



damartex
GROUP

STRATEGIC PLAN > 2030



drive to perform
care to transform

2030



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The Damartex Group today

WHEN LONGEVITY RESHAPES
THE ECONOMY, DAMARTEX HAS
A HEAD START.

Founded around its historic flagship brand Damart and its legendary 1953 textile innovation, Thermolactyl, Damartex is today a family-owned, mid-sized European company driven by a strong entrepreneurial spirit. With operations in France, Great Britain, Belgium, and Germany, the Group has built a resilient model around a unique positioning: meeting the needs of the 55+ demographic and addressing the major societal challenge of longevity.

Its activity is structured around three complementary areas:

Fashion - style, comfort and innovation, brought to you by Damart and Xandres.

Home & Lifestyle - home furnishings and everyday well-being, with 3Pagen and Coopers of Stortford,

Healthcare - each of the companies in the cluster is positioned on a complementary business to home healthcare.

Nearly 75 years after its creation, the Group has reinvented its growth engine - moving from a remote sales model to a data-driven omnichannel approach - without ever losing its DNA.

503.5

M€ SALES

14

€M OF OPERATING EBITDA
(REPRESENTING 2.8% OF
REVENUE)

11.4

M€ OF CAPEX

2500

EMPLOYEES

7.5

MILLIONS OF
CUSTOMERS

119.3

€M OF DEBT

75

YEARS OF INNOVATION AND EXPERTISE
IN THE 55+ MARKET

9

COUNTRIES

damartex
GROUP

INTERVIEW CROSS GAZE

By Anne-Sylvie Hubert (Chair of the Board)
and Filiep Blontrock (Chief Executive Officer)

Rigour and boldness: the two driving forces behind our transformation

"DAMARTEX BENEFITS FROM UNIQUE HISTORICAL EXPERTISE IN A STRUCTURALLY PROMISING MARKET: THAT OF THE 55+ DEMOGRAPHIC. HOWEVER, FACED WITH THE RAPID CHANGES IN OUR SECTOR, OUR HERITAGE ALONE IS NO LONGER SUFFICIENT. THE SUPERVISORY BOARD FULLY SUPPORTS THE NEW ROADMAP LED BY ANNE-SYLVIE HUBERT AND FILIEP BLONTROCK."

IT COMBINES THE AMBITION OF ABSOLUTE RIGOR, ESSENTIAL TO OUR RECOVERY, WITH THAT OF INNOVATION, WHICH IS THE DNA OF DAMARTEX. THIS NEW CHAPTER IS ABOUT CREATING SUSTAINABLE VALUE FOR OUR SHAREHOLDERS, OUR CUSTOMERS, AND OUR EMPLOYEES.

Jean Guillaume Despature

Chairman of the Supervisory Board

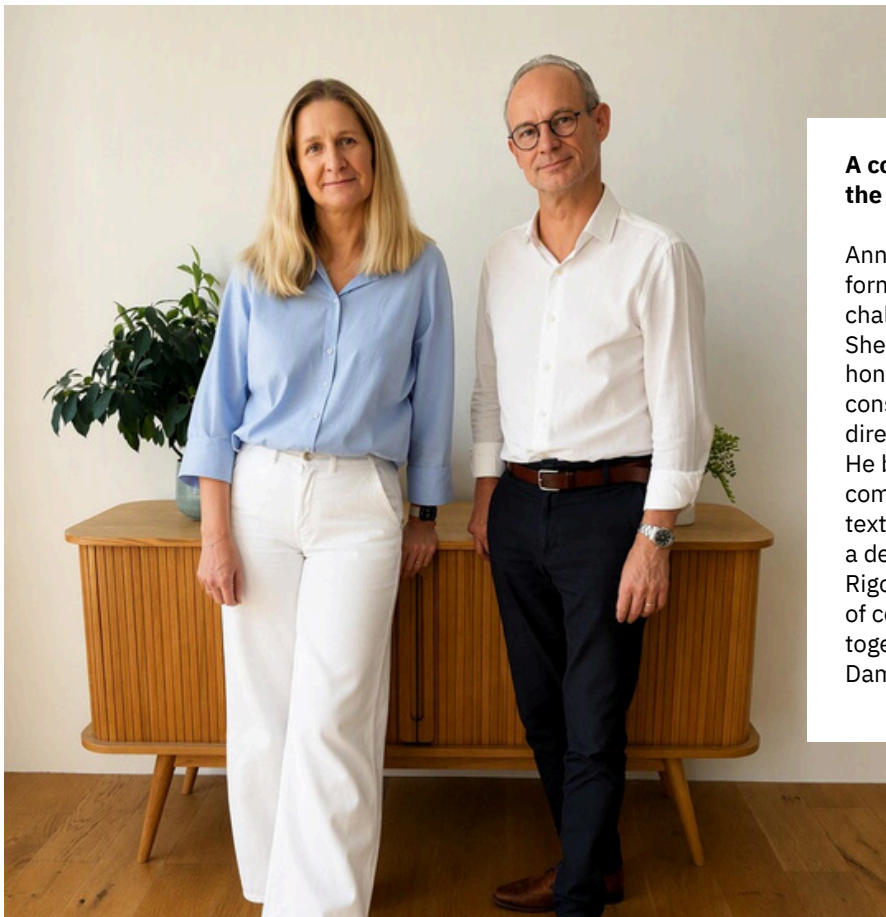
Over the period covered by Dare.Act.Impact.2026, the Group is showing improved operational results. Why feel the need to accelerate the transformation today?

