

COMPANY PRESENTATION

MARCH 2022

INNOVATION-DRIVEN WORK CULTURE

The legacy that SOMEC Group plans to protect and pass on is inherent in the Italian DNA of its people, interpreted as the energy for greater business innovation every day, and knowledge of the profession, which includes understanding materials and human capability.

The SOMEC Group is one of the world's leading experts in the construction of complex turnkey projects.

VISION

The world has been recognising the history and culture of Italian construction solutions for more than 2000 years [Marc Vitruvio Pollione, 80 BC-15 BC], thanks to generations of Italian engineers and craftsmen who contributed to history and innovation with their work.

The vision of the **SOMEC Group is to become** the hub of Italian **construction quality,** bringing together both corporate and knowledge-based processes, and industrial and craft expertise to create construction solutions sought by naval architects and civil engineers for the customers of complex turnkey projects around the world.

MISSION

The companies in the SOMEC Group strive for and place innovative tailored solutions at the centre of project activities. These solutions are the result of the technical. industrial and craft skills which their people possess.

VALUES

Many companies have practical project management and engineering capability, and achieve excellence thanks to expertise in the materials selected and the skills used to implement projects.

The SOMEC Group's mission is to earn a reputation as a loyal and reliable partner of excellence in Italy and abroad,

and as one of the world's leading players in highly-specialised construction projects.

The key value for the **SOMEC Group lies in the** freedom enjoyed by every individual, be it an engineer, specialist technician or craftsman, to continually seek out innovative solutions and processes, which characterise every project in order to facilitate the most successful outcome.



HISTORY IN DETAILS

Half

FROM LOCAL COMPANY TO INTERNATIONAL GROUP

SOSSAI MECCANICA IS ESTABLISHED BY **BROTHERS GILDO** AND ALDO

In the north-east of Treviso province - Italy the Sossai brothers expand the family business producing timber and aluminium windows and doors, and glazing.

REPUTATION GROWS. AS WELL AS THE ORDER **BOOK IN THE MARINE** GLAZING MARKET

Thanks to an increase in international orders for new cruise ships, SOMEC's reputation as a marine glazing specialist keeps growing, and results in services being added to refit glass enclosures on ships, or upgrade and refurbish ships already in service.

NEW MANAGEMENT

The shareholder base is consolidated with the arrival of Oscar Marchetto and co-opting of the directors Gian Carlo Corazza (COO) and Alessandro Zanchetta (CFO), who remained after the senior management issues. The team secures operations, manages losses and focuses on increasing shipbuilding orders.

BUOYANT **SHIPBUILDING INDUSTRY** _

The team is successful and the sector flourishes. entry onto supplier lists in

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SOMEC APPROVED FOR SHIPBUILDING VENDOR LIST

Somec enters the running for the Fincantieri contracts in Obtaining approval for the shipbuilding vendor list is complex, but the company achieves its goal.



OWNERSHIP CHANGE

The company has been suffering due to the recession resulting from the subprime market crisis Ownership passes to a group of local entrepreneurs.

WHERE SKY **AND SEA MEET**

SOMEC launches its new business strategy to extend its cruise ship offering, by adding kitchen equipment and interior furnishings.

SOMEC TAKES **OVER OXIN**

Thanks to an industry opportunity SOMEC takes over Oxin, a supplier of bespoke on-board kitchen systems. This specialist area involves the complex integration of on-board equipment, and has high market entry criteria given the strict hygiene and safety standards.



Geographical scale increases, as well as the criteria to gain a shipbuilding industry dominated by a few companies in Europe, the United States and the Far East.

SOMEC TAKES **OVER INOXTREND AND CREATES** A START-UP

The skill and specialist knowledge of suppliers such as SOMEC is increasing. The continuous search for opportunities leads to the takeover of Inoxtrend, a Veneto-based company offering professional kitchen equipment, particularly ovens. Hysea is established as a startup focusing on marine projects in public areas.

SOMEC TAKES **OVER TSI AND COMPLETES ITS** SEASCAPE **STRATEGY**

Total Solution Interiors (TSI) is taken over, which specialises in the design, production and installation of interior furnishings for public areas on board cruise ships, completing the implementation of the Seascape strategy that started with Oxin and Hysea.

SOMEC LAUNCHES A NEW **GROUP IDENTITY**

The Board of Directors approves the purchase of a majority share in Bluesteel, a company specialising in engineered systems for facades, and window and door systems, and finalizes the purchase of 100% share of various subsidiaries (Primax srl, Inoxtrend srl and Hysea srl). New communication and identity strategies are formed and published to raise the SOMEC Group's new profile. SOMEC Group obtains ESG (Environmental, Social & Governance) rating.

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STOCK MARKET **LISTING AND NEW TAKEOVERS**

In May SOMEC is listed on the Italian stock exchange (AIM) as an engineering company. Fabbrica LLC, a major player in engineered systems for building façades, is taken over. Alberto De Gobbi and Claudio Daniele, who are from Treviso and have been in the States for 25 years, join the Group and SOMEC returns to its original business with a very promising opportunity in the USA. Primax is also taken over, which specialises in kitchen and refrigeration equipment.

THE GROUP **EXPANDS AND CONSOLIDATES ITS CENTRALISATION**

Lockdown provides management with an opportunity to consolidate the Group's centralisation of some departments, and to improve its synergistic approach. The following are taken over during the year: Pizza Group, to integrate the kitchen equipment offering with pizza oven hardware; Skillmax, to acquire interior design expertise; Gico Grandi Impianti Cucine, to add expertise in catering and hospitality to that of on-board kitchen equipment. Fabbrica Works is established, where production specialises in glass envelopes. SOMEC shares are traded on Euronext Milan.

THE HUB **OF ITALIAN CONSTRUCTION** QUALITY

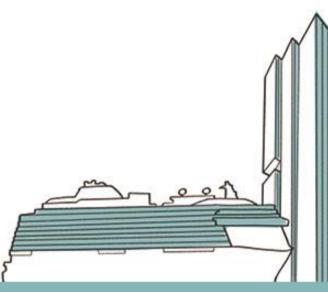
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In the near future SOMEC will be focusing on supporting and consolidating the Group's new vision - to become a benchmark for the implementation of construction solutions for complex turnkey projects throughout the world.

THE GROUP

SEGMENTS AND COMPANIES

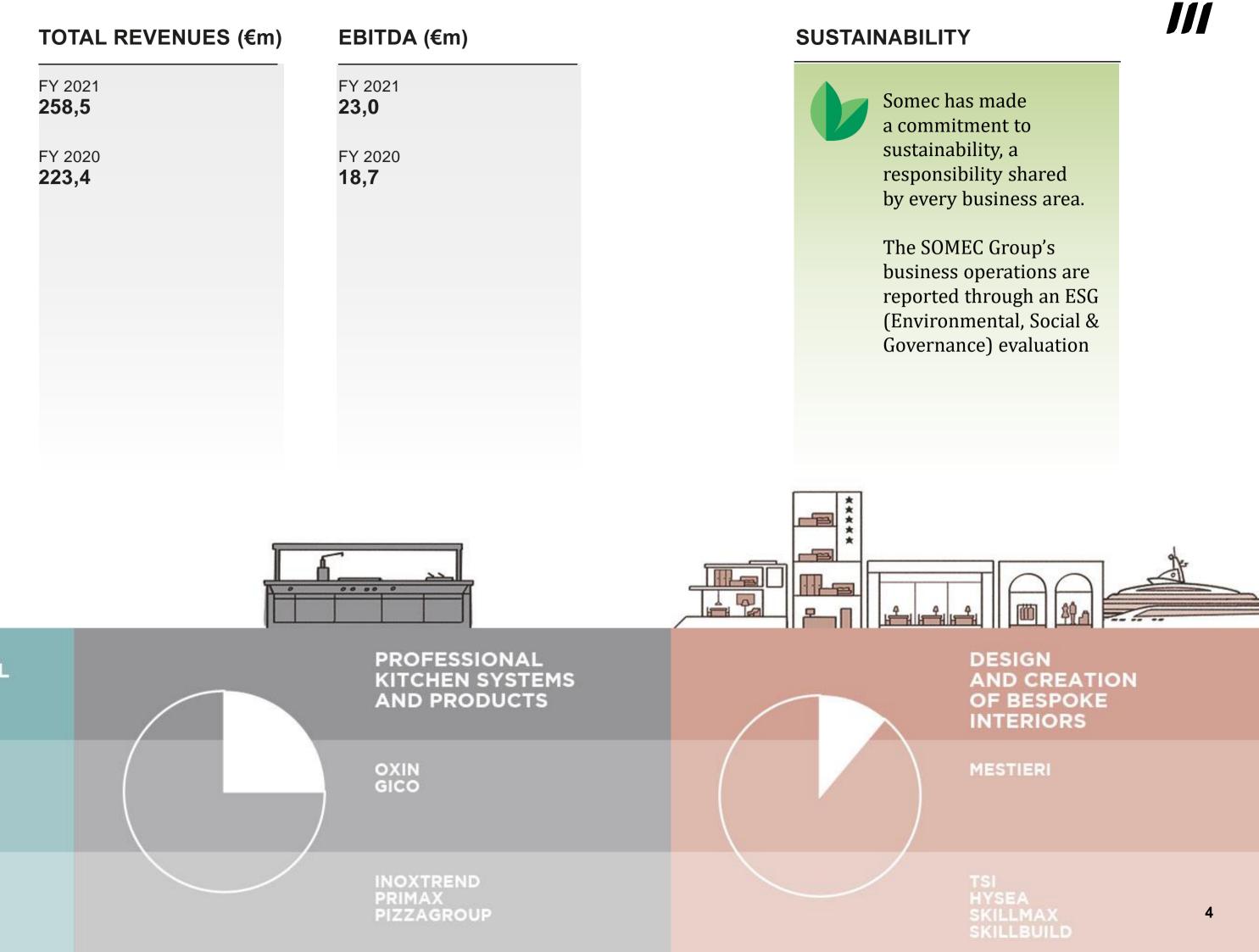
Buoyed by a reputation built on the results of corporate growth and development, the SOMEC Group has become a world of **companies** specialising in three macro segments:



ENGINEERED SYSTEMS FOR NAVAL **ARCHITECTURE AND BUILDING FAÇADES**

SOMEC NAVALE FABBRICA BLUESTEEL

ATELIER DE FAÇADES FABBRICA WORKS NAVALTECH SQUADRA



PROJECT CYCLE

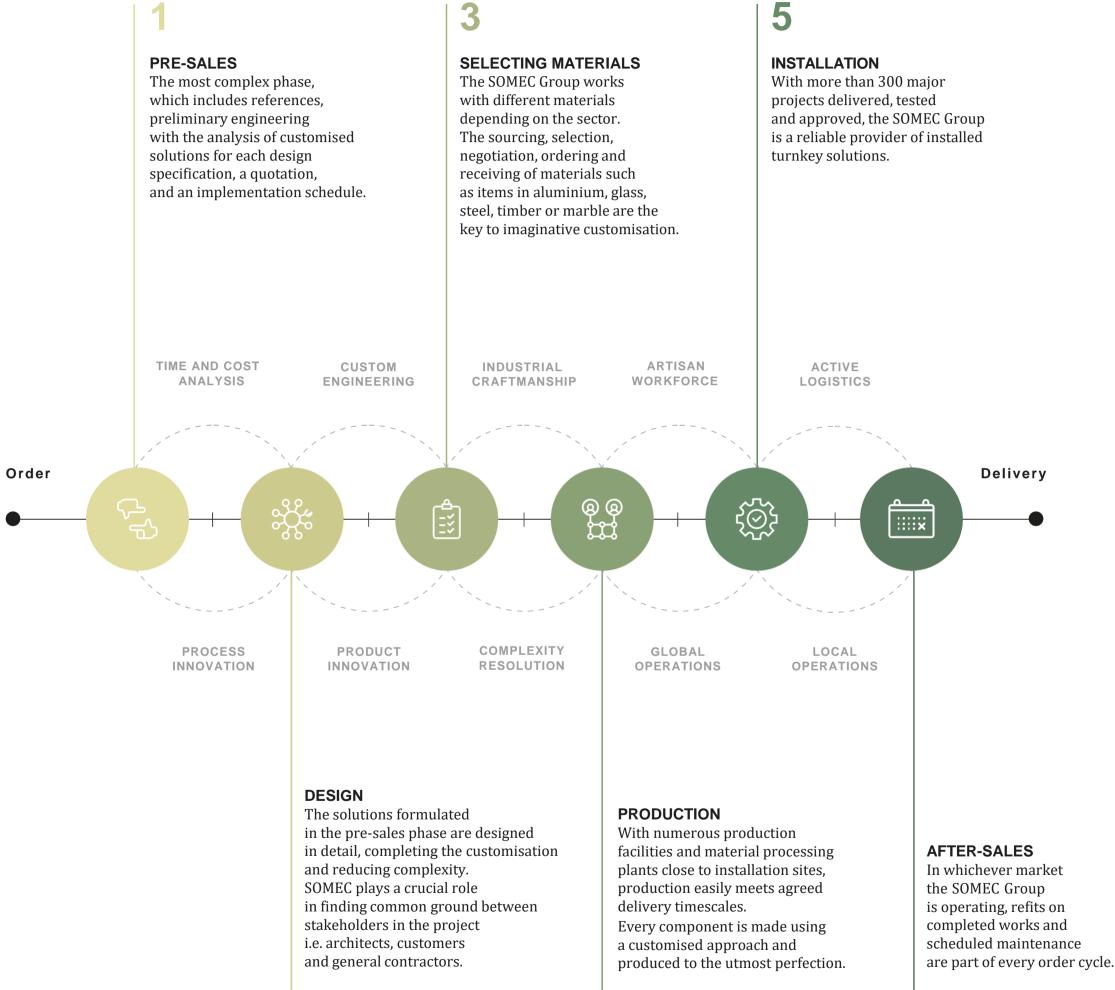
The operational model for a *complex turnkey construction project* is common to all of the SOMEC Group's business areas, with increasingly stringent compliance requirements and variable delivery timescales depending on the *end market*.

The marine and civil **<u>engineering DNA</u>** that has formed in some companies over years of accreditation and complexity, assists the SOMEC Group in being a reliable partner in new projects.

<u>6 phases are common to all of the Group's</u>

orders, in line with a continuous cycle of improvement led by management and directed at margins and scalability.





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TOGETHER FOR A SUCCESSFUL BUSINESS

Since 2013 the SOMEC Group management team have been committed to a long-term growth strategy, with a shared vision of maintaining the company's standing as a hub of Italian construction quality, operating in its project implementation segments, alongside each other in delivering and sharing the same operational model.



OSCAR MARCHETTO CHAIRMAN & CEO

Italian and serial entrepreneur. Majority shareholder of SOMEC SpA, he heads the Group along with the shareholders and management team, with whom he pursues his vision for SOMEC as a major Italian construction hub, continually expanding towards ever broader horizons.



GIAN CARLO CORAZZA **BOARD DIRECTOR** & SOMEC NAVALE **GENERAL MANAGER**

Custodian of the Group's shipbuilding DNA, he has led SOMEC to a global leadership position in the sector in 26 years of activity, and can boast more than 320 successes in ship-related orders completed and delivered at home and abroad.



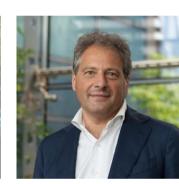
ALESSANDRO ZANCHETTA **BOARD DIRECTOR** & GROUP CFO

With a degree in business administration from Venice Cà Foscari University, he entered the world of glass surfaces and glazing by handling the Administration and Finance department for an Italian multinational which is a major player in the production of continuous façades and glass envelopes for civil engineering projects. In 2008 he joined SOMEC as Financial Director and member of the Board of Directors, and is responsible for Administration and Finance.



DAVIDE CALLEGARI GROUP GENERAL MANAGER

Following a degree in business administration from Venice Cà Foscari University he joined SOMEC as the Group's **Operations Director**, and also looked after integration projects as General Manager of various supporting companies. He is currently the Group's General Manager responsible for the companies operating in the Kitchen Products and Bespoke Interior Design segments.



DIEGO FRATTAROLO GROUP DIRECTOR HR. ORGANIZATION & ICT

After graduating in business administration from Venice's Cà Foscari University he held the position of Director of Human Resources, Purchasing and General Services, first for an engineering group in Friuli, then for a leading banking and financial group in North-East Italy. In 2020 he joined SOMEC as director with responsibility for the Group's Human Resources, ICT and General Services.

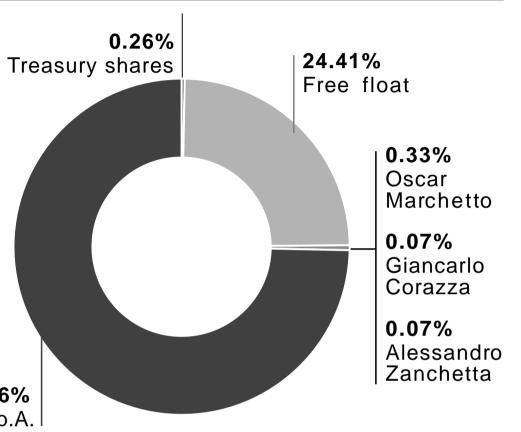
SHAREHOLDING STRUCTURE **OF SOMEC SPA**

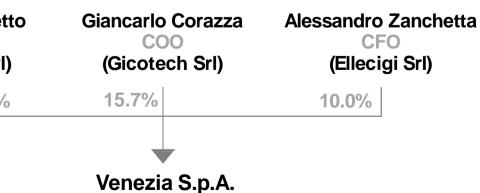
74.86% Venezia S.p.A.

SHAREHOLDING STRUCTURE **OF VENEZIA SPA**

Oscar Marchetto Chairman (Fondaco Srl)

74.3%





TOTAL INTERNAL MANAGEMENT

The SOMEC model sets itself apart thanks to the development of original systems and the in-house management of the entire production process.

As a result, the SOMEC Group differs from the majority of those competitors who only operate as contractors, outsourcing products and services.

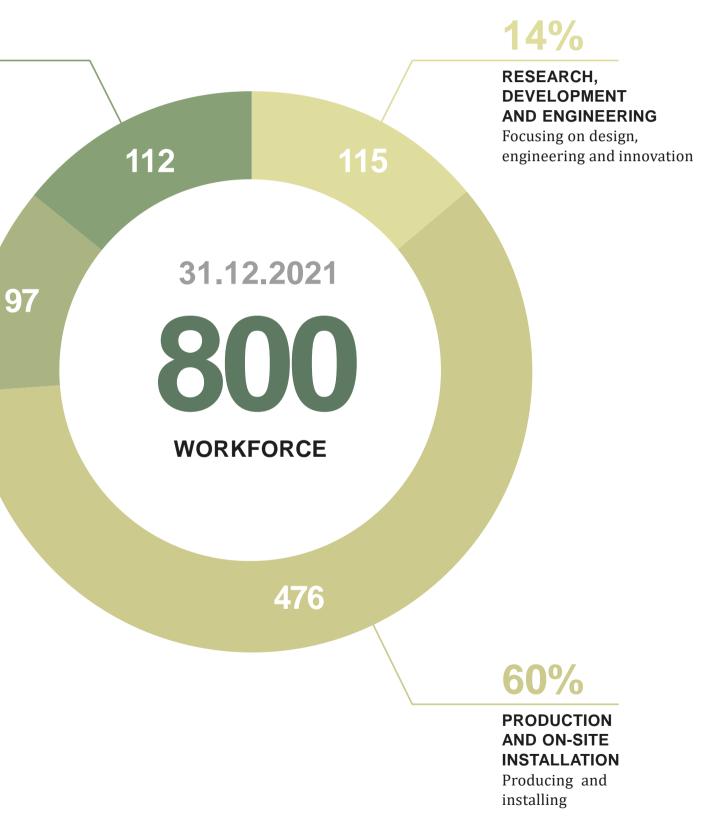
Our in-house experience, combined with a large network of suppliers and tradespeople, enable us to meet even the most complex requirements with precision and in compliance with the highest standards, providing wooden furniture and items, metal features (ceiling and wall panels, metal balustrades and staircase handrails), flooring (marble, granite, tiles, wood, vinyl, carpeting), decorative glass features, upholstery, decorative lighting, and electrical and plumbing connections.



