# CECONOMY

# CECONOMY AG "Equity Story"

Investor Presentation, January 2018



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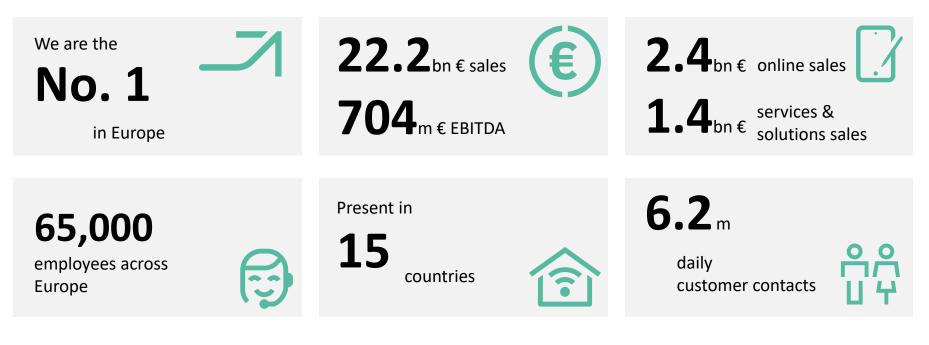
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### **CECONOMY** at a glance: Europe's largest CE platform

CECONOMY acts as a platform that brings together various businesses, concepts, formats and brands active in the area of Consumer Electronics. All these activities are based on a customer community monetisation business model.



Note: All figures before special items and based on FY 2016/17.

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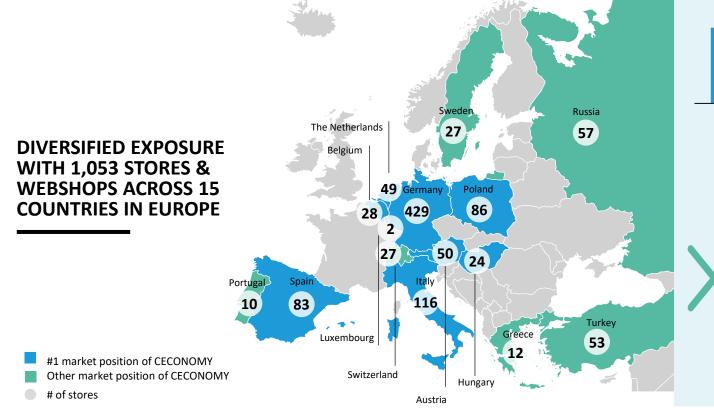
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### Why invest in CECONOMY?

#1	#2	#3	#4
CECONOMY LEADS THE CONSOLIDATION AND TRANSFORMATION IN A DYNAMIC RETAIL CATEGORY	CECONOMY IS THE LEADER IN MULTI-CHANNEL AND SCALE	CECONOMY HAS A STRONG FINANCIAL PROFILE	CECONOMY HAS THE POTENTIAL TO INCREASE MARGINS AND FREE CASH FLOW GENERATION

# CECONOMY Strategy

# The largest Consumer Electronics Player in Europe with #1 positions in 9 countries



FACT BOX Market shares



CECONOMY is leading in Europe at an all-time high market share

Source: Overview of store network (FY 16/17); Own CECONOMY analysis based on market research data by GfK. Panel data for consumer electronics based on retail panel as of September 2016 (for total market share September 2017).

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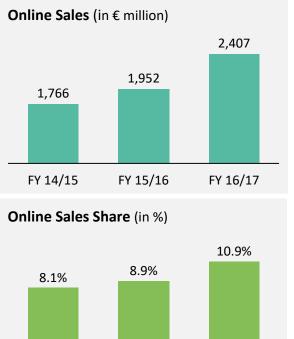
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### One of the leading multi-channel players in Europe

