

WE ARE **Sfpi** GROUP
Safety for
people &
industry

Annual results 2023

Henri Morel, CEO

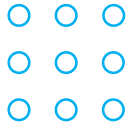
Damien Chauveinc, Deputy CEO

Sophie Morel, Corporate Secretary

Nicolas Loyau, Chief Financial Officer



Introducing Sfpi Group for those who are new to us today



Independent, industrial, European

SFPI Group was created in France in 1985 by entrepreneurs led by Henri Morel, who wanted to engage in the recovery and development of industrial companies.

In 2023, SFPI Group generated a turnover of about **689 million euros**, in the safety industry.

45% of these sales were generated internationally.

At December 31st 2023, SFPI Group has **4 068 employees**, 44% of them outside France.



A group structured around two branches

MAC

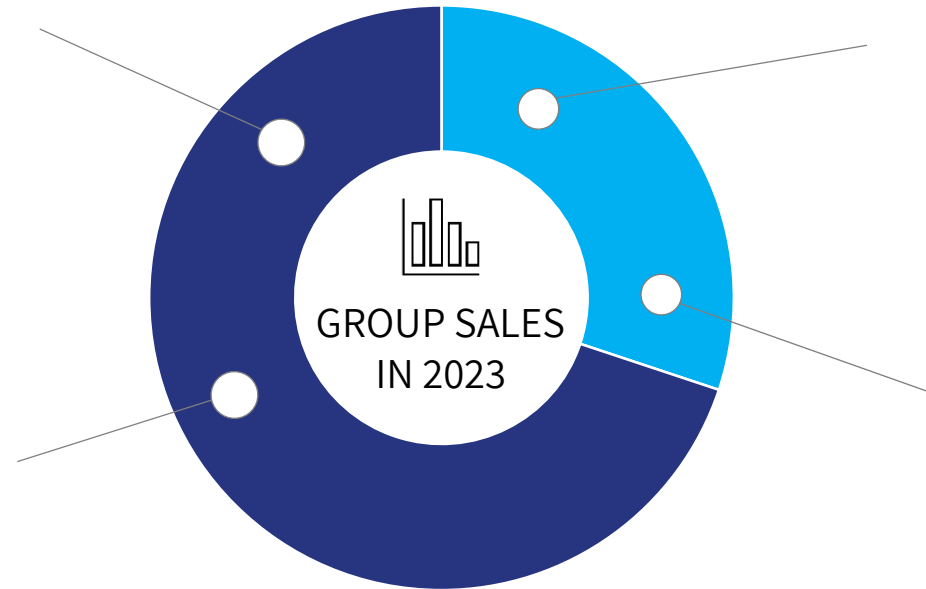
Windows, blinds, awnings, garage doors for residential and non residential buildings

Turnover : 250 M€

DOM Security

Locking and access control equipment and systems

Turnover : 232 M€



NEU-JFK

Air treatment solutions for the industry

Turnover : 137 M€

MMD

Heat exchanger and sterilization equipment and systems

Turnover : 70 M€

482 M€

CONSTRUCTION SECTOR
Security and comfort for buildings

70% of sales
2023

207 M€

INDUSTRY SECTOR
Air treatment and energy control

30% of sales
2023

The program

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A period based on solid fundamentals

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A one-off setback in a division and confirmation of the Group's strategy

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Good financial performance in the other 3 divisions

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Detailed financial presentation

