

SEPTEMBRE 2025



ON SENIORS'SIDE





On Seniors' Side

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MAJOR PLAYER IN THE **silver economy** IN EUROPE

The Damartex group is an innovative intermediate-sized enterprise (ETI) bringing together 8 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 on the basis of a strong culture, in which listening to and respecting customers-patients are essential elements: every day, Damartex brands are in contact with more than 40 000 customers-patients.

Present in 9 countries worldwide, its main markets include France, the UK, Belgium and Germany.

EDITORIAL



“

These initial months have enabled me to recognize the passion, commitment, and adaptability that define the Group.

”

**Nicolas Marchand,
Chief Executive Officer
of the Damartex Group**

Throughout the 2024/25 fiscal year, we have successfully stabilized the business. We must go even further to achieve greater profitability.

After several months with the Group, I discovered a company of significant richness and remarkable diversity. This diversity is primarily evident in its geography, as well as in the extensive range of roles and activities. I was particularly impressed by the coexistence of highly established businesses alongside newer ventures, as well as the complementarity between traditional channels, such as mail order, and distinctly modern channels, especially digital ones.

Beyond the structures, what impressed me most was the strong customer orientation that motivates the teams: authentic expertise, a profound connection to the brands, and, above all, a heartfelt dedication to the customer or patient. I perceived a genuine aspiration for collective success, even in the face of an uncertain environment and considerable performance challenges.

My initial assessment indicates that the company is currently at a real crossroads. Following several consecutive years of declining revenue and profitability under considerable pressure, we have successfully stabilized the business and achieved a modest improvement in profitability.

This stabilization represents a crucial initial step; however, it is insufficient. We must now go even further and achieve greater profitability. This will necessitate the capacity to derive increased profit from each business unit by leveraging the consolidation of existing assets and optimizing our performance drivers.

This preliminary evaluation is thus both optimistic and perceptive: we have initiated a positive momentum, yet a challenging journey remains to secure sustainable and profitable growth.

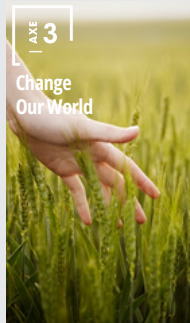
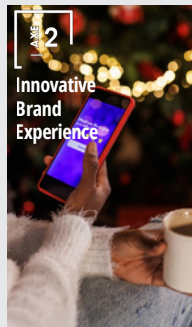
DARE ACT IMPACT 2026

Damartex Strategic Plan

DARE: Priority to boldness: to develop our innovative strength, dare to make new choices and make decisions that shake things up.

ACT: A stronger culture, with individual and collective action, and the ability to take a step back for even more agility, creating added value.

IMPACT: Finally, the spotlight is on our commitment to delivering results and generate a positive impact for all our stakeholders.



I consider this approach to be both systematic and exceptionally relevant. It effectively tackles contemporary challenges: enhancing our financial stability, cultivating brands that can innovate and adapt to market demands, fostering collaborative leadership to engage teams, and reinforcing our social responsibility.

In each of these domains, we can take pride in the undertaken initiatives. All of these efforts are propelling Damartex toward an ambitious and significant future.

Damartex's future will hinge on its capacity to enhance this momentum and fully leverage its strengths:

- Its clear "on senior side" positioning addresses a significant societal need: aging gracefully. The senior population in Europe continues to expand, presenting substantial opportunities for both products (fashion, home, and lifestyle) and services (healthcare).
- The strength and distinctiveness of its brands, which the Group has begun to strengthen and will persist in developing, aims to provide increasingly differentiated and innovative products.
- Its capacity for innovation, embedded within its strategic plan, will enable continuous adaptation of products and services to meet customer expectations while enhancing performance.
- Its societal commitment is demonstrated through the reduction of its environmental footprint, the advancement of eco-design, and the support of various responsible initiatives.

Thus, Damartex possesses all the necessary attributes to emerge as the European leader in healthy aging in the coming years, characterized by efficiency, responsibility, and a deeply human approach.

