



**DAMARTEX,  
A MAJOR PLAYER  
IN THE SILVER  
ECONOMY  
IN EUROPE**

**\_SEPTEMBER 2023**

[damartex.com](https://damartex.com)

**damartex**  
GROUP

**ON SENIORS'SIDE**



# SUMMA- RY

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## MAJOR PLAYER IN THE SILVER ECONOMY IN EUROPE

the Damartex group is an innovative intermediate-sized enterprise (ETI) bringing together 9 strong brands, structured into 3 complementary divisions: Fashion - Home & Lifestyle - Healthcare. Committed to "On Seniors' Side", Damartex has positioned itself as a partner providing solutions for "ageing well". Its mission: to offer the 55+ the very best in progress, fashion, home furnishings and healthcare solutions that make everyday life easier and more enjoyable. Based 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 is developing through an ambitious policy of external growth in Europe. Present in 9 countries worldwide, its main markets include France, the UK, Belgium and Germany.

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# LETTER TO SHAREHOLDERS



# DARE ACT IMPACT NOW!

“After 5 years of profound change, Damartex is ready to accelerate and perform. This is a new chapter in the history of the Group.”

Patrick Seghin,  
CEO of the Damartex Group

## Damartex is now ready to implement the new chapter in its strategy.

The transformation is never finished... “Transform is the new normal”, Damartex continues its transformation and launches, following on from “Transform to Accelerate”, its new strategic plan “Dare.Act.Impact.2026”.

Damartex is a young group, with 70 years of history and innovation, structured around a family DNA that confers strong values and a long-term vision. Our clear strategy and solid business model have earned us the confidence of all our shareholders and financial partners to see us through the economic turbulence. Over the past 5 years, like all retail actors, we have had to deal with an unprecedented succession of crises: the Yellow Vest movement in France, Brexit in the UK, the Covid-19 global pandemic, the war in Ukraine, the return of inflation and the decline in consumer spending.

Rather than suffer from them, we have turned each crisis into an opportunity to accelerate our transformation. Modernising the image of our brands, reinventing the customer experience, diversifying our activities, rethinking our organisation and operating methods, and reducing our carbon footprint.

As a result, we have achieved our “Transform to Accelerate 2.0” strategic plan and maintained the pace of our transformations. In 4 years, we have increased our e-commerce sales by almost 50% by developing new platforms and fruitful partnerships with major marketplaces. We have also continued with the deployment of our network of connected shops and rethought our customer experience in omni-channel mode. A major achievement was the completion of 8 acquisitions in France and the creation of a 3rd vertical business line, that of healthcare, to complement our Textiles and Home sectors. The Healthcare division is now recording double-digit growth (+14%), and has reached critical mass to become a strategic performance driver for the Group. Damartex’s social responsibility has also been strengthened by the creation of our On Seniors’ Side foundation, which has supported over 90 projects in Europe.

Finally, having renegotiated our financing arrangements this summer, we now have the conditions in place to realise our ambition: to make Damartex a profitable, sustainable group, a European benchmark in the Silver Economy, at the forefront of meeting one of the major societal challenges of the 21st century - “ageing well”.

# DARE. ACT. IMPACT: A NEW STRATEGIC PLAN FOR THE NEXT 3 YEARS

“Our priority is to be bold, to develop our capacity for innovation and dare to take the decisions that will push boundaries.”

After 5 years of profound change, Damartex is ready to write the next chapter in its history. This new strategic plan is called “Dare. Act. Impact. 2026”.

**DARE:** Our priority is to be bold, to develop our capacity for innovation, to dare to make different choices and to take the decisions that will push boundaries.

**ACT:** We’re moving towards a stronger culture in which individual and collective action goes hand in hand with taking a step back, to create ever greater agility and added value.

**IMPACT:** Finally, the focus is on our commitment to delivering results and generating positive impact for all our stakeholders.

