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FY 2024 Results Presentation

21 marzo 2025

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CANSON DOMS MAIMERI DALER COWNEY CLUKAS FERRARIO ULYRA BRINCETON ARCHES ST CUTHBERTS MILL CANSON OS Strathmore

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Agenda

1. Highlights

- 2. Business Review
- 3. Financial Review
- 4. DOMS Industries

- 1. Details on Revenues and EBITDA
- 2. Exchange rates

FY 2024 Highlights

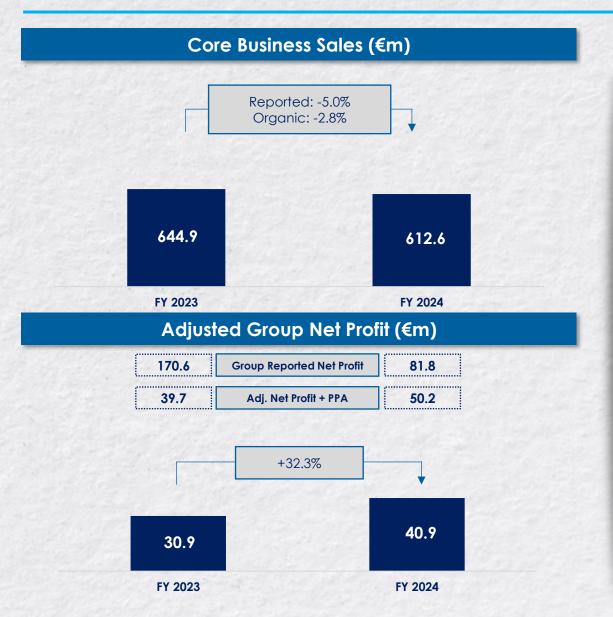
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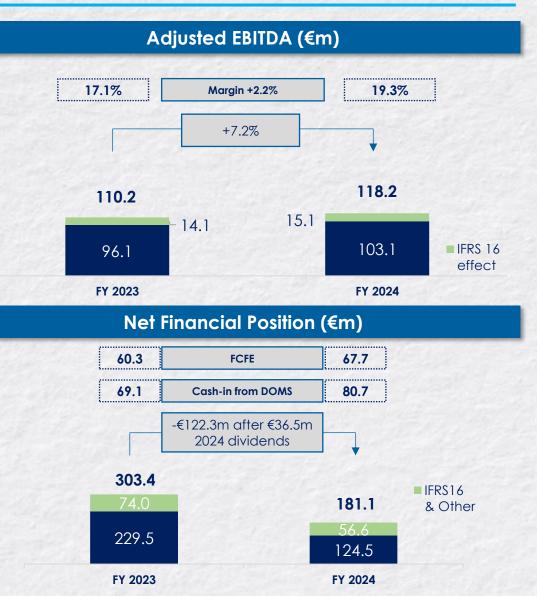
FY 2024 RESULTS

- FILA 2024 results confirmed the positive trends in profitability, the strong growth in net profit and marked an acceleration in deleverage, also thanks to the sale of the 4.57% stake in DOMS
- **Core Business Sales** at €612.6m, –5.0% vs FY 2023 (-2.8% on a comparable FX basis), reflecting one-off SAP EWM disruption at Dixon USA in Q1, as well as the adverse currency effects in C&SA
- Adjusted EBITDA at €118.2m, +7.2% vs FY 2023 (+7.3% ex IFRS 16), with margin improvement to 19.3% (vs 17.1% in FY 2023) thanks to a favourable product mix coupled with ongoing efficiency actions
- **Group Reported Net Profit** at €81.8m in FY 2024 (€170.6m in FY 2023) which includes DOMS placement and significant decline in financial expenses. Adjusted Group Net profit at €40.9m, +32.3% vs FY 2023
- Free Cash Flow to Equity at €67.7m vs €60.3m in FY 2023, with positive working capital contribution, lower capex and interest expenses, exceeding 2024 guidance (upper end of €40-50m range)
- **Net Financial Position** at -€181.1m in FY 2024, with €122.3m net reduction vs FY 2023 despite €36.5m of dividends in 2024 thanks to strong cash flow generation and disposal of the stake in DOMS for €80.7m (Net Bank Debt -€124.5m in FY 2024 vs -€229.5m in FY 2023)
- **Dividend** proposed €40.8m, higher than guidance, thanks to higher than anticipated Free Cash Flow to Equity and successful placement of DOMS participation
- **Outlook:** guidance 2025 confirmed, with low-to-mid single digit revenue growth, mid-single digit growth in Adjusted EBITDA, assuming constant currency & tariffs, and FCFE between €40m and €50m, dividend pay-out ratio 20-40%, in the ordinary course

