

Annual Results 2021

Henri Morel, CEO
Damien Chauveinc, Deputy CEO

WE ARE **Sfpi** GROUP

Safety for
people &
industry

35 YEARS
INDUSTRIAL
RESPONSE

Independant, industrial, international

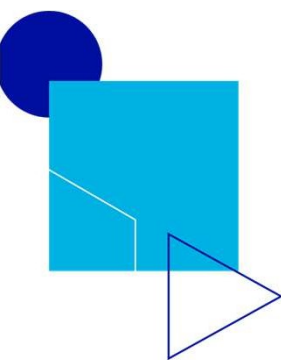
SFPI Group was created in France in 1985 by entrepreneurs led by Henri Morel, who wanted to engage in the recovery and development of industrial companies.

In 2021, SFPI Group generated a turnover of about **569 million Euros**, in the safety industry.

41% of revenues are generated outside of France.

At Decembre 31st 2021, SFPI Group has **3 842 employees**, 40 % of whom are based outside of France.

Key Figures 2021



569 M€

Sales

44 M€

Recurring
Operating
Income

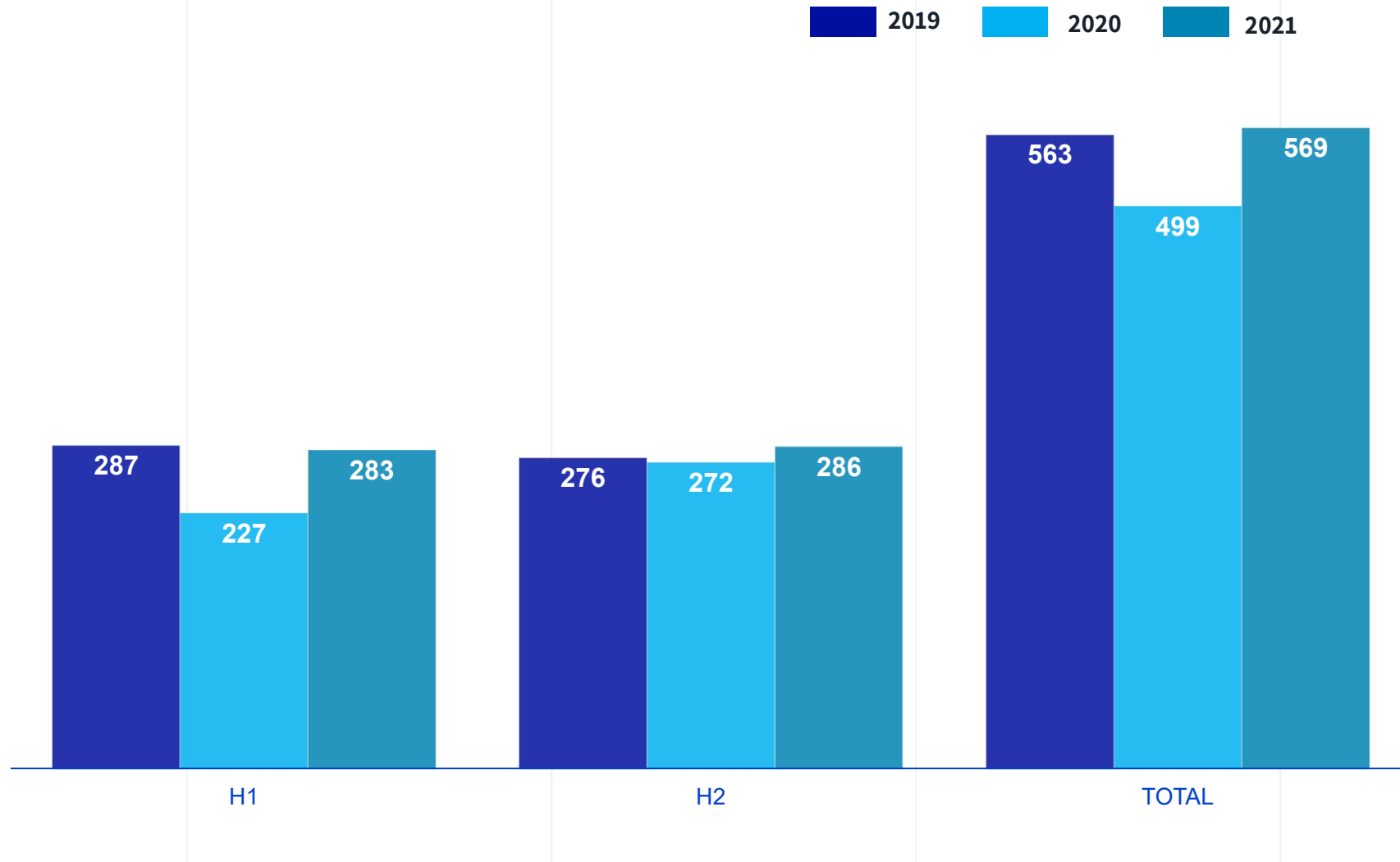
62 M€

EBITDA

76 M€

Net
Financial
Excess

Sales by semester in M€



Specialized in the safety industry for people, goods and environment

BUSINESS GROUP

« Construction » Security and comfort for buildings



DOM Security

Locking and access control equipment and systems

Sales : 198 M€

MAC

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

Sales : 193 M€

BUSINESS GROUP

« Industry » Air Treatment and energy control



NEU-JFK

Air Treatment solutions for the industry

Sales : 118 M€

MMD

Heat exchanger and sterilization equipment and systems

Sales: 60 M€

Key Figures 2021



M€	2019	2020	2021
Sales	198,5	178,5	197,8
