

A close-up photograph of a woman with short blonde hair, wearing white sunglasses and a red and white striped shirt. She is smiling broadly, showing her teeth. The background is a soft blue.

**FINANCIAL
INFORMATION
2020-2021**

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

**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

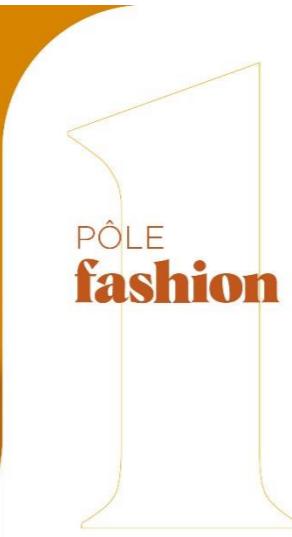
To grow old is to live

- 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



DAMART

*comfort of being
yourself*

Afibel

inclusive fashion

X ANDRES
BELGIUM



3PAGEN

Coopers
OF STORTFORD

vitrine
magique

*decoration - garden
practical life - well-being*



SEDAGYL®
Spécialiste de votre confort à domicile

santeol

home support

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

9 pays d'implantation

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

764M€

of turnover



22M€

current operating income

36,2M€

EBITDA
(4,7% du CA)



25,9M€

net financial surplus

3 300

employees



2,6 millions

new customers in 1 year

An omnichannel model



MOBILE & WEB
18%

20 e-commerce platforms



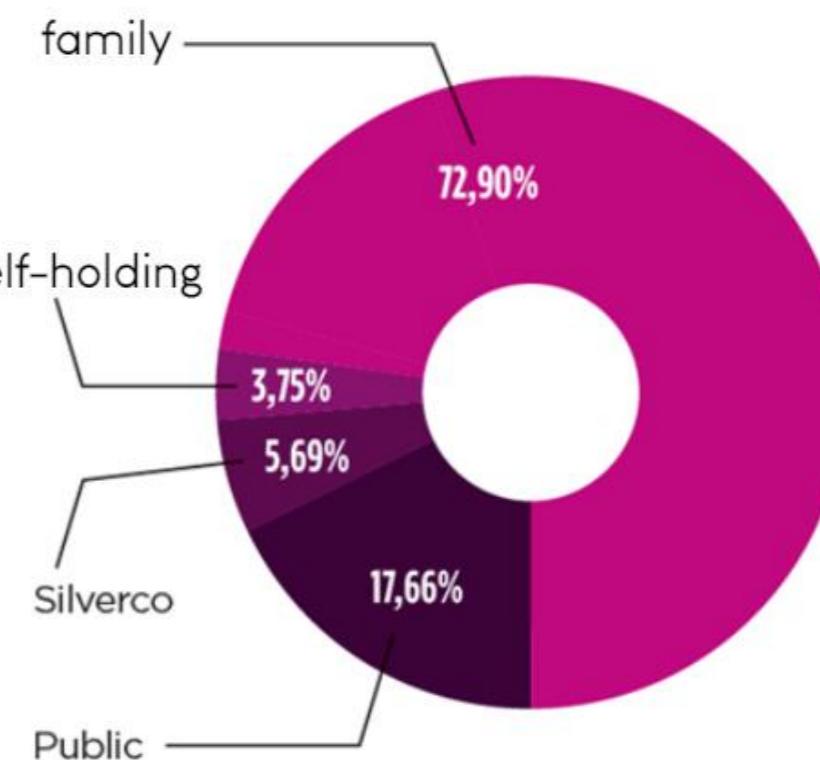
STORES **18%**

169 points of sale & over 500 wholesale partners



DISTANCE
SELLING **60%**

6 integrated call centres / 150 million mailings



2

Market Ambition Brands

Growing and heterogeneous market



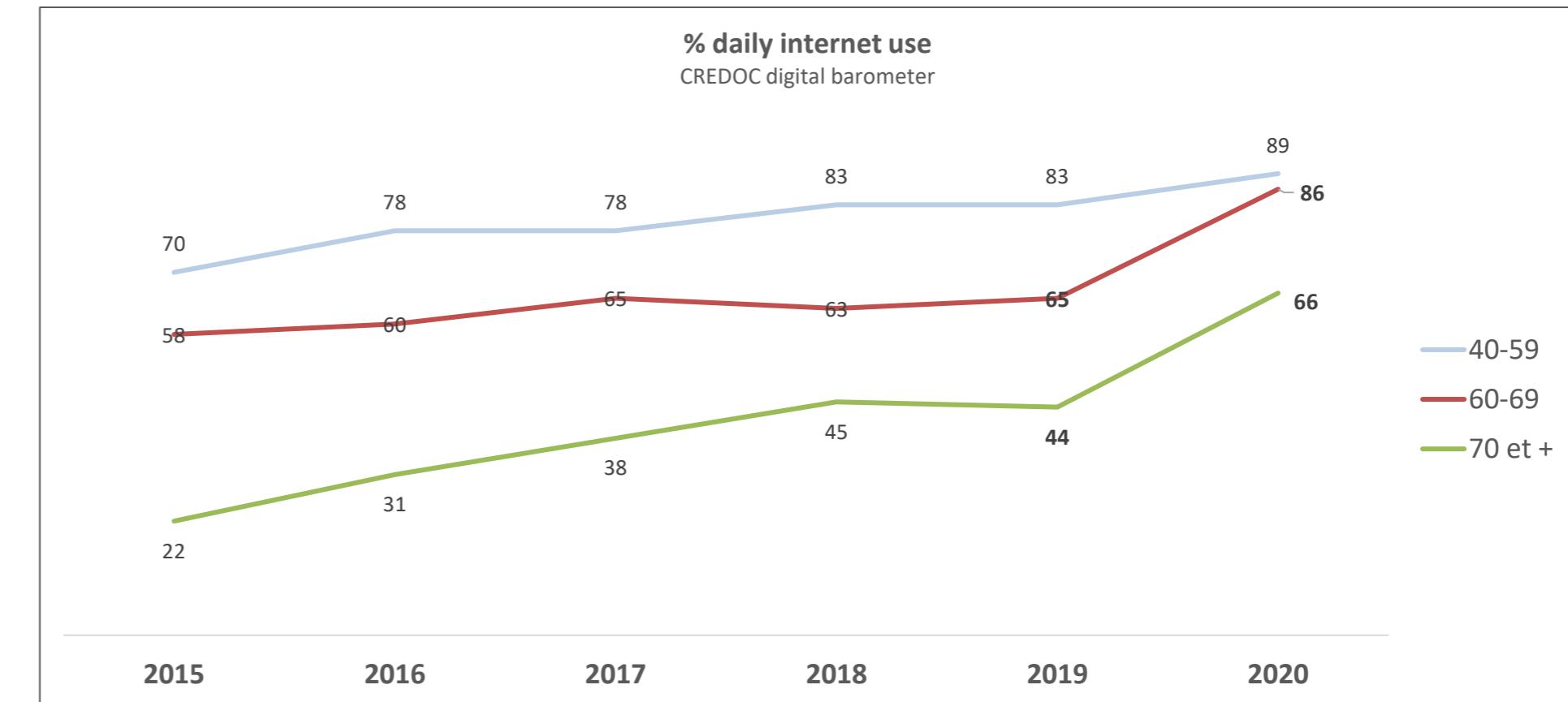
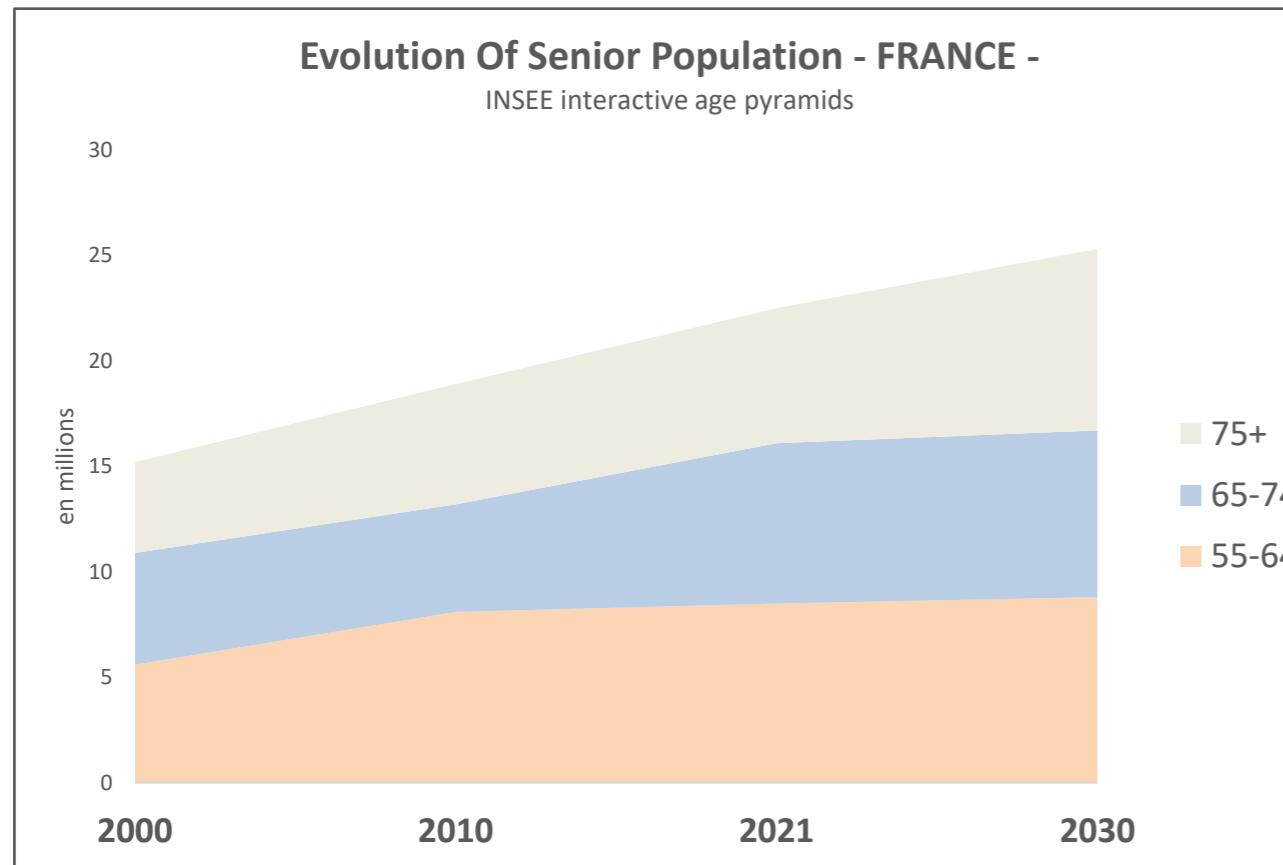
Generation X
(born between 1962 & 1980) 16,5 million



