



**SABAF: THERE'S LIFE INSIDE**

[www.sabafgroup.com](http://www.sabafgroup.com)

**SABAF**  
GROUP



# FINANCIAL PRESENTATION

Sabaf - Roadshow Paris

*16<sup>th</sup> May 2023*

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# COMPANY PROFILE

# Sabaf Group: product range evolution in 4 Business Units

SINCE 1950

## GAS

- Standard Burners
- Special Burners
- Professional Burners
- Oven and Grill Burners
- Gas Valves
- Gas Oven Thermostats
- Microswitches & Accessories



SINCE 2018

## ELECTRONICS

- Cooker Hoods
- Ovens
- Cookers and hobs
- Vitroceramic hobs control cards
- Refrigerators/freezers
- Other products



SINCE 2000, further expansion since 2019

## HINGES

- Ovens
- Dishwashers
- Washing machines
- Refrigerators
- Special applications
- Small compartments
- Catering appliances



SINCE 2022

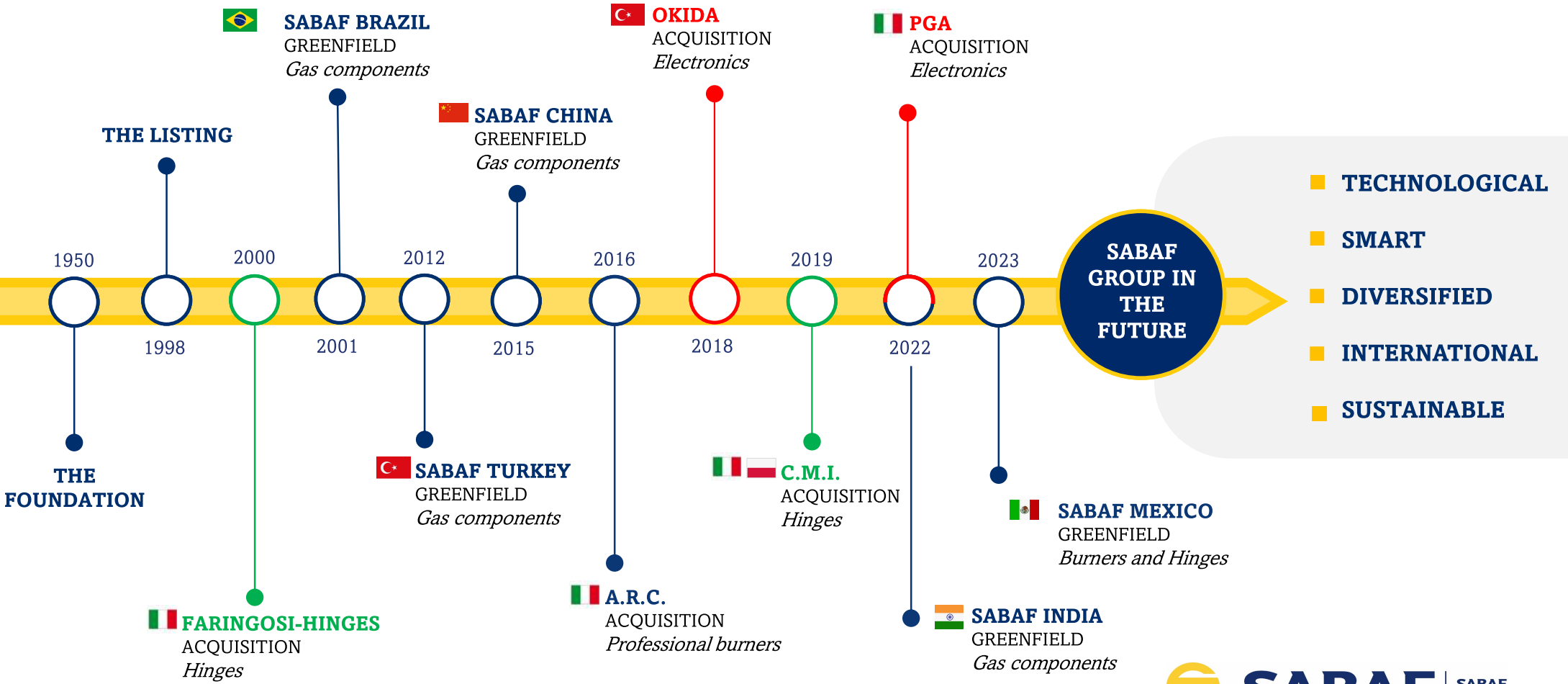
## INDUCTION

Components for induction cookers and hobs



- Inductor
- Power board
- Cooling system
- Touch control
- User interface

# Sabaf Group: evolution



# M&A track record

2016



- **100%** of share capital: 70% in 2016 and 30% in 2021
- **Multiple:** 4.8 x EBITDA
- **EBITDA/Turnover:** 22%

2019



- **100%** of share capital: 68.5% in 2019 and 31.5% in 2021
- **Multiple:** 6,2 x EBITDA
- **EBITDA/Turnover:** 11.8%

2018



- **100%** of share capital in July 2018
- **Multiple:** 5.05 x EBITDA
- **EBITDA/Turnover:** 41.4%

2022



- **100%** of share capital in September 2022
- **Multiple:** 5 x EBITDA
- **EBITDA/Turnover:** 21.7%

