



retail distribution and commercial use strictly prohibited



**Emak**

our power, your passion



# Frankfurt Midcap Event 2026



# Agenda

- Emak at a glance
- FY 2025 sales
- Appendix

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# Emak at a glance

## Diverse markets coverage

Emak serves four industries: gardening and forestry, cleaning, agriculture and industrial with specialized solutions.



## Three Specialized Divisions

The group operates through Outdoor Power Equipment, Pumps and Water Jetting, and Components and Accessories divisions for targeted expertise.



## Global and multichannel approach

The Group sells worldwide, with direct presence or through independent clients. Products are sold through specialized dealers, mass merchant/DIY and to OEMs



## Efficient Knowledge Sharing

Emak enhances customer satisfaction by sharing know-how and organizational efficiencies for tailored solutions in each market.

# Global presence



# Emak



our power, your passion

## SWEDEN



Markusson Professional Grinders AB  
PNR Nordic AB

## GERMANY

Spraylab WE GmbH

## FRANCE



Comet France S.p.A.  
Emak France SAS  
Lavorwash France S.a.r.l.  
Speed France SAS

## UK

Emak U.K. Ltd  
Lavorwash GB Ltd

## POLAND

Lavorwash Polska Sp.Zo.o.  
Pnr EE Sp.Zo.o.  
Victus Emak Sp.Zo.o.

## UKRAINE

Epicenter LLC

## CHINA



Jiangmen Emak Outdoor Equipment Co. Ltd  
Ningbo Tecomec Manufacturing Co. Ltd  
Tailong Machinery Equipment Ltd.  
Yong Kang Lavorwash Equipment Co. Ltd  
Yongkang Lavor Trading Co. Ltd  
Jiangmen Autech Equipmnet Co. Ltd

## ITALY



Comet S.p.A.  
Emak S.p.A.  
Lavorwash S.p.A.  
Pnr Italia S.r.l.  
Poli S.r.l.  
PTC S.r.l.  
Sabart S.r.l.  
Tecomec S.r.l.

## SPAIN

Emak Suministros Espana S.A.  
Lavorwash Iberica S.l.  
Trebol Maquinaria y Suministros S.A.

## SOUTH AFRICA



Speed Line South Africa Ltd.

## USA



Comet U.S.A. Inc.  
Pnr America LLC  
Speed North America Inc.  
Valley Industries LLP  
P.T.C. Waterblasting LLC

## MEXICO

S.I. Agro Mexico

## BRASIL



Agres Sistemas Eletrônicos S.A.  
Comet do Brasil Industria e Comercio de Equipamentos Ltda  
Emak do Brasil Industria Ltda  
Lavorwash Brasil Ind. E Com. Ltda  
Spraycom S.A.

## CHILE



Speed South America S.p.A



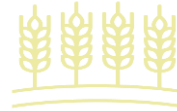
# A wide product portfolio...



