

Annuels Results 2022

Henri Morel, CEO
Damien Chauveinc, Deputy CEO

WE ARE **Sfpi** GROUP

Safety for
people &
industry

35 YEARS
INDUSTRI
RESPON

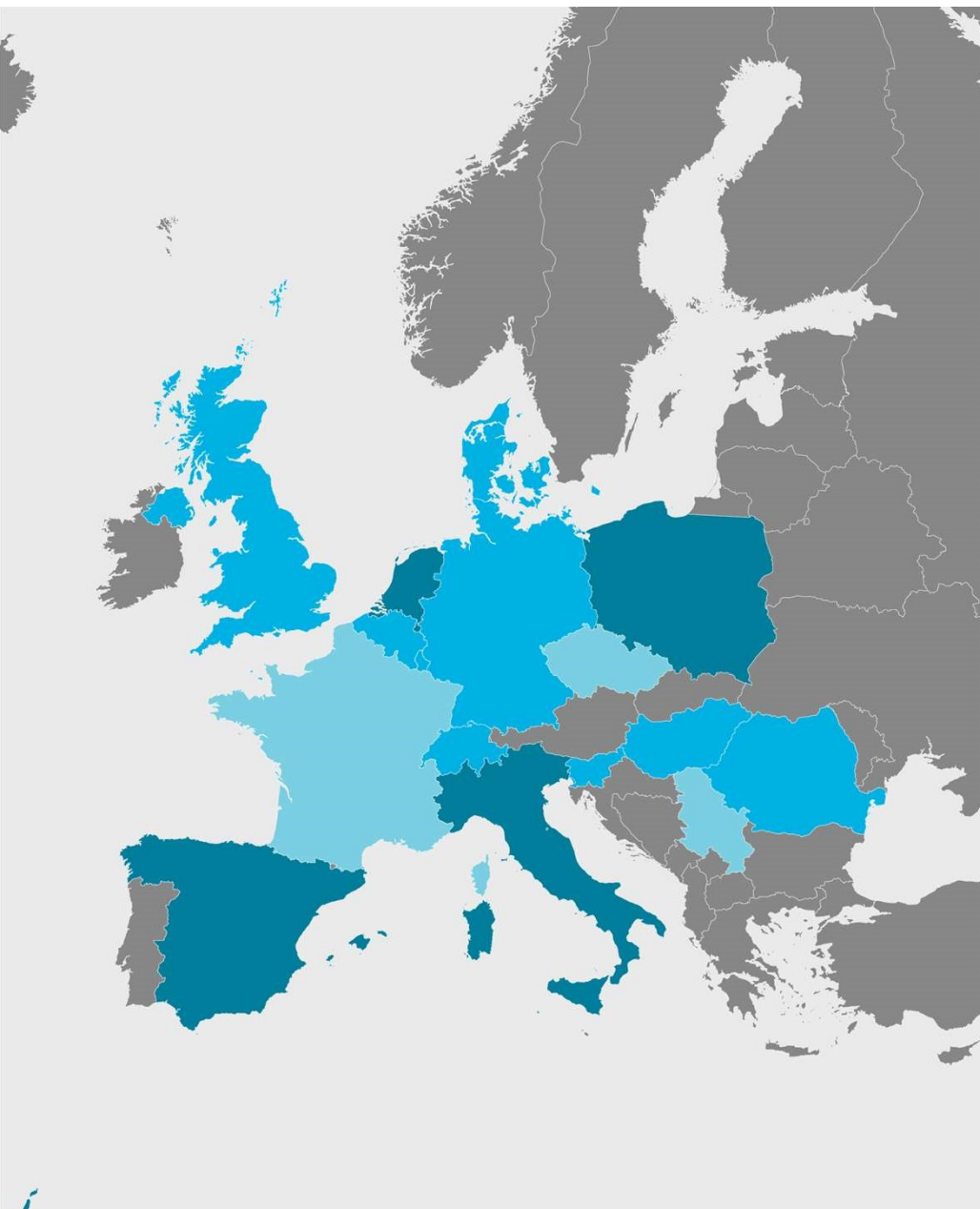
Independant, industrial, international

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.

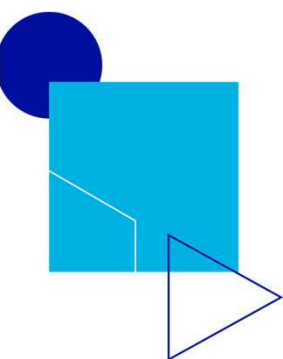
In 2022, SFPI Group generated a turnover of about **629 million Euros**, in the safety industry.

42 % of revenues are generated outside of France.

At December 31st 2022, SFPI Group has **4 164 employees**, 45 % of whom are based outside of France.