# Sabaf Group: leading producer of components for household appliances and company evolution in 4 Business Units



GAS

Player n. 1 Worldwide



HINGES



ELECTRONICS

Strong growth

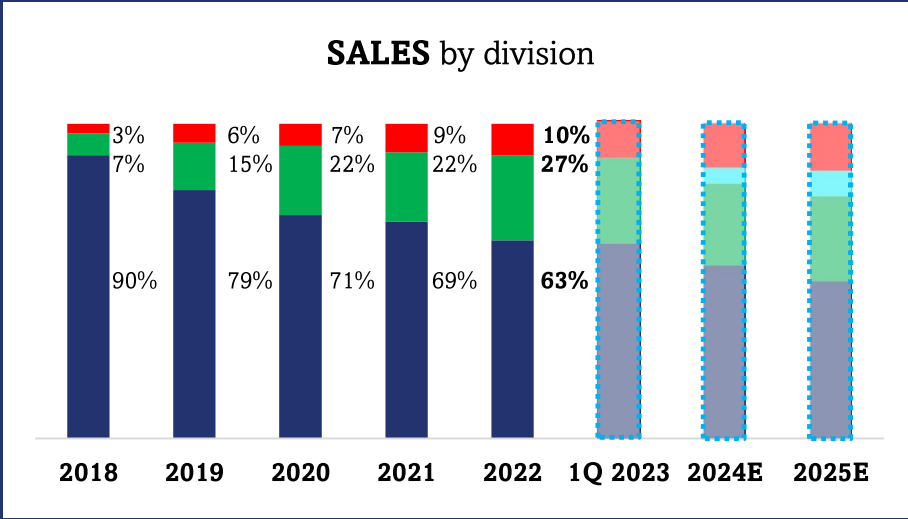


INDUCTION  
NEW 2022

Widening product range

**DIVERSIFICATION**

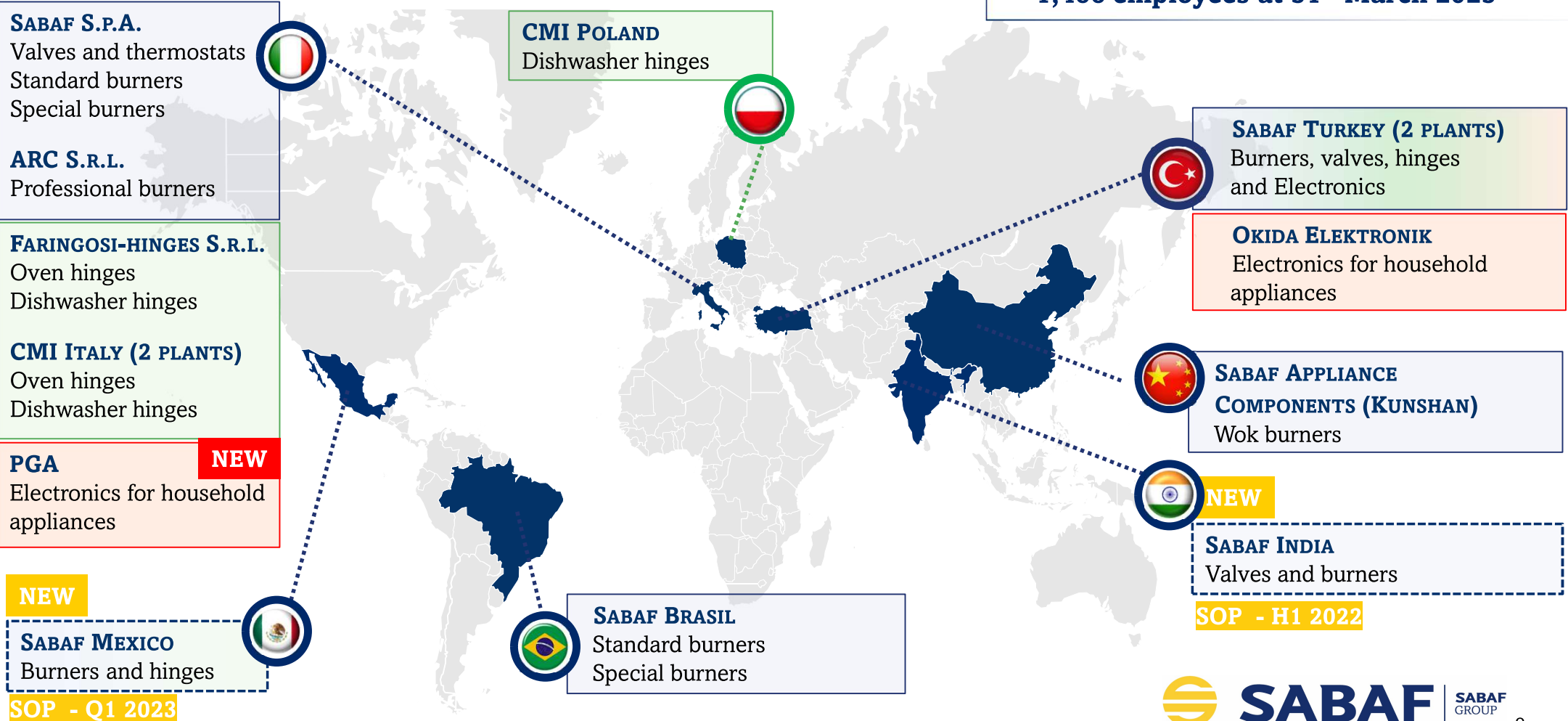
Diversification of profitability





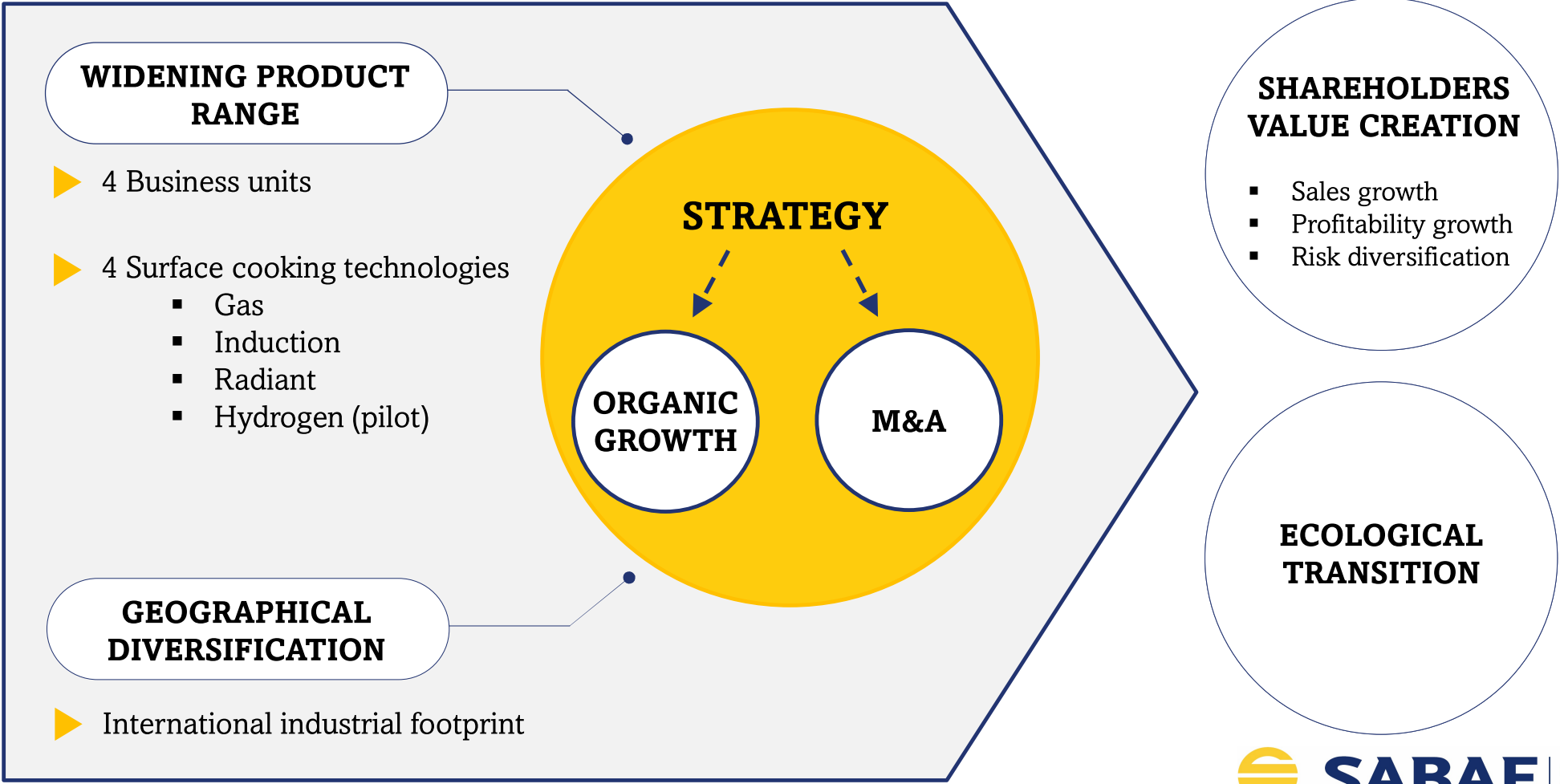
# Sabaf Group: industrial footprint

- **2021:** 10 production plants
- **2023:** 14 production plants (6 in Italy and 8 abroad)
- **1,466 employees at 31<sup>st</sup> March 2023**



# Why invest in Sabaf

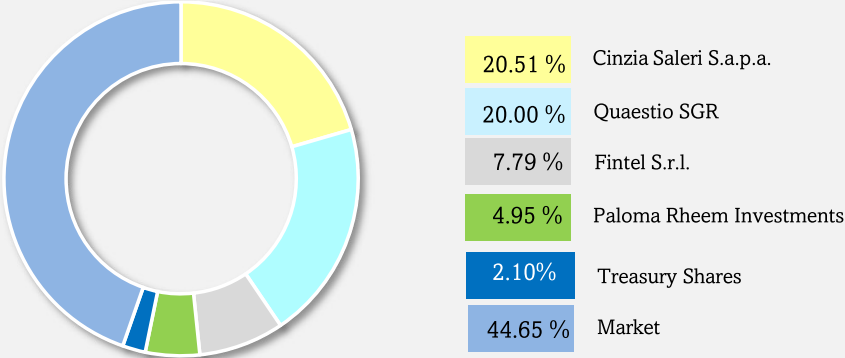
