### We burn for technology and safety.



### FINANCIAL PRESENTATION









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### COMPANY PROFILE

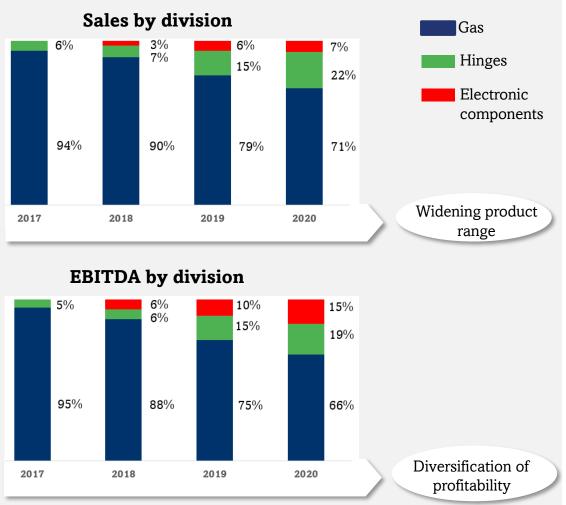
# Sabaf Group Timeline and history



### Sabaf Group

### **Business diversification in three divisions**







# Sabaf Group Product range

### GAS

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

#### **HINGES**

- Ovens
- Dishwashers
- Special applications
- Small compartments
- Catering appliances

### **ELECTRONIC COMPONENTS**

- Cooker Hoods
- Ovens
- Cookers
- Air Curtain
- Refrigerators/freezers
- Other products







### Sabaf Group

### **Industrial Footprint: present and near future**



Total Group employees at 31 December 2020 1,331

#### SABAF S.P.A.

Valves and thermostats Standard burners Special burners **562 employees** 

#### A.R.C. S.R.L.

Professional burners **21 employees** 

#### C.M.I. ITALY

Oven hinges
Dishwasher hinges
144 employees

#### FARINGOSI-HINGES S.R.L.

Oven hinges
Dishwasher hinges **55 employees** 

2020: 10 production plants (5 in Italy and 5 abroad)

#### C.M.I. POLAND

SABAF MESSICO

Standard burners

Special burners

118 employees

SABAF DO BRASIL LTDA

Dishwasher hinges **48 employees** 

### OF Ele

OKIDA ELEKTRONIK

SABAF TURKEY

Standard burners

202 employees

Electronics for household appliances

173 employees

### SABAF APPLIANCE

**COMPONENTS (KUNSHAN)** 

Wok burners

8 employees

#### ARC HANDAN JV

Professional wok burners



SABAF INDIA

SABAF SABAF GROUP

### Sabaf Group Market

#### Global leader

- in the segment of **components for domestic gas** cooking
  appliances, with 400 customers in
  64 different countries. A strong
  leadership in Europe (market share
  above 40%), estimated market
  share worldwide of about 10%
- in the segment of **hinges** with estimated market share worldwide of about 35%

Weight of **top 10** customers on total Group sales is **48%** (47% in 2019)

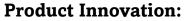


No customer represents **more than 11%** of total Group sales

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



about 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:**

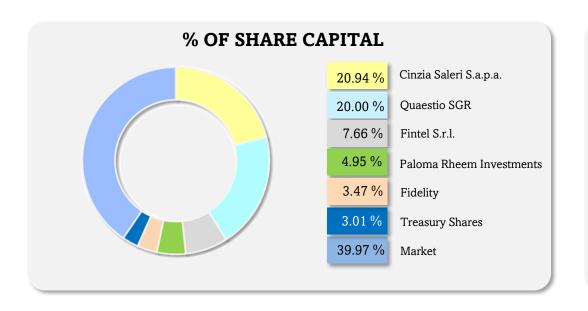
highly specialized and qualified staff (50+ R&D engineers)

