

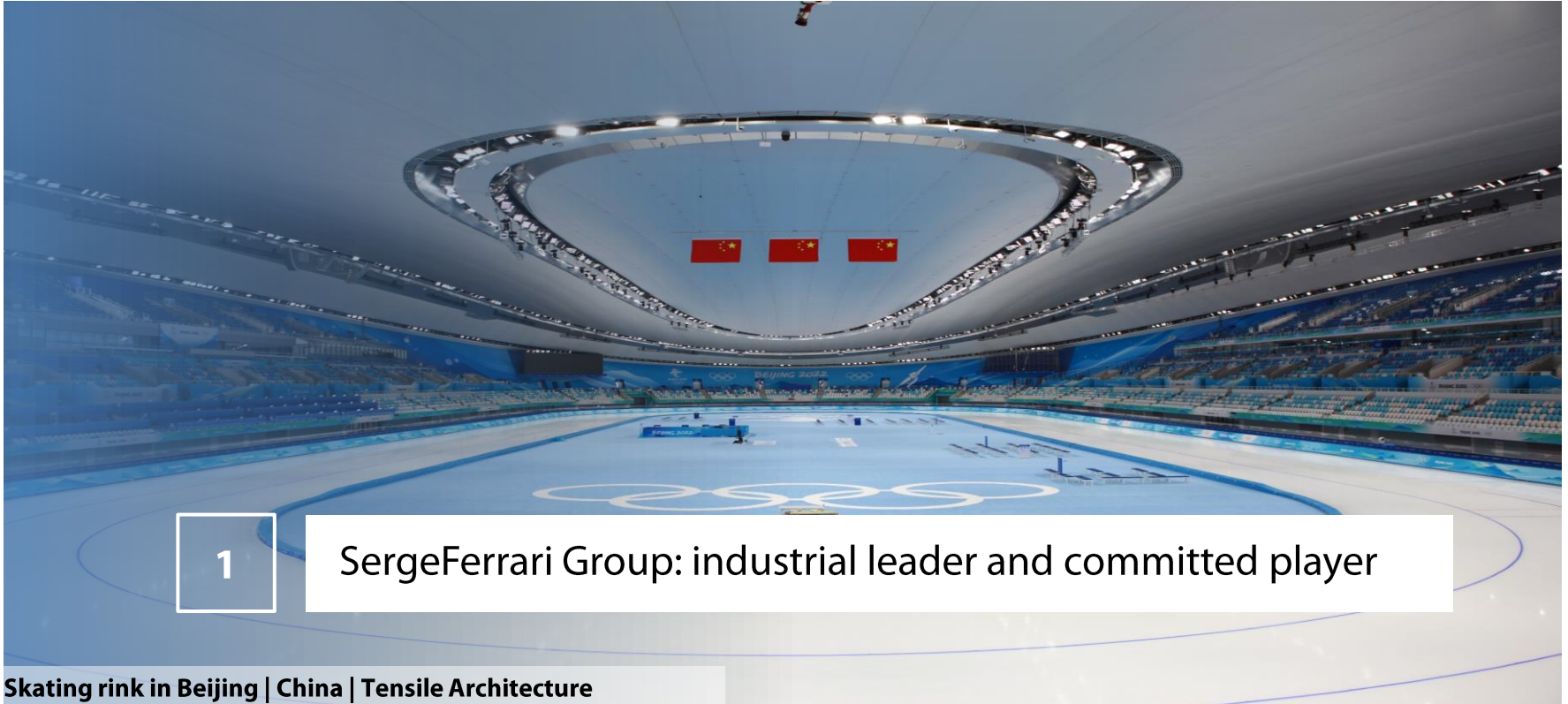


Yachting Scene | Marine

# SFAF MEETING OF MARCH 4, 2022 FY 2021 RESULTS PRESENTATION

# Contents

1. Overview of the Group
2. Business review
3. Full-year results
4. Governance and shareholding
5. Outlook
6. Q&A
7. Appendices



1

SergeFerrari Group: industrial leader and committed player

Skating rink in Beijing | China | Tensile Architecture

## Our business



La Tour du Pin production plant (France)

**The Serge Ferrari Group designs, develops, and manufactures innovative composite materials for lightweight architectural and outdoor applications**

Intended primarily for four strategic global markets – **solar protection, tensile architecture, modular structures, marine & furniture** – our high-end solutions combine **durability, safety, design, comfort and eco-responsibility**. They share significant potential for development and innovation in a variety of construction and landscaping applications, from everyday needs to the most spectacular projects.

## Key figures

### STRUCTURE

**6** PRODUCTION SITES

- 1 France
- 1 Germany
- 2 Switzerland
- 1 Taiwan
- 1 Italy

**Subsidiaries and  
sales offices in**

**12 countries**

### SALES

**80**  
COUNTRIES

**> 4,000**  
CUSTOMERS

### PERFORMANCE

**€310m**  
2022 target  
pro forma revenues

### HEADCOUNT

**> 1.000**  
EMPLOYEES

**57%**

based **outside  
France**

**41%**

with the company  
for **< 5 years**

**46%**

with the company  
for **> 10 years**

**60%**

working in  
**production**

**40%**

working in  
**other  
departments**

### INNOVATION

**5**  
RESEARCH CENTERS

**50**

**R&D workforce**

**40**

**PATENTS**



## 4 strategic markets...

### Tensile architecture

Tensile roofing  
Shade structures  
Facades  
Acoustic solutions



### Modular structures

Halls and industrial buildings  
Light structures, tents  
Outdoor accommodation and lodges



### Solar protection

Interior blinds  
Exterior blinds  
Terraces



### Marine & Furniture

**Furniture:**  
Sling seats  
Covers

**Marine:**  
Equipment protection  
Crew protection  
Upholstery



## ... and other high-potential markets

### Automotive: Automotex

Solar protection  
for vehicles



### Breathable membranes: Stamisol

Membranes for improving the  
thermal performance of  
buildings



### Environment

Waterproofing membranes for  
mountain lakes  
Closed cages for fish farming



### Biogas

Biogas storage system roofing  
for agriculture and industry



## International footprint





# ACT NOW FOR A BETTER TOMORROW

*Since the creation of the group, doing better with less has been a duty, not an option.*

ROMAIN FERRARI

DIRECTEUR GENERAL DÉLÉGUÉ RSE



## Act now to build a better tomorrow

**BUILD BETTER** by accompanying changes in lifestyle and by combining utility, via more functional, safer and more sustainable solutions, with well-being, via solutions more geared to comfort, design and quality of life.

**BUILD WITH LESS** by promoting the use of lighter and more durable materials as a practical response to climatic and environmental challenges, in an economy using fewer natural resources.

**DO IT NOW** by assuming all our responsibilities today and by developing innovative composite membranes for applications that provide a response to the urgent environmental challenges we face.

*CSR, a priority formally established within the Group's vision since 2014*

# ACT NOW FOR A BETTER TOMORROW

## THE 3 PILLARS OF THE CSR STRATEGY

### HUMAN FOCUSED STRATEGY



- ▶ People: each individual is unique at Serge Ferrari

### ENVIRONMENT FRIENDLY CHOICES



- ▶ Environment: working daily to **AVOID / REDUCE / OFFSET** our footprint (Carbon footprint, etc.)

