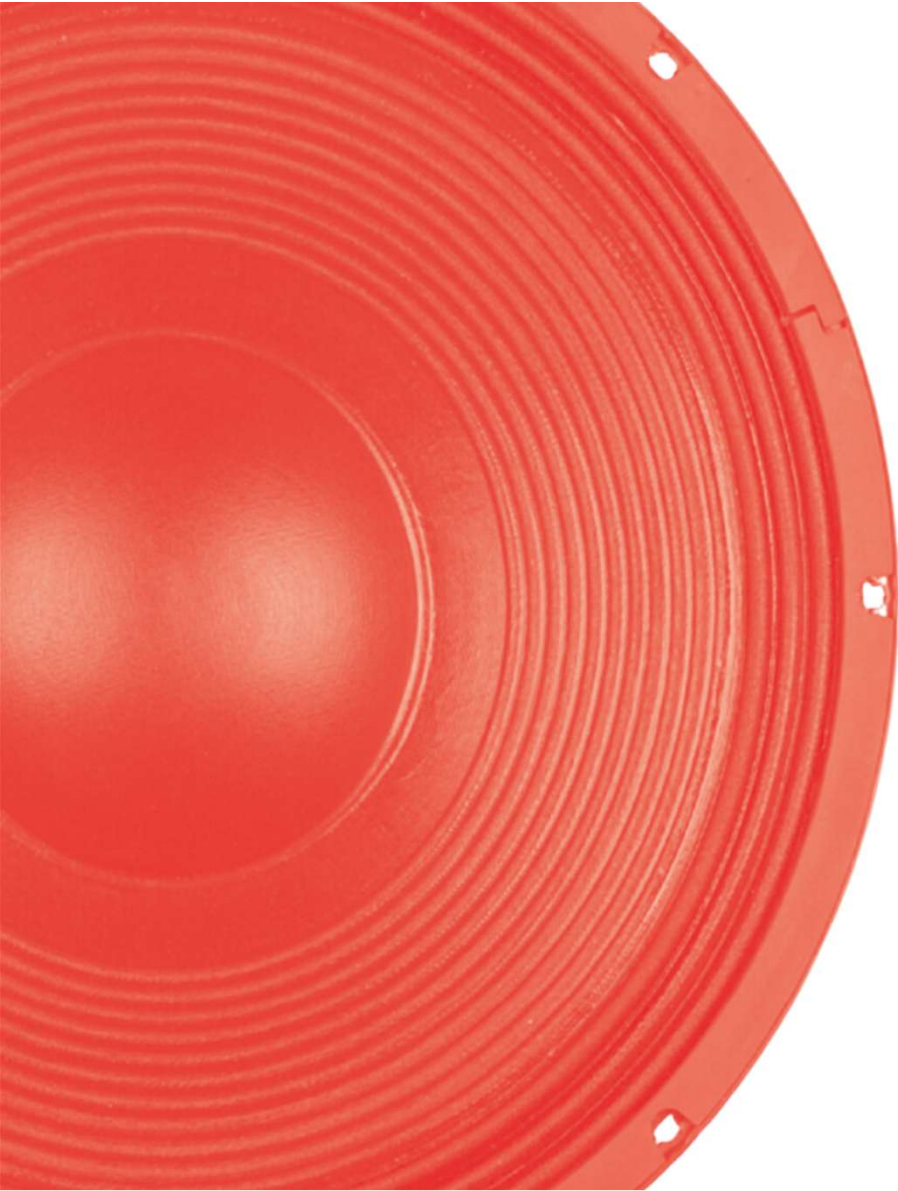


B&C GROUP



INVESTOR PRESENTATION



AGENDA



COMPANY OVERVIEW

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01. Company Overview

COMPANY OVERVIEW

B&C Speakers is a worldwide leader in the design, production, distribution and marketing of **professional electro-acoustic transducers** with over 70 years of industry experience



Based in **Bagno a Ripoli (Florence)** with a 10,500 sqm factory building and a 3,000 sqm head office building



344 employees, of which **10% in the R&D Department** working in constant cooperation with top Pro Audio OEM manufacturers across the world



Revenues FY 2023 € 94.0 M, with a **CAGR 21-23 of 41%**
Adj. EBITDA FY 2023 € 22.8 M, with an **Adj. EBITDA Margin of 24.3%**



Design and distribution of **loudspeaker components** under **4 brand names** (B&C Speakers, Eighteen Sound, Ciare and Eminence) and supply of **OEM components**



Global presence (80+ countries) thanks to **2 commercial subsidiaries**, **4 factories** and a **wide network of distributors**



Listed at **Milan Stock Exchange** since 2007 and at **Euronext Milan - STAR Segment** since 2013

BRANDS OVERVIEW

B&C Speakers designs and distributes loudspeaker components under the brand names B&C Speakers, Eighteen Sound, Ciare, Eminence



Practical and performance oriented professional audio transducers.
Manufactured in Italy.



