



FIRST-HALF 2019 RESULTS PRESENTATION

"A WORLD OF NICHE MARKET LEADERS"

Ramp-up of the Group's transformation process to accelerate its upscaling

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Chairman & Chief Executive Officer

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Chief Financial Officer

September 12, 2019



SUMMARY

Our core business

Creating global champions in niche markets with a high value-added, low capital intensity and strong growth potential

➔ In the space of 4 years, the Group has **become no. 1 worldwide in each of its businesses**

Our aims and objectives

Over 90% of revenue generated outside France

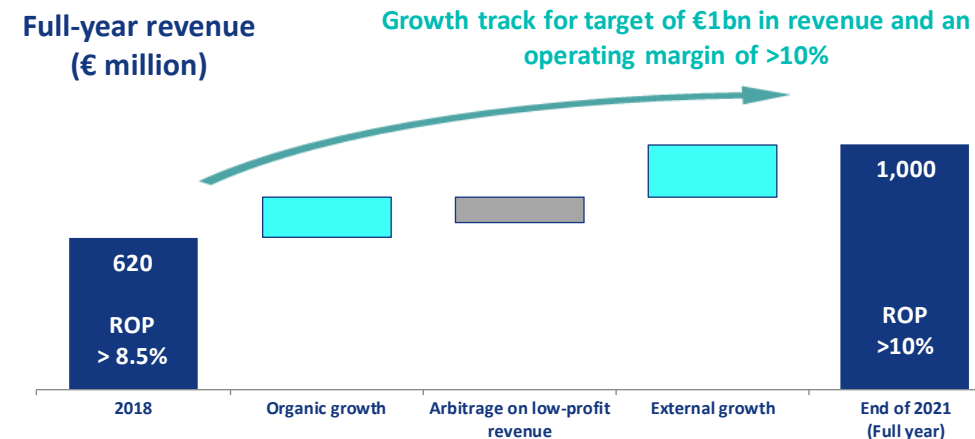
Higher **profitability**

A **growth plan** that is regularly reinforced

Confirmation of our revenue targets:

> €750m by 2020,
including future acquisitions
> €1bn by the end of 2021 in full year

Diversified sources of growth:
like-for-like and acquisition-led



Our strategic approach, underpinned by the Game Changer plan

- **Increasing operating margins** over the long term in all of our businesses by constantly keeping them on a tight rein
- Putting in place a **strong strategy** aimed at:
 - **Evenly weighting our worldwide coverage**
→ Ultimate objective: 1/3 Europe, 1/3 Americas, 1/3 Asia
 - **Evenly weighting the contribution from our various businesses**
→ Ultimate objective: 40% materials, 30% textiles and 30% new businesses (CTS)
 - **Reinventing low-profit businesses** to boost performance, and investing in high-potential businesses
→ Example: Creation within CTS of Chargeurs Creative Collection, a leader in materials and services for museums
- **Acquisitions of high value-added companies**
 - International champions bought for a good price and well integrated

Our achievements

- **Heavy investments to futureproof the Group:**
 - TSC1, acquisitions of PCC and Leach in 2018
- **Regular dividend payments** to our shareholders since 2015
- **Strategy of capturing growth and remaining resilient** in a difficult operating environment
- **€19m increase in annual recurring operating profit** since 2015

Our commitment

A stronger capital base for our reference shareholder → Confidence in our future
Significant financial flexibility and low debt: no leverage covenant, long-term financing (> 7 years)

Our success indicators for 2022

€1bn in revenue
Recurring operating margin > 10%
Solid cash generation

Resilience

- H1 2019: revenue up 13.6%, EBITDA up 6.2% and cash flow up 5.1%; return to like-for-like growth in Q2 2019
- **H1 2019 recurring operating profit of €22.7m – one of the Group’s best-ever first-half performances, despite:**
 - An exceptionally high basis of comparison
 - The impact of the unfavorable economic context on Chargeurs Protective Films
 - The peak in opex and capex under the Game Changer plan
- A **more balanced weighting of regions and businesses**, limiting the temporary adverse effect of the economic environment

Ongoing expenditure to futureproof the Group and productivity plan stepped up

- Management teams strengthened in our businesses for acquisitions and integrations
- Higher expenditure on training, innovation and marketing → better long-term mix
- Cost-savings plan stepped up

Work on long-term margins

- **Recurring operating margin:** 2018 = 8.5% → **2022 target > 10%**
- **To reach the 2022 target, Chargeurs:**
 - **Will leverage synergies from its acquisitions:** €2.5m per year expected as from 2020 -> 2/3 CFT-PCC and 1/3 CTS
 - **Is increasing its production capacity for highly technical products:** 4.0 coating line at CPF, Sublimis at CTS
 - Is focusing its **innovation** efforts on “green” products
 - **Is intensifying its sales presence in growth markets**

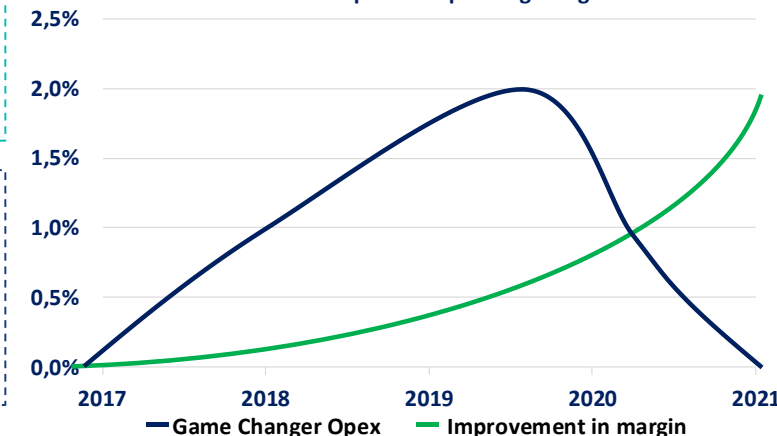
Ongoing acquisitions strategy

- 9 first-rate acquisitions including Main Tape, CPSM (Asidium, Omma, Walco), Leach, PCC and the 3 global champions making up the Chargeurs Creative Collection network
- Solid pipeline of high profit potential acquisitions

Reinforcement of businesses in a volatile economic environment

- Majority of capex already underway
- Streamlining of structures and securing of new contracts and new market share
- Priority to cash flow generation and the optimization of WCR

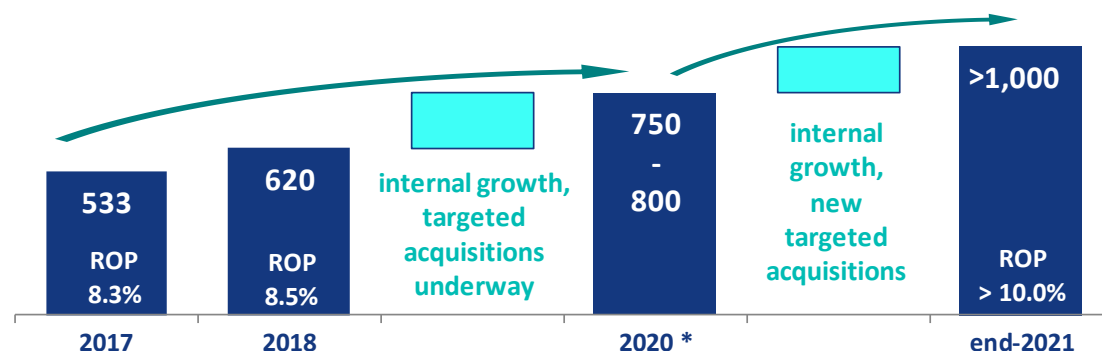
Game Changer: sequence of investments and their impact on operating margin



Growth track for end-2021 confirmed (subject to macro-economic conditions remaining constant)

Full-year revenue (€ million)

Growth track for target of €1bn in revenue and an operating margin of >10%



* Target of full-year revenue of €750m to €800m in 2020 including future acquisitions

➔ ROP 2019 > ROP 2017

➔ Targets confirmed:

- €1bn in revenue by 2021
- >10% normative operating margin from 2022

- 1. Strategic review:**
Well on track to meet our €1bn revenue target by 2021
- 2. Business and financial review**
- 3. Outlook and opportunities**

Chargeurs, a world leader in high value-added niche markets: robust growth and well on track to meet its revenue target

Leadership positions

IN NICHE MARKETS

CHARGEURS PROTECTIVE FILMS



Surface quality
protection films

No. 1 worldwide

CHARGEURS PCC FASHION TECHNOLOGIES



Technical textiles for the
luxury and fashion
industries

No. 1 worldwide

CHARGEURS TECHNICAL SUBSTRATES



Visual communications
and museum heritage
management and visitor
experience services

No. 1 worldwide

CHARGEURS LUXURY MATERIALS



High-quality
combed wool

No. 1 worldwide

WORLDWIDE

Industrial excellence

SERVING OVER

90

COUNTRIES

OVER 90% OF REVENUE

GENERATED IN
INTERNATIONAL MARKETS

17

PLANTS

16

R&D AND QUALITY
LABORATORIES

AMERICAS

24%

OF LTM
REVENUE
AT JUNE 30, 2019

6

PLANTS

EUROPE

45%

OF LTM
REVENUE
AT JUNE 30, 2019

7

PLANTS

ASIA

31%

OF LTM
REVENUE
AT JUNE 30, 2019

4

PLANTS

A fast-growing Group well on track to meet its revenue target

Full-year revenue
(€ million)

Growth track for target of €1bn revenue and
10% operating margin



* Target of full-year revenue of €800m in 2020 including future acquisitions

A SOLID

Balance sheet
Signature of a
game-changing
€230 million
syndicated credit
agreement in
December 2018, with
excellent financial
terms and
conditions



STRATEGIC REVIEW: WELL ON THE WAY TO MEETING OUR €1BN REVENUE TARGET BY 2021

Leadership positions

IN NICHE MARKETS

CHARGEURS PROTECTIVE FILMS



Surface quality
protection films

No. 1 worldwide

CHARGEURS PCC FASHION TECHNOLOGIES



Technical textiles for the
luxury and fashion
industries

No. 1 worldwide

CHARGEURS TECHNICAL SUBSTRATES



Visual communications and
museum heritage
management and visitor
experience services