Gardening&Forestry



Cleaning



Agriculture



Industry

OPE



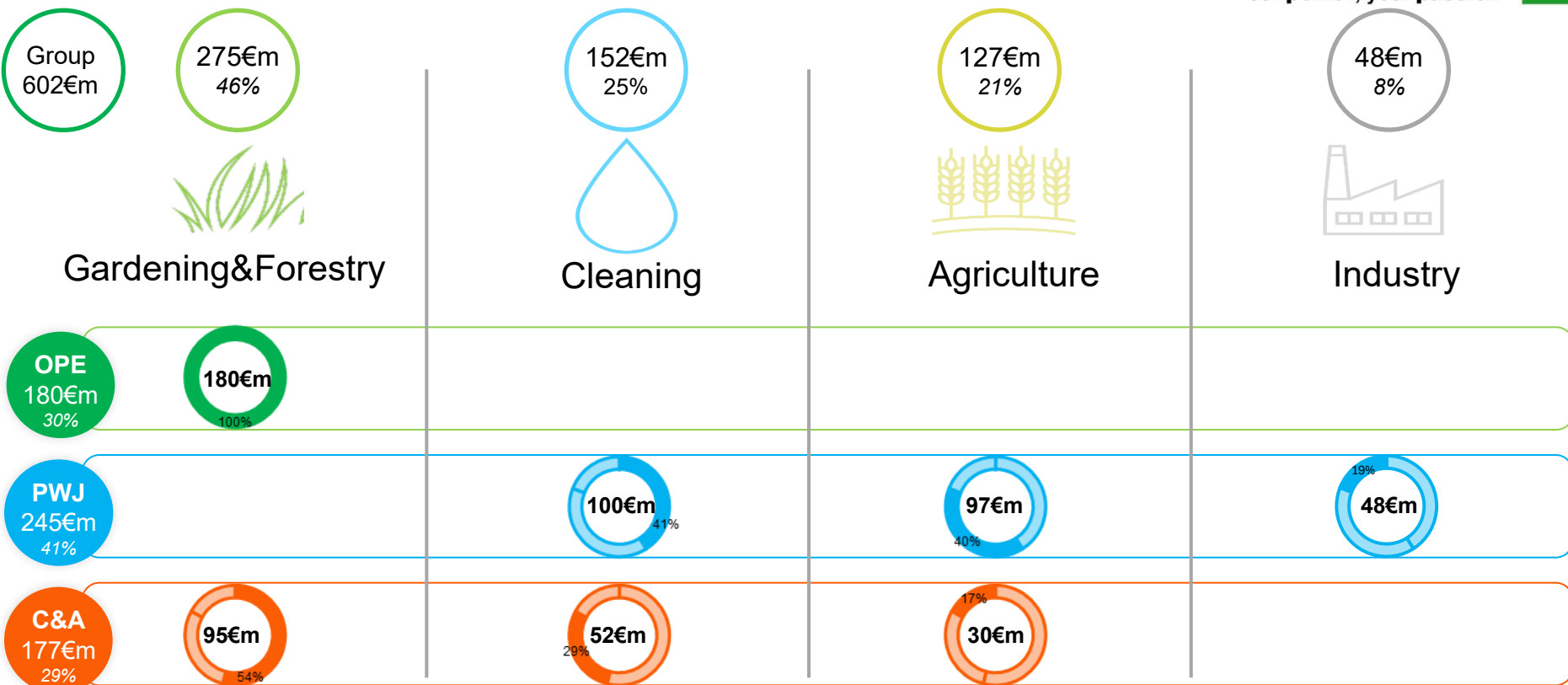
PWJ



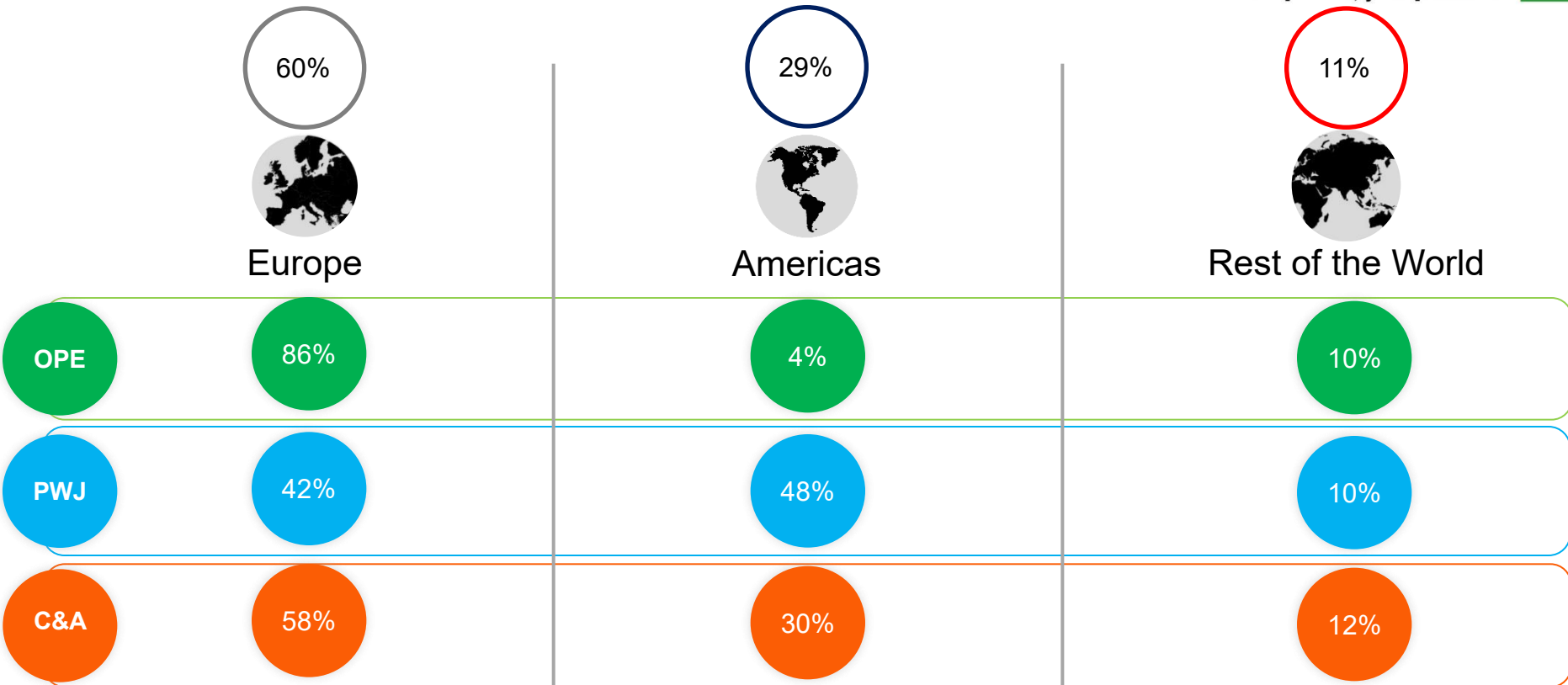
C&A



# ...a diversified, interconnected Group...

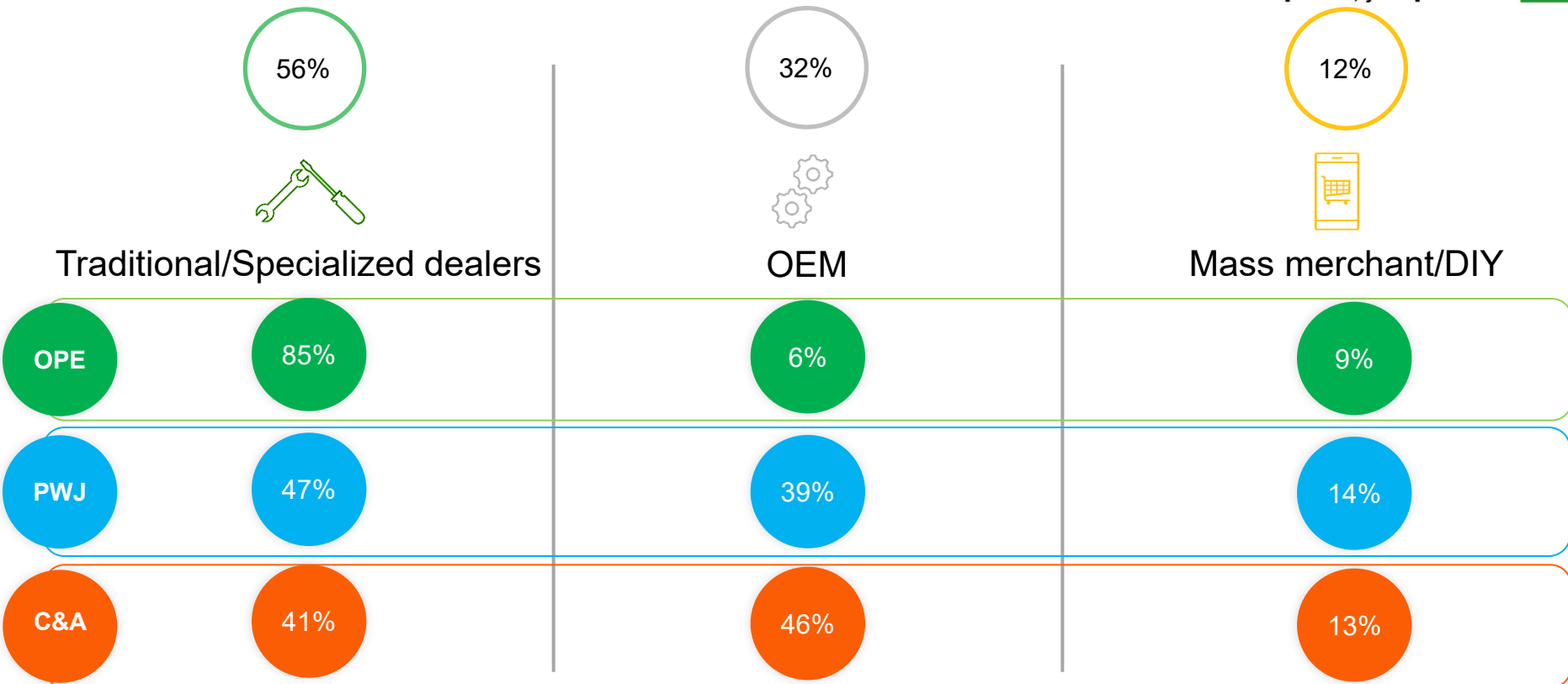


... with a global business...





## ... and a multi channel approach



# Our strategy



## Innovation

- Product innovation (emissions reduction, materials, lower resources usage)