ADMINISTRATION AND STAFF Creating a profitable business

12%

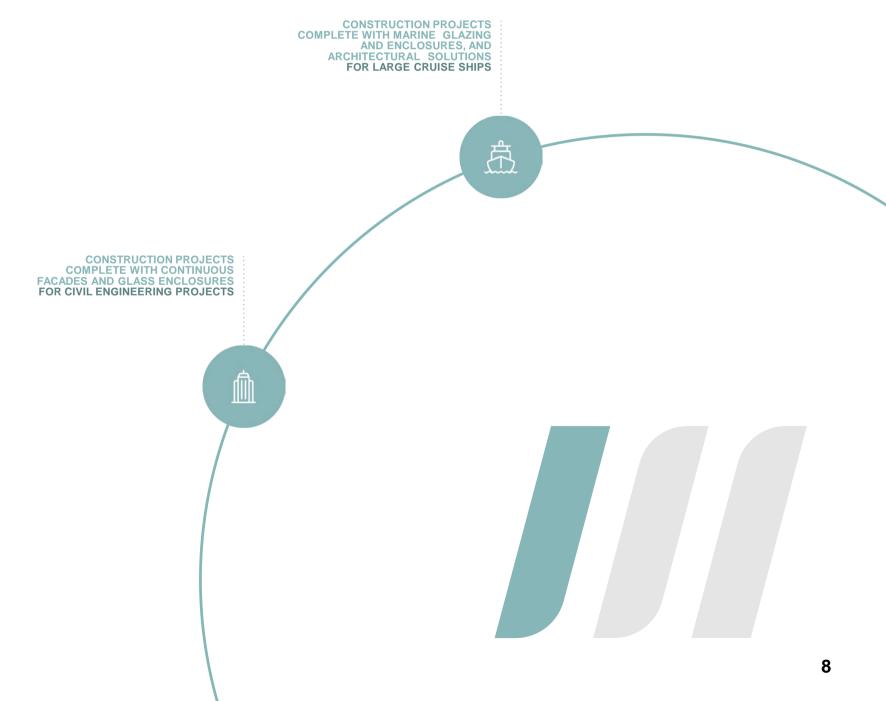
PROJECT MANAGERS, **MARKETING, SALES** & TENDERS Carefully supervising every step of the project

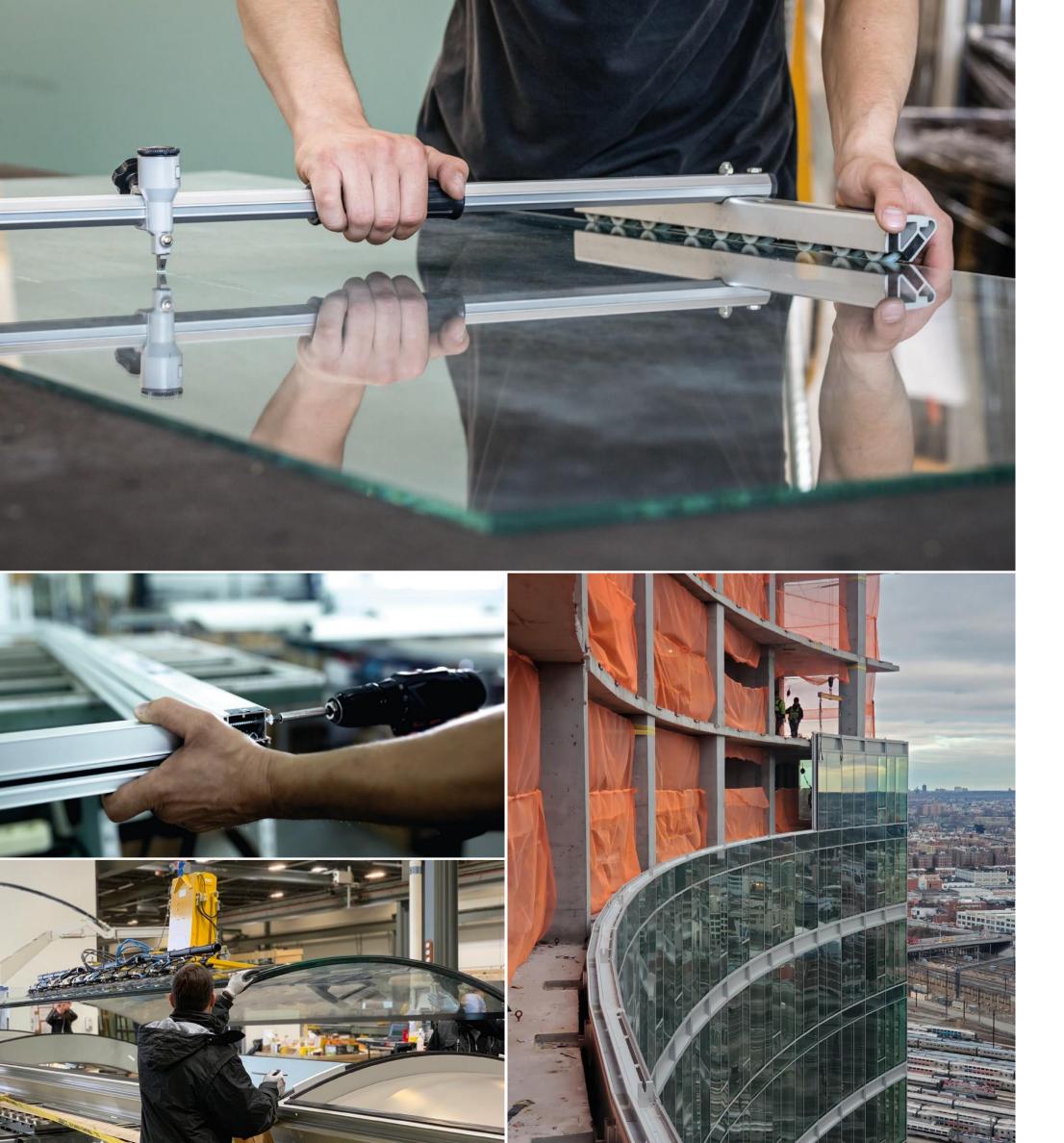




ENGINEERED SYSTEMS OF NAVAL ARCHITECTURE AND BUILDING FAÇADES

The SOMEC Group is one of the major players in North America and Europe when it comes to the design, procurement, production, installation and maintenance of innovative solutions and original building and ship construction systems characterised by the highest quality standards and certified durability.









Façade systems for all types of buildings, encompassing the idea of architects, designers, customers and builders all working together, from the engineering phase through to final implementation.





Projects in the field of curtain walls (also known as continuous façades), mainly made of glass and aluminium.

THE COMPANIES

FABBRICA



Innovative, high-performance glass enclosures for cruise ships, quality endorsed by 30 years of industry experience.



Construction and installation of curtain walls, doors and windows. moveable walls and items for covering building interiors and exteriors.



Design and production of glazing units for façades and curtain walls.

MNAVALTECH

Refurbishment and maintenance services for glazing systems on cruise ships.



Design firm focusing first and foremost on devising and developing continuous facades for buildings and cruise ships, with versatility in designing construction solutions for other business areas.



NEW YORK'S CLIMATE CHANGE LEGISLATION IS RESULTING IN THE CITY CHANGING FACE **AND SHOWING A NEW LOOK**

The City of New York is embarking on an ethical revamping process to facilitate Local Law 97, which requires the reduction of CO₂ emissions, improving methods for implementing new projects and modifying those already completed. One of the solutions adopted by the New York workforce is to upgrade building façades, replacing those in existence with more efficient systems, including glass façades. SOMEC has the capability for supporting this urban revolution, and this is why it will be the key player in the upgrade of New York and all other cities that follow its example.



Fabbrica is a leader in the premium segment for the design of complex top value architectures.

It is chosen for iconic high-end projects that require unique engineering and manufacturing skills, to support the vision and creativity of the world's greatest architects.

FOCUS **ON EUROPI**

EPFL ME BÂTIMENT DES EUROPROSTHÉTIQUES

cublens - Lausanne

FACADES MARKET TRENDS IN EUROPE: SOCIAL ASPECTS, SAFETY AND SUSTAINABILITY ARE THE KEY DRIVERS

North America and Europe, collectively accounted for more than 45.0% share of the total facade market revenue in 2020 owing to a growing affinity towards advanced materials and attentive to social aspects, safety and sustainability.

As a result, penetration of the product in the commercial and residential sectors is projected to be high, thereby positively influencing the market growth.



To replicate in Europe the winning strategy already consolidated in USA.

Bluesteel's well known positioned presence in UK is a decisive strategic factor.