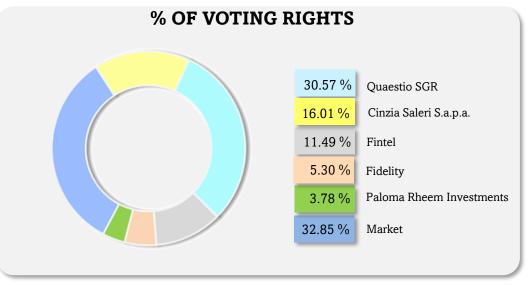
**Strong operational leverage:** great flexibility in production volumes growth, ready to satisfy customers requests





## Sabaf Group Main Shareholders





Pietro Iotti, CEO of Sabaf, owns 1.3% of shares



# Sabaf Group Stock price and Dividend proposal



Sabaf performance	
Change	
1-day (%)	0.50%
1-month (%)	0.75%
3-month (%)	30.52%
6-month (%)	73.21%
12-month (%)	98.57%
YTD (%)	33.55%

#### **DIVIDEND PROPOSAL**

• € 0.55 per share

Ex-date: 31st May 2021

Dividend yield: 2.8%

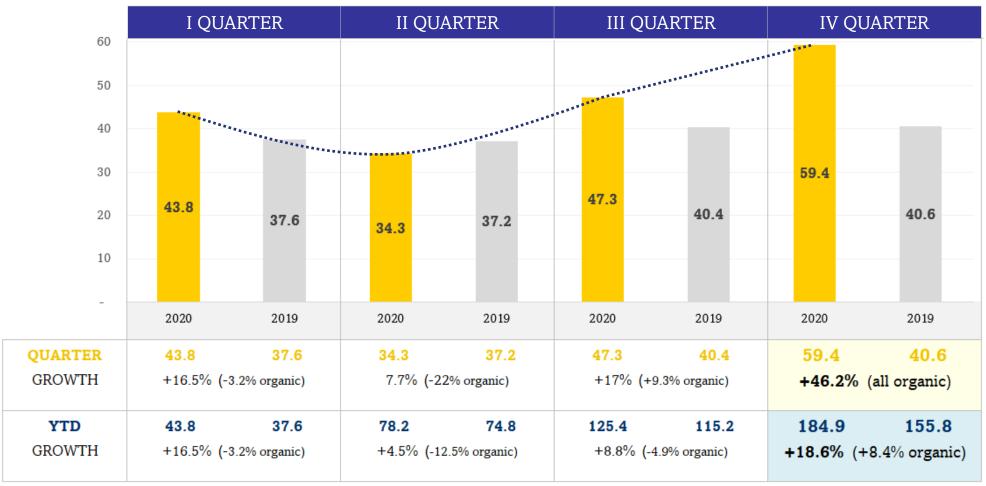
Payout ratio: 45.4%



# IV QUARTER 2020 AND 12 MONTHS FINANCIAL PERFORMANCE

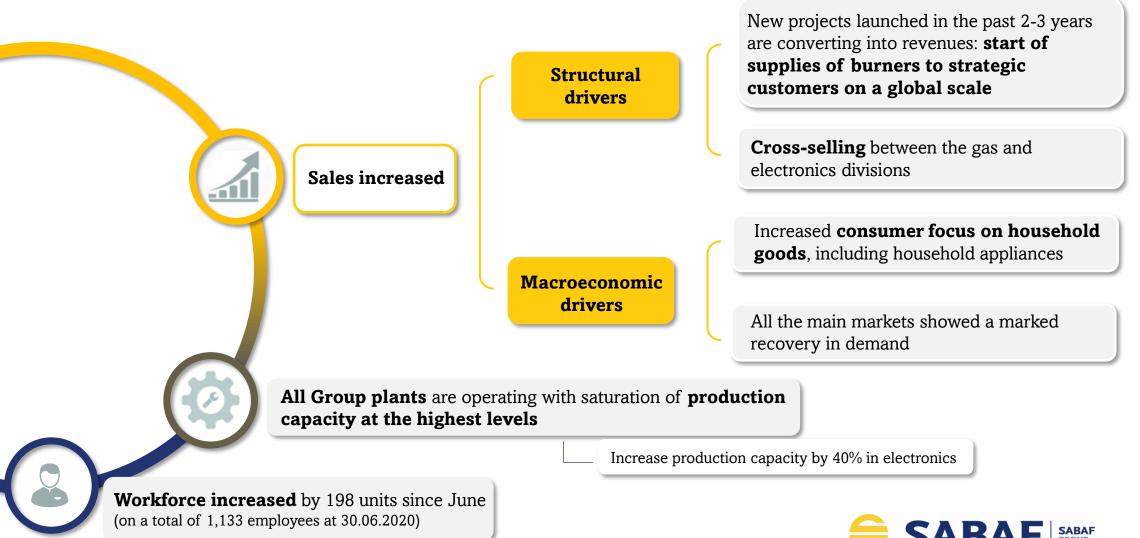
### Revenues 2020 - Quarter analysis

(euro mn)





### Business update



### Performance data

### **Income statement – IV quarter 2020**

€ x 000	IV TRIM 2	020	IV TRIM 2	019	Δ % 20 - 19
Revenue	59,461	100.0%	40,671	100.0%	+46.2%
Other income	4,158	7.0%	1,393	3.4%	
Total operatig revenue and income	63,619		42,064		
Materials	(26,528)	(44.6%)	(15,401)	(37.9%)	
Personnel costs	(13,215)	(22.2%)	(10,498)	(25.8%)	
Change in inventories	2,712	4.6%	(1,961)	(4.8%)	
Other operating costs	(12,363)	(20.8%)	(7,617)	(18.7%)	
EBITDA	14,225	23.9%	6,587	16.2%	+116.0%
Depreciation	(4,263)	(7.2%)	(4,446)	(10.9%)	
Gains/losses on fixed assets	45	0.1%	2	0.0%	
Write-downs/write-backs of non-current assets	(141)	(0.2%)	-	0.0%	
EBIT	9,866	16.6%	2,143	5.3%	+360.4%
Net financial expense	(1,239)	(2.1%)	264	0.6%	