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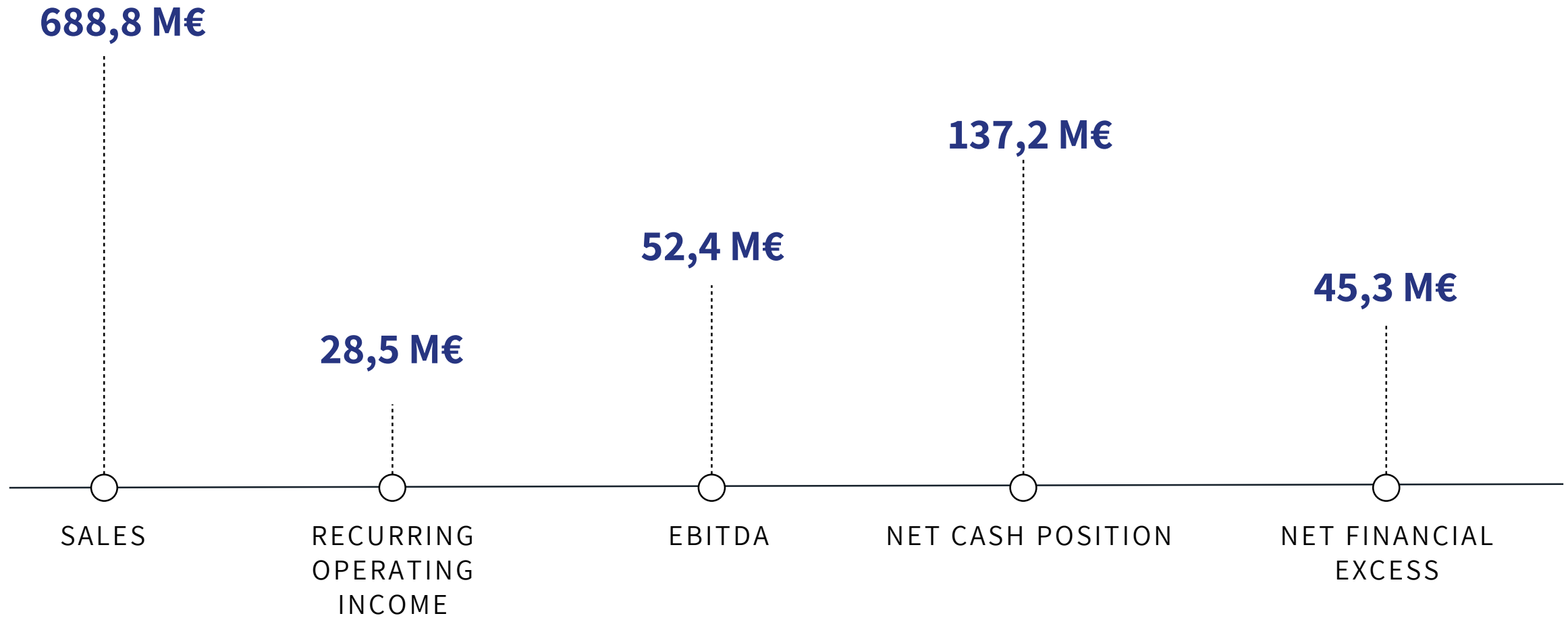
For 2024

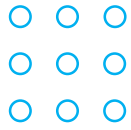


1

A period based on solid fundamentals

Key financial figures 2023





Strengthening the confidence of long-standing players

Jean-Bertrand Prot, Sfpi Group's long-standing CEO, has sold his shares and stepped down from his executive functions after more than 30 years.

- **An act of trust**

Three of the group's historic shareholders - Crédit Mutuel Equity, BNP Paribas Développement and Arc Management (Morel family) - have acquired its shares, confirming their confidence in the strategy of the group, which remains chaired and managed by Henri Morel.

