

COMMITTING TO PROVIDING
AN **EDUCATED CHOICE**
AND MORE **SUSTAINABLE**
CONSUMPTION

FNAC DARTY

CSR REPORT 2024-2025





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THE GROUP'S INTRODUCTION

Fnac Darty is a European leader in the omnichannel retail of consumer electronics and domestic appliances, culture and leisure products. Operating in 14 countries, it employs nearly 30,000 employees and has a multi-format network of more than 1,500 stores, with a strong web position and a growing number of subscribers to its services. Fnac Darty's revenue was over €10.5 billion in 2024 on the new perimeter including the Italian leader Unieuro.

Key figures*

**N°1**

in Southern and Western Europe
for specialized distribution

**≈ 30,000**

employees

**>€10 Bn**

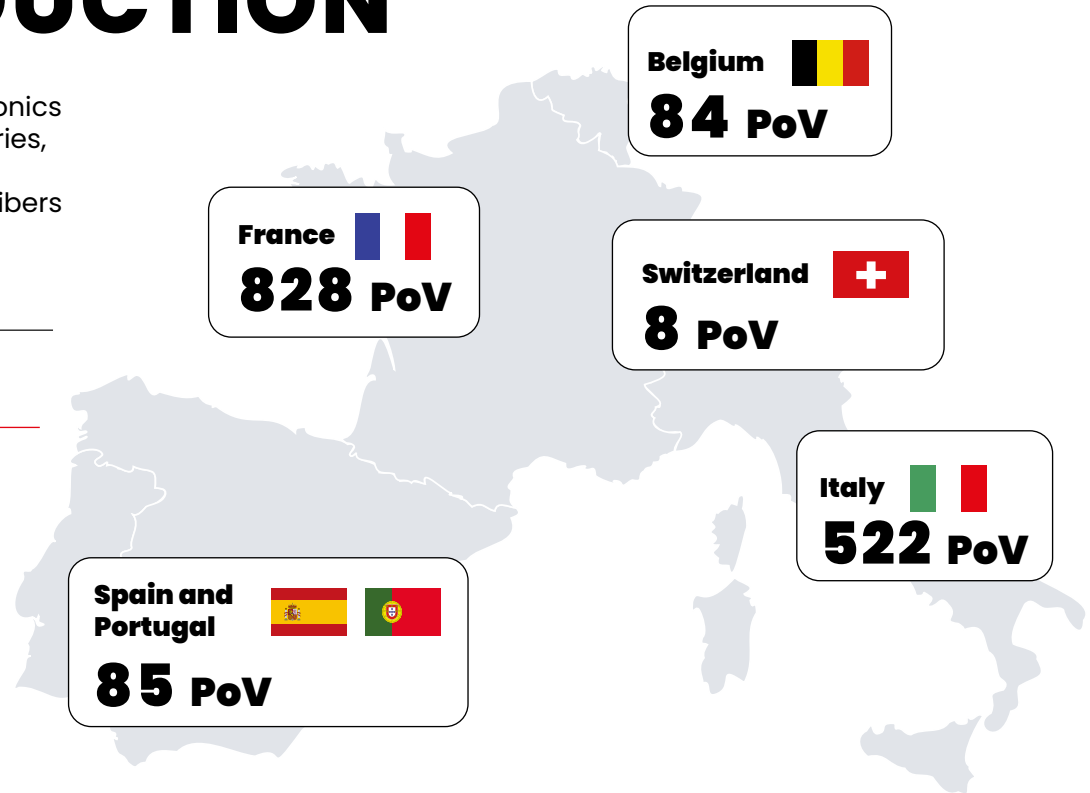
in consolidated turnover

**>1,500**

stores

This report presents Fnac Darty's CSR policy, major initiatives, and results for 2024, without taking into account the integration of Unieuro completed at the end of the year. This report therefore covers a consolidated turnover of €8 billion, 25,000 employees, and more than 1,000 stores.

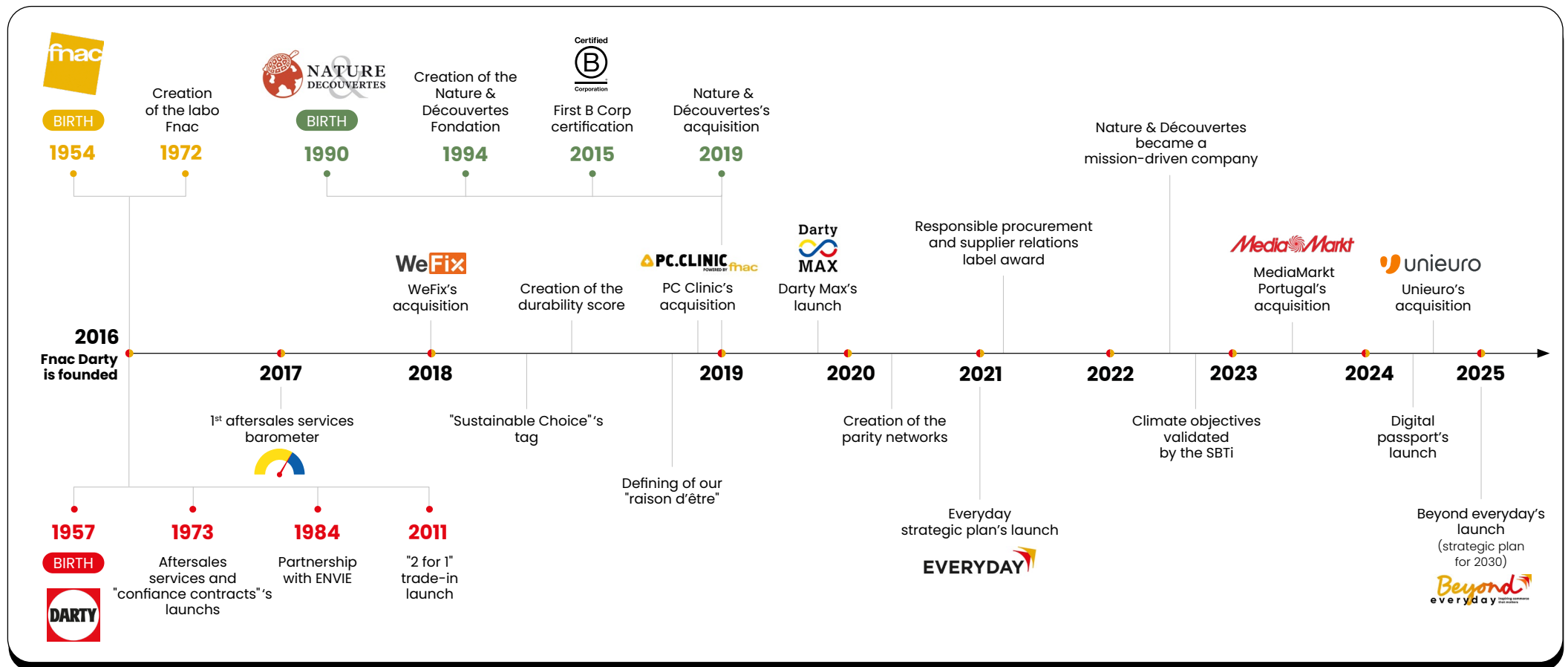
* Figures at 31/12/2024 including Unieuro

**WeFix****unieuro****Vanden Borre**



THE GROUP'S HISTORY

Fnac Darty Group is born from the merger of two giants of French commerce who have been united since 2016, has a rich history marked by key events that have shaped its development and success. With the launch in 2025 of Beyond Everyday, its strategic plan for 2030, Fnac Darty continues its expansion in Europe and deepens its model based on omnichannel, services, and circularity.





MESSAGE

from the CEO

"In 2024, the Fnac Darty Group accelerated its transformation and its ambition to offer a new way of doing business: omnichannel, sustainable, and service-based. This milestone goes hand in hand with the demands of our CSR approach. Fully integrated into our business model, it plays a central role in everyone's daily life and contributes to making Fnac Darty a responsible leader and, in many ways, a pioneer in its sector.

Our Group repaired 2.6 million products in 2024, and had more than 1.4 million subscribers to Darty Max and Vanden Borre Life by early 2025. This performance consolidates our role as a major driver of the maintenance and repair economy, which we have largely helped to develop in recent years.

Each of us is also aware of the need to reduce our energy consumption. This is the path we have been taking for several years. This imperative of energy sobriety is in line with our efforts to reduce the impact of our activities on the climate. In 2024, our strategy was recognized by the CDP*, with the Group achieving the highest rating of "A."

Finally, this year, the CSRD, the new European standard for non-financial reporting, came into effect. It gave us the opportunity to present our actions to manage our social and environmental footprints and our governance issues in a more comprehensive format. As agents of change, we are also positioning ourselves in anticipation of future regulations, such as the implementation of a digital passport for our second-life products, which offers better traceability. Our 2024 sustainability report provides concrete details of our actions and the impacts of our business on the environment and society.

Beyond the changes in reporting, this report is intended to demonstrate that our CSR actions are firmly anchored in our corporate culture and proudly carried out by our employees on a daily basis."



