Banca Profilo

Initial Coverage

Company:	Rating:	Target Price:	Sector:
ETS S.p.A.	BUY	€9.5	Engineering Services

ETS: Engineering Tomorrow's Structures

November 12, 2025 at 08:00

Integrated Engineering services backed by 30+ years of expertise

Founded in 1992, Engineering and Technical Services S.p.A. (ETS) is an Italian engineering firm providing integrated design, project management, and technical consulting for complex construction and infrastructure projects. The Company operates mainly in the Healthcare, Infrastructure, and Industrial sectors, serving both public and private clients—including ministries, utilities, and major industrial players. ETS covers all project phases, from feasibility and design to supervision and site management, leveraging a highly skilled in-house team to deliver high-margin services through an asset-light, expertise-driven model. With €3.3bn in CELs across multiple categories, ETS holds a strong competitive edge in public tenders. Its presence in fast-growing sectors such as data centers, hydrogen, nuclear energy, and energy efficiency positions it to capture opportunities from Europe's energy transition and digital transformation.

Expanding across high-growth Energy and Infrastructure markets

Before the IPO, ETS was already benefiting from Italy's NRRP and CNP, with public investment projects contributing around 35% of FY24 revenues—a trend expected to continue. Following the September 2025 IPO, the Company began executing its growth plan aligned with the use of proceeds, focusing on external expansion (two acquisitions expected by 1H26) and stronger exposure to high-growth markets such as data centers—expected to attract over €15bn of investments in Italy by 2026—nuclear energy, supported by the new "Sustainable Nuclear Energy" law enabling SMR and AMR development, and hydrogen, a core pillar of the 2024 National Hydrogen Strategy. The establishment of ETS NH S.r.l. (72% owned), focused on nuclear and hydrogen engineering, represents a key step in this direction.

Revenue doubled since 2021 with sustained profitability and net cash

Over the past three years, ETS has more than doubled its revenues, from €6.6mln in 2021 to €15.2mln in 2024 (32% CAGR), by capitalizing on evolving market opportunities—from residential building-renovation incentives to NRRP-funded infrastructure projects. In FY24, EBITDA rose 16.5% yoy to €4.41mln (29.0% margin), reflecting high-quality contracts, operational leverage, and disciplined cost control. In 1H25, ETS generated €6.44mln in revenues and €1.61mln in EBITDA (24.9% margin), consistent with the typical seasonality of the business, with most invoicing concentrated in 2H. As of June 30, 2025, ETS reported €3.32mln in net cash, further strengthened by the €4.6mln capital increase from the September 2025 IPO (€3.6mln net of costs), confirming prudent financial management and a low-capital-intensity profile.

FY25–27E: 8.4% revenue CAGR, strong margins and cash flow

For FY25–27E, we forecast an 8.4% revenue CAGR, supported by ETS's €33.6mln order backlog (June 2025), rising demand for engineering services, and continued portfolio diversification. EBITDA is expected to grow at a 6.7% CAGR, with margins gradually normalizing due to hiring and expansion, while the cost base remains lean. CapEx should stay around €0.2mln annually, consistent with ETS's asset-light model, excluding FY25 impacted by ~€1mln IPO costs. Cash generation will also benefit from the offset of nearly €3mln in tax credits against future liabilities. ETS's new dividend policy targets a ≥30% payout of distributable net profit for FY25–26.

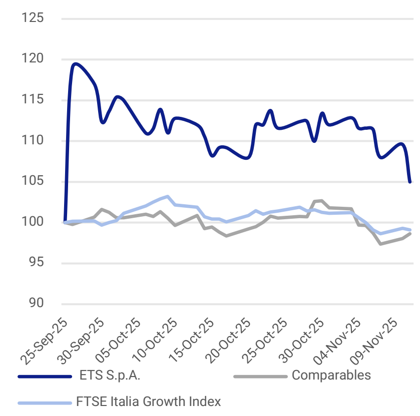
Valuation: DCF and multiples support a BUY recommendation at €9.5/share

ETS's strong cash generation supports a blended valuation based on DCF and market multiples. The DCF model, assuming €12.3mln cumulative FCF to FY28E, a €49.8mln Terminal Value, and an 8.2% WACC, yields an Enterprise Value of €49.6mln and an Equity Value of €54.2mln, based on the adjusted net cash at YE24 and €4.6mln IPO proceeds. This implies a fair value of €11.0 per share. Using market multiples, we apply the FY26E EV/EBITDA median of 6.3x from a selected European peer group, resulting in an EV of €32.4mln and an Equity Value of €39.3mln, or €8.0 per share. The target price of €9.5 per share—the average of the two valuations—implies material upside versus the current price, supporting a BUY recommendation.

Company Profile	
Bloomberg	ETS IM
FactSet	ETS-IT
Stock exchange	Italian Stock Exchange
Reference Index	FTSE Italia Growth Index
Market Data	
Price (as of November 11, 2025)	€ 5.25
Number of shares (mln)	4.8
Market cap. (mln)	€ 25.2
Performance since IPO	
Absolute	5.0%
Max/Min	5.95/5

(€/mln)	FY23	FY24	FY25E	FY26E	FY27E
Revenues	**13.9**	**15.2**	**16.7**	**18.3**	**19.3**
yoy	*38.0%*	*9.6%*	*9.8%*	*9.5%*	*5.8%*
EBITDA	**3.8**	**4.4**	**4.5**	**5.1**	**5.4**
EBITDA margin	*27.3%*	*29.0%*	*27.1%*	*28.0%*	*27.7%*
EBIT	**3.6**	**4.2**	**4.3**	**4.8**	**5.0**
EBIT margin	*26.0%*	*27.8%*	*25.8%*	*26.4%*	*26.0%*
EBT	**3.8**	**4.5**	**4.3**	**4.8**	**5.1**
Pretax margin	*27.6%*	*29.9%*	*25.9%*	*26.4%*	*26.1%*
Net Profit/(Loss)	**2.7**	**3.3**	**3.1**	**3.5**	**3.6**
Net Profit margin	*19.6%*	*21.6%*	*18.7%*	*19.1%*	*18.8%*
Adj. Net Debt/(Cash)	**(0.5)**	**(0.0)**	**(7.4)**	**(10.4)**	**(14.3)**
Equity	4.0	5.9	12.3	14.8	17.4
Unlevered FCF	**(0.1)**	**3.3**	**1.8**	**3.2**	**3.5**

Performance since IPO



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Contents

SWOT analysis

STRENGTHS	WEAKNESSES
• Broad market reach and specialized expertise • Well-established partnerships • Robust and visible backlog • Strong cash flow generation • Experienced and capable management team • Proven track record • Net cash position and low leverage	• Highly competitive market, especially in public tenders • Moderate exposure to execution and regulatory risks • Geographic concentration with limited international footprint

OPPORTUNITY	THREATS
• Sustained demand from the National Recovery and Resilience Plan (NRRP) • Expansion into emerging sectors (data center, hydrogen, nuclear) • Potential for M&A • International market expansion	• Potential slowdown or reduction in public funding post-NRRP • Margin pressure from intense tender competition • Regulatory and economic uncertainty

The reference industry

Highlights and trends in the European Engineering industry

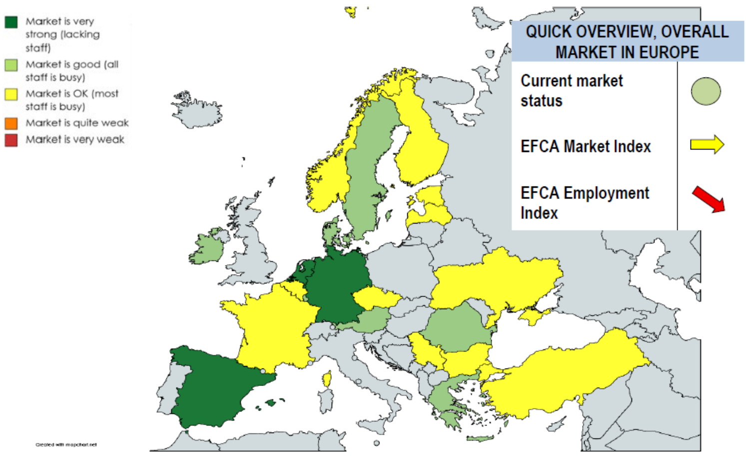
Market shows signs of stabilisation

As of June 2025, EFCA (European Federation of Engineering Consultancy Associations)[1] reports that, after a period of recovery, the Consultancy and Engineering sector is entering a phase of stabilization. The EFCA Market Index—which reflects overall market trends across Europe—declined by 9.7 points to 96.5, signalling a more cautious sentiment compared to Autumn 2024. Nonetheless, over half of the participating countries reported stable or improving conditions. Notably, the share of countries with stable markets rose sharply from 29% to 52%. For the first time since the COVID-19 pandemic, fewer than half of the countries (48%) reported good or strong market performance.

Key drivers of growth across Europe remain infrastructure development, the transformation of energy systems linked to the green transition and an increasing focus on security and defence.

Italy, ETS's primary reference market, did not participate in the latest survey; its most recent contribution dates back to May 2024, when it reported: "Market is good (all staff is busy)."

Figure 1: Current state of European Markets



Source: "The State of the Consulting Engineering Sector – Barometer Spring 2025" by EFCA, June 2025

Figure 2: EFCA Market Index

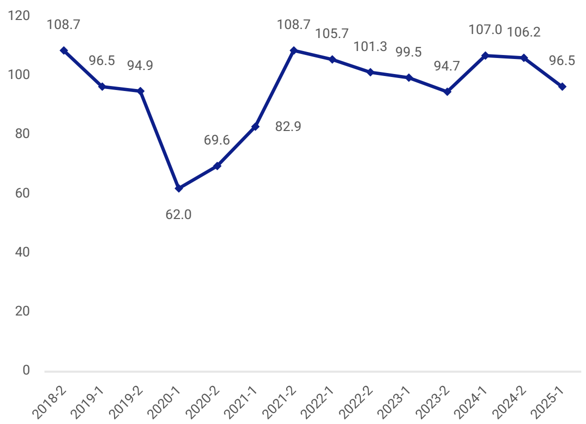
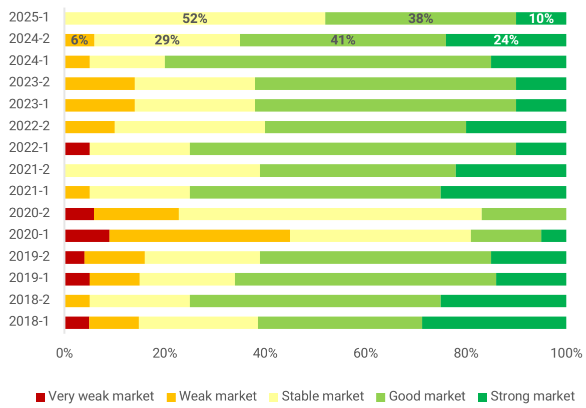


Figure 3: Market development in responding countries



Source: "The State of the Consulting Engineering Sector – Barometer Spring 2025" by EFCA, June 2025

[1] "The State of the Consulting Engineering Sector – Barometer Spring 2025", EFCA, June 2025.

New normal: European order backlog holds at 8.4 months

The order backlog for European engineering consultancies remains solid at 8.4 months. While there has been a slight increase compared to the previous semester, the figure remains below the peak of 10.4 months. This level reflects ongoing market uncertainty and concerns over staffing capacity across the sector.

Industry momentum remains mixed to positive and order stocks are expected to stabilize around the 8-month mark in the near term. This appears to represent a new baseline—lower than the immediate post-pandemic highs but still above pre-pandemic levels. Over the past decade, the overall trend continues to show gradual, steady growth.

Figure 4: European average order backlog in months*

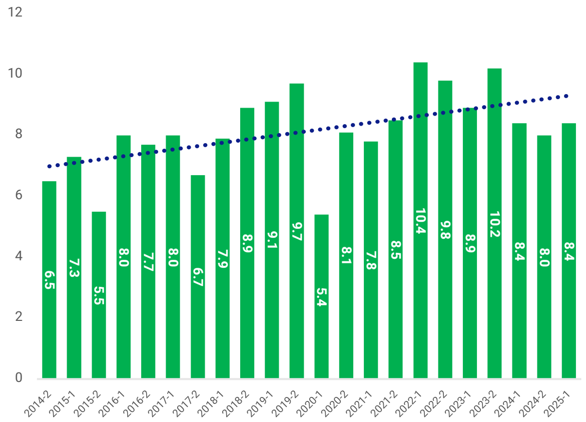
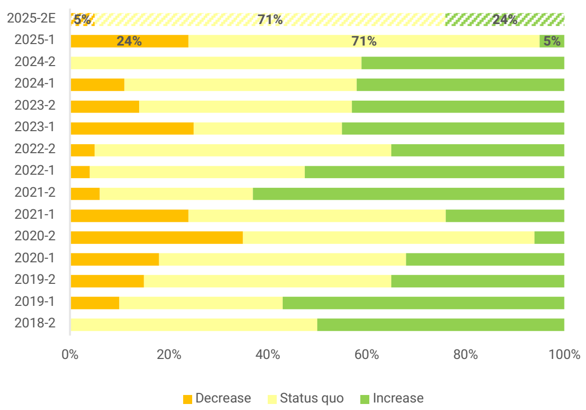


Figure 5: Order backlog development in responding countries



Source: "The State of the Consulting Engineering Sector – Barometer Spring 2025" by EFCA, June 2025

**The figure for average order backlog in months is weighted according to market size, based on Eurostat figures*

Turnover development remains positive

The outlook for turnover remains distinctly positive, with just under half of the surveyed countries expecting growth over the next six months and only 10% forecasting a decline.

Since 2018, turnover has remained stable or increased in 90–100% of countries, with only a temporary dip during the 2020–2021 pandemic.

The distribution of turnover has also remained fairly consistent, with an average split across Europe of 40% from domestic public clients, 40% from domestic private clients and 20% from exports.

Figure 6: Turnover development in responding countries

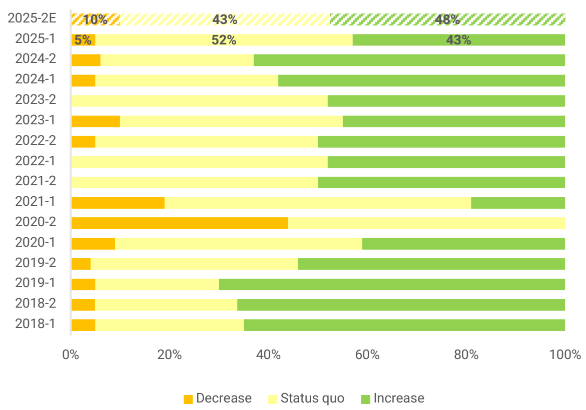
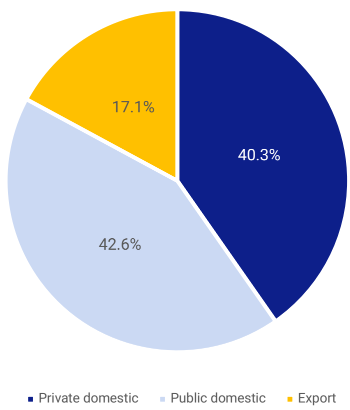


Figure 7: European average turnover by domestic (private/public) and export activity



Source: "The State of the Consulting Engineering Sector – Barometer Spring 2025" by EFCA, June 2025

Highlights and trends in the Italian Engineering industry

Italian construction slows in 2024, but activity stays strong

For 2024, the Italian construction sector is estimated to have experienced its first slowdown in investment since the recent boom, with ANCE[2] projecting a -5.3% decline in real terms compared to 2023. This estimate signals a deceleration rather than a true contraction, as production levels remain exceptionally high exceeding €200bn. The downturn reflects divergent trends within the sector: residential construction has been weighed down by the sharp decline in extraordinary maintenance activities (-22.0% yoy), following the progressive phase-out of key incentives; on the other hand, non-residential construction has remained robust, supported by a 21.0% yoy increase in public works, largely driven by the implementation of NRRP-funded projects (Italy's National Recovery and Resilience Plan).

Construction set to decline in 2025 despite NRRP

Looking ahead to 2025, ANCE forecasts a further contraction in construction investment, with an estimated 7.0% drop yoy, a sharper decline than in 2024. The downturn is expected to be driven primarily by an additional 30.0% fall yoy in extraordinary residential maintenance, following the reduction of tax incentives effective January 1, 2025 (down to 50% for primary residences and 36% for secondary homes). In contrast, public investment is projected to grow by another 16.0% yoy, as the NRRP enters its most intensive implementation phase. The peak in project execution is expected between 2025 and 2026, with some spillover into 2027, supported by EU co-financing. According to ANCE monitoring, as of February 2025, only 16% of NRRP-related tenders (published since November 1, 2021) have been completed, an additional 35% are underway, while 49% have yet to start.

Nonetheless, from 2028 onward, the outlook becomes increasingly uncertain. Without targeted policies, there is a significant risk that the high production levels achieved through the NRRP could be drastically reduced or even erased.

Focus on high-growth strategic sectors

Data Centers

According to the latest *Osservatorio Data Center* by the Politecnico di Milano, Italy's data center sector stands at an inflection point, evolving into a strategic infrastructure backbone for digital transformation and cloud sovereignty. The Country's total installed IT power has risen from 281 MW in 2020 to around 513 MW in 2024 (+17% yoy and a CAGR above 16%), and is projected to reach between 766 MW in the conservative scenario (CAGR from 2020 above 18%) and 913 MW in the high-growth scenario (CAGR above 21%) by 2026—confirming sustained double-digit expansion and a market entering a scaling phase. Lombardy alone concentrates over 60% of national capacity (317 MW in 2024, +26% yoy), with Milan consolidating its position as Italy's primary hub (around 184 MW in 2023)—still modest compared to Frankfurt (1.05 GW), London (791 MW), and Paris (544 MW) as of 2023, but expanding rapidly.

