




Q1 2025 Results Presentation

13 May 2025



 **FILA GROUP** | COLOURING THE FUTURE SINCE 1920.



Agenda

- | | |
|----|------------|
| 1. | Highlights |
|----|------------|
- 2. Business Review
 - 3. Financial Review
 - 4. DOMS Industries

Appendices:

- 1. Details on EBITDA
- 2. Exchange rates



Q1 2025 Highlights

RESULTS

FILA Q1 2025 results mark a positive start to the year in a highly volatile environment, with increasing revenue, solid operating profit expansion and with FILA's 26,01% stake in DOMS Industries remaining at an all-time high

Core Business Sales at €136.3m, +3.4% vs Q1 2024 (+4.0% on a comparable FX basis), thanks to the partial recovery of the one-off SAP EWM disruption of Dixon USA in Q1 2024 and continuous positive trend in Europe

Adj. EBITDA at €22.6m, +7.0% vs Q1 2024 (+5.2% ex IFRS 16), with margin improvement to 16.6% (vs 16.0% in Q1 2024) benefited from the favourable product mix coupled with ongoing efficiency actions

Adj. Operating Income at €12.9m, in line with Q1 2024 (€13.0m). Financial result at -€9.9m (-€3.9m in Q1 2024). This result was impacted by negative FX effects (-€5.6m), of which -€4.4m related to financial assets held by FILA SpA in USD (1.08 as of 31/03/25) . These non-cash/non-recurrent effects led to a decrease in **Adj. Net Income to €0.9m** (€6.5m in Q1 2024)

Free Cash Flow to Equity at -€55.5m vs -€40.6m in Q1 2024, in line with the expectations, as result of the traditional low seasonality of the first quarter, with increasing working capital absorption driven by receivables

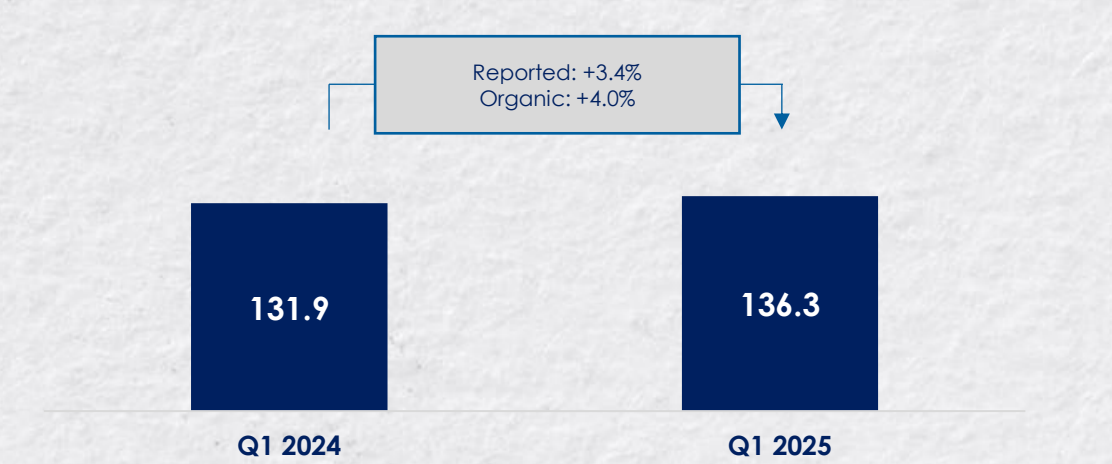
Net Financial Position at -€230.8m in Q1 2025, with €132.2m net reduction vs Q1 2024 thanks to the strong cash flow generation and the DOMS stake disposal for €80.7m (Net Bank Debt -€176.7m in Q1 2025 vs -€303.0m in Q1 2024)

DOMS shareholder meeting approved for the new shareholder agreement on April 25, 2025, which strengthen the strategic relationship between FILA and DOMS

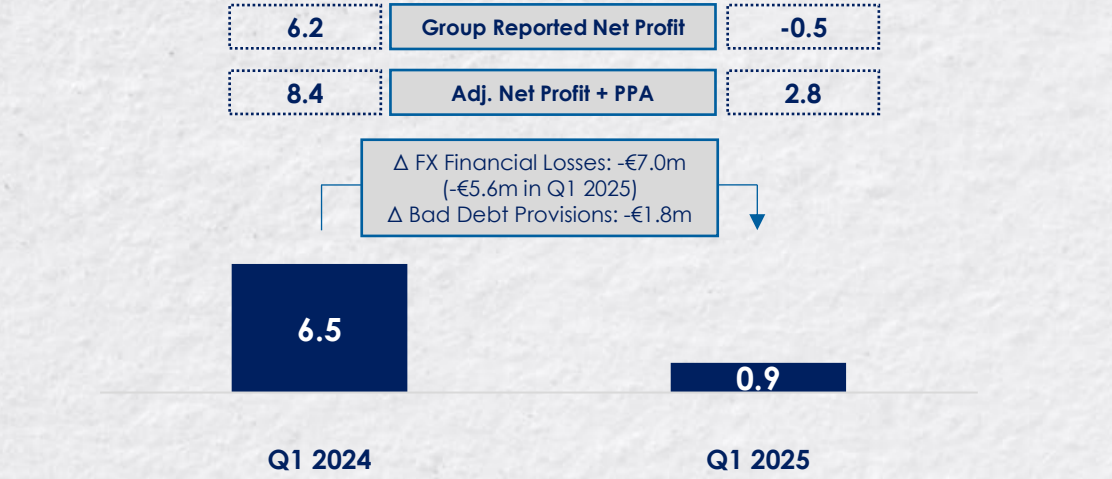
Outlook 2025: The achievement of the 2025 guidance remains unchanged, albeit subject to potential adjustments during the year, due to uncertainties arising from tariffs and the related effects on the global macroeconomic situation, in particular on the USA consumer spending

