



MAISONS
DU MONDE

Full-Year 2019 Results

11 March 2020

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FORWARD LOOKING STATEMENTS



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Agenda

- 01 **FULL-YEAR 2019 KEY HIGHLIGHTS** | J. Walbaum
- 02 **FULL-YEAR 2019 FINANCIAL REVIEW** | E. Bosmans
- 03 **2020 BUSINESS INITIATIVES AND OUTLOOK** | J. Walbaum
- 04 **Q&A** | J. Walbaum, E. Bosmans
- 05 **APPENDIX**



01

FULL-YEAR 2019 KEY HIGHLIGHTS

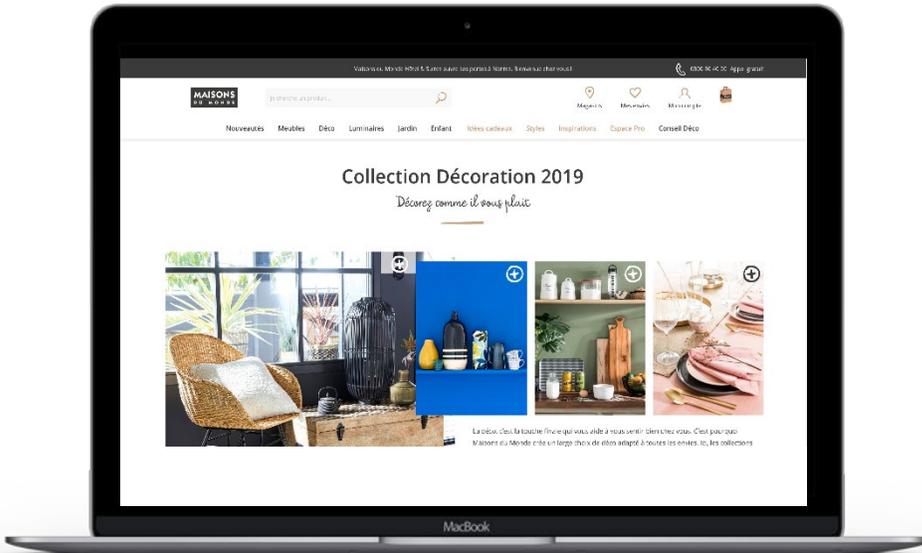
Julie Walbaum

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A solid 2019 demonstrating the strength of Maisons du Monde's omnichannel & international strategy

A strong performance thanks to

- | The success of our multi-style decor & furniture collections
- | Our dynamic international footprint
- | Our fast-growing online sales
- | Proactive development in adjacent growth avenues



FY 2019 performance: **Double-digit sales growth,** **EBITDA margin in line with target and strong cash generation**

Sales	€1,225.4m	+10.3% Year-on-year growth ⁽¹⁾ +3.6% Like-for-like growth
EBITDA ⁽²⁾	€ 152.7m	+3.2% Year-on-year growth 12.5% Margin
FCF ⁽³⁾	€ 84.1m	+€70.8m Increase vs. 31/12/2018
Leverage	0.9x	-0.3x vs. 31/12/2018

2019 business highlights:

We laid the foundation of our new 2020-2024 strategy



- | Enhancement of our product proposition
- | Dynamic management of our store network
- | Strengthened omnichannel experience
- | Heightened customer engagement
- | Successful development of our B2B activity
- | Rapid expansion in the USA

Offer and merchandizing: We initiated our renewed product approach

FULL-YEAR 2019 RESULTS



| **New collectionning approach**

- More and shorter decoration collections

| **Development of product personalization**

- Successful launch of our customizable sofas

| **Tests on merchandizing localization**

- Data-based fine-tuning of in-store product dispatch

A record year for store openings: We continued to expand our store network

41 gross store openings in 8 countries

18 gross store openings in France

23 gross store openings at the international level

376 stores at 2019 year-end at Group level

with the net addition of 27 stores

Dynamic management of our MDM store network

34 MDM gross openings in Europe, including 1st store in Portugal

1 MDM gross opening in the USA

13 store closures (France 6, UK 4, Rest of Europe 3)

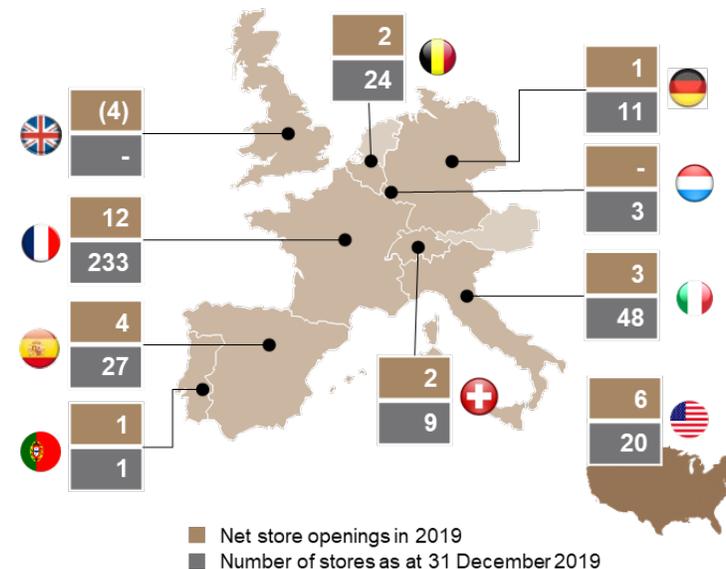
Continued expansion of Modani in the USA

6 gross openings

1 store closure



376 stores as at 31 December 2019
(in number of stores)



Omnichannel experience: We further increased customer-centricity

FULL-YEAR 2019 RESULTS



Enhanced in-store experience

- Roll-out of our Decoration Advice corners: +200 stores equipped
- Successful roll-out of in-store returns of online decoration orders
- Revamped tablet software for our store salesforce
- Store associate training generating higher customer satisfaction

Enriched digital experience

- Optimization of our website navigation with enhanced search engine
- Revamped “personal account” page to encourage self-care

Improved after-sales experience

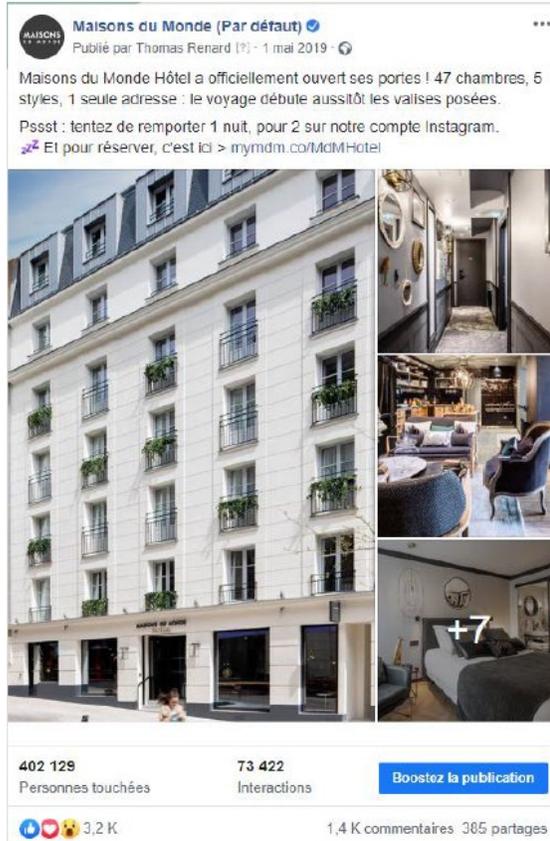
- Improved delivery information and experience

Acceleration in Interior design service

- Majority stake taken in Rhinov in June 2019
- Successful year for Rhinov: +35% projects sold in 2019 vs 2018

Marketing and Customer Relationship Management: We boosted our brand differentiation

