



Le consommateur de demain a 60 ans

**FINANCIAL MEETING
EXERCICE 2021-2022**

damartex
GROUP

ON SENIORS'SIDE

8 September 2022

Executive summary

- Sales slowdown to €719Mn in an uncertain environment
Maintained positive momentum excluding Covid base effect
- Good performance of the Fashion and Healthcare divisions
- « Challenged » financial structure but solid outlook

The basis of our confidence

1. Successful transition réussie of the management during crisis
2. Dynamic Fashion division and Damart brand
3. Positive trend on the Healthcare division build-up
4. Expertise and commitments of teams

*Transform
to accelerate*
2.0

*Image
Revolution*

*Digital
Transformation*

*New Business
Development*

*Priority to
Agility*

*Change our
world*

Damartex keeps the course, tacks and adjusts the sail

1

Environment:
Steering the group through crisis

2

Transformation plan

3

Performance 2021/2022
& Outlook



1 Environment: Steering the group through crisis

Focus operating costs

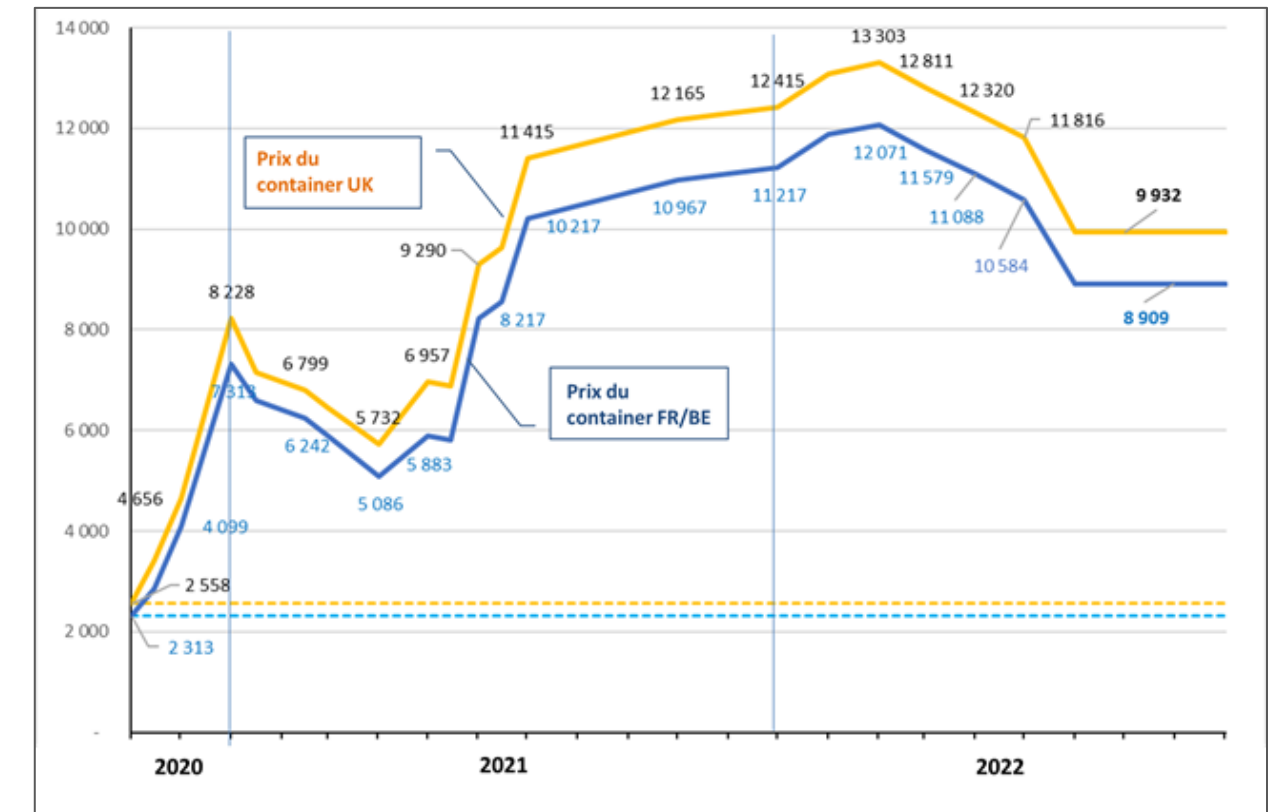
Impact sur 21/22

- Impact P&L: Paper: + 3,1 M€
Container: + 11,3 M€
Energy: + 0,5 M€

Damartex group actions:

- EU & UK global agreement with Freight Forwarder
- Consolidated paper purchase at european level
- Interna smart Saving's plan launch from February: 7,5 M€ identified and implemented

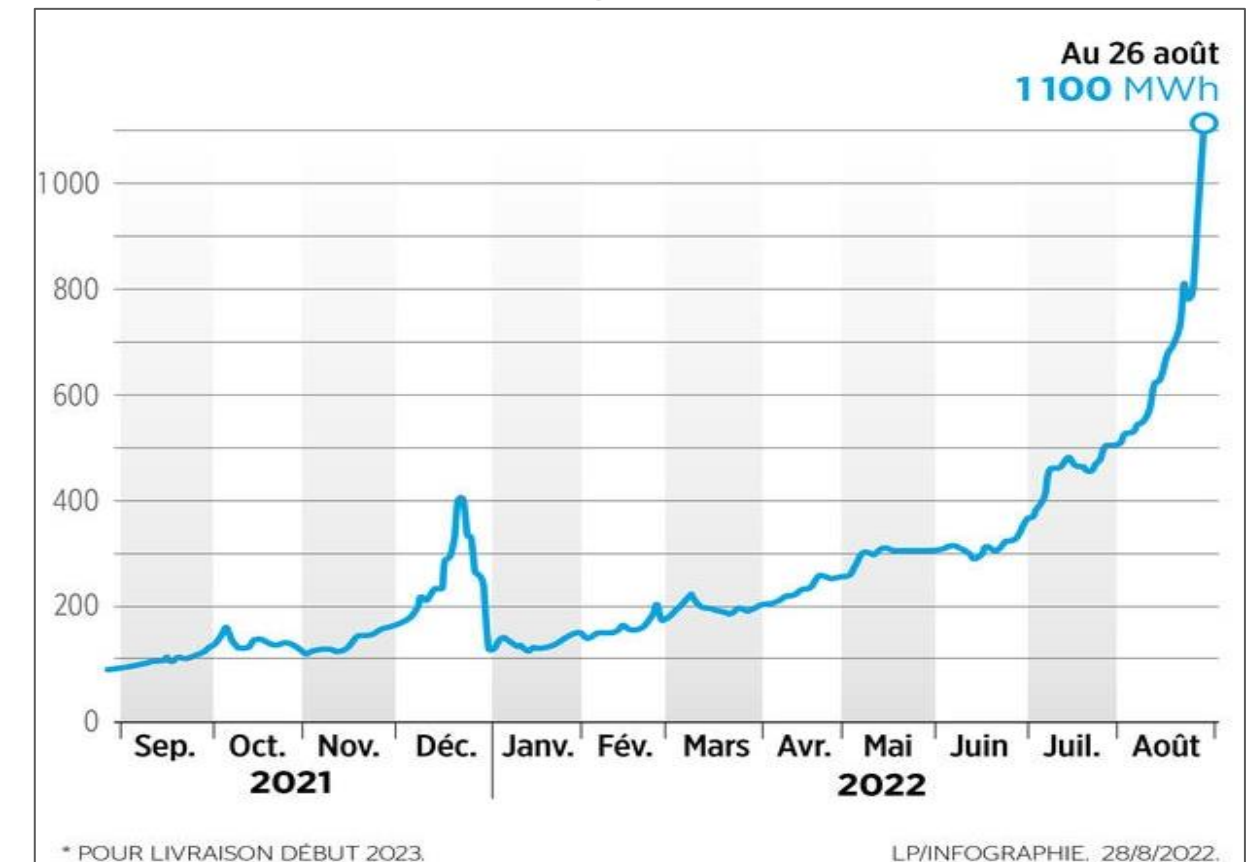
Evolution container price 40' (in €)



Evolution paper price (ref 47gsm LWC silver extra white)



Evolution of electricity price in France (in €/megawatt hour)



* POUR LIVRAISON DÉBUT 2023.

LP/INFOGRAPHIE. 28/8/2022.

Focus inflation

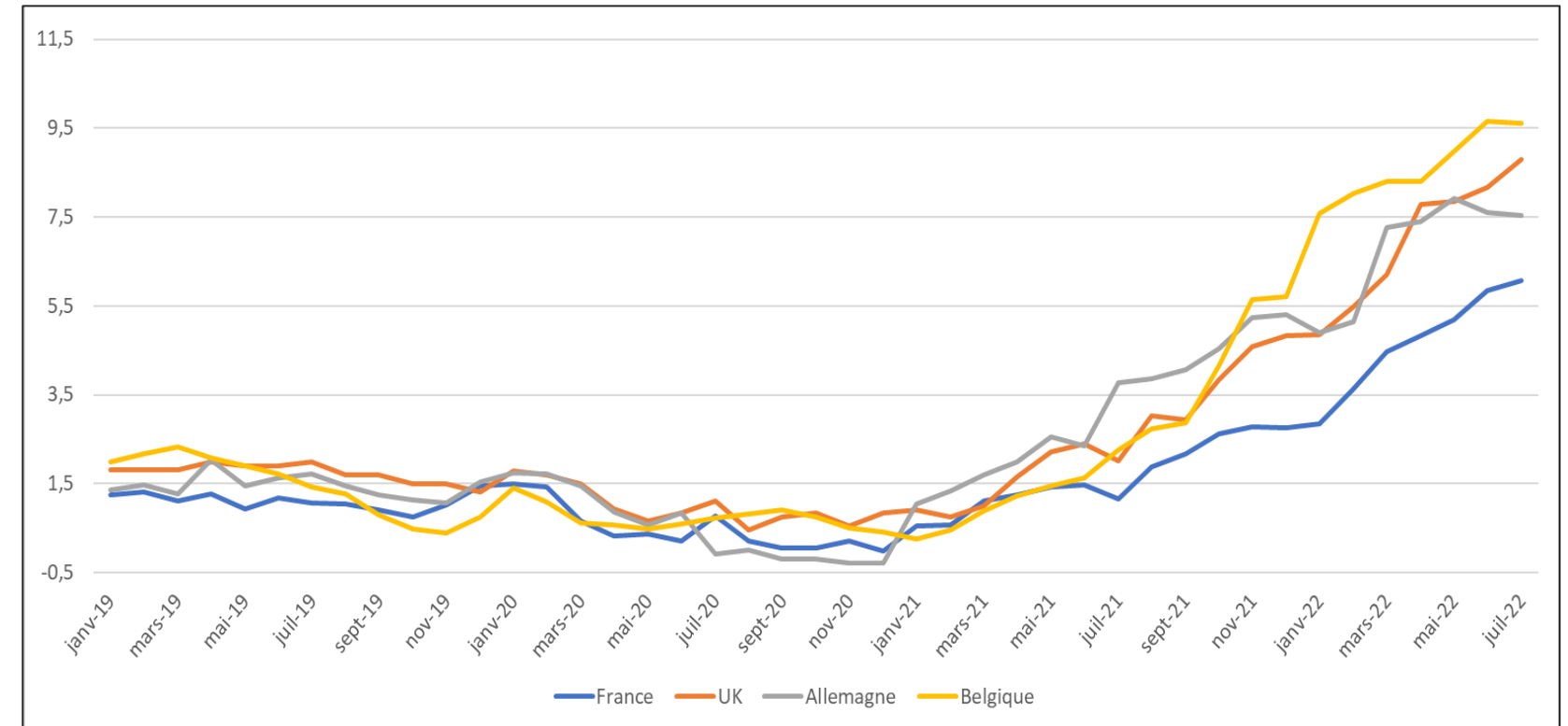
Impact over 21/22

- Between 2 & 6,5% according to products
- Salary: Example in Belgium: + 8,24% over 2022