- Process innovation (virtual reality, 3D printing)
- Digital transformation
- New technologies and applications



## Efficiency

- Lean approach
- Supply chain optimization
- Value creation from past investments
- Optimization of invested capital



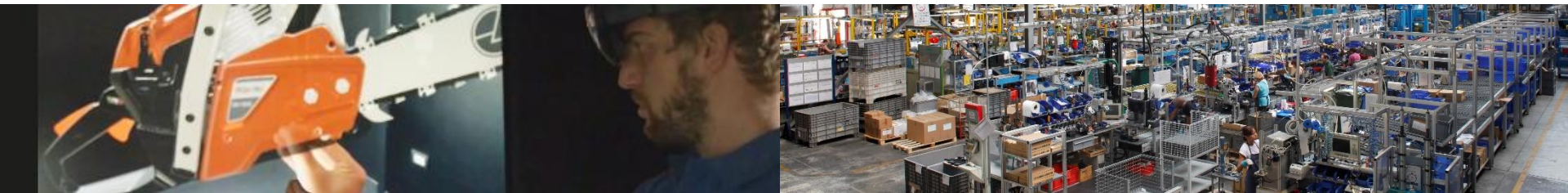
## Distribution

- Expand and strengthen distribution network in market with high growth potential
- Strengthen OEM relationship
- Omni-channel approach