## Strategy for value creation



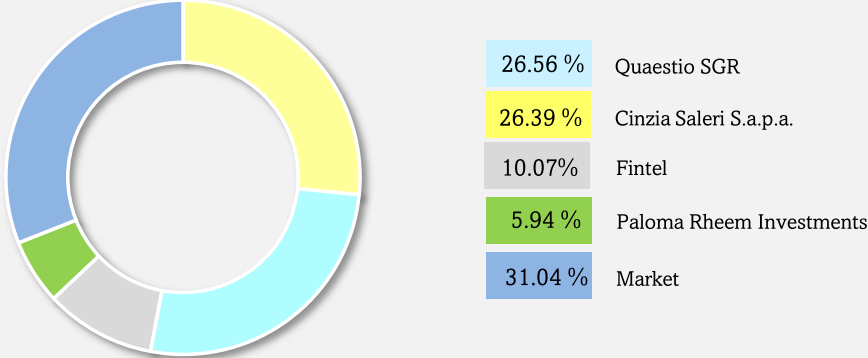
# Sabaf Group

## Main shareholders

**% OF SHARE CAPITAL**



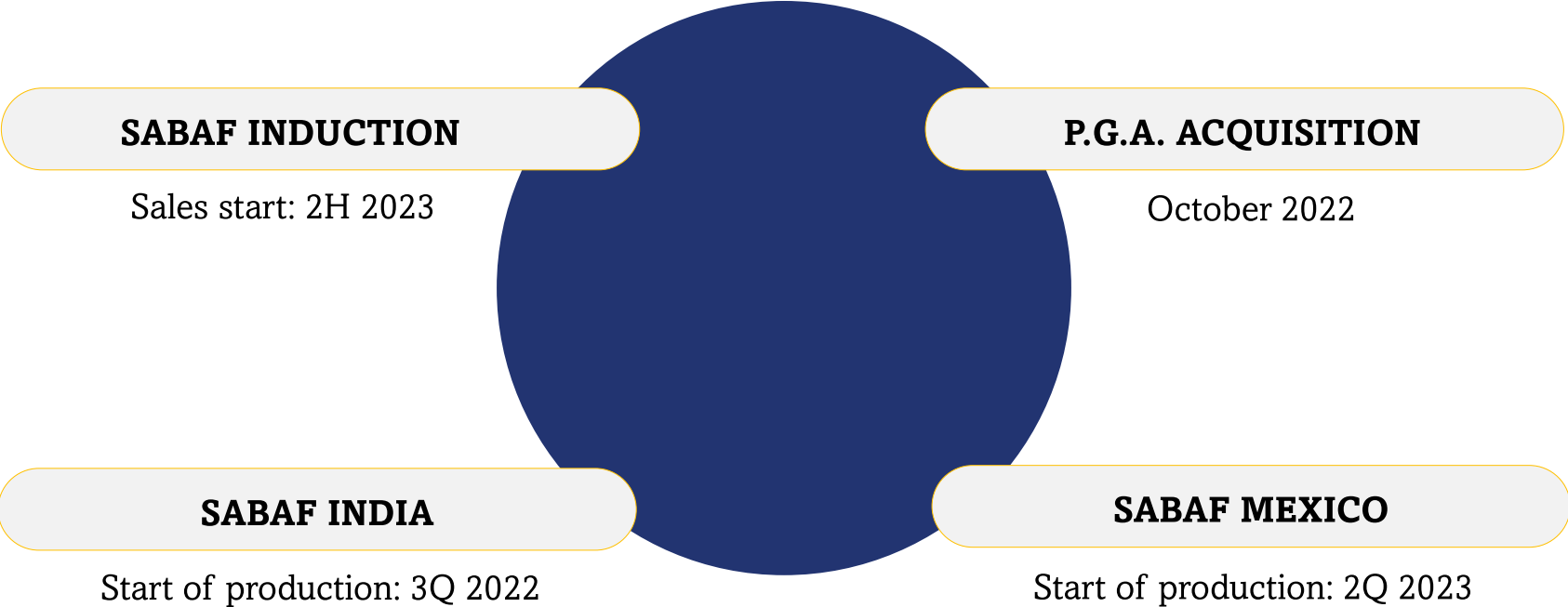
**% OF VOTING RIGHTS**



Pietro Iotti, CEO of Sabaf, owns 1.7%

# STRATEGIC MOVES

# Strategic moves (becoming in facts)



# Sabaf Induction: business strategy

**2022**  
The Sabaf Group enters the **INDUCTION COOKING SECTOR**

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 all the three cooking surface technologies** (gas, radiant and induction)

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 (Technological complexity)

