

Analyst: Domenico Ghilotti | d.ghilotti@equita.eu| +39 02 6204 249

# **EQUITY RESEARCH**

Italy | Sporting Goods

#### STOCK DATA

Price €			5.0
Bloomberg code			RFG IM
Market Cap. (€ mn)			119
Free Float			29%
Shares Out. (mn)			23.8
52-week range		4	.31 - 6.2
Daily Volumes (mn)			0.03
PERFORMANCE	1M	3M	12M
Absolute	-6.7%	-16.9%	-
Rel. to FTSE all shares	-6.4%	-9.5%	-
MAIN METRICS	2021	2022E	2023E
Revenues	46.7	51.0	55.7
Adjusted EBITDA	9.0	10.0	11.5
Adj. net income	4.9	5.5	6.3
Adj. EPS - € cents	20.7	23.3	26.6
DPS ord - € cents	7.0	7.7	8.8
MULTIPLES	2021	2022E	2023E
P/E adj	n.a.	21.4 x	18.7 x
Adj. EV/EBITDA	n.a.	11.9 x	10.4 x
REMUNERATION	2021	2022E	2023E

1.4%

-0.7%

2021

-3.2

0.4 x

28.6 x

1.5%

3.0%

2022E

-1.3

0.1 x

22.4 x

1.8%

2.0%

2023E

-0.8

0.1 x

29.9 x

# PRICE ORD LAST 365 DAYS

Div. Yield ord

**INDEBTEDNESS** 

Debt/EBITDA

Interests cov

FCF yield

NFP



# Rel vs ITLMS index (RHS) ——RFG IM equity (LHS)

# **RACING FORCE** | FY21 Results

**BUY** (Unchanged)

Target: € 6.7 (Unchanged) | Risk: High

### AT FULL THROTTLE

FY21 results above expectations, driven by cross selling opportunities for BELL (helmets) and OMP (technical wear). 2022 got off to a strong start, with sales up double digit. Cost inflation seen as manageable. Execution of the key strategic projects running at full speed.

## FY21 results above expectations across the board

FY21 results were above expectations across the board. Sales were particularly strong, up by +38% YoY (+27.5% vs. 2019 pro-forma) vs. +29% expected, with Driver's Equipment segment up by 53% YoY. Sales were sharply up in all key geographies (EMEA +37%, Americas +33%, APAC +56%).

Adj. EBITDA reached € 9.0mn, +67% YoY and € 0.6mn better than expected. Higher top-line more than offset lower gross margin (58.3% vs. 59.3% exp.).

- **Revenues**: € 46.7mn (+38% YoY) vs € 43.6mn exp.
- Adjusted EBITDA: € 9.0mn (+67% YoY) vs € 8.4mn exp.
- Adj. net income: € 4.9mn (+242% YoY) vs € 4.1mn exp.

# 2022 got off to a strong start. Cost inflation manageable so far

2022 got off to a strong start, with sales and orders up double digit in 1Q22 to record highs. Management commented that price increases, higher volumes and positive product mix are limiting the impact of cost inflation.

# Growth projects at full throttle

Key growth projects are running at full throttle:

- Core business. BELL open face helmets have grown by 177% YoY and are already accounting for 20% of the helmet sales. Growth in the US, thanks to improved penetration of technical wear, is on track. For 2022 RFG can count on the first Nascar driver wearing OMP apparel and on the progressive homologation of the full range of products according to SFI standards.
- Diversification projects. An agreement with F1 for the supply of the Driver's Eye service for the recently started season has been signed, while a multi-year agreement with Formula E has been renewed. The new jet pilot helmet developed in partnership with LIFT, is now under testing by the US Airforce and the result of the first tender is expected by the summer. Certification and first prototypes of the new ballistic helmets for Special Police Forces are expected by year end.
- M&A opportunities are under evaluation

# Estimates: room to raise sales and confirm EBITDA

In spite of the macro uncertainties and the inflationary scenario, we have basically confirmed our profitability projections, thanks to a stronger topline. We have therefore raised sales by 3% to € 51mn (+9% YoY) and confirmed Adj. EBITDA at € 10mn (EBITDA margin 19.7%, +50bps YoY vs. previous 20.6% due to higher cost inflation).

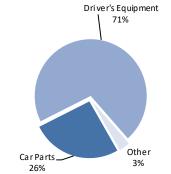
# BUY confirmed. Many growth options still available

We confirm our target of €6.7PS, based on a DCF model for the core business (valued €6.0PS) and € 0.7PS option from the optionality in the A&D projects. We see many attractive growth options for RFG still unexpressed, from cross selling opportunities in the core business, to diversification projects, to M&A (almost zero debt in FY21). The stock is trading at 12-10x EV/EBITDA 2022-23, similar to peers but with higher growth potential in our view.

