



“A WORLD OF”
NICHE MARKET
LEADERS



CHARGEURS

2016 Annual Results Presentation

STRENGTH & VISION

March 9, 2017

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Summary

Michaël FRIBOURG

Chairman and Chief Executive Officer

2016 results: sustained excellent performance in a still uneven macro-economic environment

- **Sharply higher results, well in excess of targets:**
 - **Revenue** up 5.1% like-for-like to **€506.4m**
 - **Recurring operating profit** up 27.1% to **€38.9m**, despite the negative currency effect in 2016
 - **Double-digit EBITDA growth** across all businesses
 - Net profit up 63% to €25m
 - €5.6m boost to EBITDA from cost-saving plan

- Proven ability to **optimize revenue:**
 - Improved product mix and highly selective marketing strategy, delivering **more profitable revenue generation across all businesses**
 - Optimized currency effect, thanks to **broad industrial and marketing footprint (around 40 countries)**
 - **Acquisition of Main Tape in the United States** (Protective Films division) already starting to pay off

- Increased financial headroom:
 - **High level of cash generation**, allowing the Group to finance an acquisition and capex while also increasing the dividend
 - Two 7-year Euro PP issues for a total of €72m and €33.5m in new revolving credit facilities
 - **Working capital kept under control** despite growth in revenue over the year

- An **exceptional stock market performance:** 81% gain between January 1 and December 31, 2016
 - New liquidity contract
 - Recommended **2016 dividend** at €0.55/share (including €0.20 interim dividend paid in 2016)

2017 outlook: further excellence-driven growth in a still uneven global economic environment

- Ongoing business optimization strategy:
 - Enhanced **industrial and marketing model** for each business
 - Development of a **performance plan** launched in 2015
 - Focus on a **unique talent development program** - Young Talents & Executive Talents - deployed on a global scale
- Enhanced **Chargeurs industrial and marketing excellence model**
 - Faster pace of investment in **innovation**, placed at the center of each business as the core driver of long-term differentiation
 - A deeper **customer service culture**, offering customers long-term and worldwide support
 - Increased emphasis on **managing costs at all stages in the value creation process**
 - An **optimized global footprint**, to strengthen our industrial and marketing hubs
- Focus on converting **revenue-to-profit-to-cash**
 - Improved **product mix** and sound selective marketing approach
 - Future savings to come from one-off costs incurred in 2016
 - Improved working capital management throughout the year
 - **Upgraded recurring operating profit target for 2017**, on a like-for-like basis barring unforeseen geopolitical and macro-economic developments
- Increased **financial headroom**
 - New Euro PP issue in H1 2017 to take advantage of historically low interest rates
 - Further extension of the average life of debt across all businesses

Medium and long-term outlook: become a game changer in the Group's industrial niches

- A more robust **Chargeurs business model** focused on developing leadership positions in global niches and a balanced worldwide presence
 - A philosophy of creating **long-term shareholder value**, supported by robust value-drivers
 - High value-added **niche businesses** offering opportunities for differentiation through product excellence and services
 - **European and**, in some cases, **global leadership** positions, developed over the long or very long term
 - Expertise in **managing global businesses** embodied by the **Chargeurs Business Standards** describing the Chargeurs Way
- A reinvigorated culture of **operational excellence**
 - A **decentralized** managerial model by business unit, with considerable added-value provided by corporate oversight and guidance
 - Optimized **innovation-to-sales** cycles and stronger **cross-business innovations**
 - Optimized cost structures, supported by a **continuous productivity improvement** process at the level of each business
 - **Selective profitability-led investment strategy**
- A development strategy that strikes the right balance between **organic growth and acquisitions**
 - Priority given to organic growth and optimizing existing production resources
 - **Highly selective acquisitions**, to maintain a balanced geographic footprint
- A disciplined, efficiently managed financial model
 - Carefully managed **low debt profile**
 - Optimized **profit-to-cash** conversion process (including through dynamic management of tax loss carryforwards)



2016: An Excellent Performance in a Volatile Macro-Economic Environment

Michaël FRIBOURG

Chairman and Chief Executive Officer

■ Four expert businesses with leadership positions in niche industrial markets

PROTECTIVE FILMS



No. 1 worldwide
in temporary surface
protection

FASHION TECHNOLOGIES



No. 2 worldwide
in interlinings for luxury goods,
apparel and sportswear

TECHNICAL SUBSTRATES



European leader
in functionalized textiles

LUXURY MATERIALS



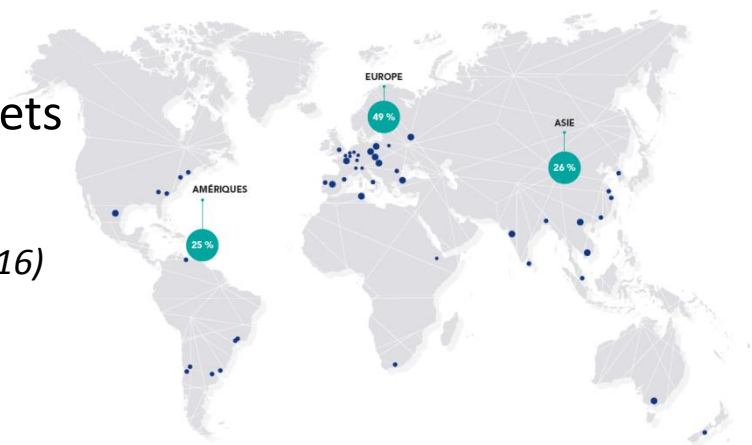
No. 1 worldwide
in high quality
combed wool

■ A very broad international footprint

- Present in **34** countries across the globe
- Over **90%** of revenue generated in international markets
- **13** plants in **9** countries

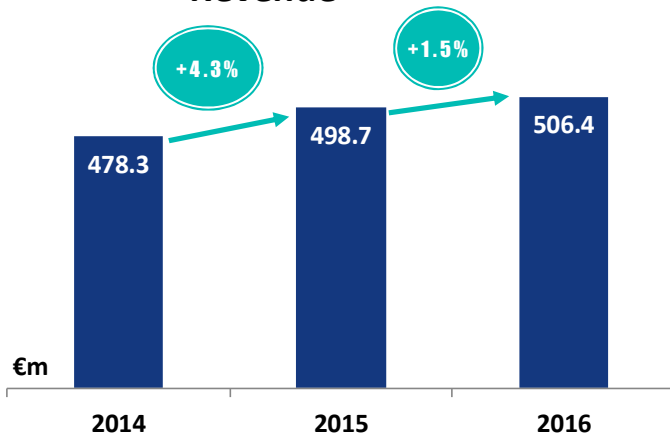
(following Main Tape acquisition in the United States completed in July 2016)