European leader

CHARGEURS LUXURY MATERIALS



High-quality
combed wool

No. 1 worldwide

Sub-segments with high potential for growth and value creation

Growth sub-segments

- Stainless steel
 - Laminates and PMMA
 - Aluminum
 - Pre-coated metals
-
- Ladieswear & Menswear
 - Formal/Casual
 - Luxury Fast Fashion brands
-
- Technical textile advertising
 - Interior design
 - Museum scenography
 - Major Projects
-
- Luxury fabrics
 - Sportswear
-

Sub-segments with high potential for value creation

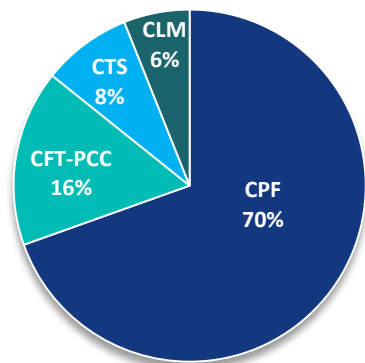
- Glass market
-
- Digital Brands
 - Childrenswear
 - Uniforms and intimate
-
- Technical textiles
 - Interior decoration
 - Museum: Middle East, China
-
- Fast Fashion brands
 - Uniforms
 - Industrial application
-

■ 4 world leaders in niche industrial markets with high value added and low capital intensity

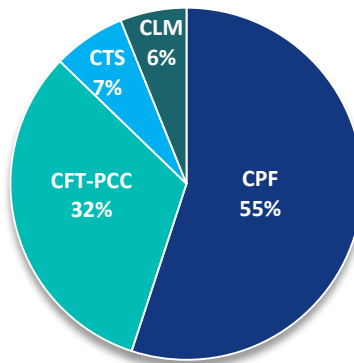
⇒ All of the Group's businesses are under constant pressure to innovate, upscale, push their boundaries and enhance their financial profile

■ A rebalanced business portfolio to protect the Group

Recurring operating profit
by division
(LTM June 2017)



Recurring operating profit
by division
(LTM June 2019)



⇒ Protecting the Group against the specific risks of each of its businesses

■ A strategy of targeted, value-creating acquisitions made possible thanks to a solid, flexible and low-cost financial structure built up over the past 3 years

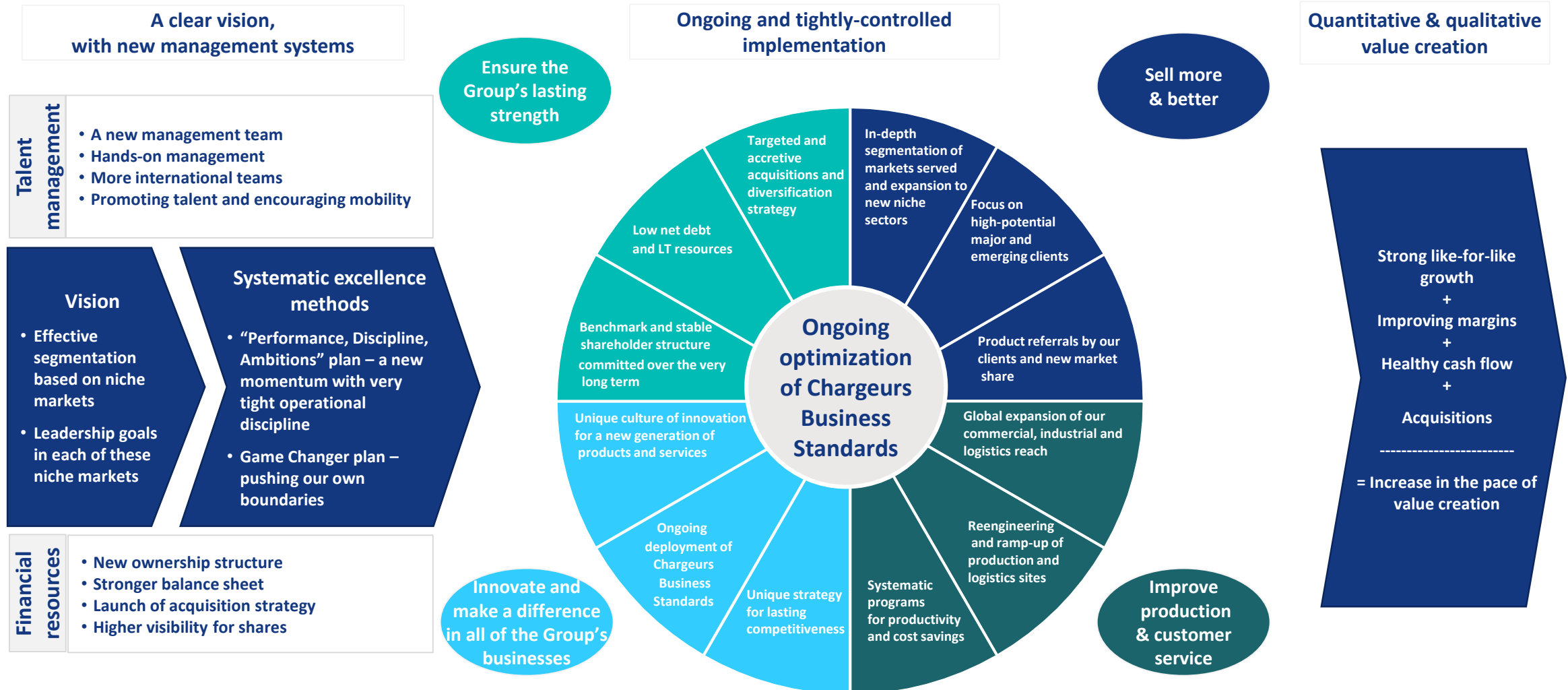
⇒ The focus is on carrying out acquisitions when the underlying business sector experiences a downturn, to make the most of advantageous purchase conditions

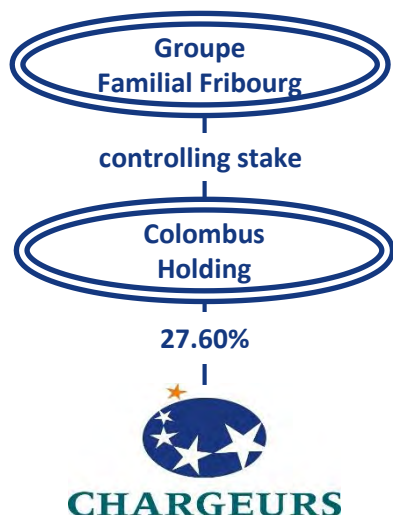
■ After a peak in capex in 2018/2019, the coming years will be a "capex holiday" period

Clear revenue and margin targets that we are well on the way to meeting:

- €1bn in revenue by 2021
- > 10% normative operating margin as from 2022

Chargeurs is reaping the rewards of a committed and long-term strategy of excellence





- **Groupe Familial Fribourg significantly raised its investment in Chargeurs' capital base in H1 2019 by becoming the controlling shareholder of Columbus Holding**
 - **Groupama** – a blue chip, long-term investor – became a shareholder of Columbus Holding
 - **CM-CIC Investissement** and **BNP Paribas Développement** reinvested in the capital of Groupe Familial Fribourg and retained their interest in Columbus Holding
 - ➔ **This demonstrates a high level of confidence in Chargeurs' ability to create strong industrial and shareholder value over the long term**
-
- **Considerable increase in the Group's financial flexibility over the last 12 months**
 - **December 2018: €120m in new money** available after setting up a flexible and innovative syndicated loan
 - **H1 2019: 2016 and 2017 Euro PP notes renegotiated ➔ better financial conditions and longer maturities**
 - Leverage covenant removed
 - Gearing requirement reduced to 1.2x
 - Maturity extended by three years for Euro PP notes originally maturing in 2023
 - ➔ **Average life of Group debt now 5.3 years**



Objective:

- €1bn in revenue by 2021
- > 10% normative operating margin as from 2022

→ Aimed at speeding up the Group's growth and profitability, designed in collaboration with all of Chargeurs' teams worldwide and focused on four key areas



Game Changer: an operating performance acceleration plan that advocates daily discipline in the creation of long-term value and that is based on four key areas:

Sales and Marketing



Talent Management



Smart & Advanced Manufacturing



Innovation



Chargeurs: A designer of leaders recognized in their niche markets whose operations are shaped according to four core principles:

CUTTING-EDGE TECHNICAL EXPERTISE



- Industry 4.0
- Product innovation
- Technical know-how

OPTIMIZED GLOBAL SUPPLY CHAIN MANAGEMENT



- A global presence
- Customer proximity

CUSTOMER-CENTRIC AND SERVICE-ORIENTED



- Integrated solutions
- Service provider
- Technical advice

GLOBALLY-RECOGNIZED B2B BRANDS



- Moving up the value chain
- Direct links with decision-makers
- Creation of recognized brands

- Development of a **circular economy approach** at CPF
 - Signature of **prestigious partnerships** by Chargeurs PCC: Fashion Institute of Technology (NY), Parsons School of Design (NY), Fondation ITS Cosmo, Pianeta Moda Fashion Academy (Italy), Central Saint Martins College of Art and Design (London)
 - Technical Substrates' solutions offering enriched and creation of a **new leader in museum heritage & visitor experience: Chargeurs Creative Collection**
 - Acceleration of the digital marketing strategy and launch of a new corporate website offering an all-new enhanced design and visitor experience
- Acceleration of the Group's **sustainable innovations strategy**:
 - Deep Blue at CPF: a PVC-free recyclable film
 - Development of a "green label" offering
 - Eco In range at CFT-PCC
 - New product launches by CTS: Echoside 60 by SENFA and Eco screen by Leach
 - Creativity and innovation awards
 - **Hermès de l'Innovation prize** for excellence in the "Best creative synthesis" category
- **Launch of the new 4.0 coating line at CPF in Italy**
 - Increase in production capacities
 - Creation of a more sophisticated production chain
 - Implementation of **blockchain technology** in our businesses: Eco Design project at CTS, Nativa Precious Fiber at CLM
- Organization of the **Responsible Together 2019** conference by CPF
 - Globalization and rejuvenation of management teams with operations executive committees **80% made up of international profiles**

A much larger geographic footprint since 2015 and strong growth potential in the Americas and Asia

Key

-  Revenue
-  Production units
-  Distribution units
-  Offices
-  Employees

Americas

-  + 3% since 2015 (*)
-  4 to 6
-  7 to 10
-  2: unchanged
-  251 to 303

24%

Europe

-  + 16% since 2015 (*)
-  4 to 7
-  15 to 14
-  9: unchanged
-  763 to 1,005

45%

31%

A larger international footprint

In 2015, Chargeurs generated over 90% of its revenue in international markets, with some 1,500 employees based in 32 countries.

