The consumer of tomorrow is 60

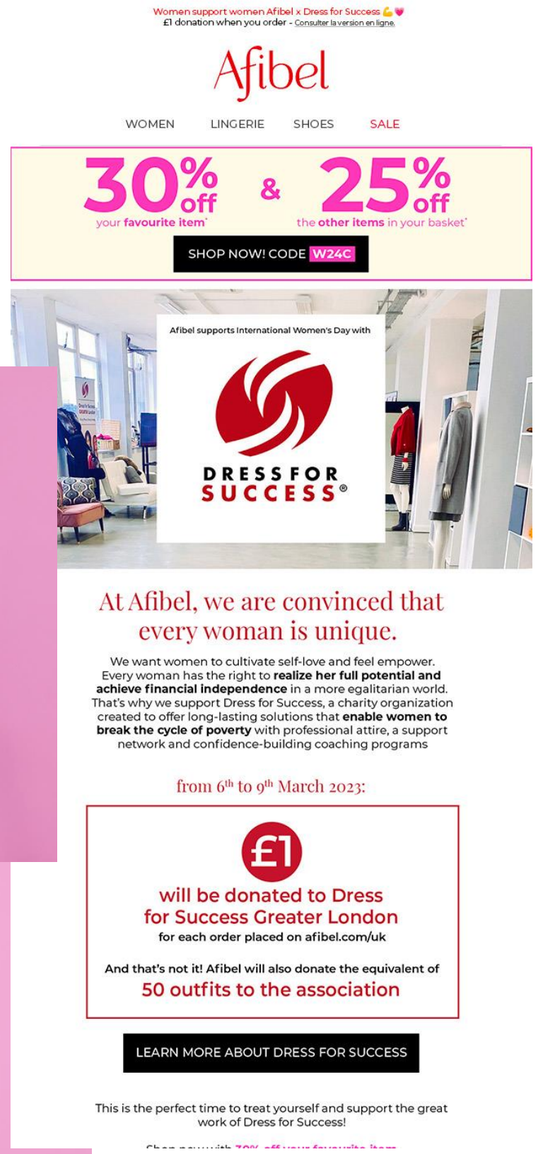
FINANCIAL INFORMATION HALF-YEAR 2022-2023

damartex GROUP

ON SENIORS'SIDE

8th March 2023

8th March – international women's rights day



Executive summary

- Balanced monitoring of business (top & bottom line) in an unstable environment
- Increased discipline on cash management
- Brand strength
- Continued investment in the transformation plan

Transform to accelerate 2.0

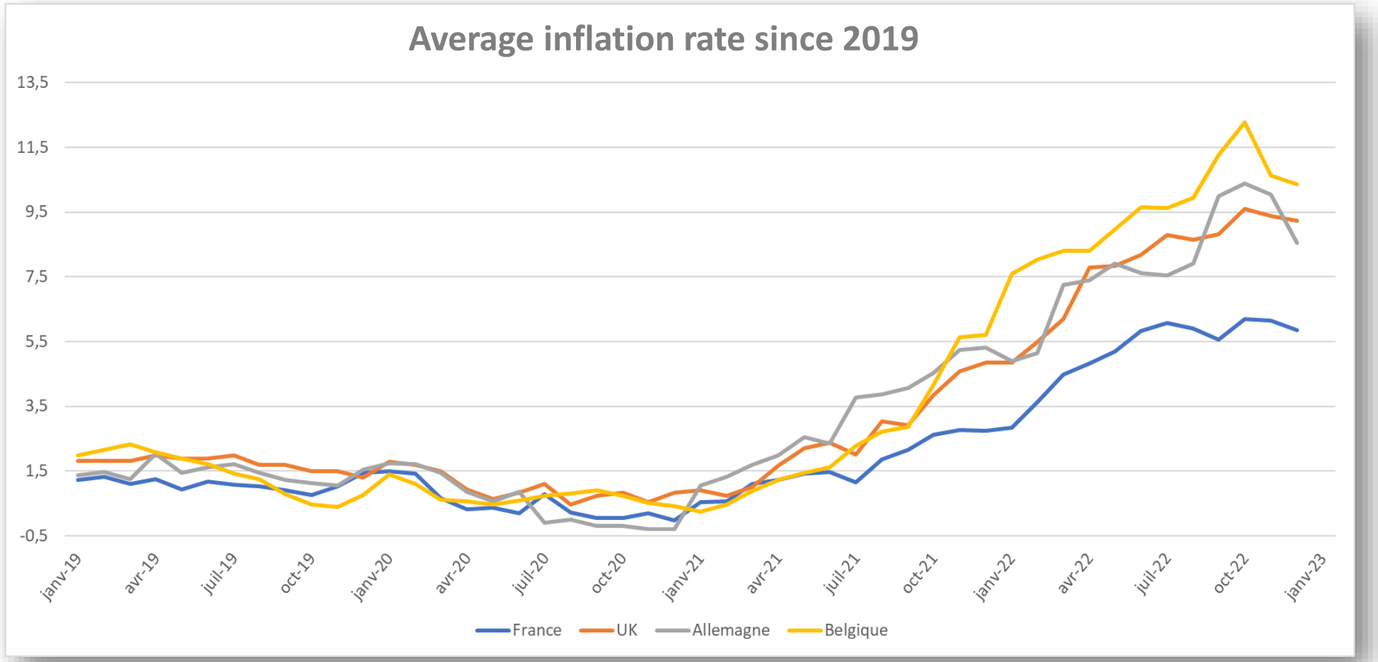
- Image Revolution
- Digital Transformation
- New Business Development
- Priority to Agility
- Change our world

