

SABAF: the **total cooking** company for a quality life



FINANCIAL PRESENTATION

Investors meeting

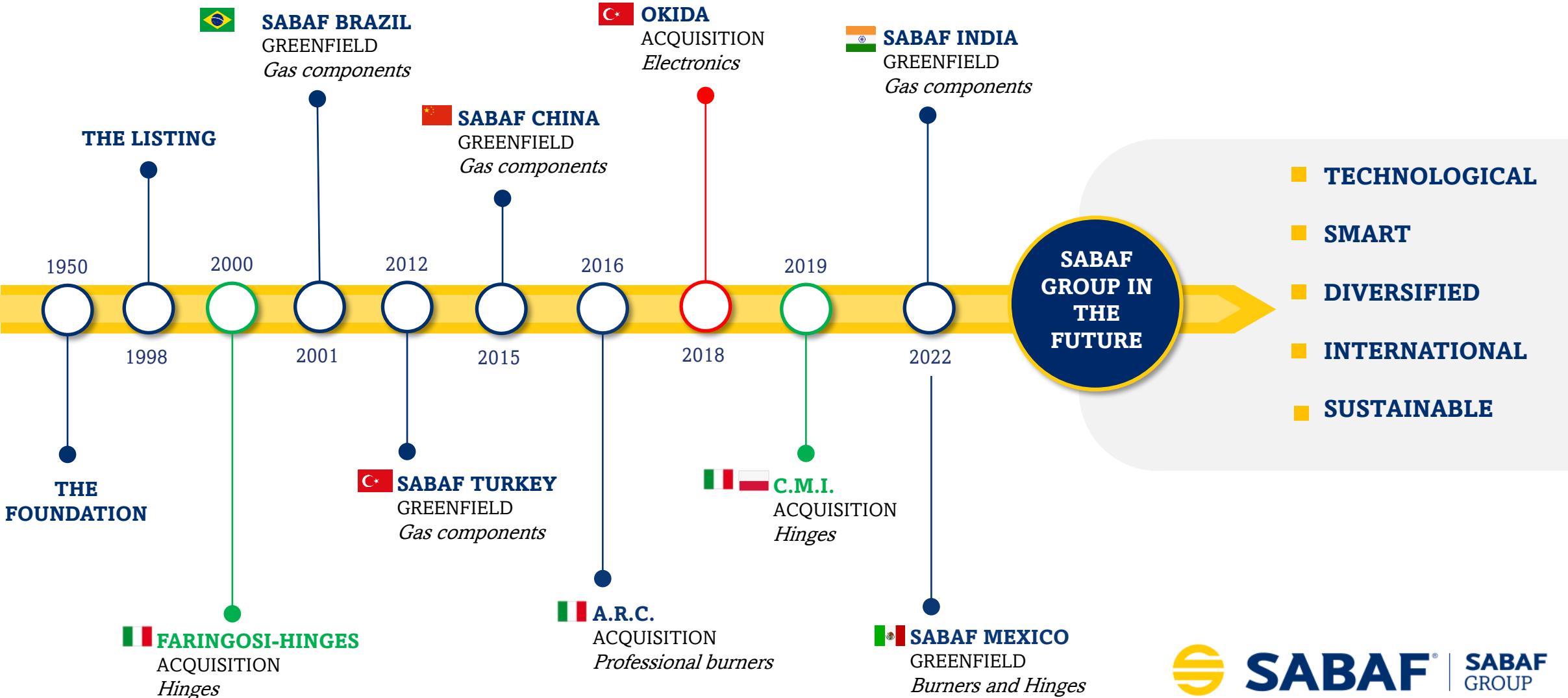
8th June 2022

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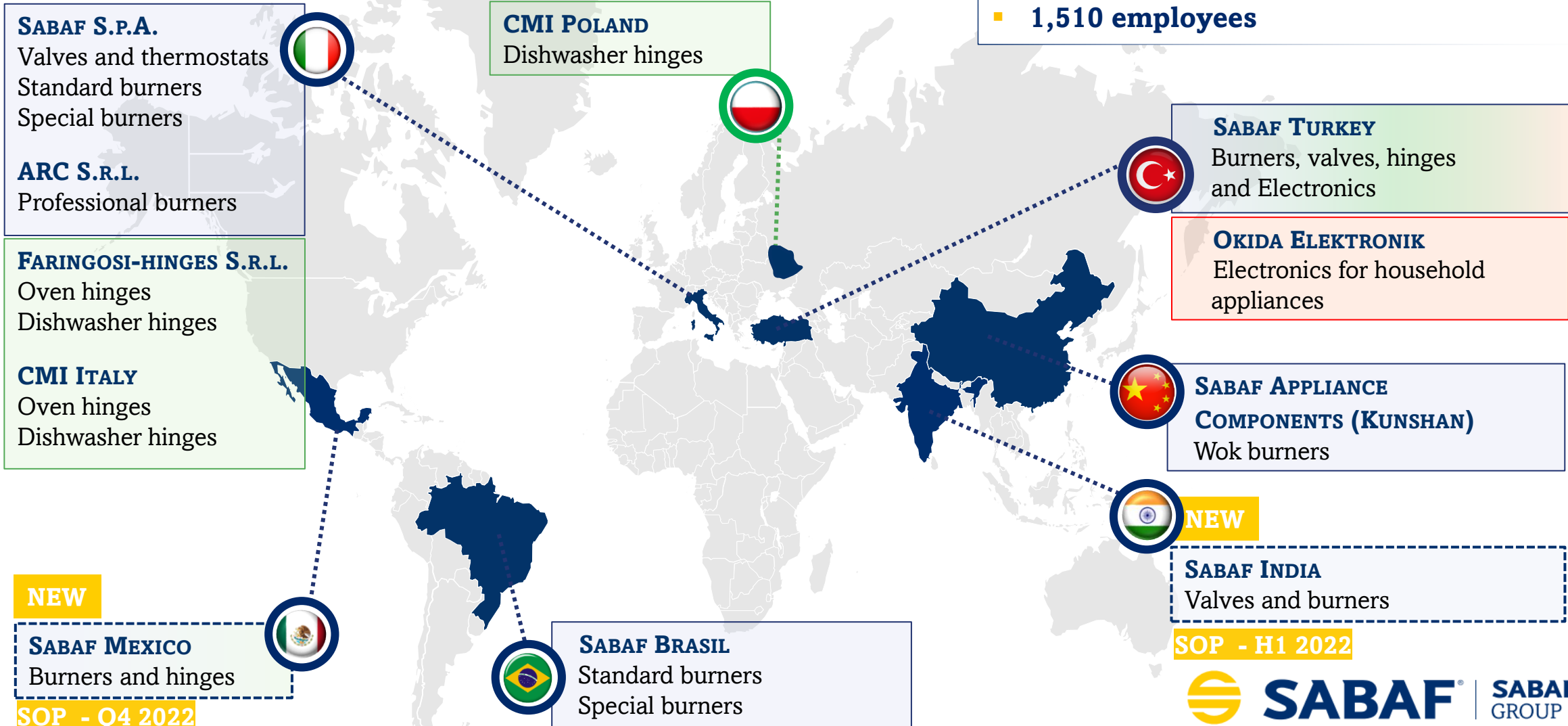
COMPANY PROFILE

Sabaf Group: evolution



Sabaf Group: industrial footprint

- 2021: 10 production plants
- By 2022: 13 production plants**
(5 in Italy and 8 abroad)
- 1,510 employees**



