

Company:	Rating:	Target Price:	Sector:
Braga Moro	BUY (unchanged)	€8.3 (unchanged)	Energy equipment

Impressive FY25. Ready to scale-up.

 April 23th, 2026 at 18:00

FY25 results pull forward growth and cash flow outlook

FY 2025 results are impressive and significantly above our expectations, both in terms of revenue growth and marginality. In fact, 2025 figures anticipate our previous 2026 sales forecast and beat our previous 2026 EBITDA estimate [see *Initial Coverage on October, 6 2025*]. In 2025, revenue jumped 28.7% yoy to €19.4m, driven by the Energy (Braga Moro) business unit which turnover increased by 33% to €14.1m increasing its weight to 72% of Group revenue (from 70% in 2024) and by Extra UE sales which reached 47% of Group revenue at €9.1m (+48% yoy). Group revenue came in more than 10% above our forecast (€17.5m), especially in the Energy unit (+14%), whereas we were expecting a recovery of growth in Cipierre-related division (+4%). EBITDA soared to €3.7m (+60.9% yoy) with margin improving 330bps to 18.7% thanks to better product and geographic mix. EBITDA margin beat our estimate by 4%. EBIT more than doubled to €1.96m or 10% margin; yet, part of it has been absorbed by higher Net Operating Working Capital, which followed the acceleration in procurement and production to satisfy the increasing demand both domestic and abroad. At the end of 2025, Net debt declined to €5.8m and Net debt /EBITDA ratio improved to 1.6x from 2.4x at the end of 2024.

2025 acceleration supports forecast upgrade

The Group's strategy focuses on international expansion, increased production capacity, and innovation. Braga Moro is strengthening its presence in the Middle East while actively expanding its footprint across the United States and Far East.

Considering that 2025 results have effectively anticipated our previous 2026 estimates [see *Initial Coverage on October 6, 2025*], and assuming the sustainability of double-digit top-line growth together with margin resilience – driven by reference market dynamics, disciplined growth management and operating leverage – we have revised upward our 2026–2027 forecasts and extended our projections to include 2028. As a result, cumulative expected Free Cash Flows over the 2026–2028 explicit period increase by more than 50%.

Over 2025–2028 we confirm a 12% revenue CAGR, with sales now seen reaching €27.5m, supported by international expansion, diversification into higher-growth end-markets and the full integration of Cipierre. A higher contribution from the Energy business (78% of sales by 2028), the international expansion and a more favorable product mix are expected to drive EBITDA margin to 20% by 2028, supporting improving cash generation and a progressive deleveraging profile.

At the same time, our revised forecasts embed an accelerated growth and scale-up phase, which increases execution risk, particularly in a still uncertain geopolitical context. Ongoing tensions in the Middle East, raw-material price volatility and supply-chain disruptions could affect both growth and margins, while the ability to manage rapid operational scaling remains a key risk factor.

Valuation: BUY confirmed, price target unchanged at €8.3

We used both DCF and market multiple methods to assess the fair value of Braga Moro. DCF (average UFCF of €1.6m; WACC 8.1%) lead to a fair Equity Value of €20.3m, whereas market multiples (median EV/EBITDA 26/27E of 7.8x) on best listed peers set a fair Equity Value of €22m (including 20% liquidity discount).

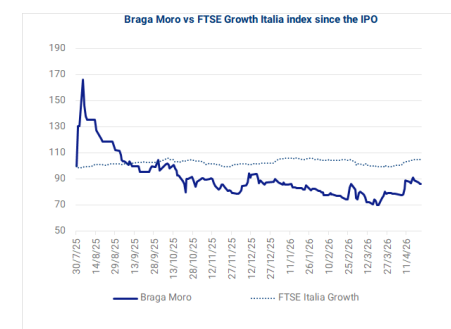
Despite higher DCF - and market-multiples-based equity valuations compared to our previous report, we confirm a more conservative 12-month price target of €8.3 per share. This reflects the elevated execution risk embedded in our revised growth assumptions, which envisage a rapid scale-up and accelerated expansion in a still highly uncertain geopolitical environment. Ongoing tensions in the Middle East – a key area within Braga Moro's international development strategy – together with heightened volatility in raw material prices and potential supply chain disruptions, could weigh on both growth and margins. Against this backdrop, we believe a cautious approach remains appropriate until greater visibility on execution capabilities and external risk factors emerges.

Given the relevant upside to current market price, we confirm BUY.

Target Price	8.3 €	unchanged
Recommendation	BUY	unchanged
Company Profile		
Ticker	BRM IM (BBG)	BRM-IT (Factset)
Reference Industry	Energy Equipment	
Stock Exchange	Italian Stock Exchange - Euronext Growth	
Reference Index	FTSE Italia Growth index	
Market Data		
Price as of	22/04/2026	3.6
Number of shares (mln)		2.0
Market capitalization (€, mln)		7.3
Max / Min		7.0/2.9
Average daily volumes (1Y)		12,372

Key financials	2024	2025	2026E	2027E	2028E
Revenue	15,077	19,404	21,514	24,257	27,482
€/000)	19.8%	28.7%	10.9%	12.8%	13.3%
VoP	16,089	19,668	22,035	25,063	28,329
€/000)	9.5%	22.2%	12.0%	13.7%	13.0%
VoP adjusted	16,089	19,668	22,035	25,063	28,329
yoy (%)	23.7%	22.2%	12.0%	13.7%	13.0%
EBITDA adjusted	2,478	3,678	4,181	4,922	5,657
margin (%)	15.4%	18.7%	19.0%	19.6%	20.0%
EBIT	720	1,963	2,183	2,561	2,806
margin (%)	4.5%	10.0%	9.9%	10.2%	9.9%
Net Income	-358	391	611	797	925
margin (%)	-2.2%	2.0%	2.8%	3.2%	3.3%
Net Debt	6,026	5,813	5,033	4,496	3,798
Equity	3,001	5,568	5,788	5,973	6,101
FCFs	930	618	1,621	1,840	2,401

Source: Banca Profilo estimates and elaborations, Company data.



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SWOT analysis

STRENGTHS

- Innovative solutions in the Energy business line
- Above peers' average profitability
- Cash generative Electronic Boards business line
- Highly tailored/customizable product offering
- Solid national client base and outstanding customers abroad
- Synergies between Energy and Electronic Boards business lines

WEAKNESSES

- Limited market size
- Limited production capacity in the Electronic Boards business line
- Financial needs to support accelerated growth in the Energy business line

OPPORTUNITIES

- International expansion
- End markets diversification
- Booming reference industry

THREATS

- High risk of market saturation
- Ongoing tensions in Middle East, price volatility and supply constraint
- Business plan execution linked to a rapid embedded scale-up

The reference industry

Integrated energy and electronic manufacturing services (EMS)

Braga Moro combines expertise in integrated energy solutions and Electronic Manufacturing Services (EMS). The Company designs and produces energy storage and conversion devices as well as electronic boards, dividing its operations into two distinct lines of business: Energy and Electronic Boards.

Energy business line

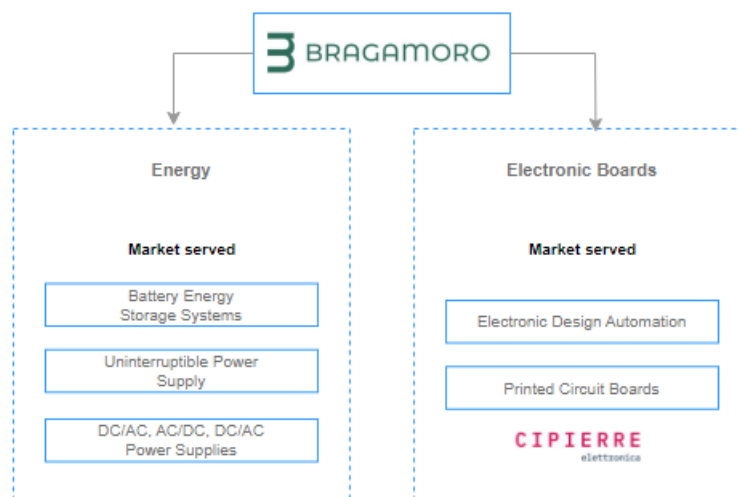
The Energy business unit includes physical components, electronic components, and user interface applications. These products address a diverse range of vertical markets, including battery energy storage systems (BESS), uninterruptible power supplies (UPS), and DC/DC and AC/DC power supplies.

Electronic Boards business line

The Electronic Board business unit integrates with components of the Energy business line, providing a comprehensive product offering for the end clients of the Braga Moro Group. The vertical markets served by this line include printed circuit boards (PCB) and Electronic Design Automation (EDA).

Electronic boards are produced by the Braga Moro Group's subsidiary Cipierre Elettronica (Cipierre).

Figure 1: Braga Moro business lines



Source: Banca Profilo elaborations on Company data

Energy: Battery Energy Storage Systems (BESS) market

BESS: the fastest growing energy technology

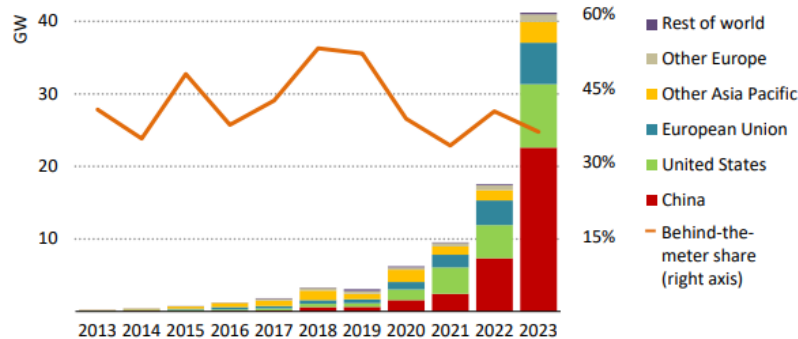
Battery energy storage was the fastest growing energy technology, increasing more than 20-fold over the past five years.

This growth has been driven by falling battery prices, abundant supply and relatively short project lead times. As variable renewable generation expands in many markets, battery storage is becoming an important source of flexibility and resilience for power systems.

However, more than 90% of battery storage applications rely on lithium-ion batteries, which are almost exclusively supplied from China, accounting for over 80% of global manufacturing capacity in 2025. The European Union and the United States account for most of the remaining output, with each contributing a similar share, but relying heavily on imports for most of their battery components, again coming mostly from China.

According to the IEA Global Energy Review 2026, global battery storage deployments increased by 40% yoy in 2025 reaching 108 GW of new capacity, which is over ten-fold with respect to 2021. China remained the leading market representing around 60% of global additions.

Figure 2: Battery storage capacity additions worldwide, 2013-2023

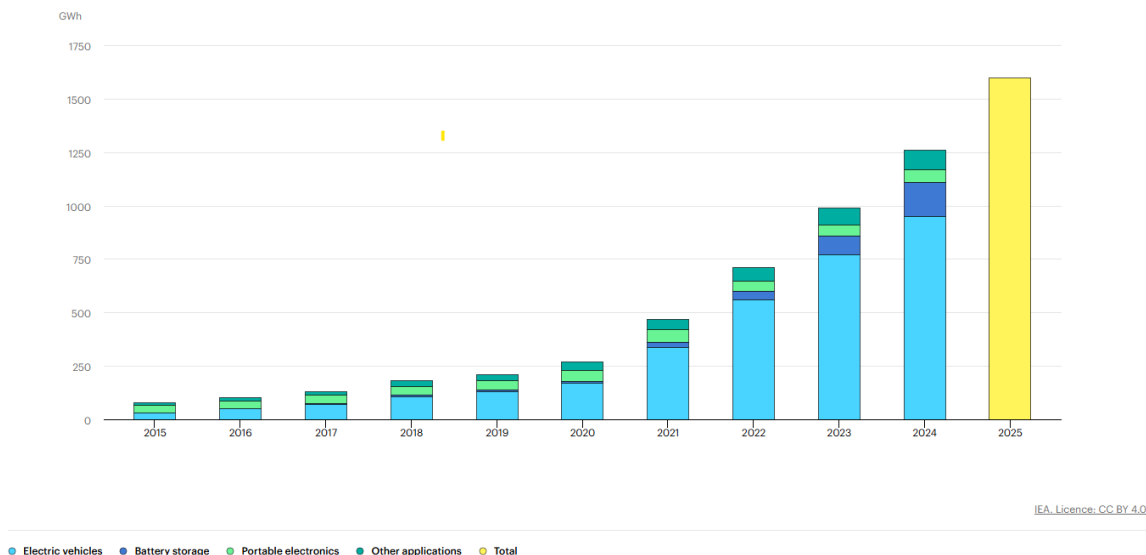


Source: IEA Report on Batteries and Secure Energy Transitions, 2024, 2026

BESS accounted for 15% of global battery demand in 2025

The global lithium-ion battery market rose by over 20% yoy in 2025, exceeding USD 150bn, which was six times as high as in 2020. It has become increasingly important for the Automotive, a critical source of flexibility for Power systems, and of back-up power for Digital infrastructure, including Data Centres and Artificial intelligence. As applications diversify and costs continue to fall, batteries are evolving into a foundational component of modern economies, being applied to wider range of industries, from portable electronics to Automotive and Defense systems. In 2025, Electric Vehicles accounted for 70% of battery demand, followed by BESS at over 15%. This represents a profound shift from a decade ago: in 2015, nearly half of global battery demand came from portable electronics; by 2025 this share had fallen below 5%.

Figure 3: Lithium-ion battery deployment by application, 2015-2025



IEA_Licence: CC BY 4.0

Source: IEA Global EV Outlook, World Energy Outlook (2025)

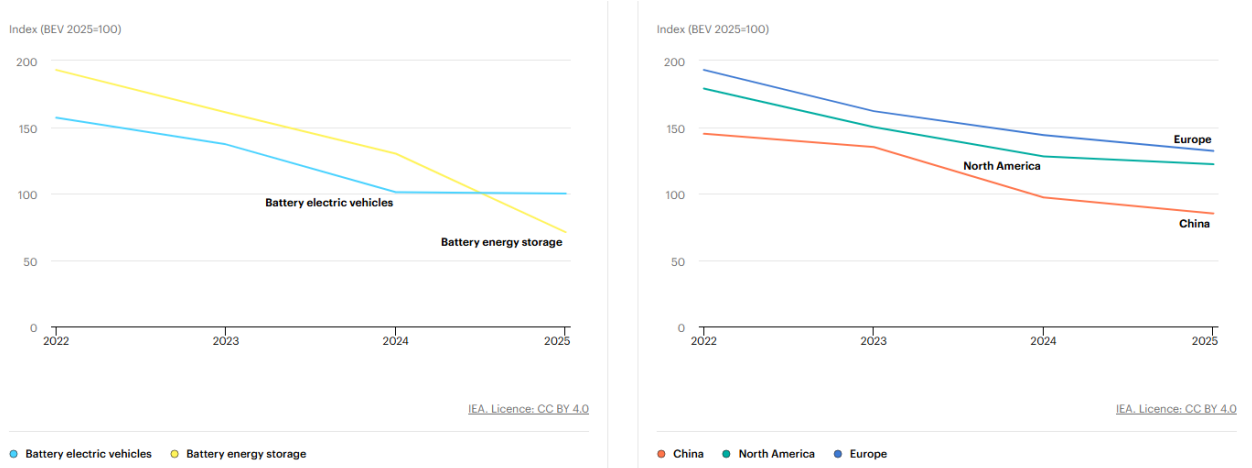
BESS saw the sharpest price decline in 5 years

Lithium-ion batteries have outclassed alternatives over the last decade, with a 90% cost reduction since 2010, higher energy densities, and longer lifetimes. In 2025, average battery prices declined by 8% yoy, supported by advances in manufacturing, improvements in battery chemistry and intensifying global market competition. Global average lithium-ion battery costs are expected to

decline by a further 40% by 2030. BESS saw the sharpest price declines with average global prices in 2025 with average global prices falling to one-third of levels in 2020.