## PROJECT

### Investment plan

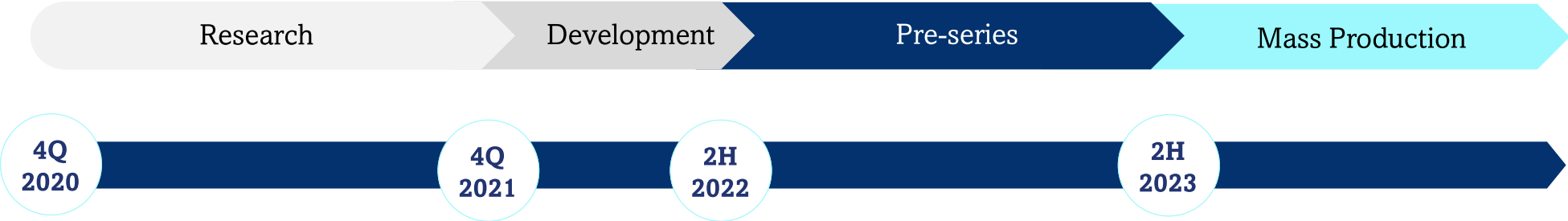
- About €**5 million** in R&D in the period 2021 – 2023
- Setting up of a **dedicated project team** in Italy

## R&D

- 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 acquisitions of **Okida and P.G.A.** where part of the induction cooking components will be produced
- Team of **more than 60 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 (high, medium and basic range) with customisation opportunities
- The first **prototypes** were released in **September 2022**
- All electronic parts are **designed and manufactured inside the Group's factories**
- **Production** will start in the **second 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



# P.G.A. acquisition

## The company

- **P.G.A. S.r.l.** is based in **Fabriano** (AN)
- Owned by brothers **Andrea and Paolo Cennimo**, each of whom held 50% of the capital
- Operating for over 25 years in the field of design and assembly of **electronic control boards** for the household appliances sector. Holds 100% of the share capital of **PGA2.0 s.r.l.**, a business unit dedicated to the design and prototyping of innovative solutions based on interconnection and the Internet of Things

## The acquisition

- **100%** of the share capital
- **Preliminary valuation** amounting to **€9.76 million** → **5x EBITDA** (average annual consolidated 2020 – 2022)
- The **purchase price** will be determined on the basis of the final P.G.A. Group **2022 EBITDA** and of the **net financial position**
- Possible further price adjustment ("**earn-out**"), linked to the achievement of the Sabaf Group Electronics Division objectives
- Andrea and Paolo Cennimo remain at the head of P.G.A. as Chief Executive Officers



## The strategy

- The acquisition of P.G.A. reflects the aim of **diversification and expansion** of the offer defined in our Business Plan
- P.G.A. **integrates perfectly with Okida**, the Sabaf Group's company which is already active in the electronics sector and which is increasingly contributing to the Group's results
- The **Electronics Division plays a decisive role** in Sabaf's **strategic development** into a group with a full-fledged presence in advanced technologies in the household appliance industry → Electronics allows to reach **diversified future expansions** and **higher profitability level**
- Through this acquisition the **2023 Electronic division turnover** is expected to be around **€32/35 million**

## The numbers

- 2022 **SALES: €12.2 million**
- 2022 **EBITDA: €2.6 million**
- **Net financial debt** at 31 December 2022: €0.8 million
- **48 employees**

# Widening Industrial Footprint : Sabaf INDIA

## SABAF INDIA

- **Production:** valves and burners for local market and potential export
- **Investments:** € 5.2 mn in 3 years
- **Plot area:** 24,000 sqm (built-up area 5,000 sqm)
- **Actual capacity:** € 6 mn (expandable)
- **Start of production:** 3Q 2022
- **Good outlook for growth in the next 3 years**



# Widening Industrial Footprint: Sabaf MEXICO

## SABAF MEXICO

- **Production:** burners for North and Central America markets
- **Investments:** € 6 mn in 3 years
- **Plot area:** 23,300 sqm (built-up area 12,950 sqm)
- **Expected capacity:** € 11 mn already fully booked (expandable)
- **Start of production:** 2Q 2023



# **FINANCIAL PERFORMANCE**

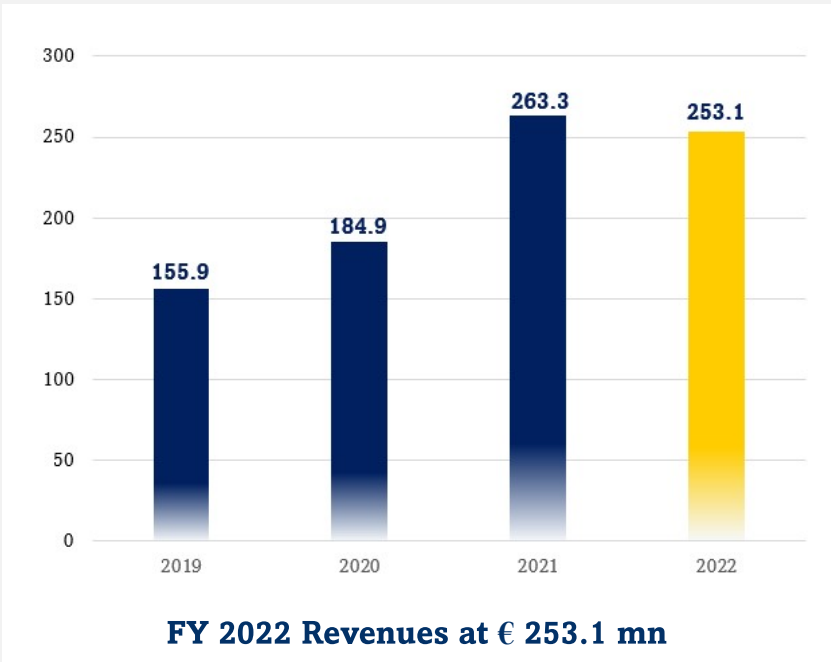
# Performance data

## Income statement - IQ 2023

€ x 000	1Q 2023		IV Q 2022		Δ % IQ 23 - IV Q 22	I TRIM 2022		Δ % IQ 23- IQ 22	12 MONTHS	
<b>Revenue</b>	<b>58,063</b>	<b>100.0%</b>	<b>51,430</b>	<b>100.0%</b>	<b>+12.9%</b>	<b>70,852</b>	<b>100.0%</b>	<b>-18.1%</b>	<b>253,053</b>	<b>100.0%</b>
EBITDA	6,529	11.2%	6,636	12.9%	-1.6%	13,024	18.4%	-49.9%	40,092	15.8%
Start-up costs	354		274			56			705	
Hyperinflation - Turkey	251		(802)			-			(4,469)	
<b>Adjusted EBITDA</b>	<b>7,134</b>	<b>12.3%</b>	<b>6,108</b>	<b>11.9%</b>	<b>+16.8%</b>	<b>13,080</b>	<b>18.5%</b>	<b>-45.5%</b>	<b>36,328</b>	<b>14.4%</b>
EBIT	1,497	2.6%	1,864	3.6%	-19.7%	9,085	12.8%	-83.5%	21,887	8.6%
Start-up costs	483		321			79			821	
Hyperinflation - Turkey	898		(488)			-			(2,838)	
<b>Adjusted EBIT</b>	<b>2,878</b>	<b>5.0%</b>	<b>1,697</b>	<b>3.3%</b>	<b>+69.6%</b>	<b>9,164</b>	<b>12.9%</b>	<b>-68.6%</b>	<b>19,870</b>	<b>7.9%</b>
Net result	(791)	(1.4%)	2,153	4.2%	<i>n.a.</i>	7,454	10.5%	<i>n.a.</i>	15,249	6.0%
Start-up costs	438		294			73			756	
Hyperinflation - Turkey	1,769		2,159			-			6,077	
<b>Adjusted Net result\</b>	<b>1,416</b>	<b>2.4%</b>	<b>4,606</b>	<b>9.0%</b>	<b>-69.3%</b>	<b>7,527</b>	<b>10.6%</b>	<b>-81.2%</b>	<b>22,082</b>	<b>8.7%</b>

