

A close-up, profile view of a man with a beard and sunglasses driving a car. He is wearing a dark shirt and has tattoos on his arms. The car's interior, including the steering wheel and dashboard, is visible. The text 'CAPITAL MARKET DAY' is overlaid in large, bold, white letters, with 'MARCH 10, 2023' below it. The Saifilo logo and tagline are in the bottom right corner.

# CAPITAL MARKET DAY

MARCH 10, 2023

**Saifilo**

SEE THE WORLD AT ITS BEST

# DISCLAIMER

This presentation may contain forward looking statements based on current expectations and projects of the Group in relation to future events.

Due to their specific nature, these statements are subject to inherent risks and uncertainties, as they depend on certain circumstances and facts, most of which being beyond the control of the Group. Therefore actual results could differ, even to a significant extent, with respect to those reported in the statements.

# *today's* AGENDA

**2022 RESULTS**

**SAFILO TODAY: OUR ACHIEVEMENTS**

**THE EYEWEAR SECTOR**

**SAFILO VISION**

**STRATEGY FOR A BALANCED PORTFOLIO**

**MEDIUM-TERM TARGETS**



*2022*  
**RESULTS**

# ANOTHER YEAR OF NET SALES GROWTH

2022

## 1,076.7 €M

- ▲ +11.1%
- ▲ +4.2% @cFX
- ▲ +7.7% organic<sup>1</sup>

- Smith, Carrera & Polaroid up double-digits
- Leading and new licenses delivered solid growth
- Europe rebounded (+16.1%<sup>1</sup>), emerging markets grew solidly
- North America stable (-0.3%<sup>1</sup>) on tough comps

Q4 NET SALES

## 245.4 €M

- ▲ +5.7%
- ◆ -0.6% @cFX
- ▲ +0.7% organic<sup>1</sup>

- Positive quarter for Smith and Blenders
- Europe very solid (+8.5%<sup>1</sup>) despite decline of GV's business
- NA down 4.7%<sup>1</sup> on tough comps (+19.7% in Q4 '21 vs '19) and weaker wholesale demand

## STRONG **GROSS MARGIN** IMPROVEMENT

2022

597.4 €M

**GROSS MARGIN 55.5%**

▲ +19.1%

▲ +380 bps

- Early completion of the cost of goods sold saving plan
- Positive price/mix dynamics
- Mitigated inflationary pressures

Q4 GROSS PROFIT

139.1 €M

**GROSS MARGIN 56.7%**

▲ +15.1%

▲ +470 bps

- Richer sales mix by distribution channel
- Receding inflationary pressures

## FURTHER RECOVERY OF **ADJ.<sup>2</sup> EBITDA**

2022

101.2 €M

**ADJ.<sup>2</sup> EBITDA MARGIN 9.4%**

▲ +24.2%

▲ +100 bps

- Higher marketing investments to support the growth of home brands
- Increase in investments dedicated to the Group's digital development

Q4 ADJ.<sup>2</sup> EBITDA

15.9 €M

**ADJ.<sup>2</sup> EBITDA 6.5%**

▲ +25.3%

▲ +100 bps

- Continued investments in brands and digitalization
- Margin upside limited by lower operating leverage

# ADJ.<sup>2</sup> NET RESULT

2022

**58.3 €M****ADJ.<sup>2</sup> NET MARGIN 5.4 %**▲ **+112.6%**▲ **+260 bps**

- Significant reduction of financial charges mainly thanks to improved capital structure
- Gain on liabilities for options on non-controlling interests broadly in line with 2021

# FINANCIAL PERFORMANCE

	2021	2022
<b>GROUP NET DEBT</b>	94.0	<b>113.4</b>
Group net debt pre IFRS-16	52.8	69.6
Financial leverage also pre IFRIC SaaS	0.7x	0.7x
<b>FREE CASH FLOW</b>	(2.7)	<b>(16.5)</b>
Cash Flow from operating activities	17.3	9.2
Cash Flow for organic investments	(9.8)	(15.7)

- Strong Cash Flow from operating activities before change in WC
- Net Working Capital at ca. 27% of sales due to higher trade receivables and inventories, reflecting business growth

*Safilo Today:*  
**OUR ACHIEVEMENTS**

# SAFILO TODAY: OUR ACHIEVEMENTS

2022 CONCLUDES 4 YEARS OF EFFECTIVE TURNAROUND

OUR ACHIEVEMENTS



Home brands acceleration & diversified set of licenses



Expotential growth of Online business



Growth drivers shaping Product and Geographic mix



Structural Profit and Margin Expansion

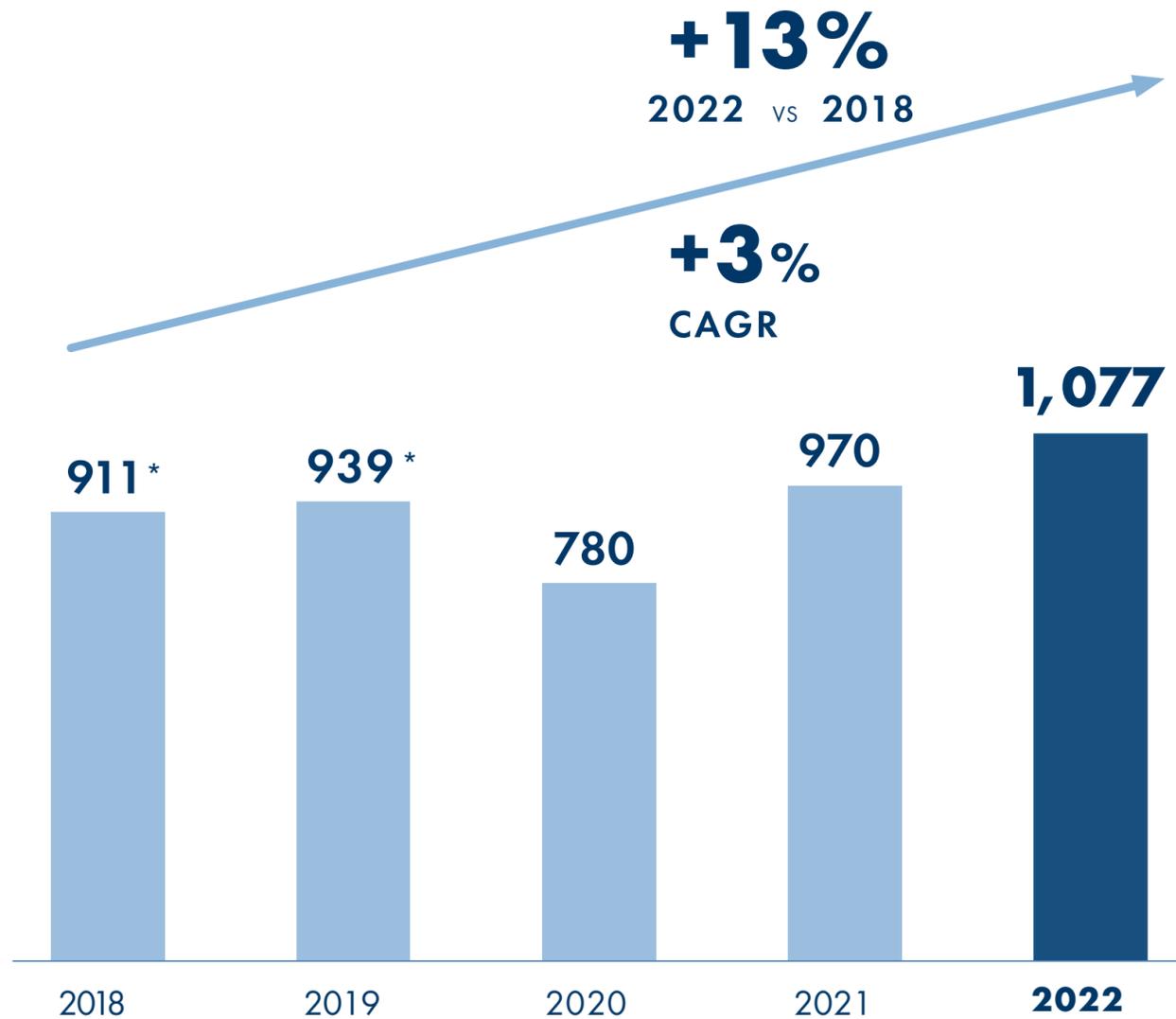


Financial Solidity

# NET SALES TURNAROUND

In €M and % change @cFX

OUR ACHIEVEMENTS



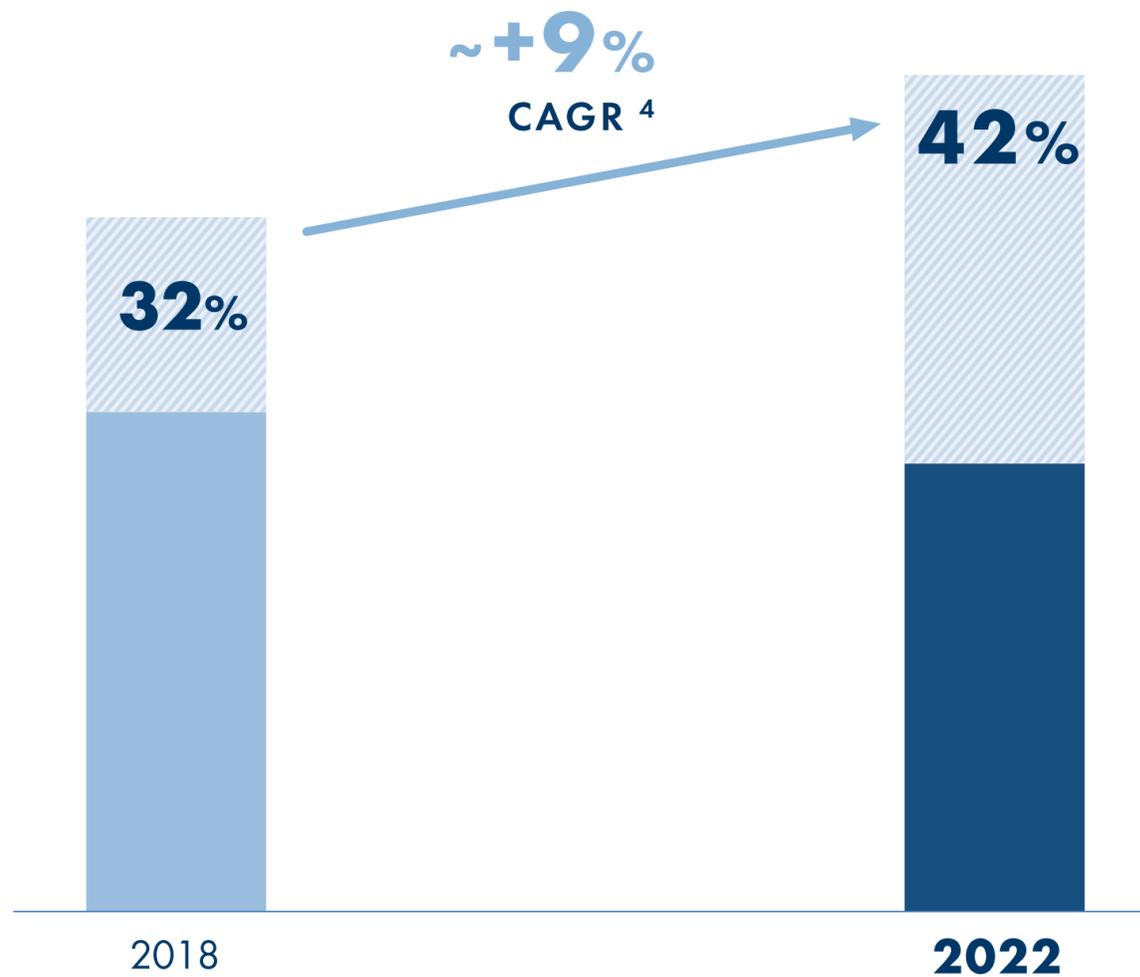
In 2022 **Net Sales exceeded the goal** of the previous Plan to return the Group to **around €1 bn sales by 2024**

