



esprinet
GROUP

Forward Looking Statement

This presentation may contain forward-looking statements that are subject to risks and uncertainties, including those pertaining to the anticipated benefits to be realized from the proposals described herein. Forward-looking statements may include, in particular, statements about future events, future financial performance, plans, strategies, expectations, prospects, competitive environment, regulation, supply and demand. Esprinet has based these forward-looking statements on its view and assumptions with respect to future events and financial performance. Actual financial performance could differ materially from that projected in the forward-looking statements due to the inherent uncertainty of estimates, forecasts and projections, and financial performance may be better or worse than anticipated. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. The information contained in this presentation is subject to change without notice and Esprinet does not undertake any duty to update the forward-looking statements, and the estimates and the assumptions associated with them, except to the extent required by applicable laws and regulations.



esprinet
GROUP

FY 2025 RESULTS



2025 Industry Insights

ICT ACCELERATING AND DISTRIBUTION STRENGTHENING.
EXPANDING MARKET DRIVEN BY AI, CLOUD, CYBERSECURITY AND ENERGY TRANSITION.



The **global economy**, despite an initial scenario marked by geopolitical tensions, performed **better than expected last year**, supported by investments in artificial intelligence and resilient consumption.



The **progress of artificial intelligence**, the **refresh cycle of devices**, the adoption of **cloud and cybersecurity** solutions, and the acceleration of the **energy transition** have been the main drivers of growth in the sector.



ICT spending in the EMEA region has once again exceeded GDP and in the countries where the Group operates it has recorded a **6% year-on-year growth**, confirming the role of technology as an essential infrastructure for competitiveness, security, and development.



In this process of strong technological evolution, the **distribution channel in Southern Europe**, which has confirmed its resilience also in 2025, slightly increased its weight in manufacturers' go-to-market strategies, **now at 48%**⁽²⁾.

(1) Source: IDC Spending Guide (February 2026)

(2) Source: IDC Spending Guide (February 2026) and Euromonitor for the IT and consumer electronics end-user spending. Context for distribution sales.

FY 2025 Esprinet Group Highlights

STRENGTHENED COMPETITIVE POSITIONING IN TECHNOLOGY-INTENSIVE MARKETS, CAPITALISING ON LONG-TERM STRUCTURAL TRENDS AND CONSOLIDATING ROLE AS A STRATEGIC HUB IN THE KEY SEGMENTS OF DIGITALISATION AND GREEN TECH.

SALES DYNAMICS



We have achieved a solid set of results, benefiting from our diversified geographical presence in Southern Europe and broad technology portfolio.

5% y-o-y gross sales growth up to 4.6 B€, recording excellent performances in the Iberian Peninsula, and showing in Italy a substantially flat trend since the beginning of the year.

We **outperformed the distribution market** in the combined technology-intensive segments of **Solutions & Services and Green Tech**.

PROFITABILITY INDICATORS



2025 reflected **69.7 €M of EBITDA Adj. in the upper end of our guidance range** and in line compared last year.

Supported by a **gross profit margin of 5.53%** and the ability to **constantly monitor operating costs**.

Cash Conversion Cycle closed at 26 days.

Net Financial Position negative by 43.8 M€.

ROCE at 6.1% against 8.3% last year.

The **proposed dividend of Euro 0.35 per share** brings the total amount paid since going public to approx. Euro 226 million.

OUR VALUE STRATEGY IN ACTION



2025 saw clear and targeted decisions.

With **V-Valley**, key player in digital transformation, cloud and cybersecurity solutions, we consolidated our presence in segments set to drive modernization of businesses and public administration.

In the green transition, **Zeliatech** continued to grow, establishing as a distinctive European platform for innovation and energy efficiency. The acquisition of Vamat in Benelux and Ireland further expanded addressable market.

The Group, with **Esprinet**, also achieved positive results in traditional information technology, supported by PC replacement cycle and continued demand from businesses and consumers.