ROYAL PRINCESS PRINCESS CRUISES

The JACX LONG ISLAND CITY, NY



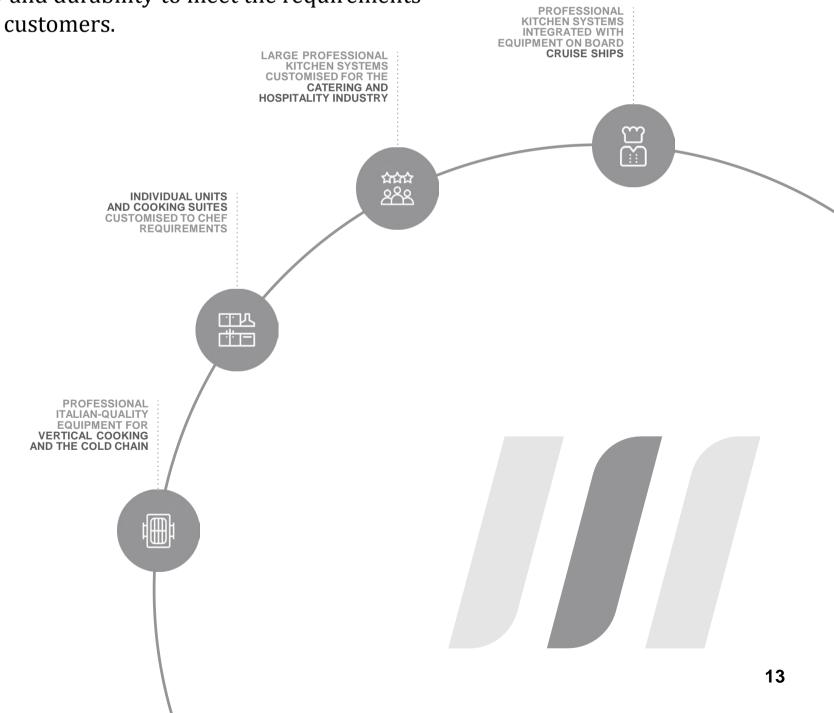
PROFESSIONAL **KITCHEN SYSTEMS AND PRODUCTS**

The SOMEC Group designs integrated, bespoke systems for professional kitchens, which harmoniously combine high-end aesthetics and superior performance levels.

Turnkey solutions for the catering and hospitality

industry, characterised by endorsed standards

of efficiency and durability to meet the requirements of high-end customers.





requirements.

THE COMPANIES





Turnkey ship catering solutions, with management of the entire product cycle, from customised design through to production and installation.

Bespoke professional kitchens with high performance and reliability characteristics, supporting international chefs in developing high-end catering for 50 years.

Professional stainless steel ovens to meet professional catering

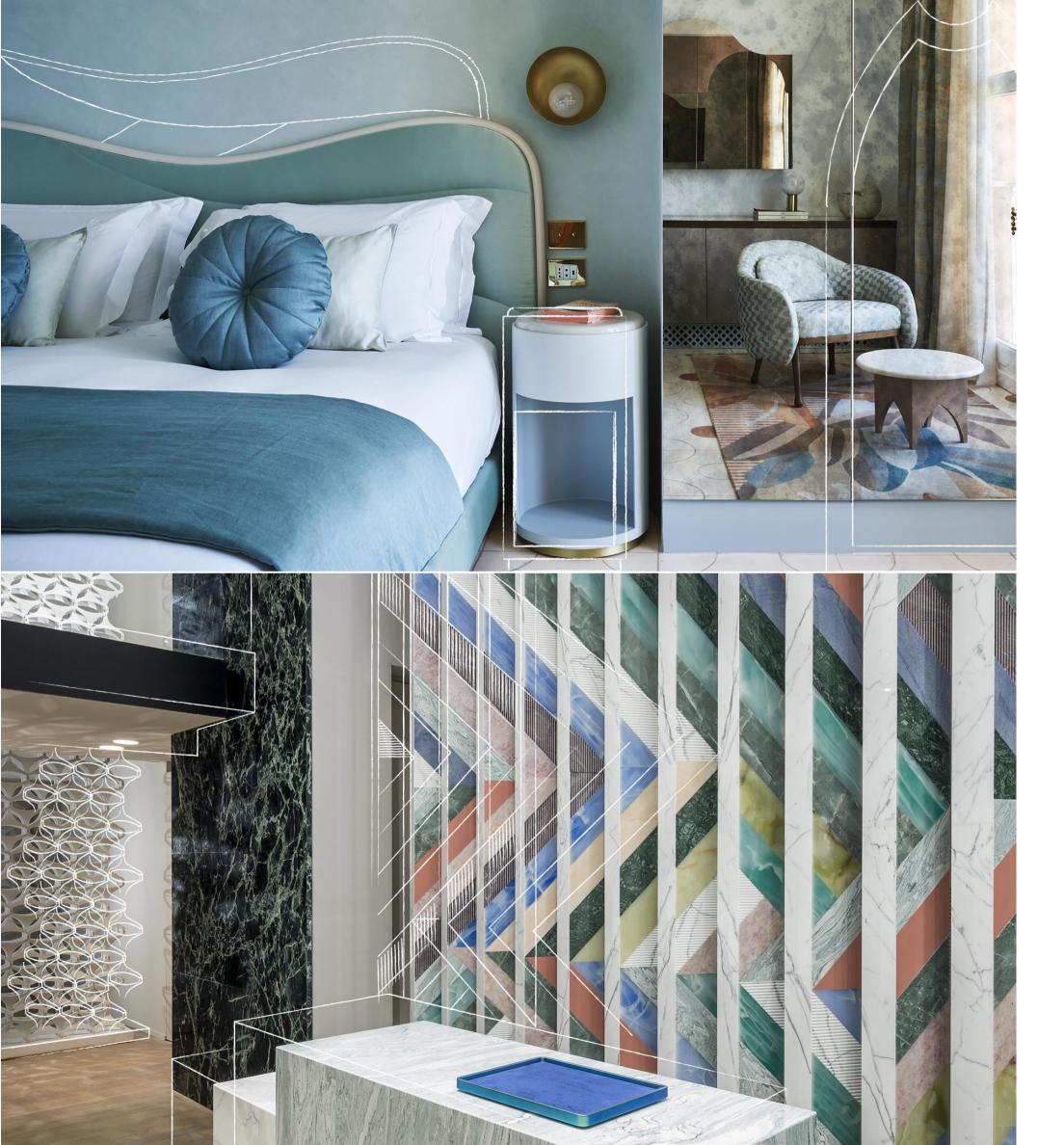


Design and production of blast chillers and equipment to preserve foodstuffs in professional kitchens.



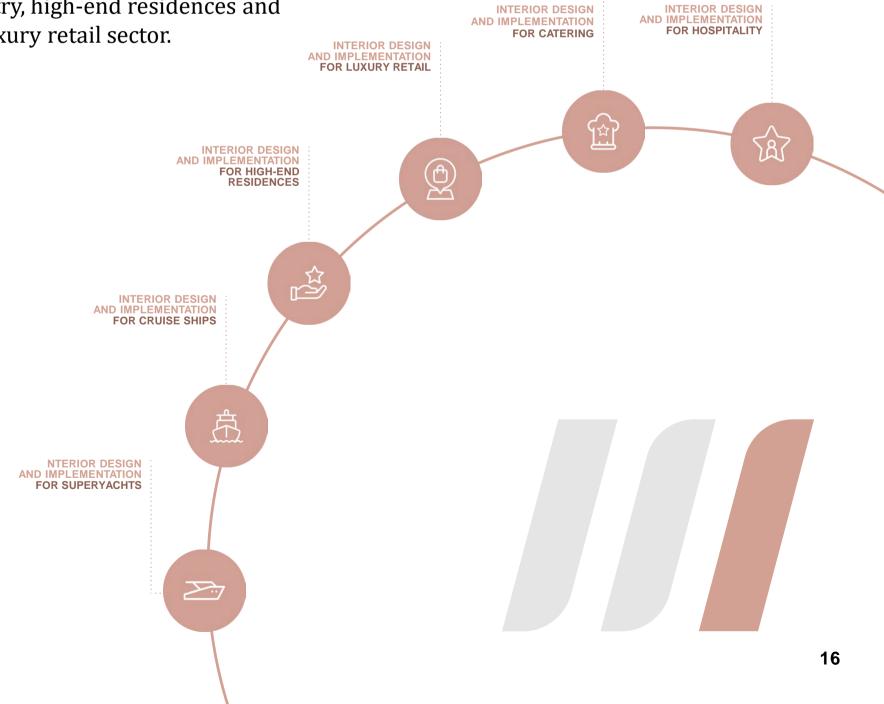
Design and production of ovens and equipment for pizzerias. Technological solutions that preserve traditional Italian flavour throughout the world.





DESIGN AND PRODUCTION OF BESPOKE INTERIORS

The SOMEC Group delivers bespoke interior design projects. Fluid settings, characterised by sophistication and attention to detail, which emphasise the beauty in that detail, and understand and satisfy customer requirements. High-calibre expertise dedicated to the most complex and sophisticated designs for cruise ships, the catering and hospitality industry, high-end residences and the luxury retail sector.





THE MADE-IN-ITALY ABILITY TO CREATE THE OVERALL GROWTH OF













MTSI

to installation.



Design, engineering and installation of ship turnkey projects for public areas and indoor spaces.

THE COMPANIES



Fully personalized interior design solutions for various high-end settings, made with noble materials expertly processed using cutting-edge techniques. Sophisticated creations that make an impact, perfectly blending perfectionism and genius.



Bespoke interiors for superyachts, cruise ships and high-end hotels, with management of the construction process from design through



Implementation of interior design turnkey projects on a global scale for luxury private residences, high-end hotels and shops, and restaurants with star ratings.