FULL-YEAR 2019 RESULTS



| A 360° marketing plan to boost our brand awareness and business

- Improved brand awareness in all markets: +9 points in Italy, +5 points France and Spain, + 2 points in Germany, + 1 point in Belgium
- Sustained trading plan, with more localized initiatives

| Improved efficiency of our CRM activities

- Increased contribution from e-mailing to online sales
- Roll-out of life-moment-based marketing campaigns
- Increased targeting of communications

| A powerful “love brand” on social media

- Growing communities: X2 between 2018 and 2019 at group level
- 2.1M fans on Facebook, 3.2M fans on Instagram, 346K followers on Pinterest
- Increased reach: +52% in France on Facebook vs 2018

B2B activity: We expanded our business with professionals



| **+30% sales growth in 2019 vs 2018**

| **Strong increase in our key account sales**

| **140 dedicated SKUs in 2019 vs 70 in 2018**

| **First B2B showroom opened in our Paris Grands Boulevards store**

| **Successful opening of the Maisons du Monde Hotel & Suites in Nantes in May 2019, entirely decorated by our B2B team with Maisons du Monde furniture & decor**

USA:

We supported the rapid expansion of Modani



| **Quantum leap in Modani's store expansion since acquisition:**

- 10 gross openings since May 2018 vs 11 in total between 2007 and April 2018

| **Active development strategy driving stronger sales growth than anticipated**

| **Acceleration of Modani's development implying higher ramp-up costs than originally planned, leading to an estimated impact of c.€7 million on FY 2019 profitability**



02

**FULL-YEAR 2019
FINANCIAL REVIEW**

Eric Bosmans

**MAISONS
DU MONDE**

Summary of IFRS 16 impact on key financial metrics

IFRS 16 IMPACT

(in €m)

	2019 IFRS 16	IFRS 16 impact	2019 IAS 17
EBITDA	259.2	106.5	152.7
EBIT	119.4	5.6	113.8
Financial result	(21.1)	(12.6)	(8.5)
Free cash flow	84.1	-	84.1
Change in WCR	36.1	(1.3)	37.4
Net debt	804.9	662.0	142.9

Key highlights

- IFRS 16 significantly impacting EBITDA, financial result and net debt
- Recognition of a right-to-use asset and a lease liability related to lease contracts
- Simplified method applied retroactively to 1 January 2019
 - Recognition of a right-to-use asset and a lease liability related to lease contracts
 - Lease expenses now recognized as D&A and financial charges in the P&L
- Starting 1Q20, financial data to be reported under IFRS 16 only

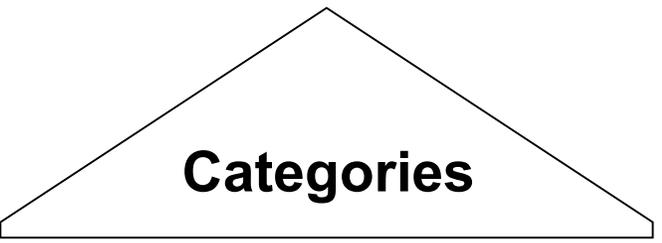
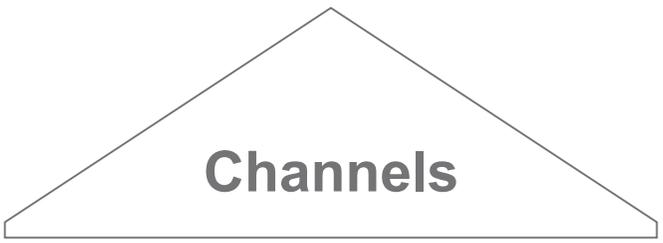
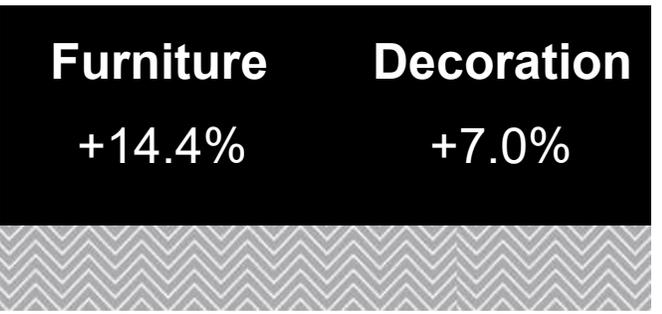
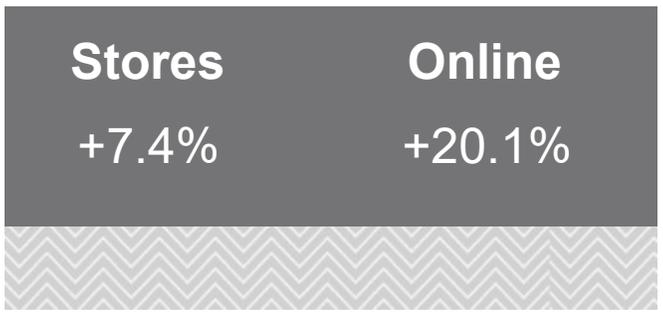
FY 2019 key financial indicators

FULL-YEAR 2019 RESULTS

In €m	FY 2019 ⁽¹⁾ (IFRS 16)	IAS 17 to IFRS 16 adjs	FY 2019 ⁽¹⁾ (IAS 17)	FY 2018 (IAS 17)	Change
Sales	1,225.4		1,225.4	1,111.2	+10.3%
% like-for-like change	+3.6%		+3.6%	+3.1%	
o/w Modani	44.1		44.1	25.9 ⁽²⁾	
Gross margin	800.4		800.4	734.4	+9.0%
As % of sales	65.3%		65.3%	66.1%	(78) bps
EBITDA	259.2	+106.5	152.7	148.0	+3.2%
As % of sales	21.1%		12.5%	13.3%	(85) bps
EBIT	119.4	+5.6	113.8	111.6	+1.9%
As % of sales	9.7%		9.3%	10.0%	(76) bps
Net income	57.8	-4.6	62.4	60.7	+2.9%
Net debt	804.9	661.9	142.9	185.5	-23.0%
Free cash flow	84.1		84.1	13.3	6.3x