DAMARTEX IN FIGURES



521,2 M€
of turnover



15,8 M€
EBITDA
(3% of the turnover)



2 500
employees in Europe



2,1 M€
Current Operating Income
(0,4% of turnover)



119,6 M€
net financial debt



7,5 millions
of customers

3 vertical business lines



75%
du C.A.



Shops
45%



Mail Order
29%



Web
20%



Wholesales
5%



19%
du C.A.



Mail Order
71%



Web
25%



Wholesales
3%



6%
du C.A.



Services
77%



Wholesales
13%

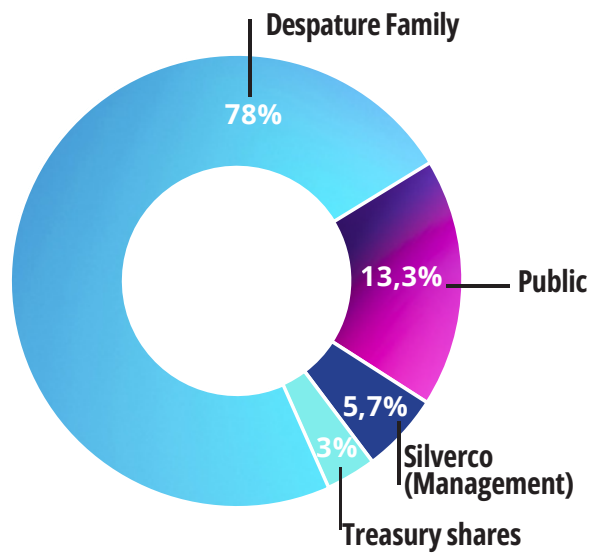


Shops
5%



Web
5%

A majority family shareholding



A COMMITTED GROUP

Foundation



146 projects financed over six years
for a sum of **740 000 €**

80 000 beneficiaries

135 committed employees

NPS clientele

51 ✓

Employee engagement

engagement ratio

72%



50%

survey engagement rate

CSR Policy

13% reduction of carbon footprint compared to 2020

audited factories **65%**

15% more sustainable products





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.

Your commitment to the 55+.

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

The On Seniors' Side Foundation

A strong social commitment to a fairer, more united, and more responsible world.

The aim? Push 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.

2026: A YEAR OF CHANGE



“**Damartex, a dynamic company, remains true to its heritage while embracing the future.**”

**Jean Guillaume Despature,
Chairman of the Supervisory Board**

For more than 70 years, Damartex has developed a leading and distinctive expertise in a rapidly growing market: that of seniors.

By prioritizing innovation in the realms of well-being and health, the Group has established a robust strategy encompassing three interrelated sectors: textiles, home furnishings, and healthcare. This vision, firmly anchored in its foundational principles, continues to drive its growth.

Today, as the societal challenge of "aging well" at home gains prominence, Damartex reaffirms its commitment through the strategic plan "Dare. Act. Impact. 2026," which has facilitated the evolution of its business models to address the demands of the Silver Economy.

In this context, a new chapter commences with the appointment of Nicolas Marchand as the leader of the Group. This transitional moment also presents an opportunity: to solidify accomplishments, to infuse new energy, and to advance our mission of delivering care with ambition.

I wish to convey my complete confidence in Nicolas and his team, and to sincerely thank all employees of the Group for their daily dedication and steadfast commitment. It is through their efforts that Damartex continues to craft its narrative with both boldness and responsibility.



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**, constantly reinvented and challenged, 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 48 in 2024.
- **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 VERTICALS 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 8 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.

8 strong brands dedicated to the Silver Economy, organized into 3 complementary divisions



textile innovation • comfort •
inclusiveness • affordable luxury



decor • garden •
practical life • well-being



home-care • connected health •
home healthcare services

A INTEGRATED MODEL

Strong operational synergies



1 R & D laboratory



3 studios with
a digital focus



1 industrial unit



13 web platforms
& 169 shops



3 logistics centers
in Europe



3 call centers



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

Sales revenue: €353 million

Damart celebrates 70 years of textile innovations! 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 recognized as a European benchmark for comfort, both for the general public and for professionals.



