



2021 Half-Year Results

September 9, 2021

Agenda

1. Overview of the Group
2. 2021 Half-Year Results
3. Business review
4. Outlook
5. Questions
6. Appendices

2021 H1 Highlights

Business performance



- Good performance in 3 of the 4 strategic segments:
Solar protection, Marine & Furniture and Modular structures
- Gradual resumption of business in Tensile architecture
- Excellent performance by Giofex and Serramat distributors

Financial performance



- Development of profitability through cost control
(travel/marketing/personnel costs)
- Excellent transformation of sales into cash
- Reduction of net cash burn by 50% vs. H1 2019

Operating performance



- Good supply management despite challenges with raw material procurement
- Most of the increase in raw material prices reflected into to sales prices

Integration of acquisitions



- Integration calendar in accordance with plan
- Creation of 3 regions served by combined SergeFerrari and Verseidag teams
- Preparations for the transfer of operations from Eglisau to Krefeld
- Acquisition of a 4.8% stake in the company by Jagenberg AG



Our business



La Tour du Pin production plant (France)

The SergeFerrari 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

€232m
2020 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

Our 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



CSR policy

“

In the future, we will have to offer the same level of performance using half the quantity of natural resources with lighter and more durable building materials.

ROMAIN FERRARI
CSR OFFICER



We help build better, with less, now

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.

Our vision:
“ACT NOW FOR A BETTER TOMORROW”

CSR initiatives

- **Major contribution to the SDGs:** 8 goals addressed by the Group
- **Higher level of ESG maturity** than peers, **establishment of a CSR committee within the Board**
- Target-based SRI approach with a **non-financial rating within the framework of the Gaia Index**





Revenue breakdown by region

(€'000)	H1 2021	H1 2020	Ch. at current scope and exchange rates	Ch. at constant scope and exchange rates
Northern Europe	55,931	34,014	+64.4%	+19.1%
Southern Europe – Americas	68,442	36,844	+85.8%	+62.7%
Asia – Africa – ME – Pacific	20,336	8,830	+130.3%	+49.6%
Total revenues	144,709	79,688	+81.6%	+42.6%

► **Strong sales growth in all three regions**

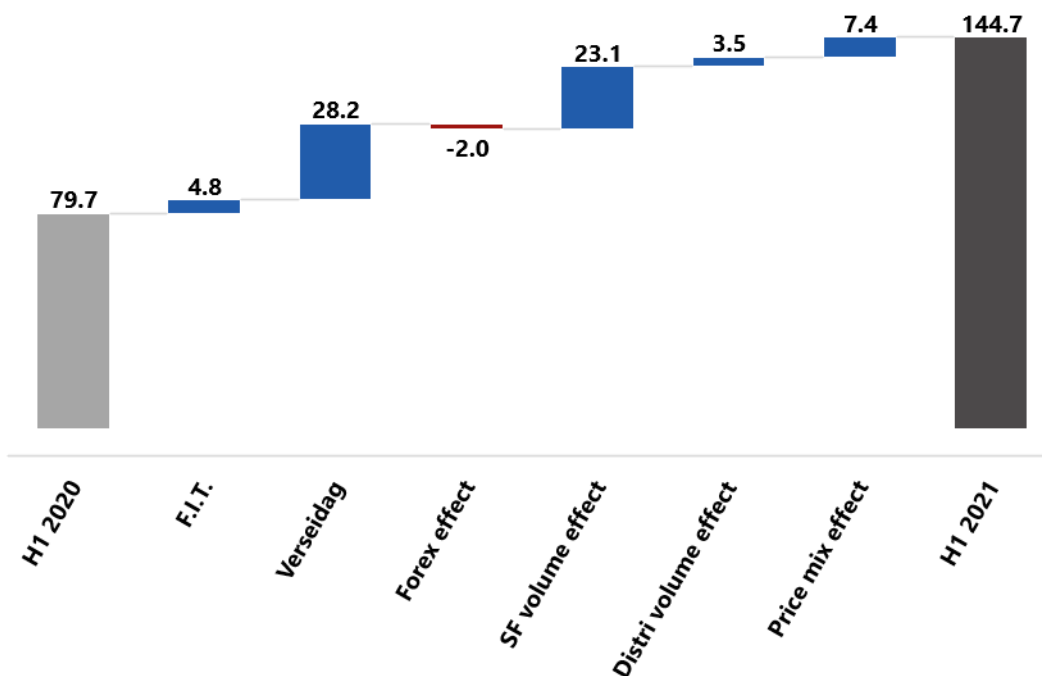
► **SergeFerrari Group growth fueled by:**

- strong demand in most business lines and a highly favorable comparison base effect;
- robust momentum in consumer applications and living space arrangement, benefiting the solar protection, furniture and marine markets;
- positive trends in the distribution activity (Giofex), with sales up 30.7% vs. H1 2020.

