



**Le consommateur  
de demain a 60 ans.**

**FINANCIAL  
INFORMATION  
2020-2021**

**damartex**  
GROUP

**ON SENIORS'SIDE**

*September 9, 2021*

# **Damartex accelerates its transformation and strengthens financially**

**1**

Damartex Identity

**2**

Market  
Ambition  
Brands

**3**

Transformation plan

**4**

2020/2021 Performance  
and Outlook



# **1 Damartex Identity**



# Reason for being "On Seniors' Side" Commitment alongside Seniors

- More than 10 million seniors loyal to the Group's 9 brands
- 3,300 employees committed with strong values: social responsibility, high standards & kindness, team spirit, innovation, entrepreneurship
- A solid family shareholder base with a long-term vision

## *To grow old is to live*

- Our passion: Seniors
- Our daily driving force: make their lives better, make them smile, change the look on society
- With respect, empathy, happiness, generosity, transmission, ...



## Ambition: European leader in the Silver Economy

# 9 brands dedicated to the Silver Economy



PÔLE  
**fashion**

**DAMART**

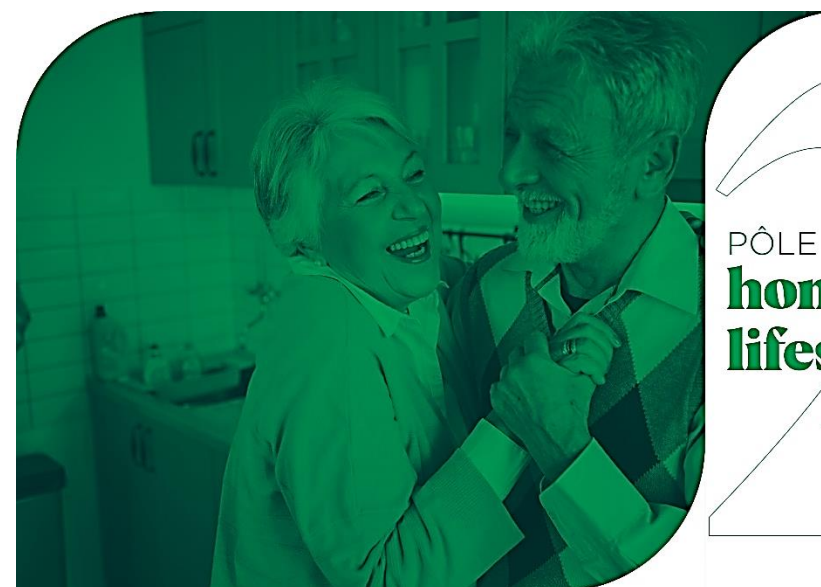
*comfort of being  
yourself*

**Afibel**

*inclusive fashion*

**XANDRES**  
BELGIUM

*affordable luxury*



PÔLE  
**home &  
lifestyle**

**3PAGEN**

**Coopers**  
OF STORTFORD

**vitrine  
magique**

*decoration - garden*

*practical life - well-being*



PÔLE  
**healthcare**

**SEDAGYL**  
Spécialiste de votre confort à domicile

*home support*

**santéol**

*respiratory assistance*

**MSANTÉ**

*infusion and nutrition*



# Damartex Key Figures

## 3 PÔLES



## 9 MARQUES "GOLDEN AGE"

- Damart : 58% CA
- Afibel : 12% CA
- Xandres
- 3 Pagen : 10% CA
- Coopers : 10% CA
- Vitrine magique
- Sédagyl
- Santéol
- MSanté



- France : 48% CA
- Great-Britain: 29% CA
- Belgium : 12% CA
- Germany : 9% CA
- Luxemburg
- Switzerland
- Austria
- Nederlands
- Spain

**764M€**  
de C. A.

**36,2M€**  
EBITDA  
(4,7% du CA)

**3 300**  
collaborateurs

**22M€**  
de ROC

**25,9M€**  
excédent financier net

**2,6 millions**  
de nouveaux clients en 1 an

## Un modèle omnicanal



**MOBILE & WEB**  
**18%**  
20 plateformes e-commerce.

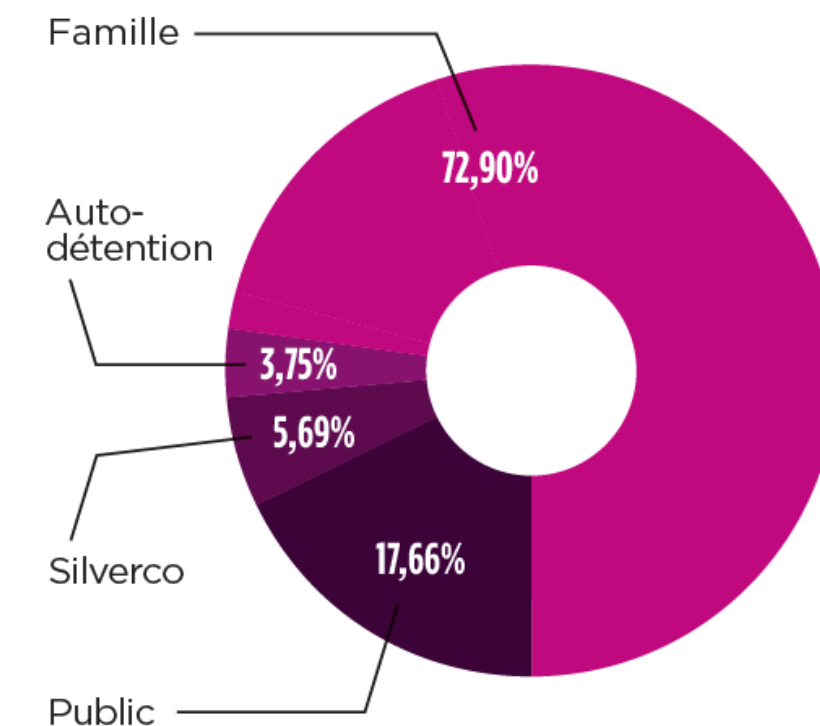


**MAGASINS 18%**  
169 points de vente & plus de 500 partenaires wholesales.



**VENTE À DISTANCE 60%**  
6 centres d'appel intégrés / 150 millions de mailings

## Un actionnariat majoritairement familial





# **2**

## **Market Ambition Brands**

# Growing and heterogeneous market



**Generation X**

*(born between 1962 & 1980) 16,5 million*



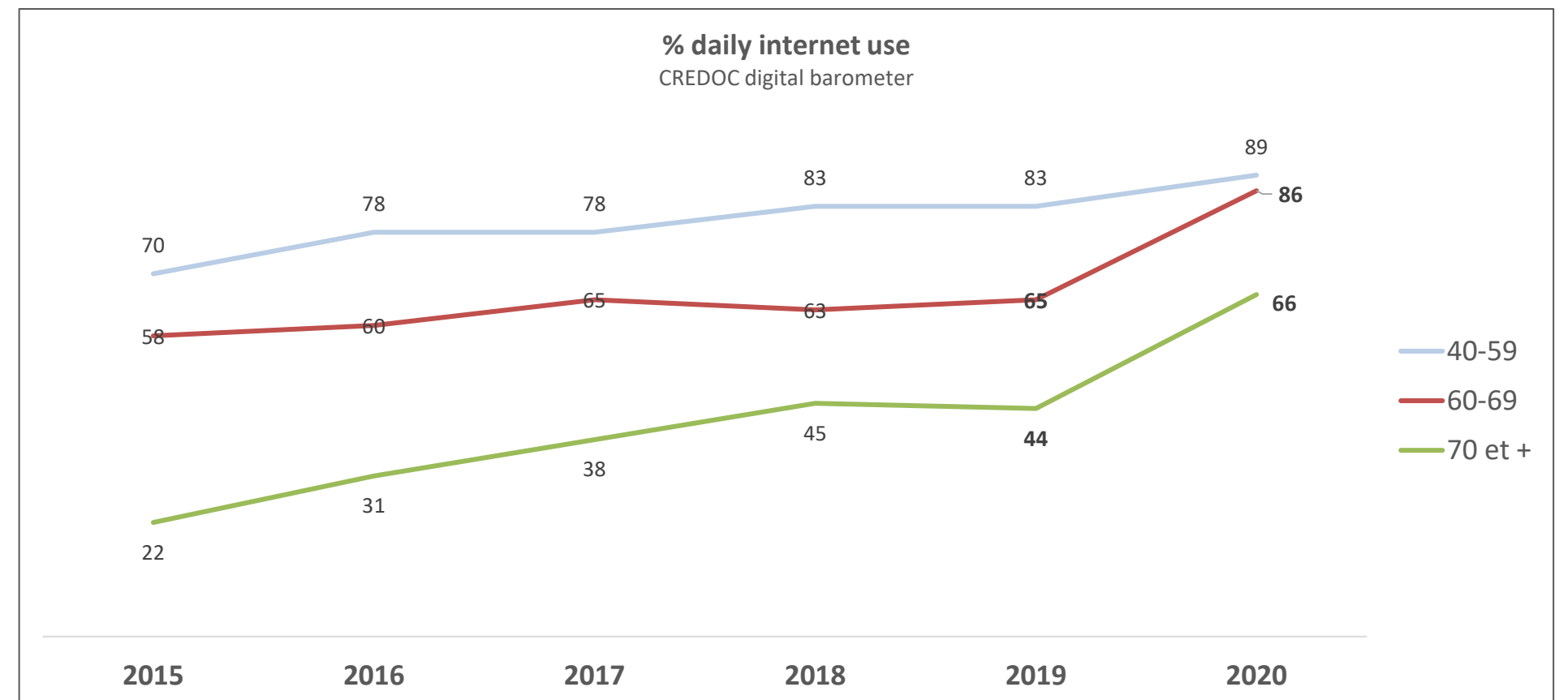
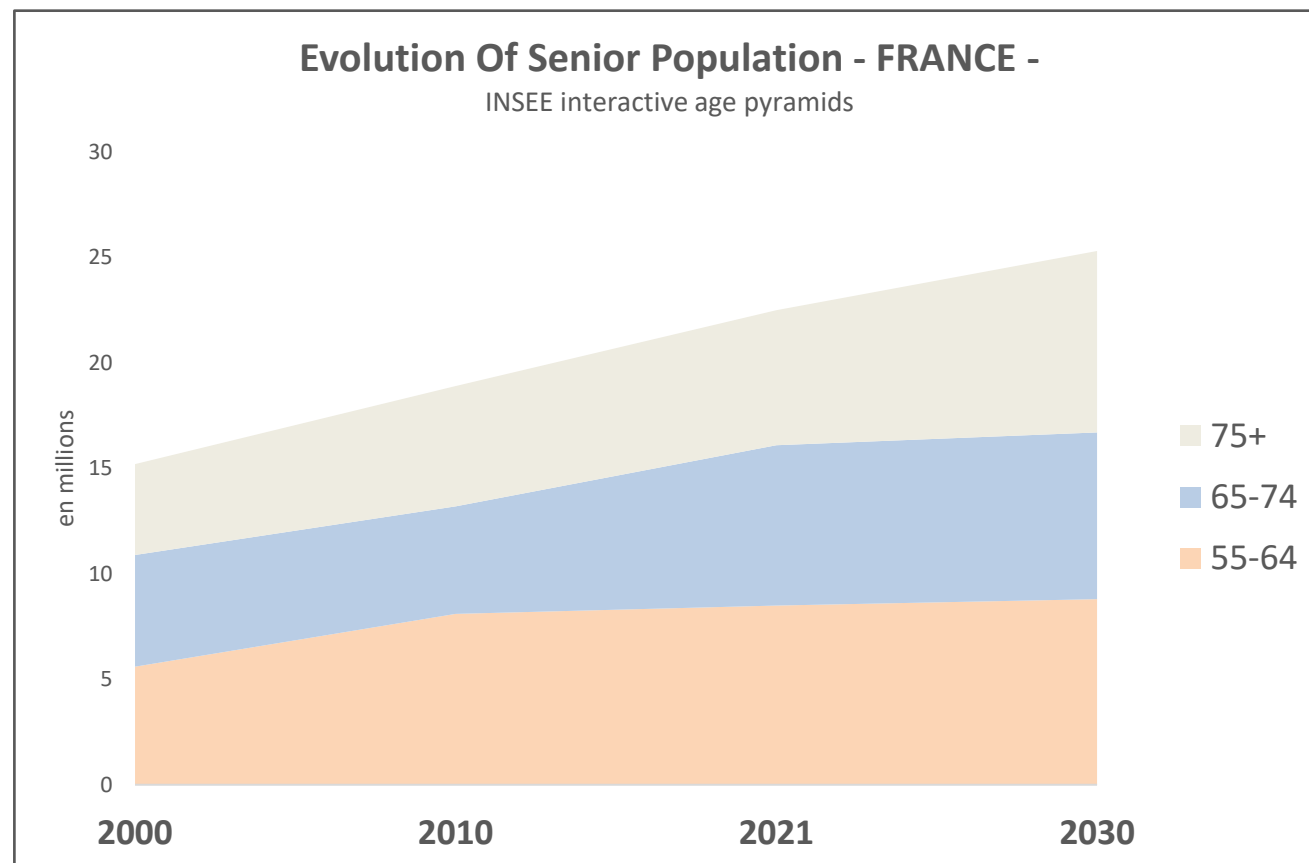
**Baby boomers**