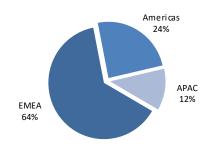
MAIN FIGURES € mn  36.6  33.7  46.7  51.0  55.7  59.8  Growth  - 8% 38% 9% 9% 9% 7%  EBITDA  4.2  5.4  7.9  10.0  11.5  13.4  Growth  - 28% 67% 12% 14% 17%  Adjusted EBITDA  4.2  5.4  9.0  10.0  11.5  13.4  Growth  - 28% 67% 12% 14% 17%  EBIT  2 2.8  5.5  7.6  8.6  10.0  Growth  - 99% 94% 38% 13% 17%  Profit before tax  31.  2.1  5.2  7.1  6.8  6.9  Growth  - 31% 14% 37% 14% 19%  Net income  2.4  1.4  4.2  5.5  6.3  7.5  Growth  - 41% 190% 33% 14% 19%  Adj. net income  2.4  1.4  4.9  5.5  6.3  7.5  Growth  - 41% 243% 12% 14% 19%  Ebitida Margin  11.4% 15.9% 16.9% 19.7% 20.6% 22.4%  Ebitida Margin  11.4% 15.9% 19.2% 19.7% 20.6% 22.4%  Ebit margin  8.5% 6.4% 11.2% 14.0% 14.7% 16.2%  Ni rep margin  6.6% 4.3% 8.9% 10.9% 11.4% 12.6%  Ni adj margin  6.6% 4.3% 10.6% 10.9% 11.4% 12.6%  SHARE DATA  2019F  2020  2021  2022E  2023E  2023E  2024E  2025E  2026E  2026  EDS- € cents  12.6  7.4  17.5  13.3  26.6  31.6  Growth  - 41% 17.8% 13.3 26.6  31.6  Growth  - 41% 17.8 3.3 26.6  31.6  Growth  - 41% 17.5 3.3 26.6  31.6  Growth  - 41% 17.8 3.3 26.6  31.6  Growth  - 41% 17.8 10.2%  EDS- € cents  1.6  - 41% 17.5 3.3 26.6  31.6  Growth  - 41% 17.5 3.3 26.6  31.6  Gr							
Growth	MAIN FIGURES € mn	2019PF	2020	2021	2022E	2023E	2024E
EBITDA         4.2         5.4         7.9         10.0         11.5         13.4           Growth         -         28%         47%         27%         14%         17%           Adjusted EBITDA         4.2         5.4         9.0         10.0         11.5         13.4           Growth         -         28%         6.7%         12%         14%         17%           EBIT         2         2.8         5.5         7.6         8.6         10.0           Growth         -         -31%         14%         37%         14%         19%           Growth         -         -31%         144%         37%         14%         19%           Adj. ent income         2.4         1.4         4.2         5.5         6.3         7.5           Growth         -         -41%         190%         33%         14%         19%           Adj. ent income         2.4         1.4         4.9         35%         16.3         7.5           Growth         -         -41%         190%         33%         14%         19%           Ebitda Margin         11.4%         15.9%         16.9%         19.7%         20.6%		36.6					
Growth Adjusted EBITDA 4.2 5.4 9.0 10.0 11.5 13.4 Growth 1.2 5.4 9.0 10.0 11.5 13.4 Growth 1.2 2 2.8 5.5 7.6 8.6 10.0 Growth 1.5 59% 94% 38% 13% 17% 17% 17% 17% 17% 17% 18T 2 2.8 5.5 7.6 8.6 10.0 Growth 1.5 59% 94% 38% 13% 17% 17% 17% 17% 17% 18T 2 1.5 2 7.1 8.2 9.7 Growth 1.3 144% 37% 14% 19% 14% 19% 14% 19% 14% 19% 14% 19% 14% 19% 14% 19% 14% 19% 14% 19% 15% 6.3 7.5 Growth 1.5 41.4 4.2 5.5 6.3 7.5 Growth 1.5 41.4 149 5.5 6.3 7.5 Growth 1.5 41.4 149 5.5 6.3 7.5 Growth 1.5 41.4 149 5.5 6.3 7.5 Growth 1.4 149 5.5 6.3 7.5 Growth 1.4 15.9% 16.9% 19.7% 20.0% 22.4% Ebitda Margin 11.4% 15.9% 16.9% 19.7% 20.0% 22.4% Ebitda Margin 11.4% 15.9% 16.9% 19.7% 20.0% 22.4% Ebitda Margin 11.4% 15.9% 19.2% 19.7% 20.0% 22.4% Ebitda margin 8.8% 6.6% 11.8% 14.9% 15.4% 16.8% Ni epi margin 8.8% 6.6% 11.8% 14.9% 15.4% 16.8% Ni epi margin 6.6% 4.3% 8.9% 10.9% 11.4% 12.6% Ni epi margin 6.6% 4.3% 10.6% 10.9% 11.4% 12.6% SHARE DATA 2019FF 2020 2021 2022E 2023E 2024E EPS. € Cents 12.6 7.4 17.5 23.3 26.6 31.6 Growth 1.6 4.4 11.8 135% 33% 14% 12.8 19% DPS ord - € cents 12.6 7.4 17.5 23.3 26.6 31.6 Growth 1.5 4.4 17% 18.8 12.8 19.9 DPS ord - € cents 12.6 7.4 17.5 23.3 26.6 31.6 Growth 1.5 4.4 17.8 12.8 12.8 12.8 12.8 12.8 12.8 12.8 12		-					
Adjusted EBITDA Growth         4.2 (2)         5.4 (7%)         10.0 (1.5)         11.5 (1.7%)         13.4 (1.7%)         12.7 (1.7%)		4.2					
Growth EBIT 2 2.88 5.5 7.6 8.6 10.0 Growth 3 5.99 494 388 138 137 179 Profit before tax 3.1 2.1 5.2 7.1 8.2 9.7 Growth 4 3.8 144% 378 144% 1998 Net income 2.4 1.4 4.2 5.5 6.3 7.5 Growth 5 414 199 338 144 1998 Adj. net income 2.4 1.4 4.9 5.5 6.3 7.5 Growth 6 414 14 9 5.5 6.3 7.5 Growth 7 414 129 120 1202 220 2202 222 222 222 224 224 224 224		4.2					
EBIT         2         2.8         5.5         7.6         8.6         10.0           Growth         -         99%         94%         38%         13%         17%           Profit before tax         3.1         2.1         5.2         7.1         8.2         9.7           Growth         -         -31%         144%         37%         14%         19%           Adj. net income         2.4         1.4         4.9         5.5         6.3         7.5           Growth         -         -41%         19.9         5.5         6.3         7.5           Growth         -         -41%         19.9         5.5         6.3         7.5           Growth         -         -41%         1.9         9.5         6.3         7.5           MARGIN         2019PF         2020         2021         2022E         2028E         2028E           Ebitda Margin         11.4%         15.9%         19.2%         19.7%         20.6%         22.4%           Ebit da Margin         11.4%         15.9%         19.2%         19.7%         20.6%         22.4%           Ebit da Margin         15.6         4.3         11.2%	•	4.2					
Growth Profit before tax         3.1         2.1         5.2         7.1         8.2         9.7           Growth         -         -31%         144%         37%         14%         19%           Net income         2.4         1.4         4.2         5.5         6.3         7.5           Growth         -         -41%         190%         33%         14%         19%           Adj, net income         2.4         1.4         4.9         5.5         6.3         7.5           Growth         -         -41%         190%         33%         14%         19%           MARGIN         2019F         2020         2021         2022E         2023E         2024E           Ebitda Margin         11.4%         15.9%         16.9%         19.7%         20.6%         22.4%           Ebitd margin         4.9%         8.4%         11.8%         1.9.9         10.6%         22.4%           Ebit margin         6.6%         4.3%         8.9%         10.9%         11.4%         12.6%           Share Daria         2.6         4.3%         8.9%         10.9%         11.4%         12.6%           Share Daria         2.6         7.4		2					
Profit before tax         3.1         2.1         5.2         7.1         8.2         9.7           Growth         -         -31%         144%         37%         141%         19%           Net income         2.4         1.4         4.2         5.5         6.3         7.5           Growth         -         -41%         190%         33%         14%         19%           Adj. ret income         2.4         1.4         4.9         5.5         6.3         7.5           Growth         2019F         2020         2021         2022£         2023£         2024£           Ebitda Margin         11.4%         15.9%         16.9%         19.7%         20.6%         22.4%           Ebitda adj Margin         11.4%         15.9%         19.2%         19.7%         20.6%         22.4%           Ebitda adj Margin         11.4%         15.9%         19.2%         19.7%         20.6%         22.4%           Ebitda adj Margin         13.6%         6.4%         11.2%         14.0%         14.7%         16.2%           Pb th margin         6.6%         4.3%         18.9%         10.9%         11.4%         12.6%           Share Feents		2					
Growth Net income         2.4         1.4         4.2         5.5         6.3         7.5           Growth         -         -41%         190%         33%         14%         199%           Adj. net income         2.4         1.4         4.9         5.5         6.3         7.5           Growth         -         -41%         190%         33%         14%         199%           MAGIN         2019F         2020         2021         2022         2028         2028E         2024E           Ebitda Margin         11.4%         15.9%         16.9%         19.7%         20.6%         22.4%           Ebitda adj Margin         11.4%         15.9%         19.2%         19.7%         20.6%         22.4%           Ebitda adj Margin         4.9%         8.4%         11.2%         14.0%         14.7%         16.2%           Pbt margin         6.6%         4.3%         10.6%         10.9%         11.4%         12.6%           Ni adj margin         6.6%         4.3%         10.6%         10.9%         11.4%         12.6%           SHARE DATA         2019F         2020         2021         2022E         2023E         2024E           EP		2 1					
Net income         2.4         1.4         4.2         5.5         6.3         7.5           Growth         -         -41%         190%         33%         14%         19%           Add, net income         2.4         1.4         4.9         5.5         6.3         7.5           Growth         -         -41%         243%         12%         14%         19%           MARGIN         2019FF         2020         2021         2022E         2023E         2024E           Ebitda Margin         11.4%         15.9%         10.9%         19.7%         20.6%         22.4%           Ebitd margin         4.9%         8.4%         11.8%         14.9%         15.4%         16.8%           Dbt margin         8.5%         6.4%         11.2%         14.0%         14.7%         16.2%           Ni rep margin         6.6%         4.3%         8.9%         10.9%         11.4%         12.6%           Ni adj margin         6.6%         4.3%         8.9%         10.9%         11.4%         12.6%           SHAR DATA         2019F         2020         2021         2022E         2023E         2024E           EPS - € cents         12.6		3.1					