■ A stable, long-term reference shareholder

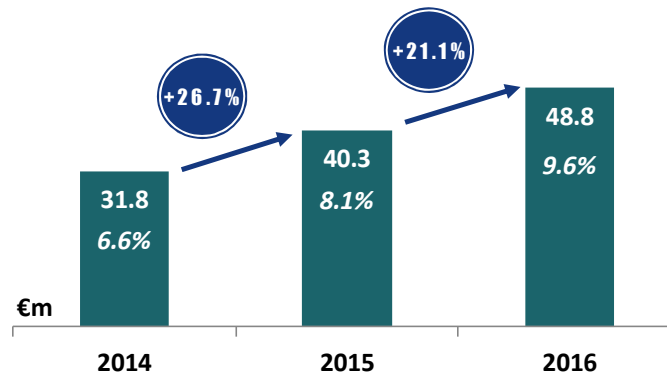


A new dimension

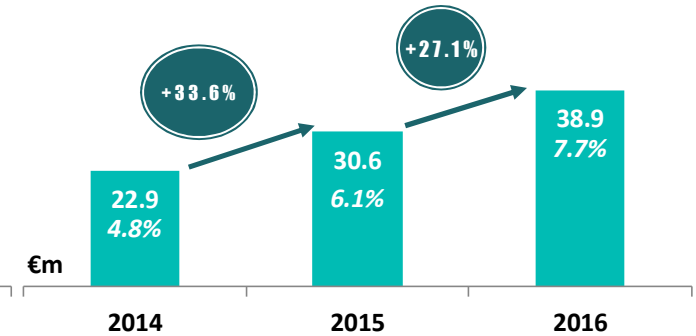
Revenue



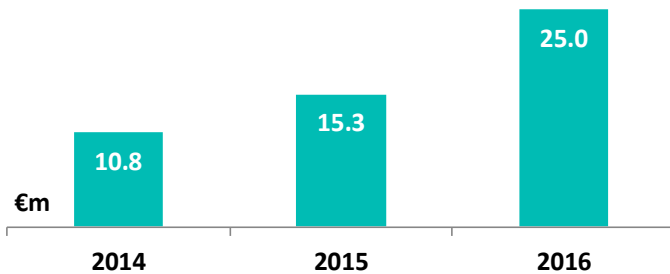
EBITDA



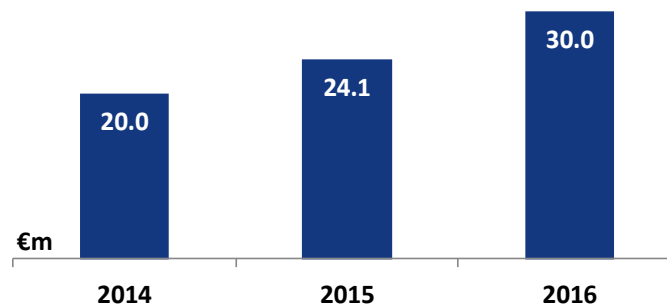
Recurring Operating Profit



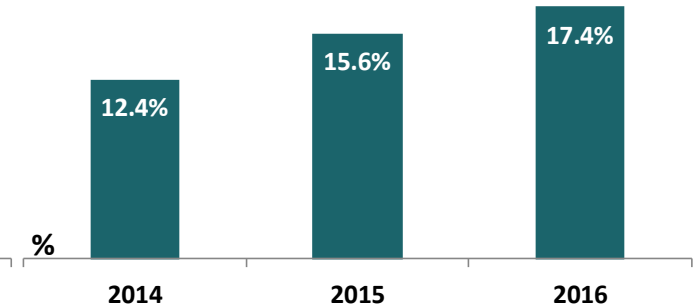
Attributable net profit



Cash flow

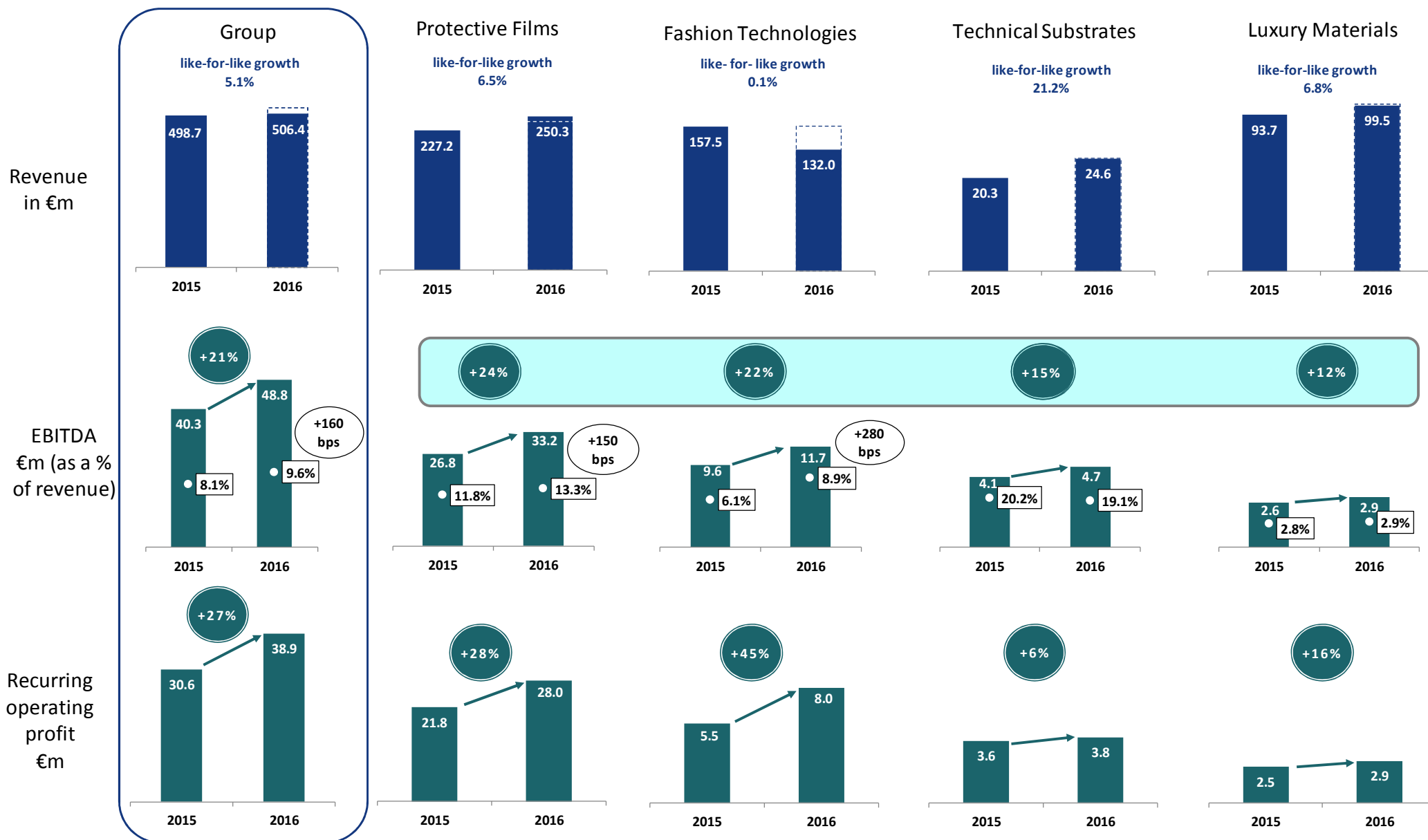


Return on capital employed (ROCE)

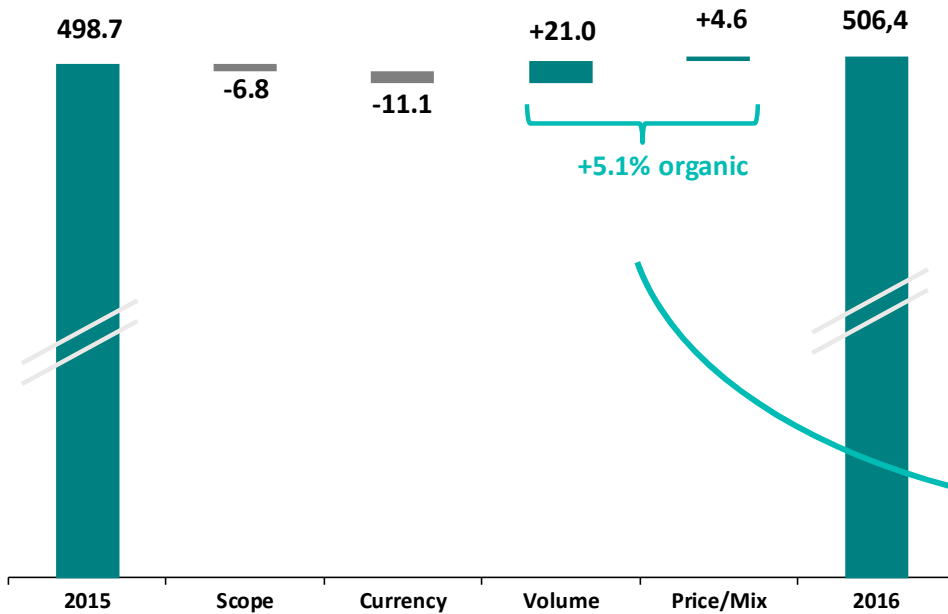


* Return on capital employed (ROCE) =
Recurring operating profit / Capital employed (Cf. page 53)

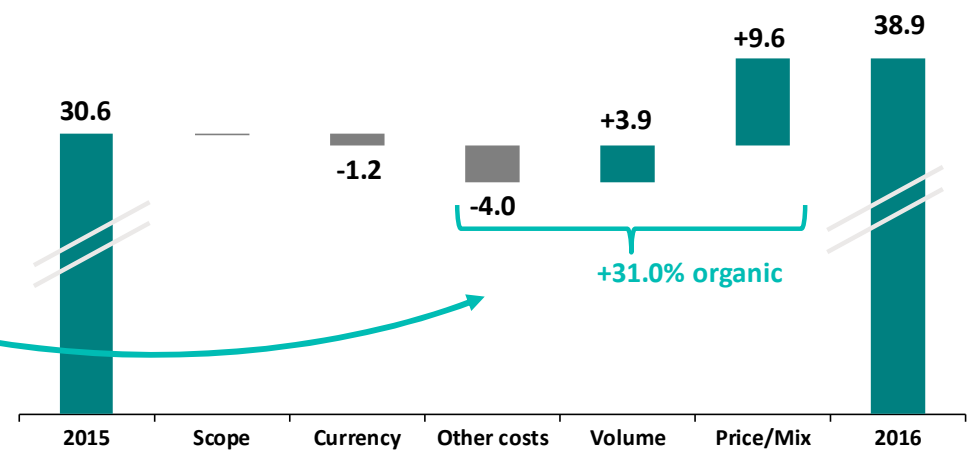
Double-digit EBITDA Growth Across All of the Group's Businesses



Revenue bridge (€m)



Recurring operating profit bridge (€m)