Gross margin, as % of sales	69,3%	69,3%	70,2%
Recurring operating income	17,1	16,2	23,4
Operating income	13,3	14,4	23,8

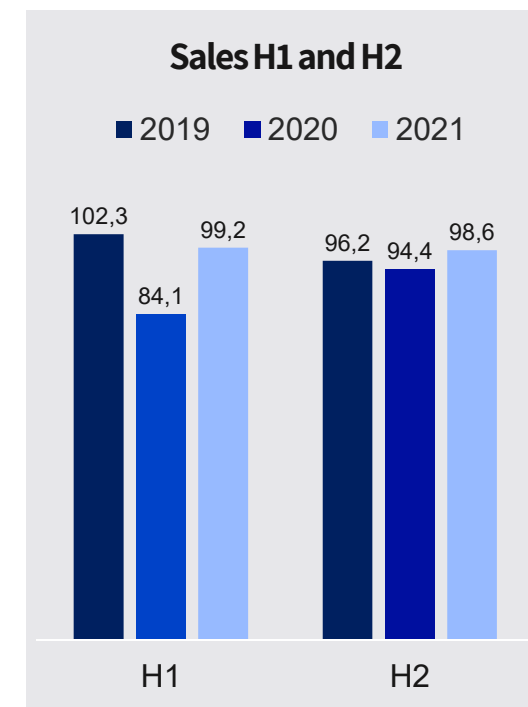
← Resumption during H2

← Material cost control

← ROI at 11,8 % (+3,2 pts / 2019)

1 703 employees

CAPEX : 4,5 M€



Highlights

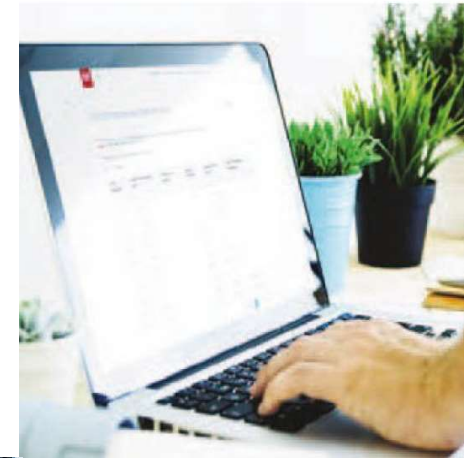
- Order Book at 30,2M€ increasing by 9M€ / December 2020
- Strong investment within our IT Systems and Networks for 1,4M€ especially infrastructure protection, cybersecurity, Firewall and Servers
- Large growth in Central Europe (HU, PL, CZ, RO) with 17% / 2019
- Revival of our commercial activity outside europe with a strong growth of 23% / 2019



Strong success for our Integrators offer **DOM Connect** with the full range of access control hardware showing a growth of 50%



Business development for industrial application of **electric equipment, and furniture** with a growth of 13%, recovery position as year 2019



Best sales year for company **Picard Serrures** in France with our High Security Door portfolio for residential market especially with introduction in February 2021 of the new **Diamant 20**



Our network of security expert in Europe **DOM Keystone** has grown with 128 members within 10 countries and more than 49% sales



Diversification of our online offer with our e-commerce B to B platform **DOM E-net** with a new configurator for all access control solution