Snapshot of Q1 2025 results

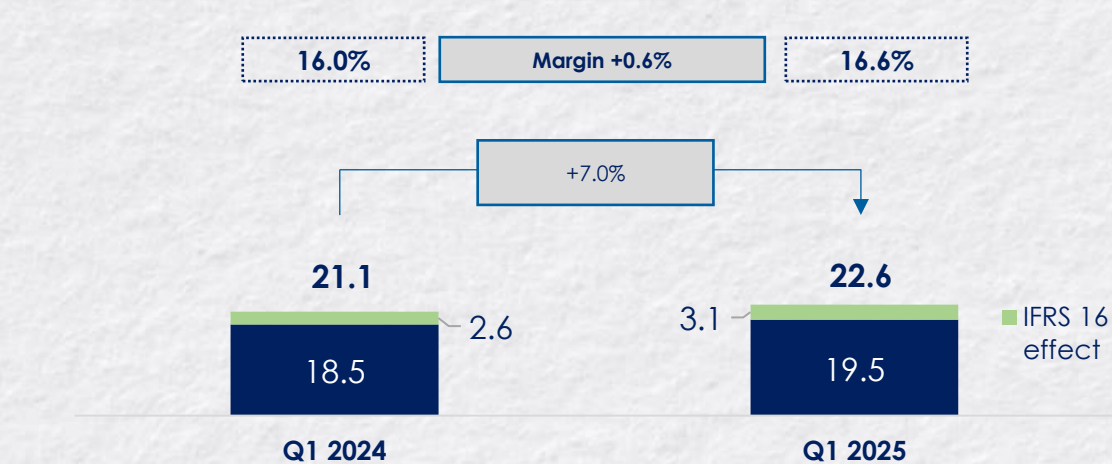
Core Business Sales (€m)



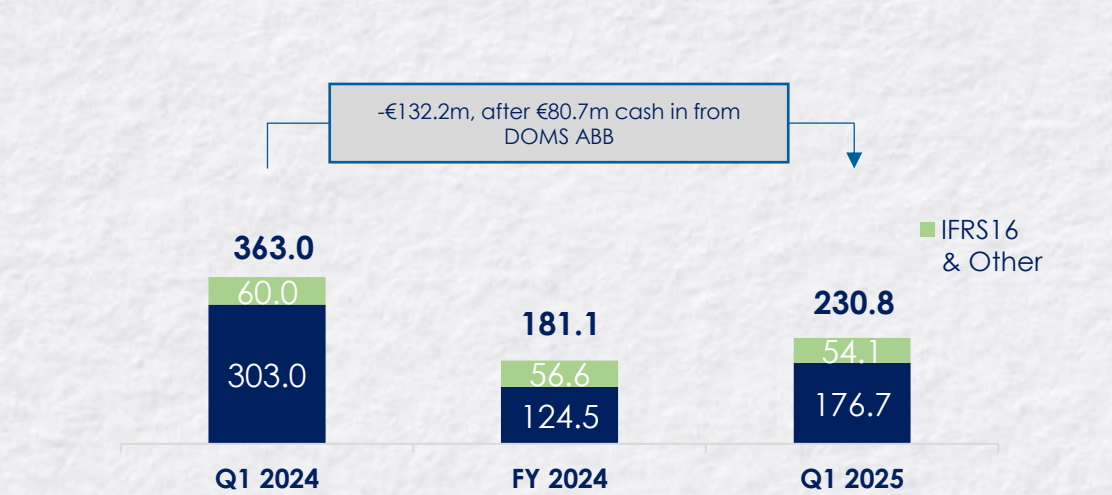
Adjusted Group Net Profit (€m)



Adjusted EBITDA (€m)