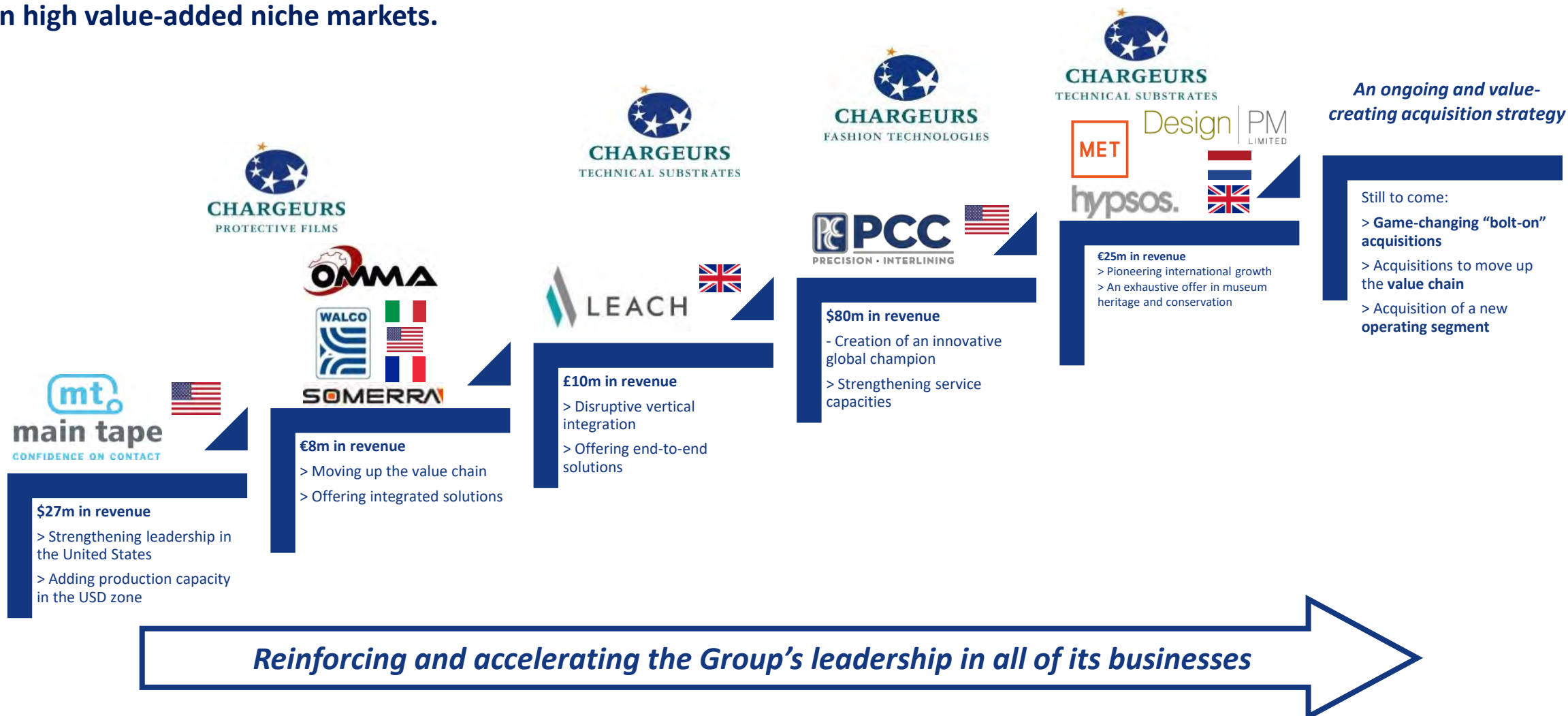
In 2019, Chargeurs will generate over 94% of its revenue in international markets, with more than 2,000 employees based in 45 countries.

Asia

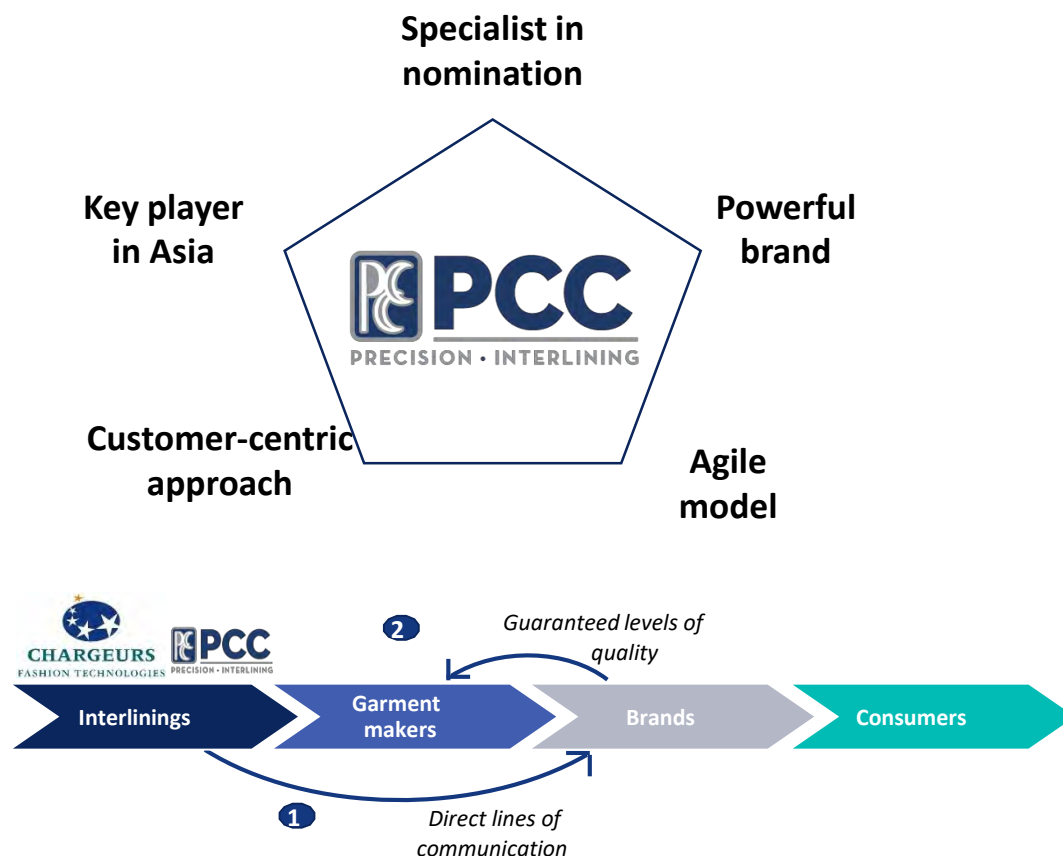
-  + 59% since 2015 (*)
-  3 to 4
-  12: unchanged
-  4: unchanged
-  498 to 764

(*) Difference between LTM revenue at June 30, 2019 and annual revenue for 2015

Guided by the Chargeurs Business Standards, since 2015 Chargeurs has carried out targeted acquisitions, creating champions in high value-added niche markets.



- **PCC: \$80m in revenue, of which more than 90% generated in Asia**
- **300 employees in a dozen countries, primarily in Asia and the United States**
- **Leader in nomination**



- ✓ **30 years** of business growth
- ✓ **Top 5 worldwide** interlinings manufacturer
- ✓ Leading player in **women's fashion**
- ✓ Decision-making **at the heart of the Asian fashion industry**, with Hong Kong-based headquarters
- ✓ Sales operations in more than 20 countries, mainly in Asia
- ✓ An **international player with a local approach** and sales teams close to its major customers
- ✓ A **streamlined global sourcing strategy** built on long-term partnerships with qualified suppliers
- ✓ An **innovative business model** in a constantly evolving fashion industry
- ✓ A **consumer-centric sales strategy** creating comprehensive solutions
- ✓ **Optimized response times** to manage market expectations

One year on: PCC is successfully integrated

■ Rebranding & integration

- New name: Chargeurs ★ PCC Fashion Technologies
- Offices and warehouses streamlined in Asia and Europe
- Sales teams grouped together
- World-class purchasing team set up

■ Innovation

- Product development center optimized
- R&D work carried out in ultra-modern plants in Europe and Asia
- Launch in 2020: *Future of Fashion Gallery*: a space devoted to innovation

■ Sustainable development

- Upcoming launch of a full range of interlinings made of eco-responsible materials
- Even stronger world-leading position in sustainable development

■ Training and skills-building

- New training programs set up with ESMT and Harvard Business School
- Greater diversity and more women members in management



➔ Chargeurs ★ PCC Fashion Technologies is an iconic, global, disruptive and premium brand, which has built up a solid international leadership position



A global benchmark for museum heritage management and visitor experience services



Founded in the UK in 1891

- Pioneer in large format graphic displays
- High-end visual communication solutions for extremely prestigious international organizations
- Winner of the 2008 Queen's Award for Enterprise, in recognition of over a century of pioneering and disruptive innovation



Based in London

- Major player in project management for museums
- Service offering ranging from concept design through to maintenance
- Working primarily with customers located in the Middle East and in direct contact with international decision-makers