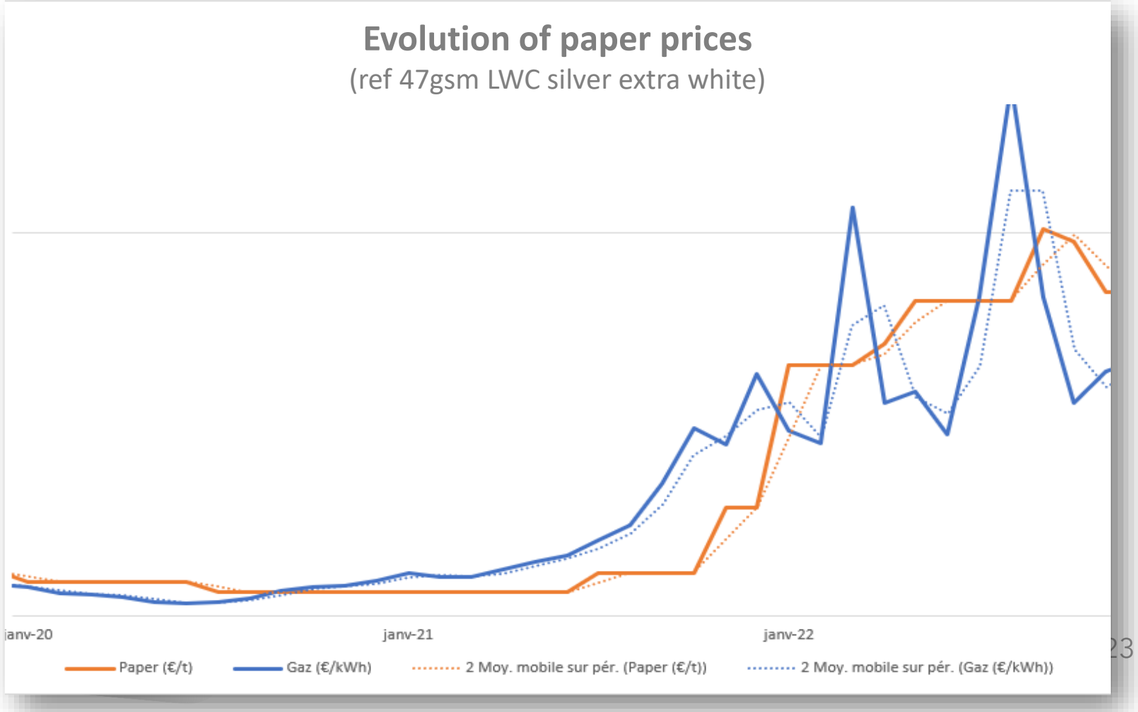
Reasons for our confidence:

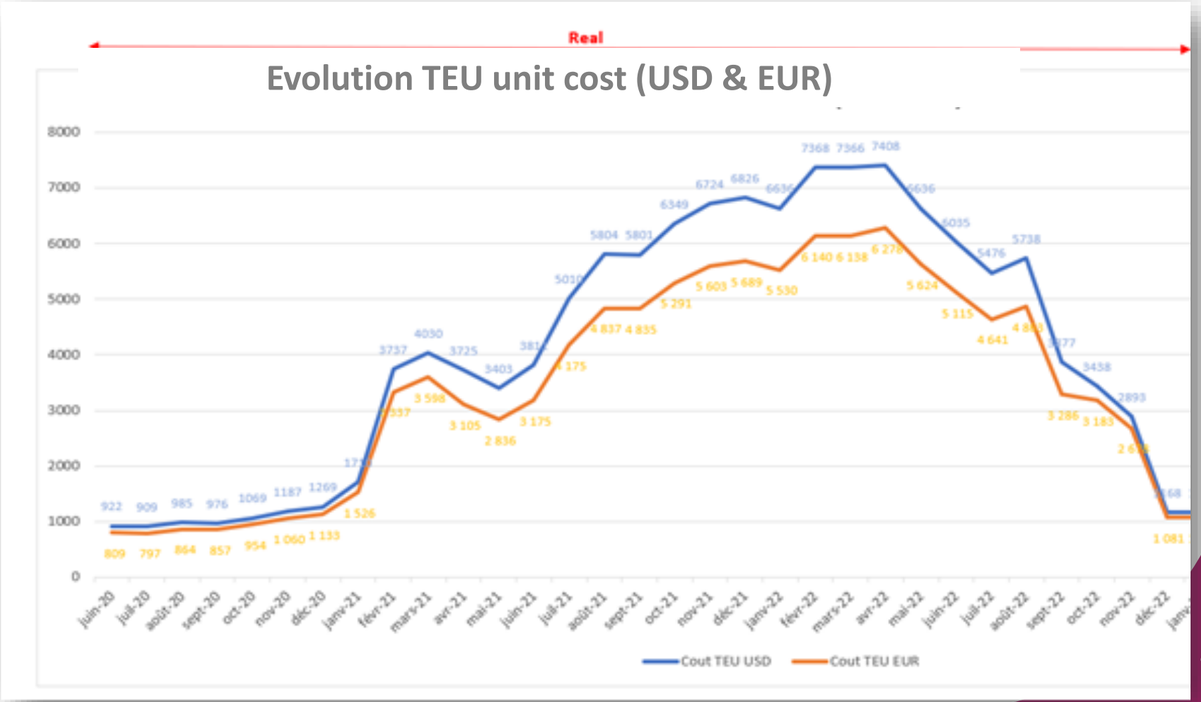
- Healthcare division in line with our roadmap
- Pricing power in line with expectations, especially for Damart & Xandres
- Reinforced management team

Environment

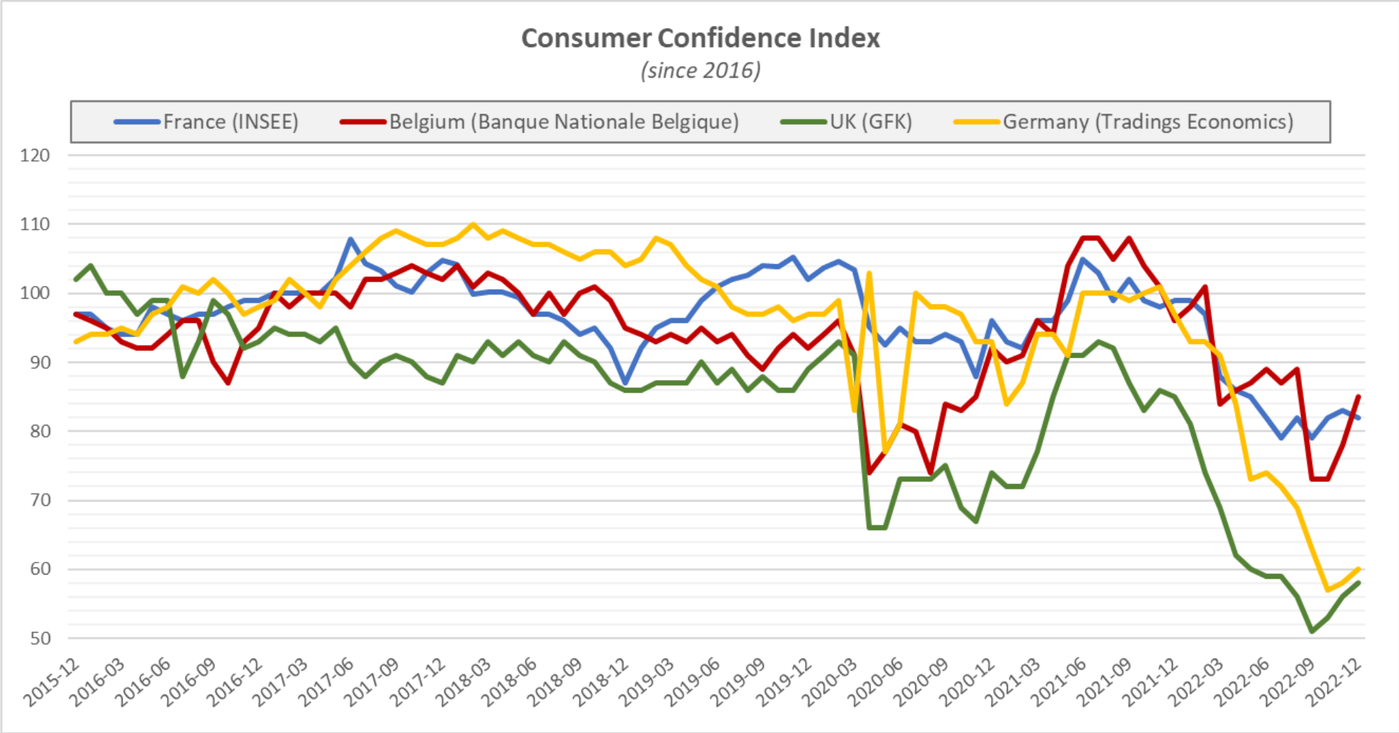
- Return to normal situation for sea freight in terms of costs, deadlines and quality
- Inflationary impact on costs prices
- Consolidation of high postal costs (mail & parcels)
- Continued tensions in the labour market