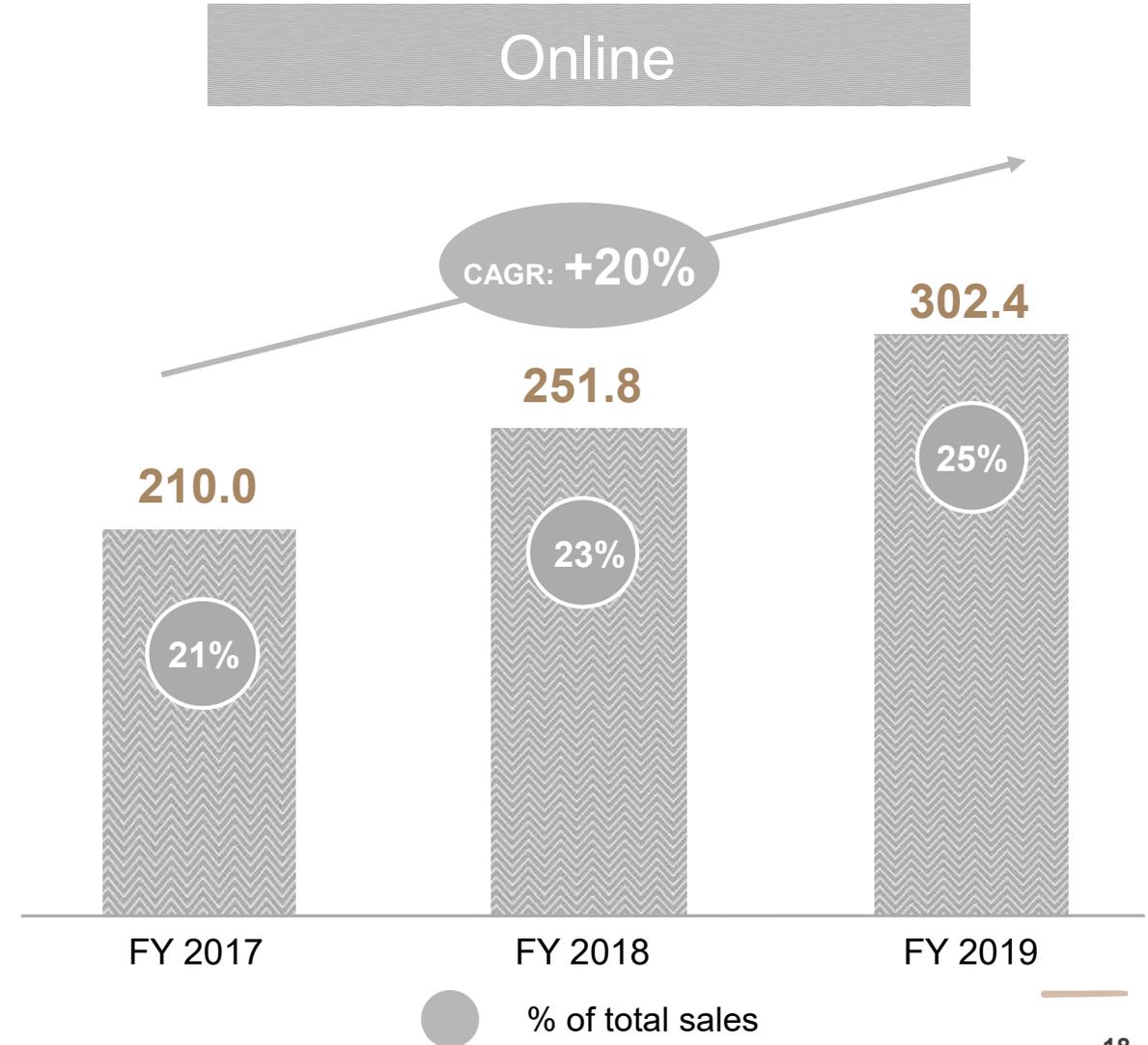
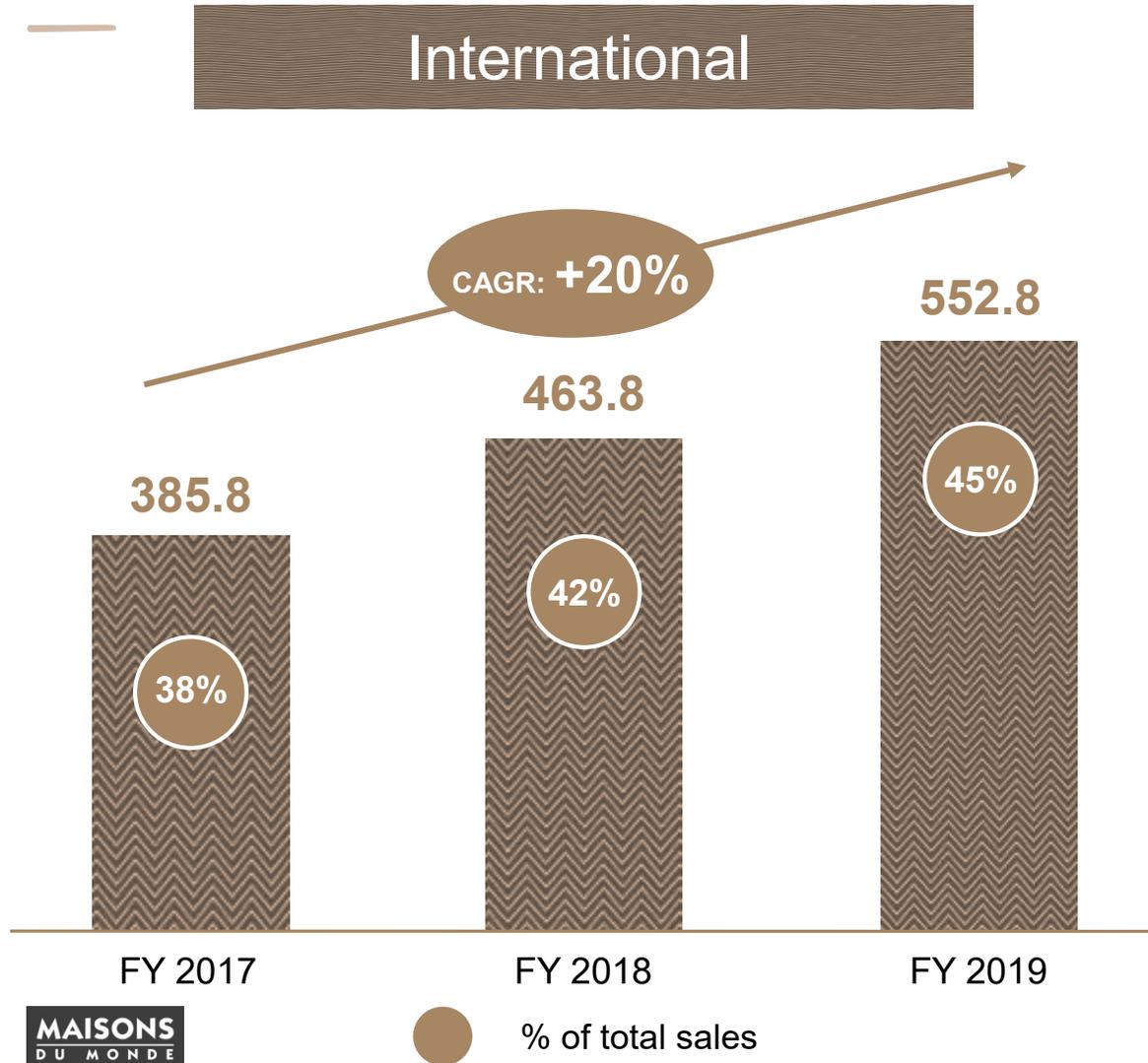
Solid growth in geographies, channels and categories

