



MAISONS
DU MONDE

Q1 2023 Sales

11 May 2023



Disclaimer

Forward-looking statements

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Agenda

01

**Business highlights
and financial Review**

02

Strategic update

03

Outlook

Business highlights and financial review

01



Key highlights

Slow start to the year reflecting high comparable base and a challenging environment



GROUP
SALES

€ 274m
-12.5% yoy

GROUP
GMV

€ 307m
-6.7% yoy

Incl. strong marketplace

€ 42m*
X2 yoy

** Online and in-stores*



Sequential improvement
expected throughout the year



Launch of a
company-wide "3C
recovery plan" focusing on
Customers, Costs & Cash

In a context of



Ongoing
inflation



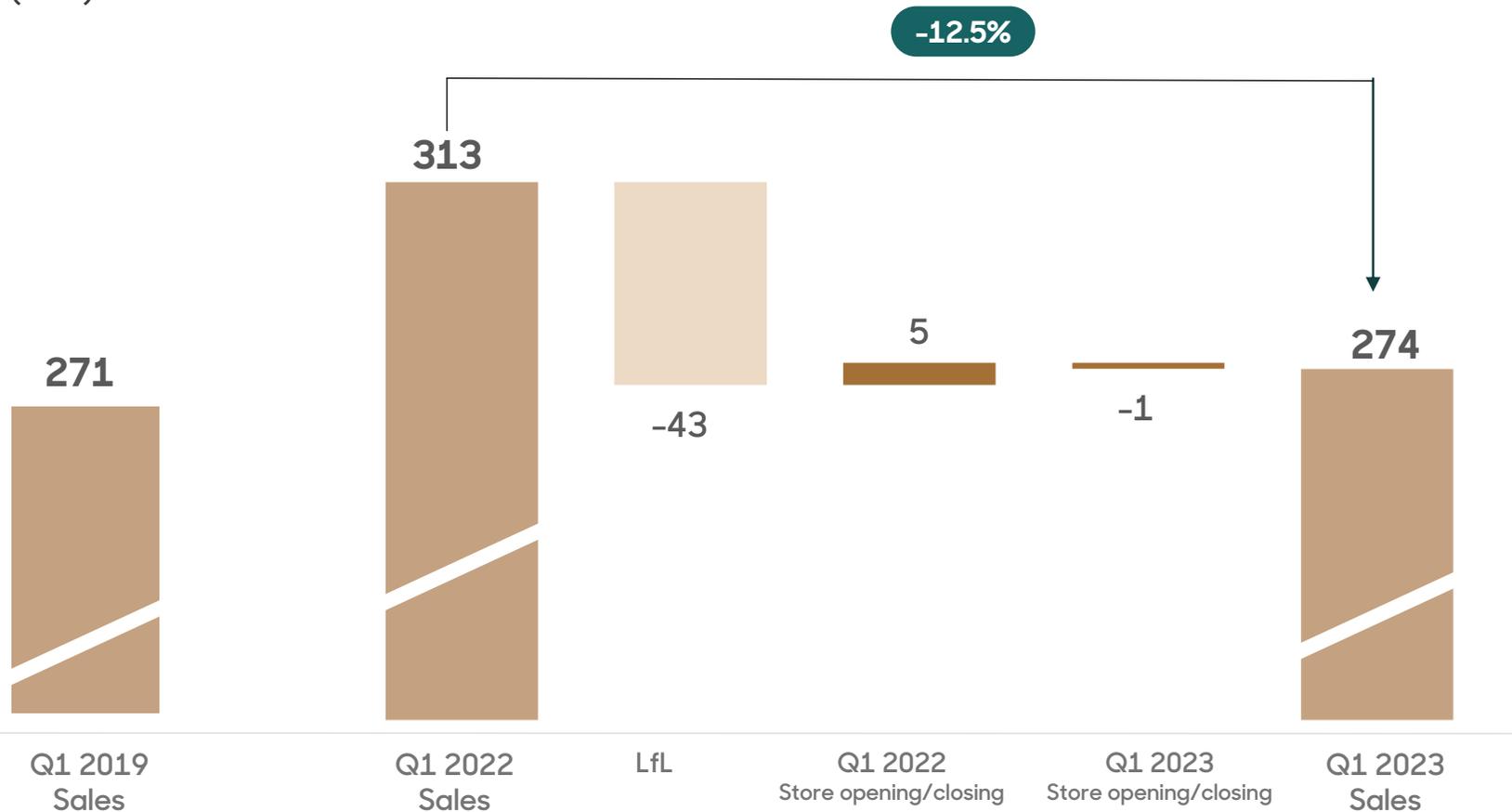
Deteriorated
consumer confidence

Q1 23 sales

Performance in line with expectations on high comps

FY SALES EVOLUTION

(in €m)



