

MAISONS
DU MONDE

First Quarter 2020 Sales

13 May 2020

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FORWARD LOOKING STATEMENTS



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01 **FIRST QUARTER 2020 REVIEW** | J. Walbaum

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Agenda



01

FIRST QUARTER 2020 REVIEW

Julie Walbaum

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Proactively adapting to an unprecedented environment

Q1 sales strongly impacted by French strikes and Covid-19

Five priorities:

1. Implement immediate measures to protect health and safety of our employees and customers
2. Use MDM's omnichannel model as a shock absorber to offset lost store sales
3. Protect cash by optimizing working capital and reducing capex; further strengthen balance sheet through RCF drawdowns
4. Reduce cost structure, including hiring freeze, cutting opex and executive pay
5. Maintain strategic projects to capture post-crisis growth opportunities

An unprecedented market environment

Covid-19: closure of entire store network; online orders accelerated

FIRST QUARTER 2020 SALES



1Q20 sales of €244 million (-13%)

| Total sales impacted by 1) French docker strike, and 2) more severely by Covid-19

| Stores sales:

- Store sales stable through end of February
- Closure all MDM stores in mid-March, Modani early April
- Finish quarter down 17%

| Online sales:

- Orders up 12% yoy
- French docker strike impacts inventory availability
- Covid-19 delays order delivery
- Finish quarter down 2.7%

Focus on Online

April 2020 orders up more than 50%



| Growth across all countries

- Orders double in Belgium, Germany and Switzerland

| Traffic, conversion rate and order value all up yoy

| Outdoor furniture outperforms: +140% vs last year

| Partial order delivery leads to 18% sales growth

| Excellent customer dynamics:

- New customers up more than 50% (vs +20% in March)
- 1 out of 5 customers who bought online used to be store-only

Continuing active management of store portfolio

Net reduction of 5 stores in the quarter

FIRST QUARTER 2020 SALES

Key highlights

1Q20

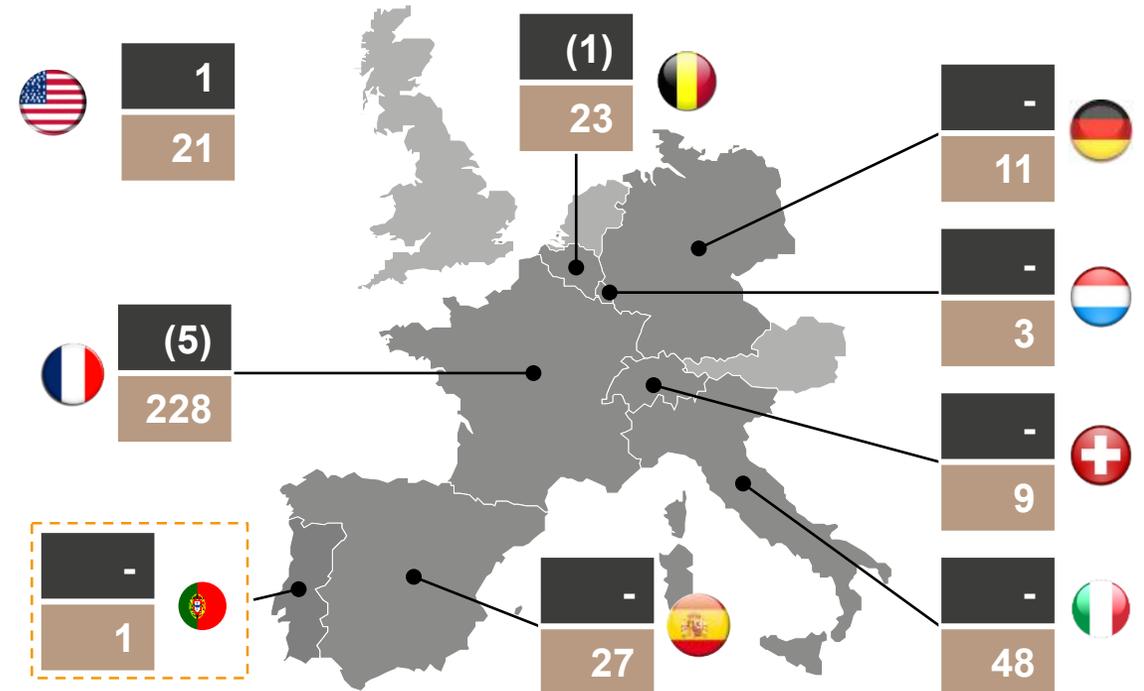
- 2 openings (MDM: Strasbourg, France; Modani: Garden City, New York)
- 7 closures (6 in France, 1 in Belgium)
- Sales area of 417,600 m²
- 371 stores at end 1Q20