FY 2025 Sales Evolution

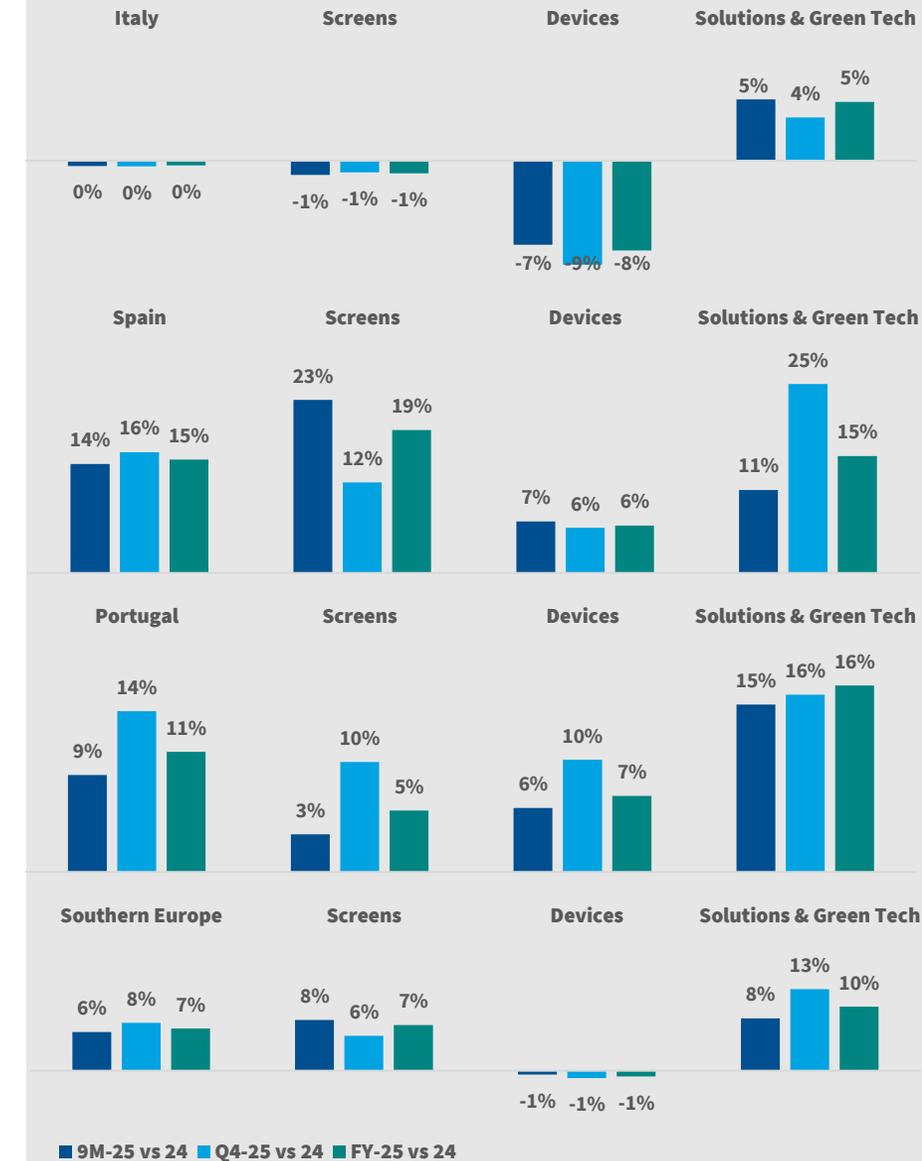
ICT DEMAND REBOUNDED AND SPAIN AND PORTUGAL POSTED TOP GROWTH IN THE EUROPEAN DISTRIBUTION PANEL. AI INFRASTRUCTURE AND SOFTWARE, TOGETHER WITH THE PC REFRESH CYCLE WERE THE STANDOUT DRIVERS OF THE YEAR.

	Q4-25 Net Sales As Reported	Q4-25 Gross Sales ⁽²⁾	Var. vs Q4-24	Var. vs Q4-24	FY-25 Net Sales As Reported	FY-25 Gross Sales	Var. vs FY-24	Var. vs FY-24
By Country⁽¹⁾	Esprinet		Market⁽³⁾		Esprinet		Market	
Italy	798 M€	807 M€	-1%	-0%	2,615 M€	2,721 M€	+0%	-0%
Spain	565 M€	618 M€	+12%	+16%	1,564 M€	1,765 M€	+10%	+15%
Portugal	31 M€	34 M€	+23%	+14%	98 M€	106 M€	+47%	+11%
Morocco	5 M€	8 M€	+11%	n.a.	16 M€	24 M€	+22%	n.a.

By Product Category	Esprinet		Market		Esprinet		Market	
Screens	796 M€	781 M€	+6%	+6%	2,320 M€	2,318 M€	+5%	+7%
Devices	264 M€	258 M€	-13%	-1%	865 M€	864 M€	-7%	-1%
Solutions & Services	282 M€	371 M€	+12%	+13%	907 M€	1,234 M€	+11%	+10%
Green Tech⁽⁴⁾	58 M€	56 M€	+43%		200 M€	200 M€	+18%	

	Esprinet		Market		Esprinet		Market	
Retailers & E-tailers	470 M€	462 M€	-3%	+0%	1,426 M€	1,425 M€	+0%	+4%
IT Resellers	929 M€	1,005 M€	+8%	+12%	2,866 M€	3,191 M€	+7%	+8%

