

We are invisible!
But we are everywhere!

Industrie Chimiche Forestali S.p.A.

Investor Presentation

April 2026

**INDUSTRIE
CHIMICHE
FORESTALI**

SINCE 1918

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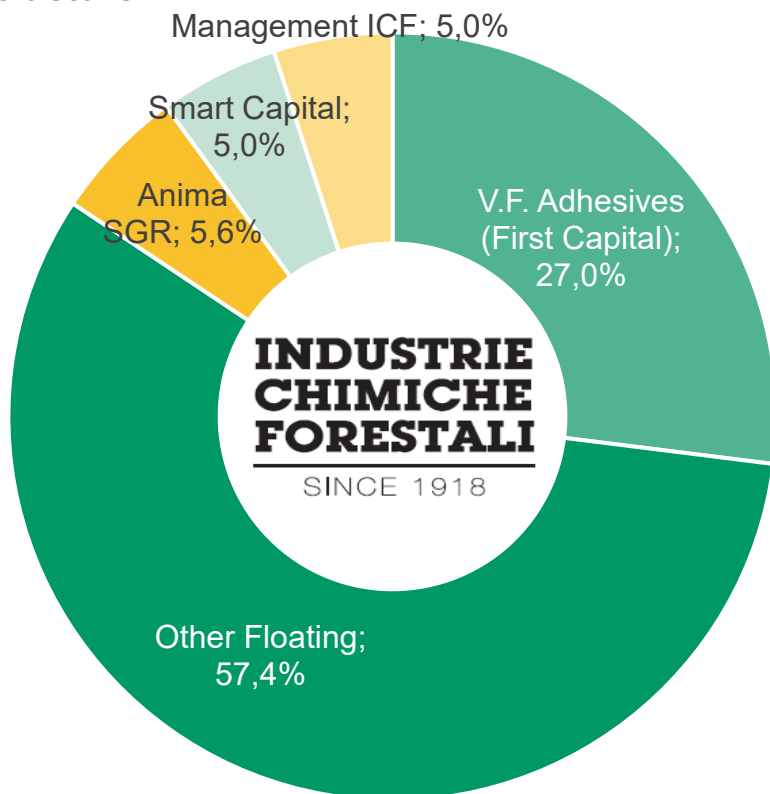
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Industrie Chimiche Forestali

ICF is a leading player in the technical adhesive and fabric business with the **mission** to pursue organic expansion of its operations while acting as an aggregator of companies operating in complementary businesses exploiting the robust Free Cash Flow generation

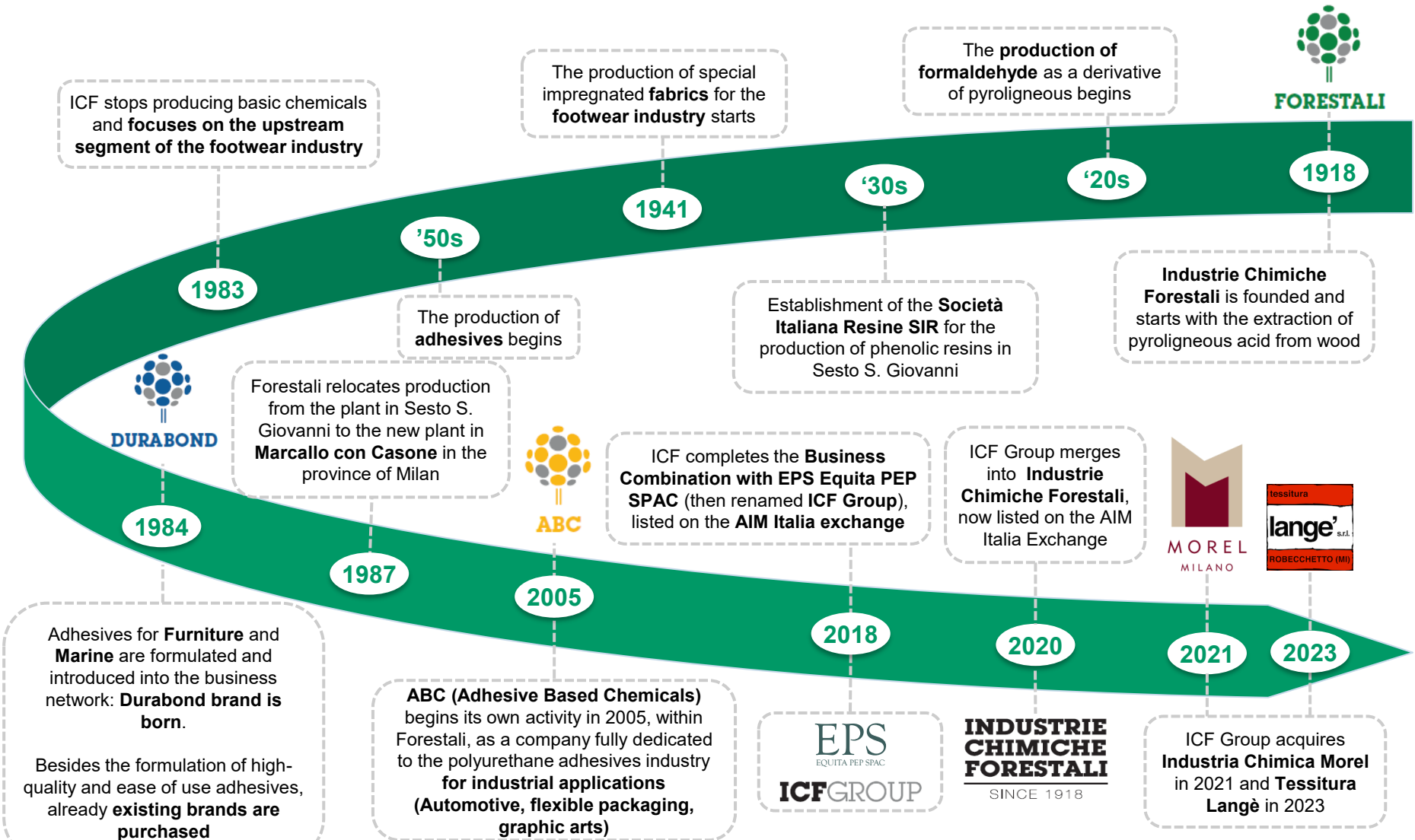
Why invest in Industrie Chimiche Forestali

