

# FINANCIAL PRESENTATION

Sabaf | 7<sup>th</sup> October 2025

EQUITA CONFERENCE  
2025

SABAF: THERE'S LIFE INSIDE

[www.sabafgroup.com](http://www.sabafgroup.com)

**SABAF**  
GROUP



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# COMPANY PROFILE

# Sabaf Group: product range evolution in 4 Business Units

SINCE 1950

## GAS

- Standard Burners
- Special Burners
- Professional Burners
- Oven and Grill Burners
- Gas Valves
- Gas Oven Thermostats
- Microswitches & Accessories



SINCE 2018

## ELECTRONICS

- Cooker Hoods
- Ovens
- Cookers and hobs
- Vitroceramic hobs control cards
- Refrigerators/freezers
- Other products



SINCE 2000, further expansion since 2019

## HINGES

- Ovens
- Dishwashers
- Washing machines
- Refrigerators
- Special applications
- Small compartments
- Catering appliances



SINCE 2022

## INDUCTION

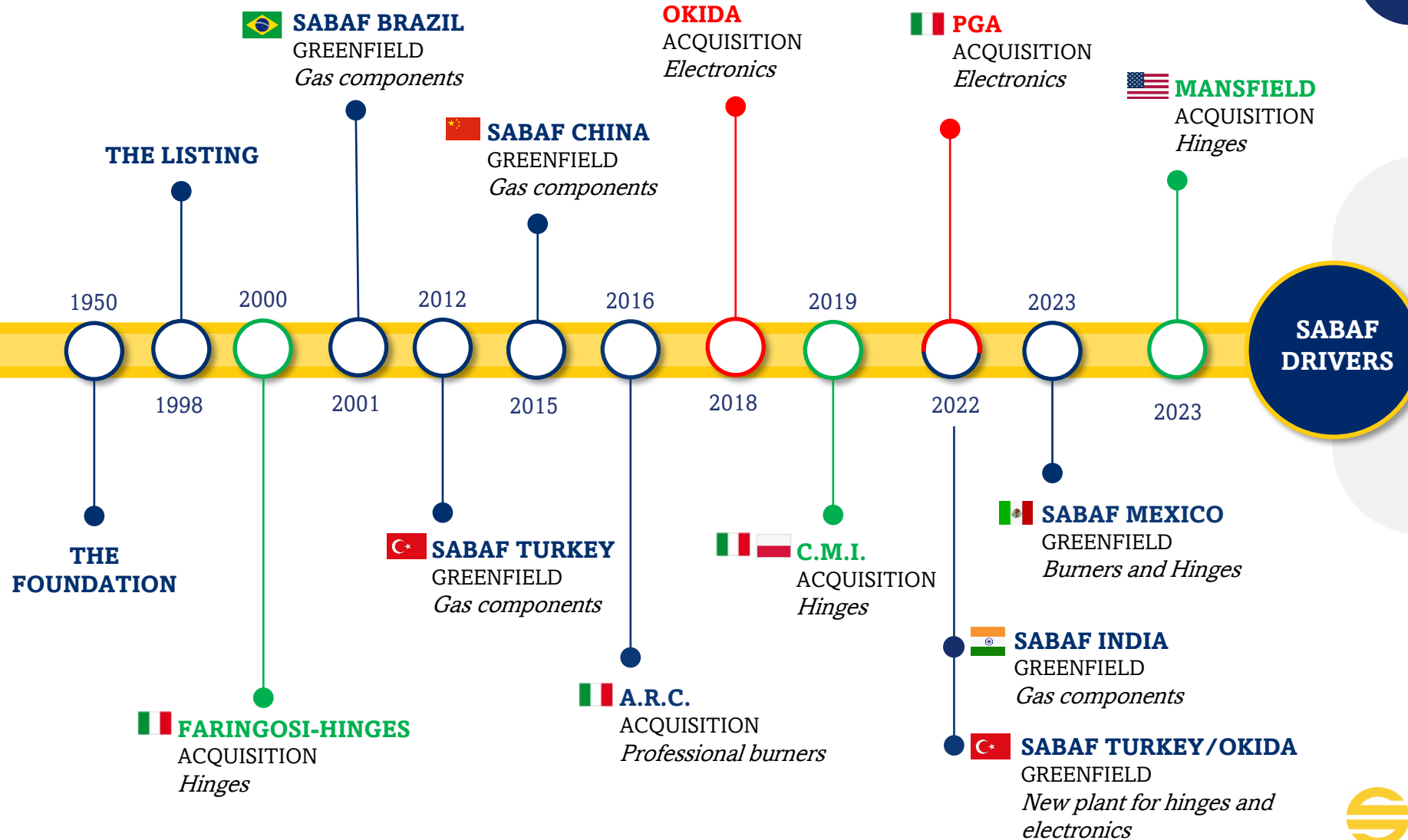
Components for induction cookers and hobs



- Inductor
- Power board
- Cooling system
- Touch control
- User interface

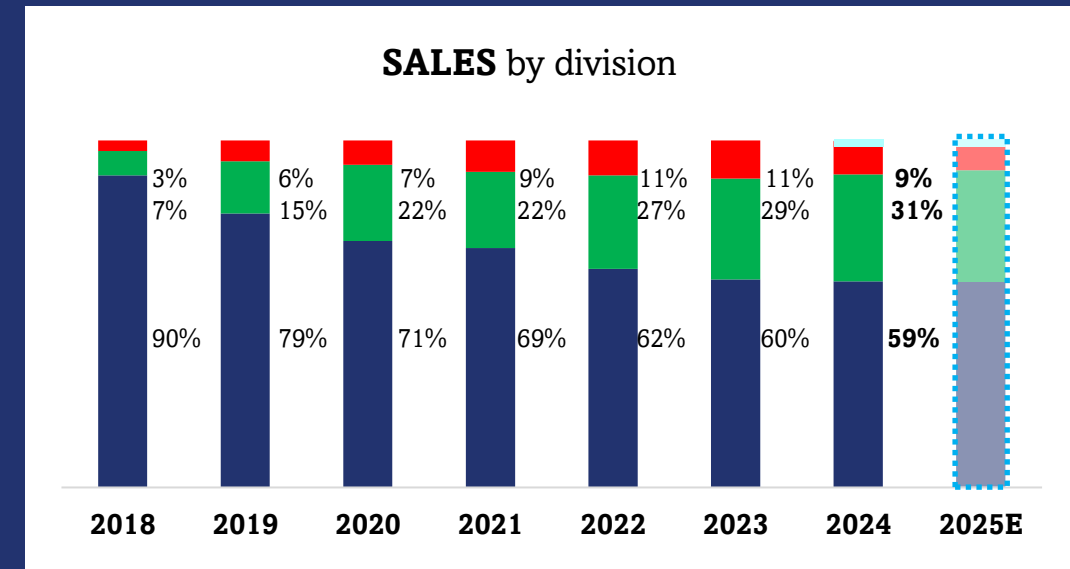
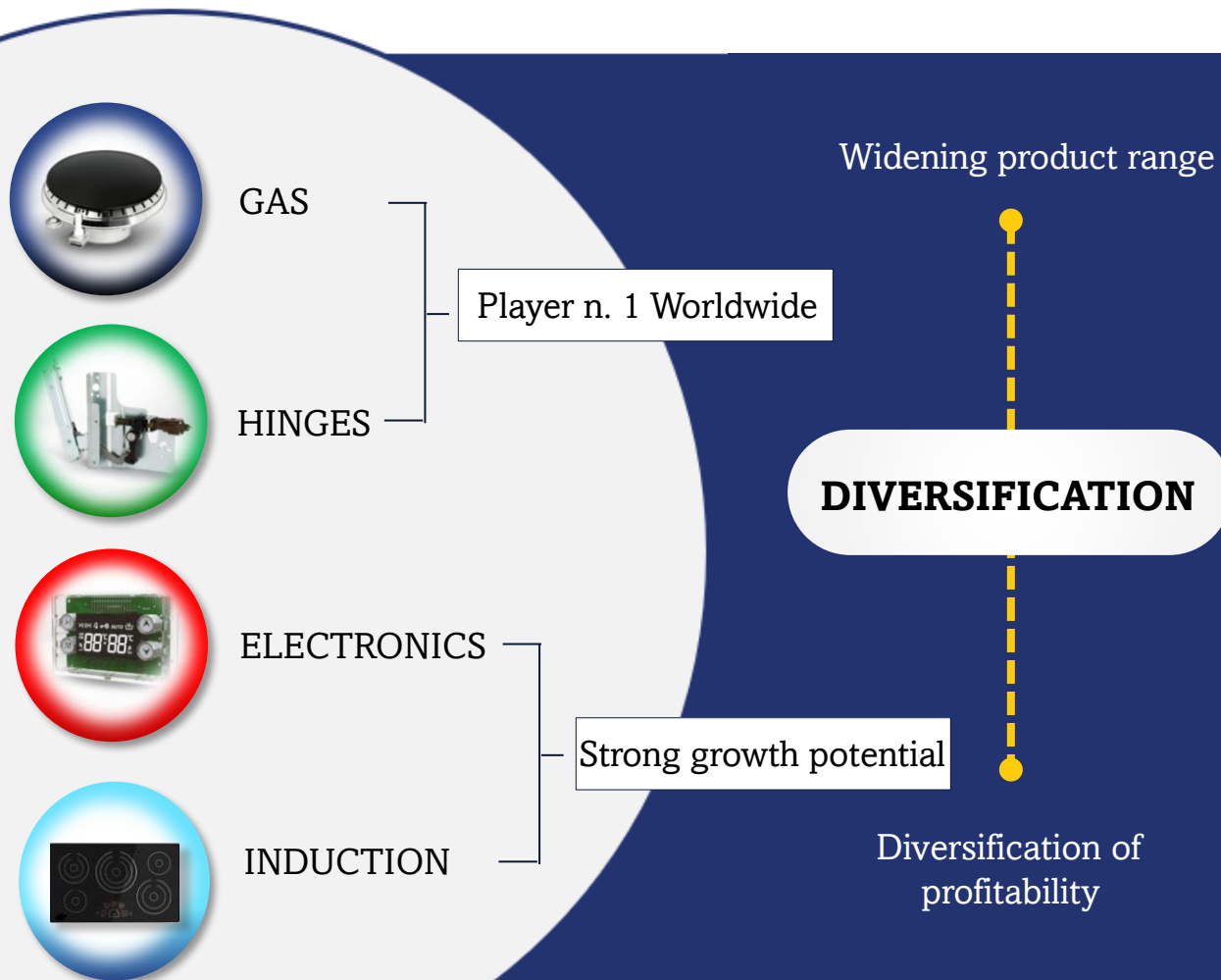
# Sabaf Group: evolution