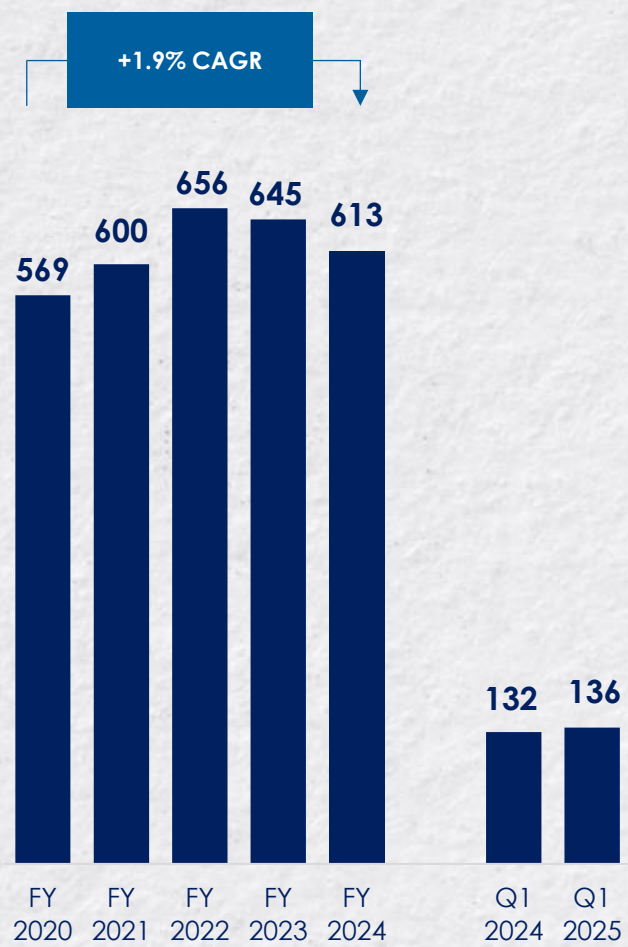
Net Financial Position (€m)



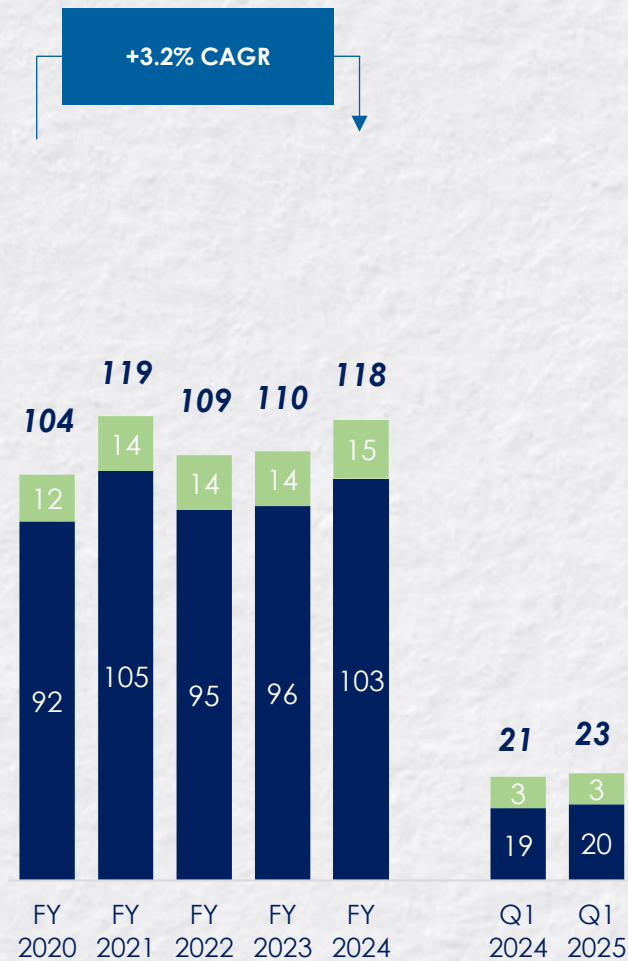
Note: Net Profit not including DOMS contribution

Consistent Long Term Growth

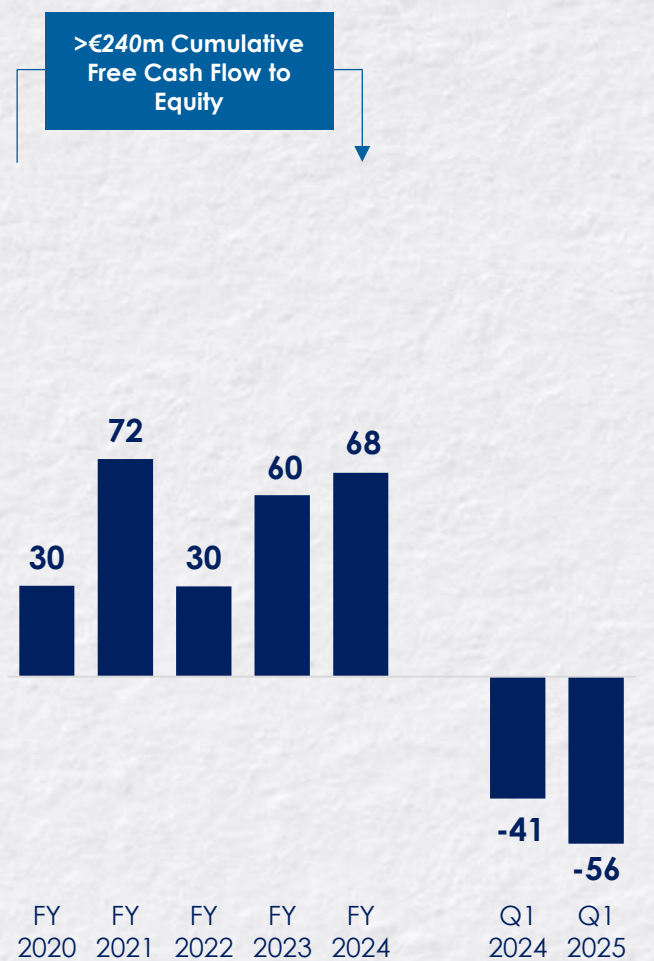
Core Business Sales (€m)



