



**FNAC DARTY**

---

**2016**

**FULL-YEAR  
RESULTS**

# DISCLAIMER

## *Confidential*

**IMPORTANT NOTICE:** *By attending the meeting where this presentation is given, or by reading the presentation slides, you agree to be bound by the following limitations and qualifications:*

*Certain information included in this presentation is not based on historical facts but on forward-looking statements. Such forward-looking statements speak only as of the date of this presentation and Groupe Fnac expressly disclaims any obligation or undertaking to release any update or revisions to any forward-looking statements in this presentation to reflect any change in expectations or any change in events, conditions or circumstances on which these forward-looking statements are based. Such forward looking statements are for illustrative purposes only. Investors are cautioned that forward-looking information and statements do not guarantee future performance and are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Groupe Fnac, and could cause actual results to differ materially from those expressed in, or implied or projected by, such forward-looking information and statements. These risks and uncertainties include those discussed or identified in Chapter 6 "Facteurs de Risques" of the Groupe Fnac 2015 registration document which has been registered with the French Autorité des marchés financiers ("AMF") under n°R16-023 on April 19<sup>th</sup>, 2016, and which is available on the AMF's website at [www.amf-france.org](http://www.amf-france.org) and on Groupe Fnac's website at [www.groupe-fnac.com](http://www.groupe-fnac.com).*

*This material was prepared solely for informational purposes and is not to be construed as a solicitation or an offer to buy or sell any securities or related financial instruments in the United States of America or any other jurisdiction. Likewise it does not give and should not be treated as giving investment advice. It does not reflect in any way to the specific investment objectives, financial situation or particular needs of any recipient. No representation or warranty, either expressed or implied, is provided in relation to the accuracy, completeness or reliability of the information contained herein. It should not be regarded by recipients as a substitute for the exercise of their own judgment. Any opinions expressed in this material are subject to change without notice.*

*The presentation is being furnished to you solely for your information, and it may not be reproduced, redistributed or published (whether internally or externally to your company), directly or indirectly, in whole or in part, to any other person. Failure to comply with these restrictions may result in the violation of legal restrictions in some jurisdictions.*

# 2016 RESULTS KEY HIGHLIGHTS

2016 financial results are solid

- Group sales up **+2.0%**<sup>1</sup>
- Current operating income up **23%**
- Current Operating Free Cash Flow<sup>2</sup> up **17%**
- Adjusted Reported Net Income<sup>2</sup> up **37%**

Fnac Darty integration progressing rapidly ⇒ **€130m** synergies to be delivered one year in advance (end of 2018)

- **€9m** synergies already delivered in 2016

NB : Pro Forma figures except for net income evolution (reported figures)

1 At comparable scope of consolidation and at constant forex

2 Excluding one off costs related to Darty acquisition



CHARGEZ-MOI LIBREMENT, DE 10 À 250€ LORS DE VOTRE PASSAGE EN CAISSE

**TOUTE LA FNAC & TOUT DARTY  
DANS UNE CARTE CADEAU !**



CARTE CADEAU  
VALABLE 1 AN

UN LARGE CHOIX DE 10 MILLIONS DE CADEAUX

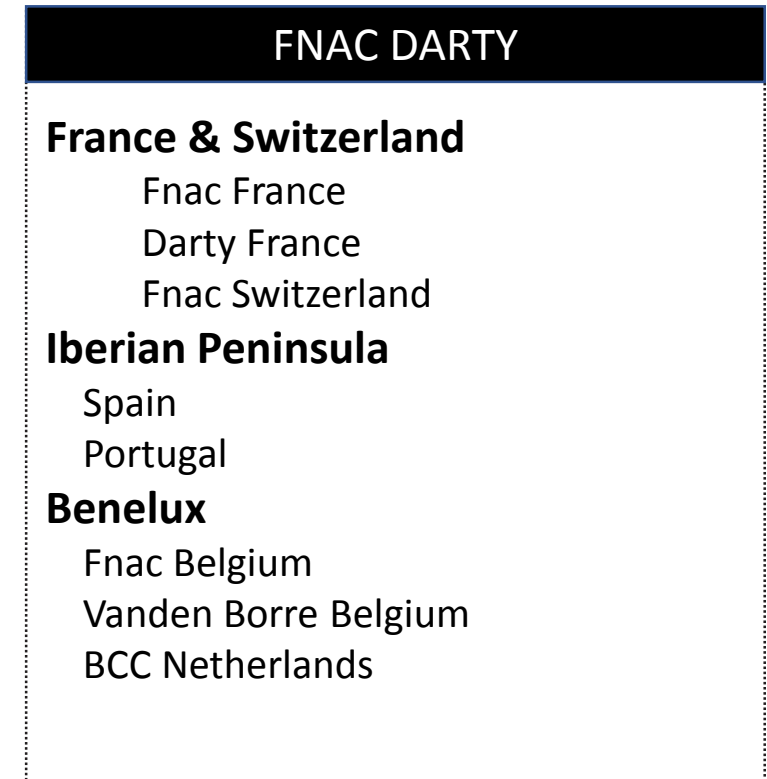
# FNAC DARTY

---

PRELIMINARY  
REMARKS

---

# NEW REPORTING SEGMENTS



Brazil accounted under « discontinued operations » (IFRS 5) following launch of divestment process

# REPORTED & PRO FORMA ACCOUNTS DEFINITION

## Consolidation period for each perimeter

	Reported accounts		Pro forma accounts	
	2015	2016	2015	2016
FNAC	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec
DARTY	/	Aug-Dec	Jan-Dec	Jan-Dec

- Pro forma adjustments recorded in relation to accounting policy differences and Purchase Price Allocation (“PPA”) provided in Appendix

# FNAC DARTY

---



## FINANCIAL REVIEW

---

# KEY FINANCIAL HIGHLIGHTS

---

- Group sales up **+2.0%**<sup>1</sup> for the full year 2016
- Current operating income up **23%** to **€203m**
- **€9m** synergies already delivered
- Current Operating Free Cash Flow<sup>2</sup> up **17%**
- Adjusted Reported Net Income<sup>2</sup> up **37%**

NB : Pro Forma figures except for net income evolution (reported figures)

