATION

CREATION OF A SUSTAINABLE INNOVATION DIVISION FOR NATURE & DÉCOUVERTES

La transformation de la gamme bagagerie



The Sustainable Innovation Division is pursuing numerous improvements: more sustainable materials, product repairability, better packaging, optimized transport, and product circularity. The division is a key component of the company's sustainability strategy.

KEY FIGURES IN 2020

11% of products sold by Nature & Découvertes are certified with an environmental label

25 strict purchasing criteria to promote the transition to more sustainable and environmentally friendly products

“

Nature is the main source of inspiration for Nature & Découvertes teams when selecting and designing product ranges. The company is mindful, however, of the environmental impact linked to the manufacturing of its products. It is therefore taking action offer a more responsible product line. Created in July 2020, the Sustainable Innovation Division echoes this continuous improvement approach.

Valérie Virassamy,
Sustainable Innovation
Director for N&D



”



DARTY MAX

TO MAKE REPAIRS EASIER

Repairing products not only extends their lifetime, thus reducing waste, it also limits the ecological impact associated with the production of replacement products. Moreover, it creates non-outsourcable jobs and has increasingly attractive economic benefits for customers.



ACCORDING TO AN ADEME* STUDY
IN PARTNERSHIP WITH FNAC DARTY



81% of French people have a positive opinion of repair (+7 points since 2014)



Yet only **30%** repair their belongings when they break



68% of French people see cost as the main disincentive to repair products

DARTY MAX, A SERVICE THAT MAKES IT EASY TO REPAIR APPLIANCES

To make repairs more accessible to the public, in 2019 the number one repairer in France launched “Darty Max”, the first subscription repair service. It allows for fast and simple repairs of all household appliances and high-tech devices, old or new, bought at Darty or elsewhere.

Video support, maintenance and use advice, home service visits, replacement parts: all this is included in the subscription**, without any limits on the number of appliances or services covered. Darty Max makes repairs easy and extends product longevity.



*ADEME: French Environment and Energy Transition Agency
** 100% repair service offered for between 7 and 15 years, depending on the period of availability of replacement parts for appliances bought from Darty.



DEVELOPING REPAIRS AND DIY REPAIRS

THE WEFIX ADVANTAGE

Specialised in express repair services for the main smartphone models and the sale of refurbished phones, WeFix now has over 120 sales/repair outlets in France and Belgium. WeFix technicians repaired more than 250,000 smartphones in 2020—the equivalent of approximately 30 tons of electronic waste avoided.



©Denis Allard / Agence REA

PROMOTING DIY REPAIRS WITH THE AFTERSALES FORUM

With the experience gained from more than 2.5 million products repaired each year, our aftersales service has built up an impressive knowledge base over time. Since 2018, some of this information has been made openly available on the sav.darty.com website.



The forum is a platform where visitors and technicians can share their experiences and expertise to encourage do-it-yourself repair and extend the life of products. This “repair

Wikipedia” has already been used by over 4 million cumulative users since the platform opened in 2018.

TWO NEW WEBSITES

A new website selling replacement parts and another providing technical documentation to assist repairs were launched in early 2021.



+8 million
product references, with
94% availability of
replacement parts



SECOND-HAND SALES & DONATIONS GIVING PRODUCTS A SECOND LIFE

“

We created a “Second Life” Department in 2018 to find sustainable solutions for customer returns, unsold products and products with damaged packaging. Thirty employees now work for this department. 2020 saw an acceleration in activity and a marked increase in the desire to provide sustainable and responsible Second Life products and services. For the resale of second-hand goods, we therefore chose to avoid the massive sourcing of products from Asian and American markets.



Katell Bergot,
Product Second Life Director

”

SECOND-HAND

RESALE ON THE RISE

In 2020, **volumes resold under our Fnac 2nd Life and Darty Occasion brands increased by 40%**. The second-hand products sold on our websites are all in very good condition and are exclusively from internal sourcing.

