2022 Annual Results

MARCH 9TH, 2023

CHARGEURS

High Emotion Technology®

STRENGTHS, CONFIDENCE AND PERFORMANCE

Disclaimer

This presentation may contain forward-looking statements relating to the business, results and financial position of the Chargeurs group.
Such forward-looking statements are based on assumptions that are currently considered reasonable, but which are dependent on external factors and unforeseeable events such as changes and developments in:

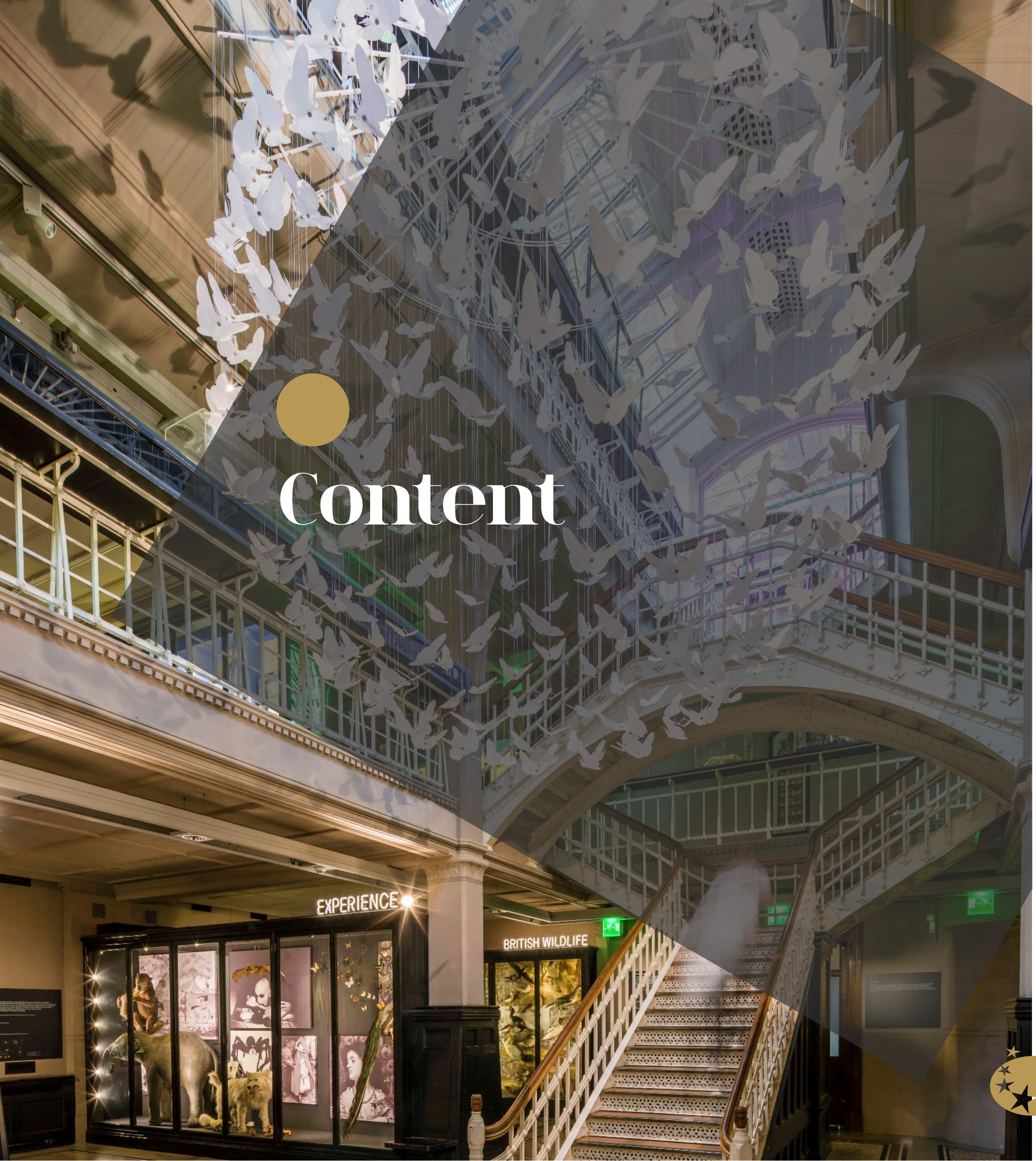
- the health crisis across all the Group's geographies,
- the geopolitical backdrop,
- the economic climate,
- commodity prices,
- exchange rates,
- laws,
- demand in the Group’s leading markets,
- new product launches by competitors.

The performance targets and estimated objectives included in the *Leap Forward 2025* strategic plan are also dependent on these unforeseeable events and are provided for information purposes only.

In view of these uncertainties, the Chargeurs group may not be held responsible for any differences between its forward-looking statements and actual results which arise due to new facts or circumstances or unforeseeable developments.

The risk factors that could significantly influence the Group’s financial performance are set out in the Universal Registration Document, which is filed with the French Financial Markets’ Authority (AMF) on an annual basis.

Where this presentation cites information or statistics from an outside source, it should not be interpreted to mean that the Group endorses such information or statistics or considers them to be accurate.



