



Committing to providing an educated choice and more sustainable consumption



FNAC DARTY

CSR REPORT 2025-2026



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— Group overview

Fnac Darty is a leading European omnichannel retailer, a key player in the sale of consumer electronics, household appliances, cultural and leisure products. Present in 15 countries, the Group has nearly 30,000 employees and operates a multi-format network of close to 1,500 stores, with a strong online presence and a growing number of subscribers to its services. In 2025, the Group reported revenue of over €10.3 billion.

2025 key figures

**N°1**

in Southern and Western Europe for specialised retail

**30,000**

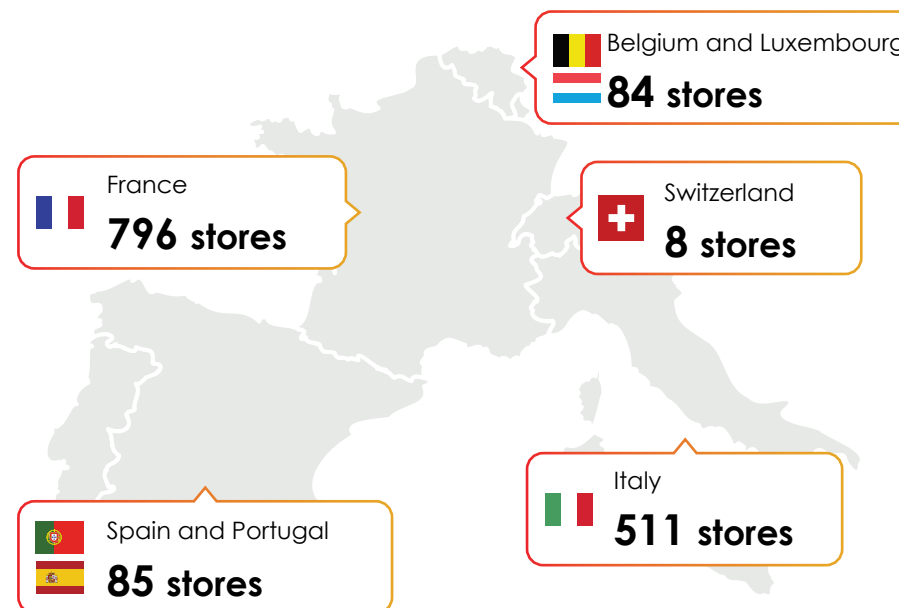
employees

**€10 Bn**

in consolidated revenue

**1,500**

stores





– Message from the CEO



“ Yet again, 2025 has demonstrated the strength of the Fnac Darty model. ”

Fnac Darty is committed to helping its customers adopt more sustainable ways of living and continues to strengthen its position as a key player in the cultural ecosystem. In 2025, Fnac Darty continued to roll out its CSR strategy, reinforcing its role as a pioneer in its sector.

With 2.6 million products repaired and more than 2.4 million subscribers to our services in 2025, the Group affirms its strong role as a driving force in the circular economy. As a catalyst for change, we are at the forefront of evolving consumption patterns, as evidenced by the product passport, deployed across second-life products and progressively rolled out on to new products to enhance traceability.

We are all aware of the need to reduce our energy consumption. This energy sobriety imperative is fully aligned with our efforts to reduce our climate impact.

In 2025, our efforts were recognised by the CDP*, with the Group achieving the highest rating of "A" for the second year in a row.

2025 also marked a significant milestone in Fnac Darty's international development. The Group now operates alongside Unieuro, whose contribution significantly strengthens our efforts in environmental footprint reduction, responsible consumption, and societal engagement.

More than a review, this CSR report reflects the collective commitment of our people and the Group's enduring role in building a more sustainable, forward-looking economy.

* CDP : Carbon Disclosure Project

Enrique MARTINEZ,
CEO of Fnac Darty

2025 success



2.4 M

subscribers across all services



100 %

of employees trained in 2025



8,300

cultural events



>66

NPS (customer satisfaction)



2.6 M

products repaired



69,280

tonnes of electronic waste collected



- 42 %

CO₂ emissions from energy and transport (vs. 2019)

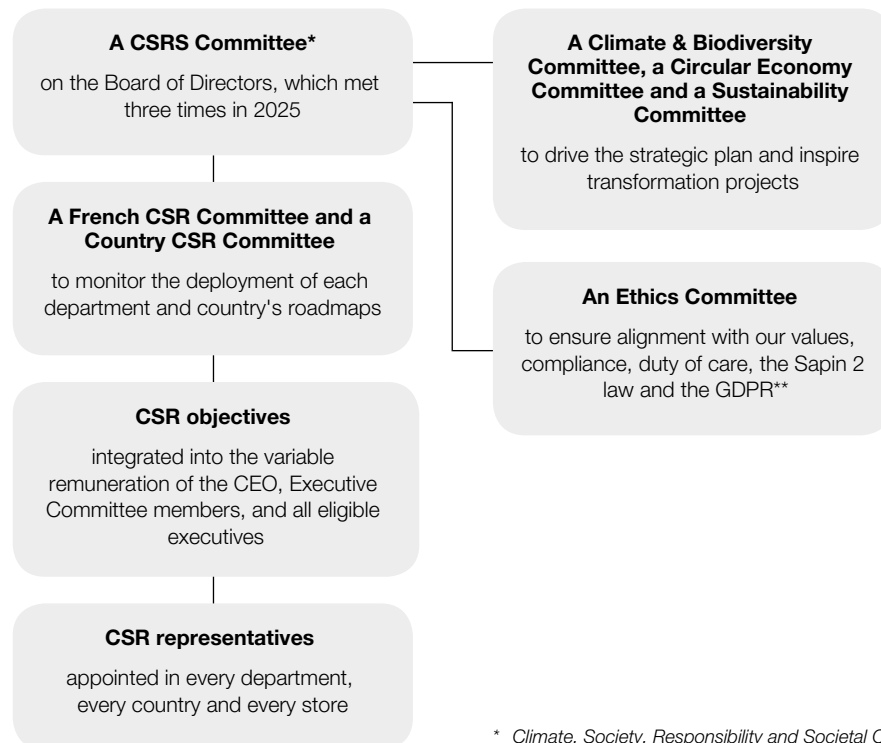




– CSR at the core of the « Beyond everyday » strategic plan

The Group's CSR approach, built around 5 pillars, is based on governance framework that integrates CSR both into the company's strategy and at the core of its business practices.

