



# Corporate Governance Roadshow

Thomas Dannenfeldt  
Chairman of the Supervisory Board

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June 2022

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# CECONOMY – Leading consumer electronics retailer in Europe

## MediaMarktSaturn Retail Group

Strong and traditional brands with 1,018 stores

**MediaMarkt®**

871 stores; c. 38,000 employees

- No. 1 electronics retailer in EU, DE
- Strong presence in 12 countries
- Huge assortment of products
- Individual customer advice
- Extensive portfolio of services

**SATURN**

137 stores; c. 6,000 employees

- No. 1 electronics retailer in DE
- Located at attractive sites
- Broad range of brand products
- Spacious sales areas
- Excellent service and advice

**DEUTSCHE  
TECHNIKBERATUNG**

- Cooperation with MediaMarktSaturn in DE
- Installation, connection, troubleshooting
- Service on site or by remote maintenance

All details and figures as at 30/09/2021 (FY 2020/21).

CECONOMY



**M.VideoEldorado**  
15% stake

**FNAC DARTY**  
24% stake

# CECONOMY – Key figures<sup>1</sup> at a glance

€21.4bn

Sales



17.1%

Gross margin



€233m

Free cash flow



€6.9bn

Online sales



€0.62

Earnings per share



1,018

No. of stores



€1.1bn

Services & Solutions  
sales



€0.17<sup>2</sup>/0.23<sup>3</sup>

Dividend per share



51,665

No. of employees



<sup>1</sup>FY 2020/21: 01/10/2020 – 30/09/2021. <sup>2</sup>Ordinary shares. <sup>3</sup>Preference shares.

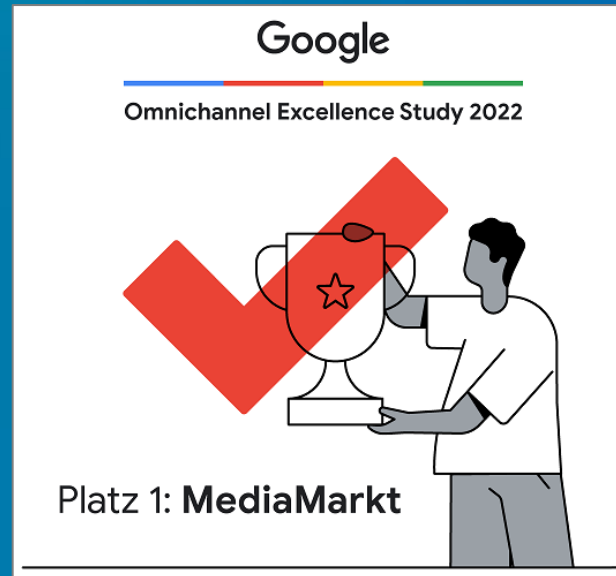


# CECONOMY – We are receiving recognition for our efforts and our progress

## #1 in customer satisfaction



## Omnichannel player



## Leading ESG player

Best German ESG Retailer 2022





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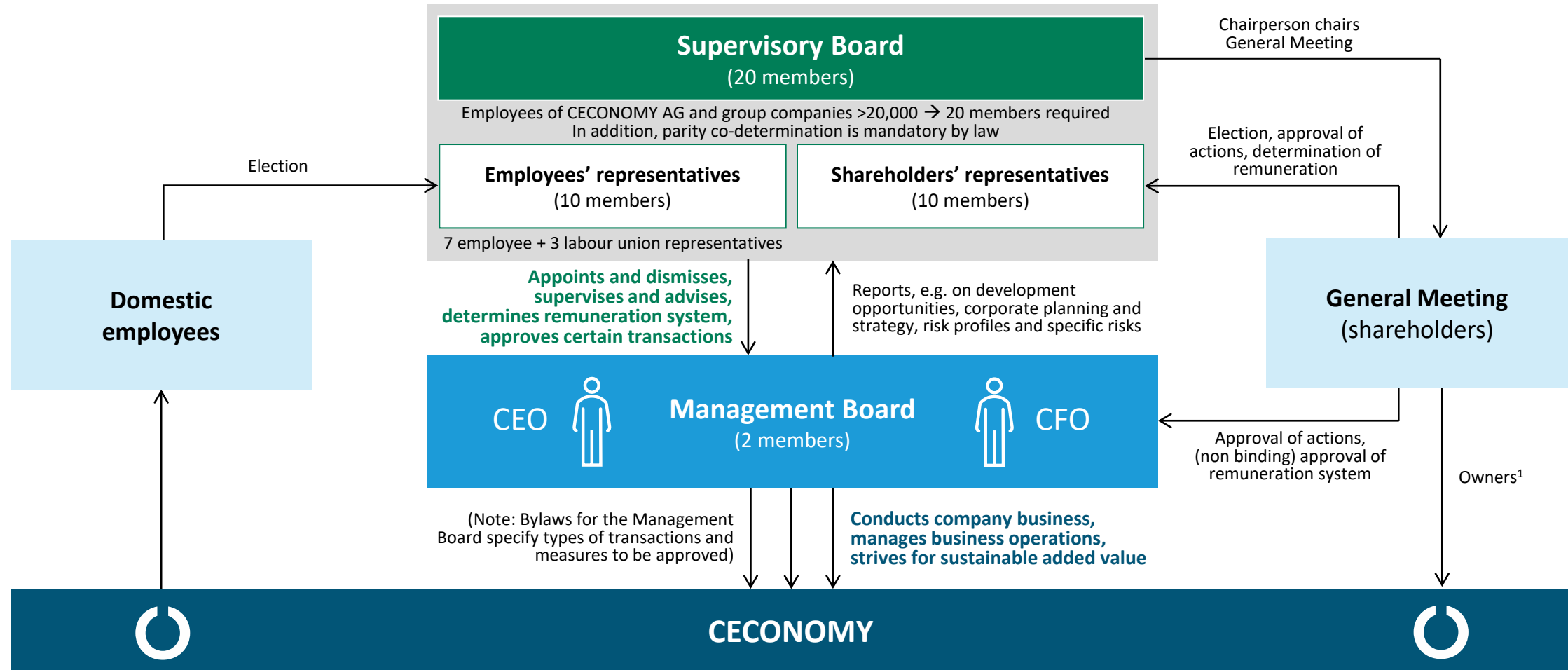
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# Collaboration between Supervisory and Management Board following the German two-tier governance system with clearly defined responsibilities

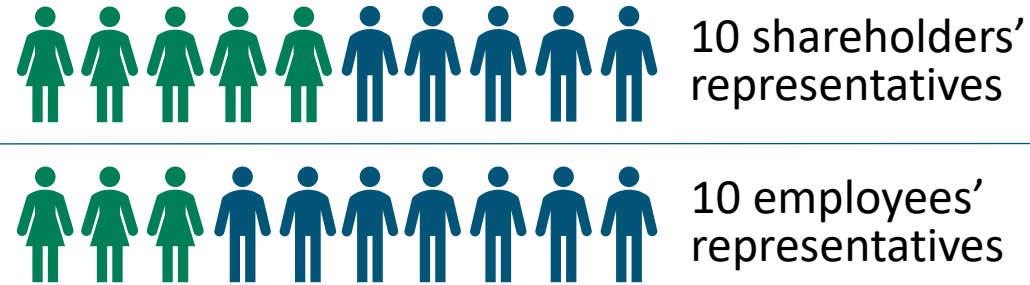


<sup>1</sup>Certain measures require a resolution of the General Meeting, e.g. appointment of the Auditor or capital increases.