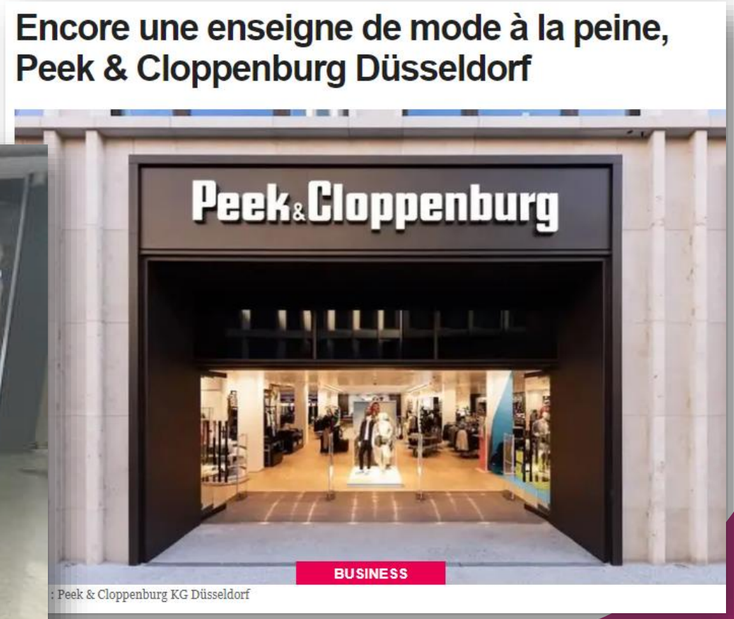


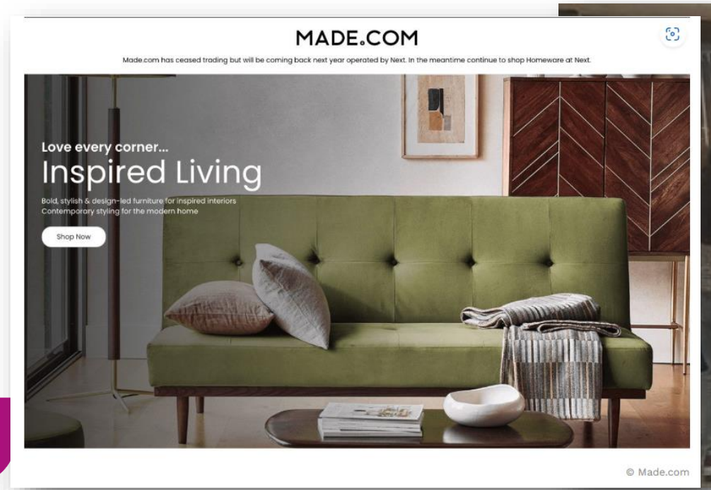


Volatility & uncertainty on consumption



- Fashion market :
  Geographical effect with « doom & gloom » in UK (FR & BE very volatile)
  Explosion of receiverships
  Channel effect with renewed dynamic in Retail and back to normal situation in E-Commerce
- Home & Lifestyle market : Marked slowdown = Double base effect « post Covid » and « post digital boom »
- Healthcare market : Solid & sustainable growth of 6% per year





1 Financial Results

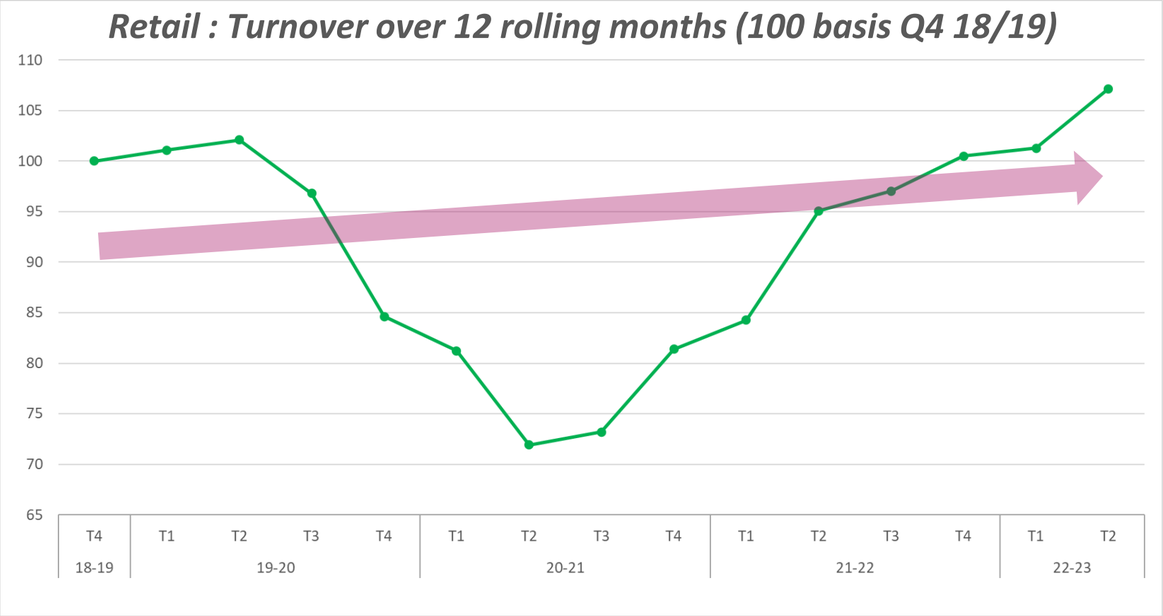
Evolution of turnover by channel (Excl. Healthcare)