Anne-Sylvie Hubert: Damartex's operational turnaround is a reality, with EBITDA stabilizing at around €15 million over the last three years, compared to €4 million in June 2023. However, our net result remains negative at -€35.9 million. Therefore, the status quo is not an option. My role is to continue our financial commitment: strengthening our balance sheet, reducing our debt, and focusing our investments where we create sustainable value.

Filiep Blontrock: Our competitive environment has become more complex, particularly with consumers lacking trust and the arrival of Chinese platforms that are driving up the cost of digital acquisition. To stand out, we must capitalize on what they don't have: a spirit of innovation, expertise in well-being, and a close, intimate understanding of our 55+ customers. A 55-year-old woman at Xandres doesn't have the same expectations as an 80-year-old customer. Our response is to create a genuine relationship with our customers and patients through products, service, and experience, through personalized targeting driven by data, and supported by the invaluable advice of our teams in stores, consultation centers, and call centers. This is more than ever our primary point of differentiation.

**Your new strategic plan is entitled "drive to perform, care to transform".
How will this translate into concrete action?**

ASH: The "drive to perform" component embodies this performance-driven approach. It is a direct continuation of the strategic review entrusted to us: strengthening the coherence of our portfolio, focusing investments, and improving the balance sheet. It's about the requirement for impact: every euro invested must generate cash and a clear return on investment, not just revenue. We will concentrate on the activities that create the most value to protect and develop our fundamentals.



A complementary duo at the head of Damartex

Anne-Sylvie Hubert and Filiep Blontrock form a duo perfectly suited to meet the challenge.

She brings sharp financial expertise, honed at KPMG and Deloitte and then consolidated over six years as finance director of Kiabi.

He brings more than thirty years of commercial and field experience in textiles and leisure, including more than a decade within the Group since 2013. Rigor in figures and intimate knowledge of commerce: two pillars brought together to write the next page of Damartex.

FB: The "care to transform" component precisely represents the human being as its compass. It is the way we are implementing this transformation is by keeping human value and our culture at the heart of everything we do. This is our promise to offer an impeccable customer and patient experience. It is also our unwavering commitment to our CSR initiatives, which are a true competitive advantage for the Group. To date, 77.16%* of our purchases are made from audited suppliers, and we have reduced our CO2 emissions by 20%*. Finally, there is the societal impact of our corporate foundation, which has already funded 169 projects for over €850,000 in 7 years, impacting more than 70,000 people and changing society's perception of those aged 55 and over.

To support this acceleration, you have decided to highlight a key core value: the "Will to undertake". What do you specifically expect from the Group's 2,500 employees?

ASH: After instilling "Shared Leadership" Within our teams, we continue to maintain a "Will to Undertake" at the heart of our management. I expect clear and personal responsibility from the teams, with the management of well-defined P&Ls.

Our transformation will succeed thanks to the commitment of our employees, who are fully responsible for their results, capable of making quick decisions and embodying another of our key values: the "Taste for performance".

FB: The "Will to undertake" is also the imperative to be bold, to see opportunities and develop them. We encourage everyone to take initiative and launch low-stakes tests, to always aim higher and "do twice as much, twice as well." This is a powerful message of confidence: we are providing our talented individuals with the framework and agility they need to become the true drivers of Damartex's growth. It is precisely this ambition and vision for the future that we are proud to share with you through our new strategic plan for the next four years, detailed throughout this document.