Content

Introductory summary

Michaël Fribourg
Chairman and Chief Executive Officer

Chargeurs confirms its strength and its transformation in ultra-premium niche markets

STRATEGIC STRENGTHS VALUED BY OUR CUSTOMERS

A portfolio of businesses buoyed by new growth drivers that offer a decorrelation between sectors and regions

- **4 global leaders** with strong momentum in Asia, the United States and in the Gulf states
- Confirmation of the resistance and rebound of the **Technologies Division**, now with a **very high, recurring contribution from CFT PCC**
- Proven sales momentum of the **Luxury Division** which is accelerating its growth and **Museum Studio now establishing itself as a fully fledged contributor**
- "**Leadership**" premium in all Businesses, resulting in a **significant increase in market share** and customer penetration rates, even more so in volatile periods

A STRONG PERFORMANCE DESPITE INFLATION AND MACRO-ECONOMIC VOLATILITY

Robust results that demonstrate its proven ability to control the effects of inflation and to take advantage of its significant operational flexibility

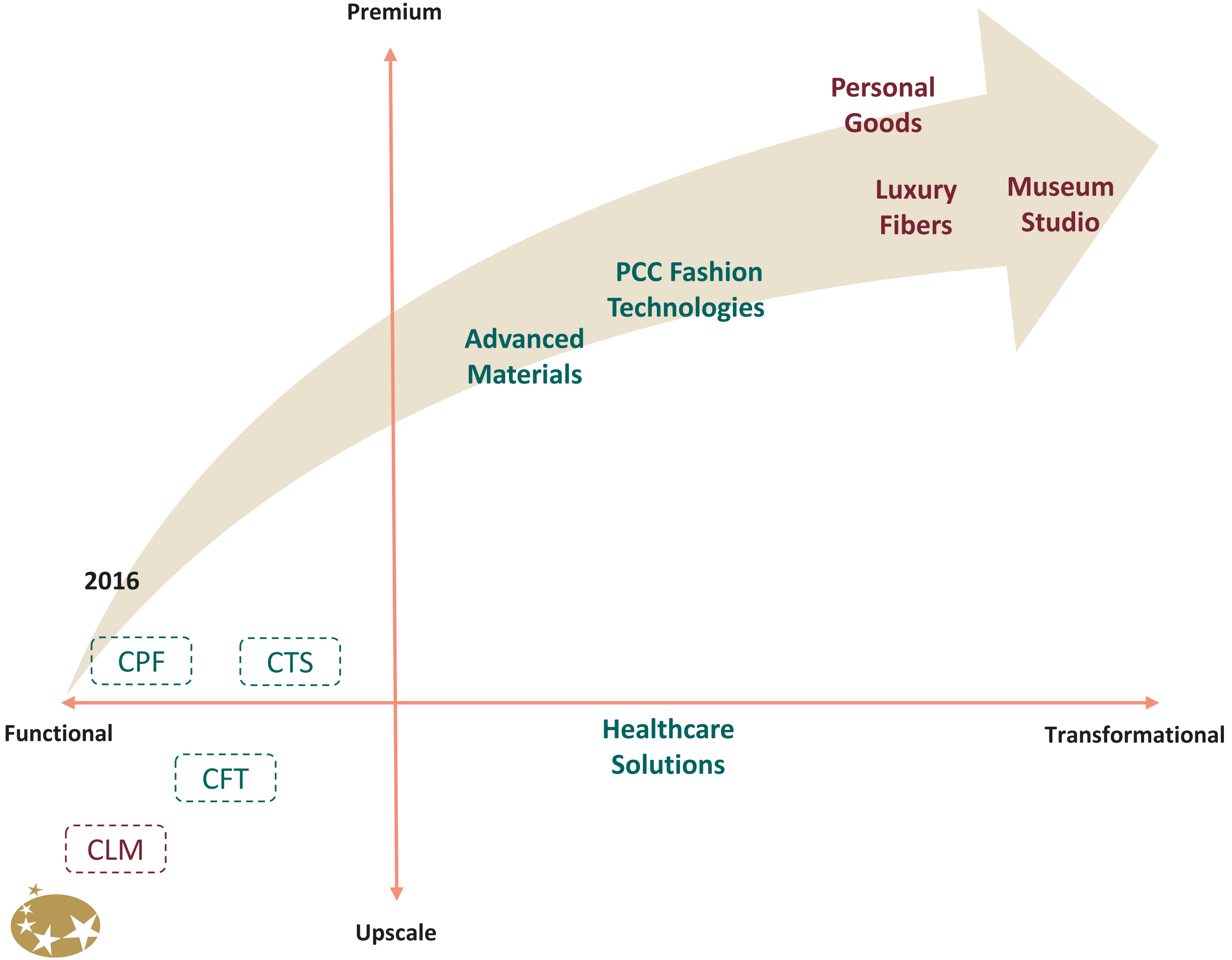
- Recurring operating profit of €45.4m, at the **higher end of expectations** and up 41.7% excluding healthcare activities
- **Cash generated by operations** invariably positive year after year, despite the crises
- Control and **transfer** of cost increases onto all categories of customer
- Culture of **optimizing** operating and capacity-developing **investments**

CONFIDENCE IN THE GENERAL RECOVERY

Buoyant businesses that will accelerate their growth and profitability

- **Very strong rebound** in the business activities impacted during the Covid crisis and **gradual recovery of CAM**, which was temporarily impacted by the energy uncertainty in Europe
- **Rising demand** in all businesses and all regions
- Businesses that have become more premium, less capital intensive, and that play **a transformational role** for customers that are in high demand and highly solvent
- Benefit expected in 2023 - currently anticipated from H2 onwards - from lower energy costs and inflation in a number of countries from which Chargeurs and its business may profit

Chargeurs continues to steadfastly pursue the strategic transformation of its portfolio



- **Shift from an exclusively B2B model** towards a balanced B2B, B2B2C and Direct-to consumer model
- **Creation of high value-added differentiating integrated offerings** in existing and new markets
  - Product as a service
  - *One-stop-shop*
  - Exclusive innovations and sustainable offerings
  - Key account strategy
- From a position of supplier - functional logic - to a status of **strategic partner and advisor** - transformational contribution to customers
- Development of **new skill sets and know-how** to assist new customers in their experience quest
- **Contribution of acquisitions** to the transformation and premiumization of offerings and markets