### SUSTAINABLE INNOVATION AT WORK



- ▶ Sustainable innovation: placing innovation at the heart of our priorities

*These pillars are complementary, cumulative and interconnected around a single objective:  $+ = 0$*

## CSR priorities

- ▶ **Major contribution to the SDGs: 5 +3** goals addressed by the Group
- ▶ **Higher level of ESG maturity** than our peers, **establishment of a CSR committee within the Supervisory Board**
- ▶ Target-based SRI approach with a **non-financial rating within the framework of the Gaia Index**



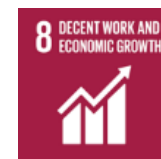
### Stage 1

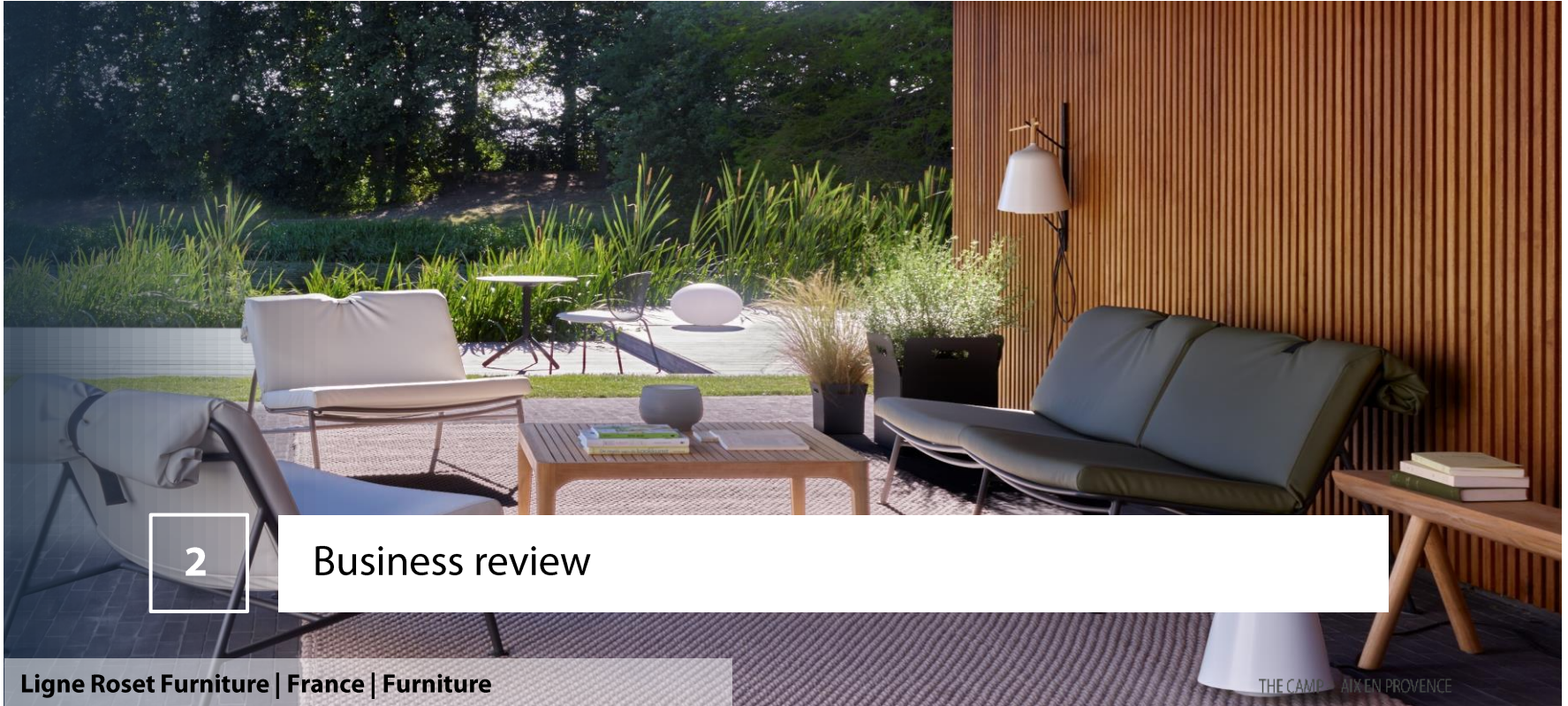
- ▶ **The most important SDGs** on which the group will take direct action



### Stage 2

- ▶ **The “implicit” SDGs** to which the group, as an economic operator, must contribute systematically through its daily activities.





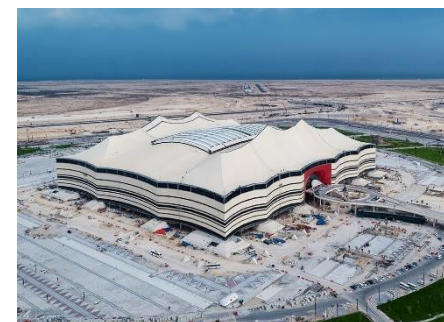
# Group highlights

## ► Integration of Verseidag and F.I.T.

- Merger of sales and marketing teams
- Integration of the Verseidag management into the strategic management committee
- Implementation of combined performance measurement tools
- Increase in the utilization rate of industrial equipment at Verseidag and F.I.T.
- Combination of information systems under the authority of a Group CIO
- Preparation of a 2022 budget following the same principles

## ► Transfer of part of Eglisau's operations to Krefeld

- Success of the plan to retain Eglisau employees
- Satisfactory optimization of production transfers in 2021
- Restructuring expenses with €0.9 million in 2021 vs €2.1 million in 2020





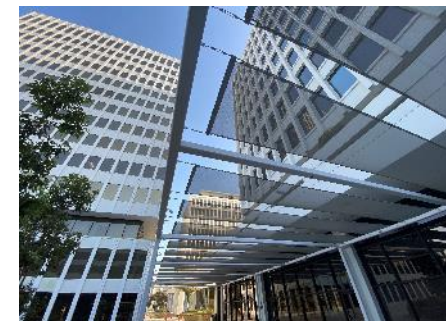
# Solar protection

## ► Activity in 2021

- Double-digit growth over 2020 and 2019, mainly driven by the European market
- Strong growth in the residential segment, driven by travel restrictions triggering a desire to improve and renovate the home environment

## ► Continued development expenditure

- Expansion of industrial plant at La Tour du Pin
- Expansion of ranges (large widths, PVC free, etc.)



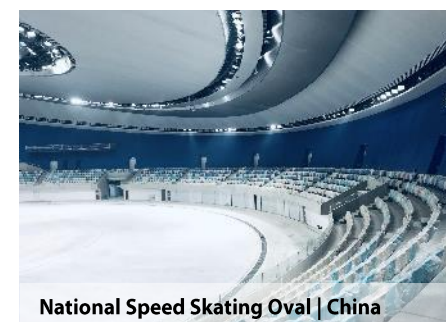
# Tensile architecture

## ► Activity in 2021

- Mitigated but persistent impact of the delay and gradual restart of projects, particularly in the Middle East and Asia.
- Growth compared to 2020 but activity still below 2019 levels
- Market driven by government orders, improvements in building energy performance and major infrastructure projects leading to a historical seasonality in this market.

