

## **INVESTOR PRESENTATION**

# CHARGEURS, A PIONEER IN THE SUSTAINABLE TRANSFORMATION OF OUR NICHE INDUSTRIAL MARKETS





## **SUMMARY**



## Chargeurs is standing firmly by its strategic growth targets in a more volatile environment (1/3)



### **Our core business**

Creating global champions in niche markets with a high value-added, low capital intensity and strong growth potential

→ In the space of 4 years, the Group has **become no. 1 worldwide in each of its businesses** 

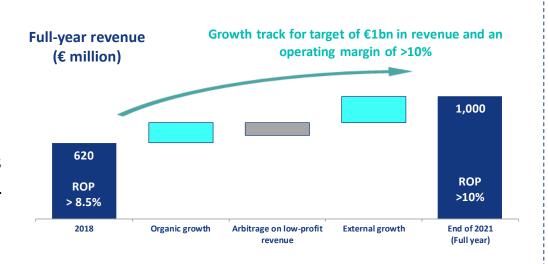
## Our aims and objectives

Over 90% of revenue generated outside France
Higher profitability
A growth plan that is regularly reinforced
Confirmation of our revenue targets:

> €750m by 2020, including future acquisitions

➤ €1bn by the end of 2021 in full year

Diversified sources of growth: like-for-like and acquisition-led





## Chargeurs is standing firmly by its strategic growth targets in a more volatile environment (2/3)



Our strategic approach, underpinned by the Game Changer plan

- Increasing operating margins over the long term in all of our businesses by constantly keeping them on a tight rein
- Putting in place a strong strategy aimed at:
  - Evenly weighting our worldwide coverage
    - → <u>Ultimate objective</u>: 1/3 Europe, 1/3 Americas, 1/3 Asia
  - Evenly weighting the contribution from our various businesses
    - → <u>Ultimate objective</u>: 40% materials, 30% textiles and 30% new businesses (CTS)
  - Reinventing low-profit businesses to boost performance, and investing in high-potential businesses
  - → Example: Creation within CTS of Chargeurs Creative Collection, a leader in materials and services for museums
- Acquisitions of high value-added companies
  - International champions bought for a good price and well integrated



## Chargeurs is standing firmly by its strategic growth targets in a more volatile environment (3/3)



### **Our achievements**

- Heavy investments to future proof the Group:
  - TSC1, acquisitions of PCC and Leach in 2018
- Regular dividend payments to our shareholders since 2015
- Strategy of capturing growth and remaining resilient in a difficult operating environment
- €19m increase in annual recurring operating profit since 2015

### **Our commitment**

- A stronger capital base for our reference shareholder 

  Confidence in our future
- Significant financial flexibility and low debt: no leverage covenant, long-term financing (> 7 years)

## Our success indicators for 2022

- €1bn in revenue
- Recurring operating margin > 10%
- Solid cash generation



## H1 2019 – one of the Group's best-ever first-half performances despite the economic environment and a peak in opex and capex (1/2)



### **Resilience**

- H1 2019: revenue up 13.6%, EBITDA up 6.2% and cash flow up 5.1%; return to like-for-like growth in Q2 2019
- H1 2019 recurring operating profit of €22.7m one of the Group's best-ever first-half performances, despite:
  - An exceptionally high basis of comparison
  - The impact of the unfavorable economic context on Chargeurs Protective Films
  - The peak in opex and capex under the Game Changer plan
- A more balanced weighting of regions and businesses, limiting the temporary adverse effect of the economic environment

# Ongoing expenditure to future proof the Group and productivity plan stepped up

- Management teams strengthened in our businesses for acquisitions and integrations
- Higher expenditure on training, innovation and marketing 
   better long-term mix
- Cost-savings plan stepped up

## Work on long-term margins

- Recurring operating margin:  $2018 = 8.5\% \rightarrow 2022 \text{ target} > 10\%$
- To reach the 2022 target, Chargeurs:
  - Will leverage synergies from its acquisitions: €2.5m per year expected as from 2020 -> 2/3 CFT-PCC and 1/3 CTS
  - Is increasing its production capacity for highly technical products: 4.0 coating line at CPF, Sublimis at CTS
  - Is focusing its innovation efforts on "green" products
  - Is intensifying its sales presence in growth markets



### H1 2019 – one of the Group's best-ever first-half performances despite the economic environment and a peak in opex and capex [2/2]