Damartex group actions

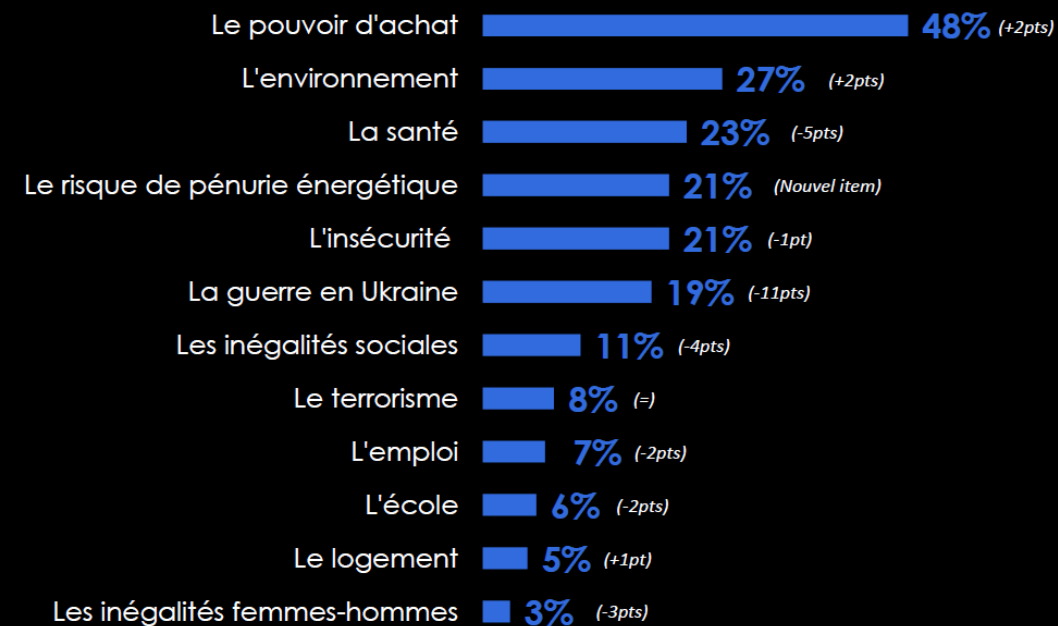
- Global environment price increase = Pricing power
- Detailed analysis of elasticity by product category
- Cost reduction, variability of the model

Overage inflation rate since January 2019



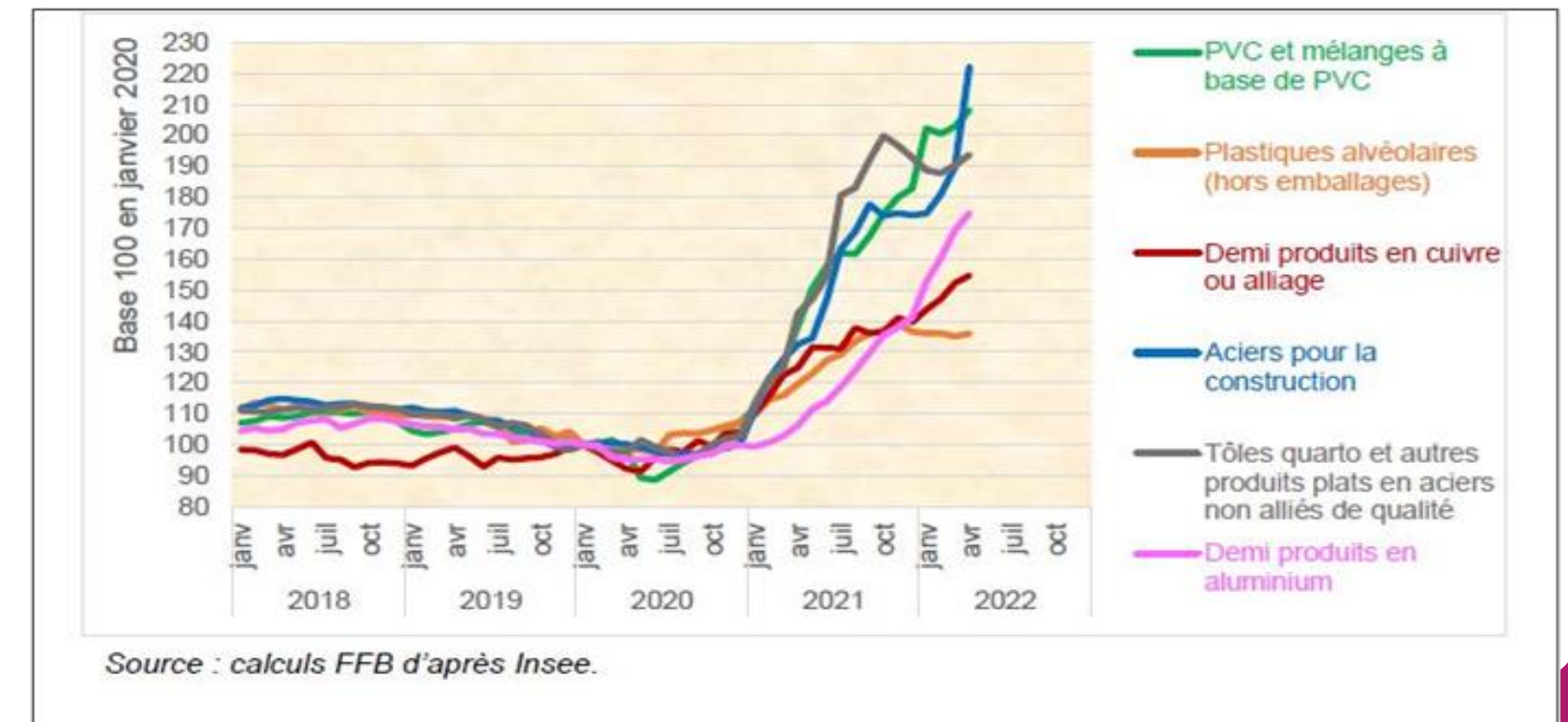
Concerns of French people – sept 2022
(Evolution vs April 2022)

(Evolution par rapport à avril 2022)
(Au total)



Source : Consumer Science & Analytics pour le journal du dimanche

Industrial production price indices for
some materials for the French market



Source : calculs FFB d'après Insee.

Consumption Evolution

Consumption trend since January 2022

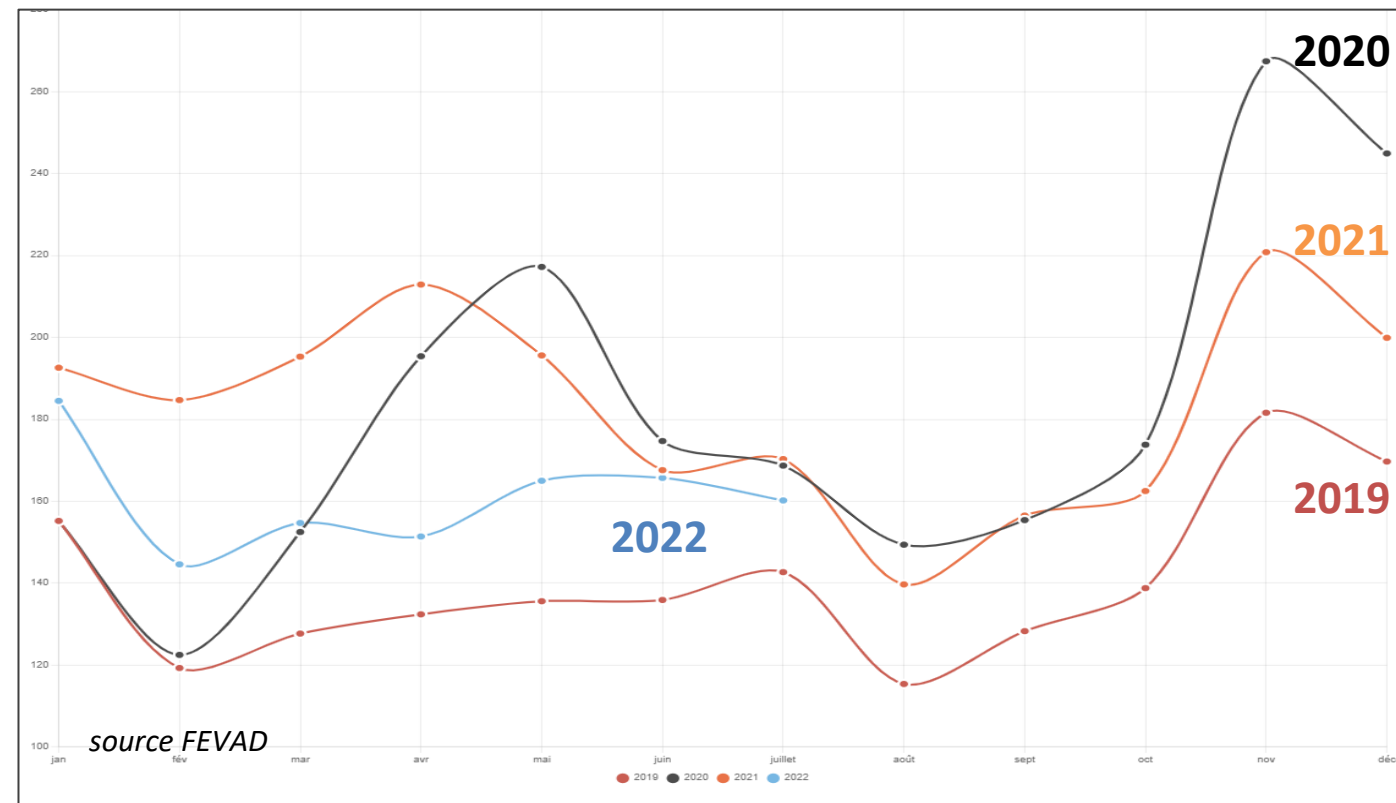
- Significant increase of energy and freight costs
- Trade down in food
- Leisure and restaurants back to normal (to be confirmed)
- Marked withdrawal for non-essentials (car, decoration, household appliances, etc.)

Evolution in the mix

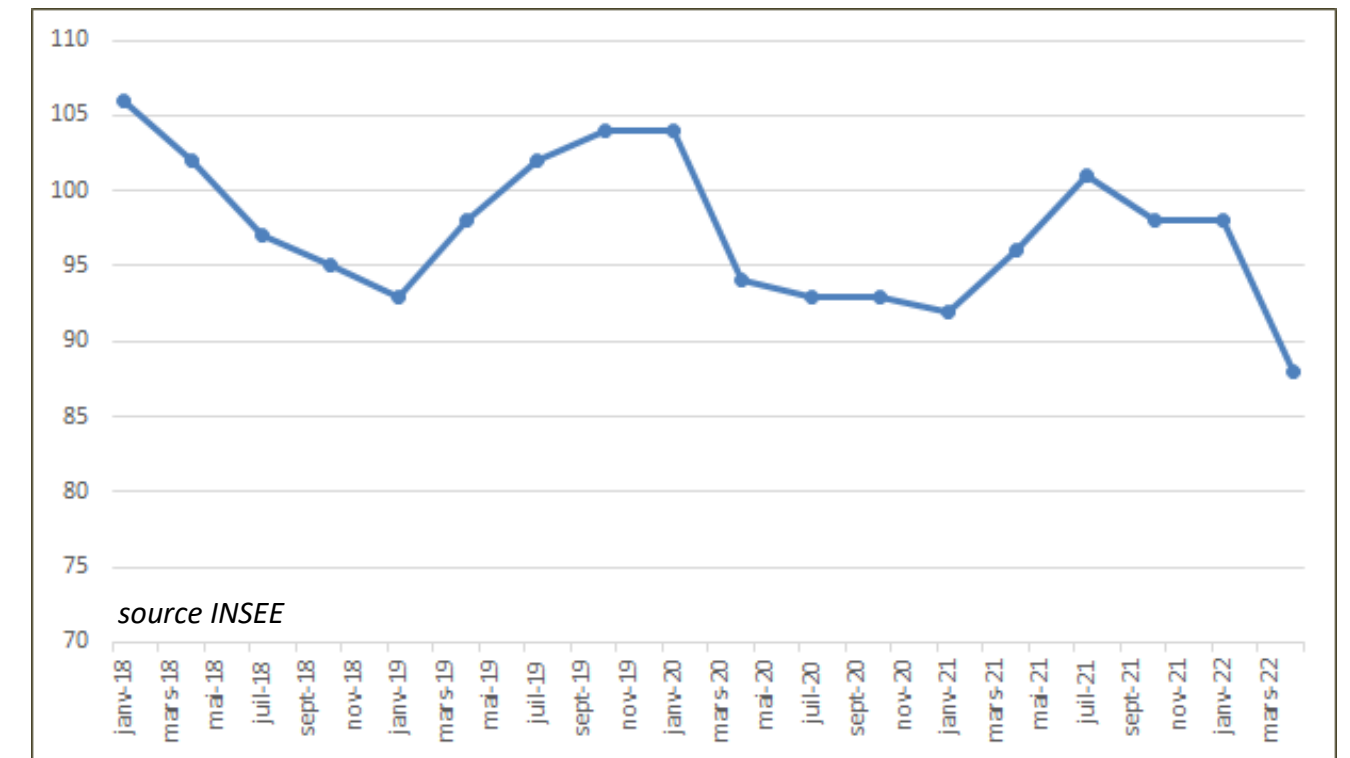
- Marked slowdown in e-commerce turnover
 - 12% Textile / clothing, - 22% household
- Growth in Retail