New achievements for Chargeurs in 2022

January

Chargeurs celebrates **150 years of existence**

February

Creation of Museum Studio, umbrella brand regrouping the different entities of CMS

March

Record quarterly growth for Chargeurs PCC Fashion Technologies

April

D&P Wins National Air & Space Museum East Wing Renovation Project

May

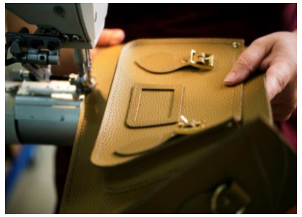
Swaine opens a **store** in Burlington Arcade

June

Chargeurs PCC Fashion Technologies launches a **collection of Nativa™ interlinings**

July

CMS strengthens its offer with the acquisition of **Skira Editore**



August

Acquisition of **The Cambridge Satchel Company**

September

Nativa™ and Gucci sign **global partnership agreement**

October

Novacel becomes the new **reference brand** for all of CAM's activities

November

Improvement in the extra-financial rating awarded by the Gaïa agency. Chargeurs receives the Silver certificate

December

Launch of the **Altesse Studio** brand, ultra-premium hairbrushes

A portfolio of niche businesses, global leaders and generating performances year after year

TECHNOLOGIES DIVISION

CHARGEURS ADVANCED MATERIALS
World No. 1

CHARGEURS PCC FASHION TECHNOLOGIES
World No. 1

CHARGEURS HEALTHCARE SOLUTIONS
European leader

LUXURY DIVISION

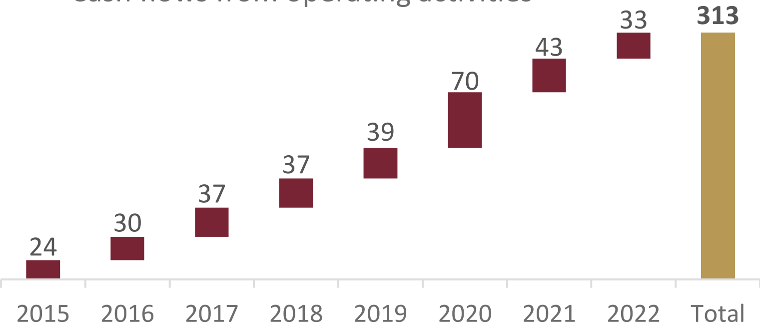
CHARGEURS MUSEUM STUDIO
World No. 1

CHARGEURS LUXURY FIBERS
World No. 1

CHARGEURS PERSONAL GOODS
Niche leader

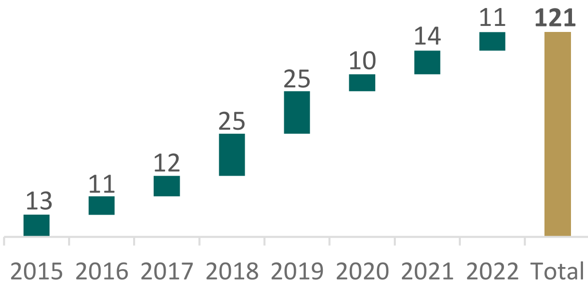
- **€313m in cash flows from operating activities since 2015 enabled the financing of :**

Cash flows from operating activities



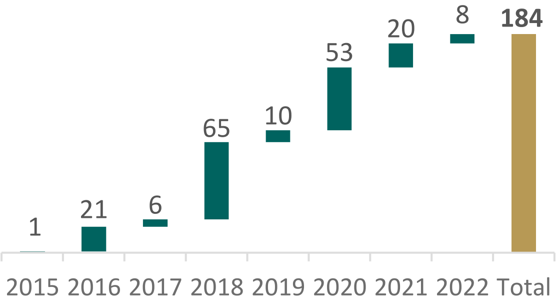
- **A program to modernize the industrial base**

CAPEX since 2015



- **15 acquisitions, two of which in excess of €50m**

Cash allocated to acquisitions



Chargeurs rolls out its Leap Forward program: a management model designed to adapt and premiumize its businesses

MAKING OPERATIONS MANAGEMENT MORE FLEXIBLE TO TACKLE CRISES

- **Industrial agility and responsiveness**
- Benefits of **an asset-light model** (lower breakeven)
- Protection provided by our **long cycle** and **acyclical** businesses
- **Securing financing**

PREMIUMIZATION TO CAPTURE THE POTENTIAL PERFORMANCE OF OUR BUSINESSES

- Gradual revelation of the **embedded performance** and **mobilization of the Group's hidden assets**
- **High level valuations for leadership status in our business lines**
- Full benefit of the gradual shift in the Chargeurs portfolio towards **more premium and systemic businesses**

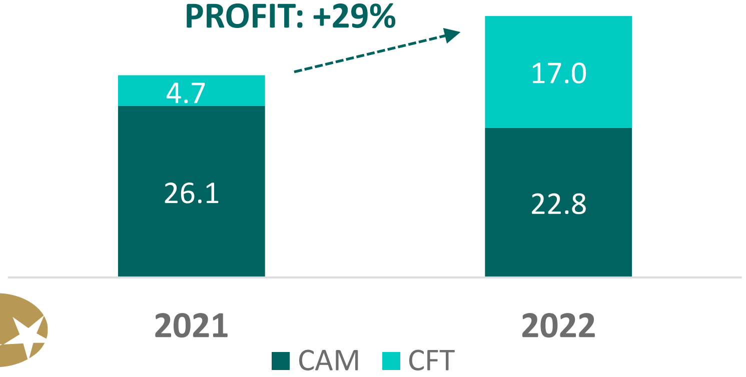
➡ Group development across the cycles

In 2022, Chargeurs continued to follow its disciplined strategy focused on the profitable development of high-quality products and services