Shareholder structure



- 1 A **public company**. The market is the dominant shareholder
- 2 More than **100 years of history** in the chemical industry
- 3 **Leading player in Technical Adhesive niche** with expertise in adhesives and **Technical Fabrics** for the Footwear, Leather Goods, Automotive, Packaging and Upholstery sectors
- 4 **Export oriented**
- 5 Substantial **Free Cash Flow generation**
- 6 Strong focus on **sustainability and environmental issues**

Industrie Chimiche Forestali: a 100-year History





The «Invisible Power»

Footwear & Leather Goods

Adhesives:

- Solvent-based
- Solvent-free
- Water-based

Technical fabrics:

- Toe-puff, counters / stiffeners
- Linings and reinforcing



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



Technical fabric goes to reinforce the handle, bottom and sides of the bag. **Adhesive** is used to glue the linings



Adhesive is used to glue different components of the upholstery

Automotive

Adhesives:

- Solvent-based
- Solvent-free
- Water-based



The layers of the headliner in a vehicle. It can be applied to light vehicles (passenger and commercial)

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

Packaging

Adhesives:

- Solvent-based
- Solvent-free
- Water-based

Technical fabrics:

- Cotton fabrics for lux packaging

The «Invisible Power»

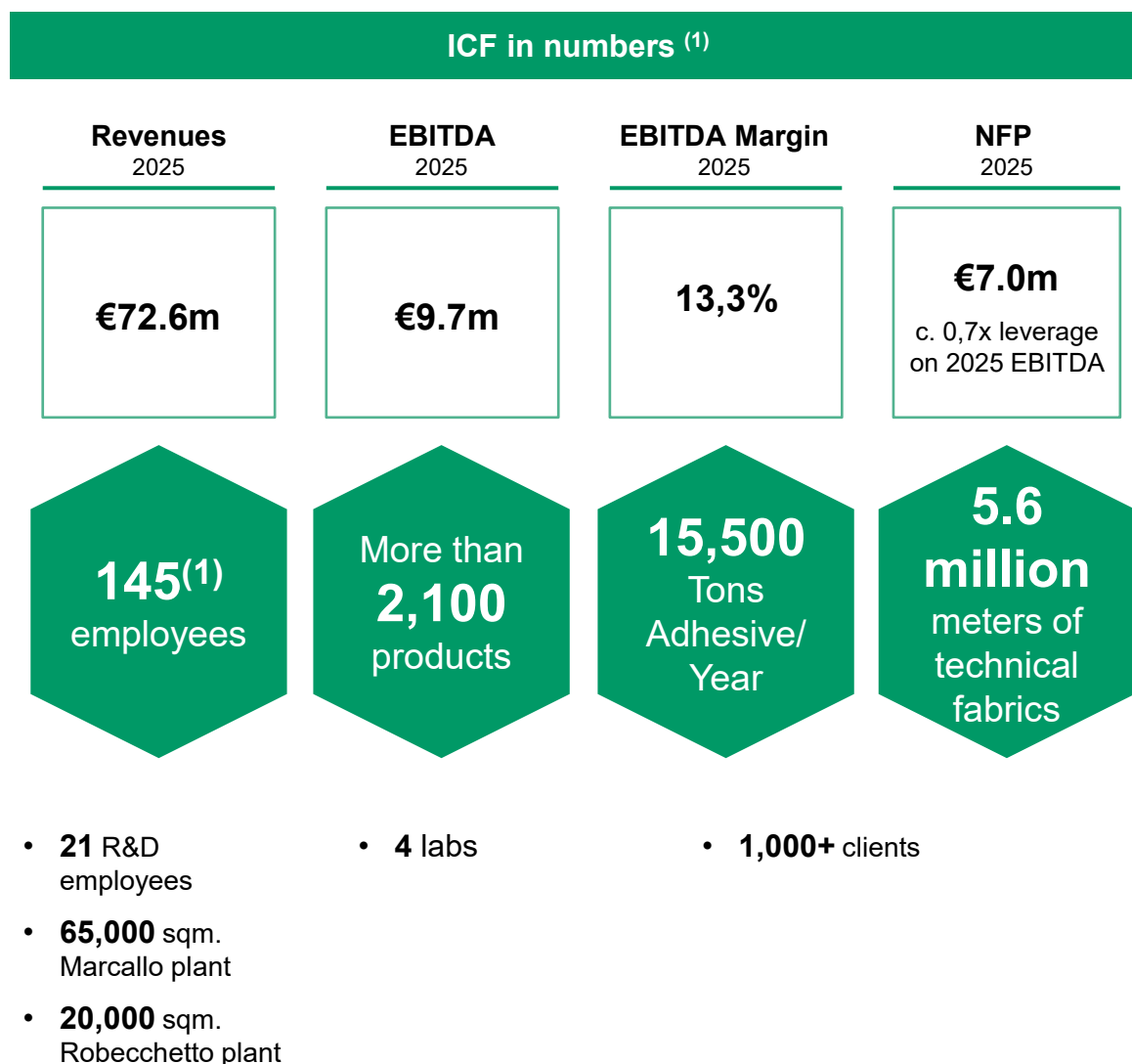
Adhesives have a **minor impact** on cost of production of the final article...

