



our power, your passion

# Euronext Star Conference 2023



# Agenda



- Emak at a glance
- FY 2022 results
- Appendix

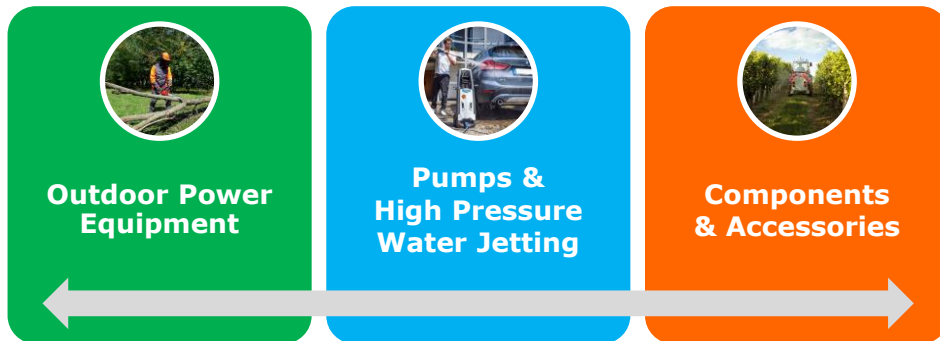
# Agenda



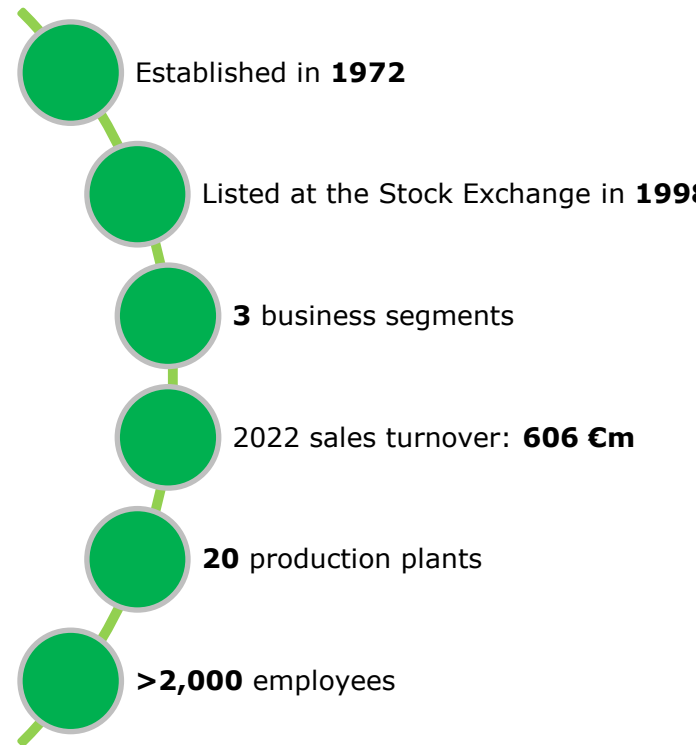
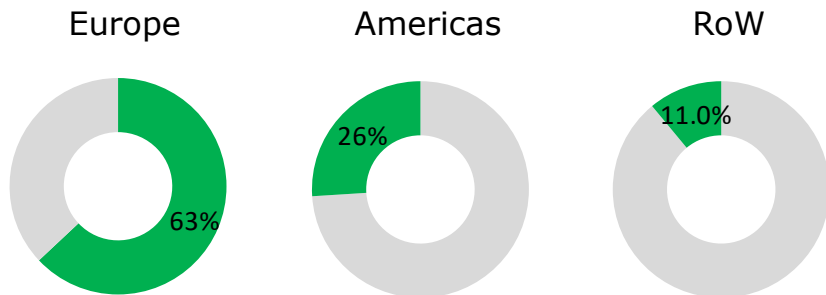
- **Emak at a glance**
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# EMAK AT A GLANCE

## Areas of business



## Sales distribution





# OUR STRATEGY

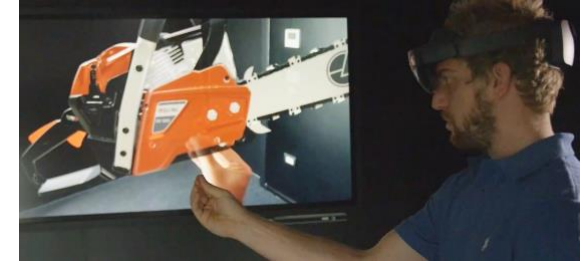
## INNOVATION

- Product and process innovation
- Digital transformation
- New technologies and applications, electrification, safety, comfort, emissions control