# Sabaf Group: Revenues and EBITDA last 4 years

## REVENUES



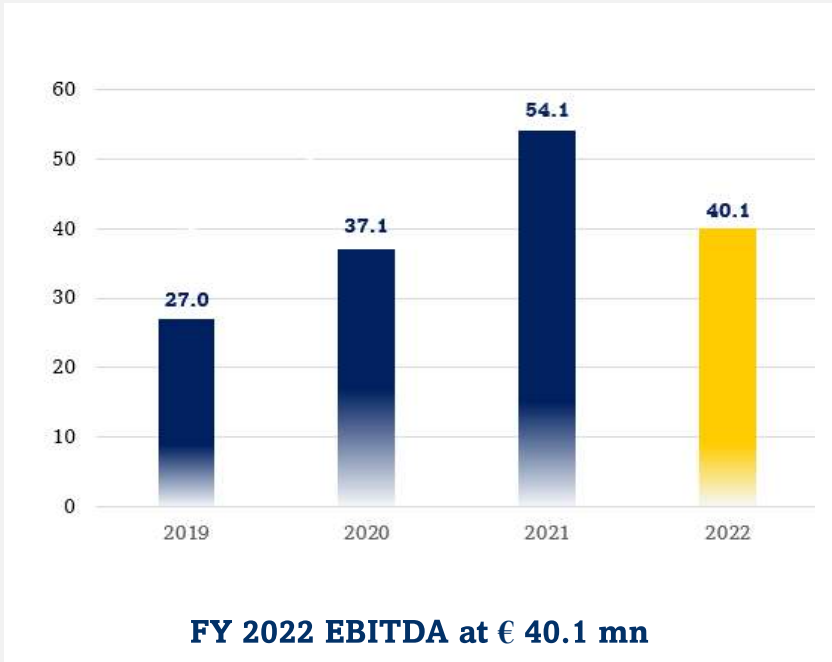
**+ 62.3%**

vs. 2019

**+ 12.9%**

CAGR

## EBITDA



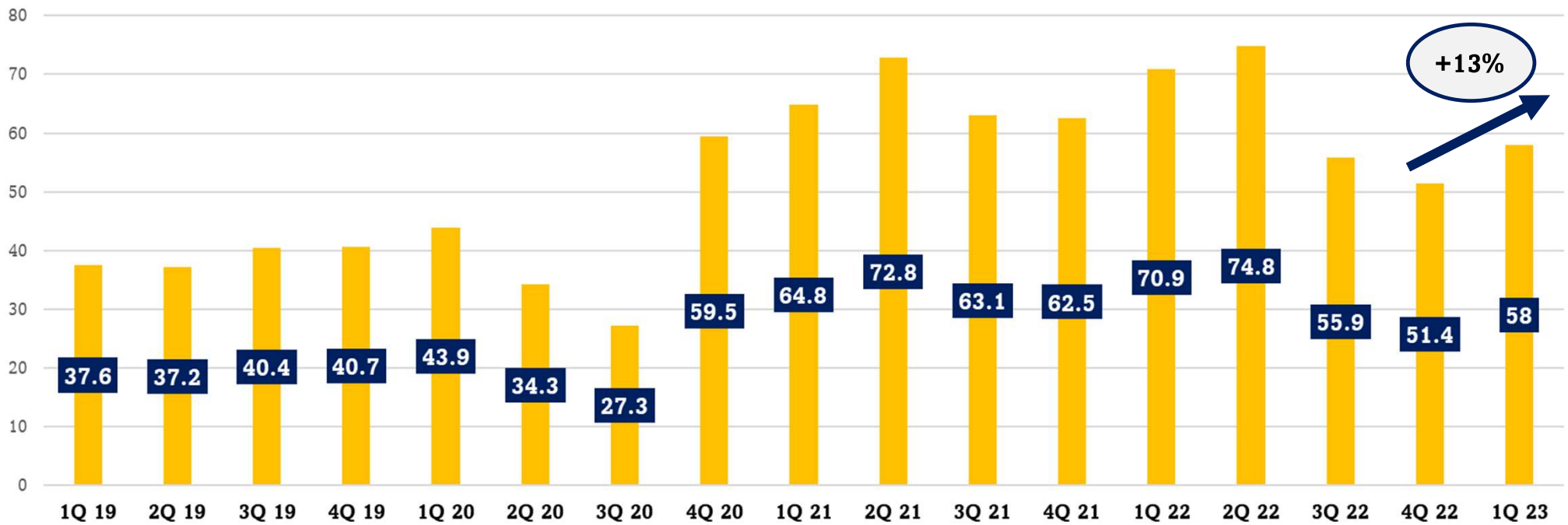
**+ 48.5%**

vs. 2019

**+ 10.4%**

CAGR

# Sabaf Group: revenues by quarter



Amounts in € mn

# I quarter 2023 highlights

## POSITIVE

- **Sales of the quarter** show a clear upward trend compared to 4Q2022 (double-digits growth)
- Incoming **orders** back to normal
- 1H 23 **market demand** better than 2H 22 even if the visibility is low
- Trend of lower **energy and raw material costs**
- Strong actions for **costs reduction**
- **Sales prices**: in the current context of market downturn we're keeping sales prices despite pressure from customers, determined to strongly reduce costs

## NEGATIVE

- Household appliances **market still weak**
- **Profitability** lower than normal due to lower activity levels, but in recovery on a monthly base
- **Inflation**: personnel costs increase , especially in Turkey