Q1 2023 key highlights

- Lower traffic and conversion in a context of continuing high inflation
- Successful targeted promotion activities
- Strong momentum of the marketplace, partly offsetting negative web dynamics

Q1 23 sales by category, channel and geography

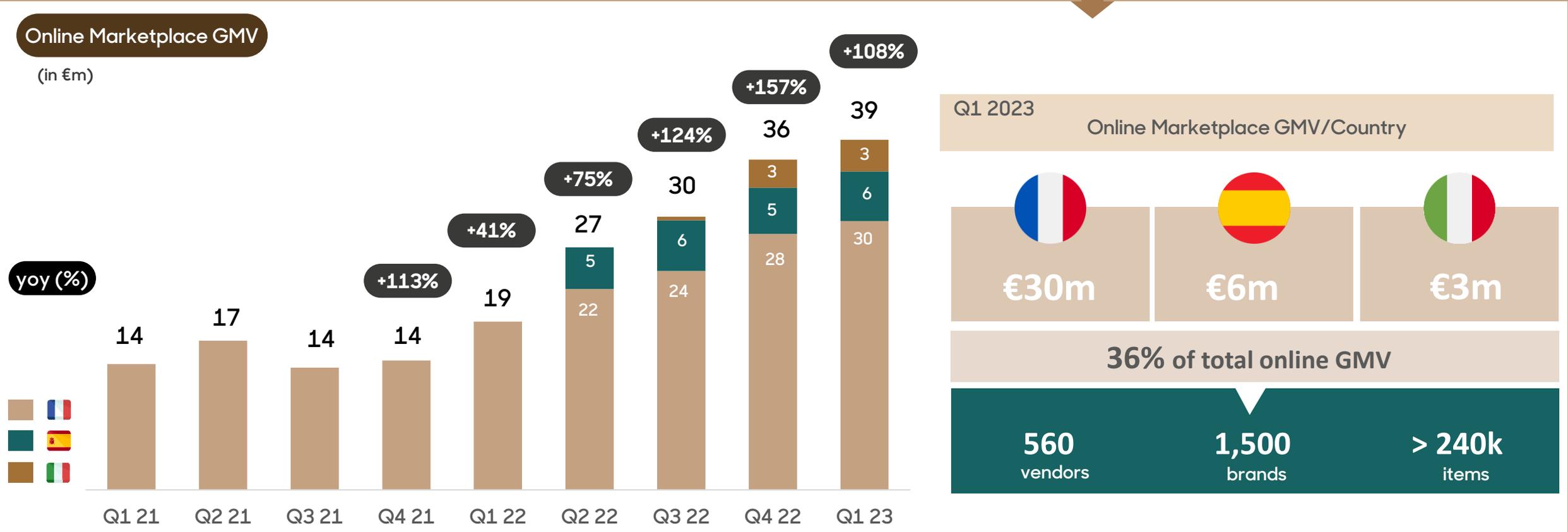
Negative evolution yoy reflecting constrained consumer purchasing power

	Categories		Channels		Geographies	
	Furniture	Decoration	Stores	Online	France	International
yoy (%)	-17%	-9%	-6%	-25%	-9%	-17%
vs. Q1 19 (%)	-3%	+5%	-2%	+9%	-5%	+10%