## ACQUISITIONS

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



## EFFICIENCY

- Lean approach
- Exploit supply chain efficiencies
- Reduction of SG&A
- Optimization of invested capital

## DISTRIBUTION

- Strengthen the position in the markets with direct presence
- Expand distribution network in markets with high growth potential
- Omni-channel approach, e-commerce



# OUTDOOR POWER EQUIPMENT



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## Product range

Brushcutters, Lawnmowers, Chainsaws,  
Garden Tractors, Rotary tillers, Two wheel  
tractors, Transporters

## Production sites

Italy 2; China 2

## Distribution channel

Specialized dealers, DIY, Online

## Customers

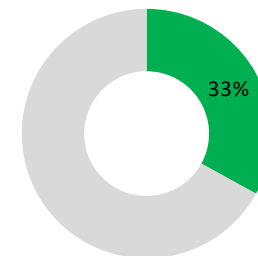
Professionals, high demanding privates,  
farmers, home owners



## FY 2022 results

Sales 199€m  
EBITDA Adj 6.3%

Share of  
Group sales





# PUMPS & HIGH PRESSURE WATER JETTING



### Product range

Agricultural pumps, industrial pumps, hydrodynamic units, urban cleaning equipment, consumer and professional high pressure washers, vacuum cleaners, floor scrubbers

### Production sites

Italy 4; Brazil 2; USA 1; China 1

### Distribution channel

Specialised dealers, DIY, Online, OEM

### Applications

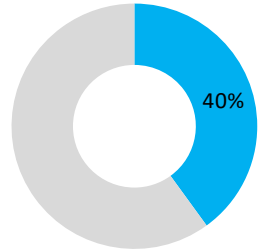
Agriculture (spraying), shipyard, oil & gas, construction



## FY 2022 results

Sales 241€m  
EBITDA Adj 14.3%

### Share of Group sales



# COMPONENTS & ACCESSORIES



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### Product range

Cutting systems for trimmers, automatic chainsaw sharpening machinery, accessories & components for high pressure cleaning and car-wash, navigation systems, electronic and digital solutions for precision farming.

### Production sites

Italy 1; France 1; USA 1; Chile 1; Brazil 1; South Africa 1; Sweden 1; China 1

### Distribution channels

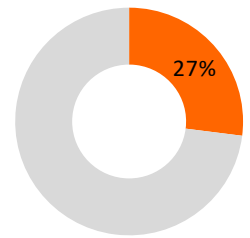
Specialised dealers, DIY, Online, OEM



### FY 2022 results

Sales 165€m  
EBITDA Adj 18.4%

Share of Group sales





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# Summary FY 2022



**Sales**  
605.7 €m  
+3%

- Strong growth in H1 (+10.6%)
- Slowdown in demand starting from Q3:
  - worsening of the scenario
  - particularly adverse weather season



**EBITDA Adj.**  
76.6 €m  
(77.4 €m FY 21)

- Operating leverage
- Price policies offset higher production and logistic costs
- Long term investments to support business development