*(born between 1945 & 1961) 12,2 million*



**Silent generation**

*(born before 1945) 5,9 million*





# High potential markets

## European senior clothing market 15Mds €

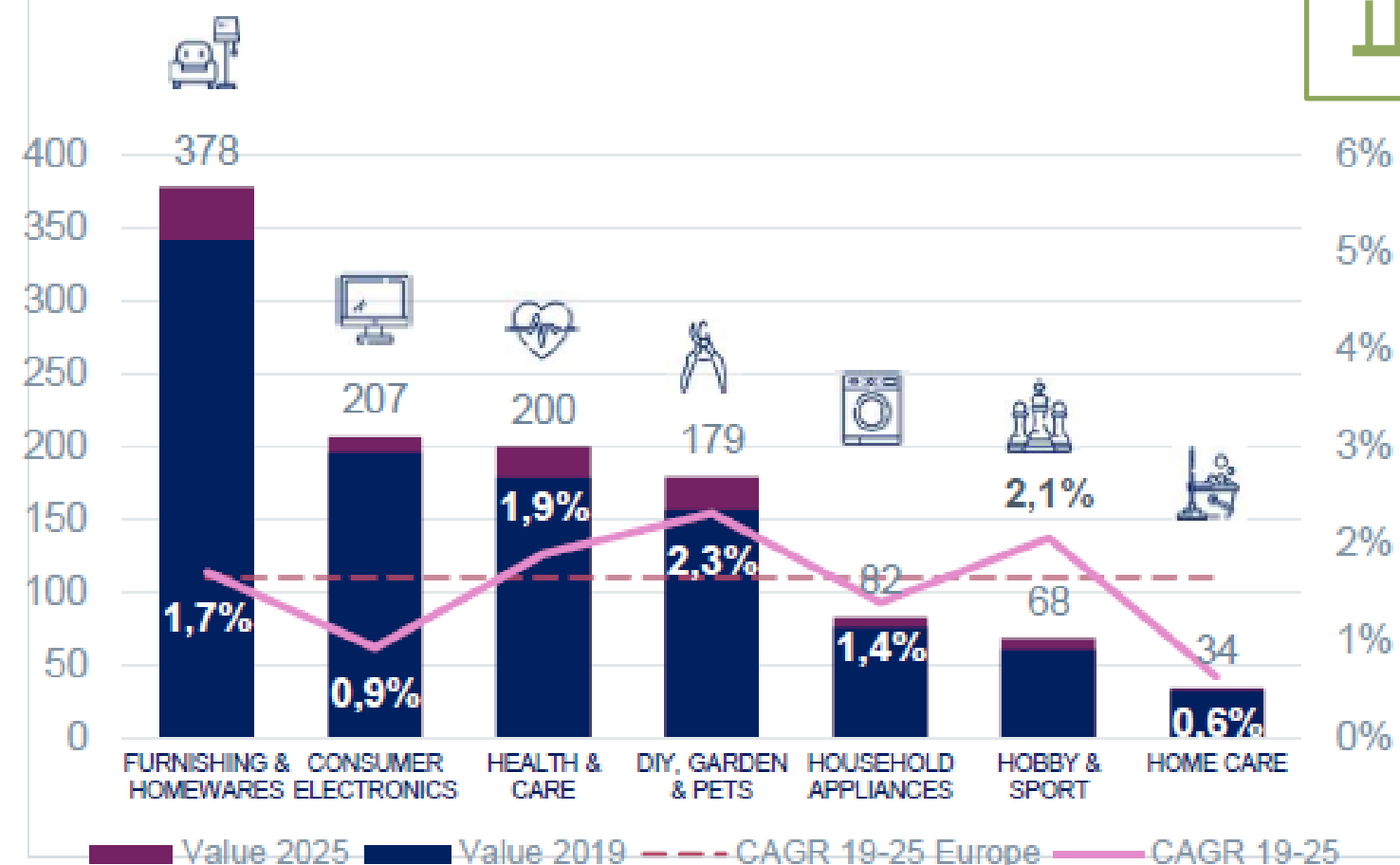
Ready to wear: - 11%  
Homewear : - 2 %  
Shoes : - 2 %

