

COLT CZ GROUP SE

FINANCIAL RESULTS 6M 2025

INVESTOR PRESENTATION

COLT
CZGROUP

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AGENDA AND TODAY'S PRESENTERS

AGENDA

- 1 6M 2025 AT A GLANCE
- 2 FINANCIAL HIGHLIGHTS
- 3 SYNTHESIA NITROCELLULOSE ACQUISITION
- 4 2025 GUIDANCE
- 5 APPENDIXES

PRESENTERS



JAN DRAHOTA

Chairman of the Board of Directors
Colt CZ Group SE



RADEK MUSIL

Vice-chairman of the Board of Directors
CEO of Colt CZ Group SE



JAN ZAJÍC

Member of the Board of Directors
CEO of Česká zbrojovka a.s.



JANA MATOUŠKOVÁ

Head of Group Finance
Colt CZ Group SE

6M 2025 AT A GLANCE

REVENUES

CZK 11,015 m

↑ 13.7% vs 6M 2024

LTM: CZK 24,579 m

ADJUSTED EBITDA

CZK 2,361 m

↑ 19.2% vs 6M 2024

LTM: CZK 5,210 m

ADJUSTED NET PROFIT

CZK 1,002 m

↓ 1.3% vs 6M 2024

LTM: CZK 2,067 m

ADJUSTED EPS

CZK 17.8

↓ 28.4% vs 6M 2024

LTM: CZK 37.4

PPA IMPACT

CZK 303 m or CZK 5.3 per share



COMMENTS ON 6M 2025 PERFORMANCE

Ammunition segment retains excellent profitability, growing on the European market, able to offset US commercial market softness.

Firearms - H1 2025 performance slower than expected for CZ and Colt WH, only Colt Canada performed above 2024 YTD.

CZ is doing well on the slower US commercial market (flat y/y even with price increase), but some key MLE project delayed to Q3 and Q4, expected to catch up in Q3 and Q4.

Colt WH - weakest performer of the Group in 2025 - both on the US commercial market (slower introduction of new models), delay in key large MLE contracts (some of them record high, but regulatory process taking longer than expected).

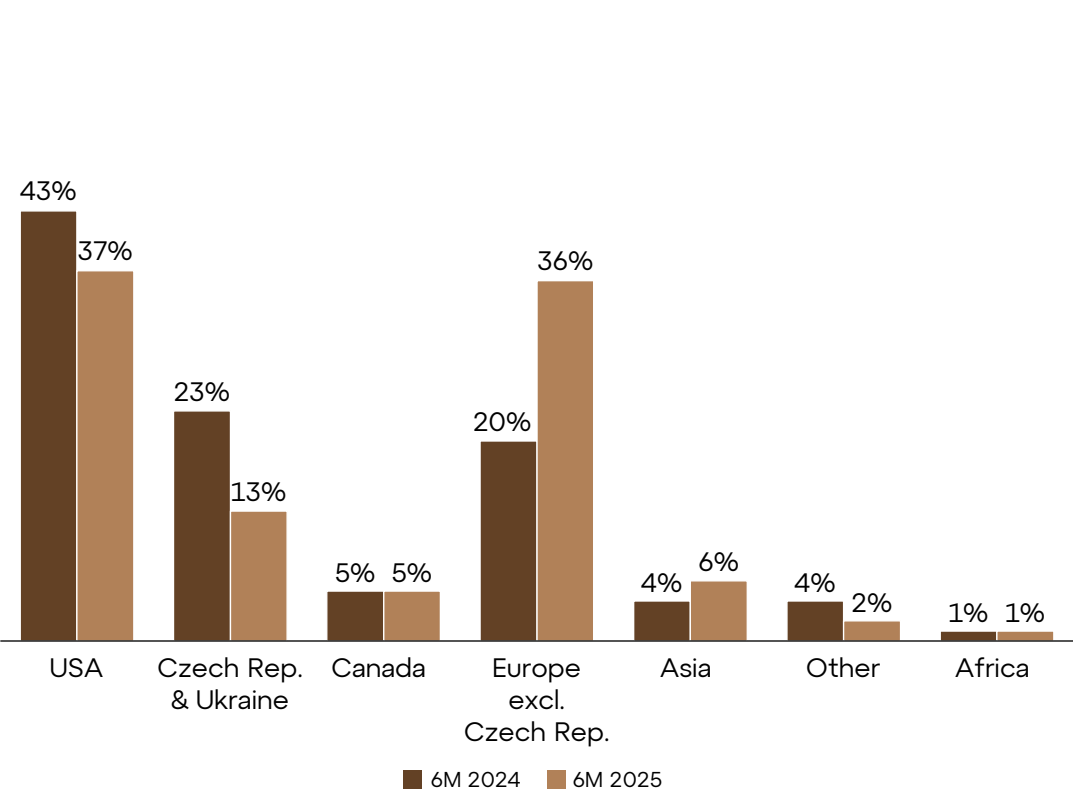
US tariffs in majority passed on the consumer (firearms), to the sales price, FX rates influencing the Revenues/EBITDA (apart of the translation risk offset in the financial income of the Group).

Sellier & Bellot, has signed a five-year strategic partnership agreement for the supply of high-performance propellants with EURENCO. **Česká zbrojovka** signed Framework Agreement with Ministry of Defence for the years 2025 to 2031. **Colt Canada** signed a significant contract with the Danish Ministry of Defence Acquisition and Logistics (DALO), for the supply of 26,000 C8 MRR carabines.