## ► Expansion of the offering

- Development of cross-selling with Verseidag in line with expectations
- Good business recovery at F.I.T. Taiwan, the Group's new bridgehead in Asia
- Product innovation plan



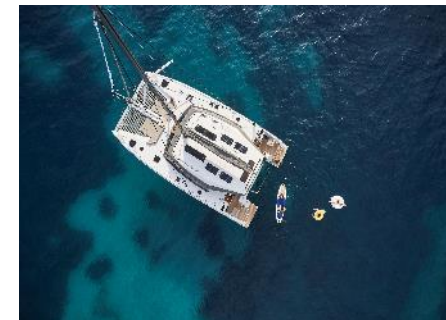
# Marine & furniture

## ► Activity in 2021

- Double digit growth compared to 2020 and 2019 mainly in APMEA and SEAM markets
- Firmer demand in the home furniture market

## ► Launch of new products

- Design stage completed for new product lines to be launched in 2022



# Modular structures

## ► Activity in 2021

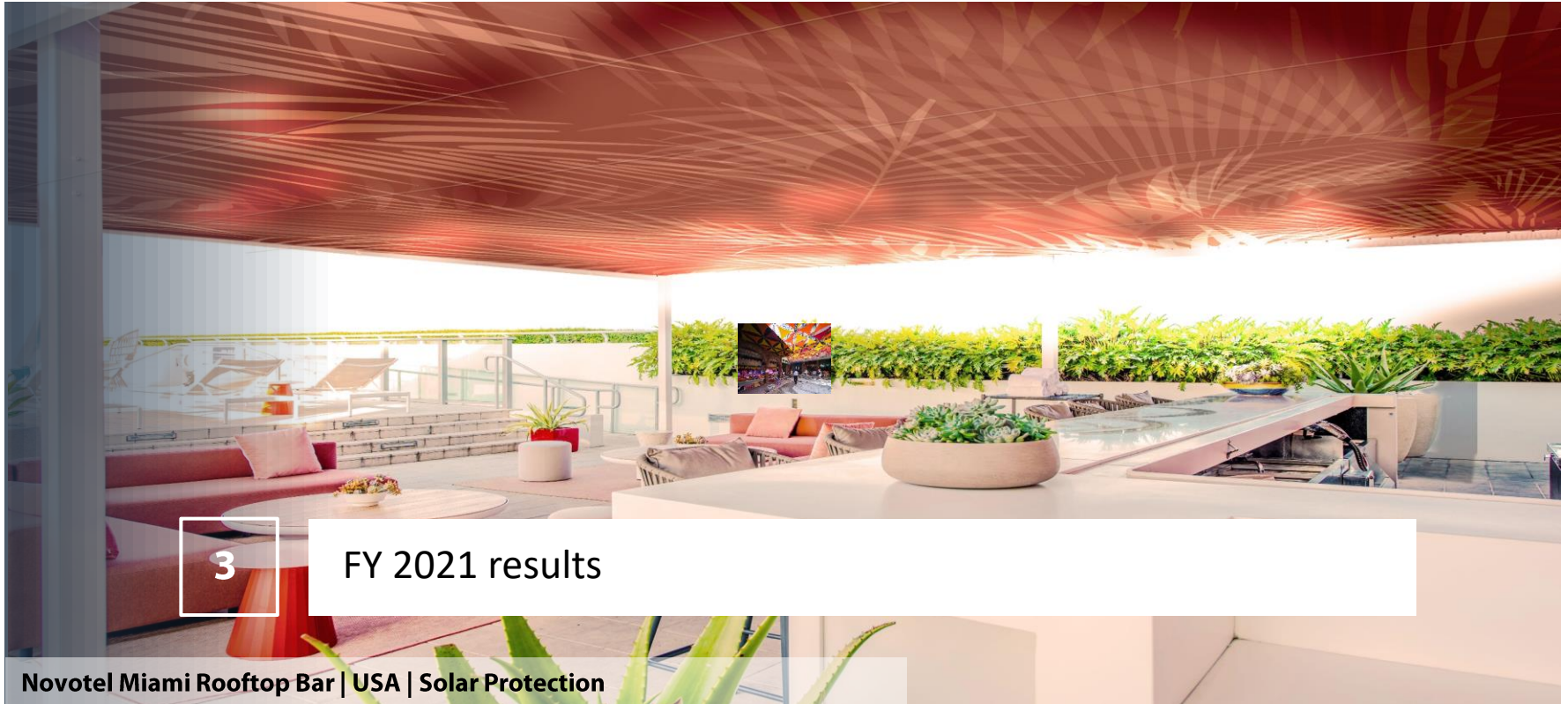
- Strong increase compared to 2020 and moderate compared to 2019
- Event markets still penalized by the health situation
- However, the situation was favorable to other highly buoyant markets:
  - **Healthcare (vaccination centers, field hospitals, etc.)**
  - **Modular structures for semi-permanent storage (warehouses)**

## ► Expansion of the offering

- Verseidag technologies contribute towards large-width solutions







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FY 2021 results

Novotel Miami Rooftop Bar | USA | Solar Protection

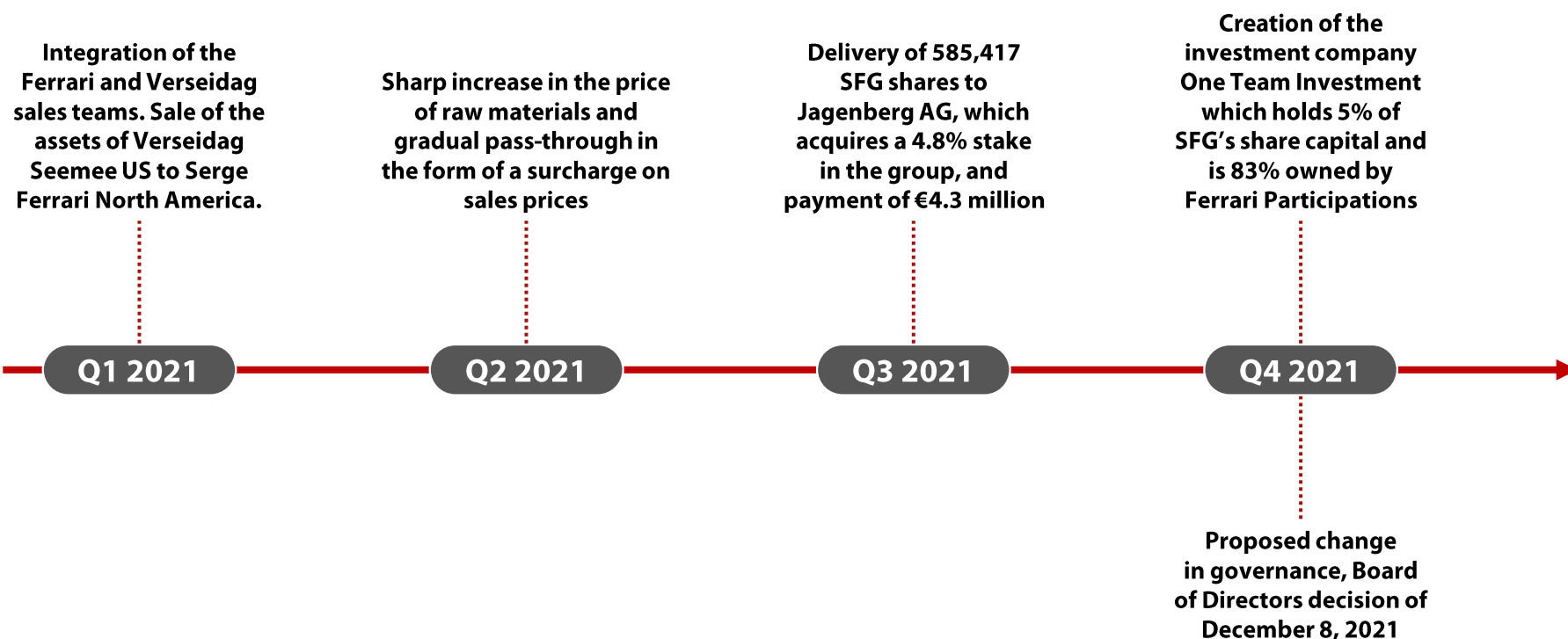


(€m)	Dec 31, 2021	Dec 31, 2020	Change
Revenues	285.9	195.3	+46.4%
REBIT*	20.0	6.9	x 2.9
Operating income	18.2	4.5	x 4.0
Net income, Group share	10.2	0.4	
<b>Net debt</b>	<b>-54.8</b>	<b>-66.5</b>	
<b>Net debt (bank covenant test)</b>	<b>-26.4</b>	<b>-34.3</b>	
Shareholders' equity, Group share	109.1	94.8	