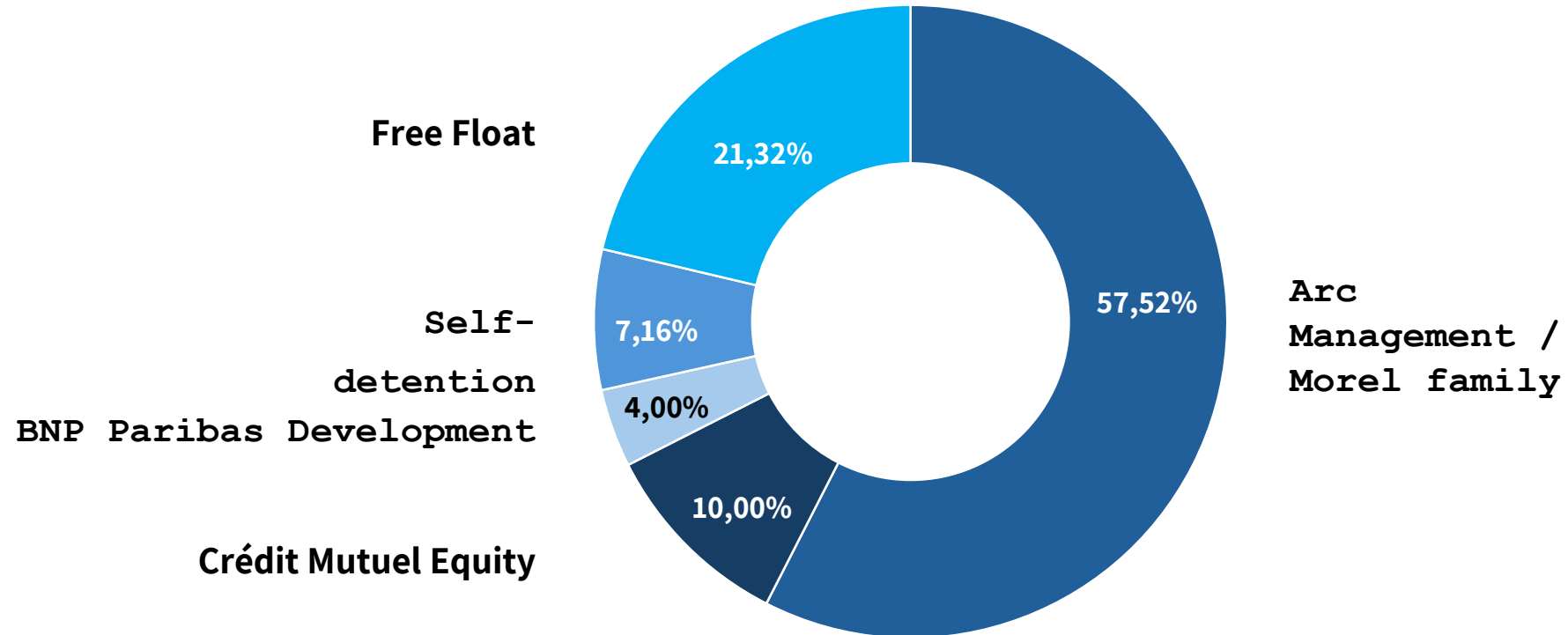
- **A precious heritage**

Jean-Bertrand Prot leaves a precious legacy that remains in the DNA of Sfpi Group. The Group expresses its deepest gratitude for his work, dedication and commitment.



Jean-Bertrand Prot

Capital structure on April 18, 2024



On April 18th 2024, the Board of Directors decided to cancel treasury shares representing 5% of the share capital.

Number of shares: 99 317 902
ISIN code: FR0004155000
Listing Market: Euronext B compartment

A clear strategic vision: leader in industrial responsibility



**A course set by our transformation plan
Time to go Forward launched in 2020, which is built
around 4 pillars.**



Commercial responsibility

Deepen the knowledge of our customers and spread a customer culture at all levels of our companies in order to improve customer satisfaction.

Damien Chauveinc, Deputy CEO



Managerial responsibility

Strengthen the manager's role to improve talent retention and anticipate turnover.

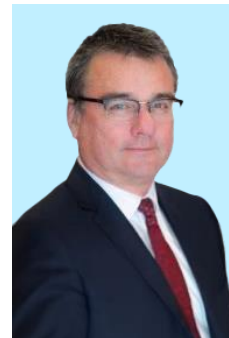
Stéphanie Poncelet, Human Resources Director



Environmental responsibility

Becoming a more environmentally efficient group.

Sophie Morel, Corporate Secretary



Financial responsibility

Building common standards, tools and reference frameworks.

Nicolas Loyau, Chief Financial Officer

A transformation plan that infuses all our activities and prepares us for CSRD

Concrete and convincing results



Commercial responsibility

83,1%

OTIF (*On Time Delivery in Full*)

Improvement in our key indicator measuring customer service: + 5 points by 2022.



Managerial responsibility

2 278

The number of our employees to whom the new Collective Agreement for the metallurgy sector has been deployed.



Environmental responsibility

288,000 t CO2 i.e. 419 t per M€ of sales

Carbon footprint in 2023.

-20,3%

Reducing the Group's electricity consumption by 2023.



Financial responsibility

Start-up of the new secure treasury platform.

Three cardinal values that unite our 4,068 employees



Consistency



Integrity



Loyalty



A Code of Conduct to *"clarify common rules and principles, to give full scope to autonomy and responsibility."*

Henri Morel, founder and CEO, Sfpi Group

A one-off setback in a
division and confirmation
of the Group's strategy

2



MAC Division - A temporary setback



1 402 employees

9,1 M€ investments

M€	2022	2023
Sales	232,3	250,2
Gross margin, % of sales	52,4 %	51,3 %
Recurring operating income	3,9	-7,2
Operating income	4,1	-26,5

Additional WO&WO contribution of €23M

Gross margin down, due to the costs of raw materials and components

WO&WO and Franciflex at losses

Impairment of WO&WO goodwill (€19m)

4 explanations

A

Unfavorable economic conditions

Deterioration in the building market :

- in France from H2.
- 20% decline in Austria and Germany.