Key commercial developments

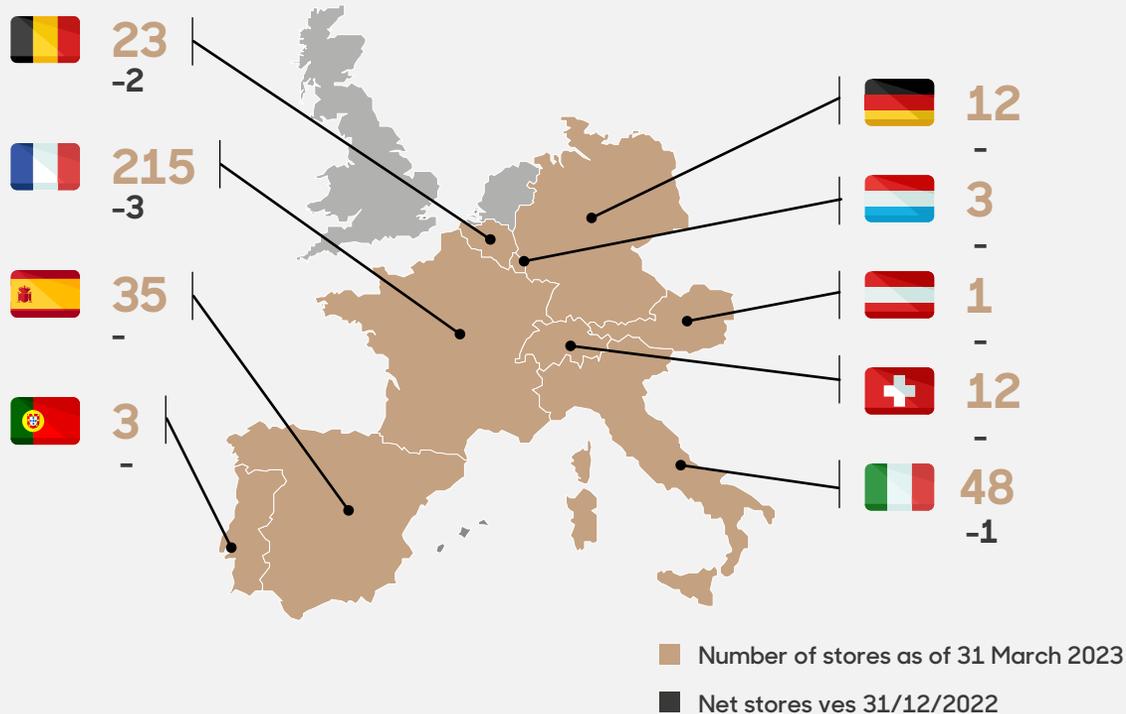
Confirmed success of the marketplace – in France and abroad



Active management of our store network

Rationalization with around 10 net closures in 2023
Testing commission-based affiliation model in Q2

Store network
as of 31 March 2023
(in units)



352

total stores
at 31/03/23

-6

net stores
vs 31/12/22

	Q1 2023
Openings	-
France	-
Rest of Europe	-
Closings	-6
France	-3
Rest of Europe	-3
Net	-6
France	-3
Rest of Europe	-3

Current trading

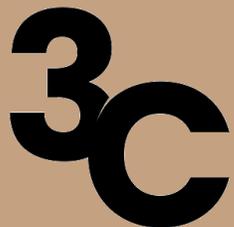
Q2 actions to improve traffic and conversion

April-May current trading update

- Macroeconomic conditions remain challenging
 - Persistent high inflation
 - Constrained household purchasing power and weak consumer confidence
- **Store & Online** traffic recovering but conversion rate below last year's level

Q2 commercial priorities

- Roll-out of targeted promotional and non-promotional initiatives
- Implementation of a new digital solution to facilitate sales conversion and boost CRM capabilities (AppShop)
- Showcase new collection and collaborations



Immediate launch of a company-wide 3C recovery plan, focusing on Customers, Costs and Cash



Strategic update

02



Building on solid fundamentals

A unique model with strong assets to resume profitable growth

A direct-to-consumer love brand

Creativity



Inspiration



Engagement



A unique business model

Omnichannel platform



B2B



Pan-European footprint



Sustainability leadership



A resilient and balanced financial model

High quartile Gross margin profile

Disciplined resource allocation throughout Covid and inflation crisis

Healthy balance sheet

“Inspiring everyone to open up to the world, so that we create unique, heartfelt and sustainable places, together”

Immediate company-wide 3C recovery plan

To improve 2023 performance and pave the way for renewed profitable growth



Customers



Costs



Cash



CUSTOMERS

Focus on customer excellence to create conditions for growth

3C



Customers

Develop Customer-centricity

- Customer-focused staff, from the CEO down
- Customer Committee
Over 30 initiatives to improve customer satisfaction



Reinforce quality of execution

- Product visibility = availability
- Enhanced store autonomy & merchandising agility



Ensure price accessibility

- Tactical pricing adjustments
- Targeted promotions



COSTS

Accelerate cost reduction program to improve margin

3C



Costs

Negotiate, negotiate, negotiate

- Reorganization and renegotiation of sea freight
- Further optimization of major supplier commercial agreements

Streamline cost base

- Optimization of store organization
- Further adaptation of HQ structure

Rigorously allocate resources

- Review and streamline project portfolio
- Extend measures on discretionary spending

MAINTAIN GROSS MARGIN

**c.65% in FY23
despite unfavorable \$/€**

ADAPT COMPANY COST BASE

**c.€25m of yoy savings
before inflation**

CASH

Ensure robust cash generation

3C



Cash

Aggressively prioritize Capex

- Prioritize customer-oriented Capex
- Maintain core IT projects and future growth initiatives