Technology driven, leading edge professional audio transducers with creative and attractive product posture.
Manufactured in Italy.



Historic Italian brand focused on car audio, home hi-fi and professional audio transducers aimed at more value-oriented solutions.
Manufactured in Italy.



Historic American brand focused on value-oriented instrument amplifier and portable audio transducers.
Manufactured in both USA and China

PRODUCTION OVERVIEW



HISTORY

1946

Foundation by Roberto Coppini and Fernando Borrani

1970s

Introduction of a new segment with the **production of acoustic transducers**

1988

Start of the **distribution outside Italy**

1993 - 1998

Roberto Coppini acquired the totality of the company's shares

2007

Listing on Milan Stock Exchange

2011

End of the construction of the **new state-of-the-art facility** in Bagno a Ripoli (Florence)

2013

Translisting on Euronext Milan - STAR Segment

2017


Acquisition of the 100% share capital of **Eighteen Sound and Ciare**

2023

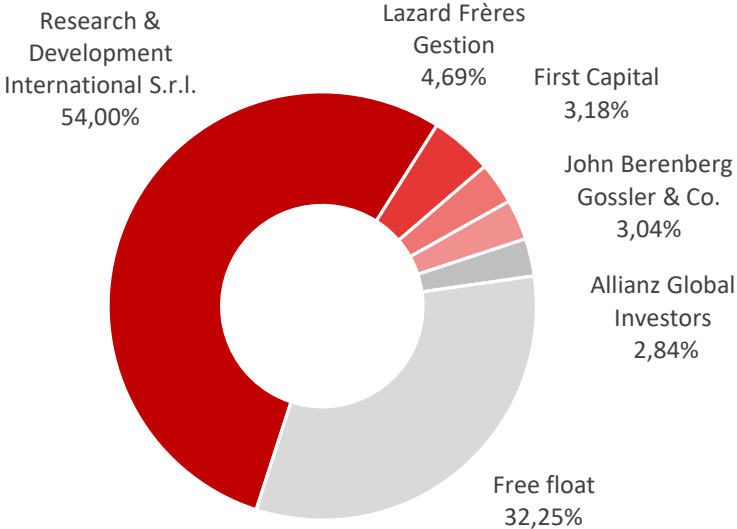
Acquisition of the 100% share capital of **Eminence**

GOVERNANCE & SHAREHOLDERS

Top Management

 Roberta Pecci <i>President</i>	 Lorenzo Coppini <i>CEO</i>	 Francesco Spapperi <i>CFO</i>
 Alessandro Pancani <i>CTO</i>	 Ron Tizzard <i>CMO</i>	

Shareholders



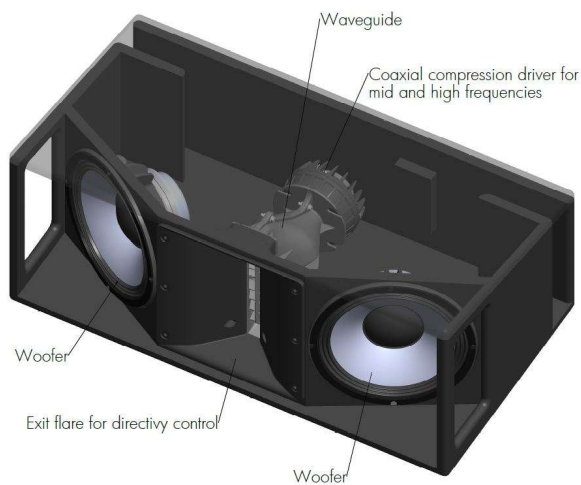
Updated as of May 2024 (dividend payment)