Sabaf Group: business diversification

WIDENING PRODUCT RANGE

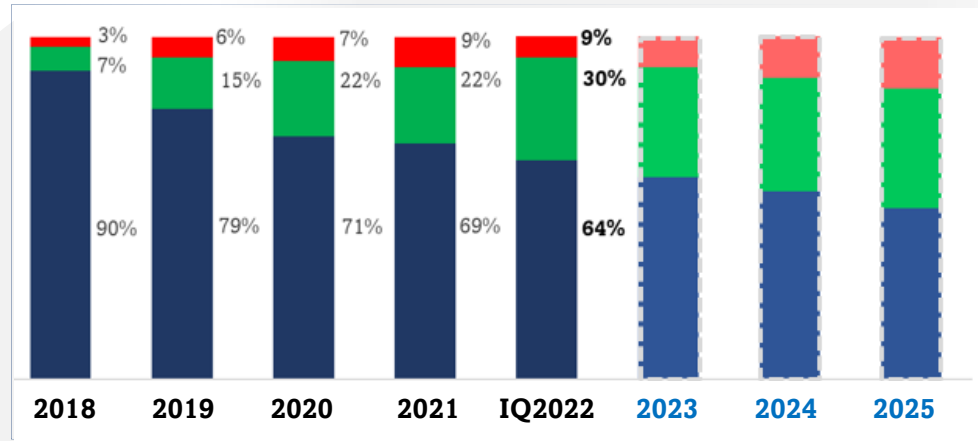


DIVERSIFICATION

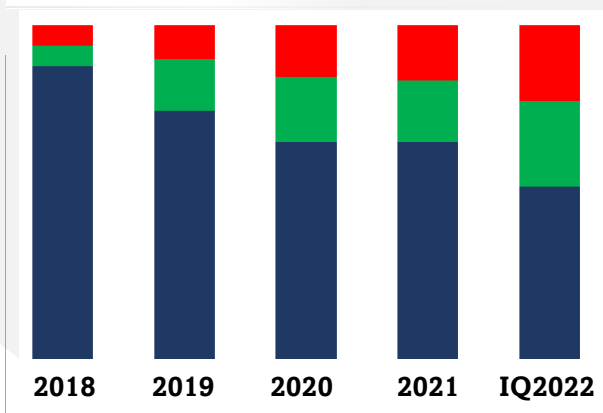


DIVERSIFICATION OF PROFITABILITY

SALES by division



EBITDA by division



GAS



HINGES



ELECTRONICS



Global leader in the segment of **components for domestic appliances** with 400 customers in 58 different countries:

- **Gas components** - a strong leadership in Europe (market share above 40%), estimated market share worldwide of about 10%
- **Hinges** - Top Player. Market share above 30% worldwide.
- **Electronics**- New player, strong growth

Weight of **top 10** customers on total Group sales is **47%**



No customer represents **more than 8%** of total Group sales

Long-term agreements and strong relationships with all the main players in the household appliances business, based on mutual trust, technical cooperation, co-engineering and tailor-made products

Sabaf Group

Product & technology



Product Innovation:
88 active patents

Know-how:

- Mechanical: forefront process technology - internal development of special machinery, high performance molds for robotic die-casting, high speed and high precision tools not available on the market
- Electronic: strong skills in new product development

Intellectual capital:
highly specialized and qualified staff
(70+ R&D engineers)

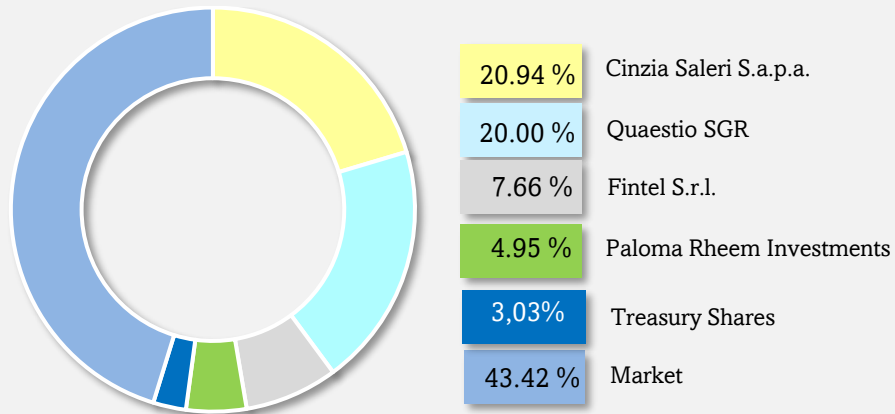
Strong operational leverage: great flexibility in production volumes growth, ready to satisfy customers requests



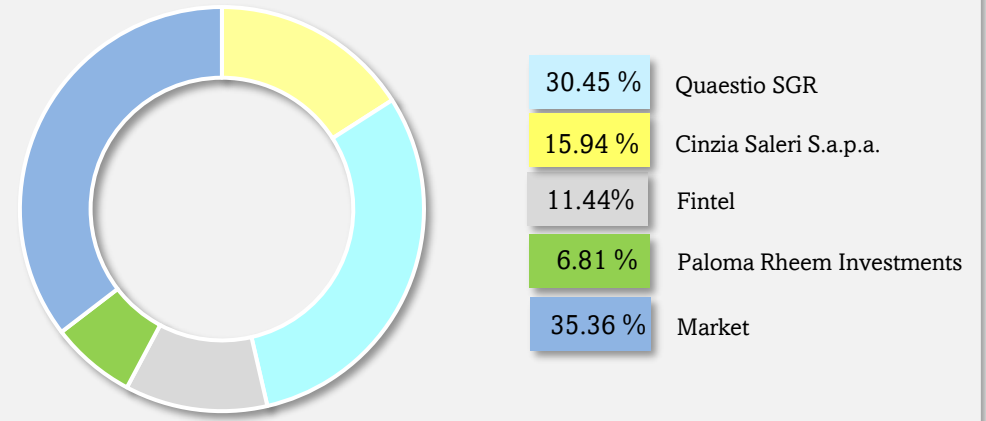
Sabaf Group

Main Shareholders

% OF SHARE CAPITAL



% OF VOTING RIGHTS



Pietro Iotti, CEO of Sabaf,
owns 1.6%

Sabaf Group

Stock price

Stock price evolution – 1 year



Market cap.: € 294.1 mn at June 1st, 2022

Performance (change)	SABAF	FTSE MIB	FTSE Italia All-Share
1-month (%)	+ 4.29%	+ 1.04%	+ 0.94%
6-month (%)	+ 11.35%	- 5.07%	- 5.47%
12-month (%)	- 6.59%	- 2.64%	- 3.08%
YTD (%)	+ 6.25%	- 10.39%	- 10.62%

Dividends

	2021	2022
Payout year	2021	2022
€ per share	0,55	0,60
Total amount	€ 6,1 mn	€ 6,7 mn
Dividend yield	2,4%	2,4%
Payout ratio	45,4%	30,2%

Consensus Overview	FY 2022E	FY 2023E
Price/EPS	11.32	10.35
EV/EBITDA	7.11	6.65
EV/EBIT	10.67	9.93

Source: Bloomberg Consensus June 1st, 2022

I QUARTER 2022 RESULTS

Performance data

Income statement - I quarter 2022 vs. I quarter 2021

€ x 000	IQ 2022		IQ 2021		Δ % 22 - 21	12 MONTHS 2021	
Revenue	70,852	100.0%	64,825	100.0%	+9.3%	263,259	100.0%
Other income	2,585	3.6%	1,888	2.9%		8,661	3.3%
Total operating revenue and income	73,437		66,713			271,920	
Materials	(39,336)	(55.5%)	(36,947)	(57.0%)		(142,355)	(54.1%)
Personnel costs	(13,462)	(19.0%)	(13,886)	(21.4%)		(53,964)	(20.5%)
Change in inventories	5,943	8.4%	11,535	17.8%		29,922	11.4%
Other operating costs	(13,558)	(19.1%)	(12,307)	(19.0%)		(51,383)	(19.5%)
EBITDA	13,024	18.4%	15,108	23.3%	-13.8%	54,140	20.6%
Depreciation	(4,068)	(5.7%)	(4,132)	(6.4%)		(16,869)	(6.4%)
Gains/losses on fixed assets	129	0.2%	44	0.1%		237	0.1%
Write-downs/write-backs of non-current assets	-	0.0%	-	0.0%		-	0.0%
EBIT	9,085	12.8%	11,020	17.0%	-17.6%	37,508	14.2%
Net financial expense	238	0.3%	289	0.4%		(429)	(0.2%)
Exchange rate gains and losses	(126)	(0.2%)	(849)	(1.3%)		(7,399)	(2.8%)
Profits and losses from equity investments	(48)	(0.1%)	(46)	(0.1%)		-	0.0%
EBT	9,149	12.9%	10,414	16.1%	-12.1%	29,680	11.3%
Income taxes	(1,695)	(2.4%)	(1,646)	(2.5%)		(4,997)	(1.9%)
PROFIT FOR THE YEAR	7,454	10.5%	8,768	13.5%	-15.0%	24,683	9.4%
Minority interests	-	0.0%	312	0.5%		780	0.3%
PROFIT ATTRIBUTABLE TO THE GROUP	7,454	10.5%	8,456	13.0%	-11.8%	23,903	9.1%