Founded in the Netherlands in 1910

- Strong international brand recognition, particularly in the Middle East
- Turnkey solutions for exhibition installations and global experiential design
- Production insourced thanks to a new production site



Founded in London in 1982 and now present on four continents

- Solid experience in managing iconic international projects
- Many prestigious international customers in some 50 countries
- Winner of several design awards

Chargeurs Technical Substrates: Leach is successfully integrated

■ Development & integration

- New panel of sales aids: website and promotional video and brochures
- Reorganization of sales forces to boost customer proximity
- Creation of Chargeurs Creative Collection, a new global champion in museum heritage management and visitor experience services
- Launch of a social media communications strategy

■ Prestigious partnerships

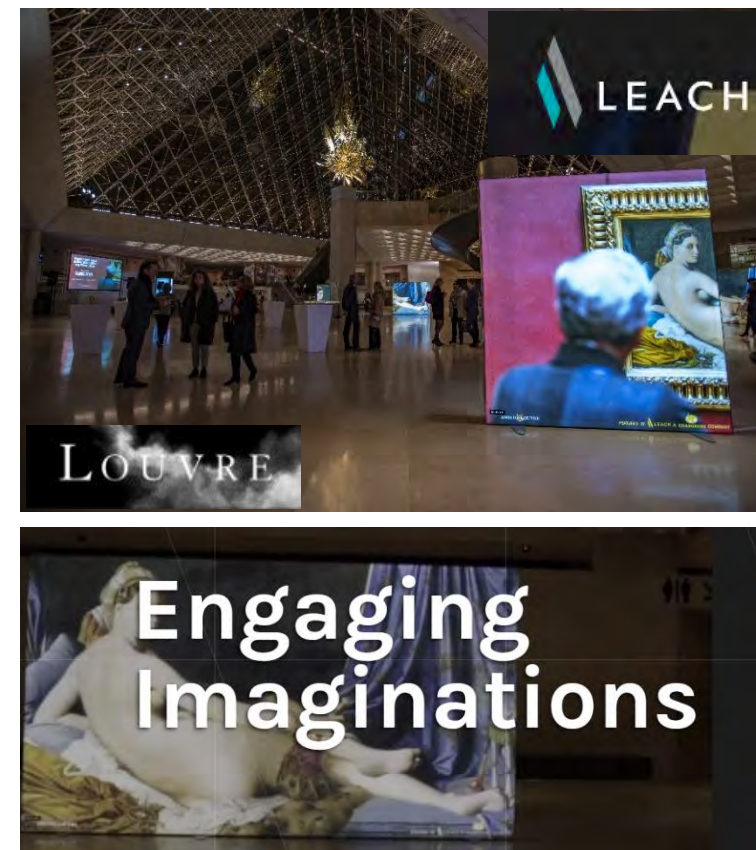
- The Brooklyn Museum:
 - "Frida Kahlo: Appearances Can Be Deceiving"
 - "Pierre Cardin: Future Fashion" exhibition
- The Louvre: Partnership with Société des Amis du Louvre

■ Sustainable development

- Addition of upcycling offers to give printing media a second life
- Launch of the LeachBox, a lightbox made with fully recyclable textile and which reduces energy emissions by 30%
- First-time use of blockchain technology, providing traceability for substrates right up to the end-user

■ Training and skills-building

- Launch of an integration seminar for all CTS entities
- New training programs set up with ESMT and Harvard Business School



➔ Leach is an iconic, global, disruptive and premium brand, which has built a solid international leadership position

Launch of the Iconic Champions plan: premiumization pursued



This global marketing approach is designed to drive the upscaling of the Group and its businesses

A solid industrial heritage...



...Underpinning 3 fundamentals focused on customer experience and product sublimation...

Technology



Emotion



High

Creation of "Intel Inside" effects, which go hand-in-hand with the premiumization of the Group's different businesses and will make dialogue between provider and end-user more successful than ever.

...which are drivers of accelerated growth





BUSINESS AND FINANCIAL REVIEW

**Resilient performances despite a less favorable environment
and the Group's strategic decision to intensify capex and opex**

Ramp-up of the Group's transformation process to accelerate its upscaling

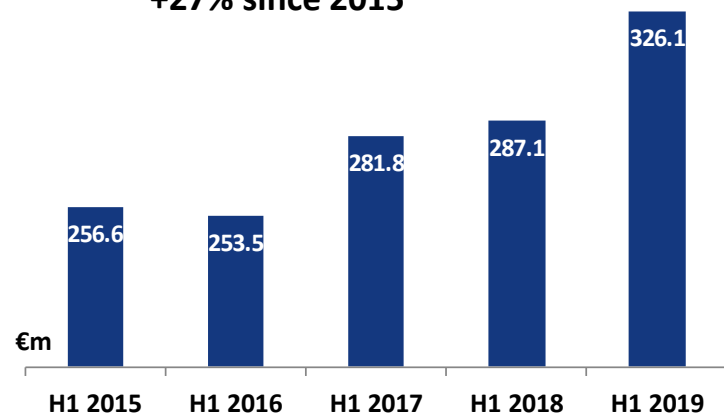
H1 2019

Revenue	€326.1m	+ 13.6%
EBITDA	€32.5m	10.0% of revenue
Depreciation and amortization	€9.8m	3.0% of revenue
Recurring operating profit	€22.7m	7.0% of revenue
Profit for the period	€8.3m	2.5% of revenue
Cash flow	€22.8m	7.0% of revenue
Gearing	0.5 x	
Capex	€16.3m	5.0% of revenue

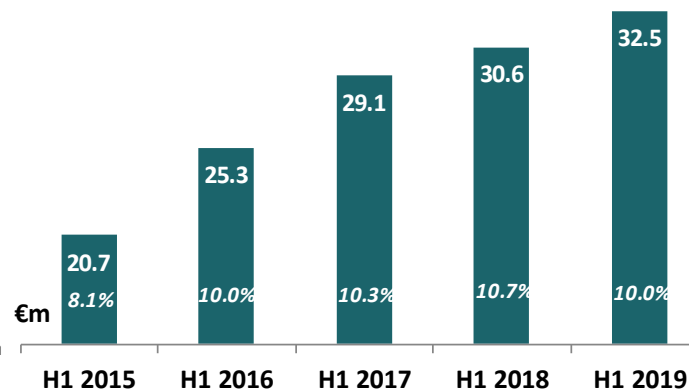
- Reported revenue increase fueled by acquisition-led growth in an unfavorable economic context
- Return to growth in Q2 2019 after a contraction in Q1
- Asset light model after a capex peak
- Game Changer rollout intensified with the launch of "green" innovations and successful commissioning of the 4.0 production unit
- €0.20 interim dividend for 2019
- Solid financial structure and more financial flexibility
- On track to meet targets:
 - €1bn in revenue by end-2021
 - > 10% normative operating margin as from 2022

Half-year performances since 2015

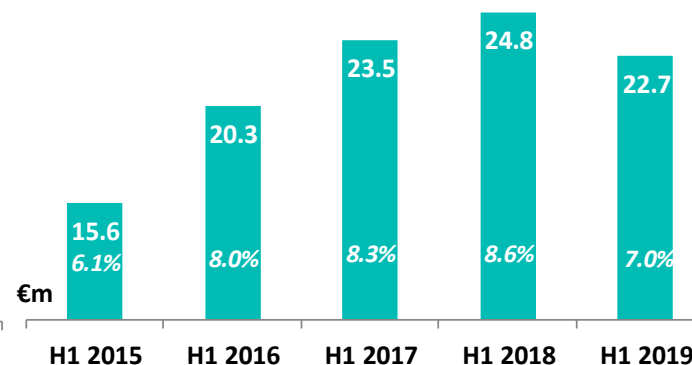
Revenue
+27% since 2015



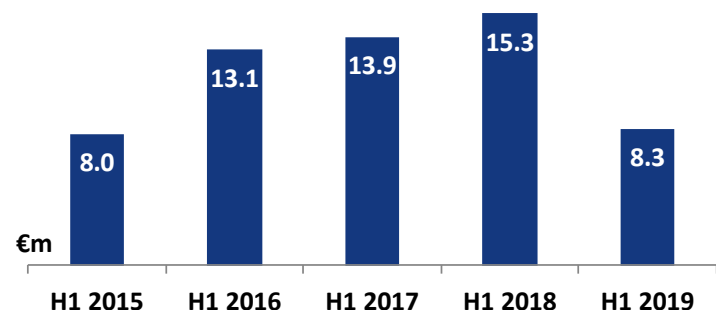
EBITDA
+57% since 2015



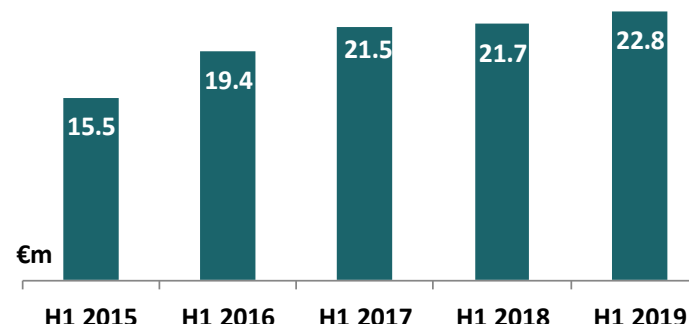
Recurring operating profit
+47% since 2015



Attributable net profit
recurring dividend strategy



Cash generated by operations
+48% since 2015



- Upscaled since 2015
- Increasingly solid fundamentals
- Ever-stronger global leadership in all of our businesses

➔ Well on the way to meeting our targets of €1bn in revenue by end-2021 and a normative operating margin of over 10% as from 2022

H1 2019: revenue up by more than 13% compared with the record high of H1 2018 and despite an unfavorable operating context

Strong revenue growth in all regions fueled by recent acquisitions

In euro millions	First half		Change 19/18	
	2019	2018	Reported	lfl ⁽¹⁾
Europe	151.3	146.6	+3.2%	+0.6%
Americas	77.2	71.3	+8.3%	+1.1%
Asia	97.6	69.2	+41.0%	-10.4%
Chargeurs	326.1	287.1	+13.6%	-1.9%

