

RACING FORCE GROUP



THE HEART OF RACING

March 30, 2023

RFG Investor Presentation

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AN INTERNATIONAL LEADERSHIP TEAM



Paolo Delprato

Group Chairman and CEO
Chairman Racing Force International
Chairman High Protection Systems

+15 Years of Industry Experience



Stephane Cohen

Group Co-CEO
CEO Racing Force International
CEO High Protection Systems
BELL Co-Founder

+37 Years of Industry Experience



Roberto Ferroggiaro

Group CFO

+10 Years of Financial Experience



**Alexandros
Miotto Haristos**

Group COO
Zeronoise Co-Founder

+10 Years of Industry Experience



Gabriele Pedone

CEO Racing Force USA

+20 Years of Industry Experience



Aref Yazbek

Group CBO
MD Racing Force International

+10 Years of Industry Experience



Andy Mellor

Group CTO

+20 Years of Industry Experience



Kyle Kietzmann

Co-CEO Racing Force USA

+28 Years of Industry Experience



Bruno Curletto

CCO (EMEA e APAC)

+20 Years of Industry Experience



RACING FORCE AT A GLANCE

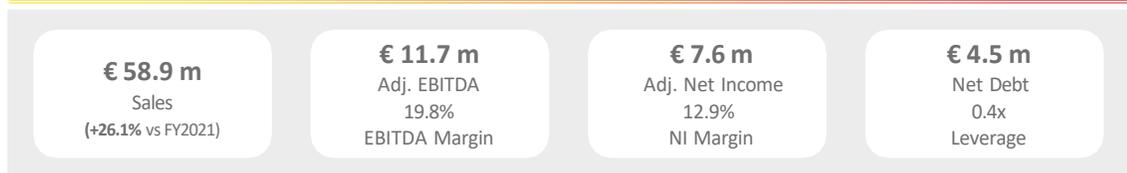
RACING FORCE OPERATES IN THE DEVELOPMENT, PRODUCTION AND MARKETING OF SAFETY COMPONENTS AND PROTECTION EQUIPMENT FOR THE MOTORSPORT INDUSTRY

RACING FORCE GROUP TODAY

Brands



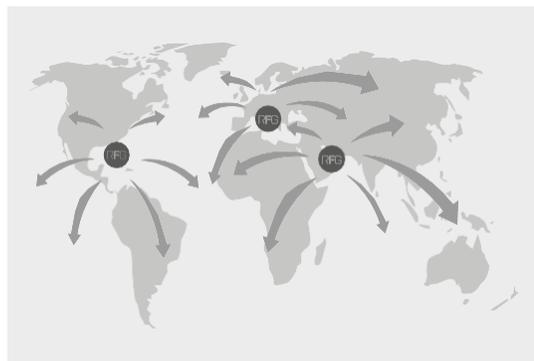
Financials Highlights FY2022



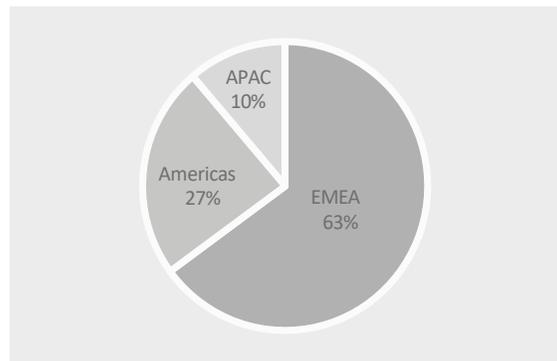
Numbers

- Worldwide Leadership in Motorsport Safety Equipment
- Widest range of products covering the full spectrum of motorsport safety equipment and beyond
- 3.400+ Customers Worldwide (largest client representing approximately 4% of total sales)
- 7 sites incl. 3 manufacturing facilities, 6 showrooms and 3 R&D centers in US, Europe and Asia
- Over 500 employees from 35 nationalities, average age of 37 (36% of women)