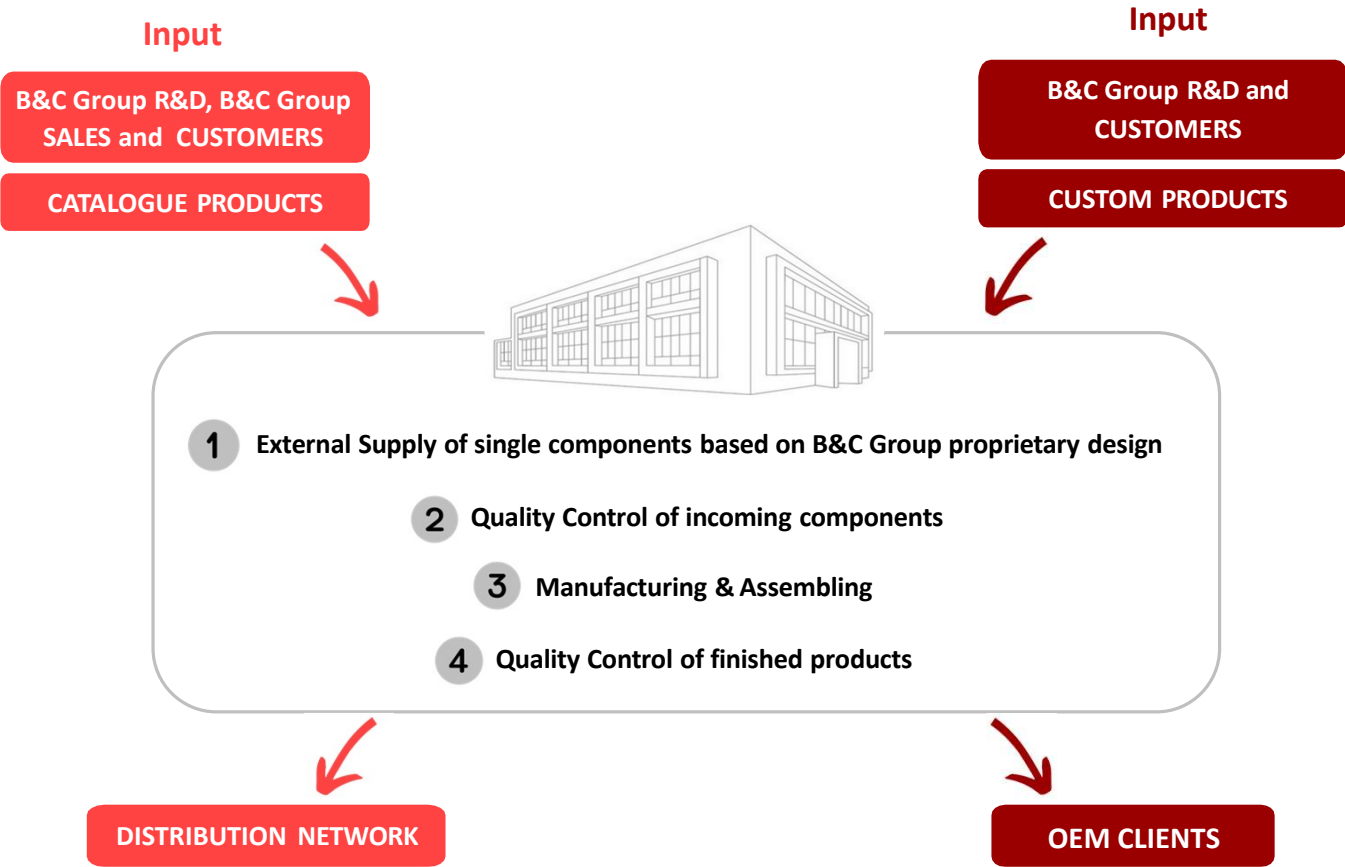
02. Products & Business Model

WHAT WE DO

The B&C Group designs, produces and distributes **professional electro-acoustic transducers**, the key components of a speaker box.



BUSINESS MODEL



RANGE OF PRODUCTS



LOW-FREQUENCY DRIVERS
58% of revenues



HIGH-FREQUENCY DRIVERS
27% of revenues



COAXIALS COMPONENTS
13% of revenues

OTHER PRODUCTS



TWEETERS



TRIAXIALS



HORNS



CROSSOVERS

PRIMARY RANGE OF PRODUCTS



LOW-FREQUENCY DRIVERS

58% of revenues

B&C, the first to launch the HPL series in 1998, is today a leader in the development of neodymium woofers for the Pro audio market with four new series. In addition to having optimized frequency response curves, B&C newer woofers maximize power handling, excursion, and heat dissipation.



HIGH-FREQUENCY DRIVERS

27% of revenues

The use of Neodymium magnets in B&C high frequency drivers has not only allowed to dramatically reduce the size and weight, but also to improve performance and overall value. Unique design internally made for diaphragms



COAXIALS COMPONENTS

13% of revenues

Coaxial loudspeakers combine the features of the best cone loudspeakers and compression drivers into a one-piece, point source solution. Their format enables electro-acoustical designers to build very compact and versatile systems.

ARCHITETTURA SONORA



B&C GROUP



Architettura Sonora is a division of B&C Speakers Group



Revolutionary designer of unique, high-performance **audio solutions and outdoor acoustic experiences**, with an increasing imprint in the indoor world



Pioneer in the industry



All **products are manufactured by skilled craftsmen “in-house”**, guaranteeing quality and versatility



Characterized by **sound quality, innovation and tactile features**, rarely associated with speaker design



RESEARCH & DEVELOPMENT

The R&D Department allows the Company to offer products that stands out for their **efficiency, high-power handling and reliability**, combining **technological innovation** with the **tradition of a consolidated experience** in the sector.

