

♦FILA GROUP

Q1 2024 Results Presentation

14 May 2024

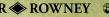


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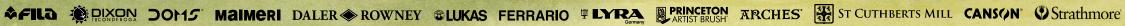


















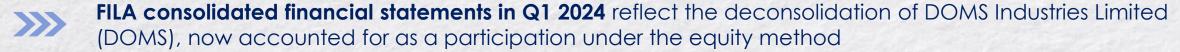
- 1. Highlights
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- 1. Details on Revenues and EBITDA
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Q1 2024 RESULTS



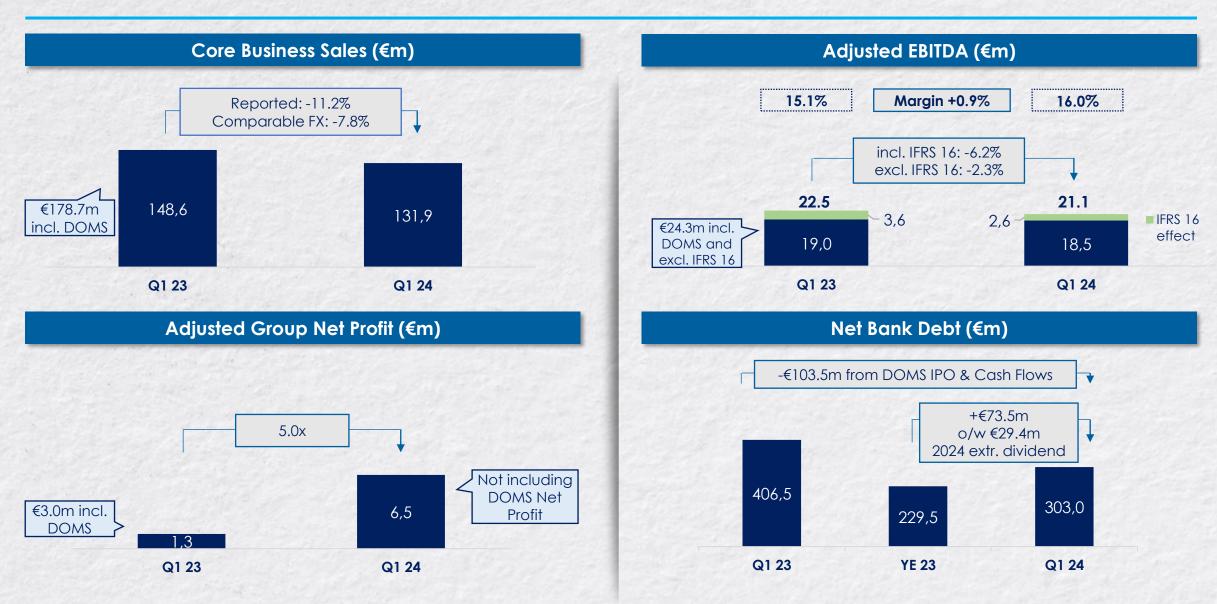
- Introduction of SAP EWM module at Dixon USA, leading to temporary and one-off disruption of logistics in March. Underlying solid results, with +5.7% growth YTD to February, and return to growth in April
- On a like-for-like basis excluding DOMS, Core Business Sales -11.2% (-7.8% comparable FX) impacted by North America and benefiting from return to stability in Europe. Adjusted IFRS 16 EBITDA -6.2% (-2.3% ex IFRS 16) with higher margins mainly thanks to favorable margin mix and ongoing efficiency actions
- Strong improvement in Free Cash Flow to Equity, -€40.6m in Q1 2024 vs -€55.5m in Q1 2023, confirming FILA's solid cash flow generation capabilities post deconsolidation of DOMS
- Net Bank Debt of €303.0m in Q1 2024, reflecting €29.4m extraordinary dividend and customary NWC outflows in Q1, well below €406.5m in Q1 2023 due to DOMS IPO and strong cash flow generation
- Market Value of 30.6% stake in DOMS currently stands at c. €370m