This plan will structure the stages of our development over the next three years by focusing on 4 major complementary areas:

## 1. Delivering financial performance:

In this context, we have decided to put the *Afibel* business up for sale in order to concentrate our efforts and investments on a more limited number of brands. The emphasis on a return to profitability will be essential in the first year of the plan, in particular through a savings plan (Rightsizing) that will generate €10 million in savings per year. By opting for new short circuit models, by creating new winning synergies within the Group, by integrating major technological revolutions such as Artificial Intelligence into our processes, we will increase our performance and competitiveness. Goal: €40M of EBITDA by 2026 and debt reduced by 40%.

## 2. Innovative Brand Experience:

in our 3 business lines, we will develop the image and influence of our brands by continuing to invest in a resolutely omnichannel customer-patient experience. Product innovation, innovation in uses in partnership with startups in our ecosystem, digitalisation and optimal use of data: our obsession will be to offer experiences that bring real added value to our customers and patients. This will be particularly true in the healthcare sector, where we are convinced that a value proposition that really listens to patients will enable us to achieve significant growth. Objectives: NPS > 50

**3. Change our world:** Corporate Social Responsibility (CSR) is essential and must be at the heart of the business model. This deep conviction, shared by our 3,200 employees, is shaping the evolution of our value chain to make Damartex a Group with a positive human and environmental impact for all our stakeholders: our customer-patients, our shareholders, our employees and the planet. Objectives: 25% reduction in carbon footprint by 2019

**4. Shared leadership:** Whether it’s a question of inter-generational skills or expertise, our operating methods or decision-making, trust, sharing and responsibility will be our watchwords for orchestrating and developing our teams and nurturing our current and future talent. : Think global, act local: this principle, dear to our DNA, will be reinforced and will guide our organisation, built on the asserted autonomy of our business units, around a close-knit Comex. Together, we are paving the way for a different kind of leadership, one that is more aware and shared, serving our raison d’être “On Seniors’ Side”. Objectives: Commitment rate > 75

As we all know, crises have become part of our daily lives. In this persistently volatile environment, our new roadmap will be implemented while maintaining our agility and fine-tuned financial situation. While the environment is changing, we are fortunate to be building our strategy on a market with a bright future, rooted in a demographic reality. More than ever, seniors are and will be at the heart of our social challenges, whether they concern work, health or leisure.

Beyond our customer-patient vision, our responsibility and our desire are to build a meaningful working environment for each of our 3,200 employees, who are key actors in the change process. “Dare. Act. Impact. 2026” is first and foremost an investment plan in our most important asset, people, to make Damartex a profitable, sustainable Group that is useful to our society and our planet, and committed “On Seniors’ Side”, a pioneer and a benchmark in the Silver Economy.

Patrick Seghin,  
CEO of the Damartex Group



# DAMARTEX IN FIGURES

€-0.9 M  
EBITDA

3,200  
employees  
in Europe

€650 M  
of turnover

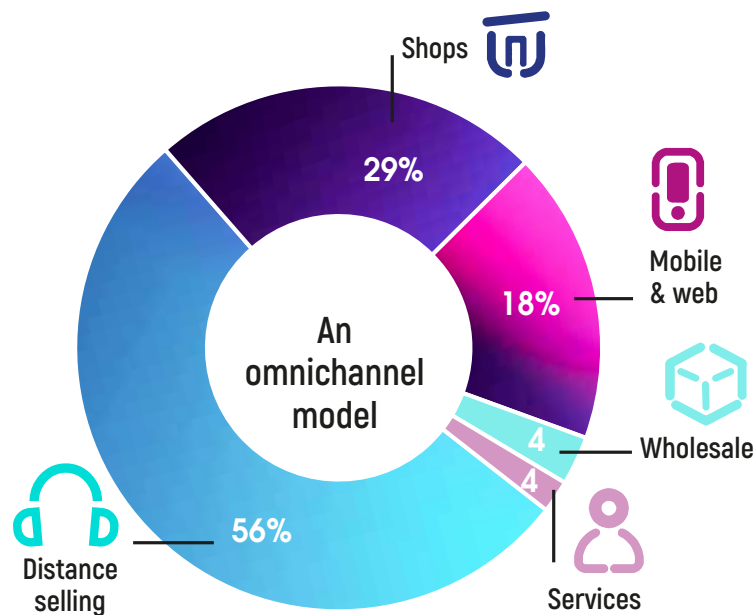
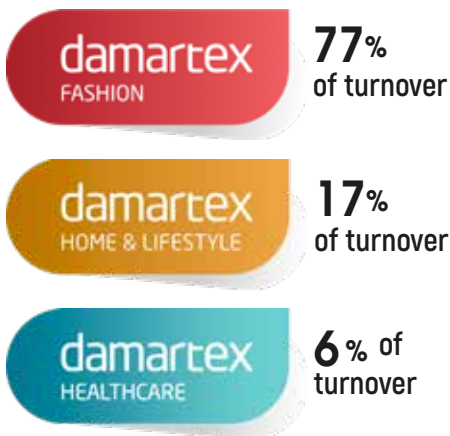
€-17.3 M  
of current operating  
income