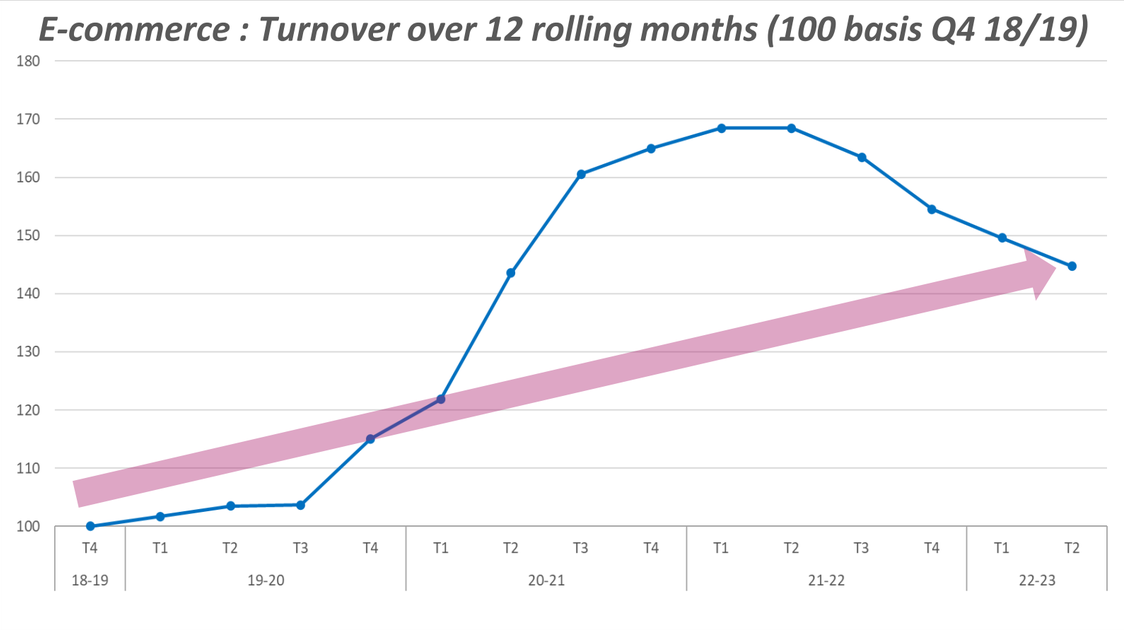
Omnichannel model :

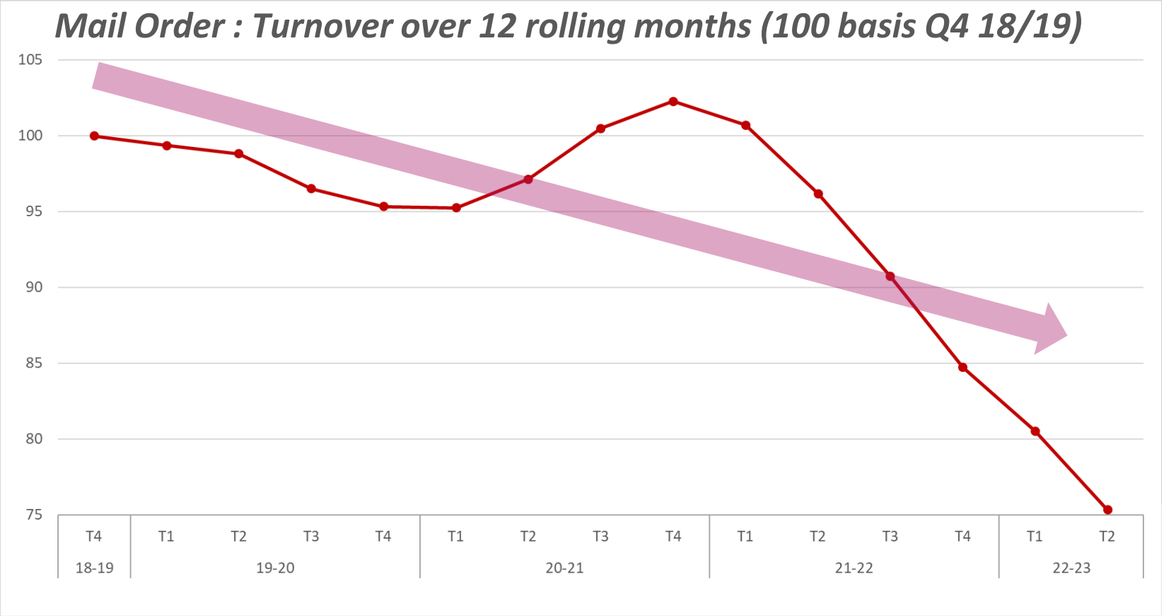
- Retail : 170 shops, 2 openings
  Turnover (12 rolling months) : +4% Vs 18-19
  Turnover AW22 +12,3% Vs AW21

- E-commerce : 2,5 M UV / month (+9% Vs AW21)
  Turnover (12 rolling months) : +44,5% vs 18-19
  Turnover AW22 -11,5% Vs AW21