...But a **critical impact on the performance**. A low quality adhesive can lead to serious issues and costs (e.g. destroyed shoes or stained car roof)

Product quality, customized solutions and reliability are key drivers to serve clients

A leading Player in the Technical Adhesive and Fabric World

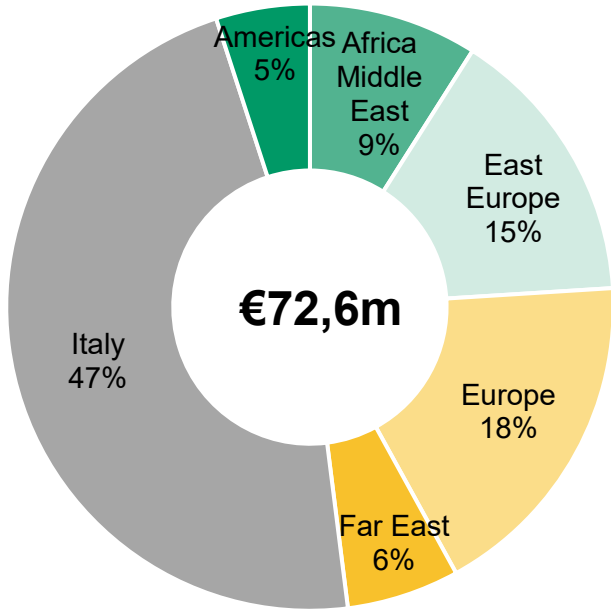
Core activity	Manufacturing of adhesives and technical fabrics
End market	Footwear Leather Goods Automotive Packaging Upholstery
Key products	Adhesives (water-based, solvent-free, solvent-based) Technical Fabrics (impregnated, coextruded)
HQs	Marcallo con Casone , Milan (Italy)



A Balanced Portfolio with a Global Exposure

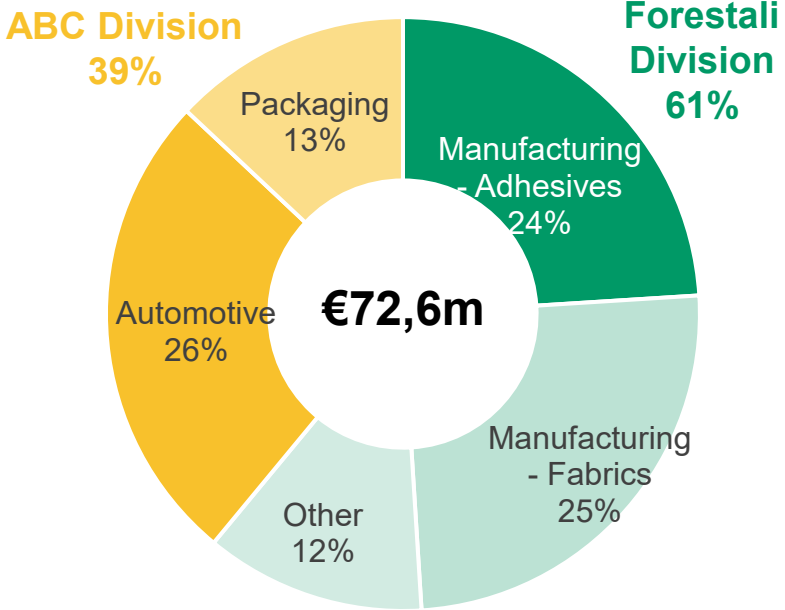
The company is export-oriented, with a balanced exposure to the Automotive, Footwear and Packaging