PRODUCT DONATIONS

In 2020, **over 216,000** products of all kinds were donated to non-profit organizations. In addition to giving to long-time partner organizations, such as Emmaüs France, Bibliothèques Sans Frontières, ENVIE and Secours Populaire, Fnac Darty also made donations for the first time to charities such as the Agence du Don en Nature, the Fondation des Hôpitaux de France, Les Papillons du Ciel, Cekedubonheur, Clocliclown and Marions.



© Agence REA



GIVING A SECOND LIFE

WITH THE HELP OF CUSTOMERS



DISCOUNT CHARITY SALE IN DIJON

For 12 years now, Fnac has partnered with Secours Populaire to organise an annual charity discount sale of unsold products. The proceeds are donated to the non-profit, which organizes holidays for hundreds of disadvantaged children every year.



More than
€100,000
collected in 2020!



CHARITY BOOK DRIVE

Despite the health crisis, the 8th edition broke all the records with **411,000 books collected**—far exceeding the previous collection record. In 8 years, nearly **1.5 million books** were donated to Bibliothèque Sans Frontières to support programmes facilitating access to education and culture.



GIVING A SECOND LIFE

TO UNSOLD PRODUCTS AND BROKEN APPLIANCES



A LONG-STANDING PARTNERSHIP WITH ENVIE

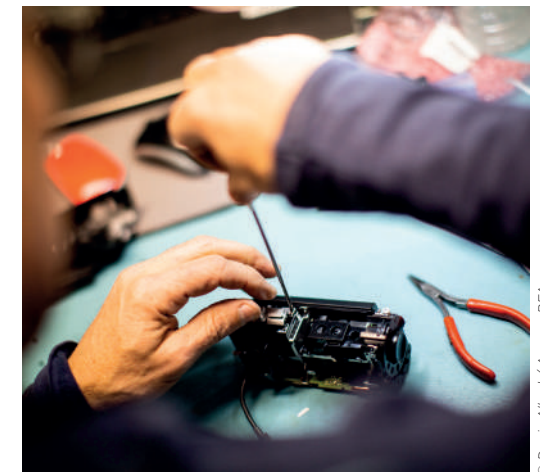
Each year, nearly 35% of the tonnage of WEEE collected by Fnac and Darty France are donated to Envie, a social integration company. Envie then sorts, repairs, reconditions and resells the second-hand appliances its network of stores. While helping the unemployed return to work, Envie also gave a second life to over 326,000 appliances in 2020.

The management of unsold or worn items, a significant customer expectation, is a major challenge for the Group. Teams at Fnac, Darty and Nature & Découvertes are mobilising to find channels for reusing their unsold stock. A charter has been established to ensure the companies work with partners with solid guarantees on the secure handling of materials.

[ZOOM]

UNSOLD GOODS FROM NATURE & DÉCOUVERTES AT DISCOUNTED PRICES

Since 2019, Nature & Découvertes has partnered with Too Good To Go, a mobile app for selling unsold items at discounted prices. Since the start of this partnership, **over 12,000 baskets** have been saved, representing over **27,000 kg of CO₂** avoided and more than **11,000 kg of food saved**.



© Denis Allard / Agence REA



WASTE COLLECTION, RECYCLING AND RECOVERY

Fnac Darty generates large quantities of waste due to its logistics activity, and waste collection from stores and deliveries. This includes packaging waste (cardboard boxes, plastic film, polystyrene) and waste from electrical and electronic equipment (WEEE).



WEEE COLLECTION AND RECYCLING

#1 WEEE collector
in France

44,900
tons collected and recycled

34 tons of
batteries

8 tons of
ink cartridges



PACKAGING OPTIMISATION AND RECYCLING

Automated solutions for the custom sizing of packages.

A complete reorganization of the management of packaging waste will optimize the reuse or recycling of boxes, plastic and polystyrene.



FNAC DARTY HAS ITS OWN WASTE COLLECTION FACILITY

Created by Darty in 1994, the Mitry-Mory waste treatment plant centralizes waste management for stores in the Paris region.



