



**The consumer
of tomorrow
is 60 years old.**

damartex
GROUP

ON SENIORS'SIDE

A woman with short blonde hair is captured in a dynamic running pose, leaning forward with her right leg extended back and her left leg pushing off. She is wearing a grey zip-up hoodie and black leggings with a subtle pattern. Her expression is one of focus and energy. The background is a solid purple color with horizontal lines, and the overall image has a high-contrast, vibrant feel.

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our commitment for 2025

a major player in the Silver Economy in Europe, the Damartex Group is an innovative medium-sized company federating 9 strong brands, structured into 3 complementary divisions: Fashion + Home & Lifestyle + Healthcare.

"On seniors' Side", Damartex is positioned as a platform of solutions for "ageing well". Its mission: to offer the 55+ the best in progress, fashion, home equipment and health solutions that make everyday life easier or more enjoyable.

Founded around Damart, the Group's flagship brand born in 1953 from a textile innovation - the iconic Thermolactyl - Damartex is a young group with an entrepreneurial and family DNA. It has developed through an ambitious policy of external growth, mainly in Europe. Operating in 9 countries worldwide, its main markets include France, Great Britain, Belgium, Germany and Switzerland.

www.damartex.com

Shared views

3



questions to

Patrick Seghin,

Chairman of the Management Board
and **Jean Guillaume Despature,**
Chairman of the Supervisory
Board - Damartex.

« E-commerce now represents 20% of our business, with a surge of almost 50% over the last financial year. The acceleration of the Group's transformation is powerful. We are aiming for over 150 million in web sales by 2022. »

Patrick Seghin

return to double-digit growth despite this crisis: is this a cyclical or sustainable phenomenon?

JGD : This performance is the result of the impressive mobilization of our teams, who have seen the crisis as an opportunity to accelerate our transformation. It is also proof of the solidity of our model, which is based on three complementary divisions - clothing, home and health - and nine strong, useful brands, united by the same core purpose: "on seniors' side.

PS : Beyond our brands, we have transformed our organization on a long-term basis to make it agile and resistant to crises. A clear, shared direction, and the use of work-from-home that has been part of our teams' daily lives for several years: this is how we got through the crisis and, above all, scored an optimal rebound.



« Our role is to respond to this societal and demographic challenge by orchestrating a change of scale in our health division. We want to make Damartex a major player in the growing “care” society. »

Jean Guillaume Despature

What is the major challenge for Damartex in 2022?

JGD : Image and reputation, omnichannel, recruitment of new talent... We have several challenges to take up to make Damartex the European leader in the Silver Economy. This is the purpose of our ambitious investment plan, which aims to commit 15 to 20 million per year to the transformation of the Group and to the external growth of our Healthcare division.

PS : The customer experience is our number one challenge: For two years, the Damartex teams have been developing solutions based on AI and the use of data for a personalized, constantly renewed customer experience. The addition of new skills, including with the recruitment of data scientists, is central to our transformation. E-commerce now represents 20% of our business, with a surge of almost 50% over the last financial year. We are aiming for over 150 million in web sales by 2022.

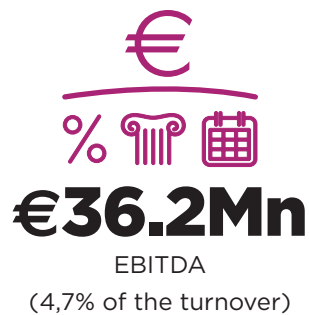
How do you see Damartex in the future? In 2030, 2050?

JGD : In 2050, more than 30% of the population will be over 60 years old. Some will live their golden age, consume, travel (maybe even in space!) with an above-average purchasing power. Others will need assistance to continue living at home as long as possible. Our role is to take up this societal and demographic challenge by orchestrating a change of scale in our health division. We want to make Damartex a major player in the growing “care” society.