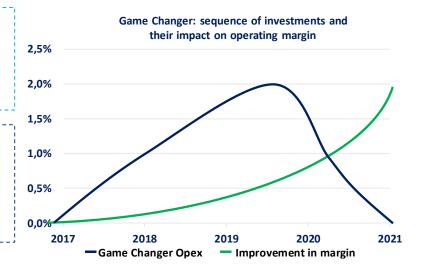


### **Ongoing acquisitions** strategy

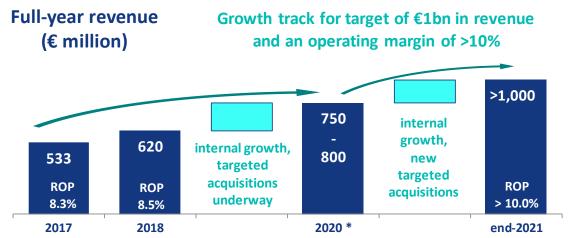
- 9 first-rate acquisitions including Main Tape, CPSM (Asidium, Omma, Walco), Leach, PCC and the 3 global champions making up the **Chargeurs Creative Collection network**
- Solid pipeline of high profit potential acquisitions

**Reinforcement of** businesses in a volatile economic environment

- Majority of capex already underway
- Streamlining of structures and securing of new contracts and new market share
- Priority to cash flow generation and the optimization of WCR



**Growth track for end-2021 confirmed** (subject to macro-economic conditions remaining constant)



\* Target of full-year revenue of €750m to €800m in 2020 including future acquisitions

**ROP 2019 > ROP 2017** 

#### **→** Targets confirmed:

- €1bn in revenue by 2021
- >10% normative operating margin from 2022

- 1. Chargeurs, a world leader in high value-added niche markets
- 2. Since 2015: a methodical strategy of growth to achieve €1bn in revenue by 2021 Performance since 2015
- 3. Performance since 2015
- 4. A successful acquisition program:

   ≥ €100 m in additional revenue from value-generating acquisitions, purchased at reasonable price
- 5. Outlook and opportunities
- 6. Appendices



## CHARGEURS A WORLD LEADER IN HIGH VALUE-ADDED NICHE MARKETS



### Robust growth and well on track to meet its revenue target



### Leadership positions

IN NICHE MARKETS

**CHARGEURS PROTECTIVE FILMS** 



Surface quality protection films

No. 1 worldwide

**CHARGEURS PCC FASHION TECHNOLOGIES** 



Technical textiles for the luxury and fashion industries

No. 1 worldwide

**CHARGEURS TECHNICAL SUBSTRATES** 



Visual communications and museum heritage management and visitor experience services

No. 1 worldwide

**CHARGEURS LUXURY MATERIALS** 



High-quality combed wool

No. 1 worldwide

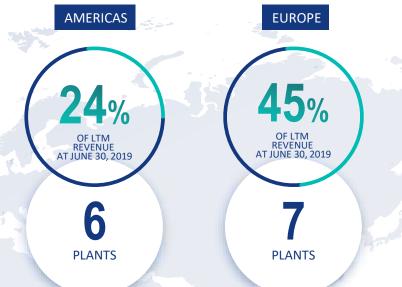
#### **WORLDWIDE**

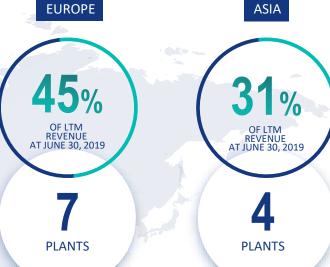
Industrial excellence

> SERVING OVER **COUNTRIES**

OVER 90% OF REVENUE

**GENERATED IN** INTERNATIONAL MARKETS





17 4

**PLANTS** 

163 **R&D AND QUALITY** 

LABORATORIES



#### A SOLID

Signature of a game-changing €230 million syndicated credit agreement in December 2018, with excellent financial terms and conditions





### A Market Leader Dedicated to Customer Service



An expert manufacturer of self-adhesive plastic films used to protect surfaces at every stage of the transformation, handling, transportation and fitting process

A comprehensive range of products developed by leveraging expertise in all the related technologies



- 3 main customer markets 3 marchés principaux (a dozen niche segments): construction, manufacturing and electronics industries
- Strategic focus on delivering innovation and partnering customers by recommending bespoke surface protection solutions, with a constant commitment to sustainable development
- A global leader:
  - Over **90%** of revenue generated in international markets
  - Over **600** employees in some **20** countries
  - 7 production units: France (2), Italy (2), United States (3)

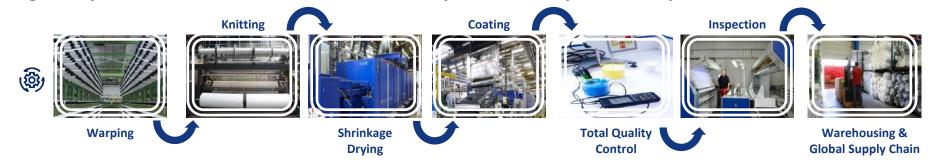


### Positioned competitively as a worldwide leader



An expert in the production of interlining, the only technical fabric used by the apparel industry, which is essential to help garments keep their shape

Vertically integrated production, to maintain control over all phases in the production process