REDUCING THE IMPACT OF OUR ACTIVITIES ON THE CLIMATE



COMMITTED TO AN
EDUCATED
CHOICE AND
SUSTAINABLE
CONSUMPTION

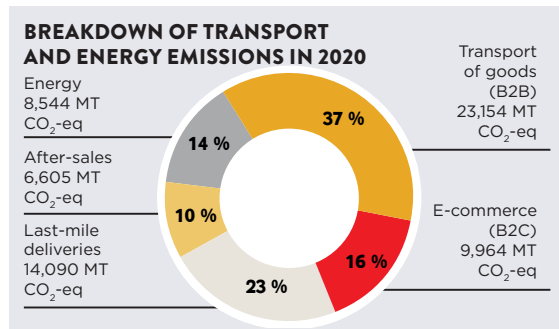
→ consumption through a science-based climate strategy



A CLIMATE STRATEGY

IN LINE WITH THE PARIS AGREEMENT

Transporting goods from warehouses to stores, posting or delivering household appliances, home visits for repair services or to collect old equipment: transport is central to the Group's activities. For the Group, limiting the impacts associated with its activities has become a major issue. To accomplish this, Fnac Darty significantly improved its governance system and set a goal of reducing its CO₂ emissions in keeping with the Paris Agreement.



62,357 MT CO₂-eq
(-9% compared to 2019)
generated by Group transport and energy in 2020



8.34 MT CO₂-eq* / €million
in turnover**
(-13% compared to 2019)



Our omnichannel model allows us to capitalize on our network of warehouses and stores to optimize travel distances and to reduce packaging. We have also created a quarterly Climate Committee dedicated to guiding the company in its objective of reducing CO₂ emissions by 50% and are promoting accountability among all operational stakeholders.

Géraldine Olivier,
Director of Indirect Purchasing, Performance Improvement, and Climate Coordinator for Operations



COMMITTED TO

REDUCING our CO₂ emissions linked to transport and energy use at our sites by 50% by 2030 (compared to 2019)

EXTEND THE MEASUREMENT of our indirect emissions

*Metric tons of CO₂ equivalent | **Turnover in products (excluding services)



REDUCE IMPACTS

LINKED TO ENERGY USE AT OUR SITES

Reducing our energy use involves installing LED lighting in our stores and warehouses and implementing a Centralized Technical Management system across our sites. To reach this objective of reducing CO₂ emissions, the Group is increasingly sourcing energy from renewable sources for its electricity and gas.



8,544 MT CO₂-teq
for the Group in 2020



-10%
energy use at French sites
compared to 2019



36%
of the electricity used by the Group comes from renewable sources
(up +66 % from 2019)

POWERED BY THE WIND

Since 1st January 2020, the Fontanelles wind farm between Montpellier and Toulouse has been producing electricity for Fnac Darty. This Power Purchase Agreement currently covers about 14% of the annual electricity use of our sites in France.

In addition, Nature & Découvertes, and sites in Spain, Portugal, Belgium and Switzerland are supplied almost exclusively with electricity from certified renewable sources.*

*100% for Nature & Découvertes, Spain, Portugal and Belgium, and 87% for Switzerland.



© Abby Ansdoy / Unsplash



LIMIT THE IMPACT OF THE TRANSPORT OF GOODS

Each day, thousands of products travel from the Group's warehouses to its 908 stores and millions of customers. **To limit the impacts of this road transport on air quality and global warming, the Group is focusing its efforts on several means of action:**

- optimise transport plans and the

warehouse network to limit product transport distances,

- optimise truck loading,
- prioritise the use of vehicles with lower emissions,
- develop multimodal transport.



[ZOOM]

NATURE & DÉCOUVERTES HAS USED RAIL/ROAD TRANSPORT SINCE 2006

Around fifteen stores in southern France are supplied by train and road. In 2020, this multimodal system helped to save 231 tons of CO₂ equivalent.



STORE TRANSPORT in France in 2020:

- 11% CO₂ emissions per pallet, compared to 2019

In 2020, Fnac Darty France conducted a full review of its transport plan in France, with the aim of **optimising distances and truck loading**, and prioritising **vehicles with lower CO₂ and fine particle emissions**.

A new Île-de-France transport plan is pursuing these same objectives in 2021. The Group has therefore selected **biogas-fuelled vehicles (BioNGV)** for 100% of its distribution for the region.