5 acquisitions in the last 8 years  
3 greenfield plants in the last 3 years



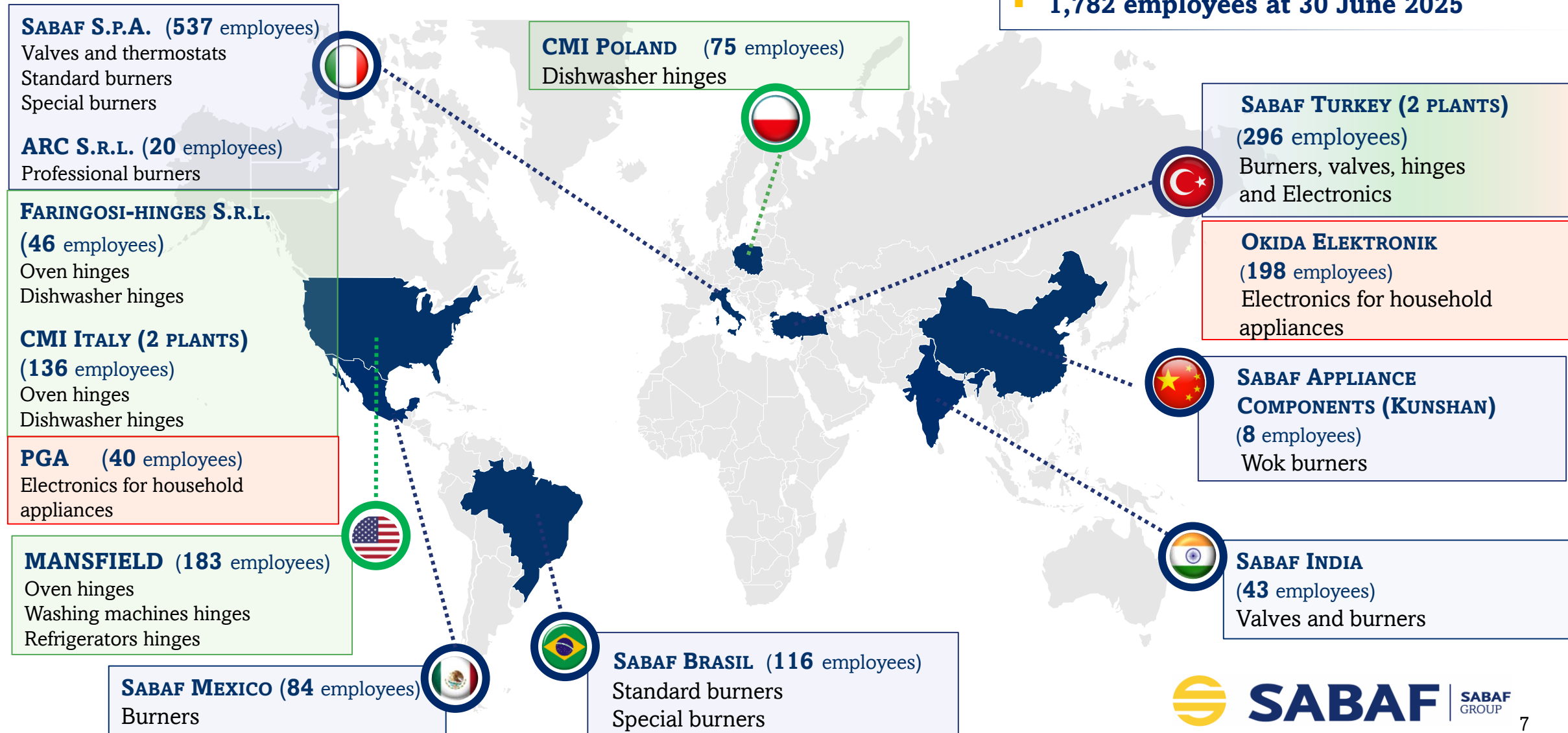
- TECHNOLOGICAL
- SMART
- DIVERSIFIED
- GLOBAL
- SUSTAINABLE