REVENUES – EUROPE PLAYS A KEY ROLE

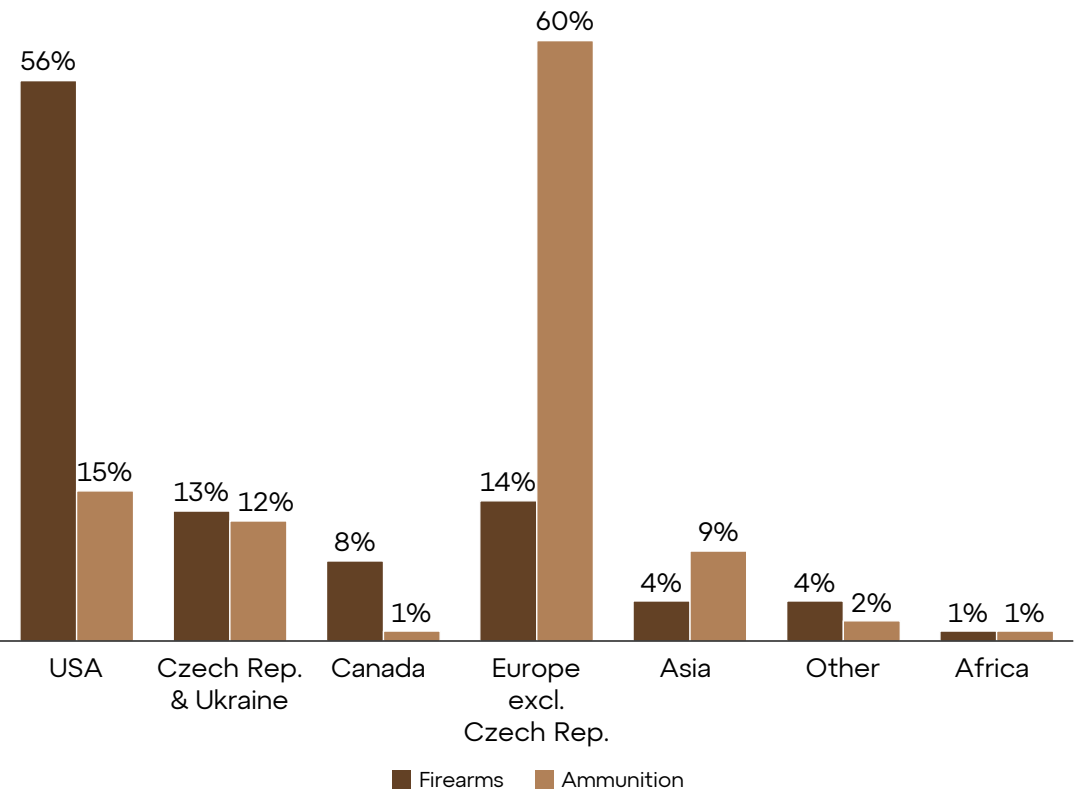
REVENUE BREAKDOWN BY GEOGRAPHY

In % of total revenues



REVENUE BREAKDOWN BY GEOGRAPHY – SEGMENTS

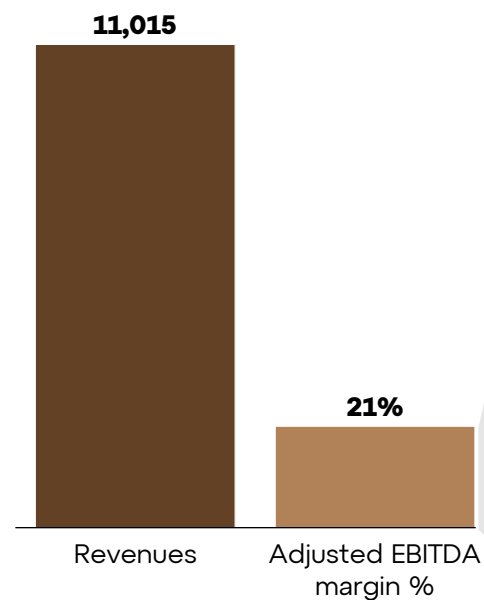
In % of total revenues



REVENUES AND EBITDA MARGIN – OWN PRODUCTION VS TRADING

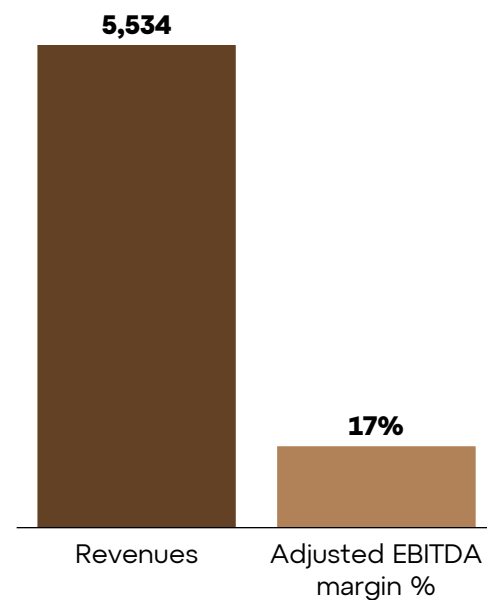
REVENUE & ADJ. EBITDA MARGIN

In CZK m



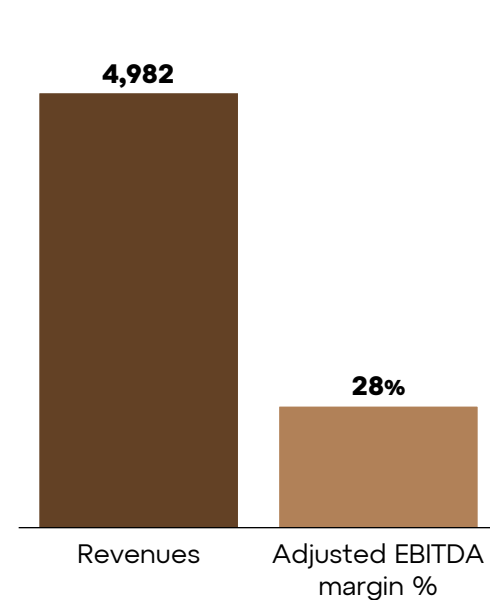
OWN PRODUCTION FIREARMS

In CZK m



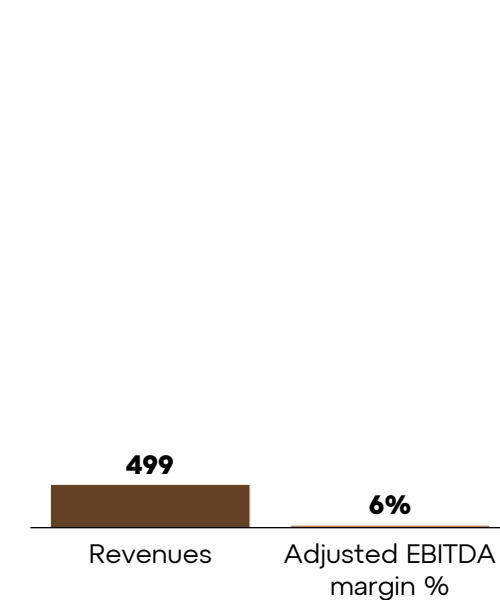
OWN PRODUCTION AMMUNITION

In CZK m



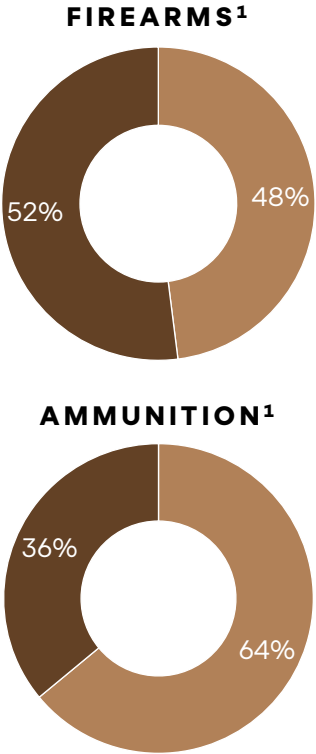
TRADING

In CZK m

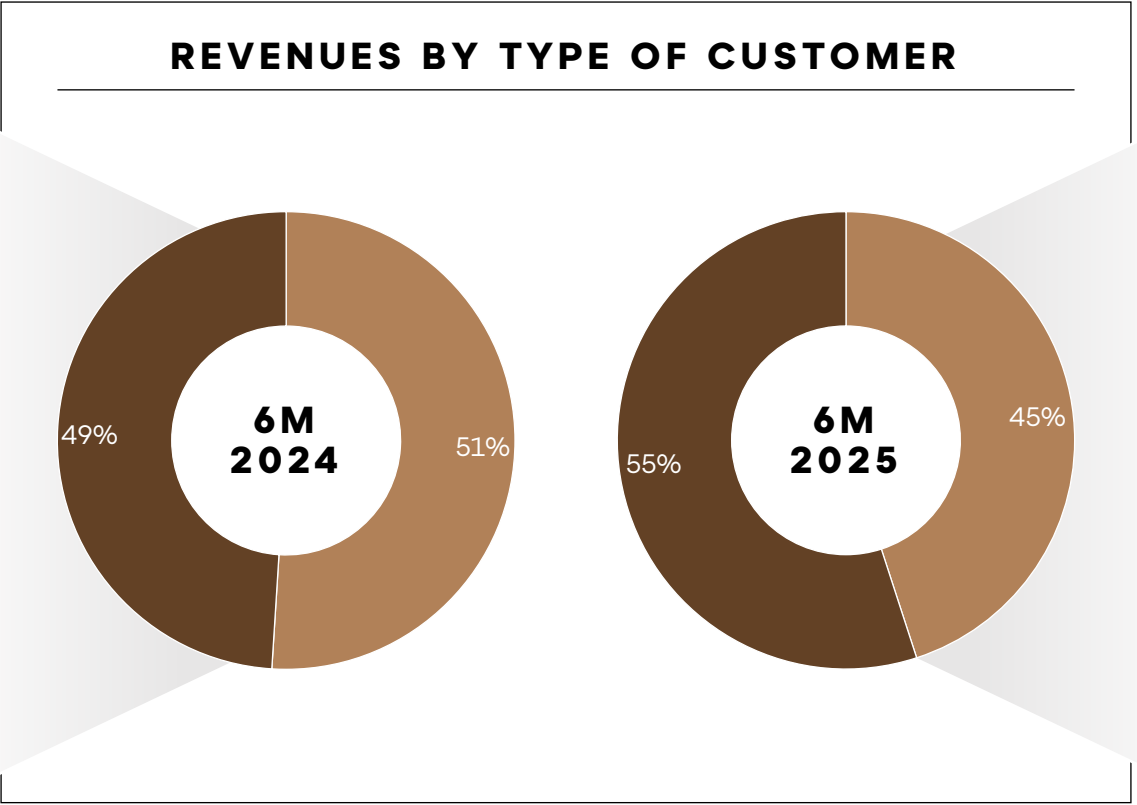


