

## Industrie Chimiche Forestali

Sector: Industrial

### Steady execution continues to drive value creation

4Q25 results confirmed ICF's margin expansion, with EBITDA 7.4% above preliminary, supported by operating leverage and a more favourable cost base despite still mixed end-market demand. Top-line growth in the quarter (+5.2% YoY) reflected a moderate recovery in volumes, driven by solid momentum in industrial segments, partly offsetting ongoing softness in leather and footwear. The 4Q25 EBITDA margin expanded YoY by 260bp to 13.3%. On a FY basis, the group generated c. Eu6.5mn of cash (67% EBITDA conversion), with net debt (net of IFRS items) that is essentially debt-free, despite Eu6.2mn in buybacks and dividends. While input cost inflation could pose a headwind if sustained, solid entry speed into 2026 and ongoing diversification support resilience. We reiterate our BUY rating and raise our TP to Eu8.8/share (47% upside) from Eu8.5/share, after updating our DCF valuation. We believe current valuation remains undemanding given ICF's strong cash generation, earnings quality and structural profitability.

- 4Q25 EBITDA 7.4% above preliminary.** 4Q25 sales reached Eu18.5mn, up from Eu17.6mn (+5.2% YoY) and 0.7% above the preliminary figure, confirming a moderate recovery in volumes supported by solid momentum in industrial segments, offsetting ongoing softness in leather and footwear. Revenue diversification once again mitigated sector-specific headwinds. 4Q25 EBITDA stood at Eu2.5mn, up from Eu1.9mn in 4Q24 (+31.3% YoY) and 7.4% above the preliminary figure, with margin expanding to 13.3% (vs. 10.7% in 4Q24 and 12.5% preliminary). The improvement in profitability reflects operating leverage on higher volumes and a more favourable cost base.
- Net debt (cash ex-IFRS) in line with preliminary.** Net debt stood at Eu7.0mn (vs. Eu6.5mn in FY24 and Eu7.1mn preliminary). We recall that net of IFRS-related items, the NFP would be essentially debt-free. We highlight that the increase YoY in net debt is mainly attributable to shareholder remuneration (Eu5.5mn buyback and Eu1.2mn dividends), despite solid cash generation (Eu6.5mn FCF; 67% EBITDA conversion).
- Dividend increase, buyback and share cancellation reinforce shareholder returns.** ICF proposed a dividend of Eu0.30/s (vs. Eu0.20 previously) and requested the approval of a new buyback programme alongside the cancellation of treasury shares (ICF currently holds c.175k treasury shares - c.3.0% of share capital). The new buyback program, combined with the potential cancellation of repurchased shares, is expected to support a structural EPS accretion, reinforcing ICF commitment to delivering attractive shareholder returns.
- Good entry speed but ongoing inflation spikes pose potential headwinds.** ICF noted a solid entry speed in 26, in line with 2H25. However, recent increases in fuel prices have triggered a new inflationary cycle in key input costs, which could represent a headwind if sustained for longer, potentially weighing on consumptions.
- We broadly confirm our FY26-27E figures.** We maintain FY26-27E figures broadly unchanged. We introduce FY28 estimates with sales at Eu88.4mn and EBITDA of Eu11.3mn/12.8% margin. All in all, sales and EBITDA CAGR 25-28 are expected to grow at 6.8% and 5.4%, respectively. We confirm the attractive FCF generation (average 17.1% yield), with a combined cash generation of Eu17.7mn in the forecasted period.
- TP to Eu8.8/share from Eu8.5 (47% upside), BUY reiterated.** We confirm our BUY rating and increase our TP to Eu8.8/share (from 8.5), after updating our DCF valuation, implying a potential upside of 47%. ICF is currently trading at 4.2x EV/EBITDA FY26, a level we deem unjustified given its steady profitability, strong FCF generation, earnings quality and a structural double-digit ROE.

**BUY**

Unchanged

**TP 8.8**

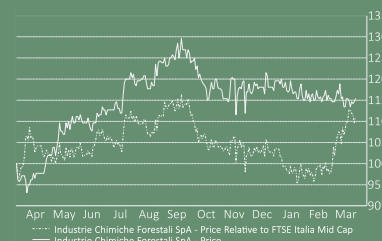
From 8.5

Target price upside 47%

|                    | FY26E | FY27E |
|--------------------|-------|-------|
| Change in EPS est. | 6.7%  | 2.4%  |

| Ticker (BBG, Reut)              | ICF IM | ICF MI |
|---------------------------------|--------|--------|
| Share price Ord. (Eu)           |        | 6.0    |
| N. of Ord. shares (mn)          |        | 5.7    |
| Total N. of shares (mn)         |        | 5.7    |
| Market cap (Eu mn)              |        | 34     |
| Total Market Cap f.d. (Eu mn)   |        | 34     |
| Free Float Ord. (%)             |        | 62%    |
| Free Float Ord. (Eu mn)         |        | 21     |
| Daily AVG liquidity Ord. (Eu k) |        | 31     |

|                    | 1M    | 3M    | 12M   |
|--------------------|-------|-------|-------|
| Absolute Perf.     | -1.3% | -2.9% | 19.2% |
| Rel. to FTSEMidCap | 9.7%  | 6.0%  | 14.9% |
| 52 weeks range     |       | 4.8   | 6.7   |