OUTLOOK FOR 2024

2024 Guidance with stable Revenues due to one-off impact of EWM module in North America, confirmed with respect to growth in Adjusted EBITDA thanks to strong margins, and Free Cash Flow to Equity of €40-50m

Snapshot of Q1 2024 results (excluding DOMS)



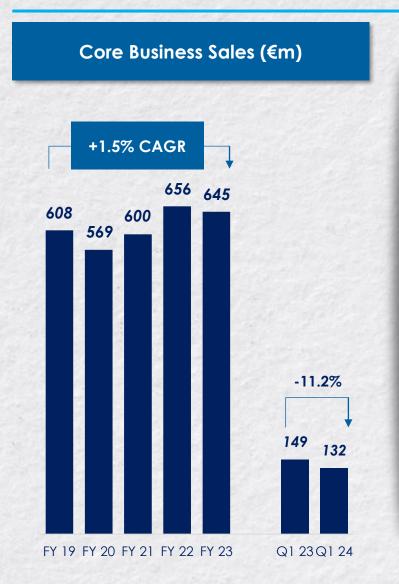


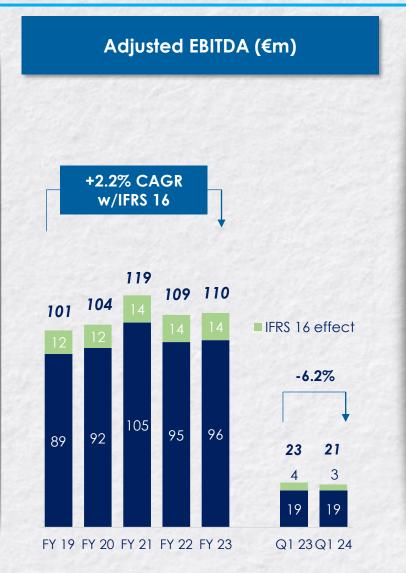
Note: data on Sales and EBITDA with impact of DOMS and IFRS 16 included in the Appendices

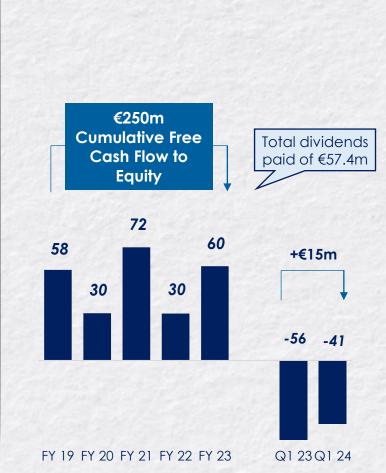
Free Cash Flow to Equity (€m)

Consistent Long Term Growth (excluding DOMS)









Note: incl. DOMS from FY 2019 to Q1 2023



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Q1 2024 Core Business Sales (excluding DOMS)





	FY 2022	FY 2023	Delta (€)	Comparable FX (€)	Q1 2023	Q1 2024	Delta (€)	Comparable FX (€)
Total Fila Group	656,1	644,9	-11.2m -1.7%	+11.7m +1.8%	148,6	131,9	-16.7m -11.2%	-11.6m -7.8%
North	325,0	321,6	-3.5m	+5.8m	73,2	57,1	-16.1m	-15.4m
America	(48%)	(49%)	-1.1%	+1.8%	(48%)	(48%)	-22.0%	-21.1%
Europe	235,1	214,2	-21m	-18.2m	52,1	51,6	-0.5m	+0.2m
	(38%)	(35%)	-8.9%	-7.8%	(38%)	(38%)	-0.9%	+0.4%
C&SA	77,7	91,2	+13.4m	+22.9m	19,3	19,3	+0.0m	+3.6m
	(11%)	(13%)	+17.3%	+29.6%	(11%)	(11%)	+0.2%	+18.9%
Asia	14,1 (2%)	14,4	+0.3m +1.9%	+1.3m +9.2%	3,0 (2%)	3,0 (2%)	-0.0m -1.4%	+0.1m +3.3%
RoW	4,0	3,5	-0.5m	-0.1m	1,0	0,8	-0.2m	-0.1m
	(1%)	(1%)	-12.3%	-3.1%	(1%)	(1%)	-15.9%	-10.9%