Technologies
Resistance, recovery and leadership premium

- **Chargeurs Advanced Materials strengthens its leadership position** and **confirms its pricing power** against a backdrop of inevitable adjustments in volumes and caution displayed by its customers
- **Chargeurs PCC Fashion Technologies' interlinings business** exceeds its pre-pandemic level of business activity and **increases its market share**
- **The masks business contributes to the profitability** of the Group despite the anticipated fall in volumes

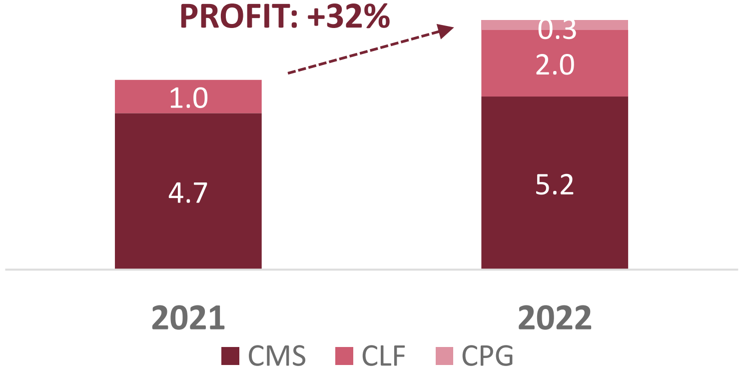
RECURRING OPERATING PROFIT: +29%



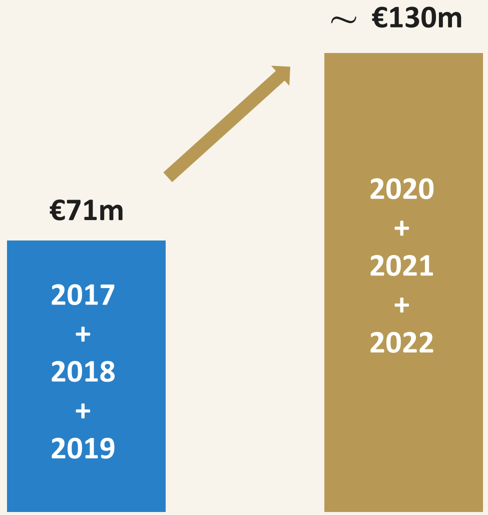
Luxury
Solid commercial momentum and acquisitions

- **Chargeurs Museum Studio wins several major contracts**, completes its restructuring and widens its scope
- **Chargeurs Luxury Fibers confirms the developments in its business model** and returns to pre-health crisis levels
- **Chargeurs Personal Goods benefits from the ramp-up of its newly acquired brands** (The Cambridge Satchel and Altesse Studio)

RECURRING OPERATING PROFIT: +32%



ACCELERATION IN CASH FLOW GENERATION SINCE THE HEALTH CRISIS



In 2022, Chargeurs made two targeted acquisitions within its Luxury division

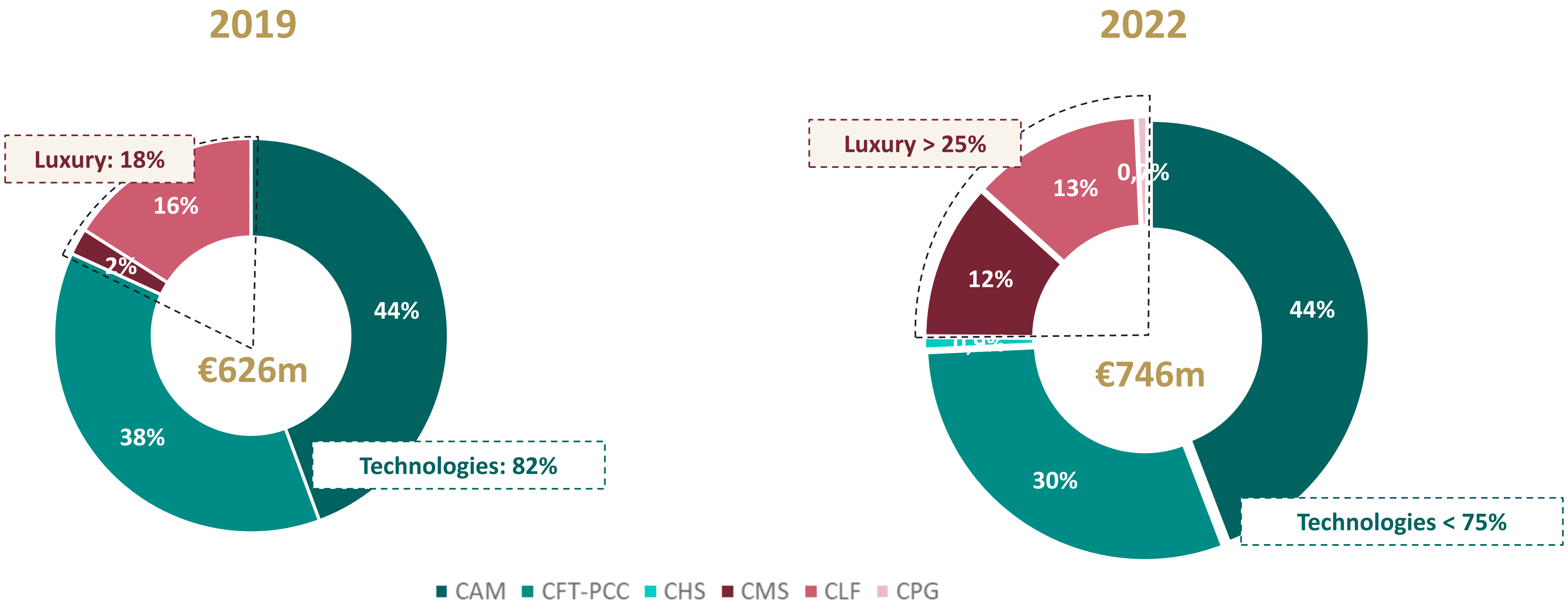
Skira Editore, world-renowned publisher of high-end art books, bolsters CMS