|                     | FY25A | FY26E | FY27E |
|---------------------|-------|-------|-------|
| Sales               | 73    | 78    | 84    |
| EBITDA              | 9.7   | 9.5   | 10.4  |
| Net profit adj.     | 4.4   | 4.2   | 4.8   |
| EPS adj.            | 0.743 | 0.727 | 0.849 |
| DPS - Ord.          | 0.225 | 0.329 | 0.258 |
| EV/EBITDA           | 4.3x  | 4.2x  | 3.4x  |
| P/E adj.            | 7.7x  | 8.2x  | 7.1x  |
| Dividend yield      | 3.9%  | 5.5%  | 4.3%  |
| FCF yield           | 19.3% | 15.6% | 17.2% |
| Net debt/(Net cash) | 7.0   | 4.4   | 0.6   |
| Net debt/EBITDA     | 0.7x  | 0.5x  | 0.1x  |

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## Financial Summary (IFRS)

| P&L account (Eu mn)        | FY24A      | FY25A      | FY26E      | FY27E       | FY28E       |
|----------------------------|------------|------------|------------|-------------|-------------|
| Sales                      | 75.2       | 72.6       | 77.8       | 84.0        | 88.4        |
| Gross margin               | 30.1       | 30.6       | 28.7       | 29.3        | 30.6        |
| EBITDA reported            | 8.9        | 9.7        | 9.5        | 10.4        | 11.3        |
| D&A                        | (4.9)      | (4.8)      | (4.9)      | (5.0)       | (5.1)       |
| EBIT reported              | 3.8        | 4.6        | 4.3        | 5.2         | 5.9         |
| Net financial charges      | (1.0)      | (0.9)      | (0.7)      | (0.6)       | (0.5)       |
| Associates                 | 0.0        | 0.0        | 0.0        | 0.0         | 0.0         |
| Extraordinary items        | 0.0        | 0.0        | 0.0        | 0.0         | 0.0         |
| Pre-tax profit             | 2.9        | 3.7        | 3.7        | 4.6         | 5.5         |
| Taxes                      | (0.7)      | (1.0)      | (0.9)      | (1.2)       | (1.4)       |
| Minorities                 | 0.0        | 0.0        | 0.0        | 0.0         | 0.0         |
| Discontinued activities    | 0.0        | 0.0        | 0.0        | 0.0         | 0.0         |
| Net profit reported        | 2.1        | 2.7        | 2.7        | 3.4         | 4.0         |
| <b>EBITDA adjusted</b>     | <b>8.9</b> | <b>9.7</b> | <b>9.5</b> | <b>10.4</b> | <b>11.3</b> |
| <b>EBIT adjusted</b>       | <b>5.8</b> | <b>6.8</b> | <b>6.3</b> | <b>7.1</b>  | <b>7.9</b>  |
| <b>Net profit adjusted</b> | <b>3.6</b> | <b>4.4</b> | <b>4.2</b> | <b>4.8</b>  | <b>5.5</b>  |

| Margins (%)             | FY24A | FY25A | FY26E | FY27E | FY28E |
|-------------------------|-------|-------|-------|-------|-------|
| Gross margin            | 40.1% | 42.1% | 36.9% | 34.8% | 34.6% |
| EBITDA margin (adj)     | 11.8% | 13.3% | 12.2% | 12.4% | 12.8% |
| EBIT margin (adj)       | 7.7%  | 9.4%  | 8.1%  | 8.5%  | 8.9%  |
| Pre-tax margin          | 3.8%  | 5.1%  | 4.7%  | 5.5%  | 6.2%  |
| Net profit margin (adj) | 4.7%  | 6.0%  | 5.3%  | 5.8%  | 6.2%  |

| Growth rates (%)    | FY24A  | FY25A | FY26E | FY27E | FY28E |
|---------------------|--------|-------|-------|-------|-------|
| Sales               | -14.9% | -3.4% | 7.1%  | 8.1%  | 5.2%  |
| EBITDA              | 13.8%  | 8.9%  | -1.7% | 9.8%  | 8.3%  |
| EBITDA adjusted     | 13.8%  | 8.9%  | -1.7% | 9.8%  | 8.3%  |
| EBIT                | 23.2%  | 19.0% | -5.7% | 19.3% | 14.9% |
| EBIT adjusted       | 14.0%  | 17.3% | -7.8% | 13.3% | 10.8% |
| Pre-tax             | nm     | nm    | -1.7% | 25.6% | 18.9% |
| Net profit          | -32.8% | 25.9% | 0.2%  | 25.6% | 18.9% |
| Net profit adjusted | -8.5%  | 22.8% | -5.0% | 16.7% | 13.3% |

| Per share data           | FY24A        | FY25A        | FY26E        | FY27E        | FY28E        |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| Shares                   | 6.741        | 5.887        | 5.710        | 5.710        | 5.710        |
| N. of shares AVG         | 6.741        | 5.887        | 5.641        | 5.460        | 5.294        |
| N. of shares diluted AVG | 6.741        | 6.314        | 5.799        | 5.710        | 5.710        |
| <b>EPS</b>               | <b>0.318</b> | <b>0.459</b> | <b>0.474</b> | <b>0.595</b> | <b>0.708</b> |
| <b>EPS adjusted</b>      | <b>0.529</b> | <b>0.743</b> | <b>0.727</b> | <b>0.849</b> | <b>0.961</b> |
| <b>DPS - Ord.</b>        | <b>0.203</b> | <b>0.225</b> | <b>0.329</b> | <b>0.258</b> | <b>0.288</b> |
| DPS - Sav.               | 0.000        | 0.000        | 0.000        | 0.000        | 0.000        |
| BVPS                     | 11.829       | 12.872       | 13.431       | 14.107       | 14.910       |