## INVESTMENTS

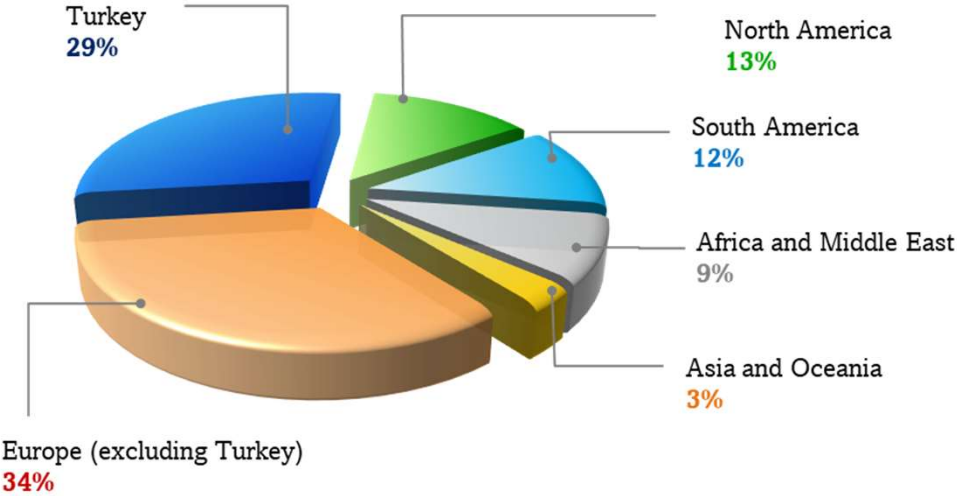
- **1Q 2023**: €5.4 million, with the largest share going to the start-up of the Mexican plant scheduled for June
- **Planned FY 2023**: €15 million (mainly for Mexico, India and Induction)



# Performance data

## Sales by market

€ x 000	IQ 2023	IVQ 2022	
Europe (excluding Turkey)	19,746	18,994	+4.0%
Turkey	16,861	15,226	+10.7%
North America	7,715	7,070	+9.1%
South America	6,729	4,266	+57.7%
Africa and Middle East	5,318	3,689	+44.2%
Asia and Oceania	1,694	2,184	-22.4%
<b>Total</b>	<b>58,063</b>	<b>51,430</b>	<b>+12.9%</b>

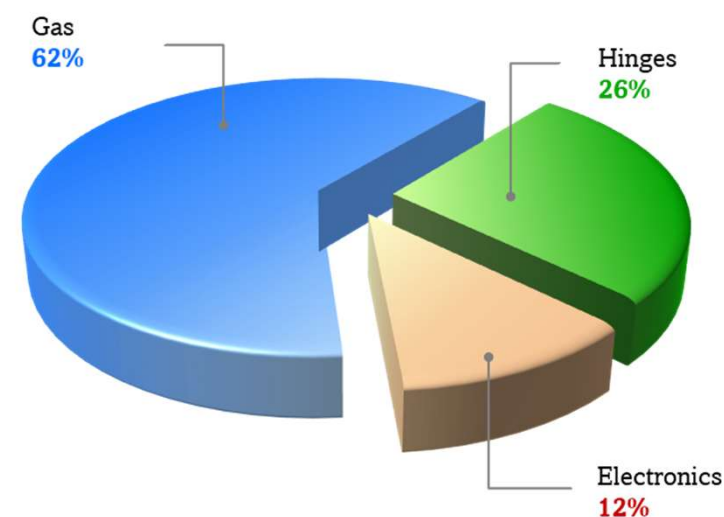


€ x 000	IQ 2023	IQ 2022	
Europe (excluding Turkey)	19,746	26,467	-25.4%
Turkey	16,861	17,747	-5.0%
North America	7,715	10,145	-24.0%
South America	6,729	8,743	-23.0%
Africa and Middle East	5,318	5,086	+4.6%
Asia and Oceania	1,694	2,664	-36.4%
<b>Total</b>	<b>58,063</b>	<b>70,852</b>	<b>-18.1%</b>

# Performance data

## Sales by product

€ x 000	IQ 2023	IVQ 2022	
Gas	36,160	31,670	+14.2%
Hinges	15,305	12,876	+18.9%
Electronics	6,598	6,884	-4.2%
<b>Total</b>	<b>58,063</b>	<b>51,430</b>	<b>+12.9%</b>



€ x 000	IQ 2023	IQ 2022	
Gas	36,160	45,032	-19.7%
Hinges	15,305	19,496	-21.5%
Electronics	6,598	6,324	+4.3%
<b>Total</b>	<b>58,063</b>	<b>70,852</b>	<b>-18.1%</b>

# Performance data

## Balance Sheet

€ x 000	31/03/2023	31/12/2022	31/03/2022
Fixed assets	176,217	171,276	158,336
<i>Inventories</i>	65,826	64,426	68,093
<i>Trade receivables</i>	62,799	59,159	64,886
<i>Tax receivables</i>	7,166	8,214	6,195
<i>Other current receivables</i>	3,546	2,910	5,523
<i>Trade payables</i>	(43,932)	(39,628)	(43,821)
<i>Tax payables</i>	(2,823)	(2,545)	(3,519)
<i>Other payables</i>	(13,326)	(13,156)	(12,011)
Net working capital	79,256	79,380	85,346
Provisions for risks and severance indemnity	(9,478)	(10,128)	(9,467)
<b>Capital Employed</b>	<b>245,995</b>	<b>240,528</b>	<b>234,215</b>
Equity	159,643	156,162	155,419
Net debt	86,352	84,366	78,796
<b>Sources of finance</b>	<b>245,995</b>	<b>240,528</b>	<b>234,215</b>

# Performance data

## Cash flow statement

€ x 000	3 MONTHS 2023	12 MONTHS 2022	3 MONTHS 2022
Cash at the beginning of the period	20,923	43,649	43,649
Net profit	(791)	16,239	7,454
Depreciation	5,032	18,266	4,068
Other income statement adjustments	1,953	965	1,808
Change in net working capital			
- Change in inventories	(949)	3,890	(6,254)
- Change in receivables	(3,640)	10,253	(10,742)
- Change in payables	4,304	(17,157)	3,945
	(285)	(3,014)	(13,051)
Other changes in operating items	(306)	(8,135)	(3,110)
<b>Operating cash flow</b>	<b>5,603</b>	<b>24,321</b>	<b>(2,831)</b>
Investments, net of disposals	(5,426)	(20,856)	(5,812)
<b>Free Cash Flow</b>	<b>177</b>	<b>3,465</b>	<b>(8,643)</b>
Cash flow from financial activity	2,260	(8,334)	(4,876)
Own shares buyback	(445)	(1,862)	-
Dividends	-	(6,690)	-
PGA acquisition	-	(4,948)	-
CMI and ARC acquisitions			
Deconsolidation / consolidation ARC Handan	(97)	(97)	(97)
Forex	(1,050)	(4,260)	816
<b>Net financial flow</b>	<b>845</b>	<b>(22,726)</b>	<b>(12,800)</b>
Cash at the end of the period	21,768	20,923	30,849

## 2023 Outlook

Despite a weak market environment, a **more favourable trend of sales** and orders is expected in the 2Q 2023

The second half of the year will also be characterized by the contributions deriving from the start of the first **sales of induction** cooking components and from the production of the **new plants in India and in Mexico**