- Reference editor for many prestigious museums
- Strong expertise in curating and organizing iconic exhibitions
- Development of synergies with **Museum Studio**'s activities

The Cambridge Satchel Company, a champion of affordable "Made in Britain" luxury leather goods

- **Strong brand visibility,** based on prestigious collaborations and popularity with global celebrities
- **Highly strategic addition to Swaine's growth** through marketing and production know-how

Chargeurs pursues the strategic transformation of its business model



- The Group has made **10 acquisitions within its Luxury activity since 2018**
- Consolidation of **Fournival Altesse** and **The Cambridge Satchel Company** in 2022
- The Luxury activity will account for more than **30 % of the Group's revenue** in 2023

Solid 2022 performances in a very volatile environment

Revenue	Operating profit	Net profit
€746.4m	€45.4m	€22.1m

Benefits of sectoral and geographic diversification

Positive contribution from all businesses, operational leverage and pricing power

Financial caution and discipline, asset values

Beyond making our assets more flexible, Chargeurs is developing growth drivers which will unlock its performance potential

UNLOCKING PERFORMANCE

PREMIUMIZATION

- **Strengthened** leadership premium
- **Elevated** pricing power
- **Raised** barriers to entry
- **Increased recurring** revenue and profits

SECTORAL SHIFT

- **Exposure to new strong-potential sectors,** which anticipate future emerging macro-trends drivers
- **Diversification of performance drivers**
- **Heightened visibility** from lengthening of order books

TALENTS

- Experienced **international talents**
- **Broadening of the skills profile** for management committees
- **New training programs** dedicated to Group talents
  - Harvard Business School
  - ESMT Berlin
  - *Sales Boost Program*

Clear drivers of organic value creation being activated

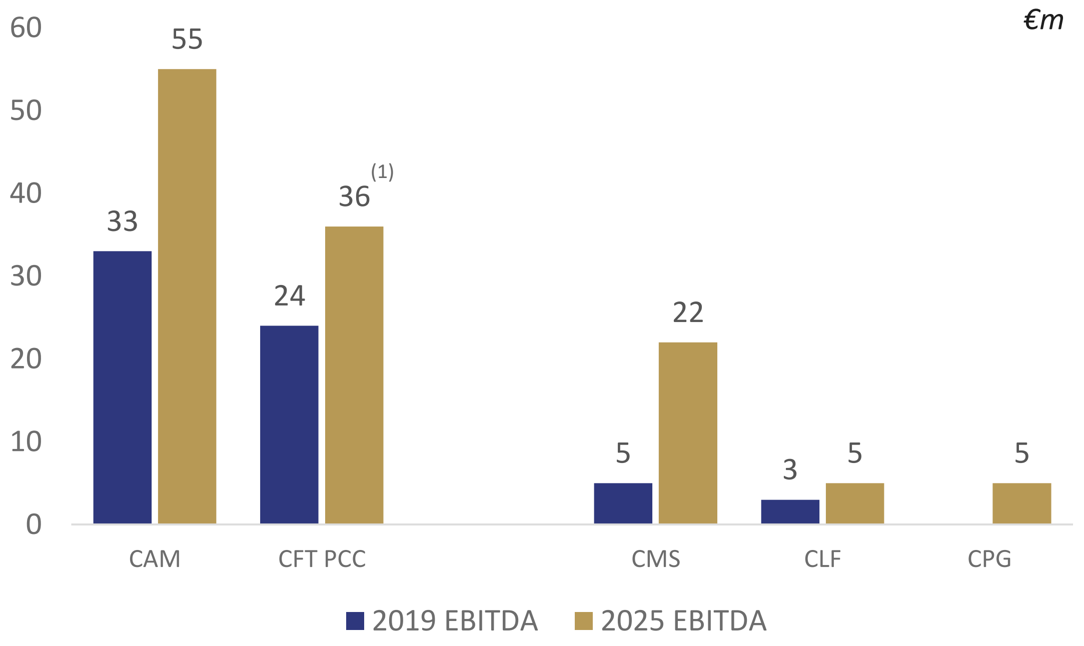
Improving like-for-like performance of the business lines

- **Advanced Materials** : geographic expansion, acceleration in demand for upscale materials and leadership in the environmental transition
- **Fashion Technologies** : strengthening leadership, acceleration in growth in the luxury market, expansion of the *athleisure* market and strong demand for high-performance and durable technical textiles
- **Healthcare Solutions** : profitable business flow opportunities
- **Museum Studio** : market dynamics, order book depth and cross-selling between areas of expertise
- **Luxury Fibers** : quest for sustainable and traceable fibers, monetization of the Nativa^{TM} protocol and opportunities in the finished goods segment
- **Personal Goods** : high attractiveness of products with a strong artisanal heritage, premiumization and international expansion

