

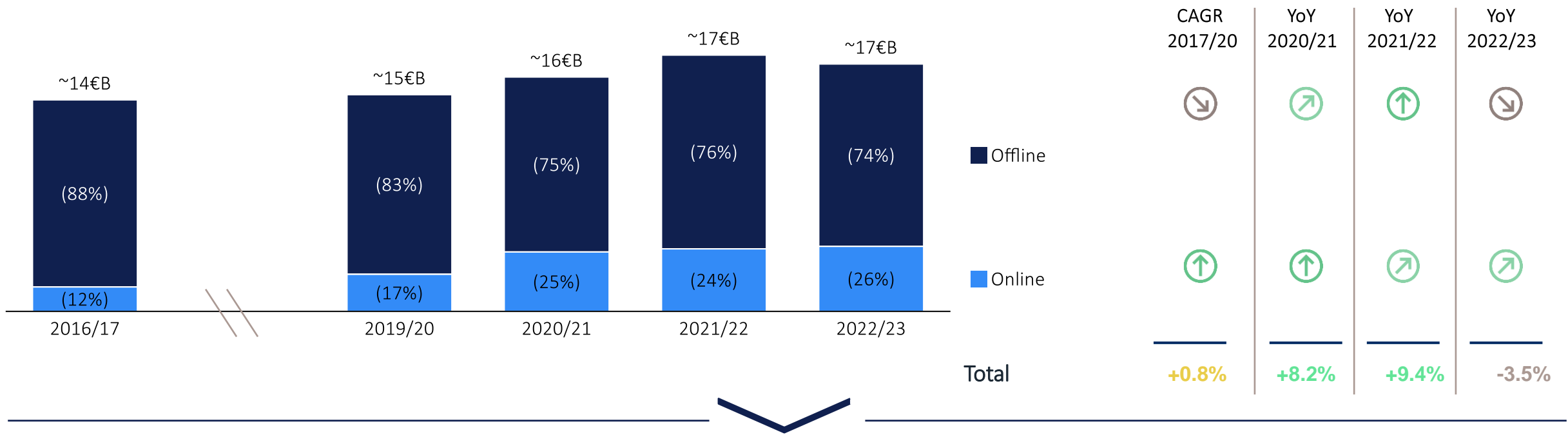


Forlì, May 10th, 2023

Beyond Omni-Journey

After posting record numbers, the consumer electronics market settled at 17€B value in 2022/23

CONSUMER ELECTRONICS MARKET EVOLUTION BY CHANNEL



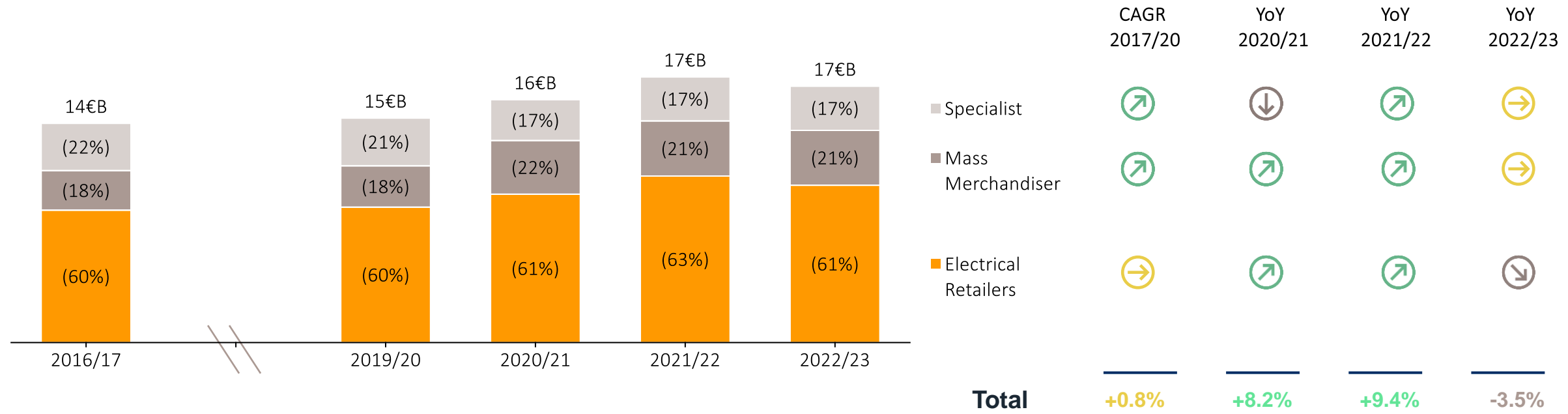
The market has demonstrated resilience despite the macroeconomic environment, recording values significantly above historical levels in 2022/23 as well (~14-15B€, stable since 2016/17)

Legend

- ↑ > +10%
- ↗ +1% // +10%
- -1% // +1%
- ↘ -1% // -10%
- ↓ < -10%

The market highlighted different channel dynamics in 2022/23 compared to the past

CONSUMER ELECTRONICS MARKET EVOLUTION BY OPERATOR TYPE



The Specialists channel outperformed the market and other competitors over the past year, as opposed to COVID years in which it underperformed. Mass Merchandiser sales, previously positive, were stable. Electrical Retailers - a channel which has benefited from the switch-off of consumer electronics in 2021/22 - declined, after growing in the COVID period

3 Source: Source: GfK market figures February 2023, excluding Sport and Entertainment segments
 Notes: Electrical Retailers includes the Technical Superstores and Electrical Specialists

Legend

- ↗ > +10%
- ↗ +1% // +10%
- -1% // +1%
- ↘ -1% // -10%
- ↘ < -10%

The "Post Covid" consumer



1 Decline in purchasing power



2 Redefinition of well-being



3 More time at home



4 Sustainability at the center



5 Online meets (again) the offline

DESCRIPTION

The cost of living has skyrocketed
Many consumers plan to reduce their spending

Increasing focus on well-being (physical and mental)

The concept of "home" has been redefined, and the new habits are set to remain

Consumers reward sustainable companies

Despite increasing digitisation, in-store shopping is a desire even for younger people

IMPLICATIONS FOR CONSUMER ELECTRONICS RETAILERS

Need to develop an increasingly competitive offer by evolving the assortment (e.g., private label) and the promo and pricing model

Opportunities to expand the offering with tech solutions to improve well-being (e.g., sports at home)

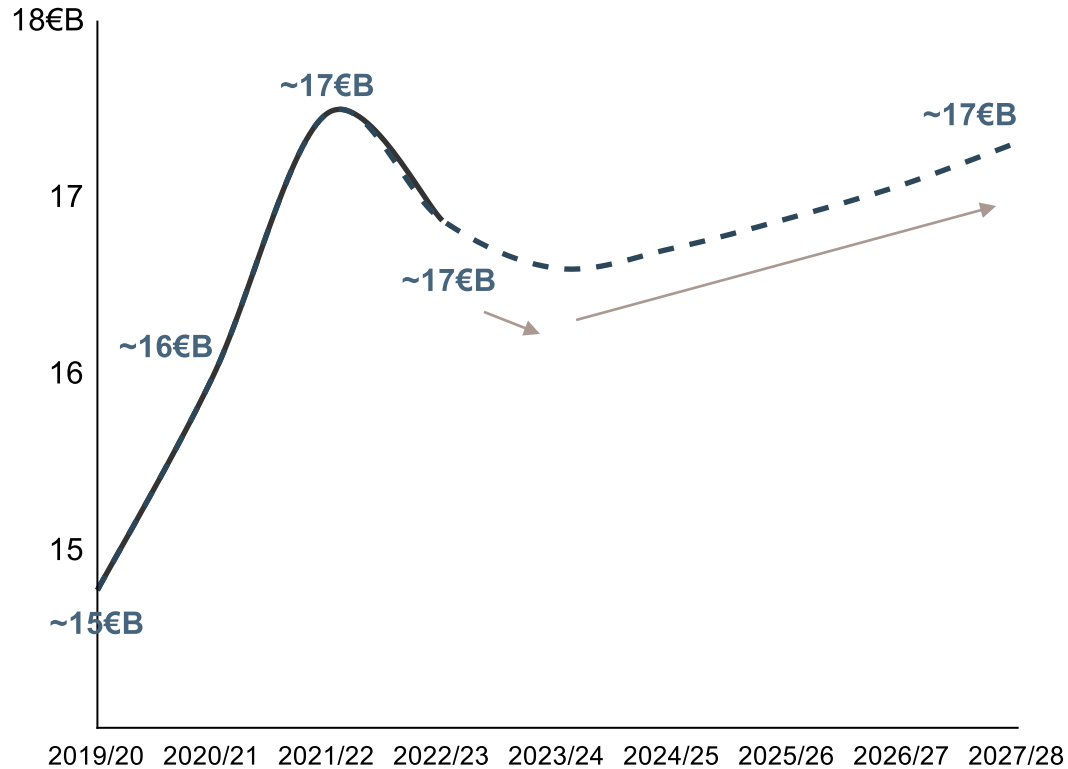
Need to maintain a strong "core" offer, expanding the technology to support living, working and studying at home

Need to develop sustainability projects that ensure tangible results

Need to ensure a fully integrated experience among channels, especially for those categories where "look & feel" is particularly important (e.g., large free-standing appliances)

In 2023/24 a further adjustment is expected with total market slightly declining, followed by a recovery from 2024/25...