**Net debt**  
177.3 €m

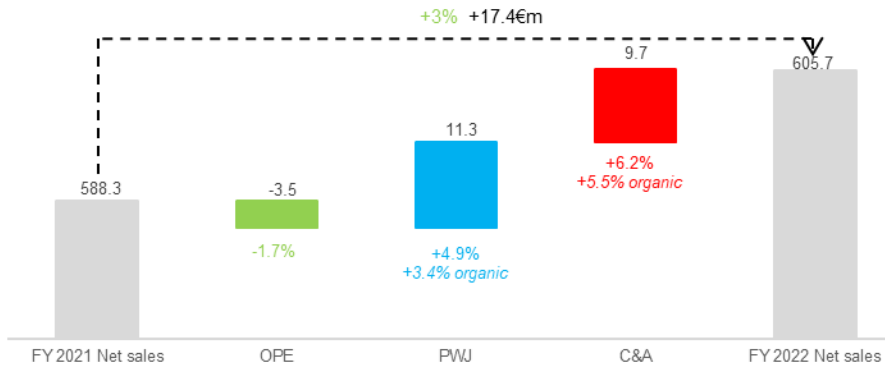
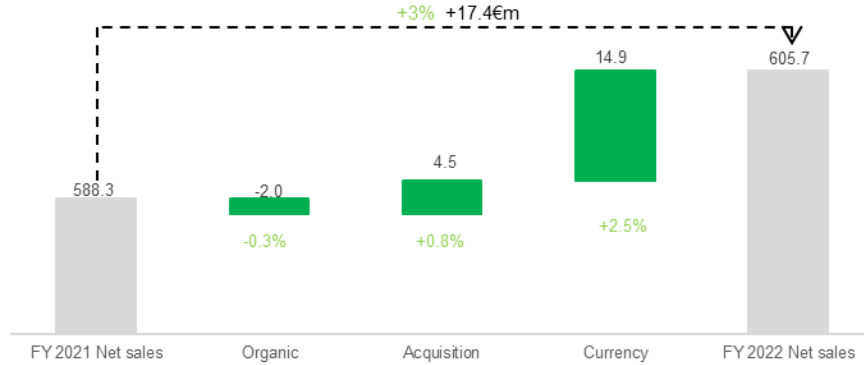
- High working capital mainly due to slow down of sales in H2
- Higher dividends
- Trebol acquisition



**Dividend proposal**

- BoD propose 0.065 €per share

# Sales



## Group

Consolidated sales grew by 3%. The improvement is due to the positive effect of foreign exchange translation for 2.5%, the change in the scope of consolidation for 0.8%, while it is penalized by an organic negative variation for 0.3%.

## Outdoor Power Equipment

Sales grew in France and Germany, while there was a decline in Russia, Italy and Spain.

In the rest of the world, revenues contracted mainly due to the drop in exports to the Turkish market, while sales in the Middle East and African continent are recovering.

## Pumps and High Pressure Water Jetting

The contraction in turnover in Europe derives from the markets of Italy, France and Poland, partly offset by growth in the Netherlands, Russia and Germany. The Americas area was the one that contributed the most to the growth of the group thanks to the positive exchange rate effect, the good performance of the Brazilian, Mexican and US subsidiaries.

## Components and Accessories

The increase in turnover in Europe is attributable to the change in the scope of consolidation, which offset the decrease in sales on the Italian market.

Growth in the Americas area is driven by the excellent performance in the South American markets.

The decrease in sales in the Asia, Africa and Oceania area is due to the slowdown in demand on the markets of Turkey, China and Japan.



# Margins

	FY 2022	FY 2021	Δ
<b>Revenues from sales</b>	<b>605.7</b>	<b>588.3</b>	<b>3.0%</b>
<b>EBITDA Adj</b>	<b>76.6</b>	<b>77.4</b>	<b>-0.8%</b>
<i>% on sales</i>	<i>12.7%</i>	<i>13.2%</i>	
<b>EBIT</b>	<b>46.8</b>	<b>52.9</b>	<b>-11.5%</b>
<i>% on sales</i>	<i>7.7%</i>	<i>9.0%</i>	
<i>Financial income</i>	<i>4.0</i>	<i>1.0</i>	
<i>Financial expenses</i>	<i>(8.6)</i>	<i>(8.6)</i>	
<i>Forex</i>	<i>1.9</i>	<i>0.6</i>	
<b>Profit befor taxes</b>	<b>44.1</b>	<b>45.9</b>	<b>-3.9%</b>
<b>Net profit</b>	<b>31.2</b>	<b>33.1</b>	<b>-5.9%</b>

- Price increase offset higher production and energy costs.
- Planned increase in expenses related to commercial development.
- Higher personnel expenses mainly due to scope of consolidation and wage dynamics
- Loss of € 2.9 million due to the reduction in the value of goodwill.
- Higher financial income from the valuation of interest rate hedging derivatives offset the higher financial charges.
- Lower impact of P&C options evaluation
- Forex positively affected by the revaluation of the US dollar and the Brazilian real