(1) like-for-like: based on a comparable scope of consolidation and at constant exchange rates

■ Revenue up 13.6% year on year in H1 2019

- **Europe: 3.2% revenue growth**, led by:

- Strong sales momentum for Chargeurs Technical Substrates, with the acquisition of Leach in May 2018
- New strategic industrial partnerships at Chargeurs Luxury Materials

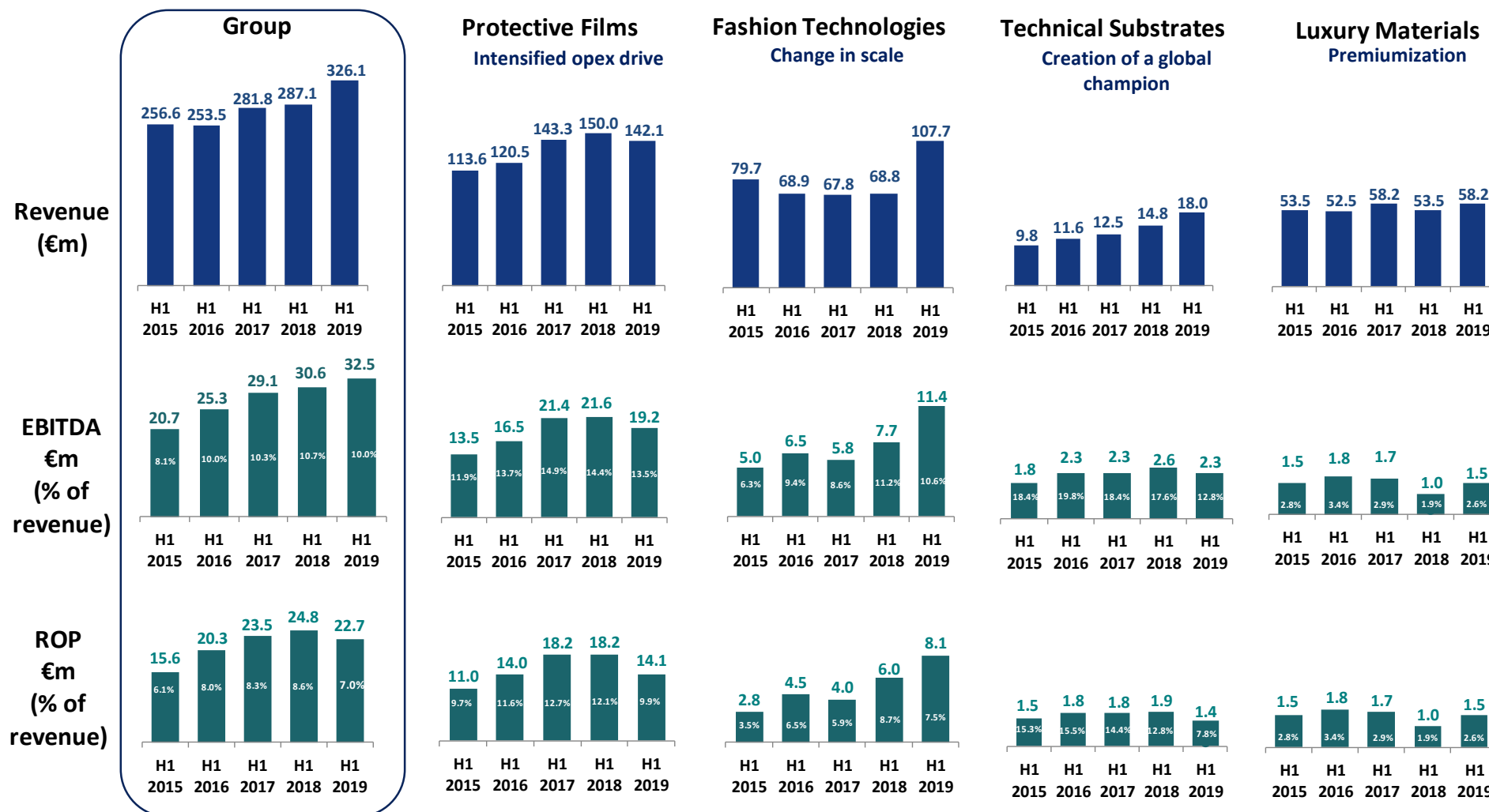
These two effects partly offset lower business volumes for Chargeurs Protective Films in Germany

- **Americas: a solid 8.3% revenue rise**, underpinned by:

- The successful integration of PCC Interlining into Chargeurs Fashion Technologies
- A positive currency effect from the US dollar

- **Asia: a 41.0% revenue hike** as reported, mainly thanks to the strategic integration of PCC Interlining. The 10.4% like-for-like revenue decline was due to lower business volumes for Chargeurs Protective Films in China

Another strong increase in results





June 2019

Chargeurs Protective Films

From New York Penn to Boston, stations under renovation



CHARGEURS PROTECTIVE FILMS

"THE LEADING INNOVATIVE COATING SOLUTIONS"

First-Half 2019 Highlights

- **Premium production unit** successfully brought into service
- **A difficult Q1 2019** in Germany and China but **much better momentum in Q2 with a stronger order book**
- Faster deployment of **disruptive innovations**: “green” products and glass protection solutions



Return to growth in Q2 2019 after a contraction in Q1. Stronger order book

In euro millions	H1 2019	H1 2018	H1 2019 vs H1 2018	Q2 2019 vs Q2 2018	Q1 2019 vs Q1 2018
Revenue	142.1	150.0	-5.3%	-3.2%	-7.4%
like-for-like ⁽¹⁾			-7.1%	-4.6%	-9.5%
EBITDA ⁽²⁾	19.2	21.7	-11.5%		
as a % of revenue	13.5%	14.5%			
Recurring operating profit	14.1	18.2	-22.5%		
as a % of revenue	9.9%	12.1%			

(1) like-for-like: based on a comparable scope of consolidation and at constant exchange rates

(2) The impact of IFRS 16 is presented in the simplified financial report

■ Q2 2019: a better quarter for sales and orders

- Up by more than 5% on Q1 2019, making it one of CPF's best Q2 performances

➔ **Very good product mix and higher number of orders**

■ H1 2019: Recurring operating profit of €14.1m – one of CPF's top performances for a first half

- Compared with the record high achieved in H1 2018 when the operating environment was much more favorable, with orders peaking in June
- Reflecting a difficult Q1 2019 in terms of volumes in China and Germany, followed by a much better Q2
- Including the additional costs related to the launch of the new premium production line in Italy

➔ **A nonetheless outstanding performance, which also includes the effects of stepping up the Game Changer plan**

Accelerating the premiumization of CPF's offering, with the launch of its first techno-smart production line



Industrial prowess

Launch of the new production line six months ahead of the initial schedule



Premiumization

Faster production of highly engineered, high value-added films
Technological edge sustainably sharpened



Disruptive functions

3D modeling and process automation
Big data management
Reducing our environmental footprint



Wider manufacturing and sales coverage

Strategically located in Sessa Arunca (Italy)
Optimizing CPF's international footprint



Profitable growth

Faster like-for-like growth
Target of an extra €35 million in revenue by 2021

SUCCESSFUL DEPLOYMENT OF THE GAME CHANGER INDUSTRIAL TRANSFORMATION STRATEGY

- An industrial transformation project with a record-short time frame
- A global ecosystem to accelerate profitable growth
- Confirmation of the target of €35 million in additional revenue by 2021, with higher margins than generated on the business line's current revenue



2019, Chargeurs Fashion Technologies

From the Fendi Show
to the New York Marathon



CHARGEURS ★ PCC FASHION TECHNOLOGIES

“CREATING THE NEW WORLDWIDE LEADER”

First-Half 2019 Highlights

- **PCC Interlining successfully integrated**
- Products developed from **recycled fibers** and faster deployment of **eco-responsible products**
- **Launch of strategic partnerships**, such as with the Fashion Institute of Technology of New York (FIT), the Brooklyn Museum and the Pierre Cardin foundation.



Key figures

Sharp growth in operating performance, driven by the successful integration of PCC

In euro millions	H1 2019	H1 2018	H1 2019 vs H1 2018	Q2 2019 vs Q2 2018	Q1 2019 vs Q1 2018
Revenue	107.7	68.8	+56.5%	+56.3%	+56.8%
like-for-like ⁽¹⁾			2.3%	+2.3%	+2.4%
EBITDA ⁽²⁾	11.4	7.6	+50.0%		
as a % of revenue	10.6%	11.0%			
Recurring operating profit	8.1	6.0	+35.0%		
as a % of revenue	7.5%	8.7%			

(1) like-for-like: based on a comparable scope of consolidation and at constant exchange rates

