


# Equity Forum Winter 1on1-Summit

18-19 November 2024





- 
- 1. Company profile**
  2. Strategic Update
  3. Trading statement & Q3 23/24

# Europe's leading consumer electronics retailer with good traction

## Profitable growth

- / Europe's largest consumer electronics retailer with leading positions in 9 of 11 markets
- / Strong diversification across business models, regions, and product categories
- / Reinvented long term business model („from retail to service platform“) with a proven track record of growth and enhanced profitability
- / Focus on strategy-aligned investments (e.g., bolt-on-acquisitions)

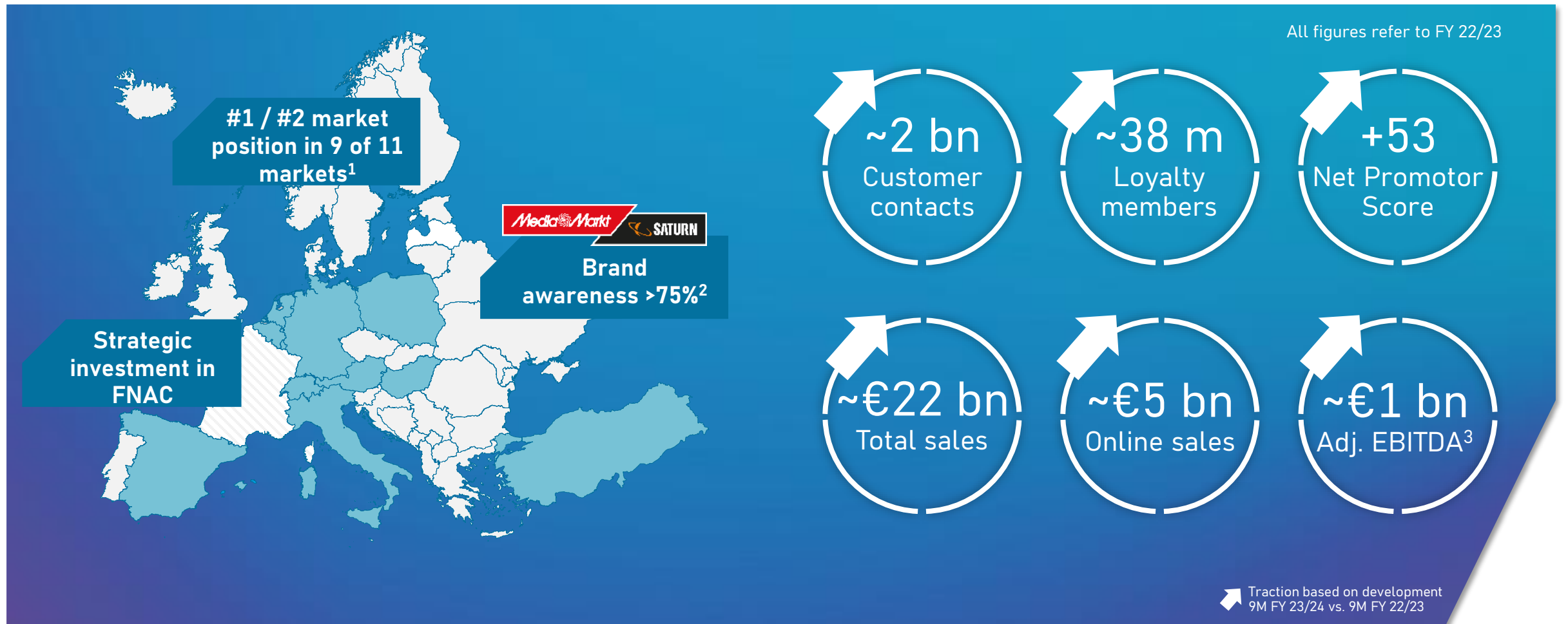
## More than a retailer

- / Transforming our business model to a customer-centric omnichannel platform
- / Profitable growth businesses complementing retail core business are already substantial in size:
  - Services & Solutions
  - Retail Media
  - Marketplace
  - Private Label

## Soundly financed

- / Proven commitment to solid BB rating and further improving credit metrics
- / Prudent financial policy and ample liquidity underpinned by a strong improvement of leverage ratio

# Market leader in European consumer electronics



<sup>1</sup>Company information based on publicly available information and estimations of competitors; <sup>2</sup>Source: Externally conducted surveys conducted 07 – 09/2023;

<sup>3</sup>Adjusted for portfolio measures, earnings effects from companies accounted for using the equity method, and all non-recurring earnings effects



# CECONOMY's transformation from a decentralised retailer to a customer-centric service platform

## Since 2017, CECONOMY has...



centralised its organisation and optimised processes and country portfolio



established a prudent financial policy



reorganised and simplified its shareholder structure



reinvented long term business model to service platform



accelerated transformation, with proven track record

pre-pandemic

**1979** | / MM foundation in Munich by Leopold Stiefel, Erich Kellerhals, and Walter Gunz

**1990** | / Acquisition of Saturn. Operation under the Media-Saturn-Holding umbrella

**2017** | / METRO GROUP demerger – CECONOMY officially becomes an independent company  
/ CECONOMY acquires 24.3% of Fnac Darty S.A. as strategic investment

**2018** | / CECONOMY increases its share capital by ~10% to strengthen its financial position

pandemic

**2020** | / CECONOMY responds to COVID-19 pandemic: Revolving Credit Facility with KfW  
/ Shareholder agreement with Convergenta<sup>1</sup>; introduction of harmonised group-wide organisational structure

**2021** | / CECONOMY defines post pandemic financing structure with a new RCF and a corporate bond

post-pandemic

**2022** | / Acquisition of minority share in MediaMarktSaturn (21.62%) financed mainly by capital increase, while Convergenta becoming new anchor shareholder of CECONOMY AG<sup>1</sup>

**2023** | / Efficiency program for simplification and digitisation of central structures and processes  
/ Capital Markets Day – CECONOMY to become a customer-centric service platform  
/ “Lead or leave strategy” – Optimising footprint by selling the Sweden and Portugal businesses

**2024** | / Accelerated transformation with recent update of guidance

<sup>1</sup>On 14 December 2020, CECONOMY concluded an agreement with the minority shareholder of MSH, Convergenta Invest GmbH („Convergenta“) which included the acquisition, transfer and contribution of the stake in MSH held by Convergenta to CECONOMY. The Convergenta Transaction was closed on 3 June 2022 by entering the respective measures in the commercial register of CECONOMY AG.

# We operate in a constantly growing industry

## Growth opportunities



### Sustainability

Sustainable and energy-efficient products

**+50%**

CAGR in energy-efficient category segments<sup>1</sup>



### AI-powered consumer electronics

AI enhancing user experiences through innovative features



Some of the most evident applications of AI are in smart home, creativity and productivity



### Affordable premium

More premium products in key categories

**47%**

of consumers prefer fewer but higher quality items<sup>1</sup>



### New product categories

Growth in new categories – health, mobility, virtual reality

**+16%**

CAGR<sup>2,3</sup>



### Adjacent service business

Services for higher convenience and “peace of mind”

**+10%**

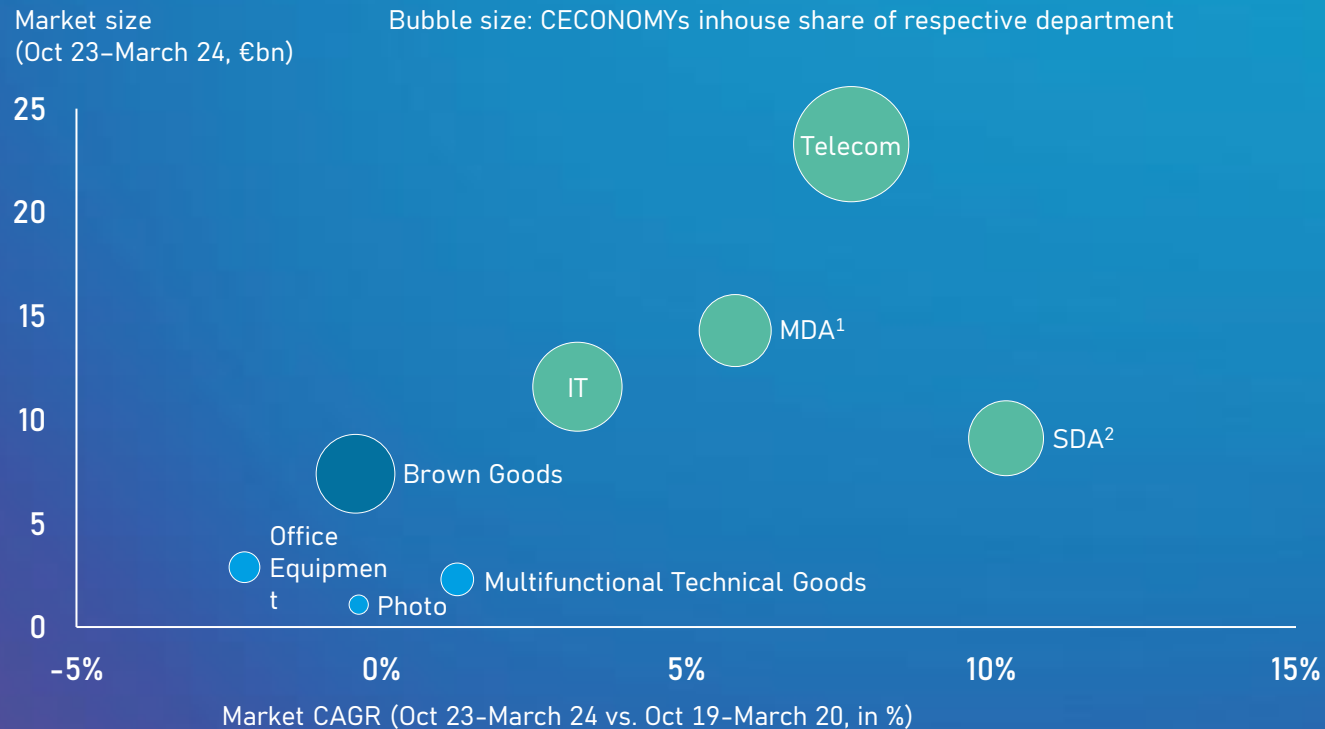
CAGR<sup>2,3</sup>

<sup>1</sup>GfK trend analysis, Source: GfK, CECONOMY analysis; <sup>2</sup>Including MMS countries, Denmark, France, Norway, Russia, and United Kingdom;

<sup>3</sup>Including smart home devices, addressable residential solar PV, AR/VR devices, addressable e-mobility, and digital health