- A diversified customer base that includes prestigious brands
- A strategy focused on high value-added production combined with a highly selective marketing approach and tight control over costs
- A "think global, act local" organization:
  - Some 90% of revenue generated in international markets
  - Over 750 employees in more than 20 countries
  - 7 production units on 4 continents



## Leader in the visual communication field dedicated to the visitor experience



### Two areas of expertise:

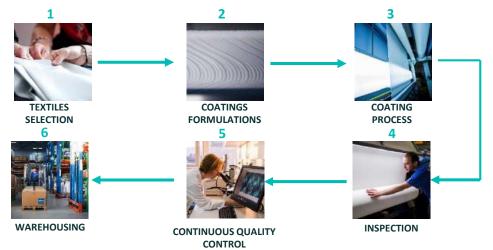
#### **Industrial area**

#### **SENFA**

- Mainly dedicated to the digital printing industry
- Different markets: advertising, decoration, home design and made-tomeasure clients
- → In-house development and engineering of coating formulations

The coating gives a textile base specific functionalities.

For example, it allows you to print high definition visuals, mask or diffuse the light, filter the waves, reduce the noise while fireproofing the panel.

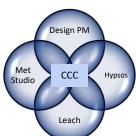


### **Graphic service area**

### **Chargeurs Creative Collections**

- Master the art of custom-made, disruptive and immersive experience
- Dedicated to museums, luxury brands and major institutions
- → A unique independent network of autonomous partners
- → Our Collection can offer, from creativity to execution:
  - bespoke, integrated solutions
  - supply single services





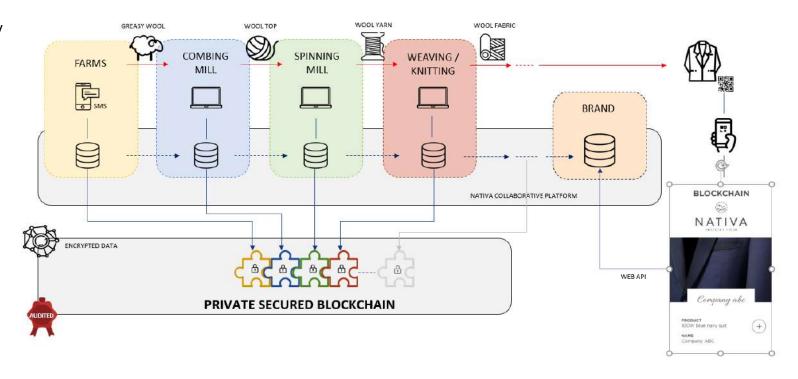


### " From the sheep to the shop "



### A distinctive innovative business model based on traceability

- Local and global expertise with a strict policy of transparent communications with stakeholders
- Expertise deployed to meet the needs of leading brands
- Label Nativa Precious Fiber
  - A wool fiber produced in an ethical and eco-traceable way
  - Guarantee of the full respect of animal welfare
  - Environment protection and social responsibility
  - Guarantee 100% non mulesing
  - The fiber is traced thanks to blockchain technology
  - The production chain is fully audited by Control Union
  - Nativa offers wool tops or yarn from 16 to 23 microns



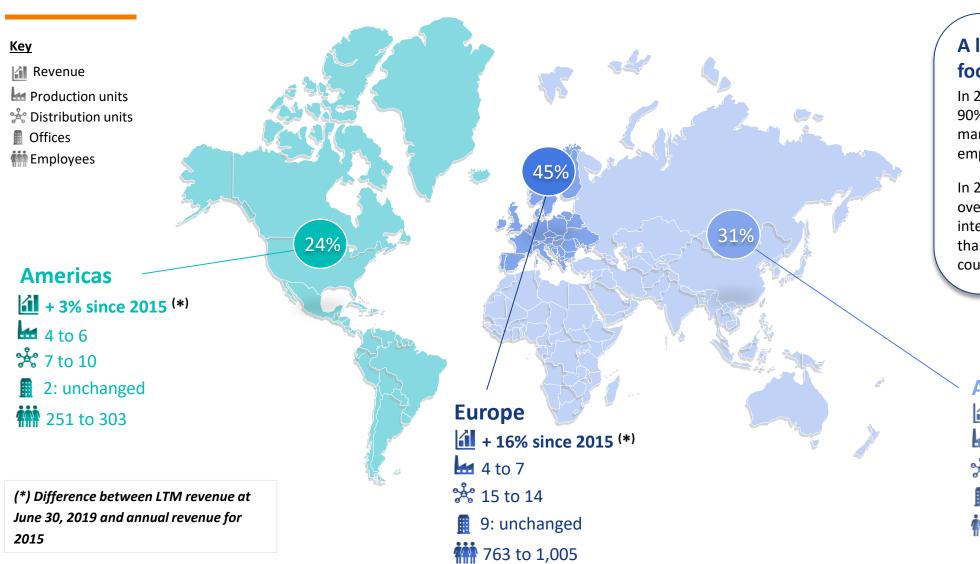


# SINCE 2015: A METHODICAL STRATEGY OF GROWTH TO ACHIEVE €1BN IN REVENUE BY 2021



## A much larger geographic footprint since 2015 and strong growth potential in the Americas and Asia





## A larger international footprint

In 2015, Chargeurs generated over 90% of its revenue in international markets, with some 1,500 employees based in 32 countries.

