

# FY2022 Results

*Conference VideoCall*

**March 28<sup>th</sup>, 2023**



# Today's speakers

**Luca  
Sburlati**



*CEO*

- 11 years in Pattern
- 16 years of Fashion & Luxury industry experience as a Top Manager
- Education: Executive MBA Bocconi / Graduated International Political Sciences



**Innocenzo  
Tamborrini**



*CFO*

- 14 years in Pattern
- 21 years as CFO and Senior Controller
- Education: Graduated in Economics



**Sara  
De Benedetti**



*Investor Relations  
Manager*

- 5 years in Pattern
- 12 years in communication, last 9 years focused on the International Fashion Industry
- Education: MSc Bocconi in Economics





1. **At a glance**
2. **Group Strategy**
3. **Events 2022 and 2023**
4. **FY2022**
5. **Appendix**



At a glance

**PATTERN**  
GROUP



**PATTERN**  
GROUP

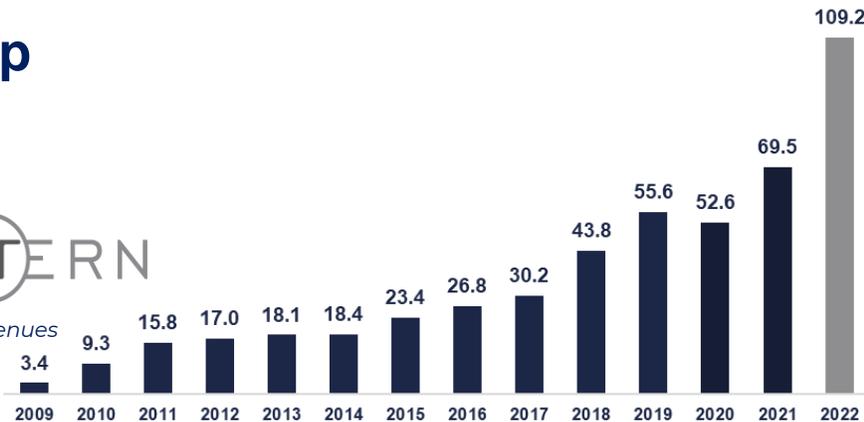
is a

**landmark for top-end  
Luxury Fashion**

**Engineering & Production**



Sales Revenues  
€ Mln



- Acquisition of the tailoring production unit, Bubel
- Beginning of managerialization process with **Mr. Sburlati joining the team**
- Set up of the **Collegno plant**



- Borsa Italiana IPO



- Acquisition of **S.M.T.**  
Pattern enters the luxury knitwear sector



- Acquisition of **100%** of the share capital of Zanni, through S.M.T.
- Opening of a **Business Unit** in south of Italy (Puglia) dedicated to the production of women's dresses



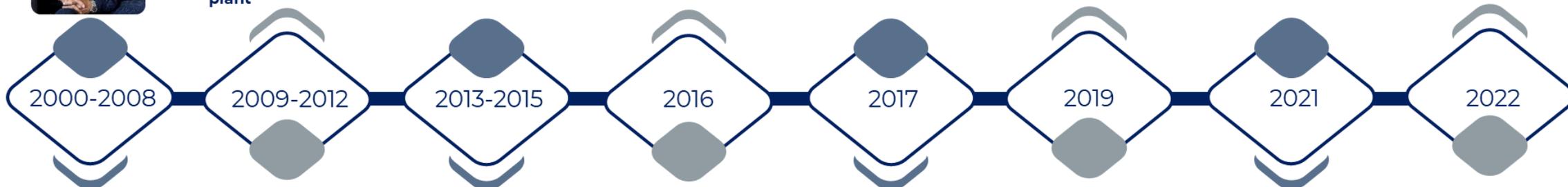
- Acquisition of **70%** of the share capital of RGB, through Idee Partners



- Acquisition of **70%** of the share capital of **Dyloan Bond Factory**



- Signed a **binding investment agreement** for the purchase, through its subsidiary (80%) S.M.T., of 100% of **Nuova Nicol**



Pattern was established in **2000** by Fulvio Botto and Francesco Martorella

### ESEMPLARE

- Acquisition of **Esemplare brand**, specialized in outerwear
- **First Italian brand to obtain the SA8000 Social Accountability Certificate**
- **First Sustainability Report (GRI index)**



Acquisition of **Roscini - Spello** plant, reinforcing the women segment

- Acquisition of an additional **29%** of the share capital of S.M.T.

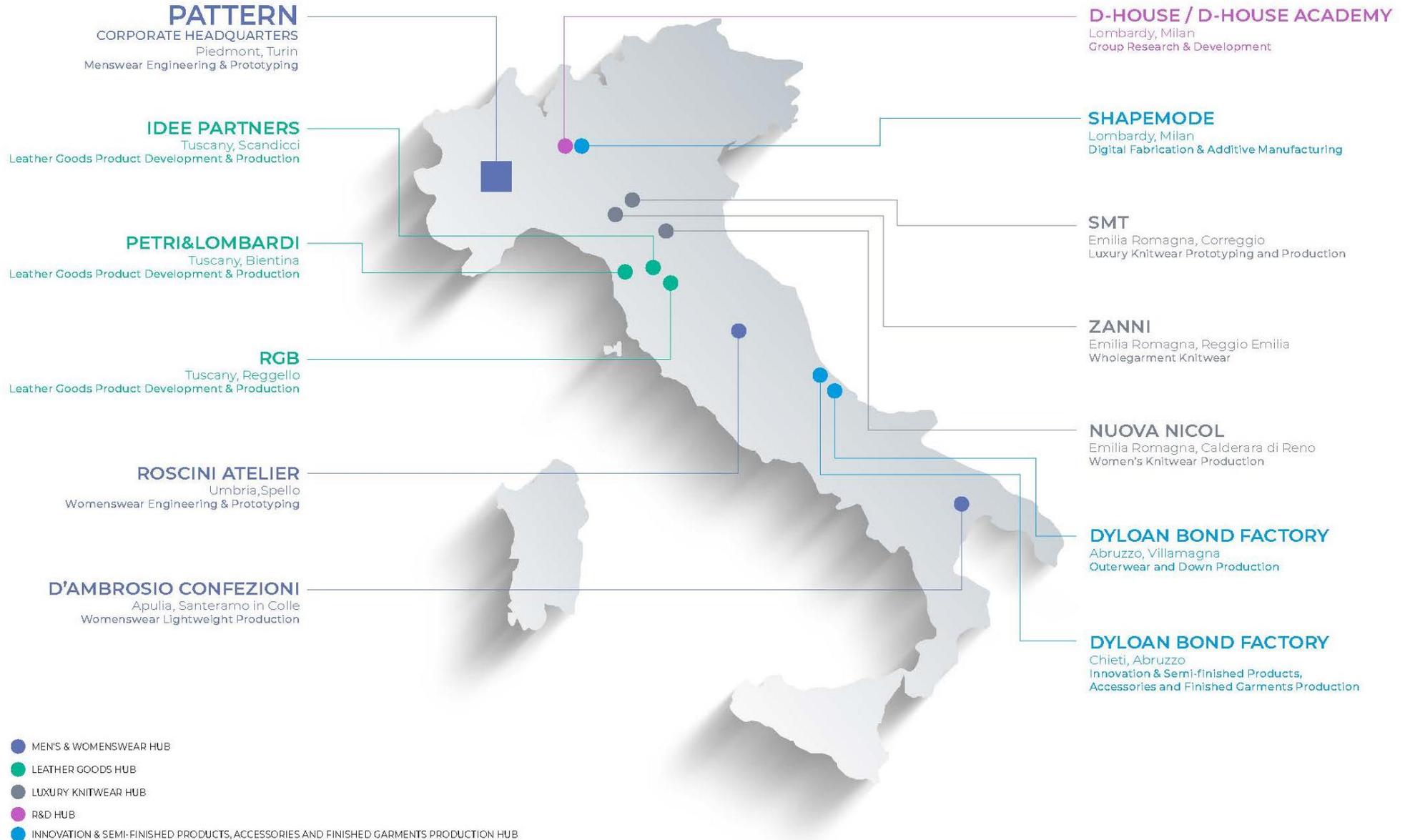


- Acquisition of **54%** of Idee Partners. Pattern enters the leather goods sector.
- Idee owns 60% of Petri & Lombardi



Group strategy

# The Italian Hub of Luxury Fashion Engineering & Production





A grayscale silhouette of a hiker with a large backpack standing on a mountain peak, looking through binoculars. The background shows a hazy, mountainous landscape under a cloudy sky.

# Events 2022 and 2023

## December 2022 – Purchased the 100% of Nuova Nicol

Nuova Nicol S.r.l., an Emilian company specialising in the Production **of Luxury Knitwear for Women** with a **top luxury customer portfolio**, is characterised by a specific **focus on the quality** of yarns, fabrics and details that stand out in the finishing, as well as by a **large pool of machinery** that allows for a **significant production capacity**.