Sales growth of **10.3%** driven by all business lines



International and online sales

Continued double-digit growth

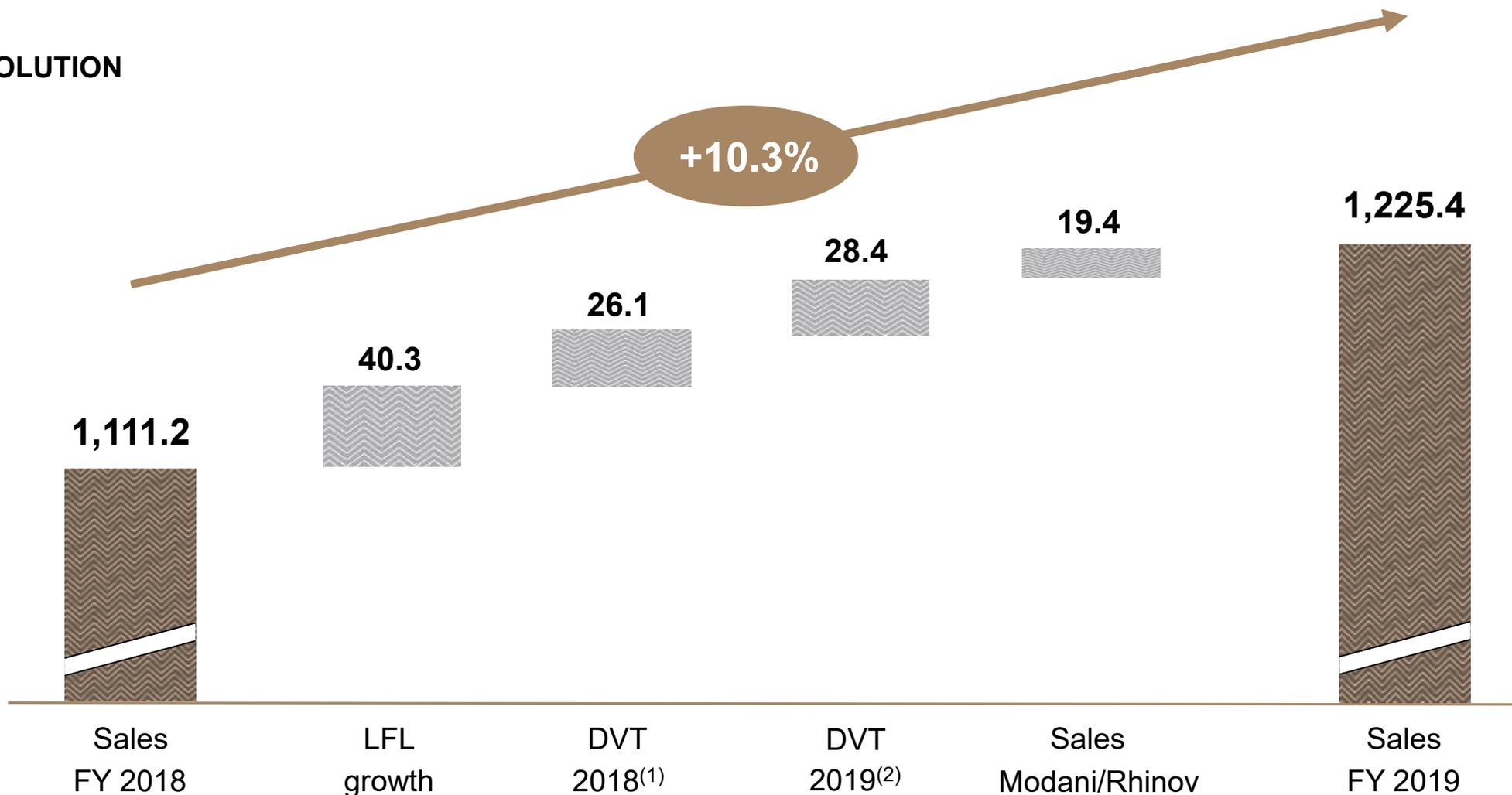


Sales

Growth driven by LFL, expansion and acquisitions

SALES EVOLUTION

(in €m)



Margin investment in growth initiatives combined with strict cost management

SALES TO EBITDA

(as % of sales)

	2019 (IFRS 16)	IAS 17 to IFRS 16	2019 (IAS 17)	2018 (IAS 17)	Change
Sales	1,225.4		1,225.4	1,111.2	+10.3%
Gross margin	800.4		800.4	734.4	+9.0%
As a % of sales	65.3%		65.3%	66.1%	
Global operating costs ¹	(425.8)	106.5	(532.3)	(474.0)	+12.3%
As a % of Sales	-34.7%		-43.4%	-42.7%	
Advertising costs	(45.5)		(45.5)	(43.7)	+4.1%
As a % of Sales	-3.7%		-3.7%	-3.9%	
Central costs	(69.8)		(69.8)	(68.8)	+1.6%
As a % of Sales	-5.7%		-5.7%	-6.2%	
Total operating costs	(541.1)	106.5	(647.6)	(586.5)	+10.4%
As a % of sales	-44.2%		-52.8%	-52.8%	
EBITDA	259.2	106.5	152.7	148.0	+3.2%
As a % of Sales	21.1%		12.5%	13.3%	(85) bps

Key highlights

Gross margin

- Gross margin increased by 9.0% in value
- GM % decreased from 66.1% to 65.3% due to an adverse mix impact and a higher promotional intensity in the year

Total operating costs

- In total, operating costs % are flat YOY as a result of a decrease in Central costs and Advertising costs offsetting an increase in Global operating costs partly due to Modani

Net income of €62m

Pre-IFRS 16

CURRENT OPERATING PROFIT TO NET PROFIT

(as % of sales)	2019 (IFRS 16)	IAS 17 to IFRS 16	2019 (IAS 17)	2018 (IAS 17)	Change
Current operating profit	122.6	5.6	117.0	108.2	+8.1%
As a % of Sales	10.0%		9.5%	9.7%	
Other operating income and expenses	(8.3)		(8.3)	(4.7)	+76.9%
Operating profit	114.2	5.6	108.6	103.5	+5.0%
Financial profit / (loss)	(21.1)	(12.6)	(8.5)	(9.3)	-9.0%
Profit / (loss) before income tax	93.1	(7.0)	100.1	94.2	+6.4%
Income tax	(35.3)	2.4	(37.7)	(33.5)	+12.6%
Net income	57.8	(4.6)	62.4	60.7	+2.9%
Owners of the parent	59.5	(4.5)	64.0	60.1	+6.5%
Non-controlling interests	(1.6)	(0.1)	(1.5)	0.6	

Key highlights

Operating profit

- Increase in Other operating income relating to restructuring and contingency charges including a provision for a commercial dispute

Financial result

- Improvement YOY mainly due to FX gains (+€1.0m in 2019 vs -€0.3m in 2018)
- Cost of net debt of €6.8m in 2019 in line with 2018 (€6.6m)

Income tax

- Effective tax rate of 31% (unchanged vs 2018)

Dividend

Proposed increase in dividend per share

DIVIDEND CALCULATION

(in €m)

	2019 (IFRS 16)	IAS 17 to IFRS 16	2019 (IAS 17)	2018 (IAS 17)
Net income (Group share)	59.5	(4.5)	64.0	60.1
Dividend				
<i>Payout ratio (%)</i>	38%		35%	35%
Distributed amount	22.4		22.4	21.2
Dividend per share	0.50		0.50	0.47

Key highlights

- **2019 dividend amount: €0.50 (+€0.03)**
- **2019 payout ratio**
 - Under IAS 17: 35% (unchanged)
 - Under IFRS 16: 38%

Free cash flow benefiting from lower inventory

FREE CASH FLOW

(in €m)

	2019 (IFRS 16)	IAS 17 to IFRS 16	2019 (IAS 17)	2018 (IAS 17)
Profit/(loss) before income tax	93.1	(7.0)	100.1	94.2
D&A and provisions	144.5	100.9	43.6	38.8
Cost of net debt	6.7	(0.1)	6.8	6.6
Cost of rental debt	12.8	12.8	-	-
Change in other op items	(0.7)		(0.7)	5.6
Change in working capital	36.1	(1.3)	37.4	(75.8)
Income tax paid	(36.9)		(36.9)	(17.7)
Net operating cash flow	255.5	105.2	150.3	51.6
Capex	(60.9)		(60.9)	(45.8)
Reduction: rental debt, int, other	(110.6)	(105.2)	(5.4)	7.5
Free cash flow	84.1		84.1	13.3

Key highlights

- **Strong FCF at €84.1 mn**
- **Positive change in working capital**
 - Inflow in the year of €37.4m (mainly due to a reduction in inventory) compared to a €75.8m outflow from working capital in 2018
- **Capex amounting to €60.9m**
 - Capex relating mainly to store development for €29.9m; IT for €12.0m; maintenance for €8.3m and logistics for €3.9m
 - The increase YOY is mainly due to store development and IT

WORKING CAPITAL

(in €m)

	2019 IFRS 16	2018 IAS 17
Inventory	210.8	241.2
Trade & other receivables	63.4	91.4
Trade & other payables	(226.6)	(230.0)
Total working capital	47.7	102.7
Change versus prior year	55.0	(80.2)
Other incl. non-cash adjustment and IFRS 16	(18.9)	4.4
Change in working capital	36.1	(75.8)

Key highlights

Inventory

- Reduced inventory level of €210.8m at 31-Dec-19, down by €30.4m vs. 31-Dec-18
- DSI⁽¹⁾: 181 days in 2019 (225 days in 2018)