\* Continuing operations, excluding retail

# HOME BRANDS ACCELERATION

% of HOME BRANDS on sales<sup>3</sup>

OUR ACHIEVEMENTS



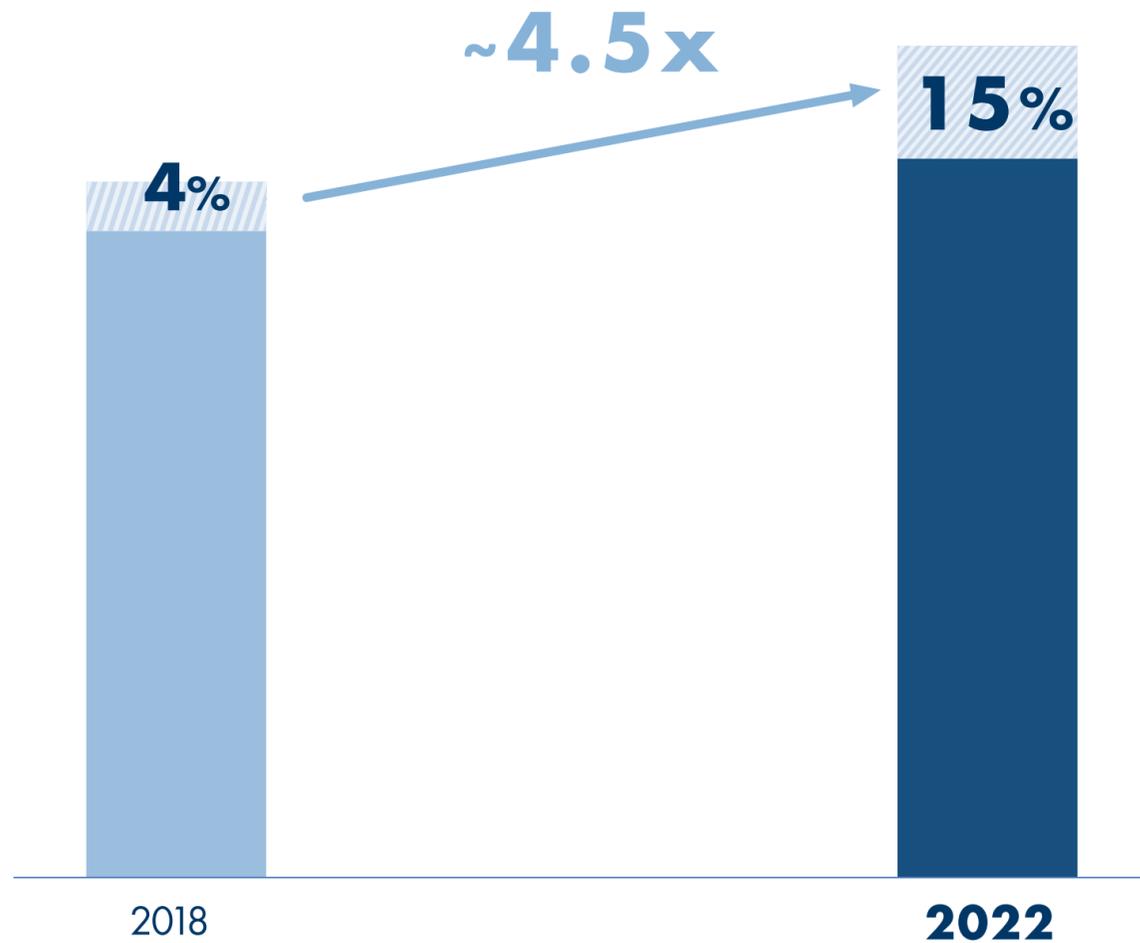
**Home brands today at 42%**  
from 32% in 2018

**Diverse set of licenses, with no concentrated exposure & broad consumer reach**

# EXPONENTIAL GROWTH OF ONLINE CHANNELS

% of ONLINE BUSINESS on sales<sup>3</sup>

OUR ACHIEVEMENTS



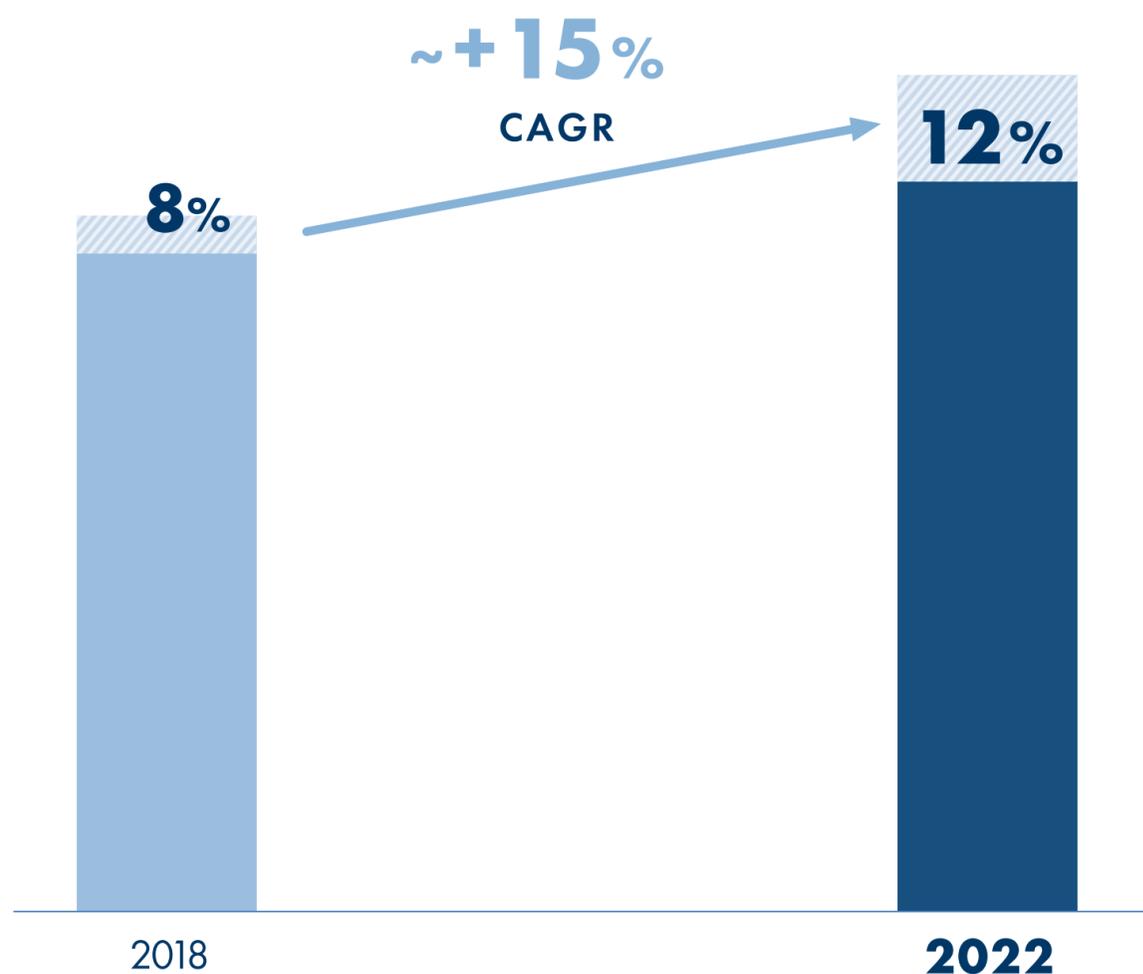
Online channels today at **15%** from 4% in 2018

Continued **strong focus on** customers playing in **core distribution channel**

# GROWTH DRIVERS SHAPING PRODUCT MIX

% of SPORT BUSINESS on sales<sup>3</sup>

OUR ACHIEVEMENTS



**Sport business** today at **12%**  
from 8% in 2018

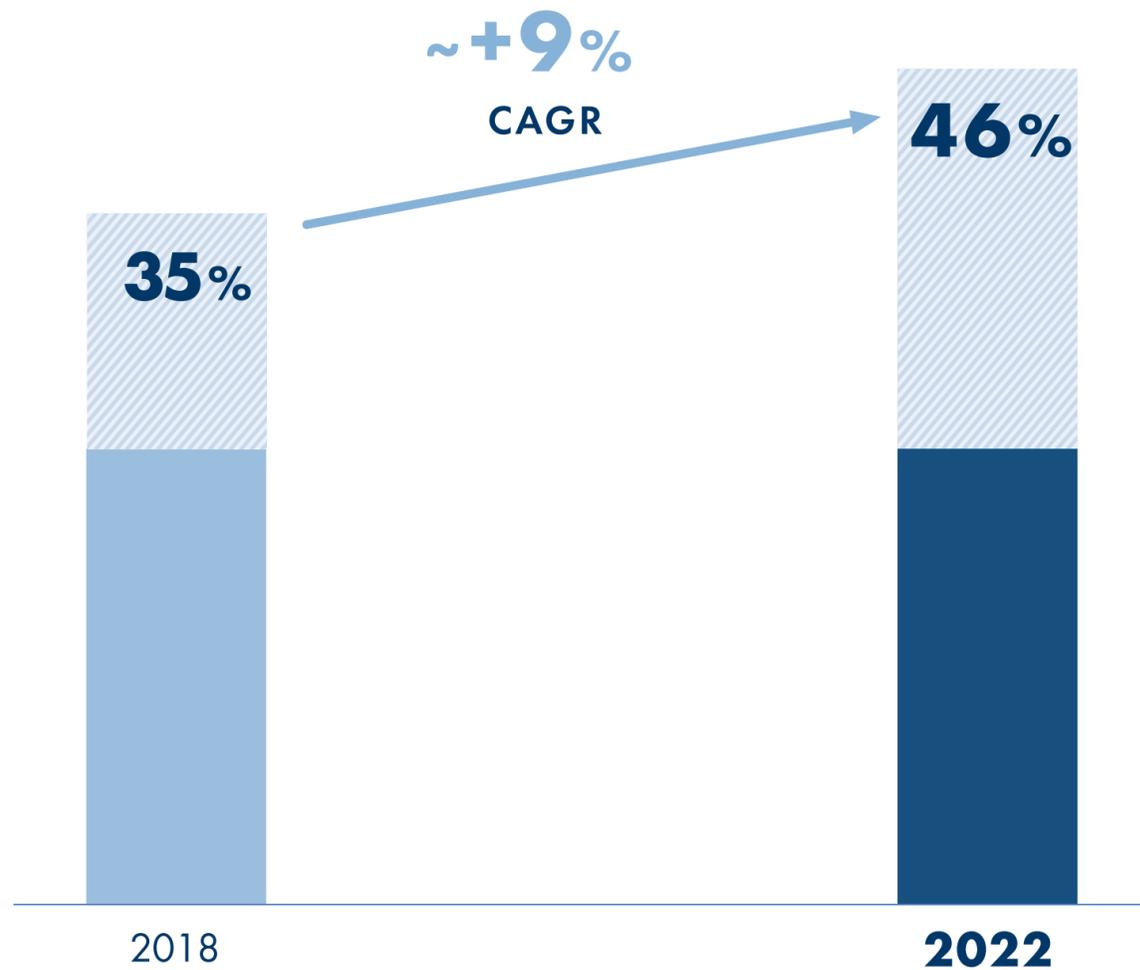
Resilient **prescription frames**  
business holding up at **40%**

**Sunglasses** at **48%**

# GROWTH DRIVERS SHAPING GEOGRAPHICAL MIX

% of NORTH AMERICA on sales

OUR ACHIEVEMENTS



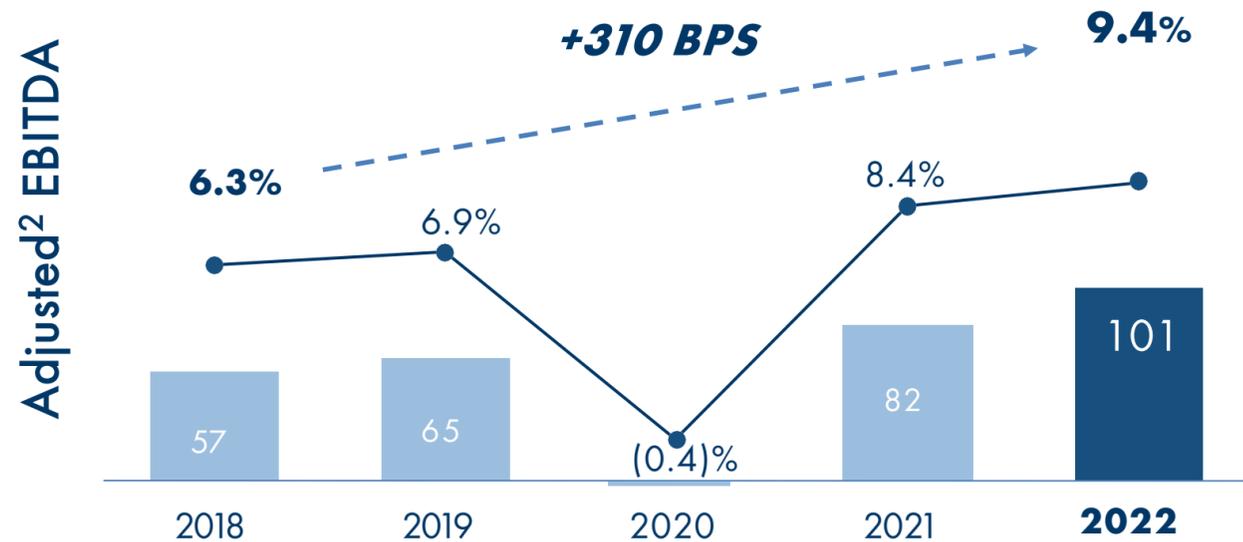
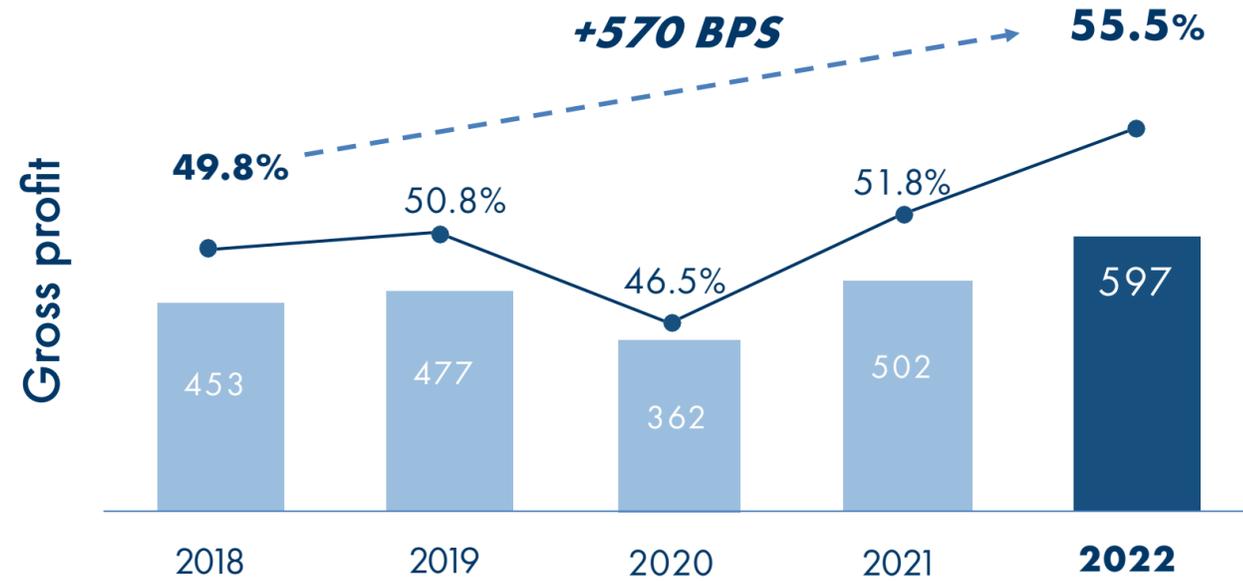
**North America** today at **46%** from 35% in 2018