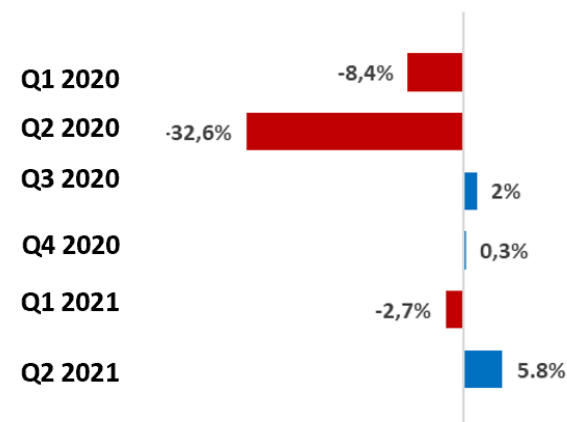
► **... and market share gains obtained through sales reorganization and the refocus on strategic businesses**

Change in revenues

(€m)



Quarterly changes in 2020 rev.
vs. 2019 (LFL)
2021 rev. vs 2019 (pro forma)



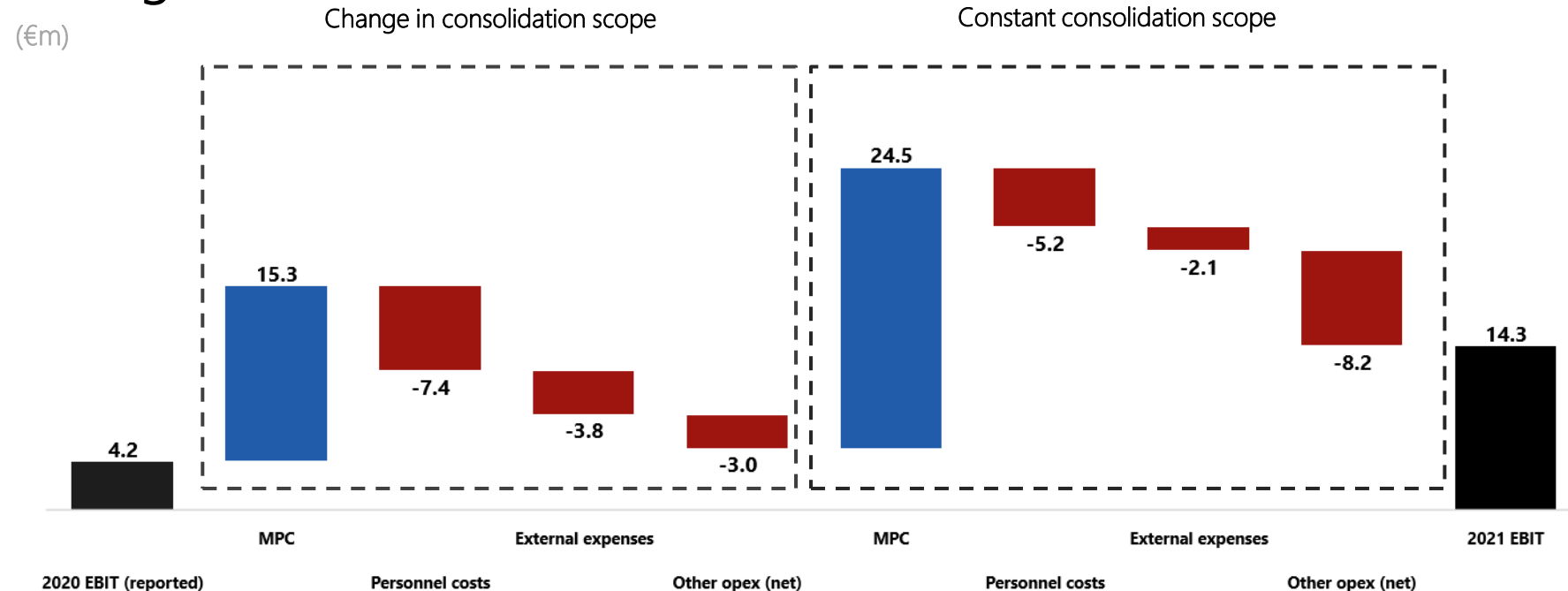
H1 2021 vs. 2019:
+1.8% pro forma at current exch. rates