Key Figures 2022



629 M€

Sales

36 M€

Recurring
Operating
Income

57 M€

EBITDA

25 M€

Net
Financial
Excess

23 M€

Industrial
Investissements

Specialized in the safety industry for people, goods and environment

BUSINESS GROUP

« Construction » Security and comfort for buildings



BUSINESS GROUP

« Industry » Air Treatment and energy control



DOM Security

Locking and access control equipment and systems

Sales : 208 M€

MAC

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

Sales : 232 M€

NEU-JFK

Air Treatment solutions for the industry

Sales : 129 M€

MMD

Heat exchanger and sterilization equipment and systems

Sales: 60M€

Key Figures 2022

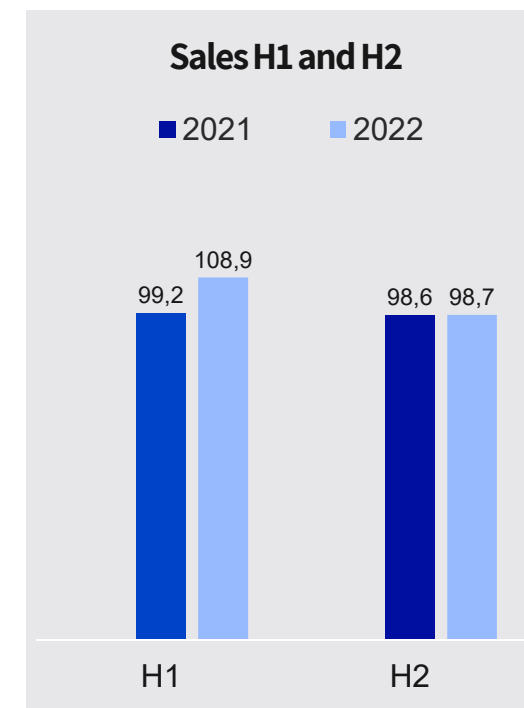


M€	2021	2022
Sales	197,8	207,6
Gross margin, as % of sales	70,2%	69,0%
Recurring operating income	23,4	17,2
Operating income	23,8	13,4

- ← Increase of 5%, mainly in H1, driven by price increases and organic growth, particularly in Northern Europe
- ← Strong material inflation over the period
- ← Increase in depreciation and provisions
- ← Impairment of fixed assets (3.7 M€)

1 647 employees

CAPEX : 6,8 M€



Highlights

- 12% growth in our order books at the end of 2022 compared to the previous year.
- Deployment of action plans to reduce our gas and electricity consumption, including the installation of photovoltaic systems in Poland and the UK.
- Good control of our Energy costs despite significant pressure in Slovenia, Hungary, Poland and Spain.
- Acquisition in Austria of a 60% stake in Tapkey, a company specialized in cloud-based access control and badge dematerialization solutions.



Acquisition of 60% of the shares of the Austrian company Tapkey, specialized in **cloud solutions with electronic keys** for the building and mobility market.



Launch of a DOM Roq solution, **connected locks**, in partnership with the Somfy group, dedicated to the residential market.



Continued engagement with our **DOM Keystone** locksmith networks in Europe with over 16% growth.



Good performance of our growing **access control** sales, which are up 11% compared to 2021, notably via our integrator partners.

Our **industrial locking** solutions are making significant progress, particularly in securing and protecting electrical installations in the renewable energy sector.



Key Figures 2022

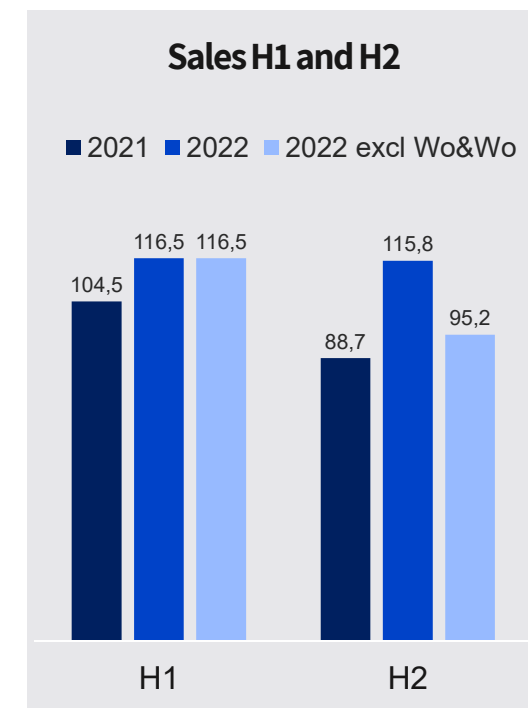


M€	2021	2022
Sales	193,2	232,3
Gross margin, as % of sales	55,6%	52,4%
Recurring operating income	8,1	4,0
Operating income	8,8	4,2

1 534 employees

CAPEX : 10,3 M€

- ← Organic growth +9.5% driven by price increases
WO&WO contribution: €20.6M
- ← Increase in raw materials
- ← Control of payroll
Increase in inventories depreciation
Exceptional costs for MAC250 (€5 million)



Highlights

- Integration of Wo&Wo on 31/07/2022.
- Launching of synergy working groups. Integration of Wo&Wo products in the MAC range
- Growing markets in volume for windows and closures, declining for blinds, screens and awnings
- Strong impact of the MAC250 strategic project on investments and other expenses



The MAC division is benefiting from **strong growth** in its markets and is supported by **solid fundamentals**, but is **facing crucial operational challenges**.



Goal by 2025:

- a turnover of 250M€ (excluding WO&WO) and
- Significant improvement in EBITDA



The diagnostics allowed us to **clarify the vision to 2025**.



The implementation of this vision through the MAC250 plan is based on **4 pillars**