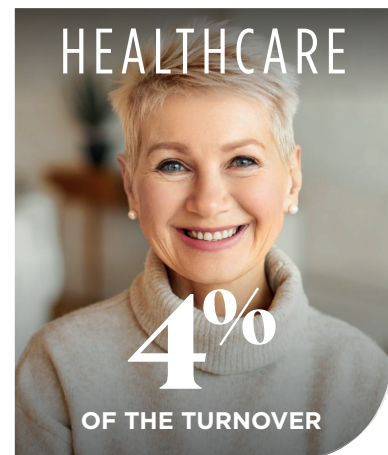
PS : Home adaptation and home care are the major development areas of the Silver Economy, where we will continue to innovate in open mode with the best research centres, industrial groups or start-ups. We want to make Damartex the only European player offering a 360°, innovative offer dedicated to this market of the future, guided by ethical and environmental requirements. Tomorrow, Damartex will be a great company with a positive impact and a foundation committed to the place of the 55+ in Society.

The Group at a glance

Damartex key figures



9 “GOLDEN AGE” BRANDS & 3 DIVISIONS:





9 countries of operation

France: 48% - The UK: 29%
Belgium: 12% - Germany: 9%
Luxembourg - Switzerland - Austria
Netherlands - Spain

An omnichannel model



MOBILE & WEB

18%

20 e-commerce platforms.



STORES **18%**

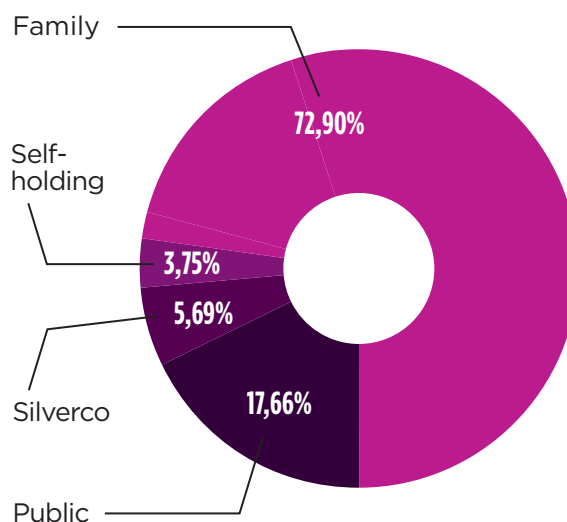
169 points of sales & over 500 wholesale partners.



MAIL ORDER **60%**

6 integrated call centres / 150 million mailing shots

A majority family shareholding



CSR commitment



- **Carbon neutrality** by 2030
- **1 ambitious CSR programme:**
CHANGE OUR WORLD
- **1 committed and supportive foundation:**
On Seniors' Side

Our model

9 “golden age” brands in 3 complementary divisions

Objective: to develop a 360° solutions platform in response to all the expectations and requirements of senior customers.



damartex
FASHION

DAMART

**Textile innovation
to serve comfort
and style**



damartex
HOME & LIFESTYLE

3 PAGEN

**Home design,
gardening, easy
living, well-being**



damartex
HEALTHCARE

SEDAGYL®
Spécialiste de votre confort à domicile

**Ageing
in place**

In tune with the expectations of all 55+, our brands offer a unique range, placing innovation and expertise at the heart of their know-how. In addition to ready-to-wear and personal goods, our Home & Lifestyle brands respond to the growing popularity of home decoration and equipment. The Healthcare brands, for their part, support seniors in "ageing well" by placing their innovation at the service of well-being, autonomy, and home care.

Afibel

**Figure-flattering
fashion and
plus size**



X ANDRES

**Affordable
luxury**

Coopers
OF STORTFORD

**Home design,
gardening, easy
living, well-being**

**vitrine
magique**

**Home design,
gardening, easy
living, well-being**

santéol

**Respiratory
assistance**

MSANTÉ

**Infusion,
nutrition**

An integrated model and strong operational synergies:



1 R&D laboratory



1 industrial unit



4 logistics centres in Europe



1 central purchasing office in Shanghai (China)



3 digital-oriented photo studios



20 web platforms and 169 stores



6 call centres



Our core purpose

We are On Seniors' Side

More than a signature, "On Seniors' Side" is the commitment that unites our brands and our teams. It gives meaning to our projects and our ambition.



Our heritage

Damartex was born from a heritage brand - Damart - created in 1953 in Roubaix by the Desparture family, still at the head of the Group today. 70 years of expertise and innovation in the service of comfort and seniors. An entrepreneurial DNA, the foundation of our internal culture.