Simplified consolidated income statement (IFRS 16 impact)

(€'000)	H1 2021 (reported)	IFRS 16 operating leases	H1 2021 (excl. IFRS 16 op. leases)	H1 2020 (excl. IFRS 16 op. leases)	Change
Revenues	144,709		144,709	79,689	+82%
Adjusted EBITDA ¹	25,503	(3,945)	21,558	9,818	+137%
% of revenues	18.6%		16.1%	12.3%	
EBIT	14,341	(280)	14,061	4,024	x3.5
Non-recurring operating expenses	(293)	0	(293)	0	
Operating income	14,048	(280)	13,768	4,024	
Net financial expense	(1,684)	363	(1,321)	(542)	
Income tax	(3,064)	(17)	(3,081)	(745)	
Other items	(562)		(562)	(122)	
Net income, Group share	8,738	66	8,804	2,615	x3.4

¹ Adjusted EBITDA = EBIT +/- change in depreciation, amortization and provisions + CVAE, excluding appropriations related to operating leases (IFRS 16)

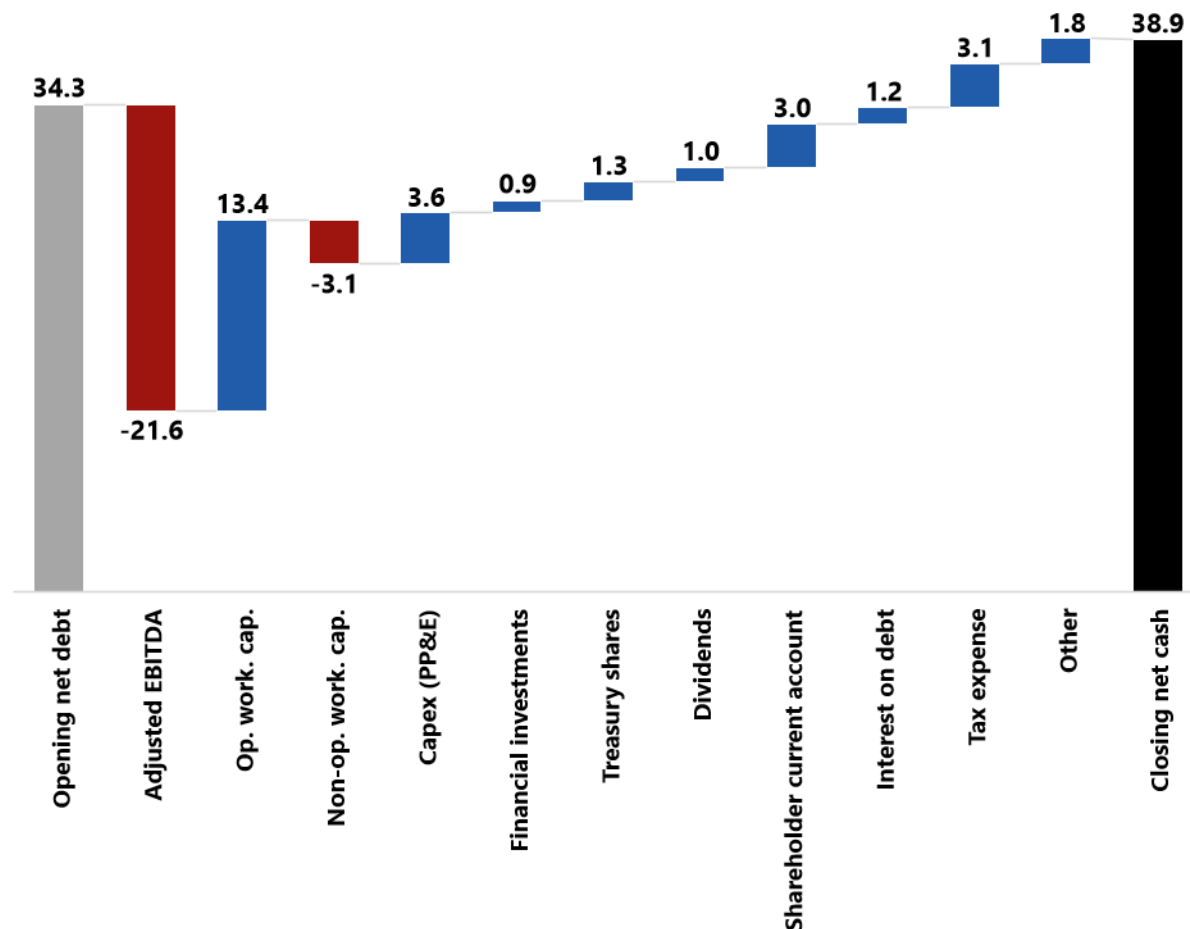
Change in EBIT



(€'000)	2019	2020	2021 (constant scope)
Revenues	101,366	79,689	115,538
Margin on purchases consumed	63,481	51,182	75,680
Margin on purchases consumed (%)	62.6%	64.2%	65.5%
Personnel costs	(28,049)	(26,537)	(31,748)
External expenses	(19,463)	(15,788)	(17,858)
Other opex	(9,422)	(4,643)	(12,866)
EBIT	6,547	4,214	13,208

