

DISCIPLINE AND REINVENTION

_____ JUNE 2024



CHARGEURS

High Emotion Technology®

Disclaimer

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 and unforeseeable events such as changes and developments in:

- the health crisis across all the Group's geographies,
- the geopolitical backdrop,
- the economic climate,
- commodity prices,
- exchange rates,
- laws,
- demand in the Group's leading markets,
- new product launches by competitors.

The performance targets and estimated are also dependent on these unforeseeable events and are provided for information purposes only.

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

The risk factors that could significantly influence the Group's financial performance are set out in the Universal Registration Document, which is filed with the French Financial Markets' Authority (AMF) on an annual basis.

Where this presentation cites information or statistics from an outside source, it should not be interpreted to mean that the Group endorses such information or statistics or considers them to be accurate.



GENERAL OVERVIEW

1



The new shareholder structure opens a new chapter in the Group's value creation journey

A new operational configuration

- Four world leaders in the asset portfolio
- High-tech industrial assets, market leaders with critical mass
- Flexible assets that have remained profitable despite several crises, thanks to production facilities that have been streamlined and modernized since 2015

A new shareholder configuration

- The Groupe Familial Fribourg, along with long-term, top-ranking family and institutional partners, will support Chargeurs' entrepreneurial development
- With more than 2/3 of the capital, Groupe Familial Fribourg becomes the controlling shareholder of Chargeurs



Chargeurs, a diversified international holding company, leader in niche markets

**Our
ambition**

Be a global champion in niche industrial and service markets at high value-creation potential
Support our customers in their transformation towards a sustainable business model

TECHNOLOGIES



**Chargeurs Advanced
Materials**

World No.1 in
industrial process
films

2023 Revenue : €272.0m



**Chargeurs PCC Fashion
Technologies**

World No.1 in
interlinings for the
apparel industry

2023 Revenue : €193.0m

LUXURY



**Chargeurs Museum
Studio**

World No.1 in cultural
engineering and
production

2023 Revenue : €105.8m



Chargeurs Luxury Fibers

World No.1 trader of
traceable natural
fibers

2023 Revenue : €73.3m



**Chargeurs Personal
Goods**

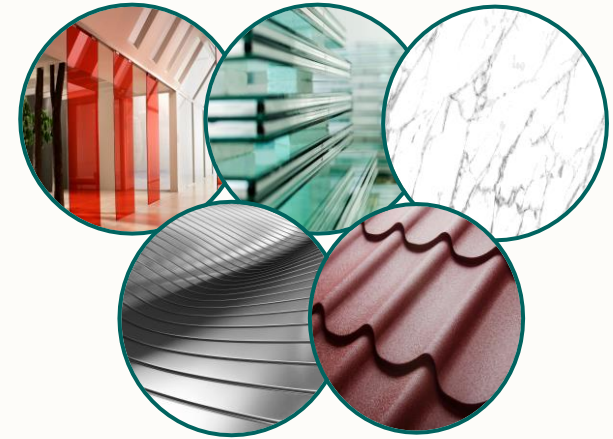
Premium personal
accessories

2023 Revenue : €9.0m

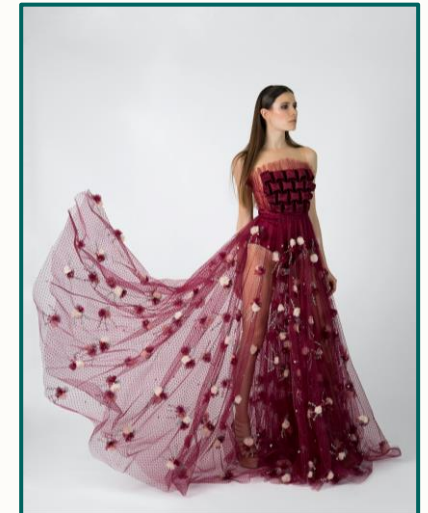
Our portfolio: high-tech industrial assets, market leaders with a strong global footprint (1/2)



A global leader with a strong brand serving more than 3,000 customers in 90 countries, and a recognized capacity for innovation to support customers, particularly in their decarbonization strategy



A world leader with a complete range of products and a range of high value-added services, backed by a strong capacity for innovation to meet the environmental and social challenges of the fashion industry



Our portfolio: a Luxury division with strong growth potential (2/2)