The Investment Agreement provides for **the purchase by Pattern, through S.M.T. S.r.l. (an 80% subsidiary of Pattern), of 100% of the share capital of Nuova Nicol S.r.l.** directly from the three shareholders Gianluca Nicoli, Michele Marchi and Rita Nanni, holders of, respectively, a stake equal to 99.636%, 0.182% and 0.182% of the share capital of Nuova Nicol S.r.l..

### FY2021 highlights for Nuova Nicol S.r.l.:

- Value of production: about €8.3 million
- EBITDA about 1.9 € million
- NFP positive for about €0,236 million

**The purchase price is € 6 million** based on the following assumptions agreed upon between the parties:

- a) the Shareholders' Equity of Nuova Nicol S.r.l. as at 31 December 2022, reduced by all components referred to in the Demerger, is not less than € 1.4 million;
- b) earnings before tax of Nuova Nicol S.r.l., before taxes, without considering any impacts arising from the Demerger and therefore based on ordinary operations, recorded for the year 2022, is not less than € 1.5 million;
- c) the Net Financial Position, as of the date of the Closing, is positive and is not less than € 700,000.00.

Closing date: no later than 30 April 2023

27th March 2023

## Pattern disposes of Turin plant Business Unit dedicated to Burberry to continue along the path of Industrial Growth and Investment

The Board of Directors resolved on approving the signing of a **binding framework agreement** on the disposal to **Burberry Limited** (or another Burberry group entity as designated by Burberry Limited) of the **Turin plant's Business Unit** dedicated to the **Engineering and Production of Burberry products**, through the disposal of shares in a newly-formed vehicle entity, for a disposal **price of € 21 million**.

*“This is a very important **milestone** for our territory, the people and our company, from which a Technical Outerwear Hub for the leading British luxury brand was born today. Pattern disposes of the part dedicated to its long-standing client Burberry in order to build the **Group's new headquarters in Turin** over the next 24 months and have the **resources** to continue along the **path of full industrial growth** with increasing effectiveness, and **to invest in the Italian territory**”*

Luca Sburlati, CEO of Pattern Group, Franco Martorella and Fulvio Botto, Founders and Majority Shareholders of Pattern

27th March 2023

## Pattern disposes of Turin plant Business Unit dedicated to Burberry to continue along the path of Industrial Growth and Investment

Following a path of growth through acquisitions, resulting today in **12 companies located in 7 Italian regions**, Pattern raises the resources to **continue on its path of industrial growth** with greater strength.

### Pattern's opportunities:

- Reach further financial resources and **improve NFP** to continue along the **path of Investments**, including further **M&As**, and **Industrial Growth** of the Group
- Building the **new Turin headquarters**
- Extraordinary distribution of dividends (subject to shareholders' approval)
- Confirmation of Piedmont's role as a region of clothing excellence



*New Headquarters in Turin rendering*

**27th March 2023**

## **Pattern disposes of Turin plant Business Unit dedicated to Burberry to continue along the path of industrial growth and investment**

### **Basics of the Agreement**

- The object of the Business Unit is the activity revolving around the **Engineering and Production** line of Burberry products.
- The Agreement provides for additional agreements to be signed at Closing, including a **transitional services agreement** and a **production agreement**.
- The Closing will be followed by a **temporary** secondment to the Transferee for 2 years of one of the two founders, **Francesco Martorella**, in order to **ensure continuity to the transferred activities**. During this period, Francesco Martorella will remain on the Board of Directors of Pattern and the Group's subsidiaries, with no delegated powers.
- The disposal price was agreed upon between the parties at a total of **€ 21 million**. This price is subject to adjustments based on the Trade Working Capital and Net Financial Position of the Business Unit at the closing date.

The Closing of the Transaction is expected to be completed by approximately **September 2023**, unless extended.

### **About the BU**

At 31 December 2022, the BU generated revenue of **€ 25.0 million** with **EBITDA at € 3.7 million**. To accurately estimate the BU's profitability, it should be noted that the EBITDA shown does not include certain overhead costs, related mainly to executive, managerial, HR, ESG, administrative figures, as well as IT infrastructure, that are essential for the functioning of the BU, and that will instead remain in Pattern to ensure the Group's business continuity.

The Agreement does not provide for the transfer of financial payables.



FY2022

# PATTERN GROUP FY2022 Highlights

## SALES REVENUES

**€ 109.2 M**  
**+57.1% YoY**

€ 69.5 FY2021

## EBITDA

**€ 11.1 M**  
**+44.6% YoY**

€ 7.7 M FY2021

## EBITDA MARGIN

**10%**

11% FY2021

## NET INCOME

**€ 4.1 M**  
**+10.6% YoY**

€ 3.7 M FY2021

## NFP

**€ 13.9 M\***

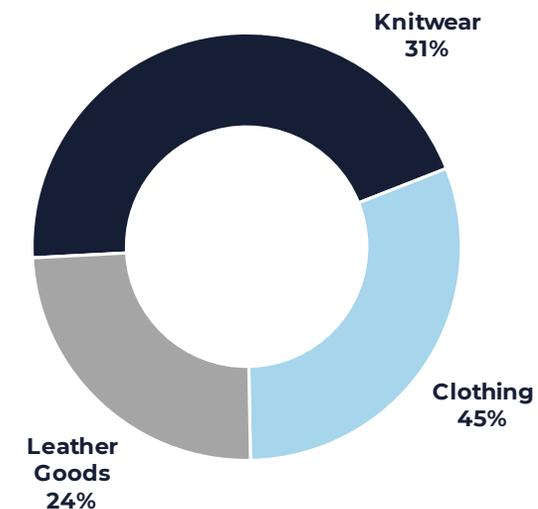
Positive € 3.1 M  
FY2021

\* Due to M&As

# FY2022 Income Statement

(€ 000)	FY2022	FY2021	%
Sales revenues	109,212	69,506	57.1%
Other revenues	1,799	520	246.0%
<b>Total Revenues</b>	<b>111,011</b>	<b>70,026</b>	<b>58.5%</b>
Change in inventories, semi and finished products	(585)	2,496	-
<b>Value of production</b>	<b>110,426</b>	<b>72,521</b>	<b>52.3%</b>
Raw materials	(28,449)	(22,283)	27.7%
Cost of services	(42,277)	(25,603)	65.1%
Leases and rentals	(2,402)	(1,476)	62.7%
Personnel Expenses	(25,382)	(15,166)	67.4%
Other operating expenses	(798)	(303)	263.4%
<b>EBITDA</b>	<b>11,119</b>	<b>7,690</b>	<b>44.6%</b>
<b>EBITDA margin</b>	<b>10.0%</b>	<b>11.0%</b>	
D&A	(4,236)	(2,424)	74.8%
<b>EBIT</b>	<b>6,882</b>	<b>5,266</b>	<b>30.7%</b>
Net financial income	(284)	(125)	-127.1%
<b>EBT</b>	<b>6,598</b>	<b>5,141</b>	<b>28.3%</b>
Taxes	(2,535)	(1,467)	72.8%
<b>Net income</b>	<b>4,064</b>	<b>3,674</b>	<b>10.6%</b>
<b>Group Net income</b>	<b>2,593</b>	<b>2,999</b>	<b>-13.5%</b>

