



**MAISONS**  
DU MONDE

# Full-year 2022 results

9 March 2023



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# Agenda

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**Business highlights  
and strategy**

02

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# Business highlights and strategy

01



## 2022 key highlights

Solid execution of business priorities in a soft trading context

### Major achievements

#### Strategy

- Internationalization of the marketplace
- Opening of the second distribution center
- Launch of our CSR brand movement: "Good is Beautiful"

#### Operations

- Further brand developments
- Strengthened digitization
- Acceleration of B2B operations
- Enhanced Sales & Operations organization

#### Financial performance

- Tight monitoring of gross margin
- Strong cost and cash discipline
- New initiatives launched to preserve margin

### A challenging context



Soft discretionary  
spending



Surging inflation



Record-high freight  
costs



Unfavorable  
EUR/USD exchange rate

## 2022 key financial metrics

Financial performance in line with the updated guidance

### 2022 updated guidance

### 2022 performance

Top line

decrease in the mid-single digit range

-5.1%  
(GMV -1.2%)

EBIT margin

5% or above

5.5%

Free cash flow

€10m to €30m

€32m

EPS of €0.80

Proposed dividend of €0.30

Payout ratio: 37%

# Key brand achievements

## Strengthening our love brand



### Creativity

- Collections: +30% in press mentions
- Successful capsule collections with Lisa Gachet and Sakina M'Sa
- Reach on social media: 5 million users

### Inspiration

- Opening of new suites in Marseille
- Impactful collaboration with Stade de France
- 4<sup>th</sup> annual event hosted on Interior Design trends, gathering 2,000 architects

### Engagement

- +5% growth on communities (+70% vs 2019)
- Instagram & TikTok: x8 videos seen
- Reach on social media: 633 million views

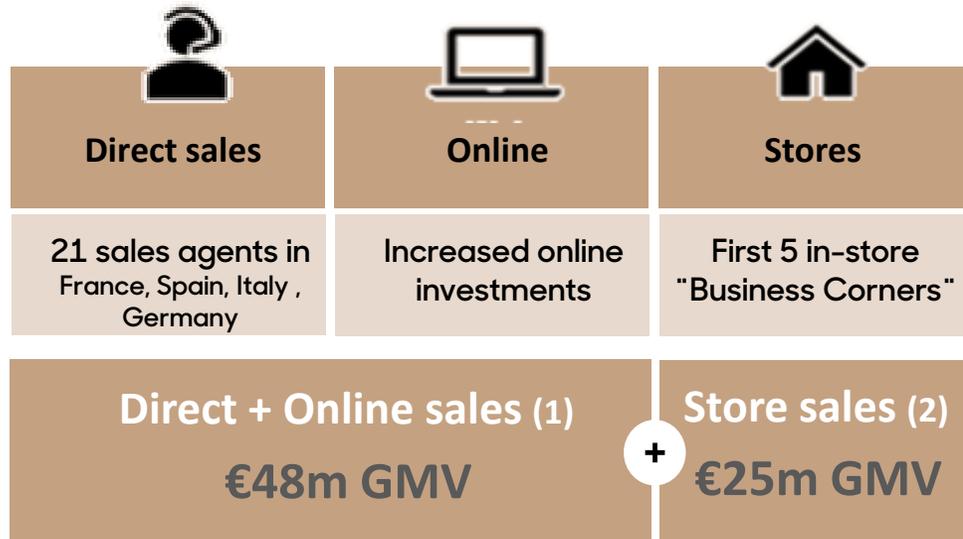
\* Source: EY Parthenon - 2022

#2 favorite home & living brand in France for the 6<sup>th</sup> year in a row\*

# Key commercial developments

## B2B: a promising growth avenue

### Creating synergies across 3 channels



**€73m GMV** <sup>(2)</sup>  
 +6% | +9%  
 vs 2021 | vs 2019

### Strong value proposition

- 500 exclusive products designed for professionals
- Unique end-to-end solution including interior design service
- Successful showcasing of Maisons du Monde Hotels & Suites

### Enhanced awareness

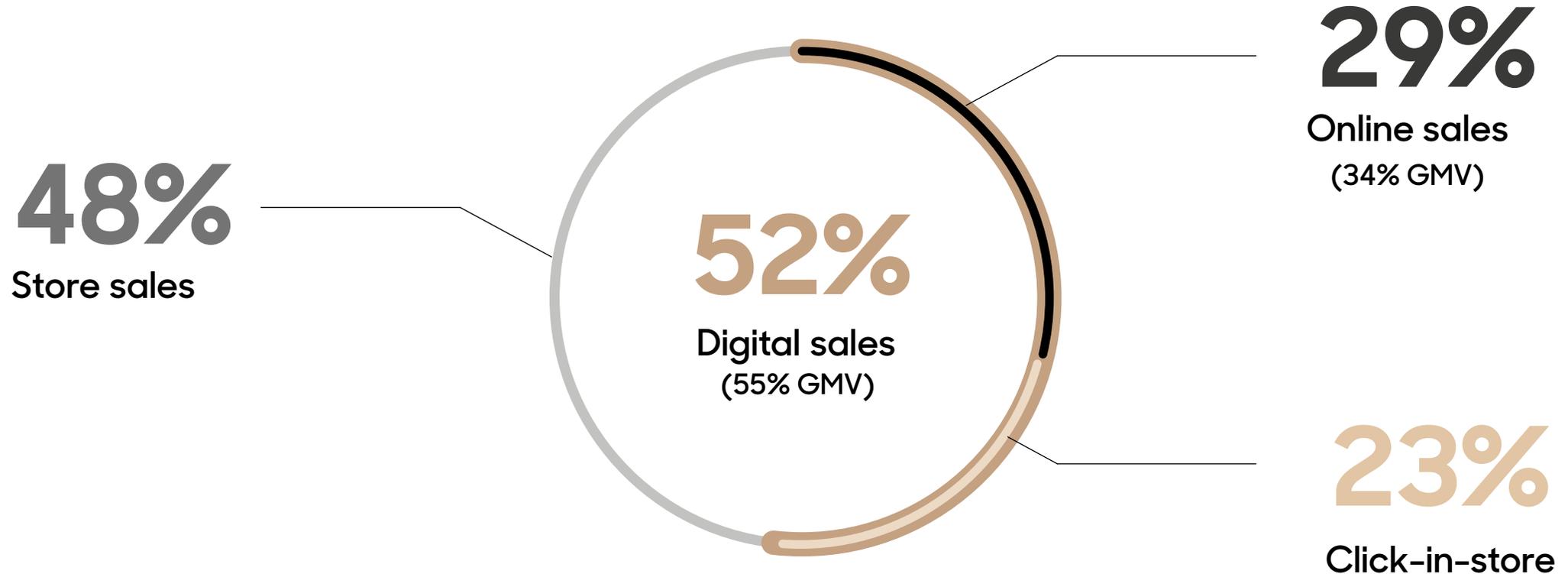
- x3 unaided awareness among interior designers (vs 2019)
- Over 16 million people reached on social media (x7 vs 2021)
- Over 25,000 engaged and active followers on our B2B social media