Growth Adj. net income         -         -41% Adj. net income         1.4         4.9         5.5         6.3         7.5           Growth         -         -41%         243%         12%         14%         19%           MARGIN         2019F         2020         2021         202E         2023E         2024E           Ebitda Margin         11.4%         15.9%         19.7%         20.6%         22.4%           Ebitda Margin         14.9%         8.4%         11.8%         14.9%         15.4%         16.8%           Pbt margin         6.6%         4.3%         8.9%         10.9%         11.4%         16.2%           Ni rep margin         6.6%         4.3%         8.9%         10.9%         11.4%         12.6           SHARE DATA         2019F         2020         2021         2022E         2023E         2024E           EPS - € cents         12.6         7.4         17.5         23.3         26.6         31.6           Growth         -         -41%         135%         33%         14%         19%           Adj. EPS - € cents         12.6         7.4         20.7         23.3         26.6         31.6           Growth		2.4					
Adj. net income Growth         2.4 cm         1.4 cm         4.9 cm         5.5 cm         6.3 cm         7.5 cm           MARGIN         2019PF         2020 cm         2021 cm         2022E cm         2028 cm         2024E cm           Ebitda Margin         11.4% sm         15.9% sm         19.7% sm         20.6% sm         22.4% cm           Ebitd and j Margin         11.4% sm         15.9% sm         19.2% sm         19.7% sm         20.6% sm         22.4% cm           Ebitd and j Margin         4.9% sm         8.4% sm         11.8% sm         14.9% sm         15.4% sm         16.8% sm           Pbt margin         6.6% sm         4.3% sm         10.9% sm         11.4% sm         12.6% sm           Ni adj margin         6.6% sm         4.3% sm         10.9% sm         11.4% sm         12.6% sm           SHARE DATA         2019PF         2020 sm         2021 sm         2022E sm         2023E 2024E           EPS - € cents         12.6 sm         7.4 sm         17.5 sm         23.3 sm         14% sm         19% sm           Adj. EPS - € cents         12.6 sm         7.4 sm         17.5 sm         23.3 sm         26.6 sm         31.6 sm           Growth         - sm         - sm         0.0 sm         13.							
Growth         2019F         2020         2021         2022E         2023E         2024E           Ebitda Margin         11.4%         15.9%         16.9%         19.7%         20.6%         22.4%           Ebitd adj Margin         11.4%         15.9%         19.2%         19.7%         20.6%         22.4%           Ebit margin         4.9%         8.4%         11.8%         14.9%         14.4%         14.7%         16.2%           Ni adj margin         6.6%         4.3%         8.9%         10.9%         11.4%         12.6%           Ni adj margin         6.6%         4.3%         8.9%         10.9%         11.4%         12.6%           SHARE DATA         2019FF         2020         2021         2022E         2023E         2024E           EPS - € cents         12.6         7.4         17.5         23.3         26.6         31.6           Growth         -         -41%         135%         33%         14%         19%           OFS - € cents         12.6         7.4         20.7         23.3         26.6         31.6           Growth         -         -41%         178%         12%         14%         19%           OFS		2.4					
MARGIN  2019PF  2020  2021  2022E  2023E  2024E  Ebitda Margin  11.4%  15.9%  19.7%  20.6%  22.4%  Ebitda adj Margin  11.4%  15.9%  19.2%  19.7%  20.6%  22.4%  Ebit margin  4.9%  8.4%  11.8%  14.9%  15.4%  16.8%  Pbt margin  6.6%  4.3%  8.9%  10.9%  11.4%  12.6%  Ni rep margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  Ni adj margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  Ni adj margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  Ni adj margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  Ni adj margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  Ni adj margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  Ni adj margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  Ni adj margin  6.6%  4.3%  10.6%  10.9%  11.4%  12.6%  10.9%  11.4%  12.6%  10.9							
Ebitda Margin 11.4% 15.9% 16.9% 19.7% 20.6% 22.4% Ebitda adj Margin 11.4% 15.9% 19.2% 19.7% 20.6% 22.4% Ebit margin 4.9% 8.4% 11.8% 14.9% 15.4% 16.8% Ni adj margin 6.6% 4.3% 8.9% 10.9% 11.4% 12.6% Ni adj margin 6.6% 4.3% 10.6% 10.9% 11.4% 12.6% Ni adj margin 6.6% 4.3% 10.6% 10.9% 11.4% 12.6% SHARE DATA 2019PF 2020 2021 2022E 2023E 2024E EPS - € cents 12.6 7.4 17.5 23.3 26.6 31.6 Growth41% 135% 33% 14% 199% Adj. EPS - € cents 12.6 7.4 20.7 23.3 26.6 31.6 Growth41% 1778 12% 14% 199% DPS ord - € cents n.a. 0.0 7.0 7.7 8.8 10.4 BVPS - € 0.3 0.4 1.3 1.4 1.6 1.8  VARIOUS - € mn 2019PF 2020 2021 2022E 2023E 2024E Capital employed 27.5 27.2 33.1 35.1 39.1 40.7 FCF 1.7 0.6 -0.8 3.5 2.3 5.9 Varking capital 8.3 9.8 11.7 12.7 14.0 15.2  INDEBTNESS - € mn 2019PF 2020 2021 2022E 2023E 2024E NFP 17.8 -18.7 -3.2 -1.3 -0.8 3.1 D/E 2.8 x 2.3 x 0.1 x 0.0 x 0.0 x 0 Debt/EBITDA 4.3 x 3.5 x 0.4 x 0.1 x 0.1 x 0 Debt/EBITDA 4.3 x 3.5 x 0.4 x 0.1 x 0.0 x 0.0 x 0 Interests cov n.m. 7.7 x 28.6 x 22.4 x 29.9 x 43.7 x  MARKET RATIOS 2019PF 2020 2021 2022E 2023E 2024E 2024E P/E 35.8 x 60.4 x 29.6 x 21.4 x 18.7 x 15.7 x P/CF 18.0 x 22.0 x 16.8 x 14.9 x 12.8 x 10.9 x  P/E 35.8 x 60.4 x 29.6 x 21.4 x 18.7 x 15.7 x P/CF 18.0 x 22.0 x 16.8 x 14.9 x 12.8 x 10.9 x  P/E 35.8 x 60.4 x 29.6 x 21.4 x 18.7 x 15.7 x P/CF 18.0 x 22.0 x 16.8 x 14.9 x 12.8 x 10.9 x  EV FIGURES 2019PF 2020 2021 2022E 2023E 2024E EV/Sales 3.46 x 3.75 x 2.71 x 2.35 x 2.14 x 19.3 x 2.7 x P/CF 18.0 x 22.0 x 16.8 x 14.9 x 12.8 x 10.9 x  EV FIGURES 2019PF 2020 2021 2022E 2023E 2023E 2024E EV/Sales 3.46 x 3.75 x 2.71 x 2.35 x 2.14 x 19.3 x 4.9 x 15.7 x 15.7 x 10.6 x 4.1 x 19.3 x 15.7 x 15.7 x 15.7 x 10.6 x 4.1 x 19.3 x 13.1 x 2.8 x 10.9 x 10.0	0.0		.2,0	2.070	22,0	2.70	2570
Ebitda adj Margin Ebit da adj Margin Ebit margin 4.9% 8.4% 11.8% 14.9% 15.4% 16.8% Pbt margin 8.5% 6.4% 11.2% 14.0% 14.7% 16.2% Ni rep margin 6.6% 4.3% 10.6% 10.9% 11.4% 12.6% Ni adj margin 6.6% 4.3% 10.6% 10.9% 11.4% 12.6% SHARE DATA 2019PF 2020 2021 2022E 2023E 2024E EPS - € cents 12.6 7.4 17.5 23.3 26.6 31.6 Growth - 41% 135% 33% 14% 19% Adj. EPS - € cents 12.6 7.4 20.7 23.3 26.6 31.6 Growth - 41% 178% 12% 144% 19% DPS ord - € cents n.a. 0.0 7.0 7.7 8.8 10.4 BVPS - € 0.3 0.4 1.3 1.4 1.6 1.8  VARIOUS - € m 2019PF 2020 2021 2022E 2023E 2024E  ARRICUS - € m 2019PF 2020 2021 2022E 2023E 2024E 2025E 2026 2026 2027 2027 2028 2028 2028 2028 2029 2029 2021 2020 2021 2022E 2023E 2024E 2028 2028 2029 2021 2020 2021 2022E 2023E 2024E 2028 2028 2028 2029 2029 2020 2021 2022E 2023E 2024E 2028 2028 2028 2029 2029 2020 2021 2022E 2023E 2024E 2028 2028 2028 2029 2029 2020 2021 2022E 2023E 2028 2028 2028 2028 2029 2029 2021 2022E 2028 2028 2028 2028 2029 2029 2020 2021 2022E 2023E 2028 2028 2028 2028 2029 2029 2021 2022E 2029 2028 2028 2028 2028 2028 2029 2029	MARGIN	2019PF	2020	2021	2022E	2023E	2024E
Ebit margin	Ebitda Margin	11.4%	15.9%	16.9%	19.7%	20.6%	22.4%
Pbt margin Ni ep margin Ni ep margin Ni adj	Ebitda adj Margin	11.4%	15.9%	19.2%	19.7%	20.6%	22.4%
Ni rep margin 6.6% 4.3% 8.9% 10.9% 11.4% 12.6% Ni adj margin 6.6% 4.3% 10.6% 10.9% 11.4% 12.6% 12.6% 10.9% 11.4% 12.6% 12.6% 10.9% 11.4% 12.6% 12.6% 12.6% 12.6% 12.6 7.4 17.5 23.3 26.6 31.6 Growth 41% 135% 33% 14% 19% Adj. EPS - € cents 12.6 7.4 20.7 23.3 26.6 31.6 Growth 12.8 12% 14% 19% DPS ord - € cents n.a. 0.0 7.0 7.7 8.8 10.4 BVPS - € 0.3 0.4 1.3 1.4 1.6 1.8 Test 12.8 10.4 Test 12.8 Test	Ebit margin	4.9%	8.4%	11.8%	14.9%	15.4%	16.8%
Ni adj margin         6.6%         4.3%         10.6%         10.9%         11.4%         12.6%           SHARE DATA         2019PF         2020         2021         2022E         2023E         2024E           EPS - € cents         12.6         7.4         17.5         23.3         26.6         31.6           Growth         -         -41%         135%         33%         14%         19%           Adj. EPS - € cents         12.6         7.4         20.7         23.3         26.6         31.6           Growth         -         -41%         178%         12%         14%         19%           DPS ord - € cents         n.a.         0.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € mn         2019PF         2020         2021         2022E         2023E         2024E           Capidal employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         7.0         8.3         35.2         23.3         5.9           Capex         0.7         <	Pbt margin	8.5%	6.4%	11.2%	14.0%	14.7%	16.2%
SHARE DATA         2019PF         2020         2021         2022E         2023E         2024E           EPS - € cents         12.6         7.4         17.5         23.3         26.6         31.6           Growth         -         -41%         135%         33%         14%         19%           Adj. EPS - € cents         12.6         7.4         20.7         23.3         26.6         31.6           Growth         -         -41%         178%         12%         14%         19%           DPS ord - € cents         n.a.         0.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € cents         n.a.         0.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € cents         n.a.         0.0         7.0         7.7         8.8         10.4           VARIOUS - € cents         n.a.         0.0         7.0         6.0         8.3         15         2.3         5.9	Ni rep margin	6.6%	4.3%	8.9%	10.9%	11.4%	12.6%
