Unieuro S.p.A.

H1 2019/20 Results

22 October 2019

Disclaimer

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No IFRS and Other Performance Measures

This investor presentation contains measures that were not prepared in accordance with IAS/IFRS.

This presentation contains certain items as part of the financial disclosure which are not defined under IFRS. Accordingly, these items do not have standardized meanings and may not be directly comparable to similarly-titled items adopted by other entities.

Unieuro Management has identified a number of "Alternative Performance Indicators" ("APIs"). These APIs are (i) derived from historical results of Unieuro S.p.A. and are not intended to be indicative of future performance, (ii) no IFRS financial measures and, although derived from the Financial Statements, are unaudited and (iii) are not an alternative to financial measures prepared in accordance with IFRS.

The APIs presented herein are Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income (loss) for the year, Adjusted levered free cash flow, Cash conversion index, Net financial debt, Net financial debt to Adjusted EBITDA ratio, Leverage ratio.

In addition, this presentation includes certain measures that have been adjusted by us to present operating and financial performance net of any non-recurring events and non-core events. The adjusted indicators are: Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income (loss) for the year, Adjusted levered free cash flow and Net financial debt to Adjusted EBITDA ratio.

In order to facilitate the understanding of our financial position and financial performance, this presentation contains other performance measures, such as Net working capital.

These measures are not indicative of our historical operating results, nor are they meant to be predictive of future results.

These measures are used by our management to monitor the underlying performance of our business and operations. Similarly entitled no IFRS financial measures reported by other companies may not be calculated in an identical manner, consequently our measures may not be consistent with similar measures used by other companies. Therefore, investors should not place undue reliance on this data.

Italo Valenti, the manager in charge of preparing the corporate accounting documents, declares that, pursuant to art.154-bis, paragraph 2, of the Legislative Decree no. 58 of February 24, 1998, the accounting information contained herein correspond to document results, books and accounting records.

Agenda

- Highlights
- Market Scenario and Revenue Trends
- Strategic Goals and Actions Undertaken
- Financials
- Closing Remarks

Highlights

- Business seasonality hitting H1 revenues, margins and NWC, as usual
- Poorly significant profitability and free cash flow evolution

- Total sales at a new record high, over 1 €bn
- Strong gain in market share: Unieuro[1] sales +18.8%, reference market -0.8%
- Major contribution from Pistone consolidation and Unieuro-by-Iper shop-in-shops
- Like-for-like sales[2], net of overlaps, up by 4%

- NPS (direct channel) still improving to 45.7 (+1.9 points)
- Threshold of 2m active loyalty customers reached for the first time ever

- Adj. EBITDA increase (+15.6%) in line with total sales
- Adj. Net income tripled, albeit not significant in light of seasonality
- Better Net Financial Position vs. 31 August 2018, despite Pistone and dividend payout in June

- IFRS 16 accounting principle not considered in the presentation in order to grant comparability with H1 18/19

Notes: (1) Consumer segment only. (2) The like-for-like KPI is calculated including: (i) the retail and travel stores operating for at least an entire financial year at the closing date of the reference period, excluding sales outlets affected by significant business discontinuity (e.g. temporary closures and large-scale refurbishments) and (ii) the entire online channel.

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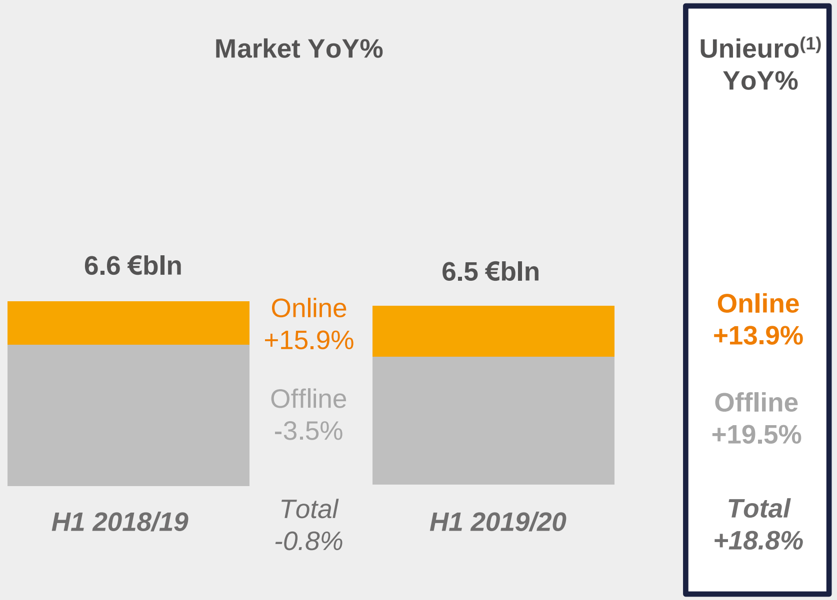
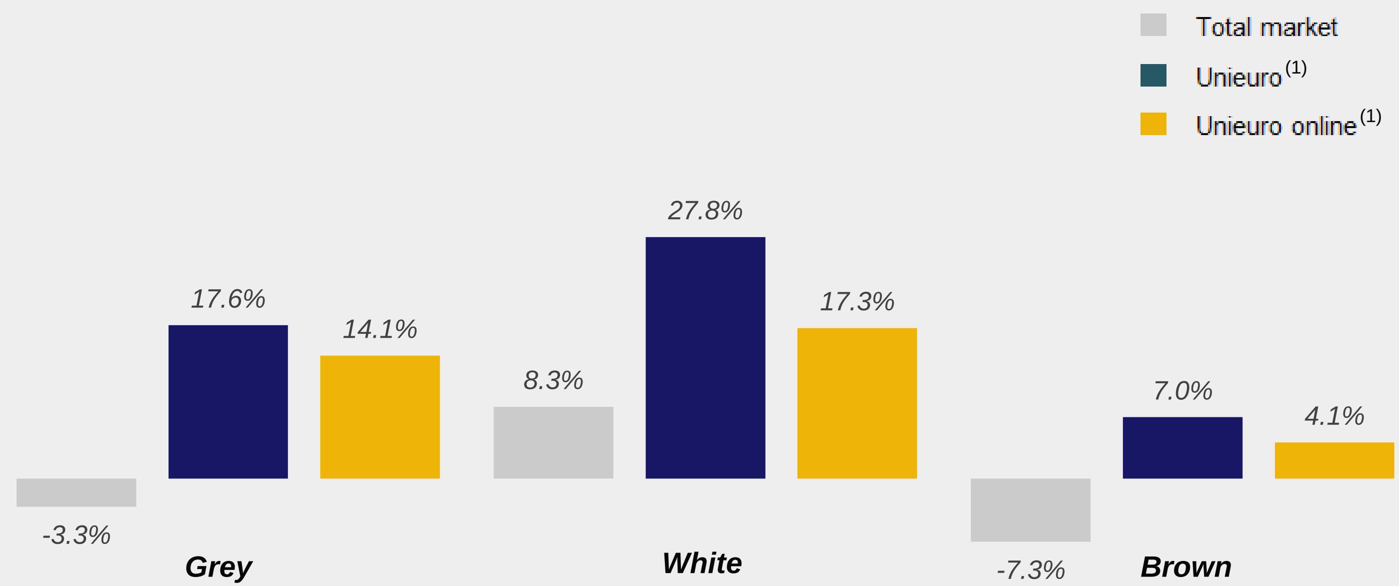
Market Scenario





Growth: slight decrease in H1

- Offline: Specialists suffering on telecom products shifting to the web
- Online: another semester of double-digit growth. Tech Superstores and Mass Merchandisers capturing telecom sales

Competitive Scenario: Specialists loosing market share in favour of Tech Superstores and Mass Merchandisers

Internet penetration: approx. **16**% in H1 2019/20, +2 p.p. yoy

Unieuro: offline sales growing significantly, thanks to acquisitions and like-for-like strenght. Unieuro.it stand alone (+16.4%) growths above the online segment's (+15.9%)

Grey goods:

- Telecom: smartphone weakness impacting the whole segment
- IT: slight downturn after a positive Q1

White goods: strong performance while H1 18/19 was negative (-1.5%):

- Both MDA (+2%) and SDA (+6.7%) posting positive sales increase
- Home Comfort: booming (+48.4%) driven by favourable hot weather