Snapshot of FY 2024 results (excluding DOMS Industries)



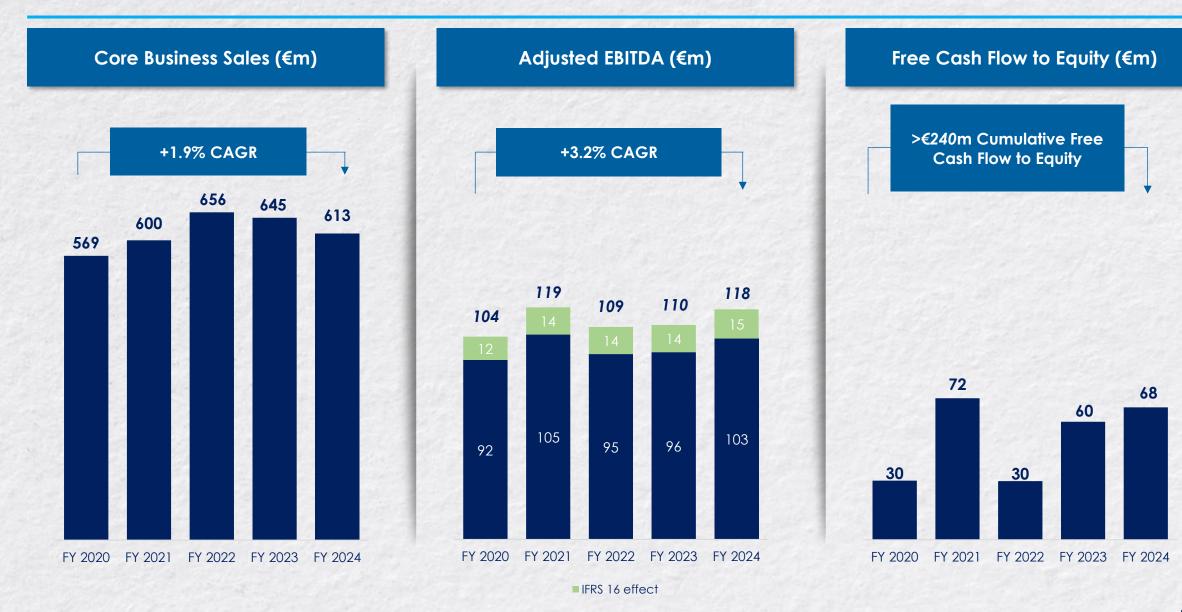




Note: data on Sales and EBITDA with impact of DOMS and IFRS 16 included in the Appendices

Consistent Long Term Growth (excluding DOMS Industries)

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



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FY 2024 Core Business Sales (excluding DOMS Industries)



	FY 2023	FY 2024	delta (€)	Comparable FX (€)	Q4 2023	Q4 2024	delta (€)	Comparable FX (€)
Total Fila Group	644.9	612.6	-32.3m -5.0%	-18.0m -2.8%	129.6	119.2	-10.4m -8.1%	-7.9m -6.1%
North	321.6	298.9	-22.6m	-22.2m	54.7	52.0	-2.7m	-3.2m
America	(49.9%)	(48.8%)	-7.0%	-6.9%	(42.2%)	(43.6%)	-4.8%	-5.9%
Europe	214.2	215.9	+1.7m	+1.9m	45.3	44.5	-0.8m	-1.3m
	(33.2%)	(35.2%)	+0.8%	+0.9%	(34.9%)	(37.3%)	-1.7%	-2.9%
T C&SA	91.2	81.0	-10.2m	+3.3m	25.3	18.5	-6.8m	-3.1m
	(14.1%)	(13.2%)	-11.2%	+3.6%	(19.5%)	(15.5%)	-26.9%	-12.2%
Asia	14.4	12.9	-1.5m	-1.4m	3.4	3.0	-0.4m	-0.5m
	(2.2%)	(2.1%)	-10.6%	-9.4%	(2.6%)	(2.5%)	-11.6%	-13.2%
RoW	3.5	3.9	+0.3m	+0.3m	0.9	1.1	+0.2m	+0.2m
	(0.5%)	(0.6%)	+9.1%	+9.4%	(0.7%)	(0.9%)	+20.5%	+17.9%