Exchange rate gains and losses	29	0.0%	(1,230)	(3.0%)	
Profits and losses from equity investments	39	0.1%	(39)	(0.1%)	
EBT	8,695	14.6%	1,138	2.8%	<i>664.1%</i>
Income taxes	1,200	2.0%	2,037	5.0%	
PROFIT FOR THE YEAR	9,895	16.6%	3,175	7.8%	211.7%
Minority interests	(179)	(0.3%)	(52)	(0.1%)	
PROFIT ATTRIBUTABLE TO THE GROUP	9,716	16.3%	3,123	7.7%	211.1%



### Performance data

### **Income statement – 12 months 2020**

€ x 000	12 MONTHS	2020	12 MONTHS	2019 *	Δ % 20 - 19
Revenue	184,906	100.0%	155,923	100.0%	+18.6%
Other income	7,194	3.9%	3,621	2.3%	
Total operatig revenue and income	192,100		159,544		
Materials	(82,966)	(44.9%)	(57,464)	(36.9%)	
Personnel costs	(43,700)	(23.6%)	(37,103)	(23.8%)	
Change in inventories	6,406	3.5%	(8,617)	(5.5%)	
Other operating costs	(34,743)	(18.8%)	(29,327)	(18.8%)	
EBITDA	37,097	20.1%	27,033	17.3%	+37.2%
Depreciation	(16,968)	(9.2%)	(15,183)	(9.7%)	
Gains/losses on fixed assets	105	0.1%	46	0.0%	
Write-downs/write-backs of non-current assets	(141)	(0.1%)	-	0.0%	
EBIT	20,093	10.9%	11,896	7.6%	+68.9%
Net financial expense	(780)	(0.4%)	(701)	(0.4%)	
Exchange rate gains and losses	(4,812)	(2.6%)	(1,380)	(0.9%)	
Profits and losses from equity investments	8	0.0%	(39)	(0.0%)	
EBT	14,509	7.8%	9,776	6.3%	48.4%
Income taxes	(149)	(0.1%)	407	0.3%	
PROFIT FOR THE YEAR	14,360	7.8%	10,183	6.5%	41.0%
Minority interests	(399)	(0.2%)	(268)	(0.2%)	
PROFIT ATTRIBUTABLE TO THE GROUP	13,961	7.6%	9,915	6.4%	40.8%