CUSTOMER SEGMENTS

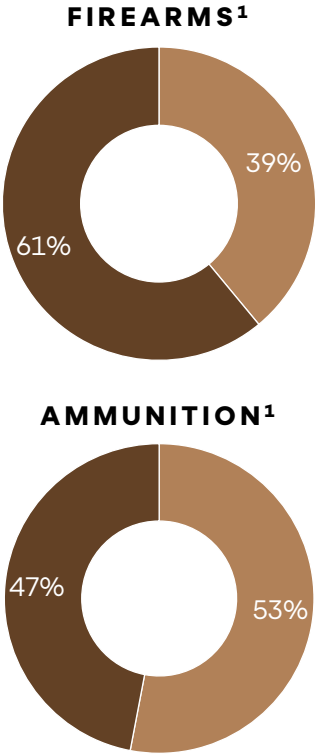
6M 2024



REVENUES BY TYPE OF CUSTOMER



6M 2025

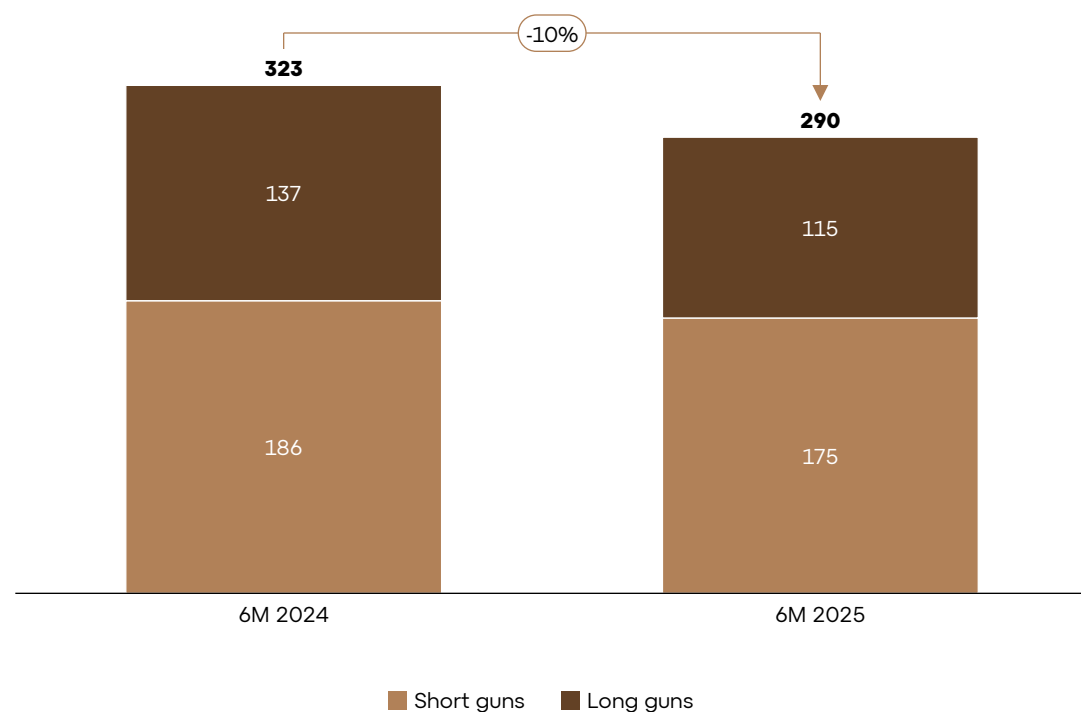


Commercial Military and Law Enforcement

HIGHER SEASONALITY AND US COMMERCIAL MARKET SLOWDOWN

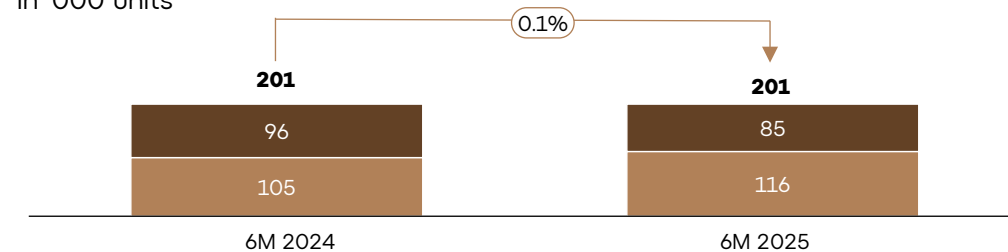
BREAKDOWN BY FIREARMS UNITS SOLD

In '000 units



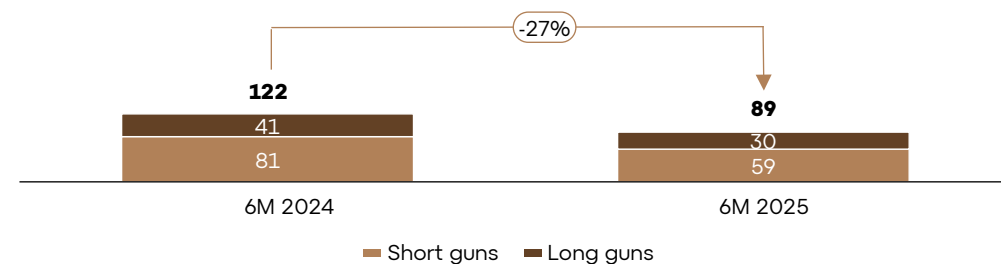
CZ BRAND

In '000 units



COLT BRAND

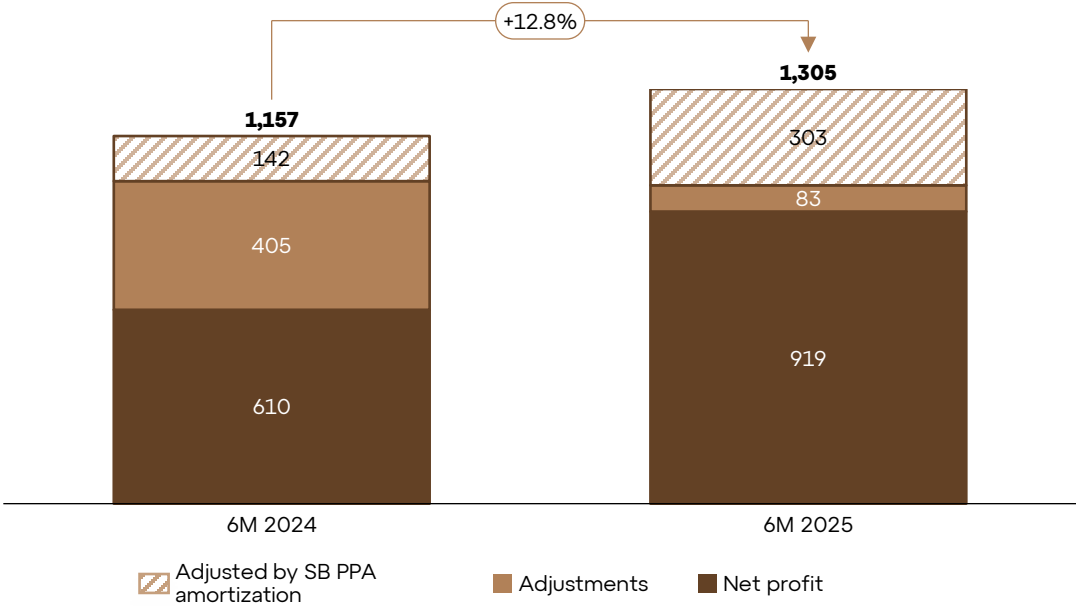
In '000 units



ADJUSTED NET PROFIT WITHOUT S&B PPA AMORTIZATION EFFECT

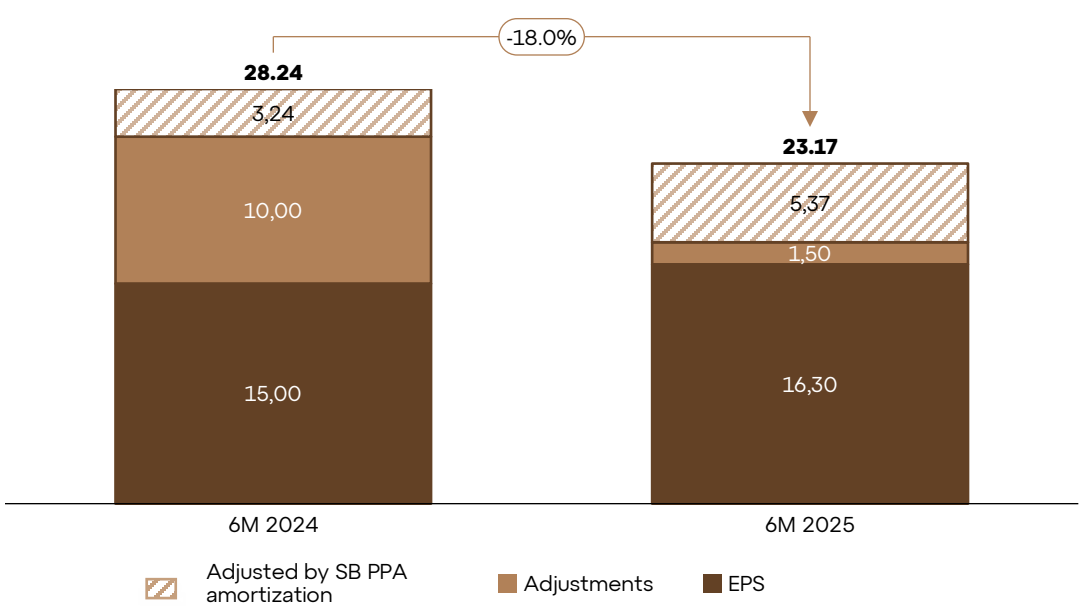
NET PROFIT

In CZK m