80 Countries Worldwide



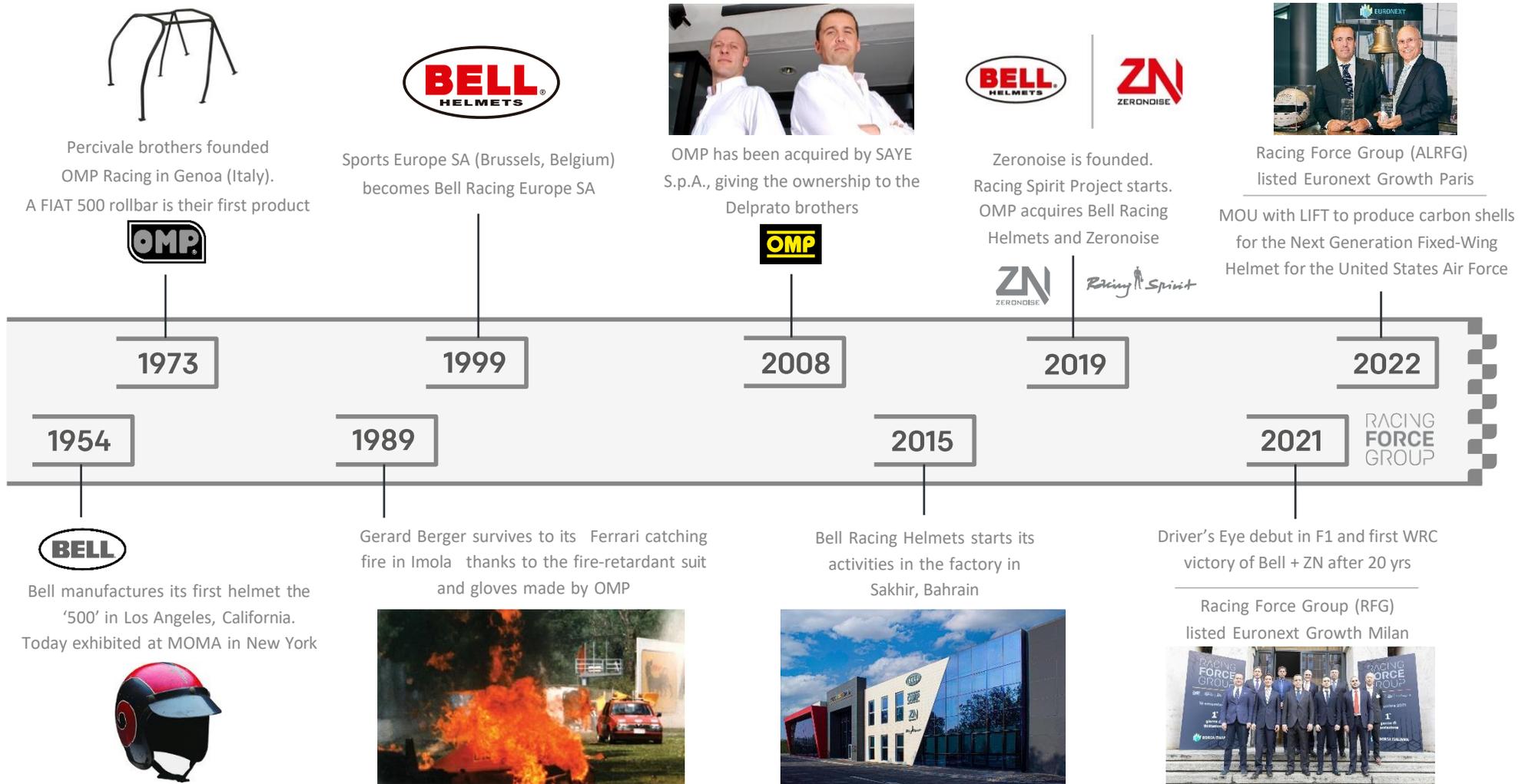
2022 Revenues Breakdown



Shareholders' Structure

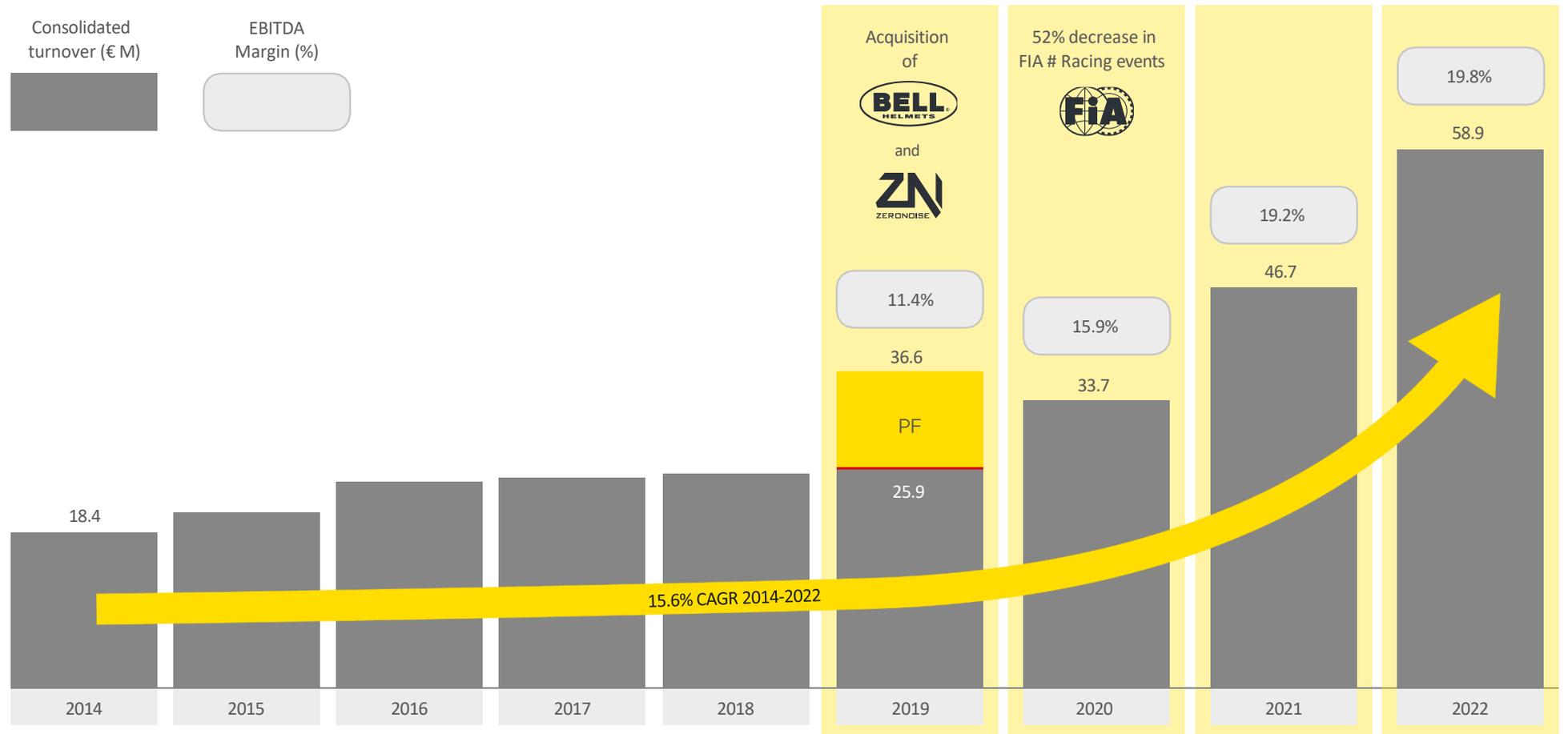


70+ YEARS OF UNCOMPROMISED INNOVATION AND RELIABILITY IN MOTORSPORT SAFETY EQUIPMENT



A LONG TERM DOUBLE-DIGIT GROWTH HISTORY

SALES



MOTORSPORT SAFETY EQUIPMENT MARKET

THE PARTNER OF CHOICE: FROM TOP DRIVERS TO AMATEURS, TEAMS AND REGULATORY BODIES

SELECTED TOP DRIVERS



Lewis Hamilton (F1 Driver)



Charles Leclerc (F1 Driver)



Carlos Sainz (F1 Driver)



George Russell (F1 Driver)



Thierry Neuville (WRC driver)



Kalle Rovanpera (WRC Champion)



Sébastien Ogier (WRC Champion)



Valentino Rossi (GTWC Driver)



Enzo Tarnvanichkul (2022 OKJ Karting Champion)

SELECTED PARTNERSHIPS



SKODA
Motorsport

WILLIAMS RACING

FROM TOP DRIVERS TO AMATEURS

From World Champions...



...To Gentlemen Drivers

70% of F1 Drivers
wearing Bell Helmets
75% of WRC Drivers
wearing OMP Suits

37 FIA
World Titles
in the last
5 years

3.400+
Customers
Worldwide

Top 10
customers with
RFG for
20 years

REGULATORY BODIES



OFFICIAL SUPPLIER



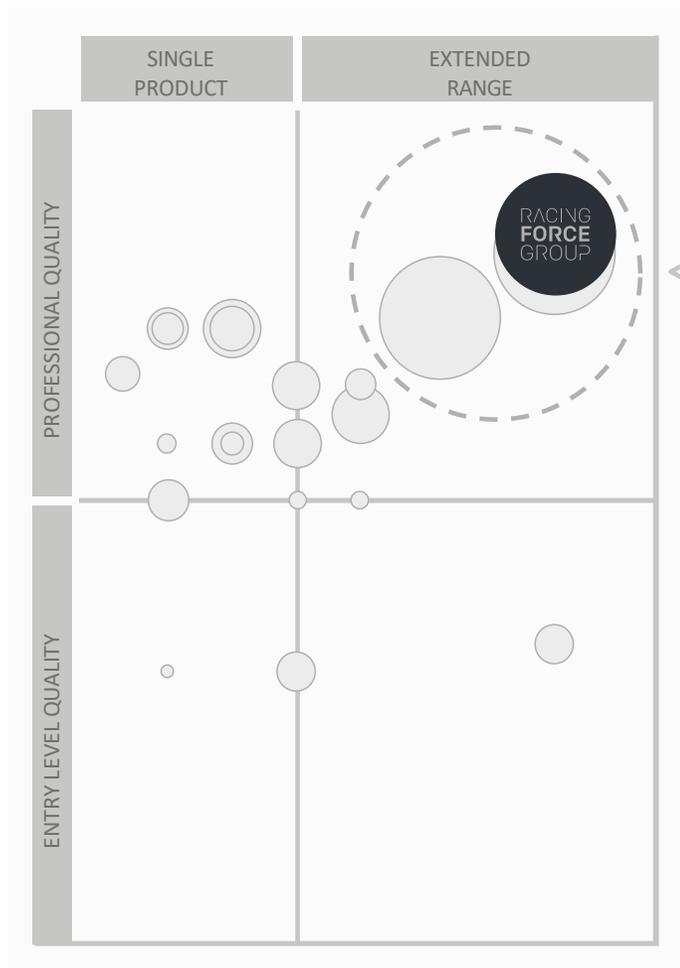
OFFICIAL SUPPLIER



OFFICIAL SUPPLIER



LEADERSHIP IN A FRAGMENTED MARKET DOMINATED BY 3 PLAYERS



	RACING FORCE GROUP	sparco	SIMPSON
Headquarter			
Market	Worldwide	Sparco Worldwide Impact USA	Simpson (mainly USA) Stilo Worldwide
Main brands	 	 	
RANGE OFFER			
DRIVER EQUIP.			
Racewear	●	●	●
Kartwear	●	●	●
Helmets	●	●	●
FHR			●
CAR PARTS			
Intercom	●	●	●
Seats	●	●	●
Harnesses	●	●	●
Rollbars	●	●	
Fire Ex. Systems	●	●	
Steering Wheels	●	●	
Car Accessories	●	●	●
Helmet Cam	●		