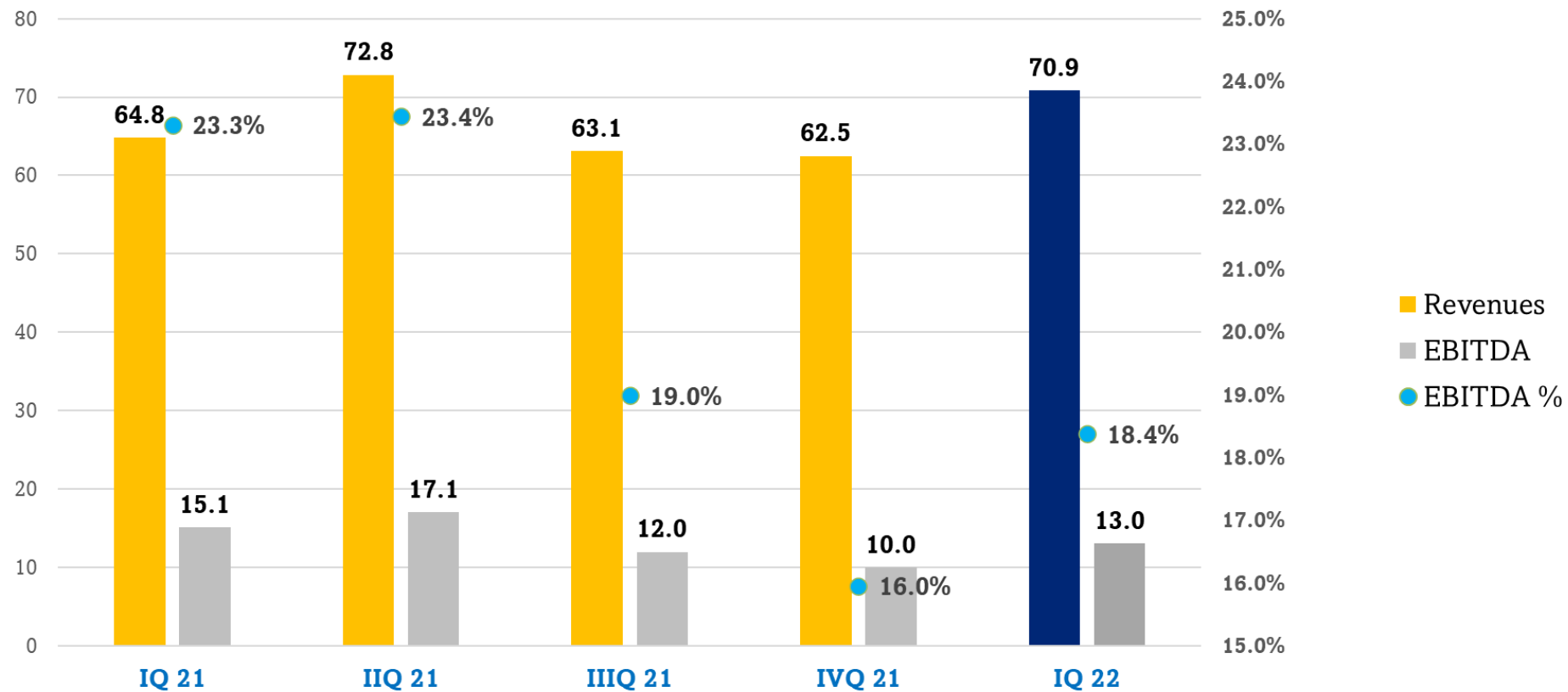
Performance data

Income statement - I quarter 2022 vs. IV quarter 2021

€ x 000	IQ 2022		IVQ 2021		Δ % 22 - 21	12 MONTHS 2021	
Revenue	70,852	100.0%	62,487	100.0%	+13.4%	263,259	100.0%
Other income	2,585	3.6%	2,682	4.3%		8,661	3.3%
Total operating revenue and income	73,437		65,169			271,920	
Materials	(39,336)	(55.5%)	(33,168)	(53.1%)		(142,355)	(54.1%)
Personnel costs	(13,462)	(19.0%)	(13,042)	(20.9%)		(53,964)	(20.5%)
Change in inventories	5,943	8.4%	4,794	7.7%		29,922	11.4%
Other operating costs	(13,558)	(19.1%)	(13,782)	(22.1%)		(51,383)	(19.5%)
EBITDA	13,024	18.4%	9,971	16.0%	+30.6%	54,140	20.6%
Depreciation	(4,068)	(5.7%)	(4,151)	(6.6%)		(16,869)	(6.4%)
Gains/losses on fixed assets	129	0.2%	111	0.2%		237	0.1%
Write-downs/write-backs of non-current assets	-	0.0%	-	0.0%		-	0.0%
EBIT	9,085	12.8%	5,931	9.5%	+53.2%	37,508	14.2%
Net financial expense	238	0.3%	(340)	(0.5%)		(429)	(0.2%)
Exchange rate gains and losses	(126)	(0.2%)	(6,132)	(9.8%)		(7,399)	(2.8%)
Profits and losses from equity investments	(48)	(0.1%)	38	0.1%		-	0.0%
EBT	9,149	12.9%	(503)	-0.8%	+1918.9%	29,680	11.3%
Income taxes	(1,695)	(2.4%)	1,129	1.8%		(4,997)	(1.9%)
PROFIT FOR THE YEAR	7,454	10.5%	626	1.0%	+1090.7%	24,683	9.4%
Minority interests	-	0.0%	(14)	(0.0%)		780	0.3%
PROFIT ATTRIBUTABLE TO THE GROUP	7,454	10.5%	640	1.0%	+1064.7%	23,903	9.1%