Sales FY 2024 results at €612.6m, -2.8% on a comparable FX basis (-6.1% Q4 2024). Negative currency impact mainly regarding C&SA

Key Highlights

North America FY 2024 results at £298.9m, -6.9% on a comparable FX basis, reflecting one-off disruption of logistics in Q1 due to introduction of SAP EWM module. Q4 2024 decline of -5.9% due to macroeconomic uncertainties and to the continuous focus on higher margin products

Europe FY 2024 at €215.9m with +0.9% on a comparable FX basis (Q4 -2.9% mainly due to weak performance in UK)

C&SA confirmed positive trends in FY 2024 although affected by currency devaluations (Argentina and Mexico), and slowdown in Q4 due to macroeconomic uncertainties

FY 2024 Adjusted EBITDA (excluding DOMS Industries)



	FY 2023	FY 2024	delta	2023 Margin	2024 Margin	Q4 2023	Q4 2024	delta	2023 Margin	2024 Margin	• Key Highlights
Total Fila Group	110.2	118.2	+7.2%	17.1%	19.3%	10.4	14.7	+41.5%	8.0%	12.3%	Adjusted EBITDA in F increased to €118.2m despite the contraction in 2024 at +41.5%
North America	59.3	60.9	+2.7%	18.4%	20.4%	5.6	4.1	-26.9%	10.2%	7.9%	EBITDA margin improveme 2024, reaching 19.3% at th 2024 vs 17.1% in the pr
Europe	30.9	34.7	+12.2%	14.5%	16.1%	2.2	4.4	+99.9%	4.9%	10.0%	thanks to the efficiency g mix effect, as well as selective commercial appro
C&SA	14.8	18.8	+26.9%	16.3%	23.2%	2.3	5.8	+156.8%	8.9%	31.3%	North America EBITDA incr €60.9 m (+2.7%) with marg improved to 20.4% versus the prior year, despite lower
Asia	5.0	3.6	-29.3%	35.0%	27.7%	0.1	0.4	+237.1%	3.6%	13.6%	Europe in FY 2024 reached (+12.2%) with 16.1% margin in FY 2023
Row	0.2	0.2	+39.5%	4.5%	5.7%	0.2	-0.1	n.m.	20.1%	-5.5%	CS&A EBITDA increased to (+26.9%) in FY 2024, despite Dominican Republic and Ar

EBITDA in FY 2024 to €118.2m (+7.2%) e contraction in Sales, Q4 1.5%

argin improvement in FY ching 19.3% at the end of 17.1% in the prior year, the efficiency gains and t, as well as a more commercial approach

erica EBITDA increased to +2.7%) with margin further to 20.4% versus 18.4% in ear, despite lower Sales

FY 2024 reached €34.7 m /ith 16.1% margin vs 14.5%

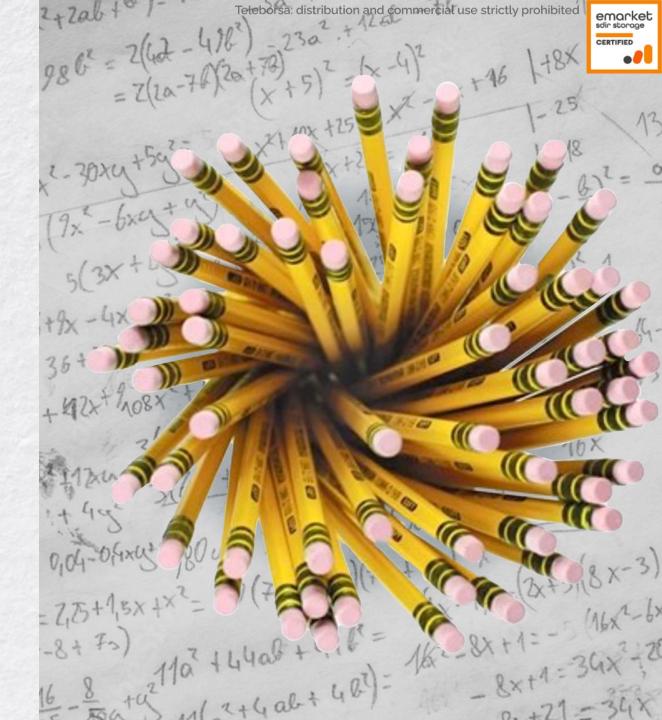
DA increased to €18.8m n FY 2024, despite losses in Dominican Republic and Argentina