Dedicated governance



* Climate, Society, Responsibility and Societal Committee.

** General Data Protection Regulation





– 2025 performance and ESG ratings



Aligned with our purpose "committing to an educated choice and sustainable consumption" the new "Beyond Everyday" strategic plan, looking ahead to 2030, places our CSR commitment at its core. This report highlights our actions and results for the year, structured around 5 pillars: Sustainable Consumption, Climate and Biodiversity Preservation, Human Capital, Business Ethics, Territories and Culture. It promotes a lower-carbone retail model, as demonstrated by our 42% reduction in CO₂ emissions linked to our energy consumption and transport since 2019, as well as the 112,000 tonnes of CO₂ avoided through repairs, equivalent to more than 54,000 round trips between Paris and New York.

It also reflects a more human and customer-centric approach to commerce, driven in particular by our training programmes, which enable us to deliver expert advice, tailored services, efficient maintenance and repair solutions, and access to one of the 8,300 cultural events organised locally in 2025. The density of our network, along with the proximity of our sales and technical teams, also contributes to local economies and supports the vitality of regional communities.

Once again this year, the publication of this report is an opportunity for me to thank everyone for their daily commitment actions in support of sustainability.

Happy reading!

Xavier Vercelletto
CSR Director

CSR objectives of the Beyond everyday plan

Performances

By 2030

2019**2025****3.5 M**

products repaired

1.8 M

2.6 M**x2 business**Volume of Second Life **(VS 2024)**

N.A

180 M€**40 %**

of women in leadership

24%

32 %**-50 %**

emissions related to energy consumption and transport by 2030 vs. 2019

125 KtCO₂ eq**- 42 %**72 KtCO₂ eq**CDP****= A unchanged vs 2024****ISS ESG****↑ C vs C- in 2024****SUSTAINALYTICS****↓ 11,9/100 vs 12,4/100 in 2024****EthiFinance****= 66/100 vs 70/100 in 2024**



© Rea

→ Climate strategy



Reducing the Group's
impacts on climate
and biodiversity



➔ **Climate strategy**

— Climate strategy

The Group has defined a climate strategy around two interconnected pillars: contributing to the preservation of climate and biodiversity, and promoting sustainable consumption.

In order to reduce the impact of the Group's activities on the climate and adapt to the context of global warming, Fnac Darty has strengthened its climate risk governance and management system and has set targets for reducing its direct and indirect greenhouse gas emissions.

While 95% of the Group's carbon footprint is linked to the products sold, Fnac Darty is taking action on climate by promoting more sustainable consumption. The Group promotes the circular economy through maintenance, repair, reuse and the extension of product lifespans, while helping consumers make informed and more sustainable choices.

Climate targets have been validated by the Science Based Target initiative (SBTi). A decarbonisation plan sets out the concrete actions required to meet these objectives.

Our reduction targets

Fnac Darty has set three greenhouse gas emission reduction targets, covering direct (scopes 1 and 2) and indirect (scope 3) emissions, aligned with the most ambitious trajectory of the Paris Agreement (+1.5°C by 2100):

- **reduce scope 1 and 2 emissions by 50%** by 2030 vs. 2019 ;
- **reduce CO₂ emissions from product use by 22%, per product sold**, by 2030 vs. 2019 ;
- **suppliers representing 80% of CO₂ emissions from product manufacturing** will have defined science-based targets by 2026.

**2025 key figures**

 **- 61 %**
emissions from our energy consumption and transport*

 **- 4 %**
emissions related from product use

 **73 %**
emissions from product manufacturing are generated by suppliers who have set science-aligned targets**



* Compared to 2019

** For a target of 80% in 2026





→ Climate strategy

— 2025 carbon footprint

Measuring impact throughout the value chain is a critical step. A clear and accurate picture enables better management and more effective reduction of CO₂ emissions from operations, as well as from product manufacturing and use.

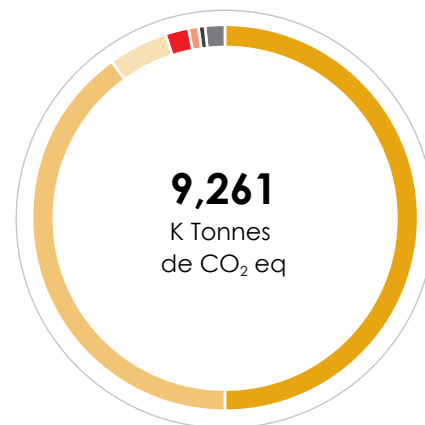
Breakdown of 2025 carbon emissions

(scope 1, 2 and 3)

● Product-related emissions : 95 %

Scopes 1 and 2 : most direct emissions (energy, transport) account for 27 K tonnes de CO₂ eq*

Scope 3 : 9,234 K tonnes de CO₂ eq* mainly related to products sold throughout their entire life cycle (manufacturing, transport, usage and end-of-life)



CO₂ emissions from sold products

- 50 % Sold product use
- 40 % Sold product manufacturing
- 5 % Sold product end-of-life
- 2 % Waste generated
- 1 % Upstream and downstream transportation
- 0.5 % Scope 1 and 2
- 1.5 % Other



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

This recognition reflects a strong commitment to climate action. Only 4% of companies that responded to the questionnaire feature on the CDP's A List.

For the second consecutive year, these efforts have enabled the Group to reach this selective list, underscoring 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 are expressed using a conversion factor (Global Warming Potential). The resulting unit is expressed as « CO₂ equivalent ».





– Reducing energy consumption impact

With 1,500 stores, 22 logistics platforms and offices, energy consumption at the Group's sites represents approximately 50% of scope 1 and 2 emissions.

Key actions

- Significantly reduce in-store energy consumption
- Structure an ISO 50001-certified energy management system
- Decarbonise the energy mix through renewable electricity
- Train teams and manage change effectively

Energy management optimisation

The Group relies on an energy management system for which **ISO 50001 certification was obtained in France in 2024**. A wide range of actions are underway: less energy-intensive equipment, reduced lighting, updated temperature protocols, reinforced maintenance operations and team awareness campaigns. In Portugal, as of 2025, all Darty stores and offices have been fitted with LED lighting. Since 2021 in Italy, the Green Project has enabled 134 stores to undergo energy efficiency renovations, reducing consumption by approximately 14.9 GWh.