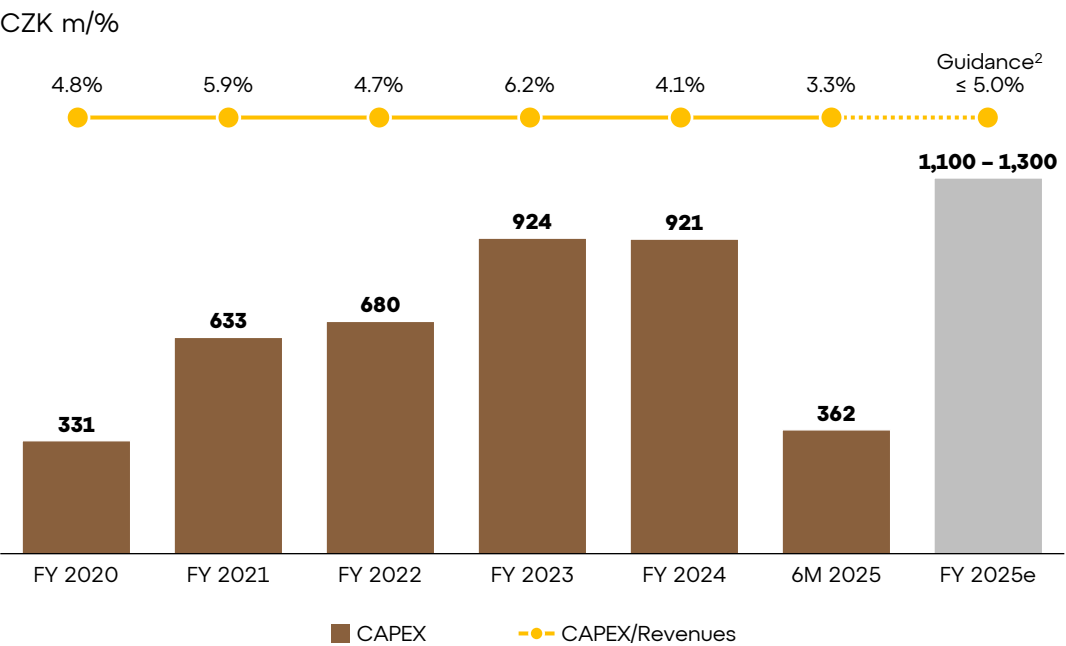
EARNINGS PER SHARE

In CZK

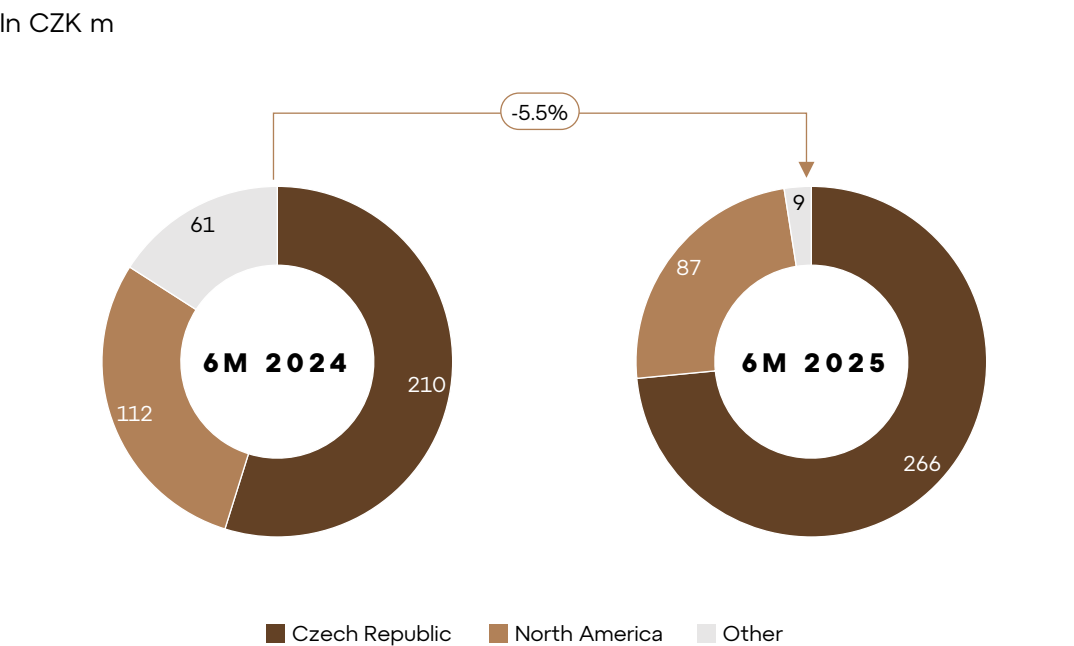


CAPEX IN LINE WITH 2025 GUIDANCE

CAPITAL EXPENDITURES¹



CAPEX GEOGRAPHICAL SPLIT



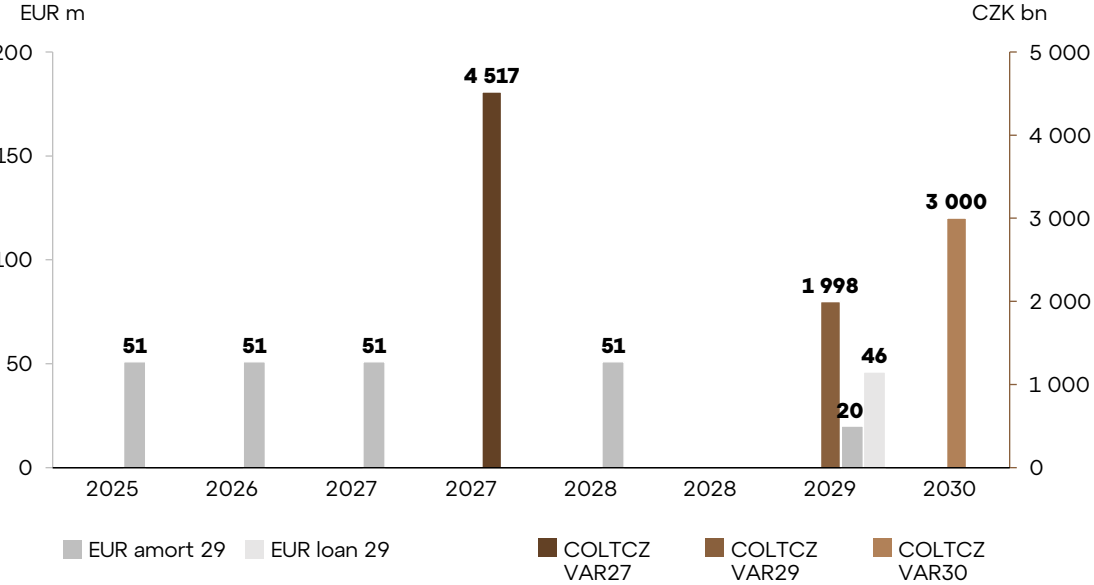
COMMENTS

- ▶ FY 2025 CAPEX guidance in line with medium-term strategy
- ▶ Main part of CAPEX 2025 was realized in the Czech Republic in both – R&D and machinery

INDEBTEDNESS

EXPECTED DEBT MATURITY PROFILE (INC. ACQUISITION FINANCING)

In CZK bn/EUR m



COMMENTS

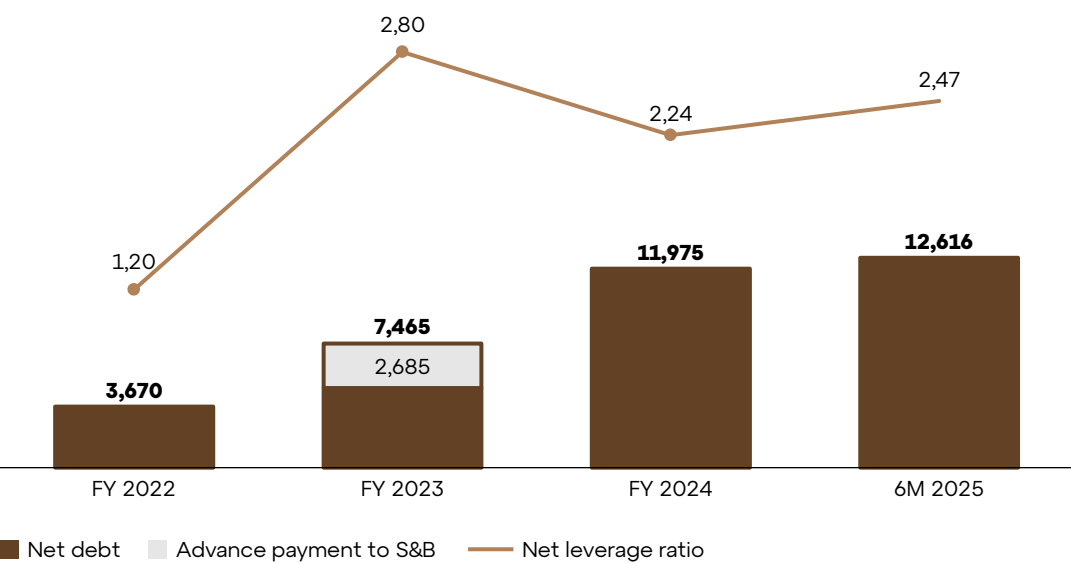
- ▶ In June group repaid part of the S&B acquisition loan of EUR 43 m
- ▶ In June VSS acquisition price of USD 62m paid
- ▶ Cash generative business of both businesses will allow leverage reduction going forward, with expected acquisition
- ▶ SNC acquisition pro-forma impact on slide 16



Notes: 1 – Net financial debt is defined as long-term and short-term bonds, bank loans and borrowings and finance lease liabilities (non-current and current), less cash and cash equivalents, less other current financial assets (marketable securities)
 2 – Net leverage ratio is defined as the ratio of net financial debt at the end of the period to LTM adjusted EBITDA, formula based on the loan legal documentation