FORECAST OF CONSUMER ELECTRONICS TOTAL MARKET



2023/24
Further
pressure



- Decline in purchasing power as a result of the continued unfavourable macroeconomic environment (e.g. inflation and interest rates)
 - In particular, we expect pressure in the first half of the year (marked by a continued difficult environment and the challenging comparable numbers in the first months of the previous year due to the TV switch-off)
 - Pressure will also occur due to extraordinary factors which brought benefits in prior years (TV: return of demand to pre switch-off levels; IT: demand anticipated during COVID period; MDA / HC: demand anticipated by government bonuses)
- Consumers search for ways to save money, such as promotions, private labels, used products, payment methods to defer spending

2027/2028
Recovery

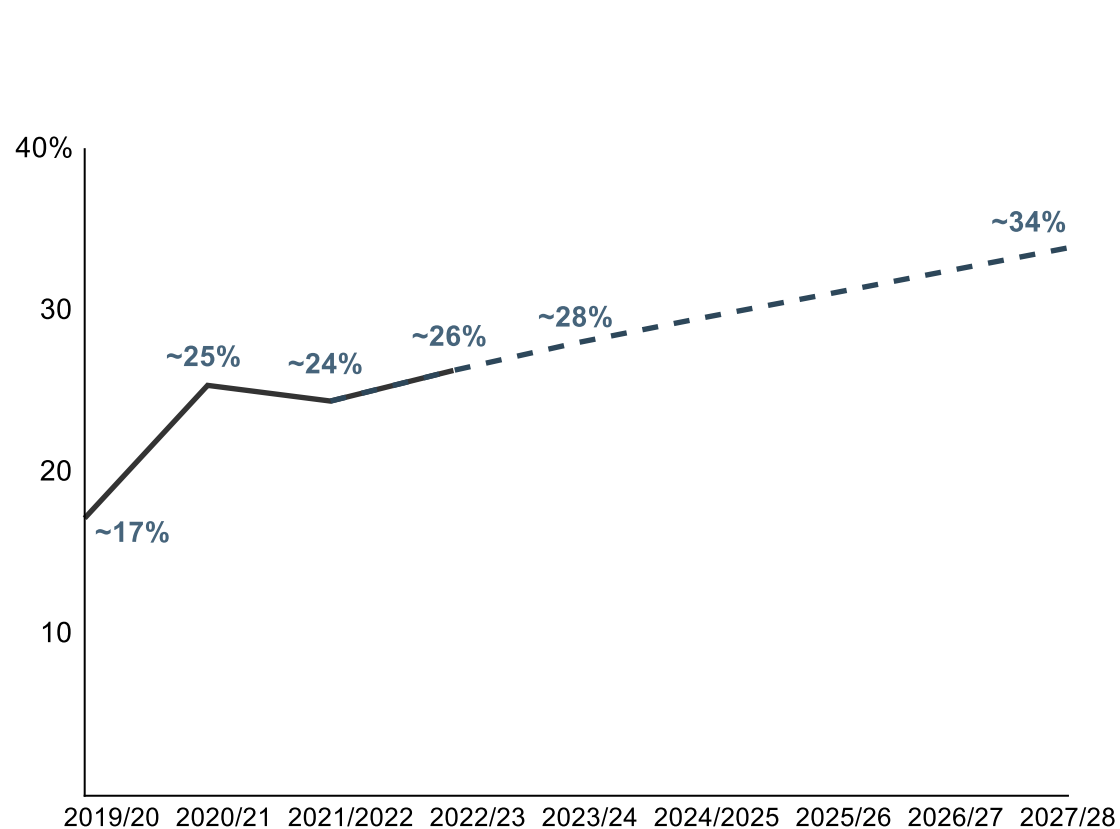


- Readjustment of the macroeconomic environment - resulting in lower inflation and increased purchasing power for technology "discretionary goods"
- Consumption recovery also due to replacement of technological devices for living and working at home - increased in pandemic years

~ +0.5%
CAGR 2022/23-2027/28

... and a further acceleration of the online channel

FORECAST OF CONSUMER ELECTRONICS MARKET - ONLINE INCIDENCE ON TOTAL MARKET



2027/2028
Strong growth



- Constant acceleration of online channel, mainly due to:
 - Increasing digitalisation of consumers, besides e-commerce (e.g. penetration of digital devices, internet connection, etc.)
 - Improved service level related to the online channel, making it increasingly convenient to purchase from this channel

Our distinctive assets allowed us to become **Market Leader**

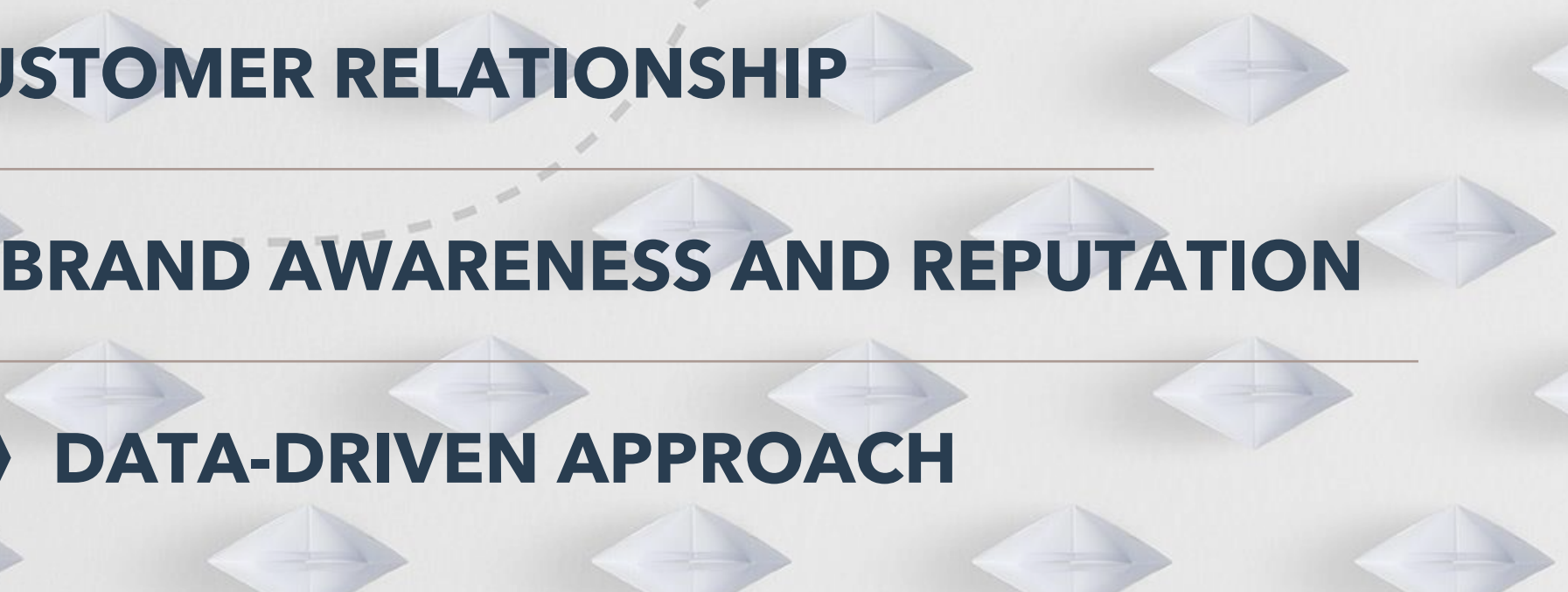
1  **OMNICHANNEL APPROACH**

2  **BROAD PHYSICAL COVERAGE**

3  **CUSTOMER RELATIONSHIP**

4  **BRAND AWARENESS AND REPUTATION**

5  **DATA-DRIVEN APPROACH**



Our Brand Mission has the consumer at the centre

PURSUING THE CONSOLIDATION
AND GROWTH OF ITS LEADERSHIP
POSITION IN THE MARKET AND IN
THE MINDS OF CUSTOMERS,
CREATING VALUE FOR ALL
STAKEHOLDERS

To Unieuro, people are always at the center of an omnichannel ecosystem that offers proximity and service and that, thanks to its know-how, passion and commitment, guarantees a distinctive and personalized customer experience

We have a unique omnichannel positioning

Retail

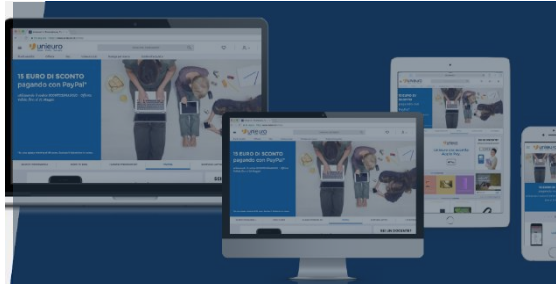


% of consolidated sales 2022/23



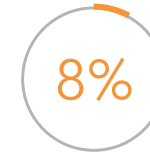
- 278 direct point of sales
- Focus on malls and city centre locations with store average size of c.1,500 sqm
- Wide range of store formats (i.e., shopping malls, free standing)
- Modern, engaging store layout designed to maximise product visibility
- Favourable lease terms with short notice break clause