42
Dedicated
Employees

40%
of Indirect
Personnel
cost

5
Patents





03. Reference Market

REFERENCE MARKET

Addressable market in 2024

€ 4,075 million

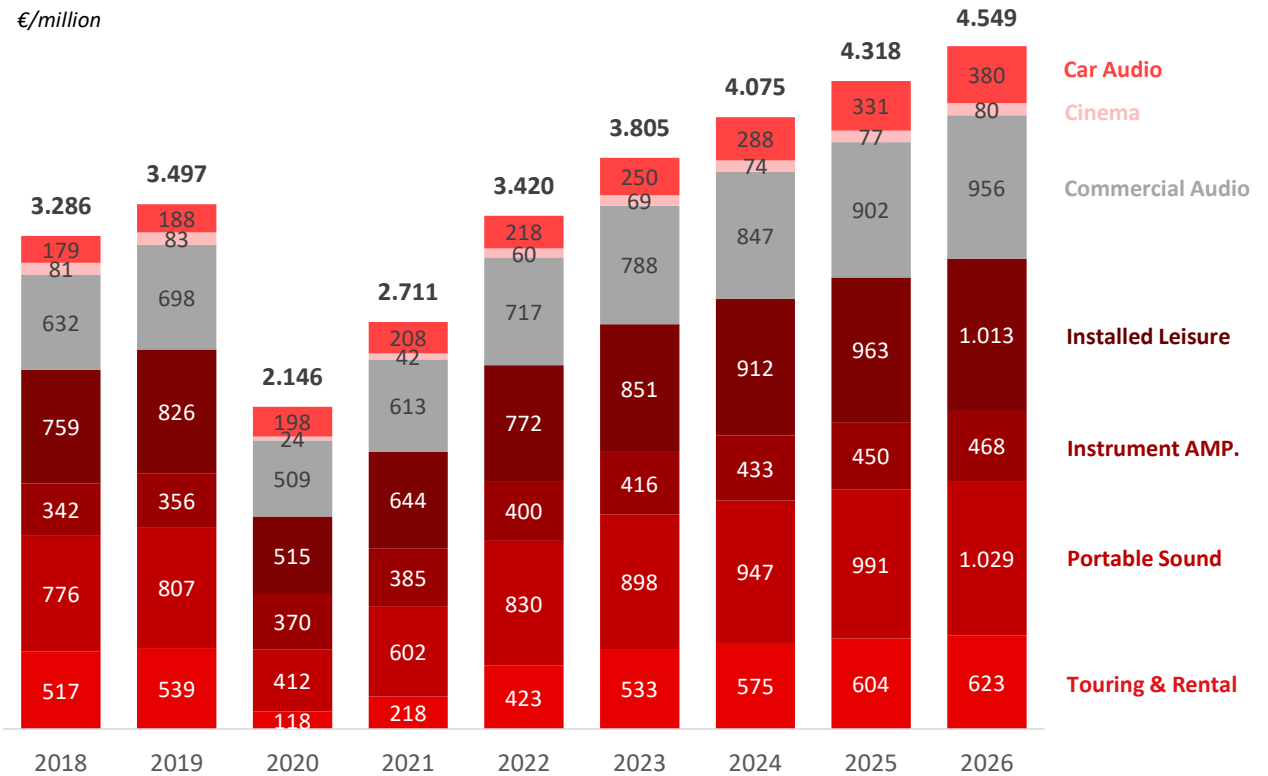
Expected addressable market in 2026

€ 4,549 million

Expected CAGR 2018-2026

4.37%

thanks to an **increased demand** for high-quality, lighter and more high-performance audio, video, and lighting systems



Source: Company's elaboration on Future Source

B&C GROUP



ADDRESSABLE LOUDSPEAKER MARKETS



CAR AUDIO



After Market

Installed by car owner

€ 288 Million



PROFESSIONAL



Touring & Rental

€ 575 Million



Installed Leisure

€ 912 Million



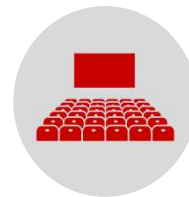
Instrument AMP.