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 %

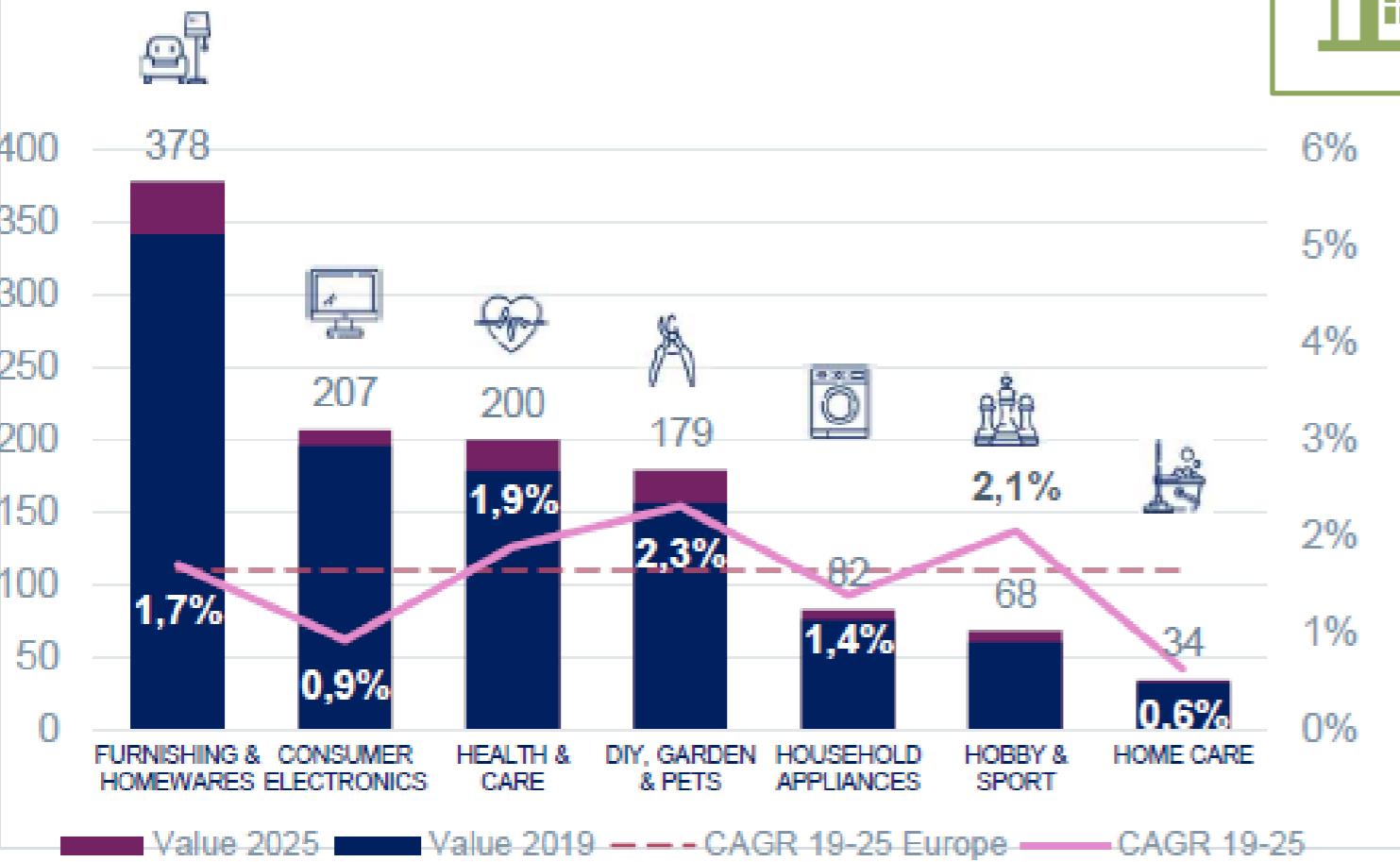
Shoes : - 2 %

Kantar France AH 2020 vs AH 2018



FASHION

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



HOME &
LIFESTYLE



HEALTH
CARE

TCAM₁₈₋₂₃ +5,06%



CAGR (%)
(18-23F)

Total : 51 %

7,7 %

2,9 %

6,2 %

2,7 %

0,1 %

6,7 %

Source : CEPS, market reports

Fashion branch 3 strong and differentiating brands



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.



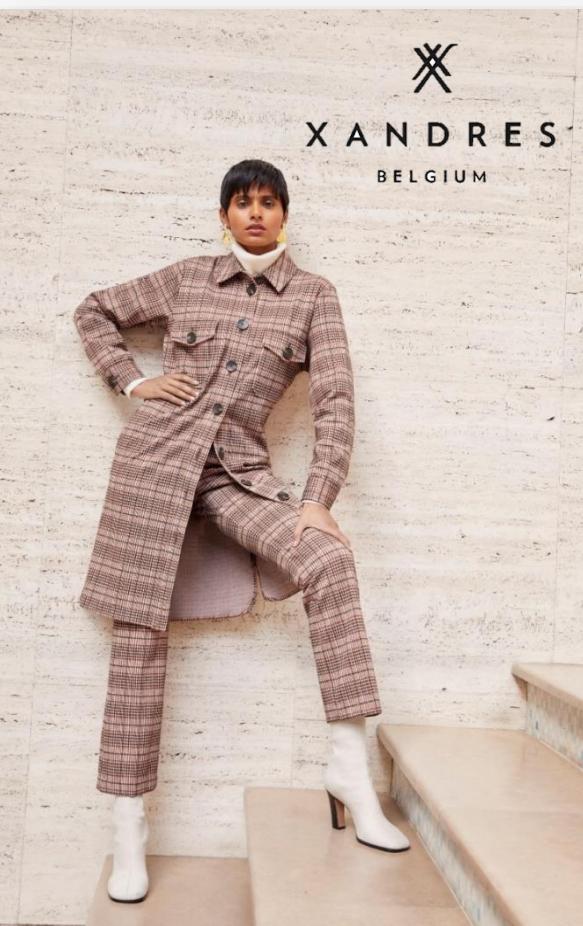
88 M€

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



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

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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.



**BIEN VIEILLIR
À DOMICILE**

Nos solutions pour faciliter
votre quotidien !