Meanwhile, regional price disparities have widened. In 2025, battery pack prices in China were 30% lower than in the US and 35% lower than in Europe.

Figure 4: Average lithium-ion battery pack price per watt-hour index, 2022-2025. By application and by Region.



Source: IEA Global EV Outlook, World Energy Outlook (2025)

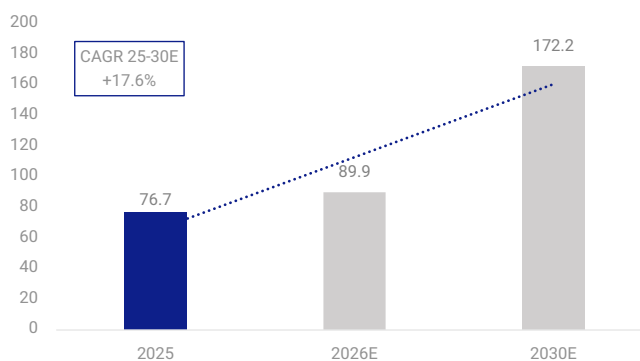
BESS global Market size:
€77bn in 2025
+17.6% projected CAGR to 2030

According to "Mordor Intelligence (2025,2026), Battery Energy Storage System Market Size & Share Analysis - Growth Trends & Forecasts 2025–2030, 2026-2031", the BESS global market accounted for \$76.7bn in 2025, it is projected to add a 17.2% yoy to \$89.9bn this year and to grow at a compound annual growth rate (CAGR) of 17.6% to \$172.2bn in 2030. Different factors will drive this growth, including favorable government policies, rapid cost declines in lithium battery prices, technological advancements, rising grid-modernization spending and increasing environmental awareness.

End markets and main players

The end markets of this Industry comprise Energy & Utility, Commercial and Industrial and Real Estate. By end-user application, utility-scale systems accounted for 57% of the BESS market in 2024, whereas Residential developments are expected to be the fastest growing throughout 2031. Major players are Contemporary Amperex Technology, BYD, Tesla, LG Energy Solutions and Samsung SDI.

Figure 5: Expected growth in global Battery Energy Storage Systems (\$bn)



Source: Mordor Intelligence (2025, 2026), Battery Energy Storage System Market Size & Share Analysis Growth Trends & Forecasts 2025–2030, 2026-2031

Lithium price drops and renewables will drive BESS expansion

In the medium term, the expansion of BESS market will be supported by several factors, including the reduction in lithium-ion battery prices and the increasing penetration of renewable energy sources.

Supply constraints balanced by tech-opportunities

Challenges include material shortages and a supply-demand gap for critical components like cobalt, lithium, and copper, could hinder growth. Nevertheless, technological advances are expected to create lucrative growth opportunities for the BESS market over the forecast period.

APAC leads battery storage growth with clean energy demand

By region, Asia-Pacific held more than 50% of the BESS market in 2024, while the Middle East and Africa are projected to expand the most through 2030.

Energy: Uninterruptible Power Supply (UPS) market

UPS global Market size:
 €12bn in 2025
 (+4.6% yoy)
 +3.6% projected CAGR to 2030

Uninterruptible Power Supplies (UPS), also known as back-up power systems, are devices that provide uninterrupted electrical power in the event of failures or disruptions in the main power grid.

According to "Mordor Intelligence (2025, 2026), UPS Market Size & Share Analysis - Growth Trends & Forecasts 2025–2030, 2026-2031", the UPS global market increased 4.6% yoy to \$12.2bn in 2025, it is projected to add another 4.7% this year to \$12.8bn and to grow at a 3.6% CAGR to \$14.6bn in 2030.

The UPS market is experiencing significant transformation mostly driven by the rapid digitalization of global infrastructure and increasing reliance on continuous power supply across critical operations. The explosive growth of datacenters, to support cloud computing, big data analytics and AI processes, is the main example of this growing trend with major technology companies making substantial investments in data center infrastructures. Further driving forces include decreasing lithium battery prices, technological advancements, mostly focused on improved efficiency, reduced footprint and enhanced battery technology and rising frequency of power outages and grid instability, which might cause significant damage to industries and business that rely heavily on high quality electricity.

End markets and main players

The end markets of this Industry comprise Data Centers, Telcos, Healthcare, Industrials. The Telecom sector is undergoing massive infrastructure expansion driven by the global rollout of 5G networks and edge computing facilities, which require sophisticated UPS systems and reliable and robust backup power system solutions, capable of ensuring continuous operations and protecting sensitive equipment from power fluctuations. Industrials segment dominates the global UPS market with almost 30% market share in 2024. Data Centers is emerging as the fastest-growing segment in the UPS market.

Major players are Riello Elettronica, Eaton Corporation, Emerson Electric, Delta Electronics, ABB and Schneider Electric.

Figure 6: Expected growth in global Uninterruptible Power Supply (\$bn)



Source: Mordor Intelligence (2025, 2026), UPS Market Size & Share Analysis - Growth Trends & Forecasts 2025–2030, 2026-2031

High R&D costs vs. UPS market appeal Main challenge to growth is the high level of required capital investment, especially in research and development (R&D). However, the ongoing R&D efforts, along with the high applicability across various sectors, make the UPS market increasingly attractive for investors and companies.

APAC leads UPS amid power instability and industrial automation The Asia-Pacific region is the largest UPS market, and it is expected to show the highest growth over the next years driven by the rapid industrialization, involving specially Manufacturing and Telecoms and, consequently, supporting the proliferation of datacenters and 5G network deployments.

Energy: DC/CD, AC/DC, DC/AC power supplies market

Power Supplies global Market size: In the power electronics sector, DC/DC, AC/DC, and DC/AC converters are essential for ensuring the proper power supply to devices and systems.

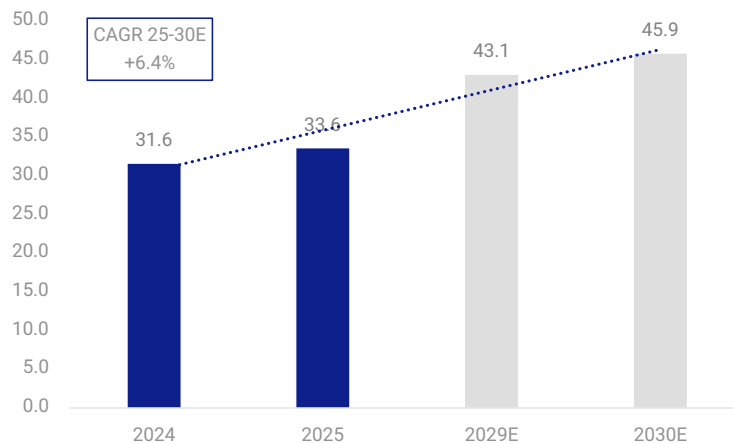
€34bn in 2025 (+6% yoy) According to “Mordor Intelligence (2025, 2026), the global AC/DC Power Supply Market Size & Share Analysis - Growth Trends & Forecasts 2025–2030, 2026-2031”, the global market for these power supplies increased 6% yoy to \$33.6bn in 2025 and it is expected to grow at 6.4% CAGR to \$45.9bn in 2030.

+6.4% projected CAGR to 2030

These power supply devices play a crucial role in providing energy to electric loads for consumption and operations. These converters generate a regulated voltage output and maintain a stable voltage supply for a variety of electronic and electrical devices, which demand is projected to increase, especially in Consumer Electronics. Furthermore, the rising use of IoT, including Home and Building automation, will contribute to market growth.

End markets and main players End markets include Communication, Industrials, Consumers and Automotive. Main global players are Delta Electronics, Siemens, ABB, Murata Manufacturing and TDK.

Figure 7: Expected growth in global AC/DC power supplies (\$bn)



Source: Mordor Intelligence (2025, 2026), AC/DC Power Supply Market Size & Share Analysis Growth Trends & Forecasts 2025–2030, 2026-2031

Versatile converters boosted by rising quality standards In the medium term, several factors will support the expansion of the DC/DC and DC/AC converters, including quality standards improvement, closely tied to the standards of smartphones and portable devices, as well as high versatility, as these technologies can be applied across various sectors.

Regulatory challenges and Changes in regulations and safety standards could hinder growth, making it complex and costly for companies to adapt production to meet diverse and new market requirements.

growth potential for CD/DC converters Despite these challenges, the broad range of sectors demanding these technologies positions CD/DC converters as products with significant growth potential.

APAC leads Consumer Electronics growth through tech and digital expansion The Asia-Pacific region dominates the global consumer electronics market, driven by rapid urbanization, the expansion of the internet, and the adoption of advanced technologies. Demand for AC/DC devices and EV charging infrastructure is on the rise, while in India, the telecommunications and electronics market is growing rapidly due to increased smartphone production and digitalization initiatives.

Electronic Boards: Printed circuit boards (PCB) market

PCB global Market size: According to "Mordor Intelligence (2025, 2026), Printed Circuit Board (PCB) Industry Size & Share Analysis - Growth Trends & Forecasts 2025–2030, 2026-2031", the PCB global industry has reached \$81bn in 2025 (+1% yoy), it is expected to increase 5% yoy to \$85.2bn this year and to grow at 5.2% CAGR to \$104.6bn by 2030.

€81bn in 2025 (+1% yoy)

+5.2% projected CAGR to 2030

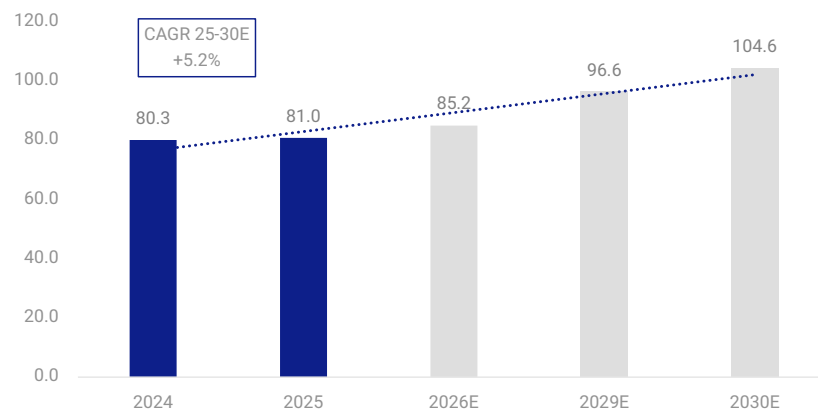
Different factors driving the expected growth include miniaturization of electronic components, especially in smartwatch, health-monitor products, increasing electronic portion of vehicles, process automation and the expansion of robotics.

End markets and main players

End markets comprise Consumer Electronics, Automotive, Healthcare, Aerospace & Defense. In 2024, Consumer Electronics led with above 30% of market share, whereas Automotive and EV applications have been advancing at 7% CAGR. In terms of application, 5G infrastructure generated above 30% of the Printed Circuit Boards market value in 2024.

Market leadership is moderately concentrated with the top five suppliers accounting for almost 40% of global revenue: Zhen Ding Technology, Unimicron Technology, Tripod Technology, TTM Technology and ATandS Austria Technologie.

Figure 8: Expected growth in global Printed circuit boards (\$bn)



Source: Mordor Intelligence (2025), Printed Circuit Board Industry Size & Share Analysis - Growth Trends & Forecasts 2025–2030

PCB market growth driven by the increasing need of Electronics in modern life

In the medium to long term, growth of the PCB market is supported by a combination of cross-sector factors, as an increasing number of electronic components such as microprocessors, chips, sensors, and integrated circuits are becoming essential in everyday devices.

These components, now integral to modern life, place PCBs at the centre of technological development. Key factors influencing this growth include the management of electronic waste, the adoption of 5G technologies, and the increasing complexity of electronic components.

Among concerns to growth, there are the waste requirements in Europe and the volatility of raw materials cost, such as copper.

APAC PCB market growth driven by China and Taiwan

The Asia-Pacific region, which held more than 40% of market share in 2024, is expected to experience significant growth in the PCB market, driven by major manufacturers and key players in countries such as China, Taiwan, South Korea, and Japan. In China, PCB market growth is primarily fuelled by lower overall costs and improved management efficiency. Meanwhile, Taiwan continues to lead PCB global production.

Electronic Boards: Electronic design automation (EDA)

EDA global Market size:

€19bn in 2025E
(+8.6% yoy)

+8.5% projected CAGR to 2030

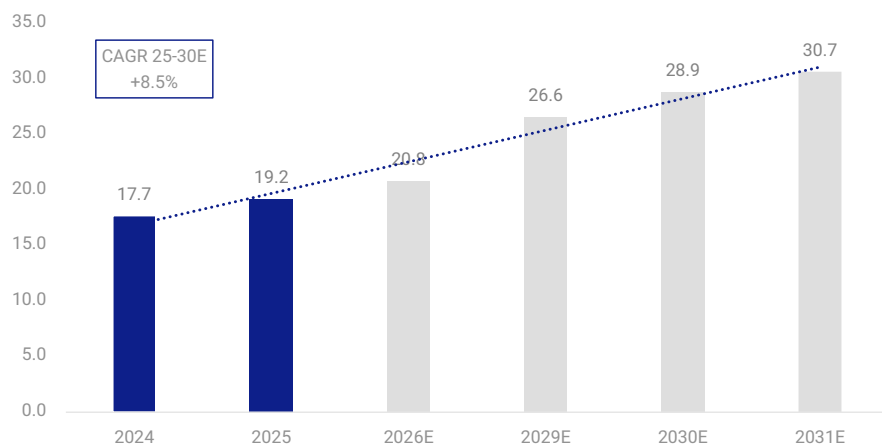
Market segments

According to "Mordor Intelligence (2025, 2026), *Electronic Design automation Size & Share Analysis - Growth Trends & Forecasts 2025–2030, 2026-2030*", the Electronic Design Automation (EDA) tools global market reached \$19.2bn in 2025 (+8.6% yoy), it is projected to add another 8.1% yoy to \$20.8bn this year and to grow at 8.5% CAGR to \$28.9bn in 2030. Key growth drivers include the increasing demand for SoC (System on Chip) technologies and the development of AI processes and IoT technologies.

End markets comprise Communication, Consumer Electronics, Automotive and Industrials. In 2024, Communication Infrastructure held 27% of market share, whereas Automotive and Mobility accelerated at 10% CAGR.

The Industry leaders are Ansys, Cadence, Keysight, Synopsys and Xilinx.

Figure 9: Expected growth in Electronic design automation (EDA) (\$bn)



Source: Mordor Intelligence (2024), *Electronic Design Automation Size & Share Analysis Growth Trends & Forecasts 2025–2030*

EDA market growth fueled by AI and Device Complexity

In the medium term, several factors will drive the expansion of the Electronic Design Automation (EDA) global market. Specifically, compact electronic devices are becoming increasingly powerful and complex, and the integration of AI in edge computing is enhancing the design of ICs that support AI at the device level, improving efficiency time to respond. Reliance on traditional designs may limit technological advancement and EDA potential growth. However, progress in emerging technologies is expected to present lucrative growth opportunities for the EDA market.

US and Canada driving EDA market growth through semiconductors demand

The United States and Canada represent a significant market for the semiconductor industry, thanks to their strong presence in design, manufacturing, and research. The expansion of production capabilities by companies like TSMC in Arizona, along with massive investments from U.S. companies in semiconductor design and development, highlights the ongoing growth of the EDA market in the United States.