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Adjusted Income Statement

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(€ million)	FY 2023 w/DOMS	FY 2023 o/w DOMS	FY 2024	
Core Business Sales	779.2	134.3	612.6	1.1
Other revenues	8.7	0.7	9.4	
Total Revenues	787.9	135.1	621.9	
Cost for Raw Materials and Supplies and net increase (decrease) in Inventory	-366.8	-89.4	-267.4	
Costs for Services and Use of Third-Party Assets	-119.8	-14.0	-97.9	
Personnel Costs	-155.1	-20.0	-132.3	
Other Operating Costs	-10.1	0.0	-6.1	
Net IC Revenue/		14.1	State of the state	200
Cost DOMS on EBITDA			and the states	-
Adjusted EBITDA	136.1	25.8	118.2	
Depreciation & Amortisation	-41.9	-5.9	-34.9	23
Write-Downs	-0.5	0.0	0.0	- 28
EBIT	93.6	19.9	83.4	- 22
Financial income/expenses	-37.5	-1.3	-25.9	1
Income/expenses from associates at equity method	0.8	0.9	3.1	1.8
BT	56.9	19.6	60.5	1.2
Taxes	-18.0	-4.8	-20.4	
Adjusted Net Profit (Loss)	38.9	14.8	40.1	
Adjusted Group Net Profit (Loss)	30.9	7.6	40.9	
Base EPS*	0.61		0.81	
Adj. for Non-Recurring Items to EBITDA	-13.7		-9.2	
Adj. for Non-Recurring Items to Group Net Profit	139.7		40.7	1.9

Key Highlights

Adjusted Group Net Profit surged +32.3% to €40.9m in FY 2024 from €30.9m in FY 2023 (note that the 2024 results includes DOMS' contribution for 2024)

D&A stood at €34.9m in FY 2024 and €41.9m in FY 2023

PPA amortization was equal to € 9.8 m in FY 2024

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

Income from associates at €3.1m (€5.1m gross of €2 m of PPA) relates to FILA's 26.01% stake in DOMS

Adjustments for Non-Recurring Items related to reorganization costs mainly in North America and Europe, the performance shares incentive plan and fair value evaluation of tangible and intangible assets

Cash Flow Statement

E million)	FY 2023	FY 2024	delta
djusted EBITDA	136.1	118.2	-17.8
Changes in net working capital	27.2	11.5	-15.7
Investments in tangible and intangible assets	-30.3	-13.1	17.1
Operating Cash Flow	133.0	116.6	-16.4
IFRS 16 rent payments	-15.9	-16.2	-0.3
Tax payments	-19.4	-11.8	7.7
Net financial expenses	-27.3	-19.1	8.3
Net financial expenses IFRS 16	-5.6	-3.6	2.0
Non-monetary costs and other changes	9.2	10.9	1.7
Adjusted Free Cash Flow to Equity	74.0	76.9	2.9
Adjustments for Non-Recurring Items	-13.7	-9.2	4.5
Reported FCF to Equity	60.3	67.7	7.4
Buybacks/ dividends	-9.2	-36.5	-27.4
Effect of FX rate movements	0.2	-4.9	-5.0
Changes in amortised cost and MTM	-3.0	1.7	4.7
Proceeds from sales of stake in associated company	69.1	80.7	11.7
Changes due to trademark acquisition		-2.0	-2.0
NFP change of DOMS deconsolidated	9.9		-9.9
M&A effects	-8.2	Dest Mart - we go at	8.2
Changes in IFRS 16 Net Financial Position	12.6	15.6	3.0
Changes in Reported Net Financial Position	131.7	122.3	-9.4

Key Highlights

FY 2024 cash generation was strong, with **Free Cash Flow to Equity of €67.7m**, exceeding FY24 guidance

Net Working Capital positively contributed to cash generation, with improvement in Trade Working Capital to Revenues ratio

Capex declined to €13.1m in FY 2024 vs €30.3m in FY 2023, reflecting deconsolidation of DOMS, which required significant investments to sustain its growth projections