RACING FORCE GROUP RANGE OF PRODUCTS

UNIQUE BRAND PORTFOLIO COMBINING HERITAGE AND INNOVATION

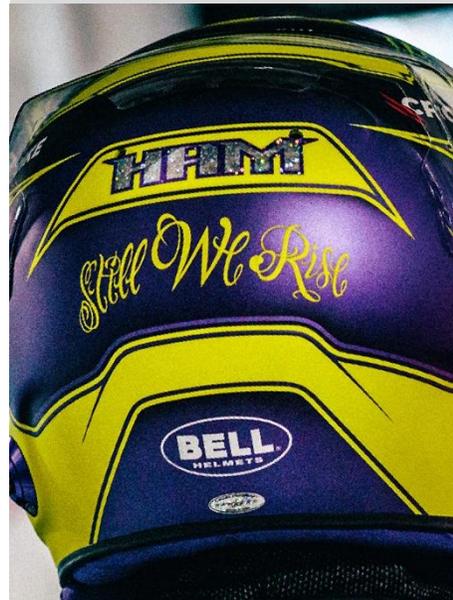
"ICONIC" BRANDS



Established in 1973



Established in 1954



"YOUNG" BRANDS



Established in 2018



Established in 2012





OVER 2,000 PRODUCTS

Full range of racewear and car parts, that covers the 3 markets segment (Good – Better – Best)

DRIVER SAFETY EQUIPMENT



1996

25 YEARS R&D STUDIES

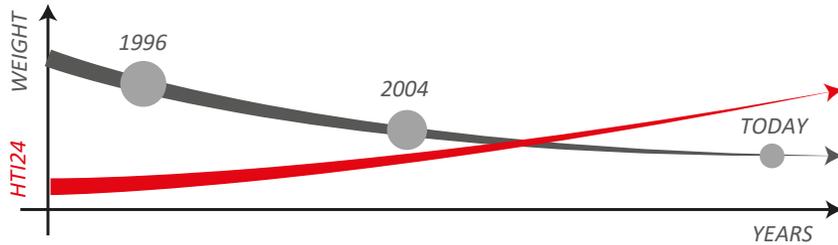


2004

HIGHEST FIA SAFETY STANDARDS



TODAY



SAFETY

+ FIRE PROTECTION
HEAT TRANSMISSION:
HTI24 11s → 12s

+

INNOVATION

WEIGHT -55%
(from 1.8Kg to 0.8kg)

=

PERFORMANCE

CAR PARTS



POLYESTER

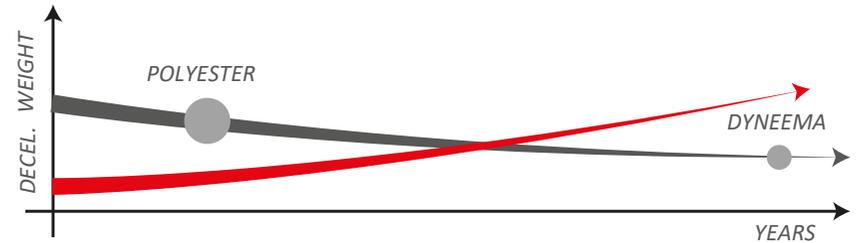
10 YEARS R&D STUDIES



DYNEEMA

WORLD'S STRONGEST FIBER

HIGHEST FIA SAFETY STANDARDS



SAFETY

+ RESISTANCE
DECELERATION:
32G → 50G

+

INNOVATION

WEIGHT -40%
(from 0.85Kg to 0.5kg)
15% MORE RESISTANT

=

PERFORMANCE





ANY SURFACE ANY SPEED

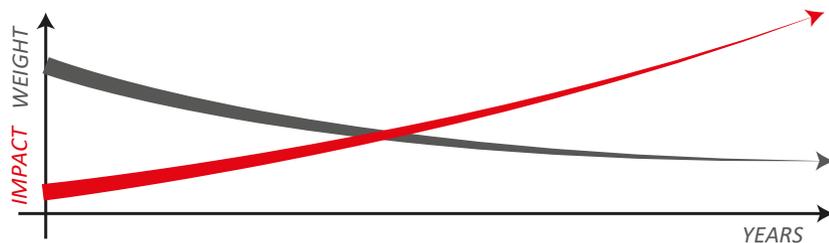
Full range of products with 3 collections and more than 40 helmet models

FULL FACE HELMETS (CIRCUIT)



INNOVATION SINCE 1954

THE CHOICE OF 70% F1 DRIVERS



SAFETY

- IMPACT ABSORPTION +100%
- ENERGY MANAGEMENT
- ADVANCED BALLISTIC PROTECTION (ABP)

+

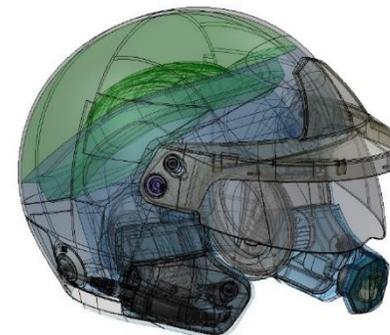
INNOVATION

- WEIGHT AND SIZE
- FITTING
- AIR VENTILATION
- AERODYNAMIC OPTIMIZ.

=

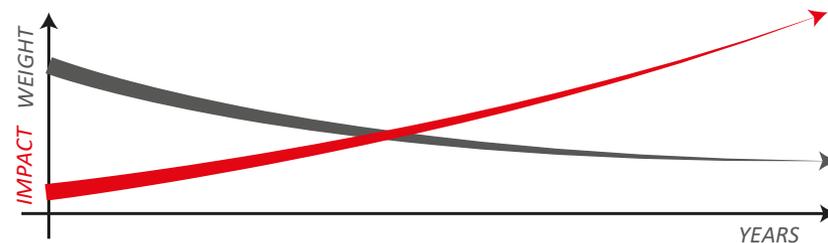
PERFORMANCE

OPEN FACE HELMETS (RALLY)



IN WRC SINCE 2021

HIGHEST FIA SAFETY STANDARDS



SAFETY

- IMPACT ABSORPTION +100%
- DRIVER'S ACCESSIBILITY
- FRONTAL HEAD RESTRAIN IMPROVEMENTS

+

INNOVATION

- WEIGHT AND SIZE
- FITTING
- ZERONOISE COMM. SYSTEM

=

PERFORMANCE





ZERONOISE. "SILENCE" AND "VISION"

Technology that improves performance for every need

AUDIO COMMUNICATION DEVICES



IN WRC SINCE 2021

FULL RANGE OF DIGITAL INTERCOM



FULL PROFESSIONAL
INTEGRATED COMMUNICATION
SYSTEM

PERFORMANCE

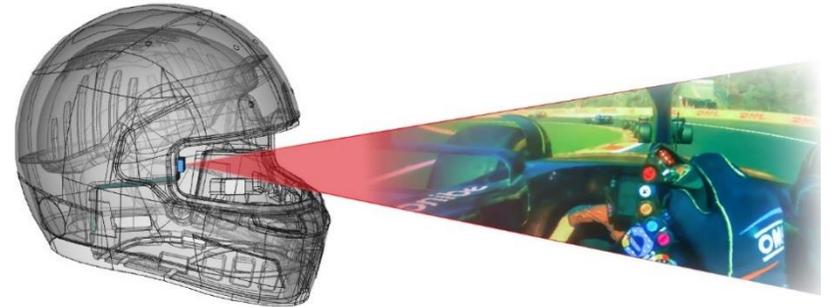
THE MOST EFFECTIVE NOISE
CANCELLING ALGORITHM