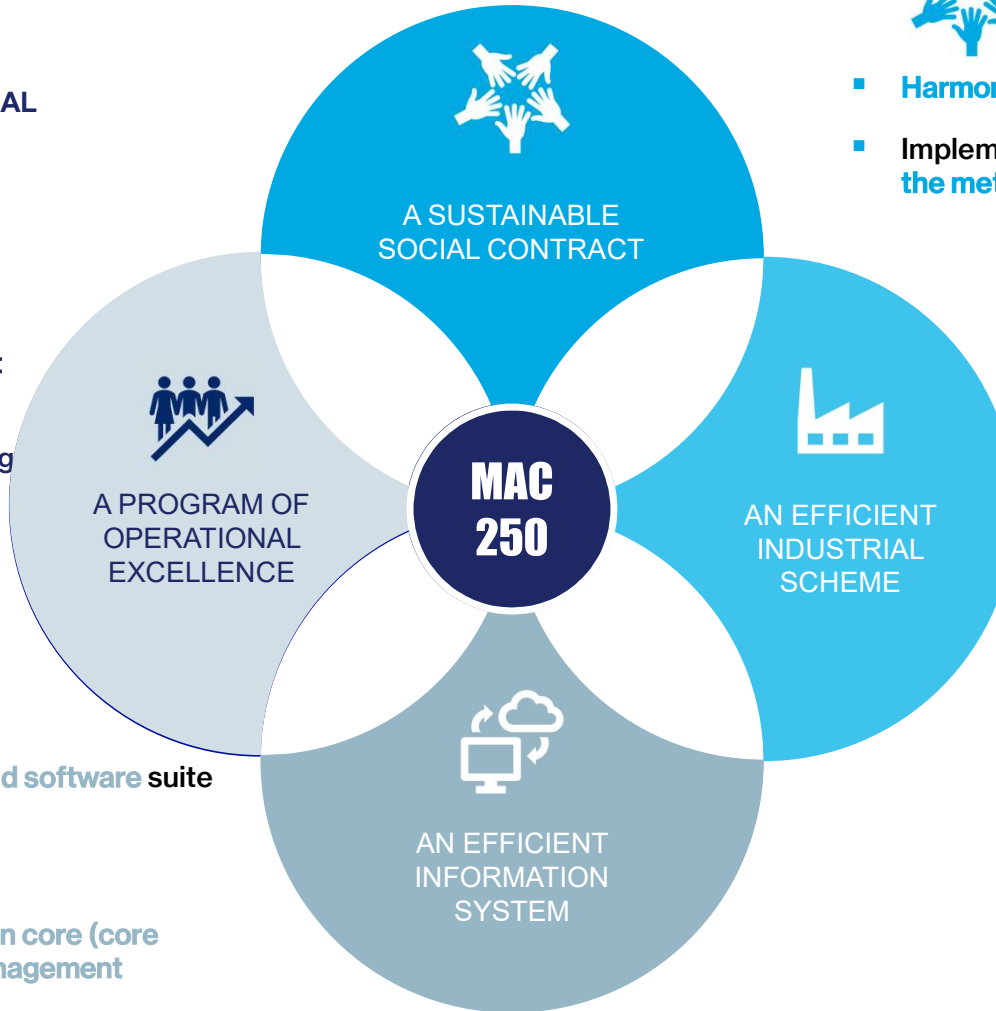
- **Market growth concerns almost all of the MAC division's product lines**
- **The MAC division's growth is based on improving service to its customers (OTIF) and its operational efficiency**
- **The MAC division will also need to support the growth of its workforce, maintain knowledge and attract talent**
- **EBITDA growth will be driven by higher volumes and control of fixed costs**

- **Harmonization of collective agreements in the metallurgy industry for a sustainable social contract**
- **A simple and efficient industrial plan and the reinforcement of production capacities and renewal of the obsolete park with an investment plan of 25 to 30 M€ over 5 years**
- **An efficient information system**
- **An operational excellence program**



A PROGRAM OF OPERATIONAL EXCELLENCE

- **Business behavior** that enables agility and performance
- **Work on 5 dimensions:** customer-facing organization, objectives, operational standards, management practices, behaviors
- **Performance improvement**, including service rate and output quality (OTIF)



A SUSTAINABLE SOCIAL CONTRACT

- **Harmonization of collective agreements**
- **Implementation of the collective agreement for the metal industry** for MAC activities