€ 433 Million



Portable Sound

€ 947 Million



CINEMA



Movie Theatre

€ 74 Million



COMMERCIAL AUDIO



Malls



Hotels



Exhibitions



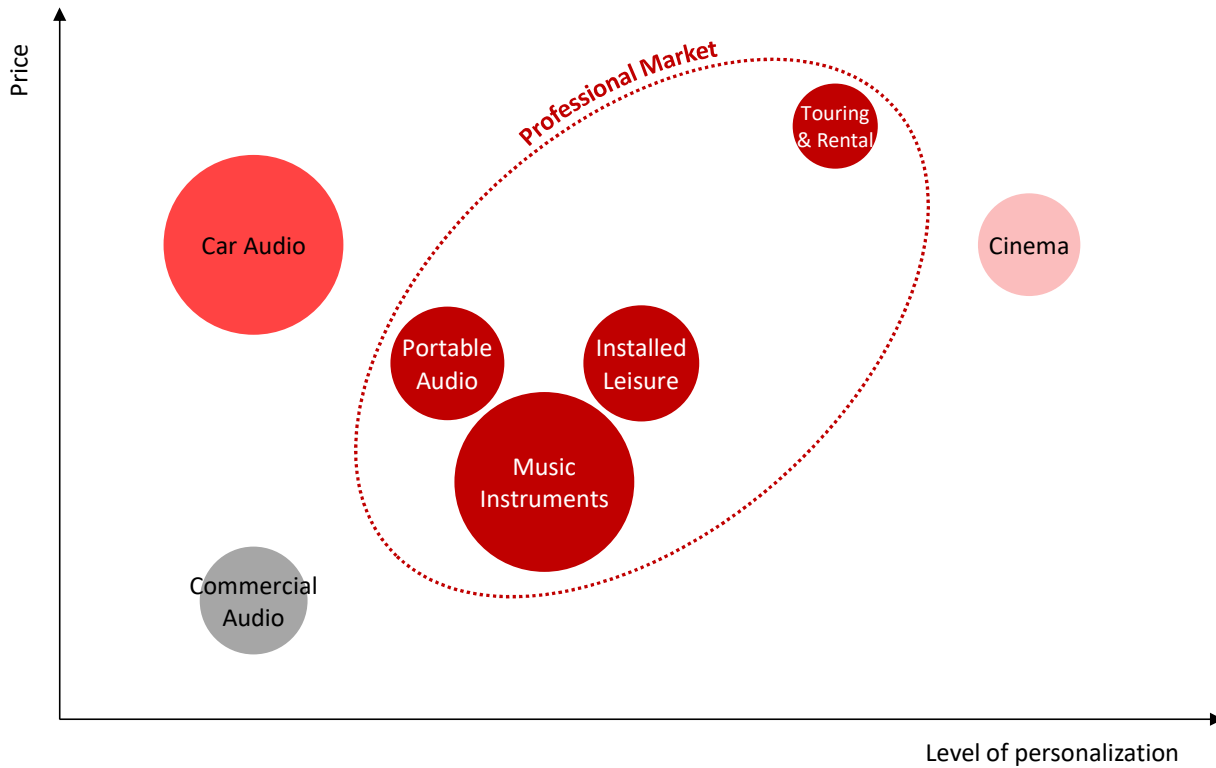
Transportation

€ 847 Million

Loudspeakers' incidence corresponds to **100%** of the addressable market value

Loudspeakers' incidence corresponds to **10%** of the addressable market value

MARKET POSITIONING



CAR AUDIO

- **Brand driven market** with major expression in the Americas

PROFESSIONAL

- **Touring & Rental and Installed Leisure**
 - **Expected to steadily grow** in the incoming years
- **Portable Audio**
 - Demand of higher performance products
- **Strong evolution in emerging markets** as China and India
 - **Music instruments**
 - Huge market with **high brand loyalty**

CINEMA

- Grown steadily thanks to the **increase in sound integration**

COMMERCIAL AUDIO

- **Growing market** thanks to increase in sound integration



04. Key Financials

FINANCIALS HIGHLIGHTS 2024

Revenues

€ 100.4 million

+6,8% vs 12M 2023

EBITDA

€ 21.8 million

EBITDA Margin **21.7%**

EBIT

€ 19 million

EBIT Margin **19%**

Net Profit

€ 18.2 million

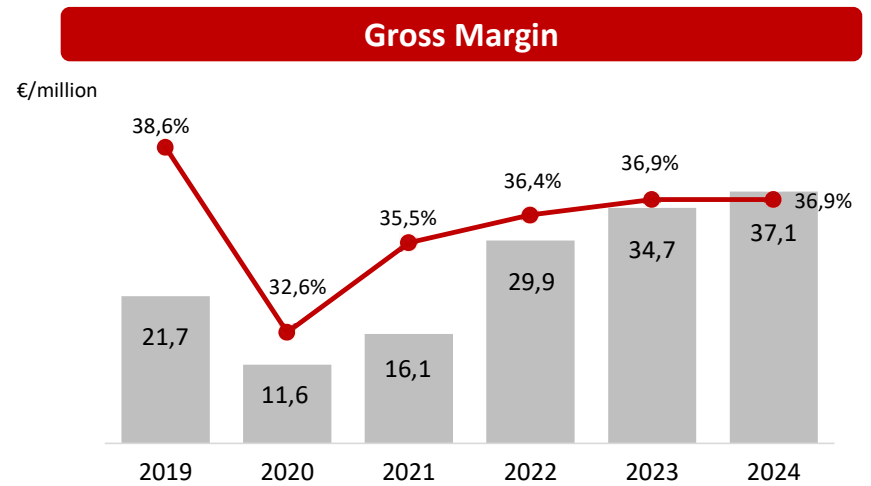
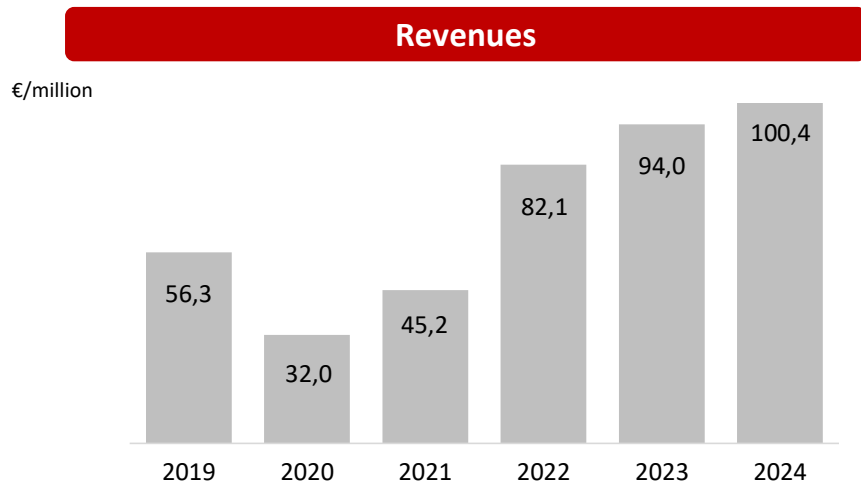
+30% vs 12M 2023