THE MOST POWERFUL SOUND
OUTPUT

INDIVIDUAL FULL CUSTOM
SETTINGS



Driver's Eye™ is the
smallest micro camera in the world
for live TV broadcasting (≈1.4gr, 9x9mm)



Driver's Eye™ is a patented technology (5 patents)
that has been extended also to sports eyewear

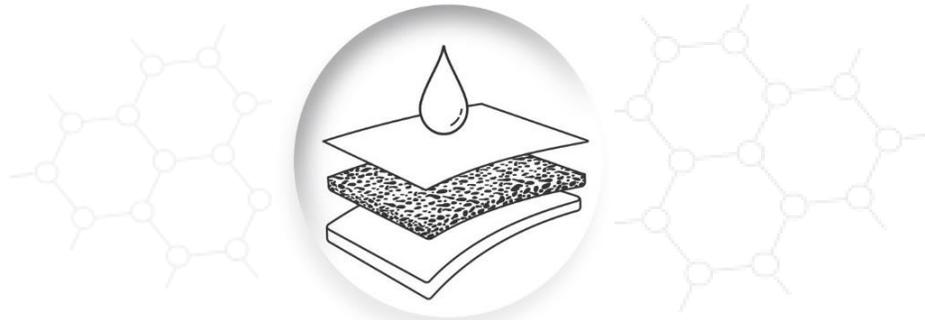




RACING SPIRIT. "RACING DNA" 365 DAYS A YEAR

The choice of technical apparel of major motorsport brands and teams

GRAPHENE
CARBON FIBER COMPOSITE



GRAPHITE SINGLE LAYER

CARBON HONEYCOMB SHEETS

PERFORMANCE

HEAT CONDUCTOR

THERMAL REGULATION

LIGHTWEIGHT

COMPRESSIBLE

LIFESTYLE



Andreas MIKKELSEN
Skoda Motorsport driver



PARTNERSHIPS



SKODA Motorsport



Mario ISOLA
Pirelli Motorsport Director

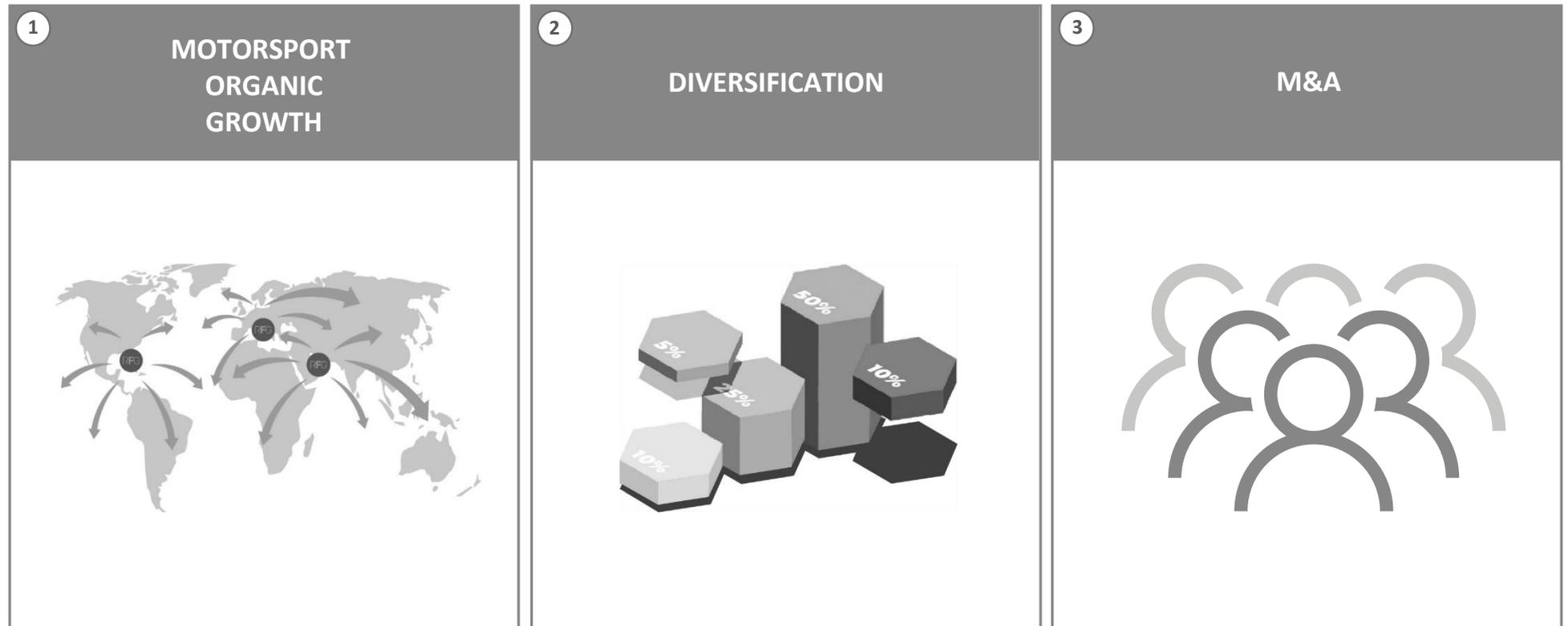


UPDATE ON STRATEGY

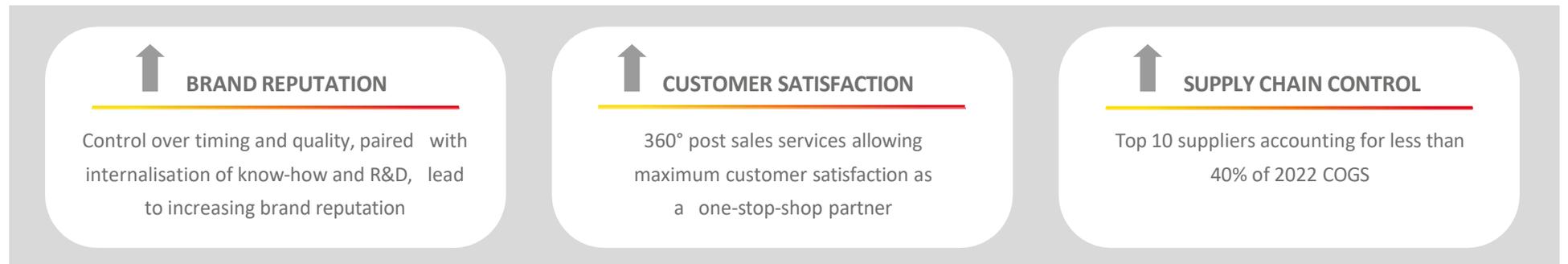
3 CLEAR MAIN PILLARS FOR FURTHER GROWTH

SOLID GROWTH OPPORTUNITIES IN CORE MARKETS AND NEW TECHNOLOGY / HIGH PERFORMANCE SAFETY NICHES

KEY DRIVERS



TIGHTLY CONTROLLED VALUE CHAIN THAT DELIVER SPEED, RELIABILITY AND CUSTOMER SATISFACTION



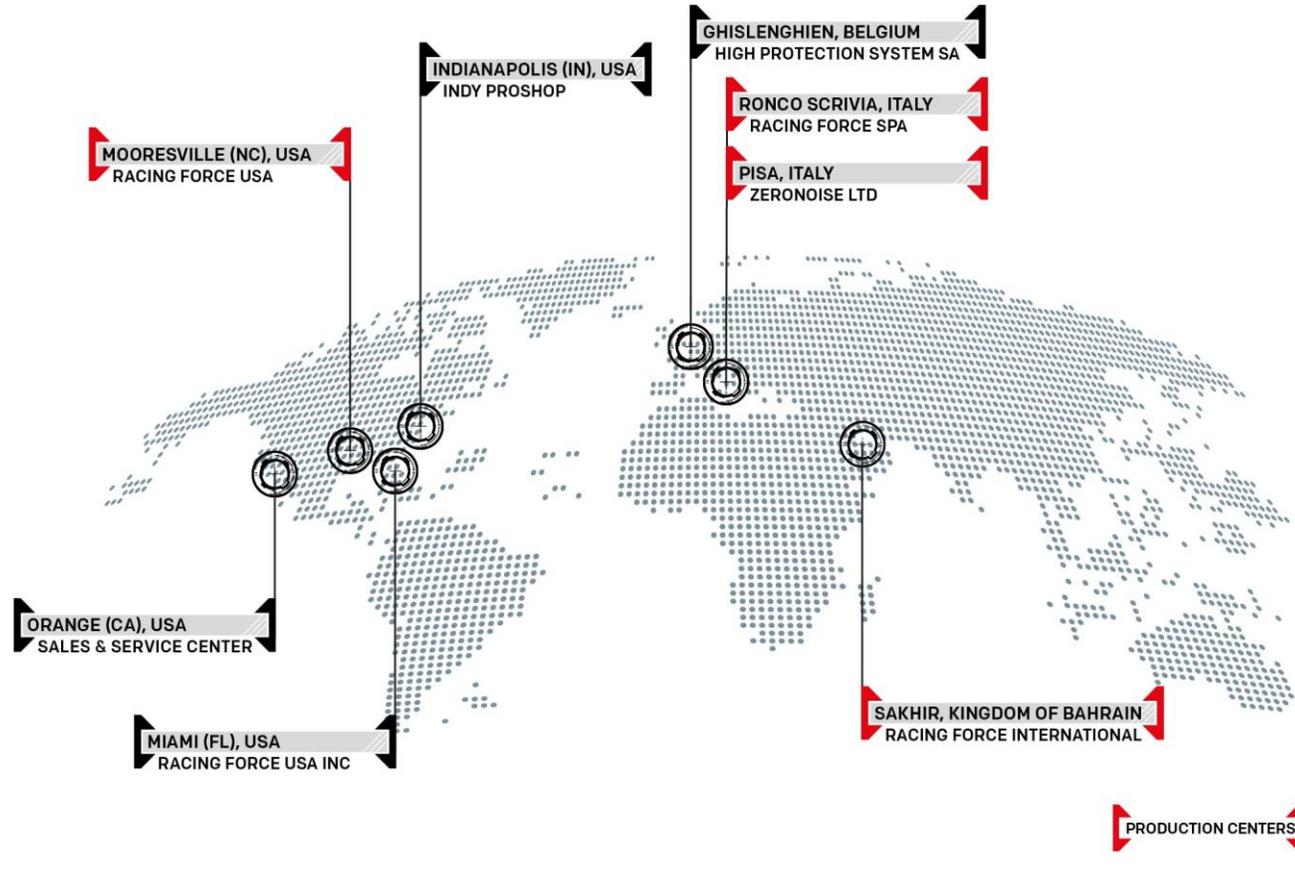
OUR LOCATIONS IN 3 DIFFERENT CONTINENTS

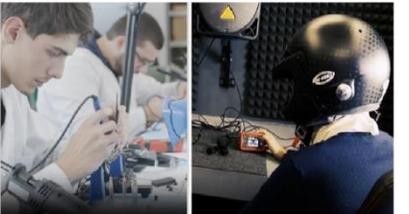
8 LOCATIONS

3 R&D CENTERS

6 PRO-SHOPS

4 CUTTING EDGE PRODUCTION CENTERS



  RONCO SCRIVIA ITALY	
  SAKHIR BAHRAIN	
   MOORESVILLE UNITED STATES	
  PISA ITALY	



MAIN INVESTMENTS TO SUPPORT THE GROWTH

TO SUPPORT THE GROWTH OF THE GROUP, AN INVESTMENT PLAN TO EXPAND THE OVERALL CAPACITY IS UNDERWAY

AMERICA, MOORESVILLE



Expansion: +4,000 sqm
+500%

- Mooresville has a racing DNA, hosting NASCAR's headquarter and the majority of US racing teams
- The new plant will be functional to start diversification projects and to integrate production activities aimed at the American market. Mooresville will also become the main logistics hub for the US
- Attention to environmental sustainability (under evaluation)
- Active starting autumn 2023

EUROPE, RONCO SCRIVIA



Expansion: +4,000 sqm
+50%

- It's the main headquarter of the Group
- Expansion aimed at increasing production and logistics for Europe and ROW
- Attention to environmental sustainability
 - Solar panels
 - Energy-saving façades