# We are well positioned to gain further share as we are focusing on growth trends

Today: Approx. 80% of our product mix in growing categories<sup>3</sup>



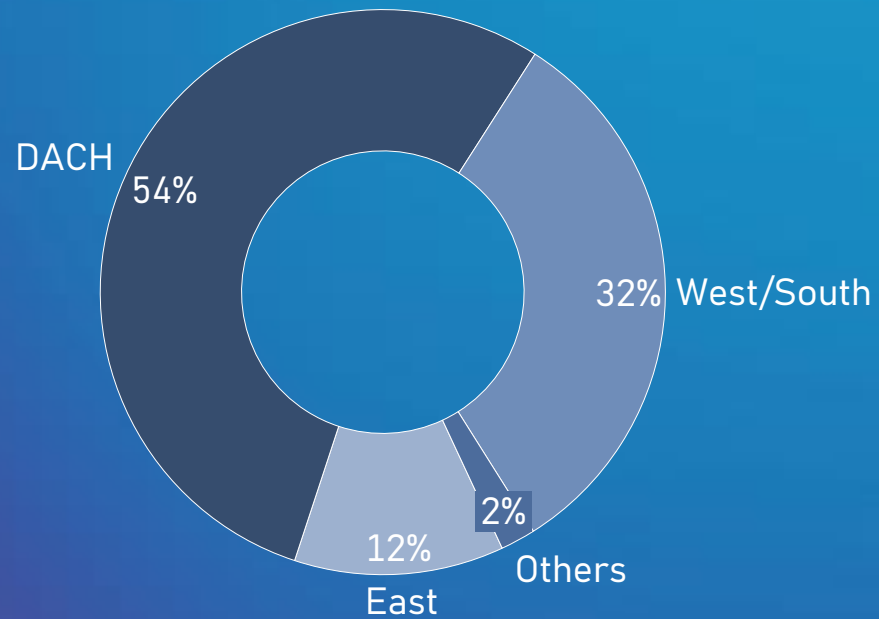
/ We are focusing on growth categories

/ At the same time, we are developing new categories (e.g., E-mobility, AR/VR, fitness, smart home)

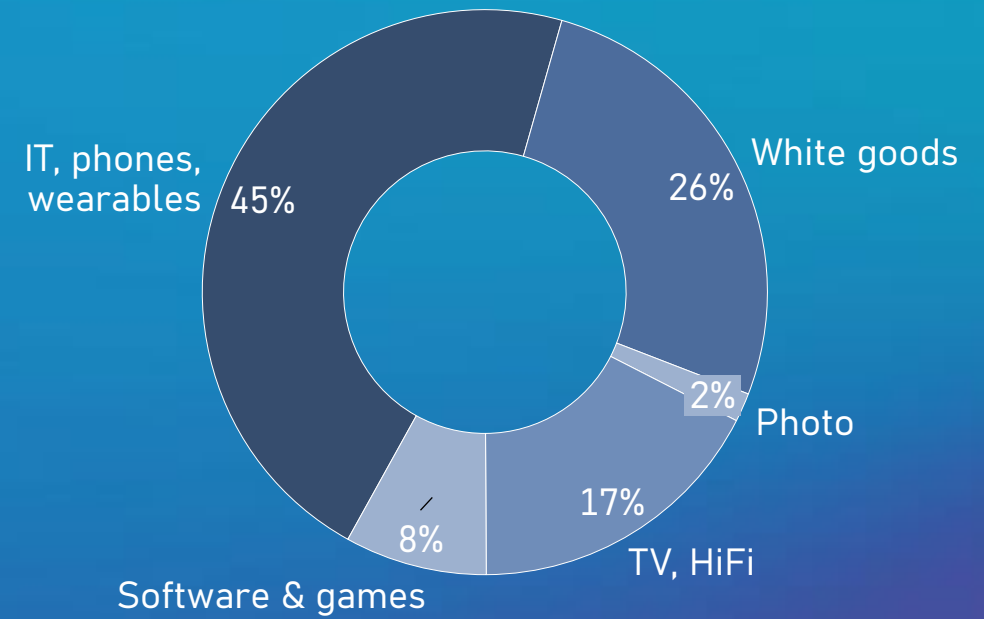
/ We design each category holistically (e.g., BaristaClub – not „just coffee machines“, but a full customer experience)

# We are well-diversified in terms of both regional and product sales

## Sales share by region FY 22/23



## Product sales per category FY 22/23





# We create Experience Electronics to enrich people's life – our omnichannel strategy shows visible progress



<sup>1</sup>Excluding associates, adjusted for portfolio changes, pre-IAS 29 and excluding non-recurring effects; <sup>2</sup>Adjusted for IFRS 16 leases

# We transform and enhance our business model to strengthen financial performance

## Ambition until FY 25/26

Retail Core: Moderate sales growth & c. 30% online share

**c. 5.5%**  
Services &  
Solutions  
income  
(% of total net sales)

**€750 m**  
Marketplace  
GMV

**c. 5%**  
Private Label  
share

**Up to 20**  
Lighthouses

**c. €45 m**  
Retail Media  
income

**>€500 m EBIT<sup>1</sup> FY 25/26**

<sup>1</sup>Excluding associates, adjusted for portfolio changes, pre-IAS 29 and excluding non-recurring effects

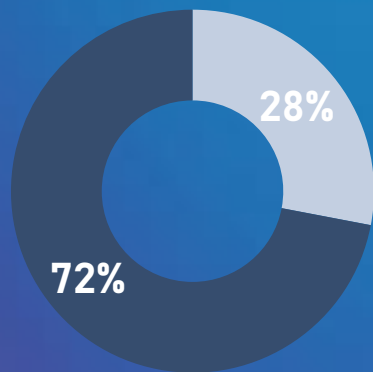
# Our growth businesses are already substantial in size and further growing

Simplified illustration

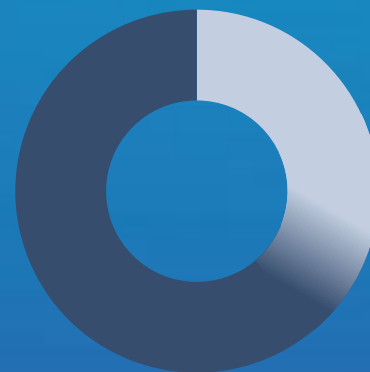
Surge in gross profit fueled by our expanding growth businesses

■ Retail Core gross profit contribution ■ Growth businesses profit contribution

FY 21/22




FY 23/24<sup>1</sup>



FY 25/26<sup>1</sup>



<sup>1</sup>Growth plan FY 25/26

- 
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# We guide the customer through an increasingly complex world!

## Convenient and seamless shopping experience



- / Pick-up in 30 min
- / Delivery in 90 min via Uber in Germany
- / >1,000 physical stores

## Customer-centric assortment



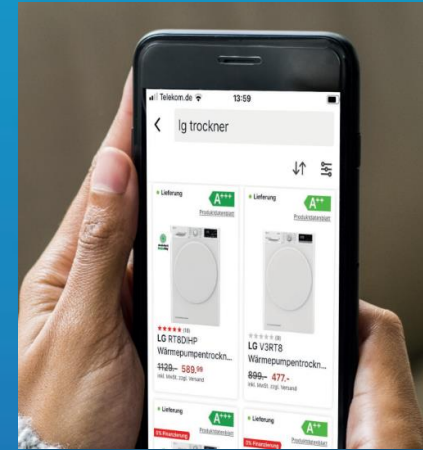
- / Core-portfolio of 7k SKU<sup>1</sup>s per country
- / Expanded by 1.8m products via Marketplace<sup>2</sup>

## Lifecycle services



- / Repair and Trade-in Service across all our stores
- / Financing and Insurance solutions

## Sustainable products and solutions



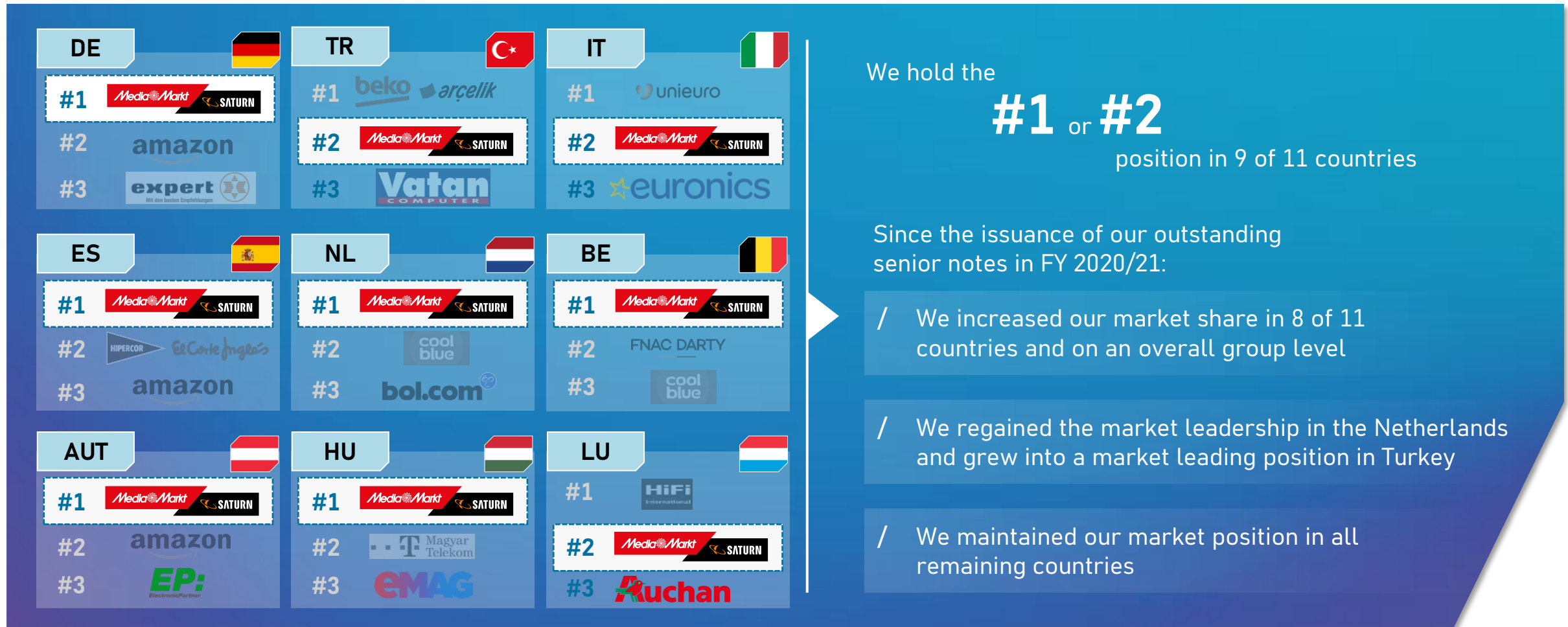
- / Own sustainable label "BetterWay"
- / Wide range of refurbished products