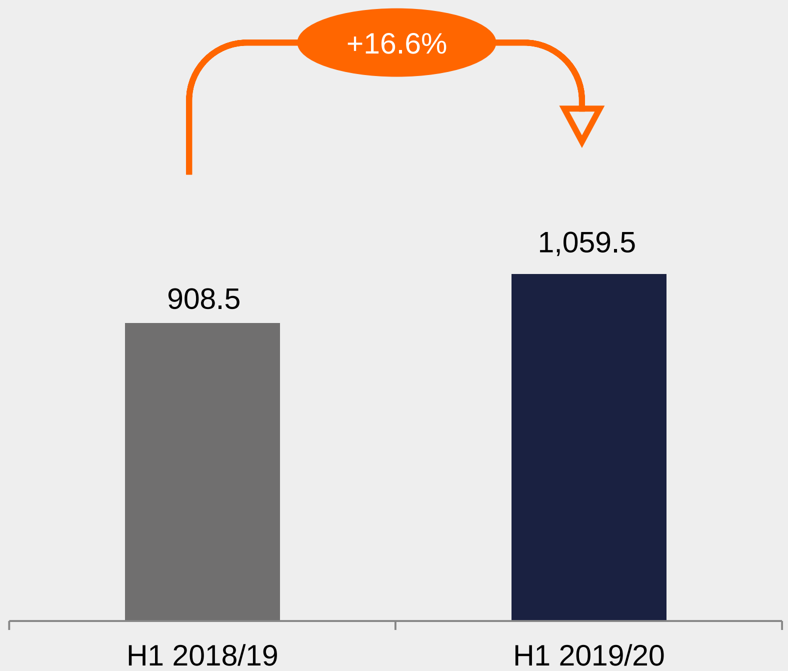
Brown goods: TV sets suffering a difficult comparison basis (2018 World Cup), despite growing online sales. Shift from medium-range to high-end products

Unieuro(1): significant market share growth in all product segments, including weak Brown an Grey. Offline growing at a fastest pace than online thanks to store network expansion.

Notes: Unieuro H1 ends on 31 August. Source: Company elaborations on Gfk data. (1) Unieuro's growth per product category and single channel only concerns the Consumer segment net of Services, Entertainment and products outside the scope of consumer electronics, while including Travel sales.

Sales

Semester sales above 1 €bn for the first time ever, awaiting for seasonally crucial 2H



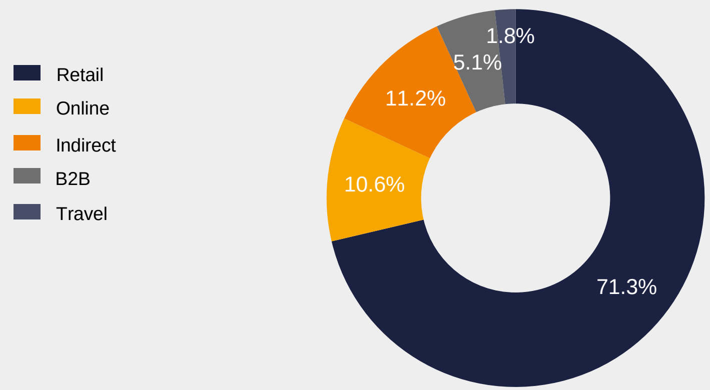
Sound double-digt growth, led by:

- **Successful integration of 12 former Pistone/Expert stores**, now fully deploying their potential under the Unieuro banner
- **LTM acquisitions** also impacting business perimeter:
  - 8 former DPS/Trony stores, including the Verona location, in three different steps from 15 September 2018
  - 6 former Galimberti/Euronics stores, including the Trieste location, in November/December 2018
- **Like-for-like growth**, pushed by:
  - Positive performance of retail stores at constant perimeter
  - Double-digit increase in online sales
- **Partnership with Finiper**, performing very well

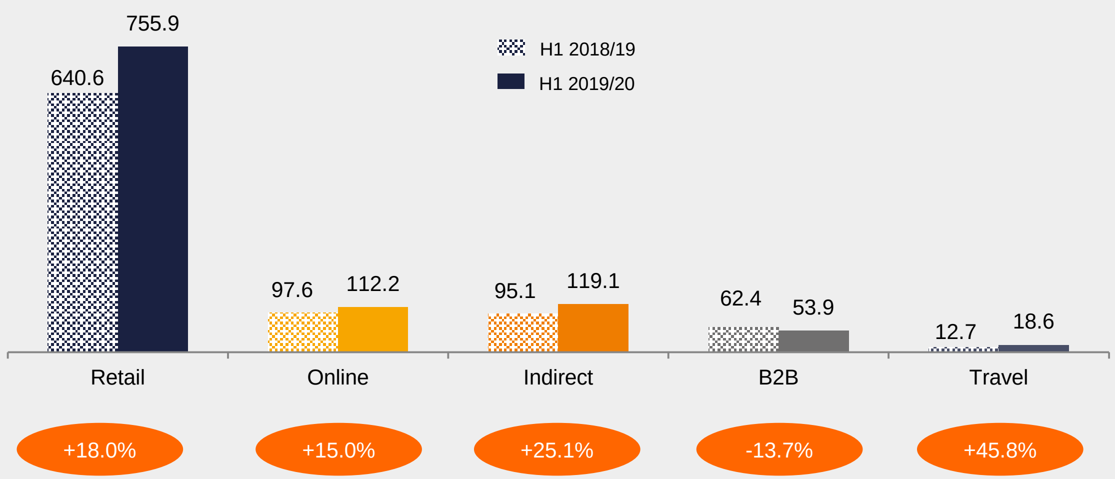
Notes: Unieuro H1 ends on 31 August.

Sales by Channel

H1 2019/20 Breakdown



YoY Change (€m)

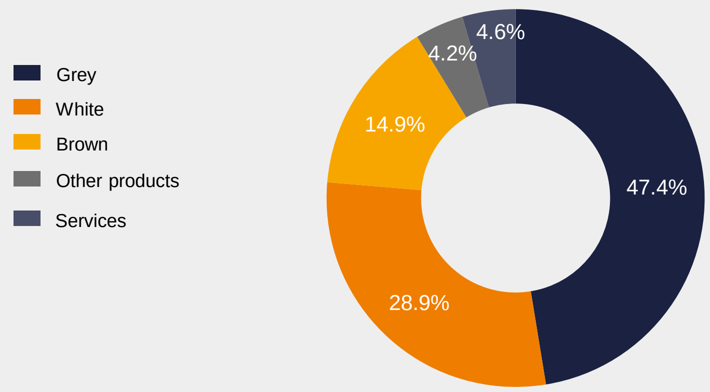


- **Retail gaining weight on total sales (+0.8 b.p.)**
  - Store network expansion: +23 DOS yoy, including 12 ex-Pistone stores
  - Positive performance at constant perimeter
- **Online still growing double-digit**
  - No more perimeter effect
  - Unieuro.it platform outpacing the market
  - Successful digital strategy sustaining sales increase
- **Indirect channel strong increase**
  - 18 affiliated Unieuro by Iper shop-in-shops fully operational and contributing to channel performance
  - Small impact from affiliate network streamlining
- **B2B deteriorating**
  - Changes in some suppliers' sales channelling strategies
- **Travel**
  - Milano San Babila new opening effect (6 October 2018)
  - Very good performance from Torino station store

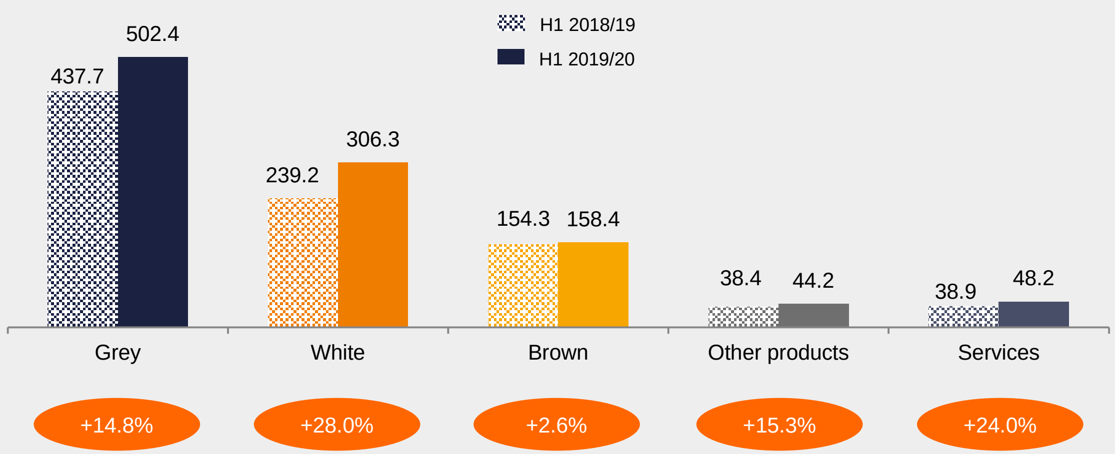
Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated. (1) For the purpose of better representation, supplies of goods to an ongoing customer operating in the consumer electronics market without using the Unieuro brand was reclassified from the Wholesale channel to the B2B channel.