NET FINANCIAL DEBT¹ & NET LEVERAGE RATIO²

In CZK m



SYNTHESIA ACQUISITION TRULY TRANSFORMATIVE FOR THE GROUP

The transaction values 100% of SNC at CZK 20.6bn and 100% of energy business, at CZK 1.4bn at Enterprise Value

Transaction multiple at 8.2x EV/EBITDA

Current Colt CZ trading multiple 9-10x

Producers of military propellants and explosives (Chemring, Rheinmetall, BAE) trade at ~ 15x-35x EV/EBITDA

The extension of our core business into a new segment should allow for multiple expansion

TRANSACTION DETAILS

Colt CZ signed SPA for acquisition of 51% of SNC for CZK 10.5bn Enterprise Value

Cash consideration of CZK 5.5bn

Expected stock consideration of around CZK 3.7bn based on the following assumptions at closing:

- ▶ Net Debt EUR 107m
 - ▶ No working capital adjustment
 - ▶ 180 trading days VWAP (as of 15/9/2025 CZK 710) – to be used also for PUT options
- ~ 5m new shares, Kaprain to become 3rd largest shareholder at around 8% of capital

51% of Energy business will be acquired in 1HY 2026

Expected stock consideration CZK 714m based on the following assumptions at closing:

- ▶ Net Debt = 0
 - ▶ No working capital adjustment
 - ▶ 180 trading days VWAP (as of 15/9/2025 CZK 710)
- ~ 1m new shares, stake of Kaprain increases to around 9%

PUT/CALL MECHANISM FOR THE REMAINING 49% STAKE

PUT option of KAPRAIN for remaining 49% of SNC for CZK 10.1bn Enterprise Value

Exercise period during 2 years starting 24 months after closing

Cash consideration CZK 3.5bn

Expected stock consideration CZK 5.3bn based on the following assumptions at the second closing:

- ▶ Net Debt EUR 107m
- ▶ ~ 6m new shares

CALL option of COLT CZ GROUP for remaining 49% of SNC for CZK 10.1bn Enterprise Value

Exercise period during 2 years starting 48 months after closing

All cash consideration CZK 8.8bn based on the following assumptions at the second closing:

- ▶ Net Debt EUR 107m

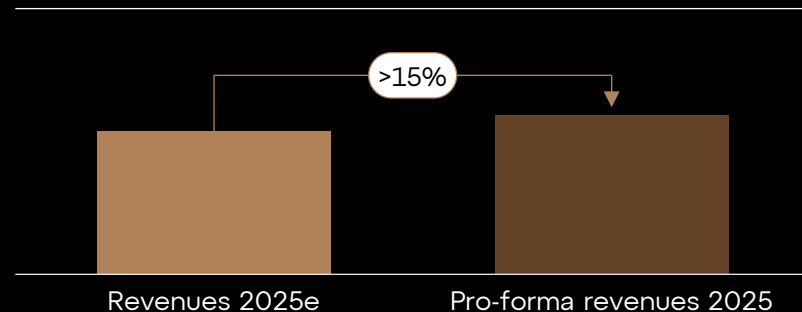
PUT/CALL option for remaining 49% of Energy

Exercise period same as SNC

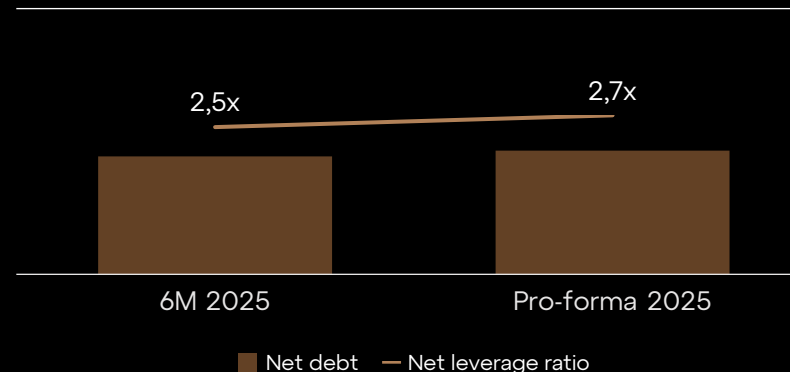
Expected stock consideration at CZK 686m adjusted for actual net debt

NCS PRO-FORMA IMPACT 2025

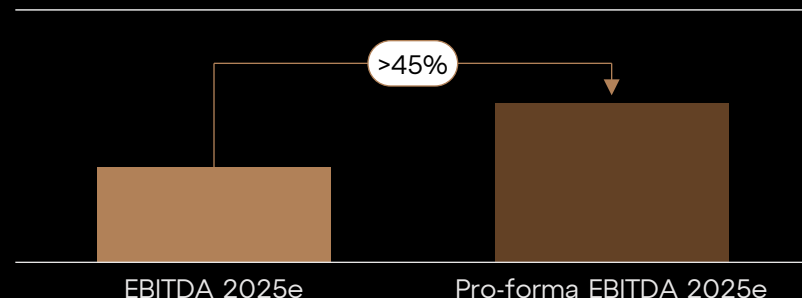
REVENUES



NET LEVERAGE RATIO



EBITDA



COMMENTS

- ▶ Pro-forma impact 2025 regardless timing of the closing
- ▶ Based on Colt CZ Group estimate as of today

EXPECTED TIMING

- ▶ Signing 8/2025
- ▶ NCS Closing 11/2025 – Q1 2026
- ▶ Carve-out of energy business into a separate company
- ▶ Acquisition of 51% in energy business by H1 2026
- ▶ Acquisition of remaining 49% in SNC and energy business, 2028-2032

PRIORITIES AND GUIDANCE 2025

REVENUES

CZK 25 bn

plus/minus 10%

EBITDA

CZK 5.5 bn

plus/minus 10%

Net interest costs CZK 599 mio

Indicative split per quarters (updated)

CZK bn	Q1	Q2	Q3	Q4	FY 2025
Revenues	5.5	5.5	5.0	9.0	25
Adj. EBITDA	1.2	1.1	1.2	2.0	5.5

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Notes: Guidance is based on the management expectations as of the date of presentation
SNC acquisition not included



RISKS AND OPPORTUNITIES FOR GUIDANCE

RISKS

- ▶ Further deterioration of the US commercial market, global economic outlook
- ▶ Timing to market of key products in the pipeline
- ▶ Several significant M&LE projects still to be finalized to be able to start potential deliveries (strongly weighed towards Q3 and Q4 of 2025)
- ▶ FX volatility of EUR and USD versus CZK
- ▶ Potential impact of US tariffs

OPPORTUNITIES

- ▶ Some of the potential contracts will be historically large for the Group if finally signed, and deliveries start in 2025.
- ▶ Impact of trading activities of non-produced products should be more significant in terms of profitability in 2025, but still uncertainty on timing/size.
- ▶ Timely finalization of SNC closing still in 2025

The background of the image is a dark, industrial setting. A yellow robotic arm is visible in the center, working on a blue machine. Above the arm, a banner for "COLT CANADA" is visible, featuring the company logo and text: "COLT CANADA", "SEMI-AUTOMATIC RIFLES & CARBINES", "MADE IN CANADA", "PRECISION MANUFACTURING", "BRISBANE, CANADA", and "WWW.COLTCANADA.COM". The banner also includes a Canadian flag and a "COLT" logo. The text "THANK YOU FOR YOUR ATTENTION" is overlaid in large, white, bold, sans-serif capital letters on the left side of the image.