**Europe** growing organically, but more impacted by portfolio changes

**Emerging markets** still an opportunity

# PROFIT & MARGIN EXPANSION

in €M and % on sales



**Favourable price/mix** dynamics

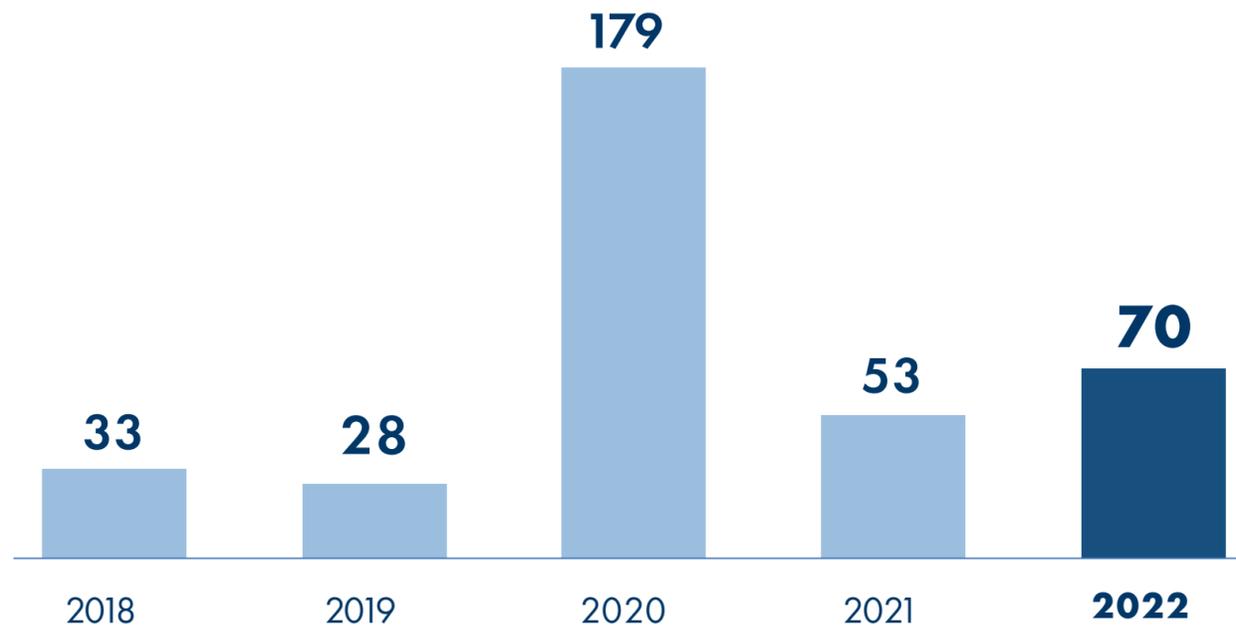
**Cost saving programs** fully achieved ahead of plan

**Higher investments** in our brands and digital transformation

# FINANCIAL SOLIDITY

in €M

Group net debt pre IFRS-16



OUR ACHIEVEMENTS

**Healthy Balance Sheet**

**Capital increase to finance M&A**

**New debt structure** enabling growth investments

*The*

# EYEWEAR SECTOR

# THE ATTRACTIVE EYEWEAR SECTOR

## WHAT WILL NOT CHANGE GOING FORWARD

- Strong industry growth outlook for the medium to long-term, underpinned by fundamental human drivers
- Resilience of the category in downturns and crises

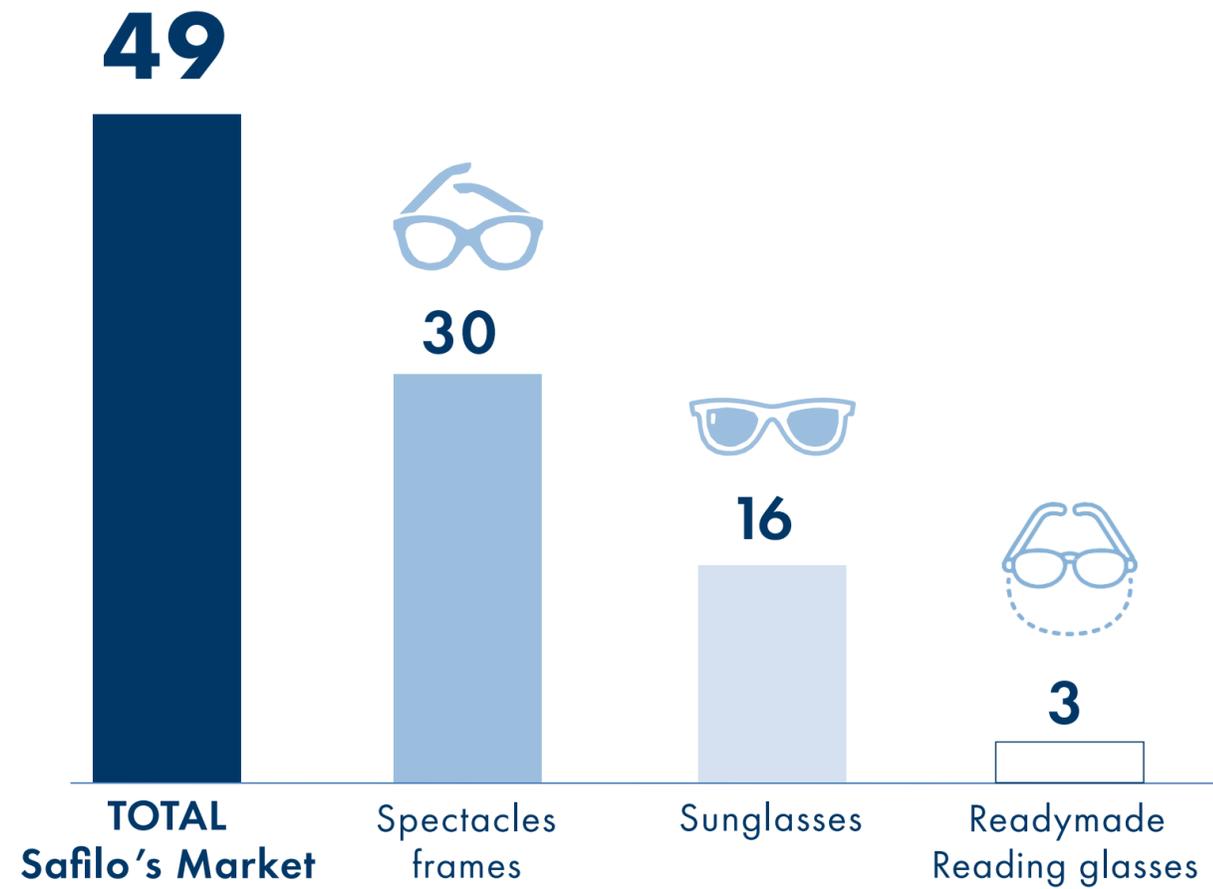
## WHAT WILL EVOLVE GOING FORWARD

- Consumers are more engaged, digitally savvy & value driven, living in a world of the “attention economy”
- Digital channels (both D2C and B2B) will continue to grow disproportionately
- Sustainability as an imperative rather than a nice-to-have

# WHERE WE PLAY

Retail value of eyewear market, 2021, €B

THE EYEWEAR SECTOR



## SAFILO'S MARKETPLACE

CAGR

### PRE COVID

(16 -19)

~ +4 %

### POST COVID

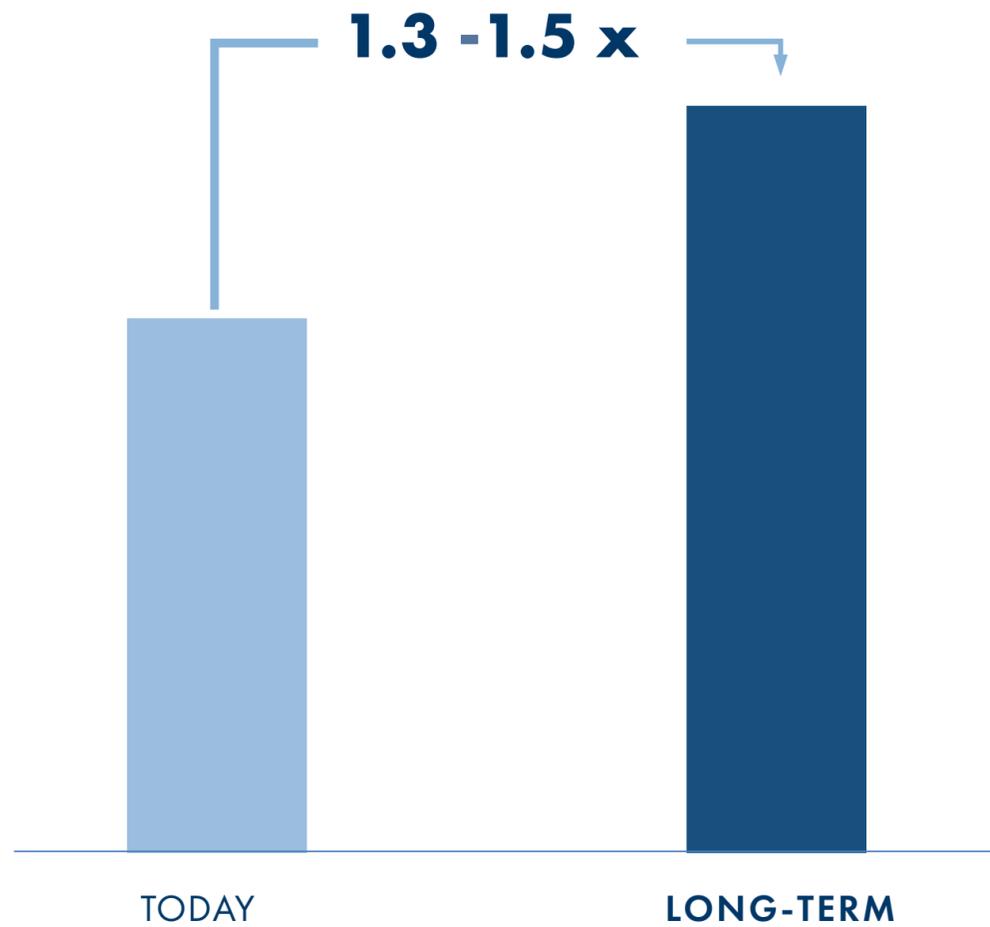
(23- 27E)

~ +3%

# WHERE WE PLAY

Eyewear market size in the long-term

THE EYEWEAR SECTOR



Source: Management's estimates

## DEMOGRAPHICS

- Ageing population
- Increasing incidence of myopia

## LIFESTYLE CHANGES

- Use of digital devices increasing risk of blue light damage
- Higher awareness of importance of sun protection against UV light