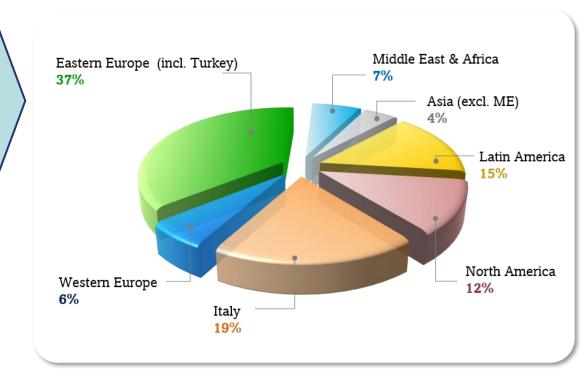


# Performance data Sales by market

€ x 000	12 MONTHS 2020	12 MONTHS 2019*	
Italy	35,260	31,161	+13.2%
Western Europe	11,103	12,277	-9.6%
Eastern Europe (incl. Turkey)	68,061	55,059	+23.6%
Middle East & Africa	12,040	7,050	+70.8%
Asia (excl. ME)	8,103	9,198	-11.9%
Latin America	27,639	23,451	+17.9%
North America	22,700	17,727	+28.1%
Total	184,906	155,923	+18.6%

Like-for-like consolidation scope	12 MONTHS 2020	12 MONTHS 2019	
Italy	32,634	31,161	+4.7%
Western Europe	11,103	12,277	-9.6%
Eastern Europe (incl. Turkey)	60,360	55,059	+9.6%
Middle East & Africa	12,040	7,050	+70.8%
Asia (excl. ME)	8,041	9,198	-12.6%
Latin America	27,135	23,451	+15.7%
North America	17,773	17,727	+0.3%
Totale	169,086	155,923	+8.4%

	IV Q 2020	IV Q 2019	
Italy	11,969	7,145	+67.5%
Western Europe	3,536	2,985	+18.5%
Eastern Europe (incl. Turkey)	21,119	16,309	+29.5%
Middle East & Africa	3,522	1,097	+221.2%
Asia (excl. ME)	3,088	2,062	+49.7%
Latin America	9,469	5,629	+68.2%
North America	6,758	5,444	+24.1%
Totale	59,461	40,671	+46.2%



\* C.M.I. Group has been consolidated since August 2019

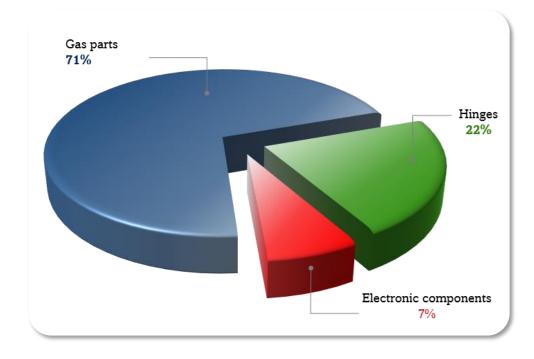


# Performance data Sales by product

€ x 000	12 MONTHS 2020	12 MONTHS 2019*	
Gas parts	129,834	122,206	+6.2%
Hinges	41,326	23,774	+73.8%
Electronic components	13,746	9,944	+38.2%
Total	184,906	155,923	+18.6%

Like-for-like consolidation scope	12 MONTHS 2020	12 MONTHS 2019	
Gas parts	129,834	122,206	+6.2%
Hinges	25,506	23,774	+7.3%
Electronic components	13,746	9,944	+38.2%
Total	169,086	155,923	+8.4%