E-commerce turnover

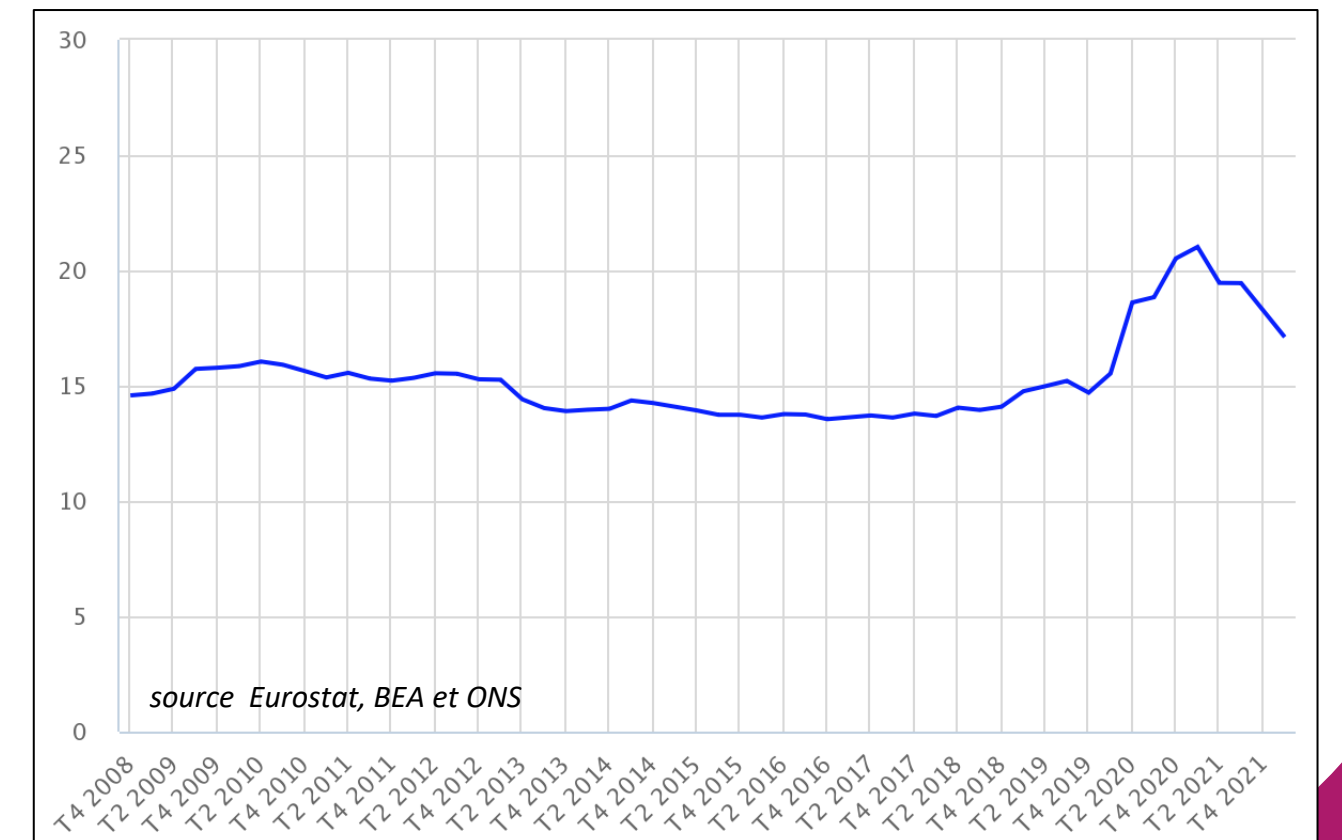
(indice mensuel base 100, jan 2012)



Confidence in France



French savings by quarter (en %)



Year 21/22: a complex equation

Strong increase of operating costs

- Raw material
- Freight
- Energy costs
- Commercial rents
- Ecological transition costs

War for talents

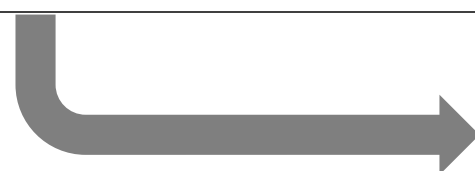
- Market in strong tension on certain functions
- Changes in working people's expectations (Post Covid)
- Salary tensions
- Homeoffice management

Uncertainty of supply

- Covid restriction in China
- Global disorganisation
- Increased supply times of 4-6 weeks
- Restriction of energy consumption
- Changes in exchange rates

Slowdown in demand

- War in Ukraine, household morale
- Inflation, decline in purchase power
→ Arbitration on non-food purchase
Covid base effect
→ E-commerce
→ Impact Home & Garden
- Political uncertainty : Fr, UK, DE



Staying the course

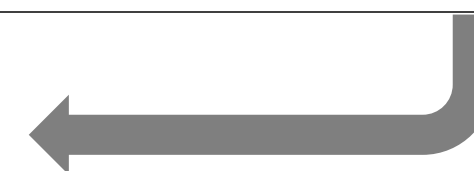
Vision: Silver Economy model based on three complementary divisions

Adapting the canopy

Portfolio management, pro-active costs management, cash management
Maintain investments

Taking the edge

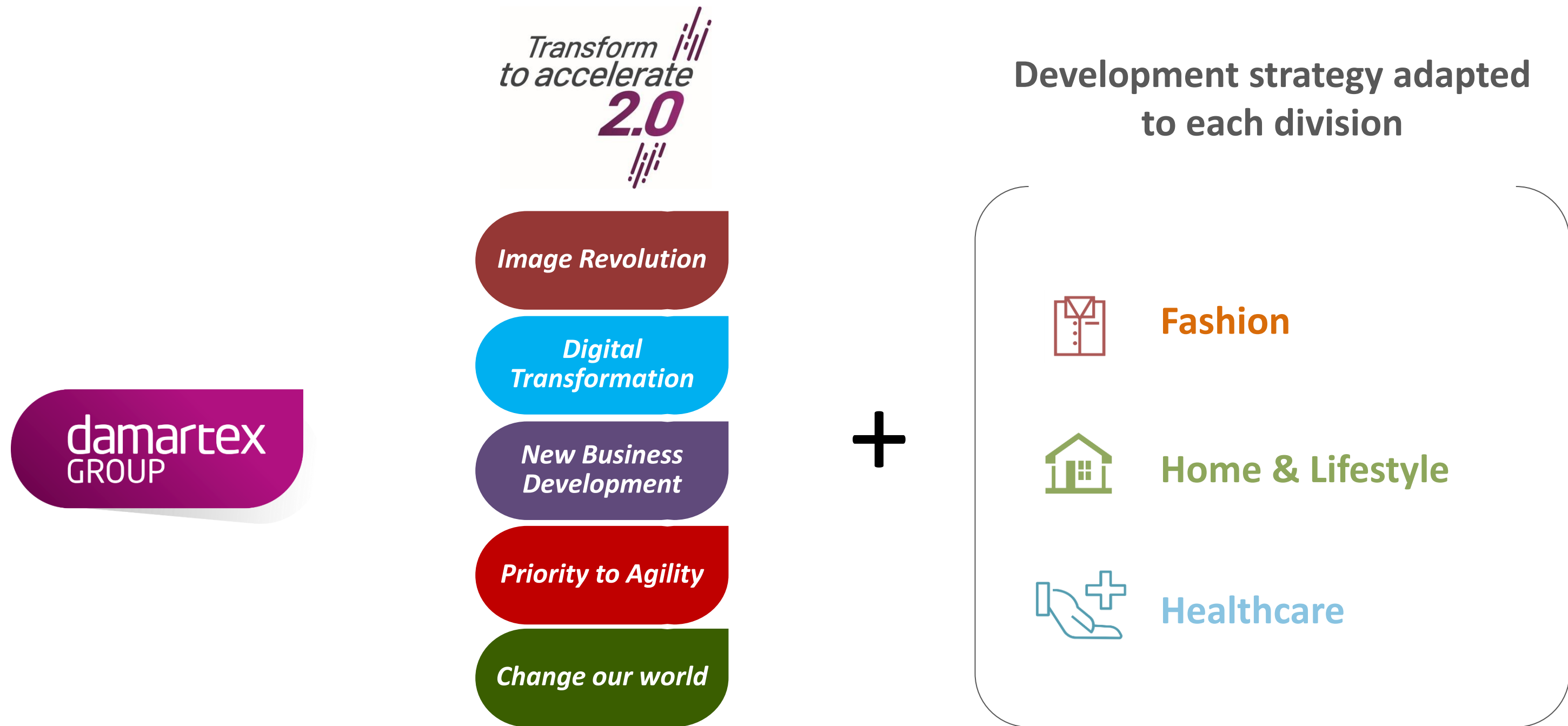
Steering the TTA 2.0 transformation plan, pricing policy, margin management, profitability > growth, omni channel performance, organisational evolution





2 Transformation plan

A clear strategy to serve an ambition: European leader in the Silver Economy



Update TTA 2.0 – Progress indicators

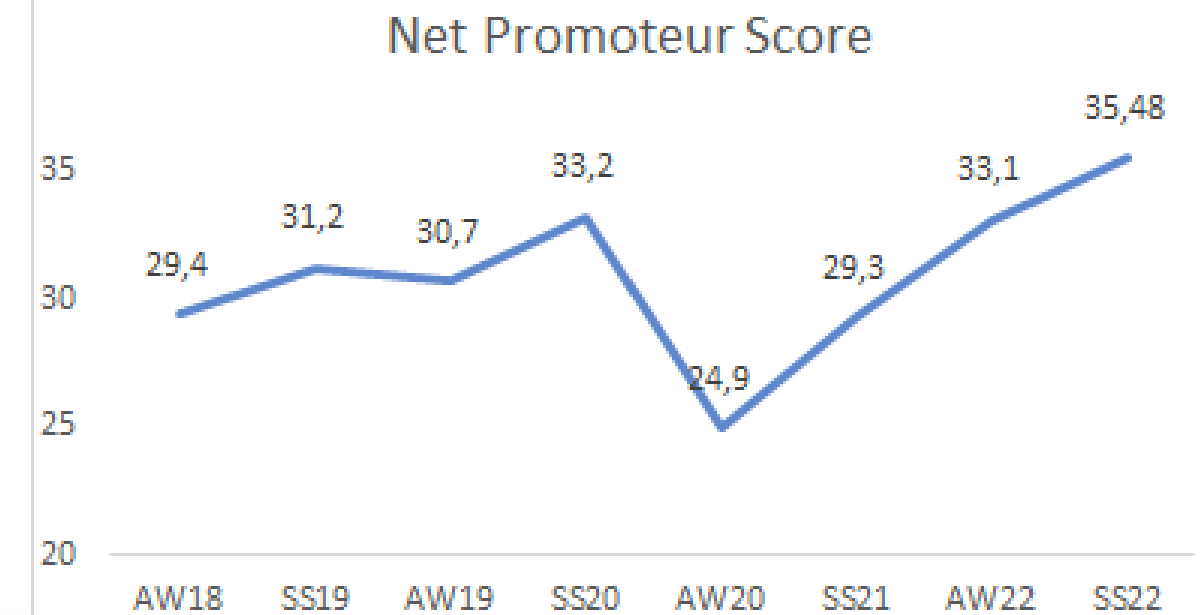


Axe de transformation	Indicateur	2018/10	2019/20	2020/21	2021/22	Ambition 2022/23
1-Image Revolution	Net Promoter Score (NPS)	30,3	31,9	27,1	34,4	50,0
2-Digital Transformation	CA Internet	82 M€	92 M€	138 M€	129 M€	150 M€
3-New Business Development	CA pôles Home & Lifestyle + Healthcare	158 M€	176 M€	209 M€	183 M€	200 M€
4-Priority to Agility	Index interne Agilité (recommandation employeur)		59,2%	69,6%	66,1%	75,0%
5-Change our world	Index RSE (indice Gaia)	17%	51%	59%	oct-22	70%