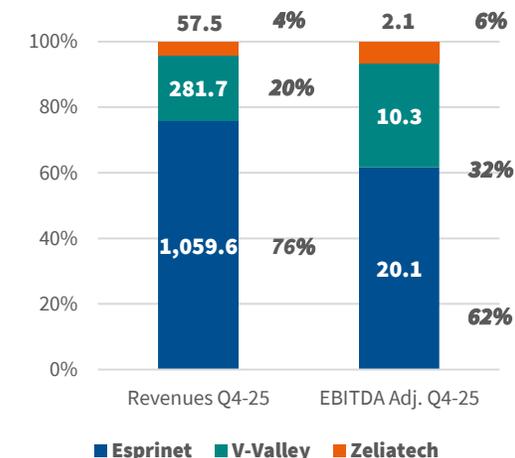
Sales distribution trend in Southern Europe



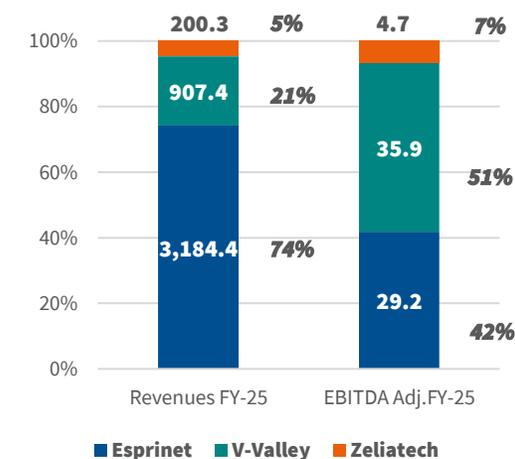
(1) Data calculated on the basis of the Group structure, therefore by Country of invoicing. Refer to the press release to see the breakdown of sales by customer origin. Unaudited figures.
 (2) Gross of IFRS 15 accounting and other adjustments.
 (3) For all market data, source: Context (reporting distribution Gross Sales).
 (4) Technologies for renewable energy and energy efficiency.

P&L Q4 & FY 2025 of the *Three Dimensions*

	Revenues				EBITDA Adj.				EBITDA Margin Adj.		
	Q4 2025	Q4 2024	Delta	Δ %	Q4 2025	Q4 2024	Delta	Δ %	Q4 2025	Q4 2024	Delta
Screens	796.0	757.5	38.5	5%	19.8	10.3	9.5	92%	2.49%	1.36%	1.13%
Devices	263.6	304.4	-40.8	-13%	0.3	6.3	-6.0	-95%	0.11%	2.07%	-1.96%
Esprinet total	1,059.6	1,061.9	-2.3	0%	20.1	16.6	3.5	21%	1.90%	1.56%	0.33%
Solutions	277.0	252.9	24.1	10%	9.6	11.7	-2.1	-18%	3.47%	4.63%	-1.16%
Services	4.7	4.1	0.6	15%	0.7	1.4	-0.7	-50%	14.89%	34.15%	-19.25%
V-Valley total	281.7	257.0	24.7	10%	10.3	13.1	-2.8	-21%	3.66%	5.10%	-1.44%
Green Tech	57.5	40.9	16.6	41%	2.1	3.5	-1.4	-40%	3.65%	8.56%	-4.91%
Zeliatech total	57.5	40.9	16.6	41%	2.1	3.5	-1.4	-40%	3.65%	8.56%	-4.91%
Total	1,398.8	1,359.8	39.0	3%	32.5	33.2	-0.8	-2%	2.32%	2.44%	-0.12%



	Revenues				EBITDA Adj.				EBITDA Margin Adj.		
	FY 2025	FY 2024	Delta	Δ %	FY 2025	FY 2024	Delta	Δ %	FY 2025	FY 2024	Delta
Screens	2,319.7	2,210.3	109.4	5%	27.9	19.0	8.9	47%	1.20%	0.86%	0.34%
Devices	864.7	934.8	-70.1	-7%	1.3	8.8	-7.5	-85%	0.15%	0.94%	-0.79%
Esprinet total	3,184.4	3,145.1	39.3	1%	29.2	27.8	1.4	5%	0.92%	0.88%	0.03%
Solutions	890.8	811.2	79.6	10%	30.2	29.0	1.2	4%	3.39%	3.57%	-0.18%
Services	16.6	15.1	1.5	10%	5.7	6.5	-0.8	-13%	34.06%	43.05%	-8.99%
V-Valley total	907.4	826.3	81.1	10%	35.9	35.5	0.4	1%	3.95%	4.30%	-0.35%
Green Tech	200.3	170.2	30.1	18%	4.7	6.2	-1.5	-24%	2.35%	3.64%	-1.30%
Zeliatech total	200.3	170.2	30.1	18%	4.7	6.2	-1.5	-24%	2.35%	3.64%	-1.30%
Total	4,292.1	4,141.6	150.5	4%	69.7	69.5	0.3	0%	1.62%	1.68%	-0.05%



1) All values in € / millions.

2) The costs attributed to each pillar are the direct sales & marketing costs, some categories of general and administrative expenses directly attributable to each business line (i.e. credit insurance costs, warehousing cost) and, for the remaining G&A costs, a distribution proportional to the weight of the business line on the total revenues has been applied. Results not subject to audit.