## Revenues Breakdown



# PATTERN GROUP FY2022 Highlights vs. Pro-forma data

## SALES REVENUES

**€ 109.2 M**  
**+25.4% YoY**

€ 87.1 FY2021  
*Pro-Forma*

## EBITDA

**€ 11.1 M**  
**+25.8% YoY**

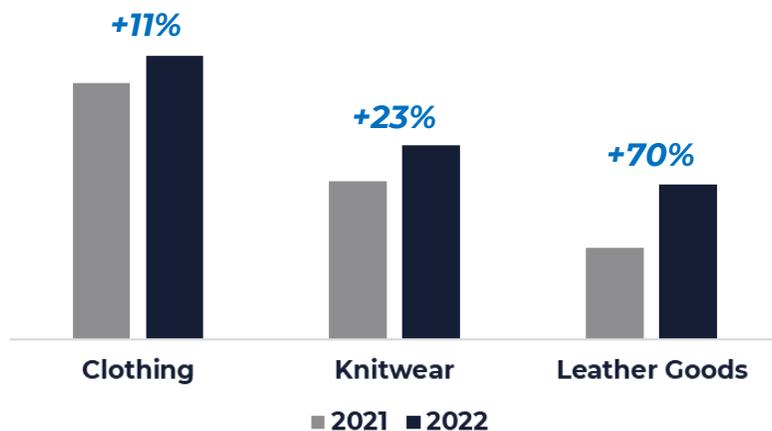
€ 8.8 M FY2021  
*Pro-Forma*

## NET INCOME

**€ 4.1 M**  
**+20.7% YoY**

€ 3.4 M FY2021  
*Pro-Forma*

### Revenues Growth Rates Breakdown

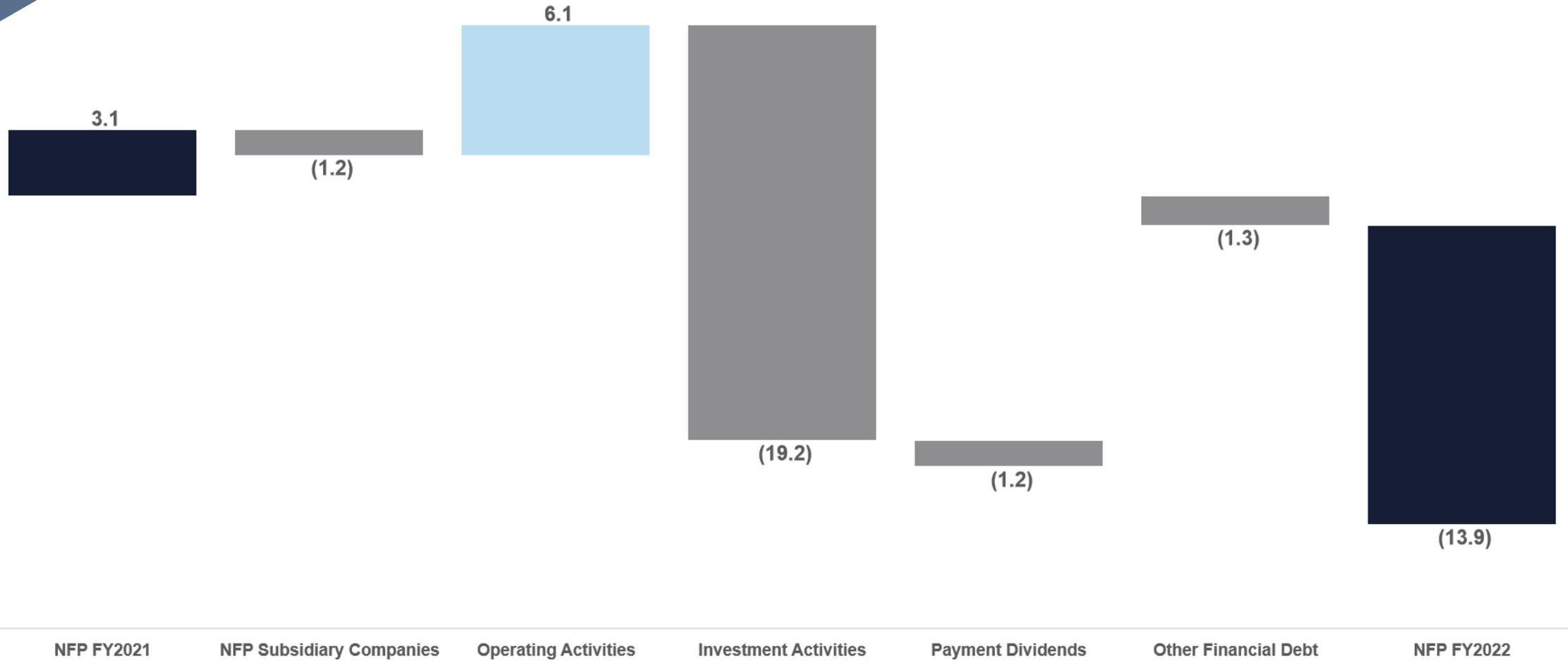


# FY2022 Balance Sheet (Use and Sources)

(€ 000)	31/12/2022	31/12/2021	%
<b>Fixed Assets</b>	<b>36,831.9</b>	<b>17,865.8</b>	<b>106.2%</b>
Warehouse	9,359.5	8,289.6	12.9%
Trade Receivables	24,212.5	15,323.2	58.0%
Other Receivables	12,692.7	5,828.0	117.8%
Prepayments and accrued income	847.3	459.1	84.6%
<b>Working Capital</b>	<b>47,112.0</b>	<b>29,899.9</b>	<b>57.6%</b>
Trade Payables	(22,251.2)	(17,669.1)	25.9%
Other Payables	(9,167.4)	(4,584.0)	100.0%
Accrued expenses and deferred income	(4,115.9)	(617.9)	566.1%
<b>Net Working Capital</b>	<b>11,577.5</b>	<b>7,028.8</b>	<b>64.7%</b>
Funds	(4,928.1)	(2,857.4)	72.5%
<b>Net Invested Capital</b>	<b>43,481.3</b>	<b>22,037.1</b>	<b>97.3%</b>

(€ 000)	31/12/2022	31/12/2021	%
<b>Shareholders' Equity</b>	<b>29,628.3</b>	<b>25,123.7</b>	<b>17.9%</b>
<i>Group Shareholders' Equity</i>	<i>24,796.1</i>	<i>22,922.9</i>	<i>8.2%</i>
Short term bank debt	8,995.5	4,256.7	<b>111.3%</b>
Medium term financial debt	23,910.1	15,450.9	<b>54.7%</b>
<b>Bank Debt</b>	<b>32,905.6</b>	<b>19,707.6</b>	<b>67.0%</b>
Current Financial assets time-deposit	(2,500.0)	-	-
Cash and Cash equivalents	(16,552.6)	(22,794.2)	-27.4%
<b>Total liquidity</b>	<b>(19,052.6)</b>	<b>(22,794.2)</b>	<b>-16.4%</b>
<b>Net Debt/(Cash)</b>	<b>13,853.0</b>	<b>(3,086.6)</b>	<b>-548.8%</b>
<b>Total Sources</b>	<b>43,481.3</b>	<b>22,037.1</b>	<b>97.3%</b>