Change in cash flow

(€m)



(€'000)	H1 2021	H1 2020
Adjusted EBITDA	21,558	9,818
Operating working capital	(13,423)	(11,455)
Non-operating working capital	3,080	(2,864)
Capex	(3,619)	(3,386)
Financial investments	(875)	(8,201)
Treasury shares	(1,303)	(10)
Dividends	(1,047)	(0)
Shareholder current account	(3,000)	(0)
Interest on debt	(1,168)	(297)
Tax expense	(3,064)	(121)
Other	(1,764)	(2,502)
Change in net debt at 6/30/2021	(4,625)	(19,018)

Opening debt	(34,295)	3,665
Closing net debt	(38,920)	(15,353)
H1 2021 cash outflow	(4,625)	(19,018)

Changes in working capital

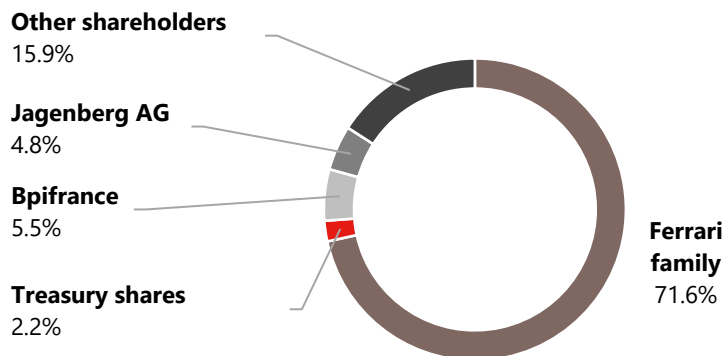
(€'000)	6/30/2021	12/31/2020	Forex effect PPA and other	Change in working capital	6/30/2020
Operating working capital	114,219	99,112	1,684	13,423	77,627
<i>Operating working capital (% of sales)</i>	43.9%				46.4%
Trade receivables	64,448	49,133	414	14,901	38,904
Inventories	83,629	76,144	578	6,907	61,389
Trade payables	(33,858)	(26,165)	692	(8,385)	(22,666)