FY 14/15

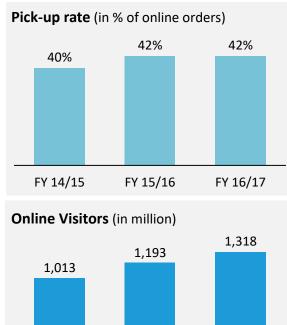


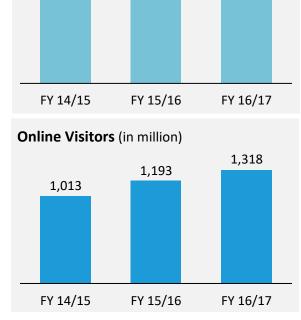




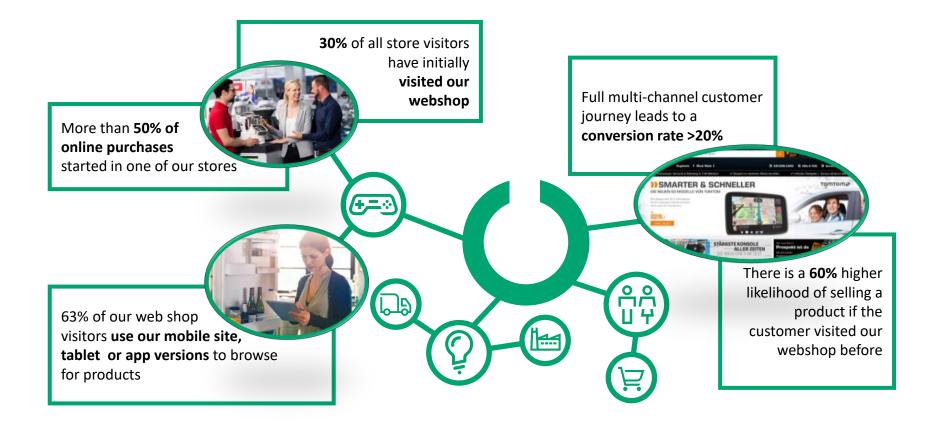
FY 15/16

FY 16/17

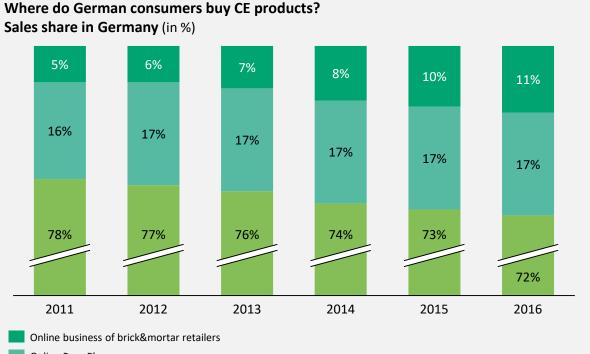




#### We are multi-channel



### Multi-channel is the winning model



Online Pure Player

Brick&mortar shops - convenience & specialised (w/o online business)

Source: GFK Handelspanel in BVT Fakten 2017.

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Multi-channel offering with increasing relevance

for consumers

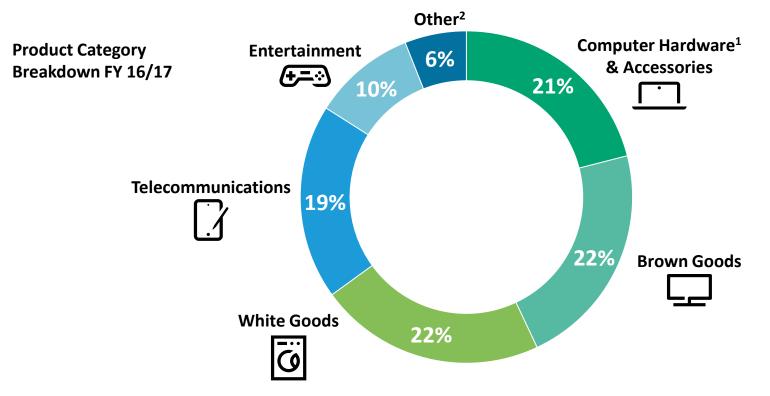
# The store network is an asset again and integral part of CECONOMY's multi-channel and services strategy

Advantages of CECONOMY's strong physical presence

- // Offering customers tangible
  product experiences
- // Showroom for exclusive and high-end products offering suppliers visibility of brands
- // Instant in-store repairs of
   mobile devices
- // Personal contact and personalised customer service
- // Delivery hubs & pick-up
  places/return points for online
  orders



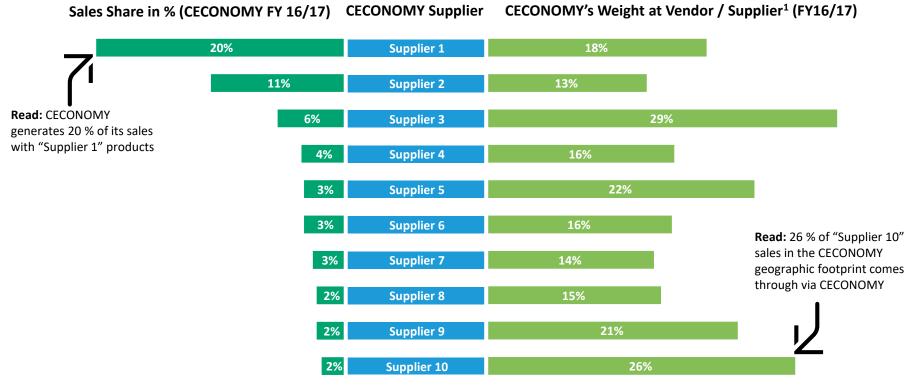
#### **CECONOMY** offers the full CE assortment, reflecting a truly "connected world"



<sup>1</sup> Telecommunication devices such as iPads without SIM card included; <sup>2</sup> Includes in essence Photo & Office equipment.

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# **CECONOMY** is highly relevant to its suppliers and a strategic partner of choice



Source: Key figures TOP 10 Manufacturers (own CECONOMY analysis based on GFK), total in retail (excl. entertainment) FY16/17. 1 Within CECONOMY's geographic footprint.

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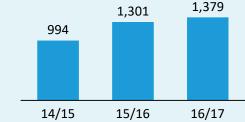
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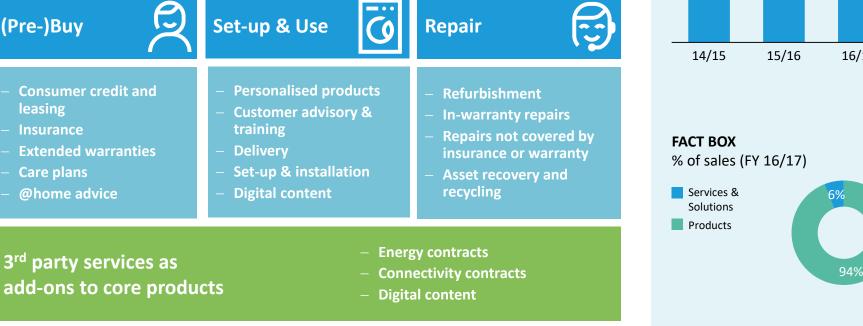
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# We are solutions: a full range of Services & Solutions along the customer journey



Services & Solutions Sales (in € million)





# We are customer-centric: >14.5 million loyal members in our customer programmes





members in our customer programmes across all countries

25%

of all sales in Germany are generated by German MediaMarkt Club members



3.8m

customer program members in Germany

>600k

**Saturn Card holders** in just 4 months after nation-wide roll-out

\*Base: September 2017.