Between 2023 and 2026, total investments in Italian data center infrastructure are expected to exceed €15bn, including roughly €5.0bn in 2023–2024 and rising to €10.1bn in 2025–26 alone (+52% CAGR), driven by land acquisition, facility construction, and both IT and non-IT systems such as uninterruptible power supply (UPS) and advanced cooling equipment. The colocation market—where facilities host multiple clients' servers—is estimated at €765mln in 2024, up from €654mln in 2023 (+17% yoy). Wholesale demand represents about 58% of this market, while retail accounts for 23% and "building hyperscaler" projects for 19%. By 2026, the mix is expected to shift further toward large-scale customers (63% wholesale, 19% building hyperscaler, and 18% retail).

Despite persistent structural challenges related to energy supply, grid interconnection, and permitting procedures, continued policy support under the PNRR and expanding corporate cloud and AI strategies sustain a highly favorable market outlook.

[2] Associazione Nazionale Costruttori Edili.

Nuclear Energy (SMR/AMR)	After decades of inactivity, Italy is re-opening the door to nuclear power through the "Sustainable Nuclear Energy" framework law approved in October 2025, which establishes the regulatory and governance foundations for new-generation reactors. The National Platform for Sustainable Nuclear Power (PNNS) has coordinated the technical and policy groundwork, though challenges persist around identifying the site for the national radioactive waste repository. Italy's return to nuclear will likely focus on Small Modular Reactors (SMRs)—compact, factory-built nuclear units offering enhanced safety and scalability—and Advanced Modular Reactors (AMRs), next-generation technologies with higher efficiency and waste minimization potential. Commercial deployment of these reactors is expected in the 2030s–2040s. In the meantime, activity will center on licensing, siting (site selection and evaluation), environmental assessment, and decommissioning of legacy facilities.
Hydrogen	Hydrogen has become a strategic pillar of Italy's energy transition. The 2024 National Hydrogen Strategy and updated INECP (Integrated National Energy and Climate Plan) target 3 GW of electrolyzes capacity—equipment that produces hydrogen by splitting water using renewable electricity—and a total hydrogen demand of around 1.7 Mtoe by 2030, about half from renewable ("green") sources. Implementation remains slow: according to an analysis by TEHA Group, an Italian consultancy focused on the energy transition, and WAVE (We Add Value), a Milan-based technical advisory firm specializing in infrastructure and asset valuation, as of April 2025 only 9 out of 57 "Hydrogen Valley" projects funded under the NRRP had reached the permitting and procurement stage, prompting the Ministry for the Environment and Energy Security (MASE) to revise the funding framework earlier in the year. Despite delays, medium-term prospects remain positive thanks to EU incentives for renewable fuels of non-biological origin (RFNBOs) and growing demand from hard-to-abate industries such as refining, chemicals, glass, and steel.

Competitive arena

Persistent fragmentation in Italian market

Italy ranks sixth globally in export performance in engineering services, a result achieved despite—or perhaps due to—a dense network of family-run, often small-to-mid-sized firms. This fragmentation is mirrored in domestic demand, which remains highly segmented. While smaller firms tend to be more flexible and adaptable than many international counterparts—an asset in the private sector—this can become a liability in public procurement, where economies of scale and consolidated tenders favor larger players.

The ongoing implementation of the National Recovery and Resilience Plan (NRRP), within the broader Next Generation EU framework, places a premium on efficient public administration and stronger collaboration with private entities. However, the fragmented nature of both supply and demand in Italy undermines this effort, weakening continuity in client-firm relationships. In a sector where trust is essential—given that results can only be fully evaluated at project completion—short-lived engagements make reputation and reliability harder to build. As a result, procurement processes increasingly rely on third-party validation and technical oversight to mitigate risk.

Firm size remains a structural weakness. In 2023, Italferr—the largest Italian engineering firm—was still 52 times smaller than the engineering division of PowerChina. This scale gap limits Italy's ability to compete for major international contracts independently and poses challenges at home, where subsidiaries of large foreign groups are increasingly dominant—particularly given the public investment wave tied to the NRRP. Unlike other markets, Italy has seen little consolidation in the engineering sector. Mergers and acquisitions, common abroad, remain rare. Organic growth has also been modest, even among diversified, multidisciplinary firms. Neither the 2020 pandemic nor the recent geopolitical shocks have spurred major investments in capacity expansion—except in isolated cases where acquisitions were driven by distress rather than strategy.

Nevertheless, the sector demonstrates resilience, largely thanks to its specialized expertise and an informal network of alliances and associations that help firms navigate structural limitations and maintain competitiveness despite their smaller scale.

Italian market dimensions and leading players

In 2023, the top 200 Italian engineering firms reported a total turnover of €4.6bn, up 24% from the previous year, with exports accounting for 19% of revenues. Profitability also improved significantly, with EBITDA and net profit rising by 44.6% and 41.6%, respectively. Net cash grew by 92.9%, while equity increased by a solid 21%, underscoring the sector’s financial strengthening.

Italferr (FS Group) once again leads the ranking, driven by its public procurement activity—particularly in the high-speed rail sector—and its international expansion. Rina Consulting ranks second, part of the broader Rina Group, which has expanded through strategic acquisitions including D’Appolonia (Italy), Edif (UK), Patrick Engineering (USA) and Comete Engineering (Tunisia). Third is EniProgetti (formerly Tecnomare), the offshore Oil&Gas specialist resulting from the merger with Eni Engineering E&P. Proger climbs to fourth place, supported by its diversified portfolio and backing from Cadogan Petroleum Holdings, with a growing role in motorway infrastructure monitoring. Tecne (Aspi Group) follows in fifth, having replaced Spea Engineering. Italconsult, now sixth, has diversified from road engineering into healthcare infrastructure—particularly through the acquisition of Studio Altieri—and expanded internationally by acquiring Boswell Engineering (USA). Acea Engineering & Infrastructures Projects ranks seventh, ahead of DBA Group in eighth place, which advanced thanks to its 2023 merger with architectural firm General Planning (formerly 19th in architecture rankings) and its control of engineering firms SJS and Actual IT (Slovenia), the latter also active in ICT services. DBA remains notable as the first in the sector to be publicly listed. Sina, the engineering subsidiary of the Gavio Group (the world’s second-largest motorway concessionaire), holds ninth place. Rounding out the top ten is F&M Ingegneria, a private firm focused purely on engineering services in buildings and infrastructure, with operations not only in Italy but also abroad, including in Germany, Albania and Oman.

Table 1: Top Italian engineering firms by 2023 revenues (€/mln)

Pos. 2023	Pos. 2022	Firm	Revenues '23	Var % '23/22	% abroad '23	EBITDA '23	EBITDA % '23	Var % '23/22	Net result '23	Var % '23/22	Net Debt / (Cash) '23	Var % '23/22	Equity '23	Var % '23/22
1	1	Italferr	378.83	*12.6%*	*6.5%*	92.31	24.4%	*4.4%*	58.86	*4.3%*	35.54	*1.0%*	132.79	*2.0%*
2	2	Rina Consulting	215.42	*15.1%*	*44.7%*	23.14	10.7%	*114.2%*	11.13	*ns*	24.57	*-14.7%*	49.77	*21.0%*
3	3	EniProgetti	183.67	*33.4%*	*68.5%*	13.16	7.2%	*76.4%*	5.49	*37.7%*	68.11	*49.3%*	35.87	*18.2%*
4	7	Proger	178.81	*62.2%*	*15.8%*	24.67	13.8%	*68.2%*	14.18	*56.6%*	(3.00)	*ns*	83.95	*20.1%*
5	4	Tecne	172.90	*37.7%*	*0.0%*	18.04	10.4%	*ns*	10.16	*ns*	(34.60)	*-52.9%*	21.12	*98.5%*
6	-	Expertise*	130.65	*29.6%*	*8.7%*	5.60	4.3%	*24.1%*	0.71	*-13.7%*	13.75	*33.6%*	8.76	*2.7%*
6	5	Italconsult*	129.36	*9.4%*	*90.2%*	20.36	15.7%	*50.5%*	7.90	*1.7%*	32.24	*9.1%*	69.98	*4.8%*
7	6	Acea	115.60	*-1.7%*	*0.0%*	9.90	8.6%	*-25.0%*	nd	*nd*	nd	*nd*	nd	*nd*
8	9	DBA Group*	112.12	*31.3%*	*45.2%*	12.06	10.8%	*67.9%*	4.36	*ns*	8.34	*-33.4%*	23.01	*18.3%*
9	8	Sina	103.10	*12.9%*	*0.0%*	31.07	30.1%	*16.3%*	22.17	*24.7%*	(21.06)	*-115.2%*	90.44	*6.0%*
		Top 200 tot.	**4,648.74**	***24.0%***	***19.0%***	**739.95**	**15.9%**	***44.6%***	**417.93**	***41.6%***	**(185.56)**	***-92.9%***	**1,595.20**	***21.0%***
		Top 200 avg.	**23.24**	***24.0%***	***nd***	**3.70**	**15.9%**	***44.6%***	**2.09**	***41.6%***	**(0.93)**	***-92.9%***	**7.98**	***21.0%***
82	88	**ETS**	**13.86**	***38.0%***	***0.0%***	**3.78**	**27.3%**	***232.6%***	**2.72**	***351.0%***	**(2.44)**	***-92.2%***	**3.97**	***127.0%***

Source: Banca Profilo elaborations on "Top 200 Italian Engineering firms (June 2025 Update)" by Guamari research firm

**Consolidated data. (nd = not defined; ns = not significant)*

ETS climbs in national rankings

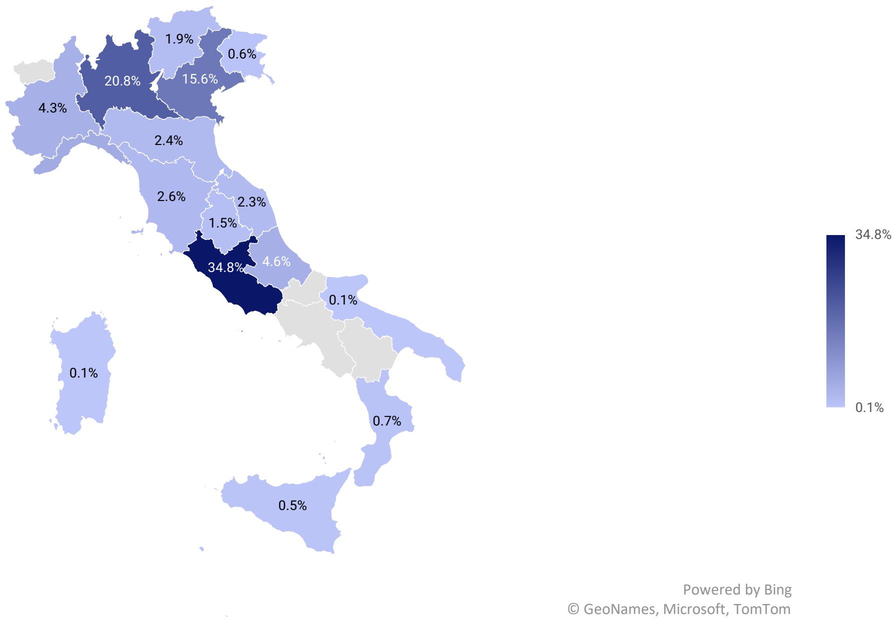
In 2023, ETS rose from 88th to 82nd among Italy's top 200 engineering firms, driven by a 38% revenue increase, well above the sector's 23.5% average. Despite operating solely in the domestic market, ETS stands out for its exceptional profitability, with a 27.3% EBITDA margin—far exceeding the industry average and outperforming many top 10 players. While its modest revenue base (€13.86mln) and lack of international exposure limit access to larger contracts and global value chains, ETS demonstrates strong operational efficiency and financial discipline, positioning it well for further growth and upward mobility in future rankings.

Engineering firms' regional distribution

Italy's regional landscape is highly decentralized, lacking the dominance of a single major metropolitan area, unlike many other developed and developing countries. However, the engineering sector—due to its complexity and reliance on advanced infrastructure and specialized talent—tends to concentrate in regions with strong economic ecosystems and deep pools of professional expertise.

In 2023, 17 out of Italy's 20 regions were home to at least one of the country's top 200 engineering firms (the exceptions being Basilicata, Molise and Valle d'Aosta). The public sector's significant role in engineering demand gives Lazio (home to Rome) a dominant position, accounting for 47 firms and 34.8% of the total turnover, despite having fewer firms than Lombardy. Lombardy, with 59 firms—the highest count—follows with a 20.8% share. Veneto ranks third, benefiting from its strong industrial base, with 22 firms generating 15.6% of the sector's output. Liguria, largely thanks to Rina Consulting, ranks fourth with only four firms but contributes 5.3% of revenues. Abruzzo, driven by Proger's performance, surprisingly comes fifth, with just three firms accounting for 4.6%. Southern regions and the islands remain underrepresented, yet Campania, Calabria, Puglia, Sardinia and Sicily raised their collective share of national output from 2.5% to 3.3%, indicating some progress in geographical diversification.

Figure 8: Regional distribution of the Top 200 Engineering firms (2023 data)



Source: Banca Profilo elaborations on "Report 2024 on the Italian Architecture, Engineering and Construction Industry" by Guamari research firm

Slow abroad expansion as foreign presence grows at home

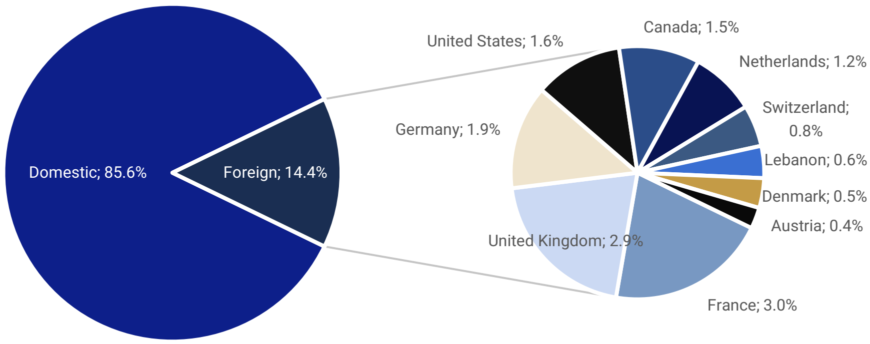
Unlike many developed countries, the Italian engineering supply market is largely composed of firms that evolved from professional practices rather than divisions of large, diversified groups. This structure responds to a demand—especially from private clients, but also public ones—for competitive, high-quality services and tailor-made solutions, as opposed to the more standardized offerings of larger firms.

To date, mergers and acquisitions aimed at scaling up remain rare and internal growth—even among the most successful firms—has been limited. The uncertain business climate has discouraged substantial investments in external growth. However, a trend toward strategic alliances and partnerships is emerging.

Growth opportunities also exist within the domestic market, particularly through firms—mostly engineering, with few architectural—that operate in Italy as subsidiaries of major international groups, some of which also serve neighbouring countries. Conversely, a few Italian firms have expanded abroad by acquiring competitors, while others establish foreign subsidiaries under their own brand—a strategy best described as "flying the flag."

Despite these efforts, foreign direct investment (FDI) in Italy's engineering sector still outweighs Italian investment abroad. Foreign subsidiaries currently account for 14.4% of the Italian market. In 2023, France overtook the UK in market share (20.5% vs. 20.3%), followed by Germany (13.3%) and the USA (11.3%). Smaller shares are held by companies from Canada, the Netherlands, Switzerland, Lebanon, Denmark and Austria.

Figure 9: % of Top 200 Italian Engineering revenues from foreign subsidiaries



Source: Banca Profilo elaborations on "Report 2024 on the Italian Architecture, Engineering and Construction Industry" by Guamari research firm

Listed peers

We have identified a selection of publicly listed companies across Europe active in engineering services for building and construction. Among these, one Italian peer—DBA Group—is quoted on Euronext Growth Milan, alongside other notable European firms such as Sweco (SE), Fugro (NL), Multiconsult (NO), Assystem (FR), Sitowise Group (FI), ABO Group (BE) and Solwers (FI).