Geographic Area



Export : 53% of revenues 2025

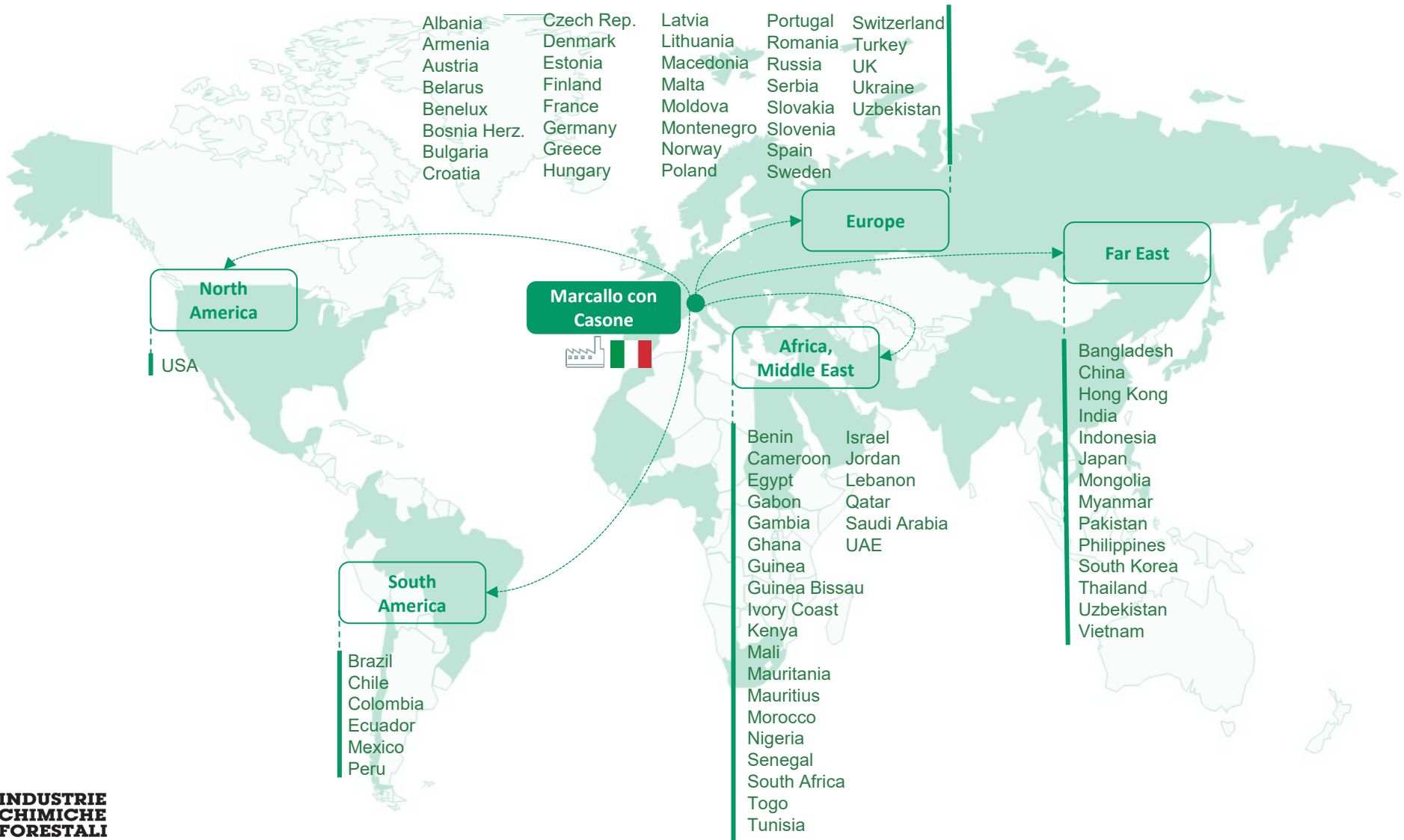
Business Line



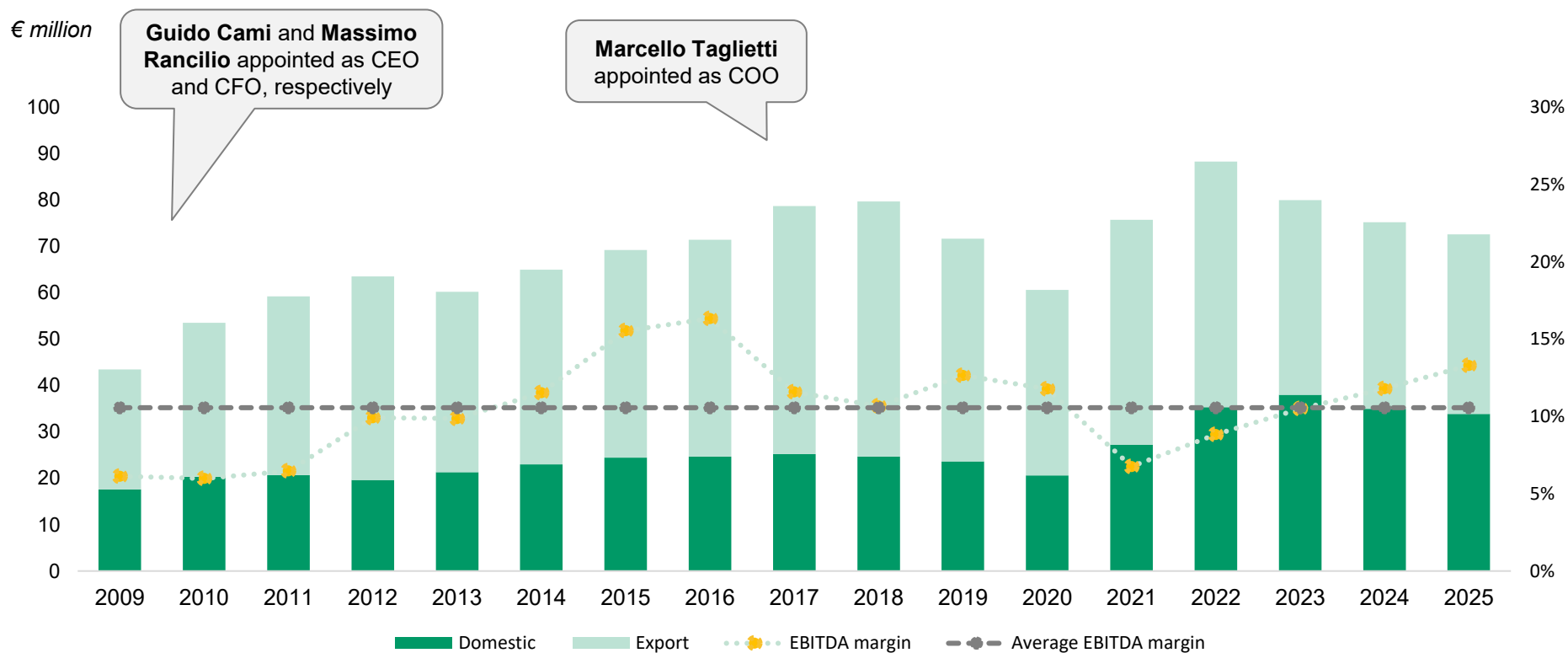
Manufacturing: 49%
Automotive: 26%
Packaging: 13%
Other: 12%

From Italy to the rest of the world

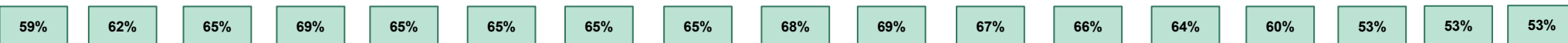
From the headquarter of Marcallo con Casone ICF reaches 80 countries all over the world



Business Evolution



Export (% on revenues)