Enrique Martinez
CEO

* CDP : Carbon Disclosure Project

EveryDay Successes



1.4 M

Darty Max subscribers
(by the end of february 2025)

EVERYDAY



100%

of employees
trained by 2024



2.6 M

products repaired



~ 8,500

cultural events



133

Sustainability score



Customer satisfaction

+ 2.7

vs 2023 with an NPS > 60



-31%

CO₂ emissions from our
energy consumption
and transportation by 2030
(vs. 2019)



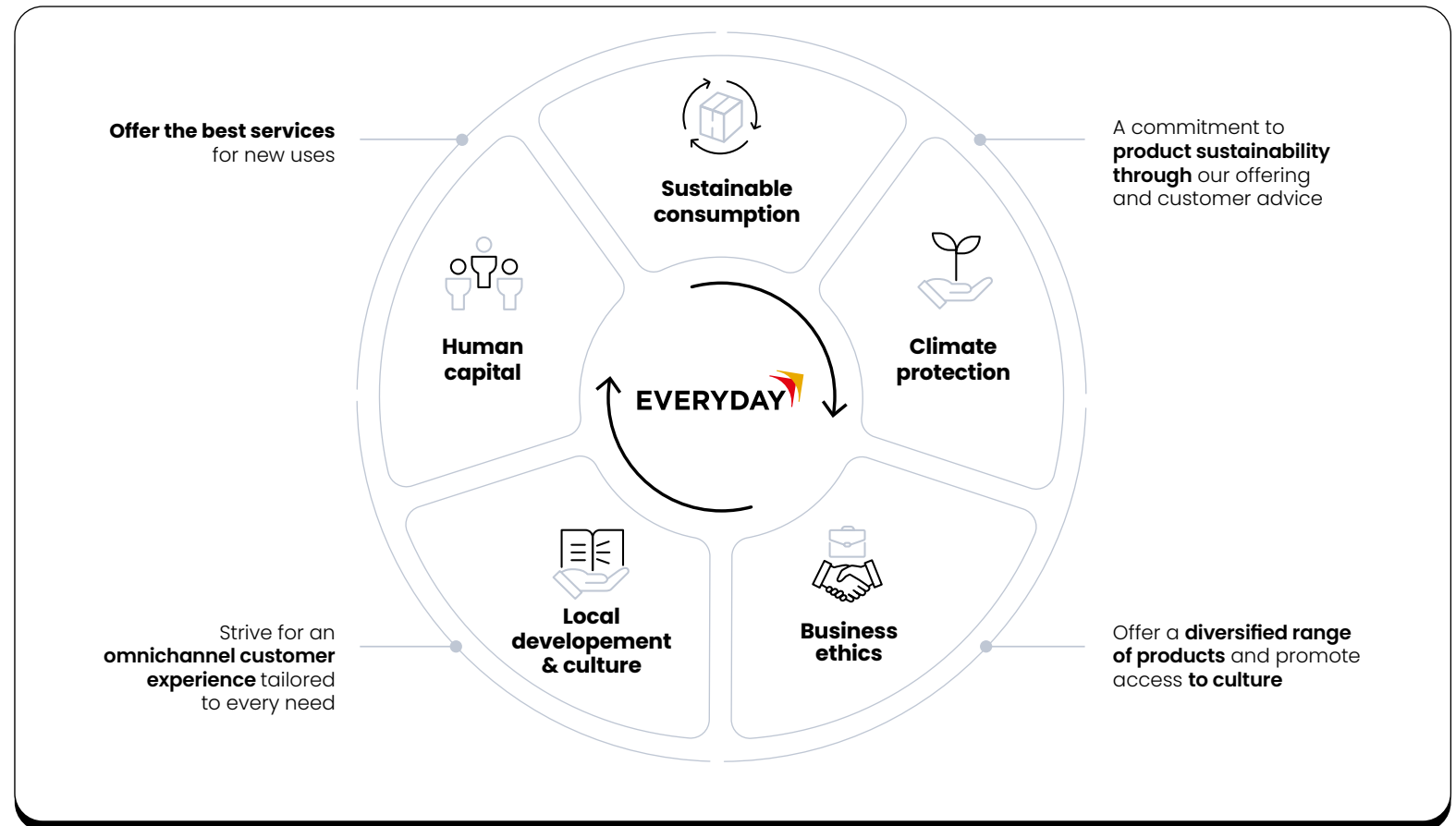


CSR AT THE HEART

of the "Everyday" strategic plan

With nearly 30,000 employees worldwide, more than 1,000 stores and 11 million subscribers and members, Fnac Darty is fully aware of its corporate responsibility and the growing expectations of consumers.

The Group has chosen to place CSR at the heart of its "Everyday" strategic plan, to enshrine its approach in a sustainable development model and to generate positive impacts for society.











2024 CSR PERFORMANCE and ESG Ratings

Fnac Darty: A Recognized Environmental and Social Commitment

All the CSR commitments and actions implemented by the Group are recognized by the main extra-financial rating agencies.






The Fnac Darty group has once again demonstrated remarkable extra-financial performance, reflected in several leading assessments. In 2024, Fnac Darty achieved the highest rating of "A" in the CDP Climate Questionnaire, positioning itself among the best global companies.

Additionally, Moody's Analytics VE ratings improved to 65/100, while Sustainalytics assigned a "low risk" rating of 11.8, an improvement over the previous year. Finally, Ethifinance rated the Group at 80/100, highlighting continued improvement.

	A
	Low ESG Risk 11.8 /100
	C DecileRank 2
	AA for the 6 th time in a row 7.6
	80/100
	65/100

CSR objectives of the Everyday plan

Performances

By 2025	2019*	2024
 2.5 M products repaired	1.8 M	2.6 M
 2 M Darty Max subscribers	0	1 336 K
 135 sustainability score	100	133
 35% of women in leadership positions	24.3%	33%
By 2030		
 - 50% emissions from our energy consumption and transportation by 2030 (vs. 2019)	82.3K tCO ₂ eq**	57.1 K tCO ₂ eq -31%

* Reference year
** Calculation methodology validated by an external and independent certification body in January 2023





Our CSR GOVERNANCE

The Group's CSR approach, built around 5 pillars, is based on governance that allows CSR to be integrated both into the company's strategy and at the heart of business practices.

Dedicated governance



* Climate, Society, Responsibility and Societal Committee

** General Data Protection Regulation

"More concise than our first sustainability report prepared in accordance with the new European reporting standards, this CSR report illustrates our commitment to sustainability and highlights the key achievements of the past year in the implementation of our CSR approach. These accomplishments are structured around our five pillars: Sustainable Consumption, Climate and Biodiversity Preservation, Human Capital, Business Ethics, and Territories and Culture.

Aligned with our purpose – "committing to providing an educated choice and sustainable consumption" – we have continued to transform our business model. We have intensified our efforts to promote the circular economy, as evidenced by the improvement in our sustainability score, the development of maintenance and repair services, and the acceleration of second-life initiatives. With a 31% reduction in CO₂ emissions related to our energy consumption and transport, we are on the right track to achieve our -50% target by 2030 compared to 2019.

Beyond our climate strategy, we continue to support the development of our employees, notably through training, and with the constant aim of better meeting our customers' needs – in our stores and through the quality of our after-sales service, which will help us achieve our sustainability goals.

Keen to contribute to a more inclusive world, and in line with the density of our local presence, we are strengthening our local ties by supporting cherished community projects and organizing numerous cultural events accessible to all. All these interactions – with our customers, employees, and partners – are based on a shared ethical framework to build lasting relationships.

With Beyond Everyday, our new strategic plan for 2030, we will go even further in terms of CSR with the ambition to set new standards for meaningful commerce. At last, because at Fnac Darty, CSR is everyone's business, the publication of this report is an opportunity for me to thank each one of you for your daily actions and commitment to sustainability.

Enjoy your reading!"



Xavier Vercelletto
CSR Director





Our CLIMATE STRATEGY

The Group has defined a climate strategy based on two major and interconnected pillars: contributing to climate preservation and promoting sustainable consumption.

While 91% of the Group's carbon footprint is linked to the products sold, Fnac Darty is taking action for the climate by promoting more sustainable consumption.

The Group advocates for the circular economy through repair, reuse, and extending the lifespan of products, while helping consumers make informed and more sustainable choices.

Our reduction objectives

Fnac Darty has set three objectives for its direct greenhouse gases emissions (scopes 1 and 2) and indirect (scope 3), aligned with the most ambitious trajectory of the Paris Agreement (+1.5°C by 2100):

- **50% reduction in scope 1 and 2 emissions** by 2030 vs. 2019;
- **22% reduction in CO₂ emissions from product use out to 2030** vs. 2019;
- **Suppliers accounting for 80% of CO₂ emissions from product manufacturing** will have set science-based reduction targets by 2026.



SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Reliable and concrete ambitions

Our climate goals are based on science and have been validated by the Science Based Target Initiative (SBTi).

A decarbonization plan details the concrete measures to be implemented to achieve these objectives (see page 12 and following).



Key results 2024

Despite efforts to promote low-energy products, an increase in 2024 compared to 2023 in emissions linked to the use of our products was observed and is partly explained by **the 12% increase** in the "Electricity/average mix" emission factor in France.



-31%

emissions from our energy consumption and transportation*



-0.31%

emissions from the use of our products



68%

of CO₂ emissions from product manufacturing are generated by suppliers who set science-based reduction targets**

* Compared to 2019

** For a target of 80% in 2026



REDUCING THE GROUP'S IMPACT ON **CLIMATE AND BIODIVERSITY**

Climate strategy



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Climate strategy

Our 2024 CARBON FOOTPRINT

Measuring our impact throughout our value chain is an essential step. With a clear and accurate overview, we can better control and effectively reduce the CO₂ emissions induced by our activities and products.

