

# 2



## Corporate Social Responsibility

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### Introduction

Fnac Darty is committed to creating value for all its stakeholders, and determined to avoid and reduce the negative externalities of its activities. This chapter reports on the Group's social, societal and environmental policies and performance, in relation to its main risks and, furthermore, its long-standing commitments.

This Universal Registration Document meets the requirement for a non-financial performance statement (déclaration de performance extra-financière, DPEF) established in France by Order No. 2017-1180 of July 19, 2017 and Decree No. 2017-1265 of August 9, 2017. The information provided covers the activities of all the companies within the Group's scope of consolidation.

The DPEF includes:

- the presentation of the business model, available in section 1.3 of this Universal Registration Document;
- a description of the main non-financial risks, in section 2.1.2 of this Universal Registration Document;
- the policies and action plans associated with these social, environmental and societal risks, and the results of these policies through key performance indicators, in sections 2.2, 2.3, 2.4, 2.5 and 2.6 of this Universal Registration Document.

In accordance with the European Taxonomy Regulation (Regulation 2020/852/EU), this DPEF also includes, in section 2.3.4, indicators relating to the share of revenue, operating expenses and capital expenditure associated with sustainable economic activities in 2022.

In addition, section 2.5.4 of this chapter meets the requirements of the French Law of March 27, 2017 on the Duty of Care of parent companies and initiating companies, on the effective implementation of a vigilance plan.

Finally, in line with the expectations of its stakeholders, this chapter also presents its climate reporting in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), contributing to the Group's transparency and accountability efforts on climate issues (see cross-reference table in section 7.7.7 of this Universal Registration Document).

All of the Group's sustainable development policies are based on complying with and promoting the principles or recommendations contained in:

- the Universal Declaration of Human Rights;
- the fundamental conventions of the International Labour Organization;
- the United Nations Global Compact;
- the Paris Climate Agreement.

## 2.1 / Strategy, governance and CSR risks

To accelerate the development of a sustainable economic model, the Group has placed its corporate social responsibility performance at the heart of its strategic plan Everyday for 2025: two of the three pillars of the strategy are based directly on the CSR policy it has been rolling out for several years.

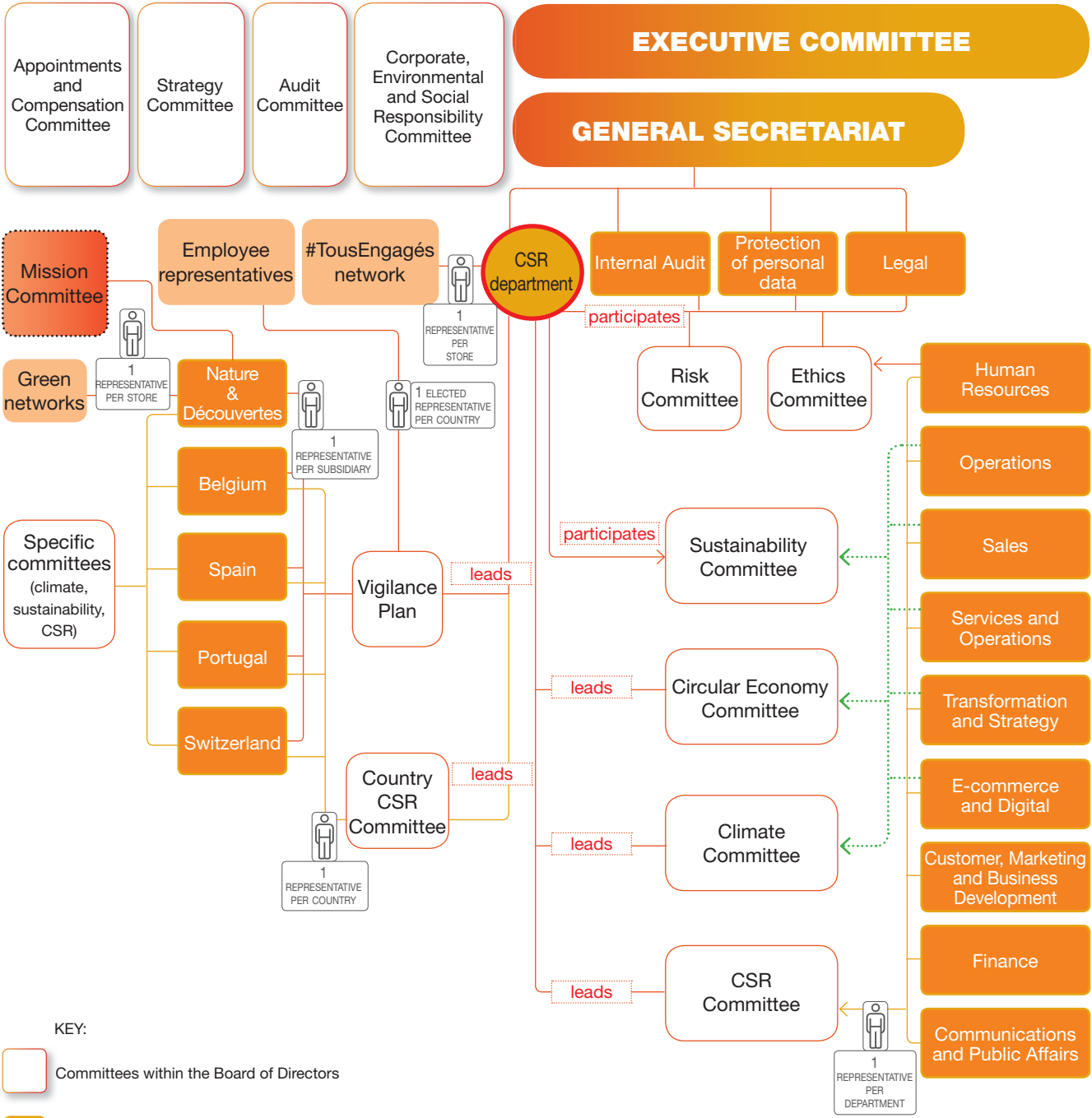
The incorporation of sustainable development issues into the Company's overall strategy is described in Chapter 1 of this Universal Registration Document.

### 2.1.1 / A governance and organizational structure dedicated to integrating CSR issues into our business lines

In order to integrate these issues into the strategy and projects of the various business lines, the Group is pursuing a decentralized approach to CSR based on the development of managers' skills.

The CSR Department reports to the General Secretary, and relies on various bodies and business line representatives to implement the Group's CSR strategy.

**BOARD OF DIRECTORS**



KEY:

- Committees within the Board of Directors
- Executive Committee, Management and Subsidiaries
- Cross-border committees responsible for implementing the CSR strategy in business lines
- Employee and staff representatives
- Nature & Découvertes Mission Committee, currently being set up



## Description of committees

### Role and responsibilities

Board of Directors	<ul style="list-style-type: none"> <li>■ The CESR Committee of the Board of Directors: composed of four Directors, it reports to the Board on CSR strategy and initiatives, as well as the results achieved (see also section 3.2.1 of this Universal Registration Document).</li> </ul>
Ethics Committee	<ul style="list-style-type: none"> <li>■ Chaired by the General Secretary in charge of CSR and Governance, it ensures that the Group complies with regulations relating to ethical business conduct, particularly the French Sapin 2 and Duty of Care Laws and the GDPR.</li> </ul>
Climate Committee	<ul style="list-style-type: none"> <li>■ Composed of three members of the Executive Committee (Comex), it is responsible for rolling out and ensuring compliance with the Group's Climate roadmap (see also section 2.3.1 of this Universal Registration Document).</li> </ul>
Circular Economy Committee	<ul style="list-style-type: none"> <li>■ Composed of three members of the Executive Committee, it oversees projects to reduce packaging, optimize unsold products, and improve waste collection and recovery.</li> </ul>
France CSR Committee	<ul style="list-style-type: none"> <li>■ Composed of one member of the Executive Committee and the 14 business line representatives (one for each Group department), it monitors the roll-out of the roadmaps of each department and introduces new projects.</li> </ul>
Country CSR Committee	<ul style="list-style-type: none"> <li>■ Composed of one member of the Executive Committee and the CSR representatives from each of the Group's European subsidiaries, it monitors the roll-out of the roadmaps for each country and shares best practice implemented in each subsidiary.</li> </ul>
Sustainability Committee	<ul style="list-style-type: none"> <li>■ Composed of two members of the Executive Committee, it aims to monitor action plans designed to offer sustainable products and services.</li> </ul>
Internal Audit Committees	<ul style="list-style-type: none"> <li>■ Led by the Risk Department, they oversee the prevention and mitigation policies for certain risks identified in the mapping of risks covered by the French Law on the Duty of Care.</li> </ul>
Ecolaws Committee	<ul style="list-style-type: none"> <li>■ Composed of at least the CSR and legal Departments, this cross-functional collaborative committee was set up in 2023. It aims to better anticipate the changes and new environmental regulations affecting the products. Monitoring regulations and better awareness raising within the teams allow the committee to monitor and control all relevant regulatory topics with the management teams from the relevant departments.</li> </ul>

### Integration of CSR within short- and long-term variable compensation objectives

For several years, the annual variable component of compensation of the Chief Executive Officer and members of the Executive Committee has included a CSR component that is defined in consultation with the CSR Department and aligned with the Group's social and environmental issues and strategy. The criteria relate to the respective responsibilities of the executives and are based on quantifiable indicators, including, for certain members, targets for reducing greenhouse gas emissions or objectives related to the representation of women in positions of responsibility (see section 3.1.9 of this Universal Registration Document). The criteria and objectives linked to the Chief Executive Officer's variable compensation are approved by the Board of Directors on the recommendation and proposal of the Appointments and Compensation Committee.

Since January 1, 2021, all managers eligible for annual variable compensation, i.e. 3,000 employees, have had a CSR objective accounting for 10% of this variable component. These objectives are defined in consultation with the CSR representatives of each department or scope, on the basis of their CSR roadmaps, and the CSR Department. For 2023, given the importance of climate issues, the CSR criterion takes the form of one common indicator for all, to reduce energy consumption, and one specific indicator associated with the CSR roadmap of each department for greater alignment and impact.

The long-term incentive plan (LIP) for the Chief Executive Officer, members of the Executive Committee and the Company's key managers, also incorporates a 3-year CSR performance condition. The CSR performance condition currently takes the form of two objectives aligned with the strategic plan. Its weighting was increased from 20% to 25% in 2022. The first objective focuses on climate issues with the reduction of greenhouse gas emissions, while the second involves improving the sustainability score.

The Group has also developed ways of investing employees' medium- and long-term savings in CSR-labeled funds. The mutual funds of the Group savings plan (PEG) and employee retirement savings plans have been reviewed: four of the six funds in the Fnac Darty savings plan, in which employees can invest their incentive and profit-sharing bonuses or on a voluntary basis, will be CIES<sup>(1)</sup> or SRI<sup>(2)</sup> labelled by the end of the first half of 2024. By the end of the first half of 2024, six of the eight funds in the Darty Group retirement savings plan (PERCOL) will have been awarded the CIES, SRI or France Relance label. Lastly, since February 1, 2024, five of the nine funds in Fnac's mandatory retirement savings plan (PERO) have been labelled socially responsible (SRI, LuxFlag ESG).

### In-store communications bring the Group's ambitions closer to customers

In September 2023, a network of CSR representatives – the “#TousEngagés” community – was launched in France. Nearly 310 CSR representatives – 1 per store<sup>(3)</sup> – have been appointed to act as spokespersons for CSR issues at their sites. The aim of this network is to make CSR issues more tangible, and thereby meet customers' objectives in terms of sustainable development.

Since 1995, Nature & Découvertes has structured its sustainable development policy around an internal network of ambassadors for the environmental and social policy in stores. These volunteer employees (one per store), known as “Green Networks”, raise awareness and mobilize store teams around issues such as waste management, publicizing advocacy initiatives to customers and local stakeholders, supporting local community projects for protecting and learning about the natural world through the Fondation Nature & Découvertes and charitable rounding (see section 2.6.3 of this Universal Registration Document), or promoting nature-oriented education programs and events.

### Awareness and training in sustainable development issues

In 2023, all members of the Executive Committee and the Board of Directors attended a “Climate and governance” workshop on the following topics: understanding the scale and significance of planetary limits, regulatory obligations and market recommendations, understanding changes in the societal context and expectations of a company like Fnac Darty, and grasping the nature of the changes expected in companies and the role of governance bodies.

Fnac Darty also uses training and innovative formats such as the “Fresque du Climat” and other similar training workshops to raise employee awareness of the Group's social and environmental issues and to inspire each one of them to get involved in the CSR strategy. In 2023, all Executive Committee members and French managers (one level below Comex), i.e. around 80 people, completed the “2 tons workshop”.

At the same time, Fnac Darty regularly uses various internal communication channels to talk about the Group's CSR challenges and projects, such as energy efficiency. In 2023, a CSR Day, open to all, was organized to highlight all the actions carried out under the five pillars of the Group's CSR strategy. The CSR department is also regularly asked to take part in induction seminars for new employees, and training on climate and CSR issues is available on the Group's e-learning platform.

### Nature & Découvertes, a certified B Corp and a “social purpose” company (société à mission)

Based on a CSR approach that is rooted in education about nature and protecting biodiversity, Nature & Découvertes has set itself a strategic goal of accelerating its development by placing commitment to responsibility at the heart of its business model.

A true strategic compass that has been enshrined in the company's bylaws since October 2022, the *raison d'être* to “Choose solutions that make a genuine, daily contribution to the transition toward sustainable, biodiversity-friendly lifestyles” is reflected in its range of sustainable products and experiences that are focused on nature and ecological transition.

In 2022, in a bid to provide a firmer, long-term foundation for the company's unique nature and DNA, Nature & Découvertes became a “social purpose” corporation (société à mission) within the meaning of the French Pacte Law<sup>(4)</sup>. Changes to the bylaws were approved by the Extraordinary General Meeting of October 25, 2022, enabling the Fnac Darty subsidiary to join the circle of companies legally committed to societal causes.

In this context, the objectives Nature & Découvertes intends to pursue, as set out in its bylaws, are as follows:

- to develop a range of products and experiences that promote sustainable lifestyles;
- to preserve and promote relationships with the natural world;
- to unite the communities that are transforming the world.

Since 2023, a mission committee responsible for monitoring the purpose has brought together external stakeholders (experts whose field of expertise is linked to the objectives set out in the bylaws) and internal stakeholders.

The company is also certified B Corp.

(1) The “Comité intersyndical de l'épargne salariale” label certifies that the funds offered include environmental, social and governance criteria.

(2) The SRI label, created by the French Ministry of the Economy and Finance, is awarded to investment funds that respect the principles of socially responsible investment.

(3) Excluding deductibles.

(4) Pacte: Plan d'Action pour la Croissance et la Transformation des Entreprises, an action plan for the growth and transformation of companies, which gives French companies the opportunity to register and implement their CSR transformation via a unique legal framework.



# 2 CORPORATE SOCIAL RESPONSIBILITY

Strategy, governance and CSR risks

Terre d'Oc, a Nature & Découvertes subsidiary specializing in the production of organic and fair trade teas, essential oils and fragrances, has also been a social purpose corporation since 2021. Its *raison d'être* is: "Designing and manufacturing well-

being products that are beautiful, good, and healthy, based on an intention to preserve natural resources and biodiversity while developing the organic and fair-trade sectors, and highlighting women's work all around the world."

## 2.1.2 / Identification of CSR risks and materiality

Fnac Darty relies on various in-house risk identification and management procedures to identify the risks that apply to the Group, including CSR risks. The Group's major risks – both financial and non-financial – are identified and analyzed with the support of all the departments concerned (see section 5.3 of this Universal Registration Document).

In managing these risks, the Group draws up and monitors more specific risk maps: maps of risks to human rights, health and safety, and the environment (Duty of Vigilance), corruption risks (Sapin 2), risks linked to personal data protection (GDPR). Due to their specific nature, climate-related risks are the subject of a separate analysis over the long term (2030 and 2050).

CSR risks are assessed jointly with management. These include both internal factors, which may impact on human rights, health and safety, and the environment; and exogenous factors (major trends), which may affect the Group's business, financial position, reputation and results.

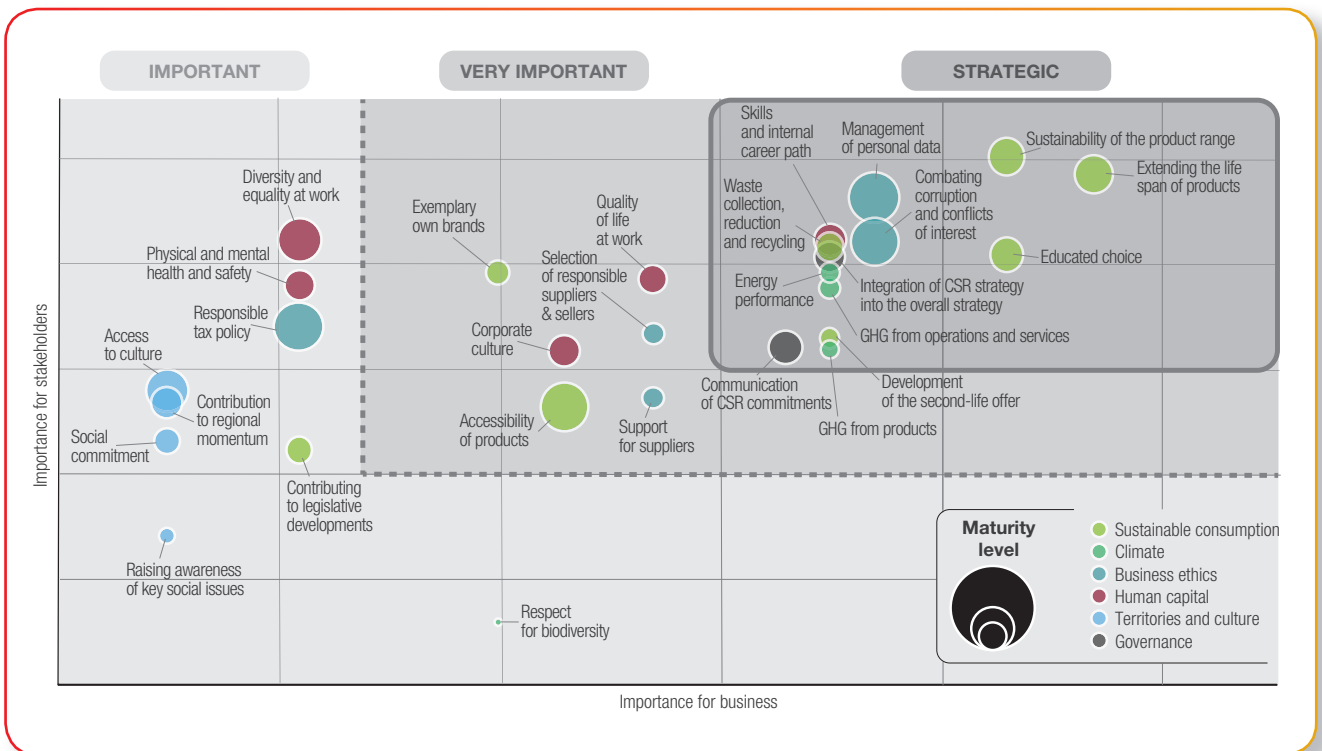
The Group's CSR risks fall into four main categories:

- sustainability of the business model and new patterns of consumption;
- climate change and its consequences;
- business line development and the organization of work, in a context of a shortage of technical profiles and a talent war;
- the ethics of all parties in an ecosystem of partnerships.

### Materiality analysis (DPEF approach)

To update its CSR policy, the Group relies on the complementary nature of the above-mentioned risk mapping processes and its materiality analysis.

The matrix below sets out the 28 issues assessed as priorities since 2022: it compares the expectations of internal and external stakeholders (over 2,000 people surveyed) with the impact of each issue on the Company's overall performance (financial, reputational, legal or operational impact), as assessed by the risk analysis mentioned above.



## Double materiality analysis (CSRD approach)

In 2023, in order to comply with the Corporate Sustainability Reporting Directive, the Group undertook to update this analysis in order to determine the issues applicable to the Group (across its entire value chain), with regard to their impact and/or financial materiality.

For impact materiality, Fnac Darty has defined a rating scale to qualify the scale, scope, remediability and probability of occurrence of the risks and opportunities studied, in line with the “Duty of Vigilance” risk mapping scale.

For financial materiality, Fnac Darty has defined a rating scale to assess the magnitude and probability of occurrence of risks and opportunities, consistent with the thresholds and scales defined as part of the Group’s risk analysis (see also chapter 5 of this Universal Registration Document).

Based on the list of issues and sub-issues set out in the ESRS 1<sup>(1)</sup> and issues more specific to the retail sector or to the Group, Fnac Darty involved internal stakeholders in assessing the level of importance of each issue. For value chain issues, in the absence of primary data, the assessment was based on sector benchmarks, NGO and governmental organization reports.

This analysis, in progress at the time of publication, will enable the Group to define the list of ESRS standards applicable for the 2024 Sustainability Report (publication 2025), as provided for in Order No. 2023-1142 of December 6, 2023 transposing into French law EU Directive 2022/2464 of December 14, 2022, known as the “CSRD”.

Initial analysis confirm that the issues of importance to the Group’s stakeholders are consistent with the level of importance of the issues listed in the CSRD.

## Summary of the Group’s main risks (DPEF approach)

The tables below summarize the main CSR risks and how they relate to material challenges. Five priority objectives<sup>(2)</sup> from the Group’s strategic plan Everyday are monitored as part of the Company’s overall performance.



### Risks: Sustainability of the business model and new patterns of consumption

**Commitment: Promote sustainable consumption and an educated choice**

CSR risks	Associated challenges	Priority objectives	Performance
<ul style="list-style-type: none"> <li>■ Changes in consumer behavior (alternative consumption, drop in demand, possible boycotts, etc.)</li> <li>■ Increased cost of raw materials (increased cost of distributed products)</li> <li>■ Scarcity of natural resources (disruptions to supply chains)</li> <li>■ Increased energy prices (higher indirect costs)</li> <li>■ Economic crises (declining purchasing power)</li> <li>■ Tensions in cross-border relationships (disruptions to supply chains)</li> </ul>	<ul style="list-style-type: none"> <li>■ Helping consumers make responsible choices (see section 2.2.1.1)</li> <li>■ Sustainability of the offering (see section 2.2.1.2)</li> <li>■ Extending the life span of products (see section 2.2.2)</li> <li>■ Expanding the second-life offering (see section 2.2.3)</li> <li>■ Waste collection, reduction and recycling (see section 2.2.4)</li> <li>■ Contributing to consultations on legislative developments and raising public awareness of sustainability issues (see section 2.2.5)</li> </ul>	<ul style="list-style-type: none"> <li>■ Sustainability score of 135 in 2025 (vs 100 in 2019)</li> <li>■ 2 million Darty Max subscribers in 2025</li> <li>■ 2.5 million products repaired in 2025</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>118</b> in 2023 ✓</li> <li>■ <b>1.125 million</b> in 2023 ✓</li> <li>■ <b>2.5 million<sup>(a)</sup></b> in 2023</li> </ul>

(a) See the methodological note in section 2.7 of this Universal Registration Document.

(1) The ESRS are the European Sustainability Reporting Standards.

(2) As part of the task of auditing the non-financial performance statement, certain indicators are checked more thoroughly and a justified opinion is issued in respect of these indicators, expressing a conclusion of reasonable assurance; these indicators are identifiable by the symbol ✓.

## 2 CORPORATE SOCIAL RESPONSIBILITY

Strategy, governance and CSR risks



### Risks: The climate emergency and its consequences for the Company

**Commitment: Reduce impact on the climate and biodiversity**

CSR risks	Associated challenges	Objective	Performance
<ul style="list-style-type: none"> <li>■ Extreme weather events (disruptions to logistics and supply chains, inventory losses)</li> <li>■ Gradual increase in temperatures (increased costs and deterioration of working conditions)</li> <li>■ Change in consumption habits (drop in demand)</li> <li>■ Regulatory pressure (increased costs)</li> </ul>	<ul style="list-style-type: none"> <li>■ Measurement and reduction of GHG emissions related to operations (see section 2.3.3.3)</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduce scope 1 and scope 2 emissions by 50% by 2030 compared to 2019</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>-38%</b> in 2023 ✓</li> </ul>
	<ul style="list-style-type: none"> <li>■ Measurement, reduction and display of GHG emissions related to distributed products (see section 2.3.3.4)</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduce emissions from the use of products sold by -22% per product sold by 2030 compared to 2019</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>-10%</b> in 2023</li> </ul>
	<ul style="list-style-type: none"> <li>■ Support for suppliers (see section 2.3.3)</li> </ul>	<ul style="list-style-type: none"> <li>■ Ensure that suppliers representing 80% of product manufacturing emissions will have set climate science-based targets science by 2026</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>60.5%</b> in 2023</li> </ul>
	<ul style="list-style-type: none"> <li>■ Energy performance (see section 2.3.3.2)</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduce electricity consumption by 15% by 2024 compared to 2022 (France excluding Nature &amp; Découvertes)</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>-15.5%</b> in 2023</li> </ul>
	<ul style="list-style-type: none"> <li>■ Respect for biodiversity (see section 2.3.3.5)</li> </ul>		

### Risks: Business line development and the organization of work, in the context of a shortage of technical profiles and a talent war

**Commitment: Develop our human capital**



CSR risks	Associated challenges	Objective	Performance
<ul style="list-style-type: none"> <li>■ Ability to attract and retain talent</li> <li>■ Shortage of technical skills</li> <li>■ Lack of employee engagement</li> <li>■ Breaches of employee health and safety</li> </ul>	<ul style="list-style-type: none"> <li>■ Attracting and retaining talent, particularly in hard-to-fill or growing professions (see section 2.4.1)</li> </ul>		
	<ul style="list-style-type: none"> <li>■ Physical and mental health and safety (see section 2.4.4)</li> </ul>		
	<ul style="list-style-type: none"> <li>■ Quality of life in the workplace (see section 2.4.5)</li> </ul>		
	<ul style="list-style-type: none"> <li>■ Corporate culture (see section 2.4.5.1)</li> </ul>	<ul style="list-style-type: none"> <li>■ 35% of women in leadership positions in 2025</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>33.2%</b> in 2023 ✓</li> </ul>
	<ul style="list-style-type: none"> <li>■ Diversity and gender equality (see section 2.4.5.2)</li> </ul>		
	<ul style="list-style-type: none"> <li>■ Maintain purchasing power (see section 2.4.5.3)</li> </ul>		



**Risks: The ethics of all parties in an ecosystem of partnerships****Commitment: Act ethically throughout our value chain**

CSR risks	Associated challenges	Objective	Performance
<ul style="list-style-type: none"> <li>■ Breaches of data security and personal data protection</li> <li>■ Risks to human rights, health and safety and the environment</li> <li>■ Non-compliance with regulations on anti-corruption and conflicts of interest</li> </ul>	<ul style="list-style-type: none"> <li>■ The fight against corruption and conflicts of interest (see section 2.5.2)</li> <li>■ Enhanced management of personal data and strengthened cyber security policy (see section 2.5.3)</li> <li>■ Selection and support of responsible suppliers and sellers (see section 2.5.7)</li> </ul>		<ul style="list-style-type: none"> <li>■ 99% of persons exposed to conflict of interest risk have completed mandatory training modules</li> <li>■ More than 100 projects analyzed by the DPO and the legal team</li> <li>■ 8.9 billion malicious requests blocked</li> <li>■ Proportion of contracts incorporating the Business Code of Conduct: 82%</li> <li>■ 89% of Fnac Darty audits deemed compliant (before corrective action plan)</li> <li>■ 49 unannounced audits (44.5% of audits)</li> <li>■ More than 1,325 Marketplace sellers tested and 96 sellers removed from the approved list</li> </ul>

**Commitment: Contribute to the social and cultural development of territories**

CSR risks	Associated challenges	Objective	Performance
n.a.	<ul style="list-style-type: none"> <li>■ Promoting wider access to culture (see section 2.6.1)</li> <li>■ Contributing to regional momentum (see section 2.6.2)</li> <li>■ Engaging for social inclusion (see section 2.6.3)</li> </ul>		<ul style="list-style-type: none"> <li>■ Number of Group cultural events: nearly 7,000 (including nearly 1,400 in France)</li> <li>■ 43 stores opened, including 28 in France</li> <li>■ Donations financed by Fnac Darty: €5.9 million</li> <li>■ Amount of donations collected from customers: €1.2 million</li> <li>■ Number of books collected for Bibliothèques Sans Frontières (France and Switzerland): 252,000</li> <li>■ Number of projects supported by the Nature &amp; Découvertes Foundation: 149</li> <li>■ Overall allocation from the N&amp;D Foundation: €494,000</li> </ul>

Fnac Darty's approach to Corporate Social Responsibility is regularly assessed by non-financial rating agencies, whose

ratings are steadily improving. For more details, please refer to section 1.1.3 of this Universal Registration Document.

### 2.1.3 / Open dialogue with the Group’s stakeholders

Regular dialogue with stakeholders helps to ensure that the Group, both in its strategy and in the performance of its daily activities, incorporates all their concerns.

In addition to the materiality analysis described above, the Group continues to use several mechanisms and channels to engage in dialogue, a (non-exhaustive) summary of which is set out below:

Stakeholders	Means/methods of promoting dialogue
Customers	<ul style="list-style-type: none"> <li>■ Constant dialogue with customers (in store, via customer surveys, etc.)</li> <li>■ Customer reviews, complaints, dedicated customer relations center</li> <li>■ In-store cultural events</li> </ul>
Employees and social partners	<ul style="list-style-type: none"> <li>■ Regular and constructive dialogue with its social partners</li> <li>■ Anonymous listening mechanism</li> <li>■ Events (meetings, “CSR Week,” “Customer Day,” etc.)</li> <li>■ Direct collective expression meetings, at least once a year</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>■ Daily exchanges with suppliers</li> <li>■ Trade shows, annual sales convention</li> <li>■ Factory inspections of suppliers of own-brand and licensed products</li> <li>■ CSR business review with suppliers (responsible purchasing policy)</li> </ul>
Franchise network	<ul style="list-style-type: none"> <li>■ Periodic visits</li> <li>■ National convention once a year and regional meetings</li> </ul>
Associations	<ul style="list-style-type: none"> <li>■ Membership of professional organizations and federations</li> <li>■ Participation in working groups, roundtables and consultations.</li> <li>■ Regular dialogue with consumer and environmental protection associations</li> <li>■ Partnerships and collaborations with non-profit organizations.</li> </ul>
Public authorities	<ul style="list-style-type: none"> <li>■ Contribution to parliamentary debates on bills concerning its activities</li> <li>■ Responding to public consultations and providing technical expertise for political decision-making</li> <li>■ Participation in working groups and consultations led by government bodies such as Ademe<sup>(a)</sup></li> </ul>
Investors/shareholders	<ul style="list-style-type: none"> <li>■ Reporting to institutional and individual investors and, more broadly, to the financial community</li> <li>■ Roadshows, telephone meetings or conferences with analysts and investors</li> <li>■ Dialogue with shareholders throughout the year, particularly at the General Meeting</li> <li>■ Responses to the main non-financial rating agencies</li> </ul>

(a) Agency for Ecological Transition.

## 2.2 / Promote sustainable consumption and an educated choice

### Background and trends

Faced with the scarcity of raw materials and increasingly frequent disruption of supply chains as a result of climate change, the circular economy is becoming the key to ecological transition. Consumers are more concerned about these issues and are increasingly aware of this fact, and they are now adapting their consumer habits accordingly.

Building on its 50 years of expertise in after-sales service, Fnac Darty has fully engaged with these issues by placing sustainability at the heart of its strategic plan Everyday. The Group is investing in extending the life span of its products, one of the major focuses of the transition toward more circular and more responsible consumption habits.

### Risks

- Inability to adapt to new customer expectations
- Reduction in customers' interest in buying sustainable products due to their price, in a context of declining purchasing power
- Inability to demonstrate the economic value of repair compared to replacement
- Competitive pressure on repair and second life
- Strengthening of circular economy and climate regulations (across the entire product life cycle)
- Depletion of natural resources and rising greenhouse gas emissions, related to the life cycle of products

### Opportunities

- Growth in the market for "responsible" products (reliable, repairable, energy-efficient, recyclable, etc.)
- Access to new markets (second-hand, urban mobility)
- Disruptive innovations
- Employee commitment, involved in a meaningful Company project
- Monetary valuation of unsaleable new products and waste

### Levers put in place by Fnac Darty

- The development of objective, transparent customer information to facilitate more responsible consumption
- A range of sustainable products and services
- Innovations to make repairs simpler and more economically relevant for customers
- A department dedicated to the second life of products
- Packaging and waste management optimization initiatives
- Raising awareness among the general public of sustainability issues

### 2023 performance and monitoring of objectives

- Product categories covered by the After-Sales Service Barometer: 95 (compared to 80 in 2022)
- **KPI: Sustainability score <sup>(a)</sup>: 118 ✓**
  - Target: 135 by 2025
- At Nature & Découvertes, 75% of products comply with at least one responsible purchasing criterion
- Number of people dedicated to repairs: around 3,000
- **KPI: Number of products repaired: 2.5 million <sup>(b)</sup> ✓**
- **KPI: Number of Darty Max subscribers: c. 1,125,000 ✓**
- Number of products donated to associations: almost 600,000
- **KPI: Waste recovery rate: 70.6%**
- **KPI: Volume of WEEE <sup>(c)</sup> collected: 42,103 tons**

(a) Sustainability score: average of a reliability score and a repairability score, calculated on the basis of data collected by Fnac Darty's After-Sales Service Department over the last two years for each product listed, weighted by the volume of products sold by the Group in the year in question.

(b) See methodological note in section 2.7.

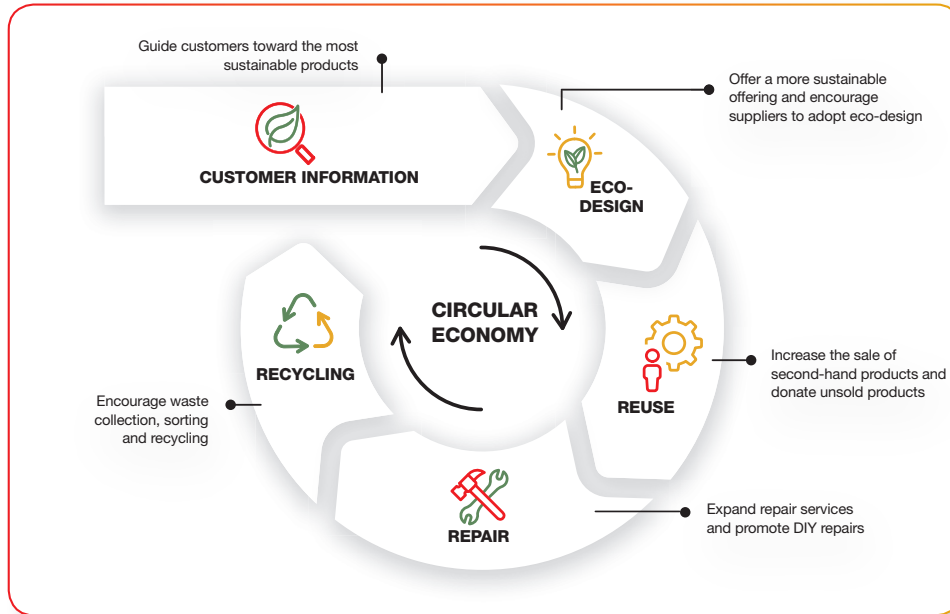
(c) Waste electrical and electronic equipment.

## 2 CORPORATE SOCIAL RESPONSIBILITY

Promote sustainable consumption and an educated choice

Growing consumer awareness of environmental issues is driving changes in consumption patterns. Fnac Darty responds to the expectations of its various stakeholders and to its main climate-related risks and opportunities (see also section 2.3.1 of this Universal Registration Document) by activating all the levers of

the circular economy. For the Group, boosting these drivers is even more crucial since they help to reduce its environmental footprint, most of which is linked to the manufacturing phase of products, and to reduce the footprints of its customers and suppliers (see also section 2.3.2 of this Universal Registration Document).



### 2.2.1 / Inform customers and develop the offer, to enable an educated choice

Over the last few years, Fnac Darty has stepped up its historical mission of advising its customers so they can make an educated choice. Faced with an infinite number of choices, Fnac Darty's mission is to guide its customers toward the most reliable and repairable products. As the leader in after-sales service in France, the Group has a unique database addressing these criteria (breakdown rates, repair rates, prices of spare parts, etc.) and for several years has been developing innovative tools to make this data public and readily understandable.

#### 2.2.1.1 / Customer transparency

Fnac Darty is convinced that information and advice are powerful drivers to help advance the market. In fact, providing reliable and transparent information helps customers to choose more reliable and repairable products, encourages manufacturers to adopt eco-design principles, and actively contributes to reducing the Group's greenhouse gases.

#### Sustainability score: an effective tool for assessing brands' sustainability

Drawing on its expertise in after-sales service, the Group has developed a method for assigning each product (domestic appliances and technical equipment) a "sustainability score". This score is an aggregate of a "reliability score" calculated from the breakdown rates recorded by the Darty after-sales service, and a "repairability score" calculated from the repair rate recorded by the Darty after-sales service, as well as the availability and price of spare parts.

Scope: France	2022	2023	2025 Everyday objective	Achievement rate
KPI: Sustainability score (consolidation) ✓	115	118	135	51%

The improvement in the sustainability score shows that, overall, Fnac Darty's offer is increasingly sustainable: the products offered for sale tend to be more reliable and more repairable, and customers tend to prefer these products. This is the result of actions carried out at several levels:

- increased dialogue with suppliers, to identify the causes of breakdowns and enable them to design more reliable and repairable products;
- increased monitoring of overall product performance, enabling product managers to offer more sustainable ranges;
- highlighting the most sustainable products via the "Sustainable Choice" selection (see below).

### The After-Sales Service Barometer

In October 2023, Fnac Darty released the sixth "After-Sales Service Barometer," its annual study on the reliability, reliability and life span of domestic appliances and multimedia equipment. The study is based on sustainability scores for each product family, and is conducted in partnership with Harris Interactive.

An essential information and benchmarking tool, this sixth edition has been extended to 95 domestic appliance and technical product categories (compared with 88 in 2022) and over 160 brands. It also drew on an analysis of more than 800,000 service calls conducted by the Darty After-Sales Service between July 2022 and June 2023, and on a survey of more than 11,000 customers.

Consumers have access, by category, to brand rankings and other information: reliability, repairability, availability of spare parts, average cost of parts, reasons for purchase, and since 2023, the breakdown of products in the category by repairability index and key maintenance advice.

A number of findings emerge from this study for 2023:

- Group customers are repairing more appliances than in 2018, when the Barometer was first published. This trend towards repair is fueled in particular by greater public awareness of the need to extend the life of products;
- but obstacles remain: the cost of repair compared with the purchase of a new product, and the time it takes to carry out repairs. When the disincentives to repair are removed, consumers are more inclined to repair: after the legal warranty period, a Darty Max subscriber repairs four times more large domestic appliances and 20 times more small domestic appliances than a non-subscribing Darty customer.

### "Sustainable Choice"

The lessons learned from the After-Sales Service Barometer help to highlight those brands making the biggest effort to produce reliable, repairable, less energy-intensive appliances. In 2019 Fnac Darty adopted a clear, objective label: "Sustainable Choice". The criteria used to select products and devise this label, which is prominently displayed on products in store and on the e-commerce sites, are based on the sustainability score, the energy label and the government repairability index for eligible products. The selection is reviewed every three months so as to incorporate new products. In 2023, there were more than 900 Sustainable Choice products in the Fnac and Darty brands.

### Labo Fnac: 50 years of service to consumers

Defending consumers by giving them as much information as possible so they can make an educated purchase is in the DNA of Labo Fnac, which celebrated its fiftieth anniversary in 2022. Every year, the Labo Fnac experts, equipped with a range of sophisticated measuring systems, test the technical performance of hundreds of new electronic products. The Lab's objective scientific methods are recognized by well-known brands that regularly send their prototypes to it for evaluation. There is no equivalent of the Fnac Lab in any other retail chain. Its culture of independence and the robust nature of its testing and analysis set it apart from the competition and enable it to develop a unique relationship of trust with consumers.

Testing results are published monthly on the fnac.com website, the L'Éclaireur Fnac site and its dedicated comparison site at <https://lab.fnac.com>. A new test bench dedicated to the fast-expanding Urban Mobility segment was launched in 2023.

In 2023, Labo Fnac carried out 939 tests on 531 products.

### Repairability index

At a time when brands are being held accountable for their role in the planned obsolescence of their products, Fnac Darty has taken the opposing view on these practices by providing information on product repairability since 2018, more than two years before the AGECE Law was implemented.

The methodology developed by Labo Fnac in 2019 largely inspired the new repairability index applied to manufacturers since the beginning of 2021. The Group also participated for two years in a number of working groups set up by the French Ministry of Ecological Transition.



Promote sustainable consumption and an educated choice

The Group carried out an initial assessment of the repairability index, almost two years after its introduction, with a view to the arrival of the sustainability index on January 1, 2024. For certain categories, it noted a discrepancy between the “repair” data provided by the after-sales service and the repairability index for a product, based on manufacturers’ statements; this is notably the case for televisions and smartphones. On the other hand, there is a clear correlation for large domestic appliances.

### **Raise awareness and encourage customers to choose a delivery method producing fewer emissions**

To enable customers to make an educated choice when choosing their delivery method, Fnac Darty publishes on the Fnac and Darty websites the greenhouse gas (GHG) emissions associated with the delivery of one kilogram of package, depending on the delivery service chosen.

Being aware that when delivery is made to a pick-up point, the customer’s journey may have a significant impact on the total carbon footprint of the delivery, Fnac Darty joined forces with DATAGIR, a public service led by Ademe and the Interministerial Digital Department incubator, to provide web customers with an eco-calculator that enables them to assess the impact of their journey.

In addition, the Group provides advice throughout the online journey to raise customers’ awareness of this issue. Thus, in the context of in-store and collection point deliveries, Fnac Darty encourages its customers to pool their trips or to use environmentally friendly modes of transport.

#### **2.2.1.2 / Develop the product range to offer more sustainable products**

In line with these innovations, Fnac Darty is upgrading the retail catalogs of its brands. This new stage in the transformation of the business model is supported by a redesigned governance structure to implement the continuous improvement approach related to the product offering.

### **Fnac and Darty: a Sustainability Committee to monitor sustainability scores for each category**

In order to successfully implement the action plans linked to the Everyday plan’s sustainability objective, and to monitor the progress of the sustainability score, a dedicated committee has been set up and placed under the aegis of two members of the Executive Committee. The committee meets once a month and reports to the Executive Committee with the same frequency. Its objective is to monitor the projects launched to develop the sustainability of the offer and second life, and the associated KPIs, including the sustainability score.

