



MAISONS
DU MONDE

First-Half 2020 Results

28 July 2020

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FORWARD LOOKING STATEMENTS



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Agenda

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01

FIRST-HALF 2020 KEY HIGHLIGHTS

Julie Walbaum

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Making the **best** of a challenging situation

First half 2020 sales better than expected

- | Resilience: Robust 2nd quarter performance in spite of pandemic:
 - Online sales: +51%
 - Post-lockdown store sales: +18%

- | Adaptability: Decisive action mitigated COVID-19 effects:
 - Quick and smooth store re-opening
 - Resilient EBITDA and strong cash position

- | Omnichannel: Business model validated by crisis
 - Online: 38% of total 1st half sales
 - Strong traffic underscores good brand recognition

1H 2020 performance:

FIRST-HALF 2020 RESULTS

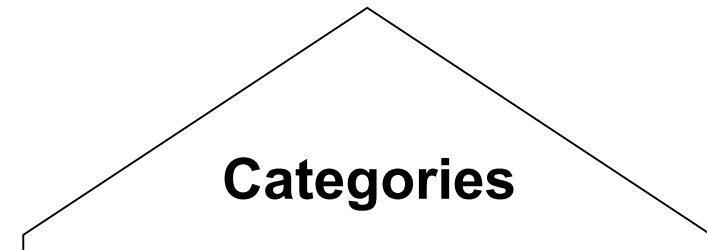
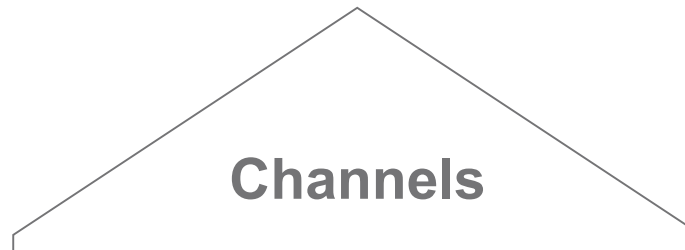
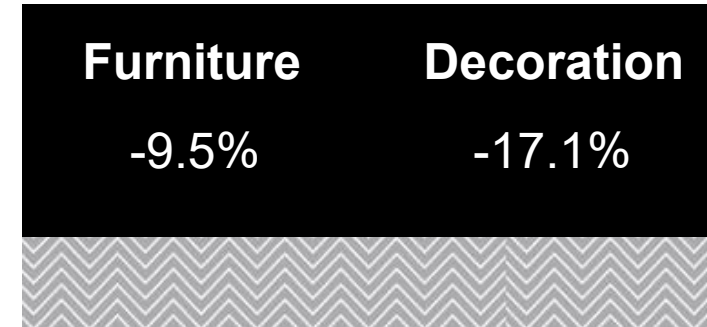
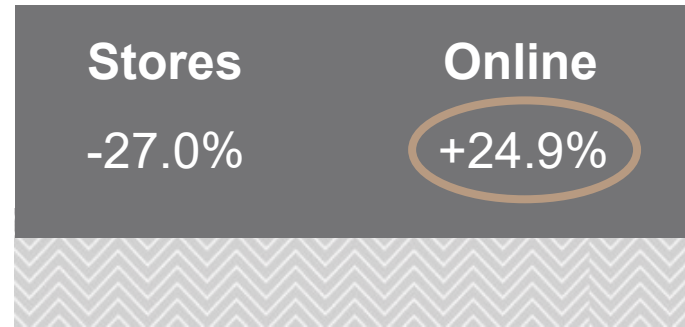
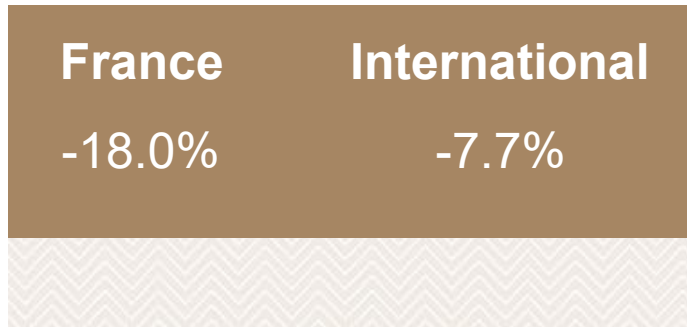
Strong cash position in an unprecedented environment

Sales	€ 488.9m	<u>-13.3% yoy</u> -17.5% lfl
EBITDA	€ 68.8m	<u>14.1% margin</u> vs 17.2% last year
Cash	€ 437m	<u>+€342m</u> Increase vs. 31/12/2019
Leverage	0.9x	<u>Stable</u> vs. 31/12/2019

1HQ 2020 performance

FIRST-HALF 2020 RESULTS

Online sales partly offset Covid-19 shutdown



An unprecedented market environment

COVID-19 impact: est. €110m decrease in 1H20 sales



1H20 sales of €489 million (-13.3%; LFL -17.5%)

| 1Q 2020 €244 million (-13.1%; constant FX: -13.4%; LFL -18.8%)

| 2Q 2020 €245 million (-13.6%; constant FX: -14.0%; LFL -16.2%)

| COVID-19 impacts:

- Total sales: c. -€ 110 million
 - Stores: c. -€130 million
 - Online: c. +€ 20 million

2Q 2020 performance



Sales rebound as stores reopen

FIRST-HALF 2020 RESULTS



2Q20 sales of €245 million (-13.6%; LFL -16.2%)

Store sales:

- 1 April – 10 May:  Stores closed
- 11 May – 30 June:  +18%
- Pandemic sales impact: c. €(90)m

Online sales:

- Quarterly sales:  +51%
- Pandemic sales boost estimate: c. +€20m

Focus on Online

2Q 2020 sales up 51%

FIRST-HALF 2020 RESULTS



| Growth across all countries

- Particularly strong in Belgium, Germany and Switzerland

| Traffic, order value and average basket all up yoy

| After stores reopened, online activity remained high through end of June

| Excellent customer dynamics:

- New customers up more than 50% in Q2 (vs +10% in Q1)
- 1 out of 10 customers who bought online used to be store-only (stable vs Q1)