## Strong and reliable partner to the industry

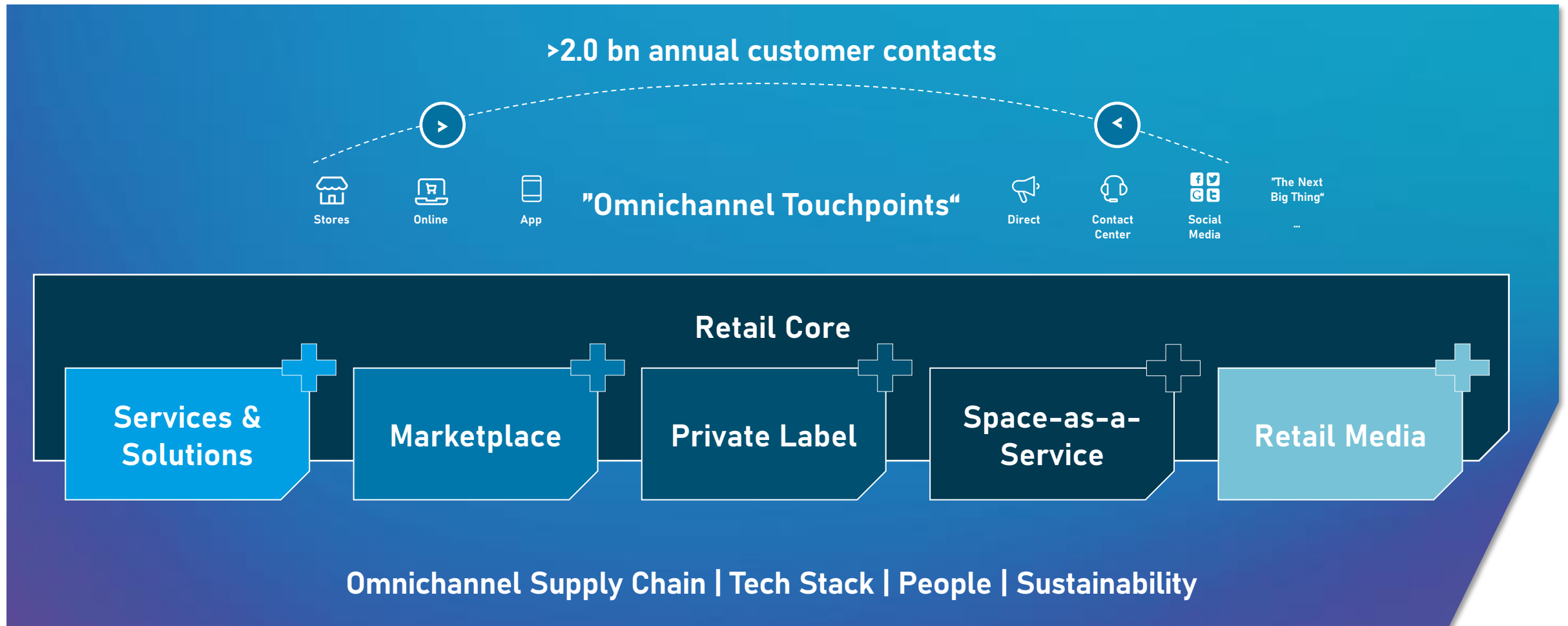


- / Strong cooperations via our space-as-a-service concepts
- / Retail media to support our partners

# We have an established leadership positions in key European markets



# Moving from CE retail to a retail service platform with several business models



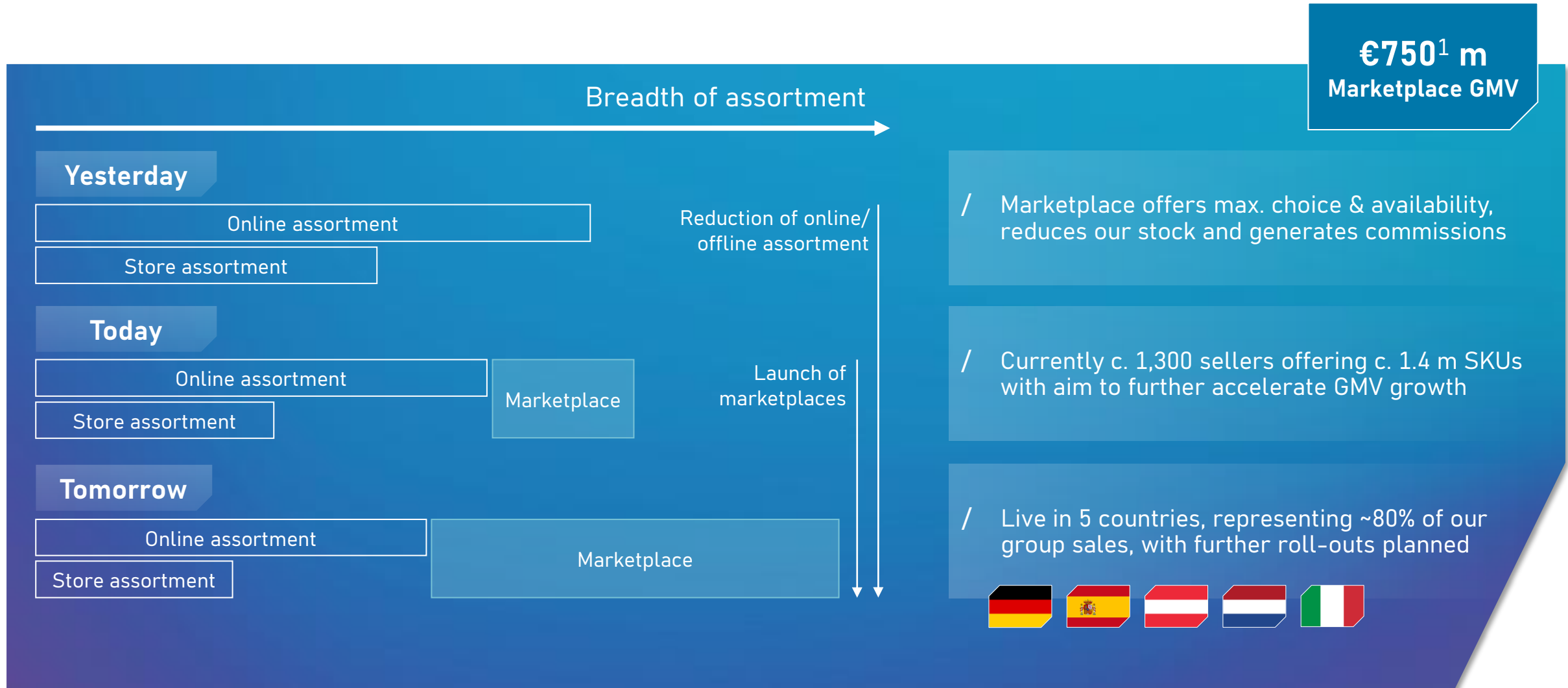
# Our Services & Solutions portfolio consequently serves the most relevant customer needs and adapts accordingly



<sup>1</sup>Source: Euromonitor Emergency: spontaneous invest/replacement >€ 200; <sup>2</sup>Source: Ipsos



# Marketplace is the key driver to enrich our assortment

<sup>1</sup>Ambition FY 25/26

# Our margin accretive private labels are an important part of our assortment

**c. 5%**  
Private Label  
share

## Three key consumer demands...

1

### Price

Consumers are value-focused and want to buy for the best price

2

### Quality

Unbroken consumer demand for high-quality products

3

### Design

Consumers value simple and timeless product design

## ...addressed by our four very strong private labels

### Consumer appliances



**KOENIC**

Household  
appliances for  
every situation

### Consumer electronics



**PEAQ**

Consumer  
electronics par  
excellence

### Accessories for devices



**ISY**

Electronic  
lifestyle products  
with added value

**ok.**

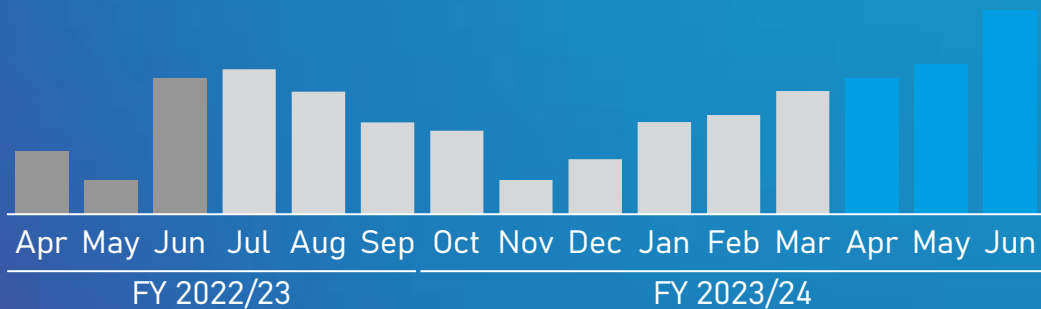
Functional everyday  
appliances

# Snapshot Private Label: Significant positive progress in Q3

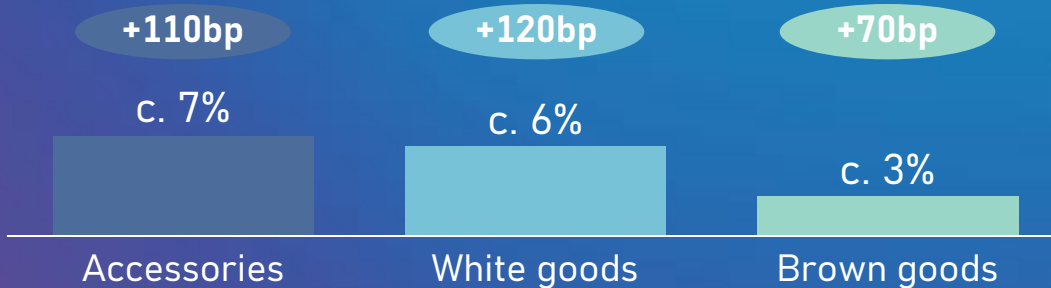
**c. 5%**  
Private Label  
share

## Private Label share development

Q3 in-house  
share c. 3%



## Q3 Private Label share and YoY growth



## Accelerated in-house share of Private Label sales

- / +22% Private Label sales growth in Q3
- / Driven by volume growth

## Product mix strength

- / In-depth knowledge in white goods especially in the microwave segment
- / Brown goods: significant sales growth in the TV category in Q3

Presence only in chosen categories where we can offer a strong price quality equation to customers

# We provide an attractive Retail Media platform for our partners

c. €45 m  
Retail Media  
Income

With ~2 billion annual customer contacts, we have insights of great value...