Key Highlights

Sales declined -7.8% on a comparable FX basis in Q1 24 vs Q1 23, largely due to North America. Negative currency impact mainly reflecting the devaluation of the Argentine Peso in Q4 23

North America impacted by the programmed roll-out of SAP EWM completed in March, contracting by -21.1% comparable FX

Prior to EWM roll-out, Sales YTD to February were +5.7% vs prior year, with a return to normality confirmed from April

Europe stable at +0.4% comparable FX benefiting from expected restocking trends

C&SA grew +18.9% on a comparable FX basis, with continuing strong growth in Mexico

Q1 2024 Adjusted EBITDA (excluding DOMS)





	FY 2022	FY 2023	delta	2022 Margin	2023 Margin	Q1 2023	Q1 2024	delta	2023 Margin	2024 Margin
Total Fila Group	108,9	110,2	+1.3%	16.6%	17.1%	22,5 €19.0 ex.	21,1 €18.5 ex.	- 6.2 %	15.1%	16.0%
North America	45,7	59,3	+29.8%	14.1%	18.4%	10,5	9,2	-12.4%	14.3%	16.1%
Europe	43,6	30,9	-29.1%	18.6%	14.5%	7,3	7,4	+2.2%	13.9%	14.4%
C&SA	14,5	14,8	+2.6%	18.6%	16.3%	3,7	3,4	-9.1%	19.3%	17.5%
Asia	5,0	5,0	+1.8%	35.0%	35.0%	1,0	1,1	+11.6%	33.7%	38.2%
RoW	0,2	0,2	n.m.	3.7%	4.5%	0,0	0,0	n.m.	-1.2%	1.8%

Key Highlights

Adjusted IFRS 16 EBITDA contracted by -6.2%, although yielded an improvement of the margin to 16.0% from 15.1%

Figures ex-IFRS 16 are provided in the Appendices

On a comparable FX basis, in line with Core Business Sales, Adjusted IFRS EBITDA declined only -1.4%

North America EBITDA margin improved to 16.1% from 14.3% mainly thanks to ongoing efficiency actions and favorable margin mix

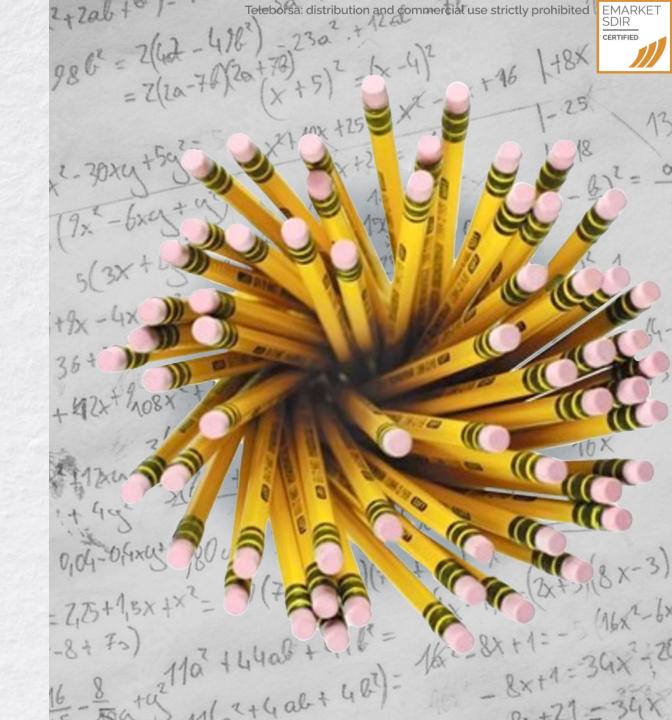
Europe EBITDA increased by 2.2%, mainly thanks to higher product margins, and despite adverse FX in Turkey and Russian operations (-€0.2m)