C

Transformation costs related to the MAC250 plan

- Overhaul of information systems in France and Austria, relocation and reorganization, at a total cost of €4m.
- Modernization of our Boussac, Capdenac and Cambrai plants, representing a total investment of €9M.

B

Slight deterioration in gross margin

due to the increase in purchasing costs for materials and components, which we were unable to pass on in full in our sales prices.

D

Impairment of goodwill at Wo&Wo

An exceptional loss, but arbitration proceedings initiated.

Accelerate implementation of the MAC250 plan



A shorter decision-making chain.



Optimizing structures by seeking synergies between departments and companies.



A building market that should pick up again during the year (lower interest rates, MaprimeRenov', etc.).



The MAC250 industrial plan will be completed in 2024, with each plant specialized by product line.



A plan to boost commercial activity.



A common MAC Purchasing Department, enabling global negotiations.



3

Good financial
performance in the other
3 divisions

In 2023, with 3 divisions, we achieve the overall result of 2022

For each, dynamic performance based on buoyant markets.

2022



35,9 M€

Recurring operating income
in 2022.

2023



MMD

36,0 M€

Combined recurring operating income of the
DOM Security, Neu-JKF and MMD divisions in
2023.

DOM Security division - Strong sales growth


1 693 employees

7,2 M€ investments

M€	2022	2023
Sales	207,6	232,0
Gross margin, as % of sales	69,0 %	67,5 %
Recurring operating income	17,2	16,4
Operating income	13,4	15,8

+11.7% compared to 2022, including 6.5% organic growth and an €11m contribution from VIRO.

Gross margin down slightly, due to inflationary context.

Good control of fixed costs and other external charges.

DOM Security division - Dynamic business activity

- Acquisition of **VIRO** in Bologna in March 2023; reorganization underway with the **merger of sales forces in Italy** and the implementation of **product synergies**, particularly in the cylinder and padlock ranges.
- Acceleration of **Tapkey cloud access control** offering with integration with **coworking platforms** and the launch of **new functionalities**.
- **Strong 16% growth in our BtoB sales** sales with the **DOM E-Net** platform, particularly in France, Germany, UK, Holland and Switzerland.
- Investments in **photovoltaic systems** in **Northern Europe** for our plants in Germany and Switzerland.
- Major **flooding in Slovenia** in August 2023, **DOM-Titan** teams acted together to quickly resume business and serve our customers.



ERSI
Bologna,
April 2024



DOM
Brühl,
January 2024



DOM Titan,
Ljubljana
August 2023

Neu-JKF Division - Stabilized results



682 employees
2,7 M€ investments

M€	2022	2023
Sales	129,2	136,6
Gross margin, as % of sales	49,4 %	49,3 %
Recurring operating income	8,0	7,6
Operating income	8,0	7,9

5.7% organic growth

Exceptional costs related to the overhaul of information systems in France, Denmark and Poland

Stable operating income

NEU-JKF Division - A year of innovation and digitalization

- **ERP project** underway at NEU for startup in September 2024.
- Launch of an **application to monitor plant performance** (IOT).
- Development of **energy-saving sales** (dust removal).
- Launch of a **new range of innovative** oil mist filtration **products** : Oilpack.