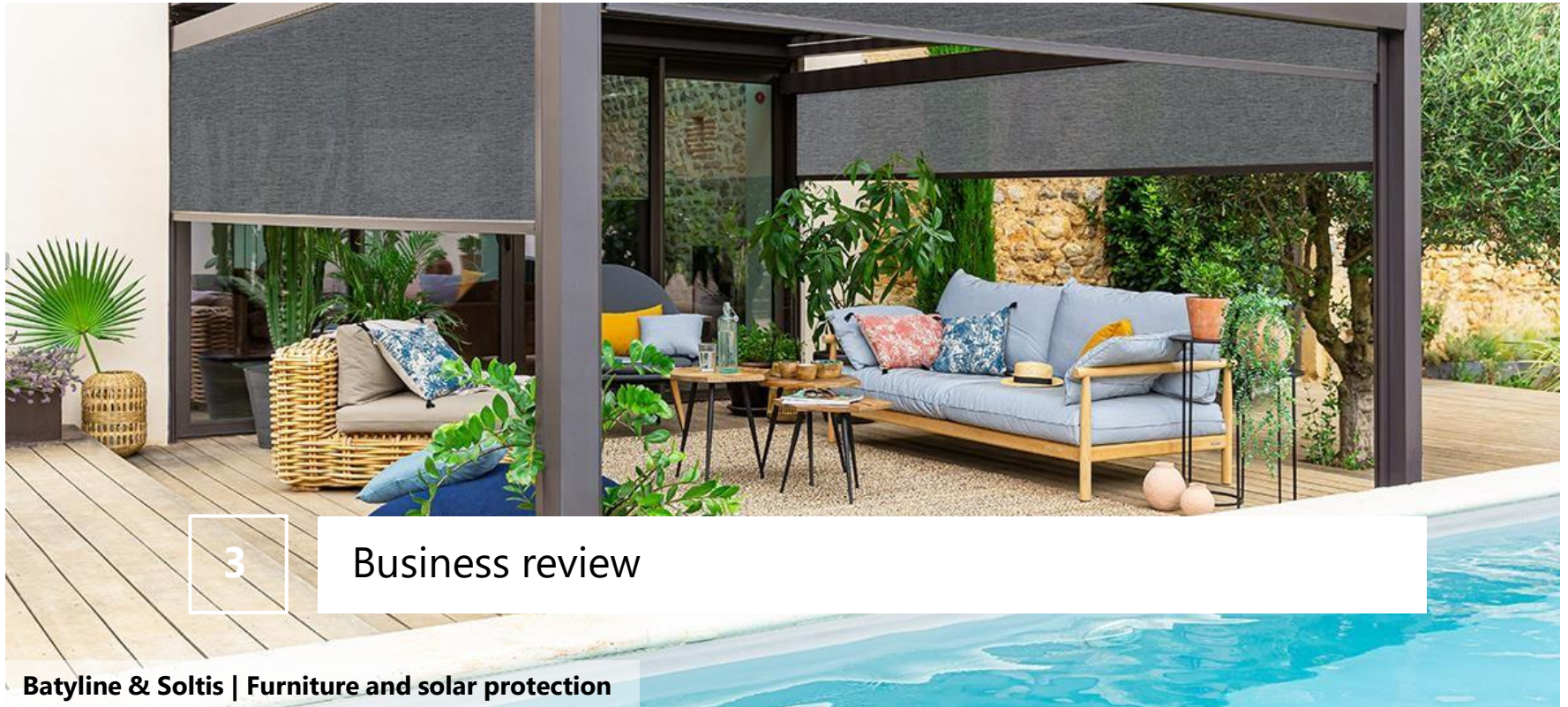
Jagenberg AG a new Group shareholder

- ▶ **Payment of second tranche of Verseidag acquisition price**
 - €4.4m cash payment
 - Transfer of 585,417 SergeFerrari Group shares to Jagenberg AG
- ▶ **Jagenberg AG becomes a shareholder in the company with a 4.8% stake**

SHARE OWNERSHIP AT JULY 31, 2021

Number of shares





3

Business review

Batyline & Soltis | Furniture and solar protection

Group highlights

► Ongoing integration of Verseidag and F.I.T

- Merger of sales and marketing teams
- Integration of Verseidag's management into the Group's Executive 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

► Start of the transfer of part of Eglisau's operations to Krefeld

- Success of the plan to retain Eglisau employees
- Satisfactory results of production tests for most of the transfers planned for October 31, 2021



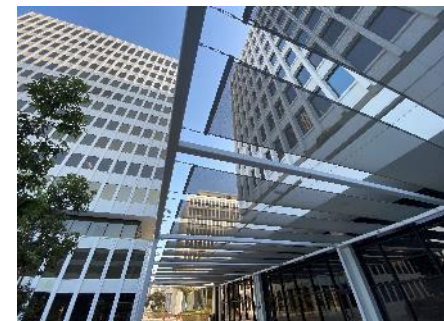
Solar protection

► H1 2021 business review

- Double-digit growth vs. H1 2020 and 2019
- Strong growth in the residential segment, driven by travel restrictions triggering a desire to improve 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

► H1 2021 business review

- Mitigated but persistent impact of COVID-19, gradual resumption of projects
- Revenues up vs. 2020 but still below 2019 levels
- Market driven by government orders, improvements in building energy performance and major infrastructure projects, especially in North America

► 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

► H1 2021 business review

- 2021 performance above that of 2019
- Firmer demand in the home furniture market
- Highly buoyant refit market

► Launch of new products

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



Modular structures

► H1 2021 business review

- Performance slightly better than in H1 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