Our commitment to serving all people 55 and over

Respect, empathy, passion for seniors and team spirit: these core values have been driving our teams and shaping our organization in "ecosystem" mode: open, innovative, committed to the issues of our society.



On Seniors' Side Foundation

A strong societal commitment to a fairer, more caring and more responsible world. Objective: To change the game in favour of the place of the 55+ within our society.



The Damartex Senior Observatory

Seniors are an ever-changing, diverse, segmented clientele. The Group's observatory deciphers the trends that impact the 55+, feeds the expertise of our brands and enlighten our R&D.



The Silver Economy, the market of the future.

BY 2030

€1,000 billion

(weight of the
European market)

60%

of consumer spending
by the over-60s.

+18%

increase of the population
over 60 in the EU

92%

of people over 75 live
at home (France)

The consumer of tomorrow is 60 years old

Gone is the housewife under 50.
The consumer of tomorrow is 60 years old: it will account for more than 60% of consumption in Europe by 2030.

60 is the new 40



An ever-changing
multi-generational target

The 55+,

Generation X

the youngest seniors
are also the most affluent.

The 65+,

the Baby Boomers

Most of them are in good shape,
curious, dynamic and are familiar
with the web!

The 75+,

the silent generation

They are the most concerned
by the issue of autonomy
and ageing in place.

The Coronavirus crisis
as a trend accelerator

- Acceleration of the digitalization of seniors
- Raising of awareness on the importance of ageing at home
- Strengthening of health service requirements.

Our ambition for 2025

Becoming an European Leader in the Silver Economy

UNIQUE ASSETS

Nearly 70 years of expertise in the seniors' market, a sustainable business model built around 3 divisions and 9 powerful brands, financial strength and independence, and investment capabilities further enhanced in 2020: Damartex has all the assets to become a European leader in the Silver Economy.

A CLEAR STRATEGY

Damartex is accelerating the deployment of its TTA 2.0* transformation plan, developing its Home & Lifestyle brands and growing Healthcare, its most promising division. By making CSR the backbone of the Group, we are organizing the scale up of Damartex, to impose it on the market of the future par excellence: that of the 55+.

€15 to 20 Mn of investment per year in the transformation of the Group and in the external growth of the Healthcare division.

An Ambitious Roadmap

Towards Profitable Growth. Damartex is accelerating its TTA 2.0 transformation plan, based on 5 strategic axes:

1

Brand and customer experience modernization

Objective: to achieve a Net Promoter Score above 50 for all brands (vs. 27.2 in June 21)

2

Digitalization of our business

To exceed € 150 million in e-commerce sales by 2022 (vs. € 138 million in June 21)

3

Developing New Markets and Balancing Our Brand Portfolio

By accelerating the growth of the Home & Lifestyle divisions and doubling the weight of the Healthcare division. Objective: 2022 Turnover > € 200 Mn (vs. € 209 Mn in June 21)

4

Making Our Model More Flexible

By continuing our investments in supply chain and IT. Objective: Agility index > 6.90 (vs 7 in March 2021)

5

CSR at the Heart of the Project

Elimination of single-use plastic packaging, 30% reduction in carbon footprint. Objective: Gaïa index > 70% (vs 51% in 2020)

Open Innovation

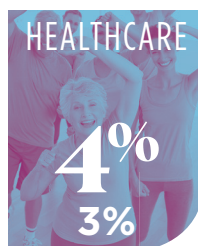
Alone you'll go faster, together, we'll go further! Damartex has been collaborating with the best research centres, laboratories, start-ups, leading manufacturers, and marketplaces to develop a strong and resilient ecosystem. An open innovation approach to meet the challenges of the Silver Economy and invent the solutions of tomorrow.

Great Place to Grow

Our first capital: People! To make a successful and faster transformation, Damartex has integrated new generations of talents: data scientists, experts in artificial intelligence or CSR. As a family business, we believe in a caring and innovative management style to encourage the autonomy and fulfilment of our employees. Training, quality of work life, work-from-home, wellness areas... Everything is done to make Damartex a "great place to grow".