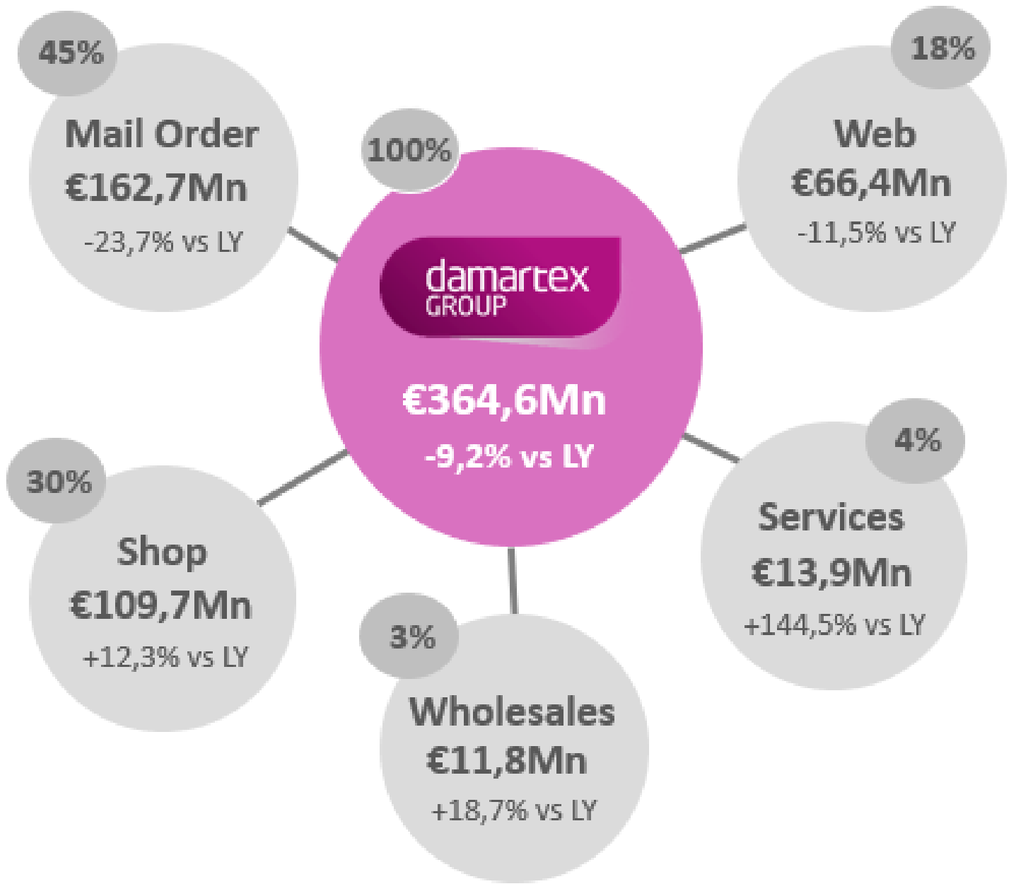
- Mail Order : Turnover (12 rolling months) : -25,3% vs 18-19
  Turnover AW22 -23,7% Vs AW21







Half-Year Turnover at 31th December 2022



M-EUR	*6 months* AW22	% Groupe	vs AW21
Damart	237,2	65,1%	-4,9%
Afibel	33,2	9,1%	-25,2%
Xandres	14,5	4,0%	30,4%
Fashion	**284,9**	**78,1%**	**-6,6%**
Coopers of Stortford	26,3	7,2%	-23,9%
3 Pagen	25,4	7,0%	-30,9%
Vitrine Magique	6,4	1,7%	-28,0%
Home & Lifestyle	**58,1**	**15,9%**	**-27,6%**
Santeol	7,6	2,1%	60,2%
Sedagyl	7,7	2,1%	-29,8%
Médical Santé	5,0	1,4%	N/A
MSanté	1,3	0,4%	37,2%
Healthcare	**21,6**	**5,9%**	**29,8%**
DAMARTEX Group	**364,6**	**100,0%**	**-9,2%**

Current Operating Profitability

damartex GROUP

CA : 364,6M€
ROC : -1,6M€
EBITDA : +8,0M€

FASHION

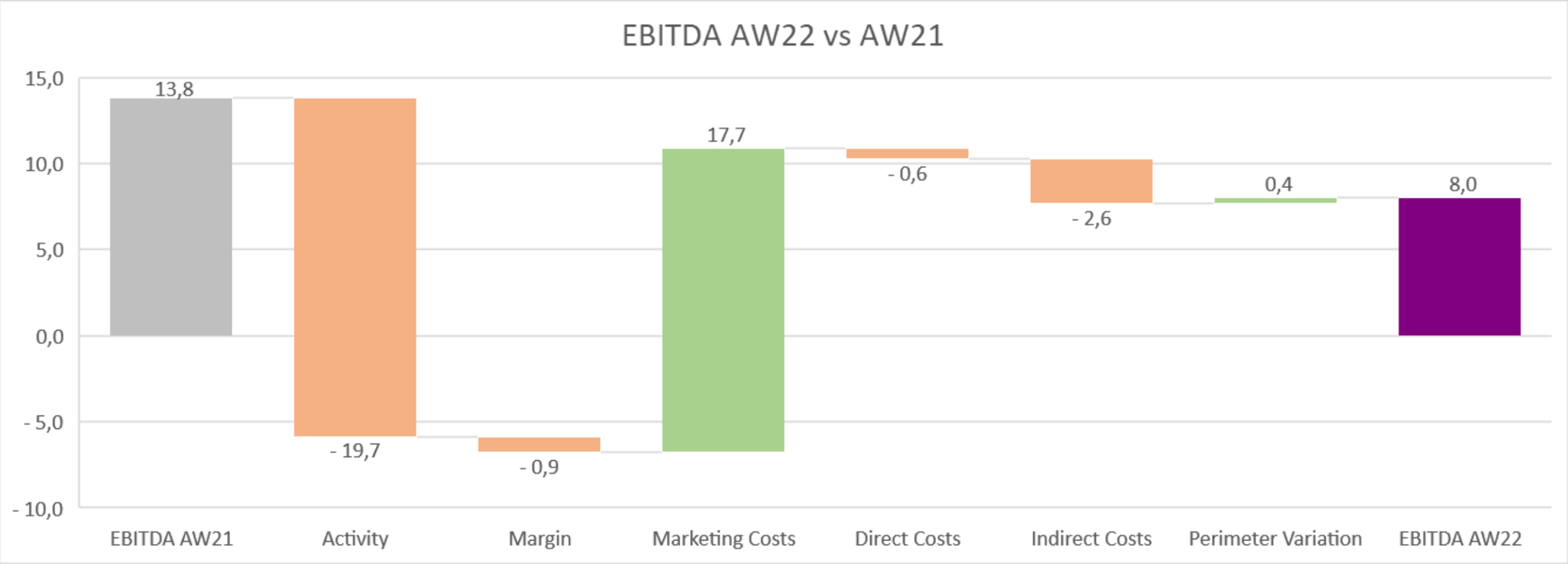
CA : 284,9M€
ROC : +5,8M€
EBITDA : +12,6M€

HOME & LIFESTYLE

CA : 58,1M€
ROC : -7,8M€
EBITDA : -6,9M€

HEALTHCARE

CA : 21,6M€
ROC : +0,5M€
EBITDA : +2,3M€



Margin management : Example Thermolactyl Sensitive 3 Lace

Cost price evolution :