*biomethane produced by the breakdown of organic waste and used as green fuel for vehicles



PARCEL SHIPPING in France in 2020:

+0.2% of CO₂ emissions / parcel delivered compared to 2019
0.66 kg CO₂ for a parcel delivered to the customer's home
0.21 kg CO₂ for a parcel delivered to a store

As a result of the shift from physical to online sales, the Group shipped over 18 million parcels in 2020 (a 60% increase). In order to limit the associated impacts, **Fnac Darty relies on its omnichannel model by prioritising in-store pickup**. Parcels delivered to stores generate two to three times less CO₂ than parcels delivered to homes (not including the customer's travel). The Group also works with carriers that use electric vehicles and offset their emissions. It has also prohibited the use of air transport for shipments to Europe.



DELIVERY OF LARGE HOUSEHOLD APPLIANCES in France in 2020:

-12% of CO₂ emissions / delivery compared to 2019

Due to the health crisis, last-mile deliveries greatly increased in 2020, with nearly 2 million products delivered. However, substantive work was conducted to **optimise delivery rounds, reduce delivery failures, and introduce NGV vehicles**, which greatly reduced the carbon intensity of this activity.





REDUCE THE IMPACT OF AFTER-SALES OPERATIONS

- AFTER-SALES VISITS AND THE FLOW OF BROKEN PRODUCTS**
- 1% of CO₂ emissions / after-sales home service visit
 - 9% of CO₂ emissions / product sent to a repair workshop



THE NEXT STEPS:

In the months and years to come, the Group will expand these carbon emissions measures to address other sources:

- **Products sold** (from raw material extraction to manufacturing, use, and end of life)
- **Digital technology**
- **Work commutes**
- **Packaging and waste**

Nearly **3,000 Group employees** are dedicated to repairs. They work in workshops, remotely from call centres, in stores at after-sales counters, at WeFix corners and at customers' homes.



By its very nature, repair extends the lifetime of products, thus reducing their environmental impact. This activity, which is rapidly developing, is a key component of our new strategic plan.

But we want to go further: to limit the impact of our after-sales visits, we are prioritising the handling of minor repairs directly at in-store aftersales desks, and on developing remote assistance solutions.

In 40% of cases, the problem is not due to malfunction and the issue can be resolved with maintenance tips. In the case of product failure, it is increasingly possible to use remote troubleshooting via video or guidance from technicians at call centres.

Mehdi Dahmani,
Director of After-Sales
and Omnichannel
Operations



BOOSTING ECONOMIC, SOCIAL AND CULTURAL VITALITY OF LOCAL AREAS



**COMMITTED TO AN
EDUCATED
CHOICE AND
SUSTAINABLE
CONSUMPTION**

→ By offering advice, services and culture in close proximity to customers



OPENING STORES

CONTRIBUTES TO LOCAL ECONOMIES AND CULTURAL LIFE

COMMITTED

TO

SUPPORTING

local employment

PROMOTING

access to culture to a wide public

The Group plays an important role in the social fabric of local areas, generating economic, social and cultural vitality through its network of stores and franchises in France, in Europe and elsewhere in the world.

908

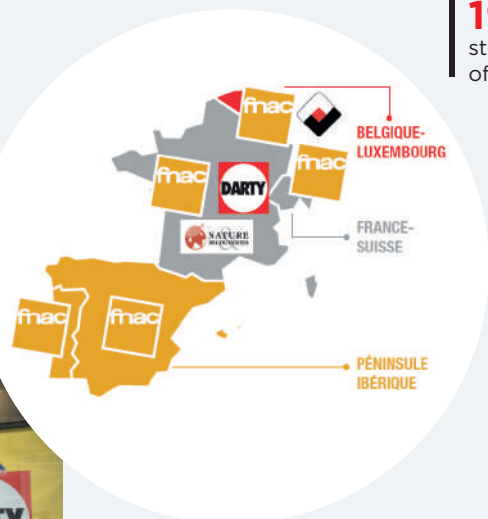
STORES IN

12 COUNTRIES*

(including 344 franchises)

191

stores outside of France



36

store openings in 2020



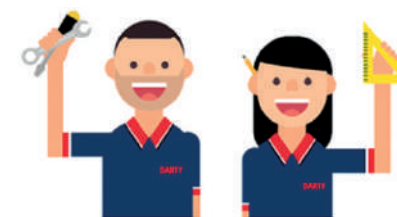
*At the end of December 2020



JOB CREATION

AND RESPONSIBLE TAX PRACTICES

By opening new stores each year and developing repair services, **Fnac Darty is helping to create non-outsourcable jobs.** It is therefore contributing to the economic and social development of the mid-sized cities where the new stores are located.