Renovation of private residences and building upgrades that target energy savings.







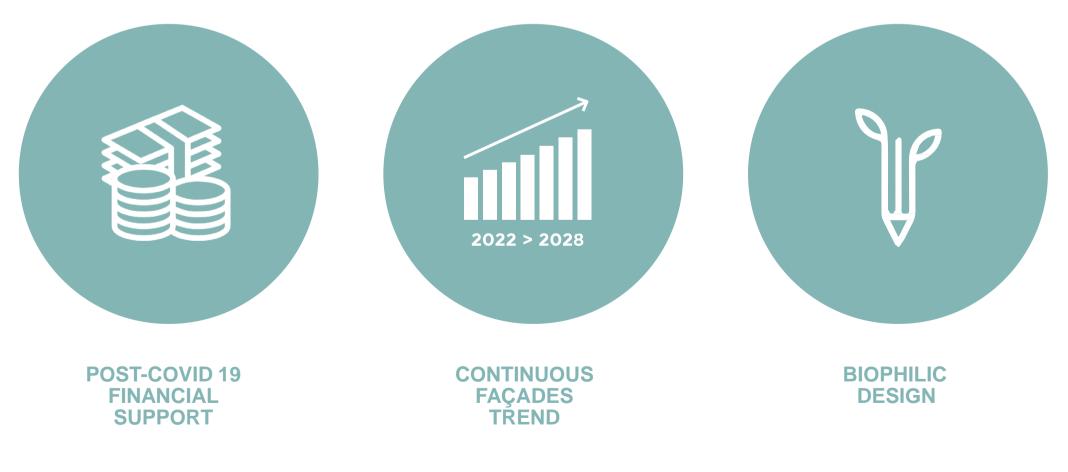
TARGET MARKETS & BUSINESS SEGNENTS

RIDING THE MOST ATTRACTIVE MARKET TRENDS

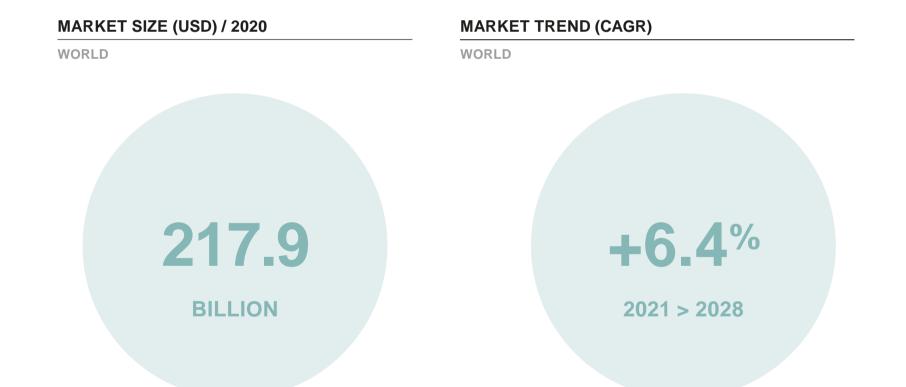
BUILDING FAÇADES

In countries such as the United States, China, Germany and the UK, **the post-COVID 19 financial support available will facilitate a positive market trend in the next 7 years.**

In the ventilated façade segment, with a majority share of 44.3% in 2020, the sub segment of continuous façades is destined to grow with considerable speed, thanks to their use in commercial buildings. Due to their heat capacity, continuous façades will also see considerable growth in the residential sector, especially in the United States, the UK and colder parts of Europe. They are also an ideal solution for anyone living in urban areas who wants to engage more with nature. With the benefits provided by natural lighting and soundproofing, continuous façades fit in well with the concept of biophilic design, contributing to a complete multi-sensory experience.



Grand View Research, Global Facade Market Size & Share Report, 2021-2028, Feb. 2021 Finally, continuous façades also come in super-jumbo format, which is a type of glazing now requested more frequently throughout the world by leading architects and designers.

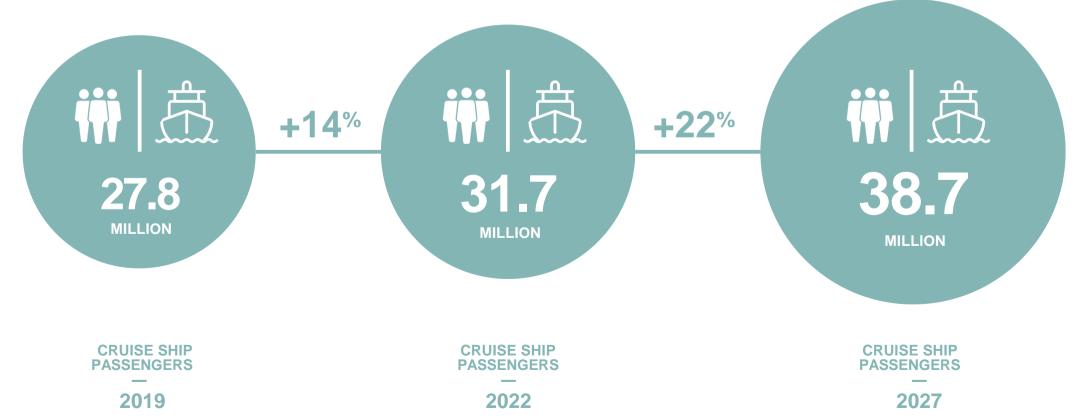


NAVAL ARCHITECTURE

The cruise industry is forecasting 31.7 million passengers in 2022 (compared with 27.8 in 2019), reaching 38.7 million in 2027.

ORDER BOOK 2021 > 2025

| | | 2021 | 2022 | 2023 | 2024 | 2025 |
|--------------------|------------|--------|--------|---------|---------|---------|
| SHIPS COMMISSIONED | nr | 26 | 29 | 22 | 11 | 11 |
| AVERAGE DIMENSIONS | tonnes | 58,452 | 74,956 | 103,167 | 120,027 | 111,132 |
| AVERAGE CAPACITY | passengers | 1,458 | 1,729 | 2,502 | 2,889 | 2,340 |
| ORDER BOOK VALUE | bn USD | 9.9 | 15.1 | 15.8 | 8.4 | 8.4 |

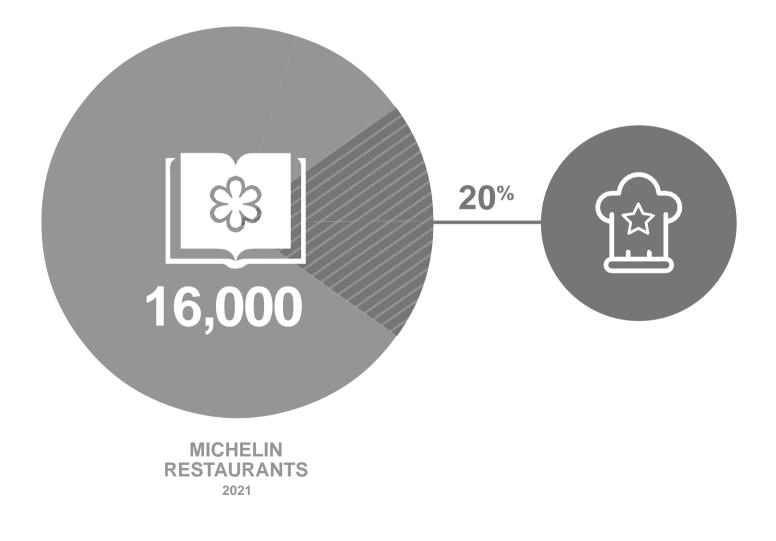


HIGH-END CATERING

In an era of growing interest in high-end cuisine, the professional equipment market for exclusive catering is flourishing. **Of approximately 16,000 Michelin** restaurants, more than 20% have a star rating and the figure is increasing. Industry professionals know that the ultimate expression of their work is achieved by combining high-quality food with professional high-performance systems, in refined settings that are of a similarly high standard.

MARKET SIZE (USD) / 2020

WORLD



Grand View Research, Food Service Equipment Market Size Report, 2021-2028, Feb. 2021

MARKET TREND (CAGR)

WORLD

34.68

BILLION

+5.5%

2021 > 2028

MESTIERI: STRATEGIC DEVELOPMENT LINE

HIGH-END HOTELS

> 7,000

New hotels in the world (2021)

~ 50%

Distributed throughout Europe and North America

~ 30%

High-end hotels

PRIVATE HOUSES & FLATS

> 500,000

Ultra high-net-worth individual (2021)

~ 25%

Planned to buy a new house

~ 50%

In Europe and North America

LUXURY RETAIL

Stores luxury brands in Europe and North America (2021)

~ 16%

Refurbish / year

+4%

2019 > 2025

Top Hotel Construction, **Global Hotel Construction Report, Apr. 2021** Knight Frank, The Wealth Report 2021, Jan. 2021 Altagamma & Boston Consulting Group, True-Luxury Global Consumer Insights, Jul. 2021

> 6,000

World market trend (CAGR)

SUPERYACHTS

321

New superyachts in order in the world (2021)