EPS - € cents         12.6         7.4         17.5         23.3         26.6         31.6           Growth         -         -41%         135%         33%         14%         19%           Adj. EPS - € cents         12.6         7.4         20.7         23.3         26.6         31.6           Growth         -         -41%         178%         12%         14%         19%           DPS ord - € cents         n.a.         0.0         7.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € mn         2019PF         2020         2021         2022E         2023E         2024E           Capital employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         0.6         -0.8         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDESTNESS - €mn         2019PF<	Ni adj margin	6.6%	4.3%	10.6%	10.9%	11.4%	12.6%
EPS - € cents         12.6         7.4         17.5         23.3         26.6         31.6           Growth         -         -41%         135%         33%         14%         19%           Adj. EPS - € cents         12.6         7.4         20.7         23.3         26.6         31.6           Growth         -         -41%         178%         12%         14%         19%           DPS ord - € cents         n.a.         0.0         7.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € mn         2019PF         2020         2021         2022E         2023E         2024E           Capital employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         0.6         -0.8         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDESTNESS - €mn         2019PF<	SHARE DATA	2019DE	2020	2021	2022F	2023E	2024F
Growth         -         -41%         135%         33%         14%         19%           Adj. EPS - € cents         12.6         7.4         20.7         23.3         26.6         31.6           Growth         -         -41%         178%         12%         14%         19%           DPS ord - € cents         n.a.         0.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € mn         2019PF         2020         2021         2022E         2023E         2024E           Capital employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         0.6         -0.8         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDEBTNESS - €mn         2019PF         2020         2021         2022E         2023E         2024E           NFP         -17.8         -18.7 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
Adj. EPS - € cents       12.6       7.4       20.7       23.3       26.6       31.6         Growth       -       -41%       178%       12%       14%       19%         DPS ord - € cents       n.a.       0.0       7.0       7.7       8.8       10.4         BVPS - €       0.3       0.4       1.3       1.4       1.6       1.8         VARIOUS - € mn       2019PF       2020       2021       2022E       203E       2024E         Capital employed       27.5       27.2       33.1       35.1       39.1       40.7         FCF       1.7       0.6       -0.8       3.5       2.3       5.9         Capex       0.7       1.1       5.3       3.1       5.2       3.3         Working capital       8.3       9.8       11.7       12.7       14.0       15.2         INDEBTNESS - €mn       2019PF       2020       2021       2022E       2023E       2024E         NFP       -17.8       -18.7       -3.2       -1.3       -0.8       3.1         D/E       2.8 x       2.3 x       0.1 x       0.0 x       0.0 x       n.m.         Interests cov       n.m.		-					
Growth         -         -41%         178%         12%         14%         19%           DPS ord - € cents         n.a.         0.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € mn         2019FF         2020         2021         2022E         2023E         2024E           Capital employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         0.6         -0.8         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDEBTNESS - €mn         2019PF         2020         2021         2022E         2023E         2024E           NFP         -17.8         -18.7         -3.2         -1.3         -0.8         3.1           D/E         2.8 x         2.3 x         0.1 x         0.0 x         0.0 x         n.m.           Interests cov         n.m.         7.7 x		12.6					
DPS ord - € cents         n.a.         0.0         7.0         7.7         8.8         10.4           BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € mn         2019PF         2020         2021         2022E         2023E         2024E           Capital employed         27.5         27.2         33.1         35.1         39.3         5.2         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDEBTNESS - €mn         2019PF         2020         2021         2022E         2023E         2024E           NFP         -17.8         -18.7         -3.2         -1.3         -0.8         3.1           D/E         2.8 x         2.3 x         0.1 x         0.0 x         n.m.         n.m.           Debt/EBITDA         4.3 x         3.5 x         0.4 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 y	•						
BVPS - €         0.3         0.4         1.3         1.4         1.6         1.8           VARIOUS - € mn         2019PF         2020         2021         2022E         2023E         2024E           Capital employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         0.6         -0.8         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDEBTNESS - €mn         2019PF         2020         2021         2022E         2023E         2024E           NFP         -17.8         -18.7         -3.2         -1.3         -0.8         3.1           D/E         2.8 x         2.3 x         0.1 x         0.0 x         0.0 x         n.m.           D/E         2.8 x         2.3 x         0.1 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF <t< td=""><td></td><td>n.a.</td><td></td><td></td><td></td><td></td><td></td></t<>		n.a.					
Capital employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         0.6         -0.8         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDEBTNESS - €mn         2019PF         2020         2021         2022E         2023E         2024E           NFP         -17.8         -18.7         -3.2         -1.3         -0.8         3.1           D/E         2.8 x         2.3 x         0.1 x         0.0 x         0.0 x         n.m.           Debt/EBITDA         4.3 x         3.5 x         0.4 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E adj         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/CF							
Capital employed         27.5         27.2         33.1         35.1         39.1         40.7           FCF         1.7         0.6         -0.8         3.5         2.3         5.9           Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDEBTNESS - €mn         2019PF         2020         2021         2022E         2023E         2024E           NFP         -17.8         -18.7         -3.2         -1.3         -0.8         3.1           D/E         2.8 x         2.3 x         0.1 x         0.0 x         0.0 x         n.m.           Debt/EBITDA         4.3 x         3.5 x         0.4 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E adj         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/CF							
FCF 1.7 0.6 -0.8 3.5 2.3 5.9 Capex 0.7 1.1 5.3 3.1 5.2 3.3 Working capital 8.3 9.8 11.7 12.7 14.0 15.2 15.2 15.2 15.2 15.2 15.2 15.2 15.2	VARIOUS - € mn	2019PF	2020	2021	2022E	2023E	2024E
Capex         0.7         1.1         5.3         3.1         5.2         3.3           Working capital         8.3         9.8         11.7         12.7         14.0         15.2           INDEBTNESS - €mn         2019PF         2020         2021         2022E         2023E         2024E           NFP         -17.8         -18.7         -3.2         -1.3         -0.8         3.1           D/E         2.8 x         2.3 x         0.1 x         0.0 x         0.0 x         n.m.           Debt/EBITDA         4.3 x         3.5 x         0.4 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/CF         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           P/CF	Capital employed	27.5	27.2	33.1	35.1	39.1	40.7
Working capital       8.3       9.8       11.7       12.7       14.0       15.2         INDEBTNESS - €mn       2019PF       2020       2021       2022E       2023E       2024E         NFP       -17.8       -18.7       -3.2       -1.3       -0.8       3.1         D/E       2.8 x       2.3 x       0.1 x       0.0 x       0.0 x       n.m.         Debt/EBITDA       4.3 x       3.5 x       0.4 x       0.1 x       0.1 x       n.m.         Interests cov       n.m.       7.7 x       28.6 x       22.4 x       29.9 x       43.7 x         MARKET RATIOS       2019PF       2020       2021       2022E       2023E       204E         P/E       35.8 x       60.4 x       29.6 x       21.4 x       18.7 x       15.7 x         P/E adj       35.8 x       60.4 x       25.0 x       21.4 x       18.7 x       15.7 x         P/CF       13.7 x       10.6 x       4.1 x       3.5 x       3.1 x       2.7 x         P/CF       18.0 x       22.0 x       16.8 x       14.9 x       12.8 x       10.9 x         EV FIGURES       2019PF       2020       2021       2022E       2023E       2024E     <	FCF	1.7	0.6	-0.8	3.5	2.3	5.9