Table 2: Listed peers' revenue growth and EBITDA margin

Company	Currency	Market Cap (mln)	Enterprise Value (mln)	Sales growth (yoy)					EBITDA margin				
11/11/2025				FY23	FY24	FY25E	FY26E	FY27E	FY23	FY24	FY25E	FY26E	FY27E
Sweco AB Class B	SEK	60,284	65,411	*17.4%*	*7.5%*	*3.2%*	*8.2%*	*5.5%*	*13.3%*	*14.4%*	*13.3%*	*13.6%*	*13.7%*
Fugro NV	EUR	963	1,077	*23.8%*	*4.0%*	*-17.6%*	*-5.1%*	*5.0%*	*18.1%*	*20.3%*	*14.2%*	*16.6%*	*17.8%*
Multiconsult ASA	NOK	4,483	5,362	*14.6%*	*12.1%*	*5.8%*	*8.5%*	*6.2%*	*13.7%*	*14.2%*	*11.9%*	*12.4%*	*13.4%*
Assystem SA	EUR	650	738	*17.0%*	*5.9%*	*8.0%*	*4.5%*	*4.9%*	*8.5%*	*9.3%*	*9.1%*	*9.2%*	*9.2%*
Sitowise Group Oyj	EUR	86	163	*3.2%*	*-8.5%*	*-3.1%*	*3.2%*	*6.7%*	*11.0%*	*8.3%*	*7.9%*	*10.2%*	*11.3%*
ABO-Group Environment NV	EUR	61	88	*19.7%*	*14.7%*	*13.9%*	*8.1%*	*8.0%*	*13.3%*	*12.7%*	*12.8%*	*13.2%*	*13.4%*
DBA Group SpA	EUR	50	59	*32.1%*	*3.3%*	*8.2%*	*6.3%*	*4.4%*	*11.2%*	*10.8%*	*11.3%*	*11.4%*	*11.2%*
Solwers Oyj	EUR	22	37	*n.d.*	*18.6%*	*4.8%*	*2.7%*	*2.3%*	*12.1%*	*8.3%*	*6.1%*	*8.8%*	*9.3%*
Mean				***18.3%***	***7.2%***	***2.9%***	***4.5%***	***5.4%***	***12.6%***	***12.3%***	***10.8%***	***11.9%***	***12.4%***
Median				***17.4%***	***6.7%***	***5.3%***	***5.4%***	***5.2%***	***12.7%***	***11.8%***	***11.6%***	***11.9%***	***12.4%***
ETS SpA	**Euro**	**25.2**	**18.3**	***38.0%***	***9.6%***	***9.8%***	***9.5%***	***5.8%***	***27.3%***	***29.0%***	***27.1%***	***28.0%***	***27.7%***

Source: Banca Profilo estimates and elaborations on FactSet data (as of November 11, 2025)

Sweco (SE):

FY24 net sales SEK30.7bn; EBITA margin 10.0%

Sweco is Europe's leading architecture and engineering consultancy, headquartered in Stockholm and listed on Nasdaq Stockholm. With around 22,000 employees across 14 countries, it provides expertise in infrastructure, energy, water, buildings and urban development. Formed in 1997 through the merger of VBB and FFNS, Sweco has expanded rapidly through over 130 acquisitions. Its name stands for "Swedish Consultants."

In FY24, Sweco reported net sales of SEK30.7bn (+7.5% yoy) and EBITA of SEK3.1bn (+21.5% yoy), achieving a double-digit EBITA margin for the first time in more than a decade. Growth was driven by strong demand in sectors tied to the green transition, such as transport, water, healthcare and data infrastructure.

Fugro (NL):

FY24 sales €2.3bn; adj. EBITDA margin 21.3%

Fugro is a Dutch multinational company headquartered in Leidschendam, Netherlands, specializing in geotechnical, survey and geoscience services. Founded in 1962 by Kornelis Joustra, Fugro has evolved from a land-based soil analysis firm to a global leader in geo-data solutions, serving clients in energy, infrastructure and water sectors across both marine and land environments. Fugro employs approximately 11,000 people across 55 countries.

In FY24, Fugro reported sales of €2.3bn (+4.0% yoy) and EBITDA of 484mln (+21.7% yoy). The 12-month order backlog grew by 4.3% to €1.58bn.

Multiconsult (NO):

FY24 net revenues NOK5.4bn; adj. EBITA margin 9.2%

Multiconsult ASA is a leading Norwegian consultancy firm specializing in architecture, engineering and environmental services. Established in 1908, the company has played a significant role in Norway's development and economic growth. With approximately 3,600 full-time employees, Multiconsult operates both domestically and internationally, providing multidisciplinary consulting and design, project engineering and management, verification, inspection, supervision and architecture services.

In FY24, Multiconsult reported net operating revenues of NOK5.4bn (+12.1% yoy) and adj. EBITA of $492mln (+10.3% yoy). The company secured NOK6.5bn in new orders, resulting in a backlog of NOK4.9bn.

Assystem (FR):

FY24 revenue €611mln; EBITA margin 6.6%

Assystem, founded in 1966 and headquartered in Paris, is an independent engineering group specializing in nuclear engineering. It provides design, project management and digital solutions to optimize complex infrastructure throughout its lifecycle. As the world's third-largest nuclear engineering provider, Assystem employs around 7,750 experts across 12 countries. In January 2025, it expanded its UK presence by acquiring Mactech Energy Group.

In FY24, Assystem reported revenue of €611.3mln (+5.8% yoy) and EBITA of €40.3mln (+7.8% yoy).

Sitowise Group (FI):

FY24 net sales €193mln; adj. EBITDA margin 5.0%

Sitowise Group Oyj is a Finnish consulting and engineering firm specializing in the built environment and forestry, with a strong focus on digital solutions. Operating primarily in Finland and Sweden, Sitowise offers services in real estate and buildings, infrastructure and digital solutions, aiming to create smarter and more sustainable urban development and transportation systems. The company employs over 2,000 professionals.

In FY24, Sitowise Group reported net sales of €192.9mln (-8.4% yoy) and adj. EBITDA of €9.6mln (-43.5% yoy). Year-on-year, the order book declined by 8.0%, reaching €151mln.

ABO Group (BE):

FY24 turnover €95.9mln; EBITDA margin 12.7%

ABO-Group Environment is a Belgian engineering firm founded in 1995, specializing in environmental and geotechnical services, including soil quality, remediation, ecology and monitoring. The company operates through subsidiaries in Belgium, France and the Netherlands, employing over 800 experts.

In FY24, ABO Group reported turnover of €95.9mln (+14.6% yoy) and EBITDA of €12.1mln (+9.4% yoy).

DBA Group (IT):

FY24 VoP €115.3mln; EBITDA margin 10.8%

DBA Group S.p.A. is an Italian technology consulting firm listed on Euronext Growth Milan. Founded in 1991 by the De Bettin brothers, the company specializes in network connectivity and infrastructure lifecycle solutions. It operates in sectors such as telecommunications, logistics, energy and industrial systems.

In FY24, DBA Group reported VoP of €115.3mln (+3.3% yoy) and EBITDA of €12.5mln (-0.4% yoy).

Solwers (FI):

FY24 revenue €78.3mln; EBITDA margin 8.3%

Solwers Group is a Nordic consulting firm operating in Finland and Sweden, offering architecture, technical consulting, digital solutions and project management services through over 700 experts.

In FY24, Solwers reported revenue of €78.3mln (+18.6% yoy) and EBITDA of €6.5mln (-19.0% yoy). Furthermore, Solwers advanced its growth strategy in FY24 with six acquisitions—four in Sweden and two in Finland—along with a 33% stake in an environmental consulting firm. The company also decided to expand geographically by establishing a subsidiary in Poland.

ETS leads peers with highest profitability

ETS stands out among European engineering peers with exceptional profitability metrics. In FY24, it posted a return on equity of 55.3%—more than triple the peer median of 15.5%—and a net profit margin of 21.6%, the highest in the group.

and strong capital discipline

With a leverage ratio of 2.6x, slightly above the median, the Company combines high returns with moderate financial risk, indicating strong operational efficiency and disciplined capital structure.

Table 3: Peers' key ratios

Company	Dividend yield	P/BV	ROE	Leverage (A/E)	Net debt/ EBITDA	Net Profit margin
11/11/2025	FY24	FY24	FY24	FY24	FY24	FY24
Sweco AB Class B	*2.0%*	5.0x	*14.0%*	2.4x	1.2x	*6.8%*
Fugro NV	*4.5%*	1.3x	*17.0%*	1.8x	0.2x	*11.5%*
Multiconsult ASA	*5.0%*	4.4x	*25.6%*	3.0x	1.1x	*6.6%*
Assystem SA	*2.1%*	2.3x	*34.1%*	2.2x	1.5x	*1.4%*
Sitowise Group Oyj	*0.0%*	0.9x	*4.9%*	2.3x	4.8x	*-1.3%*
ABO-Group Environment NV	*0.0%*	2.0x	*9.8%*	3.9x	2.0x	*2.0%*
DBA Group SpA	*4.5%*	1.3x	*17.8%*	3.3x	0.7x	*2.7%*
Solwers Oyj	*0.7%*	0.8x	*7.9%*	2.3x	2.4x	*1.5%*
Mean	***2.4%***	**2.3x**	***16.4%***	**2.6x**	**1.7x**	***3.9%***
Median	***2.1%***	**1.7x**	***15.5%***	**2.3x**	**1.3x**	***2.3%***
ETS SpA	**n.d.**	**4.3x**	**55.3%**	**2.6x**	**-1.6x**	**21.6%**

Source: Banca Profilo elaborations on FactSet data (as of November 11, 2025)

History, structure and people

Company's evolution

1992-1996: foundations and early growth

ETS S.p.A. (hereinafter the "Company" or "ETS") was established in 1992 by Giambattista Parietti and Donato Romano as a firm focused on design, construction supervision and integrated engineering consultancy. Operating out of a small garage near Bergamo, the founders began shaping the Company's identity. By 1995, ETS had secured contracts with the Italian Ministero della Difesa, marking its entry into plant engineering and expanding into mechanical, electrical, civil and industrial sectors.

2000: a landmark project, "Papa Giovanni XXIII" hospital

A major milestone came in 2000 with the award of the engineering and supervision contract for the "Papa Giovanni XXIII" hospital in Bergamo. This high-impact project allowed ETS to strengthen its technical expertise and organizational structure. In 2005, the Company began investing in Building Information Modeling (BIM), adopting it as a core tool for optimizing project planning and management.

2010-2017: institutional integration and sector diversification

In 2010, ETS joined Confindustria Bergamo, reinforcing its institutional relationships and regional presence. Three years later, it entered the rapidly growing data center sector, securing major contracts for key facilities such as CRIF in Bologna, Data4 in Sesto San Giovanni, and STM. In 2017, ETS further expanded its presence in the healthcare sector by winning the "San Cataldo" hospital project in Taranto, confirming its role as a trusted player in complex public infrastructure projects.

2022-2023: recognition

In 2022, ETS became a member of FIRE (Federazione Italiana per l'uso Razionale dell'Energia) and was ranked among the top 100 Italian engineering companies by Guamari[3].

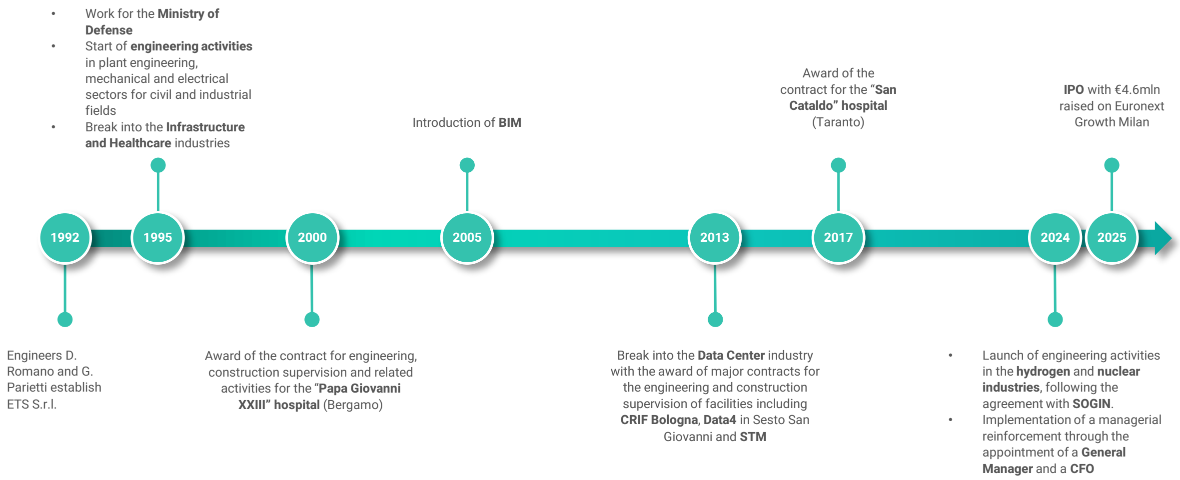
2024: strategic evolution and leadership

In 2024, ETS expanded into the hydrogen and nuclear sectors following a strategic agreement with SOGIN. To support this diversification and growth, the Company strengthened its leadership with the appointment of a General Manager and an Administrative Director.

2025: listing on EGM, raising €4.6mln in IPO

On September 26, 2025 ETS listed on Euronext Growth Milan via a private placement capital increase aimed exclusively at institutional and professional investors. The offering comprised 915,000 newly issued ordinary shares (including a fully exercised 115,000-share greenshoe option) at €5.00/share. In total, ETS raised roughly €4.6mln in gross proceeds.

Figure 10: ETS timeline from 1992 to 2025



Source: Company data

[3] Italian research firm.

Corporate structure

Founders retain control with 18-month lock-up post-IPO

Following the IPO, ETS maintains a concentrated ownership, with ETS Group Srl—equally owned by founders Romano and Parietti—holding 81.4%. Indépendance AM owns 6.1%, while the 12.5% free float ensures some market liquidity without diluting control.

The two founders, through ETS Group, are subject to an 18-month lock-up period starting from the IPO date.

ETS NH S.r.l., subsidiary focused on nuclear and hydrogen

On October 31, 2025, ETS S.p.A. announced the establishment of ETS NH S.r.l., a Bergamo-based subsidiary entirely dedicated to design, project management, and technical services for nuclear facilities and hydrogen production, storage, and transport plants. The creation of ETS NH represents a further step in implementing ETS's growth strategy, aimed at consolidating its presence in the strategic energy and advanced infrastructure sectors and supporting the energy transition and next-generation plant safety.

ETS NH S.r.l. is owned 72% by ETS S.p.A., 14% by Gianpietro Locatelli (General Manager of ETS), who also serves as CEO of the new company, and 14% by Cinzia Giupponi (CFO of ETS). The participation of key executives in the subsidiary's share capital is intended to strengthen leadership continuity and enhance the Group's technical expertise in the nuclear and hydrogen sectors.

Figure 11: Shareholder structure

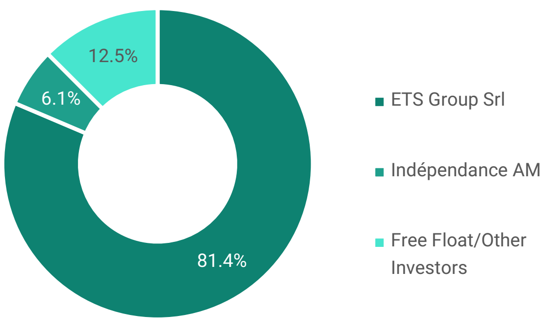
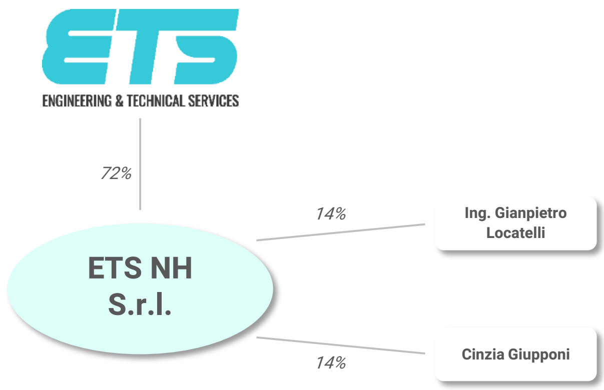


Figure 12: Group structure



Source: Company data

Key people

Donato Romano: Co-Founder and Chairman

Donato Romano, co-founder and Chairman of ETS, holds a Mechanical Engineering degree from the Politecnico di Milano and professional certifications in Project Management and Health & Safety Coordination. In 1984, he co-founded the engineering firm "Studio Tecnico Associato Romano–Parietti" and in 1992, together with his longtime friend and partner Giambattista Parietti, he established ETS S.p.A.

Under his leadership, ETS has successfully delivered major infrastructure and healthcare projects, including multi-hundred-million-euro initiatives such as the "Papa Giovanni XXIII" hospital in Bergamo, the "San Cataldo" hospital in Taranto and the San Vittore waste-to-energy plant upgrade in Lazio. Currently, he oversees the design and construction of Taranto's Electric Bus Rapid Transit system.

Giambattista Parietti: Co-Founder and Vice Chairman

Giambattista Parietti, co-founder and Vice Chairman of ETS, holds a Mechanical Engineering degree from the Politecnico di Milano and professional certifications in Project Management; he is also registered on the official Register of Testers, Technical Consultants, Experts and Advisors.

Since co-founding ETS in 1992, his technical expertise and leadership have been pivotal to the Company's growth across public and private sectors. He has contributed to major projects including the "Papa Giovanni XXIII" hospital in Bergamo, the Valle Seriana tramway from Bergamo city to Albino and the "San Cataldo" hospital in Taranto. Currently, he leads the design and management of Bergamo's €62.5mln Electric Bus Rapid Transit system.

Gianpietro Locatelli: General Manager

Gianpietro Locatelli, General Manager of ETS, holds a Civil Engineering degree with a specialization in Structural Engineering from the Politecnico di Milano and professional certifications in Project Management and Health & Safety Coordination.

Since joining ETS in 2005 as Technical Director, he has significantly contributed to the Company's growth and led major projects such as the €115mln Sibaritide hospital in Calabria, the €161.8mln "San Cataldo" hospital design and the ongoing reconstruction of the Amatrice hospital. He also led the €251.7mln upgrade of the San Vittore waste-to-energy plant in Lazio and, more recently, has been directly involved in other infrastructure projects, including gas distribution networks, €23.3mln data center developments and the signing of a €5.9mln agreement with SOGIN (Società Gestione Impianti Nucleari) for decomissioning and any future projects.