Outlook for the second half of 2021

Confidence in continued growth



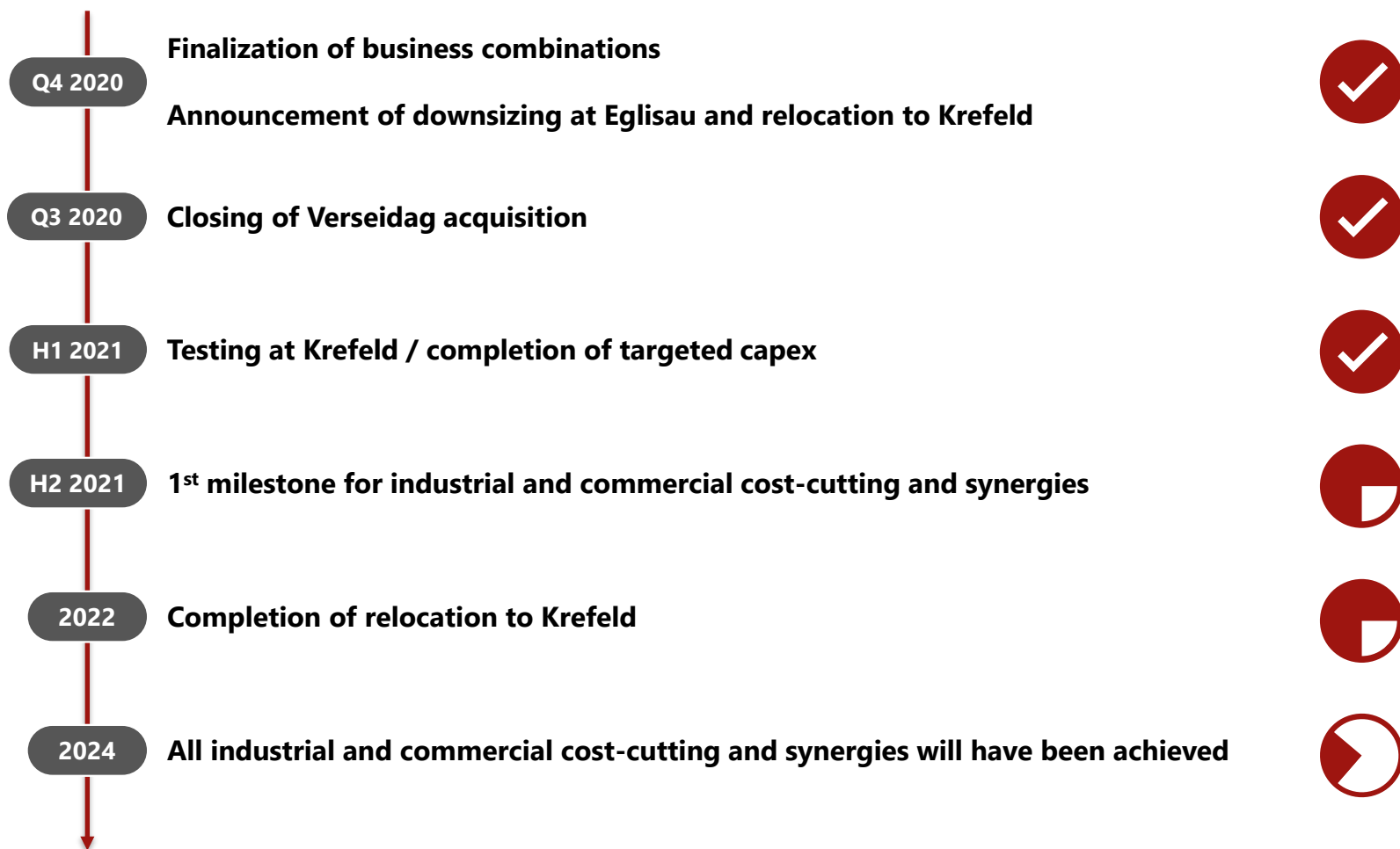
- ▶ Backlog well oriented
- ▶ Full effect of price increases at the end of H1
- ▶ Continued development of cross-selling with the Group's new entities and commercial synergies
- ▶ Less favorable comparison base than for H1 2021