3) Values shown may differ from those previously published because they represent updates and evolutions in clustering adopted subsequently and incorporated for the purpose of more uniform comparability.



Q4 & FY 2025 P&L Summary

SOLID OPERATING PERFORMANCE: GROSS PROFIT MARGIN STABLE, COSTS UNDER CONTROL WITH FUTHER IMPROVEMENTS IN Q4-25, FINANCIAL EXPENSES DECREASING.

(M/€)	2025	2024	Var. %	Q4 2025	Q4 2024	Var. %
Sales from contracts with customers	4,292.1	4,141.6	4%	1,398.8	1,359.8	3%
Gross Profit	237.2	229.6	3%	75.5	75.8	0%
<i>Gross Profit %</i>	5.53%	5.54%		5.40%	5.58%	
SG&A	167.4	160.1	5%	43.0	42.6	1%
<i>SG&A %</i>	3.90%	3.87%		3.08%	3.13%	
EBITDA adj.	69.7	69.5	0%	32.5	33.2	-2%
<i>EBITDA adj. %</i>	1.62%	1.68%		2.32%	2.44%	
EBIT adj.	45.3	46.2	-2%	26.3	26.9	-2%
<i>EBIT adj. %</i>	1.05%	1.12%		1.88%	1.98%	
EBIT	45.3	46.2	-2%	26.3	26.9	-2%
<i>EBIT %</i>	1.05%	1.12%		1.88%	1.98%	
IFRS 16 interest expenses on leases	4.6	3.9	19%	1.1	1.2	-6%
Other financial (income) expenses	10.8	10.7	1%	2.7	2.6	4%
Foreign exchange (gains) losses	-1.7	2.8	>100%	0.3	2.3	-85%
Profit before income taxes	31.6	28.9	9%	22.1	20.8	7%
<i>Profit before income taxes %</i>	0.74%	0.70%		1.58%	1.53%	
Income taxes	11.4	7.3		8.1	5.8	
Net Income	20.2	21.5	-6%	14.0	14.9	-6%
<i>Net Income %</i>	0.47%	0.52%		1.00%	1.10%	

- In FY-25 **gross profit grew by 3%** compared to the same period last year, thanks to increased sales. **Gross profit margin remained essentially unchanged at 5.53%** (5.54% in fiscal year 2024).
- The impact of the financial charges of the non-recourse credit transfer programs is decreasing due to the lower cost of money.
- **SG&A: operating costs recorded a growth of 5%**, primarily impacted by the performance of Q1-25. **They grew by 1% in Q4-25.**
 - Personnel costs rose by 3%;
 - Other operating costs rose by 6%, with widespread increases due to inflationary dynamics and with a particular impact on credit management;
 - Their impact on sales, after the peak in Q1-25, is progressively decreasing quarter by quarter and in Q4-25 it was slightly lower than the same period of the previous year (3.08% in Q4-25 vs 3.13% in Q4-24). In FY-25 stood at 3.90% against 3.87% in FY-24.
- **EBIT Adj.** lower than last year mainly due to the depreciation of the right of use of the new Italian warehouse in Tortona.
- **Net financial expenses** impacted by the interest on the Tortona logistics hub's leases and by the favorable dynamics of the euro/dollar exchange rate in FY-25.
- **Tax rate** of 36% as a result of the mix of qualitatively differentiated and quantitatively positive and negative tax bases, as well as certain misalignments with tax deductibility forecasts.

FY 2025 BS Summary

NET FINANCIAL DEBT SLIGHTLY HIGHER THAN LAST YEAR'S CLOSING, OPERATING NET WORKING CAPITAL DYNAMICS UNDER CONTROL.

(M/€)	31/12/2025	31/12/2024	30/09/2025
Fixed Assets	169.5	155.4	164.4
Operating Net Working Capital	139.6	135.2	387.1
Other current asset (liabilities)	28.5	31.9	26.0
Other non-current asset (liabilities)	(28.3)	(32.5)	(40.6)
Net Invested Capital [pre IFRS16]	309.2	290.0	536.9
RoU Assets [IFRS16]	124.0	135.5	126.5
Net Invested Capital	433.3	425.5	663.3
Cash	(230.6)	(216.3)	(141.1)
Short-term debt	35.6	49.7	217.7
Medium/long-term debt ⁽¹⁾	113.7	69.5	83.6
Financial assets	(9.6)	(10.4)	(9.8)
Net financial debt [pre IFRS16]	(90.9)	(107.5)	150.4
Net Equity [pre IFRS16]	400.1	397.5	386.5
Funding sources [pre IFRS16]	309.2	290.0	536.9
Lease liabilities [IFRS16]	134.7	143.7	136.8
Net financial debt	43.8	36.2	287.2
Net Equity	389.5	389.2	376.2
Funding sources	433.3	425.5	663.3