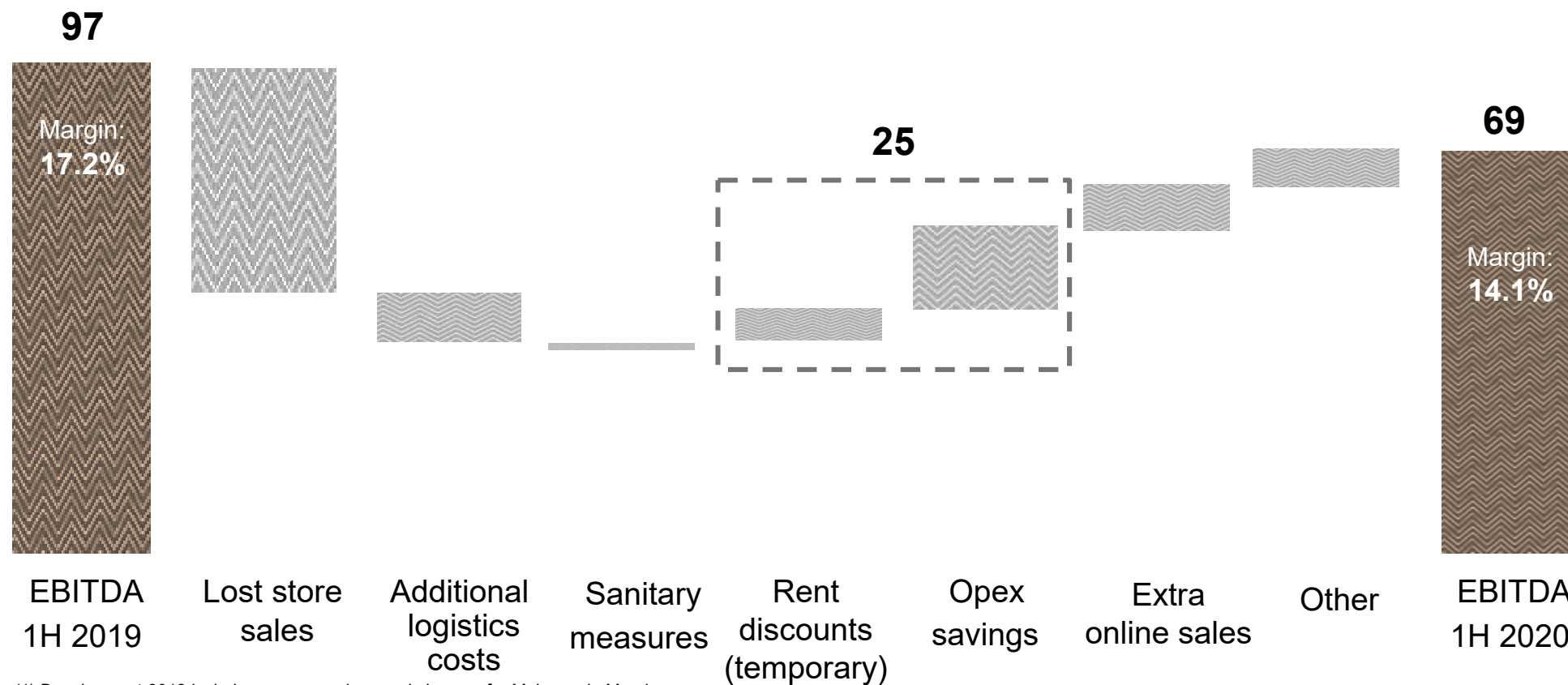
EBITDA

FIRST-HALF 2020 RESULTS

Opex savings and online provide resilience

EBITDA EVOLUTION

(in €m)



Continuing active management of store portfolio

Net reduction of 5 stores in 2nd quarter

FIRST-HALF 2020 RESULTS

Key highlights

2Q20

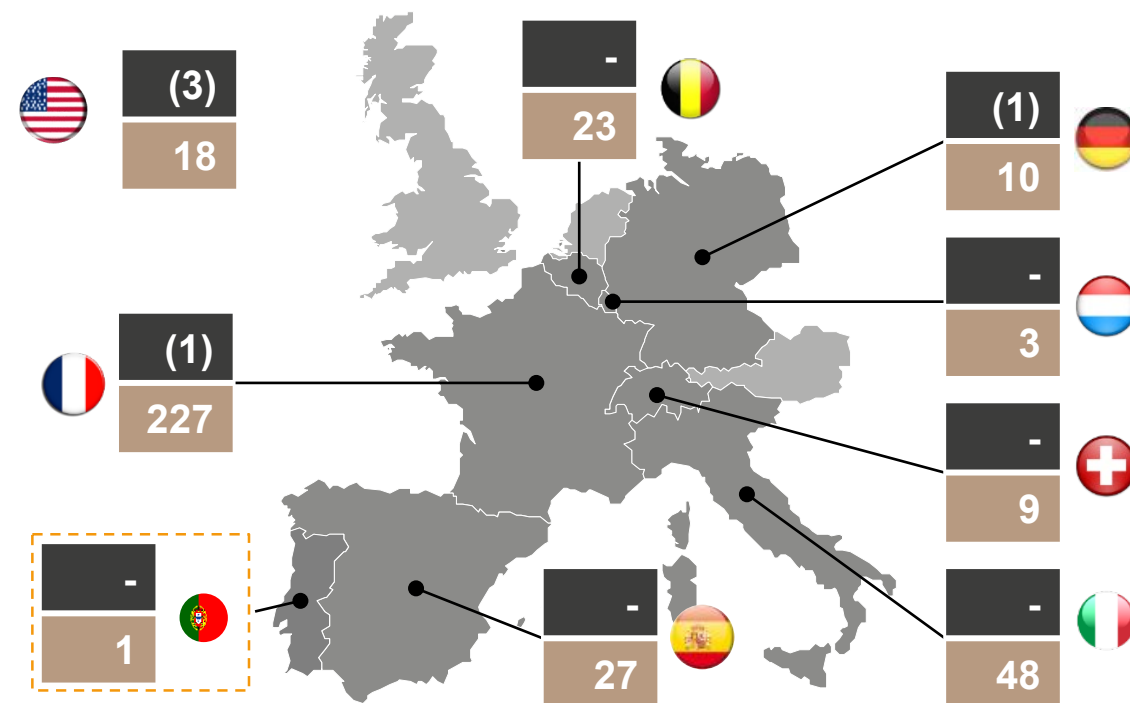
- 1 opening (MDM: Paris)
- 6 closures (2 in France, 1 in Germany, 3 in US)
- Sales area of 428,200 m²
- 366 stores at end 2Q20