In order to implement the decisions taken by this committee and make changes to catalogs, the Sustainability Department organizes working groups each month involving after-sales service managers and product managers. These sessions are used to monitor various indicators, including the sustainability score, via monitoring tools and warning systems in case of a deterioration in breakdown rates.

Product managers now have access to an overall view of their portfolio, allowing them to manage their product mix more effectively. If a product breaks down, the product manager, in contact with their counterpart in after-sales service, can initiate or strengthen dialogue with suppliers, particularly as regards product reliability and repairability or the availability of spare parts. If no solution is found, the product may be discontinued.

### **A Sustainable Innovation Division at Nature & Découvertes for increasingly responsible purchasing**

Nature & Découvertes’ Sustainable Innovation Division applies the Company’s continuous improvement approach to its product offer.

In 2023, the Sustainable Innovation Division continued to improve processes and quality, in particular to reduce the environmental impact of the product offering, from design to marketing, by overseeing the reduction in the carbon footprint for products (aiming at a 26% reduction in emissions by 2030) and strengthening the responsible purchasing policy (aiming for all products to meet 100% of prohibitive criteria by 2025).

A list of 27 criteria identifies the listing requirements for the entire product offer in each collection. These purchasing criteria applicable to all product families are used to carry out an assessment at the end of each season in order to adapt the subsequent collection and develop more sustainable products.

In 2023, more than 2,800 products were analyzed to check their compliance with listing requirements. 75% of this active offer, i.e. over 2,100 products, are covered by at least one responsible purchasing criterion.

By 2025, Nature & Découvertes aims to ensure that all its products meet sustainable purchasing criteria.

#### **2.2.1.3 / Development of new sustainable services**

### **Enable customers to save energy**

In the fall of 2023, Darty partnered with Voltalis, a free energy-saving solution that optimizes electricity consumption linked to heating. This technology, certified by RTE, the French electricity transmission system operator, means we consume less and more effectively, and relieves the power grid when the need arises, i.e. when consumption peaks or renewable energy production falls. In practical terms, Voltalis technicians install a smart thermostat free of charge, made up of small boxes connected to the household’s electric radiators. An app then allows consumption to be monitored and radiators to be controlled remotely, while Voltalis temporarily reduces the consumption of these appliances if there is an imbalance on the grid, with no effect on heating comfort.

The offer was initially rolled out from November 2023 in over 100 Darty stores and on darty.com.

### Expand the repair offer with HomeServe

In October 2023, Fnac Darty chose to extend its partnership with HomeServe to launch the first unlimited maintenance and repair subscription for plumbing and electrical needs: "Maison Relax". This new service aims to extend the range of repair services available to customers.

### Support and protect customers in their digital lives

Digital technology is playing an increasingly important role at home (e-commerce, consumption of digital content, social media, increasing numbers of screens, etc.), innovation is rapidly accelerating (e.g. rise of AI, rapid development of new social networks, etc.), and the threats associated with these developments are changing (email hacking, viruses, harassment, identity theft, etc.).

To support consumers in all their needs and requirements in terms of digital life, Fnac launched the "Fnac Vie Digitale" service in 2023. "Fnac Vie Digitale" is based around three major pillars: user and device protection via a set of dedicated features, advice on usage via meetings with certified experts, and access to the benefits of the Fnac+ program, allowing customers, in particular families, to lead a serene, secure digital life. This service is fully in line with the Group's ambition to be an essential ally to consumers, supporting them in their daily household activities, on a day-to-day basis and in the long term.

## 2.2.2 / Encourage maintenance and repair

The Group favors maintenance and repair over replacement, to extend product life span and reduce the impact of its business, while offering economically relevant alternatives to the purchase of new products.

For several years now, Fnac Darty has strongly developed its repair business. To achieve this, the Group can leverage one of its core assets: its after-sales service. There are more than 3,000 employees dedicated to this activity at home, in workshops, in remote customer relations centers, at in-store after-sales service counters, and at WeFix, making Fnac Darty the largest after-sales service provider in France.

### Objective part of the plan Everyday: 2.5 million products repaired <sup>(1)</sup> in 2025

Scope: Group	2022	2023	Δ vs 2022
<b>KPI: Number of products repaired <sup>(a)</sup> (in millions)</b>	<b>2.3</b>	<b>2.5</b>	<b>8.7%</b>

(a) See methodological note in section 2.7. of this Universal Registration Document.

Repair is a practical response to the Group's climate challenges. The manufacture of products distributed by the Group's brands represents almost three-quarters of emissions during their complete life cycle (see also section 2.3.3.4 of this Universal Registration Document). Extending their life span by repairing them delays the manufacture of new products and therefore represents significant "avoided emissions".

To quantify this positive impact, the Group calculates the emissions avoided by repair each year. In a comparative approach, between a reference scenario (the product at the end of its "first life" leads to the purchase of a new product), and a repair scenario (the product at the end of its "first life" is repaired by Fnac Darty), the analysis was carried out on 2.2 million products repaired by Darty in 2023 <sup>(2)</sup>. Based on the assumptions used and repairs recorded, it is estimated that 190,000 tons of CO<sub>2</sub>eq were avoided in 2023 (see also section 2.3.3.4 of this Universal Registration Document).

(1) See methodological note in section 2.7 of this Universal Registration Document.

(2) The study's methodology and results are described in more detail in section 2.3.3.4 of this Universal Registration Document.

### 2.2.2.1 / Darty Max, making repairs easier

One of the lessons learned from the After-Sales Service Barometer is that the price of repairs (of labor and/or spare parts) is a major obstacle. With this in mind, the Group launched a maintenance and repair subscription in October 2019, Darty Max, for all customers' large appliances, covering those they already possess and those purchased after taking out a subscription, at Darty or elsewhere. The Group is enlarging its offer to the entire home: small domestic appliances, home cinema, TV, sound, photography and multimedia.

More recently, it has been extended to Fnac, integrating a preventive maintenance service for appliances in the form of an annual videoconference appointment with a Darty expert.

A key pillar of the strategic plan Everyday and the Group's low-carbon trajectory, Darty Max celebrated its millionth subscriber in 2023. This service thus offers customers the possibility of easily repairing rather than replacing, with no limit on the number of devices, faults or age, as long as spare parts are available. Subscribers can also benefit from additional discounts on "Sustainable Choice" selections.

Since 2021, an equivalent service has been offered by Vanden Borre in Belgium, known as the Vanden Borre Life policy, which covers all large domestic appliances – except hoods – less than seven years old, purchased from Vanden Borre or elsewhere. It has recently incorporated a maintenance service.

#### Objective part of the plan Everyday: 2 million Darty Max subscribers in 2025

Scope: Group	2021	2022*	2023	Δ vs N-1	2025 objective
<b>KPI: Number of Darty Max and Vanden Borre Life subscribers ✓</b>	c. 500,000	c. 800,000*	c. 1,125,000	41%	2 million

\* Data restated to include Vanden Borre Life subscribers.

### 2.2.2.2 / Maintenance: increasingly important for extending product life spans

According to an Ademe<sup>(1)</sup> study, 50 to 70% of breakdowns result from maintenance issues or improper use by the customer of their device. In order to prevent breakdowns, the Group has a role to play in raising awareness of the need to properly maintain equipment.

Maintaining appliances is not an ingrained habit: 64% of French people inquire about usage and maintenance advice when buying equipment, but just 15% routinely follow such advice<sup>(2)</sup>. The Group introduced several arrangements in 2022 to raise customer awareness of proper maintenance:

- the Darty Max subscription now includes maintenance of all registered devices in the network at least once a year, via video chat with an expert (see also section 2.2.2.3 of this Universal Registration Document);
- maintenance advice is included for each of the 95 product families in the After-Sales Service Barometer. These "first-aid techniques" are also supported by more in-depth advice from the Darty After-Sales Service Community (see also section 2.2.2.3 of this Universal Registration Document);

- with 80% of French people failing to properly maintain their appliances due to inadequate instructions<sup>(2)</sup>, stickers will now be affixed to some of the products manufactured by the Group to remind customers of essential maintenance procedures, providing permanent, concise and easily accessible guidance for customers.

### 2.2.2.3 / Supporting the acceleration of repair services

To support the acceleration of repair business activities, mainly generated by the increase in Darty Max subscriptions, every year the Group strengthens its after-sales service organization and repair channels.

The Group can in fact now rely on centralized after-sales service delivered through 5 after-sales service workshops (4 of which are repair workshops and one a subcontracting hub), 1 central spare parts warehouse and more than 100 technical centers in France.

#### Technicians, the cornerstones of sustainable consumption

The number of home service calls has risen sharply: +8% in 2023 compared to 2022. In order to support this demand, Fnac Darty is strengthening its teams of after-sales service technicians, as key partners in the large-scale development of repairs. An extensive recruitment and training campaign has been launched: nearly 1,200 technicians have been trained and 700 have joined the Group since 2019.

(1) Ademe: Agency for Ecological Transition.

(2) Ademe/Odoxa, 2021, Étude sur l'entretien des équipements et produits domestiques en France (Study on the maintenance of household goods and equipment in France).

In 2023, the Group set up its own apprentice training center, to complement the internal training scheme. In 2023, the Academy opened 27 classes with 236 technicians, 116 of whom have already been recruited on permanent contracts (see also section 2.4.1.2 of this Universal Registration Document).

This pathway will continue in the years to come, as the Group aims to hire a further 500 technicians by 2025.

### **WeFix, to extend smartphone life span**

A subsidiary of Fnac Darty since 2012, WeFix offers an express repair service for smartphones, tablets and consoles. With 128 Quality Repair-certified points of sale (QualiRépar), the company carries out many tens of thousands of repairs per month, and guarantees its work for one year, thanks specifically to the use of original or compatible components selected from suppliers whose quality is regularly tested. In addition to repairs, WeFix is well-versed in refurbished telephony, thanks to its expertise in the smartphone testing and refurbishing process, conducted entirely out of its workshops in Paris, France.

WeFix has its own training center, aimed at offering a consistent level of service throughout its network, and constant operational excellence. In 2023, 139 people were recruited by the company, including 133 who had been trained in repair business lines by the WeFix Academy.

### **The After-Sales Service Community, to promote self-repair and maintenance**

The Group supports consumers by providing advice on use, maintenance and repair, through the “After-Sales Service Community,” a public-facing website launched in 2018. This online platform helps users find information on the use and self-repair of their products, drawing on the experience of the 7.5 million members of the community and Darty’s after-sales service experts. At the end of 2023, more than 240 articles, 950 tutorials, 150,000 questions and 620,000 answers covering some 52,000 products, were available on the site.

More than 12.6 million consumers visited the sav.darty.com website to find repair, use and maintenance solutions.

### **PC Clinic and Clinica Fnac, offering repair services in Portugal**

Every year, Fnac Portugal boosts its repair service with its “Clinica Fnac” and “PC Clinic” workshop brands. Thanks to their geographical coverage, their partnerships and the promise of speedy repair, Clinica Fnac and PC Clinic are positioning themselves as the go-to for quick repair in Portugal. Both brands offer guaranteed and non-guaranteed repairs, diagnostics and quick telephone repairs. Clinica Fnac and PC Clinic have 36 stores and corners across the country, more than 160 after-sales service technicians, and repaired more than 56,000 appliances in 2023 (up 4% compared to 2022).

## **2.2.3 / Give a second life to products**

A major commitment for the Group, the “second life” business is part of the transition to a more circular economy, in which reuse extends product life span. As a result of high customer expectations and the obligation contained in the Anti-waste LAW for a Circular Economy (AGEC), the management of unsold and so-called “non-saleable,” obsolete or outdated products has become a priority development area for the Group in recent years.

The “second life” business develops several recycling channels:

- resale of reconditioned or slightly damaged products;
- reconditioning and repair of non-functional products for resale;
- resale of non-repairable products to discounters, mainly to recover spare parts;
- donations to associations.

The Group also opens its Marketplaces to retailers of reconditioned products.

In 2023, volumes resold under the Fnac “second life” and Darty “second life” brands enjoyed double-digit growth compared to 2022.

### **2.2.3.1 / Develop a high-quality second life product offering**

The Group has chosen to position its second-hand product offering alongside its new product offering, and to offer its customers an alternative to new with the same standards of quality, trust and service characterized by its brands, in terms of after-sales service (with a two-year warranty, i.e. one year longer than the legal warranty period for reconditioned products), delivery-installation or associated repair services (with the inclusion of second-hand products as part of the Darty Max service).

Fnac Darty is taking a variety of approaches to increasing its pipeline without compromising on quality:

- improved classification and expanded sorting criteria: Fnac Darty is actively working to reduce upstream product breakages, including during the transport phase. For products that are still operational, the Group has reviewed its sorting criteria to include for sale products with certain flaws, including dents or scratches. Thanks to the new close relationship between the reconditioning workshops and the after-sales service workshops, more and more products are being repaired in the second life sector, especially large domestic appliances;

- take-back, an effective approach to boosting product circularity: the Group has launched take-back schemes to promote circularity, to encourage customers to put their used items back on the market. Fnac and Darty take back consumer electronics in return for a voucher: smartphones, cameras and other media devices. The product can be taken back to a store or online by dropping the product off at a pick-up point. The vast majority of these products are then resold directly by Fnac Darty.

### Elsewhere in the Group

In 2023, Fnac Portugal continued to develop the in-store Fnac Restart range for reconditioned consoles and telephones and is currently developing a Marketplace offering. Since 2023, all Fnac Switzerland stores have been equipped with second-life areas in their departments, and the [fnacsecondevie.ch](https://fnacsecondevie.ch) website has been redesigned to increase the visibility and appeal of these products.

Nature & Découvertes also offers a “second-hand” service with reconditioned products, notably from the Astronomy, Nature Activities, Toys and Games and Well-being families. Since the experiment began, over 600 customers have tested the service.

#### **2.2.3.2 / A solidarity-based second life for unsaleable new products via donations**

When new products are deemed unsaleable, Fnac Darty gives preference to donations to associations or social economy companies. In 2023, nearly 600,000 products from the catalog were donated to associations such as the Agence du Don en Nature, and long-standing partner associations such as Emmaüs France, Bibliothèques sans Frontières, Envie and Secours Populaire (see also section 2.6.3.1 of this Universal Registration Document).

In 2022 and 2023, a new solution for donating unsold goods directly by and from stores was rolled out in all Fnac, Darty, and Nature & Découvertes stores. This was introduced in partnership with Comerso, one of the leading players in the recovery of unsold goods, which has developed a logistics and IT solution for managing donations in kind.

As a result, stores can donate directly to local associations, avoiding the need to return such products to warehouses, and helping to make an impact directly in the areas where stores are located.

In parallel, the Group continued its established social inclusion projects, each of which, in its own way, also contributes to giving a second life to products: the “Braderie solidaire” (sidewalk) sale in Dijon, the large-scale collection of books for Bibliothèques sans Frontières, and the partnership with Envie. Having first partnered up with Envie in 1984, Darty is in fact the leading supplier of large domestic appliances collected by retailers for this company in the social and solidarity economy.

While working to promote professional integration through repairs, Fnac Darty gave Envie and Emmaüs nearly 18,000 tons of domestic appliances in 2023.

More than 47% of the tonnage of electrical and electronic waste collected by Fnac and Darty France were repaired and reused in this way. These partnerships and the volume of donations (financial and in kind) made to associations are presented in more detail in section 2.6.3 of this Universal Registration Document.

### Elsewhere in the Group

Nature & Découvertes is pursuing three second-life initiatives: a partnership with Too Good To Go (unsold food products), a “No-Waste” Department to recycle perishable inventories and a partnership with Comerso (unsold non-food products). The latter enabled 124,000 products to be donated, mainly to Apprentis d’Auteuil and Bibliothèque sans Frontières.

## **2.2.4 / Reduce packaging, ensure waste collection and recycling**

Fnac Darty’s logistics activities, as well as its obligations in terms of in-store waste collection and delivery, generate large quantities of waste (packaging such as cardboard, plastic film and polystyrene) and waste from electrical and electronic equipment, batteries and other small consumables such as cartridges and light bulbs.

For the Group, it is essential to optimize waste management to ensure that sites comply with current regulatory requirements, to limit the costs associated with waste treatment by reducing the proportion of non-recyclable waste via better sorting of materials, and to improve the Group’s waste recycling performance (in order to limit the associated environmental impact).

#### **2.2.4.1 / Fnac Darty, the leading WEEE collector in France**

Aware of the environmental impact of waste electrical and electronic equipment (WEEE), the Group has historically been committed to recovering its customers’ old appliances, going beyond its legal obligations. Thus, for more than ten years, customers have been able to return one or more appliances to delivery personnel during home delivery of bulky equipment. The delivery personnel then take these items to the eco-organization Ecosystem. This organization is an approved WEEE recycler and undertakes to extract any dangerous substances and recycle appliances in the form of secondary raw materials or backfill.



In May 2023, working together with Ecosystem, Fnac Darty decided to complement its WEEE take-back service with a new, free and unlimited collection service for large domestic appliances. The take-back is no longer conditional on purchase in stores or on the Fnac and Darty websites; it now enables all French consumers to easily recycle their domestic appliances free of charge, promptly and with no obligation to buy.

For small devices, whether or not it was purchased from one of the two brands, the customer is always able to deposit items in the collection terminals in all stores so that they are also recycled by Ecosystem.

Scope: Group	2021	2022	2023	Δ vs 2022
Volumes of WEEE collected (in tons)	51,766	44,286	42,103	-5%
<i>Fnac and Darty France</i>	46,778	40,258	37,961	-6%
<b>KPI: WEEE volumes collected/delivery</b> (in kg/delivery)	<b>23.4</b>	<b>22.7</b>	<b>23.9</b>	<b>5%</b>

The decline seen in 2023 is intrinsically linked to a reduction in deliveries of large domestic appliances, the main source of WEEE collections. However, the new free collection service should help to offset these fluctuations in activity.

The Group also collects other waste for eco-organizations or approved recycling companies, such as batteries (over 41 tons of portable batteries and nearly 3 tons of industrial batteries collected in 2023), lamps and neon lights (over 5 tons), ink cartridges (nearly 8.5 tons) and Brita filter cartridges (2.4 tons). This waste comes from the Company's consumption and from customers, who can place their waste in the collection bins provided in every store in France.

In compliance with the anti-waste act for a circular economy (AGEC), which gave rise to new EPR<sup>(1)</sup> channels, Fnac Darty has affiliated with eco-organizations for each of these new channels, including Toys and Games, thus covering its direct sales as well as those of its Marketplace.

#### 2.2.4.2 / Optimization and recycling of packaging waste

Logistics operations and sourcing of own-brand products mainly produce packaging waste: pallets of products in protective plastic wrap and cardboard boxes from packages delivered to customers' homes or stores as part of the click&collect framework. To limit packaging and the impact of the waste it generates, Fnac Darty uses a number of key strategies to eco-design its packaging. In addition to improving the customer experience, these actions aim to rationalize material consumption, reduce empty space in parcels, and use materials that have less impact on the environment.

#### Optimization and eco-design of logistics packaging

Fnac Darty's Logistics Department has launched a number of actions and projects to optimize its packaging:

- tests have been conducted with new machines enabling us to replace some boxes with envelopes tailored to the size of the packaged product. Two such wrapping machines were installed in 2022 and 2023 at two warehouses;
- in 2023, the ordinary stretch film used to strap our bins/pallets was replaced by fully recycled and recyclable stretch film;
- in addition, as part of its responsible purchasing policy, the Group is using an increasing amount of sustainable materials for its packaging. Since late 2021, all e-commerce parcels in France have been made from recycled cardboard; since 2022, warehouses have replaced their plastic cushioning with recycled and recyclable kraft, saving 20% in plastic rolls vs 2022;
- in 2023, the position of Operational Excellence Manager was created. One of their tasks is to optimize and reduce the environmental impact of packaging;
- by 2024, Fnac Darty France will have eliminated all plastic packaging and replaced it with cardboard blocks.

(1) EPR channel: Extended producer responsibility.

### Optimization and eco-design of packaging and products for own brands

The sourcing activities of the Group's own brands have adopted a number of measures to reduce the environmental impact of their packaging and products:

- incorporation of recycled plastic in non-visible product parts;
- polystyrene has been removed from packaging and replaced by cardboard supports: by the end of 2024, all screens will be protected by cardboard supports. Studies on alternatives to polystyrene, particularly for large domestic appliances, are also in progress;
- all packaging for new "Accessories" products, listed for the Group's own brands, is now routinely made of cardboard rather than plastic.

#### 2023 Performance

Scope: Group	2021	2022	2023	Δ vs 2022
Volume of packaging purchased (in tons)	5,613	4,930	4,293	-13%
Volume of cardboard purchased (in tons)	5,212	4,576	3,998	-12%
Volume of plastics purchased (in tons)	401	354.1	295	-17%
<b>KPI: Volume of packaging (cardboard and plastic) purchased</b> (in tons/€ million of revenue)	<b>0.7</b>	<b>0.6</b>	<b>0.5</b>	<b>-17%</b>

Packaging purchases by volume were down in 2023 due to the slowdown in e-commerce activity. However, the drop in tonnage compared to sales shows the results of our efforts to reduce empty packaging and eliminate certain plastics.

### Collection and recycling of packaging

Aware of the impact of the waste generated by its activities, but also of the indirect costs associated with transporting and processing this waste, the Group strives to optimize the management of its waste, 90% of which consists of recoverable materials.

#### 2023 Performance

Scope: Group	2021	2022	2023	Δ vs 2022
Volumes of recoverable waste <sup>(a)</sup> generated and entrusted to recycling providers (in tons)	9,641	9,133	9,200	1%
Volumes of non-recoverable waste (in tons)	4,568	4,280	3,827	-10%
<b>KPI: Waste recovery rate<sup>(b)</sup></b>	<b>67.9%</b>	<b>68.1%</b>	<b>70.6%</b>	<b>2.5 pt</b>

(a) Cardboard, paper, plastic, polystyrene, wood, metal, glass, bio-waste; excluding waste brought in by customers and excluding hazardous waste.

(c) Proportion of recoverable tons of waste out of all waste generated (recoverable + non-recoverable, non-hazardous).

The compaction and sorting equipment, and the regular supervision of KPIs by the Circular Economy Committee, have helped this rate to rise over the past three years.

### Elsewhere in the Group

In Belgium, compacting polystyrene on local sites has saved 400 to 450 journeys of 35 km per year, corresponding to 27 tons of CO<sub>2</sub> equivalent per year.

Portugal aims to reduce its consumption of cardboard and paper for e-commerce orders by 40%. To achieve this, cardboard boxes will gradually be replaced by reusable containers and 95% of cardboard will be made of recycled materials.

At Nature & Découvertes, the Sustainable Innovation Division has continued its eco-design approach to packaging with the aim of reducing the environmental impact of the brand's primary and secondary packaging in the short and medium term: adjusting packaging to fit the size of the product as closely as possible, reducing plastic and selecting recycled/recyclable materials.

## 2.2.5 / Public engagement and raising awareness of sustainability issues

Fnac Darty freely shares its data and knowledge generated by its activities with institutions, NGOs and brands, and contributes to parliamentary debates, in order to advance the public debate and encourage concrete measures to promote extending the life span of products and more responsible patterns of consumption.

### 2.2.5.1 / Cooperation with public authorities and associations

During the year, Fnac Darty made an ongoing contribution to the regulatory work affecting its activities, specifically in the areas of sustainability and repair.

The Group took part in the various consultations and hearings organized by the public authorities on extending the scope of the reparation fund created by the Anti-Waste act for a Circular Economy (AGEC). The Group also contributed to public consultations at European level, specifically on the Right to Repair Directive. Fnac Darty has actively pursued its collaboration with the French Ministry of Ecological Transition on the creation of the sustainability index.

Furthermore, Fnac Darty is a member of the working group drafting a charter for refurbished smartphones sold on Marketplaces. Many employees are also active in the working groups organized by the French National Trade Council (Conseil National du Commerce), set up in early 2023, on issues as varied as commercial urban planning, low-emission zones, sustainable consumption and the digitalization of commerce.

On this last point, the Group has followed the legislative work involved in transposing the new Digital Services Act (DSA) into French law, and has suggested a number of improvements to the text to members of parliament.

### 2.2.5.2 / Responsible marketing: a tool to help raise customer awareness

The aim of responsible marketing is to make consumers question their consumption habits, but also to help increase demand for sustainable products and services ("second life", repair, maintenance, etc.).

In 2023, Fnac Darty updated its climate contract <sup>(1)</sup> signed in 2022, and reaffirmed its commitments in its publicity and advertising campaigns focusing on more sustainable, responsible consumption habits (Darty national campaign to encourage repair rather than replacement, Christmas sales offers for the first time on second-life products, new loyalty offers rewarding sustainable acts, active participation in the French National Repair Days).

### A brand campaign that underpins Darty's stance in favor of sustainability

Following on from Fnac Darty's commitments and actions in favor of product sustainability, Darty unveiled its new brand campaign in 2023: "Let's make it last!", via an audio-visual and digital communication campaign. The aim was to anchor Darty's approach to extending the product life span in its long-term development. With "Let's make it last!", Darty aims to promote and harmonize its offers and services that help products last longer, such as the Darty Max unlimited repair and maintenance subscription, a pillar of the Group's commitment, as well as "Sustainable Choice", the second life offer and its appliance take-back and recycling service, along with its after-sales service acknowledged for its quality for almost 50 years.

### Fnac & Moi, rewarding responsible consumption

The Group is convinced that customer attachment to a brand also depends on the recognition of loyalty that is consistent with the brand's commitments. Fnac & Moi promises to support customers beyond the purchase of a product, towards an educated choice and sustainable use.

Two long-standing loyalty benefits, the Voucher and the Partner Pass, have thus been extended to a wider customer base to sustain their relationship with the brand: all Fnac, Fnac+ members and subscribers to Pack Sérénité and Office 365 services now benefit from Fnac & Moi.

The loyalty voucher has also been enriched with new possibilities for rewarding positive actions carried out by customers. Many customer studies have identified eight attractive, differentiating actions for customers that are typical of more responsible consumption: the purchase of a sustainable product ("Sustainable Choice" products or those with a reparability index of 8-10), the purchase of a second-life product via Fnac's Seconde Vie or Darty's Seconde Vie salespeople, the act of returning a second-life product in-store, or posting a product review on fnac.com via the "Avis Vérifiés" partner.

(1) Climate contract: the climate contract formalizes companies' commitments to reducing the carbon footprint of their commercial communications.

**Highlighting the importance of repairing products among citizens, elected representatives and customers through the *Journées Nationales de la Réparation* (National Repair Days)**

As part of its commitment to shifting consumption models towards a circular economy, Fnac Darty sponsored the inaugural National Repair Days, which took place from October 20 to

22, 2023. Organized by Stop Planned Obsolescence (“Halte à l’Obsolescence Programmée” – HOP) and Make.org Foundation, these events were an opportunity to highlight the issues surrounding getting goods repaired among elected representatives and citizens, through various workshops, conferences and debates. The Group played a major role by organizing nearly 250 events across France in its stores and workshops (the great repair game, diagnostic workshops and demonstrations).

**2.3 / Reduce the Group's impact on the climate and biodiversity**

**Background and trends**

In 2015, the COP 21 Paris Climate Agreement set targets for keeping global warming below 2°C in 2100 compared to pre-industrial temperatures, and aiming for 1.5°C.

In order to keep Fnac Darty's development within global limits, the Group has committed to a low-carbon trajectory, by setting targets that are in line with science. These targets relate to its most direct emissions (scopes 1 and 2) and its indirect emissions (scope 3) and were approved by the Science Based Targets Initiative (SBTI) in 2022.

To succeed in this transition, the Group strengthens its climate governance and its management of climate-related risk and opportunities on an annual basis. Fnac Darty has also launched an analysis of the impact of its activities on biodiversity, which is closely linked to climate change. Finally, the roll-out of the climate roadmap is accelerating, with the dual aim of both mitigating and adapting to global warming.

This integrated management of climate issues was commended by the CDP (formerly the Carbon Disclosure Project): in 2023, the Group maintained its A- rating. With a rating now above the average for European companies (B-) and the average for the specialized retail market (C), Fnac Darty has been ranked within the “Leadership” category for the second year running.

**Risks**

- Regulatory risks: strengthening of climate regulations (energy, circular economy, etc.)
- Market risks: change in consumer behavior (decline in demand)
- Reputational risks: loss of reputation and attractiveness (in the event of damage to the environment or failure to take climate issues into account)
- Physical risks: supply chain disruption, interruptions to business activity, productivity losses, etc.

**Opportunities**

- Control of energy- and transportation-related costs
- Operational resilience
- Access to new markets (second life, urban mobility)
- Diversification of business activities (repair services)
- Attractiveness of our brands and our employer brand
- Access to new sources of financing

**Levers put in place by Fnac Darty**

- Dedicated climate governance to incorporate climate issues at all levels of the Company
- An in-depth analysis of climate risks and opportunities, for mitigation or adaptation and resilience planning
- Incorporation of climate issues into the strategic guidelines, via a trajectory that is aligned with the targets of the Paris Agreement and via the diversification of business activities
- Genuine emissions-reduction initiatives and measured results

**2023 performance and monitoring of objectives**

- **KPI: 60,600 t CO<sub>2</sub>eq generated by site energy and transportation** (down by -26% compared to 2019)
  - Target (Everyday): -50% by 2030 compared to 2019
- CDP: A-
- 15.5% drop in electricity consumption in France – excluding N&D (in unified degree days)
- 51% of all electricity consumed came from renewable sources
- 22% of transport flows from warehouses to stores are now low-carbon

In this chapter, Fnac Darty provides a summary of the various levels at which climate issues are integrated into the Group's strategy and governance in accordance with the recommendations of the *Task Force on Climate-Related Financial Disclosures* (TCFD – see the cross-reference table in section 7.7.7 of this Universal Registration Document).

It also provides a summary of the Group's transition plan.

This chapter also meets the disclosure obligations set out in the European taxonomy for sustainable activities, the "EU Taxonomy," in accordance with EU Regulation 2020/852 of June 18, 2020, on the establishment of a framework to facilitate sustainable investment within the European Union (section 2.3.4 of this Universal Registration Document).

## 2.3.1 / Risk management and governance

### 2.3.1.1 / Dedicated governance

Fnac Darty has structured its governance in order to strategically address climate issues, with a view to mitigating the physical and transition risks associated with global warming. These issues are analyzed and managed by several bodies (see also section 2.1.1 of this Universal Registration Document) and by multiple company stakeholders.

#### Role and responsibilities

Board of Directors	<ul style="list-style-type: none"> <li>■ The CSR Committee examines the CSR strategy and the Group's low-carbon pathway three times a year; it makes recommendations to the Board and reports any aspect that it deems salient for informing the Company's global strategy.</li> <li>■ During its review of the Group's mapping of risks, the Board of Directors' Audit Committee notably examines the risk associated with poor integration of climate issues in the strategy and makes recommendations.</li> </ul>
Executive Committee	<ul style="list-style-type: none"> <li>■ As often as it deems necessary, the Executive Committee reviews the strategic climate-related policies and priorities using an approach that incorporates these issues into the implementation of the strategic plan Everyday.</li> <li>■ The Chief Executive Officer embodies the Group's CSR commitments and is responsible for making decisions on investment projects designed to address major risks or opportunities related to the climate.</li> <li>■ As sponsors of the Group's climate strategy, the General Secretary in charge of CSR and Governance, the Director of Services and Operations, and the Commercial Director regularly review the climate-related performance of the operational sectors, introduce new projects, and ensure that the Company strikes the right balance between its ambitions and available resources.</li> </ul>
Climate Committee	<ul style="list-style-type: none"> <li>■ The Executive Committee is represented at this level by the Director of Services and Operations, and the General Secretary in charge of CSR and Governance and, since 2022, by the Commercial Director, who is responsible for monitoring product-related climate targets.</li> <li>■ Created in 2019, it meets three times a year to monitor the trajectory of CO<sub>2</sub> emissions, draw up action plans and monitor the roadmaps for the various operational sectors.</li> </ul>
Business line and subsidiary representatives	<ul style="list-style-type: none"> <li>■ In order to roll out the Group's low-carbon strategy, managers were appointed in each relevant department and in each country where Fnac Darty operates (Belgium, Switzerland, Spain and Portugal). These representatives have specific responsibility for measuring the CO<sub>2</sub> impacts of their activities, steering their low-carbon roadmaps and for monitoring their respective objectives.</li> </ul>
Group CSR Department	<ul style="list-style-type: none"> <li>■ Within the General Secretariat, the CSR Department coordinates the reporting of CO<sub>2</sub> emissions, the monitoring of roadmaps and the mapping of risks and opportunities associated with climate change.</li> </ul>



**Role and responsibilities**

Support Departments	<p>The Climate Committee regularly calls on the expertise of other departments to identify, assess, and respond to climate-related risks and opportunities:</p> <ul style="list-style-type: none"> <li>■ the Finance Department is responsible for Taxonomy reporting and works with the CSR Department to quantify the climate-related risks and opportunities;</li> <li>■ the Public Affairs and Legal Departments actively monitor climate-related regulatory developments and collaborate with the CSR Department to maintain a dialogue with public authorities on various related issues;</li> <li>■ the Group's Risk Department assesses the management of certain climate-related risks;</li> <li>■ the Financial Communication Department ensures that the information published by the Group is consistent with investors' growing expectations regarding the integration of climate issues in the strategy;</li> <li>■ the Technical and Maintenance Department operates the energy management system and provides expertise on energy- and building-related issues;</li> <li>■ the Group's Strategy and Transformation Department is responsible for the deployment and success of the strategic plan Everyday. Accordingly, it tracks certain key performance indicators that are common to Fnac Darty's climate strategy;</li> <li>■ as part of its responsible purchasing policy, the Indirect Purchasing Department actively participates in decarbonizing certain Group activities, particularly those associated with transportation and energy purchases.</li> </ul>
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**2.3.1.2 / Climate challenges embedded in strategic priorities and risk management**

Within the framework of its climate strategy, Fnac Darty identifies, assesses, and responds to physical and transition risks, as well as seizing opportunities associated with climate change. Shared at all levels of the Company, this strategy has contributed substantially to the integration of these issues in the strategic priorities of the plan Everyday. By placing sustainability at the heart of the priority areas over the next few years, the Group acknowledges that climate change will be one of the main influential factors for the Company and, consequently, its future activities.

The Group has adopted a multi-disciplinary approach to the specific analysis of climate-related risks. In its management of climate-related risks, Fnac Darty takes account of the impacts of climate change for its organization, and the impacts of its activities on climate change. This approach, from the dual materiality standpoint, operates at several levels in the Company:

- risks associated with the impact of climate change on the Group: the climate risk analysis are fed into the Group's risk mapping, which recognizes climate issues as an important risk factor for Fnac Darty (see chapter 5 of this Universal Registration Document). They are reviewed and revised at the same time as the Group's risks. This mapping is presented in detail to the Audit Committee and approved by the Board of Directors once a year. The issues identified are subject to action plans aimed at avoiding, mitigating or transferring risks. They are mainly monitored by the Group's Climate Committee. Climate-related opportunities are central to the work of the Sustainability Committee, driven primarily by the Sales and Services Departments;

- risks related to the impact of the Group's activities on climate change: the risks of serious damage to the environment, including several risks related to the worsening of climate change, are regularly monitored as part of the Vigilance Plan and the Climate Committee's monitoring of the low-carbon pathway.

**Summary of the main climate-related risks and opportunities (financial materiality)**

Fnac Darty considers a risk to have a material financial and/or strategic impact if its occurrence would result in a loss of revenue, a significant increase in indirect costs or constitute significant damage to the Group's reputation or development (attractiveness, talent retention, etc.). The risk analysis is conducted across all of the Group's own operations and for part of its value chain.

Fnac Darty uses multiple scenarios and time horizons to measure the real or potential impact of the risks/opportunities:

- physical risks (2030 and 2050): IPCC RCP 8.5 Warming Scenario;
- transition risks: Transition(s) 2050, Ademe. The assumptions favored by the Group are increasing carbon regulations and taxation, an increase in the cost of raw materials and energy, and a slow but sustained change in consumer behavior.

Risk/opportunity factors	Description	Potential impact	Horizon *
<b>Transition risks</b>			
<b>Regulatory risks</b> Because of its activities and its status as a listed company, the Group is exposed to risks resulting from the desire of governments and Europe to legislate so as to achieve national and European targets for reducing CO <sub>2</sub> emissions, in particular carbon neutrality by 2050.	Traffic restrictions and other regulations related to the renewal of the Company fleet: mobility law (low emission zones, quotas for fully electric or rechargeable hybrid vehicles)	++	ST
	Obligation to improve buildings' energy performance (France): The French Tertiary Decree (Élan Law) set reduction objectives for the energy consumption of tertiary buildings (-40% by 2030)	++	MT
	Volatility in energy prices partly due to the decrease in carbon credits, and a potential increase in transportation and energy costs as a result of the reform of the European carbon market	+	ST
<b>Market risks</b> In response to the climate crisis, supply and demand for certain products and services are changing greatly.	Changing consumer behavior, reducing their consumption or preferring alternative distribution channels or stakeholders (second-hand, committed brands, etc.) for environmental reasons	+	MT
<b>Physical risks</b>			
<b>Acute risks</b> Climate change leads to extreme weather phenomena: heat waves, floods, storms and so on.	Increase in energy bills, linked to increased cooling requirements	+	MT
	Loss of productivity or even temporary suspension of work at logistics sites (warehouses, delivery platforms, after-sales service sites)	+	LT
	Material damage to the Group's infrastructure	Not assessed	
	Supply chain disruption linked to extreme weather events or a scarcity of resources associated with climate change	Not assessed	
<b>Opportunities</b>			
<b>Opportunities</b> associated with low-carbon products and services, or facilitating the energy transition	Access to new markets associated with the ecological transition of consumers	+	ST
	Diversification of activities thanks to the emergence of new consumer expectations	+	ST
	Improvement of brand image and employer brand image	+	ST

\* ST: short term, MT: medium term, LT: long term.

## 2.3.2 / Climate strategy and objectives

The specialized retail market is not considered to be a sector with a significant climate challenges. However, strategic monitoring and numerous prospective studies, particularly relating to changes in consumer behavior, helped shape the Group's strategy.

In order to both mitigate and adapt to climate change, the Group focuses on three major categories of emissions: energy, transportation and products sold. Emissions that fall within the energy/transportation categories correspond to 100% of scopes 1 and 2 of the carbon assessment, while emissions related to products sold (manufacturing and use phases) correspond to 92% of Fnac Darty's scope 3 carbon footprint.

Fnac Darty has aligned itself with the most ambitious trajectory of the Paris Agreement (+1.5°C by 2100) to reduce its most direct emissions (scope 1 and scope 2) and its indirect emissions (scope 3). Objectives were defined and validated by the Science-Based Target initiative in 2022:

- **reduce scope 1 and scope 2 emissions by 50% by 2030 compared to 2019;**
- **reduce emissions from product use by 22% per product sold <sup>(1)</sup> by 2030 compared to 2019;**
- **suppliers representing 80% of CO<sub>2</sub> emissions from product manufacturing will have defined science-based targets by 2026.**

(1) Products included: electrical and electronic products (domestic appliances and consumer electronics); diversification products (Urban Mobility, Toys and Games, etc.) are excluded from the scope used for the denominator.

Reduce the Group's impact on the climate and biodiversity

Science-Based Target objective Scope: Group	2019	2023	Δ vs 2019
<b>Reduce scope 1 and 2 emissions by 50% by 2030 compared to 2019 ✓<sup>(a)</sup> (in kt CO<sub>2</sub>eq)</b>	<b>28.4</b>	<b>17.6</b>	<b>-38%</b>
Reduce emissions from product use by 22% per product sold by 2030 compared to 2019 (in kg CO <sub>2</sub> eq/product)	33.6	30.3	-10%
Suppliers representing 80% of CO <sub>2</sub> emissions from product manufacturing will have defined science-based targets by 2026	36%	60.5%	24.5 pt

(a) ✓ Indicators with this symbol have been verified with reasonable assurance by the independent third party.

These objectives sit alongside the reduction target set out in the strategic plan in 2021:

- **reduce CO<sub>2</sub> emissions related to site transportation and energy by 50% by 2030 (compared to 2019).**

Everyday target Scope: Group (in t CO <sub>2</sub> eq)	2019	2022	2023	Δ vs N-1	Δ vs 2019
<b>CO<sub>2</sub> emissions related to transportation and energy ✓<sup>(a)</sup></b>	<b>82,321</b>	<b>68,215</b>	<b>60,579</b>	<b>-11%</b>	<b>-26%</b>
Of which scopes 1 and 2 ✓ <sup>(a)</sup>	28,357	20,406	17,555	-8%	-16%
Of which scope 3 ✓ <sup>(a)</sup>	53,965	47,809	43,023	-10%	-20%
GHG emissions related to transport and energy/revenue	11.2	8.6	7.7	-10%	-31%

(a) ✓ Indicators with this symbol have been verified with reasonable assurance by the independent third party.

The challenge related to sites' energy performance has also been moved higher up the list of priority issues. A specific objective has been established for this last issue in France, in response to this expectation and to the call from the public authorities to implement an energy efficiency plan:

- **reduce the electricity consumption of Fnac and Darty sites in France by 15%<sup>(1)</sup> by 2024 compared to 2022.**

Scope: Fnac Darty France	2023	Δ vs 2022
<b>Electricity consumption<sup>(1)</sup> in GWh</b>	<b>114.14</b>	<b>-15.5%</b>

Other objectives included in the strategic plan Everyday indirectly measure the Group's performance in its climate transition, as the Group's efforts for extending product life span make it possible to avoid GHG emissions:

- **achieve a sustainability score of 135 by 2025 (see section 2.2.1.1 of this Universal Registration Document);**

- **reach 2.5 million products repaired<sup>(2)</sup> by 2025 (see section 2.2.2 of this Universal Registration Document).**

Fnac Darty's ambitions for the sustainability of its products illustrate the Group's commitment to acting on the most significant emissions categories contributing to its total carbon emissions: the manufacture of new products distributed by its brands and the use of these products.

(1) Adjusted to degree days to accurately reflect performance levels without weather-related impacts.

(2) See methodological note in section 2.7 of this Universal Registration Document.

## 2.3.3 / Action plans and performance

### 2.3.3.1 / GHG emissions summary (scopes 1, 2 and 3)

The scope of the carbon footprint corresponds to the financial scope, and includes most of the GHG emissions related to the Group's franchise business<sup>(1)</sup>. The emissions are presented in thousands of tons of CO<sub>2</sub> equivalent (kt CO<sub>2</sub>eq).