Performance data

Sales - Quarter Analysis

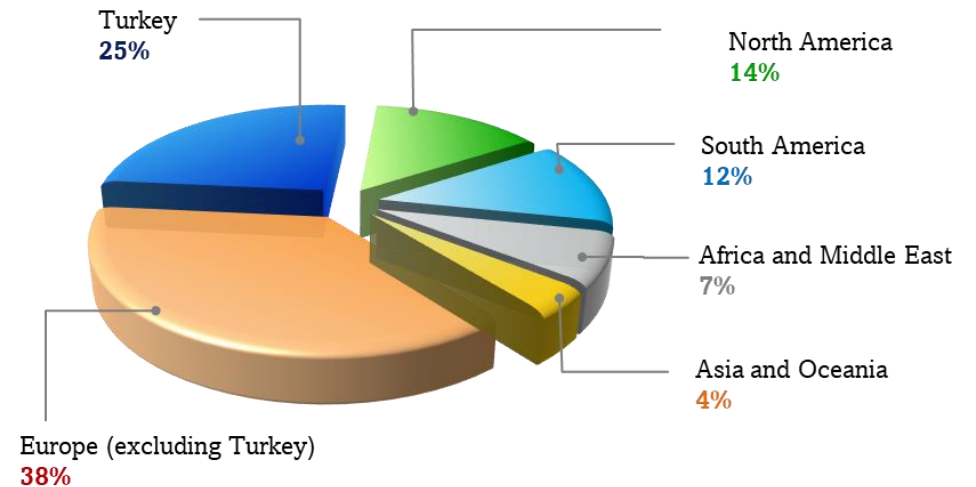


Figures in euro million

Performance data

Sales by market

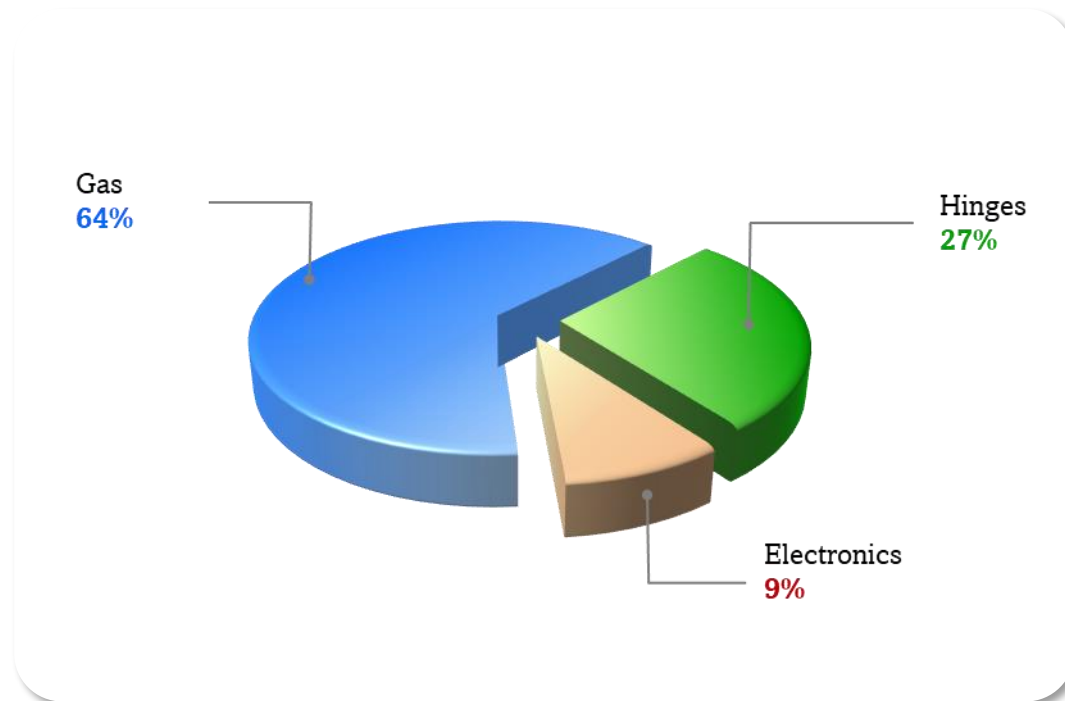
€ x 000	IQ 2022	IQ 2021	
Europe (excluding Turkey)	26,467	24,052	+10.0%
Turkey	17,747	16,276	+9.0%
North America	10,145	7,301	+39.0%
South America	8,743	9,890	-11.6%
Africa and Middle East	5,086	3,908	+30.1%
Asia and Oceania	2,664	3,398	-21.6%
Total	70,852	64,825	+9.3%



Performance data

Sales by product

€ x 000	IQ 2022	IQ 2021	
Gas	45,032	44,589	+1.0%
Hinges	19,496	14,319	+36.2%
Electronics	6,324	5,917	+6.9%
Total	70,852	64,825	+9.3%



Performance data

Balance Sheet

€ x 000	31/03/2022	31/12/2021	31/03/2021
Fixed assets	132,414	130,093	132,244
<i>Inventories</i>	70,395	64,153	50,081
<i>Trade receivables</i>	78,780	68,040	73,020
<i>Tax receivables</i>	6,926	6,165	2,980
<i>Other current receivables</i>	4,396	3,136	2,865
<i>Trade payables</i>	(58,765)	(54,837)	(51,883)
<i>Tax payables</i>	(6,559)	(4,951)	(4,487)
<i>Other payables</i>	(12,493)	(13,075)	(12,030)
Net working capital	82,680	68,631	60,546
Provisions for risks and severance indemnity	(8,177)	(8,681)	(9,271)
Capital Employed	206,917	190,043	183,519
Equity	131,463	122,436	123,886
Net debt	75,454	67,607	59,633
Sources of finance	206,917	190,043	183,519

Performance data

Cash flow statement

€ x 000	IQ 2022	12 MONTHS 2021	IQ 2021
Cash at the beginning of the period	43,649	13,318	13,318
Net profit	7,454	24,683	8,768
Depreciation	4,068	16,869	4,132
Other income statement adjustments	1,808	5,810	1,087
Change in net working capital			
- Change in inventories	(6,254)	(24,929)	(10,857)
- Change in receivables	(10,742)	(4,604)	(9,584)
- Change in payables	3,945	13,064	10,110
	(13,051)	(16,469)	(10,331)
Other changes in operating items	(3,110)	(7,677)	324
Operating cash flow	(2,831)	23,216	3,980
Investments, net of disposals	(5,812)	(23,752)	(6,718)
Free Cash Flow	(8,643)	(536)	(2,738)
Cash flow from financial activity	(4,876)	47,405	1,637
Own shares buyback	-	-	-
Dividends	-	(6,172)	-
CMI and ARC acquisitions	-	(6,393)	-
Deconsolidation / consolidation ARC Handan	(97)	97	-
Forex	816	(4,070)	(374)
Net financial flow	(12,800)	30,331	(1,475)
Cash at the end of the period	30,849	43,649	11,843

Working capital

- The growth in working capital reflects **higher levels of activity**, and the need to temporarily increase stock levels to **ensure continuity of production and deliveries**
- At 31 March 2022, the **impact of the NWC on revenue was 29.2%** compared to 26.1% at 31 December 2021

Financial Debt

- In December 2021 Sabaf issued a **€ 30 mn 10-year bond**, fully subscribed by PRICOA Private Capital
- Such placement allows us to diversify our sources of funding and support our organic and external growth

Performance data

Financial Indicators

	IQ 2022	IQ 2021	12 MONTHS 2021
Change in turnover (vs. previous year)	+9.3% <i>vs. IQ 21</i>	+47.8% <i>vs. IQ 20</i>	+42.4% <i>vs. 12M 20</i>
ROCE (return on capital employed)	17.6%	24.0%	19.7%
Net debt/EBITDA	1.45	0.99	1.25
Net working capital/Turnover	29.2%	23.3%	26.1%
Net debt/equity	57.4%	48.1%	55.2%
Days of Sales Outstanding	100	101	101
Days of Payables Outstanding	99	95	96
Days of Inventory Outstanding	105	87	99