Manage inventory dynamically

- Improve inventory allocation by store
- Reduce inventories while improving product availability



Improve all WCR components

- Improve payment terms with all suppliers



Immediate company-wide 3C recovery plan

To improve 2023 performance and pave the way for renewed profitable growth



Customers



Costs



Cash



Outlook

03



2023 guidance

Improvement vs 2022 supported by 3C plan,
paving the way for renewed profitable growth

Top line

Low to mid-single digit negative,
with sequential improvement
in H2 vs H1

EBIT

€65m-€75m

Free cash flow

€40m-€50m

Pay-out ratio

30% to 40%

ESG

One-third of Maisons du Monde's 2023 collections
included in the "Good is beautiful" selection

R&A



Appendix

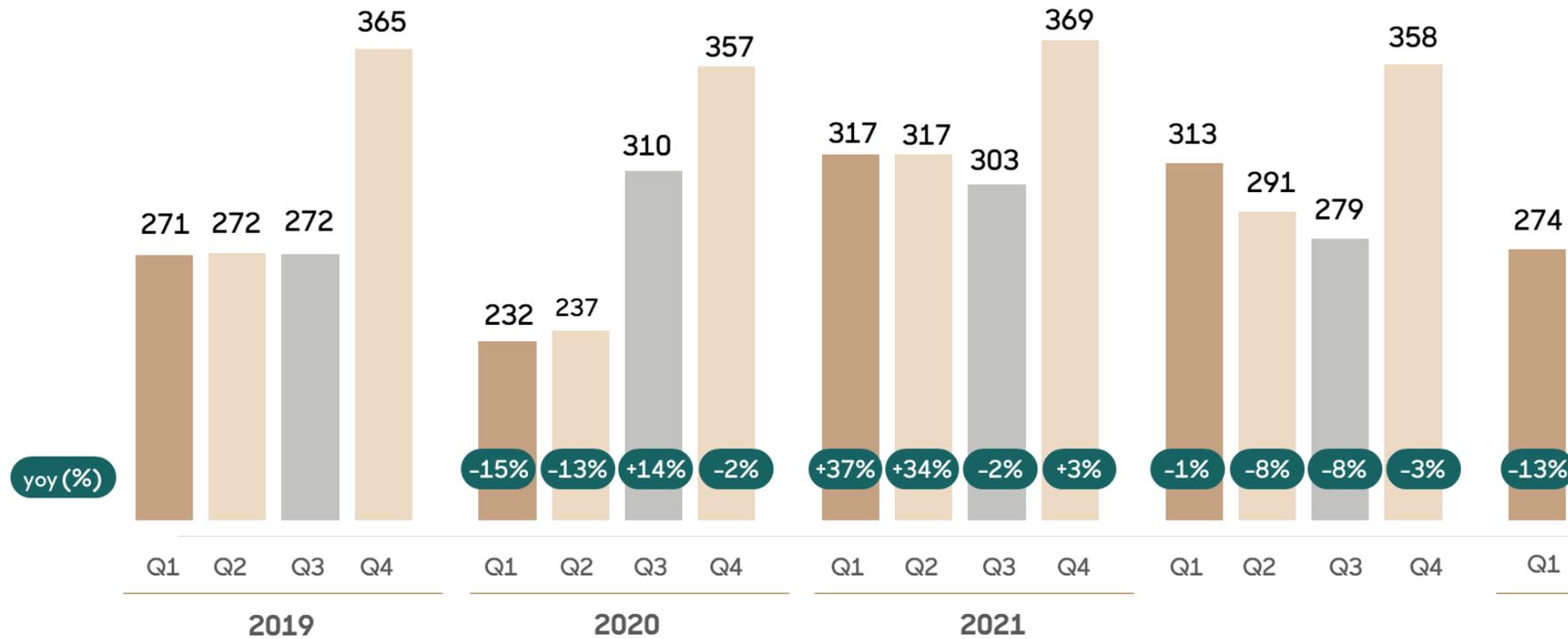


Quarterly sales

Q1 sales impacted by a decrease of traffic and conversion, amid consumer spending arbitration

QUARTERLY SALES

(in €m)