€81.9 M  
net financial  
debt

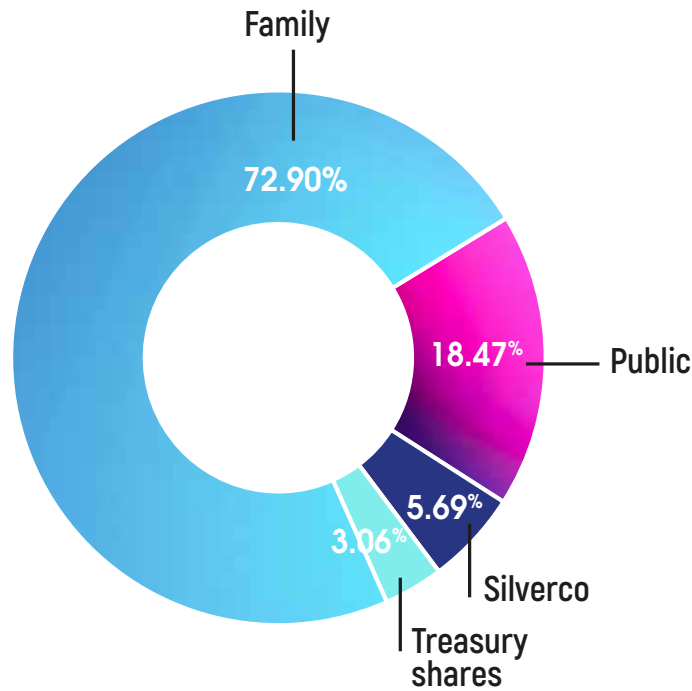
9  
country  
of distribution

8 million  
of customers

3 vertical business lines:



A majority  
family shareholding



# A COMMIT- TED GROUP

One Foundation  
**On Seniors'side**

Reduction of  
**25%**  
of the carbon  
footprint by 2026



# THE SILVER ECONOMY, A MARKET OF THE FUTURE

**3%**  
is the annual growth rate of the Silver  
economy market, which will be worth  
€109 billion by 2026.

Source: Xerfi.





## WE ARE ON SENIORS' SIDE

More than just a signature, our core purpose is our manifesto: meaningful for Damartex, it is a driver of value, trust and growth for each of our brands.

### **Our commitment to the 55+.**

Respect, empathy, a passion for seniors and team spirit: these are the core values that drive our teams and shape our organisation in "ecosystem" mode: open, innovative and committed to the challenges facing our society.

### **The foundation On Seniors' side**

A strong social commitment to a fairer, more united, and more responsible world. The aim? Push the boundaries in favour of the 55+ at the heart of our society. To this end, our Group donates 1% of its profits to the Foundation. Since its creation, it has helped to finance and support 90 projects in 5 countries.



# OUR STRENGTHS FOR SUCCESS, OUR CONVICTIONS FOR THE FUTURE



“

Damartex has a head start - 70 years! - and unique expertise in the market of the future par excellence: that of senior citizens. By placing innovation for comfort and health at the heart of its Vision, the Group is staying true to its fundamentals and developing a solid strategy based on 3 complementary sectors: textiles, home and health. In the future, society's challenge will be to support "ageing well" at home: with its new "Dare. Act. Impact. 2026", Damartex is gearing up to be one of the major players in the "care" and Silver Economy sectors. I have every confidence in the management team, and I would like to thank all the Group's employees, who work day in, day out to demonstrate their unfailing commitment to this great collective ambition.