Rest of Year

- Current year-end forecast: 5-10 net closures

STORE NETWORK AS OF 31 MARCH 2020

(In unit)



■ Net store openings over January-March 2020
 ■ Number of stores as of 31 March 2020



02

FIRST QUARTER 2020 SALES & CASH REVIEW

Eric Bosmans

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1st quarter 2020 sales: €244 mn

Covid-19 impact: c. €(40) mn

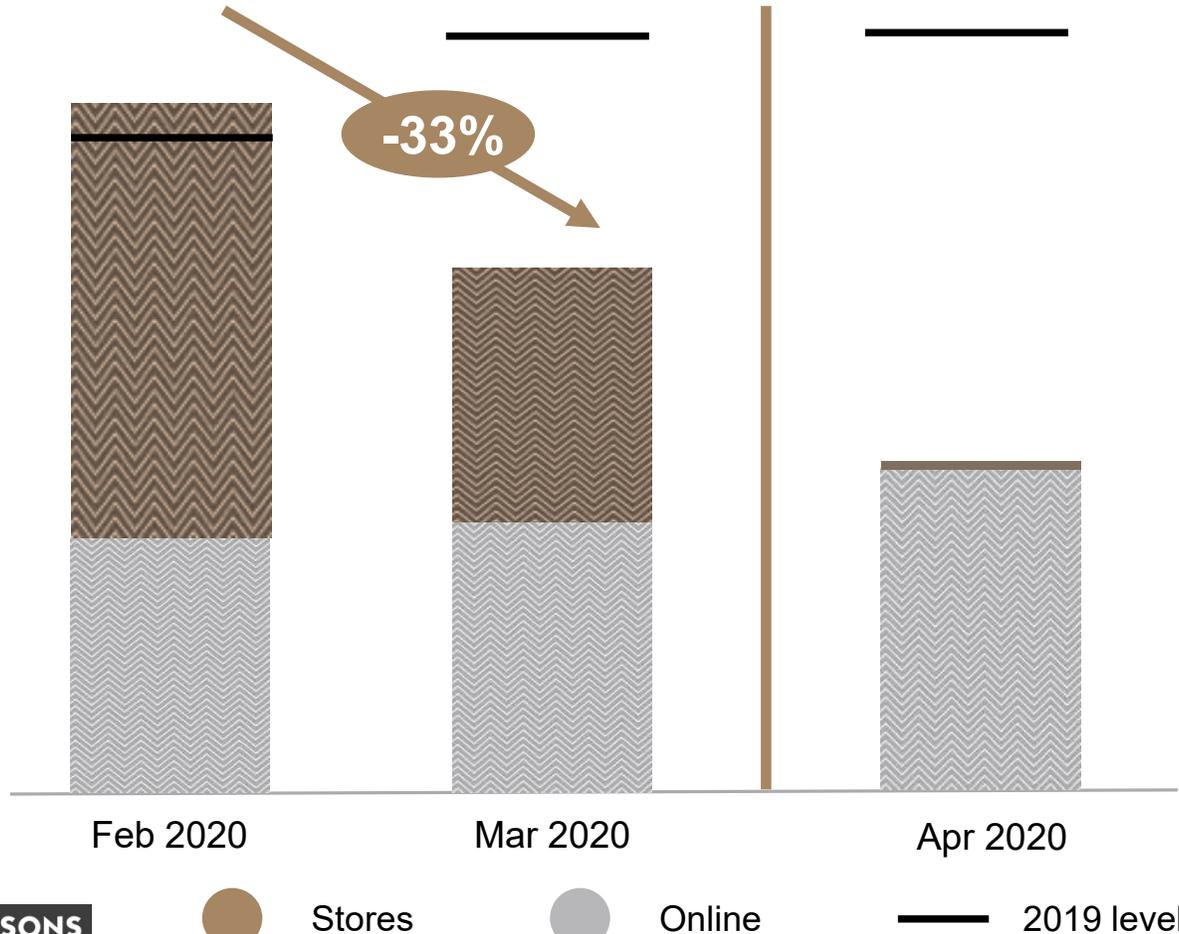
Summary

1Q20

- Negative docker strike impact
- Significant negative Covid-19 impact
- Minor impact from move of Private sales from January 2020 to December 2019