Sales by Product Category

H1 2019/20 Breakdown



YoY Change (€m)



- **Grey**
  - Smartphones mix moving towards high-end products
  - Positive performance of new smartphones launched
  - Good momentum for notebooks
- **White: excellent performance, driving to a better product mix**
  - Category weight from 26.3% to 28.9% of total sales
  - Contribution from ex-Pistone stores, traditionally strong in the sale of household appliances
  - Favourable weather boosting air-conditioning segment
  - Growing success for vacuum cleaners
- **Brown**
  - Tough comparison base for TV-sets (World Cup in June 2018)
  - Reduction in B2B sales
- **Other products**
  - Good performance of cooking and table accessories
  - Luggage segment growing success
- **Services**
  - growth still led by consumer credit and extended warranties
  - Other services increasing incidence

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated. the classification of revenues by category is revised periodically in order to guarantee the comparability of Group data with market data.

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H1 19/20 Achievements

STRATEGIC PILLAR

Proximity	Experience	Retail Mix
• **12 new DOS** from the acquisition of former Pistone/Expert stores • **2 of the most important Unieuro by Iper shop-in-shops switched from affiliates to DOS** to better exploit top locations • **3 new DOS openings** (Portogruaro, Gela, Misterbianco), 5 closings aiming at network rationalization • **6 new affiliated Unieuro by Iper shop-in-shops**, newly opened in March/April 2019	• **6 stores refurbished** (2 DOS, 4 affiliates). Working on several DOS refurbishments and relocations in H2 • **Average NPS** (direct channel) standing at **45.7**, +1.9 points compared to H1 18/19 • **Augmented reality feature** added to the Unieuro App to provide an even more customized customer journey	• **Reiterating and reinforcing focus on Services** through innovation: – **"Casa Sicura Multiplan"** to protect all MDAs at home, even if not purchased at Unieuro – **"Helpy"**, Unieuro's digital assistant, providing installation and configuration of technology devices at home • **Working on reinforcing Unieuro's private label(s)**

ENABLER

Supply Chain: launch of Carini secondary hub to better serve DOS, affiliates and online customers in Sicily and Calabria

Brand Equity

Partnership with Suppliers: reinforced commercial agreements with suppliers in view of the upcoming Black Friday campaign

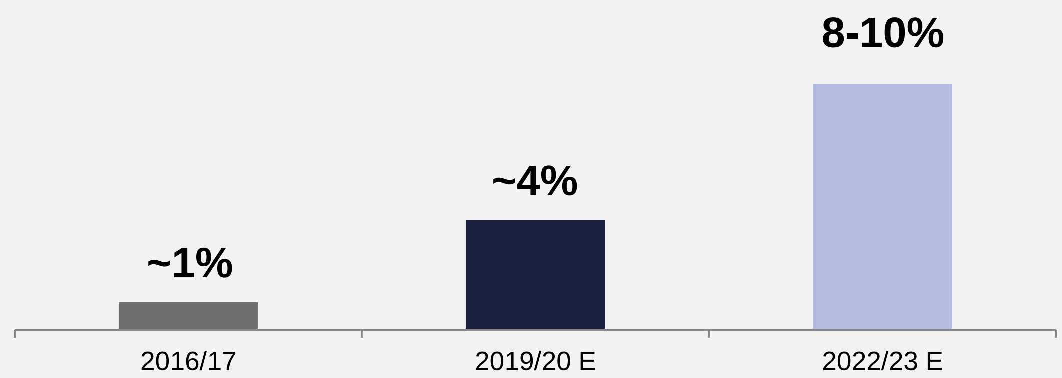
Retail Mix: Accelerating on Private Label(s)

Restyling of logo and broader product range for «Electroline»

- Products imported directly, mainly from China and Turkey. Service provider in charge of quality compliance and customer service
- **Significantly higher margins** vs. third parties' same products
- First introduction in the 1996, restyled in 2015, now ready to be renovated again from 2020
- **New brand image, renewal and expansion of product range**
- More private labels to be launched for **e-bikes, travel and home accessories**

Logo:	electroline	electroline
Product range:	Air conditioning, some SDAs, some MDAs, other products	Extended to all White goods (i.e. washing machines)
Positioning:	Entry point ("every day low price")	Low-to-medium design and quality at the right price
Packaging:	Basic	Contemporary
Marketing	None	Yes, in accordance with brand positioning

Targeted incidence evolution of private labels and exclusive brands (i.e. Ignis, Hitachi) on total sales:



Strategic Rationale

- **Capturing part of the manufacturer's margin while providing the customer with good quality products**
- **Differentiating Unieuro's offer from competitors' through distinctive design and marketing**
- **Avoiding channel conflict, thus sustaining profitability**

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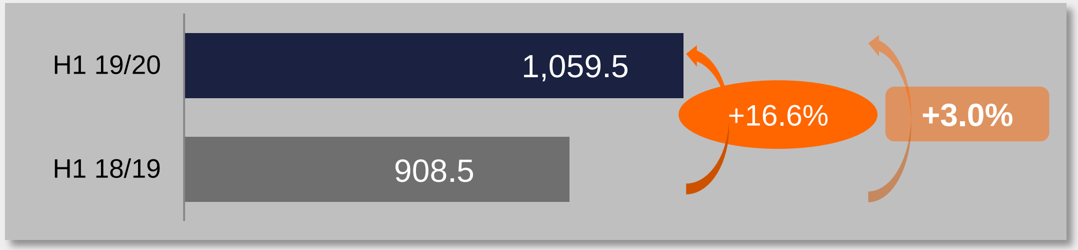
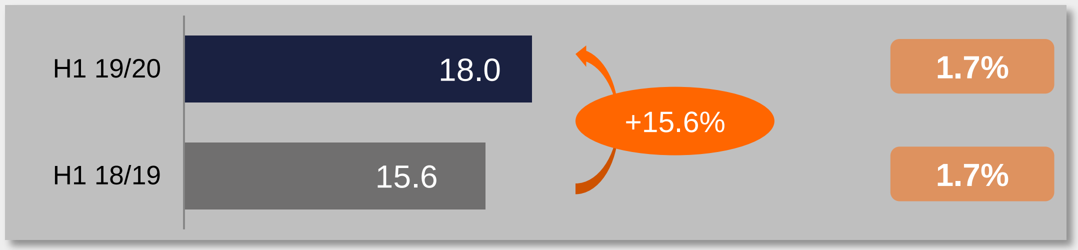
Key Financials (no-IFRS 16) / 1

Sales (€m) — *Like-for-like growth[1]*



- Strong Retail sales growth
- Acquisitions and new openings effect on perimeter
- Like-for-like sales[1] +3%. Net of new stores effect on pre-existing network, LFL sales[1] even stronger: +4%
- Important contribution from Indirect channel and Online

Adj. EBITDA[2] (€m) — *Adj. EBITDA margin*



- H1 not very significant from a profitability point of view, due to seasonality effect (lower revenues, constant fixed costs)
- Adj. EBITDA growth mostly in line with revenues, leading to a constant Adj. EBITDA margin
- Operating costs' incidence down, compensating gross margin dilution

Adj. Net Income/(Loss)[3] (€m) — *Adj. Net margin*

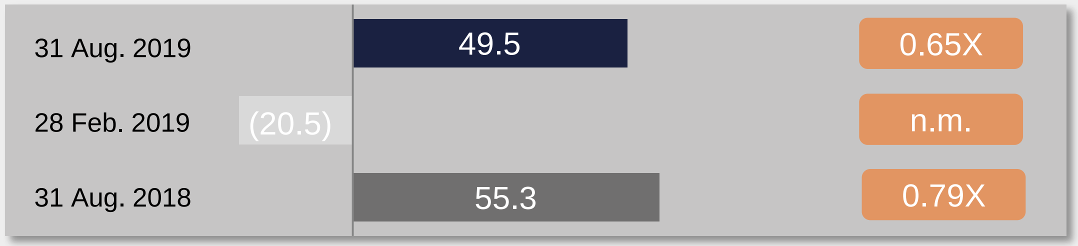
- Seasonality leading to a poorly significant Adj. Net Income, although increased yoy
- Higher D&A connected to increased capex over the last years
- Positive contribution from taxes and financial expenses

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated. (1) LFL sales growth is calculated including: (i) retail and travel stores that have been operating for at least one entire fiscal year at the closing date of the reference period, excluding sales outlets affected by significant business discontinuity and (ii) the entire online direct channel (2) Adjusted EBITDA is EBITDA adjusted for: (i) non-recurring expenses/(income) and (ii) the impact from the adjustment of revenues for extended warranty services net of related estimated future costs, as a result of the change in the business model for directly managed assistance services. (3) Adjusted Net Income (Loss) is calculated as Net Income adjusted for (i) any corrections incorporated in adjusted EBITDA, (ii) corrections to D&A and non-recurring write-downs, (iii) corrections to non-recurring financial charges/(income) and (iv) the theoretical tax impact of such adjustments.