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# // CECONOMY FY 2016/17

### **CECONOMY** achieved all targets in FY 2016/17

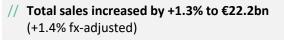
€m	FY 2015/16	Outlook (fx-adjusted)	FY 2016/17 (fx-adjusted)	Achieved
Total sales	21,870	Slight increase	+1.4%	$\checkmark$
LfL sales growth	+0.1%	Slight increase	+1.9%	$\checkmark$
EBIT before special items	466	Slight increase	+10	$\checkmark$
Investments <sup>1</sup>	406	300 – 350	319	$\checkmark$
Pay-out ratio (in % of EPS)	n.a.	45 – 55%	45%	$\checkmark$

<sup>1</sup> Investments according to the segment report.

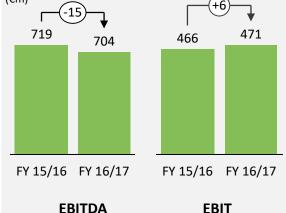
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# CECONOMY delivered solid sales growth, a slight increase in EBIT and an improvement in NWC

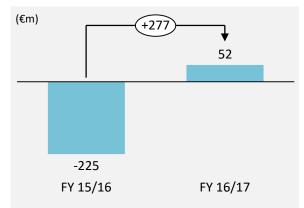




- // Germany, Spain & Turkey led sales growth
- // Lower sales in Russia & Switzerland
- // Online was the key growth driver and increased +40%<sup>1</sup> yoy
- // Services & Solutions sales up +6% yoy



- // EBIT increased by €+6m (€+10m fx-adjusted)
- // Gross margin improved by +0.2%p. to 20.6%
- // Rising operational EBITDA offset by planned lower pension income and additional costs to build the CECONOMY holding
- // Lower D&A due to c. €20m higher unscheduled write-downs in previous year



#### Change in Net Working Capital (NWC)

#### // NWC improved by €52m

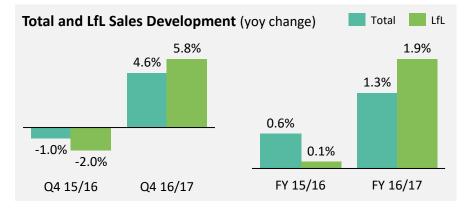
- // Improvement in trade payables more than offset rise in inventories and receivables
- // Free Cash Flow (FCF), adjusted for Fnac Darty acquisition, loans repayment & tax refund, improved by around €420m

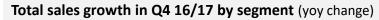
Note: NWC = Net Working Capital acc. to Cash Flow Statement. 1+23% yoy growth including pure player.

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### Improved sales growth rates, primarily driven by DACH region



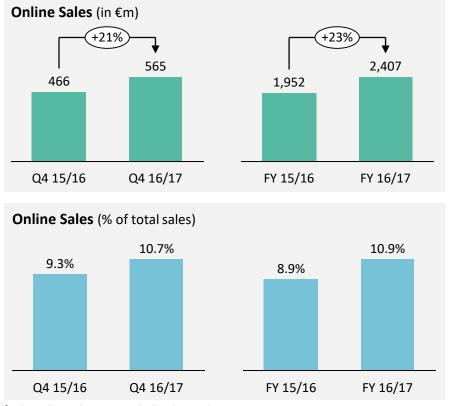






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### Online was the key growth driver and represented 11% of total sales

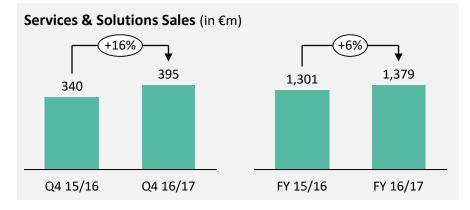


### Highlights Online generated sales of MediaMarkt and Saturn grew by +39% in Q4 2016/17 or +21% including pure player (e.g. redcoon), respectively Online now represents 10.9% of total sales vs. 8.9% one year ago Pick-up rate slightly higher at 44% in Q4; for the fullyear, pick-up rate remained high at 42% Online assortment further expanded to c. 350k SKUs from c. 280k SKUs one year ago Daily website visits<sup>1</sup> increased by +0.4m to 3.6m daily website visits in FY 2016/17

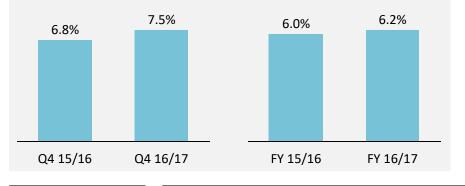
<sup>1</sup> Online incl. pure player visits per day based on 365 days per year.

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### Rising demand for Services & Solutions, accounting for 6.2% of total sales



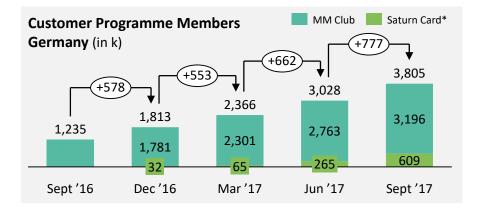
#### Services & Solutions Sales (% of total sales)



# Highlights Services & Solutions sales increased +16% year-onyear in Q4 2016/17, largely driven by mobile and financing services Over the last 12 months, Services & Solutions were up +6%, accounting for 6.2% of total sales vs. 6.0% one year ago Continued roll-out of service "smart bars" to now 642 stores (+77 stores in Q4 2016/17) At home consultation and installation service of Deutsche Technikberatung (DTB) now already offered at more than 200 stores in Germany

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### MediaMarkt Club and Saturn Card continue to grow strongly



#### Sales Penetration MediaMarkt Club Germany



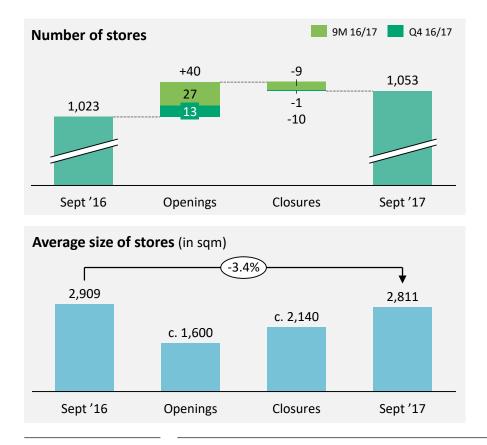
#### \*Nov 16-Apr 17: Saturn Card pilot running with 14 pilot stores; nation-wide roll-out of Saturn Card on 29 May 2017.