Online



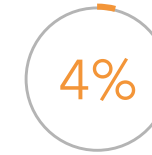
- Digital platform launched in 2016:
 - new website optimised for mobile navigation with additional functionality (e.g., mirroring, smart assistant, instant search) – new native mobile App
 - “Click & Collect” driving traffic to stores: 484 pick up points, 90% of total stores
 - Pure Player **monclick** acquired in 2017

Indirect



- 255 point of sales
- Affiliated stores in smaller and more remote catchment areas (e.g., **unieuro CITY**)
- Limited central costs, no capex and positive impact on profitability
- Unieuro brand / store format
- Exclusive supply

B2B

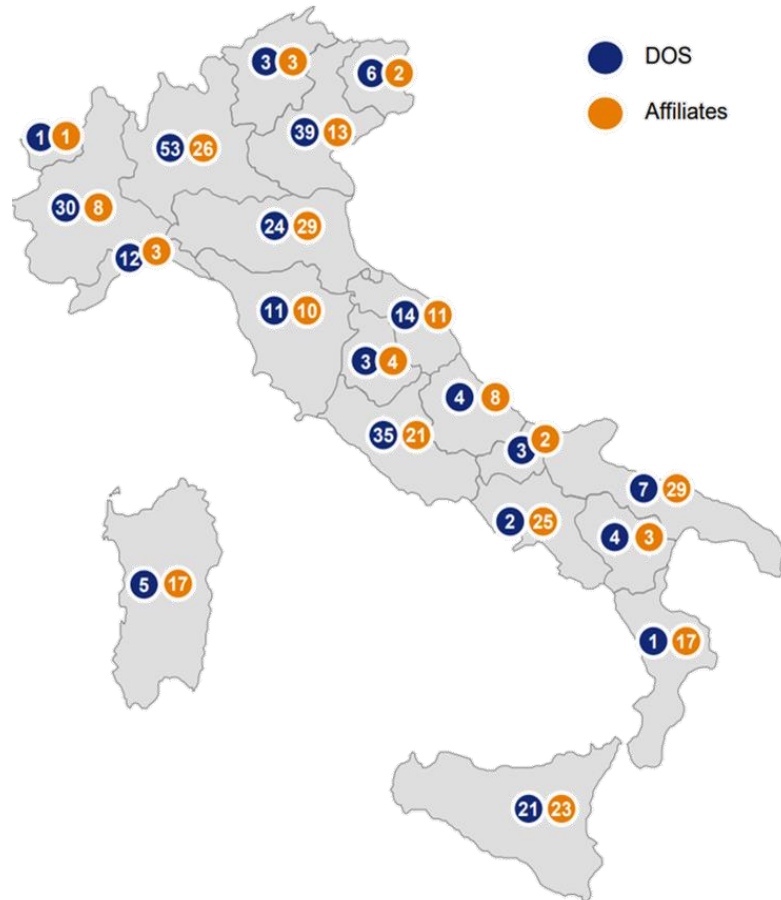


- Opportunistic business
- Includes agreements with companies producing vouchers to be used at Unieuro stores
- Direct bulk supply to:
 - Corporate customers
 - Electronics traders
 - Foreign customers
- Unieuro as a first mover in the B2B2C adjacent market segment, thanks to Monclick acquisition

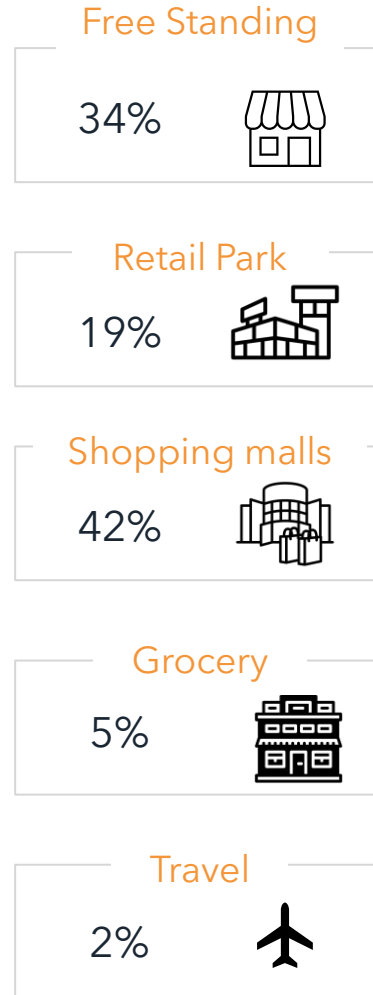
We have a bold Digital Transformation plan for the next few years that will consolidate our competitive advantage over major competitors

Our network is the most extensive in the industry with over 500 stores

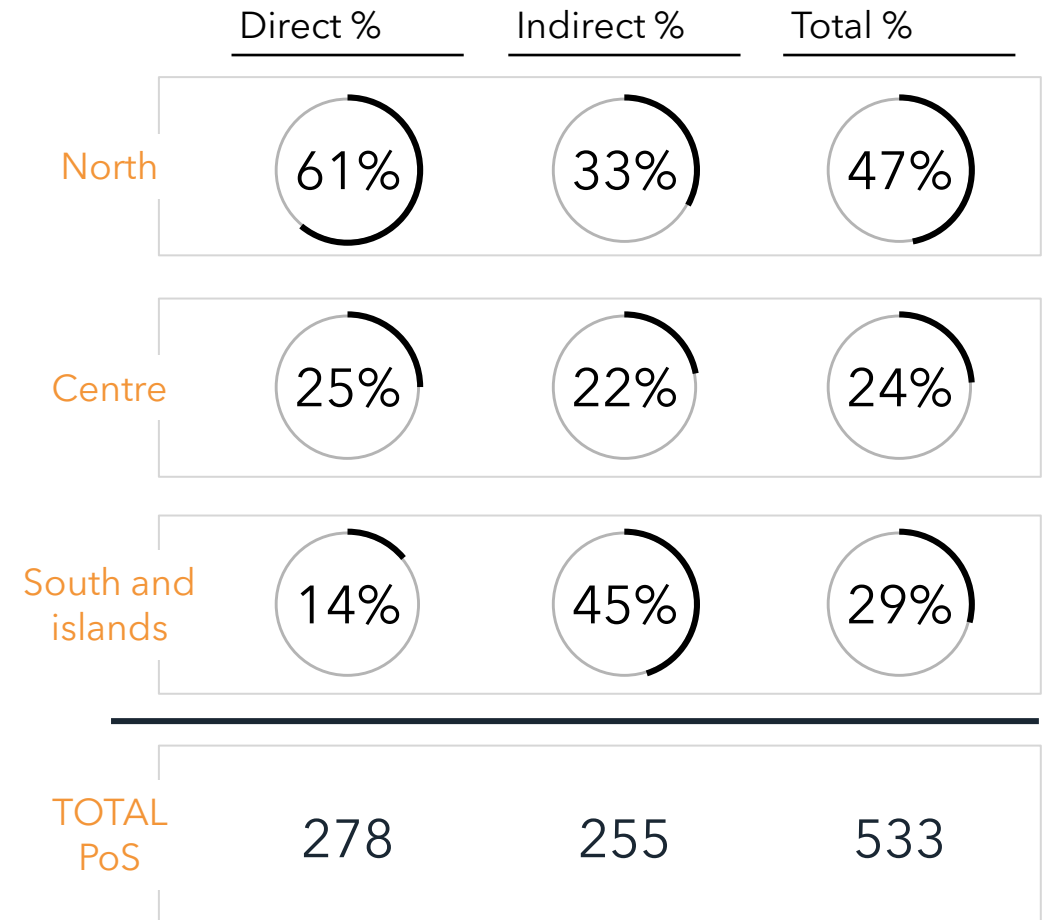
Unieuro point of sales (Feb. '23)



PoS¹ by format



Point of sales by type and area

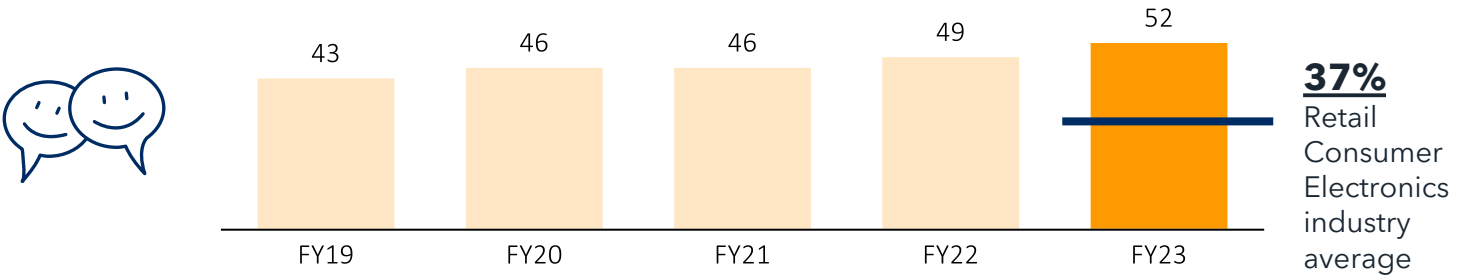


We work every day to improve our customers' satisfaction, which is higher than the industry average ...