SEDAGYL®
Spécialiste de votre confort à domicile

santéol

9 M€

Home service delivery

• Respiratory Assistance

Specialized services on oxygenation / sleep apnea

7 agencies in France



santéol



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

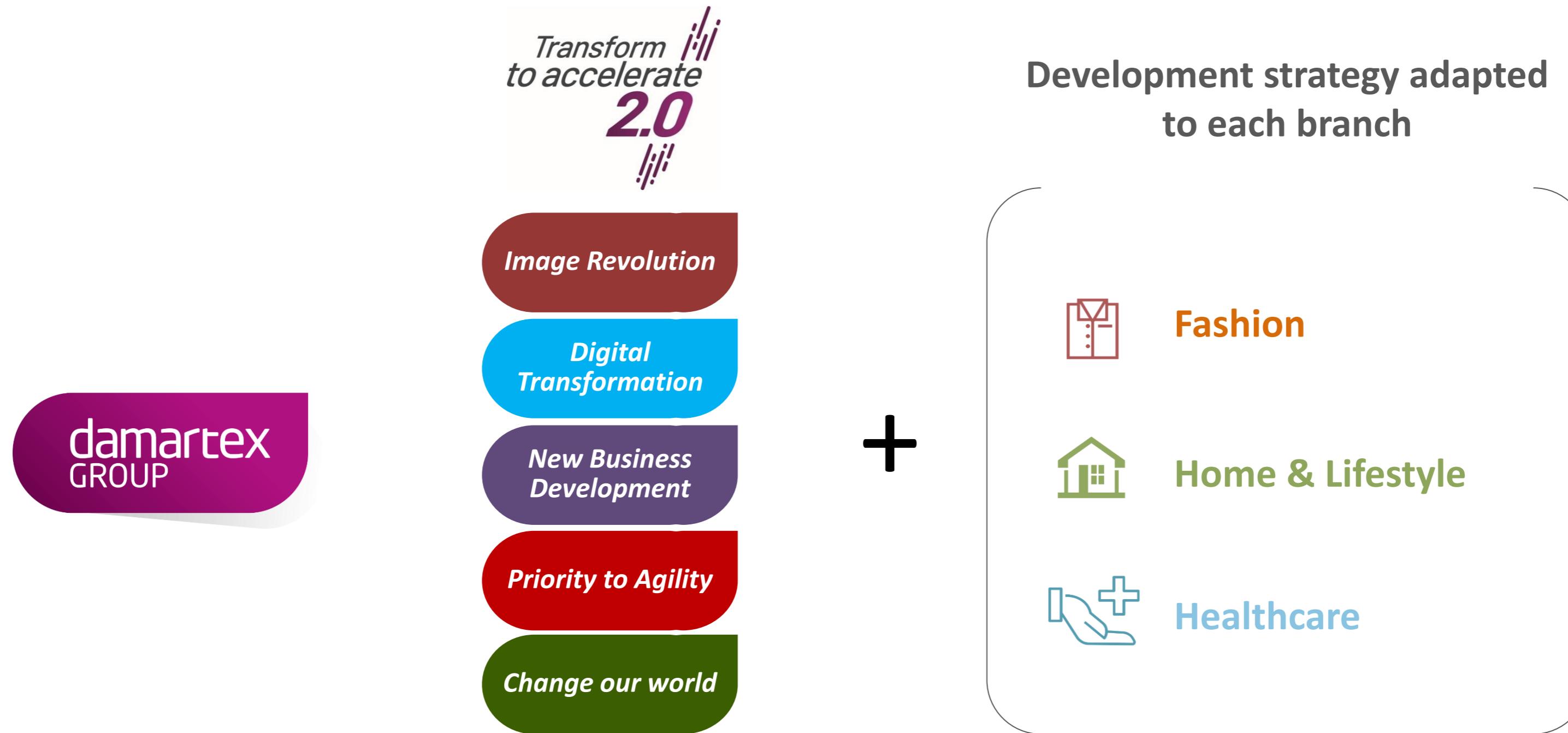
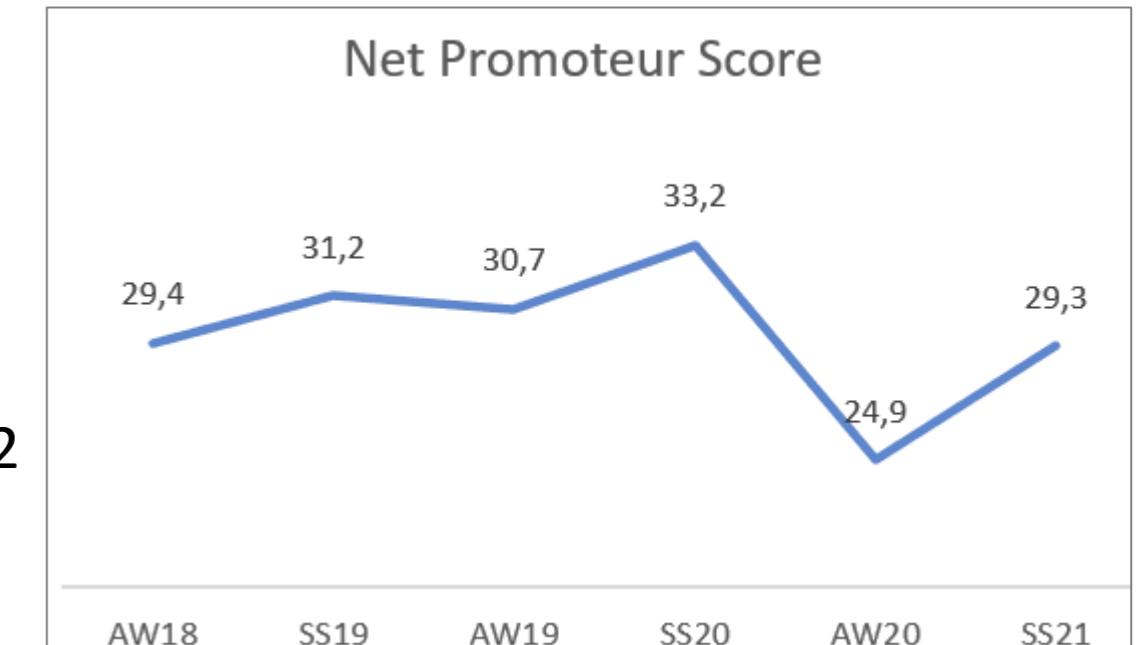
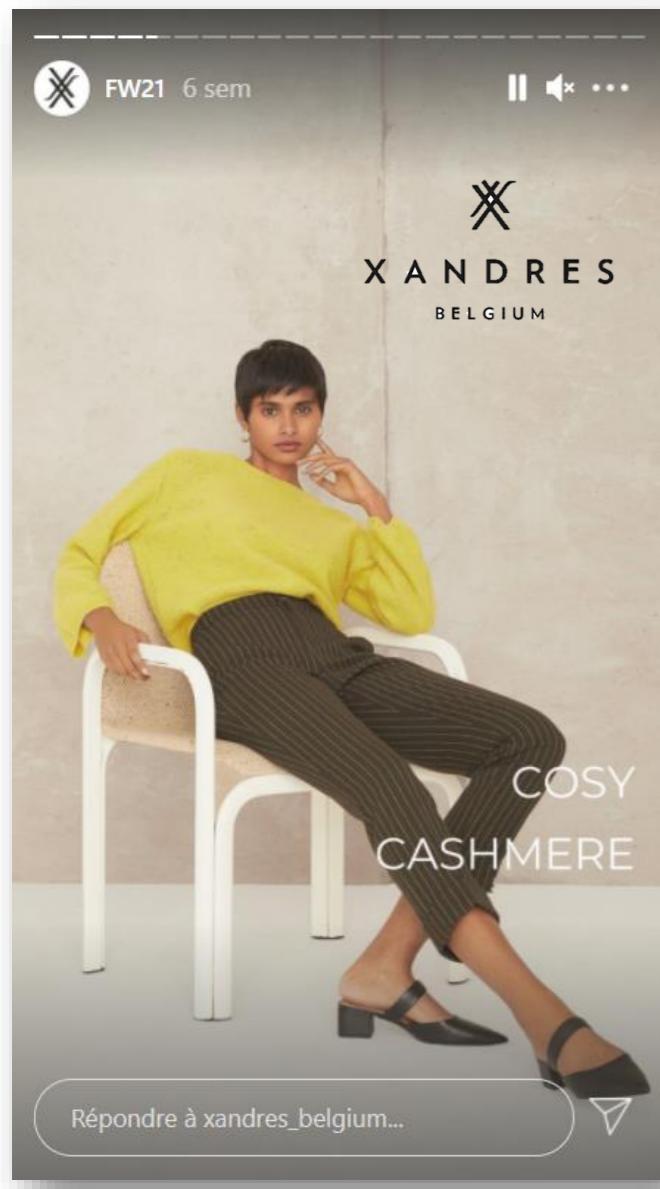


Image Revolution & modernization

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)