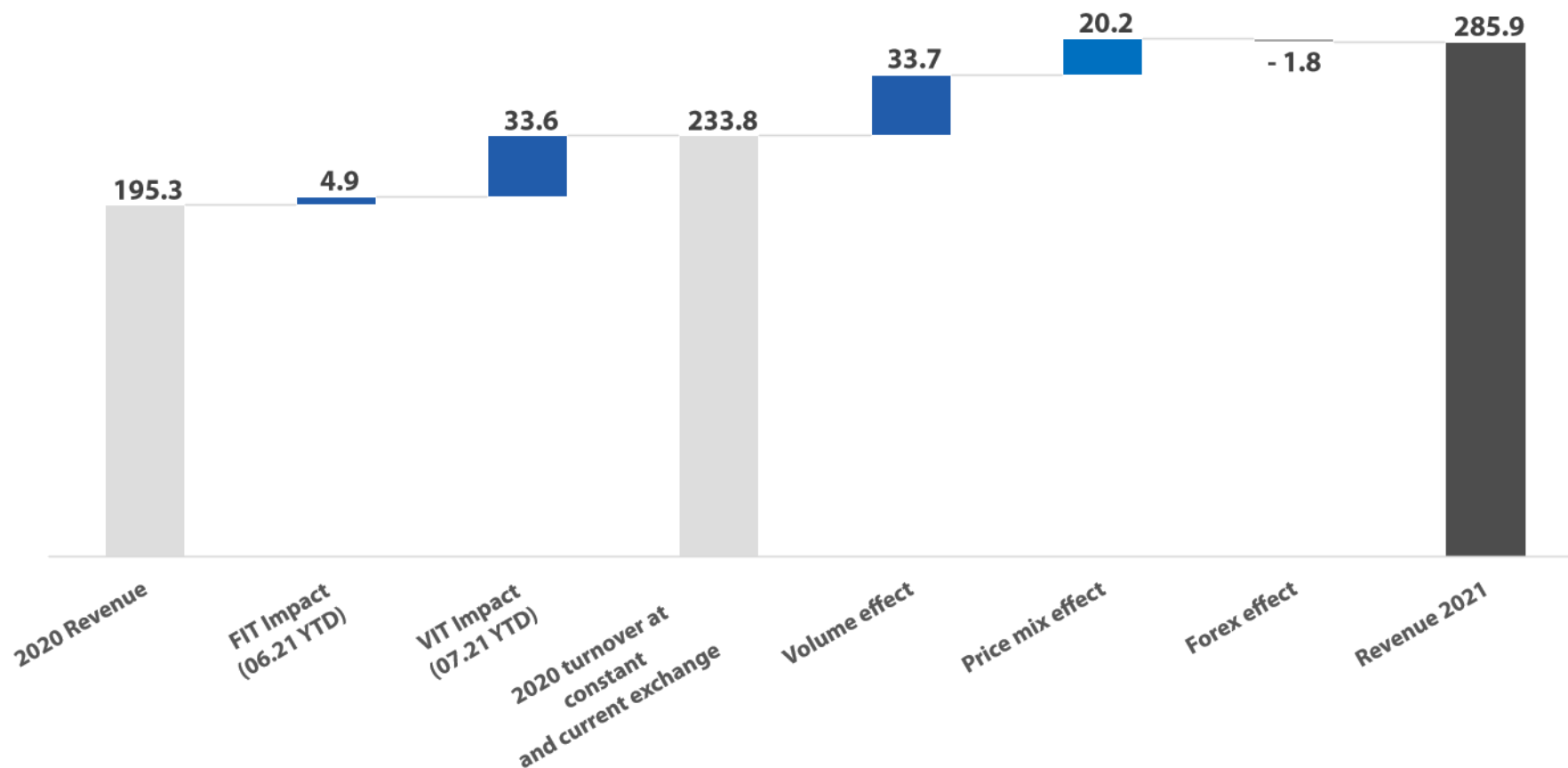
\*REBIT = EBIT +/- Amortization of acquired customer bases +/- impact of purchase price allocation entries for acquired companies.  
REBIT has become the operating performance indicator used by the Group's management.

(€m)	Dec 31, 2021	Dec 31, 2020 (proforma)	Change
Revenues	285.9	230.6	+24%
REBIT*	20.0	5.9	x 3.4
Operating income	18.2	3.5	x 5.2
Net income, Group share	10.2	-3.1	
<b>Net debt</b>	<b>-54.8</b>	<b>-66.5</b>	
<b>Net debt (bank covenant test)</b>	<b>-26.4</b>	<b>-34.3</b>	
Shareholders' equity, Group share	109.1	91.3	

# Highlights



## Breakdown and evolution of revenues



## Revenue breakdown by region

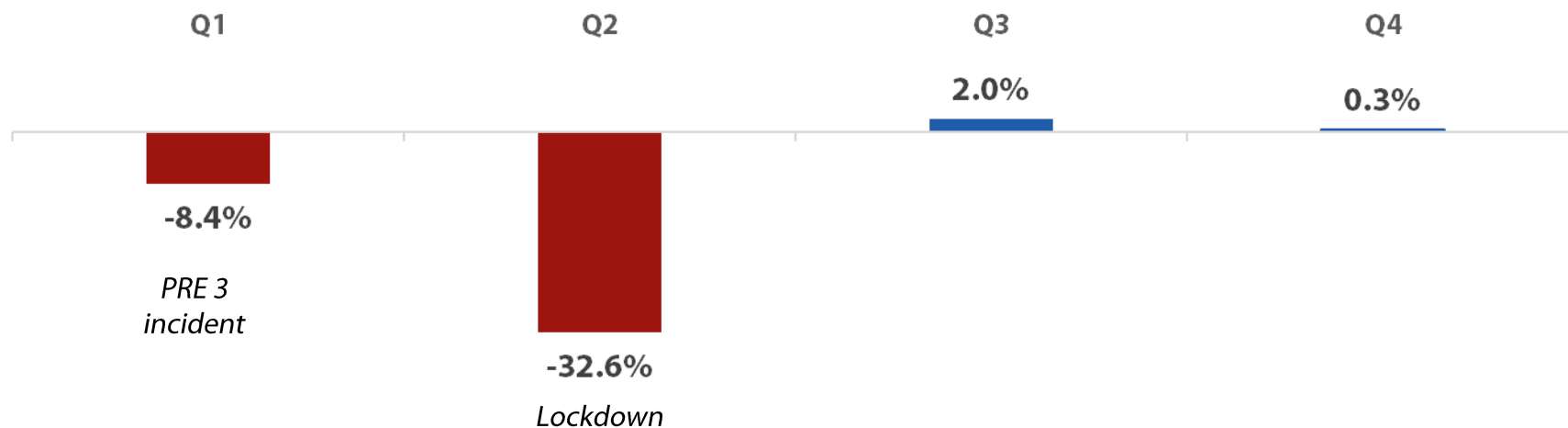
(€'000)	At FY 2021	At FY 2020	Ch. at current scope and exchange rates	Ch. at constant scope and exchange rates
Northern Europe	<b>111,395</b>	73,531	51.5%	25.2%
Southern Europe - Americas	<b>127,568</b>	88,391	44.3%	34.0%
Asia - Africa - ME - Pacific	<b>46,919</b>	33,379	40.6%	16.0%
Total revenues	<b>285,883</b>	195,301	46.4%	27.6%