INDEBTNESS - €mn  2019PF  2020  2021  2022E  2023E  2024E  NFP  -17.8  -18.7  -3.2  -1.3  -0.8  3.1  D/E  2.8 x  2.3 x  0.1 x  0.0 x  0.0 x  n.m.  Debt/EBITDA  4.3 x  3.5 x  0.4 x  0.1 x  0.1 x  0.1 x  n.m.  Interests cov  n.m.  7.7 x  28.6 x  22.4 x  29.9 x  43.7 x   MARKET RATIOS  2019PF  2020  2021  2022E  2023E  2024E  P/E  35.8 x  60.4 x  29.6 x  21.4 x  18.7 x  15.7 x  P/E adj  35.8 x  60.4 x  25.0 x  21.4 x  18.7 x  15.7 x  P/CF  13.7 x  10.6 x  4.1 x  3.5 x  3.1 x  2.7 x  P/CF  18.0 x  22.0 x  16.8 x  14.9 x  12.8 x  10.9 x   EV FIGURES  2019PF  2020  2021  2022E  2023E  2024E  2024E  2025E  2024E  2026  EV/Sales  3.46 x  3.75 x  2.71 x  2.35 x  2.14 x  1.93 x  Adj. EV/EBITDA  30.3 x  23.6 x  14.1 x  11.9 x  10.4 x  8.6 x  Adj. EV/EBIT  70.8 x  44.4 x  19.3 x  15.8 x  13.9 x  11.5 x  EV/CE  4.6 x  4.7 x  3.8 x  3.4 x  3.1 x  2.8 x   REMUNERATION  2019PF  2020  2021  2022E  2023E  2024E  202	Capex	0.7	1.1	5.3	3.1	5.2	3.3
NFP         -17.8         -18.7         -3.2         -1.3         -0.8         3.1           D/E         2.8 x         2.3 x         0.1 x         0.0 x         0.0 x         n.m.           Debt/EBITDA         4.3 x         3.5 x         0.4 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV/GE         2019PF         2020         2021         2022E         2023E         2024E <t< td=""><td>Working capital</td><td>8.3</td><td>9.8</td><td>11.7</td><td>12.7</td><td>14.0</td><td>15.2</td></t<>	Working capital	8.3	9.8	11.7	12.7	14.0	15.2
D/E         2.8 x         2.3 x         0.1 x         0.0 x         0.0 x         n.m.           Debt/EBITDA         4.3 x         3.5 x         0.4 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           PBV         13.7 x         10.6 x         4.1 x         3.5 x         3.1 x         2.7 x           P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV/Sales         3.46 x         3.75 x         2.71 x         2.35 x         2.14 x         1.93 x           Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x	INDEBTNESS - €mn	2019PF	2020	2021	2022E	2023E	2024E
Debt/EBITDA         4.3 x         3.5 x         0.4 x         0.1 x         0.1 x         n.m.           Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           PBV         13.7 x         10.6 x         4.1 x         3.5 x         3.1 x         2.7 x           P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV/Sales         3.46 x         3.75 x         2.71 x         2.35 x         2.14 x         1.93 x           Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x <td>NFP</td> <td>-17.8</td> <td>-18.7</td> <td>-3.2</td> <td>-1.3</td> <td>-0.8</td> <td>3.1</td>	NFP	-17.8	-18.7	-3.2	-1.3	-0.8	3.1
Interests cov         n.m.         7.7 x         28.6 x         22.4 x         29.9 x         43.7 x           MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           PBV         13.7 x         10.6 x         4.1 x         3.5 x         3.1 x         2.7 x           P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV FIGURES         2019PF         2020         2021         2022E         2023E         2024E           EV/Sales         3.46 x         3.75 x         2.71 x         2.35 x         2.14 x         1.93 x           Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x	D/E	2.8 x	2.3 x	0.1 x	0.0 x	0.0 x	n.m.
MARKET RATIOS         2019PF         2020         2021         2022E         2023E         2024E           P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           PBV         13.7 x         10.6 x         4.1 x         3.5 x         3.1 x         2.7 x           P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV FIGURES         2019PF         2020         2021         2022E         2023E         2024E           EV/Sales         3.46 x         3.75 x         2.71 x         2.35 x         2.14 x         1.93 x           Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x           REMUNERATION         2019PF         2020         2021         2022E         2023E         2024E	Debt/EBITDA	4.3 x	3.5 x	0.4 x	0.1 x	0.1 x	n.m.
P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           PBV         13.7 x         10.6 x         4.1 x         3.5 x         3.1 x         2.7 x           P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV FIGURES         2019PF         2020         2021         2022E         2023E         2024E           EV/Sales         3.46 x         3.75 x         2.71 x         2.35 x         2.14 x         1.93 x           Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x           REMUNERATION         2019PF         2020         2021         2022E         2023E         2024E           Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1% <td>Interests cov</td> <td>n.m.</td> <td>7.7 x</td> <td>28.6 x</td> <td>22.4 x</td> <td>29.9 x</td> <td>43.7 x</td>	Interests cov	n.m.	7.7 x	28.6 x	22.4 x	29.9 x	43.7 x
P/E         35.8 x         60.4 x         29.6 x         21.4 x         18.7 x         15.7 x           P/E adj         35.8 x         60.4 x         25.0 x         21.4 x         18.7 x         15.7 x           PBV         13.7 x         10.6 x         4.1 x         3.5 x         3.1 x         2.7 x           P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV FIGURES         2019PF         2020         2021         2022E         2023E         2024E           EV/Sales         3.46 x         3.75 x         2.71 x         2.35 x         2.14 x         1.93 x           Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x           REMUNERATION         2019PF         2020         2021         2022E         2023E         2024E           Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1% <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
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P/CF         18.0 x         22.0 x         16.8 x         14.9 x         12.8 x         10.9 x           EV FIGURES         2019PF         2020         2021         2022E         2023E         2024E           EV/Sales         3.46 x         3.75 x         2.71 x         2.35 x         2.14 x         1.93 x           Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x           REMUNERATION         2019PF         2020         2021         2022E         2023E         2024E           Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1%           FCF yield         1.9%         0.6%         -0.7%         3.0%         2.0%         5.0%           ROE         n.a.         19.8%         25.9%         17.4%         17.6%         18.4%	=						
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Adj. EV/EBITDA         30.3 x         23.6 x         14.1 x         11.9 x         10.4 x         8.6 x           Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x           REMUNERATION         2019F         2020         2021         2022E         2023E         2024E           Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1%           FCF yield         1.9%         0.6%         -0.7%         3.0%         2.0%         5.0%           ROE         n.a.         19.8%         25.9%         17.4%         17.6%         18.4%	EV FIGURES	2019PF	2020	2021	2022E	2023E	2024E
Adj. EV/EBIT         70.8 x         44.4 x         19.3 x         15.8 x         13.9 x         11.5 x           EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x           REMUNERATION         2019PF         2020         2021         2022E         2023E         2024E           Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1%           FCF yield         1.9%         0.6%         -0.7%         3.0%         2.0%         5.0%           ROE         n.a.         19.8%         25.9%         17.4%         17.6%         18.4%	EV/Sales	3.46 x	3.75 x	2.71 x	2.35 x	2.14 x	1.93 x
EV/CE         4.6 x         4.7 x         3.8 x         3.4 x         3.1 x         2.8 x           REMUNERATION         2019PF         2020         2021         2022E         2023E         2024E           Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1%           FCF yield         1.9%         0.6%         -0.7%         3.0%         2.0%         5.0%           ROE         n.a.         19.8%         25.9%         17.4%         17.6%         18.4%	=	30.3 x	23.6 x		11.9 x	10.4 x	8.6 x
REMUNERATION         2019PF         2020         2021         2022E         2023E         2024E           Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1%           FCF yield         1.9%         0.6%         -0.7%         3.0%         2.0%         5.0%           ROE         n.a.         19.8%         25.9%         17.4%         17.6%         18.4%							
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Div. Yield ord         0.0%         0.0%         1.4%         1.5%         1.8%         2.1%           FCF yield         1.9%         0.6%         -0.7%         3.0%         2.0%         5.0%           ROE         n.a.         19.8%         25.9%         17.4%         17.6%         18.4%	REMUNERATION	2019PF	2020	2021	2022E	2023E	2024F
FCF yield         1.9%         0.6%         -0.7%         3.0%         2.0%         5.0%           ROE         n.a.         19.8%         25.9%         17.4%         17.6%         18.4%							
ROE n.a. 19.8% 25.9% 17.4% 17.6% 18.4%							
	•						
	ROCE	n.a.	10.5%	13.3%	16.8%	17.0%	19.1%