- March sales down 33% vs February reflecting store closures and restricted capacity to deliver online orders due to lockdown measures

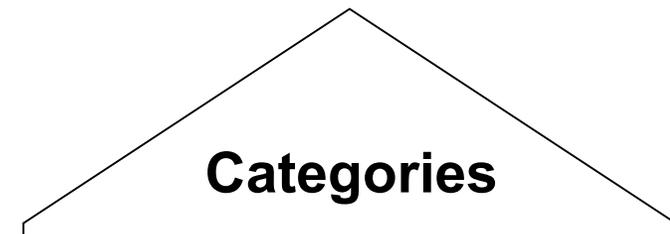
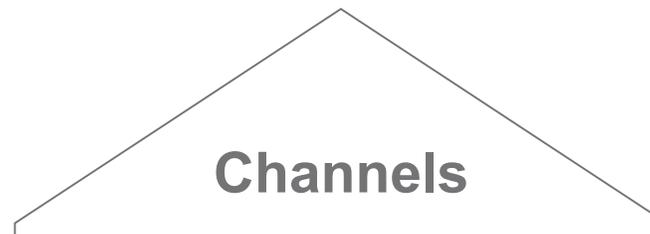
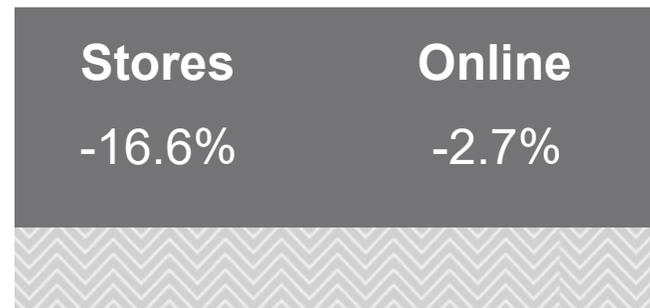
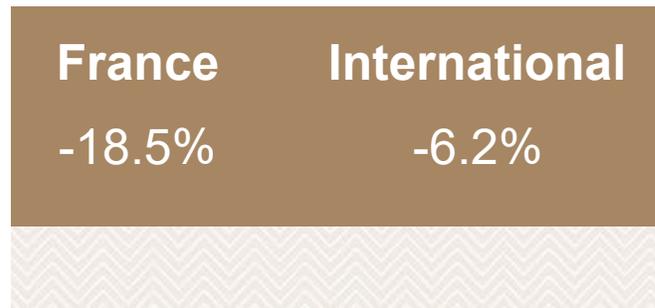
April 2020

- Online sales up 18% yoy
- Negligible store sales (Modani)



Sales decline in geographies, channels and categories

Sales decrease of 13.1% as Covid-19 shuts down stores



Continued discipline on working capital

FIRST QUARTER 2020 SALES

WORKING CAPITAL

(in €m)