## Acquisitions

- Access new technologies
- Complete product range
- Enter new markets



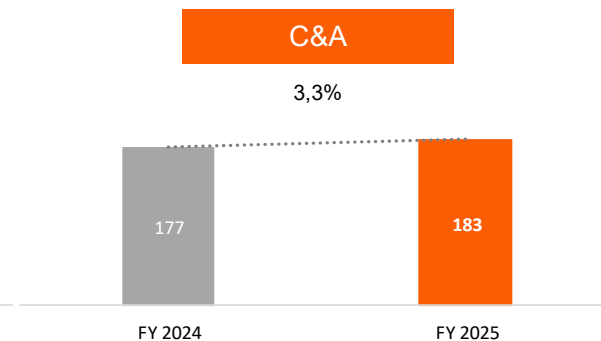
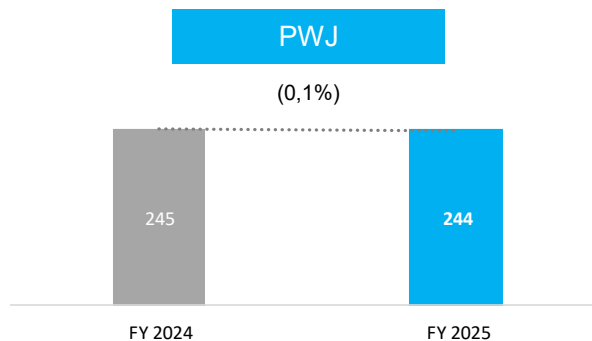
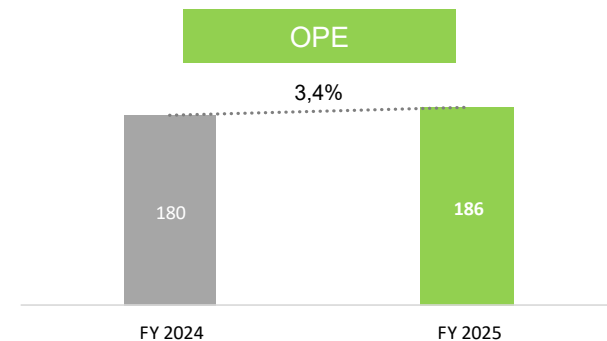
# Agenda

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# FY 25 – Sales performance



- Revenue (+1.9%) registered a heterogeneous performance in the main reference markets
- **Gardening** showed a good performance, especially in the first part of the year, driven by a sustained level of orders.
- **Agriculture** showed signs of a slight recovery
- **Cleaning** reported a negative performance.
- **Industry** continued to show solid growth.



# Agenda

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- **Appendix**

# Consolidated income statement 9M 2025

Year 2024	€/000	3 Q 2025	3 Q 2024	9 months 2025	9 months 2024
<b>601,914</b>	<b>Revenues from sales</b>	<b>125,505</b>	<b>128,851</b>	<b>494,924</b>	<b>474,290</b>
5,089	Other operating incomes	1,294	1,163	3,188	3,081
14,134	Change in inventories	1,582	6,691	(12,959)	89
(323,486)	Raw materials, consumables and goods	(61,940)	(70,123)	(239,137)	(244,766)
(120,549)	Personnel expenses	(28,334)	(27,454)	(93,172)	(89,709)
(116,221)	Other operating costs and provisions	(25,962)	(26,510)	(88,917)	(86,650)
(36,470)	Amortization, depreciation and impairment losses	(8,000)	(7,878)	(24,038)	(23,741)
<b>24,411</b>	<b>Operating result</b>	<b>4,145</b>	<b>4,740</b>	<b>39,889</b>	<b>32,594</b>
4,843	Financial income	681	721	1,405	2,705
(18,119)	Financial expenses	(2,845)	(5,159)	(9,550)	(13,962)
(654)	Exchange gains and losses	(119)	(702)	(2,691)	(1,342)
4	Income from/(expenses on) equity investment	(2)	2	(4)	(5)
<b>10,485</b>	<b>Profit before taxes</b>	<b>1,860</b>	<b>(398)</b>	<b>29,049</b>	<b>19,990</b>
(3,985)	Income taxes	(380)	97	(7,464)	(5,982)
<b>6,500</b>	<b>Net profit (A)</b>	<b>1,480</b>	<b>(301)</b>	<b>21,585</b>	<b>14,008</b>
(745)	(Profit)/loss attributable to non controlling interests	(153)	(206)	(610)	(555)
<b>5,755</b>	<b>Net profit attributable to the Group</b>	<b>1,327</b>	<b>(507)</b>	<b>20,975</b>	<b>13,453</b>
<b>0.035</b>	<b>Basic earnings per share</b>	<b>0.008</b>	<b>(0.003)</b>	<b>0.129</b>	<b>0.083</b>
<b>0.035</b>	<b>Diluted earnings per share</b>	<b>0.008</b>	<b>(0.003)</b>	<b>0.129</b>	<b>0.083</b>



# Consolidated balance sheet – Assets 30/9/2025

31.12.2024	€/000	30.09.2025	30.09.2024
<b>Non-current assets</b>			
93,248	Property, plant and equipment	88,998	89,813
32,474	Intangible assets	29,601	32,513
41,670	Rights of use	38,484	41,286
67,176	Goodwill	65,972	71,438
8	Equity investments in other companies	8	8
806	Equity investments in associates	802	797
13,517	Deferred tax assets	13,977	12,263
1,182	Other financial assets	1,247	1,195
97	Other assets	94	95
<b>250,178</b>	<b>Total non-current assets</b>	<b>239,183</b>	<b>249,408</b>
<b>Current assets</b>			
251,684	Inventories	232,943	235,225
133,620	Trade and other receivables	132,828	134,090
10,450	Current tax receivables	6,980	9,754
38	Other financial assets	40	89
370	Derivative financial instruments	205	896
69,174	Cash and cash equivalents	77,597	70,178
<b>465,336</b>	<b>Total current assets</b>	<b>450,593</b>	<b>450,232</b>
<b>715,514</b>	<b>TOTAL ASSETS</b>	<b>689,776</b>	<b>699,640</b>