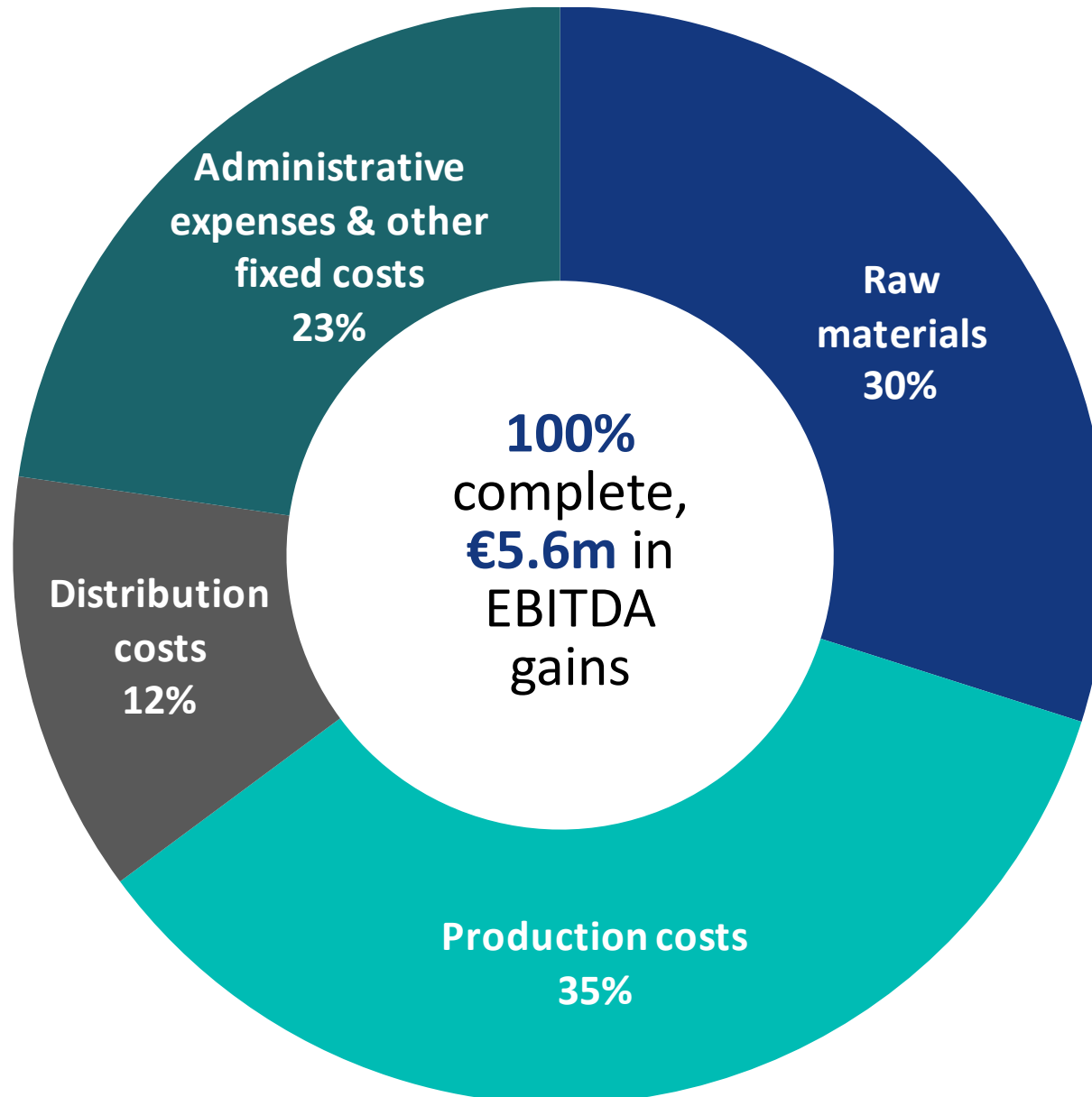


Main effects on revenue

- Scope Yak Trading disposal & Main Tape acquisition
- Currency Argentine peso
- Volume all businesses
- Price/mix mainly Protective Films & Luxury Materials

Main effects on recurring operating profit

- Currency negative impact on all businesses
- Other costs business growth at Protective Films
- Volume mainly Protective Films
- Price/mix all businesses

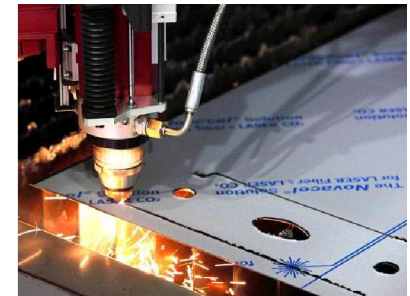




Chargeurs Protective Films

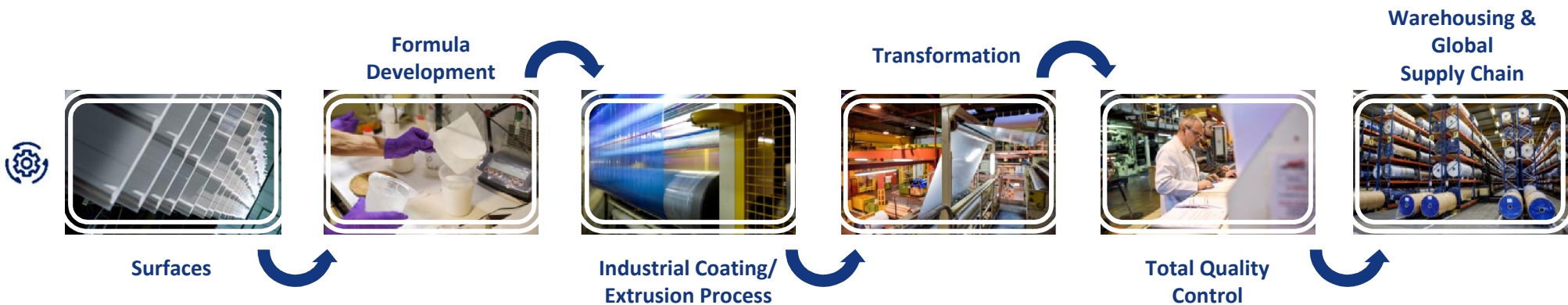
« The leading innovative coating solutions »

- Protecting numerous, constantly evolving, technical surfaces *in the construction, household appliances, automotive & electronics industries*
- Innovation in products (*e.g., fiber laser*) and processes (*e.g., machine coating*) coupled with bespoke customer service central to the differentiation strategy
- Global leadership extended with the acquisition of **Main Tape** in the United States in July 2016

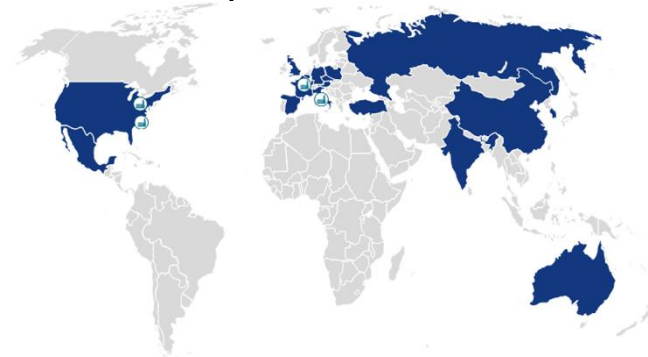


An expert manufacturer of self-adhesive plastic films used to protect surfaces at every stage of the transformation, handling, transportation and fitting process

- A comprehensive range of products developed by leveraging expertise in all the related technologies



- **Four main customer markets (and a dozen niche segments):** construction, manufacturing, automotive and electronics industries
- **Strategic focus on delivering innovation** and partnering customers by recommending bespoke surface protection solutions, with a constant commitment to sustainable development
- A global leader:
 - Over **90%** of revenue generated in international markets
 - Over **600** employees in some **20** countries
 - **4** production units: France, Italy, the United States (2)



Over €250m in revenue and 150-bps increase in EBITDA margin

<i>(in euro millions)</i>	2016	2015	Change	
Revenue	250.3	227.2	+23.1	+10.2%
<i>Like-for-like change</i>				+6.5%
EBITDA	33.2	26.8	+6.4	+23.9%
<i>As a % of revenue</i>	13.3%	11.8%		
Recurring operating profit	28.0	21.8	+6.2	+28.4%
<i>As a % of revenue</i>	11.2%	9.6%		

- Further improvement in product mix reflecting CPF's ongoing innovation drive, technological differentiation and broader global footprint
- High business volumes
- New production capacity in the dollar zone with the Main Tape acquisition in July 2016
- Efficient management of costs and currency effect



Chargeurs Fashion Technologies

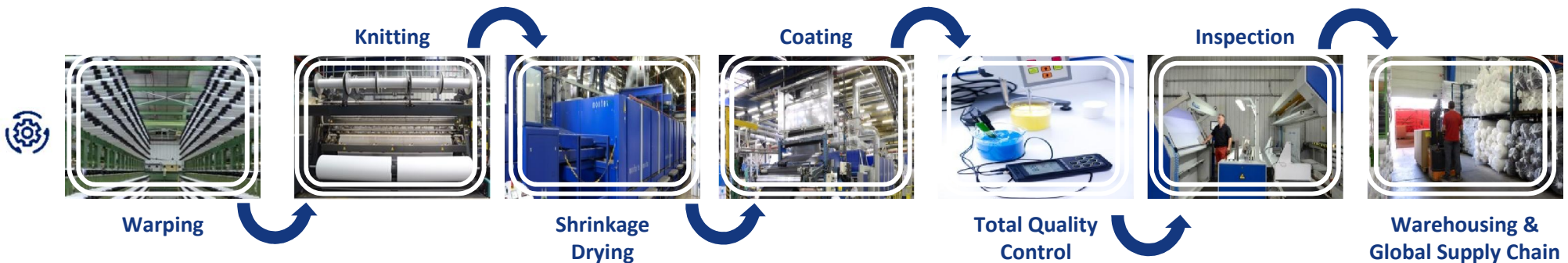
« IN'SIDE FASHION »