Trade & other receivables

- Reduction of €28m vs 2018 mainly due to deferred charges linked to property leases reclassified into right of use under IFRS 16 and to a lesser extent to advances paid to suppliers

Change in working capital

- Positive impact (inflow) of €36.1m in 2019 after IFRS 16 adjustment compared to an outflow of €75.8m in 2018

Leverage ratio of 0.9x pre-IFRS 16

DEBT STRUCTURE AS AT 31 DECEMBER

(in €m)	2019 (IFRS 16)	IAS 17 to IFRS 16	2019 (IAS 17)	2018 (IAS 17)	Change
Net debt calculation					
Convertible bonds ("OCEANE")	182.1		182.1	177.8	
Term loan	49.8		49.8	49.6	
RCF	(0.4)		(0.4)	9.3	(9.7)
Other debt ⁽¹⁾	1.7		1.7	1.5	
Lease liabilities	666.2	662.0	4.3	4.6	
Cash & cash equivalents	(94.5)		(94.5)	(57.2)	(37.3)
Net debt	804.9	662.0	142.9	185.5	(42.6)
Leverage ratio					
Net debt	804.9	662.0	142.9	185.5	
EBITDA	259.2	106.5	152.7	148.0	
Net debt/EBITDA	3.1x		0.9x	1.3x	-0.3x

Key highlights

- Decrease in net debt due to strong FCF
- Long-term debt structure (maturities: 2021 TL, 2023 CB) with improved borrowing conditions
- Reimbursement of revolving credit facility
- Improved leverage ratio of 0.9x compared to 1.3x in 2018



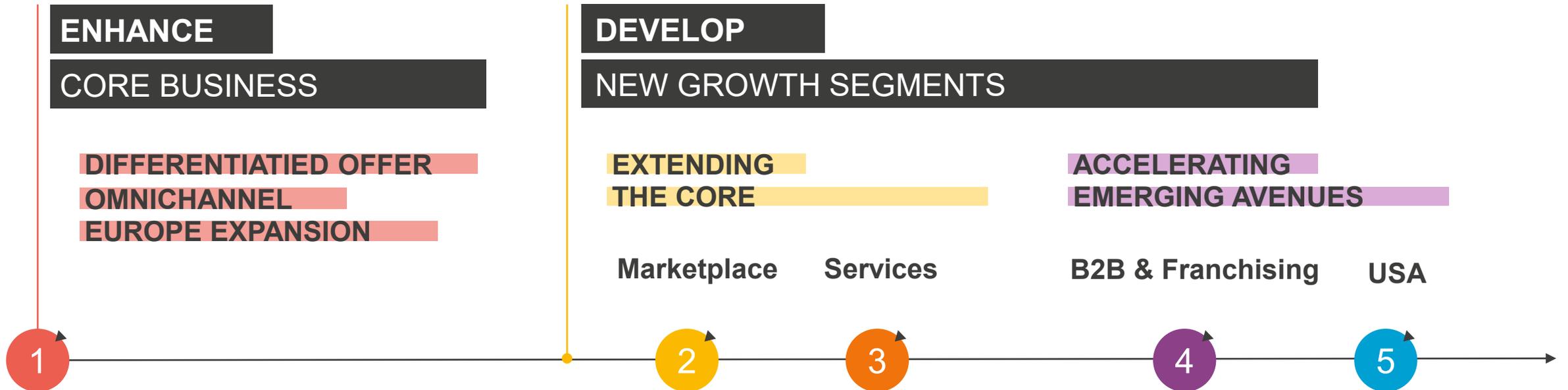
03

2020 BUSINESS INITIATIVES & OUTLOOK

—
Julie Walbaum

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Our 2020-2024 roadmap: A renewed growth model



1 2020 OMNICHANNEL & MARKETING PRIORITIES: AWARENESS, TRAFFIC & LOYALTY

1 Continue to boost brand awareness

- Nimble PR and influencers' programs
- Smart Media partnerships
- Enhanced SEO action plan



2 Increase quality traffic

- ROI-driven digital marketing plan
- Acceleration of newsletter campaigns
- Omnichannel quotes
- Third-party partnerships to acquire new customers



3 Foster customer loyalty

- Private customer events
- Enhanced customer post-sale experience through new delivery services



1 2020 STORE NETWORK PRIORITIES: INTERNATIONALISATION & ATTRACTIVENESS

1

Enhancing sales effectiveness

- Continue to train our **teams** to enhance customer experience
- Optimize our store **floor plans**
- Develop new **services**



2

Relocation and selective refurbishment of our French store network

- **Relocation** in the same catchment area
- **Refurbishment program**



4

Continuing to develop a responsible network

- **Led lighting** project: 200 stores equipped by year end
- Grow our **CSR ambassadors** network



3

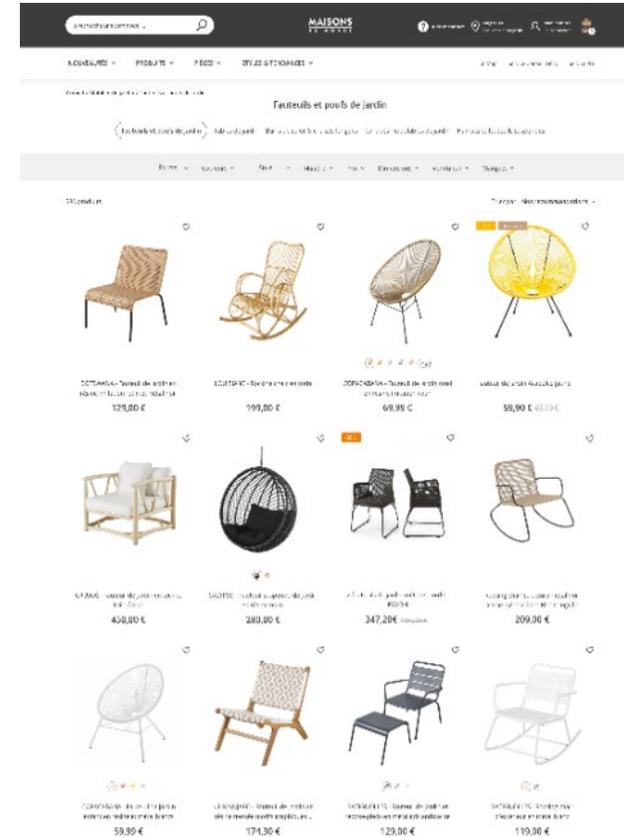
Developing our international network

- **Adapting** our formats per market
- **Selectively open city-center locations** to increase brand awareness and online sales



2 2020 DIGITAL PRIORITY: THE LAUNCH OF OUR MARKETPLACE BY SUMMER

More inspiration & more choice for our customers, through selected brands and vendors



3 2020 SERVICES PRIORITY:
IMPLEMENT INTERIOR DESIGN SERVICE THROUGH RHINOV



1

Develop Rhinov's online sales

- ROI-based marketing plan to increase awareness and sales conversion
- Development of specific B2B salesforce



2

Sell Rhinov services in MDM stores

- Scope: France
- Pilot: from Nov 19-Feb 20
- Roll-out: from Mid-April 20
- Specific merchandizing