(2) The impact of IFRS 16 is presented in the simplified financial report

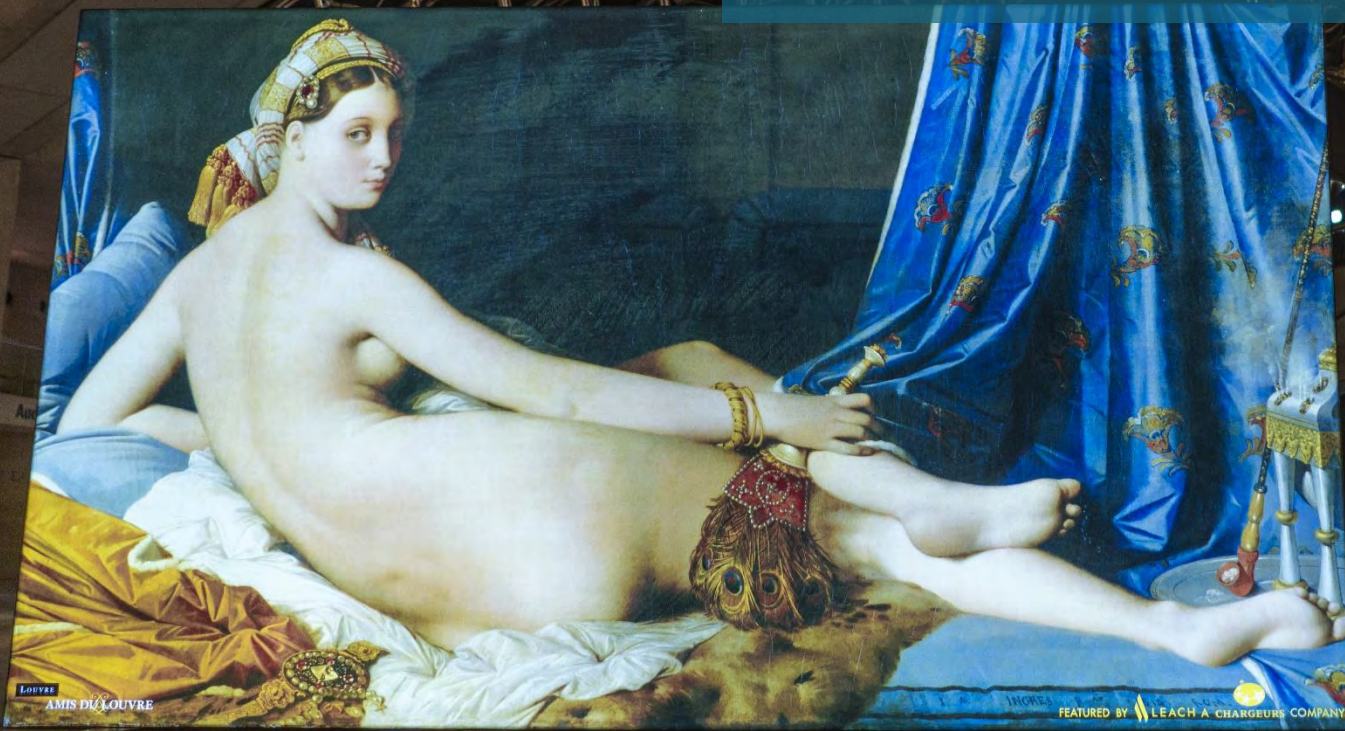
■ Revenue up 56.5% – excellent momentum in a competitive market, led by:

- The acquisition of PCC in 2018
- A customer-centric strategy
- Upscaling the business's range of product and service solutions and leveraging new synergies

■ H1 2019: Recurring operating profit of €8.1m, up 35.0%

- Further growth opex to continue upscaling the business
- Unfavorable basis of comparison due to the devaluation of the Argentine peso in H1 2018

2019, Chargeurs Technical Substrates From the Louvre to the Brooklyn Museum



FRID
KAHLO



CHARGEURS TECHNICAL SUBSTRATES

THE CREATION OF A NEW GLOBAL CHAMPION IN MUSEUM EXPERIENCE

First-Half 2019 Highlights

- **Creation of Chargeurs Creative Collection, a global benchmark in services for museums**
 - Acquisition of majority stakes in 3 global champions with very high value added: MET, Design PM, Hypsos
 - €60m in additional full-year revenue
- **Q2 2019: faster like-for-like growth, at 5.9%**
 - Strong momentum thanks to the energization of new teams
- **Continued development of overseas export services**
 - Growth driver, which, over time, will help make sales less seasonal



Key figures



Creation of a global champion in museum heritage management and visitor experience services: €60m in additional full-year revenue

In euro millions	H1 2019	H1 2018	H1 2019 vs H1 2018	Q2 2019 vs Q2 2018	Q1 2019 vs Q1 2018
Revenue	18.0	14.8	+21.6%	+16.5%	+28.6%
like-for-like ⁽¹⁾			-2.0%	+5.9%	-12.7%
EBITDA ⁽²⁾	2.3	2.6	-11.5%		
as a % of revenue	12.8%	17.6%			
Recurring operating profit	1.4	1.9	-26.3%		
as a % of revenue	7.8%	12.8%			

(1) like-for-like: based on a comparable scope of consolidation and at constant exchange rates

(2) The impact of IFRS 16 is presented in the simplified financial report

- **21.6% revenue growth**, spurred by the acquisition of Leach in 2018
- **Launch of new products in Q2 2019**: increase in the consumption of raw materials and in machine time -> decrease in margins
- **Change of management, with the appointment of Sampiero Lanfranchi**:
 - Internal growth up sharply to 5.9% in Q2 2019
 - Higher external growth thanks to the acquisition of 3 global champions: Design PM (UK), MET Studio (UK), and Hypsos (NL)
- **Formation of Chargeurs Creative Collection**, made up of 4 recently-acquired, creating a new global benchmark for museum services
- **Well on the way to meeting its target**:
 - €100m in annual revenue by end-2021
 - 14% operating margin in the medium term



2019, Chargeurs Luxury Materials From the Sheep to the Shop



CHARGEURS LUXURY MATERIALS

"FROM THE SHEEP TO THE SHOP"

First-Half 2019 Highlights

- Organica Precious Fiber eco-traceable wool label **listed by Kering**
- **New strategic partnerships signed** with major well-known brands, focused on developing premium, traceable and sustainable products
- **H1 2019: initial positive effects of growth opex projects** carried out in prior periods



Key figures

CLM is starting to reap the benefits of the opex projects carried out to help upscale its products

<i>In euro millions</i>	H1 2019	H1 2018	H1 2019 vs H1 2018	Q2 2019 vs Q2 2018	Q1 2019 vs Q1 2018
Revenue	58.2	53.5	+8.8%	+16.2%	+3.0%
like-for-like ⁽¹⁾			7.5%	+15.3%	+1.3%
EBITDA ⁽²⁾	1.5	1.0	+50.0%		
as a % of revenue	2.6%	1.9%			
Recurring operating profit	1.5	1.0	+50.0%		
as a % of revenue	2.6%	1.9%			

(1) like-for-like: based on a comparable scope of consolidation and at constant exchange rates

(2) The impact of IFRS 16 is presented in the simplified financial report

- **Revenue up 7.5% like for like**, driven by the premiumization strategy and measures to gradually sophisticate the supply chain
- **Recurring operating profit up 50%**, thanks to growth opex incurred since end-2015
- **Ongoing development of high quality, more profitable products**, which can be sold at a premium to major customers in the luxury and sportswear markets worldwide

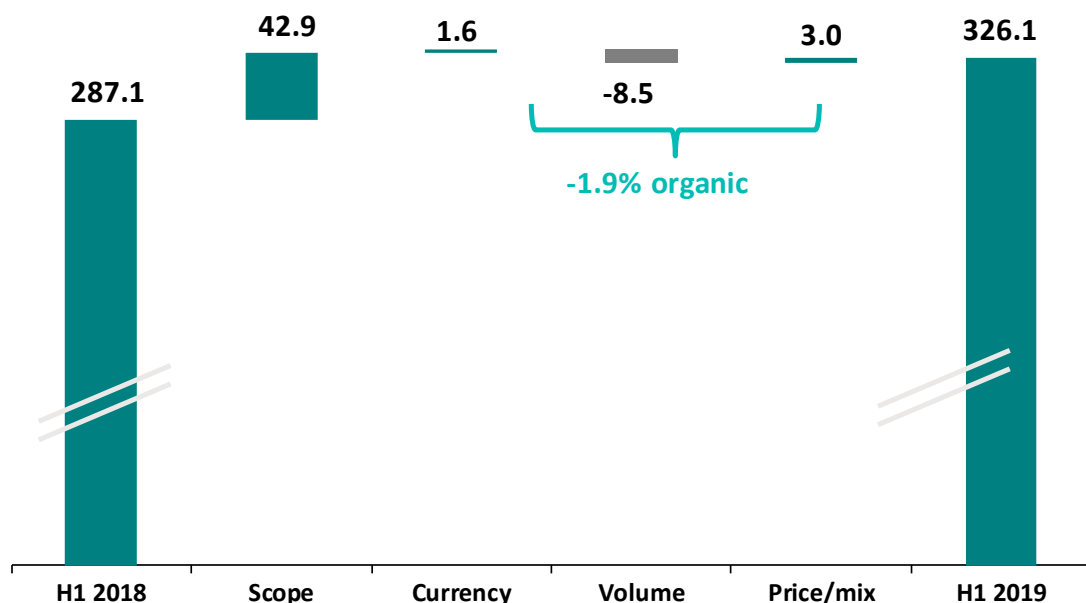
FINANCIAL REVIEW

Consolidated Income Statement

Recurring operating profit once again high despite a more volatile operating environment and high levels of capex

<i>In euro millions</i>	H1 2019	H1 2018	Change	Comments
Revenue	326.1	287.1	+39.0 +13.6%	-1.9% like-for-like against a record figure in H1 2018; internal growth of 0.8 % in Q2 2019
Gross profit	85.0	75.8	+9.2 +12.1%	Persistently high gross profit as a result of the premiumization of the offering
<i>as a % of revenue</i>	26.1%	26.4%		
EBITDA	32.5	30.6	+1.9 +6.2%	Impact of the productivity plan (€3.5m), the application of IFRS 16 (€3.3m), the integration of PCC and Leach, the ramp-up in growth opex and the economic slowdown in Germany and Asia
<i>as a % of revenue</i>	10.0%	10.7%		
Depreciation and amortization	(9.8)	(5.8)	-4.0 +69%	Continued investment strategy: €(0.9)m including 4.0 coating line at CPF, impact of IFRS 16: €(3.1)m
Recurring operating profit	22.7	24.8	-2.1	More volatile climate in Germany and China, ramp-up in growth opex -> 4.0 coating line at CPF; compared with a record H1 2018
<i>as a % of revenue</i>	7.0%	8.6%		
Amort. intangible assets linked to PPAs	(1.2)	0.0	-1.2	Amort. of brands and customer relations in acquisitions: PCC €(1.1)m and Leach €(0.1)m
Non-recurring items	(4.2)	(0.1)	-4.1	o/w: €(1.9)m in costs linked to acquisitions made, €(1.1)m in reorganization costs and €(0.7)m in costs linked to acquisitions underway;
Operating profit	17.3	24.7	-7.4	o/w: €(4.1)m linked to non-recurring items and €(1.2)m to intangible assets linked to PPAs
<i>Finance costs, net</i>	(4.7)	(4.5)	-0.2	Renegotiation of the Euro PPAs issued in 2016 and 2017: longer maturity and staggering of debt
<i>Other financial income and expense</i>	(1.1)	(0.9)	-0.2	€0.4m negative impact of IFRS 16
Net financial expense	(5.8)	(5.4)	-0.4	
Income tax (expense)/benefit	(3.2)	(4.1)	+0.9	
Investments in equity accounted investees	0.0	0.1	-0.1	
Profit for the period	8.3	15.3	-7.0	Drop in operating profit, financial expenses maintained