Image Revolution & modernization

Image Revolution

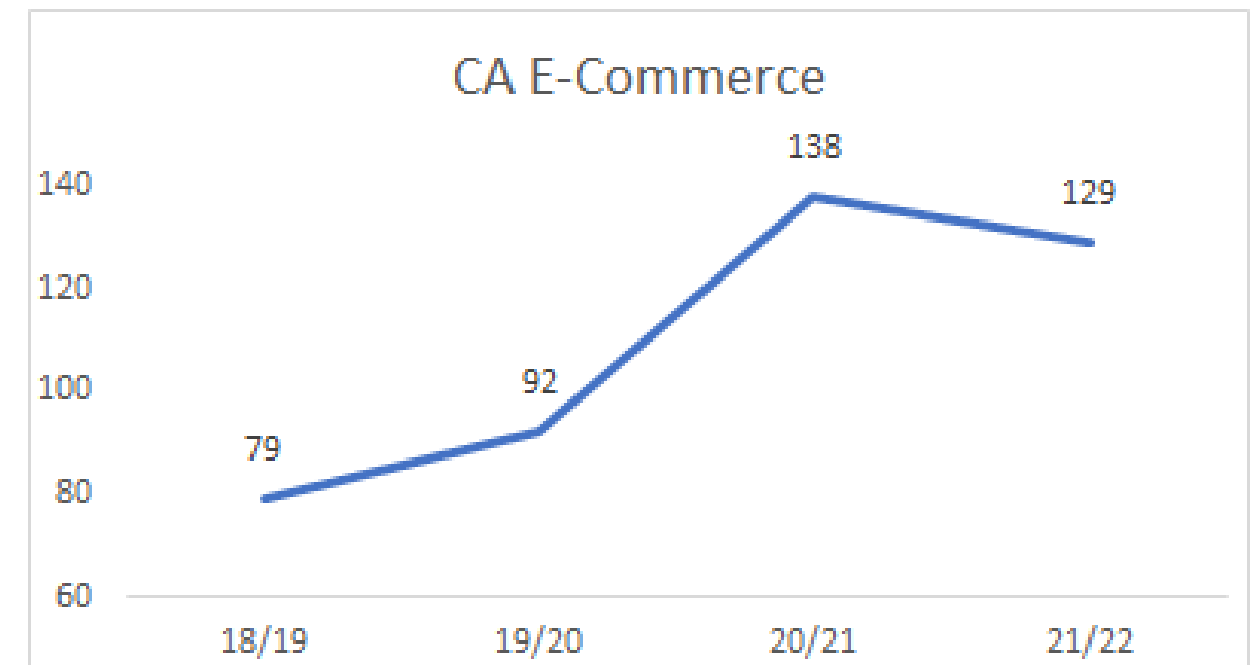
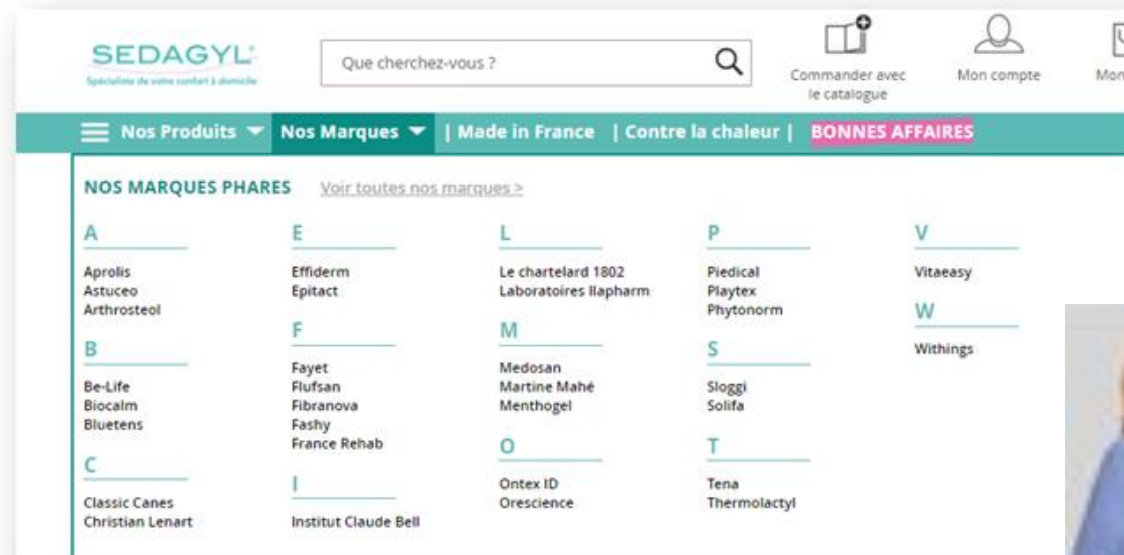
Modernization of brands
and customer experience



Digital transformation

Digital Transformation

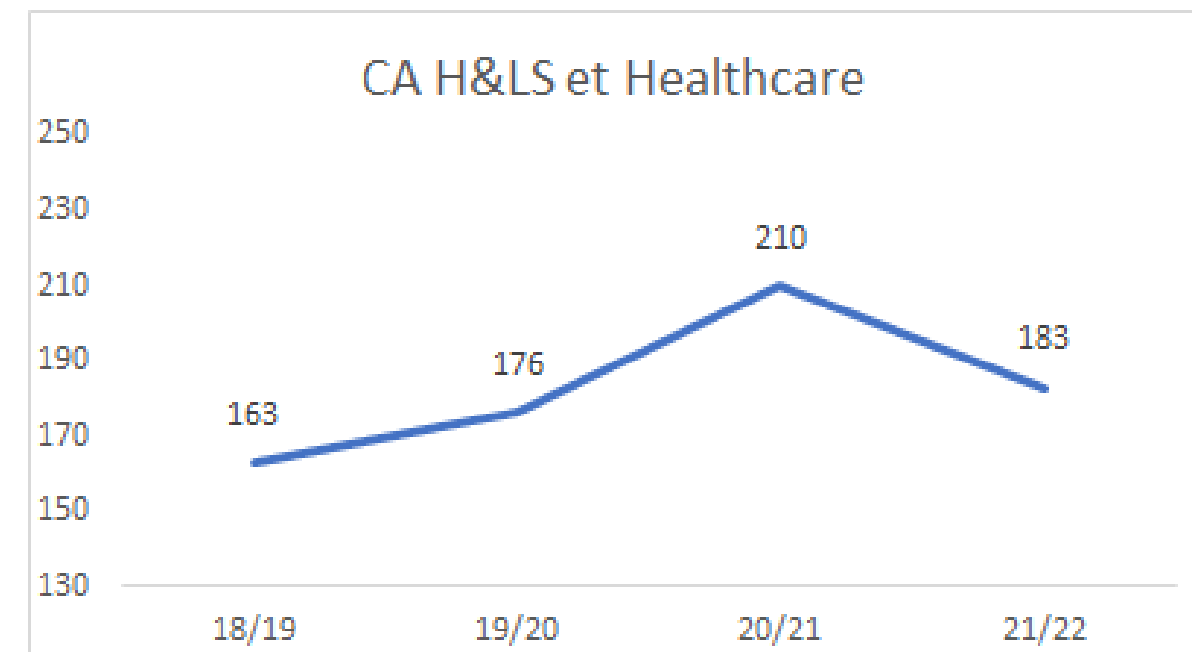
Investments in tools, skills and digital marketing



New business development

New Business Development

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

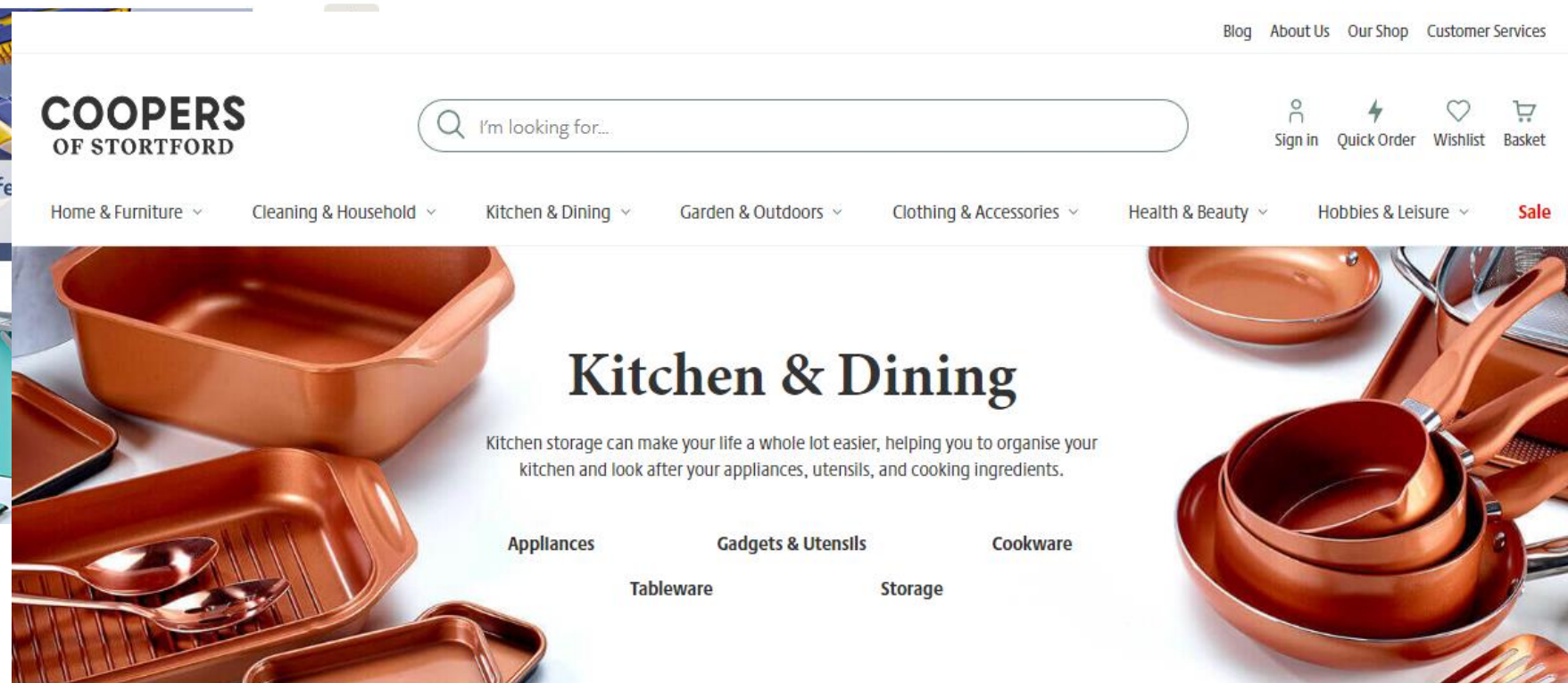


Startseite > Haushalt

Haushalt

Stöbern Sie in der Kategorie Haushalt

- > Reinigungszubehör (205)
- > Wischen & Saugen (35)
- > Fensterputzen (20)
- > Küchenreiniger (21)
- > Badreiniger (26)
- > Rohrreiniger (12)
- > Fleckenentferner (11)
- > Reinigungsbürsten (27)
- > Putztücher (21)
- > Staubwedel (19)
- > Reinigungsmittel (53)



Healthcare division ambitions

Objectives of Healthcare division:

- Development throughout France
 - First stage through external growth in order to create the foundations
 - Second stage with emphasis on organic growth
- ➔ Double the division turnover by 2025

8 acquisitions between December 2019 and July 2022:

PSAD sector:

- Respiratory assistance :
Santéol + Eden Médical + Perf R + JP Consult + Icelus
- Perfusion & nutrition (PSAD) :
Msanté + Optimum Médical (OmniPerf)

Home support sector:

- Médical Santé



Healthcare division

2 specialized sectors

Home support (MAD)



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

In France :

- 1 shop, 2 franchises
- 3 commercial agencies
- Mail order and market place.