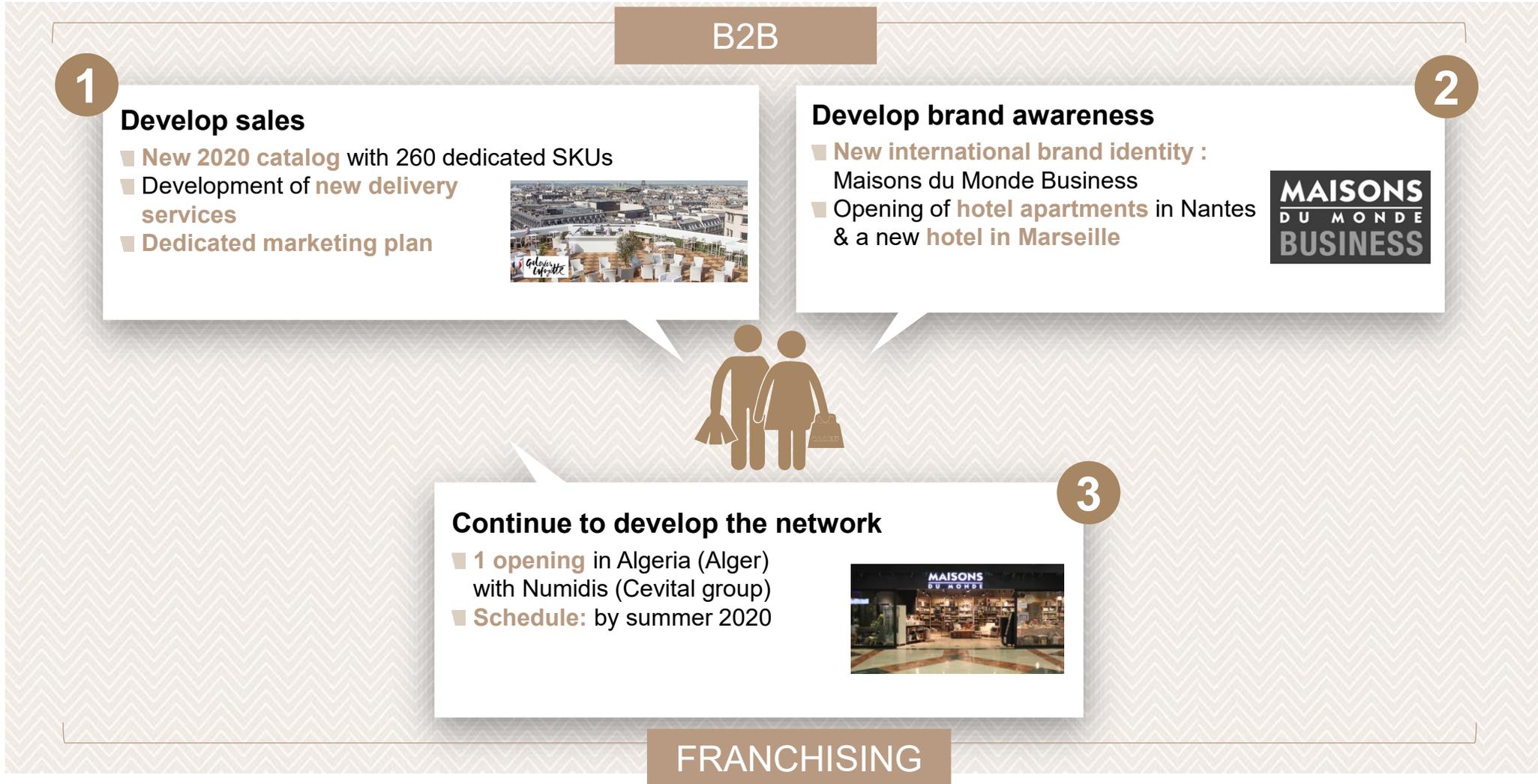
3

Increase MDM sales through Rhinov shopping list

- Add MDM products to Rhinov's catalog
- Enhance MDM product visibility in the shopping list



4 2020 B2B & FRANCHISING PRIORITIES:
BUSINESS, AWARENESS, PARTNERSHIPS



5 2020 USA PRIORITIES:
GROWTH & PROFITABILITY

MODANI

1

Support retail growth

- Additional openings across the USA



Improve profitability and effectiveness

- Sourcing optimization
- Supply chain enhancement



2

Further test the MDM concept

- Further test store concept in our current locations
- E-commerce development
- Supply chain enhancement



MDM

2020 outlook

Current trading > • Well-oriented online and international fundamentals at start of year

An unprecedented combination of events >

- Marseille dockworker strike expected to reduce Q1 sales growth by 4% - 6%; backlog absorbed end March
- COVID-19 effect on supply chain is expected to reduce Q1 sales growth by 2% - 4%; further impact expected in Q2
- Cost structure action plan implemented to mitigate COVID-19 impacts on Group profit and cash generation

Outlook > • Q1 sales likely to be broadly stable vs Q1 2019
• Q2 sales likely to be down vs Q2 2019

Full-year guidance to be provided when visibility on the full impact of these evolving events improves





04

Q&A

Julie Walbaum
Eric Bosmans

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05

APPENDIX

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Consolidated income statement

FULL-YEAR 2019 RESULTS

<i>(in K€)</i>	2019 IFRS 16	IAS 17 to IFRS 16	2019 IAS 17	2018 IAS 17	Change
Sales	1,225,421	-	1,225,421	1,111,191	+10.3%
Other revenue	38,276	2,942	35,333	31,947	+10.6%
Total revenue	1,263,697	2,942	1,260,754	1,143,138	+10.3%
Cost of sales	(425,057)	-	(425,057)	(376,751)	+12.8%
Personnel expenses	(234,991)	-	(234,991)	(213,634)	+10.0%
External expenses	(343,292)	103,522	(446,814)	(403,492)	+10.7%
Depreciation, amortization, and allowance for provisions	(139,801)	(100,858)	(38,944)	(36,353)	+7.1%
Fair value - derivative financial instruments	5,164	-	5,164	(1,166)	n/a
Other income from operations	4,063	-	4,063	2,561	+58.7%
Other expenses from operations	(7,195)	-	(7,195)	(6,100)	+17.9%
Current operating profit	122,586	5,606	116,980	108,203	+8.1%
Other operating income and expenses	(8,346)	-	(8,346)	(4,718)	+76.9%
Operating profit / (loss)	114,241	5,606	108,634	103,485	+5.0%
Cost of net debt	(6,663)	116	(6,779)	(6,617)	+2.4%
Cost of lease debt	(12,764)	(12,764)	-	-	-
Finance income	1,445	-	1,445	1,620	(10.8)%
Finance costs	(3,136)	15	(3,151)	(4,326)	(27.2)%
Financial profit / (loss)	(21,118)	(12,633)	(8,485)	(9,323)	(9.0)%
Share of profit / (loss) of equity-accounted investees	-	-	-	-	-
Profit (loss) before income tax	93,123	(7,027)	100,149	94,162	+6.4%
Income tax	(35,285)	2,419	(37,704)	(33,473)	+12.6%
Profit / (loss) for the period	57,838	(4,608)	62,445	60,689	+2.9%
Attributable to:				-	
• Owners of the Parent	59,477	-	-	60,050	-
• Non-controlling interests	(1,639)	-	-	640	-
Earnings per share for profit / (loss) for period attributable to the owners of the parent :					
Basic earnings per share	1.32	-	-	1.33	-
Diluted earnings per share	1.26	-	-	1.26	-

Consolidated balance sheet (1/2)

FULL-YEAR 2019 RESULTS

ASSETS

(in k€)

	31 December 2018 IAS 17	IAS 17 to IFRS 16	1 January 2019 IFRS 16	31 December 2019 IFRS 16
Goodwill	368,449	-	368,449	375,202
Other intangible assets	267,244	(29,344)	237,900	247,068
Property, plant and equipment	159,282	(4,416)	154,866	165,662
Right-of-use assets	-	678,311	678,311	680,090
Other non-current financial assets	14,816	-	14,816	15,693
Deferred income tax assets	2,751	-	2,751	4,581
Derivative financial instruments	4,664	-	4,664	-
Other non-current assets	7,862	(7,862)	-	-
Non-current assets	825,070	636,689	1,461,759	1,488,297
Inventory	241,229	-	241,229	210,837
Trade receivables and other current receivables	83,547	(1,141)	82,406	63,430
Other current financial assets	27	-	27	-
Current income tax assets	4,310	-	4,310	4,450
Derivative financial instruments	-	-	-	16,858
Cash and cash equivalents	57,181	-	57,181	94,489
Current assets	386,294	(1,141)	385,153	390,063
TOTAL ASSETS	1,211,364	635,548	1,846,914	1,878,360