”

Jean Guillaume Despature  
Chairman of the  
Supervisory Board

“

Damartex is gearing up to be one of the major players in the "care" and Silver Economy sectors.

”

## SOLID FOUNDATIONS FOR THE FUTURE:

- **An entrepreneurial, family-based DNA**, with strong values: innovation, resilience and team spirit.
- **Unique expertise in a market of the future:** The over-60s are expected to account for more than 60% of the increase in consumption by 2030.
- **ON SENIORS' SIDE:** A raison d'être that generates value, confidence and growth for each of our brands.
- **A long-term vision and the confidence of a shareholder base** committed to the Group's success.

## STRONG CONVICTIONS

- **The customer-patient experience** is the key to our uniqueness and performance. Data is power!
- **CSR, at the heart of our business model**, must be the pivot and prism of our transformation
- **Co-constructing our future with start-ups and structuring partners** on a win-win basis is essential if we are to accelerate our international development
- **It is our human capital that makes and will continue to make the difference** in a changing environment, where crisis has become "the new normal".

## MAJOR ADVANCES, DAMARTEX IS READY TO ACCELERATE AND PERFORM:

- **An image revolution** for our brands, with over €8 million invested in media campaigns and an NPS of 37.2 in 2023
- **A digital transformation** with e-commerce sales turnover more than doubling in less than 4 years
- **The creation of a new vertical business line, HEALTHCARE**, responding to the major challenge of "ageing well": the result of 8 acquisitions, it has reached a critical size and is growing at an exponential rate of over 14%.
- **Accelerating our "Change Our World" CSR commitments.**





# 3 VERTICAL BUSINESS LINES

**Damartex, a solid model based on 3 complementary business lines, serving a market of the future: the silver economy**

With 70 years' expertise in the senior market and a sustainable business model based on 3 core businesses and 9 powerful brands, Damartex is expanding in a market with a bright future and structural growth. Integrated value chain, financial independence, consolidated investment capacity by 2023: Damartex has what it takes to accelerate its transformation and become a benchmark player in the European Silver Economy market.

**9 strong brands dedicated to the Silver Economy, organised into 3 complementary divisions**

## AN INTEGRATED MODEL

Strong operational synergies



1 R&D laboratory



3 photo studios with a digital focus



1 industrial unit



20 web platforms & 169 shops



5 logistics centres in Europe



7 call centres



Textile innovation - comfort  
- inclusiveness - affordable  
luxury



Décor · Garden ·  
practical life · well-being



Home-care - connected  
health - home healthcare  
services



**The heritage brand and benchmark for comfort, leading the way in textile innovation since 1953.**

Sales revenue: 403 million euros

Damart celebrates 70 years of textile innovation! Since 1953, the iconic brand has been asserting its heritage expertise, its local roots and is constantly evolving and changing. With a new image and a new style, the brand's revolution is bearing fruit, with more sustainable collections, connected shops and growing success on the web. Damart is now recognised as a European benchmark for comfort, both for the general public and for professionals.



**The pioneering brand in body-conscious fashion.**

Sales revenue: 63 million euros

Since 1954, Afibel has been the useful brand serving the beauty needs of all women. In the midst of a digital and CSR transformation, Afibel is reinventing itself from A to L by capitalising on its strengths - morphological expertise, quality, accurate cutbacks and excellent customer relations. The brand is a pioneer of Body Positive fashion that celebrates women's beauty and personality. For all women! Thanks to its integrated team of stylists and model-makers, Afibel offers inclusive fashion, from size 36 to 62, designed in Hauts-de-France and produced mainly in France and Europe.



X A N D R E S

**The "affordable and responsible luxury" ready-to-wear brand.**

Sales revenue: 32 million euros

The history of the Belgian fashion house Xandres dates back to 1927. At the time, it produced work wear under the name Andres & Co. Since then, the company has expanded into high-end, affordable ready-to-wear. Well-known in Belgium and growing in Germany, Xandres is synonymous with high quality, comfort and timeless design. Present on the web and in shops, powerful on social networks, Xandres is carrying out its "green" revolution to establish itself as a cutting-edge, sustainable fashion brand.





