

A black and white photograph of a modern interior. On the left, a tall wooden shelving unit holds various items like books, a framed picture, and kitchenware. In the center, a dining table is set with plates, glasses, and a loaf of bread. On the right, a kitchen counter with dark cabinets below it is cluttered with cooking items like pots, pans, and a water bottle. Two pendant lights hang above the kitchen area. A large blue semi-transparent banner is overlaid across the bottom half of the image.

# Inside Lapeyre: The House Carpenters

# Agenda

1. Introduction Leadership
2. Company Profile
3. Turnaround Plan
4. Outlook and Target

## Marc Ténart, CEO

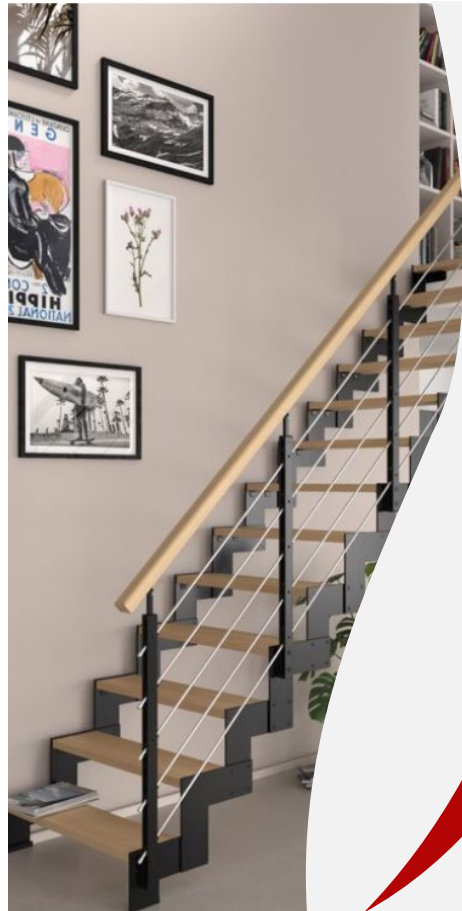


### My Background

- Wide expertise in retail industry as CEO and CFO
- 18 years at Kingfisher (FTSE 100)
- 1 year at Conforama (leading French furniture retailer)
- Extensive European experience
- Foster retail fundamentals with new opportunities
- Creating stakeholders value

## My Vision for Lapeyre

*Return to being a natural market leader in France*



1. Be the **natural choice** when it comes to **improving quality of life** at home
2. Rebound as **leading multi-specialist** reference for **carpentry and home improvement**
3. Return to **long-term profitability** and market standard **enterprise value**

# Lapeyre at a glance

***Lapeyre is a multi-specialist for standard/custom-made house equipment in France***

## Key Facts on Lapeyre



Sales 2020

>600m€



FTE

• ca. 3'500#



Distribution

• 130 stores



Industrial footprint

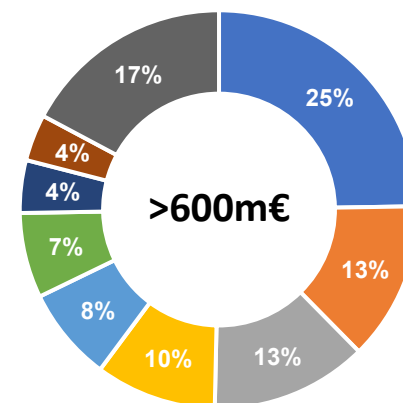
• 10 plants



Flexibility

• 50% of spend in plants  
• 25% of external plant revenue

## Product portfolio (2020 Sales)



- Kitchen & Bathroom  
■ Int. Doors
  - PVC Windows
  - Installation
  - Aluminum windows
  - Ext. Doors
  - Stairs
  - Wood windows
  - Others
- 25% of sales in kitchen & bathroom
- 24% of sales in windows (PVC,Alu,Wood)
- 20% of sales in doors (internal, ext.)