Kantar France AH 2020 vs AH 2018



FASHION

## 2025 PROJECTION OF TOTAL H&LS EUROPE MARKET (BN €)

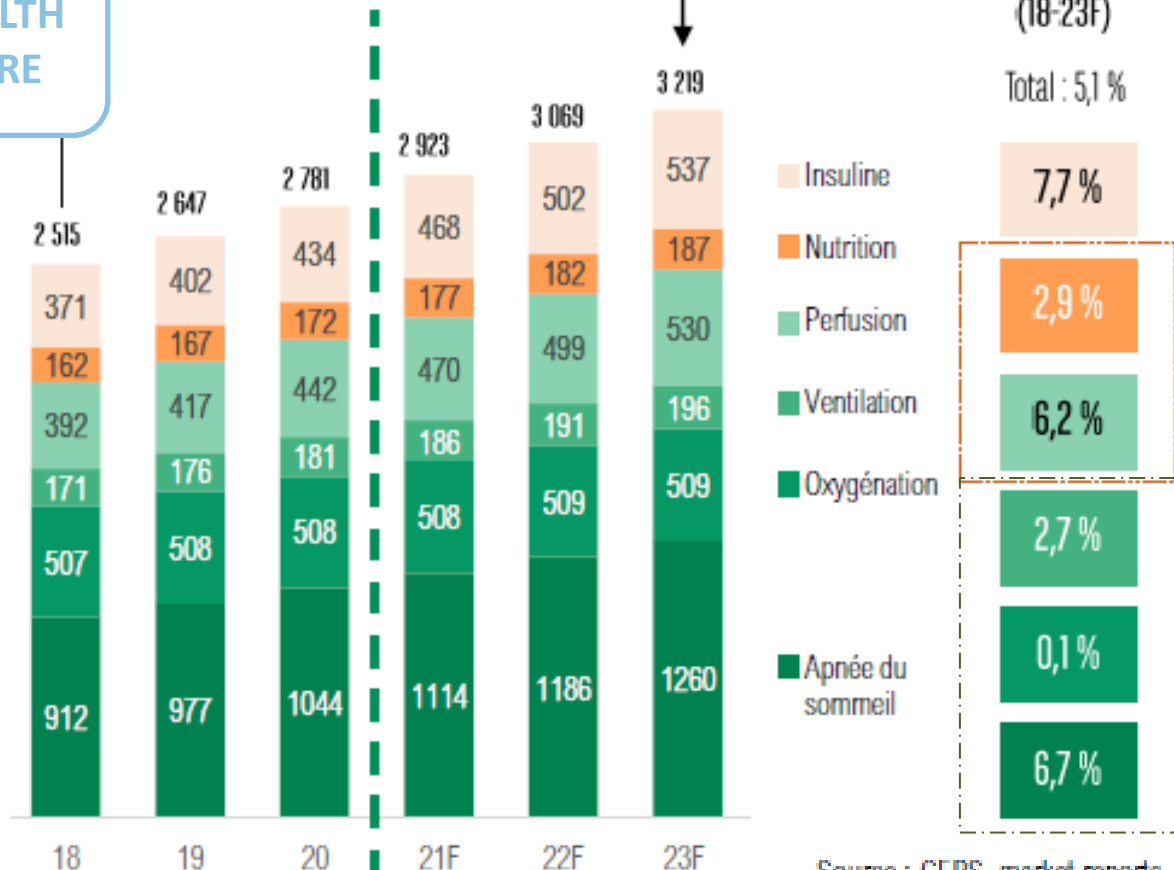


HOME & LIFESTYLE



HEALTH CARE

TCAM<sub>18-23</sub> +5,06%



Source : CEPS, market reports

# Fashion branch

## 3 strong and differentiating brands

**DAMART**  
439 M€

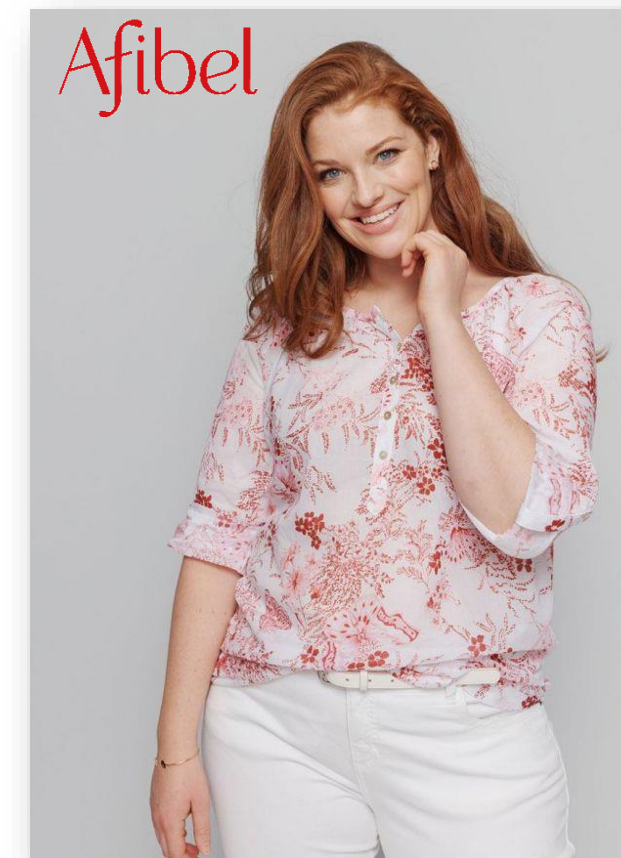
A well-known heritage brand, “comfort of being yourself”, textile intelligence, timeless fashion, sustainable & responsible reference brand, presence in 8 countries, 153 stores.

**Afibel**  
88 M€

Brand of "inclusive fashion", elegance for all body types, large sizes, presence in 2 countries exclusively for distance selling.

**XANDRES**  
BELGIUM  
22 M€

Brand of “affordable luxury”, richness of materials, morphology through Xandres Gold, presence in 2 countries, 15 stores and 170 distributors.





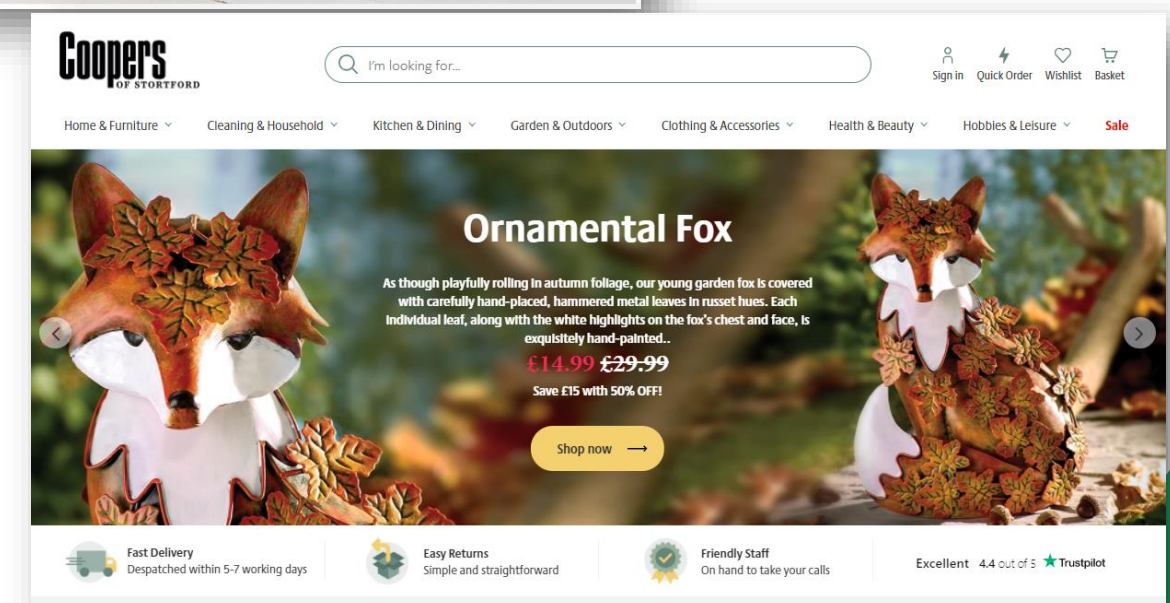
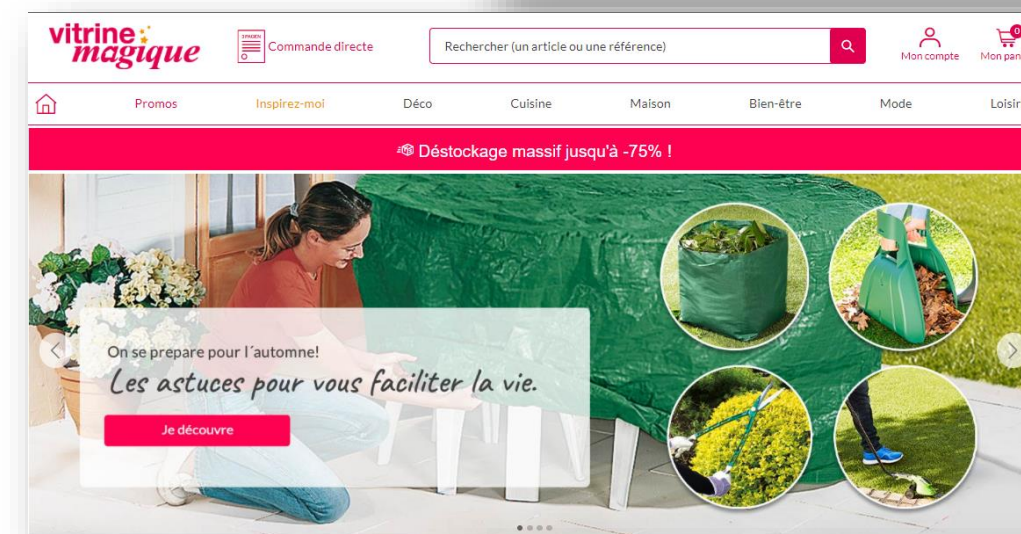
# Home & Lifestyle branch

## 3 brands recognized in their market

A unique concept in Europe : « Let life SHINE »

4 categories carried by "private labels" to accelerate development and differentiation :

- Home decoration
- Lifestyle garden
- Household practical
- Wellness



**3 PAGEN**

Germany, Austria

**77 M€**

**Coopers**  
OF STORTFORD

Great-Britain

**76 M€**

**vitrine**  
*magique*

France

**20 M€**



# Healthcare branch

## 3 specialized brands

**SEDAGYL®**  
Spécialiste de votre confort à domicile

22 M€

### Home Care

Distributor of products to facilitate aging well at home (health, incontinence, mobility, comfort, hygiene, etc.).

For distance selling and marketplace in France and UK.