Turnover:

2021 >
2018 >



*Transform To Accelerate 2.0



fashion

DIVISION

3 POWERFUL BRANDS:

DAMART - the legacy and reference brand for comfort, created in Roubaix in 1953.

AFIBEL - the pioneer brand in figure-flattering fashion.

XANDRES - the brand for affordable and responsible "luxury" ready-to-wear.

The market in 3 key points:

As the **number one market on the Internet**,

fashion represents 51% of products purchased on the web. 27% is the growth of e-commerce and ready-to-wear marketplaces in 2020, i.e. twice as fast as in 2019 (source: Fevad). Online clothing purchases now represent 15% of the volume (source Fevad).

x4 : As they are **comfortable online**,

today's 50-60-year-olds spend 4 times more than younger people on fashion, while 60+ year olds spend about 3 times more. (Source: Euromonitor June 2021).

67% **of consumers**

say they want to buy eco-responsible clothes (according to EY Future Consumer Index), fashion is undergoing its green revolution and advocating inclusiveness (body positive movement).

damartex
FASHION

Our Fashion Strategy

Textile innovation at the service of comfort and "added value" ready-to-wear are at the origin of the Damartex group, and still constitute its core business today. This uniqueness in terms of know-how and offering has enabled the Group to resist the market downturn. A pioneer in health and wellness textiles with Damart, a forerunner in figure-flattering fashion with Afibel and affordable luxury with Xandres, Damartex performs in all segments of the 55+ market by focusing its fashion strategy on four areas:

1 Brand power:

Heritage, expert or specialized, our 3 fashion brands assert their singularity, their missions, and their unique positioning on the market.

2 Image and style:

Now reinvented, digitized, advertised, our brands have worked on their "signature" and international style, fully on-trend.

3 Customer Experience:

Phygital is at the heart of our models, for a constantly renewed customer experience and a strengthened human relationship.

4 Commitment:

With their unique and differentiating core purpose, our brands develop their community based on lasting values: quality, style, sustainability, societal and environmental commitment.

Damart has begun its révolution



 **DAMART**

The brand born from an iconic textile innovation - Thermolactyl! - is asserting itself in the highly prized territory of comfort by reinventing its style, its image, and its model. A 360° brand revolution accelerated by the Covid crisis is bearing fruit: boom in digital sales (+50%), return to growth and international development.

Turnover: €439Mn

- **90% brand awareness and a new image in development:** new brand and style platforms
- **Back in the limelight:** TV campaign, web, social media, press relations & influence
- **Digitization of the model:** Web sales: 20% of turnover, omni-channel customer experience: deployment of click & collect, call & collect, pedestrian drive...
- **Winning new customers** with an average age of 56 on the web
- **Development of the store network in France and Belgium:** 30 new smart stores by 2025 (creation and remodelling)
- **70% of the Thermolactyl offer is based on recycled fibres** and elimination of single-use plastic packaging, upcycling of unsold items, eco-design of collections.



1 - Fashion division

Afibel

A pioneer in plus size fashion, is reinventing itself

An expert in figure-flattering fashion for over 60 years, Afibel is a hidden gem in senior and plus-size fashion. In decline for more than 10 years, the brand is undergoing a revolution and taking up the challenge of stabilizing itself in the midst of the crisis. It is looking to the future by affirming its role as a pioneer of the "body positive" movement, and by accelerating its digitizing.

Turnover: €88Mn

- **New brand and style platform** to make the brand part of the "body positive" movement.
- **Back in the limelight:** TV campaign, web, social media, press relations & influence
- **Digitization of the model:** Afibel passes the 10% mark in e-commerce sales
- **New customer experience** with the organization of "Live shopping", influence campaign with the silver stars of Instagram.





X A N D R E S

BELGIUM

Affordable luxury at the forefront of sustainable fashion

The legacy of Xandres, a Belgian fashion house, goes back to 1927. At the time, it produced work clothes under the name Andries & Co. Since then, the company has expanded into high-end, affordable ready-to-wear. Xandres is very famous in Belgium, and stands for high quality, comfort, and timeless design. As it is present both on the web and in stores, and powerful in social media, Xandres is making its "green" revolution to assert itself as a cutting-edge and sustainable fashion brand.