CS&A EBITDA contracted -9.1%, despite a double-digit growth in Mexico, due to Argentina and losses in the Dominican Republic (-€0.4m)



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(€ million)	Q1 2023 w/DOMS	Q1 2023 o/w DOMS	Q1 2024 ex-DOMS	Change
Core Business Sales	178.7	30.1	131.9	-46.8
Other revenues	2.5	0.1	1.9	-0.6
Total Revenues	181.2	30.2	133.8	-47.4
Cost for Raw Materials and Supplies and net increase (decrease) in Inventory	-82.2	-20.5	-53.0	29.2
Costs for Services and Use of Third-Party Assets	-29.6	-3.1	-25.5	4.1
Personnel Costs	-38.7	-4.2	-32.9	5.8
Other Operating Costs	-2.5	0.0	-1.3	1.1
Net IC Revenue/Cost DOMS on EBITDA		3.3		
Adjusted EBITDA	28.3	5.7	21.1	-7.2
Depreciation & Amortization	-10.5	-1.5	-8.4	2.0
Write-Downs	-0.4	0.0	0.3	0.7
EBIT	17.4	4.2	13.0	-4.4
Financial income/expenses	-10.4	-0.3	-3.9	6.5
Income/expenses from associates at equity method	0.3	0.3	0.0	-0.3
PBT	7.2	4.2	9.1	1.9
Taxes	-2.6	1.0	-2.4	0.2
Adjusted Net Profit (Loss)	4.6	3.2	6.7	2.1
Adjusted Group Net Profit (Loss)	3.0	1.6	6.5	3.5
Adjustments for Non-Recurring Items to EBITDA	-2.0	0.0	-0.7	1.3
Adjustments for Non-Recurring Items to Net Profit	-1.7	0.0	-0.3	1.4

Key Highlights

Adjusted Group Net Profit surges 5.0x to €6.5m in Q1 24 from €1.3m in Q1 23 (excluding DOMS)

PPA Amortization of €2.9m in Q1 23 and €2.6m in Q1 24

Significant decline in Financial Expenses due to lower indebtedness, improved margin ratchets, and repayment of Mexican Peso denominated facilities

Income from associates relates to DOMS, not yet made public for Q1 24 and kept at zero

Adjustments for Non-Recurring Items decline significantly in 2024, and are largely related to reorganization costs in North America and performance shares incentive plan



(€ million)	Q1 2023 w/DOMS	Q1 2024 ex-DOMS	Change
Adjusted EBITDA	28.3	21.1	-7.2
Changes in net working capital	-54.0	-50.2	3.8
Investments in tangible and intangible assets	-12.5	-2.3	10.2
Operating Cash Flow	-38.2	-31.4	6.8
IFRS 16 rent payments	-4.1	-2.9	1.2
Tax payments	-4.8	-1.4	3.4
Net financial expenses	-7.5	-5.1	2.4
Net financial expenses IFRS 16	-1.5	-0.9	0.6
Non-monetary costs and other changes	2.6	1.8	-0.9
Adjusted Free Cash Flow to Equity	-53.5	-39.9	13.6
Adjustments for Non-Recurring Items	-2.0	-0.7	1.3
Reported FCF to Equity	-55.5	-40.6	14.9
Buybacks/ dividends	-0.7	-29.5	-28.8
Effect of FX rate movements	1.2	-3.5	-4.7
Changes in amortized cost and MTM	-1.7	3.1	4.7
Changes in IFRS 16 Net Financial Position	1.4	10.9	9.5
Changes in Reported Net Financial Position	-55.3	-59.6	-4.4