# Consolidated balance sheet – Liabilities 30/09/2025

31.12.2024	€/000	30.09.2025	30.09.2024
<b>Shareholders' Equity</b>			
275,947	Shareholders' Equity of the Group	284,386	281,030
4,367	Non-controlling interests	4,833	4,393
<b>280,314</b>	<b>Total Shareholders' Equity</b>	<b>289,219</b>	<b>285,423</b>
<b>Non-current liabilities</b>			
161,261	Loans and borrowings due to banks and other lenders	165,100	160,782
35,552	Liabilities for leasing	31,918	35,489
9,006	Deferred tax liabilities	8,405	8,988
6,535	Employee benefits	6,640	6,619
2,735	Provisions for risks and charges	2,759	2,822
730	Other liabilities	769	664
<b>215,819</b>	<b>Total non-current liabilities</b>	<b>215,591</b>	<b>215,364</b>
<b>Current liabilities</b>			
128,142	Trade and other payables	93,357	100,626
4,876	Current tax liabilities	5,805	5,112
74,300	Loans and borrowings due to banks and other lenders	73,016	81,765
8,632	Liabilities for leasing	9,191	8,151
978	Derivative financial instruments	1,274	1,124
2,453	Provisions for risks and charges	2,323	2,075
<b>219,381</b>	<b>Total current liabilities</b>	<b>184,966</b>	<b>198,853</b>
<b>715,514</b>	<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>	<b>689,776</b>	<b>699,640</b>

# Results by business segment – 9M 2025



our power, your passion

	OUTDOOR POWER EQUIPMENT		PUMPS & WATER JETTING		COMPONENTS & ACCESSORIES		Other not allocated / Netting		Consolidated	
€/000	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024
Sales to third parties	156,612	145,746	193,332	193,442	144,980	135,102			494,924	474,290
Intersegment sales	335	334	1,765	1,533	8,081	7,735	(10,181)	(9,602)		
Revenues from sales	156,947	146,080	195,097	194,975	153,061	142,837	(10,181)	(9,602)	494,924	474,290
Ebitda (*)	13,690	11,214	24,005	22,419	27,761	24,484	(1,529)	(1,782)	63,927	56,335
Ebitda/Total Revenues %	8.7%	7.7%	12.3%	11.5%	18.1%	17.1%			12.9%	11.9%
Ebitda before non ordinary expenses (*)	13,690	12,116	23,981	22,375	27,956	24,809	(1,529)	(1,782)	64,098	57,518
Ebitda before non ordinary expenses/Total Revenues %	8.7%	8.3%	12.3%	11.5%	18.3%	17.4%			13.0%	12.1%
Operating result	7,462	5,449	14,911	13,496	19,045	15,431	(1,529)	(1,782)	39,889	32,594
Operating result/Total Revenues %	4.8%	3.7%	7.6%	6.9%	12.4%	10.8%			8.1%	6.9%
Net financial expenses (1)									(10,840)	(12,604)
Profit before taxes									29,049	19,990
Income taxes									(7,464)	(5,982)
Net profit									21,585	14,008
Net profit/Total Revenues%									4.4%	3.0%

(1) Net financial expenses includes the amount of Financial income and expenses, Exchange gains and losses and the amount of the Income from equity investment

