



Q1 2025 Earnings

15 May 2025

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This presentation might contain certain forward-looking statements that reflect the Company's management's current views with respect to future events and financial and operational performance of the Company and its subsidiaries.

These forward-looking statements are based on Newlat Food S.p.A.'s current expectations and projections about future events.

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About us

We are an Italian company whose core business is carried out in the food & beverage sector.

We provide the market with indisputably high-quality products every day, thanks to our historical brands across various categories.

We are leaders in the agri-food sector and one of Europe's leading producers of:

- Pasta and baked goods
- Milk and dairy products
- Canned fish
- Canned foods
- Canned tomatoes and sauces
- Drinks
- Edible oils
- Ready meals & Home baking
- Specialised nutrition and baby food



The group at a glance

- **4 Core markets**
- **Over 30 main brands** across **10 categories**
- **More than 30,000 clients** among the most important retailers in Europe
- **€2.8 bn** revenue in 2024
- More than **8,000** employees
- Export to more than **60 countries**
- **31 facilities** across Italy, UK, Germany, France, Poland and Mauritius.



Notes

Following the Shareholders' Meeting held on 28 April 2025, it was resolved to change Newlat Food S.p.A.'s name to **NewPrinces S.p.A.**. Together with its subsidiaries, it will be referred to as the "**NewPrinces Group**". However, until the Companies Register is officially updated, the Company will continue to be referred to as Newlat Food in official documents. The market will be informed once the name change has been formally registered, in accordance with applicable disclosure requirements.

The financial figures for the year ending 31 March 2025 are presented on a **consolidated basis**. For comparative purposes, the 2024 figures are shown on a **combined pro forma basis**, since Princes was consolidated into the Group as of 1 August 2024.

As such, the financial data for 31 March 2024 has been restated to reflect a full-year view including Princes, in order to provide a clear and transparent picture of the Group's post-acquisition performance. This approach ensures stakeholders gain a comprehensive understanding of Princes' impact on the Group's overall financial results.

Q1 2025 Financial Update



Q1 2025 key financial highlights*

Revenues

- € 672.7 m vs. € 699.9 m in Q1 2024 on a LFL basis
- Positive performance in the baby food, mascarpone, drinks and tinned tomatoes categories
- Improvement in COGS of ca. 6% YoY

EBIT

- €28.9 m +392.1% vs. €5.9 m at Q1 2024. EBIT margin 4.3% vs. 0.8%
- Strong improvement of admin (-15.6%) and sales and distribution (-10.6%) costs

Free Cash Flow

- Underlying Free Cash Flow: € 45 million, especially thanks to a positive EBITDA result and a NWC contribution.
- Excellent cash conversion** of 84.4% vs. 74.7% in Q1 2024.

EBITDA

- Adj. EBITDA €54.8 m + 30.5% vs 42m at Q1 2024; Adj. EBITDA margin 8.2% vs 6% in Q1 2024
- Extraordinary improvement of EBITDA compared to last year thanks to the implementation of new cost strategy
- Well on track to deliver the 2025 target

Net Income

- €13.5 million → +€15.8 million vs. (€2.3m) Q1 2024 combined data
- 2% net margin vs. (0.3%) in Q1 2024 combined data

Net Financial Position

- Net Debt (excl. IFRS 16 lease liabilities): €200.7 million vs € 246.2 million as at 31st December 2024
- Net Debt (incl. IFRS 16): €302 million vs € 346.2 m

*Q1 2024 results are presented on a 'Proforma' Combined basis and include Princes Limited from 1st January 2024

** Cash conversion calculated as follows: (EBITDA – investments)/EBITDA

Q1 2025 SALES BREAKDOWN AND ANALYSIS



Revenue breakdown by business unit

All business unit sales were impacted by lower average selling prices due to the deflationary environment compared to Q1 2024. However, this also benefited COGS, as raw material prices were significantly lower in the period.

Foods revenues down compared to Q1 2024 following a decrease in baked beans sales as well as a decrease in average selling price.

Italian revenues were slightly down as a combined effect of higher sales volumes in the tomato, Italian pulses, baby food and pasta categories, offset by lower selling prices. The first sale of Delverde tomatoes and pulses into main German retailers began at the end of Q1, with a sale contribution to be expected in the next quarters.

Fish decreased following a very strong performance in 2024 (FY 2025: +9% YoY), mainly due to a combined effect of price and volume. Incremental revenues to be expected in the next quarters thanks to cross selling initiatives with Newlat clients.

Oils sales were aligned to last year's results.

Drinks: good growth thanks to higher sales volumes especially linked to the new Capri Sun co-pack contract with more volume expected in the next months.