## Main competitors

Retail / Cash and Carry



Specialised manufacturer / distributor

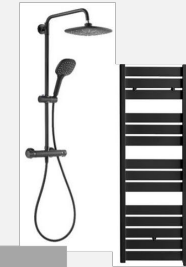
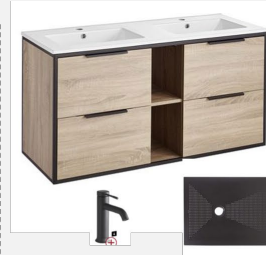




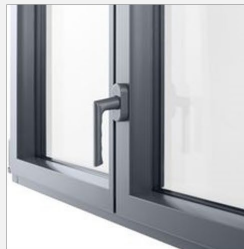
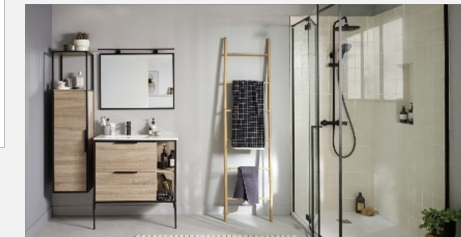
# Lapeyre offers full range of products from price champion to high-end products

*All main products are designed, engineered and manufactured in France*

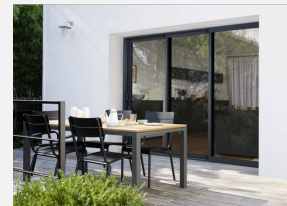
## 1. Stairs



## 2. Bathroom



## 4. Windows & Doors



## 3. Kitchen



# Lapeyre transaction results in largest and most challenging deal for Mutares

*Skin in the game essential for deal win over strong competition*



## TRANSACTION AMOUNTS OVERVIEW

**>€240m**

Seller's cash injection  
at Closing

**€20m**

Mutares funding

## NON-CASH ASSET BASE

**>€200m**

Total non-cash assets  
at Closing

## STRONG COMMITMENTS

No layoffs shops  
and plants before  
end 2022

Dividend and  
Asset Sale  
Restrictions

Public and  
Political focus on  
turnaround



# Independent ownership allows strong growth and profit improvements

*Owning entire value-chain offers unique improvement potentials*



## MARKETS

- Large, resilient market
- High-growth of selected product families

## ASSETS

- Unspoilt brand
- Well located network
- High legitimacy on core categories sustained by some competitive plants

## HISTORY

- Historically 1,4x bigger and highly profitable (9%)
- Negative impact of past decisions and execution

*Strong confidence in the reconstruction potential*  
*Well beyond some negative media buzz during transaction*





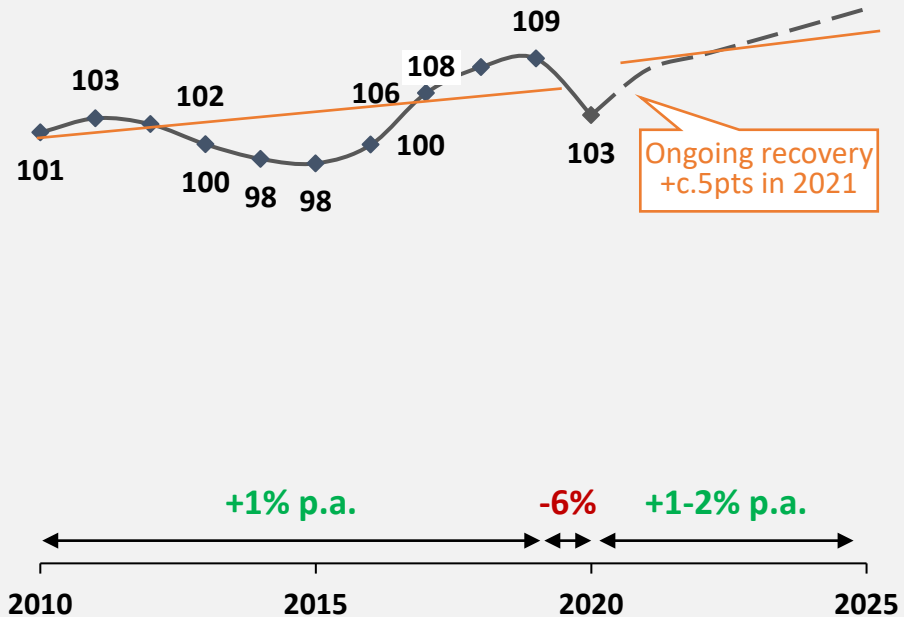
# Resilient market offers growth potential in home market