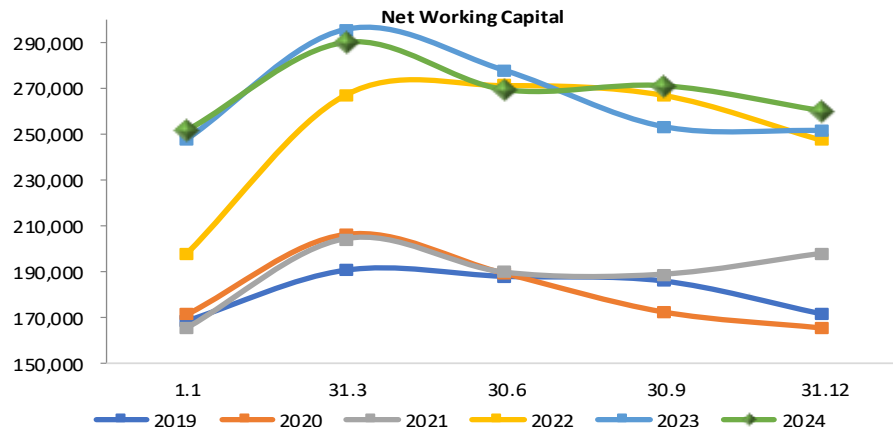
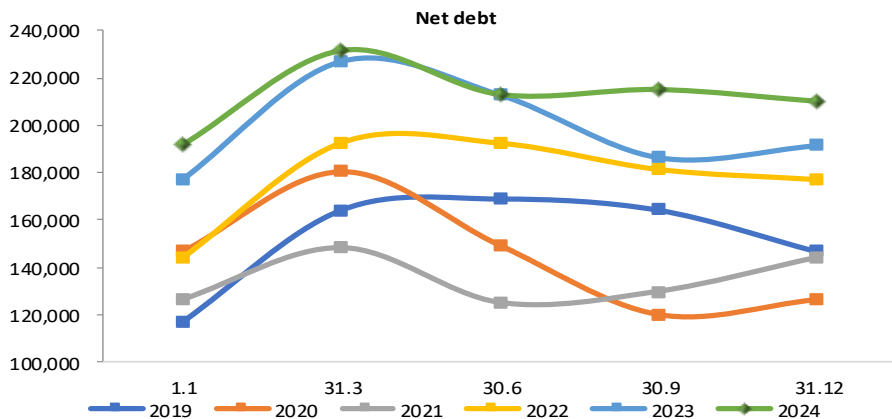
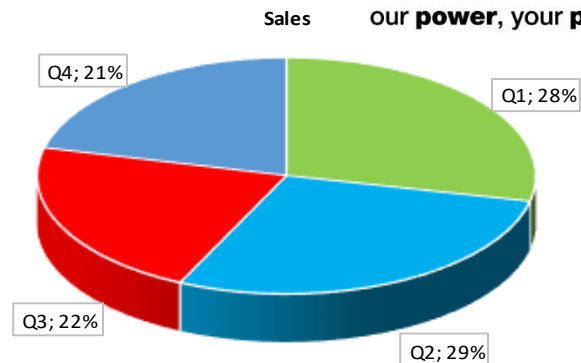
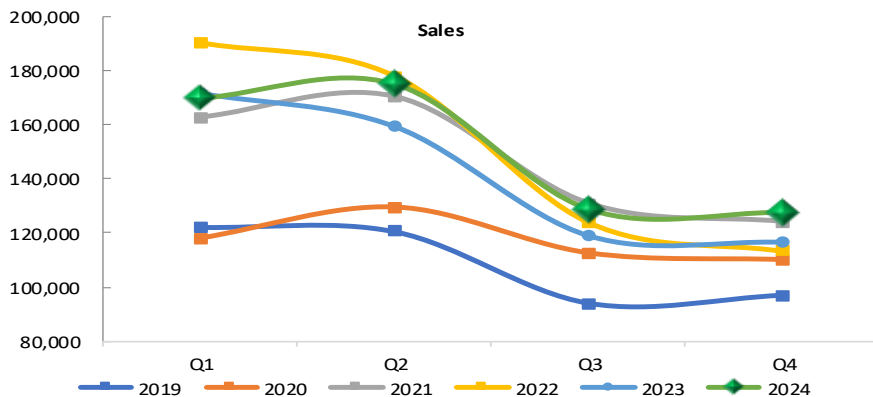
STATEMENT OF FINANCIAL POSITION	30.09.2025	31.12.2024	30.09.2025	31.12.2024	30.09.2025	31.12.2024	30.09.2025	31.12.2024	30.09.2025	31.12.2024
Net debt (*)	12,743	17,558	134,962	135,438	53,705	56,963	0	0	201,410	209,959
Shareholders' Equity	188,145	185,667	90,903	90,158	88,490	82,934	(78,319)	(78,445)	289,219	280,314
Total Shareholders' Equity and Net debt	200,888	203,225	225,865	225,596	142,195	139,897	(78,319)	(78,445)	490,629	490,273
Net non-current assets (2) (*)	122,133	123,570	104,267	109,658	68,195	71,936	(75,232)	(75,174)	219,363	229,990
Net working capital (*)	78,755	79,655	121,598	115,938	74,000	67,961	(3,087)	(3,271)	271,266	260,283
Total net capital employed (*)	200,888	203,225	225,865	225,596	142,195	139,897	(78,319)	(78,445)	490,629	490,273

(2) The net non-current assets of the Outdoor Power Equipment area includes the amount of Equity investments for 76,074 thousand Euro

OTHER STATISTICS	30.09.2025	31.12.2024	30.09.2025	31.12.2024	30.09.2025	31.12.2024	30.09.2025	31.12.2024	30.09.2025	31.12.2024
Number of employees at period end	722	727	978	980	832	811	9	9	2,541	2,527

OTHER INFORMATIONS	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024
Amortization, depreciation and impairment losses	6,228	5,765	9,094	8,923	8,716	9,053			24,038	23,741
Investment in property, plant and equipment and in intangible assets	5,341	4,482	3,115	5,715	5,093	6,033			13,549	16,230