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APPENDIX

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ADJUSTED EBITDA RECONCILIATION

In CZK '000	6M 2025	6M 2024
Operating profit	1 587 284	898 774
Depreciation and amortization	770 968	560 821
EBITDA	2 358 252	1 459 595
ESOP related costs	30 945	382 185
M&A costs	15 218	962
Legacy costs	5 389	-
S&B inventory step up	-	110 000
S&B commodity hedging	(48 734)	28 016
Adjusted EBITDA	2 361 069	1 980 758

ADJUSTED NET PROFIT RECONCILIATION

In CZK '000	6M 2025	6M 2024
Earnings before tax	1 195 680	794 788
Tax expenses	(276 414)	(185 170)
Net income	919 266	609 618
ESOP related costs	30 945	382 185
M&A costs	15 218	962
Legacy cost	5 389	-
S&B inventory step up	-	110 000
Bank fee – acquisition loan S&B	41 761	30 634
Expenses of IRS cancellation related to early repayment of loan	7 955	-
One-off expenses related to the bond issue	6 402	4 838
Adjusted earnings before tax (Adj. EBT)	1 303 350	1 323 407
Effective tax rate on Adj. EBT (2025 ~23.1%; 2024 ~23.3%)	(301 305)	(308 328)
Adjusted Net Income	1 002 045	1 015 079

NET INTEREST COSTS GUIDANCE

In CZK '000 000;	G 2025
Interest expenses	852
Hedging impact	(112)
Deposit revenues	(141)
Net interest costs	599
Effective interest rate	3,64%

ASSUMPTIONS

- ▶ Stable FX rate EUR/CZK
- ▶ No extraordinary debt repayment
- ▶ Stable market interest rates
- ▶ No additional debt financing included

CONSOLIDATED PROFIT AND LOSS STATEMENT

In '000 CZK	30 Jun 2025	30 Jun 2024
Revenues from the sale of own products, goods and services	11 014 802	9 690 015
Other operating income	850 778	217 161
Change in inventories developed internally	(5 570 674)	(5 453 456)
Own work capitalized	(2 502 828)	(2 226 294)
Raw materials and consumables used	(770 968)	(560 821)
Services	(1 331 255)	(1 098 262)
Personnel costs	55 243	67 122
Depreciation and amortization	143 985	406 861
Other operating expenses	(259 231)	(164 827)
Allowances	(42 568)	21 275
Operating profit	1 587 284	898 774
Interest income	281 015	418 014
Interest expense	(556 672)	(558 422)
Other financial income	3 233	85 496
Other financial expenses	(373 343)	(63 837)
Gains or losses from derivative transactions	250 323	13 854
Share in the profit of associates after tax	3 840	909
Profit before tax	1 195 680	794 788
Income tax	(276 414)	(185 170)
Profit for the period	919 266	609 618
Items that may be subsequently reclassified to the statement of profit or loss		
Cash flow hedges – remeasurement of effective portion of hedging instruments	382 339	(179 440)
Foreign currency translation of foreign operations	(306 975)	25 528
Other comprehensive income	75 364	(153 912)
Comprehensive income for the period	994 630	455 706
Profit for the period attributable to:		
Owner of the parent company	919 266	609 618
Comprehensive income for the period attributable to:		
Owner of the parent company	994 630	455 706
Net earnings per share attributable to the owner of the parent company (CZK per share)		
Basic	16	15
Diluted	16	15

CONSOLIDATED BALANCE SHEET 1/2

In CZK '000	30 Jun 2025	31 Dec 2024
ASSETS		
Non-current assets		
Intangible assets	9 797 868	10 403 416
Goodwill	9 025 018	8 489 707
Property, plant and equipment	9 779 922	9 582 545
Equity-accounted securities and investments	47 943	44 102
Financial derivatives	844 755	413 372
Trade and other receivables	11 766	20 021
Other receivables	2 132	2 593
Deferred tax assets	72 269	75 589
Total non-current assets	29 581 673	29 031 345
Current assets		
Inventories	8 809 146	7 456 512
Trade and other receivables	2 066 369	2 829 759
Provided loans	19 180	20 017
Other financial assets	11 134	12 531
Financial derivatives	465 245	127 174
Other receivables	440 095	555 882
Tax receivables	154 385	81 210
Cash and cash equivalents	3 452 305	5 917 768
Total current assets	15 417 859	17 000 853
Total assets	44 999 532	46 032 198

CONSOLIDATED BALANCE SHEET 2/2

In CZK '000	30 Jun 2025	31 Dec 2024
EQUITY AND LIABILITIES		
Capital and reserves		
Share capital	5 646	5 646
Share premium	13 477 795	13 477 795
Capital funds	1 641 512	1 641 512
Cash flow hedge reserve	178 845	(203 494)
Foreign exchange translation reserve	(375 112)	(68 137)
Accumulated profits	5 276 568	5 175 107
Equity attributable to the owner of the Company	20 205 254	20 028 429
Non-controlling interest	-	-
Total equity	20 205 254	20 028 429
Non-current liabilities		
Bonds, bank loans and borrowings	14 494 844	16 336 227
Financial derivatives	217 510	532 473
Lease liabilities	53 390	58 922
Trade and other payables	68 726	46 802
Other payables	7 289	10 387
Provisions	101 732	101 095
Deferred tax liability	2 602 536	2 561 948
Employee benefit liabilities	204 085	234 725
Total non-current liabilities	17 750 112	19 882 579
Current liabilities		
Bonds, bank loans and borrowings	1 499 060	1 474 910
Financial derivatives	259 778	394 262
Lease liabilities	21 457	22 267
Trade and other payables	2 394 545	1 573 335
Other payables	2 654 952	2 333 203
Provisions	79 191	57 870
Tax liabilities	117 329	248 236
Employee benefit liabilities	17 854	17 107
Total current liabilities	7 044 166	6 121 190
Total liabilities	24 794 278	26 003 769
Total equity and liabilities	44 999 532	46 032 198