Lower net financial expenses (€19.1m in FY 2024 vs €27.3m in FY 2023) and lower IFRS 16 financial expenses (€3.6m in FY 2024 vs €5.6m in FY 2023) thanks to working capital management, lower net debt and leverage ratio

Change in Reported Net Financial Position was equal to €122.3m in 2024 mainly thanks to €67.7m of Free Cash Flow to Equity and €80.7m from the disposal of 4.57% in DOMS (the cash-in related to 2023 IPO was €69.1m)

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Net Bank Debt & Net Financial Position

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(€ million)	FY 2023	FY 2024	delta
Cash and Cash Equivalents	124.8	172.9	48.0
Financial Liabilities and Receivables	-354.3	-297.3	56.9
Net Bank Debt	-229.5	-124.5	105.0
Amortized Cost	2.8	5.0	2.1
Net Financial Position excl. FRS and MtM Hedging	-226.6	-119.5	107.1
Mark to Market Hedging	-0.9	-1.3	-0.4
IFRS 16	-75.9	-60.3	15.6
FRS 16 Net Financial Position	-303.4	-181.1	122.3
Adjusted EBITDA	136.1	118.2	-17.9
Leverage ratio on Net Bank Debt	1.7x	1.1x	-0.6x
Leverage ratio on Net Financial Position	2.2x	1.5x	-0.7x

—— Key Highlights

Net Bank Debt of €124.5m in FY 2024, compared to €229.5m at end 2023

Compared to FY 2023, **Net Bank Debt in FY 2024 decreased by €105.0m** due to strong cash flow generation and the cash-In from the disposal of 4.57% stake in DOMS, which offset the dividend payments of €36.5m and negative FX impact of €4.9m

Based on Adjusted EBITDA of €118.2m, Leverage Ratio of 1.1x in FY 2024

Reduction of €15.6m IFRS 16 debt due to efficiencies on the cost of leased production facilities in Mexico and USA, and the deconsolidation of DOMS Industries

Reported Balance Sheet

(€ million)	FY 2023 ex DOMS	FY 2024	delta
Intangible Assets	378.0	375.7	-2.3
Tangible Assets	123.3	108.7	-14.7
Biological Assets	1.2		-1.2
Financial Fixed Assets	161.1	140.5	-20.6
Fixed Assets	663.7	624.9	-38.8
Other Non Current Asset/Liabilities	23.3	20.5	-2.8
Trade Receivables	99.8	95.0	-4.8
Inventories	264.4	257.4	-7.0
Trade Payables	-105.7	-110.8	-5.1
Trade Working Capital	258.5	241.5	-17.0
Other Current Asset and Liabilities	4.5	0.1	-4.3
Net Working Capital	263.0	241.7	-21.4
Provision & Funds	-72.7	-73.2	-0.5
Net Capital Employed	877.4	813.9	-63.5
Shareholders Equity	-574.0	-632.8	-58.9
IFRS 16 Net Financial Position	-303.4	-181.1	122.3
Total Net Sources	-877.4	-813.9	63.5
Trade Working Capital	258.5	241.5	-17.0
Reported Sales	644.9	612.6	-32.3
Trade Working Capital % of Sales	40.1%	39.4%	-0.7%

FY 2024 compared to FY 2023 largely reflects the impact of the disposal of 4.57% stake in DOMS Industries and the closure of some buildings, leading to a decrease of €38.8m in fixed assets

Financial Fixed Assets largely composed of FILA's 26.01% stake in DOMS for €139.5m under the equity method

Trade Working Capital further decrease to €241.5m, with a percentage of sales at 39.4% in FY 2024 from 40.1% in FY 2023

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DOMS Share Price Performance & Valuation for FILA

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20/03/2025

INR 2890

- DOMS Industries was IPO on December 20th at a price of INR 790, increasing 68% on the 1st trading day DOMS is currently trading at INR 2890, increasing +118% from the IPO (December 2023), significantly outperforming the BSE Index
 - FILA's 26.01% stake is currently worth €488m, based on the closing price on 20 March 2025



DOMS Industries Market Data



DOMS Consensus Results and Broker Recommendations	
(source: FactSet, 20 March, 2025)	

INR millions	2024A*	2025E	2026E	2027E
Sales	15,371	19,167	24,226	29,677
EBITDA	2,727	3,505	4,306	5,285
EBIT	2,215	2,865	3,499	4,299
Net Income	1,532	2,120	2,627	3,267