| Enterprise value (Eu mn) | FY24A | FY25A | FY26E | FY27E | FY28E |
|--------------------------|-------|-------|-------|-------|-------|
| Share price Ord. (Eu)    | 4.6   | 5.7   | 6.0   | 6.0   | 6.0   |
| Market cap               | 30.9  | 33.6  | 34.3  | 34.3  | 34.3  |
| Net debt/(Net cash)      | 6.5   | 7.0   | 4.4   | 0.6   | (3.6) |
| Adjustments              | 0.9   | 0.9   | 0.9   | 0.9   | 0.9   |
| Enterprise value         | 38.3  | 41.6  | 39.6  | 35.8  | 31.6  |

| Cash flow (Eu mn)          | FY24A      | FY25A        | FY26E      | FY27E      | FY28E      |
|----------------------------|------------|--------------|------------|------------|------------|
| EBITDA adjusted            | 8.9        | 9.7          | 9.5        | 10.4       | 11.3       |
| Net financial charges      | 0.2        | (0.9)        | (0.7)      | (0.6)      | (0.5)      |
| Cash taxes                 | (0.1)      | (0.9)        | (0.8)      | (1.1)      | (1.3)      |
| Ch. in Working Capital     | 1.6        | 1.2          | (1.1)      | (1.2)      | (1.4)      |
| Other operating items      | (2.3)      | (1.2)        | 0.0        | 0.0        | 0.0        |
| <b>Operating cash flow</b> | <b>8.4</b> | <b>7.9</b>   | <b>6.9</b> | <b>7.6</b> | <b>8.1</b> |
| Capex                      | (1.7)      | (1.4)        | (1.6)      | (1.7)      | (1.8)      |
| <b>FCF</b>                 | <b>6.7</b> | <b>6.5</b>   | <b>5.4</b> | <b>5.9</b> | <b>6.4</b> |
| Disposals/Acquisitions     | (0.7)      | 0.0          | 0.0        | 0.0        | 0.0        |
| Changes in Equity          | (0.3)      | (5.5)        | (1.0)      | (1.0)      | (1.0)      |
| Others                     | 0.0        | (0.3)        | 0.0        | 0.0        | 0.0        |
| Dividends                  | (1.3)      | (1.2)        | (1.7)      | (1.1)      | (1.1)      |
| <b>Ch. in NFP</b>          | <b>4.4</b> | <b>(0.5)</b> | <b>2.6</b> | <b>3.8</b> | <b>4.2</b> |

| Ratios (%)              | FY24A        | FY25A        | FY26E        | FY27E        | FY28E        |
|-------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Capex/Sales</b>      | <b>2.3%</b>  | <b>2.0%</b>  | <b>2.0%</b>  | <b>2.0%</b>  | <b>2.0%</b>  |
| Capex/D&A               | 0.3x         | 0.3x         | 0.3x         | 0.3x         | 0.3x         |
| FCF/EBITDA              | 74.9%        | 67.0%        | 56.3%        | 56.5%        | 56.3%        |
| FCF/Net profit          | nm           | nm           | nm           | nm           | nm           |
| <b>Dividend pay-out</b> | <b>65.0%</b> | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> |

| Balance sheet (Eu mn)       | FY24A       | FY25A       | FY26E       | FY27E       | FY28E        |
|-----------------------------|-------------|-------------|-------------|-------------|--------------|
| Working capital             | 20.6        | 20.0        | 21.6        | 22.8        | 24.2         |
| Fixed assets                | 72.3        | 68.9        | 65.0        | 61.8        | 59.2         |
| Provisions & others         | (6.6)       | (6.1)       | (6.4)       | (7.0)       | (8.1)        |
| <b>Net capital employed</b> | <b>86.2</b> | <b>82.8</b> | <b>80.2</b> | <b>77.7</b> | <b>75.3</b>  |
| <b>Net debt/(Net cash)</b>  | <b>6.5</b>  | <b>7.0</b>  | <b>4.4</b>  | <b>0.6</b>  | <b>(3.6)</b> |
| Equity                      | 79.7        | 75.8        | 75.8        | 77.0        | 78.9         |
| Minority interests          | 0.0         | 0.0         | 0.0         | 0.0         | 0.0          |

| Ratios (%)                   | FY24A        | FY25A        | FY26E        | FY27E        | FY28E        |
|------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Working capital/Sales</b> | <b>27.4%</b> | <b>27.5%</b> | <b>27.8%</b> | <b>27.2%</b> | <b>27.4%</b> |
| <b>Net debt/Equity</b>       | <b>8.1%</b>  | <b>9.3%</b>  | <b>5.8%</b>  | <b>0.8%</b>  | <b>nm</b>    |
| <b>Net debt/EBITDA</b>       | <b>0.7x</b>  | <b>0.7x</b>  | <b>0.5x</b>  | <b>0.1x</b>  | <b>nm</b>    |