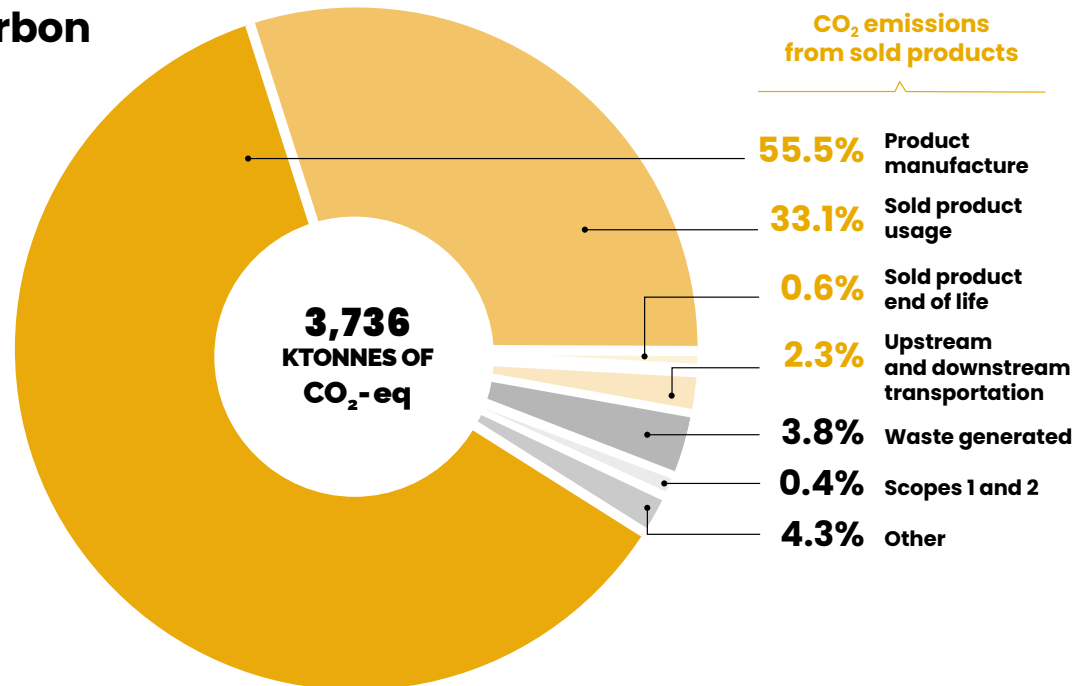
Breakdown of 2023 carbon footprint emissions

(scopes 1, 2 and 3)

● Product emissions: 91.4%

Scopes 1 and 2: our direct emissions (energy, transportation) accounting for 16 K tonnes of CO₂-eq*

Scope 3: 3,720 K tonnes of CO₂-eq*, mainly related to products sold throughout their entire life cycle (manufacturing, transportation, usage, end of life)



CO₂ emissions from sold products



Fnac Darty's climate strategy was rewarded this year with the CDP's highest rating: A.

This significant improvement reflects our growing commitment to the fight against climate change.

Only 2% of the 22,400 companies that responded to the questionnaire are on the CDP's A list. For the first time, our efforts have enabled us to reach this selective list, highlighting our leadership in environmental action and transparency.

* Carbon dioxide is the main greenhouse gas (GHG), but not the only one. To simplify the measurement of GHG emissions, other gases use a conversion factor (Global Warming Potential - GWP). The unit of measure is expressed as "CO₂ equivalent".





Climate strategy

OUR DECARBONISATION trajectory

To achieve its low-carbon trajectory and its targets for reducing its most direct (scopes 1 and 2) and indirect (scope 3) emissions, the Group has implemented decarbonisation plan focused on three emission sources: energy consumption, transportation and products sold. This plan sets out the target ambitions, action plan, resources to be allocated and indicators for monitoring performance.

Activated drivers

- Dedicated climate governance.
- Analysis of climate risks and opportunities.
- Integration of climate issues into strategic orientations, via a trajectory aligned with the objectives of the Paris Agreement and via diversification of business activities.
- A decarbonisation plan with concrete actions, allocated resources and measured results.

Key results 2024

**-31%**

of greenhouse gas emissions from transportation and energy (vs. 2019)

**-26.6%***

electricity consumption in France (vs. 2022)

**48%**

of the SAV fleet consists of vehicles running on electricity or bioethanol

**38%**

of the warehouse-store transporter fleet now low-carbon



* Calculated in unified degree days (scope excluding Nature & Découvertes)





Climate strategy

Decarbonisation plan

REDUCING THE IMPACT

of energy consumption

With nearly 1,700,000 m² of warehouses, stores and offices, energy consumption of the Group's sites represents more than 30% of scope 1 and 2 emissions.



© Rea

Optimizing energy management

The Group has an energy management system - for which we obtained **ISO 50 001 certification** in 2024, set up a tool to collect and analyse consumption, and lastly leveraged a network of in-store CSR representatives.

Numerous actions are being implemented: less energy-consuming equipment, the installation of reduced lighting, new temperature instructions, the reinforcement of maintenance operations and team awareness raising sessions.

Decarbonising our energy mix

The Group contributed to the construction of an agri-voltaic park in central France, operational since april 2023.

By 2024, this 20 MW power plant will cover **around 19% of the annual energy consumption of Fnac Darty sites in France**.

Furthermore, outside France, the Group sources 99% of its electricity from renewable sources.

Key figures

**-17.7%**

reduction in greenhouse gases emissions linked to electricity consumption across the Group (vs. 2023)

**85%**

of stores in France switched to LED lighting

**>400**

in-store CSR representatives in France

**56%**

of electricity from renewable sources in the total consumption mix at Group level





Climate strategy

Decarbonisation plan

DECARBONISING TRANSPORT

and optimising logistics

Every day, thousands of products move between warehouses, stores, and customers. It is essential for the Group to activate several levers to limit the impact of this transportation on air quality and climate change.

Decarbonizing the vehicle fleet

The Group is upgrading its vehicle fleet to more environmentally friendly engines:

- for its after-sales service fleet: vehicles running on bioethanol with a gradual shift towards 100% electric vehicles by 2030;
- for company vehicles : a wider variety of vehicles (electric, hybrid) and no new diesel vehicles in the catalog.



Working on logistics flows

Between warehouses and stores

Fnac Darty is working with its service providers to increase the share of biofuels and biogas on long distances, and to increase the share of electric trucks on short distances.

The last mile

As the final link in the chain, last-mile delivery requires optimal management. The Group opts for trucks running on CNG (natural gas), an alternative fuel that produces fewer greenhouse gases than gasoline.

E-commerce orders

The Group is taking action on the impact of e-commerce deliveries by promoting in-store «click & collect» and favoring carriers that invest in the decarbonization of their fleet, or whose GHG emissions are offset.

Did you know?

The Group is developing remote repairs. A discussion with an After-Sales Service technician to better describe breakdowns and thereby contribute to reducing the amount of call-outs.

Key figures

**400**

new bioethanol vehicles integrated into the SAV fleet in 2024, bringing the share of green vehicles in the SAV fleet to 53%



By the end of 2024, the Last Mile Delivery (LDK) sector will have around

11%

low-carbon vehicles (+ 4 points vs. 2023)





Climate strategy

Decarbonisation plan

ACTING ON indirect emissions

As part of a continuous improvement process, the Group seeks to reduce its scope 3 CO₂ emission sources, also known as indirect emissions. Because 91% of these emissions are from the products sold, the Group is evolving its economic model to make it more circular and thus reduce or avoid these impacts.

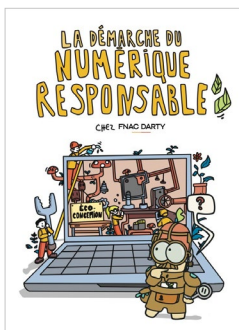
Activated drivers

- Adjusting the Group's business model by prioritising an extension of the lifespan of products over their replacement.
- Selecting, spotlighting and incentivising customers to choose more reliable products with higher reparability and lower energy consumption.
- Encouraging suppliers to eco-design their products.

Committing to more responsible digital technologies

In 2024, the **Green IT approach** initiated internally made it possible to reduce the Group's digital carbon footprint by 7% compared to 2023.

The first Digital Responsibility event was hosted Group with a conference entitled "How to integrate sustainability into our businesses". Environmental and social challenges were illustrated by the 10 posters and a comic strip. The Group is also launching a partnership with WeFix to take back, recondition and reuse professional smartphones. This initiative strengthens the circularity in our internal flows and extend the lifespan of equipment.



* In collaboration with the illustrator Mélanie Vacher



Did you know?

According to a study conducted by Fnac Darty and Eco Act, the "large household appliances" category represents 46% of repairs but 70% of emissions avoided by the Group.

Indeed, the impact of repairs is even more significant for heavy products with higher carbon intensity. Repairing a frontloading washing machine using the Fnac Darty services avoids the emission of around 173 kg of CO₂-eq i.e. 59% less compared with a new replacement.

Key figure



3.4 M

tonnes of CO₂

This is the carbon footprint of products sold in 2024. This figure has fallen by -9.7% compared to 2019, which demonstrates the Group's commitment to promoting low-carbon products.





Climate strategy

INTEGRATING ISSUES

related to biodiversity

Linked to climate issues, taking biodiversity into account is an essential aspect for reducing the impact of our activities on ecosystems, thereby safeguarding them and spearheading initiatives that foster their protection.

Assessing our impact on biodiversity

In 2023, the Group completed a biodiversity impact assessment of its activities, based on **the Global Biodiversity Score (GBS)** developed by CDC Biodiversité.