 - Car recharging stations
 - Rain water collection system
- Active starting summer 2024

MIDDLE EAST, BAHRAIN



Expansion: +4,000 sqm
+60%

- It's the main manufacturing hub that hosts production of helmets as well as diversification and integration projects
- Creation of a 2nd floor to increase factory production capacity, in partnership with Bahrain International Circuit
- Attention to environmental sustainability
 - Solar panels
 - Car recharging stations
- Active starting autumn 2023



PILLAR 1 – MOTORSPORT ORGANIC GROWTH

CONSOLIDATING RACING FORCE'S LEADERSHIP IN LESS PENETRATED GEOGRAPHIES AND PRODUCT SEGMENTS

AMERICAS

KEY UPDATES

- ✓ Sales in USA +44% in FY22 vs FY21
- ✓ A new complete range of SFI homologated products under **BELL brand** available starting January FY23
- ✓ Racewear under **both OMP and BELL** brand to target all levels of US major series, with **diversified strategies**
- ✓ A **new factory based in Mooresville (NC)**, headquarter of most racing teams and drivers, will be active starting autumn 2023
- ✓ A new **Sales and Service Center in Orange (CA)**, is active since March 2023 to support the off-road racing market in the US



B. Keselowski - NASCAR Driver



EUROPE AND ASIA-PACIFIC

KEY UPDATES

- ✓ **Italy, UK, Germany and France** are the main countries in Europe, representing ≈40% of total Group sales
- ✓ High potential and **growth rate in China** (≈60% CAGR 2019-22)
- ✓ Consolidated **leadership in Oceanian market**
- ✓ **OMP Suits and Seats both +15%** in FY22 vs FY21
- ✓ **Bell Open Face Helmets +70%** in FY22 vs FY21
- ✓ **Bell Full Face Helmets +41%** in FY22 vs FY21
- ✓ **ZeroNoise Communication systems +147%** in FY22 vs FY21



S. Loeb - WRC Champion



THE US MARKET

- ✓ **NASCAR audience up 10%** FY2022 vs. prior year
- ✓ Hit **Netflix docuseries Drive to Survive** contributed to increase the audience base in the US
- ✓ **IMSA Daytona** race in Jan-23 record TV viewership (+28% vs FY22)
- ✓ Average TV audience for **Formula 1®** in US **increased 28%** in FY22 to over 1.21 ml
- ✓ New **Miami F1 GP** up **27%** vs FY21 US race
- ✓ USA will host 3 races in FY23 with **Las Vegas** being added to the F1 calendar