1 Including B2B marketplace  
 2 Estimation

## Key commercial developments

An industry-leading "digital-first" omnichannel model



### CUSTOMERS

ACTIVE CUSTOMERS

7.2m -4% yoy, +4% vs 2019

OMNICHANNEL CUSTOMERS

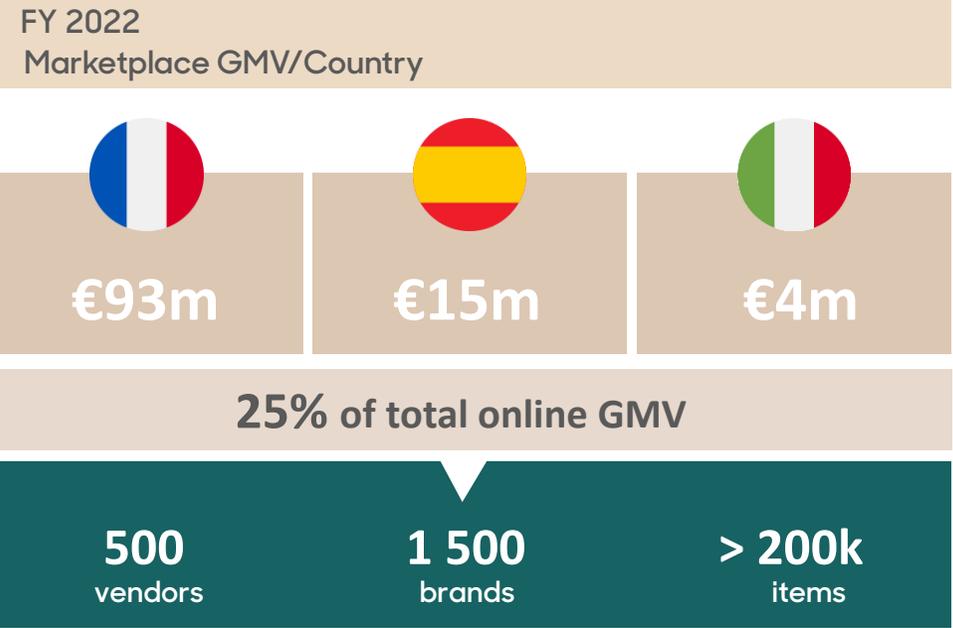
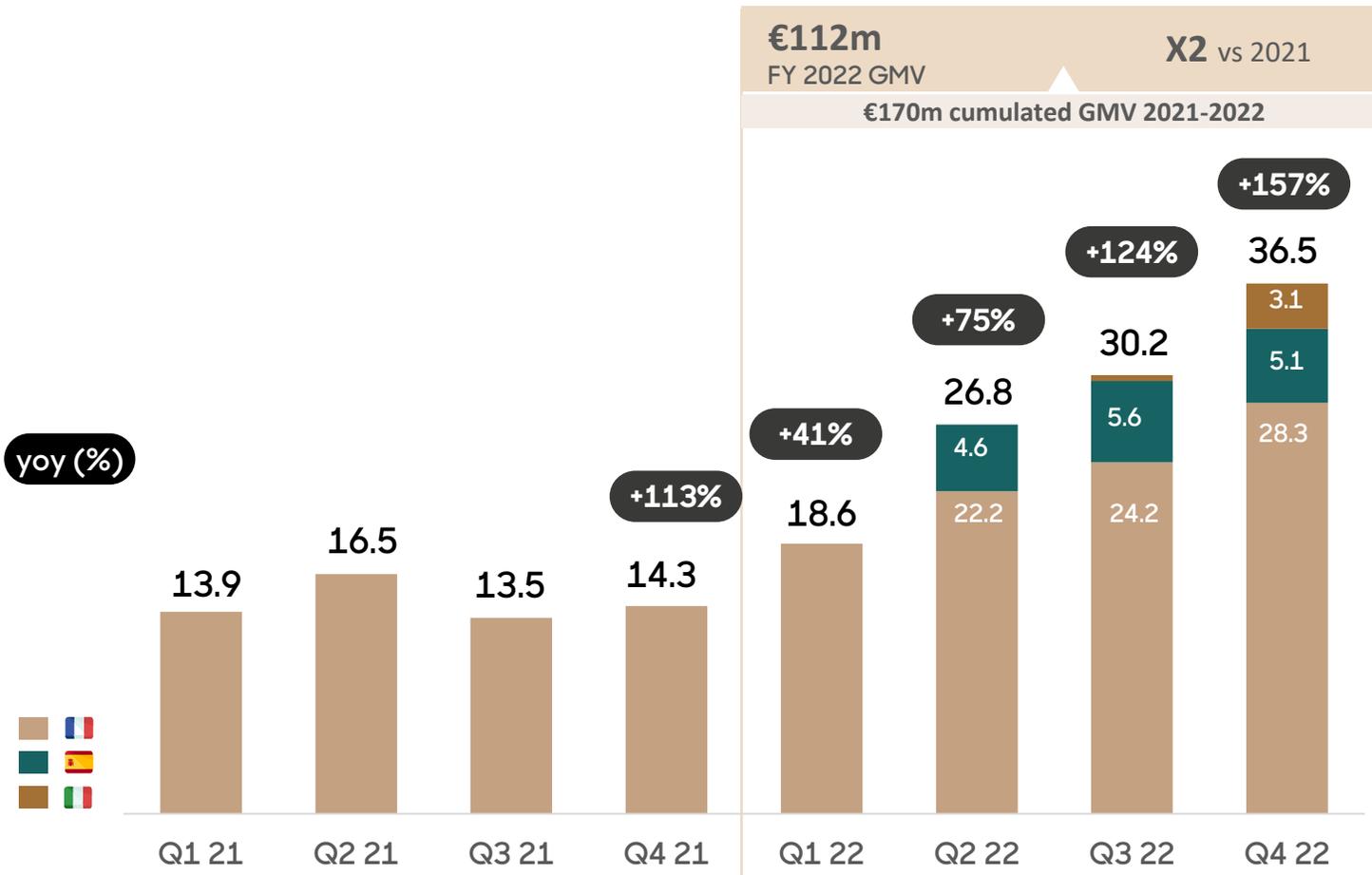
+8% yoy, +50% vs 2019