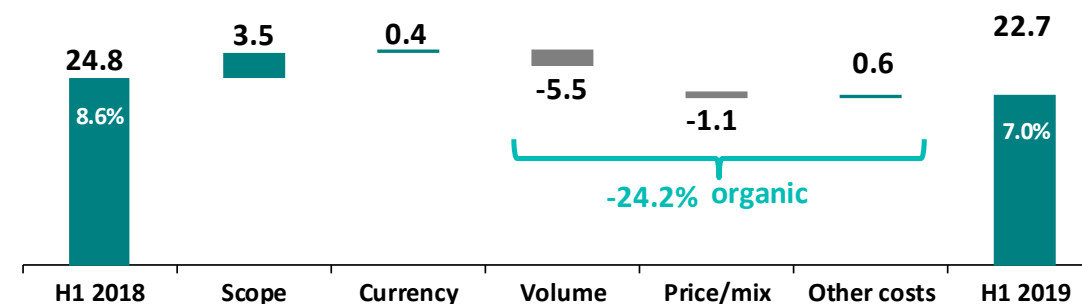
Revenue bridge (in €m)



Revenue

- Scope: PCC and Leach
- Currency: USD +3.5; ARS -2.6 and HKD +0.4
- Volume: CLM → drop in volumes linked to the price of wool
CPF → decline in Germany and China
- Prix/mix: CLM +€5.0m → increase in the price of wool
CPF → decline in high-margin markets

Recurring operating profit bridge (in €m)

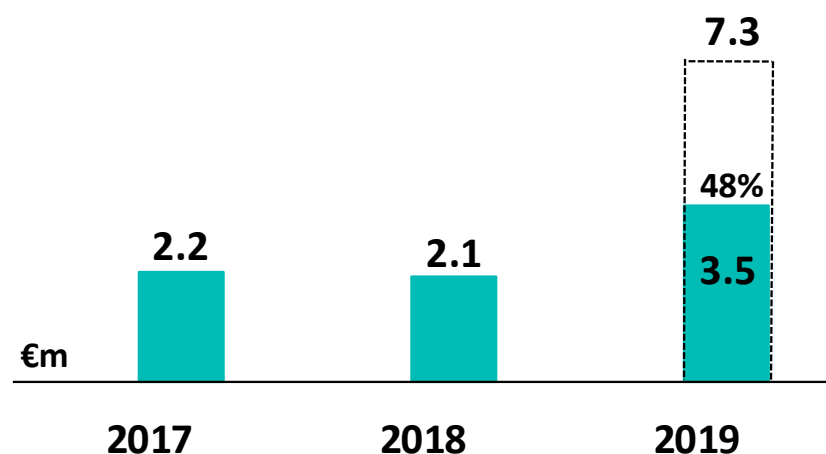


Recurring operating profit

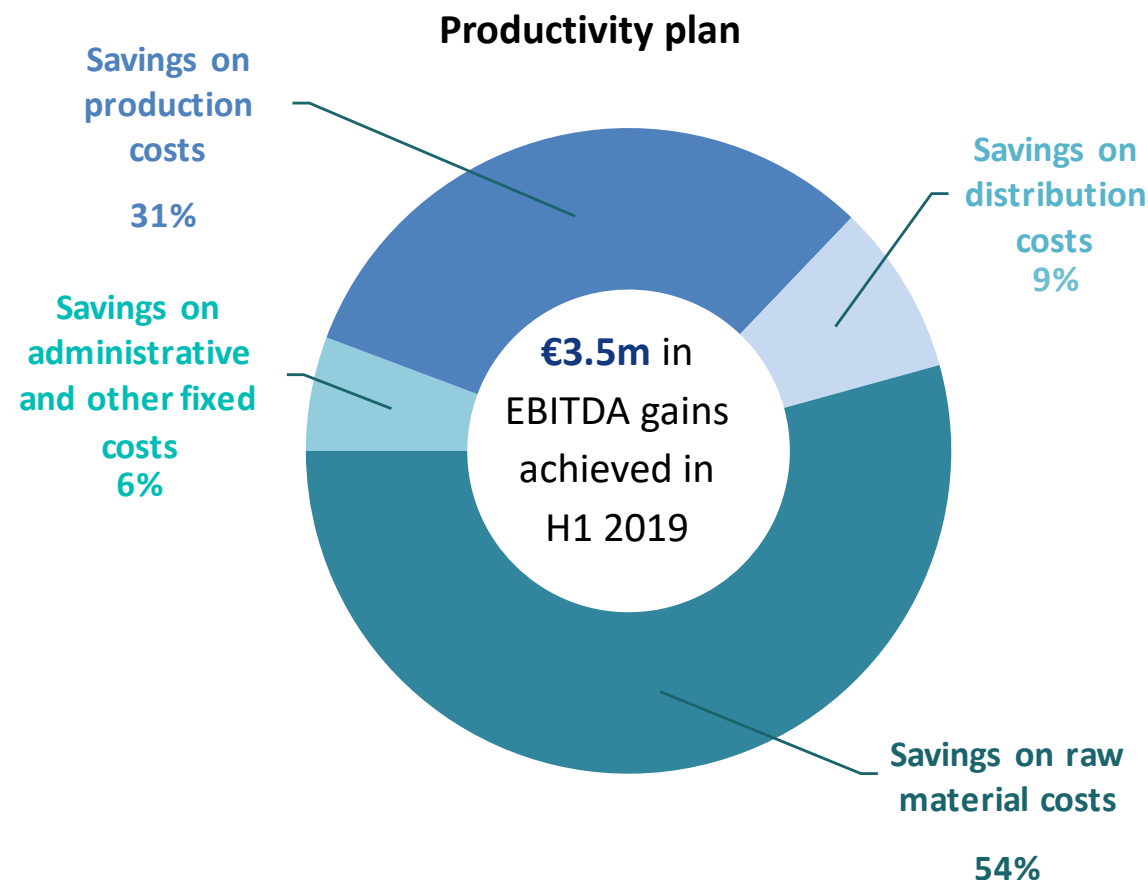
- Scope: PCC and Leach
- Currency: USD
- Volume: CPF in Germany and China
- Price/mix: CPF → decline in high-margin markets
- Other costs: controlled growth opex and productivity plan

2019 target: €7.3m in cost savings for the full year

Cost savings generated by the annual productivity plan



- **€3.5m in savings** achieved in the six months ended June 30, 2019, i.e. 48% of the €7.3m target set for 2019
- **€18.2m** in total savings achieved since end-2015



A constantly robust balance sheet structure

<i>In euro millions</i>	06/30/19	12/31/18	Comments
Intangible assets	157.6	158.1	
Right-of-use assets	27.7	0.0	Impact of the application of IFRS 16 including €11.2m in reclassification of finance leases
Property, plant and equipment	83.1	80.7	CPF Premium production plant and impact of IFRS 16
Investments in equity accounted investees	13.0	13.1	
Net non-current assets	11.8	12.9	
Working capital	84.4	64.6	Seasonal increase in orders in H1 (CPF and CTS); increase in the price of wool (CLM)
Total capital employed	377.6	329.4	
Equity	234.6	237.2	Profit: €8.3m; Dividends: €(5.1)m; Share buybacks: €(4.5)m
Leases	(27.8)	0.0	Impact of the first-time adoption of IFRS 16
Net debt/(net cash)	(115.2)	(92.2)	Net cash from op. activities: €0.5m; capex: €(16.3)m; div.: €(5.1)m

Number of shares at June 30, 2019: 23,756,103

- Renegotiation of the financial conditions of the Euro PP notes issued in 2016 and 2017 to align them with those of the syndicated credit facility set up in December 2018
 - Leverage covenant removed (net debt/EBITDA)
 - Gearing requirement changed to 1.2x from the previously applicable 0.85x
 - Maturity extended by three years for Euro PP notes originally maturing in 2023

Statement of cash flows

<i>In euro millions</i>	H1 2019	H1 2018	<i>Comments</i>
EBITDA	32.5	30.6	Up 6.2%: impact of IFRS 16 (€3.3m), growth opex and annual productivity plan
<i>Non-recurring – cash</i>	(4.2)	(2.0)	Acquisition-related expenses
<i>Finance costs – cash</i>	(5.3)	(4.5)	Strengthening of financial resources and extended maturity of borrowings
<i>Income tax – cash</i>	(0.4)	(2.4)	
<i>Other</i>	0.2	0.0	
Cash generated by operations	22.8	21.7	Up 5.1%: robust cash generated by operations
Change in working capital (at constant exchange rates)	(22.3)	(16.4)	Rise in WCR linked to orders at CPF and CTS; increase in the price of wool at CLM
Net cash from operating activities	0.5	5.3	Cash: increase in WCR absorbed by cash generated by operations
Purchases of PPE and intangible assets	(16.3)	(9.1)	Principally linked to the 4.0 production line at Chargeurs Protective Films
Acquisitions	0.0	(14.2)	May 2018: acquisition of Leach
Dividends	(5.1)	(4.4)	Balance of the dividend paid for the previous year
Currency	(0.5)	(0.1)	
Other	(1.6)	(0.1)	o/w €(4.5)m linked to the repurchase of shares; €3.9m linked to the first-time adoption of IFRS 16 in H1 2019
Total	(23.0)	(22.6)	Negative impact over the period principally as a result of a sustained investment policy
Debt (-)/cash (+) at opening (12/31/y-1)	(92.2)	8.9	
Debt (-)/cash (+) at closing (06/30/y)	(115.2)	(13.7)	



