



MAISONS

DU MONDE

Fourth-quarter & Full-Year 2024 sales

Paris, 4 February 2024

Disclaimer

Forward-looking statements



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Your Speakers today



**François-Melchior
de Polignac**
CEO



**Denis
Lamoureux**
CFO



AGENDA

- 1.** Q4 2024 KEY HIGHLIGHTS
- 2.** BUSINESS REVIEW
- 3.** FINANCIAL REVIEW
- 4.** LOOKING AHEAD TO 2025
- 5.** Q&A SESSION



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Q4 2024 Key Highlights

Inspire Everyday: Accelerating our transformation in a challenging economic environment

1. KEY TAKEAWAYS FROM Q4 2024

STRATEGIC TRANSITION YEAR
WITH SIGNIFICANT MILESTONES ACHIEVED

OPERATIONAL MODEL

Cost management & financial discipline

COMMERCIAL MODEL

Loyalty program & renovations

BRAND & CUSTOMERS

Reconnecting with our Client

Q4 SALES DOWN 9.5% ON A LIKE-FOR-LIKE BASIS
NOT ADJUSTED FOR STORES UNDER RENOVATION DURING THE QUARTER

(In €m)	Q4 2024	Q4 2023	% Variation	2024	2023	% Variation
Group GMV	329.2	368.5	-10.7%	1,136.4	1,266.3	-10.3%
Sales	295.4	330.3	-10.6%	1,001.9	1,127.8	-11.2%
Like-for-like	286.0	315.9	-9.5%	969.1	1 078.9	-10.2%

Reflecting challenging market conditions and ongoing network transformation

CHALLENGING ECONOMIC ENVIRONMENT IN EUROPE IMPACTING HOUSEHOLD CONFIDENCE AND CONSTRAINING THEIR SPENDING ON HOME

Economic slowdown across the Eurozone

0% growth for Q4

Source: Eurostat

Low consumer confidence in Europe

-14,3 pts vs Long term average
Consumer confidence in Europe in December

Source: European Commission

Uncertain climate in France

-5,2% for furniture in France in December

Source: Banque de France



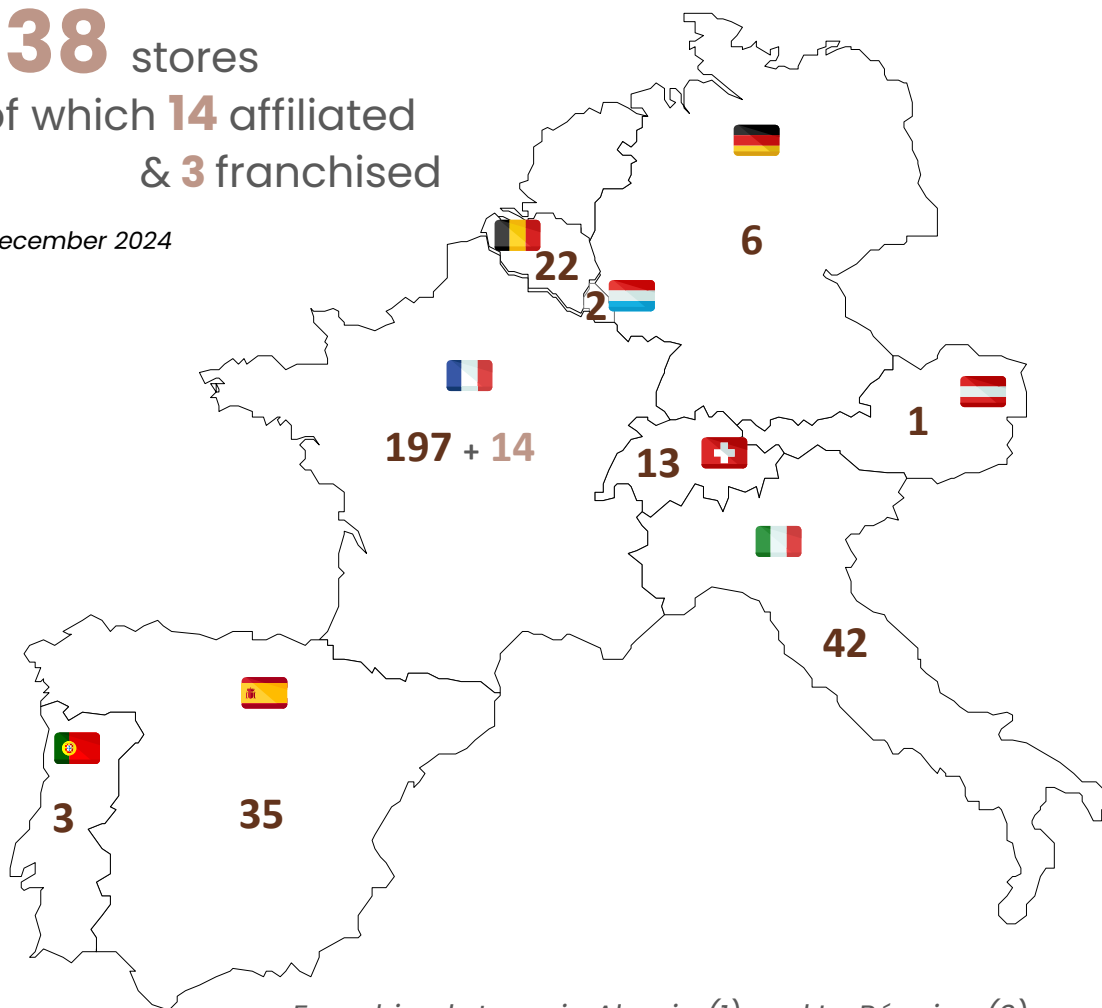
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Q4 2024 Business Review