// WE WILL FOCUS ON THE ACTIVITIES THAT CREATE THE MOST VALUE TO PROTECT AND DEVELOP OUR FUNDAMENTALS. //

Anne-Sylvie Hubert

* Figures as of June 30, 2026, currently being audited

MARKET & DATA, OUR NEW PLAYGROUND

Paradigm shift: from the Silver to the Longevity Economy

The world is accelerating, and so are our markets. Faced with an aging population, we are embracing a paradigm shift: moving beyond the historical model of the "Silver Economy," too often reduced to dependency, to embrace the "Longevity Economy," centered on healthspan—the number of years lived in good health. Our mission: to become the European benchmark for comfort, supporting longer and more active lives by leveraging data to anticipate desires, needs, and uses, far removed from the labels of the past.

The Economics of Longevity: Affirming Our Historical DNA_

In France, the market comprises 18 million people aged 60 and over. The traditional view of the "Silver Economy" has often been confined to a medical and social approach, confusing "seniors" with the two million people are experiencing a loss of independence. At Damartex, our vision has always been different: for over 70 years, we have supported active generations through our Fashion, Home & Lifestyle, and Healthcare divisions. The emergence of the Longevity Economy, focused on well-being, is now validating our model. Our strength lies in ultra-precise segmentation—from Xandres' ambition to appeal to active women seeking discreet and refined elegance, to our expert home care solutions. In this global market estimated at €109 billion (Xerfi), we offer the right product at the right stage of life.

Digital Disruption and Longevity Tech_

Our consumer habits, both in terms of seeking experiences and increasingly digital, validate this strategy: our e-commerce revenue has more than doubled in less than four years. To stay ahead of the soaring customer acquisition costs caused by Asian platforms, technological innovation is our primary driver of differentiation. We are proactively integrating artificial intelligence, which will enhance the customer experience while generating productivity gains across our entire value chain (automation of repetitive tasks).

Comfort and the human element: designing for the user_

Our strength? A direct and unwavering connection with our customers and patients. In contrast to the impersonal nature of a purely digital approach, we leverage our power as a creator-manufacturer: our integrated value chain, driven by our customer-focused product and service teams, our textile innovation lab, and our factory in Zriba, Tunisia, guarantees impeccable quality. Furthermore, while data facilitates relationships, it will never replace human warmth. Our physical stores, service points (offering proximity, reassurance, and fitting services), and call centers (providing expert advice) embody our relational expertise. It is this human connection that ensures our long-term customer loyalty compared to purely online players.

WITH NEARLY 75 YEARS OF EXPERTISE,
DAMARTEX ASSERTS ITS LEADING
POSITION IN THE MARKET OF THE FUTURE
PAR EXCELLENCE: THE 55+ MARKET.





The Economics of Longevity in 5 Key Points_

1

Global paradigm shift: spending healthspan-related expenses could exceed \$1.8 trillion per year by 2030, marking the shift from curative to preventive care (McKinsey).

2

A massive European foundation already: purchasing power of 65+ exceeding €3,000 billion, life expectancy of 81.5 years in the EU, and 65+ reaching nearly 30% of the population by 2050.

3

The 55+ segment is growing faster than the total population: from ~30% of the EU population in 2012 to 40% by 2040, compared to only +2.5% overall population growth (European Parliament, 2025).

4

A French market already quantified: €130 billion of total consumption of 55+ (Bpifrance), of which only €60 billion captured by an offer dedicated to seniors (Xerfi), with a potential expanded to €109 billion (Sweet Home, 2026).

5

A powerful lever for growth: the gap between Demand (€130 billion) and structured supply (€60 billion) reveal a nascent market, growing rapidly and still largely under-addressed.



drive to perform care to transform 2030

Our manifesto

The previous strategic plan, "Dare.Act.Impact.2026," stabilized EBITDA at around €15 million. To transform this momentum into sustainable profitability and value creation, we are going further: the demand for financial performance and our human mission are the two inseparable drivers of our future success.

This is the whole point of our "drive to perform, care to transform 2030" plan: to generate a strong financial impact to protect and develop what makes us unique — the excellence of the experience offered to our 55+ customers and our patients, the care given to our 2,500 employees, and our environmental and societal commitment.