Highlights
// Linear growth of MediaMarkt Club Germany continues with around 1m new members every 6 months, now counting 3.2m members 18 months after launch
// Successful launch of Saturn Card in Germany with more than 600k members after 4 months; Austria launched the Saturn Card in September
// All customer programmes counted more than 14.5m members in total internationally

// Our customer programmes also allowed us to focus our advertising budget, which helped to lower marketing spend in FY 2016/17

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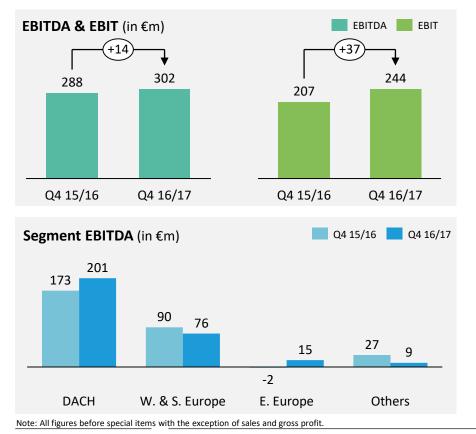
#### **Continued reduction in average store size**



# **Highlights** Selective store expansion continued with 13 openings and 1 closure in Q4 2016/17 Average store size further reduced by -3.4% over the last 12 months to now 2,811sqm due to openings of smaller formats and store rightsizings Low to mid double-digit number of net openings in FY 2017/18 planned, excluding Shop-in-Shop solutions 84 additional Shop-in-Shop solutions in Russian METRO Cash & Carry stores opened in October and November 2017; in total, 89 Shop-in-Shop solutions now live in Russia

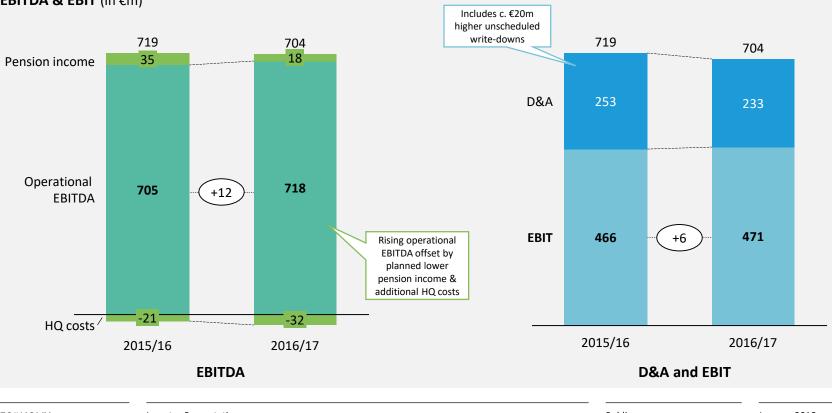
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## Solid increase in profitability in Q4 2016/17





#### **Rising operational EBITDA offset by planned lower pension income and** additional expenses for the formation of a listed holding company



EBITDA & EBIT (in €m)

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### Significant improvement in EPS

€m	FY 15/16	FY 16/17	Change
EBITDA	719	704	-15
margin (%)	3.3%	3.2%	-0.1%p.
EBIT	466	471	+6
margin (%)	2.1%	2.1%	0.0%p.
Net financial result	-22	-26	-4
Earnings before taxes	444	446	+2
Income taxes	-217	-197	-20-
Tax rate (in %)	48.8%	44.1%	-4.7%p.
Profit or loss for the period	227	249	+22
Non-controlling interest	75	60	-15
Net income	152	189	+37
Number of shares (m)	326.8	326.8	0.0%
EPS from cont. operations (€)	0.47	0.58	+0.11
Dividend proposal (€ per ord. sh.)	n.a.	0.26	n.a.
Pay-out ratio (in % of EPS)	n.a.	45%	n.a.

#### Highlights

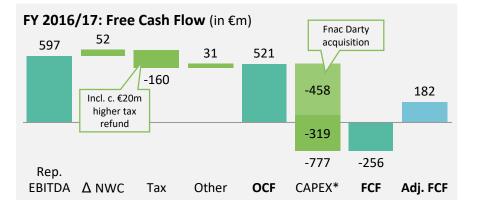
Minor decline in net financial result due to unscheduled impairment on financial assets, while interest expenses were slightly reduced

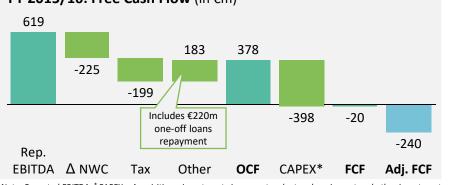
Income taxes reduced by €20m, mainly driven by lower actual taxes outside of Germany

Higher minorities in previous year due to one-off restructuring effects; this year's minorities impacted by shifts in entities' profit contributions

Dividend proposal of €0.26 per ordinary share, equivalent to a pay-out ratio of 45%

### Underlying Free Cash Flow improved by around €420m





#### **FY 2015/16: Free Cash Flow** (in €m)

#### Highlights

- // Free Cash Flow adjusted for loans repayment granted to METRO support fund, acquisition of Fnac Darty stake and tax refund improved by c. €420m
- // NWC improvement driven by strong rise in payables, which more than compensated higher inventories and receivables
- // Lower cash tax payments due to lower actual taxes and a c. €20m higher tax refund
- // Other OCF in previous year positively impacted by €220m one-off loans repayment
- // Excluding the acquisition of the Fnac Darty stake, CAPEX decreased by €79m, mainly due to absence of previous year's investments in Digital Shelf Labels

Note: Reported EBITDA. \* CAPEX = Acquisitions, investments in property, plant and equipment and other investments as per cash flow statement.