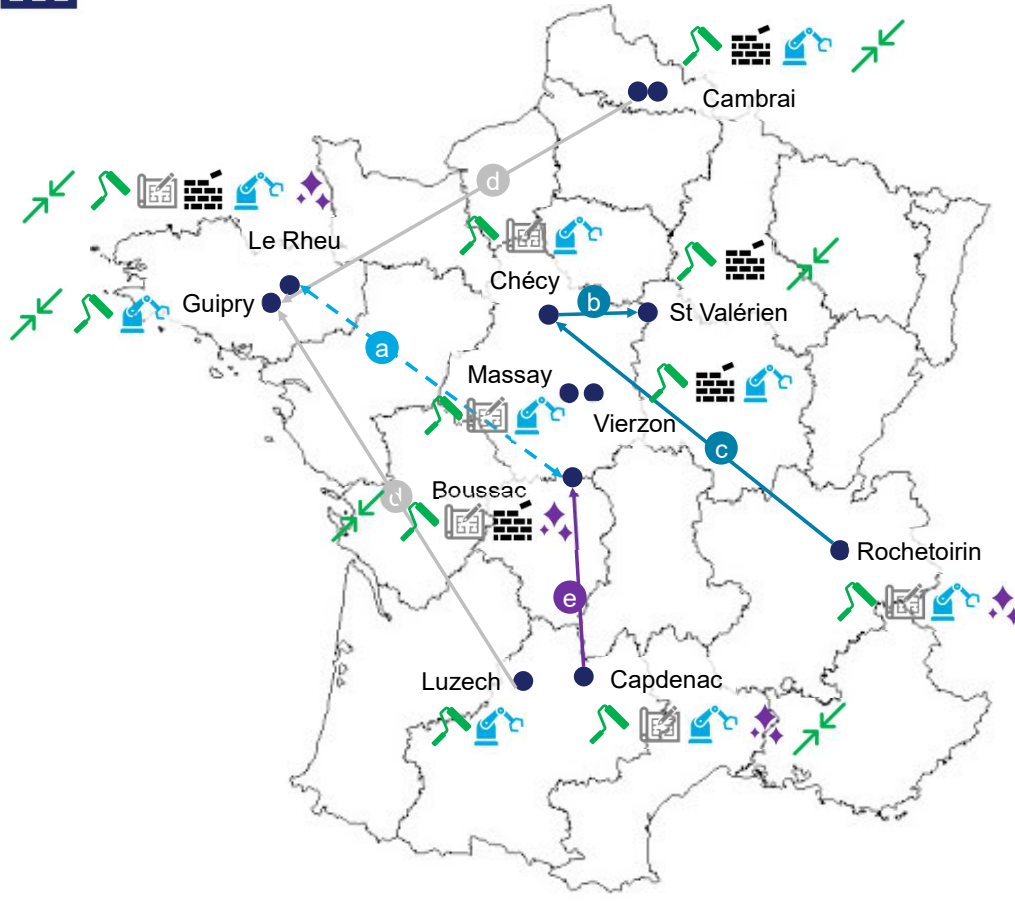
AN EFFICIENT INDUSTRIAL SCHEME

- **Restore site agility** by harmonizing practices and streamlining product lines
- **Strengthen the specialization of sites** by gradually transferring certain activities
- **Review and if necessary extend the productive areas**
- **Strengthen production capacities and renew obsolete equipment**



AN EFFICIENT INFORMATION SYSTEM

- **Implementation of the INFOR LN Cloud software suite** for the ERP/Configurator couple
- **Reinforced by software bricks**
- **Implementation of a functional solution core (core model)**, based on a robust project management
- **Progressive deployment plan by product line until the end of 2025**



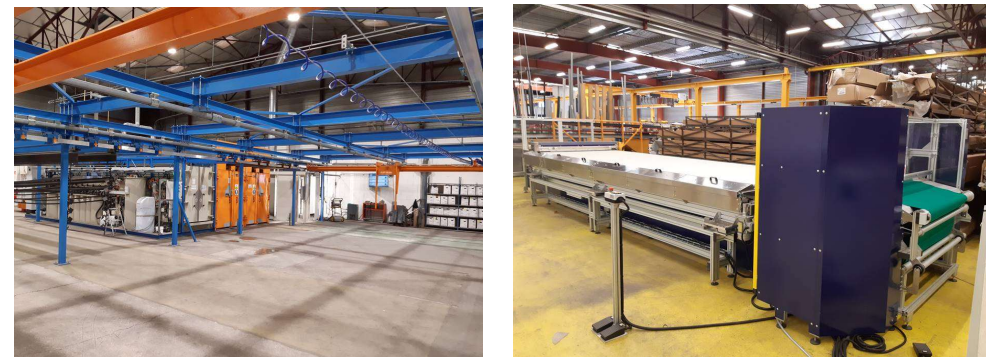
- a b c d e ← - - - - - → ■ Production transfer
- Renovation of the social premises
- Reorganization of production lines
- Extension / new buildings
- Machine investment
- Internalization study
- Rationalization of ranges

Planned investments of 25 to 30M€ between 2022 and 2025

Extension and reorganization of the Interior Blinds factory in Saint-Valérien (89)



Investments in a lacquering line and a fabric cutting table for the Blinds Coffres factory in Chécý (45)



Extension and investments in a machining center, a double head saw and solar panels for the Menuiseries Aluminium factory in Le Rheu (35)



Key Figures 2022



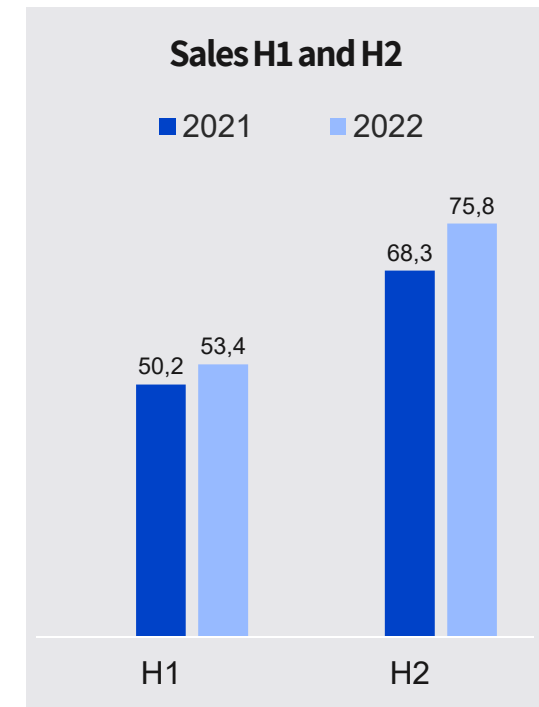
M€	2021	2022
Sales	118,5	129,2
Gross margin, as % of sales	49,9%	49,4%
Recurring operating income	7,5	8,0
Operating income	7,4	8,0

← Organic growth +9.0% driven by volumes (large projects) and price increases

← 1 M€ : Depreciation, ERP Business Central in Denmark

686 employees

CAPEX : 3,0 M€



Highlights

- Growing markets in Europe:
 - Sustained order intake in all regions: +13% vs 2021
 - Record second half in terms of sales
- Backlog at €58.6M, + 40% vs December 2021
- Control of the wage bill despite inflation
- By the end of 2022, R&D employees have been grouped together in a homogeneous and structured NEU-JKF France innovation center
- Opening of the "NEU-JKF Academy" for internal training and knowledge transfer

Investment JKF Danmark:

- Start-up of the process heat recovery system ("Chaleur Fatale"), to heat the plant, reducing gas consumption by 50%.