## Lapeyre's stable recovery as basis identified



### Addressable market trends

Index base 100 = 2016



### Core Lapeyre categories

- Windows**  
Resilient market (+7% p.a. over 2015-19<sup>1</sup>), PVC dominant although losing vs. aluminum
- Bathroom**  
Flat high margin market (+2% p.a. over 2015-19<sup>1</sup>)
- Stairs**  
Dynamic growth (+8% p.a. over 2015-19<sup>1</sup>), driven by multi-material trend
- Kitchen**  
Growing (+4% p.a. over 2015-19<sup>1</sup>), high margin, with further penetration potential
- Cupboard**  
Growing high margin market (+3% p.a. over 2015-19<sup>1</sup>)

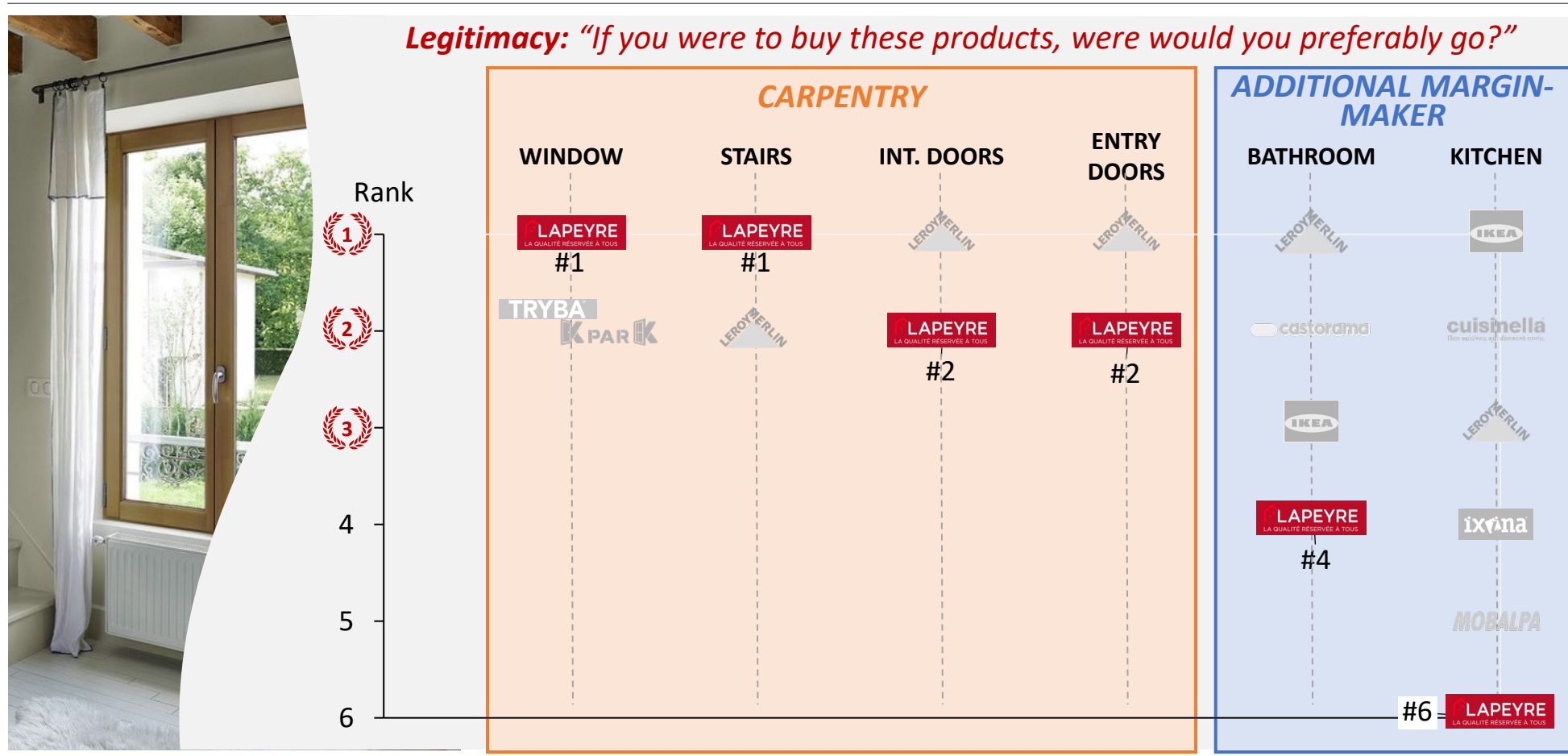
(1) CAGR in value





# Lapeyre aims to protect and grow into market leadership

Focus on profitable growth in all segments





# Mutares ownership to drive sustainable recovery aiming for historic profit levels

*Low focus management and wrong strategic decision drove down business*



**Sales**

€961m

EBITDA  
2009  
**+67m€**

€613m

EBITDA  
2020  
**-31m€**

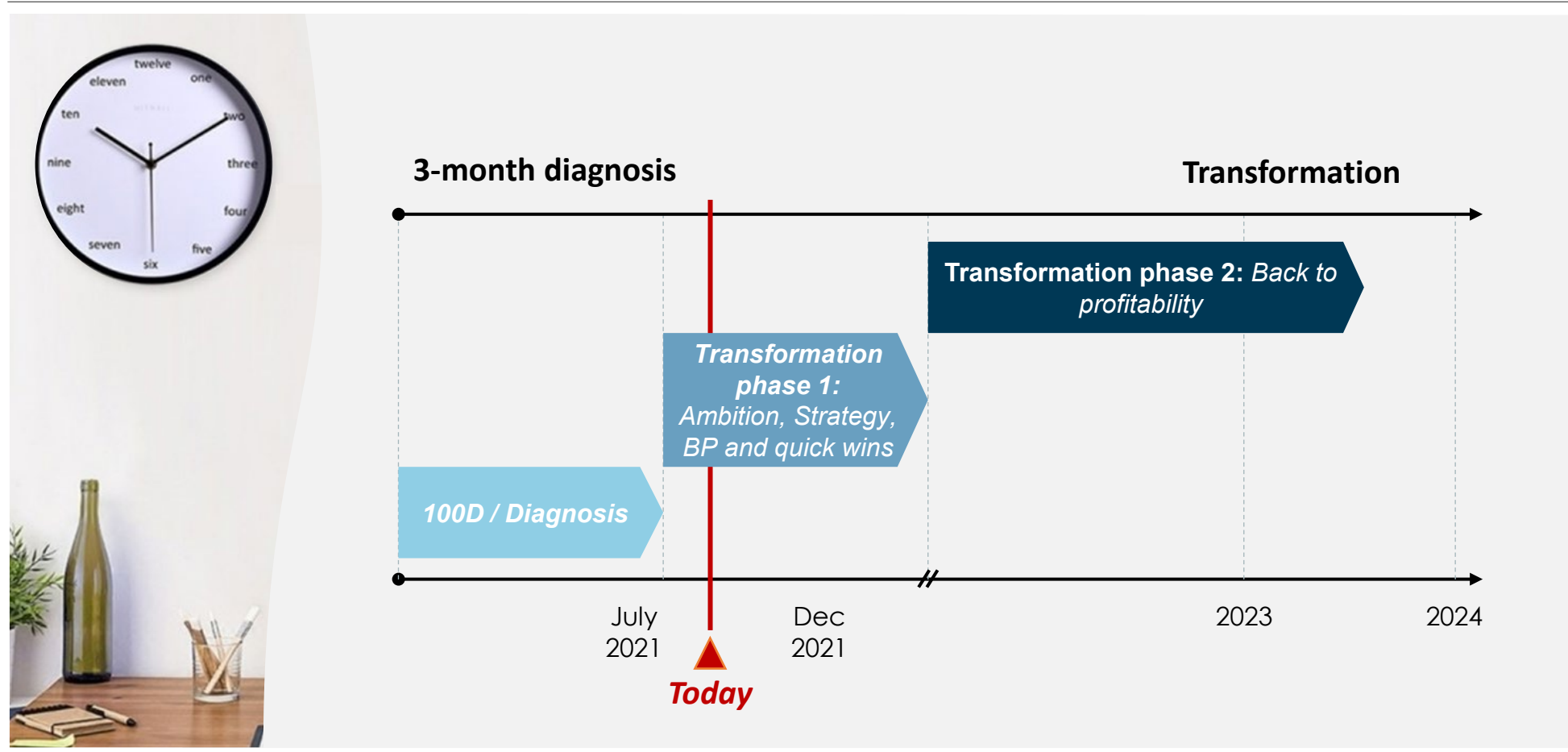
2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