## Sponsored Product Ad

Improve visibility of the product



Increase sales and market share

## Sponsored Brand Ad

Increase brand awareness across the entire funnel



Expand customer reach

## Consideration, Action & Consumer Insights Report

Access to all insights to make data-driven decisions



Enhance transparency to optimise decision making

## A+ Content

Transforming the product detail page into a customer experience



Boost conversion rates



Unlock new income potential using existing data



Highly scalable business



Increasing customer experience on our platforms

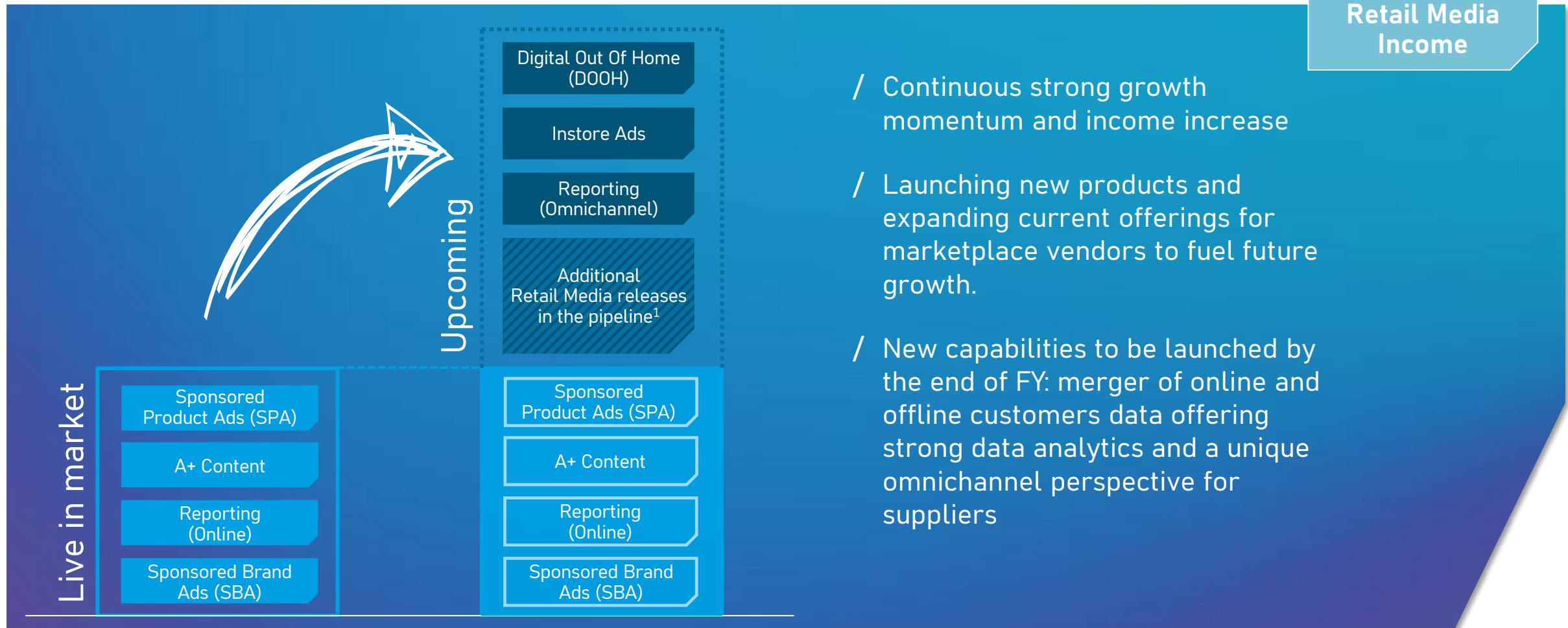


Bonding industry partners by extending relationships



# Deep dive Retail Media: our first party data analytics remained a substantial growth driver

c. €45 m  
Retail Media  
Income



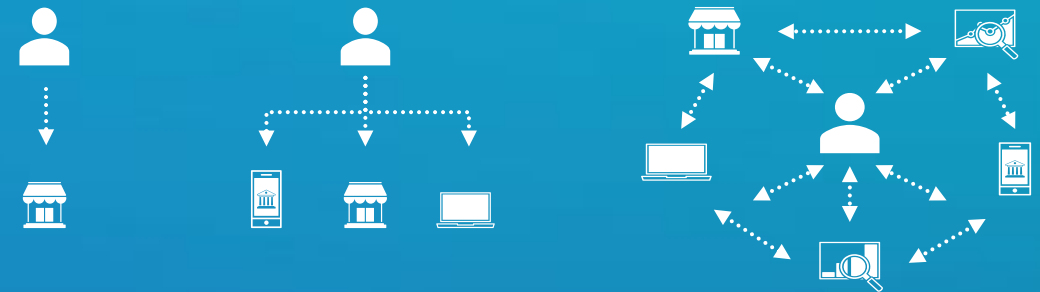
<sup>1</sup>Further information about additional Retail Media products in the pipeline to be found in the appendix

# We are transforming our tech infrastructure and will operate fully cloud based in three years

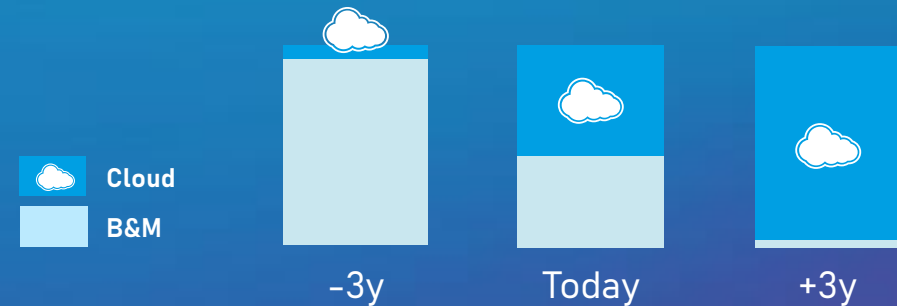
## Our tech stack transformation

- / We are replacing our legacy IT systems
- / New IT capabilities enable us to develop new business fields (data lake on google cloud)
- / C. 50% of our IT landscape is already provisioned on the cloud

## The move from single channel and multichannel to omnichannel...

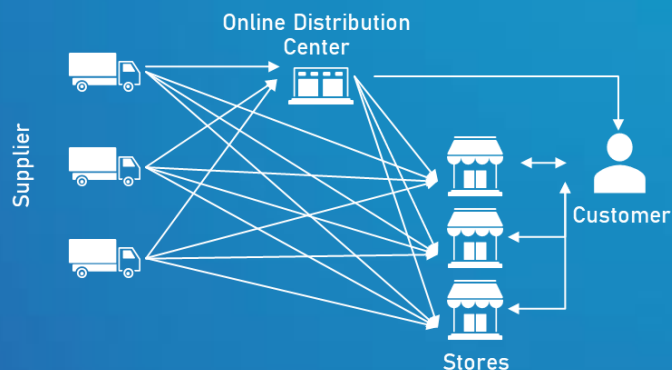


## ...is changing our tech infrastructure



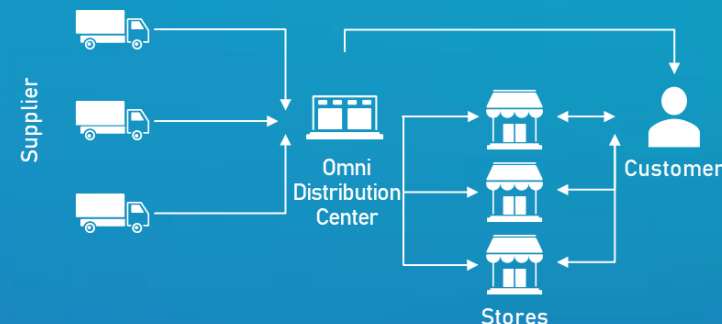
# Next to our tech, we are also transforming our supply chain

## From sales channel dependent fulfilment...



- / All manufacturers supply all shops and our online warehouse
- / Each shop and online warehouse have separate inventories

## ...To omnichannel integrated fulfillment



- / Manufacturer supplies the Omni Distribution Center and from there the shops are supplied
- / One inventory: full transparency of stock is available

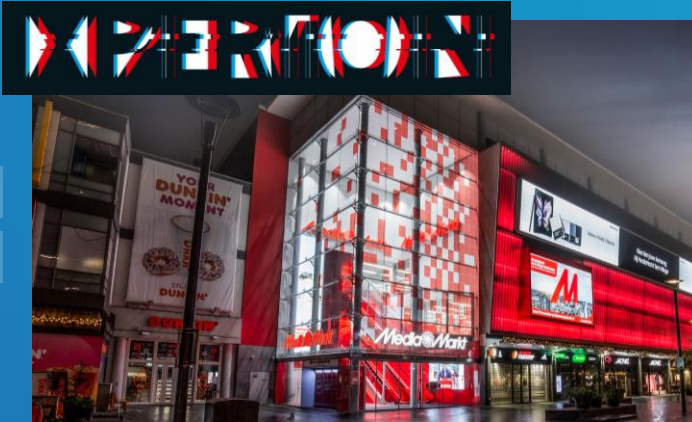


# Four store formats, all around experience zones, services, and the human touch

## LIGHTHOUSE

Inspiration and  
Experience

>4,000sqm



## CORE

Availability and  
Advice

c. 1,200-3,500sqm



## XPRESS

Proximity and  
Convenience

c. 400-  
1,100sqm



## SMART

Omnichannel and  
City center location

c. 70-500sqm





# We target the complete overhaul of core store portfolio by FY 25/26

## Refreshing our store portfolio

9 Lighthouse stores with significantly increased frequency & profitability – 20 stores planned until FY 25/26

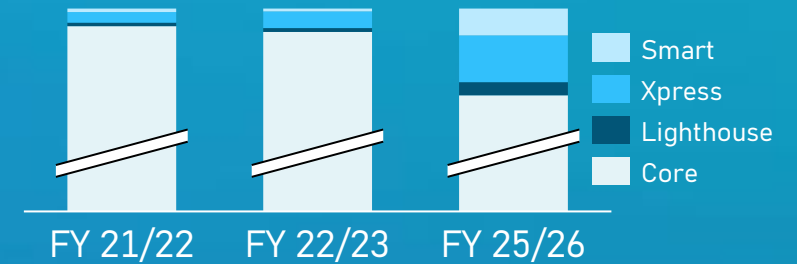
Successful operation of >10 Xpress stores in Hungary since 2016 – further expansion in other countries

Core refresh: optimised assortment & department flow increasing space utilisation & service offerings

Area productivity increased by 3% since 18/19 – target is +10% by 25/26

## How we measure success

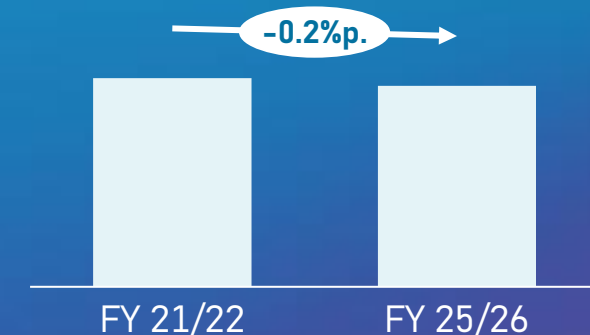
### Store portfolio development (#stores)



### Core modernisation rate



### Location cost development<sup>1</sup> % of net sales



<sup>1</sup>Rental costs & IFRS 16 depreciations, occupancy costs, location depreciations

# Sustainability is part of our DNA



1

"We offer a climate-neutral shopping experience"

2

"We offer the most sustainable range of CE products and are circular business pioneers in Europe"

3

"We take social responsibility for our employees, suppliers and communities"

# We have set ourselves ambitious sustainability targets

## Our growth levers

Approved “Science Based Targets” (SBTi) and participation in the EU Sustainable Consumption Pledge