21

Turnover: €21Mn

- A sustainable supply
- Environmentally friendly packaging and a closed loop.
- A unique **omni-channel model**
- **Internationalization already under way** with a successful first deployment in the Netherlands, and a clear desire to conquer Germany.



home & lifestyle

DIVISION

3 FAST-GROWING BRANDS:

3PAGEN - Clever objects and accessories for the home.

COOPERS OF STORTFORD - Innovative solutions for your well-being.

VITRINE MAGIQUE - Fun ideas for the home: home design, equipment, and gifts.

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HOME & LIFESTYLE

The market in 3 key points:

4 **sectors** in full expansion with the effects of the Covid 19 crisis: home furnishings, cooking, gardening, and wellness.

over 9% :
is the planned growth of the home equipment market in 2021 (source Xerfi)

over €24 billion
is the estimated weight of the market for adapting homes to seniors (source : Le Moniteur).

Our Home & Lifestyle strategy

In an expanding market, Damartex has developed 3 "solutions" brands dedicated to home and personal equipment. Today, in the midst of a digital and CSR transformation, our Home & Lifestyle division is embarking on a strategic shift in 2022: designing and distributing its own offer, to assert its uniqueness and win market shares. This is a high-value-added offer that brings together all the Group's expertise on seniors, who are more than ever keen on DIY, gardening, etc., but demand products specially designed to make their daily lives easier.

1 Home - Garden - Wellness: a 100% Damartex offer

From its design to its distribution, through production management and communication, to its distribution by 3Pagen, Coopers and Vitrine Magique in their respective markets.

2 CSR commitment

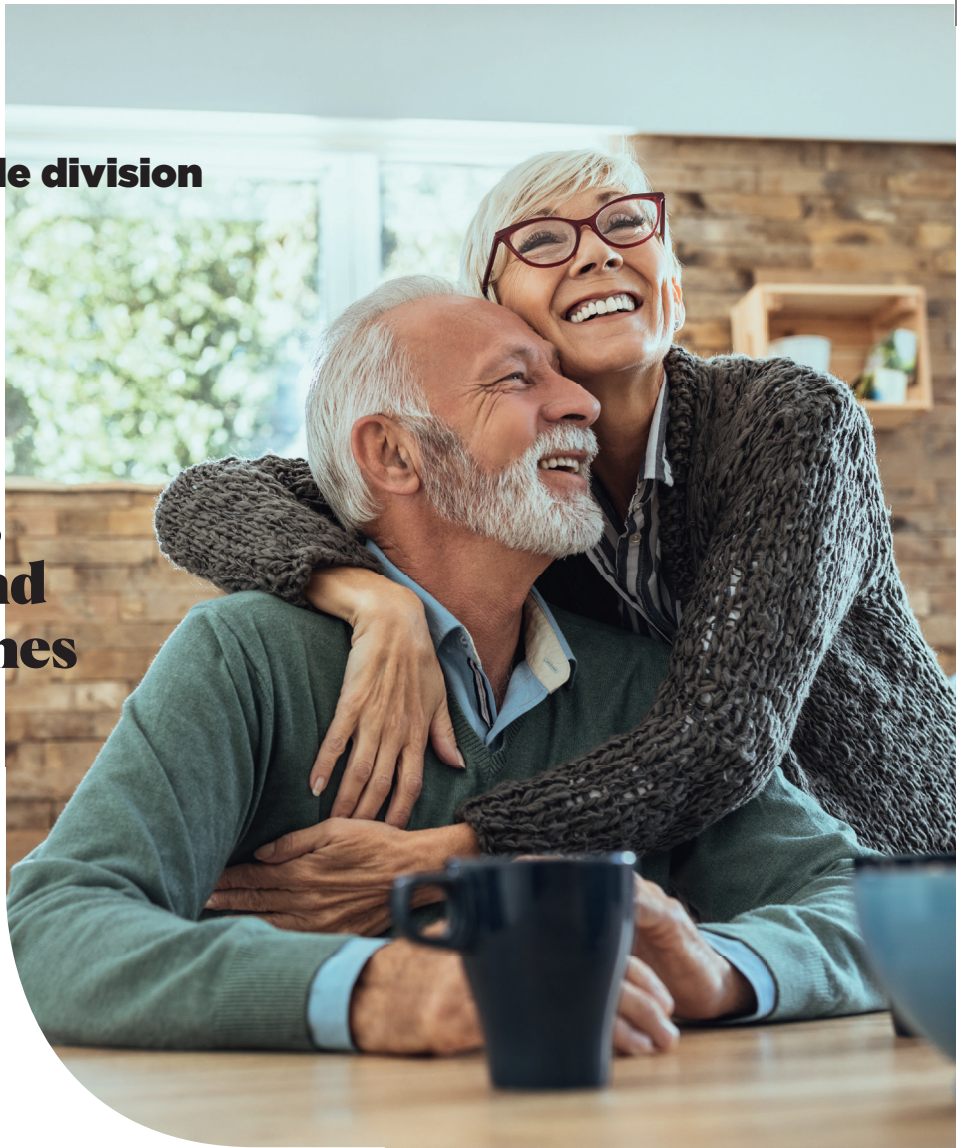
The optimal expression of our know-how and our ethical and environmental commitment.