Accelerating EBITDA generation expected by 2025*

Technologies > €90m

Luxury > €30m
+ New acquisitions



** Assumption of normalized macroeconomic envrionment*

(1) CFT PCC including the masks' business

In the medium term, Chargeurs aims to balance the contributions of the Technologies and Luxury activities

15 acquisitions completed since 2015

- **5 acquisitions in the Technologies activity**
  - Geographical and horizontal reinforcement in CAM
  - Attainment of global leader status at Chargeurs PCC Fashion Technologies following the acquisition of PCC Precision Interlining
- **10 acquisitions in the Luxury activity**
  - Build-up of Museum Studio, leveraging the strategic acquisition of the US leader D&P
  - New avenues in luxury

Additional contribution of upcoming acquisitions

- **Acquisitions enabling a balanced contribution to performance between the Technologies and Luxury activities:**
  - Iconic and profitable assets
  - Strong growth potential
  - Reasonable acquisition price
- **Targets getting bigger**

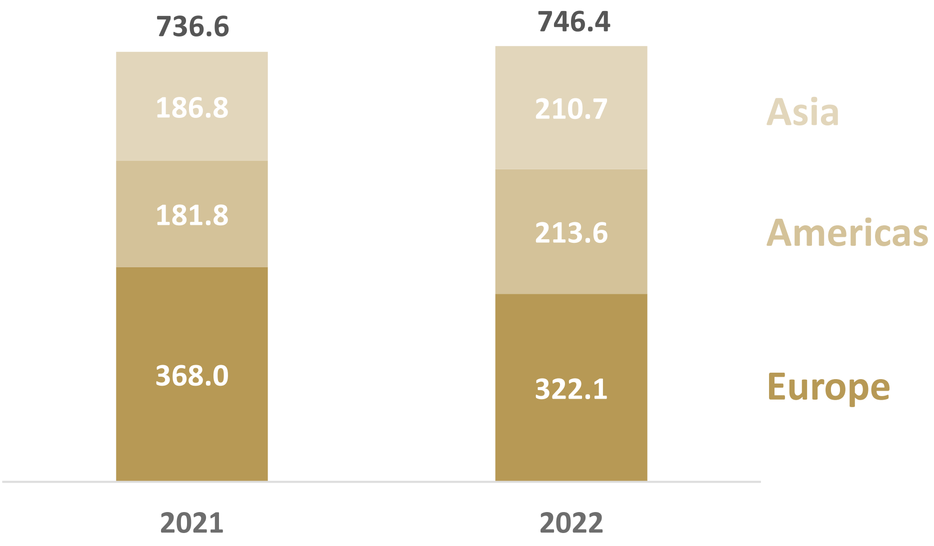
Operating and financial review

Olivier Buquen
Chief Financial Officer

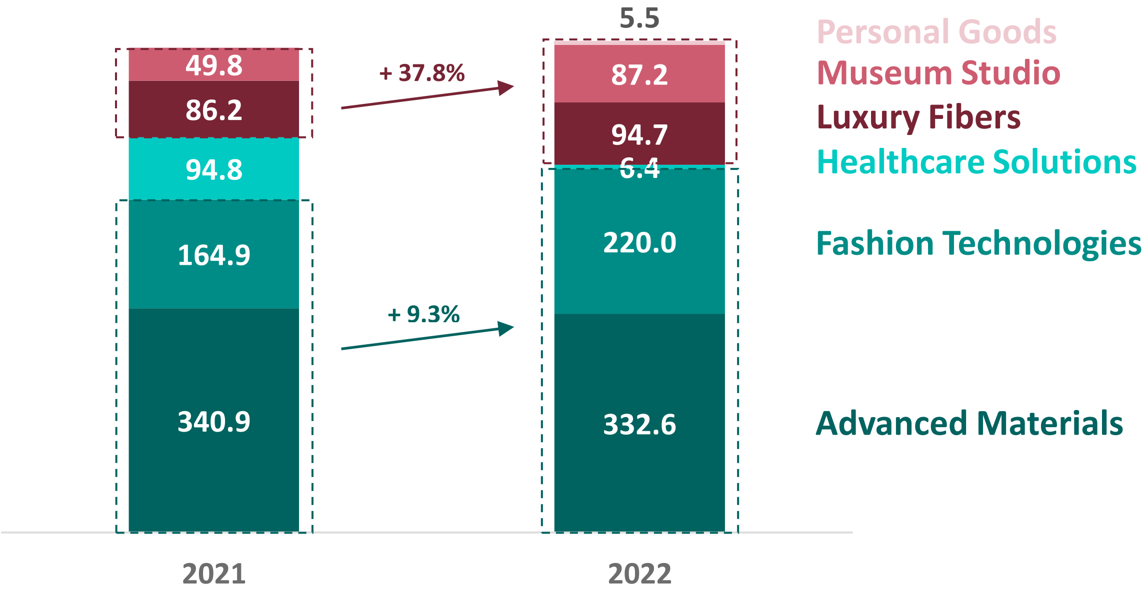
Revenue at €746.4 million, like-for-like growth of 8.7% excluding healthcare activities

€m

Strong growth in America and Asia, double-digit growth in Europe excluding CHS



Very strong growth in the Luxury division, sectoral complementarity within the Technologies division



Revenue generated by Museum Studio and Fashion Technologies was restated in 2019 and 2021 following the transfer of revenue generated by Senfa Technologies, previously consolidated within Museum Studio, to Fashion Technologies

Operating review

TECHNOLOGIES division

Sectoral complementarity and strong performances

CHARGEURS ADVANCED MATERIALS

Strong performances in a context of persistent inflation and inevitable volumes' adjustment