OUTLOOK AND OPPORTUNITIES

Reasonable but essential levels of capex for transforming a high-potential industrial group into the world champion in high value-added niche markets that it has become today

A solid model built on 3 pillars

Premiumizing our businesses

- Game Changer plan
- No more low-margin sales
- Customer-centric strategy and disruptive innovation
- Focus on "green" products

Reinforcing our niche strategy

- New production capacities
- Winning new markets
- A stronger distribution network

Ensuring financial flexibility

- Solid financial resources
- Longer average maturity of borrowings
- Leverage covenant removed for Euro PP notes

Distinctive
vision

Create global champions in high value-added niche markets
Focus on accretive businesses

Disruption &
Growth

Game-changing bolt-on acquisitions
closely in line with our strategy

Vertical acquisitions to move up the
value chain and offer end-to-end
solutions

Acquisitions in new businesses with high
growth potential

Market analysis

Target analysis

Evaluation

Integration

Strict
methodology

- ✓ Structural growth
- ✓ Opportunities in fragmented markets
- ✓ Strong technical features
- ✓ Opportunities for synergies

- ✓ Strong competitive positioning
- ✓ Strong, well-known brands
- ✓ Repeat business and a solid customer base
- ✓ Accretive margins
- ✓ Smooth cultural fit

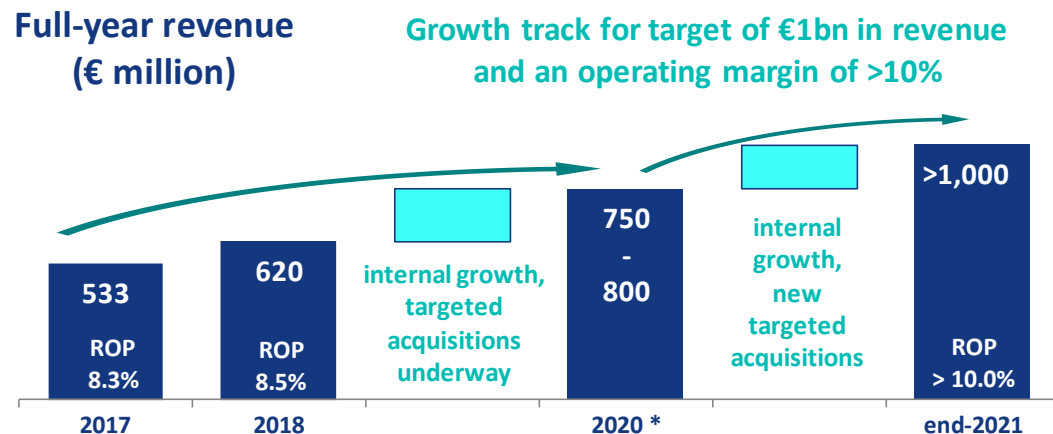
- ✓ Priority given to return on capital employed
- ✓ Sustainable revenues
- ✓ Accretive value
- ✓ High growth in EBITDA and cash flow

- ✓ In-depth pre-acquisition work
- ✓ Intense focus on integrating teams and leveraging synergies
- ✓ Rigorous monitoring of implemented measures

Ambitious and achievable medium- and long-term objectives

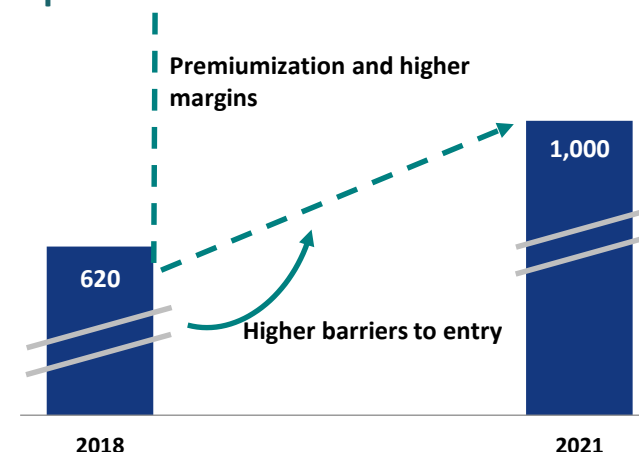
Target for end-2021 confirmed: €1bn in profitable revenue

(subject to macro-economic conditions remaining constant)



* Target of full-year revenue of €750m to €800m in 2020 including future acquisitions

Steadily rising margins thanks to the product mix and economies of scale



Pursuing our acquisition strategy

- 9 major acquisitions already carried out: Main Tape, CPSM (Asidium, Omma, Walco), Leach, PCC and Chargeurs Creative Collection's 3 international champions
- A solid pipeline of acquisitions with high earnings potential

Strengthening our businesses in a volatile operating context

- Majority of required capex already incurred
- Optimizing structures and conquering new markets
- Focus on cash generation and optimizing WCR

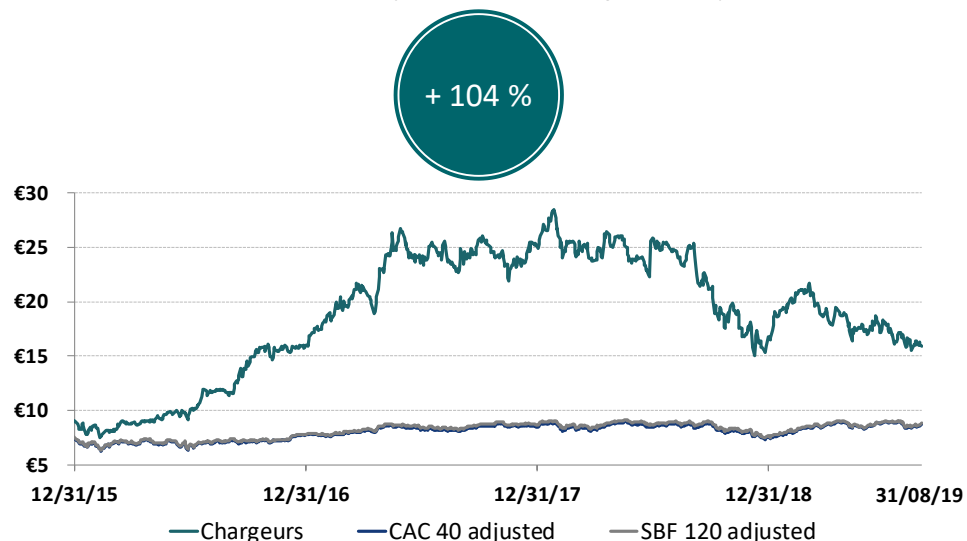
➔ **ROP 2019 > ROP 2017**

➔ **Well on track to meet targets:**

- €1bn in revenue by 2021
- > 10% normative operating margin as from 2022

Shareholder value creation strategy

Share performance since the change in Chargeurs' governance structure
(CAC 40 and SBF 120 adjusted in line with Chargeurs' share price)

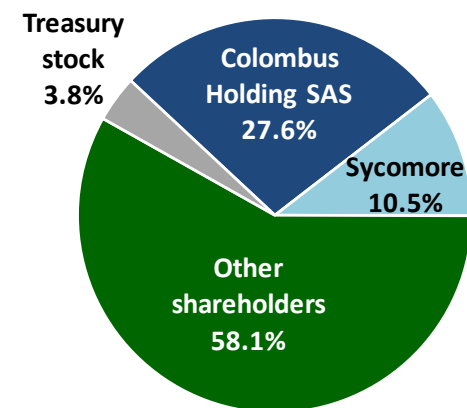


A share performance that is now covered by 6 analysts



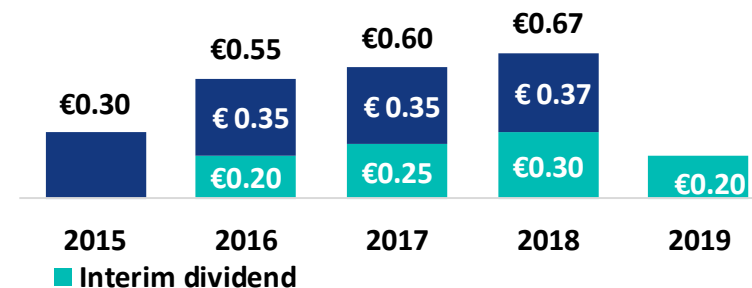
Ownership structure at July 31, 2019: 23 756 103 shares

Ownership structure at May 31, 2019:
23,756,103 shares



Dividend per share since 2015

Dividend per share
+123% since 2015





APPENDICES

Glossary

- **Change based on a comparable scope of consolidation and at constant exchange rates (like-for-like), organic change or internal change for year Y compared with year Y-1 is calculated:**
 - applying the average exchange rates for year Y-1 to the period concerned (year, half-year, quarter); and
 - using the scope of consolidation for year Y-1.

- **EBITDA corresponds to the businesses operating profit (as defined below) restated for the amortization of property, plant and equipment and intangible assets.**

- **Recurring operating profit corresponds to gross profit after distribution costs, administrative expenses and research and development costs. It is calculated:**
 - before amortization of intangible assets resulting from acquisitions, and
 - before other operating income and expense, which correspond to non-recurring items that represent material amounts, are unusual in nature and occur infrequently, and therefore distort assessments of the Group's underlying performance.

- **Recurring operating margin is recurring operating profit as a % of revenue.**

This presentation may contain forward-looking statements relating to the business, results and financial position of the Chargeurs Group.

Such forward-looking statements are based on assumptions that are currently considered reasonable but which are dependent on external factors such as changes and developments in:

- Commodity prices.
- Exchange rates.
- General economic conditions.
- Demand in the Group's main markets.
- New product launches by competitors.

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

The factors that could significantly influence the Group's financial performance are set out in the Registration Document, which is filed with the AMF on an annual basis.



2019 INVESTOR CALENDAR

Thursday, November 14, 2019

(after the close of trading)

Third-quarter 2019 financial information

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