This review illustrated that the impact intensity of the Fnac Darty Group is more moderate than the global average among companies. These results provide an initial basis on which to draw up a reduction plan aligned with the Kunming-Montreal* goals.

The results of the impact measurement:

- Nearly 86% of the Group's dynamic land impacts are related to climate change pressures. The remaining impacts are primarily caused by "land use".
- The "upstream scope 3 – Product manufacturing" item represents more than 98% of static terrestrial and static aquatic impacts.
- Nearly 60% of the impacts are linked to terrestrial ecosystems and 40% to aquatic systems.

The Nature & Découvertes foundation aspires to deepen people's connection with nature

Since 1994, the Nature & Découvertes Foundation has supported grassroots community projects for the protection of biodiversity and education. In contact with nature. Placed under the aegis of the Fondation de France, it has been a member of the IUCN since 2005.

To mark its 30th anniversary, the Nature & Découvertes Foundation involved the brand's employees and members in selecting the project supported by the national rounding-up at checkout from september to december 2024.



**FONDATION
NATURE &
DECOUVERTES**

SOUS L'ÉGIDE DE LA FONDATION DE FRANCE



The "Terre de Liens" NGO, which supports a sustainable agricultural model that respects living things and farmers, was chosen from among **five major national biodiversity and nature connection projects**.

The association thus benefited from an advocacy campaign in Nature & Découvertes stores, as well as on social media and the web.

The Foundation also topped up the rounding-up at checkout from september 1 to 15, 2024, to supplement the 376,547 micro-donations from customers. During the campaign, more than €65,000 was raised for Terre de Liens. Finally, the four other selected projects

* The Kunming-Montreal Global Biodiversity Framework is a strategic plan adopted by the 15th Conference of Parties to the Convention on Biological Diversity, held in December 2022 (COP 15).

** International Union for Conservation of Nature.



PROMOTING SUSTAINABLE CONSUMPTION AND **AN EDUCATED CHOICE**

Climate strategy



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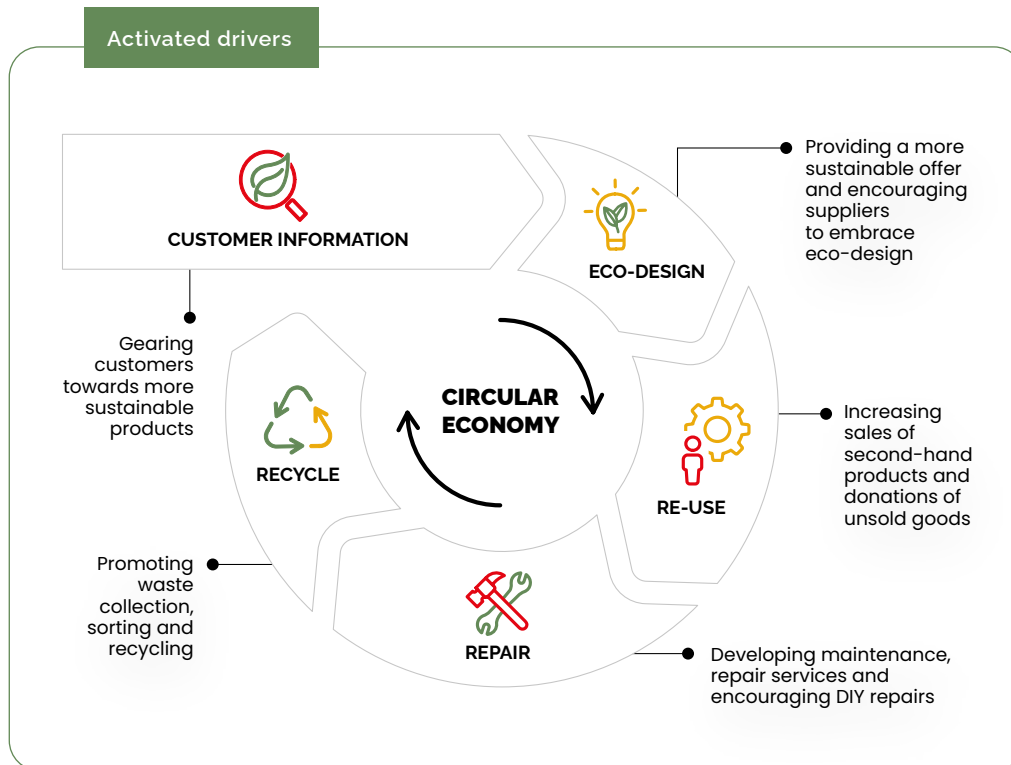
Climate strategy

Our APPROACH

The Group's commitment to sustainable consumption and informed choice is our raison d'être and is central to our "Everyday" strategic plan. Our ambition is to support our customers towards more responsible consumption.

To achieve this, we select and promote more reliable, more repairable and less energy-intensive products, encourage our suppliers to work on the eco-design of products and promote the extension of their lifespan - through maintenance, repair and reuse services as well as overseeing product recycling.

Key figures*



Repair and reuse



≈ **3,000**
people dedicated
repairers



2.6 M
products repaired



1ST
WEEE collector
in France

* Data from february 2025

** Waste from Electrical and Electronic Equipment

Waste management



48,400
tons of WEEE** collected
at Group level
(+15% in volume vs. 2023)



88%
of non-hazardous waste
recovered



79%
of waste related
to the Group's activity will
be recycled by 2024





Climate strategy

INFORMING CUSTOMERS

and developing our offer for an educated choice

To support customers towards more responsible consumption and help them in their choices, the Group is strengthening the sharing of information on product performance and developing new services to meet these needs.



The sustainability index: one step closer to responsible consumption

The sustainability index, rated out of 10, assesses the reparability and reliability of new products, enabling consumers to quickly identify the most sustainable ones before buying.

Did you know?

The sustainability index, deployed since January 8, 2025 on televisions and since April 8, 2025 on washing machines, is a new government indicator. Designed to assess the reparability and the reliability electrical and electronic products, it guides our customers in stores and on our websites towards sustainable and responsible consumption.

The digital passport

In May 2025, Fnac Darty launched the digital passport for large household appliances: **the first digital certificate** on the origin and life of the product, it aims to strengthen consumer confidence in second-hand products and thus extend the lifespan of products.

In partnership with Ecosystem and Arianee, Fnac Darty is innovating by deploying the first digital passport accessible from a QR code on the product. Based on blockchain technology, this unique, secure, and interoperable digital passport allows consumers and those involved in the repair and reuse sectors to reliably view and track all events in the device's lifecycle, from manufacturing to recycling.

Did you know?

A first version of this passport was deployed on the "2nd life collectors", a collection of **4,000 products** resulting from the reconditioning of the appliances supplied by Darty to the Paris 2024 athletes' village, as an **Official Supporter**.

Having been used throughout the Paris 2024 Olympic and Paralympic Games, these household appliances (refrigerators, dryers, washing machines, freezers), were collected, sorted, tested and reconditioned in Darty workshops, and were able to begin a second life with our customers.





Climate strategy

INFORMING CUSTOMERS

and developing our offer for an educated choice

Provide useful information for an educated choice

The product sustainability score

Fnac Darty calculates a sustainability score for each product based on its reliability (breakdown rate) and its repairability (repair rate, availability of spare parts). Weighted against the volume of each product sold, this score enables improvements to product ranges.

The "Sustainable Choice" label



Helpful for guiding customers in their choices, the **"Sustainable Choice" label** highlights the most reliable, repairable and energy-efficient products in their category.

[Learn more](#)



The After-Sales Service Barometer



An essential information and benchmarking tool, the 7th edition of the After-Sales Service Barometer has been expanded to cover **98 categories of household appliances and technical products and more than 160 brands**.

It assists customers in making an educated choice and encourages suppliers to accelerate their approach to extend the life span of their products.

[Learn more](#)

Key figures

Customer information



98

product categories covered by the after-sales service barometer

Sustainability score



133

target 135 by 2025
(vs. 100 en 2019)*

* The sustainability score, previously based solely on sales volumes, now includes the cradle-to-gate carbon footprint in kg CO₂e. This covers emissions from the extraction of raw materials to the distribution of finished products. The score uses an average by product category, making it possible, for example, to distinguish the impact of a small appliance product from a large appliance product. The score has been rebased on 2019 to measure changes since the launch of the Everyday plan.





Climate strategy

PROMOTING maintenance and repairs

Maintenance and repair are essentials drivers for extending the lifespan technical and household appliances products and thus reducing their environmental impact, while creating local jobs. To support this transition to a more circular economy, the Group can rely on its 3,000 technicians, who constitute the largest after-sales service in France.

Making repairs easier thanks to Darty Max

With the Darty Max service, our members benefit not only from preventative maintenance services to avoid breakdowns, but also from the repair of their devices, with no limits on the number of devices, breakdowns, or age, as long as spare parts are available. Second-hand products sold by the Group are also eligible for this service.

A major pillar of the Everyday strategic plan and the Group's low-carbon trajectory, Darty Max has been available in France since 2019. In Belgium, an equivalent service, called Vanden Borre Life, has been available since 2021.

Did you know?

40-70 %* of all breakdowns are due to lack of maintenance or improper use of appliances.

The Darty Max service, extended to the Fnac, includes preventive maintenance of devices in the form of an annual video-conference meeting with a Darty expert.

Darty SAV community, how to take care of your devices and make them last

Fnac Darty, with its website sav.darty.com, brings together 8.7 million members eager to extend the lifespan of their products. They have access to nearly 530 tutorials, articles, and tips for maintaining and repairing their devices. It's also a space for discussion.