Adjusted EBITDA (€m)



Free Cash Flow to Equity (€m)



Note: data on EBITDA Q1 2024-25 without IFRS 16 included in the Appendices (slide 19)

■ IFRS 16 effect



Agenda






























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Q1 2025 Core Business Sales

	FY 2023	FY 2024	delta (€)	Comparable FX (€)	Q1 2024	Q1 2025	delta (€)	Comparable FX (€)
Total Fila Group	 644.9	 612.6	-32.3m -5.0%	-18.0m -2.8%	 131.9	 136.3	+4.4m +3.4%	+5.2m +4.0%
 North America	 321.6 (49.9%)	 298.9 (48.8%)	-22.6m -7.0%	-22.2m -6.9%	 57.1 (43.3%)	 63.5 (46.6%)	+6.4m +11.1%	+4.8m +8.4%
 Europe	 214.2 (33.2%)	 215.9 (35.2%)	+1.7m +0.8%	+1.9m +0.9%	 51.6 (39.2%)	 52.4 (38.4%)	+0.7m +1.4%	+0.8m +1.5%
 C&SA	 91.2 (14.1%)	 81.0 (13.2%)	-10.2m -11.2%	+3.3m +3.6%	 19.3 (14.6%)	 16.5 (12.1%)	-2.8m -14.5%	-0.4m -2.0%
 Asia	 14.4 (2.2%)	 12.9 (2.1%)	-1.5m -10.6%	-1.4m -9.4%	 3.0 (2.3%)	 3.0 (2.2%)	+0.0m +1.4%	-0.0m -0.8%
 RoW	 3.5 (0.5%)	 3.9 (0.6%)	+0.3m +9.1%	+0.3m +9.4%	 0.8 (0.6%)	 0.9 (0.7%)	+0.1m +9.9%	+0.1m +9.4%

Key Highlights






























Sales Q1 2025 results at €136.3m, +4.0% on a comparable FX basis. Negative currency impact mainly regarding C&SA

North America Q1 2025 results at €63.5m, +8.4% on a comparable FX basis, thanks to the partial recovery of the one-off SAP EWM disruption of Dixon USA in Q1 2024. After a very positive start to the year, since March, revenues were impacted by destocking related to uncertainty generated by the undefined tariff policy

Europe Q1 2025 at €52.4m, +1.5% on a comparable FX basis, driven by favorable commercial initiatives

C&SA Q1 2025 at €16.5m, -2.0% on a comparable FX basis, due to rising geopolitical tensions that intensified trade uncertainties

Q1 2025 Adjusted EBITDA

	FY 2023	FY 2024	delta	2023 Margin	2024 Margin		Q1 2024	Q1 2025	delta	2024 Margin	2025 Margin
Total Fila Group	 110.2	 118.2	+7.2%	17.1%	19.3%		 21.1	 22.6	+7.0%	16.0%	16.6%
 North America	 59.3	 60.9	+2.7%	18.4%	20.4%		 9.2	 10.1	+9.9%	16.1%	15.9%
 Europe	 30.9	 34.7	+12.2%	14.5%	16.1%		 7.4	 7.9	+5.7%	14.4%	15.0%
 C&SA	 14.8	 18.8	+26.9%	16.3%	23.2%		 3.4	 3.3	-1.3%	17.5%	20.2%
 Asia	 5.0	 3.6	-29.3%	35.0%	27.7%		 1.1	 1.2	+7.5%	38.2%	40.2%
 RoW	 0.2	 0.2	+39.5%	4.5%	5.7%		 0.0	 0.1	n.m.	1.8%	13.4%

Key Highlights

Adjusted EBITDA in Q1 2025 increased to €22.6m (+7.0%)

EBITDA margin improvement in Q1 2025, reaching 16.6% vs 16.0% in the prior year, thanks to the efficiency gains and mix effect, and to a more selective commercial approach

North America EBITDA increased to €10.1m (+9.9%) with margin at 15.9% vs 16.1% in Q1 2024

Europe in Q1 2025 reached €7.9m (+5.7%) with 15.0% margin vs 14.4% in Q1 2024 driven by better sales mix and commercial approach.