Store network's evolution on track

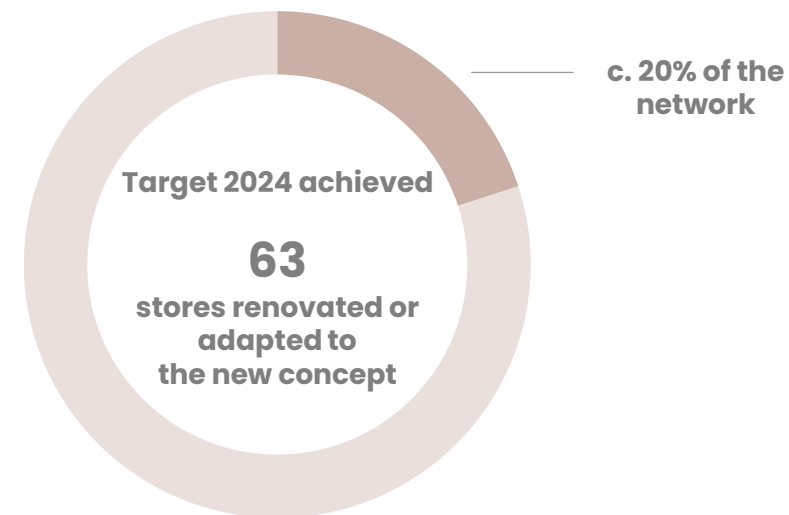
338 stores
of which **14** affiliated
& **3** franchised

31 December 2024



Franchised stores in Algeria (1) and La Réunion (2)