Competitive arena

Listed European comparables

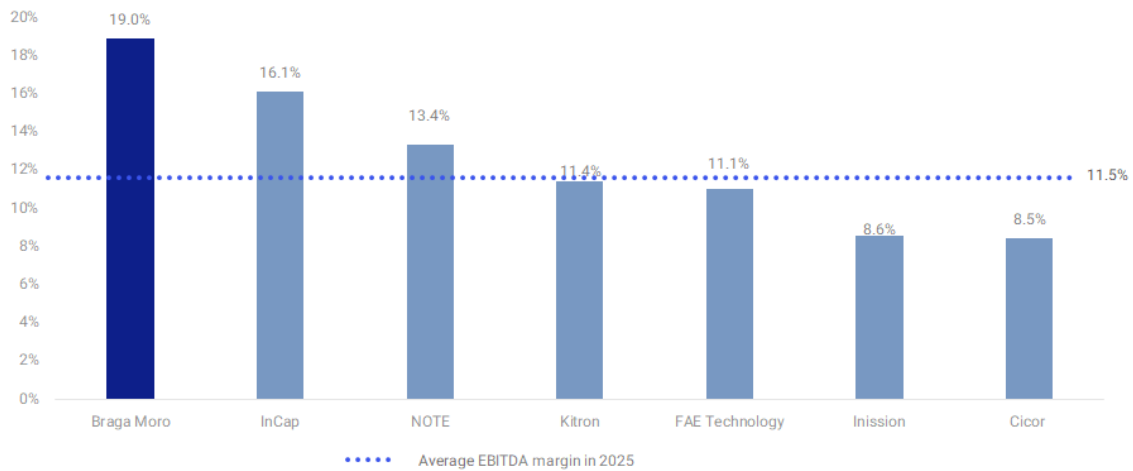
Listed European companies in Electronics

The competitive landscape of Braga Moro Group comprises publicly listed European companies within the broader Electronics and Electrical Equipment industries, which include the design, manufacturing and distribution of electronic and electrical components and systems.

Braga Moro
2025 first in class EBITDA margin

In 2025, Braga Moro achieved 19% EBITDA margin (on sales), ranking first among its peers and well above the Industry average (11.5%). Margin improvement has been driven by better product mix and growth of foreign turnover.

Figure 10: listed European players EBITDA margin (on sales) in 2025



Source: Banca Profilo elaborations; Bloomberg. *Note: the EBITDA margin is calculated as EBITDA/sales for the whole Sample

KITRON (NO)
NOK 8,652mln sales
11.4% EBITDA margin

Kitron ASA is a Norwegian company and a leading supplier in the Scandinavian EMS market. Kitron provides a range of services in the manufacturing, assembly, and testing of electronic products for the professional market. The company manufactures and delivers anything from fully assembled electronic circuit boards to complete end products for customers globally. End markets on Kitron include connectivity, electrification, Industrials, Medical Devices and Defense/Aerospace.

NOTE (SE)
SEK 3,814mln turnover
13.4% EBITDA margin

NOTE AB is a Swedish company and one of Northern Europe’s leading contract manufacturing partners for EMS and electronic components. NOTE offers services ranging from development, manufacturing, and after-sales support, and is a leading manufacturing partner for PCBA and box-build subassemblies, as well as complete products. The company’s end markets include Med-tech, Industrials, Communication, and Greentech.

INISSION (SE)
SEK 2,206mln
8.6% EBITDA margin

INISSION AB is a Swedish company that offers customized development and manufacturing of electronic and mechanical products. The Company operates in Northern Europe and offers a diverse set of services including development, prototyping, industrialization, manufacturing and product maintenance. End markets: Industrial, med-tech, Defense, electrification, Maritime & offshore, and Audio.

CICOR (CH)
CHF 616mln sales
8.5% EBITDA margin

Cicor Technologies Ltd is a Swiss group that provides full-electronic solutions from research and development to manufacturing and supply chain management. Cicor delivers a combination of customer-specific development solutions, high-tech components, as well as electronic device manufacturing. End markets of the group include Industrials, Medical, Aerospace & Defense, Transportation, High-Tech, Consumer Electronics and Communication.

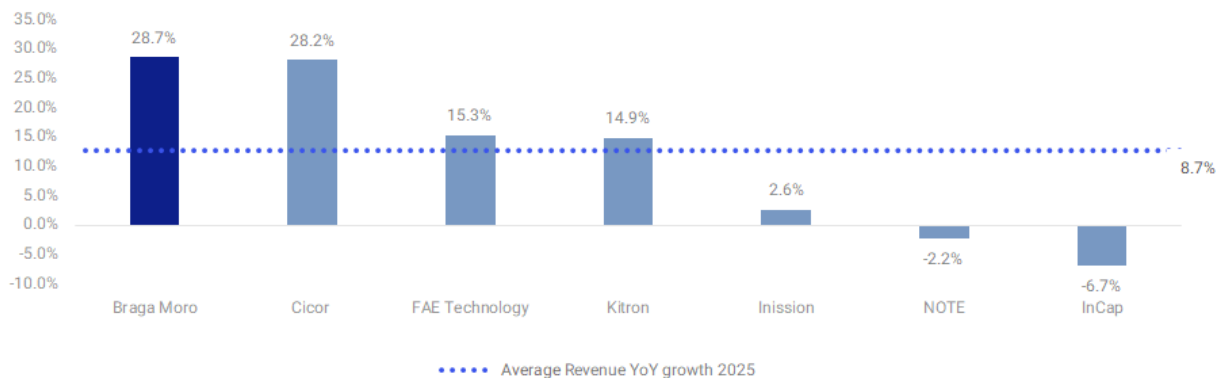
INCAP (FI)
€215mln turnover
16% EBITDA margin

InCap Oyj is a Finnish full-service provider in EMS. The Company designs and manufactures electronic and medical components, offering product development, materials procurement, prototype construction of PCBs, testing, and production. End markets include Aerospace, Automotive, Consumer Electronics, Data storage, Defense, Green Energy, Industrials, Infrastructure, Oil&Gas, Security and Telecoms.

FAE Technology (IT)
€85mln turnover
11% EBITDA margin

FAE Technology S.p.A. is an Italian company that operates in design, PoC development, industrial design, prototyping, manufacturing, and solution delivery in embedded electronics and custom electronics products. FAE Technology provides services that support the development of electronics solutions. The Company manages the entire supply chain and oversees the manufacturing process, ensuring the product is ready for market introduction and. The end markets include Automotive, Wellness, Smart Mobility, Aerospace & Defense, Security, Building automation, Energy management and Smart Grid.

Figure 11: listed European players sales growth in 2025



Source: Banca Profilo elaborations; Bloomberg

Braga Moro
2025 best in class yoy sales growth

Sales at Braga Moro Group increased by 28.7% yoy in 2025, the most among listed peers and significantly above the Industry average of 8.7%. Growth in 2025 has been driven by Energy business unit which turnover rose by 33% and by foreign countries with Extra UE reaching 49% of Group sales.

FY25 results

Braga Moro Group financial reorganization in 2023

Strategic
reorganization
and impact on
Financial Statements

Braga Moro current Group perimeter is the results of a two-phase corporate organization: the acquisition of 90% of Cipierre Elettronica S.p.A. by Electrodeal S.r.l. on October 31st, 2023, and the reverse merger of Electrodeal into Braga Moro on September 16th, 2024. Following the merger, Braga Moro directly owns 90% of Cipierre and holds a put/call option to acquiring the remaining 10% of Cipierre at €1.4mln. To reflect these changes, pro-forma consolidated data for 2023 have been prepared, whereas first consolidation of current Group perimeter has been made in 2024.

2023-2025 Financials

Impressive results in
2025 significantly
beat our estimates
and anticipate 2026E

FY 2025 results are impressive and significantly above our expectations, both in terms of revenue growth and marginality. In fact, 2025 figures anticipate our previous 2026 top-line forecast and even beat our previous 2026 EBITDA estimate [*refer to the Initial Coverage on October, the 6th 2025*]. In 2025, revenue jumped 28.7% yoy to €19.4mln, driven by the Energy (Braga Moro) business unit, which turnover jumped 33% to €14.1mln increasing its weight to 72% of Group revenue (from 70% in 2024) and by Extra UE sales which reached 49% of Group revenue at €9.1mln (+48% yoy). Group revenue came in more than 10% above our forecast (€17.5mln), especially in the Energy unit (+14%), whereas we were expecting a recovery of growth in Cipierre-related division (+4%).

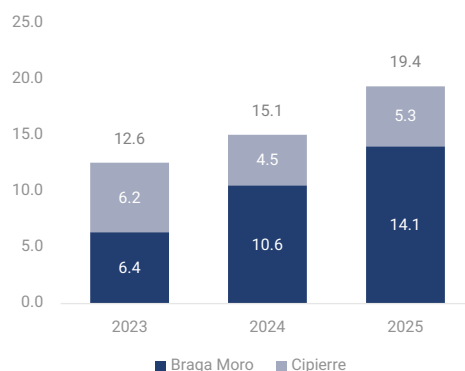
EBITDA soared to €3.7mln (+60.9% yoy) with margin improving 330bps to 18.7% thanks to better product and geographic mix. EBITDA margin beat our estimate (14%) by more than 4%.

Energy surged to 72%
Extra UE to 47%
of Group sales

In details, Energy turnover soared to €14.1mln (+33% yoy), increasing further its weight (72% from 70% in FY24) on Group revenue, and Electronic Boards returned to growth at €5.3mln (+19% yoy), but still below its FY22-23 levels.

In 2025, the contribution of Extra UE countries (mostly Saudi Arabia) to Group revenue countries increases to 47% from 41% in 2024. Foreign revenue reached €9.1mln or 49% of group revenue and Saudi Arabia turnover rose by almost 50% quite reaching Italy.

Figure 12: FY23-25 Revenue breakdown (€,mln)

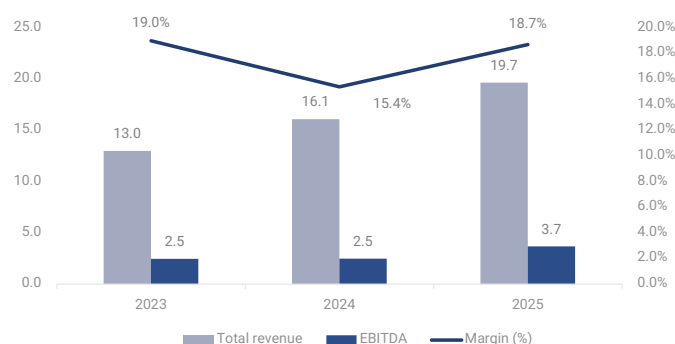


Source: Banca Profilo elaborations on Company data

EBITDA margin at
record level (19%)

Better product and geographical mix drove EBITDA to €3.7mln or 18.7% margin (15.4% in 2024). In fact, in 2025, raw materials incidence declined to 48% of revenue from 53% a year earlier. For the remaining Opex, main increase occurred in Labour expenses which rose to €3mln from €2.1mln in 2024 (15.4% from 13.2% of revenue respectively) for new hirings (48 FTE at the end of 2025 from 44 a year earlier), production and IPO bonuses recognized to employees and top management.

Figure 13: Total revenue, EBITDA (€mln) and EBITDA margin FY2023-25 (%)



Source: Banca Profilo elaborations on Company data

EBIT more than doubled

EBIT more than doubled to €1.96mln or 10% margin and included D&A for €1.7mln (€1.5mln in 2024) mostly related to Cipierre goodwill amortization and increasing intangible amortization coming from the accounting of IPO costs.

Table 1: Income statement FY23-25 (€mln)

Profit & Loss				
	2023	2024	2025	2025E
	€/000			
Energy (Braga Moro)	6,367	10,574	14,056	12,330
yoy	4%	66%	33%	18%
Electronic boards (Cipierre)	6,215	4,503	5,348	5,144
yoy	-3%	-28%	19%	12%
Turnover	12,582	15,077	19,404	17,473
yoy	0.4%	19.8%	28.7%	15.9%
Total Revenue	14,689	16,089	19,668	18,421
yoy	15.6%	9.5%	22.2%	14.5%
Adjusted Total Revenue	13,006	16,089	19,668	18,171
yoy	2.4%	23.7%	22.2%	12.9%
raw materials cost	(5,948)	(8,597)	(9,447)	(9,935)
% on adj Total Revenue	46%	53%	48%	55%
Gross profit	8,741	7,492	10,222	8,486
gross margin	60%	47%	52%	46%
cost of services	(2,554)	(2,528)	(2,997)	(2,986)
% on Total Revenue	17%	16%	15%	16%
cost of labour	(1,730)	(2,121)	(3,021)	(2,311)
% on Total Revenue	12%	13%	15%	13%
lease and rental	(273)	(321)	(377)	(368)
other operating costs	(480)	(223)	(148)	(112)
EBITDA	3,705	2,299	3,678	2,710
margin	25%	14%	19%	15%
Adjusted EBITDA	2,471	2,478	3,678	2,460
adj margin	19%	15%	19%	14%
# employees	31	47	44	44
labor cost per unit	(56)	(45)	(49)	(49)
D&A	(1,814)	(1,529)	(1,704)	(1,641)
% on total revenue	12%	10%	9%	9%
provisions	0	(50)	(10)	(50)
EBIT	1,891	720	1,963	1,019
margin	13%	4%	10%	6%
net financial income (expenses)	(591)	(593)	(686)	(542)
% on total revenue	-4.0%	-3.7%	-3.5%	-2.9%
write down	0	0	(133)	0
EBT	1,300	127	1,145	476
margin	9%	1%	6%	3%
taxes	(922)	(486)	(754)	(191)
tax rate	71%	382%	66%	40%
Net income	378	-358	391	286
% on total revenue	3%	-2%	2%	2%

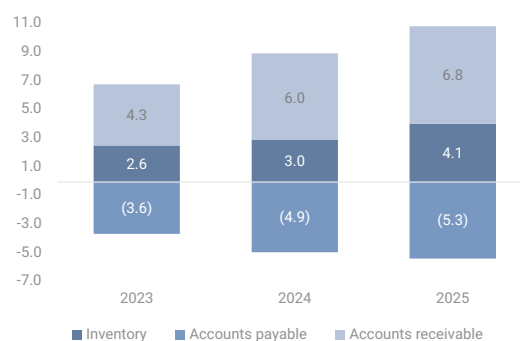
Source: Banca Profilo elaborations on Company data

Net profit rose to €390k from a net loss of €358k in 2024. In 2025, net profit included €685k of net interest expenses, €133k of net loss related to hedging instruments on USD/EUR and €754k taxes. The increase in the cost of debt is mostly related to the Convertible Bond, whereas the 66% consolidated tax rate comes from the negative effect of goodwill amortization on consolidated EBT.

Intangibles: Cipierre goodwill and IPO costs

Regarding the Balance Sheet, the Group fixed assets are worth €7.1m and are mainly made of intangibles (€6.35m), for the most part related to Cipierre goodwill (€3.7m) and for the remainder to the accounting of IPO costs.

Figure 14: NWC FY23-25 (€,mln)



Source: Banca Profilo elaborations on Company data

Inventory growth to satisfy increasing demand in the Energy business

At the end of 2025, Net Operating Working Capital rose to €5.5m from €4.1m a year earlier as significant increase in inventories, which followed the acceleration in procurement and production to satisfy the increasing demand in the Energy business unit, was not offset by higher turnover of trade receivables. The increase in Net Operating Working Capital partly absorbed the cash in from EBIT growth and slightly affected the Net Debt, which rose from €5.65m at the end of 2024 to €5.81m at the end of 2025, including the IPO net proceeds and consequent Equity increasing from €2.9m to €4.7m.

Nevertheless, the ratio Net Debt/ adj. EBITDA improved to 1.6x vs 2.3x at the end of 2024.