DAMART
DOSSIER DE PRESSE AH21_22

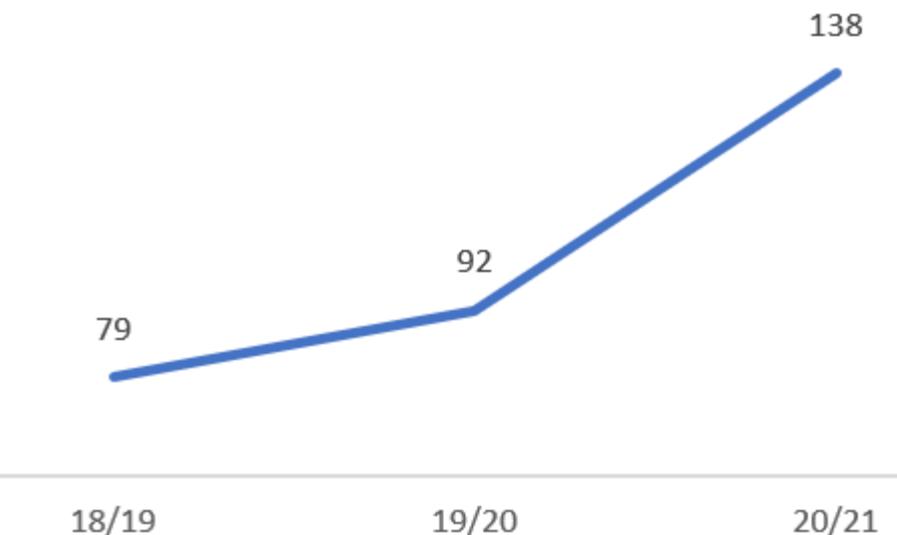
Digital transformation

*Digital
Transformation*

Investments in the digital channel

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

CA E-Commerce



The screenshot shows the La Redoute website interface. At the top, there is a navigation bar with categories: Maison, Mode, Sport, Beauté, Loisirs, Seconde main, and Outlet. A red button labeled "Ventes Flash" is visible. Below the navigation, there is a search bar with the placeholder "Que recherchez-vous ?" and a magnifying glass icon. To the right of the search bar are icons for email, user profile, heart, and lock. A banner for "DAMART" features a woman in a black lace top and text about the brand's reinvention.

Femme

- Vêtements
 - T-shirt, débardeur
 - T-shirt manches courtes
 - Débardeur
 - T-shirt manches longues
 - Polo
- Chemisier, blouse, tunique
 - Chemisier
- Blouse
 - Tailles
 - Couleurs
 - Prix
 - Vendu par
 - Sélection responsable
- Tunique
- Pull, gilet, sweat
 - Pull
 - Gilet
 - Sweat
- Pantalon
 - Pantalon droit
 - Pantalon slim
 - Pantalon large, loose
 - Sarouel, pantalon fluide
 - Pantalon cargo, chino

Mode femme DAMART

875 articles - Trier: La Redoute présente

Three product thumbnails are shown: a white lace-trimmed top, a purple floral top, and a woman in a pink top and red pants.

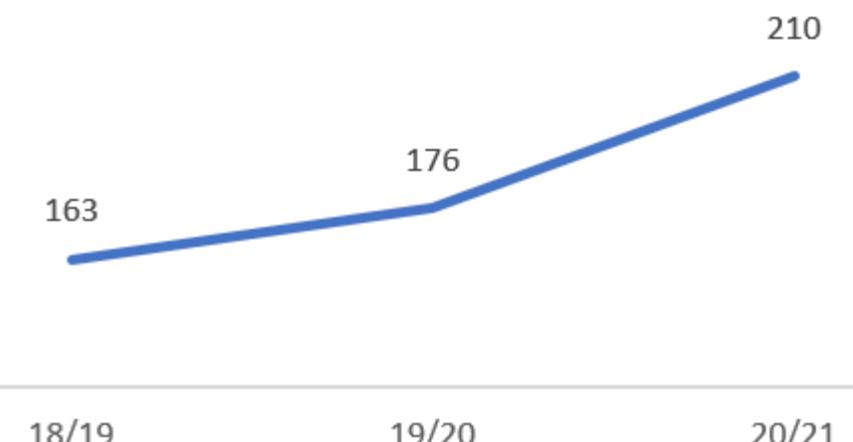
The screenshot shows the Xandres Belgium website. At the top, there is a navigation bar with links: SHOP, INSPIRATION, À PROPOS DE NOUS, #XANDREWOMEN, and POINTS DE VENTE. A search bar is also present. The main banner features a woman in a light-colored sweater and the text "PRE-FALL COLLECTION". Below the banner, there are four new products displayed: a white double-breasted jacket, a pair of dark trousers, a pink sweater, and a cream-colored skirt with buttons.

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)



SEDAGYL
Spécialiste de votre confort à domicile

Que cherchez-vous ?

Commander avec le catalogue

Mon compte

Nos Produits Nos Marques | Made in France | Contre la chaleur | **BONNES AFFAIRES**

NOS MARQUES PHARES [Voir toutes nos marques >](#)

- A**
 - Apronis
 - Astuceo
 - Arthrosteol
- E**
 - Effiderm
 - Epitact
- L**
 - Le chartelard 1802
 - Laboratoires Ilapharm
- P**
 - Piedical
 - Playtex
 - Phytonorm
- V**
 - Vitaeasy
- W**
 - Withings

Coopers OF STORTFORD

I'm looking for...

About Us Our Shop Customer Services

Sign in Quick Order Wishlist Basket

Nos Produits Nos Marques | Made in France | Contre la chaleur | **BONNES AFFAIRES**

NOS MARQUES PHARES [Voir toutes nos marques >](#)

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Aktuelles Deko Küche Haushalt Wellness Mode Freizeit Inspirationen Schnäppchen Pauls Männerwelt

Schnäppchen bis 70 % reduziert **Herbstliche Tierdeko** **5 € Gutschein zur Newsletter-Anmeldung**

Muuuuuuuh... rotzeit ist die schönste Zeit!

Cookware [Shop now →](#) **Tableware** [Shop now →](#)

Brotbackautomat **Statt 149,99 Nur 99,95** Sie sparen 50€

eden **msANTÉ**

3PAGEN **Katalog-bestellschein**

Nach Artikel oder Bestellnummer suchen...

Anmelden Warenkorb

Aktuelles Deko Küche Haushalt Wellness Mode Freizeit Inspirationen Schnäppchen Pauls Männerwelt