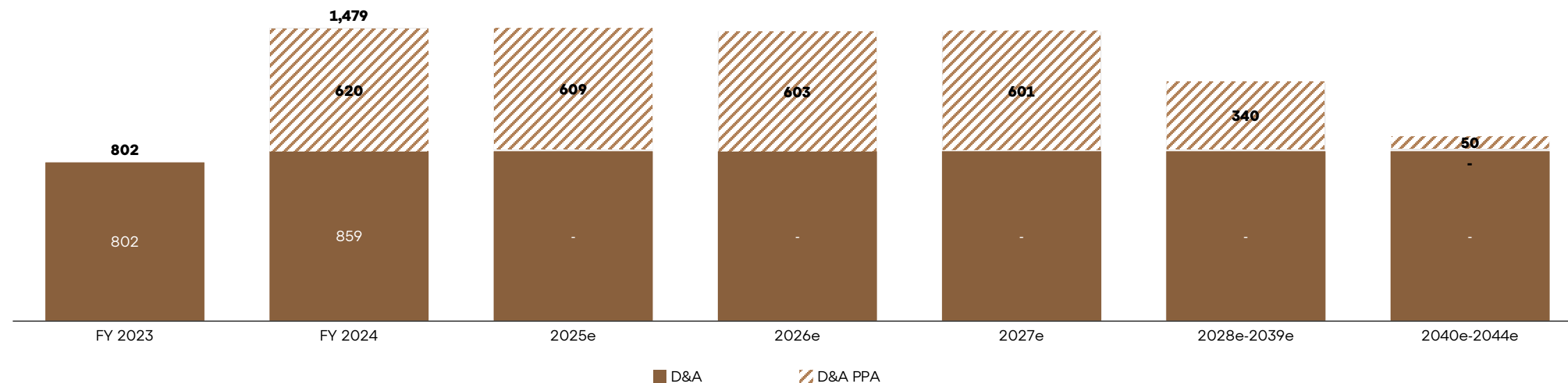
CONSOLIDATED CASH FLOW STATEMENT

In '000 CZK	30 Jun 2025	30 Jun 2024
Cash flows from principal economic activity (operating activity)		
Profit from ordinary activity before tax	1 195 680	794 788
Depreciation/amortization of non-current assets	770 968	560 821
Change in allowances and provisions	69 504	24 940
Gain/Loss on sale of fixed assets	(1 159)	(1 392)
Interest expense and interest income	275 657	140 408
Share in the profit of associates	(3 841)	(909)
Unrealized foreign exchange gain and losses	830 216	(133 551)
Other financial assets – remeasurement	-	(113 402)
Cash flow hedging – remeasurement of the effective portion of hedging instruments	382 339	(179 440)
Share-based payments	29 140	355 013
Adjustments for other non-cash transactions	57 277	31 380
Net operation cash flows before changes in working capital	3 605 781	1 478 656
Change in working capital	(1 609 371)	(430 769)
Change in receivables and deferrals	(44 842)	(189 676)
Change in liabilities and accruals	149 946	(161 031)
Change in inventories	(1 714 475)	(80 062)
Cash flow from operating activities	1 996 410	1 047 887
Paid interest	(704 810)	(525 585)
Interest received	429 443	429 610
Income tax paid for ordinary activity	(587 099)	(521 795)
Net cash flow from operating activities	1 133 944	430 117
Cash flows from investing activities		
Acquisition of non-current assets	(361 963)	(382 502)
Proceeds from the sale of non-current assets	1 159	1 392
Acquisition of equity-accounted securities and investments	-	(3 777)
Acquisition of subsidiaries - opening balance	(1 341 795)	(5 231 350)
Acquisition of subsidiaries - cash and cash equivalents	8 460	443 521
Employee benefit liabilities	-	-
Acquisition of other financial assets	-	-
Proceeds from sale of other financial assets	-	1 021 982
Provided loans	-	(18 979)
Net cash flow from investing activities	(1 694 139)	(4 169 713)
Cash flows from financing activities		
Proceeds from issue of bonds	-	276 000
Proceeds from loans	2 378	10 794 456
Loan repayment	(1 726 254)	(5 701 743)
Leases repayment	(13 840)	(12 966)
Net cash flow from financing activities	(1 737 716)	5 355 747
Net change in cash and cash equivalents	(2 297 911)	1 616 151
Opening balance of cash and cash equivalents	5 917 768	3 328 684
Effect of exchange rate on cash and cash equivalents	(167 552)	53 002
Closing balance of cash and cash equivalents	3 452 305	4 997 837

ACQUISITION OF SELLIER & BELLOT – D&A IMPACT

D&A IMPACT

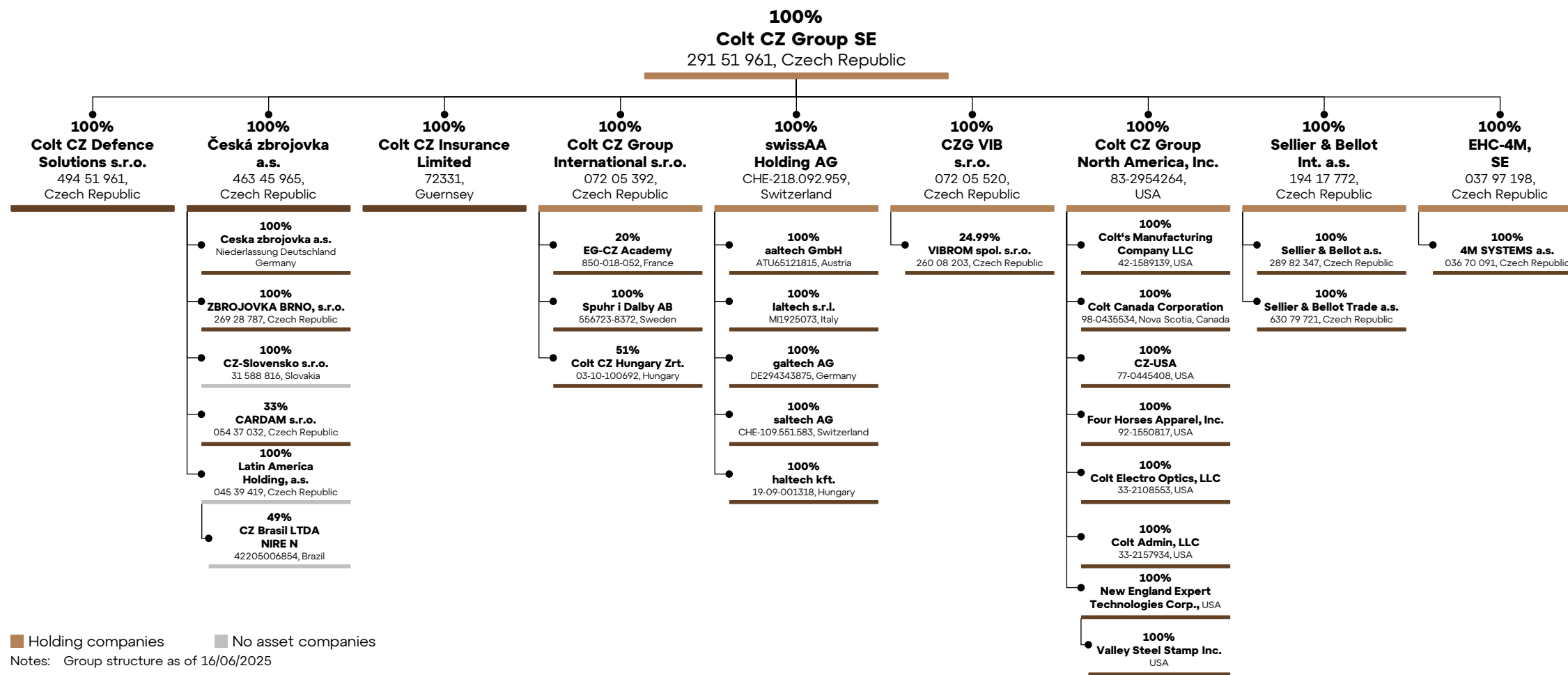
In CZK m



COMMENTS

- ▶ Increase in Amortization due to Purchase Price Allocation of S&B acquisition significantly affecting Net profit/eps
- ▶ Significant impact on net profit and EPS in the next 3 years, approximately CZK 600 m impact on the net profit per year

COLT CZ GROUP STRUCTURE



THANK YOU

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