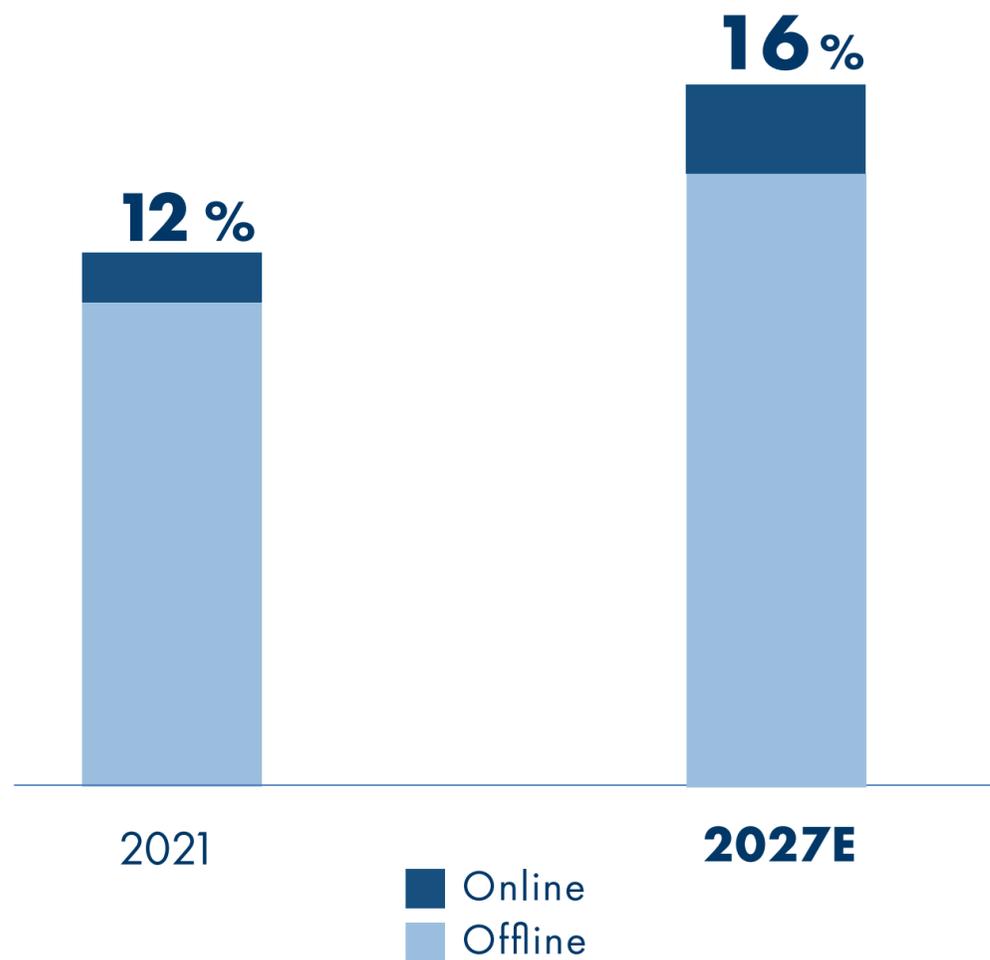
## PREMIUMIZATION

- Eyewear as a relevant accessory in the fashion world

# WHERE WE PLAY

## DIGITAL

THE EYEWEAR SECTOR



ONLINE TO CONTINUE TO GROW FASTER OVER COMING YEARS

CAGR

ONLINE

Low double digits

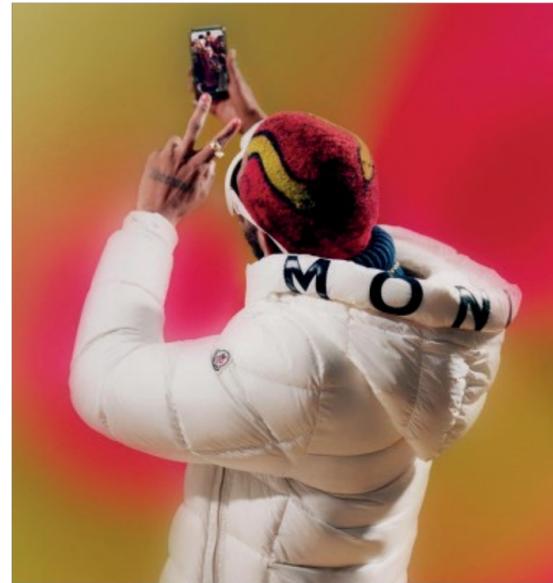
OFFLINE

Low single digits

# WHERE WE PLAY

## A NEW CONSUMER

THE EYEWEAR SECTOR



*The Attention Economy World.*

**BY 2030, GEN Z WILL MAKE UP THE LARGEST CONSUMER SEGMENT WORLDWIDE**

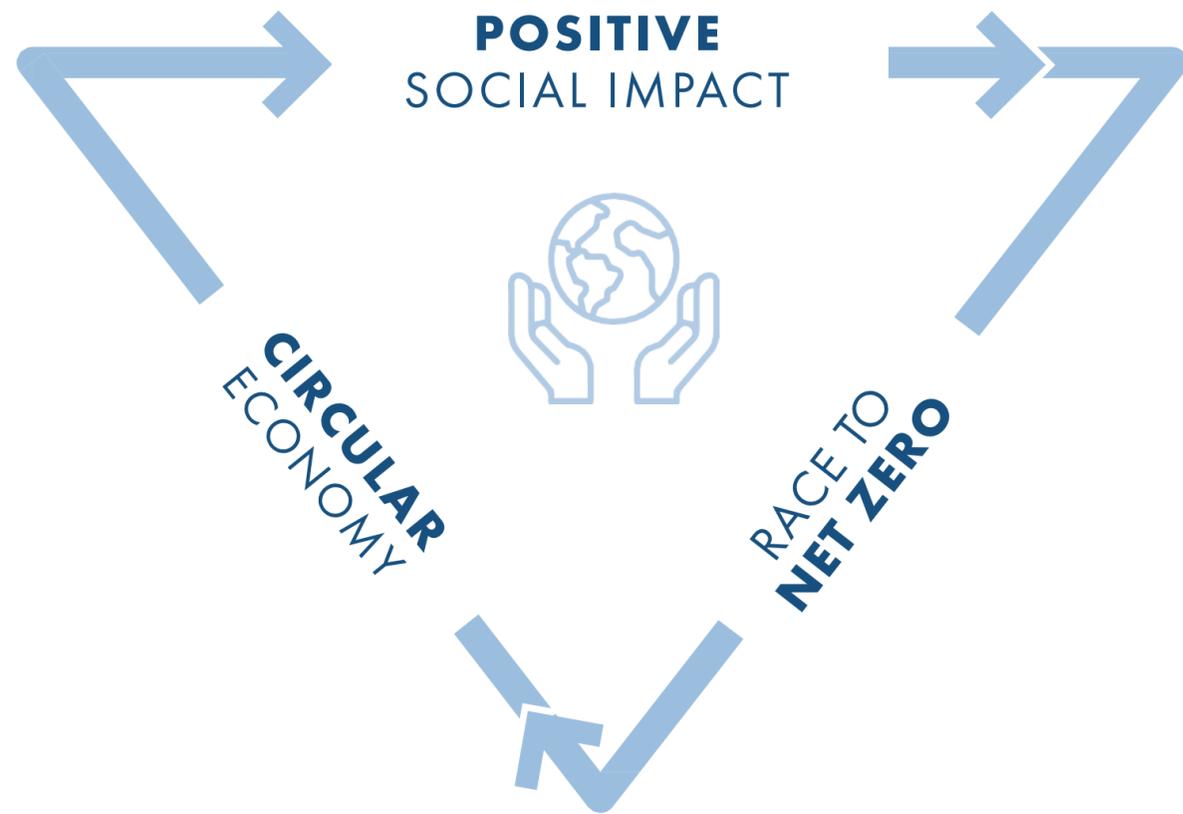
**Young, wealthy consumers value:**

- Something crafted
- Unique
- Sustainable
- Experiential

# WHERE WE PLAY

## SUSTAINABILITY

THE EYEWEAR SECTOR



**No longer a nice-to-have  
but a must-have**

**Consumers are keen to  
make the switch to a trend  
that's here to stay**

*Our*

# VISION & MANIFESTO

# OUR VISION & MANIFESTO

Have you ever wondered who's behind a pair of glasses?

It's us, from Safilo.

Looking ahead since 1878.

Allowing millions of people to see the world at its best.

Looking for innovative and responsible solutions, so that sustainability, inclusivity and innovation are not just nice words.

And the ability to create value through this becomes our aim.

This is the Safilo Way.

Safilo. See the world at its best.

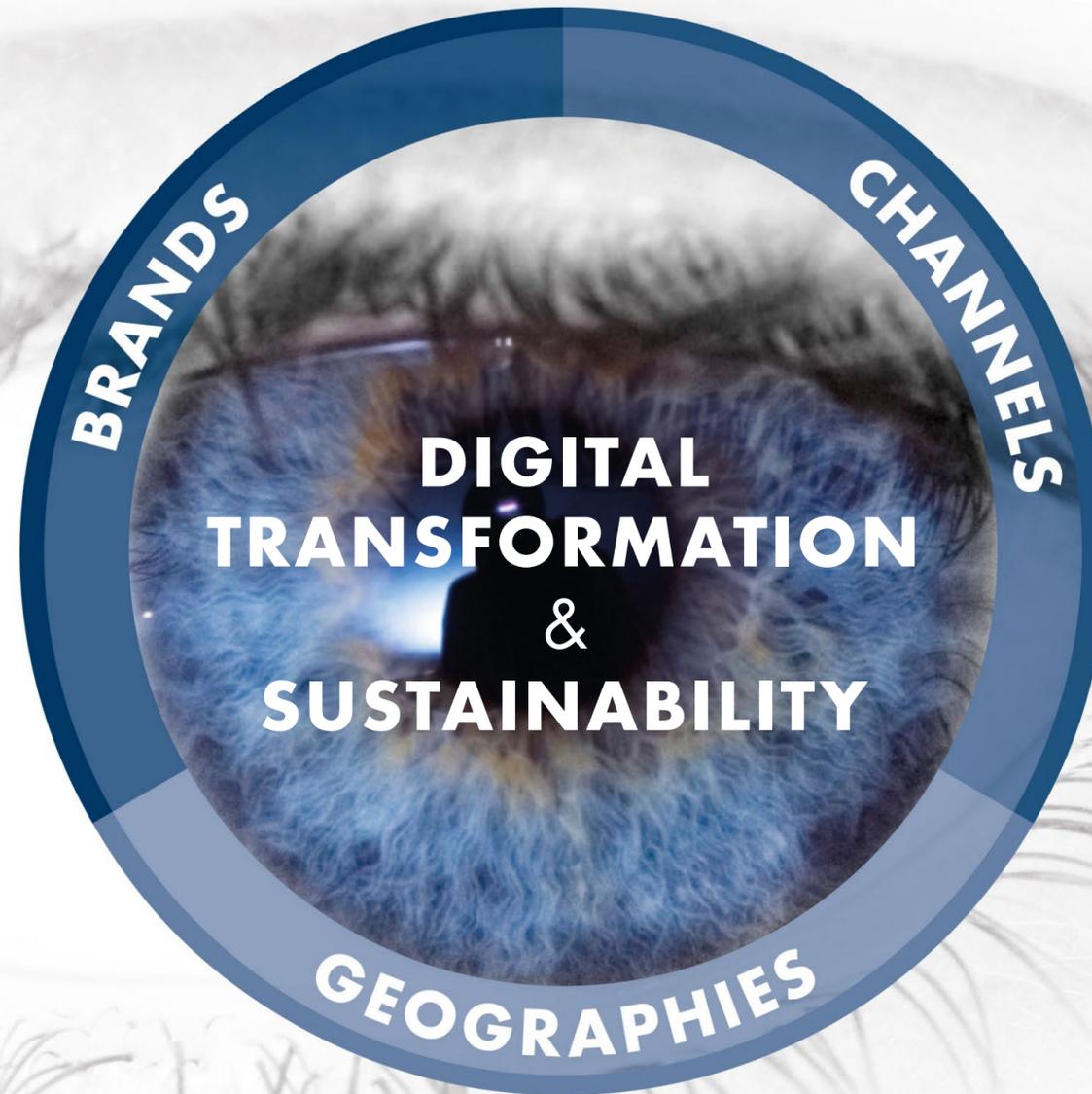


*Our strategy*

# FOR A BALANCED PORTFOLIO

# OUR STRATEGY FOR A BALANCED PORTFOLIO

OUR STRATEGY FOR A BALANCED PORTFOLIO



# STRONG OMNI-CHANNEL BUSINESS MODEL

ONGOING FOCUS ON OUR MAIN CHANNELS,  
WHILE ACCELERATING ON:

- **Online channel** ~20%
- **B2B digital channel** ~12%
- **Sport channel** ~12%

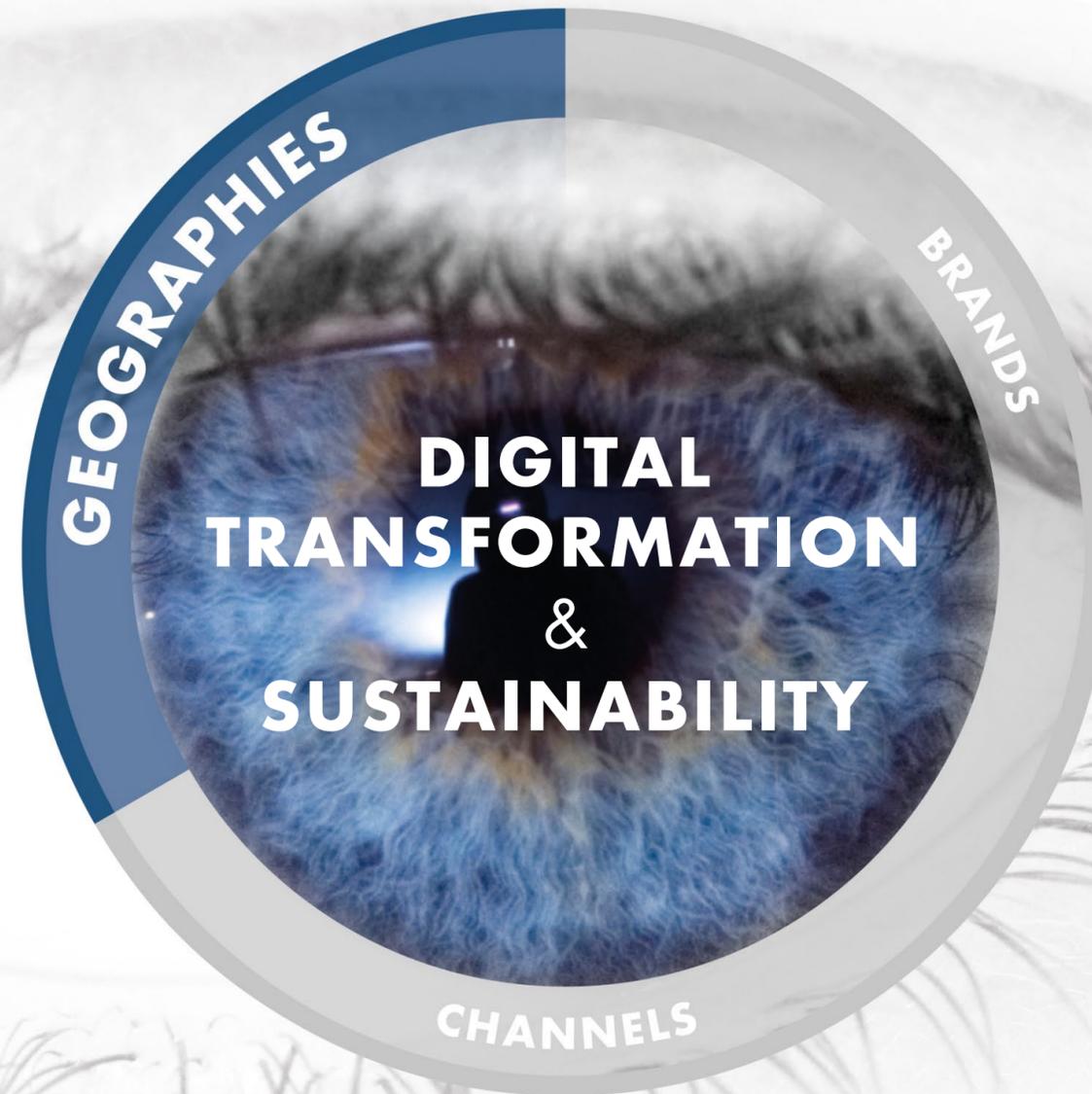


OUR AMBITIONS as a % of 2027E sales<sup>3</sup>

# DYNAMIC GEOGRAPHICAL MIX

ONGOING FOCUS ON OUR STRONG PRESENCE IN NORTH AMERICA AND EUROPE, WHILE ACCELERATING ON:

- **Emerging markets ~20%**



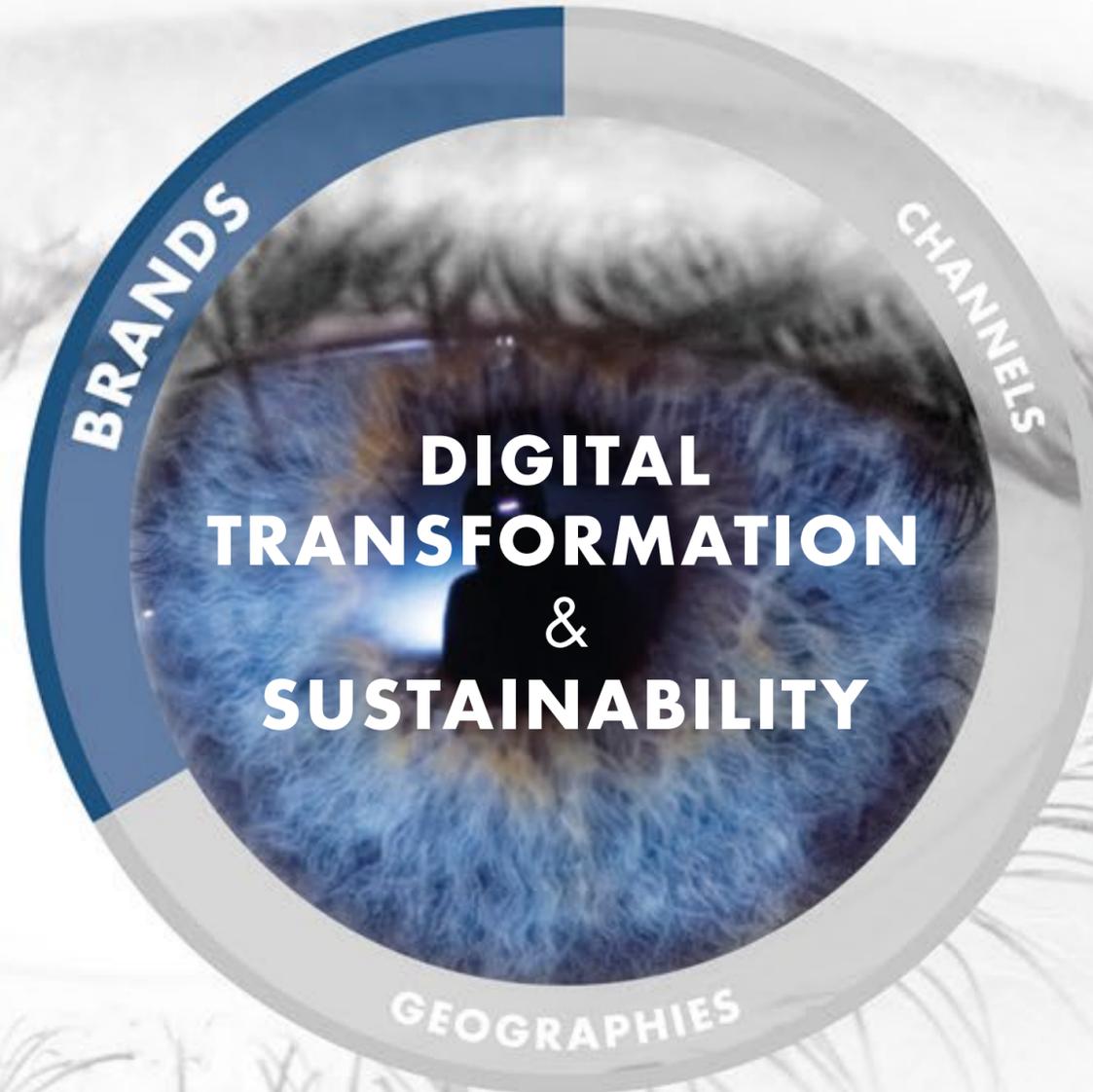
OUR AMBITIONS as a % of 2027E sales<sup>3</sup>

# STRONG BRAND PORTFOLIO

ONGOING FOCUS ON A DIVERSE SET OF LICENSES,  
WHILE ACCELERATING ON:

- Home brands
- M&A

>50%



OUR AMBITIONS as a % of 2027E sales<sup>3</sup>

# STRONG BRAND PORTFOLIO

TO REACH A BROAD AUDIENCE OF TARGET CONSUMERS

STRONG BRAND PORTFOLIO

- The **right offer for all distribution channels**, for all customer types
- **Centered on contemporary segment** where the highest demand of eyewear is
- **Broad based offer** across genders, ages, categories & price segments
- **Appealing to the most** fashion-driven consumers and functional for the more traditional ones
- **Assuring trends** (sustainability, outdoor, celebrities and digital) **and service** (size, fit, optician-friendly features)



