

FNAC DARTY



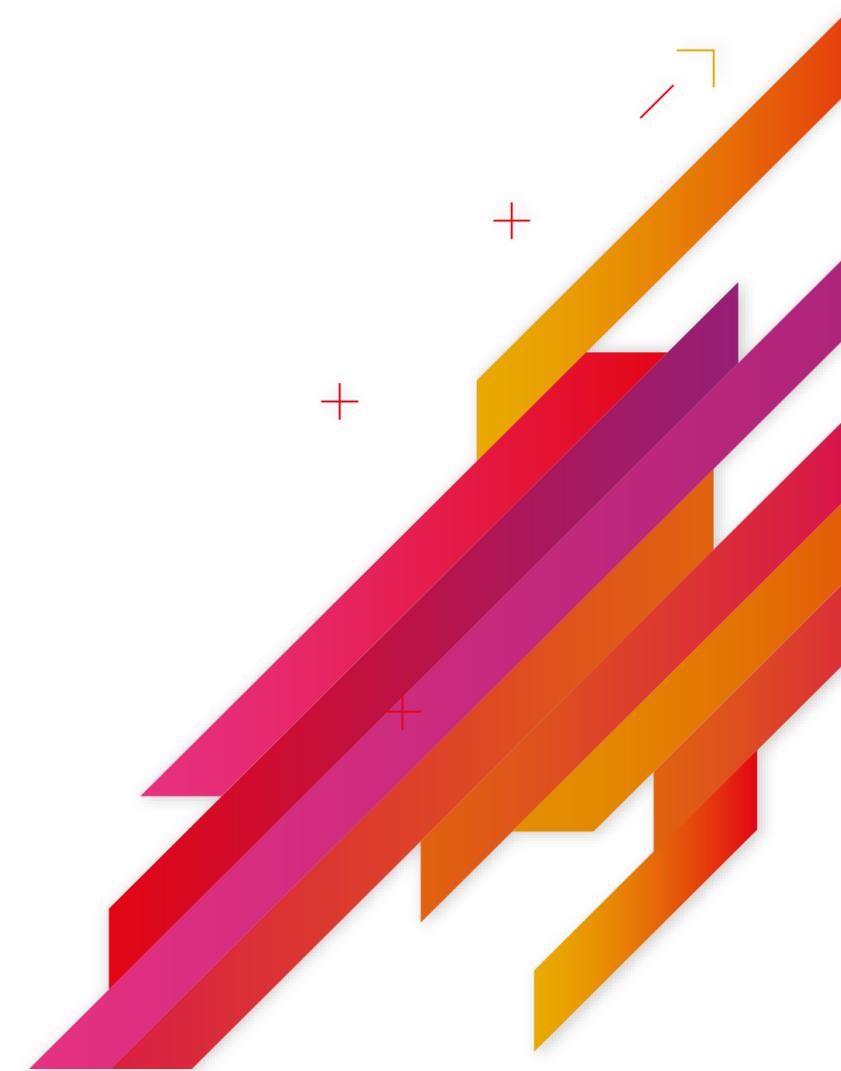
CORPORATE PRESENTATION

December 2020



BUSINESS REVIEW

FNAC DARTY



SUCCESS OF THE OMNICHANNEL MODEL

Pre-lockdown

January 1 – March 15

Since the reopening of stores

From May 11 to end of September



Lockdown

Closure of the Group's store network

March 16 – May 10



From May 11 to end of June

From July to end of September



Strong Fnac Darty **brand awareness**
Quality of its **operational execution**
Robustness of the **IT and logistics capabilities**



Maintained **high standards of after-sales services and delivery**

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Click & Collect: c.50% of online sales in Q3 2020, +1pt yoy

¹ Reported growth

² Excluding Nature & Découvertes and services

³ Excluding web, franchises, services and Nature & Découvertes



MAIN ACHIEVEMENTS TO DATE IN 2020

+ Continuing the diversification business strategy in new and promising markets

- Continued selective **deployment of the Group's stores network** including Darty Cuisine
- Acceleration in **urban mobility**



+ Profound transformation of the range of Services

- **Restart of services since the reopening of stores** with the Darty Max offer deployment in stores and online
- Overhaul of the **Group's loyalty program** with the launch of the new **Fnac+ cross-brand card**



+ Stronger partnerships ecosystem

- Deployment of **4 Fnac pilot shop-in-shops in Manor stores** in Switzerland in the 4th quarter 2020



+ Disposal of BCC in the Netherlands

- **Sale of BCC has been completed** to Mirage Retail Group

CURRENT HIGHLIGHTS

All product categories are accessible on our website and through Click & Collect

+ In France

- In face of the 2nd lockdown from 30 October to 27 November, **all our Fnac and Darty stores stayed open** for technical products (excl. photo), small domestic appliances and urban mobility representing **>65% of product normative sales in stores**
- From 28 November, **all products categories are available in stores**

+ In **Switzerland and Iberian Peninsula**, stores remain open

+ In **Belgium**, only click & collect is possible in Vanden Borre stores while all Fnac stores remain open for books and telephony

STRONG AMBITION TO PROMOTE CLICK & COLLECT

- + Fnac Darty's ambition is to push customers to Click & Collect rather than home delivered online sales
- + Consumers incentives to Click & Collect pick-up purchases
 - Commercial push highlighted on Fnac and Darty websites to promote C&C
 - Drive in place mainly for Darty stores
 - Customers incentives to choose C&C

5,000
to
80,000

Product references
available depending
on the stores

>60%

C&C 1-hour represent
> 60% of the C&C
pick-up purchases

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>97%

Quality rate of
C&C 1-hour

SÉLECTIONNER UN MODE DE LIVRAISON

Click & Collect sans contact
Fnac ou Darty
Gratuit

fnac
Paris - Ternes Modifier
● Ouvert - aujourd'hui jusqu'à 19:00
26/30, avenue des Ternes
75017 Paris
[Horaires du magasin](#)

🕒 Votre commande sera prête sous 1H

Retrait magasin ou drive
Petit électroménager

5€ de remise
dès 50€ d'achat en retrait magasin 1h*

Cumulable avec les offres en cours J'EN PROFITE

OUTLOOK

- + **Quality of operational performance** to succeed in major end-of-year commercial events but cautiousness in the face of economic and health uncertainties
- + **Strength of Fnac Darty's logistic and digital capacities, leading position in France** in its markets, and **quality of the relationship with suppliers**, will allow the Group to meet the business challenges that lie ahead at the end of the year
- + Strong **focus on controlling costs, investments and cash flow**
- + **Confidence in Fnac Darty's resilience** and **relevance of its omnichannel strategy** to face the current situation, **which have already been demonstrated in H1**

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