Our 4 key success indicators at 24 months_



FINANCIER

Improvement in net financial position and consolidated operating EBITDA.



CLIENT

Growth in the number of active customers and target NPS above 50.



HUMAN

Increase in employee engagement rate (Tex Indicator).



EXTRA-FINANCIAL

Improving our CSR impact and staying on track with our carbon reduction trajectory.

THE 6 PILLARS OF THE STRATEGIC PLAN

To transform our recovery into a sustainable trajectory, our plan is structured around 6 inseparable pillars: performance as the rule, guaranteeing our financial strength, combined with people as our compass.

Performance as the rule

1

Clean up the balance sheet to regain our room for maneuver

Our priority is reducing our debt. We are continuing the financial discipline we initiated four years ago: a rigorous review of our structural costs, a search for efficiency in our expenses—particularly marketing—and a refined promotional strategy to improve our margins. At the same time, we are making bold decisions regarding our portfolio, such as the sale of our sites in Villeneuve-d'Ascq and La Fosse aux Chênes, to allocate these proceeds primarily to debt reduction. Our focus: prioritizing profitability per customer over volume alone.

2

Strict selectivity in our investments for chosen growth

Every euro invested must generate cash and a clear return on investment. Our strategic choices, limited in number, are filtered by a Group Investment Committee according to demanding profitability (ROCE) criteria.

3

A transformation driven by data and customer experience

Faced with pressure from Asian platforms on acquisition costs, our response lies in a comprehensive mastery of data. We share knowledge about our 55+ customers across our brands and channels, rather than letting each brand operate in silos. Combined with AI, this holistic view strengthens our ability to anticipate their needs, enrich the relationship, and focus our marketing investments where they foster loyalty, without ever replacing human interaction.

Our results prove it

The rigorous streamlining efforts undertaken as part of our previous strategic plan, "Dare.Act.Impact.2026," are now bearing fruit. They demonstrate the validity of our choices and provide us with a solid foundation to accelerate:

- Stabilization of financial debt over the 25-26 financial year.
- Working capital requirement (WCR) reduced by more than €18 million in 4 years.
- Improvement in operating profitability (EBITDA/revenue) of more than 2 points over 4 years.
- The net result remains negative at -€35.9M, which is why our strict cash culture must be intensified under the impetus of our new roadmap.

PERFORMANCE AS THE RULE,
GUARANTEEING OUR FINANCIAL STRENGTH,
COMBINED WITH HUMANITY AS OUR COMPASS.





damartex
GROUP

THE 6 PILLARS OF THE STRATEGIC PLAN

Humanity as our compass

4

Establishing a genuine entrepreneurial culture_

After instilling "Shared Leadership" in our teams, we are continuing with the "Will to undertake": a strong individual entrepreneurship, with each manager becoming fully responsible for their results through the management of their P&L.

5

Making our CSR requirements a competitive advantage_

Faced with increasingly stringent European regulations, Damartex's lead on environmental issues is a key competitive advantage for ensuring the long-term viability of our brands.

6

Preserving our DNA and giving meaning_

The strength of our financial results demands, in return, absolute transparency. We take the time to explain the "why" behind each difficult decision, based on our values.

Our actions prove it_

As signatories of the United Nations Global Compact, we prove that "care to transform" is a measurable reality, and a priority that secures our supplies, our access to marketplaces and tenders, while cultivating the trust of our customers and partners.

- **Acting for the climate:** -20%* compared to the reference year (2018-2019) in relative value (in K of CO2 per euro of turnover) on scopes 1, 2 and 3, close to our target of -25% set 4 years ago.
- **Eco-design:** 15.3%* of our products are now more environmentally friendly across the Group, including 55.7%* of our collections at Damart and Xandres, which are already eco-designed. We are also developing our circular models.
- **Societal impact:** In 7 years, our corporate foundation has supported 169 projects through associations, totaling €850,000, and assisted over 70,000 beneficiaries to change society's perception of people aged 55 and over. Specifically, the foundation funds projects to maintain independence and the ability to act, to create social connections and combat isolation, and to support caregivers. This commitment is coupled with high standards for our own teams: training on environmental issues, and a 94% gender equality index at Damart.

** Figures as of June 30, 2026, currently being audited*

To deliver on this promise by 2030, our Group is leveraging its true strength: the expertise of its brands, the advantage of its integrated model, and the commitment of its 2,500 employees. Each year, the internal barometer "Tex indicator" measures the engagement of all Group employees; **this rate is 81% in 2025** with a participation rate of 65%.