**santéol**

9 M€

### Home service delivery

- **Respiratory Assistance**

Specialized services on oxygenation / sleep apnea

7 agencies in France



**MSANTÉ**

2 M€

- **Infusion & Nutrition**

Coordination services between the patient and the hospital

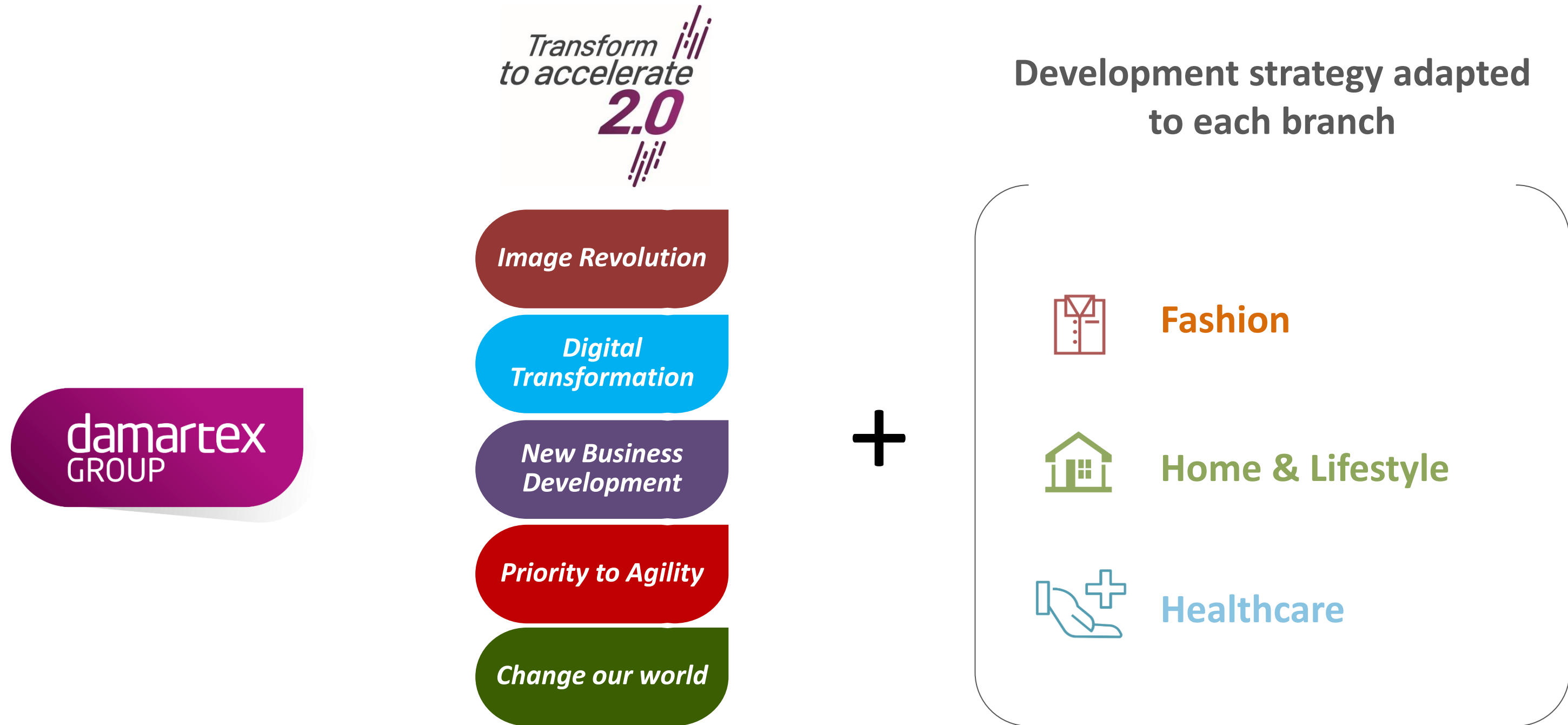
3 agencies in western France





# **3 Transformation Plan**

# A clear strategy serving an ambition : European leader in the Silver Economy

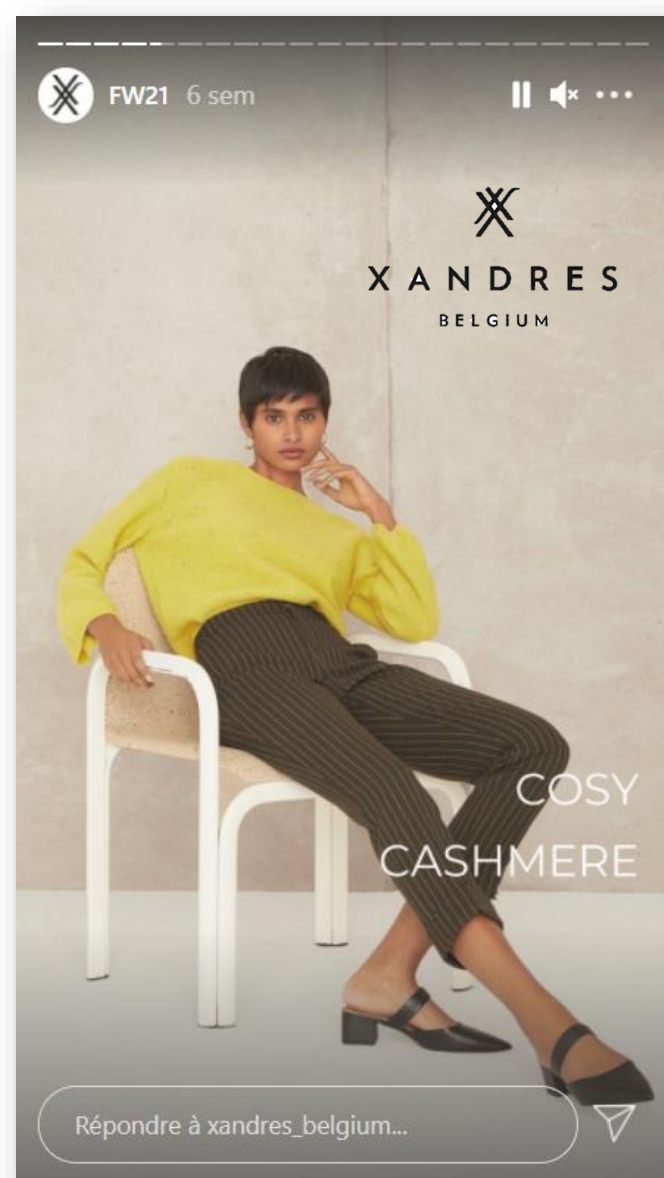
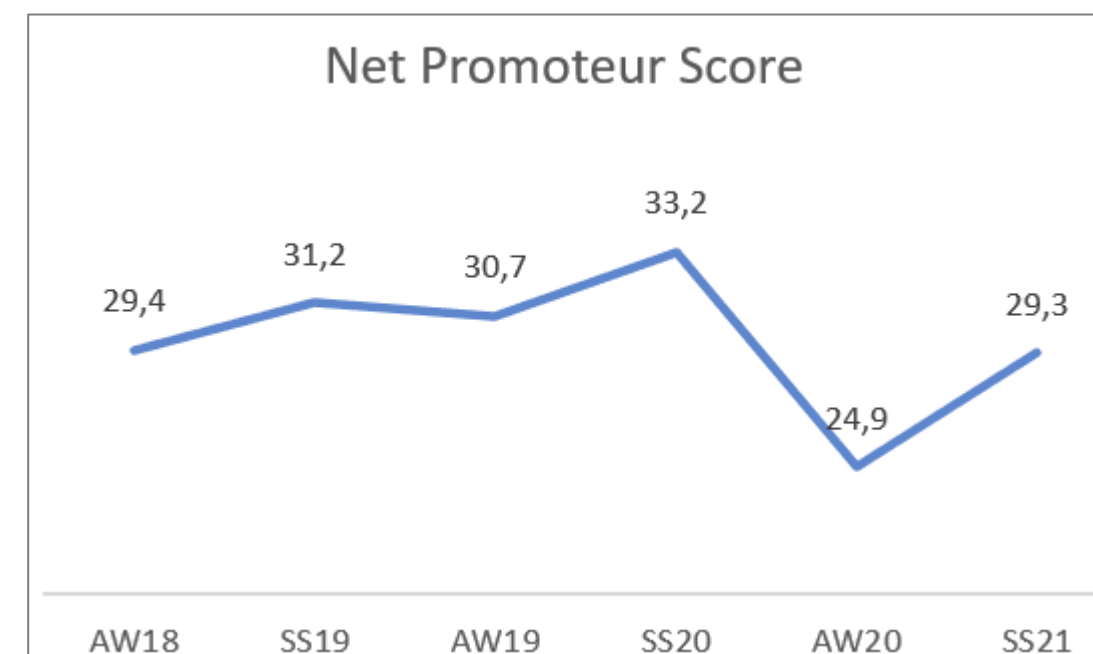




# Image Revolution & modernization

## Image Revolution

**Modernization of brands and customer experience**  
Achieve a Net Promoter Score > 50 for all brands by 2022  
(vs 29.3 in SS 2021)