# Sabaf Group: leading producer of components for household appliances and company evolution in 4 Business Units



# Sabaf Group: industrial footprint

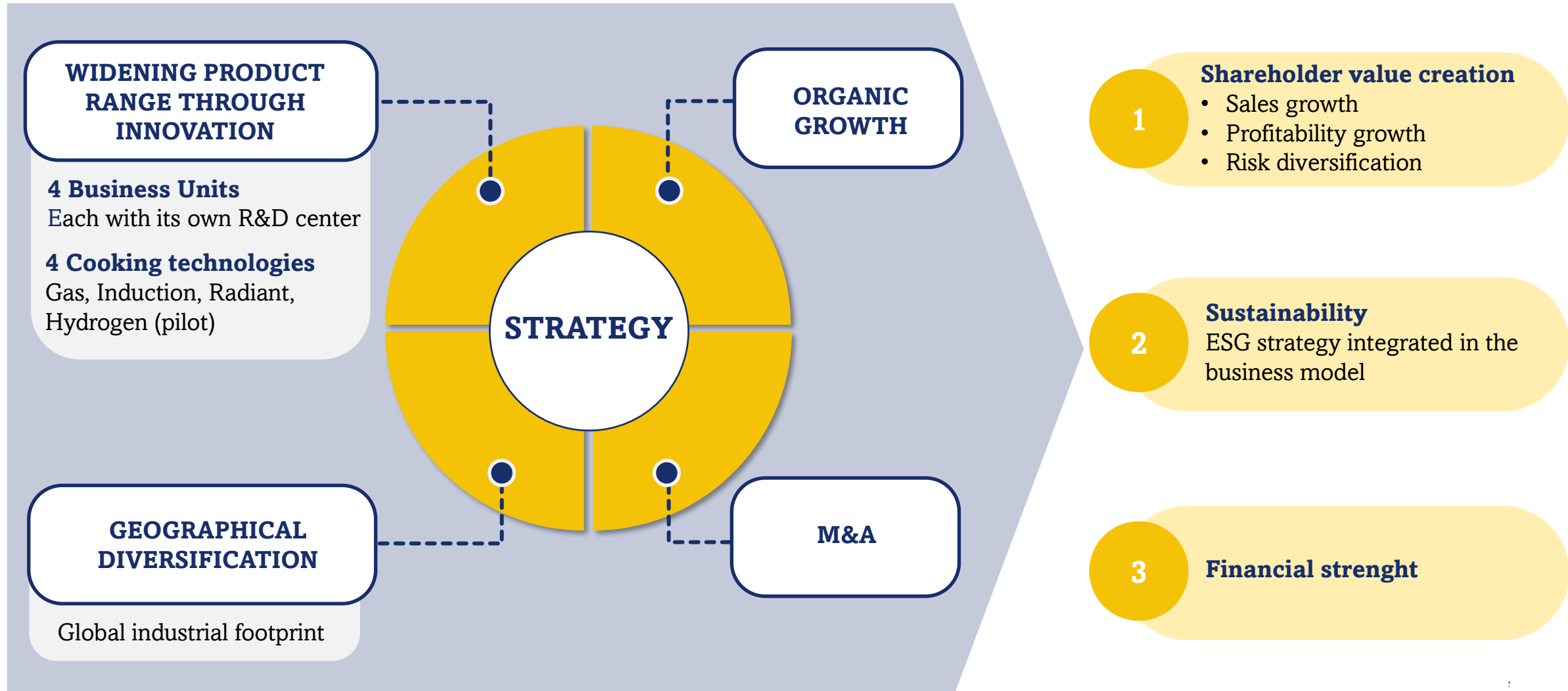
- **2018:** 7 production plants
- **2024:** 15 production plants  
(6 in Italy and 9 abroad)
- **1,782 employees at 30 June 2025**