1 At comparable scope of consolidation and at constant forex

2 Excluding one off costs related to Darty acquisition





# FNAC DARTY

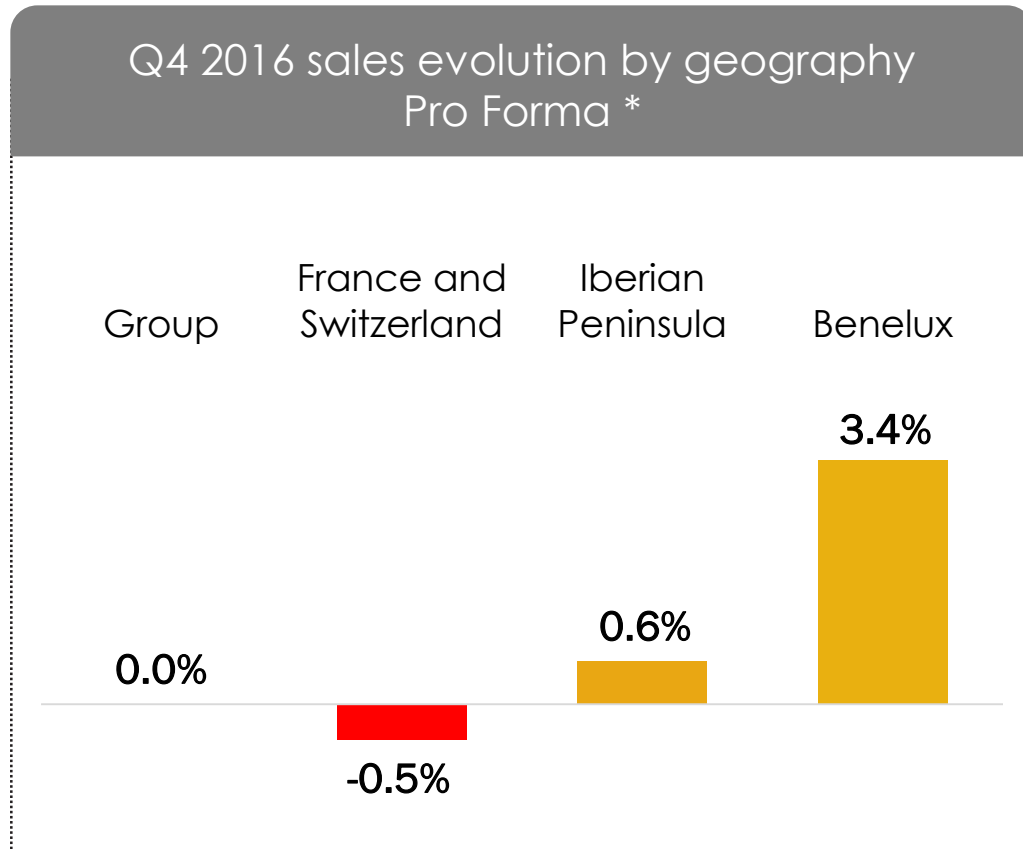
---

## OPERATIONAL PERFORMANCE

---

ANALYSIS IN PRO FORMA  
FIGURES

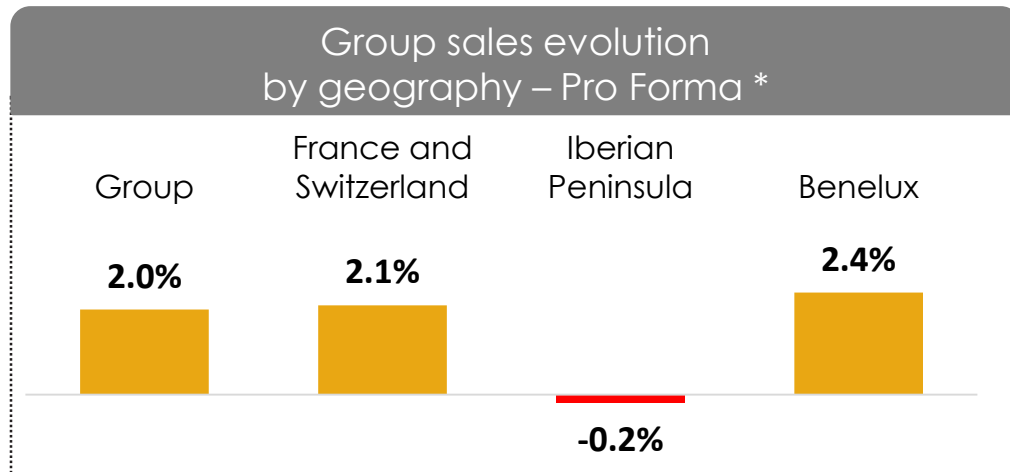
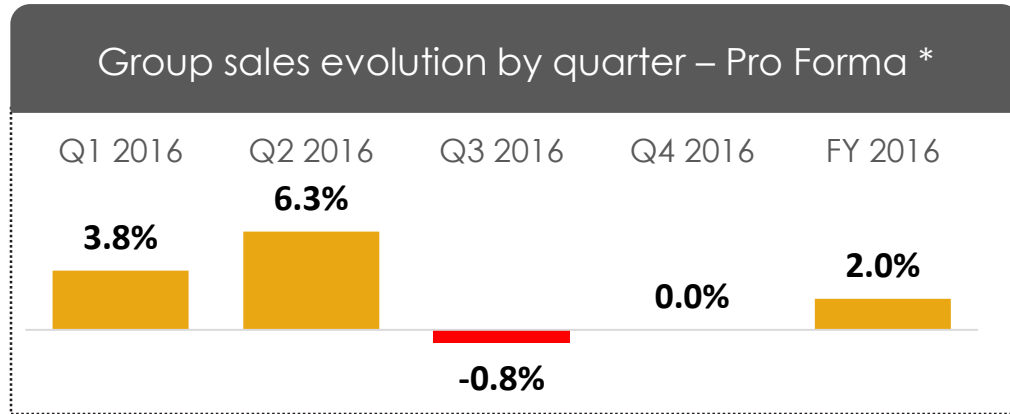
# SATISFACTORY SALES PERFORMANCE IN Q4 2016



\*At comparable scope of consolidation and at constant forex

- **Satisfactory stable Q4 2016 at 2,424€m**
  - Markets under pressure
  - Gross margin improving
- **France Switzerland**
  - Fnac sales slightly growing while Darty sales penalized by market trends
  - Double digit growth in internet sales
  - Accelerating network expansion (+20 stores)
- **Iberian Peninsula**
  - Strong performance in Portugal
  - Spain penalized by weaker markets
- **Benelux**
  - Growth driven by internet and network expansion

# FY 2016 GROUP SALES : +2.0%\*



\*Pro Forma At comparable scope of consolidation and at constant forex

## Context:

- H1 benefiting from TV digital switch in France
- Weaker markets in H2
- Underlying consumption environment remains sluggish
- Competition still strong

## 2016 Group initiatives

- Web performance driven by omnichannel, marketplace and delivery services improvement
- Acceleration of expansion : 67 new stores
- New products and services

## Gross margin under control: strong improvement during the year

- -20bp in FY 2016
- +30bp in H2 2016

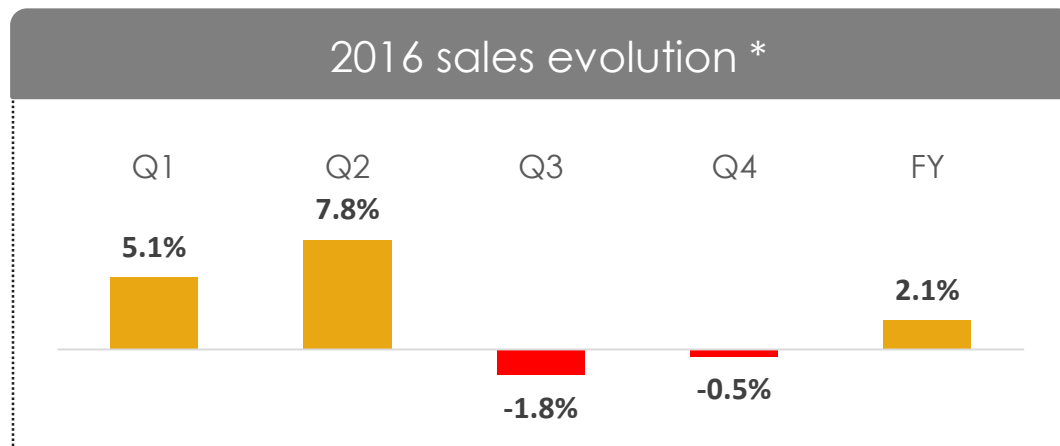
# CURRENT OPERATING INCOME UP **23%** TO **€203M** PRO FORMA

€m	2015 Pro Forma	2016 Pro Forma	% Change
<b>REVENUES</b>	<b>7,278</b>	<b>7,418</b>	<b>1.9%</b>
Gross Margin % Revenues	<b>2,188</b> 30.1%	<b>2,218</b> 29.9%	-20bp
Total costs % Revenues	<b>-2,023</b> -27.8%	<b>-2,015</b> -27.2%	-60bp
<b>Current operating income</b>	<b>165</b>	<b>203</b>	<b>23%</b>
% Revenues	2.2%	2.7%	+50bp

- Sales up **+1.9%** and **+2.0%** at constant Forex
- Gross Margin under control despite Franchise dilutive effect reflecting well managed commercial policy
  - Gross Margin up +30bp in H2 2016
- Costs savings programs progressing well at Fnac and Darty
  - Fnac 2016 costs savings of €43m vs. €30-40m objective
- Synergies ahead of schedule : **€9m** in 2016
- Current operating income up **23%**
- Current operating margin up **50bp at 2.7%**

# FRANCE AND SWITZERLAND : STRONG GROWTH

€m	2015	2016	% Change
Revenues	<b>5,734</b>	<b>5,854</b>	<b>2.1%</b>
<i>Life-for-like</i>			2.4%
Current operating income	<b>131.4</b>	<b>176.3</b>	<b>34.2%</b>
<i>Operating margin</i>	2.3%	3.0%	