Key Financials (no-IFRS 16) / 2

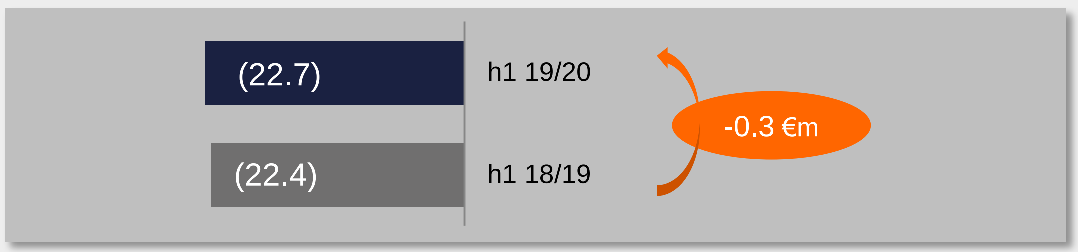
Net Financial Debt/(Cash) (€m)

Leverage(1)



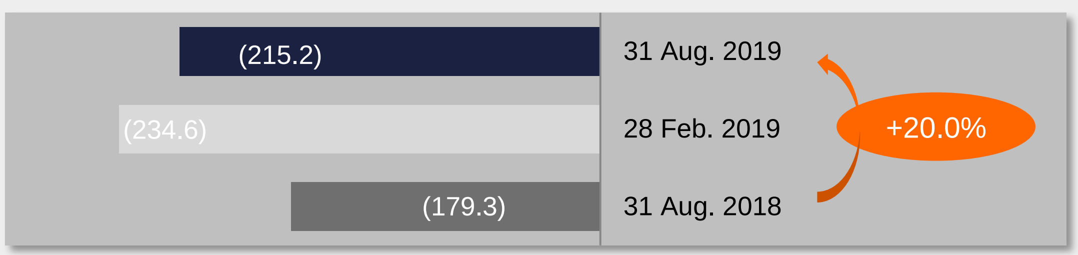
- Seasonality effect boosting cash absorption at operating level
- Improvement vs. H1 18/19, despite Carini Retail acquisition and dividend payout totaling around 40 €m

Adj. Levered Free Cash Flow(2) (€m)



- Adj. Levered Free Cash Flow(2) in line with prior year, despite increase in total investment cash outflows

Net Working Capital (€m)



- Net Working Capital strong improvement compared to 31 August 2018, thanks to business scope expansion
- Half-year change negatively influenced by seasonality

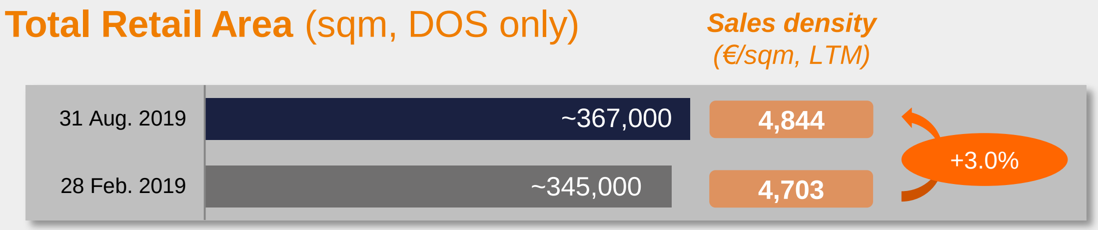
Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated. (1) Leverage ratio is calculated as Net Financial Debt divided by Last Twelve Month Adjusted EBITDA. (2) Adjusted Levered Free Cash Flow is defined as cash flow generated/absorbed by operating activities net of investment activities adjusted for non-recurring investments and other non-recurring operating flows and including adjustments for non-recurring expenses (income) and net of their non-cash component and the related tax impact.

Key Operational Data

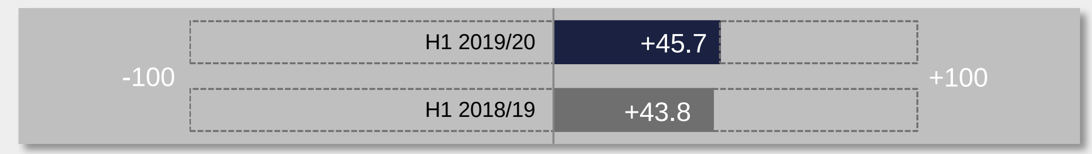
Unieuro's Retail Network: 516 stores

- **12 former Pistone/Expert stores** acquired and immediately reopened in Sicily (1 March 2019)
- **2 Unieuro by Iper shop-in-shops switched from affiliates to DOS** (Savignano sul Rubicone and Verona)
- **3 new DOS openings** (2 of which in Sicily), **5 planned closures**
- **6 new Unieuro-by-Iper shop-in-shops** expanding the indirect store network
- **Pick-up points: 419** (81.2% of total stores)

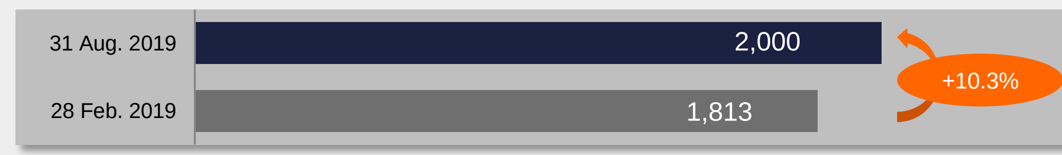
Total Retail Area (sqm, DOS only)



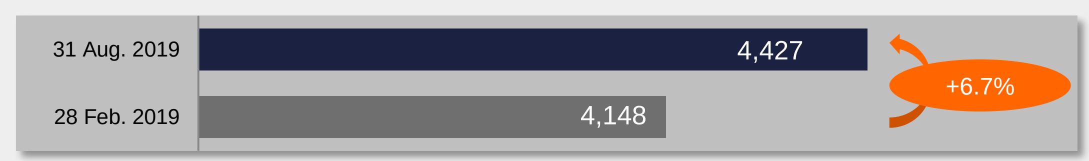
Net Promoter Score[1] (direct channel only)



Active Loyalty Cards[2] (thousands)