Net Financial Position

€ -0.9

Cash negative

P&L TRACK RECORD: REVENUES & GROSS MARGIN

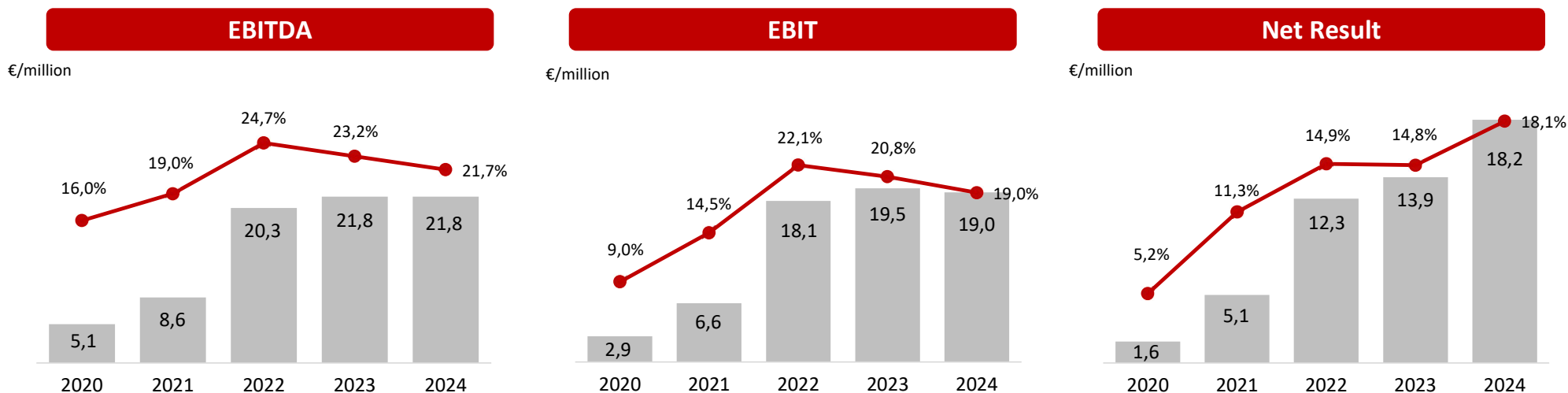


In FY2024 the **Group Revenues** reached the record figure of **€ 100.4 million** with an increase of **+6.8%** compared to 2023.

Revenues growth was also driven by the new entities that together reported 13M with a perspective of solid additional growth to be achieved by 2025; core business of Tourin&Rental still flourishing even for 2025

The Gross Margin grew driven by Turnover increase and by consistent upgrades in term of industrial efficiencies; Chinese plant almost already at B&C Group level of efficiency with significant production capability unexpressed.

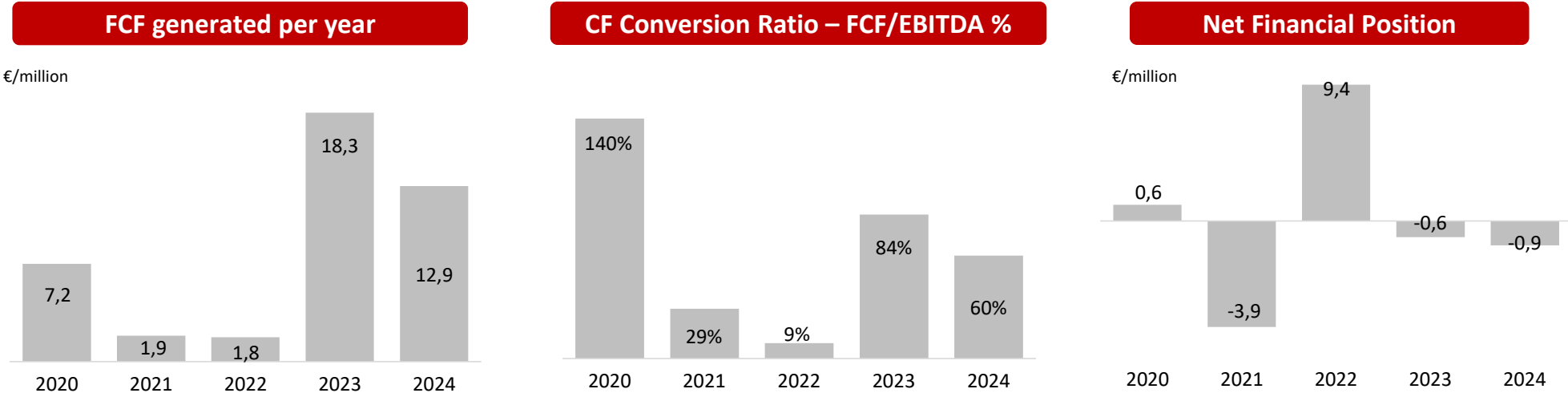
P&L TRACK RECORD: EBITDA, EBIT & NET RESULT