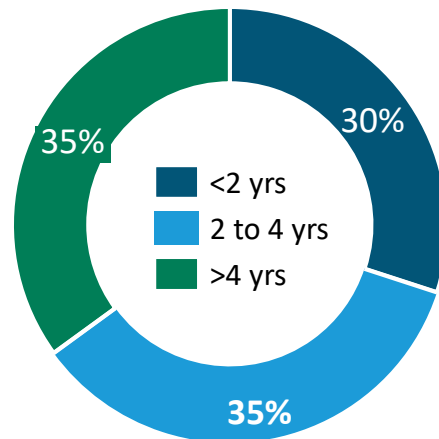


# CECONOMY's Supervisory Board – Diversity profile

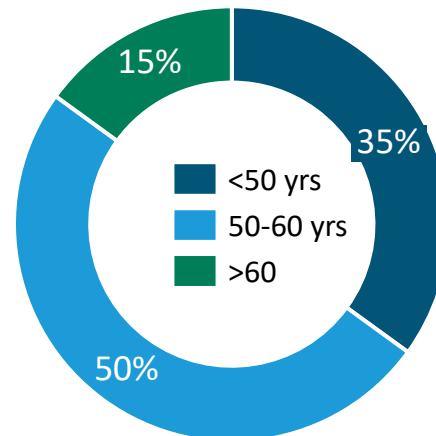
20 Supervisory Board Members



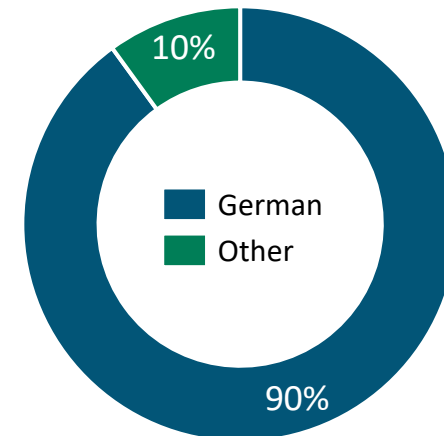
Member of CECONOMY's Supervisory Board since



Age



Nationality



# CECONOMY Supervisory Board – Shareholders' representatives



**THOMAS DANNENFELDT**  
Chairman of the Supervisory Board

Born 1966, German  
Member since 2021

**Expertise:**  
Services, digitalization/technology,  
corporate governance, accounting,  
audit of financial statements



**KATRIN ADT**  
Born 1972, German  
Member since 2021

**Expertise:**  
Retail, international experience,  
marketing, human resources



**KARIN DOHM**  
Born 1972, German  
Member since 2016

**Expertise:**  
International experience, M&A,  
compliance, internal control  
procedure, accounting, audit of  
financial stmts



**SABINE ECKHARDT**  
Born 1972, German  
Member since 2020

**Expertise:**  
Digitalization/technology,  
corporate governance,  
marketing, M&A, sustainability  
mgmt



**DR FLORIAN FUNCK**  
Born 1971, German  
Member since 2012

**Expertise:**  
Corporate governance, M&A,  
accounting, audit of financial  
statements



**DOREEN HUBER**  
Born 1982, German  
Member since 2022

**Expertise:**  
Retail, digitalization/  
technology, corporate  
governance, marketing, M&A



**JÜRGEN KELLERHALS**  
Born 1964, German  
Member since 2022

**Expertise:**  
Retail, corporate governance



**CLAUDIA PLATH**  
Born 1971, German  
Member since 2018

**Expertise:**  
Corporate governance, internal  
control procedure, accounting,  
audit of financial statements



**DR FREDY RAAS**  
Born 1959, Swiss  
Member since 2013

**Expertise:**  
Retail, corporate governance,  
M&A, accounting



**CHRISTOPH VILANEK**  
Born 1968, Austrian  
Member since 2019

**Expertise:**  
Retail, services, digitalization/  
technology, international  
experience, corporate  
governance, M&A, accounting

# CECONOMY Supervisory Board – Employees' representatives



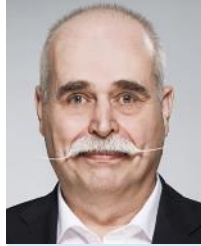
**SYLVIA WOELKE**

**Deputy Chairwoman of the Supervisory Board**

Born 1978, German  
Member since 2017

**Expertise:**

Retail, human resources, compliance,  
internal control procedure, accounting



**WOLFGANG BAUR**

Born 1959, German  
Member since 2018

**Expertise:**

Retail, human resources



**KIRSTEN J. BREUER**

Born 1978, German  
Member since 2018

**Expertise:**

Human resources



**DANIELA ECKARDT**

Born 1974, German  
Member since 2017

**Expertise:**

Retail, services



**THOMAS FERNKORN**

Born 1975, German  
Member since 2021

**Expertise:**

Retail, international experience,  
M&A



**LUDWIG GLOSSER**

Born 1962, German  
Member since 2017

**Expertise:**

Retail, service,  
digitalization/technology, human  
resources



**STEFANIE NUTZENBERGER**

Born 1963, German  
Member since 2019

**Expertise:**

Retail, human resources,  
sustainability management



**JENS PLOOG**

Born 1953, German  
Member since 2018

**Expertise:**

Retail, human resources



**DR LASSE PÜTZ**

Born 1981, German  
Member since 2021

**Expertise:**

Human resources, compliance,  
sustainability management



**JÜRGEN SCHULZ**

Born 1961, German  
Member since 2015

**Expertise:**

Retail, services, human  
resources

# Expert committees support the work of the Supervisory Board

## Presidential Committee



### Chair:

Thomas Dannenfeldt

### Members:

Sylvia Woelke<sup>2</sup>

Katrin Adt

Jens Ploog<sup>2</sup>

## Audit Committee



### Chair:

Karin Dohm

### Members:

Sylvia Woelke<sup>2</sup>  
(Deputy Chairwoman)

Claudia Plath

Dr. Florian Funck

Ludwig Glosser<sup>2</sup>

Jürgen Schulz<sup>2</sup>

## Nomination Committee



### Chair:

Sabine Eckhardt

### Members:

Thomas Dannenfeldt

Christoph Vilanek

## Mediation Committee<sup>1</sup>



### Chair:

Thomas Dannenfeldt

### Members:

Sylvia Woelke<sup>2</sup>

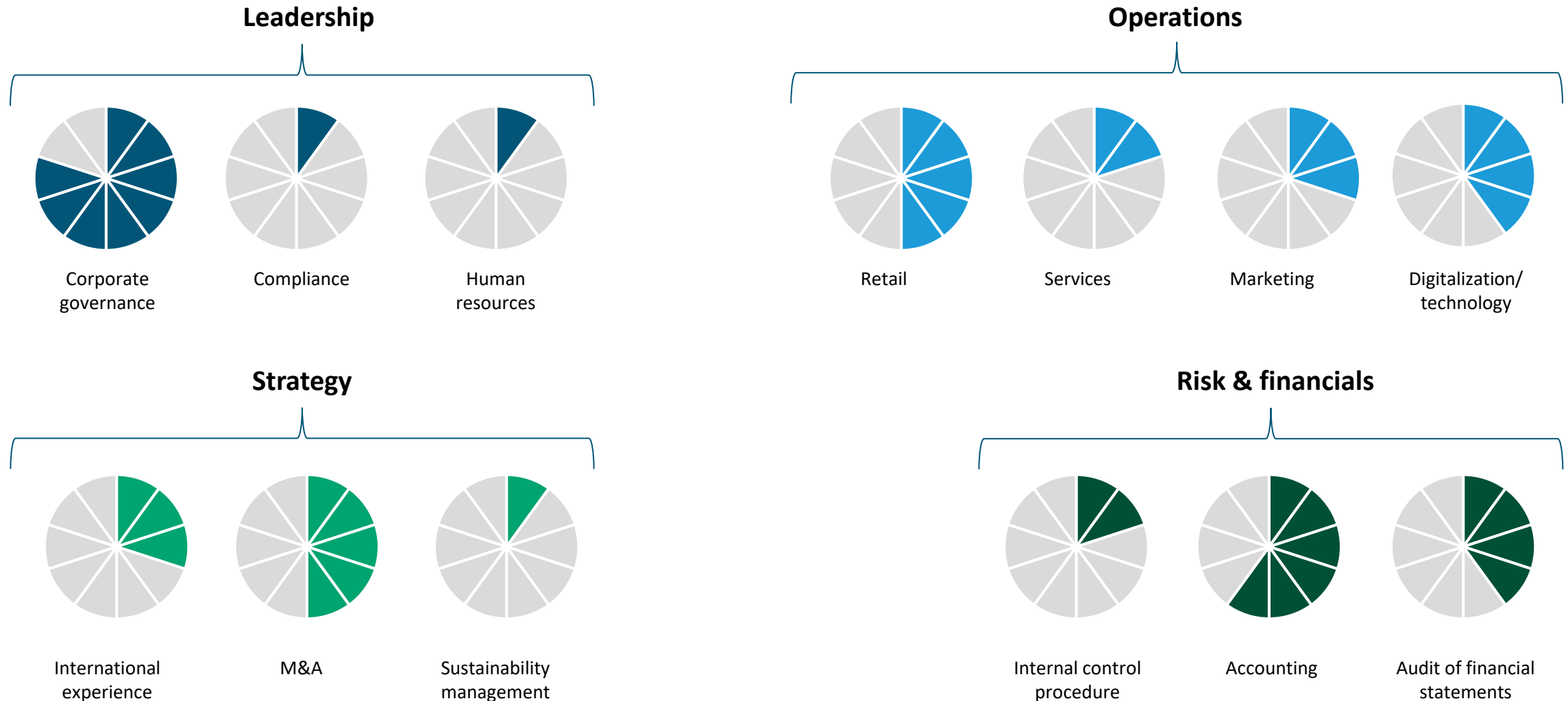
Claudia Plath

Ludwig Glosser<sup>2</sup>

<sup>1</sup>Pursuant to Sec. 27 para. 3 German Co-determination Act.