By constantly monitoring satisfaction, we are able to **improve the level of service every day** by acting where most relevant to our consumers

NPS (Net Promoter Score) and service level evolution

Our customer satisfaction is above the industry average and growing year-on-year (+3.4pp or growth of 7% vs 2021/22)



This is the reason why it is important to pro-actively improve the customer experience, making it more efficient, easy and positive across all touchpoints

NPS CUSTOMER CARE

28%
+112% vs. 2021/22
Increasing

INCOMING CALLS VS. CALL CENTER

- 46%
Decreasing

CUSTOMER WAITING TIME

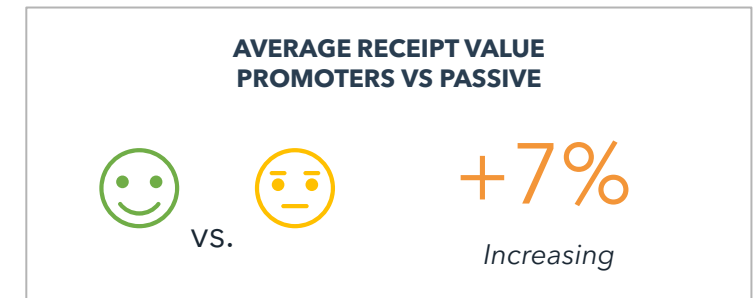
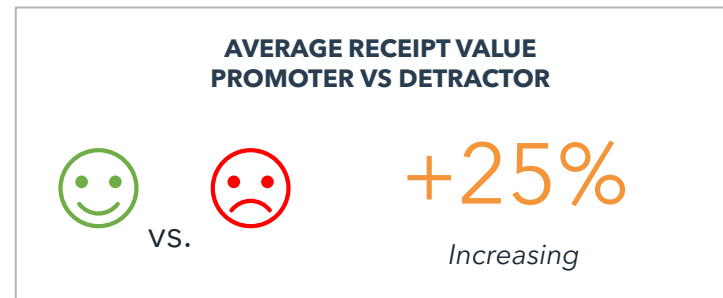
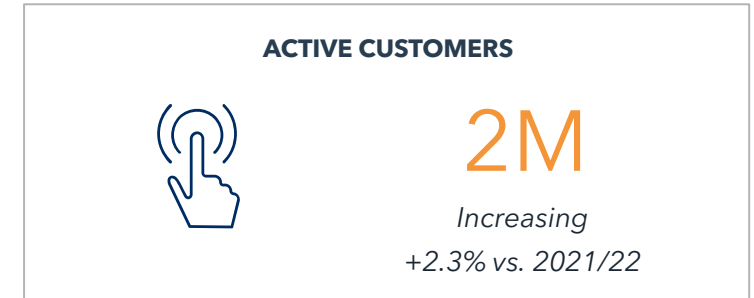
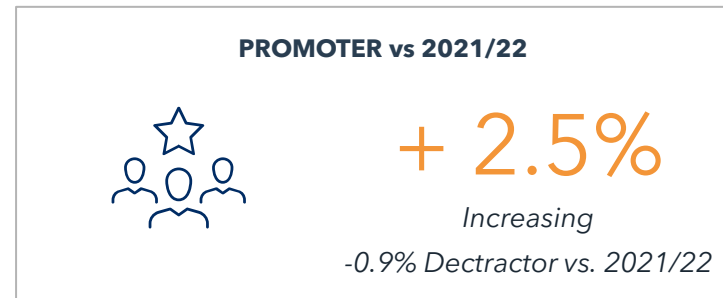
- 76%
Decreasing

... and this guarantees a positive impact on the business thanks to the specific projects launched based on NPS

We are able to
anticipate our
customers needs -
through deep
knowledge of their
preferences - and to
adapt to changing
environments

NPS (Net Promoter Score) impact on results

- For Unieuro, NPS is a project activator, the basis of the incentive system, used to improve E2E¹ processes, a subject of training and continuous monitoring, a KPI of category management, aiming to close the feedback loop



Our brand is one of the most recognised in Italy

In an era of great change, people are looking for brands acting as a **new point of reference** for their lives, not only in terms of purchasing but also in **terms of values**

We believe that only brands capable of **having people at the centre** and reflecting their values are those that, more than others, will inspire their choices

THE UNIEURO BRAND

The "Unieuro" brand is among the strongest in the retail sector, particularly after the rebranding activities in 2014, and one of the most recognised in Italy, also thanks to the unique motto «Batte, Forte, Sempre» capable of "entering" into the heads of consumers



99%

Total Brand Awareness

46%

"Batte, Forte, Sempre" spontaneous recall

45%

Advertising spontaneous recall²

The brand has achieved such recognition also thanks to its ability to understand and embrace new cultural references, demonstrating interest toward collective issues such as sustainability, social responsibility, and commitment to the community



55°

Unieuro position on Top 100 companies by reputation¹

vs. 69th second channel retailer Technical Super Store



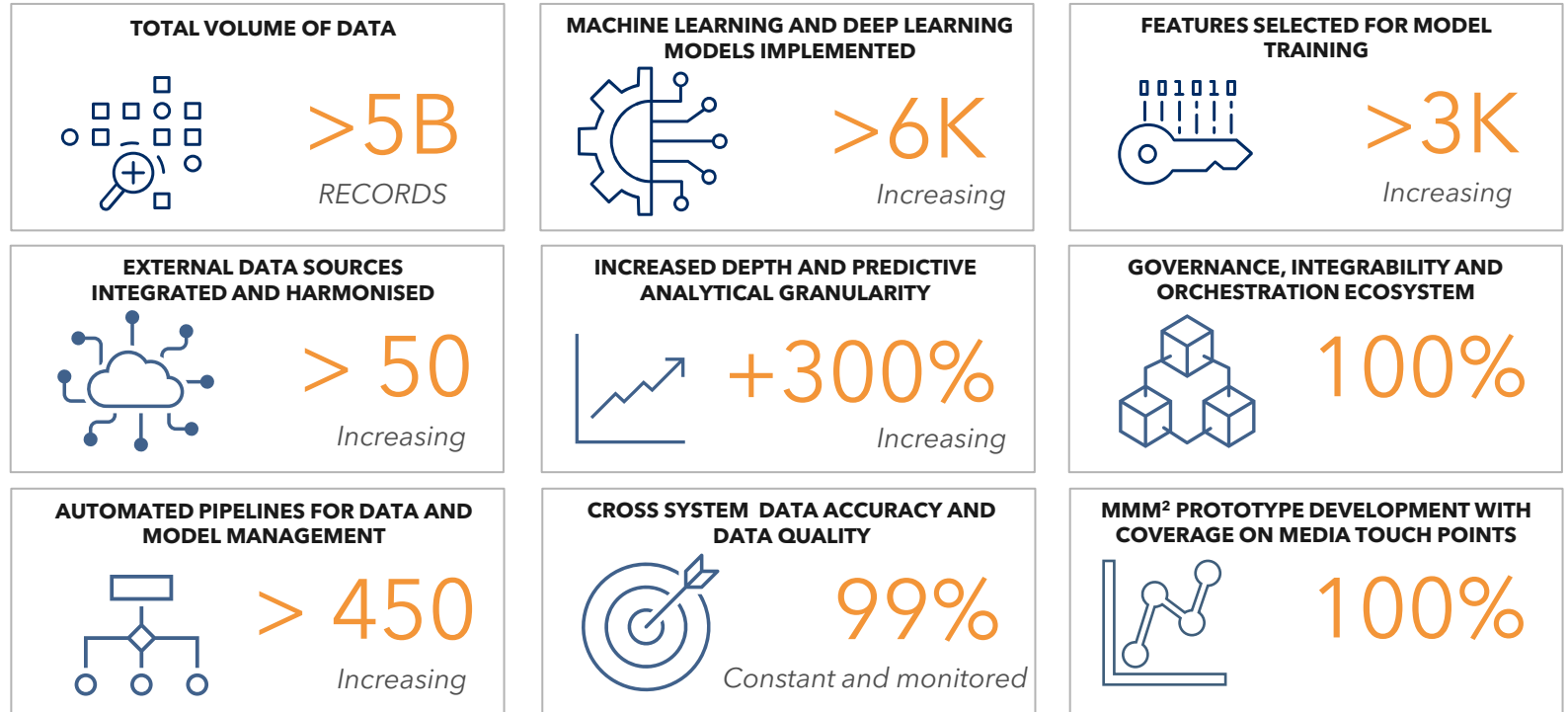
We also have a strong presence on Social Media, which enabled us to win major awards including the "Greatest TikTok" of the year at the European level with the campaign "Il Commesso"

We have deep knowledge of data and the ability to leverage it to drive our strategy

We built tools to support us in defining **data-driven** strategies, **personalising the customer experience** and **enhancing the value of data assets**, strengthening our positioning as strategic partner of vendors