Rest of Year

- Current H2 forecast: 4-8 openings and 1-3 closures (33% and 0% in France, respectively)
- Current year-end forecast: 4-8 net closures

STORE NETWORK AS OF 30 JUNE 2020

(In unit)



■ Net store openings over April-June 2020
■ Number of stores as of 30 June 2020



02

FIRST-HALF 2020 FINANCIAL REVIEW

Eric Bosmans

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1H 2020 key financial indicators

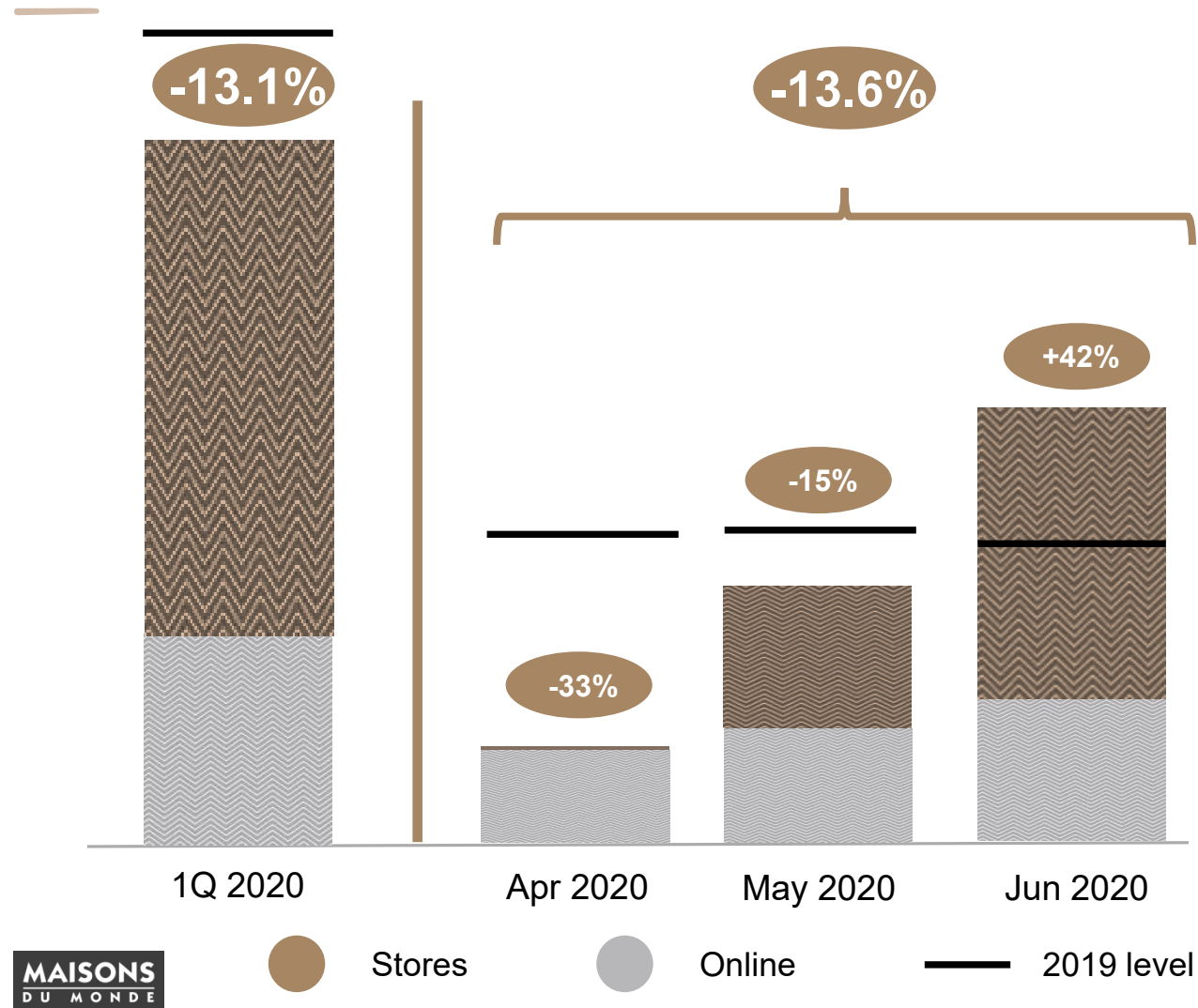
FIRST-HALF 2020 RESULTS

In €m – IFRS 16	1H 2020	1H 2019	Change
Sales	488.9	564.0	-13.3%
<i>% like-for-like change</i>	<i>-17.5%</i>	<i>+4.4%</i>	
<i>o/w Modani</i>	<i>19.7</i>	<i>20.3</i>	<i>-2.8%</i>
Gross margin	313.4	360.7	-13.1%
<i>As % of sales</i>	<i>64.1%</i>	<i>64.0%</i>	
Trade margin	223.3	276.9	-18.6%
<i>As % of sales</i>	<i>45.7%</i>	<i>49.1%</i>	
EBITDA	68.8	97.1	-29.1%
<i>As % of sales</i>	<i>14.1%</i>	<i>17.2%</i>	
EBIT	(7.3)	30.2	
<i>As % of sales</i>	<i>-1.5%</i>	<i>5.4%</i>	
Net income	(20.4)	5.4	
Net debt	762.7	829.5	-8.7%
Free cash flow	42.6	(11.5)	

2nd quarter 2020 sales: €245 mn

Covid-19 impact: c. €(70) mn in Q2

FIRST-HALF 2020 RESULTS



Summary

2Q20

- April:
 - Store network closed*
 - Online sales up 18% (sales orders up 54%)
- May:
 - Stores began to open 11 May, finish down 36%
 - Online sales up 43% (sales orders up 68%)
- June:
 - Store sales up 21%
 - Online sales up 99% (sales orders up 38%)