# Key commercial developments

Confirmed success of the marketplace – in France and abroad

**Marketplace GMV**

(in EURm)

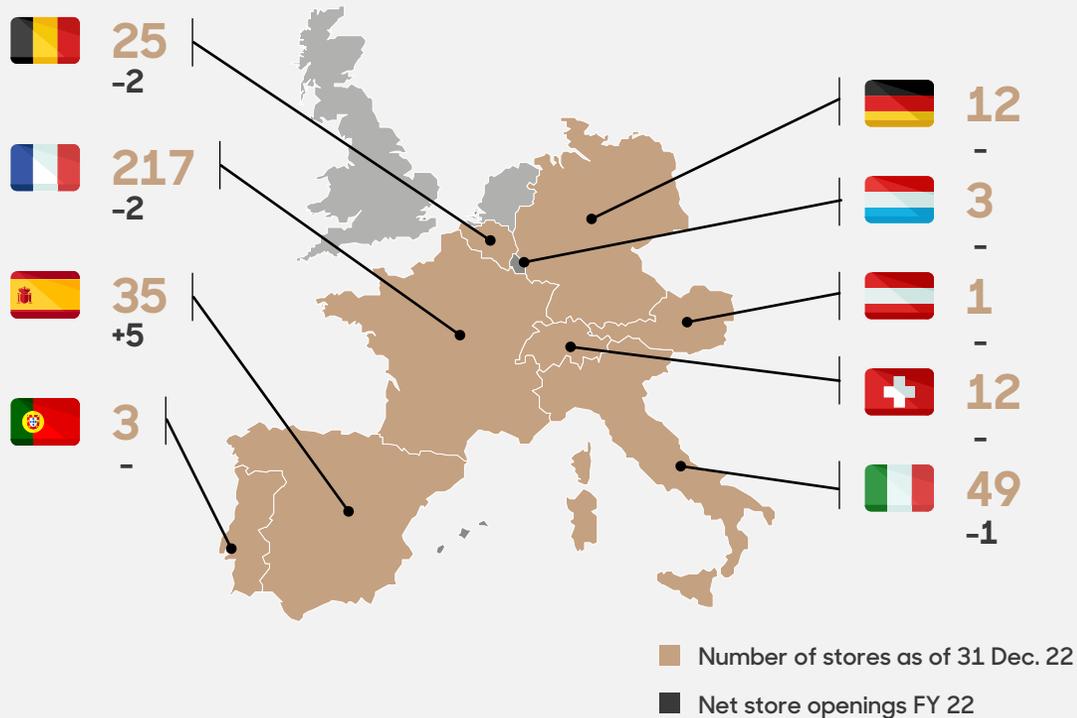


- Incremental sales
- Accretive to margins
- Strong driver of new customer acquisition
- Improves online marketing ROI

# Active management of our store network

## Stable number of stores yoy

**Store network**  
as of 31 December 2022  
(in units)



**357**

total stores  
at 31/12/22

**stable**  
vs 31/12/21

	FY22 vs FY21
<b>Openings</b>	<b>+13</b>
France	+7
Rest of Europe	+6
<b>Closings</b>	<b>-13</b>
France	-9
Rest of Europe	-4
<b>Net</b>	<b>0</b>
France	-2
Rest of Europe	+2

# ESG Journey

A year of progress for our 'Good is beautiful' CSR brand movement

## 2022 achievements on our 5 pillars



<p>1 Deliver a trendy and responsible offer</p>	<ul style="list-style-type: none"> <li>30% of the offer integrated into the 'Good is beautiful' selection (vs 20% in 2021)</li> </ul>
<p>2 Work with grassroots associations to preserve the environment and help those in need</p>	<ul style="list-style-type: none"> <li>€1.3m allocated to MDM Foundation (corporate grants + customer donations) to preserve trees and forests</li> <li>29 new places refurbished for people in need</li> </ul>
<p>3 Promote equal opportunities</p>	<ul style="list-style-type: none"> <li>91% gender equality index (vs 82% in 2021)</li> <li>50% women in top management</li> <li>x2 yoy in number of apprentices</li> <li>x2 yoy in number people with disabilities</li> </ul>
<p>4 Offer a circular, social and solidarity-oriented life cycle</p>	<ul style="list-style-type: none"> <li>&gt; 25,000 furniture items repaired or repackaged in our dedicated workshop (+42% vs 2021)</li> </ul>
<p>5 Transform our businesses to reduce our environmental footprint</p>	<ul style="list-style-type: none"> <li>-20% reduction of carbon intensity*</li> <li>-8% reduction in carbon footprint*</li> <li>Carbon neutrality scopes 1 &amp; 2 through the financing of 5,000 VCUs generated by the Katingan Mentaya Project in Indonesia</li> </ul>

## Strengthening our ESG governance

- Exceptional allowance to support employees' purchasing power : 800€/per employee\*\* across headquarters and stores in Europe
- Integration of ESG objectives in all short-term and long-term financial incentives
- Creation of a CSR Committee at Board level to oversee execution of CSR roadmaps

## Awarded top ratings by non-financial rating agencies



A



B - climate

B - forest



12 - low risk

Global retail rank:

Top 5%

Industry Top rated

ESG company

\* Vs 2018

\*\* Average cumulated amount for the year

# Financial review

02

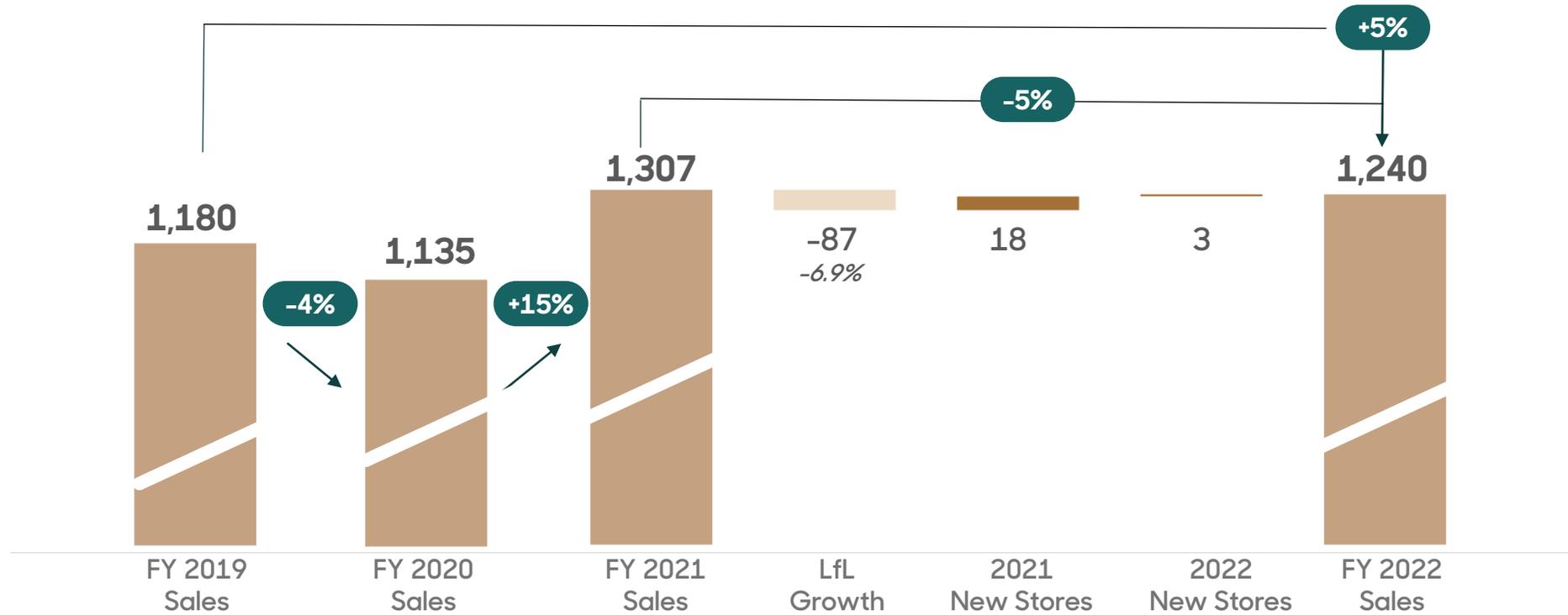


# FY 2022 sales

Above pre-pandemic level  
despite soft consumption environment

**FY SALES EVOLUTION**

(in €m)



Note: Sales excluding Modani



# Quarterly sales

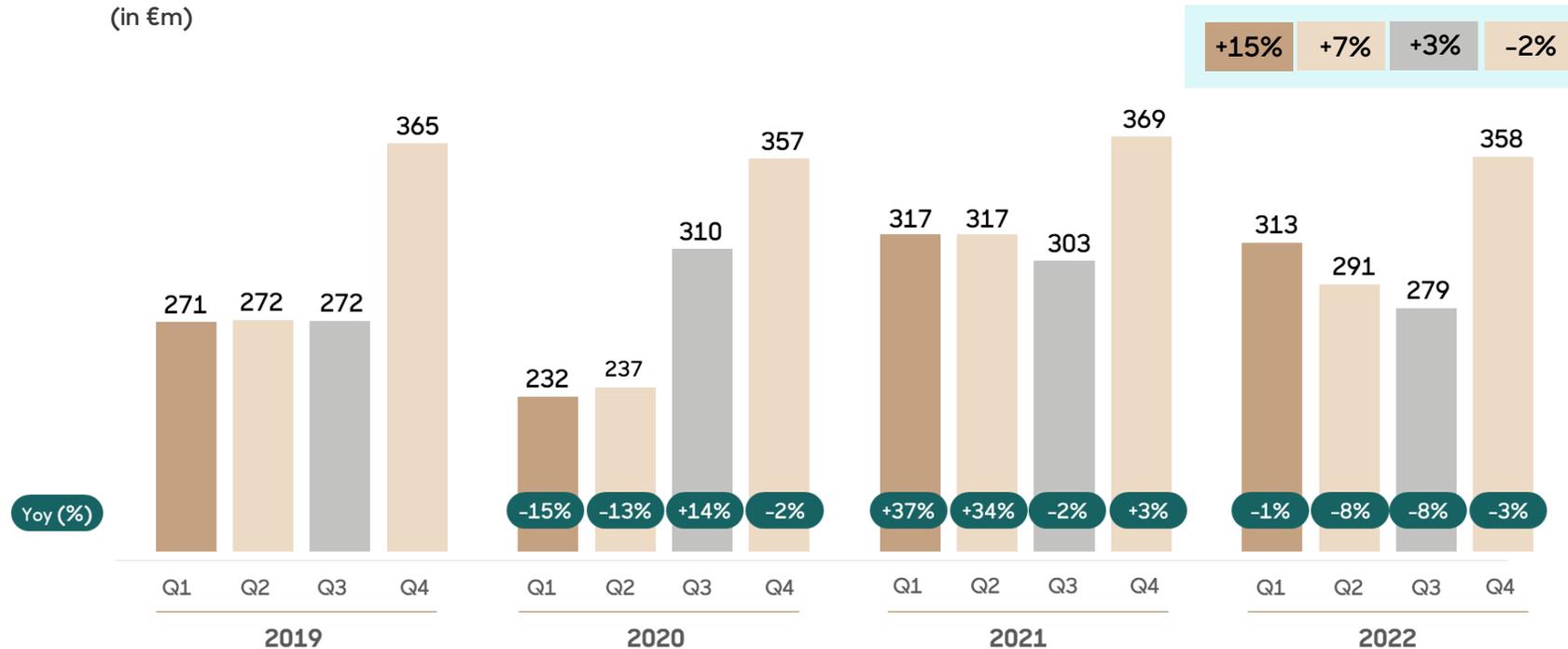
Solid sales acceleration in Q4 thanks to improved product availability and tactical commercial initiatives