## COOPERS OF STORTFORD

**Traditional service, great value and fantastic ideas.**

Sales revenue: 51 million euros

The company, which was founded in 1995 by Neil Cooper, sells innovative items for well-being, leisure, health, decoration and cookware. The brand joined the Damartex group in 2013. With 160 employees and 1.4 million customers in the United Kingdom, Coopers of Stortford generates most of its sales via its catalogues (75%) and website (20%), and has a vast 2,300 m<sup>2</sup> flagship store in Bishops Stortford (North-East London).

## 3PAGEN

**Decoration, kitchen and well-being deals.**

Sales revenue: 49 million euros

Based in Alsdorf, Germany, 3Pagen is one of the main players in distance selling for kitchens, decoration, the home and well-being. Since it was founded in 1954, 3Pagen's success story has been based on offering practical products with excellent value for money. Today, 3Pagen is one of Europe's leading distance sellers, particularly among 55+ customers, in the fast-growing home and garden equipment market.

## VITRINE magique

**A host of (s') gift ideas.**

Sales revenue: 11 million euros

With more than 6,000 items on offer that are constantly being updated, Vitrine Magique offers its 55+ customers a wide range of items for the kitchen, garden and home. Created by 3 Swiss people in the early 1970s, Vitrine Magique is now run by the 3Pagen teams in Alsdorf and has almost one million active customers in France.

## almadia

**Home care.**

Sales revenue: 22 million euros

Sedagyl and Médical Santé, specialists in home care and medical equipment for over 20 years, have joined forces under a new name: Almadia. Enabling a convalescent, elderly or disabled person to continue living at home in his or her familiar environment, with his or her memories, landmarks and habits is the daily mission of the Almadia teams. The company offers high added-value support and product ranges tailored to home care needs.

## santéol

**Home healthcare providers**

Sales revenue: 15 million euros

Founded in Strasbourg in 2005, Santéol employs 46 people. Specialising in the care of patients suffering from chronic or acute respiratory disorders, Santéol offers high-quality personalised support, particularly for sleep apnoea and chronic pathologies requiring oxygen therapy or non-invasive ventilation at home.

## MSANTÉ

**Home healthcare providers infusion/nutrition**

Sales revenue: 3 million euros

Acquired in July 2021, Msanté was born out of a desire to simplify and optimise patient support in increasingly complex medical protocols, which involve a number of different parties. MSanté is a home healthcare provider specialising in infusion and nutrition, and is recognised by the main hospitals in western France. Its team, mainly made up of nurses and nutritionists, innovates by creating links between the city and the hospital, facilitating the organisation of care at home and communication around the patient.



# DARE ACT IMPACT 2026

After 5 years of profound change, Damartex is opening a new chapter in its history with the launch of its new strategic plan entitled **"Dare. Act. Impact. 2026"**. Built around 4 complementary axes, it will guide all the decisions made by the teams over the next 3 years to enable the Group to perform and constantly innovate in the omnichannel customer/patient experience.

**Ambition: to make Damartex a profitable, sustainable and useful Group. Useful to our society and our planet committed "On Seniors' Side", a pioneer and a benchmark in the Silver Economy.**

Our 4 strategic priorities:

**\_1\_**  
**DELIVERING  
FINANCIAL  
PERFORMANCE**

**\_2\_**  
**INNOVATIVE  
BRAND  
EXPERIENCE**

**\_3\_**  
**CHANGE  
OUR WORLD**

**\_4\_**  
**SHARED  
LEADERSHIP**





# DELIVERING FINANCIAL PERFORMANCE

The focus on a return to profitability will be essential in the first year of the plan, in particular through a savings plan (Rightsizing) which will generate savings of 9 million in savings per year. By opting for new Supply Chain optimisation models, creating new winning synergies within the Group, integrating major technological revolutions such as Artificial Intelligence into our processes, we will performance and competitiveness. In this context, we have decided to put the Afibel business up for sale in order to concentrate our efforts and investments on a more limited number of brands.