Beyond Value Chain Mitigation (BVCM) actions buying CO2 certificates for all not reduced and unavoidable Scope 1&2 GHG emissions

Renewable Electricity use in 100% of our stores, headquarters, central hubs and warehouses since January 2024<sup>1</sup>

CECONOMY will engage 74% of its retail suppliers by sales volume to set climate targets until 2028

## Reducing carbon emission

Scope 1&2  
Our operations

**At least absolute target reduction of 58% by 2033<sup>2</sup>**

0.3%  
of our carbon footprint

Scope 3  
Upstream and downstream

**At least absolute target reduction of 33% by 2032/33<sup>3</sup>**

99.7%  
of our carbon footprint

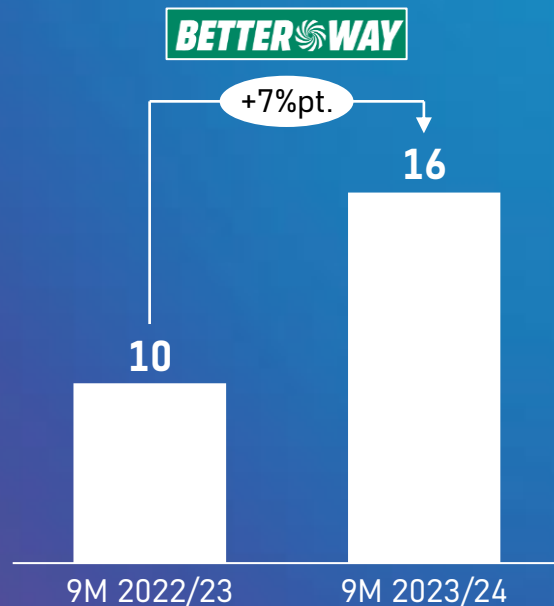
1

<sup>1</sup>Directly purchased electricity; <sup>2</sup>Baseline 2019, SBTi targets; <sup>3</sup>In Private Label, external brands, transport and distribution, baseline 2022, SBTi targets

# We consider sustainability a growing business opportunity

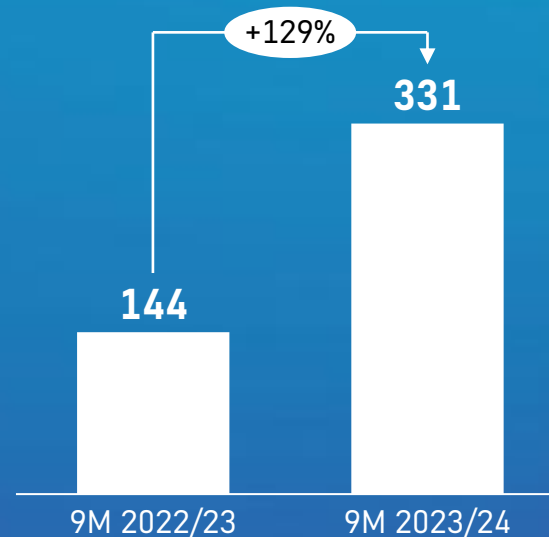
## BetterWay<sup>1</sup> sales share (in %)

Sales share of products marked as sustainable



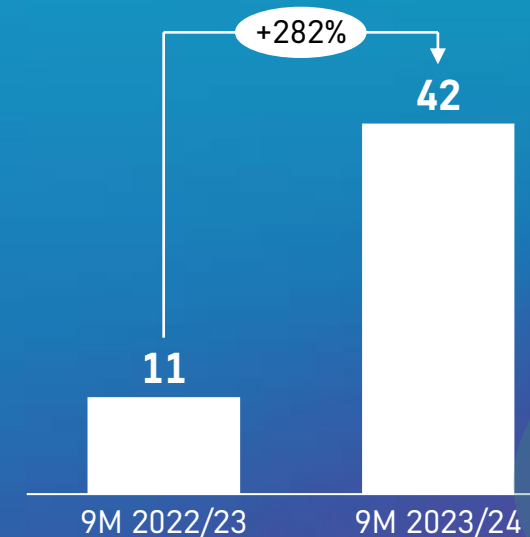
## Trade-in products (in thousands)

Used devices exchanged for a gift card



## Refurbished products (in thousands)

Used devices repaired & sold for a second lifecycle

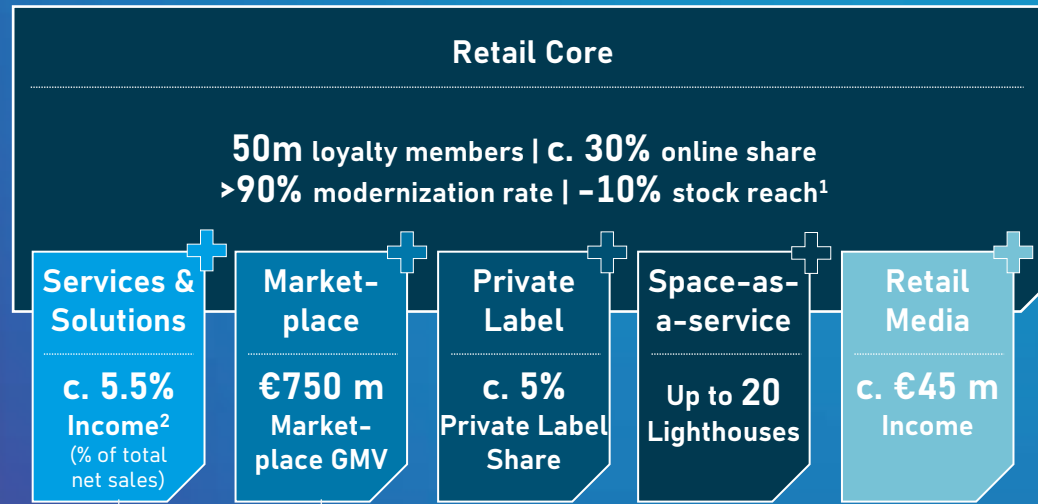


2

<sup>1</sup>We help our customers to make sustainable purchasing decisions by clearly identifying our sustainable products (according to independent auditing organisations or internal criteria for sustainability) and services with our own "BetterWay" logo

# Our key pledges for FY25/26 – regularly communicated to capital markets

## Our key pledges for FY 25/26...



## ...and further KPI targets

### Retail core

# of customer contacts	2.2 bn	# of sold refurbished products	c. 220,000
Sales with loyalty members	c. +60% <sup>1</sup>	Availability	>90%
Area productivity	c. +10% <sup>1</sup>	Centralisation of inbound logistics	80%
Location Costs (% of net sales)	0.2%p. <sup>1</sup>	Delivery and pick-up NPS	70
# of Lighthouse stores	up to 20	# cities with zero-emission delivery	>80
BetterWay Sales share	c. 20%	Carbon emission scope 1&2	Net-zero
# of BetterWay products	c. 7,000		

### Marketplace

Marketplace Share <sup>3</sup>	c. 10%
--------------------------------	--------

### Services & Solutions

Number of repairs	c. 3.5 m
# of Trade-Ins	>600,000

<sup>1</sup>Compared to FY 21/22; <sup>2</sup>Operational Services & Solutions income in % of total net sales (excluding e.g., Retail Media, Marketplace commissions & fees, deliveries);

<sup>3</sup>Marketplace gross merchandise value in % of total gross merchandise value (Marketplace + Retail Online), only countries with a Marketplace considered



# Snapshot Q3/9M: Key pledges – further progress in all business fields

Business fields	KPI	FY 2021/22	FY 2022/23	Target FY 2025/26	Progress Q3 23/24
Retail Core	Loyalty members	34 m	39 m	50 m	↖
Retail Core	Online share	25%	23%	c. 30%	↖
Retail Core	Modernization rate	30%	50%	> 90%	↑
Retail Core	Stock reach progress	10.3 weeks	9.1 weeks (-11%)	-10%	↑
Space-as-a-service	# Lighthouses	5	8	Up to 20	↖
Services & Solutions	Income in % of total sales <sup>1</sup>	4.5%	4.5%	c. 5.5%	↑
Marketplace	GMV	€65 m	€137 m	€750 m	↑
Private Label	Private Label share	2.3%	2.4%	c. 5%	↑
Retail Media	Income	c. €5 m	€18 m	c. €45 m	↑

<sup>1</sup>Operational Services & Solutions income in % of total net sales (excluding e.g., Retail Media, Marketplace commissions & fees, deliveries).

# Ongoing strong sales momentum drove EBIT growth

**Preliminary FY 23/24:**  
Sales €22.4bn, +5.3%<sup>1</sup>  
EBIT towards the higher end  
of the guidance €290-310m




<sup>1</sup>Sales adjusted for fx- and portfolio effects, pre-IAS 29. EBIT at current rate, additionally adjusted for non-recurring effects and excluding associates


# Our further growth plan: >€500 m EBIT and c. €200 m FCF in FY 25/26

Key financial figures	FY 21/22	FY 22/23	Growth plan FY 25/26
Adjusted EBIT <sup>1</sup>	€208 m	€243 m	>€500 m
Gross margin <sup>1</sup>	17.6%	17.9%	c. 20%
Adjusted OPEX ratio <sup>1</sup>	17.7%	17.6%	c. 18%
Net sales	€21.8 bn	€22.2 bn	Slightly above market growth
Cash investments	€254 m	€258 m	c. €300 m
Free cash flow <sup>2</sup>	-€533 m	€257 m	Steady growth to c. €200 m

Delta growth plan vs. FY 21/22:



EBIT increase of c. 150%

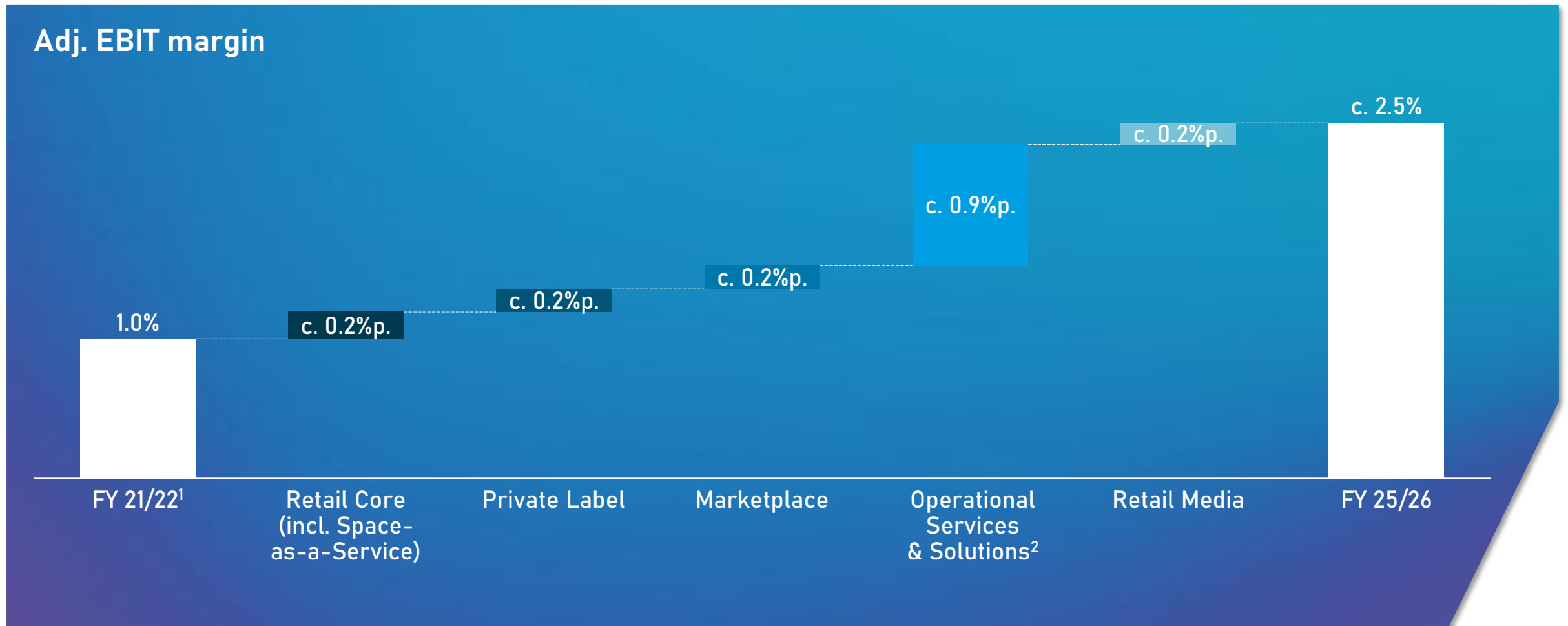


Free cash flow increase of c. €700 m

<sup>1</sup>Excluding associates, adjusted for portfolio changes, pre-IAS 29 and excluding non-recurring effects; <sup>2</sup>Lease-adjusted FCF

# Service businesses play biggest role in profitability increase

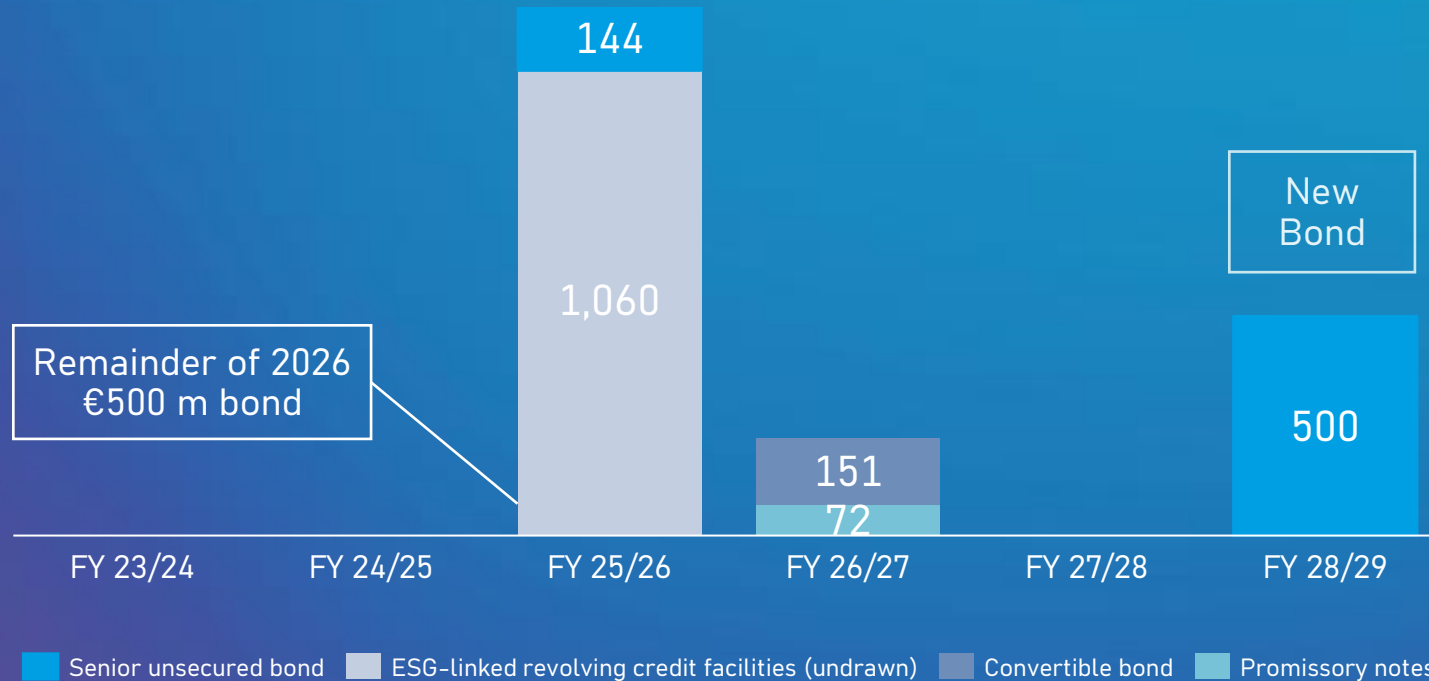
Simplified approximation



¹Portugal & Sweden adjusted; ²Operational Services & Solutions income in % of total net sales (excluding e.g., Retail Media, Marketplace commissions & fees, deliveries)

# Maturity profile successfully extended by early refinancing of our corporate bond

## New financing structure (in €m)

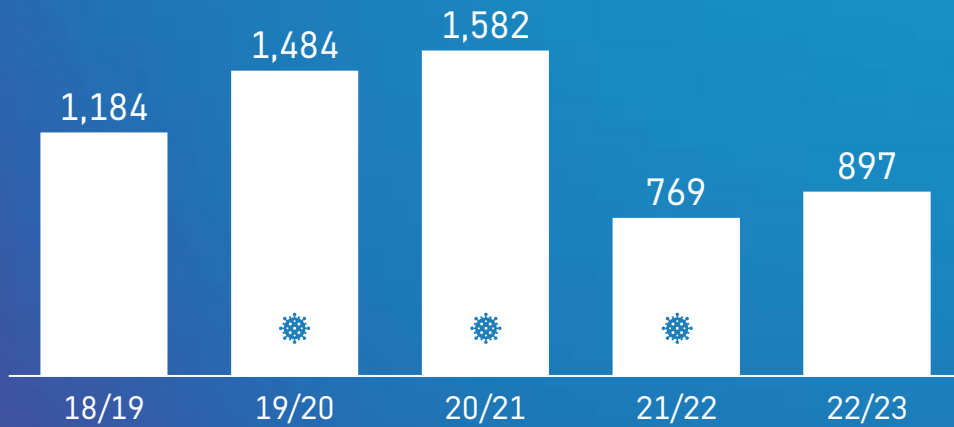


- / Proactive management of maturity profile by early refinancing our bond due 2026
- / New sustainability-linked bond with maturity in July 2029 and 6.25% coupon
- / Previous €500 m bond partly repaid via tender offer (acceptance rate at c. 71%), leaving €144 m remaining
- / Revolving credit facility (RCF) recently prolonged to 2026 – never drawn
- / Stable net debt/adj. EBITDA ratio of 1.8x



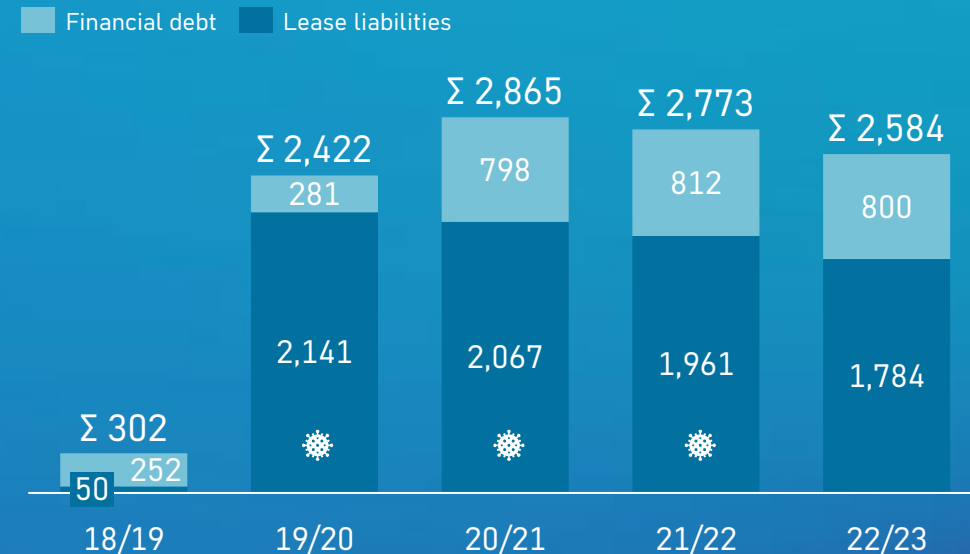
# Since our bond emission in June 2021, CECONOMY has a low and stable financial debt on a lease adjusted basis

## Cash & cash equivalents (in €m)



- / Cash & cash equivalents are mainly impacted by changes in net working capital (NWC)
- / FY 20/21 negative NWC impact compensated by cash-in from bond emission

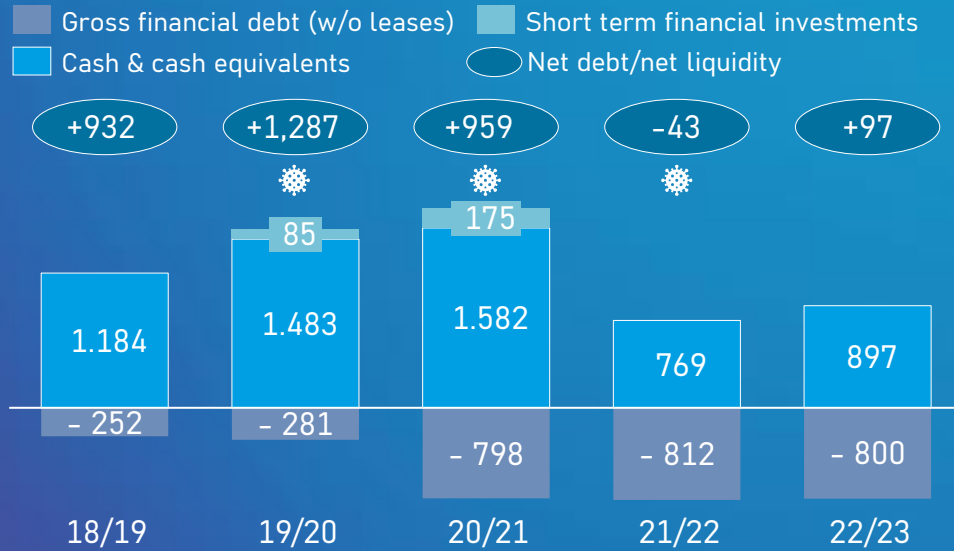
## Gross debt components (in €m)