In 2019, Chargeurs will generate over 94% of its revenue in international markets, with more than 2,000 employees based in 45 countries.

Asia

+ 59% since 2015 (\*)

3 to 4

﴾ 12: unchanged

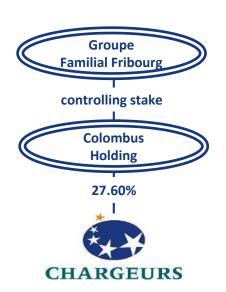
4: unchanged

498 to 764



### A strategy underpinned by a stronger financial structure





- Groupe Familial Fribourg significantly raised its investment in Chargeurs' capital base in H1 2019 by becoming the controlling shareholder of Colombus Holding
  - Groupama a blue chip, long-term investor became a shareholder of Colombus Holding
  - **CM-CIC Investissement** and **BNP Paribas Développement** reinvested in the capital of Groupe Familial Fribourg and retained their interest in Colombus Holding
  - → This demonstrates a high level of confidence in Chargeurs' ability to create strong industrial and shareholder value over the long term



- Considerable increase in the Group's financial flexibility over the last 12 months
  - December 2018: €120m in new money available after setting up a flexible and innovative syndicated loan
  - H1 2019: 2016 and 2017 Euro PP notes renegotiated → better financial conditions and longer maturities
    - Leverage covenant removed
    - Gearing requirement reduced to 1.2x
    - Maturity extended by three years for Euro PP notes originally maturing in 2023

→ Average life of Group debt now 5.3 years



## A methodical growth strategy deployed since 2015 aimed at achieving €1bn in revenue by 2021



## A clear vision & solid strategy

## Acting as a "designer" of our niche markets to create integrated value chains

- Strong technical expertise
- Global supply chain management
- Consumer-centric and service-oriented organizational structure
- Globally-recognized B2B brands

### A success model

## Managerial transformation to drive internal and external growth

- A winning mindset and a performance culture
- Ongoing optimization of the business model
- A solid financial model
- 9 acquisitions generating €100m in revenue

## Well on the way to achieving €1bn in revenue by 2021

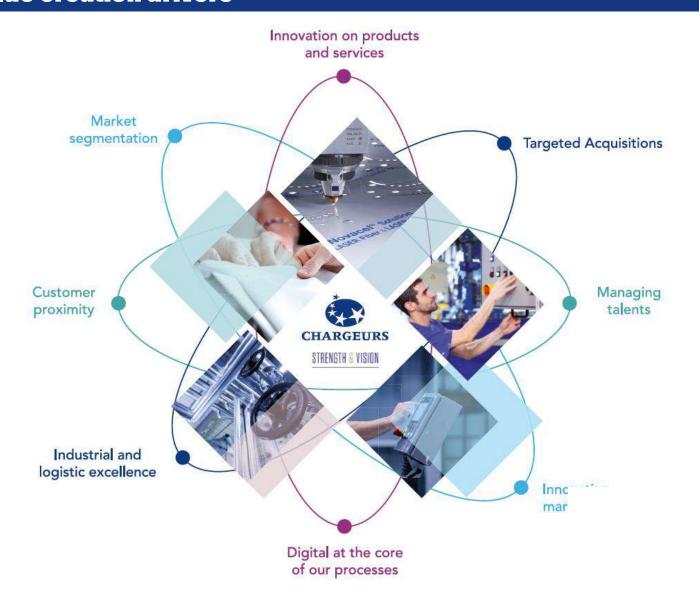
## Upscaling and multiplying sources of growth

- Simplifying the customer universe
- Proposing multiple solutions to customersin order to meet their challenges
- Seizing highly profitable opportunities that pave the way for game-changing developments



## **Our value creation drivers**







### **Key non-financial components of our overall performance**







### Innovation

Innovating to meet global challenges and enhance the sustainability of our customers' products



#### Governance

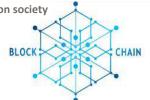
Applying a robust corporate governance structure to ensure the consistency of Chargeurs' strategy over the long term



OCT BRE

**Community engagement** 

Supporting community initiatives that have a positive impact on society



Investing in digital technology to secure ties between Chargeurs and its ecosystem



STRENGTH & VISION

## Talent management

Investing in employees to support the Group's growth





#### **Environment**

Limiting our impact on climate change by controlling our energy use and our air emissions