# Business seasonality



# Synthesis of results

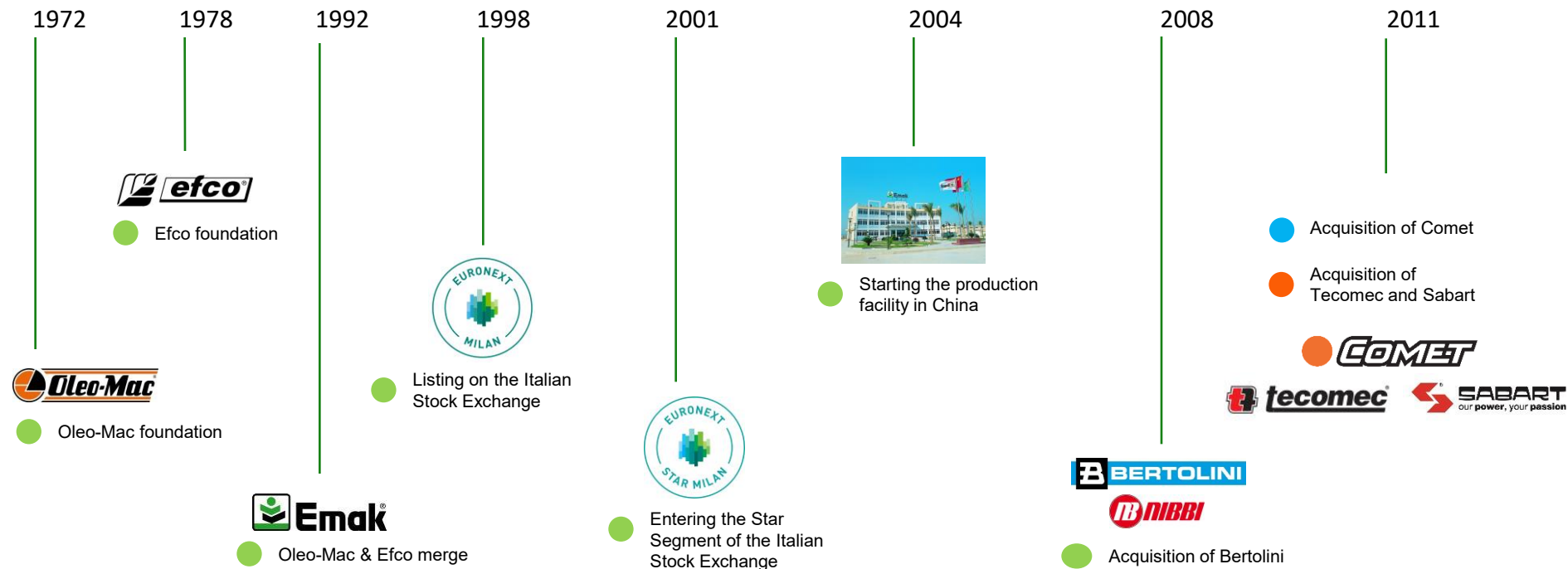


€m	2012	2013	2014	2015	2016	2017	2017 PF	2018	NO IFRS 16					
									2019	2020	2021	2022	2023	2024
Sales	354.8	355.0	354.8	381.6	391.9	422.2	461.8	452.8	434.0	469.8	588.3	605.7	566.3	601.9
EBITDA adj	31.7	34.2	33.1	37.5	40.5	45.6	52.5	50.8	40.9	50.0	70.8	69.0	58.5	51.7
margin	8.9%	9.6%	9.3%	9.8%	10.3%	10.8%	11.4%	11.2%	9.4%	10.6%	12.0%	11.4%	10.3%	8.6%
EBIT	16.6	22.4	20.0	23.3	21.9	30.0	35.8	34.0	21.5	32.2	52.3	46.0	36.1	23.1
margin	4.7%	6.3%	5.6%	6.1%	5.6%	7.1%	7.8%	7.5%	5.0%	6.9%	8.9%	7.6%	6.4%	3.8%
Net profit	8.6	10.5	10.2	9.0	17.7	16.4	20.6	25.6	13.1	19.6	33.1	31.2	19.9	6.5
margin	2.4%	3.0%	2.9%	2.4%	4.5%	3.9%	4.5%	5.7%	3.0%	4.2%	5.6%	5.1%	3.5%	1.1%
FCF from operations*	20.8	22.4	21.7	21.5	35.3	30.4	34.9	41.1	31.8	36.7	51.4	53.7	40.8	33.8
Net Equity	145.0	150.8	160.1	168.5	181.7	187.5	187.5	205.8	212.2	223.2	257.1	278.4	285.4	282.4
Net fin. debt	99.9	76.4	79.0	99.4	80.1	125.3	125.3	117.4	116.6	97.7	105.3	139.3	147.6	165.8
Debt/EBITDA adj	3.1	2.2	2.4	2.7	2.0	2.7	2.4	2.3	2.8	2.0	1.5	2.0	2.5	3.2

\* Calculated by adding the items "Net profit" + "Amortization, depreciation and impairment losses" – IFRS 16 effect (starting from 2019)

**2014:** Acquisition of Speed Industrie Srl (Marocco), S.I.Agro Mexico, Geoline Electronic (Italy), Master Fluid (Italy), Speed South America (Chile) **2015:** Acquisition of Lemasa (Brazil) **2016:** Acquisition of 30% of Cifarelli S.p.A. **2017:** Acquisition of Lavorwash Group **2018:** Sale of Raico; acquisition of Spraycom (Brazil) **2019:** acquisition of 30% of Agres (Brazil) **2020:** acquisition of 51% of Markusson (Sweden); increase in Agres to 91% **2021:** Acquisition of 80% of Poli (Italy) **2022:** Acquisition of 83.33% of Trebol (Spain) **2023:** Acquisition of Bestway AG (USA), 24% of Raw Power (Italy); **2024:** Acquisition of PNR Group