Darty recrute

Pourquoi pas vous ?

[ZOOM]

500 PERMANENT CONTRACT POSITIONS TO BE FILLED IN 2021!

In late 2020, Fnac Darty launched an extensive recruitment campaign to support the development of its repair and kitchen design services and expand its delivery teams. During this period of economic turmoil, the Group is seeking to recruit 200 after-sales technicians, 150 delivery/installation staff, and no less than 150 kitchen designers/salespeople. These permanent contracts positions are open throughout France.



A RESPONSIBLE TAX POLICY

Unlike other stakeholders in the sector, Fnac Darty is committed to paying taxes in the countries where it creates value. Moreover, the Group refrains from using any optimisation systems or aggressive tax planning.

€122 MILLION
paid in taxes in 2020



MAKING CULTURE ACCESSIBLE

TO AS MANY PEOPLE AS POSSIBLE

For over 40 years, the Fnac has been committed to promoting access to culture for all by offering free access to cultural events, and creating opportunities for the public to meet the artists. In 2020, the health crisis put live events—a key component of the brand's cultural activities—on hold. The Group was able to innovate, however, to maintain its customers' connections with culture.



#1 book seller
in France

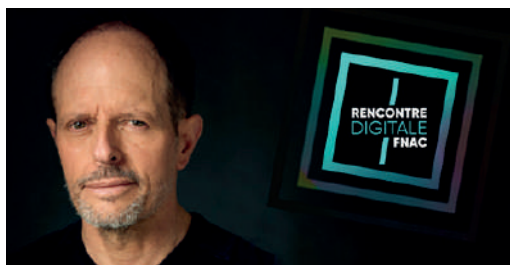


#1 ticket seller
in France



#1 music seller
in France

In 2020, **over 1,300 in-store events** were organised in Fnac stores throughout Europe, and nearly 300 were held online



©Sarah Bastin



A dedicated team
in France
15 employees
including
7 regional staff



A CULTURAL INITIATIVE

ADAPTED TO THE MODERN AGE

LA CLAQUE:

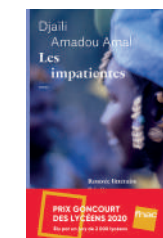
CULTURE IN ONE CLICK!

In 2020, **Fnac launched La Claque Fnac**, its own digital cultural media initiative, a space for expression, emotions and cultural exchange, offering original digital media: interview sessions, talk shows, live events, and podcasts. The aim is to provide free access to a wide range of content to as many people as possible, covering all forms of artistic creation, and highlighting the youth cultural scene.



3

key literary awards
Despite the health crisis, Fnac chose to maintain its autumn literary awards and adapt to the new restrictions.



PRIX GONCOURT FOR UPPER-SECONDARY STUDENTS



FNAC NOVEL AWARD



FNAC/FRANCE INTER COMIC BOOK PRIZE



THE NATURE & DECOUVERTES FOUNDATION

IN SUPPORT OF LOCAL PROJECTS

Created in 1994, the **Nature & Découvertes Foundation** is devoted to initiating and implementing **grass-roots non-profit projects to protect biodiversity and provide nature education**. The projects supported range from the creation of a non-profit nursery to participatory science projects, as well as advocacy campaigns and support for non-profit organisations for species conservation.



€13.7 million invested by the Nature & Découvertes Foundation in 26 years



+ 2,800 projects funded, including **108** in 2020

[ZOOM]

TERRE D'OC, COMMITTED TO CHANGE SINCE 1995

Since it was founded, this cosmetics, air freshener and organic tea company in Haute Provence has been committed to respecting the environment and fair trade, particularly through initiatives supporting women. This subsidiary of Nature & Découvertes is a source of inspiration, with a deep commitment to green trade and fair trade.