~ 50%

Are made entirely in Italy

~ +20%

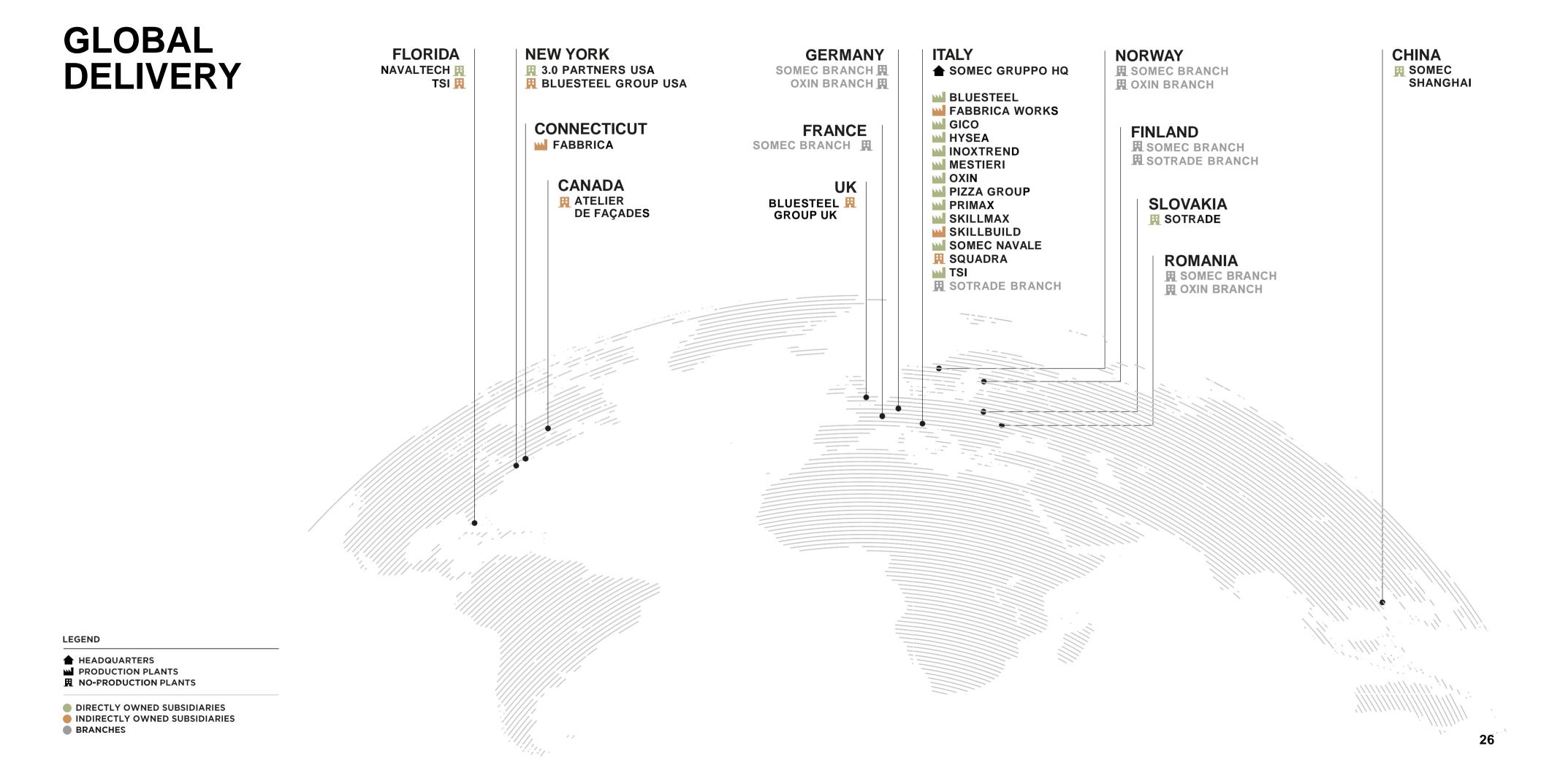
Increase on 2020

Boat International, 2021 Global Order Book, Dec. 2020



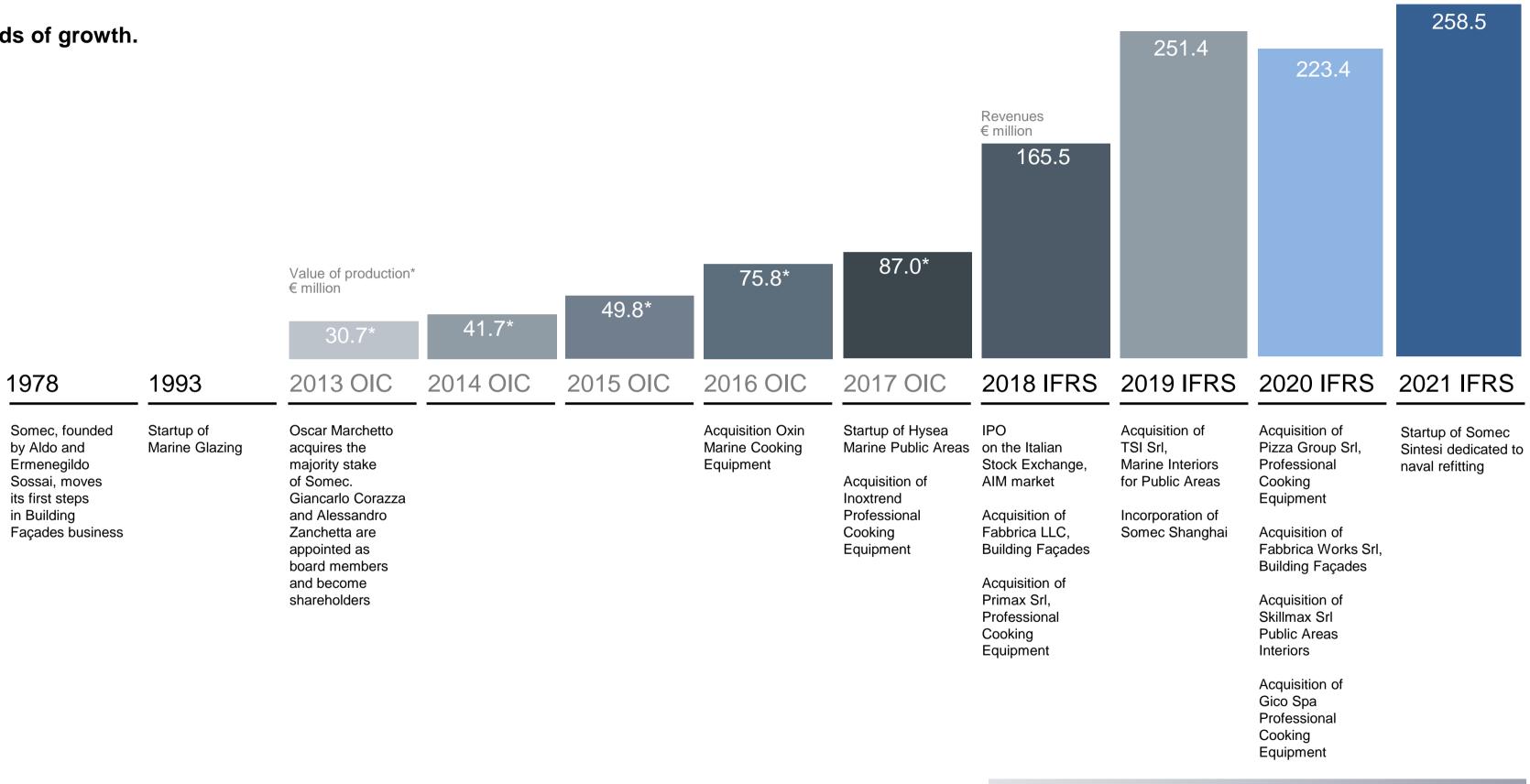


SOMEC S.P.A. KEY FIGURES FY 2021



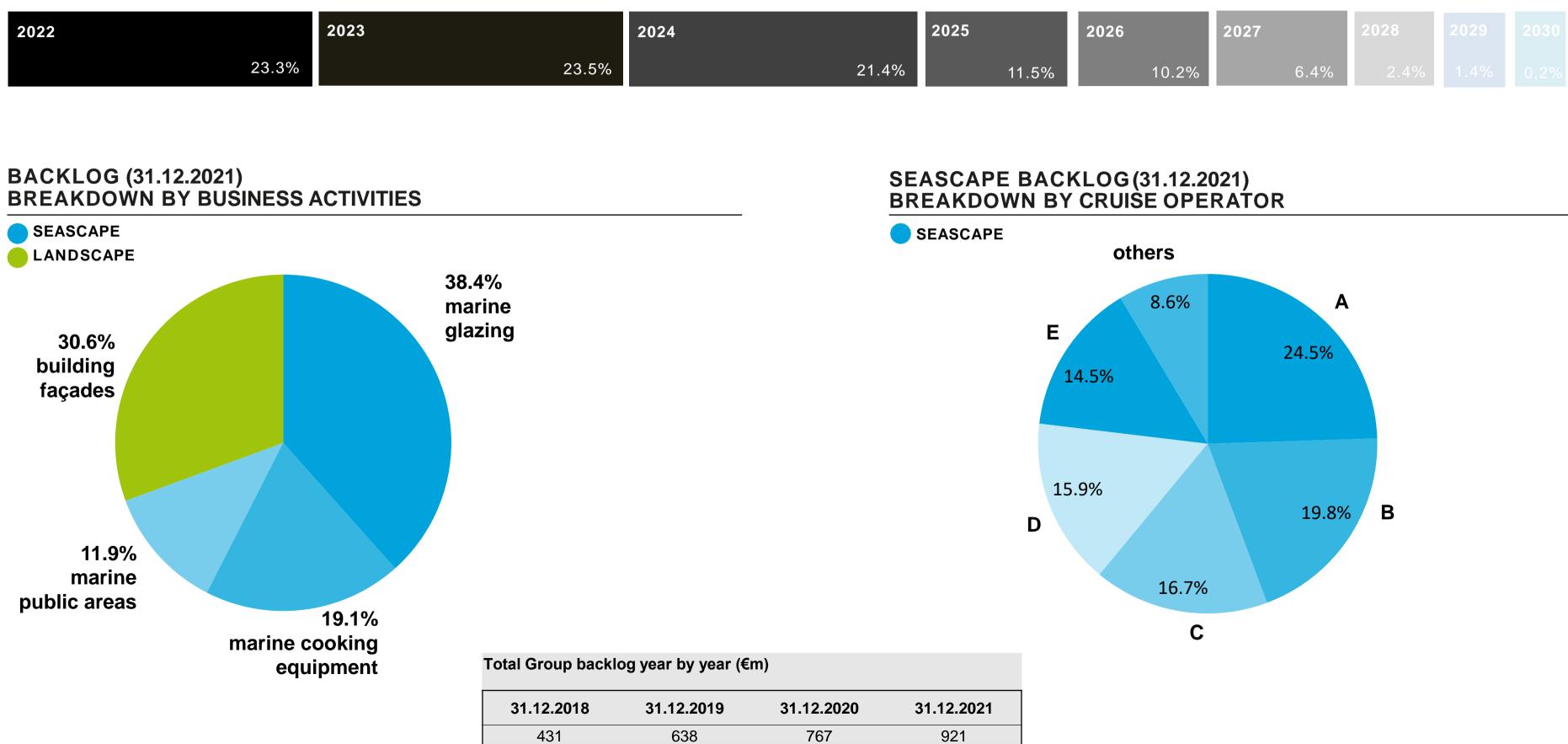
TREND LINE

Track records of growth.