<sup>2</sup>Employees' representative.













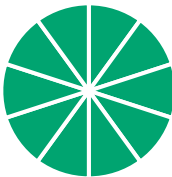

# Competency breakdown for shareholders' representatives of the Supervisory Board shows well-balanced distribution of skills





# Proven policy to ensure diversity within the Supervisory Board<sup>1</sup>

“We believe that a diverse and inclusive organization fuels the further success of CECONOMY”

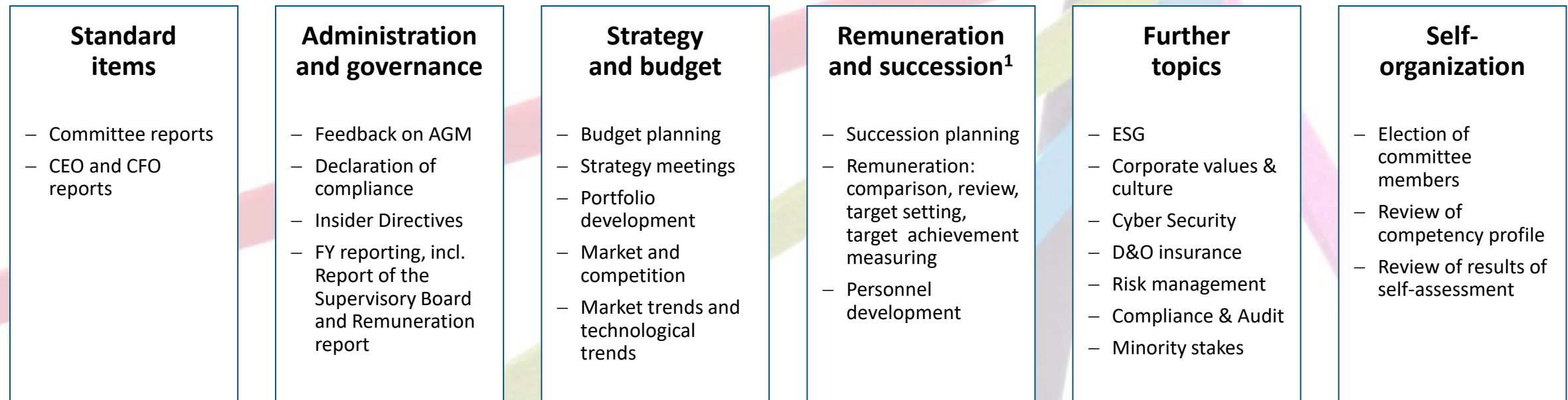
Independence <sup>2</sup>	Internationality	Expertise	Gender	Non-compete	Age	Term	Audit Committee	Objectives
At least 6 independent members	Sufficient members with international experience	Sufficient number of members with diverse educational or professional backgrounds or expertise	At least 30% of each gender	No member to serve as a representative or consultant for a significant competitor	Upon first election: max. 65 years Upon being re-elected: max. 71 years	Shareholders' representatives' term: 3 years General membership limit: 10 years	Fulfilment of specific conditions for taking over the chair + particular knowledge and experience to be elected as a member (both acc. to AC's Bylaws)	
								Status quo in detail
100% independent members 	30% with international experience 	See overview of employees and shareholders' representatives + competency breakdown.	50% + 50% (f + m) 	100% non-compete 	100% elected within age limits 	90% fulfilled <sup>3</sup> 	See overview of expert committees + competency breakdown	

<sup>1</sup>Referring to the shareholders' representatives.

<sup>2</sup>Within the meaning of the German Corporate Governance Code 2020 (GCGC 2020).

<sup>3</sup>Justified exception for Dr Florian Funck, who has been a member of the Supervisory Board since May 2012, given his knowledge of the activities of the Supervisory Board prior to the split-up of the former METRO GROUP, which was completed in 2017.

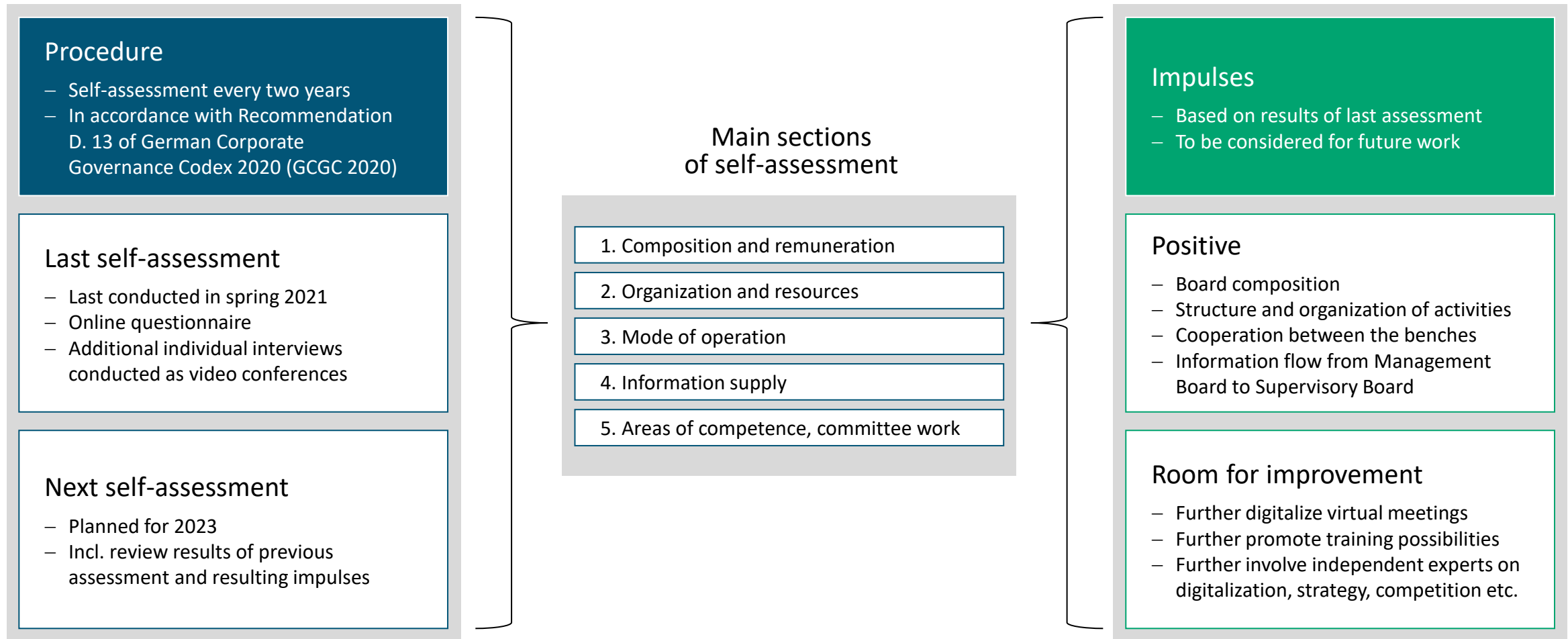
# Supervisory Board works on key topics and is closely collaborating with the Management Board



Focus areas and key topics according to work schedule

<sup>1</sup>Concerning Management Board members.