Dairy was down compared to last year following lower average selling prices, however a **3% increase in mascarpone volumes** was recorded YoY.



Foods

(includes foods and ready meals)

€194.6 m



Italian

(includes pasta, Italian, bakery and special products)

€114.7m



Fish

€107.5m



Oils

€89.4m
+0.3% YoY



Drinks

€88.4m
+6.8% YoY



Dairy

(includes milk and dairy products)

€75.3m

Revenue breakdown by distribution channel

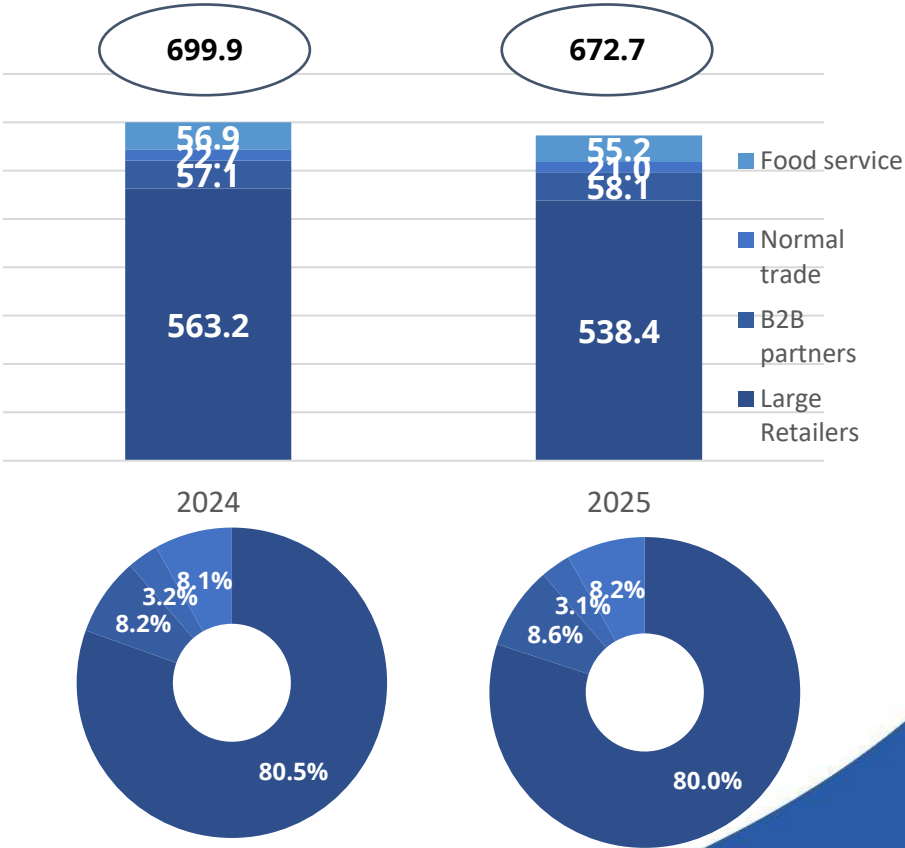
In general, throughout the whole period channels were mostly impacted by lower average selling prices with a stable performance of volumes across categories.

The **large retailers** channel had a slightly downward trend compared to Q1 2024 as a result of lower revenues in Foods and Fish.

B2B partners' revenues went up particularly thanks to (1) new clients in the drinks category and (2) an increase in sales in the baby food category following last year's production halt due to plant renovations.

Food service was slightly down as a consequence of lower selling prices in dairy.

Revenue breakdown (€m)



Note: For a better overview of the main channels and end clients, private label was incorporated into large retailers.