OUR 3 BUSINESS VERTICALS

Iconic brands, a new influence

To conquer the longevity economy, the Damartex Group is deploying a portfolio of complementary and powerful brands. Whether it's reinventing comfort through style, beautifying everyday life at home, or supporting the independence of our patients, our brands are undergoing a profound image transformation to establish themselves as modern, influential, and committed benchmarks.

FASHION

DAMART_

Modernizing the image of a heritage brand. Head of a leader in textile innovation since 1953, the benchmark comfort brand is now undergoing a modernization of its image and style. Supported by the evolution of its product range and massive investments in communication, customer experience, and the development of new sales channels, this dynamic is bearing fruit: with an aspirational and creative tone, more modern and sustainable collections, connected stores, and growing success on the web and marketplaces, Damart is establishing itself as a modern European benchmark in comfort.

XANDRES_

Influence and affordable luxury. Founded in 1927, this house of Belgian fashion embodies timeless elegance combined with a strong eco-responsible approach. With a strong online presence and recognized for its desirability on social media, Xandres is now establishing itself as a cutting-edge fashion brand. Its ambition: to appeal to active women and lower the average age of its target audience by reconnecting with its historical core demographic of around 55 years old—the starting point of its international expansion.

76% of Sales

47% Store

27% Mail Order

21% Web

5% Wholesales



HOME & LIFESTYLE

18% of Sales

68% Mail Order

29% Web

3% Wholesales

3PAGEN_
COOPERS OF STORTFORD_
VITRINE MAGIQUE _

The go-to sources for great deals on home decor, kitchenware, and wellness products. These brands offer clever and innovative solutions at affordable prices, designed to beautify homes and simplify everyday life for those 55+ across Europe.

ALMADIA_

The home care expert, providing solutions (rental and sale of medical equipment) so that patients can remain independent, in their familiar environment, for as long as possible.

SANTÉOL_

Provider of medical-technical services specializing in the provision of equipment and home monitoring of patients suffering from respiratory disorders and sleep apnea.

MSANTÉ_

Home healthcare provider dedicated to infusion and nutrition, creating an essential and innovative link between patients, the City and the Hospital with a patient experience based on proximity and trust.



HEALTHCARE

6% of Sales

78% Services

12% Wholesales

5% Stores

5% Web

The power of a unique industrial and technological platform

What makes the Damartex Group unique in the market lies in our status as an integrated designer-distributor. Unlike resellers, we control our value chain from end to end. We leverage our industrial, logistical, and technological expertise across all our brands to guarantee agility, profitability, and an excellent customer experience.

EXCELLENCE IN OUR OFFER: CONTINUOUS LISTENING TO ALL OUR MARKETS_

Fueled by daily customer interactions with our brands in stores, call centers, and online, our Offer, Product, and Style teams continuously modernize our ranges. This unique proximity allows us to anticipate societal trends and adjust our collections and services in real time to meet the specific needs of the 55+ demographic and our patients.

INNOVATION: A COMMON "FIBER" ACROSS ALL OUR BU's_

At Damartex, innovation extends far beyond the walls of a laboratory. While our flagship brand, Damart, relies on its own Research & Development center to design its smart textiles, the "innovation bug" is a gene shared by all our Business Units. For the Group, innovation is a daily practice, a way to reinvent our models: we continuously innovate in modernizing our offerings, personalizing our customer relationships, hybridizing the omnichannel experience, and creating creative communication. Our goal: to capture and engage the new generation of 55+.

THE DMT FACTORY IN ZRIBA: THE GROUP'S INDUSTRIAL FOUNDATION_

Having its own production facilities is a rare competitive advantage for a European mid-sized company. Based in Zriba, the Damart Manufacturing Tunisia (DMT) industrial unit exemplifies this expertise and secures the supply of our brands. A testament to our Group-wide commitment to social responsibility, DMT achieved an exceptional ICS rating of 99%B in February 2025, positioning it as an absolute model in terms of working conditions, health and safety, and ethics.

A EUROPEAN LOGISTICS AND RELATIONSHIP INFRASTRUCTURE_

To guarantee a seamless experience across all our territories, Damartex relies on shared logistical and human resources:

3 large-scale European logistics hubs

(France, UK and Germany) which ensure the smooth delivery of all our brands.