## QUARTERLY SALES

(in €m)

Quarter variation vs 2019

+15% +7% +3% -2%



## FY22 key developments

- Sales performance adjusting down from Q2
- Lower in-store traffic in H2
- Strong acceleration of the marketplace, adding up to more normalized web dynamics
- Acceleration of B2B : +6% yoy to reach €73m GMV (+9% vs 2019)

### Performance above pre-pandemic levels

- GMV +13% €1.34bn
- Sales +5% €1.24bn



## FY22 sales by category, channel and geography

Negative evolution yoy reflecting constrained consumer purchasing power  
Strong growth vs 2019 supported by online decoration and international

	Categories		Channels		Geographies	
	Furniture	Decoration	Stores	Online	France	International
yoy (%)	-7%	-4%	-0.1%	-16%	-5%	-5%
vs. FY 19 (%)	-4%	+12%	-0.2%	+21%	-1%	+14%



## Maintaining financial discipline

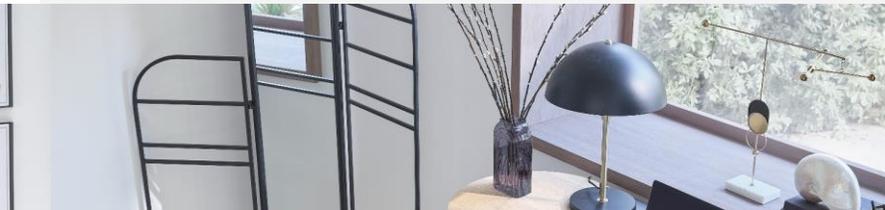
to strike a fine balance between driving sales,  
progressively restoring margins and protecting cash generation

**Growth**

**Profitability**

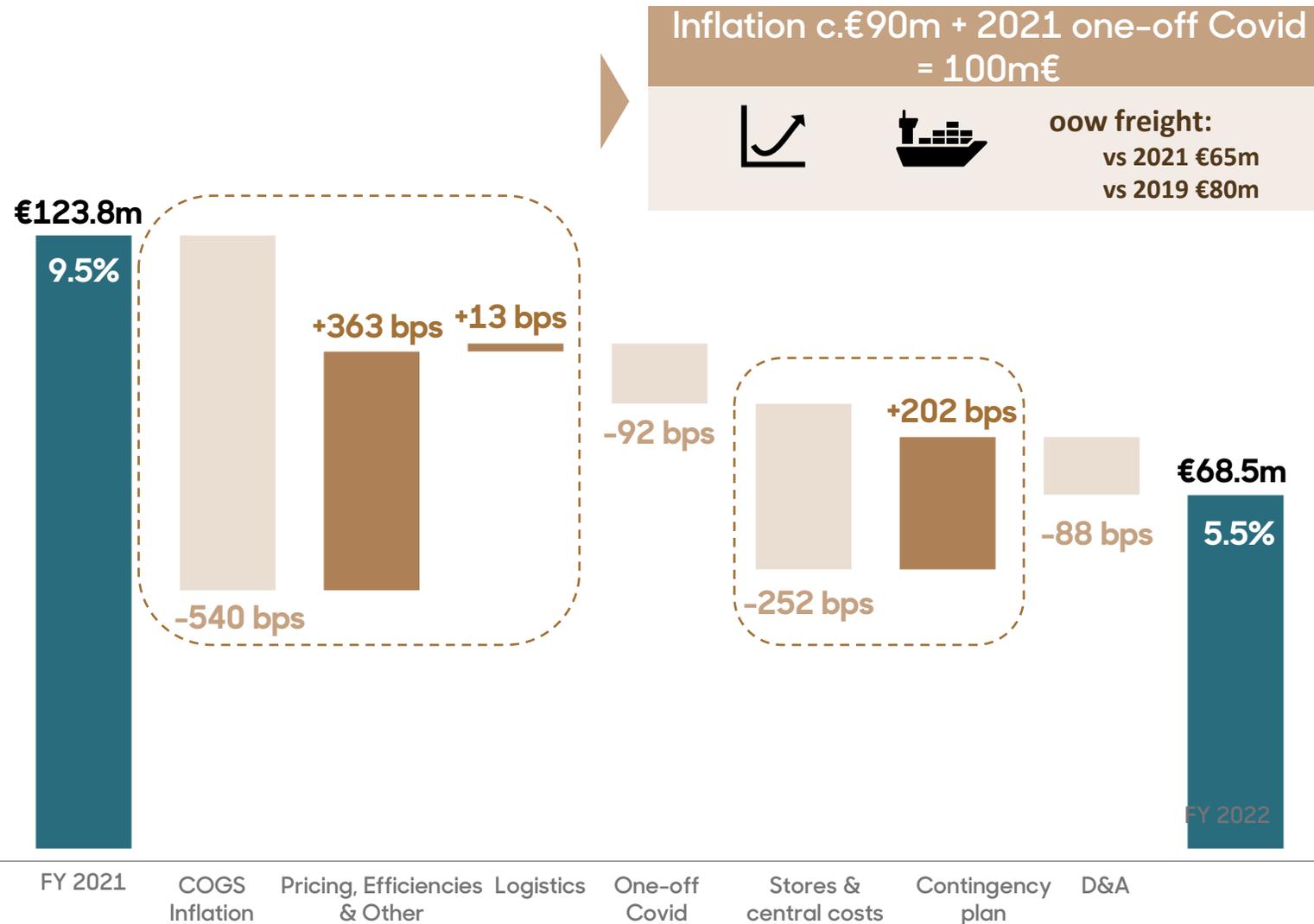
**Investment  
in strategic initiatives**