	2019	2022	2023	Δ vs N-1	Δ vs 2019	% of emissions related to each scope
1.1 Fixed sources of combustion ✓ <sup>(a)</sup>	5.4	4.6	4.0	-13%	-26%	0.12%
1.2 Mobile sources of combustion ✓ <sup>(a)</sup>	11.3	11.6	11.8	2%	4%	0.35%
1.4 Direct fugitive emissions ✓ <sup>(a)</sup>	3.2	2.1	1.0	-53%	-70%	0.03%
<b>Scope 1: direct emissions</b>	<b>19.9</b>	<b>18.3</b>	<b>16.8</b>	<b>-8%</b>	<b>-16%</b>	<b>0.49%</b>
2.1 Electricity consumption ✓ <sup>(a)</sup> (market-based <sup>(b)</sup> )	8.3	2.0	0.7	-62%	-91%	0.02%
2.2 Steam, heating or cooling consumption ✓ <sup>(a)</sup>	0.1	0.2	0.1	-20%	8%	0%
<b>Scope 2: indirect energy-related emissions</b>	<b>8.4</b>	<b>2.1</b>	<b>0.9</b>	<b>-59%</b>	<b>-90%</b>	<b>0.03%</b>
3.1 Products and services purchased	2,511.7	2,177.1	2,124.0	-2%	-15%	62.47%
of which direct purchasing	2,400.8	2,062.9	2,006.6	-3%	-16%	59.32%
of which indirect purchasing	110.9	114.2	117.4	3%	6%	3.45%
3.2 Fixed assets	52.3	31.3	23.9	-40%	-54%	0.70%
3.3 Fuel- and energy-related emissions ✓ <sup>(a)</sup>	8.0	6.5	6.3	-4%	-21%	0.19%
3.4 Upstream transportation and distribution ✓ <sup>(a)</sup>	86.9	74.0	69.3	-6%	-20%	2.04%
3.5 Waste generated	124.4	102.2	93.3	-9%	-25%	2.74%
3.6 Business travel	1.2	0.8	1.0	21%	-17%	0.03%
3.7 Commuting	41.3	39.9	35.1	-12%	-15%	1.03%
3.9 Downstream transportation and distribution ✓ <sup>(a)</sup>	12.9	14.1	12.9	-8%	0%	0.38%
3.11 Use of products sold	1,256.8	1,059.1	992.7	-6%	-21%	29.20%
3.12 End of life of products sold	23.3	23.5	22.4	-5%	-4%	0.66%
3.14 Franchises	1.7	1.7	1.2	-31%	-29%	0.04%
<b>Scope 3: other indirect emissions</b>	<b>4,120.7</b>	<b>3,530.2</b>	<b>3,382.2</b>	<b>-4%</b>	<b>-18%</b>	<b>99.48%</b>
<b>CARBON FOOTPRINT</b>	<b>4,149.0</b>	<b>3,550.6</b>	<b>3,399.9</b>	<b>-4%</b>	<b>-18%</b>	<b>100%</b>
<b>CARBON INTENSITY (in t CO<sub>2</sub>/revenue)</b>	<b>0.56</b>	<b>0.45</b>	<b>0.43</b>	<b>-3%</b>	<b>-23%</b>	

(a) ✓ Indicators with this symbol have been verified with reasonable assurance by the independent third party.

(b) Location-based emissions are provided in the indicator summary in section 2.8 of this Universal Registration Document.

(1) The following emissions are included: GHG emissions related to energy consumption (item 3.14), GHG emissions related to the manufacture, transport, use and end of life of products purchased by the franchises from the Group's central purchasing office and distributed by the franchised stores (items 1.1, 3.1, 3.4, 3.7, 3.8 and 3.9).

## 2 CORPORATE SOCIAL RESPONSIBILITY

Reduce the Group's impact on the climate and biodiversity

As the GHG emissions generated by customers traveling to stores are material, Fnac Darty also measures this emission item<sup>(1)</sup>. The increase recorded in 2023 can be traced back to large numbers of customers returning to in-store shopping.

Scope: Group (excluding franchises)	2019	2021	2022	2023	Δ vs N-1	Δ vs 2019
Customer travel to stores (in kt CO <sub>2</sub> eq)	591.0	490.3	481.6	526.9	10%	-10%

The calculation methodologies and assumptions used are detailed in the methodology note provided in section 2.7 of this Universal Registration Document.

The distribution of GHG emissions between scopes 1 and 2 per country is provided in the summary of non-financial indicators in section 2.8 of this Universal Registration Document.

The calculation of CO<sub>2</sub> emissions includes an element of uncertainty related to the calculation methods and source data, which are sometimes based on extrapolation. However, the carbon footprint can be used to establish levels of magnitude and to identify levers for action to reduce emissions. Accordingly, given that over 90% of the Group's GHG emissions are related to the products it distributes (over their entire life cycle), Fnac Darty's sustainability strategy is particularly appropriate.

The table below shows the main drivers in achieving this.

Transition strategy	Drivers and action plans
Reduce lighting-related consumption	<p><b>Invest in LED lighting:</b> in 2022, in order to speed up this process of modernization, the Group committed to making significant investments with the aim of replacing the lighting with LED technology. 137 stores underwent this transition during 2023.</p> <p><b>Restrict the operation of illuminated outdoor signs and window displays:</b> Fnac Darty has also decided to switch off its illuminated signs and window displays when the stores are closed.</p> <p><b>Improve reduced lighting in stores:</b> Fnac Darty has launched a campaign to upgrade its reduced lighting (1/3 of fixtures) so that it is systematically used before and after the public reception facilities in stores.</p>
Reduce consumption related to heating and air conditioning	<p><b>New temperature guidelines (max. 19°C in winter, 26°C in summer).</b></p> <p><b>Continue to invest in modernizing equipment:</b> as part of the renewal of its air conditioning and heating systems, Fnac Darty prioritizes less energy-intensive systems and is stepping up its maintenance operations to avoid over-consumption of energy.</p>
Measure, adjust, manage	<p><b>Roll out an energy-management system:</b> in order to implement a long-term approach to continuous improvement in the energy consumed by the sites, the Group in France has initiated the roll-out of an energy management system (EMS) in France. This initiative has resulted in the development of an energy policy (communicated to all employees in November 2023), objectives and performance indicators, and the implementation of a dedicated structure.</p> <p><b>Investments in BMS/TCM, particularly in warehouses:</b> in 2022, the Group announced the latest phase in the improvement of its management tools, with the objective of having 100% of its stores equipped with an efficient BMS by 2024.</p> <p><b>Roll-out of an energy management tool:</b> in view of the tertiary decree and ISO 50001, the Group has acquired a more robust tool for collecting and analyzing energy consumption data.</p>

### 2.3.3.2 / Action plans to reduce energy-related emissions and performance

With over 1,600,000 square meters of warehouses, stores and office space, the energy consumption of the Group's sites is a major source of CO<sub>2</sub> emissions, representing more than 30% of its scope 1 and 2 emissions. Fnac Darty is focusing on two areas to reduce these emissions and react to energy-related risks (see section 2.3.3 of this Universal Registration Document): reducing energy consumption and decarbonization of its energy mix.

(1) Although optional in the GHG Protocol, GHG emissions related to customer travel to stores are estimated by the Group because they are deemed material. The movements of all visitors are recognized, regardless of whether or not they go to the checkout.

Transition strategy	Drivers and action plans
Coordinate/ raise awareness	<p><b>CSR/energy representatives in stores:</b> in September 2023, the Group set up a network of more than 300 in-store CSR representatives. The implementation of a dedicated platform means the Group can disseminate fun training content on CSR issues such as the climate and energy efficiency. The representatives can then take concrete actions on the ground and raise awareness among their colleagues on-site.</p> <p><b>Coordination of teams via an eco-guide:</b> in order to make energy efficiency an integral part of the teams' daily lives, particularly in stores, a guide has been drawn up and distributed to all employees in France. The guide provides instructions on lighting, heating and various pieces of equipment, and should enable everyone to contribute to the energy efficiency plan.</p> <p><b>Raising awareness among employees and customers:</b> as part of the EcoWatt Charter, Fnac Darty is also working towards several commitments (promoting the EcoWatt scheme and raising awareness among employees and customers of eco-friendly activities).</p>
Decarbonization of the energy mix	<p><b>Corporate Power Purchase Agreement:</b> to reduce the carbon footprint related to their energy consumption, Fnac and Darty France have chosen to use traceable guarantee of origin certificates, notably via direct electricity purchase agreements with a renewable energy producer (Power Purchase Agreements). At the beginning of 2022, the Group signed a Corporate Purchase Agreement relating to the energy produced by a forthcoming solar farm in central France. With 20 MW of installed capacity, this solar farm operated by Valeco began generating electricity in April 2023, covering approximately 17% of the annual energy consumption of Fnac Darty sites.</p> <p>In developing this project, Fnac Darty and Valeco have been particularly attentive to the protection of biodiversity. The plant has been grazed by a flock of sheep since May. Various environmental monitoring programs will take place in the spring/summer of 2024 (monitoring of flora/habits, monitoring of birds, butterflies and moths, experimental monitoring of bats).</p> <p>Elsewhere in the Group, subsidiaries continue to almost exclusively (99%) source electricity from renewable sources.</p>

## 2023 Performance

	Scope <sup>(a)</sup>	Unit	2019	2022	2023	Δ vs 2022	Δ vs 2019
<b>Electricity</b>							
Electricity consumption	Group	GWh	194	185	162	-13%	-17%
	France	GWh	147	138	120	-14%	-18%
Electricity consumption <sup>(b)</sup> per sq.m	Group	kWh/sq.m	118	111	97	-12%	-18%
	France	kWh/sq.m	114	106	92	-13%	-19%
Renewable electricity share	Group	%	24%	47%	51%	4 pt	27 pt
	France	%	3%	30%	34%	4 pt	31 pt
<b>Other energy</b>							
Gas and biogas consumption	Group	GWh	28.8	25.2	22.8	-10%	-21%
	France	GWh	24.9	22.0	20.4	-7%	-18%
Heating and cooling consumption	Group	GWh	3.7	3.3	3.5	7%	-5%
	France	GWh	1.9	1.6	1.5	-7%	-23%
Heating oil consumption	Group	GWh	0.6	0.3	0.2	-38%	-63%
	France	GWh	0.07	0.01	0.01	92%	-82%

(a) France: Fnac Darty France and Nature & Découvertes.

(b) Excluding vehicle loads.



	Scope <sup>(a)</sup>	Unit	2019	2022	2023	Δ vs 2022	Δ vs 2019
<b>Scopes 1 and 2</b>							
Fugitive emissions	Group	kt CO <sub>2</sub> eq	3.2	2.1	1.0	-53%	-70%
	France	kt CO <sub>2</sub> eq	2.5	1.4	0.4	-69%	-83%
Fixed sources of combustion (gas, fuel oil)	Group	kt CO <sub>2</sub> eq	5.4	4.6	4.0	-13%	-26%
	France	kt CO <sub>2</sub> eq	4.5	3.8	3.5	-9%	-22%
Indirect emissions related to consumption of electricity, heat and cooling <sup>(c)</sup>	Group	kt CO <sub>2</sub> eq	8.4	2.1	0.8	-63%	-91%
	France	kt CO <sub>2</sub> eq	6.2	2.1	0.7	-66%	-89%
<b>Scope 3</b>							
Other indirect energy-related emissions	Group	kt CO <sub>2</sub> eq	5.3	3.7	3.4	-7%	-35%
	France	kt CO <sub>2</sub> eq	3.9	2.5	2.5	-3%	-36%
<b>Total</b>							
CO <sub>2</sub> emissions related to energy consumption of sites – scope 1	Group	kt CO <sub>2</sub> eq	8.6	6.6	5.0	-25%	-43%
	France	kt CO <sub>2</sub> eq	7.0	5.2	3.9	-25%	-44%
CO <sub>2</sub> emissions related to energy consumption of sites – scope 2 <sup>(c)</sup>	Group	kt CO <sub>2</sub> eq	8.4	2.1	0.8	-63%	-91%
	France	kt CO <sub>2</sub> eq	6.2	2.1	0.7	-66%	-89%
CO <sub>2</sub> emissions related to energy consumption of sites – scope 2 (location-based)	Group	kt CO <sub>2</sub> eq	17.7	16.7	13.7	-18%	-22%
	France	kt CO <sub>2</sub> eq	6.2	5.4	4.1	-23%	-33%
CO <sub>2</sub> emissions related to energy consumption of sites – scope 3	Group	kt CO <sub>2</sub> eq	5.3	3.7	3.4	-7%	-35%
	France	kt CO <sub>2</sub> eq	3.9	2.5	2.5	-3%	-36%
<b>Total – CO<sub>2</sub> emissions related to energy consumption of sites <sup>(d)</sup></b>	<b>Group</b>	<b>kt CO<sub>2</sub>eq</b>	<b>22.3</b>	<b>12.6</b>	<b>9.2</b>	<b>-27%</b>	<b>-59%</b>
	<b>France</b>	<b>kt CO<sub>2</sub>eq</b>	<b>17.0</b>	<b>9.9</b>	<b>7.1</b>	<b>-28%</b>	<b>-58%</b>
<b>KPI: CO<sub>2</sub> emissions related to energy consumption of sites <sup>(d)</sup> by sq.m ✓</b>	<b>Group</b>	<b>kg CO<sub>2</sub>eq/sq.m</b>	<b>13.6</b>	<b>7.5</b>	<b>5.5</b>	<b>-27%</b>	<b>-60%</b>
	<b>France</b>	<b>kg CO<sub>2</sub>eq/sq.m</b>	<b>13.2</b>	<b>7.6</b>	<b>5.5</b>	<b>-28%</b>	<b>-59%</b>

(a) France: Fnac Darty France and Nature & Découvertes.

(b) Excluding vehicle loads.

(c) Location-based emissions are available at the end of this chapter in the summary of performance indicators in section 2.8 of this Universal Registration Document. For more information, see the methodology note in section 2.7 of this Universal Registration Document.

(d) Market-based, excluding electric vehicles.

Comments on performance for 2023: this performance is the result of the energy efficiency measures implemented since summer 2022: new temperature guidelines, turning off illuminated signs and window displays when stores close, eco-actions, etc. It also incorporates the impact of investments in modernizing lighting equipment with LED technology and the mass roll-out of the BMS/TCM.

The reduction in GHG emissions related to electricity consumption is also the product of a significant shift in where electricity is purchased from.

### 2.3.3.3 / Action plans to reduce transport-related emissions and performance

Every day, thousands of products move between warehouses, stores, delivery platforms, sorting centers, repair shops, and customers' homes. Logistics at Fnac Darty, a key skill for the Group, draws considerable strength from the complementary nature of its brands. However, these flows have a significant impact on air quality and global warming and are in fact subject to an increasing number of regulations.

In order to respond to these risks and limit the impact of such road transportation on air quality, noise pollution, and global warming, the Group is working, under the aegis of the Climate Committee,

The table below shows the main drivers in achieving these objectives.

Transition strategy	Drivers and action plans
Conversion of modes of transportation: renew own fleet with low-emission vehicles	<p>■ <b>After-Sales Service fleet:</b> in France and Belgium, every day Darty and Vanden Borre technicians carry out more than 2,300 home service calls to repair customers' appliances that have broken down.</p> <p><b>2022–2023 actions:</b> as part of the regular renewal of its fleet, the After-Sales Service Department gave priority to vehicles generating fewer emissions of greenhouse gases and other pollutants. Some 50 electric vehicles and nearly 200 bio-ethanol vehicles began use in 2023, representing approximately 25% of the after-sales service fleet.</p> <p><b>Strategy 2024-2030:</b> with the activity growing rapidly and expected to continue to increase, combined with significant constraints (lengths of rounds, availability of charging points for electric vehicles), the After-sales Service Department's strategy has been set out in stages. In the short term, whilst transitioning, the Group intends to use vehicles running on bioethanol. Alongside this, and moving at a more incremental pace, the renewal of the fleet will take priority, focusing on electric vehicles, with a target of switching to 100% electric vehicles by 2030.</p>
	<p>■ <b>Last-mile delivery:</b> Fnac Darty has an extensive network of in-house local logistics centers, comprising around 90 delivery platforms across the whole of France. From these sites, the Group's teams, service providers and sub-contractors deliver and install major appliances (large domestic appliances and large televisions) at customers' homes, and collect their old appliances as part of the regulatory take-back scheme and the new free collection service for large domestic appliances.</p> <p><b>Actions 2022-2023:</b> the Group has invested in low-carbon vehicles: at the end of 2023, five NGV trucks were delivered, in addition to the 34 already on the road, bringing the proportion of low-carbon vehicles being used in this segment to around 7.6%.</p> <p><b>Strategy 2024-2030:</b> due to significant operational constraints (weight of goods transported, route lengths), transitioning the large domestic appliance delivery fleet is a challenge for the Group. However, building on the technological developments predicted to emerge in the coming years, a roadmap is currently being laid out. It is set to incorporate several different technologies: biomethane, electricity, and, towards the end of the decade, hydrogen.</p>
	<p>■ <b>Business and service vehicles:</b> in order to operate its store network and as part of its remuneration policy, the Group operates a large fleet of business and service vehicles.</p> <p><b>Actions 2022-2023:</b> the Group has expanded its vehicle catalogue, no longer listing new diesel vehicles and introducing a wider variety of lower-emission vehicles (electric, hybrid).</p> <p><b>Strategy 2024-2030:</b> In 2024, Fnac Darty intends to set out a decarbonization strategy for this fleet, which is composed primarily of light vehicles.</p>

(1) Due to the impacts of first generation biofuels in terms of land use change, the use of this fuel is considered as a short-term solution, pending more widespread production of second or third generation biofuels.

**Transition strategy**

**Drivers and action plans**

Converting modes of transportation: prioritizing transportation providers committed to environmental sustainability and operating or investing in less carbon-intensive fleets

■ **Warehouse to store transportation:** store transportation relates to re-supply flows between the Group's warehouses and its integrated and franchise stores. In 2021, the French Transportation Department joined the FRET 21 initiative, led by Ademe<sup>(a)</sup> and the French freight transport users association (Association et Union des Transports Français), with a commitment to avoid 10% of CO<sub>2</sub> emissions between 2020 and 2023. The objective was largely achieved. At the end of 2023, 22% of the carrier fleet was low carbon. **Actions 2023:** the Group continued to deploy the use of biofuels at provincial hubs and to deploy biofuels across its routes (16 routes since 2023). In addition, stores in the city center of Lyon and Lille now receive deliveries in electric vehicles and return journeys from the Provence-Alpes-Côte d'Azur hub are made by road-rail. **Strategy 2024-2030:** taking a differentiated approach based on the flows involved (traction, distribution, routes, inter-warehouse) and geographic areas (urban, rural), Fnac Darty is working with its carriers to increase the share of biofuels and biogas used over long distances and of electric trucks on short-distance journeys.

■ **E-Commerce transportation:** this flow relates to parcels delivered by couriers. Thanks to its omnichannel model, Fnac Darty can offer a diversified range of delivery services: parcels can be delivered to the customer's home, to a Fnac Darty store or to other pick-up points. They are delivered from the warehouses, or directly from the stores when the products ordered are in stock. The Group's omnichannel model enables it to reduce this impact: many products ordered online are collected by customers in-store as part of the click&collect service (parcel is issued from the store's inventories) and follow store re-supply flows, which are highly optimized. For parcels delivered to customers' home addresses or to "pick-up points" by courier companies, the Group favors service providers whose GHG emissions are offset or who invest in the decarbonization of their fleet. **Actions 2022-2023:** the Group tested urban delivery using bicycles, initially in Paris. **Elsewhere in the Group,** in partnership with the carrier BPost and other online retailers, Belgium has joined the "Collaborative Urban Logistics & Transport" project, which aims to minimize the impact of deliveries in cities. This partnership involves pooling parcel storage and delivery, with the latter being carried out with low-emission vehicles such as electric vans or cargo bikes. The goal of the CULT project is to reduce kilometers traveled by 25% and carbon emissions by 90%. **Strategy 2024-2030:** Fnac Darty intends to develop decarbonized delivery services, such as urban bicycle delivery. The Group will continue to work with its suppliers to encourage them to decarbonize their fleet.

Reducing unnecessary transportation: significant improvements to remote repairs

■ **After-sales service:** the Group continues to deploy remote repair units staffed by after-sales service technicians, who are tasked with better assessing breakdowns so that they can be repaired in one go (proper diagnosis and ordering spare parts related to that diagnosis) or by guiding the customer remotely. **Strategy 2024-2030:** the Group intends to continue training and guiding advisors at in-store after-sales service counters to improve filtering and thus avoid products being sent to the workshop (performing simple repairs on site, giving usage and maintenance advice, etc.). The development of trade tools, particularly the intelligent knowledge base Saavy, should enable better diagnoses and make it easier to predict the spare parts required or complete the repair first time.

Reducing unnecessary transportation: reducing delivery failures and optimizing returns

■ **Delivery:** in parallel, the Group continues to work on reducing delivery failures by addressing their root causes: customer not at home, customer changing their mind, incorrect installation classification (built-in/freestanding) requiring an order change, incorrect labeling of delivery constraints (sending one person to an address that needs equipment to be carried, for example).

Adopting sustainable practices: eco-driving, optimizing distances and loads

■ **Delivery:** an extensive eco-driving project was also implemented in 2023, with the introduction of telematics boxes in trucks. In order to optimize distances and loads, the Group is also beginning to work on delivery for third parties and, in 2023, launched free electrical and electronic waste collections in partnership with Ecosystem (see also 2.2.4.1).

(a) French Environment and Energy Management Agency (Agence française de la transition énergétique).

## 2023 Performance

		Scope <sup>(a)</sup>	Unit	2019	2022	2023	Δ vs 2022	Δ vs 2019
Warehouse to store transportation <sup>(b)</sup>	GHG emissions Scope 3	Group	kt CO <sub>2</sub> eq	29.5	22.7	19.6	-14%	-34%
		France	kt CO <sub>2</sub> eq	24.8	17.8	15.5	-13%	-38%
	<b>KPI: CO<sub>2</sub> emissions per transported pallet ✓</b>	<b>Group</b>	<b>kg CO<sub>2</sub>/pallet</b>	<b>n/a</b>	<b>14.2</b>	<b>12.7</b>	<b>-10%</b>	<b>n/a</b>
		<b>France</b>	<b>kg CO<sub>2</sub>/pallet</b>	<b>18.0</b>	<b>12.9</b>	<b>11.7</b>	<b>-9%</b>	<b>-35%</b>
E-commerce <sup>(c)</sup>	GHG emissions Scope 3	Group	kt CO <sub>2</sub> eq	6.0	7.2	6.6	-8%	10%
		France	kt CO <sub>2</sub> eq	5.4	6.1	5.5	-9%	2%
	<b>KPI: CO<sub>2</sub> emissions per package ✓</b>	<b>Group</b>	<b>kg CO<sub>2</sub>/package</b>	<b>0.52</b>	<b>0.49</b>	<b>0.47</b>	<b>-4%</b>	<b>-10%</b>
		<b>France</b>	<b>kg CO<sub>2</sub>/package</b>	<b>0.53</b>	<b>0.51</b>	<b>0.50</b>	<b>-2%</b>	<b>-6%</b>
Last-mile delivery	GHG emissions Scope 3	Group	kt CO <sub>2</sub> eq	13.0	13.7	12.5	-9%	-3%
		France	kt CO <sub>2</sub> eq	10.9	11.6	10.6	-8%	-3%
	<b>KPI: CO<sub>2</sub> emissions per delivery ✓</b>	<b>Group</b>	<b>kg CO<sub>2</sub>/delivery</b>	<b>6.5</b>	<b>6.7</b>	<b>7.1</b>	<b>7%</b>	<b>10%</b>
		<b>France</b>	<b>kg CO<sub>2</sub>/delivery</b>	<b>6.2</b>	<b>6.8</b>	<b>6.9</b>	<b>1%</b>	<b>10%</b>
After-sales service travel	GHG emissions Scopes 1 and 3	Group	kt CO <sub>2</sub> eq	4.9	6.1	6.4	6%	31%
		France	kt CO <sub>2</sub> eq	4.4	5.7	6.0	5%	36%
	<b>KPI: CO<sub>2</sub> emissions per service call ✓</b>	<b>Group</b>	<b>kg CO<sub>2</sub>/service call</b>	<b>6.5</b>	<b>7.2</b>	<b>7.4</b>	<b>2%</b>	<b>14%</b>
		<b>France</b>	<b>kg CO<sub>2</sub>/service call</b>	<b>6.3</b>	<b>7.3</b>	<b>7.4</b>	<b>1%</b>	<b>18%</b>
After-sales service workshop flows	GHG emissions Scopes 1 and 3	Group	kt CO <sub>2</sub> eq	2.3	2.1	2.1	-1%	-9%
		France	kt CO <sub>2</sub> eq	2.3	2.1	2.1	-1%	-9%
	<b>KPI: CO<sub>2</sub> emissions per product requiring repair ✓</b>	<b>Group</b>	<b>kg CO<sub>2</sub>/product</b>	<b>2.7</b>	<b>3.0</b>	<b>2.8</b>	<b>-5%</b>	<b>4%</b>
		<b>France</b>	<b>kg CO<sub>2</sub>/product</b>	<b>3.3</b>	<b>3.2</b>	<b>3.0</b>	<b>-5%</b>	<b>-9%</b>
Business travel <sup>(d)</sup>	GHG emissions Scopes 1 and 3	Group	kt CO <sub>2</sub> eq	4.3	3.8	4.2	10%	-4%
		France	kt CO <sub>2</sub> eq	3.4	2.8	3.0	10%	-11%
	<b>KPI: CO<sub>2</sub> emissions per employee ✓</b>	<b>Group</b>	<b>kg CO<sub>2</sub>/employee</b>	<b>172</b>	<b>155</b>	<b>173</b>	<b>12%</b>	<b>1%</b>
		<b>France</b>	<b>kg CO<sub>2</sub>/employee</b>	<b>182</b>	<b>146</b>	<b>167</b>	<b>14%</b>	<b>-8%</b>
Transportation <sup>(e)</sup>	GHG emissions Scope 1	Group	kt CO <sub>2</sub> eq	11.3	11.6	11.8	2%	4%
		France	kt CO <sub>2</sub> eq	9.4	9.8	10.0	2%	6%
	GHG emissions Scope 2	Group	kt CO <sub>2</sub> eq	48.7	44.1	39.6	-10%	-19%
		France	kt CO <sub>2</sub> eq	41.9	36.4	32.8	-10%	-22%
	GHG emissions Scope 3	Group	kt CO <sub>2</sub> eq	60.0	55.7	51.4	-8%	-14%
		France	kt CO <sub>2</sub> eq	51.3	46.2	42.8	-7%	-17%

(a) France = Fnac Darty France and Nature & Découvertes.

(b) Including franchises (because they are restocked by the Group), excluding upstream plants and warehouses, the costs of which are borne by suppliers.

(c) Within the scope of Fnac Darty France, the calculation methods of two major carriers changed in 2023 and will require a restatement of historical data. For 2023, the emission factors for 2022 were applied.

(d) Within the scope of Fnac Darty France, the 2022 figure was restated as a result of duplications observed in fuel consumption data for the fleet of company and service vehicles.

(e) Data from 2019 to 2022 restated to include inter-warehouse flows as well as flows to subsidiaries' warehouses.

**2.3.3.4 / Action plans to reduce indirect emissions and performance**

As part of its process of continuous improvement, the Group is seeking to improve the reliability of its measurement of CO<sub>2</sub> emissions from other scope 3 items, starting with the emission items related to products sold, which account for 91% of its indirect emissions.

**Distributed products throughout their life cycle**

The Group is fully aware of the carbon footprint of the products it distributes and of its responsibility to reduce the climate impact associated with its activity as a retailer.

Some of the products sold by Fnac Darty are particularly carbon-intensive; this is the case for domestic appliances and consumer electronics due to their manufacturing processes and the energy consumption associated with their use. Limiting this impact requires significant changes to the business model and relationship with suppliers, which were initiated several years ago and have been strengthened since the adoption of the strategic plan Everyday in 2021.

For these products in particular, the Group has been developing its business model to make it more circular and thus reduce these impacts, notably by extending their life spans. The actions described in section 2.2 of this Universal Registration Document, from repairs to advice, the sale of second-hand products, and the marketing of more sustainable products thus make a concrete contribution to reducing the associated GHG emissions.

Transition strategy	Drivers and action plans
Develop the Group's business model by prioritizing extending the life span of products over replacing them	<ul style="list-style-type: none"> <li>■ Develop repair services, especially the Darty Max service (see also section 2.2.2.1)</li> <li>■ Promote the importance of preventive maintenance of devices (see also section 2.2.2.2)</li> <li>■ Develop the "second life" of products (see also section 2.2.3)</li> </ul> Targets: <ul style="list-style-type: none"> <li>■ <b>2.5 million<sup>(a)</sup> products repaired in 2025</b></li> <li>■ <b>2 million Darty Max subscribers by 2025</b></li> </ul>
Select, promote and encourage customers to choose more reliable, repairable and energy-efficient products	<ul style="list-style-type: none"> <li>■ Share after-sales service data with our customers through objective information (see also section 2.2.1)</li> <li>■ Make customers aware of the importance of choosing more reliable and repairable products, maintaining their domestic appliances, prioritizing repair over replacement, opting for second-life products and handing over their devices to dedicated recycling facilities (see also section 2.2)</li> <li>■ Develop the range to offer more reliable and more repairable products and second-life products (see also section 2.2.1.2)</li> </ul> Targets: <ul style="list-style-type: none"> <li>■ <b>Sustainability score of 135 in 2025</b></li> <li>■ <b>SBT: Reduce emissions from product use by -22% per product sold by 2030 (compared to 2019)</b></li> </ul>
Encourage our suppliers to design more reliable, repairable and energy-efficient products	<ul style="list-style-type: none"> <li>■ Share after-sales service data with suppliers and engage in dialogue with them to help them improve (see also section 2.2.1)</li> </ul> Targets: <ul style="list-style-type: none"> <li>■ <b>Sustainability score of 135 in 2025</b></li> <li>■ <b>SBT: Reduce emissions from product use by -22% per product sold by 2030 (compared to 2019)</b></li> </ul>
Encourage our suppliers to set goals aligned with climate science	<ul style="list-style-type: none"> <li>■ Maintain constructive dialogue with suppliers (see also section 2.2.1)</li> </ul> Target: <ul style="list-style-type: none"> <li>■ <b>Suppliers representing 80% of CO<sub>2</sub> emissions from product manufacturing will have defined science-based targets by 2026</b></li> </ul>

(a) See methodological note in section 2.7. of this Universal Registration Document.

## 2023 Performance

	Scope <sup>(a)</sup>	Unit	2019	2022	2023	Δ vs 2022	Δ vs 2019	
<b>CO<sub>2</sub> emissions throughout the life cycle of the products</b>	<b>Group</b>		<b>3,780.8</b>	<b>3,233.7</b>	<b>3,103.9</b>	<b>-4%</b>	<b>-18%</b>	
	<b>France</b>	<b>kt CO<sub>2</sub>eq</b>	<b>2,430.3</b>	<b>2,132.8</b>	<b>2,026.0</b>	<b>-5%</b>	<b>-17%</b>	
	<i>of which manufacturing</i>	<i>Group</i>	<i>2,400.8</i>	<i>2,062.9</i>	<i>2,006.6</i>	<i>-3%</i>	<i>-16%</i>	
		<i>France</i>	<i>kt CO<sub>2</sub>eq</i>	<i>1,649.0</i>	<i>1,458.4</i>	<i>1,439.1</i>	<i>-1%</i>	<i>-13%</i>
	<i>of which upstream and downstream transportation</i>	<i>Group</i>	<i>99.9</i>	<i>88.2</i>	<i>82.2</i>	<i>-7%</i>	<i>-18%</i>	
		<i>France</i>	<i>kt CO<sub>2</sub>eq</i>	<i>82.8</i>	<i>71.3</i>	<i>67.0</i>	<i>-6%</i>	<i>-19%</i>
	<i>of which use</i>	<i>Group</i>	<i>1,256.8</i>	<i>1,059.1</i>	<i>992.7</i>	<i>-6%</i>	<i>-21%</i>	
		<i>France</i>	<i>kt CO<sub>2</sub>eq</i>	<i>678.7</i>	<i>583.6</i>	<i>500.7</i>	<i>-14%</i>	<i>-26%</i>
	<i>of which product end of life</i>	<i>Group</i>	<i>23.3</i>	<i>23.5</i>	<i>22.4</i>	<i>-5%</i>	<i>-4%</i>	
		<i>France</i>	<i>kt CO<sub>2</sub>eq</i>	<i>19.8</i>	<i>19.4</i>	<i>19.2</i>	<i>-1%</i>	<i>-3%</i>
Carbon intensity by revenue	Group	t CO <sub>2</sub> eq/€m	0.5	0.4	0.4	-3%	-22%	
Carbon intensity per product sold	Group	kg CO <sub>2</sub> /product	22.4	20.3	20.1	-1%	-10%	

(a) France: Fnac Darty and Nature & Découvertes.

## Comments on performance for 2023

Related GHG emissions saw a moderate fall in 2023 (-4%), linked to a slight decline in volume sales and a fall in the emission factor of the French electricity mix.

GHG emissions associated with the manufacture, use and end of life of new products sold are evaluated using unit emission factors from the Base Empreinte® or equivalent databases<sup>(1)</sup>. In the absence of a unit emission factor, the calculation is made based on the weight of the product and its main material, and the emission factors associated with those materials. The CO<sub>2</sub> equivalent emissions are therefore stated with a high level of uncertainty and allow orders of magnitude to be identified but do not provide sufficiently accurate figures to compare two products from the same product family. The changes observed between financial years may result from differences in product mixes or sales volumes from year to year or, for the use phase, changes in the emission factors associated with electricity consumption in each country.

Technological and regulatory advances should make it possible in the medium term to assess the GHG emissions of each product by reducing these uncertainties, which could lead to this emission item being monitored as is done by the Group with reliability and repair data.

## Emissions avoided through repairs

In order to measure the positive impact of repairs, the Group has maintained and refined its impact measurements based on the products repaired by Darty. This study is part of a process of continuous improvement. In 2023, the Group worked with the specialist firm EcoAct to update the tool developed in 2021 to estimate the emissions avoided thanks to the repair services offered by the Group: home, workshop and in-store repairs and remote repairs performed by qualified technicians or through the sale of spare parts. The purpose of this update was also to refine the measurement of certain impacts, such as those of spare parts, for which the Group now has real data such as average weight and main materials. The methodology and results have been certified by Bureau Veritas: the methodology and the calculator comply with ISO 14067:2018. The critical review was carried out according to ISO 14071:2014.

For each repair service, the study follows a comparative approach, which compares a reference scenario to a project scenario, and a life cycle approach, which allows the emissions from a product or service to be taken into account throughout its life cycle<sup>(2)</sup>. Further details on the methodology and its limits are available in the methodology note in section 2.7 of this Universal Registration Document.

(1) See also the methodological note, section 2.7 in this Universal Registration Document.

(2) To date, there are no Product Category Rules for evaluating repair activities and the associated environmental impacts. The methodology developed is based on the requirements of ISO 14067 and 14064-1, and takes into account the methodological recommendations issued by Ademe.



The emissions avoided by repairing products rather than buying new products, as applied in the case of Fnac Darty, are the difference between:

- emissions in a reference scenario in which a device that has reached the end of its first life is discarded and replaced by a new device;
- emissions in a Fnac Darty scenario in which this device is not discarded but repaired with or without the use of a spare part.

The emissions of these two scenarios are then annualized and calculated over a life span equivalent to that of the repaired product.

### Scope: Study\*

	2023
Number of repairs examined	2.2 million
Emissions from the reference scenario (t CO <sub>2</sub> eq)	317,218
Emissions from the Fnac Darty scenario (t CO <sub>2</sub> eq)	127,262
Emissions avoided (t CO <sub>2</sub> eq)	189,956
kg CO <sub>2</sub> eq avoided per repair (on average)	86.3
% kg CO <sub>2</sub> eq avoided per repair (on average)	60%

\* Home and workshop repairs, as well as repairs carried out remotely by qualified technicians, in France.

The “large domestic appliances” section represents 46% of repairs but 70% of emissions avoided; the study carried out by Fnac Darty and EcoAct shows that the impact of repairs is particularly significant for the products that are most carbon-intensive and generally heavy.

The percentage of emissions avoided per repair varies from family to family, and depends in particular on the carbon intensity of the product's use phase. The study estimates that repairing a front-loading washing machine via Fnac Darty services avoids the emission of around 173 kilos CO<sub>2</sub>eq, i.e. 59% lower than that of a new replacement, while the percentage of emissions avoided by a smartphone is estimated at 69%, i.e. 13 kg of CO<sub>2</sub>eq. The difference between the two product families lies in their use phase – which is much less energy-intensive for smartphones – and therefore the share of emissions from manufacturing the product and its spare parts across its life cycle. It is also interesting to note that, for repaired products with no spare parts and relatively low energy consumption, the main cause of CO<sub>2</sub> emissions is related to transporting the product. Using modes of transportation with low CO<sub>2</sub> emissions makes repairs more profitable in terms of their environmental impact.

### Sustainable IT approach

In order to measure this growing source of emissions and take appropriate action, Fnac Darty launched a Sustainable IT approach in January 2021. The approach is structured around a project manager and representatives/contributors within the E-Commerce

The main assumption of the study is that having their device repaired at the end of its first life means that consumers will not buy a new version of the same device. In the absence of bibliographical data, it is also estimated that the length of the product's “second life” is equal to 50% of the length of the product's first life<sup>(1)</sup>.

Based on these assumptions and the 2.2 million repairs carried out in 2023, the Group estimates that its repair activities helped to avoid approximately 190,000 tons of CO<sub>2</sub>eq in 2023 (out of 317,000 tons of CO<sub>2</sub>eq estimated in the reference scenario).

and Digital Department. Since the launch of the approach, the measurement of emissions has been based on publications by Ademe<sup>(2)</sup>, CIGREF<sup>(3)</sup>, the Shift Project and the INR<sup>(4)</sup>. Since 2023, in order to make the calculation of the footprint of our non-current assets more reliable, the Sustainable IT team has also used the Datavizta and Negaocet benchmarks.

In 2023, the new actions focused on:

- defining our decarbonization trajectory with quantified objectives and an associated action plan;
- identifying eco-design needs;
- centering the adaptation of our operational processes on our IT equipment flows;
- improving measurements of carbon emissions and making them more reliable;
- integrating WeFix into the 2023 IT carbon assessment.

In addition, in 2023, Fnac Darty signed the FTCC (French Tech Corporate Community) Sustainable IT Charter.

Data for the calculation of our 2023 IT carbon emissions was collected by internal teams, our Green IT experts in France and abroad, and covers the following digital activities:

- on-premises and cloud-based hosting providers;
- SaaS partners;
- IT equipment;
- network.

(1) More details on the assumptions made are available in the methodology note in section 2.7 of this Universal Registration Document.

(2) French Environment and Energy Management Agency (Agence de l'Environnement et de la Maîtrise de l'Énergie – Ademe).

(3) Club Informatique des Grandes Entreprises Françaises (CIGREF), a network of major French companies that use digital solutions and services.

(4) French Institute for Sustainable IT (Institut du Numérique Responsable – INR).

2023 performance (excluding France Billet)	2021 <sup>(a)</sup>	2022 <sup>(b)</sup>	2023 <sup>(c)</sup>	Δ vs 2022
CO <sub>2</sub> emissions (in t CO <sub>2</sub> eq)	7,088	8,152	9,370	14%
non-current assets	2,836	4,230	4,575	8%
IT services	4,252	3,917	4,727	21%

(a) 2021: France scope (excluding WeFix).

(b) 2022: Group scope (excluding WeFix).

(c) 2023: Group scope.

The sharp increase in carbon emissions was due in particular to the change in scope. The figures for 2023 include WeFix.

In 2024, the priority areas for Sustainable IT will be:

- launching and managing our new decarbonization roadmap for our IT system;
- continuing the acculturation of the Group's global teams;
- continuing our work to improve the reliability of our carbon emission measurements;
- continuing initiatives to transform the way we think and do digital: eco-design and digital accessibility programs.

### 2.3.3.5 / Integration of issues related to biodiversity and water conservation

According to a recent report by the World Wildlife Fund, 69% of global wildlife populations have already been lost <sup>(1)</sup>. The Group is aware of its negative external impacts, and so in 2023 it completed a measurement of the impact of its activities on biodiversity. The Group intends to cover all its environmental impacts throughout its value chain.

With the help of experts, Fnac Darty measured its impact on its three scopes using the Global Biodiversity Score (GBS) tool for 2021 and 2022. This assessment tool developed by CDC Biodiversité examines the contribution of economic activities to pressures on biodiversity and determines their impact.

### Methodology

Impacts on biodiversity are assessed for all Group subsidiaries across the entire value chain (scope 1, scope 2 and scope 3 upstream). The GBS covers impacts on both land and aquatic biodiversity. In addition, to account for impacts that persist beyond the assessment period, the GBS results are divided into dynamic impacts (periodic gains or losses that occur during the assessment period) and static impacts (persistent negative cumulative impacts).

The unit of measurement for this impact assessment is MSA square kilometers <sup>(2)</sup>.

### Results

The results of the impact assessment are analyzed in three different ways for biodiversity:

- in terms of pressure: the results report that nearly 86% of the Group's terrestrial dynamic impacts are related to "climate change" pressure. The remaining impacts are mainly generated by "land use". For static terrestrial impacts, "land use" pressure is responsible for 75% of impacts <sup>(3)</sup>;
- in terms of scope: the "upstream scope 3 – product manufacture" item accounts for more than 98% of static terrestrial and static aquatic impacts;
- in terms of ecosystems: Nearly 60% of impacts are related to terrestrial ecosystems and 40% to aquatic ecosystems <sup>(4)</sup> when results are reported in MSAppb <sup>(5)</sup>.

(1) WWF, 2022: <https://www.wwf.fr/vous-informer/actualites/le-rapport-planete-vivante-du-wwf-revele-une-baisse-devastatrice-de-69-des-populations-danimaux>.

(2) MSA: Mean Species Abundance.

(3) "Climate change" pressure is not calculated by the GBS for static terrestrial impacts.

(4) The impacts on marine ecosystems are not yet calculated by the GBS.

(5) MSAppb (MSA parts per billion) expresses terrestrial and aquatic impacts as a fraction of the total surface area of the ecosystem in order to allow impacts to be aggregated or compared.