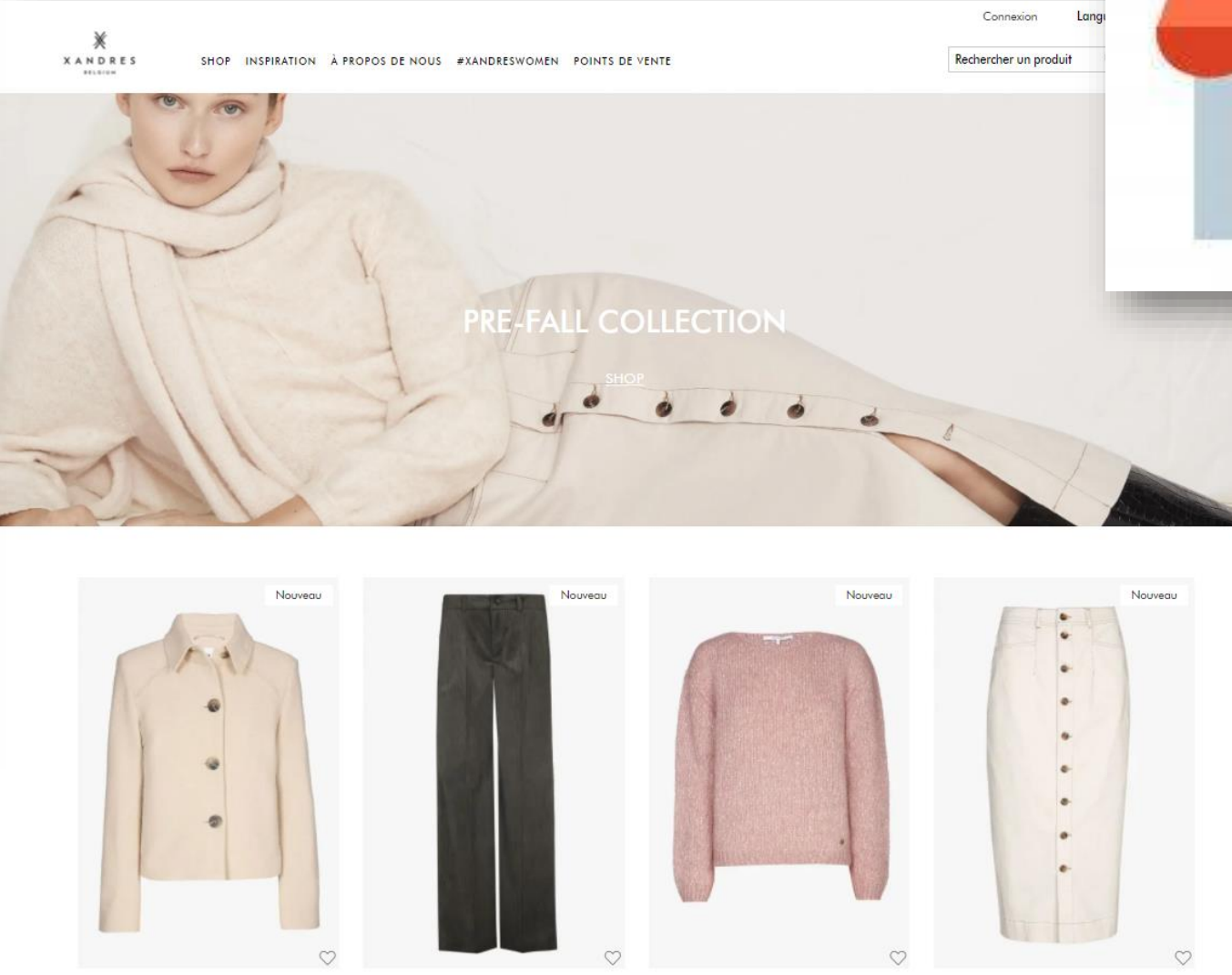
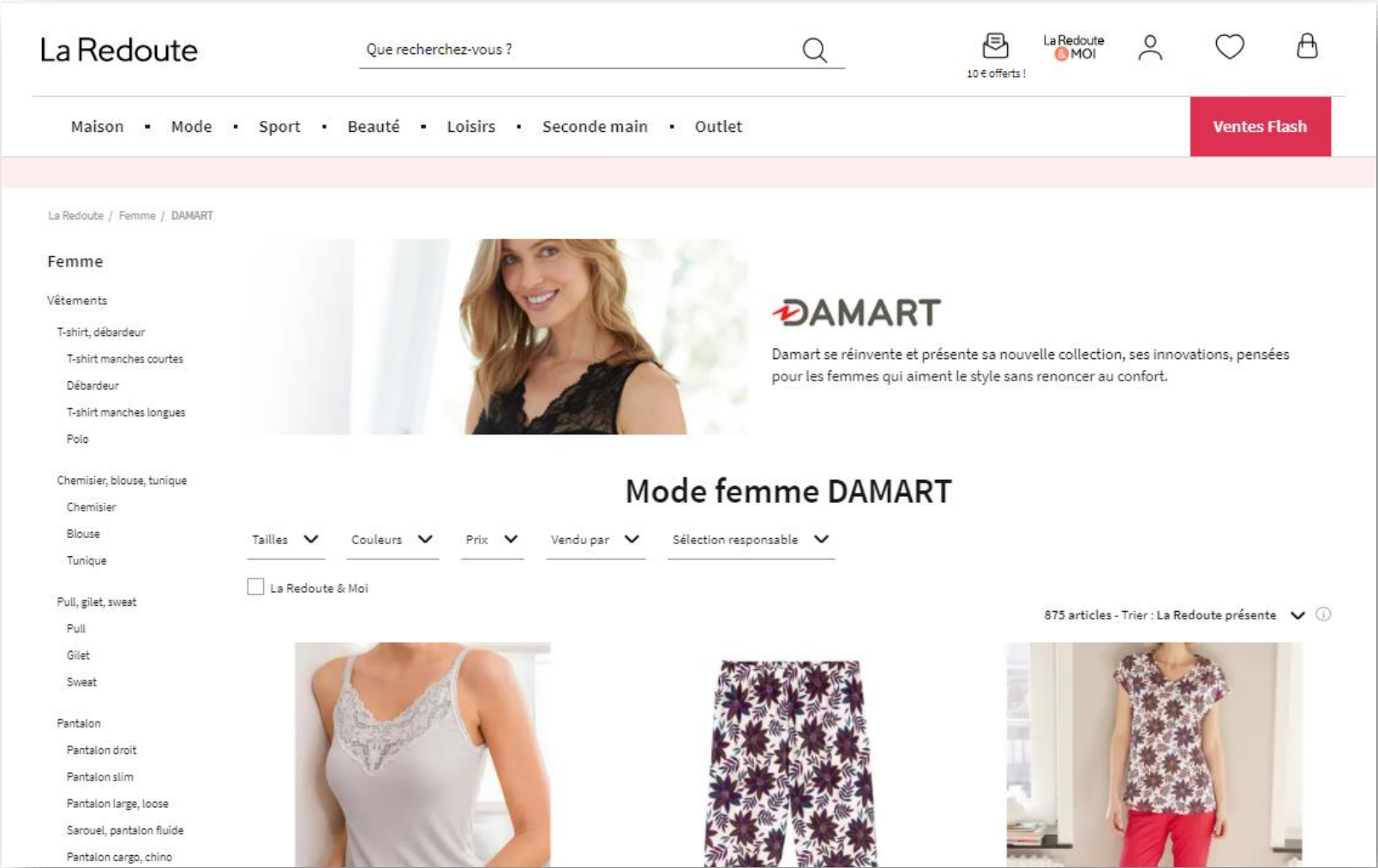
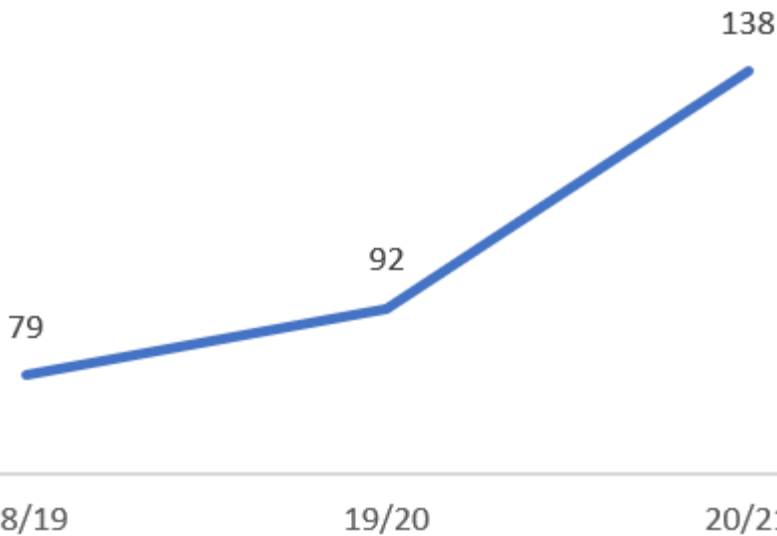


# Digital transformation

Digital  
Transformation

Investments in the digital channel  
E-commerce turnover target > € 150M by 2022  
(vs € 138M in June 2021)

CA E-Commerce





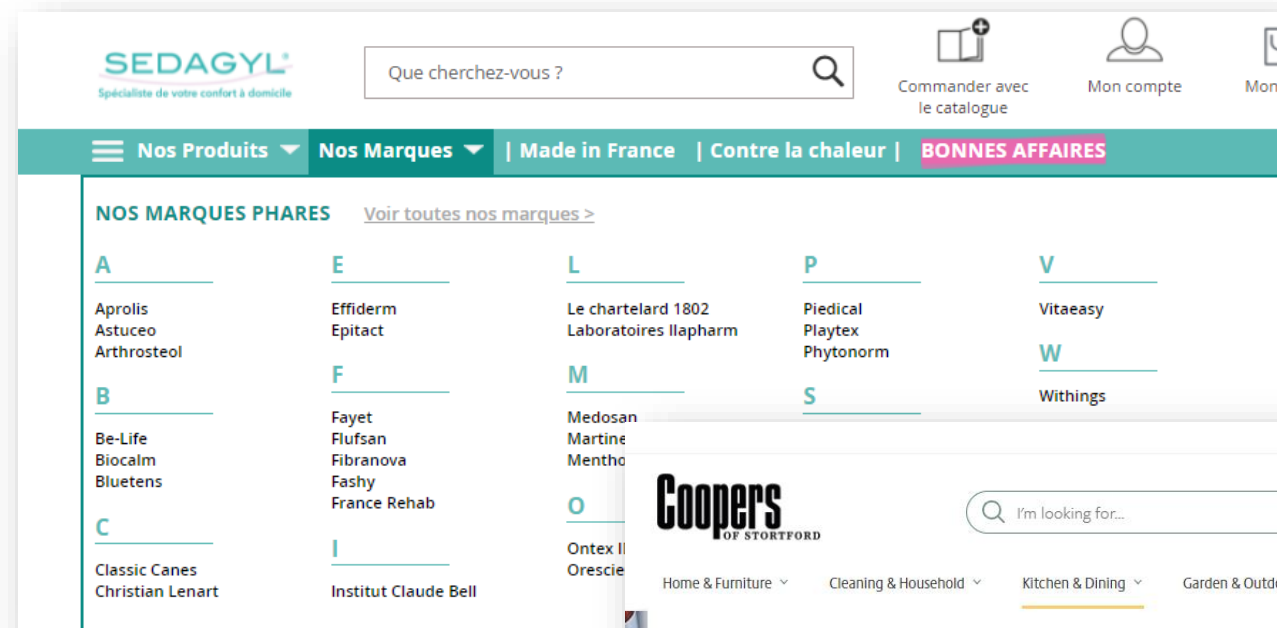
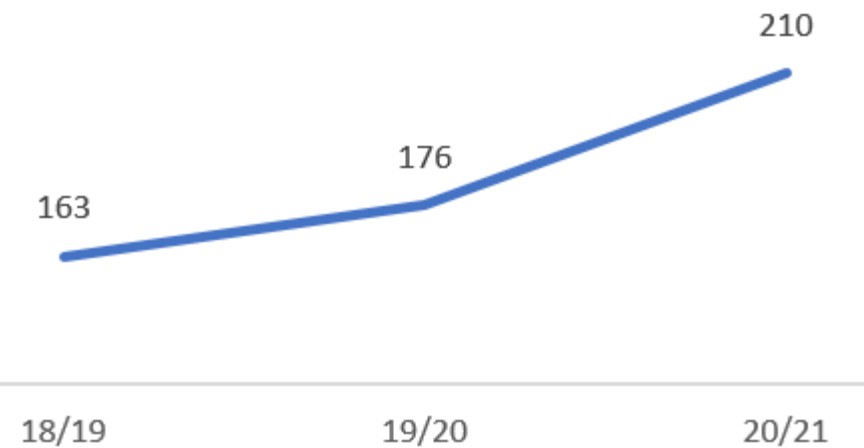
# New business development