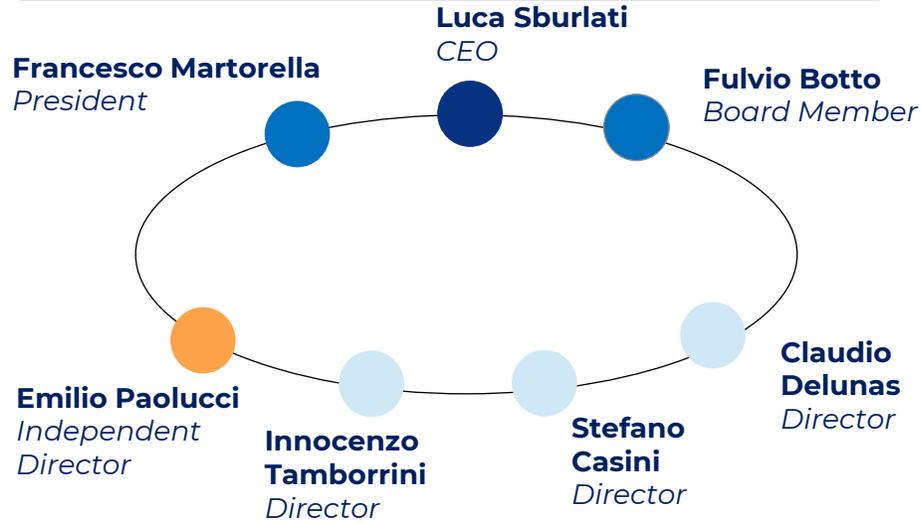
# NFP bridge



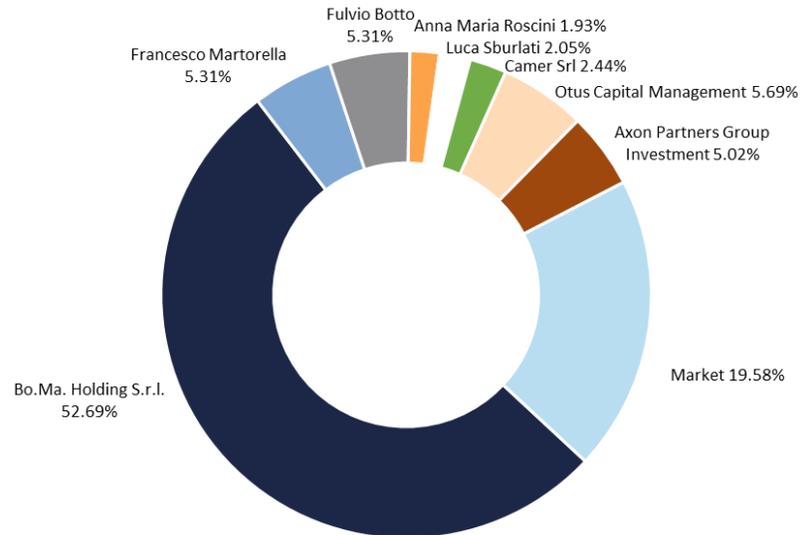
# Appendix

# Corporate Governance

## Board of Directors



## Shareholder Structure

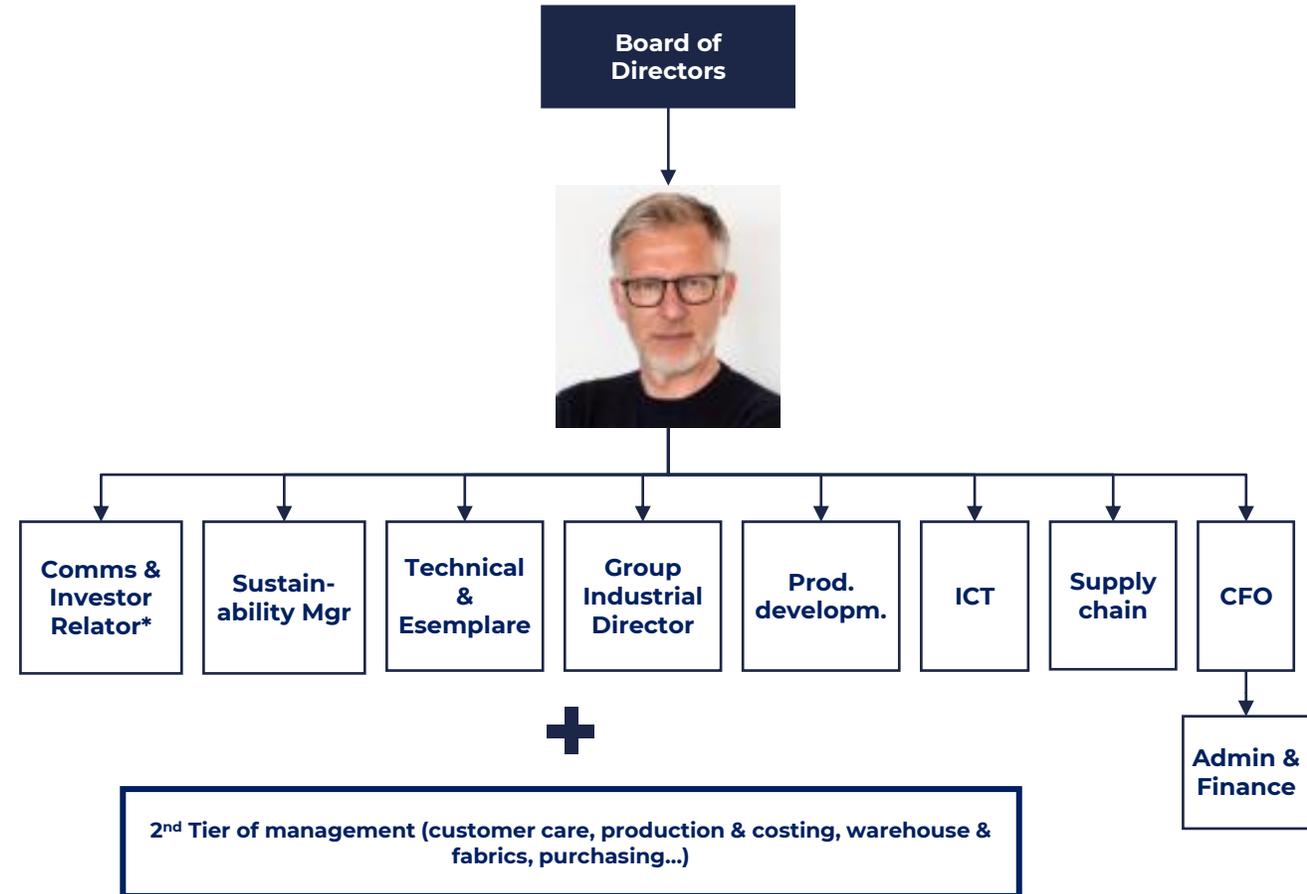


# HR - Highly Experienced and Committed Management Team



F. Botto and F. Martorella, founders and owners, are **recognized and valued professionals among fashion industry**, having cooperated with some of the most **prestigious brands** (i.e. Armani, Valentino)

 The two have **rapidly built a team of highly skilled personnel** thanks to a constant knowledge sharing approach and internal training of staff which ensure protection and leverage of their heritage

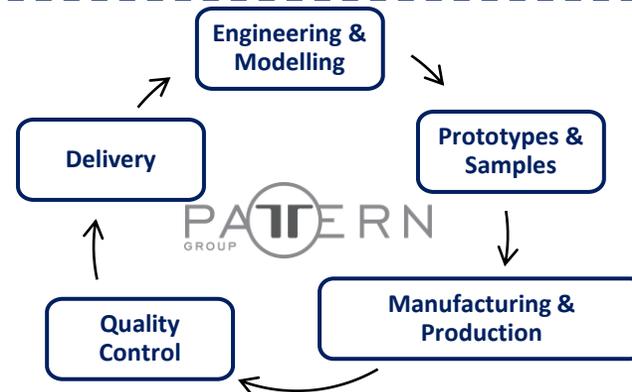
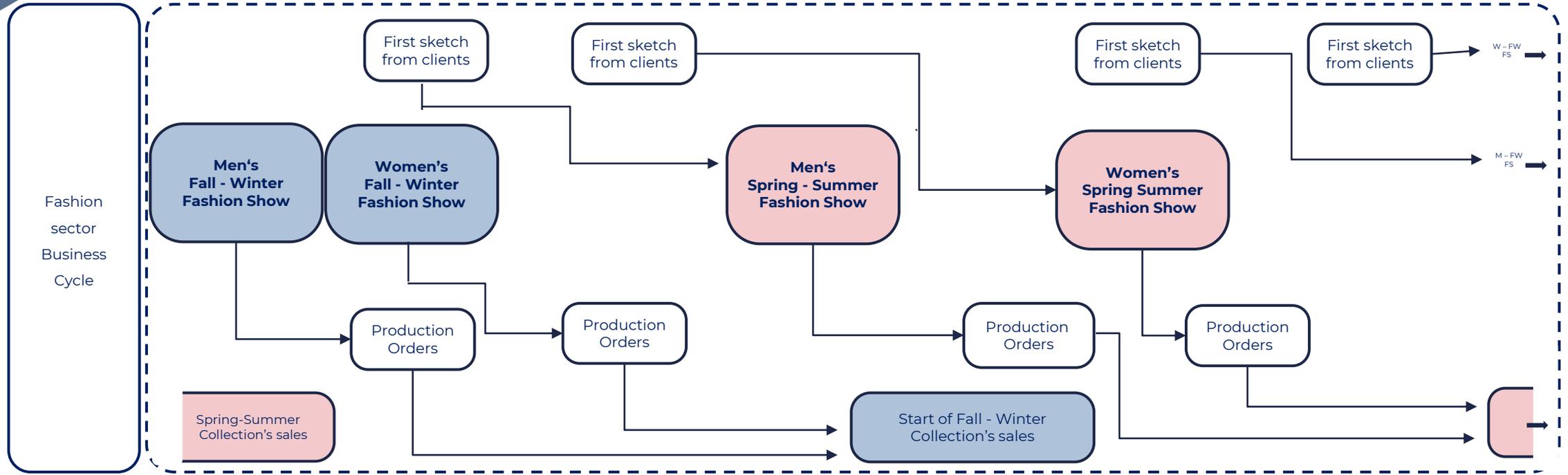


**Sole player, in its competitive arena, to have adopted a modern management structure as a key competitive advantage**

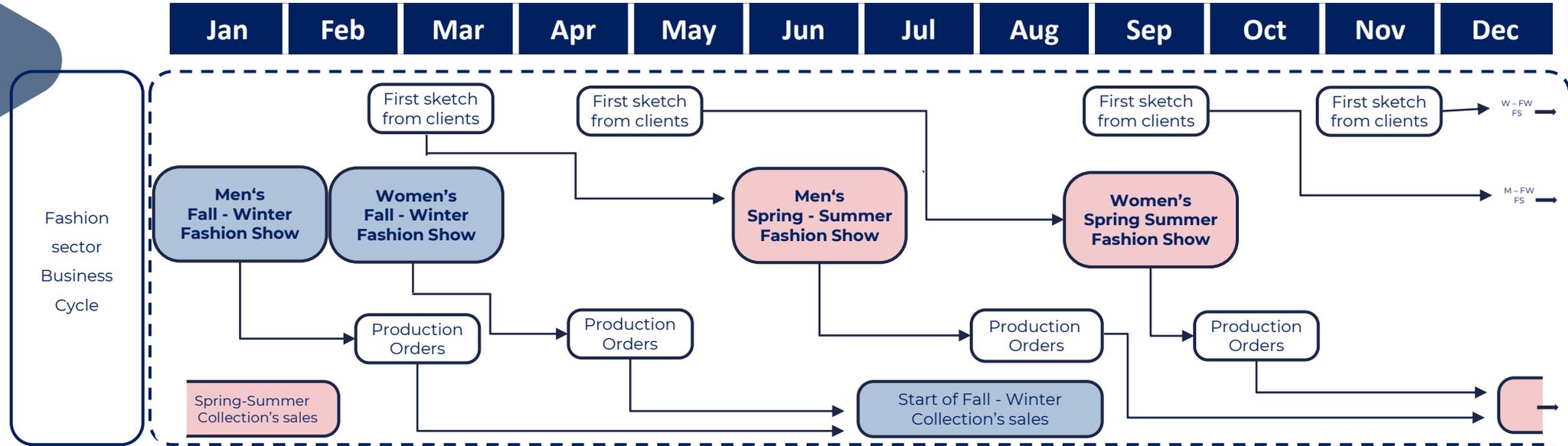


# The fashion sector and Pattern business model

# How the fashion sector used to work



# How the fashion sector works now



Fashion sector Business Cycle

*Capsule, outlet, special events, online one-spot collections, digital fashion shows, special production with VIP, etc...*