2022 OUTLOOK

Outlook 2022

SALES

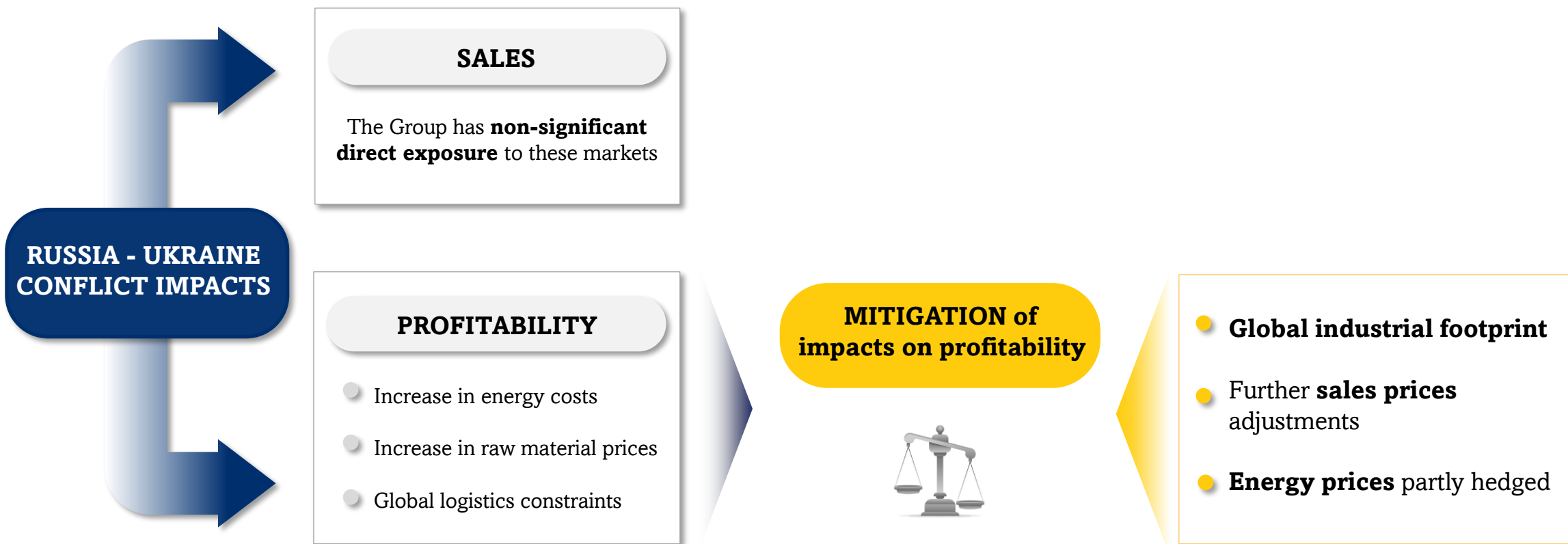
2022 TOTAL SALES: € 275 - 280 mn

- **+5% / 6%** on 2021

EBITDA

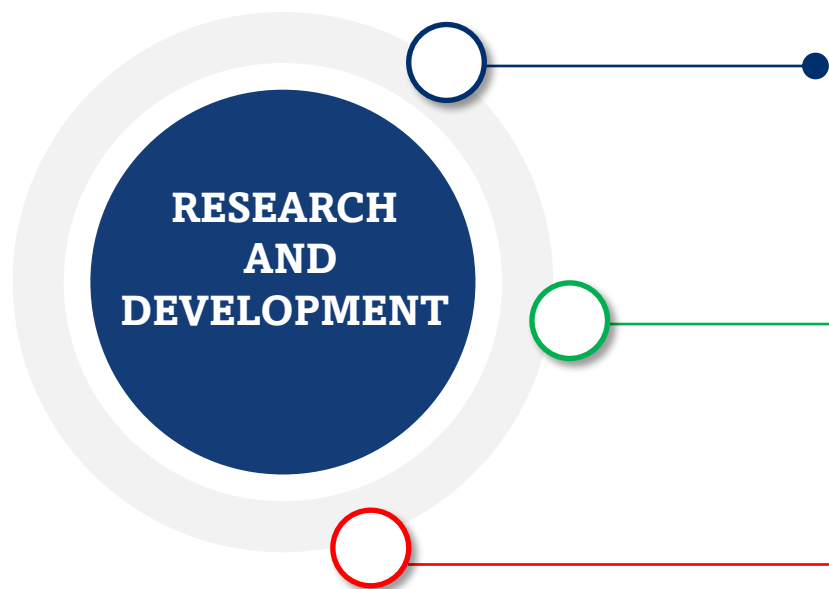
PROFITABILITY in line with historical averages

The increase in sales from new projects is continuing in line with forecasts, although the uncertainty caused by the prolongation of the conflict between Russia and Ukraine.



SABAF INDUCTION

Extract form Business Plan 2021-2023 released in March 2021



GAS

- Premium flame valves
- High performances burners for better combustion efficiency
- New burners for North America market
- New models of professional burners

HINGES

- Hinges for top load washers
- Customized hinges for specific markets and customers
- Motorized hinges

ELECTRONICS

- Development of new oven controls
- Vitroceramic hobs control cards
- Completion of product range for cooker hood controls
- **Feasibility study of induction cooking**
- Development of products for new business sectors like medical appliances, dishwashers, dryers, heaters, etc.

R&D activities will focus on **ad hoc solutions** to meet the needs of **individual markets** and on the design of **customized products**

100+ R&D engineers

The Sabaf Group enters the Induction cooking sector

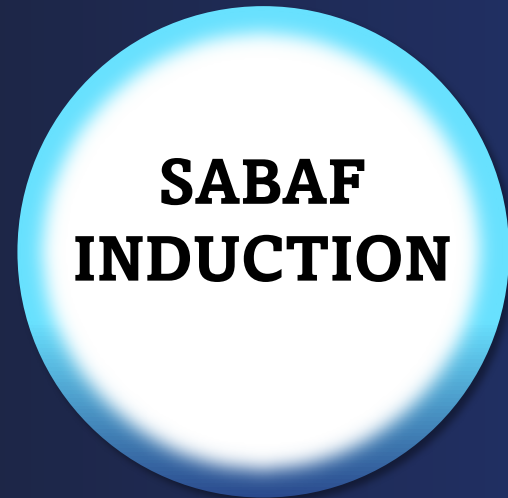
and

becomes a **global manufacturer** in
all cooking technologies:

- Gas
- Traditional electric (radiant)
- Induction



2022



IS BORN

[CLICK HERE](#)

to watch the video

Diversification in 4 divisions

Gas



Hinges



Electronics



Induction



SABAF
GROUP



Sabaf Induction: business strategy

1

The Sabaf Group aims to become a **key player** in the large **induction cooking** market

2

Through this strategic investment Sabaf intends to turn out as **leader and innovator** not only in the mechanical sector, but also in electronics and new technologies

3

The inclusion of induction technology will lead the Group to be one of the few players able to **fully cover the cooking surface technologies**

4

Sabaf aims to carry on along the **sustainable growth** path in the respect of the environment

5

This project will push Sabaf to a further **evolution** and **deep transformation** in the next few years

Sabaf Induction: business strategy

MARKET

The **European** market of **induction cooking components**, estimated at around €500 million

- **Steady growth** for several years at a rate of over 10%
- Highly **concentrated market** with few players (Technology complexity)

PROJECT

Investment plan

- About **€5 million** in R&D in the period 2021 – 2023
- Setting up of a **dedicated project team** in Italy

Research and development activities

- Sabaf has developed **its own project know-how** internally by filing proprietary patents, software and hardware
- Creation of **innovative products** which better meet manufacturers' needs and new consumer trends
- The Group benefits from the expertise gained from the acquisition of **Okida** – the Turkish company of Sabaf Group already designated to electronics and where part of the induction cooking components will be produced
- Team of **more than 50 electronic engineers**

The project technological flexibility will enable Sabaf to offer to its clients **customised products**

Sabaf Induction: business strategy



- **5 product platforms** which cover the whole market with customisation opportunities
- The first **prototypes** will be released from **June 2022**
- **Production** will start by the **first half of 2023**
- Sabaf **network** for **sales** and distribution
- **Very positive customer feedback** (**agreements** with some important players have been already **signed**)
- Objective: at least **5% of the non-captive European market** by 2025, further expansion in the following years

Sabaf Induction: business strategy

GROUP SYNERGIES

Cross-selling: Sabaf sales network with more than 380 customers in the household appliances field. Sabaf holds long-standing relationships based on reliability and mutual trust

Purchase of electronic components:

- Okida
- Purchasing department in China with specialised technical buyers

Access to Okida's electronical **know-how**

Design and development in Italy, components **manufactured** in Sabaf Italy and Okida (Turkey)

Sabaf Group: technological evolution and widening of the industrial footprint

Sabaf Group designs its **FUTURE** through the **technological evolution** and the widening of the **industrial footprint**

The starting point is our **history**, a **solid and strong base**, mainly in metalworking, which continues with an **electronical evolution**:

- 2018: Electronics (Okida acquisition)
- 2020: production of radiant cooktops components (vitroceramic)
- 2022: design, development and sale of induction cooktops components

Investments and projects to become a **global company**, able to offer cooking systems for every market