**Main drivers for  
negative  
development**

- Loss of management focus and constant leadership changes
- Failed proof decision on new logistics concept
- Wrong allocation of CAPEX
- Strict separation of operational and sales organisation
- Unclear brand positioning on customer segments (B2B vs B2C)

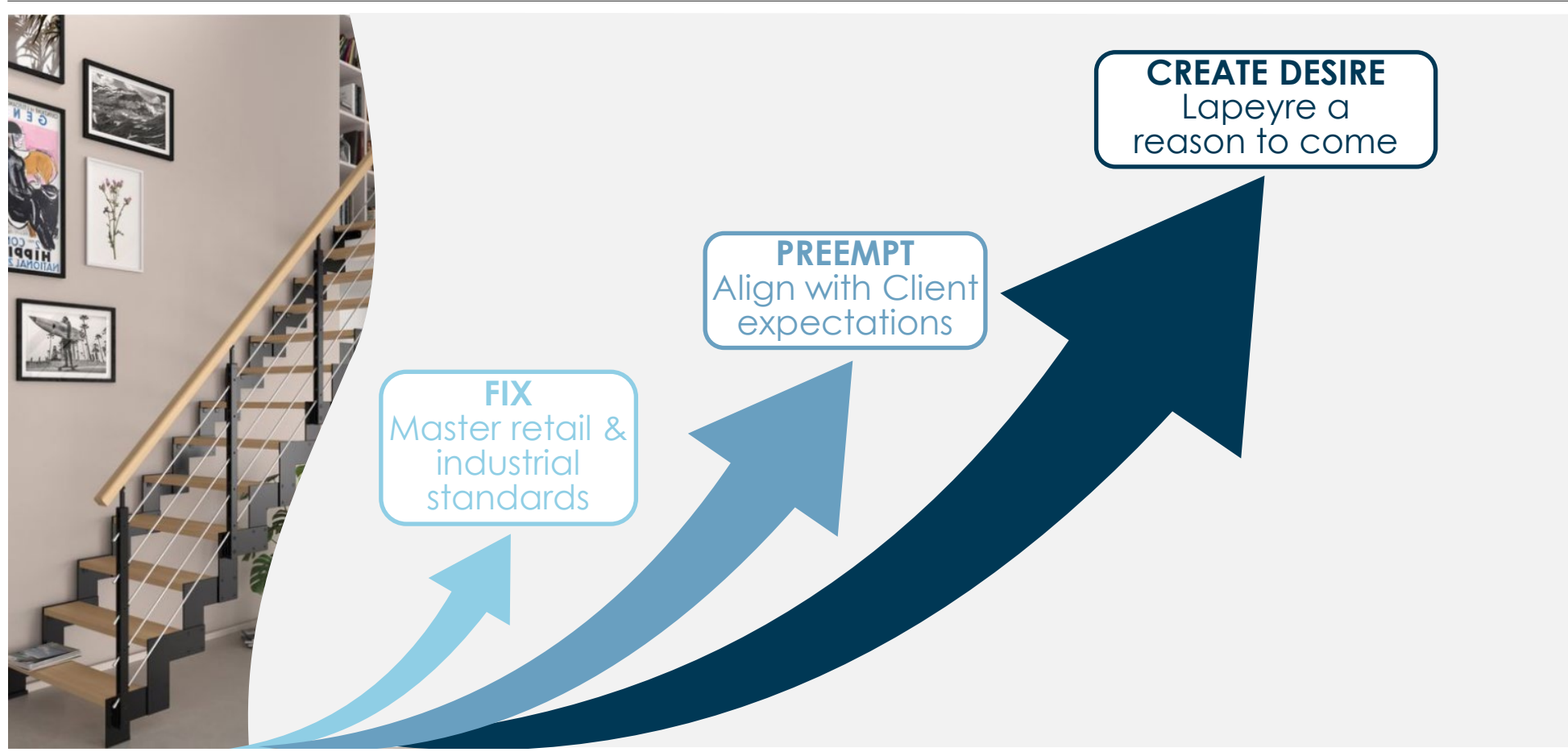
# Lapeyre improvement program leads until 2023