**Cost & cash discipline**



# 2022 EBIT

Forceful action plan to protect growth and gross margin in an extraordinary inflation context



## Resilient gross margin @64.7%

- Record-high freight and rising raw material costs, partly offset by efficient negotiations with suppliers and freight forwarders
- Effective selective pricing strategy
- Favorable product mix driven by decoration

## Logistics

- Strong operational efficiencies in transport and favorable channel mix
- Implementation of a partly outsourced logistics model to increase flexibility

## SG&A

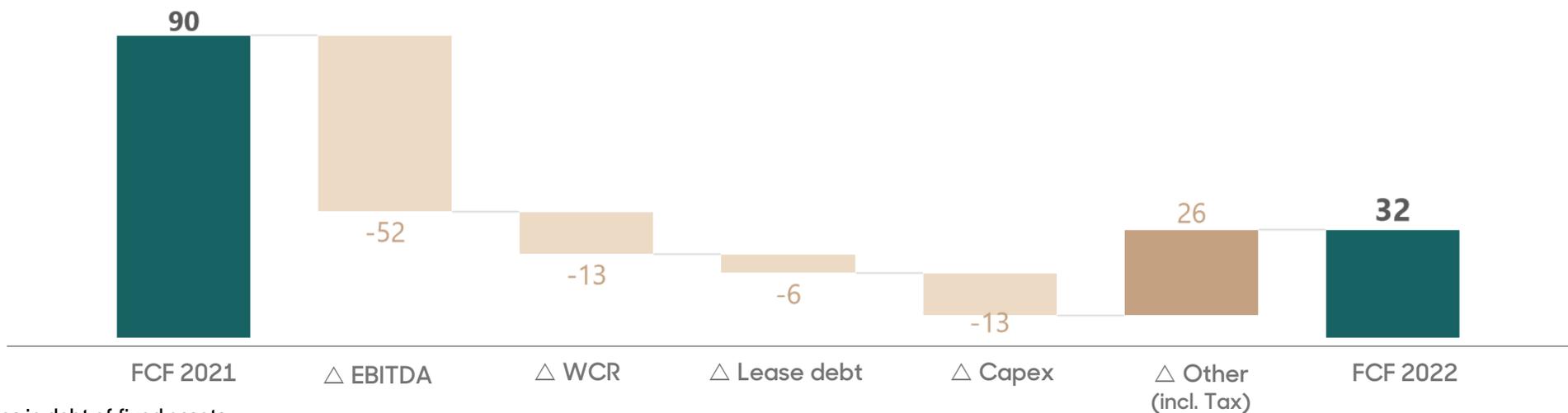
- Stable costs with > €25m cost savings to offset inflation notably on energy (€5m) and reversal of 2021 one-off Covid subsidies (€12 m)
- Reallocation of marketing investment to support online and marketplace development
- Negative operating leverage effect due to sales decline

# FY22 Free Cash Flow

above updated guidance thanks to strict resource allocation  
in a context of inventory replenishment

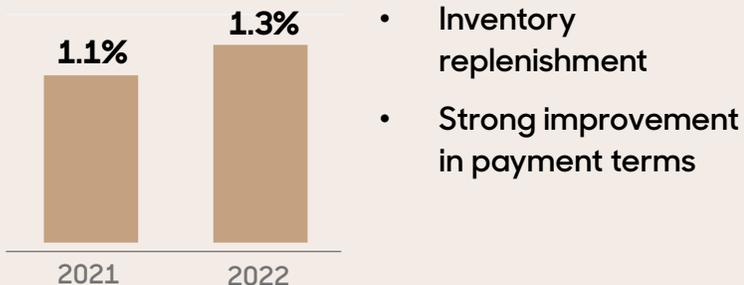
## FCF Evolution

(in €m)

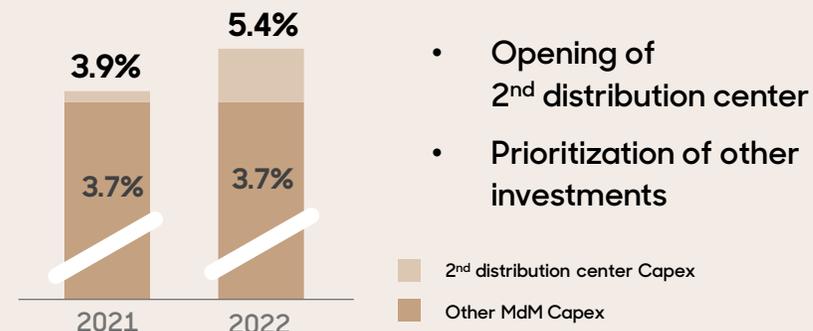


\* Capex variations include changes in debt of fixed assets

### Working Capital Requirement / Total Sales (%)



### Capex / Total Sales (%)



# 2021 Financial review

EPS at €0.80

EPS evolution

(in €)



## Proposed dividend

**€0.30 representing a 37% payout ratio**

## Share buyback program

### #1 - launched in Nov. 2021

- Fully completed in March 22
- 1.9m shares cancelled on 29 July 2022

### #2 - launched in July 2022

- 54% executed at end-Jan. 23
- 2.3m shares to be cancelled on 10 March 2023

# Outlook

03



## Current trading 2023

Q1 2023 Trading update: High comparable base and persistently soft demand

### Slow commercial start and continued uncertainty regarding demand

- High Q1 2022 base
- Q1 2023 current trading (Jan.-Feb.)
  - Persistently soft demand and high price & promotion sensitivity
  - Traffic down yoy on both channels
- Q1 expected to be the low point of the year
- Comparable base to ease in May and more so in H2

### Cost & cash protection initiatives reinforced

- Continuation of hiring freeze policy in HQ
- Further reduction of discretionary spending to mitigate inflation
- Pursuing prioritization on Capex