OUR DATA

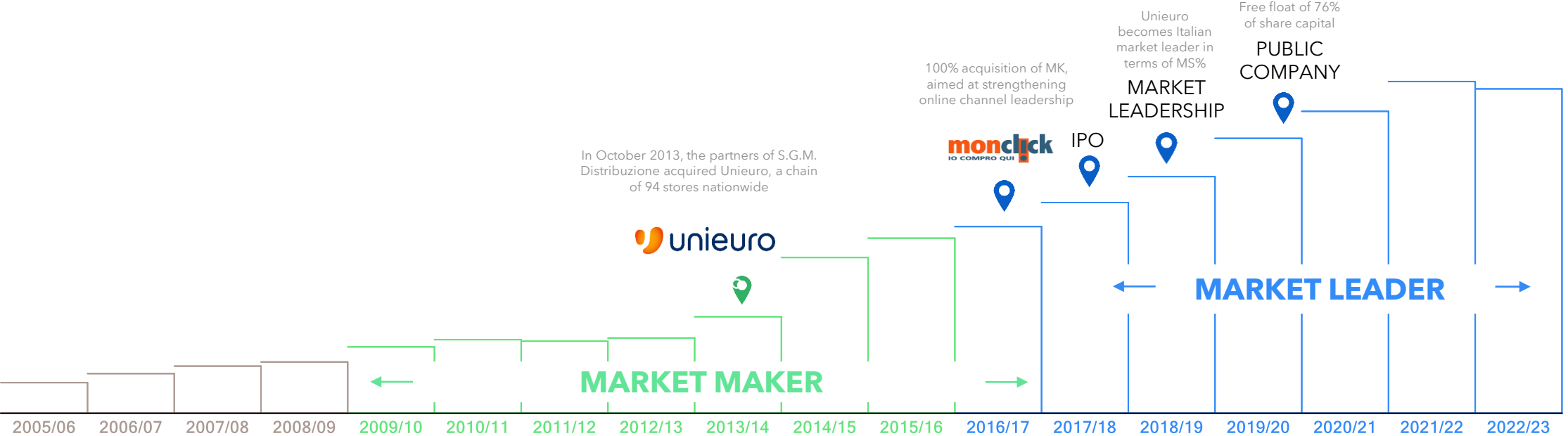
Advanced analytics skills already allow us to leverage our extensive data assets, improving customer experience and driving our overall strategy



Thanks to our unique assets, we consistently outperformed the market, consolidating it and becoming the leader

UNIEURO TURNOVER

CAGR 2016/17-2022/23:
+10% Unieuro vs. **+2.7%** Market



Growth has also been possible through several successful acquisitions

The strategic pillars to keep winning



OMNICHANNEL TRADE

Delivering the best business offering, optimized based on data, and making it seamlessly accessible at an omnichannel level

BEYOND TRADE

Focusing on the customer by building an ecosystem of solutions around them, beyond the pure sale of products

RESPONSIBLE INNOVATION

Activating responsible behavior on all dimensions of sustainability, people-planet-profit, and along the value chain

TECHNOLOGY

Investing in technological transformation to ensure the best level of service at all phases of the journey

TEAM

Attracting new talents and strengthening/enhancing existing ones, also through a new leadership model

PROCESS OPTIMIZATION

Making business processes more efficient by focusing on higher value-added activities with expected cost benefits

STRENGTHEN THE OMNICHANNEL TRADE

OMNI-JOURNEY STRATEGY



**STRENGTHEN THE
OMNICHANNEL
TRADE**



**GROW
BEYOND
TRADE**

RESPONSIBLE INNOVATION



TECHNOLOGY

TEAM

PROCESS
OPTIMIZATION

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STRENGTHEN THE OMNICHANNEL TRADE

CUSTOMER DRIVEN CATEGORY & PROMO OPTIMISATION



- Optimising product range strategy in line with customer insights
- Evolving promo strategy through the use of data, ensuring greater alignment with the local competitive environment

OMNICHANNEL STORE (R)EVOLUTION



- Optimising Unieuro's physical assets through:
 - increasing white spaces (areas currently not covered) through selective openings
 - rationalising the network where required based on changes in demand
 - evolving the store format into an interactive "experiential space" in certain high-potential locations

MARKETING EFFECTIVENESS



- Developing proprietary data model for optimised reshaping of marketing spend across channels
- Employing a "test & learn" approach to validate the insights emerging from the Marketing Mix Optimisation model and continuously improve its methodology

SERVICE MODEL OPTIMISATION



- Reviewing sales and operation planning supported by evolving technology and data use
- Evolving the service model also through the logistic network's review to get closer to the end customer

GROW BEYOND TRADE

OMNI-JOURNEY STRATEGY



STRENGTHEN THE
OMNICHANNEL
TRADE



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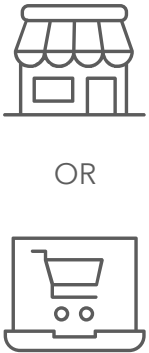
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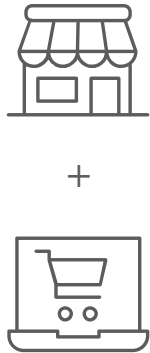
Making business processes more efficient by focusing on higher value-added activities with expected cost benefits

GROW BEYOND TRADE

SINGLE CHANNEL



MULTI-CHANNEL



OMNI-CHANNEL



CUSTOMER-CENTRIC ECOSYSTEM



EVALUATION CRITERIA

OF STORES, L4L¹ SALES, RETURN ON INVESTMENT

MEMBERS, CUSTOMER ACQUISITION COST, CUSTOMER LIFE TIME VALUE, NETWORK/SCALE EFFECT

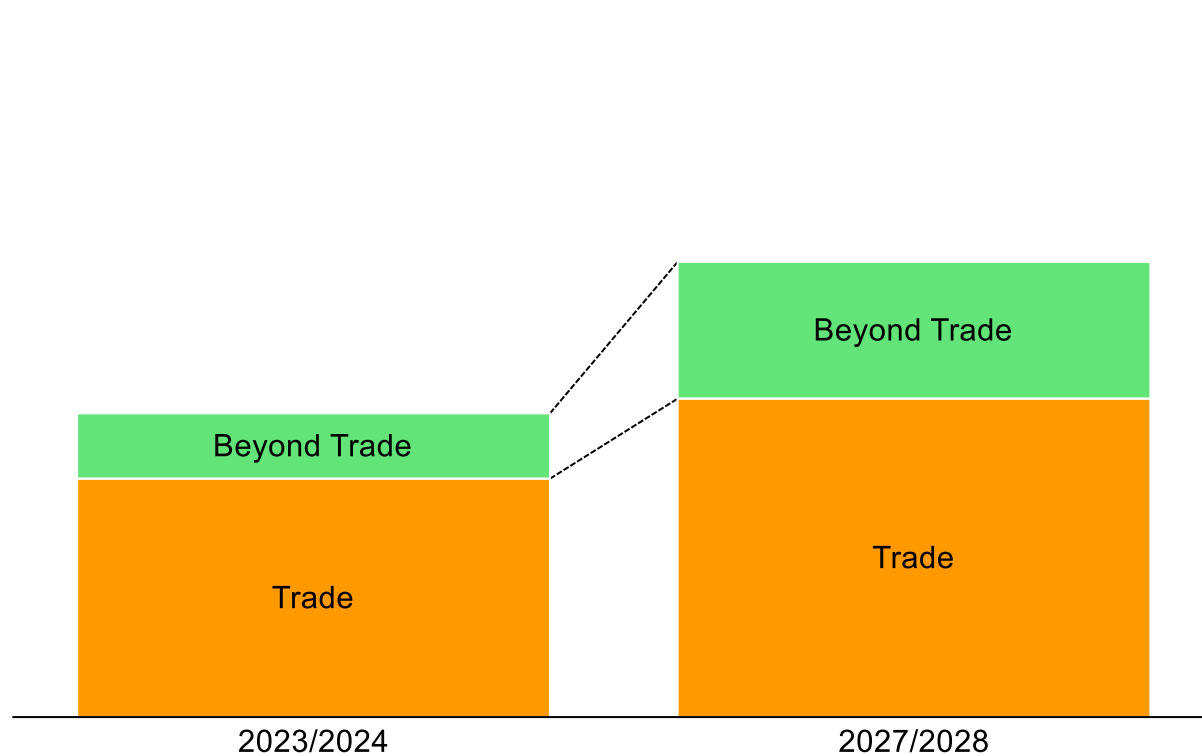
Growing BEYOND TRADE means diversifying our profit pool by offering solutions beyond the product

This strategic path will lead us to a major transformation ...