Home care (PSAD)



- **Respiratory assistance**

Specialised services on oxygenation / sleep apnoea

Network of 5 agencies and 6 offices in France

- **Nutrition & Perfusion**

Patient-hospital coordination services

Network of 4 agencies in West of France

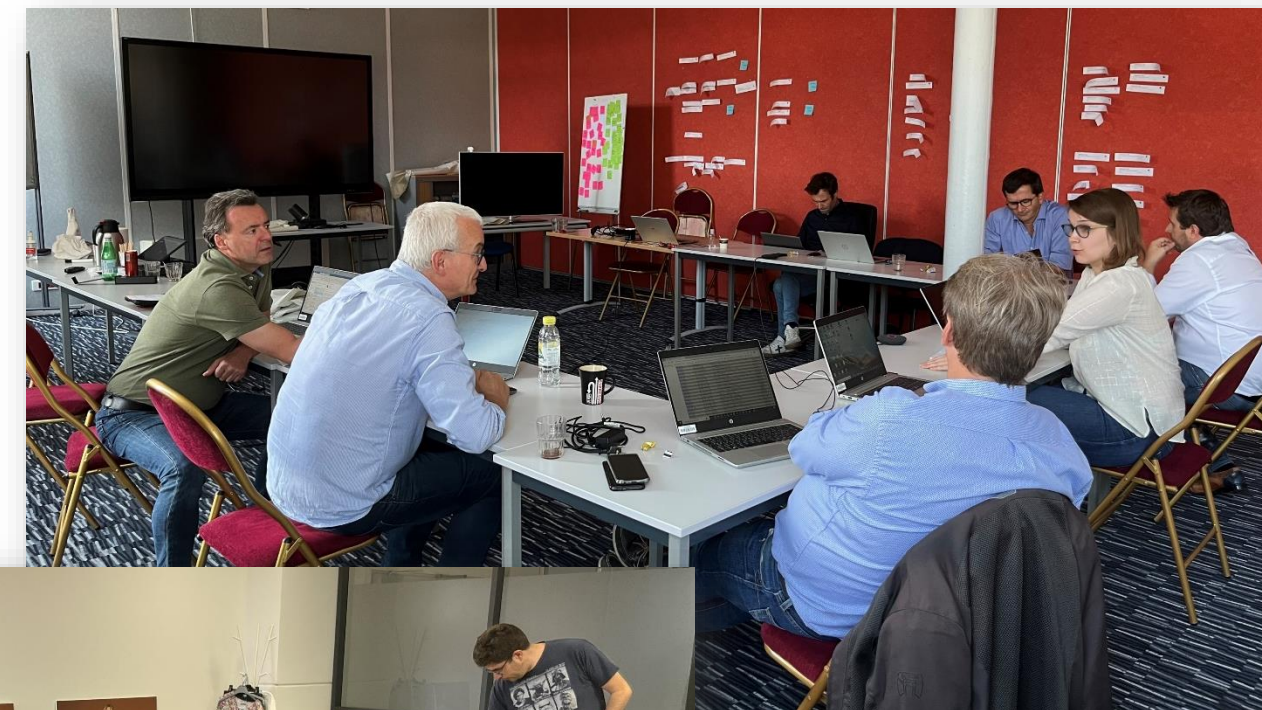
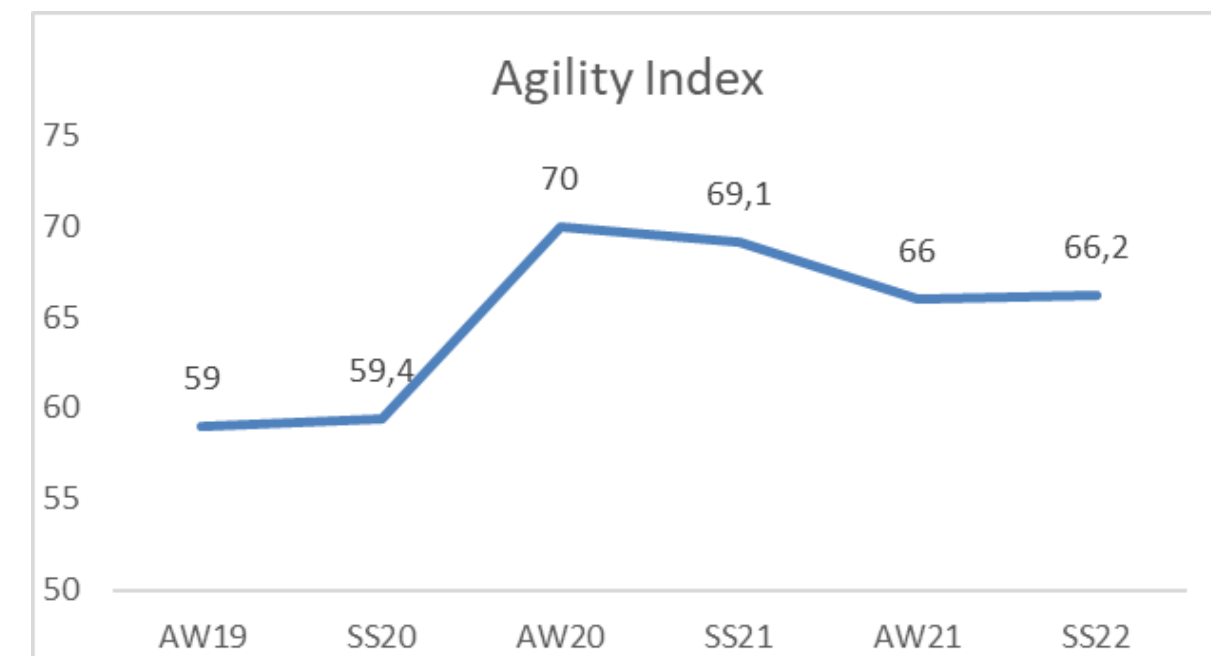


Priority to agility

Priority to Agility

Making our model more flexible

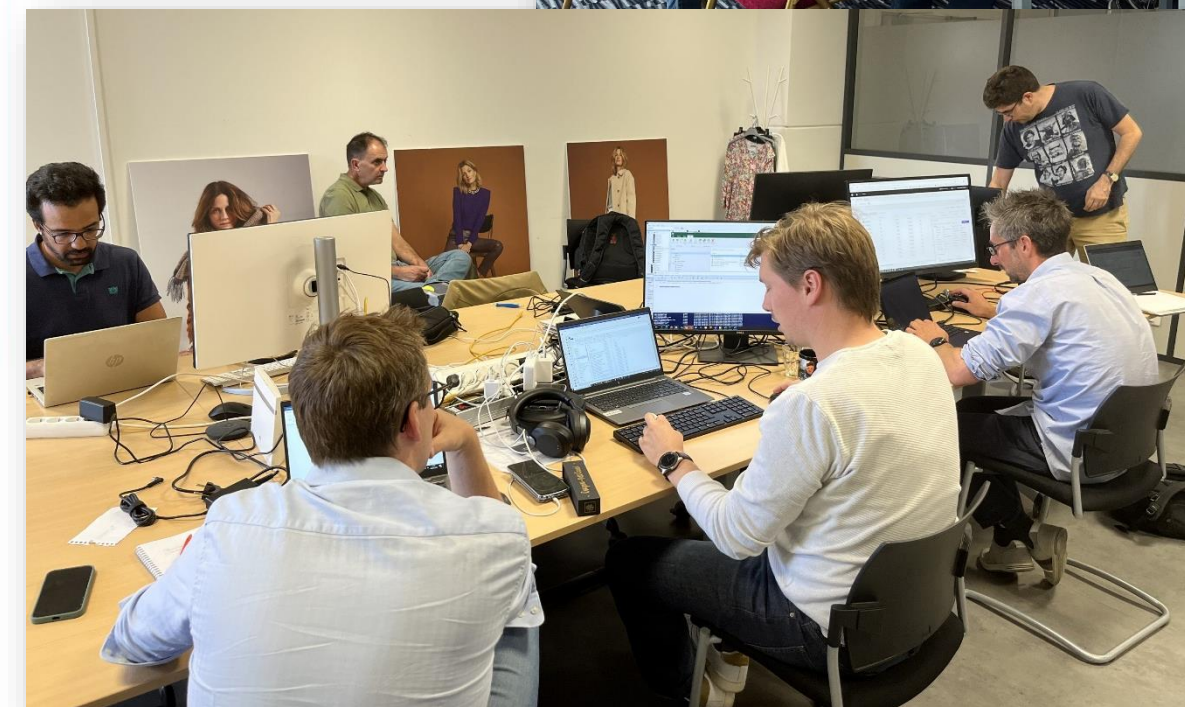
Home working, rolling budget process, Home & Lifestyle organization, cyber attack management, ...



3PAGEN

COOPERS
OF STORTFORD

VITRINE
magique



Business
Review

Budget
Financial

Capex
management

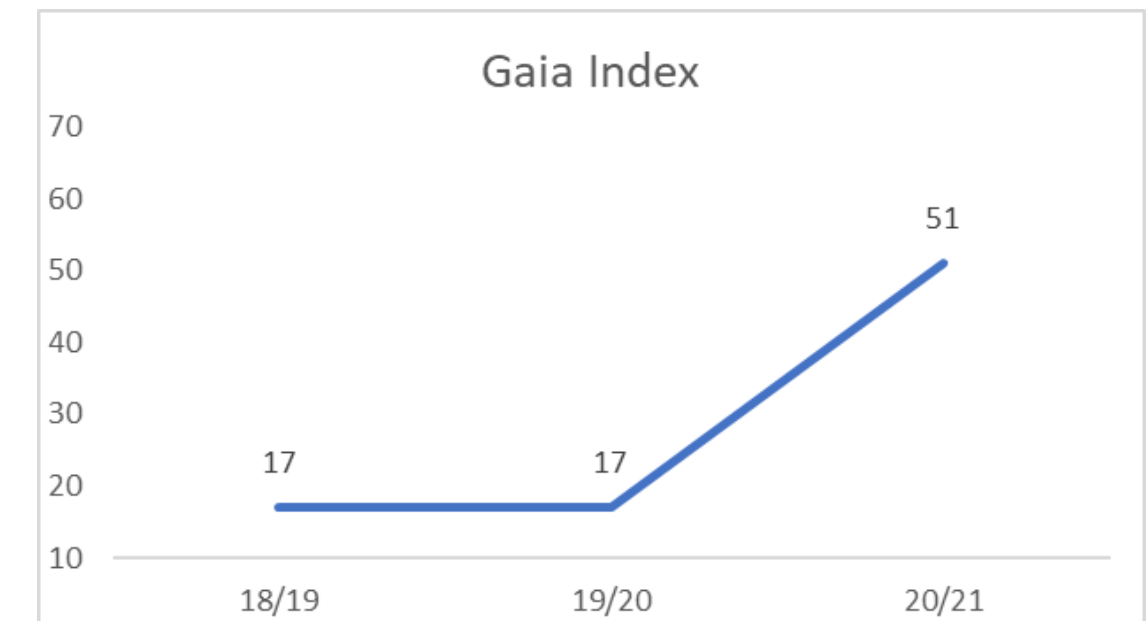


CHANGE OUR WORLD

Putting CSR at the heart of our model

Change Our World

3 pillars of the Damartex CSR strategy



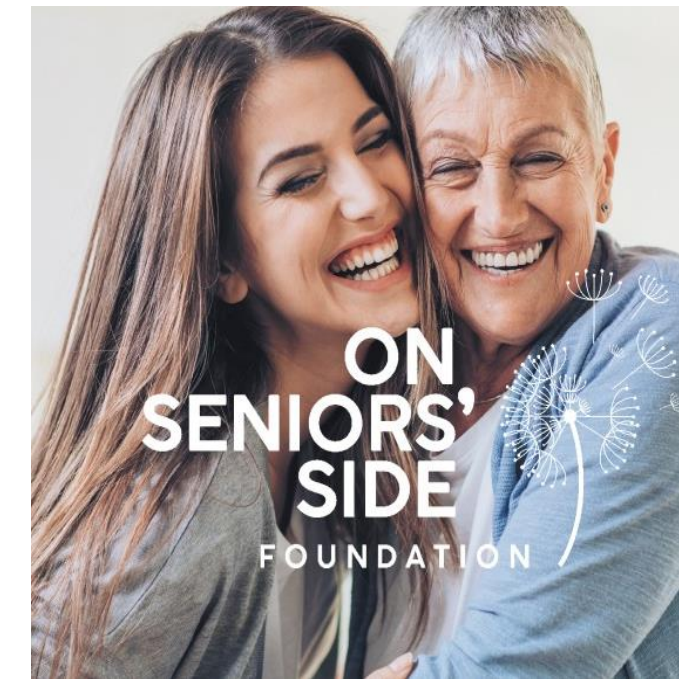
1 COMMITTING TO OUR PLANET THE ENVIRONMENT