2023 guidance to be specified in May



# R&A



# Appendix



## EBIT to Net income

<i>in EUR million</i>	<b>2022</b>	<b>2021</b>
<b>EBIT</b>	<b>68.5</b>	<b>123.8</b>
Financial instruments fair value	7.4	(8.0)
Other operating income & expenses	(5.0)	(2.1)
<b>Operating profit</b>	<b>70.9</b>	<b>113.7</b>
Financial profit / (loss)	(18.2)	(19.4)
Profit before tax	52.6	94.2
Income tax	(18.4)	(26.1)
Profit / (loss) from continuing operations	34.2	68.1
Profit / (loss) from discontinued operations	-	11.0
<b>Net income</b>	<b>34.2</b>	<b>79.1</b>
<i>Attributable to:</i>		
<i>Owners of the parent</i>	<i>34.3</i>	<i>77.4</i>
<i>Non-controlling interests</i>	<i>(0.1)</i>	<i>1.7</i>

# Consolidated income statement

<i>(in EUR million)</i>	<b>2022</b>	<b>2021</b>
<b>Sales</b>	<b>1,240.4</b>	<b>1,306.8</b>
Other revenue	37.6	46.9
<b>Total revenue</b>	<b>1,278.1</b>	<b>1,353.7</b>
Cost of sales	(437.9)	(438.3)
<b>Gross margin</b>	<b>802.5</b>	<b>868.5</b>
As a % of Sales	64.7%	66.5%
Personnel expenses	(248.9)	(252.1)
External expenses	(372.3)	(381.0)
Depreciation, <u>amortization</u> and allowance for provisions	(158.5)	(155.4)
Fair value – derivative financial instruments	7.4	(8.0)
Other income/(expenses) from operations	8.1	(3.1)
<b>Current operating profit</b>	<b>75.9</b>	<b>115.7</b>
Other operating income and expenses	(5.0)	(2.1)
<b>Operating profit / (loss)</b>	<b>70.9</b>	<b>113.7</b>
Cost of net debt	(6.0)	(6.5)
Cost of lease debt	(12.4)	(11.5)
Finance income	5.0	2.8
Finance expenses	(4.8)	(4.2)
<b>Financial profit / (loss)</b>	<b>(18.3)</b>	<b>(19.4)</b>
<b>Profit / (loss) before income tax</b>	<b>52.6</b>	<b>94.2</b>
Income tax	(18.4)	(26.1)
<b>Profit / (loss) from continuing operations</b>	<b>34.2</b>	<b>68.1</b>
Profit / (loss) from discontinued operations	-	11.0
<b>Profit / (loss)</b>	<b>34.2</b>	<b>79.1</b>
Attributable to:		
• Owners of the parent	34.3	77.4
• Non-controlling interests	(0.1)	1.7
<b>Reported EPS (in €)</b>	<b>0.80</b>	<b>1.72</b>
Attributable to:		
• Continuing activities	0.80	1.52
• Discontinued activities	-	0.21

## Consolidated balance sheet (1/2)

<i>(in EUR million)</i>	31 Dec. 2022	31 Dec. 2021
<b>ASSETS</b>		
Goodwill	327.0	327.0
Other intangible assets	238.9	232.7
Property, plant and equipment	174.8	164.9
Right-of-use assets related to lease contracts	617.3	601.3
Other non-current financial assets	16.5	17.0
Deferred income tax assets	9.8	8.6
Derivative financial instruments	-	3.4
<b>NON-CURRENT ASSETS</b>	<b>1,384.3</b>	<b>1,354.9</b>
Inventory	245.7	193.8
Trade receivables and other current receivables	82.4	105.6
Current income tax assets	9.9	13.0
Derivative financial instruments	9.4	13.1
Cash and cash equivalents	121.3	163.2
<b>CURRENT ASSETS</b>	<b>468.7</b>	<b>488.8</b>
<b>TOTAL ASSETS</b>	<b>1,853.0</b>	<b>1,843.6</b>

## Consolidated balance sheet (2/2)

<i>(in EUR million)</i>	31 Dec. 2022	31 Dec. 2021
<b>EQUITY AND LIABILITIES</b>		
<b>TOTAL EQUITY</b>	<b>604.1</b>	<b>652.4</b>
Non-current borrowings	0.3	1.0
Non-current convertible bonds	-	191.4
Medium and long-term lease liability	494.2	483.6
Deferred income tax liabilities	46.3	52.3
Post-employment benefits	9.2	12.5
Provisions	12.9	9.5
Derivative financial instruments	6.2	0.2
Other non-current liabilities	4.2	4.2
<b>NON-CURRENT LIABILITIES</b>	<b>573.3</b>	<b>754.6</b>
Current borrowings and convertible bonds	223.9	29.3
Short-term lease liability	119.0	110.6
Trade payables and other current payables	322.7	290.2
Provisions	6.4	5.7
Current income tax liabilities	3.5	0.9
Derivative financial instruments	0.1	-
<b>CURRENT LIABILITIES</b>	<b>675.6</b>	<b>436.6</b>
<b>TOTAL LIABILITIES</b>	<b>1,248.9</b>	<b>1,191.3</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>1,853.0</b>	<b>1,843.6</b>

# Consolidated cash flow statement

<i>(in EUR million – IFRS 16)</i>	31 Dec. 2022	31 Dec. 2021
<b>Profit/(loss) before income tax</b>	<b>52.6</b>	<b>105.2</b>
Adjustments for:		
• Depreciation, amortization, and allowance for provisions	163.0	157.7
• Net gain/(loss) on disposals	2.9	(3.0)
• Fair value – derivative financial instruments	(7.4)	8.0
• Share-based payments	0.6	0.3
• Other	(0.1)	-
• Cost of net financial debt	6.0	6.5
• Cost of lease debt	12.4	12.2
Change in operating working capital requirement	(2.8)	10.0
Income tax paid	(15.3)	(38.2)
<b>Net cash generated by/(used in) operating activities<sup>(a)</sup></b>	<b>211.9</b>	<b>258.7</b>
Acquisition of non-current assets:		
• Property, plant and equipment	(47.6)	(42.4)
• Intangible assets	(19.6)	(9.8)
• Financial assets	-	(2.0)
Other non-current assets	0.6	(0.4)
Sale of consolidated companies net of cash sold	-	12.2
Change in debt on fixed assets	5.3	2.4
Proceeds from sale of non-current assets	0.8	1.2
<b>Net cash generated by/(used in) investing activities<sup>(b)</sup></b>	<b>(60.5)</b>	<b>(38.7)</b>
Proceeds from issuance of borrowings	0.6	0.1
Repayment of borrowings	(48.7)	(200.5)
Decrease of lease debt	(107.3)	(105.0)
Acquisitions (net) of treasury shares	(0.7)	(20.4)
Dividends paid	(23.4)	(13.5)
Interest paid	(2.4)	(2.2)
Interest on lease debt	(11.8)	(12.0)
<b>Net cash generated by/(used in) financing activities<sup>(c)</sup></b>	<b>(193.7)</b>	<b>(353.5)</b>
Exchange gains/(losses) on cash and cash equivalents	0.2	(0.0)
<b>Net increase/(decrease) in cash &amp; cash equivalents<sup>(a)+(b)-(c)</sup></b>	<b>(42.1)</b>	<b>(133.5)</b>
<b>Cash &amp; cash equivalents at period begin</b>	<b>163.2</b>	<b>296.7</b>
<b>Cash &amp; cash equivalents at period end</b>	<b>121.1</b>	<b>163.2</b>