<u>FROM:</u>	<u>...TO</u>
 <p>Omnichannel retailer ...</p>	 <p>... consumer-centric ecosystem</p>
 <p>Market leader, consolidating the industry ...</p>	 <p>... market setter that anticipates industry trends</p>
 <p>Profits focused on traditional trade ...</p>	 <p>... balanced profits between traditional and beyond trade</p>
 <p>Multi-channel technology ...</p>	 <p>... cutting-edge technology with omnichannel architecture</p>
 <p>Traditional skills related to trade activities ...</p>	 <p>... advanced skills with data-driven decision-making</p>

...significantly changing the profile of our company

UNIEURO PROFIT POOL EVOLUTION

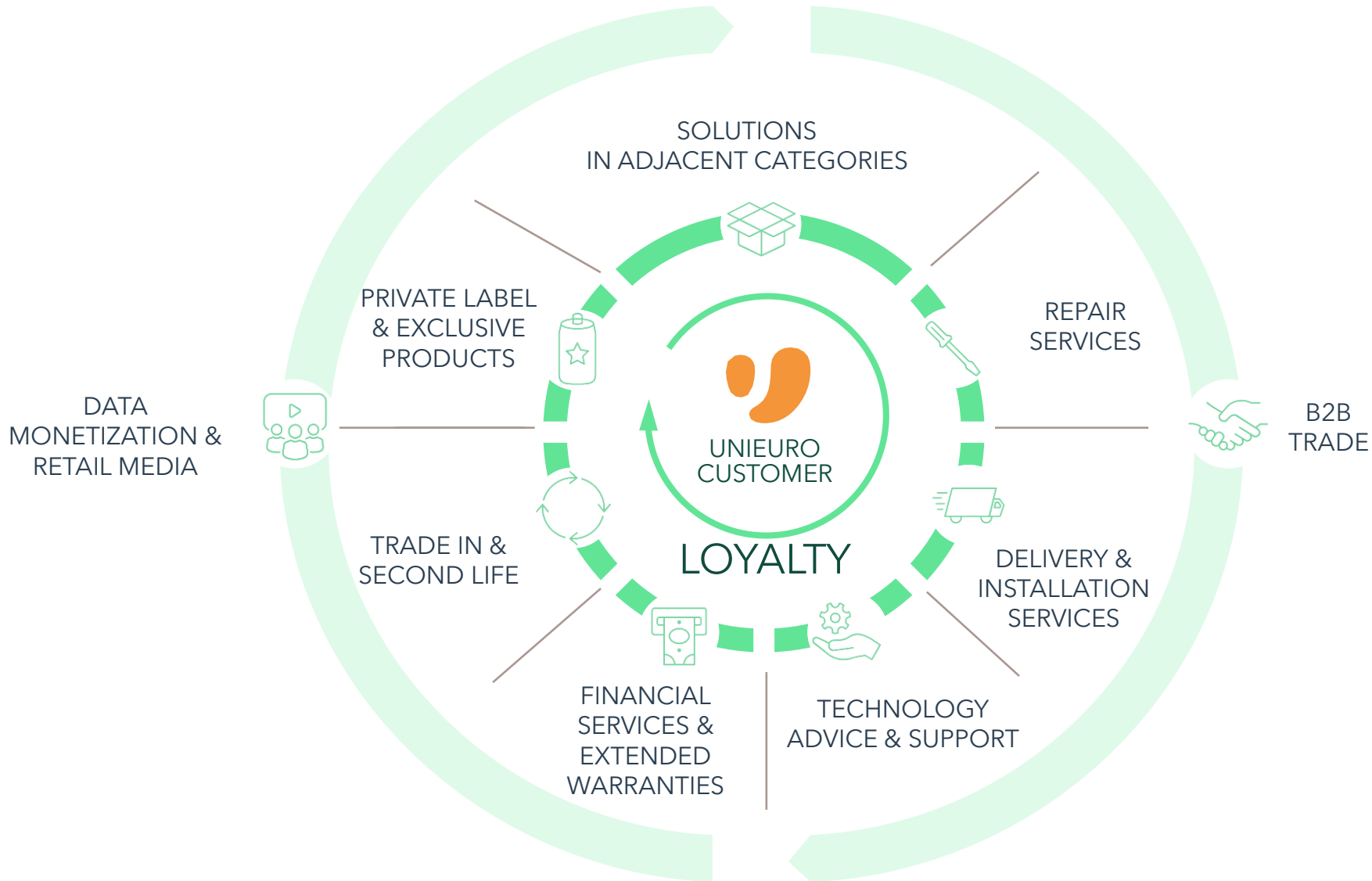


Transformation of profit pool by
evolving our skills
and value proposition,
also through partnerships

GROW BEYOND TRADE

OUR CUSTOMER-CENTRIC ECOSYSTEM

Legend



GROW BEYOND TRADE (1/2)

PRIVATE LABEL & EXCLUSIVE PRODUCTS

B2C



Strengthening and developing private brand products with distinctive positioning of quality and price

Increasing customer retention through exclusive offers

LOYALTY

B2C

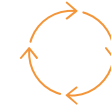


Strengthening loyalty program to increase customer lock-in and life-time value

Incentivising brand loyalty with integrated solutions of products and services

TRADE IN & SECOND LIFE

B2C



Expanding the value proposition through development of new business models aimed at extending the life cycle of a product (e.g. collection of used products and resale of high-quality used/refurbished products)

SERVICES

B2C



Developing and strengthening of value-added services such as fast and scheduled delivery and installation, technology advice (e.g., smart home configuration), repair, extended warranties and other financial services

GROW BEYOND TRADE (2/2)

SOLUTIONS IN ADJACENT CATEGORIES

B2C



Extending solutions offered to our customers, to meet a growing number of needs related to technology at home and beyond, also by leveraging strategic partnerships

DATA MONETIZATION & RETAIL MEDIA

B2B



Creating new revenue streams by selling data and expanding the ad services proposition both on site (e.g. display ads; sponsored search), off site and offline (e.g. in-store screens, demos and sponsored events; ...)

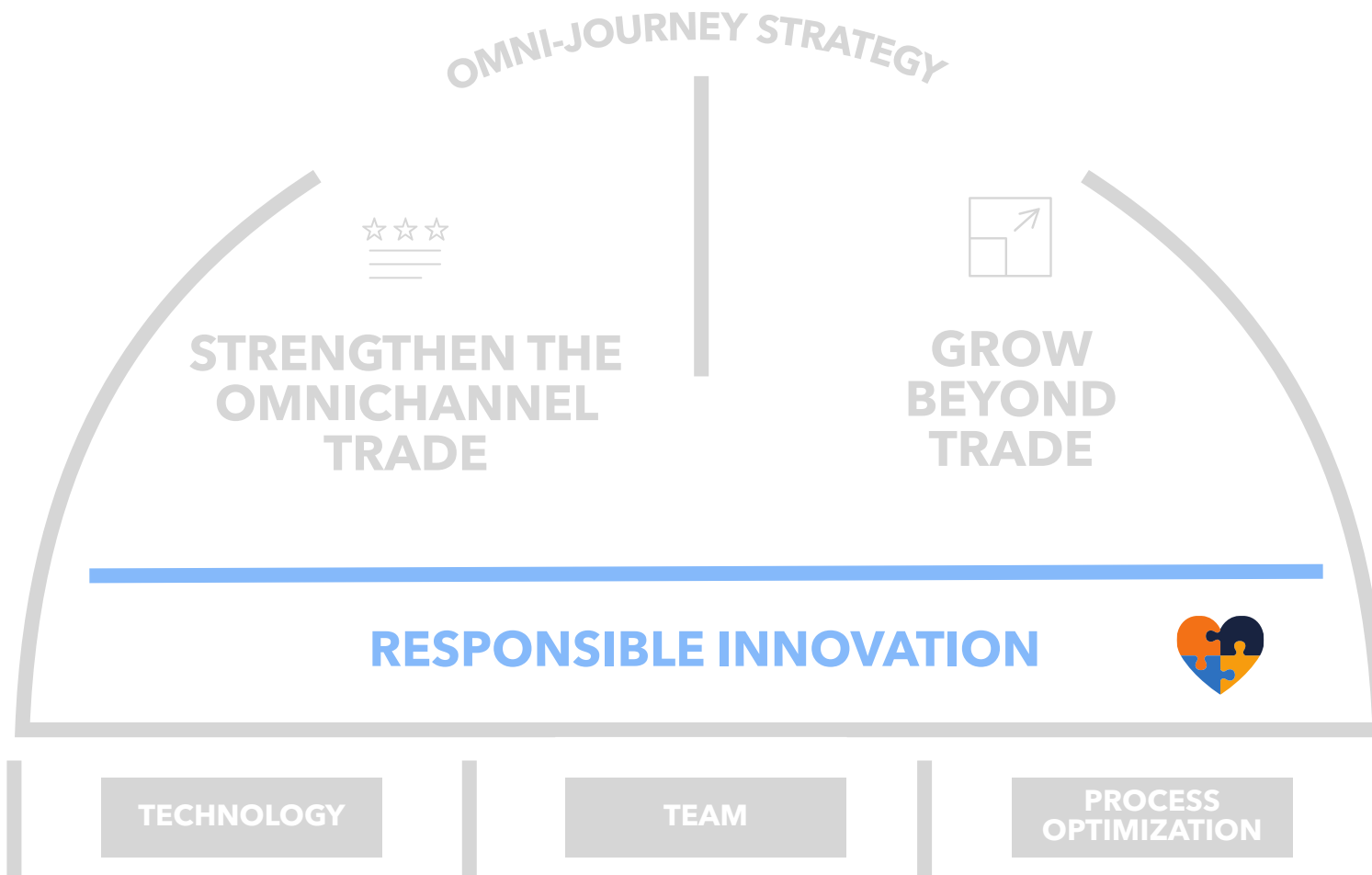
B2B TRADE

B2B



Expanding B2B sales to professional customers, including foreign customers, in different industries

RESPONSIBLE INNOVATION



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RESPONSIBLE INNOVATION

Activating responsible behaviour on all dimensions of sustainability, people-planet-profit, and along the value chain

TECHNOLOGY

Investing in technological transformation to ensure the best level of service at all phases of the journey