- Present in the products of over 1,600 leading brands in the luxury, bespoke and fast-fashion segments
- **Innovation:** interlining fabric made from recycled polyester yarn (**Eco'In**)
- Environmentally responsible products: 80% of products are certified **Oekotex Class 1-compliant**
- Expertise in all phases of the manufacturing process

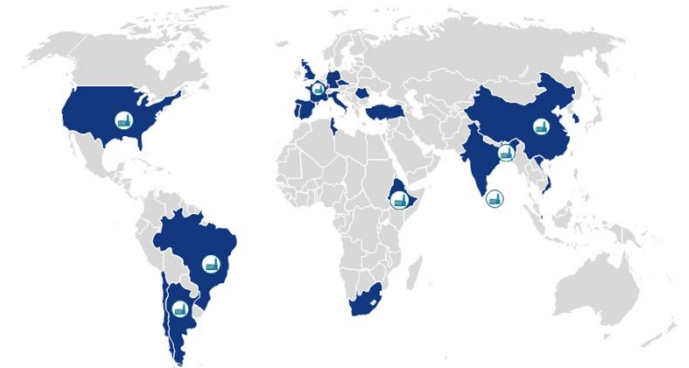


An expert in the production of interlining, the only technical fabric used by the apparel industry, which is essential to help garments keep their shape

- Vertically integrated production, to maintain **control** over all phases in the **production process**



- A **diversified customer base** that includes **prestigious brands**
- A **strategy** focused on high **value-added** production combined with a highly selective marketing approach and tight control over costs
- A "think global, act local" organization:
 - Some **90%** of revenue generated in international markets
 - Over **750** employees in more than **20** countries
 - **8** production units on **4** continents



Sharply improved operating performance: EBITDA margin up 280 bps and recurring operating profit up 45%

<i>(in euro millions)</i>	2016	2015	Change	
Revenue	132.0	157.5	-25.5	-16.2%
<i>Like-for-like change</i>				+0.1%
EBITDA	11.7	9.6	+2.1	+21.9%
<i>As a % of revenue</i>	8.9%	6.1%		
Recurring operating profit	8.0	5.5	+2.5	+45.5%
<i>As a % of revenue</i>	6.1%	3.5%		

- Continued implementation of selective marketing policy focused on the more profitable sources of revenue: withdrawal from the Yak joint ventures in China in the first half of 2016
- Transfer of Chinese manufacturing operations to CFT plant located close to Shanghai
- Full-year impact of restructuring plan launched at end-2015 and improvement in product mix (e.g., launch of 40-gauge interlining products in February 2016)



Chargeurs Technical Substrates An industrial champion

- A strong innovation culture embedded in the Group's business model:
 - Development of **EstoMpe®**, a coated fabric that selectively filters electromagnetic waves (GSM, WiFi)
 - **Capacity** increases to offer customers innovative solutions with a **5-meter width**



A European leader in its niche market for specialty technical textiles

- Senfa has 40 years' experience of functionalizing technical textiles, drawing on its expertise in two specialty areas – fabrics and chemicals – and its passion for innovation
- Proven expertise in building positions in emerging market segments: *digital printing, interior decoration and venue display*
- The specific formulation and manufacturing processes represent very high entry barriers
- Manufacturing facilities comply with the highest international standards
- Products enjoy a strong reputation and offer distinctive solutions
- Budget control processes are among the best in the market
- Senfa operates on a stand-alone basis with its own executive committee whose members represent the company's core competencies

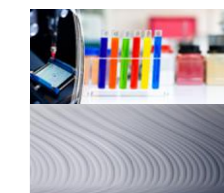
The keys to Senfa's market success:

- High-level expertise in textiles and technical coating technologies
- Unrivaled print quality
- Continuous product development to keep pace with market trends
- R&D department able to respond to customer needs by developing bespoke products
- Products whose quality & properties set them apart (e.g., blackout, soundproofing)
- Efficient and effective customer service
- A coated textile offering in widths of up to 5 meters

 Textile



Paste coating formulation



5-meter width coating



Inspection



Total Quality Controls



Warehousing & Supply Chain



Successful 5-meter width coating line and product innovations

<i>(in euro millions)</i>	2016	2015	Change	
Revenue	24.6	20.3	+4.3	+21.2%
<i>Like-for-like change</i>				+21.2%
EBITDA	4.7	4.1	+0.6	+14.6%
<i>As a % of revenue</i>	19.1%	20.2%		
Recurring operating profit	3.8	3.6	+0.2	+5.6%
<i>As a % of revenue</i>	15.4%	17.7%		

- More than 20% like-for-like revenue growth to some €25m
- EBITDA up by nearly 15%, reflecting tight control over costs and effective absorption of fixed costs associated with new coating line
- Improved operating performance, with recurring operating profit at €3.8m



Chargeurs Luxury Materials (previously Chargeurs Wool)

- Local and global expertise with a strict policy of transparent communications with suppliers and customers ("From the Sheep To the Shop"):



- Product quality and traceability: partnerships with local industrials
- Expertise deployed to meet the needs of leading brands and spinning mills

An enhanced business model since 2012

- Local and global expertise with a strict policy of transparent communications with suppliers and customers
- Expertise deployed to meet the needs of leading brands and spinning mills
- Chargeurs Luxury Materials is committed to supplying high quality, traceable products:
 - Partner combing mills are in the process of obtaining RWS certification guaranteeing the quality of our wool
 - We supply organic wool complying with Global Organic Textile Standards
 - In partnership with New Zealand Merino, we offer ZQ-certified wool, an exceptionally high quality fiber produced in a manner that conforms to the highest environmental and sustainability standards
 - We promote application of the highest standards of animal welfare and oppose mulesing practices both in Latin America and in Australia and New Zealand



Enhanced supply chain traceability program

"From the Sheep To the Shop"

A sharper focus on high-end products

<i>(in euro millions)</i>	2016	2015	Change	
Revenue	99.5	93.7	+5.8	+6.2%
<i>Like-for-like change</i>				+6.8%
EBITDA	2.9	2.6	+0.3	+11.5%
<i>As a % of revenue</i>	2.9%	2.8%		
Recurring operating profit	2.9	2.5	+0.4	+16.0%
<i>As a % of revenue</i>	2.9%	2.7%		

- Chargeurs Wool has been renamed Chargeurs Luxury Materials to underscore its expertise in high quality combed wool for customers at the luxury end of the apparel market
- Strategic focus on high quality, traceable and durable fibers, aimed at offering premium services
- Revenue of some €100m and operating profit up 16% at €2.9m