X A N D R E S

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

Sales revenue: €36 million

The history of the Belgian fashion house Xandres dates back to 1927. At the time, it produced workwear 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 and sustainable fashion brand.



3PAGEN

Decoration, kitchen and well-being deals

Sales revenue: €49 million

Based in Alsdorf, Germany, 3Pagen is one of the leading players in distance selling for kitchen, decoration, home and wellness. Since its founding in 1954, 3Pagen's success story has been based on offering practical items with an excellent price-performance ratio.

3Pagen is now one of the leaders in VAD in Europe, particularly with a 55+ clientele, in a booming market: home and garden equipment.

COOPERS OF STORTFORD

Traditional service, great value and fantastic ideas

Sales revenue: €43 million

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 (62%) and website (37%), and has a vast 400 m2 flagship store in Bishops Stortford (North-East London).

VITRINE *magique*

A host of (s') gift ideas

Sales revenue: €11 million

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.



Home care

Sales revenue: €9 million

The daily mission of Almadia's teams is to enable convalescent, elderly or disabled people to continue living at home in their familiar environment, with their memories, landmarks and habits. The company offers high value-added support and product ranges adapted to home care. The most important of these are medical beds, incontinence products and mobility solutions.



Home health care benefit (PSAD) for respiratory care

Sales revenue: €18 million

Founded in Strasbourg in 2005, Santéol employs 120 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.



Home health care benefit (PSAD) perfusion/nutrition

Sales revenue: €3 million

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.

The logo features the words "DARE", "ACT", and "IMPACT" stacked vertically in a bold, black, sans-serif font. Below them, the year "2026" is written in a vibrant magenta color. To the left of the text is a large, stylized bracket shape, also in magenta, which frames the text on the left side.

DARE ACT IMPACT 2026

After six years of profound changes, Damartex pursues in executing its strategic plan titled « **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 Groupe to perform and constantly innovate in the omnichannel customer-patient experience.

Ambition: to make Damartex a profitable, sustainable, committed Group. Committed to our society and our planet, committed "On Seniors' Side", both 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



Returning to profitability is the core of our strategic action plan. Despite a challenging macroeconomic environment characterized by inflation, escalating energy prices, and increased raw material costs, we are successfully stabilizing our revenue. Damartex maintains rigorous oversight of each business activity, its costs, and proactive cash management.

Some illustrations:

Optimizing marketing investments and managing promotional campaigns, discontinuing Almadia's mail-order business, overseeing monthly budget and cash flow management, enhancing the utilization of AI for productivity improvements, streamlining structural costs through the sale of properties and the elimination of hierarchical positions, and narrowing the product range.