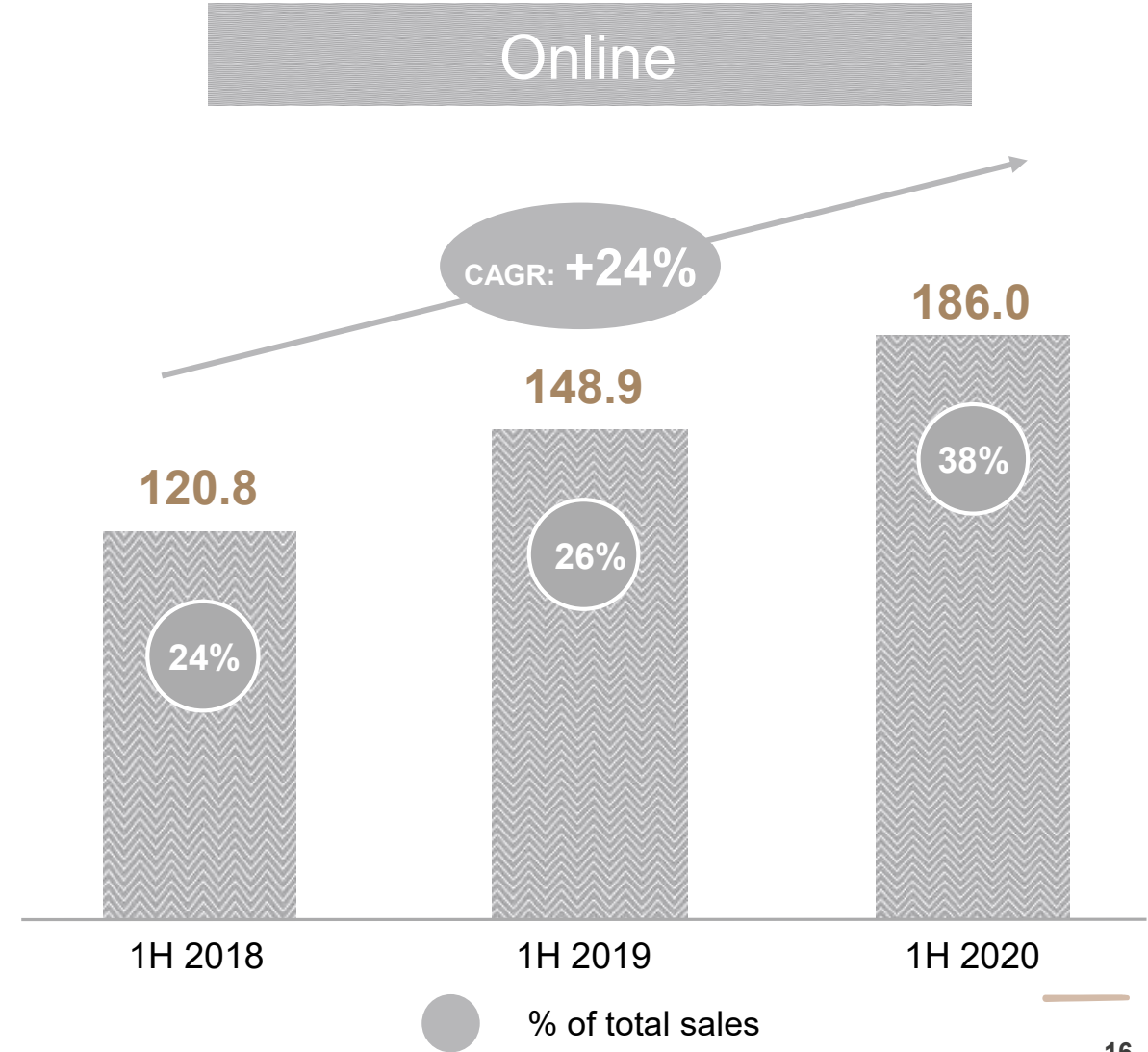
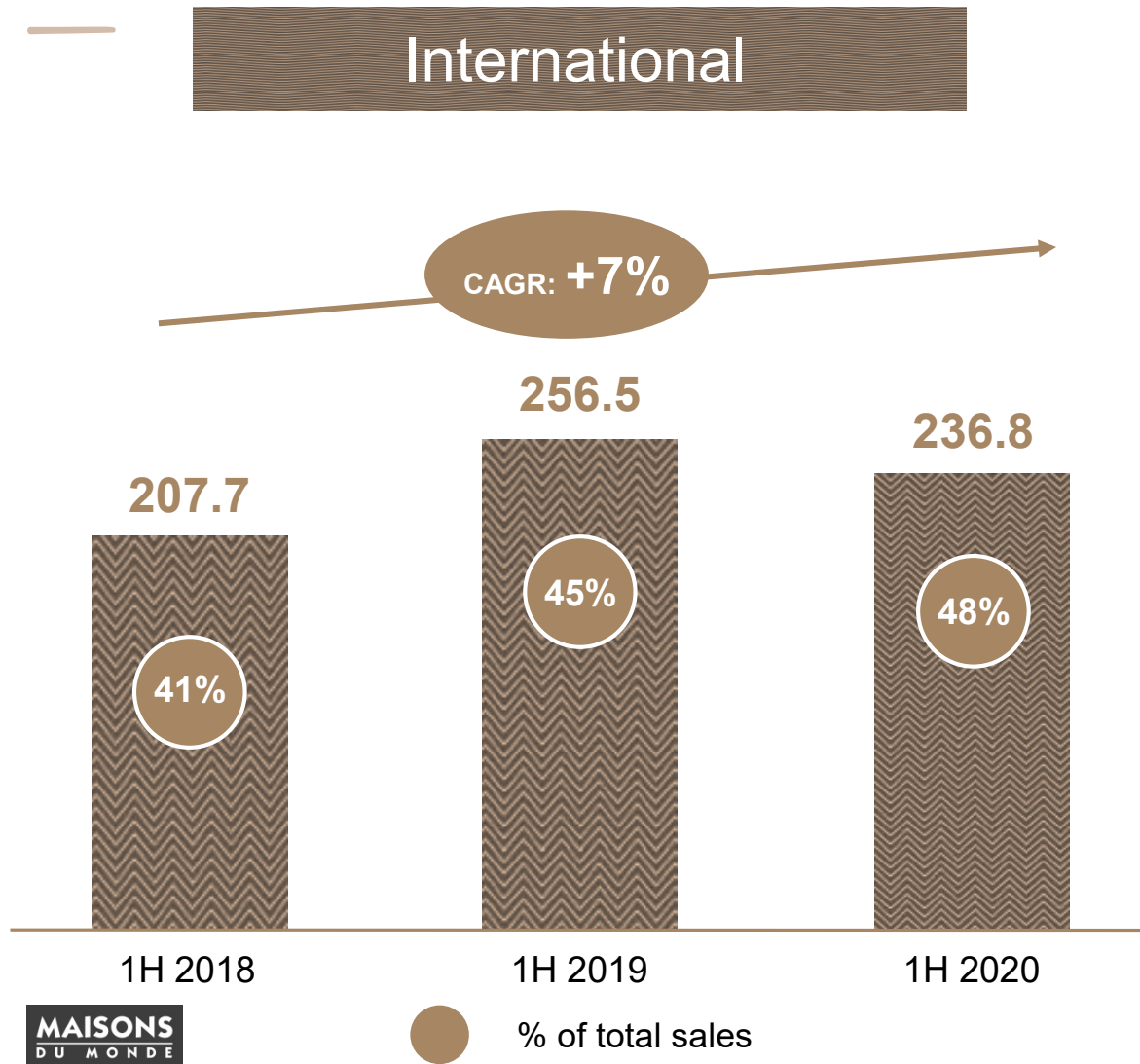
* Residual sales at Modani