IOT



oil mist filtration



MMD Division - Performance driven by the exchanger market

MMD

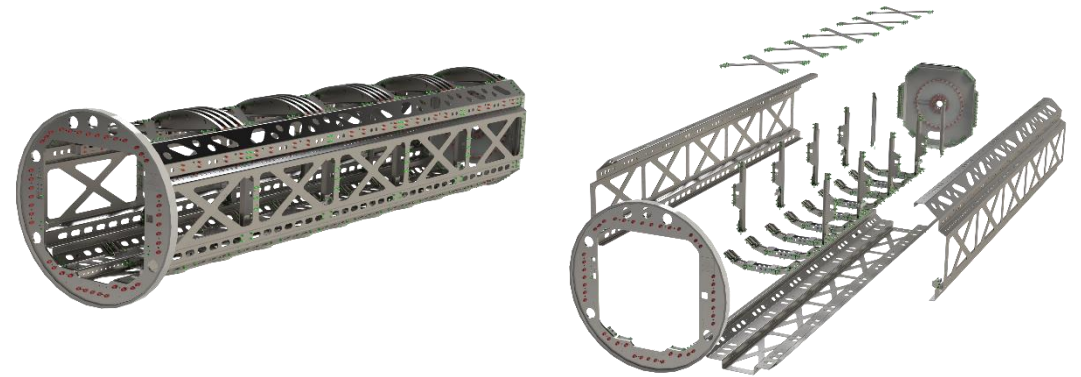
282 employees
1,9 M€ investments

M€	2022	2023
Sales	60,2	70,3
Gross margin, as % of sales	54,1 %	58,2 %
Recurring operating income	6,7	12,0
Operating income	6,4	12,0

- 70.3 M€ in sales generated by MMD, i.e. +16.8% compared to 2022
- Increase in gross margin (+4.1 pts)
- Current operating income almost 2 times higher than 2022 (+80%)

MMD Division– Some emblematic achievements

- Harmonization of the name and visual identity of the 3 **Barriquand** entities.
- Product innovation with the development and marketing of two new plate models, providing highly efficient thermal solutions (6% of 2023 sales) **@Cipriani**
- Customer service innovation with a pilot autoclave set up at **Steriflow** to test product innovations
- Plateforme developpement **Sterilink** (remote access to documents) and **Steripart** (access to machine fleets, machine visualization, spare parts, quotation requests, etc.....)