New Business Development

Acceleration of the growth of the Home & Lifestyle and Healthcare divisions

Home & Lifestyle and Healthcare turnover target > 200M € by 2022 (vs 210M € in June 21)

CA H&LS et Healthcare



3 PAGEN

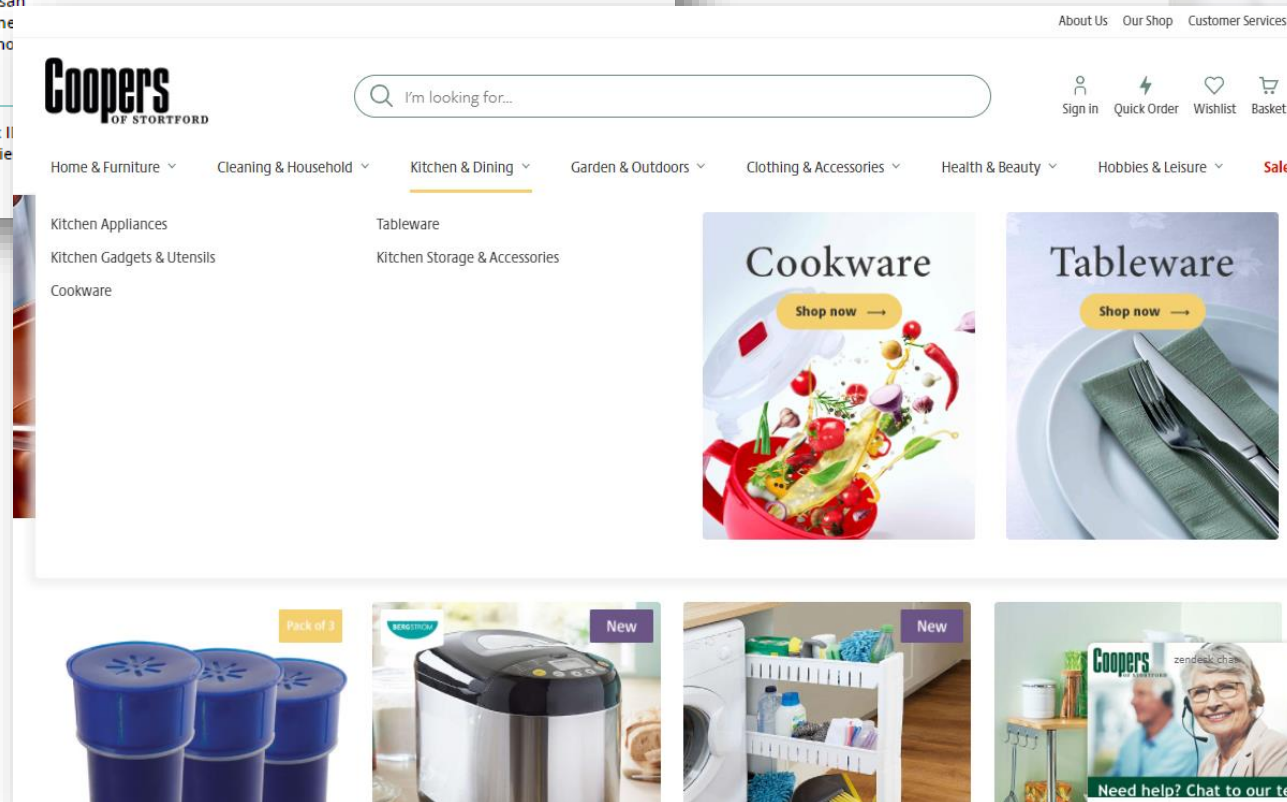
Katalog-  
bestellschein



Nach Artikel oder Bestellnummer suchen...

Anmelden

Warenkorb





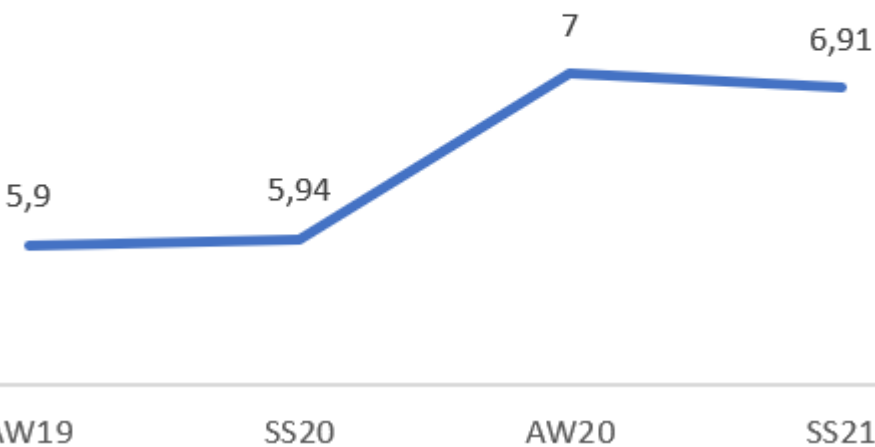
# Priority to agility

Priority to Agility

## Flexibility of our model

Continuation of investments in supply chain and IT.  
Agility index target > 7 in 2022 (vs 6.91 in September 2021)

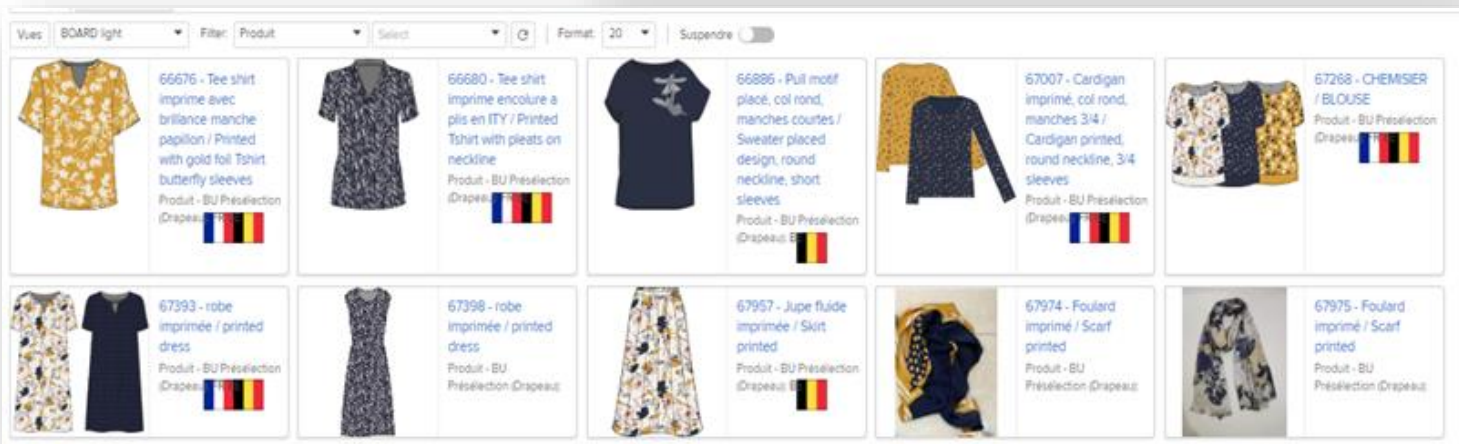
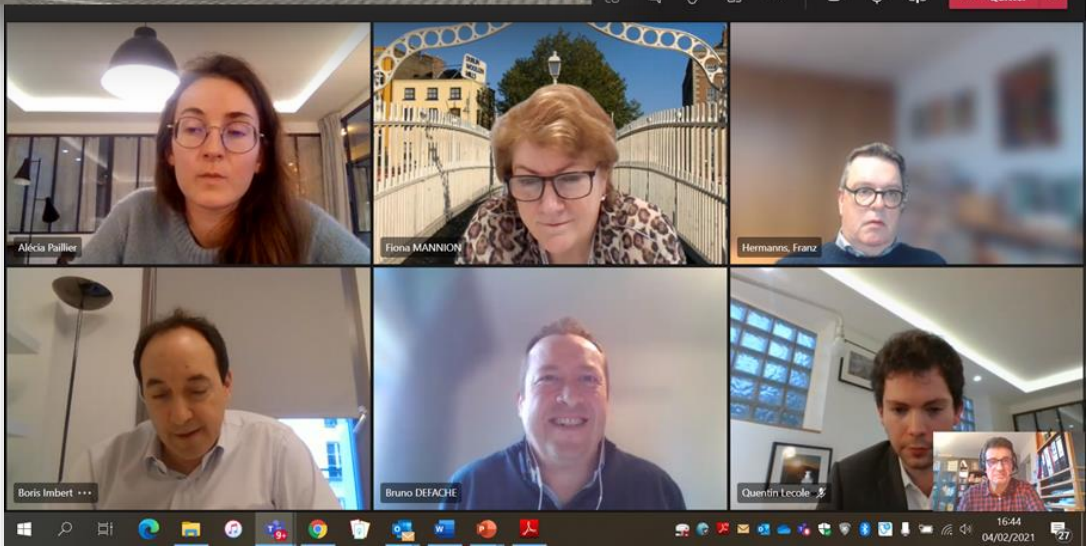
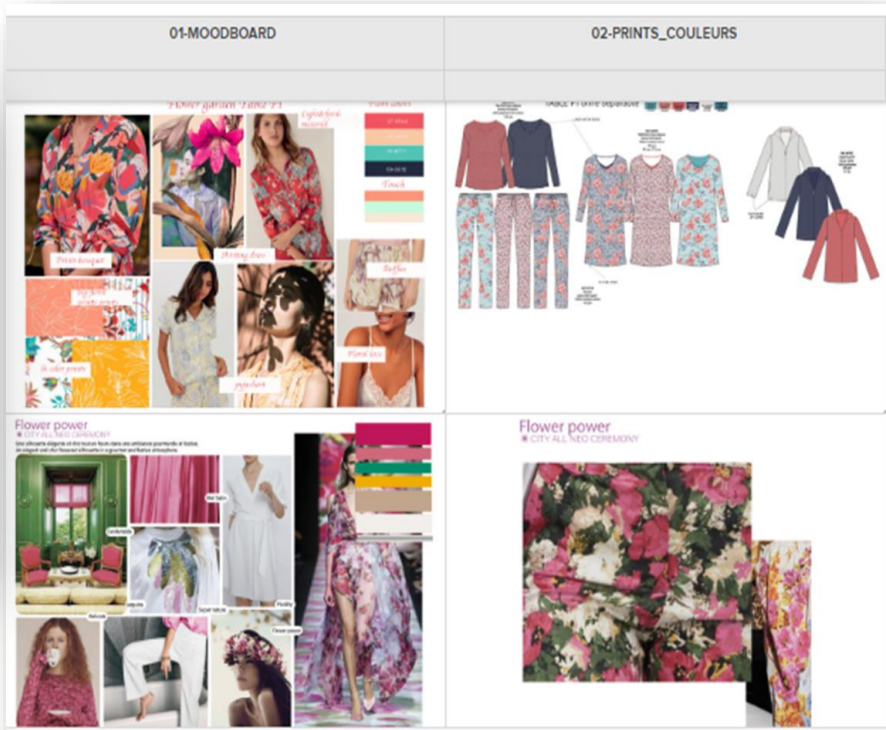
### Agility Index