Total investment from FY18 to 1H21 M&A: > 45m€ Capex tangible assets: > 12m€

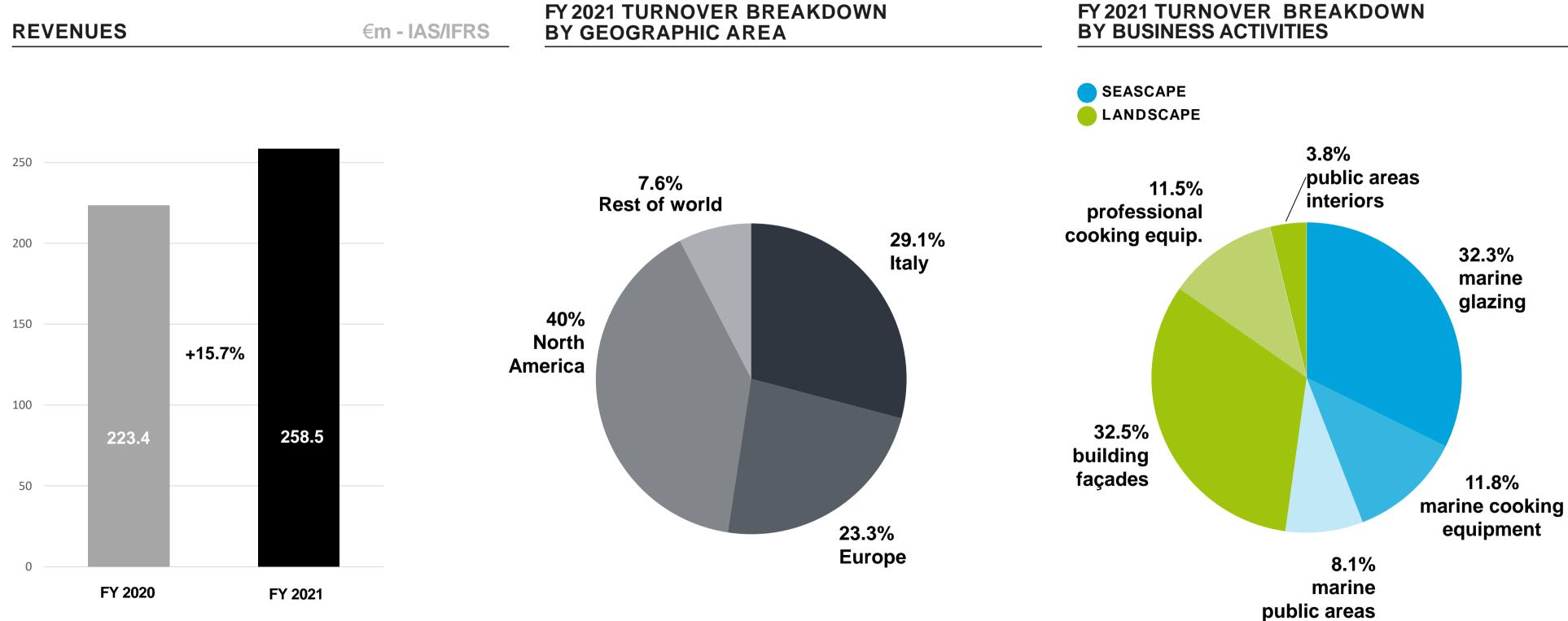
BACKLOG ANALYSIS



921 €m

Backlog (31.12.2021)