## Engineering & Prototyping & Production

### Pattern Competitive Advantages

#### Quality

Highest quality through technology, human resources and control of the supply chain

#### Flexibility

Flexible organizational structure with vertical integration

#### Speed

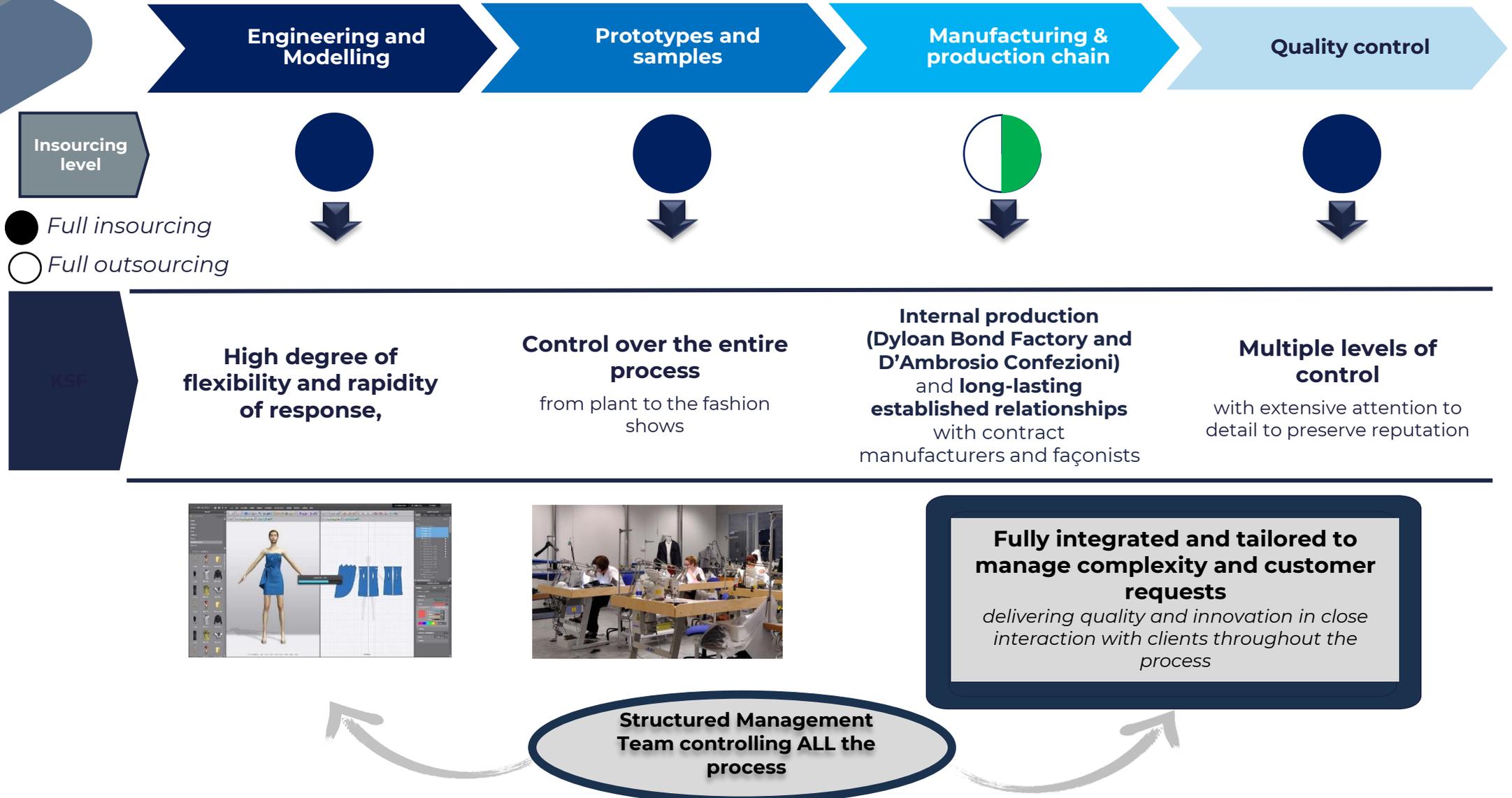
Superior time-to-market, thanks to newest technologies and proven procedures

#### Reputation

20 years heritage of a fine-tuned business model for the luxury apparel industry

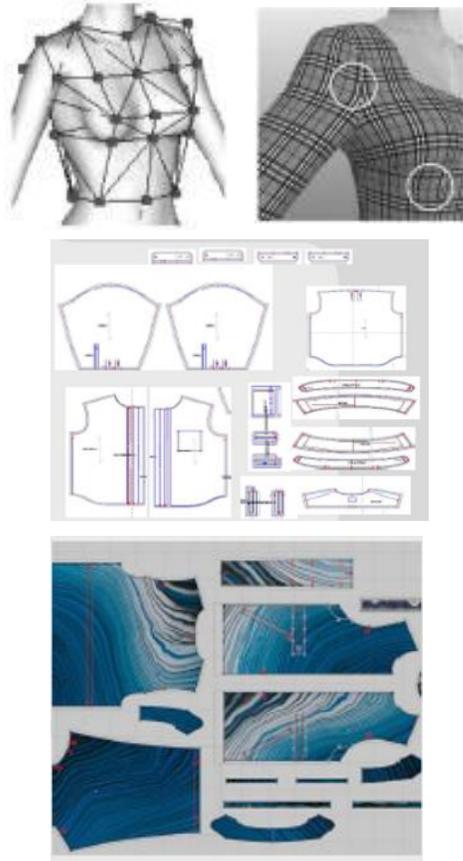
**Pattern operates in a strategic stage of the process, the "Formula 1"**

# Pattern's business model



Unique balance between human craftsmanship and technology allows for superior flexibility in order execution

# Full integration with Italy's best suppliers and façonists



**Pre-production samples are prepared internally** to allow clients to pre-verify



**Internal production (Dyloan Bond Factory and D'Ambrosio Confezioni)** and long-lasting established relationships with contract manufacturers and façonists



- High fragmentation of minor suppliers**
- Full control over the value chain by dictating own standards**

**Established partnerships with suppliers of certified raw materials, mainly located in Italy**

**Full control over the value chain through internal production and established long-term partnership with the key players of a highly polarized industry**



Our values



**PATTERN**  
GROUP



## 3 Key values

Human Resources

Technology and R&D

Sustainability

**September 2021**  
**Introduction of the Organisational Model «231»: the supervisory infrastructure required under Legislative Decree 231/2001**

- TRASPARENCY and REPUTATION
- IMPROVEMENT of the Internal Control System
- RELIABILITY