| Valuation                   | FY24A        | FY25A        | FY26E        | FY27E        | FY28E        |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>EV/CE</b>                | <b>0.4x</b>  | <b>0.5x</b>  | <b>0.5x</b>  | <b>0.4x</b>  | <b>0.4x</b>  |
| P/BV                        | 0.4x         | 0.4x         | 0.5x         | 0.4x         | 0.4x         |
| EV/Sales                    | 0.5x         | 0.6x         | 0.5x         | 0.4x         | 0.4x         |
| EV/EBITDA                   | 4.3x         | 4.3x         | 4.2x         | 3.4x         | 2.8x         |
| <b>EV/EBITDA adjusted</b>   | <b>4.3x</b>  | <b>4.3x</b>  | <b>4.2x</b>  | <b>3.4x</b>  | <b>2.8x</b>  |
| EV/EBIT                     | 10.0x        | 9.1x         | 9.2x         | 7.0x         | 5.3x         |
| <b>EV/EBIT adjusted</b>     | <b>6.6x</b>  | <b>6.1x</b>  | <b>6.3x</b>  | <b>5.0x</b>  | <b>4.0x</b>  |
| P/E                         | 14.4x        | 12.4x        | 12.7x        | 10.1x        | 8.5x         |
| <b>P/E adjusted</b>         | <b>8.7x</b>  | <b>7.7x</b>  | <b>8.2x</b>  | <b>7.1x</b>  | <b>6.2x</b>  |
| ROCE pre-tax                | 6.2%         | 7.5%         | 7.1%         | 8.3%         | 9.4%         |
| <b>ROE (excl. Goodwill)</b> | <b>8.0%</b>  | <b>10.8%</b> | <b>11.0%</b> | <b>11.4%</b> | <b>12.3%</b> |
| EV/FCF                      | 5.8x         | 6.4x         | nm           | 6.1x         | 5.0x         |
| <b>FCF yield</b>            | <b>21.5%</b> | <b>19.3%</b> | <b>15.6%</b> | <b>17.2%</b> | <b>18.6%</b> |
| <b>Dividend yield</b>       | <b>4.4%</b>  | <b>3.9%</b>  | <b>5.5%</b>  | <b>4.3%</b>  | <b>4.8%</b>  |

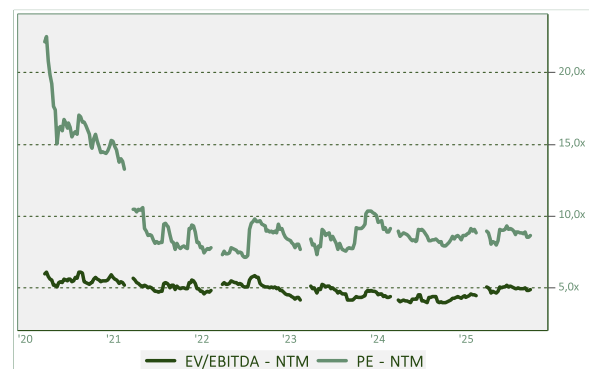
### Share price performance

Strong growth of EPS estimates



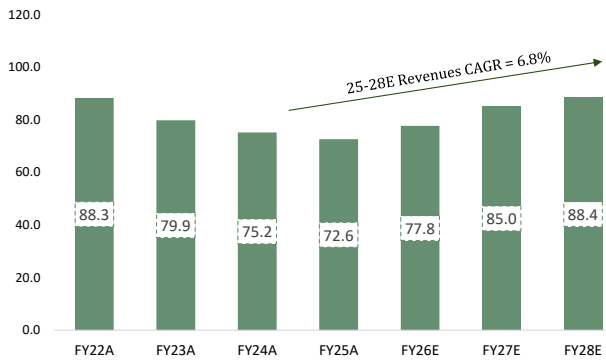
### Valuation

The company is trading at significant discount versus peers



### Solid top line growth in the long term (FY22A-FY28E)

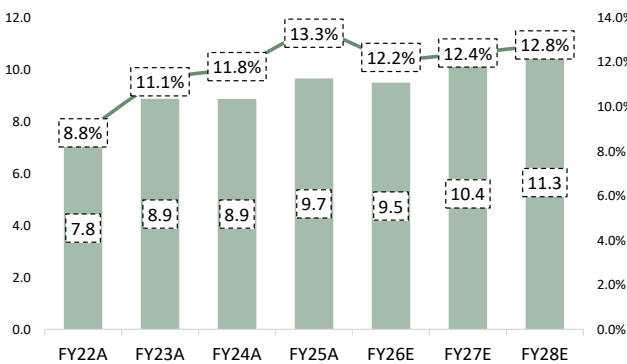
We expect 25-28E revenues CAGR of 6.8%



Source: Company data, Alantra estimates

### A profitable business (FY22A-FY28E EBITDA and margin)

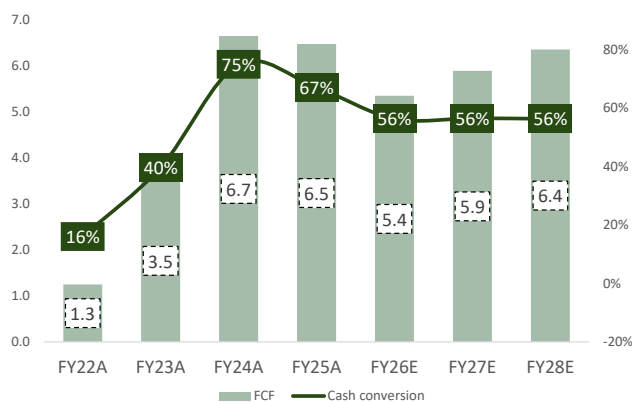
Profitability was resilient to Covid-19, further margin expansion is expected