## Game Changer: the Group's performance acceleration plan



### **Objective:**

- €1bn in revenue by 2021
- > 10% normative operating margin as from 2022

→ Aimed at speeding up the Group's growth and profitability, designed in collaboration with all of Chargeurs' teams worldwide and focused on four key areas





## Game Changer: a premiumization strategy underpinned by measures to step up the plan



**Game Changer:** an operating performance acceleration plan that advocates daily discipline in the creation of long-term value and that is based on four key areas:

**Sales and Marketing** 



**Talent Management** 







Smart & Advanced Manufacturing



#### Innovation



Chargeurs: A designer of leaders recognized in their niche markets whose operations are shaped according to four core principles:

## CUTTING-EDGE TECHNICAL EXPERTISE

- Industry 4.0
- Product innovation
- Technical know-how





- A global presence
- Customer proximity

# CUSTOMER-CENTRIC AND SERVICE-ORIENTED

- Integrated solutions
- Service provider
- Technical advice

### GLOBALLY-RECOGNIZED B2B BRANDS



- Direct links with decision-makers
- Moving up the value chain
- Creation of recognized brands



## Launch of the Iconic Champions plan: premiumization pursued







## Premiumization accompanied by a high-potential marketing strategy: *High Emotion Technologies* ®



### This global marketing approach is designed to drive the upscaling of the Group and its businesses

A solid industrial heritage... Unique know-how **High-level** technical skills **Premium** customer service Disruptive innovation

...Underpinning 3 fundamentals focused on customer experience and product sublimation...

### **Technology**

Emotion

High

Creation of "Intel Inside" effects, which go hand-inhand with the premiumization of the Group's different businesses and will make dialogue between provider and end-user more successful than ever.

## ...which are drivers of accelerated growth

Performance

- Winning new market share
- Highly profitable products

Marketing

- Premium brand positioning
- BtoB and BtoBtoC marketing
- Stronger pricing power

Appeal

- A powerful employer brand
- Internal performance driver
- Reinforced customer dialogue

Innovation

- Customer-centric innovation focused on service and customer experience
- Supply chain excellence



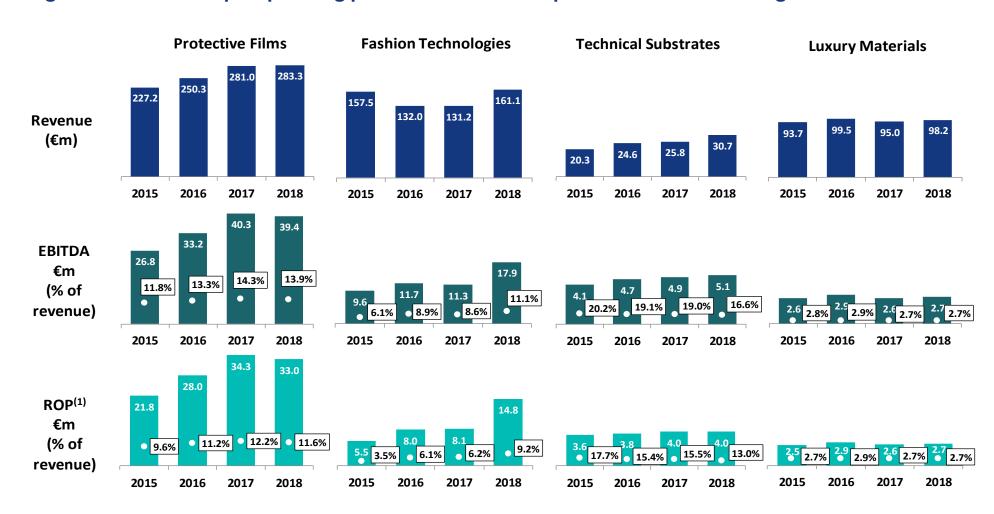
## **PERFORMANCE SINCE 2015**



## Continued enhancement of Chargeurs' growth profile, profitability and resilience



Very robust growth in the Group's operating performance: a 240-bp increase in ROP<sup>(1)</sup> margin since 2015



Chargeurs - Investor Presentation - October 2019 – 30



## First-half 2019 key figures



### **Another strong increase in results**

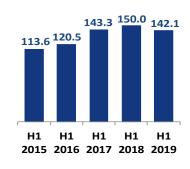
Revenue (€m)

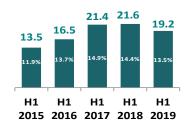
**EBITDA** €m (% of revenue)