## Static terrestrial results 2022

Pressure	Scope 1	Scope 2	Upstream scope 3	Downstream scope 3	Vertically integrated total (excluding downstream scope 3)
Land use	1.6	Not assessed*	552.5	0.35	554.5
Encroachment	0.062	Not assessed*	150	Not assessed*	150
Fragmentation	0.026	Not assessed*	18	Not assessed*	18
Atmospheric nitrogen deposition	0.0004	Not assessed*	6.6	Not assessed*	6.6
Climate change	4.6	3.7	510	340	518.3
<b>TOTAL PER SCOPE</b>	<b>6.3</b>	<b>3.7</b>	<b>1,212.5</b>	<b>340</b>	<b>1,247.1</b>
<b>ECOTOXICITY</b>	<b>6.2</b>	<b>0.065</b>	<b>1,100</b>	<b>Not assessed*</b>	<b>1,106</b>

\* The GBS tool is not yet able to calculate this figure.

## Terrestrial dynamic results 2022 (MSA.sq.km)

Pressure	Scope 1	Scope 2	Upstream scope 3	Downstream scope 3	Vertically integrated total (excluding downstream scope 3)
Climate change	0.086	0.073	9.5	6.9	11
Land use	0.0011	Not assessed*	2.5	Not assessed*	2.5
Encroachment	1E-07	Not assessed*	0.22	Not assessed*	0.22
Fragmentation	Not assessed*	Not assessed*	1.4E-05	Not assessed*	1.3E-05
Atmospheric nitrogen deposition	2.066E-06	Not assessed*	0.032	Not assessed*	0.032
<b>TOTAL PER SCOPE</b>	<b>0.09</b>	<b>0.073</b>	<b>13</b>	<b>6.9</b>	<b>13</b>

\* The GBS tool cannot be used to estimate this figure.

## Aquatic static results 2022 (MSA.sq.km)

Pressure	Scope 1	Scope 2	Upstream scope 3	Downstream scope 3	Vertically integrated total (excluding downstream scope 3)
Hydrological disturbance due to direct use of water	1.4E-4	Not assessed*	7.1	Not assessed*	7.1
Hydrological disturbance due to climate change	0.043	0.036	5.3		5.3
Conversion of wetlands	2.4E-5	Not assessed*	9.6	Not assessed*	9.6
Land use in river drainage basins	6.3E-5	Not assessed*	0.75	Not assessed*	0.75
Land use in wetland drainage basins	6.2E-4	Not assessed*	22	Not assessed*	22
Eutrophication of fresh water	5E-4	Not assessed*	2.1	Not assessed*	2.1
<b>TOTAL PER SCOPE</b>	<b>0.044</b>	<b>0.036</b>	<b>47</b>	<b>3.4</b>	<b>47</b>
<b>AQUATIC ECOTOXICITY</b>	<b>0.0021</b>	<b>1.3E-5</b>	<b>0.40</b>	<b>Not assessed*</b>	<b>0.4</b>

\* The GBS tool cannot be used to estimate this figure.

The impact of Fnac Darty is more moderate than the global average among companies. It is not negligible, however, and it needs to be reduced in order to align with the Kunming-Montreal goals<sup>(1)</sup>.

Fnac Darty is conducting a number of actions that help to reduce its impact on biodiversity through its strategy to combat global warming (see section 2.3 of this Universal Registration Document), its sustainable consumption strategy, extending the life of products and second-life (see section 2.2 of this Universal Registration Document) and numerous initiatives to make its packaging less harmful to the environment (see section 2.2.4 of this Universal Registration Document).

### **Nature & Découvertes: awareness and support for the protection of biodiversity**

Since its creation, the Nature & Découvertes Foundation has taken into account the impact of its activity on the environment and is committed to environmental protection. In 1994, the Nature & Découvertes Foundation was created, with the aim of launching and supporting grass-roots non-profit projects to protect biodiversity and provide active education in contact with nature (see also section 2.6.3 of this Universal Registration Document).

Placed under the aegis of the Fondation de France, since 2005 it has been a member of the IUCN (International Union for Conservation of Nature).

Collective actions: in 2023, the Nature & Découvertes Foundation launched the second Call for Commons for education in contact with nature. This brought together seven foundations and the "1% for the Planet" movement and achieved total donations of €512,411, to which the Nature & Découvertes Foundation contributed €100,000. Across France, 29 projects benefited from this support. Alongside this, four partnerships were established, providing a total of €62,500, with the Fonds pour l'Arbre, the IUCN

French Committee, the "Amis de la Salamandre" and "Rencontres internationales de la classe dehors". Finally, the "Rencontres pour la planète" events provided an opportunity to support nine projects targeted at the environment with a donation of €45,000.

### **"Fair Friday" and national rounding campaign**

For the sixth year running, the Company organized "Fair Friday," an alternative to Black Friday, with the aim of shining a spotlight on the "reductions that count," namely those concerning biodiversity. In 2023, the event focused on protecting the oceans, with proceeds going to the Bloom association from an in-store awareness campaign on social media and online. Over the week, the Nature & Découvertes Foundation matched donations from the checkout rounding scheme: with more than 36,000 microdonations and the involvement of the Foundation, Bloom received a total of €74,952 in support.

### **Water consumption, impacts and dependence relating to water resources**

Water consumption at Fnac Darty is not considered significant. It is limited to sanitary use, break rooms and automatic fire extinguisher tests. As part of the materiality analysis carried out in 2022, water resources were not considered a priority issue for the Group in the context of its operations.

Based on actual data collected from a sample of stores, the warehouses and head offices, the Group's water consumption in 2023 is estimated at less than 0.12 m<sup>3</sup> per square meter.

However, as part of the dual materiality analysis, Fnac Darty studies the impacts of its value chain on water, and particularly water pollution, consumption, sampling and waste water. The Group also analyzes the dependence of its value chain on water resources.

## **2.3.4 / EU Taxonomy**

### **2.3.4.1 / Context and consistency**

#### **2.3.4.1.1 / Framework and requirements of the European Taxonomy**

In accordance with European Regulation 2020/852 of June 18, 2020, the European Taxonomy establishes a classification system of economic activities considered environmentally "sustainable." This common European Union benchmark makes it possible to distinguish economic activities that contribute to the European objective of carbon neutrality – the Green Deal – and thus establishes a comparable basis between companies. The ultimate goal of the Taxonomy is to direct the investments of public and private sector actors toward activities that contribute to the transition to a more sustainable economy.

This Regulation defines six environmental objectives:

- 1) climate change mitigation;
- 2) climate change adaptation;
- 3) the sustainable use and protection of aquatic and marine resources;
- 4) the transition to a circular economy;
- 5) pollution prevention and control;
- 6) the protection and restoration of biodiversity and ecosystems.

(1) Kunming-Montreal goal A: achieve zero net losses from 2030 onward and maintain, improve or restore the integrity, connectivity and resilience of all ecosystems in order to increase the surface area of natural ecosystems substantially by 2050.

## 2 CORPORATE SOCIAL RESPONSIBILITY

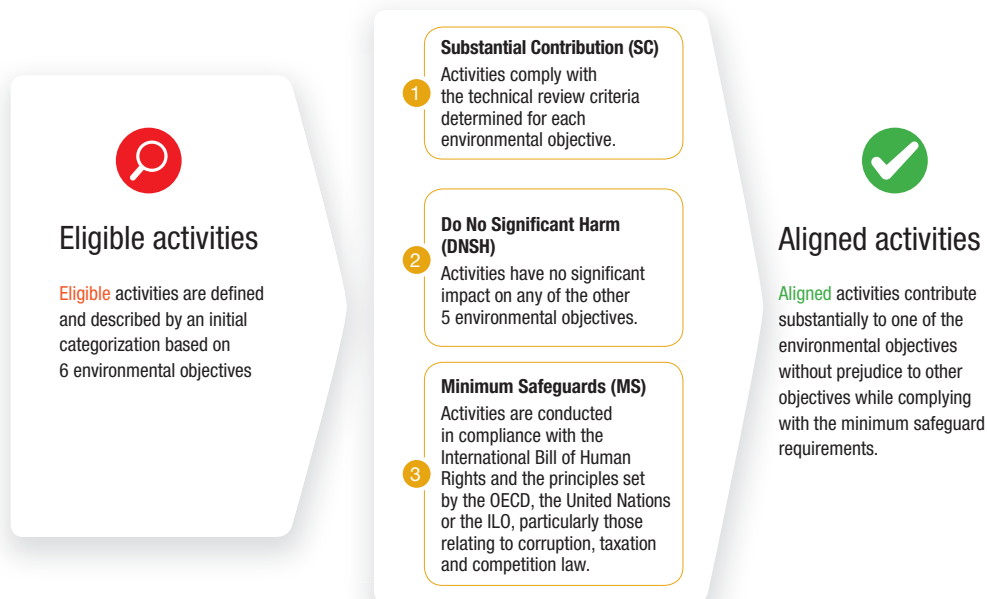
Reduce the Group's impact on the climate and biodiversity

The Regulation establishes criteria for assessing the contribution of an activity to one of the six objectives. Two concepts are identified for this purpose:

■ **eligibility:** an eligible activity under the climate objectives is an activity listed in Annex I and II of the "Climate" Delegated Act of the Taxonomy Regulation and for which specific sustainability criteria have been defined (Delegated Regulation (EU) 2021/2139). The activities listed in these appendices are identified as having the greatest potential to contribute to climate change mitigation and adaptation;

■ **alignment:** an aligned activity is an eligible activity that substantially contributes to an environmental objective according to technical criteria set for each environmental objective, does not cause significant harm to the other environmental objectives, and complies with criteria for minimum safeguards on human rights, competition, taxation, and corruption.

### ALIGNMENT OF ACTIVITIES IN TERMS OF TAXONOMY



The Regulation requires companies to publish the portion of their sales, capital expenditure and operating expenditure associated with their eligible and aligned activities.

This Regulation applies to non-financial and financial companies as of January 1, 2022. In 2022, in respect of the 2021 financial year, companies were required to publish indicators measuring the extent of their Taxonomy-eligible activities, i.e. included in the classification of the delegated acts, with no sustainability criterion analysis, and under the first two environmental objectives only. In 2023, in respect of the 2022 financial year, non-financial companies, including Fnac Darty, are required to publish the eligibility and full alignment of their activities with the first two environmental objectives.

In 2024, in respect of the 2023 financial year, companies are again required to publish the three Taxonomy indicators in full (eligibility and alignment) for the two climate objectives (objectives 1 and 2),

as well as the eligibility indicators for the other four environmental objectives (objectives 3, 4, 5 and 6). The new climate activities must be set out in the new detailed tables published in June 2023. The full eligibility and alignment for the six environmental objectives will be expected from 2025 onward.

#### Scope covered

- The sales, capital expenditure and operating expenditure concerned cover all the Group's activities, corresponding to the consolidated reporting scope.
- The financial data is taken from the accounts as of December 31, 2023 and revenue and capital expenditure can therefore be reconciled with the financial statements.
- No exclusions have been made with respect to the scope of consolidation.

### **2.3.4.1.2 / Integration of the Taxonomy into the Group's CSR strategy**

The Group continues to strengthen its climate commitments, as described in sections 2.1 and 2.3 of this Universal Registration Document.

Based on the information available to date and on the strength of its commitments to product sustainability (see section 2.2 of this Universal Registration Document), the Group analyses part of its activities as a contributor to the transition to a circular economy (objective 4). This is particularly the case for its services aimed at extending product life spans, such as repair, refurbishment and reconditioning, as well as the sale of spare parts and second-hand products.

The Group has also demonstrated a strong, longstanding commitment to combating climate change, with reduction targets for its greenhouse gas emissions, and numerous measures aimed at reducing the environmental impact associated with the life cycle of products distributed by its brands. These actions are fully aligned with the strategic plan Everyday, one of the pillars of which is to support consumers in adopting sustainable behavior. The transition to a high environmental value service model is also part of the Group's strategy of adapting to address its main climate risks.

#### **2.3.4.2 / Assessment and methodologies**

##### **2.3.4.2.1 / Introduction**

In order to identify which of the Group's activities are eligible for Taxonomy, the CSR Department and the Finance Department held dedicated joint meetings from 2021 onwards with the support of a specialist firm, targeting the application of the first year of eligibility reporting. A detailed analysis of all the Group's business lines identified those activities eligible for Taxonomy. These meetings continued on a regular basis throughout 2022, with a view to further implementing the Taxonomy standard, including the alignment phase for eligible activities. Workshops bringing together the Group's business teams involved in reporting were organized in the second half of 2022, to help further identify eligible activities, to outline the existing level of information and to raise awareness of the technical criteria for aligning eligible activities. Similarly, new workshops were carried out in 2023 to extend the application of the standard (analysis of the eligibility of the Group's activities for the other four environmental objectives).

An economic activity is considered ineligible if it is not defined in the European Taxonomy framework, i.e., those Group activities whose correspondence or contribution to the objectives of the Taxonomy could not be identified on the basis of the regulatory information published in June 2021 and 2023 or by the various FAQs.

The Group's business model is essentially based on retailing technical products (microcomputers and consumer electronics), editorial products (books, records and games) and domestic appliances (large and small appliances), but also on the sale of services associated with these products. In light of its main activity as a "specialist retailer," the majority of Fnac Darty's activities cannot be considered by the Taxonomy to make a substantial contribution to the six climate objectives. Only three activities have been identified as contributing to objective 1 (climate change mitigation): manufacturing of energy efficiency equipment through the Group's own-brand operations (for which the products are made according to specifications defined by the Company), sale of personal mobility devices (mainly scooters and electric bicycles) and recovery of raw materials from non-hazardous waste. Fnac Darty's activities and investments were not found to be eligible for objective 2, climate change adaptation, as the type of activity considered requires an adaptation plan to be drawn up by the Group explaining how and when the adaptation solutions will be implemented.

With regard to the Group's sale of services, some activities were identified as contributing to objective 4, transition to a circular economy. These were services aimed at improving the durability of products (repair, refurbishment and maintenance), the sale of spare parts for repairing products, and the sale of used or second-hand products.

The eligibility analysis did not identify any activities of the Group as contributing to the other three environmental objectives, because the activities defined by these objectives do not cover the Group's business activities.

An eligibility analysis of Capex and Opex thus only covers so-called "individual" measures. Individual measures are defined under the Regulation as the acquisition of the proceeds of activities eligible for or aligned with the Taxonomy standard.





## 2 CORPORATE SOCIAL RESPONSIBILITY

Reduce the Group's impact on the climate and biodiversity

### Objective 1 – Climate change mitigation

The Group's activities that may apply to objective 1 are shown in the following table:

Indicator	Name of the activity according to Annex I of the "Climate" Delegated Act of the Taxonomy Regulation	Definition of the activity according to Annex I of the "Climate" Delegated Act of the Taxonomy Regulation	Corresponding activities within the Group
Revenue	6.4 / Operation of personal mobility devices, cycle logistics	The sale, purchase, financing, leasing, rental and operation of personal mobility or transportation devices for which propulsion comes from the physical activity of the user, from a zero-emissions motor, or a mix of zero-emissions motor and physical activity. This includes the provision of freight transportation services by (cargo) bicycle.	Sale of personal mobility or transportation devices for which propulsion comes from the physical activity of the user, from a zero-emissions motor, or a mix of zero-emissions motor and physical activity. Including: scooters, electric bicycles, etc.
Revenue	3.5 / Manufacture of energy efficiency equipment for buildings	Manufacture of energy efficiency equipment for buildings corresponding to the NACE code C27.5.1 – Manufacture of electric domestic appliances.	Manufacture of own-brand high energy efficiency household electrical appliances (under the Proline brand).
Revenue	5.9 / Material recovery from non-hazardous waste	The construction and operation of facilities for sorting and processing separately collected non-hazardous waste into secondary raw materials involving mechanical reprocessing, except for backfill purposes.	The Group has implemented a waste management plan (see section 2.2.4 of this Universal Registration Document) and optimizes waste recovery. Product packaging waste (mainly cardboard and polystyrene) is systematically collected and recovered using mechanical presses.
Capex	6.5 / Transportation by motorbikes, passenger cars and light commercial vehicles	The purchase, financing, hiring, leasing and operation of vehicles designated as belonging to categories M1 and N1, both of which fall within the scope of Regulation (EC) No. 715/2007 of the European Parliament and of the Council (234), or to category L (two- or three-wheel vehicles and quadricycles).	Capex for the acquisition and maintenance of the company fleet of vehicles and light commercial vehicles weighing less than 2.6 metric tons (mainly small light commercial vehicles similar to the Kangoo) used in breakdown services and in delivering domestic appliances.

Indicator	Name of the activity according to Annex I of the "Climate" Delegated Act of the Taxonomy Regulation	Definition of the activity according to Annex I of the "Climate" Delegated Act of the Taxonomy Regulation	Corresponding activities within the Group
Capex	6.6 / Freight transport services by road	The activity concerns the purchase, leasing and operation of vehicles for freight transport services by road, in accordance with the Euro VI standard or its successors. Economic activities are associated with particular NACE codes. Activities that do not comply with the specific criteria are considered transitional activities in compliance with Regulation (EU) 2020/852.	Capex for the acquisition and maintenance of the fleet of company cars and heavy goods vehicles weighing > 2.6 t (goods delivery vehicle).
Capex	7.3 / Installation, maintenance and repair of energy efficiency equipment	Individual renovation measures consisting of the installation, maintenance or repair of energy efficiency equipment.	Installation, maintenance and replacement of insulating and energy-efficient equipment in stores, warehouses and offices.
Capex	7.5 / Installation, maintenance and repair of instruments and systems for measuring, regulating and controlling buildings' energy performance	Installation, maintenance and repair of instruments and systems for measuring, regulating and controlling buildings' energy performance.	Individual measures undertaken in the Group's stores, warehouses and offices, including: <ul style="list-style-type: none"> <li><b>a)</b> installation, maintenance and repair of area thermostats, smart thermostat systems and sensing devices, including motion sensors and solar switches;</li> <li><b>b)</b> installation, maintenance and repair of building automation and control systems, building energy management systems, lighting control systems and energy management systems;</li> <li><b>c)</b> installation, maintenance and repair of smart meters for gas, heating, cooling and electricity.</li> </ul>
Capex	7.7 / Acquisition and ownership of buildings	Purchase of real estate and exercise of ownership of the said real estate. Activity corresponding to NACE code L681.	Leases and acquisitions of buildings (offices, stores, warehouses).

## 2 CORPORATE SOCIAL RESPONSIBILITY

Reduce the Group's impact on the climate and biodiversity

### Objective 4 – The transition to a circular economy

The Group's activities that may contribute to objective 4 are shown in the following table:

Indicator	Name of the activity according to Annex I of the "Climate" Delegated Act of the Taxonomy Regulation	Definition of the activity according to Annex I of the "Climate" Delegated Act of the Taxonomy Regulation	Corresponding activities within the Group
Revenue	5.1 / Repair, refurbishment and reconditioning	Repair, refurbishment and remanufacturing of goods that have been used for their intended purpose before by a customer (individual or legal entity). The economic activity does not include replacement of consumables. The economic activity relates to products that are manufactured by economic activities classified under NACE codes C26 and C27.	Repair, refurbishment and reconditioning of various electronic products, household appliances, IT, audiovisual equipment and other goods that have been used in accordance with their intended purpose.
Revenue	5.2 / Sale of spare parts	The economic activity relates to spare parts that are used in products manufactured by economic activities classified under the NACE codes C26 and C27.	Sale of spare parts for various electronic products, domestic appliances, IT, audiovisual equipment, etc.
Revenue	5.4 / Sale of second-hand goods	Sale of second-hand goods that have been used for their intended purpose before by a customer (individual or legal entity), possibly after repair, refurbishment or remanufacturing.	Marketing of so-called "second-life" products in all product categories (consumer electronics, domestic appliances and editorial products). This business, which is growing rapidly, is developing several recovery channels: reselling reconditioned products sourced from partners (suppliers, reconditioning partners), recovering products from consumers with offers to buy back their old equipment, and making donations to charity.
Revenue	5.6 / Marketplace for the trade of second-hand goods for reuse	Establishment of second-hand trading platforms connecting buyers and sellers, encouraging product reuse. It excludes wholesale/retail trade and applies to various sectors. The criteria include contribution to the circular economy and the sustainable management of electronic waste.	The Group offers its partner sellers the opportunity to market their second-hand or reconditioned products directly on its web sales platforms via the Marketplace.

### 2.3.4.2.2 / Approach to identifying financial indicators (revenue, Capex, Opex)

#### Revenue Indicator

The Taxonomy Revenue indicator comprises aligned (respectively eligible) revenue in the numerator and total Group revenue in the denominator. The Total Revenue figure used is the amount

of reported revenue as given in section 4.1 of this Universal Registration Document. No scope exclusions were made from the financial reporting scope.

The activities identified for the revenue indicator are shown in the tables above (contributors to objectives 1 and 4). The regulatory tables are included in the annexes. The following table presents a summary of the Taxonomy Revenue indicator for 2023.

	Revenue	
	(€ million)	(as a %)
<b>A. Total activities eligible for Taxonomy</b>	<b>182.6</b>	<b>2.3%</b>
A1. Sustainable activities (aligned)	43.6	0.6%
<i>of which CCM 5.9 – Material recovery from non-hazardous waste</i>	0.8	0.0%
<i>of which CCM 6.4 – Operation of personal mobility devices, cycle logistics</i>	42.9	0.5%
A2. Eligible activities but not sustainable (not aligned)	139.0	1.8%
<i>of which CCM 3.5 – Manufacture of energy efficiency equipment for buildings</i>	67.6	0.9%
<i>of which CCM 5.9 – Material recovery from non-hazardous waste</i>	7.7	0.1%
<i>of which CE 5.1 – Repair, refurbishment and remanufacturing</i>	16.6	0.2%
<i>of which CE 5.2 – Sale of spare parts</i>	2.7	0.0%
<i>of which CE 5.4 – Sale of second-hand goods</i>	42.8	0.5%
<i>of which CE 5.6 – Marketplace for the trade of second-hand goods for reuse</i>	1.6	0.0%
<b>B. Total activities not eligible for Taxonomy</b>	<b>7,692.1</b>	<b>97.7%</b>
<b>TOTAL (A+B)</b>	<b>7,874.7</b>	<b>100.0%</b>

The eligibility indicators for revenue relate to mitigation (CCM) and the circular economy (CE); the alignment indicators relate only to mitigation (CCM).

#### Capex Indicator

The Capex indicator with regard to Taxonomy is composed, in the numerator, of Capex linked to assets or processes associated with aligned (respectively eligible) activities, Capex plans to ensure an activity becomes aligned, as well as individually aligned Capex, known as “individual measures.”

The denominator of the Capex indicator includes all operating investments, net of divestments, within the consolidated scope,

as well as total increases in rights of use of the Group's assets under IFRS 16, as presented in section 4.2, notes 18 and 30, of this Universal Registration Document respectively. No exclusions were made from the financial reporting scope.

No Capex plans qualified for eligibility and alignment of activities under the revenue indicator; the definition of the Capex numerator is limited for the Group to individual measures only. These mainly relate to investments in real estate activities: acquisition and ownership of buildings (including increases in rights of use for long-term leases under IFRS 16), renovation of existing buildings and ad hoc works related to buildings' energy efficiency. The leasing of private vehicles and light commercial vehicles was also considered as part of the Capex eligibility and alignment analysis.

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The regulatory tables are included in the annexes. The following table presents a summary of the Taxonomy Capex indicator for 2023:

	Capex	
	(€ million)	(as a %)
<b>A. Total activities eligible for Taxonomy</b>	<b>286.9</b>	<b>72.6%</b>
A1. Sustainable activities (aligned)	13.2	3.3%
<i>of which CCM 7.5 – Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings</i>	2.2	0.6%
<i>of which CCM 7.7 – Acquisition and ownership of buildings</i>	11.0	2.8%
<b>A2. Eligible activities but not sustainable (not aligned)</b>	<b>273.7</b>	<b>69.3%</b>
<i>of which CCM 6.5 – Transport by motorbikes, passenger cars and light commercial vehicles</i>	10.0	2.5%
<i>of which CCM 6.6 – Freight transport services by road</i>	0.4	0.1%
<i>of which CCM 7.3 – Installation, maintenance and repair of energy efficiency equipment</i>	12.7	3.2%
<i>of which 7.7 – Acquisition and ownership of buildings</i>	250.7	63.4%
<b>B. Total activities not eligible for Taxonomy</b>	<b>108.3</b>	<b>27.4%</b>
<b>TOTAL (A+B)</b>	<b>395.2</b>	<b>100.0%</b>

The eligibility and alignment indicators relate only to mitigation.

### Opex Indicator

The Taxonomy Opex indicator comprises the ratio of the aligned operating expenses in the numerator to the total Taxonomy Opex indicator in the denominator.

Aligned (respectively eligible) operating expenses within the meaning of the Taxonomy include Opex linked to assets or processes associated with aligned activities (no aligned activities for the Group), Opex associated with an existing Capex plan to expand an aligned activity, as well as individually aligned Opex (purchases of production from aligned activities and individually aligned measures to improve energy efficiency).

Total Opex comprises direct non-capitalized costs, including R&D costs, building refurbishment, short-term lease agreements (excluding IFRS 16), maintenance and repair costs and other costs

related to the ongoing maintenance of tangible assets necessary for their effective operation. Due to the nature of its business lines, no R&D costs were identified (as indicated in section 1.7.2 "Brands, research and development" of this Universal Registration Document) by the Group. For the Group, the definition of Opex under the Taxonomy is limited to renovation and maintenance costs of assets (specifically including vehicle and property maintenance costs, IT maintenance costs and cleaning and security costs), along with short-term rental costs. These short-term rental costs are low, given the Group's business model, which relies mainly on long-term leases of business premises and vehicles. The denominator of the Opex KPI calculated according to the Taxonomy is €93.8 million, which, out of total Opex of €2,228.1 million, accounts for less than 5% of the Group's total operating expenses, i.e. a non-material share. The materiality exemption on Opex was therefore applied and the share of eligible Opex items of the Fnac Darty stands at zero for 2023.

### 2.3.4.2.3 / Methodology used to assess activities against the technical assessment criteria

#### Methodology used to verify generic DNSH and MS criteria

The first phase of the alignment analysis consisted of assessing the compliance of eligible Capex against the minimum safeguards and the DNSH "Adapting to climate change" criteria. These two criteria are labeled "generic" since they apply equally to all eligible Capex items, and are verified at Group level since they are based on global policies and initiatives.

#### Minimum safeguards

The analysis of minimum safeguards for alignment of the Group's eligible investments was based on the following:

- the Taxonomy Regulation (EU) 2020/852, which establishes the environmental sustainability criteria for economic activities. According to this article, in order to be considered environmentally sustainable, activities must comply with the minimum safeguards specified in Article 18;
- Article 18 of the Taxonomy Regulation, which defines minimum safeguards as procedures that companies must implement in order to comply with the OECD Guidelines and the United Nations Guiding Principles on Business and Human Rights, and with international conventions on human and labor rights;
- the four fundamental texts referred to in Article 18, in particular the International Bill of Human Rights, the principles of the International Labour Organization, the United Nations Guiding Principles and the OECD Guidelines;
- the recommendations of the Final Report on Minimum Safeguards of the European Platform on Sustainable Finance of October 11, 2022.

This report identifies four priority themes to be addressed in connection with minimum safeguards: human rights, competition, taxation and corruption.

Group compliance with these safeguards was analyzed against the non-alignment criteria put forward in this report. The said criteria aim to ensure that the Group has not been the source of breaches of rights or regulations in relation to these four issues, and that procedures are in place within the Group to identify, assess, prevent and mitigate such breaches. A summary of the results of these analysis is presented below.

#### Human rights

The Group is committed to respecting and promoting recognized human rights and fundamental freedoms (see also sections 2.5.1. and 2.5.4 of this Universal Registration Document).

The Group's human rights due diligence procedure is set out in the Group's publicly disclosed Vigilance Plan (see section 2.5.4 of this Universal Registration Document).

#### Corruption

Anti-corruption procedures are in place within the Group (see section 2.5.2 of this Universal Registration Document).

#### Taxation

The Company considers tax governance and compliance as important elements in oversight, and adequate tax risk management strategies and processes are in place (see section 2.5.9 of this Universal Registration Document).

#### Competition law

The Group has no recent convictions for non-compliance with competition law (see Chapter 4, note 32.5 of this Universal Registration Document).

The Company raises awareness among its employees of the importance of compliance with applicable competition laws and regulations (see section 2.5.5 of this Universal Registration Document).

In conclusion, the Group's activities are carried out in compliance with the minimum safeguards.

#### DNSH Climate change adaptation

In accordance with Appendix A of Annex I of the Delegated Regulation (EU) 2021/2139 on climate change mitigation, the Group has verified its compliance with the generic DNSH Adaptation criteria for all its eligible Capex items.

The DNSH Adaptation requires:

- the identification of physical climate risks that could negatively impact the Group's activities;
- an assessment of the vulnerability of the activities to these risks according to relevant scenarios, in connection with the expected duration of the activities and the use of assets;
- when major risks are identified, an assessment of adaptation measures and the implementation of an adaptation plan.

Risk identification and an asset vulnerability analysis were performed as part of the analysis conducted by Carbone 4 using the "Ocara" methodology. This analysis was begun in 2022 and covered all buildings owned and leased by the Group. Analysis of Capex alignment with the DNSH Adaptation was performed by checking the coverage of eligible buildings by the Ocara analysis. Since acquisitions or new leases registered after June 30, 2022 were not covered, asset risk and vulnerability analysis were carried out on a case-by-case basis using the Bat-Adapt tool for the buildings in question.

The conclusions of the risk and vulnerability analysis of the Group's assets were as follows: none of the eligible buildings or buildings in which eligible energy performance equipment is fitted are affected by major physical climate risks. With regard to Appendix A, in the absence of identified major risks, the alignment of eligible Capex items is not dependent on the implementation of adaptation measures.



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### Methodologies used to verify substantial contribution and specific DNSHs

For the financial year 2023, only the eligibility analysis is required for the other four environmental objectives. Accordingly, the SC and DNSH criteria have been verified solely for the purpose of mitigation.

Indicator	Activity name	Substantial Contribution (SC) Assessment	Assessment of specific DNSHs	Arbitrages, proxies and allocation keys
Revenue	6.4 / Operation of personal mobility devices, cycle logistics	<ol style="list-style-type: none"> <li>The propulsion of personal mobility devices comes from the physical activity of the user, a zero-emissions motor, or a mix of a zero-emissions motor and physical activity.</li> <li>Personal mobility devices may be used on public infrastructure for bicycles and pedestrians.</li> </ol>	<p>The activity must do no significant harm as per Objectives 2 and 4:</p> <ul style="list-style-type: none"> <li>Objective 4 (transition to a circular economy) requires measures to be in place to manage waste in accordance with the waste hierarchy, both during the use phase (maintenance) and at end of life, particularly via the reuse and recycling of batteries and electronics (especially the critical raw materials they contain).</li> </ul>	<p>Validation of the DNSH 4 criteria is possible through the Group's waste management plan (see section 2.2.4 of this Universal Registration Document), the recycling of waste resulting from maintenance activities or end-of-life activities.</p>
Revenue	3.5 / Manufacture of energy efficiency equipment for buildings	<p>Manufacture of energy-efficient products, thereby contributing to climate change mitigation and meeting the criteria of sustainability, protection of resources, circularity, pollution prevention and protection and restoration of biodiversity.</p>	<p>The activity must do no significant harm as per Objectives 2, 4, 5 and 6:</p> <ul style="list-style-type: none"> <li>Objective 4 – Circular economy: sustainable waste management, with particular emphasis on reuse and recycling, promoting the transition to a circular economy.</li> </ul>	<p>Validation of the DNSH 4 criteria is possible through the Group's waste management plan (see section 2.2.4 of this Universal Registration Document), which recycles waste resulting from maintenance activities or end-of-life activities. Owing to the complexity of DNSH criteria 5 and 6, alignment could not be demonstrated for this activity.</p>
Revenue	5.9 / Material recovery from non-hazardous waste	<p>The activity converts at least 50%, in terms of weight, of the separately collected non-hazardous waste processed into secondary raw materials that are suitable for the substitution of virgin materials in production processes.</p>	<p>The activity must do no significant harm as per Objectives 2 and 6:</p> <ul style="list-style-type: none"> <li>Objective 2 – This activity complies with the criteria set out in Appendix A to Annex 1.</li> <li>Objective 6 – This activity complies with the criteria set out in Appendix D to Annex 1.</li> </ul>	<p>Cardboard and polystyrene waste (collected prior to delivery of the product to Group customers) is baled using mechanical presses and resold to specialized partners (see waste management plan).</p>

Indicator	Activity name	Substantial Contribution (SC) Assessment	Assessment of specific DNSHs	Arbitrages, proxies and allocation keys
Capex	6.5 / Transportation by motorbikes, passenger cars and light commercial vehicles	<p>On the basis of vehicle leasing contracts with increased rights of use.</p> <p>List of vehicles:</p> <ul style="list-style-type: none"> <li>■ belonging to categories M1 and N1;</li> <li>■ with CO<sub>2</sub> emissions of less than 50 g CO<sub>2</sub>/km;</li> <li>■ with an unladen weight not exceeding 2.6 t (FAQ of December 2022).</li> </ul>	<p>The vehicles identified must do no significant harm as per Objectives 2, 4 and 5:</p> <ul style="list-style-type: none"> <li>■ Objective 2 (adapting to climate change) is validated, as the buildings to which these vehicles are attached have been subject to a risk analysis and do not present any major risks with regard to Appendix A of Annex I (see previous section).</li> </ul>	<p>Due to the difficulty of obtaining information (from both lessors and Group employees), it was not possible to validate that the criteria for DNSH 4 and 5 had been met, which would have allowed alignment of this Capex category.</p>
Capex	7.3 / Installation, maintenance and repair of energy efficiency equipment	<p>The following activities were identified at each of the Group's subsidiaries:</p> <ul style="list-style-type: none"> <li>■ replacement of windows and doors with new energy-efficient equipment, as well as installation and replacement of light sources, HVAC systems or fittings featuring energy-efficient or highly efficient technologies.</li> </ul> <p>This equipment must also fall within the two highest energy efficiency classes in line with Regulation (EU) 2017/1369.</p>	<p>The equipment identified must do no significant harm as per Objectives 2 and 5:</p> <ul style="list-style-type: none"> <li>■ Objective 2 (adaptation to climate change) is validated, as the buildings in which these Capex items are fitted were subject to a risk analysis, and do not present any major risks with regard to Appendix A of Annex 1 (see last paragraph of the previous section).</li> <li>■ Objective 5 (pollution prevention and control) is only validated on the condition that building components and materials do not contain any of the more than 4,000 substances listed in Appendix C (including persistent organic pollutants, mercury, ozone-depleting substances, etc.).</li> </ul>	<p>Following the clarification of the FAQ round of December 19, 2022, the Group was unable to verify that the equipment fitted validates the DNSH 5 criterion, due to the lack of information available from suppliers. In addition, the CS criterion requiring that the relevant equipment belong only to the two highest energy efficiency classes could not be clearly established, due to a lack of distinction between the old and new energy labels in the information provided by the equipment's suppliers.</p>

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Indicator	Activity name	Substantial Contribution (SC) Assessment	Assessment of specific DNSHs	Arbitrages, proxies and allocation keys
Capex	7.5 / Installation, maintenance and repair of instruments and systems for measuring, regulating and controlling buildings' energy performance	The following individual measures were identified by the Group's subsidiaries on a dedicated form: installation, maintenance and repair of smart thermostats; building automation management and energy management control (BAM/EMC) systems; smart meters for gas, heating, cooling and electricity; and facade and roofing elements with sun protection.	<ul style="list-style-type: none"> <li>Objective 2 (adaptation to climate change) is validated, as the buildings in which these Capex items are fitted were subject to a risk analysis, and do not present any major risks with regard to Appendix A of Annex 1 (see last paragraph of the previous section).</li> </ul>	All the individual Capex measures identified for this activity are deemed to be in alignment.
Capex	7.7 / Acquisition and ownership of buildings	<p>From the list of buildings acquired or leased during the year, identification of:</p> <ul style="list-style-type: none"> <li>buildings constructed before December 31, 2020 with an energy performance certificate of at least class A, or in the top 15% of building stock in terms of operational primary energy consumption;</li> <li>buildings constructed after December 31, 2020 which meet the specific criteria set out in section 7.1 of this Universal Registration Document (Group not concerned);</li> <li>large non-residential buildings operated efficiently through energy performance monitoring and evaluation systems.</li> </ul>	<ul style="list-style-type: none"> <li>Objective 2 (adaptation to climate change) is validated, as the buildings were subject to a risk analysis, and do not present any major risks with regard to Appendix A of Annex 1 (see last paragraph of the previous section).</li> </ul>	<p>For buildings without an EPC (not provided by the landlord or not carried out), in order to draw up the list of the top 15% of most energy-efficient buildings, primary energy conversion factors were used according to the following formula: (conversion factor × average energy consumption over the year)/ building area.</p> <p>The conversion factors used were 2.5 for France, 2.35 for Spain, and 2.5 for Belgium, Portugal and Switzerland (in line with the Energy Efficiency Directive 2012/27/EU).</p> <p>The OID (Sustainable Real Estate Watchdog) barometer of primary energy consumption thresholds for the top 15% of buildings was then used to identify those buildings aligned with the substantial contribution.</p>

## 2.3.4.3 / Results

## 2.3.4.3.1 / Eligibility and alignment results for 2023

Economic activities	Revenue		Capex	
	(€ million)	(as a %)	(€ million)	(as a %)
<b>A. Total activities eligible for Taxonomy</b>	<b>182.6</b>	<b>2.3%</b>	<b>286.9</b>	<b>72.6%</b>
Sustainable activities (aligned)	43.6	0.6%	13.2	3.3%
<i>of which CCM 7.5 – Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings</i>	0.0	0.0%	2.2	0.6%
<i>of which CCM 7.7 – Acquisition and ownership of buildings</i>	0.0	0.0%	11.0	2.8%
<i>of which CCM 6.4 – Operation of personal mobility devices, cycle logistics</i>	42.9	0.5%	0.0	0.0%
<i>of which CCM 5.9 – Material recovery from non-hazardous waste</i>	0.8	0.0%	0.0	0.0%
Activities eligible for Taxonomy but not sustainable.	139.0	1.8%	273.7	69.3%
<i>of which CCM 6.5 – Transport by motorbikes, passenger cars and light commercial vehicles</i>	0.0	0.0%	10.0	2.5%
<i>of which CCM 6.6 – Freight transport services by road</i>	0.0	0.0%	0.4	0.1%
<i>of which CCM 7.3 – Installation, maintenance and repair of energy efficiency equipment</i>	0.0	0.0%	12.7	3.2%
<i>of which CCM 7.7 – Acquisition and ownership of buildings</i>	0.0	0.0%	250.7	63.4%
<i>of which CCM 3.5 – Manufacture of energy efficiency equipment for buildings</i>	67.6	0.9%	0.0	0.0%
<i>of which CCM 5.9 – Material recovery from non-hazardous waste</i>	7.7	0.1%	0.0	0.0%
<i>of which CE 5.1 – Repair, refurbishment and remanufacturing</i>	16.6	0.2%	0.0	0.0%
<i>of which CE 5.2 – Sale of spare parts</i>	2.7	0.0%	0.0	0.0%
<i>of which CE 5.4 – Sale of second-hand goods</i>	42.8	0.5%	0.0	0.0%
<i>of which CE 5.6 – Marketplace for the trade of second-hand goods for reuse</i>	1.6	0.0%	0.0	0.0%
<b>B. Total activities not eligible for Taxonomy</b>	<b>7,692.1</b>	<b>97.7%</b>	<b>108.3</b>	<b>27.4%</b>
<b>TOTAL (A + B)</b>	<b>7,874.7</b>	<b>100.0%</b>	<b>395.2</b>	<b>100.0%</b>

### 2.3.4.3.2 / Changes compared to the previous year

#### Changes in eligibility results

The Group's business model, namely the retailing of cultural and electronic goods, and domestic appliances, showed no change since the previous year. There were no significant changes in activity compared to the 2021 results. It should be noted that the eligibility ratio for Capex increased compared to the previous year.

#### Changes in methodology

In contrast to the results for 2022, three activities contributing to Objective 1 were added (see revenue indicators). These activities already existed within the Group, and a new interpretation of the standard made it possible to consider them.

Analysis of the Group's activities did not identify any contribution to Adaptation Objective 2.

The Group decided not to present any indicators other than those required by the regulation, so as to uphold the principle of giving priority to communicating the regulatory Taxonomy indicators.

### **2.3.4.4 / Outlook**

#### Improvement of KPIs

The Group intends to improve the proportion of its activities that are aligned in the short term by continuing to raise awareness among business teams of the challenges of Taxonomy reporting, whether in terms of understanding the standard, identifying eligible activities, or the items to be obtained from the various stakeholders to allow greater consideration of the alignment criteria.

#### Improved evaluation and reporting methodologies

A discussion on the automation of Taxonomy reporting using IS tools was begun, including a meeting with various publishers offering CSR reporting solutions or those specifically dedicated to Taxonomy reporting. To date, the evolving nature of the standard

has not made it possible to invest resources in automating data reporting, which would also allow faster identification of eligible activities and alignment criteria. However, this approach looks like it will become necessary in the near future, in terms of data reliability, process improvements and auditability of the data presented when reporting.

The identification of financial flows in the information systems at the time of the investment decision is another area for improvement, which would allow both an improvement of the reporting process, as well as the enhancement of alignment ratios.

#### Incorporation of Taxonomy into business strategy and performance

Taxonomy reporting has an impact on the relationship with the various stakeholders of the business lines concerned by the reporting.

For instance, the alignment criteria for investments linked to the installation and replacement of HVAC equipment or LEDs, falling under Activity 7.3 – Installation, maintenance and repair of energy efficiency equipment, include substantial contribution criteria and DNSH criteria, for which coordination with equipment suppliers is required. From now on, the technical architecture and maintenance team in charge of performing these installations will check with their equipment suppliers to ensure that they have either the A or B label according to the new energy performance certification, and will ensure they obtain the list of chemical substances present in the said equipment.

Similarly, the Real Estate Department, which is familiar with Taxonomy reporting, has launched a process to identify "green" leases with an environmental label with a view to aligning them with Taxonomy objectives. A number of checks are now incorporated in the selection process for its partners, or in the renewal of leases, specifically the presence of EPCs in leases, or the energy class of the buildings concerned.

To date, the introduction of Taxonomy reporting has had no significant effect on its performance, but the Group is aware of the challenges this standard entails and the real impact it may have on its results.

## 2.4 / Develop our most valuable asset: people

### Background and trends

The health crisis profoundly changed employee expectations regarding the meaning of their work, work-life balance and the quest for flexibility in their personal organization. Furthermore, the macroeconomic inflationary climate, which is impacting their purchasing power, combined with a continuing fall in unemployment rates to historically low levels, is leading to an increase in the turnover of salaried employees.