Key Figures 2021

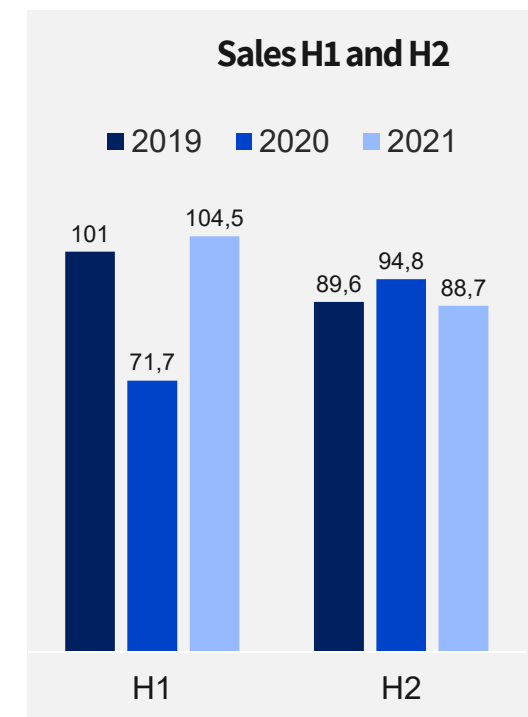


M€	2019	2020	2021
Sales	190,6	166,5	193,2
Gross margin, as % of sales	53,9%	54,6%	55,6%
Recurring operating income	4,4	3,2	8,1
Operating income	(0,3)	4,3	8,8

← Sales revenues above 2019

← Price increase to offset raw materials hikes

← ROI at 4,2 % (+1,9 pts / 2019)



1 160 employees

CAPEX : 3,4 M€

Highlights

- Strong customer demand for all product lines, driven by the renovation market
- Sales postponed, especially in H2, by component and labor shortages
- Good Control of fixed costs following savings plans and reorganizations
- Resumption of CAPEX, notably in the PVC / Aluminum windows activity of Franciflex (Machining Centers and building for 1.3M€) and SIPA (Machining Centers for 0.4M€)





Rationalization and harmonization of product ranges:

- Harmonization of the Striped Vertical Blinds range (3 production sites with 3 ranges to 1 site 1 range)
- Simplification of the interior blind components offer (from 11 suppliers to 7 suppliers)



Digitalization of sales: : 23% in 2021 vs 19% in 2020

- France Fermetures Web store : 43% of total sales vs. 39% in 2020
- Franciaflex Web Store: 16% of total sales vs. 12 % in 2020
- FABER Web Store: 9% of total sales vs. in 2020



Launch of new products:

- Solar roller shutter with insect screen
- Solar outdoor screen
- Side garage door with integrated door
- New generation of low consumption motor for roller shutter
- New rechargeable battery-powered motor for interior blinds



Key Figures 2021



M€	2019	2020	2021
Sales	117,2	101,1	118,5
Gross margin, as % of sales	50,9%	51,0%	49,9%
Recurring operating income	3,2	4,3	7,5
Operating income	(7,0)	3,4	7,4

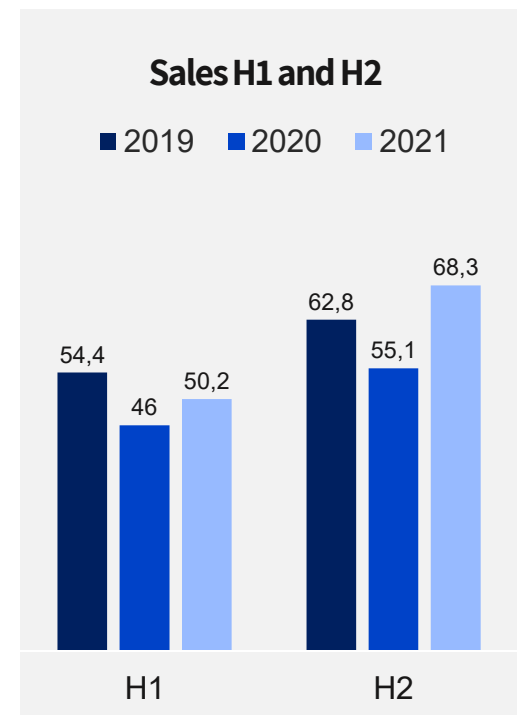
← Great performance in H2, with a strong recovery of CAPEX by NEU-JKF customers

← Hikes in raw material

← ROI at 6,8 % (+3,6 pts / 2019)
Neu Railways +0,7 M€ in 2019

679 employees

CAPEX : 1,7 M€



Highlights

- Order intake up 11% vs. 2019, particularly in France, Denmark, Poland and England
- Sales delayed by shortages, delivery delays at customers and COVID restrictions. Order book historically high at €41.7M, +€12.1M vs December 2020
- Full effect of savings plans and reorganizations
- Investments in a continuous welding machine for bent ducts in Denmark (300k€) and solar panels in Poland (50k€)



Active innovation and normative monitoring:

- Integration of a NEU-JKF expert in the revision commission of the Dust Decree
- Integration of a NEU-JKF representative in the CO2 Club and ALLICE



Investment in solar panels in Poland



ALLICE

Alliance Industrielle pour la Compétitivité et l'Efficacité Énergétique

Communication Unification



<https://neujkf-fevi.com/global/fr>



<https://neujkf-woodindustry.com/>



<https://neujkf-process.com/global/fr>



<https://www.delta-neu.co.uk/uk/en>



Can Industry: Our Expert Air Solutions

Delta NEU has been a part of the global can making industry for many years with extensive experience in the manufacture of beverage cans, food cans and can ends with scrap extraction, oil mist, dust filtration and ventilation.