Revenue breakdown by geography

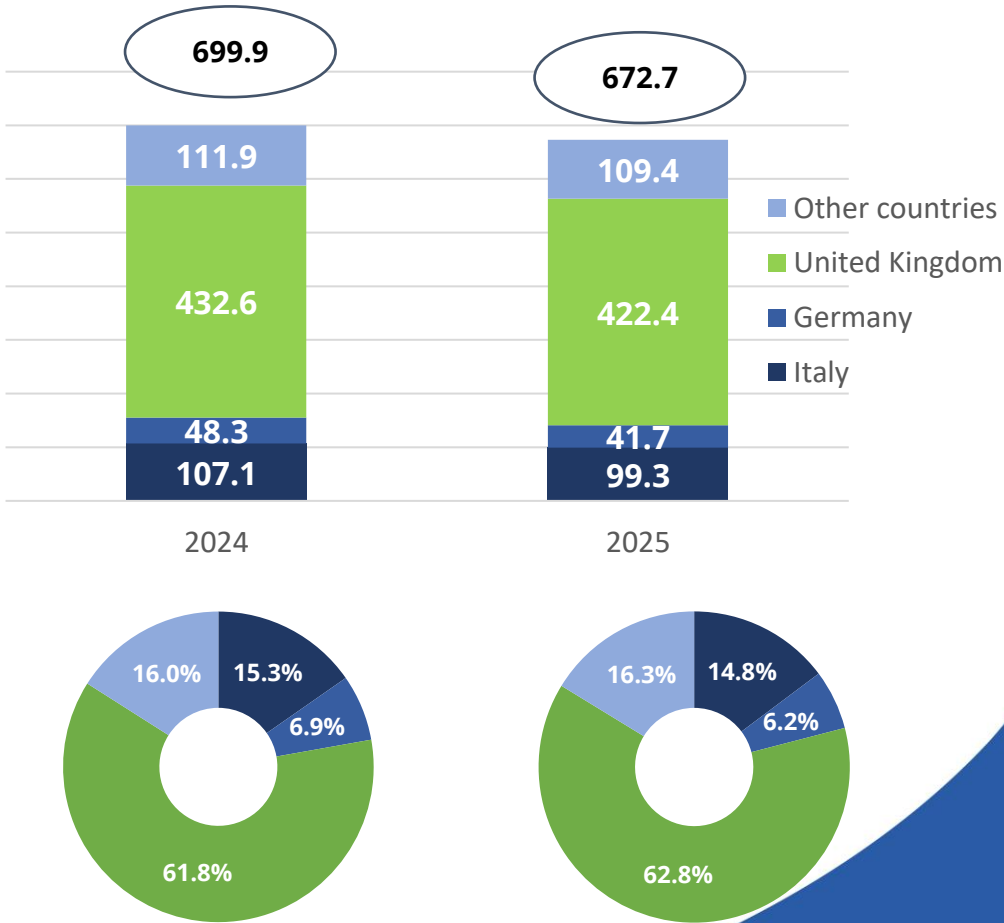
All the main regions were impacted by the deflationary situation which reflected lower average selling prices, however a good result in terms of volumes was recorded in most BUs, with some categories showing positive sales growth.

Sales in **Italy** were mostly impacted by a contraction in Dairy and Italian.

In **Germany**, following a restructuring process, sales decreased as a consequence of exiting some existing low margin COB contracts previously in place under Princes, however a good performance in the pasta category was recorded.

In the **UK**, a slight contraction came as a result of lower sales volumes in Foods, Fish and Italian, partially offset by an excellent performance in Drinks.

Revenue breakdown (€m)



EBITDA breakdown by business unit

The reorganizational efforts put in place after the acquisition of Princes are visible at EBITDA margin level.

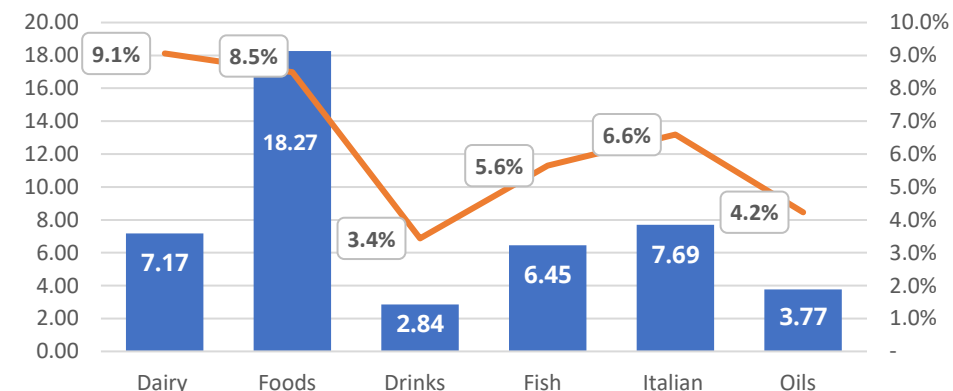
Adj. EBITDA increased by **30.5%** was equal to **€54.8million vs. €40.7 million** despite the decrease in sales. **EBITDA margin** was **8.2%** compared to 6% in Q1 2024.

A general increase in margins was recorded in most business units, thanks to better procurement and cost management.