Deep store transformation



Successful affiliated model

14 affiliated stores

X3 in 1 year

Opening of Cognac our second store created by an affiliate partner

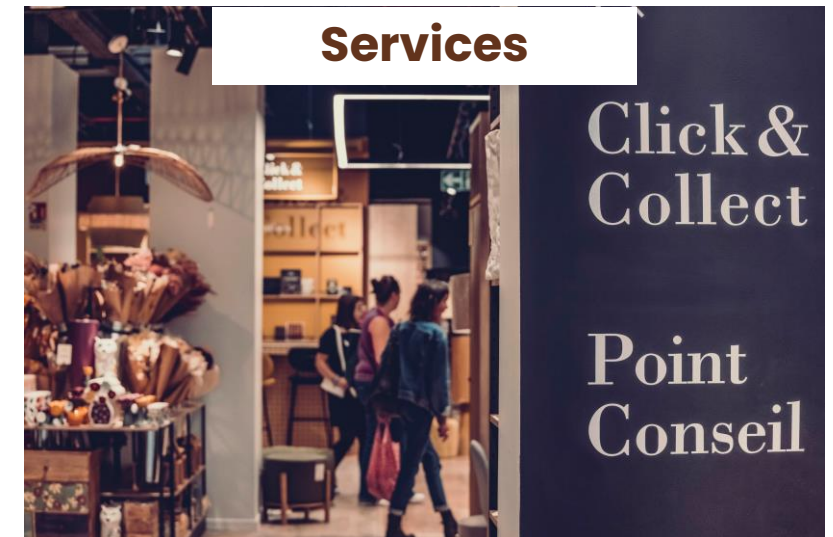


New concept for shopping Malls



**Overperformance
vs network**

Traffic and conversion



Reconnecting with our Client

AUTUMN-WINTER 2024 CATALOGUE



Available in stores and as a supplement in Fashion & Home Decoration magazines across France
440,000 copies

FIRST LOYALTY PROGRAM & WEB TV PLATFORM IN FRANCE

Ma
MAISON
DU MONDE



What our Client is saying
“Easy to understand and appealing”



MAISON
DU MONDE +

What our client is saying
“Netflix of Home Decoration”

ADVERTISING CAMPAIGNS



Retrouvez les collections sur maisonsdumonde.com



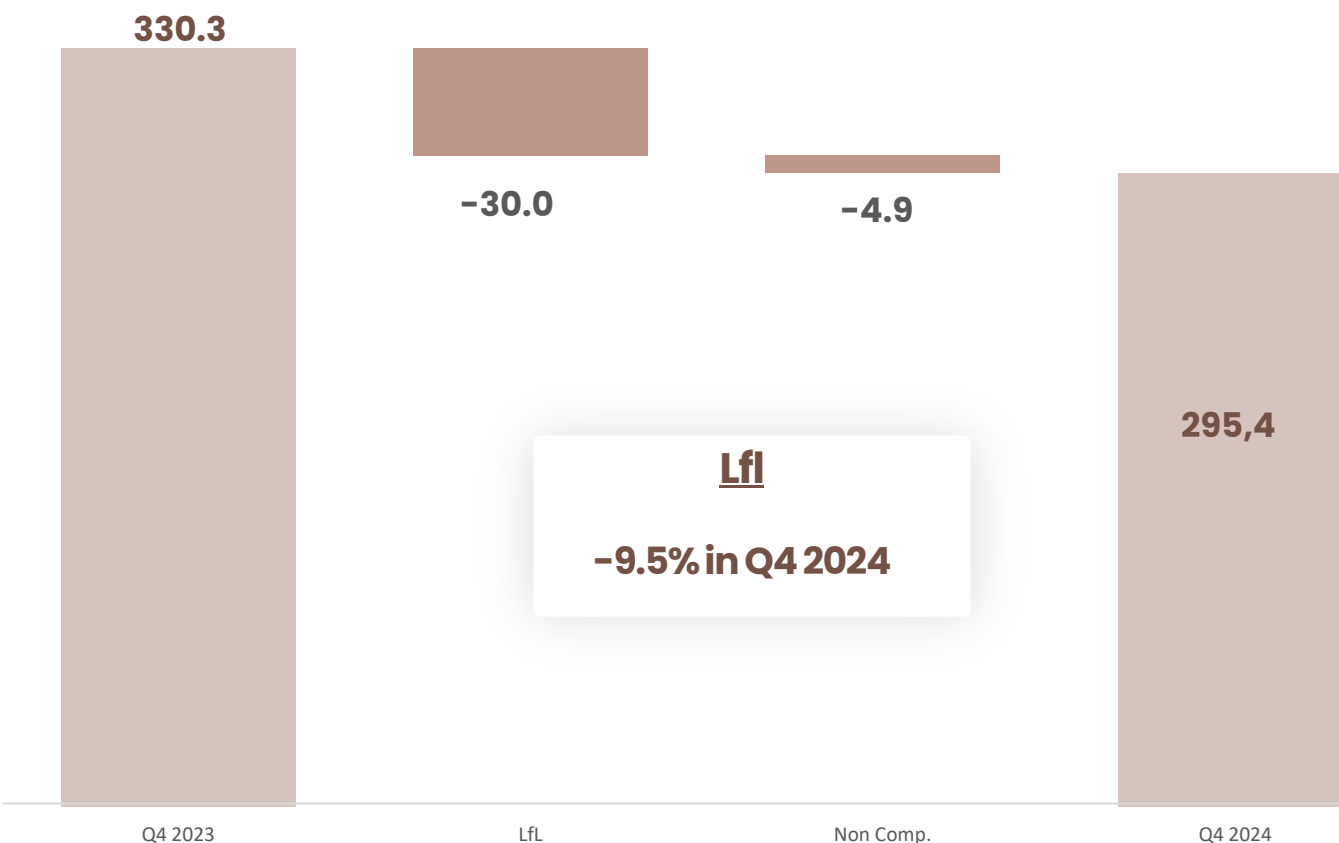
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Q4 2024 Financial Review