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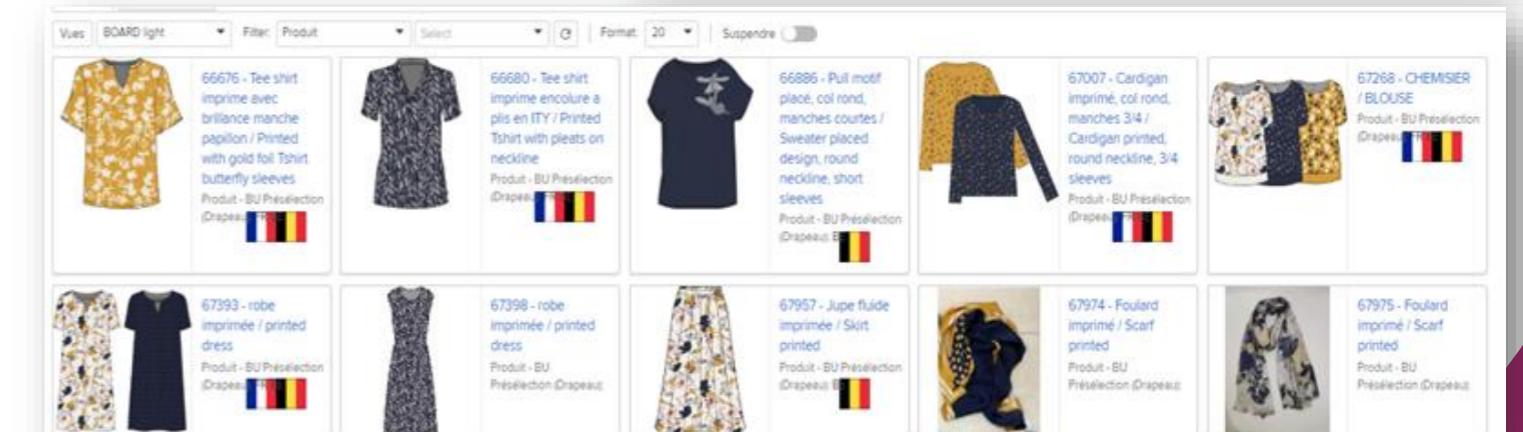
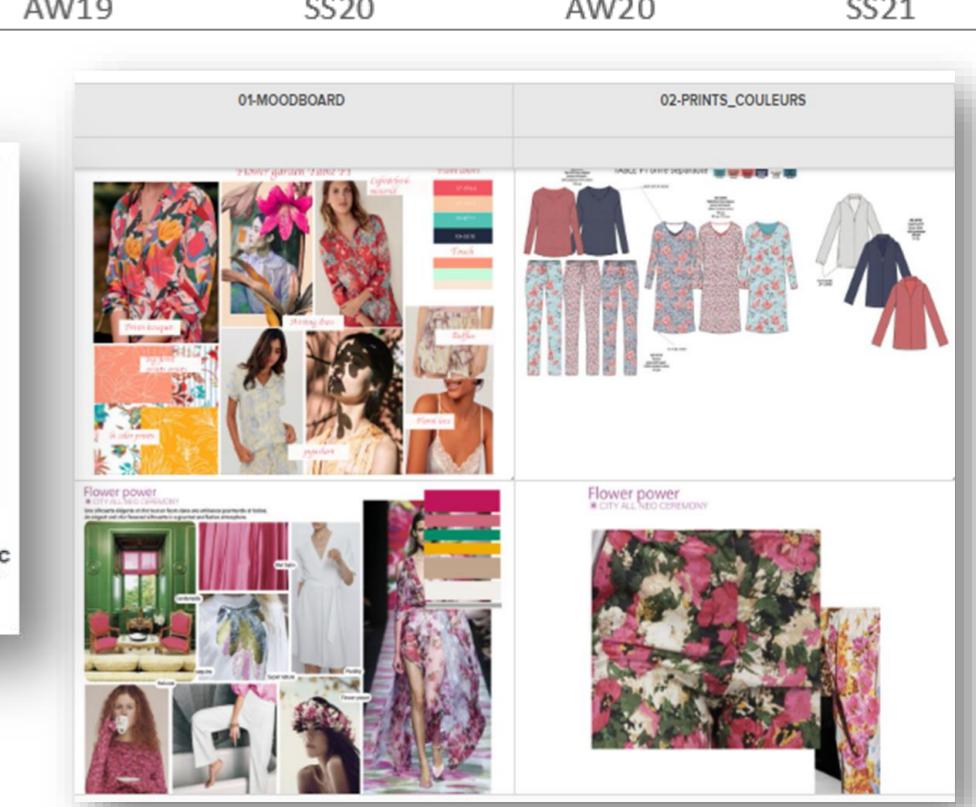
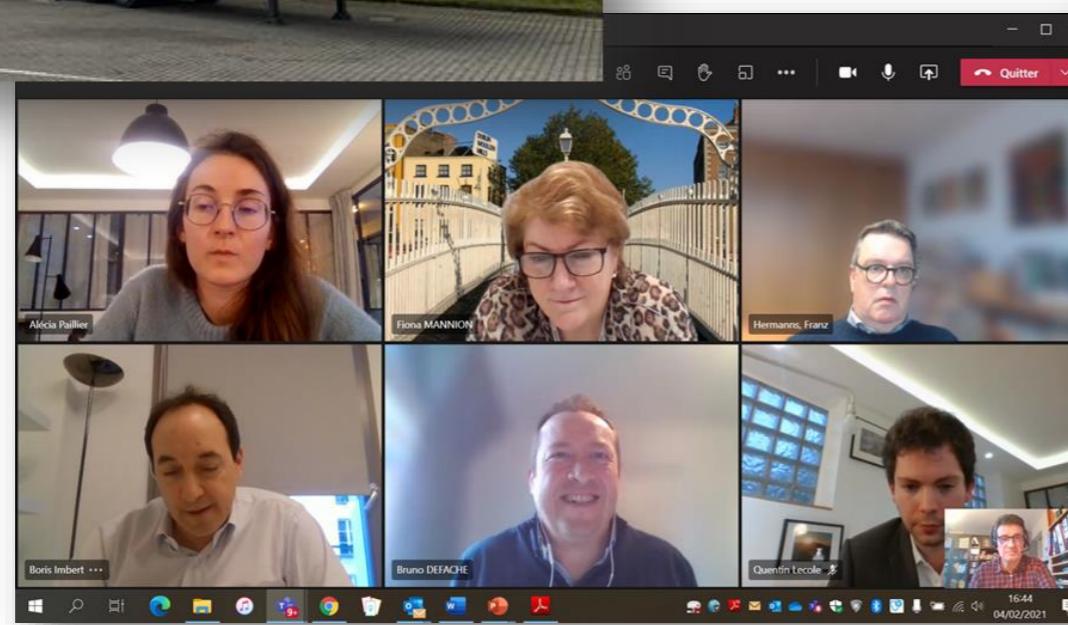
Priority to agility

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)