OUR CUSTOMERS ARE AMAZING!

€488,188 collected in 2020

from **Fnac, Darty and Nature & Découvertes customers** through small donations made at the checkout or online.

These donations helped to support **dozens of solidarity projects** led by partner non-profit organisations.



CONDUCTING BUSINESS IN AN EXEMPLARY MANNER



COMMITTED TO AN EDUCATED CHOICE AND SUSTAINABLE CONSUMPTION

→ through a business ethic that is conscious of its responsibilities and commitments



PREVENTING CORRUPTION AND INFLUENCE PEDDLING

Fnac Darty relies on external partners to offer its customers the best possible range of products and services. These partnerships entail a great responsibility: guaranteeing that the rights of each party and the ethical principles of the Group are respected by all.

- A **Code of Business Conduct Code**, updated in 2020
- A **Gift and Benefits Charter** and efforts to raise awareness on conflict of interests
- A **regular assessment** of risks of corruption



LAUNCH IN 2021

of a secure warning system that everyone can use: <https://report.whistleb.com/fr/portal/fnacdartygroupe>



Based on a constant desire to improve and supplement existing measures aimed at guaranteeing ethical commitments, Fnac Darty raises awareness among employees at all the Group's locations.

In 2021, Fnac Darty launched an outsourced platform available for use by all employees and third parties aimed at strengthening its ethical warning system and complying with regulations (anti-corruption "Sapin II" law, due diligence, data protection laws).

Bruno Frésart, Internal Audit Director



COMMITTED TO

COMBATING corruption and influence peddling

IMPLEMENTING a vigilance plan

PROTECTING the data of customers and employees



PROTECTING THE PERSONAL DATA OF OUR CUSTOMERS AND EMPLOYEES

Fnac Darty is actively working across all business lines to improve processes in order to ensure that both customers and employees have greater control of their data and to increase transparency.



DEDICATED GOVERNANCE AND STRUCTURAL MEASURES

One DPO and 2 data protection managers; trained reference people for all business lines and in every country

Awareness-raising of employees: e-learning in-house training modules on data protection among those most frequently completed.

Cookie manager: compliance with the new regulatory framework on advertising tracking techniques

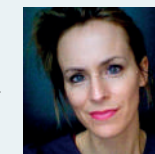
"Preference Centre": launch of an important project that will enable granular personal data management

Keeping of a register of personal data processing operations, and retention of personal data for limited periods



In a context of accelerating digital transformation, our customers' trust depends on increased protection of their data. Fnac Darty is working together with all of its teams on a daily basis to combine innovation and competitiveness with the highest level of personal data protection. Today, a culture of data protection is an integral part of Fnac Darty.

Julie Darnaud, Data Protection Officer



29 million unique visitors per month on average to all Fnac and Darty websites



More than **10** million loyalty cards

*DPO: Data Protection Officer



IMPLEMENTING A VIGILANCE PLAN

DEDICATED GOVERNANCE AND TIGHTER CONTROLS

Since 2018, the Group has put in place a Vigilance Plan based on risk mapping for all its activities as well as those of its suppliers and partners.

The risks identified are turned into action plans and reviewed twice a year.

In 2020, the risk mapping was extended to include Nature & Découvertes and the European subsidiaries, for which representatives were designated.

An ad hoc working group was formed with the elected representatives from each country in order to involve staff representatives in the vigilance plan.