Table 2: Balance sheet FY23-25 (€,mln)

Balance Sheet					
	€'000	2023	2024	2025	2025E
tangibles		85	96	472	389
intangibles		8,328	5,903	6,349	4,681
financials		157	204	293	204
Fixed assets		8,570	6,202	7,113	5,274
other current net assets (liabilities)		(1,490)	(252)	(123)	62
trade receivables		4,257	6,011	6,800	5,819
inventories		2,551	2,968	4,066	4,188
trade paybles		(3,612)	(4,896)	(5,337)	(4,669)
Net operating Working Capital		3,196	4,083	5,529	5,337
% on total revenue		22%	25%	28%	29%
trade receivables (% revenue)		34%	40%	35%	33%
inventories (% revenue)		20%	20%	21%	24%
trade paybles (% COGS)		42%	44%	43%	36%
Provisions		(982)	(1,006)	(1,139)	(1,006)
Invested Capital		9,293	9,027	11,381	9,666
shareholders' equity		3,000	2,917	3,063	3,023
reserves		1	0	1,607	1,857
net income		1,869	-358	391	286
minorities		442	442	507	442
Equity		5,312	3,001	5,568	5,608
Net debt (cash)		3,981	6,026	5,813	4,058

Source: Banca Profilo elaborations on Company Data

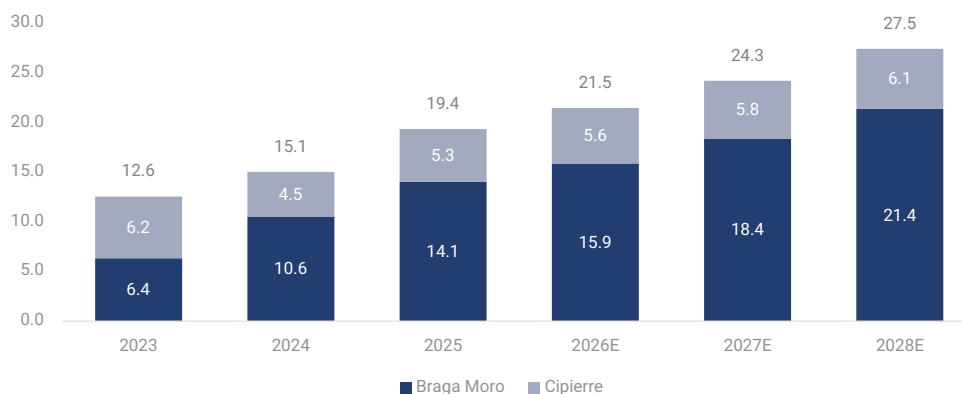
Our 2026-2028 estimates

Group Strategic guidelines	<p>The Group's core objective is to strengthen its leadership position in the target industry by offering cutting-edge solutions that combine efficiency, reliability, and sustainability.</p> <p>Our 2026-2028 estimates reflect the Braga Moro Group's growth aspirations.</p> <p>Growth strategy is based on three main pillars:</p> <ol style="list-style-type: none"> 1) Geographic international expansion; 2) Production Capacity enhancement; 3) Product & Process Innovation
Geographic Expansion: Middle East consolidation; upcoming distribution agreements in the USA and Far East	<p>Regarding the geographic international footprint, the Company is working on: i) further expanding its presence in Middle East, mostly in Saudia Arabia; ii) entering Asia, mostly Malesia even through active participation at the Oil&Gas Asia Exhibition and iii) growing in the US and Latam even through active participation at the Data Center Exhibition in Washington DC. Footprint boosting in Asia and America is also driven by distribution agreements.</p> <p>The Company aims at strengthening the presence of Electronic Boards across various Italian regions and international markets, with a focus on high-margin products and sectors, such as the Middle East. Highly customized products are offered, providing greater profitability.</p>
Enhancing Production Capacity	<p>Furthermore, Braga Moro plans to expand its production capacity by acquiring advanced machinery. This will improve efficiency, reduce costs, and enhance product quality. The Company is also investing in ongoing training programs to equip its personnel with the skills needed for high-tech, high-performance production environments. Finally, Braga Moro aims to enhance its capabilities in key sectors such as Industrial, Defense, Aerospace, and critical Infrastructures. The goal is to deliver secure, high-performance solutions in these areas. In our 2026-2028 projections, we included €300k of capex starting from 2026 for the expansion of the Energy business.</p>
Expected Capex 2026-2028 €1mln	
Product and Process Innovation	<p>Regarding Product and Process Innovation, Braga Moro is committed to further investing in R&D to drive innovation and adopt cutting-edge technologies. This ensures the Company not only exceeds market expectations but also maintains a competitive edge and adapts to trends for long-term growth. Moreover, the Company will enhance its product portfolio through advanced technologies. This strategy is designed to capture new market opportunities, drive sustained growth, stay ahead of competitors, and meet customer needs. Innovation will finally be granted by forging partnerships with universities, research institutions, and tech companies. These collaborations will keep the company ahead of industry trends, and fuel long-term growth.</p>
2025 acceleration supports forecast upgrade	<p>Considering that 2025 results have effectively anticipated our previous 2026 estimates [<i>see Initial Coverage dated October 6, 2025</i>], and assuming the sustainability of double-digit top-line growth together with margin resilience – driven by reference market dynamics, disciplined growth management and operating leverage – we have revised upward our 2026–2027 forecasts and extended our projections to include 2028. As a result, cumulative expected Free Cash Flows over the 2026–2028 explicit period increase by more than 50%.</p>
FY25-28E 12% revenue CAGR	<p>Over the 2025-2028 period we now forecast revenue CAGR at 12% (unchanged) to €27.5mln, up from our previous €24.3mln in 2027. Expected growth is consistent with the expected average growth of Braga Moro's reference markets (<i>BESS, UPS and Power Supply markets projected at an average of 9%; PCB and EDA markets projected at an average of 7% CAGR 2025-2030, according to Mordoor</i>). Top-line growth will be driven by i) the international expansion; ii) the diversification into new targeted industries and iii) the integration of Cipierre's at full capacity.</p>

Energy to further increase its contribution to Group's sales

Despite similar projected three-year CAGR, we now assume higher contribution of Energy business unit to Group sales. We estimate the weight of Energy sales to continue to increase from 72% in 2025 to our target of 78% in 2028 (from previous 76%). This better product-mix will likely improve marginality over the next three years.

Figure 15: FY23-28E Revenue breakdown (€mln)



Source: Company Data, Banca Profilo Estimates

FY25-28E 15% Energy sales CAGR

In terms of sales breakdown, we forecast the Energy business to grow at 15% three-year CAGR (from previous 13%) whereas the Electronic boards unit at 4% (vs previous 10%) CAGR in 2025-2028. We assume Cipierre to reconquer its market share by 2028 with sales above €6mln, reducing its weigh on Group's sales to 22%.

Figure 16: Revenue breakdown FY23-28E

Revenue breakdown €mln	2023	2024	2025	2026E	2027E	2028E
Energy (Braga Moro)	6.4	10.6	14.1	15.9	18.4	21.4
yoy (%)	4%	68%	33%	13%	16%	16%
on sales (%)	51%	70%	72%	74%	76%	78%
Electronic Boards (Cipierre)	6.2	4.5	5.3	5.6	5.8	6.1
yoy (%)	-3%	-25%	19%	5%	4%	4%
on sales (%)	49%	30%	28%	26%	24%	22%
Revenues	12.6	15.1	19.4	21.5	24.3	27.5
yoy (%)	0.4%	22%	29%	11%	13%	13%

Source: Company Data, Banca Profilo Estimates

EBITDA margin to improve to 20%

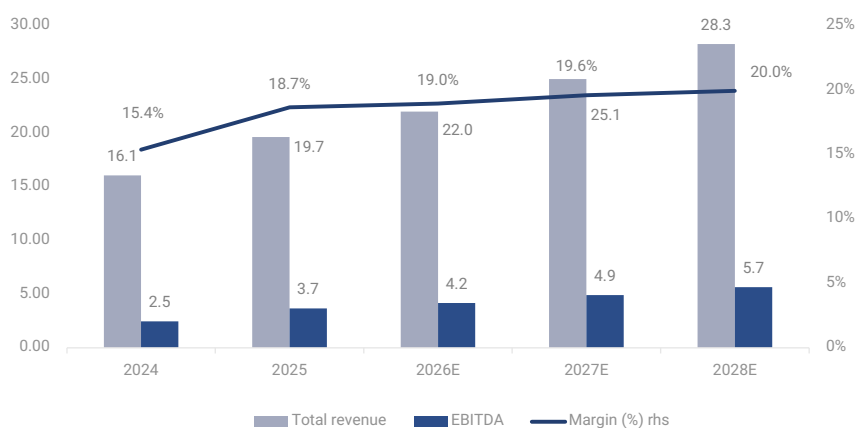
We forecast EBITDA margin to improve by 100bps (unchanged) and scale up to 20% by 2028 (from previous 15%) driven by: i) better product mix; ii) international expansion; iii) the shift from a predominantly Telecom focus to other more profitable end-markets and iv) the contribution of public grants on Electric stations and EV4ER project.

Our EBITDA estimates include some increase in the cost of labour for new hirings in 2026 (+7) and salary upgrade over the three-year period, also linked to inflation.

At EBIT level, D&A reflect our assumptions in terms of Capex, which we estimate at some €1mln over three years and the amortization of goodwill and IPO costs.

Below EBIT we expect the cost of debt to improve to below 9.5% the Net Debt at year-end as POC has been reimbursed, some amortization plans will come to an end and management expects lower use of short-term credit lines in the near future.

Table 3: Total Revenue, EBITDA (€mIn), margin FY24-28E



Source: Company Data, Banca Profilo Estimates

Net income to reach €1mIn in 2028E These assumptions lead to Net Income just below €1mIn in 2028, as it includes consolidated tax rate at 60% for the negative effect of goodwill amortization to consolidated EBT.

Table 4: Income Statement FY24-28E

Profit & Loss										
	€/'000	2023	2024	2025	2025E	2026E old	2026E new	2027E old	2027E new	2028E new
Energy (Braga Moro)		6,367	10,574	14,056	12,330	13,845	15,907	15,206	18,421	21,420
yoy		4%	66%	33%	18%	12%	13%	10%	16%	16%
Electronic boards (Cipierre)		6,215	4,503	5,348	5,144	5,638	5,606	6,042	5,836	6,062
yoy		-3%	-28%	19%	12%	10%	5%	7%	4%	4%
Turnover		12,582	15,077	19,404	17,473	19,482	21,514	21,248	24,257	27,482
yoy		0.4%	19.8%	28.7%	15.9%	11.5%	10.9%	9.1%	12.8%	13.3%
Total Revenue		14,689	16,089	19,668	18,421	20,306	22,035	22,146	25,063	28,329
yoy		15.6%	9.5%	22.2%	14.5%	10.2%	12.0%	9.1%	13.7%	13.0%
Adjusted Total Revenue		13,006	16,089	19,668	18,171	20,306	22,035	22,146	25,063	28,329
yoy		2.4%	23.7%	22.2%	12.9%	11.7%	12.0%	9.1%	13.7%	13.0%
raw materials cost		(5,948)	(8,597)	(9,447)	(9,935)	(10,951)	(10,495)	(11,922)	(11,937)	(13,493)
% on adj Total Revenue		46%	53%	48%	55%	54%	48%	54%	48%	48%
Gross profit		8,741	7,492	10,222	8,486	9,355	11,540	10,225	13,126	14,836
gross margin		60%	47%	52%	46%	46%	52%	46%	52%	52%
cost of services		(2,554)	(2,528)	(2,997)	(2,986)	(3,292)	(3,226)	(3,590)	(3,619)	(4,091)
% on Total Revenue		17%	16%	15%	16%	16%	15%	16%	14%	14%
cost of labour		(1,730)	(2,121)	(3,021)	(2,311)	(2,508)	(3,635)	(2,712)	(4,094)	(4,590)
% on Total Revenue		12%	13%	15%	13%	12%	16%	12%	16%	16%
lease and rental		(273)	(321)	(377)	(368)	(405)	(379)	(442)	(381)	(374)
other operating costs		(480)	(223)	(148)	(112)	(124)	(119)	(136)	(110)	(125)
EBITDA		3,705	2,299	3,678	2,710	3,025	4,181	3,345	4,922	5,657
margin		25%	14%	19%	15%	15%	19%	15%	20%	20%
Adjusted EBITDA		2,471	2,478	3,678	2,460	3,025	4,181	3,345	4,922	5,657
adj margin		19%	15%	19%	14%	15%	19%	15%	20%	20%
# employees		31	47	44	44	47	48	50	55	59
labor cost per unit		(56)	(45)	(49)	(49)	(51)	(51)	(53)	(53)	(78)
D&A		(1,814)	(1,529)	(1,704)	(1,641)	(1,292)	(1,989)	(1,097)	(2,351)	(2,841)
% on total revenue		12%	10%	9%	9%	6%	9%	5%	9%	10%
provisions		0	(50)	(10)	(50)	(50)	(10)	(50)	(10)	(10)
EBIT		1,891	720	1,963	1,019	1,683	2,183	2,199	2,561	2,806
margin		13%	4%	10%	6%	9%	10%	10%	10%	10%
net financial income (expenses)		(591)	(593)	(686)	(542)	(474)	(655)	(388)	(570)	(494)
% on total revenue		-4.0%	-3.7%	-3.5%	-2.9%	-2.3%	-3.0%	-1.8%	-2.3%	-1.7%
write down		0	0	(133)	0	0	0	0	0	0
EBT		1,300	127	1,145	476	1,209	1,528	1,811	1,991	2,312
margin		9%	1%	6%	3%	6%	7%	8%	8%	8%
taxes		(922)	(486)	(754)	(191)	(484)	(917)	(724)	(1,195)	(1,387)
tax rate		71%	382%	66%	40%	40%	60%	40%	60%	60%
Net income		378	-358	391	286	725	611	1,086	797	925
% on total revenue		3%	-2%	2%	2%	4%	3%	5%	3%	3%

Source: Company Data, Banca Profilo Estimates

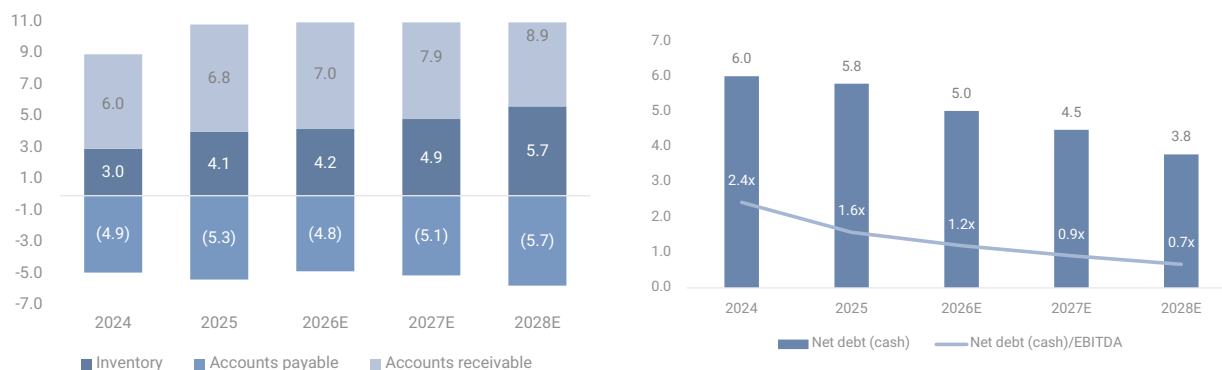
€1mIn CAPEX in 2026-2028

We forecast about €1mIn cumulated capex in 2026-2028, addressed to new commercial branches, production sites to support the planned geographic expansion.

Working Capital to support accelerated growth and international expansion

Net Operating Working Capital will be needed to support growth acceleration and international expansion. We now expect it to increase from €5.5mIn at the end of 2025 to €8.8mIn at the end of 2028 or €3.3mIn increase. This compares to our previous three-year increase of €1.6mIn affecting Free Cash Flow absorption by some €2.6mIn over the explicit period.