⁽¹⁾ Including the amount due within 1 year

- Net Invested Capital as of December 31, 2025 stands at 433.3 M€ and is covered by:
 - Shareholders' equity for 389.5 M€ (389.2 M€ as of December 31, 2024);
 - Cash negative for 43.8 M€ (negative for 36.2 M€ as of December 31, 2024).
- Operating Net Working Capital impact:

(M/€)	31/12/2025	30/09/2025	30/06/2025	31/03/2025	31/12/2024
Inventory	641.2	661.1	620.5	641.9	637.1
Trade receivables	828.8	553.0	598.4	643.2	764.3
Trade payables	1,330.4	827.0	802.1	838.4	1,266.2
Operating Net Working Capital	139.6	387.1	416.9	446.7	135.2

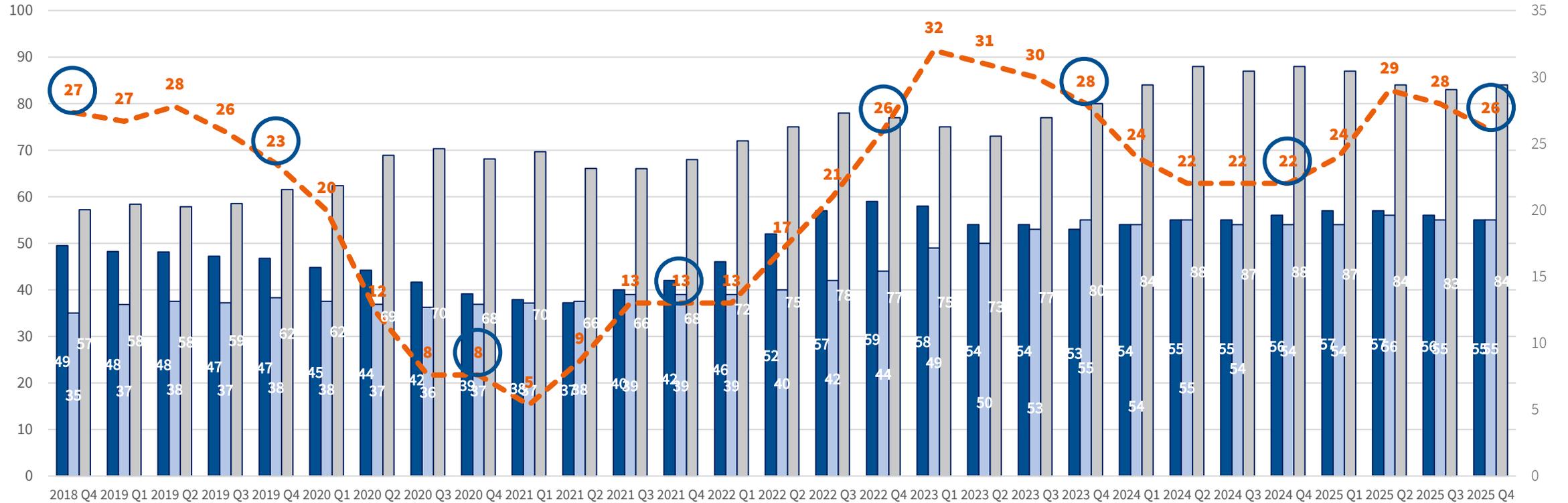
The Group remains focused on reducing inventory on the one hand, on the other hand it's working to get longer DPOs on those vendors where we need to make the business structurally attractive.

ere we need to make the business structurally attractive.

This should allow to consolidate the market share and provide a better balance of factoring programs following the shift towards the segment of IT Resellers, whose receivables are minimally covered by such programmes. Existing factoring programs, mostly on Retailers accounted for Euro 488.7 million on December 31, 2025, compared to Euro 429.6 million on December 30, 2024.

At the same time, and at a time of expanding market demand for high-value businesses, the Group has accelerated the process of rationalizing its offering, reducing businesses that structurally require a high absorption of working capital.

Working Capital Metrics 4-qtr average



Average WC on Sales

7.48% 7.31% 7.61% 7.09% 6.44% 5.47% 3.34% 2.08% 2.08% 1.46% 2.37% 3.56% 3.56% 3.56% 4.66% 5.75% 7.12% 8.77% 8.49% 8.22% 7.67% 6.58% 6.03% 6.03% 6.03% 6.58% 7.95% 7.67% 7.12%