- Material cost (75% of PRI) : +7,7%
- Operating & structural costs (25% of PRI) : + 2,4% (+ Efficiency profit : -0,95 %)

➔ Cost price: + 5,6% (AW 21 : 9,51 € pp ➔ AW22 : 10,04 € pp)

Selling price evolution:

- Pricing tactique avec retravail des prix psychologiques (maintien de la remise autour de 20%)
- Investment in communication with highlighting on innovations

➔ Selling price: + 14,3 % (AW 21 : 34,99 € pp ➔ AW 22 : 39,99 € pp)

Results :

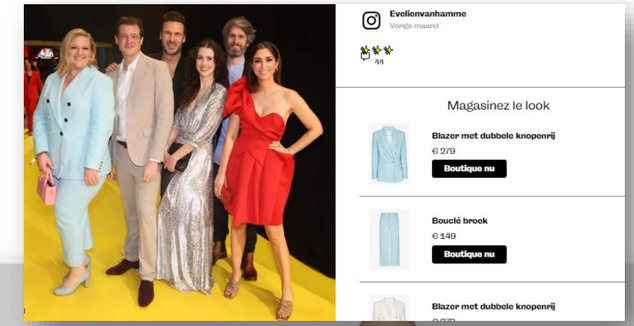
- Quantity : AW 21 : 31 294 pieces ➔ AW 22 : 61 792 pieces
- Turnover : AW 21 : 851 k€ ➔ AW 22 : 1,957 k€

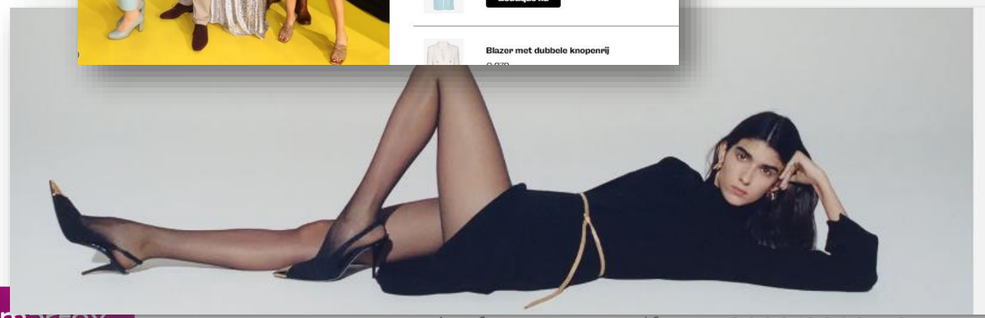
Marketing expenditure management

- Increased alignment between expenditure and turnover
- Overall savings
- Improved investment efficiency
- Maintenance of media investments
- Growth in pure digital investments

DAMART X RONRON

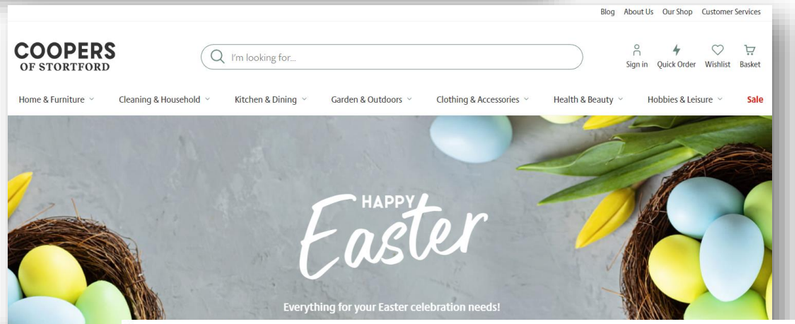
AH22/23 :
DAMART ACCÉLÈRE SA RÉVOLUTION D'IMAGE
ET RÉCHAUFFE LES FRANÇAIS AVEC SCORE DDB