Key Figures 2021

MMD

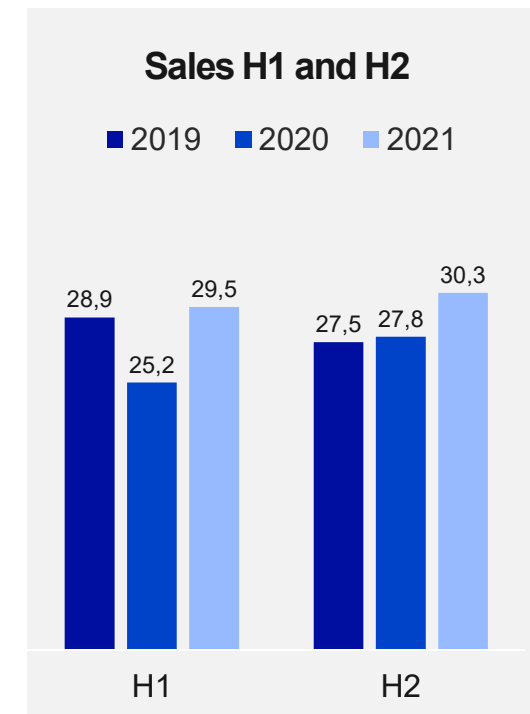


M€	2019	2020	2021
Sales	56,4	53,0	59,8
Gross margin, as % of sales	54,6%	55,3%	55,5%
Recurring operating income	5,5	5,5	4,7
Operating income	5,5	5,5	4,7

- ← Strong recovery for Steriflow and Cipriani
- ← Price increase to offset raw materials hikes
- ← Provisions for claims

287 employees

CAPEX : 1,1 M€



Highlights

- Lower order intake and invoicing at Barriquand Echangeurs due to a lack of large orders
- Excellent year at Cipriani (+30%), driven by the French and Italian markets, due in particular to subsidies for the installation of condensing boilers
- +30% at Steriflow with several notable large projects in the canned vegetable and petfood sectors in France
- The two technical claims at Steriflow are being fixed



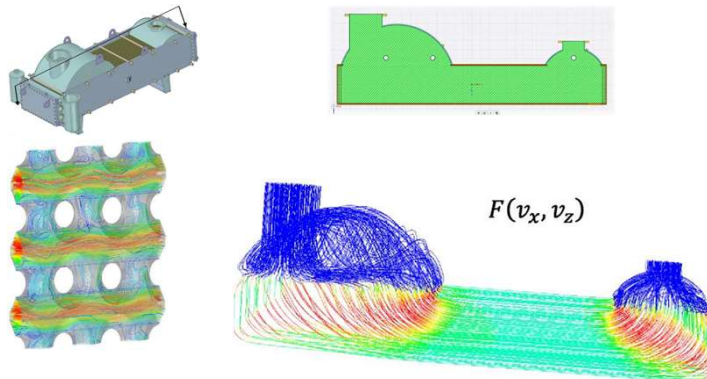
Innovation at Barriquand :

- Optimization of heat transfer through CFD (Computational Fluid Dynamics) modeling and simulation
- Delivery of heat exchangers to equip 4 pilot plants for the decarbonized hydrogen industry