# Why investing in Sabaf

## Strategy for value creation

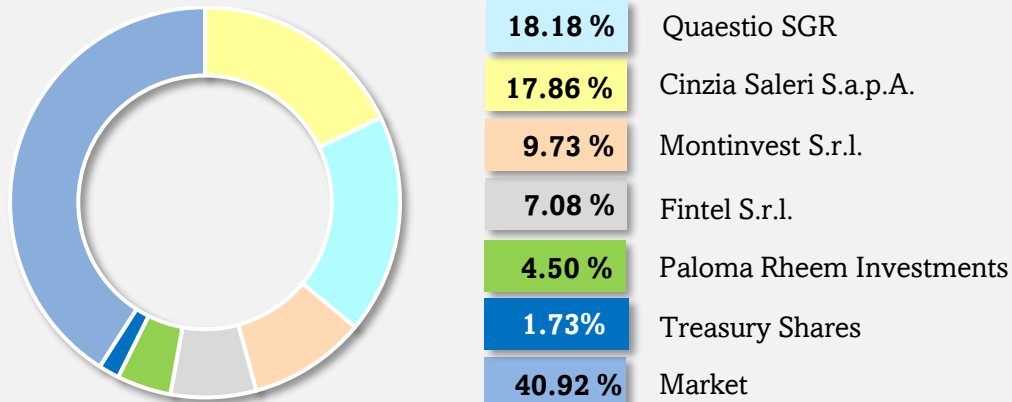




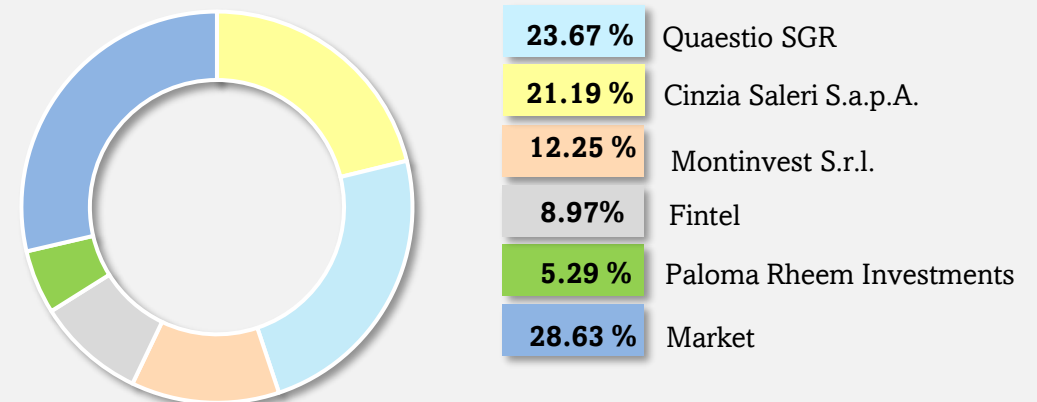
# Sabaf Group

## Main shareholders

### % OF SHARE CAPITAL



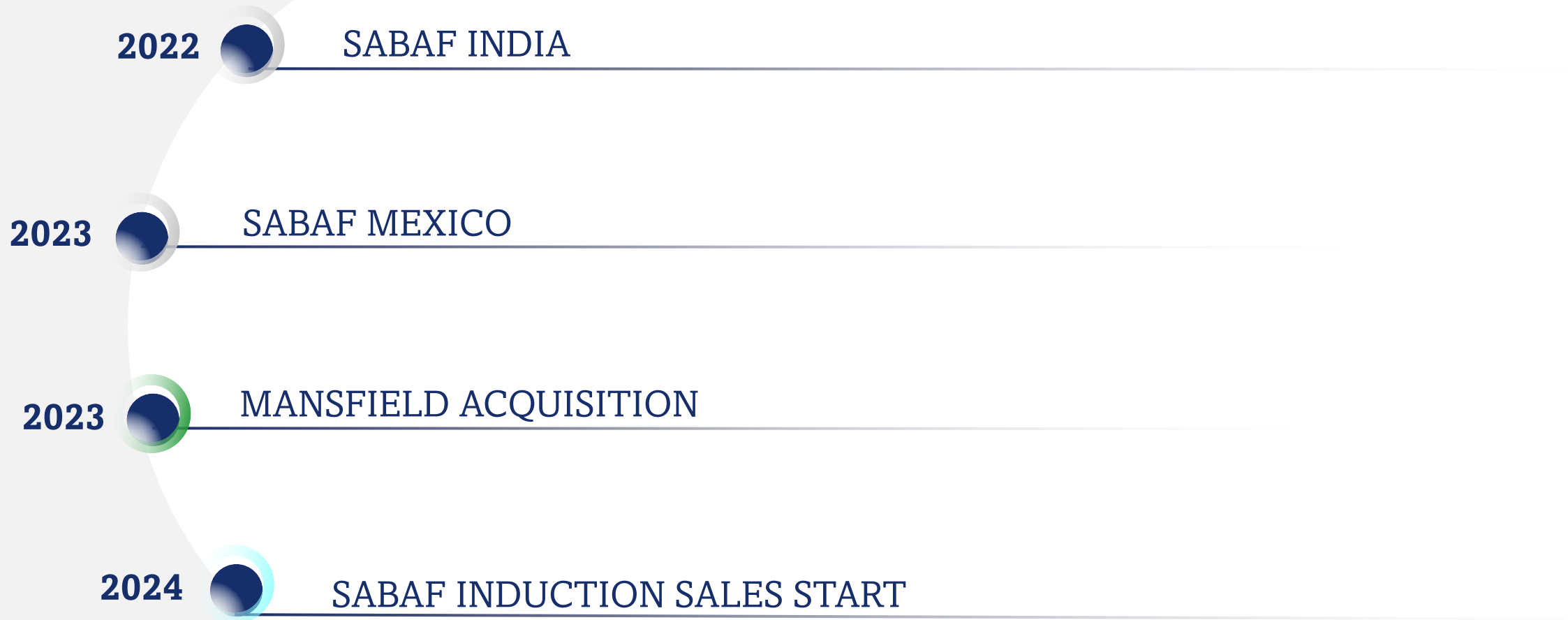
### % OF VOTING RIGHTS



Pietro Iotti, Sabaf CEO,  
owns 2.24% of voting rights

# LATEST STRATEGIC MOVES

# Latest strategic moves



# Sabaf India

<b>Sales start</b>	2Q 2023
<b>Investment</b>	€ 6.4 mln
<b>Division</b>	<u>Gas</u> : production of valves and burners for the domestic market
<b>Production capacity</b>	€ 6 mln (scalable)

Market characterized by:

- **strong growth**
- **customization**
- **competitive price requests**

**12M 2024**: revenues € 2.3 mln

**2025**: sales growth (+20%)

**Further growth** expected in **2026**

In 1H 2025 **entire production process of valves** was completed

Teleborsa: distribution and commercial use strictly prohibited



# Sabaf Mexico

<b>Sales start</b>	1H 2024
<b>Investment</b>	€ 14 mln
<b>Division</b>	<u>Gas</u> : production of burners for NA market
<b>Production capacity</b>	€ 13 mln (scalable)

May 2024: start of sales to **Mabe**

July 2024: start of sales to **Whirlpool**

**Fast production ramp-up, working on 3 shifts**

**12M 2024**: revenues € 3 mln

**Forecast 2025**: revenues € 7.5 mln

**Further growth** expected in **2026**: € 12 mln (+60%)





# Mansfield

<b>Acquisition</b>	July 2023
<b>Share acquired</b>	51% of share capital
<b>Enterprise value</b>	USD 21 mln
<b>Division</b>	<u>Hinges</u>



**Mansfield**  
ENGINEERED COMPONENTS  
based in Mansfield (Ohio)



MEC is a **leading North American manufacturer of hinges** for household appliances (mainly ovens, washing machines and refrigerators), designed and manufactured to meet the high-quality levels and demanding standards required by the US market

- Smooth transition from previous ownership to the management
- **Visible synergies**, for which implementation is ongoing, even thanks to very positive relationships with local management
- **Ongoing automation** in order to improve productivity

## **MEC is delivering strong results with growing profitability**

Despite market weakness, profitability is steadily improving and **strategic opportunities are emerging**, supported by the US manufacturing footprint

**Further growth** expected in **2026**: relevant additional sales from new projects with major multinational groups

# Sabaf Induction



<b>Project start</b>	2021
<b>Sales start</b>	1H 2024
<b>Investment</b>	About € 7.6 mln in R&D in the period 2021 – 2025

Sabaf has developed **its own project know-how** (proprietary patents, software and hardware)  
Creation of **innovative products** which better meet manufacturers' needs and new consumer trends.

The main development phase has been completed, enabling **product certification and market launch of a wide range.**  
Ongoing engineering of other **innovative features**

As of 2024, we have started supplying a **major multinational group** and two smaller-scale customers  
**Additional clients** are gradually entering the start-up phase



# FINANCIAL PERFORMANCE

# Context analysis and Sabaf positioning

## Market

Greater **penetration of Turkish and Chinese players in the European market** through M&A deals and takeovers of European companies (i.e. Candy, Whirlpool Europe, Gorenje, Teka)

## Competitors

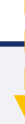
The last 2 years highlighted the **difficulty of some competitors**, which could open opportunities for M&A and **allow us to gain market shares**

## Tariffs

The first economic policy measures taken by the new US administration have created **international tensions**, whose effects are still uncertain

The **Sabaf Group** is able to **take full advantage** of such trends

- **strong relationships with key market players**
  - **global footprint (15 plants worldwide)**



- **Direct manufacturing presence in the USA** (MEC in Ohio)
- **Sabaf Mexico's** production is mainly intended **for manufacturers in the Mexican territory**
- **FCA delivery terms** for customers

The geographical diversification of Sabaf's industrial footprint mitigates the risks associated with tariffs/trade barriers, thanks to the **presence of production plants in all key reference markets**

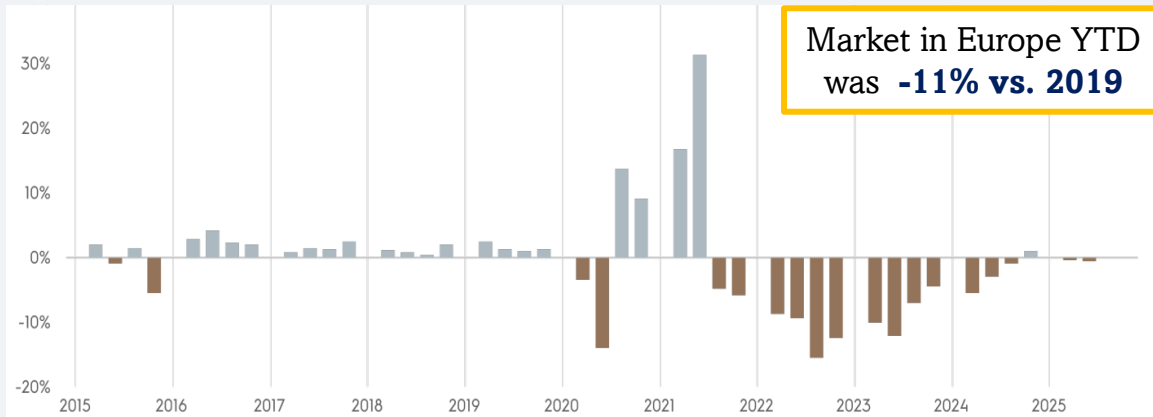
# 2025 | Market trends

## Europe

- Slightly weaker market, with increased competitive pressure
- Consumers shifted to lower price points driven by geopolitical and economic uncertainty

### Quarterly industry shipments in Europe

#### Quarterly unit comparison y-o-y



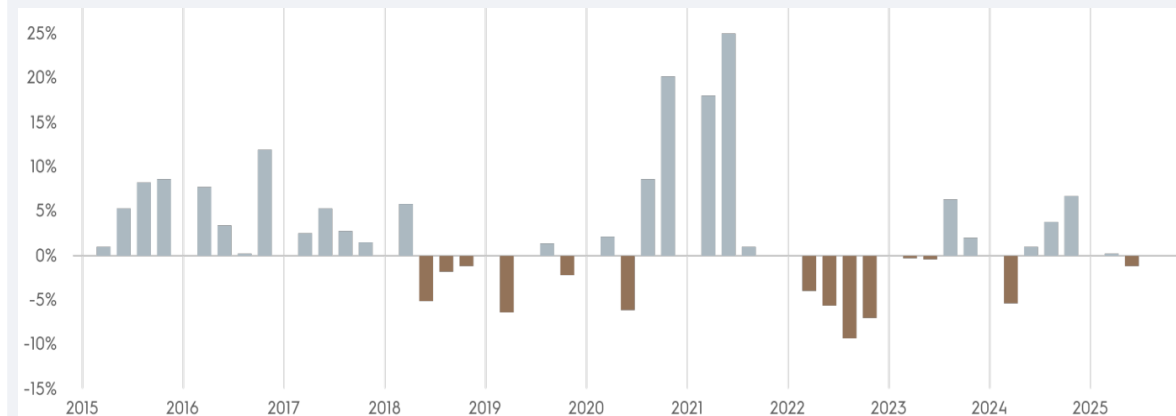
Source: Electrolux 2Q 2025 presentation

## North America

- Inflation concerns related to tariffs, weighed on consumer confidence
- High promotional activity
- Preference for lower price points