Figure 17: Net operating Working Capital, Net Debt FY24-28E



Source: Company Data, Banca Profilo Estimates

Table 5: Balance Sheet FY24-28E

Balance Sheet										
	€/'000	2023	2024	2025	2025E	2026E old	2026E new	2027E old	2027E new	2028E new
tangibles		85	96	472	389	481	616	510	581	307
intangibles		8,328	5,903	6,349	4,681	3,626	4,693	2,708	3,030	1,358
financials		157	204	293	204	204	204	204	204	204
Fixed assets		8,570	6,202	7,113	5,274	4,311	5,512	3,422	3,815	1,868
other current net assets (liabilities)		(1,490)	(252)	(123)	62	398	9	633	149	292
trade receivables		4,257	6,011	6,800	5,819	6,561	7,015	7,121	7,859	8,939
inventories		2,551	2,968	4,066	4,188	4,290	4,228	4,172	4,858	5,663
trade payables		(3,612)	(4,896)	(5,337)	(4,669)	(5,252)	(4,804)	(5,588)	(5,072)	(5,724)
Net operating Working Capital		3,196	4,083	5,529	5,337	5,599	6,439	5,706	7,645	8,878
<i>% on total revenue</i>		<i>22%</i>	<i>25%</i>	<i>28%</i>	<i>29%</i>	<i>28%</i>	<i>29%</i>	<i>26%</i>	<i>31%</i>	<i>31%</i>
trade receivables (% revenue)		34%	40%	35%	33%	34%	33%	34%	32%	33%
inventories (% revenue)		20%	20%	21%	24%	22%	20%	20%	20%	21%
trade payables (% COGS)		42%	44%	43%	36%	37%	35%	36%	33%	33%
Provisions		(982)	(1,006)	(1,139)	(1,006)	(1,006)	(1,139)	(1,006)	(1,139)	(1,139)
Invested Capital		9,293	9,027	11,381	9,666	9,302	10,821	8,754	10,470	9,899
shareholders' equity		3,000	2,917	3,063	3,023	3,023	3,063	3,023	3,063	3,063
reserves		1	0	1,607	1,857	1,857	1,607	1,857	1,607	1,607
net income		1,869	-358	391	286	725	611	1,086	797	925
minorities		442	442	507	442	442	507	442	507	507
Equity		5,312	3,001	5,568	5,608	6,048	5,788	6,409	5,973	6,101
Net debt (cash)		3,981	6,026	5,813	4,058	3,254	5,033	2,345	4,496	3,798

Source: Company Data, Banca Profilo Estimates

Net Debt below 1x the EBITDA by 2027

Given P&L and BS estimates on 2026-2028 and the proceeds from the listing on the EGM in 2H25, we end up with a decrease in Net Debt to €3.8mIn at the end of 2028 from €5.8mIn at the end of 2025. This means that Net Debt is expected to be below 1x the EBITDA by the end of 2027.

**€5.8mIn cumulated
Unlevered FcFs**

According to our revised P&L and BS projections, the Group's cumulated Unlevered Free Cash Flows will be €5.9mIn in the three-year period (2026E-2028E), which is some 50% above our previous estimate. This comes mostly from significantly higher EBIT forecast, only partially offset by €4.3mIn (vs prior €2.7mIn) of cumulated expected investment in both Working Capital and Capex needed to sustain accelerated growth and international expansion.

Table 6: Unlevered Free Cash Flows FY24-28E

Free Cash Flows								
€/000	2024	2025	2025E	2026E old	2026E new	2027E old	2027E new	2028E new
EBIT	720	1,963	1,019	1,683	2,183	2,199	2,561	2,806
tax (figurative)	(432)	(1,178)	(611)	(1,010)	(1,310)	(1,319)	(1,537)	(1,683)
NOPAT	288	785	407	673	873	880	1,024	1,122
D&A	1,529	1,704	1,641	1,292	1,989	1,097	2,351	2,841
Gross FCF	1,817	2,490	2,049	1,966	2,862	1,976	3,375	3,963
change in Net Working Capital	(887)	(1,446)	(1,254)	(262)	(910)	734	(1,206)	(1,233)
capex (maintenance)		(426)	(713)	(330)	(330)	(330)	(330)	(330)
Free Cash Flow	930	618	82	1,374	1,621	2,380	1,840	2,401

Source: Company Data, Banca Profilo Estimates

Execution risks

The main execution risks to our revised three-year projections are primarily linked to the ongoing geopolitical tensions in the Middle East, a region included among Braga Moro's international expansion targets. The persistence or escalation of the conflict could negatively affect the Company's growth trajectory in these markets. In addition, the current geopolitical scenario is contributing to higher volatility in raw material prices and potential disruptions in procurement processes, both in terms of cost inflation and longer delivery times, with possible adverse implications for margins. Finally, even in a scenario of improved visibility, the expected acceleration in growth requires effective operational and organizational execution, as the ability to properly manage rapid scale-up represents a further key risk factor.

Valuation

DCF valuation and a supportive check by market multiples

We suggest a DCF methodology to evaluate the Braga Moro Group. We would use market multiples on best listed peers as a supportive method.

DCF

€5.9mln cumulated explicit UFCFs

According to our P&L and BS estimates, Braga Moro is expected to generate €5.86mln cumulated FCF over 2026-2028 explicit period, which compares to our old €3.83mln (over 2025-2027 explicit period) [*Initial Coverage on October, 6 2025*].

Table 7: Unlevered FCF 2025-2028E

Unlevered Free Cash Flow (€/000)					
		2025	2026E	2027E	2028E
EBIT		1,963.4	2,182.6	2,561.0	2,805.6
	Tax rate	60.0%	60.0%	60.0%	60.0%
NOPAT		785.4	873.1	1,024.4	1,122.2
D&A		1,704.3	1,988.6	2,351.0	2,841.3
Changes in Operating NWC		(1,446.0)	(910.2)	(1,205.6)	(1,232.9)
CapEx		(425.8)	(330.0)	(330.0)	(330.0)
Free Cash Flow		617.8	1,621.5	1,839.7	2,400.6

Source: Banca Profilo Estimates

WACC at 8.1%

To discount the estimated FCFs we would use 8.1% WACC (vs previous 8.5%), derived from:

- Risk free rate at 4.4% (unchanged), as implicitly expected by consensus on the 30Y Italian BTP yield curve in a scenario easing monetary policy;
- Market risk premium of 5.5% (unchanged);
- Beta at 1 (unchanged) coming from the average of chosen listed peers;
- Cost of debt at 3.8% (vs previous 5.3% for higher tax rate);
- Target Equity to Debt structure of 70% (unchanged).

Table 8: WACC Assumptions

WACC Calculation	
Perpetual growth rate	2.0%
Risk free rate (30Y)	4.4%
Equity risk premium	5.5%
Unlevered Beta	1.0
KE	9.9%
Cost of debt	9.4%
Tax rate	60%
KD	3.8%
WACC	8.1%

Source: Banca Profilo Estimates

€1.6mln TV UFCF

To assess the Terminal Value Unlevered Cash Flow, we use the annual average FCF of last four-year average (2025-2028E) at €1.62mln, which we project to grow at 2% (unchanged) perpetual growth rate. This compares to the four-year average (2024-2027E) at €1.58mln used in our last report [*Initial Coverage on October, 6 2025*].

Equity Valuation on DCF at €20.3mln

Overall, the upward revision of 2026-2027 and the additional 2028 P&L and BS estimates lead to a 50% increase in explicit UFCFs and to a 3% increase in TV flows. Consequently, the Equity

Value coming from DCF methodology rises to €20.3mln from prior €18.4mln and includes €5.8mln net debt at the end of 2025 (vs previous forecast of €4mln).

Table 9: DCF valuation

DCF Valuation (€/000)					
	2025	2026E	2027E	2028E	Over
Free Cash Flow	618	1,621.5	1,839.7	2,400.6	1,619.9
Years		1	2	3	
Discount factor		0.93	0.86	0.79	
NPV Free Cash Flows		1,500.4	1,575.1	1,901.7	
Sum of NPVs					4,977.2
Terminal Value					26,668.5
NPV Terminal Value					21,126.7
Enterprise Value					26,104.0
Net Debt as of end 2025E					5,813.1
Equity Value					20,290.8
Number of shares (mln)					2,000.9

Source: Banca Profilo Estimates

Multiple valuation

The Sample of comparables

We have identified six international listed companies that operate in the EMS/ODS and electric industries within Braga Moro's scope of business in Europe. Braga Moro's sales growth and EBITDA margin are, on average, above the Sample's mean and median.

Table 10: Peers' Key figures

Company	Currency	Market Cap (mln)	Enterprise Value (mln)	Sales growth (yoy)				EBITDA margin			
				FY24	FY25	FY26E	FY27E	FY24	FY25	FY26E	FY27E
22/04/2026											
Kitron ASA	NOK	21,247	20,874	-15.0%	14.9%	32.1%	18.7%	11.3%	11.4%	12.2%	12.1%
Cicor Technologies	NOK	608	681	23.3%	28.2%	16.5%	7.8%	12.5%	8.5%	10.4%	11.5%
NOTE AB	SEK	5,630	6,160	-8.1%	-2.2%	23.7%	12.0%	12.3%	13.4%	13.6%	13.9%
Inission AB Class B	SEK	1,451	1,922	-2.1%	2.6%	11.2%	5.4%	10.2%	8.6%	10.5%	10.9%
Fae Technology S.P.A	EUR	61	64	26.8%	10.4%	12.4%	1.0%	10.6%	11.1%	11.6%	12.5%
Incap Oyj	EUR	312	259	3.8%	-6.7%	40.3%	12.4%	16.6%	13.9%	13.9%	14.0%
Mean				4.8%	7.9%	22.7%	9.5%	12.2%	11.1%	12.0%	12.5%
Median				0.9%	6.5%	20.1%	9.9%	11.8%	11.2%	11.9%	12.3%
Braga Moro				19.8%	28.7%	10.9%	12.8%	15.4%	18.7%	19.0%	19.6%

Source: Factset, Banca Profilo Estimates

Average EV/EBITDA 26-27E at 7.8x

We suggest using EV/EBITDA 26E-27E multiples. The Sample median stands (as of April, 22nd 2026) at 8.3x and 7.2x (vs 9.1x and 8.1x respectively, in our last report).

Table 11: Peers' Multiples

Listed Peers	EV / EBITDA		P/E	
	FY26E	FY27E	FY26E	FY27E
22/04/2026				
Kitron ASA	14.9x	12.7x	24.7x	21.3x
Cicor Technologies	9.1x	7.7x	16.9x	13.0x
NOTE AB	9.6x	8.4x	16.9x	14.1x
Inission AB Class B	7.5x	6.8x	12.9x	11.0x
Fae Technology S.P.A	5.8x	5.3x	9.3x	8.0x
Incap Oyj	6.2x	5.5x	12.9x	11.3x
Mean	8.8x	7.7x	15.6x	13.1x
Median	8.3x	7.2x	14.9x	12.1x
Braga Moro	3.0x	2.6x	11.9x	9.1x

Source: Banca Profilo on Factset

Equity Value on market multiples at €22mIn

To assess the Equity Value, we applied a 20% Liquidity discount to the Peers' median EV/EBITDA multiples and ended with an Equity Market Value of Braga Moro at €22mIn (vs prior €14.6mIn for much higher EBITDA forecast, linked to beating FY25 results and scale-up assumptions).

Table 12: Valuation on EV/EBITDA market multiples (€mIn)

Valuation on EV/EBITDA market multiples (€mIn)		
	FY26E	FY27E
Median EV/EBITDA	8.3x	7.2x
<i>liquidity discount</i>	20%	
Median EV/EBITDA	6.6x	5.8x
EBITDA	4.2	4.9
Enterprise Value (€mIn)	27.7	28.5
Average EV (€mIn)	27.7	
Net Debt as of end 2025 (€mIn)	5.8	
Equity Value	21.9	

Source: Factset, Banca Profilo Estimates

€8.3/share price target is unchanged
BUY confirmed

Despite higher DCF- and market-multiples-based equity valuations compared to our previous report, we left the 12-month price target unchanged at €8.3 per share.

This reflects the elevated execution risk embedded in our revised growth assumptions, which envisage a rapid scale-up and accelerated expansion in a still highly uncertain geopolitical environment. Ongoing tensions in the Middle East – a key area within Braga Moro's international development strategy – together with heightened volatility in raw material prices and potential supply chain disruptions, could weigh on both growth and margins.

Against this backdrop, we believe a cautious approach remains appropriate until greater visibility on execution capabilities and external risk factors emerges.

Given the relevant upside to current market price, we confirm BUY.

APPENDIX

History, structure and people

Company's evolution and milestones

1946	In 1946, Luigi Moro founded <i>Raddrizzatori Metallici Moro Luigi</i> . Later, the Company was renamed Braga Moro and began to gain a stronger position in the manufacturing of power supply systems for the Telecommunications industry.
2012: Change in ownership	In 2012, Braga Moro underwent a change in ownership and the Moro family transferred ownership to entrepreneurs operating in the telecommunications sector.
2017: New CEO	In 2017, Engineer Andrea Passanisi, current CEO of the Group, was appointed to manage the Company and initiated a process of gradual managerialization, technological enhancement (product innovation), and internationalization.
2021-2022: Geographical expansion	A new facility to produce highly specialized equipment was opened in Forlì, Italy. During this period, the Company also opened a new sales branch in Dubai marking the start of its international expansion.
2023: Cipierre acquisition	Braga Moro acquired the Company Cipierre Elettronica (Cipierre) in 4Q23, setting the Braga Moro Group. This strategic integration unified the capabilities and resources of both entities to enhance growth trajectories. Cipierre evolves from being a supplier to becoming an integral part of the Group.

Group structure

2024 reorganization to maximize synergies	Current structure of the Braga Moro Group was established in 2024 to maximize the existing industrial synergies between its two business lines, particularly in R&D and sales network.
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Figure 18: Group structure before shareholding restructuring

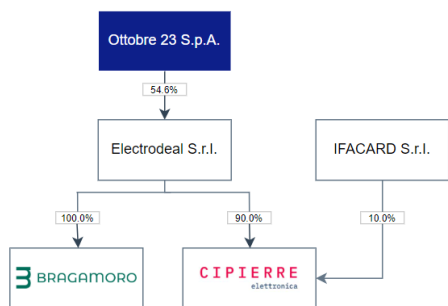
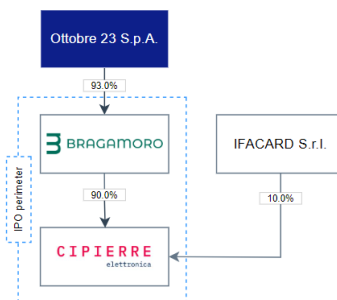


Figure 19: Group structure after shareholding restructuring



Source: Banca Profilo elaborations on Company data

Braga Moro's reverse merger secured 90% of Cipierre	As part of the reorganization, a reverse merger was carried out, in which Electrodeal S.r.l. was incorporated into Braga Moro. Following this process, Braga Moro retains 90% of Cipierre. The formal merger agreement was signed on September 10, 2024.
-----------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Ottobre 23 S.p.A. issued €1.8mln convertible bond	On August the 7 th , 2024, Ottobre 23 S.p.A. issued a convertible bond worth €1.8mln, with a one-year maturity and a coupon of 14%. This bond had been listed on the Vienna MTF market of the Vienna Stock Exchange. The proceeds from this operation were used to increase Ottobre 23's stake in the capital of Electrodeal S.r.l. from 54% to 93%.
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Braga Moro listed on the EGM. €2mln cash in.	Braga Moro was listed on the EGM segment of Borsa Italiana on July the 31 st following the placement of 518,000 common shares, of which 106,000 were newly issued through a capital
----------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

increase and 412,000 were sold by Cipierre. The shares were priced at €4.2 each, generating total proceed of approximately €2.17mIn with a net cash inflow of €1.96mIn. Free Float stood at 17.77%. The Company's share capital consists of 1,900,945 common shares and 100,000 multiple-vote shares. Main shareholders are Ottobre 23, Cipierre and Tanlo and they are all subject to a 12-month lock-up period. Additionally, 129,500 bonus shares have been allocated under a 1 bonus share for every 4 subscribed shares scheme. These will be given to shareholders who retain their shares for 12 months following the listing.