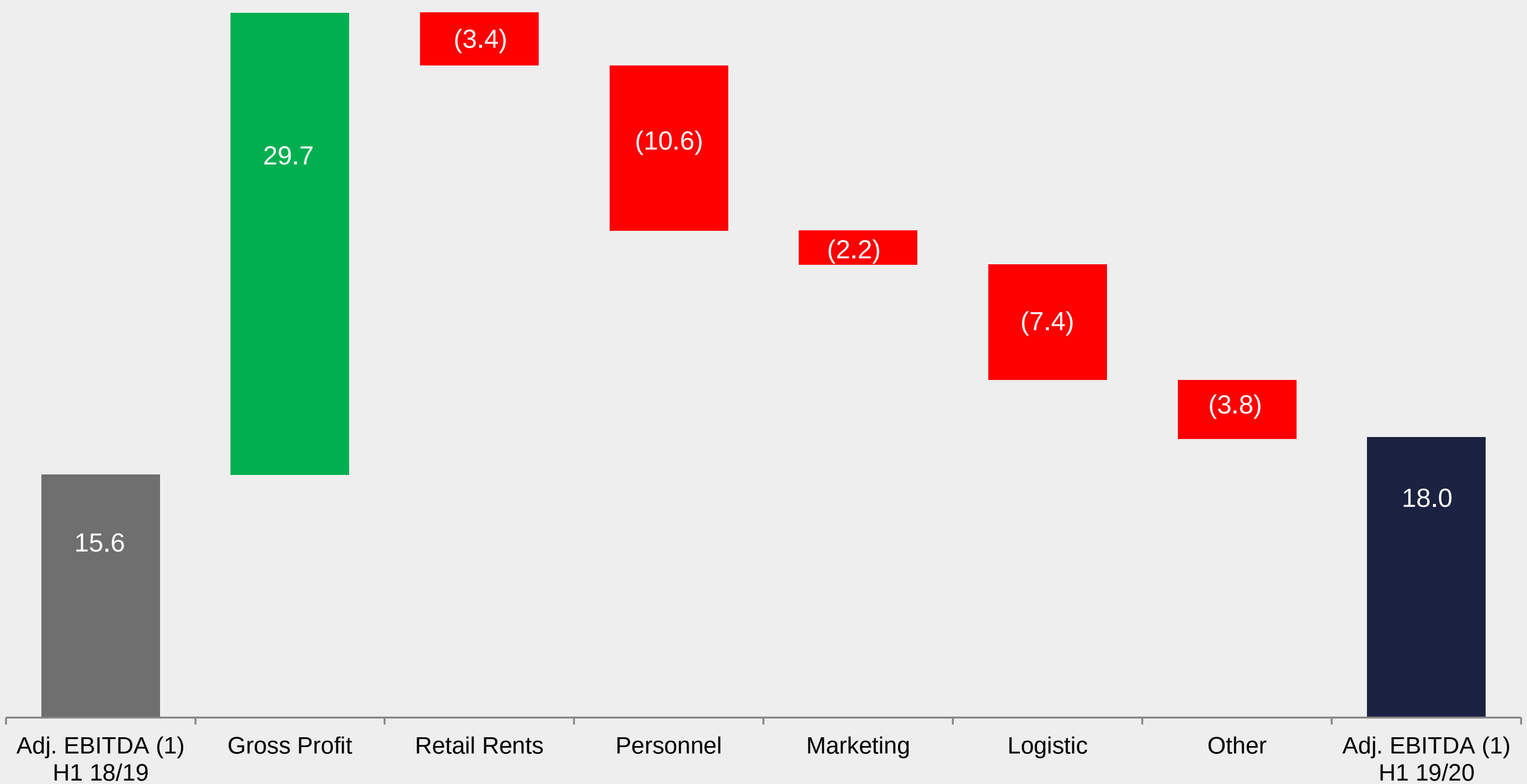


Workforce (FTEs)



Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated. (1) Net Promoter Score (NPS) measures customer experience and predicts business growth. It can range from -100 (if every customer is a Detractor) to 100 (if every customer is a Promoter). (2) Active loyalty customers defined as customers who made at least a transaction within the last 12 months.

Adjusted EBITDA[1] Bridge (no-IFRS 16)

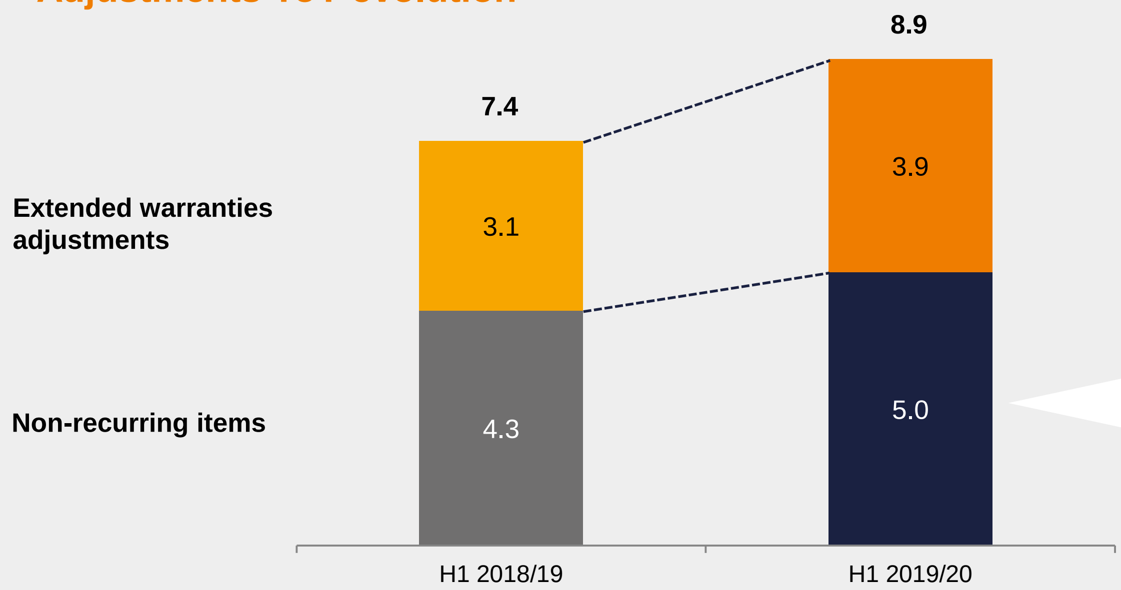


- **Strong increase in Gross Profit[2]** boosted by volumes expansion. Incidence down to 22.4% (vs. 22.8% in H1 18/19 and 22.3% in H1 17/18)
- **Retail rents up,** following store network expansion, but reflecting a lower incidence (3.6% vs. 3.9%) thanks to Carini Retail consolidation
- **Personnel costs up**, pushed by acquisitions and new openings. Incidence on sales down from 8.8% to 8.5%
- **Slight increase in marketing costs**. Incidence also down from 2.6% to 2.4%
- **Significant increase in Logistics costs** led by sales volumes, the ever-increasing weighting of home deliveries and promotional campaigns which include free delivery
- **Other costs up** pushed by utilities, maintenance and general sales expenses as a result of the expanded store base

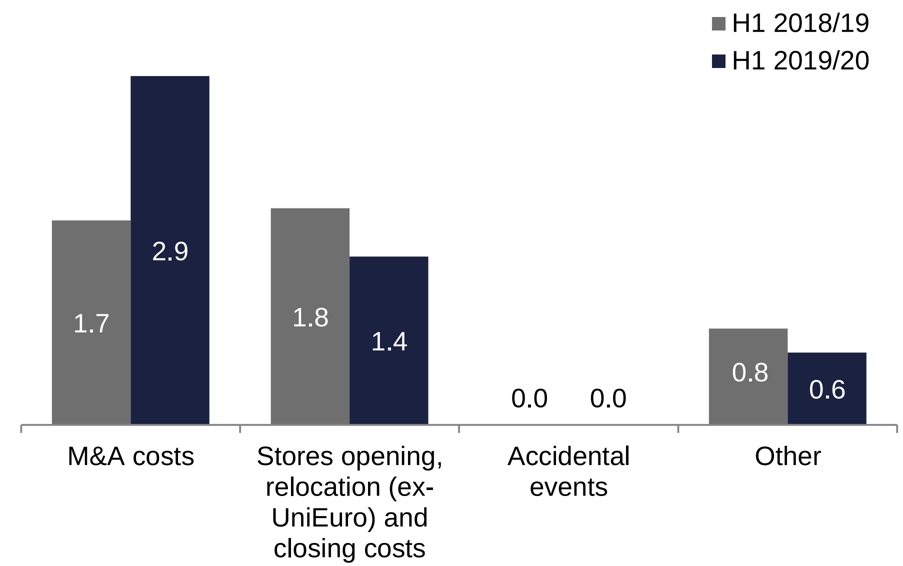
Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated. (1) Adjusted EBITDA is EBITDA adjusted for: (i) non-recurring expenses/(income) and (ii) the impact from the adjustment of revenues for extended warranty services net of related estimated future costs to provide the assistance service, as a result of the change in the business model for directly managed assistance services. (2) Gross Profit includes change in Business Model, as reported on slide 30.

Explaining EBITDA adjustments (no-IFRS 16)