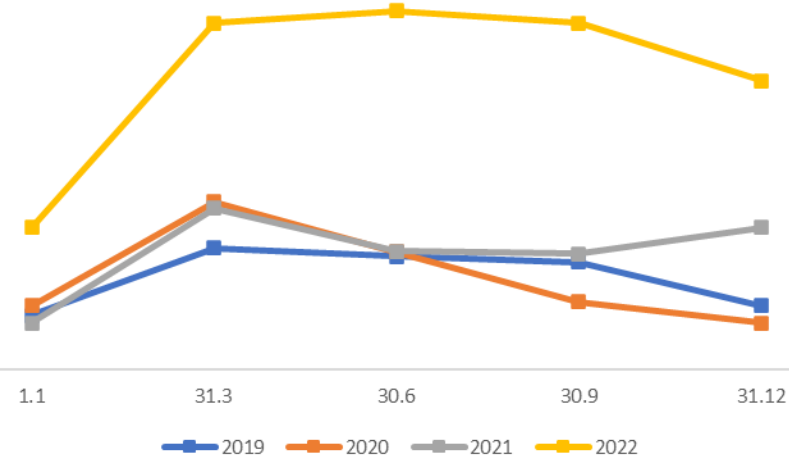
# Consolidated balance sheet

€/000	31.12.2022	31.12.2021
Net non-current assets	206,605	202,117
Net working capital	247,687	198,085
<b>Net capital employed</b>	<b>454,292</b>	<b>400,202</b>
Net financial position	(177,305)	(144,269)
<i>IFRS 16 effect</i>	<i>38,039</i>	<i>38,974</i>
<i>Net financial position (net of IFRS 16)</i>	<i>(139,266)</i>	<i>(105,295)</i>
Total equity	276,987	255,933

# Net Working Capital

€m	2022	2021	Δ
Inventories	234.0	217.3	7.7%
Receivables	113.2	121.3	-6.7%
Payables	-87.9	-122.1	-28.0%
<b>Trade Working Capital</b>	<b>259.3</b>	<b>216.5</b>	<b>19.8%</b>
<i>% on sales</i>	<i>42.8%</i>	<i>36.8%</i>	
Other	-11.6	-18.5	-37.0%
<b>Net Working Capital</b>	<b>247.7</b>	<b>198.1</b>	<b>25.0%</b>
<i>% on sales</i>	<i>40.9%</i>	<i>33.7%</i>	

NWC seasonality



- The increase in net working capital is mainly linked to the dynamics of purchases and inventories; in the first part of the year, in order to effectively cope with the strong market demand and the difficult logistical conditions, the Group has maintained a procurement policy aimed at increasing its inventories.
- In the second half of 2022, due to the changed market conditions, the slowdown in production volumes led to a reduction in purchases for the benefit of the use of inventories which was however not sufficient to generate a positive impact on working capital.





**BESTWAY AG**

- The company is recognized as a key player in the US market for the production and marketing of sprayers, equipment for agricultural applications.
- The transaction will allow the expansion and completion of PWJ product range
- The North American agricultural market can be reached and served in a more capillary way.
- FY 2022 figures: turnover of 32 \$m; EBITDA of 2.5 \$m.
- The interim consideration set forth for the acquisition, subject to adjustment following the establishment of final asset values as of January 31, 2023, is 22.5 \$m.



TRAILER SPRAYERS



3 POINT HITCH SPRAYERS



ELECTRONICS



SPOT SPRAYERS



TRACTOR TANK MOUNTS



BOOMS



DALTON FERTILIZER SPREADERS



DALTON ANHYDROUS AMMONIA WAGONS



- On 22 February 2023, the Parent Company ratified the entry into the company Raw Power S.r.l., based in Reggio Emilia, through the subscription of a share capital increase for a 24% stake, for an amount equal to Euro 800 thousand .
- The company deals with all aspects related to power electronic design, aimed at automation and static conversion of energy and the design of electric motors and generators.
- The operation is carried out with the intention of allowing Emak S.p.A. to enhance the fundamental know-how of electric motor technology in order to increase competitiveness in the battery-powered products market, which is constantly and rapidly evolving.