# CECONOMY Targets, Value Drivers & Enablers

# **CECONOMY** is well progressing in the different change phases in the Consumer Electronics space

#### **Rationalisation**

Active management of country, brand and store portfolio, competitive cost base

#### Digitalisation

Digitalisation has changed customer behaviour, impacted retail processes and has created new business models

#### Consolidation

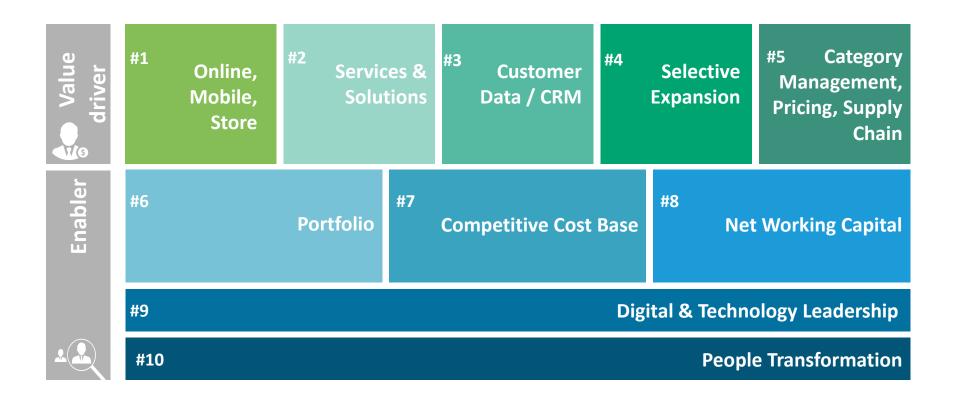
Fragmented market that still offers room for consolidation locally, nationally and internationally

#### **Transformation**

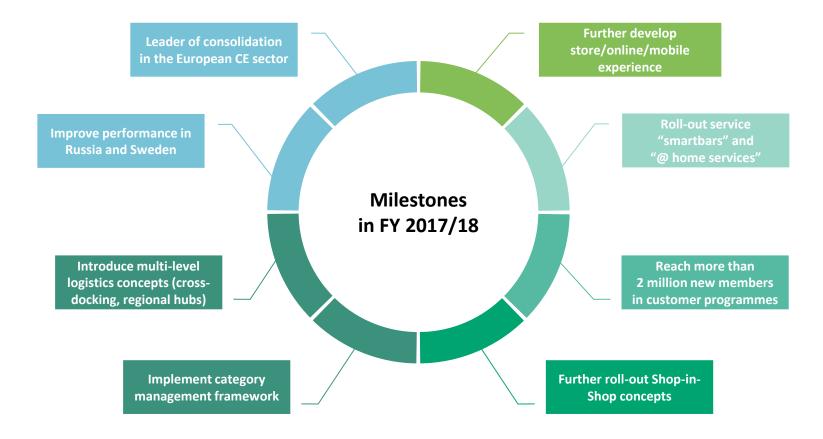
Business models that focus on the ultimate question: we have a customer, what can we do for her/him?

#### **CECONOMY today**

### **CECONOMY's plans show a clear and strong value creation potential**



### What we plan to do in FY 2017/18



### Outlook FY2017/18

The outlook is adjusted for currency effects and portfolio changes.

	<b>FY 2016/17</b> <sup>1</sup>	FY 2017/18
€m		
Total sales	22,155	Slight increase <sup>2</sup>
EBITDA (excl. Fnac Darty)	704	At least mid single-digit % growth
EBIT (excl. Fnac Darty)	471	At least mid single-digit % growth
Fnac Darty profit share (consensus)	n.a.	Low to mid double-digit €m amount

<sup>1</sup> EBITDA & EBIT in FY 2016/17 before special items. EBITDA & EBIT in FY 2017/18 as reported. <sup>2</sup> Correspondingly, a slight improvement in NWC compared with the previous year is expected.

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### Key initiatives to further grow online/mobile/store

Assortment	<ul> <li>// Expansion of online CE assortment from currently c. 350k SKUs to <b>1m SKUs</b></li> <li>// <b>Dropshipment</b> initiatives to increase assortment without capital locked</li> </ul>	<b>Online Sales</b> <sup>1</sup> (% of total sales)
Usability	<ul> <li>// Taking advantage of our high traffic we include more data into decision making processes to improve usability</li> <li>// Optimising every single customer contact and drive (micro-) conversions onsite</li> </ul>	12-15%
Availability	<ul> <li>// Making assortment available at all touchpoints with full multi-channel capabilities (digital shelf extensions)</li> <li>// Optimising access to stock across stores, warehouses, suppliers</li> </ul>	11%
Price	<ul> <li>// Optimise pricing strategy by e.g. introducing automated lifecycle pricing to ensure timely and effective price management</li> <li>// Using price optimisation algorithms</li> </ul>	16/17 Mid-term ambition



#### Initiatives have been identified and are currently implemented to reach mid-term ambition of 12-15% online sales target

<sup>1</sup> Including pick-up.