Q4 2024 Sales impacted by the ongoing transformation

SALES

(in €m)



STORE NETWORK EVOLUTION

(in number of stores)

31 December 2024	Own stores	Affiliated stores	Franchised stores
Opening	+1	+2	-
Relocation	2	-	-
Transfer	-7	+7	-
Closing	-13	-	-1
Total network	321	14	3
31 December 2023	340	5	4

Retail sales

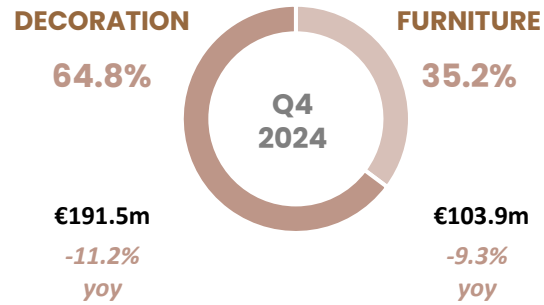
Lfl and excluding stores under renovation during Q4
-7.2%

Sales in 2024 include sales to Franchise

Q4 2024 sales breakdown



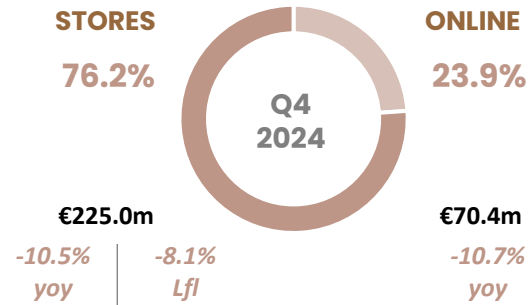
BY CATEGORY



Decoration sales drop as customers curb discretionary spending

Furniture Sales down, softened by improved product availability & loyalty promotions

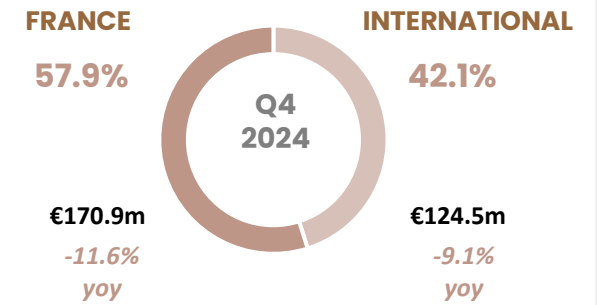
BY CHANNEL



Enhanced customer engagement & promotions mitigate impact of lower traffic

Ads & Loyalty drive organic traffic, conversion improvement
Marketplace active in all regions