CS&A EBITDA at €3.3m (-1.3%) in Q1 2025, mainly due to the reduction of revenues

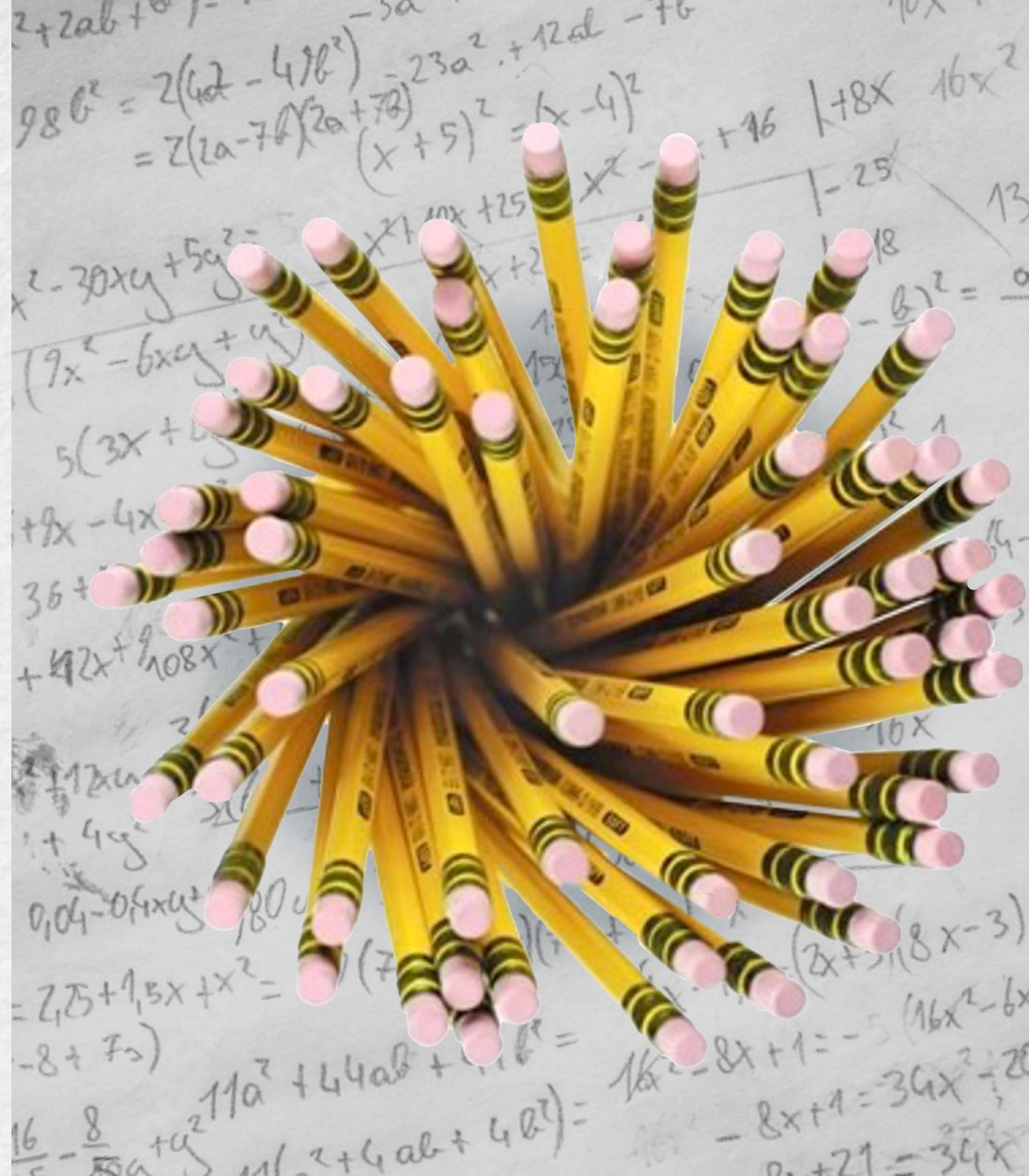


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Adjusted Income Statement

(€ million)	Q1 2024	Q1 2025	Change
Core Business Sales	131.9	136.3	4.4
Other revenues	1.9	2.4	0.5
Total Revenues	133.8	138.7	4.9
Cost for Raw Materials and Supplies and net increase (decrease) in Inventory	-53.0	-55.4	-2.4
Costs for Services and Use of Third-Party Assets	-25.5	-25.1	0.4
Personnel Costs	-32.9	-33.7	-0.8
Other Operating Costs	-1.3	-1.9	-0.5
Adjusted EBITDA	21.1	22.6	1.5
Depreciation & Amortisation	-8.4	-8.3	0.1
Write-Downs	0.3	-1.4	-1.7
EBIT	13.0	12.9	-0.1
Financial income/expenses	-3.9	-9.9	-6.1
Income/expenses from associates at equity method	-	-	-
PBT	9.1	2.9	-6.2
Taxes	-2.4	-1.6	0.7
Adjusted Net Profit (Loss)	6.7	1.3	-5.4
Adjusted Group Net Profit (Loss)	6.5	0.9	-5.6
Adj. for Non-Recurring Items to EBITDA	-0.7	-0.9	-0.2
Adj. for Non-Recurring Items to Group Net Profit	-0.3	-1.4	-1.1

Key Highlights

Adjusted Group Net Profit at €0.9m in Q1 2025 (€6.5m in Q1 2024)

D&A stood at €8.3m in Q1 2025, flat vs Q1 2024

Write-Downs increased to €1.4m in Q1 2025, including one-off bad debt provisions mainly in USA

PPA amortization was equal to €2.6m in Q1 2025 (stable vs last year)