€m	2022	2021	2022 vs 2021	Q4 2022	Q4 2022 vs Q4 2021
Revenue	332.6	340.9	*-2.4%*	65.1	*-24.5%*
Like-for-like			*-6.3%*		*-26.9%*
EBITDA	32.0	36.7	*-12.8%*		
As % of revenue	*9.6%*	*10.8%*			
Recurring operating profit	22.8	26.1	*-12.6%*		
As % of revenue	*6.9%*	*7.7%*			

- **Inevitable and temporary adjustment in volumes, notably in H2, after a historic 2021,** marked by clients' overstocking to offset the significant disruptions in global logistics
- **Gross margin maintained** despite inflationary pressures
- **Solid performance in terms of volumes in the US,** caution of manufacturers in Europe linked to the geopolitical context and the rise in energy costs, the impact of the Covid crisis in China
- Capitalizing on its leadership, CAM once against demonstrated its **ability to pass on inflation in its costs to its customers**, partially offsetting the fall in volumes
- **Success of the major account strategy** in all regions and sales offensive with the **global launch of the green "Oxygen" range**
- **Operational and logistics excellence** allowing CAM to adapt to regional volatilities in demand and changes in the price of inputs
- **2023, early signs of rebound**

CHARGEURS PCC FASHION TECHNOLOGIES

Significant increase in operating margin driven by operating leverage and pricing power

€m	2022	2021	2022 vs 2021	Q4 2022	Q4 2022 vs Q4 2021
Revenue	220.0	164.9	*+33.4%*	53.1	*+0.2%*
Like-for-like			*+32.4%*		*+8.2%*
EBITDA	24.2	12.2	*+98.4%*		
As % of revenue	*11.0%*	*7.4%*			
Recurring operating profit	17.0	4.8	*+254.2%*		
As % of revenue	*7.7%*	*2.9%*			

- **Record like-for-like growth** despite the impact of new lockdowns in China, underpinned by the recovery of the fashion and luxury sector and increases in market share
- High double-digit growth in Europe and Asia. **Sales almost doubled in South America**
- **Positive price effect** driven by the **success of the Sustainability 360 and Fusion ranges,** and the business's capacity to pass on inflation in the cost of materials
- **Launch of the *NATIVA™ Collection***, the world's first range of ecoresponsible and traceable wool interlining, illustrating the potential for synergies between CFT PCC and CLF
- **Significant growth in operating margin** from 2.9% to 7.7% of revenue, primarily driven by operating leverage
- **The order book remained at a high level** in the first quarter of 2023

CHARGEURS HEALTHCARE SOLUTIONS

A business that has remained profitable despite the fall in orders as a result of the abatement of the health crisis in Europe

€m	2022	2021	2022 vs 2021	Q4 2022	Q4 2022 vs Q4 2021
Revenue	6.4	94.8	*-93.2%*	0.1	*-99.2%*
Like-for-like			*-93.2%*		*-99.2%*
EBITDA	5.2	22.6	*-77.0%*		
As % of revenue	***81.3%***	*23.8%*			
Recurring operating profit	4.3	21.7	*-80.2%*		
As % of revenue	***67.2%***	*22.9%*			

- Fall in sales from 2021 due to the widespread easing of the health crisis in Europe, which led customers to use up their mask inventories and defer replenishments of strategic inventories
- **CHS is still party to multi-year contracts for the supply of health equipment to major customers** and has the capacity to mobilize its production and distribution facilities very rapidly for very large volumes

Operating review

LUXURY division

Strong commercial dynamism and acquisitions

The sales momentum points to an acceleration in growth and profitability in 2023 and beyond

€m	2022	2021	2022 vs 2021	Q4 2022	Q4 2022 vs Q4 2021
Revenue	87.2	49.8	*+75.1%*	30.5	*+100.7%*
Like-for-like			*+34.5%*		*+36.2%*
EBITDA	8.3	7.2	*+15.3%*		
As % of revenue	***9.5%***	*14.5%*			
Recurring operating profit	5.2	4.7	*+10.6%*		
As % of revenue	***6.0%***	*9.4%*			

- Strong growth in sales, **balanced between organic growth and scope effect.**
- **Recovery in retail-related business** and events, and strong sales momentum in the cultural content business, confirmed by the **award of a number of major multi-year projects**
- **Merger of the English entities** - Event, MET Studio and DPM - under the single banner of Chargeurs Museum UK, with a view to increasing their creativity and their commercial firepower
- **The acquisition of the world-renowned publisher, Skira Editore, has strengthened the unique nature of CMS's offering**
- **Appointment of Delphine de Canecaude** as Managing Director of CMS
- As a result of the strong growth of its order book, **CMS should post revenue of more than €120 million in 2023 and an increase in its operating margin**, particularly in the second half of the year.

The success of NATIVA™ is accelerating changes to CMS's business model

€m	2022	2021	2022 vs 2021	Q4 2022	Q4 2022 vs Q4 2021
Revenue	**94.7**	86.2	*+9.9%*	18.5	*-25.1%*
Like-for-like			*+7.9%*		*-25.3%*
EBITDA	**2.1**	1.2	*+75.0%*		
As % of revenue	***2.2%***	*1.4%*			
Recurring operating profit	**2.0**	1.0	*+100.0%*		
As % of revenue	***2.1%***	*1.2%*			

- Sustained growth in sales, driven by a positive price effect
- Commercial success of the **regenerative agriculture programs of NATIVA™ Regen**, which offer luxury and fashion brands a solution for reducing their carbon footprint
- **Emblematic partnership with Gucci,** which justifies the shift in CLF's business model towards a "Product As A Service" model
- Acceleration in farm certifications
- Very strong increase in **media coverage of NATIVA™** and its visibility with professionals
- Growth in operating profit and profitability