### Quarterly industry shipments in U.S.

#### Quarterly unit comparison y-o-y

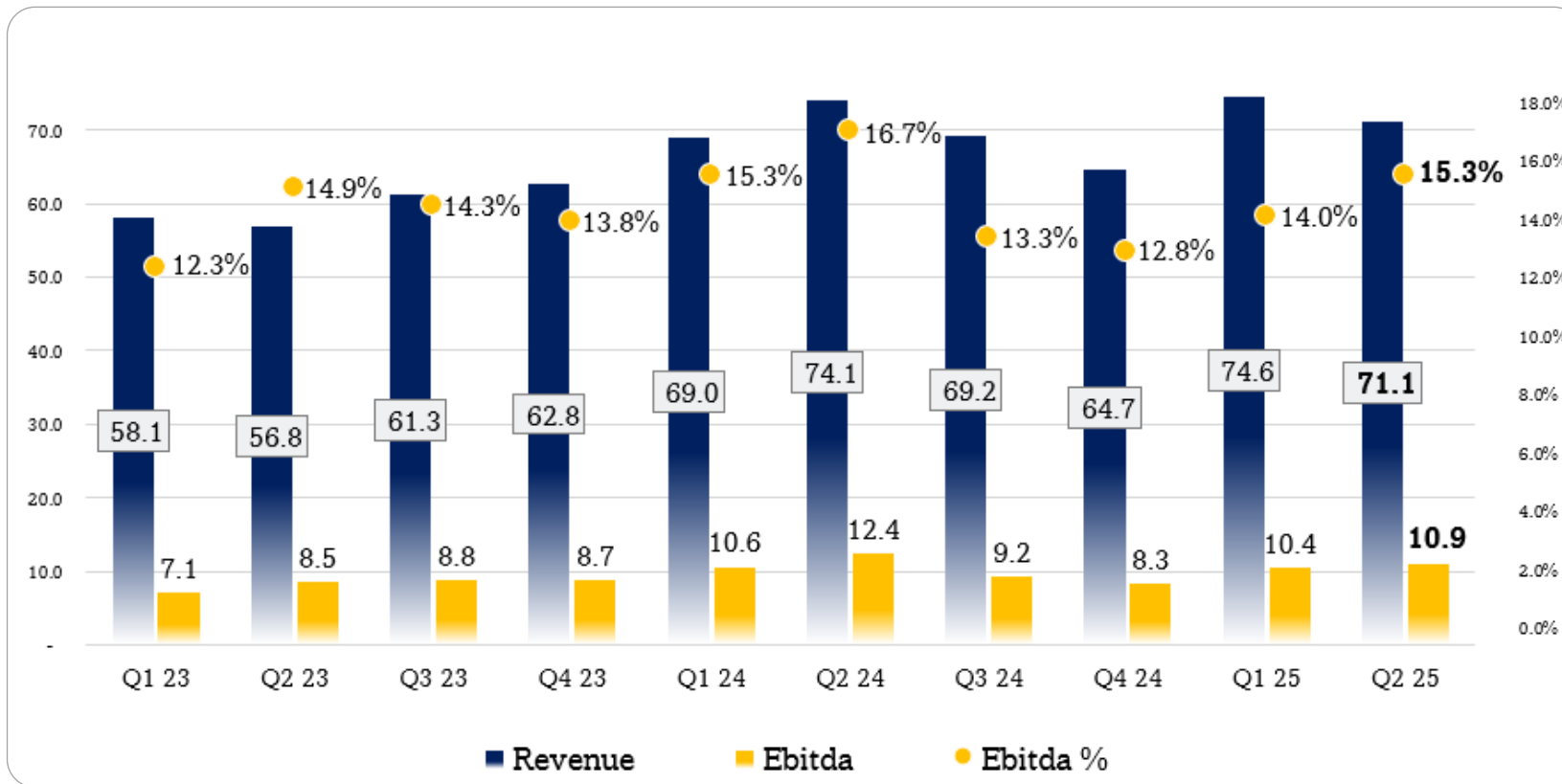


Source: Electrolux 2Q 2025 presentation

- **Latin America:** market demand slightly positive
- **Asia:** consumer demand is estimated to have **increased** y-o-y
- **Middle East** and **Africa** affected by the **geopolitical** picture

# Sabaf Group | Sales and profitability trend<sup>1</sup>

Mln €



Sabaf Group confirms its **ability to deliver positive results** even in a complex macroeconomic phase :

- unfavorable exchange rate trends
- international economic uncertainty linked to the application of tariffs
- geopolitical risks

**Sequential improvement in profitability and highest level of margins in the last 4 quarters**

- Sabaf Mexico and India ramp-up
- MEC positive performance
- TRY devaluation offsetting the impact of salary increases in Turkey

<sup>1</sup>Adjusted results, which exclude the impact of the application of IAS 29 (Financial Reporting in Hyperinflationary Economies) and, only for 2023 data, the start-up costs of Sabaf India, Sabaf Mexico and the Induction division. This representation allows a better understanding of the Group's performance and of its comparison with previous periods.

# Adjusted income statement<sup>1</sup> – 6 months 2025

€ x 000

	6 MONTHS 2025		6 MONTH 2024		Δ % 6M 25 - 6M 24	12 MONTHS 2024	
Revenue	145,738	100%	143,111	100%	+1.8%	276,965	100%
Other income	5,506	3.8%	4,599	3.2%		10,739	3.9%
<b>Total operating revenue and income</b>	<b>151,244</b>		<b>147,710</b>			<b>287,704</b>	
Consumption	(66,100)	(45.4%)	(65,501)	(45.8%)		(129,391)	(46.7%)
Personnel costs	(37,608)	(25.8%)	(34,507)	(24.1%)		(69,225)	(25.0%)
Other operating costs	(26,209)	(18.0%)	(24,762)	(17.3%)		(48,690)	(17.6%)
<b>EBITDA</b>	<b>21,327</b>	<b>14.6%</b>	<b>22,940</b>	<b>16.0%</b>	<b>-7.0%</b>	<b>40,398</b>	<b>14.6%</b>
Depreciation	(10,166)	(7.0%)	(9,538)	(6.7%)		(19,089)	(6.9%)
Gain/losses on fixed assets	13	0.0%	99	0.1%		1	0.0%
Write-downs/write-backs of non-current assets	(109)	(0.1%)	(8)	(0.0%)		(106)	(0.0%)
<b>EBIT</b>	<b>11,065</b>	<b>7.6%</b>	<b>13,493</b>	<b>9.4%</b>	<b>-18.0%</b>	<b>21,204</b>	<b>7.7%</b>
Non financial expense	(4,388)	(3.0%)	(698)	(0.5%)		(2,278)	(0.8%)
Exchange rate gains and losses	1,622	1.1%	843	0.6%		1,351	0.5%
<b>EBT</b>	<b>8,299</b>	<b>5.7%</b>	<b>13,638</b>	<b>9.5%</b>	<b>-39.1%</b>	<b>20,277</b>	<b>7.3%</b>
Income taxes	(732)	(0.5%)	(3,031)	(2.1%)		(3,354)	(1.2%)
<b>NET PROFIT FOR THE PERIOD</b>	<b>7,567</b>	<b>5.2%</b>	<b>10,607</b>	<b>7.4%</b>	<b>-28.7%</b>	<b>16,923</b>	<b>6.1%</b>
Minority interests	869	0.6%	465	0.3%		965	0.3%
<b>PROFIT ATTRIBUTABLE TO THE GROUP</b>	<b>6,698</b>	<b>4.6%</b>	<b>10,142</b>	<b>7.1%</b>	<b>-34.0%</b>	<b>15,958</b>	<b>5.8%</b>

In view of the positive performance of MEC, **the value of the put option** granted to the minority shareholders for the 49% stake **was adjusted** as at 30 June 2025.