Figure 20: Braga Moro shareholders' structure pre and post IPO

Braga Moro pre-IPO					Braga Moro post-IPO (July, 31)				
Shareholders	Common shares	Multiple-vote shares	Total shares	%	Shareholders	Common shares	Multiple-vote shares	Total shares	%
Ottobre 23 SpA	1,090,656	100,000	1,190,656	63%	Ottobre 23 SpA	1,090,656	100,000	1,190,656	59.5%
Cipierre Elettronica SpA	595,239		595,239	31%	Cipierre Elettronica SpA	183,239		183,239	9.2%
Tanlo Srl	109,050		109,050	6%	Tanlo Srl	109,050		109,050	5.4%
Total	1,794,945	100,000	1,894,945	100%	Capital 1 Srl	162,500		162,500	8.1%
					Market	355,500		355,500	17.8%
					Total	1,900,945	100,000	2,000,945	

Ottobre 23	%	Tanlo Srl	% Cipierre	%
Maddalena Bellante	73%	Francesca B. Borri	76% Braga Moro	90%
Tanlo S.r.l.	13%	Carlotta B. Nardello	10% IFARCAD	10%
Andrea Passanisi	6%	Andrea Nardello	10%	
Marco Bariletti	5%	Carlo Nardello	4% IFARCAD	%
Nextaly S.r.l.	2%		Diego Panzer	100%
Marco Uccellini	1%			

Source: Company data. As it is controlled by Braga Moro, Cipierre has no voting rights. Moreover, Tanlo gave the rights to vote to Ottobre 23.

Conversion of bond in Braga Moro shares. Free Float above 25%.

Following the listing, Ottobre 23 reimbursed the €1.8mIn Convertible Bond selling 428,580 Braga Moro shares to the bond holders. Following the bond conversion, Braga Moro's shareholders structure includes Ottobre 23, which owns 38% of shares, but 61% of voting rights for multiple-vote shares and Tanlo's voting rights; original bond holders who own 21.4% and the market Free Float at 25.9%.

Figure 21: Braga Moro shareholders' structure post IPO and bond conversion

Braga Moro post-IPO (July, 31)					Braga Moro post-IPO and post POC (August, 7)				
Shareholders	Common shares	Multiple-vote shares	Total shares	%	Shareholders	Common shares	Multiple-vote shares	Total shares	%
Ottobre 23 SpA	1,090,656	100,000	1,190,656	59.5%	Ottobre 23 SpA	662,076	100,000	762,076	38.1%
Cipierre Elettronica SpA	183,239		183,239	9.2%	Cipierre Elettronica SpA	183,239		183,239	9.2%
Tanlo Srl	109,050		109,050	5.4%	Tanlo Srl	109,050		109,050	5.4%
Capital 1 Srl	162,500		162,500	8.1%	Sottoscrittori POC	428,500		428,500	21.4%
Market	355,500		355,500	17.8%	Market	518,080		518,080	25.9%
Total	1,900,945	100,000	2,000,945		Total	1,900,945	100,000	2,000,945	

Source: Company data. As it is controlled by Braga Moro, Cipierre has no voting rights. Moreover, Tanlo gave the rights to vote to Ottobre 23. Given the multiple-vote shares, Ottobre 23 has 61% of voting rights

Key people

7 BoD members

Carlo Nardello

Chairman

Andrea Passanisi

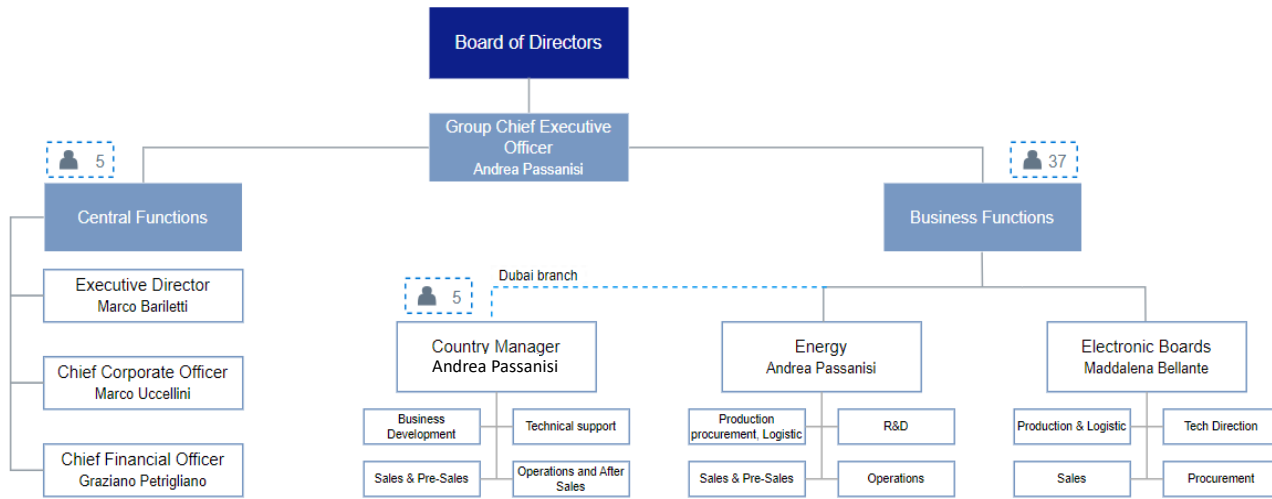
CEO

Carlo Nardello is the Chairman of the Board. He holds a degree from the LUISS University of Rome and has previous professional experience with Telecom Italia, Alitalia, Walt Disney, and Rai.

Andrea Passanisi is the Group CEO. He holds a master's degree from SDA Bocconi. Prior to Braga Moro Group, Passanisi worked for Comtel, Intelfin Group and Leonardo.

The Board of Directors includes also Maddalena Bellante, Marco Uccellini, Guido Amoruso Manzari and the independent directors Fabrizio Fiodiliso and Saverio Di Girolamo.

Figure 22: Key figures and organizational structure



Source: Banca Profilo elaborations on Company data

Braga Moro Group business model

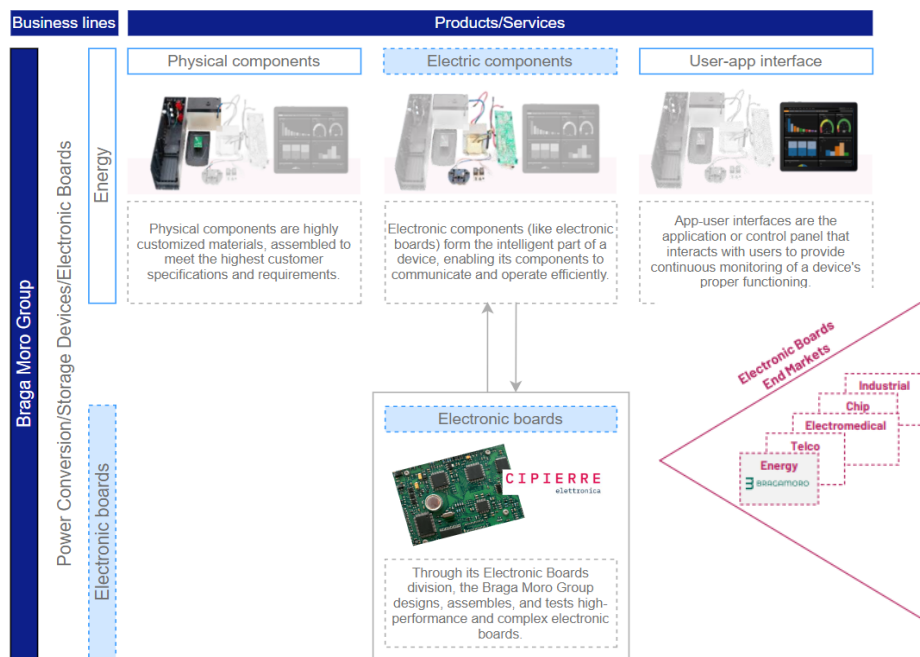
Two business lines:
Energy
Electronic Boards

Braga Moro’s operations are divided into two primary business lines: Energy and Electronic Boards, enabling the Company to serve a wide range of clients and expand its market potential. This structure supports Braga Moro’s focus on niche markets, setting apart from competitors through a client-focused approach and tailor-made, mission-critical solutions. Unlike larger competitors, who often rely on standardized products and services, Braga Moro offers customized solutions, installation services, on-demand assistance, and comprehensive after-sales support, all precisely adapted to meet specific client requirements.

Flexible, scalable and integrated service and product offering

Braga Moro’s subsidiary, Cipierre Elettronica, manufactures electronic boards that enhance the efficiency and quality of the Group’s energy business solutions. The Electronic Boards also serves a diverse client base with flexible products. Braga Moro’s flexibility and scalability foster long-term client relationships, enabling the Company to respond quickly and effectively, in contrast to multinational competitors who often follow standardized approaches and outsource lower-value activities.

Figure 23: Integrated services and produce offering



Source: Banca Profilo elaborations on Company data

Geographical presence in Italy and Middle East

Braga Moro:
 Italian roots but
 expanding Middle
 East presence

Braga Moro is an Italian Company headquartered in Milan (IT). In Italy, the Company operates 3 production plants: in Bernareggio (MB), San Donato (MI) and Forlì (FC). Braga Moro has also an innovation laboratory in Rome (RM). Around 60% of Braga Moro’s revenues come from Italy. Finally, Braga Moro has two branch offices in Middle East: Dubai (UAE) and Riyadh (KSA). This area is part of the Group’s geographical expansion plans, as it is undergoing strong development.

Figure 24: Braga Moro in Italy

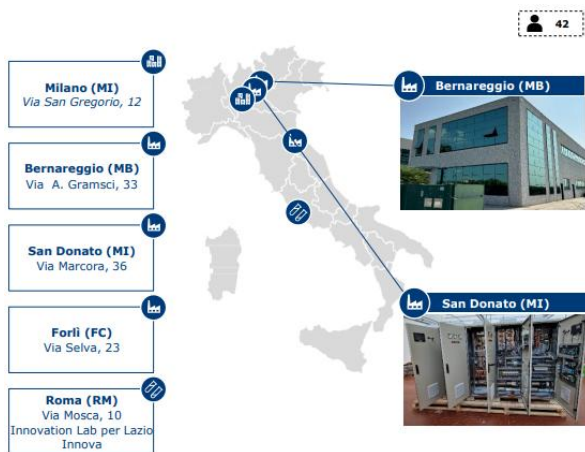
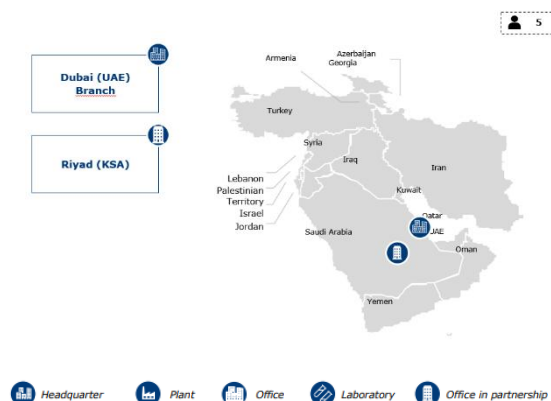


Figure 25: Braga Moro in Middle East



Source: Banca Profilo elaborations on Company data

Best in class clients

Long-lasting relationships with top-tier clients

The Braga Moro Group has established itself as a trusted partner for top-tier clients in mission-critical industries, such as Telecoms, Utilities, Infrastructure, delivering high-quality solutions that ensure the smooth and reliable operation of their most vital systems. Over the years, the company has built enduring relationships with industry leaders, known for its commitment to excellence and reliability.

Braga Moro: the Energy business line

Energy: power systems and storage

The Energy business relates to the design, production, and installation of AC & DC power supply systems across a range of power levels, along with energy storage and conversion systems for critical infrastructure in telecommunications, energy, transportation, and industrial sectors including automotive.

Braga Moro’s Energy value chain includes 3 phases: lead generation and recurrent business, design, production planning, components procurement.

AC/DC & storage systems

AC (Alternating Current) systems comprise:

- UPS (Uninterruptible Power Supply) systems that ensure business continuity by protecting equipment, systems, and facilities from power disruptions during primary power failures;
- Inverters, which provide AC power to devices, loads, and general utilities by converting energy from storage systems (e.g., batteries or renewable DC sources).

DC (Direct Current) systems include:

- Energy Stations, Battery Chargers, and Industrial Rectifiers which convert AC to DC power, supporting storage systems or DC-based equipment at 24/48VDC, such as those used by telecom operators for signal transmission.
- Energy Storage Systems for storing energy for later use.
- Energy Conversion Systems, which transform energy between AC and DC as needed.

Storage systems as backup solutions utilizing lead or lithium battery technology for reliable power storage.

SCR (Silicon Controlled Rectifiers) & SMR (Switching Mode Rectifier)

SCR (Silicon Controlled Rectifier) and SMR (Switching Mode Rectifier) technologies, the foundations of rectifier design, offer unique combinations of energy efficiency, spatial requirements, maintenance needs, redundancy, and noise levels. The choice between these technologies is strategically determined by the industrial sector and the specific needs of each client. Key applications include DC/Direct Current systems that support energy stations, battery chargers, and industrial rectifiers, converting alternating current to direct current to power storage systems or 24/48VDC equipment, as used by telecommunications operators for transmission. Additional uses span energy storage and conversion systems, as well as robust backup solutions incorporating lead-acid and lithium battery technologies.

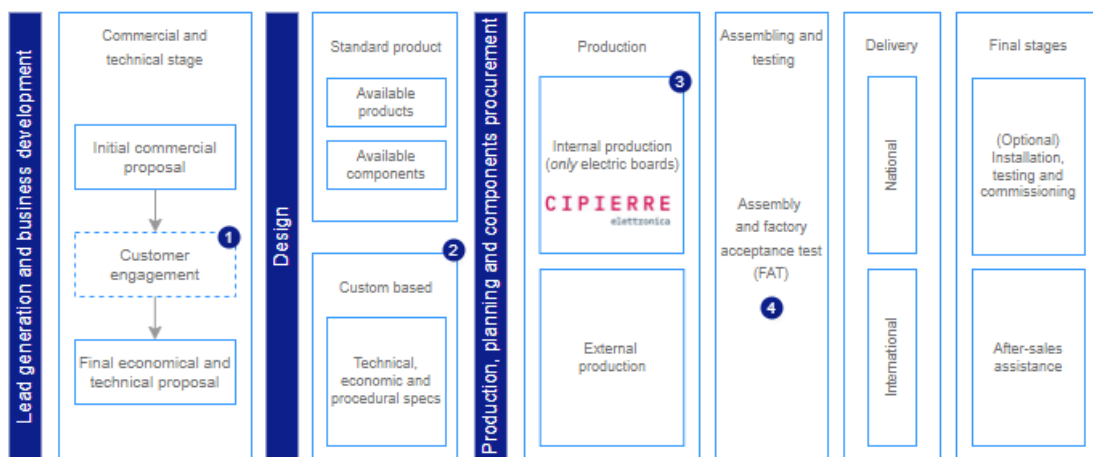
for specific applications to client's needs

In the telecommunications sector, standard modular power electronics systems based on SMR technology predominate, whereas clients in the energy (utilities) and industrial sectors tend to prefer SCR systems.

Tailored solutions for diverse sectors

Braga Moro's Energy supports a diverse range of clients, from small and medium enterprises to major operators and infrastructure players in telecommunications, energy, transportation, and industrial sectors. Key clients also include contractors and system integrators delivering telecommunications services to Public Administration (PA), ensuring customized energy solutions for a wide variety of critical applications.

Figure 26: Business model: Energy BL



Source: Banca Profilo elaborations on Company data

Distribution channels

Customer engagement is facilitated through both direct and indirect channels, depending on the product category. In the indirect channel, the product is first routed to a system integrator or contractor before reaching the end consumer. In contrast, the direct channel delivers the product directly to the end consumer.