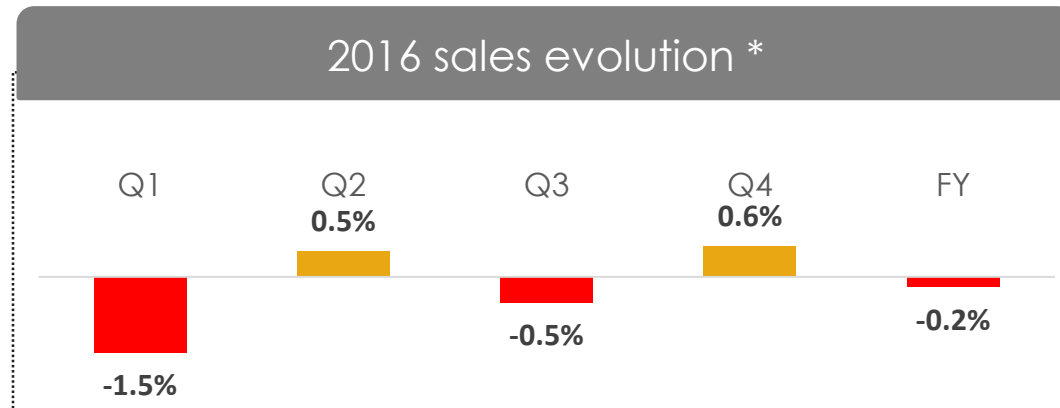


\*At comparable scope of consolidation and at constant forex

- Peak in sales in H1 due to TV digital switch, good resilience in H2 in more difficult markets
- Internet and Omnichannel growing faster
- Acceleration of network expansion : **58** new stores
- Good execution of costs savings plans
- Strong growth in operating margin (**+70bps** at **3.0%**)
- Fnac Darty integration progressing well

# IBERIAN PENINSULA: CONTINUING PROGRESS IN TOUGH MARKETS

€m	2015	2016	% Change
Revenues	<b>657</b>	<b>656</b>	<b>-0.2%</b>
<i>Life-for-like</i>			-0.6%
Current operating income	<b>24.2</b>	<b>23.2</b>	<b>-4.1%</b>
<i>Operating margin</i>	3.7%	3.5%	



\*At comparable scope of consolidation and at constant forex

## Contrasted consumption trends

- Markets difficult and competitive in Spain
- Portugal performance improving quarter after quarter benefiting from consumption trend

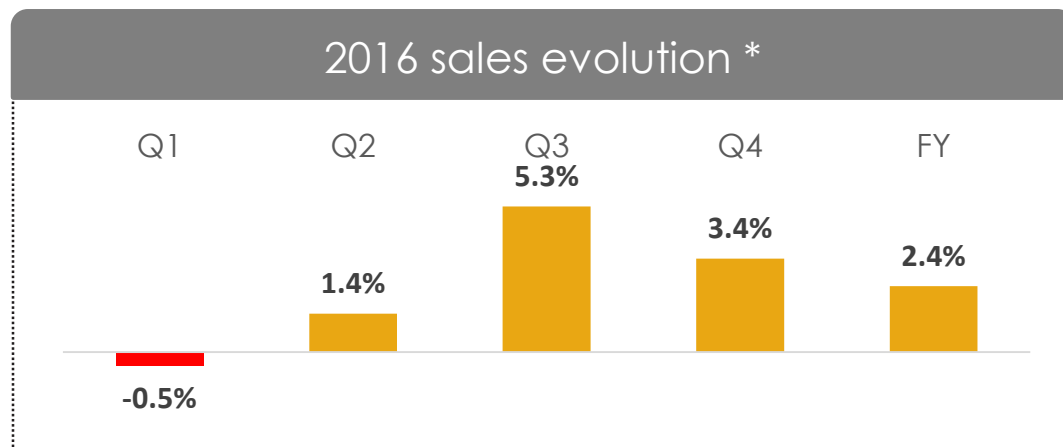
## Expansion pace is accelerating : +5 stores in 2016

## Gross margin well controlled

## Excluding exceptional closing costs of Fnac Castellana in Madrid, current operating income +7,4%, **margin up 30Bp at 4.0%**

# BENELUX : DYNAMIC GROWTH- SOLID PRESENCE IN BELGIUM

€m	2015	2016	% Change
Revenues	<b>887</b>	<b>908</b>	<b>2.4%</b>
<i>Like for Like</i>			1.3%
Current operating income	<b>9.6</b>	<b>3.8</b>	<b>-60.0%</b>
<i>Operating margin</i>	1.1%	0.4%	



\*At comparable scope of consolidation and at constant forex

- Positive growth notably driven by internet and network expansion (+4 stores)
- Vanden Borre offering a robust and healthy model
- Operating margin impacted mainly by BCC
  - BCC 2016 performance penalized by IT and operating issues in H2 2015
  - Transformation plan defined in Q4 2016

# STRONG FREE CASH FLOW GENERATION

€m	2015	2016	% Change
<b>Cash flow from operations before tax, dividends and interest</b>	<b>198</b>	<b>203</b>	<b>2.5%</b>
Change in working capital	117	138	17.9%
CAPEX	-103	-117	13.6%
Property disposals	34	15	-55.9%
Tax	-33	-46	39.4%
<b>Operating Free Cash flow Pro Forma</b>	<b>213</b>	<b>193</b>	<b>-9.4%</b>
<b>Current Operating Free Cash Flow Pro Forma*</b>	<b>219</b>	<b>256</b>	<b>16.9%</b>

- Current Free cash flow up **+17%** to **€256m**
- Good management of working capital
- Capex under control
- Reduced contribution from real estate disposals (paused in August 2016)
- Significant non-current cash items related to Darty acquisition
- +30% in Current Operating Free Cash flow excluding property disposals

\* Excluding one-off costs related to Darty acquisition



# FNAC DARTY

---



## FINANCIAL RESULTS

---

ANALYSIS IN REPORTED  
FIGURES

# 2016 REPORTED P&L AJUSTED NET INCOME UP **37%**

€m	2015* reported	2016 reported	% Change
<b>Revenues</b>	<b>3,739</b>	<b>5,369</b>	<b>+43.6%</b>
<b>Current operating income</b>	<b>85</b>	<b>161</b>	<b>+89.5%</b>
Non-current operating income and expenses	-10	-39	N/A
<b>Operating income</b>	<b>75</b>	<b>122</b>	<b>+62.0%</b>
Financial charges	-11	-76	N/A
Tax	-14	-24	
<b>Net income continuing operations</b>	<b>50</b>	<b>22</b>	<b>-56.6%</b>
Net income discontinued operations	-2	-22	
<b>Consolidated Net income</b>	<b>48</b>	<b>0</b>	<b>N/A</b>
<b>Ajusted net income continuing operations **</b>	<b>54</b>	<b>74</b>	<b>37%</b>

\* Restated following the reclassification of Brazil in discontinued operations

\*\* Excluding one-off costs related to Darty acquisition (financial charges and non-current operating expenses)

- Revenues and current income growths mainly driven by Darty consolidation
- Non current charges related to Darty acquisitions: **€21m**
- Non current financial charges related to Darty acquisition: **€46m**
- Discontinued operations include Brazil, (some assets write off following IFRS 5 classification)
- Adjusted net income\*\* continuing operations: **+37%**

# NON CURRENT OPERATING INCOME AND EXPENSES

€m	2015 reported*	2016 reported
Expenses related to Darty acquisition	-6	-21
Restructuring costs	-3	-7
Others	-1	-11
<b>Total non current operating expenses</b>	<b>-10</b>	<b>-39</b>