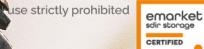
Broker	Rating Date	Rating	Target Price (INR)	
Restricted	04/03/25	Buy	3,050	
Prabhudas Lilladher	21/02/25	Buy	3,370	
IIFL Research	04/02/25	Overweight	2,700	
Asian Markets Securities	04/02/25	Overweight	2,810	
ICICI Securities	03/02/25	Overweight	2,925	
Nuvama Institutional Equities	03/02/25	Buy	3,210	
JM Financial Institutional Securities	03/02/25	Buy	3,000	
Average	/	/	3,009.29	

DOMS Industries Share Price Performance



DOMS Share Price on 20 March, 2025 (INR)	2889.85
DOMS Market Capitalisation (INR bn)	175.38
FILA Stake (%)	26.01%
FILA Stake (INR bn)	45.62
EUR/INR	93.54
FILA Stake (€m)	487.68

* Note: DOMS Industries fiscal year falls on 31 March



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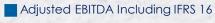
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FY 2024 Adjusted EBITDA (excluding DOMS)



	FY 2023	FY 2024	delta	2023 Margin	2024 Margin	Q4 2023	Q4 2024	delta	2023 Margin	2024 Margin
Total Fila Group	110.2 96.1	118.2 103.1	+7.2% +7.3%	17.1% 1 4.9 %	19.3% 16.8%	10.4 6.8	14.7 8.8	+41.5% +29.9%	8.0% 5.2%	12.3% 7.4%
North	59.3 54.1	60.9 56.1	+2.7% +3.8%	18.4% 16.8%	20.4% 18.8%	5.6 4.4	4.1 2.8	-26.9% -35.9%	10.2% 8.0%	7.9% 5.4%
America	30.9	34.7	+12.2%	14.5%	16.1%	2.2	4.4	+99.9%	4.9%	10.0%
Europe	27.4	31.4	+14.4% +26.9%	12.8% 16.3%	14.5% 23.2%	1.2 2.3	3.6 5.8	+197.9% +156.8%	2.7% 8.9%	8.1% 31.3%
C&SA	5.0	3.6	+22.9%	12.0% 35.0%	16.6% 27.7%	0.1	0.4	+101.6% +237.1	4.9% 3.6%	13.6%
Asia	3.6	2.1	-42.8%	25.0%	16.0%	-0.2 -0	0.1	n.m.	-6.5%	-1.7%
RoW	0.2 0.0	0.2 0.0	+39.5% n.m.	4.5% n.m.	5.7% 0.8%	0.2 -0. 0.1 -0.		n.m. n.m.	20.1% 15.2%	-5.5% -9.4%



Adjusted EBITDA Excluding IFRS 16

Sales – w/DOMS and ex-DOMS



			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		2			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



Excl. IFRS 16			2022		2			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)



Curre	ncy	Avg FY 2023	Avg FY 2024	31/12/2023	31/12/2024
Argentinean Peso	ARS	316.35	989.54	892.92	1,070.81
Australian Dollar	AUD	1.63	1.64	1.63	1.68
Brazilian Real	BRL	5.40	5.83	5.36	6.43
Canadian Dollar	CAD	1.46	1.48	1.46	1.49
Swiss Franc	CHF	0.97	0.95	0.93	0.94
Chilean Peso	CLP	908.08	1,020.99	977.07	1,033.76
Renminbi Yuan	CNY	7.66	7.79	7.85	7.58
Dominican Peso	DOP	60.56	64.26	64.18	63.48
UK Pound	GBP	0.87	0.85	0.87	0.83
Indonesian Rupiah	IDR	16,480.35	17,154.13	17,079.71	16,820.88
Shekel	ILS	3.99	4.00	4.00	3.79
Indian Rupee	INR	89.32	90.53	91.90	88.93
Mexican Peso	MXN	19.19	19.82	18.72	21.55
Nuevo Sol	PEN	4.06	4.06	3.91	3.91
Polish Zloty	PLN	4.54	4.31	4.34	4.28
Russian Ruble	RUB	92.45	100.41	100.22	115.68
Swedish Krona	SEK	11.47	11.43	11.10	11.46
Turkish Lira	TRY	25.75	35.57	32.65	36.74
US Dollar	USD	1.08	1.08	1.11	1.04
South African Rand	ZAR	19.95	19.83	20.35	19.62

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