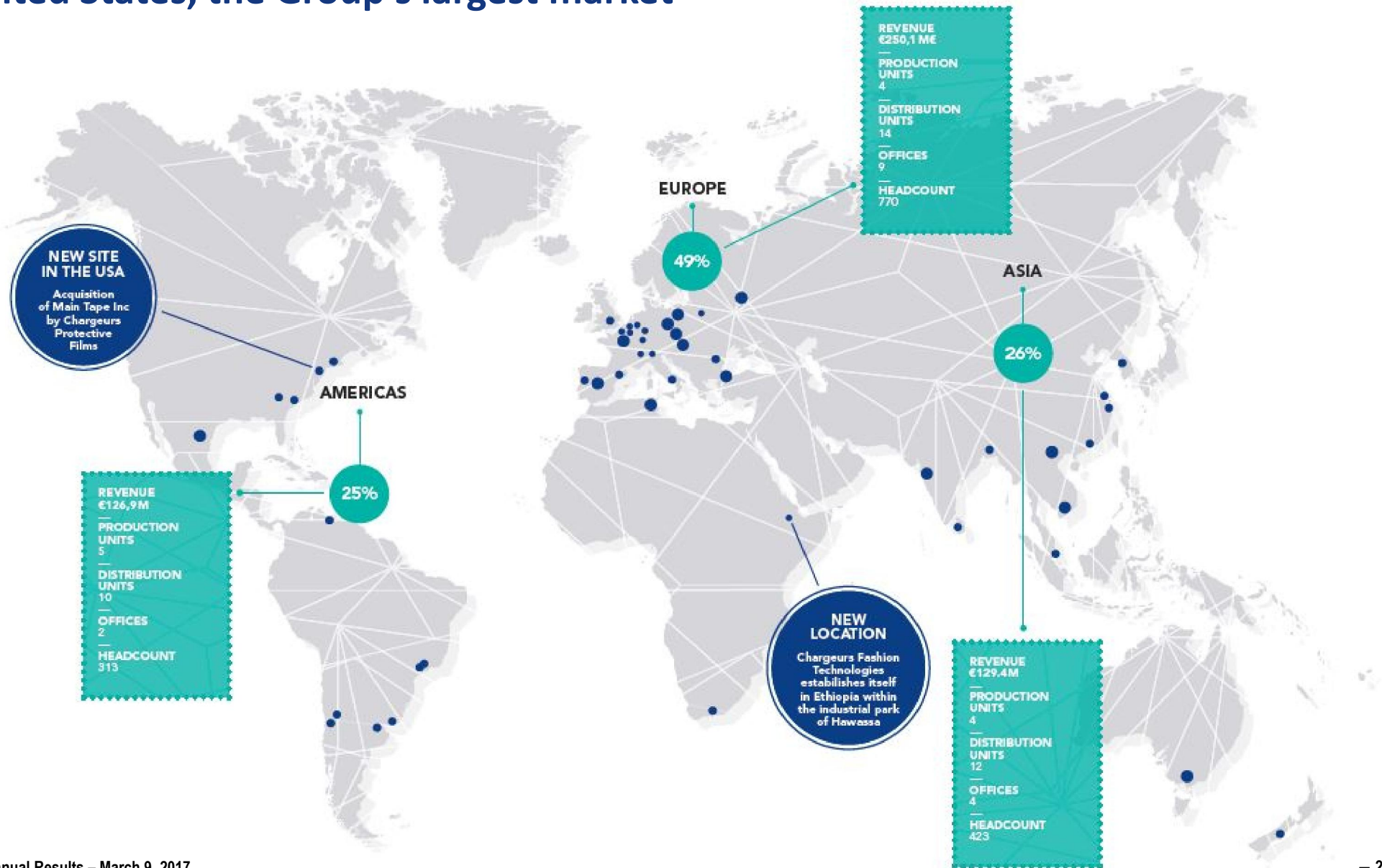


A Distinctive Performance and Growth Model

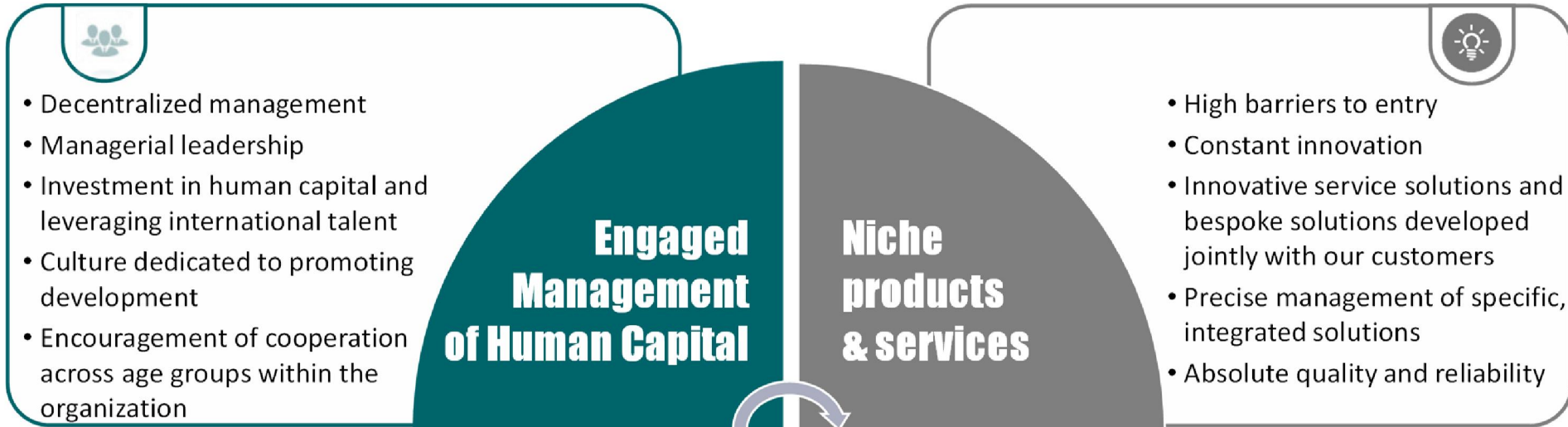
Michaël FRIBOURG

Chairman and Chief Executive Officer

United States, the Group's largest market



A sustainable global model focused on industrial excellence and differentiation



A WORLD OF NICHE MARKET LEADERS



Our mission

Develop niche products and services recognized as remarkable, innovative, reliable and specific in order to enhance the performance and the success of our customers

Our values

Commitment and total control to ensure **permanent reliability**, quality and operational excellence

A constant **passion**, to meet the specific and complex needs of our customers with sustainable solutions


A top-level **commitment** to the development of human capital, ethical and cultural diversity

Pinoneer ambition and **boldness**, served by a strong culture of innovation and continuous improvement of our industrial capacity

- Acting to meet an objective: to make Chargeurs an **excellent** diversified industrial group
- Day-to-day management of customers, products and talent, providing impetus **at grass-roots level**
- Very strong emphasis on implementing **effective** changes across the entire value chain
- Re-engineered **fundamentals** to embed a distinctive and lasting **corporate culture**



Developing high-end businesses that set Chargeurs apart from competitors

The Chargeurs business model		CHARGEURS PROTECTIVE FILMS	CHARGEURS FASHION TECHNOLOGIES	CHARGEURS TECHNICAL SUBSTRATES	CHARGEURS LUXURY MATERIALS	
OVERVIEW	Key niche market	Temporary surface protection	Garment interlining	Specialty technical textiles	High quality combed wool	4 key niche markets
	Number of market segments covered	10 Construction, automobile, household appliances, electronics	4 Luxury goods, apparel, fast-fashion, sportswear	4 Digital printing, architecture, home furnishings, individual protection	3 Luxury goods, apparel, sportswear	More than 20 global niche market segments
	Global position	No.1 worldwide	No. 2 worldwide	A European leader	No.1 worldwide	A global leader in highly specialized niche markets
GLOBAL INTEGRATION	% of revenue generated in international markets	> 90%	> 90%	70%	100%	> 90%
	Number of countries covered	> 70 countries	> 71 countries	> 30 countries	> 20 countries	Over 70 countries covered worldwide
	Number of countries where Chargeurs has marketing operations	> 50 countries	> 20 countries	> 20 countries	5 countries	Present in all regions of the world
HIGH BARRIERS TO ENTRY	High quality customer solutions	Industrial materials and surface protection	Garment interlinings and technical reinforcements	Functionalized technical textiles	High quality wool for garments	Providing not just products but integrated solutions to all customers
	A deep pre-sale and after-sale service network	11 Service Centers around the world	2'3 marketing subsidiaries	Around 100 distributors worldwide	5 marketing subsidiaries	A 100% customer-centric service culture
	Degree of product specificity	+++	+++	+++	+++	+++
	Level of qualitative excellence	+++	+++	+++	+++	+++
	Level of customer loyalty	+++	+++	+++	+++	+++
	Degree of customer portfolio diversification	+++	++++	++ to +++	+++	> 7,000 industrial customers served worldwide

Consolidating a new industrial excellence model

The Chargeurs business model		CHARGEURS PROTECTIVE FILMS	CHARGEURS FASHION TECHNOLOGIES	CHARGEURS TECHNICAL SUBSTRATES	CHARGEURS LUXURY MATERIALS	CHARGEURS
A CULTURE OF EXCELLENCE ACROSS ALL CORE PROCESSES	Use of cutting-edge technologies	+++	+++	+++	+++	+++
	Policy of continuous technological innovation	30% of products less than 5 years old	Creation of the world's thinnest interlining	Development of Decoprint products	Total traceability of wool sold to customers	A policy of continuous technological innovation embraced by all 4 businesses
	Cutting-edge equipment in key plants	Development of solvent emulsion	World's first ultra-thin (40 gauge) technical knitting machine developed in 2015	Creation in 2015 of a 5-meter width coating line	Pioneering development of superwash fiber stabilization equipment	Disruptive innovations in all Group businesses
	Globally balanced manufacturing footprint	2 sites in Europe 2 sites in North America	1 site in Europe 3 sites in Asia-Pacific 1 site in North America 2 sites in South America 1 site in Africa	1 site in Europe	4 industrial partnerships North America, South America, Asia	13 manufacturing units 4 industrial partnerships Global coverage
	Green innovation and production policy	Solvent recovery unit brought on stream in France in 2015	Recycled plastics production line brought on stream in 2016	EstoMpe®, a coated fabric that selectively filters electromagnetic waves	Total traceability of wool	Corporate social responsibility culture integrated into customer offering
	Number of R&D and Quality laboratories	4	7	1 (10% of subsidiary's employees)	4	More than 10 R&D centers
A DISTINCTIVE PERFORMANCE	Sustained increase in percentage of value-added products	✓	✓	✓	✓	High level of resilience
	First-class management team	+++	+++	+++	+++	+++
	High profitability levels (2016 EBITDA margin)	13,3%	8,9%	19,1%	Business analyzed based on ROCE metrics	9,6%
	High cash conversion rate	+++	+ to ++	+++	++ to +++	++ to +++
	Substantial return on capital employed	★★★★★	★★★★ to ★★★★★	★★★	★★★	★★★★