- Acquisition of a COBOT, a universal collaborative robot integrated to a welding system and programmed by learning



Significant Customer Projects:

- Overhaul of the management of the electrical distribution of the Stade de France in preparation for the 2024 Olympic Games (Electrical Technical Management or ETM)



- Realization of a de-dusting installation for two furnaces in an aluminium recycling foundry



Key Figures 2022 MMD

M€	2021	2022
Sales	59,8	60,2
Gross margin, as % of sales	55,5%	54,1%
Recurring operating income	4,7	6,7
Operating income	4,7	6,4

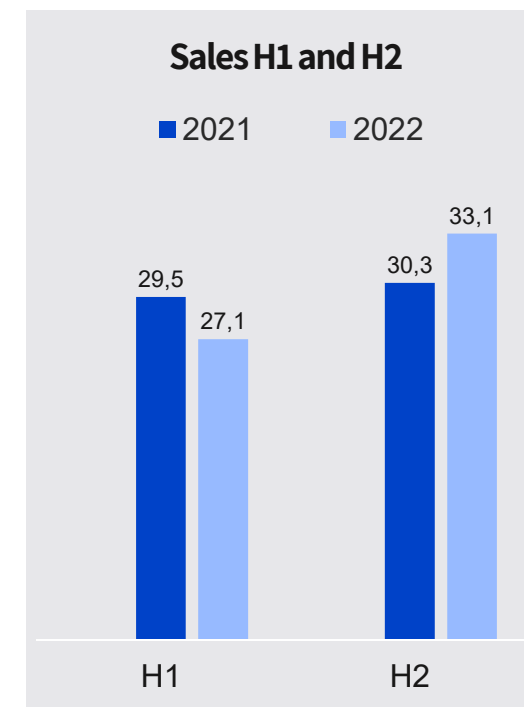
← Strong H2 at Steriflow and Cipriani

← Increase and availability of raw materials

← Control of payroll and other expenses

282 employees

CAPEX : 2,5 M€



Highlights

- Growing market for exchangers: energy prices, decarbonization, green fuels...
 - Barriquand: strong recovery in H2 in order intake (+100% vs 2021),
 - Cipriani still growing strongly: +22% in order intake

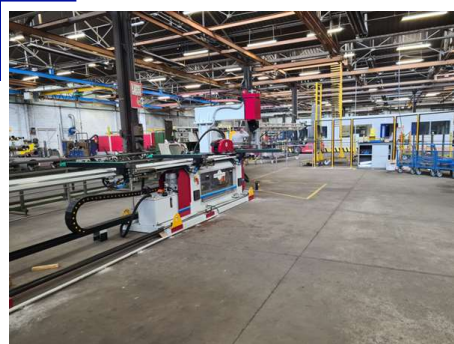
- Stériflow: H2 stronger than H1 in terms of revenues, but overall a wait-and-see market, after an exceptional year in 2021
- Several investments put into production: 6500t press at Cipriani, 2 machines at Barriquand

Investments Barriquand :

- Refurbishment of a spot welding machine in the sheet metal workshop

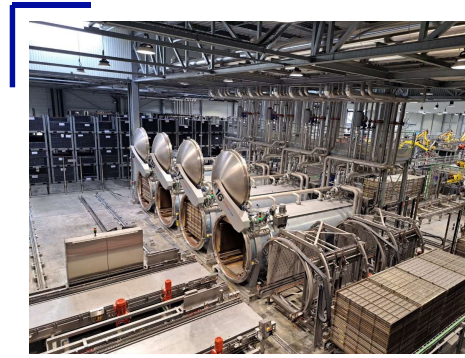


- New bending machine



Customer Projects Steriflow :