3 multilingual customer relations centers

(France, Belgium, UK) where the human expertise of our advisors guarantees first-class personalized support.

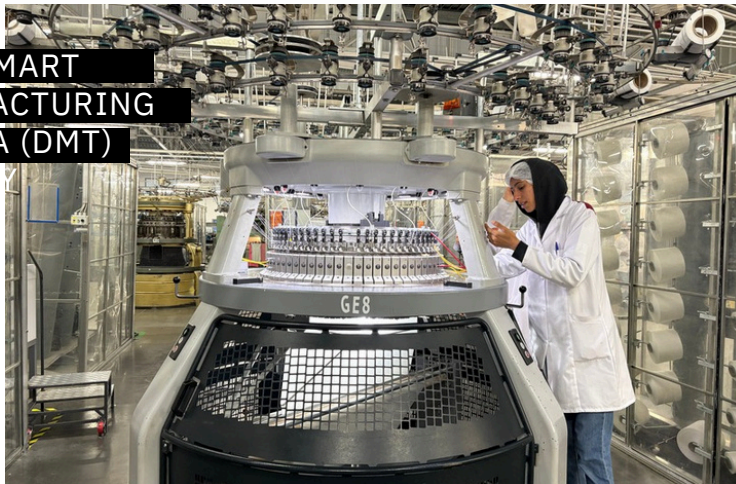
GENERAL ARTIFICIAL INTELLIGENCE: OUR CROSS-CUTTING ACCELERATOR_

AI is not an isolated project; it's a cultural transformation that optimizes working methods across all Group functions. By integrating these technologies, we anticipate significant productivity gains for our employees, freeing up valuable time for what truly sets us apart: human connection and high-value consulting.

**EUROPEAN
LOGISTICS**



**THE DAMART
MANUFACTURING
TUNISIA (DMT)**



**THE RESEARCH AND
DEVELOPMENT**

**An integrated model:
strong operational
synergies**

1

R&D
LABORATORY

3

DIGITAL-FOCUSED
PHOTO STUDIOS

1

INDUSTRIAL
UNIT

13

WEB PLATFORMS

9

POINTS SERVICES

171

STORES

3

INTEGRATED CALL CENTERS

3

LOGISTICS CENTERS IN
EUROPE

OUR HUMAN DRIVE & OUR VALUES

A managerial culture based on the Will to Undertake

Our strategic plan requires a new level of agility. Our answer? To turn our 2,500 employees into true entrepreneurs. By introducing the Will to Entrepreneur as a new key value, we invite each talent to take the reins of their results.

We encourage initiative by promoting intelligent and limited risk-taking, enabling quick and decisive action. And because such ambition requires unwavering support, Damartex University positions itself as the central driver of our skills development.

Our 5 cardinal values_

1

Entrepreneurial spirit: Each of us has a role to play in driving the Group forward. Let's take initiative to better serve our clients and patients.

2

Passion for the customer: We are proud of our 55+ customers and patients, and enjoy working for them.

3

Dedication to performance: We are constantly striving for the best and we are constantly evolving.

4

Team spirit: We enjoy working together in an environment built on trust, respect and shared success.

5

Flair for innovation: In a constant quest for progress, we seek new solutions in terms of product, organization and process.





Customer experience at the heart of creation

Providing a seamless, welcoming, and impeccable customer journey means driving excellence every day. A commitment to product quality and strict control of customer satisfaction are our performance compasses.

MOBILIZED, TRAINED AND COMMITTED TEAMS

The teams in direct contact with our customers, in stores and service points, in call centers, via chat and email, embody Damartex values and are the primary drivers of the customer experience and warm relationship. Since March 2025, the Group acquired a new NPS tracking tool that analyzes customer feedback using AI. This allows employees to prioritize issues impacting the customer experience and implement improvement actions. A real asset for our customer understanding!

A TARGET NET PROMOTER SCORE (NPS) ACHIEVED

The NPS measures the likelihood that a customer will recommend our brand. It recognizes the quality of our products and service. The Group had set itself the ambitious goal of exceeding a score of 50. This has been achieved: the Group's overall NPS reached 58 for the 2025/26 fiscal year, driven in particular by Xandres (69) and Damart (61).