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#### Increased services penetration will also drive CECONOMY's sales and margin targets

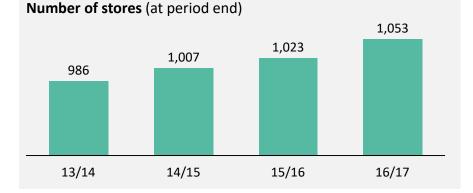
In-store services	<ul> <li>// Full roll-out of in-store service and repair "smart bars" until the end of 2018 (642 already in place)</li> <li>// Additional services to be added: e.g. trade in, personalisation of products</li> </ul>	Services & Solu Sales (% of tota	
At-home and remote services	<ul> <li>// Full roll-out of Deutsche Technikberatung (DTB) at-home consultation and installation services across Germany by end of next year (&gt;200 already in place)</li> <li>// Build up of remote service capabilities (call centre including social web care, chat, messenger) to offer 24/7 seamless support</li> </ul>		c.10%
Subscription models	// Introduction of subscription model "always on" providing unlimited support and protection against failure of mobile devices in additional countries (75,000 contracts sold in the Netherlands in 1 <sup>st</sup> year)	6%	
Services processes	<ul> <li>// Roll-out of "repair hubs" to guarantee our customers a much faster repair delivery to other countries next to existing pilot repair hub in Benelux</li> <li>// Reducing turn-around times through implementation of new service software</li> </ul>	16/17	Mid-term ambition

# Relentless focus on strengthening service value proposition – in-store, remote & at home of customers

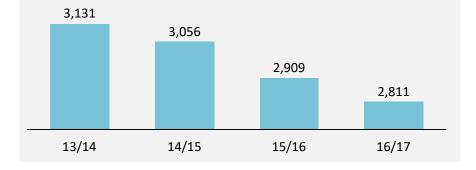
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# **CECONOMY** also continues selective store expansion contributing to the overall sales growth target



Average size of stores (in square meters)



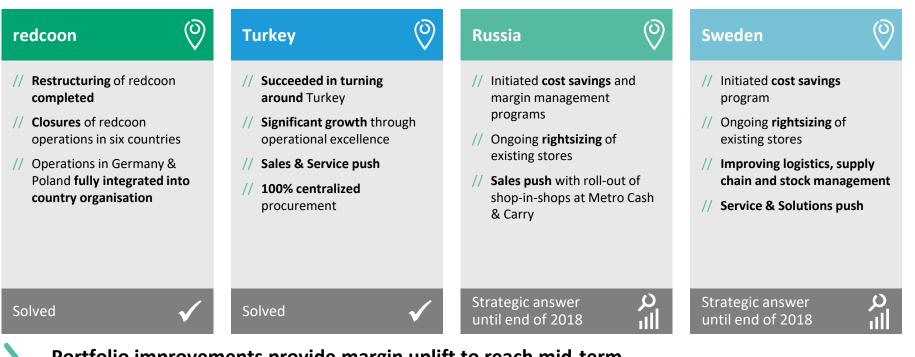
#### Formats and measures

- // Roll-out especially of smaller store formats such as proximity
   and shop-in-shop concepts
- // Focus on smaller formats leads to reduced store size but still access to full assortment via multi-channel offering
- // Consolidation: Opportunities in core countries to acquire existing profitable competitor outlets and integrate them into the MediaMarkt and Saturn store network
- // Modest growth in number of stores expected, excluding roll-out of shop-in-shop

Ongoing selective expansion, yet at a lower pace and with smaller formats

#### CECONOMY

# Ongoing portfolio improvement is well on track; we are committed to find strategic answers for Russia and Sweden until end of 2018



# Portfolio improvements provide margin uplift to reach mid-term ambition of EBITDA margin in the direction of 5%

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## New category management initiatives aim offering the right range and assortment at the right price

Preparation



#### Implementation

- // Change of organizational structure by centralizing purchasing activities on a country level
- // Definition of key elements for assortment management and space planning as part of a holistic category management approach:
  - \_Definition of strategic categories & category roles
  - \_Modularization of assortment & store clusters
  - \_Assortment analysis
  - \_Roles & responsibilities

- // Category management pilots have been started in selected categories in Italy, Spain and Netherlands
- // First pilots with space planning tools in Spain, Russia and Poland
- // Full roll-out to all countries over the next
  years



- // Providing the right level of entry price
  products
- // Ensuring full distribution of top selling products across all stores & channels



- // Improved stock positions
- // Increased sales
- // Reduced lost sales



## Initiatives also provide the foundation for additional efficiencies in purchasing, supply chain and operations

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### Introducing multi-level logistics concepts with central warehouses, crossdocking platforms and regional delivery hubs

#### **Central warehouses**



- Regional delivery hubs
- // Pilot central warehouses introduced
  in Sweden and Switzerland
- // Cross-docking platforms introduced
  in Spain, Italy and Turkey
- // Pilot activities to build-up expertise in logistics, demand planning and forecasting in Germany and Poland
- // Roll-out of central warehouses to Netherlands and Austria in 2018 and Germany in 2019

- // Regional warehouses especially for larger items such as white goods
- // 1<sup>st</sup> stage: Consolidation of regional delivery structures into delivery hubs across almost all countries
- // 2<sup>nd</sup> stage: Upgrade delivery hubs to regional warehouses
- // Germany: Two delivery hubs piloted