Consolidated balance sheet (2/2)

FULL-YEAR 2019 RESULTS

EQUITY & LIABILITIES

(in k€)

	31 December 2018 IAS 17	IAS 17 to IFRS 16	1 January 2019 IFRS 16	31 December 2019 IFRS 16
Share capital	146,584	-	146,584	146,584
Share premium	134,283	-	134,283	134,283
Retained earnings	248,946	-	248,946	292,788
Profit (loss) for the period	60,050	-	60,050	59,477
Equity attributable to owners of the Company	589,863	-	589,863	633,132
Non-controlling interests	752	-	752	(679)
TOTAL EQUITY	590,614	-	590,614	632,453
Borrowings	53,039	(3,287)	49,752	50,891
Convertible bonds	178,092	-	178,092	182,075
Medium and long-term lease liability	0	554,092	554,092	554,547
Deferred income tax liabilities	58,180	-	58,180	60,319
Post-employment benefits	8,619	-	8,619	10,939
Provisions	14,409	-	14,409	15,202
Derivative financial instruments	-	-	-	141
Other non-current liabilities	34,994	(14,999)	19,996	23,149
Non-current liabilities	347,332	535,806	883,138	897,264
Borrowings and convertible bonds	11,586	(1,295)	10,291	216
Short-term lease liability	-	102,528	102,528	111,653
Trade payables and other current payables	250,940	(1,491)	249,449	232,772
Provisions	1,128	-	1,128	2,356
Current income tax liabilities	964	-	964	1,646
Derivative financial instruments	2,354	-	2,354	-
Other current liabilities	6,450	-	6,450	-
Current liabilities	273,422	99,742	373,164	348,643
TOTAL LIABILITIES	620,754	635,548	1,256,302	1,245,906
TOTAL EQUITY AND LIABILITIES	1,211,364	635,548	1,846,913	1,878,360

Consolidated cash flow statement

FULL-YEAR 2019 RESULTS

<i>(in k€)</i>	Year ended 31 Dec. 2019 IFRS 16	IAS 17 to IFRS 16	Year ended 31 Dec. 2019 IAS 17	Year ended 31 Dec. 2018 IAS 17
Profit / (loss) for the period before income tax	93,123	7,026	100,149	94,162
Adjustments for :				
• Depreciation and amortization	144,500	100,856	43,644	38,802
• Net (gain) / loss on disposals	2,066	-	2,066	1,686
• Change in fair value – derivative financial instruments	(5,164)	-	(5,164)	1,166
• Share-based payments	2,560	-	2,560	2,717
• Others	(197)	-	(197)	-
• Cost of net debt	6,663	(116)	6,779	6,617
• Cost of lease debt	12,764	12,764	-	-
Change in operating working capital requirement:				
• (Increase) / decrease in inventories	30,855	-	30,855	(71,869)
• (Increase) / decrease in trade and other receivables	19,723	(1,088)	20,811	(397)
• Increase / (decrease) in trade and other payables	(14,492)	(219)	(14,273)	(3,534)
Income tax paid	(36,900)	-	(36,900)	(17,736)
Net cash flow from / (used in) operating activities	255,501	105,171	150,330	51,614
Acquisitions of non-current assets :				
• Property, plant and equipment	(47,343)	-	(47,343)	(42,632)
• Intangible assets	(12,716)	-	(12,716)	(6,419)
• Subsidiaries, net of cash acquired	(10,156)	-	(10,156)	(36,288)
• Other non-current assets	(796)	-	(796)	3,210
Change in debts on fixed assets	(4,312)	-	(4,312)	7,275
Proceeds from sale of non current assets	467	-	467	233
Net cash flow from / (used in) investing activities	(74,855)	-	(74,855)	(74,621)
Proceeds from issues of borrowings	318	-	318	10,081
Repayment of borrowings	(10,479)	(1,535)	(12,014)	(2,228)
Decrease in lease debt	(96,632)	96,632	-	-
Acquisitions (net) of treasury shares	(2,880)	-	(2,880)	(6,544)
Dividends paid	(21,143)	-	(21,143)	(19,890)
Interest paid	(1,878)	-	(1,878)	(1,893)
Lease interest paid	(10,074)	10,074	-	-
Net cash flow from / (used in) financing activities	(142,768)	105,171	(37,597)	(20,473)
Net (decrease) / increase in cash and cash equivalents	37,878	-	37,878	(43,480)
Cash and cash equivalents at beginning of period	56,565	-	56,565	100,093
Exchange gains/(losses) on cash and cash equivalents	35	-	35	(48)
Cash and cash equivalents at end of period	94,478	-	94,478	56,565
Cash and cash equivalents (excluding bank overdrafts)	94,489	-	94,489	57,181
Bank overdrafts	(11)	-	(11)	(615)
Cash and cash equivalents	94,478	-	94,478	56,565

Reconciliation of EBITDA

FULL-YEAR 2019 RESULTS

<i>(in €m)</i>	2019	2018
Current operating profit	122.6	108.2
Depreciation, amortization, and allowance for provisions	139.8	36.4
Fair value – derivative financial instruments	(5.2)	1.2
Pre-opening expenses	1.9	2.2
EBITDA	259.2	148.0
IFRS 16 impact	(106.5)	-
EBITDA before IFRS 16 impact	152.7	148.0

Reconciliation of EBIT

FULL-YEAR 2019 RESULTS

(in €m)

	2019	2018
EBITDA	259.2	148.0
Depreciation, amortization, and allowance for provisions	(139.8)	(36.4)
EBIT	119.4	111.6
IFRS 16 impact	(5.6)	-
EBIT before IFRS 16 impact	113.8	111.6

Reconciliation of net debt

FULL-YEAR 2019 RESULTS

(in €m)

	As of 31-Dec-19	As of 31-Dec-18
Convertible bonds	182.1	177.8
Term loan	49.8	49.6
Revolving credit facilities	(0.4)	9.3
Lease liability	666.2	4.6
Other debts ⁽¹⁾	1.7	1.5
Cash and cash equivalents	(94.5)	(57.2)
Net debt	804.9	185.5
IFRS 16 impact	(661.9)	-
Net debt before IFRS 16 impact	142.9	185.5

FINANCIAL RESULT

(in €m)

	2019 ⁽¹⁾	2018
Interest on term loan	(0.8)	(0.8)
Interest on convertible bond	(4.5)	(4.4)
Interest on loans, including RCFs	(1.3)	(1.4)
Other	(0.1)	0.0
Cost of net debt	(6.8)	(6.6)
Finance lease	-	(0.1)
Foreign exchange gain / (loss)	1.0	(0.3)
Commission costs	(2.6)	(2.3)
Other finance income and costs	(0.1)	(0.0)
Financial profit / (loss)	(8.5)	(9.3)

Key highlights

Cost of net debt

- Cost of net debt of €6.8m (€6.6m in 2018), including a €4.2m non-cash IFRS charge on convertible bonds
- Interest paid: €1.9m (€1.9m in 2018)

INCOME TAX

(in €m)

	2019 ⁽¹⁾	2018
Current income tax	(37.4)	(30.8)
Deferred tax	(0.3)	(2.7)
Income tax	(37.7)	(33.5)

Key highlights

Current income tax

- Current income tax expense of €37.4m (€30.8m in 2018)
 - Including €6.8m of trade tax, mainly France's CVAE (€6.3m in 2018)
- Effective tax rate of c.31% (c.31% in 2018)