SANTÉOL: SUPPORT AND THERAPEUTIC EXCELLENCE

Santéol boasts a higher-than-average treatment adherence rate, reflecting the exceptional support our teams provide to patients (with a first-year discontinuation rate of only 2.3%). Beyond technical rigor, this outstanding result embodies the strength of our personalized approach. Our healthcare experts combine medical expertise with compassionate care every day to ensure a safe and secure treatment pathway and guarantee an optimal quality of life for each patient.



**A TARGET NET PROMOTER
SCORE (NPS) ACHIEVED**



MOBILIZED, TRAINED AND
COMMITTED TEAMS



THE ECOSYSTEM

Our pact of trust: an ecosystem of excellence

Achieving healthy growth requires exemplary behavior from our entire ecosystem. Damartex scrupulously ensures respect for human rights and the integrity of its business practices.

A STRICT CHARTER AND RESPONSIBLE PURCHASES_

To manage the risks associated with subcontracting, Damartex has implemented an ethical purchasing policy for over 10 years. All our local suppliers have signed our Responsible Purchasing Charter.

INDEPENDENT AUDIT CONTROL_

As a member of the Initiative for Compliance and Sustainability (ICS), the Group commissions impartial social and environmental audits of its suppliers. Currently, 81.5% of Damart's purchasing volume comes from audited factories, and the Group as a whole reaches 77.16%. The Group continues its efforts to improve the management of social risks associated with product manufacturing.

INTEGRITY AS A GUIDING PRINCIPLE_

The Group applies a zero-tolerance policy towards fraud and corruption. In full compliance with the "Sapin 2" regulations, Damartex has implemented a risk map and a binding code of conduct.

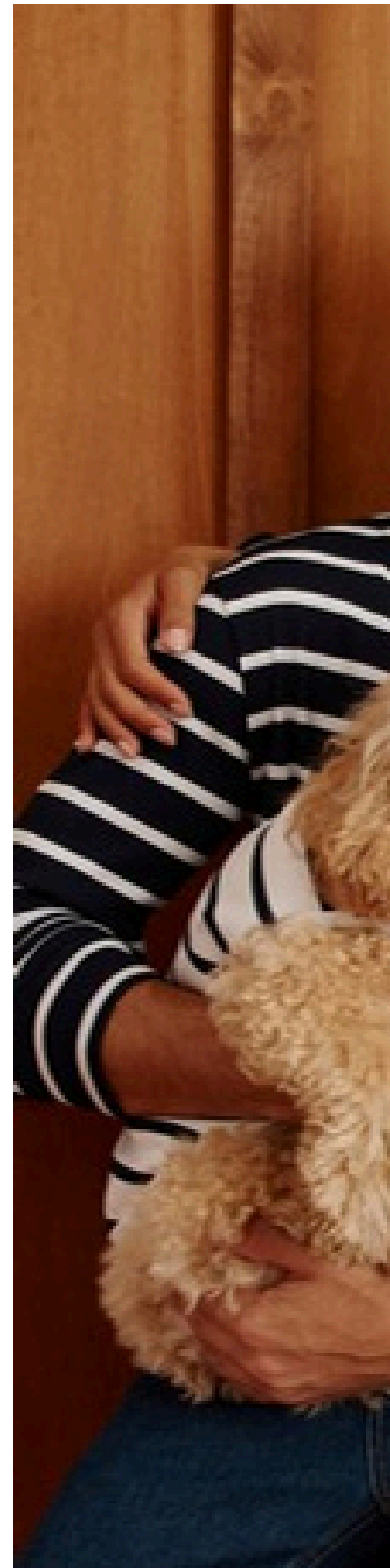
THE "TRANSPARENCY" DEVICE_

Available in four languages, this internal and external alert tool ensures secure monitoring of any ethical breaches, reinforcing our status as an impeccable and trusted partner. An e-learning module has also been launched at Damartex University to raise awareness among all staff on this topic.

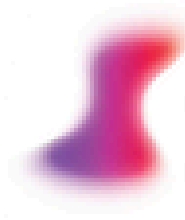
A STABLE FAMILY SHAREHOLDING_

The fact that 85 per cent of the shares have been held by the Despature family for over 70 years ensures that the group maintains a long-term vision. The remaining shares are distributed as follows: Public: 12% - Treasury shares: 3%

**DAMARTEX
SCRUPULOUSLY
ENSURES RESPECT
FOR HUMAN RIGHTS
AND THE INTEGRITY
OF ITS BUSINESS
PRACTICES.**







**drive to perform
care to transform**

2030

September 2026

damartex
GROUP

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