CHARGEURS PERSONAL GOODS

Profitable brands that are well-positioned to take advantage of new luxury trends

€m	2022	2021
Revenue	5.5	0.0
Like-for-like		
EBITDA	0.6	0.0
As a % of revenue	*10.9%*	
Recurring operating profit	0.3	0.0
As a % of revenue	*5.5%*	

- Created on the initial consolidation of Fournival Altesse and The Cambridge Satchel Company, **Chargeurs Personal Goods** strengthens the Group's presence in the B2C Luxury sector.
- A development strategy based on the **premiumization** and **internationalization** of distribution.
- **Significant acceleration by Altesse Studio**, underpinned by an effective upscaling strategy and the commercial launch of its new range of ultra-luxury brushes
- **New favorable momentum for The Cambridge Satchel** with the opening of two new points of sale in the United Kingdom and new high value-added partnerships
- **Opening of Swaine's flagship store on New Bond Street** next spring

Attributable net profit at €22.1m

€m	2022	2021	Change	
Revenue	746.4	736.6	1.3%	Like-for-like growth of 8.7% excluding healthcare activities
Gross profit	195.0	186.3	4.7%	
As a % of revenue	26.1%	25.3%		Pricing power of the Technologies businesses
EBITDA	67.9	73.8	-8.0%	
As a % of revenue	9.1%	10.0%		
Recurring operating profit	45.4	50.7	-10.5%	
As a % of revenue	6.1%	6.9%		
Amort. intangible assets linked to acq.	-6,5	-5.5		Additional amortization linked to the acquisitions made by Museum Studio
Non-recurring	-0.4	-4.0		Costs of reorganization and acquisitions, partially covered by a gain llinked to the acquisition of Satchel
Operating profit	38.5	41.2	-6.6%	
Net financial expense	-19.1	-10.6		Increase in financial expenses limited to 15% and impact of the accounting treatment of gains and losses on cash management
Tax	2.5	-0.5		Recognition of tax loss carryforwards, primarily linked to the favorable outlook for D&P in the United States
Associates	0.0	0.7		
Net profit	21.9	30.8		
Attributable net profit	22.1	30.6	-27.8%	
Earnings per share	0.92	1.30	-29.2%	

Cash flow from operating activities, before changes in net working capital: €32.9m

€m	2022	2021
EBITDA	67.9	73.8
Non-recurring – cash	*-10.4*	*-10.4*
Financial expenses – cash	*-15.8*	*-14.0*
Tax – cash	*-4.0*	*-6.1*
Other	*-4.8*	*-0.3*
Cash flows provided by operating activities, before changes in net working capital	**32.9**	**43.0**
Dividends from associates	0.2	-
Change in operating working capital	-40.5	21.9
Net cash from operating activities	-7.4	64.9
Acquisition of property, plant and equipment and intangible assets, net of disposals	-10.5	-12.5
Acquisitions	-7.9	-20.4
Dividends paid in cash	-17.9	-17.7
Other	-21.4	-6.0
Total	-65.1	8.3
Effect of changes in exchange rates on cash and cash equivalents	0.3	-1.9
Opening net cash/(net debt)	-109.3	-119.5
Closing net cash/(net debt)	-174.7	-109.3

Exceptional comparison basis in 2021 and effects of CAM's atypical situation related to the volatility at the end of the year

Recurring dividend

Buyback of shares and unfavorable comparison basis for cash management

Debt under control including WCR, investments and the shareholder return policy

A sound financial structure enabling the Group to finance its growth

€m	31/12/2022	31/12/2021	
Intangible assets	**276.0**	238.1	Increase linked to the acquisitions and changes in currencies
Property, plant and equipment	**84.4**	85.3	
Associates	**8.1**	7.9	
Other net assets and liabilities	**26.1**	25.4	
WCR	**66.9**	28.1	Exceptional comparison basis in 2021 and effects of atypical situation of CAM related to the volatility at the end of the year
Total capital employed	461.5	384.8	
Group equity	279.7	267.4	
Net borrowings	174.7	109.3	Debt under control including WCR, investments and the shareholder return policy

More than €300m in available financial resources

€m and years	31/12/2022	Average maturity	31/12/2022	Average Maturity
Drawn financing facilities	313.4	3.4	339.8	4.1
Undrawn financing facilities	223.8	2.6	133.8	3.0
Total financing	537.2	**3.2**	473.6	3.9
Available financial resources (cash + undrawn facilities)	**345.5**		353.0	

Financial ratios under control

	31/12/2022	31/12/2022
Leverage ratio: Net debt/Ebitda	2,6x	1,5x
Gearing ratio: Net debt/Equity	0,6x	0,4x

Conclusion

Michaël Fribourg, Chairman and Chief Executive Officer

Chargeurs is approaching 2023 with caution and confidence in its strengths, and has set itself 3 priorities to accelerate its strategic transformation

Capitalize on the leadership and competitiveness of the Technologies division

- Use Advanced Materials' manufacturing agility to take advantage of the expected rebound in the sector
- Ramp up Fashion Technologies' sales momentum

Realize the benefits of Museum Studio's change of scale

- Convert Museum Studio's order book into profits
- Accelerate synergies between the entities

Make a key acquisition for the Luxury division

- Target of rapidly exceeding revenue of €500m in the Luxury division, including through new acquisitions
- Identified targets

The acceleration in the rollout of the Leap Forward program in 2023 should result in:

- Sustained growth in revenue
- High levels of operating cash flow
- Rebalancing of the contributions made by the two business divisions

CHARGEURS

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