SMITH

Polaroid  
The Original Polarized since 1937

//Blenders

PRIVÉ REVAUX  
EYEWEAR

SEVENTH STREET  
by Sàfilo

BANANA REPUBLIC

BOSS

CAROLINA HERRERA



DSQUARED2

FOSSIL

havaianas®

HUGO

ISABEL  
MARANT

JIMMY CHOO

Juicy Couture

kate spade  
NEW YORK



LIZ CLAIBORNE

LOVE  
MOSCHINO

MARC JACOBS

MISSONI



MOSCHINO

pierre cardin  
PARIS

PORTS  
EYEWEAR

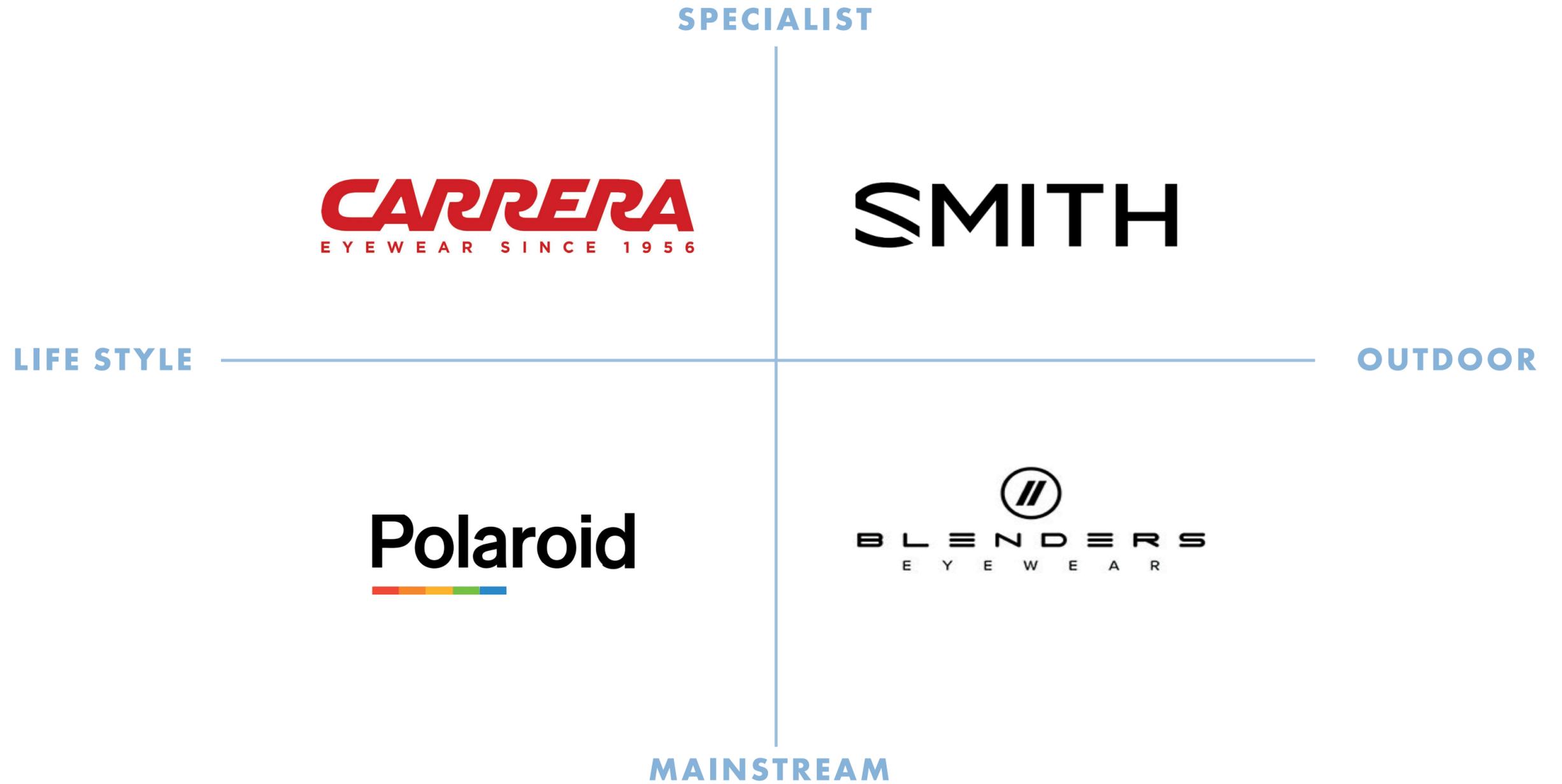
rag & bone  
NEW YORK

TOMMY HILFIGER

TOMMY  
JEANS



# STRONG CORE HOME BRANDS



# CORE HOME BRAND GROWTH DRIVERS

## **CONSUMER FIRST**

Consumers at the core of Brand Development with top Partners

## **DIGITAL MEDIA CENTRIC**

A new model for media effectiveness thanks to full funnel integration

## **PEOPLE ENGAGEMENT & CULTURE**

From Global Strategy to Local Deployment

## **OMNICHANNEL**

Smith and Blenders leveraging each other distribution footprint

**S**SMITH

# SMITH MISSION

To equip all Seekers for a lifetime of adventure

## Advantage Seekers



## Adventure Seekers



## Culture Seekers



# A SNOW MARKET LEADER

**#1** SNOW GOGGLE & HELMET BRAND IN NORTH AMERICA



# SMITH IS MORE THAN SNOW

**Our aim is to "own the head"**

**We are technology / innovation**

**We are goggles, helmets, protection**



# SMITH PRODUCT PORTFOLIO

SNOW GOGGLES & HELMETS



PERFORMANCE SUNGLASSES



PRESCRIPTION EYEWEAR



BIKE HELMETS & EYEWEAR



# SMITH STRATEGY INTO ACTION

- 1 GEOGRAPHIC & CHANNEL EXPANSION**
- 2 EYEWEAR ACCELERATION**
- 3 BIKE GROWTH**

**CARRERA**  
E Y E W E A R   S I N C E   1 9 5 6

# CARRERA STRATEGY INTO ACTION

**1** BRAND POSITIONING & VALUES

**2** PRODUCT ARCHITECTURE

**3** IN MARKET ACTIVATION

# 1 CARRERA POSITIONING & VALUES

**AUTHENTIC**  
LEGACY OF BOLDNESS

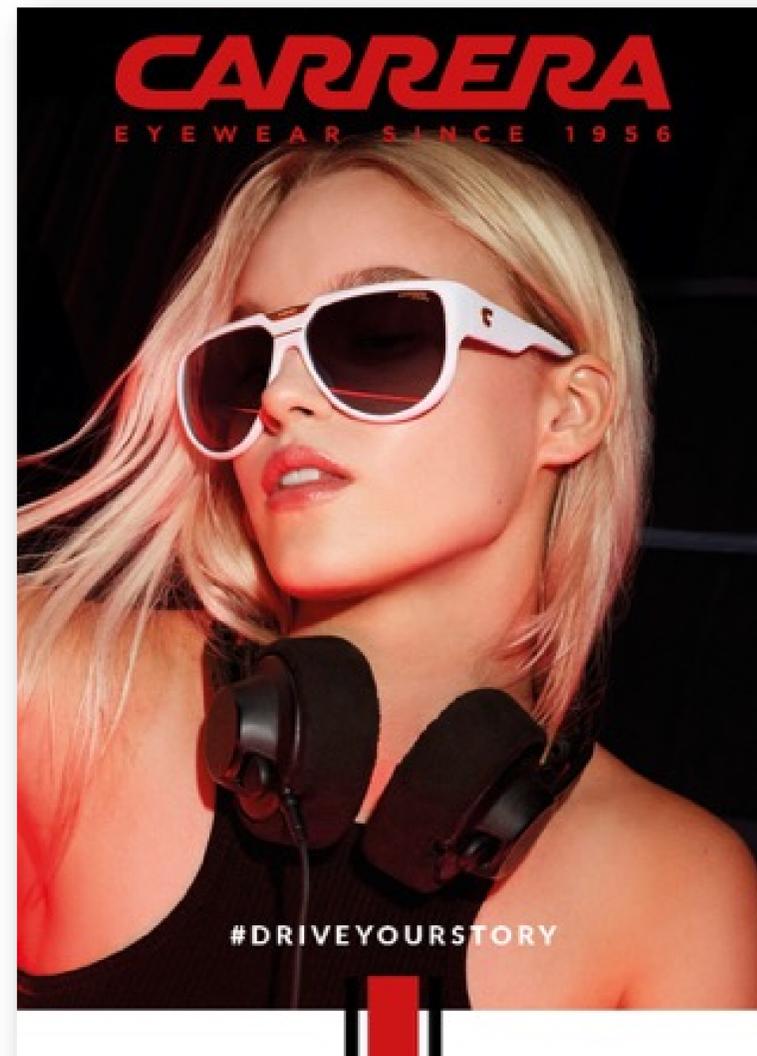
**RELEVANT**  
TECH & STYLE

**TALKABLE**  
DARING ATTITUDE



**DRIVE YOUR STORY**

# 2 DESIGNED FOR CUSTOMERS & CONSUMERS



# DESIGNED FOR CUSTOMERS & CONSUMERS



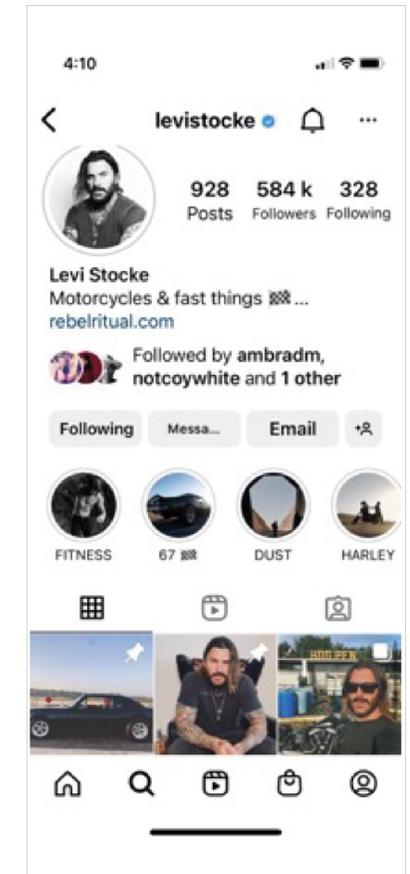
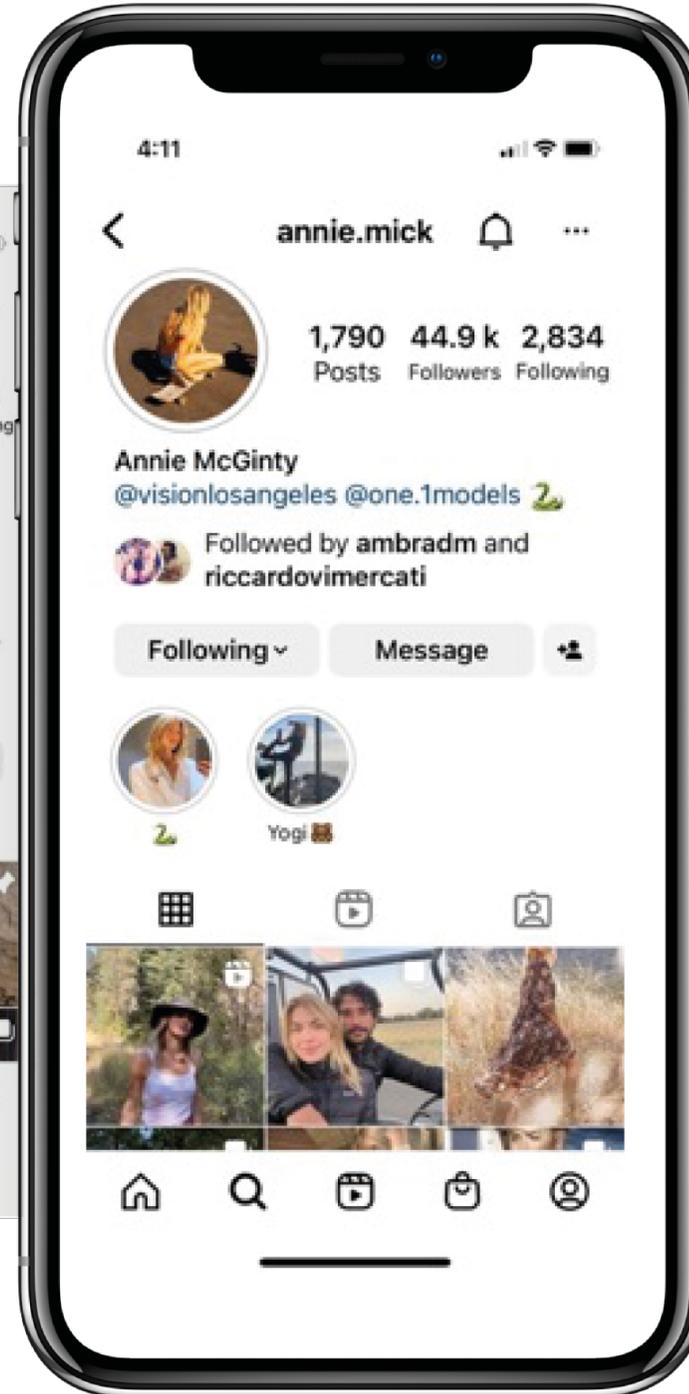
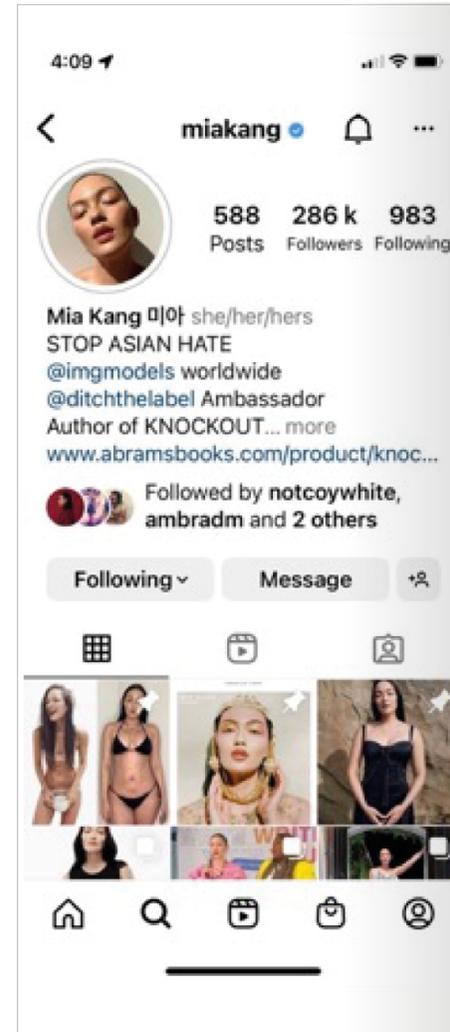
# 3 IN MARKET ACTIVATION

## CAMPAIGN IDEA

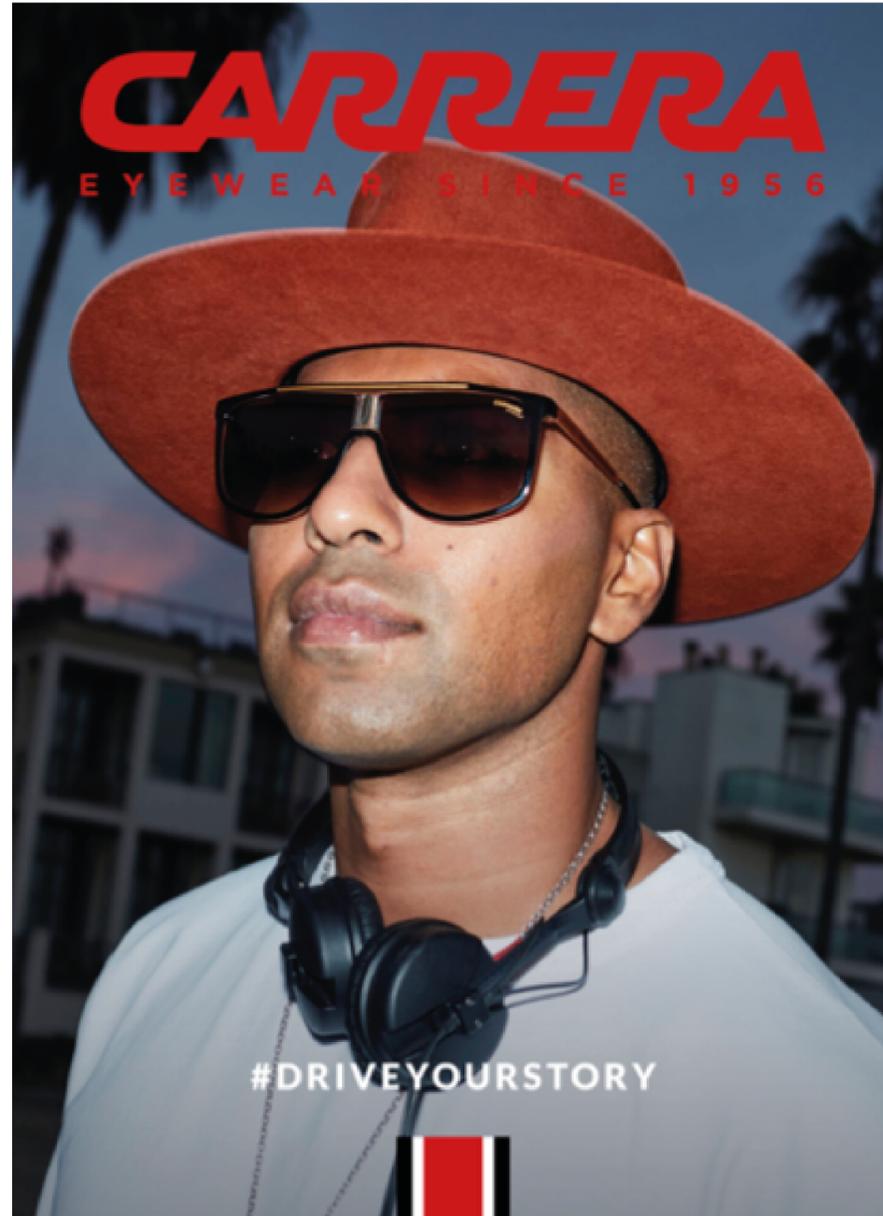
### #DRIVEYOURSTORY

We tell true stories of **real** people who have found their **own self** following their **passion**.  
**Each own of them tells a unique story, and together they create the Carrera world, exclusive and unique.**