Increase in Financial Expenses mainly due to €7.0m of higher financial foreign exchange losses (-€5.6m in Q1 2025), not entirely offset by the decrease in the interest expenses (down €1.5m vs Q1 2024)

Income from associates relates to DOMS, not yet made public for Q1 25 and kept at zero

Adjustments for Non-Recurring Items related to reorganization costs in China and the performance shares incentive plan

Cash Flow Statement

(€ million)	Q1 2024	Q1 2025	Change
Adjusted EBITDA	21.1	22.6	1.5
Changes in net working capital	-50.2	-59.7	-9.5
Investments in tangible and intangible assets	-2.3	-3.1	-0.8
Operating Cash Flow	-31.4	-40.2	-8.8
IFRS 16 rent payments	-2.9	-3.2	-0.3
Tax payments	-1.4	-1.7	-0.3
Net financial expenses	-5.1	-3.3	1.8
Net financial expenses IFRS 16	-0.9	-0.8	0.1
Non-monetary costs and other changes	1.8	-5.5	-7.3
Adjusted Free Cash Flow to Equity	-39.9	-54.7	-14.8
Adjustments for Non-Recurring Items	-0.7	-0.9	-0.2
Reported FCF to Equity	-40.6	-55.5	-15.0
Buybacks/ dividends	-29.5	-	29.5
Effect of FX rate movements	-3.5	3.5	7.0
Changes in amortised cost and MTM	3.1	-0.5	-3.6
Changes in IFRS 16 Net Financial Position	10.9	2.9	-7.9
Changes due to variation in Consolidation Area	-	-0.1	-0.1
Changes in Reported Net Financial Position	-59.6	-49.8	9.9

Key Highlights

Q1 results reflect customary outflow for working capital due to seasonality, with an overall cash absorption

Net Working Capital absorption of almost €60m due to the business seasonality, higher receivables and stocking up on inventories before the tariffs take effect and closure of production site in China

Capex at €3.1m, slightly increasing from Q1 2024 level

Lower net financial expenses (€3.3m in Q1 2025 vs €5.1m in Q1 2024) thanks to lower net debt and better leverage ratio

Non-monetary costs increased for €7.3m due to FX effects related to cash equivalent assets in USD of Fila S.p.A

Change in Reported Net Financial Position was equal to -€49.8m in Q1 2025 after -€55.5m of Free Cash Flow to Equity

Net Bank Debt & Net Financial Position

(€ million)	Q1 2024	FY 2024	Q1 2025
Cash and Cash Equivalents	65.0	172.9	124.5
Financial Liabilities and Receivables	-368.0	-297.3	-301.2
Net Bank Debt	-303.0	-124.5	-176.7
Amortized Cost	3.5	5.0	4.7
Net Financial Position excl. IFRS and MtM Hedging	-299.5	-119.5	-172.0
Mark to Market Hedging	1.5	-1.3	-1.5
IFRS 16	-65.0	-60.3	-57.4
IFRS 16 Net Financial Position	-363.0	-181.1	-230.8
LTM Adjusted EBITDA	108.8	118.2	119.7
Leverage ratio on Net Bank Debt	2.8x	1.1x	1.5x
Leverage ratio on Net Financial Position	3.3x	1.5x	1.9x

Key Highlights

Net Bank Debt of €176.7m in Q1 2025, compared to €303.0m in Q1 2024

Compared to Q1 2024, **Net Bank Debt in Q1 2025 decreased by €126.3m** thanks to strong cash flow generation and the cash-In from the disposal of 4.57% stake in DOMS

Based on LTM Adjusted EBITDA of €119.7m, **Leverage Ratio of 1.9x in Q1 2025**

Reduction of €7.7m IFRS 16 debt thanks to efficiencies on the cost of leased production facilities in Mexico, USA and China

Reported Balance Sheet

(€ million)	Q1 2024	FY 2024	Q1 2025
Intangible Assets	381.4	375.7	364.7
Tangible Assets	110.8	108.7	105.0
Biological Assets	1.2	-	-
Financial Fixed Assets	161.6	140.5	140.5
Fixed Assets	655.1	624.9	610.1
Other Non Current Asset/Liabilities	23.4	20.5	20.2
Trade Receivables	126.6	95.0	128.8
Inventories	291.7	257.4	270.9
Trade Payables	-104.6	-110.8	-104.0
Trade Working Capital	313.7	241.5	295.6
Other Current Asset and Liabilities	3.4	0.1	-0.3
Net Working Capital	317.1	241.7	295.3
Provision & Funds	-73.4	-73.2	-71.1
Net Capital Employed	922.2	813.9	854.6
Shareholders Equity	-559.2	-632.8	-623.8
IFRS 16 Net Financial Position	-363.0	-181.1	-230.8
Total Net Sources	-922.2	-813.9	-854.6
<i>Trade Working Capital</i>	<i>313.7</i>	<i>241.5</i>	<i>295.6</i>
<i>LTM Reported Sales</i>	<i>628.2</i>	<i>612.6</i>	<i>617.0</i>
Trade Working Capital % of Sales	49.9%	39.4%	47.9%

Key Highlights

Q1 2025 compared to Q1 2024 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 €45.0m 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 €295.6m, with a percentage of sales at **47.9% in Q1 2025** from 49.9% in Q1 2024