The related financial liability (now €12.9 mln) increased by €1.4 mln, resulting from the net effect of

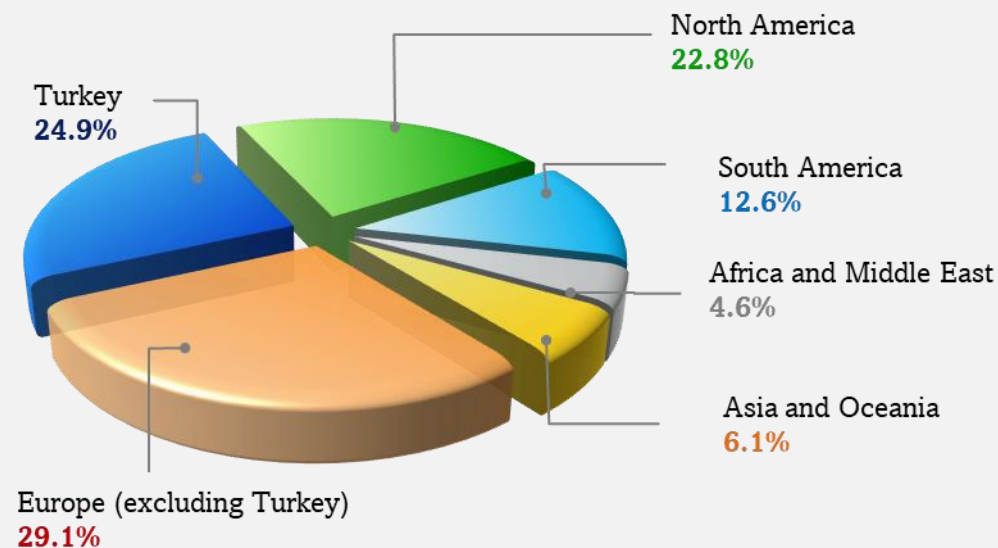
- financial expenses (€2.9 mln)
- foreign exchange gains (€1.5 mln.)

<sup>1</sup>Adjusted income statement: results exclude the impact of the application of IAS 29 (Financial Reporting in Hyperinflationary Economies) This representation allows a better understanding of the Group's performance and of its comparison with previous periods.

# Adjusted sales by market

€ x 000

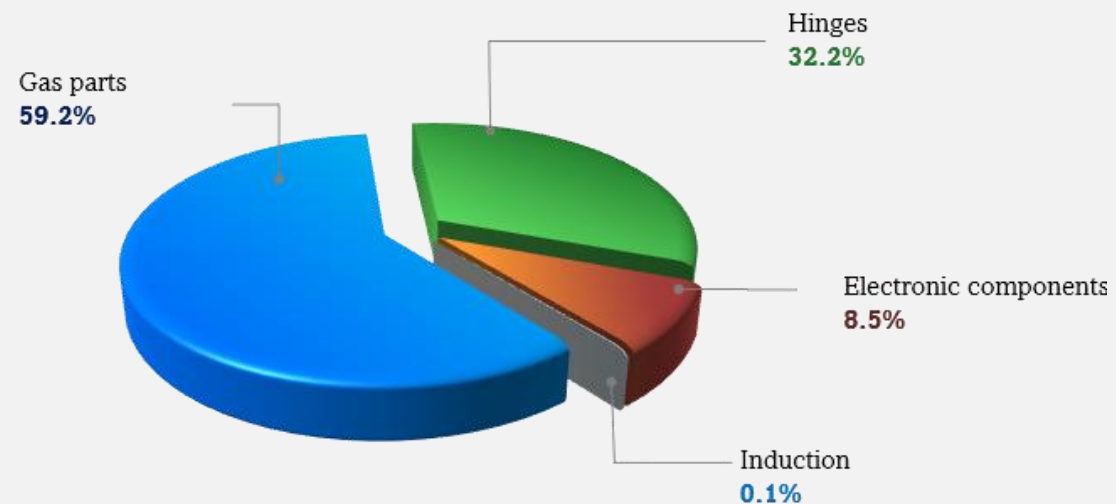
	6 MONTHS 2025	6 MONTHS 2024	Δ
Europe (excluding Turkey)	42,446	41,492	+2.3%
Turkey	36,229	36,853	-1.7%
North America	33,187	30,437	+9.0%
South America	18,350	17,620	+4.1%
Africa and Middle East	6,686	9,236	-27.6%
Asia and Oceania	8,840	7,473	+18.3%
<b>Total</b>	<b>145,738</b>	<b>143,111</b>	<b>+1.8%</b>



# Adjusted sales by product

€ x 000

	6 MONTHS 2025	6 MONTHS 2024	Δ
Gas parts	86,300	84,754	+1.8%
Hinges	46,930	43,932	+6.8%
Electronic components	12,390	14,194	-12.7%
Induction	118	231	-48.9%
<b>Total</b>	<b>145,738</b>	<b>143,111</b>	<b>+1.8%</b>





# Balance Sheet - Reported

€ x 000	30/06/2025	31/12/2024	30/06/2024
Fixed assets	171,120	177,663	181,619
<i>Inventories</i>	<i>65,336</i>	<i>63,132</i>	<i>65,624</i>
<i>Trade receivables</i>	<i>69,631</i>	<i>64,837</i>	<i>71,105</i>
<i>Tax receivables</i>	<i>9,082</i>	<i>9,909</i>	<i>8,663</i>
<i>Other current receivables</i>	<i>3,596</i>	<i>4,322</i>	<i>4,533</i>
<i>Trade payables</i>	<i>(51,212)</i>	<i>(41,681)</i>	<i>(51,034)</i>
<i>Tax payables</i>	<i>(4,296)</i>	<i>(4,794)</i>	<i>(3,497)</i>
<i>Other payables</i>	<i>(19,150)</i>	<i>(17,478)</i>	<i>(18,682)</i>
Net working capital	72,987	78,247	76,712
Provisions for risks and severance indemnity	(8,558)	(8,285)	(9,278)
<b>Capital Employed</b>	<b>235,549</b>	<b>247,625</b>	<b>249,053</b>
Equity	156,132	173,744	174,290
Net debt	79,417	73,881	74,763
<b>Sources of finance</b>	<b>235,549</b>	<b>247,625</b>	<b>249,053</b>

At 30 June 2025, the impact of the **net working capital on revenue was 25.5%** compared to 26.5% at 30 June 2024 and 27.4% at the end of 2024

**Net financial debt** at 30 June 2024 was **€79.4 mln** (€73.9 mln at 31 December 2024) and includes

- €12.9 mln related to the recognition of the put option granted to MEC minorities
- and the financial liabilities of €6 mln recognised in accordance with IFRS 16

# Cash flow statement

€ x 000	6 MONTHS 2025	12 MONTHS 2024	6 MONTHS 2024
Cash at the beginning of the period	30,641	36,353	36,353
Net profit	6,108	7,893	8,828
Depreciation	12,309	22,932	11,327
Other income statement adjustments	2,942	11,936	3,704
Change in net working capital			
<i>- Change in inventories</i>	<i>(6,099)</i>	<i>(3,520)</i>	<i>(4,813)</i>
<i>- Change in receivables</i>	<i>(6,230)</i>	<i>(9,745)</i>	<i>(15,745)</i>
<i>- Change in payables</i>	<i>9,972</i>	<i>(484)</i>	<i>8,730</i>
	(2,357)	(13,749)	(11,828)
Other changes in operating items	685	(1,979)	1,662
<b>Operating cash flow</b>	<b>19,687</b>	<b>27,033</b>	<b>13,693</b>
Investments, net of disposals	(12,130)	(14,706)	(6,152)
<b>Free Cash Flow</b>	<b>7,557</b>	<b>12,327</b>	<b>7,541</b>
Cash flow from financial activity	6,751	(7,899)	(10,545)
Own shares buyback	(1,262)	(211)	-
Dividends	(7,534)	(8,663)	(7,229)
Forex	(2,483)	(1,266)	(575)
<b>Net financial flow</b>	<b>3,029</b>	<b>(5,712)</b>	<b>(10,808)</b>
Cash at the end of the period	33,670	30,641	25,545