- Delivery of an automatic line of 4 devices for the sterilization of vegetables



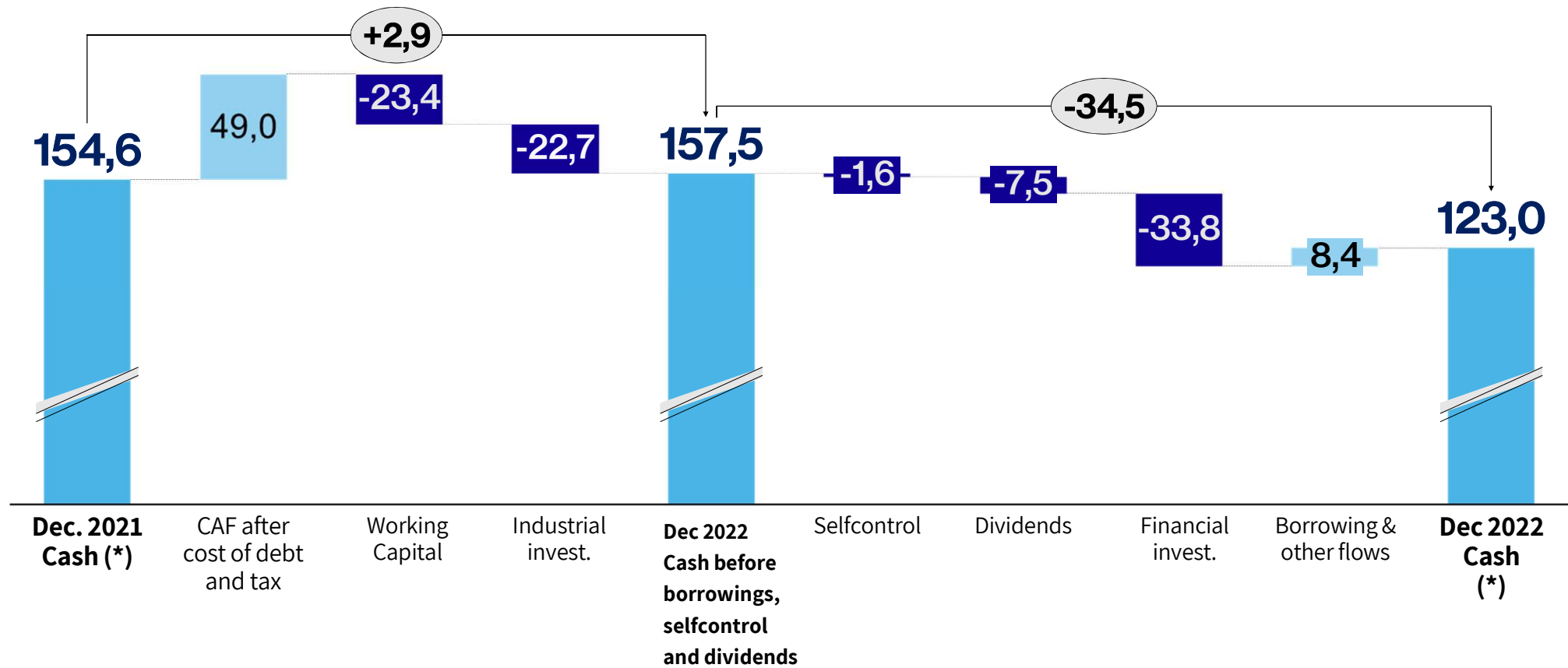
Investment CIPRIANI : 6500t press



Consolidated Financials

M€	2021	% of sales	2022	% of sales
Sales	569,0		629,1	
Gross margin	338,5	59,5%	361,4	57,4%
Payroll expenses	(185,3)	32,6%	(201,3)	32,0%
Other operating costs	(86,9)	15,3%	(98,1)	15,6%
Taxes	(4,2)		(4,6)	
Depreciation	(18,5)	3,2%	(21,4)	3,4%
Recurring operating income	43,6	7,7%	36,0	5,7%
Non-recurring cost and amortization	1,0		(3,9)	
Operating income	44,6	7,8%	32,1	5,1%
Financial Charges	(0,4)		(0,2)	
Corporate Income Tax	(12,0)		(10,2)	
Consolidated Net Income	32,4	5,7%	21,8	3,5%
Group share	32,2		22,0	

Cash flow statements (in €million)



(*) Cash & Cash equivalents less overdrafts

Simplified consolidated balance sheet 2022

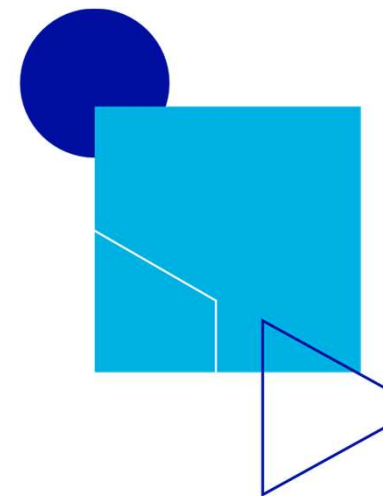


A solid financial base : net financial excess of **25.5 million Euros** at December 2022

SFPI Group financial structure

	2021	2022
Equity Groupe share	232,5	249,0
Current and non-current financial debt	78,8	97,5
Cash and cash equivalents (less overdrafts)	154,6	123,0
Net financial excess	75,8	25,5
Recurring operating income	43,6	36,0
EBITDA	62,1	57,4

Transformation Plan



Industrial Responsibility, our ambition

Behaviour that enables a company and its employees to perform while ensuring the safety of people, property and the environment.

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

Managerial Responsibility



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

Environmental Responsibility



Becoming a more **environmentally efficient** group

Financial responsibility



Build **common standards**, tools and reference frameworks.

Strengthen the role of the manager to improve talent retention and anticipate turnover



4 164 employees



574 Hiring.



675 departures.

	2020	2021	2022
Rate of voluntary departures	28,1%	32.8%	50,8%
turnover	9,5%	14,6%	15%