Fnac Darty faces major challenges in the shape of fast-paced changes in the business lines, and the scarcity or variability of key profiles in both the repair sector and the Tech Digital sector. In this context, employer attractiveness and employee retention and commitment are crucial to the success of the Group's project and the implementation of its strategic plan Everyday.

### Risks

- "Mass resignation" phenomenon, loss of attractiveness of the employer brand: inability to attract and retain talent
- Costs of turnover, absenteeism and disengagement
- Costs related to workplace accidents including road traffic accidents
- Skills mismatch
- Difficulties in supporting diversification and the increase in certain activities due to shortages in certain business lines

### Opportunities

- Committed employees and efficient and diversified teams
- An attractive employer brand
- Agility and resilience
- Ability to innovate
- Control of costs related to accidents (insurance and absenteeism)
- Employees whose expertise enables the customer to make "an educated choice," to make their products last, and to stand out from the competition

### Levers activated

- Attract and retain talent, particularly in jobs with shortages and in growth areas
- Creation of customized training and onboarding programs
- Support for women in leadership positions and integration of people with disabilities
- Building on the talent of our senior citizen employees
- Supporting changes in business lines and work organizations through training and new ways of joint working
- Continue to improve working conditions and prevent health and safety risks
- Develop the sense of belonging

### 2023 performance and monitoring of objectives

- **KPI: 17.5 hours of training per employee trained**
- 2.7% of payroll allocated to training
- 56.5% of employees trained in the classroom during the year and 94.3% trained in the classroom or via e-learning
- 116 technicians trained then hired on open-ended contracts
- **KPI: 33.2% of women in Leadership Group roles ✓**
- 5.0% of people with disabilities in the workforce as of December 31
- 288 managers trained in hybrid management
- **KPI: 4.9% of absenteeism due to sickness**
- **KPI: 26.7 Frequency rate of workplace accidents with stoppage time** (excluding N&D)
- **KPI: 2.2 Severity of workplace accident** (excluding N&D)

Except where specified, the social data presented in this chapter concern the scope of financial reporting. Franchises are excluded from the scope of the report. The definitions are given in the associated paragraphs when required.

All of the key performance indicators (KPIs) and other indicators are available at the end of the chapter, in the summary of CSR indicators.



Scope: Fnac Darty, excluding franchises.	2021	2022	2023	Δ vs N-1
Workforce as at 12/31 ( <i>fixed-term contracts + open-ended contracts</i> )	25,585	25,175	24,113	-4.2%
France	19,270	18,997	18,205	-4.2%
Average headcount ( <i>in FTE</i> )	22,927	23,231	22,589	-2.8%
Proportion of open-ended contracts in total workforce ( <i>open-ended contract + fixed-term contract</i> )	87.8%	87.7%	89.1%	1.6%
Proportion of temporary staff ( <i>open-ended contract + fixed-term contract + temporary staff</i> )	13.1%	12.9%	12.3%	-4.7%
Proportion of full-time workers ( <i>open-ended contract</i> )	83.8%	83.9%	84.6%	0.8%
Average seniority of employees on open-ended contracts	12.7	12.8	13.3	3.9%
Average age of employees on open-ended contracts	40.9	40.9	41.1	0.5%
Proportion of managers ( <i>from employees on open-ended contracts</i> )	24.3%	24.7%	25.5%	3.2%
Number of permanent employees recruited ( <i>excluding acquisitions</i> )	3,570	4,023	3,584	-10.9%
Number of departures of permanent employees ( <i>excluding disposals</i> )	3,818	4,787	4,261	-11.0%

With close to 25,000 employees, more than three quarters of whom work in direct contact with customers, anticipating and supporting rapid changes in business activities, guaranteeing the health and safety of employees, and fostering their commitment have been identified as major challenges for the Group. Reaffirmed in the strategic plan Everyday, this social responsibility is key.

## 2.4.1 / Attract and retain talent, particularly in jobs with shortages and in growth areas

The diversification of activities, the rise of e-commerce and the development of repair services are integral parts of the plan Everyday. To support this strategy, there are certain key roles, such as after-sales technicians, delivery and installation staff, kitchen sales designers, and digital and e-commerce roles. The Group uses various means to promote its attractiveness and thus boost the retention rate of employees operating in these highly competitive business lines against the backdrop of a tight job market.

### 2.4.1.1 / Acquire the required skills by diversifying sources of recruitment

Launched in 2022, the Talent Acquisition and Development Department is tasked with defining and implementing a recruitment policy for Fnac Darty in France, including the recruitment of executives on open-ended contracts with formalized duties, following an internal recruitment agency model. The Department is responsible for external recruitment for hard-to-fill strategic roles in repair on the one hand and digital roles on the other, with a strengthened team of dedicated employees. It played an active part in the creation of the Group's new employer brand, which was launched in 2024 to help increase the Group's attractiveness among top candidates.

To respond to the war for talent and increase the visibility of its job vacancies to candidates, the Group has increased its investment in benchmark recruitment media and has activated diversified means of acquisition. Developing partnerships with local and national employment players is a core element of the recruitment strategy, particularly for jobs where talent is scarce. The Group has

expanded its recruitment process to include people traditionally excluded from the labor market (the long-term unemployed – retraining), to include them in the diploma courses delivered by the Fnac Darty Academy.

Two new schemes have been tested to develop recruitment diversity:

- a co-opting system was launched in July 2023 to encourage recruitment by employees. This scheme allows us to capitalize on the network of teams already in place to attract candidates and offer them career opportunities. All employees can co-opt via a specific digital platform and recommend a candidate from their network. If the co-opting is successful, the employee is offered a bonus of €500 for recruiting an executive and €1,000 for a candidate in a shortage business area. Governed by a charter that defines the conditions for implementation, this project is one of the many embodiments of the “All Leaders” plan introduced to contribute to the success of the Group;
- a simulation-based recruitment pilot (MRS) was run in collaboration with France Travail for the role of domestic appliance repair technician. Individuals who pass the tests are then offered job-dating and referred for the required training course. This approach allows for recruitment of a variety of profiles, regardless of their initial qualification or their business experience.

At the same time, Fnac Darty is continuing to hold job-focused events in Île de France and the French regions, with stakeholders such as the Centre de Formation d'Apprentis (Apprentice Training Center), France Travail, local access points for employment and social services (“missions locales”) and vocational high schools.

Lastly, to enhance the employer brand and the benefits and compensation package for certain hard-to-fill job roles such as home service technicians, a document called “Welcome BSI <sup>(1)</sup>” was introduced in 2023 and given to future recruits along with the job offer.

#### 2.4.1.2 / Development of customized training and onboarding programs

##### For after-sales service technicians, pillars of the sustainability strategy

The development of Fnac Darty’s repair services, driven in particular by the development of the Darty Max maintenance and repair contract, is spurring the need to recruit after-sales technicians. To support the recruitment and professionalization of new repair technicians, the Academy created the Tech Academy, a dedicated branch to develop training programs.

Through its own apprentice training center (CFA) and partnerships developed with schools, the Academy has opened up 27 classes with 236 learners. In 2023, 176 trainees qualified and 116 of them were hired on open-ended contracts on completion of training.

##### For kitchen designers, at the heart of the diversification strategy

Under the Group’s diversification policy, the kitchen design-installation business has experienced strong growth for several years. In order to support this increase, employee support and

training is being provided via two courses at the Kitchen Academy (novice and experienced) meeting the stores’ current needs. In 2023, a total of 298 employees received training via these pathways.

##### For TechDigital job roles

In 2023, working groups helped to draft job descriptions identifying the skills required for the “Product Owner” and “Developer” positions. This work paves the way for the development of training programs and the implementation of a Digital Tech Academy in the future. These programs will contribute to better support for new hires and give existing employees greater confidence in business lines where changing jobs and/or companies is part of the mix.

#### 2.4.1.3 / Promote internal transfers to growing business lines

Fnac Darty wants to capitalize on internal resources and to facilitate, as far as possible, the transfer of Group employees to businesses where experts are scarce, in order to guarantee adequate staff numbers in these businesses.

Since 2021, the Group has engaged in collective negotiations on the management of jobs and career paths (GEPP), which led to the signing of the first Group agreement on this topic in January 2022. The main objective of this agreement is to formalize the strategy and measures that will help in planning ahead for the required changes to jobs and skills in the medium-term in light of foreseeable developments linked to the Group’s strategic direction, market development and consumer expectations.

## 2.4.2 / Capitalize on all our talent

#### 2.4.2.1 / Enhance our in-house talent by promoting mobility

Via its GEPP agreement, Fnac Darty aims to provide all its employees with a common set of measures on essential employment and career management issues, specifically to encourage and support their mobility. In addition to allowing all employees to diversify and secure their career paths, the Group’s objective in entering into this agreement, which covers all brands and all business lines, is to open up a wide range of opportunities and encourage employees to consider all possible forms of mobility: functional, geographical or even between brands.

To encourage functional mobility, employees now have tools that provide better visibility on potential jobs and career paths:

- “mobility hubs”: these are established based on a comparative analysis of skills for each job to help visualize potential bridges between multiple roles and measure the skills gaps between those acquired and those to be acquired, depending on the role in question;

- digital job exchange platforms: these aim to ensure that all vacant positions are highlighted to employees and that they can apply for them;
- lastly, the GEPP agreement clarifies and harmonizes the conditions of eligibility and rules in the event of geographical transfers and/or transfers between the various Group brands or companies.

In 2023, these arrangements were supplemented by a strengthening of governance around mobility, with the establishment of cross-departmental mobility committees that bring together HR representatives from the Group’s various areas of activity and companies. The aim is to be able to regularly review (on a monthly basis at least) both the list of key positions and the employees who are on short-term mobility placements, for whom specific monitoring is put in place.

(1) Bilan social individualisé (BSI – personalized breakdown of salary components).

### 2.4.2.2 / “Finding” female talent

Gender equality is a priority issue for Fnac Darty. Gender diversity in senior positions, reducing the gap between the proportion of women working in the Group and the proportion of women in management positions or in certain business lines is one key area for improvement. As such, in order to guarantee equal treatment for all, and to ensure that we do not deprive ourselves of female talent and retain the benefit of a diverse range of backgrounds and the collective intelligence that they provide, the Group has embarked upon a cross-cutting program based on several initiatives:

### Setting and publishing ambitious quantified objectives

Two objectives were approved by the Board of Directors upon the proposal of the Senior Management, and included in the strategic plan Everyday:

- **achieve then maintain a percentage of at least 40% of the “under-represented” gender on the Executive Committee by 2025;**
- **achieve female representation of 35% in the Leadership Group by 2025.**

Although the position of store manager is not part of the Leadership Group, the proportion of women reaching this role is also managed, acknowledging the emblematic nature of the position. The Group is thus aiming for 30% of women in management roles in its Fnac stores and 15% in its Darty stores by 2025.

## 2023 Performance

Scope: Fnac Darty Group, excluding franchises	2021	2022	2023	Δ N-1
<b>KPI: Proportion of women in Group Leadership roles</b> <sup>(a)</sup> ✓ <sup>(b)</sup>	<b>26.6%</b>	<b>30.3%</b>	<b>33.2%</b>	<b>2.9 pt</b>
Percentage of women in the total workforce	39.1%	38.3%	38.7%	0.5 pt
Percentage of manager-level women in the workforce	37.2%	37.6%	38.9%	1.3 pt
Percentage of female store managers	19.9%	23.6%	26.2%	2.6 pt
Percentage of women on the Board of Directors	50%	55%	50%	-5 pt
Percentage of women on the Executive Committee	38.5%	46.2%	41.7%	-4.5 pt
Proportion of women granted at least one individual raise during the year	22.3% (25.1% for men)	15.8% (14.3% for men)	40.8% (39.9% for men)	25.0%
Gender equality index (consolidated)	88	87	88	1 pt

(a) Approximately the top 200 managers at Group level.

(b) The indicators with symbol ✓ have been verified and certified at a reasonable level of assurance by the independent third party (see section 2.8 of this Universal Registration Document).

In 2023, the Group continued to reap the benefits of mobilizing the managerial line on gender equality issues and rolling out springboards for action (described below), with an observable increase in the share of women in managerial positions. This is true not only for the “Managers” workforce (+1.3 points vs 2022), but also for store managers (+2.6 points vs 2022), and for the Leadership Group (+ 2.9 points).

In addition, Fnac Darty was ranked 24<sup>th</sup> out of 120 on the SBF 120’s ranking on increasing female representation in governing bodies, a ranking set up in 2013 by the French Ministry for Gender Equality, Diversity and Equality, in connection with the follow-up of the Copé-Zimmermann Law; i.e. a jump of 23 places compared to the previous year, with a score of 79.74 out of a possible 100 (9.76 points).

### Create an internal network dedicated to equality

The “Ex Aequo” network was created in March 2021 and currently has over 220 members, both men and women. It is governed by a steering committee of employees representing the various departments and business lines, along with a board comprising five members of the Executive Committee.

The network aims to remove obstacles to equality and to support the careers of women within the Group. The network helps them gain visibility among internal recruiters, but also gives them the opportunity to share with peers the best practices, tools and experiences required for their career progression. By joining this approach, Ex Aequo members can benefit from personalized support such as mentoring and personal development workshops.

Lastly, the network’s objective is also to make the Group’s commitment visible under its banner, by increasing the number of messages that tackle the issue of gender equality, whether through testimonials from in-house role models, meetings with inspirational figures or internal communication campaigns.

### Roll out development and awareness programs on female leadership

Since 2020, the Group has developed and rolled out the “Oser!” (“Dare!”) program, a personal development program targeting female leadership that provides participants with the tools and insights to make career choices and facilitate their access to senior positions.

In 2023, the Group expanded the rollout of the structured mentoring program for women set up in 2022 (35 people identified as needing support, 17 currently receiving support). Mentors are trained and supported by a steering committee.

The Group has also enabled three Fnac Darty employees (members of the Executive Committee or the Leadership Group and “high-potential” employees) to take part in the Eve program (inter-company seminar that aims to provide participants of both sexes with the tools to bring about organizational change).

In addition, to promote the place of women in the digital professions, Fnac Darty has partnered with EFREI (École française de radioélectricité, d’électronique et d’informatique, the French School of Radioelectricity, Electronics and Computer Science) in sponsoring the “Dev Manager Full Stack” Master’s degree since May 2021, a collaboration that will last until 2024.

### **Combating sexist conduct and sexual harassment**

When it comes to combating sexism, the Group considers it essential to combine communication, awareness-raising and training initiatives to help reduce the risk of situations arising: understanding the issues at stake, contact persons, whistle-blowing mechanisms, internal procedures, sanctions, as well as comprehension of gender stereotypes, recognition of what constitutes sexist behavior, accepting the word of the person concerned.

In 2023, the Group signed up to the #StOpE initiative (Stop Casual Sexism in the Workplace), alongside 47 other new companies and organizations.

In this way, the Group is committed to providing information and raising awareness about sexist behavior (acts, comments, attitudes) so that employees are aware of it and the impact it has, and to encouraging all employees to help prevent and identify inappropriate behavior and to take action against casual sexism. In 2023, these challenges were shared with the entire Leadership Group, under the banner “zero sexism in Fnac Darty”.

New tools have been created and distributed with the aim of providing information and raising awareness: a poster campaign that highlights the legal framework, the Group’s commitments and the contact people and whistle-blowing mechanisms, and a series of short films featuring Group employees emphasizing the importance of preventing sexist behavior and the “Zero sexism at Fnac Darty” objective.

## **2023 Performance**

<b>Scope: Fnac Darty Group, excluding franchises</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Δ N-1</b>
Percentage of employees on open-ended contracts who are senior citizens <sup>(a)</sup>	24.4%	26.8%	27.6%	0.8 pt

(a) Employees aged 50 and over.

### **2.4.2.3 / Building on the talent of our “senior citizen” employees**

Pursuant to its GEPP agreement, Fnac Darty also wanted to formalize and strengthen its commitment to its senior citizen employees (aged 50 and over), acknowledging that they are a key pool of strength and talent on which the Group relies. This agreement sets out a number of measures and schemes allowing senior citizens to conduct their professional activity to the full, and to help them prepare for the transition to retirement when the time comes. These schemes focus on the following three areas:

#### **Plan for and support the second part of the career path**

Fnac Darty wishes to support every employee in giving thought to their plans for the second half of their career, specifically with the option for employees aged 50 and over to benefit from a progress review with their Human Resources Manager. Alongside these reviews, from the age of 50 all Group employees receive comprehensive information about the schemes in place for them. As part of its forward planning of jobs and skills, Fnac Darty has committed to ensuring that employees aged 55 and over will have their training or VAE requests fast-tracked. Under certain conditions, they can also benefit from a matching contribution made by the Group to their Personal Training Accounts, depending on their plans.

#### **Building on the experience of our senior employees**

The Group attaches particular importance to the transfer of its employees’ skills, to ensure continuity of both operations and business expertise. Employees aged 55 and over have been identified as having a major role to play in this transfer of skills. To this end, roles such as tutors in work-study programs, mentors when onboarding new recruits, or transfers to jobs of a technical nature, will be offered to them as a priority.

#### **Supporting the transition to retirement**

The Group is aware that the end of one’s career can be a source of anxiety for the employees concerned, and wishes to support them as much as possible to make this transition as smooth as possible, via group and individual “retirement information” workshops and a six-week personal support program to help them prepare for this transition.

## 2 CORPORATE SOCIAL RESPONSIBILITY

Develop our most valuable asset: people

### 2.4.2.4 / Attracting “young” talent

Fnac Darty has rolled out a work-study policy and has recruited significant numbers of young talent across all entities. The Group maintains long-term relationships with training providers (*grandes écoles*, universities or training centers) offering degree courses related to the Company’s business lines.

In terms of stores, the Fnac and Darty brands recruit young people to work/study programs whose educational attainment ranges from school leavers to those with 3 years in higher education, alongside interns in customer service, sales and logistics. At the same time, the Group is investing heavily in work/study training for future technicians and for delivery and installation staff (see 2.4.1.2 of this Universal Registration Document).

#### 2023 Performance

Scope: Fnac Darty, excluding franchises.	2021	2022	2023	Δ N-1
Percentage of employees on open-ended contracts who are juniors <sup>(a)</sup>	11.6%	11.3%	12.2%	0.9 pt
Number of work-study participants	1,328	1,443	1,391	-3.6%

(a) Employees aged 26 and under.

### 2.4.3 / Support the development of business lines and labor organizations

Performance, expertise, professional development... Fnac Darty has made these issues strategic priorities in its “Everyday” plan in order to guarantee the employability and fulfillment of employees in their jobs and to better meet customer expectations.

#### 2023 Performance

Scope: Fnac Darty, excluding franchises.	2021	2022	2023	Δ N-1
<b>KPI: Number of training hours <sup>(a)</sup> per employee trained ✓ <sup>(b)</sup></b>	<b>14.9 hrs</b>	<b>14.9 hrs</b>	<b>17.5 hrs</b>	<b>17.4%</b>
Percentage of employees trained via classroom programs or remotely during the year	93.7%	94.3%	94.3%	0 pt
Proportion of employees receiving in-classroom training over the year compared to total number of employees <sup>(b)</sup>	56.7%	60.9%	56.5%	-4.4 pt
Average number of training hours per employee trained via classroom programs	15.5 hrs	14.4 hrs	20.8 hrs	44%
Share of payroll allocated to training	3.2%	2.9%	2.7%	-0.2 pt

(a) All formats combined: in classrooms, virtual classes or e-learning.

(b) The indicators with symbol ✓ have been verified and certified at a reasonable level of assurance by the independent third party (see section 2.8 of this Universal Registration Document).

Skills development is of paramount importance to the Group, enabling it to adapt to constant changes in professional practice and the new products available on the market.

In order to respond to these trends, the Training Academy has intensified its training to bring it in line with the Group’s strategy; by focusing specifically on the “Sales Expertise” program in particular, a course that includes many hours of learning for the trainees who take it.

### 2.4.3.1 / An in-house training academy that is becoming more professional and better equipped

Based on Darty’s in-house training model, the Group set up an Academy in 2018 allowing it to gain in expertise and agility, while reducing teaching costs. To emphasize the professionalism of the training activities and raise its internal and external profile, the Training Academy has been Qualiopi-certified since November 2021.



An additional Qualiopi certification was obtained to validate the activities of an in-house apprentice training center (CFA), for which the first classes were created at the end of 2023. This paves the way for regular classes to be set up to feed the pool of home delivery and after-sales service technicians.

The roll out of the Academy's digital programs and the development of its e-learning training website is ongoing. Like streaming platforms, this portal automatically makes training recommendations to employees depending on the business line they work in, providing an instant overview of the (mandatory and/or regulatory) courses to be completed and encouraging them to take modules to familiarize themselves with new products. At the same time, all the training courses on the website can be accessed through a mobile phone app, gamifying the learning and rewarding the most diligent employees who successfully complete their sessions.

For closer scrutiny, managers now have an overview of their team's training records and may decide to suggest or chase up their progress on modules with strategic or regulatory significance or that are directly related to an employee's performance needs.

#### 2.4.3.2 / Support an educated choice through the Expertise program for salespeople

Constantly improving our support and advice to customers, in terms of their uses and needs, and helping them to make the right choice, in an informed and independent manner, are long-standing commitments of the Group. Enabling this educated choice largely depends on the acknowledged expertise of Fnac Darty's salespeople. Developing this expertise has thus been highlighted as a major component of the strategic plan Everyday.

In 2023, the focus on customer relations and product knowledge remained sharp, as the constant regeneration of in-store offerings

demands a high degree of expertise about the products, the associated services and the techniques required to sell them. Consequently, at the beginning of each year, Fnac Darty puts out a quiz to test all its employees on their product knowledge. It uses the results to create three groups and adapts the sessions or workshops in line with the levels of knowledge the quiz reveals.

For Fnac Darty, this is the best way of continually updating training courses on cultural or technical products, some of which evolve several times during the year, and of keeping them interesting. This comprehensive overview of the knowledge within teams also makes it possible to adapt the content and training methods with a view to enhancing employee performance once they have completed the sessions.

#### 2.4.3.3 / Promote discussion about performance

To improve the dialogue between managers and their teams, a pilot project called "Continuous Conversation" was launched in 2023. The aim is to make it easier to monitor objectives and track performance throughout the year. The manager conducts interviews two or three times a year, to enable them to take stock and provide formal feedback. These meetings make the "AAI<sup>(1)</sup> performance report" more agile and make it easier to compile the final report. This reduces the pressure on the annual interview at the end of the year, without making it any less meaningful, as the employee's specific achievements throughout the year are included. In their practical implementation, the manager will steer these interim conversations toward the employee's own objectives or toward general topics related to the year's performance, as they see fit. This form of discussion will be extended to other departments in 2024, thereby continuing the Group's efforts to promote constructive managerial dialogue to enhance performance.

## 2.4.4 / Working conditions and risk prevention

As a prerequisite for employee commitment, health (physical and psychological) and safety are major issues for Fnac Darty. The Group has invested heavily in training its teams, particularly managers, in order to strengthen risk prevention.

### 2023 Performance

Scope: Fnac Darty, excluding franchises.	2021	2022	2023	Δ N-1
<b>KPI: Frequency rate of workplace accidents with stoppage time<sup>(a)</sup></b>	<b>31.5</b>	<b>29.7</b>	<b>26.7</b>	<b>-8.8%</b>
<b>KPI: Severity rate of workplace accidents with stoppage time<sup>(a)</sup></b>	<b>1.9</b>	<b>2.0</b>	<b>2.2</b>	<b>10%</b>
Number of employees trained in safety	14,474	15,267	13,787	-9.7%
Total number of hours of safety training	45,125	47,779	50,752	6.2%
Overall absenteeism	8.9%	7.8%	6.6%	-1.2 pt
<b>KPI: Absenteeism due to sickness</b>	<b>5.3%</b>	<b>5.4%</b>	<b>4.9%</b>	<b>-0.5 pt</b>

(a) Excluding Nature & Découvertes, which applies a different indicator calculation methodology (all entities calculate this rate over the hours actually worked, whereas Nature & Découvertes calculates it on theoretical working hours).

(1) Annual appraisal interview (AAI).



The frequency rate of accidents with stoppage time has been declining for several years across the Group's scope of consolidation. The improvement in these results reflects more intensive awareness campaigns and increased training for employees and managers on health and safety issues since 2021. In addition, a number of targeted actions have been taken, including improving the security of delivery bays at our platforms and rolling out the TMS Pro program (for more details, see section 2.4.4.4 of this Universal Registration Document).

#### 2.4.4.1 / **Constructive social dialogue**

The Group is committed to respecting freedom of association throughout the world and encourages social dialogue within all its legal entities, at both individual and collective levels. It also strives to create employee representation bodies in all the countries in which it operates.

The Group has a European Works Council with representatives from the four countries in which the Group has employees. This body has also set up a working group dedicated to the duty of care, which meets once or twice a year and provides a forum for discussion between the Human Resources Department, the CSR Department and employee representatives, in order to involve them fully in these major Group issues. In 2023, in common with the Fnac Darty Group Works Council, the majority of representatives on the WC<sup>(1)</sup> were reappointed. A new electoral cycle was then launched to cover the next four years.

In 2023, 29 company agreements were entered into or renewed, demonstrating the dynamism and vitality of social dialogue within the Group's scope of consolidation.

These agreements strengthen the resources available to employee representatives (number of employee representatives, supra-legal bodies specific to the Group, time devoted to the position, working time for employee representatives to prepare for meetings with management, the Group's financial contribution to trade union organizations) and the measures designed to secure and develop their careers (career development interviews).

Fnac Darty also has a Group Works Council, which was set up following the merger of the two brands and on which employee representatives from all Group entities sit. It meets at least twice a year to review social policy, the financial position and CSR policy, but also to discuss issues, initiatives and new developments that affect specific areas of the Group's business, so that each elected representative has comprehensive knowledge of all the Group's activities.

#### 2.4.4.2 / **Promote freedom of expression for each individual regarding their working conditions**

In addition to social dialogue through staff representative bodies, Fnac Darty is keen to give all employees the opportunity to express their views on working conditions, recognizing the value of discussion that involves everyone in the Company and is based on transparency, listening and a variety of viewpoints.

To this end, the Group provides various means by which employees can freely express themselves on the content and organization of their work, as well as on the definition and implementation of actions to improve working conditions:

- Supermood, an innovative and anonymous tool for listening to employees, enables every employee to express their opinion, observations or expectations concerning the performance of their work at their site, therefore enabling managers to provide appropriate, targeted and rapid responses;
- in December 2023, the recommendation rate<sup>(2)</sup> was 72.3% compared to 74.7% in December 2022 (see section 2.4.5 of this Universal Registration Document);
- furthermore, the level of commitment measured using the e-NPS format (employee Net Promoter Score<sup>(3)</sup>) was +19 (stable compared to +20 in 2022): which represents a good level of satisfaction, particularly compared to the benchmark provided by Supermood (+8);
- direct collective expression meetings, routinely organized within the teams, to enable employees to express their views on the organization, the environment and their working conditions. Designed to open up spaces for constructive debate and collective intelligence, these meetings are initiated by managers, but led by "peers" from within or outside the team, enabling teams to engage in a new culture of discussion, stepping back, sharing and seeking solutions;
- an external listening hotline with occupational psychologists is open to all 24 hours a day, 7 days a week;
- as a responsible player, Fnac Darty is committed to acting with integrity. A reporting platform allows whistle-blowers to report unethical behavior, discrimination, or human rights abuses (see also section 2.5.8 of this Universal Registration Document). It can be used by customers, employees and partners to identify and provide a practical solution to any infringements of the Group's values.

(1) Works Council (WC).

(2) Proportion of employees giving a score of between 7 and 10 on a scale from 0 to 10.

(3) Proportion of people who answered 9 or 10, minus the proportion of people who answered 0 to 6 (on a scale of 0 to 10) to the question: "How likely are you to recommend your company as a good place to work?".

#### 2.4.4.3 / Strengthen preventive healthcare from the age of 50

Fnac Darty aims to prevent the onset of any age-related conditions and, to this end, makes the following measures and schemes available to its senior employees:

- a prevention assessment: employees aged 50 and over are eligible for a prevention assessment organized by the Group's external partner organizations. This medical, psychological and social assessment, carried out by health professionals, is an opportunity for employees to discuss their state of health with skilled professionals, to identify any vulnerabilities and risk factors, to receive personalized and adapted preventive advice, to discover activities through workshops (physical activities, balance and prevention of falls, memory stimulation, stress management, nutrition, sleep, etc.) and finally to take part in theme-based sessions (memory, motor skills, etc.);
- authorized leave for a health check-up/preventive health examination: to enable employees aged 50 and over to take advantage of the free preventive health check-up provided by the French social security system, Fnac Darty has decided to grant them half a day of paid leave;
- organization of an additional medical check-up from the age of 55: employees aged 55 and over may, at their request, receive an additional medical check-up from the occupational health and prevention services.

#### 2.4.4.4 / Risk prevention in the most hazardous occupations

While noting that none of the Group's jobs meet the legal definition of arduous work, Fnac Darty decided to use its GEPP<sup>(1)</sup> agreement to identify roles with a "high physical impact" in order to qualify them for certain specific measures. In particular, this concerns the professions of delivery driver, technician and order picker, for which a high proportion of occupational accidents or illnesses are recorded.

Employees in these roles are eligible for specific support measures after the age of 50, including assistance with internal career transition, flexible working hours for skills sponsorship, and coverage of the remaining educational costs for career transition projects. In addition to these measures, which are formalized in the Group's GEPP agreement, the regular monitoring of KPIs (absenteeism rate, work accident rate, etc.) has been systematically implemented in the various governance bodies.

Specific prevention actions have also been implemented for specific groups of employees.

- Logistics: During handling activities, repeated movements, bearing heavy loads and trolley vibrations are at the root of musculoskeletal disorders (MSD), the leading cause of workplace accidents in the logistics sector.

Investments have been made to improve workstation comfort (improvement of prolonged standing posture with the introduction of anti-fatigue mats, purchase of new furniture in accordance with ergonomic recommendations).

Noise has been a considered risk for several years now. It is assessed and measurements are taken in areas likely to exceed regulatory thresholds.

In addition, the roll-out of a wheel lock system comprising a wedge attached to an articulated arm in the loading docks was continued in one of the warehouses. The risk of accidental departure of trucks from loading docks is a major risk in logistics, and investment budgets are planned to equip all sites with wheel lock devices in the coming years.

Logistics operations managers received training in workplace accident analysis. In order to raise awareness among the teams, prevention signage has been installed at the six logistics sites in France. Various measures are being trialed, such as the establishment of a partnership with a physiotherapist for prevention workshops at one site. On-site osteopathic consultations were offered to employees at some sites.

Finally, in order to reduce accidents and improve working conditions, numerous "5S" projects were carried out in 2022, with tangible results. This approach to improving safety and comfort at work was supplemented by team training and was supported by field representatives to help implement the initiatives and maintain the principles throughout the year.

- Delivery: In order to mitigate the risk of accidents, the main investments were aimed at improving the safety of goods loading and unloading docks. In 2023, the installation of safety barriers, alarms, new infrastructure and ground markings improved the working environment.

In 2023, in collaboration with ergonomics experts and the establishment of think tanks on the subject, an action plan was launched following MSD studies conducted between 2021 and 2022. This resulted in an overhaul of the "movements and posture in the workplace" training. Roll-out is scheduled for the first quarter of 2024. At the same time, local initiatives have emerged, including the creation of a video to raise employee awareness of how to use handling tools correctly (e.g. suction cups, straps, etc.).

The Last-Mile Delivery Department has also placed risk prevention at the forefront of the induction process, in particular through mandatory training and the production of a safety booklet for new employees.

(1) Job and career management (gestion des emplois et des parcours professionnels – GEPP).

### Prevention through mandatory training

The Group has continually ramped up its safety training and the monitoring of training completion. These mandatory training courses apply to all Group employees.

In 2023, several types of training were strengthened or developed, in order to prevent risks in the most hazardous jobs: regulatory training (electrical accreditation, movements and posture in the workplace, first aid at work, gas safety, etc.) and specific courses for managers (safety management, crisis management, permanent site opening).

Finally, the Group was able to adapt by creating two training modules linked to emerging risks such as exposure and chemical risks.

In Spain, the Company uses an innovative tool to prevent physical and psychological risks, in the form of a web application providing advice on nutrition, health and sports. Fnac Spain reports that 30% of its employees use this tool.

## 2.4.5 / Develop the sense of belonging, social connection and quality of life at work

As the means of setting Fnac Darty apart from other pure players in the retail sector and by embodying the promise of the Fnac Darty experience, our employees are the key to the Group's ambition. In this regard, Fnac Darty wishes to take a proactive approach to providing its employees with a balanced, stimulating, inclusive and respectful working environment, which is a driver of commitment and performance.

Fnac Darty has an agreement on quality of life at work (QLW) and gender equality in the workplace. This historic agreement, the first to be negotiated at Group level and signed with the Group's social partners, marked the first stage in the implementation of a common foundation for quality of life in the workplace for all the Group's brands.

### 2023 Performance

Scope: Fnac Darty Group	2021	2022	2023	Δ N-1
Total turnover	16.4%	20.0%	18.3%	-1.7 pt
Recommendation rate <sup>(a)</sup>	72.1%	74.7%	72.3%	-2.4 pt
Proportion of employees with disabilities in open-ended contracts <sup>(b)</sup>	5.0%	5.2%	5.0%	-0.2 pt
Percentage of people with disabilities newly recruited under open-ended contracts <sup>(b)</sup>	1.7%	1.8%	1.5%	-0.3 pt

(a) Proportion of employees giving a recommendation score of between 7 and 10 on a scale ranging from 0 to 10.

(b) Excluding Switzerland and Belgium, not applicable.

Like most retail players, Fnac Darty is facing talent retention issues, with a large number of voluntary departures, particularly among salespeople. Employee engagement, measured using the recommendation rate, fell slightly in 2023, although it is still high with a score that remained above 70%. In fact, employees have increasingly high expectations in terms of the meaning of work and quality of life in demanding roles, in a context of increased pressure on the economy and purchasing power.

Since 2022, the Group has monitored employee turnover on a monthly basis, with an exit questionnaire routinely completed for each departing salesperson. In addition, the Group is focused on deploying levers for employee retention based on career management and mobility, but also on meaning through shared values and inclusion, which helped it to reduce the turnover rate in 2023.

### 2.4.5.1 / All Leaders: toward shared operating principles

All Leaders, the Group's corporate culture program designed to improve the way we work together to serve our customers and boost performance against our strategic objectives, continued in 2023, focusing on three areas:

- an "Tous Leaders" (i.e all leaders) objective was set for all head office executives to provide them with self-development opportunities under one of the program's five operating principles by working on the "life skills" part of their performance;
- a co-opting platform (with an associated bonus system) was launched in 2023 to enable all Group employees to share positions open to external recruitment with those within their networks;
- working groups met in 2023 to prepare a team seminar program, with the aim of calling managers and their teams to action on the five operating principles. In 2024, rolling this program out will enable collective action plans to be launched for each team.

#### 2.4.5.2 / Create an inclusive and respectful work environment

Fnac Darty has a long-standing commitment to the diversity of its teams, focusing its efforts on raising awareness to change attitudes, combating stereotypes and prejudices and implementing concrete actions as part of a proactive approach to the various aspects of diversity. This commitment was renewed in 2021 with a new signing of the Diversity Charter.

##### Measure the impact of our Diversity and Inclusion policies

In order to measure the impact of the policies implemented in recent years on all aspects of diversity and to identify priorities for the future, Fnac Darty conducted a diagnostic study with Mixity in 2023. Mixity provides a solution that is recognized by the French Ministry for Gender Equality, Diversity and Equal Opportunities (ministère chargé de l'Égalité entre les femmes et les hommes, de la Diversité et de l'Égalité des chances), the French Ministry of Labor, Employment and Integration (*ministère du Travail, de l'Emploi et de l'Insertion*), the French High Commission for Employment and Corporate Engagement (*Haut-Commissariat à l'emploi et à l'engagement des entreprises*) and the French State Secretariat for the Social, Solidarity and Responsible Economy (*secrétariat d'État chargé de l'Économie sociale, solidaire et responsable*).

The overall score achieved was 75%. This result exceeded the benchmark for companies in the retail sector<sup>(1)</sup>, particularly on the "transversal" score (overall diversity policy), with a result of 92% compared to 70% for the sector and 68% for all companies evaluated.

Three criteria stand out in particular in the sector:

- gender equality: 86% (versus 69%);
- inclusion of people with disabilities: 82% (versus 62%);
- multi-generational workforce: 78% (versus 63%).

##### Promote the inclusion of people with disabilities

Historically, the Group has always been strongly committed to employing people with disabilities. At Group level, it is the Disability initiative that drives this proactive policy. In 2021, it created a Disability unit, which comprises a Disability Officer for each legal entity and two elected representatives on the Works Council. All these officers have received Disability training. At the level of the legal entities, the unit drafts, implements and monitors a specific action plan, depending on the entity's situation. It also supports teams in their efforts to obtain recognition of their status as "Disabled Workers".

Since 2013, Fnac Darty has managed two work/study programs specifically for deaf and hearing impaired people in order to train them as cashiers and warehouse clerks. On completion of their training, trainees have the chance to join the Group on an open-ended contract. This long-standing commitment was recognized

in 2021 when the Group was awarded the "Inclusion Surdités" (Deafness Inclusivity) prize by hearing impairment charity Fondation Pour l'Audition.

In 2023, the Disability initiative focused its efforts on a number of projects:

- faster recruitment of people with disabilities through the publication of advertisements on dedicated websites and a more active leveraging of the Cap Emploi contact network;
- enhancing the accessibility of the commercial websites, particularly with the extension of the Accéo service<sup>(2)</sup> to the Fnac website and the Facil'iti plug-in<sup>(3)</sup> on the Fnac and Darty.com websites;
- setting targets: when it signed the QLW-professional equality agreement, the Group set itself the target of hiring at least 40 people with disabilities on permanent contracts and 40 on fixed-term contracts (including work-study contracts) each year. Other awareness-raising activities were led by the Disability initiative and the entities' disability officers in 2023, such as:
  - participation in Duodays<sup>(4)</sup>: 49 offers for two-person teams across France, with 37 finalized,
  - regular webinar activity,
  - employee information on disability recognition (FDPS, DGO),
  - awareness-raising through theatre sessions or the on-site presence of blind or visually impaired persons performing well-being services (FDPS).

At the end of 2022, the Group in France reached a legal employment rate of 7.15% (the rate for 2023 will be known in May 2024).

##### Ensuring a respectful and inclusive environment for the LGBT+ community

Fnac Darty signed the LGBT+ Charter endorsed by charity "Autre Cercle" in 2022. This charter attests to the Group's commitment to LGBT+ inclusion, as it joins the other 200 signatory companies, charities and local authorities. The signing of this charter follows preparatory work including discussions with the Executive Committee, awareness-raising among managers and teams, dialogue with social partners, and a review of HR processes.

By signing this charter, the Group has made a commitment to creating an inclusive environment for LGBT+ employees, to ensuring equal rights and treatment for all employees, regardless of their sexual orientation and gender identity, to supporting employees who are victims of discriminatory remarks or actions, and to measuring progress and sharing best practices to improve the general work environment.

##### Facilitating access to sports and culture

As part of its quality of life at work policy, Fnac Darty is committed to promoting sporting activities among its employees and facilitating access to culture, one of Fnac's historic missions.

(1) Companies identified in the same business sector as Fnac Darty from among the 138 organizations that have measured their footprint with Mixity.

(2) Remote interpreting tool that makes it possible for deaf people to contact customer services.

(3) Facil'iti provides or improves access to online stores for people with a wide range of disabilities: blindness or visual impairment, dys disorders, color blindness, etc.

(4) Professional work experience days for people with disabilities.

Acting ethically throughout the value chain

In 2023, well-being days were organized at headquarters, along with yoga classes, urban mobility events and competitions to predict the results of the Rugby World Cup. Employees were offered race numbers for the Odyssée 10 km race, a solidarity sports event for the fight against cancer, and for the “Jogg in the city” race for French charity “Sport in the city”.

Lastly, in 2023, Fnac Darty became an official supporter of the Olympic and Paralympic Games. The Group will also be responsible for Cultural Olympiads that promote cultural and artistic projects exploring the link between art and sport. The Group will therefore take an active role in supporting this event, which should provide excellent exposure as well as a basis for employee engagement in 2024.

At the same time, Fnac Darty promotes culture to its employees by organizing signings with artists (winners of the Prix BD and the Prix Goncourt des Lycéens), talks from authors, and literary cafés with bookshops in the Fnac network.

### 2.4.5.3 / Commit to purchasing power

In 2023, Fnac Darty again undertook to support employees’ purchasing power. Various salary revisions were paid during the year, both in connection with annual company negotiations on compensation and industry negotiations in which the Company participates. Collective measures benefited lower-income

employees in particular. In France, nearly all employees have seen their salary increase. Specific actions have been taken to improve everyday purchasing power, with, for example, an increase in the amount of restaurant vouchers for most Group companies.

Furthermore, variable compensation remains an essential component of executive compensation. In 2023, the structure of the “variable” annual compensation for executives for 2022 was adjusted to take account of the geopolitical and macroeconomic crisis, which had a very immediate impact on the Group’s financial results and was not known at the time the executives’ objectives were set. Changes were also made to the “variable” compensation for 2023 and subsequent years in order to better reflect and encourage outstanding performance.

Fnac Darty also maintained its commitment to employee purchasing power by paying a value-sharing bonus in July 2023 to all its employees in France; employees in other countries also benefited from other major salary increase measures from the beginning of the year.

In 2024, as in previous years, the Group will continue to pay close attention to the purchasing power of its employees, who are fully committed to the day-to-day implementation of the strategic plan Everyday. At the same time, it will continue to enhance and explain its compensation policy by developing the “Bilan Social Individualisé” (personalized breakdown of salary components), a document produced annually for employees.

## 2.5 / Acting ethically throughout the value chain

### Background and trends

As a retailer, Fnac Darty operates within an ecosystem of partnerships, interacting with numerous stakeholders: customers, suppliers, public authorities, investors, NGOs and charities. When surveyed as part of the Group’s materiality analysis, which was renewed in 2022, these stakeholders expressed high expectations in terms of ethics, particularly with regard to protecting personal data and combatting corruption. More generally, they confirmed that acting ethically helps to ensure long-term relationships between Fnac Darty and its partners.

Fnac Darty is committed to acting with integrity, both in its own operations and across its entire value chain. Furthermore, the Group is committed to promoting, respecting and ensuring compliance with human rights. The Group also acknowledges that its activities may have a direct or indirect impact on human rights, the health and safety of people, and the environment in every country where the Group and its partners are present. As part of its duty of care, the Group identifies these risks and implements appropriate preventive measures.