The Group expects, along with the stabilization of sales volumes, a **recovery in profitability** as a result of the lower energy and raw material prices and efficiency measures on operating costs

**International footprint:** an increasingly important factor for relationships with large customers

The transformation of cooking from gas to electric, in the European market, is taking place faster than expected

Increasingly clear signs of the beginning of a similar trend also in the USA

This confirms the **strategic relevance of the diversification** set out in the Group's Business Plan and of its implementation speed

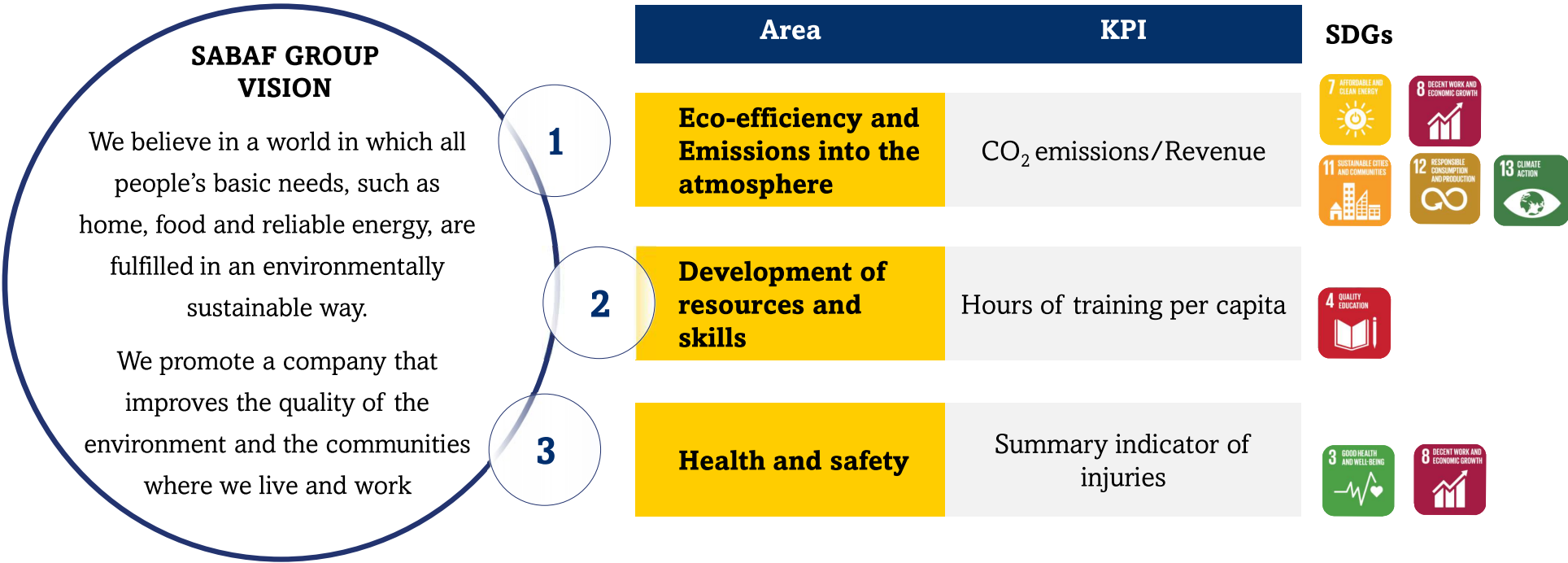
# **SUSTAINABILITY**

# Sabaf: a sustainable business

## Sustainability in the Business plan 2021 - 2023

“ 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: a sustainable business

## KPI measurement

	KPI	Unit of measurement	2023 Target vs. 2020	2020 ACTUAL	2021 TARGET	2021 ACTUAL	2022 TARGET	12M 2022 ACTUAL	2023 TARGET	1Q 2023 ACTUAL
1	<b>CO<sub>2</sub> emissions/Revenue</b>	tCO <sub>2eq</sub> / million of Euro	<b>-14%</b>	132	<128	111	<b>&lt;120</b>	<b>91</b>	<b>&lt;114</b>	<b>110</b>
2	<b>Hours of training per capita</b>	h	<b>+40%</b>	13.9	>11.0	20.4	<b>&gt;13</b>	<b>25.7</b>	<b>&gt;15</b>	<b>6.2</b>
3	<b>Summary indicator of injuries</b>	-	<b>-44%</b>	177	<140	327	<b>&lt;120</b>	<b>106.8</b>	<b>&lt;100</b>	<b>39.76</b>

### NOTES

- KPI 1 **CO<sub>2</sub> emissions/Revenue** = CO<sub>2</sub> emissions scope 1 + scope 2 market-based / Revenue
- KPI 3 **Summary indicator of injuries** = injury rate x injury lost day rate x 100
  - injury rate = number of injuries x 1,000,000/total hour worked
  - injury lost day rate = days of absence x 1,000/hours worked



# ESG Performance - Corporate Governance

## Remuneration policy



Linked to the economic-financial and sustainability objectives set out in the **2021-2023 Business plan**

- Definition of **SUSTAINABILITY OBJECTIVES:**
- With reference to the issues highlighted in the **materiality analysis**
  - Fully in line with **best practices** and **Corporate Governance Code**

MATERIAL TOPIC	KPI	IMPACT ON THE LTI PLAN
Emissions into the atmosphere	CO <sub>2</sub> emissions scope 1 + scope 2 market based/Revenue	<b>15%</b>
Development of resources and skills	Hours of training per capita (by collaborator)	<b>5%</b>
Health and safety of personnel	Summary indicator of injuries (injury rate x injury lost da rate x 100)	<b>5%</b>
<b>Impact of sustainability objectives on total LTI</b>		<b>25%</b>

## ESG Performance - Environment

CO<sub>2</sub> Emissions for the production of electric power (2019 energy mix)

	EMISSIONS		ENERGY SOURCE	
	g CO <sub>2eq</sub> /kWh	Renewable	Fossil	Nuclear
Italy	315	33%	67%	-
France	56	19%	11%	70%
Europe	298	29%	50%	21%
US	374	16%	64%	20%
China	609	26%	70%	4%
India	684	18%	79%	3%
World	521	24%	65%	11%