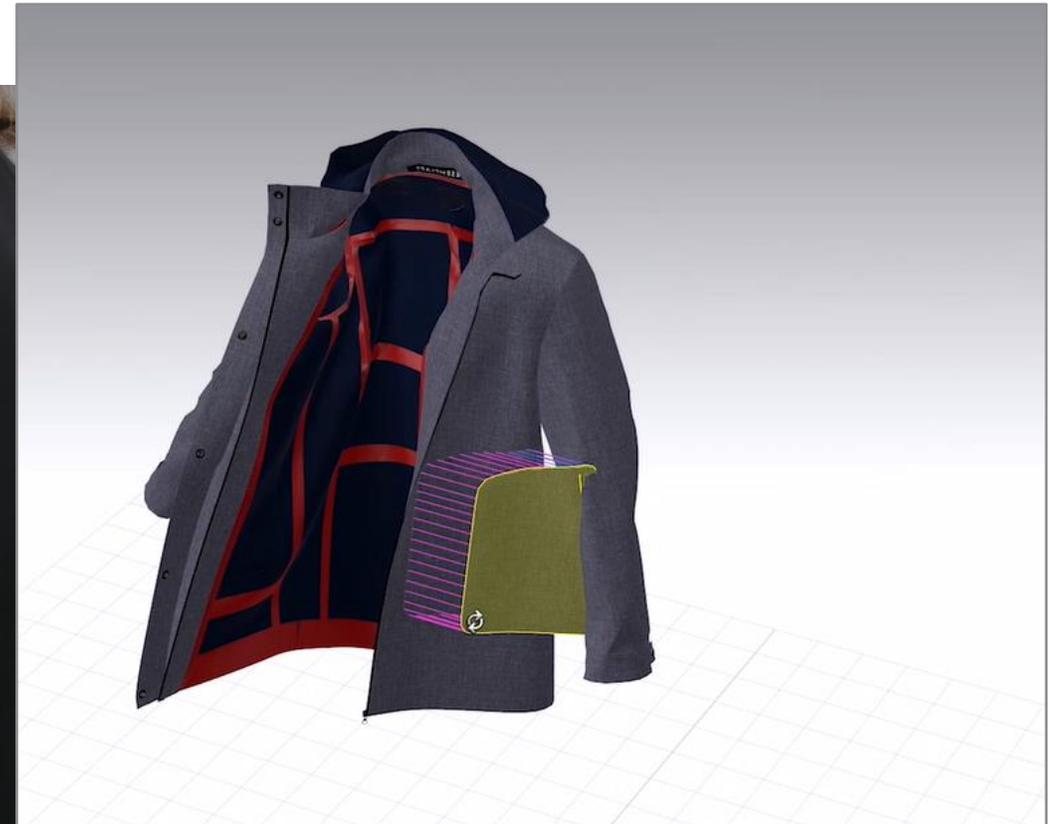
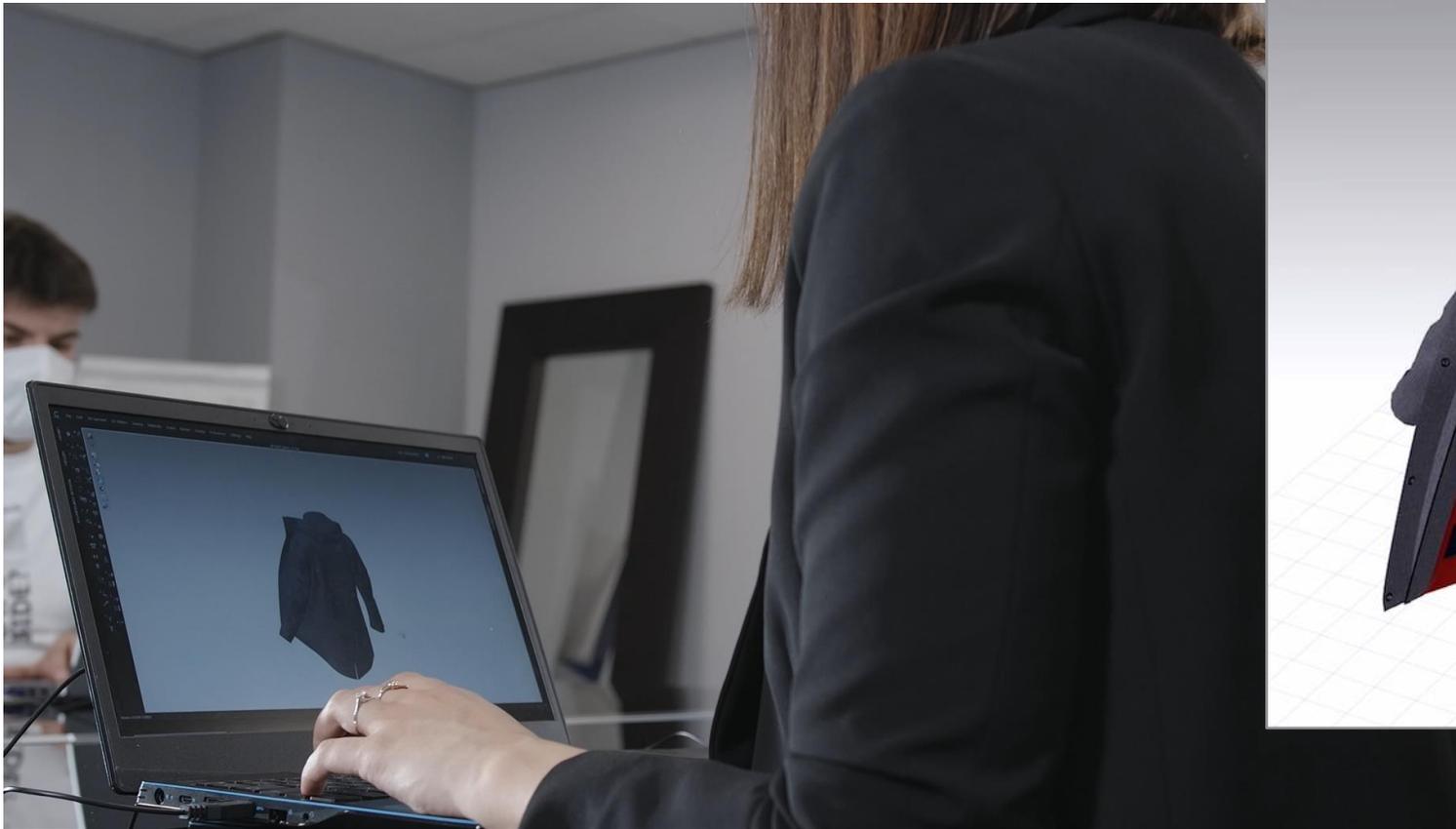


# Innovation

## 3D Dimension Virtual Prototyping

Today 3D prototyping represents one of the most important company's strategic investments with a dedicated Digital Team.

Pattern uses the most advanced fashion prototyping software program which allows to bring to life virtual models by replicating 2D CAD patterns into a 3D platform.



## Physical Fabric setting for different real fit

**Chiffon + silk  
transparent organza**



**Velvet**

**Eco-leather**



# Zero waste printed fabrics

Combining the long experience in placement of printed fabrics with the expertise on the 3D design system, Pattern is able to provide a **Print Engineering Service** through which graphics are designed specifically for each part of the pattern of each size (or size group). Therefore, the fabric is produced with engineered panels, considerably reducing the printed fabrics' consumption.

## Advantages:

- Fabrics' consumption reduced by 30% to 40%
- Sustainable approach with decreased leftover: thanks to the 3D system, the garment outcome is immediately visible, without producing the sample
- Design unlimited creativity on artwork management
- Lead-time improvement
- Significant reduction in production costs



The **3D system** allows to accurately and immediately visualize the placement of each piece of graphics on the "real" garment and simulate their movements.

PRINT PLACEMENT



ENGINEERED PLACEMENT



WITH THIS METHOD WE CAN SAVE UP TO 45%

## New Digital Warehouse 4.0

Completed in autumn 2020, the new warehouse is an **innovative system** state-of-the-art in the **logistic field**.

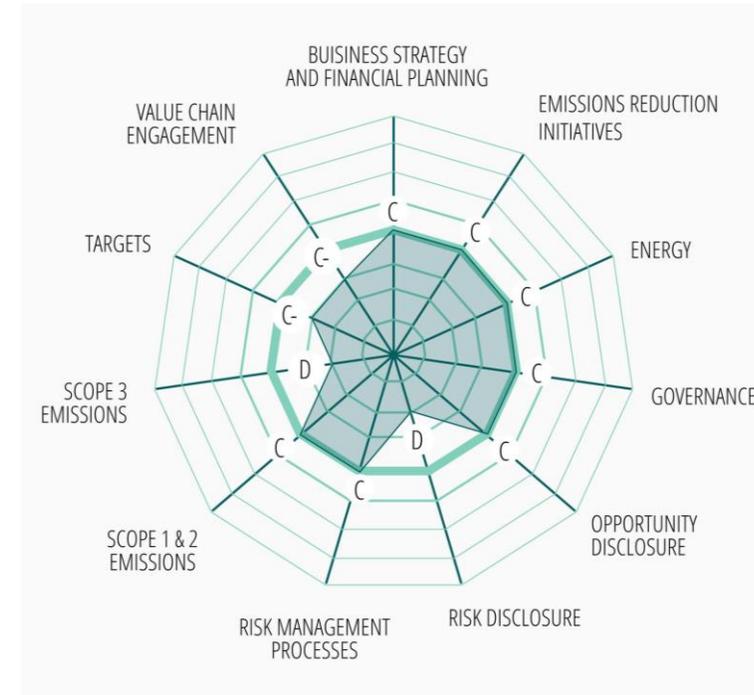
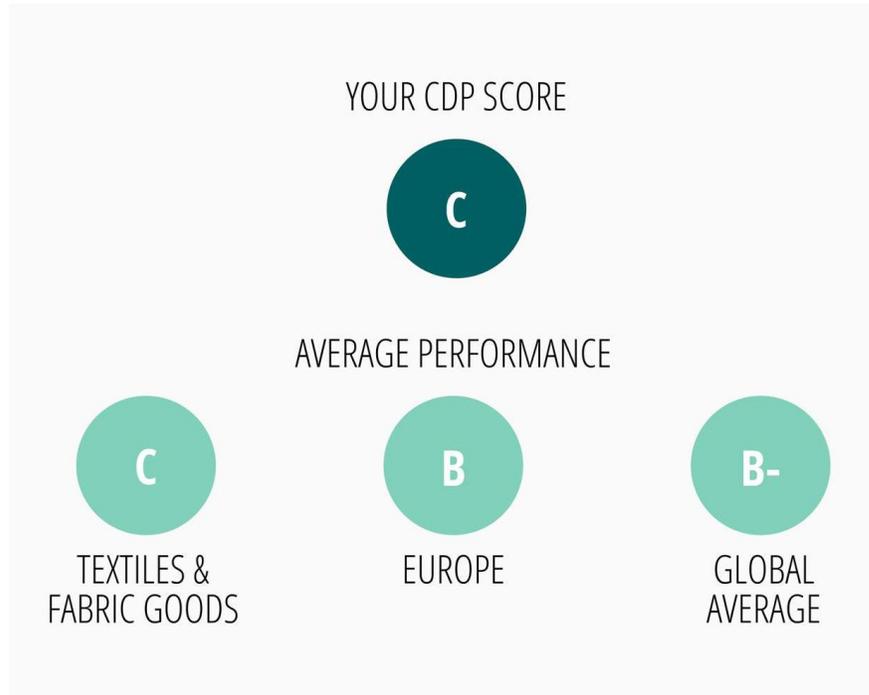
A cutting-edge warehouse, **100% digitalized**, where, thanks to RFID technology, every single garment is unequivocally identified and traced.