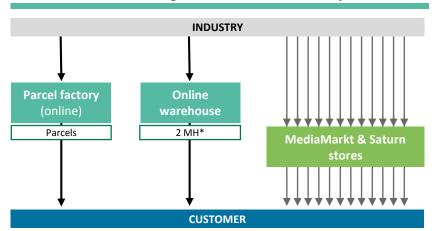
Online warehouses (Parcel factory)

- // Expansion of eCommerce logistics capacity in all countries as necessary
- // Integration of existing online
  warehouses into multi-level logistics
  concept
- // Germany: Four online warehouses up and running and at least one addition in FY17/18

Benefits: Improved delivery times, better availability with reduced lost sales, cost savings through economies of scale and optimized inventories levels

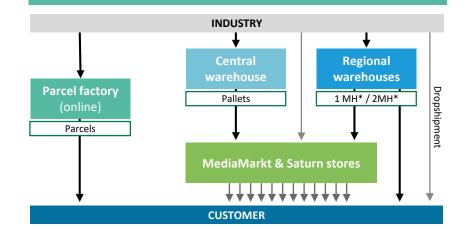
#### Case study: Germany

# Centralisation of supply chain processes from predominantly direct store delivery to a more central and regional structure



**Product flows and logistics locations: Today** 

- // Direct delivery to more than 400 individual stores in Germany
- // High coordinating efforts for suppliers and higher operational costs



**Product flows and logistics locations: Target picture** 

- // New central warehouse and regional structure for MediaMarktSaturn Germany
- // One central inventory for both brands
- // Efficient automated store replenishment

\*1 MH = 1 man handling, 2MH = 2man handling.

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# End-to-end supply chain set-up including centralisation of procurement and systems infrastructure offers great value potential

#### **Optimisation levers**

1	Product availability	
2	Product inventory & stock structure	
3	Process costs	
4	External storage area	
5	Service quality (deliveries)	
6	Transport costs	
7	Purchasing conditions	

#### Roadmap to achieve target picture

- // Solution based on 3 interlinked pillars (procurement, logistics infrastructure and systems infrastructure)
- // 2 regional warehouses recently piloted in Northern
  Germany
- // Current focus on development of systems infrastructure
   (including central SAP-ERP)
- // First central warehouse in Germany planned for early
  2019
- // Gradual set-up of additional regional warehouses
   thereafter

### **CECONOMY's overall mid-term ambitions**

CORE METRICS	2015/16	2016/17		MID-TERM AMBITIONS	COMMENTARY
Sales <sup>1</sup>	€21.9bn (1.5% yoy)	<b>€22.2bn</b> (1.4% yoy)	<b>_</b>	> <b>3%</b> cagr	<ul> <li>// Moderate market growth expected</li> <li>// Further increase in market shares in core markets</li> <li>// Online, mobile, multi-channel, CRM and Services &amp; Solutions as main drivers</li> </ul>
EBITDA Margin <sup>2</sup>	3.3%	3.2%	7	direction 5%	<ul> <li>// Growing sales to support EBITDA margin development</li> <li>// Additional improvements from Portfolio Optimisation, Category Management and Supply Chain Initiatives</li> </ul>
Tax Rate <sup>2</sup>	49%	44%		direction 40%	<ul><li>// Reduction in non-tax deductible special items</li><li>// Profitability improvement of underperforming countries</li></ul>
Investments <sup>3</sup> (% of sales)	1.5%	1.4%	$\rightarrow$	1.5%	<pre>// Well-invested state-of-the-art asset base // Low amount of maintenance investments</pre>
FCF Conversion <sup>4</sup>	44%	62%	$\rightarrow$	60 – 70%	<ul><li>// Tight control of Net Working Capital</li><li>// Sustainable positive Free Cash Flow generation</li></ul>
Dividend pay-out ratio <sup>5</sup>	NM	45%	$\rightarrow$	45 – 55%	<ul> <li>// Normalised pay-out ratio of 45–55% targeted</li> <li>// Higher or lower depending on profitability investment opportunities</li> </ul>

<sup>1</sup>At constant currency before portfolio effects. CAGR = Compound Annual Growth Rate. <sup>2</sup>Before special items. <sup>3</sup>Cash investments; adjusted for investment in digital shelf labels (2015/16); adjusted for investment in Fnac Darty stake (2016/17). <sup>4</sup> Free Cash Flow conversion defined as EBITDA less cash investments plus/minus changes in net working capital divided by EBITDA; EBITDA before special items, based on reported segment investments and adjusted for investment in Fnac Darty stake (2016/17). <sup>5</sup> % of EPS; EPS before special items (2016/17).