- / From FY 19/20: Application of IFRS 16 (accounting of leases), no change in business model
- / Lease contracts with low duration provide high flexibility (average remaining duration ~2.8 years, decreasing YoY)

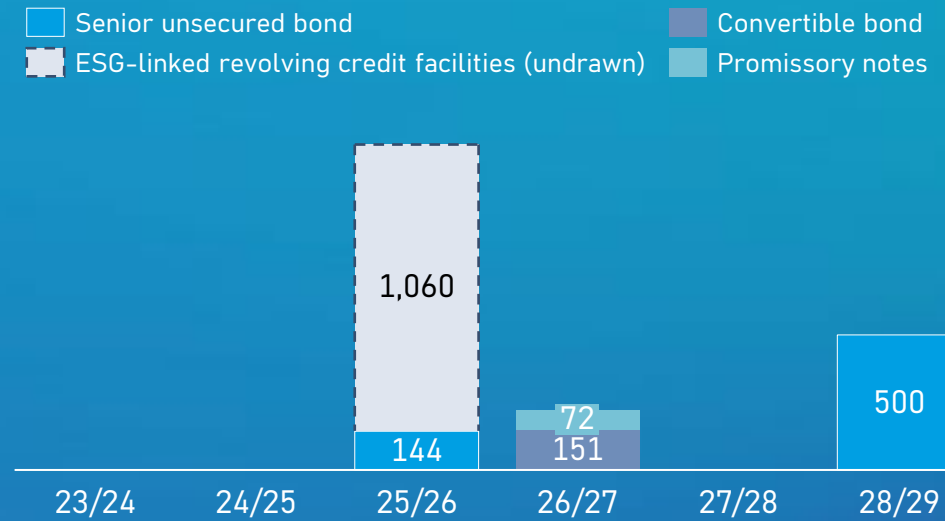
# CECONOMY has no major debt repayment before 28/29

## Components of net debt pre-IFRS 16 (in €m)



/ Stable debt profile since bond issuance in June 2021

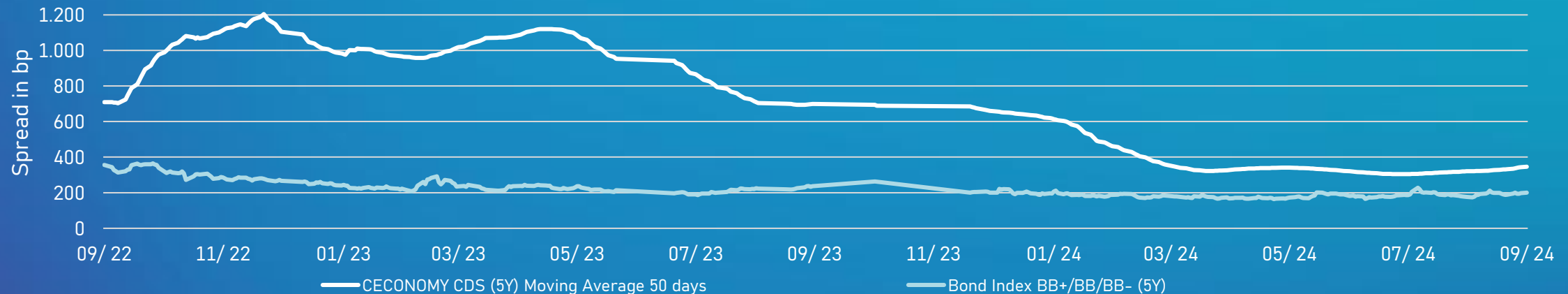
## Financing structure (in €m)



/ Proactive management of maturity profile by early refinancing our bond due 2026, €144 m remaining  
 / Revolving credit facility (RCF) prolonged to 2026 and never drawn

# Strong improvement in credit spread since start of calendar year 2023

## Credit Default Swap development since September 2022



### / Market acknowledgement

Track record reflected in continuous reduction of risk perception (credit spread)

### / New bond issued in July 2024

Successful early refinancing of 2026 bond

### / Conservative funding of acquisitions

Capital increase for full acquisition of MediaMarktSaturn in 2022

### / ESG-linked syndicated RCFs

Pure back-up line, never been drawn

# Prudent financial policy underpinned by much improved leverage ratio

## Leverage target ratio

**<2.5x**

Net Debt incl. lease liabilities / Adjusted EBITDA

Prior Year

**2.3x**

FY 21/22

Projection  
(CMD 2023)

**2.3x**

FY 22/23

Actual

**1.9x**

(€1,687 m / €910 m)

FY 22/23

### / Tax-loss carry-forwards

Corporate tax losses: €1.2 billion<sup>1</sup>, Trade tax losses: €1.3 billion<sup>1</sup>  
Reduced tax rate and even negative tax rate in FY 2023/24

### / Conservative funding of acquisitions

Capital increase for full acquisition of MediaMarktSaturn in 2021/22

### / Dividend payout restriction

Tax-loss carry-forwards prevent dividend payout before 2027 (for FY 2025/26)

### / Solid rating position

Solid BB rating and further improving credit metrics

**S&P Global**  
Ratings

BB-  
(outlook: stable)


**FitchRatings**

BB  
(outlook: stable)

**SCOPE**

BBB-  
(outlook: stable)

<sup>1</sup>As of 30 September 2023

- 
1. Company profile
  2. Strategic Update
  - 3. Trading statement & Q3 23/24**



# We delivered our guidance 2023/24

	Initial Guidance (Dec 2023)	Updated Guidance	Preliminary Results 2023/24	
Sales	"Slight Increase"	"Moderate Increase" (Updated in August 2024)	+5.3% Sales Growth <sup>1</sup>	+4.1% Like-for-Like Growth
Adjusted EBIT <sup>1</sup>	"Clear Increase"	"Between €290 m and €310 m" (Updated in May 2024)	"Towards the upper end of the guidance range"	

<sup>1</sup>Sales adjusted for fx- and portfolio effects, pre-IAS 29. EBIT at current rate, additionally adjusted for non-recurring effects and excluding associates.

# Dynamic momentum sustained in Q3

- / 6.6% sales growth, fueled by strong 5.2% like-for-like
- / Substantial Market share gains (Market slightly growing)
- / Further uplift in profitability
- / NPS reached a new high of 61

**+6.6%**sales  
growth<sup>1</sup> vs. PY**€4.9 bn****+€9 m**adjusted EBIT<sup>1</sup>  
growth vs. PY**-€51 m****+6 points**NPS increase  
vs. PY**61**

**Sales outlook updated from slight to moderate increase**  
**Adjusted EBIT guidance confirmed**

<sup>1</sup>Sales adjusted for fx- and portfolio effects, pre-IAS 29. EBIT at current rate, additionally adjusted for non-recurring effects and excluding associates.

# Our operating highlights in Q3



## Continuing momentum

- / B&M sales up +5.8%<sup>1</sup> YoY
- / Online sales up +9.7%<sup>1</sup> YoY
- / Online share at 22.2%<sup>2</sup>, an improvement of +130bp YoY

## Growth businesses

- / Operational S&S income share strongly increased
- / Marketplace: GMV more than doubled
- / Retail Media: income more than doubled

## Countries

- / Strong sales performance in Spain, the Netherlands, Hungary, Austria and Türkiye
- / Improving profitability in Spain, Germany, Benelux and Switzerland

## Profitability strengthened

- / +20bp increase in adjusted EBIT margin<sup>3</sup>
- / +€9 m EBIT improvement

## Earnings per share up

- / EPS increase of +€0.05 YoY to -€0.33

## FCF up in Q3 YoY

- / C. +€100 m FCF in Q3 YoY

<sup>1</sup>Sales adjusted for fx- and portfolio effects, pre-IAS 29. Online sales only include 1P sales; <sup>2</sup>Online share including Marketplace; <sup>3</sup>Margins at current rate, additionally adjusted for portfolio changes, non-recurring effects and excluding associates.

# Dynamic top line growth and profitability trend bolstered by both DACH and Western & Southern Europe

Segments Q3 2023/24					
€m	DACH	Western/ Southern Europe	Eastern Europe	Others <sup>2</sup>	CECONOMY
<b>Sales (pre-IAS 29)</b>	<b>2,529</b>	<b>1,552</b>	<b>731</b>	<b>5</b>	<b>4,816</b>
Growth <sup>1</sup> (%)	-0.1%	+5.4%	+42.1%	-5.2%	+6.6%
Like-for-like (%)	-0.1%	2.3%	38.2%	-	5.2%
IAS 29			102		102
<b>Sales (post-IAS 29)</b>			<b>833</b>		<b>4,918</b>
Reported YoY change (%)	-0.4%	+3.6%	+111.0%	-95.3%	+8.6%
<b>Adj. EBIT<sup>1</sup></b>	<b>-44</b>	<b>-18</b>	<b>4</b>	<b>7</b>	<b>-51</b>
Adj. EBIT margin <sup>1</sup> (%)	-1.7%	-1.2%	0.6%	-	-1.1%
Adj. EBIT YoY change	+6	+7	-16	+12	+9

## DACH

- / EBIT improvement throughout the region, notably Germany, driven by market share momentum and cost savings measures

## Western & Southern Europe

- / Sales growth in all countries, except Italy, contributes to EBIT growth
- / Strong market share gain in the region

## Eastern Europe

- / Sales and profit are moderating as anticipated, mirroring the market's deceleration

## Others

- / Positive EBIT development supported by cost control in central units

<sup>1</sup>Sales adjusted for currency and portfolio change effects, pre-IAS 29. EBIT at current rate, additionally adjusted for non-recurring effects and excluding associates. Margin calculation based on reported sales pre-IAS 29 and adjusted EBIT;

<sup>2</sup>Including Consolidation.

# Acceleration of Services & Solutions sales in Q3

## Services & Solutions sales<sup>1,2</sup> (€m)



+18.1%

301

2022/23

348

2023/24

- / Boost in S&S sales in Q3 with +18%
- / Strong performance from operational Services & Solutions through:
  - GSM contracts
  - Warranties
- / Strong development of Retail Media and Marketplace

<sup>1</sup>Includes Services & Solutions, Retail Media, Marketplace commissions & fees, deliveries; <sup>2</sup>Excluding Portfolio effects (Sweden, Portugal), pre-IAS 29. Growth additionally adjusted for currency effects.