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# Results by business segment



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	OUTDOOR POWER EQUIPMENT		PUMPS AND HIGH PRESSURE WATER JETTING		COMPONENTS AND ACCESSORIES		Other not allocated / Netting		Consolidated	
€/000	31.12.2022	31.12.2021	31.12.2022	31.12.2021	31.12.2022	31.12.2021	31.12.2022	31.12.2021	31.12.2022	31.12.2021
Sales to third parties	199,436	202,977	241,283	229,990	165,004	155,332			605,723	588,299
Intersegment sales	357	345	3,308	2,877	9,685	10,524	(13,350)	(13,746)		
Revenues from sales	199,793	203,322	244,591	232,867	174,689	165,856	(13,350)	(13,746)	605,723	588,299
Ebitda	12,257	16,221	34,910	33,991	31,937	30,913	(3,025)	(3,829)	76,079	77,296
<i>Ebitda/Total Revenues %</i>	6.1%	8.0%	14.3%	14.6%	18.3%	18.6%			12.6%	13.1%
Ebitda before non ordinary expenses	12,495	16,360	35,082	33,382	32,092	31,523	(3,025)	(3,829)	76,644	77,436
<i>Ebitda before non ordinary expenses/Total Revenues %</i>	6.3%	8.0%	14.3%	14.3%	18.4%	19.0%			12.7%	13.2%
Operating result	1,251	8,089	26,054	26,128	22,475	22,516	(3,025)	(3,829)	46,755	52,904
<i>Operating result/Total Revenues %</i>	0.6%	4.0%	10.7%	11.2%	12.9%	13.6%			7.7%	9.0%
Net financial expenses (1)									(2,658)	(7,019)
Profit before taxes									44,097	45,885
Income taxes									(12,932)	(12,774)
Net profit									31,165	33,111
<i>Net profit/Total Revenues%</i>									5.1%	5.6%
(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										
<b>STATEMENT OF FINANCIAL POSITION</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>
Net debt	21,295	6,778	108,992	96,092	47,018	41,399	0	0	177,305	144,269
Shareholders' Equity	184,363	186,501	98,689	83,830	72,228	63,454	(78,293)	(77,852)	276,987	255,933
Total Shareholders' Equity and Net debt	205,658	193,279	207,681	179,922	119,246	104,853	(78,293)	(77,852)	454,292	400,202
Net non-current assets (2)	122,922	128,424	101,679	95,854	57,242	53,233	(75,238)	(75,394)	206,605	202,117
Net working capital	82,736	64,855	106,002	84,068	62,004	51,620	(3,055)	(2,458)	247,687	198,085
Total net capital employed	205,658	193,279	207,681	179,922	119,246	104,853	(78,293)	(77,852)	454,292	400,202
(2) The net non-current assets of the Outdoor Power Equipment area includes the amount of Equity investments for 76,074 thousand Euro										
<b>OTHER STATISTICS</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>
Number of employees at period end	747	758	873	837	655	622	9	8	2,284	2,225
<b>OTHER INFORMATIONS</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>	<b>31.12.2022</b>	<b>31.12.2021</b>
Amortization, depreciation and impairment losses	11,006	8,132	8,856	7,863	9,462	8,397			29,324	24,392
Investment in property, plant and equipment and in intangible assets	4,461	4,266	8,639	5,229	8,632	8,066			21,732	17,561

# Consolidated income statement

€/000	Year 2022	Year 2021
<b>Revenues from sales</b>	<b>605,723</b>	<b>588,299</b>
Other operating incomes	4,753	5,110
Change in inventories	12,790	48,764
Raw materials, consumables and goods	(331,528)	(354,737)
Personnel expenses	(99,519)	(98,231)
Other operating costs and provisions	(116,140)	(111,909)
Amortization, depreciation and impairment losses	(29,324)	(24,392)
<b>Operating result</b>	<b>46,755</b>	<b>52,904</b>
Financial income	4,007	1,003
Financial expenses	(8,560)	(8,611)
Exchange gains and losses	1,895	589
<b>Profit befor taxes</b>	<b>44,097</b>	<b>45,885</b>
Income taxes	(12,932)	(12,774)
<b>Net profit</b>	<b>31,165</b>	<b>33,111</b>
(Profit)/loss attributable to non controlling interests	(897)	(603)
<b>Net profit attributable to the Group</b>	<b>30,268</b>	<b>32,508</b>
<b>Basic earnings per share</b>	<b>0.185</b>	<b>0.199</b>
<b>Diluted earnings per share</b>	<b>0.185</b>	<b>0.199</b>