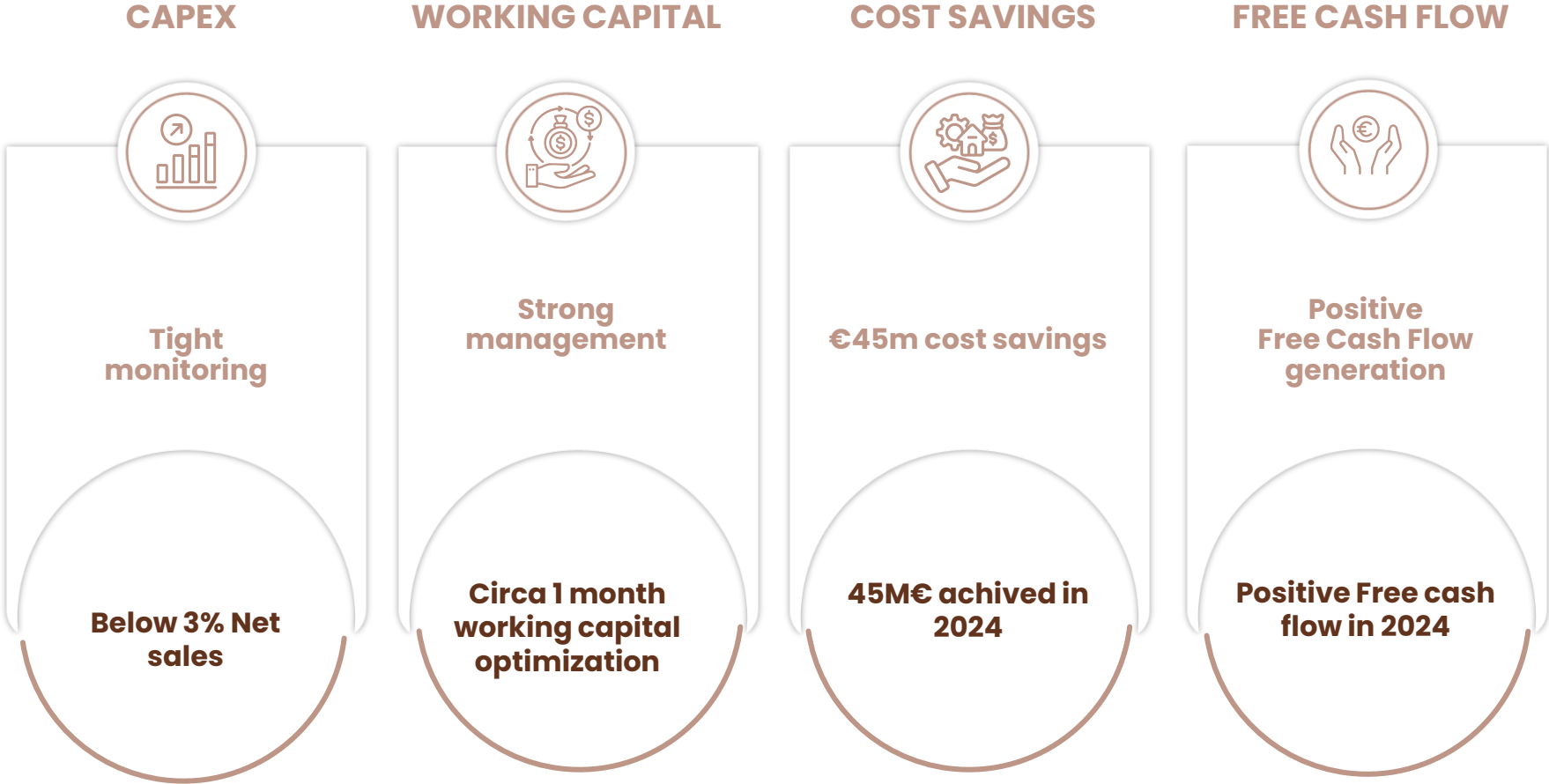
BY GEOGRAPHY



France and International markets face challenges, with pockets of strength in Southern Europe (Spain & Italy)

Consistent sales trends in France and International markets throughout full-year 2024

Financial discipline: Delivering on 2024





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**Looking ahead
to 2025**

Key priorities for 2025

Positive Signals

NPS

**57 in December
+4,4pts vs 2023**

Loyalty program

**Increase of Client engagement
& repurchase**

Store Concept

Smart Roll Out

- Continue to leverage the strength of our Brand
- Capitalize on our omnichannel strategy
- Deliver distinctive product offer
- Foster deeper Customer loyalty to strengthen long-term customer engagement