Source: Company data, Alantra estimates

### Cash generative (FY22A-FY28E FCF and cash conversion)

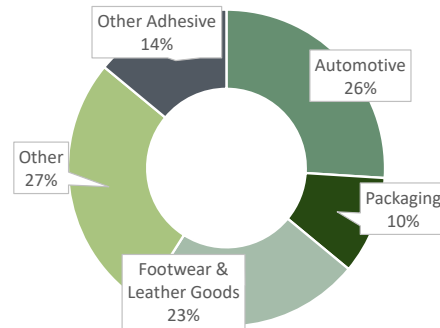
Strong cash generation is foreseen ahead, reaching 56% FY28E



Source: Company data, Alantra estimates

### Revenues breakdown by Sector (Tessitura Langè post-merger)

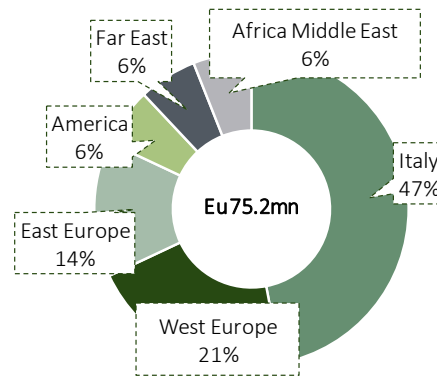
ICF has significantly reduced its exposure to the automotive sector



Source: Company data

### Revenues breakdown by Geography

Well diversified by geography



Source: Company data

### An overview of ICF's adhesive applications

ICF's adhesive are used in a diversified end-markets (Premium leather/footwear, automotive, packaging)

**Footwear & Leather Goods (FORESTALI)**

- Adhesives: Solvent-based, Solvent-free, Water-based
- Technical fabrics: Toe-puff, counters, Lining and reinforcing

**Automotive (ABC)**

- Adhesives: Solvent-based, Solvent-free, Water-based

**Packaging (ABC)**

- Adhesives: Solvent-based, Solvent-free, Water-based

**Applications:**

- Footwear:** Technical fabric is used in the toe puffs and counters of the shoe. Adhesive is used to put together mainly uppers, insoles and sole units.
- Automotive:** The layers of the headliner in a vehicle. It can be applied to light vehicles (passenger and commercial).
- Packaging:** Adhesives are used to glue the layers of films comprising the package for various applications (food and non-food). The plastic cover of magazines and periodicals. The pins used in the staplers and similar objects.

Source: Company data

## Profile

|                    |  |
|--------------------|--|
| <b>Background</b>  | ICF manufactures adhesives (c. 70% of sales) and technical fabrics (30%). The company carries out its activities from its production site located in Marcallo con Casone (the plant occupies an area of about 22,800 square meters out of a property of 60.000 square meters), through two distinctive divisions: Forestali and ABC (Adhesive Based Chemicals). The Forestali division (64%) manufactures: (i) adhesives and technical fabrics (i.e. toe-puffs and stiffeners) for the footwear industry; (ii) adhesives and technical fabrics (i.e. linings and reinforcing) for leather goods and upholstered furniture. Forestali also acts as a contract manufacturer in the production of third parties' brands for well recognized international players. The ABC division (36%) was launched in 2005 and manufactures industrial adhesives for the automotive and packaging industry. Today, Footwear & Leather Goods represents the most important reference sector accounting for >50% of sales, followed by Automotive for c.26%. Smaller contribution but higher potential for growth comes from Packaging (c.10%) and others (14%).  |
| <b>Positioning</b> | ICF has been gaining shares in adhesives reference markets by leveraging on its niche positioning between global players and local competitors. ICF has on one side, a higher degree of flexibility compared to global players, which struggle to serve a fragmented customer base; on the other, the group represents a certified and reliable partner respecting strict standards of quality. As of today, the company can rely on 3 R&D Labs (Manufacturing, Automotive, Packaging) with >20 employees. As the company focus on sustainability to attract new clients, over the last decade the amount of water-based and solvent free adhesives over total production increased from 34% to 53% significantly reducing emissions. ICF sells its adhesives and fabrics all over the world. Sales made abroad were a relevant driver of growth over the last decade, representing 53% of 2024 total sales. The company distributes its products both directly, through a network of 9 experienced sales, and via agents / distributors. With the Morel and Tessitura Langè acquisitions in 2021 and 2023 respectively, ICF has expanded its activity into luxury footwear, leather goods and premium textiles. |
| <b>Growth</b>      | <p>Since 2009, when Guido Cami was appointed as group's CEO, ICF has built a history of long-term solid growth: revenues grew from Eu43.0mn in FY09 to Eu72.6mn in FY25 posting a c. 4% 16Y CAGR. Growth came mainly from revenues made abroad thanks to an effective commercial activity made both in the US and in Asia. In recent years, subdued demand in the luxury segment impacted revenue growth, reaching Eu75.2mn in 2024. Cumulative adj. FCF generation over 2012-25 period was over Eu60mn. On average, EBITDA cash conversion was &gt;50%.</p> <p>The adhesive/sealants market is worth today around USD50bn (source: IHS research). Mechanical fastening replacement and growth of adhesive consumption in emerging markets are the main drivers behind a relentless market growth expected in coming years (3% to 3.5% per year) which should bring total value to around USD70bn by 2027.</p>   |
| <b>Strategy</b>    | ICF is unceasingly expanding its commercial network in large and underpenetrated footwear markets (e.g. APAC, LATAM). While there is little room to grow further into automotive, the diversification into structurally growing industries like flexible packaging and leather goods (where ICF's know-how on environmental-friendly water-based adhesives is key) is far from being complete. ICF also considers M&A an opportunity to consolidate its leadership in reference markets, enter new geographies/end markets.  |