■ Idays ■ DSO ■ DPO - - - Cash Cycle Days

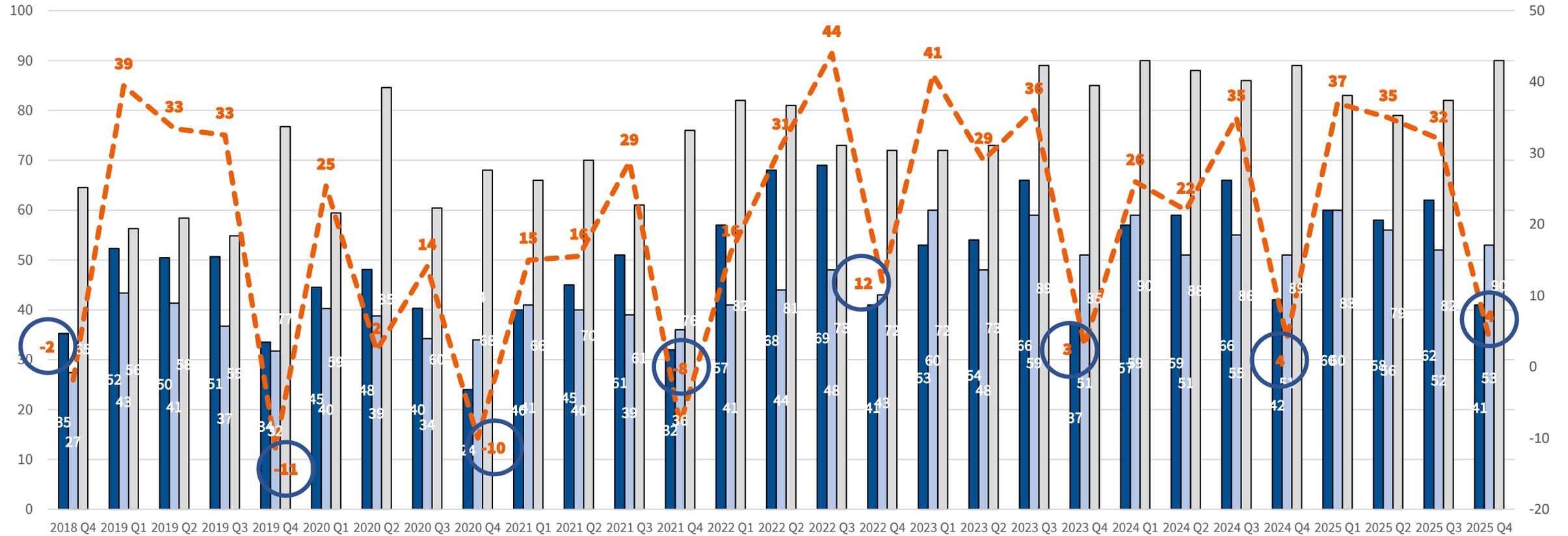
Working capital -2 days from previous quarter due to:

- Decreased inventory days (-1 day);
- Unchanged DSO;
- Increased DPO (+1 day).

Idays (Inventory Days): 4-qtr average of (quarter-end Inventory / quarterly Sales * 90)
 DSO (Days of Sales Outstanding): 4-qtr average of (quarter-end Trade Receivables / quarterly Sales * 90)
 DPO (Days of Purchases Outstanding): 4-qtr average of (quarter-end Trade Payables / quarterly Cost of Sales * 90)



Working Capital Metrics quarter-end



Average WC on Sales

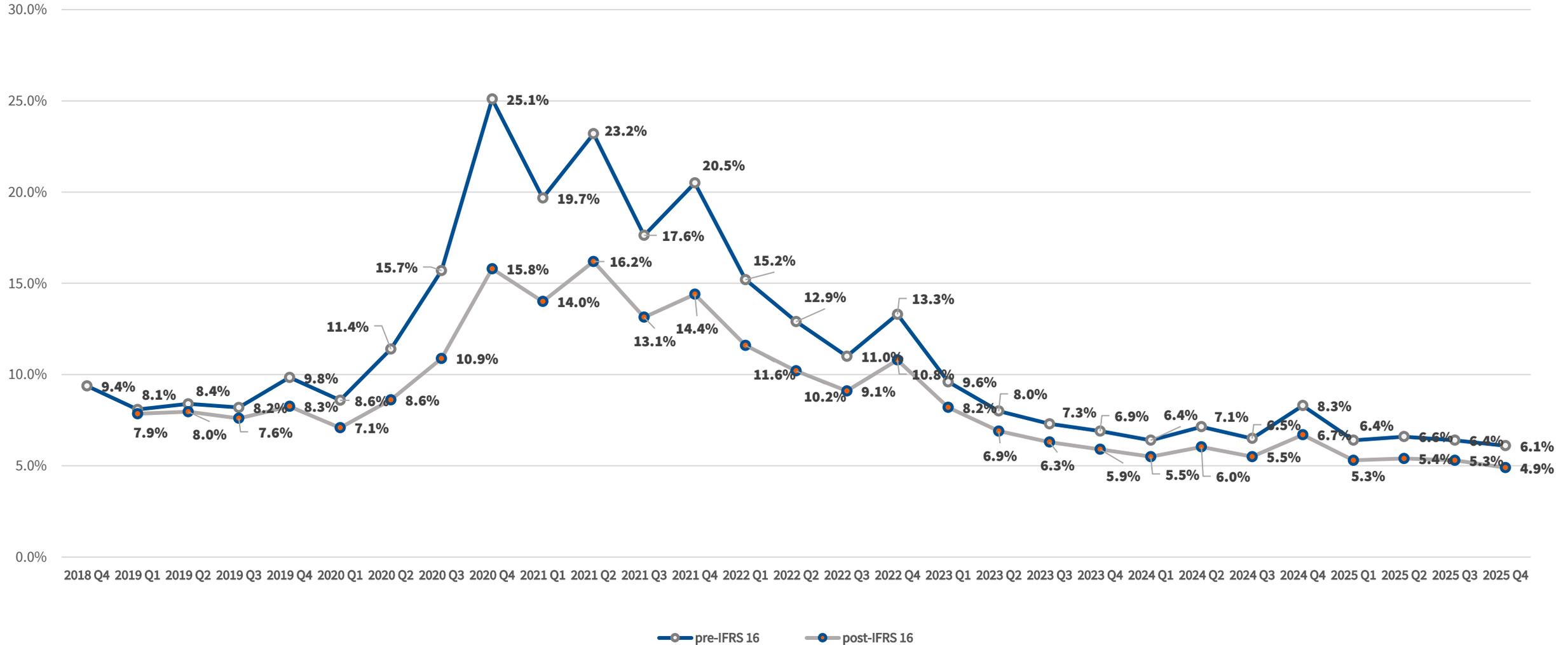
-0.51% 10.81% 9.16% 8.92% -3.13% 6.95% 0.63% 3.86% -2.74% 4.11% 4.26% 7.89% -2.21% 4.38% 8.49% 12.05% 3.29% 11.23% 7.95% 9.86% 0.82% 7.12% 6.03% 9.59% 1.10% 10.14% 9.59% 8.77% 1.10%