Rapide, facile et gratuit :  
la commande en boutique  
par téléphone



Réservez gratuitement en 1 clic  
sur le site vos coups de cœur  
et laissez vous guider !



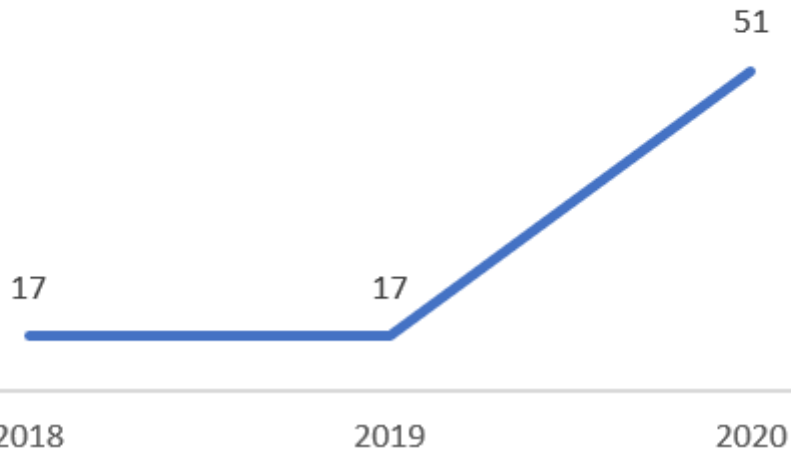


# Change our world

Change our world

**CSR at the heart of the project:**  
Elimination of single-use plastic packaging, 30% reduction in the carbon footprint, Gaia index target > 70% in 2022 (vs 51% in 2020)

Gaia Index





# **4**

## **2020 / 2021 Performance and Outlook**



# Dynamic and solid financial performance

## Growth acceleration

- Strong activity growth of + 11.4% across all divisions
- E-commerce sales at € 138M + 47%
- Recovery of the Fashion branch
- Confirmation of the strategy for the H&LS and Healthcare divisions

## Reasons for the positive dynamic

- Relevant transformation plan initiated one year before the pandemic
- Agility and rapid decision-making
- Investment maintained (and increased) in times of crisis

## Profitability and financial strongness

- Strong increase in EBITDA + € 36.2M
- Net Result +16,3M€
- Net Financial Excedent + € 25.9m



# Yearly Turnover at June 30, 2021

## by channel



### Catalogues

459,2 M€ (60%)  
+7,4% vs LY



### Shops

137,9 M€ (18%)  
-3,8% vs LY



### E-Commerce

137,9 M€ (18%)  
+47% vs LY



### Wholesales

20,5 M€ (3%)  
+17,2% vs LY



### Services

8,7 M€ (1%)  
+122,6% vs LY

## by branch



555,1M€ (73%)  
+11% vs LY



177,7M€ (23%)  
+8,3% vs LY



31,5M€ (4%)  
+42,1% vs LY

**damartex**  
GROUP

**CA : 764,2M€**  
**+11,4% vs LY**

## by brand

	CA M€	% Groupe	vs 19-20
Damart	439,4	57,5%	14,9%
Afibel	88,4	11,6%	-0,1%
Maison Du Jersey	5,4	0,7%	-48,1%
Xandres	21,7	2,8%	16,3%
<b>Fashion</b>	<b>555,1</b>	<b>72,6%</b>	<b>11,0%</b>
Delaby	4,3	0,6%	-41,8%
Coopers of Stortford	75,9	9,9%	43,3%
3Pagen	77,8	10,2%	0,4%
Vitrine Magique	19,7	2,6%	16,7%
<b>Home &amp; Lifestyle</b>	<b>177,6</b>	<b>23,2%</b>	<b>8,3%</b>
Santeol	8,7	1,1%	122,6%
Sedagyl	22,8	3,0%	24,8%
<b>Healthcare</b>	<b>31,4</b>	<b>4,1%</b>	<b>42,1%</b>
<b>DAMARTEX Group</b>	<b>764,2</b>	<b>100,0%</b>	<b>11,4%</b>

(Delaby and Maison du Jersey activities cease on 06/30/21, Jours Heureux sale completed on 07/31/2020)

# Current Operational Profitability

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CA : 764,2M€  
ROC : 22,0M€  
EBITDA : +36,2M€

**damartex**  
FASHION

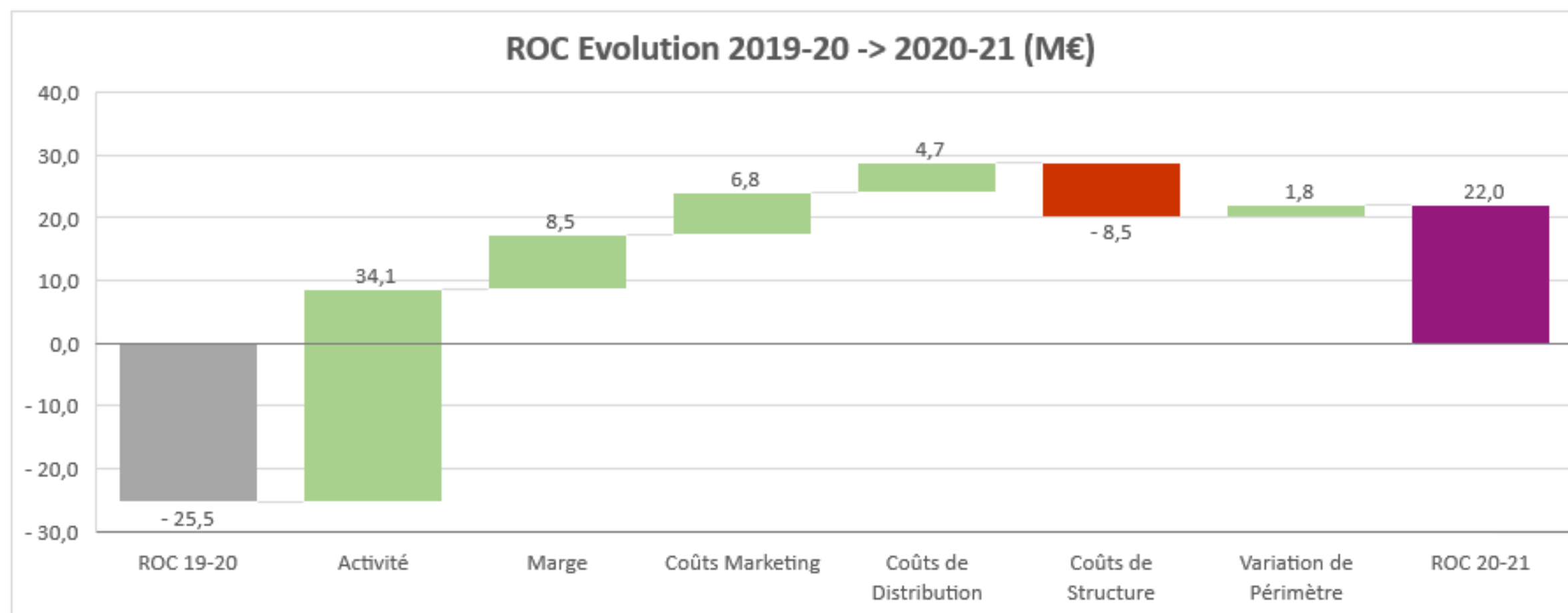
CA : 555,1M€  
ROC : +6,9M€  
EBITDA : +17,0M€

**damartex**  
HOME & LIFESTYLE

CA : 177,7M€  
ROC : +12,6M€  
EBITDA : +14,6M€

**damartex**  
HEALTHCARE

CA : 31,5M€  
ROC : +2,6M€  
EBITDA : +4,6M€





# Yearly Results

*in millions of euros*

	30 June 2019	30 June 2020	30 June 2021
<b>Turnover</b>	720,0	686,2	764,2
<b>Operational EBITDA</b>	13,9	3,5	36,2
EBITDA (IFRS 16)	N/A	18,7	52,8
<b>Current operating result</b>	1,2	-25,5	22,0
Other operating result	-4,2	-12,6	0,1
Assets impairment	-27,4	-19,8	-0,2
<b>Operating result</b>	-30,4	-57,9	21,9
Financial result	-1,0	-3,1	-0,7
<b>Result before tax</b>	-31,4	-61,0	21,2
Tax	-1,9	1,6	-4,9
<b>Result of continued operations</b>	-33,3	-59,4	16,3
Result of discontinued operations	-1,4	0,0	0,0
<b>Net result</b>	-34,7	-59,4	16,3