### ► Overall double-digit growth at constant scope and exchange rates

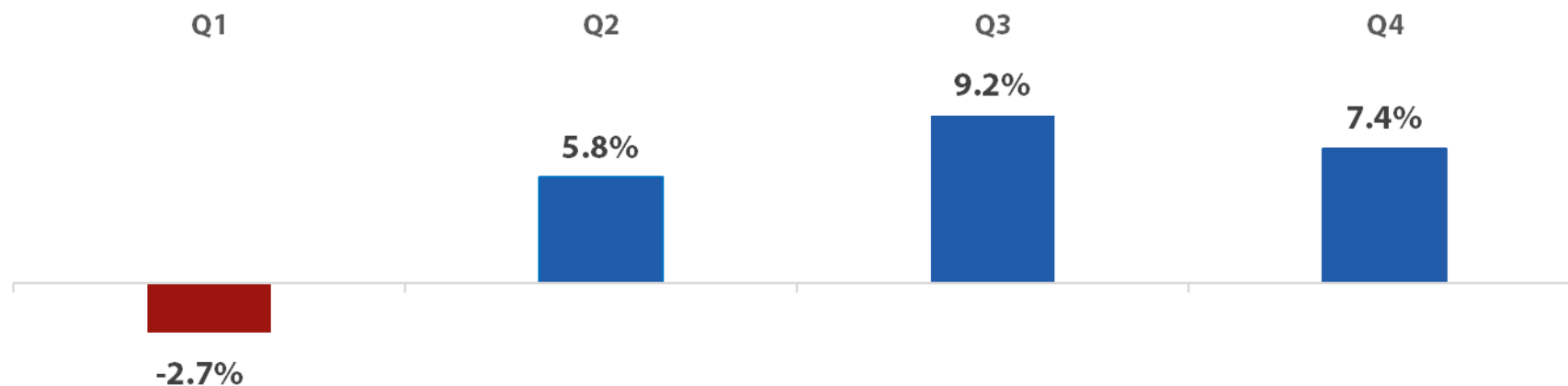
- In FY2021 all markets grow compared to FY2020
- The increase is also confirmed in relation to 2019, particularly in the sun protection and marine furniture markets
- With the exception of the tense architecture market, which is still around 15% down on the 2019 figures