Source: Company data and Equita SIM Estimates

# **REVENUES BY COUNTRY - 2021**



#### **REVENUES BY PRODUCT - 2021**



#### BUSINESS DESCRIPTION

Racing Force Group is an international manufacturer (born from the 2019 acquisition of Bell Helmets by OMP Racing) active in the design, production and distribution of Motorsport Safety Equipment, a small (>€200mn) but global niche within Motorsport, which mainly includes:

- Driver's Equipment (more than 70% of 2021 sales): racing helmets, fire-retardant suits and underwear, racing shoes and gloves;
- Car Parts (less than 30% of 2021 sales): racing seats, harnesses, roll bars, steering wheels, fire extinguisher systems, racing accessories.

With 2021 revenues of € 46.7mn, a 2019pf-21 12.9% organic CAGR and a 2021 Adj. EBITDA margin of 19.2%, the Group today boasts an international footprint, with sales in 80 countries, more than 400 employees located in 6 facilities worldwide in 3 different continents (o/w, 3 production sites and 3 R&D centers) and, most importantly, a winning and consolidated presence in all major motorsport championships (60% of Formula 1 drivers wear a Bell Helmet).

The Group's offer range includes OMP, Bell and Zeronoise branded products (more than 2,000 items), which are split between homologated (c70% of revenues) and not homologated (c30% of revenues) ones. RFG owns the OMP and Zeronoise brands and the perpetual worldwide licenses to use the Bell trademark in connection with the development, manufacturing and distribution of motorsport helmets.

Revenues are extremely diversified in terms of customers (+3,400 customers worldwide, with the top 10 customers accounting for c22% of sales in 2020, of which just one weighting for more than 5%), and geographies (sales in 80 countries with no countries, except US, accounting for more than 15% of total sales in 2020), and are mainly generated indirectly through independent Dealers (69% of 2021 sales), and directly to top Teams and Car Manufacturers (21% of 2021 sales).

The group has also embarked in interesting and promising diversification projects:

- Driver's Eye: a micro-camera fitted in a special niche inside the helmet, allowing to film the race "through the eyes of the driver" and already adopted by Formula E and, since 2021, Formula 1).
- Ballistic Military Helmets and Jet Pilot Helmet's Shell: new products with advanced technical performances positioning RFG as a credible player in this

Key managers are Paolo Delprato (Chairman and CEO), Stephane Cohen (co-CEO), Alexander Haristos (COO).

The company is controlled by SAYE, the holding company of the Delprato family, owning 56.95% of the capital. Key managers are also present in the share capital.

### Strengths / Opportunities

#### Weaknesses /Threats

- Niche market with moderate growth rates

- Premium, well-known and historical brands, with outstanding reputation
- R&D know-how and almost fully vertical integrated supply chain and manufacturing
- Low suppliers and customer concentration

penetration in open-face categories

- Quite consolidated core market, with c70% in the hands of 3 players
- Commercial synergies post Bell Helmet acquisition: increase of OMP branded products reach in NA, and increase of Bell helmets
- Diversification in adjacent markets: Military Ballistic Helmets and Jet Pilot Helmets
- Scalability of Driver's Eye technology in core and adjacent markets
- Disruptive innovations from competitors, mainly in terms of technologies or products performances
- Reputational damage from product failures / quality leaks
- Higher competitions in top categories from larger non "core" players such as Puma

## **FY21 RESULTS ABOVE EXPECTATIONS ACROSS THE BOARD**

- **Revenues**: € 46.7mn (+38% YoY) vs € 43.6mn exp.
- Adjusted EBITDA: € 9.0mn (+67% YoY) vs € 8.4mn exp.
- **Adj. EBIT**: € 6.6mn (+130% YoY) vs € 5.9mn exp.
- **Adj. net income**: € 4.9mn (+242% YoY) vs € 4.1mn exp.
- **Net income**: € 4.2mn (+190% YoY) vs € 3.4mn exp.
- **NFP**: € -3.2mn vs € -3.4mn exp. (including leases)

Racing Force Group (RFG) FY21 results were above expectations across the board.

FY RESULTS (€ mn)								
		EXPECT	TED	ACTUAL				
			YoY					
	FY20A	FY21E	Δ%	FY21A	ΥοΥ Δ%	Abs Δ		
Revenues	33.7	43.6	29%	46.7	38%	3.1		
Adj. EBITDA	5.4	8.4	56%	9.0	67%	0.6		
Adj. EBIT	2.8	5.9	108%	6.6	131%	0.7		
Adj. Net Income	1.4	4.1	189%	4.9	243%	0.8		
Net income	1.4	3.4	137%	4.2	190%	0.8		
NFP	-19.7	-3.4	-83%	-3.0	-85%	0.4		

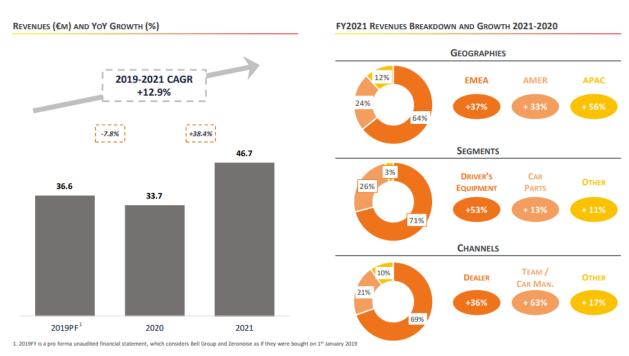
Source: Equita SIM estimates & company data

Sales were particularly strong, up by +38% YoY (+27.5% vs. 2019 pro-forma) vs. +29% expected, with 2H21 still running at +30% YoY.

The key driver for top-line growth was the Driver's Equipment segment (DE) up by 53% YoY. In this segment, both OMP and BELL delivered excellent results, thanks to cross selling opportunities, as explained during the IPO. Contribution of Helmets to group sales reached around 33% from 31% in 2020, with open-face helmets growing by 177% YoY and already accounting for c20% of the category revenues. Technical wear had a similar impressive performance (above +50%), reaching around 37% of group sales.

From a geographical standpoint, sales were sharply up in all the key geographies, with EMEA up by 37%, Americas +33% and APAC +56% (with China up triple digit).

# SALES TREND AND SALES BREAKDOWN



Source: Company presentation

Adj. EBITDA (excluding € 1.1mn costs related to the IPO) reached € 9.0mn, up by 67% YoY and € 0.6mn better than expected. Higher top-line more than offset lower gross margin (58.3% vs. 59.3% exp.) while adjusted operating costs were up by 24% YoY, broadly aligned with our expectations (€ 18.3mn vs. € 17.4mn expected).

Adj EBIT and Adj Net Income were above our expectations, underpinned also by slightly lower D&A and tax rate.

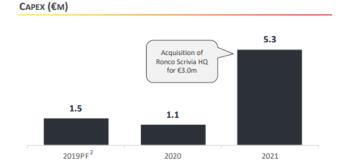
CAPEX were € 5.3mn vs. € 4.8mn expected, of which € 2.2mn recurring (5% of sales) and € 3mn related to the purchase of the HQ.

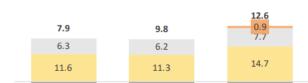
NFP was in line with our estimates, down to € -3.2mn including leases or € -0.7mn ex leases compared to € -19.7mn in FY20.

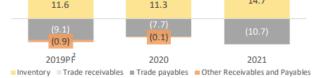
The BoD proposed a distribution of a dividend of € 7c (vs. € 5c expected).

NET WORKING CAPITAL (€M)

# CAPEX, NWC, ADJ CASHFLOW AND NET DEBT



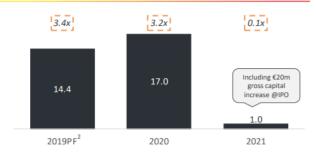












- Net of €1.1m IPO costs booked through the Profit & Loss 2019FY is a pro forma unaudited financial statement, whi
- ent, which considers Bell Group and Zeronoise as if they were bought on 1st January 2019

ource: Company presentation

### 2022 GOT OFF TO A STRONG START. COST INFLATION MANAGEABLE

Management highlighted a strong start of the year, with sales and orders up double digit in 1Q22 to new record levels. Growth is still broad based, with EMEA driving the top-line performance and China continuing its excellent progress while healthy order intake in Americas is not fully translating into sales due to some delays in shipments.