# Online sales soar again in Q3

## 1P Online sales<sup>1</sup> (€m)



+9.7%

963

1,034

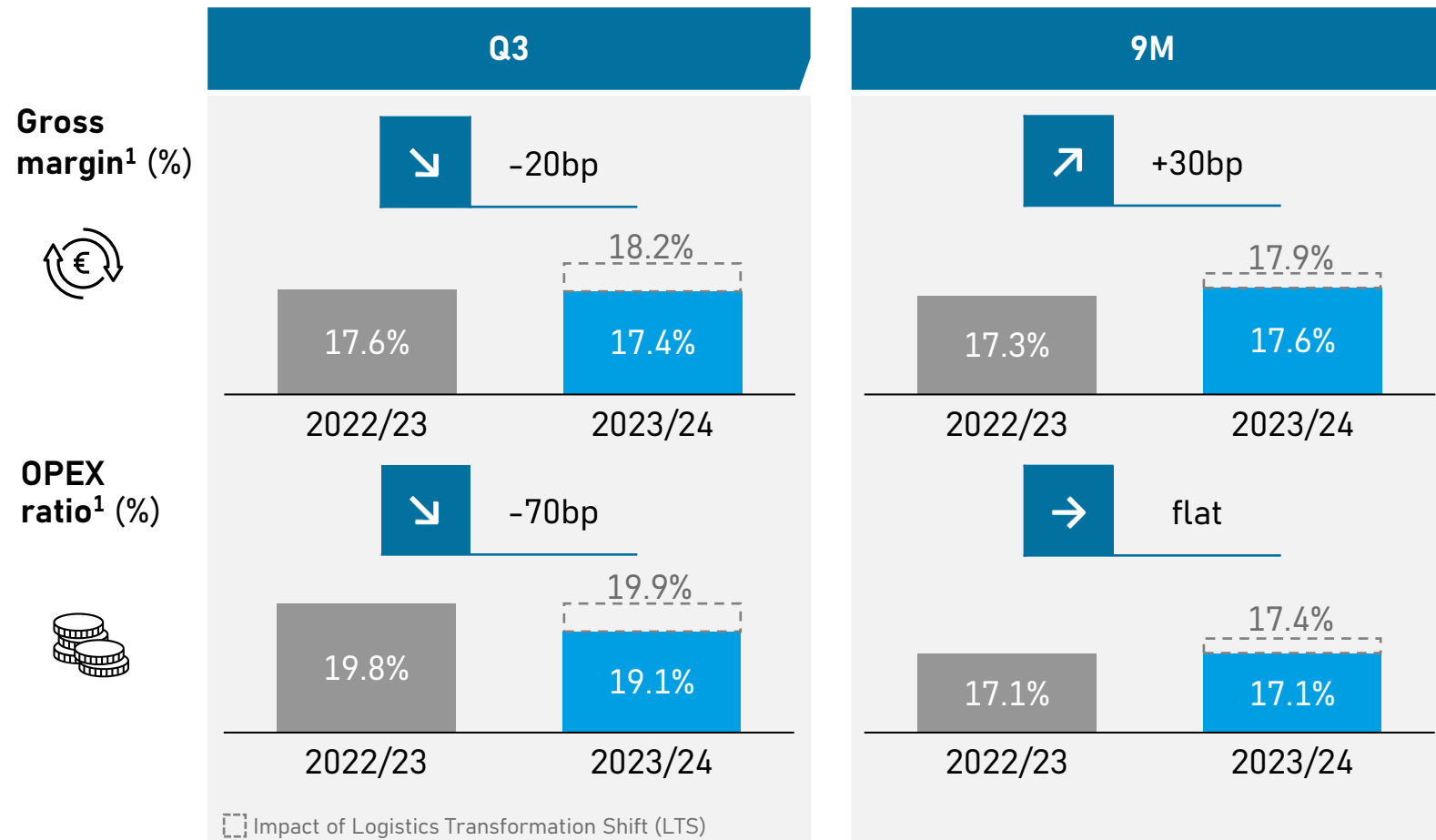
2022/23

2023/24

- / Continued strong 1P online sales growth driven by all regions
- / Doubling of Marketplace GMV in Q3
- / Marketplace currently live in five countries, with Italy opened in July
- / Online share including Marketplace up 130bp YoY to 22.2%

<sup>1</sup>Excluding portfolio effects (Sweden, Portugal), pre-IAS 29. Growth additionally adjusted for currency effects.

# Adjusted EBIT expansion fueled by gross margin uplift and rigorous cost management



- / Q3 gross margin down -20bp impacted by Logistics Transformation Shift (LTS)
- / Shift of personnel expense into COGS for 80bp in Q3 due to the implementation of our logistic strategy (Germany)
- / Gross margin up 60 bp excluding LTS driven by new growth businesses
- / Q3 OPEX ratio declined -70bp to 19.1%, broadly flat excluding LTS impact
- / Continuing efficiency measures offset inflationary effects

<sup>1</sup>Excluding portfolio effects (Sweden, Portugal), pre-IAS 29, and adjusted for non-recurring effects; <sup>2</sup>Logistics Transformation Shift.

# EPS up on improved EBIT performance

Adjusted EBIT to EPS		Q3		
€m	2022/23	2023/24	Change	
<b>Adjusted EBIT</b>	<b>-60</b>	<b>-51</b>	<b>+9</b>	
Non-recurring items	-63	-29	+34	
<b>EBIT reported</b>	<b>-123</b>	<b>-79</b>	<b>+43</b>	
Net financial result	-33	-53	-20	
<b>Earnings before taxes</b>	<b>-156</b>	<b>-133</b>	<b>+23</b>	
Income taxes	-30	-31	-1	
<b>Profit or loss for the period</b>	<b>-186</b>	<b>-164</b>	<b>+22</b>	
Non-controlling interests	0	-1	-1	
Net profit group share	-186	-162	+24	
<b>Reported EPS undiluted (€)</b>	<b>-0.38</b>	<b>-0.33</b>	<b>+0.05</b>	
Net profit group share adjusted	-153	-151	+2	
EPS adjusted undiluted (€) <sup>1</sup>	-0.32	-0.31	+0.01	

Note: From continuing operations and based on reported figures. Average number of shares 485,221,084 since Q3 FY 2021/22;  
<sup>1</sup>EPS adjusted for portfolio effects, pre IAS 29.

## Adjusted EBIT

/ Improvement driven by increase in sales and gross profit

## Non-recurring items

/ -€17 m profit share in Fnac Darty booked in Q3 vs. historically Q4

/ IAS 29 impacts

## Net financial result

/ Higher interest in Türkiye and higher interest on lease liabilities

## Tax

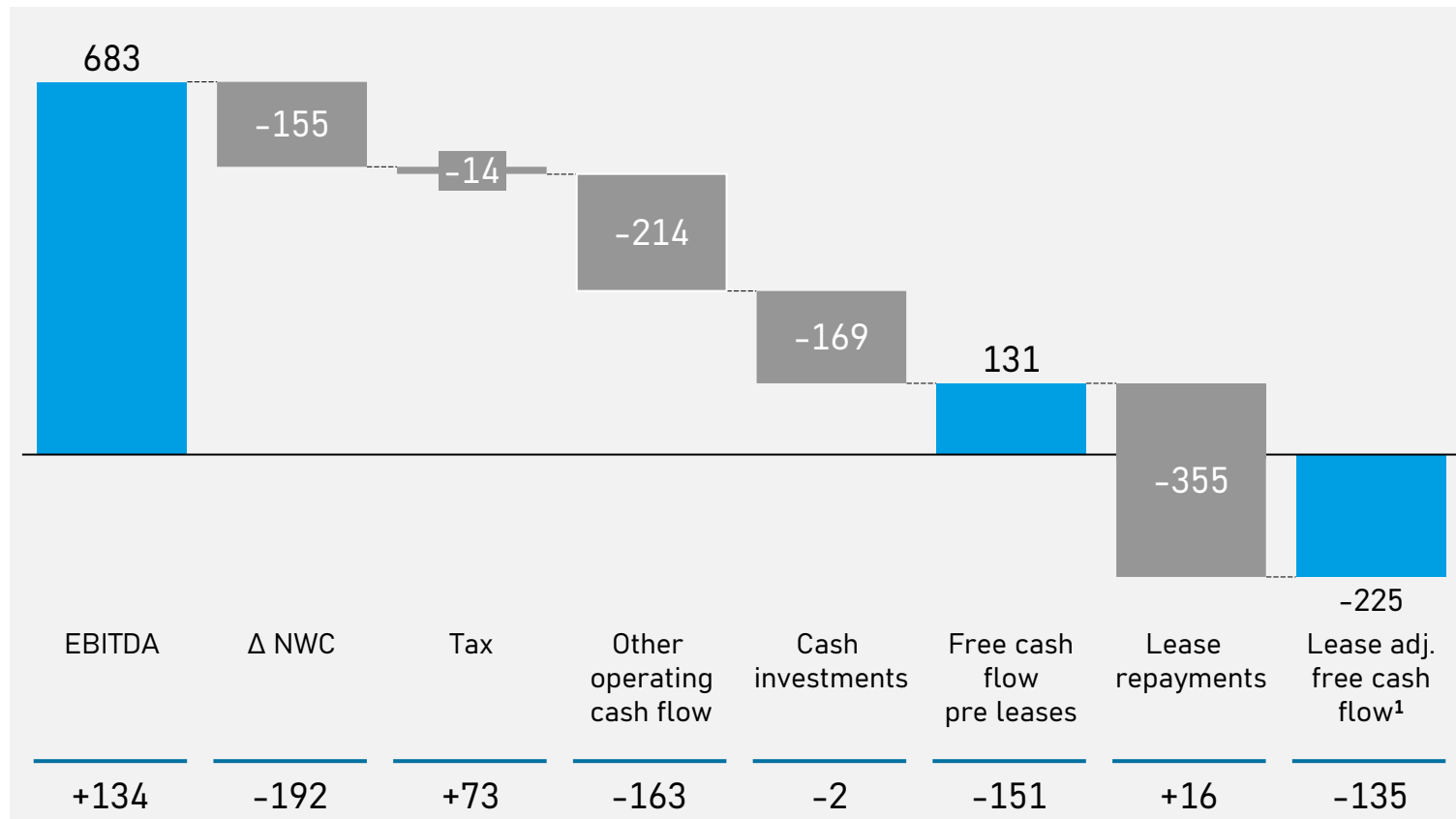
/ Tax expenses despite negative earnings due to expected negative tax rate for full year

## Reported EPS undiluted

/ Increase driven by operational improvement and lower non-recurring items

# Q3 free cash flow increased by €100 m YoY

## Free cash flow (FCF) in 9M 2023/24 (YoY change, €m)



<sup>1</sup>Lease-adjusted FCF subtracts the repayment of lease liabilities for better FCF comparability under IFRS 16.

**9M FCF only €135 m behind last year after €235m in H1**

### NWC

- / Further normalisation: better product availability to support sales growth

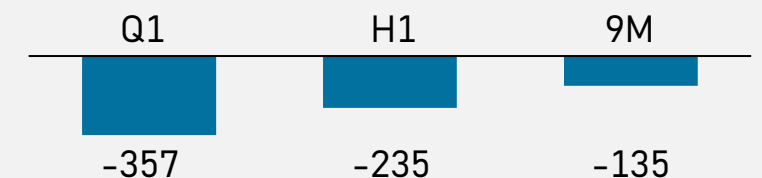
### Tax

- / Reduced tax payment due to tax refund for prior years

### Other operating cash flow

- / Non-cash adjustments for at-equity result (-€30 m YoY), FX and IAS 29 (-€50 m YoY)
- / Cash-out for restructuring, wage increase and bonuses (-€65 m YoY)

### Delta FCF vs. PY (in €m)



# We would be delighted to answer your questions

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CECONOMY



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