4

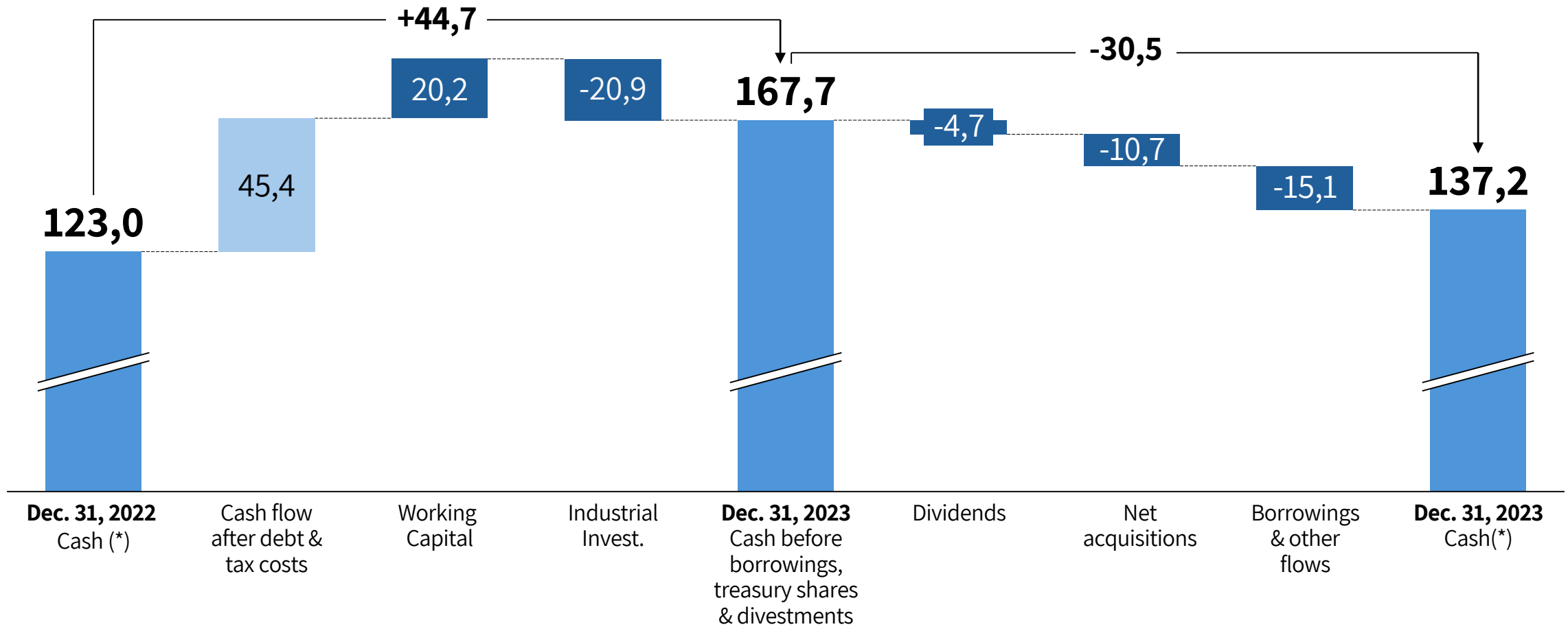
Detailed financial presentation

Consolidated financial data: sales higher than last forecast

M€	2022	% of sales	2023	% of sales
Sales	629,1		688,8	
Gross margin	361,4	57,4 %	393,2	57,1 %
Payroll expenses	(201,3)	32,0 %	(223,8)	32,5 %
Other operating costs	(98,1)	15,6 %	(112,4)	16,3 %
Taxes	(4,6)		(4,6)	
Depreciation	(21,5)	3,4 %	(23,9)	3,5 %
Recurring operating income	35,9	5,7 %	28,5	4,1 %
Non-recurring cost and amortisation	(3,9)		(19,6)	
Operating income	32,0	5,1 %	8,9	
Financial result	(0,2)		0,3	
Corporate income tax	(10,2)		(8,6)	
Consolidated Net Income	21,7	3,5 %	0,9	0,1 %
Group share	21,9		1,2	

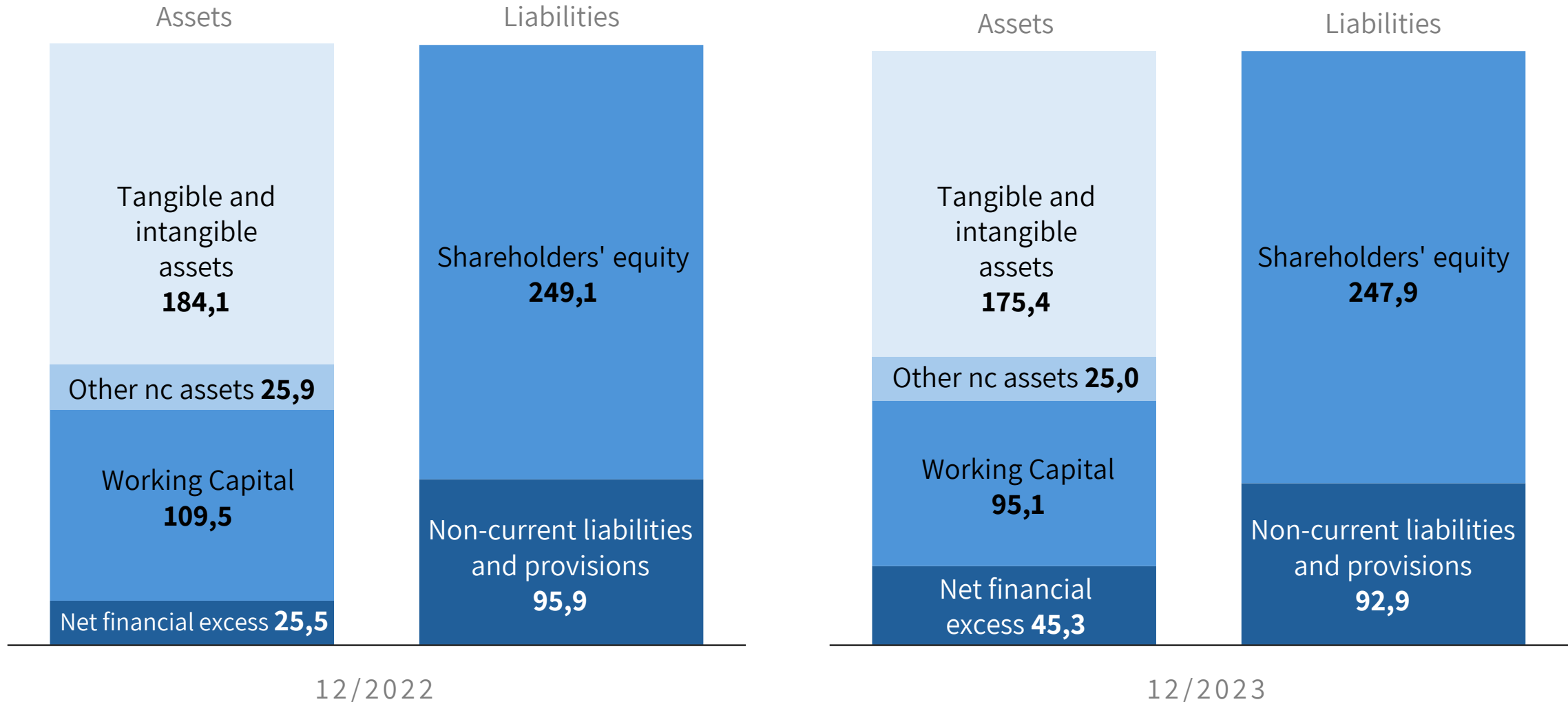
- Sales : + 9,5%
- Stable gross margin
- Contained payroll
- Expenses impacted by digital projects and the MAC250 plan
- Impairment of Wo&Wo GW
- No tax on impairment of goodwill