OUR STRATEGY

1. Rethinking our supply chain models and deseasonalising our offer for better stock management.

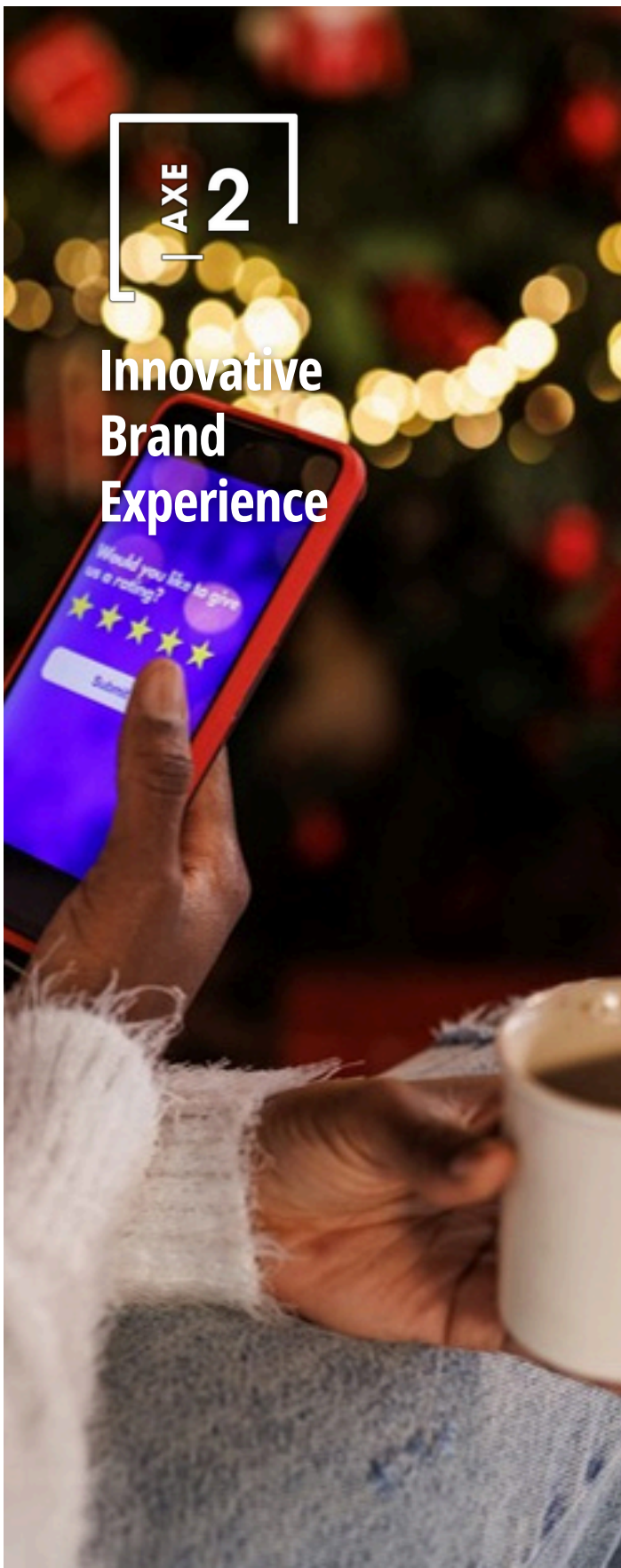
2. Optimise our operating margin by developing new synergies within our 3 core businesses, and by reducing our fixed costs.

3. Optimise and rationalise our brand portfolio: the focus will be on returning to profitability

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.



Innovative Brand Experience



Understanding, trust, kindness, respect, and empathy serve as the foundational pillars of our vision for the customer-patient experience.

We aim to elevate each of our brands to the status of a benchmark within its market by integrating innovation, expertise, and accessibility.

Across our three business verticals, we keep enhancing the image and impact of our brands by reimagining the omnichannel experience: a seamless, human-centered, and distinctive journey that fulfills the expectations of our customers and patients.

Our commitment is to enhance the quality of life each day.

- via product innovation and sustainable design, through a comprehensive understanding of requirements and applications
- through the strong connections and awareness of our teams.

Our ambition is clear: to establish ourselves as the trusted companion for our clients and patients, offering them comfort, autonomy, and confidence throughout their lives.

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.



Change Our World

The group has embarked on a significant transformation of its models by incorporating the principles of the circular economy: development of repair services and garment care recommendations to prolong their lifespan, reusing of Thermolactyl offcuts, advancement of second-hand sales at Xandres, ...

Action plans centered on climate and eco-design have also been executed. The internal CSR culture has been reinforced, and CSR governance has been solidified.

For 2026, the CSR objective will be to organize, accelerate, and transform: That is to say, fully incorporate CSR into the corporate strategy, aligning it with business challenges and strategic decisions.

OUR STRATEGY

1. Building a community of “Change our world” ambassadors: 2,500 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).



Shared Leadership

To bring out the best in everyone and enhance our collective, we reaffirm in 2025 our dedication to integrating human engagement with sustainable performance.

The "shared leadership" that we hold dear continues to serve as our guiding principle now more than ever: to provide significance, to instill confidence, and to enhance the effectiveness of our actions, both today and in the future.

Our conviction is clear: by fostering boldness, embracing diverse backgrounds, and promoting intergenerational enrichment within our teams, we strengthen our collective intelligence.