Idays DSO DPO Cash Cycle Days

Idays (Inventory Days): quarter-end Inventory / quarterly Sales * 90
 DSO (Days of Sales Outstanding): quarter-end Trade Receivables / quarterly Sales * 90
 DPO (Days of Purchases Outstanding): quarter-end Trade Payables / quarterly Cost of Sales * 90



ROCE Evolution Up To Q4 2025



Average Capital Employed last 5 quarters: equal to the average of “Loans” at the closing date of the period and at the four previous quarterly closing dates
 NOPAT Adj last 4 quarters: equal to the sum of the EBIT of the last four quarters less adjusted taxes.
 ROCE: NOPAT Adj last 4 quarters / Average Capital Employed last 5 quarters

Sustainability: Concrete Results and New Perspectives

2025 MARKED THE CONSOLIDATION OF THE GROUP'S SUSTAINABILITY PATH. WHILE WE LOOK TO ACHIEVE EVER-GREATER RESULTS IN KEEPING WITH OUR VISION, WE KNOW THAT OUR JOURNEY STILL REQUIRES DETERMINATION AND PERSEVERANCE.

IN THE CHALLENGE OF CLIMATE CHANGE

- Once again, the global no-profit CDP assigned Esprinet a **B rating for both climate change and water security**.
- In line with the transition plan, we are progressively reducing our **Scope 1 and 2 emissions (-11.5% compared to 2024)**. The 2027 target calls for a 12.6% reduction compared to 2024 baseline.
- For Scope 3 emissions, we are committed to continuously monitoring suppliers who have signed the SBTi.
- **Zeliatech**, European green-tech distributor, continued to grow in 2025 and the acquisition of **Vamat B.V.** further strengthened the Group's positioning as enabler of the green transition, expanding its geographical presence in Benelux and Ireland.
- We are committed to promoting business models inspired by the **circular economy** and in 2025 we launched Esprecycle, a certified collection and disposal service for tech and office waste to support partners in the responsible management of end-of-life.

FOR OUR PEOPLE

- Our journey has also reached heights of excellence in the social sphere, where we have achieved national **certification for gender equality (UNI/PdR 125:2022)**, reaffirming our commitment to a fair and inclusive working environment.
- We renewed its **Great Place to Work certification**, valid in all the countries in which we operate. The Great Place to Work survey is the main opportunity to listen to the entire company population, to analyse the internal climate and obtain feedback on work experience, staff engagement and satisfaction levels.
- We drafted a **Policy for Sustainable Value Chain Management⁽¹⁾** and defined principles, requirements and processes for ESG assessment and monitoring of key suppliers and partners, overseeing upstream and downstream value chain. It is based on respect for human rights and international labor standards, health and safety, environmental protection, and the fight against climate change, in line with major international frameworks.

WITHIN THE FRAMEWORK OF A SOLID CORPORATE GOVERNANCE

- In 2025, we published our first fully CSRD-compliant report, a commitment to transparency and accountability and a further incentive to integrate sustainability into our business model.
- In the second year of reporting, we **strengthened our dialogue with external stakeholders** to constantly listen to emerging needs and thus adapt our strategy to changing market demands.
- We further **refined our financial materiality analysis**, integrating it more closely with the Enterprise Risk Management framework.
- In the **EG Index⁽²⁾**, the Index of Excellence in the main areas of corporate governance for FTSE MIB, MID CAP, and SMALL CAP companies of the Italian Stock Exchange, **the Group is among the five best small-cap companies**.