2 COMMITTING TO MORE ETHICS OUR SUPPLIERS



3 COMMITTING TO GREATER SOLIDARITY THE FOUNDATION



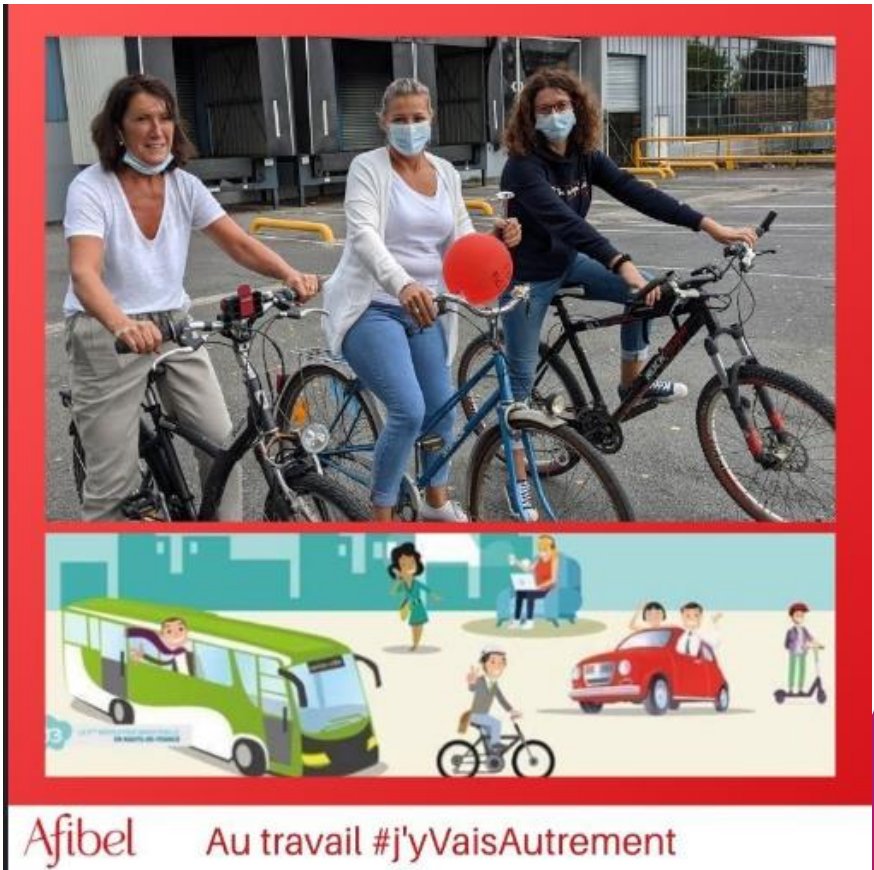
Focus Planet

Change our world

Over 80 projects in the
Damartex group



Damart recherche ses super-héros !





3 Performance 2021 / 2022 & Outlook

A disappointing financial performance but under control

Continued growth momentum excluding the Covid effect

- Activity down by -0.1% Vs pre-Covid (18-19)
- Growth for brands with high pricing power
- Deployment of the Healthcare strategy (5 acquisitions over 12 months)

Management of events during the year

- Significant impact of freight cost and marketing production
- Agility and quick decision making
- Investments in transformation maintained in times of crisis

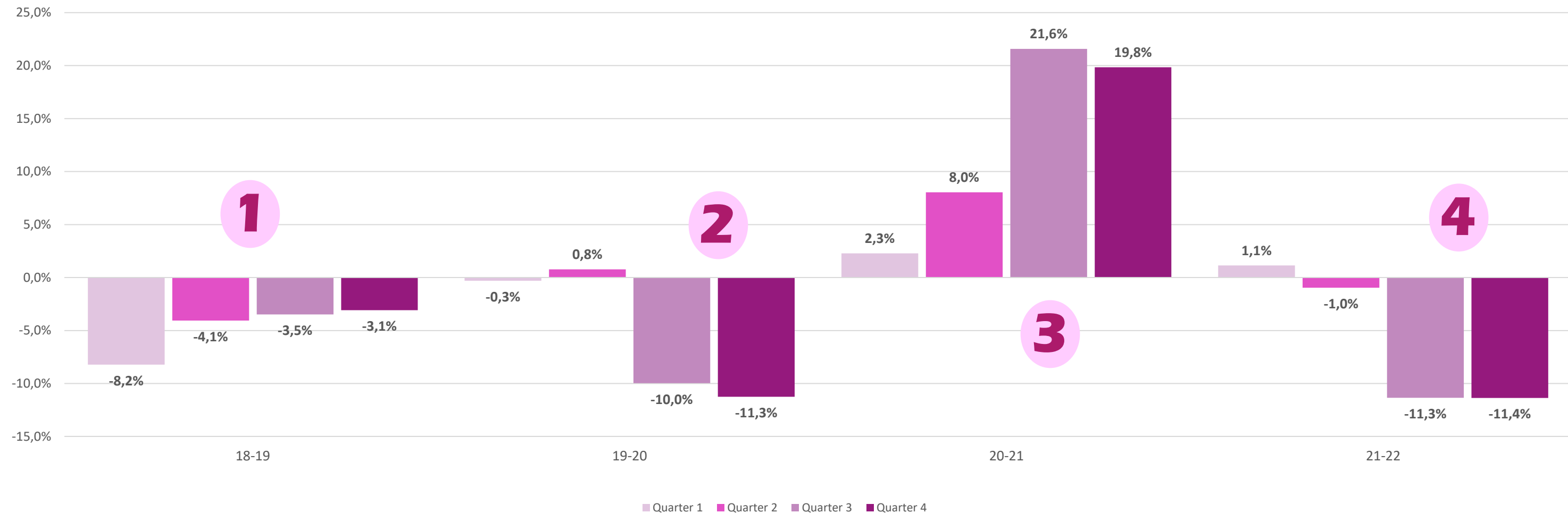
Profitability & cash flow under pressure but solid outlook

- EBITDA down to +€8,9Mn
- Net result at -€5,8Mn
- Net financial surplus at -€48Mn



Turnover trend over 3 years

Quarterly turnover evolution vs Y-1



1

18-19: Baseline year, kick of TTA 2.0 transformation plan

2

February – June 20: Covid crisis, stunned market

3

20-21: Covid year: E-commerce explosion, « consumption in Covid times »

4

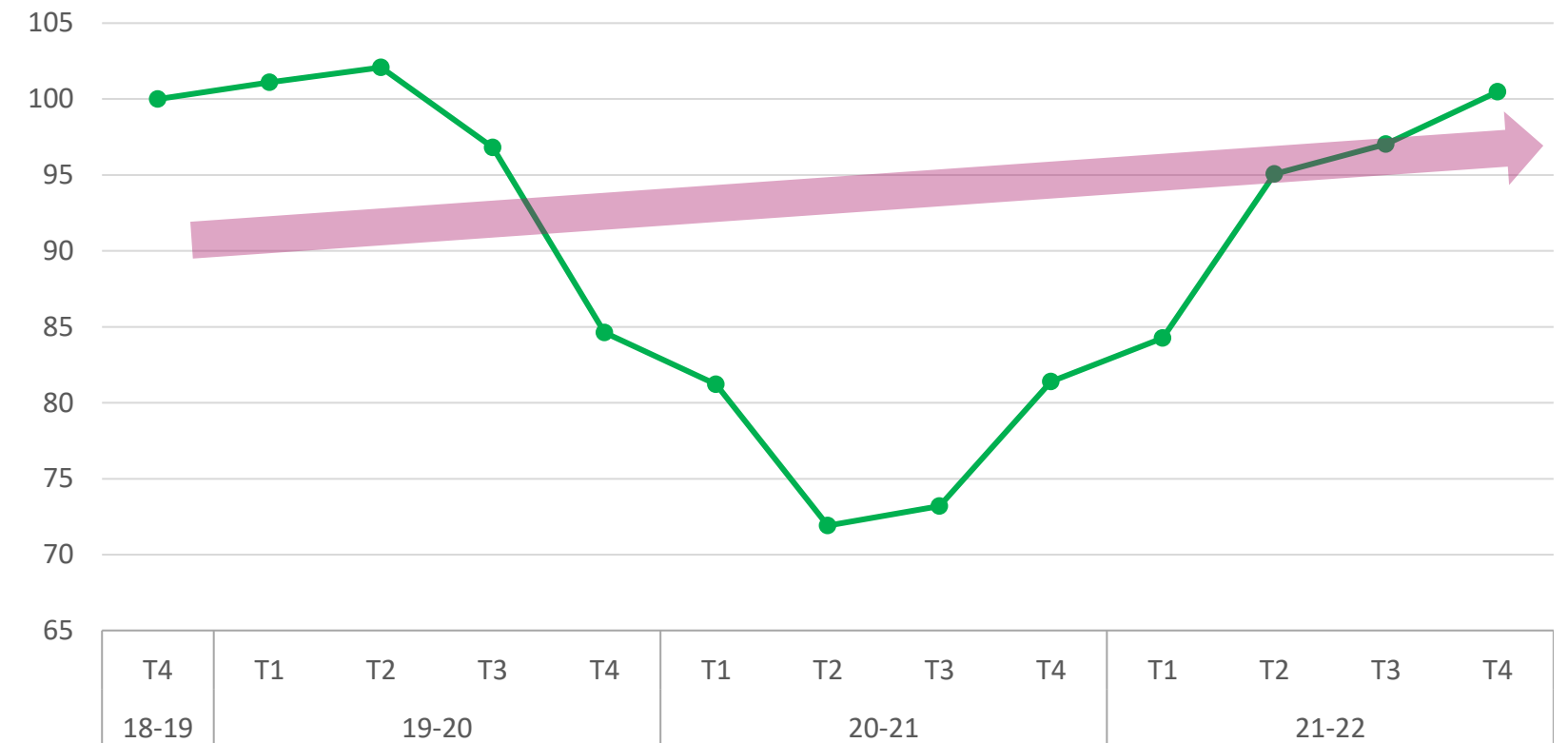
February – June 22: Ukrainian crisis, consumption shifts, rising inflation

Damartex turnover by channel (Healthcare division excluded)