\* Restated following the reclassification of Brazil in discontinued operations

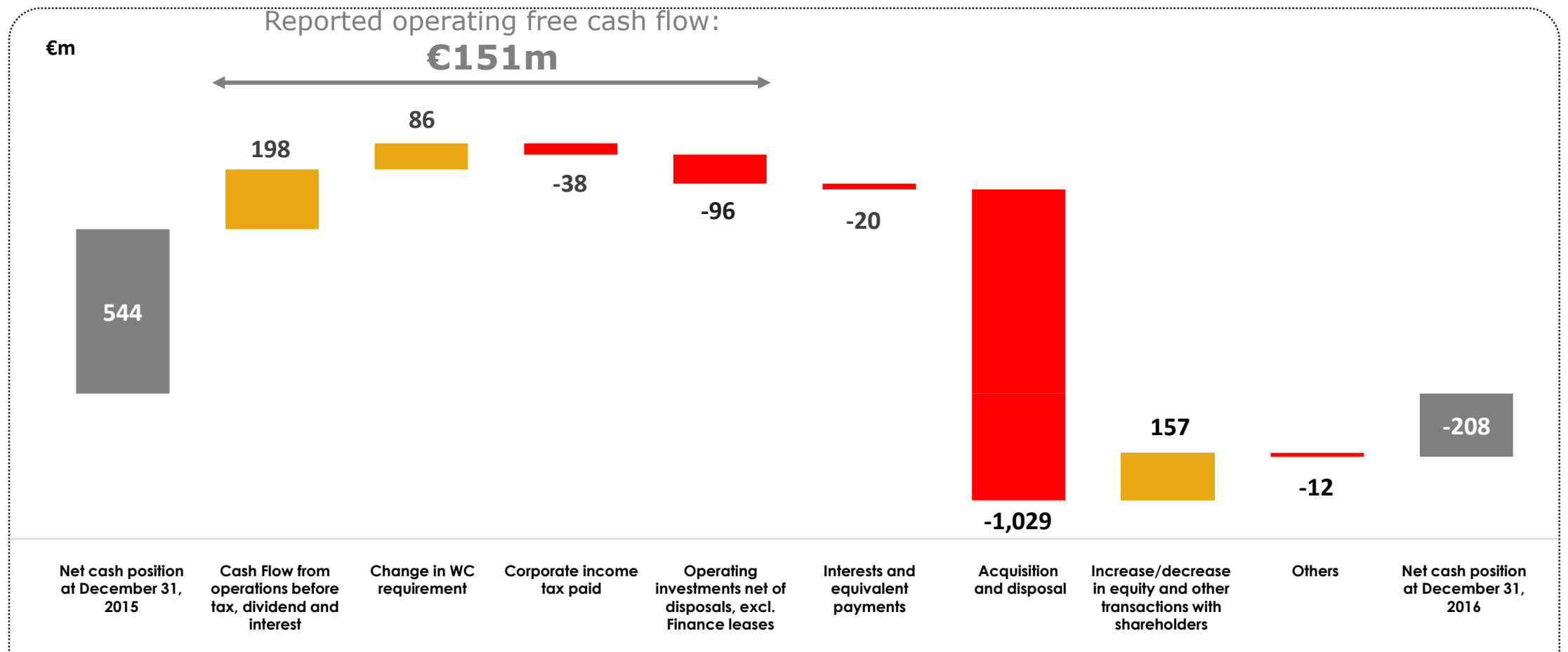
# FINANCIAL CHARGES

€m	2015 reported *	2016 reported
<b>Cost of net indebtedness</b>	<b>-6</b>	<b>-53</b>
<i>of w. one-off expenses related to Darty acquisition financing</i>		-31
<b>Other financial charges (net)**</b>	<b>-5</b>	<b>-23</b>
<i>of w. Darty bond make - whole payment</i>		-15
<b>Financial charges (net)</b>	<b>-11</b>	<b>-76</b>
<i>of w. one-off expenses related to Darty acquisition</i>		-46

(\*) Restated following the reclassification of Brazil in discontinued operations

(\*\*) Includes expense on the cost of free consumer credit, the impact of discounting assets and liabilities and one-off fees related to the revolving credit facility

# CHANGE IN NET DEBT



# LONG TERM FINANCING IS IN PLACE

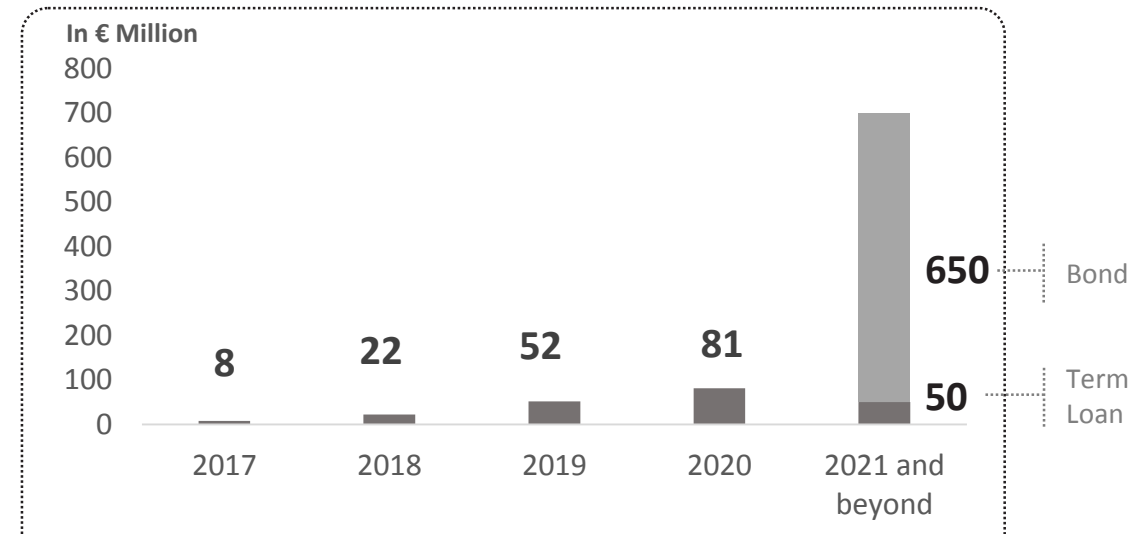
## FINANCING

**BOND**  
**€650M**  
Coupon: **3.25%**  
Maturity: Sept 2023

**TERM LOAN**  
**€200M**  
Euribor **+250bps**  
Maturity: avril 2021

**RCF**  
**€400M**  
Euribor **+200bps**  
Maturity: avril 2021  
**Undrawn at the end of 2016**

## MATURITY PROFILE



## RATING

Standard & Poor's: BB  
Moody's: Ba2

# BALANCE SHEET

€m	31/12/2015	31/12/2016
Shareholders' funds	<b>564</b>	<b>1,040</b>
Net Debt	<b>-544</b>	<b>208</b>

- Strong equity
- Reasonable leverage
- Ownership of a significant real estate portfolio from Darty