Cinzia Giupponi: Chief Financial Officer

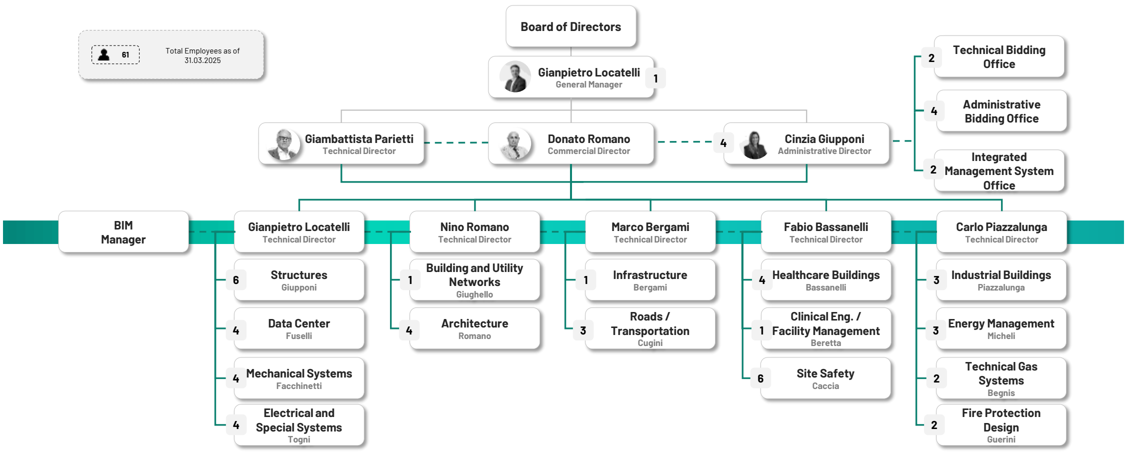
Cinzia Giupponi is the Chief Financial Officer of ETS, also serving as Head of Human Resources and a member of the Technical Committee. With over two decades at ETS since joining in 2001, she was appointed to her current executive roles in 2024. She leverages deep knowledge of the Company's operations and financial processes to drive strategic administration, human capital management and corporate governance, playing a key role in ETS's long-term growth and operational excellence.

Experienced core team drives stability and low turnover

A key strength of the Company lies in its long-standing employees, whose continued presence ensures stability and deep expertise built over the years. This strong team contributes to the Company's exceptionally low staff turnover.

As of March 31, 2025, the Company has a team of 120 professionals, including 61 employees and a network of external collaborators.

Figure 13: ETS Organizational Structure



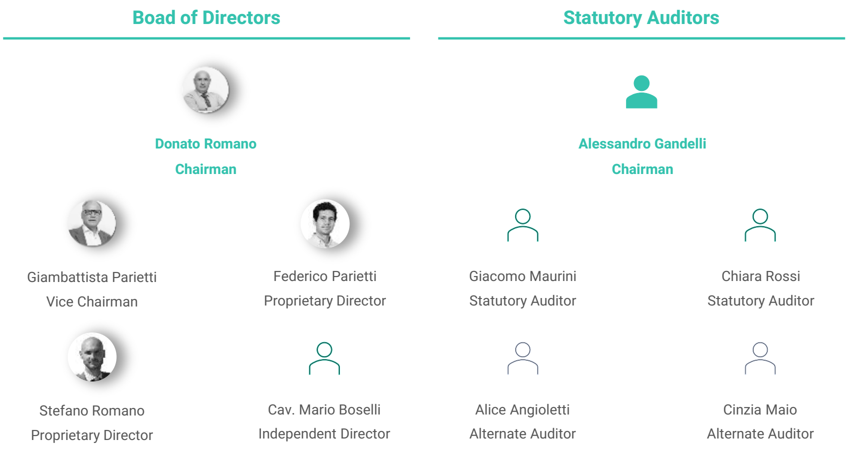
Source: Company data (as of March 31, 2025)

Board of Director and Board of Statutory Auditors

Governance at ETS is overseen by a dedicated Board of Directors composed of five seasoned members, including one independent director, and supported by a Board of Statutory Auditors with three regular and two alternate members.

Appointed at the Shareholders' Meeting on June 25, 2025, both boards will serve until the approval of the financial statements for the year ending December 31, 2027.

Figure 14: BoD and Board of Statutory composition



Source: Company data

ESG commitment

ETS demonstrates a strong and structured commitment to ESG principles across environmental, social and governance dimensions.

On the environmental front, it has implemented waste reduction, CO_2 emission cuts, recycling initiatives, a 60kW photovoltaic system and EV charging stations at its Headquarter.

Socially, ETS is certified for gender equality (UNI/PdR 125:2022), diversity and inclusion (UNI/ISO 30415:2021) and social accountability (SA8000:2014), embedding these principles into its processes and governance.

From a governance perspective, the Company follows Legislative Decree 231/2001 with a Supervisory Body and introduced a Whistleblowing Procedure in 2023, enhancing transparency and accountability.

ETS Business Model

Engineering services for construction provide essential support across all phases of the project cycle, including planning, design, procurement, environmental assessments and project management. These professional services are crucial for guiding and optimizing the construction value chain, ensuring that infrastructure is efficiently built, renovated and maintained. By doing so, they help address climate and energy challenges while promoting a safe, inclusive and sustainable built environment.

Business services:

Engineering and H&S Planning

Project Management and H&S

ETS is a full-spectrum engineering company offering integrated services across the entire project lifecycle. Its operations are structured into three main business areas:

1. **Engineering and Health & Safety Planning**. This area focuses on developing detailed project designs while proactively identifying and addressing potential safety risks. It plays a critical role in shaping projects before execution begins.
2. **Project Management and Health & Safety Coordination**. This segment includes construction supervision and Health & Safety coordination, ensuring that works are executed in full compliance with design specifications, quality standards and project timelines. It also encompasses on-site safety management—identifying hazards, enforcing safety regulations and protecting worker health throughout the construction process.
3. **Other services**. This category covers a range of specialized services that enhance and support core engineering activities. These include testing and commissioning, project management support, fire prevention consultancy and regulatory compliance. The Company's Project Management services cover planning, execution and control, helping clients meet time, cost and quality targets. In the field of Facility Management, ETS ensures efficient building operations and long-term maintenance. Additional offerings include tailored energy optimization solutions, acoustic assessments and sustainable energy strategies. Topographic surveying is another key service, enabling accurate mapping and data collection for precise design and execution.

Engineering and H&S Planning

As part of its design services, ETS manages the development of all project phases as defined by the Italian Public Procurement Code (Legislative Decree 36/2023) for public contracts.

Technical and Economic Feasibility Study

The process begins with the preparation of a technical and economic feasibility study, which aims to identify the most effective solution among various alternatives, balancing costs and benefits in relation to the specific needs and expected performance of the project. This phase involves conducting all necessary investigations and studies to define key project elements and outlines the dimensional, functional, typological and technological characteristics of the planned works. It also includes decisions regarding the potential subdivision into functional lots, provides the basis for any expropriation procedures if needed and ensures that all required documentation is in place for obtaining regulatory approvals and permits. The feasibility study further integrates a preliminary maintenance plan and, when digital information management tools are employed, includes the information requirements aligned with project objectives and the specifications set out in the project brief.

Executive Planning

Building on this foundation, a detail executive plan is developed, precisely defining each project component in terms of its function, performance requirements, quality standards and unit costs. The plan also incorporates a comprehensive maintenance strategy that spans the entire lifecycle of the project, along with a detailed breakdown of construction activities, including scope, costs and scheduling. Typically, the same entity responsible for the technical and economic feasibility study also prepares the executive plan, ensuring continuity and consistency.

H&S Planning

Given that construction activities often involve multiple contractors operating on the same site, ETS also provides safety coordination services through the appointment of a Safety Coordinator for the Planning Phase (CSP). This figure, legally required and appointed by the client or project supervisor, plays a crucial role in safeguarding the health and safety of all workers during the planning stage. The CSP is tasked with coordinating multiple contractors, even if not working simultaneously, by establishing preventive and protective measures, organizational choices and procedures aimed at minimizing workplace risks. The CSP's responsibilities include drafting the Safety and Coordination Plan (PSC), preparing the Worksite Health and Safety File (FO) and ensuring that general safety principles are incorporated into architectural, technical and organizational decisions, including the scheduling of construction phases.

Project Management and H&S Coordination

ETS offers a comprehensive construction management service that ensures the proper execution of work from both a technical and administrative standpoint. Acting on behalf of the client, ETS oversees all phases of construction, with a focus on ensuring that the work conform precisely to the design documents and contractual obligations.

Construction Supervision

The Construction Supervisor plays a central role in overseeing all site activities, ensuring the correct execution of the works in compliance with both the design and contractual terms. Acting as the primary liaison between the client and the contractor, the Construction Supervisor coordinates the work on-site, issues technical instructions and enforces project specifications. Depending on the project's size and complexity, the client may appoint assistant supervisors or operational supervisors (DLO) for additional support. Responsibilities also include monitoring construction quality, verifying material compliance, reviewing contractor documentation, managing design variations and producing key administrative records such as worksite logbook, measurement and provisions logs, progress reports (SAL), interim payment certificates and the final account statement.

H&S Control Coordinator

In addition to managing construction activities, ETS places strong emphasis on health and safety during execution. A critical figure in this process is the Health and Safety Coordinator during execution (CSE), who ensures that the safety and coordination plan (PSC) is correctly implemented. Prior to the start of construction, the CSE adapts and updates the work schedule in accordance with the PSC, in close coordination with the Construction Manager, contractors and any independent workers. The CSE is tasked with verifying safety documentation, conducting regular site inspections and coordinating the activities of main and subcontractors to avoid hazardous overlaps. If necessary, the CSE is authorized to temporarily suspend work in case of serious safety risks and must update the safety plan when site conditions change.

Through this integrated approach, ETS guarantees the highest standards of quality, compliance and safety across all stages of project execution.

From Opportunity to Delivery: ETS's full-cycle engineering model

Trusted partner for Public and Private sectors with a €32.2mln backlog

ETS operates with a structured and professional approach to project acquisition, serving both public and private clients.

As of June 2025, the Company holds a backlog of approximately €32.2mln across 169 active projects scheduled for completion by 2027. In FY24, approximately 65% of ETS's revenue was generated from public sector projects, with the remaining 35% coming from private clients.

Figure 15: Outstanding customer base

Source: Banca Profilo elaborations on Company data

Dual-track procurement

In the public sector, ETS secures contracts by participating in formal tenders, including both engineering service tenders and integrated tenders. The internal Ufficio Gare identifies opportunities through dedicated platforms and a robust professional network. Bid decisions are made following comprehensive assessments of feasibility, compliance and internal capacity. ETS prepares highly detailed tender documentation, leveraging a portfolio of over €3.3bn in Certificates of Execution of Works (CELs), which reinforce its qualification for high-value contracts. For public projects exceeding €1.0mln, ETS frequently enters Temporary Groupings of Professionals (RTPs) to enhance its competitiveness. It generally acts as the lead firm, coordinating technical roles and managing client relationships.

In the private sector, ETS employs a more agile, relationship-driven strategy. Lead generation relies on direct outreach, client referrals and longstanding partnerships. The Company is a qualified supplier to major clients including ENEL, RFI, ItalFerr, Leonardo, ANAS, Poste Italiane and TIM-Noovle, among others. Contracts are typically awarded through direct negotiations or limited tenders, supported by tailored proposals and internal pricing tools.

Engineering services

ETS manages most of its engineering activities in-house, maintaining quality control and timely delivery. Project managers are assigned based on technical expertise and workload, coordinating multidisciplinary teams. ETS typically acts as lead partner in RTPs, ensuring project coherence and effective coordination. External collaborators are used only when required for specialized skills or during peak activity.

Project planning is centrally overseen by the General Manager, with strategic oversight provided by a *Comitato Guida* of senior executives. Design timelines typically range from 90 to 120 days, with extended phases for complex validation processes.

Contract terms vary by service type:

- for feasibility studies (PFTE), ETS receives a 20% advance, with balance upon validation by the client's RUP.
- executive design contracts include down payments and milestone-based payments.

Building Information Modeling (BIM) capability

Building Information Modeling (BIM) is integral to ETS's value proposition. The Company is fully certified under UNI/PdR 74:2019 and relies on professionals accredited by ICMQ and Apave/CPM. This expertise enables ETS to develop integrated, high-precision designs in line with modern regulatory and technical standards. Since January 1, 2025, BIM use has been mandatory in Italy for public contracts exceeding €1.0mln—an area where ETS is fully equipped to compete.

Site Management services

After design, ETS supports project delivery through its Site Management team, ensuring alignment with the approved design, budget and timeline. The Construction Manager oversees site operations, monitors contractor performance and ensures compliance with safety and legal standards. ETS manages stakeholder communication and validates project milestones and modifications.

Site management services are typically billed in phases based on work progress (*Stati di Avanzamento Lavori*, SAL).

Testing & Monitoring

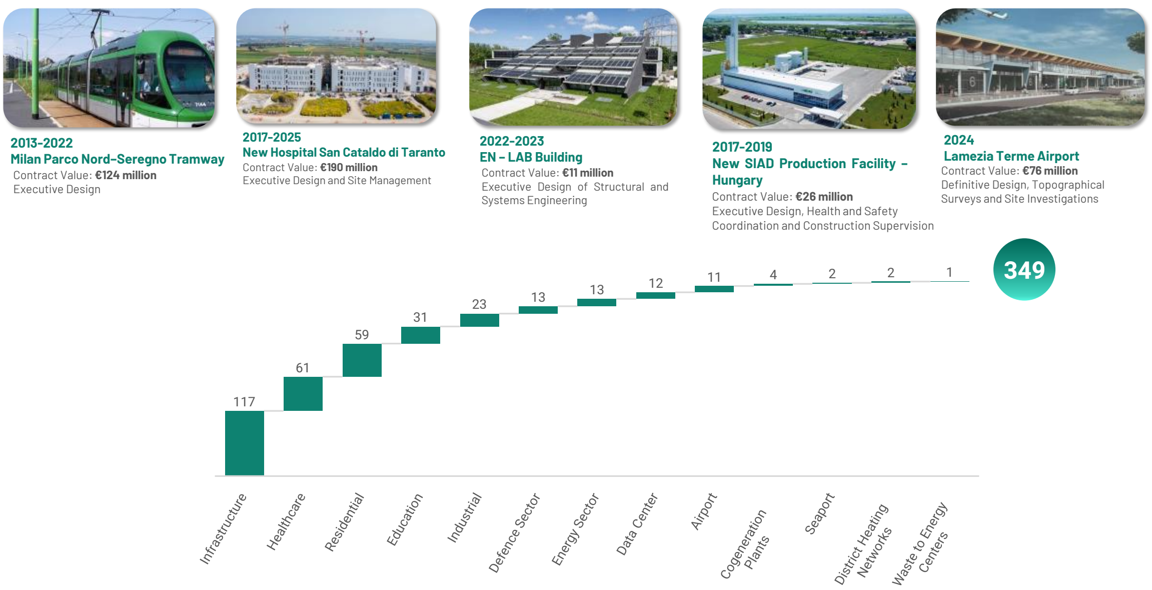
ETS conducts post-construction inspections to confirm technical and regulatory compliance. Activities include on-site inspections, documentation review, system testing and final reporting. A provisional inspection certificate is issued and becomes definitive unless issues arise. In line with procurement rules, ETS does not inspect projects it has designed and managed, ensuring objectivity. The Company holds professional liability insurance covering all project roles.

First class track record: 349 projects delivered since 2000

ETS has completed 349 projects across Italy and abroad as of March 2025, spanning sectors such as:

- **Transport infrastructure**: Rome Metro Line C, Florence tramway, BRT lines in Bergamo, Perugia, Taranto.
- **Healthcare**: hospitals in Bergamo, Taranto and Udine—all leveraging BIM.
- **Real estate**: energy-efficient buildings in Bergamo; heritage renovation projects.
- **Education**: university and school upgrades, often in partnership with academic institutions.
- **Industrial**: turnkey engineering for Intercos, Saint-Gobain, SIAD, Air Liquide.
- **Airports**: civil and military projects in Bergamo, Verona, Bologna and others.
- **Data centers**: TIER IV-standard facilities for clients including CRIF and TIM-Noovle.
- **Emerging sectors**: projects in hydrogen and nuclear energy, including collaborations with SOGIN.

Figure 16: Completed projects since 2000

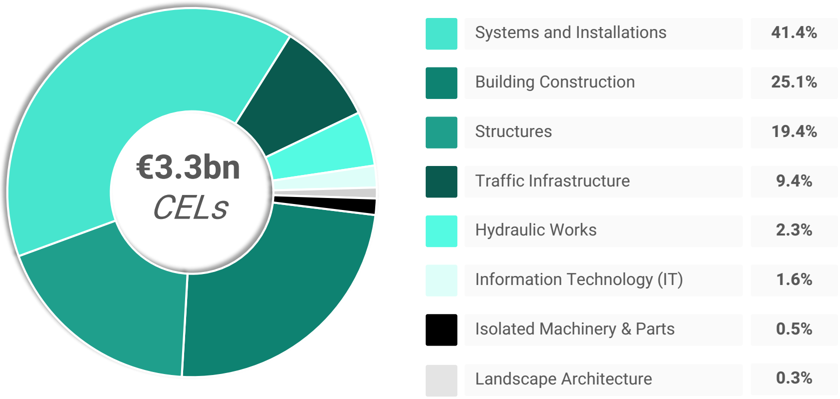


Source: Banca Profilo elaborations on Company data (as of March 2025)

Undisputable know-how: over €3.3bn in CELs

ETS possesses over €3.3bn in certified CELs. These documents, issued by contracting authorities at project completion, confirm performance quality and enable eligibility for large-scale public tenders. CELs support ETS's SOA certification, a prerequisite to bid for contracts over €150,000 in Italy. Higher SOA classes backed by substantial CEL portfolios grant access to complex, high-value contracts.