Adjustments YoY evolution



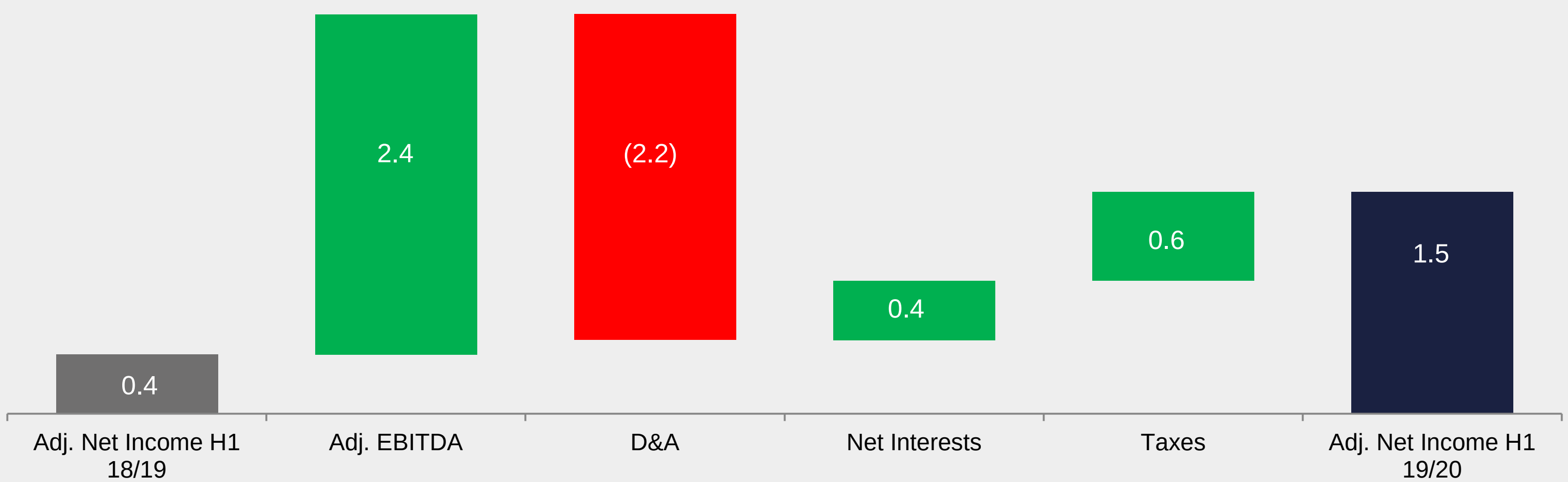
Non-recurring items breakdown



- **M&A costs** related to the **Carini Retail acquisition**:
  - logistics secondary hub set up, sales force training, consultancies
  - Only a one-day gap between transaction closing and store reopening, thus minimizing exceptional costs
  - No impact on Q2
- No accidental events so far
- **Change in business model** impacting slightly more to reflect the first adoption of Unieuro’s extended warranty internalized business model by Carini Retail stores

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated.

Adjusted Net Income[(1)] Bridge (no-IFRS 16)

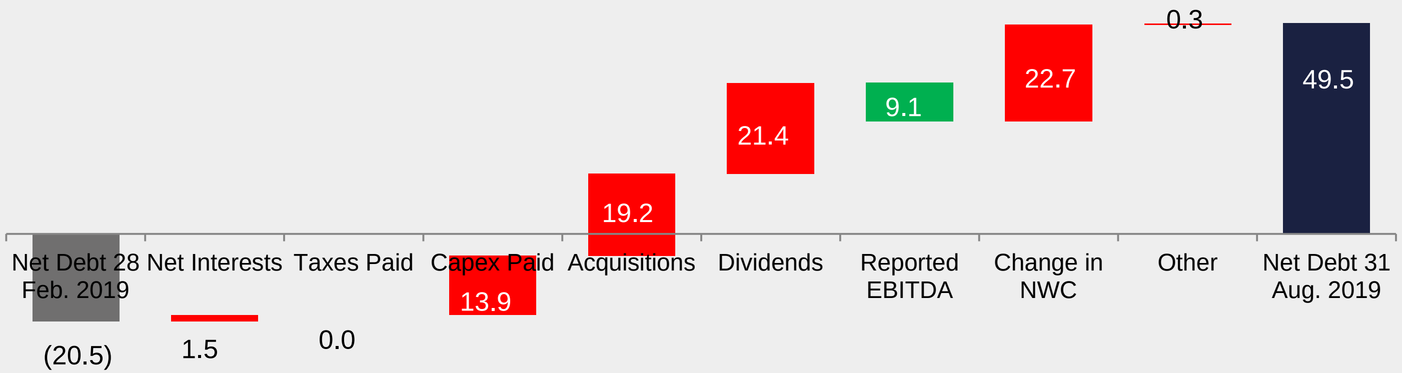


- **D&A increase** due due to growing capex activities in the last years, also connected to new openings and acquisitions
- **Net interests savings** allowed by cash flow management optimisation
- **Positive fiscal effect** (negative in H1 18/19), scarcely significant in H1

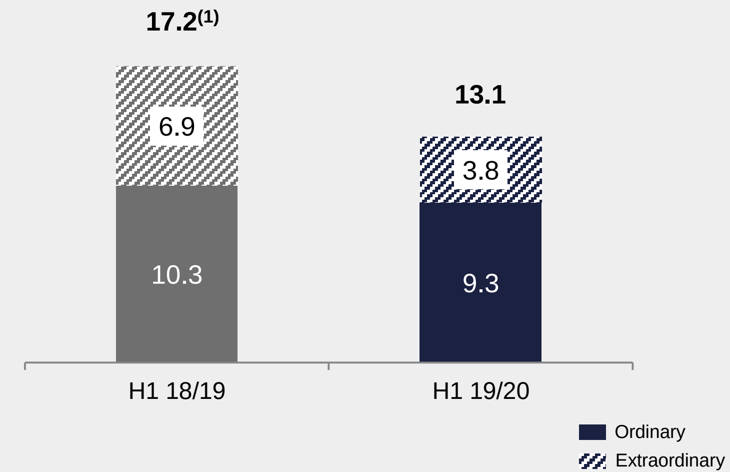
Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated. P&L line items adjusted for non-recurring costs and business model change. (1) Adjusted Net Income/Loss is calculated as the Net Income (Loss) adjusted by (i) the adjustments incorporated in the Adj. EBITDA, (ii) the adjustments of the non-recurring D&A (iii) the adjustments of the non-recurring financial expenses(income) and (iv) the theoretical tax impact of these adjustments.

Financial Overview (no-IFRS 16)

Net Financial Debt/(Cash) Walk

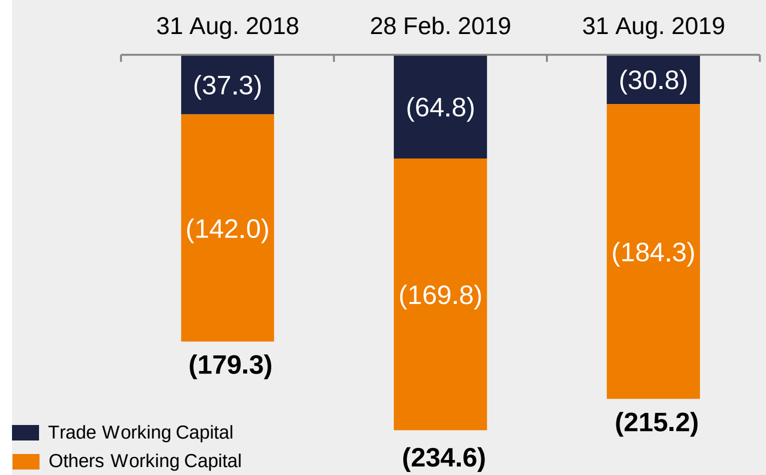


Capex



- **Net Financial Position** impacted by seasonality, in line with historical experience, dividends (21.4 €m) and Carini Retail acquisition
- **Total capex down** despite the second biggest acquisition in Unieuro's history and ongoing investments on IT infrastructure:
  - **Ordinary capex** (9.3 €m), related to store maintenance and refurbishment, ITC, digital platform improvement and store digitalization
  - **Extraordinary capex** (3.8 €m) mainly concerning Carini Retail (store format adaptation, logistics hub set up)
- **Net Working Capital still improving yoy,** also boosted by extended warranty accruals

Net Working Capital



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IFRS 16 impact

What IFRS 16 is

- The new standard requires to recognize **in Balance Sheet all lease with a term exceeding 12 months**
- Unieuro - in line with the vast majority of listed companies - chose to apply this standard using the **modified retrospective approach** - IFRS16 C8, b), ii)
- Main impacts:
  - **<u>Balance Sheet</u>: recognition of an asset ("Right of Use") and the liabilities arising from the lease ("Lease Liability")**
  - **<u>P&L</u>: replacement of Renting Costs with depreciation of Right of Use and interests on Lease Liability**
- First time adoption: **1st March 2019**
- **No restatement of 2018 financials** according to IFRS16

Main Effects on Unieuro's H1 2019/20 (€m)

EBITDA	+33.1	• **reduction of operating costs (rental fees paid on stores, headquarters, warehouses and vehicles)**, net of income from store sub-lease agreements
NET INCOME	-2.5	• **increase in D&A** due to amortisation of rights of use • **increase in Financial expenses** for interest connected with rights of use • **change in Income taxes** representing the fiscal effect of all the above changes
NET FINANCIAL DEBT	+454.6	• **recognition of liabilities for rights of use** (other current and non-current financial payables), net of non-current financial receivables concerning sub-lease agreements
CASH FLOW	-	• **no impact** on the closing balance

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated.