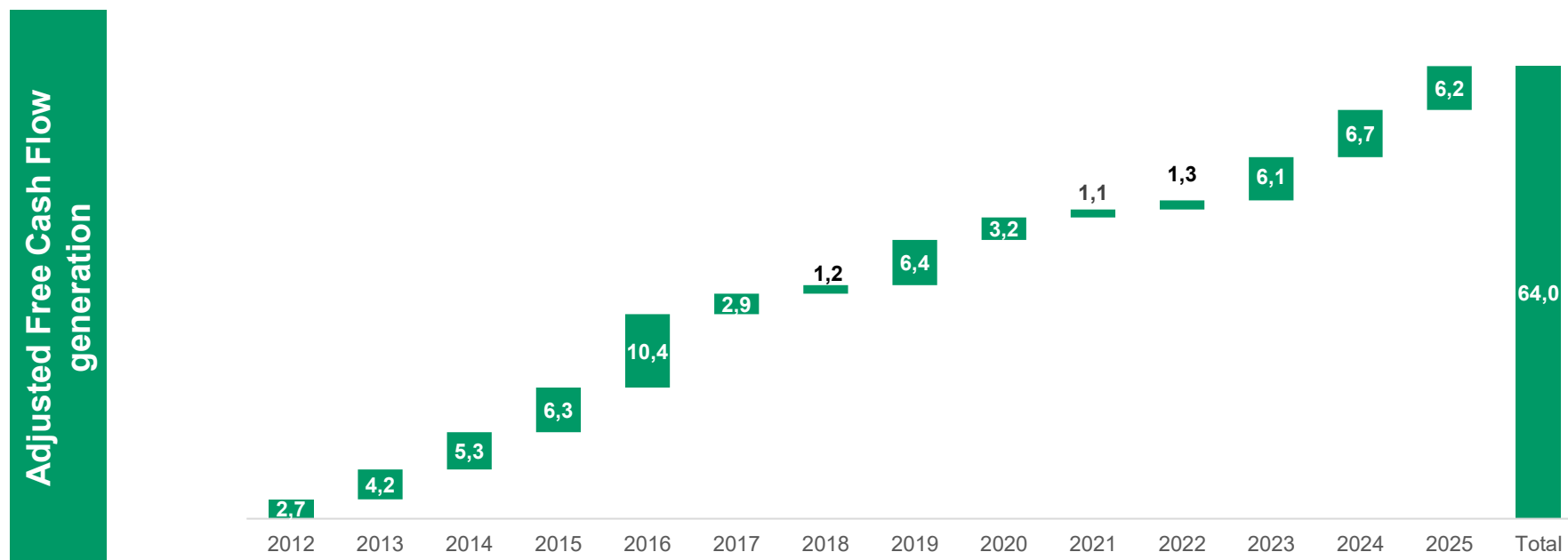


Domestic (% on revenues)



Material Free Cash Flow Generation – Consistently positive

Cumulative Free Cash Flow Generation above €64 over the last 14 years



ICF annual financial highlights

Income Statement (€m)	2020	2021	2022	2023	2024	2025
Revenues	60,6	75,7	88,3	80,0	75,2	72,6
<i>YoY growth (%)</i>	-15,4%	24,9%	16,6%	-9,4%	-6,0%	-3,5%
EBITDA	7,1	5,2	7,8	8,4	8,9	9,7
<i>margin (%)</i>	11,8%	6,9%	8,8%	10,5%	11,8%	13,3%
Net Income	2,2	2,3	3,2	2,2	2,2	2,7
<i>margin (%)</i>	3,7%	3,0%	3,6%	2,7%	2,9%	3,7%
Adjusted Net Income**	3,3	2,2	3,9	3,6	3,6	4,4
<i>margin (%)</i>	5,5%	2,9%	4,4%	4,5%	4,8%	6,0%
Balance Sheet (€m)	2020	2021	2022	2023	2024	2025
Net Debt	3,2	7,4	7,8	10,9	6,5	7,0
<i>Net Debt/EBITDA</i>	0,5x	1,4x	1,0x	1,3x	0,7x	0,7x
Cash Flow Statement (€m)	2020	2021	2022	2023	2024	2025
Adjusted Free Cash Flow	3,6	1,2	1,4	6,1	6,7	6,2
<i>cash conversion (%)</i>	50,1%	22,4%	17,9%	72,6%	75,3%	64,0%
Other	2020	2021	2022	2023	2024	2025
Outstanding shares (m)	7,2	7,4	6,8	6,8	6,8	5,9
<i>o.w. Treasury shares (m)</i>	0,1	0,5	0,1	0,1	0,1	0,2
Dividend per share (€)	0,14	0,14	0,20	0,20	0,20	0,30

ICF's major achievements since its listing in 2018

€31,9m of Free Cash Flow generation¹

1

€17.5 m Cash distributed to shareholders:

- **€11.7m of shares buy-back** since May 2019 to December 2025
- **€5.8m of cumulated dividends** distributed since 2021 to December 2025

2

€2m invested in the **acquisition of MOREL business in July 2021** with very positive execution.

3

€2m invested in the **acquisition of the TESSITURA LANGE' business in April 2023**

4

€1.0m invested in a **real estate asset acquisition** to expand operations

Financial trend ICF 2010-2025

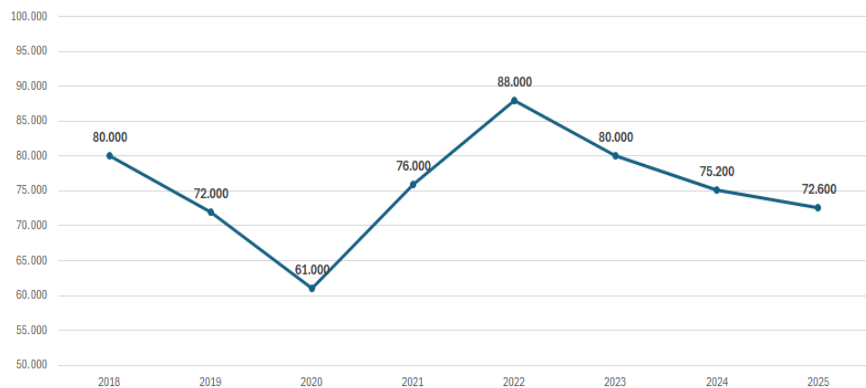
periodo 2010/2025	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		totale	%
Principi	OIC	OIC	OIC	OIC	OIC	OIC	OIC	OIC	Proforma	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS			
fatturato	53	59	63	60	65	69	71	79	80	72	61	76	88	80,0	75,2	72,6		1123,8	
ebitda	3,2	3,8	6,3	5,9	7,5	10,8	11,7	9,2	8,5	9,0	7,2	5,2	7,8	8,4	8,9	9,7		123,1	11,0%
%	6,0%	6,4%	10,0%	9,8%	11,5%	15,7%	16,5%	11,6%	10,6%	12,5%	11,8%	6,8%	8,9%	10,5%	11,8%	13,4%			
utile	0,3	0,3	2	2,4	2,7	5,5	6,1	4,3	3,9	3,5	2,2	2,3	3,2	2,2	2,2	2,7		45,8	4,1%
%	0,6%	0,5%	3,2%	4,0%	4,2%	8,0%	8,6%	5,4%	4,9%	4,9%	3,6%	3,0%	3,6%	2,8%	2,9%	3,7%			
PFN inizio periodo		10,4	11,1	7,7	17,7	12,4	6,1	16,7	13,8	9,3	4,4	3,2	7,3	7,8	10,9	6,5			
aumento capitale									5,1										5,1
buy back										1,5	2,0	1,5	0,5	0,2	0,3	5,5			11,4
dividendi												1,0	1,0	1,4	1,4	1,2			5,9
morel/Langè												1,7	0,3	7,7	0,7				10,4
immobile fleming												1,0							1,0
Immobilie ICF				13,5															13,5
earn out & Sop				0,7					1,8										2,5
Releverage							21,0												21,0
Free cash flow		-0,7	3,4	4,2	5,3	6,3	10,4	2,9	1,2	6,4	3,2	1,1	1,3	6,1	6,7	6,2		64,0	
PFN fine periodo	10,4	11,1	7,7	17,7	12,4	6,1	16,7	13,8	9,3	4,4	3,2	7,3	7,8	10,9	6,5	7,0		-3,4	