Figure 17: Certificates of Execution of Works (CELs) distribution



Source: Banca Profilo elaborations on Company data (as of March 2025)

Marketing & Communication

ETS employs a focused communication strategy to elevate brand visibility. Through its website and social media—primarily LinkedIn and Instagram—the Company shares updates on press coverage, project achievements, event participation and awards. External agency Belive supports communication activities to ensure consistency and professionalism.

Historical Financials

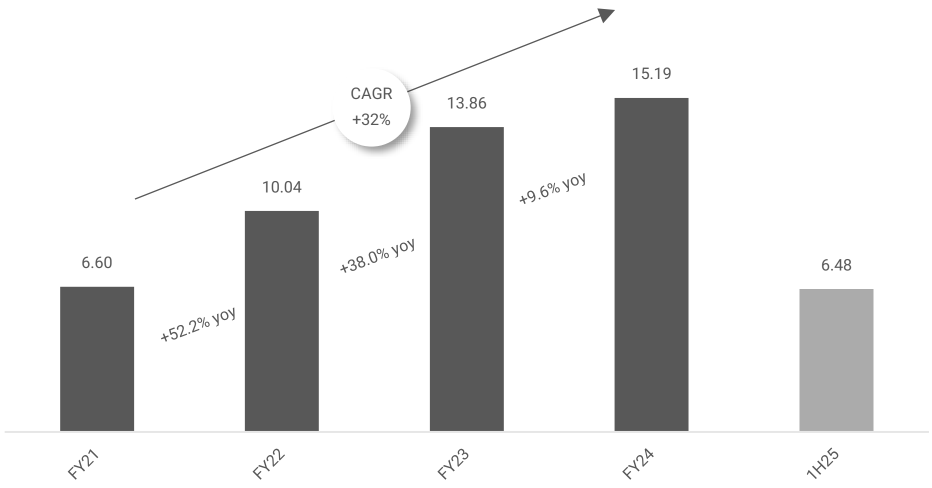
Revenues grew from €6.6mln in FY21 to €15.2mln in FY24 at a 32% CAGR

In FY24, ETS reported revenues of €15.19mln, up 9.6% yoy. This includes €15.11mln from Engineering service activities (+10.6% yoy) and €0.08mln from other revenues (–60.5% yoy). All revenues were generated within the Italian market.

Looking at a broader timeframe, revenues have more than doubled over the past three years, increasing from €6.60mln in 2021 to €15.19mln in 2024, representing a compound annual growth rate (CAGR) of 32%. This performance reflects the Company's ability to reshape its business model by reallocating resources toward higher-potential sectors, ensuring continued value creation despite regulatory and market shifts. While earlier growth was largely driven by Residential projects linked to the Superbonus 110% incentive, more recent momentum stems from the NRRP, with related projects estimated to have contributed approximately 35% of FY24 revenue.

In 1H25, ETS generated revenues of €6.48mln, including €6.44mln from Engineering service activities and €0.04mln from other revenues.

Figure 18: Revenues FY21–1H25 (€/mln)



Source: Banca Profilo elaborations on Company data

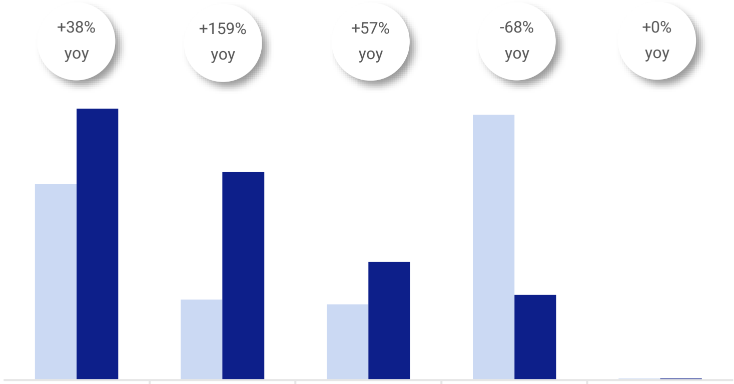
End-markets

Engineering revenues are addressed to the following end-markets:

- **Infrastructure** (€5.99mln, +38.5% yoy). This segment includes design and construction management services related to mobility infrastructure, such as roads, urban transit and railways. It is characterized by a high level of technical complexity and the strategic importance of the projects, which are often part of broader urban regeneration or regional development initiatives.
- **Healthcare** (€4.59mln, +158.6% yoy). This area covers design and construction management for hospital and healthcare facilities, with a focus on highly specialized buildings featuring complex systems and functions. ETS stands out for its integrated approach, which combines architectural, structural, mechanical and regulatory expertise tailored to the Healthcare sector.
- **Industrial** (€2.62mln, +56.6% yoy). This segment includes contracts in industrial and highly specialized technical sectors, such as plants, energy infrastructure, technological networks and engineering-intensive works. It also encompasses activities in innovative fields such as nuclear energy, gas production and distribution, data centers and environmental sustainability.

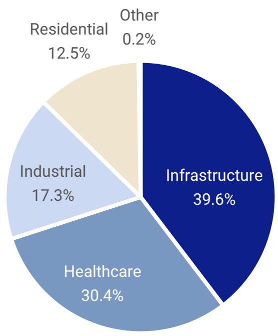
- **Residential** (€1.88mln, -67.9% yoy). This area involves design and technical-administrative management services for residential construction projects, both new builds and redevelopments. Historically, the segment has benefited from Italian tax incentive schemes, but its relative contribution has declined in recent years, reflecting changes in regulatory frameworks.

Figure 19: Revenues by line FY23-24 (€/mln)



	Infrastructure	Healthcare	Industrial	Residential	Other
FY23	4.33	1.78	1.67	5.86	0.04
FY24	5.99	4.59	2.61	1.88	0.04

Figure 20: FY24 Revenues breakdown by line



Source: Banca Profilo elaborations on Company data

€41.9mln orders in 2024, led by Infrastructure & Public sector

As of December 31, 2024, the Company reported a total of 117 active contracts, with a total awarded value of €41.94mln[4]. By revenue line, *Infrastructure* accounted for the largest share, with €15.67mln across 50 contracts, followed by *Healthcare* (€12.40mln, 31 contracts), *Industrial* (€11.75mln, 34 contracts) and *Residential* (€2.13mln, 2 contracts).

As of the same date, the *Public* sector accounted for most contracts and contract value, with 77 assignments worth €28.48mln, compared to 40 contracts totaling €13.46mln in the *Private* sector.

Figure 21: FY24 Orders breakdown by line

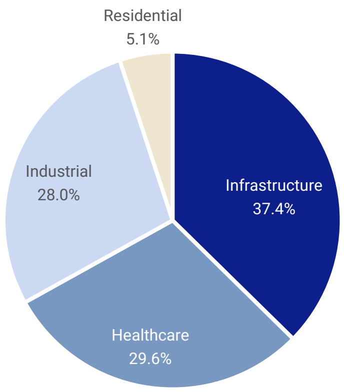
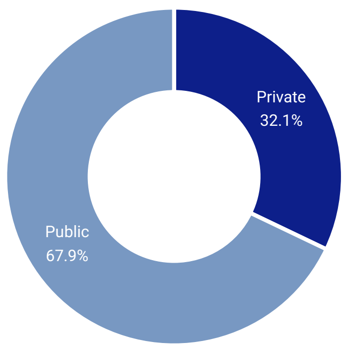


Figure 22: FY24 Orders breakdown by customer type



Source: Banca Profilo elaborations on Company data

Operating Costs reflect growth

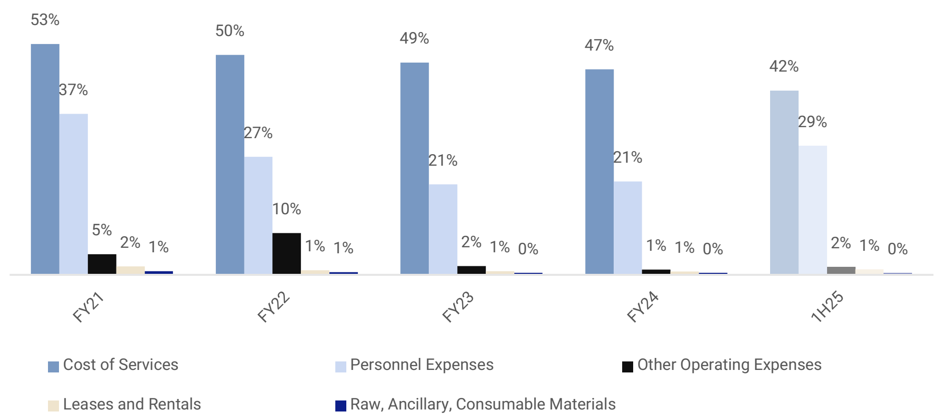
In FY24, ETS's operating cost structure reflected a balanced and growth-aligned composition. *Services* remained the largest cost item at €7.16mln (47.1% of revenues, +6.1% yoy), driven by the expansion of engineering, design and technical functions, and including both long-standing

[4] Total orders as of December 31, 2024, include both contracts that generated revenues during FY24 and those contracts that will generate income in the next years.

VAT-registered collaborators and occasional consulting support. *Personnel Expenses* followed at €3.26mln (21.4% of revenues), marking a 13.1% increase due to a larger average workforce and the strengthening of the Company's operational capacity. *Leases and Rentals* totaled €0.12mln (+4.2% yoy), mainly from related-party real estate leases, while *Other Operating Expenses* declined significantly to €0.18mln (-35.1% yoy), mainly due to reduced contingent liabilities and the absence of credit losses.

In 1H25, total employee FTEs (Full-Time Equivalents) amounted to 57, up from 53 in FY24.

Figure 23: Costs structure FY21–1H25 (% of Revenues)



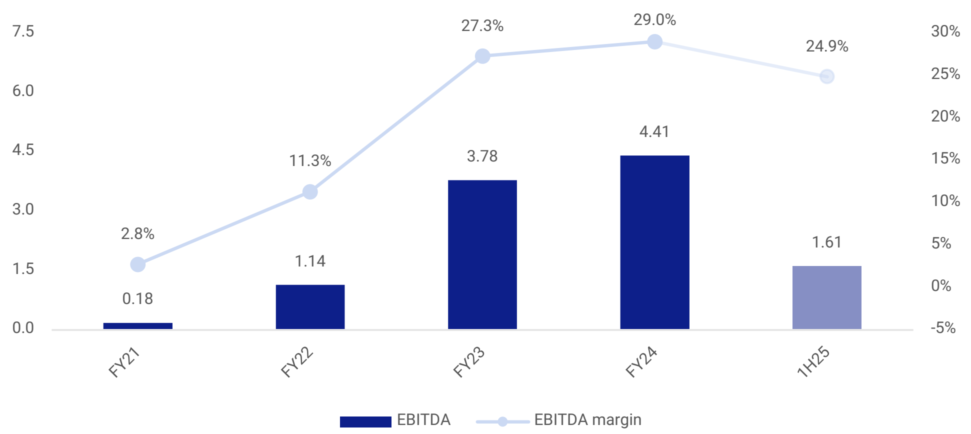
Source: Banca Profilo elaborations on Company data

High profitability: FY24 EBITDA margin at 29%

In FY24, EBITDA reached €4.41mln, marking a strong year-over-year increase of 16.5% from €3.78mln in FY23. The EBITDA margin also saw a notable improvement, rising by 170bps from 27.3% to 29.0%. The exceptionally high EBITDA margin can be attributed not only to the quality of the contracts secured by the Company but also to the operational leverage achieved. In particular, highly skilled in-house workforce provides a key competitive advantage compared to relying on expensive external experts.

In 1H25, EBITDA was €1.61mln, with margin of 24.9%, reflecting solid profitability despite a normalization from the record-high margins of FY24.

Figure 24: EBITDA (€/mln) and EBITDA margin (% of Revenues) FY21–1H25



Source: Banca Profilo elaborations on Company data

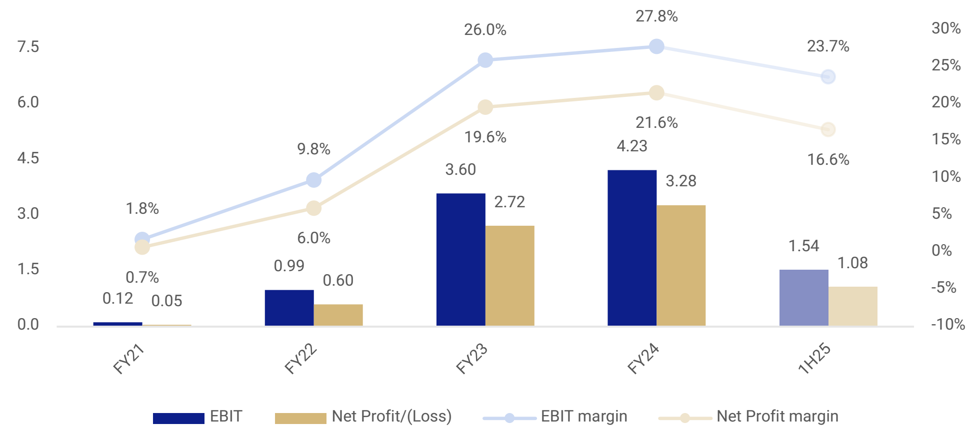
Asset-light model and low debt drive EBIT and Net Profit growth

In FY24, EBIT increased to €4.23mln with a 27.8% margin—up from €3.60mln and 26.0% the previous year—driven primarily by revenue growth and an improved EBITDA margin, while the impact of depreciation and amortization remained minimal thanks to ETS's asset-light business model.

Consequently, given the Company's low debt level, Net Profit also rose significantly, climbing 20.5% yoy from €2.72mln in FY23 to €3.28mln.

In 1H25, EBIT came in at €1.54mln with 23.7% margin, while net profit amounted to €1.08mln, reflecting sound operating performance and continued profitability.

Figure 25: EBIT, Net Profit (€/mln) and EBIT margin (%) FY21–1H25



Source: Banca Profilo elaborations on Company data

Table 4: Income Statement FY21–1H25 (€/th)

Profit & Loss (€/th)		FY21	FY22	FY23	FY24	1H25
Revenues from sales and services		6,435.8	9,851.3	13,660.8	15,112.0	6,443.1
	% on Revenues	*97.5%*	*98.1%*	*98.6%*	*99.5%*	*99.4%*
	yoy	*n.a.*	*53.1%*	*38.7%*	*10.6%*	*n.a.*
Other Revenues		164.4	191.0	199.4	78.7	40.6
	% on Revenues	*2.5%*	*1.9%*	*1.4%*	*0.5%*	*0.6%*
	yoy	*n.a.*	*16.2%*	*4.4%*	*-60.5%*	*n.a.*
Revenues		**6,600.2**	**10,042.3**	**13,860.2**	**15,190.7**	**6,483.7**
	yoy	*n.a.*	*52.2%*	*38.0%*	*9.6%*	*n.a.*
Raw, Ancillary, Consumable Materials		(53.7)	(59.0)	(61.0)	(68.0)	(26.9)
	% on Revenues	*-0.8%*	*-0.6%*	*-0.4%*	*-0.4%*	*-0.4%*
Cost of Services		(3,491.6)	(5,064.4)	(6,747.6)	(7,161.8)	(2,737.6)
	% on Revenues	*-52.9%*	*-50.4%*	*-48.7%*	*-47.1%*	*-42.2%*
Personnel Expenses		(2,434.8)	(2,715.3)	(2,878.4)	(3,256.0)	(1,912.7)
	% on Revenues	*-36.9%*	*-27.0%*	*-20.8%*	*-21.4%*	*-29.5%*
Leases and Rentals		(125.7)	(107.1)	(112.7)	(117.4)	(80.6)
	% on Revenues	*-1.9%*	*-1.1%*	*-0.8%*	*-0.8%*	*-1.2%*
Other Operating Expenses		(312.2)	(958.6)	(275.9)	(179.1)	(113.4)
	% on Revenues	*-4.7%*	*-9.5%*	*-2.0%*	*-1.2%*	*-1.7%*
EBITDA		**182.1**	**1,137.9**	**3,784.6**	**4,408.3**	**1,612.6**
	EBITDA margin	*2.8%*	*11.3%*	*27.3%*	*29.0%*	*24.9%*
	yoy	*n.a.*	*524.7%*	*232.6%*	*16.5%*	*n.a.*
Intangible		(10.9)	(69.0)	(70.2)	(74.1)	(38.0)
Tangible		(53.5)	(58.9)	(80.3)	(85.7)	(38.7)
D&A		(64.4)	(127.9)	(150.5)	(159.8)	(76.7)
	% on Revenues	*-1.0%*	*-1.3%*	*-1.1%*	*-1.1%*	*-1.2%*
Provisions and write-downs		0.0	(24.5)	(35.0)	(22.7)	0.0
	% on Revenues	*0.0%*	*-0.2%*	*-0.3%*	*-0.1%*	*0.0%*
EBIT		**117.7**	**985.4**	**3,599.1**	**4,225.8**	**1,535.9**
	EBIT margin	*1.8%*	*9.8%*	*26.0%*	*27.8%*	*23.7%*
Interest Income/(Expenses)		(23.1)	(109.2)	224.2	320.5	3.3

% on Revenues	*-0.4%*	*-1.1%*	*1.6%*	*2.1%*	*0.1%*
EBT	**94.6**	**876.3**	**3,823.3**	**4,546.4**	**1,539.2**
Pretax margin	*1.4%*	*8.7%*	*27.6%*	*29.9%*	*23.7%*
Taxes	(47.7)	(272.8)	(1,101.6)	(1,266.4)	(463.8)
Tax rate	*36.7%*	*31.1%*	*28.8%*	*27.9%*	*36.2%*
Net Profit/(Loss)	**46.9**	**603.4**	**2,721.7**	**3,280.0**	**1,075.4**
Net Profit margin	*0.7%*	*6.0%*	*19.6%*	*21.6%*	*16.6%*
yoy	*n.a.*	*1186.1%*	*351.0%*	*20.5%*	*n.a.*

Source: Banca Profilo elaborations on Company data

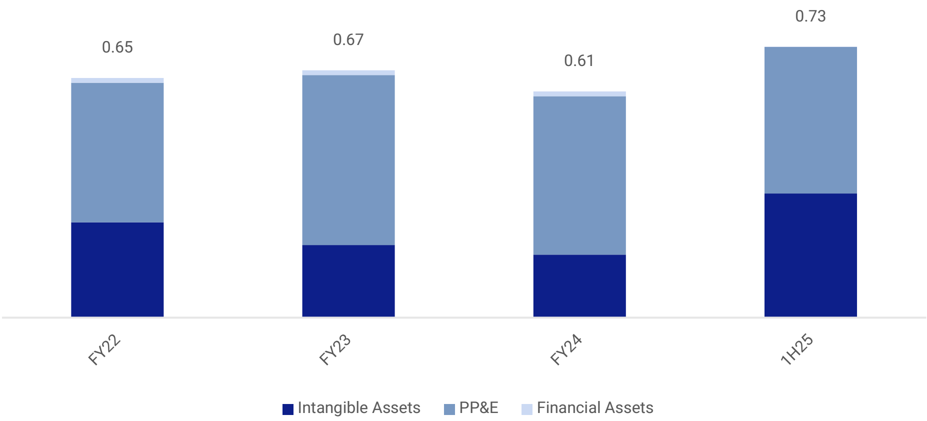
Asset-light model

ETS operates an asset-light model with minimal capital investment and overhead, enabling it to remain agile, scale rapidly and adapt seamlessly to changing market conditions.