### Strengths

Global leading player in the supply of adhesives for car headliners  
Cross-sector diversification with exposure to luxury end-markets  
Low maintenance capex needs, sound cash generation

### Opportunities

M&A to expand footprint, to achieve higher product and geographical diversification  
Develop new commercial relationships and industrial partnerships  
R&D on water-based adhesives to attract customers via eco-friendly technologies

### Key shareholders

V.F. Adhesives srl: 27.0%  
Anima SGR: 5.60%  
Management ICF: 5.0%  
Market: 62.4%

### Management

Guido Cami - CEO and Chairman  
Marcello Taglietti - COO  
Massimo Rancilio - CFO

### Weaknesses

Exposure to cyclical automotive market  
Competition in the automotive sector is with global players with larger scale  
High exposure to raw material prices fluctuation

### Threats

Aggressive commercial behavior from large suppliers in automotive sector  
Limited number of raw materials suppliers  
Cyclical downturn should hit demand from automotive customers

### Next events

AGM: 28/04/26  
1Q26 results: 14/10/26  
2Q26 results: 23/09/26  
3Q26 results: 16/11/26

## 4Q/FY25 Results

### 4Q/FY25 results

4Q25 shows improving profitability driven by operating leverage, with EBITDA beating preliminary figures

| Eu mn                  | 4Q24A | 4Q25A | YoY % | 4Q25P | AvP%  | FY24A | FY25A | YoY % | FY25P | AvP% |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| Revenues               | 17.6  | 18.5  | 5.2%  | 18.4  | 0.7%  | 75.2  | 72.6  | -3.4% | 72.5  | 0.2% |
| Adj. EBITDA            | 1.9   | 2.5   | 31.3% | 2.3   | 7.4%  | 8.9   | 9.7   | 8.9%  | 9.5   | 1.8% |
| <i>Ebitda Margin %</i> | 10.7% | 13.3% |       | 12.5% |       | 11.8% | 13.3% |       | 13.1% |      |
| NFP (debt)/cash        | (6.5) | (7.0) |       | (7.1) | -1.0% | (6.5) | (7.0) |       | (7.1) |      |

Source: Company data, Alantra estimates

## Estimates

### Change in estimates

We leave our estimates broadly unchanged

| (Eu mn)                              | NEW Estimates |       |       | % Change |       |       | OLD Estimates |       |       |
|--------------------------------------|---------------|-------|-------|----------|-------|-------|---------------|-------|-------|
|                                      | FY26E         | FY27E | FY28E | FY26E    | FY27E | FY28E | FY26E         | FY27E | FY28E |
| Total Revenues / Value of Production | 77.8          | 84.0  | 88.4  | 0.0%     | 0.0%  | na    | 77.8          | 84.0  | na    |
| EBITDA Adjusted                      | 9.5           | 10.4  | 11.3  | 2.1%     | 0.0%  | na    | 9.3           | 10.4  | na    |
| EBIT Adjusted                        | 6.3           | 7.1   | 7.9   | 3.9%     | 0.5%  | na    | 6.0           | 7.1   | na    |
| Net profit restated                  | 4.2           | 4.8   | 5.5   | 6.2%     | 2.0%  | na    | 3.9           | 4.8   | na    |
| EPS                                  | 0.749         | 0.901 | 1.054 | 6.7%     | 2.4%  | na    | 0.702         | 0.880 | na    |
| Net financial position               | (4.4)         | (0.6) | 3.6   | -0.62    | -0.82 | na    | (3.8)         | 0.2   | na    |

Source: Alantra estimates

## Peers

### Trading multiples

At current market price, the stock is at a large discount vs peers based on 2026E multiples