XANDRES IS
FASHION BRAND
OF THE YEAR

bfa



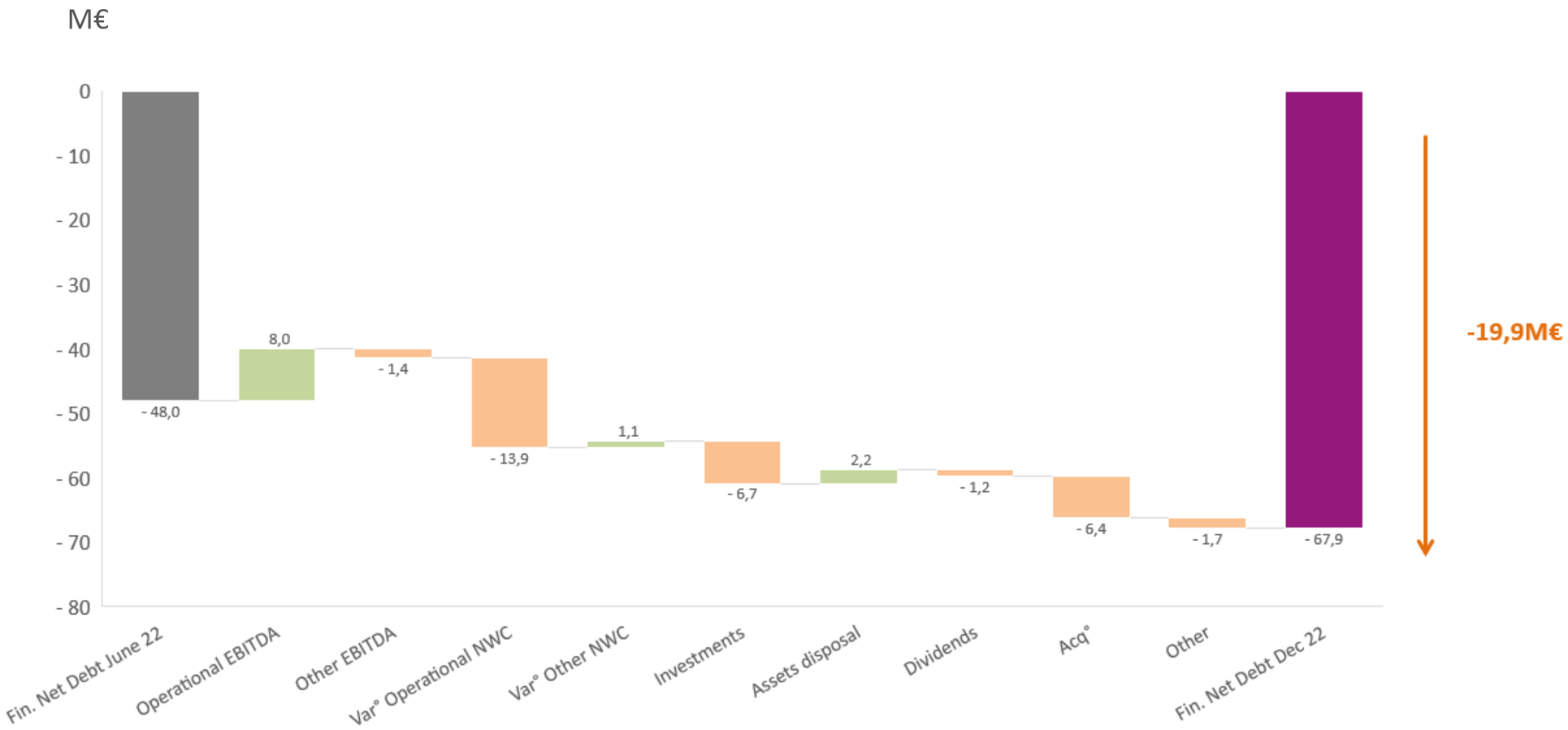
Half-year Results

in millions of euros

	31 Dec. 2020	31 Dec. 2021	31 Dec. 2022
Turnover	402,3	401,7	**364,6**
Operational EBITDA	26,6	13,8	**8,0**
EBITDA (IFRS 16)	34,7	22,2	**17,1**
Current operating result	15,3	10,0	**-1,6**
Other operating result	-0,3	-0,1	**3,2**
Assets impairment	0,0	0,0	**-3,0**
Operating result	15,0	9,9	**-1,4**
Financial result	-1,8	0,6	**-0,5**
Result before tax	13,2	10,6	**-1,9**
Tax	-2,1	-1,3	**-1,0**
Result of continued operations	11,1	9,3	**-2,9**
Result of discontinued operations	0,0	0,0	**0,0**
Net result	11,1	9,3	**-2,9**

Financial Net Debt

in millions of euros



- Net Debt of 67,9M€ increase of 19,9M€
- Saving generating a negative NWC effect
- Acquisition of Icelus (PSAD) in July 2022
- Continued investments

Cash flows & Operational NWC

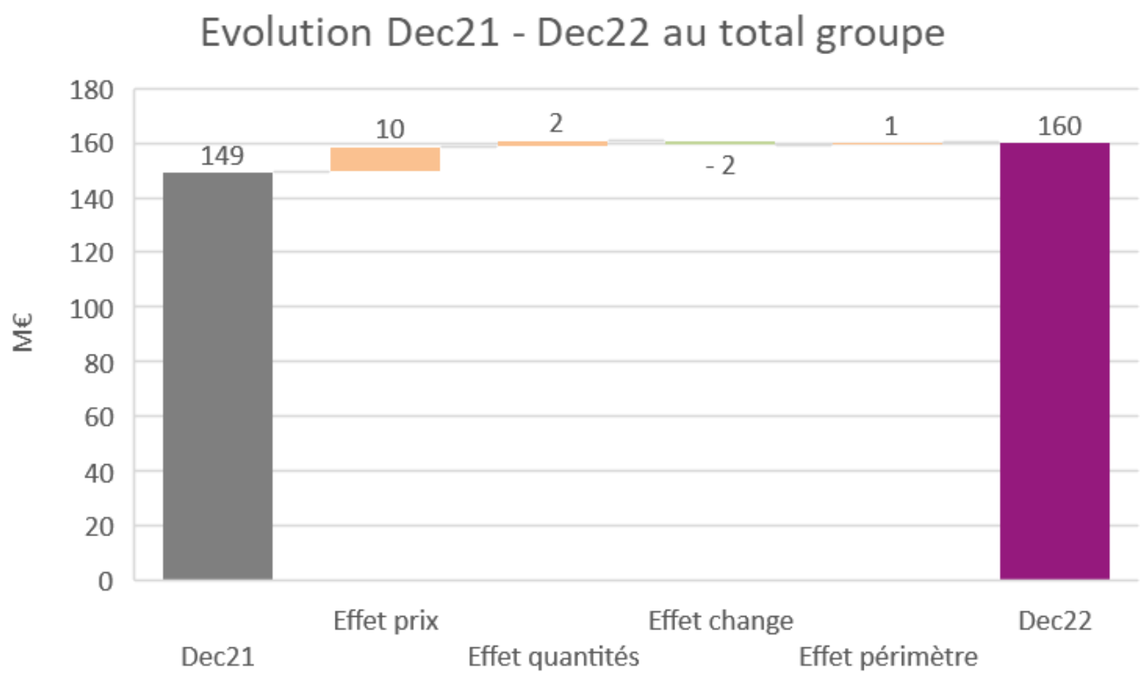
in millions of euros

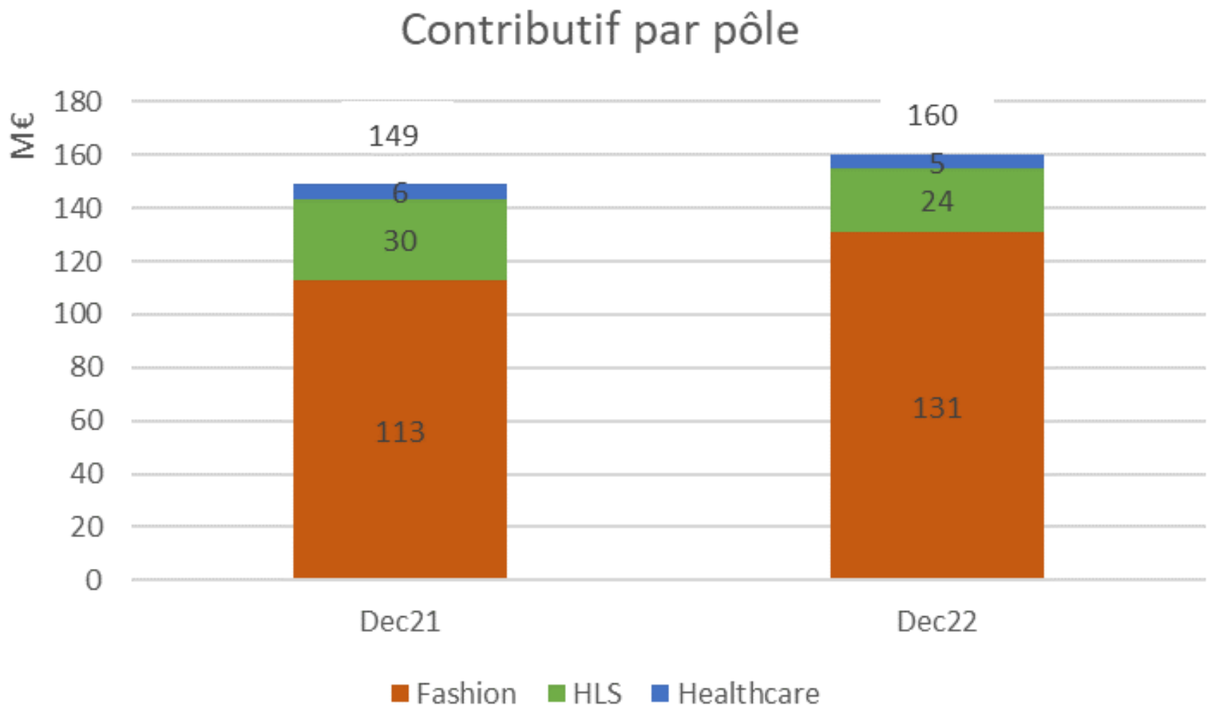
	31 Dec. 2020	31 Dec. 2021	31 Dec. 2022
Operational EBITDA	**26,6**	**13,8**	**8,0**
Operational NWC Var°	4,3	0,3	-13,9
CAPEX	-5,1	-6,8	-6,6
Operational Free Cash Flow	**25,8**	**7,4**	**-12,5**