In FY 2024, the **EBITDA**, equal to **€ 21.8 million** the same results as in 2023, temporarily for 2024 Eminence Ky impacted negatively on EBITDA.

The Group's margins decreased as a result of the first year of integration of the new entities, in fact considering the old perimeter the Group's margins **would have been equal to 24.4%** even during a challenging year for an important market like the Chinese one.

CASH FLOW GENERATION TRACK RECORD



In FY 2024, B&C Group recorded again an important **Free Cash Flow result**, equal to **€ 12.9M**. This result was influenced by additional (+5,5M) investments on working capital + first chapter of investments on Eminence necessary to fuel next year of growth

The company’s ability to produce **consistent cash flows** is reflected in the **FCF/EBITDA conversion ratio**, which shows a strong result over the years, always taking into consideration the impact of pandemic on 2021 and 2022.



05. Growth Strategy

GROWTH STRATEGY



Consolidation of the technological leadership position in Touring&Rental segment thanks to R&D



Expansion of the Instrument AMP market globally through the revamping of the Eminence brand



Strengthening of the Portable market globally with quality products at lower costs leveraging the notoriety of the Eminence brand and thanks to the industrial advantages of the Chinese factory



Development of the American Car Audio market through the sale of a complete kit that includes electronics



Address the US infrastructure with acoustic devices made in Kentucky facility

GROWTH STRATEGY



Consolidation of the technological leadership position in Touring&Rental segment thanks to R&D

- We have an incredible connection with customers, our major customers have been in our portfolio for more than 20 years and there are no reasons not to expect at least the last years CAGR on this segment growth since live events are still spreading everywhere
- Our focus is on technology innovation and we are working on at least 5 new patent products to be launch in the next few years



Expansion of the Instrument AMP market globally through the revamping of the Eminence brand

- We have already hired a new sales manager that came from on of our main competitors of us in this segment
- In the last exhibition in February we have seen the main customers of Instrument AMP market knocking our door to see the newest Eminence products codeveloped with B&C R&D department. In the AMP segment, mainly occupied by Eminence brand, we expect double digit growths over the next few years, target to receover 2022 volumes within 2027

GROWTH STRATEGY



Strengthening of the Portable market globally with quality products at lower costs leveraging the notoriety of the Eminence brand and thanks to the industrial advantages of the Chinese factory

- We'll launch our first Portable product line(developed in Italy) in the next May at Prolight + Sound Guangzhou exhibition; this line will be able to intercept additional business targeting upper middle level customers with important volumes.
- We have already worked in the Chinese factory to achieve a significant increase in production output due to the Portable product line



Development of the American Car Audio market through the sale of a complete kit that includes electronics

- As of end of June we'll ready to launch a complete product line Ciare branded, developed in Italy and made in USA to increase our market share on American Car audio after market that grants important additional volumes with very high marginality
- We expect a significant turnover in the next few years from this product category



06. Appendix

PROFIT&LOSS

Economic trends - Group B&C Speakers

<i>(€ thousands)</i>	12 months 2024	<i>Incidence</i>	12 months 2023	<i>Incidence</i>
Revenues	100.369	100,0%	94.018	100,0%
Cost of sales	(63.295)	-63,1%	(59.287)	-63,1%
Gross margin	37.074	36,9%	34.731	36,9%
Other revenues	313	0,3%	501	0,5%
Cost of indirect labour	(6.480)	-6,5%	(5.305)	-5,6%
Commercial expenses	(1.257)	-1,3%	(1.011)	-1,1%
General and administrative expenses	(7.871)	-7,8%	(7.116)	-7,6%
Ebitda	21.778	21,7%	21.801	23,2%
Depreciation and Amortization	(2.704)	-2,7%	(2.176)	-2,3%
Writedowns	-	0,0%	(94)	-0,1%
Earning before interest and taxes (Ebit)	19.047	19,0%	19.531	20,8%
Writedown of investments in non controlled associates	-	0,0%	-	0,0%
Financial costs	(1.461)	-1,5%	(1.675)	-1,8%
Financial income	1.580	1,6%	1.190	1,3%
Earning before taxes (Ebt)	19.166	19,1%	19.047	20,3%
Income taxes	(1.369)	-1,4%	(5.053)	-5,4%
Profit for the year	17.797	17,7%	13.994	14,9%
Minority interest	0	0,0%	0	0,0%
Group Net Result	17.797	17,7%	13.994	14,9%
Other comprehensive result	354	0,4%	(89)	-0,1%
Total Comprehensive result	18.151	18,1%	13.905	14,8%