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FILA-DOMS Shareholders Agreement

»»» **FILA and DOMS** have been **partners since 2012** and FILA has “relevant shareholder” rights in virtue of its **26.01% shareholding in DOMS**

»»» **DOMS shareholder meeting approved the new shareholder agreement on April 25**

»»» The agreement will remain valid and in full force and effect, with no expiration date

Key aspects regarding the FILA-DOMS partnership

 **Stake:** The Shareholders Agreement sets minimum shareholding thresholds (10–20%) for nomination, reserved matter, and information rights. FILA and Indian Shareholders have affirmative voting rights on key matters if each holds at least 20% of DOMS

 **Governance:** FILA has the right to nominate 3 Directors on the Board and is entitled to appoint the chairman

 **Commercial:** for a period of 5 years FILA has the exclusive right to distribute and sell products manufactured and exported by DOMS in any FILA territory, based on a commercial strategy developed jointly

 **Industrial and production:** FILA has the opportunity to outsource production to DOMS, with the aim of increasing production capacity, competitiveness, profitability and delivering products with best quality

 **Non-competition agreement:** FILA and DOMS agree not to engage in competing businesses while either holds equity in the Company, except for passive financial investments under 5% of the capital in any listed company. New business ventures in unexplored areas require prior notice and potential joint discussion

 **Dividends:** minimum payout ratio of 10% on net profit

DOMS Industries Market Data

DOMS Consensus Results and Broker Recommendations

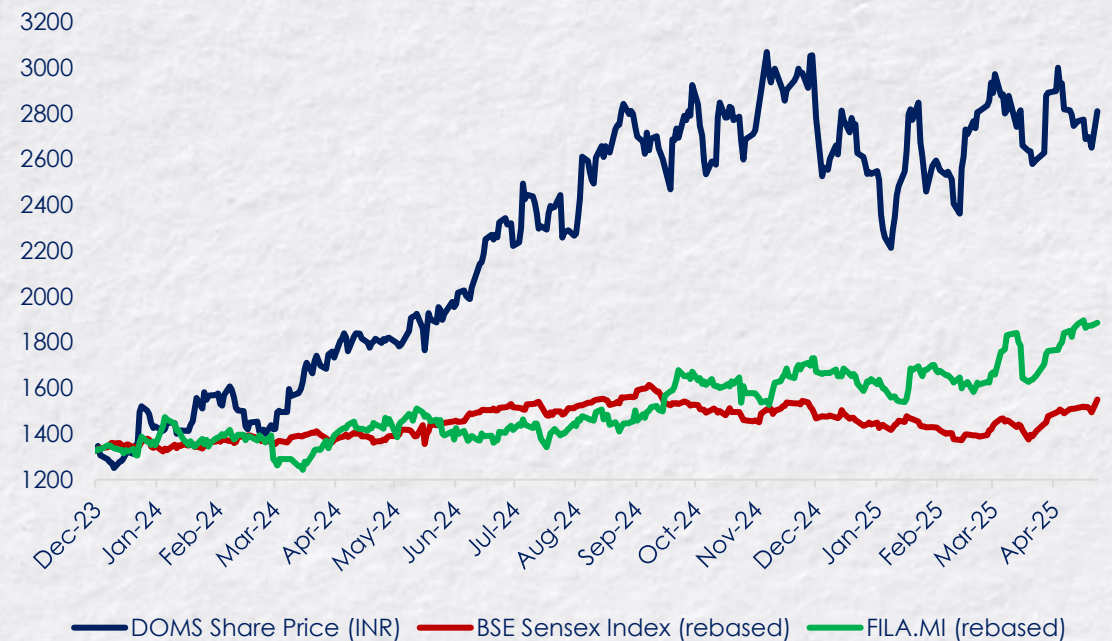
(source: FactSet, May 12^o, 2025)

INR millions	2024A*	2025E	2026E	2027E
Sales	15,371	19,151	24,161	29,633
EBITDA	2,727	3,504	4,281	5,255
EBIT	2,215	2,859	3,467	4,256
Net Income	1,532	2,105	2,590	3,233

Broker	Rating Date	Rating	Target Price (€)
Ambit Capital	22 Apr 2025	Sell	23.01
Prabhudas Lilladher	8 Apr 2025	Buy	35.14
JM Financial Institutional Securities	3 Apr 2025	Buy	31.58
Nuvama Institutional Equities	14 Mar 2025	Buy	35.79
Restricted	4 Mar 2025	Buy	33.20
IIFL Research	4 Feb 2025	Overweight	31.39
Asian Markets Securities	4 Feb 2025	Overweight	31.09
ICICI Securities	4 Feb 2025	Overweight	32.52
Average	/	/	30.91

* Note: DOMS Industries fiscal year falls on 31 March

DOMS Industries Share Price Performance



DOMS Share Price on 09 May, 2025 (INR) **2,809.60**

DOMS Market Capitalisation (INR bn) **170.51**

FILA Stake (%) **26.01%**

FILA Stake (INR bn) **44.35**

EUR/INR **94.18**

FILA Stake (€m) **470.87**



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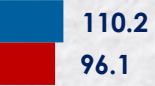
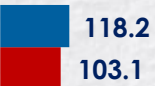