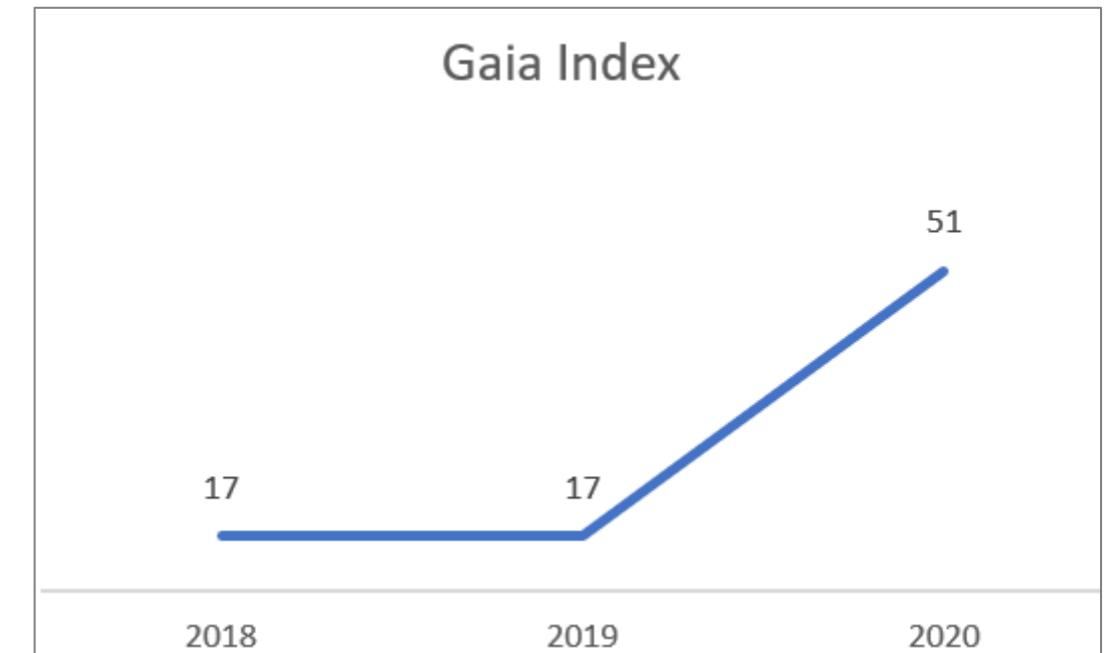


Change our world

Change our world



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



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 strength

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



Yearly Turnover at June 30, 2021

damartex
GROUP

CA : 764,2M€
+11,4% vs LY

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

damartex
FASHION

555,1M€ (73%)
+11% vs LY

damartex
HOME & LIFESTYLE

177,7M€ (23%)
+8,3% vs LY

damartex
HEALTHCARE

31,5M€ (4%)
+42,1% vs LY

by brand

Damart
Afibel
Maison Du Jersey
Xandres
Fashion

CA M€	% Groupe	vs 19-20
439,4	57,5%	14,9%
88,4	11,6%	-0,1%
5,4	0,7%	-48,1%
21,7	2,8%	16,3%
555,1	72,6%	11,0%

Delaby
Coopers of Stortford
3Pagen
Vitrine Magique
Home & Lifestyle

4,3	0,6%	-41,8%
75,9	9,9%	43,3%
77,8	10,2%	0,4%
19,7	2,6%	16,7%
177,6	23,2%	8,3%

Santeol
Sedagyl
Healthcare

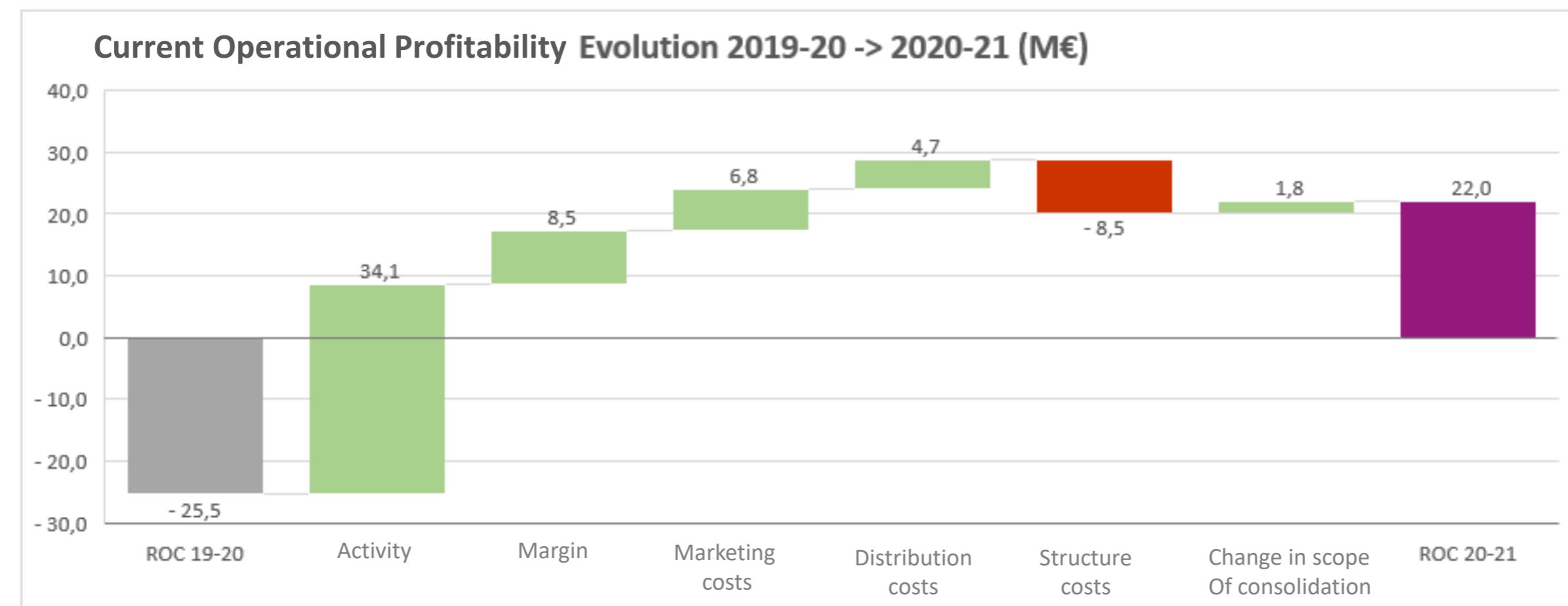
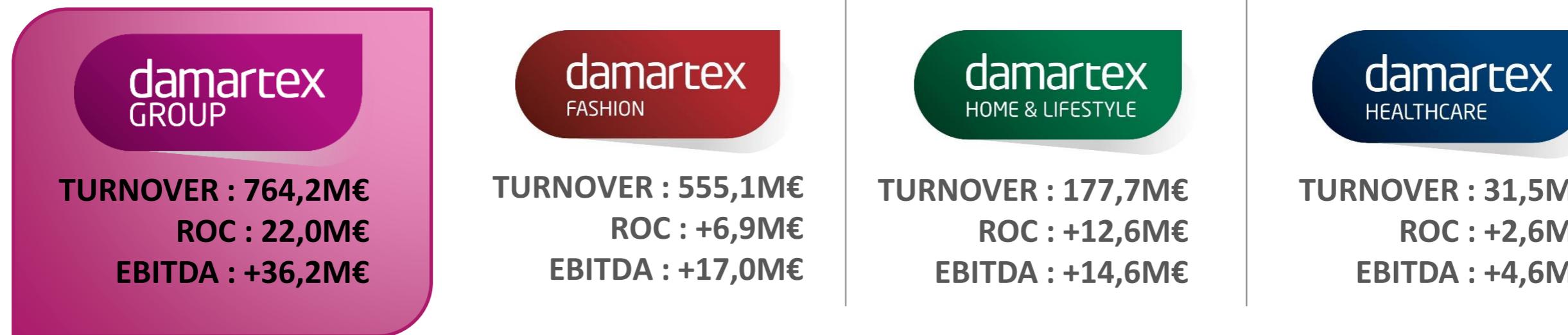
8,7	1,1%	122,6%
22,8	3,0%	24,8%
31,4	4,1%	42,1%