Key figures



- 89 %

greenhouse gas emissions from electricity consumption at Group level (vs. 2019)



67 %

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

Energy mix decarbonisation

The Group co-funded the construction of an agri-voltaic park in central France, operational since April 2023. In 2025, this 20 MW park covers approximately **22% of Fnac Darty's annual energy consumption at its French sites**.

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





Transport decarbonisation and logistics optimisation

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

Key actions

- Decarbonise the internal vehicle fleet and train teams in eco-driving
- Improve logistics flows, support our carriers in their decarbonisation trajectories
- Reduce unnecessary transport and identify new delivery models (such as cycle logistics in cities)

Working on logistics flows

Between warehouses and stores

Fnac Darty works 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.

Last-mile delivery

As the final link in the supply chain, last-mile delivery requires careful optimisation. The Group opts for trucks running on CNG (natural gas), a lower-emission alternative to conventional fuels.

E-commerce orders

The Group is taking action on the impact of e-commerce deliveries by promoting in-store "click & collect" and prioritising carriers that invest in the decarbonisation of their fleet. In 2025, Fnac Darty launched cargo bike delivery within Paris, in partnership with ColisWeb, representing nearly 125,000 parcels.

Did you know ?

The Group is expanding its remote diagnostics repairs. A conversation with an after-sales service technician helps accurately identify the breakdown, reducing the amount of call-outs. For the same reason, the Group trains its in-store teams to handle repairs on-site, avoiding the need to send products to a workshop.

2025 key figures

**66 %**

of the SAV fleet is low-carbon in France (electric and bioethanol)

**53 %**

of the carrier fleet for warehouse - to-store flows in France is low-carbon

Vehicle fleet decarbonisation

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

- for its after-sales service fleet (SAV): vehicles running on bioethanol with a gradual shift towards 100% electric vehicles by 2030;
- for company vehicles: an exclusively electric offering in France for employees travelling less than 20,000 km per year.





– Reducing indirect emissions

As part of a continuous improvement process, the Group seeks to reduce CO₂ emissions from other scope 3 sources, known as indirect emissions. As 95% of these emissions are linked to products sold, the Group is evolving its business model to make it more circular, thereby reducing or avoiding these impacts.

Key actions

- Evolve the Group's business model by prioritising the extension of product lifespans over replacement
- Select, promote and encourage customers to choose more reliable, more repairable and less energy-intensive products
- Encourage suppliers to eco-design their products

Accompanying the decarbonisation of the value chain

Fnac Darty is engaging its supply chain towards decarbonisation. From 2026, framework contracts with product suppliers will incorporate a **Compliance and Sustainability Charter**. It aims to establish a virtuous ecosystem based on compliance and the quality of environmental product data, as well as to encourage suppliers to design and offer products with a reduced environmental impact, in line with a sustainability approach. It applies to all products purchased from suppliers and intended for resale to the Group's end consumers.

Furthermore, since 2023, Fnac Darty has been **estimating the emissions avoided through the repair services** offered by the Group: home repairs, workshop and in-store repairs, as well as repairs carried out remotely by qualified technicians or through the sale of spare parts.

Committing to more responsible digital technology

In 2025, the Green IT approach initiated internally made it possible to reduce the Group's digital carbon footprint by **16% compared to 2024**. In addition, the Group has initiated a **partnership with WeFix** for the collection, reconditioning and reuse of professional smartphones. This initiative strengthens circularity in internal flows and extends the lifespan of equipment.

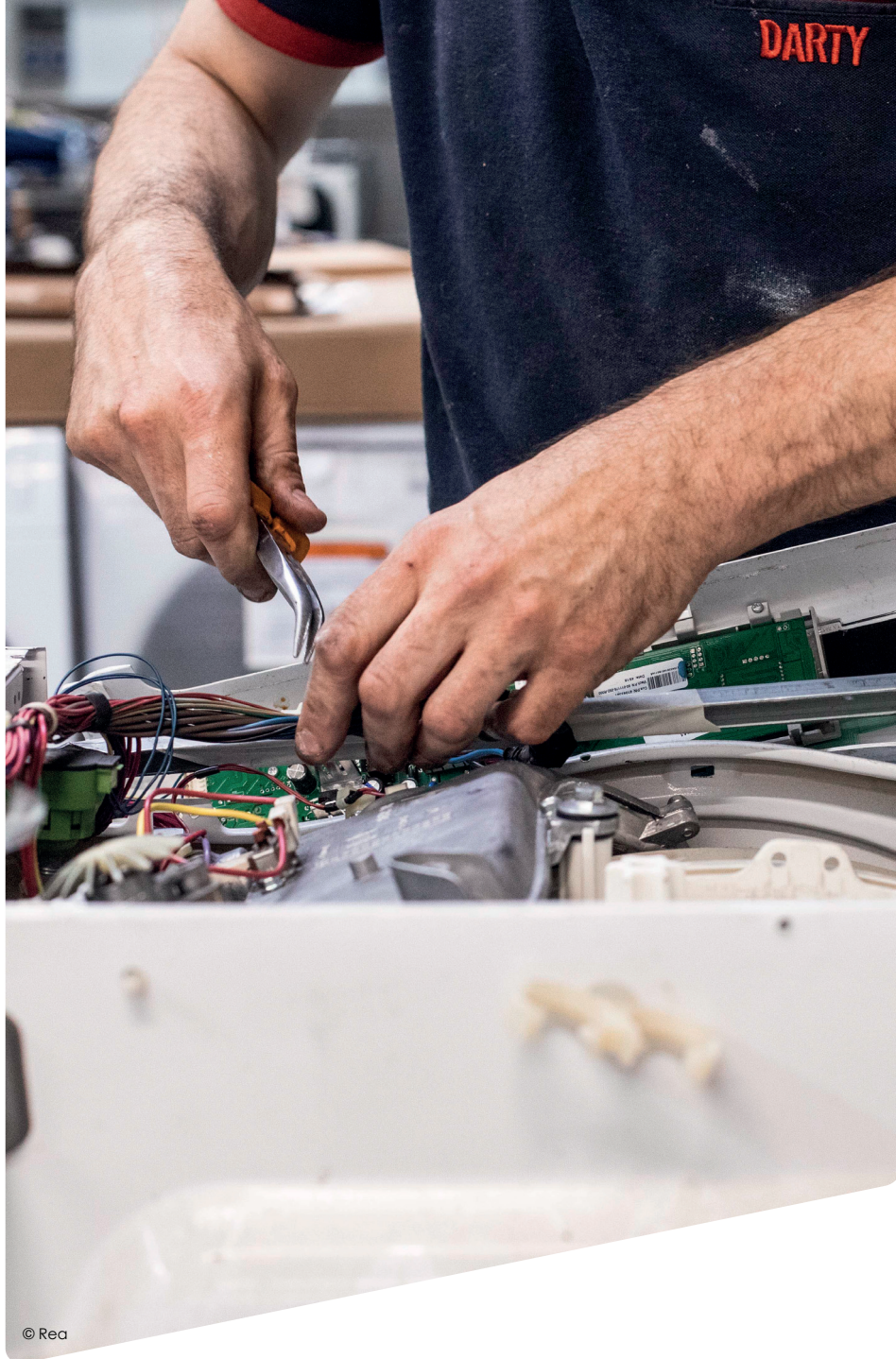
Beyond the environmental impacts, the Group launched an employee awareness campaign, in 2025, on **Digital Accessibility**.