A Carefully Targeted and Efficiently Executed Growth Strategy

Olivier BUQUEN

Executive Vice-President, International Business Development and Acquisitions

- **A high-quality company with a significant presence across the United States and proven expertise in temporary surface protection**
 - Revenue of US\$27m in 2016, mainly from US operations
 - A comprehensive array of high-quality customer solutions
 - Four markets: metals, building & construction, specialty applications and automotive

- **Extended leadership in the Group's largest business and largest market**
 - A robust leadership position in the growing US market complementing the position held by CPF
 - An iconic brand that enjoys a strong reputation in the United States and products that represent a very good strategic fit with CPF's line-up
 - A second manufacturing facility in the dollar zone that improves the allocation of CPF's global production output
 - A plant located close to the airport and seaport in Newark, a fast-growing suburb of New York
 - A surgical transaction, reflecting the Group's prudent approach and disciplined financial culture
 - A positive contribution to profit from year 1

A methodical integration process enabling Main Tape to transition to Chargeurs' world-class manufacturing standards

- An integration process managed with the same rigor and attention to detail as the acquisition
- Monthly meetings of a steering committee made up of Group and CPF executives, to systematically review the various integration projects
- Transfer in progress of European manufacturing operations
- More effective quality systems have been introduced in Europe, maintenance processes have been upgraded and manufacturing processes have been improved

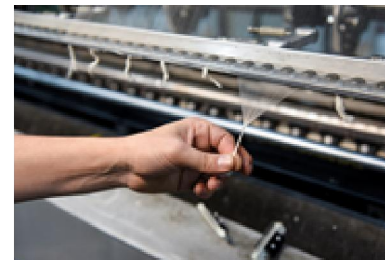
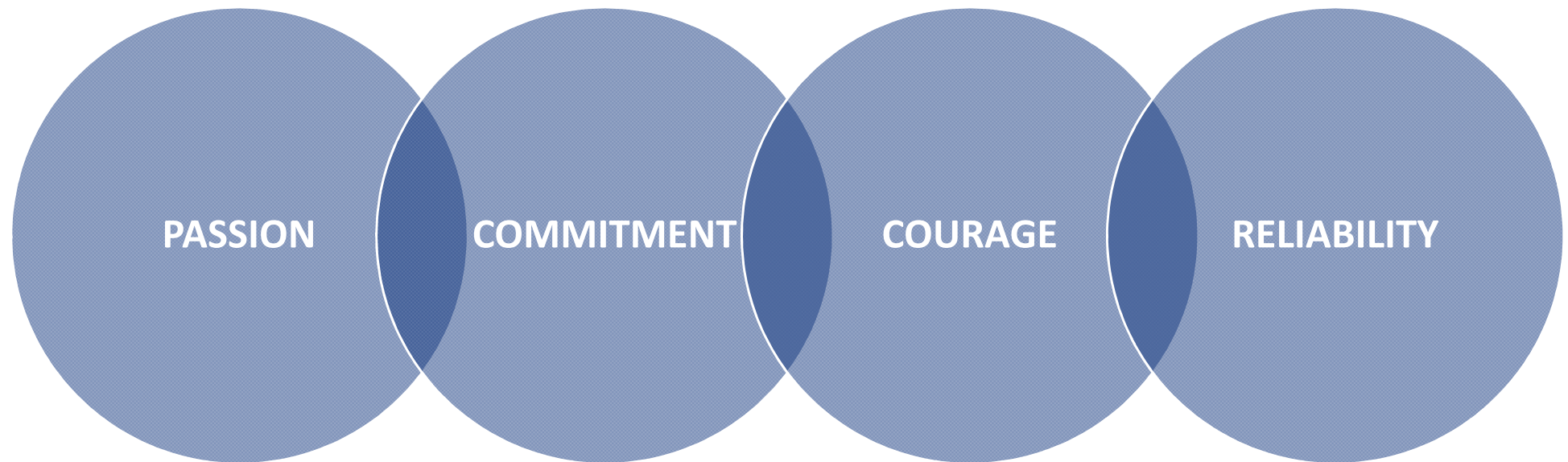




Lasting Competitiveness

Joëlle FABRE-HOFFMEISTER
Secretary General

Excellence environnementale



Human Development

- External hires to refresh or strengthen the skills base at corporate level and in the business units
- Role playing exercises to promote mobility and identify career plans and opportunities for potential high flyers
- Internal training and apprenticeship programs to facilitate the transfer of expertise
- Initiatives to facilitate transfers between professions and cross-functional projects to promote shared practices, the use of collaborative tools and the organization of inter-business seminars
- New structures to support the Group's development (Chargeurs Business Solutions)





Cédric Ratouis

Deputy Chief Financial
Officer



Benoist L'Epine

Project Manager for
the Chairman's Office

Chargeurs Business Solutions

Audrey Petit

Group Strategy Director
and Head of Chargeurs
Business Solutions



**Tiphanie
Heng**



**Hugo
Lafon**



**Thibaut
Vrignaud**

**Preparing
the longer term future**



Chargeurs Business Solutions

Audrey PETIT

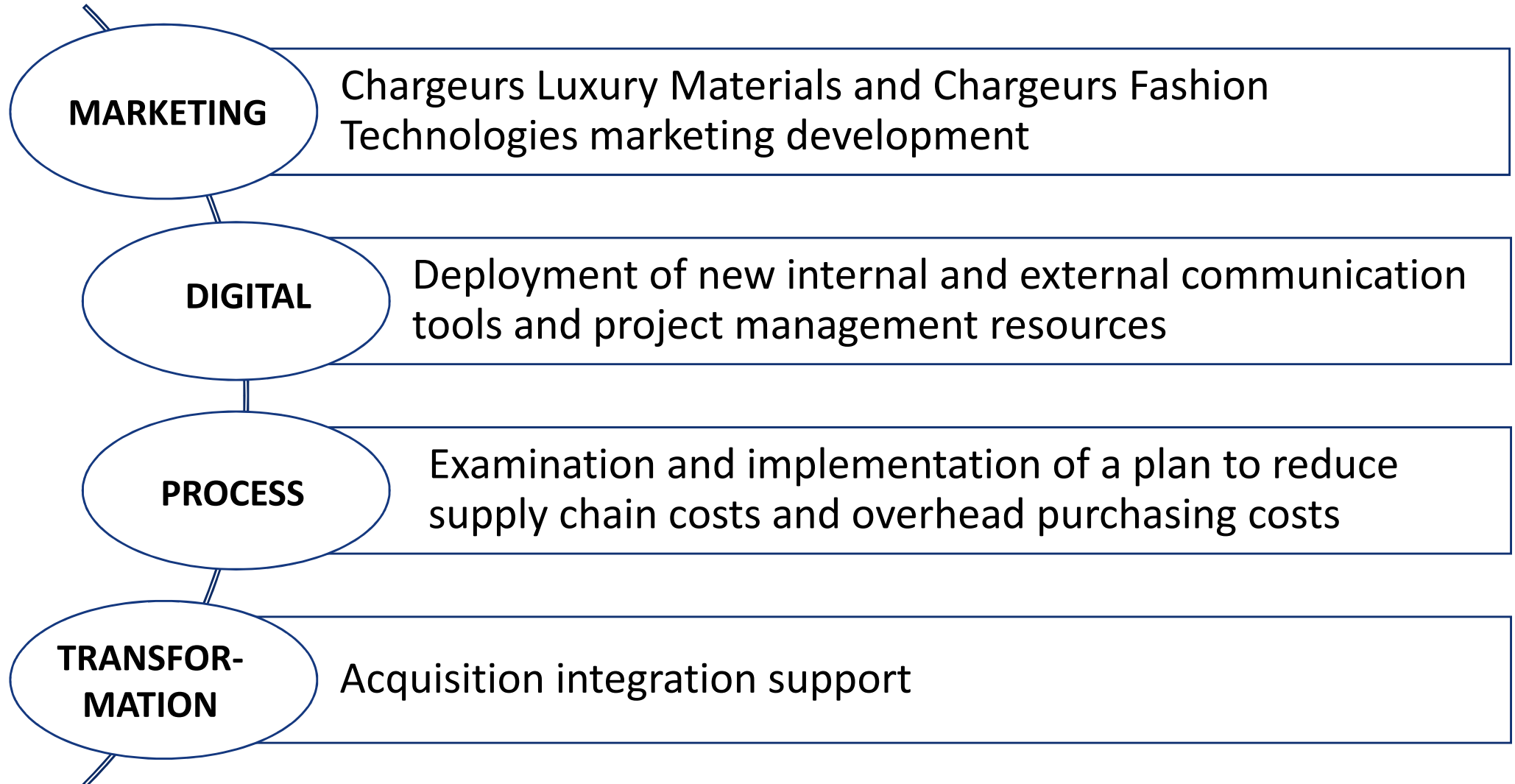
Group Strategy Director & Head of Chargeurs Business Solutions