	31 Mar 20	31 Dec 19
Inventory	212.6	210.8
Other working capital	(183.5)	(163.2)
Total working capital	29.1	47.7
Change in working capital	18.6	

Key highlights

Inventory

- Stable inventory at €212.6 at 31-Mar-20, up by €1.8m vs. 31-Dec-19

Other working capital

- Improvement of €20.3m vs 31-Dec-19 mainly due to:
 - Unshipped orders (mainly online) included in other payables
 - Renegotiation of payment terms

Change in working capital

- Positive impact (inflow) of €18.6m in Q1

Strong liquidity position

FIRST QUARTER 2020 SALES

<i>(in €m)</i>	31-Mar-20	31-Dec-19
Convertible bonds	183.2	182.1
Term loan	50.0	49.8
Revolving credit facilities	149.7	(0.4)
Other debts ⁽¹⁾	1.9	1.7
Cash and cash equivalents	(228.9)	(94.5)
Net debt before lease liability	155.9	138.7
Lease liability	657.6	666.2
Net debt	813.5	804.9

Key highlights

- Cash and cash equivalents at 31 March 2020 amounting to €229m, of which available cash for €222m
- RCFs totaling €150m fully drawn 17 March 2020
- Active working capital management started in 2019
- Capex reduction throughout the year
- Lease liability reflects the impact of IFRS16



03

2020 OUTLOOK

Julie Walbaum

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Strong actions in Q2 fully in place to preserve cash and reduce costs



| Maisons du Monde:

- 85% of staff on temporary unemployment during store closure
- Some staff to remain on temporary unemployment after store reopening

| Modani: c. 45% of staff furloughed; c. 20% headcount reduction

| Hiring freeze; no discretionary salary increases; temp reduction; temporary reduction of ExCom compensation

| Commercial lease negotiations

| Opex-reduction program by cutting: external fees, discretionary expenses, staff travel, store maintenance, marketing costs

| Working capital optimization: reducing inventory; renegotiating supplier payment terms

| Capex reduction: store openings, logistics, IT projects



- | Progressively reopen entire store network in Europe and US; the two MDM stores in the US will not reopen
- | Launch the Maisons du Monde Marketplace this summer
- | Build our Autumn-Winter collections
- | Continue the development of Rhinov
- | Reaccelerate our B2B activity
- | Maintain the timetable for the Northern France warehouse

Second-quarter 2020 outlook

- 2Q20 sales expected to be significantly lower year-on-year
- 1H20 EBITDA (IFRS 16) to remain positive but show a material decrease year-on-year, outpacing the sales drop
- The Group will update its outlook along with H1 results





04

Q&A

Julie Walbaum
Eric Bosmans

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05

APPENDIX

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Historical sales

FIRST QUARTER 2020 SALES

(In €m)	Q1 18	Q2 18	Q3 18	4Q 18	FY 18	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20
Sales	255.1	251.9	259.8	344.4	1,111.2	280.3	283.7	283.7	377.7	1,225.4	243.7
<i>Change vs. N-1</i>	+11.5%	+10.6%	+8.6%	+9.4%	+10.0%	+9.9%	+12.6%	+9.2%	+9.7%	+10.3%	-13.0%
o/w Maisons du Monde	255.1	246.1	251.2	333.0	1,085.4	271.4	272.4	271.8	365.8	1,181.4	232.4
<i>Change vs. N-1</i>	+11.5%	+8.0%	+5.0%	+5.8%	+7.4%	+6.4%	+10.7%	+8.2%	+9.8%	+8.8%	-14.4%
<i>Like-for-like</i>	+5.1%	+4.2%	+1.1%	+2.1%	+3.1%	+2.4%	+6.5%	+3.0%	+2.8%	+3.6%	-19.3%
o/w Modani	-	5.8	8.6	11.4	25.9	8.9	11.4	11.9	12.0	44.1	11.8
Sales breakdown	Q1 18	Q2 18	Q3 18	4Q 18	FY 18	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20
France	60.7%	57.4%	56.8%	58.2%	58.3%	55.8%	53.3%	53.4%	56.6%	54.9%	52.3%
International	39.3%	42.6%	43.2%	41.8%	41.7%	44.2%	46.7%	46.6%	43.4%	45.1%	47.7%
Stores	76.7%	75.6%	76.5%	79.7%	77.3%	74.2%	73.0%	74.3%	78.7%	75.3%	71.2%
Online	23.3%	24.4%	23.5%	20.3%	22.7%	25.8%	27.0%	25.7%	21.3%	24.7%	28.8%
Decoration	55.5%	48.7%	52.2%	63.6%	55.7%	53.2%	48.1%	50.7%	61.6%	54.0%	51.7%
Furniture	44.5%	51.3%	47.8%	36.4%	44.3%	46.8%	51.9%	49.3%	38.4%	46.0%	48.3%