As of December 31, 2024, Fixed Assets totaled €0.61mln, down 8.5%. *Intangible Assets* stood at €0.17mln, down 13.3% primarily due to amortization; the balance—mainly comprising software licenses, patents and multi-year expenses—reflects a focused and selective investment strategy in technical and engineering software. *Tangible Assets* amounted to €0.43mln, a 6.8% decline from 2023, in line with the Company's operational requirements and its service-driven, asset-light model. *Financial Assets* remained stable at €0.01mln, tied to a stake in Xpanding S.r.l., which was divested in 1H25 as part of a strategic reorganization ahead of the Company's listing.

As of June 30, 2025, Fixed Assets totaled €0.73mln, up 19.7% compared to the end of December 2024, despite the divestment in Spanding S.r.l. The increase was entirely attributable to *Intangible Assets*, specifically to *Intangible assets under development and advances*, which include professional fees incurred and capitalized during 1H25 in connection with the company's admission process to the Milan Stock Exchange (Euronext Growth Milan), completed in the second half of the year, for a total of €0.19mln.

Figure 26: Fixed Assets FY22–1H25 (€/mln)



Source: Banca Profilo elaborations on Company data

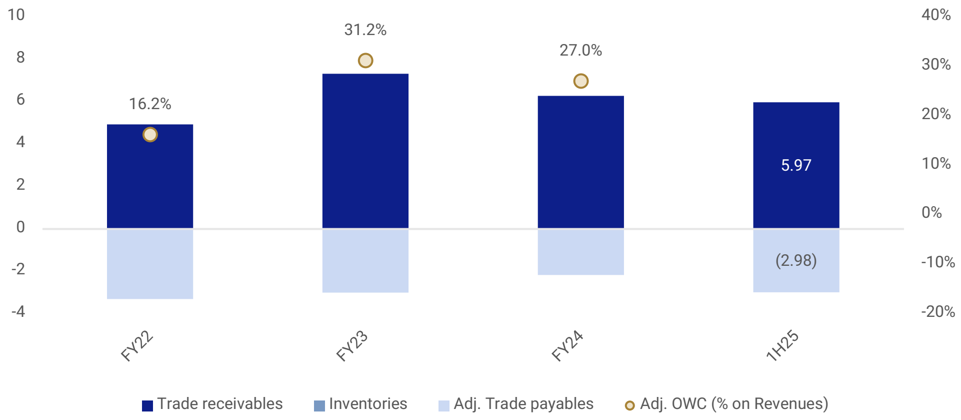
Stable DSO; shorter adj. DPO reflects tighter supplier payments

As of December 31, 2024, Trade receivables amounted to €6.27mln, down 14.3% from €7.32mln recorded at December 31, 2023. The Days Sales Outstanding (DSO) slightly increased to 163 days from 161 days in the previous year, remaining broadly stable and confirming the Company's consistent management of the receivables cycle. Overall, the trend in Trade Receivables continues to reflect sound control over working capital.

As of the same date, Trade payables totalled €5.61mln, up 12.8% from €4.97mln in 2023. The Days Payable Outstanding (DPO) rose to 179 days from 150 days (+19.5%), mainly due to an increase in liabilities to related parties. Given this impact, the adj. Trade payables—which excludes transactions with related parties and trade payables past due beyond 120 days—offers a more accurate picture of supplier payment terms. This adjusted metric decreased to €2.17mln from €3.0mln (-27.6% yoy) and the adj. DPO decreased to 88 days in 2024 from 114 days in 2023, indicating a deterioration in operating dynamics with a shorter average payment period to external suppliers compared to the previous year.

As of June 30, 2025, the Company's adjusted Operating Working Capital (OWC) amounted to €3.0mln—reflecting Trade receivables of €5.97mln, no Inventories, and adj. Trade payables of €2.98mln. This level of OWC remains consistent with the Group's operating scale and reflects continued discipline in the management of trade flows.

Figure 27: Adj. OWC FY22–1H25 (€/mln)



Source: Banca Profilo elaborations on Company data

€2.93mln in Tax receivables

Among other significant asset items, non-current tax receivables total €3.97mln, up 87.5% from €2.12mln in 2023, primarily consisting of €3.93mln related to the *Superbonus* and façade bonus credits. These stem from services invoiced under the *Sconto in fattura* scheme and purchases of *Superbonus* credits, with their offsetting use authorized in predetermined amounts over future fiscal periods.

As of June 30, 2025, non-current tax receivables decreased to €2.93mln, of which €2.90mln refers to construction-related tax credits.

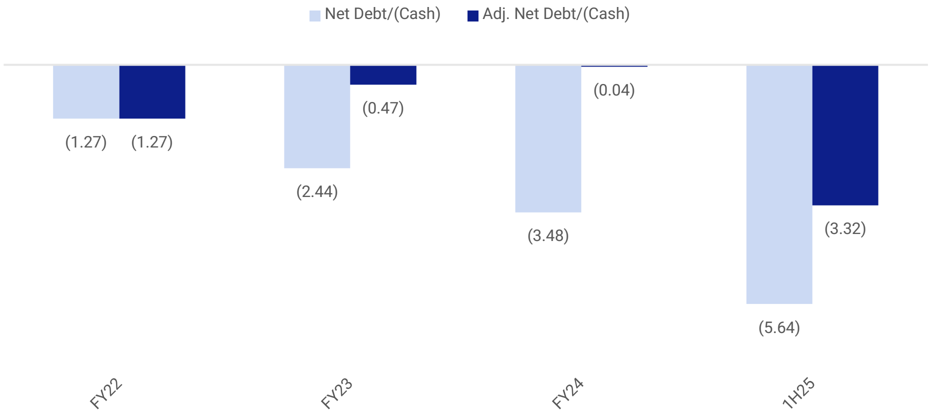
€1.82mln dividends distributed over two years

Over the past two years, ETS distributed a total of €1.82mln in dividends—€0.5mln in 2023 and €1.32mln in 2024—reflecting robust cash generation and an average annual payout ratio of 45%. In March 2025, the Company approved an additional €1.35mln dividend (yet to be distributed), equal to 41% of FY24 net income.

Adj. Net Cash €3.32mln

As of June 30, 2025, ETS reported an adj. net cash position of €3.32mln, reflecting a solid improvement from €0.04mln at YE24 and €0.47mln at YE23. The balance includes €3.93mln in cash and cash equivalents, as well as €1.74mln invested in immediately liquid funds and securities, against an almost negligible level of financial debt (€0.01mln in short-term bank borrowings and €0.02mln due to other lenders).

Figure 28: Net Debt/(Cash) FY22–1H25 (€/mln)



Source: Banca Profilo elaborations on Company data

Table 5: Balance Sheet FY22–1H25 (€/th)

Balance Sheet (€/th)		FY22	FY23	FY24	1H25
Intangible Assets		257.5	196.2	170.1	334.9
PP&E		376.1	457.9	427.0	395.4
Financial Assets		12.7	12.7	13.0	0.0
Fixed Assets		**646.3**	**666.8**	**610.2**	**730.3**
Inventories		0.0	0.0	0.0	0.0
	% on Revenues	*0.0%*	*0.0%*	*0.0%*	*0.0%*
Trade receivables		4,931.3	7,317.3	6,272.0	5,974.3
	% on Revenues	*49.1%*	*52.8%*	*41.3%*	*46.1%*
Adj. Trade payables		(3,304.2)	(2,999.6)	(2,170.6)	(2,980.8)
	% on COGS	*37.1%*	*29.8%*	*20.1%*	*30.6%*
Operating Working Capital		**1,627.1**	**4,317.7**	**4,101.5**	**2,993.5**
	% on Revenues	*16.2%*	*31.2%*	*27.0%*	*23.1%*
Other current assets		1,021.8	725.4	678.9	774.9
Other current liabilities		(1,403.7)	(2,790.8)	(1,742.4)	(3,349.4)
Net Working Capital		**1,245.2**	**2,252.3**	**3,037.9**	**419.1**
	% on Revenues	*12.4%*	*16.3%*	*20.0%*	*6.5%*
Non-current assets		245.7	2,328.8	4,156.8	3,116.0
Non-current liabilities		(1,657.4)	(1,745.8)	(1,912.0)	(1,922.6)
Net Invested Capital		**479.9**	**3,502.1**	**5,892.8**	**2,342.8**
Intangible Assets		296.6	8.9	48.1	202.8
PP&E		116.8	162.1	54.8	7.1
CapEx		**413.4**	**171.0**	**102.9**	**209.9**
	% on Revenues	*4.1%*	*1.2%*	*0.7%*	*3.2%*
Share Capital		500.0	500.0	500.0	500.0
Reserves and retained earnings		645.4	748.8	2,155.4	4,084.1
Net Profit/(Loss)		603.4	2,721.7	3,280.0	1,075.4
Dividend		***500.0***	***1,315.0***	***1,351.4***	***0.0***
	Dividend Payout ratio	*82.9%*	*48.3%*	*41.2%*	*0.0%*
Equity		**1,748.8**	**3,970.4**	**5,935.5**	**5,659.5**
Adj. Net Debt/(Cash)		**(1,268.8)**	**(468.4)**	**(42.6)**	**(3,316.7)**
Net Debt/(Cash)		**(1,268.8)**	**(2,439.4)**	**(3,480.8)**	**(5,644.4)**

Source: Banca Profilo elaborations on Company data

€0.1mln CapEx evenly allocated in FY24; Patent Box incentive secured

In FY24, CapEx was nearly evenly split between Intangible Assets and Property, Plant and Equipment (PP&E), with each category receiving approximately €0.05mln.

During the FY23-24, with the support of an external IT firm, ETS designed and developed a new management software called "ETSXsmart" for overseeing and monitoring projects. As a result of this initiative, ETS will benefit from the Patent Box incentive, which will provide a tax deduction of €0.07mln.

In 1H25, CapEx amounted to €0.21mln, of which €0.19mln related to professional fees incurred for the Company's admission process to the Milan Stock Exchange (Euronext Growth Milan). Excluding these costs, CapEx totaled €0.02mln only, confirming the Company's asset-light business model, with investments almost evenly divided between PP&E and Intangible Assets.

Table 6: FCF FY22–1H25 (€/th)

Free Cash Flow (€/th)					
		FY22	**FY23**	**FY24**	**1H25**
EBIT		985.4	3,599.1	4,225.8	1,535.9
	Tax rate	*27.9%*	*27.9%*	*27.9%*	*27.9%*
NOPAT		**710.5**	**2,594.9**	**3,046.8**	**1,107.4**
D&A		152.4	185.5	182.5	76.7
Changes in OWC		(1,627.1)	(2,690.6)	216.2	1,108.0
CapEx		(413.4)	(171.0)	(102.9)	(209.9)
Unlevered FCF		**(1,177.6)**	**(81.1)**	**3,342.7**	**2,082.2**

Source: Banca Profilo elaborations on Company data

FY25-27 Strategy and Estimates

Strategic guidelines

Managerialization progress in FY24

In 2024, the Company strengthened its organizational structure by appointing a General Manager and an Administrative Director, laying the foundation for more efficient governance and operational scalability. Following its listing on Euronext Growth Milan, ETS continues to execute its strategic plan aimed at consolidating its market position and supporting sustainable long-term growth.

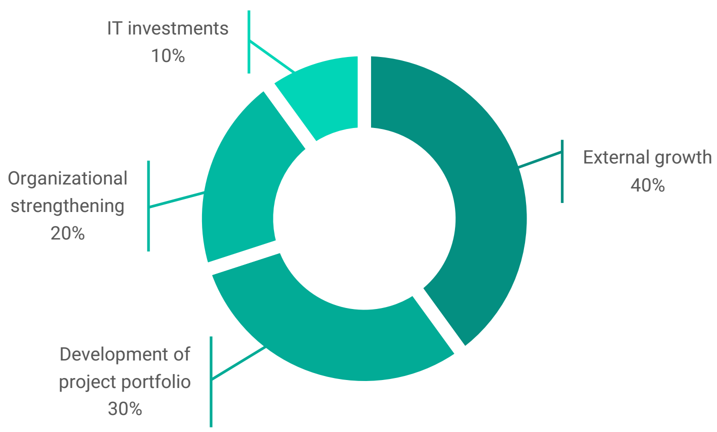
Strategic initiatives for growth

Over the 2025–26 period, management intends to pursue the following strategic priorities:

- **Human capital investment:** further consolidate the corporate structure by hiring specialized technical professionals and enhancing the skills of existing staff through targeted training programs, supporting both domestic growth and selective expansion into international markets.
- **Technological and process innovation:** continue to invest in digital transformation and process efficiency—building on initiatives such as the development of the *ETSXsmart* management platform—and leverage European and national funding programs to accelerate innovation.
- **Strategic collaborations:** strengthen partnerships with innovative companies active in renewable energy, infrastructure, data centers, technology networks, and cybersecurity, sectors offering high growth potential and strong alignment with ETS's technical expertise.
- **Expansion and capacity building:** increase production capacity, including the establishment of new operational hubs in Southern Italy, and evaluate targeted acquisitions of complementary engineering firms to broaden the Group's service offering.
- **Public-sector opportunities:** continue to play an active role in projects related to the National Recovery and Resilience Plan (NRRP), while maintaining a solid track record in public procurement and energy efficiency initiatives.
- **Corporate culture and engagement:** promote a positive and stimulating work environment to enhance productivity, collaboration, and employee retention.

Overall, the strategic roadmap reflects the Company's disciplined use of IPO proceeds—targeted toward growth through people, technology, and selective external expansion—while preserving ETS's asset-light and cash-generative business model.

Figure 29: Use of IPO proceeds



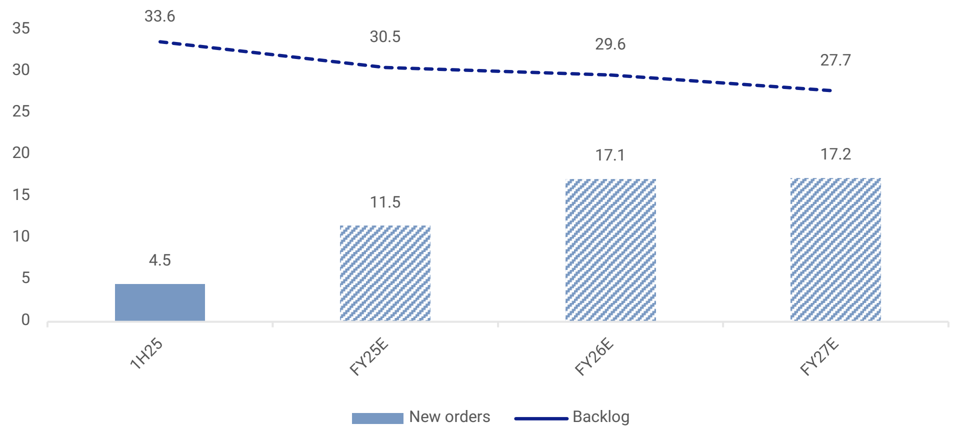
Source: Company data

Our FY25-27 estimates

Revenue visibility driven by strong backlog

Given that ETS operates on a project basis, revenue visibility is primarily driven by its backlog, which reached €33.6mln as of June 2025. To estimate revenues, we assume—consistent with management guidance—that, net of residual project components (estimated at around 10% of the current backlog), the remaining backlog will be executed by 2027, with a front-loaded distribution concentrated in the earlier semesters of the five-period horizon. We further assume that new orders follow a three-year deployment cycle, also weighted toward earlier semesters, and grow in line with revenues to maintain a broadly stable backlog over the next three years. We expect the Residential segment—which has already declined from 43% to just 12% of revenues in 2024 following the phase-out of building renovation incentives—to continue shrinking, with management projecting revenues of less than €0.2mln in FY25. In contrast, the Infrastructure segment is expected to remain a key growth driver, supported by NRRP-funded projects, which should continue to act as a tailwind at least through 2026.