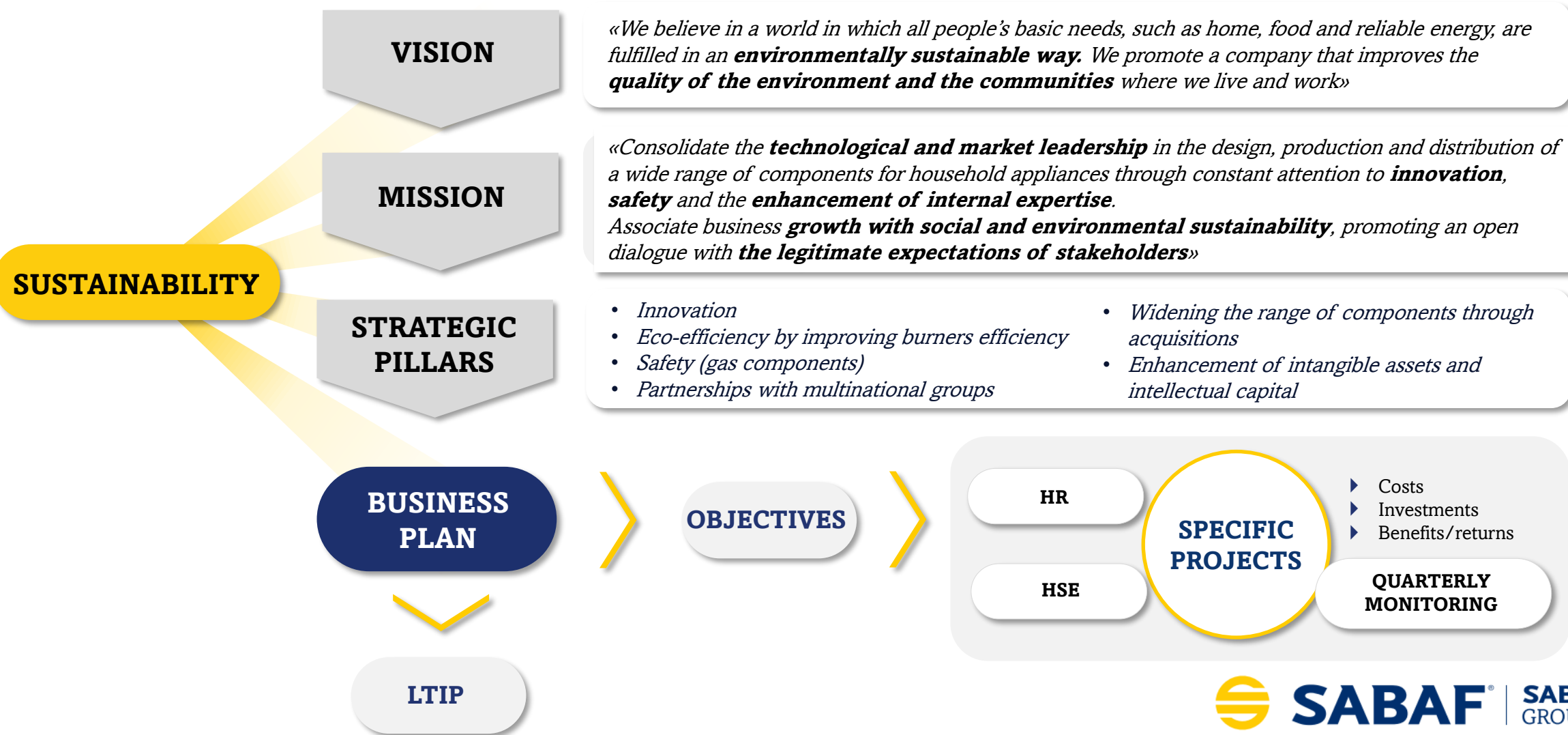
- Emerging countries: gas cooking (evolution of the industrial footprint: after Turkey and Brazil also China, India and Mexico)
- Western countries (mainly Europe): electric cooking (radiant and induction)

Next steps: **hydrogen**

Hy4Heat trial project (UK) which is going on with the starting of Phase 2

SUSTAINABILITY

Sustainability Business Model



“ The Sabaf Group has always considered sustainability to be an integral part of its Business Model. With the Business Plan 2021 - 2023, the Group promotes the improvement of the quality of the environment and the community in which it operates so that the basic needs of all are met in an environmentally sustainable way. ”

		2021 TARGET		
AREA		KPI	PLANNED	ACHIEVED
1	Development of resources and skills	Hours of training per capita	11	YES 20,4
2	Health and safety	Accident frequency rate Accident severity rate	140	NO 327
3	Eco-efficiency and Emissions into the atmosphere	tCO _{2eq} emissions on sales	126	YES 111

Sustainability

CDP rewards Sabaf's commitment



In its second year of participation, **Sabaf received a B- rating** in CDP's Climate Change section, on a scale ranging from A to F.

"This excellent rating is an important acknowledgement of the Sabaf Group's ongoing commitment to the challenge of combating climate change: priority in the management of environmental issues, also through product and process innovation, is an integral part of our strategy."

CDP is the world's leading environmental performance reporting programme: more than 13,000 companies, representing 64% of global market capitalization, published their environmental data through CDP in 2021. CDP requires companies to report information on environmental governance, related risks and opportunities performance in terms of energy consumption and emissions and reduction targets.

Sustainability

Hydrogen: Sabaf Group partner in the Hy4Heat project

The SABAF Group is one of the **key strategic suppliers to the British Government's hydrogen feasibility project Hy4Heat.**

▶ **The project aims** to establish whether it is technically possible, safe and convenient to **replace natural gas with 100% hydrogen** in residential and commercial buildings and gas appliances. The project is financed by BEIS, (UK governments Department for Business, Energy, and Industrial Strategy) and involves ten separate work packages.

▶ **The Sabaf Group, through its subsidiary ARC**, is involved in the Work Package 4, which covers cooking and heating appliances. ARC has developed and produced the burners that are included in the **world's first ranges of 100% hydrogen powered** hobs and cookers.

These were installed on Glen Dimpex cooking appliances at HyHome, two houses featuring hydrogen appliances in a "real life" scenario in Low Thornley, near Gateshead, Northern England.

▶ Immediately following the Hy4Heat project, the cooking appliances with ARC burners will be specified for the Community Trial involving **300 homes commencing in 2022**. Beyond the Community Trial, the UK Government intends to commission a **'Village Trial' with around 2,500 homes in 2025** and a **'Town Trial' (10,000 homes)** in the latter part of the decade prior to potentially converting the whole UK gas grid to hydrogen over future years

▶ **ARC is involved also in Work Package 5B** (Development of hydrogen commercial appliances, which includes catering equipment) and has developed burners for Falcon Foodservice Equipment Ltd.



[CLICK
HERE](#)

to watch the video of the Hy4Heat project!

BUSINESS PLAN 2021 - 2023

Business plan 2021 – 2023

(released in March 2021 and overcome by 2021 actual results)

around
€ 300 mn
SALES

TOTAL SALES by 2023
+62% vs. 2020 CAGR > 17.5%

- **Organic** CAGR >10%:
around € 250 mn sales by 2023
- **M&A:** € 50 mn sales by 2023

€ 57 mn
EBITDA
by 2023

EBITDA
at least 19% on sales

at least
+100 bps

ROI 12.5%
Compared to 11.5% in 2020

~ 2.0

FINANCIAL LEVARAGE
Net debt/EBITDA around 2.0

€ 130 mn

INVESTMENTS in 3 years

- **Organic:** € 58 mn capex,
of which € 46 mn for growth and
€ 12 mn in maintenance
- **M&A:** up to € 72 mn investment

€ 20 mn

DIVIDENDS in 3 years

- Total amount higher than previous years
(2018 - 2020: € 16 mn)
- Lower payout to support future growth



FINANCED with:

- **OPERATING CASH FLOW** € 85 mn in 3 years
- **NEW FINANCIAL DEBT** up to € 65 mn by 2023