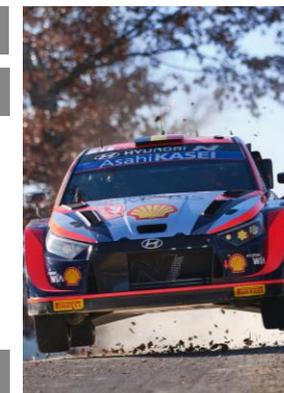
A ONE STOP-SHOP OFFERING

DEALERS AND DISTRIBUTORS

PROFESSIONAL TEAMS



STRONG BRAND SINERGIES



PILLAR 2 - DIVERSIFICATION

MOTORSPORT

DRIVER'S EYE HAS CONQUERED THE MOTORSPORT STAGE



...and many more to come

WORLD SMALLEST AND LIGHTEST MICRO-CAMERA FOR LIVE TV BROADCASTING

THE ONLY CAMERA SYSTEM HOMOLOGATED BY FIA

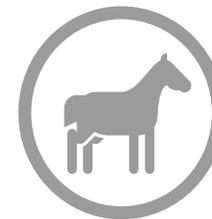
MANDATORY TECHNOLOGY IN FORMULA 1

SINCE 2023, DRIVER'S EYE IS ALSO HOMOLOGATED BY THE OTHER HELMET MANUFACTURERS



OTHER SPORTS

OPPORTUNITIES OUTSIDE MOTORSPORT



Driver's Eye™ is a patented technology (5 patents) that has been extended also to **sports eyewear**



PILLAR 2 - DIVERSIFICATION

FROM F1 ABP ADVANCED HELMET TO THE NEXT GENERATION AIR FORCE HELMETS



TECHNOLOGY TRANSFER

SAFETY
IMPACT ABSORPTION

PERFORMANCE
WEIGHT - SIZE - FITTING

PROCESS
FROM HANDCRAFTING TO
WATERJET PRECISION



OMP

BELL
HELMETS

ZN
ZERONOISE

Rising Spirit



PILLAR 2 - DIVERSIFICATION

JET PILOT HELMETS (TECHNICAL PARTNERSHIP WITH LIFT AIRBORNE)

- ✓ Lift Airborne was awarded the tender of the US AirForce in June 2023



NEXT MILESTONES



(Other branches of the US defence forces and allied countries have shown great interest in the product)

NEXT DEVELOPMENTS

- ✓ Rotary wing helmets



KEY UPDATES

- ✓ Extension of the partnership with LIFT Airborne for helicopter helmets, in military (ballistic) and civil version
- ✓ Civil version mockup shown by Lift at EAA AirVenture Oshkosh in July 2022
- ✓ R&D activities from the second half of 2023

PILLAR 2 - DIVERSIFICATION

SPECIAL FORCE AND POLICE RIOT HEAD PROTECTION

SPECIAL FORCE HEAD PROTECTION

KEY UPDATES

- ✓ The first samples have been produced and are now in the testing phase for the Special Police Forces (project "Gladiator") in collaboration with Fraunhofer Institute (GER)
- ✓ Extension of the Project to the Police Riot Helmets, R&D activities currently in progress.

NEXT DEVELOPMENTS

- ▶ **2023** - First Certification and prototypes of SPF helmets
- ▶ **2024** - Start of commercialization activities for both SPF & Riot Helmets
- Contact with relevant police forces already established for both product design and commercialization

GLADIATOR MAIN TECHNICAL FEATURES

SWAT helmet developed according to TR 2010 Ballistic Helmet, VPAM and NATO standards

Hybrid composite structure produced with high pressure advanced technology on our proprietary machines

Optimized shell design for full compatibility with headset and chemical, biological, radiological, and nuclear protection mask (CBRN) and improved night vision shroud design

Visor with improved **pivoting system** for optimized balance

F1 racing helmet chinstrap, anti-fog and anti-scratch technologies



PILLAR 3 – M&A

STRONG TRACK-RECORD OF SUCCESSFUL INTEGRATIONS IN RECENT YEARS PROVIDES SOLID GROUND FOR FURTHER M&A POTENTIAL IN A VERY FRAGMENTED MARKET



TECHNOLOGY

- INTEGRATE NEW TECHNOLOGY TO STRENGTHEN RFG POSITION IN THE MARKET
- STRENGTHEN TECHNOLOGICAL CAPABILITIES NOT YET AVAILABLE IN RACING FORCE CURRENT OFFERING



DIVERSITY

- BROADEN **GEOGRAPHICAL DIVERSIFICATION** EXPANDING IN NEW MARKETS
- EXPANDING **PRODUCTS OFFERING**
- DIVERSIFY AND EXPAND THE **CUSTOMER BASE**



TALENTS

- **ACQUIRE AND RETAIN HIGHLY QUALIFIED AND EXPERIENCED TALENT**
- STRENGTHEN THE MANAGEMENT TEAM WITH **INDUSTRY - EXPERIENCED LEADERS WITH IN-DEPTH KNOWLEDGE OF LOCAL MARKETS**



VALUE
ACCRUAL

- **DISCIPLINED APPROACH**
- SCOUTING OPPORTUNITIES SHOWING BOTH **STRONG BUSINESS AND FINANCIAL RATIONALE WITH STRONG VALUE CREATION**

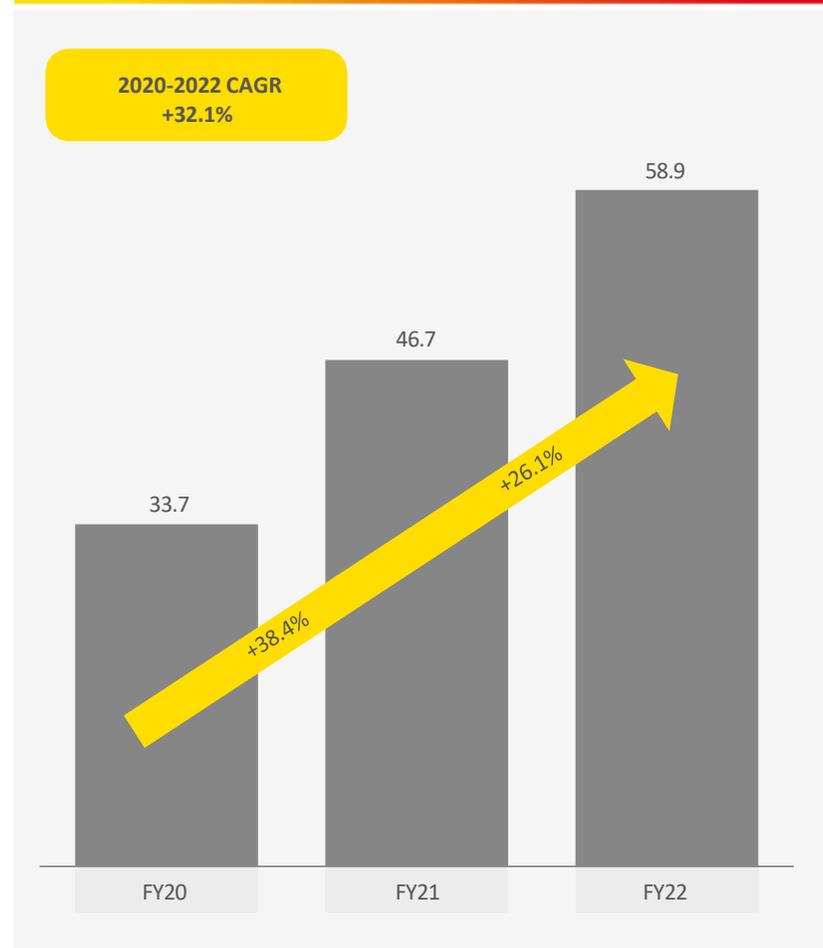


2022

ECONOMIC AND FINANCIAL DATA

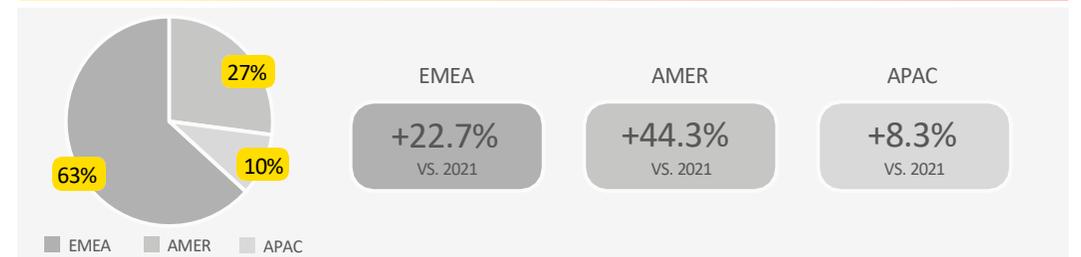
CONSOLIDATED P&L

Revenues (€m) and Growth (%)