2025 key figures

**112,022**tonnes of CO₂ avoided through repairs**73 %**of CO₂ emissions from product manufacturing are generated by suppliers who have set science-aligned targets

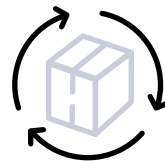
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→ Climate strategy



Promoting informed
choice and sustainable
consumption

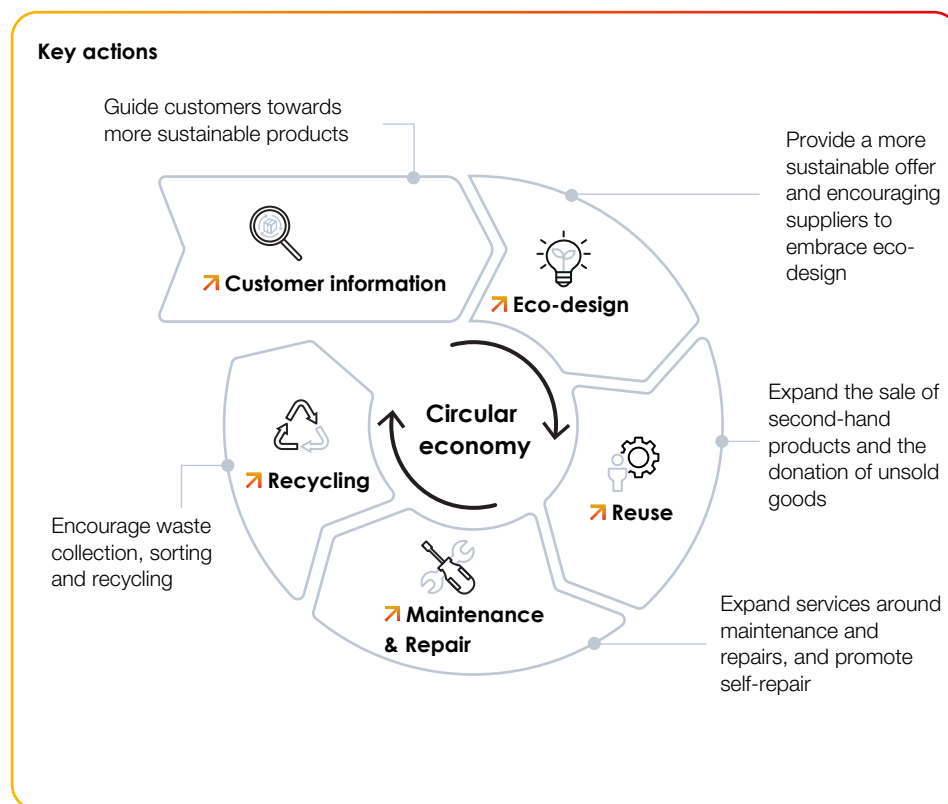




➔ Climate strategy

— Circular approach

The Group's commitment to sustainable consumption and informed choice is a core element of the "Beyond Everyday" strategic plan. The ambition is to support customers towards more responsible consumption.



To achieve this, more reliable, more repairable and energy-efficient products are selected and promoted. Suppliers are encouraged to adopt eco-design. The extension of product lifespans is promoted through maintenance, repair and reuse services. Recycling is also strengthened.

2025 key figures**Repair and reuse****3,000**

people dedicated to repair at Group level

**2.6 M**

products repaired

**€180 M**

revenue from second-life products (+24% vs 2024)

Waste management**69,280**

tons of WEEE* collected at Group level (+ 43% in volume vs. 2024)

**88 %**

of non-hazardous waste recovered

**81 %**

of waste related to the Group's activity is recycled

* Waste from Electrical and Electronic Equipment





➔ Climate strategy

— Enabling informed choices

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

Key actions

- Strengthened supplier dialogue to share breakdowns data and help them design more reliable and repairable products
- Enhanced product performance tracking, enabling product managers to offer more sustainable product ranges
- Highlighting the most sustainable products through the "Sustainable Choice" selection

The digital passport

In May 2025, Fnac Darty **revolutionised the large household appliance market** by launching the first digital passport for these products, renamed the product passport following its test phase. This digital certificate, developed in partnership with Ecosystem and Arianee, enables the tracing of the origin and life cycle of appliances, thereby strengthening consumer confidence in second-hand products and extending their lifespan. Accessible via a QR code and based on blockchain technology, this unique, secure and interoperable passport provides consumers and repair professionals with reliable traceability of every event, from manufacturing to recycling.

2025 key figures

Customer information

**100**

product categories covered by the after-sales service barometer

Sustainability score

**136**

(target 135 by 2025, vs. 100 in 2019)

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](#)

Providing useful information for informed choice

The product sustainability score

Fnac Darty assesses the reliability (breakdown rate) and repairability (repair rate, availability and price of spare parts) of each rated product. This score, weighted by sales volumes, helps improve the information provided to customers to enable an educated choice and sustainable consumption, through the "Le Choix Durable" label.