Management commented also that price increases introduced in 2H21, higher volumes and positive product mix are helping to mitigate the impact of cost inflation affecting mainly raw materials, energy (less than 1% of group sales) and logistic costs.

#### **UPDATE ON THE MAIN KEY GROWTH DRIVERS AND OPPORTUNITIES**

Management gave an update on the key growth drivers.

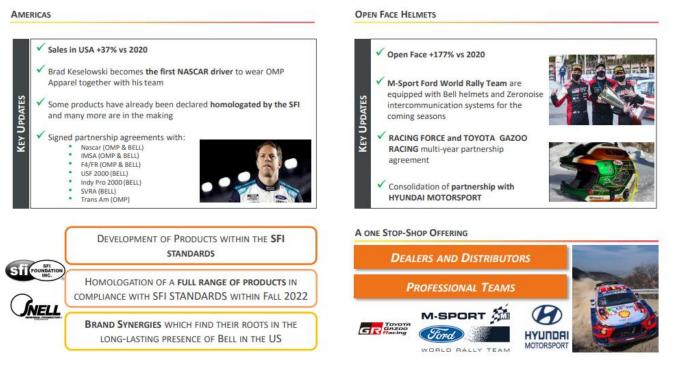
#### 1. Organic development

The strong cross-selling opportunities arising from the combination of OMP and BELL brands are confirmed and will continue to drive the group performance.

BELL open face helmets have grown by 177% YoY and are already accounting for 20% of the helmet sales. Management expects the penetration in this market segment to continue, thanks to the visibility reached with the new multi-year agreements signed with Toyota-Gazoo and M-Sport Ford and the consolidation of the Hyundai Motorsport, also with supported by intercommunication systems. Management thinks that over the medium term there are no reasons for sales generated from the open face helmet to be lower than full face.

Growth in the US, thanks to improved penetration of technical wear, is on track. Sales in USA grew by 37% YoY in 2021. For 2022 RFG can count on the first Nascar driver wearing OMP apparel and on the progressive homologation of the full range of products according to SFI standards.

# **KEY ORGANIC DEVELOPMENTS**



Source: Company presentation

# 2. Diversification projects

An agreement with F1 for the supply of the Driver's Eye service for the recently started season has been signed, while a multi-year agreement with Formula E has been renewed. The visibility generated by the adoption of the new technology is generating new commercial opportunities in the motorsport and in new markets.

The new jet pilot helmet developed in partnership with LIFT, presented at the Dubai Airshow in 2H21, is now under testing by the US Airforce. The result of the first tender is expected by summer. Additional opportunities are emerging in the rotary wings (helicopter) market for both civil and military applications.

The first samples for the new ballistic helmets have been manufactured and are in the testing phase for application for Special Police Forces. Certification and first prototypes are expected by year end.

Investments to support diversification plans are under consideration but not yet approved, pending better visibility on the projects.

#### 3. M&A

Limited comments on the M&A front from the call, but management is actively scouting for opportunities.

# **ESTIMATES: ROOM TO RAISE SALES AND CONFIRM EBITDA**

Our main concern, not just for RFG but for the market, is the possible implication of the current geopolitical crisis. While Russia is less than 2% of RFG sales, the key risk is the deterioration in the consumer confidence and in the disposable income, with impacts on market demand. A further concern is the ability of companies to manage the supply chain and cost inflation, allowing them to transform market demand in revenues and to avoid large margin squeeze.

As regards RFG, we do not see any company specific issue on the supply chain and we have seen a good ability to translate orders into sales. Furthermore, given the healthy results of 2021, the structural projects underpinning the company top-line growth and the solid performance of 1Q22, we have raised our top-line expectations by 3% to € 51mn (+9% YoY). This has allowed us to basically confirm our profitability projections (Adj. EBITDA at € 10mn). EBITDA margin is now seen at 19.7%, +50bps YoY, vs. previous 20.6% due to higher cost inflation.

		E	STIMATE R	EVISION (€	mn)			
	2021	2021	2022E	2022E	2023E	2023E	2024E	2024E
	Exp.	Act.	Prev.	Curr.	Prev.	Curr.	Prev.	Curr.
Revenues	43.6	46.7	49.3	51.0	53.5	55.7	57.9	59.8
% chg		7.2%		3.4%		4.1%		3.3%
Abs chg		3.1		1.7		2.2		1.9
Adj. EBITDA	8.4	9.0	10.1	10.0	11.5	11.5	13.4	13.4
% chg		6.9%		-1.1%		-0.3%		0.2%
Abs chg		0.6		-0.1		0.0		0.0
EBIT	4.9	5.5	7.8	7.6	9.0	8.6	10.7	10.0
% chg		12.3%		-2.3%		-4.5%		-6.1%
Abs chg		0.6		-0.2		-0.4		-0.7
Net income	3.4	4.2	5.6	5.5	6.6	6.3	8.0	7.5
% chg		22.6%		-1.9%		-4.4%		-6.0%
Abs chg		0.8		-0.1		-0.3		-0.5
Adj EPS	17.5	20.7	23.8	23.3	27.9	26.6	33.7	31.6
% chg		18.7%		-2.1%		-4.6%		-6.2%
Abs chg		3.3		-0.5		-1.3		-2.1
FCF	-2.1	-1.7	4.4	3.5	2.2	2.3	5.5	5.9
% chg		-19.1%		-18.5%		8.6%		7.3%
Abs chg		0.4		-0.8		0.2		0.4
NFP	-3.4	-3.2	-0.3	-1.3	0.2	-0.8	3.8	3.1
% chg		-6.4%		371.5%		-		-17.6%
Abs chg		0.2		-1.0		-1.0		-0.7

Source: Equita SIM estimates & company data

# **VALUATION CONFIRMED**

We confirm our target of €6.7PS, based on a DCF model for the core business, which we valued ad €6.0PS, plus an additional upside reflecting the interesting pipeline of projects in the A&D sectors which, over the last few months, have gained visibility and whose implementation, discounted to date, we believe could add +12% to value of the core business.

		DFCF ANALYSIS						
Assumptions			2021	2022E	2023E	2024E	2025E	Beyond
g	2.0%	Sales	46.7	51.0	55.7	59.8	63.9	65.1
WACC	7.1%	Change %		9.2%	9.2%	7.3%	6.8%	2.0%
Ke	8.1%	Adj. EBITDA	9.0	10.0	11.5	13.4	14.8	14.9
		Change %		27.0%	14.3%	16.9%	10.6%	0.2%
		Margin	19.2%	19.7%	20.6%	22.4%	23.2%	22.8%
		D&A	-2.4	-2.4	-2.9	-3.4	-3.9	-4.0
		Adj. EBIT	6.6	7.6	8.6	10.0	10.9	10.9
		Change %		37.8%	12.8%	17.0%	9.0%	-0.5%
Valuation		Margin	13.6%	14.0%	14.9%	15.4%	16.8%	17.1%
NPV of FCF (2022-25)	18	Taxes	-1.1	-1.6	-1.8	-2.2	-2.4	-2.4
NPV of Terminal Value	129	EBIT after Tax	5.5	6.0	6.7	7.8	8.5	8.4
Estimated Enterprise Value	147	Change %		34.7%	12.3%	16.5%	8.7%	-1.2%
2021A NFP	-3	Capex	-4.6	-3.5	-5.6	-3.7	-3.9	-4.0
Adjustment to NFP		capex/sales	9.9%	6.8%	10.1%	6.2%	6.1%	6.1%
Equity	144							
Peripherals & other	0							
Total Equity	144	(increase) decrease in NWC	-2.4	-1.0	-1.3	-1.3	-1.2	-0.5
		Free Cash Flow before minorities	0.9	4.0	2.7	6.3	7.3	7.9
		FCF Minorities	0	0	0	0	0	0
		Free Cash Flow after minorities	0.9	4.0	2.7	6.3	7.3	7.9
# of shares (mn)	23.8							
		Discount Factor		0.98	1.05	1.13	1.21	1.21
Target Price (€ PS)	6.0	PV of FCF		4.1	2.6	5.5	6.1	

Considering the improvements made on the military front, we have assumed that the military projects could bring an amount of sales in the €8-10mn area by 2025, and have applied an incremental margin of 30%, projecting a potential upside at EBITDA level north of €2mn, with the first revenues that could be generated in 2023E. Applying a multiple of 11x EV/EBITDA and discounting at an annual rate of 15%, we estimate a potential value creation from the military projects of  $\ensuremath{\mathfrak{C}}$  15-20mn, or around €0.7ps.