# Consolidated balance sheet - Assets

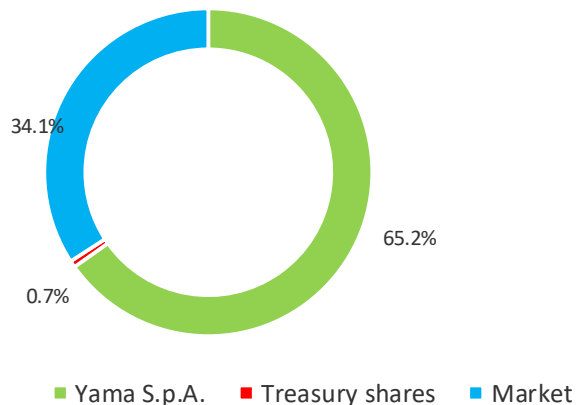
€/000	31.12.2022	31.12.2021
Property, plant and equipment	82,524	78,558
Intangible assets	24,482	24,853
Rights of use	36,461	37,665
Goodwill	71,216	70,634
Equity investments in other companies	8	8
Deferred tax assets	10,395	10,012
Other financial assets	1,151	984
Other assets	60	59
<b>Total non-current assets</b>	<b>226,297</b>	<b>222,773</b>
Inventories	233,970	217,316
Trade and other receivables	119,661	127,984
Current tax receivables	9,967	10,076
Other financial assets	38	72
Derivative financial instruments	2,707	286
Cash and cash equivalents	86,477	79,645
<b>Total current assets</b>	<b>452,820</b>	<b>435,379</b>
<b>TOTAL ASSETS</b>	<b>679,117</b>	<b>658,152</b>

# Consolidated balance sheet - Liabilities

€/000	31.12.2022	31.12.2021
Shareholders' Equity of the Group	273,003	253,183
Non-controlling interests	3,984	2,750
<b>Total Shareholders' Equity</b>	<b>276,987</b>	<b>255,933</b>
Loans and borrowings due to banks and other lenders	152,346	115,994
Liabilities for leasing	31,682	33,111
Deferred tax liabilities	7,962	7,386
Employee benefits	6,291	7,500
Provisions for risks and charges	2,778	2,590
Other non-current liabilities	1,510	2,197
<b>Total non-current liabilities</b>	<b>202,569</b>	<b>168,778</b>
Trade and other payables	109,344	149,222
Current tax liabilities	4,984	6,182
Loans and borrowings due to banks and other lenders	76,594	69,707
Liabilities for leasing	6,357	5,863
Derivative financial instruments	699	581
Provisions for risks and charges	1,583	1,886
<b>Total current liabilities</b>	<b>199,561</b>	<b>233,441</b>
<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>	<b>679,117</b>	<b>658,152</b>

# 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.

Seven families hold 97% of Yama's share capital, with shareholdings from 6% to 23%.



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## 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
Lanza Alessandra	Independent Director
Grappi Silvia	Independent Director

## Board of Statutory Auditors

Montanari Stefano	Chairman
Labanti Roberta	
Pasquetti Livio	

## Independent Auditors

Deloitte & Touche S.p.A.

# ESG indicators



Environmental	2022	2021
Scope 1 GHG emissions <i>Tons CO2eq</i>	4,302	4,974
Scope 2 GHG emissions - market based <i>Tons CO2eq</i>	8,047	9,069
Scope 2 GHG emissions - location based <i>Tons CO2eq</i>	7,274	8,141
Scope 1 + Scope 2 (market based) <i>Tons CO2eq</i>	12,349	14,043
Scope 1 + Scope 2 (location based) <i>Tons CO2eq</i>	11,576	13,115
Total waste generated <i>Tons</i>	2,564	2,861
% of recovered waste	69%	63%
% of hazardous waste	4%	4%



Social	2022	2021
# employees	2,284	2,225
% men	65%	64%
% women	35%	36%



Governance	2022	2021
Board gender diversity	46%	38%
<i>Female</i>	6	5
<i>Male</i>	7	8
Total board members	13	13
Average age	58	63
Independent directors	3	3
Executive directors	2	3
Non executives directors	8	7
Separate chairman and CEO	Yes	No
Code of ethics	Yes	Yes