# Supervisory Board regularly conducts self-assessment to ensure transparent and efficient work of the board



# Modified Supervisory Board remuneration system approved with 99.52% by Annual General Meeting in February 2021

Fixed annual remuneration <sup>1</sup>				
Bodies	Positions	Base	Multipliers	Total
Supervisory Board	- Chair	70,000 €  (fixed annual remuneration + reimbursement of expenses incurred; no attendance fees!)	3.0	210,000 €
	- Vice Chair		2.0	140,000 €
	- Member		1.0	70,000 €
Board Committees	- Chair		2.0	140,000 €
	- Member		1.5	105,000 €
Remuneration range: 70,000 € – 210,000 €				

## - Multipliers

Reflect workload and responsibility; do not apply to the chair and the members of the Mediation Committee pursuant to Sec. 27 para. 3 of the German Co-determination Act.

## - Several positions

A Supervisory Board member who holds several duties and responsibilities at the same time receives the compensation only for the highest paid function.

## - Terms of payment

The remuneration is only paid if at least two meetings or other adoptions of resolutions of this committee have taken place in the respective financial year.

<sup>1</sup>Effective from 01/06/2021.



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# CECONOMY Management Board



## DR KARSTEN WILDBERGER

**Chief Executive Officer (CEO)**  
Labour Director

- CEO since August 2021
- Nationality: German
- Born in 1969
- Former E.ON COO and various positions within Telstra, BCG, Vodafone and T-Mobile

Audit & Consulting

Communications, Public Policy

Sustainability

Corporate Office & Corporate Law

Group Competition & Antitrust, Group Compliance, Data Protection

Group Projects & PMO

Human Resources

Mergers & Acquisitions (M&A)

Strategy, Value Creation, Innovation/Digital & Business Development

Pensions & Payroll

IT Management & Services



## FLORIAN WIESER

**Chief Financial Officer (CFO)**

- CFO since May 2021
- Nationality: German
- Born in 1982
- Former CFO of MediaMarktSaturn Retail Group and various positions within METRO GROUP and Stern Stewart

Accounting

Corporate Controlling & Risk Management

Legal

Investor Relations

Tax

Treasury & Insurance

# Modified Management Board remuneration system approved with 91.98% by AGM in February 2022

≈ 43%	Fix  (non-performance-related)	34.0% – 38.5%	<b>Annual fixed remuneration (salary)</b> <ul style="list-style-type: none"><li>– Agreed with each Management Board member</li><li>– Paid in monthly instalments</li></ul>
		3.0% – 6.0%	<b>Contributions to the occupational pension plan</b> <ul style="list-style-type: none"><li>– Defined benefit direct contribution; capped at 100,000 € per year</li><li>– Financed by Management Board member and company together (“5 + 10”)¹</li></ul>
		1.5% – 3.0%	<b>Additional fringe benefits</b> <ul style="list-style-type: none"><li>– Contributions to accident insurance; allowances for health/nursing insurance; assumption of health care costs; company car</li><li>– Capped at 50,000 € per year</li></ul>
≈ 57%	Variable  (performance-related)	≈ 23%	<b>Short-term incentive (STI)</b> <ul style="list-style-type: none"><li>– Granted for 1 financial year and paid out after the end of the respective financial year</li><li>– Based on: EBIT, sales growth, net working capital, NPS</li><li>– Payment capped at 200% of target amount</li></ul> <div>NPS = new component; shifted from LTI to STI from 2022/23!</div>
		≈ 34%	<b>Long-term incentive (LTI)</b> <ul style="list-style-type: none"><li>– Granted annually and paid out after a performance period of 4 years</li><li>– Components: financial performance targets + non-financial performance targets</li><li>– Payment capped at 200% of target amount</li></ul> <div>Higher weighting of non-performance targets from 2022/23!</div>
<div>Malus² Clawback³</div>			
Max. remuneration: CEO → €5.15m; CFO → €2.65m			

<sup>1</sup>If a member contributes 5% of his/her defined assessment basis (basic remuneration and STI target amount), the company pays double the amount of his/her contribution.

<sup>2</sup>If a member breaches his/her statutory duties or there is a reason for revoking his/her appointment, his/her entitlements to payment of the variable remuneration will lapse ("malus");

<sup>3</sup>or can be reclaimed by the company after they had been paid ("clawback").



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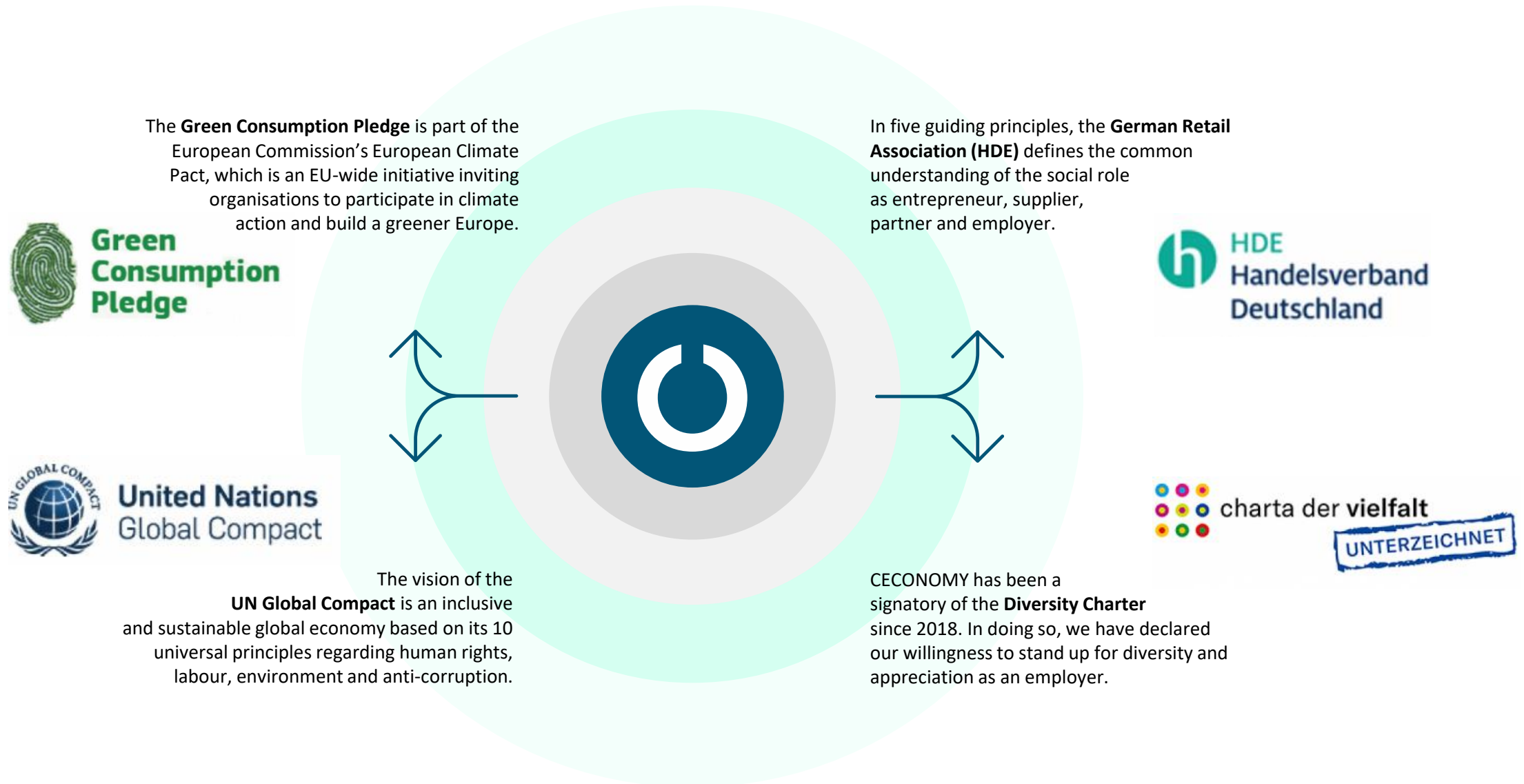
# Sustainability is an integral part of CECONOMY's strategy

“We embrace ESG targets in our operations and our incentive schemes and see it as a differentiation opportunity”