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International and online sales

FIRST-HALF 2020 RESULTS

Online partially compensates lost store sales



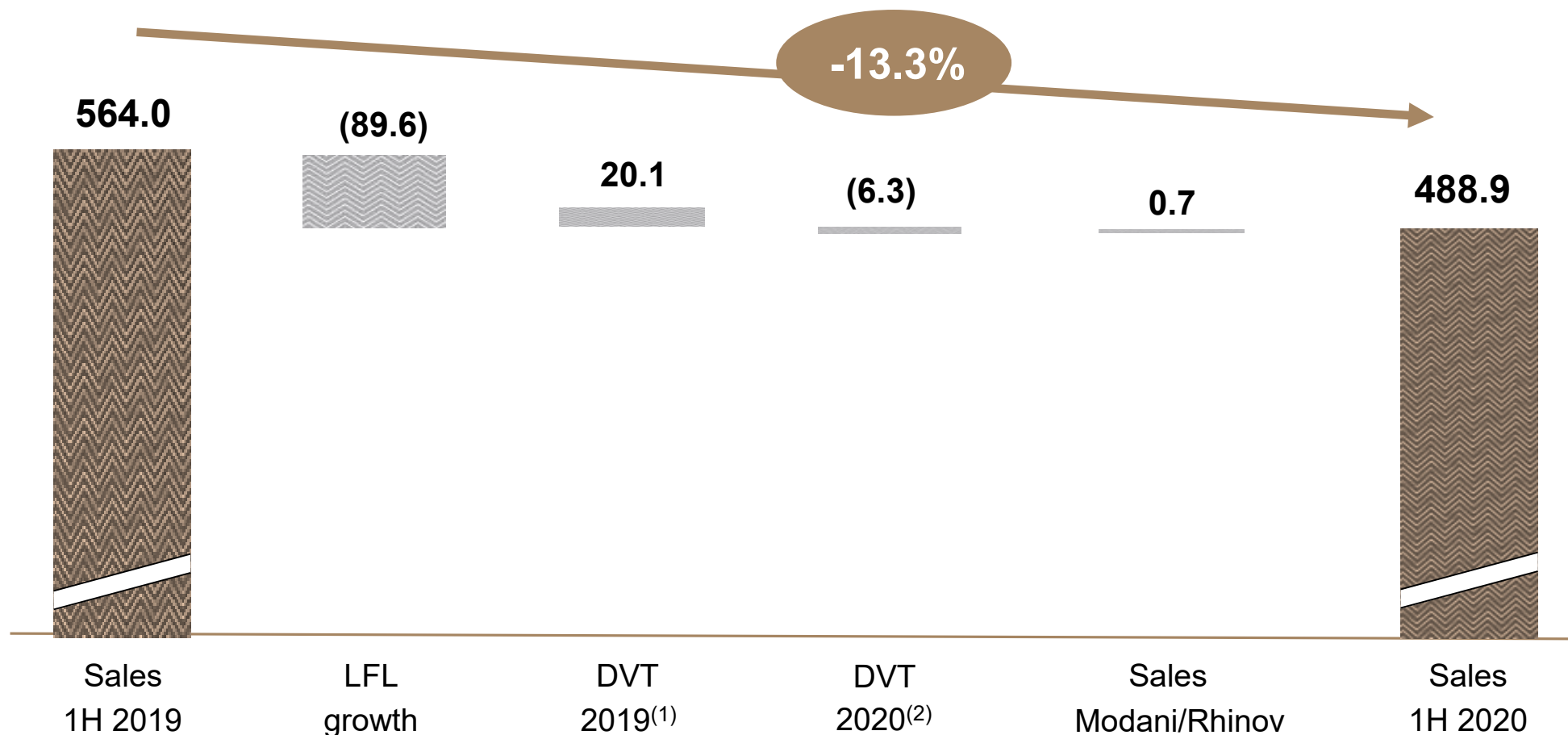
Sales

FIRST-HALF 2020 RESULTS

Stores closed for 8 weeks, online outperforms

SALES EVOLUTION

(in €m)



Quick action to mitigate Covid-19 impact thanks to strict cost management

FIRST-HALF 2020 RESULTS

Key highlights

SALES TO EBITDA

(as % of sales – IFRS 16)

	1H 2020	1H 2019	Change
Sales	488.9	564.0	-13.3%
Gross margin	313.4	360.7	-13.1%
As a % of sales	64.1%	64.0%	
Trade margin	223.3	276.9	-19.4%
As a % of sales	45.7%	49.1%	
Store operating and central costs ⁽¹⁾	(132.1)	(156.7)	-15.7%
As a % of Sales	-27.0%	-27.8%	
Advertising costs	(22.4)	(23.1)	-3.0%
As a % of Sales	-4.6%	-4.1%	
Operating costs	(154.5)	(179.8)	-14.1%
As a % of sales	-31.6%	-31.9%	
EBITDA	68.8	97.1	-29.1%
As a % of Sales	14.1%	17.2%	

Gross margin =

- GM % roughly stable at 64.1% (vs to 64.0%) driven by favorable USD exchange rate and lower online promotions offset by adverse product mix.