Key Highlights

Q1 results reflect customary outflow for working capital due to seasonality

Given its strong growth profile, **DOMS** required significant investments in working capital and capital expenditure

Decline in capex of €10.2m vs 2023, considering approx. €10,0m on investments for DOMS production facilities in 2023

IFRS 16 rent payments contract by €1.2m due to savings in Mexico and DOMS, resulting in IFRS 16 Net Financial Position declining by €9.5m

Overall result is an improvement in Free Cash Flow to Equity of €14.9m in Q1 24 compared to Q1 23

Net Bank Debt & Net Financial Position





(€ million)	Q1 2023 w/DOMS	FY 2023 ex-DOMS	Q1 2024 ex-DOMS
Cash and Cash Equivalents	65.3	124.8	65.0
Financial Liabilities and Receivables	-471.8	-354.3	-368.0
Net Bank Debt	-406.5	-229.5	-303.0
LTM Adjusted IFRS 16 EBITDA	128.0	110.2	108.8
Leverage ratio	3.2x	2.1x	2.8x
Amortized Cost and Financial Receivables	1.4	2.8	3.5
Net Financial Position excl. IFRS and MtM Hedging	-405.1	-226.7	-299.5
Mark to Market Hedging	1.9	-0.9	1.5
IFRS 16	-87.2	-75.9	-65.0
IFRS 16 Net Financial Position	-490.4	-303.4	-363.0

Key Highlights

Net Bank Debt of €303.0m in Q1 24. compared to €229.5m at YE 2023, reflecting DOMS deconsolidation

Compared to YE 2023, Net Bank Debt increase of €73.5m due to cash-out for extraordinary dividend of €29.4m. customary working capital dynamics and negative FX impact of €3.5m

Based on LTM, Net Bank Debt declined by €103.5m, of which €67.9 organic excluding DOMS, dividends and FX impacts

Based on LTM Adjusted IFRS 16 EBITDA of €108.8m, Leverage Ratio of 2.8x in Q1 24

Reduction of €10.9m IFRS 16 debt due to efficiencies on the cost of leased production facilities in Mexico and the deconsolidation of DOMS

Reported IFRS 16 Balance Sheet



(€ million)	Q1 2023 w/DOMS	FY 2023 ex-DOMS	Q1 2024 ex-DOMS
Intangible Assets	439.6	378.0	381.4
Tangible Assets	172.1	123.3	110.8
Biological Assets	1.8	1.2	1.2
Financial Fixed Assets	4.6	161.1	161.6
Fixed Assets	618.1	663.7	655.1
Other Non Current Asset/Liabilities	24.3	23.3	23.4
Trade Receivables	143.7	99.8	126.6
Inventories	327.8	264.4	291.7
Trade Payables	-119.0	-105.7	-104.6
Trade Working Capital	352.4	258.5	313.7
Other Current Asset and Liabilities	4.5	4.5	3.4
Net Working Capital	356.9	263.0	317.1
Provision & Funds	-81.9	-72.7	-73.4
Net Capital Employed	917.4	877.4	922.2
Shareholders Equity	-427.0	-574.0	-559.2
IFRS 16 Net Financial Position	-490.4	-303.4	-363.0
Total Net Sources	-917.4	-877.4	-922.2
Trade Working Capital	352.4	258.5	313.7
LTM reported Sales	777.2	644.9	628.2
Trade Working Capital % LTM Sales	45.3%	40.1%	49.9%

Key Highlights

Q1 24 compared to Q1 23 largely reflects the impact of the deconsolidation of DOMS

On a constant perimeter basis, change from YE 2023 to Q1 24 reflects customary seasonality, with increases in Trade Receivables (+€26.9m) and Inventories (+€27.3m)

Trade Working Capital increased to 49.9% of Revenues in Q1 24 from 45.3% in Q1 23, due to deconsolidation of DOMS and roll-out of EWM in North America

Financial Fixed Assets largely composed of FILA's 30.6% stake in DOMS for €160.4m under the equity method