### QoQ change in 2020 revenues vs 2019 revenues (like-for-like)

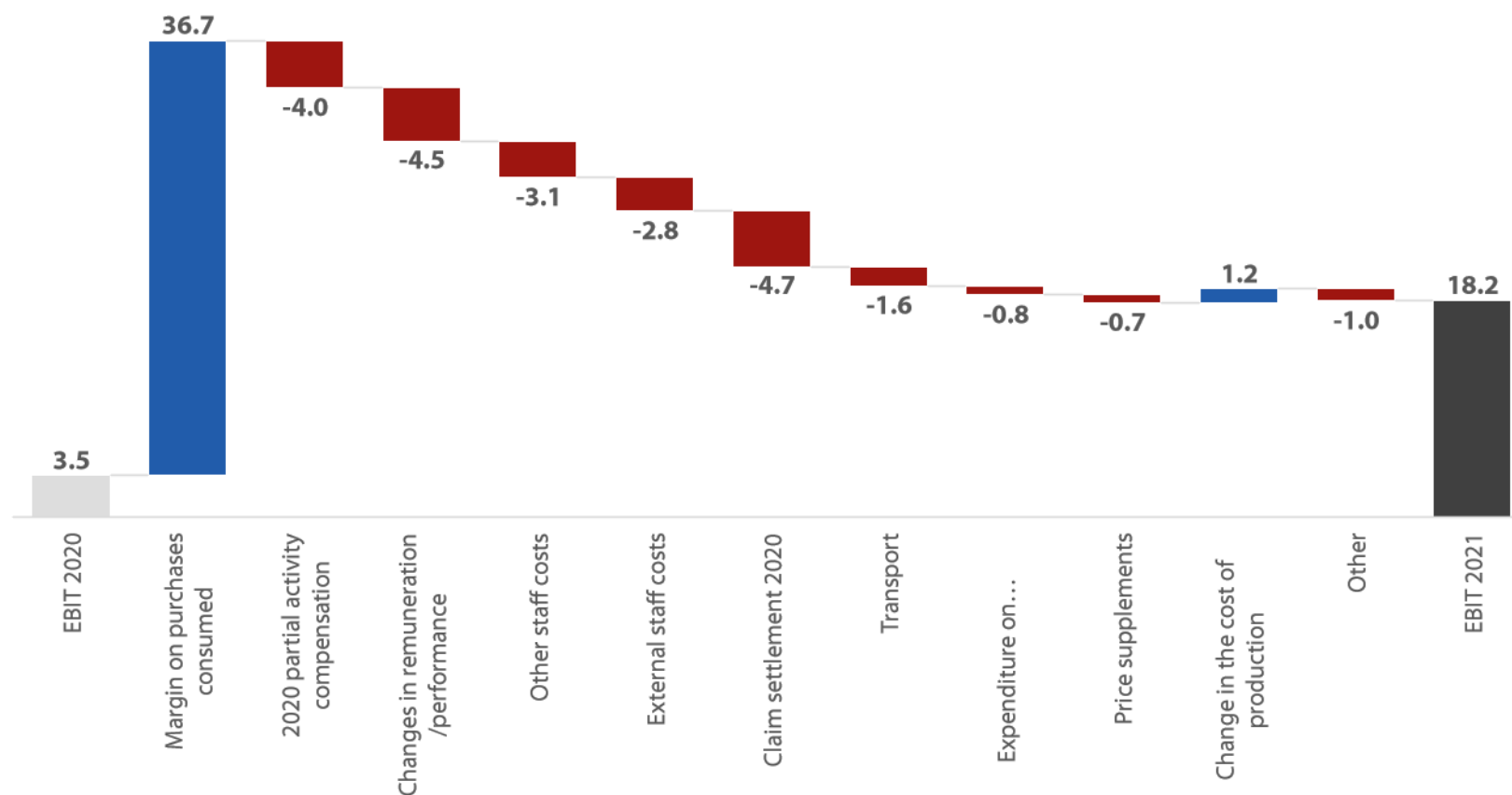


### QoQ change in 2021 revenues vs 2019 revenues (like-for-like)

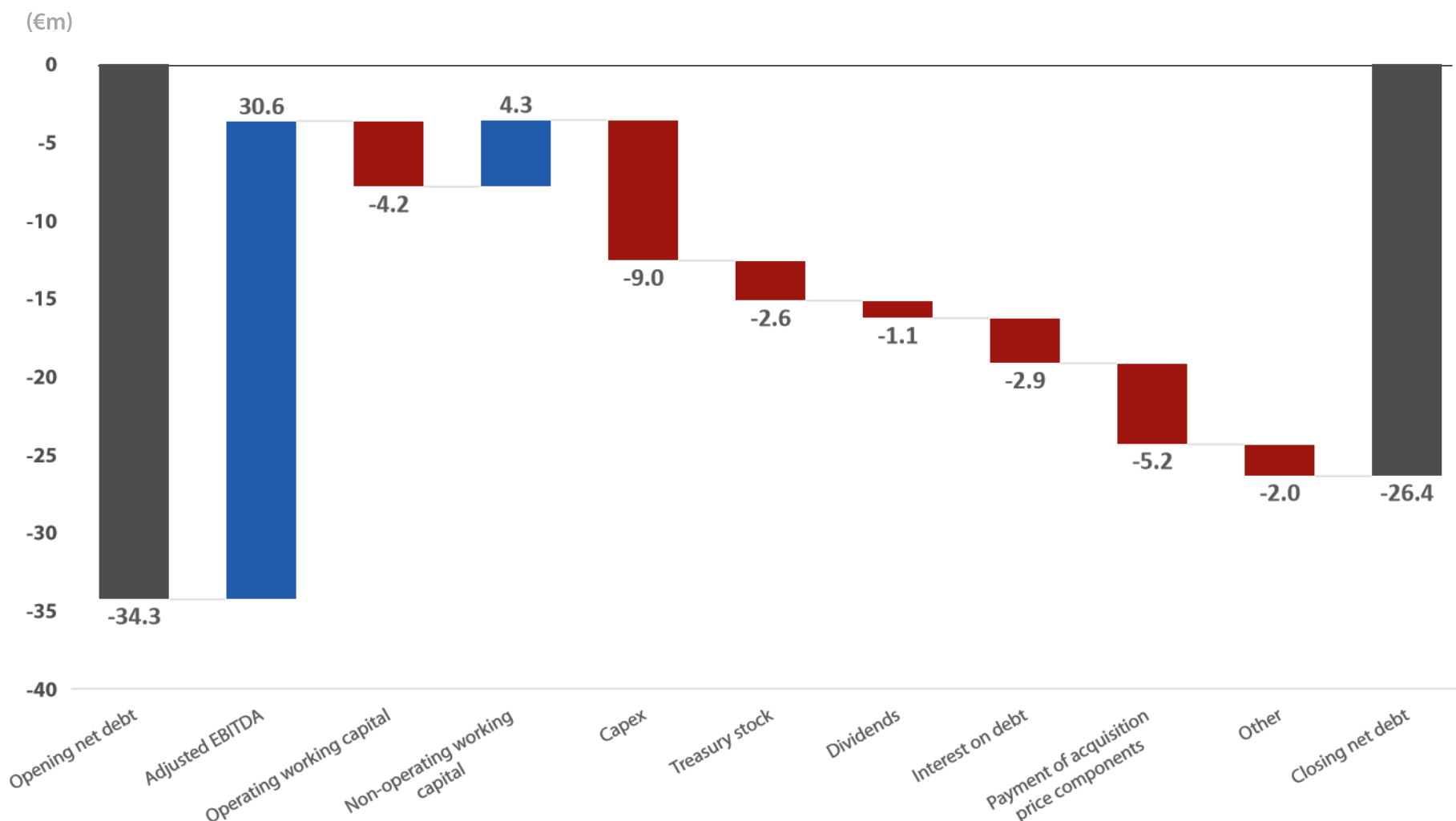


# Change in EBIT 2021 vs proforma 2020

(€m)



## Change in cash flow (excluding operating lease liabilities)

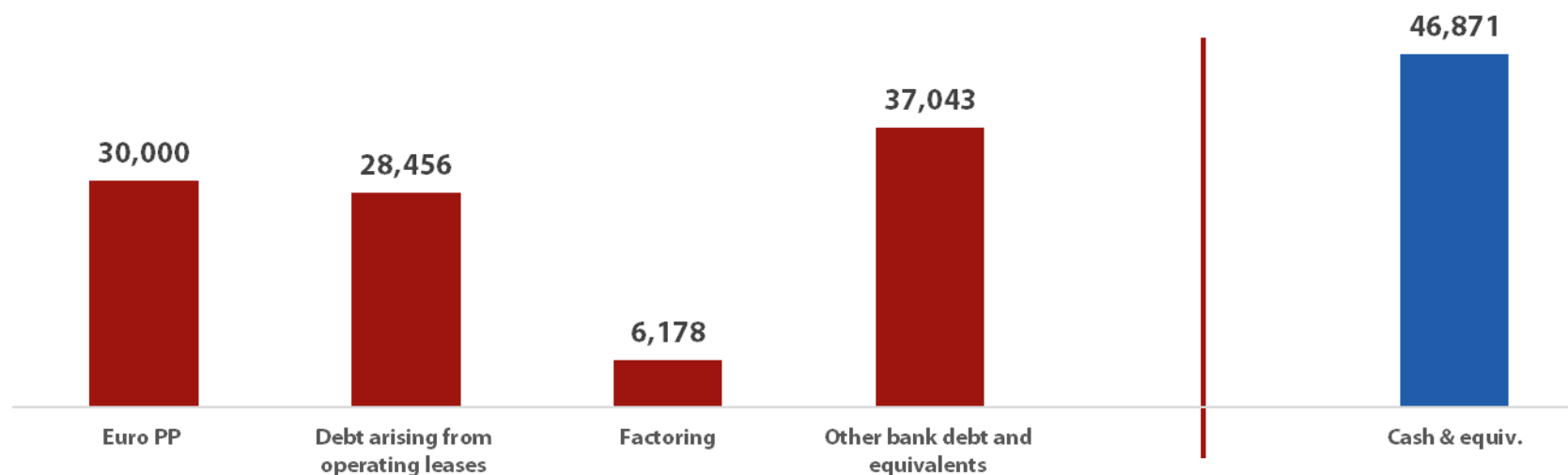


## Changes in working capital

(€'000)	12.31.2021	12.31.2020 (Proforma)	Ch. at %
Inventories (gross)	88,436	75,068	+18%
Trade receivables (gross)	54,901	49,133	+12%
Trade payables	37,727	26,165	+44%
<b>Operating working capital</b>	<b>105,610</b>	<b>98,036</b>	<b>+8%</b>
<hr/>			
Revenues	285,883	230,599	
% of sales	36.9%	42.5%	

## Breakdown of debt

(€'000)



(€'000)

Reported net debt	54,807
Net debt used to calculate covenant ratios	26,351



## Governance and shareholding

Guangzhou Dongshan Market | China | Solar Protection

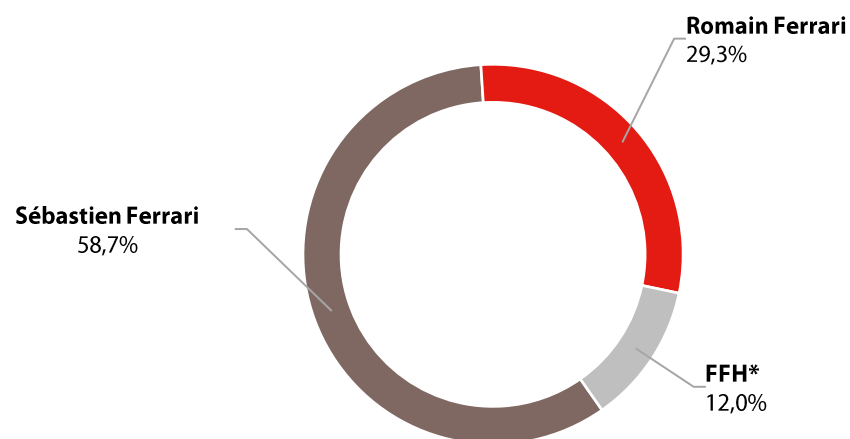
# Changes in the governance of Ferrari Participations, the company controlling Serge Ferrari Group

(press release of 8 December 2021)

Continuation of generational succession: **the continuation of family share ownership**

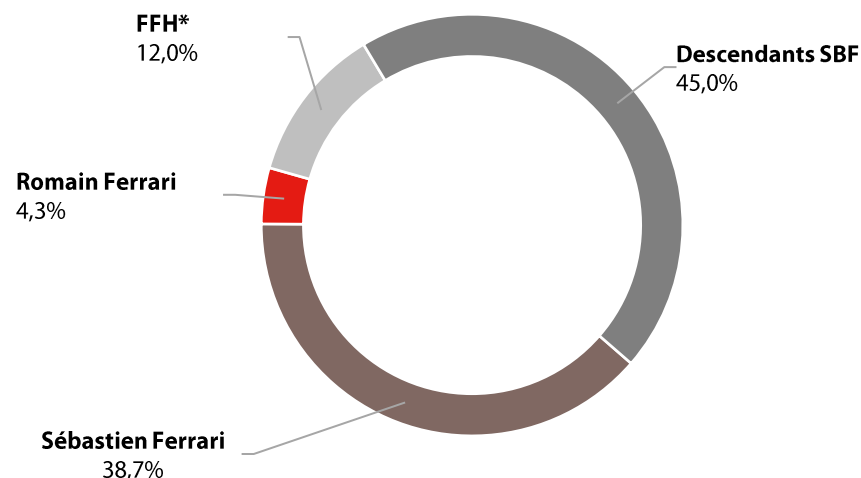
## FP Shareholding before donation:

Number of shares



## FP shareholding after donation

Number of shares



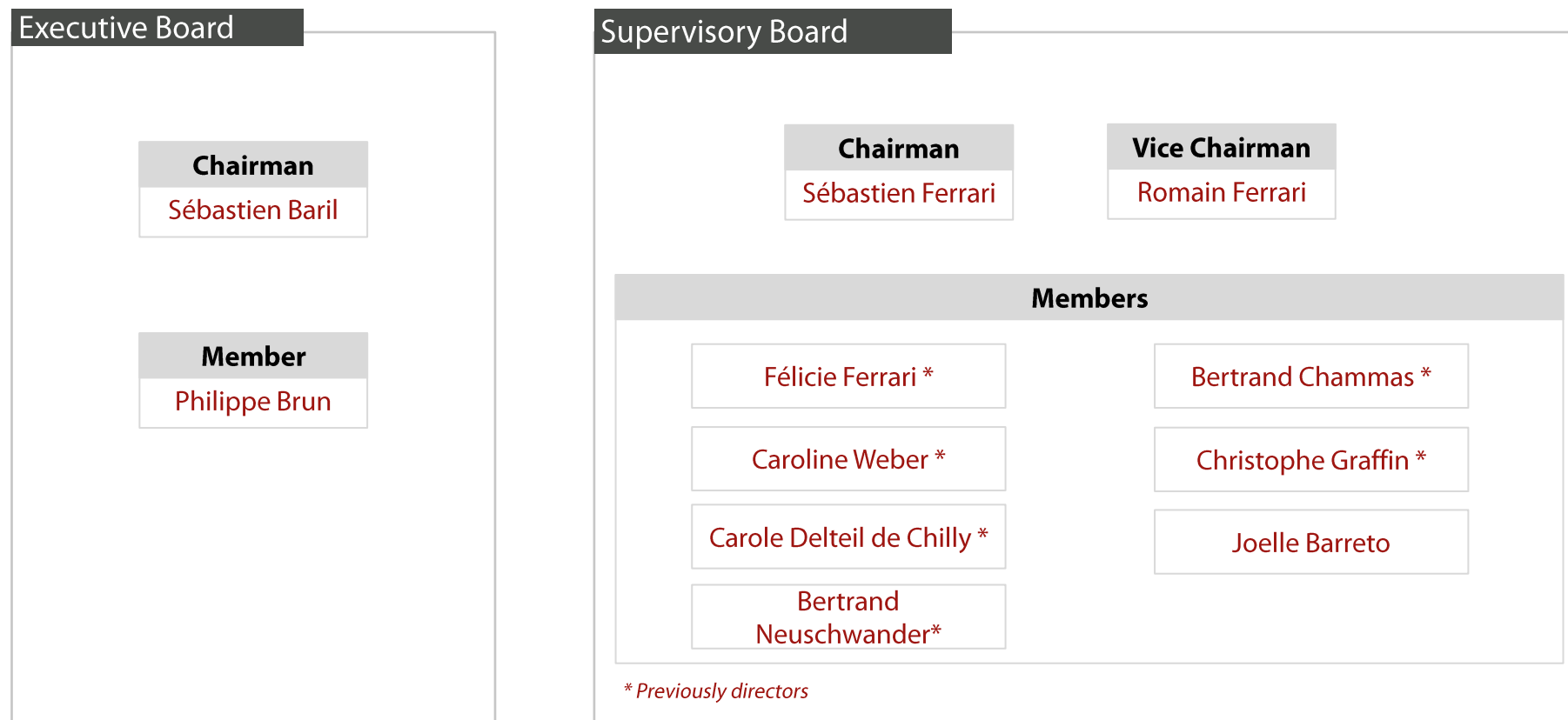
\* Company controlled by Sébastien Ferrari and Romain Ferrari



# Changes to governance

(press release of December 8, 2021)

At the instigation of its Chairman and Chief Executive Officer, Sébastien Ferrari, the group wished to move from a unitary governance structure with a Board of Directors to a company with a Management Board and Supervisory Board. This change was approved by the General Meeting of 25 January 2022.



# Shareholder diary

## LISTING

Euronext Paris - Compartment C

ISIN: FR0011950682

Symbol: SEFER

Eligible for SME personal equity plan & innovation mutual fund investment

## STOCK MARKET

Number of shares at December 31, 2021: 12,299,259

High since Jan 4, 2021: €17.60

Low since Jan 4, 2021: €5.97

Market capitalization at Feb 22, 2022: €197.28m

## NEXT PUBLICATIONS

(released after close of trading)

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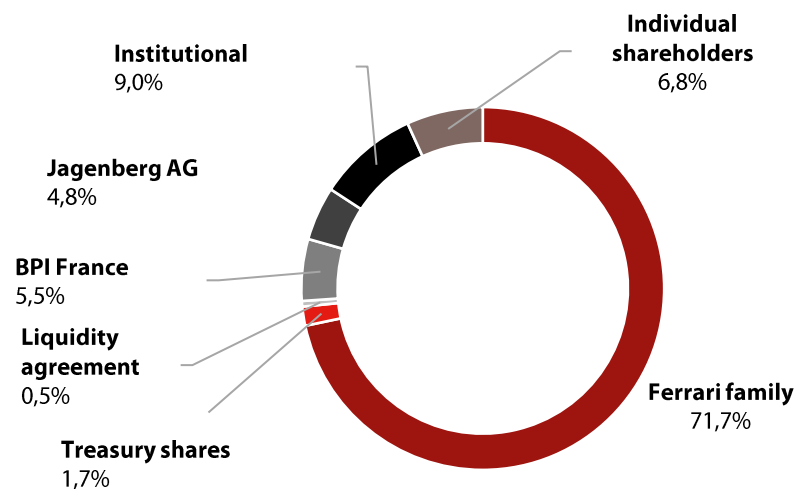
Q1 revenues