By the end of 2024, 162,000 questions had been asked by members, generating approximately 820,000 responses!

Key figures

**1.4 M**

Darty Max and Vanden Borre Life subscribers by the end of february 2025*

**219,293**

tons of CO₂ eq avoided in 2024 thanks to repairs carried out by our after-sales service technicians (+15% vs. 2023), which corresponds to the average annual carbon footprint of 24,365 french people**



* Data from February 2025

** On average, the carbon footprint of a french person is around 9 tonnes of CO₂ per year (ADEME, 2025)





Climate strategy

Giving products

A SECOND LIFE

Selling refurbished or used products contributes to the transition to a more circular economy. Donating our new, so-called "non-saleable" products to charities also represents an important lever in the Group's solidarity policy.

Promoting circularity through reuse

The Group has launched reuse programs to encourage customers to put their used items back on the market. Fnac and Darty accept technical products such as smartphones, cameras, and other multimedia devices in exchange for vouchers. The reuse can be done in-store or online via drop-off at relay points. Most of these products are refurbished and resold by Fnac Darty. Fnac also offers reuse programs for books, games, puzzles, and video games.



Developing a high-quality "second life" product offer

The Group has chosen to offer a range of second-life products in addition to new products, both online and in-store. This alternative to new products meets the brands' standards of quality, trust, and service (with a two-year warranty): delivery, installation, maintenance, and repair. Second-life products are also eligible for the Darty Max service.

Donate our non-saleable new products

Fnac Darty donates new, non-saleable products to associations and businesses in the social and solidarity economy.

In 2024, Fnac Darty donated nearly 23,000 household appliances to Envie and Emmaüs Nature & Découvertes is pursuing three second-life initiatives: a partnership with Too Good To Go (unsold food), an "anti-waste" section to recycle perishable items, and a partnership with Comerso (unsold non-food items).

The latter has resulted in the donation of more than 31,000 products, mostly to the Red Cross, the Dons Solidaires association, and Bibliothèque sans Frontières.

Key figure



Nearly

€150 M

second-life volumes
resold in 2024
(+ 25 % vs. 2023)

Fnac Darty's total donations amount to €7.4 million in 2024 (donations to associations, patronage, donations in kind and Nature & Découvertes Foundation).





Climate strategy

OPTIMISING PACKAGING

and reducing waste

The Group is working to reduce its environmental impact by improving packaging and waste management. This includes contributing to national collection and recycling, as well as actions to reduce packaging and promote eco-design.

Contribute to collection and recycling

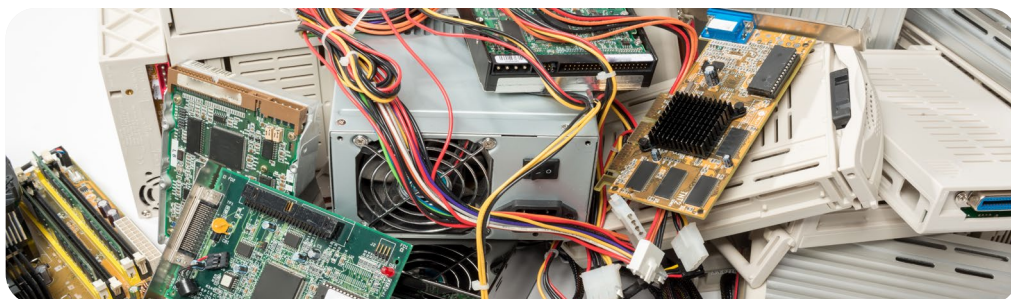
WEEE* collection is carried out either directly at the customer's home for large household appliances, or via in-store drop-off by the customer for small household appliances. Drop-off is not conditional upon prior purchase.

Since 2025 February 1st, the home collection is conditioned by a purchase (up to 4 products collected for 1 product purchased). In 2024, the collection procedures for WEEE large household appliances were strengthened in order to preserve products as much as possible through sorting and reuse.

Did you know?

The Group is now the leading WEEE collector in France. This level of collection has made it possible to avoid emissions of molecules responsible for ozone pollution peaks, equivalent to those released by **nearly 312,000 cars in one year**.

In addition, the subject of WEEE was also the subject of a major event in store with our network of CSR representatives, in order to consolidate our first national position.



Improve the design of our packaging

To reduce the impact of packaging for own-brand products, Fnac Darty is implementing several measures:

- Elimination of polystyrene, replaced by cardboard reinforcements;
- 100% cardboard packaging for the Group's new own-brand accessories.

The Group is also addressing packaging waste from logistics activities related to these products (pallets, parcels, etc.). Numerous actions have been taken to optimize this packaging.

In 2024, the logistics department collaborated with a supplier committed to CSR. This supplier has filed **a patent for a clean (inflatable) polymer**, composed of 95% recycled plastic and fully recyclable, reducing the carbon impact by four times compared to kraft paper for the same mass.

* Waste from Electrical and Electronic Equipment

Key figures



-12%

reduction in the volume of packaging purchased (cardboard and plastic) in 2024 (vs. 2021)



48,400

tons of WEEE* collected in 2024 (+15% vs. 2023)

Optimising management and recycling waste

Fnac Darty centralizes waste management for its stores and warehouses to monitor and improve its performance. The Group also invested in equipment and launched new processes to improve sorting and reduce the number of collections.

Some strategic sites have thus benefited from compactors which allow to reduce the number of shuttles and to package materials in a format that allows them to be transferred to recovery channels. In 2024, 88% of the Group's non-hazardous waste was recovered.



DEVELOPING OUR MOST VALUABLE ASSET: **PEOPLE**



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Our HUMAN CAPITAL

For our 25,000 employees, 3 out of 4 of whom are in direct contact with our customers, the Group is committed to anticipating and supporting the rapid evolution of professions, guaranteeing health and safety and promoting engagement.

Activated drivers

- Attracting and retaining talent, particularly in professions with shortages and in growth areas.
- Capitalising on all our talent.
- Supporting changes in businesses and work organisations.
- Developing the sense of belonging, social ties and quality of life at work.

Key figures



Over
25,000
employees,
including 18,000 in France



88%
of permanent contracts



100%
of employees trained by 2024



33%
of women in the
Leadership Group*

* The Leadership Group has approximately 200 top managers at Group level.



"Tous leaders" trophies

In 2024, the "Tous Leaders Trophies" were held for the first time.

This program aims to highlight and reward projects and initiatives across all of the group's activities (in stores, within operations, and at headquarters). A trophy ceremony at the end of January 2025, attended by the executive committee and broadcast online, recognized the year's most outstanding initiatives, taking into account development opportunities across the Group.

Promoting shared values

During the year 2024, the "Tous Leaders" corporate culture program aimed:

- to grow the passions of its collaborators within trade groups initially focusing on five main targets: "All repairers" (after-sales service), "All innovators" (IT/digital), "All Explorers" (sales), "All Designers" (kitchen) and "All Curious" (work-study students and interns);
- to have a positive impact within a Group committed to serving society and carrying a responsible vision of commerce;
- to join a stimulating collective that cultivates the values of solidarity and kindness to offer everyone an environment that allows them to surpass themselves and act in the service of collective performance;
- to broaden its horizons thanks to a dynamic internal mobility policy, benefiting from a wide diversity of professions, locations and heritage brands.





Safety and quality of life at work

CONTINUOUS IMPROVEMENT

The Group places health, safety, and quality of life at work at the heart of its priorities. It develops daily initiatives to provide all employees with a safe, healthy working environment conducive to professional development.

This translates into a structured Health and Safety policy, management of indicators and the implementation of targeted action plans, partly derived from risk analysis.



Preventing risks in the most hazardous occupations

Fnac Darty encourages a culture of prevention by involving managers and employees.

Fnac Darty is actively committed to risk prevention to ensure the safety and well-being of its employees. Particularly through **its GEPP* agreement**, the Group has identified "high physical impact" jobs to enable the employees concerned to benefit from specific measures. Targeted prevention actions have been implemented, including:

- investments aimed at improving comfort at workstations and the working environment;
- for certain sites, the establishment of prevention workshops with a physiotherapist and osteopathy consultations;
- the overhaul of "gestures and postures in work situations" training rolled out since January 2025.

Key figure



+4.2%

in the number of hours of training related to security (vs. 2023)

Promoting mental health at work

Fnac Darty has implemented several initiatives to promote mental health at work among its employees, such as an individualized detection and prevention system, enabling personalized awareness-raising actions.

This year, the Group made World Mental Health Day a highlight, with internal communications and awareness-raising videos.

Strengthening training actions

In 2024, Fnac Darty led and co-developed training programs to promote a safety culture within the company. This included regulatory training, innovative training (e.g., virtual reality headsets for fire safety), and awareness-raising through communication campaigns.

Beyond job-specific training, other major themes were highlighted this year: psychosocial risks, musculoskeletal disorders, awareness of male and female cancers...

* Career and professional development management





ATTRACTING AND RETAINING TALENT, particularly in professions with shortages and in growth areas

The year 2024 was marked by the strengthening of the attractiveness of its employer brand. Recruiting talent remains crucial to support our business diversification strategy. This is why we are ensuring we attract, train, and retain our talent, particularly in-demand profiles such as after-sales service technicians, delivery-installers, vendor-designers, and web developers.

Strengthening the attractiveness of the employer brand

The Group's attractiveness, driven by its heritage brands, was reinforced in 2024 by the launch of an authentic employer brand, which highlights the main points of its employer promise, in connection with the **"Tous Leaders" corporate culture program**. The Group was able to speak at the "Journées de la réparation" and at the Viva Technology trade fair to present its programs and its professions.