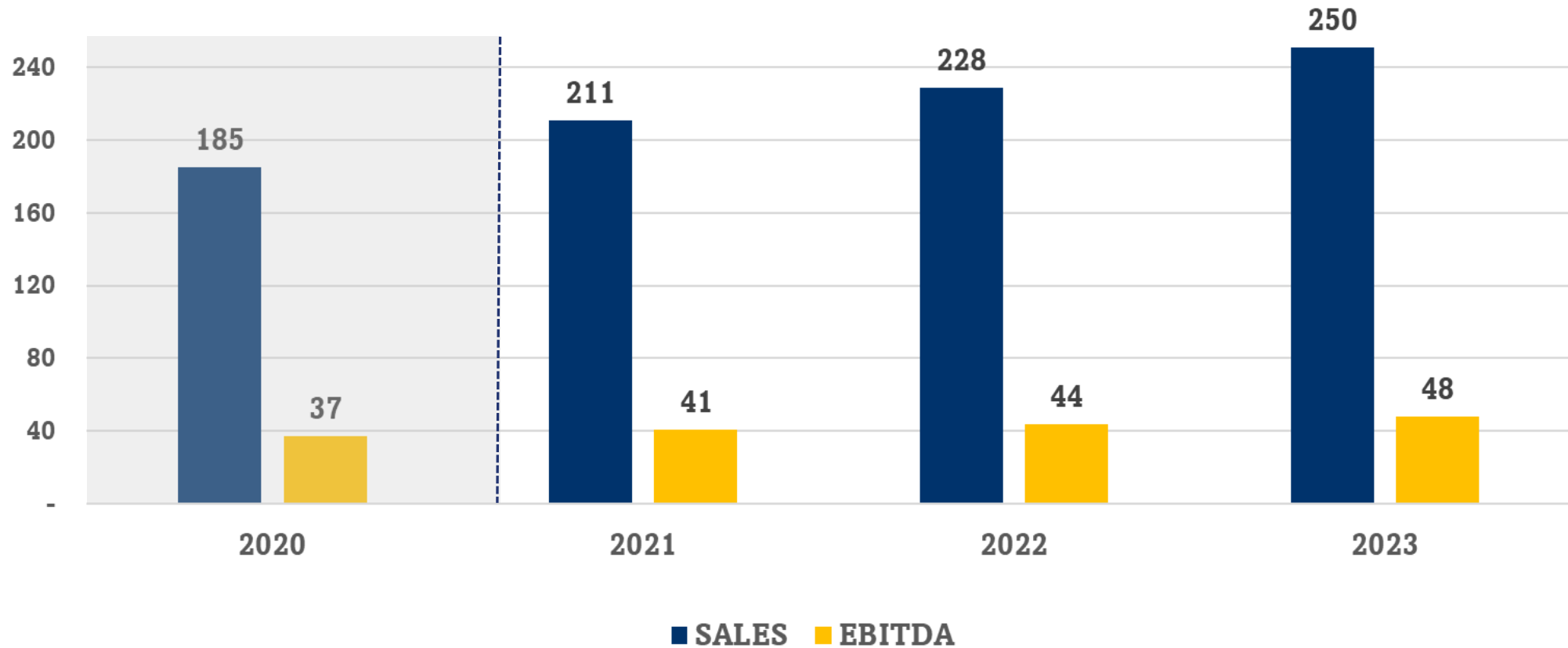
Business plan 2021 - 2023

Organic growth



(released in March 2021 and overcome by 2021 actual results)

CAGR: +10.6%



Business plan 2021 - 2023

Organic growth - Market development

(released in March 2021 and overcome by 2021 actual results)

MARKET	2020	2021	2022	2023	Var % 2023 vs. 2020	CAGR
EUROPE (excl. Turkey)	69.6	76.3	80.3	86.6	+24.5%	7.6%
TURKEY	44.8	51.6	55.6	56.6	+26.3%	8.1%
NORTH AMERICA	22.7	27.5	32.2	37.2	+63.6%	17.8%
SOUTH AMERICA	27.6	29.0	30.4	32.9	+18.9%	5.9%
AFRICA AND MIDDLE EAST	12.2	14.1	14.1	16.1	+32.5%	9.8%
CHINA AND FAR EAST	6.8	10.3	11.5	14.2	+101.1%	28.1%
INDIA	1.2	1.7	4.3	6.9	+468.0%	78.4%
TOTAL	184.9	210.5	228.4	250.5	+35.5	10.6%
<i>Growth vs. previous year</i>		+13.9%	+8.5%	+9.7%		

Business plan 2021 - 2023

Organic growth – Sales By division

PROJECTS		GAS	HINGES	ELECTRONICS	TOTAL	CAGR
ADDITIONAL SALES IN 3 YEARS COMPARED TO 2020	NEW	€ 26.3 mn <i>No. 11 projects</i>	€ 10.6 mn <i>No. 5 projects</i>	€ 8.5 mn <i>No. 25 projects</i>	€ 45.4 mn <i>No. 41 projects</i>	+7.6%
	EXISTING	€ 7.6 mn	€ 8.6 mn	€ 4.0 mn	€ 20.2 mn	+3%
TOTAL		€ 33.9 mn	€ 19.2 mn	€ 12.5 mn	€ 65.6 mn	+10.6%

HUGE NEW
PROJECTS PIPELINE



**ORGANIC
GROWTH**
+35.5% on 2020



STRONG
RELATIONSHIPS WITH
GLOBAL PLAYERS

Business plan 2021 - 2023

Organic growth – Investments

(Amounts in mn Eur)

Production Capacity Increase

India Plant	5.2
Turkey Plant	6.0
Mexico Plant	5.0
Tot New Plants	16.2

Maintenance **12.5**

New Projects

Electronics	5.3
Other Projects	6.0
Hinges	5.0
Gas	13.8
Tot new projects	30.1



**New Manisa
Electronic Plant
unveiled in May
2021**

**Total investments in organic growth
€ 58.8 mn in 3 years**

Business plan 2021 - 2023

Organic growth - New facilities



TURKEY

- Production: hinges and electronic components
- Investments: € 6 mn in 3 years
- Expected capacity: € 11 mn
- Start of production: **May 2021 Electronics**
Q1 2022 Hinges

INDIA

- Production: valves and burners for local market and potential export
- Investments: € 5.2 mn in 3 years
- Expected capacity: € 6 mn
- Start of production: **first half of 2022**

MEXICO

- Production: burners and hinges for North and Central America markets
- Investments: € 5 mn in 3 years
- Expected capacity: € 11 mn
- Start of production: **Q4 2022**