FY2022 Revenues Breakdown and Growth FY2022 – FY2021

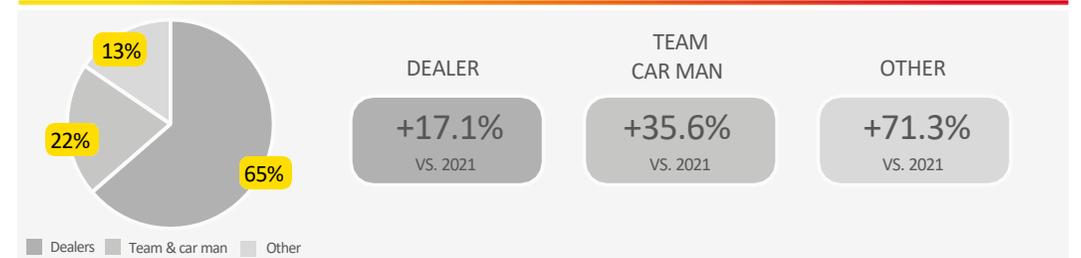
Geographies



Segments

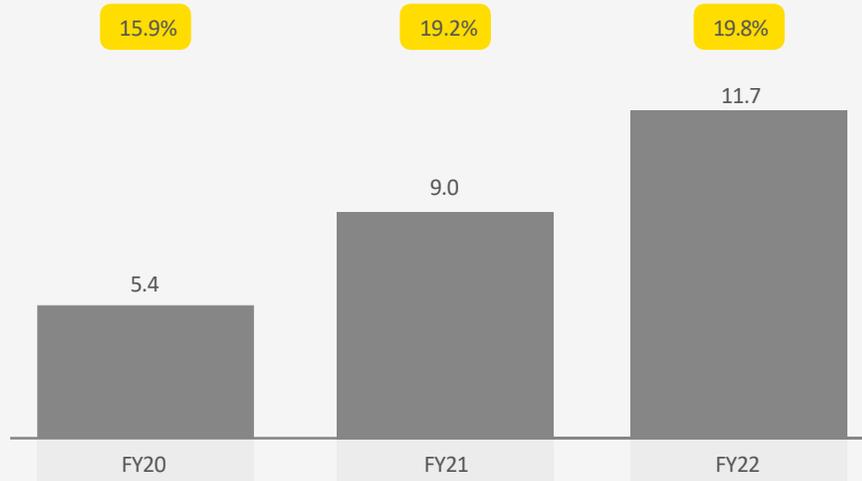


Channels



CONSOLIDATED P&L (cont'd)

EBITDA (€m) and Margin (%)



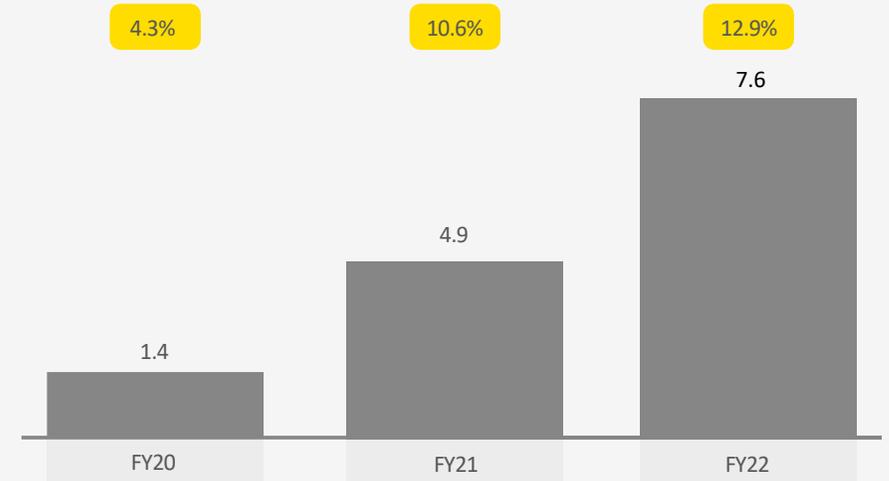
The increase of EBITDA is due to 9.6 ml Euro higher gross margin, partially offset by 6.9 ml Euro higher operating expenses.

Gross margin % passed from 58.3% in FY21 to 62.5% in FY22, mainly due to a different composition of the sales mix, driven by the increasing success of Bell helmets, despite the impacts of cost inflation and higher freight in.

Personnel costs increased from 9.2 ml Euro in FY21 to 11.7 ml Euro in FY22, due to +97 average FTEs employed, to support higher volumes of production and sales.

Selling & distribution expenses passed from 6,4 ml Euro in FY21 to 9.3 ml Euro in FY22, mainly due to price increases in outbound logistics and as a result of important technical partnership agreements related to FY22.

NET INCOME (€m) and Margin (%)



Net income increased by 2.6 ml Euro compared to 2021 (+53,7%), with a 12.9% net income margin in FY22

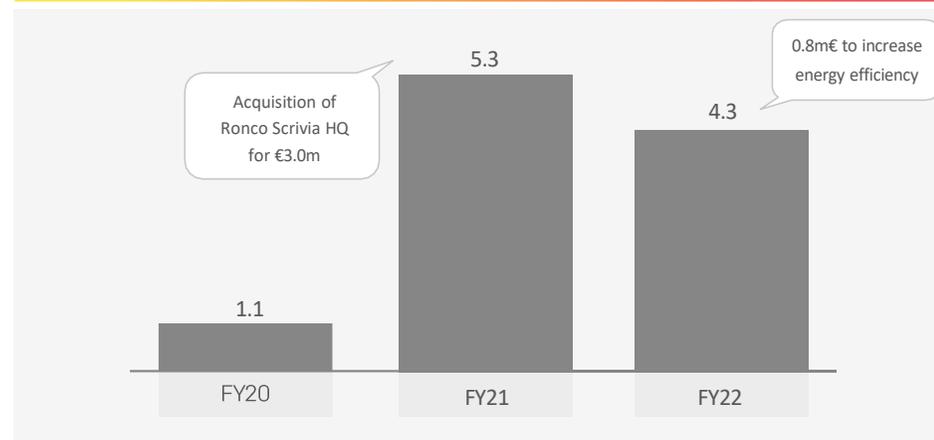
The increase is due to:

- 2.3 ml Euro higher EBIT, as a consequence of 2.7 ml Euro increase in EBITDA, partially offset by 0.4 ml Euro higher depreciation due to the increase in capex
- 0.2 ml Euro lower finance costs, mainly due lower level of average bank debt
- 0.1 ml Euro lower taxes, due to higher non-taxable income (i.e. tax credit on IPO)