**+35%**  
IN PRODUCTIVITY GAINS

Generative AI is revolutionising the performance of companies and their employees. Thanks to artificial intelligence tools, productivity gains of between 14 and 35%\* can be achieved, depending on the experience and skills of the teams. The outcome: a revolution in the customer and employee experience.

\*Source: Study by Stanford University and the Massachusetts Institute of Technology (MIT). April 2023.

**OUR AIM 2026:**

**€40 M**

d'EBITDA in 2026 and a 40% reduction in debt.



## OUR STRATEGY:

- 1. Rethinking our supply chain models** and deseasonalise our offer for better stock management
- 2. Optimise our operating margin** by developing new synergies within our 3 core businesses, and by reducing our fixed costs.
- 3. Optimise and rationalise our brand portfolio:** the focus will be on returning to profitability, with a rightsizing plan that will generate €10m in savings per year.
- 4. Integrate technological breakthroughs** such as Artificial Intelligence into our processes, focusing on the automation of technical and repetitive tasks to concentrate our efforts on creating added value.



# AXIS 2

## INNOVATIVE BRAND EXPERIENCE

Personalisation, Integrity, Expectations, Time & Effort, Resolution and Empathy: based on the 6 pillars that define the customer-patient experience, we aim to make each of our brands a benchmark in its market, through innovation and expertise. In our 3 vertical business lines, we will develop the image and influence of our brands by constantly challenging the omnichannel customer-patient experience. Product innovation, innovations in uses in partnership with startups in our ecosystem, digitalisation and optimal use of data: our obsession will be to offer experiences that bring real added value to users.

80%

The user experience offered by a company is as important as its products and services for 80% of the customers surveyed in the Salesforce 2023 study.

OUR AIM 2026:

50  
NPS > 50

Manage a portfolio of 8 powerful and influential brands, capable of winning Damartex almost 2 million new customers every year. Offer an innovative and constantly-challenged experience that will enable us to achieve a Net Promoter Score of 50 and continue to grow our digital turnover.



### OUR STRATEGY:

- 1. Accelerate the hybridisation of our business model** with strong growth in global marketplaces: by 2026, these will account for 60-70% of e-commerce
- 2. Augmented reality, AI, Big data...** Integrate new technologies into our processes and multi-media content, particularly video. Create value and uniqueness by constantly upgrading our customer-patient and employee experience
- 3. Develop a connected health pathway** by working closely with start-ups in our ecosystem to accelerate the development of our "ageing well at home" solutions
- 4. Data-driven customer relations,** in order to meet our customers' needs in the finest detail: personalising our offer, predictive management model.
- 5. Doubling the sales force of our Healthcare Division** to support its rapid growth.



AXIS 3

# CHANGE OUR WORLD

CSR responsibility is not an accessory; it must be at the heart of the business model. This deep-seated conviction, shared with our 3,200 employees and all our stakeholders, is shaping the development of our entire value chain to make Damartex a Group with a positive human and environmental impact. Beyond business, our raison d'être "On Seniors' Side" and our eponymous foundation will position the Group at the heart of social debates.

FROM 20%

By 2026, more than 20% of commercial experiences will proactively display information on the sustainability of products or services and delivery options. Non-financial performance has become a key factor, driving a company's overall performance.

[Source: Stratégie magazine - July 2023]

OUR  
AIM  
2026:

-25%

carbon footprint by 2019  
and go from a Gaia index of  
57 to 70.



## OUR STRATEGY:

- 1. Building a community of "Change our world" ambassadors:** 3,200 talented people trained and committed to CSR issues, to live and share this new corporate culture on a daily basis.
- 2. Pursuing our commitments** to marketing more sustainable and responsible products. Objectives: 80% of our products sold will come from audited factories by 2026.
- 3. Measure our extra-financial performance and communicate transparently,** through all our channels, by demonstrating our commitments.
- 4. Maintain CSR criteria in the remuneration of our senior executives** (top management).