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DOMS Consensus Results and Broker Recommendations (source: FactSet, 13 May 2024)

INR millions	2024E	2025E	2026E	CAGR
Sales	15,134	18,847	23,105	23,6%
EBITDA	2,581	3,129	3,853	22,2%
EBIT	2,072	2,484	2,994	20,2%
Net Income	1,406	1,818	2,256	26,7%

Broker	Rating Date	Rating	Target Price (INR)
Nuvama Instit. Equities	12/04/2024	Buy	1,944.00
Restricted	12/04/2024	Buy	1,950.00
ICICI Securities	29/03/2024	Buy	1,825.00
JM Financial Instit. Securities	14/03/2024	Buy	1,710.00
IIFL Research	05/03/2024	Buy	1,875.00
Asian Markets Securities	09/02/2024	Buy	1,525.00
Average			1,804.83

DOMS Industries Share Price Performance

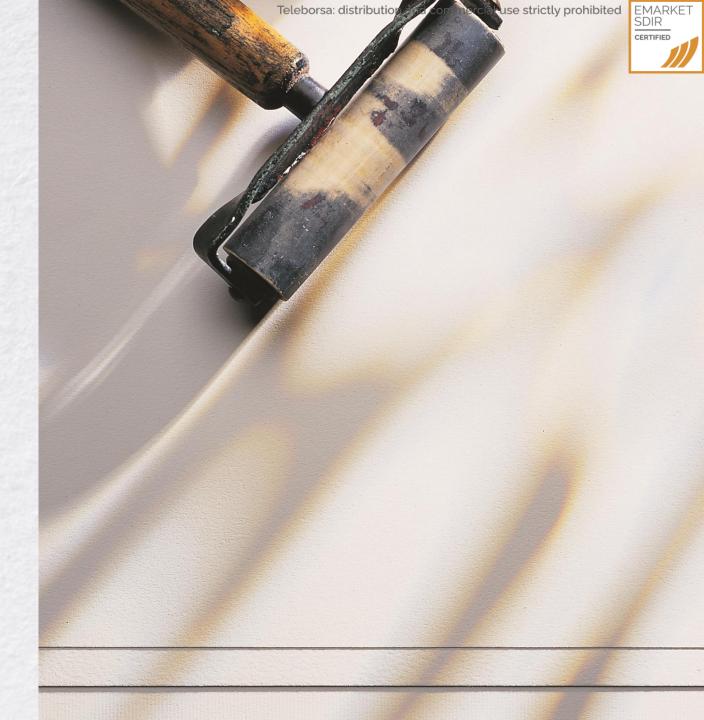


1,798.40
109.14
30.6%
33.4
90.16
370.4



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Q1 2024 Adjusted EBITDA (excluding DOMS)



	FY 2022	FY 2023	delta	2022 Margin	2023 Margin	Q1 2023	Q1 2024	delta	2023 Margin	2024 Margin
Total Fila	108,9	110,2	+1.3%	16.6%	17.1%	22,5	21,1	-6.2%	15.1%	16.0%
Group	94,8	96,1	+1.4%	14.4%	14.9%	19,0	18,5	-2.3%	12.8%	14.1%
Q-	45,7	59,3	+29.8%	14.1%	18.4%	10,5	9,2	-12.4%	14.3%	16.1%
North America	39,6	54,1	+36.6%	12.2%	16.8%	9,2	9,2 8,1	-11.7%	12.6%	14.2%
A	43,6	30,9	-29.1%	18.6%	14.5%	7,3	7,4 6,7	+2.2%	13.9%	14.4%
Europe	40,1	27,5	-31.4%	17.0%	12.8%	6,4	6,7	+4.5%	12.3%	13.0%
	14,5	14,8	+2.6%	18.6%	16.3%	3,7	3,4	-9.1%	19.3%	17.5%
C&SA	10,8	10,9	+1.1%	13.9%	12.0%	2,8	3,0	+6.5%	14.4%	15.3%
			+1.8%	35.0%	35.0%			+11.6%	33.7%	38.2%
Asia	5,0	5,0				1,0	1,1			
Asia	4,3	3,6	-16.6%	30.6%	25.0%	0,6	0,8	+22.7%	21.3%	26.5%
Y STATE OF THE STA	0,2	0,2	n.m.	3.7%	4.5%	0,0	0,0	n.m.	-1.2%	2.8%
RoW	0,0	0,0	n.m.	-0.4%	-0.5%	0,0	0,0	n.m.	-5.7%	-4.7%