CAPEX at Cipriani

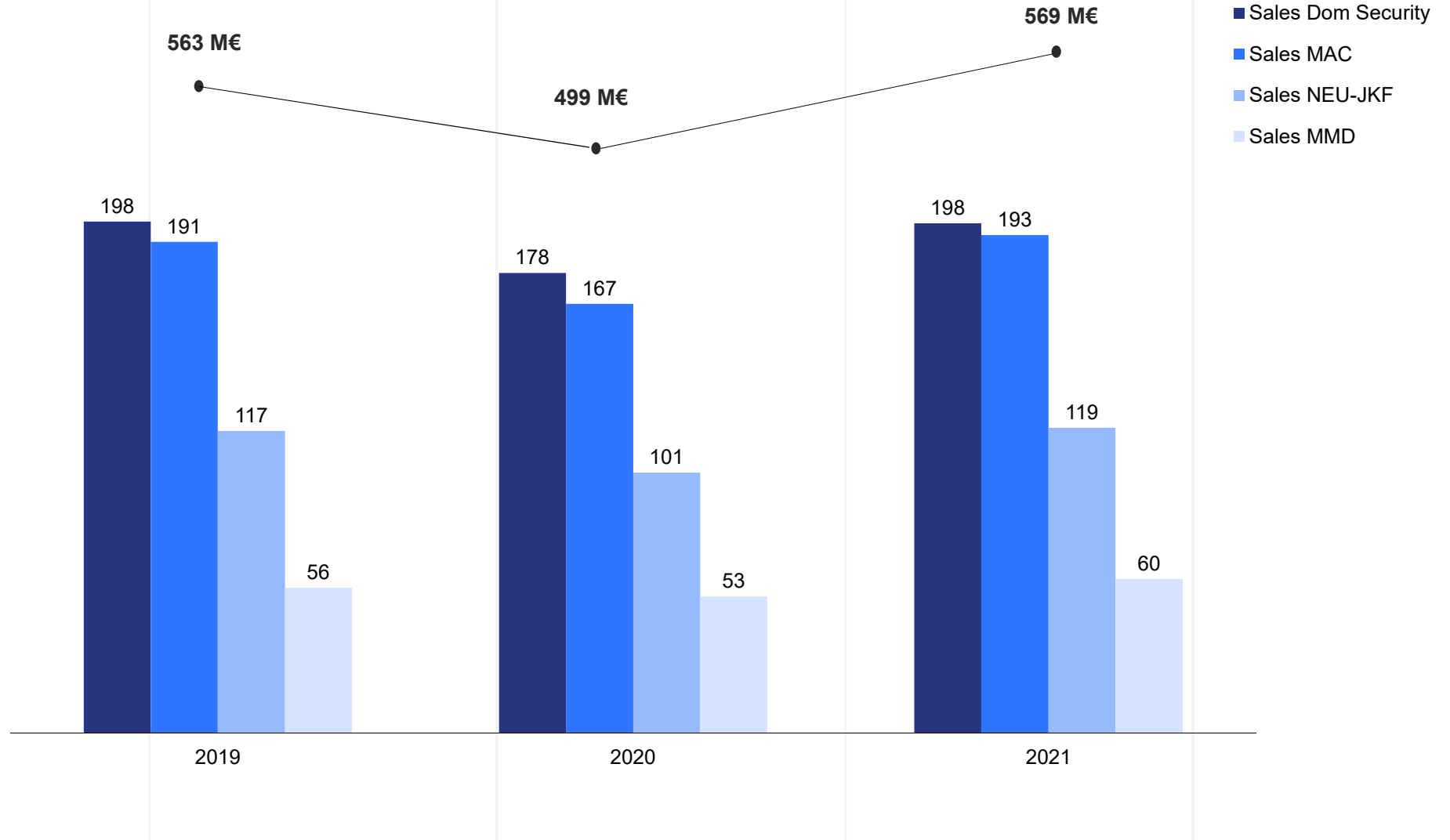
- Recycling system of the water used by the production process, enabling consumption reduction



Deliveries of two specific autoclaves:

- Shaka® process for nutrition (improvement of the organoleptic qualities of the products by shaking the load to be sterilized at 150 strokes/min and reducing sterilization time by 10)

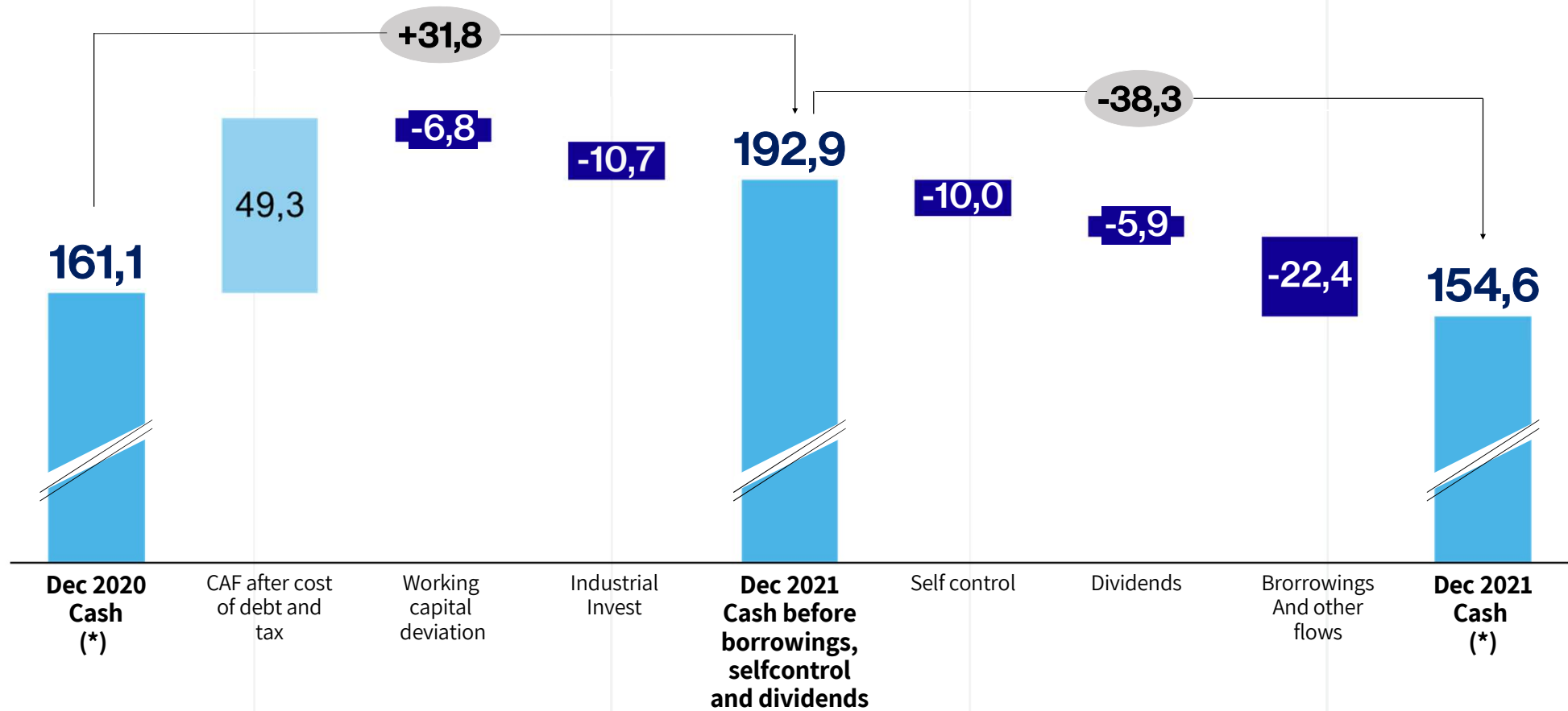
Sales split per Business Units (M€)