Trade margin ↘

- 3.4 percentage point decrease yoy due to
 - French strike and Covid-19 costs
 - lower absorption of fixed costs due to lower sales

Operating costs ↘

- Total operating costs down 14.1% yoy
 - Store operating and central costs down 15.7% yoy as a result of strict cost management during H1
 - Advertising costs down 3% yoy due to online marketing optimization
- Full year operating cost reduction yoy estimate below 10% due to better-than-anticipated sales activity

Net income of €(20)m for H1

FIRST-HALF 2020 RESULTS

EBITDA TO NET INCOME

(as % of sales – IFRS 16)

	1H 2020	1H 2019	Change
EBITDA	68.8	97.1	-29.1%
Depreciation, amortization and allowance for provisions	(76.2)	(66.9)	13.9%
EBIT	(7.3)	30.2	
Fair value of financial instruments; pre-opening expenses and other	1.5	(7.2)	
Operating profit	(5.8)	23.0	
Financial profit / (loss)	(9.6)	(10.8)	-10.6%
Profit / (loss) before income tax	(15.5)	12.2	
Income tax	(4.9)	(6.8)	0.7%
Net income	(20.4)	5.4	
Owners of the parent	(18.6)	6.2	
Non-controlling interests	(1.8)	(0.8)	

Key highlights

Depreciation, amortization and provisions

- Higher D&A:
 - 2019 store openings : 41 gross openings (vs 32 FY18)
 - 1H20 store openings: 3 gross openings

Operating costs below EBIT

- Improvement yoy: due to increase in fair value of derivatives & lower pre-opening charges (fewer openings in 2020)

Financial profit / (loss)

- Includes FX gains (+€1.8m in 2020 vs -€0.1m in 2019) and cost of net debt of €3.8m in 2020 slightly higher vs 1H19 (€3.3m) due to RCF drawdowns in March

Income tax

- Income tax for H1 impacted by a one-off tax provision resulting from a tax audit
- Effective tax rate of 31%

Exceptional temporary working capital improvement

FIRST-HALF 2020 RESULTS

Key highlights

Inventory

- A €37.2m (-17.6%) reduction vs Dec 2019 due to the combined impact of:
 - Inventory order cancellations and postponement as part of cash protection program
 - High post-lockdown sales activity

Receivables

- Increase vs year-end 2019 mainly due to seasonality, tax payments and amount receivable from governments for temporary unemployment

Net trade payables

- Increase in net trade payables (net of advance payments to suppliers) mainly due to renegotiations of payment terms with suppliers

Other payables

- Increase including deferred rental payments (€14m)

WORKING CAPITAL

(in €m)

	30 June 20	31 Dec 19
Inventory	173.6	210.8
Receivables	46.3	27.3
Net trade payables	(98.2)	(61.3)
Other payables	(146.7)	(129.2)
Total working capital	(25.0)	47.7
Change in working capital	72.7	

Free cash flow benefiting from temporary cash management measures

FIRST-HALF 2020 RESULTS

Key highlights

(in € million – IFRS 16)	30 June 2020	30 June 2019
EBITDA	68.8	97.1
Change in working capital	72.7	0.3
Change in other operating items	(22.2)	(25.3)
Net cash generated by/(used in) operating activities	119.3	71.5
Capital expenditure (Capex)	(19.8)	(23.4)
Change in debt on fixed assets	(4.9)	(8.0)
Proceeds from disposal of non-current assets	0.1	0.4
Reduction of lease debt	(45.4)	(48.3)
Interest on lease debt	(6.5)	(3.7)
Free cash flow	42.6	(11.5)

Positive change in working capital

Exceptional inflow in H1 of €73m mainly due to:

- Temporary reduced inventory level
- Renegotiation of payment terms with suppliers
- One-off items in H1 such as:
 - Deferred rent payments into H2
 - Cash from undelivered online orders

Capex down 15% yoy

- Capex for H1 includes mainly:
- Store development: €4m spent on stores refurbishment and extension (8 stores in total) and €4m for 3 openings (15 openings in 1H19)
- IT : €6 million
- Logistics: €4 million

Net debt

FIRST-HALF 2020 RESULTS

Very strong liquidity position

(in €m – IFRS 16)	30-June-20	31-Dec-19
Convertible bonds	184.4	182.1
Term loan	49.8	49.8
Revolving credit facilities (RCF)	150.3	(0.4)
Guaranteed term loan (PGE)	149.7	-
Other debts ⁽¹⁾	3.3	1.7
Finance Leases	662.4	666.2
Cash and cash equivalents	(437.3)	(94.5)
Net debt	762.7	804.9
Less: Finance Leases ⁽²⁾	(657.4)	(662.0)
Net debt⁽³⁾	105.8	142.9
LTM EBITDA ⁽³⁾	119.1	152.7
Leverage⁽³⁾	0.9x	0.9x

Key highlights

- Cash and cash equivalents of €437m includes cash from:
 - RCFs totaling €150m fully drawn
 - State guaranteed loan (“PGE”) for €150m
- Leverage stable over H1 and remains at low end of covenant range; covenant waiver obtained through end May 2021
- Liquidity position allows to address even the worst-case scenarios as regards Covid-19 evolution in the coming months

Notes: (1) Including other borrowings, deposits and guarantees, and banks overdrafts.

(2) Finance leases less certain lease contracts

(3) Calculated under IAS 17 as per the Senior Credit Facilities Agreement dated 18 April 2016.



03

2H 2020 BUSINESS INITIATIVES & OUTLOOK

Julie Walbaum

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Summer and private sales supports July activity



| Good in-store traffic:

- Sales well-oriented thanks to the summer and private sales (held in June in 2019)
- Commercial activity LFL growth up high single digit through 26 July 2020

| Online orders normalizing:

- Order backlog at 30 June 2020: gradual normalizing of fulfillment situation
- Order intake: returning to pre-lockdown growth levels, impacted by product shortages

| Low inventory:

- Reduced by COVID-19 inventory order freeze
- Better than expected 2Q20 sales activity

Commercial and development priorities for the rest of year



- | Continue to offer our customers a quality and safe **omnichannel experience**
- | Work towards a normalized supply level by **selectively rebuilding inventory**
- | Launch the Maisons du Monde **marketplace**
- | Continue the development of our **warehouse** in Northern France
- | Maintain **cost and cash management** discipline

Focusing on strategic priorities in an uncertain environment

| Expected H2 2020 performance:

- **Improvement over H1 2020 assuming stores remain open** and online continues to perform well despite lower product availability
- **Down yoy vs H2 2019** - coming months to remain challenging with continued headwinds expected both in **consumer demand** and **supply chain performance**:
 - Store sales activity normalizing after strong post-lockdown activity
 - Product shortage likely in coming months

| Not appropriate to provide full-year guidance in the current environment

| FY net stores closures: 4 - 8

| High group liquidity provides the required headroom to address even worst-case Covid-19 scenarios in the coming months