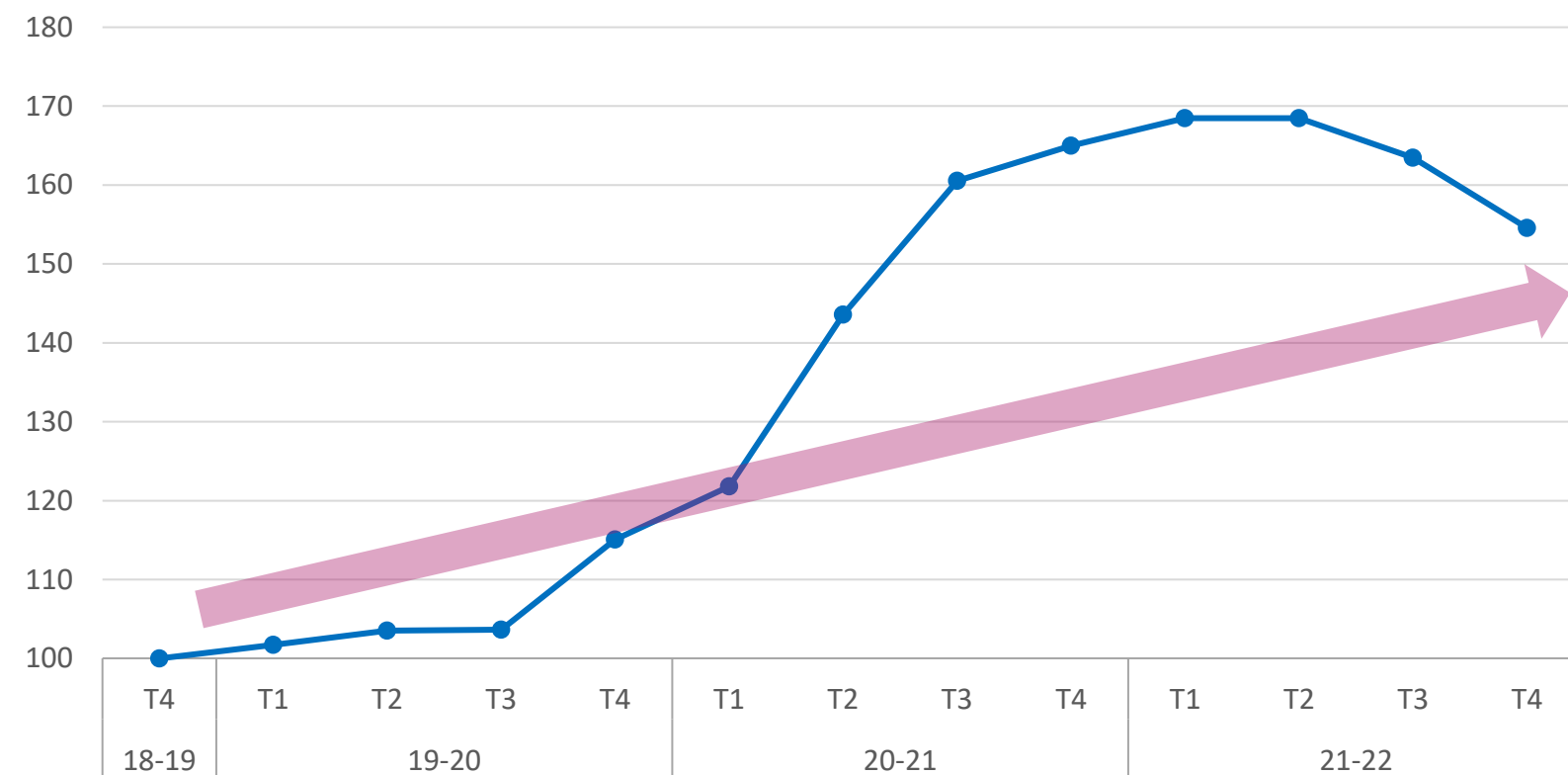
Power of the Omnichannel Model:

- Retail: 169 stores, product & brand experience
TO: + 0,5% vs 18-19
- E-commerce: 2,2 M Unique visitors / months, communication and recruitment media
TO: +54,5% vs 18-19
- Mail order: 140 M catalogues / year, traditional activation media
TO: -15,3% vs 18-19

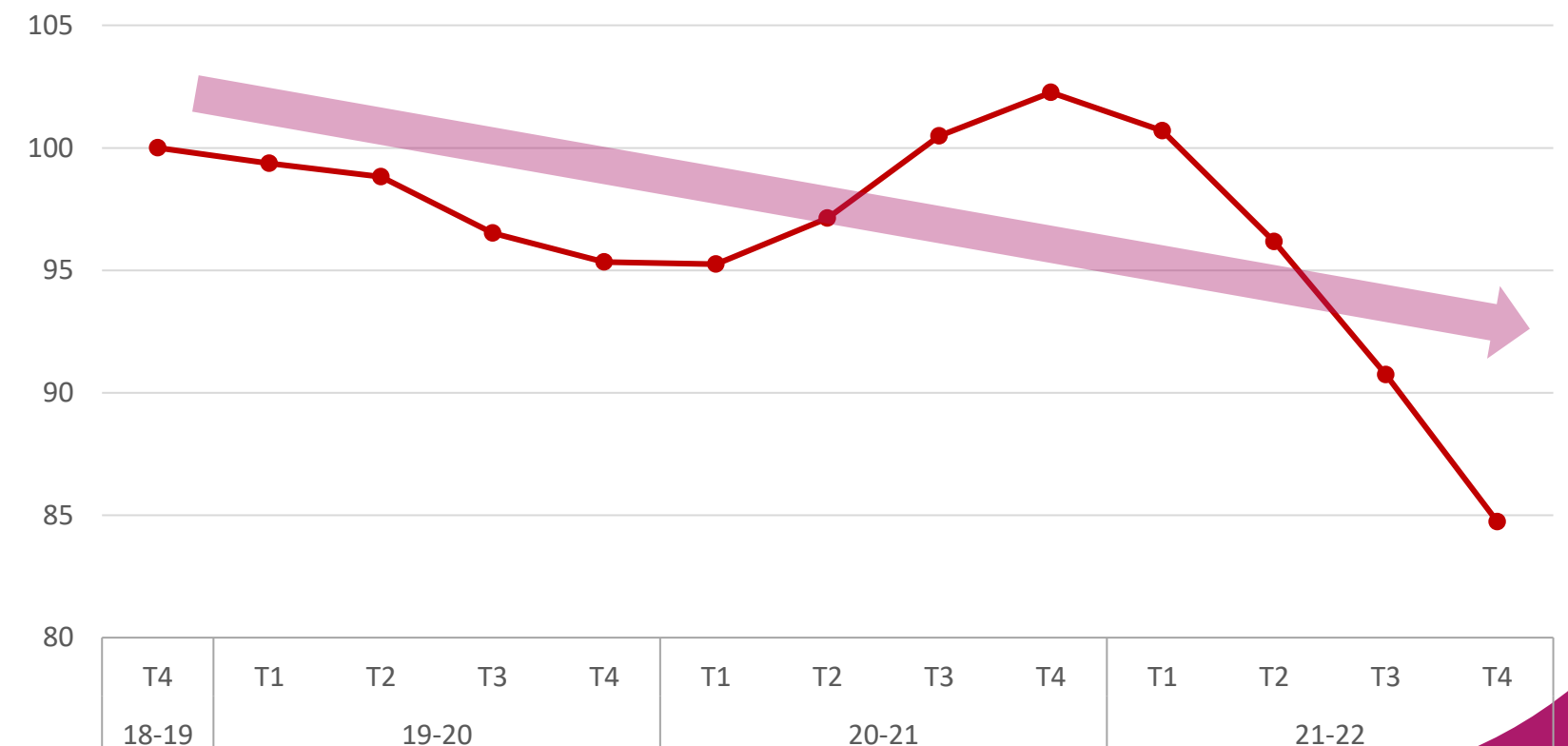
Retail: TO over 12 rolling months (base 100 Q4 18/19)



E-commerce: TO over 12 rolling months (base 100 Q4 18/19)



Mail Order: TO over 12 rolling months (base 100 Q4 18/19)



Yearly turnover at 30 juin 2022

damartex
GROUP

TO : 719,0M€
-5,9% vs LY

By channel



Mail order
€382,1 Mn (53%)
-16,8% vs LY



Shops
€170,2 Mn (24%)
+23,4% vs LY



Mobile & web
€129,2 Mn (18%)
-6,3% vs LY



Wholesales
€22,2 Mn (3%)
+8,4% vs LY



Services
€15,3 Mn (2%)
+75,8% vs LY

By division



535,5M€ (74%)
-3,5% vs LY



147,6M€ (21%)
-16,9% vs LY



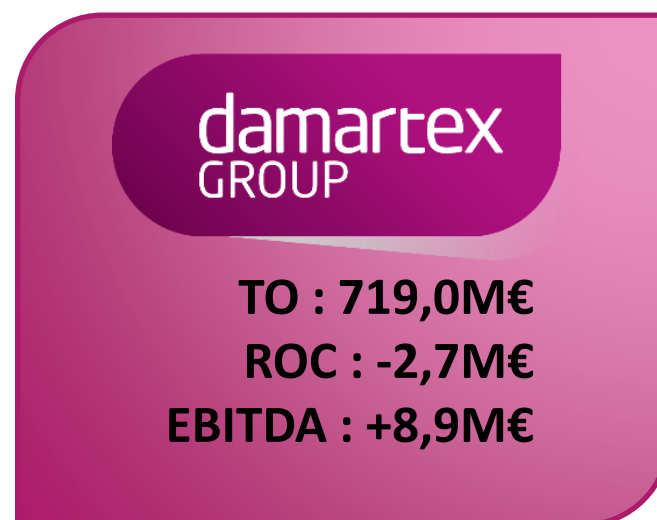
35,9M€ (5%)
+14,3% vs LY

By brand

	21-22	% Groupe	vs 20-21
Damart	428,8	59,6%	-2,4%
Afibel	80,6	11,2%	-8,9%
Xandres	26,2	3,6%	20,4%
Fashion	535,5	74,5%	-3,5%
Coopers of Stortford	62,4	8,7%	-17,7%
3 Pagen	68,8	9,6%	-11,6%
Vitrine Magique	16,3	2,3%	-17,0%
Home & Lifestyle	147,6	20,5%	-16,9%
Santeol	10,3	1,4%	18,4%
Sedagyl	20,7	2,9%	-9,2%
Médical Santé	2,6	0,4%	N/A
MSanté	2,3	0,3%	N/A
Healthcare	35,9	5,0%	14,3%
DAMARTEX Group	719,0	100,0%	-5,9%

Closing of Delaby et Maison du Jersey at 30/06/21
Integration MSanté at 01/07/2021
Integration Médical Santé at 01/04/2022

Operating profitability



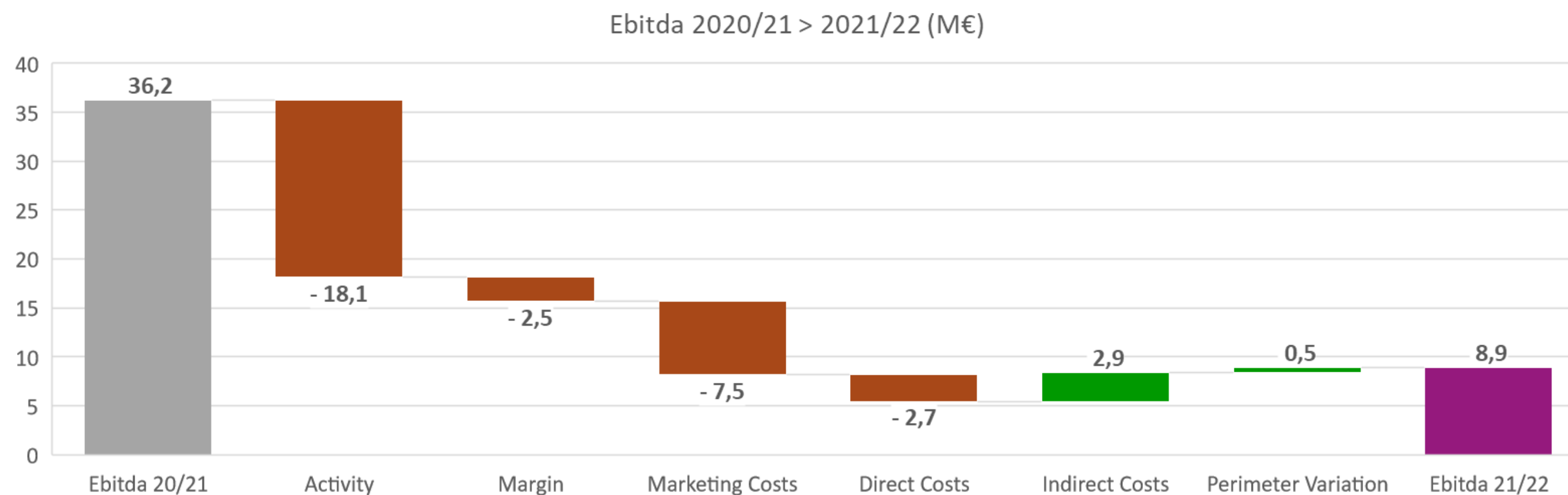
TO : 535,5M€
ROC : +3,9M€
EBITDA : +8,6M€