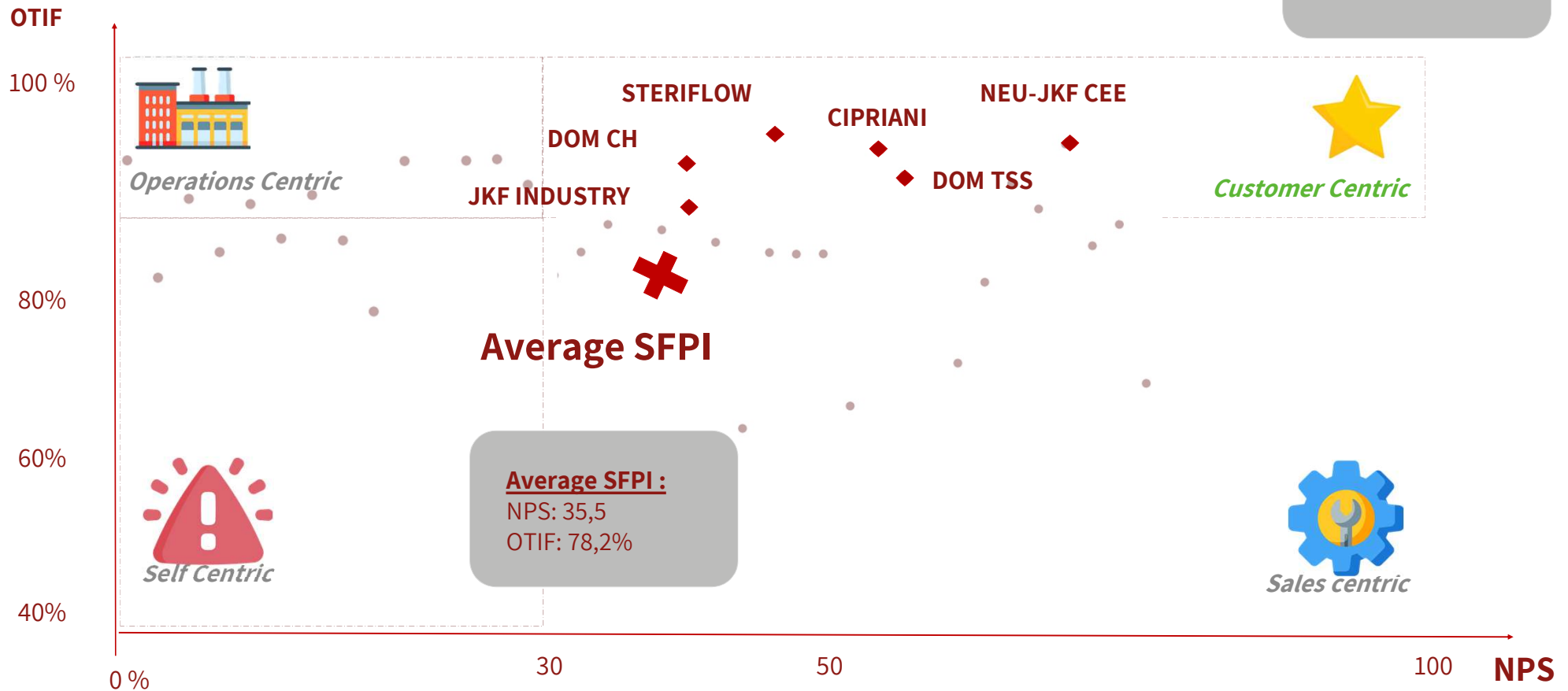
1+2

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

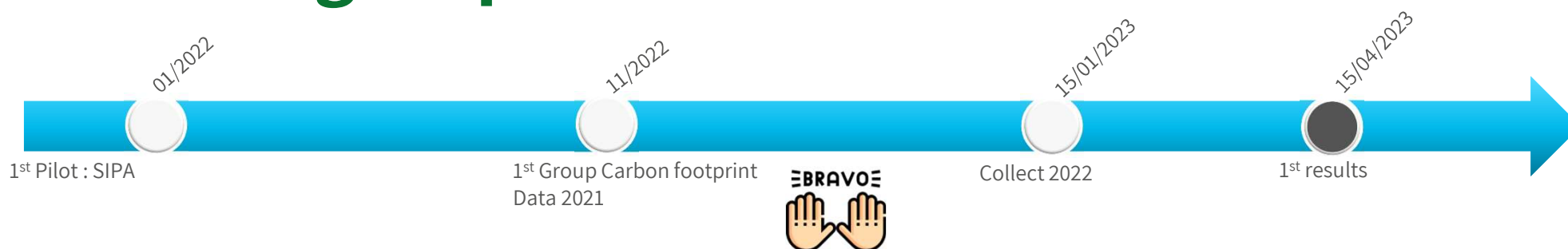


➔ 90% of our companies are measuring NPS&OTIF

Target SFPI
NPS: 40
OTIF: 90%



Becoming a more environmentally efficient group



59

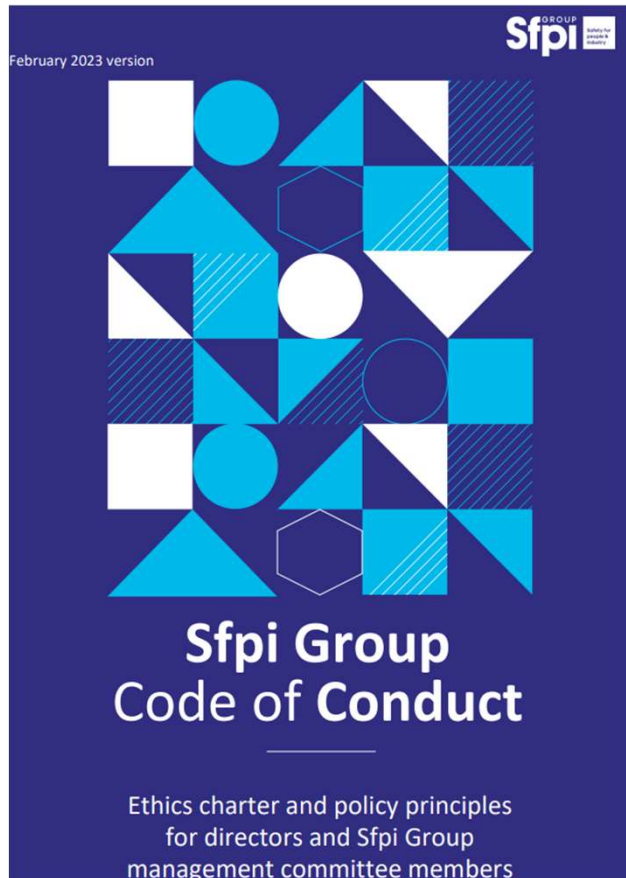
- ✓ 100% Group locations
- ✓ Scope 1,2 et 3



326 308 tCO2eq

	2020	2021	2022
Elec. consumptions Kwh/M€ CA	49 468	48 004	42 962
Gas Consumptions Kwh/M€ CA	46 909	51 913	47 212
Quantity of recyclable waste	NC	NC	71,27%

Build common standards, tools and reference frameworks.



- **A document on ethics for all employees**
- **A code of action for managers**



The Book of Values came into force 18 months ago

- **Integrity**
- **Loyalty**
- **Consistency**

Acquisition by Dom Security of the Italian company VIRO

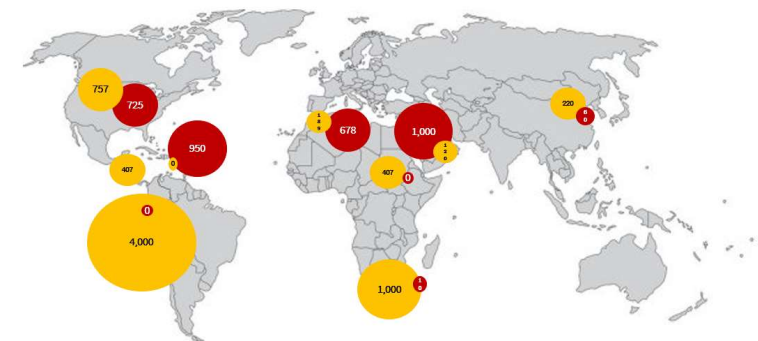
- VIRO, specialist in electric locks and security padlocks.
- 70 people at the Bologna site and a subsidiary in South Africa.
- 16M€ turnover in 2022, 45% in Italy, EBIT of 6.5%.
- Acquisition in March 2023 of :
 - 100% of VIRO Spa by the Italian entity of Dom Security.
 - 100% of the VIROTRONIC real estate complex by Groupe SFPI SA