Evolution of store network

FIRST QUARTER 2020 SALES

<i>(In unit)</i>	Q1 18	Q2 18	Q3 18	4Q18	FY 18	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20
France	214	217	217	221	221	221	224	227	233	233	228
Italy	42	42	45	45	45	45	47	48	48	48	48
Spain	20	20	21	23	23	23	24	24	27	27	27
Belgium	21	21	21	22	22	21	21	22	24	24	23
Germany	9	9	9	10	10	10	10	10	11	11	11
Switzerland	6	6	6	7	7	7	8	8	9	9	9
Luxembourg	2	3	3	3	3	3	3	3	3	3	3
Portugal	-	-	-	-	-	-	1	1	1	1	1
United Kingdom	-	3	4	4	4	4	4	4	-	-	-
United States	-	10	13	14	14	15	16	17	20	20	21
# Stores	314	331	339	349	349	349	358	364	376	376	371
o/w France	214	217	217	221	221	221	224	227	233	233	228
o/w International	100	114	121	128	128	128	134	137	143	143	143
# Gross openings	4	7	10	11	32	4	11	9	17	42	2
o/w France	4	3	2	4	13	3	3	5	7	18	1
o/w International	0	4	8	7	19	1	8	4	10	24	1
# Closures	(4)	0	(2)	(1)	(7)	(4)	(2)	(3)	(5)	(14)	(7)
o/w France	(3)	0	(2)	0	(5)	(3)	0	(2)	(1)	(6)	(6)
o/w International	(1)	0	0	(1)	(2)	(1)	(2)	(1)	(4)	(8)	(1)
# Net openings	0	7	8	10	25	0	9	6	12	22	(5)
o/w France	1	3	0	4	8	0	3	3	6	12	(5)
o/w International	(1)	4	8	6	17	0	6	3	6	10	0
Sales area (K sqm)	365.6	379.7	386.6	387.2	398.4	398.0	408.1	416.7	432.3	432.3	417.6
Change	+2.5	+5.5	+6.9	+12.2	+35.2	(0.4)	+10.1	+8.6	+15.6	+33.9	(14.7)

Sales: Represent the revenue from the sales of decorative items and furniture through the Group's stores, website and B2B business. They mainly exclude i/ customer contribution to delivery costs, ii/ revenue from logistics services provided to third parties, and iii/ franchising revenue.

Like-for-like sales growth: Represents the percentage change at constant exchange rates in sales from the Group's stores, website and B2B business, net of product returns between one financial period (n) and the comparable preceding financial period (n-1), excluding change in sales attributable to stores that opened or were closed during either of the comparable periods. Sales attributable to stores that closed temporarily for refurbishment during any of the periods are included.

Net debt: Is defined as the Group's convertible bonds ("OCEANE"), term loan, revolving credit facilities, lease liability, deposits and guarantees, and bank overdrafts, net of cash and cash equivalents (excluding bank overdraft).