**Capex:** aimed at Group organic growth through internationalisation and product innovation, optimising efficiency and automation of production processes. Investments of the period include:

- the **fourth die-casting island** at the Mexican plant
- the construction of a 2.5 MW **solar power plant**
- the replacement of the current die-casting **waste treatment system** at the Ospitaletto plant with a chemical-physical system

→ **FY guidance** is confirmed at **€ 18 mln**

**Dividends:** on 28 May 2025 a gross ordinary dividend of €0.58 per share was distributed

# Outlook

The Group's current order backlog shows a **slightly positive sales trend** for the current financial year

In the second half of the year, **demand is expected to be stable**, with volumes below historical averages, affected by the critical international political and macroeconomic scenario

Expected contribution for 2026 from the **launch of new products** around 3% of sales

**External Growth:** the M&A team is constantly exploring new opportunities for external growth

# SUSTAINABILITY

# Solar power plant



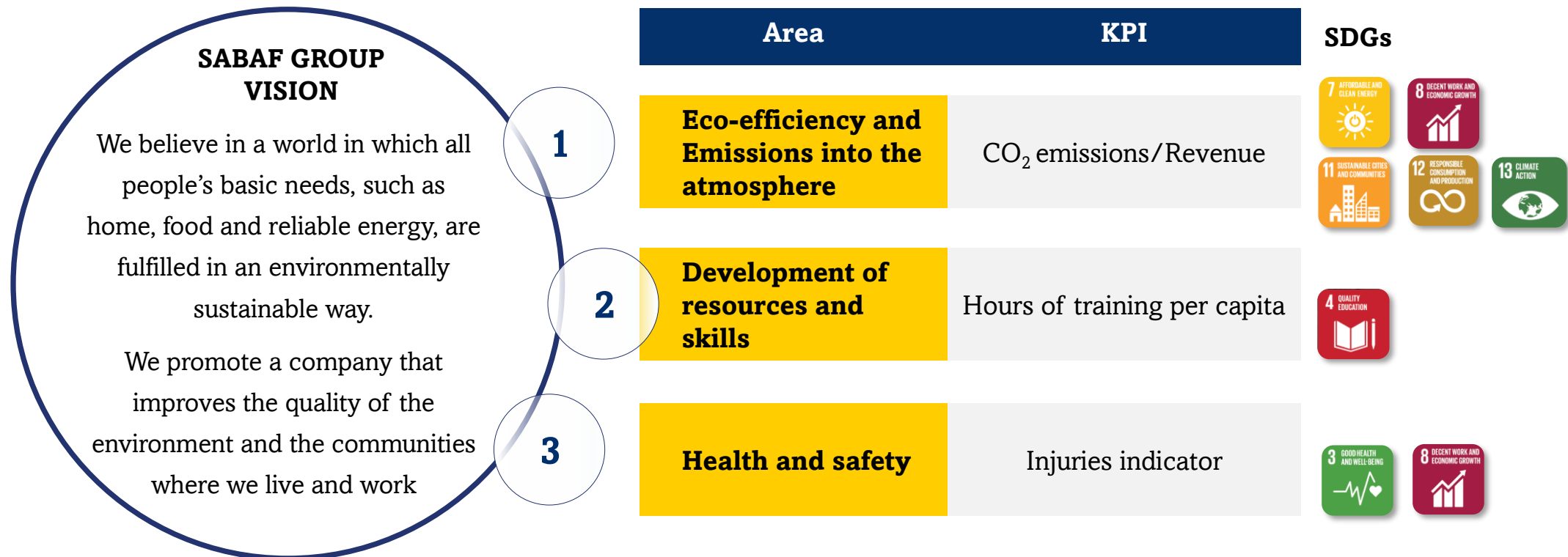
- Total CapEx: approximately **€2.3 mln**
- Will enable the production of electricity using solar photovoltaic technology, significantly contributing to the goal of **climate change mitigation**
- Allows **self-production** of an estimated amount equal to **10-15%** of the site's current energy consumption
- **Emissions reduction: ~ 10-15%** (Scope 2 emissions from purchased and consumed electricity)
- **Saving: ~ € 0.5 mln / year**
- The solar power plant was completed in **June 2025**

# Sabaf: a sustainable business

## Sustainability in the Business plan 2024 - 2026

“ Sabaf's strategy and governance model are aimed towards ensuring long-term sustainable growth.

For Sabaf, sustainability is primarily based on sharing values with its stakeholders; compliance with common values increases mutual trust and encourages knowledge development ”



# ESG Performance - Corporate Governance

## Remuneration policy

### LONG - TERM INCENTIVE PLAN

2024 - 2026

Linked to the economic-financial and sustainability objectives set out in the **2024-2026 Business plan**

#### Definition of **SUSTAINABILITY TARGETS**:

- With reference to the issues highlighted in the **materiality analysis**
- Fully in line with **best practices** and **Corporate Governance Code**

MATERIAL TOPIC	KPI	% ON LTI
Emissions into the atmosphere	Implementation of the ESG investment plan (1,500 t CO <sub>2</sub> reduction)	10%
Development of resources and skills	Hours of training per capita	5%
Health and safety of personnel	Indicator of injuries	5%
Impact of on LTI plan		20%



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# Environmental impact of different cooking fuels 1 / 3



**About 30% of people** on our planet, i.e. 2.5 billion people, are still relies on **solid biomass fuels** for cooking (wood, charcoal, animal dung, crop residues)