**ROP** €m (% of revenue)



**Protective Films** Intensified opex drive







**Fashion Technologies** 







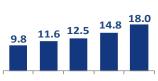


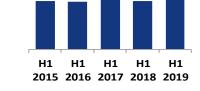
#### **Technical Substrates**





#### **Luxury Materials Premiumization**





53.5 52.5











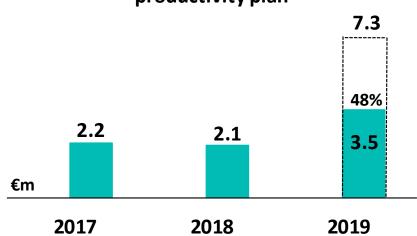


### **Success of the Annual Productivity Plan**

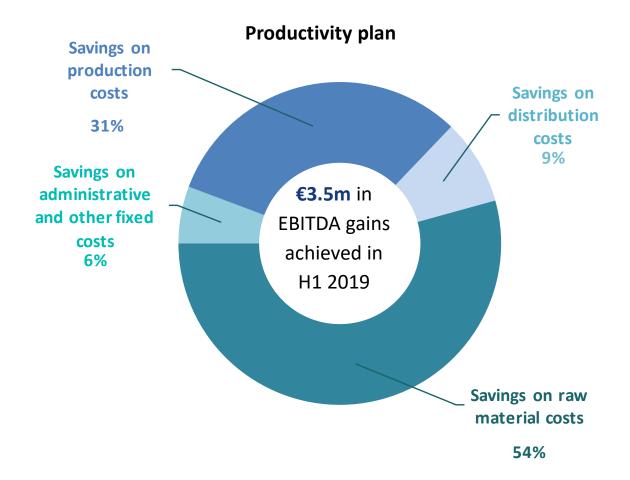


### 2019 target: €7.3m in cost savings for the full year

## Cost savings generated by the annual productivity plan



- €3.5m in savings achieved in the six months ended June 30, 2019, i.e. 48% of the €7.3m target set for 2019
- €18.2m in total savings achieved since end-2015





### A SUCCESSFUL ACQUISITION PROGRAM:

> €100 M IN ADDITIONAL REVENUE FROM VALUE-GENERATING ACQUISITIONS, PURCHASED AT REASONABLE PRICE



### Cementing leadership positions at a faster pace thanks to carefully-purchased and well-integrated acquisitions in high-potential segments



Guided by the Chargeurs Business Standards, since 2015 Chargeurs has carried out targeted acquisitions, creating champions

in high value-added niche markets.











#### €25m in revenue

> Pioneering international growth > An exhaustive offer in museum heritage and conservation

> Game-changing "bolt-on" acquisitions

Still to come:

- > Acquisitions to move up the value chain
- > Acquisition of a new operating segment





> Moving up the value chain

€8m in revenue

> Offering integrated solutions

#### £10m in revenue

- > Disruptive vertical

- capacities



#### \$27m in revenue

- > Strengthening leadership in the United States
- > Adding production capacity in the USD zone

- integration
- > Offering end-to-end solutions

### \$80m in revenue

- Creation of an innovative global champion
- > Strengthening service

Reinforcing and accelerating the Group's leadership in all of its businesses



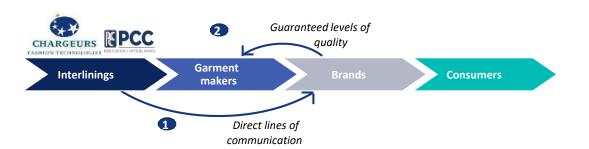
## Carefully-purchased and well-integrated acquisitions in high-potential segments:



- PCC: \$80m in revenue, of which more than 90% generated in Asia
- 300 employees in a dozen countries, primarily in Asia and the United States
- Leader in nomination



**PCC** case study



- √ 30 years of business growth
- √ Top 5 worldwide interlinings manufacturer
- ✓ Leading player in women's fashion
- ✓ Decision-making at the heart of the Asian fashion industry, with Hong Kong-based headquarters
- ✓ Sales operations in more than 20 countries, mainly in Asia
- ✓ An international player with a local approach and sales teams close to its major customers
- ✓ A streamlined global sourcing strategy
  built on long-term partnerships with qualified suppliers
- ✓ An innovative business model in a constantly evolving fashion industry
- ✓ A consumer-centric sales strategy creating comprehensive solutions
- ✓ Optimized response times to manage market expectations



### Carefully-purchased and well-integrated acquisitions in high-potential segments:





## A global benchmark for museum heritage management and visitor experience services



Founded in the UK in 1891

- Pioneer in large format graphic displays
- High-end visual communication solutions for extremely prestigious international organizations

**CCC** case study

Winner of the 2008 Queen's Award for Enterprise,
 in recognition of over a century of pioneering and disruptive innovation



**Based in London** 

- Major player in project management for museums
- Service offering ranging from concept design through to maintenance
- Working primarily with customers located in the Middle East and in direct contact with international decision-makers

hypsos.