04

Q&A

Julie Walbaum
Eric Bosmans

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05

APPENDIX

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Consolidated income statement

FIRST-HALF 2020 RESULTS

(in K€ - IFRS 16)

	Six months ended 30 June 2020	Six months ended 30 June 2019
Sales	490,330	564,022
Other revenue	19,599	18,576
Total revenue	509,929	582,598
Cost of sales	(175,463)	(203,322)
Personnel expenses	(94,377)	(112,401)
External expenses	(175,787)	(175,826)
Depreciation, amortization, and allowance for provisions	(76,159)	(66,877)
Fair value - derivative financial instruments	9,927	4,608
Other income from operations	634	1,187
Other expenses from operations	(2,361)	(3,869)
Current operating profit	(3,657)	26,100
Other operating income and expenses	(2,168)	(3,095)
Operating profit / (loss)	(5,825)	23,004
Cost of net debt	(3,798)	(3,265)
Cost of lease debt	(6,649)	(6,149)
Finance income	2,341	820
Finance costs	(1,543)	(2,201)
Financial profit / (loss)	(9,648)	(10,795)
Share of profit / (loss) of equity-accounted investees	-	-
Profit (loss) before income tax	(15,473)	12,210
Income tax	(4,897)	(6,813)
Profit / (loss) for the period	(20,370)	5,397
Attributable to:		
• Owners of the Parent	(18,603)	6,222
• Non-controlling interests	(1,767)	(825)
Earnings per share for profit / (loss) for period attributable to the owners of the parent :		
Basic earnings per share	(0.4)	0.14
Diluted earnings per share	(0.3)	0.15

Consolidated balance sheet (1/2)

FIRST-HALF 2020 RESULTS

ASSETS

(in k€ - IFRS 16)

	30 June 2020	30 June 2019
Goodwill	375,357	368,740
Other intangible assets	250,022	241,213
Property, plant and equipment	159,346	154,121
Right-of-use assets	668,229	657,932
Other non-current financial assets	15,794	19,760
Deferred income tax assets	5,033	3,805
Derivative financial instruments	3,347	3,773
Other non-current assets	-	-
Non-current assets	1,477,127	1,449,345
Inventory	173,590	215,833
Trade receivables and other current receivables	121,021	102,065
Other current financial assets	(0)	933
Current income tax assets	15,026	15,129
Derivative financial instruments	15,911	14,623
Cash and cash equivalents	437,415	30,730
Current assets	762,963	379,313
TOTAL ASSETS	2,240,090	1,828,659

Consolidated balance sheet (2/2)

FIRST-HALF 2020 RESULTS

EQUITY & LIABILITIES

(in k€ - IFRS 16)

	30 June 2020	30 June 2019
Share capital	146,584	146,584
Share premium	134,283	134,283
Retained earnings	347,379	291,729
Profit (loss) for the period	(18,603)	6,222
Equity attributable to owners of the Company	609,641	578,819
Non-controlling interests	(2,392)	(3)
TOTAL EQUITY	607,249	578,816
Borrowings	151,387	50,013
Convertible bonds	184,387	180,222
Medium and long-term lease liability	544,311	534,857
Deferred income tax liabilities	52,989	61,792
Post-employment benefits	11,579	10,389
Provisions	14,034	14,216
Derivative financial instruments	-	-
Other non-current liabilities	23,516	24,683
Non-current liabilities	982,203	876,172
Borrowings and convertible bonds	201,814	206
Short-term lease liability	118,077	94,916
Trade payables and other current payables	319,294	275,180
Provisions	3,646	1,778
Current income tax liabilities	7,808	1,589
Current liabilities	650,639	373,669
TOTAL LIABILITIES	1,632,843	1,249,841
TOTAL EQUITY AND LIABILITIES	2,240,090	1,828,659

Consolidated cash flow statement

FIRST-HALF 2020 RESULTS

(in k€ - IFRS 16)

	Six months ended 30 June 2020	Six months ended 30 June 2019
Profit / (loss) for the period before income tax	(15,473)	12,210
Adjustments for :		
• Depreciation and amortization	74,341	69,451
• Net (gain) / loss on disposals	3,312	1,571
• Change in fair value – derivative financial instruments	(9,927)	(4,608)
• Share-based payments	(354)	1,330
• Cost of net debt	3,797	9,414
Change in operating working capital requirement:	6,649	
• (Increase) / decrease in inventories	37,388	25,521
• (Increase) / decrease in trade and other receivables	(57,473)	(30,818)
• Increase / (decrease) in trade and other payables	92,772	5,639
Income tax paid	(15,741)	(18,166)
Net cash flow from / (used in) operating activities	119,292	71,543
Acquisitions of non-current assets :		
• Property, plant and equipment	(12,844)	(18,571)
• Intangible assets	(6,880)	(4,127)
• Financial assets	(35)	(4,225)
• Other non-current assets	(60)	(717)
Change in debts on fixed assets	(4,947)	(7,971)
Proceeds from sale of non current assets	70	447
Net cash flow from / (used in) investing activities	(24,696)	(35,164)
Proceeds from issues of borrowings	301,217	-
Repayment of borrowings	(353)	(10,420)
Decrease in lease debt	(45,427)	(48,284)
Acquisitions (net) of treasury shares	121	197
Interest paid	(330)	(753)
Lease interest paid	(6,526)	(3,749)
Net cash flow from / (used in) financing activities	248,702	(63,009)
Exchange gains/(losses) on cash and cash equivalents	(470)	19
Net (decrease) / increase in cash and cash equivalents	342,830	(26,630)
Cash and cash equivalents at beginning of period	94,478	56,550
Cash and cash equivalents at end of period	437,307	29,939
Cash and cash equivalents (excluding bank overdrafts)	437,415	30,730
Bank overdrafts	(108)	(791)
Cash and cash equivalents	437,307	29,939

FINANCIAL RESULT

(in €m – IFRS 16)

	1H 2020	1H 2019
Interest on term loan	(0.3)	(0.4)
Interest on convertible bond	(2.3)	(2.2)
Interest on loans, including RCFs	(1.1)	(0.6)
Other	(0.0)	0.0
Cost of net debt	(3.8)	(3.3)
Finance lease	(6.6)	(6.1)
Foreign exchange gain / (loss)	1.8	(0.0)
Commission costs	(1.0)	(1.3)
Other finance income and costs	0.0	(0.0)
Financial profit / (loss)	(9.6)	(10.8)