In 2023: strong cash generation



(*) Cash and cash equivalents net of bank overdrafts.

A solid balance sheet: net financial excess of 45.3 M€ (+ 78% vs. 2022)



For 2024



3 cents

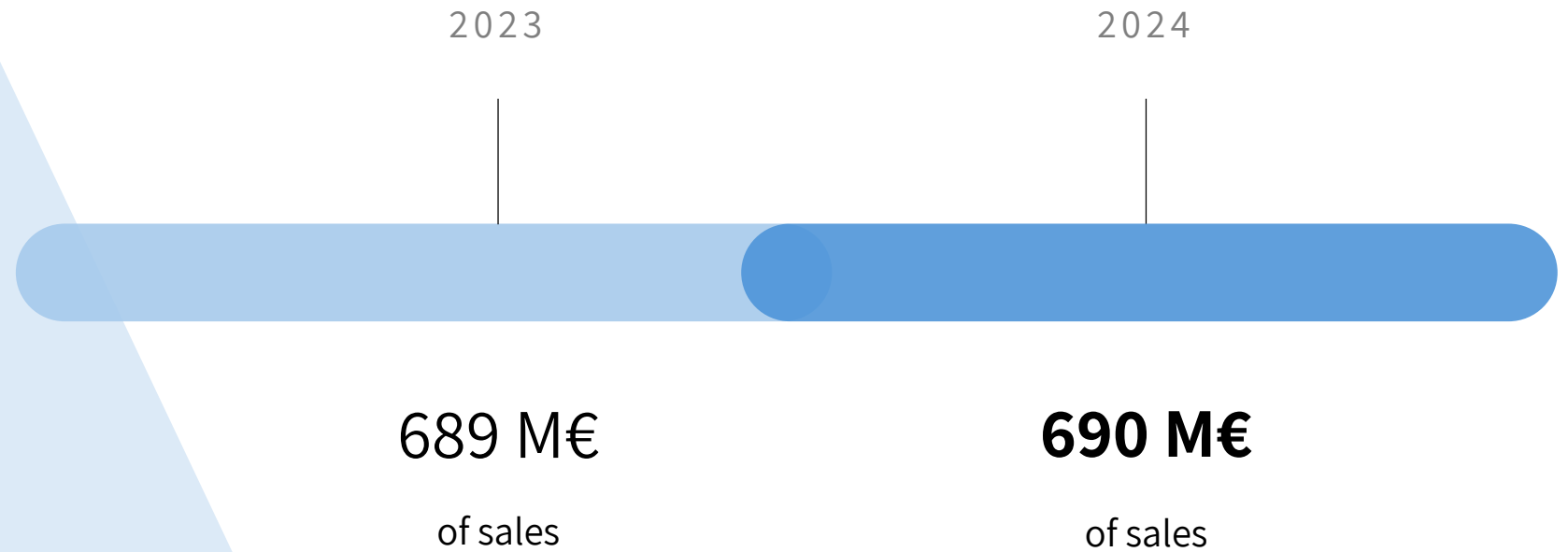
The Board of Directors proposes payment of 3 cents per share at the Annual General Meeting on June 18, 2024 (i.e. ~2.8 M€).

5 %

The Board of Directors, on April 18th 2024, decided to cancel treasury shares representing 5% of the share capital

FOR 2024

A consolidated business, a return to normative profitability



Thanks for your attention