A cultural catalyst and global operator, with a broad portfolio of services to support cultural institutions in their strategy



Market transformation supported by a program based on a proprietary blockchain technology, securing the quality and traceability of wool fibers throughout the value chain



Brands with a rich history and high-quality craftsmanship positioned in the ultra-niche segment of Quiet Luxury, benefiting from iconic products with strong potential to expand the offering to an international clientele



Strong international footprint





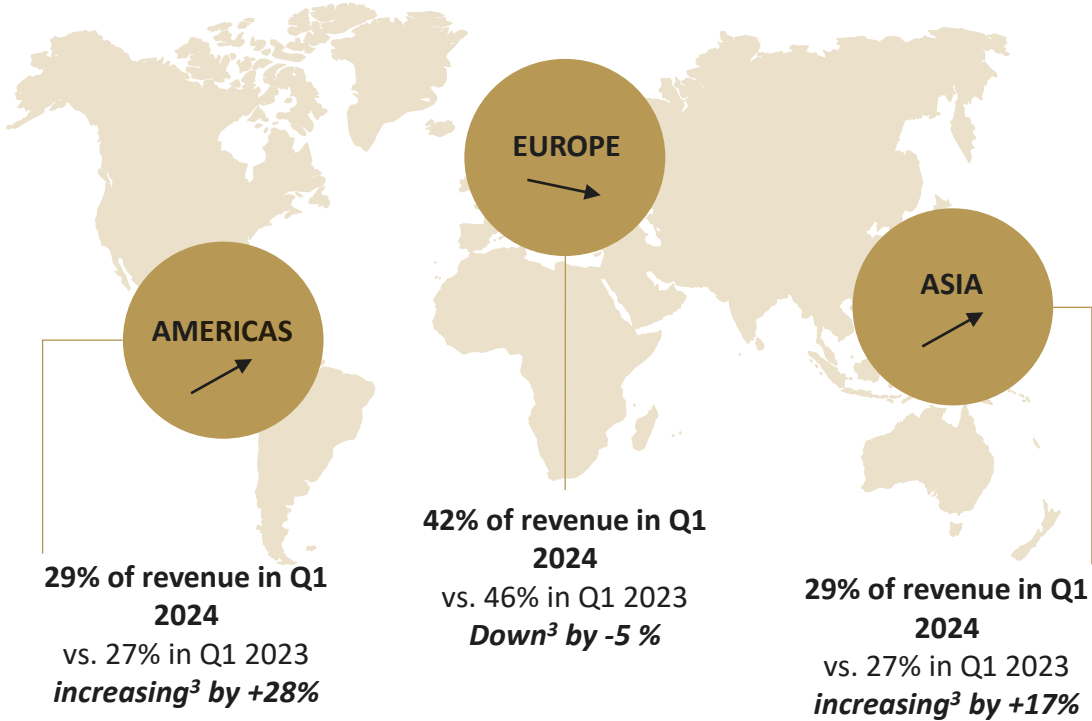
Q1 2024 BUSINESS UPDATE



Accelerated recovery in Q1 2024, with like-for-like revenue growth of +10%

The Group benefited from favorable economic conditions in the United States and Asia

| | 2023 | | | | Q1 2024 |
|-----------------------------------|---------------|--------------|--------------|-----------------|---------------|
| | Q1 | Q2 | Q3 | Q4 ² | |
| Like-for-like growth ¹ | | | | | |
| Technologies Division | -20.5% | -12.9% | -6.1% | +3.0% | +6.2% |
| Luxury Division | -9.9% | +22.6% | -12.6% | +13.9% | +20.2% |
| Chargeurs | -18.2% | -5.5% | -7.7% | +6.1% | +10.0% |



¹ All figures in this document have been restated for discontinued operations

² T4 proforma of CPG activities

³ like-for-like

TECHNOLOGIES Division:

Like-for-like revenue growth of +6.2% in Q1 2024

Advanced Materials

| €m | Q1 2024 | Q1 2023 | Change |
|----------------------|---------|---------|--------|
| Revenue | 72.4 | 70.7 | +2.4% |
| Like-for-like growth | | | +2.7% |

- Revenue returns to positive momentum, driven by continued rise in sales volumes
- Strong contribution from EMEA: CAM benefits from the region's ongoing recovery, following the start-up observed in H2 2023 in the Americas and Asia