Key highlights

Financial result

- Cost of net debt up €500k due to drawdown of RCFs in March
- PGE: interest free, FY cost of guarantee and fees: €1.1m (of which €640k in 2020)
- Interest on finance lease debt up due to 2019 store network expansion
- FX gain related to evolution of €/S rate

Historical sales

FIRST-HALF 2020 RESULTS

(In €m) *	FY 18	Q1 19	Q2 19	H1 19	Q3 19	Q4 19	H2 19	FY 19	Q1 20	Q2 20	H1 20
Sales	1,111.2	280.3	283.7	564.0	283.7	377.8	661.4	1,225.4	243.7	245.2	488.9
Change vs. N-1	+7.4%	+9.9%	+12.6%	+11.2%	+9.2%	+9.7%	+9.5%	+10.3%	-13.1%	-13.6%	-13.3%
LFL Change vs. N-1	+3.1%	+2.4%	+6.5%	+4.4%	+3.0%	+2.8%	+2.9%	+3.6%	-18.8%	-16.2%	-17.5%
Maisons du Monde	1,085.4	271.4	272.4	543.8	271.8	365.8	637.6	1,181.4	231.7	236.2	467.9
Change vs. N-1	+7.4%	+6.4%	+10.7%	+8.5%	+8.2%	+9.8%	+9.1%	+8.8%	-14.6%	-13.3%	-14.0%
LFL Change vs. N-1	+3.1%	+2.4%	+6.5%	+4.4%	+3.0%	+2.8%	+2.9%	+3.6%	-19.3%	-15.3%	-17.3%
Modani	25.9	8.9	11.4	20.3	11.9	11.9	23.8	44.1	11.3	8.4	19.7
Rhinov	-	-	-	-	0.5	0.6	1.2	1.2	0.7	0.6	1.3
Sales breakdown											
France	58.3%	55.8%	53.3%	54.5%	53.4%	56.6%	55.2%	54.9%	52.3%	50.8%	51.6%
International	41.7%	44.2%	46.7%	45.5%	46.6%	43.4%	44.8%	45.1%	47.7%	49.2%	48.4%
Stores	77.3%	74.2%	73.0%	73.6%	74.3%	78.7%	76.8%	75.3%	71.2%	52.8%	62.0%
Online	22.7%	25.8%	27.0%	26.4%	25.7%	21.3%	23.2%	24.7%	28.8%	47.2%	38.0%
Decoration	55.7%	53.2%	48.1%	50.7%	50.7%	61.6%	56.9%	54.0%	51.7%	45.3%	48.5%
Furniture	44.3%	46.8%	51.9%	49.3%	49.3%	38.4%	43.1%	46.0%	48.3%	54.7%	51.5%

Evolution of the Maisons du Monde store network⁽¹⁾

FIRST-HALF 2020 RESULTS

(In unit)	Q1 18	Q2 18	Q3 18	4Q18	FY 18	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20	Q2 20
France	214	217	217	221	221	221	224	227	233	233	228	227
Italy	42	42	45	45	45	45	47	48	48	48	48	48
Spain	20	20	21	23	23	23	24	24	27	27	27	27
Belgium	21	21	21	22	22	21	21	22	24	24	23	23
Luxembourg	2	3	3	3	3	3	3	3	3	3	11	10
Germany	9	9	9	10	10	10	10	10	11	11	9	9
Switzerland	6	6	6	7	7	7	8	8	9	9	3	3
Portugal	-	-	-	-	-	-	1	1	1	1	1	1
United Kingdom	-	3	4	4	4	4	4	4	-	-	-	-
United States	-	-	-	1	1	1	1	1	2	2	2	0
# Stores	314	321	326	336	336	335	343	348	358	358	352	348
o/w France	214	217	217	221	221	221	224	227	233	233	228	227
o/w International	100	104	109	115	115	114	119	121	125	125	124	121
# Gross openings	4	7	7	10	28	3	10	7	15	35	1	1
o/w France	4	3	2	4	13	3	3	5	7	18	1	1
o/w International	0	4	5	6	15	0	7	2	8	17	0	0
# Closures	(4)	0	(2)	0	(6)	(4)	(2)	(2)	(5)	(13)	7	5
o/w France	(3)	0	(2)	0	(5)	(3)	0	(2)	(1)	(6)	6	2
o/w International	(1)	0	0	0	(1)	(1)	(2)	0	(4)	(7)	1	3
# Net openings	0	7	5	10	22	(1)	8	5	10	22	(6)	(4)
o/w France	1	3	0	4	8	0	3	3	6	12	6	-1
o/w International	(1)	4	5	6	14	(1)	5	2	4	10	0	-3
Sales area (K sqm)	365.6	371.1	376.7	387.2	387.2	386.8	395.4	402.9	417.2	417.2	415.3	413.3
Change	+2.5	+5.5	+5.5	+10.5	+24.0	(0.5)	+8.6	+7.5	+14.3	+30.0	-1.9	-2.0

Evolution of the Modani store network⁽¹⁾

FIRST-HALF 2020 RESULTS

<i>(In unit)</i>	Q2 18	Q3 18	4Q18	FY 18	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	1Q 20	2Q 20
Florida	2	3	4	4	4	5	6	6	6	6	6
California	2	3	3	3	3	3	3	3	3	3	3
Texas	2	3	3	3	3	3	3	3	3	3	2
Georgia	1	1	1	1	1	1	1	1	1	1	1
Illinois	1	1	1	1	1	1	1	1	1	1	1
New York	2	2	1	1	1	1	1	2	2	3	3
New Jersey	-	-	-	-	1	1	1	1	1	1	1
Pennsylvania	-	-	-	-	-	-	-	1	1	1	1
# Stores	10	13	13	13	14	15	16	18	18	19	18
# Net openings	-	3	0	3	1	1	1	2	5	1	(1)
o/w gross openings	-	3	1	4	1	1	2	2	6	1	0
o/w closures	-	0	(1)	(1)	0	0	(1)	0	(1)	0	(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.

Trade margin: Is defined as gross margin less expenses related to logistics and warehouses, deliveries to clients (net) and stores as well as packaging.

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 after IFRS 16 impact: On 1 January 2019, the Group adopted the new IFRS 16 standard and elected to apply the simplified retrospective method.