Financial trend ICF 2018-2025

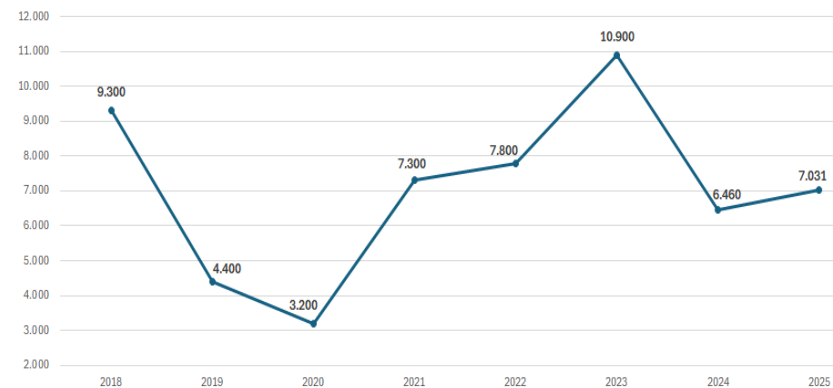
periodo 2018/2025	05-12/2018	2019	2020	2021	2022	2023	2024	2025		totale	%
Principi	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS			
fatturato	51,0	72,0	61,0	76,0	88,0	80,0	75,2	72,6		575,8	
ebitda	4,2	9,0	7,2	5,2	7,8	8,4	8,9	9,7		60,4	10,5%
%	8,2%	12,5%	11,8%	6,8%	8,9%	10,5%	11,8%	13,4%			
utile	2,6	3,5	2,2	2,3	3,2	2,2	2,2	2,7		20,9	3,6%
%	5,1%	4,9%	3,6%	3,0%	3,6%	2,8%	2,9%	3,7%			
PFN inizio periodo	15,3	9,3	4,4	3,2	7,3	7,8	10,9	6,5			
aumento capitale	5,1									5,1	
buy back		1,5	2,0	1,5	0,5	0,2	0,3	5,5		11,4	
dividendi				1,0	1,0	1,3	1,4	1,2		5,9	
morel				1,7	0,3					2,0	
immobile fleiming				1,0						1,0	
Langè						4,6	0,7			5,3	
										0,0	
IFRS 16 non cash						3,1				3,1	
Free cash flow Borsa	0,9	6,4	3,2	1,1	1,3	6,1	6,7	6,2		31,9	
PFN fine periodo	9,3	4,4	3,2	7,3	7,8	10,9	6,5	7,0		-8,3	

Financial trend ICF 2018-2025

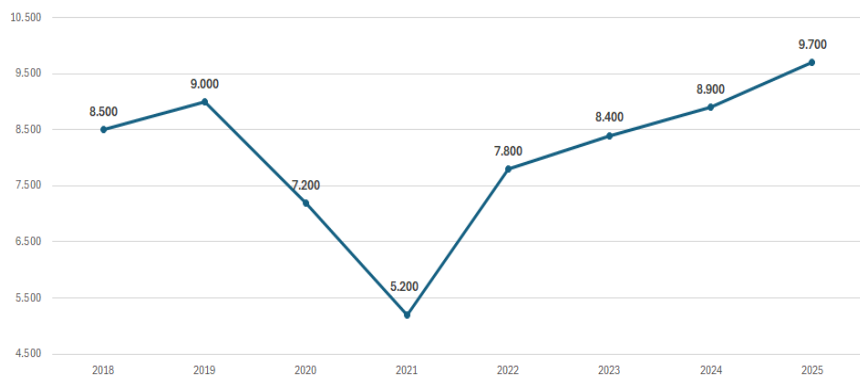
FATTURATO (K€)



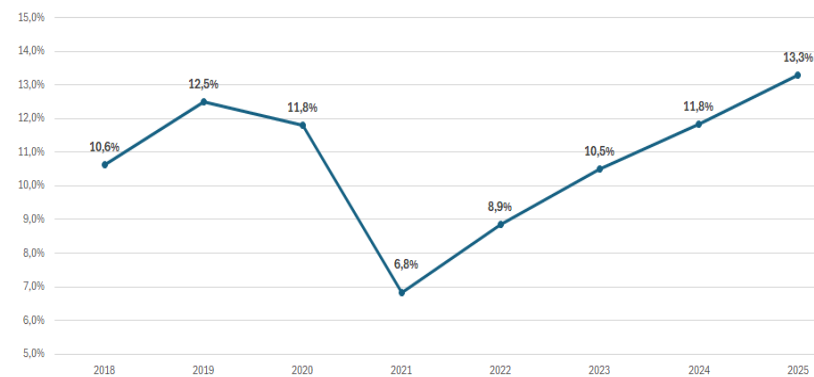
PFN (K€)



EBITDA (K€)