TEAM

Attracting new talents and strengthening/enhancing existing ones, also through a new leadership model

PROCESS OPTIMIZATION

Making business processes more efficient by focusing on higher value-added activities with expected cost benefits

Sustainability is deeply embedded in our strategy

PURPOSE, MISSION, VISION & BRAND BELIEF

BRAND PURPOSE

- Innovating the relationship between people and technology by enriching it with a **human touch**

BRAND VISION

- Being seen as the natural destination, physical and digital, for any technology-related need, while always promoting **responsible innovation**

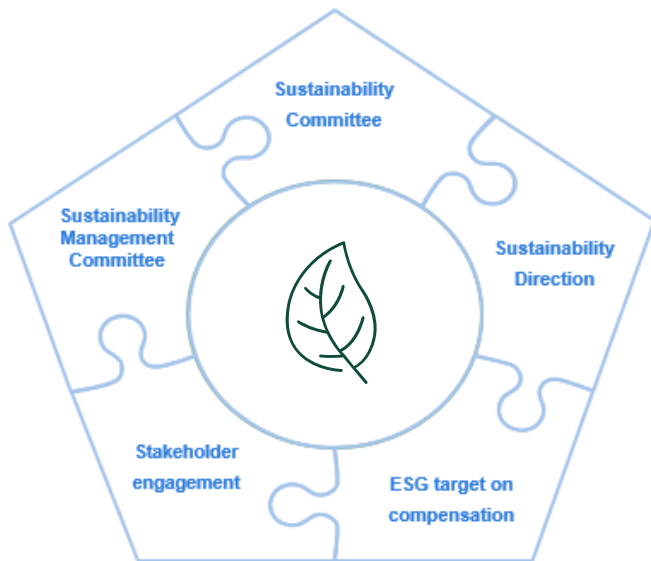
BRAND MISSION

- Pursuing the consolidation and growth of our leadership position in the market and in the minds of customers, **creating value for all stakeholders**

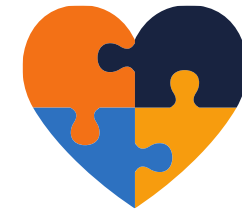
BRAND BELIEF

- Unieuro believes in **responsible innovation**. An idea of innovation that, also thanks to the evolution of its omnichannel proposition, activates responsible behaviours on all dimensions of sustainability. People-Planet-Profit, and along the entire value chain

SUSTAINABILITY GOVERNANCE



SUSTAINABILITY PLAN



STRATEGIC PLAN

We have identified 4 ESG pillars that will help Unieuro to foster responsible innovation coherently with our values

NOT EXHAUSTIVE

THE 4 ESG¹ PILLARS OF UNIEURO

...ACTING ON ALL MAJOR SUSTAINABILITY ISSUES



- REDUCTION OF EMISSIONS AND WASTE
- DEVELOPMENT OF A SUSTAINABLE SUPPLY CHAIN
- INTEGRATION OF ESG RISKS INTO THE RISK SYSTEM
- SUSTAINABLE PACKAGING
- INTEGRATED BUSINESS REPORTING
- CYBERSECURITY
- CUSTOMER SATISFACTION
- EMPLOYEE SATISFACTION
- DIVERSITY & INCLUSION
- SOCIAL VALUE INITIATIVES

TECHNOLOGY, TEAMS AND PROCESSES



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TECHNOLOGY

TEAM

PROCESS
OPTIMIZATION

TECHNOLOGY



IT TECHNOLOGY



Investing in bold technological and digital transformation program to optimize customer experience, develop new revenue streams and strengthen process efficiency through (1) consolidation of management infrastructure, (2) evolution of application architecture in an omnichannel logic (3) democratisation of data based on cloud (4) enhancement of cybersecurity and data privacy (5) IT governance evolution and compliance

1 ERP Transformation

2 Consumer & Customer

3 Data to value

4 Cybersecurity & Infrastructure

5 IT Governance

TEAM

RECRUITING AND ONBOARDING NEW TALENT



Improving the recruiting process through accompanying and facilitating pathways to the entry of new resources

Developing employer branding activities, increasing participation in events and trade shows

Developing training programmes to facilitate the induction of new resources and their growth within the organisation

LEADERSHIP MODEL



Developing a clear and shared leadership model as the basis for redesigning and/or defining important processes (e.g., Performance Management process review, selection process refinement, Talent Management process design,...)

Developing key soft skills to achieve strategic goals, promote the change, as well as development of critical thinking and growth of leaders and their team

PROCESS OPTIMIZATION

ADVANCED BUYING



Optimizing procurement cost for "core business" products by analytically quantifying opportunities versus current conditions based on the bargaining power of the specific supplier/Unieuro

STORE PERSONNEL EFFICIENCY



Optimizing personnel costs through increased productivity in point of sales and maximizing compensation with "welfare" solutions

RENTAL EFFICIENCY



Reducing store rental costs through (1) the review of existing expiring contracts with a "fact-based" negotiation or relocation approach; (2) the reduction of space including transfer to partners

LOGISTICS EFFICIENCY



Optimizing logistics costs by tendering with suppliers to optimise transportation costs and counteract inflationary adjustments

CUSTOMER CARE EFFICIENCY



Improving customer care operating model to enhance the level of service by supporting the customers throughout the omni-journey (before, during and after purchase) and optimize communication, including proactive communication, towards them

Through this strategic roadmap, we expect to consolidate our leadership, improve our profitability and increase net cash



**CONSOLIDATE LEADERSHIP
OUTPERFORMING THE MKT**

+2.5/3% TURNOVER GROWTH PER YEAR
(vs. +0.5% MARKET)

**STRONGLY IMPROVE
PROFITABILITY**

~ +12% CAGR EBIT INCREASE
OVER THE PLAN

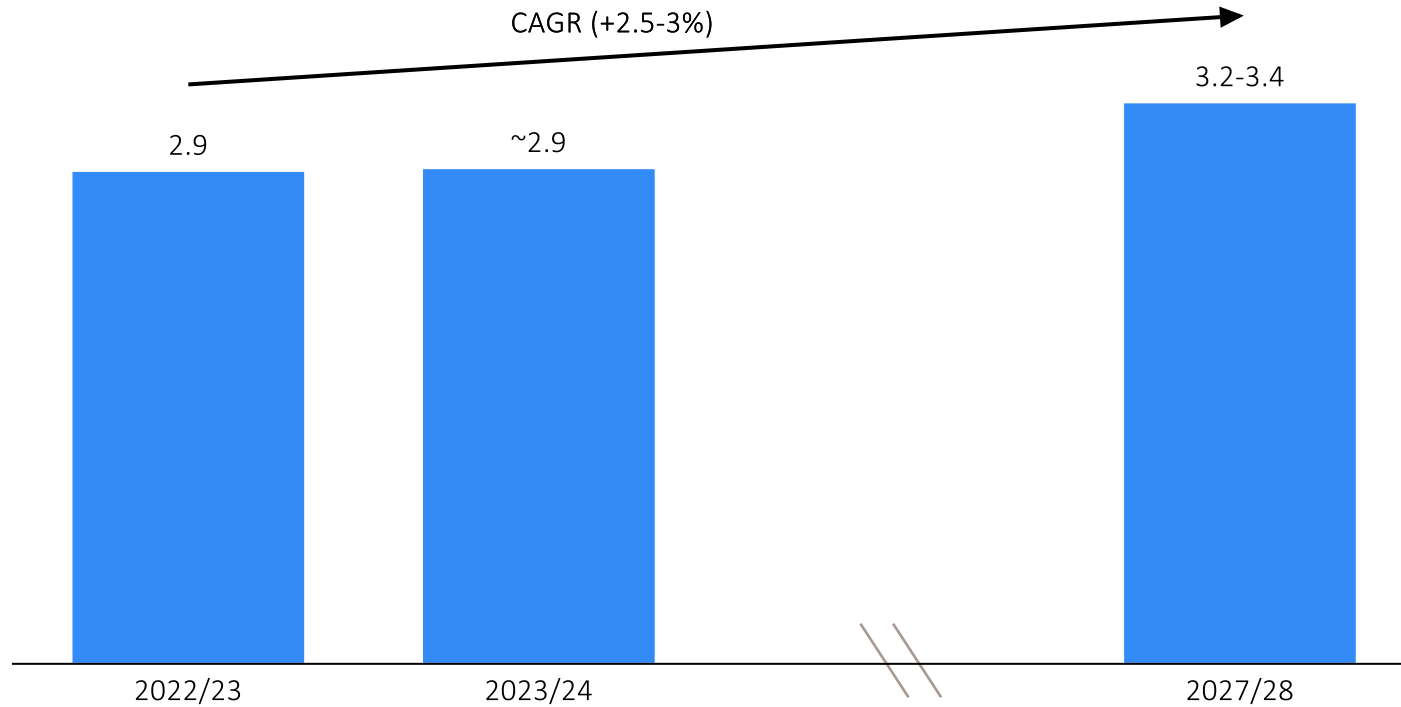
**INCREASE NET CASH BEFORE
DIVIDEND DISTRIBUTION**

250-270M€
AT THE END OF THE PLAN

As of 2027/28, Group sales will account for 3.2-3.4€B, with EBIT at 55-65€M

CONSOLIDATED FIGURES OF FINANCIAL STATEMENT

Turnover (€B)