Historical sales

FULL-YEAR 2019 RESULTS

<i>(In €m)</i>	Q1 18	Q2 18	H1 18	Q3 18	9M 18	4Q 18	H2 18	FY 18	Q1 19	Q2 19	H1 19	Q3 19	9M 19	Q4 19	H2 19	FY 19
Sales	255.1	251.9	507.0	259.8	766.8	344.4	604.2	1111.2	280.3	283.7	564.0	283.7	847.7	377.7	661.4	1,225.4
Change vs. N-1	+11.5%	+10.6%	+11.0%	+8.6%	+10.2%	+9.4%	+9.1%	+10.0%	+9.9%	+12.6%	+11.2%	+9.2%	+10.5%	+9.7%	+9.5%	+10.3%
o/w Maisons du Monde	255.1	246.1	501.2	251.2	752.4	333.0	584.2	1,085.4	271.4	272.4	543.8	271.8	815.6	365.8	637.6	1,181.4
Change vs. N-1	+11.5%	+8.0%	+9.8%	+5.0%	+8.1%	+5.8%	+5.5%	+7.4%	+6.4%	+10.7%	+8.5%	+8.2%	+8.4%	+9.8%	+9.1%	+8.8%
Like-for-like	+5.1%	+4.2%	+4.8%	+1.1%	+3.6%	+2.1%	+1.7%	+3.1%	+2.4%	+6.5%	+4.4%	+3.0%	+3.9%	+2.8%	+2.9%	+3.6%
o/w Modani	-	5.8	5.8	8.6	14.5	11.4	20.0	25.9	8.9	11.4	20.3	11.9	32.1	12.0	23.8	44.1
Sales breakdown	Q1 18	Q2 18	H1 18	Q3 18	9M 18	4Q 18	H2 18	FY 18	Q1 19	Q2 19	H1 19	Q3 19	9M 19	Q4 19	H2 19	FY 19
France	60.7%	57.4%	59.0%	56.8%	58.3%	58.2%	57.6%	58.3%	55.8%	53.3%	54.5%	53.4%	54.2%	56.6%	55.2%	54.9%
International	39.3%	42.6%	41.0%	43.2%	41.7%	41.8%	42.4%	41.7%	44.2%	46.7%	45.5%	46.6%	45.8%	43.4%	44.8%	45.1%
Stores	76.7%	75.6%	76.2%	76.5%	76.3%	79.7%	78.3%	77.3%	74.2%	73.0%	73.6%	74.3%	73.8%	78.7%	76.8%	75.3%
Online	23.3%	24.4%	23.8%	23.5%	23.7%	20.3%	21.7%	22.7%	25.8%	27.0%	26.4%	25.7%	26.2%	21.3%	23.2%	24.7%
Decoration	55.5%	48.7%	52.1%	52.2%	52.2%	63.6%	58.7%	55.7%	53.2%	48.1%	50.7%	50.7%	50.7%	61.6%	56.9%	54.0%
Furniture	44.5%	51.3%	47.9%	47.8%	47.8%	36.4%	41.3%	44.3%	46.8%	51.9%	49.3%	49.3%	49.3%	38.4%	43.1%	46.0%

Evolution of the Maisons du Monde store network⁽¹⁾

FULL-YEAR 2019 RESULTS

(In unit)	Q1 18	Q2 18	H1 18	Q3 18	9M 18	4Q18	2H 18	FY 18	Q1 19	Q2 19	H1 19	Q3 19	9M 19	Q4 19	H2 19	FY 19
France	214	217	217	217	217	221	221	221	221	224	224	227	227	233	233	233
Italy	42	42	42	45	45	45	45	45	45	47	47	48	48	48	48	48
Spain	20	20	20	21	21	23	23	23	23	24	24	24	24	27	27	27
Portugal	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1
Belgium	21	21	21	21	21	22	22	22	21	21	21	22	22	24	24	24
Luxembourg	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Germany	9	9	9	9	9	10	10	10	10	10	10	10	10	11	11	11
Switzerland	6	6	6	6	6	7	7	7	7	8	8	8	8	9	9	9
United Kingdom	-	3	3	4	4	4	4	4	4	4	4	4	4	-	-	-
United States	-	-	-	-	-	1	1	1	1	1	1	1	1	2	2	2
# Stores	314	321	321	326	326	336	336	336	335	343	343	348	348	358	358	358
o/w France	214	217	217	217	217	221	221	221	221	224	224	227	227	233	233	233
o/w International	100	104	104	109	109	115	115	115	114	119	119	121	121	125	125	125
# Gross openings	4	7	11	7	18	10	17	28	3	10	13	7	20	15	22	35
o/w France	4	3	7	2	9	4	6	13	3	3	6	5	11	7	12	18
o/w International	0	4	4	5	9	6	11	15	0	7	7	2	9	8	10	17
# Closures	(4)	0	(4)	(2)	(6)	0	(2)	(6)	(4)	(2)	(6)	(2)	(8)	(5)	(7)	(13)
o/w France	(3)	0	(3)	(2)	(5)	0	(2)	(5)	(3)	0	(3)	(2)	(5)	(1)	(3)	(6)
o/w International	(1)	0	(1)	0	(1)	0	0	(1)	(1)	(2)	(3)	0	(3)	(4)	(4)	(7)
# Net openings	0	7	7	5	12	10	15	22	(1)	8	7	5	12	10	15	22
o/w France	1	3	4	0	4	4	4	8	0	3	3	3	6	6	9	12
o/w International	(1)	4	3	5	8	6	11	14	(1)	5	4	2	6	4	6	10
Sales area (K sqm)	365.6	371.1	371.1	376.7	376.7	387.2	387.2	387.2	386.8	395.4	395.4	402.9	402.9	417.2	417.2	417.2
Change	+2.5	+5.5	+8.0	+5.5	+13.5	+10.5	+16.1	+24.0	(0.5)	+8.6	+8.2	+7.5	+15.7	+14.3	+21.8	+30.0

Evolution of the Modani store network⁽¹⁾

FULL-YEAR 2019 RESULTS

<i>(In unit)</i>	Q2 18	H1 18	Q3 18	9M 18	4Q18	2H 18	FY 18	Q1 19	Q2 19	H1 19	Q3 19	9M 19	Q4 19	2H 19	FY 19
Florida	2	2	3	3	4	4	4	4	5	5	6	6	6	6	6
California	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3
Texas	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3
Georgia	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Illinois	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
New York	2	2	2	2	1	1	1	1	1	1	1	1	2	2	2
New Jersey	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1
Pennsylvania	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1
# Stores	10	10	13	13	13	13	13	14	15	15	16	16	18	18	18
# Net openings	-	-	3	3	0	3	3	1	1	2	1	3	2	3	5
o/w gross openings	-	-	3	3	1	4	4	1	1	2	2	4	2	4	6
o/w closures	-	-	0	0	(1)	(1)	(1)	0	0	0	(1)	(1)	0	(1)	(1)

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.

Gross margin: Is defined as sales minus cost of sales. Gross margin is also expressed as a percentage of sales.

EBITDA: Is defined as current operating profit, excluding i/ depreciation, amortization, and allowance for provisions, ii/ the change in the fair value of derivative financial instruments, and iii/ pre-opening expenses.

EBIT: Is defined as EBITDA after depreciation, amortization, and allowance for provisions.

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).

Leverage ratio: Is defined as net debt divided by EBITDA (including Modani on a pro forma basis for the period ending 31 December 2018, and excluding the liabilities from the earn-out and the put option at 31 December 2018 and excluding the put option at 31 December 2019).

Financial metrics before IFRS 16 impact: On 1 January 2019, the Group adopted the new IFRS 16 standard and elected to apply the simplified retrospective method. As a result, prior years' data are presented in accordance with previous accounting policies, as presented in the consolidated financial statements as of 31 December 2018. In order to facilitate the comparison with previous periods, the Group presents financial metrics excluding IFRS 16 impact, including EBITDA, EBIT, net income, free cash flow and net debt.