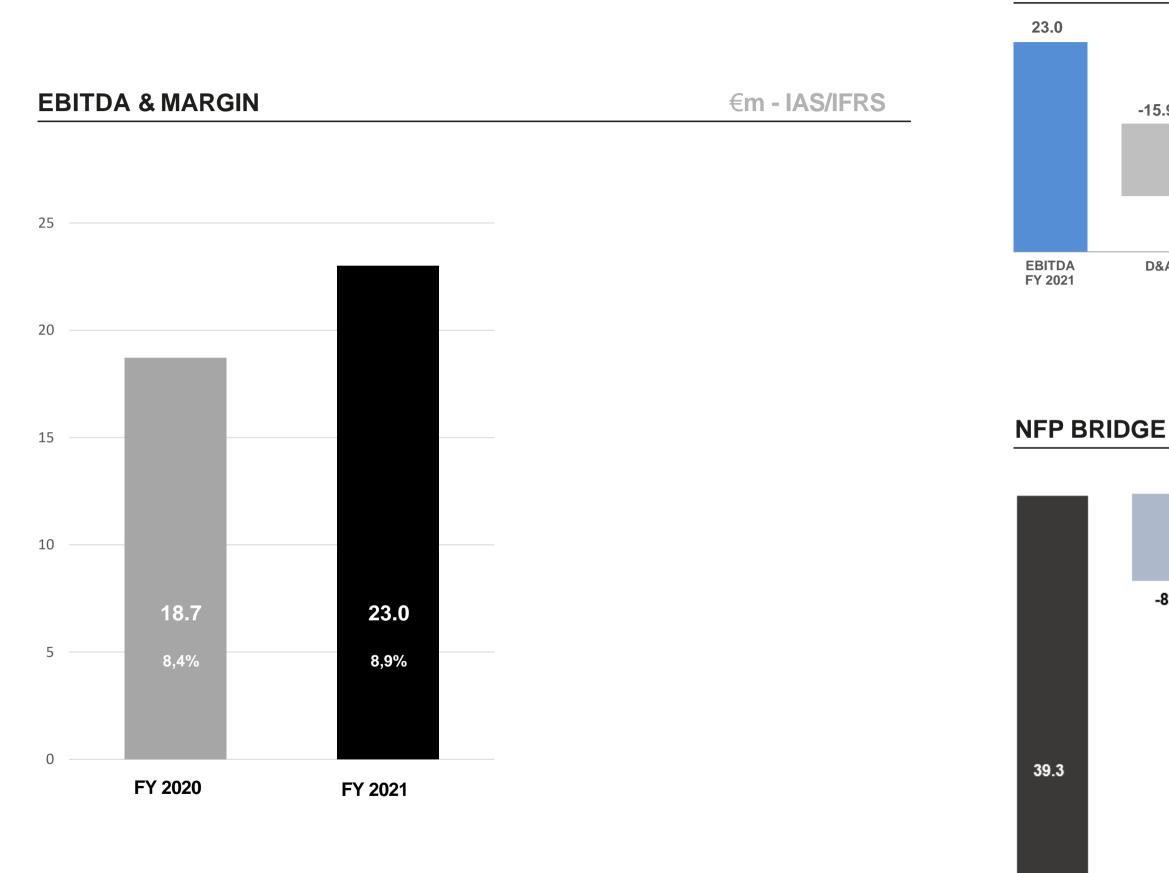
KEY FIGURES



FY 2021 TURNOVER BREAKDOWN

29

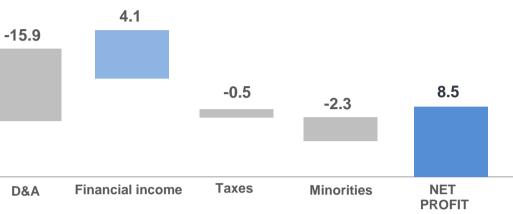
KEY FIGURES



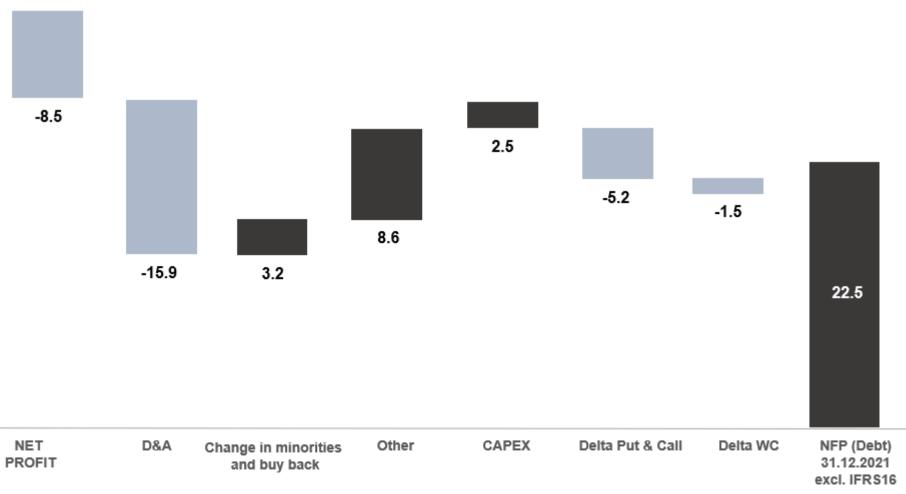
NFP (Debt) 31.12.2020 excl. IFRS16

€m - IAS/IFRS

BRIDGE FROM EBITDA TO NET PROFIT FY 2021



€m - IAS/IFRS



FINANCIAL RESULTS

INCOME STATEMENT

| Reclassified consolidated income statement In euro thousand | 2021 | % | 2020 restated * | % | ∆% |
|--|-----------|--------|--------------------|--------|---------------|
| Revenue from contracts with customers | 250,550 | 96.9% | 222,068 | 99.4% | 12.8% |
| Other revenues and income | 7,930 | 3.1% | 1,356 | 0.6% | 484.8% |
| Total revenues | 258,480 | 100.0% | 223,424 | 100.0% | 15.7% |
| Materials, services and other costs | (188,841) | -73.1% | (164,314) | -73.5% | 14.9% |
| Personell costs | (46,597) | -18.0% | (40,420) | -18.1% | 15.3% |
| Operating costs | (235,438) | -91.1% | (204,734) | -91.6% | 15.0% |
| EBITDA | 23,042 | 8.9% | 18,690 | 8.4% | 23.3% |
| Depreciation and amortizations | (15,920) | -6.2% | (20,967) | -9.4% | -24.1% |
| EBIT | 7,122 | 2.8% | (2,277) | -1.0% | -412.8% |
| Net financial income (costs) | 4,081 | 1.6% | 3,612 | 1.6% | 13.0% |
| Net results from associate companies | 82 | 0.0% | 112 | 0.1% | -26.8% |
| EBT | 11,285 | 4.4% | 1,447 | 0.6% | 679.9% |
| Income taxes | (507) | -0.2% | (26) | 0.0% | n.a. |
| Consolidated Net Profit | 10,778 | 4.2% | 1,421 | 0.6% | 658.5% |
| Non-controlling interests | 2,332 | 0.9% | (1,193) | -0.5% | -295.5% |
| Group Net Profit | 8,446 | 3.3% | 2,614 | 1.2% | 223.1% |

* Following the Purchase Price Allocation for the acquisition of GICO S.p.A., the corresponding amounts as at 31 December 2020 have been restated, as required by paragraph 49 of IFRS 3.

Reclassi In euro tho

Intangible of which Tangible Right-of-u Investmer Non-curre Other nor Employee Net non-Trade rec Inventory Construct

Contract Trade pay

Provision Other cur

Net work

Net Inves

Group eq

Non-conti

Net finan Sources

* Following the Purchase Price Allocation for the acquisition of GICO S.p.A., the corresponding amounts as at 31 December 2020 have been restated, as required by paragraph 49 of IFRS 3.

BALANCE SHEET

| a Goodwill 27,417 26,959 e assets 14,135 16,056 f-use assets 213 194 enents in associates 213 194 rrent financial assets 323 282 on-current assets and liabilities (3,002) (5,978) ee benefits (4,256) (4,381) n-current assets 80,638 77,142 aceivables 75,860 65,520 ny and payments on account 14,932 12,631 ction contracts and advance payments from customers 21,153 23,778 ayables (53,427) (43,940) ons for risk and charges (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | sified consolidated balance sheet | 31/12/2021 | 31/12/2020 restated * | |
|--|---|------------|--------------------------|--|
| e assets 14,135 16,056 f-use assets 25,544 18,944 ients in associates 213 194 rrent financial assets 323 282 on-current assets and liabilities (3,002) (5,978) ee benefits (4,256) (4,381) n-current assets 80,638 77,142 aceivables 75,860 65,520 ny and payments on account 14,932 12,631 iction contracts and advance payments from customers 21,153 23,778 at work in progress and customer advances (35,224) (34,438) ayables (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | le assets | 47,681 | 52,025 | |
| F-use assets 25,544 18,944 tents in associates 213 194 arrent financial assets 323 282 on-current assets and liabilities (3,002) (5,978) ee benefits (4,256) (4,381) n-current assets 80,638 77,142 eceivables 75,860 65,520 ry and payments on account 14,932 12,631 iction contracts and advance payments from customers 21,153 23,778 et work in progress and customer advances (35,224) (34,438) ayables (1,283) (470) uurrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 eeted capital 105,542 103,843 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | n Goodwill | 27,417 | 26 <mark>,</mark> 959 | |
| ents in associates 213 194 rrent financial assets 323 282 on-current assets and liabilities (3,002) (5,978) ee benefits (4,256) (4,381) n-current assets 80,638 77,142 eceivables 75,860 65,520 ry and payments on account 14,932 12,631 iction contracts and advance payments from customers 21,153 23,778 et work in progress and customer advances (35,224) (34,438) ayables (53,427) (43,940) ons for risk and charges (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 ested capital 105,542 103,549 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | e assets | 14,135 | 16,056 | |
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| ee benefits (4,256) (4,381) n-current assets 80,638 77,142 eceivables 75,860 65,520 ry and payments on account 14,932 12,631 iction contracts and advance payments from customers 21,153 23,778 et work in progress and customer advances (35,224) (34,438) ayables (53,427) (43,940) ons for risk and charges (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 ested capital 105,542 103,549 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | rrent financial assets | 323 | 282 | |
| Box B0,638 77,142 accivables 75,860 65,520 ry and payments on account 14,932 12,631 action contracts and advance payments from customers 21,153 23,778 at work in progress and customer advances (35,224) (34,438) ayables (53,427) (43,940) ons for risk and charges (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | on-current assets and liabilities | (3,002) | (5,978) | |
| ecceivables 75,860 65,520 ry and payments on account 14,932 12,631 action contracts and advance payments from customers 21,153 23,778 at work in progress and customer advances (35,224) (34,438) ayables (53,427) (43,940) ons for risk and charges (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 ested capital 105,542 103,549 ontrolling interest in equity (47,268) (38,326) ntrolling interest in equity (48,208) (58,343) | ee benefits | (4,256) | (4,381) | |
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| et work in progress and customer advances (35,224) (34,438) ayables (53,427) (43,940) ons for risk and charges (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 ested capital 105,542 103,549 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | ry and payments on account | 14,932 | 12,631 | |
| ayables (53,427) (43,940) ons for risk and charges (1,283) (470) urrent assets and liabilities 2,893 3,326 rking capital 24,904 26,407 ested capital 105,542 103,549 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | ction contracts and advance payments from customers | 21,153 | 23,778 | |
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| rking capital 24,904 26,407 ested capital 105,542 103,549 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | ons for risk and charges | (1,283) | (470) | |
| ested capital 105,542 103,549 equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | urrent assets and liabilities | 2,893 | 3,326 | |
| equity (47,268) (38,326) ntrolling interest in equity (10,066) (6,880) ncial position (48,208) (58,343) | rking capital | 24,904 | 26,407 | |
| ntrolling interest in equity (10,066) (6,880) Incial position (48,208) (58,343) | ested capital | 105,542 | 103,549 | |
| ntrolling interest in equity (10,066) (6,880) Incial position (48,208) (58,343) | | | | |
| ncial position (48,208) (58,343) | equity | (47,268) | (38,326) | |
| | ntrolling interest in equity | (10,066) | (6,880) | |
| s of funding (105,542) (103,549) | ncial position | (48,208) | (58,343) | |
| | s of funding | (105,542) | (103,549) | |

FINANCIAL RESULTS

NET FINANCIAL POSITION

| Net financial position In euro thousand | 31/12/2021 | 31/12/2020 restated * |
|--|------------|--------------------------|
| Cash and cash equivalents | 142 | 51 |
| Bank deposits | 47,503 | 41,792 |
| Total liquidity | 47,645 | 41,843 |
| Current financial assets | 389 | 331 |
| Current bank debt | (17,393) | (9,555) |
| Current portion of long-term debt | (13,612) | (16,862) |
| Other current financial liabilities | (2,062) | (763) |
| Current debt | (33,067) | (27,180) |
| Current net financial position | 14,967 | 14,994 |
| Non-current bank debt | (34,936) | (42,329) |
| Other non-current financial liabilities | (2,517) | (11,956) |
| Non-current financial position | (37,453) | (54,285) |
| Net financial position before IFRS 16 | (22,486) | (39,291) |
| IFRS 16 – Lease - impact | (25,722) | (19,052) |
| Current portion | (3,917) | (3,800) |
| Non-current portion | (21,805) | (15,252) |
| Net financial position (IFRS 16 impact) | (48,208) | (58,343) |

* Following the Purchase Price Allocation for the acquisition of GICO S.p.A., the corresponding amounts as at 31 December 2020 have been restated, as required by paragraph 49 of IFRS 3.

CASH FLOW STATEMENT

| Cash Flow statement In euro thousand | 31/12/2021 | 31/12/2020 restated * |
|--|------------|--------------------------|
| Cash flows from operating activities | 16,819 | 16,372 |
| Cash flows from investing activities | (2,469) | (10,592) |
| Free Cash Flow | 14,350 | 5,780 |
| Cash flows from financing activities | (10,190) | 6,842 |
| Effect of exchange rate changes on cash and cash equivalents | 1,642 | (207) |
| Net cash flow | 5,802 | 12,415 |
| Cash and cash equivalents at the beginning of the year | 41,843 | 29,428 |
| Cash and cash equivalents at the end of the year | 47,645 | 41,843 |

* Following the Purchase Price Allocation for the acquisition of GICO S.p.A., the corresponding amounts as at 31 December 2020 have been restated, as required by paragraph 49 of IFRS 3.

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