Net Operational NWC	**41,6**	**45,2**	**82,3**
- Stocks	*107,6*	*131,0*	*143,9*
- Recevaibles	*40,0*	*46,9*	*44,4*
- Payables	*-106,0*	*-132,7*	*-106,0*

Gross Inventories

in millions of euros





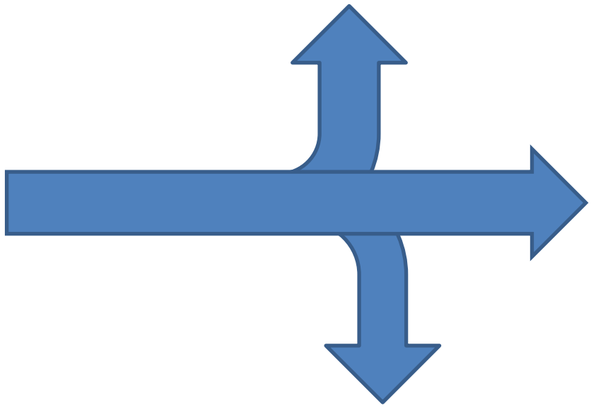
2 Perspectives

Strategic roadmap launched in 2018 (= Chapter 1)

Formalisation of three distinct and complementary divisions :

- Fashion
- Home & Lifestyle
- Healthcare

Transform to accelerate 2.0



- **Image Revolution**
  - NPS up to 10%
    Pricing power is performing as expected
- **Digital Transformation**
  - Turnover E-commerce : + 44% in 4 years
    Cumulative Capex of 8 M€
- **New Business Development**
  - 8 acquisitions in 4 years
    Growing & profitable Healthcare division
- **Priority to Agility**
  - Agility index stabilised
    Pro-active management of multiple crises
- **Change our world**
  - Gaia index from 36 to 57
    Change Our World at the heart of the plan and included in executive remuneration

Strengthening the management team :

- Peter Schäfer : CEO Home & Lifestyle Division
- Khatia Dalla Costa – Paulmier : CHRO
- Anne-Sylvie Hubert : CFO

Perspectives

Transform to accelerate 2.0 was chapter 1 of the 5 years strategic roadmap.

22/23 is a transition year for the construction and validation of chapter 2.

➔ Presentation of the strategic plan in September 23.

Maintain commercial prudence in an environment that remains uncertain.

Priority to cash management, with particular focus on stock.

Appendices

Detailed P&L

(in millions of euros)

	31 Dec. 2020	31 Dec. 2021	31 Dec. 2022
Turnover	402,3	401,7	**364,6**
Consumed purchases	-142,7	-143,9	**-131,1**
Staff costs	-67,4	-67,6	**-70,3**
External charges	-157,7	-167,7	**-146,2**
Depreciation on assets	-8,6	-9,5	**-10,4**
Depreciation and release on provisions	-2,9	4,9	**0,3**
Current operating result	15,3	10,0	**-1,6**
Other operating result	-0,3	-0,1	**3,2**
Impairment tests	0,0	0,0	**-3,0**
Operating result	15,0	9,9	**-1,4**
Financial result	-1,8	0,6	**-0,5**
Result before tax	13,2	10,6	**-1,9**
Tax	-2,1	-1,3	**-1,0**
Result of continued operations	11,1	9,3	**-2,9**
Result of discontinued operations	0,0	0,0	**0,0**
Net result	11,1	9,3	**-2,9**

Detailed Balance Sheet

(in millions of euros)

	31 Dec. 2021	30 June 2022	31 Dec. 2022
Shareholder's Equity	166,2	157,2	**143,9**
Long term financial debt	0,6	6,6	**2,6**
Long term leases debt	61,5	58,5	**53,3**
Other non current liabilities	46,1	42,1	**39,0**
Non current liabilities	108,1	107,2	**94,8**
Goodwill	56,2	65,0	**71,2**
Intagible assets	69,4	72,7	**72,2**
Tangible assets	59,3	60,2	**57,7**
Right of use	81,2	80,6	**76,5**
Other non current assets	9,2	8,0	**7,0**
Non current assets	275,2	286,6	**284,6**
Stocks	131,0	142,5	**143,9**
Receivables	24,7	23,0	**25,7**
Payables	119,0	108,7	**98,8**
Other current debts	37,4	28,9	**30,1**
Net need in working capital	-0,7	27,9	**40,6**
Provision	6,4	2,9	**2,7**
Net derivatives instruments	2,8	10,8	**-0,5**
Other financial debts	0,0	0,0	**-0,2**
Leases debt	16,1	17,7	**18,9**
Net liabilities linked to discountiued	-1,1	-1,1	**-0,9**
Treasury	18,3	-41,4	**-65,5**
Total balance sheet	499,4	513,4	**515,7**

DAMART

Afibel

XANDRES
BELGIUM

3PAGEN
pfiffig ! praktisch ! preiswert !

COOPERS
OF STORTFORD

VITRINE
magique

GROUPE MEDICAL SANTE

SEDAGYL
Spécialiste de votre confort à domicile

santéol

MSANTÉ