# Sustainability

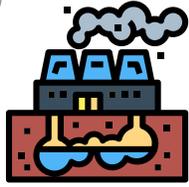
## ESG RATING



CDP is recognized as the global standard of environmental reporting.

The British NGO has a strong reputation and receives its mandate from a pool of institutional investors.

The market demand for corporate environmental transparency is louder than ever: 515 investors with US\$106 trillion in assets, and 150+ large purchasers with US\$4 trillion in buying power requested thousands of companies to disclose through CDP in 2020. They use CDP data, including scores, to inform their investment and procurement strategies.

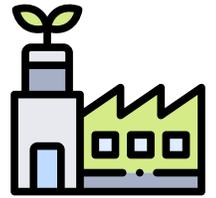


## GEOHERMAL PLANT

In 2020 the 140-kW **geothermal plant**, designed to meet the **energy needs required for heating and cooling of a new warehouse and part of the existing laboratory**, has become operational. The important savings on operating costs and the elimination of fuel will be accompanied by a **reduction of about 25,000 kg / year of carbon dioxide**.

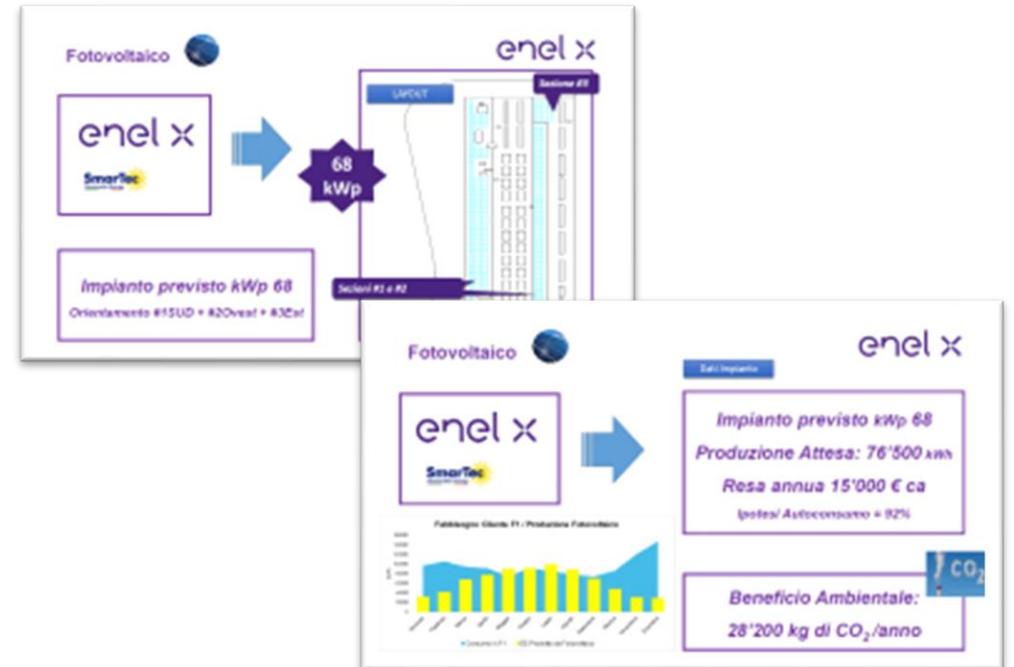


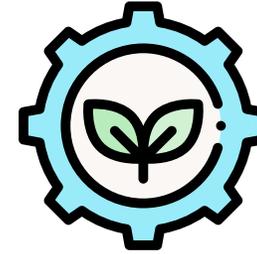
## 2 PHOTOVOLTAIC PLANTS: TURIN AND SPELLO



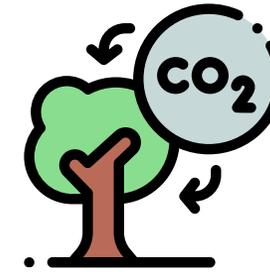
At the end of 2020, a **photovoltaic system** designed for self-consumption became operational in Pattern Turin allowing the company to be **almost completely self-sufficient**, fully covering the energy needs in the warmer months. By achieving this goal, the plant of Turin will **avoid CO2 emissions for 28 tons per year**, pursuing the path to become totally sustainable and zero emissions by 2023.

In addition, in 2022 Pattern signed the **acquisition of Roscini Atelier plant** including the installed and operative photovoltaic plant.

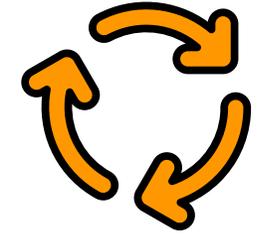




ECONOMIC & SOCIAL  
SUSTAINABILITY



BEING  
CARBON  
NEUTRAL



CIRCULAR ECONOMY &  
REVALUE WASTE

## FROM RED TO GREEN CARPET

5 year plan announced in 2018 by Pattern.

3 main goals to achieve:

## PATTERN PARTICIPANT OF THE UNITED NATIONS GLOBAL COMPACT

Global Compact's Ten Principles on Human Rights, Labour, Environment and Corruption and work together in order to take strategic actions to promote broader social objectives

## PATTERN ADHERES TO THE ONU'S "FASHION INDUSTRY CHARTER FOR CLIMATE ACTION"

Pattern is the first Italian company to join the **UNFCCC's Fashion for Global Climate Action** initiative as a signatory to the **Fashion Industry Charter for Climate Action**.

# Group Strategy - Consolidation of the Italian Hub of Luxury Fashion Engineering & Production

Pattern Group is present in the **main product categories** (men's and womenswear, knitwear, stationary fabrics, leather goods, clothing and accessories) starting from the **Research and Engineering** phase all the way through to **Production**



# Development, Innovation and Production of semi-finished products, accessories and finished garments

## Technological Innovation & semi-finished pdt, accessories, finished garments Production

### Dyloan Bond Factory

(2022)  
Chieti and Villamagna, Abruzzo

- **Advanced production** site for **technological semi-finished products, accessories, finished garments** and **outerwear**
- Leader in **technological Innovation**
- **Fabrics research** and **new textures creation**
- Special Projects
- Screen printing
- 200 employees



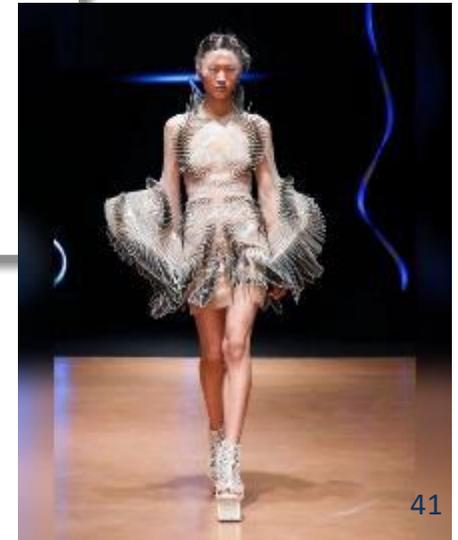
## Digital Fabrication & Additive Manufacturing



ShapeMode.