Agenda

- Highlights
- Market Scenario and Revenue Trends
- Strategic Goals and Actions Undertaken
- Financials
- **Closing Remarks**

Closing Remarks

- **Very satisfying first half**, ended up with higher market share in all product categories
  - Strengthening omnichannel market leadership

- Entrance in Sicily as a milestone of Unieuro's **expansion path, not ended yet**
- Partnership with Finiper already up and running
- Plenty of new consolidation opportunities ahead

- Ready to fight in **another competitive peak season**
- Sicilian stores to contribute for the first time, also benefitting from national marketing spending
- Margin protection actions implemented to safeguard peak season profitability, like in 2018/19

Introducing #cuoriconnessi

"No Cyberbullying" project and #cuoriconnessi tour at the heart of Unieuro's CSR

- Launched in 2016, **fourth season to start in November 2019**
- Partnership with the **State Police** ensuring visibility and endorsement
- Main activities:
  - **promoting the #cuoriconnessi tour** (#connectedhearts): a series of meetings in theatres and schools throughout Italy to meet teen students, share stories and messages and fight together against cyberbullying
  - **elaborating contents**, i.e. making of documentary films in which children, parents and families who have experienced cyberbullying first hand tell their stories and their experiences
  - **disseminating information material** on the stores
  - **training and sensitising** Unieuro's own employees
- **30 cities touched so far** all around Italy, **another 8** to be reached in 2019/20 school year

30	cities touched by #cuoriconnessi tour so far
40,000	young men and women met
3,900	employees trained through webinars over the years
249	Unieuro stores showing and sharing information material

www.nocyberbullismo.it

Rationale

- **Making new generations of technology consumers sensitive about the risks arising from an incorrect and disrespectful use of new devices, which are also sold by Unieuro**
- **Expressing responsibility and commitment, in accordance with the Company's mission and values**

Annex

Post-IFRS 16 results

as reported in the Interim Directors' Report
as at 31 August 2019

Profit & Loss (IFRS 16 impact)

H1 19/20 post IFRS16	H1 19/20 no IFRS16		Q2 19/20 post IFRS16	Q2 19/20 no IFRS16
1.059,5	1.059,5	Sales	564,3	564,3
1.059,5	**1.059,5**	**Sales**	**564,3**	**564,3**
(826,2)	(826,2)	Purchase of goods - Change in Inventory	(439,9)	(439,9)
(5,3)	(38,8)	Rental Costs	(2,4)	(19,0)
(27,1)	(27,1)	Marketing costs	(13,7)	(13,7)
(31,6)	(31,6)	Logistic costs	(17,2)	(17,2)
(33,3)	(33,7)	Other costs	(16,6)	(16,8)
(91,1)	(91,1)	Personnel costs	(44,3)	(44,3)
(2,8)	(1,9)	Other operating costs and income	(1,6)	(1,2)
42,2	**9,1**	**EBITDA Reported**	**28,5**	**12,1**
(44,7)	(14,6)	D&A	(22,4)	(7,5)
(2,6)	(5,5)	Reported EBIT	6,1	4,7
(6,6)	(1,8)	Net Interests	(3,5)	(1,1)
(9,1)	(7,3)	Reported Profit before Tax	2,6	3,6
0,0	0,7	*Taxes*	(0,5)	(0,5)
(9,1)	**(6,6)**	**Net Income Reported**	**2,2**	**3,1**

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated.

Balance Sheet (IFRS 16 impact)

	31 Aug. 2019 post-IFRS16	31 Aug 2019 no IFRS16
Trade Receivables	52.2	52.2
Inventory	393.7	393.7
Trade Payables	(476.8)	(476.8)
Operating Working Capital	**(30.8)**	**(30.8)**
Current Tax Assets	2.1	2.1
Current Assets [1]	19.3	19.3
Current Liabilities [2]	(201.8)	(204.8)
Short Term Provisions	(0.9)	(1.0)
Net Working Capital	**(212.1)**	**(215.2)**
Tangible and Intangible Assets	566.4	116.0
Net Deferred Tax Assets and Liabilities	32.1	32.7
Goodwill	195.3	195.3
Other Long Term Assets and Liabilities [3]	(17.7)	(17.0)
Total Invested Capital	**564.0**	**111.9**
Net financial Debt	**(504.1)**	**(49.5)**
Equity	**(59.9)**	**(62.4)**
Total Sources	**(564.0)**	**(111.9)**

[1] **Current Assets:** Includes mainly Accrued Income related to rental costs, etc

[2] **Current Liabilities**

	31 Aug. 2019 post-IFRS16	31 Aug 2019 no IFRS16
Accrued expenses (mainly Extended Warranties)	(130.1)	(133.1)
Personnel debt	(35.6)	(35.6)
VAT debt	(18.5)	(18.5)
Other	(15.2)	(15.2)
LTIP Personnel debt	(2.4)	(2.4)
Current Liabilities	**(201.8)**	**(204.8)**

[3] **Other Long Term Assets and Liabilities**

	31 Aug. 2019 post-IFRS16	31 Aug 2019 no IFRS16
Financial assets (deposits)	2.8	2.8
Deferred Benefit Obligation (TFR)	(12.8)	(12.8)
Long Term Provision for Risks	(5.0)	(5.1)
Other Provisions	(2.7)	(1.9)
LTIP Personnel debt	(0.0)	(0.0)
Other Long Term Assets and Liabilities	**(17.7)**	**(17.0)**

Notes: Consolidated results. Data in millions of Euro, unless otherwise stated.

Annex

No-IFRS 16 results and reconciliations

Profit & Loss (no-IFRS 16)

H1 19/20 no IFRS16	%	H1 18/19	%		Q2 19/20 no IFRS16	%	Q2 18/19	%
1,059.5		908.5		Sales	564.3		489.9	
1,059.5		**908.5**		**Sales**	**564.3**		**489.9**	
(826.2)	(78.0%)	(704.0)	(77.5%)	Purchase of goods - Change in Inventory	(439.9)	(78.0%)	(380.1)	(77.6%)
(38.8)	(3.7%)	(35.2)	(3.9%)	Rental Costs	(19.0)	(3.4%)	(17.3)	(3.5%)
(27.1)	(2.6%)	(23.8)	(2.6%)	Marketing costs	(13.7)	(2.4%)	(12.0)	(2.4%)
(31.6)	(3.0%)	(23.7)	(2.6%)	Logistic costs	(17.2)	(3.1%)	(13.0)	(2.6%)
(33.7)	(3.2%)	(30.9)	(3.4%)	Other costs	(16.8)	(3.0%)	(16.7)	(3.4%)
(91.1)	(8.6%)	(81.3)	(8.9%)	Personnel costs	(44.3)	(7.9%)	(39.6)	(8.1%)
(1.9)	(0.2%)	(1.4)	(0.2%)	Other operating costs and income	(1.2)	(0.2%)	(1.0)	(0.2%)
9.1	**0.9%**	**8.3**	**0.9%**	**EBITDA Reported**	**12.1**	**2.1%**	**10.3**	**2.1%**
5.0	0.5%	4.3	0.5%	*Adjustments*	0.6	0.1%	2.4	0.5%
3.9	0.4%	3.1	0.3%	*Change in Business Model*	2.0	0.4%	1.6	0.3%
18.0	**1.7%**	**15.6**	**1.7%**	**Adjusted EBITDA**	**14.7**	**2.6%**	**14.3**	**2.9%**
(14.6)	(1.4%)	(12.3)	(1.4%)	D&A	(7.5)	(1.3%)	(6.2)	(1.3%)
(1.8)	(0.2%)	(2.2)	(0.2%)	Financial Income - Expenses	(1.1)	(0.2%)	(1.4)	(0.3%)
1.6	**0.2%**	**1.1**	**0.1%**	**Adjusted Profit before Tax**	**6.2**	**1.1%**	**6.7**	**1.4%**
0.7	0.1%	(0.1)	(0.0%)	Taxes	(0.5)	(0.1%)	(1.1)	(0.2%)
(0.8)	(0.1%)	(0.6)	(0.1%)	*Fiscal impact of non-recurring items*	(0.2)	(0.0%)	(0.3)	(0.1%)
1.5	**0.1%**	**0.4**	**0.0%**	**Adjusted Net Income**	**5.5**	**1.0%**	**5.3**	**1.1%**
(5.0)	(0.5%)	(4.3)	(0.5%)	*Adjustments*	(0.6)	(0.1%)	(2.4)	(0.5%)
0.0	--	(0.3)	(0.0%)	*D&A non-recurring*	0.0	--	(0.3)	(0.1%)
0.0	--	1.5	0.2%	*Non-recurring financial (expenses)/income*	0.0	--	1.5	0.3%
(3.9)	(0.4%)	(3.1)	(0.3%)	*Change in Business Model*	(2.0)	(0.4%)	(1.6)	(0.3%)
0.8	0.1%	0.6	0.1%	*Fiscal impact of non-recurring items*	0.2	0.0%	0.3	0.1%
(6.6)	**(0.6%)**	**(5.2)**	**(0.6%)**	**Net Income Reported**	**3.1**	**0.5%**	**2.8**	**0.6%**

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated.