Rigorous management

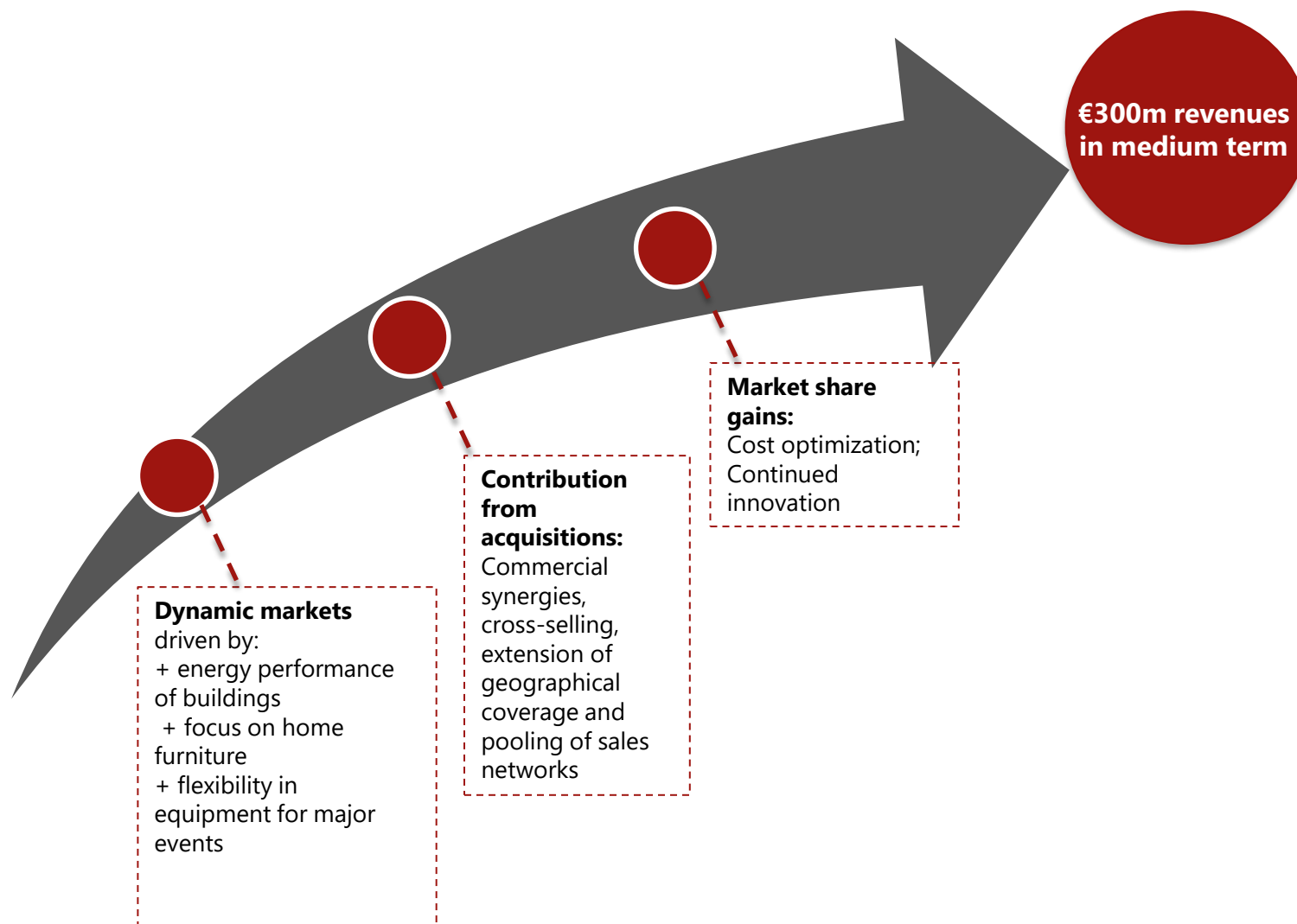


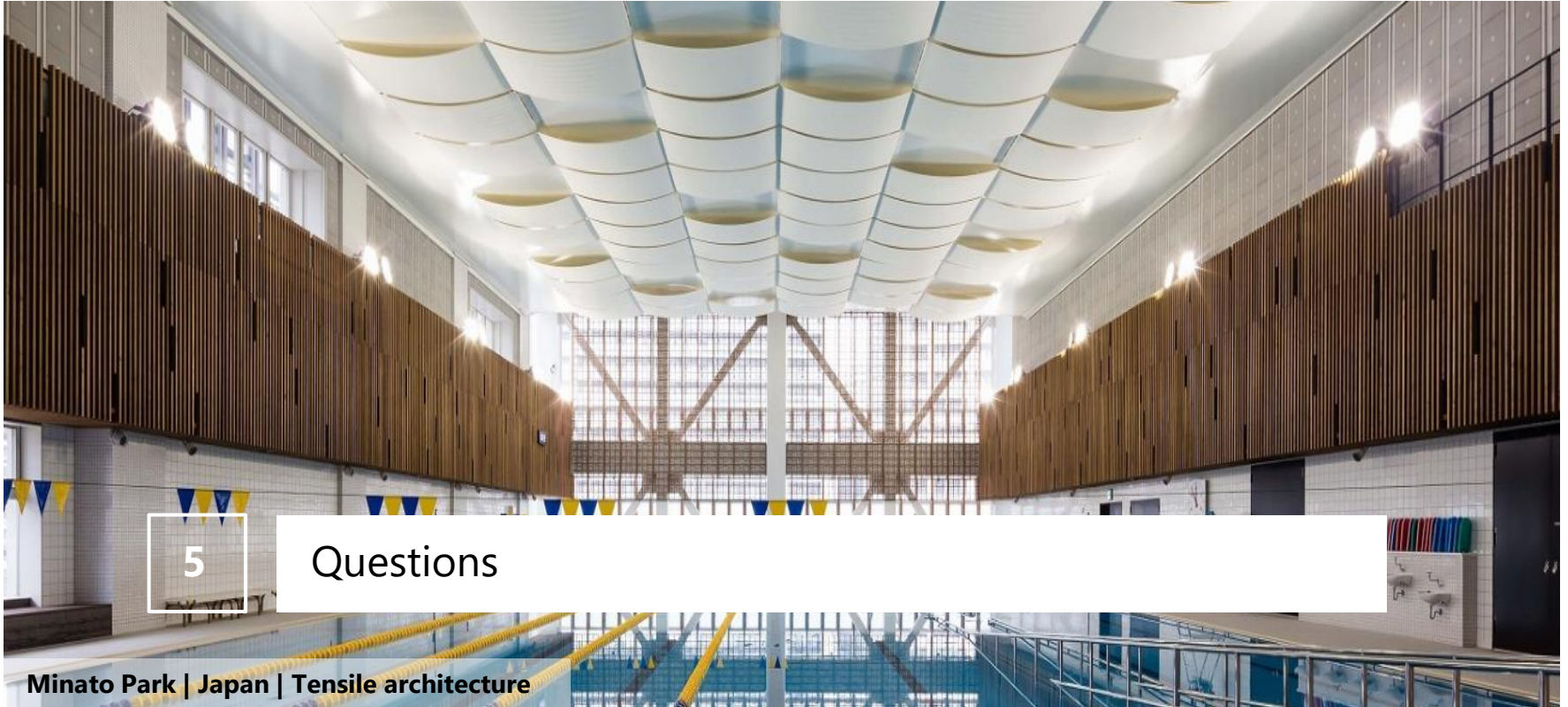
- ▶ Monitoring of the health situation in all countries where the Group operates
- ▶ Attention paid to customer delivery times and conditions
- ▶ Rigorous monitoring of trade receivables
- ▶ Controlled growth in capex
- ▶ Focus on cost structure flexibility

Progress report on rollout of industrial synergy plan



Group short- and medium-term target: €300m in revenues





5

Questions

Minato Park | Japan | Tensile architecture



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 June 30, 2021: 12,299,259

High since Jan 2, 2021: €9.8

Low since Jan 2, 2021: €6.06

Market capitalization at Sept 7, 2021: €120.5m

NEXT PUBLICATIONS

(released after close of trading)

Q3 revenues

October 26, 2021

SHARE OWNERSHIP AT JUNE 30, 2021

Number of shares

Individual shareholders

7%

Other institutional

10.5%

Jagenberg AG

4.8

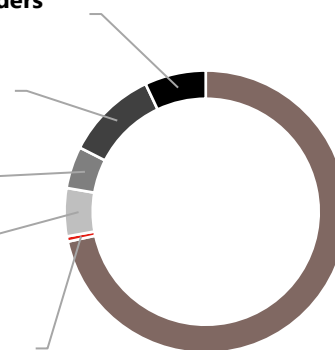
Bpifrance

5.5%

Treasury shares

0.6%

Ferrari family
71.6%



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EBIT	14,341	4,214	x3.4
Non-recurring operating expenses	(293)	0	
Operating income	14,048	4,214	x3.3
Net financial expense	(1,510)	(600)	
Income tax	(3,064)	(718)	
Other items	(562)	(122)	
Net income, Group share	8,738	2,530	x3.5

¹ Adjusted EBITDA = EBIT +/- change in depreciation, amortization and provisions + CVAE, excluding appropriations related to operating leases (IFRS 16)

Equity investment in F.I.T



Transaction terms

- ▶ Acquisition of 55% equity stake in F.I.T
- ▶ Purchase of shares from existing family shareholders
- ▶ Total price of €8.3m in 2020 and €1.4m in 2021 and 2022

Acquisition of Verseidag



Transaction terms

- ▶ Acquisition of entire capital stock of Verseidag at a price of €28.1m paid in cash and shares
- ▶ Cash payment in two installments:
 - €14.1m paid at closing
 - €4.4m paid in 2021 after price adjustment
- ▶ Payment in shares:
 - Two installments of €4.7m each (585,417 shares) paid in 2021 and 2022
- ▶ Earn-out:
 - Subject to objectives recognized under other non-current liabilities in an amount of €12.5m comprising a €7.5m floor in January 2023 and an additional earn-out capped at €5m in June 2023.



Batyline Elios Shooting Cassis | Furniture