3 let life **SHINE**

The adoption of a Home & Lifestyle brand platform, based on optimism, closeness, and no-nonsense, promoting a common signature for the three brands of the division in Europe: Let life shine!

2 - Home & Lifestyle division

**3Pagen,
dedicated to
embellishing,
equipping, and
adapting homes
for the 55+**



3 PAGEN

Based in Alsdorf, Germany, 3Pagen is one of the leading mail-order players for kitchen, decoration, home, and wellness. Since its creation in 1954, 3Pagen's proven record of success has relied on an offer of easy living items with an excellent value for money. 3Pagen is now one of the leaders of mail order in Europe, especially among 55+ customers, in a booming market: home and garden equipment.

Turnover: €77Mn

- 3Pagen products are **sold in Germany** (70% of its turnover) and Austria under the brand name "3Pagen", but also in Eastern Europe through "Magnet 3Pagen".
- **550 employees**
- **2.3 million active customers**
- **Accelerating digitalization:**
Web sales close to €15 Mn
- **Eco-responsibility** is considered in product development



A "so British" way of life favoured by the 55+

The company, established in 1995 by Neil Cooper, markets innovative, wellness, hobbies, health, home decoration and kitchenware products. The brand joined the Damartex Group in 2013. With 160 employees and 1.4 million customers in the UK, Coopers achieves 60% of its sales through its catalogues and its website (35%). The brand has a 2,300 sq. m. (25,000 sq Ft) flagship store in Bishops Stortford, Northeast London (5% of sales).



Turnover: €75Mn

- **Creativity at the heart of the product offer**
- **35% of turnover from e-commerce** (up 55%)
- **A product development momentum** driven by eco-responsibility
- **Agility** at the heart of the model and the organization



Turnover: €19Mn

- **An offer designed to brighten the daily life of 55+:** ideas to embellish and equip your home.



With an offer of over 6,000 items that are constantly being renewed, Vitrine Magique offers its 55+ customers a wide range of items for the kitchen, gardening, and home decoration. Created by Trois Suisses in the early 1970s, Vitrine Magique quickly became the French leader in "Great ideas at small prices". The company is currently steered by the 3Pagen teams in Alsdorf and has nearly one million active customers in France.

- **Good deals at low prices,** products for cleaning and storage, for leisure, wellness, kitchen accessories...
- **The brand of gift ideas** for Christmas, New Year, and all celebrations, small and big.



healthcare

DIVISION

3 HIGH-POTENTIAL BRANDS AND 2 KEY SECTORS:

- Ageing in place:

SEDAGYL - home comfort for older seniors.

- Home Health Services

SANTÉOL - the expert in respiratory disorders and sleep apnoea.

MSANTÉ - the infusion-nutrition specialist.

damartex
HEALTHCARE

The market in 3 key points:

50% of health expenses
are incurred by people over 60.

92% of people over 75 live
at home (France).

A fast-growing market, with a **50%**
boom in the number of dependent
people by 2040.