COMMENTS

Objective to further consolidate market leadership with revenue growth of ~ +2.5/+3% per year 2027/28 vs. 2022/23 (vs. ~ +0.5% of the market)

Consistently higher growth vs the market:

OFFLINE 	ONLINE 
~ +1/+2% on direct stores vs. decline of ~ -1/-2% market trend	~ +6.5/+7.5% vs. ~ +5.5/+6.5% market trend

Adj. EBIT (€M)

34.8

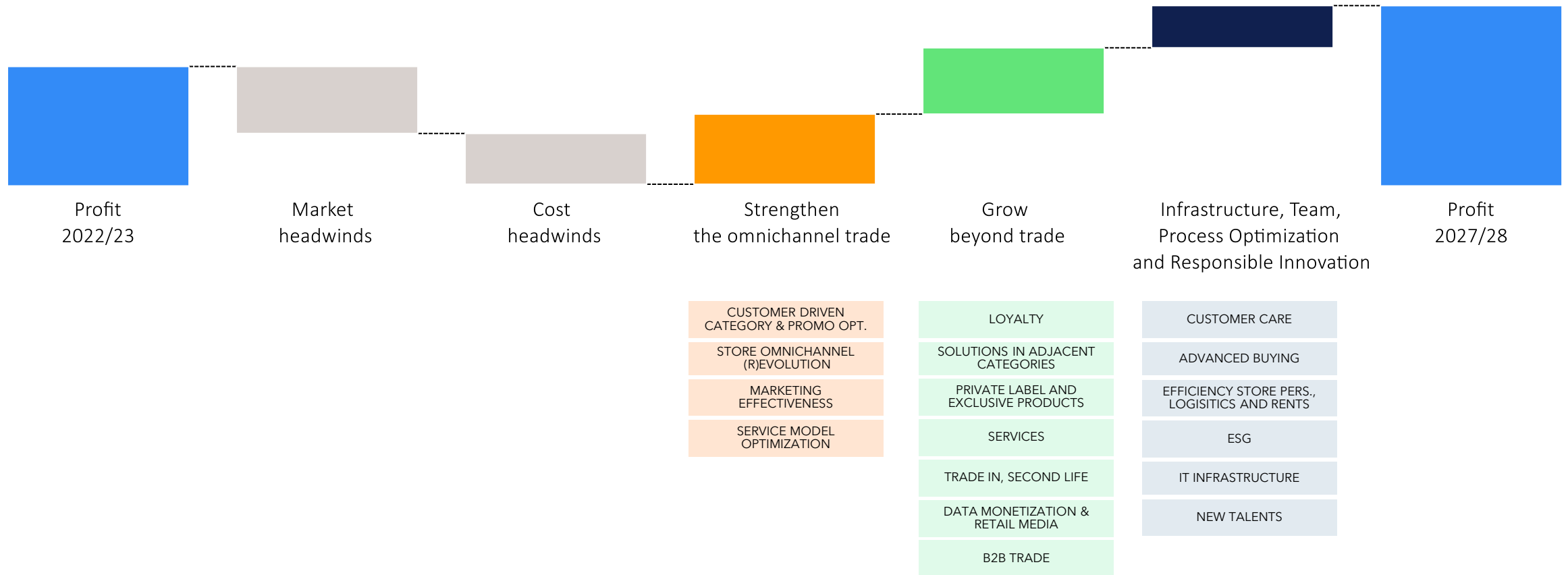
35- 38

55- 65

EBIT growing steadily year on year, ~55-65€M in 2027/28

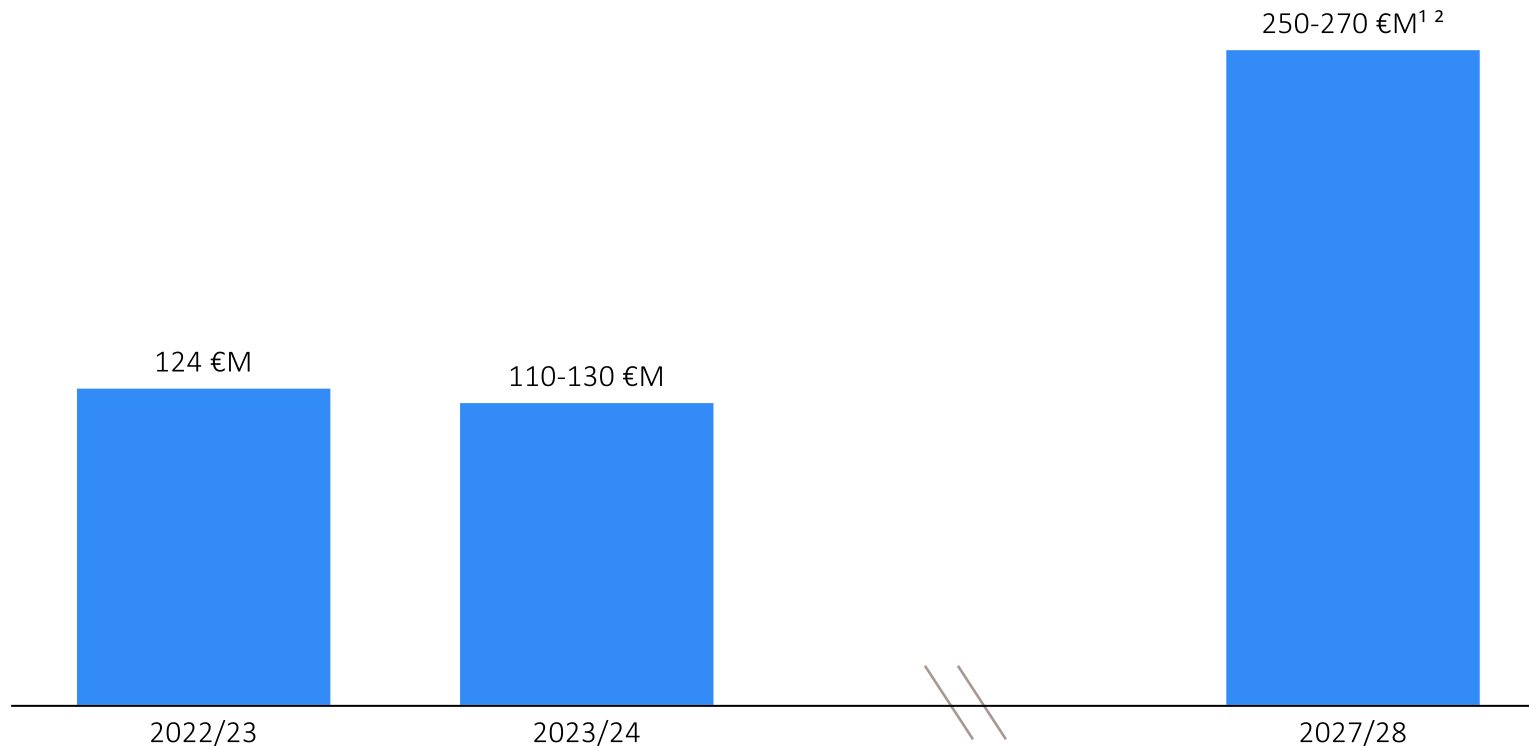
Our strategic roadmap will drive profitability growth

CONSOLIDATED PROFITABILITY EVOLUTION BY STRATEGIC PILLARS



As of 2027/28, net cash before dividend distribution will reach ~250-270 €M

CONSOLIDATED NET CASH BEFORE DIVIDEND DISTRIBUTION



COMMENTS

Significant cash improvement expected (before dividend distribution related to years 2024/25-2027/28)

The significant operating flows generated could be used for:



Distribution to shareholders, also in compliance with the current dividend policy, which stipulates a minimum payout of 50% of adjusted net profit



Potential M&A transactions (both of scale and scope)

We also evaluate important M&A opportunities and partnerships to create additional value

SCALE M&A



Acquisitions in Italy to cover "white spaces" (limited overlap with current network) by taking advantage of consolidation opportunities in the market

SCOPE M&A AND PARTNERSHIPS



Acquisitions and partnerships to expand into value-added activities and services and implement the "Beyond Trade" strategy accelerating the development of new capabilities

INTERNATIONAL M&A AND PARTNERSHIPS



Acquisitions in other markets to diversify "country risk" and strengthen international expertise and partnerships

Final considerations



Despite the challenging environment, we are

CONFIDENT ABOUT OUR FUTURE

as we believe we are the

ONLY PLAYER in the industry with

THE RIGHT ASSETS TO WIN

and a **TRACK RECORD**

of outperformance vs. our peers



We will profitably grow by strengthening our

OMNICHANNEL

VALUE PROPOSITION

and firmly focusing on

BEYOND TRADE

supported by a

SIGNIFICANT INVESTMENT PLAN



Our **SOLID CASH POSITION**

will allow us

to take advantage of

further growth opportunities

to **CREATE ADDITIONAL VALUE**

and **ACCELERATE THE EXECUTION**

of our Plan, through

PARTNERSHIPS AND M&A

The logo for unieuro features an orange icon of a stylized 'u' with a dot, followed by the word 'unieuro' in a lowercase, sans-serif font. The background is dark blue with abstract, lighter blue shapes on the left side.

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