| Company  | Country        | Mkt Cap (Eu mn) | EV/EBITDA |        |        | EV/EBIT |        |        | PE     |        |        | EV/Sales |       |       |
|--|----------------|-----------------|-----------|--------|--------|---------|--------|--------|--------|--------|--------|----------|-------|-------|
|  |                |                 | FY26E     | FY27E  | FY28E  | FY26E   | FY27E  | FY28E  | FY26E  | FY27E  | FY28E  | FY26E    | FY27E | FY28E |
| Industrie Chimiche Forestali Premium (discount) to Peers' Median | ITALY          | 35              | 4.2 x     | 3.4 x  | 2.8 x  | 6.3 x   | 5.0 x  | 4.0 x  | 8.2 x  | 7.1 x  | 6.2 x  | 0.5 x    | 0.4 x | 0.4 x |
|  |                |                 | -45%      | -52%   | -58%   | -46%    | -52%   | -58%   | -33%   | -39%   | -42%   | -63%     | -65%  | -68%  |
| <b>PEERS</b>   | <b>Average</b> |                 | 7.9 x     | 7.2 x  | 6.5 x  | 12.1 x  | 10.7 x | 9.4 x  | 14.3 x | 13.3 x | 11.9 x | 1.6 x    | 1.4 x | 1.3 x |
|  | <b>Median</b>  |                 | 7.6 x     | 7.2 x  | 6.6 x  | 11.7 x  | 10.6 x | 9.5 x  | 12.4 x | 11.6 x | 10.7 x | 1.4 x    | 1.2 x | 1.1 x |
| Henkel AG & Co. KGaA Pref  | GERMANY        | 28,458          | 7.6 x     | 7.2 x  | 6.6 x  | 9.2 x   | 8.7 x  | 8.0 x  | 12.4 x | 11.7 x | 11.2 x | 1.4 x    | 1.3 x | 1.2 x |
| Sika AG  | SWITZERLAND    | 23,371          | 11.5 x    | 10.2 x | 9.2 x  | 15.2 x  | 13.4 x | 11.8 x | 17.6 x | 15.6 x | 13.9 x | 2.2 x    | 2.1 x | 1.9 x |
| Arkema SA  | FRANCE         | 4,206           | 5.6 x     | 5.2 x  | 4.8 x  | 12.7 x  | 11.0 x | 9.5 x  | 11.4 x | 10.5 x | 9.4 x  | 0.8 x    | 0.7 x | 0.7 x |
| H.B. Fuller Company  | UNITED STATES  | 2,670           | 7.7 x     | 7.3 x  | 7.0 x  | 10.8 x  | 10.2 x | 9.5 x  | 12.5 x | 11.5 x | 10.3 x | 1.4 x    | 1.4 x | 1.3 x |
| <b>PEERS Adhesives Producers</b>                                 | <b>Average</b> |                 | 8.1 x     | 7.5 x  | 6.9 x  | 12.0 x  | 10.8 x | 9.7 x  | 13.5 x | 12.3 x | 11.2 x | 1.4 x    | 1.4 x | 1.3 x |
|  | <b>Median</b>  |                 | 7.6 x     | 7.2 x  | 6.8 x  | 11.7 x  | 10.6 x | 9.5 x  | 12.4 x | 11.6 x | 10.7 x | 1.4 x    | 1.3 x | 1.3 x |
| Cembre S.p.A.  | ITALY          | 1,054           | 13.7 x    | 12.4 x | 11.4 x | 17.0 x  | 15.1 x | 13.7 x | 22.2 x | 20.3 x | 18.6 x | 4.1 x    | 3.8 x | 3.5 x |
| LU-VE S.p.A.   | ITALY          | 839             | 9.2 x     | 8.1 x  | 7.2 x  | 13.7 x  | 11.8 x | 10.4 x | 18.1 x | 16.1 x | 15.2 x | 1.4 x    | 1.2 x | 1.1 x |
| Aquafil SpA  | ITALY          | 106             | 4.0 x     | 3.5 x  | 3.3 x  | nm      | nm     | nm     | 10.3 x | nm     | nm     | 0.6 x    | 0.5 x | 0.5 x |
| Sabaf S.p.A.   | ITALY          | 173             | 5.5 x     | 4.8 x  | 3.9 x  | 10.4 x  | 8.6 x  | 6.2 x  | 12.4 x | 10.9 x | 8.1 x  | 0.8 x    | 0.8 x | 0.7 x |
| <b>PEERS Italian Small-Caps</b>                                  | <b>Average</b> |                 | 7.8 x     | 6.9 x  | 6.2 x  | 12.3 x  | 10.6 x | 9.0 x  | 14.9 x | 14.3 x | 12.7 x | 1.6 x    | 1.5 x | 1.4 x |
|  | <b>Median</b>  |                 | 6.8 x     | 5.8 x  | 5.1 x  | 12.0 x  | 10.2 x | 8.3 x  | 12.4 x | 13.5 x | 12.0 x | 1.3 x    | 1.2 x | 1.1 x |

Source: Alantra estimates and Factset

### Financials

Selected peers enjoy better margins than ICF being larger/more diversified (Adhesives producers) or being active in different businesses (Italian Small-Caps)