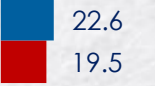

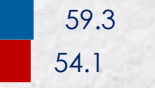
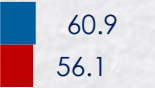
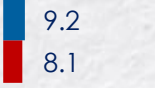
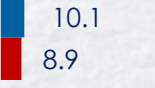


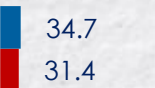

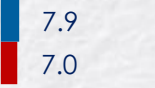

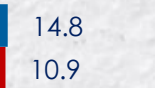
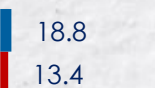



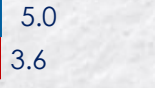
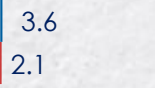

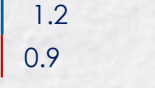


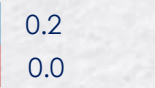
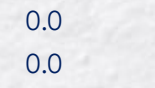
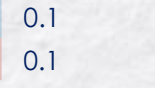
1. Highlights
2. Business Review
3. Financial Review
4. DOMS Industries

Appendices:

1. Details on EBITDA
2. Exchange rates



Q1 2025 Adjusted EBITDA

	FY 2023	FY 2024	delta	2023 Margin	2024 Margin		Q1 2024	Q1 2025	delta	2024 Margin	2025 Margin
Total Fila Group	 110.2 96.1	 118.2 103.1	+7.2% +7.3%	17.1% 14.9%	19.3% 16.8%		 21.1 18.5	 22.6 19.5	+7.0% +5.2%	16.0% 14.1%	16.6% 14.3%
 North America	 59.3 54.1	 60.9 56.1	+2.7% +3.8%	18.4% 16.8%	20.4% 18.8%		 9.2 8.1	 10.1 8.9	+9.9% +9.1%	16.1% 14.2%	15.9% 13.9%
 Europe	 30.9 27.4	 34.7 31.4	+12.2% +14.4%	14.5% 12.8%	16.1% 14.5%		 7.4 6.7	 7.9 7.0	+5.7% +4.4%	14.4% 13.0%	15.0% 13.4%
 C&SA	 14.8 10.9	 18.8 13.4	+26.9% +22.9%	16.3% 12.0%	23.2% 16.6%		 3.4 3.0	 3.3 2.7	-1.3% -8.3%	17.5% 15.3%	20.2% 16.4%
 Asia	 5.0 3.6	 3.6 2.1	-29.3% -42.8%	35.0% 25.0%	27.7% 16.0%		 1.1 0.8	 1.2 0.9	+7.5% +8.7%	38.2% 26.5%	40.2% 28.5%
 RoW	 0.2 0.0	 0.2 0.0	+39.5% n.m.	4.5% n.m.	5.7% 0.8%		 0.0 0.0	 0.1 0.1	n.m. n.m.	1.8% -4.7%	13.4% 8.0%

 Adjusted EBITDA Including IFRS 16
 Adjusted EBITDA Excluding IFRS 16

Exchange Rates (source: Bank of Italy)

Currency		Avg 3M 24	Avg 3M 25	31/03/2024	31/12/2024	31/03/2025
Argentinean Peso	ARS	905.33	1,110.74	927.23	1,070.81	1,158.15
Australian Dollar	AUD	1.65	1.68	1.66	1.68	1.73
Brazilian Real	BRL	5.38	6.16	5.40	6.43	6.25
Canadian Dollar	CAD	1.46	1.51	1.47	1.49	1.55
Swiss Franc	CHF	0.95	0.95	0.98	0.94	0.95
Chilean Peso	CLP	1,028.07	1,013.11	1,060.09	1,033.76	1,028.51
Renminbi Yuan	CNY	7.81	7.66	7.81	7.58	7.84
Dominican Peso	DOP	63.84	65.40	63.92	63.48	68.44
UK Pound	GBP	0.86	0.84	0.86	0.83	0.84
Indonesian Rupiah	IDR	17,003.89	17,217.87	17,157.87	16,820.88	17,992.97
Shekel	ILS	3.98	3.80	3.98	3.79	4.03
Indian Rupee	INR	90.15	91.16	90.14	88.93	92.40
Mexican Peso	MXN	18.44	21.50	17.92	21.55	22.06
Nuevo Sol	PEN	3.89	3.89	3.96	3.91	3.96
Polish Zloty	PLN	4.33	4.20	4.31	4.28	4.18
Russian Ruble	RUB	98.69	98.54	100.12	115.68	91.59
Swedish Krona	SEK	11.28	11.23	11.53	11.46	10.85
Turkish Lira	TRY	33.63	38.22	34.95	36.74	41.04
US Dollar	USD	1.09	1.05	1.08	1.04	1.08
South African Rand	ZAR	20.51	19.46	20.52	19.62	19.88

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F.I.L.A. Investor Relations

Cristian Nicoletti CFO & IR Officer
Piero Munari, Daniele Ridolfi - IR
ir@fila.it +39 02 38105206



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