04/20/2022

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## SHARE OWNERSHIP OF SERGE FERRARI GROUP AT DEC 31, 2021

Number of shares



**Next General Meeting on 17 May 2022 at the head office**

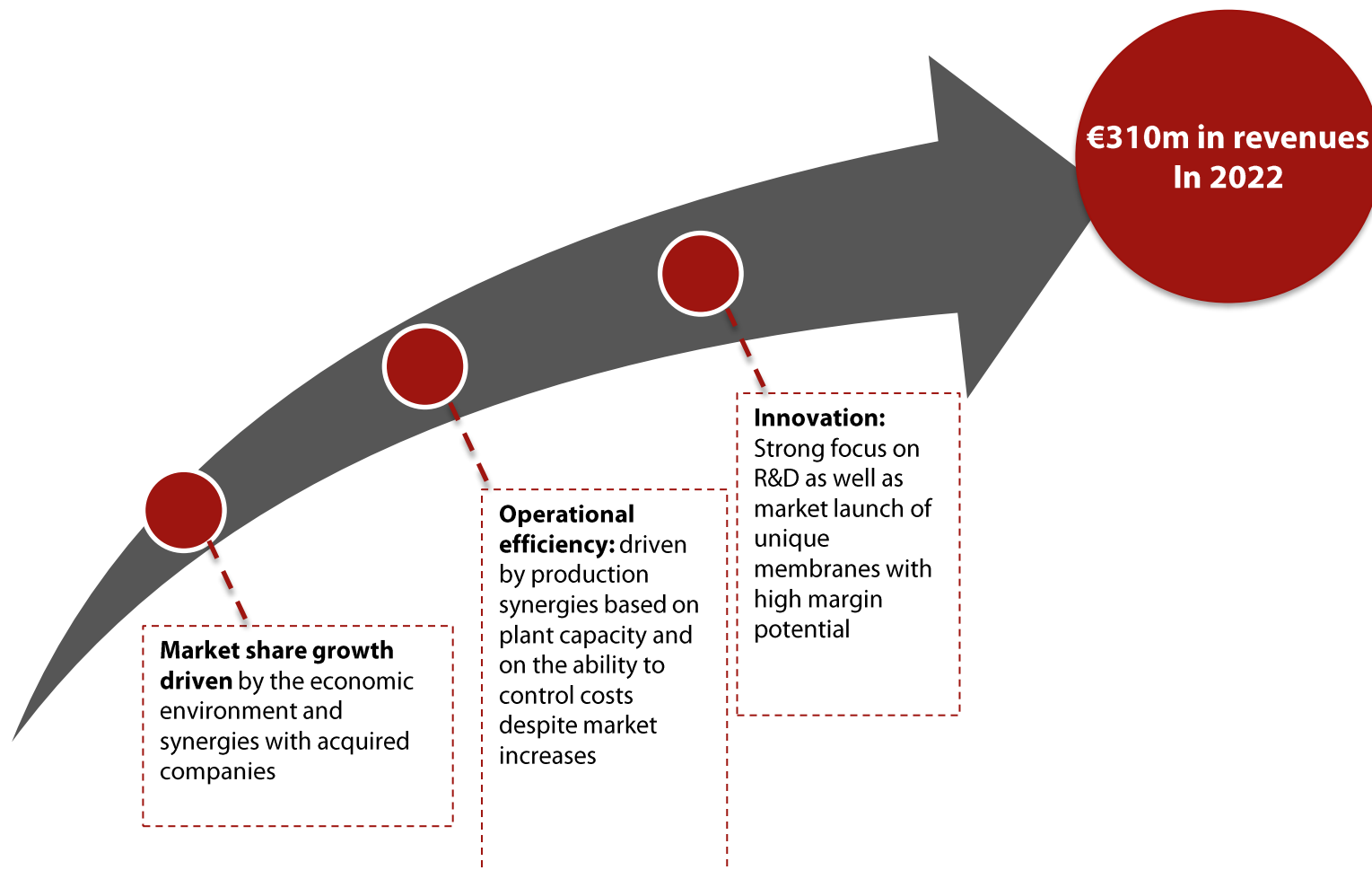


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## Outlook

Spain Pavilion at Expo 2020 Dubai | United Arab Emirates | Tensile Architecture

## Group short-term target: €310m in revenues





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Q&A

Palma Bianca Residence, Cannes | France | Solar Protection



Ligne Roset Furniture

## Appendices



## Balance sheet - Liabilities & Equity

(€'000)	12/31/2021	12/31/2020	Change
Shareholders' equity, Group share	109,097	94,778	14,319
Non-controlling interests	8,179	6,413	1,766
<b>Total equity</b>	<b>117,276</b>	<b>101,191</b>	<b>16,085</b>
Borrowings and debt	81,889	87,598	-5,709
Provisions for pensions	4,198	11,015	-6,817
Other non-current liabilities	18,070	25,340	-7,270
<b>Total non-current liabilities</b>	<b>104,157</b>	<b>123,954</b>	<b>-19,797</b>
Borrowings and bank overdrafts	19,788	24,831	-5,043
Trade payables	37,727	26,165	11,562
Other current liabilities	39,878	28,268	11,610
<b>Total current liabilities</b>	<b>95,393</b>	<b>79,262</b>	<b>16,131</b>
<b>Total liabilities and equity</b>	<b>199,550</b>	<b>304,407</b>	

► **Minority interests: 45% in F.I.T. and 40% in DBDS**

► **Impact of the increase in discount rates on the pension liability Switzerland and France**

► **Last tranche of Verseidag price to be paid in 2023 for €12.3M and the Giofex put debt for €5.1M**

► **Increase in activity Q4 2021**

► **Increase in activity Q4 2021 advance payments to customers +M€3,6 / social debts +M€3,8 / Tax +M€2,5**

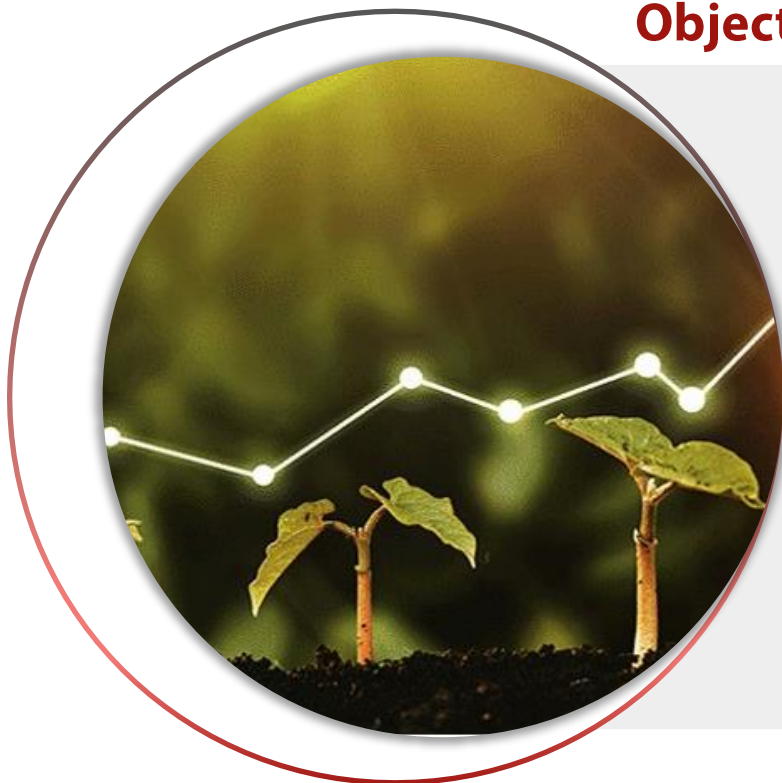
## Balance sheet - Assets

(€'000)	12/31/2021	12/31/2020	Change	
Goodwill + Intangible assets	40,981	43,100	-2,119	
Property, plant and equipment	75,216	76,713	-1,497	
Other non-current assets	9,170	10,296	-1,126	
<b>Total non-current assets</b>	<b>125,367</b>	<b>130,109</b>	<b>-4,742</b>	
Inventories	82,456	70,629	11,827	► Increase in stocks +4% in volume and effect of raw material costs on stocks
Trade receivables	51,819	46,741	5,078	► Strong increase in activity in Q4 2021
Other assets	10,313	11,003	-690	
Cash & equiv.	46,871	45,925	919	
<b>Total current assets</b>	<b>191,458</b>	<b>174,298</b>	<b>17,160</b>	
<b>Total assets</b>	<b>316,825</b>	<b>304,407</b>		

## Green Taxonomy (regulation of June 18, 2020)

- ▶ **Green Taxonomy:** a new framework to promote sustainable investment and thus the implementation of the Green Pact for Europe through the creation of eligibility criteria applicable to the activities concerned.

### Objectives:



- ▶ Direct capital towards sustainable investment
- ▶ Systematically integrate sustainability into risk management
- ▶ Promote transparency and long-term relationships with stakeholders

## Taxonomy 2021 revenues\*

	Total revenues	Share of revenues	Substantial contribution criterion	
			Climate change mitigation	Adaptation to climate change
<b>A. Revenues from taxonomy-eligible activities in 2021</b>	0	0	---	---
<b>B. Revenues from aligned activities in 2021</b>	54.3	19.0%	X	X
<b>C. Revenues from non-eligible activities in 2021</b>	231.6	81.0%		
<b>Total revenues</b>	285.9	100.0%		

\* Although the Group is not required to provide information for 2021, it has chosen to do so when this information impacts activities directly identified as eligible.