The primary objective is to manage the natural turnover in certain Group professions and to retain and invest in the talent present in our workforce. These internal development efforts are supported and complemented by the Talent Acquisition and Development Department, which enables recruitment in strategic and shortage professions in the repair and digital sectors.

A focus on hard-to-fill job roles

Recruiting and retaining profiles whose professions are in demand is a strategic challenge for the Group, which is developing its maintenance, repair and reconditioning activities.

The growth of Darty Max is significantly increasing the need to recruit after-sales service technicians. To support these recruitment efforts and the professional development of new repairers, the **Training Academy** has developed dedicated training programs with its **Tech'Académie**. Recruitment campaigns in colleges and vocational high schools identified 200 candidates in 2024 to join 22 Tech'Académican classes open on a work-study basis in France.



Key figures of the Tech Academy



27
classes



155
graduates in 2024



236
learners



113
permanent hires
at the end of the training



191
learners whose diploma
will be issued in 2025





Capitalising on ALL OUR TALENTS

Since 2021, the Fnac Darty Group has formalized its inclusion policy by signing the Diversity Charter. Diversity of profiles is valued within the Group's entities. This long-standing commitment has also been enshrined in the business code of conduct, which promotes the principles of respect for diversity and rejection of discrimination. This document commits employees to fostering an inclusive work environment that respects differences.

Equal treatment between women and men: a priority issue

- An equal-pay policy.
- A campaign against harassment and sexist behaviors.
- Promote woman access to high responsibility position.

Evaluating diversity and inclusion policies

In partnership with Mixity, the Fnac Darty Group has realised its first impact study on its D&I policies through a methodology recognised by the Ministry of Equality between woman and man.

The Group scored **75%**, which is higher than the benchmark of the companies in the distribution sector.



Promoting inclusion of people with disabilities

In France, 6% of employees have a disability; across the Group, this figure is 4.5%.

Fnac Darty is continuing its efforts, notably by setting up dedicated work-study classes and disseminating its job offers on dedicated community channels. In addition, awareness-raising initiatives and the simplification of administrative procedures improve the Group's accessibility each year. The Group promotes local initiatives with the **annual "Handitrophée" trophy**.

Working for young people's access to employment

Fnac Darty implements a work-study and training policy across all entities.

In 2024, 1,275 work-study students were welcomed within the Group in Bac to Bac+3 programs dedicated to sales, after-sales service, logistics, delivery-installation and the "Evolving Manager" program for work-study master's students.

Key figures

**33%**

of women in the Leadership Group* in 2024
(+7 points in 3 years)

**32%**

seniors
(vs. 28 % en 2023)

**39%**

of the workforce is women

**6%**

of employees with disabilities in the french permanent workforce

**92/100**

Gender Equality Index

* The Leadership Group has approximately 200 top managers at Group level.





SUPPORTING

changes in business lines and work organizations

To meet the current and future challenges of the job market, the Fnac Darty Group is investing in the continuing training of its employees to strengthen their employability and meet customer expectations.



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Innovate: school stores

In 2024, the Academy's teams in France developed a new training concept: the "School Store." These classes, located directly in the Group's stores, combine AI and training to develop sales techniques and develop salespeople's product expertise. This dynamic, hands-on teaching model is proving its worth in Lyon and Toulouse and will be expanded to various French locations.



Rely on our of our training center : the Academy



The Training Academy provides certified training (**Qualiopi** in France) internally, supplemented as required by external training to meet the needs of management.

Employees identify their own needs and those of their teams to ensure everyone's skills are improved. To facilitate access to in-person training, sessions are organized throughout the region.

At the same time, the e-learning training platform is regularly updated, optimized, and enhanced.

Placing expertise at the heart of our businesses lines

As in-store offerings are constantly evolving, specific expertise in products, associated services, and sales techniques is essential.

Through the **Expertise program**, employees' knowledge is assessed through a quiz at the beginning of the year. Based on the results, training groups are formed into three levels to adapt training sessions on identified knowledge needs.

Key figures



100%
of new employees
trained in 2024



175,871
e-learning training modules
validated in 2024

ACTING ETHICALLY THROUGHOUT THE **VALUE CHAIN**



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Our ETHICAL APPROACH

At Fnac Darty, we strive to act with integrity in every aspect of our operations and throughout our value chain. The Group strives to uphold its ethical principles in all its interactions with its employees, suppliers, customers, partners, and shareholders.

Activated drivers

- Ethical principles shared with all of the Group's stakeholders.
- Appropriate governance bodies and training programs.
- Risk maps, policies, specific prevention and mitigation measures for the protection of personal data, the fight against corruption, indirect purchasing and duty of care.
- An outsourced ethics alert system accessible to third parties and in all Group languages.
- A responsible tax policy.

An ethical system shared by the entire group

Our Code of Business Conduct reaffirms the fundamental principles which must govern the behavior of everyone in their professional environment, individually and collectively.

The Gifts and Benefits Charter reminds employees of the Group's rules and helps them position themselves when they receive a gift or an invitation.

The Charter for the Prevention of Conflicts of Interest helps employees avoid them and know what to do when they are confronted with them.

The Ethics Alert Line allows you to alert in complete confidence, via an encrypted reporting site that respects anonymity.

An Annual Declaration of Non-Conflict of Interest is signed by managers and employees exposed to this risk. This approach involves the population at risk in risk prevention and management.

Training and awareness of employees

Executives, management and employees are covered by 7 e-learning modules: Code of conduct, Gifts and invitations, Whistleblower, Conflicts of interest, Third party assessment, Mapping of risks, Ethics and leaders.

Key figures

**99%**

of the exposed population trained in the risk of conflict of interest

**96%**

of supplier contracts include the Code of Business Conduct



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COMMIT TO THE DEVELOPMENT

of a responsible activity

The Group strives to promote responsible business conduct. Fnac Darty is the leading repairer in France and an innovator in the independent promotion of quality and sustainable products with the after-sales service barometer and the "Sustainable Choice" label. This expertise is shared to help transform business models.

Continue to demand quality from its suppliers

Joining **the Initiative for Compliance and Sustainability (ICS)** has enabled increased monitoring and compliance of suppliers' social practices in 2024. 40 audits in addition to those carried out directly by the Group were conducted as part of this initiative, a proactive approach that helps ensure a more responsible and resilient supply chain.



Participate in the development of sustainability and repair

In 2024, the Group continued its sustainability efforts through several collaborations and working groups:

- Collaboration with the Ministry of Ecological Transition in the creation of the durability index, with active participation from our experts in the working groups.
- Involvement in the work to extend the repair fund provided for by the AGEC law and membership in the Circular Economy working group of the National Trade Council.
- Member of the sustainability club of the NGO HOP (Stop Planned Obsolescence).
- Signatory of a contribution for the extension of durability and repairability indices to new products and a European white paper with the "Right to Repair" coalition, advocating for the limitation of spare parts prices.

Key figures

**79**

factories audited on environmental criteria in 2024

**+2,136**

tests and 130 delistings of Marketplace sellers

**55%**

of unannounced audits in 2024

**10**

internal controllers and 103 control points, including 27 linked to CSR issues





CONDUCTING

a responsible indirect procurement policy

Fully aware of the social and environmental impacts of its indirect procurement, the Group is committed to a global and sustainable performance approach for the company and the stakeholders in its ecosystem.

Our three major commitments

- Be a responsible client towards suppliers, and work towards the continuous improvement of purchasing practices, by developing lasting and balanced relationships with suppliers.
- Contribute to achieving the Group's CSR objectives by integrating social and environmental responsibility into purchasing processes.
- Encourage the Group's partners to develop their own CSR approach, by monitoring and promoting the initiatives of Fnac Darty suppliers.

New supplier code of conduct

In 2024, a new supplier code of conduct was introduced to integrate developments in the Group's environmental strategy, particularly on the topics of climate, waste prevention, preservation of natural resources, and biodiversity.

These themes, now present along side social and ethical issues, strengthen the Group's commitment and support our work within our value chain.



Key figures



96%

of indirect purchasing calls for tender include CSR criteria



96%

of supplier contracts include the Code of Business Conduct



In 2025, our responsible procurement approach was once again awarded the "Responsible Supplier Relations and Procurement" label by the French government.





PROTECTING

personal data

With millions of visitors each month to our e-commerce sites and nearly 12 million members, the protection of personal data is a priority for Fnac Darty, which has made it the essential guiding principle of its digital strategy.

Continuous improvement of means to ensure data protection

A **"privacy by design"** procedure ensures that personal data protection issues are properly considered from the project design and tool selection stage.

In 2024, more than 100 projects were analyzed and received approval from the DPO* and the legal team:

- A dedicated team of 4 people;
- data protection officers in the main subsidiaries;
- GDPR representatives in each major department;
- regular training and awareness-raising activities.

In 2024, Fnac Darty focused on the mobile application environment and continued the deployment of governance integrating Artificial Intelligence issues.