# FNAC DARTY

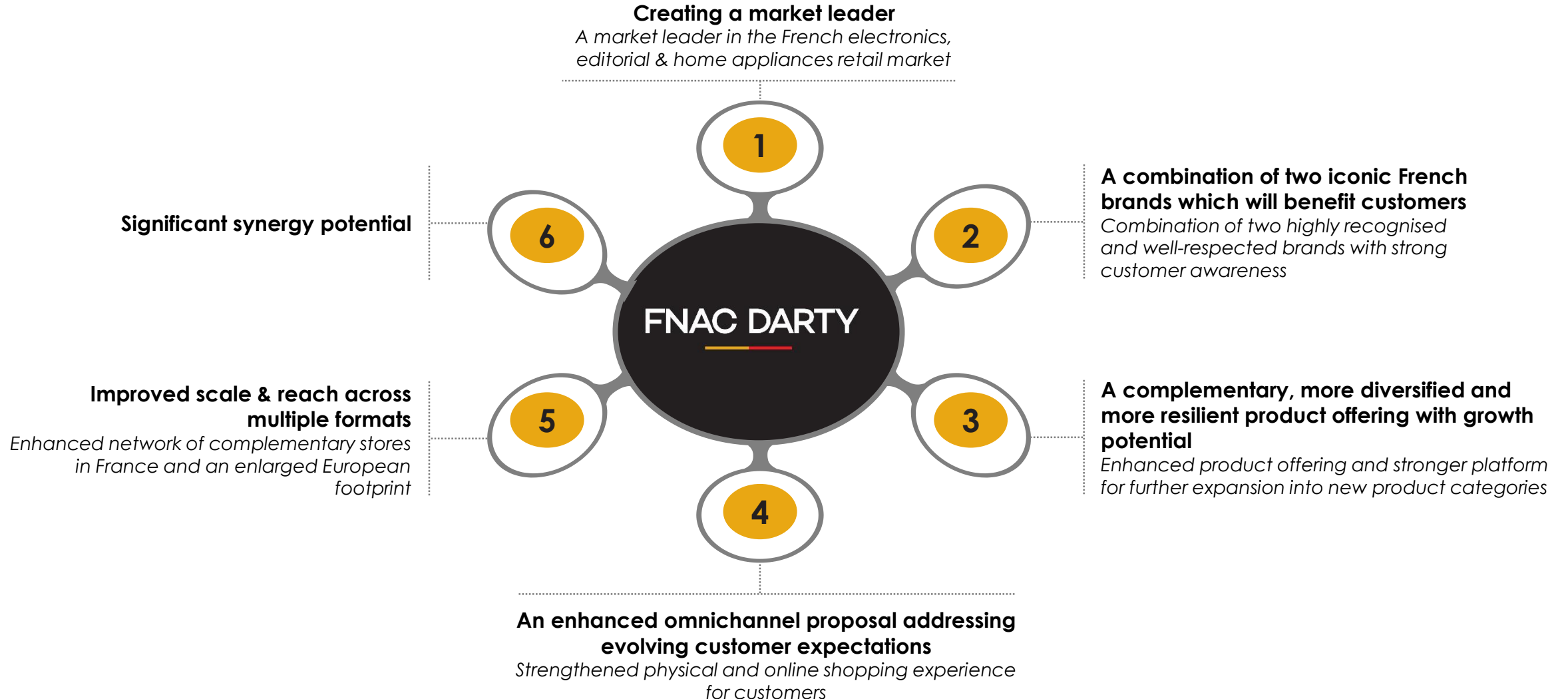
---

## STRATEGIC REVIEW

---

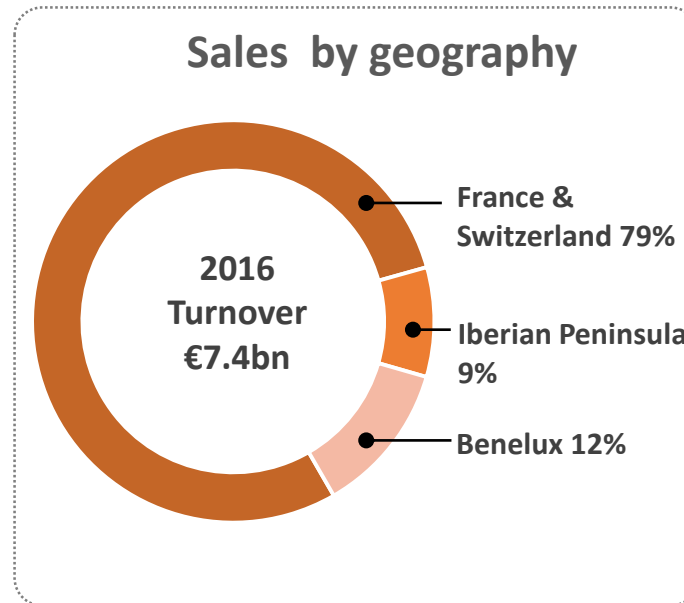
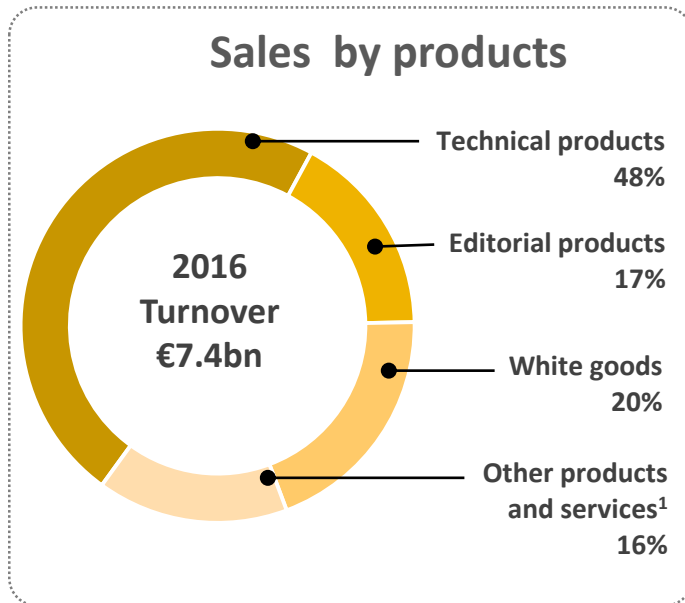


# FNAC DARTY CREATION OF A LEADER



# FNAC DARTY PROFILE

- **€7,4Bn revenue - 27 000 employees**
- **Top 3 European Omnichannel Retailer in household appliances, consumer electronics and entertainment products**
  - Strong leadership positions in key markets
  - Inspiring, well-respected and complementary brands
- **Dense store network in 10 countries and a powerful online presence**
  - 664 stores worldwide - #2 e-commerce site in France
- **Large base of loyal customers**
- **Leadership position in Ticketing in France**



<sup>1</sup> Include: Ticketing, B2B, after sales service, membership fees, franchise fees, insurance, consumer credit

# ICONIC COMPLEMENTARY BRANDS



“L’agitateur  
culturel”

## Values:

*Independence, Passion, Discovery*

**72%** spontaneous brand awareness for Editorial Products in France<sup>(1)</sup>

**47%** spontaneous brand awareness for Consumer Electronics in France<sup>(1)</sup>



“Le contrat  
de confiance”

## Values:

*Service, Confidence, Accessible*

Top-of-mind brand awareness in home appliances in France

Darty enjoys **61%** spontaneous brand awareness for White Goods in France<sup>(2)</sup>

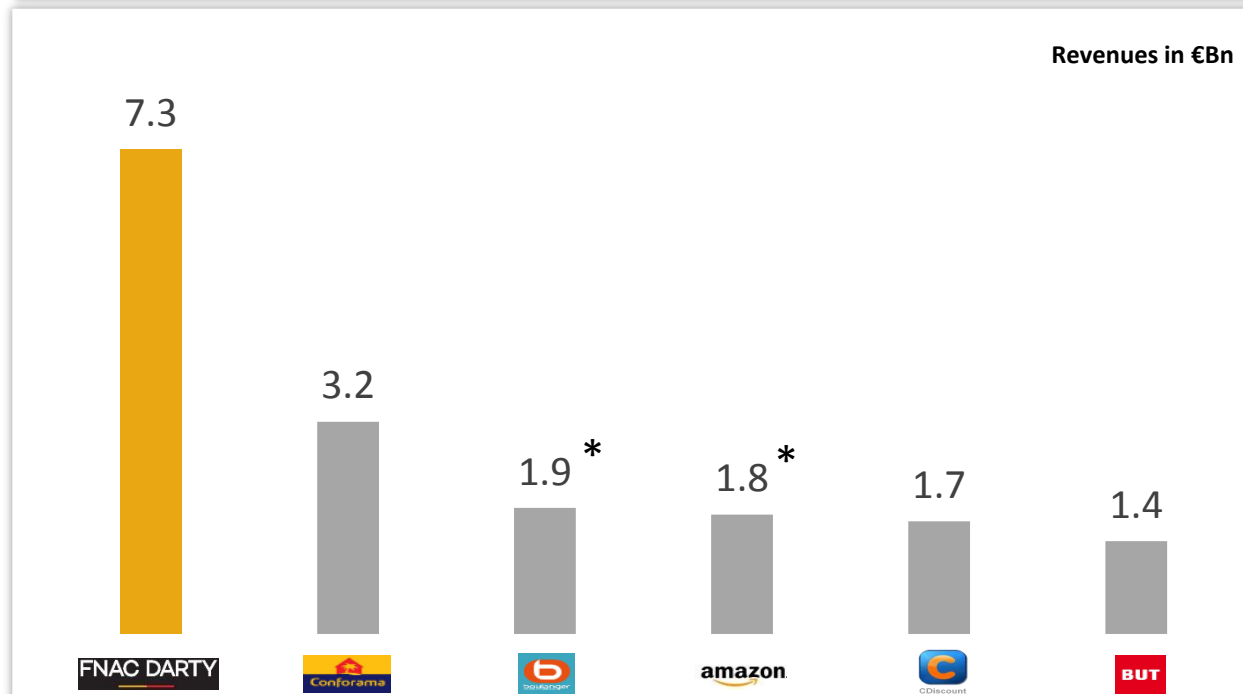
(1) Source: CSA – 2014 brand awareness survey

(2) Source: TNS report March 2016

Spontaneous brand awareness: independently recalling a brand’s name in a given sector, without any aid or suggestion