# Synthesis of results



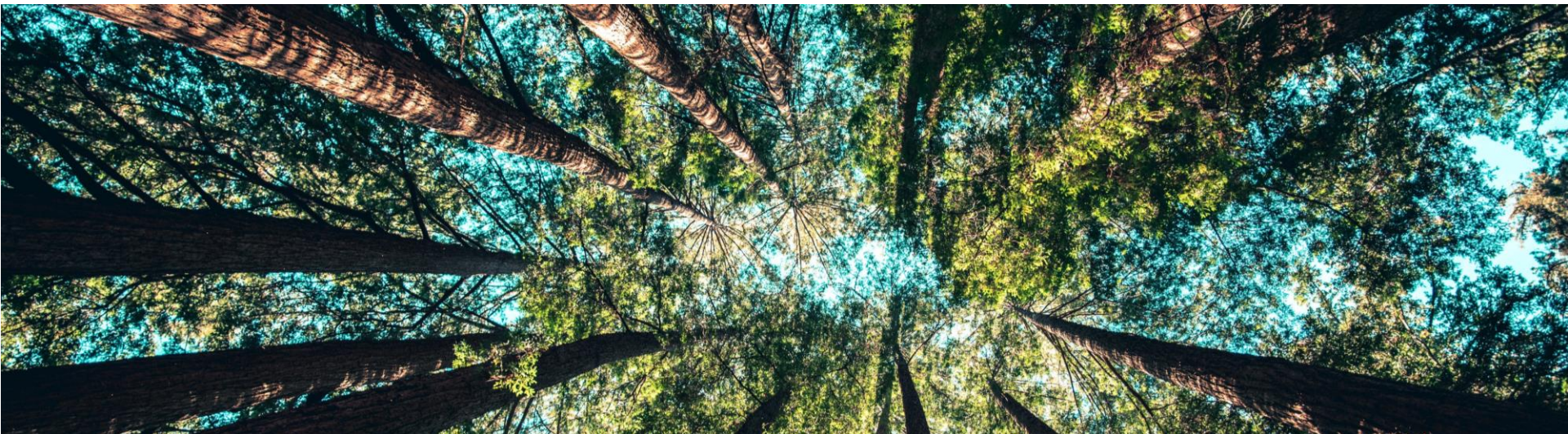
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€m	2014	2015	2016	2017	2017 PF	2018	2019	2020	2021	2022
Sales	354.8	381.6	391.9	422.2	461.8	452.8	434.0	469.8	588.3	605.7
EBITDA adj margin	33.1 9.3%	37.5 9.8%	40.5 10.3%	45.6 10.8%	52.5 11.4%	50.8 11.2%	46.9 10.8%	56.3 12.0%	77.4 13.2%	76.7 12.7%
EBITDA margin	31.5 8.9%	35.8 9.4%	39.5 10.1%	43.9 10.4%	50.1 10.8%	49.4 10.9%	46.1 10.6%	55.6 11.8%	77.3 13.1%	76.1 12.6%
EBIT margin	20.0 5.6%	23.3 6.1%	21.9 5.6%	30.0 7.1%	35.8 7.8%	34.0 7.5%	22.0 5.1%	32.9 7.0%	52.9 9.0%	46.8 7.7%
Net profit margin	10.2 2.9%	9.0 2.4%	17.7 4.5%	16.4 3.9%	20.6 4.5%	25.6 5.7%	13.1 3.0%	19.6 4.2%	33.1 5.6%	31.2 5.1%
FCF from operations *	21.7	21.5	35.3	30.4	34.9	41.1	31.8	36.7	51.4	53.8
Net Equity	160.1	168.5	181.7	187.5	187.5	205.8	211.5	222.3	255.9	277.0
Net fin. debt	79.0	99.4	80.1	125.3	125.3	117.4	146.9	126.6	144.3	177.3
Debt/Equity	0.5	0.6	0.4	0.7	0.7	0.6	0.7	0.6	0.6	0.6
Debt/EBITDA adj	2.4	2.7	2.0	2.7	2.4	2.3	3.1	2.2	1.9	2.3

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

**2014:** Acquisition of Speed Industrie Sarl (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 Marksson (Sweden); increase in Agres to 91% **2021:** Acquisition of 80% of Poli (Italy) **2022:** Acquisition of 83.33% of Trebol (Spain)

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 present presentation correspond to the underlying accounting documents, records and accounting entries.



Emak S.p.A.  
42011 Bagnolo in Piano (RE) Italy  
[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. Luigi Bartoli – CEO

Mr. Cristian Becchi – CFO

Mr. Andrea La Fata – Investor Relator

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