DAMARTEX Group

764,2	100,0%	11,4%
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(Delaby and Maison du Jersey activities cease on 06/30/21, Jours Heureux sale completed on 07/31/2020)

Current Operational Profitability



Yearly Results

in millions of euros

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

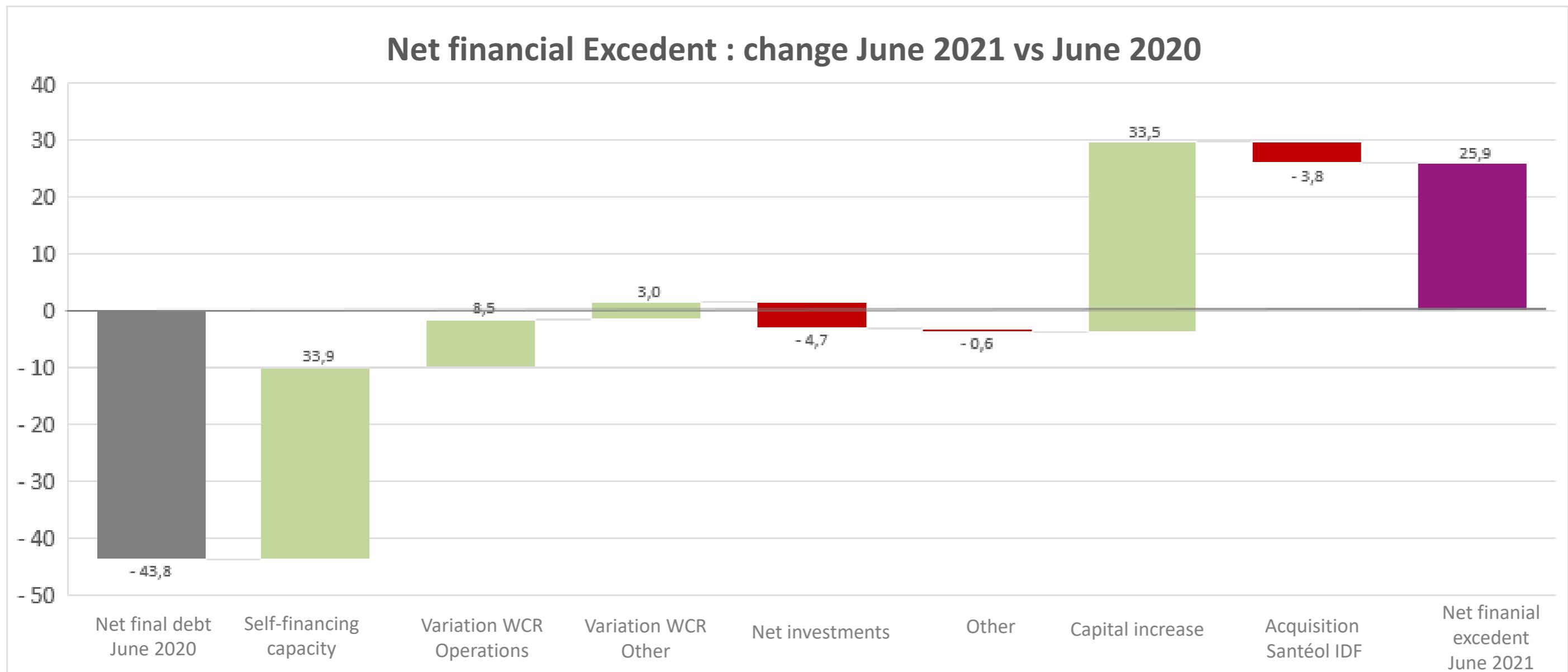
Cash flows & BFR

in millions of euros

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

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

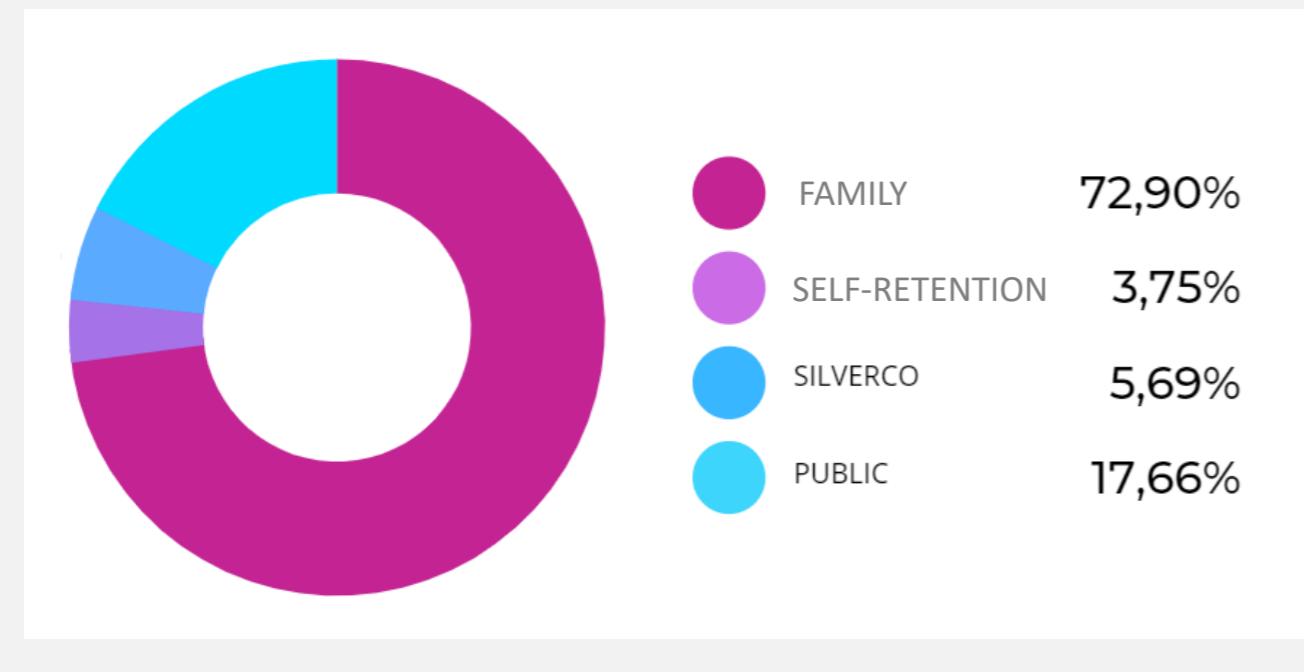
Strengthening agility in a volatile environment



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

Balance Sheet

in millions of euros

	30 June 2019	30 June 2020	30 June 2021
Shareholder's Equity	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
Non current liabilities	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
Non current assets	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
Net need in working capital	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
Treasury	-25,8	-43,8	26,1
Total balance sheet	397,8	489,5	465,0



DAMART
Afibel
XANDRES
BELGIUM

3 PAGEN
Coopers
OF STORTFORD
vitrine magique

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santéol
mSANTÉ