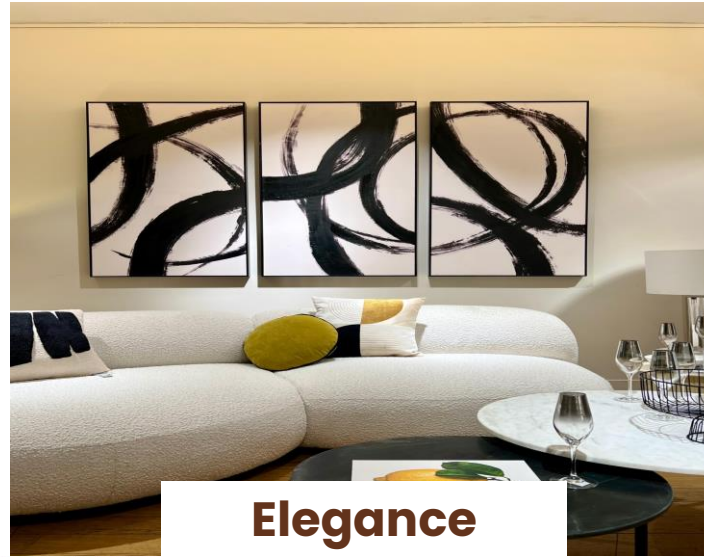
- Accelerate operational excellence through ongoing improvements in supply chain efficiency and cost & cash optimization
- Roll-out the new HQ organization
- Accelerate on Affiliations

**We remain confident in our ability to recover momentum,
achieve sustainable growth and drive profitability in the challenging environment**

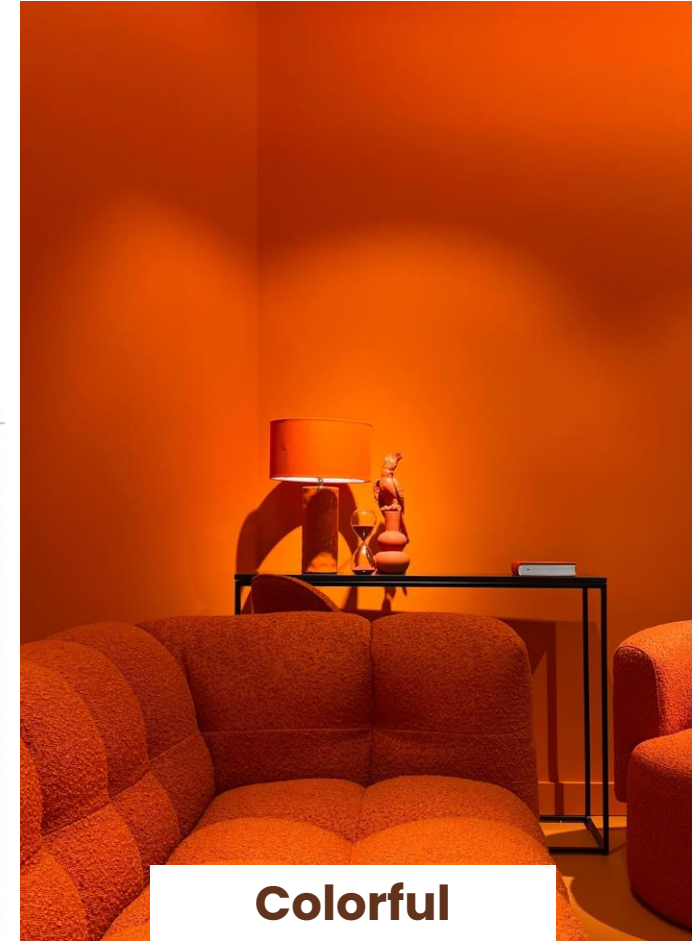
Spring-Summer Collection 2025



Natural



Elegance



Colorful



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Q&A Session



Thank you

FINANCIAL AGENDA

- **11 March 2025**
FY 2024 Results
- **15 May 2025**
Q1 2025 Sales
- **25 July 2025**
Q2 Sales and HY 2025 Results
- **23 October 2025**
Q3 and 9-month 2025 Sales





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