The After - Sales Service Barometer



An essential information and benchmarking tool, the 8th edition of the After-Sales Service Barometer covers nearly **100 categories of household appliances and technical products and more than 160 brands**. It helps customers make informed choices and encourages suppliers to accelerate their efforts to extend products lifespans.

[➔ Learn more](#)



→ Climate strategy

– Promoting maintenance and repair

Maintenance and repair are key levers for extending the lifespan of technical and household appliances, thereby reducing their environmental impact, while also creating local jobs. To support this transition towards a more circular economy, the Group relies on 3,000 maintenance and repair specialists, making Fnac Darty **France's largest after-sales service**.

Key actions

- Massively develop subscription-based repair services
- Extend product lifespan through maintenance and parts availability
- Strengthen a circular business model with collection, reconditioning and end-of-life management
- Build a robust technical and logistics network to accelerate repair

Did you know ?

40% to 70% of breakdowns result from a maintenance problem or improper use of an appliance (source: ADEME).

The Darty Max service includes a preventive maintenance appointment in the form of an annual video-conference session with a Darty expert. This service is also available at Fnac.

Making repairs easier thanks to Darty Max

With the Darty Max service, members benefit not only from preventive maintenance services to avoid breakdowns, but also from the repair of their appliances with no limit on the number of devices covered, breakdowns to be dealt with, or age. Second-life products sold by the Group are also eligible for this service.

A major pillar of the circular strategy 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.

Darty SAV Community: taking care of your appliances

Fnac Darty, through its website sav.darty.com, brings together 11 million members eager to extend the lifespan of their products. They have access to nearly 950 tutorials, articles and tips for maintaining and repairing their appliances. It is also a space for discussion. By the end of 2025, 170,000 questions had been asked by members, generating approximately 860,000 responses.

WeFix, an expert in repair and reconditioning

Founded in 2012, WeFix is the French leader in express smartphone and tablet repair. Its commitment to fighting planned obsolescence made it a natural fit for the Fnac Darty group in 2018. WeFix, with its QualiRépar-certified service centers in France and Belgium, protects and repairs electronic products. Products are assessed in-store and then repaired on-site by repair technicians or sent to a workshop. In addition to repairs, WeFix is an expert in refurbished phones through its mastery of the smartphone testing and reconditioning process, carried out entirely in France in its Parisian workshops.

2025 key figures



2.4 M
services subscribers



2.6 M
products repaired





→ Climate strategy

— Giving products a second life

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

Key actions

- Expand reconditioning and refurbishment operations
- Build a visible, reliable and competitive second-life commercial offer
- Deploy collection and trade-in solutions to feed the loop

Product donation

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

In 2025, Fnac Darty donated nearly 570,000 household appliances to Envie and Emmaüs.

2025 key figure

**€180 M**

revenue from second-life products (+24% vs. 2024)

Promoting circularity through reuse



The Group has launched trade-in programs to encourage customers to return their used items back on the market. Fnac and Darty offer customers vouchers in exchange for consumer electronics such as smartphones, cameras, and other multimedia devices. Items can be returned either in-store or online via partner collection points. Most of these products are refurbished and resold by Fnac Darty. Fnac also offers trade-in services for books, games, puzzles, and video games.

Development of a high-quality "second-life" product offer



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





➔ Climate Strategy

– Packaging optimisation and waste reduction

The Group works to reduce its environmental footprint through better packaging and waste management. This includes contributing to national collection and recycling systems, as well as implementing initiatives to eliminate or reduce packaging and promote eco-design.

Key actions

- Reduce packaging volume at source
- Develop more sustainable and recyclable packaging material
- Optimise logistics to limit waste and over-packaging
- Raise awareness among customers and suppliers and structure collection chain

Contributing 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. Since 1 February 2025, home collection has been conditional on a purchase (up to 4 products collected for 1 product delivered).

Since 2024, the collection procedures for large household appliance WEEE have been strengthened to better preserve products and support sorting and reuse.

Packaging design improvement

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

- **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 optimise this packaging.

In 2025, the logistics department collaborated with a CSR-committed supplier. The latter filed a patent for a **clean (inflatable) polymer**, composed of 95% recycled plastic and fully recyclable, reducing the carbon impact by four times at equivalent weight compared to kraft paper.

Waste management and recycling optimisation

Fnac Darty centralises 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 reduce the number of shuttles and allow materials to be packaged in a format enabling them to be transferred to recovery channels. In 2025, **88% of the Group's non-hazardous waste was recovered**.

2025 key figures

**-5 %**

volume of packaging purchased (cardboard and plastic) vs. 2021

**69,280**

tonnes of WEEE* collected (+43% vs. 2024)

* Waste from Electrical and Electronic Equipment





Developing the most
valuable asset: people





— Human capital

For 30,000 employees, three quarters of whom are in direct contact with customers, the Group works daily to anticipate and support the rapid evolution of professions, guarantee the health and safety of all, and promote engagement.

Key actions

- Attract and retain talent, with a particular focus on high-demand and growing roles
- Capitalise on all talents
- Support evolving roles and ways of working
- Develop a sense of belonging, social ties and quality of life at work

2025 key figures

**32 %**

of women in the Leadership Group



Nearly

30,000

employees, including 18,000 in France

**88 %**

of permanent contracts

**100 %**

of employees trained in 2025

The « Tous Leaders » trophies

This programme 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 2026, attended by the Executive Committee and broadcast online, recognised the year's best initiatives, taking into account development opportunities at Group level.



Promoting shared principles for action

During the year 2025, the « **Tous Leaders** » program aimed :

- to grow the passions of employees within trade groups, initially focused on five main targets: "All repairers" (SAV), "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 upholding a responsible vision of commerce;
- to build a stimulating collective culture grounded in solidarity and mutual support, enabling each employee to grow and contribute to collective performance;
- to broaden horizons through a dynamic internal mobility policy, across a wide diversity of roles, locations and heritage brands.

* Leadership Group includes approximately 200 top managers at Group level.





– Health, safety and quality of life at work: Continuous commitment

The Group places health, safety and quality of life at work at the heart of its priorities. It implements daily actions to provide all employees with a safe, healthy working environment conducive to professional fulfilment. This approach is notably reflected in a structured Health & Safety policy, the monitoring of performance indicators and the implementation of targeted action plans, partly derived from risk analysis.