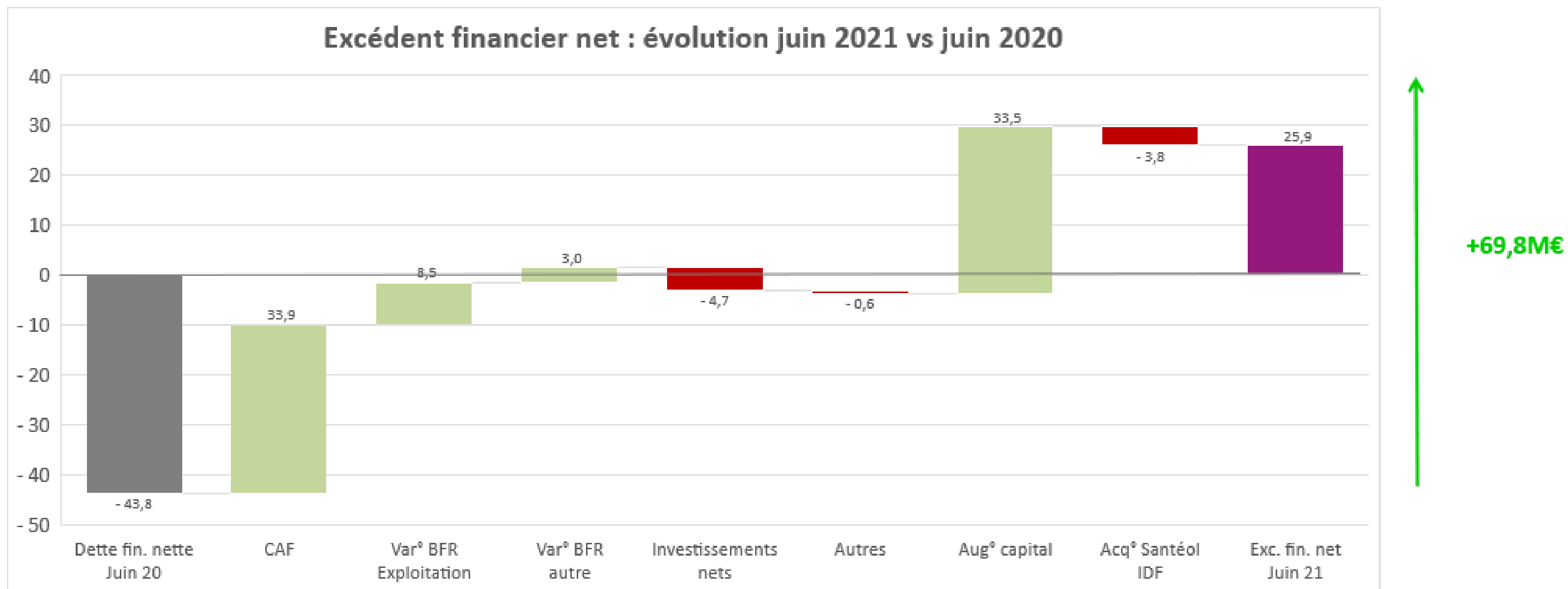
# Cash flows & BFR

*in millions of euros*

	30 June 2019	30 June 2020	30 June 2021
<b>Operational EBITDA</b>	<b>13,9</b>	<b>3,5</b>	<b>36,2</b>
<b>Operational NWC variation</b>	<b>17,8</b>	<b>12,5</b>	<b>8,5</b>
<b>CAPEX</b>	<b>-17,2</b>	<b>-12,6</b>	<b>-9,2</b>
<b>FREE CASH FLOWS Operational</b>	<b>14,5</b>	<b>3,4</b>	<b>35,6</b>
<b>Operational NWC</b>	<b>62,3</b>	<b>37,4</b>	<b>31,5</b>
- <i>Stocks</i>	<i>118,8</i>	<i>102,9</i>	<i>112,4</i>
- <i>Recevaibles</i>	<i>29,5</i>	<i>16,1</i>	<i>22,7</i>
- <i>Payables</i>	<i>-86,0</i>	<i>-81,6</i>	<i>-103,6</i>

# Net Financial Excedent

*in millions of euros*





# Outlook

Acceleration of the transformation plan  
« Transform To Accelerate 2.0 »

Continuing to gain market share

Significant increase in investments

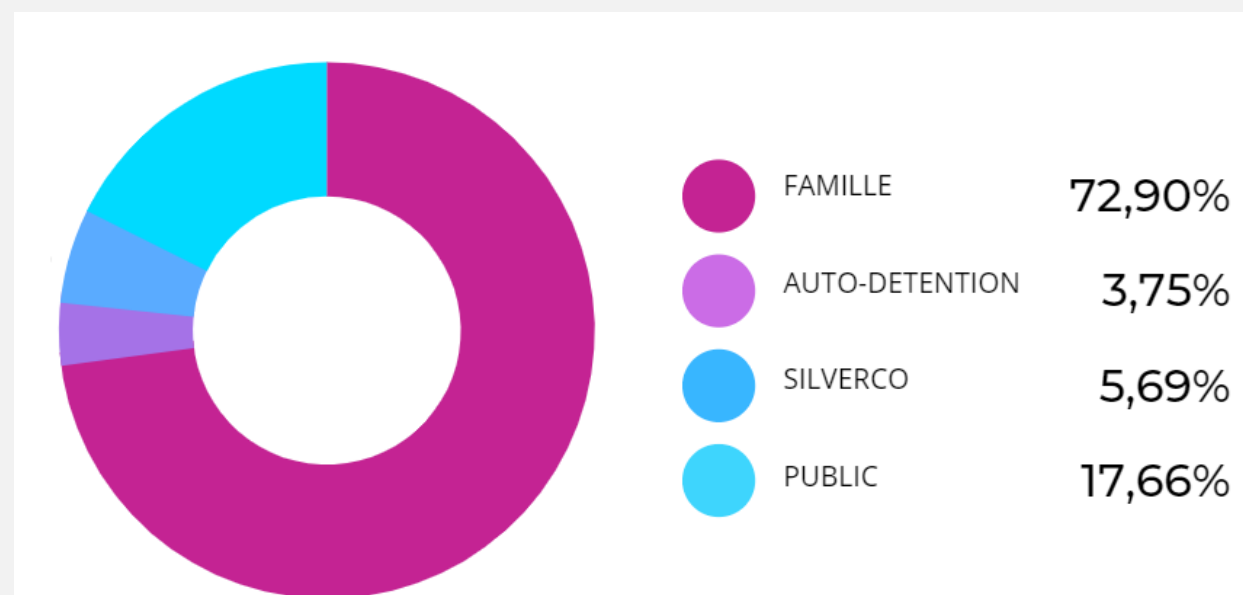
Strengthening agility in a volatile environment



# Appendices

# Shareholder structure

## Capital breakdown at June 30, 2021



## Share Price

	2018/2019	2019/2020	2020/2021
Highest price	30,40 €	18,00 €	22,40 €
Lowest price	13,80 €	9,60 €	8,05 €
Average monthly transaction volume	5 791	7 488	32 728
Market capitalization (in thousands of euros) based on the closing price on June 30	131 816	85 422	215 728
Number of shares at the end of the financial year	7 364 000	7 364 000	11 598 300

- The capital at June 30, 2021 amounts to € 57 991 500, divided into 11 598 300 shares with a par value of € 5, fully paid.
- The company has not issued any securities giving access to the capital.
- Under the authorizations granted to it, the company holds 3.75% of Damartex shares at June 30, 2021.



# Income Statement

*in millions of euros*

	30 june 2019	30 june 2020	30 june 2021
<b>Turnover</b>	720,0	686,2	<b>764,2</b>
Consumed purchases	-254,0	-240,5	<b>-276,0</b>
Staff costs	-130,5	-126,5	<b>-131,3</b>
External charges	-321,8	-300,5	<b>-303,1</b>
Depreciation on assets	-14,2	-15,5	<b>-17,5</b>
Depreciation and release on provisions	1,7	-14,2	<b>1,5</b>
<b>Current operating result</b>	<b>1,2</b>	<b>-25,5</b>	<b>22,0</b>
Other operating result	-4,2	-12,6	<b>0,1</b>
<b>Operating result</b>	<b>-30,4</b>	<b>-57,9</b>	<b>21,9</b>
Financial result	-1,0	-3,1	<b>-0,7</b>
Result before tax	-31,5	-61,0	<b>21,2</b>
Tax	-1,9	1,6	<b>-4,9</b>
<b>Result of continued operations</b>	<b>-33,4</b>	<b>-59,4</b>	<b>16,3</b>
Result of discontinued operations	-1,4	0,0	<b>0,0</b>
<b>Net result</b>	<b>-34,8</b>	<b>-59,4</b>	<b>16,3</b>

# Balance Sheet

*in millions of euros*

	30 June 2019	30 June 2020	30 June 2021
<b>Shareholder's Equity</b>	160,5	102,8	157,5
Long term financial debt	0,7	0,0	0,1
Long term leases debt	0,0	63,1	66,4
Other non current liabilities	31,4	35,6	36,0
<b>Non current liabilities</b>	32,1	98,8	102,4
Goodwill	16,6	37,1	42,3
Intangible assets	82,0	75,0	69,9
Tangible assets	80,8	59,9	59,1
Right of use	0,0	87,5	85,9
Other non current assets	1,8	6,6	8,8
<b>Non current assets</b>	181,2	266,1	265,9
Stocks	118,8	102,9	112,4
Receivables	29,5	16,1	22,7
Payables	86,0	81,6	103,6
Other current debts	24,1	31,6	39,6
<b>Net need in working capital</b>	38,2	5,9	-8,1
Provision	1,9	14,8	9,5
Net derivatives instruments	2,5	1,5	-0,3
Other financial debts	1,6	0,0	0,1
Leases debt	0,0	15,1	15,3
Net liabilities linked to discontinued operations	0,0	1,9	1,2
<b>Treasury</b>	-25,8	-43,8	26,1
<b>Total balance sheet</b>	397,8	489,5	465,0



**damartex**  
FASHION

**DAMART**  
*Afibel*  
X  
XANDRES  
BELGIUM

**damartex**  
HOME & LIFESTYLE

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