BALANCE SHEET

Reclassified Balance sheet (€ thousands)	31 December 2024	31 December 2023	Change
Property, plant & Equipment	12.409	10.798	1.611
Inventories	29.953	27.624	2.329
Trade receivables	20.128	18.150	1.978
Other receivables	5.237	5.288	(50)
Trade payables	(9.982)	(10.824)	842
Other payables	(3.662)	(4.489)	827
Working capital	41.674	35.748	5.926
Provisions	(904)	(2.581)	1.677
Invested net working capital	53.179	43.965	9.214
Cash and cash equivalents	9.314	14.613	(5.299)
Investments in associates	-	-	-
Goodwill	2.318	2.318	-
Short term securities	7.283	6.979	304
Other financial receivables	622	580	43
Financial assets	19.537	24.489	(4.952)
Invested net non operating capital	19.537	24.489	(4.952)
NET INVESTED CAPITAL	72.716	68.454	4.262
Equity	55.195	46.210	8.985
Short-term financial borrowings	8.144	11.563	(3.420)
Long-term financial borrowing	9.377	10.681	(1.303)
RAISED CAPITAL	72.716	68.454	4.262

CASH FLOW STATEMENT

	2024	2023
A- Net current bank balances at the beginning of the period	11.904	5.350
B- Cash flow from operating activities		
Profit/loss for the period (Including third parties Profit/loss)	18.151	13.905
Income tax expense	1.369	5.053
Depreciation and amortization	2.704	2.176
Sale of property, plant and equipment	0	0
Finance cost	1.461	1.675
Interest income	(1.580)	(1.190)
Net change in provisions for risk and charges and other provision relating to personell	45	44
Change in provigion for leaving indemnities	(1.722)	(222)
(increase) decrease in current trade and other current receivables	(1.934)	6.243
(increase) decrease in deferred tax assets and liabilities	(144)	(150)
(increase) decrease in inventory	(2.329)	730
Increase (decrease) in current trade and other payables	490	(5.474)
Net cash from/(used in) operating activities	16.511	22.789
Paid interest costs	(917)	(1.386)
Collected interest income	768	709
Taxes paid	(3.393)	(3.769)
Total (B)	12.969	18.343

C- Cash flow from investing activities		
Payment for acquisition of subsidiary, net of cash acquired	0	(1.112)
(Investments) in non current tangible assets	(2.220)	(1.106)
Proceeds for sale of non current tangible assets	0	0
Net (investments) in non current intangible assets	(355)	(198)
Net (investments) in investment in associates	0	0
(increase) decrease in non current receivables	0	0
Net (investments) in non current securities	(43)	(43)
(Investments) in current securities	0	(1.444)
Proceeds from sale of current securities	200	3.469
Total (C)	(2.417)	(434)
D- Cash flow from financing activities		
(Outflow) from repayment of loans	(7.439)	(10.413)
Inflow from borrowing activities	2.536	4.777
(Outflow) from repayment of lease liabilities	(1.668)	(1.330)
Purchase of treasury shares	(1.486)	2.115
Dividend paid to shareholders	(7.680)	(6.503)
Total (D)	(15.737)	(11.354)
E- Cash flow for the period (B+C+D)	(5.186)	6.555
F- Cash and cash equivalents at end of the period	6.719	11.904

SAFE HARBOUR STATEMENT

Certain statements in this slide show, including those addressing the Company's beliefs, plans, objectives, estimates or expectations of possible future results or events, are forward-looking statement.

They are based on the assumptions, beliefs and expectations of our management team as of the date this slide show was prepared.

Forward looking statements involve known or unknown risks, including general economic and business conditions, and conditions in the industry we operate. Forward-looking statements may also be affected if our assumptions turn out to be inaccurate.

Consequently, no forward-looking statement can be guaranteed, and actual future results, performance, or achievements may vary materially from those expressed or implied by such forward- looking statements.

For additional information concerning other factors that may affect the Company's current and future business, results of operations and financial condition, we suggest you review the Company's filings with Borsa Italiana. The Company undertakes no obligation to update the forward-looking statements to reflect events or circumstances that may arise after the date hereof.

CONTACTS



Investors Relations

Lorenzo Coppini - CEO

Francesco Spapperi - CFO

Davide Norelli - Controller



Office

Via Poggiomoro, 1 – Vallina,
Bagno a Ripoli (FI), 50012, Italy

Phone: +39 055 6572303



E-mail

investors@bcspeakers.com