# Summary of sales

## Quarterly series

€ in millions	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
<b>Group sales</b>	<b>271,2</b>	<b>272,1</b>	<b>271,6</b>	<b>365,1</b>	<b>1 179,9</b>	<b>231,9</b>	<b>236,6</b>	<b>309,6</b>	<b>357,0</b>	<b>1 135,2</b>	<b>317,2</b>	<b>317,2</b>	<b>303,4</b>	<b>369,0</b>	<b>1 306,8</b>	<b>313,0</b>	<b>290,9</b>	<b>278,5</b>	<b>358,0</b>	<b>1 240,4</b>
Change vs. n-1	n.a	n.a	n.a	n.a	n.a	(14,5%)	(13,0%)	14,0%	(2,2%)	(3,8%)	36,8%	34,0%	(2,0%)	3,3%	15,1%	(1,3%)	(8,3%)	(8,2%)	(3,0%)	(5,1%)
LfL Change vs. n-1	n.a	n.a	n.a	n.a	n.a	(19,1%)	(15,1%)	10,6%	(2,5%)	(6,3%)	36,5%	32,2%	(4,0%)	0,9%	13,4%	(4,0%)	(10,3%)	(9,6%)	(4,6%)	(6,9%)
<b>Sales breakdown</b>																				
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%
International	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%
Stores	199,7	196,8	199,8	285,9	882,2	162,8	122,1	220,7	244,7	750,3	197,3	176,3	217,9	290,0	881,4	208,9	198,2	198,9	274,9	880,9
Online	71,4	75,3	71,8	79,2	297,7	69,1	114,5	88,9	112,4	384,9	119,9	140,9	85,5	79,0	425,4	104,1	92,7	79,6	83,2	359,6
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%
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%
Decoration	54,9%	50,1%	52,9%	63,3%	55,9%	54,3%	46,9%	57,9%	65,0%	57,1%	55,3%	49,3%	58,9%	69,3%	58,6%	55,8%	52,6%	58,9%	68,9%	59,5%
Furniture	45,1%	49,9%	47,1%	36,7%	44,1%	45,7%	53,1%	42,1%	35,0%	42,9%	44,7%	50,7%	41,1%	30,7%	41,4%	44,2%	47,4%	41,1%	31,1%	40,5%

## Evolution of the store network

in units	Number of store at end of											
	FY19	FY20	Q1'21	Q2'21	Q3'21	Q4'21	FY21	Q1'22	Q2'22	Q3'22	Q4'22	FY22
France	233	228	223	222	220	219	219	215	214	215	217	217
Italie	48	49	49	49	48	50	50	49	49	49	49	49
Espagne	27	27	26	28	28	30	30	30	31	32	35	35
Belgique	24	24	25	26	26	27	27	25	25	25	25	25
Allemagne	11	11	11	12	12	12	12	12	12	12	12	12
Suisse	9	9	10	10	11	12	12	12	12	12	12	12
Luxembourg	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
Autriche	-	-	1	1	1	1	1	1	1	1	1	1
United kingdom	-	-	-	-	-	-	-	-	-	-	-	-
<b>Number of stores</b>	<b>356</b>	<b>352</b>	<b>349</b>	<b>352</b>	<b>350</b>	<b>357</b>	<b>357</b>	<b>350</b>	<b>350</b>	<b>352</b>	<b>357</b>	<b>357</b>
<b>Net openings</b>	<b>+21</b>	<b>-4</b>	<b>-3</b>	<b>+3</b>	<b>-2</b>	<b>+7</b>	<b>+5</b>	<b>-7</b>	<b>0</b>	<b>+2</b>	<b>+5</b>	<b>0</b>
<b>Sales area (000's sqm)</b>	<b>418</b>	<b>420</b>	<b>419</b>	<b>425</b>	<b>425</b>	<b>432</b>	<b>432</b>	<b>427</b>	<b>428</b>	<b>433</b>	<b>441</b>	<b>441</b>
<i>Change (000's sqm)</i>	<i>+31</i>	<i>+3</i>	<i>-1</i>	<i>+5</i>	<i>+1</i>	<i>+7</i>	<i>+12</i>	<i>-5</i>	<i>+1</i>	<i>+4</i>	<i>+9</i>	<i>+9</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.

**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. store pre-opening expenses.

The EBITDA margin is calculated as EBITDA divided by Sales.

**EBIT:** Is defined as EBITDA minus depreciation, amortization, and allowance for provisions. The EBIT margin is calculated as EBIT divided by Sales.

**Net debt:** Is defined as the Group's finance leases, convertible bond ("OCEANE"), unsecured term loan, unsecured revolving credit facilities, the French state guaranteed term loan, short- and long-term rental, deposits and bank borrowings, net of cash and cash equivalents.

**Leverage ratio:** Is defined as net debt less finance leases divided by LTM EBITDA as calculated under IAS 17.

**Free cash flow:** Is defined as net cash from operating activities less the sum of capital expenditures (capital outlays for property, plant and equipment), intangible and other non-current assets, change in debt on fixed assets, proceeds from disposal of non-current assets and reduction of and interest on rental debt.