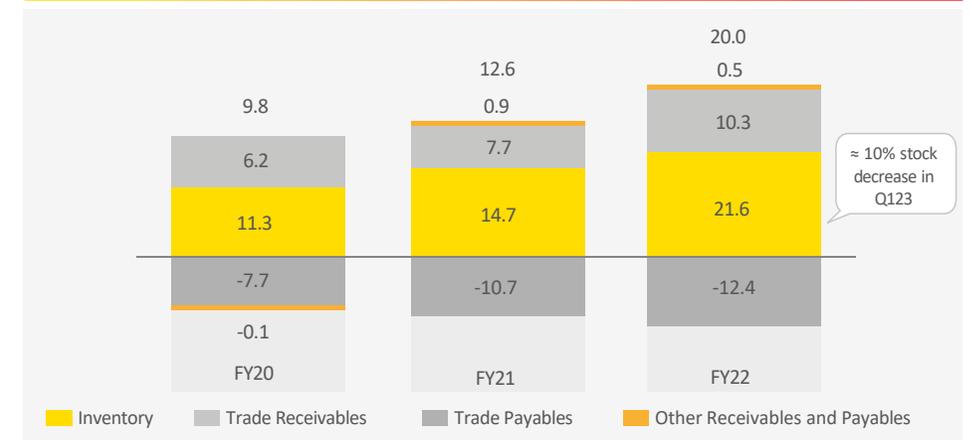


CONSOLIDATED BALANCE SHEET

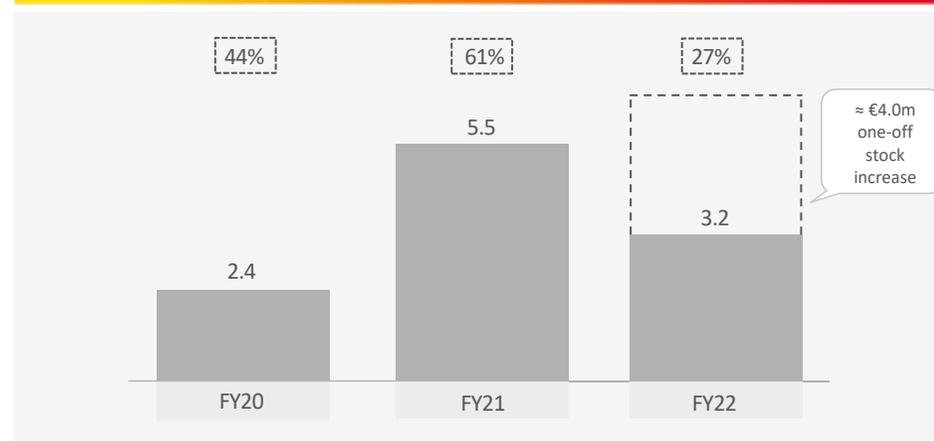
CAPEX (€m)



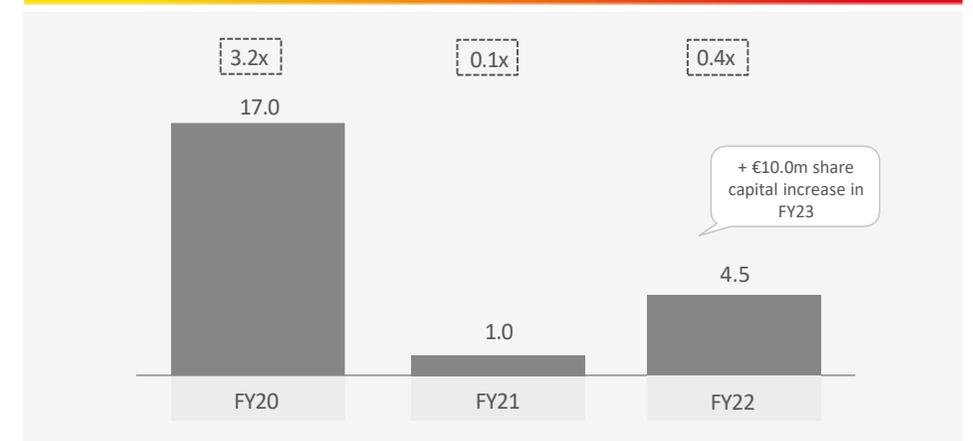
NET WORKING CAPITAL (€m)



CASH FLOW from Operations (€m) and Cash conversion (%)



NET FINANCIAL DEBT (€m) and leverage on Adj. EBITDA (x)



2022 RECAP

SALES

€ 58.9m

+26.1% vs 2021

+15.6% 2014-2022 CAGR

ADJ. EBITDA¹

€ 11.7m

+19.8% EBITDA Margin

+30.5% vs 2021

ADJ. NET INCOME¹

€ 7.6m

+12.9% NI Margin

+53.6% vs 2021

ADJ. CASH FLOW FROM OPS¹

€ 3.2m

+27.3% Cash Conversion

vs € 5.5m in 2021

FINANCIAL NET DEBT

~ € 4.5m

0.4x Leverage

vs ~ € 1m in 2021

PROPOSED DIVIDEND

€ 2.3m

€ 0.09ps

Vs € 0.07 in 2021



CURRENT TRADING

OUTLOOK

In the first two months of 2023:

- the Group recorded **significant double-digit growth** in terms of turnover, updating the historical record;
- as expected, and following the advance procurement strategy implemented in 2022, the **level of inventories decreased significantly**, following the sales volumes recorded and seasonality.

The excellent results of this beginning of the year, despite the current **geopolitical and economic uncertainty**, were achieved thanks to constant attention to product innovation, market management and geographical diversification, as well as careful planning.

In terms of margins, the Group has adopted an **active policy on pricing** combined with careful planning of purchasing, aimed at **containing cost inflation of raw materials, energy and logistics**.



For the 2024 financial year:

- the **investment plan** launched in 2022, **supported by the capital increase completed in January 2023**, will allow to increase production and logistics capacity, as well as significantly improve energy efficiency, in the three main sites of the Group, to further support expected growth;
- Cash from the share capital increase and LT Bank loans **negotiated years ago at fixed interest rates** will allow to provide for the needs of the Group in the medium-long term (main loans expiring between 2026-31, with an average interest rate of ca. 1.5%)
- the three R&D centers of the Group will complete the development of important innovation projects in the coming months, resulting in **new products** which will be presented in Autumn 2023 and will guarantee a further strengthening of the Group's leadership at a global level;
- the LIFT, Gladiator and Riot **diversification projects** will start to unfold their effects in 2024, with an expected increase in 2025



THANK YOU

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RFG in action



APPENDIX

RFG on Stock Exchange Markets

ISSUER	Racing Force S.p.A.
LISTING VENUE	Euronext Growth Milan (RFG) and Euronext Growth Paris (ALRFG)
MARKET CAP	Market capitalization ≈ € 130 mio
OWNERSHIP STRUCTURE	25.699.198 shares SAYE 53% - Market 47%
ANALYST COVERAGE	Equita → BUY Target: €6.8 TP-ICAP MIDCAP → BUY Target: €6.3



ESG PROJECT – KEY GOALS

ON SEPTEMBER 10, 2021 RACING FORCE GROUP STARTED THE ESG PROJECT, WITH THE APPROVAL OF THE SUSTAINABILITY PLAN. ALL GOALS WILL BE REACHED WITHIN 2023.



(Expected 2023)

SOCIAL RESPONSIBILITY

Social cohesion

The Group encourages youth employment and with an average age of 37 years old, combined with the expertise of professionals with decades of experience in the motorsport industry

Gender equality

Racing Force grants the same opportunities, rewards and resources for all the employees. The female to man ratio in the Group is 0.56x above the industry standards of 0.33x

A truly multi-ethnic workforce

The group counts more than 500 human resources of 35 different nationalities.

A ROBUST AND INTERNATIONAL CORPORATE GOVERNANCE STRUCTURE

International management

An international and multi-cultural management team with global network and expertise in the fields of safety equipments and regulations, strategy and entrepreneurship is in the position to seize opportunities unseen by competitors

Internal procedures

Racing Force is well-establishing internal procedures to ensure the highest customer satisfaction and the quality of the BoD and prevent from frauds and lobbying, conflicts of interest

ENVIRONMENTAL SUSTAINABILITY

Racing Force moves in the direction of strict compliance with global standard and best practices.

1. First sustainability report published in October 2022.
2. Installation of renewable energy sources in Racing Force plants
3. First analysis on the company's carbon footprint