PCC Fashion Technologies

| €m | Q1 2024 | Q1 2023 | Change |
|----------------------|---------|---------|--------|
| Revenue | 51.3 | 51.3 | +0.0% |
| Like-for-like growth | | | +11.1% |

- Strong like-for-like revenue growth driven by CFT PCC's continued strong sales momentum in Asia (+11%), which accounts for more than half of the division's revenue
- Stable revenue, on a reported basis, due to the negative impact of the devaluation of the Argentine peso last December.
- Order book sustained throughout the quarter, with levels higher than those recorded over the same period in 2023

LUXURY Division:

Like-for-like revenue growth of +20.2% in Q1 2024

Museum Studio

| €m | Q1 2024 | Q1 2023 | Change |
|----------------------|---------|---------|--------|
| Revenue | 28.2 | 20.9 | +34.9% |
| Like-for-like growth | | | +34.9% |

Sustained growth in all geographic regions:

- In the United States, major projects are progressing according to plan (National Air & Space Museum in Washington, Cleveland Museum of Natural History, National Coast Guard Museum Connecticut). CMS has also begun its first deliveries for the White House Museum
- Middle East: continued work on the Diriyah Gate in Saudi Arabia and the Grand Mosque in Abu Dhabi; work on the Saudi Arabia Museum of Contemporary Art was completed this quarter
- In Europe, deliveries continued on the Carlsberg Museum in Denmark and Trinity College Dublin projects, the main contributors to revenue in the 1st quarter

Luxury Fibers

| €m | Q1 2024 | Q1 2023 | Change |
|----------------------|---------|---------|--------|
| Revenue | 23.1 | 21.7 | +6.5% |
| Like-for-like growth | | | +7.4% |

- Second quarter of growth, benefiting from the upturn in conventional wool sales; the division also continues its selective marketing strategy to promote NATIVA™ Merino wool
- Launch this quarter of NATIVA™ cotton production in Europe, in response to growing demand from fashion brands for ecologically produced fibers

Personal Goods

| €m | Q1 2024 | Q1 2023 | Change |
|----------------------|---------|---------|--------|
| Revenue | 2.8 | 2.0 | +40.0% |
| Like-for-like growth | | | +5.0% |

(consolidation of Swaine in Q1 2024)

- Consolidation of the Swaine brand in Q1 2024, which now benefits from increased visibility following the opening of its flagship store in London and the expansion of its ultra-luxury product lines.
- Altesse Studio hairbrush collections record strong growth, driven by their listing in French department stores, testifying to the brand's success in the high-end haircare market

Cilander acquisition project: Made in Switzerland footprint in niche markets with high growth potential

- Finishing of high-end and complex textiles with high technological content for niche markets: military, interior design, sports, mobility, etc.
 - World-renowned Cilander expertise
- Emblematic ALUMO brand, renowned for over a century among leading tailors and specialist luxury brands for the quality of its shirt fabrics
 - A portfolio of complementary brands in the high-end apparel segments (Brennet, Eugster & Huber, Swiss Ghutra)



- Full-year normative revenue of approximately €20 million.
- This acquisition will perfectly fit within Chargeurs PCC Fashion Technologies' growth strategy. The operation is part of the preparation for the 2025-2030 strategic plan, which will be finalized and presented during Q1 2025.





●
**CSR, AN ASSET FOR
THE GROUP**



CSR, a key asset reflected in the achievements of our activities in 2023



Group's Employees

Helping them to be actors in their own development

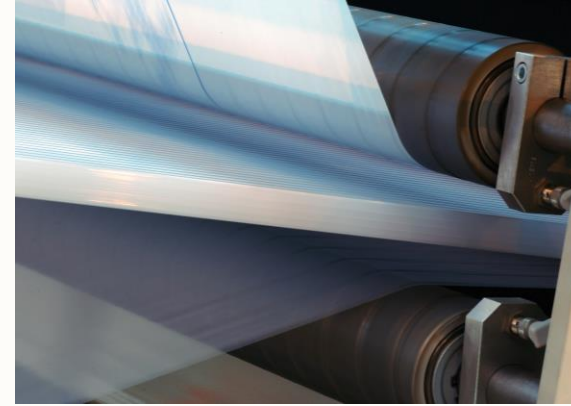
- **34.7%** of women
- **21h** of training per employee
- Group Safety Policy drawn up and closely monitored
- **100%** of employees have approved the Code of Conduct