BRIDGE TO TARGET PRICE								
	EBITDA	A&D	EV	Discount factor	Val	ue Creat	ion	
	2025E (€ mn)	multiple	€ mn	3Y	€mn	€ ps	%	
Military upside	2.4	11.0x	26.4	15%	17.4	0.7	12%	
DCF - core business					144.0	6.0	88%	
Target Price					161.4	6.7		

Source: Equita SIM estimates

					RF	G AND P	EERS M	ULTIPLES	S							
			Mkt cap	Current	PERF	EV/EI	BITDA	EV/	EBIT	P	/E	EBITDA	margin	EBIT r	nargin	ND/ Ebitda
Company	Curr.	Price	(€mn)	EV	YTD	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022E
RACING FORCE SPA	EUR	5.0	119	120	-16.9	11.9 x	10.4 x	15.8 x	13.9 x	21.4 x	18.7 x	19.7%	20.6%	14.9%	15.4%	0.4 x
SHOEI CO LTD	JPY	4,675	923	853	3.2	14.3 x	13.6 x	16.2 x	14.5 x	24.9 x	22.3 x	29.8%	28.5%	26.2%	26.8%	-1.4 x
High Performance Sport	equipm	ent														
FOX FACTORY HOLD	USD	105.1	3,966	4,174	-38.2	13.3 x	12.1 x	16.1 x	13.4 x	18.0 x	16.0 x	21.6%	22.7%	17.8%	20.5%	0.4 x
CLARUS CORP	USD	23.4	781	904	-15.5	11.0 x	n.a.	16.4 x	n.a.	16.3 x	15.6 x	16.1%	n.m.	10.8%	n.m.	0.4 x
ACUSHNET HOLDING	USD	42.5	2,755	2,863	-20.0	9.3 x	n.a.	13.2 x	12.5 x	14.8 x	n.a.	15.6%	n.m.	11.0%	n.m.	n.m.
PIERER MOBILITY	CHF	82.0	2,689	3,265	-12.8	8.2 x	n.a.	13.9 x	n.a.	16.7 x	n.a.	16.1%	n.m.	9.5%	n.m.	0.2 x
VISTA OUTDOOR	USD	37.4	1,885	2,566	-18.8	3.9 x	4.0 x	4.5 x	5.5 x	5.5 x	5.8 x	20.7%	19.3%	17.7%	14.1%	n.m.
Average						9.1 x	8.1 x	12.7 x	9.5 x	14.1 x	12.5 x	18.6%	21.0%	13.9%	17.3%	0.3 x
Median						9.6 x	8.1 x	15.0 x	9.5 x	16.5 x	15.6 x	18.4%	21.0%	14.2%	17.3%	0.4 x
Military/Medical High Po	erforma	nce Safet	ty Equipn	nent												
MSA SAFETY INC	USD	136.4	4,799	5,205	-9.7	16.0 x	n.a.	19.3 x	n.a.	24.0 x	n.a.	22.7%	n.m.	18.7%	n.m.	n.m.
GENTEX CORP	USD	29.7	6,293	6,058	-14.8	9.7 x	8.5 x	11.7 x	10.3 x	13.7 x	11.5 x	30.5%	32.4%	25.4%	26.7%	n.m.
ANSELL LTD	AUD	25.8	2,219	2,554	-18.1	8.3 x	7.6 x	10.6 x	9.7 x	19.1 x	17.7 x	15.8%	16.3%	12.4%	12.7%	0.4 x
AVON PROTECTION	GBp	1,315	471	519	17.3	8.6 x	8.4 x	11.9 x	11.9 x	13.7 x	12.8 x	22.1%	23.7%	16.1%	16.7%	0.8 x
Average						10.7 x	8.1 x	13.4 x	10.6 x	17.6 x	14.0 x	22.8%	24.1%	18.2%	18.7%	0.6 x
Median						9.2 x	8.4 x	11.8 x	10.3 x	16.4 x	12.8 x	22.4%	23.7%	17.4%	16.7%	0.6 x

Source: Equita SIM estimates and Bloomberg data

# **STATEMENT OF RISKS**

The primary factors that could **negatively impact RFG** include:

- Failure to cope with rapid changes in FIA homologation requirements;
- Disruptive innovations from competitors, mainly in terms of technologies or products performances;
- Reputational damage from product failures or quality leaks;
- Loss of market share in top categories, reducing brands' visibility and cross selling opportunities;
- Value disruptive M&A deals;
- Termination of the Bell Licence 1;
- Deterioration in the geopolitical situation affecting market demand.
- Sharp increase in logistics and energy costs, not matched by price increases.

P&L	2019	2020	2021	2022E	2023E	2024E
Revenues	36.6	33.7	46.7	51.0	55.7	59.8
Growth	-	-8%	38%	9%	9%	7%
Total opex	-16.7	-13.6	-19.5	-21.5	-23.3	-24.5
Growth	-	-19%	43%	10%	8%	5%
Margin	-46%	-40%	-42%	-42%	-42%	-41%
Adjusted EBITDA	4.2	5.4	9.0	10.0	11.5	13.4
Growth	-	28%	47%	27%	14%	17%
Margin	11.4%	15.9%	19.2%	19.7%	20.6%	22.4%
Depreciation& amortization	-2.2	-2.3	-2.3	-2.4	-2.9	-3.4
Provisions	-0.2	-0.2	-0.1	0.0	0.0	0.0
Depreciation&provision	-2.4	-2.5	-2.4	-2.4	-2.9	-3.4
EBIT	1.8	2.8	5.5	7.6	8.6	10.0
Growth	-	59%	94%	38%	13%	17%
Margin	4.9%	8.4%	11.8%	14.9%	15.4%	16.8%
Net financial profit/Expenses	1.3	-0.7	-0.3	-0.4	-0.4	-0.3
Forex/Intercompany loans	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Other financial profit/Exp	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Total financial expenses	1.3	-0.7	-0.3	-0.4	-0.4	-0.3
Non recurring pre tax	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Profit before tax	3.1	2.1	5.2	7.1	8.2	9.7
Growth	-	-0.3	1.4	0.4	0.1	0.2
Taxes	-0.7	-0.7	-1.1	-1.6	-1.8	-2.2
Tax rate	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Minoritiy interests	0.0	0.0	0.0	0.0	0.0	0.0
Non recurring post tax	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Net income	2.4	1.4	4.2	5.5	6.3	7.5
Growth	-	-41%	190%	33%	14%	19%
Margin	6.6%	4.3%	8.9%	10.9%	11.4%	12.6%
Adj. net income	2.4	1.4	4.9	5.5	6.3	7.5
Growth	-	-41%	243%	12%	14%	19%
Margin	6.6%	4.3%	10.6%	10.9%	11.4%	12.6%
CF Statement	2019	2020	2021	2022E	2023E	2024E
Cash Flow from Operations	n.a.	3.3	6.4	8.0	9.2	10.9
(Increase) decrease in ONWC	n.a.	-1.7	-1.9	-1.0	-1.3	-1.3
(Purchase of fixed assets)	n.a.	-1.1	-5.3	-3.5	-5.6	-3.7
(Other net investments)	n.a.	-3.2	-0.6	0.0	0.0	0.0
(Distribution of dividends)	n.a.	0.0	-1.3	-1.7	-1.8	-2.1
Rights issue	n.a.	0.1	18.8	0.0	0.0	0.0
Other	n.a.	1.7	-0.5	0.0	0.0	0.0
(Increase) Decrease in Net Debt	n.a.	-0.9	15.5	1.9	0.5	3.9

Source: Company data and Equita SIM Estimates

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BUY	ETR >= 10%	ETR >= 15%	ETR >= 20%
HOLD	-5% <etr< 10%<="" td=""><td>-5% <etr< 15%<="" td=""><td>0% <etr< 20%<="" td=""></etr<></td></etr<></td></etr<>	-5% <etr< 15%<="" td=""><td>0% <etr< 20%<="" td=""></etr<></td></etr<>	0% <etr< 20%<="" td=""></etr<>
REDUCE	ETR <= -5%	ETR <= -5%	ETR <= 0%

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Date	Rec.	Target Price (€)	Risk	Comment
January 24, 2022	BUY ( n.a.)	6.7 (n.a.)	High	Initiation of coverage

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NOT RATED	1.3%	1.4%

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