### Risks

- Claims against the Group or its suppliers as a result of non-compliance with labor law and human rights
- Prosecution and/or reputational damage as a result of non-compliance with anti-corruption laws
- Improper use of personal data
- Cybercrime

### Opportunities

- Long-term relationships with suppliers, considered as partners in achieving the objectives of the plan Everyday
- Greater trust with customers and investors
- Management of risks associated with non-compliance



**Levers activated****2023 performance and monitoring of objectives**

<ul style="list-style-type: none"> <li>■ Ethical principles reaffirmed and shared with all of the Group's stakeholders</li> <li>■ Governance bodies and appropriate training programs</li> </ul>	<ul style="list-style-type: none"> <li>■ 99% of persons exposed to conflict of interest risk have completed mandatory training modules</li> </ul>
<ul style="list-style-type: none"> <li>■ Mapping of risks, policies, specific prevention and mitigation measures for protecting personal data, anti-corruption, indirect purchasing and duty of care</li> </ul>	<ul style="list-style-type: none"> <li>■ More than 100 projects analyzed by the DPO and the legal team</li> <li>■ 8.9 billion malicious requests blocked</li> <li>■ <b>KPI: 89% of Fnac Darty audits deemed compliant (before corrective action plan)</b></li> <li>■ 49 unannounced audits (44.5% of audits)</li> <li>■ More than 1,325 Marketplace sellers tested and 96 sellers removed from the approved list</li> <li>■ Share of calls for tenders that include CSR criteria: 83%</li> <li>■ Proportion of contracts incorporating the Business Code of Conduct: 82%</li> </ul>
<ul style="list-style-type: none"> <li>■ An outsourced ethics whistleblowing platform that is accessible to third parties and available in all of the Group's languages</li> </ul>	<ul style="list-style-type: none"> <li>■ 45 alerts received; seven reports substantiated, resulting in sanctions</li> </ul>
<ul style="list-style-type: none"> <li>■ A responsible tax policy</li> </ul>	<ul style="list-style-type: none"> <li>■ Nearly €35 million in local taxes paid to French local authorities</li> </ul>

**2.5.1 / Governance**

As a responsible player, Fnac Darty is committed to acting with integrity, both in its own operations and across its entire value chain.

The Group places particular importance on sustaining its values and ethical principles in its relationships with employees, suppliers, customers, partners and shareholders. These ethical principles contribute to the sense of pride felt by employees and to the development of long-term relationships with the Group's stakeholders. They are also levers for reducing the risks related to ethics in the broadest sense.

Fnac Darty allocates appropriate resources to the ethics and compliance challenges it faces by ensuring that it appoints managers dedicated to key issues, as well as representatives in the business lines and subsidiaries. The Group's General Secretary in charge of CSR and Governance oversees these challenges.

**The Ethics Committee**

The aim of the Ethics Committee is to promote a culture of ethical conduct across the entire Group. It is tasked with ensuring responsible business conduct in compliance with:

- the French Sapin 2 Law;
- the French Law on the Duty of Care by parent companies and initiating companies;
- more broadly, all applicable ethics and compliance regulations in all countries in which we operate.

The Group's Ethics Committee ensures that the ethics and compliance systems are continuously improved. It also aims to remedy any action that is in violation of its principles.

Chaired by the General Secretary, the Ethics Committee is composed of permanent members who have been selected for their experience and expertise in labor law, corporate law, the environment and ethical standards. They include the Group's Director of Human Resources, the Group's CSR Director, the Group's Risk Director, the Data Protection Officer, the Group's Security Director, and the Group's Head of Ethics.

Once a year, the Group's Chief Executive Officer attends the meeting of the Ethics Committee, where they are presented with a summary of the year's work and informed of scheduled action plans and priorities for the next year.



### 2.5.2 / Combating corruption

#### Governance of the ethics system

The compliance program under the Sapin 2 Law, which aims to combat corruption, is incorporated into Fnac Darty's ethics system. Each Group entity implements the ethics system and applies it according to the specific features of its activities, its geographical location and any applicable regulations.

The Group's Ethics Committee ensures the quality of the system in line with changes in the business environment.

#### Ethics Guidelines

The ethics guidelines formalize the Group's commitments and share them with all of its stakeholders. The Group also helps its employees to best respond to new situations through the use of decision trees.

The aim of the Business Code of Conduct is to reaffirm the basic principles that should govern each person's behavior in their professional life, both individually and collectively. The Group's ethical principles are reiterated to stakeholders in the Group's Ethics Charter and in its Supplier Ethics Charter.

The "Gifts and Benefits" Charter outlines the Group's internal rules for accepting gifts and hospitality. It provides guidance for employees on what to do when they receive invitations from outside the organization.

The Prevention of Conflicts of Interest Charter is designed to raise awareness on this topic. It aims to help employees to avoid such situations and to act appropriately.

This framework is updated regularly to reflect the improvements made. It was last updated in 2021.

The Ethics Guidelines are translated into six languages and can be accessed at any time in all Group entities. Internal communications regarding the ethics guidelines are issued on an ad hoc basis.

#### Mapping of risks of corruption and influence peddling

The mapping of risks of corruption and influence peddling underpins the management of the ethics system. The action plans it generates are monitored regularly. In addition, the mapping processes are reviewed annually by the Ethics Committee.

#### Training and awareness

A new e-learning training package was launched in 2022 in order to strengthen anti-corruption measures. This comprehensive educational package was rolled out based on the level of employee responsibility. It comprises seven e-learning modules on the following topics: Code of Conduct, gifts and invitations, whistleblowing, conflicts of interest, assessment of third parties, risk mapping, ethics and managers.

#### Training for management and exposed people

All members of the Executive Committee, Leadership Group and management committees of the countries and subsidiaries have completed the seven mandatory training modules. This group accounts for more than 200 people within the Group.

Every person exposed to conflict of interest risk in the Group (executives and management) has completed the following four mandatory training modules: Code of Conduct, gifts and hospitality, whistleblowing and conflicts of interest. They must also complete an individual assessment of their conflict of interest risk. This approach involves at-risk persons in the prevention and management of conflict of interest situations, using a personal inquiry process to highlight risks that they may come across.

This group of people is updated annually and comprised almost 1,000 people in 2023. It is determined according to the decision-making powers and powers to act granted to employees.

Reported situations are systematically analyzed and appropriate remedial measures are implemented.

Furthermore, in addition to this annual declaration, Fnac Darty encourages its employees to declare any conflict of interest situations throughout the year.

#### Training for all employees

Three of the training modules – Code of Conduct, gifts and hospitality, and whistleblowing – are mandatory for all Group employees.

To ensure that the importance of a culture of ethical conduct is passed on to all new employees, the Group's Head of Ethics presents the ethics system in the induction seminar for new managers in France.

In China, a "sensitive country" according to the Corruption Perception Index, the ethics guidelines and training are systematically included in the onboarding process for new employees at the sourcing office.

#### Monitoring, controls and internal assessment

The rollout of the ethics system is monitored and systematically presented at meetings of the internal control committees. The self-assessment comprises ethics-related questions. An annual monitoring report on the ethics system is presented to the Audit Committee.

## 2.5.3 / Using and protecting personal data, cybersecurity

Fnac Darty is committed to protecting the privacy of its customers and employees, and makes every effort to process personal data in a transparent and responsible manner.

### 2.5.3.1 / Protect the personal data of employees and customers

As a key player in the daily life of its customers, Fnac Darty intends to contribute to a trusted digital society and to control the impact of its activities with regard to personal data.

In a hypercompetitive and increasingly regulated environment, personal data is a double-edged sword. While it is a key asset in ensuring the competitiveness of the Fnac Darty model, it is also one of the greatest challenges for the Group's digital strategy.

With millions of visitors every month to its commercial websites and stores, and nearly 12 million subscribers, the Group's customers and all its stakeholders have high expectations of transparent and proportionate use of their information.

Fnac Darty strives to ensure that it uses the data collected by the Group's brands with absolute transparency and that this use is also legitimate, proportionate and secure. For several years, the Group has been working hard to proactively protect personal data in accordance with data protection regulations (EU Regulation of April 27, 2016 (the "GDPR"), the French Data Protection Act and the ePrivacy Regulation).

#### Governance

Managing digital issues has resulted in an increase in recent years in the number of employees involved in data protection. Fnac Darty has established a dedicated organizational structure and internal procedures that guarantee the protection of the data throughout the processing cycle.

Fnac Darty continues to strengthen its organizational structure and has a team of four people dedicated to protecting personal data in France: a Group DPO (Data Protection Officer) appointed to the French Data Protection Authority (Commission Nationale de l'Informatique et des Libertés – CNIL), two people in charge of the protection of personal data and a DPO dedicated to the France Billet and Nature & Découvertes subsidiaries. In regard to the other countries, the subsidiaries in Belgium, Spain, Portugal and Switzerland also have locally appointed DPOs or staff dedicated to compliance with regulations on personal data protection. GDPR officers, responsible for circulating data protection-related news and monitoring departmental action plans, have also been appointed in each of the major departments of the Group's business lines. All business lines are thus covered by and represented at a GDPR Committee, which meets every quarter. The brands' customer services also play an active role in coordinating the application of the GDPR.

Dedicated committees and workshops organized by the DPO team meet regularly to ensure compliance with GDPR and monitor the resulting action plans: the GDPR Steering Committee, attended by the DPO and GDPR officers, monitors the business line action plans (every three months); the IT GDPR Monitoring Committee, attended by the IT Directors, monitors IT action plans (every two months); the GDPR Rights Monitoring Committee involving the customer relationship teams; and the Country DPO Committee bringing together the country DPOs to share practices and provide coordination (every six months).

Once or twice a year, the Executive Committee is also informed of issues regarding personal data protection for information purposes or its management if necessary. Lastly, once a year, the Group DPO presents the risk mapping and ongoing risk mitigation plans regarding personal data protection to the Audit Committee.

#### Audits

The DPO team, in association with Internal Audit and Internal Control, conducts audits, checks or self-assessment campaigns for GDPR representatives in order to ensure regular monitoring of GDPR issues. In 2023, Fnac Darty continued to improve GDPR information on its sites and in-store, and check that regulatory displays in-store have been implemented correctly.

#### Documentation of compliance and "privacy by design" procedures

Fnac Darty maintains processing records and documents its compliance by completing processing and impact analysis (AIPD) data sheets and disseminating personal data protection policies.

Faced with innovative digital services and tools sometimes using complex technologies, the teams in charge of data protection have implemented procedures to understand and analyze projects and their challenges from a data protection perspective so that customers' and employees' privacy is protected. A "Privacy by Design" procedure also ensures that issues relating to personal data protection are properly taken into account from the outset when projects are designed and tools selected.

All projects must be signed off by the DPO's team prior to their launch. The projects are analyzed based on compliance with data processing requirements and data security. Audit questionnaires are used in particular to assess the guarantees put forward by service providers offering third-party solutions, particularly SaaS (online software). Fnac Darty is continuing its efforts to map and manage the integration of outsourced software (SaaS) which has seen strong growth in recent years. The Group's Legal Department is responsible for ensuring that GDPR obligations are met through Data Protection Agreements or mandatory clauses stipulated in the GDPR.

In 2023, the DPO and the legal team analyzed and approved more than 100 projects.

### Training and awareness

In recent years, Fnac Darty has created a data protection culture among its employees through regular training initiatives and awareness campaigns.

The Group ensures that its employees receive ongoing training: mandatory e-learning on data protection can be accessed from the Group's e-learning platform. In 2023, Fnac Darty continued to raise awareness amongst the customer service teams responsible for some of the GDPR rights and provided them with training.

### Personal rights

Managing requests from customers regarding their rights (rights of access, rectification, objection, right to portability, withdrawal of consent) is a major concern for Fnac Darty, and the customer services and DPO teams are actively mobilized to respond to them. For each brand, a customer service manager leads and coordinates the proper management of requests from people regarding their rights under the GDPR. Online contact forms (Darty) or a conversational platform (Fnac through ladvice) that are continuously improved ensure that customers' requests are dealt with promptly. The Group's DPO team responds to specific requests from customers regarding the use of their data.

### Personal data breaches and data security issues

Fnac Darty pays particular attention to data security issues. Over the last few years, the resources allocated and tools dedicated to cybersecurity have been constantly increasing.

Alert systems and systems for tracking anomalies and incidents can be used to anticipate data breaches. Raising awareness among employees on a regular basis and close cooperation between the DPO and CISO teams (cybersecurity – see below) also ensure that IT incidents are properly managed and enable the Group to prepare for any personal data breaches that must be notified to the CNIL within a very short timescale of 72 hours.

### Program and action plans

Information systems security remained a major concern for the Group in 2023. As was the case last year for darty.com, in 2023 Fnac Darty also rolled out a new tool, "Preference Manager", in fnac.com's customer account to give its customers better control. They can use the tool to choose the channel and the purposes for which their personal data can be used, and who can use it. As with darty.com, the "preference manager" on the fnac.com website is accompanied by a new personal data information portal for improved transparency on the use of personal data within the Fnac scope. Both brands are now covered.

The Group is also proceeding with training on its Data strategy by continuing the awareness-raising for the teams of the challenges and ethics of data and artificial intelligence.

### **2.5.3.2 / Cybersecurity: an essential practice in order to ensure the protection of personal data**

Key activities such as sales, retail, financial services and the protection of customers' and employees' personal data depend on the reliability and effectiveness of various information systems. Cyberattacks are increasingly sophisticated and frequent, and target not only companies' information systems and their websites but also their employees, representing a major risk for the Group.

Cybersecurity governance and dedicated resources ensure that the Group's information systems and any third-party data are protected. A team of 11 people, including two people trained in ISO 27001, the specific standard for information security management, are dedicated solely to this activity. The Chief Information Security Officer (CISO) manages the information system risk management process for the Group and, as such, oversees the entire information security system. Their team ensures that specific policies to prevent and manage cybersecurity incidents are properly monitored within the Group. These are governed by the information systems security policy, which was strengthened in 2022 through the creation of a Developer Charter, and by a new policy for information system administrators.

In 2023, the IT Charter was updated with the incorporation of the new restrictions relating to the development of artificial intelligence.

To monitor this, security committee meetings were held monthly and quarterly in 2023 and were tasked with providing an assessment of the major actions, sharing the various IT security indicators, providing feedback on the latest attacks and assessing the risks of intrusion, and also updating the cyber security risk mapping.

Raising awareness among employees and working with them to defend against attacks is also key to protecting information systems and personal data. The cyber team provides updates all year round, warning employees about various risks. Mandatory training for all employees was launched in 2022 and a "cyberweek" is planned for the beginning of 2024.

Fnac Darty has been PCI-DSS certified since 2021 and the certification was renewed in 2022 and 2023, illustrating the robustness of the commercial systems and the data theft prevention systems. Significant investment has strengthened the roll-out of these new procedures.

As part of its continuous improvement approach, Fnac Darty strengthens its specific policies for the prevention, detection and management of cybersecurity incidents on an ongoing basis, in particular through the development of a program encompassing all countries where the Group is present. This program aims to harmonize the practices of the various subsidiaries and to assess cybersecurity posture across the entire Group. A new supervisory committee involving all countries and subsidiaries has been created for this purpose.

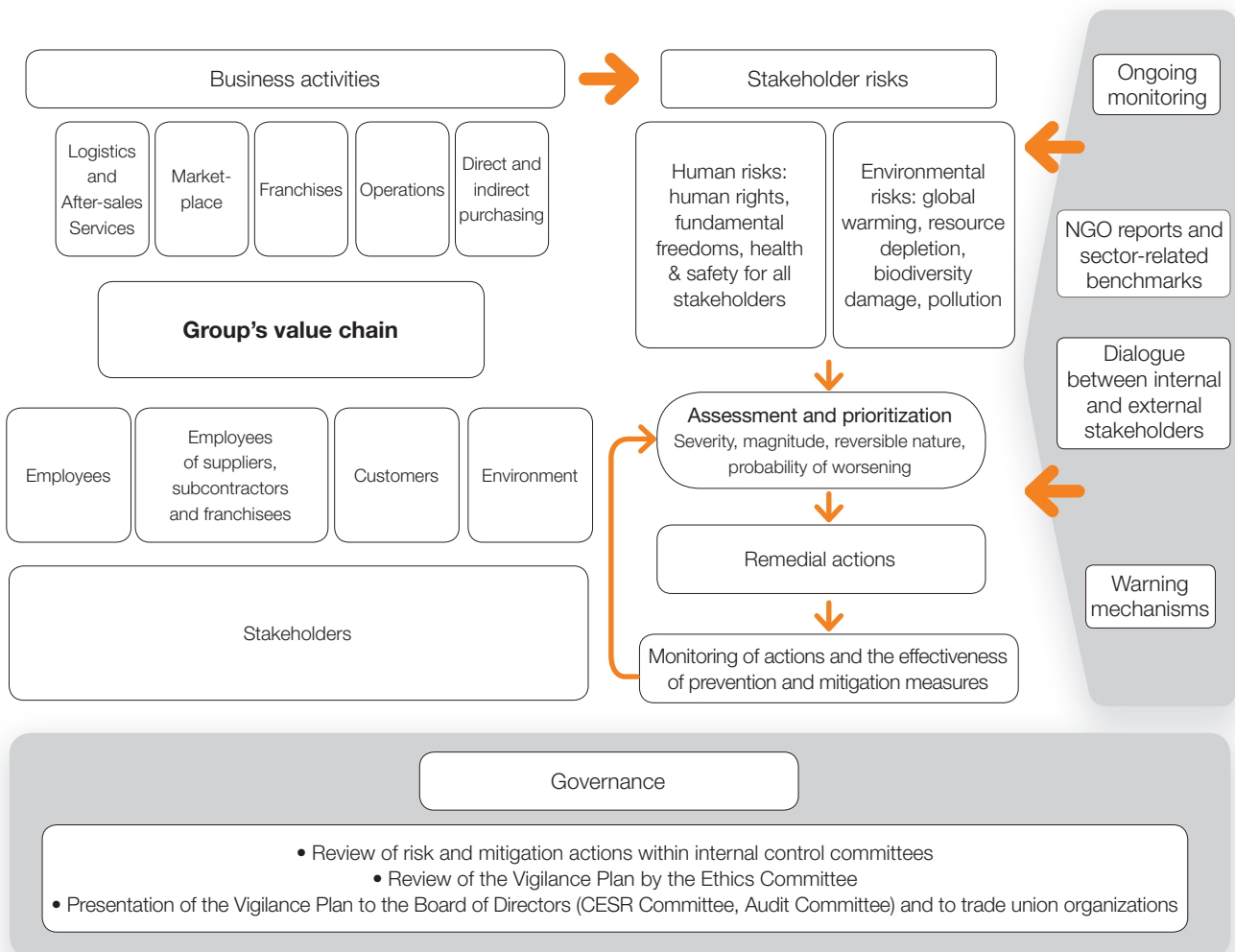
Key figures in 2023:

- number of attacks: 8.9 billion malicious requests blocked (+30%);
- proportion of blocked e-mails: 12%;
- 283 second-order attacks on the Group's websites.

### 2.5.4 / Vigilance Plan

The French law of March 27, 2017 on the duty of care of parent companies and initiating companies reinforces the requirements for responsibility throughout the entire value chain of companies' business activities. With its business activities changing, Fnac Darty took this law as an opportunity to strengthen and further develop its risk analysis and action plans. The report on the effective implementation of the Plan and the results has been made available to the public since 2018, in line with and complementary to its Non-financial Performance Declaration.

#### VIGILANCE PLAN



When conducting its business activities, Fnac Darty relies on strong ethical principles and standards and specifically refers to the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the core conventions of the International Labour Organization. The Group is also signed up to the United Nations Global Compact, the principles of which it shares and promotes.

In the conduct of their business, subsidiaries and partners are required to comply with applicable local legislation and the common minimum standards contained in the Business Code of Conduct.

### Scope

As of December 31, 2023, the scope of the Group's Vigilance Plan covered the Group's operational scope: Fnac France and Darty France, Fnac Spain, Fnac Switzerland, Fnac Portugal, Fnac Belgium, Vanden Borre, Nature & Découvertes and WeFix. It also covered the activities of the sourcing office based in Hong Kong. The scope of activities included internal operations and level 1 suppliers/subcontractors with which the Company has an established commercial relationship.

The risks covered by the Plan relate to serious infringements of human rights and fundamental freedoms, the health and safety of persons, and the environment, which may be caused by the Group or by third parties with whom it has long-term relationships.

These risks, like the Group's other non-financial risks, are assessed and monitored as part of the CSR policy, and described in this Non-financial Performance Declaration.

#### **2.5.4.1 / Mapping of risks, assessment procedures and alert mechanism**

Risks are identified and assessed at least once a year (more so for the most significant risks) with the managers concerned. Changes in the Group's environment (acquisitions, new markets, significant growth in a business area, etc.) and the reports and recommendations of NGOs and other external stakeholders are taken into account as part of these reviews.

The risks identified are then assessed according to the methodology used by the Risk Department in its risk management of the Group. These risks are weighted according to their level of occurrence and impact and then with respect to the mitigation or prevention policies in place:

- the impact is assessed according to several criteria, such as the systematic or repeated nature of the threat, or its reversibility, on the environment, the working conditions and on the health and safety of employees, service providers and/or consumers;
- the probability is assessed in relation to the country where the entity operates (on the basis of several indicators including the human development index), in relation to the foreseeable nature of the threat as well as the recurrence of threats within the organization or sector;

- control of impact is assessed according to the level of risk identification and assessment, the control of the activities implemented and its compliance, the inclusion of risk in the audit work program and in training courses.

Fnac Darty involved trade union representatives in this assessment system and mitigation development. In 2020, an ad hoc working group was established (comprising one staff representative per subsidiary), which meets once a year to discuss the contents of the Plan, in particular policies, actions for prevention and the effectiveness of the measures taken. A summary of the Plan is also presented annually to members of the European Works Council.

In 2022, the CSR Department renewed its materiality matrix. This analysis was used to refine the CSR and Group risks and thus reassess the mapping of Fnac Darty's duty of care. As a result of the analysis, the mapping of risks was restructured. The 34 risk categories used in 2021 were consolidated into 24 main risks with the introduction of a new category for "cross-departmental risks" for management purposes. This category covers risks for which responsibility is shared between several departments.

In the spirit of continuous improvement, the mapping is subject to regular review by the CSR and Risk Departments, in collaboration with the various departments concerned. It is then approved by the Ethics Committee, which assesses the effectiveness of the measures taken and which may request the implementation of additional action plans.

### Warning mechanism

In 2021, an outsourced platform for monitoring ethics and compliance was rolled out to all subsidiaries in France and in the other countries, which is available in all of the Group's languages. The link to the platform is also accessible to third parties. No alerts were related to duty of care in 2023. See section 2.5.8 of this Universal Registration Document for further details on the mechanism and the alerts received in 2023.

#### **2.5.4.2 / Prevention and mitigation measures**

### Sourcing of own-brand products and products under license

In order to offer its customers an economical alternative to major brand products, Fnac Darty sells products under its own retail brands. These products are supplied directly from the manufacturers, a majority of which are located in China.

Key figures (Fnac Darty scope, excluding Nature & Découvertes):

- 12 own brands, 6 license brands, approximately 1,300 products;
- 174 active plants at the end of December: 161 in China, 12 in wider Europe (including 3 in Turkey) and 1 in Egypt.



## Risks identified

Risks	Resources implemented	Preventive measures	Actions and performance 2023
<ul style="list-style-type: none"> <li>■ Fundamental freedoms and human rights (freedom of association, working time, compensation, forced labor, child labor, discrimination)</li> <li>■ Health and safety of employees within the plants, e.g., in the event of non-compliance of facilities and personal protective equipment</li> <li>■ Health and safety of customers, particularly in the event of quality issues or non-compliance with European standards (REACH, RoHS)</li> <li>■ Environment, e.g., in the event of poor environmental practices in the plants</li> </ul>	<ul style="list-style-type: none"> <li>■ A team of 90 people, including 61 in China</li> <li>■ Around 10 internal auditors</li> <li>■ A tested audit grid comprising 103 criteria, 27 of which are related to Corporate Social Responsibility</li> <li>■ A new environmental audit introduced in September 2023 – 30 plants audited in 2023</li> </ul>	<ul style="list-style-type: none"> <li>■ Framework document (Group Vendor Manual, translated into Mandarin Chinese)</li> <li>■ Full audit conducted prior to entering into any contract, then audit conducted at least every two years</li> <li>■ Announced and unannounced audits</li> <li>■ Audits by internal auditors</li> </ul>	<ul style="list-style-type: none"> <li>■ 85 plant audits, 76 of which were deemed compliant, i.e. 89% of Fnac Darty audits<sup>(a)</sup> considered compliant prior to corrective action plan</li> <li>■ A new environmental audit introduced in September 2023 – 30 plants audited in 2023</li> <li>■ Continuation of the audit campaign: 54% of active plants<sup>(a)</sup> audited</li> <li>■ Increase in unannounced audits: 49 unannounced audits (44.5% of audits)</li> <li>■ Inclusion of an audit criterion on the provision of an ethical alert mechanism for workers</li> <li>■ 55 supervisory audits of controllers and 0 alerts</li> </ul>

(a) Plants located in China.

## Risk prevention and mitigation policy

The Group has established strict rules and stringent control procedures with its suppliers in order to guarantee the safety and satisfaction of its customers during use of these products, and compliance with all applicable regulations. During testing, the products are checked in accordance with the highest standards; therefore, if French guidelines prove to be stricter than European ones, the French standards are used as the benchmark.

Moreover, the Group ensures that the suppliers selected and the associated plants respect the rights of employees and the environmental standards in force. In this regard, the Sourcing Department has integrated CSR criteria into its processes and into the documents that frame the supplier relationship, and it conducts regular audits.

## Framework document

The Group Vendor Manual defines the relationship between Fnac Darty and its suppliers, and includes the Business Code of Conduct. The document provides a framework for supplier relations; it sets out the standards and procedures that each party agrees to follow. In particular, it requires the supplier to provide evidence of compliance with European regulations (or local regulations if the national laws of the countries in which the products are to be distributed differ): an EC declaration of conformity, a material safety data sheet for products containing substances covered by the REACH Regulations, information on products covered by the CHIP Regulation and, since 2020, information on the availability of spare parts and product repair manuals, in compliance with the European Directive on the ecodesign of products.

The Vendor Manual also includes a chapter on the social and environmental standards to which suppliers are required to comply – and which includes 11 critical failure points, including six relating to human rights, fundamental freedoms and health & safety. For example, there is zero tolerance for the use of forced labor (in any form whatsoever), physical or verbal abuse, blocked emergency evacuation routes, or the absence of separation between sleeping areas and the production site.

Compliance with these standards is monitored through audits.

## Audits

To ensure compliance with Group standards, Fnac Darty's Statutory Auditors carry out announced and semi-or unannounced audits; the audit schedule and results for each plant are monitored through a centralized database. These audits have two components: a "quality assurance and control" component and a "Corporate Social Responsibility" component. This second component combines several aspects of control: human rights and employment law, health and safety, ethics and the environment.

A preliminary audit is carried out for all these elements prior to entering into any contract with a new plant. If this identifies any major deficiencies, no orders will be placed. If it identifies areas for improvement, the plant is required to take corrective action. Follow-up audits are scheduled to ensure the supplier is compliant before the start of production.

Active plants are then audited every two years; this period may be shortened if any breach of quality or social and environmental standards is suspected. The procedures associated with the outcome of these audits are the same as for the advance audits. The requirement level has been increased from 60% to 75% over the last three years.



## 2 CORPORATE SOCIAL RESPONSIBILITY

Acting ethically throughout the value chain

Procedures associated with audit results:

Audit result	Associated procedure	Control
> 75% = compliance	Corrective action plan if necessary	Audit every two years
< 75% = non-compliance	Cessation of production and termination of supplier relationship	Follow-up audit before any launch of production or before production recommences
Not compliant with one of the critical failure points	Cessation of production with the requirement to take corrective action before production recommences	Follow-up audit before any launch of production or before production recommences

The Fnac Darty teams help the suppliers to prepare corrective action plans.

In order to guarantee the same audit standards in the plants located in Europe (extended to Turkey), the independent third parties in charge of audits must use the same audit grid as that used for plants in China.

### Actions in 2023 and outlook for 2024

Fnac Darty joined the Initiative for Compliance and Sustainability (ICS), a non-profit organization that brings together retailers and

brands. The ICS aims to improve working conditions throughout its members' supply chains. The organization is based on a framework defined by the International Labour Organization (ILO) conventions, the universal principles of human rights and applicable local regulations. It uses a common methodology and tools to facilitate social audits through third-party audit companies accredited by the ICS.

Furthermore, in 2024, in order to raise the bar for the Group, the non-compliance threshold for audits carried out in Fnac Darty's supplier plants will be raised from 75% to 77%.

### Results

Scope: Group (excluding Nature & Découvertes)	2021	2022	2023
<b>KPI: Proportion of audited plants whose audit result is deemed to be average or compliant<sup>(a)</sup></b>	<b>92%</b>	<b>92%</b>	<b>89%</b>

(a) Plants located in China, before corrective action; excluding Nature & Découvertes, whose historical procedures differ from those of the Group (see below). This exclusion is not significant in view of the weighting of Nature & Découvertes in the total purchasing volume of Group products.

### Due diligence at Nature & Découvertes:

Nature & Découvertes has always been vigilant of its suppliers and ask them to follow a Quality Charter that requires them to act responsibly. The Company promotes long-term sustainable partnerships to help it progress its approach of continuous improvement. Likewise, the Company favors relationships with

small businesses in order to encourage local craftsmanship wherever possible.

Every year, social and environmental audits are conducted by an external service provider. Since 2021, the audit grid used for these audits has been the same as for the plants of Fnac and Darty suppliers.

Scope: Nature & Découvertes	2022	2023
Proportion of audited plants for which the result is deemed to be average or compliant	78%	92%

At the same time, Nature & Découvertes continues to rely on a Responsible Purchasing Charter for its suppliers. This refers to the conventions of the International Labor Organization and describes

the principles and standards with which suppliers undertake to comply. More than 76% of purchases in 2023 were from suppliers who have signed the charter – 69% of suppliers in total.

Scope: Nature & Découvertes	2021	2022	2023
Proportion of purchases produced by Nature & Découvertes suppliers that have signed the Responsible Purchasing Charter	64%	67%	76%

### Purchasing products and services

For Fnac Darty, there are three types of purchasing: purchasing products marketed under its own or license brands (see above), purchasing branded products (known as “merchandise”), and indirect purchasing (intended to allow the Group to conduct its business). These risks are also managed in different ways.

With regard to commercial purchasing, the supplier relationship is managed directly by the Commercial Department and governed by the Business Code of Conduct. The Group is specifically

committed to supplier dialogue around environmental criteria such as product repairability and reliability, and around their decarbonization strategy (see also section 2.2.1.2 of this Universal Registration Document).

Indirect purchasing involves approximately 3,000 suppliers and includes numerous risks. It concerns the purchase of both services (transport, remote customer relations, temporary work, security, works) and goods (consumables). The information below relates to this type of purchasing.

Risks	Resources implemented	Preventive measures	Actions and performance 2023
<ul style="list-style-type: none"> <li>■ Infringements of fundamental freedoms and human rights (specifically non-compliance with working hours, payment of overtime, discrimination, etc.)</li> <li>■ Health and safety breaches affecting subcontractors' employees, e.g. in the event of a lack of training</li> <li>■ Health and safety breaches affecting customers, e.g. in the event of a lack of gas and electricity certification of delivery and installation staff employed by subcontractors</li> <li>■ Environmental infringements, e.g. in the event of poor environmental practices in the management of construction waste or waste chemicals used for cleaning</li> </ul>	<ul style="list-style-type: none"> <li>■ A team of buyers trained in responsible purchasing and sustainable development issues</li> <li>■ Establishment of an IPD<sup>(a)</sup> CSR Committee to monitor action plans</li> <li>■ Inclusion of the IPD on CSR-related committees (Climate Committee, Circular Economy Committee, green IT, fleet greening)</li> </ul>	<ul style="list-style-type: none"> <li>■ Framework documents, shared with suppliers and subcontractors: Business Code of Conduct, Responsible Purchasing Policy</li> <li>■ Increasing inclusion of CSR criteria in calls for tender</li> <li>■ Risk analysis updated annually</li> </ul>	<ul style="list-style-type: none"> <li>■ Certification of Supplier Relations and Responsible Purchasing</li> <li>■ Introduction of CSR business reviews with strategic suppliers</li> <li>■ Implementation and monitoring of indicators specific to social and environmental aspects for all purchasing categories</li> <li>■ Contracts renegotiated to include CSR criteria</li> <li>■ 83% of calls for tender incorporating CSR criteria</li> <li>■ 82% of contracts incorporating the Business Code of Conduct</li> </ul>

(a) Indirect Purchasing Department.

For more information about the 2024 policies, results and outlook, see section 2.5.7 “Supplier Relations and Responsible Purchasing” of this Universal Registration Document.

### Independent sellers on Marketplaces

Launched in 2009 for Fnac and 2015 for Darty, the Marketplaces aim to guarantee better product availability and to expand the

catalog. Therefore, new product categories have been added to the Group's classic catalog: toys and games, then sports, gardening, DIY and, most recently, home furnishings, which includes furniture and bedding. To date, the Marketplaces have recorded approximately 3,600 active sellers and 15 million available products (Fnac and Darty France scope).

Risks	Resources implemented	Preventive measures	Actions and performance 2023
<ul style="list-style-type: none"> <li>■ Fundamental freedoms and human rights: infringements of freedom of association, working hours, compensation, forced labor, child labor, discrimination</li> <li>■ Health and safety of employees in plants where products are manufactured, e.g., in the event of non-compliance of facilities and personal protective equipment</li> <li>■ Health and safety of customers, e.g., in the event of non-compliance of products with European standards</li> <li>■ Environment, e.g., in the event of poor environmental practices in the plants, or due to the impact of the life cycle of products distributed by the Marketplace</li> </ul>	<ul style="list-style-type: none"> <li>■ A Quality Division comprising 10 people</li> <li>■ A monthly salesperson monitoring committee to monitor the indicators implemented</li> <li>■ A weekly quality arbitration committee to closely monitor risky salespeople</li> </ul>	<ul style="list-style-type: none"> <li>■ Business Code of Conduct, incorporated into the general terms and conditions of use of the Marketplace</li> <li>■ Quality assessment and monitoring procedures</li> <li>■ Monitoring and procedures when recalling products</li> </ul>	<ul style="list-style-type: none"> <li>■ Strengthening of the procedures for using quality indicators to assess sellers</li> <li>■ More than 1,325 tests conducted and 96 sellers removed from the approved list</li> <li>■ Fall in the total rate of complaints for Fnac and Darty: -0.5 pt</li> <li>■ 3 product recalls in 2023</li> </ul>

**Operational risks**

At the heart of the Fnac Darty model, the logistics, delivery and after-sales operations have been identified as the most exposed to health and safety risks. These businesses are by nature accident-prone, and these risks are more likely to occur in the event of a breach of the principles of risk precaution and prevention (procedures, training, control).

These risks, the associated mitigation policies and the results of these policies are described in the social portion of this chapter (section 2.4.4.4 of this Universal Registration Document) and summarized in the table below:

Risks	Resources implemented	Preventive measures	Actions and performance 2023
<ul style="list-style-type: none"> <li>Worker health and safety: road traffic accidents, musculoskeletal disorders related to handling activities (load carrying, repeated movements, etc.), accidents related to the installation, storage or handling of electrical and electronic equipment (risks caused by lithium batteries, gas or electrical installations), accidents related to the use of chemical substances in repair workshops</li> </ul>	<ul style="list-style-type: none"> <li>A Training Academy with trainers dedicated to safety training</li> <li>Regular investment in risk prevention tools (forklifts, lifting gear, guardrails, etc.)</li> <li>Awareness-raising through internal communications about risks</li> </ul>	<ul style="list-style-type: none"> <li>List of mandatory training courses (required by regulations or deemed essential by the Group)</li> <li>Rollout of "safety representatives" at each logistics site, an after-sales service representative</li> <li>Investment in workstation ergonomics</li> <li>Assessment of noise pollution in warehouses</li> <li>Eco-friendly driving</li> <li>Fire-control cabinets and special secure storage for lithium batteries in workshops and stores</li> <li>Introduction of accident analysis for logistics and after-sales service, along with a safety check list</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of employees to cascade training to support the prevention of workplace accidents</li> <li>Overhaul of DUERP<sup>(a)</sup> and Papripact<sup>(b)</sup></li> <li>New investments in securing docks</li> <li>Soundproofing work carried out at several sites</li> <li>Updated procedure for storing lithium batteries and creation of an awareness-raising communication for the DSO and operations.</li> <li><b>KPI: Frequency rate of workplace accidents with stoppage time 2023: 26.7</b> (vs 29.7 in 2022)</li> <li><b>KPI: Severity rate of workplace accidents with stoppage time 2023: 2.2</b> (2.0 in 2022)</li> </ul>

(a) Single Occupational Risk Assessment Document (document unique d'évaluation des risques professionnels – DUERP).

(b) Annual Program for the Prevention of Occupational Risks and the Improvement of Working Conditions (programme annuel de prévention des risques professionnels et d'amélioration des conditions de travail – Papripact).

Changes in risks in 2023: despite an extensive action plan intended to prevent the risks related to the handling and storage of used lithium batteries (installation of fire-resistant safety cupboards and more secure storage barrels, training, etc.), this remains a significant risk due to the increase in repairs to electrical and electronic equipment, particularly urban mobility equipment.

An action plan was also rolled out to prevent risks related to chemical products used in after-sales workshops (storage cabinets, training, review of the purchasing process).

**2.5.5 / Combating anti-competitive practices**

A program to ensure compliance with competition law and to prevent infringements in this domain is in place, comprising the following elements:

- a Business Code of Conduct which reiterates, among other things, the fundamental principles of respect, loyalty, transparency and confidentiality which must govern the professional behavior of employees, both individually and collectively, as well as the importance of compliance with competition law;
- appropriate organization to ensure management, monitoring and updating of the competition compliance program;
- training and communication on compliance with the rules of competition law, including a module comprising five e-learning sessions accessible to all employees in French and English, and more specific training sessions provided by the Legal Department for the employees with greatest exposure;
- provision by the Legal Department of competition guides and fact sheets as well as a user guide that explains the Fnac Darty competition compliance program, and highlights the main points for better understanding and action;
- check and alert mechanisms specifically with an ethical and compliance whistle-blowing platform (WhistleB) to report competition law infringements (see also section 2.5.8 of this Universal Registration Document).

## 2.5.6 / Responsible lobbying

By providing technical expertise, Fnac Darty is involved in and contributes to public decisions likely to affect its environment, particularly in the areas relating to the circular economy, consumer protection and equal treatment of economic stakeholders. As part of a constructive approach with the public authorities, Fnac Darty is able to promote innovative proposals thanks to its operational experience, but also to warn about the economic, social and environmental risks to which certain measures might

expose the sector's stakeholders. In the latter case, the Group is responsible for working proactively on compromise solutions that are satisfactory and acceptable to all stakeholders. Fnac Darty makes an annual declaration of all its activities with national public officials as well as the sums allocated for its lobbying activities to the French High Authority for transparency in public life (Haute Autorité pour la transparence de la vie publique).

## 2.5.7 / Supplier relations and responsible purchasing

Fnac Darty's overall sustainable performance is intrinsically linked to that of its suppliers and subcontractors, and to its joint work with them.

In 2021, the Group's Indirect Purchasing Department drafted a Responsible Purchasing policy with the CSR Department and all buyers, who received specific training. This policy is based on the benchmark provided by the "Responsible Supplier Relations and Purchasing (RFAR)" certification, backed by ISO 20400:2017 "Sustainable Procurement – Guidance."

In January 2022, the RFAR Label Award Committee, composed of the Business Mediation Department (French Ministry of Economy and Finance) and the French National Purchasing Council, unanimously awarded the RFAR label to Fnac Darty for indirect purchasing. This label is valid for three years.

Three major commitments were set out in the responsible indirect purchasing policy:

- being a responsible purchaser regarding our suppliers, and working to continuously improve purchasing practices, by developing long-term, balanced relationships with suppliers;
- helping to achieve the objectives set in the Group's CSR roadmap by incorporating social and environmental responsibility into the purchasing processes;
- encouraging the Group's partners to develop their own CSR approach, by promoting and monitoring the procedures and initiatives of Fnac Darty suppliers.

This policy is a major factor in the management of social and environmental risks associated with supplier and subcontractor activities, and also aims to prevent and manage certain risks (see also section 2.5.4 "Vigilance Plan" of this Universal Registration Document). It thus relies on the introduction and monitoring of indicators dedicated to the social and environmental aspects of performance of outsourced labor services, and on the "Business Code of Conduct" appended to the purchasing and subcontracting contracts, and outlined in the general terms and conditions for purchases. This code confirms the Group's commitment to respecting human rights and fundamental freedoms, the provisions of the International Labour Organization (ILO), in particular the conventions aimed at the elimination of child labor and the abolition of slavery, and forced or compulsory labor, and environmental protection.

To effectively manage this responsible purchasing approach, the Indirect Purchasing Department set up a dedicated governance structure, with a committee that meets quarterly to monitor the action plan drafted under the application for RFAR certification, a committee dedicated to improving payment times and systematic IPD participation in CSR-related committees (climate, circular economy, green IT, greening of the car fleet).

In 2023, several actions were rolled out in response to the purchasing practice analysis carried out in 2021:

- finalization of mapping of CSR risks for the most strategic purchasing items, and the implementation of a risk-mitigation plan by purchasing category;
- an increase in business reviews devoted to CSR;
- incorporation of CSR criteria into calls for tender;
- a comprehensive action plan to optimize supplier payment times, with a focus on VSEs (very small enterprises) and transport suppliers.

Performance 2023 (Indirect purchasing – France)	2022	2023
Share of calls for tenders that include CSR criteria	64%	83%
Proportion of contracts incorporating the Business Code of Conduct	60%	82%

## 2.5.8 / Ethics whistleblowing platform

To promote a more secure and transparent working environment, Fnac Darty has chosen to set up an ethics whistleblowing platform. It covers the whistleblowing mechanisms mandated by the applicable legislation (Sapin 2, duty of care, etc.) and the optional mechanisms adopted by the Group on its own initiative to prevent any conduct that goes against Fnac Darty's ethics benchmark.

The ethics whistleblowing platform is hosted by a specialist external partner: WhistleB by Navex, which guarantees that all messages are sent securely. The aim is to allow whistleblowing in confidence through an encrypted reporting site that allows for anonymity if the whistleblower so chooses.

This platform is available in all subsidiaries in France and in other countries and is accessible internally and externally. It is translated into all Group languages.

The ethics whistleblowing website has been managed remotely since 2022. Reports are received immediately and exclusively by authorized members, who decide on the action to be taken and ensure that reports are monitored in accordance with the applicable regulations and the Group's ethical rules.