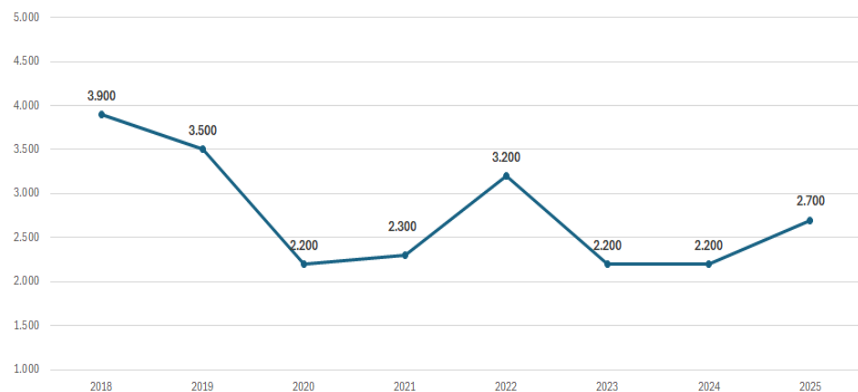


EBITDA %

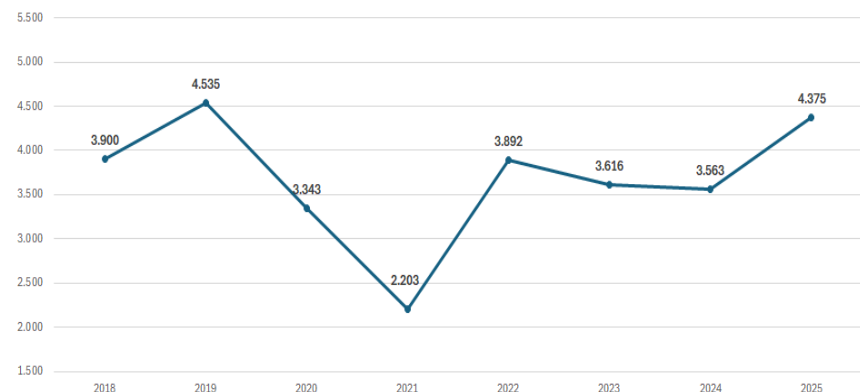


Financial trend ICF 2018-2025

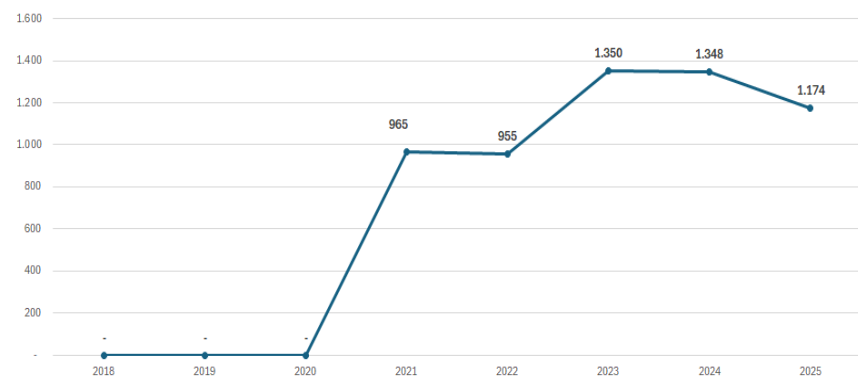
UTILE REPORTED (K€)



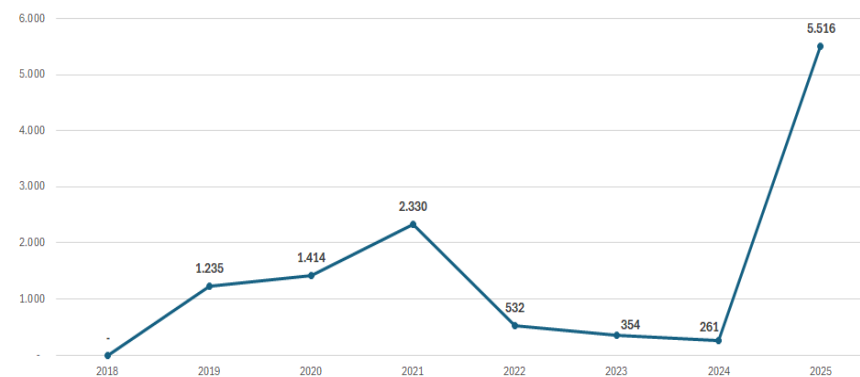
UTILE ADJUSTED (K€)



DIVIDENDI (K€)



BUYBACK (K€)



M&A since listing in 2018

Acquisitions of Morel and Langè



Morel, founded in 1926 in Milan, designs and manufactures **toe-puffs and counters** for the footwear market, with focus on **the luxury segment**. The brand has acquired a position of absolute relevance in its reference market, becoming a synonymous of high quality "Made in Italy" and with a focus on **sustainable** solutions.



Tessitura Langè, founded in 1941, produces and sells cotton and blended fabrics that are finished through in-house industrial processes with a strong focus on innovation and sustainability.

The focus on sustainability is enhanced using ethically sourced cottons (BCI), made with organic raw material guaranteed by "GOTS" certification and/or recycled with "GRS" certification, compliance with the REACH protocol and the SVHC (Substances of Very High Concern) list.

Rationale

1. **Strengthening ICF's** presence in the **luxury** footwear market
2. **Client cross-fertilization** thanks to the complementarity of products and customer base
3. Cost and commercial **synergies**

Rationale

1. **Exploit commercial synergies**
2. **Expand footwear and leather segment**
3. Expand exposure to **luxury** markets and to **packaging** products

Sustainability in ICF – www.investors.forestali.it/sostenibilita

Sustainability, social and environmental issues have been part of ICF's culture ever since 1998, when we joined the “Responsible Care” program, promoting the Sustainable Development of the Chemical Industry worldwide according to values and behavior oriented towards health, safety and the environment. Moreover, to be even more accountable, we redact a **Sustainability Report**, in line with Global Reporting Initiative standard

ICF's commitment to ESG aspects



Products: we offer to our clients **increasingly eco-friendly products** by replacing hazardous substances present in their formulation and developing eco-friendly and **Low Volatile Organic Compound** adhesives



People: we strongly believe in the **value of our people** to whom we guarantee the opportunity of a qualified job and on which we invest to enhance their talents



Safety: we operate with respect for the safety not only of our employees but also of our customers and the surrounding population. Properly trained personnel and the development of processes and plants with high standards of **quality and safety are the prerequisite that we put before any other consideration of economic opportunity**



Quality: together with the preservation of the environment and safety, **quality is an inseparable aspect of our entrepreneurial activity**, which is also reflected in the maintenance and continuous improvement of Management System **certifications**, some of which were obtained more than twenty years ago and have therefore become a common working

At Industrie Chimiche Forestali, the integration of economic, environmental and social sustainability into our business has been for years among our core priorities and thanks to that we have been able to build a competitive advantage, recognized by the market in our competitiveness as well as our dynamism and flexibility