Key actions

- Improve quality of life and wellbeing at work
- Develop a culture of prevention and strengthen collective engagement
- Sustainably reduce dangerous situations and share best practices to reduce accidents

Preventing occupational hazards

In 2025, all of the Group's Safety Departments worked on defining a common set of commitments and priorities in terms of health and safety, structured around the prevention of workplace accidents, the reduction of absenteeism and the promotion of a health and safety culture.

This dynamic is reflected in locally tailored actions, including:

- in France: monthly 15-minute safety sessions;
- in Belgium: improvements to working conditions including equipment upgrades and redesign of changing rooms and break areas;
- in Italy: independent safety audits by Bureau Veritas and the use of safety checklists;
- in Spain: organisation of mental health awareness workshops and workplace accident prevention campaigns.

2025 key figures



+ 65 %

in the number of training hours related to safety (vs. 2024)

Promoting mental health at work

Holicare

The Fnac Darty group has put in place several initiatives to promote mental health at work. In 2025, the **Holicare** system, deployed across France, gives employees access to dedicated support, including an anonymous platform, educational content, referrals to healthcare professionals and training on psychosocial risks for managers. This system is free, confidential and accessible to all.

In parallel, the Group joined the **Safe Place** label, a support system for employees who are victims of domestic violence. This label is based notably on a network of internal representatives, an e-learning module and 24/7 support. It also provides emergency housing support where needed.

Strengthening safety training

The Health and Safety Department deploys specific training, notably on workplace safety. It also runs, throughout the year, internal communications campaigns and awareness-raising events, such as Health & Safety Week, World Mental Health Day, Pink October Movember, etc.





– Attracting and retaining talent, particularly in roles facing skills shortages and in high-growth areas

The year 2025 was marked by a continued strengthening of the Group's employer brand. Recruiting the right talent remains essential to support the Group's diversification strategy. To this end, the Group is committed to attracting, developing and retaining talent, particularly in roles where skills are scarce, such as after-sales service technicians, delivery and installation teams, kitchen designers and web developers.

Key actions

- Develop technical, commercial and interpersonal skills
- Strengthen expertise in service professions (repair, installation, after-sales service)
- Deploy the employer brand and a network of employee ambassadors

Strengthening the attractiveness of the employer brand

The Group's attractiveness, anchored in its heritage brands, is based notably on the development of a strong and inclusive employer brand, tailored to the specificities of each market.

In France and Belgium, this ambition is reflected in content creation on social media, the animation of a LinkedIn ambassador community, and partnerships with schools to increase the Group's visibility among potential candidates.

A focus on hard-to-fill job roles

Recruiting and retaining talent in shortage professions is a strategic priority for a Group expanding its maintenance, repair and reconditioning activities.

The Group is strengthening its partnerships with schools, apprenticeship training centres and training organisations, opening dedicated classes for high-demand roles (technicians, sales, digital) and deploying certification programmes as well as the Validation of Prior Learning (VAE).

The development of Darty Max is significantly increasing the need to recruit after-sales service technicians. To support these recruitment efforts and the professionalisation of new repairers, the Training Academy has developed dedicated training programmes with its Tech'Académie.

In 2025, **1,319 apprentices** joined the Group through programmes ranging from high school to Bachelor's level, covering sales, after-sales service, logistics, delivery-installation and the "Manager évolutifs" programme for Master's - level apprentices.

2025 key figures

**24**

classes opened in 2025 (Tech Academy and dedicated classes for high demand roles)

**156**

apprentice technicians

**188**

graduates from the 2024/2025 intake

**110**

permanent hires following training





– Unlocking the full potential of talents

In 2025, the Diversity & Inclusion policy was broadened and formalised at Group level during international workshops bringing together representatives from each country, as part of the Beyond Everyday strategy. An Equal Opportunities and Quality of Working Life (QVCT) agreement was signed in 2025 for a period of four years, covering all subsidiaries within the Fnac Darty France perimeter.

Key actions

- Embed equal opportunities into pay and promotion policies
- Prevent and combat all forms of discrimination, sexist behaviour and harassment
- Promote access to employment for people with disabilities
- Guarantee an inclusive and supportive working environment

Gender parity and female leadership: a Group-wide dynamic

The Fnac Darty group has set a target of **40% women in its Leadership Group by 2030**. In France, this commitment is being driven through "Semaine de la Parité" (Parity Week), the Ex Aequo network and the female leadership development programme "Osez".

In Spain, the "Fnac Desarolla+" a women-to-women mentoring program has been deployed to support newly appointed female directors.

Promoting an inclusive working environment

The Group works towards an inclusive and non-discriminatory working environment for LGBTQIA+ people. In France, Fnac Darty signed the L'Autre Cercle Charter in 2025. In Spain, events are organised to mark Pride Month.

Fostering the inclusion of people with disabilities

France, 6% of employees have a disability; across the Group, this figure is 5%. The Group continues its efforts in support of people with disabilities. This commitment is based on partnerships with specialist organisations in Italy, workstation adaptations, financial support of up to €1,000 and one paid day per year dedicated to the recognition process for disabled worker status within Fnac Darty and French subsidiaries.

In 2025, **Fnac Suisse received the "Prix des entreprises" award** in the Large Companies category, presented by the Republic and Canton of Geneva, in recognition of its initiatives supporting people with disabilities in career transitions.

Working for young people and senior access to employment

Fnac Darty implements apprenticeship and training policies. In 2025, in France, 1,319 work-study students were welcomed in programmes ranging from high school to Bachelor's level, dedicated to sales, after-sales service, logistics, delivery-installation and the "Manager évolutifs" programme for master's-level apprentices.

In parallel, targeted actions in favour of senior employment are being implemented, notably recruitment via the "Expérimentés" job fair. These commitments were recognised in 2025 by the **"Senior Score" award** - training category, awarded by the association Seniors Force Plus

2025 key figures

**32 %**

of women in the Leadership Group

**40 %**

of women in the workforce

**90 / 100**

Gender Equality Index

**29 %**

of seniors

**6 %**

share of employees with disabilities in the permanent French workplace





– Supporting evolving roles and ways of working

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

Key actions

- Roll out varied training modules (compliance, cybersecurity, Group culture, onboarding)
- Facilitate access to in-person and remote learning according to local capacity
- Integrate ecological transition challenges into our training offering

Leveraging training centers: The Academy



The Training Academy provides certified training (Qualiopi in France) internally, supplemented by external programmes where needed.