Summary of sales

Quarterly series

in € million	Q1'19	Q2'19	Q3'19	Q4'19	FY19	Q1'20	Q2'20	Q3'20	Q4'20	FY20	Q1'21	Q2'21	Q3'21	Q4'21	FY21	Q1'22	Q2'22	Q3'22	Q4'22	FY22	Q1'23
Groupe Sales	271,2	272,1	271,6	365,1	1 179,9	231,9	236,6	309,6	357,0	1 135,2	317,2	317,2	303,4	369,0	1 306,8	313,0	290,9	278,5	358,0	1 240,4	273,7
Sales breakdown																					
France	57,6%	55,6%	55,8%	58,5%	57,0%	55,0%	52,7%	54,8%	57,7%	55,3%	57,2%	47,5%	54,1%	55,7%	53,7%	51,6%	51,9%	52,7%	57,1%	53,5%	54,1%
Inter	42,4%	44,4%	44,2%	41,5%	43,0%	45,0%	47,3%	45,2%	42,3%	44,7%	42,8%	52,5%	45,9%	44,3%	46,3%	48,4%	48,1%	47,3%	42,9%	46,5%	45,9%
Stores	73,7%	72,3%	73,6%	78,3%	74,8%	70,2%	51,6%	71,3%	68,5%	66,1%	62,2%	55,6%	71,8%	78,6%	67,4%	66,7%	68,1%	71,4%	76,8%	71,0%	71,6%
Online	26,3%	27,7%	26,4%	21,7%	25,2%	29,8%	48,4%	28,7%	31,5%	33,9%	37,8%	44,4%	28,2%	21,4%	32,6%	33,3%	31,9%	28,6%	23,2%	29,0%	28,4%
Decoration	54,9%	50,1%	52,9%	63,3%	55,9%	54,3%	46,9%	57,9%	64,9%	57,1%	54,7%	48,4%	58,1%	68,7%	57,9%	54,8%	51,2%	57,1%	67,1%	58,0%	56,9%
Furniture	45,1%	49,9%	47,1%	36,7%	44,1%	45,7%	53,1%	42,1%	35,1%	42,9%	45,3%	51,6%	41,9%	31,3%	42,1%	45,2%	48,8%	42,9%	32,9%	42,0%	43,1%

Evolution of the store network

in units	FY19	FY20	Q1'21	Q2'21	Q3'21	Q4'21	FY21	Q1'22	Q2'22	Q3'22	Q4'22	FY22	Q1'23
France	233	228	223	222	220	219	219	215	214	215	218	218	215
Italy	48	49	49	49	48	50	50	49	49	49	49	49	48
Spain	27	27	26	28	28	30	30	30	31	32	35	35	35
Belgium	24	24	25	26	26	27	27	25	25	25	25	25	23
Germany	11	11	11	12	12	12	12	12	12	12	12	12	12
Switzerland	9	9	10	10	11	12	12	12	12	12	12	12	12
Luxembourg	3	3	3	3	3	3	3	3	3	3	3	3	3
Portugal	1	1	1	1	1	3	3	3	3	3	3	3	3
Austria	-	-	1	1	1	1	1	1	1	1	1	1	1
Number of stores	356	352	349	352	350	357	357	350	350	352	358	358	352
Openings	34	8	5	6	2	8	21	1	1	3	8	13	-
Closings	13	12	8	3	4	1	16	8	1	1	2	12	6
Net openings	+21	-4	-3	+3	-2	+7	+5	-7	0	+2	+6	+1	-6
Sales area (000's sqm)	418	420	419	425	425	432	432	427	428	433	442	442	437
<i>Change (000's sqm)</i>	<i>+32</i>	<i>+5</i>	<i>+0</i>	<i>+5</i>	<i>+1</i>	<i>+7</i>	<i>+14</i>	<i>+0</i>	<i>+1</i>	<i>+4</i>	<i>+10</i>	<i>+15</i>	<i>+0</i>

Glossary

In addition to the financial indicators set out in International Financial Reporting Standards (IFRS), Maisons du Monde's management uses several non-IFRS metrics to evaluate, monitor and manage its business. The non-IFRS operational and statistical information related to Group's operations included in this press release is unaudited and has been taken from internal reporting systems. Although none of these metrics are measures of financial performance under IFRS, the Group believes that they provide important insight into the operations and strength of its business. These metrics may not be comparable to similar terms used by competitors or other companies.

Sales: Represent the revenue from 1) sales of decorative items and furniture through the Group's retail stores, websites and B2B activities, 2) marketplace commissions, and 3) service revenue and commissions. They mainly exclude:

- i. customer contribution to delivery costs,
- ii. revenue for logistics services provided to third parties, and
- iii. franchise revenue.

The Group uses the metric of "Sales" rather than "Total revenue" to calculate growth at constant perimeter, like-for-like growth, gross margin, EBITDA margin and EBIT margin.

Like-for-like sales (LFL) growth: Represents the percentage change in sales from the Group's retail stores, websites and B2B activities, net of product returns between one financial period (n) and the comparable preceding financial period (n-1), excluding changes 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.