Environnement

Reduce our impacts and promote circular economy

- CO₂ emission /Mm² : **-5.3%** vs.2022
- Water consumption(Mm³): **-6.3%** vs.2022
- Waste (Tons) : **-11%** vs.2022
- **272** NATIVA™ certified farms



Our products, services

Implement a sustainable and innovative business model

- **35%** of Group revenue generated with sustainable products
- CSR performance recognized (Ethifinance, Higg Index)



Territories

Build a sustainable world by collaborating with our stakeholders

- Reinforced Procurement policy
- **53%** of our suppliers are located in Europe
- Strong commitment towards local communities

Our CSR Compass

Group's Four Key Performance Indicators, aligned with ODD



SAFETY

Accident Frequency Rate

7.21



ODD 8.8 Decent work and Economic growth: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, particularly women migrants, and those in precarious employment.

SUSTAINABLE PRODUCTS

Part of revenue generated with sustainable products and services

35%



ODD 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

CO₂ EMISSION

CO₂ Emissions related to energy consumption

-5.3%

Tons CO₂ eq / Mm² of production vs. 2022



ODD 13.2 Integrate climate change measures into national policies, strategies, and planning

WATER CONSUMPTION

-6.3%

In Mm³ vs. 2022



ODD 6.5 Implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.



CONCLUSION

4



In 2024, we maintain an active vision of our portfolio while preparing a new strategic chapter to 2030