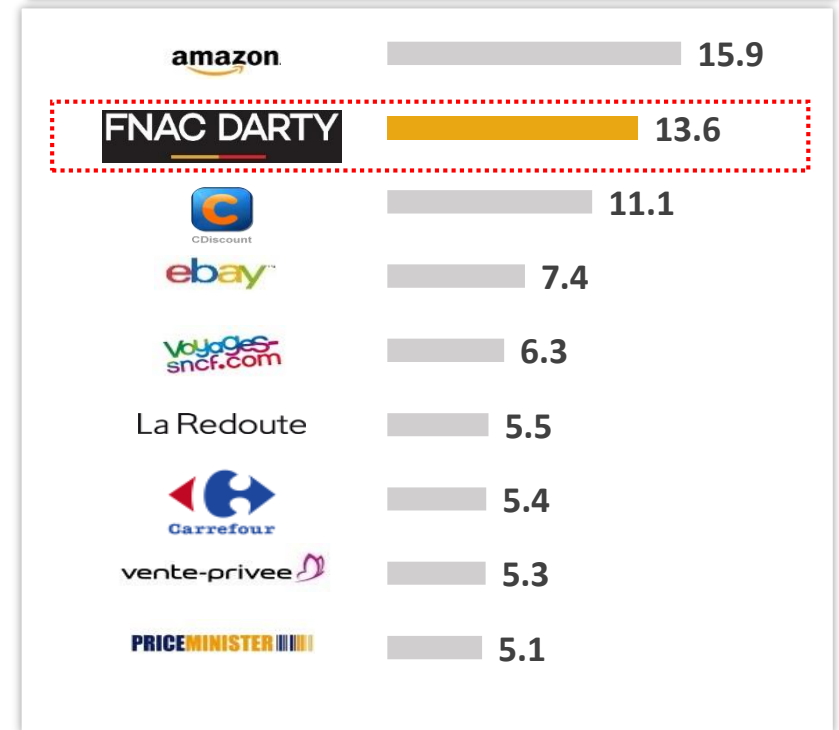
# STRONG LEADERSHIP POSITION

## Competitive landscape – Ranking by company revenues



Sources :  
 2015 Companies figures or (\*) Source LSA Magazine September 2015  
 Figures Excluding food retailers and a department store not focused on electronic and editorial goods

## Attractive online presence<sup>(1)</sup>

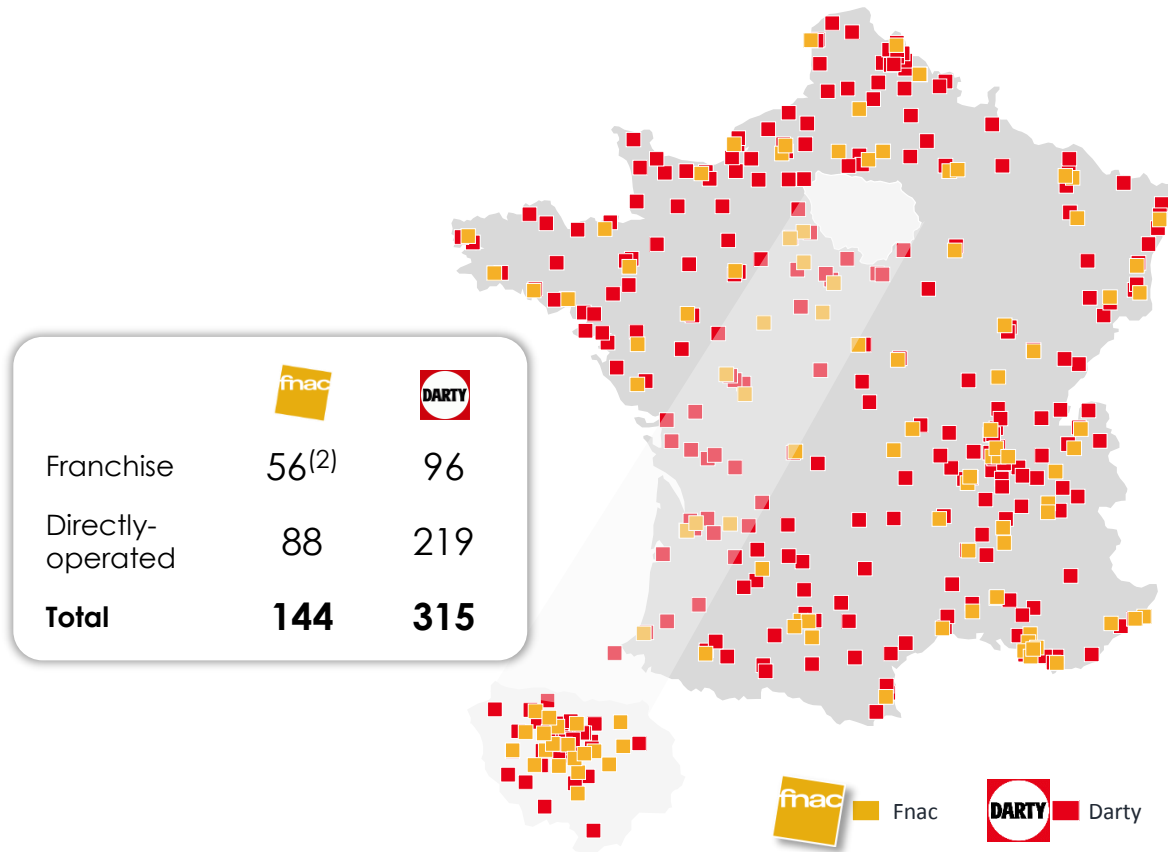


Omnichannel sales: 45% of  
 Fnac Darty online orders

(1) MEDIAMETRIE FEVAD - Number of monthly unique visitors in France in millions in the first quarter of 2016

# A DENSE MULTIFORMAT STORE NETWORK ENHANCING CUSTOMER PROXIMITY

## Complementary networks in France as of 31-Dec-16(1)



(1) Squares can indicate more than one store

(2) including franchise operations in Qatar, Morocco and Ivory Coast

## International presence as of 31-Dec-16

	Spain : 29 stores	
	Portugal: <b>23</b> stores	
	Belgium: <b>74</b> stores	 
	Netherlands: <b>73</b> stores	
	Switzerland: <b>6</b> stores	

## Diversified store formats

 	<b>Traditional</b> High street or prime shopping centres
 	<b>Outskirts</b> Retail parks outside larger cities
 	<b>Proximity</b> Downtown location (smaller cities)
	<b>Connect</b> Dedicated to smartphones and connected devices
	<b>Travel</b> Railway & airports (including Duty free areas)

# FNAC DARTY OFFERS STRONG VALUE CREATION POTENTIAL

## Commercial Initiatives



## Operational synergies



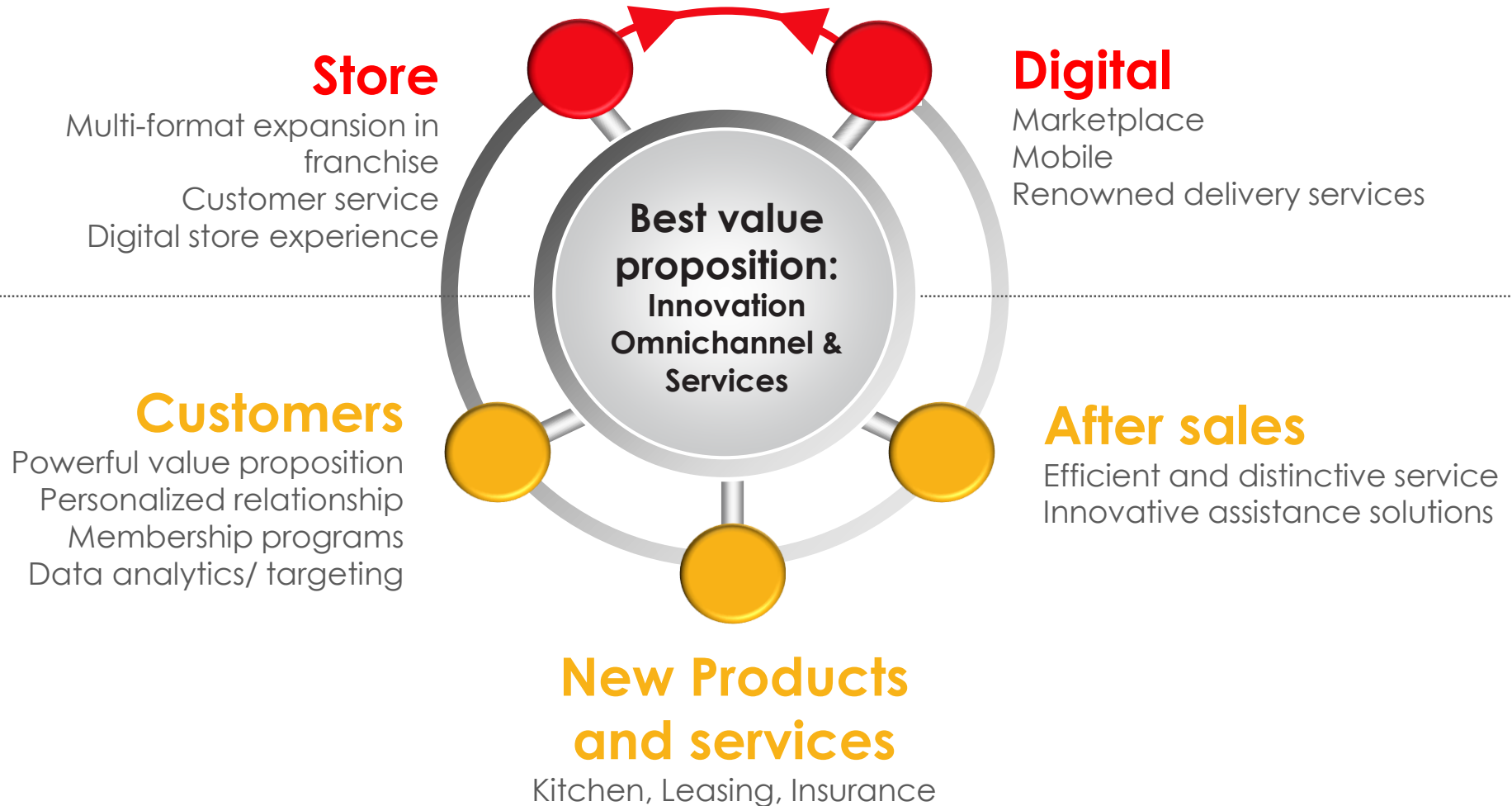
Synergy objective of €130 million brought forward by one year<sup>(1)</sup>