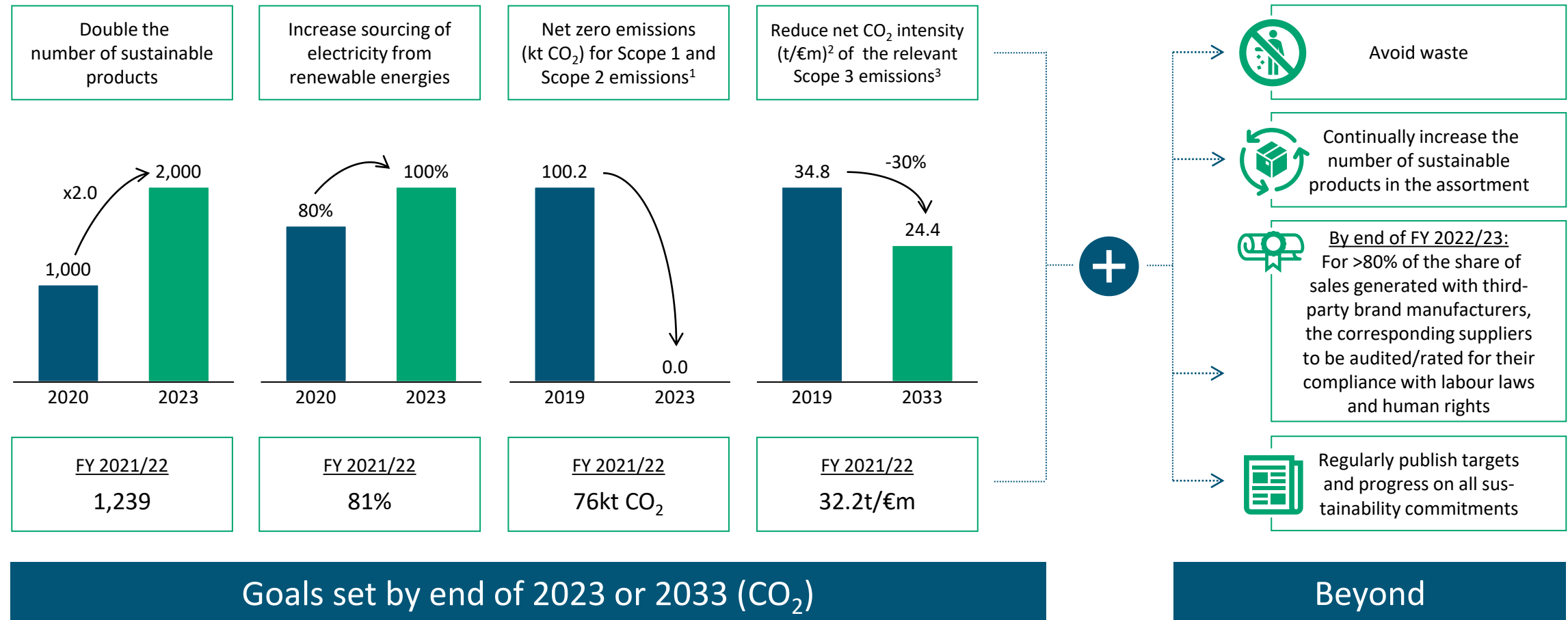
CECONOMY sustainability pillars

# CECONOMY is active member of several ESG initiatives and networks





# By signing up to the **Green Consumption Pledge Initiative** in June 2021, CECONOMY has committed to the following goals and beyond

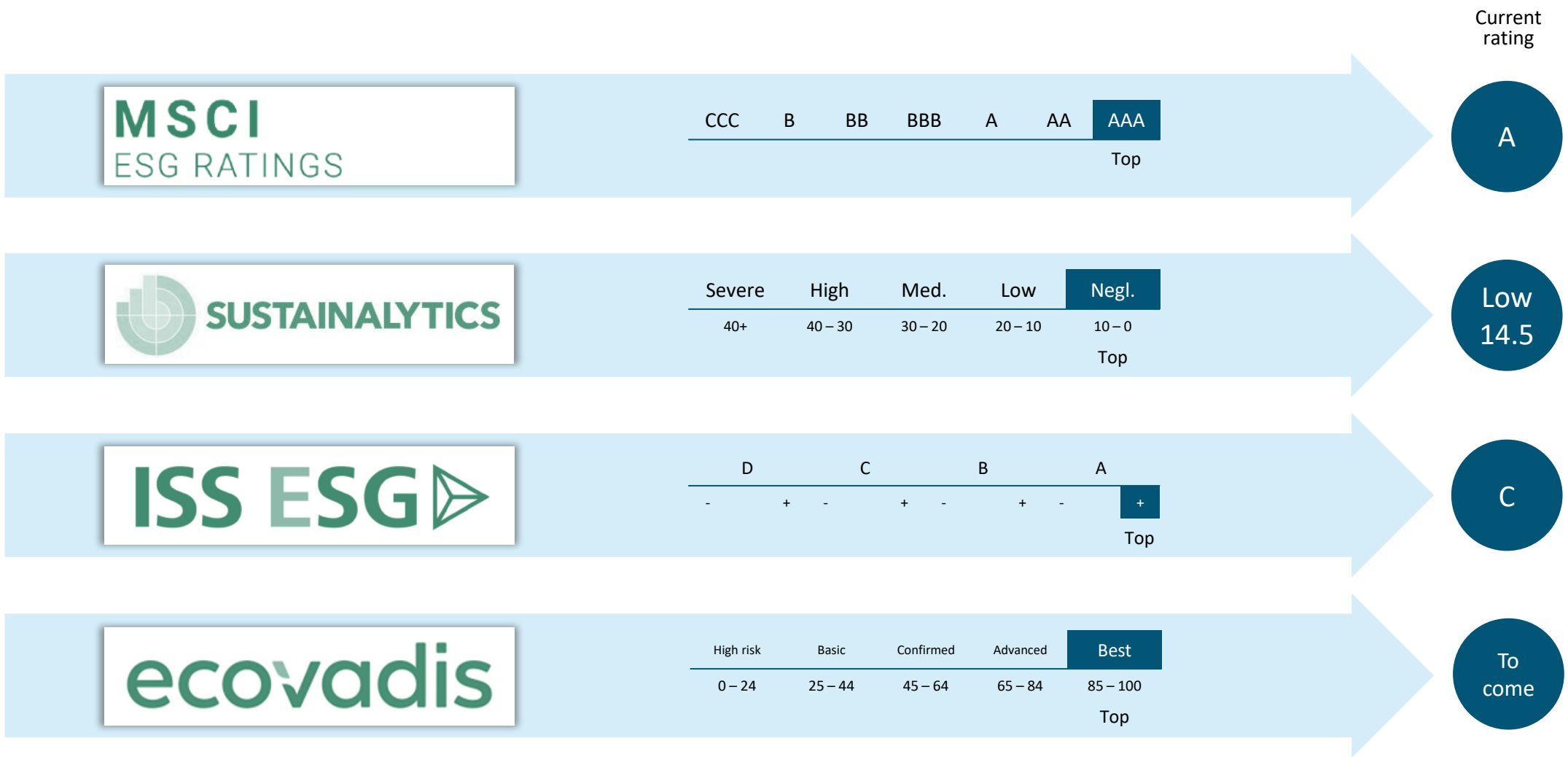


<sup>1</sup>Measured by the OEF method.

<sup>2</sup>CO<sub>2</sub> net emissions in relation to total sales; baseline is year 2019; baseline for own-brand products is the year 2021.

<sup>3</sup>As well as the transport of goods, CECONOMY defines purchased goods and services for own business operations and own brands as relevant categories.