(1) The priority scope of application concerns strategic suppliers, who account for approx. 70% of procurement expenditure, and key customers, who account for approx. 30% of turnover. Aware of its limited power of influence, The Group uses the due diligence carried out by them to monitor its own value chain.

(2) 2025 Report of the Corporate Governance Observatory of The European House - Ambrosetti



esprinet
GROUP

FINAL REMARKS



What to expect

TECHNOLOGY AND THE LANDSCAPE: THE FORCES RESHAPING MARKETS

Geopolitical Scenario

- Rapid deterioration of the geopolitical scenario with the conflict in the Middle East and impacts difficult to assess due to uncertainty about the duration and evolution of hostilities.
- Possible energy shocks and increased transportation costs.
Risk of inflationary pressures and impact on monetary policies.
Potential effects on household and business demand.
Possible disruptions to supply chains.

Structural Fundamentals

- Solid investment momentum in innovation and modernization.
- Need for companies to strengthen competitiveness, resilience, and digitalization.

Role Of Distribution And Channel Opportunities

- Distribution further consolidated in 2025, central role in vendors' go-to-market strategies.
- Sector well-positioned to seize opportunities related to memory shortages and supply chain tensions. Generative AI is transforming the memory supply chain and the electronics market.
 - Large-scale production absorption by AI giants, data centers, and hyperscalers reduced availability for consumer products resulting in higher RAM prices for PCs, smartphones, and other devices.
 - Growing need for companies and IT partners to plan purchases, secure supplies, and manage cost volatility.
- Industry analysts, net of the potential implications of the geopolitical scenario, estimate a mid-single digit growth for the distribution market in Europe in 2026.



Looking Forward Into 2026

A SOLID, DIVERSIFIED AND FUTURE-ORIENTED GROUP



READY TO TURN VOLATILITY INTO OPPORTUNITY

- Despite a complex geopolitical and macroeconomic environment, **the Group maintains a cautious but positive outlook.**
- Baseline assumptions: absence of new external shocks and gradual stabilization of the crisis in the Middle East.
- No direct measurable implications for the Group on business. Possible changes in aggregate demand.
- In times of supply constraints for memory shortage, the Group can take on an even more strategic role as an orchestrator of the value chain.

DIVERSIFICATION DRIVING SUSTAINABLE GROWTH

- Diversification across its three divisions—**Esprinet, V-Valley, and Zeliatech—reduces exposure to market cycles** and enables to seize targeted opportunities.
- The Group leadership with V-Valley in digital transformation will continue, with a **strengthened offering in high-value segments.**
- European **expansion in the green technology segment** will continue through Zeliatech.
- **Focus on service model innovation, digital platform evolution, and strengthening technological capabilities.**

CREATING LASTING VALUE FOR ALL STAKEHOLDERS

- Continuous **investment in people and culture** as long-term strategic levers.
- **Generation of cash flow** to enable the Group to pursue its strategic ambitions combining organic growth and targeted M&A, while ensuring attractive shareholder returns.
- At the presentation of Q1-26 results, we will announce the 2026 guidance.



CEO Succession Process Underway

GIOVANNI TESTA,
GROUP CEO STARTING IN MAY 2026.



The appointment of Mr. Testa completes the succession process for Alessandro Cattani, who served as Group CEO for over 25 years.

Mr. Cattani will cease to hold the position of director (and Group CEO) as of the Shareholders' Meeting called for April 23, 2026, while his employment relationship and all positions held within Group companies will cease as of April 30, 2026.

Mr. Cattani will retain a shareholding in Axopa S.r.l., a company holding no. 6,998,895 Esprinet ordinary shares. Mr. Cattani also directly holds 94,494 Esprinet ordinary shares.

Born in 1968, with a degree in Law, before taking on the role of Chief Operating Officer in July 2020, Mr. Testa joined the Esprinet Leadership Team in November 2016, following his appointment as Business Operations Manager of the Group, with five commercial departments reporting directly to him. Testa joined the Esprinet Group in 2001.



esprinet
GROUP



esprinet
GROUP



Q&A

Upcoming Events

EVENT	DATE
Attendance at Mid & Small Paris Conference, organized by Virgilio IR	March 17, 2026
Attendance at Euronext Milan STAR Conference, organized by Euronext Borsa Italiana	March 24, 2026
Ordinary Shareholders' Meeting	April 23, 2026
Attendance at TP ICAP Midcap Conference, organized by TP ICAP	May 6, 2026
Board of Directors	May 13, 2026



Thank you

GRAZIE • GRACIAS • OBRIGADO • DANKE • MERCI • 감사 • 謝謝 • 感謝



esprinet
GROUP