Chargeurs will build on its strengths

1

An invested and committed family shareholder base



2

A strong international power



3

A portfolio of world-leading assets



4

Reinventing the holding company model





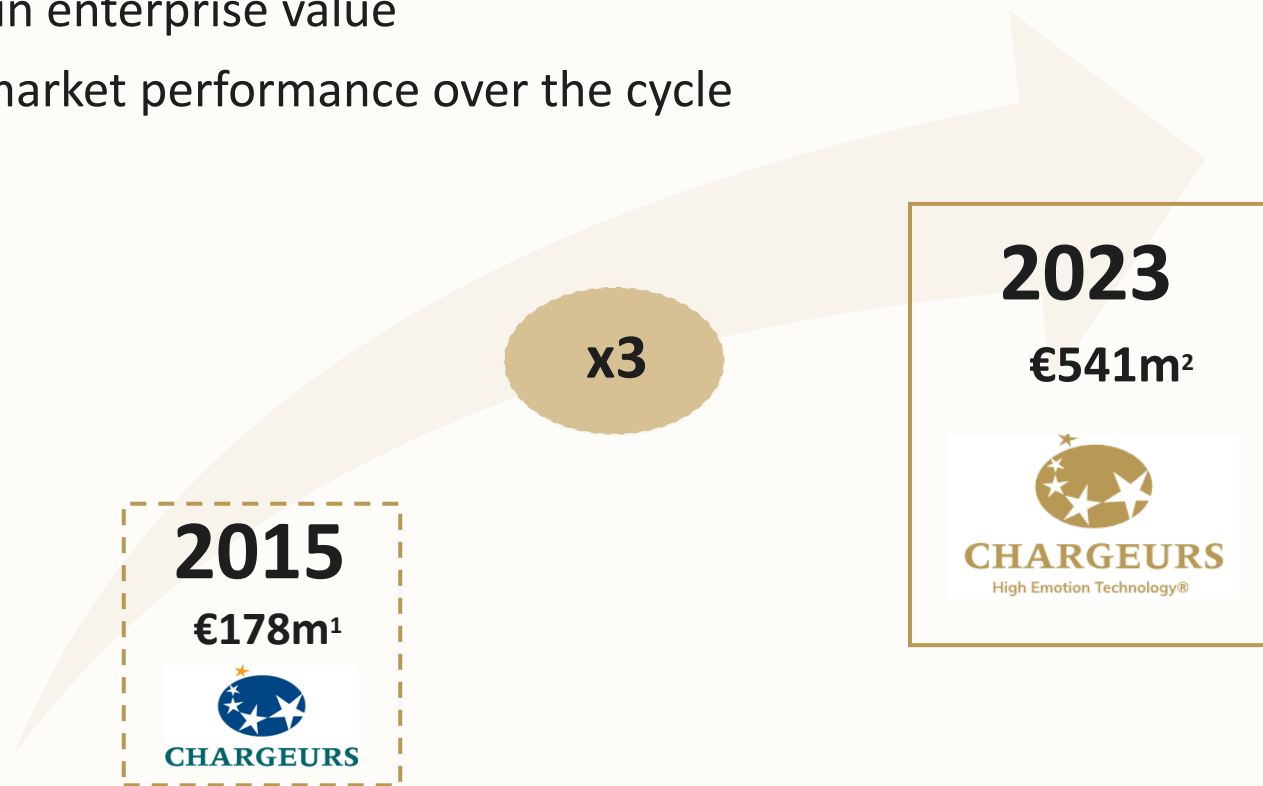
APPENDICES

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Chargeurs : its enterprise value has tripled since 2015

- ✓ The Group has invested in each asset of its portfolio, despite the crises, giving them the flexibility they need to continue to adapt and grow
- ✓ Strong growth in enterprise value
- ✓ Volatile stock market performance over the cycle



Increase in the average enterprise value of companies in the CAC 40 index over the same period: +63%



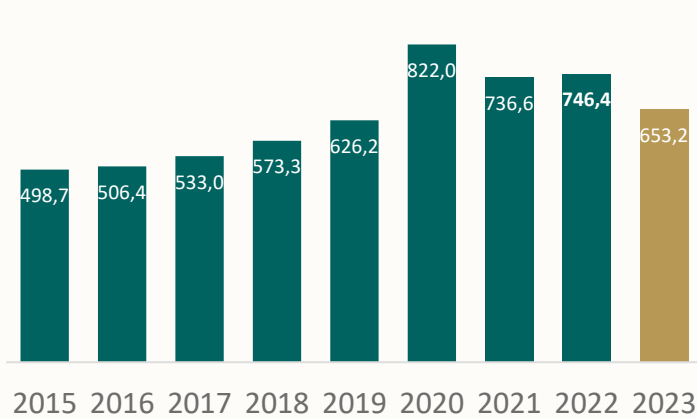
¹ Enterprise value of Chargeurs when Columbus holding became a shareholder on 30/10/2015