# CECONOMY strives to continuously improve its ESG ratings so as to take a leading role in the future





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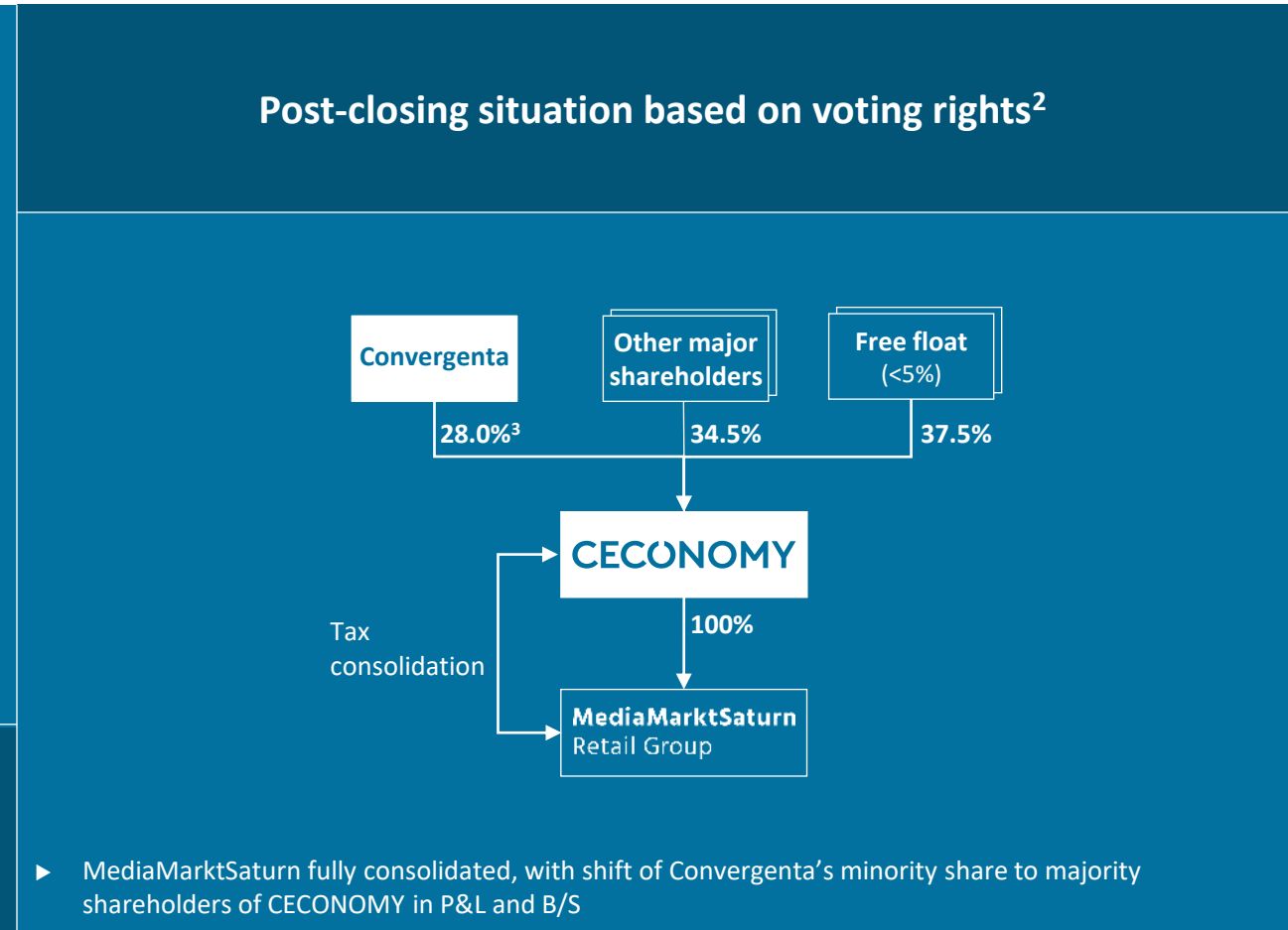
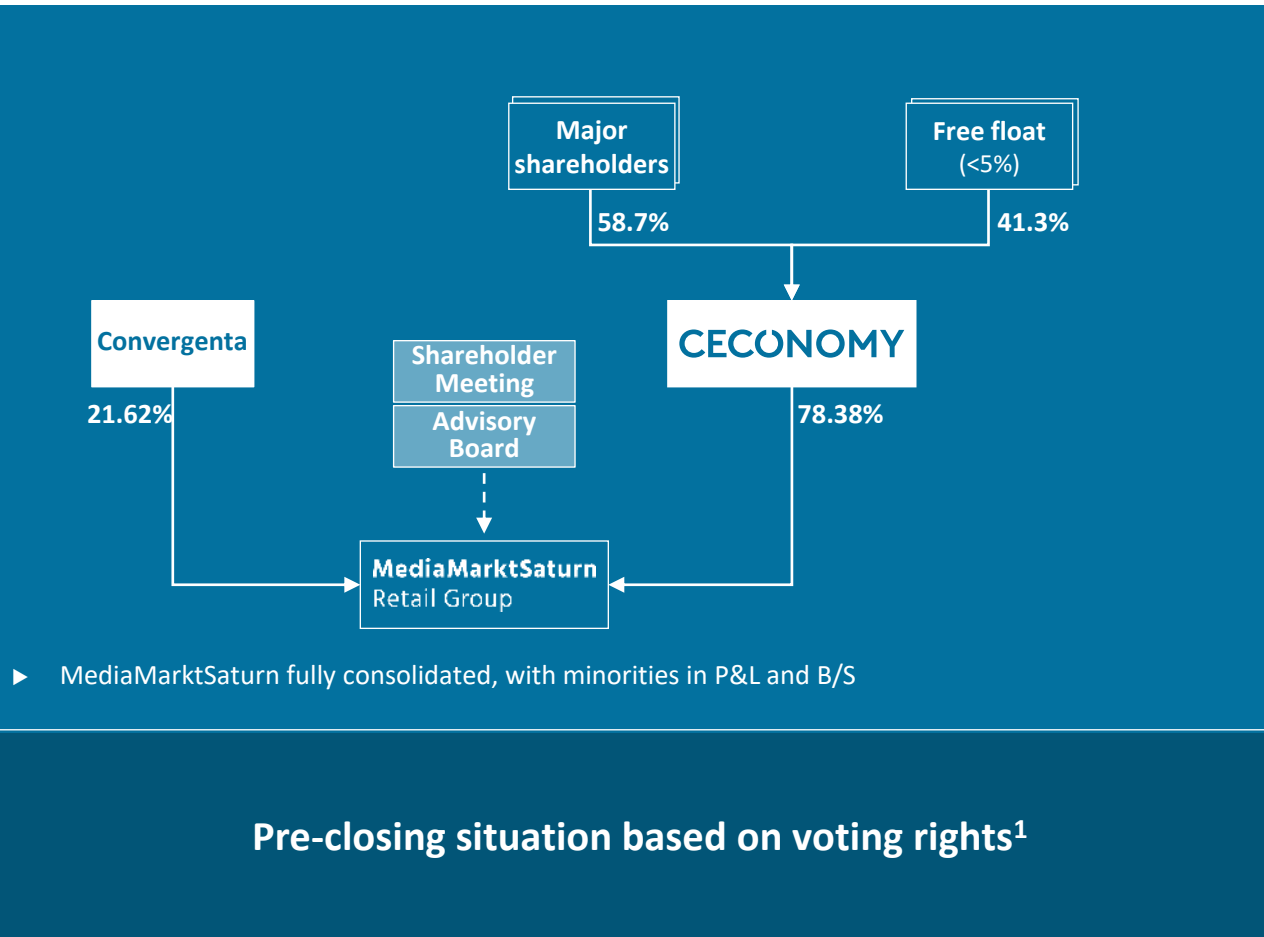
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CONVERGENTA TRANSACTION

# CECONOMY's shareholders strongly approved the transaction with Convergenta Invest GmbH

<p><b>Annual General Meeting</b> 9 February 22</p>  <p><b>99.99% shareholder approval</b> for the vote of dividend payment of around 63 €m in FY 21/22</p>	<p><b>Extraordinary General Meeting</b> 12 April 22</p>  <p><b>98.29% shareholder approval</b> for the capital increase and convertible bonds</p>	<p><b>Separate meeting of the holders of preference shares</b> 12 April 22</p>  <p><b>98.79% shareholder approval</b> for the conversion of non-voting preference shares into voting ordinary shares</p>
	<p><b>Transaction with Convergenta Invest GmbH closed at the beginning of June 2022</b></p> 	<p><b>Conversion completed end of May 2022</b></p> 

# Simplified structure & governance with MediaMarktSaturn as a wholly-owned subsidiary and Convergenta as an anchor shareholder of CECONOMY



<sup>1</sup>Based on voting rights notifications pursuant to sections 33 et. Sec WpHG (excl. instruments); as of 25/03/2022.

<sup>2</sup>Based on voting rights notifications pursuant to sections 33 et. Sec WpHG (excl. instruments); as of 09/06/2022.

<sup>3</sup>Convergenta can increase its shareholding further via conversion of new convertible bonds. This corresponds to Convergenta's intention of becoming a long-term anchor shareholder with a stake of up to 29.9% of ordinary shares.