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# /// Impressions

#### **Smart Bars**

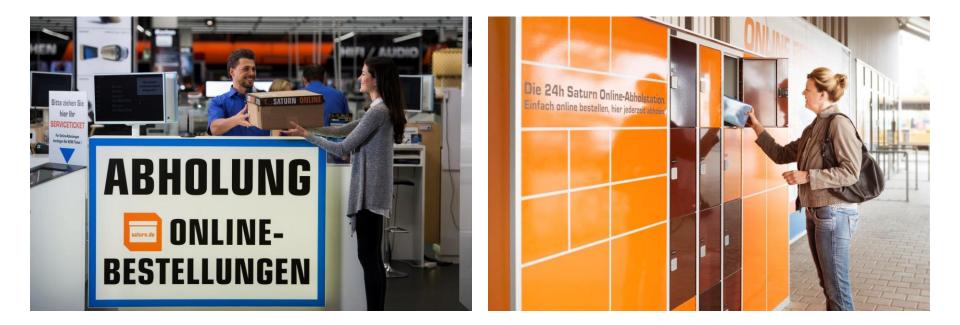


**Investor Presentation** 

#### **In-store experience areas**



#### **Pick-up points for online orders**



## **Digital shelf labels**



# // Back Up

### Sales & number of stores by country

	Sales (€m)			Number of Stores			
	FY 2015/16	FY 2016/17	FY 2015/16	Openings	Closures	FY 2016/17	
Germany	10,273	10,556	424	5	-	429	
Austria	1,139	1,169	49	1	-	50	
Switzerland	674	635	28	-	-1	27	
Hungary	272	302	22	2	-	24	
DACH	12,358	12,662	523	8	-1	530	
Belgium	681	686	23	7	-2	28	
Greece	189	187	11	1	-	12	
Italy	2,096	2,087	111	5	-	116	
Luxembourg	58	63	2	-	-	2	
Netherlands	1,567	1,590	49	-	-	49	
Portugal	124	133	9	1	-	10	
Spain	1,894	1,967	79	4	-	83	
Western & Southern Europe	6,609	6,714	284	18	-2	300	
Poland	1,004	1,033	83	3	-	86	
Russia	566	526	61	1	-5	57	
Turkey	612	666	45	10	-2	53	
Eastern Europe	2,181	2,226	189	14	-7	196	
Sweden	503	474	27	-	-	27	
Others (incl. Sweden)	722	553	27	-	-	27	
CECONOMY	21,870	22,155	1,023	40	-10	1,053	

#### **EBITDA to EPS**

€m	Q4 2015/16	Q4 2016/17	FY 2015/16	FY 2016/17
EBITDA	288	302	719	704
EBITDA margin (%)	5.7%	5.7%	3.3%	3.2%
DACH	173	201	493	539
Western & Southern Europe	90	76	230	169
Eastern Europe	-2	15	9	34
Others	27	9	-12	-38
EBIT	207	244	466	471
EBIT margin (%)	4.1%	4.6%	2.1%	2.1%
DACH	127	169	359	421
Western & Southern Europe	72	57	158	91
Eastern Europe	-21	9	-35	3
Others	28	8	-16	-44
Net financial result	-10	-14	-22	-26
Earnings before taxes	197	229	444	446
Income taxes	-109	-84	-217	-197
Tax rate (%)	55.3%	36.5%	48.8%	44.1%
Profit or loss for the period	88	146	227	249
attributable to non-controlling interest	36	27	75	60
attributable to shareholders of CECONOMY AG	52	119	152	189
EPS (in Euro)	0.16	0.36	0.47	0.58

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### **Balance sheet movements**

€m	30/09/2016*	30/06/2017	30/09/2017	
Non-current assets	1,774	1,614	2,144	
Intangible assets	592	624	631	
Property, plant and equipment	881	840	858	Fnac Darty stake
Investment accounted for using the equity method	5	4	458	
Other financial and non-financial assets	296	145	197	
Current assets	23,178	23,441	6,136	Includes 1% stake of new METRO AG and 6.61%
Inventories	2,393	2,893	2,553	stake of METRO Properties
Trade receivables	324	419	498	
Cash and cash equivalents	661	746	861	
Other financial and non-financial assets	1,550	1,445	2,224	Includes 9% stake of new METRO AG
Assets held for sale	18,250	17,938	0	
Assets	24,952	25,054	8,280	

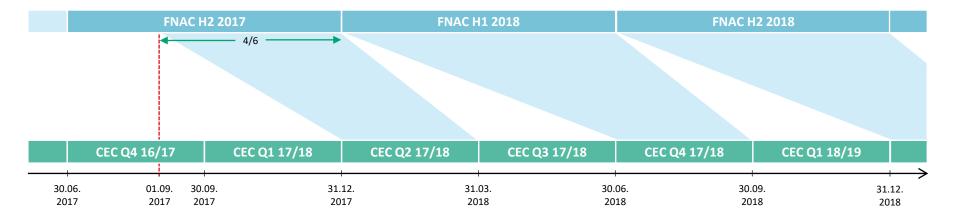
€m	30/09/2016*	30/06/2017	30/09/2017	
Equity	5,332	-445	666	Includes IFRIC 17 liability
Non-current liabilities	902	1,098	1,062	includes if Ric 17 liability
Provisions	818	753	691	
Borrowings	16	266	278	Includes promissory note ("Schuldschein")
Other financial and non-financial liabilities	68	79	93	
Current liabilities	18,718	24,401	6,551	
Trade payables	4,494	4,835	4,929	
Provisions	165	157	199	
Borrowings	2	8	266	Includes commercial paper
Other financial and non-financial liabilities	1,154	7,035	1,157	
Liabilities related to assets held for sale	12,903	12,366	0	Includes IFRIC 17 liability
Equity and liabilities	24,952	25,054	8,280	

\*Adjusted view which represents only CECONOMY balance sheet as of 30/09/2016.

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Investor Presentation

#### **Fnac Darty consolidation**



// Our 24.33% stake in Fnac Darty is accounted for as "Investment accounted for using the equity method" on the balance sheet

- // The share of Fnac Darty's net income will be reported in our EBITDA and EBIT
- // Due to Fnac Darty's semi-annual reporting of net income, we will report our earnings share semi-annually in Q2 and Q4

**\_First-time consolidation**: in our Q2 17/18, we will recognize our earnings share of 4/6 x Fnac Darty's full H2 net income (Sep-Dec), because 01 September 2017 is the date of first consolidation

// Our share of dividends, should there be any dividends, will be recognised earnings-neutral in our cash flow statement

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#### Upcoming events

Q1 2017/18 results	Friday, 9 February 2018
AGM 2018	Wednesday, 14 February 2018
Q2/H1 2017/18 results	Thursday, 17 May 2018
Q3/9M 2017/18 results	Tuesday, 14 August 2018
FY 2017/18 results	Wednesday, 19 December 2018

# **CECONOMY** We empower life in the digital world