(2022)  
Milan, Lombardy

- Specialized in **Digital Fabrication**
- **Innovative technologies**
- **Design, Fashion, Eyewear, Automotive**, etc ...
- 3 employees



# Mens&Womenswear Engineering and Production Hub

## Luxury Menswear Engineering

### Pattern HQ

(2000)  
Turin, Piedmont

- **Casual and technical menswear, outerwear**
- **New technologies** applied to pattern-making
- **Research & Development** and innovation
- **Sustainability**
- 130 employees



## Luxury Womenswear Engineering

### Roscini Atelier

(2017)  
Spello, Umbria

- **Dresses and tailoring, soft fabrics and jersey**
- **Double construction**
- **Flexibility** and **Reputation**
- A solid focus on **craftsmanship and innovation**
- 60 employees



## Luxury Womenswear Production

### D'Ambrosio Confezioni

(2022)  
Sant'Eramo in Colle, Puglia

- **Luxury womenswear specialist**
- **Craftsmanship**
- **Made in Italy**
- 6 employees



# Leather Goods Hub

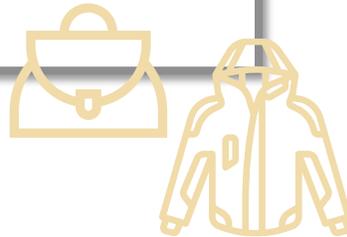
## Pdt Development&Production Leather Goods

### Idee Partners

(2021)

Scandicci, Tuscany

- Focus on **Product Development**
- Flexibility
- **Customized** partnership with clients: from engineering to production depending on clients need
- 100 employees



## Pdt Development&Production Leather Goods

### Petri & Lombardi

(2021)

Bientina, Tuscany

- **Historical Tuscan leather goods manufacturer**
- **Manufactory excellence**
- **Made in Italy**
- 45 employees



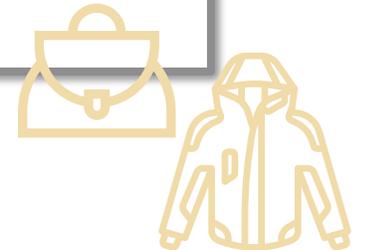
## Pdt Development&Production Leather Goods

### RGB

(2022)

Reggello, Tuscany

- **Manufactory and Production**
- Excellence
- Advanced manufactory
- 100 employees



## Luxury Knitwear

### Società Manifattura Tessile

(2019)

Correggio, Emilia Romagna

- Both **SHIMA SEIKI** and **STOLL** production technologies
- More than **100 weaving machines, 20 programmer technicians and a chain of external laboratories**
- Excellence and Quality
- Proactivity
- A solid focus on Research & Development
- 130 employees



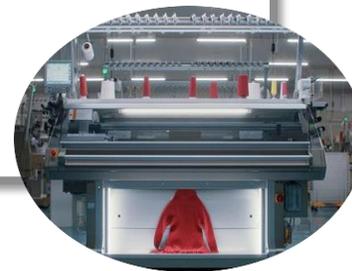
## Wholegarment Seamless Knitwear Knitted Accessories

### Zanni

(2022)

Reggio Emilia, Emilia Romagna

- Advanced technical know-how: **3D seamless Wholegarment**
- Focus on knitted accessories
- SHIMA SEIKI technology
- Focus on **Knitwear Accessories**
- A solid focus on Technology & Innovation
- 30 employees



## Women's Knitwear Production

### Nuova Nicol

(2022)

Calderara di Reno, Emilia Romagna

- Specialising in the **production** of luxury knitwear for **women**
- Top luxury customer portfolio
- Focus on the quality of yarns, fabrics and details



D-house is the special project of Pattern Group dedicated to R&D.

D-house is created to bring **Innovation to the world of fashion**, a urban lab in Milan, a place for meeting, training, innovation and **sustainability**, with a strong **technological component** and **international scope**.

D-house advanced technologies:

- 3D Additive Manufacturing
- Embroidery
- Laser (NextGen)
- Embossed
- Digital Printing



The new-born **D-house Academy** is part of this vision, to involve schools, universities, academies and research centers and allow the dissemination and sharing of research results



## July 2022 – Purchased the 70% of Bond Factory (Dyloan)

The Abruzzo-based company was founded with the aim of specialising in **Research and Innovation**.

In 2003 the current structure was outlined under the **Dyloan brand**, with two complementary but distinct realities: **Dyloan Bond Factory**, in Abruzzo, as an **advanced production site** for **technological semi-finished products, accessories and finished garments** with a focus on **outerwear** (plants in Chieti and Villamagna), and **D-house**, based in **Milan**, as a **pure R&D Hub**.

In 2022 Dyloan also acquired **ShapeMode**, small company in Milan leader in **Digital Fabrication & Additive Manufacturing**

Today Dyloan has become one of the **leading companies in Development and Innovation and Advanced Production Hub** in the luxury sector.



- Sign an investment agreement for the purchase of **70%** of Bond Factory (Dyloan) share capital
- The agreed price is **€ 6.96** million is determined based on the value of the company adjusted by an estimated Net Financial Position of approximately €1.04 million.
- Closing date: 7 November 2022

Bond Factory S.r.l. (**Dyloan**) closes the year 2021 as follows:

- Value of production: approx. € 15.3 mln
- Ebitda approx. € 2.1 mln
- NFP negative for about € 0.4 mln

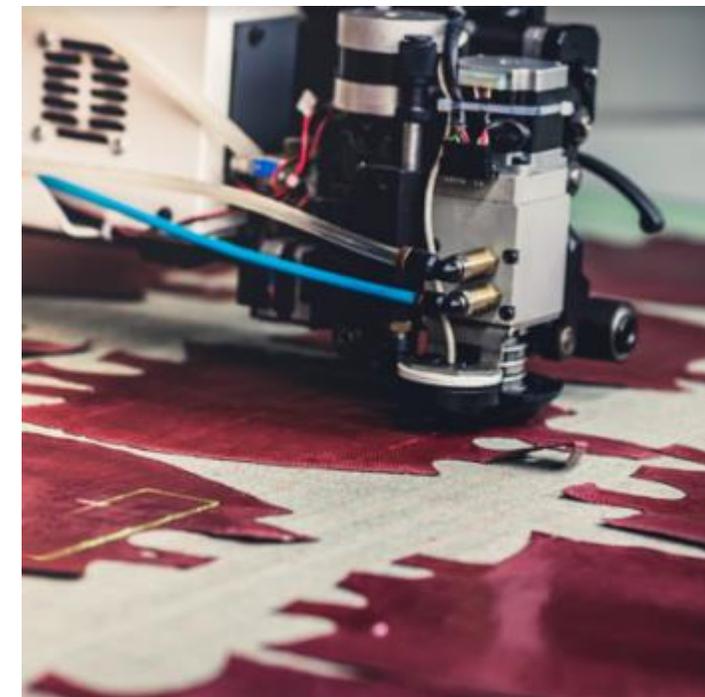


## May 2022 – Purchased the 70% of RGB, through its subsidiary Idee Partners

**RGB S.p.A.**, a Tuscan company with around 100 employees specialising in the manufacturing and crafting of leather accessories. The company operates in a modern production plant of 2,500 square metres equipped with solar panels near Florence (Reggello). RGB combines a **strong production capacity with very high processing quality** thanks to an internal organization by lines and a modern and innovative production plant.



- Purchase by Idee Partners S.r.l. (54% owned by Pattern), of **70%** of RGB's share capital;
- The agreed price is **€ 2.275** million (the "Provisional Purchase Price"), set by the parties based on RGB's provisional conventional net financial position.
- Closing date: 10 May 2022



In the first quarter of 2022, RGB reported sales revenues of approximately € 2.3 million. Based on this figure, the current backlog and future prospects, it is estimated that **sales revenue for the full year 2022 could be between € 9 and € 10 million.**

## February 2022 – Purchased the 100% of Zanni, through its subsidiary S.M.T.

Zanni is an over 60 years historic knitwear weaving company. At the forefront of the use of **WHOLEGARMENT technology of the Japanese SHIMA SEIKI**, Zanni represents excellence in the engineering and production of **Made in Italy seamless knitwear**, with a specific focus on **knitted accessories**.

- The Investment Agreement comprises the purchase by Pattern, through S.M.T. S.r.l. (80% controlled by Pattern) of **100% of Zanni S.r.l.** directly from the two founders Marco and Mauro Zanni, Mauro Zanni is confirmed Chief Executive Officer.
- **The agreed price is € 4.3 million** and is paid by Società Manifattura Tessile Srl. to the sellers for 70% on the date of execution of the purchase and for the remaining 30% in three annual instalments starting from 31 January 2023.
- **The acquisition price of € 4.3 million includes the production property and positive NFP (Cash).**
- Closing on February 2022.



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