Our Healthcare Strategy

Born with the Sedagyl brand, a platform of comfort solutions dedicated to help seniors age in place, Damartex's Healthcare division is expanding in a fast-growing market through an ambitious external growth policy. After the acquisition of Santéol, a company specializing in the treatment of respiratory disorders and sleep apnoea, based in Strasbourg, France, Damartex has integrated MSanté, a Normandy-based company specializing in home nutrition and infusion. Taking advantage of the complementarity between these 3 gems of the Silver Economy to develop throughout France, then in Europe, Damartex aims to double its Healthcare division by 2025.

1 Amplification of communication

of our Healthcare brands to key market prescribers:
carers, GPs, hospitals, clinics...

2 An ambition to cover the French territory

with Santéol (Eastern France) and MSanté (Western France)
to create a leading offer throughout the country.

3 Doubling of the Healthcare division

By 2025, through the development of our brands
and an ambitious external growth strategy.

3 - Healthcare division

**Sedagyl,
the ageing-
in-place
marketplace,**
offers comfort
solutions for all
older senior.



SEDAGYL®

Spécialiste de votre confort à domicile

As people live longer, the older seniors' market, the priority target for Sédagyl, has been rising steadily. Specializing in products and services that promote the equipment and autonomy of women and men of the fourth age, Sédagyl offers the elderly and their carers a catalogue of adapted products: well-being, healthcare, textile, shoes, and everyday items.

Turnover: €22Mn

- **From a merchant site to a marketplace :**

Sedagyl has become the leading comfort solutions platform in the field of ageing in place.

- **An expanded offer** for comfort, well-being and health.

- **Winning over new customers, particularly in the digital world,** and winning over carers, who represent **11 million people in France.**



The expert in respiratory disorders

Founded in 2005 in Strasbourg, Santéol specializes in the care of patients suffering from chronic or acute respiratory disorders. Santéol offers high-quality, personalized support, dedicated to the treatment of nocturnal sleep-related breathing disorders (Sleep apnoea) but also chronic pathologies requiring the implementation of oxygen therapy or even non-invasive ventilation at home.



Turnover: €8Mn

- High quality diagnosis, treatment, and follow-up.
- Nearly **50 employees** and **10,000 patients** followed.
- **This development is accelerating** throughout France, with the acquisition of Eden Médical in the Ile de France region.



Turnover: €1.5Mn

- **3 branches** located in Caen, Nantes and Rennes (France).
- They coordinate the implementation of care for over **2,000 patients** in their homes.
- Now integrated into the Damartex group, MSanté is planning to accelerate its development throughout France by developing its network and **creating winning synergies** within the Group, in particular with the Santéol brand, a specialist in home respiratory assistance.

MSANTÉ

The key link in home care, between community medicine and hospitals

Damartex acquired the Normandy company MSanté in July 2021. The latter was born of a desire and a need to simplify and optimize patient support in increasingly complex medical protocols, which involve various parties. As a Home healthcare service provider (so-called PSAD), specialized in infusion and nutrition, MSanté is recognized by the main hospitals in western France. Its team, composed mainly of nurses and nutritionists, has innovated by creating a link between community doctors and hospitals, facilitating the delivery of home care and communication around the patient.

Our commitment for 2025

Change our world

In an ever-changing context, marked by climate urgency and increasing social inequalities, Damartex is scaling up an ambitious transformation plan to achieve its mission by taking care of the planet and human beings, wherever the Group is located. Convinced that business and sustainable development are inseparable, we place CSR at the heart of our new model, through the program.

**DOWNLOAD
THE CSR
REPORT >>**





Changing for our planet

2022

Zero single-use plastic packaging,
25% of our offer is eco-responsible,
30% reduction of our carbon footprint.

2030

100% of our offer is eco-responsible,
carbon neutral.



Changing for more ethics

2022

of our products coming
from audited factories

2030

100% of our products coming from audited
factories and **100% of our employees**
committed to CSR.



Changing for more solidarity between generations

2022

100 projects funded by the
On Seniors' Side Foundation.

2030

Making the Group and its foundation a
reference player in the inclusion of seniors.

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GROUP

ON SENIORS'SIDE

160 Boulevard de Fourmies, 59100 Roubaix - FRANCE

DAMART

Afibel

X
ANDRES
BELGIUM

3 PAGEN

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santéol

MSANTÉ