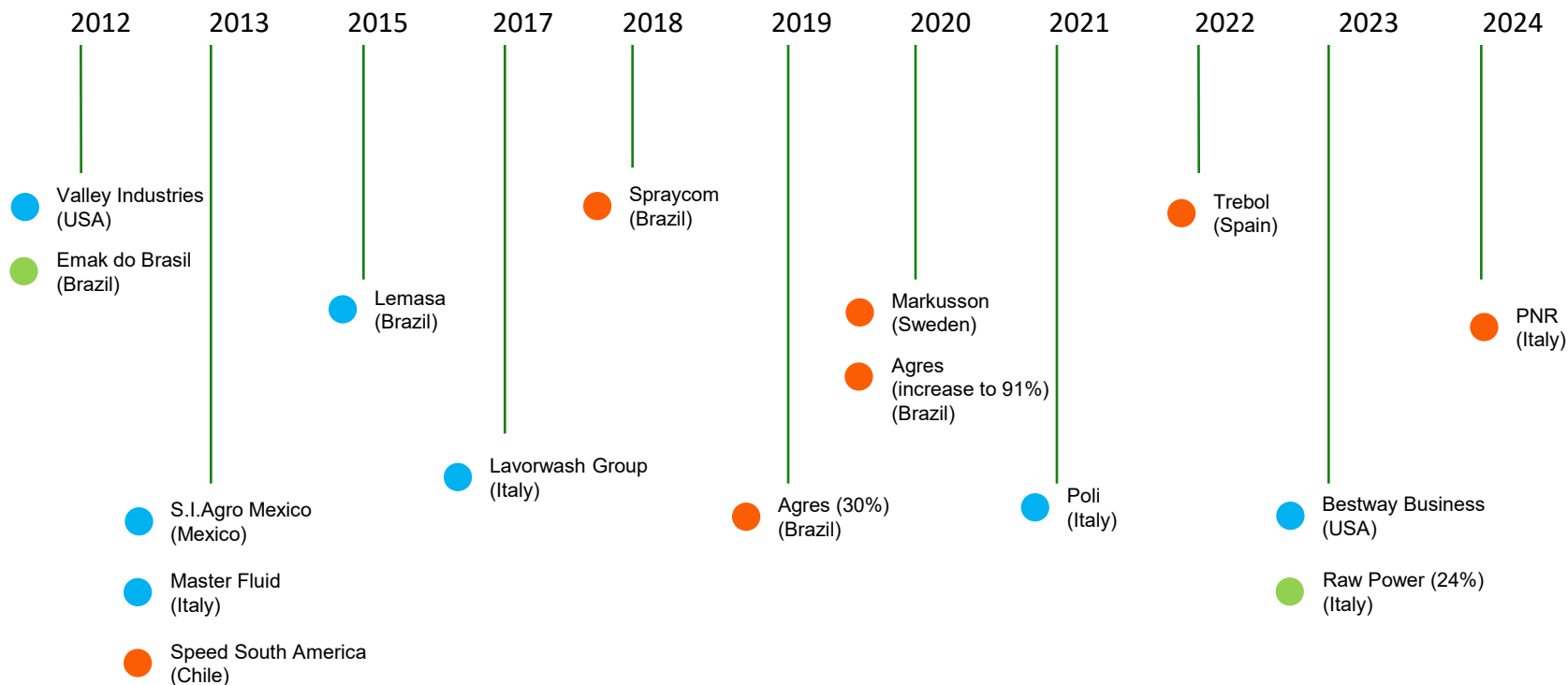
# Our History – From foundation to transformation





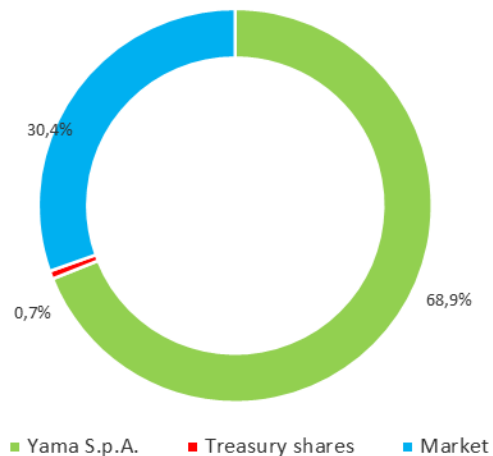
# Our History – Further expansion

## Successful M&A track record



# Shareholders and Governance

Emak has been listed on the Italian Stock Exchange since 1998 and since 2001 on STAR segment (dedicated to mid-size companies that adhere to strict requirements appreciated by global investors in terms of governance, liquidity, transparency).



Yama is an industrial holding whose shareholders are the families that founded the Group in late 60's.



## Board of Directors

Livatino Massimo	Chairman
Bartoli Luigi	Vice Chairman & CEO
Becchi Cristian	CFO
Baldi Francesca	Director
Bartoli Ariello	Director
Becchi Paola	Director
Ferrari Giuliano	Director
Salsapariglia Marzia	Director
Spaggiari Vilmo	Director
Zambelli Paolo	Director
Iotti Elena	Independent Director
Valeria Venturelli	Independent Director
Grappi Silvia	Independent Director

## Board of Statutory Auditors

Montanari Stefano	Chairman
Labanti Roberta	
Moratti Riccardo	

## Independent Auditors

KPMG S.p.A.

Roberto Bertuzzi, manager responsible for the preparation of the corporate accounting documents, declares and certifies in accordance with article 154 bis, paragraph 2, of the Consolidated Finance Act, that the financial statements contained in the presentation correspond to the underlying accounting documents, records and accounting entries.



Emak S.p.A.  
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[www.emak.it](http://www.emak.it)  
• [www.youtube.it/EmakGroup](https://www.youtube.it/EmakGroup)  
• [www.linkedin.com/company/emak-s-p-a-](https://www.linkedin.com/company/emak-s-p-a-)

## Speakers

Mr. Cristian Becchi – CFO

Mr. Andrea La Fata – Investor Relator

[andrea.lafata@emak.it](mailto:andrea.lafata@emak.it) - 0039-0522.956.332