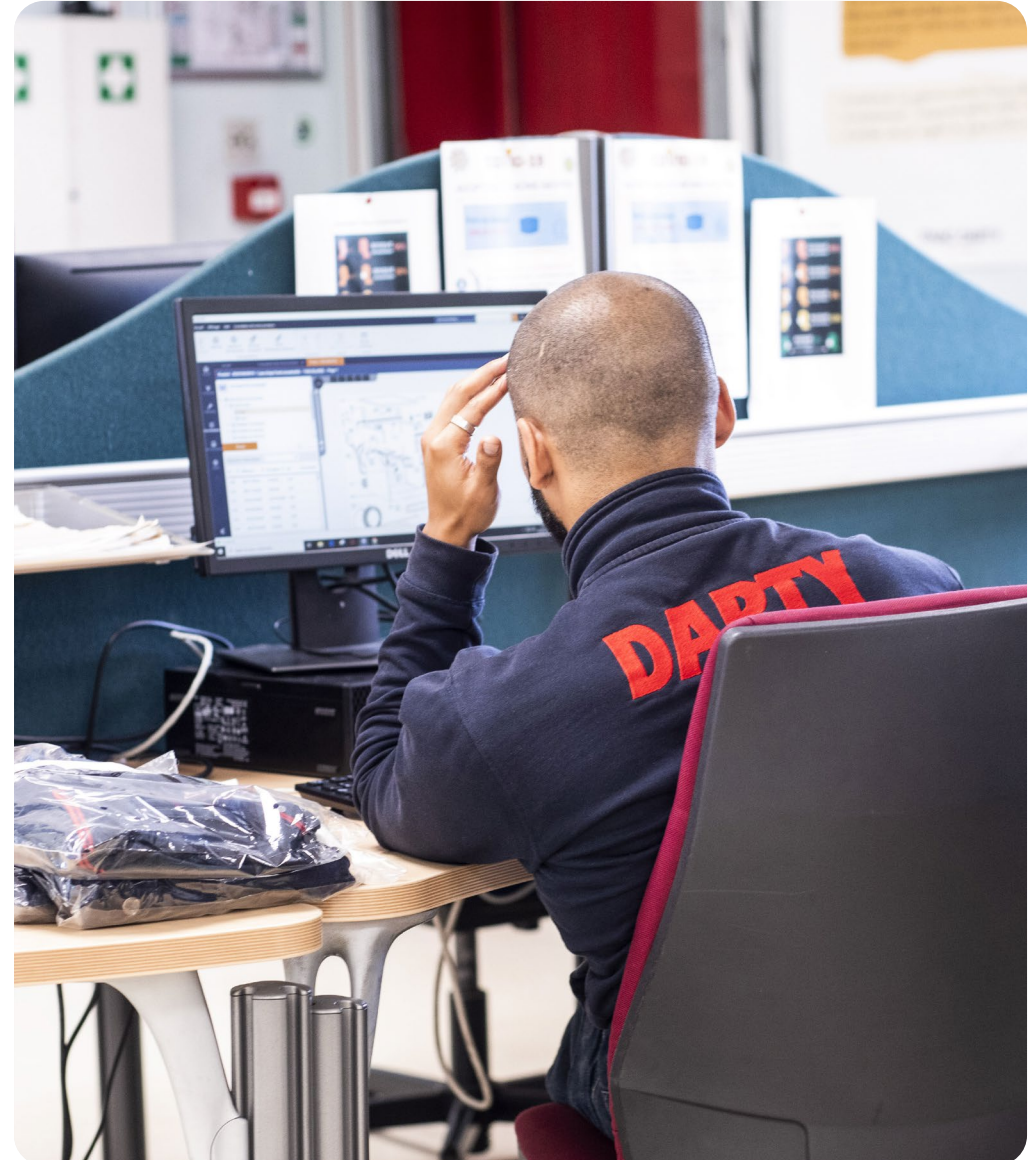
Ensuring cybersecurity

In order to ensure the protection of the Group's information systems and all third-party data, appropriate governance and resources are allocated to cybersecurity.

Our **IT charter** is regularly updated to incorporate new challenges such as artificial intelligence. Annual training sessions, new employee inductions, and events such as Cyberweek ensure ongoing training for our employees to mitigate risks to our business and our customers' data.

Since 2021, Fnac Darty is **PCI-DSS** certified, a guarantee of the robustness of its merchant systems and data theft prevention systems.

* Data Protection Officer



CONTRIBUTING

TO **THE SOCIAL AND CULTURAL
DEVELOPMENT OF TERRITORIES**



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Our contribution to THE TERRITORIES

Through its network of shops and its nationwide service force of in-home technicians, Fnac Darty contributes to the economic dynamism of the cities in which it operates, by creating jobs and supporting local projects, and plays a local social role for its customers.

Cultural events are regularly organised in our shops and during major federative events, giving concrete expression to one of our historic missions: to spread culture to the largest possible audience.

Commit to creating value locally

The Group opens stores every year to provide ever-increasing coverage of medium-sized towns. This strategy, coupled with the creation of maintenance and repair services, contributes to the creation of local, non-relocatable jobs and the development of economic and social activity.

The Group also participates in the reintegration of people who are far from employment through long-standing partnerships with Envie and Emmaüs.

Partner of the city of Paris

The year 2024 was an opportunity for Fnac Darty to organize free cultural and sporting events accessible to all, notably as a partner of the Olympic and Paralympic games.

Six concerts were organized by the Group at the Club France in the Athletes' village, in La Villette in the 19th arrondissement of Paris.



Deauville picture festival

Activated drivers

- A promotion of cultural diversity and new cultural trends (comics, manga, video games).
- Support for literary and musical artistic creation (festival partner, literary prizes...).
- Continued store openings, particularly franchises.
- The development of solidarity projects.
- Promoting fundraising among customers.



© Sarah Bastin

Key figures



+ 18,000

employees in France and 25,000 in the Group with local anchorage



8,500

cultural events organized, including 6,956 outside metropolitan France



+ 1,000

stores and repair services



~ €90 M

tax paid in France



22

store openings in 2024, including 18 in France





GUARANTEEING

access to culture for all

For 70 years, Fnac has been working to democratize culture and diversity. This commitment to customers is reflected in the organization of multiple open-access cultural events such as Fnac Live, and in literary prizes that have become benchmarks: the Prix Goncourt des Lycéens, the Prix du Roman Fnac and the Prix de la BD Fnac France Inter.



Sparkling cultural interactions

In 2024, the Group is continuing its cultural commitment by building bridges between creators and their audiences.

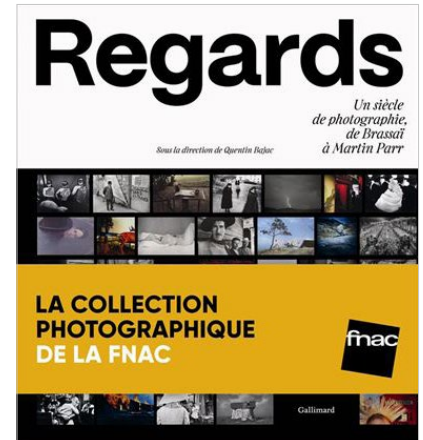
Fnac stores are a popular and accessible meeting place. The quality of our welcome attracts emerging and established artists to book signings, meet-ups, concerts, and exhibitions, to the delight of both established and aspiring fans. In 2024, our customers were able to enjoy nearly **8,500 events in our European stores**, establishing Fnac as a major local cultural player.

Promoting Fnac's cultural activities also involves the **Eclaireur Fnac website**, which has over a million unique visitors.

Celebrating our historic commitment through photography

Fnac celebrated its 70th anniversary this year. It was an opportunity to showcase a selection from our photo collection, continue to promote the art of photography in the region with exhibitions, and participate in prestigious festivals such as the Planche Contact Festival in Deauville.

It was also an opportunity to strengthen our support for the discipline, by renewing our funding for the Nadar Prize and supporting the Young Talents springboard at the Deauville festival.



Support for the music scene

The Group also supports the emerging music scene with its renewed support for the Joséphine Prize and a regular organization of concerts celebrating the diversity of musical scenes and cultures.

Access to culture for all

On June 16, 2024, the 16th edition of the Braderie de Dijon was held, a collaboration between Fnac Dijon, Secours Populaire and the Zénith de Dijon.

Thanks to 150 volunteers, this doubly charitable event raised €126,000 for Secours Populaire and distributed 90 pallets of cultural products at knockdown prices to 6,585 visitors.





IMPLEMENTING

solidary-based projects

Fnac Darty kick-started initiatives aimed at forging bonds with associations and backing a series of local projects, via financial or product donations, made directly to the Group's partner associations or through customer donations via charitable rounding at the checkout.

Speed up donations of new, non saleable products

For several years, a **solution developed in partnership with Comerso** has enabled the donation of unsold items directly from and to stores.

All Fnac, Darty, and Nature & Découvertes stores benefit from this solution, enabling donations to local charities. In addition, **the Group entrusts nearly half of the large household appliances collected from Darty customers to Envie and Emmaüs**, long-standing players in the social and solidarity economy that repair and resell used items in their store networks and contribute to the reintegration of dozens of people annually.



Facilitating customer donations thanks to charitable rounding

Fnac Darty is increasing the impact of donations at the checkout in **partnership with Microdon** by automating the donation offer on checkout terminals in Fnac, Darty and Nature & Découvertes stores.

In 2024, two urgent causes were supported: flood victims in Valencia, Spain (supported by the Spanish Red Cross) and victims of Cyclone Chido in Mayotte (supported by the French Red Cross).

In total, these campaigns raised €840,000 in France this year.