Acquisition by Dom Security of the Italian company VIRO

Value-creating acquisition for Dom Security

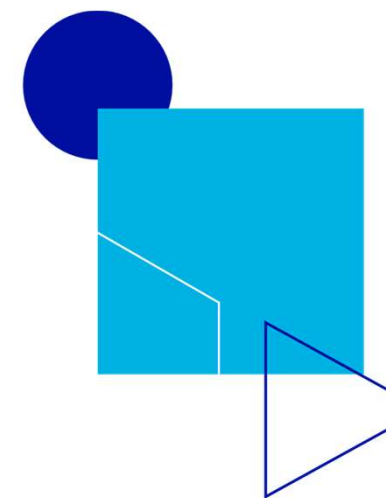
- **Complementary product range**, especially concerning the integrated security padlocks, often one of the locking plans called flowchart and access control solutions.
- **Dedicated distribution network** in Italy allowing to increase our positioning in view of the existing infrastructures in the group with DOM-CR in Turin and ANTIPANIC in Bologna.
- **Strong export presence**, especially outside Europe in geographical areas different from DOM, thus offering an important synergy for the development of the respective brands VIRO and DOM.



2023 Perspectives

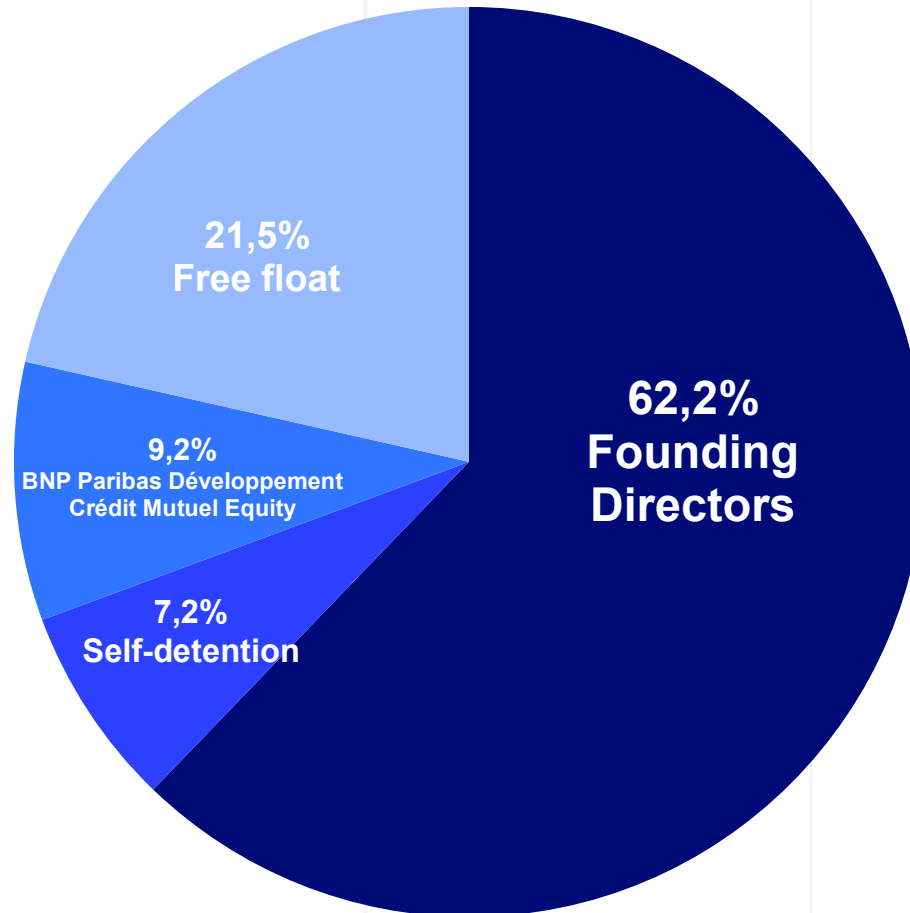
For fiscal year 2023, the Groupe expects annual revenues of around **715 million Euros**.

Next financial communication: Half year results – September 21st of 2023



Stock market mapping

Shareholders structure
on April 14th 2023



- Free float at 31/12/2021 : 22,1 %
- Free float at 14/04/2022 : 21,5 %

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

- Dividend 2022 :
Proposal of 0,05 euros per share for a total amount of 5 million euros to the shareholders meeting on June 16th 2023

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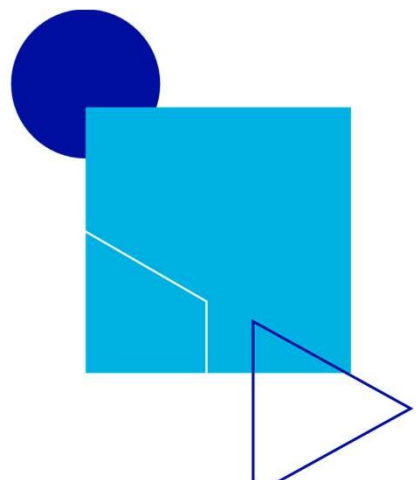


We have launched an SFPI Group page where we report on the progress of the transformation plan.



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



Thanks for your attention