# Transaction is a liberating blow for CECONOMY reducing historical complexity

<b>Governance simplification</b>	<ul style="list-style-type: none"><li>▶ <b>Reduction of complexity</b> entailed by the current structure</li><li>▶ Optimization and <b>acceleration of decision-making</b> processes allowing <b>full focus on operational business</b></li></ul>	<b>Additional potential</b> not quantified for valuation purposes
<b>Tax savings</b>	<ul style="list-style-type: none"><li>▶ <b>Use of existing tax loss carry-forwards</b> at CECONOMY level in the new structure,</li><li>▶ <b>Further tax optimization</b> through tax deductibility of CECONOMY holding costs; resulting in a sustainable underlying tax rate improvement</li></ul>	<b>Tax loss carry-forwards of around 2.6 €bn in total</b> related to c. €1.1bn for corporate income tax and c. €1.5bn for trade tax <sup>1</sup>
<b>Cost savings</b>	<ul style="list-style-type: none"><li>▶ Further <b>administrative cost savings</b> at holding levels from simplified governance structure</li></ul>	<b>Around 4 €m p.a.</b> targeted, partially already realized

<sup>1</sup>Partly relating to assessment periods still subject to usual tax audits.

# Key parameters of transaction and consideration components



The **commercial terms** have essentially remained **the same**



Designed to **limit cash-out and debt**, complying with CECONOMY's conservative financing strategy



Reflects Convergenta's intention to be a **long-term anchor shareholder**

## Consideration components



**125.8m** new ordinary CECONOMY shares to be issued



**c. 1,510** new CECONOMY convertible bonds<sup>1</sup>



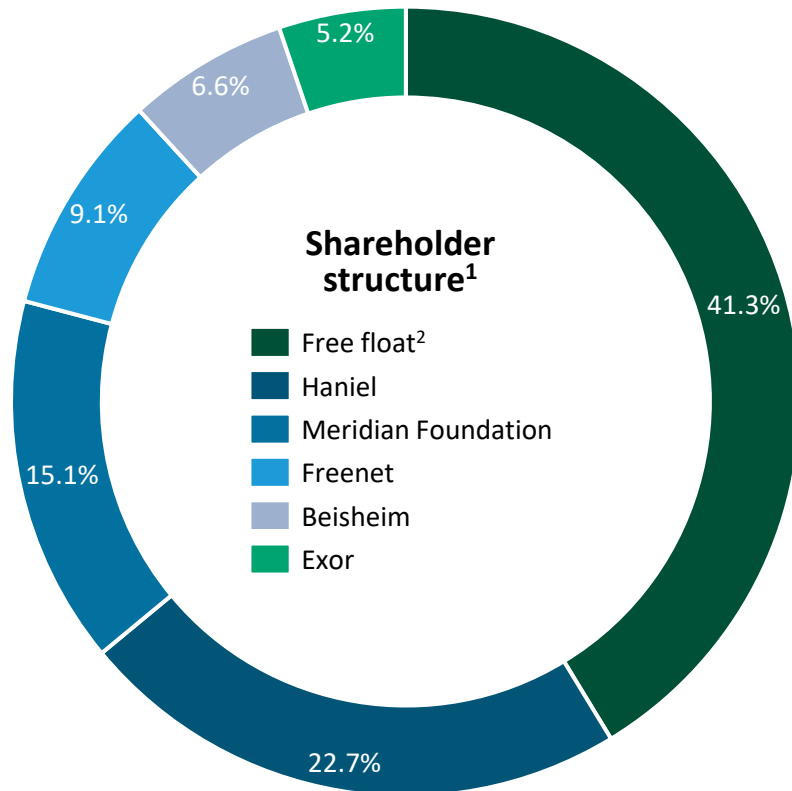
**€130m**  
Cash component

<sup>1</sup>Nominal amount of €151m; €160m market value at time of announcement. Grants conversion rights for c. 27.9m conversion shares at a conversion price of €5.42.

CECONOMY

# Conversion of preference shares into ordinary shares brings more transparent capital structure and equal participation of shareholders

Before share conversion and Convergenta transaction



<sup>1</sup>Total of 356,743,118 ordinary shares; based on voting rights notifications pursuant to sections 33 et. Sec WpHG (excl. instruments); as of 25/03/2022.

<sup>2</sup>Free float as defined by Deutsche Börse (German Stock Exchange).

Before share conversion and Convergenta transaction

Type of share	Ordinary	Preference
Number of shares	356,743,118	2,677,966
ISIN code	DE 000 725 750 3	DE 000 725 753 7
Code no. (WKN)	725750	725753
Ticker	CEC	CEC1
Reuters	CECG.DE	CEC1_p.DE
Bloomberg	CEC GY	CEC1 GY
Sector	Retail (consumer electronics)	
Segment	Prime Standard	
Indices	SDAX, STOXX EU 600 Retail	

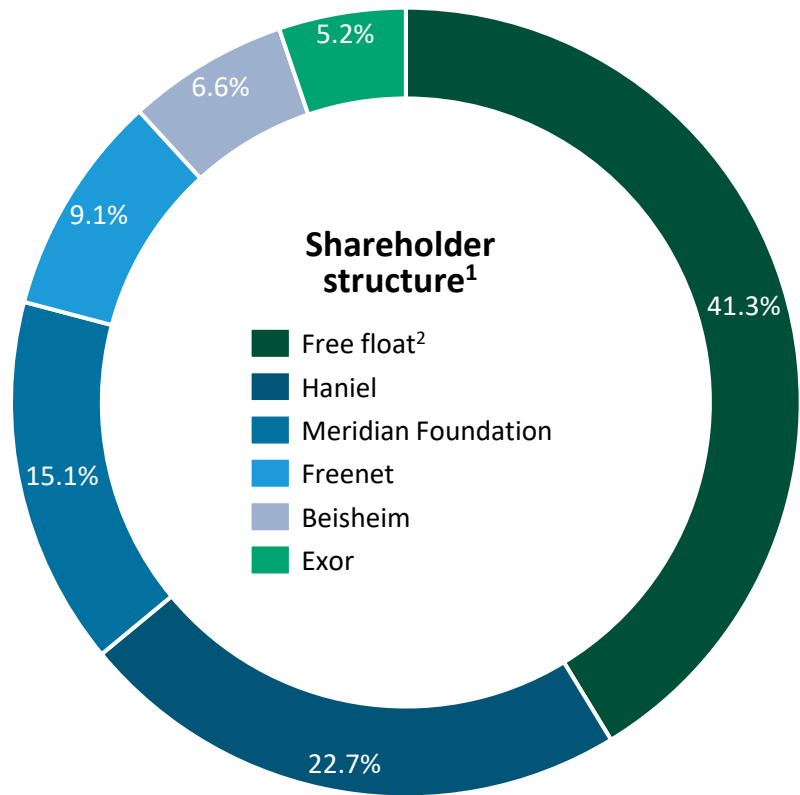
After share conversion and before Convergenta transaction

Ordinary NEW <sup>3</sup>
359,421,084
DE 000 725 750 3
725750
CEC
CECG.DE
CEC GY

<sup>3</sup>The resolution on the conversion of CEECONOMY's preference shares into ordinary shares had been approved by the Extraordinary General Meeting on 12 April 2022 with a majority of 99.98% and by the separate meeting of the holders of preference shares held on the same day with a majority of 98.79%. By closing the conversion end of May 2022, the class of **preference shares** was **completely abolished**.