# REAL PEOPLE WITH A PASSION



# REAL PEOPLE WITH A PASSION



# IN SHOP DESIRABILITY



# CREATING A GLOBAL PHENOMENON



# THROUGH THE POWER OF COLLABORATION



# Polaroid

The Original Polarized since 1937

# BRAND STRATEGY INTO ACTION

**1** BRAND POSITIONING & VALUES

**2** PRODUCT ARCHITECTURE

**3** IN MARKET ACTIVATION

POLAROID

# 1 POLAROID POSITIONING & VALUES

POLAROID

Functional benefit

**A SMART  
CHOICE**

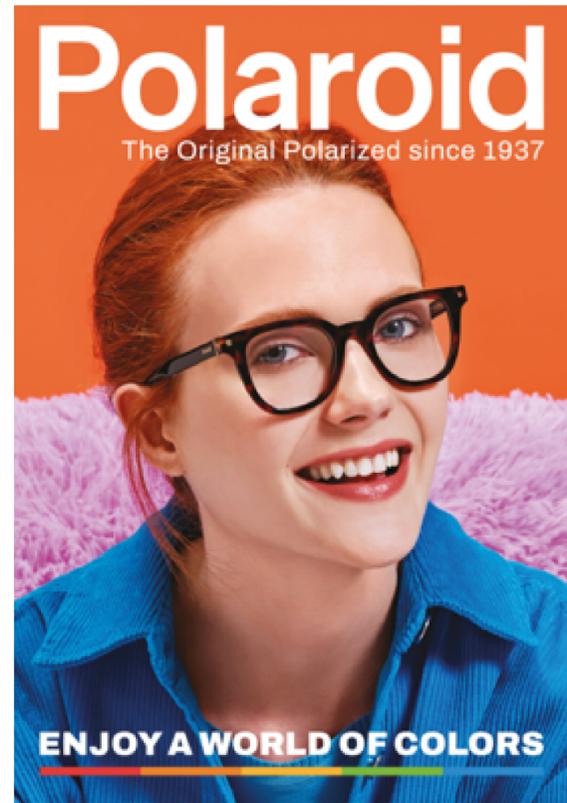
Roots

**THE ORIGINAL  
POLARIZED  
SINCE 1937**

Emotional benefit

**A WORLD  
OF COLORS**

# 2 DESIGNED FOR CUSTOMERS & CONSUMERS

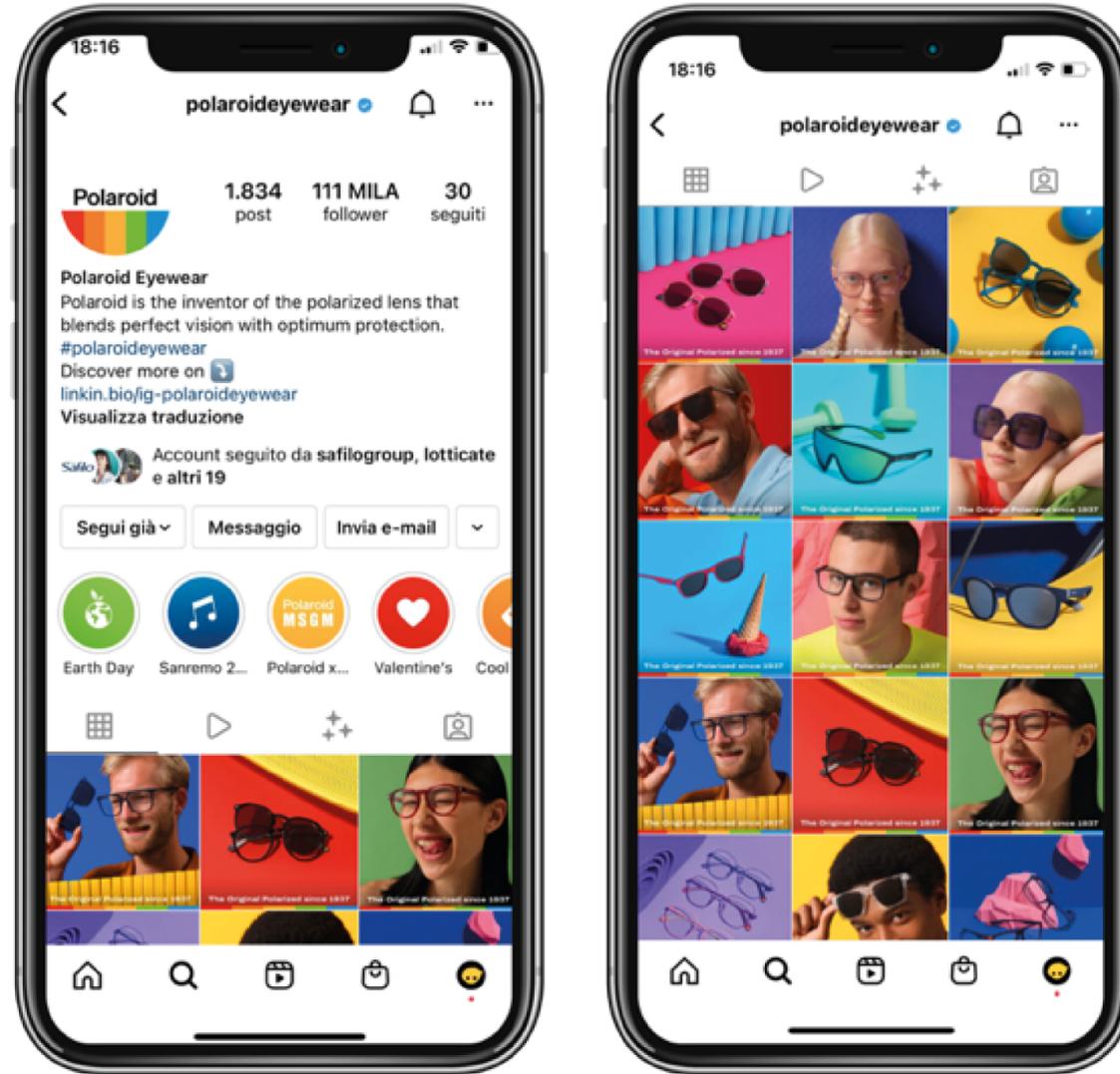


# ENABLING MILLIONS TO **SEE BETTER** AND **LIVE BETTER**

POLAROID



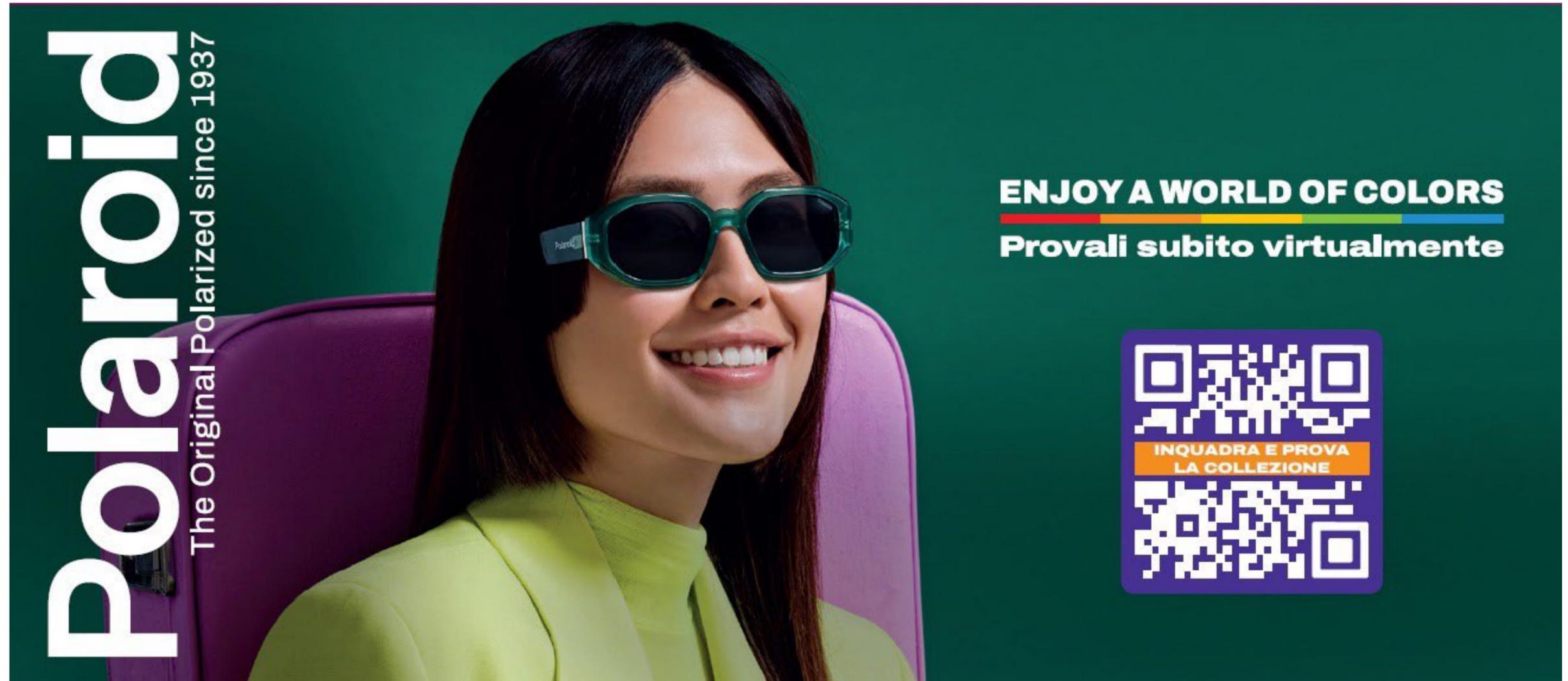
# 3 IN MARKET ACTIVATION



**DRIVEN BY IMPULSE.  
VIRAL AT THE HEART.**

# 3 IN MARKET ACTIVATION

POLAROID



**Polaroid**  
The Original Polarized since 1937

**ENJOY A WORLD OF COLORS**  
Provali subito virtualmente

INQUADRA E PROVA  
LA COLLEZIONE



ENJOY A WORLD OF **COLORS**

POLAROID

## **THE POLAROID RIVIERA.**

Polaroid has created a world of colours, fun and inclusiveness. Where people are happy together, and can enjoy a great time in the sun. Where anyone can be at his/her best simply being him/her self.

# ENJOY A WORLD OF **COLORS**

POLAROID



# IN SHOP DESIRABILITY

POLAROID



# PEOPLE ENGAGEMENT

POLAROID

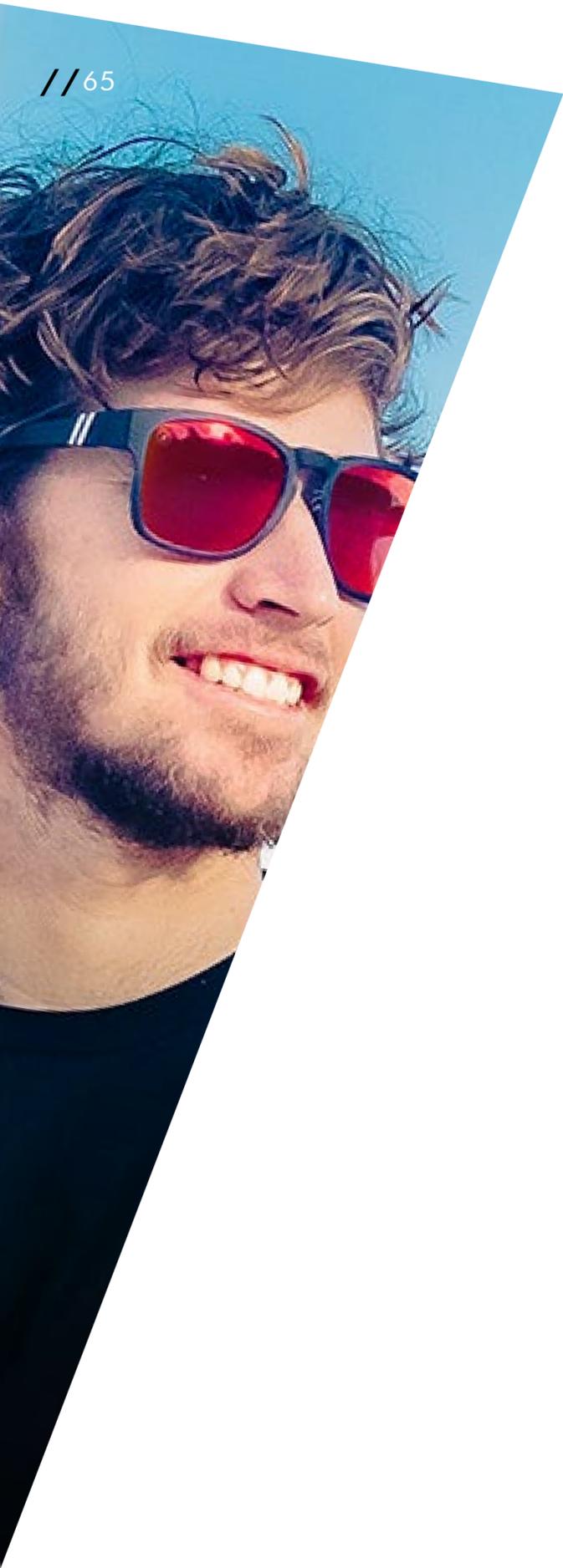
**Polaroid**  
The Original Polarized since 1937

**ENJOY A WORLD OF COLORS**

# PEOPLE ENGAGEMENT

POLAROID





**// Blenders**



# **BLENDERS STRATEGY INTO ACTION**

**1** **DOMESTIC & INTERNATIONAL ONLINE**

**2** **RETAIL**

**3** **WHOLESALE**

*Our enablers*

# DIGITAL TRANSFORMATION

# DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION

## Our goals

- Engage **Consumers & Customers**
- Empower **Employees**
- Optimise **Operations**



# DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION



# DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION



# DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION



# DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION



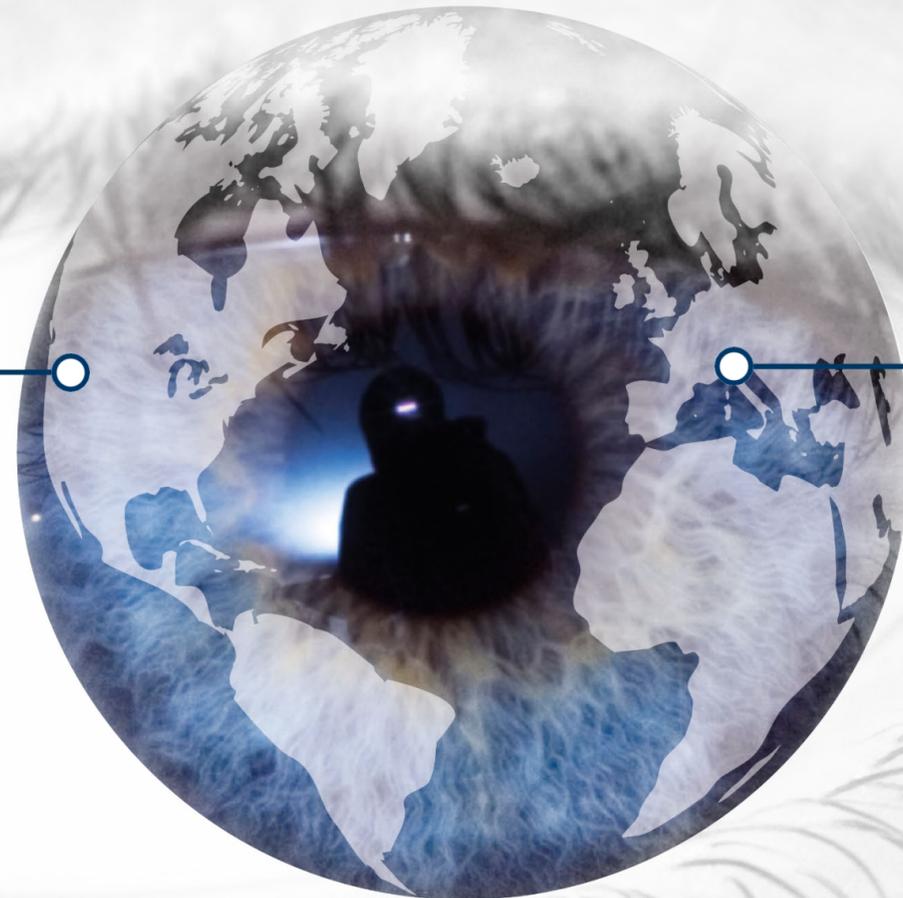
# 2 DIGITAL HUBS



## PORTLAND & SAN DIEGO

FOCUS ON CONSUMERS

- Consumer Facing
- Omnichannel
- Digital Strategic Communication



## PADUA

FOCUS ON CUSTOMERS

- Digital Academy



- B2B through You & Safilo

- Data Analytics

# DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION

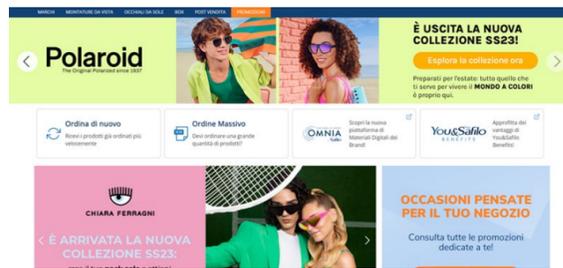


# CUSTOMERS EXPERIENCE & SALES

OUR B2B DIGITAL CHANNEL  
DESIGNED WITH OPTICIANS FOR OPTICIANS

DIGITAL TRANSFORMATION

INNOVATIVE INTERFACE  
EASY SHOPPING ONLINE



FULLY DIGITALIZED  
AFTER-SALES



CUSTOMER CARE  
SUPPORT



ACCESS TO ALL BRAND  
DIGITAL ASSETS



# You & Safilo

MORE THAN AN ECOMMERCE PLATFORM

# CUSTOMERS EXPERIENCE & SALES

OUR B2B DIGITAL CHANNEL  
DESIGNED WITH OPTICIANS FOR OPTICIANS

- Go **beyond sales**
- **Further** customer **adoption in Europe**
- **Hybrid sales model**
- **Roll out** You&Safilo **in North America**