Figure 30: Backlog & New orders 1H25–FY27E (€/mln)



Source: Banca Profilo elaborations and estimates on Company data

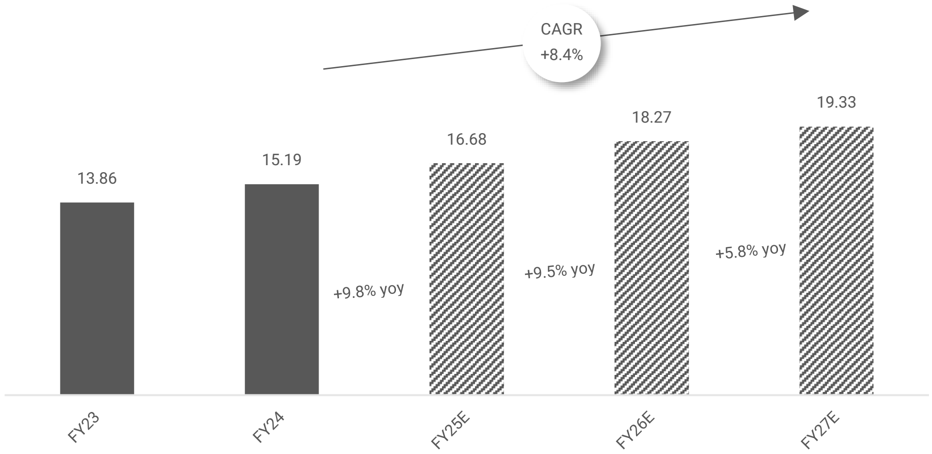
Revenue to grow 9.8% in FY25, focus remains on domestic market

Based on these assumptions, we expect revenue growth to accelerate this year at 9.8% yoy to €16.7mln. In1H25, revenues accounted for 39% of this full-year estimate. Management attributes this to the business's inherent seasonality, with invoicing heavily concentrated in the second half of the year, as most public-sector projects are completed and billed before year-end.

In the following years, growth is projected to remain positive, though at a more moderate rate, resulting in a CAGR of 8.4% over the 2024–27 period. Part of this growth reflects the recognition of non-recurring other revenues, specifically public grants related to the reimbursement of listing costs. The *Quota Lombardia* grant totals €0.6mln and will be recognized evenly over five years starting in FY25 (€0.12mln per year), while the *SME listing tax credit* amounts to €0.3mln and will be recognized over five years starting in FY26, including the portion relating to FY25.

This trajectory reflects the Company's continued focus on domestic projects and we do not anticipate a significant contribution from international revenues during this timeframe.

Figure 31: Revenues FY3–27E (€/mln)



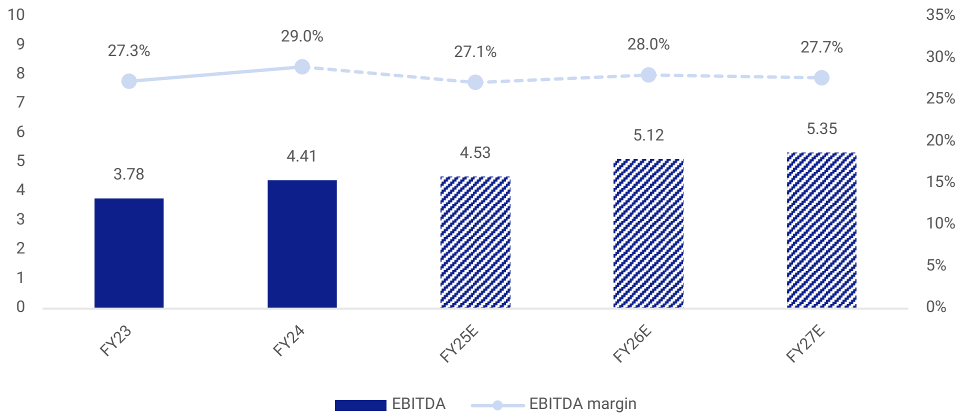
Source: Banca Profilo elaborations and estimates on Company data

Outstanding EBITDA margin set to decline, but not rapidly

Turning to EBITDA, we expect the Company's cost structure to remain lean, with personnel expenses and service costs continuing to represent the main components—consistent with ETS's identity as a people-driven service company. In line with revenue growth, we forecast EBITDA to increase over the forecast period, while margins—although remaining high—are expected to gradually normalize due to the planned hiring of specialized personnel to support expansion. Profitability over the next five years will also be supported by the progressive recognition of public grants related to listing costs (*Quota Lombardia* and the *SME listing tax credit*), which will partially offset operating expenses.

In FY25, the EBITDA margin is expected to increase from 24.9% in 1H25, driven by higher revenues—over which the incidence of fixed personnel costs will decrease.

Figure 32: EBITDA (€/mln) and EBITDA margin (% of Revenues) FY23–27E



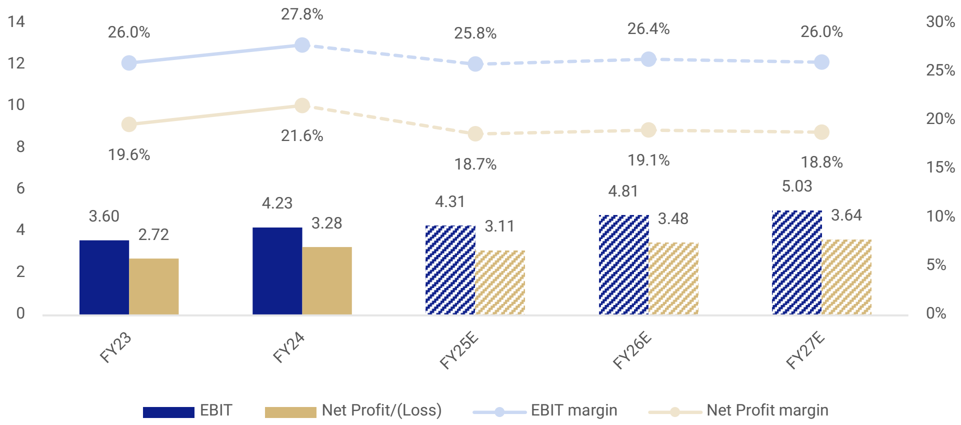
Source: Banca Profilo elaborations and estimates on Company data

EBIT and Profit follow

Depreciation and amortization will rise temporarily due to the ~€1mln of IPO listing costs to be amortized over the coming years but will remain overall limited, consistent with the Company's asset-light model and with only a modest impact on EBIT.

The net profit margin is expected to edge down, remaining high and above industry averages. Despite low financial charges, ETS will no longer benefit from the non-recurring €0.3mln Superbonus-related income recorded in FY24.

Figure 33: EBIT, Net Profit (€/mln) and EBIT margin (%) FY23-27E



Source: Banca Profilo elaborations and estimates on Company data

Table 7: Income Statement FY23-27E (€/th)

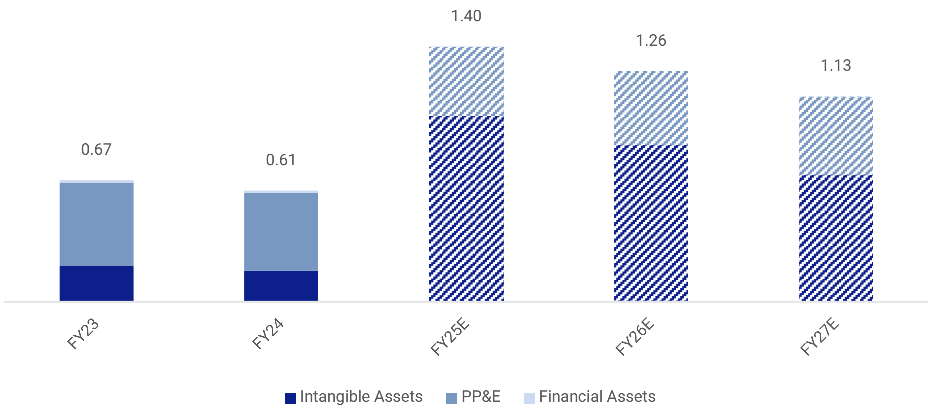
Profit & Loss (€/th)		FY23	FY24	FY25E	FY26E	FY27E
Revenues from sales and services		13,660.8	15,112.0	16,563.7	18,029.6	19,145.4
	% on Revenues	*98.6%*	*99.5%*	*99.3%*	*98.7%*	*99.1%*
	yoy	*38.7%*	*10.6%*	*9.6%*	*8.9%*	*6.2%*
Other Revenues		199.4	78.7	120.0	240.0	180.0
	% on Revenues	*1.4%*	*0.5%*	*0.7%*	*1.3%*	*0.9%*
	yoy	*4.4%*	*-60.5%*	*52.5%*	*100.0%*	*-25.0%*
Revenues		**13,860.2**	**15,190.7**	**16,683.7**	**18,269.6**	**19,325.4**
	yoy	*38.0%*	*9.6%*	*9.8%*	*9.5%*	*5.8%*
Raw, Ancillary, Consumable Materials		(61.0)	(68.0)	(74.6)	(81.2)	(86.2)
	% on Revenues	*-0.4%*	*-0.4%*	*-0.4%*	*-0.4%*	*-0.4%*
Cost of Services		(6,747.6)	(7,161.8)	(7,808.4)	(8,499.4)	(9,025.4)
	% on Revenues	*-48.7%*	*-47.1%*	*-46.8%*	*-46.5%*	*-46.7%*
Personnel Expenses		(2,878.4)	(3,256.0)	(3,825.3)	(4,077.7)	(4,341.7)
	% on Revenues	*-20.8%*	*-21.4%*	*-22.9%*	*-22.3%*	*-22.5%*
Leases and Rentals		(112.7)	(117.4)	(161.2)	(175.4)	(186.3)
	% on Revenues	*-0.8%*	*-0.8%*	*-1.0%*	*-1.0%*	*-1.0%*
Other Operating Expenses		(275.9)	(179.1)	(286.4)	(311.8)	(331.1)
	% on Revenues	*-2.0%*	*-1.2%*	*-1.7%*	*-1.7%*	*-1.7%*
EBITDA		**3,784.6**	**4,408.3**	**4,527.8**	**5,124.1**	**5,354.7**
	EBITDA margin	*27.3%*	*29.0%*	*27.1%*	*28.0%*	*27.7%*
	yoy	*232.6%*	*16.5%*	*2.7%*	*13.2%*	*4.5%*
Intangible		(70.2)	(74.1)	(148.0)	(242.2)	(249.1)
Tangible		(80.3)	(85.7)	(69.1)	(67.0)	(72.4)
D&A		(150.5)	(159.8)	(217.1)	(309.2)	(321.5)
	% on Revenues	*-1.1%*	*-1.1%*	*-1.3%*	*-1.7%*	*-1.7%*
Provisions and write-downs		(35.0)	(22.7)	0.0	0.0	0.0
	% on Revenues	*-0.3%*	*-0.1%*	*0.0%*	*0.0%*	*0.0%*
EBIT		**3,599.1**	**4,225.8**	**4,310.7**	**4,814.9**	**5,033.2**
	EBIT margin	*26.0%*	*27.8%*	*25.8%*	*26.4%*	*26.0%*
Interest Income/(Expenses)		224.2	320.5	8.0	13.4	19.0
	% on Revenues	*1.6%*	*2.1%*	*0.0%*	*0.1%*	*0.1%*
EBT		**3,823.3**	**4,546.4**	**4,318.7**	**4,828.4**	**5,052.1**
	Pretax margin	*27.6%*	*29.9%*	*25.9%*	*26.4%*	*26.1%*
Taxes		(1,101.6)	(1,266.4)	(1,204.9)	(1,347.1)	(1,409.5)
	Tax rate	*28.8%*	*27.9%*	*27.9%*	*27.9%*	*27.9%*
Net Profit/(Loss)		**2,721.7**	**3,280.0**	**3,113.8**	**3,481.2**	**3,642.6**
	Net Profit margin	*19.6%*	*21.6%*	*18.7%*	*19.1%*	*18.8%*
	yoy	*351.0%*	*20.5%*	*-5.1%*	*11.8%*	*4.6%*

Source: Banca Profilo elaborations and estimates on Company data

Asset-light model maintains low CapEx

FY25 CapEx will largely consist of listing costs (~€1mln), capitalized under intangible assets and amortized over the coming years. From FY26 onward, investments are expected to normalize, remaining low and consistent with ETS's asset-light model. Maintenance CapEx is projected to stay around 1% of revenues.

Figure 34: Fixed Assets FY23-27E (€/mln)

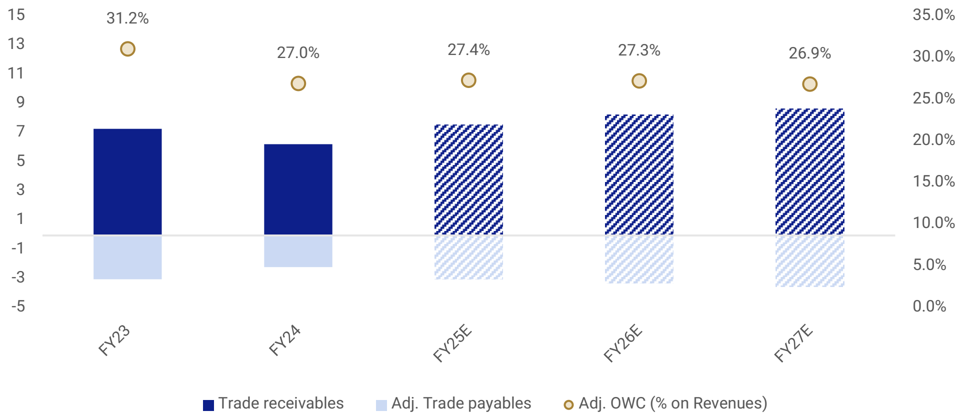


Source: Banca Profilo elaborations and estimates on Company data

Improved cash conversion cycle

We expect a modest OWC optimization over the next three years, with the cash conversion cycle slightly narrowing from 76 days in FY24, further strengthening the Company's cash generation profile.

Figure 35: Adj. OWC FY23-27E (€/mln)



Source: Banca Profilo elaborations and estimates on Company data

Tax credits to phase out by 2028

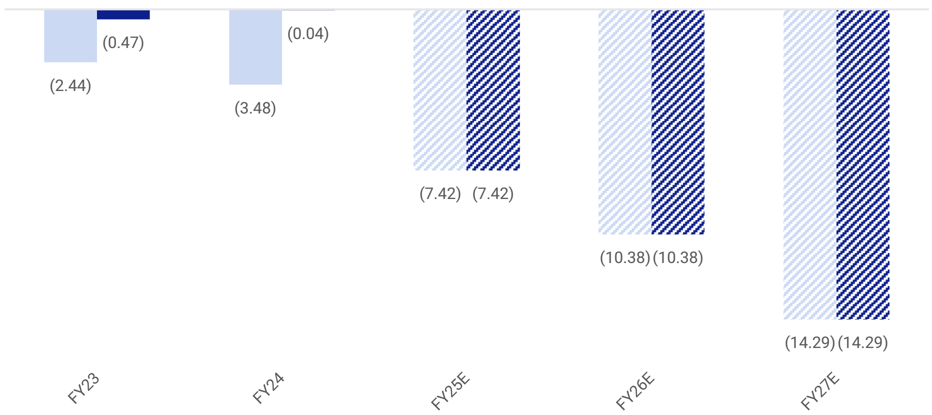
Among other key asset items, we expect a gradual reduction in tax credits accumulated over recent years, driven by the net effect of the discontinued activity related to the Superbonus scheme—under which no further credits are anticipated—and the regular offsetting against future tax liabilities. Assuming an annual compensation exceeding €1mln, these tax credits should be fully extinguished by 2028 and will help improve cash flow generation over the period.

Persistent cash surplus

Management expects to fully settle the remaining €2.24mln (as of June 30, 2025) trade payables to Studio Tecnico Associato Romano–Parietti by year-end. Starting in 2025, Romano and Parietti will be compensated as internal directors, in line with corporate governance best practices, thereby eliminating the need for further adjustments to Net Debt/(Cash) from related-party transactions. Strong cash generation is projected to maintain a solid financial position, supporting positive cash balances and providing flexibility to fund new projects and potential expansion both in Italy and abroad.

On September 10, 2025, the Company's Board of Directors approved the adoption of a dividend distribution policy for the fiscal years 2025–27. The policy provides—subject to the spending plans set out in the approved budgets and business plans, and considering any investment commitments related to potential extraordinary transactions—for a target dividend distribution of at least 30% of the net profit generated and available for distribution in each financial year. This policy has been incorporated into our financial projections.