- (1) Run rate synergies per annum at current operating income level with:
- 9M€ already delivered in 2016
  - Objective of at least €65m achieved by the end of 2017.
  - €110m one-off implementation costs, including Capex

# NEW INITIATIVES BEYOND SYNERGIES

SEAMLESS  
OMNICHANNEL  
EXPERIENCE

THREE  
DIFFERENTIATING  
PILLARS





# FNAC DARTY

---

CONCLUSION

---



# CONCLUSION AND OUTLOOK

---

- 2016 results demonstrate Fnac Darty strong potentials
- **€130M** Synergies one year ahead of schedule
- Fnac Darty ready to roll-out new initiatives



SERVICES  
APRÈS-VENTE

**FNAC DARTY**

---

APPENDICES

---

# DEFINITIONS

---

## **Pro-forma**

The figures present the situation by taking into account Darty's inclusion in the scope of consolidation as from January 1, 2015.

The *pro-forma* financial information includes the consolidated income statements of Fnac and Darty produced on an individual basis after alignment of the accounting policies and impacts of purchase price allocation.

## **Definition of current operating income**

The monitoring of the Group's operating performance uses the current operating income as the main operating balance. It is defined as the difference between the total operating profit and the "Other non-current operating income and expenses". Recurring operating income is an intermediate line item intended to facilitate the understanding of the entity's operating performance that can be used as a way to estimate recurring performance.

## **Definition of EBITDA and EBITDAR**

EBITDA = Current operating income before depreciation, amortization and provisions on fixed operational assets.

EBITDAR = EBITDA before rent costs.

## **Definition of free cash flow from operations**

This financial indicator measures net operating cash flow and gross operating investment flow (defined as purchases and sales of tangible and intangible non-current assets, and the change in supplier accounts payable for non-current assets).

# KPI - PRO FORMA & REPORTED

€m	Reported			Pro forma		
	2015	2016	Var.	2015	2016	Var.
Revenues	3,739	5,369	43.6%	7,278	7,418	1.9%
Current operating income	85	161	89.5%	165	203	23.1%
Consolidated net income continued operations	50	22	-56.6%			
Current* net income continued operations	54	74	+37%			
Operating free cash flow	97	151	55.7%	213	193	-9.4%
Current* operating free cash flow	n/a	n/a		219	256	17%

\* excluding Darty acquisition costs

# Q4 AND FY REVENUE REPORTED

€m	Q4 2016	Change vs Q4 2015			2016	Change vs 2015		
		Reported	at constant FX and comparable scope of consolidation	Like for like at constant FX		Reported	at constant FX and comparable scope of consolidation	Like for like at constant FX
France and Switzerland	1,937	81.9%	82.0%	81.8%	4,219	45.5%	45.7%	45.4%
Iberian Peninsula	224	0.6%	0.6%	-0.4%	656	-0.2%	-0.2%	-0.6%
Benelux	263	326.4%	326.4%	312.3%	494	170.0%	170.0%	164.7%
<b>Group</b>	<b>2,424</b>	<b>79.6%</b>	<b>79.7%</b>	<b>79.0%</b>	<b>5,369</b>	<b>43.6%</b>	<b>43.7%</b>	<b>43.3%</b>

# Q4 AND FY REVENUE PRO FORMA

€m	Q4 2016	Change vs Q4 2015			2016	Change vs 2015		
		Change	at constant FX and comparable scope of consolidation	Like for like at constant FX		Change	at constant FX and comparable scope of consolidation	Like for like at constant FX
France and Switzerland	1,937	-0.5%	-0.5%	-0.3%	5,854	2.1%	2.1%	2.4%
Iberian Peninsula	224	0.6%	0.6%	-0.4%	656	-0.2%	-0.2%	-0.6%
Benelux	263	3.4%	3.4%	2.7%	908	2.4%	2.4%	1.3%
<b>Group</b>	<b>2,424</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7,418</b>	<b>1.9%</b>	<b>2.0%</b>	<b>2.0%</b>

# Q1-Q2-Q3 REVENUE PRO FORMA

€m	Q1 2016	Change vs Q1 2015			Q2 2016	Change vs Q2 2015			Q3 2016	Change vs Q3 2015		
		Change	at constant FX and comparable scope of consolidation	Like for like at constant FX		Change	at constant FX and comparable scope of consolidation	Like for like at constant FX		Change	at constant FX and comparable scope of consolidation	Like for like at constant FX
France and Switzerland	1,348	5.1%	5.1%	5.4%	1,254	7.7%	7.8%	7.9%	1,315	-1.8%	-1.8%	-1.3%
Iberian Peninsula	149	-1.5%	-1.5%	-2.2%	134	0.5%	0.5%	-0.5%	150	-0.5%	-0.5%	-0.7%
Benelux	226	-0.5%	-0.5%	-2.9%	194	1.4%	1.4%	1.2%	225	5.3%	5.3%	4.2%
<b>Group</b>	<b>1,723</b>	<b>3.7%</b>	<b>3.8%</b>	<b>3.6%</b>	<b>1,582</b>	<b>6.2%</b>	<b>6.3%</b>	<b>6.3%</b>	<b>1,690</b>	<b>-0.8%</b>	<b>-0.8%</b>	<b>-0.6%</b>

# 2016 SALES BY CATEGORY PRO FORMA

€m	2016	Change	
		Change	at constant FX and comparable scope of consolidation
Technical products	3,554	2.9%	2.9%
Editorial products	1,245	-4.1%	-4.2%
White goods	1,452	0.2%	0.2%
Other products and services	1,167	8.6%	8.8%
<b>Total sales</b>	<b>7,418</b>	<b>1.9%</b>	<b>2.0%</b>



# H1 AND H2 REVENUE PRO FORMA

€m	H1 2016	Change vs H1 2015			H2 2016	Change vs H2 2015		
		Change	at constant FX and comparable scope of consolidation	Like for like at constant FX		Change	at constant FX and comparable scope of consolidation	Like for like at constant FX
France and Switzerland	2,602	6.3%	6.4%	6.5%	3,252	-1.0%	-1.0%	-0.7%
Iberian Peninsula	282	-0.6%	-0.6%	-1.4%	374	0.1%	0.1%	-0.5%
Benelux	420	0.3%	0.3%	-1.0%	488	4.2%	4.2%	3.4%
<b>Group</b>	<b>3,304</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4,114</b>	<b>-0.3%</b>	<b>-0.3%</b>	<b>-0.2%</b>

# H1 AND H2 P&L PRO FORMA

€m	H1 2016	H2 2016
<b>Revenues</b>	<b>3,304</b>	<b>4,114</b>
Gross Margin	988	1,229
Personnel costs	-553	-580
Other expenses	-431	-450
<b>Current operating income</b>	<b>4</b>	<b>199</b>
Non-current operating income and expenses	-36	-55
<b>Operating income</b>	<b>-32</b>	<b>145</b>