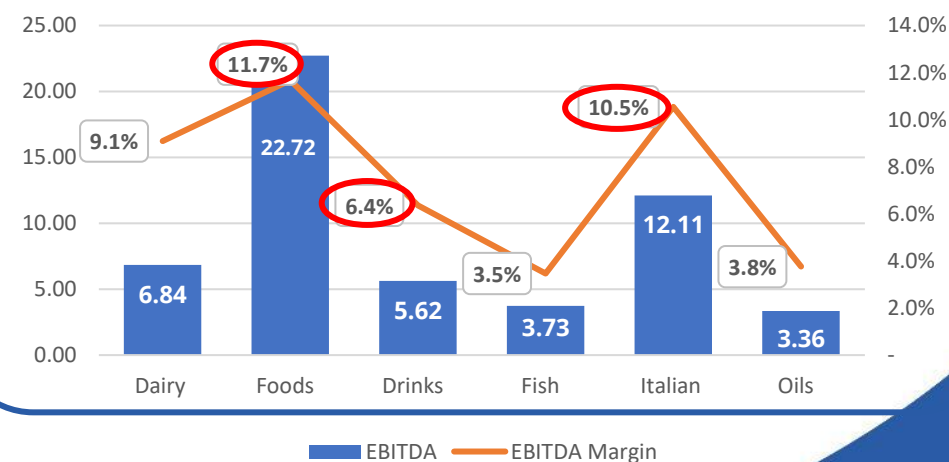
In particular:

- the **Foods** margin increased by 320 bps compared to Q1 2024.
- **Drinks** EBITDA margin was up 300 bps
- The most impressive growth was in **Italian**, thanks to the introduction of in-house production of Napolina pasta as well as additional synergies in the tomato segment: **10.5% margin** vs. 6.6% in Q1 2024.

Adj. EBITDA (€m) and EBITDA margin (%) Q1 2024



Adj. EBITDA (€m) and EBITDA margin (%) Q1 2025



Further NWC Improvements for Princes

Free Cash Flow generation remained substantial in the first quarter, with an additional **€45 million** in Q1 after the strong delivery already achieved in 2024.

EBITDA remained the main driver for cash flow generation, **highlighting the strong underlying business performance** with an important step forward in margin improvement.

Net Working Capital continued to improve in Q1 2025 thanks to DIO and DPO improvements.

We expect further optimisation in DPO and DSO in the next quarters.

1Q 2025 Cash Flow Generation

Cash Flow (m€)	1Q 2025
EBITDA	54,8
Tax	-
IFRS16 leasing	(5,8)
Minorities	(0,6)
NOPAT	48,5
Δ Inventory	39,0
Δ Receivables	(12,1)
Δ Payables	(11,4)
Δ TWC	15,5
Δ Other asset	
Δ Other liabilities	(1,6)
Δ Other NIC	1,1
Δ NWC	14,9
Capex	(8,2)
FCFO	55
Financial Items	(10)
Free Cash flow	45

Potential Strategic Acquisition – Santa Vittoria Plant

Following the announcement issued by the Italian Ministry of Enterprises and Made in Italy earlier this week, we confirmed the signing of an exclusivity agreement for the **potential acquisition – subject to final agreement** – of the “Diageo Operations Italy S.p.A.” production facility, located in Santa Vittoria d'Alba (CN), Italy. The potential transaction would enable our Group to strengthen and expand its offering in the beverage segment, where **we already generate over €350 million in revenues in the UK market alone**. The Santa Vittoria site boasts strong industrial know-how in the production of **spirits, ready-to-drink products, and low- or no-alcohol solutions**.

STRATEGIC RATIONALE

Consolidation in drinks

Expands and completes our product offering in the beverage segment.

Reinforces positioning in a high-growth, high-margin category

Strong Industrial capabilities

High-capacity, fully equipped facility with proven expertise.

Differentiation vs current offering: Specialisation in spirits, RTD, and low/no-alcohol beverages.

Operational optimisation

Alleviates current production constraints at the Princes Glasgow plant.

Enhances flexibility and efficiency across the Group's supply chain

Commercial potential

Opportunity to **accelerate COB and branded growth** in the drinks category in Europe.

We will update the market in due course, in line with applicable disclosure obligations.

Q&A

Appendix

Consolidated Income Statement

€ thousand	Ended 31 March	
	2025	2024
Revenue from clients' contracts	672,740	199,572
Cost of goods sold	(546,786)	(166,177)
Gross profit	125,954	33,395
Sales and distribution costs	(42,491)	(20,181)
Administrative expenses	(56,182)	(5,075)
Net impairment losses on financial assets	(259)	(121)
Other revenues and income	3,970	2,302
Other operational costs	(2,084)	(1,826)
EBIT	28,908	8,494
Financial income	2,751	4,079
Financial expense	(13,110)	(5,403)
EBT	18,548	7,170
Gross income tax	(5,072)	(1,977)
Net Income	13,476	5,193