			2022					2023		
w/DOMS	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	54.6	69.1	58.4	53.0	235.1	52.1	64.8	52.0	45.3	214.2
North America	68.7	103.3	91.2	61.8	325.0	73.2	109.2	84.5	54.7	321.6
CSA	15.0	21.9	20.2	20.5	77.7	19.3	24.5	22.1	25.3	91.2
Asia	26.8	29.4	33.5	33.0	122.6	33.1	37.7	39.1	38.8	148.7
Other	0.9	0.9	1.1	1.2	4.0	1.0	0.7	0.9	0.9	3.5
Total	166.0	224.6	204.5	169.5	764.6	178.7	236.9	198.5	165.0	779.2

			2022					2023		
ex-DOMS	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	54.6	69.1	58.4	53.0	235.1	52.1	64.8	52.0	45.3	214.2
North America	68.7	103.3	91.2	61.8	325.0	73.2	109.2	84.5	54.7	321.6
CSA	15.0	21.9	20.2	20.5	77.7	19.3	24.5	22.1	25.3	91.2
Asia	3.6	3.2	4.1	3.3	14.1	3.0	3.9	4.1	3.4	14.4
Other	0.9	0.9	1.1	1.2	4.0	1.0	0.7	0.9	0.9	3.5
Total	142.8	198.4	175.1	139.8	656.1	148.6	203.2	163.5	129.6	644.9

Adjusted IFRS 16 EBITDA – w/DOMS and ex-DOMS



Incl. IFRS 16			2022					2023		
w/DOMS	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	9.2	17.5	11.3	5.6	43.6	7.3	12.8	8.7	2.3	30.9
North America	9.9	19.4	12.5	3.9	45.7	10.6	24.4	18.6	5.7	59.3
CSA	3.1	4.4	4.5	2.5	14.5	3.7	5.2	3.6	2.3	14.8
Asia	4.0	4.4	6.3	6.7	21.5	6.7	9.3	8.6	6.3	30.9
Other	0.1	-0.1	-0.1	0.2	0.2	0.0	0.0	0.0	0.2	0.2
Total	26.3	45.8	34.5	18.9	125.5	28.3	51.6	39.5	16.7	136.1

Incl. IFRS 16			2022					2023		
ex-DOMS	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	9.1	17.4	11.2	5.9	43.6	7.1	12.8	8.8	2.2	30.9
North America	9.8	19.3	12.5	4.2	45.8	10.4	24.5	18.8	5.5	59.2
CSA	3.0	4.4	4.4	2.6	14.4	3.7	5.3	3.7	2.3	14.9
Asia	1.1	0.7	2.4	0.7	5.0	1.3	2.0	1.6	0.1	5.0
Other	0.1	-0.1	-0.1	0.2	0.1	0.0	0.0	0.0	0.2	0.2
Total	23.1	41.8	30.4	13.6	108.9	22.5	44.5	32.9	10.3	110.2