# P&L PRO FORMA AND REPORTED

<b>2016</b> in €m	2016 Reported	Period adjustments	Accounting adjustments	PPA effects**	2016 Pro forma
Revenues	5,369	2,050	-0		7,418
Current operating income	161	38	7	-3	203
<b>2015</b> in €m	2015 Reported*	Period adjustments	Accounting adjustments	PPA effects**	2015 Pro-forma
Revenues	3,739	3,539	-0		7,278
Current operating income	85	89	-0	-9	165

\* Restated following the reclassification of Brazil in discontinued operations

\*\* PPA: Purchase price allocation

# PRO FORMA EBITDA & EBITDAR

	2015	2016
<b>Current operating income</b>	<b>165</b>	<b>203</b>
Net depreciation and amortization charges	108	102
<b>EBITDA</b>	<b>273</b>	<b>305</b>
Rents	213	206
<b>EBITDAR</b>	<b>487</b>	<b>511</b>

# CASH FLOW STATEMENT

€m	December 31, 2015	December 31, 2016
<b>Net cash as of January 1</b>	<b>535</b>	<b>544</b>
Operating Free Cash Flow	97	151
Interest paid net of interest and dividends received	-3	-20
Acquisition / disposal of subsidiaries net of cash transferred	-3	-1,029
Acquisition / disposal of other financial assets (net)	-4	1
Increase / decrease in equity and other transactions with shareholders	-66	157
Cash flow related to discontinued activities	-13	-9
Others	2	-3
<b>Change in Net Cash</b>	<b>9</b>	<b>-752</b>
<b>Net Cash as of December 31</b>	<b>544</b>	<b>-208</b>

\* Restated following the reclassification of Brazil in discontinued operations

# WORKING CAPITAL

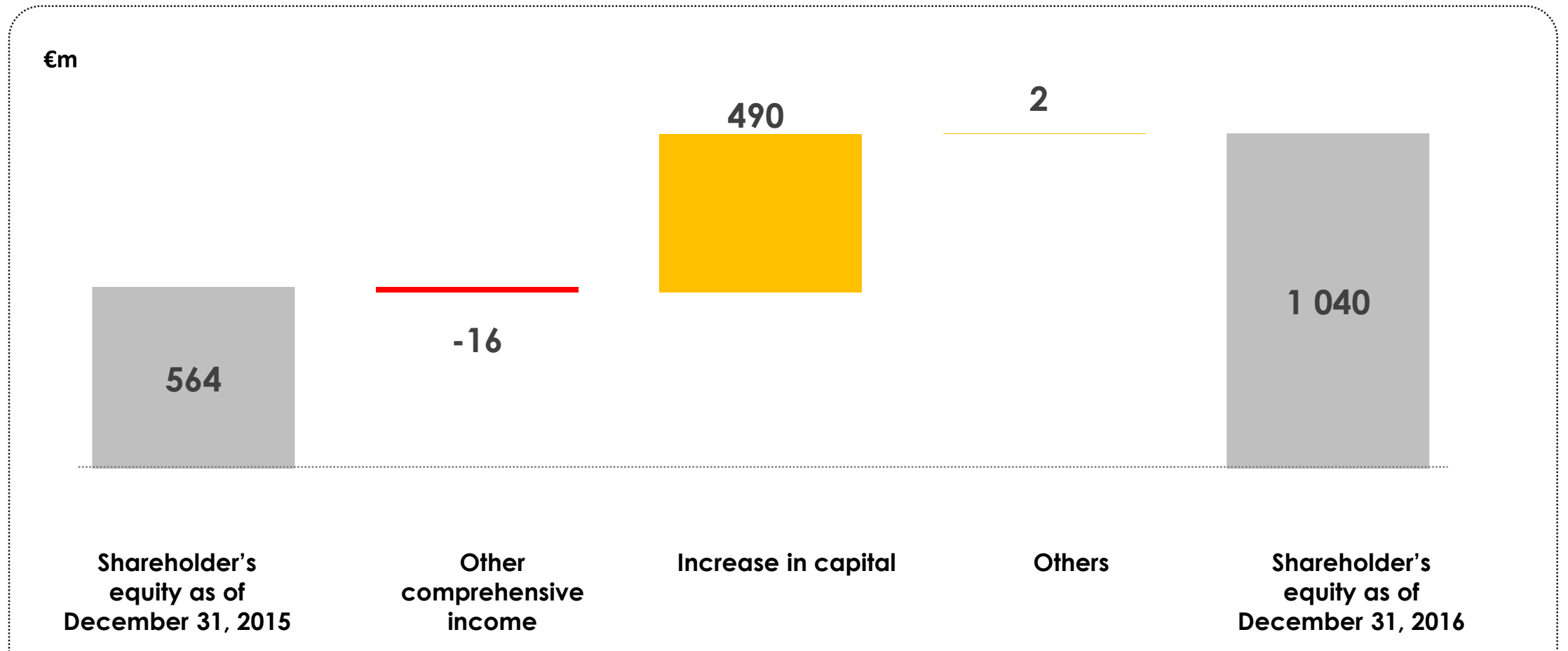
€m	As of December 31, 2015	As of December 31, 2016
Inventories	467	1,061
Accounts receivable	87	191
Accounts payable	-761	-1,449
Other operational working capital including accounts receivable and payable related to CAPEX	-286	-608
<b>Operational Working capital</b>	<b>-493</b>	<b>-805</b>
Financial account receivable	6	16
Accounts receivable and payable relative to tax	-8	-34
<b>Working capital</b>	<b>-495</b>	<b>-823</b>

# BALANCE SHEET

Assets in €m	FY 2015	FY 2016
Goodwill	332	1,605
Intangible assets	71	458
Tangible assets	157	436
Investments in associates	0	20
Non-current financial assets	8	16
Deferred tax assets	37	45
Other non-current assets	0	0
<b>Non-current assets</b>	<b>606</b>	<b>2,579</b>
Inventories	467	1,061
Accounts receivable	104	210
Current tax receivables	6	19
Other current financial assets	12	26
Other current assets	173	339
Cash & cash equivalents	545	655
<b>Current assets</b>	<b>1,307</b>	<b>2,310</b>
Assets held for sale	0	71
<b>Total assets</b>	<b>1,913</b>	<b>4,960</b>

Equity and Liabilities in €m	FY 2015	FY 2016
Share capital	17	26
Reserves related to equity	497	978
Conversion reserves	-14	-4
Other reserves	57	34
<b>Equity Group Share</b>	<b>557</b>	<b>1,033</b>
Equity attributable to minority interests	7	7
<b>Equity</b>	<b>564</b>	<b>1,040</b>
Long-term liabilities	0	855
Provisions for retirement and similar benefits	77	186
Deferred tax liabilities	0	133
Other non current liabilities	0	192
<b>Non-current liabilities</b>	<b>78</b>	<b>1,367</b>
Short-term liabilities	0	8
Other current financial liabilities	6	10
Accounts payable	817	1,599
Provisions	14	32
Tax liabilities	14	53
Other current liabilities	420	816
<b>Current liabilities</b>	<b>1,271</b>	<b>2,518</b>
Liabilities associated with assets classified as held for sale	0	35
<b>Total liabilities and equity</b>	<b>1,913</b>	<b>4,960</b>

# SHAREHOLDERS' FUNDS





# EXCHANGE RATES

vs EUR	2015	2016
<b>BRL (Brazil)</b>	<b>3.69</b>	<b>3.86</b>
<b>CHF (Switzerland)</b>	<b>1.07</b>	<b>1.09</b>
<b>GBP (UK)</b>	<b>0.73</b>	<b>0.82</b>

NB : average rates

# STORE NETWORK

	December 31, 2015			December 31, 2016		
	Owned	Franchised	Total	Owned	Franchised	Total
<b>France and Switzerland*</b>	314	99	413	313	152	465
<b>Iberian Peninsula</b>	48	1	49	50	2	52
<b>Benelux</b>	146	0	146	147	0	147
<b>Group**</b>	<b>508</b>	<b>100</b>	<b>608</b>	<b>510</b>	<b>154</b>	<b>664</b>

\*Included 4 Fnac foreign stores: 1 in Morocco, 1 in Qatar and 2 in Ivory Coast;  
7 Darty overseas stores: 1 in Martinique, 1 in Guadeloupe, 1 in French Guiana, 1 in Réunion et 3 in New Caledonia.

\*\* Brazil has 12 stores on December 31, 2016