| Company                          | Country        | Mkt Cap (Eu mn) | FY26E - FY28E average margins |             |                   |               |                 | CAGR FY25A - FY28E |        |       |       |
|----------------------------------|----------------|-----------------|-------------------------------|-------------|-------------------|---------------|-----------------|--------------------|--------|-------|-------|
|                                  |                |                 | EBITDA Margin                 | EBIT Margin | Net Income Margin | Capex / Sales | Dividend Payout | Sales              | EBITDA | EBIT  | EPS   |
| Industrie Chimiche Forestali     | ITALY          | 35              | 12.5%                         | 8.5%        | 5.8%              | 2.0%          | 50.0%           | 6.8%               | 5.4%   | 5.0%  | 9.0%  |
| <b>PEERS</b>                     | <b>Average</b> |                 | 18.7%                         | 13.2%       | 8.8%              | 4.4%          | 42.9%           | 3.8%               | 6.2%   | 16.6% | 17.3% |
|                                  | <b>Median</b>  |                 | 18.1%                         | 13.5%       | 7.6%              | 4.3%          | 49.1%           | 3.1%               | 5.9%   | 9.4%  | 11.1% |
| Henkel AG & Co. KGaA Pref        | GERMANY        | 28,458          | 18.1%                         | 14.9%       | 10.5%             | 3.4%          | 37.8%           | 2.2%               | 2.7%   | 2.7%  | 4.4%  |
| Sika AG                          | SWITZERLAND    | 23,371          | 20.3%                         | 15.5%       | 11.2%             | 3.2%          | 49.1%           | 3.1%               | 7.6%   | 10.3% | 12.7% |
| Arkema SA                        | FRANCE         | 4,206           | 14.4%                         | 6.8%        | 2.7%              | 6.6%          | 69.2%           | 1.9%               | 4.6%   | 8.2%  | 11.1% |
| H.B. Fuller Company              | UNITED STATES  | 2,670           | 18.7%                         | 13.5%       | 7.6%              | 4.3%          | 19.6%           | 2.2%               | 4.6%   | 5.9%  | 9.3%  |
| <b>PEERS Adhesives Producers</b> | <b>Average</b> |                 | 17.9%                         | 12.7%       | 8.0%              | 4.4%          | 43.9%           | 2.3%               | 4.9%   | 6.8%  | 9.4%  |
|                                  | <b>Median</b>  |                 | 18.4%                         | 14.2%       | 9.1%              | 3.8%          | 43.4%           | 2.2%               | 4.6%   | 7.1%  | 10.2% |
| Cembre S.p.A.                    | ITALY          | 1,054           | 30.6%                         | 25.1%       | 18.8%             | 5.5%          | 74.6%           | 7.5%               | 8.4%   | 9.4%  | 7.8%  |
| LU-VE S.p.A.                     | ITALY          | 839             | 15.1%                         | 10.3%       | 7.4%              | 4.0%          | 22.1%           | 6.6%               | 8.1%   | 11.4% | 7.3%  |
| Aquafil SpA                      | ITALY          | 106             | 14.6%                         | 5.6%        | 2.3%              | 5.6%          | 0.0%            | 3.9%               | 5.9%   | 74.3% | 69.6% |
| Sabaf S.p.A.                     | ITALY          | 173             | 15.9%                         | 9.2%        | 6.2%              | 5.3%          | 49.6%           | 3.5%               | 7.9%   | 21.2% | 20.6% |
| <b>PEERS Italian Small-Caps</b>  | <b>Average</b> |                 | 19.4%                         | 13.6%       | 9.5%              | 4.5%          | 42.1%           | 4.9%               | 7.2%   | 24.5% | 23.7% |
|                                  | <b>Median</b>  |                 | 15.9%                         | 10.3%       | 7.4%              | 5.3%          | 49.6%           | 3.9%               | 7.9%   | 11.4% | 13.4% |

Source: Alantra estimates and Factset

## Performance

ICF's price overperformed vs adhesives producers over the last year

| Company                      | Country       | Mkt Cap<br>(Eu mn) | Performance |        |        |        |        |        |
|------------------------------|---------------|--------------------|-------------|--------|--------|--------|--------|--------|
|                              |               |                    | 1M          | 3M     | 6M     | 1YR    | 3YR    | 5YR    |
| Industrie Chimiche Forestali | ITALY         | 35                 | -1.3%       | -2.9%  | -8.3%  | 19.2%  | 1.0%   | -2.0%  |
| PEERS                        | Average       |                    | -10.4%      | -5.0%  | -4.7%  | -3.2%  | -7.4%  | 10.1%  |
|                              | Median        |                    | -12.4%      | -3.0%  | -2.1%  | -7.2%  | -12.9% | -29.3% |
| Henkel AG & Co. KGaA Pref    | GERMANY       | 28,458             | -18.9%      | -3.0%  | -2.1%  | -7.2%  | -2.5%  | -29.3% |
| Sika AG                      | SWITZERLAND   | 23,371             | -16.9%      | -17.5% | -22.9% | -41.5% | -46.2% | -49.3% |
| Arkema SA                    | FRANCE        | 4,206              | -8.2%       | 8.4%   | 1.5%   | -27.0% | -36.6% | -46.9% |
| H.B. Fuller Company          | UNITED STATES | 2,670              | -12.8%      | -6.2%  | -0.5%  | 5.4%   | -15.2% | -7.8%  |
| PEERS Adhesives Producers    | Average       |                    | -14.2%      | -4.6%  | -6.0%  | -17.6% | -25.1% | -33.3% |
|                              | Median        |                    | -14.8%      | -4.6%  | -1.3%  | -17.1% | -25.9% | -38.1% |
| Cembre S.p.A.                | ITALY         | 1,054              | -15.9%      | -9.2%  | 17.0%  | 36.0%  | 101.3% | 163.8% |
| LU-VE S.p.A.                 | ITALY         | 839                | -6.8%       | -3.0%  | 11.7%  | 31.1%  | 24.4%  | 163.1% |
| Aquafil SpA                  | ITALY         | 106                | 2.8%        | 7.4%   | -21.9% | 7.7%   | -67.7% | -69.7% |
| Sabaf S.p.A.                 | ITALY         | 173                | -4.2%       | -1.1%  | -3.5%  | -9.0%  | -12.9% | -39.8% |
| PEERS Italian Small-Caps     | Average       |                    | -7.3%       | -5.3%  | -3.7%  | 8.4%   | 6.7%   | 44.8%  |
|                              | Median        |                    | -6.8%       | -3.0%  | -3.5%  | 7.7%   | -11.4% | 6.6%   |

Source: Alantra estimates and Factset

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