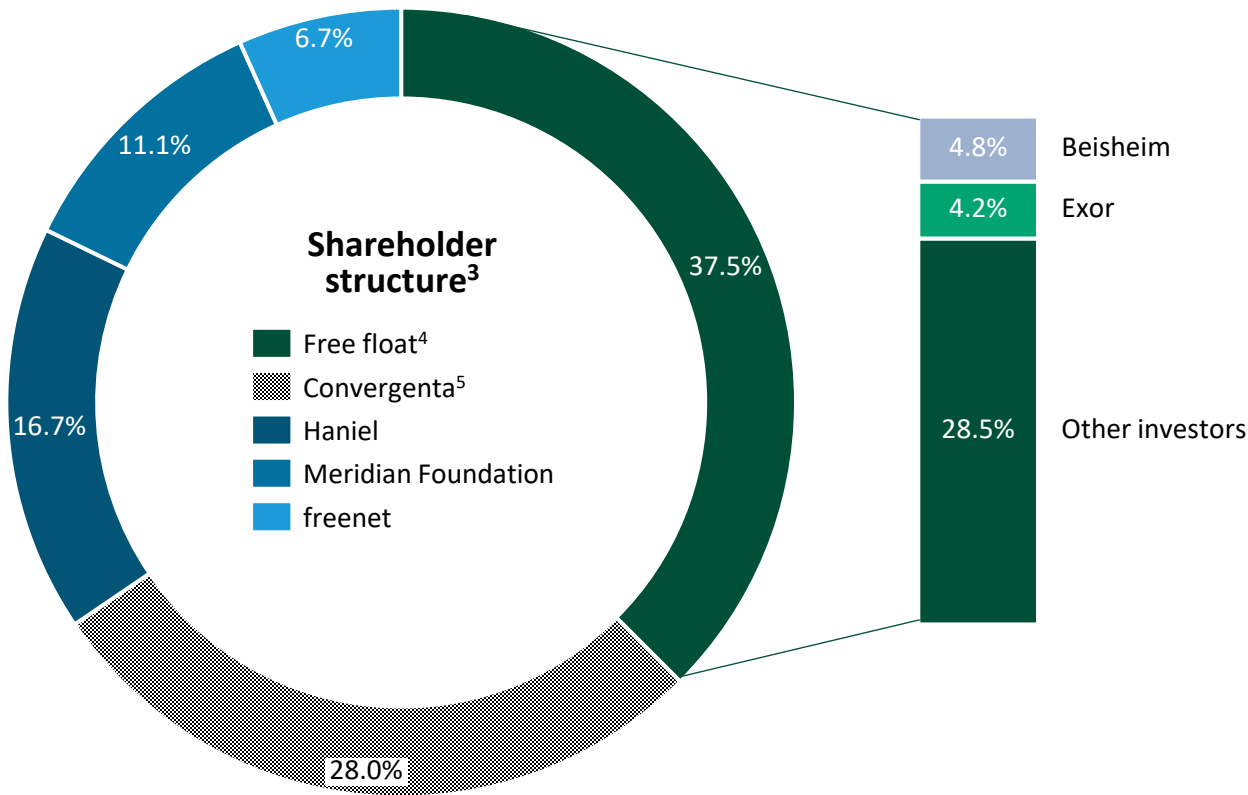
# Integration of MediaMarktSaturn simplifies governance structure and makes Convergenta an anchor shareholder

Before share conversion and Convergenta transaction  
(CECONOMY owns 78,4% of MediaMarktSaturn)



<sup>1</sup>Total of 356,743,118 ordinary shares; based on voting rights notifications pursuant to sections 33 et. Sec WpHG (excl. instruments); as of 25/03/2022.  
<sup>2</sup>Free float as defined by [Deutsche Börse \(German Stock Exchange\)](#).

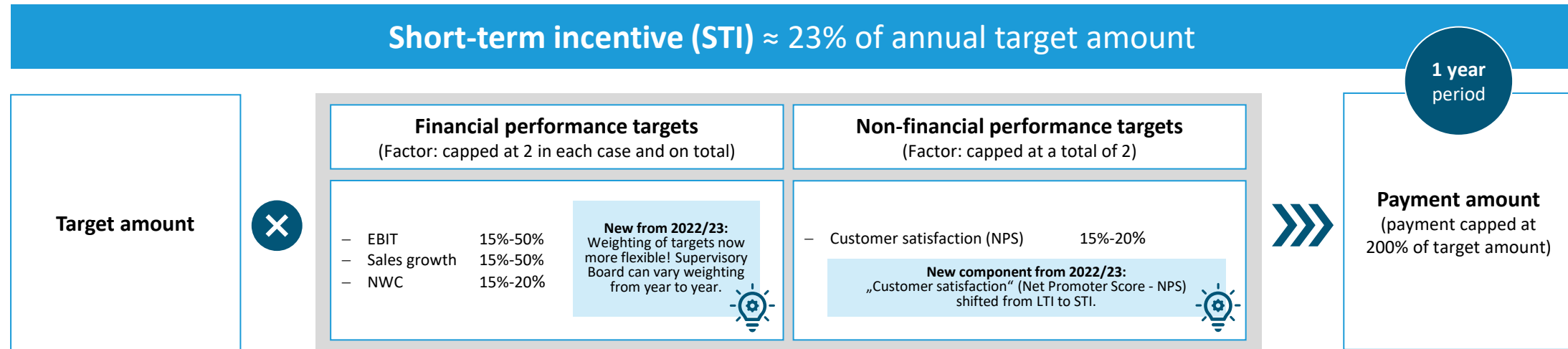
After share conversion and Convergenta transaction  
(CECONOMY owns 100% of MediaMarktSaturn)



<sup>3</sup>Shareholder structure with 485,221,084 shares totalling from capital increase against contributions in kind (incl. ordinary and converted preference shares); based on voting rights notifications pursuant to sections 33 et. Sec WpHG (excl. instruments); as of 09/06/2022.  
<sup>4</sup>Free float as defined by [Deutsche Börse \(German Stock Exchange\)](#).  
<sup>5</sup>Convergenta can increase its shareholding further via conversion of new convertible bonds. This corresponds to Convergenta's intention of becoming a long-term anchor shareholder with a stake of up to 29.9% of ordinary shares.

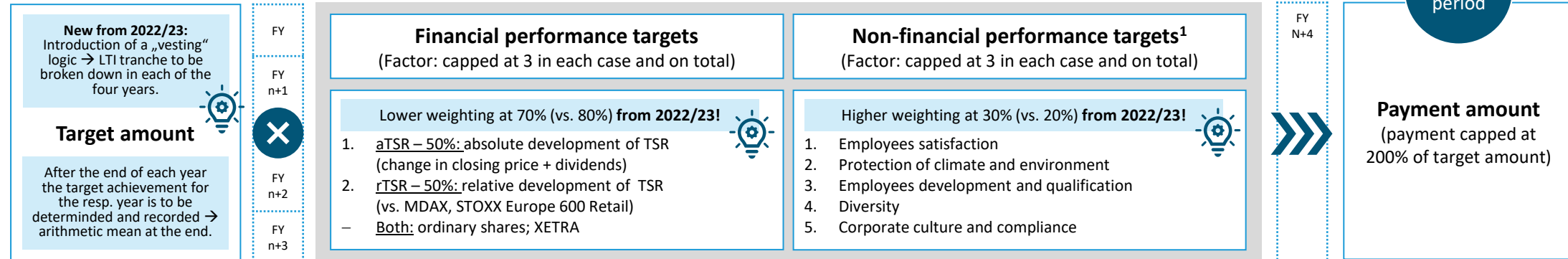


# STI and LTI performance targets further refined from FY 2022/23 onwards with greater emphasis on non-financial performance targets



# STI and LTI performance targets further refined from FY 2022/23 onwards with greater emphasis on non-financial performance targets

Long-term incentive (LTI)  $\approx$  34% of annual target amount



<sup>1</sup>Up to five selectable focus areas.

# Sustainability showcase 1 – Together on the **BetterWay**!



Launch of our umbrella logo **BetterWay** for a sustainable lifestyle in consumer electronics



Products certified along key dimensions:

- socially responsible manufacturing
- materials used
- emissions
- energy efficiency
- recyclability



Logo as group-wide standard for all sustainability activities



Doubling of **BetterWay** products (currently >1,000) targeted by 2023

# Sustainability showcase 2 – We push the **circular economy** forward!

## Our “more-life-per-cycle” promise



Product-as-a-service



After sales & repairs



Refurbishment & second life



Recycling

### Achievements in H1 21/22



Took back ca. **20,000t** of old electric appliances in Germany, organized recycling or reuse



Repaired ca. **275,000** devices on the spot in our store-based Smartbars



Collected ca. **25,000** old mobile phones with our trade-in ATMs and handed out vouchers equaling **700,000 €**

# Financial calendar

**Q3/9M 21/22  
results**

11 AUGUST 2022



**Q4/FY 21/22  
trading statement**

26 OCTOBER 2022



**Q4/FY 21/22  
results**

15 DECEMBER 2022





# Upcoming events

**ERSTE Group  
CEE Consumer Conference**

14 JUNE 2022



**Commerzbank/ODDO BHF  
Corporate Conference**

8 SEPTEMBER 2022



**Baader  
Investment Conference**

20 SEPTEMBER 2022



# Contact

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