Consolidated Financials

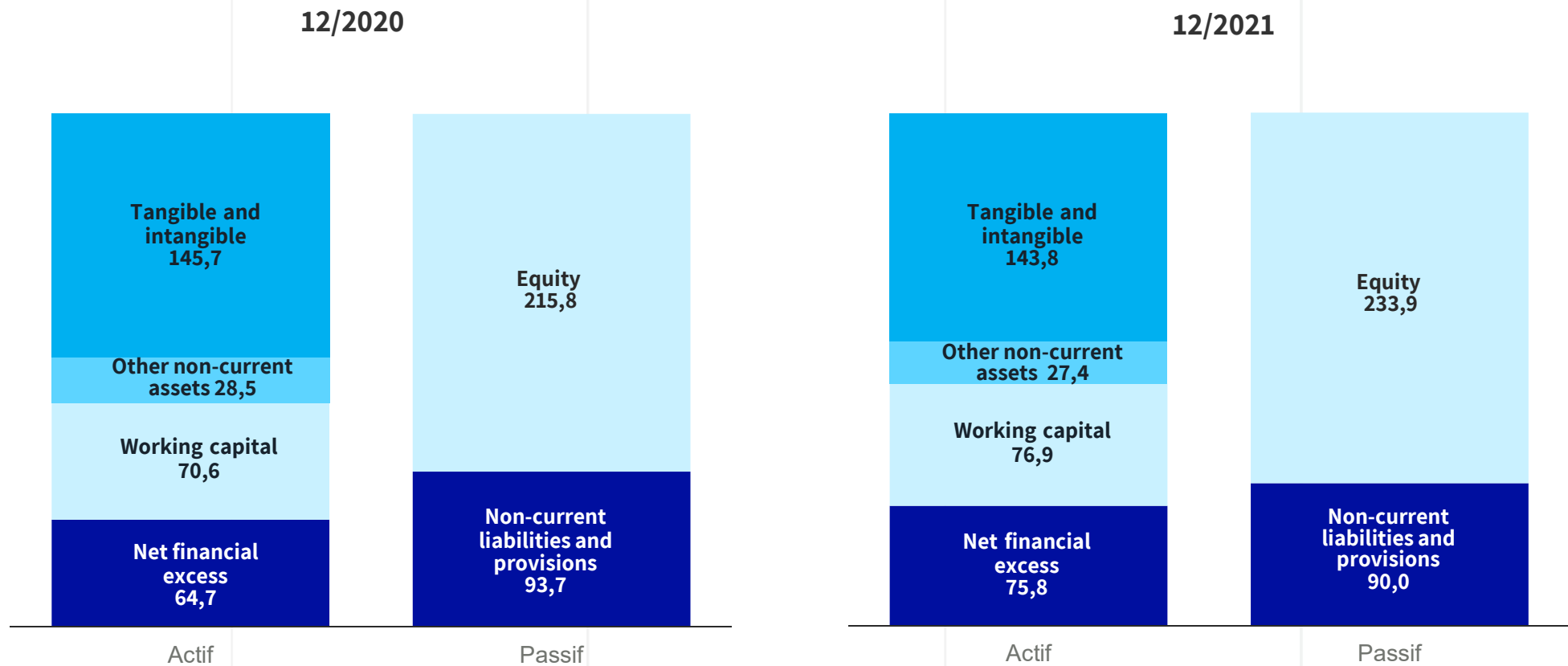
M€	2019	% of sales	2020	% of sales	2021	% of sales
Sales	562,5		498,8		569,0	
Gross Margin	330,4	58,7%	295,5	59,2%	338,5	59,5%
Payroll expenses	(186,1)	33,1%	(168,4)	33,8%	(185,3)	32,6%
Other operating costs	(86,1)	15,3%	(73,0)	14,6%	(86,9)	15,3%
Taxes	(5,5)		(5,3)		(4,2)	
Depreciation	(22,1)	3,9%	(20,2)	4,0%	(18,5)	3,2%
Recurring Operating Income	30,6	5,4%	28,6	5,7%	43,6	7,7%
Non-recurring cost and amortization	(18,6)		(1,6)		1,0	
Operating Income	12,0	2,1%	27,0	5,4%	44,6	7,8%
Financial Charges	(0,5)		1,1		(0,4)	
Corporate income tax	(7,7)		(10,5)		(12,0)	
Consolidated Net Income	3,8	0,7%	17,7	3,5%	32,4	5,7%
Group Share	3,8		17,6		32,2	