€ x 000	IV Q 2020	IV Q 2019	
Gas parts	42,314	27,886	+51.7%
Hinges	12,589	10,205	+23.4%
Electronic components	4,558	2,581	+76.6%
Total	59,461	40,671	+46.2%





# Performance data **Balance Sheet**

€ x 000	31.12.2020	31.12.2019
Fixed assets	131,543	138,506
Inventories	39,224	35,343
Trade receivables	63,436	46,929
Tax receivables	2,419	4,458
Other current receivables	3,167	1,459
Trade payables	(41,773)	(27,560)
Tax payables	(3,287)	(1,802)
Other payables	(10,957)	(9,134)
Net working capital	52,229	49,693
Provisions for risks and severance indemnity	(9,643)	(11,966)
Capital Employed	174,129	176,233
Equity Net debt	117,807 56,322	121,105 55,128
Sources of finance	174,129	176,233

## Performance data Cash flow statement

€ x 000	31.12.2020	31.12.2019
Cash at the beginning of the period	18,687	13,426
Net profit Depreciation Other income statement adjustments	14,360 16,968 1,873	10,183 15,183 1,538
Change in net working capital - Change in inventories - Change in receivables - Change in payables	(3,881) (16,507) 14,213 (6,175)	9,090 10,148 (2,901) 16,337
Other changes in operating items	(1,959)	(2,309)
Operating cash flow Investments, net of disposals Free Cash Flow	25,067 (17,296) 7,771	<b>40,932</b> (12,014) <b>28,918</b>
Cash flow from financial activity Own shares buyback Dividends CMI Acquisition OKIDA acquisition Forex	(2,136) (2,073) (3,924) (3,063)	(10,433) 3,146 (6,060) (10,475) (317) 482
Net financial flow	(5,369)	5,261
Cash at the end of the period	13,318	18,687
Current financial debt Non-current financial debt	37,487 32,153	22,386 51,430
Net financial debt	56,322	55,128

#### Working capital

- Increase in working capital due to higher levels of production and sales in the second half of the year
- Nevertheless **lower incidence of NWC on turnover**: 28.2% compared to pro-forma 28.7% in 2019

#### Investments

Investments in 2020 were mainly aimed at:

- **industrializing new products** to significantly increase shares with certain strategic customers
- increasing production capacity:
  - in India (new plant)
  - Turkey and Brazil (machinery and equipment)



# Performance data Financial Indicators

	12 MONTHS 2020	12 MONT actual *	THS 2019 pro-forma**
Change in turnover (vs. previous year)	+18,6%	+3,5%	
Change in turnover - Organic (vs. previous year)	+8,4%	-8,9%	
ROCE (return on capital employed)	11,5%	6,8%	7,1%
Net debt/EBITDA	1,52	2,04	1,86
Net working capital/Turnover	28,2%	31,9%	28,7%
Net debt/equity	47,8%	45,	5%



<sup>\*</sup> C.M.I. Group contributions considered only for the period 31.07.2019 - 31.12.2019 (C.M.I. Group has been consolidated since August 2019)

<sup>\*\*</sup> Proforma indicators are calculated considering annualized figures for companies acquired during the year

### 2021 OUTLOOK

### Outlook 2021



### **TOTAL 2021 SALES** (+14% on 2020)

Previous forecast released on 11th February 2021: €200 million (+8% on 2020)

I HALF 2021

- Sales and orders at the high levels of the end of 2020
- All markets continue to show very strong demand

**II HALF 2021** 

Trend expected to continue fuelled by



- Supply contracts launched in 2020
- Business plans in progress



#### **EBITDA 2021**

Operating profitability (EBITDA %) at least 20% of sales (previous forecast close to 20%)

- Diversification of Group's offer
- Favorable trend in sales prices
- Full utilization of production capacity