- Implementing and improving the Chargeurs Business Standards
 - Specific internal projects with short term effectiveness and a medium-term impact
 - Deployment of the Chargeurs Business Standards in the Group's business units
 - Objective: promote implementation by all subsidiaries throughout the world

- Supporting the business units' teams in implementing high-impact projects such as:
 - Organizational upgrades
 - Cost management projects
 - Acquisition project support (pre-acquisition analyses and integration of the target)
 - Objective: provide the business units with greater flexibility and additional skill-sets

- Intervening at all points in the value chain:
 - A broad range of skills: marketing, CSR, digital, finance, strategy, etc.
 - Interventions that act as performance catalysts
 - Objective: boost collective intelligence and drive performance

Mission examples





A Robust and Disciplined Financial Culture

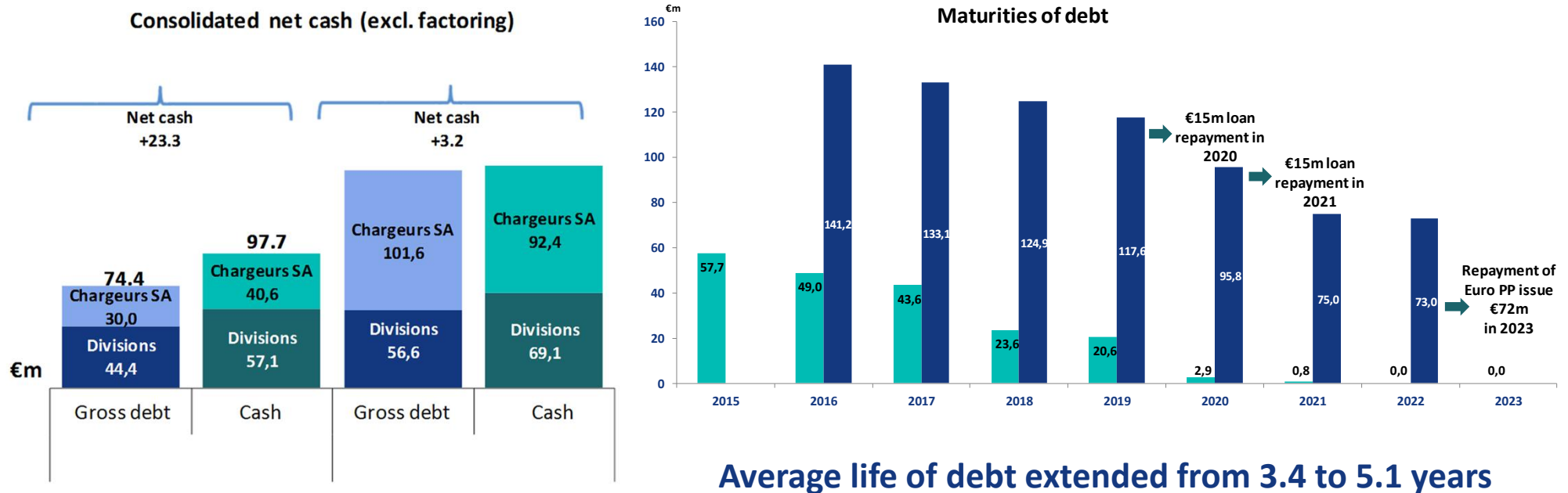
Rémy HUSSON

Chief Financial Officer

Cédric RATOUIS

Deputy Chief Financial Officer

A powerful financial position that was further strengthened in 2016



€123m in new Group financing in 2016:

- **€105m at parent company level**, including:
 - €72 million: two 7-year **Euro PP** repayable at maturity
 - €33 million: new 3- and 5-year confirmed **revolving credit facilities**, undrawn as of Dec. 31, 2016
- **€18m in funding for the divisions**, comprising medium-term bank facilities, lease financing and RCF
- Extension of existing debt maturities

■ A global policy to protect against customer risk and country risk

- Over 90% of revenue generated outside France

- ⇒ Credit insurance, wherever this is available (Coface, Euler Hermès)
- ⇒ Close monitoring of our assets in countries where a risk exists

■ Increasingly strict guidelines for managing currency risk

→ 46% of revenue in foreign currency, including a quarter in currencies pegged to the dollar
we have adapted our foreign currencies hedging strategies to the business model of each division in order to limit our exposure

→ **Limited impact of exchange rates on 2016 recurring operating profit**

- €11.1m reduction in revenue
- €1.2m reduction in recurring operating profit (after hedging)

- An operating culture that promotes cash generation
 - Tight control over the divisions' working capital
 - Continuous optimization of cash generation process

- Responsive support for newly acquired businesses
 - Cash pool funds made immediately available, in euros or foreign currency
 - Alignment with Group financial standards
(e.g., by September 2016, Main Tape had already joined the Group reporting system)

- A detailed budget control system that fosters accountability
 - An entrepreneurial performance culture promoted at all levels
 - At the same time as stringent reporting requirements

Strong improvement of profitability

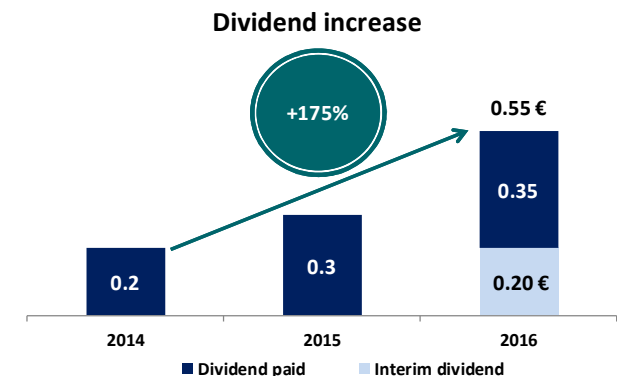
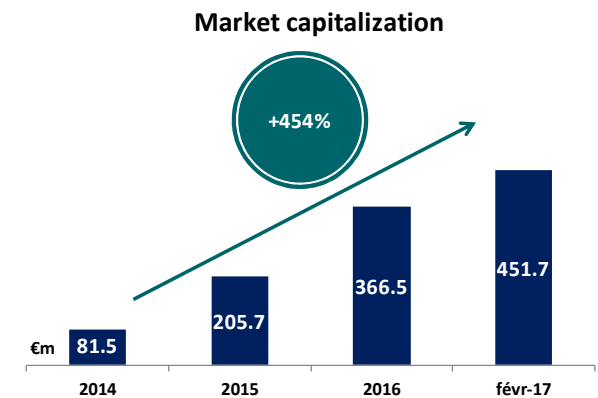
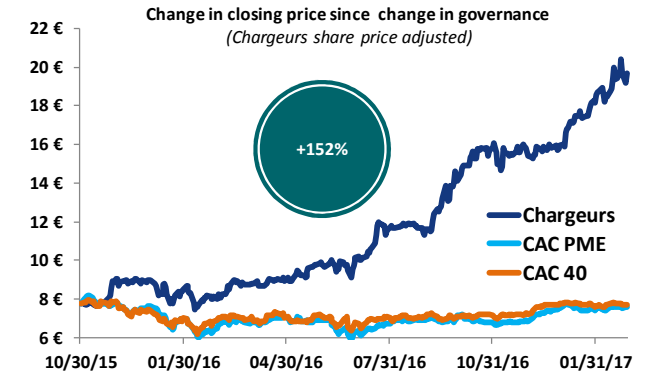
● Current Operating Income	€38.9m	+ 27 %
● Net Result	€25.0m	+ 63 %
● Net result per share	€1.09 /share	+ 40 %

Strong cash flow generation

● EBITDA	€48.8m	+ 21 %
● Cash flows from operations	€30.0m	+ 24 %

Proposed dividend at the next general meeting

- On the rise
 - excellent 2016 results
 - 2017 outlook with increase of the performance again
- **Proposal: €0.55/share** (of which €0.20 / share of down payment paid in 2016)





Outlook

Michaël FRIBOURG

Chairman and Chief Executive Officer

- Improved operating performance
- Ongoing innovation-led differentiation
- Increased financial headroom: liquidity buffer, longer debt maturities
- Ability to take up attractive acquisition opportunities
- 2017 guidance:

Revenue (excluding Chargeurs Luxury Materials) *	+
Recurring Operating Profit	++
Cash flow	+++

** Based on a comparable scope of consolidation and at constant exchange rates, barring any major global macro-economic upset*