Founded in the Netherlands in 1910

- Strong international brand recognition, particularly in the Middle East
- Turnkey solutions for exhibition installations and global experiential design
- Production insourced thanks to a new production site

MET

Founded in London in 1982 and now present on four continents

- Solid experience in managing iconic international projects
- Many prestigious international customers in some 50 countries
- Winner of several design awards



## **OUTLOOK AND OPPORTUNITIES**



### Building a long-term model of quality and excellence



Reasonable but essential levels of capex for transforming a high-potential industrial group into the world champion in high value-added niche markets that it has become today

### A solid model built on 3 pillars

## Premiumizing our businesses

- Game Changer plan
- No more low-margin sales
- Customer-centric strategy and disruptive innovation
- Focus on "green" products

## Reinforcing our niche strategy

- New production capacities
- Winning new markets
- A stronger distribution network

## **Ensuring financial flexibility**

- Solid financial resources
- Longer average maturity of borrowings
- Leverage covenant removed for Euro PP notes



### A targeted and long-term acquisition strategy



### An acquisition strategy based on a strict and targeted model

Distinctive vision

## Create global champions in high value-added niche markets Focus on accretive businesses

Disruption & Growth

Game-changing bolt-on acquisitions closely in line with our strategy

Market analysis

**Vertical acquisitions** to move up the value chain and offer end-to-end solutions

Acquisitions in new businesses with high growth potential

## Strict methodology

- ✓ Structural growth
- ✓ Opportunities in fragmented markets
- ✓ Strong technical features
- Opportunities for synergies

✓ Strong competitive positioning

**Target analysis** 

- ✓ Strong, recognized brands
- Recurring revenue and a solid customer base
- ✓ Accretive margins
- ✓ Strong cultural fit

### **Evaluation**

- Priority given to return on capital employed
- ✓ Sustainable revenues
- ✓ Accretive value
- ✓ High growth in EBITDA and cash flow

### Integration

- Extensive work upstream of acquisitions
- ✓ Strong focus on the integration of teams and synergies
- ✓ Strict supervision of measures in place



### Ambitious and achievable medium- and long-term objectives



### **Target for end-2021 confirmed: €1bn in profitable revenue**

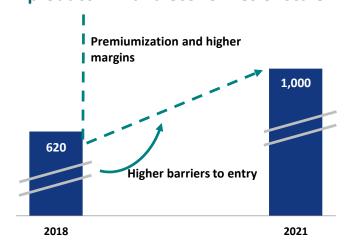
(subject to macro-economic conditions remaining constant)



### Pursuing our acquisition strategy

- 9 major acquisitions already carried out: Main Tape, CPSM (Asidium, Omma, Walco), Leach, PCC and Chargeurs Creative Collection's 3 international champions
- A solid pipeline of acquisitions with high earnings potential
- Strengthening our businesses in a volatile operating context
  - Majority of required capex already incurred
  - Optimizing structures and conquering new markets
  - Focus on cash generation and optimizing WCR

## Steadily rising margins thanks to the product mix and economies of scale



- → ROP 2019 > ROP 2017
- → Well on track to meet targets:
  - €1bn in revenue by 2021
  - > 10% normative operating margin as from 2022