At Group level, three managers administer the platform and manage whistleblowing: the Group's Security Director, the Group's Risk Director and the Group's Head of Ethics.

They may pass on the report to members of the Ethics Committee who may be required to manage the report, namely the Group's Director of Human Resources, the Group's Legal Director and the Group's CSR Director. If necessary, a pared-down ethics committee may be convened.

Locally, in the countries and subsidiaries, reports are received by the local ethics officers and their designated partners. They operate jointly in managing the case. The Group's three WhistleB Directors have access to all cases under supervision.

Each of the recipients signed a confidentiality agreement. In the event that a whistleblowing report involves one of the recipients in charge of managing the case, the recipient in question is excluded from the investigation to ensure independence and impartiality when managing the report.

The Group regularly communicates with its employees about its whistleblowing platform system and has set up permanent, easy-to-access communication through various channels.

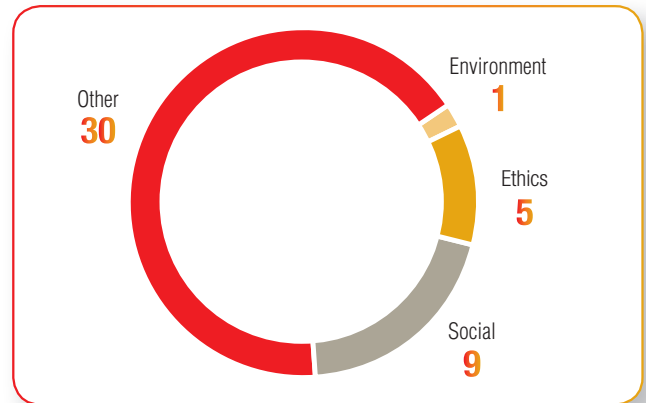
Internally and externally, the ethics whistleblowing website, which is available in all languages of the countries in which the Group operates, is accessible from every page of the fnacdarty.com website via a fixed link at the bottom of the page, and from the Business Code of Conduct, shared internally as well as with suppliers and partners.

Internally, the ethics whistleblowing website can be accessed at all times from the Group's intranet site via a direct link from the homepage, an internal information site dedicated to ethics, a display with a QR code (displaying of which is mandatory on all operational sites), e-learning training courses in ethics that are compulsory for all, the Gifts and Benefits Charter and the Prevention of Conflicts of Interest Charter.

### 2023 Results

During 2023, 45 whistleblowing reports were received within the Group scope. The reports can be broken down as follows:

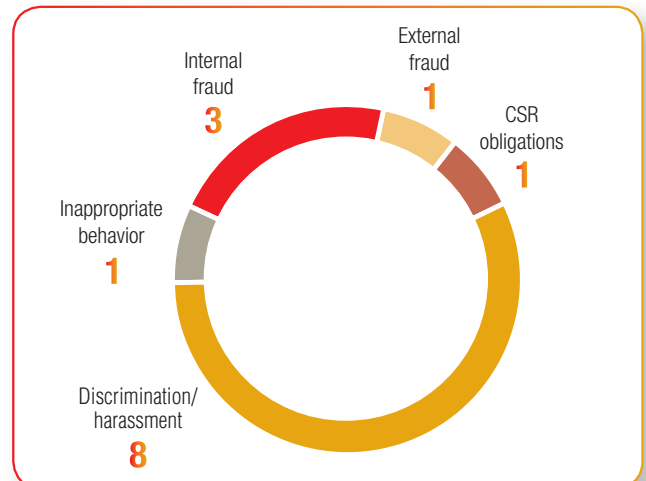
#### Number of alerts received in 2023



All reports received were processed. Nearly 31% of cases (14 reports) were proven upon investigation.

These 14 reports all resulted in sanctions provided under the disciplinary framework, up to and including dismissal.

#### Number of alerts proven in 2023



The other reports were either not part of the whistleblowing platform or were not proven. The majority concerned aspects related to customer relations (16 cases, i.e. 36% of the total reports).

No reports concerned duty of care.

The annual summary of the ethics whistleblowing site is shared with the Ethics Committee and the Audit Committee.

## 2.5.9 / Being a responsible taxpayer

### 2.5.9.1 / Worldwide presence of Group

In 2022, the Group was composed of 52 legal entities, 35 of which are located in France. Of these French entities, 30 are members of a Group tax consolidation within the meaning of Article 223 A of the French CGI (French Tax Code) in 2022. Other French entities do not meet the legal conditions for being part of the tax consolidation.

Group entities established outside France are not part of an equivalent scheme, except in Portugal.

With the exception of the United Kingdom, China and Hong Kong, the Group's presence in a country is maintained through the operation of a store under one of the Group's brands. The presence in the UK is linked to the history of the Darty Group, which was listed in the United Kingdom until its buyback in 2016. Accordingly, there is still one holding company in the United Kingdom, Darty Limited, formerly the parent company of Darty Group, which finances a retirement fund for employees of the British company Comet, which was part of the same group, and for which Darty Limited took over the pension obligations. The

Group's presence in Hong Kong and China relates to Darty's manufacturing of small domestic appliances, which requires a local team responsible for quality control in the subcontractors' manufacturing plants as well as a team responsible for product specifications.

### 2.5.9.2 / Key figures

#### Distribution consistent with business activity

Fnac Darty is committed to paying taxes and contributions in each country where it operates and does not participate in any tax avoidance schemes. Through its subsidiaries, Fnac Darty is present in 11 countries. The Group has operating companies that run the stores and whose tax expense is consistent with, and proportional to, their contribution to the Group's earnings, which illustrates a principle of tax compliance rather than value creation. As the weight of the business activities conducted in France is particularly large for the Group, this is where the tax expense is highest. The Group's head office, purchasing and cash management activities are focused in France.

(€ thousand)	Corporate tax and corporate value-added tax (CVAE) <sup>(a)</sup>	Local taxes <sup>(b)</sup>	Other taxes <sup>(c)</sup>	Total
France	19,616	33,145	11,758	64,519
Spain	Deficit in 2023	1,079	73	1,152
Portugal	3,287	-	67	3,354
Belgium	3,020	1,087	-	4,107
Luxembourg	34	-	-	34
Monaco	Deficit in 2023	-	-	-
Germany	Deficit in 2023	-	-	-
Switzerland	253	-	-	253
United Kingdom	Deficit in 2023	-	-	-
China	6	-	-	6
Hong Kong	7	-	-	7
<b>TOTAL</b>	<b>26,223</b>	<b>35,311</b>	<b>11,898</b>	<b>73,432</b>

(a) Excluding deferred taxes.

(b) In France, this includes: property tax, CFE, tax on offices in Île-de-France, tax on commercial premises and tax on brands.

(c) In France, includes the social solidarity contribution, the tax on company vehicles, the tax on salaries and registration fees.

### An important source of income for French local authorities

Fnac Darty has a particularly dense geographical coverage in France. The Group's stores and e-commerce sites generate a total of €43 million in local taxes (including CVAE of €11 million).

These local taxes consist of property tax, tax on offices in Île-de-France, the Corporate Real Estate Tax, tax on commercial premises, tax on brands and the corporate value-added tax (CVAE). These taxes directly benefit French local authorities, enabling them to finance their activities.

### 2.5.9.3 / Tax policy

Fnac Darty's tax policy aims to:

- make the tax costs associated with the operation of the Group's brands foreseeable;
- reduce its exposure to tax risks;
- preserve its reputation and image.

These objectives are consistent with several of the Group's CSR commitments, such as promoting the economic and cultural development of regions and ensuring the exemplary conduct of its business.



Contribute to the social and cultural development of territories

By paying taxes in the States and local authorities where it creates value, Fnac Darty contributes to the quality of life and improvement of public infrastructures for its customers.

### Tax risk management

#### Governance

The Group's Tax Department is made up of experienced employees. It also relies on the tax expertise of the heads of accounting who manage the tax reporting obligations. They are assisted by external tax advisers as necessary, in particular to clarify complex points of law.

In addition, each department in the Group has an obligation for internal control. When this department finds a tax risk, it must notify the Group Tax Department.

The Group Tax Department advises and assists the operational departments and subsidiaries specifically on the following:

- regulatory tax oversight and help with implementing new tax rules. For example, in 2022 the Tax Department helped the Group's subsidiaries to implement new rules on electronic invoicing;
- tax audit assistance;
- drafting of tax documentation such as transfer pricing documentation;
- helping subsidiaries on the tax aspect of operational projects;
- the tax audit of companies within the Group's scope, and tax audits on ad hoc matters.

#### Acceptable tax risks

The Group does not use any optimization system or aggressive tax planning.

For each transaction, the Group assesses the tax risks relating to a specific tax position.

Fnac Darty ensures that all its entities comply with the tax regulations applicable to it. No entity held by the Group is located in a country listed on the French or European list of non-cooperative tax jurisdictions.

#### Transfer prices

Fnac Darty applies the arm's length principle to transfer prices. Transfer prices are not, under any circumstances, a tax planning tool.

The Group's transfer prices consist primarily of the re-invoicing of head office expenses, the invoicing of interest by the centralized cash company, and the sale of goods by the purchasing center located in France to French or foreign subsidiaries. Transfer prices are regularly audited by the tax inspectors during their tax audits.

#### Relations with the tax authorities

Fnac Darty works in a transparent way with the tax authorities in the various countries in which it operates.

Since 2022, the Group has been committed to a tax partnership with the Major Corporations Division of the French Directorate-General of Public Finances, the protocol for which was signed on February 4, 2022. The purpose of this system is to establish regular and transparent communication between companies and the authorities on tax matters, and it provides access to a dedicated service that can be used to rapidly obtain the authorities' stance on any specific situation, thereby improving the legal security of transactions carried out by the Group.

## 2.6 / Contribute to the social and cultural development of territories

### Background and trends

Building on its omnichannel model, each year the Group confirms its commitment to local commerce, where human contact is central to supporting customers. These links to the local community, in terms of both stores and repair services, allow it to create jobs and to pursue one of its historical missions: access to culture for all, through free events celebrating cultural diversity.

2023 was marked by high inflation, which had a significant impact on household purchasing power, and increased the difficulties of people in precarious situations. Against this backdrop, the Group's longstanding policy of contributing to the social and cultural development of the regions in which it operates by democratizing access to culture, expanding its positive impact at grass-roots level, and spearheading a policy of solidarity to combat exclusion and insecurity, takes on its full meaning.

**Risks**

- Market risks: change in consumer behavior (decline/change in cultural demand)
- Reduction in brand preference
- Impact on artistic creation

**Opportunities**

- Access to new markets (second life of books, new cultural trends)
- Diversification of activities (toward a more digital culture)
- Brand attractiveness
- Democratization of culture to make it accessible to as many consumers as possible, and revitalizing the sector
- The Group's omnichannel model that rises to both the challenges of the development of online shopping, and local commerce

**Levers activated**

- Promotion of cultural diversity and new cultural trends (comic books, manga, video games)
- Support for artistic, literary (Fnac Live, literary prizes, etc.) and musical creation
- Continued opening of stores, particularly franchises
- Development of solidarity projects
- Boost collection of donations from customers

**2023 performance and monitoring of objectives**

- 43 stores opened, including 28 in France
- Number of Group cultural events: nearly 7,000 (including nearly 1,400 in France)
- Donations financed by Fnac Darty: €5.9 million
- Amount of donations collected from customers: €1.2 million
- Number of books collected for Bibliothèques Sans Frontières (France and Switzerland): 252,000
- Number of projects supported by the Nature & Découvertes Foundation: 149
- Overall allocation from the N&D Foundation: €498,000

**2.6.1 / Fnac: a renewed, diversified and acclaimed cultural commitment**

In 2023, the Group continued its cultural commitment to bringing creators and their audiences closer together, with the same ambition as ever: to create bridges between disciplines and between artists, both emerging and established, all without losing sight of the principle of democratizing culture that its success is built on.

In 2023, no fewer than 70,000 customers took advantage of nearly 1,420 events in 145 stores across France, underscoring Fnac's position as a major local cultural stakeholder.

Musicians, contemporary authors, cartoonists, novelists and also youtubers were again regularly invited to share their passions with their fans within Fnac's stores. There was a wide variety of different event formats: meetings, conferences, signings, masterclasses, concerts, musical readings, workshops, etc.

Alongside these more conventional events, Fnac continued to develop original and tailored formats "out in the wild", with exclusive centerpiece events hosted in iconic locations across France. Among the most affecting of these are the evenings that open the new literary season, which are always open to the public, hosted in a very special cultural location and attended by leading artists to celebrate writing and forge connections across disciplines.

Beyond these events, Fnac's cultural commitment is expressed on a daily basis by its book and record stores. Customers consider these the first port of call for recommendations thanks to the values of expertise, innovation and enthusiasm that drive them.

**2.6.1.1 / Encouraging literature in all its forms and bolstering the place of Fnac as a key stakeholder in the publishing world**

As the leading bookseller in France, Fnac occupies a place of great significance in the literary ecosystem. This status is what has allowed it to keep abreast of new trends and to stand alongside publishing houses for so many years. Some of its own major events are landmarks in the literary calendar.

Each year, the Prix du Roman Fnac (Fnac literary award) kicks off the start of the new literary season. Over the years, it has established itself as a highly anticipated and influential prize, reinforcing Fnac's central position within the publishing world. With 400 members and 400 Fnac bookstores, the jury for the Prix du Roman Fnac first narrowed down this year's list of 30 nominees to a shortlist of five books. This year's winner also received the Goncourt Prize, a few weeks later.

The Prix Goncourt des Lycéens, a highlight of the literary calendar, gives 2,000 high-school students from around 50 institutions the opportunity to study contemporary works of literature in depth, to meet and talk with the authors in the running for this prestigious literary prize at seven regional meetings which are highly anticipated by all involved.

Contribute to the social and cultural development of territories

In 2023, Fnac also continued to celebrate comics through its Prix BD Fnac France Inter, which was awarded in January. The prize is now firmly entrenched in the media and cultural landscape and facilitates the emergence of new talent. With more than 9.5 million comics sold each year, Fnac makes a major contribution to advancing the genre through a large number of recommendations, meetings with the leading authors, workshops, exhibitions and retrospectives paying tribute to the masters of this medium.

### 2.6.1.2 / Working with established artists and supporting the new emerging music scene

Among the numerous events that Fnac organizes, some have over time become household names, such as the Fnac Live Paris festival. This major summer event once again stood out thanks to its rich and eclectic musical program of emerging and established talent, highlighting the best of the current music scene over two days of free concerts, on the forecourt of the Hôtel de Ville de Paris and in its salons.

For the second year running, Fnac renewed its support for the Prix Joséphine des jeunes artistes (Joséphine Young Artists Prize). Launched two years ago with the aim of spotlighting current music, it celebrates the diversity of music scenes and the plurality of cultures (singing, rap, electronic, jazz, pop, neoclassic and contemporary) and provides a stage for artists from diverse backgrounds (independent labels, major labels, self-produced).

### 2.6.1.3 / Renewing historic ties with photography

Fnac has always stood alongside photographers and stakeholders in the world of photography, and in 2023, it renewed its connections with the genre's luminaries and promoted the

dissemination of the artform through two major actions. Firstly, via a special contribution to the sixty-ninth edition of the Prix Nadar, which honors the originality of French photography.

This support for photography is also reflected in its backing of the Tremplin Jeunes Talents sponsorship program for young talent, delivered as part of the Planches Contact de Deauville festival, which aims to highlight a new generation of artists by offering residencies lasting several weeks and by exhibiting the winners at two photography galleries in Paris-Ternes and Lyon-Bellecour.

These initiatives symbolize the diversity of Fnac's cultural initiatives and its commitment to photography.

### 2.6.1.4 / Digitizing and modernizing Fnac's role as source of recommendations through the Éclaireur Fnac

Launched at the end of 2021, the l'ÉclaireurFnac.com recommendations website continued to fulfil its primary mission throughout 2023: to provide insight into cultural and technological news and social issues in its areas of expertise, in order to guide internet users towards a more informed choice. Thanks to the complementarity and expertise of the Group's expert editorial teams, the Éclaireur Fnac has attracted more than 1 million unique visitors.

### 2.6.1.5 / Promoting Fnac's cultural actions internationally

Abroad, Fnac pursues this same ambition of supporting the creation and access to culture through awards, exhibitions, meet-and-greets, book signings and free concerts in stores.

In total, some 7,000 events were organized in 2023 at Group level and across the franchisee network.

## 2.6.2 / Contribute to local economic activity and create permanent jobs

### Key figures:

- 43 stores opened in 2023, including 28 in France;
- 1,010 stores at the end of 2023;
- launch of recruitment campaigns for after-sales technicians, delivery and installation staff and kitchen designers.

The Group opens new stores every year, thanks to its franchise development strategy, to increase coverage of medium-sized cities. Fnac Darty is convinced that this local presence strengthens the specific bond of trust created over time with its customers.

This strategy helps to create jobs and therefore to enhance the economic and social activity of the cities in which stores open.

Through the development of its repair services, Fnac Darty also contributes to the creation of jobs that cannot be offshored and supports professional integration in all the regions in which it operates (see also section 2.4.1 of this Universal Registration Document).

The Group also has a long history of helping people in long-term unemployment back into the job market: as a long-standing partner of Envie<sup>(1)</sup> and Emmaüs, the Group donates nearly half of all large domestic appliances returned by Darty customers to these social and charitable enterprises, who repair and sell them on in their network of stores, thereby helping to reintegrate dozens of people back into the world of work each year. Fnac is also a partner of Ateliers du Bocage, and donates its used ink cartridges every year to this socially responsible enterprise, a member of Emmaüs.

(1) New Company for Reintegration via the Economy (Entreprise nouvelle vers l'insertion par l'économie – Envie).

### 2.6.3 / Pursue a solidarity policy to combat insecurity and exclusion

Driven by its social and cultural responsibility, Fnac Darty has launched initiatives aimed at creating links with associations and supports numerous local projects. This willingness to act is intrinsic to the values of the Group. These projects take the form

of financial or product donations, made directly to the Group's partner associations or, indirectly, through customer donations via charitable rounding mechanisms at the time of purchase.

#### Total Fnac Darty donations

Scope: Group excluding franchises (in euros incl. tax)	2021	2022	2023
Total raised by socially inclusive initiatives across Fnac Darty	11,058,279	8,540,348	7,166,739

#### Fnac Darty donations

Scope: Group excluding franchises (in euros incl. tax)	2021	2022	2023
Donations to charities and sponsorship	387,686	433,578	259,796
Donations in kind (Braderie de Dijon, Secours Populaire, Emmaüs, Envie, etc.)	9,211,292	6,224,690	5,188,876
Nature & Découvertes Foundation	601,902	586,434	498,138
<b>TOTAL</b>	<b>10,200,880</b>	<b>7,244,702</b>	<b>5,946,810</b>

#### Customer donations

Scope: Group excluding franchises (in euros incl. tax)	2021	2022	2023
Customer solidarity:			
■ Microdon charitable rounding	n.a.	509,786	448,268
■ Un Rien C'est Tout €1 charitable rounding	272,778	203,247	112,847
■ Common Cents charitable rounding	113,963	81,155	121,098
■ Nature & Découvertes charitable rounding	174,108	199,568	199,974
■ Customer donations – Countries	48,642	51,448	116,990
■ Bibliothèque sans Frontières book collection	247,908	250,536	220,752
<b>TOTAL</b>	<b>857,399</b>	<b>1,295,646</b>	<b>1,219,929</b>

#### 2.6.3.1 / Fnac Darty: financial sponsor and donor of recoverable products

##### Financial donations to associations, sponsorship and in-kind donations

The Group promotes initiatives for young people in difficulty, people in reintegration and people in vulnerable situations. Fnac Darty is a longtime supporter of several associations, such as Télémaque and Sport dans la Ville. It also provided ad hoc support for other causes in 2023, such as ensuring the safety of earthquake victims in Morocco, the Nature & Découvertes Foundation with education in nature, or, more generally, young people who have been excluded from society.

Among the Group's historic missions, the dissemination and diversity of culture are another major aspect of the solidarity policy. Fnac Darty is a patron of universities and literary circles such as Sciences Po and the Académie Goncourt.

As part of its "second life" policy (see section 2.2.3 of this Universal Registration Document), in the past three years the Group has significantly increased the number of donations in kind. These are intended for associations such as the Agence du Don en Nature and long-standing partner associations such as Emmaüs France, Libraries Without Borders, Envie and Secours Populaire.

In 2023, Fnac Darty also completed the deployment of a new solution in partnership with Comerso, which facilitates the donation of recoverable products directly from stores.

### Donations to associations via the Nature & Découvertes Foundation

Since 1994, the Nature & Découvertes Foundation has been supporting owners of projects of all different sizes, with the aim of launching and supporting grass-roots charity projects to protect biodiversity and educate about nature. The projects supported range from the creation of an associative nursery to participatory science projects, as well as mobilization campaigns or support for associations promoting the conservation of species.

In 29 years, the Foundation has financed 3,228 projects for a total of €15.4 million, including 149 projects in 2023 for a total of €498,138.

#### **2.6.3.2 / Stores and websites help facilitate donations for associations**

Fnac Darty also involves its customers in its commitments. Since 2017 it has given them the chance to make small donations when they make purchases on fnac.com, at Fnac Spectacles events and, since 2019, in Fnac and Darty stores. All donations collected via these channels helped to raise more than €1.2 million in 2023. This generosity from customers helped to support dozens of socially inclusive projects led by partner associations.

Since 2022, Fnac Darty has successfully increased the impact of checkout donations through the deployment of a charitable rounding solution in partnership with Microdon, which aims to automate the process of suggesting donations at checkouts. In 2023, this scheme raised nearly €450,000 in Fnac stores, which went to the Un Rien C'est Tout association and the Nature & Découvertes Foundation. Tests were initiated to deploy the same solution at Darty in 2023, with five Darty stores being equipped with the Microdon scheme at the end of December 2023.

### “Helping hand” committees at Nature & Découvertes, to support local projects

The “Helping Hand” committees finance local projects to protect and educate about nature, in particular thanks to membership of the Club Nature & Découvertes – one euro from each membership is paid back to the Foundation.

Four committees are held during the year, bringing together members of the Nature & Découvertes Foundation, several experts and some fifteen store employees. A hundred or so “Helping Hand” projects are supported each year via four seasonal committees. The projects selected are characterized by their strong local presence, close to the local store and consisting of specific actions on the ground that involve a locally engaged public as often as possible.

The Nature & Découvertes initiative is unique because, over the following year, it offers customers a selection of the best local projects to support, chosen by in-store teams, via charitable rounding at the checkout. The team knows all about the project

and how to talk to customers about it. The scheme allows an additional €170,000 to €200,000 to be donated for “Helping hand” projects, in addition to the initial allocation from the Nature & Découvertes Foundation.

The Nature & Découvertes Foundation provided a total of €224,200 to 100 local projects via the Helping hand committees.

#### **2.6.3.3 / Long-standing partnerships**

In 2023, Fnac organized its eleventh “Big Book Drive” in partnership with Bibliothèques sans Frontières (Libraries Without Borders). Fnac works in partnership with its customers at this event, inviting them to donate their books to the association each year. This book collection, the largest in France, was also extended in 2022 to Fnac stores in Switzerland. A total of 252,000 books were collected.

A long-standing partner of Secours Populaire, for the fifteenth year running, Fnac took part in the “Braderie solidaire” sidewalk sale in Dijon. Combining solidarity with cultural aims, it mobilizes numerous local talents and involves volunteers from Fnac, Secours Populaire and the Zénith de Dijon performance venue. In June 2023, for this fifteenth edition, almost 4,500 visitors took advantage of a wide selection of new entertainment products – books, CDs, DVDs, toys, video games – at knock-down prices. Close to 90 pallets filled with products were sold, resulting in a collection of €135,207. These funds will allow Secours Populaire to offer vacation days to disadvantaged families as part of its vacation program, “Campagne Vacances.”

Again in partnership with Secours Populaire, Fnac Darty was involved for the sixth consecutive year in Pères Noël Verts (Green Santas): “so that Santa doesn’t forget anybody!” Once again, customers of several Fnac stores in the Paris region were encouraged to donate new presents, such as books, toys and other gifts, to go into the sacks of the Green Santas. Thanks to the collection, more than 800 gifts brightened up Christmas for children in precarious situations.

As a partner of Envie since 1984, Darty has continued to donate to the workplace integration company, as well as to Emmaüs, nearly half of the large domestic appliances collected by its retailers (see also section 2.2.3.2 of this Universal Registration Document). A partner of Ateliers du Bocage (ADB), Fnac Darty also donates its used ink cartridges every year to this socially responsible enterprise, a member of Emmaüs (see also section 2.2.4.1 of this Universal Registration Document).

Lastly, Fnac Darty partnered with AIDES two years ago, the largest AIDS and hepatitis NGO in France and Europe, at the launch of their annual digital event: #fetelamour. Fnac Darty has enabled AIDES to improve the visibility of its event and the messages brought to the general public by the NGO, through the dissemination of HIV prevention and awareness messages in its stores, on its e-commerce sites and its L'Éclaireur media.



## 2.7 / Methodology note

The Non-financial Performance Declaration (*Déclaration de Performance Extra-Financière* or "DPEF") is drafted by the Group's CSR Department, who coordinates the reporting of non-financial data. This data comes from the departments concerned (Human Resources, Logistics, Maintenance, Purchasing, etc.) in France and the other countries in which the Group operates.

The data is entered into a reporting tool by business line contributors, making the collection, monitoring and management of performance indicators easier. The reporting methodology is set out in a protocol that is updated each year and sent to contributors when the reporting campaign begins.

All published figures are subject to several consistency checks, done both in-house and externally (by an independent third party).

The Non-financial Performance Declaration (DPEF) requires companies to describe their most significant non-financial risks, and set out their business model, incorporating the CSR risks and issues deemed to be priorities. To this end, in 2022, in collaboration with a firm of experts, the CSR Department engaged in extensive consultation with internal and external stakeholders to identify the key non-financial risks and related challenges. The resulting materiality matrix is based on the results of more than 2,000 responses from qualitative and quantitative surveys as well as on the Group's risk mapping. These key risks and challenges were presented to and validated by the Executive Committee, before being used as a basis for discussion with all departments concerned in order to identify the most relevant indicators to summarize the Group's non-financial performance.

Each year, the Group seeks to extend the reporting scope and relevance of the performance indicators it monitors. As a result, the indicators adopted in 2023 cannot always be compared with the previous year, as the data is not available.

Certain information requested in connection with the DPEF was deemed to be of little significance. Therefore, in light of the Group's business sector, the following information will not be published: "Means of combating food insecurity and waste<sup>(1)</sup>, and promoting respect for animal welfare and responsible, equitable and sustainable food." Furthermore, the link between the nation and its armed forces was not considered material in this DPEF, but the Group complies with Article L. 3142-89 of the French Labor Code.

This document has been audited by an independent third party (ITP) whose conclusions are presented at the end of the chapter.

### Reporting scope

Unless specified, the scope covers all subsidiaries of the Group.

In view of their independence, franchises are excluded from the scope of publication. However, they are partially incorporated into CO<sub>2</sub> emissions reporting.

Data is collected for the previous calendar year, from January 1 to December 31. If the full-year data is not available, the reporting period may be shifted, but will still cover a genuine period of twelve consecutive months, in order to take into account the seasonality of the Company's activity.

### Methodological specifications for social data

The scope of consolidation corresponds to all legal companies whose employees are included in the dedicated human resources information system. Therefore, Fnac Appro Groupe and stores in train stations or airports are excluded. The scope of the coverage corresponds to 97.49% of the workforce of the financial consolidation.

As they are independent, the workforce of franchises are also excluded.

The "Frequency rate of workplace accidents with stoppage time" and the "Workplace accident severity rate" indicators are published at Group level, other than for Nature & Découvertes, owing to different calculation methods. This means that all entities calculate this rate over the hours actually worked, whereas Nature & Découvertes calculates it on theoretical working hours.

### Methodological specifications for environmental data

The scope of consolidation corresponds to all of the Group's operating subsidiaries, with the exception of WeFix and BilletReduc. The impact of this exclusion is considered relatively minor owing to the limited floor area they occupy and the low number of flows involved.

When calculating the Group's total floor area, the stores that closed in 2022 or opened after June 30, 2022 are excluded from the reporting scope.

In view of their independence, franchises are excluded from the scope of publication. However, they are partially recognized in Fnac Darty's carbon footprint, as they benefit from the Group's goods flows (B2B and B2C) and the carbon impact of the products distributed includes the products sold by the franchised stores.

Any other exclusion from the reporting scope is indicated and explained in the relevant sections.

### Greenhouse gas emissions data

As part of its process of continuous improvement, Fnac Darty improves the measurement and monitoring of its emissions of direct and indirect greenhouse gases (GHGs) every year. However, this approach requires corrections and therefore recalculations in order to ensure that periods can be compared. For this reason, reported GHG data may vary compared to the reported data in previous Non-financial Performance Declarations. Any significant adjustments are shown under the data concerned.

(1) Except Nature & Discoveries (see section 2.2.3.2 of this Universal Registration Document).



The operational scope of emissions includes scopes 1, 2 and 3 established in the GHG Protocol:

Category	Description
<b>Scope 1</b>	direct emissions from fixed and mobile sources
<b>Scope 2</b>	indirect emissions related to consumption of electricity, heat and cooling from a network
<b>Scope 3</b>	other indirect emissions

The Group relies on the GHG Protocol guides to record its GHG emissions. The selected unit is the equivalent CO<sub>2</sub>.

The emission factors used to calculate GHG emissions are primarily those recommended by Ademe in the “Base Carbone” database (last available figures). Other sources are also used for certain specific items: International Energy Agency, DEFRA, Association of Issuing Bodies (AIB), EcoInvent.

As far as possible, the Group measures its GHG emissions based on activity data (kilometers traveled, liters of fuel consumed, open surface areas, etc.). However, as a last resort, monetary emission

factors may be used – this is the case for certain non-current assets and indirect purchasing of goods and services intended for operations (indirect purchases).

GHG emissions are estimated with a margin of error, linked to the uncertainties of the emission factors and certain non-exhaustive activity data, which require extrapolation. This is the case in particular for indirect emissions (e.g. in items such as purchases of goods and services, non-current assets, franchises or commuter travel).

### Scope 1: 100% of emissions reported – low uncertainty level

Fnac Darty’s direct greenhouse gas emissions come from gas and oil consumption at the Group’s various sites, from the fuel consumption of the Group’s fleet vehicles, and from refrigerant gas leaks.

Category	Methodology
<b>Direct emissions from fixed sources of combustion</b>	Emissions associated with the gas, biogas and fuel oil consumption of the Group’s various sites are calculated on the basis of specific data provided by suppliers using relevant emission factors (combustion phase – scope 1 – Base Empreinte®).
<b>Direct emissions from mobile sources of combustion</b>	GHG emissions associated with the fuel consumption of last-mile delivery vehicles, vehicles used by after-sales technicians conducting home service calls and service and company vehicles, are calculated on the basis of specific data, expressed in liters of petrol or diesel or in kilogram of gas consumed, using relevant emission factors (combustion phase – scope 1 – Base Empreinte®).
<b>Direct fugitive emissions</b>	Emissions associated with refilling refrigerant gas in relation to gas leaks are calculated on the basis of specific data supplied by service providers, using relevant emission factors (scope 1 – Base Empreinte®).

**Scope 2: 100% of emissions reported – low uncertainty level**

Fnac Darty's indirect greenhouse gas emissions come from electricity consumption and energy supplied by the heating networks of the Group's various sites.

Category	Methodology
<b>Electricity</b>	<p>Electricity consumption is monitored centrally via remote reading and a monitoring platform (in France). GHG emissions associated with electricity consumption have been quantified according to market-based and location-based methods since 2020. Fnac Darty has chosen the market-based method to monitor its performance, in particular its responsible purchasing policy.</p> <p>Emissions related to market-based electricity are calculated on the basis of the emission factors provided by the Group's various electricity suppliers. If these are not available, the calculation is based on the supplier's production capacity mix; the consumption associated with each energy source is then multiplied by the Base Empreinte<sup>®</sup> emission factors specific to each energy. If neither the emission factors nor the supplier's mix are available, Fnac Darty uses the residual mix (source AIB), in accordance with the recommendations of the GHG Protocol.</p> <p>Fnac Darty mainly uses guarantee of origin (GO) purchases for its electricity from renewable sources. In France, these GOs are acquired as part of a Corporate Power Purchase Agreement, directly from the operator of a photovoltaic power plant that was built in 2022 and has been operational since April 2023. In Belgium, Spain, Switzerland and Portugal, the GO purchases guarantee that the electricity originates from wind, hydraulic and solar power.</p> <p>CO<sub>2</sub> emissions relating to upstream phases and losses are accounted for in scope 3 under "Fuel- and energy-related emissions".</p>
<b>Heating and cooling networks</b>	<p>Some of the Group's sites are connected to municipal heating and cooling networks. The associated energy consumption is multiplied by the emission factors specific to these networks (scope 2 – Base Empreinte<sup>®</sup>).</p>

**Scope 3 – Other indirect emissions – high uncertainty level**

The methodology used to assess the carbon footprint is that developed by the GHG Protocol.

Certain categories are not applicable or are deemed not to be significant for the Group. This is the case for upstream and downstream leased assets, investments, process emissions and product transformation.

Source of emissions	Methodology
<b>Products and services purchased</b>	<p>The manufacturing of new products sold by the various subsidiaries is measured on the basis of the volume of products sold by the Group and primarily of unit emission factors from Base Empreinte<sup>®</sup> or Ecolinvent. In the absence of a unit emission factor, the calculation is made based on the weight of the product and its main material/component, and the emission factors associated with these materials. Emissions associated with the manufacture of products sold by Nature &amp; Découvertes in 2023 have been estimated by extrapolation from the volume of products sold, based on the full carbon footprint established in 2020.</p>
<b>Of which indirect purchasing</b>	<p>Based on the mapping of indirect purchasing in France, this was calculated primarily on the basis of the monetary ratios method (Base Carbone database).</p>
<b>Fixed assets</b>	<p>Using actual data for 2023, this item was estimated based on the emission factors of the Base Carbone database for Fnac Darty France. For subsidiaries abroad and Nature &amp; Découvertes, emissions are extrapolated based on the open surface areas for capitalized buildings and the change in revenue for other items. In accordance with the methodology of the GHG Protocol, goods purchased or leased (over the long-term) during the reporting year are recognized, and not amortized.</p>
<b>Fuel- and energy-related emissions</b>	<p>The methodology used is the same as for scopes 1 and 2, but the emission factors are specific to emissions generated by other phases of the energy or fuel life cycle (source: Base Empreinte<sup>®</sup>).</p>

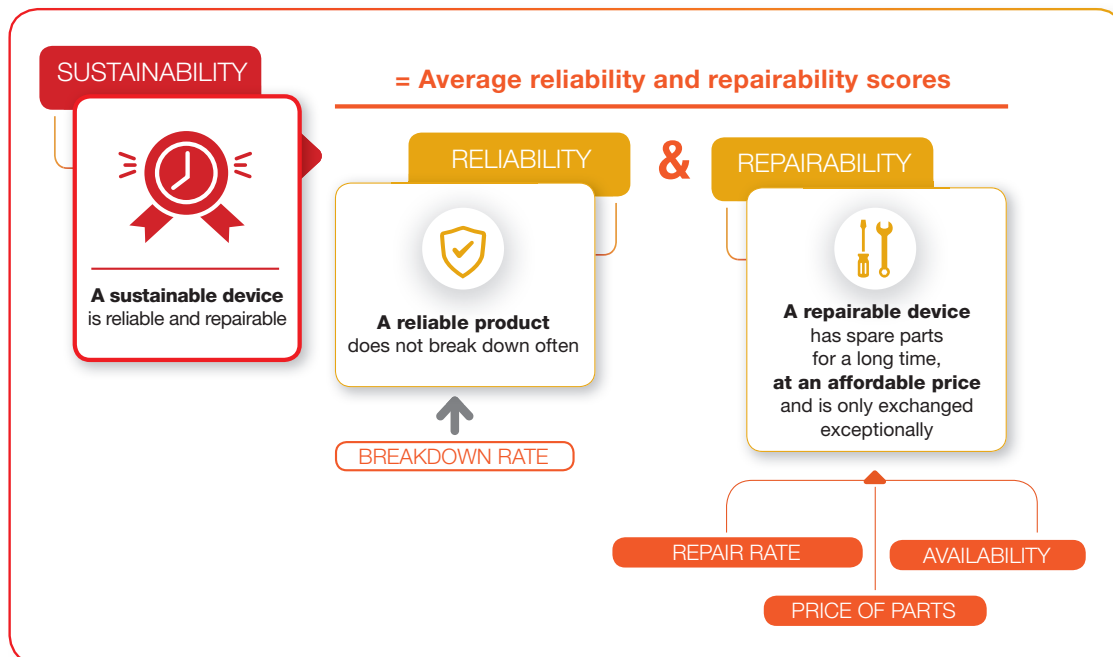
Source of emissions	Methodology
<b>Upstream transportation of goods</b>	<p>GHG emissions related to the flows of goods between suppliers and the Group's warehouses are estimated based on the country of origin (actual data and assumptions) by product category, and the distance to travel between the country of manufacture and France. The associated emissions are calculated based on the emission factors from Base Empreinte®. Emissions associated with the upstream transportation of products sold by Nature &amp; Découvertes in 2023 were estimated by extrapolation from revenue, based on the full carbon footprint in 2020.</p> <p>GHG emissions related to the flows of goods between the Group's warehouses, stores and logistics sites (after-sales service workshops), or the dispatch of spare parts to the after-sales technical units or of faulty products to the workshops are calculated using various methods, based on the input data available for each flow and in each subsidiary:</p> <ul style="list-style-type: none"> <li>■ based on GHG data supplied by transport service providers;</li> <li>■ based on fuel consumption, multiplied by the relevant emission factors (Base Empreinte®);</li> <li>■ based on the distance traveled by type of truck: the distances traveled are related to the average consumption of the various vehicles used (source: Ademe) then the liters consumed are multiplied by the relevant emission factors (Base Empreinte®).</li> </ul> <p>In 2023, the Fnac Darty France data history was restated to integrate inter-warehouse flows and flows to subsidiaries' warehouses.</p>
<b>Waste generated</b>	<p>For French sites with a waste monitoring tool, based on volumes entrusted to waste treatment providers, associated GHG emissions have been calculated based on emission factors from the Base Empreinte® database.</p> <p>For sites that do not have this tool (sites located in shopping malls or sites that depend on collections performed by local authorities), the emissions were estimated by extrapolation (by ratio to revenue for stores and to the number of annual deliveries for delivery platforms).</p> <p>In other subsidiaries, including Nature &amp; Découvertes, emissions are estimated based on actual data and emission factors from Base Empreinte®.</p> <p>Excluded in 2023: recovered plastic at Nature &amp; Découvertes and non-recoverable waste in Switzerland.</p>
<b>Business travel</b>	<p>The Group relies on the annual report of GHG emissions provided by travel agencies.</p> <p>The means of transportation for business travel are train, airplane, and business and rental vehicles. Currently excluded: journeys made by rental car. The Group is working to improve the traceability and integration of this source of emissions.</p>
<b>Employee commutes</b>	<p>Commuting-related GHG emissions in 2023 were calculated based on data from a survey of 4,256 employees, i.e. nearly 18% of the workforce of Fnac Darty France, Fnac Spain, Portugal and Switzerland and Fnac Vanden Borre Belgium. The answers were then extrapolated to all employees in France of the various entities and subsidiaries. The Group cross-referenced the distance data with the theoretical number of days worked per year per employee and the number of days reported as working from home, and then with the modes of transport indicated by the respondents.</p> <p>The emission factors used are taken from Base Empreinte®.</p> <p>Emissions related to Nature &amp; Découvertes employee travel are calculated quarterly based on a field survey conducted by the Green Networks.</p>
<b>Downstream transportation of goods and retail</b>	<p>In order to refine the calculation of its GHG emissions related to the dispatch of packages, Fnac Darty has been using the GHG assessments of its various transport providers to calculate this emissions item since 2020. These assessments are reported based on the number of packages entrusted to these service providers and on the average weight of the packages. This information is used to obtain emission factors specific to each supplier, in kilograms of CO<sub>2</sub> equivalent emissions per kilogram of package. For service providers who are unable to provide GHG assessment results, Fnac Darty applies the emission factor of the carrier with the most similar logistics and fleet.</p> <p>Within the scope of Fnac Darty France, the calculation methods of two major carriers changed in 2023 and will require a restatement of historical data. For 2023, the emission factors for 2022 were applied. In Belgium and Switzerland, the emission factor used is that communicated by the main carrier (representing more than 90% of the volumes transported). In Spain and Portugal, the emission factor for a package dispatched by standard delivery to France is used by default.</p> <p>For the dispatch of large products (mainly large television sets) by the subsidiaries Fnac Spain, Fnac Portugal and Fnac Switzerland: the default emission factor used is for shipping a TV set by the service provider used to ship this type of product in France.</p> <p>Returned packages are not taken into account in this emissions item, owing to the negligible proportion they represent.</p>

Source of emissions	Methodology
<b>Use of products sold</b>	Based on the number of products sold, emissions are calculated on the basis of assumptions regarding the life span and annual consumption of products and the relevant emission factors from the Base Empreinte® database. Emissions associated with the use of products sold by Nature & Découvertes were estimated by extrapolation, based on the full carbon footprint in 2020.
<b>End of life of products sold</b>	Based on the type of waste associated with each product, emissions are calculated using the relevant emission factors from the Base Empreinte® database. Emissions associated with the end of life of products sold by Nature & Découvertes in 2021 and 2022 were estimated by extrapolation, based on the full carbon footprint in 2020.
<b>Franchises</b>	For franchises, in accordance with the GHG Protocol, the emissions taken into account concern scope 1 and 2 emissions: indirect emissions related to electricity consumption and emissions related to refrigerant leakages. These emissions are estimated based on the emissions per square meter of integrated stores. Other emissions related to franchises are included in the Group's carbon footprint, since they benefit from the Group's goods flows (B2B and B2C) and because the carbon impact of the products distributed includes the products sold by the franchised stores.
<b>Customer travel</b>	Although optional in the GHG Protocol, GHG emissions related to customer travel to stores are estimated by the Group because they are deemed material. The movements of all visitors are recognized, regardless of whether or not they go to the checkout. This item has been estimated based on actual data on the number of in-store visitors and on assumptions regarding means of transport (source: INSEE) and travel distances depending on the location of the store. French data is deemed to represent the behavior of other countries.