Responsibility, transparency, and a commitment to high ethical standards guide our approach to leading our teams and nurturing our talent within an environment that fosters continuous learning and innovation.

At Damartex, we firmly believe that by collectively striving for excellence, we are shaping the future—be it for ourselves, our customers and patients, the planet, or our partners.

OUR STRATEGY

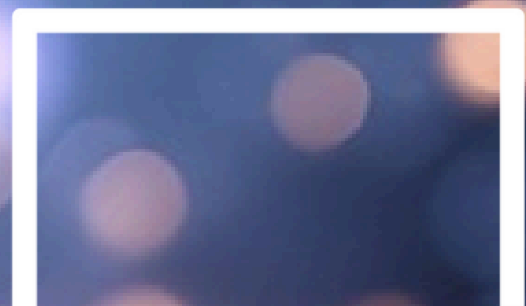
1. Live the employee experience to the fullest:

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. Strengthen 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".

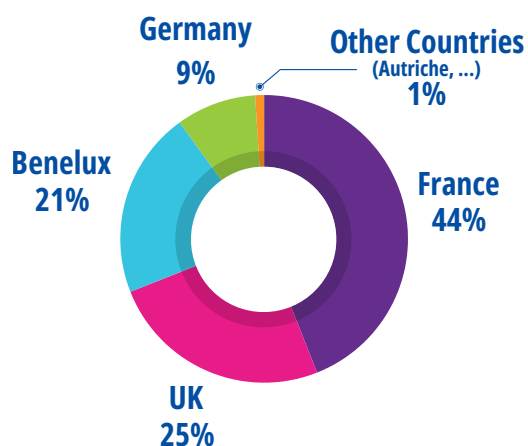


THE FINANCIAL FIGURES

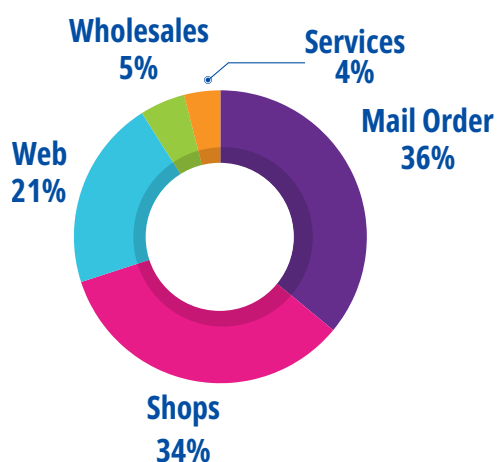


TURNOVER

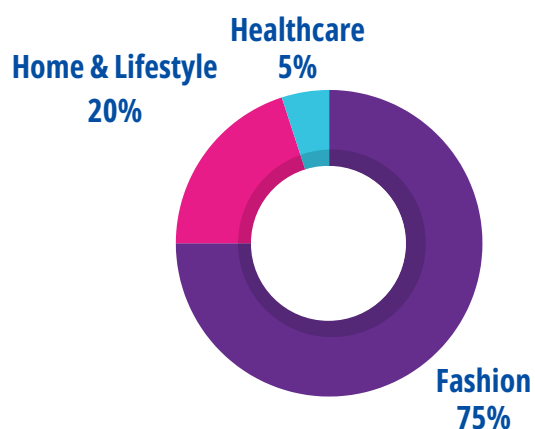
BY COUNTRY



BY CANAL



BY ACTIVITIES



OPERATING PROFIT FOR THE PERIOD

2022-2023	-1,8%	-10,6 M€
2023-2024	0,2%	1 M€
2024-2025	0,4%	2,1 M€

% OF THE TURNOVER

NET INCOME

2022-2023	-3,12 €	-35,8 M€
2023-2024	-3,12 €	-35 M€
2024-2025	-1,57 €	-17,6 M€

EARNINGS PER SHARE

DARE ACT IMPACT 2026



ON SENIORS' SIDE



www.damartex.com

_SEPTEMBER 2025