Adjusted EBITDA excluding IFRS 16 - w/DOMS and ex-DOMS & FILE GROU



Excl. IFRS 16			2022					2023		
w/DOMS	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	8.4	16.8	10.5	4.7	40.4	6.4	12.0	7.8	1.2	27.4
North America	8.5	18.0	11.0	2.5	40.0	9.2	23.0	17.4	4.4	54.0
CSA	2.2	3.6	3.5	1.6	10.9	2.8	4.3	2.6	1.3	10.9
Asia	3.4	4.0	5.8	5.8	19.0	6.0	8.7	8.0	6.1	28.8
Other	0.1	-0.1	-0.1	0.1	0.0	-0.1	-0.1	0.0	0.1	0.0
Total	22.7	42.1	30.7	14.7	110.3	24.3	47.9	35.8	13.1	121.1

Excl. IFRS 16			2022					2023		
ex-DOMS	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	8.3	16.7	10.5	4.6	40.1	6.3	12.0	7.9	1.2	27.5
North America	8.4	17.9	11.0	2.3	39.6	9.0	23.1	17.5	4.4	54.1
CSA	2.2	3.5	3.5	1.5	10.8	2.7	4.3	2.7	1.2	10.9
Asia	0.8	0.4	2.0	1.2	4.3	1.0	1.6	1.2	-0.2	3.6
Other	0.1	-0.1	-0.1	0.1	0.0	0.0	-0.1	0.0	0.1	0.0
Total	19.8	38.4	26.8	9.8	94.8	19.0	41.0	29.3	6.7	96.1

Exchange Rates (source: Bank of Italy)

Currency		Avg Q1 23	Avg Q1 24	31/03/2023	31/12/2023	31/03/2024
Argentinean Peso	ARS	206.07	905.33	226.89	892.92	927.23
Australian Dollar	AUD	1.57	1.65	1.63	1.63	1.66
Brazilian Real	BRL	5.57	5.38	5.52	5.36	5.40
Canadian Dollar	CAD	1.45	1.46	1.47	1.46	1.47
Swiss Franc	CHF	0.99	0.95	1.00	0.93	0.98
Chilean Peso	CLP	870.42	1,028.07	858.85	977.07	1,060.09
Renminbi Yuan	CNY	7.34	7.81	7.48	7.85	7.81
Dominican Peso	DOP	59.91	63.84	59.73	64.18	63.92
UK Pound	GBP	0.88	0.86	0.88	0.87	0.86
Indonesian Rupiah	IDR	16,341.53	17,003.89	16,300.19	17,079.71	17,157.87
Shekel	ILS	3.79	3.98	3.93	4.00	3.98
Indian Rupee	INR	88.25	90.15	89.40	91.90	90.14

Argentinean Peso	ARS	206.07	905.33	226.89	892.92	927.23
Australian Dollar	AUD	1.57	1.65	1.63	1.63	1.66
Brazilian Real	BRL	5.57	5.38	5.52	5.36	5.40
Canadian Dollar	CAD	1.45	1.46	1.47	1.46	1.47
Swiss Franc	CHF	0.99	0.95	1.00	0.93	0.98
Chilean Peso	CLP	870.42	1,028.07	858.85	977.07	1,060.09
Renminbi Yuan	CNY	7.34	7.81	7.48	7.85	7.81
Dominican Peso	DOP	59.91	63.84	59.73	64.18	63.92
UK Pound	GBP	0.88	0.86	0.88	0.87	0.86
Indonesian Rupiah	IDR	16,341.53	17,003.89	16,300.19	17,079.71	17,157.87
Shekel	ILS	3.79	3.98	3.93	4.00	3.98
Indian Rupee	INR	88.25	90.15	89.40	91.90	90.14
Mexican Peso	MXN	20.05	18.44	19.64	18.72	17.92
Polish Zloty	PLN	4.71	4.33	4.67	4.34	4.31
Russian Ruble	RUB	78.85	98.69	84.14	100.22	100.12
Swedish Krona	SEK	11.20	11.28	11.28	11.10	11.53
Turkish Lira	TRY	20.26	33.63	20.86	32.65	34.95
US Dollar	USD	1.07	1.09	1.09	1.11	1.08
South African Rand	ZAR	19.06	20.51	19.33	20.35	20.52

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