KEY FIGURES FOR DARTY'S OWN BRANDS:



11
private label brands and
7
licensed brands



€143 million
of purchases from Asia
and Europe, around 2% of
total procurement



AUDITS

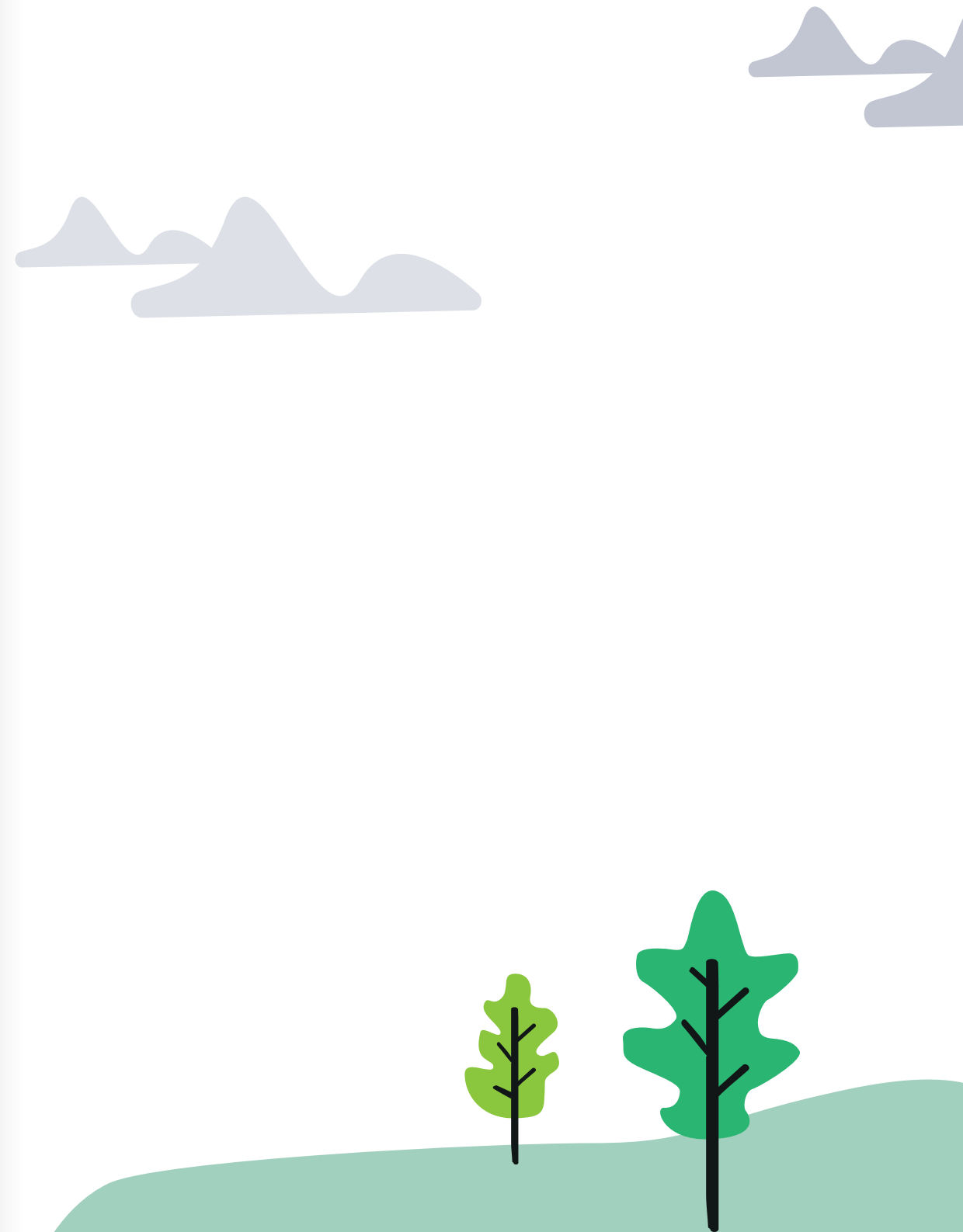
**27 verification
criteria** linked to ethics,
health and safety, human
rights and the environment

In 2020, **97**
out of 192 active factories
audited



Own-brand or licensed products are supplied directly from manufacturers, many of which are in China. We audit 100% of new suppliers, not just according to quality criteria, but also ethical, social and environmental criteria. These factories are then audited every two years. We also perform unannounced audits. In 2020, they accounted for around 20% of all audits.

Hervé Hédouis,
Director of Sourcing



FNAC DARTY



Contact: Valeria Maio

Fnac Darty CSR
9 rue des Bâteaux-Lavois
94 768 Ivry sur Seine Cedex
France