Product flexibility

In the Design phase, Braga Moro offers both standardized and custom-tailored products providing the Company with the flexibility to serve a diverse client base, including leading industrial corporations, small to medium-sized enterprises and private individuals.

From outsourcing to in-house production

Before the acquisition of Cipierrre in 2023, Braga Moro outsourced the production across all its business lines. Today, electronic boards are the only product categories which are manufactured in-house, following the integration of Cipierrre's operations.

Braga Moro conducts both internal and external assembly operations. External assembly includes the mechanical assembly of containment structures, electrical assembly of cables and switches, and the integration of power electronic components, such as capacitors, inductors, and transformers. Internal assembly focuses on sensitive components, including electronic boards, signal cables, and sensors.

Energy turnover is 44% in Italy

Braga Moro’s Energy products are structured into various categories aligned with specific market geographies. In Italy, this division covers public administration projects, key industrial clients, special projects, along with retail, distribution, and other initiatives. The Italian market constitutes more than 44% of Braga Moro’s total revenue, with a client portfolio that spans leading Italian telecommunications companies, public administration entities, and private enterprises, including small and medium-sized businesses. Internationally, a dedicated category focused on major industrial clients generates around 56% of Braga Moro’s income.

Projects for the Italian Public Administration

The Energy division of the Group serves as a benchmark in the Public Administration (PA) market for the provision of Business Continuity technology solutions and cabling solutions for their infrastructures. The Group operates as a technology partner for contractors and system integrators that win Consip tenders, delivering technological solutions for the digitalization of public administration infrastructures (i.e., UPS systems, power stations, and energy storage systems).

Figure 27: Top clients – Public Administration projects



Source: Banca Profilo elaborations on Company data

Top Italian Industrial clients

Braga Moro provides advanced energy continuity solutions (e.g., UPS systems, distribution panels, battery boxes) to major industrial clients through direct and indirect channels. These products ensure continuous operation for critical infrastructures in the transportation and energy sectors. Within this segment, the Group also serves numerous industrial clients, including companies in the shipbuilding and construction industries.

Italian market: Partner on highway infrastructure and business continuity solutions

Braga Moro is actively collaborating with a recognized Italian client on a major highway infrastructure improvement project. This partnership focuses on providing advanced Business Continuity systems, which are crucial to ensuring uninterrupted and secure service operations. Specifically, the Group delivers a range of technological solutions, including Uninterruptible Power Supply (UPS) systems, electrical panels, transformers, and energy storage systems.

Figure 28: Energy business continuity systems for highways



Project value c. €3.5mIn

Source: Banca Profilo elaborations on Company data

Special projects for Corporates

Special projects are in a growing phase focused on delivering comprehensive infrastructure services and solutions to large corporate clients. In addition to the Energy component, it provides cross-functional solutions through a cross-selling strategy. In this context, the traditional energy and power infrastructure offered by the Group (Core component) is complemented by telecommunications services and infrastructure.

SMEs and Retail clients

The Group’s Energy division targets also private individuals and Small to Medium-sized enterprises (SMEs), providing energy solutions such as uninterruptible power supplies (UPS), power stations, and energy storage systems. Braga Moro’s ability to deliver reliable, high-quality products has enabled it to increase its participation in the retail and SME markets in recent years.

Figure 29: Top clients – Retail, distribution and others



Source: Banca Profilo elaborations on Company data

Top international industrial clients

The Energy division of the Group serves also international clients in the Industrial sector

Figure 30: Top clients – Top industrial



Source: Banca Profilo elaborations on Company data

International market: Partnership on Red Sea Project in KSA

Braga Moro is actively engaged in projects in the Kingdom of Saudi Arabia (KSA), working with leading industry integrators. Recently, a project was secured involving the supply of four SCR systems, including two 150Amp/48V battery chargers for medium-voltage substation applications. A successful Factory Acceptance Test (FAT) was conducted at the San Donato facility before deployment.

Figure 31: Energy SCR systems for international Industrials clients



Project value:
c. €200k

Source: Banca Profilo elaborations on Company data

Product range Uninterruptible Power Supply (UPS)

The UPS (Uninterruptible Power Supply) systems ensure continuous AC power for critical loads, maintaining uninterrupted electrical supply. These systems are essential in mission-critical sectors where power loss is not an option for vital equipment.

Standard UPSs

Standard UPSs (both standalone and modular) are manufactured by third-party suppliers in China according to Braga Moro’s specifications and design. These units are then tested in Italy before being sold to end customers.

Figure 32: Standard stand-alone and modular UPSs



Source: Banca Profilo elaborations on Company data

Industrial UPSs

Braga Moro designs and manufactures Industrial UPS systems (SCR technology) at its facilities in Forlì and San Donato Milanese, Italy.

Figure 33: Industrial UPSs



Source: Banca Profilo elaborations on Company data

SCR Converters

SCR Converters are power systems designed to convert AC voltage to DC, enabling the charging of battery banks typically used for backup purposes in the event of a network failure, ensuring business continuity.

Figure 34: SCR Converters (Battery charge)

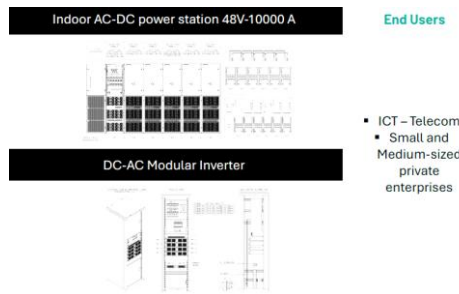


Source: Banca Profilo elaborations on Company data

SMR Converters (AC/DC-DC/DC-DC/AC-AC/AC)

Braga Moro offers a comprehensive range of SMR Converters, including DC Power Systems with capacities of up to 500kW and 97% efficiency, as well as inverters with static bypass functionality. The portfolio also features Modular Switching Rectifiers, available in power ratings from 400W to 5kW and supporting various voltage levels (24V, 48V, 70V, 125V, and 220V DC). Additionally, the company provides stand-alone and modular AC/AC and DC/DC converters, integrated DC systems, and standard UPS solutions, catering to diverse power management needs.

Figure 35: SCR Converters (AC/DC-DC/DC-DC/AC-AC/AC)



Source: Banca Profilo elaborations on Company data

Energy Storage Systems

Braga Moro offers a variety of battery solutions, including FT (Front Terminal) batteries, which are specifically designed for use in the telecommunications sector, featuring a unique front connection design. The company also provides AGM (Absorbed Glass Mat) batteries, a type of lead-acid battery known for their reliability, safety, and low maintenance requirements. These AGM batteries are available in a wide range of capacities, from 1.3 to 200Ah, and can be connected in parallel or series, making them ideal for telecommunications, emergency lighting, uninterruptible power supplies, measurement instruments, and more. Additionally, Braga Moro offers Lithium-ion and LiFePO4 (Lithium Iron Phosphate) batteries, which are engineered for high-durability energy storage applications.

Figure 36: Energy Storage Systems

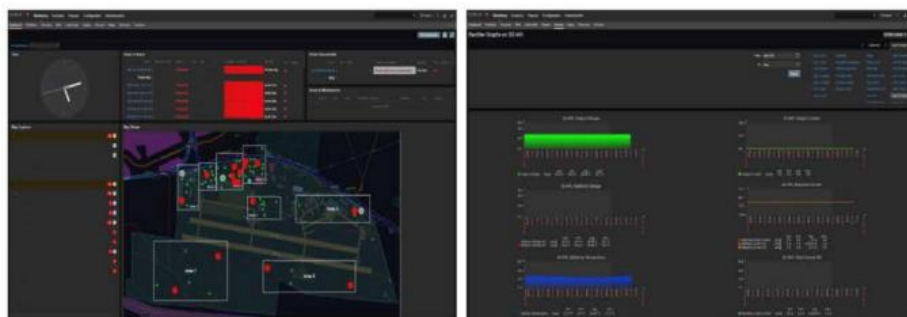


Source: Banca Profilo elaborations on Company data

Monitoring solutions: "Galaxy"

Galaxy is an innovative software platform designed to facilitate remote control and integrate Asset Management functionalities within a unified graphical user interface. In environments with a wide range of sensors and devices, centralized management is essential. As a dedicated Network Monitoring Software (NMS), Galaxy provides an optimal solution for monitoring and managing distributed networks and devices, offering enhanced efficiency and control.

Figure 37: SCR Converters (Battery charge)



Source: Banca Profilo elaborations on Company data

Cipierre: the Electronic Boards business line

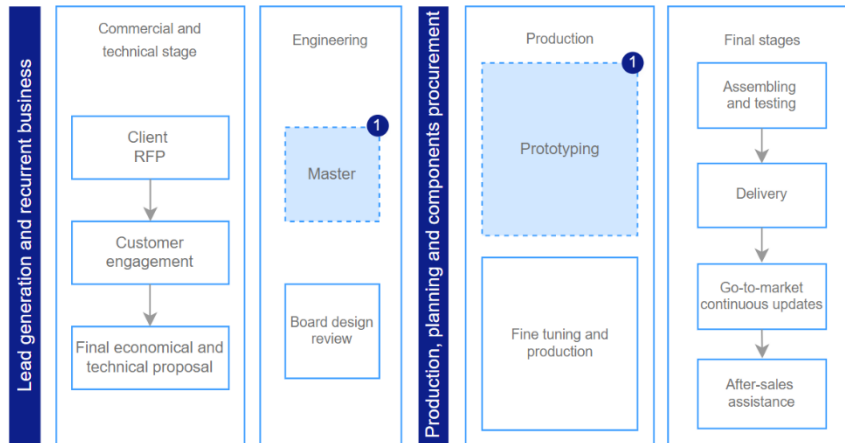
Electronic circuits for tailored solutions

The Electronic Boards business oversees the design, assembly, and testing of high-performance, complex electronic circuits. The Group’s strategy in this sector emphasizes extensive product customization, developed in close collaboration with clients to deliver tailored solutions that meet specific needs.

Main activities

Main activities are SMD and THD assembly, testing and ESD protection, optical inspection of electronic boards, PCB design, CAM/CAE documentation and firmware programming.

Figure 38: Business model: Electronic boards BI



Source: Banca Profilo elaborations on Company data

Mastering prototyping for faster, customized solutions

The Master and Prototyping activities are two of the key differentiators that enable the Group’s Electronic Boards unit to offer added value compared to traditional electronic boards suppliers. These processes allow for greater customisation and faster project development, highlighting Braga Moro’s role as more than just a contract manufacturer. The blend of engineering expertise and prototyping capabilities helps clients reduce time-to-market and improve the quality of their final products.

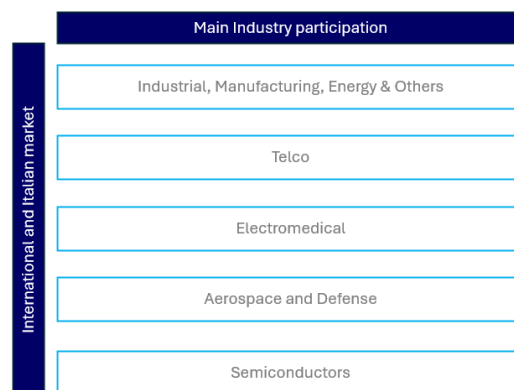
Production sites

Electronic Boards are produced by Braga Moro’s subsidiary Cipierre Elettronica (Cipierre). Furthermore, Cipierre provides electronic boards for the power and energy conversion systems developed by the Energy line of Braga Moro, enhancing the synergies within the Group.

Clients

Cipierre serves a broad range of national and international consumers from leading industrial corporations to small and medium-sized enterprises, as well as private firms.

Figure 39: Main clients – Electronic boards

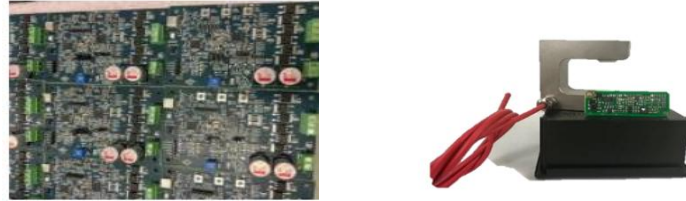


Source: Banca Profilo elaborations on Company data

**End markets:
Industrial, Energy and
Transportation**

In Railways, Braga Moro produces electronic boards for onboard control systems and station signaling. Within Industrials, it offers: (i) fuel tank monitoring systems; (ii) control systems for the alignment and braking of rollers used in paper and aluminum sheet processing; and (iii) evaluation boards for leading semiconductor companies, both domestically and internationally.

Figure 40: Product line for the industrial, automotive and energy sectors



Braga Moro designs and manufactures: (i) advanced electronic boards for energy monitoring, designed to control and optimize energy usage, and (ii) electronic boards for monitoring industrial processes including automotive.

Source: Banca Profilo elaborations on Company data

**End market:
Telecoms**

Braga Moro specializes in the design and manufacturing of electronic boards for clients involved in the development of testing systems for telecommunications networks, with a particular focus on emerging technologies.

Figure 41: Product line for the telecommunication sector



Prototyping and manufacturing of a system consisting of three electronic boards, incorporating over 50,000 components. These boards, tested and later installed by end customers, are designed to simulate the behavior of 5G networks under high-load conditions, such as large-scale events or concerts.

Source: Banca Profilo elaborations on Company data

**End market: medical
equipment**

Braga Moro supplies electronic boards for products including sleep and respiratory monitoring devices, and assembles certified power systems for medical equipment.

Figure 42: Product line for the electromedical sector



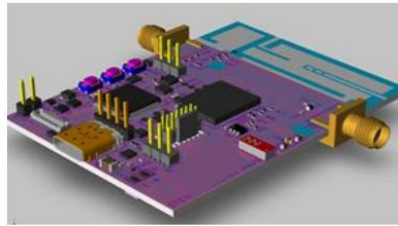
Design and manufacturing electronic boards to support respirators and other essential medical devices in healthcare settings.

Source: Banca Profilo elaborations on Company data

Testing boards

Braga Moro produces evaluation and testing boards for new processes and products.

Figure 43: Electronic boards for testing



The Braga Moro Group partners with its customers' R&D departments to engineer and produce evaluation boards designed for the integration of new technologies, with a strong focus on energy management.

Source: Banca Profilo elaborations on Company data

End markets: Defense and Aerospace

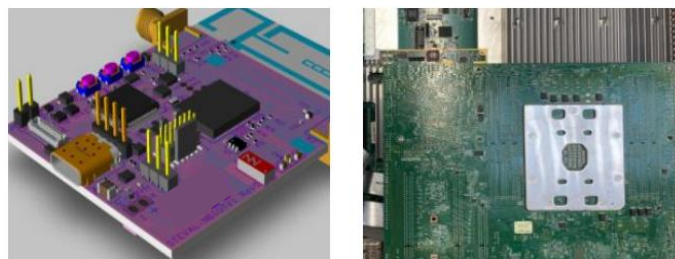
Braga Moro designs and manufactures highly reliable electronic boards tailored for defense applications and space missions. These boards are utilized in terrestrial prototypes for space control as well as in satellites for space operations. Engineered to endure extreme conditions, they are crucial for supporting advanced control and communication functions in demanding environments.

In the Aerospace and Defense sector, the Group leverages advanced technologies to develop products that address the evolving demands of the satellite, military, security, and aerospace industries. Additionally, the Group's electronic boards are utilized in measurement instruments for real-time monitoring of water distribution by local networks, enabling an integrated control and interface system for end users.

Italian market: Prototype development for IoT solutions and energy management

The Electronic Boards division collaborates with the R&D departments for the engineering and production of evaluation boards designed for emerging technologies. Recently, the Group has designed and developed prototypes for a board that is part of a development platform, focused on creating IoT solutions with a particular emphasis on energy management, utilizing NB-IoT technology for connectivity and GNSS for asset location and tracking services.