Employees identify their own development needs and those of their teams to ensure skills growth for everyone.

The focus in 2025 is on upskilling managers, building familiarity with artificial intelligence and CSR, notably through "2 tonnes" workshops and dedicated e-learning modules.

Support the evolution of working practices

To accompany changes in ways of working, continuing training is offered to managers on leadership, feedback and cross-generational management. Individual and group coaching modules, as well as modules on team management, complement this provision. In parallel, compulsory modules on risk prevention, safety and stress management are deployed.

2025 key figures



100 %
of new employees trained in 2025



+200,000
e-learning training
modules validated in 2025

Innovation in action : school stores

In 2024, a new training concept was developed by the Academy teams in France: the "School Store" (*Magasin École*). These classes, set up directly in the Group's stores, combine AI and instructors to develop sales techniques and build the product expertise of sales advisors. In 2025, the concept gained further momentum with two additional openings, at Fnac Marseille Bourse and Darty Limonest, bringing the total to four operational school stores.



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Ethical practices
across the value chain





– Ethical approach

Fnac Darty strives to act with integrity across all aspects of its operations and throughout its value chain. The Group relies on a collective approach to ensure that its ethical principles are upheld in all interactions with employees, suppliers, customers, partners, and shareholders.

Key actions

- Share ethical principles with all Group stakeholders
- Adapt governance bodies and training programmes
- Implement specific prevention and mitigation measures for the protection of personal data, the fight against corruption, indirect purchasing and duty of care
- Provide an outsourced ethics alert system accessible to third parties and available in all Group languages
- Maintain a responsible tax policy

A shared ethical framework across the Group

The **Supplier Code of Conduct** sets out the essential principles governing the Group's commercial relationships, including ethical business practices that respect human rights, fundamental freedoms, international labour standards and the environment.

The **Gifts and Benefits Charter** redefines the Group's rules and helps employees determine the appropriate course of action when offered a gift or an invitation.

The **Charter for the Prevention of Conflicts of Interest** helps employees avoid and understand how to act in situations where conflicts may arise.

The **Ethics Alert Line** allows anyone to raise a concern in complete confidence via an encrypted, anonymous reporting platform.

An **Annual Declaration of Non-Conflict of Interest**, is required for managers and employees exposed to risk. This approach involves at-risk populations in risk prevention and management.

Employees trainings

All new employees receive ethics training to ensure they understand and comply with the company's values and standards. This training includes information on the importance of reporting any potential violations, in a confidential and secure manner via the alert line.

2025 key figures

**90 %**

of the exposed population trained on the risk of conflicts of interest

**94 %**

of contracts incorporate the Supplier Code of Conduct





— Sustainable business practices

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 widely shared to support the transformation of business models.

Key actions

- Promote responsible business conduct among all of the Group's stakeholders
- Encourage eco-design and the manufacturing of quality products by suppliers
- Develop and promote product durability and customer-driven repair

Holding suppliers to the highest standards

The Group participates in the **Initiative for Compliance and Sustainability (ICS)** to strengthen the monitoring and compliance of suppliers' social practices. In 2025, **30 audits**, complementary to those conducted directly by the Group, were carried out as part of this initiative. This proactive approach helps ensure a more responsible and resilient supply chain.

Contribution to the development of sustainability and repair

The Group continues each year to advance its sustainability commitments through several collaborations and working groups:

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

2025 key figures

**97**

factories audited on environmental criteria in 2025

**+ 1,300**

tests and 41 delistings of Marketplace sellers

**52%**

of factory audits in China were unannounced in 2025

**11**

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



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– Responsible indirect procurement policy

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

Key actions

- Acting as a responsible buyer towards suppliers
- Evaluating the continuous improvement of purchasing practices by developing reliable and balanced relationships
- Contributing to the achievement of the Group's ESG objectives by integrating social and environmental responsibility into procurement processes
- Encouraging Group partners to develop their own ESG approach by promoting Fnac Darty's supplier initiatives



In 2025, Fnac Darty's responsible procurement approach was **once again** awarded the **"Responsible Supplier Relations and Procurement" label (RFAR)** by the French government.

Supplier code of conduct

Updated in 2024 to reflect the evolution of the Group's environmental strategy, the Supplier Code of Conduct sets the social, environmental and ethical baseline for all Group partners.

2025 key figures

**93 %**

of indirect procurement tenders include ESG criteria

**94 %**

of supplier contracts incorporate the Supplier Code of Conduct





– Protection of personal data

With millions of visitors each month on its e-commerce sites and more than **12 million members**, the protection of personal data is a priority for Fnac Darty, and a core guiding principle of the digital strategy.

Key actions

- Continuously advance efforts in the protection of customers' personal data
- Integrate new issues related to the rise of artificial intelligence
- Train all teams to ensure that cybersecurity knowledge is continuously updated across the Group.

Continuous improvement in data protection

A "privacy by design" procedure ensures that personal data protection issues are properly considered from the project design and tool selection stage. Each new project is analysed to obtain approval from the DPO* and the legal team. The system in place is based notably on:

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

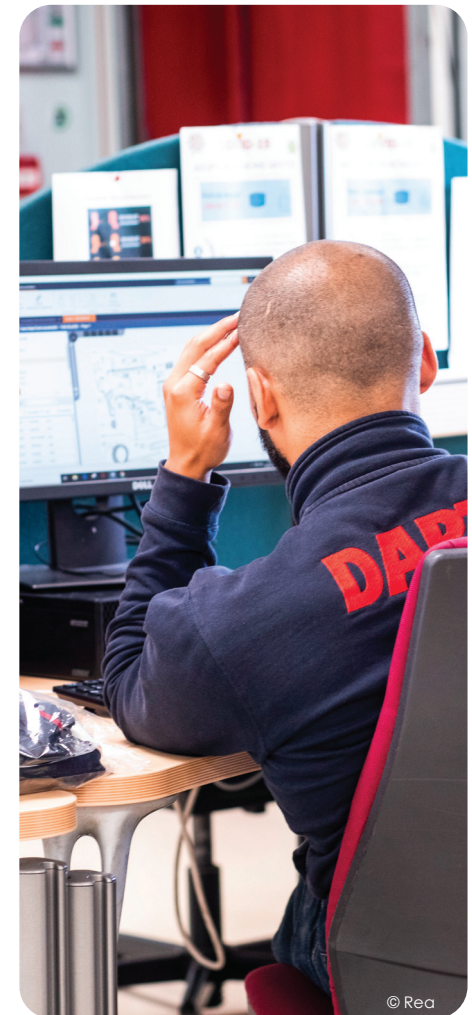
In 2025, Fnac Darty continued to improve the management of third-party service providers and the governance framework for the use of artificial intelligence