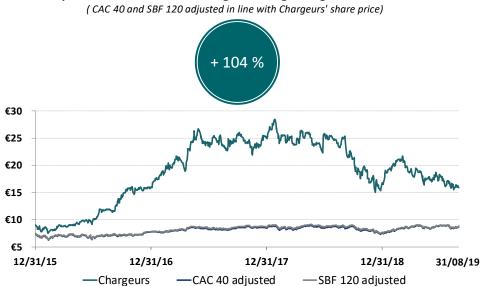


### Maximizing shareholder value creation



### **Shareholder value creation strategy**

#### Share performance since the change in Chargeurs' governance structure



### A share performance that is now covered by 6 analysts





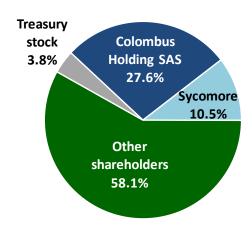








### Ownership structure at July 31, 2019: 23 756 103 shares



### **Dividend per share since 2015**





## **APPENDICES**



## **Consolidated Income Statement**



### Recurring operating profit once again high despite a more volatile operating environment and high levels of capex

In euro millions	H1 2019	H1 2018	Change		Comments
Revenue	326.1	287.1	+39.0	+13.6%	-1.9% like-for-like against a record figure in H1 2018; internal growth of 0.8 % in Q2 2019
Gross profit as a % of revenue	<b>85.0</b> <i>26.1%</i>	75.8 <i>26.4%</i>	+9.2	+12.1%	Persistently high gross profit as a result of the premiumization of the offering
EBITDA	32.5	30.6	+1.9	+6.2%	Impact of the productivity plan (€3.5m), the application of IFRS 16 (€3.3m), the integration of PCC and
as a % of revenue	10.0%	10.7%			Leach, the ramp-up in growth opex and the economic slowdown in Germany and Asia
Depreciation and amortization	(9.8)	(5.8)	-4.0	+69%	Continued investment strategy: €(0.9)m including 4.0 coating line at CPF, impact of IFRS 16: €(3.1)m
Recurring operating profit	22.7	24.8	-2.1		More volatile climate in Germany and China, ramp-up in growth opex -> 4.0 coating line at CPF;
as a % of revenue	7.0%	8.6%			compared with a record H1 2018
Amort. intangible assets linked to PPAs	(1.2)	0.0	-1.2		Amort. of brands and customer relations in acquisitions: PCC €(1.1)m and Leach €(0.1)m
Non-recurring items	(4.2)	(0.1)	-4.1		o/w: $€$ (1.9)m in costs linked to acquisitions made, $€$ (1.1)m in reorganization costs and $€$ (0.7)m in costs linked to acquisitions underway;
Operating profit	17.3	24.7	-7.4		o/w: €(4.1)m linked to non-recurring items and €(1.2)m to intangible assets linked to PPAs
Finance costs, net	(4.7)	(4.5)	-0.2		Renegotiation of the Euro PPs issued in 2016 and 2017: longer maturity and staggering of debt
Other financial income and expense	(1.1)	(0.9)	-0.2		€0.4m negative impact of IFRS 16
Net financial expense	(5.8)	(5.4)	-0.4		
Income tax (expense)/benefit	(3.2)	(4.1)	+0.9		
Investments in equity accounted investees	0.0	0.1	-0.1		
Profit for the period	8.3	15.3	-7.0		Drop in operating profit, financial expenses maintained



### **Balance Sheet Analysis**



### A constantly robust balance sheet structure

In euro millions	06/30/19	12/31/18	Comments
Intangible assets	157.6	158.1	
Right-of-use assets	27.7	0.0	Impact of the application of IFRS 16 including €11.2m in reclassification of finance leases
Property, plant and equipment	83.1	80.7	CPF Premium production plant and impact of IFRS 16
Investments in equity accounted investees	13.0	13.1	
Net non-current assets	11.8	12.9	
Working capital	84.4	64.6	Seasonal increase in orders in H1 (CPF and CTS); increase in the price of wool (CLM)
Total capital employed	377.6	329.4	
Equity	234.6	237.2	Profit: €8.3m; Dividends: €(5.1)m; Share buybacks: €(4.5)m
Leases	(27.8)	0.0	Impact of the first-time adoption of IFRS 16
Net debt/(net cash)	(115.2)	(92.2)	Net cash from op. activities: €0.5m; capex: €(16.3)m; div.: €(5.1)m

Number of shares at June 30, 2019: 23,756,103

- Renegotiation of the financial conditions of the Euro PP notes issued in 2016 and 2017 to align them with those of the syndicated credit facility set up in December 2018
  - Leverage covenant removed (net debt/EBITDA)
  - Gearing requirement changed to 1.2x from the previously applicable 0.85x
  - Maturity extended by three years for Euro PP notes originally maturing in 2023



## **Statement of cash flows**



In euro millions	H1 2019	H1 2018	Comments
EBITDA	32.5	30.6	Up 6.2%: impact of IFRS 16 (€3.3m), growth opex and annual productivity plan
Non-recurring – cash	(4.2)	(2.0)	Acquisition-related expenses
Finance costs – cash	(5.3)	(4.5)	Strengthening of financial resources and extended maturity of borrowings
Income tax – cash	(0.4)	(2.4)	
Other	0.2	0.0	
Cash generated by operations	22.8	21.7	Up 5.1%: robust cash generated by operations
Change in working capital (at constant exchange rates)	(22.3)	(16.4)	Rise in WCR linked to orders at CPF and CTS; increase in the price of wool at CLM
Net cash from operating activities	0.5	5.3	Cash: increase in WCR absorbed by cash generated by operations
Purchases of PPE and intangible assets	(16.3)	(9.1)	Principally linked to the 4.0 production line at Chargeurs Protective Films
Acquisitions	0.0	(14.2)	May 2018: acquisition of Leach
Dividends	(5.1)	(4.4)	Balance of the dividend paid for the previous year
Currency	(0.5)	(0.1)	
Other	(1.6)	(0.1)	o/w €(4.5)m linked to the repurchase of shares; €3.9m linked to the first-time adoption of IFRS 16 in H1 2019
Total	(23.0)	(22.6)	Negative impact over the period principally as a result of a sustained investment policy
Debt (-)/cash (+) at opening (12/31/y-1)	(92.2)	8.9	
Debt (-)/cash (+) at closing (06/30/y)	(115.2)	(13.7)	



## **2019 INVESTOR CALENDAR**

Thursday, November 14, 2019

Third-quarter 2019 financial information

(after the close of trading)

### **Chargeurs**

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