● Total capacity increase:
€ 28 mn by 2023

● Countries with strong
prospective growth

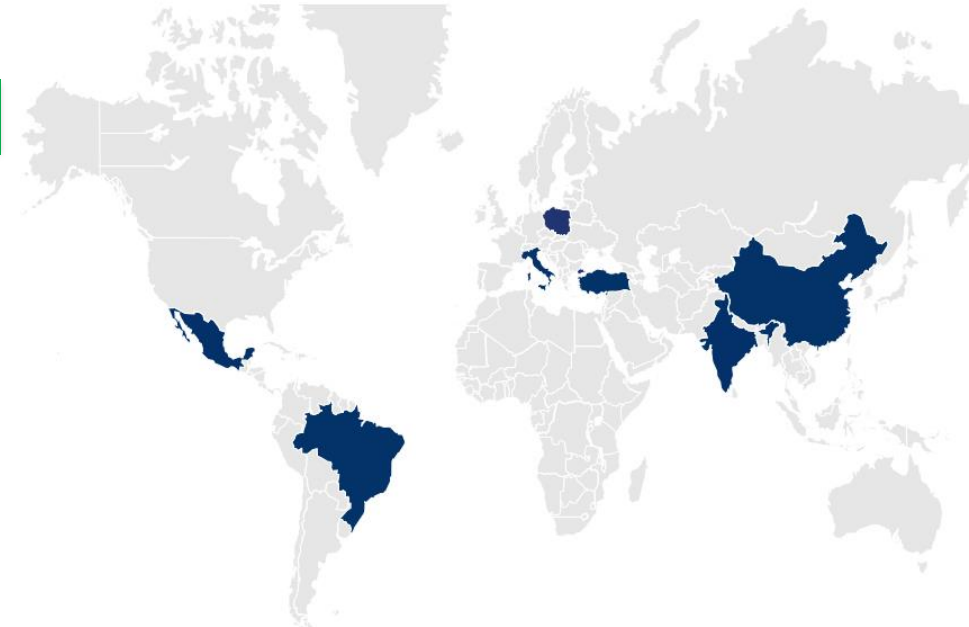
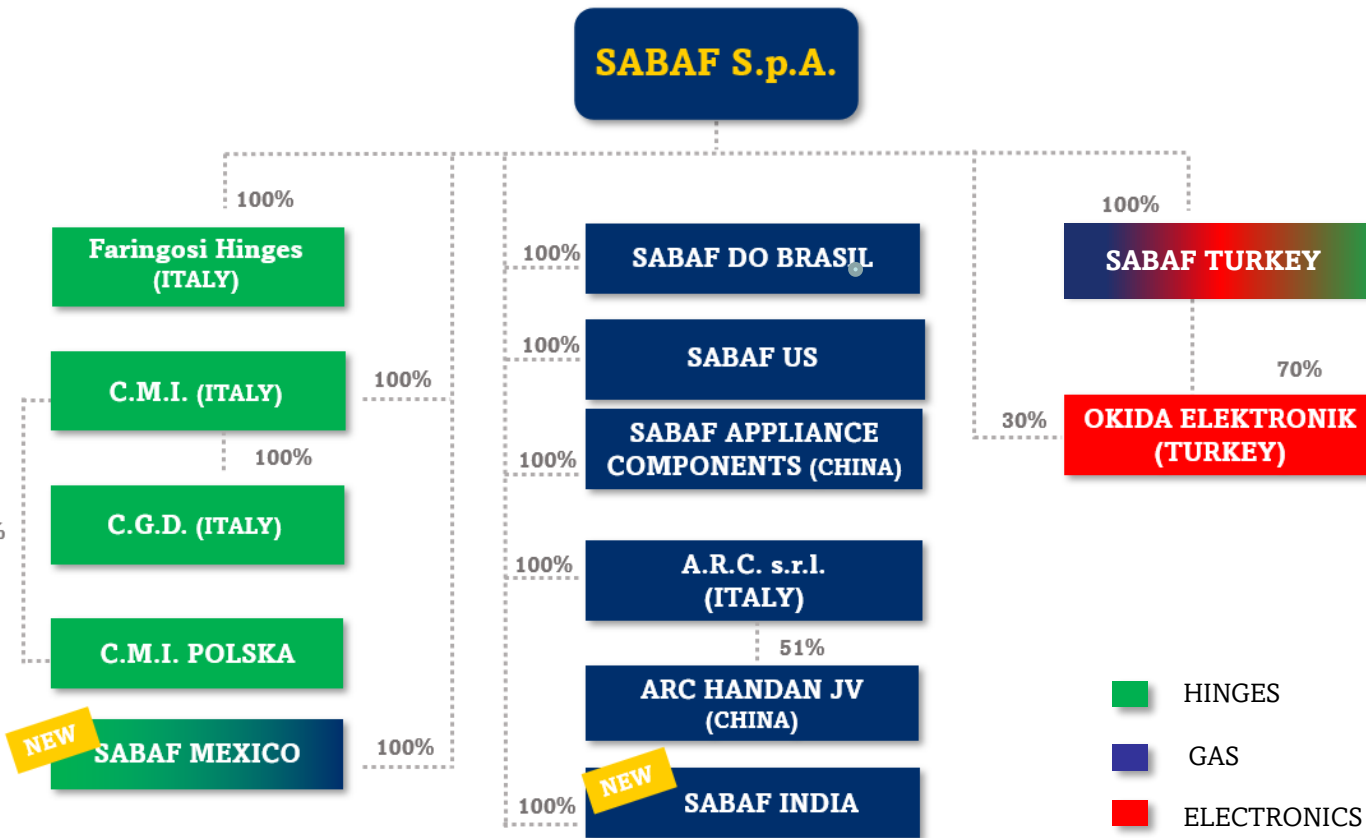
Business plan 2021 - 2023

Organic growth - Industrial footprint



- 14 Companies
- 10 Production plants as of 2020
- 13 Production plants by 2022 (5 in Italy and 8 abroad)

3 new production plants by 2022
(Turkey, Mexico and India)



Business plan 2021 - 2023

Organic growth - Sustainability

“ Sabaf’s strategy and governance model are aimed towards ensuring long-term sustainable growth. For Sabaf, sustainability is primarily based on sharing values with its stakeholders; compliance with common values increases mutual trust and encourages knowledge development. ”

SABAF GROUP VISION

«We believe in a world in which all people’s basic needs, such as home, food and reliable energy, are fulfilled in an environmentally sustainable way.

We promote a company that improves the quality of the environment and the communities where we live and work»

BUSINESS PLAN KPI

Area	KPI	2023 TARGETS (VS.2020)
1 Development of resources and skills	Hours of training per capita	+40%
	Accident frequency rate	-44%
2 Health and safety	Accident severity rate	
	3 Eco-efficiency and Emissions into the atmosphere	tCO _{2eq} emissions on sales

SDGs



SABAF GROUP

Business plan 2021 - 2023

Growth by acquisitions - M&A Strategy

M&A as a tool for achieving **long-term targets** through:

- the acquisition of **know-how** and **technologies**
- the expansion of the **product offer**
- the opening to **new markets**
- the **risk diversification**
- the ability **to scale the business quickly**



Growth of the competitive advantage by differentiating the Sabaf value proposition from competitors



• Preservation of the identity of acquired companies, which maintain their brand, local supply chain and workforce

• Retention of talents and soft skills

• Achievement of significant commercial and industrial synergies

• From an entrepreneurial to an industrial approach

• Joint effort for growth and positives influence on margins

• Preferably seller is taken onboard as a director and/or minority shareholder

INVESTMENT SECTORS

1

COMPONENTS FOR HOUSEHOLD APPLIANCES

2

ELECTRONICS

3

HEATING

4

PROFESSIONAL COOKING

Business plan 2021 - 2023

Growth by acquisitions - Target profile

TARGET PARAMETERS

TURNOVER

€ 5 - 70 mn sales

EBITDA

Steady positive results over past years
No turnarounds

SHAREHOLDING

Preference for **entrepreneurial** ownership

EBITDA MULTIPLES

Non-dilutive

M&A TEAM

Dedicated to scouting and development of business **contacts**, creation of an **internal Data Base**, analysis and evaluation of **opportunities**, management of **negotiations**

Business plan 2021 - 2023

Summary - Targets



Around **€ 300 mn sales**

Total **growth: 62%** by **2023** vs. 2020 (Organic and by acquisitions growth) (CAGR 17.5%)



Total investments € 130 mn of which:

- ✓ **€ 58 mn** organic growth
- ✓ **€ 72 mn** growth by acquisitions



✓ **Dividends: € 20 mn**



Investments and dividends, for a total amount of **€ 150 mn** **financed with:**

- ✓ **Operating cash flow: € 85 mn**
- ✓ **New financial debt: € 65 mn**



Sustainability targets:

- ✓ Hours of training per capita
- ✓ Accident frequency and severity rates
- ✓ CO2 emissions reduction

**HIGH PROFITABILITY
(EBITDA AT LEAST 19%)**

**ROI > 12.5%
COMPARED TO 11.5% IN 2020**

**NET DEBT/EBITDA
~ 2.0**

DISCLAIMER

Certain information included in this document is forward looking and is subject to important risks and uncertainties that could cause actual results to differ materially.

The Company's business is in the domestic appliance industry, with special reference to the gas cooking sector, and its outlook is predominantly based on its interpretation of what it considers to be the key economic factors affecting this business. Forward-looking statements with regard to the Group's business involve a number of important factors that are subject to change, including: the many interrelated factors that affect consumer confidence and worldwide demand for durable goods; general economic conditions in the Group's markets; actions of competitors; commodity prices; interest rates and currency exchange rates; political and civil unrest; and other risks and uncertainties.

Pursuant to Article 154/2, paragraph 2 of the Italian Consolidated Finance Act (Testo Unico della Finanza), the company's Financial Reporting Officer Gianluca Beschi declares that the financial disclosure contained in this financial presentation corresponds to the company's records, books and accounting entries.

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