Ensuring cybersecurity

A dedicated governance and appropriate resources are allocated to cybersecurity to ensure the protection of the Group's information systems and all third-party data. The IT charter is regularly updated to incorporate new challenges, such as artificial intelligence.

Annual training sessions and thematic events, such as Cyberweek, ensure ongoing training to mitigate risks to operations and customer data. Since 2021, Fnac Darty has been **PCI-DSS certified**, guaranteeing the robustness of its merchant systems and data theft prevention systems.

* Data Protection Officer





Supporting local,
social and cultural
vitality





– Contribution to local communities

Through its extensive store network and nationwide service force of in-home technicians across France, Fnac Darty contributes to the economic vitality of the cities in which it operates, notably through job creation and support for local projects, and plays a local social role for its customers. Cultural events are regularly organised in stores and at major events, giving concrete expression to one of the Group's historic core missions: making culture accessible to everyone

Key actions

- Promote cultural diversity and new sector trends (comics, manga, video games)
- Support literary, musical and photographic artistic creation (festival partner, literary prizes, etc.)
- Continue the development of the Group's solidarity projects
- Promote and facilitate customer donations to associations

"Cuoriconnessi", Unieuro takes a stand against cyberbullying



The "Cuoriconnessi" programme, implemented by Unieuro in partnership with the Italian National Police, raises awareness of bullying and cyberbullying among teenagers, parents and teachers.

In collaboration with schools, this programme includes an information platform for parents, children and teachers, a contact form, events organised in theatres, schools and online, a YouTube channel and several major events organised throughout the year.

The "Cuoriconnessi" programme is promoted annually through advertising campaigns broadcast on Italian television.

Committed to creating local value

The Group opens new stores every year, expanding its presence in medium-sized towns and cities. Coupled with the development of maintenance and repair services, this strategy creates local, non-relocatable jobs and supports economic and social activity.

The Group also contributes to the reintegration of long-term unemployed people through its longstanding partnerships with Envie and Emmaüs.

2025 key figures

**30,000**

employees across the Group
anchored in local communities

**8,000**

cultural events organised,
including nearly 7,000 outside
metropolitan France

**+ €47 M**

in taxes paid in France





– Ensuring access to culture for all

For over 70 years, Fnac has been working to democratise culture and diversity. This commitment to customers is reflected in the organisation 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.

Key actions

- Promote access to free cultural events in diverse formats (concerts, exhibitions, etc.)
- Promote all forms of culture, notably through support for emerging artists
- Promote access to cultural goods for all audiences, through the Grande Braderie Solidaire in particular

Bringing people together through culture

In 2025, the Group continued its cultural commitment by building bridges between creators and their audiences. Fnac stores serve as accessible and popular meeting places. The quality of the in-store experience attracts both emerging and established artists to events such as meet-and-greets, conferences, book signings, masterclasses, concerts, musical readings, workshops and exhibitions, to the delight of both loyal and new audiences.

In 2025, customers enjoyed **more than 8,000 events in European stores**, reinforcing Fnac's position as a leading local cultural player.

Promoting Fnac's cultural activities also involves the **Eclaireur Fnac website**, which attracts more than one million unique visitors.

Supporting photography

With a longstanding connection to the world of photography, Fnac this year contributed a special endowment for the Prix Nadar, a grant to support the mentoring programme of the association "Les filles de la photo", a grant to support the "Entre les images" programme of the Diagonal network, and a grant to support the young photographic creation prize at the Planches Contact festival in Deauville.

Supporting the music scene

The Group also supports the emerging music scene with its renewed backing for the Prix Joséphine. It regularly organises free concerts celebrating the diversity of musical scenes and cultures.

Access to culture for all

In partnership with Secours Populaire and the Zénith de Dijon, Fnac organised its **17th Grande Braderie Solidaire** this year. Thousands of visitors were able to purchase cultural products at discounted prices, with proceeds benefiting Secours Populaire.



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– Social impact initiatives

Fnac Darty launches initiatives aimed at forging bonds with the associative sector and backs numerous local projects, through financial or product donations made directly to the Group's partner associations or through customer donations via charitable rounding at the checkout.

Key actions

- Promote product donations, particularly small and large household appliances
- Continue corporate philanthropy initiatives and charitable partnerships
- Facilitate customer donations, particularly through checkout rounding

2025 key figures

**€8 M**

total amount of Fnac Darty solidarity actions

**€1.6 M**

in donations collected from customers

**200,000**

books collected for Bibliothèques Sans Frontières (France and Switzerland)

The « Très Grande Collecte » book drive

**Bibliothèques
Sans Frontières**
Libraries Without Borders

In 2025, Fnac, founding partner of the event, organised its **13th "Très Grande Collecte" book drive** in support of the NGO Bibliothèques Sans Frontières (Libraries Without Borders). This initiative, which promotes access to reading and culture for all, is the largest of its kind in France. It has been extended to Fnac stores in Switzerland since 2022. Darty and Nature & Découvertes also participated in the drive in 2025. In total, **200,000 books** were collected across the Group's stores.

Scaling up the donations of non-sellable 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 stores benefit from this and are able to make 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 who repair and resell used items in their store networks and contribute to the reintegration of dozens of people annually.



Facilitating customer donations through checkout rounding

Fnac Darty amplifies the impact of donations at checkout, in partnership with Microdon, by automating donation prompts on payment terminals in Fnac and Darty stores, benefiting solidarity and environmental associations.

In total, the Group enabled customers to donate more than €1.6 million.





FNAC DARTY