Figure 44: Electronic boards project example in the Italian market



Project value:
c. €400k

Source: Banca Profilo elaborations on Company data

International market:**5G simulation system for high-load events or concerts**

This project involves the prototyping and production of a sophisticated system comprising three circuit boards that integrate over 50,000 electronic components. These boards are rigorously tested and installed by clients' operators at their facilities in Milan and Malaysia. They enable the simulation of 5G network performance under high-load conditions, such as during major international events or concerts.

Figure 45: Electronic boards project example in the International market

Project value:
c. €1.6M

Source: Banca Profilo elaborations on Company data

Focus on Research and Development (R&D)

Braga Moro's R&D driving global expansion and market leadership

The Group is actively engaged in the development of innovative projects through its Research & Development (R&D) division. The Company is focused on targeted international expansion, implementing strategic initiatives aimed at strengthening its presence in key global markets, particularly in the Middle East. With R&D initiatives, Braga Moro maintains up to date with global trends and technological advancements, allowing the Group to find new markets and positioning avenues. Moreover, maintaining a global view of the market allows Braga Moro to continuously develop a competitive advantage over other small European players by anticipating future trends. The Braga Moro Group has a multidisciplinary team of five experts actively engaged in R&D activities.

Two pillars:

Braga Moro focuses its R&D activities on two main drivers of growth: (I) Product Innovation and (II) Process Innovation.

Product innovation & Process innovation

Investments in these areas provide strategic advantages that accelerate growth, enhance competitive positioning, and improve operational efficiency. By prioritizing R&D, Braga Moro strengthens its brand reputation, adaptability, and resilience, while achieving long-term cost savings. This approach not only reinforces the company's market position but also establishes a sustainable foundation for future growth and success.

R&D project examples

Among R&D projects we highlight:

- Moses (2018-2020; €381k) on industrial research and experimental development of modular energy storage systems suitable for fast charge and discharge rates.
- SigmaPro (2019-2021; €247k) on Advanced IoT solutions, a key pillar of Industry 4.0. Disruptive tool for managing and maintaining automated process components in industrial equipment.
- Disegni +4 (2021; €47k) related to the manufacturing of molds used to produce frames and containment boxes. Eligible expenses for €47k.
- Sace-Simest (2021-2023; €811k) addressed to the design and production of advanced molds for the creation of frames and containment boxes to optimize production processes and ensuring quality of final components.
- Mosec (2023-2025; €643k) for strategic repositioning
- Innovation M. (2024-2025; €80k) for consulting activities aimed at guiding and supporting the processes of innovation, technological transformation, and digitalization of the enterprise through the application of enabling technologies outlined in the National Industry 4.0 Plan.

R&D for product innovation
MOSEC (2023-2025)

Within the on-going R&D projects for Product innovation, MOSEC is focused on developing a smart EV charger that integrates advanced technologies for adaptive charging. The charger features V2X (Vehicle-to-Everything) communication and Plug&Charge capabilities, delivering a seamless and efficient charging experience within a single, unified solution. This project aims to enhance flexibility, efficiency, and interoperability in electric vehicle charging, potentially expanding Braga Moro’s product offering for the future.

Table 13: Braga Moro Project examples in Advanced AI and Applied AR Technologies

Name of project	Description
Predictive Maintenance (Project Galaxy)	Leveraging AI to enhance predictive maintenance capabilities of battery storage units and industrial devices.
Bridge Monitoring	Utilizing AI-based systems for real-time monitoring and safety assurance of bridges.
Project Sigma Pro	Employment of Augmented Reality (AR) through smart glasses, along with IoT best practices, such as sensors and thermal cameras, enhanced by cloud computing for advanced data analysis, supports effective corrective maintenance in industrial equipment like UPS systems.

R&D for process innovation

Finally, there are few on-going R&D projects for process innovation.

Table 14: Braga Moro Project examples in Process innovation

Type of Project	Description
New Technical Talent	Dedicated resources to support R&D activities focused on the design, prototyping, and production of innovative electronic and electrical products.
In-house design and production	Development of highly efficient, scalable electronic boards for industrial power supplies and electrical equipment
Internal prototyping capabilities	Comprehensive in-house prototyping for the entire lifecycle of electronic boards.

Sigma Pro: Intelligent system for production equipment management and maintenance

SigmaPro is an advanced IoT-based solution designed to enhance the management and maintenance of industrial production equipment, aligning with the principles of Industry 4.0. The project provides an innovative tool for manufacturers, introducing intelligent and automated processes to support the maintenance of complex, automated machinery. Key functions of SigmaPro include real-time IoT data collection from equipment, advanced fault detection through big data analytics, and precise identification of equipment and parts via video analysis. It also features augmented reality support, delivering multimedia resources like text, videos, and animations to guide maintenance procedures, as well as virtual reality capabilities to simulate maintenance interventions. By integrating the best practices from experienced technicians, SigmaPro aims to transform maintenance workflows, improve operational efficiency, and set a new standard in intelligent, data-driven equipment management.

Products/services

VR and AT applications, Industry Environment; and Data Dashboard Analysis

Bridgemon: Bridge predictive monitoring system with AI

The system collects and analyzes infrastructure sensor data, offering advanced, customizable management. With integrated AI algorithms, it predicts critical events to enhance preventive maintenance and safety.

Figure 46: Project Bridgemon key features and benefits

Key Features	<p>Real-time monitoring Display of infrastructure status and alarm notifications</p>	<p>Predictive analysis AI algorithms process data to predict infrastructure conditions</p>	<p>Customizable algorithms Flexible, configurable algorithms to adapt to various scenarios</p>	<p>Ease of use Via an intuitive graphical interface providing aggregated and detailed information on events and alarms</p>
Key benefits	<p>Optimized maintenance through predictive alerts, reducing risks.</p>		<p>Increased safety by detecting abnormal conditions promptly</p>	

Source: Banca Profilo elaborations on Company data

Figure 47: Project Bridgemon product prototype



Source: Banca Profilo elaborations on Company data

ESG

ESG commitment

Braga Moro is focused on advancing sustainable and circular energy management through collaborative projects with leading research institutions, such as Sapienza University of Rome's DIET/POMOS Department. These initiatives aim to develop innovative energy storage solutions for applications in EV charging and domestic photovoltaic systems. Additionally, Braga Moro is committed to energy efficiency, continuously researching and implementing high-efficiency technologies that drive significant energy savings. The company is also registered in the National Register of Environmental Managers for waste brokerage and trading (up to 3,000 tons), enhancing its position in key markets, particularly in the battery sector, serving telecom and critical infrastructure operators.

Environment

Braga Moro prioritizes environmental protection, focusing on sustainable practices and ensuring respect for the territory, with a strong commitment to efficient waste disposal management.

Social

Over the past three years, Braga Moro has maintained a strong compliance record, with no sanctions for non-compliance with social regulations, underscoring its commitment to legal and ethical standards as a foundation for sustainability. The company emphasizes social innovation and local development as key priorities, aiming to build trust and foster responsible relationships with its communities. Through continuous internal analysis and effective stakeholder engagement, Braga Moro strives to balance the interests of various stakeholders while driving sustainable progress.

Governance

Braga Moro has initiated an external analysis to evaluate its operational system, aiming to improve risk awareness and control while maintaining a balanced approach to the interests of its various stakeholders.



Braga Moro "ID Card"

apr, 23 2026 - 15:51

Recommendation

BUY

Target Price

8.3 €

Upside

128%

Company Overview

Braga Moro, founded in 1946 and based in Milan, is a leading provider of power solutions for complex technological systems, serving sectors such as telecommunications and IT infrastructure. Operating three production plants in Italy and an innovation lab in Rome, while expanding its presence in the Middle East. In 2024, the formation of Braga Moro Group followed the acquisition of Ciperre Elettronica, integrating its capabilities to enhance R&D and sales efforts. The Group operates through two key business lines—Energy and Electronic Boards—allowing it to deliver highly customized, mission-critical solutions. In 2025, the Group reached €19.4mln sales (+28.7%yoy) with an EBITDA of €3.7mln. Net debt was €5.8mln at the end of 2025, including August 2026 IPO proceeds.

SWOT Analysis

Strengths

- Innovative solutions in the Energy business line
- Above peers' average profitability
- Cash generative Electronic Boards business line
- Highly tailored/customizable product offering
- Solid national client base and outstanding customers abroad
- Synergies between Energy and Electronic Boards business lines

Weaknesses

- Limited market size
- Limited production capacity in the Electronic Boards business line
- Financial needs to support accelerated growth in the Energy business line

Opportunities

- International expansion
- End markets diversification

Threats

- High risk of market saturation
- Price volatility of raw materials costs
- Highly competitive Energy market
- Weather-related risks in the EPC-M business

Main catalysts



Booming reference market incentivised by governments
Commencing production of Italian-made PV modules effective 2025
Geographical expansion in UAE, North America and Asia

Main risks



Fragile financial footing characterized by considerable debt burden
Ongoing tensions in Middle East, a key area in Braga Moro international expansion
Business plan execution risk linked to a rapid embedded scale-up

Braga Moro "ID Card"

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Target Price

Upside

8.3 €

128%

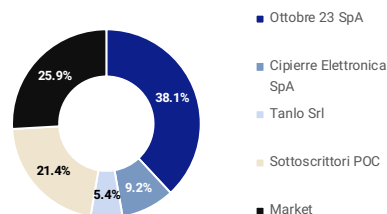
Main financial data

(€/000)	FY24	FY25	FY26E	FY27E	FY28E
Total Revenue	16,089	19,668	22,035	25,063	28,329
<i>yoy</i>	9.5%	22.2%	12.0%	13.7%	13.0%
Adj. Total Revenue	16,089	19,668	22,035	25,063	28,329
<i>yoy</i>	23.7%	22.2%	12.0%	13.7%	13.0%
Gross Profit	7,492	10,222	11,540	13,126	14,836
<i>Gross margin</i>	46.6%	52.0%	52.4%	52.4%	52.4%
EBITDA	2,299	3,678	4,181	4,922	5,657
<i>EBITDA margin</i>	14.3%	18.7%	19.0%	19.6%	20.0%
EBITDA Adj.	2,478	3,678	4,181	4,922	5,657
<i>EBITDA Adj. margin</i>	15.4%	18.7%	19.0%	19.6%	20.0%
EBIT	720	1,963	2,183	2,561	2,806
<i>EBIT margin</i>	4.5%	10.0%	9.9%	10.2%	9.9%
EBT	127	1,145	1,528	1,991	2,312
<i>Pretax margin</i>	0.8%	5.8%	6.9%	7.9%	8.2%
Net Income	(358)	391	611	797	925
<i>Net Profit margin</i>	-2.2%	2.0%	2.8%	3.2%	3.3%
Net Debt (cash)	6,026	5,813	5,033	4,496	3,798
Shareholders' equity	3,001	5,568	5,788	5,973	6,101
Net Operating Working Capital	4,083	5,529	6,439	7,645	8,878
CapEx (maintenance)	-	(426)	330	330	330
Free Cash Flow	930	618	1,621	1,840	2,401

Company Description

Company Sector	EMS/ODM
Main Shareholder/s	Ottobre23 with 61% of voting rights
Sample of comparables	Kitron ASA (NOR), Cicor (NOR), NOTE AB (SWE), Inission AB (SWE), Fae Technology S.P.A (IT), Incap Oyi (FI)

Shareholder Structure



Revenue Breakdown

	FY23	FY24	FY25	FY26E	FY27E
Energy	6.4	10.6	14.1	15.9	18.4
<i>On sales (%)</i>	51%	70%	72%	74%	76%
Electronic Boards	6.2	4.5	5.3	5.6	5.8
<i>On sales (%)</i>	49%	30%	28%	26%	24%

Activity ratios

	FY24	FY25	FY26E	FY27E	FY28E
Days of inventory On Hand (DOH)	67	75	78	80	82
Days of Sales Outstanding (DSO)	136	126	130	130	130
Number of days of payables	153	150	135	130	130
Fixed Assets Turnover ratio (FAT)	2.6	2.8	4.0	6.6	15.2

Liquidity ratios

	FY24	FY25	FY26E	FY27E	FY28E
Current ratio	1.9	2.1	2.2	2.4	2.5
Cash conversion cycle	51	51	73	80	82

Solvency ratios

	FY24	FY25	FY26E	FY27E	FY28E
Net Debt (Cash)-to-Equity	2.0x	1.0x	0.9x	0.8x	0.6x
Net Debt (Cash)-to-EBITDA	2.6x	1.6x	1.2x	0.9x	0.7x
Interest Coverage ratio	1.2x	2.9x	3.3x	4.5x	5.7x

Profitability ratios

	FY24	FY25	FY26E	FY27E	FY28E
Return On Invested Capital (ROIC)	3.2%	6.9%	8.1%	9.8%	11.3%
Return On Capital Employed (ROCE)	2.4%	6.5%	9.6%	11.2%	12.0%

Data of peers

Median	FY24	FY25	FY26E
Sales growth (yoy)	0.9%	6.5%	20.1%
EBITDA margin	11.8%	11.2%	11.9%
Braga Moro	FY24	FY25	FY26E
Sales growth (yoy)	19.8%	28.7%	10.9%
EBITDA margin	15.4%	18.7%	19.0%

Multiples of peers

Median	FY26E	FY27E
EV/EBITDA	8.3x	7.2x
Braga Moro	FY26E	FY27E
EV/EBITDA	3.0x	2.6x

Source: Bloomberg, Facset, Banca Profilo estimates and elaborations

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THE BANK MAY, FROM TIME TO TIME, DEAL IN, HOLD OR ACT AS MARKET MAKER OR ADVISOR, BROKER OR BANKER IN RELATION TO THE FINANCIAL INSTRUMENTS, OR DERIVATIVES THEREOF, OF PERSONS, FIRMS OR ENTITIES MENTIONED IN THIS DOCUMENT, OR BE REPRESENTED IN THE GOVERNING BODIES OF THE COMPANY. IN FACT, THE BANK HAS BEEN GLOBAL COORDINATOR IN THE IPO PROCESS, IT IS PRESENTLY EGA, CORPORATE BROKER AND SPECIALIST OF THE ISSUER.

BANCA PROFILO SPA HAS ADOPTED INTERNAL PROCEDURES FOR THE PREVENTION AND AVOIDANCE OF CONFLICTS OF INTEREST WITH RESPECT TO THE RECOMMENDATIONS, WHICH CAN BE CONSULTED ON THE RELEVANT SECTION OF ITS WEBSITE (WWW.BANCAPROFILO.IT, IN THE SECTION "CLIENTI AZIENDALI E ISTITUZIONALI/ANALISI E RICERCA).

EQUITY RESEARCH PUBLICATIONS IN LAST 12M

THE BANK PUBLISHES ON ITS WEBSITE WWW.BANCAPROFILO.IT, ON A QUARTERLY BASIS, THE PROPORTION OF ALL RECOMMENDATIONS THAT ARE 'BUY', 'HOLD', 'SELL' OR EQUIVALENT TERMS OVER THE PREVIOUS 12 MONTHS, AND THE PROPORTION OF ISSUERS CORRESPONDING TO EACH OF THOSE CATEGORIES TO WHICH SUCH PERSON HAS SUPPLIED MATERIAL SERVICES OF INVESTMENT FIRMS SET OUT IN SECTIONS A AND B OF ANNEX I TO DIRECTIVE 2014/65/EU OVER THE PREVIOUS 12 MONTHS.

ADDITIONAL INFORMATION

THE BANK PROVIDES ALL OTHER ADDITIONAL INFORMATION, ACCORDING TO ARTICLE 114, PARAGRAPH 8 OF LEGISLATIVE DECREE 58/98 ("FINANCIAL DECREE") AND COMMISSION DELEGATED REGULATION (EU) 2016/958 AS OF 9 MARCH 2016 (THE "COMMISSION REGULATION") ON THE RELEVANT SECTION OF ITS WEBSITE (WWW.BANCAPROFILO.IT, IN THE SECTION "CLIENTI AZIENDALI E ISTITUZIONALI/ANALISI E RICERCA").