Cash Flow Statements (M€)



(*) Cash and cash equivalents less overdrafts

Simplified consolidated balance sheet 2021

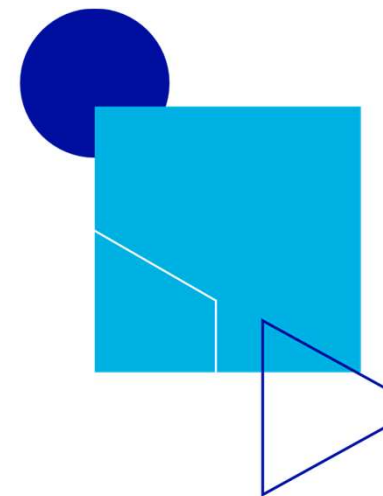


A solid financial base : net financial excess of **75.8 million Euros at December 31th 2021**

SFPI Group financial structure

	2020	2021
Equity Group share	214,2	232,5
Current and non-current financial debt	96,4	78,8
Cash and cash equivalents (less overdrafts)	161,1	154,6
Net financial excess	64,7	75,8
Recurring operating income	28,6	43,6
EBITDA	48,8	62,1

Transformation Plan



Industrial responsibility, a structuring policy

Industrial Responsibility : behavior allowing a company and its employees to perform and to guarantee the safety for people, goods and the environment.

4 contributive pillars:



Commercial responsibility

To increase knowledge about customers, to spread customer culture at all levels, to improve customer satisfaction.



Managerial responsibility

Reinforce the manager role to improve talents retention and anticipate employees turnover.



Environmental responsibility

To become a group more efficient from the environmental point of view.



Financial responsibility

To build common standards, tools and frames of references.

Environmental Responsibility: Control and reduce our carbon footprint

Goals 2023

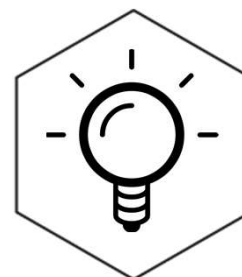
1 Initiate actions towards carbon neutrality

2 Reduce energy consumption by 15% for all companies

3 Reduce the Group's waste by 10%

2021/2022

- Carrying out the carbon footprint of all operational subsidiaries
- Actions to reduce energy consumption
- Reduction of waste production



100 %

Group companies concretely committed to becoming carbon neutral by 2023

Managerial Responsibility: Strengthen the role of managers to improve talent retention

Goals 2023

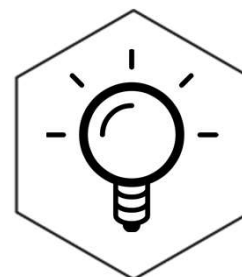
1 Accompany all managers on the fundamentals of SFPI management

2 Retain talent & promote career development

3 Develop employee commitment

2021/2022

- Creation of a formal business dictionary for each company
- Conducting a training program for all group managers on the fundamentals of management
- Implementation of a common information and human resources management system (HRIS))



90 %

SFPI employees are committed to the Group by the end of 2023

Commercial responsibility: creating a customer culture at all levels

Goals 2023

1 Establish an annual customer survey by measuring the NPS for all companies

2 Measure the OTIF with the aim of improving it on a quarterly basis

3 Inform employees about customer satisfaction and business objectives

2021/2022

- Measure and improve NPS (Net Promoter Score), OTIF (On Time Delivery in Full) and customer survey
- Communication of the results to all employees in order to spread a customer culture



90 %

score OTIF (On Time Delivery In Full) to be achieved in all companies by 2023

Financial Responsibility: digitalize, digitalize...