*Strong team of experts in lead of polishing the diamond of Lapeyre*



# Lapeyre needs to become again the hero in the house carpenter market

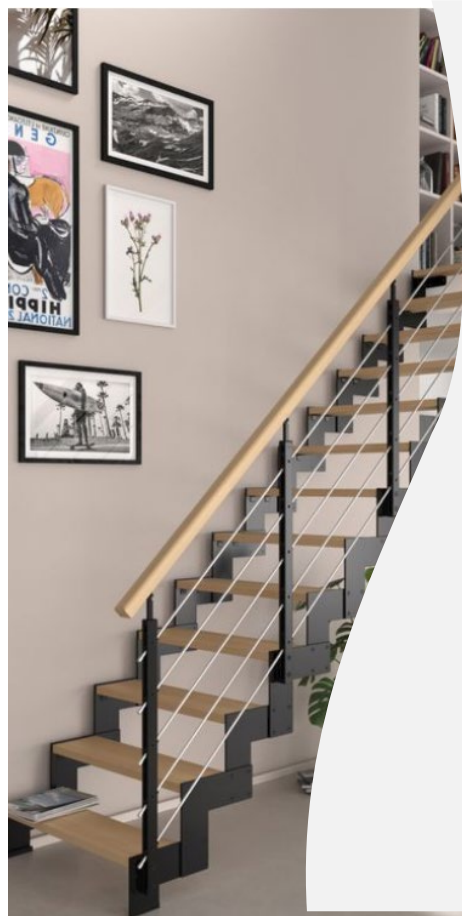
*Customer centricity as main focus while re-establish brand value*





# Lapeyre turnaround marks largest opportunity in Mutares history

*Sales and Profitability targets in range with market standards and expectations*



**2020**

**ca. €600m**

2020 Sales

**ca. €(30)m**

2020 reported  
EBITDA (loss)

**2024**

**>€750m**

2024 Sales

**>€50m**

2024 targeted  
EBITDA (profit)





**Thank you very much  
for your attention!**