AXIS 4

# SHARED LEADERSHIP

To nurture our talents and mobilise the core of our collective intelligence. Shared leadership, a real choice for greater meaning, performance and impact. Whether it's a question of inter-generational skills or expertise, our operating methods or decision-making, trust, sharing and responsibility will be our watchwords for orchestrating, developing our teams and nurturing our current and future talent. Think global, act local: this principle, dear to our DNA, will be reinforced and will guide our organisation, built on the asserted autonomy of our business units, around an experienced Comex. Promoting the company's human capital by promoting diversity and equality.

56%

of millennials would refuse a collaboration because of divergent values (source Deloitte, Millennials, Survey 2019), a trend that was in place before the crisis and is growing steadily.

OUR AIM 2026:

+75%

the team commitment rate.

Embodying curiosity, inclusion and diversity, vectors of added value, by choosing to **recruit 20% of our talent** from different eco-systems (e.g. startups, fields of activity, profiles, etc.). **Accelerate our social impact by doubling the number of projects supported by the "On Seniors' Side" foundation.**



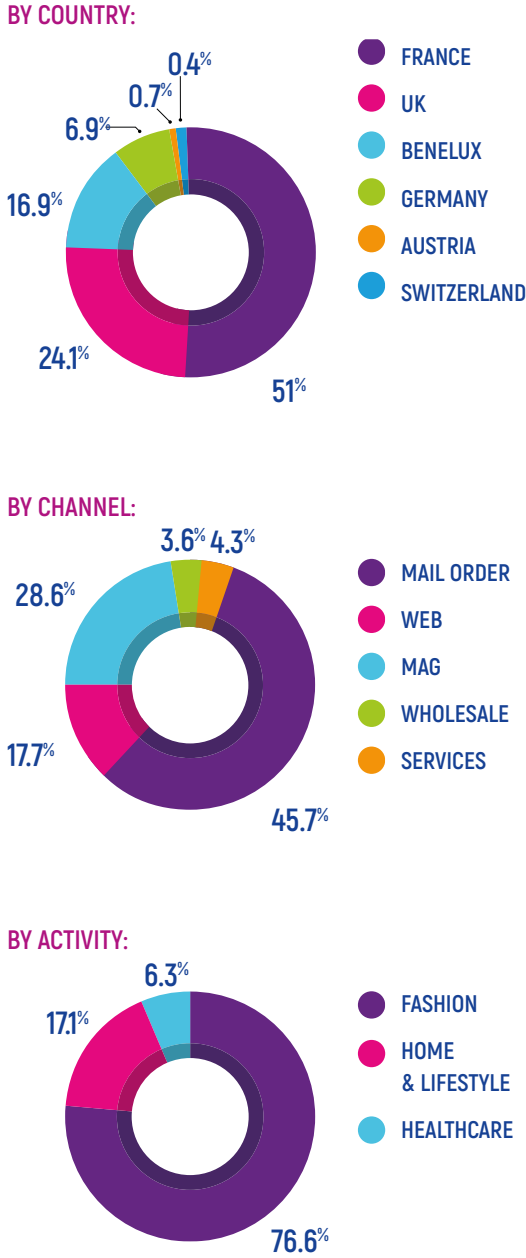
## OUR STRATEGY:

- 1. Live the employee experience to the full.** Cultivate confidence and curiosity as a catalyst for growth and performance, individually and collectively, in a demanding and safe environment where giving your best is a given.
- 2. Strengthening our decentralised organisation, built on the autonomy** supported by an experienced, close-knit and open COMEX.
- 3. Recruit on attitude,** training on aptitude: attitude, the source of enthusiasm and determination; aptitude, the skills built for success. Together, they drive towards excellence.
- 4. Nourish our culture to go further:** push for transparency and give meaning, talk "truth" to ask the right questions, dare to make bold choices to embody our convictions and know how to manage our paradoxes to calmly navigate through the uncertainty that is becoming "the new normal".



# THE FINANCIAL FIGURES

## BREAKDOWN of the turnover



## OPERATING PROFIT FOR THE PERIOD



## EBITDA



## NET INCOME





# DARE ACT IMPACT 2026

**\_SEPTEMBER 2023**



**ON SENIORS'SIDE**

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