Will balance unfavorable raw materials and exchange rate trends



### **BUSINESS PLAN 2021 - 2023**

# KEY POINTS

### Business plan 2021 - 2023

around

€ 300 mn

SALES

### **TOTAL SALES** by 2023

+62% vs. 2020 CAGR > 17.5%

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

€ **57** mn **EBITDA** by 2023

### **EBITDA**

at least 19% on sales



### **ROI**

Compared to 11.5% in 2020



### FINANCIAL LEVARAGE

Net debt/EBITDA around 2.0



### **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



### **DIVIDENDS** in 3 years

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

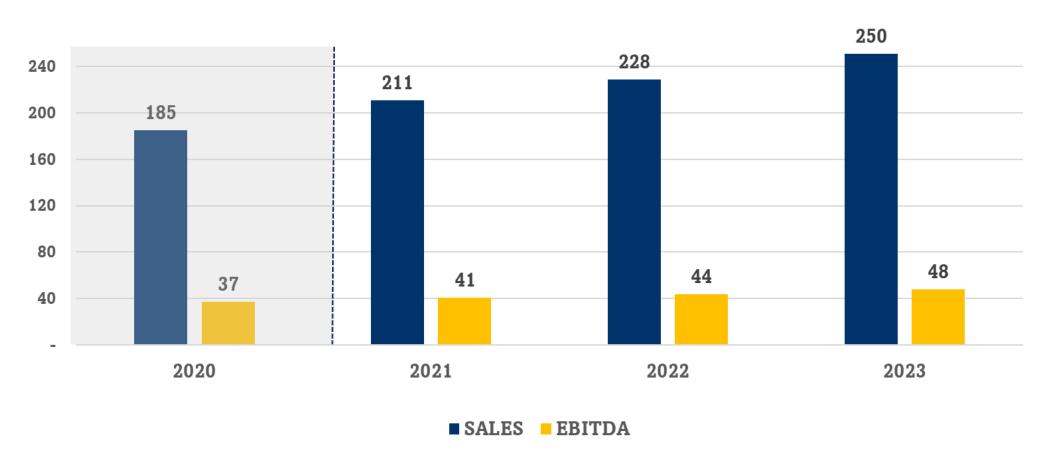


- OPERATING CASH FLOW € 85 mn in 3 years
- **NEW FINANCIAL DEBT** up to  $\in$  **65** mn by 2023



# Business plan 2021 - 2023 **Organic growth**

**CAGR:** +10.6%





# Business plan 2021 - 2023 Organic growth - Market development

MARKET	2020	2021	2022	2023
<b>EUROPE</b> (excl. Turkey)	69.6	76.3	80.3	86.6
TURKEY	44.8	51.6	55.6	56.6
NORTH AMERICA	22.7	27.5	32.2	37.2
SOUTH AMERICA	27.6	29.0	30.4	32.9
AFRICA AND MIDDLE EAST	12.2	14.1	14.1	16.1
CHINA AND FAR EAST	6.8	10.3	11.5	14.2
INDIA	1.2	1.7	4.3	6.9

Var % 2023 vs. 2020
+24.5%
+26.3%
+63.6%
+18.9%
+32.5%
+101.1%
+468.0%

CAGR	
7.6%	
8.1%	
17.8%	
5.9%	
9.8%	
28.1%	
78.4%	
	7.6% 8.1% 17.8% 5.9% 9.8% 28.1%

TOTAL	184.9	210.5	228.4	250.5
Growth vs. previous year		+13.9%	+8.5%	+9.7%

+35.5



# Business plan 2021 - 2023 **Organic growth - By division**

	PROJE	CTS	GAS	HINGES	ELECTRONICS	TOTAL	CAGR
	ADDITIONAL NEW SALES IN 3 YEARS	NFW	€ 26.3 mn	€ 10.6 mn	€ 8.5 mn	<b>€ 45.4</b> mn	+7.6%
		11277	No. 11 projects	No. 5 projects	No. 25 projects	No. 41 projects	17.070
	COMPARED TO 2020	EXISTING	€ 7.6 mn	€ 8.6 mn	€ 4.0 mn	€ <b>20.2</b> mn	+3%
	TOTA	<b>AL</b>	€ <b>33.9</b> mn	€ <b>19.2</b> mn	€ <b>12.5</b> mn	€ <b>65.6</b> mn	+10.6%