² Enterprise value calculation based on the offer price of €12 per share

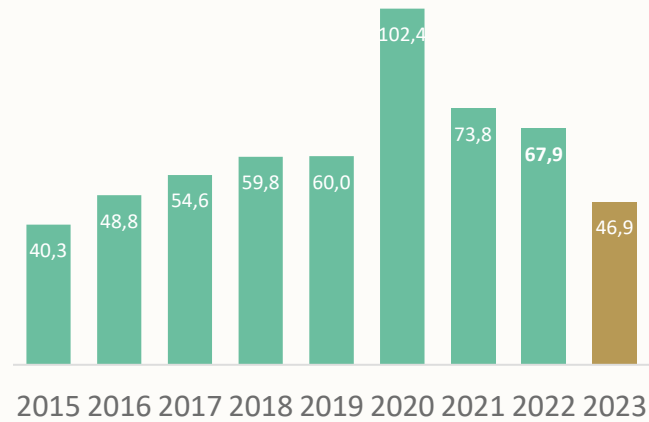
Financial Performance since 2015

In m€

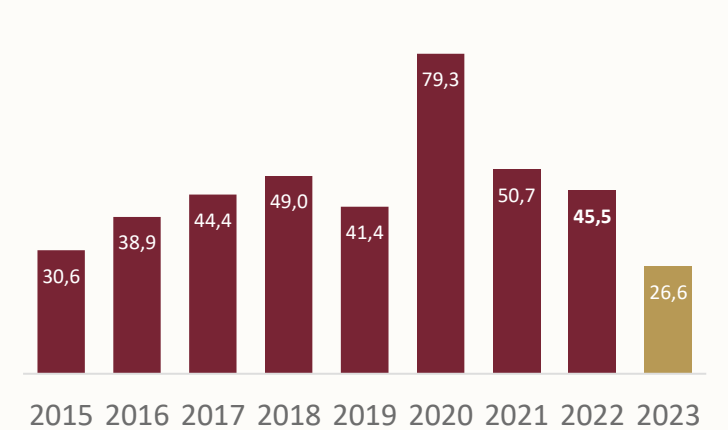
Revenue



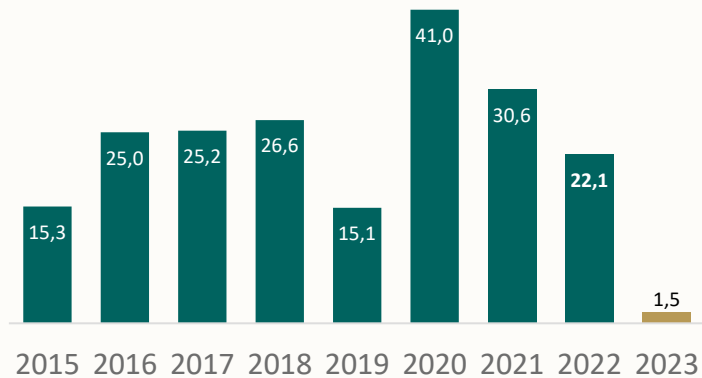
EBITDA



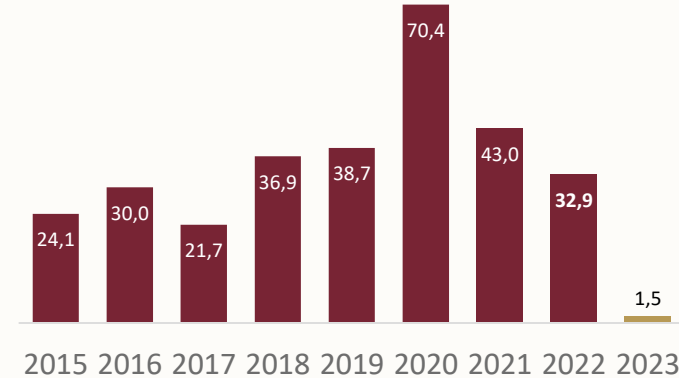
Recurring Operating Profit



Attributable Net Profit

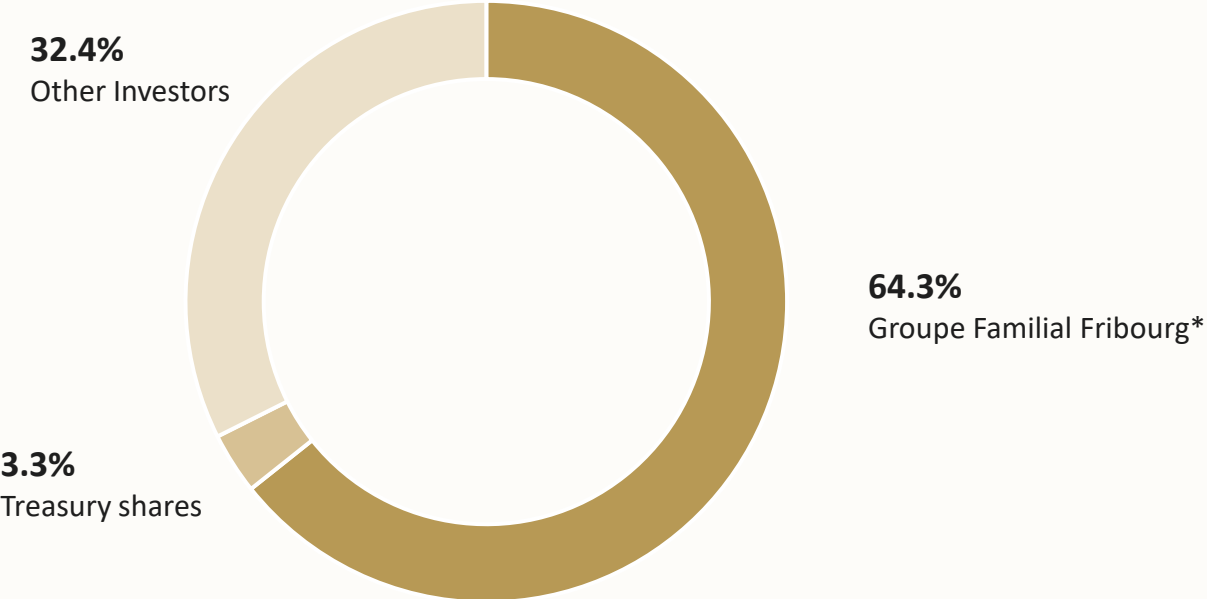


Net Cash from Operating Activities



Commitment of a family shareholding to long-term value creation

Groupe Familial Fribourg, controlling shareholder of Chargeurs group



As of April 9, 2024

*Through its subsidiaries Columbus holding and Columbus Holding 2



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