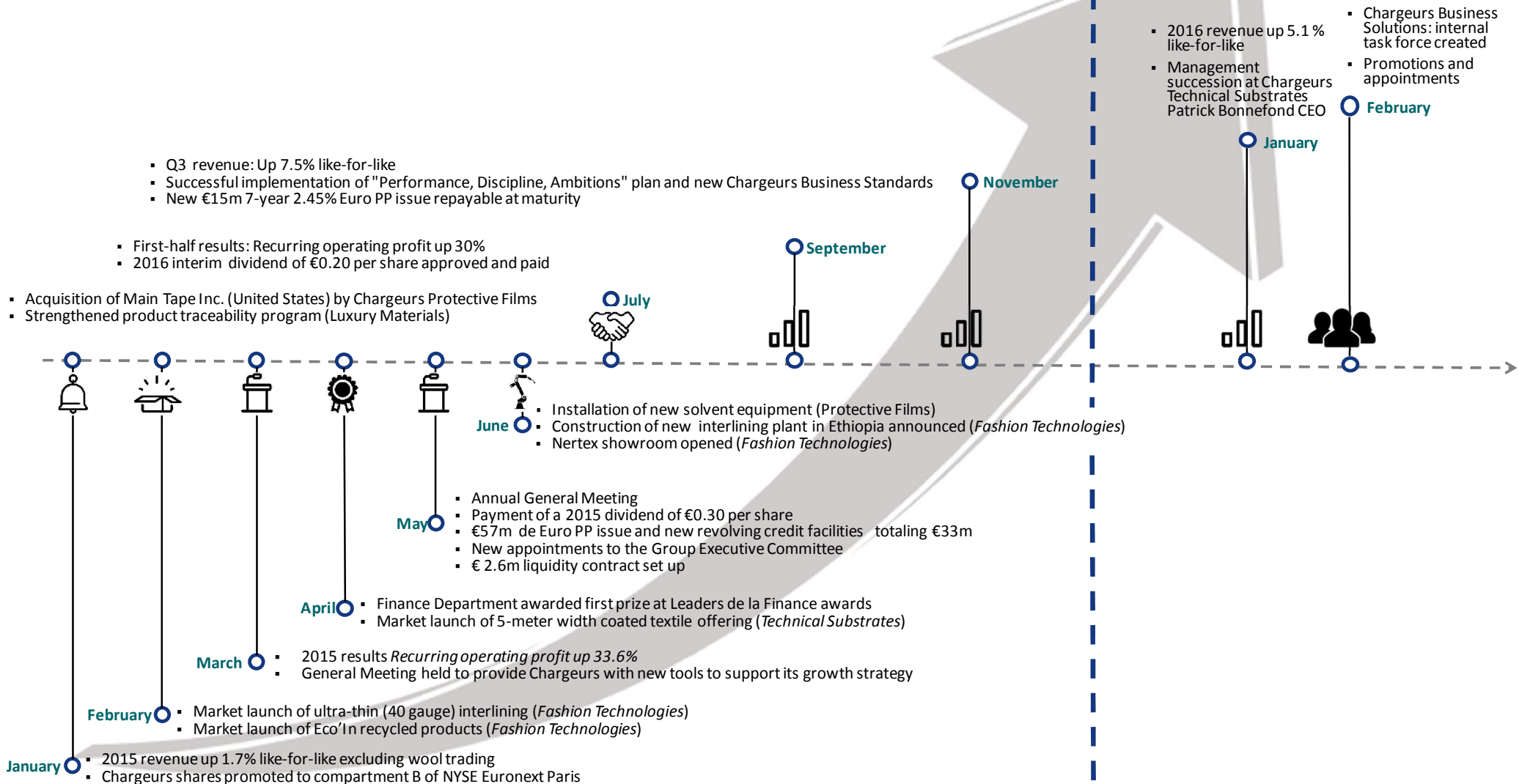


Appendices

Successful deployment and ongoing implementation of the "Performance, Discipline, Ambitions" Plan

2016

2017



The United States of America, the Group's largest market

<i>(in euro millions)</i>	2016		% change versus 2015	Comments
	Revenue	% of total revenue		
United States	91.7	18.1%	13.1%	Main Tape acquisition
Italy	74.0	14.6%	0.0%	
China & Hong Kong	49.6	9.8%	-18.6%	Disposal of Yak Trading
Germany	43.7	8.6%	-2.7%	
France	37.7	7.4%	6.5%	CPF & CFT
Top 5 countries	296.7	58.6%	0.1%	
Other countries	209.7	41.4%	3.6%	
Total revenue	506.4	100.0%	1.5%	

Strong earnings growth

<i>(in euro millions)</i>	2016	2015	Change	Comments
Revenue	506.4	498.7	7.7 1.5%	Up 5.1% like-for-like: improved mix and higher volumes
Gross margin	129.9	120.4	9.5 7.9%	Improved mix, higher volumes and efficient cost management
<i>As a % of revenue</i>	25.7%	24.1%		
EBITDA	48.8	40.3	8.5 21.1%	Cost-saving plan: lower fixed costs
<i>As a % of revenue</i>	9.6%	8.1%		
Depreciation and amortization	-9.9	-9.7	-0.2 2.1%	
Recurring operating profit	38.9	30.6	8.3 27.1%	Improved mix, higher volumes and efficient cost management
<i>As a % of revenue</i>	7.7%	6.1%		
Non-recurring:	-5.0	-6.6	1.6	2016: restruct. €(1.8)m; assets depre. €(0.9)m; dvpt. project €(2.0)m; others €(0.3)m
Operating profit	33.9	24.0	9.9 41.3%	
Finance costs and other, net	-2.0	-5.3	3.3	Deconsolidation of Yak joint ventures (€3.7m favorable impact) and optimized borrowing costs
Income tax expense	-4.9	7.4	-12.3	Deferred tax assets recognized for tax loss carryforwards: €2.2m in 2016 (vs. €13.2m in 2015)
Associates & JVs, non-controlling interests	-2.0	-10.8	8.8	Deconsolidation of Yak joint ventures (€1.7m negative impact) <i>(in 2015, goodwill impairment losses of €10.4m)</i>
Net profit	25.0	15.3	9.7 63.4%	

- Cost-saving plan, improved mix and higher volumes leading to increased operating margin
- 2016 non-recurring items: restructuring costs at Fashion Technologies and development costs
- Finance costs and other, net
 - increased financing, diversified sources, extended average life of debt (from 3.4 to 5.1 years)
 - lower cost of debt: 2.79% in 2016 vs. 3.02% in 2015
- Deconsolidation of Yak joint ventures (CFT): €3.7 million positive impact on "Finance costs and other financial income and expense" and €1.7 million negative impact on "Share of profits/(losses) of associates"
- Net profit up 63%

Cash flow up 24% vs. 2015

<i>(in euro millions)</i>	2016	2015	Comments
EBITDA	48.8	40.3	
<i>Non-recurring - cash</i>	-4.6	-5.4	Restructuring costs of €1.8m and development project costs of €2.0m
<i>Finance costs - cash</i>	-4.9	-4.2	Increase in financing and maturity extensions & lower average interest rate
<i>Income tax - cash</i>	-8.0	-5.9	
<i>Other</i>	-1.3	-0.7	
Cash flow	30.0	24.1	24% increase
Dividends from associates and JVs	0.3	0.3	
Change in working capital at constant exchange rates	0.8	8.0	Efficient working capital management
Net capex	-10.9	-12.9	Capex: €7m for CPF, €3.3m for CFT ad €0.6m for CTS
Free cash flow	20.2	19.5	
Dividends	-11.5	-3.2	2015 dividend: €6.9m & 2016 interim dividend: €4.6m
Changes in consolidation scope	-20.6	-1.1	Acquisition of Main Tape and deconsolidation of Chargeurs Yak Trading
Currencies	-0.4	0.3	
Other	-7.8	-1.5	Partial return of a guarantee deposit (€6m negative impact)
Total	-20.1	14.0	
Net cash and cash equivalents at beginning of period	23.3	9.3	
Net cash and cash equivalents at end of period	3.2	23.3	

- Strong cash generation used to finance additional restructuring operations, a business acquisition, investments in profitable existing businesses and an increase in the dividend

A very robust balance sheet structure

<i>(in euro millions)</i>	December 31, 2016	December 31, 2015	<i>Comments</i>
Intangible assets	92.1	78.5	€10.9m in goodwill on Main Tape acquisition, €2.6m favorable currency effect
Property, plant and equipment	61.8	55.9	Acquisitions: Main Tape (€4.5m positive impact)
Associates and joint ventures	15.0	18.1	Deconsolidation of Yak joint ventures (Fashion Technologies)
Net non-current assets	11.5	3.2	Return of guarantee deposit (€6m positive impact) and recognition of deferred tax assets (€2.2m positive impact)
Working capital	43.7	40.3	Efficient working capital management
Total capital employed	224.1	196.0	
Net cash position	3.2	23.3	Main Tape acquisition, sustained capex, 2015 dividend + 2016 interim dividend: €11.5 million negative impact
Net assets	227.3	219.3	
Equity (excl. non-controlling interests)	227.3	219.3	Profit for the year of €25m, less dividends of €11.5m and €3.3m negative adjustment to translation reserve
Equity	227.3	219.3	

Number of shares at December 31, 2016 22,966,144

- Two Euro PP issues for a total of €72m in 2016
- Additional 3- and 5-year confirmed lines of credit obtained for a total of €33m



“A WORLD OF”
NICHE MARKET
LEADERS



CHARGEURS

2017 Investor Calendar

April 20, 2017
(before the start of trading)

First-quarter 2017 financial information

April 20, 2017

Annual General Meeting

September 7, 2017
(before the start of trading)

First-half 2017 results

November 14, 2017
(after the close of trading)

Third-quarter 2017 financial information

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