Source: Terna International comparison

# ESG Performance - Environment

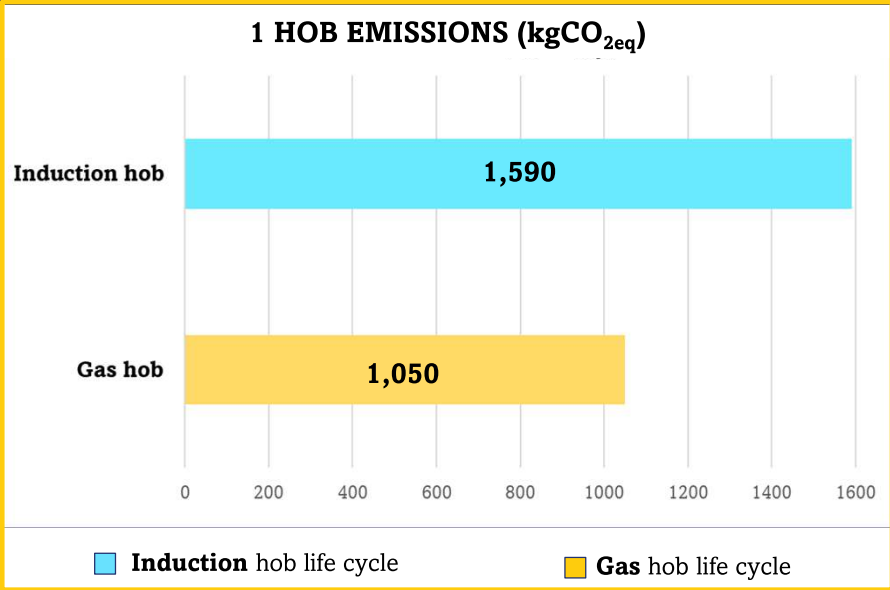
## CO<sub>2</sub> Emissions of gas hobs vs. induction hobs in Italy (from Journal of Cleaner production)

**Scenario:**

- preparation of a complete homemade meal (lunch)
- five (5) times per week
- for 20 years
- consumed by a four-member family **in Italy**

At the present time, **gas hobs are still more efficient** in term of environmental impacts

The energy generation grid mix largely affects the results: **only when energy sources will include a higher rate of renewables** (photo- voltaic, wind power, cogeneration, etc.) **the induction cooking technology will be environmentally friendly**



Source: <https://www.sciencedirect.com/science/article/abs/pii/S0959652618308011>  
Journal of Cleaner production  
Article «Comparative life cycle assessment of cooking appliances in Italian kitchens»

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<sup>a</sup> Università degli Studi di Parma <sup>b</sup> Università Politecnica delle Marche <sup>c</sup> Energy Research Institute, Nanyang Technological University

## ESG Performance - Environment

### CO<sub>2</sub> Emissions of gas hobs vs. electric induction hobs

- Gas hob emission 1,050 / induction hob emission 1,590 = 1.51
- CO<sub>2</sub> emissions Break-Even Point Gas vs. Induction is:  
 $315 / 1.51 = 208 \text{ g CO}_{2\text{eq}}/\text{kWh}$  → equivalent to ~70% of electric power generated by renewable energy sources

A necessary condition for an induction hob to generate lower CO<sub>2</sub> emissions than a gas hob is that the electricity is produced with a % of **renewable sources** (or nuclear energy) **greater than 70%**.

**Countries that have less than 70% renewable energy pollute more if they use electric induction hobs than gas.**

# ESG Performance - Environment

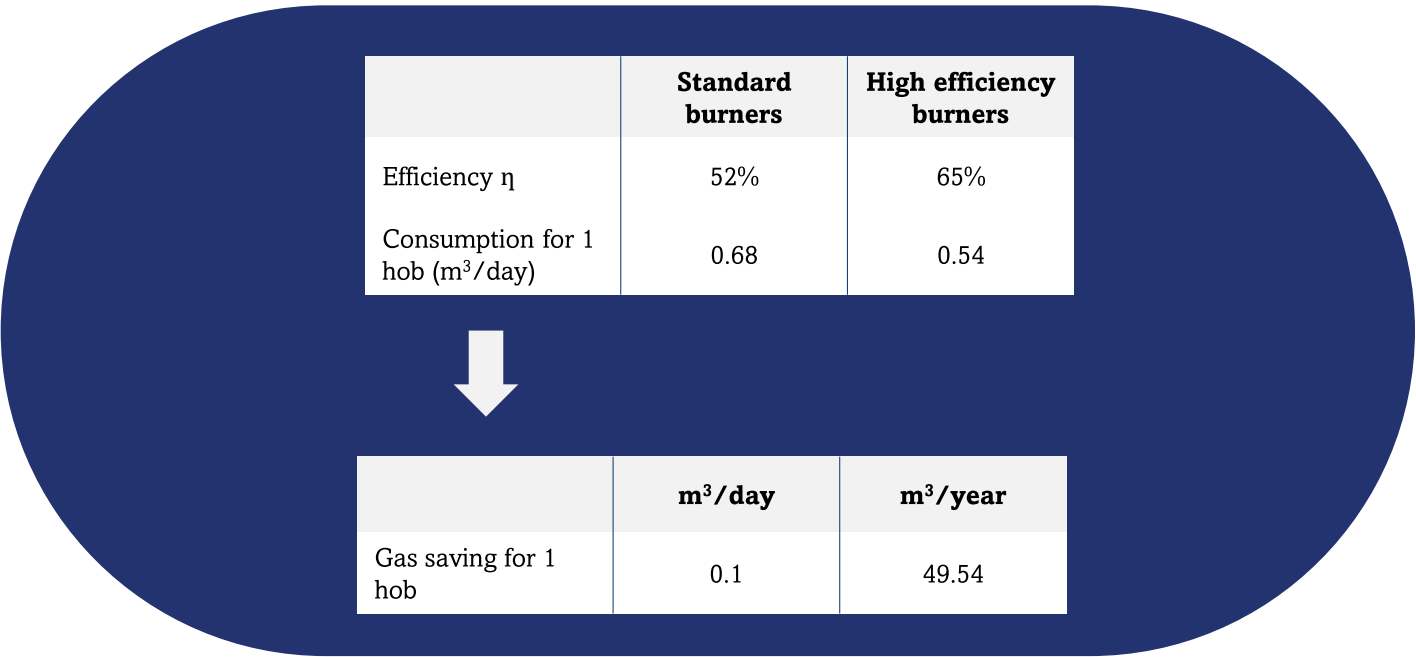
## High efficiency burners



**First company in the World**

**More than 23%** of burners produced are high efficiency burners  
 Energy efficiency > 60% (Increasing efficiency year by year)

- ↑ Energy efficiency
- ↓ Consumption
- ↓ Emissions



## ESG Performance - Environment

### Hydrogen: project Hy4Heat



The Hy4Heat project aims to establish whether it is technically possible, safe and convenient to **replace natural gas (methane) with 100% hydrogen** in residential and commercial buildings and gas appliances. The Hy4Heat project is financed by BEIS, (the 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 Work Package 4, which covers cooking and heating appliances. ARC has developed and produced the burners that have now been specified on the **world's first UKCA Certified ranges of 100% hydrogen hobs and cookers**. These have been installed on the cooking appliances Glen Dimpex at HyHome, two purpose built houses demonstrating hydrogen appliances in a 'real life' scenario at Low Thornley, near Gateshead in the North of England

Immediately following the Hy4Heat project, cooking appliances incorporating 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** (Commercial hydrogen gas appliance development) which , includes commercial catering equipment where ARC has developed commercial hob burners for Falcon Foodservice Equipment Ltd

## **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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