You &  
Safilo

## CUSTOMERS' PERCEPTION

- How likely is it that a Customer would recommend Safilo as a Business Partner

**NPS: 66.6%**

(EMEA 81.1%)

- How satisfied are Customers with Safilo overall with a scale from 1 to 5

**OVERALL SATISFACTION: 4.4**

(EMEA 4.5)

You &  
Safilo

*Our enablers*

# SUSTAINABILITY

# OUR SUSTAINABILITY JOURNEY

## PRODUCT

Sustainable New Collections  
>25% by 2025  
Certified sustainable materials

UN SDGs:



## PLANET

Fashion Pact adherence  
science-based targets (SBTi)  
● CO2 Scope 1&2 -70% by 2030  
● CO2 Scope 3 -20% by 2030  
100% renewable energy by 2030  
Plastic reduced or recycled

UN SDGs:



## PEOPLE

Employee Survey 2023  
Engagement Focus Areas  
Meaningful Community Outreach

UN SDGs:



## PARTNER

BIC Customer Satisfaction  
Trusted License Partnerships  
Orchestrating for Success  
● Robust Governance  
● Systems & Processes  
● Report & Reward

UN SDGs:



*Our*

# MEDIUM-TERM TARGETS

# 2027E NET SALES

in € and @cFX 2022

~ **1,3 bn**

~4%

**5Y CAGR**

## KEY DRIVERS

**Home brands**  
mid to high single digit

**M&A**  
1% of growth

**New channels**  
(Online, B2B, Sport)  
double digit

# 2027E ADJ.<sup>2</sup> EBITDA MARGIN

% on net sales

# 12-13%

## KEY DRIVERS

Higher  
**Gross margin driven by  
portfolio mix and cost  
optimization**

**Marketing investments**

**Operating leverage**

# 2027E FREE CASH FLOW

## Positive FCF

over the plan period

### KEY DRIVERS

Higher

**Cash conversion due to improved economics and more moderate WC absorption**

**Capex in an annual range of €15-20M + M&A**

# Appendices

# NOTES TO THE PRESENTATION

- 1 Organic sales performance is provided at constant exchange rates and includes only the home brands and not terminated licenses, present in both of the compared periods, excluding the business attributable to the supply contract with Kering Eyewear.
- 2 In 2022, the adjusted economic results excluded net non-recurring costs for Euro 5.0 million (Euro 4.4 million at the EBITDA level), due to some special projects costs and restructuring expenses, partially offset by the release of a restructuring provision. In Q4 2022, the adjusted EBITDA excluded non-recurring cost for Euro 2.7 million.  
  
In 2021, adjusted economic results excluded non-recurring costs for Euro 23.8 million (Euro 10.9 million at the gross profit level, and Euro 19.2 million at the EBITDA level), mainly related to the closure of the Ormož production plant in Slovenia, and also a non-recurring income of Euro 17 million due to the release, booked in Q2 2021, of a provision for risks and charges in relation to an investigation by the French Competition Authority. The release was a result of the positive outcome, without sanctions, of this investigation. In Q4 2021, the adjusted EBITDA excluded non-recurring costs for Euro 1.8 million (Euro 0.7 million at the gross profit level).
- 3 Net sales excluding the business attributable to the supply contract with Kering Eyewear.
- 4 Pro-forma performance, including Blenders and Privé Revaux as if their acquisition had occurred on January 1, 2018.

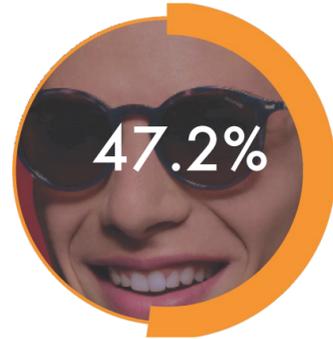
# 2022 NET SALES BY GEOGRAPHICAL AREA

(Euro million)	FY 2022		FY 2021		Change at current forex		Change at constant forex	
					Reported	Organic <sup>1</sup>	Reported	Organic <sup>1</sup>
		%		%				
North America	497.7	46.2	466.2	48.1	+6.8%	-0.3%	-4.7%	+16.1%
Europe	424.9	39.5	378.5	39.0	+12.3%	+13.1%	+12.0%	+17.0%
Asia Pacific	57.7	5.4	52.6	5.4	+9.8%	+7.7%	+3.4%	+11.1%
Rest of the world	96.4	8.9	72.4	7.5	+33.1%	+7.7%	+21.1%	+4.2%
<b>Total</b>	<b>1,076.7</b>	<b>100.0</b>	<b>969.6</b>	<b>100.0</b>	<b>+11.1%</b>	<b>+7.7%</b>	<b>+4.2%</b>	<b>+7.7%</b>

(Euro million)	Q4 2022		Q4 2021		Change at current forex		Change at constant forex	
					Reported	Organic <sup>1</sup>	Reported	Organic <sup>1</sup>
		%		%				
North America	114.3	46.6	111.0	47.8	+3.0%	-4.7%	-7.5%	+8.5%
Europe	92.2	37.6	87.4	37.6	+5.5%	+4.4%	+5.1%	+0.4%
Asia Pacific	16.4	6.7	15.4	6.6	+6.5%	+0.7%	+3.3%	+22.1%
Rest of the world	22.5	9.2	18.4	7.9	+22.1%	+0.4%	+10.5%	+5.7%
<b>Total</b>	<b>245.4</b>	<b>100.0</b>	<b>232.2</b>	<b>100.0</b>	<b>+5.7%</b>	<b>+0.7%</b>	<b>-0.6%</b>	<b>+0.7%</b>

# 2022 NET SALES BY PRODUCT

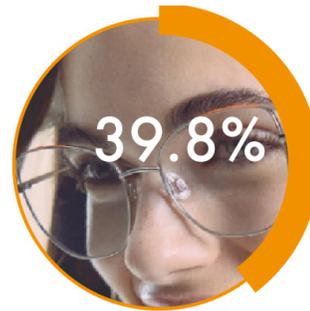
## SUNGLASSES



FY 2022

+7.5%  
+1.1% @cFX  
+9.0%<sup>1</sup>

## PRESCRIPTION FRAMES



FY 2022

+9.4%  
+3.2% @cFX  
+2.0%<sup>1</sup>

## SPORT & OTHER



FY 2022

+33.4%  
+22.0% @cFX  
+22.2%<sup>1</sup>

# 2022 INCOME STATEMENT

Key Economic highlights - in Euro million	2022	% on net sales	2021	% on net sales	% Change 2022 vs 2021
Net sales	1,076.7		969.6		+11.1%
Reported at cFX					+4.2%
Organic <sup>1</sup> at cFX					+7.7%
Gross profit	597.4	55.5%	501.8	51.7%	+19.1%
EBITDA	96.8	9.0%	79.3	8.2%	+22.1%
Adjusted <sup>2</sup> EBITDA	101.2	9.4%	81.5	8.4%	+24.2%
Operating result	48.5	4.5%	26.1	2.7%	+85.8%
Adjusted <sup>2</sup> operating result	53.5	5.0%	32.9	3.4%	+62.8%
Group net result	54.2	5.0%	21.3	2.2%	+154.6%
Adjusted <sup>2</sup> Group net result	58.3	5.4%	27.4	2.8%	+112.6%
IFRS 16 impact on EBITDA	11.8		11.6		
on Operating result	1.5		1.7		
on Net result	(0.4)		0.2		

# Q4 2022 TRADING UPDATE

Key Economic highlights - in Euro million	Q4 2022	% on net sales	Q4 2021	% on net sales	% Change
Net sales	245.4		232.2		+5.7%
Reported at cFX					-0.6%
Organic <sup>1</sup> at cFX					+0.7%
Gross profit	139.1	56.7%	120.9	52.0%	+15.1%
EBITDA	13.3	5.4%	10.9	4.7%	+21.9%
Adjusted <sup>2</sup> EBITDA	15.9	6.5%	12.7	5.5%	+25.3%
IFRS 16 impact on EBITDA	3.2		2.9		

# BALANCE SHEET AS OF DECEMBER 31, 2022

in Euro million	December 31, 2022	December 31, 2021	Change
Net working capital	292.3	214.9	77.4
Tangible, Right of Use, and Intangible fixed assets	281.1	294.2	(13.1)
Goodwill	34.9	32.9	2.0
Non-current assets held for sale	2.3	2.3	0.0
Other assets / (liabilities), net	(58.3)	(84.2)	25.9
<b>Net invested capital</b>	<b>552.3</b>	<b>460.0</b>	<b>92.3</b>
Net financial position	(113.4)	(94.0)	(19.4)
Group Shareholders' equity	(409.9)	(326.7)	(83.2)
Non-controlling interests	(29.0)	(39.3)	10.3

# WORKING CAPITAL AS OF DECEMBER 31, 2022

in Euro million	December 31, 2022	December 31, 2021	Change
Trade receivables	214.0	173.5	40.5
Inventories	259.0	234.4	24.6
Trade payables	(180.7)	(193.1)	12.4
<b>Net working capital</b>	<b>292.3</b>	<b>214.9</b>	<b>77.4</b>
<i>% on net sales</i>	<i>27.1%</i>	<i>22.2%</i>	

# 2022 FREE CASH FLOW

in Euro million	2022	2021
Cash flow from operating activities before changes in working capital	71.5	38.1
Changes in working capital	(62.4)	(20.8)
<b>Cash flow operating activities</b>	<b>9.2</b>	<b>17.3</b>
<b>Cash flow investing activities</b>	<b>(15.7)</b>	<b>(9.8)</b>
Cash flow from repayment principal portion of IFRS 16 lease liabilities	(10.0)	(10.3)
<b>Free Cash Flow</b>	<b>(16.5)</b>	<b>(2.7)</b>

# EXCHANGE RATES

Currency	Code	As of		(Appreciation)/ Depreciation	Average for		(Appreciation)/ Depreciation
		December 31, 2022	December 31, 2021	%	2022	2021	%
US Dollar	USD	1.0666	1.1326	-5.8%	1.0531	1.1827	-11.0%
Hong-Kong Dollar	HKD	8.3163	8.8333	-5.9%	8.2451	9.1932	-10.3%
Swiss Franc	CHF	0.9847	1.0331	-4.7%	1.0047	1.0812	-7.1%
Canadian Dollar	CAD	1.4440	1.4393	0.3%	1.3695	1.4826	-7.6%
Japanese Yen	YEN	140.6600	130.3800	7.9%	138.0274	129.8767	6.3%
British Pound	GBP	0.8869	0.8403	5.6%	0.8528	0.8596	-0.8%
Swedish Crown	SEK	11.1218	10.2503	8.5%	10.6296	10.1465	4.8%
Australian Dollar	AUD	1.5693	1.5615	0.5%	1.5167	1.5749	-3.7%
South-African Rand	ZAR	18.0986	18.0625	0.2%	17.2086	17.4766	-1.5%
Russian Ruble	RUB	78.4308	85.3004	-8.1%	73.5002	87.1527	-15.7%
Brasilian Real	BRL	5.6386	6.3101	-10.6%	5.4399	6.3779	-14.7%
Indian Rupee	INR	88.1710	84.2292	4.7%	82.6864	87.4392	-5.4%
Singapore Dollar	SGD	1.4300	1.5279	-6.4%	1.4512	1.5891	-8.7%
Malaysian Ringgit	MYR	4.6984	4.7184	-0.4%	4.6279	4.9015	-5.6%
Chinese Renminbi	CNY	7.3582	7.1947	2.3%	7.0788	7.6282	-7.2%
Korean Won	KRW	1,344.0900	1,346.3800	-0.2%	1,358.0734	1,354.0570	0.3%
Mexican Peso	MXN	20.8560	23.1438	-9.9%	21.1869	23.9852	-11.7%
Turkish Lira	TRY	19.9649	15.2335	31.1%	17.40879	10.51237	65.6%
Dirham UAE	AED	3.9171	4.1595	-5.8%	3.86732	4.34361	-11.0%
Polish Zloty	PLN	4.6808	4.5969	1.8%	4.68611	4.56518	2.6%