Goals 2023

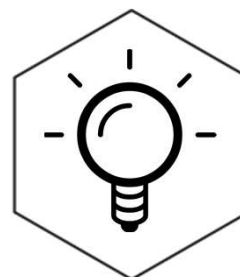
1 Finalize the common toolbox of rules and data (English and French)

2 Use a common dashboard for the division (MMD, NEU, MAC, DOM)

3 Digitalize invoices and order documents

2021/2022

- Microsoft Navision 2018 software for two companies in France
- Development and integration of the Employee Expense Report
- Digitalization of payroll, digitalization of Cipriani documents and reporting software



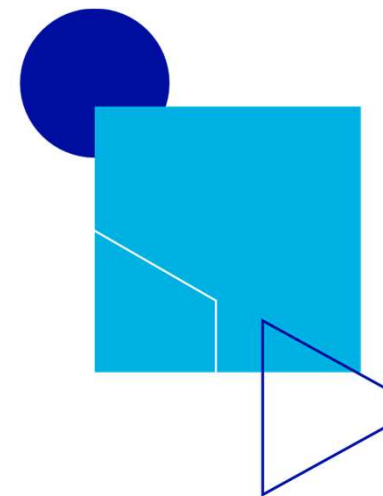
80 %

Digitalized invoices and order documents in 2023

2022 Perspectives

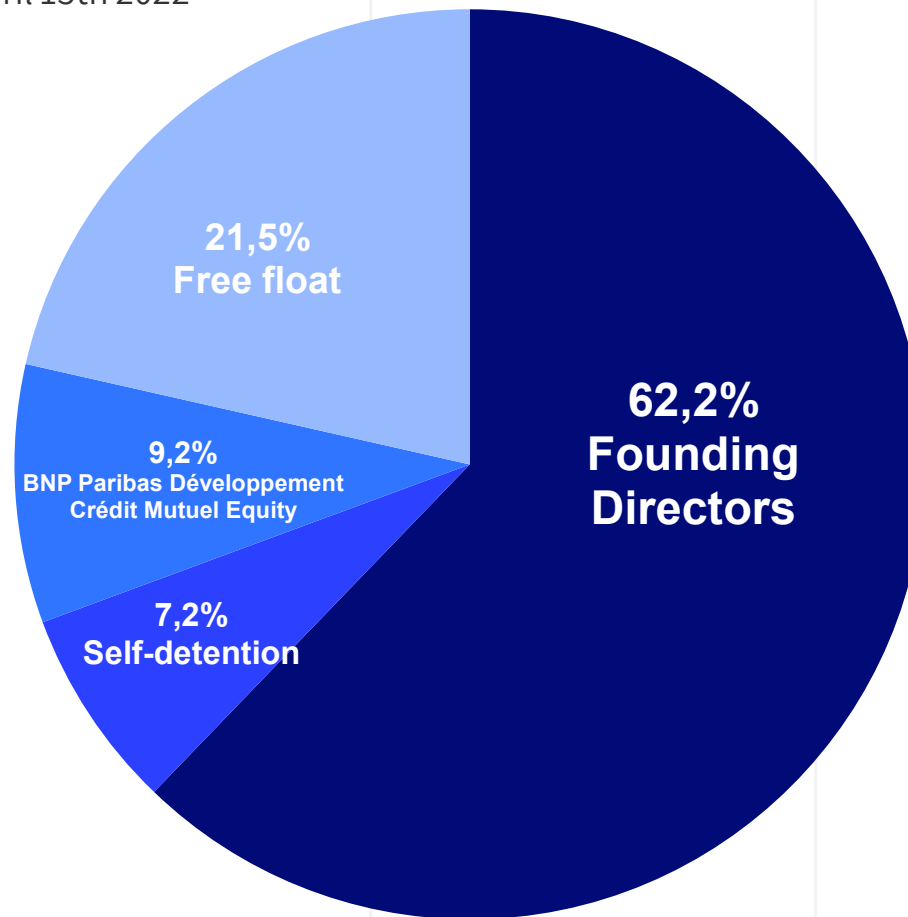
For fiscal year 2022, the Group expects annual revenues of around **600 million Euros**.

Next financial communication: Half year results– September 22nd of 2022



Stock market mapping

Shareholders structure on April 15th 2022



- Free float at 31/12/2020 : 25,6 %
- Free float at 31/12/2021 : 22,1 %
- Free float at 15/04/2022 : 21,5 %

- Number of shares: 99 317 902
- ISIN Code: FR0004155000
- Listing market: Compartment Euronext B

- Dividende 2021 :
Proposal of €0.08 per share for a total amount of 7.9 million Euros to the shareholders meeting on June 17th 2022

Thanks for your attention

This document and the video presentation will be available at the end of the day on the Group's website – investors section

www.sfpi-group.com