# Business plan 2021 - 2023 Organic growth - R&D



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

More than 50 R&D engineers in force

**Product innovation** will be oriented to the following areas:

#### **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.



### Business plan 2021 - 2023 **Organic growth - New facilities**

3 NEW **PRODUCTION FACILITIES** 

**TURKEY** 

- Production: hinges and electronic components
- Investments: € 6 mn in 3 years
- Expected capacity: € 11 mn
- Start of production: June 2021

Total capacity increase: € 28 mn by 2023

**INDIA** 

- potential export
- Investments: € 5.2 mn in 3 years
- Expected capacity: € 6 mn
- Start of production: second half of 2021

Countries with strong prospective growth

**MEXICO** 

Production: burners and hinges for North and Central America markets

Production: valves and burners for local market and

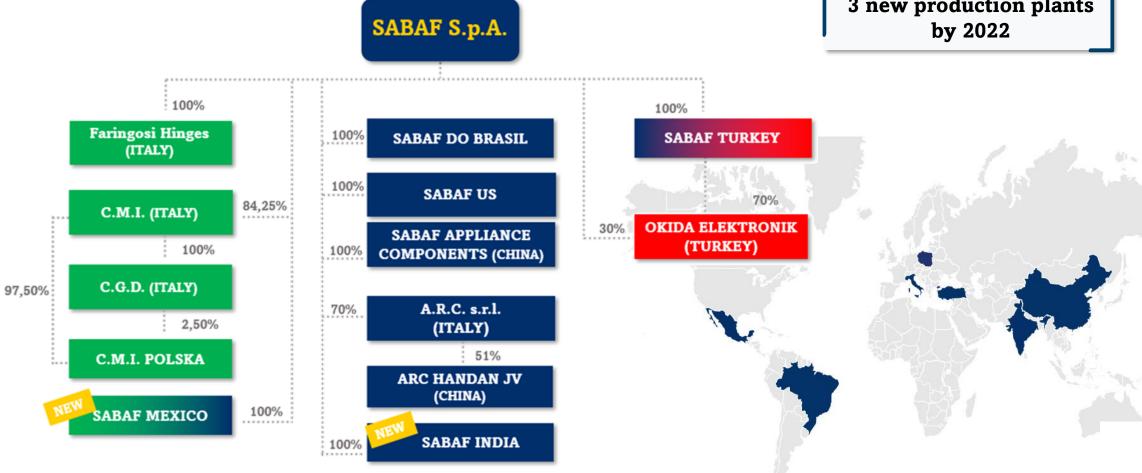
- Investments: € 5 mn in 3 years
- Expected capacity: € 11 mn
- Start of production: end of 2022



### Business plan 2021 - 2023 **Organic growth - Industrial footprint**

- 14 Companies
- 13 Production plants 5 in Italy and 8 abroad

3 new production plants by 2022





# 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	SDGs 4 QUALITY EDUCATION		
Development of resources and skills	Hours of training per capita			
Health and safety	Accident frequency rate	3 GOOD HEALTH 8 DECENT WORK AND ECONOMIC GROWTH		
	Accident severity rate			
		7 AFFORDABLE AND 8 DECENT WORK AND 11 SUISTAINABLE CITIES CONOMIC GROWTH 11 AND COMMUNITIES		
<b>Eco-efficiency and</b>	tCO <sub>2eq</sub> emissions on sales			
Emissions into the		12 RESPONSIBLE CONSUMPROTION 13 ACTION		
atmosphere		CO CO		

# Business plan 2021 - 2023 **Growth by acquisitions - M&A Strategy**

### M&A as a tool for achieving **longterm 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**

- 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.

### For further information, please contact

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