ESG – Certifications

Management System Certification

- **UNI EN ISO 9001** - Quality Management System certification since 1997
- **UNI EN ISO 14001** - Environmental Management System certification since 1998
- **UNI EN ISO 45001** - Safety Management System certification since 2009
- **EMAS Regulation** – Eco Management and Audit Scheme compliance since 2001
- **Model 231** – Organizational, Management and Control Model, and a Code of Ethics since 2014
- **IATF 16949** - Quality Management System certification since 2019 for Automotive Industries
- **ECOVADIS (Silver Medal)** - International Sustainability Assessment Platform that evaluates Companies ESG Performances

Product Certification

- **GRS®** – Global Recycle Standards; recycled materials certification and compliance of environment and social criteria.
- **OK-BIOBASED®** - Certify the biobased content based on the % of renewable raw materials determined.
- **GOTS® (Global Organic Textile Standard)** certification, that refers to an international standard used for the certification of natural fibres and includes ecological and social criteria. It consists of an independent certification system for the entire textile production chain.
- **BCI® (Better Cotton Initiative)** certification, that promotes better standards in cotton farming and care for and preserve the quality of the fibre.



ESG –Reports

Sustainability Report

7th Edition of ICF's voluntary Sustainability Report in accordance with the *Global Initiative Sustainability Reporting Standards* (GRI Standards)

Manifesto of Sustainability

1st Edition of ICF's voluntary Manifesto of Sustainability, which represents the ethical commitment and mission of the company in pursuing responsible business practices and contributing to reduction of greenhouse gas emission

ESG – Environment

ICF's commitment towards environmental issues goes **beyond system certifications** and includes its daily operations, its supply chain and its overall impact on the environment.

Environmental

- Compliance with the **European REACH regulation**
- **Water-based and solvent-free adhesives >50% of production**
- **CO, NOX and VOC emissions reduction**
- **Recycling** campaign for **paper, cardboard and plastic**
- 20% of the textile production compliant to **Global Recycle Standard** after just one year from certification adoption
- The **PHOTOVOLTAIC SYSTEM**
- Process **waste water recycling capability** through its chemical-physical waste water treatment plant

ESG – Social and Governance – www.investors.forestali.it

Governance

ICF **governance** model is **investor friendly** and quite **unique** among companies of similar size listed on the Euronext Growth Milan segment of Borsa Italiana:

- ICF is a public company with the market being the dominant shareholder
- The BoD is composed of 7 members, of which **3 qualify as independent directors** (Mrs. Balzano, Mr. Kenny and Mr. Rettani)
- **The interests of ICF top management are aligned with those of the shareholders:** 11 ICF managers, including the CEO Guido Cami, hold 5% of the Company's share capital

ICF Board of Directors (till April 28 2026)



Guido Cami



Marco Di Lorenzo



Giovanni Campolo



Marina Balzano



Vincenzo Polidoro



Roberto Rettani **Independent**



Steven Kenny

Social impact

ICF supports the community by sponsoring local organizations:

- Bambini delle Fate
- Marcallo con Casone local sport teams
- Alatha
- Educascuola: Marcallo con Casone School

Best practices

- Environmental Report
- **Sustainability report** in line with Global Reporting Initiative standards



ENVIRONMENTAL REPORT
2018 - 2020

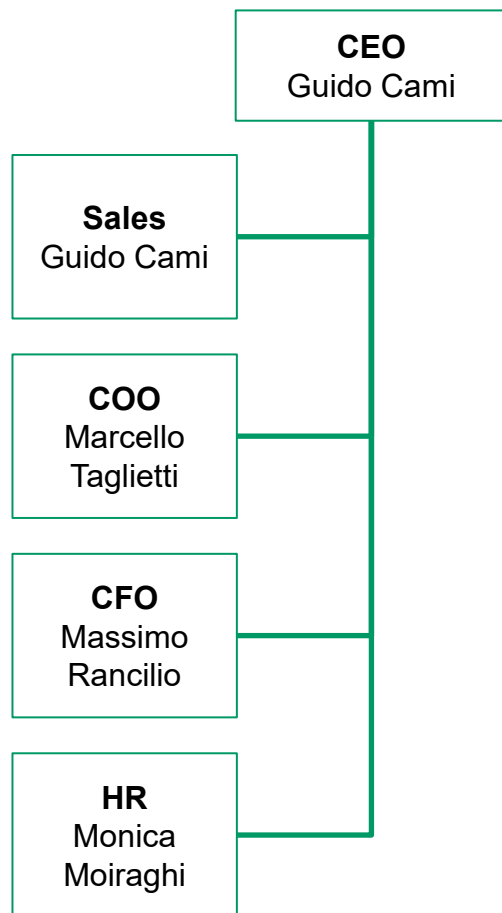
Awards



Winner of:
AIM ESG
AIM Investor
Day 2018

Structure and Key Management

Organizational structure with 145⁽¹⁾ people coordinated by...



...an experienced management



Guido Cami *Chief Executive Officer*

- Graduated in Management Engineering at Politecnico di Milano
- Chairman of the Adhesive and Sealant division of AVISA
- Executive Member in FEICA (European Adhesives and Sealant Association)
- 36+ years of experience in industrial companies (Pirelli, Manifattura di Legnano, Vibram, Pechiney, Crespi, Forestali)
- Expertise: Production, Logistics, Operations, R&D, Commercial, Managing Direction
- 16 years in Forestali as CEO



Marcello Taglietti *Chief Operating Officer*

- 35 years of experience in the Operations function (Ashland Chemicals, Air Products and Chemicals, KMG Chemicals)
- 9 years in Forestali



Massimo Rancilio *Chief Financial Officer*

- 27 years of experience in the Finance function (Oracle, Accenture, Hexon Specialty Chemicals, MPG Plast)
- 16 years in Forestali



Monica Moiraghi *Human Resources*

- 36 years of experience in the HR function
- 27 years in Forestali

Appendix

**INDUSTRIE
CHIMICHE
FORESTALI**

SINCE 1918

**Industrie Chimiche Forestali S.p.A.
www.forestali.it**

**Headquarter in Marcallo con Casone
Via Fratelli Kennedy, n. 75**

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***Please visit www.forestali.it/#ambiente to download your
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