H1 Profit & Loss Adjustments by Line Item (no-IFRS 16)

	H1 19/20 Reported EBITDA	*H1 19/20 Adjustments*	H1 19/20 Adjusted EBITDA	H1 18/19 Reported EBITDA	*H1 18/19 Adjustments*	H1 18/19 Adjusted EBITDA	Δ H1 Adjusted EBITDA
Gross Profit	233.4	0.0	233.4	204.5	0.0	204.5	28.9
Change in Business Model		3.9	3.9		3.1	3.1	0.8
Gross profit including change in Business Model	**233.4**	**3.9**	**237.3**	**204.5**	**3.1**	**207.6**	**29.7**
Rental Costs	(38.8)	0.3	(38.5)	(35.2)	0.1	(35.1)	(3.4)
Marketing costs	(27.1)	1.3	(25.8)	(23.8)	0.2	(23.6)	(2.2)
Logistic costs	(31.6)	0.9	(30.7)	(23.7)	0.4	(23.3)	(7.4)
Other costs	(33.7)	1.7	(32.0)	(30.9)	2.3	(28.6)	(3.4)
Personnel costs	(91.1)	0.8	(90.3)	(81.3)	1.5	(79.7)	(10.6)
Other operating costs and income	(1.9)	(0.1)	(2.0)	(1.4)	(0.1)	(1.5)	(0.4)
Total Costs	**(224.3)**	**5.0**	**(219.3)**	**(196.2)**	**4.3**	**(191.9)**	**(27.4)**
Adjusted EBITDA	**9.1**	**8.9**	**18.0**	**8.3**	**7.4**	**15.6**	**2.3**

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated.

Q2 Profit & Loss Adjustments by Line Item (no-IFRS 16)

	Q2 19/20 Reported EBITDA	*Q2 19/20 Adjustments*	Q2 19/20 Adjusted EBITDA	Q2 18/19 Reported EBITDA	*Q2 18/19 Adjustments*	Q2 18/19 Adjusted EBITDA	Δ Q2 Adjusted EBITDA
Gross Profit	124.4	(0.0)	124.3	109.8	0.0	109.8	14.5
Change in Business Model		2.0	2.0		1.6	1.6	0.4
Gross profit including change in Business Model	**124.4**	**2.0**	**126.3**	**109.8**	**1.6**	**111.4**	**15.0**
Rental Costs	(19.0)	(0.1)	(19.1)	(17.3)	0.0	(17.3)	(1.8)
Marketing costs	(13.7)	0.2	(13.4)	(12.0)	0.1	(11.8)	(1.6)
Logistic costs	(17.2)	0.2	(17.0)	(13.0)	0.3	(12.6)	(4.4)
Other costs	(16.8)	0.2	(16.6)	(16.7)	1.7	(15.0)	(1.7)
Personnel costs	(44.3)	0.2	(44.2)	(39.6)	0.3	(39.3)	(4.9)
Other operating costs and income	(1.2)	(0.1)	(1.2)	(1.0)	0.0	(1.0)	(0.2)
Total Costs	**(112.2)**	**0.6**	**(111.6)**	**(99.5)**	**2.4**	**(97.1)**	**(14.5)**
Adjusted EBITDA	**12.1**	**2.6**	**14.7**	**10.3**	**4.0**	**14.3**	**0.5**

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated.

Balance Sheet (no-IFRS 16)

	31 Aug 2019 no IFRS16	28 Feb. 2019
Trade Receivables	52.2	41.3
Inventory	393.7	362.3
Trade Payables	(476.8)	(468.5)
Operating Working Capital	**(30.8)**	**(64.8)**
Current Tax Assets	2.1	2.1
Current Assets (1)	19.3	19.8
Current Liabilities (2)	(204.8)	(190.3)
Short Term Provisions	(1.0)	(1.3)
Net Working Capital	**(215.2)**	**(234.6)**
Tangible and Intangible Assets	116.0	113.3
Net Deferred Tax Assets and Liabilities	32.7	31.5
Goodwill	195.3	178.0
Other Long Term Assets and Liabilities (3)	(17.0)	(17.7)
Total Invested Capital	**111.9**	**70.4**
Net financial Debt	**(49.5)**	**20.5**
Equity	**(62.4)**	**(90.9)**
Total Sources	**(111.9)**	**(70.4)**

(1) **Current Assets:** Includes mainly Accrued Income related to rental costs, etc

(2) **Current Liabilities**

	31 Aug 2019 no IFRS16	28 Feb. 2019
Accrued expenses (mainly Extended Warranties)	(133.1)	(126.3)
Personnel debt	(35.6)	(35.4)
VAT debt	(18.5)	(14.7)
Other	(15.2)	(13.9)
LTIP Personnel debt	(2.4)	
Current Liabilities	**(204.8)**	**(190.3)**

(3) **Other Long Term Assets and Liabilities**

	31 Aug 2019 no IFRS16	28 Feb. 2019
Financial assets (deposits, leases)	2.8	2.5
Deferred Benefit Obligation (TFR)	(12.8)	(11.0)
Long Term Provision for Risks	(5.0)	(6.0)
Store Loss Provision	(0.1)	-
Other Provisions	(1.9)	(1.7)
LTIP Personnel debt	(0.0)	(1.5)
Other Long Term Assets and Liabilities	**(17.0)**	**(17.7)**

Notes: Consolidated results. Data in millions of Euro, unless otherwise stated.

Cash Flow Statement (no-IFRS 16)

H1 19/20 no IFRS16	H1 18/19		Q2 19/20 no IFRS16	Q2 18/19
9.1	**8.3**	**Reported EBITDA**	**12.1**	**10.3**
-	(0.7)	Taxes Paid	-	(0.7)
(1.5)	(1.6)	Interests Paid	(1.1)	(1.2)
(22.7)	(26.0)	Change in NWC	9.3	4.7
0.3	0.3	Change in Other Assets and Liabilities	(0.2)	(0.2)
(14.9)	**(19.8)**	**Reported Operating Cash Flow**	**20.0**	**12.9**
(9.7)	(14.7)	Purchase of Tangible Assets	(4.4)	(5.9)
(3.3)	(2.5)	Purchase of Intangible Assets	(2.3)	(0.4)
(0.8)	8.8	Change in capex payables	(0.2)	4.6
(11.0)	(3.4)	Acquisitions	(4.6)	(3.4)
(39.8)	**(31.6)**	**Levered Free Cash Flow**	**8.5**	**7.7**
4.1	2.6	Cash effect of adjustments	2.1	2.0
14.5	7.4	Non recurring investments	8.0	5.2
(1.5)	(0.8)	Other non recurring cash flows	(1.5)	-
(22.7)	**(22.4)**	**Adjusted Levered Free Cash Flow**	**17.0**	**14.9**
(2.6)	(1.8)	Cash effect of adjustments	(0.5)	(2.0)
(14.5)	(7.4)	Non recurring investments	(8.0)	(5.2)
(21.4)	(20.0)	Dividend/Change in Shareholders Debt	(21.4)	(20.0)
(8.2)	-	Acquisition Debt	2.7	-
(0.6)	0.8	Other Changes	(0.2)	1.3
(69.9)	**(50.8)**	**Δ Net Financial Position**	**(10.3)**	**(11.0)**

Notes: Consolidated results. Unieuro H1 ends on 31 August. Data in millions of Euro, unless otherwise stated.

Net Financial Debt (no-IFRS 16)

	31 Aug 2019	28 Feb. 2019
Short-Term Bank Debt	(29.4)	(3.0)
Long-Term Bank Debt	(35.8)	(40.5)
Bank Debt	**(65.2)**	**(43.5)**
Debt To Other Lenders	(10.6)	(10.6)
Acquisition Debt	(17.8)	(9.9)
Other Financial Debt	**(28.4)**	**(20.5)**
Cash and Cash Equivalents	**44.2**	**84.5**
Net Financial Debt	**(49.5)**	**20.5**

Notes: Consolidated results. Data in millions of Euro, unless otherwise stated.

NEXT EVENTS

STAR Conference
London, 23 October 2019

Mid & Small in Milan
Milano, 19 November 2019

9M 2019/20 Results
9 January 2020

2° Italian Mid Cap Conference (Mediobanca)
Milano, 16 January 2020

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