## Detailed methodology for certain KPIs

### Sustainability score

Fnac Darty's sustainability score is an internal indicator, introduced in 2020 at the Assises de l'économie circulaire (Circular Economy Conference) organized by Ademe. A benchmark score was combined with a reference year (100 in 2019) to measure year-on-year growth. This is a composite indicator, broken down as follows:



Repairability is determined from the proportion of repaired products versus exchanges (repair rate), taking into account the stated availability of spare parts and their price (average price of parts purchased by the Darty after-sales service during the period).

Reliability comes from analyzing the volume of faulty products (in years 1 and 2) compared to sales volumes (breakdown rate). This is therefore the ability of a product to operate normally without breakdown. This information relates more to the product itself than to the technicians' expertise.

In both cases (reliability and repairability), data are collected by the Fnac Darty after-sales service and analyzed internally.

In order to reflect the actual sustainability of products as closely as possible, the Group is changing its calculation methods, either to extend the range of products covered or to correct bias<sup>(1)</sup>. The measurement of these indicators is still a new area; the Group is therefore working to improve its calculation methods each year. However, in order to maintain comparability with the previous year, a corrective coefficient is applied to the overall score for year N.

Therefore, in 2023, maximum availability periods for spare parts were fine-tuned at store level, so that they more accurately reflect the reality of the situation on the ground.

The new maximum availability periods for spare parts, on which the repairability score is based, are as follows:

- 15 years for large domestic appliances;
- 7 years for sound, telephony and other connected objects;
- 10 years for all other product ranges.

In addition, second-life products were excluded from the sustainability score. Due to their age, these products experience a higher breakdown rate and cannot therefore be compared to new products. The Group works to reintroduce them, taking into account the first life of the product.

Further adjustments are planned for 2024 as part of the drive for continuous improvement. The Group intends to show greater transparency in the methodological changes associated with this calculation.

### Number of products repaired

#### Change in scope of the number of products repaired

This composite indicator is a consolidation of the volumes of products repaired by the Group. In 2023, both the definition of a "repair" and the scope of the reporting sectors were clarified, in order to better reflect the comprehensive nature of the action the Group is taking.

Repairs are considered to be any intervention that results in a broken appliance becoming fully operational again. The breakdown may be total (the appliance no longer starts), or partial (leak, deterioration in performance, etc.). Any repair to which the Group has made a contribution is within scope.

Several sectors are involved in product repairs; the total number of products repaired is the sum of the products repaired by each sector.

- Products repaired **remotely** (a): the customer can contact a call center, where the breakdown is diagnosed and the customer repairs the appliance themselves under guidance from the call center, given over the phone or by email or video conference. Repairs may be necessary due to a lack of maintenance, a software problem, a simple malfunction, etc.
- Products repaired **in stores** (b): customers can bring their faulty products to a store. Here, the product is examined and some breakdowns are resolved immediately: software problems, accessory replacement, simple troubleshooting that does not require spare parts, etc. This figure also includes urban mobility products repaired at our in-store Repair & Run corners.
- Products repaired **at home** (c): for larger appliances (large domestic appliances, televisions), a technician travels to the customer's home to carry out the repair, if the malfunction cannot be resolved remotely. All types of repairs can be carried out this way: simple troubleshooting, software update or configuration, replacement of defective parts, etc.
- Products repaired in the **central workshop** (d): for smaller products (small domestic appliances, sound, multimedia, etc.), if the fault could not be resolved remotely or in store, the appliance is sent to one of the Group's five referral and repair centers to be looked at by a technician. All types of repairs can be carried out this way: simple troubleshooting, software update or configuration, replacement of defective parts, etc.
- Telephones repaired by **WeFix** (e): a customer may bring their broken or malfunctioning smartphone to one of the WeFix local repair points. It is then examined and repaired by a technician. Although many types of repairs are carried out, the majority relate to replacement batteries and/or screens.
- **Self-repair** (f) and sale of spare parts: having done their own online research, for example using resources provided by the Group on the after-sales service community website, a customer may repair their own appliance. As it is impossible to estimate the actual number of self-repairs carried out using resources provided by the Group, only spare parts sold in stores are taken into account in this section. In fact, here, the salesperson uses their knowledge of the Group to help the customer confirm the diagnosis and identify the exact serial number of the spare part required.
- Telephones **reconditioned by WeFix** (g): in addition to its repair activities for customers, WeFix also repairs and reconditions old phones before reselling them either through the WeFix network or within the Fnac and Darty brands.

(1) Further information on the calculation methodology for this indicator is available in the methodological note in section 2.7 of this Universal Registration Document.

- Products **reconditioned by Envie** (h) from collections made by Fnac Darty: if a customer wants to replace an old product with a new product, the Group's delivery teams collect the old product and assess its condition in order to decide whether to send it to a recycling plant, or try to refurbish and recondition it. In this case, the product is handed over to the social and solidarity economy organization Envie, where it is reconditioned and put back on the market through Envie's own distribution network. In the absence of tracking for each product, the number of products repaired and reconditioned in this sector is estimated on the basis of the volume of products handed over to Envie and a reconditioning rate.
- **International** (i): repairs are also carried out in other countries where the Group operates: Spain/Portugal (central workshops, stores and PC Clinik); Switzerland (a central workshop); Belgium (products repaired remotely, in stores, at home and in workshops).

The 2019 year of reference includes the following categories: (a) + (b) + (c) + (d) + (e).

### Change in method of collecting data on remote repairs

To date, the number of remote repairs has been assessed on the basis of a proportion of the total number of calls for technical support. The implementation of improved procedures to ensure better traceability of remote repairs carried out in this context provides a more accurate overview. As a result, all remote repairs traced in the CRM tools by remote customer call centers are now included in this scope.

## 2023 repair summary

Volume of repairs (in millions)	2022	2023
France (after-sales service, stores, customer services, etc.)	2.0 <sup>(a)</sup>	2.2
Other countries	0.3 <sup>(b)</sup>	0.3
<b>TOTAL</b>	<b>2.3 <sup>(c)</sup></b>	<b>2.5</b>

(a) Data for 2022 has been amended compared to the data reported in URD 2022, due to the fact that its scope has been expanded: products reconditioned by Envie, products repaired by Repair & Run corners, telephones reconditioned by WeFix, self-repairs and sales of spare parts and the restatement of data on call center repairs following the change in methodology outlined in the above paragraph "Change in method of collecting data on remote repairs".

(b) The 2022 data is taken from the actual data collected from the various countries in which the Group operates.

(c) The 2022 data was restated in order to be comparable to the 2023 data.

## Projects in the pipeline for 2024

The significant work carried out in 2023 to improve the traceability of repairs will continue in 2024. In particular, the Group will continue to develop technical means of tracking each repair in its IT tools, so as to provide comprehensive information across all customer contact channels and repair sectors.

### Methodology used to measure the emissions avoided by repairs

To date, there are no Product Category Rules for evaluating repair activities and the associated environmental impacts. The methodology developed is based on the requirements of ISO 14067 and 14064-1, and takes into account the methodological recommendations issued by Ademe.

For each repair service, the study takes a comparative approach, which compares a reference scenario to a project scenario, and a life cycle approach, which enables the emissions from a product or service to be taken into account throughout its life cycle.

## Assumptions

The main assumption of the study is that having their device repaired at the end of its first life means that consumers will not buy a new version of the same device.

Another important assumption is that repairs covered by the manufacturer's guarantee are excluded from the study.

The tool uses a stock cut-off approach.

"First life" spans are based on the useful life provided by ADEME in its study on the economic and environmental assessment of extending the useful life of capital goods.

In the absence of a standard for assessing the length of a product's "second life" (after repair), the assumption is that the second life is equal to half of the first life (this assumption is consistent with the customer surveys conducted by Fnac Darty as part of its annual "After-Sales Service Barometer" survey).



### Description of the steps included within the scope of the study

- Production of new equipment: includes the raw materials extraction, transportation and assembly to finished product processes.
- Transportation from the country of production to the warehouse.
- Distribution to the end customer: includes transportation by truck from the Fnac Darty warehouse to the customer's home for online shopping or to the store for in-store sales. Customers' travel to the stores is also taken into account in this stage.
- Use: includes the appliances' energy consumption throughout their first or second lives. The new version of the tool includes an assumption that improved performance would be obtained by purchasing a new product instead of repairing the old one.
- End of life: collection, sorting and processing of the product in a conventional facility after use.
- Repair: includes all the steps required to repair a faulty appliance (logistics of returning products, production of spare parts and accessories, transportation of spare parts, energy for tests and repairs, etc.). These steps vary depending on the type of repair.

### Calculation of avoided emissions

The emissions avoided by the Fnac Darty service reflect the difference between:

- emissions in a reference scenario in which a device that has reached the end of its first life is discarded and replaced by a new device;
- the emissions from a Fnac Darty scenario in which the appliance is not discarded but repaired by Darty, with or without using a spare part.

### Emissions factors

Given the activity under review takes part in France, the majority of the emissions factors, whether for the production of new appliances, transportation methods or energy used, are taken from the ADEME Base Carbone database.

### Limits

- The emissions factor associated with the manufacture of spare parts is highly significant to the results of the study. However, some of the data on spare parts is still incomplete, in particular the breakdown of the weight of components by material. It would be interesting to determine this composition in order to be able to further improve the spare parts emissions factor (if a spare part is composed of two materials, this study attributes an arbitrary 50/50 breakdown).
- The major assumption behind this methodology is based on the length of the product's second-life, which cannot be confirmed by bibliographical data.

### Volumes of WEEE collected in tons

WEEE is collected either directly from the customer's home address in the case of large domestic appliances or by the customer dropping them off in store in the case of small domestic appliances. Drop-off or collection are not conditional on a purchase having been made beforehand.

In France, tonnage is calculated by weighing at the Ecosystem collection or processing center or the ESS, or if scales are available at the collection point or on the collection vehicle.

These volumes include all EEE equipment (electrical and electronic equipment): large domestic appliances (LDA) both cold and non-cold, mixed small appliances (MSA) and screens (from seven inches).

## 2.8 / Summary of non-financial performance and Taxonomy appendices

### Summary table of non-financial indicators

The figures shown are in current scope and Group scope (unless otherwise specified).

#### Sustainable consumption

Indicators		2022	2023	Section
<b>SUSTAINABILITY OF PRODUCTS SOLD</b>				
<b>KPI: Sustainability score</b> (Fnac Darty France scope)	Unit	115	118	2.2.1.1
<b>REPAIR</b>				
<b>KPI: Number of products repaired</b>	Number	2.3	2.5	2.2.2
<b>KPI: Number of Darty Max subscribers</b>	Number	c. 800,000	c. 1,125	2.2.2.1
<b>PURCHASING OF PACKAGING AND WASTE</b>				
<b>KPI: Volumes of packaging (cardboard and plastic) consumed/revenue</b>	Tons/€ million	0.6	0.5	
<b>KPI: Volumes of WEEE collected/revenue</b>	Tons/€ million	5.5	5.4	
Volumes of electrical and electronic waste collected	Tons	44,285	42,103	
Volumes of electrical and electronic waste collected in tons (Fnac Darty France scope)	Tons	40,258	37,961	2.2.4.1
Volumes of recoverable waste generated and entrusted to recycling providers	Tons	9,133	9,200	
Volumes of non-recoverable waste	Tons	4,280	3,827	
<b>KPI: Waste recycling rate</b> (tons of waste recycled/total tons of waste)	%	68.1%	70.6%	

**Climate**

Indicators		2022	2023	Section
<b>CARBON FOOTPRINT</b>				
Total scope 1 emissions	kt CO <sub>2</sub> eq	19.6	16.8	
Total scope 2 emissions	kt CO <sub>2</sub> eq	2.1	0.9	
Total scope 3 emissions	kt CO <sub>2</sub> eq	3,528.7	3,382.2	
Products and services purchased	kt CO <sub>2</sub> eq	2,177.1	2,124.0	
Fixed assets	kt CO <sub>2</sub> eq	31.3	23.9	
Fuel- and energy-related emissions – MB	kt CO <sub>2</sub> eq	6.9	6.3	
Upstream transportation of goods	kt CO <sub>2</sub> eq	72.1	69.3	
Waste generated	kt CO <sub>2</sub> eq	102.2	93.3	2.3.3.1
Business travel	kt CO <sub>2</sub> eq	0.8	1.0	
Employee commutes	kt CO <sub>2</sub> eq	39.9	35.1	
Downstream transportation of goods and retail	kt CO <sub>2</sub> eq	14.1	12.9	
Use of products sold	kt CO <sub>2</sub> eq	1,059.1	992.7	
End of life of products sold	kt CO <sub>2</sub> eq	23.5	22.4	
Franchises	kt CO <sub>2</sub> eq	1.7	1.2	
Total carbon footprint	kt CO <sub>2</sub> eq	3,550.5	3,400.0	
Customer travel	kt CO <sub>2</sub> eq	481.6	526.9	
<b>INDICATORS MONITORING TARGETS FOR REDUCING EMISSIONS RELATING TO ENERGY CONSUMPTION AND TRANSPORTATION</b>				
CO <sub>2</sub> emissions generated by site transportation and energy	kt CO <sub>2</sub> eq	68.2	60.6	
of which scope 1	kt CO <sub>2</sub> eq	18.3	16.8	
of which scope 2 – market-based	kt CO <sub>2</sub> eq	2.1	0.8	2.3.3.1
of which scope 3	kt CO <sub>2</sub> eq	47.8	43.0	
CO <sub>2</sub> emissions from transportation and energy from sites by revenue	kt CO <sub>2</sub> eq	8.6	7.7	
<b>ENERGY</b>				
Energy consumed	GWh	214	188	
of which electricity	GWh	185	162	
of which gas	GWh	25.2	22.8	
of which heating and cooling networks	GWh	3.3	3.5	
Fuel consumed	GWh	0.3	0.2	
Share of renewable energy in electricity purchases	%	47%	51%	
Percentage of renewable energy in electricity purchased in France	%	30%	34%	
Energy consumption of sites by surface area	kWh/sq.m	111	97	2.3.3.2
Fugitive emissions (leakage of refrigerants)	kt CO <sub>2</sub> eq	2.1	1.0	
CO <sub>2</sub> emissions generated by electricity consumption (market-based)	kt CO <sub>2</sub> eq	2.0	0.7	
CO <sub>2</sub> emissions generated by electricity consumption (location-based)	kt CO <sub>2</sub> eq	16.7	13.7	
CO <sub>2</sub> emissions generated by sites per square meter (market-based)	kg CO <sub>2</sub> eq/sq.m	7.5	5.5	
CO <sub>2</sub> emissions generated by energy consumed by sites (market-based)	kt CO <sub>2</sub> eq	12.6	9.2	
CO <sub>2</sub> emissions generated by energy consumed by sites (location-based)	kt CO <sub>2</sub> eq	29.4	23.7	
CO <sub>2</sub> emissions generated by sites per square meter (location-based)	kg CO <sub>2</sub> eq/sq.m	17.6	14.3	

Indicators		2022	2023	Section
<b>TRANSPORTATION OF GOODS BETWEEN WAREHOUSES AND STORES</b>				
CO <sub>2</sub> emissions generated by transportation of goods between warehouses and stores	kt CO <sub>2</sub> eq	22.7	19.6	2.3.3.3
<b>KPI: CO<sub>2</sub> emissions generated by transportation of goods to stores, by pallet</b>	kg CO <sub>2</sub> eq/pallet	14.2	12.7	
<b>LAST-MILE DELIVERY</b>				
CO <sub>2</sub> emissions generated by last-mile delivery transportation	kt CO <sub>2</sub> eq	13.7	12.5	2.3.3.3
<b>KPI: CO<sub>2</sub> emissions generated by last-mile delivery, per delivery</b>	kg CO <sub>2</sub> eq/delivery	6.7	7.1	
<b>AFTER-SALES SERVICE CALLS</b>				
CO <sub>2</sub> emissions generated by home after-sales service calls (including dispatch of spare parts)	kt CO <sub>2</sub> eq	6.1	6.4	2.3.3.3
<b>KPI: CO<sub>2</sub> emissions generated by after-sales service travel/service calls</b>	t CO <sub>2</sub> eq/service call	7.2	7.4	
CO <sub>2</sub> emissions generated by products for repair traveling to after-sales service workshops	kt CO <sub>2</sub> eq	2.1	2.1	
<b>KPI: CO<sub>2</sub> emissions per product sent to the after-sales service workshops</b>	kg CO <sub>2</sub> eq/product	3.0	2.8	
<b>E-COMMERCE</b>				
CO <sub>2</sub> emissions related to the shipping of parcels <sup>(a)</sup>	kt CO <sub>2</sub> eq	7.2	6.6	2.3.3.3
<b>KPI: CO<sub>2</sub> emissions generated by parcels <sup>(a)</sup></b>	kg CO <sub>2</sub> eq/parcel	0.49	0.47	
<b>BUSINESS TRAVEL</b>				
CO <sub>2</sub> emissions related to business travel <sup>(b)</sup>	kt CO <sub>2</sub> eq	3.8	4.2	2.3.3.3
Business travel (scope 1 and 3 GHG emissions ✓) <sup>(b)</sup>	kg CO <sub>2</sub> /employee	155	173	
<b>PRODUCTS SOLD</b>				
Total Product Emissions	kt CO <sub>2</sub> eq	3,234	3,104	2.3.3.4
of which manufacturing	kt CO <sub>2</sub> eq	2,063	2,007	
of which upstream transportation	kt CO <sub>2</sub> eq	88	82	
of which use	kt CO <sub>2</sub> eq	1,059	993	
of which product end of life	kt CO <sub>2</sub> eq	24	22	
Carbon intensity by revenue	t CO <sub>2</sub> eq/€bn	0.41	0.40	

(a) Within the scope of Fnac Darty France, the calculation methods of two major carriers changed in 2023 and will require a restatement of historical data. For 2023, the emission factors for 2022 were applied.

(b) Excluding rental car consumption. Within the scope of Fnac Darty France, the 2022 figure was restated as a result of duplications observed in fuel consumption data for the fleet of company and service vehicles.

**Human capital**

Indicators		2022	2023	Section
<b>EMPLOYEES AND ORGANIZATION OF WORK</b>				
Workforce as at 12/31 <i>(fixed-term + open-ended contracts, on a like-for-like basis)</i>	Employees	25,175	24,113	
<i>Workforce as at 12/31 – of which France</i>	Employees	18,997	18,205	
Average headcount <i>(in FTE)</i>	FTE	23,231	22,589	
Percentage of open-ended contracts <i>(Group)</i>	%	87.7%	89.1%	
Proportion of temporary workers <i>(from fixed-term contract + open-ended contract + temporary employees)</i>	%	12.9%	12.3%	Intro section 2.4
Average seniority of employees on open-ended contracts	Years	12.8	13.3	
Average age of employees on open-ended contracts	Years	40.9	41.1	
Proportion of full-time workers <i>(from employees on open-ended contracts)</i>	%	83.9%	84.6%	
Proportion of managers <i>(from employees on open-ended contracts)</i>	%	24.7%	25.5%	
Number of permanent employees recruited (excluding acquisitions)	Employees	4,023	3,584	
Number of departures of permanent employees (excluding disposals)	Employees	4,787	4,261	
<b>GENDER EQUALITY</b>				
Gender equality index (consolidated)	Unit	87	88	
Percentage of women in the total workforce	%	38.3%	38.7%	
Percentage of manager-level women in the workforce	%	37.6%	38.9%	
Percentage of female store managers	%	23.6%	26.2%	
Percentage of women on the Board of Directors (excluding employee Directors)	%	55%	50%	2.4.2.2
<b>KPI: Proportion of women in Group Leadership roles</b>	%	30.3%	33.2%	
<b>KPI: Percentage of women on the Executive Committee</b>	%	46.2%	41.7%	
<b>KPI: Proportion of women granted at least one individual raise during the year</b>	%	15.8%	40.8%	
Proportion of men granted at least one individual raise during the year	%	14.3%	39.9%	
Proportion of employees with disabilities <i>(on open-ended contracts)</i>	%	5.2%	5.0%	
Percentage of people with disabilities newly recruited under open-ended contracts	%	1.8%	1.5%	2.4.5.2
Proportion of employees on open-ended contracts who are over 50 years of age	%	26.8%	27.6%	
Proportion of employees on open-ended contracts who are under 26 years of age	%	11.3%	12.2%	2.4.2.3 and 2.4.2.4
Number of work-study participants	Employees	1,443	1,391	

Indicators		2022	2023	Section
<b>TRAINING</b>				
Proportion of employees receiving in-classroom training over the year compared to total number of employees	%	60.9%	56.5%	
Percentage of total headcount trained via classroom programs or remotely during the year	%	94.3%	94.3%	
Average number of training hours per employee trained via classroom programs	Hours	14.4	20.8	2.4.3
Share of payroll allocated to training	%	2.9%	2.7%	
<b>KPI: Number of training hours (across all formats) per employee trained</b>	Hours	14.9	17.5	
<b>HEALTH AND SAFETY</b>				
Number of employees trained in safety	Employees	15,267	13,787	
Total number of hours of safety training	Hours	47,779	50,752	
<b>KPI: Frequency rate of accidents with stoppage time</b> (excluding Nature & Découvertes)	Number	29.7	26.7	
<b>KPI: Severity of accidents with stoppage time</b> (excluding Nature & Découvertes)	Number	2.0	2.2	
Frequency rate of accidents with stoppage time (Nature & Découvertes)	Number	7.6	12.9	2.4.4
Severity of accidents with stoppage time (Nature & Découvertes)	Number	0.5	0.4	
Frequency rate of workplace and travel-related accidents with stoppage time (excluding Nature & Découvertes)	Number	37.3	32.8	
Severity of workplace and travel-related accidents with stoppage time (excluding Nature & Découvertes)	Number	2.3	2.6	
<b>ABSENTEEISM</b>				
Overall absenteeism	%	7.8%	6.6%	2.4.4
<b>KPI: Absenteeism due to sickness</b>	%	5.4%	4.9%	
<b>COMMITMENT</b>				
Employee recommendation rate <sup>(a)</sup>	%	74.7%	72.3%	2.4.5
Staff turnover	%	20.0%	18.3%	

(a) Proportion of employees giving a recommendation score of between 7 and 10 on a scale ranging from 0 to 10.



### Business ethics

Indicators		2022	2023	Section
<b>WARNING MECHANISM</b>				
Number of ethical alerts received and handled by the outsourced warning mechanism	Number	78	45	2.5.8
<b>VIGILANCE PLAN: SOURCING OF OWN-BRAND PRODUCTS AND PRODUCTS UNDER LICENSE</b>				
Number of active plants ( <i>Group scope excluding Nature &amp; Découvertes</i> )	Number	192	174	
Number of plants audited ( <i>Group scope excluding Nature &amp; Découvertes</i> )	Number	78	85	
Number of unannounced audits	Number	36	49	
Number of supervisory audits of controllers	Number	37	55	
Number of supervisory audits deemed compliant	%	100%	100%	2.5.4.2
<b>KPI: Percentage of factory audits whose score is deemed to be average or compliant</b> ( <i>Fnac Darty</i> )	%	92.3%	89.3%	
Proportion of audited plants for which the result is deemed to be average or compliant ( <i>Nature &amp; Découvertes</i> )	%	78.0%	92.0%	
<b>VIGILANCE PLAN: INDEPENDENT SELLERS ON MARKETPLACES</b>				
Number of Marketplace sellers tested as part of quality monitoring	Number	3,300	1,325	2.5.4
<b>SUPPLIER AND RESPONSIBLE PURCHASING RELATIONSHIPS</b>				
Proportion of calls for tender incorporating CSR criteria on indirect purchasing	%	64.0%	83.0%	
Proportion of contracts incorporating the Business Code of Conduct	%	60.0%	82.0%	2.5.7 and 2.5.4.2
Proportion of purchases produced by Nature & Découvertes suppliers that have signed the Responsible Purchasing Charter	%	67.0%	76.1%	

## Territories, culture and solidarity

Indicators		2022	2023	Section
<b>SOCIAL AND CULTURAL DEVELOPMENT OF TERRITORIES</b>				
Number of cultural events	Number	c. 7,000	c. 7,000	2.6.1
Number of stores opened	Number	46	43	2.6.2
<b>DONATIONS AND SOCIALLY INCLUSIVE PROJECTS</b>				
Total raised by socially inclusive initiatives across the Group	€ thousands	8,540	7,166	
<i>of which financial donations and donations in kind</i>	€ thousands	7,244	5,947	
<i>of which donations collected in-store and on commercial websites</i>	€ thousands	1,295	1,219	2.6.3
Total of Nature & Découvertes Foundation donations	€ thousands	586	498	

## Taxonomy Appendices

### Proportion of revenue from products or services related to economic activities aligned with Taxonomy – Information for year N

2023	Criteria for substantial contribution								
	Code (2)	Revenue 2023 (3)	Proportion of revenue, year N (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)
<b>Economic activities (1)</b>									
<b>A. ACTIVITIES ELIGIBLE FOR TAXONOMY</b>									
<b>A1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (ALIGNED WITH TAXONOMY)</b>									
6.4 – Operation of personal mobility devices, cycle logistics	CCM 6.4	42.9	0.5%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
5.9 – Material recovery from non-hazardous waste	CCM 5.9	0.8	0.0%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
<b>Revenue from environmentally sustainable activities (aligned with taxonomy) (A1.)</b>		<b>43.6</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<i>of which enabling activities</i>		0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>of which temporary activities</i>		0.0	0.0%	0.0%					
<b>A2. ACTIVITIES ELIGIBLE FOR TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (NOT ALIGNED WITH TAXONOMY)</b>									
3.5 – Manufacture of energy efficiency equipment for buildings	CCM 3.5	67.6	0.9%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
5.9 – Material recovery from non-hazardous waste	CCM 5.9	7.7	0.1%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
5.1 – Repair, refurbishment and reconditioning	CE 5.1	16.6	0.2%	N/EL	N/EL	N/EL	N/EL	YES	N/EL
5.2 – Sale of spare parts	CE 5.2	2.7	0.0%	N/EL	N/EL	N/EL	N/EL	YES	N/EL
5.4 – Sale of second-hand goods	CE 5.4	42.8	0.5%	N/EL	N/EL	N/EL	N/EL	YES	N/EL
5.6 – Marketplace for the trade of second-hand goods for reuse	CE 5.6	1.6	0.0%	N/EL	N/EL	N/EL	N/EL	YES	N/EL
<b>Revenue from activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A2.)</b>		<b>139.0</b>	<b>1.8%</b>	<b>1.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>A. REVENUE FROM ACTIVITIES ELIGIBLE FOR TAXONOMY (A1. + A2.)</b>		<b>182.6</b>	<b>2.3%</b>	<b>1.6%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY</b>									
Revenue from activities not eligible for taxonomy		7,692.1	98%						
<b>TOTAL (A.+B.)</b>		<b>7,874.7</b>	<b>100%</b>						

#### Proportion of revenue/Total revenue

	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	0.6%	1.5%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.8%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

Do No Significant Harm (DNSH) criteria						Minimum safeguards (17)	Proportion of revenue aligned with taxonomy (A1.) or eligible for taxonomy (A2.), year N-1 (18)	Enabling activity category (19)	Temporary activity category (20)
Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
YES	YES	YES	YES	YES	YES	YES	0.0%		
YES	YES	YES	YES	YES	YES	YES	0.0%		
<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>0.0%</b>		
YES	YES	YES	YES	YES	YES	YES	0.0%	E	
YES	YES	YES	YES	YES	YES	YES	0.0%		T
							0.0%		
							0.0%		
							0.0%		
							0.0%		
							0.0%		
							0.0%		
							0.0%		

## 2 CORPORATE SOCIAL RESPONSIBILITY

Summary of non-financial performance and Taxonomy appendices

### Proportion of Capex resulting from products or services related to economic activities aligned with taxonomy – Information for year N

2023				Criteria for substantial contribution					
Economic activities (1)	Code (2)	Capex 2023 (3)	Proportion of Capex, year N (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)
<b>A. ACTIVITIES ELIGIBLE FOR TAXONOMY</b>									
<b>A1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (ALIGNED WITH TAXONOMY)</b>									
Installation, maintenance and repair of instruments and systems for measuring, regulating and controlling buildings' energy performance	CCM 7.5	2.2	0.6%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	11.0	2.8%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
<b>Capex of environmentally sustainable activities (aligned with taxonomy) (A1.)</b>		<b>13.2</b>	<b>3.3%</b>	<b>2.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<i>of which enabling activities</i>		<i>0.0</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>
<i>of which temporary activities</i>		<i>0.0</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>
<b>A2. ACTIVITIES ELIGIBLE FOR TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (NOT ALIGNED WITH TAXONOMY)</b>									
Transportation by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	10.0	2.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Freight transportation by road	CCM 6.6	0.4	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	12.7	3.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	250.7	63.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
<b>Capex of activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A2.)</b>		<b>273.7</b>	<b>69.3%</b>	<b>72.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>A. CAPEX OF ACTIVITIES ELIGIBLE FOR TAXONOMY (A1 + A2)</b>		<b>286.9</b>	<b>72.6%</b>	<b>74.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY</b>									
<b>Capex of activities not eligible for taxonomy</b>		<b>108.3</b>	<b>27.4%</b>						
<b>TOTAL (A.+B.)</b>		<b>395.2</b>	<b>100.0%</b>						

#### Proportion of Capex/Total Capex

	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	2.5%	72.0%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

## CORPORATE SOCIAL RESPONSIBILITY

Summary of non-financial performance and Taxonomy appendices

Do No Significant Harm (DNSH) criteria						Minimum safeguards (17)	Proportion of Capex aligned with taxonomy (A1.) or eligible for taxonomy (A2.), year N-1 (18)	Enabling activity category (19)	Temporary activity category (20)
Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
YES	YES	YES	YES	YES	YES	YES	0.1%		
YES	YES	YES	YES	YES	YES	YES	4.2%	E	
<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>4.3%</b>		
							0.0%	E	
							0.0%		T
							%		
							%		
							%		





## 2 CORPORATE SOCIAL RESPONSIBILITY

Summary of non-financial performance and Taxonomy appendices

### Proportion of Opex resulting from products or services related to economic activities aligned with taxonomy – Information for year N

2023				Criteria for substantial contribution					
Economic activities (1)	Code (2)	Opex 2023 (3)	Proportion of Opex, year N (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)
<b>A. ACTIVITIES ELIGIBLE FOR TAXONOMY</b>									
<b>A1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (ALIGNED WITH TAXONOMY)</b>									
Opex of environmentally sustainable activities (aligned with taxonomy) (A1.)		0.0	0.0%						
of which enabling activities		0.0	0.0%						
of which temporary activities		0.0	0.0%						
<b>A2. ACTIVITIES ELIGIBLE FOR TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (NOT ALIGNED WITH TAXONOMY)</b>									
Opex of activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A2.)		0.0	0.0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
<b>A. OPEX OF ACTIVITIES ELIGIBLE FOR TAXONOMY (A1 + A2)</b>		<b>0.0</b>	<b>0.0%</b>	<b>N/EL</b>	<b>N/EL</b>	<b>N/EL</b>	<b>N/EL</b>	<b>N/EL</b>	<b>N/EL</b>
<b>B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY</b>									
Opex of activities not eligible for taxonomy		93.8	100%						
<b>TOTAL (A.+B.)</b>		<b>93.8</b>	<b>100%</b>						

	Proportion of Opex/Total Opex	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	0.0%	0.0%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

# CORPORATE SOCIAL RESPONSIBILITY

Summary of non-financial performance and Taxonomy appendices

Do No Significant Harm (DNSH) criteria						Minimum safeguards (17)	Proportion of Opex aligned with taxonomy (A1.) or eligible for taxonomy (A2.), year N-1 (18)	Enabling activity category (19)	Temporary activity category (20)
Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
							0.0%		
							0.0%	E	
							0.0%		T
							0.0%		
							0.0%		



Independent Third-Party Report by one of the Statutory Auditors  
on the verification of the Consolidated Non-financial Performance Declaration

## 2.9 / Independent Third-Party Report by one of the Statutory Auditors on the verification of the Consolidated Non-financial Performance Declaration

**Year ended December 31, 2023**

To the General Meeting,

In our professional capacity as an independent third party appointed as Statutory Auditor of your company (hereinafter the "entity"), accredited by Cofrac under No. 3-1884<sup>(1)</sup>, we have conducted work for the purpose of delivering a justified opinion expressing a conclusion of moderate assurance on the historical information (recorded or extrapolated) within the Consolidated Non-financial Performance Declaration, prepared in accordance with the company procedure (hereinafter the "Guidelines"), for the year ended December 31, 2023 (hereinafter the "Information" and "Declaration," respectively), presented in the Group's Management Report pursuant to the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

We have also, at your request, conducted work to express a conclusion of reasonable assurance on the information selected by the entity and identified by the ✓ symbol.

### Conclusion of moderate assurance

Based on the procedures we implemented, as described in the "Nature and extent of the work" section, and the evidence obtained, we have not identified any material anomalies likely to call into question the conformity of the Consolidated Non-financial Performance Declaration with the applicable regulatory provisions, and find that the Information, taken as a whole, is presented accurately and in accordance with the Guidelines.

### Conclusion of reasonable assurance on a selection of non-financial information

In our opinion, the information selected by the entity and identified by the symbol3 in the Declaration has been established, in all its significant aspects, in accordance with the Guidelines.

### Comment

Without questioning the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following observations:

- as mentioned in a methodological note, the method of evaluating the number of products repaired by call centers and the associated reporting was changed this year to improve monitoring of the indicator. The method of collecting and monitoring this information still needs to be improved.

### Preparing the Non-financial Performance Declaration

The absence of a generally accepted and commonly used framework agreement or established practices upon which to evaluate and measure the Information allows for the use of different but acceptable measurement methods, which could affect comparability between entities and over time.

Consequently, the Information must be read and understood with reference to the Guidelines, the key elements of which are included in the Declaration (or available on the website or on request from the entity's head office).

### Limitations inherent in the preparation of the Information

Information may be subject to uncertainty inherent to the very nature of scientific or economic knowledge and to the quality of the external data used. Certain data is sensitive to the methodological choices, assumptions and/or estimates used in order to produce it and which are presented in the Declaration.

### The entity's responsibility

It is the responsibility of the management to:

- select or establish appropriate criteria for preparing the Information;
- draft a Declaration in accordance with the legal and regulatory provisions, including an overview of the business model, a description of the main non-financial risks, an overview of the policies in place with regard to these risks and the results of these policies, including key performance indicators and also the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- prepare the Declaration by applying the entity's Guidelines as mentioned above; and
- implement the internal controls it believes necessary for the preparation of Information that is free of material misstatement, whether as a result of fraud or error.

The Declaration has been prepared by the Board of Directors.

(1) Cofrac accreditation inspection, no. 3-1884, available from [www.cofrac.fr](http://www.cofrac.fr).

### The responsibility of the independent third party appointed as Statutory Auditor

Our role, on the basis of our work, is to deliver a justified opinion expressing a conclusion of moderate assurance on:

- the conformity of the Declaration with the provisions of Article R. 225-105 of the French Commercial Code; and
- the accuracy of the historical information (recorded or extrapolated) provided pursuant to paragraph 3 of parts I and II of Article R. 225-105 of the French Commercial Code, namely the results of policies, including key performance indicators, and actions relating to the main risks.

As it is our responsibility to deliver an independent conclusion on the Information as prepared by the management, we are not authorized to be involved in the preparation of this Information, as this could compromise our independence.

At the entity's request and outside the scope of accreditation, it is also our responsibility to express a conclusion of reasonable assurance that the information selected by the entity presented in the Appendix and identified by the ✓ symbol was prepared, in all its significant aspects, in accordance with the Guidelines.

It is not our role to express an opinion on:

- the entity's compliance with other applicable legal and regulatory provisions (in particular with regard to the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy), the vigilance plan, and measures to combat corruption and tax avoidance);
- the accuracy of the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- the conformity of products and services with applicable regulations.

### Applicable regulatory provisions and professional standards

Our work outlined below was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and in accordance with the professional standards of the French national auditing body (Compagnie Nationale des Commissaires aux Comptes – CNCC) relative to this assignment, particularly the technical advice of the CNCC, *intervention of the Statutory Auditor, intervention of the ITP – Declaration of Non-Financial Performance*, the basis for the verification program, as well as international standard ISAE 3000 (revised<sup>(1)</sup>).

### Independence and quality control

Our independence is defined by the provisions contained in Article L. 822-11 of the French Commercial Code and the profession's Code of Ethics. We have also established a quality control system, which covers the policies and documented procedures aiming to ensure compliance with the applicable legal texts and regulations, ethical rules, and professional standards of the French national auditing body (Compagnie nationale des commissaires aux comptes) relative to this assignment.

### Means and resources

Our work used the skills of six people and took place between November 2023 and March 2024 over a total period of around seven weeks.

To aid us in the execution of our tasks, we called upon our sustainable development and Corporate Social Responsibility specialists. We conducted dozens of interviews with the persons responsible for the preparation of the Declaration.

### Nature and extent of the work

We planned and performed our work giving due consideration to the risk of material anomalies in the Information.

We believe that the procedures we conducted in applying our professional judgment enable us to arrive at a conclusion of moderate assurance:

- we have been informed about the activities of all entities included within the scope of consolidation and the presentation of the main risks;
- we have assessed the appropriate nature of the Guidelines in terms of their relevance, comprehensiveness, reliability, impartiality and understandability, taking into consideration best practices within the sector, if necessary;
- we have verified that the Declaration covers each category of information pursuant to part III of Article L. 225-102-1 in terms of social and environmental factors, respect for human rights, and combating corruption and tax avoidance, and includes, where applicable, an explanation of the reasons justifying the absence of the information required by the second subparagraph of section III of Article L. 225-102-1;

(1) ISAE 3000 (revised) – Assurance commitments other than audits or reviews of historical financial information.

Independent Third-Party Report by one of the Statutory Auditors  
on the verification of the Consolidated Non-financial Performance Declaration

- we have verified that the Declaration presents the information provided for in section II of Article R. 225-105, where it is relevant in relation to the main risks;
- we have verified that the Declaration includes the business model and the description of the main risks linked to the activity of the entities included within the scope of consolidation, including, if relevant and proportionate, the risks created by its business relations, its products or its services, as well as the policies, actions and results, including key performance indicators relating to the main risks;
- we have verified that the Declaration includes a clear and reasoned explanation of the reasons justifying the absence of any policy regarding one or more of these risks in accordance with Section I of Article R. 225-105 of the French Commercial Code;
- we have consulted the documentary sources and conducted interviews to:
  - assess the selection and validation process of the main risks and the consistency of the results, including the key performance indicators selected, with regard to the main risks and policies presented, and
  - corroborate the qualitative information (actions and results) that we considered the most important presented in the Appendix. For certain risks <sup>(1)</sup>, our work has been carried out at the level of the consolidating entity; for other risks, work has been carried out at the level of the consolidating entity and in a selection of entities <sup>(2)</sup>;
- we have verified that the Declaration covers the consolidated scope, i.e. all companies included in the scope of consolidation in accordance with Article L. 233-16 of the French Commercial Code, within the limits specified in the Declaration;
- we have read the internal control and risk management procedures put in place by the entity and have assessed the collection process aimed at the completeness and accuracy of the information;
- for the key performance indicators and other quantitative results we deemed most important presented in the Appendix, we implemented:
  - analytical procedures to verify the correct consolidation of data collected, as well as the consistency of developments, and
  - detailed tests, based on surveys or other selection methods, consisting of verifying the correct application of definitions and procedures, and reconciling the data in the supporting documentation. This work was carried out with selected contributing entities <sup>(2)</sup> and covers between 75% and 100% of the consolidated data chosen for these tests;
- we have assessed the overall consistency of the Declaration in relation to our knowledge of all entities included within the scope of consolidation.

The procedures implemented as part of a moderate assurance assignment are less extensive than those required for a reasonable assurance assignment carried out in accordance with the professional standards of the French national auditing body (Compagnie nationale des commissaires aux comptes); a higher level of assurance would require more verifications.

### Nature and scope of additional work on the information selected by the entity and identified by the ✓ symbol

With regard to the information selected by the entity presented in the Appendix and identified by the ✓ symbol in Chapter 2, we conducted the same work as that described in the “Nature and scope of work” paragraph above for the Information considered to be the most important, albeit more in-depth, particularly with regard to the number of tests.

The sample selected thus represents 80% to 100% of the information identified by the symbol ✓.

We believe that this work allows us to express reasonable assurance on the information selected by the entity and identified by the ✓ symbol.

Paris la Défense, March 08, 2024

**KPMG SA**

Caroline Bruno Diaz  
Partner

Brice Javaux  
CSR expert

(1) *The ethics of all parties in an ecosystem of partnerships.*

(2) *Fnac Darty France.*

## Appendix

### Qualitative information (actions and results) considered to be the most important

Action plan to reduce transport-related emissions  
 Measurement of the environmental impact on biodiversity  
 Development of second-life product offerings  
 Policy for managing and optimizing product repairability  
 Creation of an action plan to optimize the Group's logistics and packaging  
 Organization of CSR governance in terms of risk prevention  
 Implementation of ethical alert and fraud systems  
 Management of a cyber-attack risk prevention action plan  
 Evaluation of suppliers, in particular with respect to human rights  
 Actions to promote workplace integration and access to employment  
 Policy on the continuing development of employees' skills  
 Systems for managing employee skills and training  
 Inclusion and diversity policy  
 Collective agreements relating to social dialogue practices

### Key performance indicators and other quantitative results considered the most important

### Level of assurance

Number of training hours per employee trained	Moderate
Proportion of women in Group Leadership roles as at December 31	Reasonable
Frequency rate of workplace accidents with stoppage time	Moderate
Severity of workplace accidents	Moderate
Absenteeism due to sickness	Moderate
Sustainability score	Reasonable
Waste recovery rate	Moderate
Volume of packaging (cardboard and plastic) purchased (in tons/€ million of revenue)	Moderate
WEEE volumes collected/delivery	Moderate
Number of products repaired	Moderate
Number of Darty Max and Vanden Borre Life subscribers	Reasonable
CO <sub>2</sub> (scope 1 and 2) emissions	Reasonable
CO <sub>2</sub> emissions related to energy consumption of sites/m <sup>2</sup>	Reasonable
CO <sub>2</sub> emissions per transported pallet (warehouse to store transportation)	Reasonable
CO <sub>2</sub> emissions per package (e-commerce)	Reasonable
CO <sub>2</sub> emissions per delivery (last-mile delivery)	Reasonable
CO <sub>2</sub> emissions generated per employee (business travel)	Reasonable
CO <sub>2</sub> emissions per call out (After-sales service travel)	Reasonable
CO <sub>2</sub> emissions per product to be repaired (After-sales service workshop flows)	Reasonable
CO <sub>2</sub> scope 3 emissions (category 3.1 – Purchase of goods and services and 3.11 – Use of products sold)	Moderate
Percentage of factory audits whose score is deemed to be average or compliant (Fnac Darty scope)	Reasonable