TO : 147,6M€
ROC : -7,4M€
EBITDA : -3,0M€



TO : 35,9M€
ROC : +0,8M€
EBITDA : +3,3M€



Yearly results

in millions euros

	30 June 2020	30 June 2021	30 June 2022
Turnover	686,2	764,2	719,0
Operational EBITDA	3,5	36,2	8,9
EBITDA (IFRS 16)	18,7	52,8	26,2
Current operating result	-25,5	22,0	-2,7
Other operating result	-12,6	0,1	-0,4
Assets impairment	-19,8	-0,2	1,2
Operating result	-57,9	21,9	-1,8
Financial result	-3,1	-0,7	-0,3
Result before tax	-61,0	21,2	-2,2
Tax	1,6	-4,9	-3,7
Result of continued operations	-59,4	16,3	-5,8
Result of discontinued operations	0,0	0,0	0,0
Net result	-59,4	16,3	-5,8

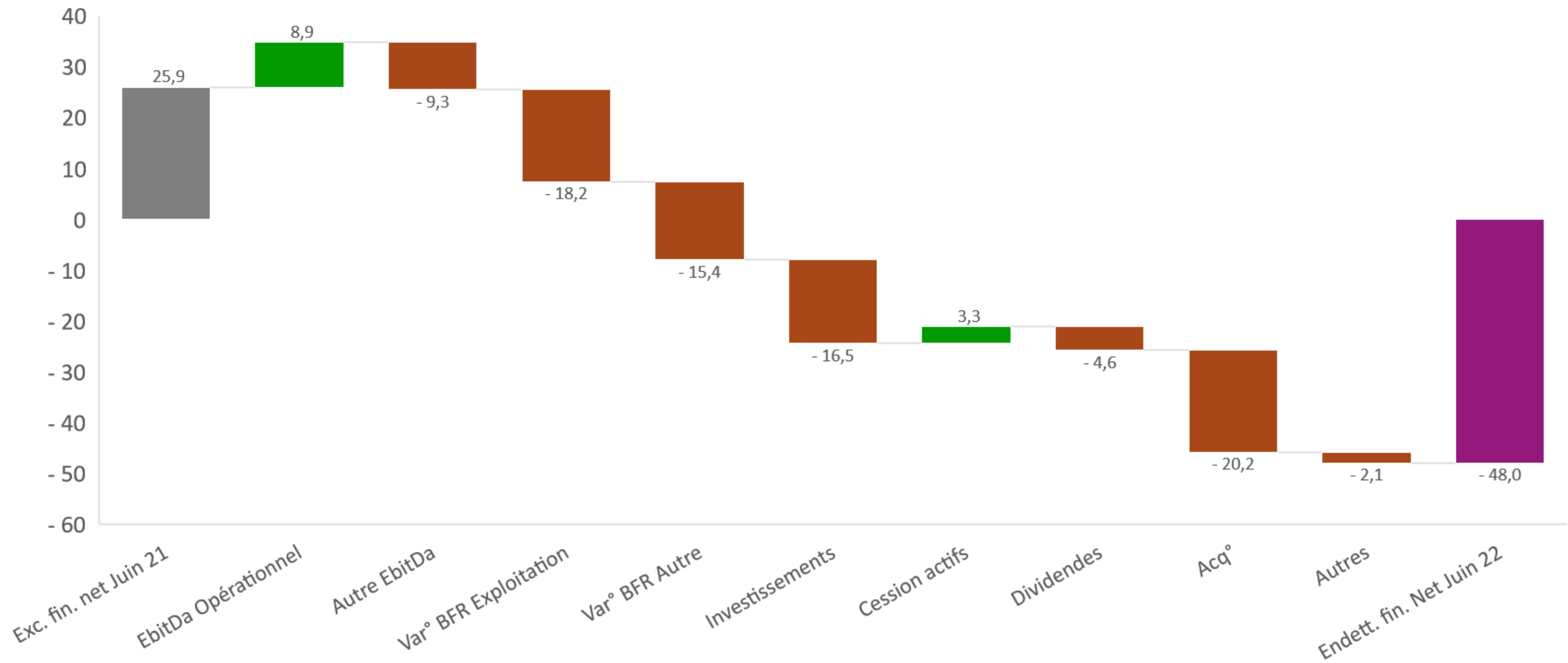
Cash flows & operating NWC

in millions euros

	30 June 2020	30 June 2021	30 June 2022
Operational EBITDA	3,5	8,9	8,9
Operational NWC variation	12,5	8,5	-18,2
CAPEX	-12,6	-9,2	-16,4
FREE CASH FLOWS Operational	3,4	8,2	-25,7
Operational NWC	37,4	31,5	56,8
- Stocks	102,9	112,4	142,5
- Recevaibles	16,1	22,7	23,0
- Payables	-81,6	-103,6	-108,7

Net financial surplus

in millions euros



Outlook

Last year of transformation plan

« Transform To Accelerate 2.0 »

➔ Consolidation to enable acceleration to 2023

- Focus Fashion division: Innovation, modernization & digital (Focus on Market Places and Xandres acceleration)
- Focus Home & Lifestyle division: Integration and synergy implementing (UK, DE, FR)
- Focus Healthcare division: integration and acceleration of organic growth

Strengthening agility and cash management in an environment that will remain volatile





Appendices

Raison d'être « On Seniors' Side »

Commitment to Seniors

- More than 10 million senior citizens loyal to the Group's 10 brands
- 3,300 committed employees with strong values: social responsibility, high standards and benevolence, team spirit, innovation, entrepreneurship
- A solid family shareholding with a long-term vision

Growing old is living

- Our passion: Seniors
- Our daily driving force: to make their lives better, to give them a smile, to change the way society looks at them
- With respect, empathy, happiness, generosity, transmission, ...



Ambition: Silver Economy european leader

10 brands dedicated to the Silver Economy



PÔLE
fashion

DAMART *comfort of being yourself*

Afibel *inclusive fashion*

X ANDRES
BELGIUM *affordable luxury*



PÔLE
**home &
lifestyle**

3PAGEN **COOPERS** **VITRINE**
OF STORTFORD *magique*

decoration - garden
practical life - well-being



PÔLE
healthcare

GROUPE MEDICAL
SANTÉ

SEDAGYL
Spécialiste de votre confort à domicile

Home support

santéol

MSANTÉ

Home care

Damartex in numbers

3 DIVISIONS



10 « GOLDEN AGE » BRANDS

- Damart: 60% TO
- Afibel: 11% TO
- Xandres
- 3 Pagen: 10% TO
- Coopers: 9% TO
- Vitrine magique
- Médical Santé
- Sédagyl
- Santéol
- MSanté

9 COUNTRIES OF COMMERCIALISATION

- France: 49% TO
- Grande Bretagne: 27% TO
- Belgique/Lux/Pays-Bas: 14% TO
- Allemagne: 9% TO
- Suisse
- Autriche
- Espagne

An omnichannel model



Mail order: 53%
7 integrated call centers



Shops: 24%
169 stores



Mobile & web: 18%
20 e-commerce platform



Wholesale : 3%
More than 500 partners



Services: 2%



719M€
de C.A.

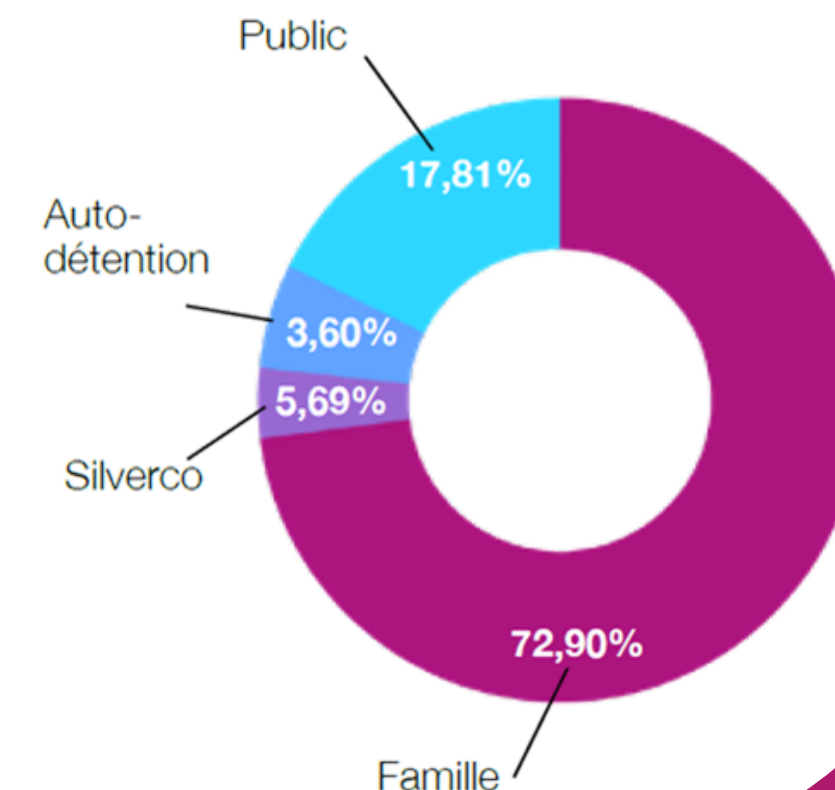


8,9M€
EBITDA
(1,2% du CA)



48M€
d'endettement financier net

Majority Family Shareholding



Damartex shares

Share price			
	EXERCICE 2019/2020	EXERCICE 2020/2021	EXERCICE 2021/2022
Highest price	18,00 €	22,40 €	22,80 €
Lowest price	9,60 €	8,05 €	13,20 €
Average monthly transaction volume	7 488	32 728	19 937
Market capitalisation (in thousands of euros) based on the closing price on 30 June	85 422	215 728	155 417
Number of shares at the end of the year	7 364 000	11 598 300	11 598 300

- Capital at 30 June 2022 amounts €57 991 500, divided in 11 598 300 shares of €5 as nominal, fully paid up.
- The company has not issued any securities giving access to the capital
- Under the authorisations granted to it, the company held 3.60% of the Damartex shares at 30 June 2022

Detailed P&L

in millions euros

	30 june 2020	30 june 2021	30 june 2022
Turnover	686,2	764,2	719,0
Consumed purchases	-240,5	-276,0	-262,2
Staff costs	-126,5	-131,3	-132,1
External charges	-300,5	-303,1	-297,7
Depreciation on assets	-15,5	-17,5	-19,5
Depreciation and release on provisions	-14,2	1,5	6,2
Current operating result	-25,5	22,0	-2,7
Other operating result	-12,6	0,1	-0,4
Operating result	-57,9	21,9	-1,8
Financial result	-3,1	-0,7	-0,3
Result before tax	-60,9	21,2	-2,2
Tax	1,6	-4,9	-3,7
Result of continued operations	-59,4	16,3	-5,8
Result of discontinued operations	0,0	0,0	0,0
Net result	-59,4	16,3	-5,8

Detailed balance sheet

in millions euros

	30 June 2020	30 June 2021	30 June 2022
Shareholder's Equity	102,8	157,5	157,2
Long term financial debt	0,0	0,1	6,6
Long term leases debt	63,1	66,4	58,5
Other non current liabilities	35,6	36,0	42,1
Non current liabilities	98,8	102,4	107,2
Goodwill	37,1	42,3	65,0
Intangible assets	75,0	69,9	72,7
Tangible assets	59,9	59,1	60,2
Right of use	87,5	85,9	80,6
Other non current assets	6,6	8,8	8,0
Non current assets	266,1	265,9	286,6
Stocks	102,9	112,4	142,5
Receivables	16,1	22,7	23,0
Payables	81,6	103,6	108,7
Other current debts	31,6	39,6	28,9
Net need in working capital	5,9	-8,1	27,9
Provision	14,8	9,5	2,9
Net derivatives instruments	1,5	-0,3	10,8
Other financial debts	0,0	0,1	0,0
Leases debt	15,1	15,3	17,7
Net liabilities linked to discontinued operations	-1,9	-1,2	-1,1
Treasury	-43,8	26,1	-41,4
Total balance sheet	489,5	497,0	513,4

damartex
FASHION

DAMART

Afibel



X A N D R E S
B E L G I U M

damartex
HOME & LIFESTYLE

3PAGEN

pfiffig ! praktisch ! preiswert !

COOPERS
OF STORTFORD

VITRINE
magique

damartex
HEALTHCARE

GROUPE MEDICAL
SANTE

SEDAGYL®

Spécialiste de votre confort à domicile

santéol

MSANTÉ