Consolidated (2025) + Combined (2024) Income Statement

€ thousand	Ended 31 March	
	2025	2024 combined
Revenue from clients' contracts	672,740	699,888
Cost of goods sold	(546,786)	(580,159)
Gross profit	125,954	119,730
Sales and distribution costs	(42,491)	(47,533)
Administrative expenses	(56,182)	(66,561)
Net impairment losses on financial assets	(259)	(121)
Other revenues and income	3,970	2,187
Other operational costs	(2,084)	(1,826)
EBIT	28,908	5,875
Financial income	2,751	4,079
Financial expense	(13,110)	(14,007)
EBT	18,548	(4,053)
Gross income tax	(5,072)	1,793
Net Income	13,476	(2,259)

Balance sheet

€ thousand	31 March 2025	31 March 2024
Non-current assets		
Property, plant and equipment	570,362	580,410
Right of use	97,194	96,496
Intangible assets	128,141	129,589
Investments in associated companies	10,151	10,090
Non-current financial assets valued at fair value with impact on I/S	2,029	2,038
Financial assets stated at amortized cost	750	803
Deferred tax assets	5,259	7,806
Total non-current assets	813,884	827,233
Current assets		
Inventory	447,959	486,942
Account receivables	270,388	258,544
Current tax assets	1,533	6,930
Other receivables and current assets	57,224	53,591
Current financial assets valued at fair value with impact on I/S	48,902	1,576
Financial receivables valued at amortised cost	288,341	263,775
Cash and cash equivalents	516,597	455,135
Total current assets	1,630,943	1,526,493
TOTAL ASSETS	2,444,827	2,353,726

€ thousand	31 March 2025	31 March 2024
Equity		
Share capital	43,935	43,935
Reserves	283,038	126,006
Currency reserve translation	33	2,538
Net income	12,559	157,934
Total equity	339,565	330,413
Equity attributable to non-controlling interest	66,447	65,530
Total consolidated equity	406,012	395,943
Non-current liabilities		
Provisions for employees	12,714	13,056
Provisions for risks and charges	2,420	3,723
Deferred tax liabilities	45,216	48,500
Non-current financial liabilities	659,667	581,229
Non-current lease liabilities	79,068	79,758
Shareholder loans	209,112	206,100
Total non-current liabilities	1,008,197	932,368
Current liabilities		
Account payables	546,362	559,229
Current financial liabilities	394,901	385,486
Current lease liabilities	22,220	20,230
Current tax liabilities	6,834	4,946
Other current liabilities	60,301	55,526
Total current liabilities	1,030,618	1,025,417
TOTAL EQUITY AND LIABILITIES	2,444,828	2,353,726

Cash flow statement

€ thousand	31 March	
	2025	2024
Profit before income tax	18,548	7,169
- <i>Adjustments:</i>		
Depreciation and amortization	23,761	8,726
Capital gain / (loss) from disposal of assets	10,359	1,324
Cash flow from operating activities before changes in net working capital	52,668	17,219
Changes in inventory	38,983	(3,817)
Changes in trade receivables	(12,103)	9,539
Changes in trade payables	(11,414)	(6,000)
<i>Changes in other assets and liabilities</i>	1,142	(317)
Uses of employee benefit obligations and provisions for risks and charges	(1,645)	(259)
Income tax paid	24	(665)
Net cash flow provided by / (used in) operating activities	67,655	15,700
Investments in property, plant and equipment	(7,895)	(2,433)
Investments in intangible assets	(331)	(133)
Net cash acquired from Princes Limited	(71,428)	(7)
Net cash flow provided by / (used in) investing activities	(79,654)	(2,573)

€ thousand	31 March	
	2025	2024
Proceeds from long-term borrowings	5,000	70,000
Repayment of long-term borrowings	(264,133)	(22,766)
Bond issuance	350,000	-
Repayment of lease liabilities	(5,034)	(2,324)
Net interest paid	(10,359)	(1,324)
Share buy back / sale	(2,013)	(2,306)
Net cash flow provided by / (used in) financing activities	73,461	41,280
Total cash flow provided / (used) in the year	61,462	54,407
Cash and cash equivalents at the beginning of the period	455,135	312,459
Total change in cash and cash equivalents	61,462	54,407
Cash and cash equivalents at the end of the period	516,597	366,866



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UPCOMING EVENTS

16 May 2025

TP Icap Midcap Conference, Paris

22 May 2025

Unicredit Italian Investment
Conference, Milan

10 June 2025

Intesa Sanpaolo ISMO Conference,
Madrid

9 September 2025

1H 2025 Earnings Release