The "big book drive"

In 2024, Fnac organized its **12th "big book drive"** to benefit the NGO Bibliothèques Sans Frontière (Libraries Without Borders). The brand involves its customers in its reuse efforts by inviting them each year to donate books to the association. This book drive, the largest in France, has also been extended to Fnac stores in Switzerland since 2022. **A total of 180,000 books were collected.**

Key figures



€7 M

total amount of Fnac Darty solidarity actions



€1.1 M

collected thanks to all the solidarity rounding schemes of the Fnac, Darty and Nature & Découvertes brands*



180,000

books collected for Bibliothèques Sans Frontières (France and Switzerland)



* Microdon solidarity rounding, Common Cents solidarity rounding and Nature & Découvertes solidarity rounding.



FOSTERING

WITHIN

CSR COMMITMENT

OUR SUBSIDIARIES



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COMMITMENT

at the heart of our french subsidiaries

NATURE & DÉCOUVERTES

For Nature & Découvertes, the first B Corp-certified retail company in France and a mission-driven company, commitment has been a key driving force for over 30 years. This is reflected in particular in its product selection and the initiatives of its Foundation.

A look back at the second year of mission-driven society

By adopting the status of a mission-driven company* at the end of 2022, Nature & Découvertes has committed to a voluntary approach with purpose as its goal, enshrined in its legal statutes: a genuine commitment to society.

In 2024, the company was audited by an independent body, which certified the consistency between the actions and commitments of the company within the framework of this status.

The first mission report was published this year 2024.

A commitment to carbon reduction

Nature & Découvertes has defined a global trajectory for reducing carbon emissions, focusing on the most emissive product families with a **target of reducing emissions by -26% by 2030.**

The Nature & Découvertes foundation

Since 1994, the Foundation has supported grassroots community projects related to biodiversity protection and nature education.

In 2024, the Foundation funded projects such as Terre de Liens for an amount of €297,000.



* A legal status under French law

** Products which, in addition to satisfying the needs and desires of consumers, have a beneficial impact on society and/or the environment.

Key figures

**1ST**

B Corp certified retail company in France

**+59%**

of 2024 turnover is generated by positive impact products**

**62%**

of active references, or 1,800 references, meet at least one responsible purchasing criteri

**21.8%**

of products are certified / labeled in the 2024 Offer

Nature & Découvertes a mission-driven company

« Choose solutions that make a genuine, daily contribution to the transition toward sustainable, biodiversity-friendly lifestyles. »



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COMMITMENT

at the heart of our french subsidiaries

WEIFIX

The company Founded in 2012 is the French leader in express smartphone and tablet repair. Its commitment to fight planned obsolescence made it a natural fit for the Fnac-Darty group in 2018.

An expert in repair and reconditioning

WeFix, with its 126 **QualiRépar**-certified service centers in France and Belgium and its 466 employees, protects and repairs electronic products. Products are assessed in-store and then repaired on-site by repair consultants or sent to a workshop.



In addition to repairs, **WeFix** is an expert in refurbished telephones through its mastery of its smartphone testing and refurbishment process, carried out entirely in France in its Parisian workshops.



Training its repairers

With the aim of providing a consistent level of service across its entire network and consistent operational excellence, WeFix has its own training center.

In 2024, the company recruited 243 people, including 191 who were trained in repair skills through the **WeFix Academy**.

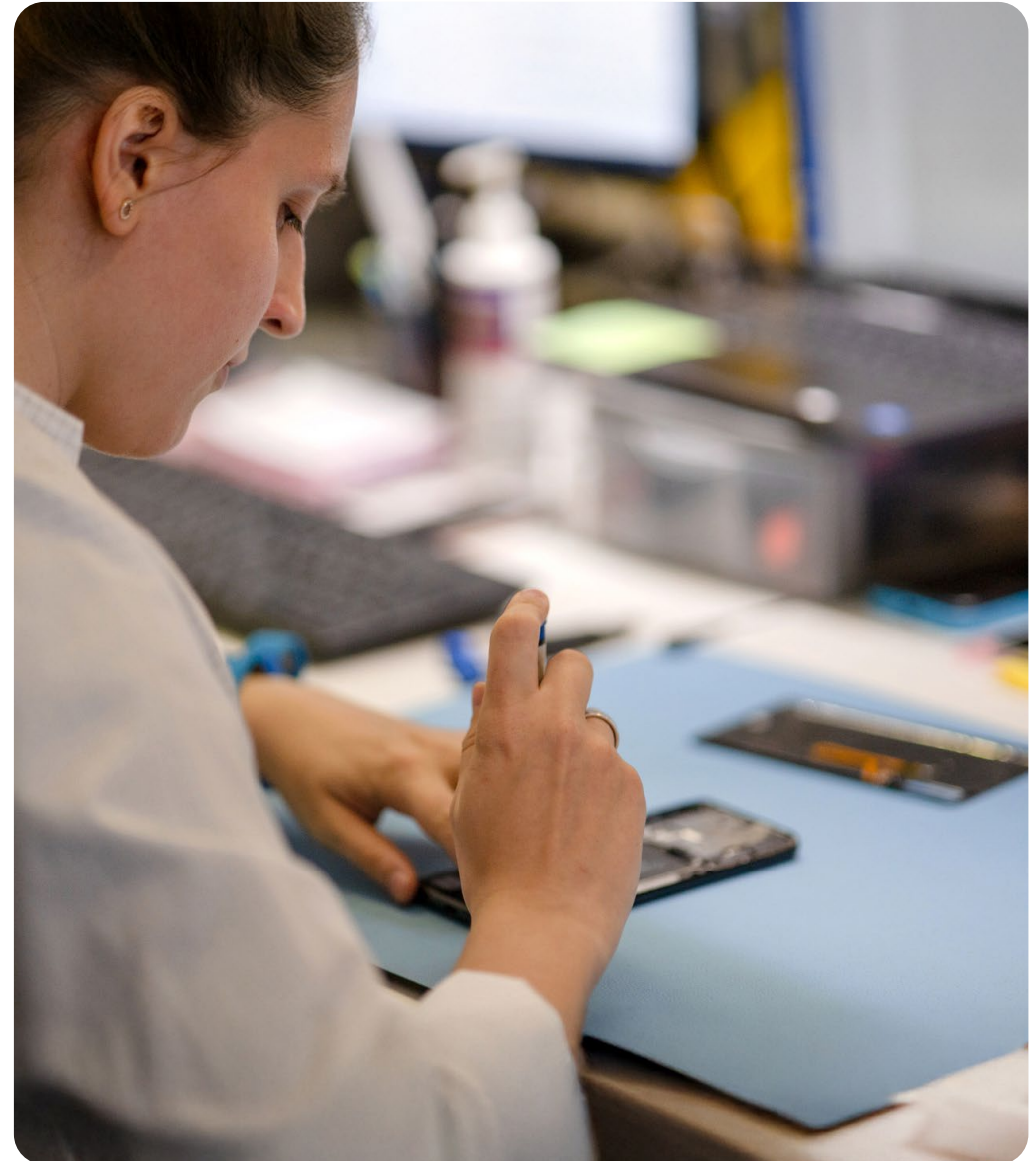
Key figures



≈ 190,000
products repaired in 2024



+ 9,000
refurbished smartphones
in 2024





FEW ACTIONS

of our european subsidiaries

In Belgium, Switzerland, Portugal, and Spain, our subsidiaries actively participate in making our CSR commitments a reality. CSR representatives develop and implement roadmaps tailored to the specific needs of their countries and clients, working in close collaboration with the Group's CSR department.



SPAIN

More sustainable operations

In 2024, the Spanish teams eliminated plastic inner bags for online shipments and now use potato starch bags for in-store shipments. Additionally, 85% of the paper used in packaging is recycled.

More sustainable stores

The Green Store Challenge is an internal competition encouraging stores to adopt a more sustainable model. The evaluation criteria are based on **ISO 17 029 and 14 065 standards** to measure CSR performance and store progress.

Within the network, this virtuous dynamic encourages the sharing of best practices. Each year, the best stores are recognized at a dedicated ceremony.



SWITZERLAND

Development of the second life

Fnac Suisse launched the Fnac Reprise service in October 2024, with the mission of enhancing the life cycle of trade-in products and encouraging the purchase of technical products while preserving customers' purchasing power. The partnership with Revendo guarantees optimal recommissioning of financed products to customers.

Transformation of the transport fleet

Fnac Suisse is continuing to transition part of its web parcel transport fleet to lower-carbon models. This is part of its vehicle fleet decarbonization strategy.



PORTUGAL

Reduction of energy consumption

In 2024, Fnac Portugal continued its efforts to reduce energy consumption. The Centralized Technical Management (CTM) systems, installed in all stores, allow for the programming of instructions and optimized working time schedules, particularly for air conditioning and lighting systems.

All measures have made it possible to reduce energy consumption by 1.5% at constant scope in 2024.

Growing everyone's skills

The Portuguese Training Academy continues to develop its offering around three main areas:

- digitalization, for more intuitive and accessible products,
- democratization, open access content in various formats to involve as many employees as possible, and
- empowerment of learning, where everyone plays an active role in the organic transfer of skills.



BELGIUM

Electrification of the fleet

Fnac Vanden Borre is continuing the electrification of its vehicle fleet by acquiring 23 electric company vehicles and 14 plug-in hybrids in 2024.

To support this, 34 additional charging points were installed in December 2024.

Customer support

Smartdrop is the result of a research project designed by the Mobilise research group at the Free University of Brussels (VUB) at the request of Comeos (the Belgian trade and services sector federation) and with the support of the Ministry. Several companies are taking part, including, of course, Fnac Belgium and Vanden Borre.

This tool, accessible on the e-commerce site, informs customers of the most eco-friendly delivery method when placing their order on vandenborre.be.



FNAC DARTY