Figure 36: Adj. Net Debt/(Cash) FY23-27E (€/mln)



Source: Banca Profilo elaborations and estimates on Company data

Table 8: Balance Sheet FY23-27E (€/th)

Balance Sheet (€/th)						
		FY23	FY24	FY25E	FY26E	FY27E
Intangible Assets		196.2	170.1	1,019.4	858.8	696.0
PP&E		457.9	427.0	379.1	405.1	431.0
Financial Assets		12.7	13.0	0.0	0.0	0.0
Fixed Assets		**666.8**	**610.2**	**1,398.5**	**1,263.9**	**1,127.0**
Inventories		0.0	0.0	0.0	0.0	0.0
	% on Revenues	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
Trade receivables		7,317.3	6,272.0	7,578.7	8,264.4	8,706.1
	% on Revenues	*52.8%*	*41.3%*	*45.4%*	*45.2%*	*45.0%*
Adj. Trade payables		(2,999.6)	(2,170.6)	(3,008.8)	(3,276.5)	(3,499.1)
	% on COGS	*29.8%*	*20.1%*	*24.8%*	*24.9%*	*25.0%*
Operating Working Capital		**4,317.7**	**4,101.5**	**4,569.9**	**4,987.9**	**5,207.0**
	% on Revenues	*31.2%*	*27.0%*	*27.4%*	*27.3%*	*26.9%*
Other current assets		725.4	678.9	560.8	560.8	560.8
Other current liabilities		(2,790.8)	(1,742.4)	(2,472.3)	(1,888.7)	(1,935.8)
Net Working Capital		**2,252.3**	**3,037.9**	**2,658.3**	**3,659.9**	**3,832.0**
	% on Revenues	*16.3%*	*20.0%*	*15.9%*	*20.0%*	*19.8%*
Non-current assets		2,328.8	4,156.8	2,856.8	1,676.8	436.8
Non-current liabilities		(1,745.8)	(1,912.0)	(2,057.6)	(2,159.2)	(2,267.0)
Net Invested Capital		**3,502.1**	**5,892.8**	**4,856.0**	**4,441.4**	**3,128.7**
Intangible Assets		8.9	48.1	997.2	81.6	86.3
PP&E		162.1	54.8	21.2	93.0	98.4
CapEx		**171.0**	**102.9**	**1,018.5**	**174.6**	**184.6**
	% on Revenues	*1.2%*	*0.7%*	*6.1%*	*1.0%*	*1.0%*
Share Capital		500.0	500.0	614.4	614.4	614.4
Reserves and retained earnings		748.8	2,155.4	8,544.7	10,724.4	13,161.3
Net Profit/(Loss)		2,721.7	3,280.0	3,113.8	3,481.2	3,642.6
Dividend		***1,315.0***	***1,351.4***	***934.1***	***1,044.4***	***1,092.8***
	Dividend Payout ratio	*48.3%*	*41.2%*	*30.0%*	*30.0%*	*30.0%*
Equity		**3,970.4**	**5,935.5**	**12,272.9**	**14,820.0**	**17,418.2**
Adj. Net Debt/(Cash)		**(468.4)**	**(42.6)**	**(7,416.9)**	**(10,378.6)**	**(14,289.5)**

Net Debt/(Cash)	**(2,439.4)**	**(3,480.8)**	**(7,416.9)**	**(10,378.6)**	**(14,289.5)**

Source: Banca Profilo elaborations and estimates on Company data

€8.6mln FCF projected through 2027

In light of the above, cash generation is expected to be strong over 2025-27, with a total free cash flow of €8.6mln projected over the period.

Table 9: Free Cash Flows FY23-27E (€/th)

Free Cash Flow (€/th)						
		FY23	**FY24**	**FY25E**	**FY26E**	**FY27E**
EBIT		3,599.1	4,225.8	4,310.7	4,814.9	5,033.2
	Tax rate	*27.9%*	*27.9%*	*27.9%*	*27.9%*	*27.9%*
NOPAT		**2,594.9**	**3,046.8**	**3,108.0**	**3,471.6**	**3,628.9**
D&A		185.5	182.5	217.1	309.2	321.5
Changes in OWC		(2,690.6)	216.2	(468.5)	(417.9)	(219.2)
CapEx		(171.0)	(102.9)	(1,018.5)	(174.6)	(184.6)
Unlevered FCF		**(81.1)**	**3,342.7**	**1,838.2**	**3,188.3**	**3,546.6**

Source: Banca Profilo elaborations and estimates on Company data

Key Risk

TYPE OF RISK		DESCRIPTION
EXTERNAL CONTEXT	*Geopolitical:* *- high likelihood* *- low impact*	The Company operates almost exclusively within Italy, and therefore it is considered that there are no significant macroeconomic, market, or social risks that could adversely impact its income, financial position, or assets.
	Interest rate: *- medium likelihood* *- low impact*	The Company's bank debt remains modest relative to both its available liquidity and deferred liquidity invested in low-risk, easily liquidable securities and financial products. The Company maintains a positive net financial position and is expected to retain this solid standing, barring any extraordinary investment initiatives.
	Exchange rate: *- medium likelihood* *- low impact*	The Company's exposure to exchange rate risk is limited, as it does not hold any significant positions in foreign currencies.
BUSINESS & STRATEGY EXECUTION	*Procurement process:* *- medium likelihood* *- high impact*	The Company secures most of its contracts—especially public ones—through competitive tenders, which require significant upfront investment with no guaranteed return. Due to the robust tender selection process, the risk is not currently viewed as significant.
	Personnel: *- medium likelihood* *- medium impact*	Retention of management and key people, especially engineers who, due to their well-established experience in the field or within the scope of their specific expertise, contribute significantly to the development of the Company's activities.
	Liquidity: *- low likelihood* *- high impact*	Liquidity risk refers to the possibility that available financial resources may be insufficient to meet obligations arising from financial liabilities within the agreed terms and deadlines. Given the Company's positive net financial position and the limited amount of medium- to long-term bank debt, this risk is considered negligible.
	Credit risk: *- medium likelihood* *- high impact*	Credit risk refers to the potential for losses arising from counterparties—whether commercial or financial—failing to meet their contractual obligations. To mitigate this risk, the Company conducts a thorough creditworthiness assessment during the acquisition phase. Ongoing monitoring procedures further strengthen credit risk control, enabling the Company to promptly identify and implement any necessary corrective actions. Positions showing signs of potential default are referred to the Company's trusted legal counsel for recovery.

Table 10: Risk matrix

Impact						
	Very high					
	High	Liquidity		Procurement process		
	Medium			Personnel	Credit	
	Medium-Low					
	Low			Interest and exchange rates	Geopolitical	
Potential impact on the business VS likelihood of occurrence		Low	Medium-Low	Medium	High	Very high
		Likelihood				

Source: Banca Profilo elaborations on Company data

Valuation

DCF method and market multiples

Given ETS's expected cash flow generation and the availability of comparable European peers, both the DCF method and a relative valuation based on market multiples are appropriate for assessing the Company's value.

DCF

DCF to FY28E: €12.3mln of cumulated FCFs and Terminal Value at €49.8mln

We based our valuation on projected Free Cash Flows (FCFs) for the explicit FY25-28E period, totaling €12.3mln. To estimate the Terminal Value, we used the average FCF over this period and applied a perpetual growth rate of 2.0%, resulting in a Terminal Value of €49.8mln.

WACC at 8.2%

To discount the estimated FCFs we would use a 8.2% WACC, derived from:

- a perpetual growth rate of 2.0%;
- a risk-free rate at 4.42%, as implicitly expected by consensus on the 30Y Italian BTP yield curve (100 days MA);
- a market risk premium of 5.5%;
- a target Debt-to-Equity (D/E) ratio of 20.0%: while listed peers average almost 40%, ETS's expected cash flow and current structure suggest its leverage will remain lower;
- a tax rate of 27.9%, comprising IRES at 24% and IRAP at 3.9%;
- a beta of 0.86 coming from the average of chosen listed peers;
- a cost of debt of 4.5%.

Table 11: WACC calculation

WACC Calculation	
Perpetual growth rate	2.0%
Risk free rate (30Y)	4.42%
Equity risk premium	5.5%
Unlevered Beta	0.75
D/(D+E)	16.7%
E/(D+E)	83.3%
Target D/E	20.0%
Tax rate	27.9%
Beta	0.86
KE	**9.1%**
Cost of debt	4.5%
KD	**3.3%**
WACC	**8.2%**

Table 12: FCFs FY25E-28E(€/th)

DCF Valuation (€/th)	FY25E	FY26E	FY27E	FY28E	Over
Unlevered FCF	**1,838.2**	**3,188.3**	**3,546.6**	**3,705.2**	**3,069.6**
Years	0.1	1.1	2.1	3.1	
Discount factor	0.99	0.91	0.85	0.78	
NPV Free Cash Flows	1,818.9	2,916.8	2,999.8	2,897.4	
Sum of NPVs					10,632.8
Terminal Value					49,810.2
NPV Terminal Value					38,950.6
Enterprise Value					**49,583.4**
Adj. Net Debt YE24 (adj. for IPO proceeds)					(4,617.6)
Equity Value					**54,201.0**
Number of shares (mln)					4.92
Per share value (€)					***11.03***
Current price (€)					5.25

Source: Banca Profilo estimates (as of November 11, 2025)

DCF valuation: €11.0/share

The DCF analysis results in an Enterprise Value of €49.6mln and an Equity Value of €54.2mln, based on the adj. net cash position at YE24 and further factoring in the €4.6mln IPO capital increase. This translates into a fair value of €11.0 per share.

Market multiples

EV/EBITDA multiples

The selected sample for assessing ETS's relative valuation using the market multiples approach includes Sweco (SE), Fugro (NL), Multiconsult (NO), Assystem (FR), Sitowise Group (FI), ABO Group (BE), DBA Group (IT), Solwers (FI) and La SIA (IT).

Table 13: Market multiples

Company	EV/EBITDA		
11/11/2025	FY25E	FY26E	FY27E
Sweco AB Class B	15.5x	14.1x	13.3x
Fugro NV	4.1x	3.6x	3.2x
Multiconsult ASA	7.9x	7.0x	6.1x
Assystem SA	12.2x	11.6x	11.0x
Sitowise Group Oyj	11.1x	8.3x	7.0x
ABO-Group Environment NV	6.3x	5.6x	5.1x
DBA Group SpA	4.2x	3.9x	3.8x
Solwers Oyj	7.5x	5.1x	4.7x
Mean	***8.6x***	***7.4x***	***6.8x***
Median	***7.7x***	***6.3x***	***5.6x***
ETS SpA	**4.0x**	**3.6x**	**3.4x**

Table 14: Relative valuation

Valuation on EV/EBITDA market multiples (€/mln)	
	FY26E
EV/EBITDA	**6.3x**
EBITDA	5,124.1
Enterprise Value	**32,374.1**
Net Debt 1H25 (adj. for net IPO proceeds)	(6,913.1)
Equity Value	**39,287.2**
Number of shares (mln)	4.92
Price per share (€)	***7.99***
Current price (€)	5.25

Source: Banca Profilo elaborations on FactSet data (as of November 11, 2025)

FY26E EV/EBITDA median at 6.3x

In our market multiples valuation, we apply the FY26E EV/EBITDA median multiple of 6.3x (as of November 11, 2025). At current levels, ETS trades at 4.0x FY25E and 3.6x FY26E, implying a valuation discount relative to peers.

Market multiples valuation: €8.0/share

Compared with the peer group—which trades at a median ROE of 15.5%, leverage (A/E) of 2.3x, net debt/EBITDA of 1.3x, and an average net profit margin of 2.3%[5]—ETS stands out for its superior profitability and solid balance sheet, showing a ROE of 55.3%, leverage of 2.6x, zero financial debt, and a net profit margin of 21.6%. These fundamentals support a premium positioning versus the sector average, despite the current trading discount on EBITDA multiples.

The relative valuation method results in an Enterprise Value of €32.4mln and an Equity Value of €39.3mln, corresponding to €8.0 per share.

BUY with 12-month TP raised to €9.5/share

The target price (TP) of €9.5 per share is based on the simple average of the DCF-derived fair value (€11.0/share) and the multiples-based valuation (€8.0/share). Given the substantial upside potential versus the current market price, we initiate coverage with a BUY recommendation.

[5] Please refer to **Table 3: Peers' key ratios**.

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ETS S.p.A.

Recommendation	Target Price	Upside
BUY	**9.5 €**	**81%**

Company Overview

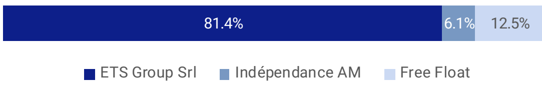
Founded in 1992, Engineering and Technical Services S.p.A. (ETS) is a leading Italian engineering firm specializing in design, project management and technical consulting for complex construction and infrastructure projects. ETS operates across Healthcare, Infrastructure, Industrial and Residential sectors, as well as mission-critical areas, including Data Centers, Nuclear and Hydrogen plants. The Company serves both public and private clients, ranging from government ministries and utilities to large industrial players. ETS participates in major public contracts either as the lead company or as a partner within temporary professional consortiums (RTP), leveraging its experience in high-profile, highly regulated projects. The Company handles all stages of a project, from feasibility studies and planning to design, permitting, site supervision and safety coordination. By positioning itself at the upstream end of the value chain—where value is generated through expertise rather than physical assets—ETS leverages an asset-light, people-driven business model that enables scalable, high-margin services. A testament to its experience and credibility, ETS holds a broad and diversified portfolio of Work Execution Certificates (CEL) with a total value exceeding €3.3bn (accumulated since 2000), a critical requirement for participating in public tenders. The Company's operational headquarters is in Villa d'Almè (BG) and it employs a total of 120 professionals, including 59 collaborators.

ETS is listed on the Euronext Growth Milan segment of the Italian Stock Exchange. ETS Group S.r.l., which is 50% owned by each of the two founding partners, Donato Romano and Giambattista Parietti, holds an 81.4% stake in the shares. Free Float stands at 12.5%.

P&L (€,k)	2023	2024	2025E	2026E	2027E
Revenues	13,661	15,112	16,564	18,030	19,145
Other	199	79	120	240	180
Total Revenues (VoP)	**13,860**	**15,191**	**16,684**	**18,270**	**19,325**
yoy (%)	38%	9.6%	9.8%	9.5%	5.8%
EBITDA	**3,785**	**4,408**	**4,528**	**5,124**	**5,355**
margin (%)	27.3%	29.0%	27.1%	28.0%	27.7%
EBIT	**3,599**	**4,226**	**4,311**	**4,815**	**5,033**
margin (%)	26.0%	27.8%	25.8%	26.4%	26.0%
Net Profit/(Loss)	**2,722**	**3,280**	**3,114**	**3,481**	**3,643**
margin (%)	19.6%	21.6%	18.7%	19.1%	18.8%

Company Description	
Company Sector	Engineering Services
Reference Index	FTSE Italia Growth Index
Main Shareholder	ETS Group Srl
Price	5.3 €
Daily Average Volumes (30D)	3987.10

Shareholders



Share Data	2025E	2026E	2027E
Market Cap (mln)	25.20	25.20	25.20
Number of Shares (mln)	4.92	4.92	4.92
EPS	0.63	0.71	0.74
DPS	0.19	0.21	0.22
BVPS	2.50	3.02	3.54

Balance Sheet (€,k)	2023	2024	2025E	2026E	2027E
Fixed Assets	667	610	1,399	1,264	1,127
Net Working Capital	2,252	3,038	2,658	3,660	3,832
Other Assets/(Liabilities)	583	2,245	799	(482)	(1,830)
Net Invested Capital	**3,502**	**5,893**	**4,856**	**4,441**	**3,129**
Equity	3,970	5,935	12,273	14,820	17,418
Adj. Net Debt/(Cash)	**(468)**	**(43)**	**(7,417)**	**(10,379)**	**(14,289)**

Key Ratios	2024	2025E	2026E	2027E
ROE	55.3%	25.4%	23.5%	20.9%
ROCE	71.7%	88.8%	108.4%	160.9%
Leverage	2.6	1.6	1.5	1.4
Net Debt (cash)/EBITDA	(0.8)	(1.6)	(2.0)	(2.7)
Working Capital/Sales	20%	16%	20%	20%
Capex/Sales	0.7%	6.1%	1.0%	1.0%
Capex/D&A	0.6	4.7	0.6	0.6

Cash Flow (€,k)	2023	2024	2025E	2026E	2027E
EBITDA	3,785	4,408	4,528	5,124	5,355
Financial Income/(Expenses)	224	321	8	13	19
Taxes	(1,102)	(1,266)	(1,205)	(1,347)	(1,410)
Change in NWC & Other	(3,037)	(2,470)	1,825	280	1,176
CapEx	(171)	(103)	(1,018)	(175)	(185)
Unlevered FCF	**(300)**	**890**	**4,138**	**3,896**	**4,955**
Other investments	-	(0)	13	-	-
Equity Financing	-	-	4,575	-	-
Dividends	(500)	(1,315)	(1,351)	(934)	(1,044)
Change in Adj. Net Debt	**(800)**	**(426)**	**7,374**	**2,962**	**3,911**
Unlevered FCF	**(81)**	**3,343**	**1,838**	**3,188**	**3,547**

Multiples	2024	2025E	2026E	2027E
P/BV	4.3x	2.1x	1.7x	1.5x
EV/Sales	1.2x	1.1x	1.0x	0.9x
EV/EBITDA	4.1x	4.0x	3.6x	3.4x
EV/EBIT	4.3x	4.2x	3.8x	3.6x
P/E	7.9x	8.3x	7.4x	7.1x
Dividend yield	n.a.	3.7%	4.1%	4.3%
FCF yield	n.a.	16.4%	15.5%	19.7%

Peers	2024	2025E	2026E	2027E
EV/Sales	0.9x	0.8x	0.8x	0.7x
EV/EBITDA	7.1x	7.7x	6.3x	5.6x
EV/EBIT	15.8x	15.4x	11.5x	9.9x
P/E	18.5x	18.4x	14.6x	11.5x

Strengths

Broad market reach and specialized expertise
Well-established partnerships
Robust and visible backlog
Strong cash flow generation
Experienced and capable management team
Proven track record
Net cash position and low leverage

Weaknesses

Highly competitive market, especially in public tenders
Moderate exposure to execution and regulatory risks
Geographic concentration with limited international footprint

Opportunities

Sustained demand from the National Recovery and Resilience Plan (NRRP)
Expansion into emerging sectors (data center, hydrogen, nuclear)
Potential for M&A
International market expansion

Threats

Potential slowdown or reduction in public funding post-NRRP
Margin pressure from intense tender competition
Regulatory and economic uncertainty

Source: Bloomberg, Facset, Banca Profilo estimates and elaborations

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