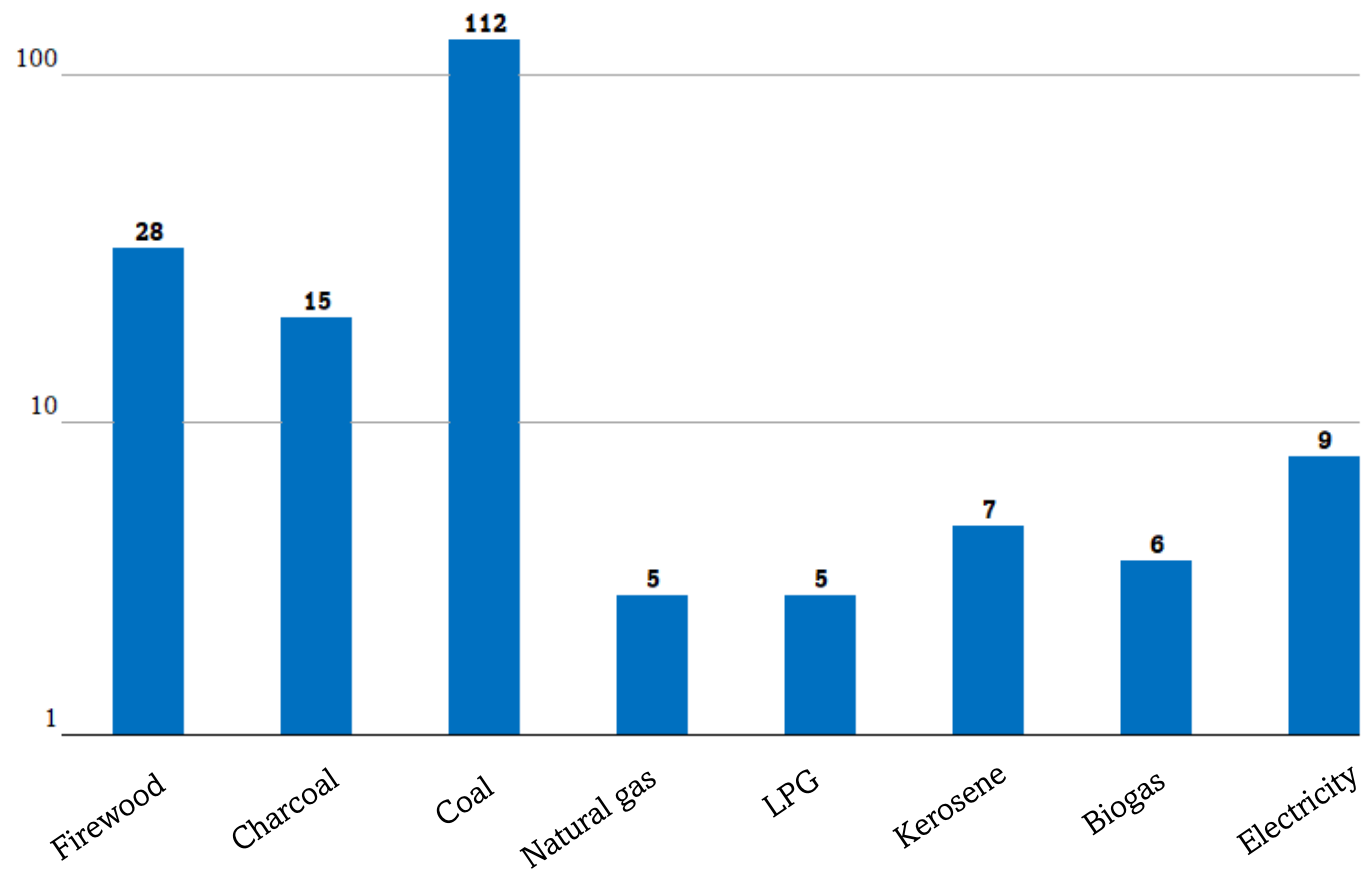
This population is mainly concentrated in Sub-Saharan Africa, where the unavailability of clean fuels affects 82% of the population, but significant percentages characterize also Central Asia, India, China, South-East Asia and Latin America

In addition to being **harmful to the environment**, the pollution produced by traditional fuels has important consequences on the **health** of users and families

**5.5 billion people use fossil fuels** (mainly natural gas and LPG) or electricity for cooking

# Environmental impact of different cooking fuels 2/3

## Environmental impact of different cooking fuels<sup>1</sup>



The environmental impact was measured using a **scientific standard method** (the ReCiPE 2016), which is based on 3 impact categories:

- damage to human health
- damage to ecosystem quality
- damage to resource availability

The environmental impact **was highest in the case of coal** cooking appliances (112) and **lowest for LPG and methane** cooking appliances (5 and 5.2 respectively).

**Electric** cooking appliances, with an impact of 9, highlighted an environmental impact equal to **180% of** that deriving from **gas** hobs

**Cooking through a gas hob** instead of using firewood as cooking fuel, **reduces the environmental impact by 80%**

<sup>1</sup> <https://www.itjfs.com/index.php/ijfs/article/view/2170>

# Environmental impact of different cooking fuels 3/3

From the perspective of sustainable development, the **reduction of the environmental impact** resulting from cooking food will necessarily have to go through a **dual strategy**

Promote access to **energy sources with lower impact** for the population that still uses solid fuels

Favor electric cooking only where and when **the energy production mix** is characterized by a predominant component of **green energy**

An induction hob causes lower CO<sub>2</sub> emissions than a gas hob only if the electricity is produced with a % of **renewable sources** (and/or nuclear energy) **higher than 70%**

The Sabaf Group pursue **a business development path consistent with the ecological transition plans:**

- Sabaf is investing to promote diffusion of gas cooking appliances in emerging countries, replacing traditional cooking methods with much higher environmental impact
- At the same time, Sabaf is investing to enter the sector of induction cooking, the most efficient form of electric cooking, which is constantly growing in the European market, although such trend has slowed down in the last 3 years

# A possible revolution - Hydrogen burners

The Sabaf Group actively takes part in research projects aimed at evaluating the feasibility of replacing natural gas (methane) with hydrogen as a source for gas cooking appliances

● **Hy4Heat project**, promoted by the British government, concluded in 2022 with positive results

Pilot project in collaboration with the Colombian client Industrias Haceb → **European Union Sustainability certification LCBA** (Low Carbon and Circular Economy Business Action)

● **Burners operating with 100% hydrogen:** laboratory tests and prototypes have confirmed the technical feasibility of these products

● The possibility to use hydrogen on a large scale as a fuel has still to overcome important technological challenges, both in terms of its production and distribution

● A possible solution in a relatively short time is the use of a **mix of methane and hydrogen**, through the **existing distribution network**



# Diversity and inclusion

Sabaf is constantly committed to **ensuring equal opportunities** for women

## Board of Directors composition

Gender	2024	
	Number	%
Female	5	56%
Male	4	44%
Total	9	100%

## Board of Statutory Auditors composition

Gender	2024	
	Number	%
Female	2	67%
Male	1	33%
Total	3	100%

## Employees gender distribution

Gender	2024	
	Number	%
Female	623	40%
Male	947	60%
Total	1,570	100%

# ATTACHMENTS

# Income statement reconciliation reported – adjusted<sup>1</sup> - 6 months 2025

€ x 000	6 MONTHS 2025		6 MONTHS 2024		Δ % 6M25 - 6M24
Revenue	143,000	100.0%	144,677	100.0%	-1.2%
Hyperinflation - Turkey	2,738		(1,566)		
<b>Adjusted revenue</b>	<b>145,738</b>	<b>100.0%</b>	<b>143,111</b>	<b>100.0%</b>	<b>+1.8%</b>
EBITDA	20,237	14.2%	23,674	16.4%	-14.5%
Hyperinflation - Turkey	1,090		(734)		
<b>Adjusted EBITDA</b>	<b>21,327</b>	<b>14.6%</b>	<b>22,940</b>	<b>16.0%</b>	<b>-7.0%</b>
EBIT	7,832	5.5%	12,394	8.6%	-36.8%
Hyperinflation - Turkey	3,233		1,099		
<b>Adjusted EBIT</b>	<b>11,065</b>	<b>7.6%</b>	<b>13,493</b>	<b>9.4%</b>	<b>-18.0%</b>
Net result	5,239	3.7%	8,363	5.8%	-37.4%
Hyperinflation - Turkey	1,459		1,779		
<b>Adjusted Net result</b>	<b>6,698</b>	<b>4.6%</b>	<b>10,142</b>	<b>7.1%</b>	<b>-34.0%</b>

○ Reported results

○ Adjusted results

<sup>1</sup>Adjusted income statement: results exclude the impact of the application of IAS 29 (Financial Reporting in Hyperinflationary Economies) This representation allows a better understanding of the Group's performance and of its comparison with previous periods.



## **DISCLAIMER**

Certain information included in this document is forward looking and is subject to important risks and uncertainties that could cause actual results to differ materially.

The Company's business is in the domestic appliance industry and its outlook is predominantly based on its interpretation of what it considers to be the key economic factors affecting this business. Forward-looking statements with regard to the Group's business involve a number of important factors that are subject to change, including: the many interrelated factors that affect consumer confidence and worldwide demand for durable goods; general economic conditions in the Group's markets; actions of competitors; commodity prices; interest rates and currency exchange rates; political and civil unrest; and other risks and uncertainties.

Pursuant to Article 154/2, paragraph 2 of the Italian Consolidated Finance Act (Testo Unico della Finanza), the company's Financial Reporting Officer Gianluca Beschi declares that the financial disclosure contained in this financial presentation corresponds to the company's records, books and accounting entries.

**For further information, please contact**

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